

CHANGING BEHAVIOUR

FROM LAB RATS TO CHANGE AGENTS

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AGENDA

- 1 SHAPING BEHAVIOUR**

- 2 CHANGE**

- 3 THE ADAPTIVE CONSUMER**

- 4 SCIENCE OF BEHAVIOUR CHANGE**

- 5 THE KEY QUESTIONS TO BE ASKING**

SHAPING BEHAVIOUR

**FROM BEING DRIVEN BY THE PAST
ASSOCIATIONS**

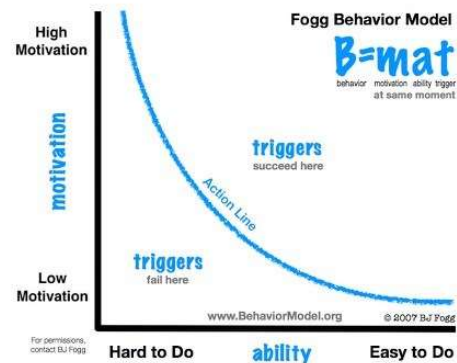
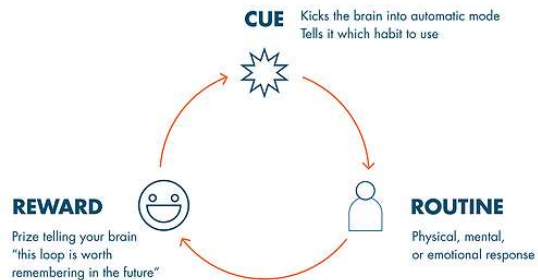


WE OFTEN HAVE A LAB RAT MODEL OF CONSUMERS:



- Behaviorism assumed that human behaviour could be understood with animal experiments
- Assumes our behaviour is the result of stimulus and responses that we have been exposed to in our pasts
- May be both recent and over longer spans of our lives
- Human drives and reinforcers may be more complex, but considered to be no exceptions to this model

REFLECTS HOW WE THINK ABOUT MARKETING COMMS



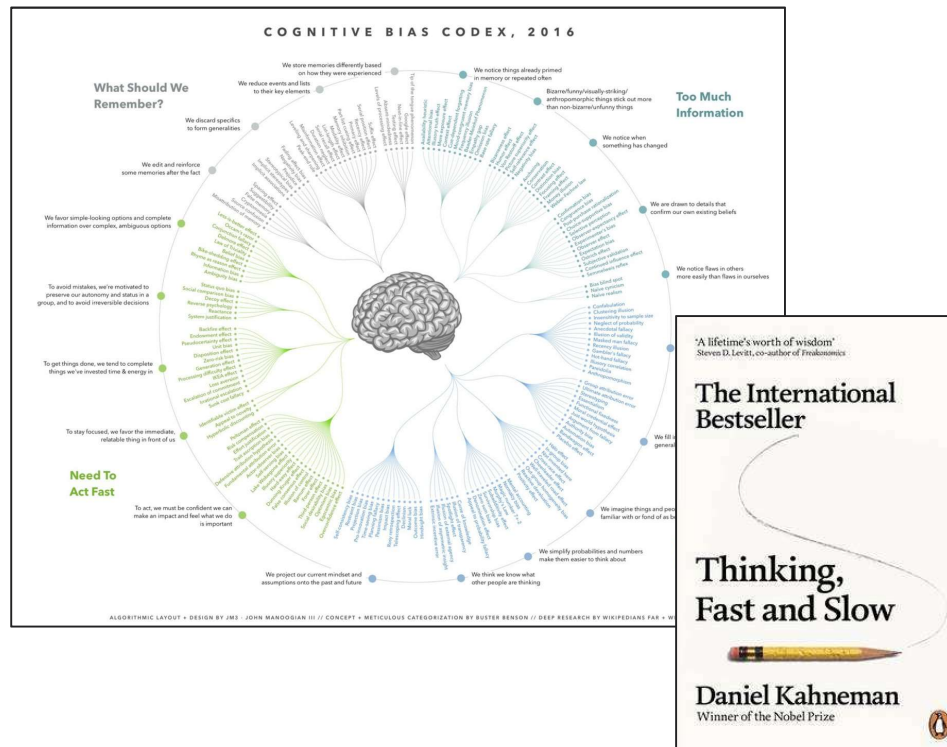
- Today we tend not to talk about behaviourism
- But much of the theoretical underpinnings of marketing still have it as an implied theory
- Various models of habit, for example, are arguably informed by this

SO BEHAVIOUR IS CONCEPTUALISED AS AUTOMATIC:



- The notion of automatic, non conscious mechanisms that drive our behaviour informs much of the behavioural science literature
- There is a view that our default is automatic (system 1) and only if something is different then we stop and think (System 2)
- But the evidence to support this binary distinction is very weak – the reality is much more subtle

THERE ARE A WIDE RANGE OF AUTOMATIC PROCESSES:



- Heuristics and biases are mental algorithms that operate with a high degree of automaticity
- The psychology literature has a wide range of these – huge popularity
- Most of the time our automatic responses work well – they are the results of effective adaptation
- But various studies have shown we are not infallible

OUR AUTOMATIC PROCESSES CAN BE USED TO 'NUDGE' BEHAVIOUR



\$20

7 sheets at a time



\$50

11 sheets at a time



\$20

7 sheets at
a time



\$50

11 sheets at
a time



\$95

12 sheets at
a time

*Changing the context can influence our behaviour:
but we must still want to buy a paper shredder for it to work*

WE CLEARLY DO HAVE BEHAVIOURS WHICH ARE MORE AUTOMATIC:



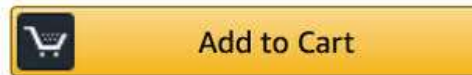
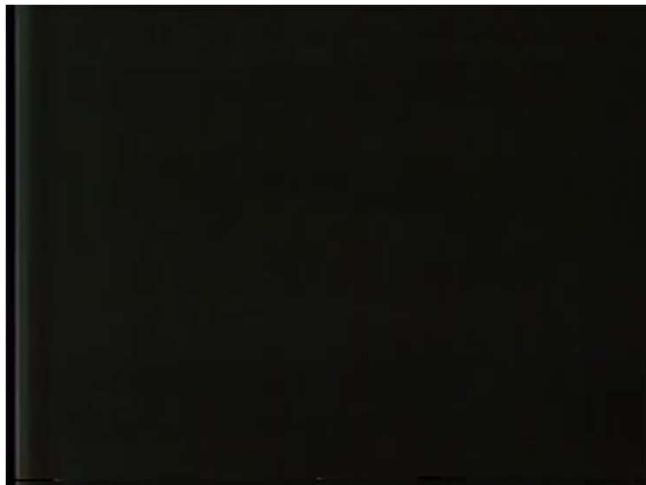
- But these automatic behaviours often started out as trial and error
- We took a while to learn something and then become expert at it
- So in a way we can see these more automatic behaviours as offering us mastery of our environment
- Obama: “You’ll see I wear only gray or blue. I’m trying to pare down decisions. I don’t want to make decisions about what I’m eating or wearing. Because I have too many other decisions to make.”

MUCH OF THE TIME THEY WORK WELL



- So we have worked out how to navigate a whole range of categories
- We don't see that at some point we were trying out different things (or allowed our parents to try out etc)
- We have worked out our preferences, mastered our environment
- So the role of marketing communications is often to help confirm our preferences and gently nudge us in a desired direction
- **But** *within our existing framework of understanding and preferences*

MODEL USED TO EXPLAIN ADVERTISING AND CX



or 1-Click Checkout



We see it used to explain advertising - consumers associate good feelings and having fun with the product and may be more likely to buy the product.

Loyalty schemes assumed to work on basis of rewards for certain behaviours

Customer experience is designed to make activities as fluent and easy as possible (one click)

CHANGE

**FROM INFLUENCING TO CHANGING
BEHAVIOUR**



BUT WHAT IF THINGS CHANGE?

- Associations work well to help us to adapt to stable environments
- We understand how to navigate them
- So theories that focus on automatic behaviours have good explanatory value
- But when things change, then that aspect of ourselves which is more automatic is less important
- We now need new ways of understanding consumer behaviour



CONSUMERS IN A CHANGING WORLD

There are huge global trends that are fundamentally changing long established dynamics



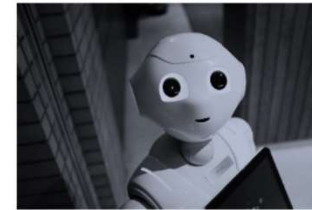
MIGRATION



**AGING
POPULATIONS**



CLIMATE CHANGE



DIGITAL

Past societal gatekeepers that manage things on behalf of citizens have less influence:



BANKS



GOVERNMENT



MEDIA



DOCTORS

SO THE BIG CHALLENGE IS MANAGING CHANGE IN A DISRUPTED WORLD:



**GENERATING
POSITIVE SOCIAL
OUTCOMES**



**MEETING
SOCIETAL &
ENVIRONMENTAL
TARGETS**



**NAVIGATING
CHANGING
CONSUMER
EXPECTATIONS**



**MANAGING
CHANGING
MARKET
CONDITIONS**

ADAPTIVE HUMANS

**HOW WE OPERATE IN AN ADAPTIVE
WAY TO CHANGING ENVIRONMENTS**



HUMANS ARE NOT SIMPLY AUTOMATIC:


“Humans aren’t simply automata carrying out plans of action in response to external stimuli, based on biological and neurological mechanisms. Humans are pro-active, not just reactive to the world around them.”

Dr Magda Osman
Queen Mary University of London


WE BRING TOOLS TO HELP US NAVIGATE A SITUATION:



GOALS
Motivation, needs,
preferences etc



SELF
Knowledge, memory,
attitudes



BODILY STATES
Feelings, Emotions

WE HAVE AN ACTIVE / ADAPTIVE APPROACH TO OUR ENVIRONMENT:



“People generally see what they look for and hear what they listen for”



Two individuals will often report perceiving the same image differently if they hold diverse goals and motivation

WHICH CHANGES HOW WE RESPOND:



- As we attend to different things then we think differently
- This means we engage with issues and start to behave in different ways
- As evidenced by the huge changes we are seeing on environmental sustainability
- So we need models of behaviour that help us to understand how we adapt to these changes

WHAT WE DO

**THE SCIENCE OF BEHAVIOUR CHANGE
OR 'BEYOND NUDGE'**



WHAT IS THE CAUSE OF THE ISSUE: AUTOMATIC?

Problem	Patients are not picking up their medication on time	Instead of buying low sugar drinks, buyers are exiting the category	Our bank customers are not saving enough
Auto mechanisms:	Saliience	Habit	Temporal discounting
Nudges:	App for reminders	Change pricing, packaging, layout	E-mail nudges / pop-ups to use savings accounts

Very easy to assume we know the reasons for the behaviour and jump to the solution

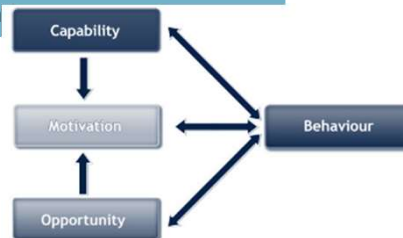
WHAT IS THE CAUSE OF THE ISSUE: REFLECTIVE?

Problem	Patients are not picking up their medication on time	Instead of buying low sugar drinks, buyers are exiting the category	Our bank customers are not saving enough
Adaptive mechanisms:	Motivation: Wishing to manage their own medicine	Beliefs: Do not see themselves as low-sugar drink consumers	Attention: Finance sitting low on hierarchy of priorities
Interventions:	Education about their condition/ medication	Advertising modelling positive identities for low / no sugar drink buyers	Engagement programmes to set and forget

The real answer may be something quite different

THIS IS WHY WE NEED A CAREFUL PROCESS TO MANAGE CHANGE:

STAGE 1: Identify the behaviour	1. Define the problem in behavioural terms 2. Select the target behavior 3. Specify the target behaviour
STAGE 2: Identify the barriers	4. Barriers to desired outcome
STAGE 3: Identify intervention options	5. Intervention functions 6. Intervention delivery
STAGE 4: Identify means of improvement	7. Test impact interventions on behaviours 8. Refine interven



- This process of behaviour change allows us to think carefully about the stages involved
- We need careful thinking through each of these stages, informed by behavioural science
- This is drawn from the Behaviour Change Wheel developed by Susan Mitche and colleagues at UCL
- We have adapted this for our own activities

FOR CHANGE TO HAPPEN NUDGE IS ONLY ONE PART

HIGH: BUILDING

- Generate awareness / relevance
- Make it a priority
- Develop understanding

MEDIUM: ADOPTION

- Enhance the risk-reward trade-off
- Encourage intention setting

LOW: FINAL MILE

- Help making it happen
- Making it happen correctly
- Keep it happening

Increasing vaccination rates

Encourage use of contactless

Encourage low-no sugar alternatives

Public transport

Driving website use

Using solid shampoo

Starting pension savings

Rubbish recycling

Use of sun screen

NUDGE

BUILDING:

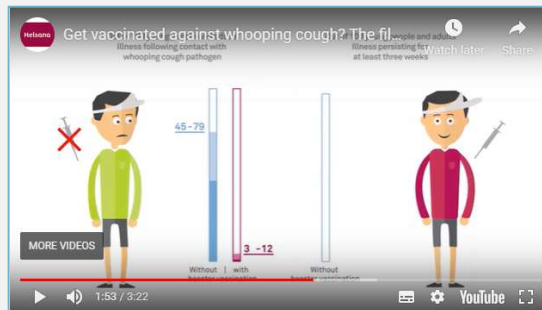
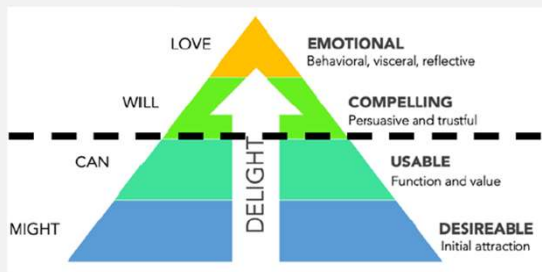


I don't pay with contactless cards because I don't quite trust it, says the Bank of England's chief cashier whose signature is on every banknote

- Victoria Cleland, 47, revealed she prefers to use cash for small transactions
- The 47-year-old also says predictions of the death of cash are premature
- Ms Cleland said cash was used for 44 per cent of all transactions in 2016

- Broader mechanisms underpin our awareness and perceptions of relevance, prioritisation, agency etc
 - Low / no sugar: Creating positive identities of category users
 - Contactless: Building perceptions of trust in the capability of the technology (and banks)
 - Cyber-security: Generating a sense of ownership and responsibility (combatting learned helplessness / psychology of mastery)

ADOPTION MECHANICS:



- This stage is about making the proposition relevant, sticky – making people think and plan
- Digital experience: Move people from a transactional engagement to one which creates an environment for deeper relating
- Vaccines: Developing means by which people are better able to understand the risk-reward trade offs

FINAL MILE SOLUTIONS



- Nudges work well when consumers are motivated to do the activity and understand its value
- But if people are not motivated or aware of the need then problems arise:
 - Pensions: May have one but don't put in enough money
 - Organ donation: May not have talked to family
 - Solid sunscreen: may worry about how it looks
 - Waste: May not use bins appropriately

KEY QUESTIONS TO ASK

1

Is your challenge about reinforcing, influencing and extending existing behaviours or managing change?

2

What sort of change are you managing? Where are consumers in terms of their change trajectory?

3

What do you understand about the behavioural mechanisms? What is the underlying behavioural science?

4

How can I use science to inform intervention design and make change happen?

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