

their behavior. The consumers are not changing their routine behavior, but they end up engaging in behavior, i.e., tasting a new gum, because of the Shikake.

Type 3: Awakened Participation

This type of participation triggered by a Shikake is rather unpleasant. It triggers problem recognition and raises the awareness of a certain issue that the Shikake suggests. In this type of participation, the Shikake functions as an alarm bell of a targeted action, and just like no alarm bells are fun, this type of Shikake is not fun-driven, unlike *Deliberate Participation*. Also, unlike *Involuntary Participation*, consumers are conscious when they engage in the targeted action, since they are guided to notice the problem.

A good example of this type of Shikake is the Fresh Pillow campaign by Tontine, a major pillow manufacturer in Australia. This campaign was launched in October 2010, and at the time of promotion, Tontine was struggling to increase sales, since consumers do not replace pillows often enough. Tontine concluded that the reason for this is that consumers do not know how old and dirty their pillows are. The company found that the average age of these pillows was five and a half years, although the lifespan of a synthetic pillow is approximately two years.

For a solution, the company released pillows with a freshness stamp, reminding customers of when they need to replace their pillows (See Figure 1). Also, they aired TV commercials close to bedtime, right before consumers use their pillows, and used breakfast media to remind people right after they have used their pillows of the need to change old pillows. This was a successful marketing campaign, increasing the sales in the first week by 345%.



Figure 1. Tontine Fresh Pillow Campaign (Macleod 2011)

For the consumers, being told that their pillows were old and dirty was unpleasant. Purchase behavior itself is not fun either, since it does not contain any elements of gamification. However, this Shikake is effective in the sense that it brought a hidden issue to the surface and successfully triggered desirable behavior for the firms, and for the consumers as well, since they were able to use fresh pillows.

The usage of an expiry date itself is not novel idea. It is common practice for food companies, and consumers are

used to it. What is innovative in this idea is that they used this practice for pillows. In this example, a Shikake as simple as printing a stamp has changed consumers' behavior.

Why Shikakes Work in Marketing

Cost and Benefit of Consumer

As seen in the case studies described in the previous section, a Shikake is useful and powerful tool for changing consumer behavior in a way that benefits the consumers and the firms initiating the Shikake. Why do Shikakes work so well in marketing? Before answering the question, some key notions on consumer behavior need to be explained.

In the literature of consumer search cost, consumers' search strategy is determined by the trade-off between the perceived benefit and cost of searching (for example, Ratchford 1982, Punj and Staelin 1983). The premise of this literature is that consumer behavior is a function of two factors: benefit and cost to the consumer. In other words, consumer behavior is determined by what consumers can gain and what they have to pay for. Benefit is the meaning or value that consumers add to the attribute of a product or service. More simply, it is a value derived from a product or service. The benefits can be functional, emotional, self-expressive, and social.

The functional benefit is a benefit that consumers obtain from the function of a product or service, such as convenience, lightness, size, and speed. The emotional benefit is emotional or psychological values caused by ownership or usage of the product or service. Examples include enthusiasm and happiness consumers feel from using their favorite smartphone. The self-expressive benefit is felt when consumers feel like becoming their ideal self through the ownership or usage of a certain product or service. Luxury products often provide this benefit.

The costs include monetary cost, search cost, and switching cost. Monetary cost is the price consumers have to pay in order to purchase products or services, or participate in marketing activities. Most products and services in the offline environment are not free, so they require consumers to pay the monetary cost in order to receive the benefit. However, this type of cost is not the central topic here. The cost this paper emphasizes is search cost. Search cost can be broken down into monetary cost, opportunity cost of time taken up, and psychological cost caused by labor and trouble. Monetary cost in the search cost is the cost consumers pay, for example, when searching for the best car to purchase. It includes costs such as transportation cost or telecommunication cost for

searching for the best product possible to purchase. The opportunity cost is the cost of any activity measured in terms of the value of the next best alternative forgone. The time consumers have to spend for searching for the best service, installing the apps, and getting used to the gadget is an appropriate example for this type of cost. Psychological cost is the psychological stress perceived in purchasing and consumption processes of the product. In the previous example, the trouble consumers have to go through in the process of installation and getting used to a product is classified as psychological cost.

Key Success Factor for Shikake in Marketing

Having seen the balance mechanism of cost and benefit of consumer behavior, this section aims to explain the two reasons Shikakes work so well for marketing. One is they increase consumer benefit by creating fun or preparing reward, and the other is they decrease the consumer cost by making the engagement involuntary.

In *Deliberate Participation* as depicted by the Speed Meter Lottery in the Fun Theory Award, Volkswagen increased the benefit of obeying the speed limit. Usually, the benefit of obeying the limit is zero. The cost of not obeying is given as a punishment instead for he or she who breaks the rule. The key success factor in this campaign is providing a benefit for the desirable behavior, which had been overlooked. In *Involuntary Participation* as described in the Mint Parking Ticket campaign by Wrigley, there was no cost for consumer participation. In many cases, marketing campaigns attempt to generate consumer participation that requires search cost for consumers. In the example of the Mint Parking Ticket, the cost of engaging in product trial promotion was zero, since the promotion was embedded in consumers' daily routine. In *Awakened Participation* as described in the Tontine fresh pillow campaign case, the consumers could not help but replace the pillow. If it were not for this campaign, consumers and Tontine would have had to face many hurdles to overcome the cost to consumers for their behavior change. There are many marketing triggers surrounding consumers. Companies can invest in advertising or conduct traditional sales promotion campaigns such as price reductions or volume discounts. Usually, these types of marketing activities cost a lot. In the case of fresh pillows, the trigger, i.e., Shikake, was so effective that it stimulated needs recognition which could overcome all kinds of costs associated with the purchase of new pillows. This shows that a Shikake can be a trigger to overcome the consumer's cost burden.

Table 2 classifies types of Shikake in terms of the costs and benefits to consumers. Note that the cost is not just monetary cost, but all types of search costs explained in the previous section. Similarly, the benefits include all types of

benefits explained earlier. An ideal Shikake, which can expect continuous engagement of consumers, involves a large benefit and low participation cost. A fluke Shikake involves low participation cost but also a small benefit, since it is easy to participate but fails to provide enough benefit for continuous participation. A failed Shikake involves a high participation cost and no decent benefit. Most marketing campaigns will be categorized in this category, since the examples depicted in this paper are rather rare cases. The examples described in this paper are campaigns that won awards at the prestigious Cannes Lions International Festival of Creativity, a renowned award ceremony for advertising campaigns. The Speed Camera Lottery and Mint Parking Ticket campaign both won bronze in 2011 Outdoor Lions; Dated Pillow won 2011 Promo & Activation Lions, and Media Lions. Few out of thousands can win these awards. Lastly, a niche Shikake is a marketing campaign that requires high cost but manages to provide high benefit. In this type of Shikake, mass-market consumer participation cannot be expected since the participation cost is high. However, the high benefit raises the possibility of participation by niche market consumers willing to pay the high cost.

A Shikake is a physical and/or psychological trigger for implicit or explicit behavior change to solve problems, and the consumer behavior is a function of two factors: benefit and cost to consumers. The key point of a successful Shikake is to decrease the consumer cost and increase the consumer benefit.

	Low cost	High cost
Small benefit	Fluke Shikake	Failed Shikake
Large benefit	Ideal Shikake	Niche Shikake

Table 2. Typology of Shikake by Cost and Benefit to Consumers

Future Opportunities for Shikake in Marketing

In this paper, the author explained key concepts in the intersection of marketing and Shikakeology and classified Shikakes in the field of marketing in terms of the types of consumer participation by introducing a case study of each type. Throughout the paper, the importance of consumer cost and benefit is emphasized.

Recently, due to the emergence of social media, marketing communication is becoming more interactive and pre-designed to include consumer participation in its process. Consumers are no longer passive targets, but becoming active co-developers of successful marketing

campaigns. Sales promotions, especially those that include social media in the process, do not function alone. They now embody the actions of the target consumers.

Customer engagement behavior is defined as customers' behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers (van Doorn et al. 2010). This includes behavioral expressions such as uploading texts, photos, and videos, participating in online games, checking-in to places and events, commenting on the facebook fan page, etc. Whether consumers engage in marketing activities or not depends on the balance between the benefit and cost of the participation. The key to spontaneous consumer engagement is essential, and there is an opportunity for Shikakeology to provide a theoretical explanation or implication to stimulate consumer engagement.

Also, co-creation is another area where Shikakeology has a opportunity to contribute. Co-creation occurs when the consumers participate in the value chain of the firm through spontaneous, discretionary behavior (Pralhad and Ramaswamy 2004). This is similar to Shikakeology, since a Shikake is a catalyst to change behavior, and its function is realized via human interaction.

Both customer engagement and co-creation are attracting much attention from both practitioners and academia. There is a room for Shikakeology to contribute to this growing field of marketing.

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