Abstract
The aim of this paper is to provide a deeper understanding of Shikake through the lens of marketing. “The aim of marketing is to make selling superfluous” is a famous quote by Peter Drucker. Its key message is that marketing is not an effort to control or force consumers to purchase products or services, but an activity to create a situation where consumers engage in consumer behavior spontaneously. The core essence of Shikakeology is a spontaneous behavior change, and it is fair to assume that marketing and Shikakeology share a fundamental philosophy. This paper defines the key concepts in the intersection of marketing and Shikakeology and attempts to classify Shikakes in the field of marketing in accordance with participants’ motivation and consciousness. Different types of consumer participation are described in case studies. Finally, attempts are made to reveal the key to success of a Shikake in the field of marketing and discuss future research opportunities.

Introduction
A Shikake is a physical and/or psychological trigger for implicit or explicit behavior change to solve problems. Marketing can be considered as Shikake, since marketing activities such as advertising and sales promotion are triggers for behavior change, namely consumer behavior. The problems to be solved in this field are those of consumers and firms.

Since Shikakeology is an interdisciplinary approach to understanding human behavior, this section clarifies the key concepts in related fields before moving onto the details of Shikake in marketing. The definition of marketing is addressed by The American Marketing Association (AMA), and it has evolved over time (American Marketing Association 2008). In their definition in 1985, marketing is the “process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives”. In 2004, they fine-tuned the definition and stated that marketing is “an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders”. In 2007, they updated the definition once again, defining marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.

The definition in 1985 focused on the exchange between buyer and seller. In this definition, marketing is a process to determine what kind of product and at which price would be attractive to consumers, or what kind of advertising is appropriate to increase sales. In the 2004 definition, the main objective of marketing shifted from economic exchange to the value creation process and customer relationship management. Finally, in the 2007 version, the target of marketing was broadened from just customers to include clients, partners, and society at large. The latest definition indicates that marketing is not merely advertising and sales promotions to sell more products or services but also a value creation process for not only customers but also society at large.

“The aim of marketing is to make selling superfluous” is a famous quote by Peter Drucker. Its key message is that marketing is not an effort to control or force consumers to purchase products or services, but an activity to create a situation where consumers happily engage in consumer behavior. The core essence of Shikakeology is a spontaneous behavior change, and it is fair to assume that
marketing and Shikakeology share a fundamental philosophy.

When firms release their products or services on the market, they control and mix four elements in marketing: product, price, place, and promotion. Among these four elements, promotion includes activities such as advertising, sales promotion, and public relations. Each promotion activity has different characteristics. For example, advertising is considered to be effective for attitudinal change, whereas sales promotion is action-focused and directly affects behavioral change. Since behavior is the central notion in Shikake, action-focused sales promotion can be positioned as the closest marketing activity to Shikake.

The aim of this paper is to provide a deeper understanding of Shikake through the lens of marketing. To do so, this paper is organized as follows: first, the paper classifies Shikakes in marketing in accordance with the type of consumer participation. Second, it introduces a case study of each type. Finally, it attempts to reveal the key elements of a successful Shikake in the field of marketing and discusses the future research directions in related research fields.

**Typology of Shikake by Behavior Change in Marketing**

**Classification of Shikakes**

As mentioned in the introduction, the major characteristic of a Shikake is that it induces spontaneous behavior. In this section, the author attempts to classify Shikakes in accordance with types of consumer participation.

Spontaneous behavior can derive from two different cognitive states. One is conscious, and the other is nonconscious. Consumers can spontaneously act with their own goal and intention in mind. In fact, the predominant paradigm of consumer purchase decision research is an information-processing model, which is consciously made, and deliberates choices and actions by consumers (Howard and Sheth 1969; Bettman 1979). In such cases, committing a certain action is accompanied by certain types of consumer benefits. Consumer benefits, whether functional, emotional, self-expressive, or social, are the incentive for the participation. However, spontaneous behavior is not always derived from the intentions of consumers. It is possible for consumers to participate in certain kinds of Shikake without knowing it.

Bargh (2002) highlighted the importance of nonconsciousness in consumer behavior, arguing that nonconscious behavior is not limited to hedonic impulses or addiction. The point of the paper is that the consumer goals can be activated, and then operated, outside of awareness. Similarly, Chartrand and Fitzsimons (2010) used the term “nonconscious consumer psychology” to describe a category of consumption behavior that is driven by processes that occur outside a consumer’s conscious awareness. Dijksterhuis et al. (2005) propose that many choices are made unconsciously and are strongly affected by the environment. This proposal was based on research on the perception-behavior link (Dijksterhuis and Bargh 2001) and on automatic goal pursuit (Bargh and Chartrand 1999). Inspired by this past research, this paper differentiates between two types of cognitive states and classifies marketing Shikakes in terms of consumer consciousness in the subsequent section.

The second aspect of classification is the motivation of consumers. Motivation is an internal state that activates goal-oriented behavior. Consumers can participate in Shikake for different motivations. Rossiter and Percy (1997) proposed the Rossiter-Percy Grid, which emphasizes the importance of the level of consumer involvement and type of motivation for brand attitude strategy. In their model, there are two types of consumer motivations: informational and transformational. The informational motives are negative motives. To meet consumers’ needs, firms are expected to provide information to address their perceived problem. On the other hand, transformational motives are positive motives. The strategy for the firm is to transform consumers’ moods by increasing certain positive feelings.

The first type of motivation generates problem solution behavior for consumers. An example of this type of behavior is quenching a thirst by drinking water. In this example, the consumer would first recognize the need and then solve the problem. This kind of motivation can also be applied to participation in Shikakes. In the second type of motivation, a consumer can engage in a Shikake to increase the positive level of his or her state. Listening to music for entertainment, buying a diamond as a reward, and going to a spa for relaxation are examples of this type of behavior.

By using these two aspects for classification, i.e., consciousness and motivation for participation, Shikakes in marketing can be classified into three types. Table 1 shows the typology of Shikake by type of participation: Deliberate Participation (Type 1), Involuntary Participation (Type 2), and Awakened Participation (Type 3).

In Deliberate Participation, consumers are conscious and are driven by positive incentives. In Involuntary Participation, the consumers nonconsciously participate out of positive motivation. In Awakened Participation, conscious consumers act from negative motivations. Although the 2X2 classification matrix produces four cells, the paper does not propose type 4, since it is unrealistic for consumers to engage in unpleasant behavior.
nonconsciously, or to a recognize problem without knowing it. In the subsequent section, case studies for all types of participation triggered by Shikake are examined.

<table>
<thead>
<tr>
<th>Motivation of consumers</th>
<th>Consciousness</th>
<th>Type 1: Deliberate Participation</th>
<th>Type 2: Involuntary Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive motivation</td>
<td>Conscious</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Negative motivation</td>
<td>Nonconscious</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Type 3: Awakened Participation</td>
<td></td>
</tr>
</tbody>
</table>

*Table 1. Typology of Shikake by Type of Participation*

**Type 1: Deliberate Participation**

In this type of Shikake, the consumers fully control the situation and have their goals. Thus, it is important for the firm to provide clear goals and incentives for the participation. A typical example is gamification: the use of game design elements in non-game contexts (Deterding et al. 2011).

An example of Deliberate Participation is The Speed Camera Lottery, the winning idea of the Fun Theory Award (Schultz 2010). The Fun Theory was an initiative by Volkswagen and its ad agency DDB Stockholm to promote and raise interest around Volkswagen’s BlueMotion Technologies. BlueMotion Technologies is a series of cars and innovations that help reduce environmental impact without compromising on performance or the joy of driving. The premise of the Fun Theory is that fun is the easiest way to change people’s behavior. Volkswagen and DDB established a competition called The Fun Theory Award and called for entries to change the world by fun.

The Speed Camera Lottery, the winning idea of the Fun Theory Award, was implemented by Volkswagen and the Swedish road transport authority. The objective of this idea is to inspire people to obey the speed limit by making it fun. Usually, authorities do this by penalizing the people who exceed the limit. The Speed Camera Lottery offered a different incentive; it awarded people who kept under the speed limit. The Speed Camera Lottery offered a different incentive; it awarded people who kept under the speed limit. The Speed Camera Lottery offered a different incentive; it awarded people who kept under the speed limit. In this Shikake, the speed camera photographs passing cars. The cars that keep under the speed limit had their photos taken and registration numbers recorded and were entered into a lottery. Winners were notified by post and received cash prizes.

According to Volkswagen, the average speed before the installation of the Speed Camera Lottery sign was 32 kilometers an hour. During the three-day test of the Speed Camera Lottery, the average speed dropped to 25 kilometers an hour. This Shikake inspired people to obey speed limits, and reduced the average speed by 22%. As for the marketing achievement, Volkswagen’s market share increased almost 4% to 12.9%, and from about 8% to nearly 15% in the eco-car segment (from January to June 2010). The result shows that Shikake not only changed behavior for the better but also contributed to the business.

**Type 2: Involuntary Participation**

In this type of Shikake participation, the consumers who participate are not conscious of doing so. The consumers take the desirable action for the firm without knowing it. Since they involuntarily participate, consumers’ actions are not generated by their intentions.

The characteristic of this type of Shikake is that the perceived cost of consumer participation is extremely low, or almost zero. It does not require consumers to change their everyday routine activity. What it does instead is activate and bring nonconscious needs and wants to the surface.

An examples of this type of participation is the Mint Parking Ticket campaign by Wrigley. The objective of this Shikake was to run a product trial of their new gum, Wrigley’s Polar Fresh. To achieve this goal, Wrigley observed consumers and found out that when consumers drive into a parking lot, they put their parking ticket in their months since neither hand is free. From this finding, Wrigley decided to create the world’s first flavored parking ticket. They put a thin layer of mint onto the parking tickets and placed them in parking lots. When drivers put the ticket in their mouth as usual, they are guided to try the company’s product without knowing it. The company achieved a product trial without stopping customers and asking them to chew the gum. The research showed that there was an increase in sales in the stores near the parking lots. In this example, the consumers organically engage in the behavior nonconsciously.

The core value for the success of this sampling promotion is the pleasant surprise and low perceived cost. Mint flavored parking tickets are not something consumers would expect at parking lots. This generated fun, pleasant surprises, and positive conversations about the brand. Also, the advantage of this promotion is that the consumer did not have to change their daily routine activity. Changing the routine or adding extra processes to activity creates cost for consumer. The beauty of this marketing promotion is that the consumers did not pay any cost to experience the intended action by the firm.

The difference from the Deliberate Participation is that the consumers are unaware of the situation at the beginning. They do not know that the parking ticket has a mint flavor in advance, so they do not have any goal or motivation for
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.

<table>
<thead>
<tr>
<th>Benefit Level</th>
<th>Cost Level</th>
<th>Type of Shikake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Low</td>
<td>Fluke Shikake</td>
</tr>
<tr>
<td>Large</td>
<td>High</td>
<td>Failed Shikake</td>
</tr>
</tbody>
</table>

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. They 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 (Prahalad 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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References


