



DIVERSE DRIVES

It's about his quest and her nest.

In the mid 1990s, Cadillac recognized that women were buying luxury cars. To capture this emerging market, they launched an advertising campaign during the 1996 Super Bowl. Figuring what works for him must work for her, they modified the hero's quest story. The ad began, "Once upon a time there was a princess . . .," as Cindy Crawford, decked out in black leather, cruised across the screen in the new Cadillac Catera.

What were the creators of this campaign thinking? They believed that the ad would appeal to women through "fantasy empowerment." The ad probably appealed to

men's fantasies more than women's. But the bottom line was that it didn't sell cars.

In chapter 2 we learned that while our brains are designed to help us predict the future by what we have learned in the past, men use *step* thinking and women use *web* thinking to arrive at a solution. In this chapter we'll explore motivation—what drives men, what drives women—and how understanding these diverse drives can boost your profitability and accelerate the decision-making process for both X and Y.

Here are the overarching motives to bear in mind as we move through this chapter.

- Buying is all about his quest.
- Buying is all about her nest.
- Men value and are thus motivated by respect.
- Women value and are thus motivated by self-esteem.
- He craves risk.
- She calculates risk.

IT'S ALL ABOUT HIS QUEST

Men are drawn to advertising, products, and solutions that tell the traditional hero's story—an independent man with

a precision tool overcomes the challenge and makes the world a better place. That tool can be a performance car, credit card, financial plan, power drill, software program, business solution, or job. Throughout history men have conquered new frontiers. Their challenge, purpose, and glory have always been focused out in the world or—most recently—in space. Self-worth comes from conquering the environment in which they live.

The BMW 6 Series ad campaign speaks to a man's mammalian brain, the emotional limbic system. It asserts that the ultimate driving machine is the best tool for going out into the world, where his self-worth is validated. The ad features a single man commanding a performance vehicle across a bridge on his quest. Even in the still shot, you can tell that he is moving fast.

“Legend of the road,” the ad reads. “Heir to a six-decade tradition of refining luxury, perfecting performance. Commanding style. Unmatched precision. Pure passion. The 6. The ultimate reward.”

While it's easy to see how this BMW ad speaks directly to a man's values of independence and power, you can also use this strategy to connect to your male customers' values during face-to-face sales interactions. Emphasize his ability to conquer the current business challenge by using your product or service as his primary tool. Your

appeal is that your offering will allow him to perfect the performance of his department or company.

IT'S ALL ABOUT HER NEST

In their 1996 Super Bowl campaign, Cadillac incorrectly assumed that men and women shared the same motivations when purchasing a luxury car. They believed that independently affluent women most valued independence, conquest, perfection, and a heroine's journey. And they completely missed the mark.

By the time a woman is thirty, she is over the princess fairy tales and is smack-dab in the middle of a life of responsibility. She is no longer dreaming of perfection. In fact, she laughs at the idea that her life could be perfect.

Throughout history women have been most concerned with preparing the next two generations for survival. She had to constantly orchestrate all the resources in her clan to assure their success each day. Our modern-day female can't imagine thirty minutes, let alone an extended journey, during which time no one was dependent on her for survival.

In her career and her personal life, she most values relationships and credits the strength of her networks as her number one reason for success. Women buy products

and services that will nurture their relationships and make their lives just a bit easier and more comfortable.

I SPY THE ULTIMATE FAMILY VEHICLE. TOYOTA SIENNA.

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Ten years after Cadillac failed, Toyota hit the bull's-eye. In this ad the car isn't even moving—it's there waiting to meet her needs. Notice the house (her nest) is lovely but certainly not perfect. There's a foam airplane on the roof, toys strewn across the yard, and she'll probably have to move bicycles out of the driveway before she can leave. But it is real. She can relate to this life. The message is that the Toyota Sienna works for the woman who lives in this home. It therefore motivates a woman who can assert, "My life is like this," to conclude, "The Toyota Sienna is the vehicle for me."

While many minivans are now decked with leather and surround sound stereo systems, no one would classify them as performance vehicles. Yet, with their cup holders, DVD players, and doors that automatically slide shut, they still perform. For the woman who is in the midst of raising children, the minivan is her perfect performance tool.

Perhaps part of Toyota's strategy is banking on the fact that women purchase more than 60 percent of all new cars, not just minivans. It is a major reason Toyota picked up what Cadillac left on the table. Women view cars and other big-ticket products not as the vehicle of their quest for validation but as an integral tool to keep their nests functioning.

Now, let's make this perfectly clear—a woman's nest does not refer solely to her home, family, or children. While she craves success as much as the guy in the next office, your professional female prospect, who is more likely to have multifaceted interests, simply defines power differently. Titles are less important than purpose and contribution. Your female prospect is more interested in influence—over a group of people or her company's future direction—than in independent conquest. She measures success in terms of her team's contribution and will credit her support networks for making it possible. With her, emphasize how your business solution will positively impact her team, making their lives easier and their purpose clear.

RESPECT: HIS VALUE PROPOSITION

Q: What's the only time during a football game that both teams' fans come to their feet to cheer for a single player?

A: When, after lying lifeless on the field, he rises up from a bell-ringing hit and stumbles off the field under his own power.

When men are knocked to the ground—whether literally or figuratively—they view their recovery as more important than the fall. Recovery from a failure is a key element in building respect. Men see failure as a natural learning experience. Whether in determining his own self-worth or respecting the guy or gal in the next office, a man will place a high value on rebounding from failure.

Falling down or looking clueless is often used in beer, shaving cream, and other commercials targeting men. Tide to Go, Proctor and Gamble's instant stain remover, released a thirty-second spot during Super Bowl XLII. The spoof provided a humorous look at the consequences of embarrassing stains, with a "talking stain" overshadowing a man while interviewing for a job. Apply Tide to Go, and the interviewee recovers from his embarrassment and wins the job.

In a sales situation, understand that when a man objects, you have been given an opportunity to shine.

Assertively address and overcome his objection, and you will gain his respect and move much closer to convincing him to buy.

SELF-ESTEEM: HER INTRINSIC CHARGE

Women, on the other hand, value and promote self-esteem. Whereas respect is earned over time through achievement and overcoming failure, women would prefer that everyone feel good about themselves all of the time. While she'll cheer as loud as a man for another's recovery from a fall, a woman doesn't need anyone to fail—and actually prefers that they don't. Joking about others' faux pas works for men but will turn women off.

Can you score big with this seemingly small difference? Absolutely. Dove certainly has with its Campaign for Real Beauty.

Launched by Unilever in 2003 to expand the Dove brand from the tried-and-true Dove soap bar to a wide range of health and beauty products, Dove featured regular women in place of supermodels to celebrate the beauty and self-worth of all women. In addition to capturing the hearts of women, the first series of advertisements received substantial media coverage from talk shows and women's magazines. So much, in fact, that Unilever estimated that

the media exposure was worth thirty times more than the paid-for advertising.¹

Figuring they were onto something, Unilever purchased a thirty-second spot in the commercial break during Super Bowl XL at an estimated cost of two and a half million dollars.² And this ad was even more powerful. Why? It wasn't even about women and wrinkles. It did not feature one beauty product. It featured beautiful adolescent girls who worried they were not pretty because of their freckles, their curly hair, their straight hair, their noses, or their skin. And it hit a major nerve with women because they painfully remember the self-consciousness of adolescence, and they want to stop this nonsense of a woman's value diminishing because of such superficial factors. Finally a beauty company was determined to create "a new definition of beauty [that] will free women from self-doubt and encourage them to embrace their real beauty."³

In an already crowded beauty products market, TV, print, and poster ads featuring real women with real curves prompted a 600 percent surge for the brand in Great Britain.⁴

HE CRAVES THE RISK

I live in the perfect cul-de-sac for skateboarding. It was not a feature that my husband and I were seeking when we

bought the house, but it is apparent from the number of children who come from who-knows-where every Saturday that our little street has just the right slopes and banks to be designated the ultimate natural skateboard park.

It's fun to watch the boys and girls skip over the curb and up their homemade half-pipes and other street obstacles. But a funny thing happens on Saturdays. As the morning passes to afternoon, the stakes get higher. The boys design steeper ramps that the girls think are dangerous, if not suicidal. One day my nine-year-old daughter ran in to tell me that the boys were skating down a neighbor's front porch steps. The girls had all decided that the boys were scripting their own demise and backed away, while the boys' exhilaration rose with the rise in danger.

Whether it's at the skateboard park, exploring a new frontier, or going off to battle for their country, the male gender is fueled by risk. The love of the quest requires men to take great risks, and they are biologically hardwired for perilous situations. Fueled with testosterone, the aggression hormone; greater spinal fluid in the brain, which moves physical impulses from the brain to the body; and less oxytocin and serotonin (calming hormones) than women, men are primed to not only take more risk but to feel exhilarated rather than scared by risk.

Sales and advertising strategies that simulate adventure will rouse a man's interest. And for sales and account

management strategies, opt for action activities when entertaining a male client—white-water rafting, skiing, and the ever-popular golf outing will trigger his male hormones to produce a rush.

SHE CALCULATES THE RISK

Women are willing to take risks but are less likely to seek out risky situations just for the sake of living dangerously. Her chemical cocktail of estrogen, progesterone, and higher levels of oxytocin and serotonin have a calming effect that leads her to think (or talk, as we'll see in chapter 7) through challenges rather than take action.

Differences in risk tolerance have obvious implications if you own a travel or adventure company. But what about other businesses and personal services? Merrill Lynch Investment Managers' 2005 survey of one thousand investors—five hundred men and five hundred women—confirmed that men take more risk with money. The survey determined that of those who consider themselves

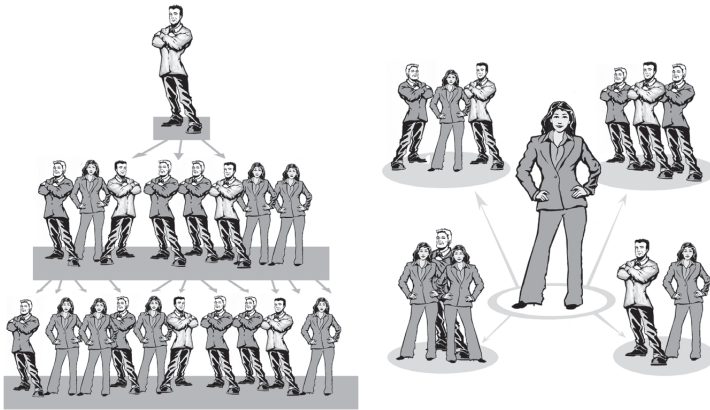
- “Competitive Investors,” 60 percent were male and 40 percent female.
- “Measured Investors,” 55 percent were male and 45 percent female.

The X and Y of Buy

- “Reluctant Investors,” 47 percent were male and 53 percent female.
- “Unprepared,” 47 percent were male and 53 percent female.⁵

Products, personal services, and business services with a higher dollar amount usually coincide with a higher implied personal peril in making the purchase. Minimizing this risk for women buyers can help minimize the risk of losing their business.

DIVERSE DRIVES



	Male	Female
Is driven by	His quest.	Her nest.

At work	Values independence, prefers hierarchical structures, defined roles, rules.	Values interdependence, prefers self-directed teams.
Wants	The ultimate performance tool.	The tool that performs.
Values	Self-respect by overcoming difficulty.	Self-esteem through inherent self-worth.
Risk	Stimulates hormones.	Signals the need for careful calculation.
When advertising	Position your product or service as the precision tool for him to conquer his environment.	Position your product as instrumental to making life easier and her nest more harmonious.
When selling	See his objection as your opportunity to prove yourself; emphasize enhanced team performance.	Don't knock the competitor, yours or hers; emphasize enhanced team relationships.

VALUE-DRIVEN SALES

There are definite contrasts in male and female values. Not better or worse values—just different. And these contrasts greatly affect their motives to say yes or no in every buying situation. To sell and market effectively to either gender, you must recognize how the X and Y value systems influence your customers' motivation to completely ignore your offering, purchase your product once, or be married to your brand.

TAKING DIVERSE DRIVES TO THE STREET

X: When positioning your product or service with her, stress the positive impact it will have on those in her network—coworkers, friends, family—as well as in benefits to her individually. Attract her with ads that position your product as the primary tool for making her life easier and her nest more harmonious. Don't knock the competition—hers or yours. She places high value on everyone feeling good about themselves. She is driven by her nest. If you can show her how your offering will enhance her relationships, you will lean her toward buying. If she perceives risk in the buy, you must address it by helping her accurately assess the risk to her liking. In the end, if you can convince her that your offering will allow her to more efficiently and effectively manage her nest, she will be driven to buy.

Y: By emphasizing the value of your product or service as his tool of choice for independence, heightened performance, and overcoming the obstacles in his environment, you will speak to what drives him to buy. If he communicates objections to your offer, treat it as an opportunity to prove yourself worthy of his respect. Falling is okay with him as long as you turn it into a triumph. When it applies, a sure-fire way to do this is to emphasize how your offering will enhance team performance, whether his team is himself

and a business partner or himself and an entire company. His drive is all about the conquest. And he is okay if that involves risk, as long as you can convince him of the heroic rewards. Do that and you will move him toward buying.