3 BETTER

To make the process of brainstorming top-line experiential marketing ideas easier and more systematic, a brainstorming model called BETTER has been developed; see Table 3.1.

Table 3.1 The BETTER model

B rand personality	Three brand values that sum up the brand's human-like characteristics
Emotional connection	Multi-sensory and/or authentic, positively
7 0 . 1'	connected and personally meaningful
Target audience	What they like, their lifestyle, their aspirations, the time they have available
Two-way interaction	A live brand experience [face-to-face/ remote] that combines the above B, E and T
Exponential element	A trigger mechanism that encourages
	participants to pass on their experience
Reach	Two-way interaction, word-of-mouth and amplification channels

BETTER enables you to bring the Brand personality to life, and create ideas that are experiential in nature and dazzle your target audience. This is best achieved when the big idea is centred in the live brand experience, which is usually sensory and always interactive. BETTER ideas focus on engagement that drives word-of-mouth, gaining maximum

Reach for the campaign. By following this brainstorming process, you are completing the first steps towards creating your own experiential marketing concept. The BETTER brainstorming model is inspired by the fact that when creating a genuinely engaging, memorable experiential marketing campaign, the ideas need to be multi-facetted and better than many used in traditional marketing approaches.

How do you use BETTER?

When using the BETTER brainstorming model to come up with top-line concepts for experiential marketing (see Figure 3.1), you first complete the B, E and T stages, and then combine the results as components for the second T: the Two-way interaction. Then you build in E, an Exponential element, and then the R, trying to achieve the best possible Reach (a combination of the initial Reach of the live brand experiences, the word-of-mouth Reach, and the Reach of the amplification channels).

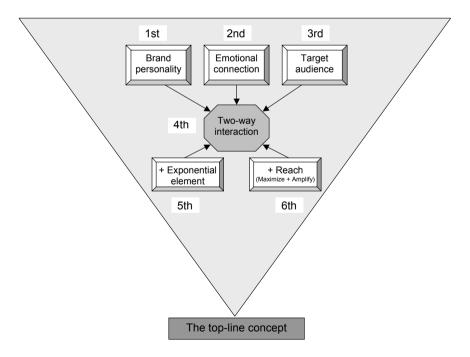


Figure 3.1 Top-line concept using the BETTER model

B for Brand personality

The B stands for the Brand personality. Some people might find the concept of a brand having a personality slightly confusing and may not differentiate between the brand and the product. For example, if you look at a brand such as Coca-Cola, the product itself is Cola, so from a consumer perspective there is confusion regarding the difference between the product and the brand. To understand more about what is meant by a Brand personality, we should first think about personality in the context of people.

Different people have different personalities. For example, there is Frank: he is my neighbour who is always chatty, bouncy and happy while on the go (he has a happy, chatty, bouncy personality). Similarly, you might know somebody else who comes across as sophisticated, smart and talks directly 'to the point'. He lives in the city and has a fast-moving lifestyle. Now try to look at brands in the same way. What personality does your favourite brand have? Is your washing powder's Brand personality fragrant, natural and caring? Or does it have an exciting, bright and energetic personality? Recently, a well-known company launched a new brand of washing detergent featuring essential oils and the smell of jasmine. The liquid is packaged in small, attractive see-through capsules, with the branding, packaging and adverts featuring calming music and oriental elements, resulting in an aromatic, oriental themed and relaxing Brand personality.

This approach to dissecting the imagery, advertising and packaging associated with a product, aiming to extract about three core brand values and forming the Brand personality, is the first stage of the BETTER model. All brands across all product or service sectors have personalities. Take, for example, cars: what Brand personality does your car have? What personality does your husband, wife, girlfriend or boyfriend's car have? Do both your cars have the same personalities, just because they are cars? If you were asked to compare the personality of a Volvo to the personality of a Mercedes, would they be the same? Even in a situation where you compare two family cars that are similar in product specifications, one car's adverts and appearance communicate a Brand personality of trust and reliability, while the other has a pragmatic, logical and simple Brand personality. The core values embedded and encoded in existing brand communications should be decoded and extracted, forming the Brand personality. This will be the first point of inspiration for the experiential marketing idea.

As a marketer you are likely to be very familiar with the concept of brand values and you probably have a good understanding of branding.

If you are unclear about this concept, you may find the task of extracting the Brand personality daunting, or you may be unsure where to start. Try practising this process the next time you watch TV commercials. Watch an advert and sum up, in 20 seconds, what you think the Brand personality is that the people behind it were trying to encode. What was the agency responsible for the ad attempting to communicate? Next time you see an ad, regardless of whether it's for a financial services product or a candy bar, brainstorm which different human-like values come to mind, as if the brand itself were a person with its own unique personality. Try to think, what type of brand is this? Is the person in this ad the type of person I want to be friends with? Is this brand representative of values or a lifestyle that I aspire to? Or is this brand like somebody else I know; somebody I like, or somebody I don't like? Is this brand nice? Is it honest? Is it sexy? Is it smart? Is it trustworthy? Is it adventurous? Is it fun? Is it sophisticated? Is it cheap? Is it active? Is it relaxed?

There are many different personality facets to take into consideration, many different values that a brand can have, because Brand personalities can be as complex as human personalities. Brands can have their own intricate personalities and core values. The first stage of BETTER is about figuring out what the brand stands for. Try to analyse and dissect the adverts and other marketing communications and packaging, to bring it down to the core brand values. This process will help you to get into the habit of extracting the most important brand values, which you will then use as inspiration throughout the rest of the BETTER brainstorm and during the more detailed planning process (according to the SET MESSAGE model, to be outlined later in the book).

After completing the first step of the BETTER model, you should have narrowed down two or three core brand values that you will then use to bring to life the Brand personality. For example, Brand Z, a fruity breakfast cereal, has a healthy, fit and natural Brand personality.

E is for Emotional connection

In the BETTER brainstorming model, the first E stands for Emotional connection. It is important that we form an Emotional connection with the target audience since we need to engage them in a way that will touch them beyond their conscious thoughts. The reason why this stage of the brainstorming process is so vitally important is that, by appealing to people's emotions and creating genuine Emotional connections, the experience is likely to embed itself in their memories. Studies have shown that vivid autobiographical memories are usually of emotional

events. These emotional events are likely to be recalled in more detail, and more often, than emotionally neutral events. Emotional stimuli can heighten memory retention by triggering neuro-chemical activity affecting certain areas of the brain that are responsible for encoding and recalling.^{1, 2, 3}

The Emotional connection stage of the BETTER brainstorming model is designed to gather inspiration for emotionally stimulating elements that integrate the results of the Brand personality and will combine with the Target audience stage to form the Two-way interaction part of the brainstorm (the top-line concept for the live brand experience). The two approaches that can best form inspiration for Emotional connections are the 'three key attributes' and multi-sensory elements.

Three key attributes

Experiential marketing should always make a deep Emotional connection with the target audience through their feelings. To achieve this connection we should apply elements that have the three key attributes to the live brand experience, which have to orchestrate in real time, 'in the here and now'. These attributes when integrated into the concepts for all live brand experiences, whether they are delivered remotely (through technology or communication platforms) or face to face, result in experiences that are more memorable. The three key attributes that should be thought about during this stage are authentic, positively connected, and personally meaningful. In essence, these attributes summarize what the concept should be to ensure that it connects with the emotions of the participant. If the live brand experience is not delivered face to face, a multi-sensory approach is less appropriate, but by applying the three key attributes you will still be able to create a genuine Emotional connection and embed the memory of the experience into the participant's mind. To create an Emotional connection, we therefore need to apply the three key attributes to the concept, and if the live brand experience is going to be executed face to face, then we do this in combination with the process of establishing a multi-sensory connection.

Multi-sensory elements

By adding into the concept multi-sensory elements (allowing consumers to touch, taste, smell, hear, and see) that are product-relevant, consumers can experience and most importantly feel an Emotional connection with the brand. In achieving a multi-sensory and immersive live brand experience, we are triggering emotions that traditional marketing and advertising approaches will struggle to reach. The multi-sensory

approach is appropriate for live brand experiences that are set in face-to-face environments, and should be applied in combination with the three key attributes. By adding product-related multi-sensory elements we will utilize elevated platforms that engage emotions through the senses. Experiences that engage the senses affect the right brain hemisphere and create lasting impressions.⁴

People often ask, 'How do I decide which senses are appropriate for which live brand experience?' The answer is to refer to the product and the Brand personality for inspiration. Think of the sensory elements that are appropriate in each case, and think of how to apply the three key attributes, making the experience authentic, positively connected and personally meaningful. This will form the basis of a multi-sensory Emotional connection.

Example of the Emotional connection part of a BETTER brainstorm

A good example is a brainstorm that was conducted for a fruity breakfast cereal product (it was already established earlier in the brainstorm that it has a fit, healthy and natural Brand personality). The next step, after deciding that the live brand experience was going to be implemented face to face, was to brainstorm which senses would be appropriate. Taste was obvious here; it was important to allow the target audience to experience the superior taste of the fruity cereal. Touch, sight, smell and sound were also deemed relevant to the product and Brand personality, so it was concluded that all five senses would be stimulated. Some of the multi-sensory and three key attributes elements that came up during the Emotional connection stage were formatted into a table for easy reference later in the brainstorm; see Table 3.2.

The table demonstrates how to complete the Emotional connection stage while incorporating the Brand personality and the product into the multi-sensory elements and the three key attributes. In the example of the fit, healthy and natural Brand personality, it was clearly demonstrated how the brand values were integrated to create an Emotional connection through the multi-sensory and three key attributes elements. Because the creative team free-associated words that represented being healthy, natural and fit, they thought about taking care of the body, being healthy, things that represent being natural and in touch with nature and, as a direct result, many elements were suggested. Exercising, eating fruit and drinking plenty of water are some of the signs of a healthy lifestyle, therefore these actions were some of the sources of their inspiration. It was concluded that the brand values of being fit and healthy could be conveyed by a yoga exercise that the consumers could participate in.

 Table 3.2
 Emotional connection brainstorm

Multi-sensory element	Ideas
Touch	Consumers can participate in a yoga class inside the live brand experience set, to reflect the healthy brand value. They can also receive a goody bag to take home.
Taste	Consumers can be invited to eat the cereal prior to completing the main part of the experience, and we can give them fruit-flavoured water and a cereal sample in their goody bags.
Sight	People walking past the set can see the people who are participating in the experience on external plasma screens that can be built into the set. Also the appearance of the set can reflect the brand personality and product packaging.
Smell	In front of the entrance to the live brand experience set, we can place a big sculpture (like a water feature, but with milk instead of water) and emit the aroma of fruit using essential oils.
Sound	Once people enter the experience, we can play music that is recorded sounds from nature, to reflect the natural brand personality.
Three key attributes	Ideas
Authentic	The cereal product range is genuinely healthy (we have conducted tests that show it is healthier than rival brands), and we only use natural ingredients to make the product. Therefore, the healthy and natural themed experience <i>is</i> authentic.
Positively connected	We can take a photograph of participants while they are engaging, and then print their photo, putting it into a branded frame.
Personally meaningful	We can run a competition (this can link up with the PR amplification channel), asking participants to tell us about their 'get fit' stories, and ask them to explain how getting healthy and active has made their lives happier. We can also link this up with a competition prize.

 Table 3.3
 Emotional connection brainstorm

Multi- sensory element	Ideas
Touch	Consumers can go online to fill in a form that allows them to order a 'baking experience kit', which could include a branded apron, cake mix, and branded cookie tin.
Taste	Consumers can be invited to bake the cookies from home, obviously eat them, and then maybe even give some to their favourite neighbours.
Sight	People can upload photos of themselves baking, and of their finished cookies onto the live brand experience webinar site
Smell	Obviously the cookies have a lovely smell, but maybe we could send people that complete the experience a branded letter and envelope set, where the stationery carries the scent of brownies.
Sound	The webinar site, which is the location for the live brand experience, can feature a retro song in the background.
Three key attributes	Ideas
Authentic	The instant brownies and cookies company has been around since the 1950s, so the retro and neighbourly baking experience is definitely authentic. To convey this further, on the webinar site we can allow participants to download wallpapers featuring some of the original ads from the 1950s, which showed a happy woman giving cookies to her neighbour.
Positively connected	We can encourage all the participants to bake their cookies on the same day and at exactly the same time. We can incentivise them to comply by having a cut-off time after which they cannot submit their photos. Also we could have the same celebrity chef (that is in their current adverts) participate in the webinar baking experience at the same time.
Personally meaningful	We can run a competition (this can link up with the PR and TV amplification channels), inviting participants to create the next cake mix produced by this brand, by running a press and TV ad competition for the best homemade cake recipe. The amplification channels could also show imagery from participants of this live brand experience.

The combined elements were then used to think more explicitly of how the two-way connection could be carried out.

In another situation, a manufacturer of brownie mixes had a home-made, friendly neighbourhood and retro Brand personality and it was decided that the live brand experience should be carried out remotely from people's homes; see Table 3.3.

The emotional connection stage of the BETTER brainstorm for the brownie mixes live brand experience was still able to produce ideas for multi-sensory elements and the three key attributes even though the live brand experience was designed to be executed remotely (from home and online). Both the Brand personality and the product itself contributed to the suggested elements, which would eventually be combined and refined to further develop the Two-way interaction that the consumers would participate in. The activity can connect emotionally with the consumers, and the live brand experience (even though it is not face to face) would vividly remain a part of their memories. The multi-sensory elements of taste, touch, smell, sound and sight and the three key attributes – authentic, positively connected and personally meaningful – can, in combination, create memorable emotional connections with the target audience.

T is for Target audience

Besides brainstorming the core brand values that create the Brand personality, and thinking of elements that create an emotional connection, understanding the Target audience is essential in formulating the Two-way interaction, which should be at the heart of every experiential marketing campaign. It is of the utmost importance to know the target audience and make sure that the live brand experiences are relevant to them. What they like and what they dislike are crucial considerations. The market research does not have to be expensive, nor does it always have to be carried out by a market research agency. As long as you have insight into the Target audience (for example, how they behave and what their needs are), you are halfway there.

The experiential marketing must add value to their lives while exciting them and engaging them with the brand itself. If the product is, for example, a saving bond with a fun Brand personality, and the Target audience is affluent, conservative bankers, it would not be relevant to bring to life the featured product through a punk-rock themed live brand experience. Research shows that a conservative Target audience is unlikely to appreciate this type of activity and, therefore, even if this activity is relevant to the fun Brand personality, it is nonetheless

irrelevant to the Target audience. Thus, before you finalize and confirm the emotional connections that you will create with your consumers, by bringing to life the product and the Brand personality with the three key attributes and multi-sensory elements, make sure that your Target audience will find these elements relevant to their lifestyle, their aspirations, their goals and their daily lives.

The ultimate aim is to create a golden bond with the participants of the live brand experience. The Emotional connection with the participants should be designed to create genuine, strong, deep relationships. How do we create relationships with people in real life? We build foundations for relationships by engaging likeminded people in Two-way interaction or dialogue that is relevant and interesting to both parties. It is a 'safe bet' to conclude that talking to people without listening to them would not facilitate a genuine relationship. In fact, this could annoy people and make them want to avoid the brand, or even spread negative word-of-mouth. Experiential marketing aims to convert consumers into brand advocates who love and champion their favourite brands. By using both qualitative and quantitative research you can learn more about what will appeal to your Target audience in a live brand experience.

At this stage of the brainstorm, check that any elements you have thought of are relevant to the Target audience, and think carefully about what will drive consumers to be enthusiastic about the live brand experience and inspire them to talk about the brand. The dialogue that you will create in the Two-way interaction (the talking and listening/giving and taking process) is very similar to how relationships between people are formed, and admiration grows for a loved one or friend. Therefore, any insights into the target audience should be summarized here, and used to contribute to the Two-way interaction.

T is for Two-way interaction

Experiential marketing is the future of marketing because of the focus on Two-way interactions. The aim of the Two-way interaction (the live brand experience) is to create a foundation for all your integrated marketing communication channels that lets your target audiences know that your brand cares about them. Consumers are likely to reciprocate, as they would if it were a relationship with another human being. In a human relationship, one person must not take and take from the other person without giving back. Similarly, when creating an experiential marketing campaign, the live brand experience activity must engage, excite and dazzle the target audience: giving something back. You need to make the live brand experience a Two-way interaction in real time in order to engage and excite consumers. No matter how exciting and amazing

a one-way communication, it will not create as deep and genuine a relationship with the receivers, regardless of whether they enjoy it. They will not feel like they participated in it and therefore they will not care. Just imagine an Average Joe who is invariably on his own until suddenly he begins dating a model. At first, she seems captivating and beautiful. However, time reveals that she never listens to anything he says. She does not seem to care about him and all she does is talk about herself. Sooner or later, she will start annoying Joe and his impression of her being beautiful will dissolve. He may stay around and suffer further because she is beautiful, but when another pretty woman moves into his neighbourhood, carefully listening to him and laughing at his jokes, he will leave the model and appreciate the Two-way interaction developing with the new woman.

This metaphor illustrates why it is important to have a Two-way interaction with consumers. It is vital to listen to them and have input from them, otherwise the communication is one-way and no matter how theatrical or entertaining the campaign may be, it will simply be entertainment, and the consumer will not truly connect with the brand and its personality. So how does one go about creating a Two-way interaction within an experiential marketing context? The answer is in the live brand experience. For example, there could be a game, service or an interaction where brand ambassadors and consumers engage, talk and listen. Experiential marketing has the potential to form the foundations of a life-long friendship where the consumer develops high loyalty for the brand. He or she then becomes a brand advocate who will recommend the brand and spread word-of-mouth. He or she is your brand evangelist.

The following is an example of how the dialogue develops. Harriet is the marketing manager for a new product that comes in three basic flavours: strawberry, orange and banana. The product is a delicious candy that is available in fresh new packaging. Harriet wanted to create a Twoway interaction with consumers and engage them, while discovering which flavours are the most popular (achieving market research objectives). Harriet decided that brand ambassadors positioned at the live brand experience could ask consumers what their favourite flavour was. By renaming each flavour so that it formed its own identity, she hoped to strengthen the impact of the interaction between the brand and the consumers. The brand ambassadors invited the target audience to identify with each flavour by asking if they are a 'sexy strawberry' person, a 'brave banana' person or an 'organized orange' person. Depending on their answers, the participants were led into a different part of the live brand experience set, and participated in an experience that was geared around their selection. It may seem that asking the target audience their favourite flavour was a simple and boring way to interact. But in actuality, the brand ambassadors asked them something about their identity. This made the consumers feel good because it showed that the brand cared about them as individuals.

The moral of this story is that the Two-way interaction should be as personalized to the Brand personality, the Emotional connection and the target audience as possible. Interactive questions, where answers then create a variation in the live brand experience and formulate research data, are a good approach to getting to know your consumers, developing a real relationship, and making them feel listened to. As long as the interaction is not a one-way venture, and it takes on board the previous three stages of the BETTER model, then you are on the right track to creating a fantastic and successful experiential marketing campaign. The Two-way interaction forms the basis of the top-line concept for the live brand experience, and will be further developed into a strategy during the experiential strategy part of the SET MESSAGE planning system.

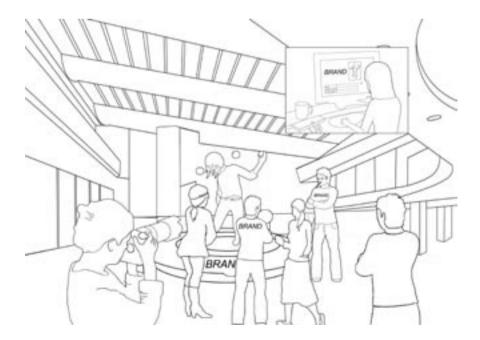
E is for Exponential element

Thus far in the BETTER model, you have integrated the Brand personality, Emotional connection, Target audience, and a brand-relevant, Two-way interaction, which brings the Brand personality to life and adds value to the consumers' lives. Via these means, you are on your way to building valuable consumer relationships, creating brand loyalty and dazzling the hearts and minds of your consumers. Even though these benefits are superb and yield results that traditional approaches are less capable of achieving, an experiential marketing idea can be even better.

The experiential marketing idea (focused on the live brand experience) should integrate an Exponential element in which participants are encouraged to tell others about the brand experience. As previously mentioned, word-of-mouth is one of the most powerful tools, and one of the most solid benefits of experiential marketing. The Exponential element in an experiential campaign often happens by default, as the live brand experience part is extraordinarily powerful and exciting as is. The consumer who participates in the activity will tell other people about the live brand experience because the engagement excited and benefited him or her. However, anything that can be done to encourage them to spread the word is an added bonus, and should also be used in the amplification channels.

64 Experiential Marketing

A live brand experience was designed to bring to life the bubbly, jovial Brand personality of a new orange-flavoured soda. The live brand experience part of the experiential marketing campaign encouraged consumers to play a juggling game with real oranges while bouncing on a giant orange trampoline. While they were engaging in the experience, brand ambassadors took their photo and told them that they could go online later to download it. When they got home and downloaded the photos of themselves trying to juggle and jump at the same time, they were able to send their picture to a friend. Participants were also prompted to play a flash game. This game represented the same experience that they enjoyed earlier, this time they could practise juggling and bouncing to try and get the highest score. The flash game brought the Brand personality to life again and further deepened the two-way relationship that was established in the live brand experience. The online site became an integral part of the Exponential element. When you give game-players a competitive incentive to invite their friends to compete at playing the game and to view their photos, the digital channel amplifies the live brand experience. In this case, the digital channel was home to the Exponential elements. These Exponential elements (forward the photo to a friend, and invite a friend to compete on the flash game) drove word-of-mouth, or in this case, WOW (word-



of-web). You may wonder why one would do this. Why is it necessary to have an Exponential element in the campaign? The answer is to obtain high 'Reach'.

R is for Reach

As discussed in Chapter 1, experiential marketing is sometimes subject to faulty assumptions such as: 'Experiential marketing is incapable of reaching a large number of people.' You may have a live brand experience in a shopping centre that creates quality interactions with 5,000 people per day, while a TV ad may deliver a one-way communication to 5 million people per day. If you are an ATL (above-the-line) marketer, you may be sceptical of the experiential marketing landscape because the live brand experience often reaches fewer people than the former approach. However, we must take into account the fact that each of the 5,000 people who interacted with the live brand experience is, on average, likely to tell 17 others. This experience will thus Reach a greater and greater number of people, as each will tell another, and each of those will continue to tell another. One can quickly see how the word-of-mouth generated from the live brand experience increases the Reach of the experiential campaign.

The Reach quality of one-way communications is far less likely to create a genuine relationship than that of live brand experiences. It is rare that we will see an ad in the paper or watch an ad on TV or prior to a movie and, later on, tell anyone about the 'experience'. In contrast, participating in a live brand experience through an experiential marketing campaign is exciting and we are very likely to tell many people about it. When coming up with an experiential marketing concept, always take into consideration both the initial Reach (the people who interact with the live brand experience) and the combined Reach of the experiential marketing campaign as a whole (including the amplification channels). Your live brand experience channel does not have to compete with the other channels, some of which can have a very high Reach. We know that other channels can be less effective when implemented traditionally, so for best results it is recommended that the live brand experience idea is integrated into the other selected channels. As a result, the experiential marketing campaign can Reach the highest possible volumes.

When you are in the Reach part of the BETTER brainstorming process, first take into consideration factors that affect the initial Reach of the live brand experience: where would be the ideal location to hold your experience? If we decided that the best place to hold the experience was the middle of a park, but there was no footfall in the park, then the

Reach factor is not addressed, making the initial Reach of the campaign unsuccessful. On the other hand, if we researched brand-relevant events where thousands of people attended and the target audience is consistently present, then this could be a more appropriate set of venues. Secondly, you should think of integrating additional channels that will ensure that the Reach of the complete experiential marketing campaign is high (ie, you could broadcast the live brand experience on the radio). Always remember to consider the word-of-mouth Reach (try using the Jack Morton statistic that is based on the number of interactions) generated from the live brand experience.

Summary

In summary, one must brainstorm and consider six stages when developing a top-line concept for an experiential marketing campaign. The BETTER brainstorm involves covering the following bases:

- Brand personality. Two or three main brand values, human-like characteristics that are extracted to form the Brand personality.
- Emotional connection. The brand must strive to connect on an emotional level with its Target audience. This is best achieved through a combination of multi-sensory elements and the three key attributes: authentic, positively connected, and personally meaningful.
- Target audience. The Target audience is key when brainstorming the idea. Lots of research about the lifestyle of the target audience should be brought to the table, to ensure the right experience for the right people.
- Two-way interaction. The live brand experience involves interaction between consumers and brands in real-time (either remotely or face to face). The first three stages, Brand personality, Emotional connection and Target audience, should inspire this.
- Exponential element. The Exponential element should be designed to encourage participants to pass on their experience, spreading word-of-mouth.
- Reach. Clearly, gaining maximum Reach for the experiential marketing campaign is crucial. The initial Reach of the live brand experience, the word-of-mouth Reach and the combined Reach of the selected amplification channels should be taken into consideration. The right amplification channels should be there mainly to expand the Reach of the live brand experience, thus allowing the campaign's concept to engage more people.

The total BETTER brainstorm process should be completed in the following way. Begin by collecting any existing research and having it handy. Start with the B stage (thinking of the Brand personality, which you identify from the three main brand value and human characteristic components), then think of how to create an Emotional connection (multi-sensory and/or the three key attributes; authentic, positively connected, and personally meaningful), then take into consideration the Target audience (their likes, dislikes and lifestyle). Combine the first three steps to create the Two-way interaction. Then build in an Exponential element (taking into consideration the amplification channels), and think of how to maximize the Reach (the initial interactions with the live brand experience, the word-of mouth Reach, and the Reach of the most appropriate amplification channels).

Notes

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