ENGINEERING A BEHAVIOUR CHANGE

IPSOS – BEHAVIOURAL SCIENCE WEBINAR

GAME CHANGERS | Ipsos

Colin Strong

Global Lead for Behavioural Science -Ipsos

Colin is a regular speaker and writer on the philosophy and practice of behavioural science and data analytics. He is an Honorary Professor of Behavioural and Consumer Science at Nottingham University Business School. His book, 'Humanizing Big Data' is published by Kogan Page and he is currently working on a new book about the science of behaviour change.

Tamara Ansons

UK Lead for Behavioural Science -Ipsos

At Ipsos MORI she is drawing on her expertise to translate academic research into scalable business practices for behaviour change. She works across a range of public sector and brand related programs

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THE OPPORTUNITY

"Decisions are taken now in a matter of hours that in normal times might take years of deliberation."

-Yuval Noah Harari

New routines and **rituals** are rapidly being built

The **role for brands** is to **help consumers manage this change** – there is now a significant window of opportunity

FLUID TIMES

To change behaviour we need to **understand it holistically**

This means that we need to consider 'distal' influences on behaviour (e.g. social / cultural norms) going beyond proximal influences
(e.g. heuristics and biases / habit models / S1)

PRINCIPLES

The science driving our behaviour change approach

1

Informed by our leading edge Behaviour change approach:

BEHAVIOUR CHANGE

Motivation	*Do I want to do it?*
Ability	*Am I able to do it?*
Processing	*How we think about it?*
Physical	*Does the context encourage it?*
Social	*What are other people doing?*

Using MAPPS to diagnose Behaviour:

The **Ipsos Behavioural MAPPS** framework offers a rigorous method for **identifying the influences** that are critical to effective diagnosis

We can identify and **mitigate barriers** to desired outcomes – and offer ways to **overcome these barriers**

Ipsos Behaviiour Change Model MAPPS

WHAT IS SAID	HOW WE EXPLAIN	WHERE THIS SITS
I don't think it will work	Outcome expectations	**M**OTIVATION
I'm not feeling like doing it	Emotion	
I don't want to do it	Internalisation	
I'm not that kind of person	Identity	
I don't feel able to do it	Self-efficacy	
I don't have the skills to do it	Capability	**A**BILITY
It's not part of what I usually do	Routines	
It is hard make choices	Decision forces	**P**ROCESSING
Things are not set up for this	Environmental factors	**P**HYSICAL
I don't think other people are doing it	Social norms	**S**OCIAL
This is not the values we live by	Cultural norms	

ACTIVATION

How we make Behaviour change happen

2

ONLINE GROCERY PURCHASE

DIAGNOSE

WHAT IT LOOKS LIKE	CATEGORY	MAPPS DIMENSIONS
There could delays and problems in delivery, could become expensive once normalcy resumes	OUTCOME EXPECTATIONS	**M**OTIVATION
I feel anxious and not in control about the what I buy, when I get it etc. It is important to support the local grocer, I feel guilty switching to online purchase	EMOTION	
I am only buying groceries online now because I cannot buy from the stores I normally buy from	INTERNALISATION	
I am a thrifty homemaker will like to look for value products, the right prices, would not like to pay extra for delivery	IDENTITY	
I don't think I am very good at looking for / browsing for snacks and other food products	SELF-EFFICACY	
I will be able to access my usual fresh outlets/vendors; and my usual brands SKUs; Handling online transactions was very complex for me , I wont be able to do this all by myself.	CAPABILITY	**A**BILITY
My usual practice is to buy limited fresh supplies/ for the week/few days. Paying in advance and maintaining balances etc. is not my way of paying for grocery	ROUTINES	
I have to think and work quite hard to figure out pack sizes, freshness, expiry dates.	DECISION FORCES	**P**ROCESSING
Online will not be able to deliver fast in response to random top ups	ENVIRONMENTAL	**P**HYSICAL
Everyone around me has started buying from local groceries again	SOCIAL NORMS	**S**OCIAL
Its important to support local shopkeepers. Eating fresh is prescribed by our scriptures, stocking food for too long is not recommended.	CULTURAL VALUES	

DESIGN THE INTERVENTION

WHAT IT LOOKS LIKE	CATEGORY	INTERVENTION ADVICE
There could delays and problems in delivery, could become expensive once normalcy resumes	OUTCOME EXPECTATIONS	**Clarify/mitigate risk**
I feel anxious and not in control about the what I buy, when I get it etc. It is important to support the local grocer, I feel guilty switching to online purchase	EMOTION	**Help to manage reaction**
I am only buying groceries online now because I cannot buy from the stores I normally buy from	INTERNALISATION	**Encourage ownership**
I am a thrifty homemaker will like to look for value products, the right prices, would not like to pay extra for delivery	IDENTITY	**Align behaviour & identity**
I don't think I am very good at looking for / browsing for snacks and other food products	SELF-EFFICACY	**Encourage sense of mastery**
I will be able to access my usual fresh outlets/vendors; and my usual brands SKUs; Handling online transactions was very complex for me , I wont be able to do this all by myself.	CAPABILITY	**Education**
My usual practice is to buy limited fresh supplies/ for the week/few days. Paying in advance and maintaining balances etc. is not my way of paying for grocery	ROUTINES	**Attach to other routines**
I have to think and work quite hard to figure out pack sizes, freshness, expiry dates.	DECISION FORCES	**Aid more fluent processing of the task**
Online will not be able to deliver fast in response to random top ups	ENVIRONMENTAL	**Align with environment**
Everyone around me has started buying from local groceries again	SOCIAL NORMS	**Clarify what others do**

DESIGN: BLUEPRINTS

CATEGORY	INTERVENTION ADVICE	
OUTCOME EXPECTATIONS	Clarify/mitigate risk	*Guaranteed Fast delivery, Lowest Prices,*
EMOTION	Help to manage reaction	*E-tailer to project how they are supporting & protecting local businesses, farms.*
INTERNALISATION	Encourage ownership	*Endorse the tech -smart/ digital mindset; being a part of the early adopter group*
IDENTITY	Align behaviour & identity	*ADVERTISING: Communicate the savings per bill. Loyalty schemes.*
SELF-EFFICACY	Encourage sense of mastery	*App assistance features like saving grocery list, reminders, suggestions, chatbots*
CAPABILITY	Education	*DIGITAL: Offer online support services*
ROUTINES	Attach to other routines	*Offer credit and restore CoD*
DECISION FORCES	Aid more fluent processing of the task	*DIGITAL: Size indicators, Date of expiry to be featured prominently-*
ENVIRONMENTAL	Align with environment	*PRODUCT: Restore fast delivery, Delivery for specific time slots*
SOCIAL NORMS	Clarify what others do	*DIGITAL: Customer endorsement and show number of local customers for categories. " 20,000 people in your city bought this "*
CULTURAL VALUES	Align with cultural norms	*IN-STORE: Call out local produce, ' Local ' 'SuperFresh'*

WE HAVE USED THIS FRAMEWORK FOR A RANGE OF PROGRAMMES:

CYBER-SECURITY
How do I encourage people to adopt appropriate security measures?

CHANGE CHALLENGE: Growth in cyber-risks

PERSONAL CARE
How do I drive take-up of solid shampoo?

CHANGE CHALLENGE: Awareness of environment

VACCINES
How can I drive take-up?

CHANGE CHALLENGE: Social media

PUBLIC TRANSPORT
How can I make get people take public transport to the airport?

CHANGE CHALLENGE: Tech driving private car usage

FINANCIAL WELL-BEING
How can I encourage greater engagement with financial Behaviour?

CHANGE CHALLENGE: Deregulation / commercial environment

WEBSITE VISITS
How can I get more visits and dwell time?

CHANGE CHALLENGE: Proliferation of media

WAYS WE APPLY MAPPS:

Innovation:
Personal care

> We used MAPPS to review category Behaviour and identify pain points and barriers to personal care product adoption. The 'interventions' are then based around product innovation e.g. in formulation, pack, dispensing mechanism, format etc

Format change:
Tobacco consumption

> MAPPS was used to take a new lens on smoking Behaviour and explore opportunities for adoption of lower risk tobacco products. By looking at the complete experience, tangible changes were recommended for each stage of the customer journey

Sustainability:
Say-do gap

> MAPPS has been used to identify ways of closing the say-do gap for purchase of environmentally friendly options and encourage recycling Behaviour

Behaviour maintenance:
Launch support

> Our client was launching a new drinks product in a number of markets. They wanted to identify ways they could help ensure at launch it was positioned in a way to maximise likelihood of regular, routinised consumption

BEHAVIOUR CHANGE WORKSHOPS

3

WHAT?

- This is a key part of our system that starts with defining the behaviour change problem and curating our understanding of the issues

- The workshop means we can pivot from understanding to changing behaviour through the development of design briefs

- Our design briefs mean that there is no longer the chasm from understanding to design – clear guidance is given in terms of next steps

WHY?

- There is a pivot to be mediated between understanding and solutions – a codified workshop is an effective way to make this happen

- It is a central point in behaviour change work from which we can help develop and test prototype interventions

BEYOND WORKSHOPS :

There is a range of additional tools that we offer – currently on an ad-hoc basis but in development for rolling-out on a more standardised basis:

- **Behavioural audit**: Measurement of key behavioural dimensions in operation (with drivers analysis) – used as input to the workshop & post-intervention evaluation

- **Behavioural segmentation:** Developing typologies in order to size and target the activation of interventions

- **Behavioural sandbox:** Online community to observe behaviour (and response) of target segment consumers who have been asked to undertake the outcome activity

- **Evaluation platform:** Platform for lab and in-field measurement of intervention performance powered by data, neuro and behavioural science

WE HAVE A RANGE OF THOUGHT LEADERSHIP REPORTS ON BEHAVIOUR CHANGE IN COVID-19

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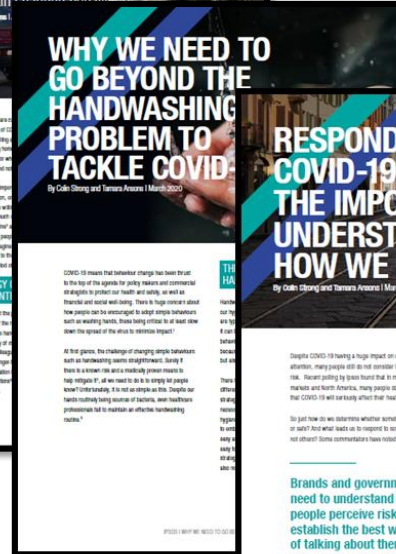
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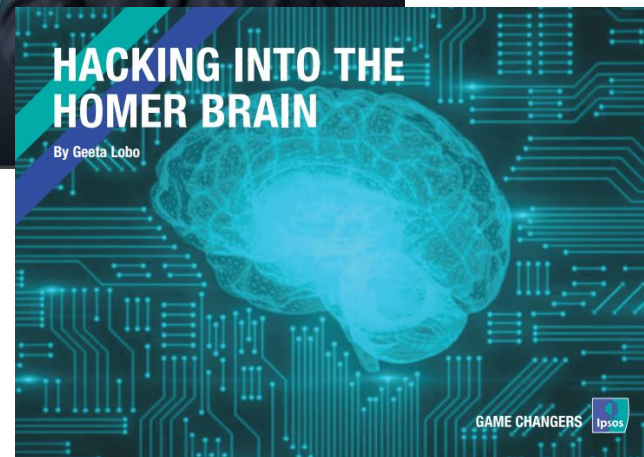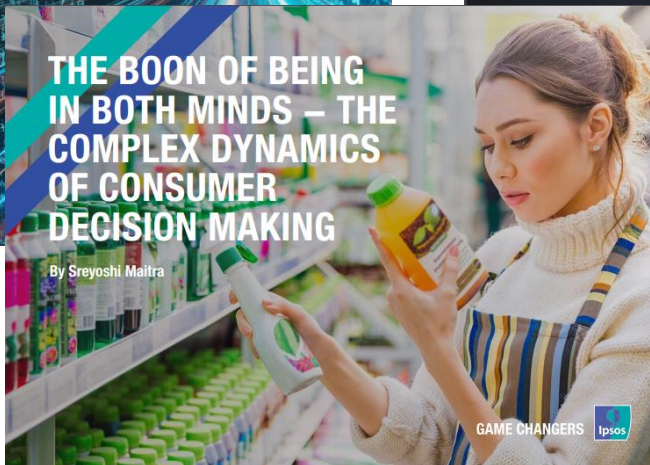
DISCUSSION

Helping brands drive behaviour change in India

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Q & A

BE SURE. GO FURTHER.

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THANK YOU

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