THE ENNEAGRAM AS A PSYCHOGRAPHIC

SEGMENTATION TOOL

by

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ABSTRACT

Within Marketing, personality is used as a psychographic segmentation tool. Personality is a valuable segmentation tool because it can impact consumer behavior and purchasing decisions. Assessing the personality traits of consumers has evolved and become increasingly individualized. More simplistic measures of personality now serve as a launching ground towards the detailed ways consumers identify themselves using personality type evaluations. If marketers are not using these insights of modern personality assessments, they are missing an opportunity to increase consumer value. This study will explain the evolution of personality evaluation and suggest how to best utilize the tools of today to craft effective psychographic segments for targeting. A personality assessment called the Enneagram is the focus of this study. Consumers self-identify using this typography, taking away the guesswork for Marketers. The Enneagram assessment places each person in one of nine distinct categories, not allowing individuals to be a part of more than one core result. This study will build the bridge between previous personality research and the nine Enneagram categories. Through existing research on reaching consumers with specific personality traits, recommendations for each Enneagram type are crafted. By using the Enneagram as a psychographic segmentation tool, companies have the potential to increase consumer reach and value.

Introduction

In our personal lives, successful social interactions are contingent on correctly interpreting and anticipating the behavior of people (Hassabis et al., 2013). Through individual interactions, brains analyze and catalog information. Brains have the ability to recall this information and use it to predict how future interactions will go as well as what decisions this person would make. In a study published in *Cerebral Cortex* on predicting behavior based on personality, a clear connection was found between personality traits, brain activity, and behavior choices (Hassabis et al., 2013). Personality traits are displayed in varying degrees and contribute to the likelihood of certain behaviors. For example, an individual who is extremely extroverted is more likely than an individual who is more introverted to approach and compliment a stranger.

Understanding the personalities of individuals can help one to anticipate their actions and responses, leading to healthier communication and relationships. The more that is known about someone, the better one could speak into what their choices as consumers are likely to be. How do marketers achieve this kind of intel on consumers they do not personally interact with? Realistically, marketers do not have the advantage of collecting specific data on each consumer through personal interactions, but understanding the personality of the consumer remains extremely valuable. For decades, the sciences of Psychology and Marketing have partnered in understanding and inciting consumer behavior utilizing personality.

Customer segmentation is the dividing of a consumer base by similarities to maximize each consumer's value to the business (Optimove, 2021). By grouping consumers together, marketers can engage with them in the most effective way. There are four methods of market segmentation: demographic, geographic, psychographic, and behavioral (Moriarty et al., 2019). *Demographic* segmentation is the most basic level of segmentation and the least predictive of

future behavior. It is based on a population characteristic such as age, income, ethnicity, sex/gender, or marital status. *Geographic* segmentation categorizes by zip code, neighborhood, country, or geolocation. *Psychographic* is a lifestyle segmentation that categorizes based on motivations, strengths, or personality traits. This is the second most effective segmentation tool for predicting future consumer behavior. *Behavioral* segmentation is the best at predicting future consumer behavior because these segments are created by examining past behavior. This segmentation requires tracking tools such as cookies to track online behavior (Moriarty et al., 2019).

Personality is a psychographic segmentation tool utilized because consumers are more likely to make purchasing decisions that align with their personality (Formplus, 2021). Through understanding the personalities within a target market, a company can craft its brand personality to most effectively reach this market segment. Assessing the personality traits of consumers has evolved and become increasingly individualized. More simplistic measures of personality now serve as a launching ground towards the detailed ways consumers identify themselves using personality type evaluations. With increasing amounts of information on the brain and behavior, personality assessments are more detailed and insightful than ever. If marketers are not using these insights of modern personality assessments, they could be less effective at increasing consumer value. This study will explain this evolution of personality evaluation and suggest how to best utilize the tools of today for effective market segmentation.

There are personality assessments consumers seek on their own for the purpose of self-discovery and self-growth. This means marketers do not have to make assumptions about their personality traits, but consumers will often self-proclaim their results. The online platforms where most testings occur can serve as a great source of information about consumers to aid in

directing microtargeting. All culturally popular personality tests have categories that boil down to personality traits that have already been studied over time. While these measures may be newer in terms of using them to predict consumer behavior, they can be tied back to research associated with well-known personality traits (Twenge, 2016).

The personality assessment this study focuses on is **the Enneagram**. The Enneagram assessment places each person in one of nine distinct categories, not allowing individuals to be a part of more than one core result. While the nine possible results of this assessment have names like "the reformer" and "the enthusiast," there are dominating personality traits of each category such as "perfectionism" and "optimism" that are associated with each categorization (Riso, 1990). There is limited research on the connection between the Enneagram and psychographic segmentation, and this study attempts to fill a small part of that gap. This study will build the bridge between previous personality research and the nine Enneagram categories.

First, the main personality traits associated with each Enneagram category are determined utilizing substantiated Enneagram research. The connection between that main personality trait and consumer behavior will be evaluated using existing research. If there is a strong correlation between the main personality trait and consumer behavior found in prior research, that correlation could be extended and similarly assumed of the Enneagram. Then based on which personality traits are most strongly correlated with affecting consumer behavior, the implications of the study provide Enneagram-specific marketing recommendations.

The purpose of this study is to evaluate how the Enneagram typology system can serve as an indication of immediate consumer behavior and ultimate purchasing decisions. This study will explain the foundations of personality to the most popular assessments of today. Through building a bridge between studied personality traits and the categories of the Enneagram,

marketers should have more direction for how to effectively increase consumer value using this psychographic segmentation.

Personality

Before looking deeper into how personality impacts consumer behavior, one must first look at how personality developed into a field of study. Personality is a combination of a person's temperament and traits. The measures that help us to understand the implications of personality were formed from foundational theories. Personality is significant to who an individual is and the choices they make. Over the last century, personality has evolved from foundational theories to personalized descriptions. Personality is no longer only a means of categorization, but a path to self-discovery and personal growth (Riso, 1990).

Evolution of Personality Evaluation

TEMPERMENT & TRAITS   FOUNDATIONAL THEORIES   PERSONALITY MEASURES   THE ENNEAGRAM

What is it?

Dr. Jean M. Twenge defines personality as someone's usual pattern of behavior, feelings, and thoughts, forming how someone acts across time and situations (Twenge, 2016). More current research on personality combines motivations, personality, and development into one framework to explain contributors to growth and decision-making. Some researchers have proposed that personalities are developed around basic psychological needs: autonomy, competence, and relatedness (Twenge, 2016). Early interactions throughout childhood establish

foundational beliefs about the world, leading individuals towards different emotions, actions, and tendencies (Dweck, 2017). Personalities can be developed around motivations, which in turn shapes an individual's preferences, goals, and decisions. It is valuable to understand personality because it is a way to understand choices and predict behavior.

Foundational Theories

  Psychodynamic theories, originating with Sigmund Freud, focus on the lasting influence of childhood events and how these events shape personality. These theories evaluate the psyche in three parts: id, ego, and superego (Freud, 2005). The id is unconscious pleasure-seeking with its primary goal being to meet your needs and wants. The ego has a grasp of reality and makes decisions using logical reasoning. The superego defines a morality-seeking conscience. Psychodynamic theories approach personality formation as primarily unconscious and biological, solidifying in early childhood (Twenge, 2016). These theories deem personality as passive based on the continuous effects of childhood. Freud believed mental illness of a result of unresolved conflicts that typically occurred in childhood (Freud, 2005). While these events are significant and have an impact on human development, this view is limited to primarily examining the unconscious motivators of behavior. Another limitation of this viewpoint is the focus on sexual desires and pleasure-seeking as the main motivator of decisions; this discounts the impact of social interactions and interpersonal relationships.

  Psychosocial development theory was formed by Erik Erikson. This theory focuses primarily on the social nature of development. Erikson believed interactions with others shapes an individual's sense of self, which he called their "ego identity" (Maree, 2021). The foundation of his framework is dividing the development of personality into eight stages that occur over the

course of an entire lifespan. These stages are trust vs. mistrust, autonomy vs. shame, initiative vs. guilt, industry vs. inferiority, identity vs. confusion, intimacy vs. isolation, generativity vs. stagnation, and integrity vs. despair (Maree, 2021). At each stage, a conflict is faced, and it is either effectively resolved or not. The resolution of the conflict, or lack thereof, shapes personal development. Erikson's theory is still relevant today in the search for meaning. His theory laid the foundation for personality measures as a means of self-discovery and personal growth through self-awareness.

The main differences between psychodynamic and psychosocial theories is the timespan over which personality is developed, and the opposing focuses on sexual nature and social nature. Psychosocial theories deem personality is more actively developed across the lifespan.

Temperament & Traits

In Psychology, temperament is defined as the biologically based individual differences in behavioral and emotional tendencies that emerge early in life. Temperament serves as the precursor to personality (Twenge, 2016). It is first displayed in infants through their disposition as they develop and is completely biologically based. Temperament is the consistent, subconscious behavioral differences that exist apart from social learning or values that are developed over time. Temperaments are viewed within four categories: sanguine (being optimistic and social), choleric (being short-tempered and irritable), melancholic (being analytical and quiet), and phlegmatic (being relaxed and peaceful) (Emde, 1995).

Personality traits are descriptors of a person's characteristics that culminate to create their personality. They are manifested through their behaviors, motivators, habits, and emotions (American Psychological Association, n.d.). These are internally consistent and stable over time

and across situations. They are used to better understand and predict behavior. Personality traits can reveal the average choice an individual will make but will not perfectly predict every decision. Traits can be evaluated individually as well as grouped together in view of personality as a whole.

Personality Measures

Traits evaluated together form personality types and categorizations. These measures are an organized way to evaluate personality traits and study their implications. By grouping traits together, these measures can better predict an individual's actions. The Big Five and Myers-Briggs are two measures commonly utilized and accepted as both reliable and valid. These measures are used in job applications, team building, personal growth, and behavior prediction.

The Big Five Personality Traits

In Psychological studies, the most accepted and scientifically validated measure of personality traits is Fiske's Big Five: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. These overarching traits are large buckets to segment differences in motivations. While there are many theories suggesting various amounts of personality traits ranging from Eydenck's three-factor theory to Gordon Allport's list of 4,000 traits, these five traits are what many contemporary personality psychologists would deem as the foundational and essential dimensions of personality (Cherry, 2021). Another strength of this measure is how they are proven to be remarkably universal and are displayed in different cultures around the world.

These five traits are viewed on a continuum, with most people lying somewhere between the extremes of each dimension. **Openness** focuses on characteristics such as imagination and insight. Individuals high in this trait tend to be more adventurous and creative, excited to learn new things or try different experiences. Inversely on the opposite end of the Openness continuum, people low in this trait dislike change, resist new ideas, and dislike abstract concepts (Cherry, 2021). **Conscientiousness** includes high demonstrations of goal-directed behaviors, thoughtfulness, intentionality, good impulse control, and preparation. A high level of conscientiousness is one of the most prominent indicators of academic and professional success (Twenge, 2016). People low in conscientiousness dislike structure, procrastinate important tasks, and don't follow through with their commitments. **Extraversion** is on a continuum with Introversion. Extraversion is characterized by high emotional expressiveness, sociability, assertiveness, talkativeness, excitability, and typically gaining energy in social situations. Introverted individuals are typically more reserved and have less energy to use on social interactions. Rather than gaining energy from being around people, they often need time to recharge in solitude. **Agreeableness** covers attributes such as trustworthiness, altruism, kindness, compassion, affection, and other behaviors that contribute to positive social relationships. Highly agreeable people care about other people and enjoy helping others who need assistance. Those who are less agreeable are less cooperative and more competitive, taking little interest in others' feelings and problems. The worst displays of disagreeableness are seen through manipulation and insulting to belittle others (Cherry, 2021). **Neuroticism** shows itself as emotional instability through moodiness, irritability, and sadness. It is more difficult for them to recover from stressful events, and they often feel anxious and stressed. Those low in this trait are more emotionally stable, resilient, and relaxed.

Myers-Briggs

The Myer-Briggs Type Indicator was developed in the 1940s and first published in 1962 by Isabel Briggs Myers and her mother, Katharine Briggs (The Myers & Briggs Foundation, n.d.). The foundation of this instrument are 4 dichotomies: Extraversion (E) or Introversion (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F), and Judging (J) or Perceiving (P). There are 93 forced-choice questions to determine which of the sixteen types the participant identifies with. Extraversion is defined in the context of this measure the same way as in the Big Five, which means they are energized by spending time with people. Introverts are energized by alone time or being in a small group of people. The Sensing vs. Intuition dichotomy focuses on how information is processed. Sensors depend on their five senses, which is what they practically see and interact with. Intuitives focus on abstract, theoretical, creative, and philosophical explanations. How the individual makes decisions is described by the Thinking vs. Feeling dichotomy. Thinkers seek the most logical choice by using their heads. Feelers use their hearts and make decisions using the lenses of their values and how it will affect people around them. The Judging vs. Perceiving dichotomy focused on how the individual structures their life. Judgers rely on planning and order to create structure. Perceivers are more fluid and open-minded, allowing them to be more spontaneous and make last-minute shifts in plans (Owens, 2018). After completing an assessment to indicate an individual's leaning in each category, the letters are combined to create your personality type. Individual results show the percentage scored in each dichotomy, showing the strength of each (The Myers & Briggs Foundation, n.d.).

There are sixteen possible combinations, which is why this measure is often referred to as 16 Personalities. The types are named using the first letter of each dichotomy on which the individual scored higher. Additionally, each of the sixteen types is given a descriptive name. An

example is ESFJ, which means the individual scored highest on Extraversion, Sensing, Feeling, and Judging. The nickname for this type is "Consul" and this categorization is described as people-focused and attentive individuals who find joy through social involvement. Their strong values guide their goals and decisions, and they are quick to offer advice and counsel to others. They thrive on social interactions and relational connections (Harell, 2022). Each of the sixteen types has immense amounts of descriptions of how this type is likely to behave in a variety of contexts, such as in romantic relationships and in the workplace. There are many websites, blogs, and books that have been created to help individuals dive deeper into self-discovery through their Myers-Briggs. There are groups who build avenues to create community with others sharing your personality type. There are also career recommendations based on the strengths of each type. For the Consul, career recommendations include Teacher, Counselor, Paralegal, Fitness Trainer, HR Manager, and Event Coordinator (Owens, 2018). These recommendations are based on the knowledge that ESFJs need social interaction and the knowledge they have helped someone to feel fulfilled in their work.

The professed goal of this typology is not to indicate a better or worse type, but to use the knowledge of your type and the types of others to understand and appreciate differences between people. Like the Enneagram, the Myers-Briggs 16 Personalities are paths to self-discovery. Learning more about their personality helps individuals to understand why they do what they do in both positive and negative ways. It's also beneficial to learn the personalities of others, such as friends and coworkers, to better understand them and how to best interact with them. Throughout the last 40 years, hundreds of studies have proven this measure to be both valid and reliable (The Myers & Briggs Foundation, n.d.).

Consumer Behavior

Consumer behavior is a field in Marketing devoted to studying individuals, groups, or organizations and all their actions associated with buying, using, and disposing of goods and services. Behavior involves an interaction between an individual's underlying personality and situational variables (Cherry, 2021). The psychological science of personality is a way to study a target market. Through personality analysis, Marketers can understand the underlying traits. Through targeted social advertisements, Marketers can control situational variables. Using this combination, consumer behavior can be influenced. Consumer behavior is how studying personality can be linked to influencing purchase decisions.

Using personality indicators such as the Big Five and Myers-Briggs, researchers have found personality to be linked to consumer decisions. When retailers know consumer personality, they can know the factors that will influence their buying and adjust their strategies to be more effective (Pelau et al., 2018). Taking income levels into account as a situational variable, personality has proven to be a strong purchasing predictor. The finding of a 2017 study showed personality as a more significant segmentation than income for predicting consumer purchasing decisions (Lui, 2017).

Consumer Decision Making

There are three phases in a consumer's decision-making process: pre-purchase, purchase, and post-purchase (Gourville, 2019). The **pre-purchase** phase is leading up to making a purchase. Before consumers buy something, consumers must realize they have a need for it and seek a solution, seeking and comparing potential solutions. The alternatives a decision-maker compares are typically not an exhaustive list of alternatives, but an awareness set. Consumers

narrow this down to the consideration set, then to the choice set, then to the purchase choice. Marketing can help products enter customers' awareness sets and attempt to influence how they narrow down their decisions. The second phase is making the **purchase**. Once it's decided what to purchase, the decision must be made of where and how. Companies should anticipate what could block a customer from making their purchase then do what they can to mitigate those barriers. Product placement and packaging can influence these final choices. The process continues through the **post-purchase** phase. Purchasers can experience buyer's remorse or dissatisfaction. Positivity in this phase lends to buyers sharing their positive experiences with others, while the inverse is also true. The next purchase could be prompted in this phase, whether it is another product or an upgrade. To be environmentally friendly, companies must consider the disposable of their products in post-purchase (Gourville, 2019).

Purchasing decisions can be cognitive (driven by logic and practicality), emotional (based on subjective feelings), or a combination of both. Evaluating the product type, context, and individual differences can help marketers determine which category their product falls in. Cognitive decisions typically take longer to process because the consumer systematically views all angles, while emotional decisions are often more impulsive and require less ruminating. Marketing efforts and in-store product placement can be altered to best fit the cognitive or emotional customers (Gourville, 2019).

High-involvement purchases are high risk when it comes to repercussions of making a bad decision, while low-involvement purchases can be swifter decisions with a lower risk of negative outcomes. The same product category can hold different levels of involvement for different consumers. To ease customers' minds for high-involvement purchases, they can advertise their simple returns or competitor comparisons. Low-involvement marketing strategies

make the product accessible and differentiated, even if how it is differentiated isn't substantiated (Gourville, 2019).

Segmentation & Targeting

Segmentation, targeting, and positioning (STP) is a marketing process that finds the organization's target market, discerns which consumers to focus on, then creates campaigns focused on influencing those target consumers. Customers are first separated into segments, then more promising segments are targets, and finally an action plan is made to reach those segments (Gupta, 2019). Segmentation allows a large group of distinct consumers to be separated into groups based on their similarities. This allows marketers to better reach these groups of target consumers. Segmentation is an avenue for consumers' needs to be met more realistically rather than attempting to meet every individual, diverse need. Groupings reveal patterns and needs that can be growth opportunities. Segments aren't created in this process, but uncovered. They were always there, but now they can be utilized most effectively by the firm (Gupta, 2019).

When done correctly, segmentation benefits the customer and makes their experience more efficient and personalized. This has the potential to increase customer satisfaction and profit. Without segmentation, there is little to no clear direction for the company's marketing strategies (Gupta, 2019). Useful segmentation is "identifiable, substantial, accessible, stable, differentiable, and actionable." For a segment to be useful, it must serve several consumers substantial enough to be cost-effective for the organization. Segments can be accessed through physical advertisements as well as through social media microtargeting. The segments must be stable over time so there is enough consistency for campaigns to reach them. Actionable segments require feasible ways to reach them (Gupta, 2019).

Customers are segmented into groups based on their similar characteristics and preferences. These groupings can range from extremely basic and obvious to more complex, depending on what would best suit marketing the product or service at hand. Different demographic, geographic, and lifestyle factors are combined to make market segments (Gupta, 2019).

Targeting evaluates the segments found for which would be the most effective to focus on. The segments are selected by thinking of long-term profitability and evaluating competition in that segment. If the customers in a market are extremely similar, this would be an undifferentiated market and the firm could use a mass-marketing campaign. If the firm wants to target individual customers in a differentiated market, they can use the internet for mass customization and one-to-one marketing. It's crucial to correctly select the market segments and means of marketing (Gupta, 2019).

The Enneagram

The Enneagram is a classification system that motivates self-discovery. The Enneagram has been cross-referenced with valid and reliable personality measures, such as the Big Five and Myers-Briggs. Unlike other personality measures, the Enneagram encapsulates the entire being including their motivations, fears, and values (Sutton et al., 2013). The study also showed the Enneagram was an accurate predictor of workplace behavior and coworker interaction (Sutton et al., 2013).

The Enneagram consists of nine numbers, and the individual is self-categorized not by their strengths or positive traits, but by their core fears and desires. This typology encompasses both explicit and implicit personality characteristics. The explicit traits can be reliably self-

reported, while the implicit traits associated get to the core motivations that lead to their behavior (Sutton et al., 2013). The nine classifications are distributed into three groups of three personality classifications. These three groups are referred to as "triads" that classify the individual's foundational psychological orientation. The Feeling Triad includes those most influenced by their emotions and self-image. The Thinking Triad finds security in their thought processes. The Instinctive Triad trusts their gut when relating to the world (Riso, 1990).

There are more specific classifications beyond the nine categories called "wings." While the core number remains consistent, individuals can lean into one of the adjacent numbers enough to constitute identifying with it. For example, an Enneagram One could have a Nine Wing or a Two Wing. If the Enneagram One has a Two Wing, they would be classified as a "One Wing Two" which is written as "1w2." Wings also have names, and the 1w2 is nicknamed the Advocate because their core desire to do the right thing is coupled with their desire to help others. For the purpose of this research, the focus will be on the nine main categorizations because although wings help with self-discovery, each individual still holds the core values associated with their core number. This allows recommendations based on core motivations from the nine types to be generalized across those with and without wings.

There are many books and online platforms that have increased access to information about the Enneagram. One of these platforms is the Enneagram Institute, which has succinct and understandable descriptions of each type, and these descriptions contribute to the explanations below (Enneagram Institute, 2019). It is important to note that while these characterizations are very common of those who self-identify as each number, they are not all-inclusive of who they are as an individual.

There are one or two prominent personality traits common in each Enneagram classification. While the representing traits are often how others see which number their peer may identify as, these traits are all motivated by their core fears and desires. The traits are helpful probabilities that could be used to predict behavior, but knowing their inner motivations is what is most valuable in predicting their purchasing patterns. This study will explain each classification and its commonly associated personality trait(s). Then based on existing research linking these personality traits to consumer behavior, the link between the Enneagram and consumer behavior will be evaluated.

Overview of the Nine Enneagram Types

The following table is a compilation of information from the Enneagram Institute, an online platform containing an abundance of information on the Enneagram in general as well as the specific types (Enneagram Institute, 2019).

Enneagram Type	Basic Fear	Basic Desire	Personality Trait(s)
Type One: The Reformer Intuitive Triad	Being unethical or immoral	To be good and honorable; have integrity	Conscientious, Perfectionism
Type Two: The Helper Feeling Triad	Being unwanted or unworthy of being loved	To feel loved completely	People-pleasing, Agreeableness
Type Three: The Achiever Feeling Triad	Being worthless, insignificant, or useless	To feel valuable, worthy, and important	Extraversion, Confidence
Type Four: The Individualist Feeling Triad	Have no identity or personal significance	To create identity and be authentically themselves	Individuality
Type Five: The Investigator Thinking Triad	Being useless, helpless, or incapable	To be capable and competent	Introverted, Knowledgeable

Type Six: The Loyalist Thinking Triad	Being without support and stability	To have security and support	Anxious, Nostalgic
Type Seven: The Enthusiast Thinking Triad	Being deprived or in pain	To be satisfied and content; have needs fulfilled	Openness to Experience
Type Eight: The Challenger Intuitive Triad	Being harmed or controlled	To be protected, in control, and free	Self-reliance
Type Nine: The Peacemaker Intuitive Triad	Loss and separation	To have inner stability; peace of mind	Empathy

Enneagram Institute, 2019

Type One: The Reformer

"Ones" fear being unethical or immoral, and they desire to be good and to have integrity (Enneagram Institute, 2019). Very rational, this idealistic type is seen as principled, purposeful, self-controlled, and perfectionistic. Because they are principled and tend to see the world as black and white, they can sometimes come off as overly critical and judgmental (Cron, 2016). They don't view themselves as critical because from their perspective, they are selflessly trying to help those around them. "Ones" have a constant streamline of critical thoughts, reminding them of the mistakes they've made and pushing them towards the endless ways they can be better (Cron, 2016).

"Ones" teach those around them to do the right thing; they are advocates for the voiceless and conduits for change. "Ones" are very self-disciplined, and often forego what they want to do for what they should do (Enneagram Institute, 2019). When working on a team, they always do their best and genuinely appreciate when others do their best, because "Ones" will redo their teammate's work if it does not meet their personal standards for excellence (Cron, 2016). Their desire for constant improvement can be limited by their fear of making mistakes. "Ones'" passion to improve the world goes bad when they start to believe that in order to be loved they

have to be perfect and not make mistakes" (Cron, 2016). They are detail-oriented and quickly notice when things are out of place. "Ones" often feel like they try harder than others to do things correctly (Cron, 2016). At their best, "Ones" are committed to service and integrity, and they can forgive the imperfections in themselves and others (Cron, 2016). They seek moralistic behavior and reform. "Ones" naturally lean towards positivity and are determined to help others (Crystal, 2021).

A main descriptor of this type is *conscientious*, which is one of the Big Five personality traits. Their conscientiousness is driven by their desire to do the right thing, and to do it well. Another personality trait strongly associated with "Ones" is *perfectionism*. A way to support a "One" is to let them know they are doing the right thing and you acknowledge their efforts. They have very high standards for themselves and others and have a high degree of self-control over their behavior and emotions (Cron, 2016).

Type Two: The Helper

"Twos" fear being unwanted or unworthy of being loved, and they desire to feel loved completely (Enneagram Institute, 2019). "Twos" are caring and interpersonal, often operating as very demonstrative, generous, and possessive individuals. They seek affection from others, typically thinking emotionally and working hard. "Twos" need encouragement and attention in their relationships to feel cared for (Enneagram Institute, 2019). They are selfless to a fault, and struggle to say no to others when they are in need of help. "Twos" prefer giving to receiving, and feel valuable when they are asked to help (Cron, 2016). "Twos" care deeply what others think about them, and struggle to communicate what they want or need when asked. To be loved, they

think they need to be needed by others. They are extremely generous in their efforts to care for and serve others (Cron, 2016).

Prone to codependency and lack of boundaries, "Twos" seek validation from those in their lives and allow others' perceptions to shape their identity. They deeply fear being unloved and alone, and they deal with this fear by caring for the people around them in a way that makes them needed in the lives of others (Owens, 2018). When they serve others, they are usually subconsciously expecting reciprocation and acknowledgement. More emotionally mature "Twos" are able to feel secure enough in their relationships to express their own needs and not fear being abandoned because of their boundaries (Cron, 2016).

A personality trait strongly associated with this categorization is "people-pleasing." On the positive end of people-pleasing "Twos" can be extremely helpful, and on the negative end they can become a doormat. "Twos" can be encouraged to grow through prioritizing personal growth, creating boundaries, and practicing mindfulness (Owens, 2018).

Type Three: The Achiever

"Threes" fear being worthless, insignificant, or useless. They desire to feel valuable, worthy, and important (Enneagram Institute, 2019). These individuals are charismatic, flexible, successful, ambitious, and image-conscious. They typically are extremely success-oriented and pragmatic. "Threes" want to achieve great success and receive affirmation from others for their achievements (Enneagram Institute, 2019). First impressions are greatly valued by these individuals, and they are quickly able to read a room and gauge who is most influential (Cron, 2016). They believe the world rewards you more for what you do rather than simply who you are (Sutton et al., 2013). "Threes" are success and results oriented, and will sometimes sacrifice

quality to push for the end result quickly. If the job can be done more efficiently, "Threes" are typically okay with cutting corners.

They are natural leaders; they perform and shape-shift in different situations to match what will be most successful in that environment. "Threes" tweak themselves to win over different sets of people (Cron, 2016). They can spot the holes in leadership and shift themselves to fill them. Portraying a successful image is very important to them. "Threes" tend to be influential people who carry themselves with confidence, so people naturally follow them (Sutton et al., 2013). Their attention is naturally drawn to incomplete tasks and the next things they can set to accomplish, and they are phenomenal at multitasking. They are healthiest when they learn how to rest in simply being rather than doing (Cron, 2016).

Enneagram Threes tend to be more extraverted in social situations. Extraversion tends to lead to more visibility and impact in these environments, so "Threes" will act outgoing (Cron, 2016). Because of this personality expression, they are able to connect easily with almost anyone. "Threes" naturally lead, seeing the potential in others and helping them find their place on the team. In a study on the Enneagram and personal values, Enneagram Threes, along with "Twos" and "Eights," valued Achievement more than all other types (Sutton et al., 2013). Threes also had a significantly higher need for achievement and power than other types (Sutton et al., 2013).

Type Four: The Individualist

"Fours" fear having no identity or personal significance, and they desire to create identity and be authentically themselves (Enneagram Institute, 2019). "Fours" tend to be sensitive and appreciate all forms of art. Their high emotions can lead them to be expressive, withdrawn,

dramatic, self-aware/self-focused, and temperamental (Enneagram Institute, 2019). They are visionaries that lead with conviction, connecting others on a team and motivating them towards the common goal (Sutton et al., 2013). Strong self-awareness allows "Fours" to process the good, bad, and ugly of their emotions because they seek to see the reality of who they are. This allows "Fours" to endure immense pain and emotional turmoil with a quiet strength that others may not have the capacity for (Enneagram Institute, 2019). Caring deeply and acting expressively, Fours are more inclined to depressive moods and deeply feel their emotions (Riso, 1990).

Unfortunately, it is common for "Fours" to have low self-esteem and a negative view of themselves. They see their own flaws clearly and feel so different from everyone else that it appears impossible for anyone to ever understand them (Enneagram Institute, 2019). Often, they combat this by imagining a Fantasy Self that is an ideal version of themself built up only in their imagination (Enneagram Institute, 2019). Their identity is primarily founded on how they are feeling.

Because they are deep thinkers and feelers, "Fours" need time alone to process their thoughts and emotions, withdrawing to do this to protect their self-image (Enneagram Institute, 2019). Uniqueness is important to "Fours," and they are highly individualistic. "Fours" desire uniqueness and genuineness in their own lives and in the lives of others. They believe love is perfected in the unique parts of life and seek to make themselves as unique as possible. "Fours" will often be different simply for the sake of being different (Sutton et al., 2013).

Type Five: The Investigator

"Fives" fear being useless, helpless, or incapable; they desire to be capable and competent (Enneagram Institute, 2019). This type is seen as intense intellectuals. Their cerebral

search for knowledge motivates them to be perceptive, innovative, secretive, and isolated (Sutton et al., 2013). They seek self-sufficiency and limit their own needs. To avoid being incapable or helpless, "Fives" accumulate knowledge to be prepared for whatever may come their way. They don't simply want the final answer for themselves but want to see why things are the way they are. They express well-researched opinions and incite provocative conversations (Riso, 1990).

Understanding the world around them gives "Fives" a sense of comfort and control. Leaning more into observing than living, their pursuit of knowledge can sometimes get in the way of interaction with the world around them. When others see them as knowledgeable and competent, they feel valued (Cron, 2016). "Fives" need to have at least one area that is their level of expertise that they know everything about, mastering an area that has captivated their interest (Enneagram Institute, 2019).

Their lives are withdrawn and minimalistic, limiting distractions and constantly seeking to gain knowledge about the world. Because they are so externally focused, they have a low internal self-awareness (Cron, 2016). "Fives" are the most introverted type, and they want to conserve their energy for learning rather than social interaction. Their focus is inward on gaining knowledge rather than maintaining relationships (Owens, 2018).

Type Six: The Loyalist

"Sixes" fear being without what they most deeply desire, which is support or stability (Enneagram Institute, 2019). They are skeptics that ask questions and seek to be prepared in all situations. They have an underlying motivator of fear that pushes them to seek security. Thinking multiple steps ahead, "Sixes" see every variation of a potential problem. This leads them to

worry and feel insecure in the present out of fear of the future. They plan extensively, but always feel there are more things they need to be doing to be safe and secure (Owens, 2018).

"Sixes" are committed and security oriented. They are typically engaging, responsible, anxious, and suspicious of everything. They seek safety, stability, and consistency. Because they think through different scenarios as they are suspicious of negative outcomes, they make well thought out and reliable decisions (Enneagram Institute, 2019). Out of their fear of being unprepared, "Sixes" try to be prepared for any potential outcome. They are the classmate with the extra pens, the friend with the jumper cables, and the roommate to change the smoke alarm batteries every six months. Order and rules bring comfort to "Sixes," and are gifted with the ability to bond groups of people together (Cron, 2016).

Once "Sixes" find a group of people they feel safe with, they are loyal (Owens, 2018). It takes time for them to trust people, but once they do they are committed. "Sixes" are faithful and dependable friends who look out for the people they care about with the same diligence that they guard their own life (Cron, 2016).

Type Seven: The Enthusiast

"Sevens" fear being deprived or in pain. They desire to be satisfied, content, and have their needs fulfilled (Enneagram Institute, 2019). A desire to experience a full life leads "Sevens" to avoid pain and boredom at all costs, bouncing from one activity to the next in a quest for maximum enjoyment (Owens, 2018). They are busy optimists, joyfully bouncing through life. Because they don't want to feel stuck or lacking, they are always on the move with childlike energy and enthusism. Schedules and plans feel restrictive and even boring, so "Sevens" are more flexible and free-spirited with their time management (Cron, 2016).

Their popularity and likeability amongst peers and friends can be attributed to their positive outlook on life and prioritization of fun (Owens, 2018). "Sevens" are fun-loving and always busy. Their continuous desire for the next best thing pushes them to be spontaneous, versatile, distractible, and scattered. They seek to experience the most fun that life can offer, and are always looking to what will be the next adventure (Enneagram Institute, 2019).

Amongst the Big Five Personality Traits, Enneagram Sevens are typically Extraverted and Agreeable. They tend to score extremely high for Openness to Experience, which is no surprise considering their curiosity and spontaneity (Sutton et al., 2013). "Sevens" are willing to try new things and embrace change without much fear. Risks and challenges are exciting for them, and they seek out the adrenaline-pumping moments (Cron, 2016).

Type Eight: The Challenger

"Eights" fear being harmed or controlled because they desire to be protected, in control, and free (Enneagram Institute, 2019). They seek to feel important and show their strength to others through resisting any weakness. Challenges excite them, and "Eights" seek out opportunities to push beyond their current capabilities. They understand that making lasting change requires persistence, determination, and endurance (Cron, 2016).

Not afraid of confrontation, "Eights" are powerful and dominating. They are self-confident, decisive, and willful. They are leaders that command attention. Also known as the Protector, "Eights" want to feel control over their own lives and situations that occur (Enneagram Institute, 2019).

A common personality trait amongst Enneagram Eights is self-reliance. Because they fear weakness and control, they seek to be dependent on no one other than themselves. When making

decisions, they are slow to trust others and want to be the one in control of the situation (Sutton et al., 2013).

Type Nine: The Peacemaker

"Nines" fear loss and separation, and they desire to have inner stability and peace of mind (Enneagram Institute, 2019). They create harmony and are gifted at bringing people together through focusing on what unifies them. Avoiding conflict at all costs, they will ignore issues to keep the peace. They relate easily to others, but they usually lack a strong sense of identity and knowing who they truly are (Cron, 2016).

"Nines" see every side of a situation, leading them to be very agreeable and easy-going (Enneagram Institute, 2019). Their empathy allows them to have a wide variety of close friends and to avoid disagreements. They seek comfort, safety, and being at peace with themselves. They are self-effacing, optimistic, adaptable, peaceful, receptive, and reassuring. "Nines" are prone to complacency and naturally averse to decision-making (Riso, 1990).

<div align="center">

Relevance

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One reason Myers-Briggs and the Big Five have been effective in segmenting consumer markets is that there are a set amount of categories to place consumers in. The Enneagram could also be an effective segmentation tool because there are nine categories, which is between the five and sixteen of the other instruments. The Enneagram is also an all-encompassing tool that helps with viewing the consumer as a whole, including their values, motivations, and fears (Sutton, 2013). Because this tool tells more about an individual, it provides even richer information than already beneficial personality measures.

A recent reemergence of the Enneagram is making an impact on how consumers view themselves. There are social media accounts dedicated solely to the enneagram, making posts specifically highlighting different aspects of each number. These posts range from explaining what is typical for a number's deepest fears, hidden strengths, or friendship qualities. There are even accounts for specific numbers, creating a community of followers who relate on this deeper level of sharing a way they view the world. Using the ability to track what consumers are saying through their mobile devices, we could trigger certain advertisements based on what has proven to be true about that personality type's preferences.

Consumer behavior research notes that consumers purchases align with their sense of self (Escalas, 2013). Identities are created and showcased through what a consumer decides to purchase. Through studying the core motivations and goals of individuals, companies can discern what psychographic segmentation within the Enneagram may be the best fit for their product. Through learning the core motivations of consumers, brands can better communicate how their product meets the needs and desires of that consumer. This results in more sales for the company and higher satisfaction for the consumer (Escalas, 2013).

Recommendations

Each of the nine Enneagram classifications have personality traits strongly associated with them. The Enneagram's foundation are the core fears and desires that help individuals identify with a number; personality traits are how the core motivations are externally displayed. While there is very limited research on the link between the Enneagram and Consumer Behavior, there are studies showing the connection between prevalent personality traits and Consumer Behavior. This analysis of Personality will begin by building a bridge between the Enneagram

and Consumer Behavior. Through evaluating how to best reach people with these prominent personality traits, Marketing recommendations can be made for reaching each Enneagram classification.

Type One: The Reformer

Type Ones are traditionally perfectionistic, and a personality trait they commonly hold is conscientiousness. Conscientious individuals desire to do what is right. This is shown in how they make their purchasing decisions, specifically those regarding high-involvement purchases (Iliff, 2015). Marketers recommend targeting conscientious consumers by being transparent about issues in the industry and with the product. Conscientious consumers appreciate unfiltered customer reviews that allow them to understand the realities of the product. While some consumers are turned off by hearing certain unflattering truths, conscientious consumers appreciate authenticity because it helps them to make what they would consider the right decision (Iliff, 2015).

Perfectionists will search for the information to lead them to the best possible purchase decision. And if it is not clear and accessible, they would prefer not to make a purchase at all then to make the wrong one. Perfectionistic consumers have higher levels of gift-giving anxiety. They desire their gifts to be perfectly chosen and perfectly received, which can be paralyzing and agonizing throughout the decision-making process (Wooten, 2000).

To reach the perfectionistic Enneagram Ones who are conscientious consumers, it is recommend allowing verified purchasers to make reviews. Rather than taking down the reviews that aren't completely positive, leave all the ones that are true. Make your website easy to navigate and put all the information this consumer would want to guide their decision quick to

find. Both on mobile devices and desktops, the site should be simple to navigate and well-designed to establish credibility. Enneagram Ones will likely take more time to make their purchasing decisions while they gather all the information. Give them assurance that purchasing your product or service is undoubtedly the right decision for them. To do this, you must have solid facts and not only flashy but vague taglines. If you are a source of reliable and clear information, you will build strong relationships with these consumers as you gain their trust. Enneagram Ones are conscientious consumers that will likely be more cognitive purchasers rather than emotional decision makers (Gourville, 2019).

Type Two: The Helper

"Twos" care about serving other people well in a way that elevates other's perception of them. When targeting "Twos," Marketers can leverage this knowledge by showing them not only how the product benefits the purchaser, but also how the purchaser can utilize the product to serve others. For example, if the product is a large dining room table, the advertisements could depict a full table of smiling friends and family all able to gather in one place because of the larger table. For a "Two" who values hosting and hospitality, they would be more inclined to purchase a bigger table if they could clearly envision how it would be an asset towards their hosting abilities.

"Twos" also are characterized by people-pleasing. When reaching "Twos" with Marketing campaigns, it could be helpful to use microinfluencers. If a company shows potential consumers advertisements featuring people like them having positive associations with the product, they would be more inclined to make the purchase themselves. To reach "Twos," show how the product can be an asset in their relationships as they serve and support others.

Type Three: The Achiever

"Threes" value how they are perceived by others, so brand with positive and prestigious associations attract them. To reach this segment of the market, the brand itself must hold weight. When "Threes" are microtargeted, highlighting the brand and its influence will make them more likely to purchase the product.

Selection of brand ambassadors and social media influencers is crucial to attracting "Threes." To attract the consumers who lean towards an image-focus, take the time and invest the funds to partner with big name influencers in the product's niche market. "Threes" would pay attention to a truly influential influencer. If the product is promoted by someone of true relevance to this consumer, they are quick to recognize who they are and why their opinion is credible. The influencers chosen must pair accurately with the brand image seeking to be portrayed.

Type Four: The Individualist

"Fours" will search for the unique and different product. They love the thrill of discovering something new and tend to stray away from mainstream trends. Large scale campaigns are less likely to catch their attention. It is a challenge, but they will be most receptive Marketing that truly feels personal.

Social media advertisements likely to catch their attention will be short videos with microinfluencers explaining the product. Seeing an everyday person rather than a famous spokesperson speaks to the small-scale uniqueness of the marketed brand.

If the product being marketed is more mainstream, such as a well-known brand of sneakers, the ability to personalize the product could attract these consumers. This could give them the ability to create their own unique, one-of-a-kind product while still engaging with an

established brand. Have colors that are limited time offers, also targeting their innate desire to be unique (Cron, 2016).

Type Five: The Investigator

In their quest for knowledge, "Fives" are more likely to listen to podcasts and read blogs (Owens, 2018). Advertising on podcasts or posting short blog posts on your product's site could also draw in this consumer base. Because they value knowledge and competency, show the consumer why purchasing this product would best prepare them for what may come. "Fives" will take the time to sift through data before deciding, so be transparent and allow necessary information to be accessible (Cron, 2016).

For example, consider an Enneagram Five whose main topic of interest is hiking. The product is a water bottle designed to keep the contents either cold or hot in extenuating weather conditions. The downside is that the water bottle is bulkier than traditional plastic reusable water bottles. Podcast advertisements could be created to reach this segment of Enneagram Fives, who listen to podcasts to increase their knowledge and be prepared when they go hiking. Explaining why this product is the best for the job of keeping water clean and cold, making them most prepared for their hike, will increase their likelihood to buy. In addition to reaching these investigative consumers, the product would also be marketed to other listeners who are also potential consumers.

Type Six: The Loyalist

"Sixes" find comfort in familiarity; it's safe and predictable. Once they find something that satisfies their needs, they are loyal for life. Create products that bring out this loyalty in

them, and reward brand loyalty. Have rewards programs for repeat consumers' purchases and referrals. Taking into consideration Customer Lifetime Value, it is beneficial over time to invest in acquiring the customers who will remain loyal.

An example of a loyalty program that would be attractive to "Sixes" is the American Airlines Advantage program for frequent flyers. For flyers especially concerned with safety, they would want to ensure they are making the safest and best choice. Once "Sixes" are committed to an airline, they will likely be loyal for life.

Type Seven: The Enthusiast

"Sevens" tend to have strong Openness to Experience, one of the Big Five Personality Traits. Showing them what makes your product or service new or exciting will lead them to try it. Draw them in with fun advertisements that give them ideas for their next adventure. Consumers with high scores in Openness are more drawn to brand personalities that are aesthetically pleasing with words that display imagination and creativity (Alexandrov et al., 2010). Because they are so quick to bounce to the next thing, make the process to purchase seamless. For products advertised on Instagram, place a purchase button that allows their preloaded billing and shipping information autofill.

Promoting surprise additions to their orders would excite "Sevens" - they would have another reason to look forward to their package arriving and receive a unique extra gift. This personality categorization is more likely to enter sweepstakes for dream vacations, where there is no risk in giving themselves a chance to win something exciting and different.

Type Eight: The Challenger

Because of their competitive nature, "Eights" are more likely to participate in competitions on social media hosted by brands (Owens, 2018). When there are competitions based on consumer skill rather than sweepstakes based on luck, this allows the "Eight" to feel ownership in the process and control over the outcome.

Enneagram Eights would be more likely to participate in competitions containing user-generated content. Examples of this include TikTok challenges. A brand can create an example of a dance or trick for consumers to emulate. Then consumers film their own content, then the brand chooses the winner. TikTok competitions have the added benefit of creating more brand awareness and brand engagement.

Type Nine: The Peacemaker

"Nines" have the ability to see situations from all perspectives. They have a deep sense of empathy, feeling what others feel. In life, this can lead them to be indecisive and unable to choose the best alternative because they want to make everyone's way work (Sutton, 2013).

To reach these consumers, tell stories. Create storylines for commercials that engage their emotions; this is what will help them remember and purchase the product. On social media, share customer testimonials through short videos with text overlay. Because of their ability to relate to others, this will help them to see why the product could also work for them.

Customer testimonials don't need to be scripted and polished. The more personal, the more genuine they will appear. "Nines" have strong levels of empathy, and they are likely to relate to the consumers sharing about their personal experiences with the brand. A brand that does this is IL MAKIAGE, a make-up brand that matches a customer with the perfect color

foundation through an online quiz with no pictures. Because it seems risky to match for a foundation online only, the brand boosts videos of real customers on Instagram trying on their foundation for the first time. The results are impressive, and the raw footage shows their initial reactions and satisfaction with the product (Makiage, 2019).

Recommendations for each Enneagram Type

Enneagram Type	Basic Strategy	Recommendations
Type One: The Reformer	Focus on the "why" - why is this the best product? How can you prove that it is the best?	- Advertisements highlighting verified purchaser reviews - Clear and accessible product and purchase information on website and social media platforms
Type Two: The Helper	How does this product make them a more likeable person or a better asset in the lives of others?	-Microinfluencer marketing to show likeable people with the product
Type Three: The Achiever	How does this product gain the consumer social capital?	-Prestigious brand ambassadors and social media influencers -Highlight the brand
Type Four: The Individualist	What makes this product unique? How can we make the marketing feel truly personal?	-Short videos with microinfluencers explaining the product -Personalized products -Limited edition variations/colors
Type Five: The Investigator	Explain why the product or service would make them better prepared to accomplish their goals or engage in their hobbies. What is the purpose and why is this worth the investment?	-Podcast sponsorships -Blog posts
Type Six: The Loyalist	Be clear about why your brand is trustworthy. Show the benefits of the product as far as preparing for the unknowns of the future.	-Rewards programs for loyal customers
Type Seven: The Enthusiast	Display how the product or service not only meets their needs but does so in a fun and unique way.	-Upbeat brand personalities -Sweepstakes -Surprise additions
Type Eight: The Challenger	Through straight-forward communication, let this consumer be the one who feels in control of the decision.	-Contests

Type Nine: The Peacemaker	Remember their ability to deeply understand and connect with others, and tell about the product through telling the stories of consumers.	-Customer testimonials

Discussion & Implications

Within Marketing, consumers are segmented to maximize their value to the business. Psychographic segmentation is a lifestyle segmentation that categorizes based on motivations, strengths, or personality traits. With the increasing amount of information on the brain and behavior, personality assessments are more detailed and insightful than ever before. The Enneagram can be used as a psychographic segmentation tool to effectively separate consumers into reachable groups. Increasing popularity has led to an abundance of books and online platforms dedicated to sharing information on this typology, so the customers are even segmenting themselves. By reaching the existing communities of Enneagram types, Marketers can be effective in creating messaging that will resonate to that consumer group's core desires and fears. These core desires Marketers are targeting impact consumer behavior and purchasing decisions.

Conclusion

While the Enneagram should not be the only segmentation, it is a valuable tool. Further research can do market testing within existing Enneagram communities. There are Instagram accounts and podcasts that have following and listening from specific Enneagram types. Through running campaigns on these platforms, the effectiveness of Enneagram-directed messaging could be tested. Further studies could evaluate the resonance of different campaigns with different Enneagram types. The main limitation is that there are other influences on consumer behavior,

but there is room to learn more about how much these core desires categorized through the Enneagram can impact consumer behavior. There are AI Personality software such as Crystal that could be developed beyond segmenting consumers by their personality traits to segmenting consumers into Enneagram categories if the value of this segmentation is substantiated upon further research. Overall, if effective psychographic segmentation is achieved, brand awareness and purchases will increase, which will elevate profits and benefit the business' bottom line. Knowing the core motivations of consumers through their Enneagram type can help you make better and more effective Marketing decisions.

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