

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY STATE UNIVERSITY

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«__»_____2024

QUALIFICATION PAPER

It is submitted for the Master`s degree

Specialty 292 “International Economic Relations”

on the topic “PECULIARITIES OF FORMING A COMPETITIVENESS STRATEGY
FOR THE NATIONAL PRODUCERS: STUDY OF CONSUMER NEEDS AND
MOTIVATIONS”

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It is submitted for the Master's level degree requirements fulfillment.

Master's level degree qualification paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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Sumy, 2024

SUMMARY

of Master's level degree qualification paper on the theme
“PECULIARITIES OF FORMING A COMPETITIVENESS STRATEGY FOR
THE NATIONAL PRODUCERS: STUDY OF CONSUMER NEEDS AND
MOTIVATIONS”

student Uvarov Andrii Sergiyovych
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The main content of the master's level degree qualification paper is set out on 48 pages, including a list of used sources of 49 titles, which is placed on 4 pages. The work contains 8 figures.

Key words: CLIENT NEEDS, MOTIVATION, BRAND STRATEGY, MARKETING, SALES, PSYCHOLOGY, CUSTOMER BEHAVIOR, PRODUCT STRATEGY.

The purpose of this master's level degree qualification paper is to analyze the motivational sphere of clients within business contexts, combining the theories of A. N. Leontiev and A. Maslow to develop comprehensive strategies for marketing, sales, and product enhancement. This paper aims to establish how recognizing and addressing client motivations, especially the sense of recognition and self-respect, can improve business outcomes and enhance client loyalty.

The object of the study is the motivational sphere of clients in small and medium-sized businesses, particularly focusing on how branded promotional products contribute to meeting psychological needs and driving client behavior.

The subject of the study is the integration of psychological theories into practical business strategies to enhance marketing effectiveness, sales performance, and product appeal.

To achieve its objectives, the following scientific research methods were used:

- Analysis and synthesis: To integrate theoretical perspectives of Leontiev's activity theory and Maslow's hierarchy of needs into a cohesive framework.

- Induction and deduction: To extrapolate general motivational principles and apply them to specific business scenarios.
- Comparative analysis: To identify key distinctions and synergies between client motivations and business strategies.
- Qualitative research: Through customer development interviews (CustDev) to gather primary data on client motivations, emotional triggers, and decision-making processes.
- Visualization techniques: To represent the connection between client needs, motivational triggers, and business outcomes for enhanced strategic planning.

The information base for the qualification paper includes academic journals, books by psychologists and business theorists, industry case studies, and primary data collected through qualitative interviews.

The main scientific results of the work are as follows:

1. Development of a methodology for analyzing the motivational structure of clients, integrating theories of Leontiev and Maslow.
2. Identification of the central role of recognition as a meaning-forming motive in client decision-making.
3. Construction of marketing strategies aimed at addressing emotional and motivational needs through branded promotional products.
4. Creation of sales and product strategies that align with client psychological needs, emphasizing the importance of personalized and visually appealing products.
5. Practical recommendations for integrating motivational analysis into everyday business practices to strengthen client relationships and foster brand loyalty.

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TASKS FOR MASTER'S LEVEL DEGREE QUALIFICATION PAPER

1. The theme of the paper: " Peculiarities of forming a competitiveness strategy for the national producers: Study of consumer needs and motivations" was approved by the order № 1255 – VI of the university on «03» 12. 2024.
2. The term of completed paper submission by the student: 10.12.2024.
3. The purpose of the master's level degree qualification paper is to explore the motivational sphere of clients within business contexts by integrating the theories of A. N. Leontiev and A. Maslow. The paper focuses on practical application in marketing, sales, and product strategies to improve business outcomes and client loyalty through addressing key psychological needs.
4. The object of the study is the motivational and behavioral aspects of small and medium-sized business clients, particularly their interactions with branded promotional products like personalized chocolates.
5. The subject of the study is the development and implementation of business strategies that cater to the motivational needs of clients, emphasizing recognition as a meaning-forming motive.
6. The qualification paper is based on materials including academic publications, psychological and business theories, client development interviews, industry case studies, and statistical analyses of client behavior.
7. Approximate master's level degree qualification paper plan, terms for submitting chapters to the research advisor, and the content of tasks for the accomplished purpose is as follows:

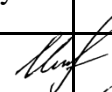
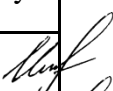
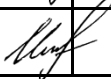

Chapter 1: Theoretical Foundations of Client Motivation and Behavior. Date of submission: November 25, 2024.

Content: This chapter reviews foundational theories by Leontiev and Maslow, highlighting their relevance to business contexts. It includes an analysis of motivational structures, meaning-forming motives, and the hierarchy of needs, demonstrating their application in client-oriented business strategies.

Chapter 2: Development of a Client Analysis Model. Date of submission: December 05, 2024.

Content: This chapter presents a methodological framework for analyzing client motivations, needs, and behaviors. It includes a step-by-step approach to identifying client activities, needs, and motives and conducting customer development interviews to determine key motivational drivers. This chapter also provides practical recommendations for incorporating motivational analysis into marketing, sales, and product strategies. It discusses how to adapt business approaches to address the client's need for recognition and self-respect, with examples of personalized solutions, marketing communication tactics, and emotional engagement strategies.

1. Supervision on work:

Chapter	Full name and position of the advisor	Date	
		task issued by	task accepted by
1	As.Prof. I. Ye. Yarova	01.11.2024 	18.11.2024 
2	As.Prof. I. Ye. Yarova	21.11.2024 	06.12.2024 

2. Date of issue of the task: 01.11.2024.

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INTRODUCTION

Economic thought has undergone significant evolution, beginning with the classical theory of rational choice presented by Adam Smith in *The Wealth of Nations* (1776). Smith laid the foundation for classical economics, positing that humans act as rational agents seeking to maximize their utility under competitive and resource-limited conditions. This model, known as *homo economicus*, formed the basis of many 19th and early 20th-century economic theories, which viewed human behavior through the lens of logical calculations and predictable choices.

However, early in the 20th century, criticism of the rationalist approach began to gain momentum. Economists such as Alfred Marshall and John Maynard Keynes highlighted how actual human behavior often deviates from rational models in conditions of uncertainty and limited information. Keynes particularly emphasized the role of emotions and expectations in economic behavior, referring to these as "animal spirits." These ideas spurred the development of behavioral approaches in economics.

By the mid-20th century, economic thought gained new impetus through the integration of psychology into economics. Key figures such as Herbert Simon introduced the concept of bounded rationality, while Daniel Kahneman and Amos Tversky explored cognitive biases. Kahneman's notion of "system thinking" (systems 1 and 2) demonstrated that human decisions are often shaped by intuitive, emotional, and automatic processes rather than logical analysis. These findings led to the emergence of behavioral economics, with Richard Thaler's concept of "nudges" offering a way to influence behavior without coercion.

Behavioral economics shifted the focus of economic research from analyzing optimal decisions to studying real-world mechanisms of behavior. Today, it investigates phenomena such as the impact of cognitive biases, social norms, emotions, and habits on individual choices. However, even behavioral economics often emphasizes external factors influencing decisions, overlooking the internal motivational frameworks that drive specific actions. The question of why individuals act as they do, based on their needs, values, and meanings, remains underexplored.

This gap underscores the importance of integrating economic theory with motivational psychology, particularly Leontiev's activity theory and Maslow's hierarchy of needs. Leontiev argued that all human activity is based on needs, which are objectified through specific items capable of satisfying them. He proposed analyzing motives as the link between needs and the activities directed at fulfilling them. This concept offers deeper insights into the internal mechanisms that initiate human actions and their connections to motives, goals, and emotions.

Maslow's hierarchy of needs, on the other hand, provides a structured framework for identifying sources of motivation, distinguishing five levels of needs—from physiological to self-actualization. This model enables analysis of which needs are most relevant in specific contexts and how fulfilling these needs influences economic behavior. For instance, the need for safety can be addressed through insurance products, while the need for self-esteem can be met through premium goods or symbolic acts of recognition, such as awards.

Integrating these approaches provides a new perspective on economic decision-making. While behavioral economics focuses on how external stimuli (e.g., price, social pressure, accessibility) influence choices, examining the client journey through the lens of the needs-motivational sphere explains why individuals make specific decisions. This framework treats economic behavior as meaningful activity, where motives and needs play pivotal roles.

An in-depth analysis of sense-forming motives shaping client journeys allows for:

- Developing more personalized products and services.
- Enhancing marketing communications by appealing to client-relevant motives.
- Designing product strategies aimed at fulfilling core needs.
- Building lasting loyalty based on a deep understanding of client needs.

Thus, investigating the needs-motivational sphere in the context of the client journey addresses the business demand for deeper and more precise insights into customer behavior. This makes the research topic not only relevant but also highly valuable in today's market.

OBJECTIVE AND TASKS OF THE RESEARCH

The primary objective of this research is to explore how the needs-motivational sphere influences economic decision-making and to determine the role of the sense-forming motive in the customer journey, viewed through the frameworks of Leontiev and Maslow. The study aims to develop an integrated model that explains how the needs and motives of clients shape their choice of products and services in business contexts.

Research Tasks Include:

1. Conduct a theoretical analysis of Leontiev's activity theory and Maslow's hierarchy of needs to identify key components of the needs-motivational sphere.
2. Develop a methodology for assessing the motivational structures of the target audience.
3. Investigate the connection between needs, motives, and economic decisions within the framework of the customer journey.
4. Empirically identify key motives driving economic decisions among business clients.
5. Propose practical recommendations for marketing, sales, and product strategies tailored to the identified motivational structures.

OBJECT AND SUBJECT OF THE RESEARCH

Object: The process of economic decision-making by individuals within the context of the customer journey in business.

Subject: The relationship between the needs-motivational sphere and economic behavior, including the role of sense-forming motives in product and service selection.

Rationale for Selecting Object and Subject:

The economic decision-making process during the customer journey is a complex phenomenon involving cognitive, emotional, and motivational aspects of behavior. This study focuses on exploring the deep motivational factors underlying these decisions through the lens of Leontiev's and Maslow's theories.

Human needs determine motives, and these motives, in turn, establish goals that guide actions, including purchasing decisions. The relationship between the object (decision-making process) and the subject (needs-motivational sphere) follows this logical analytical framework:

- The object (decision-making process) represents a broader phenomenon encompassing the awareness of needs, the formation of motives, and the realization of actions.
- The subject (needs-motivation-economic behavior nexus) concentrates on key mechanisms shaping client choice.

This examination offers essential insights for businesses aiming to better understand and connect with their clients by formulating value propositions and enhancing customer experiences.

RESEARCH METHODOLOGY

To achieve the stated objectives and address the tasks, this study employs a comprehensive approach combining theoretical analysis and empirical investigation. The methodology is built on the following pillars:

1. Theoretical Analysis

- Study of Needs-Motivational Theories:
 - a) Analysis of activity, motivation, and need concepts within Leontiev's framework.
 - b) Examination of Maslow's hierarchy of needs and its application to economic behavior.
- Integration of Theories:
 - a) Development of an integrated model combining Leontiev's and Maslow's frameworks to examine economic decision-making.
- Customer Journey Analysis:
 - a) Dissection of customer journey stages in business contexts, interpreted through the lens of needs and motives.

2. Empirical Research

- Customer Development (CustDev) Methodology:
 - a) Conducting interviews with clients to understand their behavior, emotions, and motives.
 - b) Questions are designed to minimize rationalization and uncover deep-seated needs and meanings.
- Data Collection:
 - a) Sampling includes small and medium-sized business representatives making purchasing decisions for clients.
 - b) Emphasis on situational questions to evoke emotional responses and pinpoint sense-forming motives.
- Data Analysis:
 - a) Qualitative analysis of interview responses to identify key motivational patterns.
 - b) Categorization of client needs by Maslow's levels and their connections to actions (purchases) using Leontiev's structure.

3. Analytical Methods

- Content Analysis:
 - a) Systematic processing and interpretation of data to reveal recurring behavioral and motivational trends.
- Comparative Analysis:
 - a) Cross-referencing empirical findings with theoretical constructs from Maslow and Leontiev.
- Modeling Customer Journeys:
 - a) Visualizing client pathways incorporating key needs, motives, and activities.

4. Study Limitations

This research focuses on business contexts and does not encompass all facets of the needs-motivational sphere. Subjective interpretation of interview data is mitigated through structured analytical frameworks.

The adopted methodology bridges theoretical knowledge of motivation with real-world cases of economic behavior, rendering the study's findings practically applicable for businesses.

RESEARCH HYPOTHESIS

The research hypothesis posits that customers' economic decisions, including product and service selection, represent actions aimed at achieving the object of their activities, wherein:

- The purchase item serves as a goal related to fulfilling a specific need.
- Customers' needs, classified according to Maslow's hierarchy, define the motives driving their actions.
- The sense-forming motive, as conceptualized by Leontiev, is the primary factor initiating economic decision-making, rooted in deep personal values and the meaning clients derive from their activities.

1. THEORETICAL FOUNDATIONS OF THE NEEDS-MOTIVATIONAL SPHERE

1.1 Overview of Leontiev's Theory

1.1.1 Theoretical Basis for Constructing Leontiev's Theory of Motivation

Leontiev's theory of motivation is founded on the concept of activity as a central element of human behavior. Its development occurred at the intersection of ideas formed within Soviet psychological science and in dialogue with philosophical, biological, and psychological concepts. To understand the theoretical basis of Leontiev's theory of motivation, it is important to consider three key aspects: the influence of Vygotsky's cultural-historical theory, the concept of reflex and behavior in physiology, and critical responses to the behaviorist approach.

Origins: Vygotsky's Cultural-Historical Theory

One of the most important premises of Leontiev's theory is Vygotsky's cultural-historical concept, which emphasized the social and cultural nature of the psyche. Vygotsky believed that mental processes are formed through a person's interaction with the surrounding environment, via the mastery of cultural tools such as language and symbols.

Key points adopted by Leontiev:

- The human psyche develops through activity mediated by culture.
- Meaning and sense are key categories for analyzing consciousness. Leontiev further developed this idea by introducing the concept of personal meaning, linking it to motivation and activity.
- Humans evolve through interactions with the world, where external experiences become internalized, forming part of an individual's inner world. This concept became the basis for Leontiev's theory of "objectification" of needs.

2. Critique of Behaviorism and the Expansion of Activity Understanding

Leontiev critically evaluated behaviorism, which reduced behavior to stimulus-response relationships. Within the behaviorist framework, actions were explained solely by external stimuli, ignoring internal processes such as motives, meanings, and goals.

Key distinctions between Leontiev's approach and behaviorism:

- Human activity is not a mechanical reaction to external stimuli; it is motivated and directed toward achieving conscious goals.
- Leontiev introduced the concept of mediated activity, emphasizing the role of consciousness in organizing behavior.
- Motivation, in Leontiev's concept, is not merely a reaction to stimuli but a conscious drive arising from the interaction between need and object.

Thus, Leontiev enriched the notion of activity with meaning, connecting internal motives with external actions.

3. Physiology and the Role of Reflex in Motivation

Studies by Ivan Pavlov and his reflex theory also influenced Leontiev's framework. Pavlov's model emphasized how environmental stimuli activate organismic responses. However, Leontiev went further, asserting that for humans, the significance attributed to stimuli holds greater importance than the stimuli themselves.

Key ideas:

- Leontiev distinguished between primary needs (e.g., hunger, thirst) and complex needs formed through human interaction with the world.
- Biological reflexes provide a foundation, but human behavior is regulated by motives, which have not only physiological but also cultural significance.

4. Consciousness and Activity as Central Categories

Leontiev also drew inspiration from philosophical and psychological concepts of consciousness, where human activity was seen as a connecting link between internal processes and the external environment.

Key influences:

- Dialectical materialism, emphasizing the interaction between subject and object.
- Karl Marx's concepts, highlighting human activity and labor as foundations for personality formation.

Leontiev applied philosophical ideas to psychological analysis, arguing that human consciousness is formed through activities aimed at achieving specific goals.

5. Integration of Approaches and the Birth of Motivation Theory

Leontiev synthesized Vygotsky's cultural-historical theory, Pavlov's biological studies, and philosophical ideas to create a comprehensive theory of motivation. He viewed activity as the key process through which humans satisfy their needs and develop new ones.

Core conceptual ideas:

- Need is the initial impetus for activity, but it becomes a motive only through objectification.
- Motive is a conscious or unconscious drive that imbues activity with personal meaning.
- Activity is structured through goals and motives, with its outcomes influencing personality development.

Leontiev's motivation theory is based on the synthesis of cultural-historical psychology, physiology, and philosophy, making it multi-layered and universal. Its central idea is understanding motive as the driving force of activity, directed at fulfilling needs through the awareness of their object. This approach explains human activity as a complex process mediated by both internal drives and external conditions.

1.1.2 Concepts of Meaning and Sense According to Leontiev: Meaning as a Problem of the Psychology of Consciousness

A. N. Leontiev viewed the concept of meaning as a key element in understanding human consciousness. He asserted that human consciousness is not a passive reflection of reality but an actively constructed system in which meaning plays a central role. According to Leontiev, meaning is tied to the social nature of consciousness and is shaped by the cultural-historical context. It represents objectified knowledge about the world, embedded in language and other forms of social communication. This

knowledge exists independently of any individual but becomes part of their consciousness through interactions with the surrounding world. Leontiev emphasized that meaning has a social character, being transmitted through education, communication, and the use of signs and symbols. For instance, the word "table" carries the meaning of a piece of furniture designed for work or dining. This meaning is universally recognized and similarly understood by most people.

Despite the importance of meaning as a social phenomenon, Leontiev highlighted that for individuals, it is not the final point of awareness. He introduced the concept of personal sense, which transforms meaning into individual perception. Personal sense is the subjective interpretation of meaning, based on an individual's experience, motives, and needs. It reflects how a person connects the meaning of an object or phenomenon with their own life context. The main difference between meaning and sense lies in their universality and individuality: meaning is universal, while sense is personal. The same object may hold the same meaning for different people, but its personal sense will differ based on their motivations and situations. For example, the word "table" might signify a workspace for a student and a creative surface for an artist.

Leontiev viewed meaning not only as a linguistic element but also as a crucial component of the structure of consciousness. His concept is built on several key ideas. First, meaning is formed through the historical and cultural development of society and internalized through learning and interaction with others, ensuring the social nature of consciousness. Second, human consciousness is mediated by meanings, which act as intermediaries between objective reality and subjective perception. Without meanings, individuals could neither comprehend nor interpret the world around them. Third, although meaning is social and objective, its perception is always individual, requiring consideration of personal sense in studies of consciousness. Finally, meaning is embedded in human activity, shaping how individuals interact with the world. It is through the context of activity that the meaning of an object or action becomes clear.

Leontiev connected meaning with motivation, asserting that it is through personal sense that meaning becomes a driver of activity. The meaning of an object can become a motive for action if it gains personal sense related to fulfilling a need. Thus, meaning

acts as a transitional link between need and activity, enabling individuals to understand their goals and the methods to achieve them.

According to Leontiev, meaning is a central element in the structure of consciousness. It allows individuals to become aware of their actions, plan and predict the outcomes of their activities, and interpret events in the surrounding world through the lens of cultural and social norms. Leontiev argued that psychology should study not only objective meanings but also their subjective transformation into personal senses. This is crucial for understanding how people motivate their actions and how those actions relate to their inner needs.

1.1.3 The Concept of Need and the Object of Need According to Leontiev: The Role of Objectification in Motivation

A. N. Leontiev asserted that need is the foundation of all human activity, just as metabolism is the foundation of an organism's life. In his view, need represents an internal state reflecting a lack of something essential for maintaining life, development, or interaction with the external world. It is an objective necessity that exists outside the organism but actively influences its behavior. Leontiev emphasized that needs always have an objective character, being tied to specific objects or phenomena capable of satisfying them.

The Concept of Need and Its Objectification

According to Leontiev, need is a state of the subject that signals a deficit to be addressed through interaction with a particular object. Without connection to such an object, need remains unconscious and incapable of stimulating activity, making objectification a key characteristic of need. The object of need determines its content and direction, transforming an internal state into an active process. For example, hunger as a physiological state creates a need for food. The object of need becomes whatever can replenish the deficit and restore balance in the organism.

It is essential to note that the object of need refers to food in general, not specific items like bread or milk. Specific products are objects of activity, which will be discussed later.

The Role of Objectification in Need

The process of objectification, according to Leontiev, is a crucial stage in which an abstract need takes form through its connection to a specific object. Objectification means that the need becomes conscious and directed, enabling the subject to identify the object capable of satisfying it. Without objectification, need remains at the level of potential tension and does not lead to active behavior. For instance, a hungry animal begins searching for food even before finding it, while humans can consciously recognize their need and plan actions in advance, targeting specific objects. This allows humans to act more purposefully, relying on the anticipation of satisfying their needs.

The Development of Needs and Their Cultural Nature

Leontiev noted that the development of needs is linked to the evolution and complexity of their objects. In the animal kingdom, objects of need are often genetically determined, but in humans, they acquire cultural and social dimensions. For example, the human need for food evolves from a purely biological necessity to one shaped by culture: food becomes not only a means of satisfying hunger but also an element of social interaction, aesthetic experience, and even status. As Marx observed, "Hunger satisfied by boiled meat eaten with a knife and fork is different from hunger that compels one to eat raw meat with hands."

Based on this, Leontiev argued that human needs cannot be considered outside the context of social environment and culture. Even the simplest biological needs in humans acquire specific forms through the process of objectification.

1.1.4 The Concept of Motive According to Leontiev: Meaning-Generating Motives and Stimulus Motives

A. N. Leontiev defined a motive as a concept in activity theory that links a subject's needs to their activity. He emphasized that a need by itself cannot determine the direction of activity unless it is connected to a specific object capable of satisfying it. Thus, a motive is the object of a need that has acquired meaningful significance for the subject. Motives drive individuals toward activity, give it meaning, and direct it toward achieving goals.

A motive serves as the primary driver of activity. It embodies the substantive characteristics of a need and, unlike emotions, urges, or desires, always has concrete objectivity. Leontiev criticized subjective approaches that conflated motives with internal experiences such as desires or aspirations. He argued that such experiences merely signal the presence of a motive but are not motives themselves. A genuine motive always relies on an object associated with the need.

The Meaning-Generating Function of Motive

One of the key functions of a motive is its ability to give personal meaning to activity. For instance, the activity of "work" can hold different meanings for different individuals: for one person, it may represent a source of material reward, while for another, it may signify a pursuit of social recognition. In the first case, the meaning of the activity is tied to the need for safety, while in the second, it is connected to the need for self-esteem.

A meaning-generating motive occupies a central position in the motivational structure of personality. It determines how individuals perceive the results of their activities and evaluate their significance. For example, a teacher may conduct lectures driven by the desire to impart knowledge (a meaning-generating motive), while additional motivation may come from financial rewards. However, if financial incentives become the primary motive, teaching may lose its meaning for the teacher, leading to decreased internal satisfaction.

Stimulus Motives and Their Role

Leontiev also identified another category of motives—stimulus motives. These play a supplementary role by enhancing or sustaining activity but do not define its meaning. In the example above, financial rewards for the teacher represent a stimulus motive.

The difference between stimulus motives and meaning-generating motives lies in their position within the hierarchy of motivational structure. Meaning-generating motives set the overall direction of activity, while stimulus motives act as additional driving factors.

Hierarchy of Motives and Their Dynamics

Leontiev proposed that motives form a complex hierarchy, with meaning-generating motives occupying higher positions compared to stimulus motives. This hierarchy is dynamic and can change depending on life circumstances. For example, in Vera Figner's accounts of political prisoners, the meaning-generating motive became the fight against autocracy, while initially meaningless physical labor was reframed within this context and became a way to maintain morale.

1.1.5 The Concept of Activity and Its Object According to Leontiev: Multimotivated Activity

A. N. Leontiev highlighted activity as a central concept in his theory, explaining human action through their interaction with the world. According to Leontiev, activity is a systemic process directed toward achieving a goal aligned with the motive underpinning it. An important feature of activity is its dependence on needs, motivations, and meanings, distinguishing it from simple actions or physiological reactions.

The Object of Activity

A key aspect of activity is its objectivity. The object of activity is the target of the subject's efforts and the ultimate goal of their actions. The object of activity is determined by the subject's needs, which are specified in the form of motives.

The object of activity not only defines the content of the activity but also influences the choice of methods and means for its realization. Leontiev noted that the object of activity always has cultural and social characteristics. For instance, an artist's activity in creating a painting is shaped not only by their personal motives but also by aesthetic standards and societal expectations.

Multimotivated Activity

One of Leontiev's central ideas is that human activity is rarely driven by a single motive. Multimotivation means that activity is simultaneously regulated by several motives, which can exist in hierarchical or conflicting relationships. This reflects the complexity of human motivation, where different drives can both reinforce and contradict each other.

An example of multimotivation is a doctor's work. On the one hand, their job may be motivated by the desire to help others (a meaning-generating motive). On the other hand, it may include stimulus motives, such as financial rewards or professional recognition. In this case, the meaning-generating motive occupies a higher position in the hierarchy of motives, defining the personal meaning of the work, while stimulus motives perform a supportive role.

Leontiev emphasized that multimotivation can create internal conflicts if the motives are misaligned. For instance, if a doctor prioritizes material incentives, this may lead to a decrease in work quality and a loss of personal meaning. At the same time, harmonizing motives contributes to more effective and meaningful activity.

Difference Between the Object of Need and the Object of Activity

In Leontiev's activity theory, the object of need and the object of activity are closely related but serve different functions and levels.

- The object of need is what can satisfy a specific need, alleviating the internal tension caused by that need. It represents what a person strives for due to their

internal state. The object of need can be material (e.g., food for hunger) or immaterial (e.g., recognition for self-esteem).

- The object of activity is the real object toward which the activity is directed and which allows the need to be satisfied. It serves as the goal of specific actions and changes depending on conditions and context. The individual perceives the object of activity as the means to fulfill the motive.

Example for Clarity

Imagine a person with a need for self-esteem:

- The object of need is recognition and respect from others.
- The object of activity is specific actions chosen to achieve recognition, such as participating in public speaking events or competitions.

This process can be summarized as follows:

1. The need for recognition generates a motive associated with achieving respect and acknowledgment.
2. This motive drives the person to undertake specific activities, giving them meaning, such as public speaking.
3. The object of activity becomes the specific goal that directly satisfies the need (e.g., delivering a speech).

When the person hears words of admiration or sees respectful gestures, the need for recognition is fulfilled. These words and gestures are manifestations of the object of need.

1.1.6 The Concept of Goal in Leontiev's Theory

In A. N. Leontiev's activity theory, the concept of a goal holds a central position as an element that determines the specific direction of a subject's actions within the framework of activity. Leontiev emphasized that a goal is a conscious and anticipated result toward which human activity is directed. A goal is always linked to a motive,

which sets the overall vector of activity, but it differs in its specificity and conscious awareness.

Goal as an Element of Activity Structure

The goal is the element that enables the realization of a motive through specific actions and leads to the achievement of the object of activity. It serves as the bridge between the general orientation of activity (driven by the motive) and its practical implementation.

Distinction Between Goal and Motive

Leontiev emphasized that a goal and a motive are distinct yet interconnected elements of the activity structure. A motive provides the meaning of activity, answering the question "why?" In contrast, a goal specifies the concrete result pursued by the subject, answering the question "what?"

The non-alignment of goals and motives is a characteristic feature of human activity. For example, a person may set the goal of earning money (goal) to fulfill a need for security (motive). In some cases, the goal may be consciously recognized, while the motive remains unconscious, often leading to difficulties in explaining one's own actions. Such subjective explanations are referred to as "justifications."

Formation of Goals

The process of goal formation is a critical phase of activity. Goals do not exist independently but are shaped under the influence of motives, needs, and the specific situation. Leontiev noted that a goal:

- Is always consciously recognized by the subject.
- Depends on the conditions and opportunities available.
- May evolve during the activity, being clarified or adapted to new circumstances.

Awareness of Goals and Their Role in Motivation

Unlike motives, which may remain implicit, goals are always consciously recognized. This makes them vital tools for planning and regulating activity. Awareness of a goal allows a person to choose effective methods of achievement and evaluate the progress and outcomes of their activity.

Goal Generation and Adaptation

Leontiev highlighted that goals are not static. During activity, goals may change in response to circumstances and results. This process, called goal-setting, includes:

- Forming new goals in response to changed conditions.
- Refining goals as actions unfold.
- Adjusting goals when they prove unattainable.

Example: An entrepreneur planning to start a new business may revise the original goal (e.g., opening a café) to a more feasible one (e.g., launching an online delivery service) in response to changing market conditions.

1.1.7 The Concept of Emotions in Leontiev's Theory: Functions of Emotions

Emotions play a significant role in A. N. Leontiev's theory, but he emphasized that their importance is often misunderstood. Unlike hedonistic concepts asserting that human activity is solely directed toward maximizing pleasure and minimizing pain, Leontiev viewed emotions as instrumental in regulating activity rather than its ultimate goal.

Emotions as Internal Signals

According to Leontiev, emotions serve as a form of internal regulation of activity, with unique characteristics:

- They do not convey information about external objects or relationships.
- They directly reflect the relationship between motives and the realization of activity.

Emotions arise as a result of experiencing the alignment between a motive and the outcome of activity. This is not a rational assessment but a direct reflection experienced through feelings. Thus, emotions "follow the actualization of a motive," enabling individuals to assess how well their activity aligns with their deep-seated needs.

The Ideational Nature of Emotions

Leontiev emphasized the predictive nature of emotions, which allows them to anticipate events. This makes emotions both reactive and prognostic. People can

experience emotions in response to anticipated circumstances, enabling them to adjust their activities in advance.

Example: Anticipation of future success may bring joy in the present, motivating greater effort, while fear of failure may provoke anxiety, leading to caution.

Emotions and Motivation

Leontiev clearly distinguished between emotions and motives. Although emotions play a crucial role in motivation, they are not motives themselves. Emotions act as indicators, showing the relationship between activity and its motive, but the ultimate goal of activity remains the satisfaction of a need rather than the experience of emotion itself.

This perspective aligns with J. S. Mill's idea of the "subtle strategy of happiness," which Leontiev cited: to experience pleasure, one must strive not for the feeling itself but for achieving goals that elicit it. Emotions thus accompany and regulate activity but cannot replace motives.

The Role of Emotions in Multimotivated Activity

In multimotivated activity, emotions are particularly important, as they help evaluate how different motives align or conflict with each other and how the activity satisfies or opposes these motives. When one motive is realized while another is suppressed, emotions can signal the conflict and encourage the search for a new approach.

1.2 Maslow's Hierarchy of Needs and the Objects of Needs

Abraham Maslow's hierarchy of needs is one of the most renowned and widely applied theories of motivation. Maslow proposed that human needs are arranged in a hierarchical structure where lower-level needs must be satisfied, at least partially, before a person aspires to fulfill higher-level needs. This hierarchy comprises five levels, reflecting both physiological and psychological dimensions of human motivation.

Each need can be objectified, meaning it is associated with specific objects perceived as means to fulfill it. These objects depend on individual experiences, cultural context, and available resources.

1. Physiological Needs

These are the fundamental needs necessary for survival. They include the requirements for food, water, air, sleep, warmth, and health maintenance. These needs take precedence as their deprivation threatens physical existence.

Objects of Needs:

- Food and water: Specific food items, access to drinking water.
- Shelter: Housing, clothing, heating, or cooling systems.
- Rest: A bed, a comfortable environment for sleep.
- Medication and medical care.

2. Safety Needs

Once physiological needs are met, individuals strive for safety and stability. These needs are related to physical, financial, social, and emotional security.

Objects of Needs:

- Physical safety: Protection from danger (e.g., locked doors, security systems).
- Financial stability: Money, contracts, savings accounts.
- Social stability: Government institutions, laws, insurance.
- Health: Medical services, access to doctors, preventive measures.

3. Social Needs

At this level, individuals seek belonging, love, friendship, and social connections. These needs include the desire to be part of a group, find understanding, and gain support and recognition among like-minded people.

Objects of Needs:

- Friendship: Communication, participation in social groups, shared activities.
- Family relationships: Support from loved ones, cohabitation.
- Social integration: Membership in community organizations, clubs, or online communities.

4. Esteem Needs

These needs are associated with the individual's desire to be respected by themselves and others. They encompass the pursuit of recognition, achievement, respect, and self-esteem.

Objects of Needs:

- Status symbols: Awards, trophies, branded clothing, and accessories.
- Professional achievements: Diplomas, certificates, positive feedback from clients or colleagues.
- Self-assertion: Public recognition, praise, leadership roles.

5. Self-Actualization Needs

The highest level in Maslow's hierarchy reflects the individual's drive to realize their potential, develop abilities, and achieve harmony with themselves and the surrounding world. Self-actualization includes creative self-expression, the fulfillment of ambitions, and the search for meaning in life.

Objects of Needs:

- Creative self-fulfillment: Art, literature, innovative projects.
- Personal growth: Education, spiritual practices, mentoring.
- Contribution to society: Charitable work, participation in meaningful social initiatives.

Addressing Misinterpretations of Maslow's Theory

Maslow's hierarchy is often misunderstood as requiring complete fulfillment of one need before advancing to the next. However, Maslow himself clarified this concept:

"So far, our theoretical discussion may have given the impression that the five sets of needs—physiological, safety, belonging, esteem, and self-actualization—are arranged in a rigid hierarchy where one need must be fully satisfied before the next emerges. This is not accurate. In most individuals, who are relatively healthy, certain basic needs may be partially satisfied while others remain unmet. A more realistic approach to our hierarchy is to see the degree of satisfaction decrease as one ascends. For example, we might say that the average citizen has 85% of physiological needs satisfied, 70% of safety needs, 50% of love needs, 40% of esteem needs, and 10% of self-actualization needs."

Maslow also highlighted that the emergence of a new need following the satisfaction of a dominant need is neither abrupt nor linear. Instead, it is a gradual process, forming step-by-step:

"For example, if Dominant Need A is satisfied at 10%, Need B may not manifest at all. As Need A satisfaction reaches 25%, Need B might show at 5%. When Need A is 75% satisfied, Need B might manifest at 50%, and so on."

This nuanced understanding allows for a more flexible application of the hierarchy in analyzing human motivation and behavior.

1.3 Integration of Leontiev's and Maslow's Theories

1.3.1 Combining the Theoretical Foundations of Leontiev and Maslow

The synthesis of A. N. Leontiev's and Abraham Maslow's theories enables a comprehensive approach to analyzing human motivation, merging Leontiev's process-oriented activity theory with Maslow's hierarchical model of needs. Both scholars regard needs as fundamental sources of human activity, but their interpretations of motivational mechanisms differ. Leontiev focuses on the transformation of needs into motives through the process of objectification, while Maslow structures needs into sequential levels, each influencing human behavior.

According to Maslow, needs are categorized into five levels: physiological, safety, social, esteem, and self-actualization. These levels establish priorities in behavior, with basic needs being satisfied first. Leontiev's theory complements this by explaining how each need becomes a source of motivation and is transformed into specific activity through objectification. For instance, Maslow's need for safety can be objectified through actions like creating a financial safety net, while social needs can be addressed through gifting branded items to strengthen client relationships. Thus, the two theories enrich each other.

Leontiev introduces the concept of motives, linking them with needs and objects of activity. This framework reveals the mechanism by which needs are realized—a dimension Maslow’s model leaves at the level of generalized categories. Each level of Maslow’s hierarchy can be viewed as a source of motives: physiological needs generate motives aimed at sustaining life, social needs drive motives for establishing connections, and esteem and self-actualization needs inspire goals related to personal growth and recognition. Leontiev’s theory sheds light on the transition from recognizing a need to its fulfillment through motive and activity.

The integration of Leontiev’s concept of sense-forming motives with Maslow’s higher-level needs is particularly compelling. A sense-forming motive imbues activity with profound meaning, explaining why individuals may prioritize higher-level goals over basic needs. For example, an entrepreneur might invest resources in a creative project fulfilling their self-actualization needs, even at the risk of financial instability. Sense-forming motives thus provide insight into seemingly irrational behavior.

Combining Leontiev’s and Maslow’s theories is also valuable for analyzing economic behavior. Maslow’s hierarchy explains what drives individuals, while Leontiev’s theory illustrates how these needs are realized through activity.

1.3.2 Comprehensive Structure of the Need-Motivation Sphere

To describe the complete architecture of the human need-motivation sphere, two activities undertaken by an individual are examined:

Activity 1:

Studying the need-motivation sphere.

Activity 2:

Conducting business.

Both scenarios qualify as activities because achieving their respective objects directly fulfills motives and satisfies needs.

Objects of studying the need-motivation sphere:

- Resolving a conflict with parents.
- Helping a friend.

Objects of conducting business:

- Creating the best product on the market.
- Purchasing a home.
- Spending time with family.

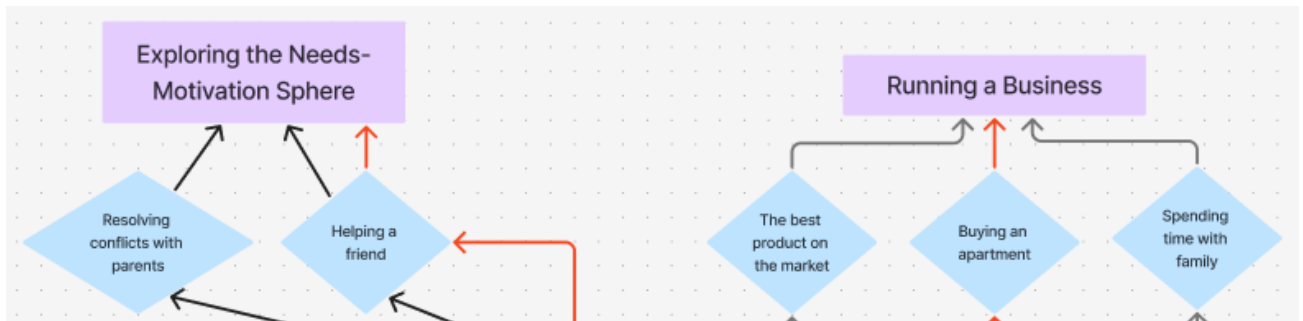


Figure 1.1 – Activities and its Objects

It is important to note that the objects of activity serve as the ultimate goals of activity and directly satisfy the respective needs.

To achieve the object of activity, intermediate goals must be reached. A goal may be subordinated to a single motive and lead to one object of activity:

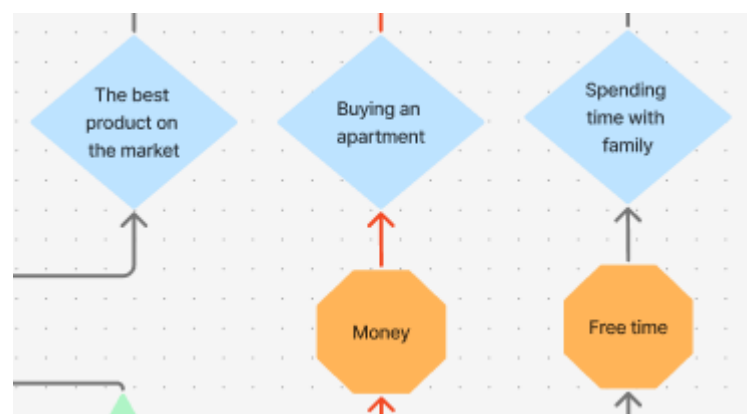


Figure 1.2 – Objects of Activities and Goals

Or simultaneously serve multiple objects, even those belonging to different activities:

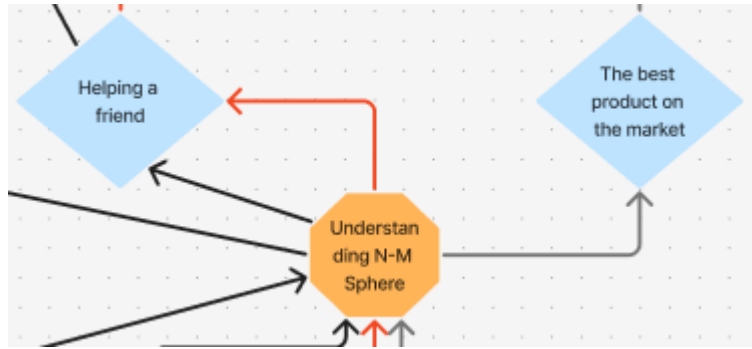


Figure 1.3 – Objects of Activities and Goals

The goal is achieved by taking action:

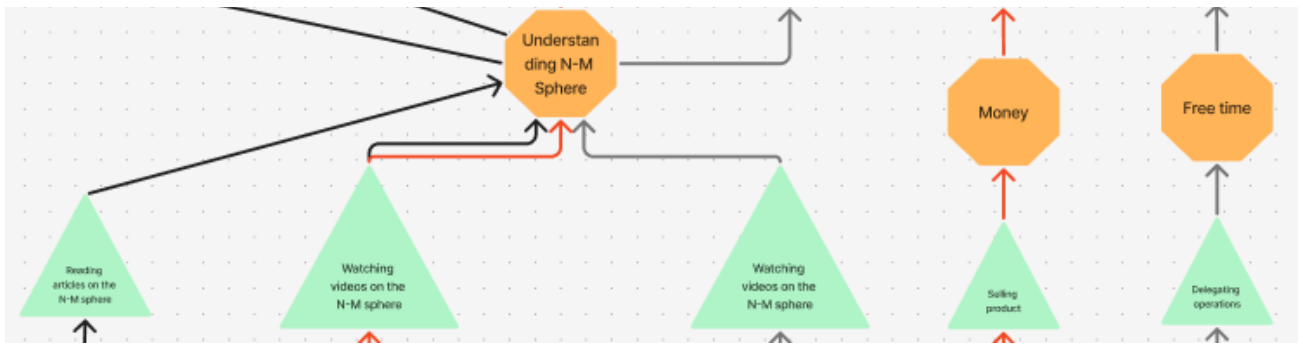


Figure 1.4 – Goals and Actions

Goal setting and the choice of specific actions are determined by motives. Sense-forming motives for the two activities are highlighted in red arrows:

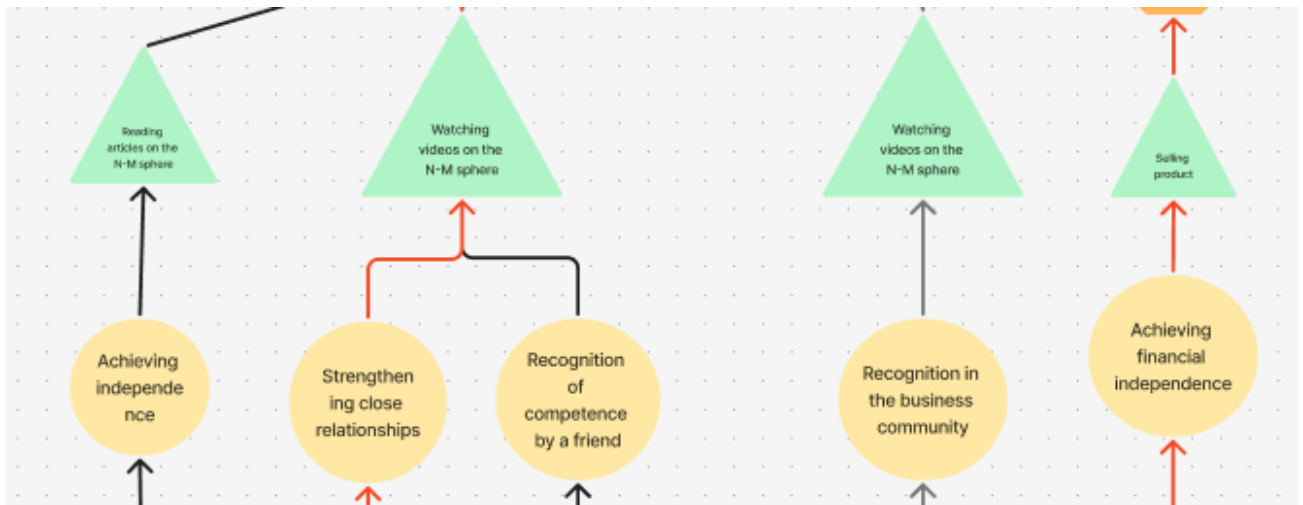


Figure 1.5 – Actions and Motives

A motive stems from an object of need.

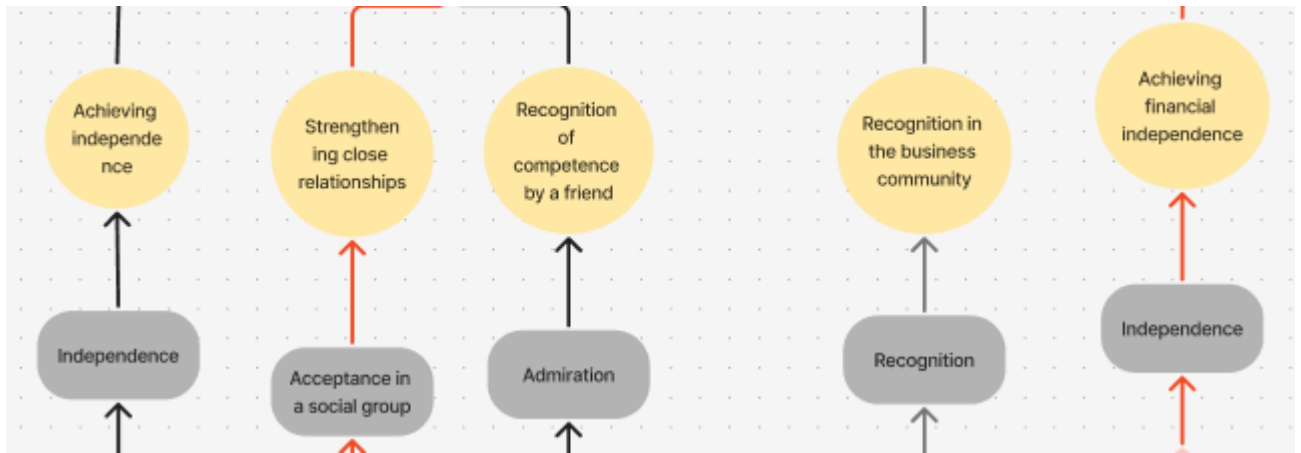


Figure 1.6 – Motives and Objects of needs

An object of need is generated by the need itself:

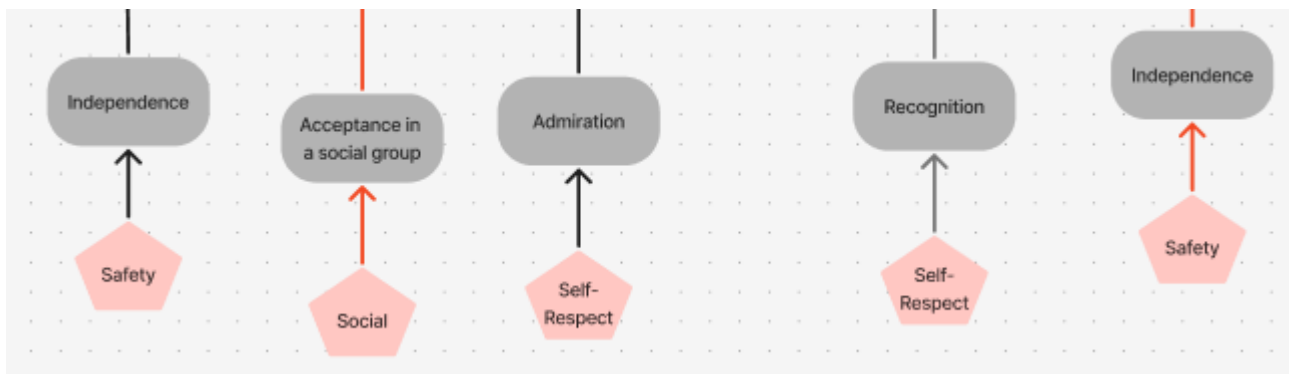


Figure 1.7 – Object of needs and Needs

Thus, the overall architecture of the need-motivation sphere can be summarized as follows:

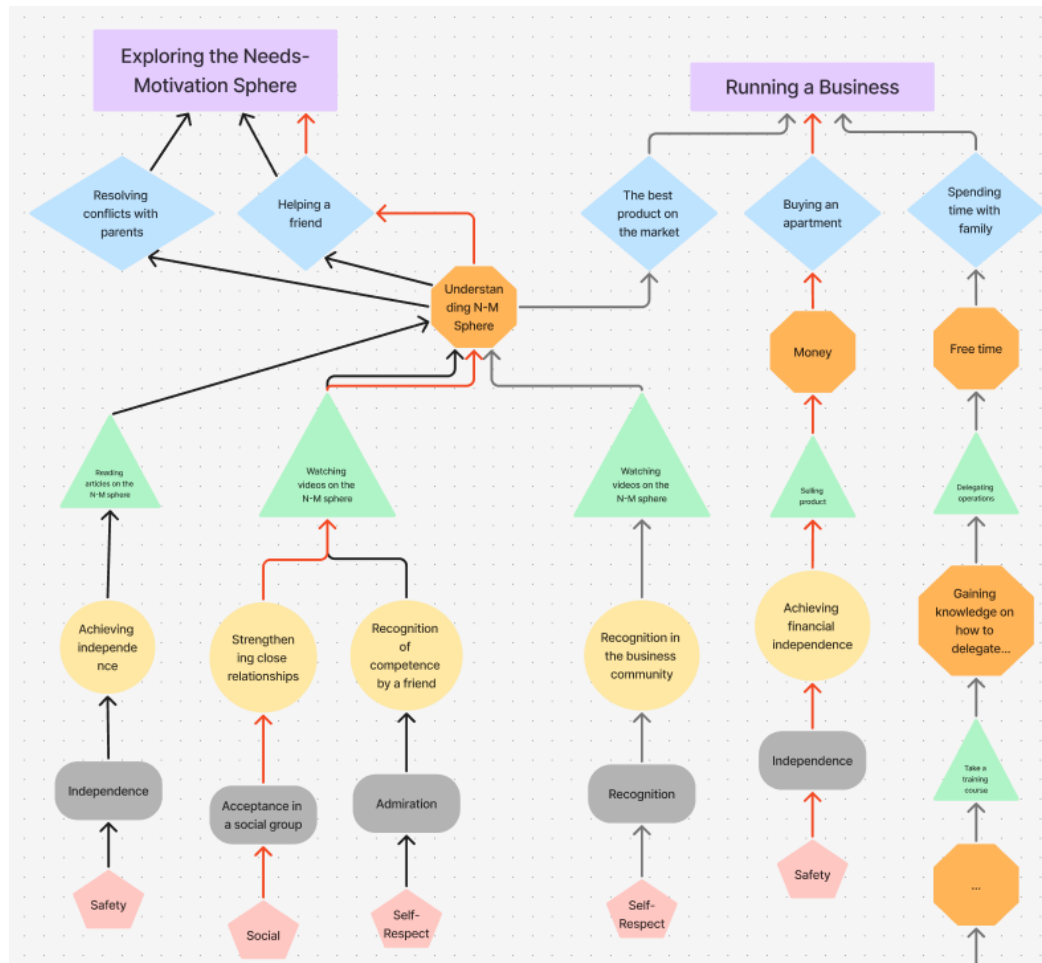


Figure 1.8 – the architecture of the need-motivation sphere

The activity "studying the need-motivation sphere" can simultaneously have two objects, demonstrating its poly-motivational nature. However, only one of these objects is subordinated to the sense-forming motive—"helping a friend."

To achieve this object, the intermediate goal "understanding the need-motivation sphere" must be reached by performing the action "watching a video about the human need-motivation sphere." Furthermore, this goal can serve as a goal within another activity, such as "running a business," with the object of activity being "creating the best product on the market."

The object "helping a friend" is influenced by two motives: "strengthening close relationships" and "earning recognition for competence from a friend." Which of these motives becomes sense-forming depends on the object of the most relevant need. In this

example, there are two: "acceptance in a social group" and "admiration." These objects of need, in turn, are generated by social and esteem needs.

This demonstrates that an activity such as "studying the need-motivation sphere" can be shaped by both social and esteem needs, even though these factors might initially seem unrelated.

The Importance of Emotions in This Study

Emotions link the motive to the result of activity (the achievement of the object of activity) and serve as indicators of whether the object satisfies the need:

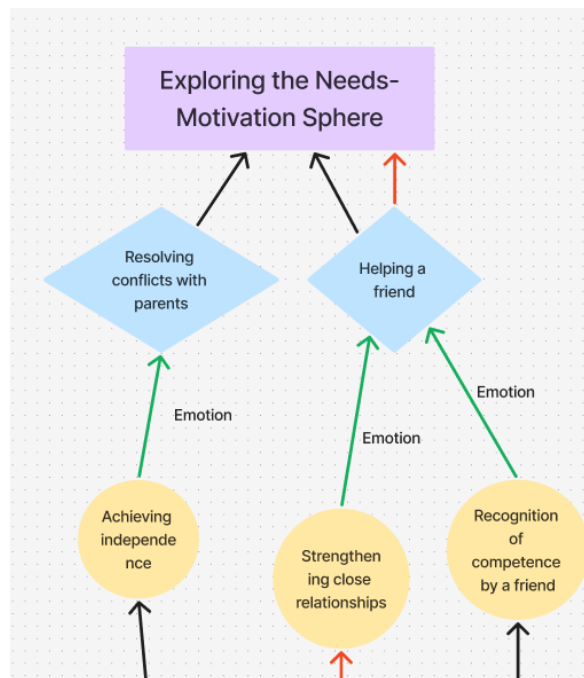


Figure 1.9 –the links of Emotions and Motives

Emotions allow individuals to anticipate the result of an activity and are crucial in choosing specific actions.

Relevance in the Client's Journey

The analysis of emotions is particularly significant in the context of a client journey, where a product or service serves as a goal tied to an object of activity influenced by a motive. If an individual anticipates a positive emotional outcome associated with a purchase and receives emotional reinforcement, they are more likely to proceed with the purchase.

Two Key Scenarios Increasing Purchase Likelihood:

1. The closer a product or service is to achieving the object of activity, the stronger the emotional reinforcement during anticipation.
2. The strongest emotional reinforcement occurs when the product or service leads to an object of activity driven by a sense-forming motive.

2. BUILDING A TARGET AUDIENCE ANALYSIS MODEL

Building a target audience analysis model is a comprehensive process aimed at identifying the key needs, motives, and activities of clients related to a product. This model is based on the theoretical approaches of A.N. Leontiev and A. Maslow, integrating an understanding of clients' need-motivation sphere into business strategies. The foundation of the model lies in the sequential identification of the client's activity, their needs, objects of need, motives, and the ultimate actions that can be influenced by the product.

2.1 Development of a Methodology for Assessing the Need-Motivation Structure of the Target Audience

The methodology for analyzing the need-motivation structure of the target audience is a step-by-step process designed to deeply understand clients' needs, motives, and actions. In this approach, the object of analysis is a client managing a business, and the product is branded printed products, particularly chocolate. The primary goal of the methodology is to identify the sense-forming motive behind the client's decision to purchase branded chocolate and determine how the product can meet this motive.

Stage 1: Determining the Client's Activity

The first step is to identify the basic activity of the target audience. For business owners, this is managing their business. Defining the activity provides the context for subsequent analysis.

Stage 2: Identifying Objects of Need

At this stage, the key needs of the client that can be satisfied through the use of the product are analyzed. These needs are categorized according to Maslow's hierarchy. For branded chocolate, the following objects of need can be identified:

- Physiological Needs: Satisfying hunger.
- Safety Needs: Financial stability.

- Social Needs: Acceptance in social groups.
- Esteem Needs: Recognition from clients, a sense of significance.
- Self-Actualization Needs: -

Stage 3: Identifying Motives

Objects of need are transformed into motives, which drive client actions. This stage focuses on identifying specific motives that the client might associate with the product:

- Physiological Motives: Satisfying hunger with chocolate.
- Safety Motives: Increasing business profits through enhanced customer loyalty, stimulating additional and repeat sales.
- Social Motives: Creating informal connections with clients, improving the business owner's social standing.
- Esteem Motives: Gaining recognition from clients, elevating personal status, experiencing a sense of scale through the use of branded products.

Motives help understand how objects of need become sources of client activity and identify potential actions aimed at their realization.

Stage 4: Conducting Customer Development (CustDev)

To further develop strategies for the marketing, sales, and product departments, it is necessary to identify the client's sense-forming motive. This motive will be the focus of creative efforts and scripts and will guide product improvements to better fulfill this motive.

CustDev involves conducting in-depth interviews with clients to explore their real needs, actions, and motivations. The goal is to identify which motive plays a key role in decision-making.

Interview Plan for a Business Owner Ordering Branded Products:

1. Introduction and Building Rapport (5–7 minutes)
 - Create a comfortable atmosphere for the conversation.
 - Briefly explain the purpose of the discussion: "We want to better understand how entrepreneurs make business decisions and what goals drive them."

2. Exploring Their Activity (7–10 minutes)

- Understand how the client perceives their business: "What is most important in your business? Why?"

3. Projective Situations and Identifying Motives (15–20 minutes)

- Use scenarios like imagining business success after five years and exploring feelings about client recognition.

4. Clarifying Motives Through Objects of Activity (5–7 minutes)

- "What specific actions or achievements make you feel successful?"

5. Closing (3–5 minutes)

- Summarize and express gratitude for participation.

Stage 5: Systematizing CustDev Results

After completing CustDev, the collected data is systematized through:

- Frequency Analysis: Identifying the most frequently mentioned motives.
- Emotional Analysis: Evaluating clients' emotional responses to identify motives that elicit the strongest feelings.
- Interpretation of Personal Meaning: Highlighting motives that most accurately reflect the clients' internal needs.

Stage 6: Defining Objects of Activity

The sense-forming motive is directly related to the client's objects of activity. Objects of activity are specific results or actions through which the client realizes their motive. For a business owner seeking recognition, these objects might include:

- Words of gratitude for a provided product or service.
- Expressions of admiration for the business from clients.
- Social media recommendations.
- Repeat purchases of products or services.

Stage 7: Visualizing Objects of Activity

In the final stage, objects of activity are visualized as contexts familiar to the client. Visualization is a tool for anticipating the outcome of activity, positively reinforced by emotions. In terms of marketing, sales, and product strategies, anticipating results at each stage of the client journey encourages purchase decisions.

Examples of Visualization for Clients in the Printing Industry:

- "Thank you so much for the quality of your products! Your attention to detail is impressive."
- "I want to thank you for amazing service. It's such a pleasure working with you!"
- "Your business inspires us! How do you manage to combine professionalism with a personal touch?"
- "I'm amazed by their work. Every detail is thought out to perfection!"
- "I can't wait to share this find! These guys are true masters of their craft."
- "If you're looking for the perfect gift, look no further!"

These examples create an emotional resonance with the target audience, demonstrating how the product supports their sense-forming motive of gaining recognition.

2.2 Building a Marketing Strategy Based on Analysis Results

The marketing strategy, based on identifying the client's sense-forming motive, aims to achieve three key goals: strengthening emotional connections through marketing communications, stimulating sales through targeted engagement, and adapting the product strategy to meet the needs of the target audience. In this case, the client's central sense-forming motive is recognition from their audience, which is tied to their need for self-esteem.

The primary objective of the marketing strategy is not only to visualize this motive in advertising materials but also to integrate it into key marketing tools, such as social media, content marketing, video creatives, email campaigns, and offline events.

2.2.1 Practical Implementation Steps

Content Marketing

The content should create an image of success and recognition for the client associated with the use of the product. Including success stories, case studies, and real feedback enhances trust and allows the client to project these scenarios onto their own business.

Example:

An interview with a client who used branded gifts to strengthen relationships with key partners. The text emphasizes the positive feedback received as a result.

Social Media

Social platforms provide opportunities for creating emotional content that engages clients through familiar scenarios. The focus is on visualizing outcomes:

- Posts featuring testimonials from clients who received gifts.
- Short videos or carousel posts showcasing clients' reactions to receiving branded products.
- Polls and audience interactions to study preferences.

Targeted Advertising

Advertising campaigns should appeal to the recognition motive through real-life interaction scenarios. An example might be an ad with the text: *"Your clients thank you for your attention. Make their day better with our product."*

Key Recommendations

Focus on Emotions

Marketing messages should appeal to the client's emotions, helping them anticipate the results of their activities when using the product, such as branded chocolate.

Personalization

The strategy should consider the specifics of the client's business, adapting examples and scenarios to their audience.

Authenticity

Using real testimonials and stories helps build trust and make communication more genuine.

Visualization of Results

Every message should demonstrate how the product contributes to achieving recognition and strengthening self-esteem.

2.3 Building a Sales Strategy Based on Analysis Results

The sales strategy, like the marketing strategy, should consider the key motives and needs of the target audience. Based on the conducted analysis of the need-motivation structure, it was established that the motive of recognition tied to self-esteem is the sense-forming motive for most clients. Sales in this context should not simply be an exchange of goods for money but a process that helps the client feel their needs are fulfilled through the product.

Core Principles of Sales Strategy

Understanding Client Motives and Needs

The main task of the sales strategy is to establish interaction that allows the client to realize that purchasing the product will help them achieve recognition from their audience.

Visualization of Results in the Sales Process

Every interaction with the client should include illustrations of the end result of using the product. This can involve describing scenarios where clients express gratitude, share feedback, or return for repeat orders.

2.3.1 Practical Implementation of the Sales Strategy

Sales Scripts Focused on Recognition

Scripts should revolve around emotional interactions, emphasizing the results the product will bring to the client.

Example Script:

"Imagine handing out gift chocolate to your clients. The next day, they write you words of gratitude and share their emotions. This strengthens their loyalty to your brand and boosts your reputation in their eyes."

Questions to Identify Client Motives

During the sales process, it is important to ask questions that help understand what the client expects from the product:

- *"How do you usually thank your clients for their cooperation?"*
- *"What reaction would you like to evoke in your clients when presenting a gift?"*

These questions not only help build a personalized offer but also make the client feel their needs and emotions are valued.

Client Touchpoints

Touchpoints are key moments where the client interacts with your product. To enhance the effect of recognition, you can use:

- **Sample Demonstrations:** Show clients ready-made examples of branded gifts, explaining how they work on an emotional level.
- **Scenario Discussions:** Describe how the product will be perceived by their clients in real-life situations.

2.3.2 Examples of Incorporating Emotional Approaches into the Sales Process

Client Meetings

During client meetings, it is essential to immediately set an emotional tone, encouraging them to imagine how their clients will react to the product.

Example:

"Your client opens a box of chocolate, sees your logo, and smiles. Giving this gift becomes a memorable moment for them."

Offers and Bonuses

When selling the product, you can offer bonuses that highlight attention to detail.

Example Offer:

"For orders over a certain amount, we include free thank-you cards for your clients."

Recommendations for Implementation

- Interactivity in Sales: Use visual materials to demonstrate how the product works in real scenarios.
- Feedback Collection: Regularly analyze feedback from clients to understand how they perceive the product and what aspects need improvement.
- Sales Team Training: Ensure that managers understand the emotional needs of the target audience and can build communication based on the recognition motive.

A sales strategy focused on the recognition motive not only increases conversion rates but also builds trust-based relationships with clients, encouraging repeat purchases. Applying result visualization, personalization, and emotional approaches to interaction makes the sales process an integral part of the client experience, aimed at fulfilling their self-esteem needs through recognition.

2.3.3 Accounting for Multimotivated Clients in Sales Scripts and Communication

The sense-forming motive identified through analysis is the client's desire for recognition through the status of their company. However, client motives are not limited to this factor. Their structure also includes stimulus motives, such as striving to strengthen financial security by increasing income and a desire to build social connections with clients. Accounting for multimotivation allows for more accurate and

personalized communications, where the sense-forming motive serves as the foundation, and stimulus motives enhance the motivational impact.

Core Principles of Accounting for Multimotivation:

1. Sense-forming Motive: Recognition Through Company Status
Clients value their business being perceived as professional and successful. Recognition from their audience (clients, partners, colleagues) strengthens their sense of self-esteem and becomes a key factor in decision-making.
2. Stimulus Motives:
 - Earnings for Security Strengthening: Clients want to see direct benefits from the product, such as increased revenue through improved client loyalty.
 - Building Social Connections with Clients: Gifts and branded products act as tools for creating informal and warm relationships with the audience.

Motivation Hierarchy in Sales

The sense-forming motive should be the primary element of communication. However, to strengthen the motivation, it is essential to emphasize additional motives, enriching the client's perception of the product and its benefits.

Structure of Sales Scripts with Multimotivation

1. Introduction: Addressing the Sense-forming Motive
The script should begin by emphasizing the client's company status, which can be enhanced with the branded product.

Example:

- *“Your clients already appreciate the quality of your business. But by gifting them a branded chocolate, they won't just say ‘Thank you’—they'll say, ‘Wow, that's so thoughtful!’”*

2. Identifying Needs: Clarifying Stimulus Motives
During the needs assessment phase, ask questions to understand what is more important to the client: security, social connections, or recognition.
Examples of Questions:

- *“How important is it for you that clients return and recommend you to their friends?”*
- *“How do you see the role of gifts in strengthening relationships with clients?”*
- *“What business outcomes do you aim to achieve with branded products?”*

3. Product Presentation: Connecting Motives

The presentation should link the sense-forming motive with stimulus motives.

Examples:

- Recognition: *“When you give your clients gifts with your logo, they remember you as a thoughtful and caring partner.”*
- Financial Security: *“Studies show that client loyalty significantly boosts repeat sales, and thus your revenue. Our products help solidify this loyalty.”*
- Social Connections: *“These gifts become the perfect tool for informal communication with your clients, helping to build mutual understanding and trust.”*

Recommendations for Implementation

- Personalization: Use a flexible approach by adapting script emphasis based on the client’s preferences.
- Visualization: Showcase product usage examples that highlight the client’s status (e.g., how their clients react to the gifts).
- Active Listening: Ask follow-up questions and respond attentively to understand each client’s hierarchy of motives.
- Staff Training: Ensure that managers are prepared to work with multimotivated clients, identifying and leveraging both sense-forming and additional motives.

2.4 Developing a Product Strategy Based on Analysis Results

The product strategy aimed at fulfilling the recognition motive should focus on characteristics that enable clients to associate the product with enhanced status and increased significance in the eyes of others. In this case, the emphasis is on creating an emotional context where clients feel their efforts and business receive deserved attention and respect. Recognition becomes not only the motive for choosing the product but also the criterion for its successful use.

Aligning Product Characteristics with the Recognition Motive

Developing Product Features

For the product to serve as a tool for achieving recognition, it should have the following attributes:

1. Visual Appeal:

- The product must look premium to evoke admiration.
- Packaging with elegant designs.
- Use of high-quality materials.
- Ability to include unique visual elements that reflect the client's brand.

2. Personalization:

- The product should demonstrate an individualized approach and attention to detail.
- Personalized inscriptions or unique elements for each recipient.
- Reflection of the client's business values or mission.

3. Social Demonstrability:

- The product should be designed for easy demonstration to clients or partners.
- Presentation sets that are convenient for handing out at events.
- Packaging that highlights the client's logo and unique style.

4. Status Symbolism:

- The product should be associated with success and exclusivity.
- Use of premium colors and textures (e.g., gold, velvet, matte finishes).

- Quality certificates or proof of the product's uniqueness.

Modifying Existing Products

1. Adding Premium Elements to Packaging

Description: Updating the packaging with expensive materials and unique design solutions.

Implementation of Recognition Motive: Visually demonstrating the client's business quality and status.

2. Creating Corporate Gift Sets

Description: Integrating chocolate into sets with other elements that reflect the client's brand.

Implementation of Recognition Motive: Gift sets serve as communication tools emphasizing the company's success.

3. Adding Certificates of Uniqueness to Products

Description: Certificates confirming the exclusivity of the design or premium quality of the materials used.

Implementation of Recognition Motive: Strengthening the perception of uniqueness and significance of the gift.

Recommendations for Product Development

a) Design and Packaging:

- The packaging should be visually appealing and reflect the client's status. This may include premium materials, unique color schemes, and corporate branding.

b) Assortment:

- Offer multiple product categories (e.g., standard sets, premium gifts) to meet the needs of different client audience segments.

c) Personalization:

- Provide customization options, from adding the client's name on the packaging to creating unique designs for each batch.

d) Emotional Context:

- Design the product to evoke positive emotions in end-users, strengthening their connection to the client's brand.

e) Accessibility:

- Ensure flexibility in orders so that the product can be used for both mass promotions and individual gifting campaigns.

CONCLUSION

The conclusion of this thesis centers on the integration of theoretical insights and practical applications derived from the interplay between human motivational psychology and business strategies. This research has developed a comprehensive understanding of how the need-motivation sphere, as described by A.N. Leontiev and Abraham Maslow, can be effectively applied to analyze and influence client behavior in a business context. Through synthesizing these two prominent theories, this study not only identifies the underlying hierarchy of human needs but also details the process by which these needs transform into actionable motives and activities. This approach provides businesses with a nuanced framework for aligning their operations with the deeper psychological drivers of their clients.

Leontiev's theory of activity, with its emphasis on objectification, establishes the mechanism by which needs become motives. This mechanism is complemented by Maslow's structured categorization of needs, ranging from basic physiological requirements to the pursuit of self-actualization. Together, these theories form a robust, layered framework that enhances the understanding of client motivations, particularly through the lens of sense-forming motives. These motives, central to Leontiev's theory, explain why individuals prioritize specific goals, offering insights into their underlying psychological and emotional structures.

The application of this integrated framework to the business domain has revealed several critical insights. The methodology developed for analyzing the target audience highlights that client decisions are frequently driven by a blend of sense-forming motives, such as the desire for recognition, and stimulus motives, such as financial security and social connectivity. This dual-motivated nature of client behavior underscores the importance of designing business strategies that address both deep-seated psychological needs and practical considerations. By tracing the links between needs, motives, and actions, businesses can tailor their strategies to resonate more effectively with their target audiences.

The practical application of these findings is evident in the tailored strategies for marketing, sales, and product development proposed in this thesis. Marketing strategies were developed to emotionally and visually appeal to the sense-forming motive of recognition. These strategies emphasize branded products as symbols of success and care, creating an emotional connection with clients. Similarly, sales strategies were designed to incorporate multimotivational communication, using scripts that address recognition, security, and social connectivity. This approach enhances client engagement and fosters deeper connections. Product strategies focus on creating visually premium and socially demonstrative items that align with the client's desire for status and recognition, ensuring that the product itself becomes an extension of the client's personal or professional identity.

A key element of the research is the role of emotions in decision-making. Emotions were found to serve as crucial indicators of the alignment between the client's sense-forming motives and the anticipated results of their activities. Positive emotional anticipation significantly increases the likelihood of purchase decisions, particularly when the product aligns with the client's deeper psychological needs. This finding highlights the importance of leveraging emotional resonance in marketing and sales strategies, demonstrating how businesses can create a lasting impact by addressing the emotional dimensions of client experiences.

The implications of this research extend beyond the immediate application to business strategies. By aligning operations with the motivational structures of clients, businesses can foster stronger emotional connections, enhance customer loyalty, and develop products that address both functional and aspirational needs. This approach contributes to sustainable business growth while also providing a framework for understanding and influencing economic behavior in a more profound way.

Future research can build upon this foundation by exploring the dynamic interplay between multiple motives in complex decision-making scenarios. Longitudinal studies could provide deeper insights into the evolution of client motives and their impact on long-term business strategies. Additionally, applying this integrative

framework across different industries would validate its versatility and reveal its potential to adapt to diverse contexts.

In summary, this thesis bridges the gap between psychological theory and practical business application, offering a unique perspective on how human motivation shapes economic behavior. By integrating the theories of Leontiev and Maslow, this study provides actionable insights for businesses to deepen their connections with clients, foster loyalty, and achieve meaningful and sustainable growth. This research not only advances academic understanding of motivational psychology but also equips businesses with tools to navigate the complexities of modern consumer behavior.

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