



COVID-19 RESUMPTION VS PROTECTION

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SUMMARY

The Issue

As the economy opens back up following the COVID-19 lock-down, public and private sector organizations alike are trying to understand what will drive behaviours to re-engage in the economy and society, and to participate (continue to participate) in COVID-19 mitigation.

Understanding this is essential to develop strategies and tactics to maximize citizen/consumer behaviour, including for marketing, communications, brand and positioning initiatives. Identifying the appropriate ways to develop interventions to shape Re-Engaging behaviour will be critical.

To this end, Ipsos conducted a 27 country study applying our Behavioral Science informed lens– MAPPS -- in order to advise on ways to facilitate behavior change with relation to:

- Re-engagement in the economy and society
- Participation in COVID-19 mitigation

The analysis on the data we collected allowed us to identify:

- The key behavioural dimensions that are important for driving Re-engagement and Mitigation
- How populations perform on these dimensions
- From this we are able to develop recommendations for key intervention strategies

Key findings:

Populations are focused on protection but there is readiness for re-engagement

61% of the overall population of the 28 countries Ipsos recently polled are comfortable resuming normal activities. It is now critical for governments to understand how to facilitate the behaviour change needed for re-engagement.

Governments globally have been highly effective in encouraging populations to protect themselves (mitigate) against COVID-19, with 82% of the total population across the 28 countries polled stating they are comfortable following protective guidelines.

While this has been essential for the safety the key challenge now, as countries start to relax protective measures is how to encourage people to resume normal activities.

Functional drivers needed for re-engagement:

The most important characteristics for encouraging re-engagement are quite functional in nature:

- Management of outcome expectations (help people consider the risk when they are out is safe)
- Self-efficacy (help people feel confident managing risk)
- Routines (help people develop new patterns of behaviour)

Governments need to develop interventions that support consumers on these critical behavioral dimensions with a range of strategies oriented around them.

Key findings:

Facilitating mitigation requires support for softer human characteristics:

While there is a need to support people in their re-engagement with the economy, there remains a need to continue to encourage adherence to protective guidelines.

This is the other side of the decision dilemma which requires a different approach with the key dimensions for supporting this being less functional, specifically:

- Emotion (help people maintain their happiness about following protective guidelines)
- Internalisation (help people maintain a sense of personal satisfaction in following the guidelines)

In conclusion:

- Governments have a challenging balancing act in terms of managing the need for re-engagement versus the requirement to protect the population. It has become very clear in the course of COVID-19 that any activity to encourage mitigation or re-engaging will require an understanding of human behaviour.
- The use of behavioural science offers not only an effective diagnosis of behaviour and linkage through to intervention activities to help move towards desired outcomes. Proposals for intervention (and design guidance) are detailed in this report.

Key Observations

Diagnosis:

The most important dimensions for shaping Mitigation behaviour are Internalisation (personal satisfaction in following the protective guidelines) and emotion (feeling happy about following the protective guidelines). By contrast, the dimensions most important for shaping Re-engagement behaviour are more functional (e.g. the degree to which they feel confident resuming normal activities and their assessment of the risks involved).

There are broad consistencies albeit with some country differences in terms of the importance of which driver shaping comfort in Re-engagement as well country differences concerning drivers of comfort for Mitigation. As such, countries will need to implement interventions differentially.

Identifying priority actions:

A key consideration for governments concerning when to take action is whether agreement (performance) on important dimensions is low or high. By examining the importance of the MAPPS categories (for driving comfort in re-engagement) alongside the level of agreement with the items for each category, we then we identify priority areas for intervention activity

Note that dimensions underpinning comfort with Mitigation is generally very high although two areas are slightly lower: emotion (feeling happy about following protective guidelines) and processing (potential for regretting not following protective guidelines). Of these, emotion is a key driver and as such this is the area that governments generally may wish to focus on.

For Re-engagement, the key intervention areas are: management of outcome expectations (help people consider the risk when they are out is safe), self efficacy (help people feel confident managing risk) and routines (help people develop new patterns of behaviour)

MAPPS Behaviour change

This project was designed and analysed using the Ipsos Behaviour Change Framework (MAPPS). This is designed to offer researchers a straightforward way to not only understand more carefully the dimensions underpinning behaviour, but can be used as a means for identifying ways to change behaviours.

The behaviour change framework is developed from COM-B, an academically robust model developed by researchers at University College London which has a significant evidence base for delivering sustained behaviour change.

The Ipsos Behavioural Science team developed MAPPS as a response to the need for a behaviour change model which is not only applicable to the wide range of commercial and policy challenges addressed by Ipsos but also as a means to developing interventions that are actively used to change behaviour.

MAPPS has now been used across a very wide range of contexts including plasma donation, public transport, vaccination, healthcare practitioner engagement, tobacco consumption and sustainability. It is designed to be used by researchers across the Ipsos footprint with support and guidance and consulting available.

The MAPPS Lens

MAPPS

Motivation

Ability

Processing

Physical

Social



BEHAVIOUR

MACRO MAPPS LEVEL	LEVEL 2
Motivation	Internalisation I do/don't want to do it
	Self-efficacy I do/don't feel able to do it
	Identity I am/am not that kind of person
	Emotion I do/don't feel like doing it

MACRO MAPPS LEVEL	LEVEL 2
Ability	Capability I am/am not able to do it
	Routines It is/is not part of what I usually do
	Outcome expectations I do/don't think it will work
Processing	Decision factors How information is processed
Physical	Structural factors How things are set up

MACRO MAPPS LEVEL	LEVEL 2
Social	Cultural norms The way we live
	Social norms The kind of things expected of us

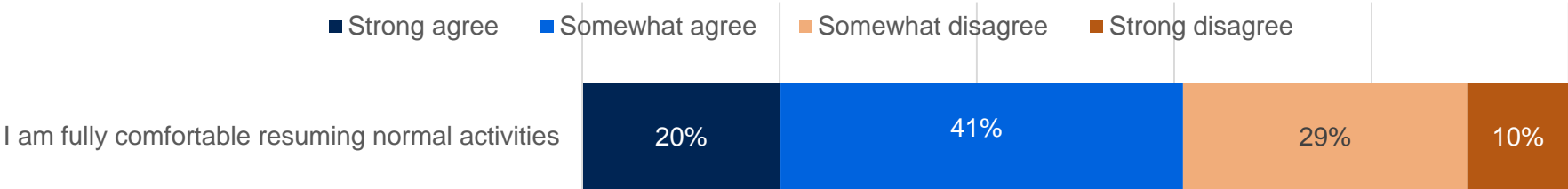
See Appendix for more specifics

COMFORT WITH RE- ENGAGEMENT & MITIGATION

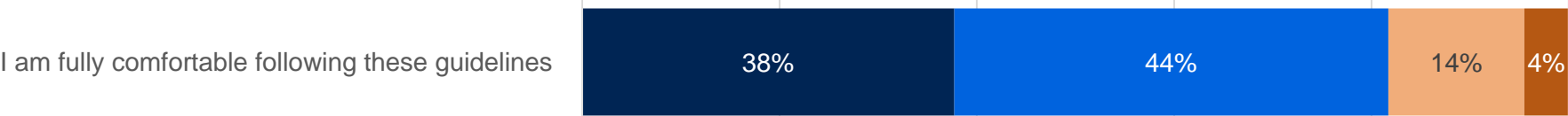
GLOBALLY, POPULATIONS MORE COMFORTABLE WITH MITIGATING THAN RE-ENGAGING

Overall we can observe that populations are, overall, more comfortable following protective guidelines (Mitigation) than they are resuming normal activities (Re-engagement)

“As the pandemic subsides, people will resume **‘regular’ activities** of life they had given up, (such as going out to shop, eat or for entertainment, gathering with other people, traveling, or going back to work or to school). As you think about this, please rate how much you agree or disagree with the following statements...”

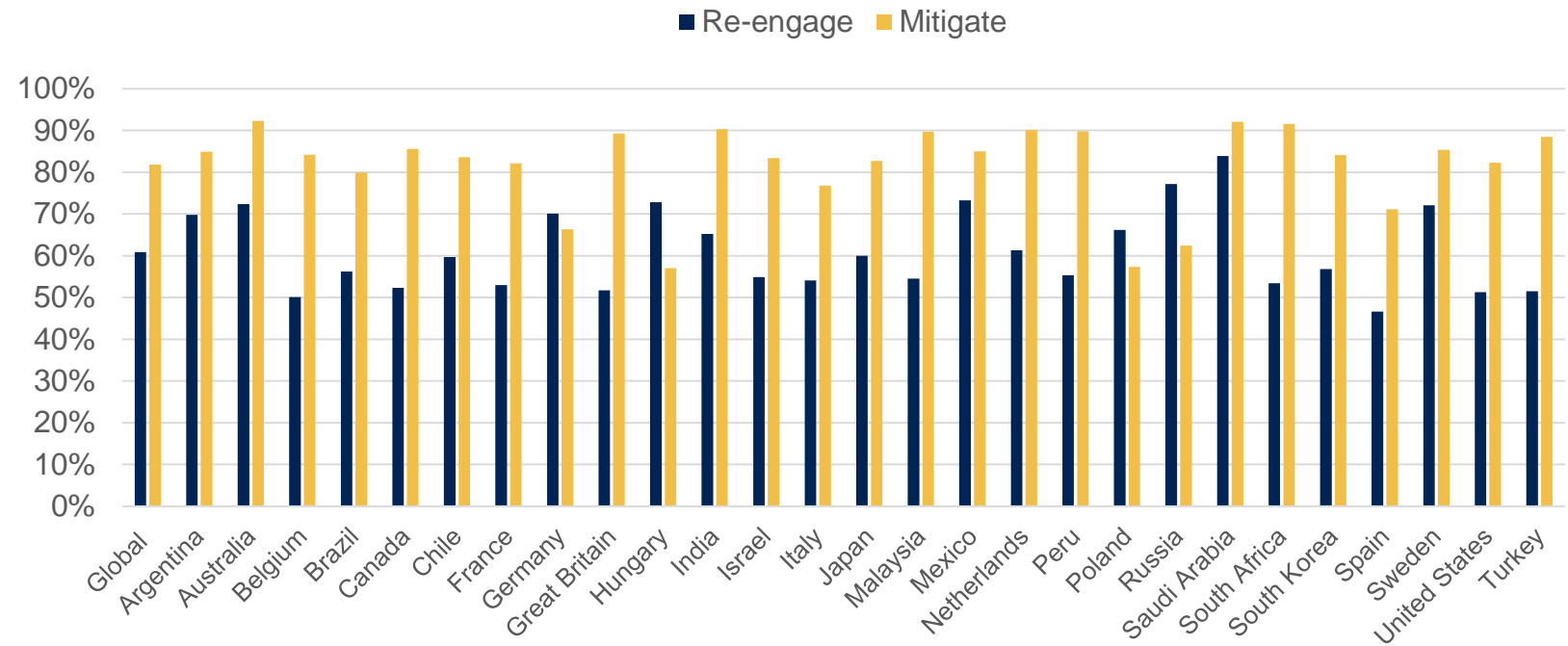


“There are **protective guidelines** for keeping you and others safe from the threat of Coronavirus. Examples include [washing hands, wearing masks, physical distancing, not shaking hands, sneezing or coughing into sleeve, and staying at home]. With these sorts of protective guidelines in mind, do you agree or disagree with the following statements...”



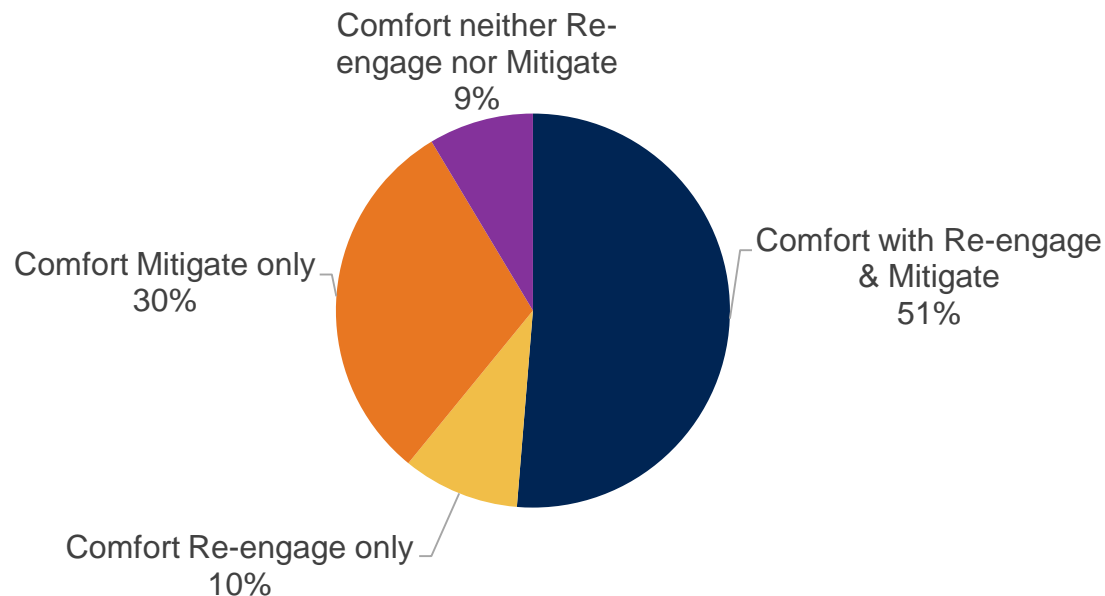
MOST COUNTRIES HAVE POPULATIONS MORE COMFORTABLE MITIGATING THAN RE-ENGAGING

There are some country differences in the degree of differences between comfort in Mitigation and Re-engagement but only in a small number of countries is comfort with Re-engagement' higher (Germany, Hungary, Poland, Russia)



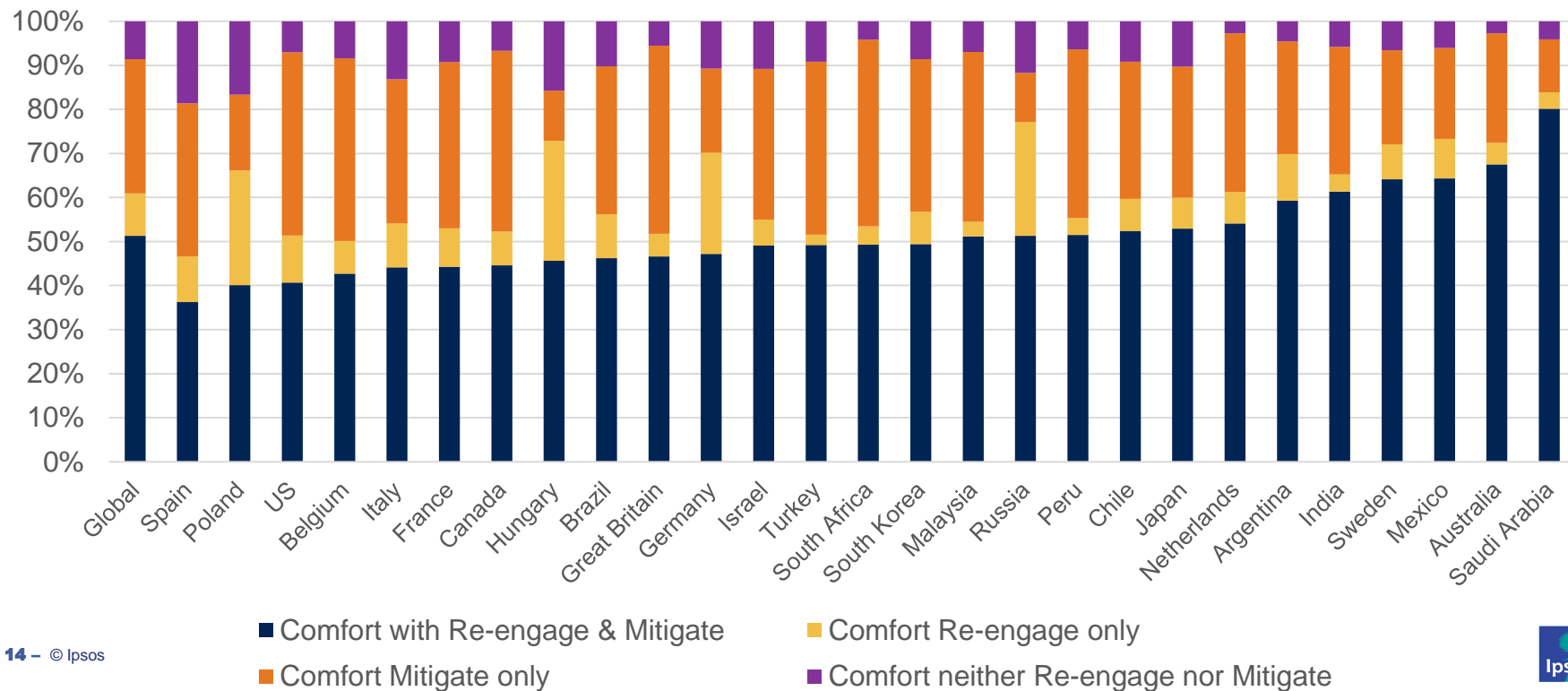
DESPITE HIGH LEVELS OF COMFORT WITH MITIGATING, OVERALL MOST OF GLOBAL POPULATION IS COMFORTABLE RE-ENGAGING

Separate questions were asked concerning comfort with Mitigation and comfort with Re-engagement. This means we can examine the degree to which people agree with both, disagree on both or agree on one and disagree on the other. On this basis, we can see that 61% of the global population agree they are comfortable re-engaging (of which a minority 10% is *only* comfortable Re-engaging). In contrast, of the 81% comfortable Mitigating, 30% were only comfortable Mitigating.



THERE ARE COUNTRY DIFFERENCES IN COMFORT WITH RE-ENGAGING

Some countries, such as Spain, Belgium and Turkey have a high %age of the population that are not comfortable with Re-engaging (either want to Mitigate only or not comfortable with Re-engaging or Mitigating). Other countries have a much higher %age of the population comfortable with Re-engaging (as well as Mitigating or only comfortable Re-engaging) such as Mexico, Russia and Saudi-Arabia.



COMMENTARY

Overall it is perhaps of little surprise that we can observe that a greater proportion of the global population is more comfortable following protective guidelines (Mitigation) than they are resuming normal activities. While there are some country differences, only in a small number of countries is comfort with Re-engagement higher (Germany, Hungary, Poland, Russia)

Despite the overall orientation towards Mitigation, the finding nevertheless remains that the majority (61%) of the global population is still comfortable Re-engaging. While this may be welcome news for governments, there are nevertheless still a considerable number not comfortable with Re-engaging and as such will need support to facilitate this behavior. This is particularly strong in some countries such as Spain, Belgium and Turkey where around half of the population is not comfortable Re-engaging. In contrast, in other countries, such as Mexico, Russia and Saudi-Arabia, about 1 in four or less of the population is not comfortable Re-engaging.

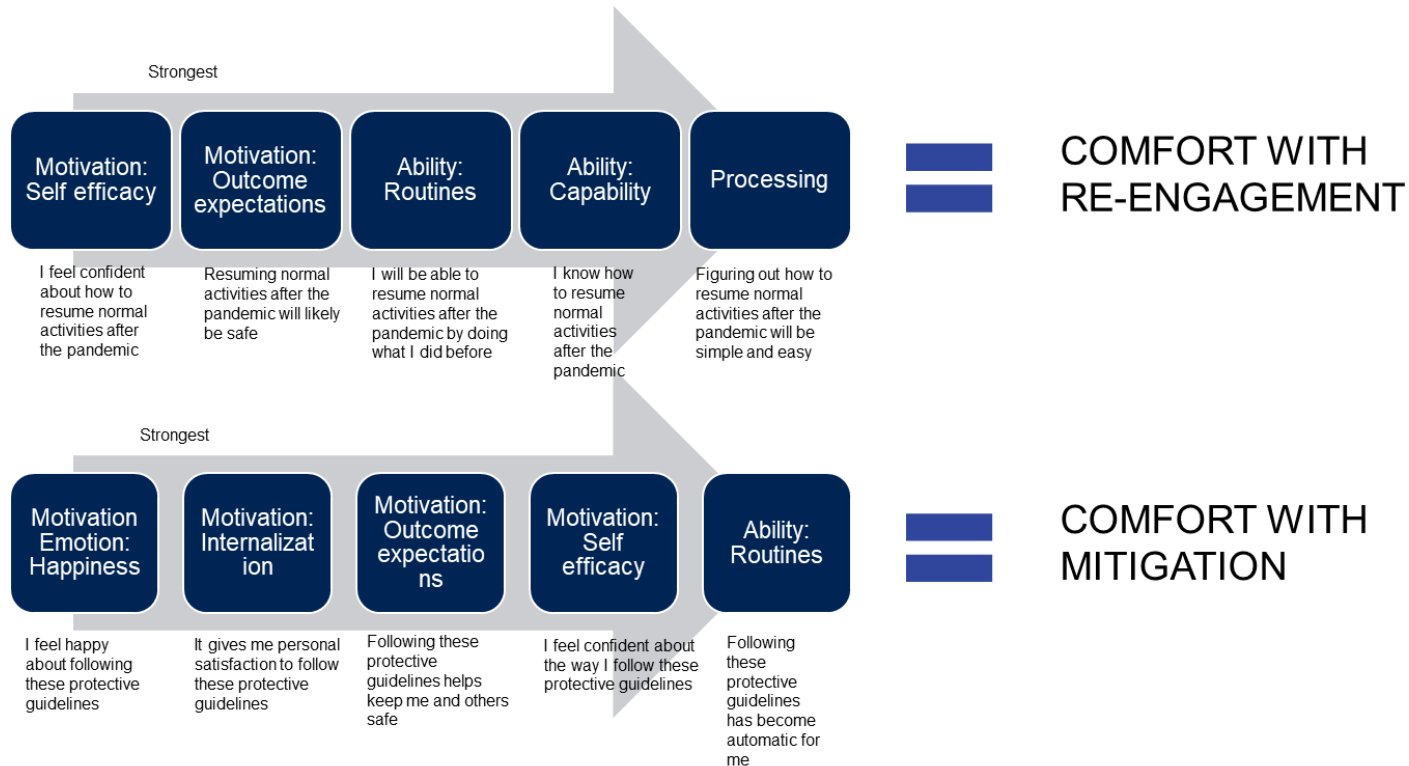
As such, we can see that the scale of the task of encouraging Re-engagement is very different across countries. However, all countries have a significant proportion of the population that are comfortable with Re-engagement and as such represent a considerable challenge for governments.

In contrast, we can see that populations are remarkably resilient concerning Mitigation behaviours, There is almost universal comfort with Mitigation behaviour in many countries and even those which have lowest agreement (Germany, Russia, Poland and Hungary) all still have over half the population in agreement.

DRIVERS OF COMFORT WITH RE-ENGAGEMENT & MITIGATION

GLOBAL LEVEL KEY DRIVERS:

Correlation analysis is used to identify which MAPPS dimensions are most closely related to comfort with Mitigation or Re-engagement. We can observe that a range of dimensions are important for both; Mitigation drivers are led by dimensions of emotion and internalised motivation while Re-engagement drivers are led by more 'functional' drivers of self efficacy and outcome-expectations.



DRIVER ANALYSIS OF RE-ENGAGEMENT GLOBALLY AND BY MARKET

The key drivers for resumption at a global level are **broadly** reflected in many markets (although there is some significant variation)

	Global	Argentina	Australia	Belgium	Brazil	Canada	Chile	France	Germany	Great Britain	Hungary	India	Israel	Italy	Japan	Malaysia	Mexico	Netherlands	Peru	Poland	Russia	Saudi Arabia	South Africa	South Korea	Spain	Sweden	the US	Turkey
Motivation: Outcome expectations	0.57	0.42	0.61	0.60	0.54	0.66	0.50	0.58	0.55	0.70	0.57	0.48	0.74	0.37	0.52	0.62	0.56	0.58	0.54	0.44	0.60	0.59	0.53	0.59	0.56	0.53	0.74	0.46
Motivation: Emotion (Happiness)	0.48	0.50	0.50	0.41	0.42	0.43	0.50	0.53	0.58	0.51	0.49	0.44	0.45	0.52	0.43	0.53	0.46	0.38	0.60	0.50	0.33	0.62	0.50	0.40	0.42	0.50	0.55	0.46
Motivation: Internalisation	0.46	0.53	0.54	0.30	0.40	0.41	0.53	0.48	0.52	0.51	0.49	0.46	0.51	0.36	0.44	0.62	0.54	0.23	0.65	0.48	0.52	0.63	0.49	0.44	0.35	0.43	0.51	0.26
Motivation: Identity	0.27	0.16	0.30	0.29	0.29	0.30	0.28	0.39	0.25	0.33	0.29	0.38	0.34	0.25	0.35	0.49	0.23	0.31	0.26	0.28	0.13	0.53	0.22	0.37	0.25	0.04	0.35	0.12
Motivation: Self efficacy	0.59	0.58	0.65	0.59	0.57	0.65	0.48	0.66	0.63	0.73	0.52	0.50	0.73	0.57	0.37	0.63	0.65	0.55	0.56	0.54	0.64	0.62	0.62	0.55	0.52	0.59	0.69	0.46
Ability: Capability	0.51	0.39	0.58	0.54	0.51	0.54	0.37	0.60	0.45	0.65	0.55	0.50	0.54	0.55	0.37	0.54	0.50	0.50	0.41	0.54	0.67	0.55	0.59	0.48	0.54	0.53	0.65	0.11
Ability: Routines	0.56	0.45	0.59	0.50	0.58	0.62	0.46	0.62	0.47	0.69	0.47	0.56	0.58	0.51	0.45	0.58	0.56	0.57	0.49	0.61	0.52	0.60	0.53	0.55	0.56	0.46	0.65	0.59
Processing	0.50	0.39	0.55	0.52	0.54	0.55	0.42	0.55	0.40	0.55	0.54	0.46	0.53	0.52	0.38	0.58	0.53	0.36	0.36	0.39	0.66	0.58	0.53	0.47	0.46	0.53	0.67	0.37
Physical	0.48	0.43	0.46	0.47	0.49	0.43	0.45	0.46	0.48	0.49	0.51	0.47	0.41	0.40	0.56	0.52	0.42	0.46	0.45	0.51	0.48	0.57	0.57	0.37	0.46	0.33	0.56	0.49
Social: Social norms	0.43	0.48	0.49	0.32	0.34	0.45	0.47	0.44	0.50	0.53	0.24	0.52	0.19	0.38	0.40	0.51	0.57	0.44	0.36	0.43	0.47	0.60	0.44	0.45	0.29	0.42	0.52	0.41
Social: Cultural norms	0.41	0.42	0.49	0.24	0.31	0.38	0.50	0.42	0.46	0.48	0.24	0.39	0.15	0.35	0.41	0.51	0.47	0.49	0.47	0.47	0.49	0.62	0.41	0.52	0.21	0.24	0.51	0.42

DRIVER ANALYSIS OF MITIGATION GLOBALLY AND BY MARKET

The key drivers for mitigation at a global level are **broadly** reflected in many markets (although there is some significant variation)

	Global	Argentina	Australia	Belgium	Brazil	Canada	Chile	France	Germany	Great Britain	Hungary	India	Israel	Italy	Japan	Malaysia	Mexico	Netherlands	Peru	Poland	Russia	Saudi Arabia	South Africa	South Korea	Spain	Sweden	the US	Turkey
Motivation: Outcome expectations	0.62	0.68	0.70	0.57	0.59	0.64	0.62	0.60	0.65	0.63	0.51	0.64	0.64	0.56	0.75	0.68	0.70	0.66	0.58	0.45	0.59	0.66	0.66	0.63	0.46	0.65	0.69	0.55
Motivation: Emotion (Happiness)	0.66	0.66	0.72	0.64	0.74	0.64	0.64	0.57	0.73	0.62	0.70	0.63	0.64	0.62	0.32	0.77	0.73	0.71	0.68	0.49	0.63	0.75	0.67	0.58	0.47	0.72	0.66	0.55
Motivation: Internalisation	0.62	0.64	0.63	0.55	0.67	0.63	0.64	0.53	0.74	0.58	0.64	0.67	0.60	0.55	0.45	0.67	0.75	0.54	0.65	0.65	0.57	0.71	0.66	0.48	0.54	0.51	0.69	0.49
Motivation: Identity	0.48	0.46	0.48	0.46	0.59	0.48	0.48	0.47	0.46	0.41	0.50	0.59	0.39	0.48	0.49	0.53	0.58	0.42	0.51	0.55	0.37	0.56	0.44	0.51	0.43	0.26	0.49	0.47
Motivation: Self efficacy	0.59	0.70	0.66	0.51	0.65	0.62	0.53	0.55	0.49	0.67	0.48	0.63	0.59	0.60	0.70	0.72	0.74	0.62	0.55	0.36	0.50	0.71	0.60	0.63	0.54	0.60	0.58	0.63
Ability: Capability	0.54	0.45	0.64	0.61	0.56	0.61	0.46	0.60	0.42	0.65	0.38	0.63	0.56	0.45	0.77	0.67	0.61	0.53	0.47	0.26	0.44	0.69	0.65	0.57	0.44	0.62	0.52	0.59
Ability: Routines	0.58	0.59	0.67	0.61	0.65	0.63	0.61	0.61	0.45	0.62	0.51	0.60	0.58	0.57	0.32	0.63	0.68	0.60	0.55	0.23	0.65	0.72	0.60	0.56	0.47	0.43	0.66	0.53
Processing	0.50	0.53	0.54	0.59	0.57	0.60	0.43	0.54	0.66	0.58	0.52	0.34	0.52	0.49	0.75	0.57	0.66	0.63	0.38	0.41	0.40	0.42	0.55	-0.32	0.43	0.59	0.59	0.50
Physical	0.44	0.43	0.50	0.36	0.41	0.53	0.47	0.36	0.46	0.37	0.44	0.58	0.49	0.39	0.72	0.64	0.60	0.29	0.28	0.19	0.36	0.67	0.45	0.43	0.41	0.43	0.32	0.38
Social: Social norms	0.53	0.59	0.65	0.51	0.48	0.61	0.52	0.56	0.49	0.62	0.37	0.54	0.61	0.43	0.73	0.58	0.55	0.62	0.50	0.30	0.43	0.69	0.63	0.49	0.45	0.56	0.52	0.49
Social: Cultural norms	0.44	0.51	0.58	0.26	0.32	0.45	0.50	0.45	0.45	0.51	0.28	0.50	0.51	0.34	0.67	0.48	0.40	0.55	0.26	0.29	0.46	0.59	0.49	0.49	0.35	0.57	0.30	0.43

COMMENTARY

Key drivers analysis informs us which dimensions are most important in shaping behaviour, or in this instance, comfort with Re-engagement or Mitigation.

The most important dimensions for shaping Mitigation behaviour are internalisation (personal satisfaction in following the protective guidelines) and emotion (feeling happy about following the protective guidelines). These suggest a degree of personal investment involved in adhering to the protection guidelines. Interventions designed to bolster these softer dimensions will be needed if levels of mitigation behaviour start falling.

By contrast, the dimensions most important for shaping Re-engagement behaviour are much more functional (e.g. the degree to which people feel confident resuming normal activities and their assessment of the risks involved). These suggest people need pragmatic guidance on how to navigate Re-engaging activity.

There are some country differences in the importance of drivers shaping comfort in Re-engagement as well as those shaping comfort in Mitigation. However, there is also broad consistency across many countries. As such, countries will need to operate interventions differentially, based on which is important for their market conditions.

ACTION AREAS

KEY AREAS FOR RE-ENGAGEMENT INTERVENTION: GLOBALLY

By examining the importance of the MAPPS categories (for driving comfort in Re-engagement) alongside the level of agreement with the items for each category, then we identify priority areas for intervention activity. Note that the priority areas for action are broadly reflected across many markets, although there are some country differences.

MAPPS DIMENSION	MAPPS CATEGORY	RESUMPTION IMPORTANCE	RESUMPTION AGHREEMENT	PRIORITY ACTION
Motivation	Outcome expectations	TOP 3: 0.57	LOW: 59%	X
	Emotion (Happy)	0.48	HIGH: 78%	
	Internalisation	0.46	HIGH: 82%	
	Identity	0.27	LOW: 64%	
	Self-efficacy	TOP 3: 0.59	LOW: 65%	X
Ability	Capability	0.51	LOW: 68%	
	Routines	TOP3: 0.56	LOW: 63%	X
Processing	Decision forces	0.50	LOW: 52%	
Physical	Environmental factors	0.48	MED: 71%	
Social	Social norms	0.43	HIGH: 76%	
	Cultural norms	0.41	HIGH: 75%	

KEY ACTION AREAS FOR RE-ENGAGEMENT INTERVENTIONS- BY MARKET

MAPPS DIMENSION	MAPPS CATEGORY	Global	Argentina	Australia	Belgium	Brazil	Canada	Chile	France	Germany	Great Britain	Hungary	India	Israel	Italy	Japan	Malaysia	Mexico	Netherlands	Peru	Poland	Russia	Saudi Arabia	South Africa	South Korea	Spain	Sweden	the US	Turkey
Motivation	Outcome expectations	x		x	x	x	x	x		x	x	x		x		x	x	x	x						x	x		x	
	Emotion (Happy)																			x									
	Internalisation																x			x									
	Identity																												
	Self-efficacy	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	x	x			x	x			x	
Ability	Capability				x				x			x			x						x	x		x		x			
	Routines	x		x		x	x		x		x		x	x				x	x		x				x	x			x
Processing	Decision forces					x						x			x							x					x	x	
Physical	Environmental factors																							x					
Social	Social norms												x																
	Cultural norms																												

KEY AREAS FOR MITIGATION INTERVENTION: GLOBALLY

By examining the importance of the MAPPS categories (for driving comfort with Mitigation) alongside the level of agreement with the items for each category, then we identify priority areas for intervention activity. Note that the priority areas for action are broadly reflected across many markets, although there are some country differences.

MAPPS DIMENSION	MAPPS CATEGORY	MITIGATION IMPORTANCE	MITIGATION AGREEMENT	PRIORITY ACTION
Motivation	Outcome expectations	TOP 3: 0.62	HIGH: 90%	
	Emotion (Happy)	TOP 3: 0.66	MEDIUM: 78%	X
	Internalisation	TOP 3: 0.62	MEDIUM: 80%	X
	Identity	0.48	MEDIUM: 80%	
	Self-efficacy	0.59	HIGH: 89%	
Ability	Capability	0.54	HIGH: 91%	
	Routines	0.58	HIGH: 84%	
Processing	Decision forces	0.50	LOW: 57%	
Physical	Environmental factors	0.44	MEDIUM: 80%	
Social	Social norms	0.53	HIGH: 88%	
	Cultural norms	0.44	HIGH: 83%	

KEY ACTION AREAS FOR MITIGATION INTERVENTIONS - BY MARKET

MAPPS DIMENSION	MAPPS CATEGORY	Global	Argentina	Australia	Belgium	Brazil	Canada	Chile	France	Germany	Great Britain	Hungary	India	Israel	Italy	Malaysia	Mexico	Netherlands	Peru	Poland	Russia	Saudi Arabia	South Africa	South Korea	Spain	Sweden	the US	Turkey
Motivation	Outcome expectations																				X							
	Emotion (Happy)	X	X	X	X	X	X	X		X		X		X	X	X	X	X	X		X	X		X		X	X	X
	Internalisation	X				X	X	X		X		X					X		X	X			X		X		X	
	Identity																			X								
	Self-efficacy											X				X	X	X					X		X			X
Ability	Capability																											
	Routines			X	X	X	X		X						X							X	X				X	
Processing	Decision forces									X		X						X										
Physical	Environmental factors																											
Social	Social norms																											
	Cultural norms																											

COMMENTARY

The key drivers analysis means we can see which MAPPS dimensions are most important for shaping comfort with Re-engagement and comfort with Mitigation. By examining the importance of the MAPPS categories (for driving comfort in re-engagement) alongside the level of agreement with the items for each category, then we identify priority areas for intervention activity

Note that comfort with Mitigation is generally high although for two key drivers they are slightly lower: emotion (feeling happy about following protective guidelines) and internalisation (personally wanting to follow protection guidelines).

For Re-engagement, the key intervention areas (based on agreement with, and importance of, the dimension) are helping manage outcome expectations (help people consider the risk when they are out is safe), self efficacy (help people feel confident managing risk) and routines (help people develop new patterns of behaviour)

In the next section we examine the different intervention strategies available to governments.

INTERVENTION GUIDANCE

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

In this section we introduce different types of intervention for each of the areas covered. The table below gives the principle of how we link the MAPPS dimensions to Intervention Strategies (that is what the interventions need to do in order to meet the needs of the MAPPS dimension). By following this guidance we can then develop interventions that are optimised to change behaviour.

Diagnosis and Objective			Intervention Strategy				
Dimension	Category	Objective	Understanding: building knowledge, help people see relevance and importance	Feedback: Providing positive or negative guidance, direction, or outcome expectancies.	Planning: Developing and maintaining intentions or skills needed to perform a behaviour.	Restructure: Changing environment to enhance or remove influences.	Connect: Allowing connections to be formed or making these available as informational sources.
Motivation	Outcome Expectations	Providing estimation/predictions about outcomes	X	X			
	Emotion	Shaping feelings/emotions and guiding emotion regulation		X			
	Internalisation	Shifting from extrinsic to intrinsic influence	X	X			X
	Identity	Building personal and social identities	X				X
	Self-Efficacy	Facilitating feelings of self-efficacy and mastery for change and persistence	X	X			X
Ability	Capability	Guiding how things are learnt	X	X			
	Routines	Supporting the development of habits and embedding routines		X	X		
Processing	Decision Forces	Changing or tapping into how things are processed and guiding behavioral regulation		X	X		
Physical	Environmental Factors	Shaping the physical environment, context and resources				X	
Social	Social	Making salient group, transient or situational norms	X				X
	Culture	Referencing cultural norms					X

KEY INTERVENTIONS: RE-ENGAGEMENT

The three areas of focus for many governments are set out below. These are designed as starting points, it is important to note that executions will vary by country

Category	Guidance	Example
Outcome expectations	Understanding: Be clear about the risks associated with different behaviours and the possible outcomes of these risks for their profile (or profile of their family). Provide timely guidance on ways risks can be mitigated.	Understanding: An app that provides current risk assessment based on location and activity (e.g. on public transport). Gives clear guidance for mitigation.
	Feedback: Help people see the impact of their actions on risk mitigations.	Feedback: Assistants at shop exits offering sanitiser and guidance on when it has been applied effectively
Self-efficacy	Understanding: Helping to build a sense of mastery by building knowledge.	Understanding: Provide opportunities for people to try different protective equipment to learn how they feel and work.
	Feedback: Providing guidance on the feeling of mastery through feedback received.	Feedback: Provide audio reminders as people move through a retail store when performing the correct behavior or when a change is needed to maintain social distance.
	Connect: Looking to others to build a sense of mastery.	Connect: Creating a collective of hospitality workers to share ways of operating while maintaining social distance.
Routines	Feedback: Provide guidance on behavior to correct or maintain it.	Feedback: Provide mnemonics for people to remember simple guidance when they are out
	Planning: Developing and maintaining intentions or new skills to support a behavior.	Planning: A leaflet that provides steps and equipment needing when planning shopping trips, and what is needed to manage safely.

KEY INTERVENTIONS: MITIGATION

The three areas of focus for many governments are set out below. These are designed as starting points, it is important to note that executions will vary by country

Category	Guidance	Example
Outcome expectations	Understanding: Be clear about the risks associated with different behaviours and the possible outcomes of these risks for their profile (or profile of their family). Provide timely guidance on ways risks can be mitigated.	Understanding: An app that provides current risk assessment with recommendation of where to go and what to do to navigate outdoor activities
	Feedback: Help people see the impact of their actions on risk mitigations.	Feedback: Showing R number for the local area (and if possible the impact of different behaviours).
Emotion (Anxiety / Happy)	Feedback: Provide ways to bolster or move towards positive emotions and ways to manage these experiences.	Feedback: Send 'well-done' emails to people who have been in lockdown / Deliver reward to people who are in vulnerable groups / Organise groups to help organise / celebrate the community effort involved in lockdown
Internalisation	Understanding : Help give a sense of both progression in, and meaning of, the task.	Understanding: Give delivery workers training to share best practice in receiving goods into their home. Provide an online rating of their performance (and how it is changing over time)
	Feedback: Provide sense of control and autonomy in how a behavior is performed.	Feedback: Give options to people of how to manage level of exposure (e.g. operate in a bubble with another household or can have small socially distant gatherings)
	Connect: Showing how enacting the behaviour helps to build sense of belonging with a relevant group.	Connect: Facebook group connects people of similar risk profile sharing strategies for managing lockdown etc

COMMENTARY

The examples of interventions given are designed to encourage and guide thinking (rather than being finished proposals).

The benefit of using the MAPPS framework and associated process are:

- We are operating within an eco-system that has provenance in an academia and empirical evidence for sustained behaviour change
- The intervention development is designed to mitigate known barriers to behaviour change, rather than relying on deploying interventions that make intuitive sense but lack a structured justification for their deployment

Following intervention proposition development, we suggest further refinement and testing to provide a sound basis for deployment for COVID-19 related behavior change.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

MOTIVATION

To build motivation, we need to consider the specific category that needs to be addressed; however, at a high level what will need to be supported are helping people better understand / regulate and plan / and see social connection.

Category	Guidance	Example
Outcome expectations	Understanding: Be clear about the risks associated with different behaviours and the possible outcomes of these risks for their profile (or profile of their family). Provide timely guidance on ways risks can be mitigated.	Understanding: An app that provides current risk assessment based on location and activity (e.g. on public transport). Gives clear guidance for mitigation.
	Feedback: Help people see the impact of their actions on risk mitigations.	Feedback: Showing reduced presence of germs on hands after correct handwashing.
Emotion (Anxiety / Happy)	Feedback: Provide ways to reduce or move away from experiences that evoke negative emotions or ways to bolster or move towards positive emotions and ways to manage these experiences.	Feedback: Apply a fine if someone breaks a rule.
Internalisation	Understanding : Help give a sense of both progression in, and meaning of, the task.	Understanding: Clear signage on pavements that allows people to check they are a safe distance from others and the social benefits it provides.
	Feedback: Provide sense of control and autonomy in how a behavior is performed.	Feedback: Show travel congestion and remind individuals to choose when they travel
	Connect: Showing how enacting the behaviour helps to build sense of belonging with a relevant group.	Connect: Facebook group connects people of similar risk profile sharing strategies for shopping etc.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

MOTIVATION

To build motivation, we need to consider the specific category that needs to be addressed; however, at a high level what will need to be supported are helping people better understand / regulate and plan / and see social connection.

Category	Guidance	Example
Identity	Understanding: Conveying how behaviors are linked to a salient identity.	Understanding: Showing how people that work in retail are practicing social distancing.
	Connect: Seeing people that share a salient identity enact a behavior.	Connect: Seeing social media posts by athletes of them wearing a face mask.
Self-efficacy	Understanding: Helping to build a sense of mastery by building knowledge.	Understanding: Provide opportunities for people to try different protective equipment to learn how they feel and work.
	Feedback: Providing guidance on the feeling of mastery through feedback received.	Feedback: Provide audio reminders as people move through a retail store when performing the correct behavior or when a change is needed to maintain social distance.
	Connect: Looking to others to build a sense of mastery.	Connect: Creating a collective of hospitality workers to share ways of operating while maintaining social distance.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

ABILITY

Provide clear guidance to people about COVID-19 that is delivered in the moment, with feedback on behaviours. Tailor learning to the level of understanding by using progressive disclosure techniques, starting with simple information and then building further layers and complexity. Help people with planning their activity so they can prepare – and ensure they can learn by the use of feedback on their performance.

Category	Guidance	Example
Capability	Understanding: Provide relevant information in a timely manner.	Understanding: Provide information at tills / pumps etc on how to handle payment / disinfecting.
	Feedback: Provide information about behavior by providing feedback on what is being performed.	Feedback: Mobile signage that measures proximity of people on pavements and gives warning signs if too close together (similar to speeding signs).
Routines	Feedback: Provide guidance on behavior to correct or maintain it.	Feedback: Humming a song to manage the length of time hands are washed.
	Planning: Developing and maintaining intentions or new skills to support a behavior.	Planning: A leaflet that provides steps and equipment needing when planning shopping trips, and what is needed to manage safely.
Capability	Understanding: Provide relevant information in a timely manner.	Understanding: Provide information at tills / pumps etc on how to handle payment / disinfecting.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

PROCESSING

Changing or tapping into how things are processed and guiding behavioral regulation. While some behaviors may be easily integrated into the current ways of doing things, so encouraging more automatic processing is desirable, there are many behaviors that require a new way of doing things. This means, that there is a need to help people manage their regulatory processes to adapt between more automatic and more deliberative strategies depending on the environment they are in.

Category	Guidance	Example
Decision Forces	Feedback: Providing guidance on a behavior to interrupt or reinforce behaviors.	Feedback: Providing a verbal social reward when an individual maintains social distancing during a greeting.
	Planning: Setting of intentions and developing skills to allow a behavior to be enacted and maintained.	Planning: Placing a face mask by keys to facilitate its use when leaving the house.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

PROCESSING

Help people to adjust their environment to navigate more effectively

Category	Guidance	Example
Environmental Factors	Restructure: Changing the environment to enhance or remove influences.	Restructure: Placing hand sanitiser and a sink at the entry of a retail store.

INTRODUCTION TO BEHAVIOUR CHANGE INTERVENTIONS

SOCIAL

Help people to understand how their behaviour is consistent with social norms.

Category	Guidance	Example
Social	Understanding: Providing ways for social influences to guide learning.	Understanding: Giving family members information to help them guide friends and family through new digital tools.
	Connect: Showing how a behavior represents a group, transient or situational norm.	Connect: Use signalling (e.g. 'safe shopper' tote bags) to demonstrate the social currency / 'normalise' shopping behaviours

APPENDIX

MAPPS DIMENSION	MAPPS CATEGORY	Contents	WHAT IT MEANS
Motivation	Outcome expectations	How estimation/predictions about outcomes affect motivations	I don't think it will work
	Emotion	How feelings/emotions and emotion regulation can support behaviors	I'm not feeling like doing it
	Internalisation	How behavioral motivation evolves from extrinsic to intrinsic	I don't want to do it
	Identity	How personal and social identities support behaviors	I'm not that kind of person
	Self-efficacy	How feelings of self-efficacy and mastery support change and persistence	I don't feel able to do it
Ability	Capability	How we learn new behaviors	I don't have the skills to do it
	Routines	How behaviors become habits, embedded in routines	It's not part of what I usually do
Processing	Decision forces	How heuristics, biases and behavioral regulation guides decisions and behavior	How things are processed
Physical	Environmental factors	How the physical environment, context and resources sparks, supports or impairs behavior change	How things are set up
Social	Social Norms	How group, transient or situational norms guide behavior	What's expected of us
	Cultural norms	How broad cultural norms affect behavior	The way we live

QUESTION ITEMS: RE-ENGAGE

Motivation:

Internalisation: It will give me personal satisfaction to resume normal activities

Self-efficacy: I feel confident about how to resume normal activities after the pandemic

Identity: Resuming normal activities after the pandemic will say something about who I am

Emotion: Thinking about resuming normal activities after the pandemic makes me feel very anxious / Thinking about resuming normal activities after the pandemic makes me feel very happy

Outcome expectations: Resuming normal activities after the pandemic will likely be safe

Ability:

Capability: I know how I will resume normal activities after the pandemic

Routines: I will be able to resume normal activities after the pandemic the same way I did before

Processing:

It will take some time to figure out how to resume normal activities after the pandemic / I am curious to learn more about how to resume normal activities after the pandemic / Figuring out how to resume normal activities after the pandemic will be simple and easy

Physical:

The places I go to will be set up in a way that allows me to resume normal activities there

Social:

Cultural norms: Most people I know intend to resume normal activities after the pandemic

Social norms: Most people I know expect me to resume normal activities after the pandemic

QUESTION ITEMS: MITIGATE

Motivation:

Internalisation: It gives me personal satisfaction to follow these protective guidelines

Self-efficacy: I feel confident about the way I follow these protective guidelines / I can resist the temptation of breaking these protective guidelines

Identity: Following these protective guidelines says something about who I am

Emotion: I feel happy about following these protective guidelines / I feel anxious about following these protective guidelines

Outcome expectations: Following these protective guidelines helps keep me and others safe

Ability:

Capability: I know how to follow these protective guidelines

Routines: Following these protective guidelines has become automatic

Processing:

It takes some time to figure out how to follow these protective guidelines / I would regret not following these protective guidelines

Physical:

The places I go to will be set up in a way that allows me to resume normal activities there

Social:

Cultural norms: Most people I know are following these protective guidelines

Social norms: Most people I know expect me to follow these protective guidelines

Methodology

These findings were generated from an Ipsos Global Advisor survey conducted between April 24th to May 8th 2020.

The survey instrument is conducted monthly in 27 countries around the world via the Ipsos Online Panel system. The countries reporting herein are Argentina, Australia, Belgium, Brazil, Canada, Chile, France, Great Britain, Germany, Hungary, India, Israel, Italy, Japan, Malaysia, Mexico, Netherlands, Peru, Poland, Russia, Saudi Arabia, South Africa, South Korea, Spain, Sweden, Turkey and the United States of America.

For the results of the survey presented herein, an international sample of 18,518 adults aged 18-74 in the US, Malaysia, South Africa, Turkey and Canada, and age 16-74 in all other countries, were interviewed. Approximately 1000+ individuals participated on a country by country basis via the Ipsos Online Panel with the exception of Argentina, Belgium, Chile, Hungary, Israel, Malaysia, Mexico, Netherlands, Peru, Poland, Russia, Saudi Arabia, South Africa, South Korea, Sweden and Turkey, where each have a sample approximately 500+. The precision of Ipsos online polls are

calculated using a credibility interval with a poll of 1,000 accurate to +/- 3.1 percentage points and of 500 accurate to +/- 4.5 percentage points. For more information on the Ipsos use of credibility intervals, please visit the Ipsos website.

16 of the 27 countries surveyed online generate nationally representative samples in their countries (Argentina, Australia, Belgium, Canada, France, Germany, Great Britain, Hungary, Italy, Japan, Netherlands, Poland, South Korea, Spain, Sweden and United States).

Brazil, Chile, India, Israel, Malaysia, Mexico, Peru, Russia, Saudi Arabia, South Africa and Turkey produce a national sample that is more urban & educated, and with higher incomes than their fellow citizens. We refer to these respondents as “Upper Deck Consumer Citizens”. They are not nationally representative of their country.

ABOUT IPSOS

Ipsos is the third largest market research company in the world, present in 90 markets and employing more than 18,000 people.

Our research professionals, analysts and scientists have built unique multi-specialist capabilities that provide powerful insights into the actions, opinions and motivations of citizens, consumers, patients, customers or employees. Our 75 business solutions are based on primary data coming from our surveys, social media monitoring, and qualitative or observational techniques.

“Game Changers” – our tagline – summarises our ambition to help our 5,000 clients to navigate more easily our deeply changing world.

Founded in France in 1975, Ipsos is listed on the Euronext Paris since July 1st, 1999. The company is part of the SBF 120 and the Mid-60 index and is eligible for the Deferred Settlement Service (SRD).

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GAME CHANGERS

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So that our clients can act faster, smarter and bolder.

Ultimately, success comes down to a simple truth:

You act better when you are sure.

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BEHAVIOURAL SCIENCE TEAM

Colin Strong is Global Head of Behavioural Science at Ipsos, providing leadership on the application of the discipline to a wide range of client challenges. While the work of the behavioural science team at Ipsos covers both private and public sector, the focus of much activity is related to public affairs with recent activities in sustainability, health and safety, organisational change and financial wellbeing. Colin and the team have developed a significant reputation in behaviour change, developing a system that delivers sustained behaviour change in a wide range of contexts.

Colin has an academic background in psychology, with a Masters Degree in Applied Psychology from Cranfield Institute. He has worked in the market research industry for most of his career, using a psychology lens to develop advice, guidance and new approaches using market research tools.

He is also Honorary Professor of Consumer and Behavioural Psychology at Nottingham University Business School where he is actively engaged in a range of programmes including a significant body of work on autonomous systems. He is a published author (Humanizing Big Data) and is currently working on book projects relating to behaviour change and another on changing beliefs about humans.



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Tamara L Ansons is an expert in behavioural science. After receiving her PhD in Brain and Cognitive Sciences from the University of Manitoba, she did a post-doc in Marketing at the University of Michigan and then worked as an Assistant Professor of Marketing at Warwick Business School before moving to LSE to manage their Behavioural Research Lab.

Her academic research focused on examining how subtle cognitive processes influence behaviour. She also examined how other contextual or situational factors non-consciously alter how individuals process and are influenced by information they receive.

At Ipsos she is drawing on her expertise to translate academic research into scalable business practices. Recently this application has focused on using a behaviour change system to understand and change behaviours. This has included:

- Using a behaviour system to understand the determinants of voluntary medical male circumcision.
- Developing a framework of the influences that shape cyber security behaviours, which informed the understanding of different segments across the general public and organisations.
- Applying a behaviour system to understand the barriers to the adoption of healthy behaviours to shape the development of communications targeted at specific barriers.
- Conducting an evidence review to identify the factors that impact financial behaviours and outline how behaviour change programmes can influence behavioural determinants.
- Using a behaviour system to develop a taxonomy of road safety behaviours and review of interventions to inform the development of new behaviour change activities.



Tamara L Ansons

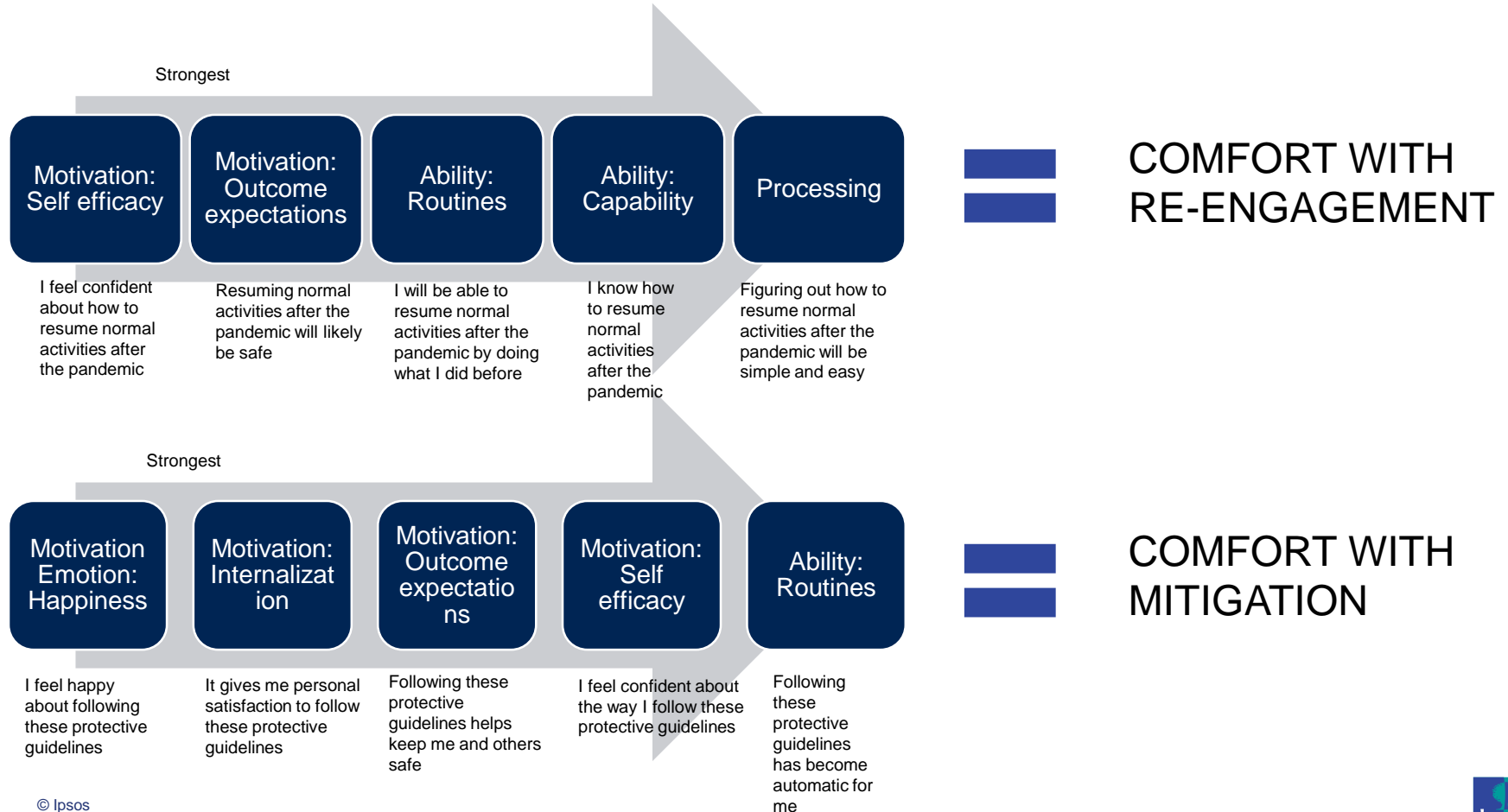
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GLOBAL LEVEL KEY DRIVERS:



ADDITIONAL SLIDES

Diagnosis and Objective			Intervention Strategy				
Dimension	Category	Objective	Understanding: building knowledge, help people see relevance and importance	Feedback: Providing positive or negative guidance, direction, or outcome expectancies.	Planning: Developing and maintaining intentions or skills needed to perform a behaviour.	Restructure: Changing environment to enhance or remove influences.	Connect: Allowing connections to be formed or making these available as informational sources.
Motivation	Outcome Expectations	Providing estimation/predictions about outcomes	X	X			
	Emotion	Shaping feelings/emotions and guiding emotion regulation		X			
	Internalisation	Shifting from extrinsic to intrinsic influence	X	X			X
	Identity	Building personal and social identities	X				X
	Self-Efficacy	Facilitating feelings of self-efficacy and mastery for change and persistence	X	X			X
Ability	Capability	Guiding how things are learnt	X	X			
	Routines	Supporting the development of habits and embedding routines		X	X		
Processing	Decision Forces	Changing or tapping into how things are processed and guiding behavioral regulation		X	X		
Physical	Environmental Factors	Shaping the physical environment, context and resources				X	
Social	Social	Making salient group, transient or situational norms	X				X
	Culture	Referencing cultural norms					X