CHAT CHANGIN' LABEL HACKIN' VOTE REGISTERIN' FOOD SAVIN' LOYALTY INCREASIN' BEHAVIOUR CHANGE

THE ANNUAL 2024

THE YEAR'S BIGGEST BEHAVIOURAL SCIENCE CASE STUDIES

Ogilvy Consulting

2024

2024

The view from RORY

From Rory in his own words

This is an annual publication dedicated to a very simple premise: that big ideas do not need to be expensive, and certainly do not need to be complicated.

Every year, I am struck by the fact that, as our practice matures, the ideas become simpler.

If you were to think about it, the behavioural science equivalent of a hole-in-one in golf is an objective achieved by the addition or removal of a single element.

You will find quite a few of these examples on the pages that follow.

For instance, in two of the cases highlighted, the decisive element was a single word. For a campaign aimed at reducing food waste (Page 38), it was the addition of the day of the week on “use-by” dates on their food that was the game changer. “Use by July 8” means nothing to me. Use by “Monday, July 8th” means “Oh, we’ve got the weekend to eat that”.

(As an aside, I would like to see the removal of precise “best-before” dates on long-life foods. If something has been sitting happily in a cupboard for six months, am I to believe that on July 8th it suddenly transmogrifies from being delicious to being hazardous? It should be “Best before Summer 2024”).

In another case, we encouraged the promotion and amplification of the word “Maaaate”. A single extended syllable which can be used as a verbal nudge, creating the opportunity, at a decisive moment, for a friend who might otherwise remain silent to redirect a conversation or interaction towards a better outcome. Read about this on page 22.

All these interventions are simple (at least they seem simple in retrospect). But that does not mean they are easy. It takes a great deal of work – probing the complex webs of human behaviour to find what Buckminster Fuller called “The Trimtab” – the point at which the smallest intervention leads to the greatest effect.

Most business and economic thinking is dominated by mechanistic models which assume that the scale of the effect is proportionate to the scale of the intervention. This leads to a spate of calls for disruption, reinvention and transformation where often the cure is worse than the disease.

Yet in writing a spirited piece in support of the “Maaate” campaign, the inestimable Caitlin Moran quoted a piece of graffiti written on a toilet wall in Brighton:

“Start where you are.
Use what you have.
Do what you can.”

This should be the starting point for all attempts at improvement. And I am very proud of what we have done so far in following this principle.

But in the coming years, I see a new, further role for behavioural science. Not so much in improving decision making, but something more. Something which at times will be far more controversial than the Maaate campaign.

Rather than trying to aid better decision-making in individuals, we shall have to spend more of our time combatting collective insanity in groups. But that’s a topic for another article. In the meantime, enjoy the journey so far.

Rory Sutherland,
Vice Chairman, Ogilvy UK

Watch more from Rory
TikTok

“START WHERE YOU ARE. USE WHAT YOU HAVE. DO WHAT YOU CAN.”

MARKETING IS MORE

than the voice of the consumer

Whilst marketing as a discipline is making strides in earning its respect in the boardroom, the cold hard fact remains that measurable impact is the main attraction for many of the financially focussed sat around that board room table.

Many CMOs are clinging on the notion that they can be the voice of the customer, but as a discipline we can decide to be far bolder.

Whilst some outsiders looking in may see a colouring in department, we should really be 'the behaviour change department'. We are the ones that can change minds and behaviours at scale, we have the smarts, the skills to influence and persuade our customers to favourable outcomes, not just knowing them deeper, not just being their voice, but by making active change in the world.

It's disciplines like behavioural science that are empowering marketing leaders to see they can make a change with their customers, and that there is a theory and a practice to do this.

Behaviour change should always be our goal as nothing matters unless it changes behaviour.

A feeling about a product or service is only useful if it changes a behaviour. Innovation is academic unless it changes behaviour. Loyalty programes must drive action. Employee engagement must mean employees do something different.

It's heartening from all the pioneering clients we work with to see that perspectives are maturing. Leaders are no longer following old models and then nervously waiting for results day. They're taking action and having a plan for behaviour change from the very beginning.

When you think like a behavioural scientist, the first thing you do is outline the problem in terms of its behavioural objectives. If your business objective is X, then we need to get people to do Y and Z. That framing is one of the most significant impact unlocks a marketer can do to their strategy and it's always our starting point.

Defining marketing objectives as behaviour change objectives is one of the most powerful steps a marketing leader can take to go from being just the voice of the customer, to really leading a change. Because as soon as you're clear about the action the customer should take … the rest becomes obvious. It's like a corporate version of manifesting whereby without stating it out loud, it doesn't necessarily happen.

Behavioural science is being installed into the world's most significant organisations and increasingly now at scale. Financial Services, FMCG, Retail, Travel, Tech and many B2B brands have either teams or consultancies helping them to think more like behavioural scientists. But the greatest behaviour change we can make isn't necessarily to others but to ourselves.

The Ultimate Behaviour to Change

The ultimate behaviour change we have been working on the past few years is to do behaviour change on how we work.

Behavioural science is often the missing seat at the table, but it should rarely be the only seat at the table.

All of humanity's greatest achievements have never been done by one discipline alone, and behavioural science is no different.

The reason why the case studies in our annual are growing exponentially in size in terms of their impact is we have learnt how to put 'behavioural science inside' other disciplines. We have behavioural science fuelling loyalty program design, product innovation, employee engagement, earned first ideas … anywhere behaviour change is the goal.

If you read between the lines of this year's annual you'll see a magnificent level of concerted collaboration between very different types of peoples and skillsets … which has led to highly unique work that only the combinations of those people could achieve. And I'm confident in saying that is our biggest behaviour change achievement to date, and given the impact it creates – is the future of our discipline.

Dan Bennett
Consulting Partner & UK Lead, Behavioural Science

Matthew Waksman
Head of Strategy, Advertising

"Great work often doesn't have much in common. It doesn't look alike. It doesn't sound alike. And nor should it. But when we look across some of our most effective and creative work, there's a common factor at play. Whether we're giving men the tools to tackle misogyny or defending Philly's place in the basket from supermarket own brands, there's a fusion of behavioural science and creative strategy in its foundation. This red thread of strategic collaboration is what makes our work unique, and designed for impact."

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INSIGHTS

COUPLING

Love Island with British Politics

MY LIFE MY SAY

Author:
Annabel Eve

Market:
UK

With over half of the world's population expected to vote this year, currently just under one-third of 18-34-year-olds in London are not registered to vote. How could we get the next generation of voters to have their say?

Behavioural Challenge

The challenge was to tackle Gen Z's political disengagement and encourage young Brits to register to vote. Research found that young people are 68% more likely to vote in reality TV shows than in elections, indicating a significant behavioural challenge.

Our Approach

We began by exploring the reasons why people don't register to vote. It was a nuanced picture of psychological barriers and tensions. To some, voting is a new, novel behaviour and with so many currently not voting, there's the social norm that it's just not the thing to do for some groups. To others, there was high psychological distance – the reasons for voting weren't clear or relevant to them, with no compelling reasons to vote for one party over another.

Armed with these insights, it was clear that rational reasons alone wouldn't cut through. We needed a new way to frame voting – from unfamiliar and irrelevant to personal, necessary and needed.

"Creativity is all about change – changing the way people see, think and, most importantly, behave. By incorporating deep behavioural insights into our planning we were able to identify triggers, messages and messengers that most mattered to this audience. These levers not only made people think about registering, but go out there and do it – in their hundreds of thousands."

Charlie Coney
Creative & Strategy Officer, UK & EMEA at Ogilvy UK

Solution

Research found that young people are 68% more likely to vote in reality TV shows than in elections.

We did the unconventional – we connected two completely unrelated topics – reality TV (Love Island) and politics.

We used **identity priming**, a commitment technique from behavioural science, to remind young people that they already participate in voting—for their favourite reality TV stars—nudging them to apply this behaviour to voting in elections. We took the pressure and seriousness out of voting and highlighted that if you are happy to vote for your favourite couple, then you might as well vote in your local elections.

We had to ensure we were part of popular culture, which mattered to Gen Zs - The 'You Already Vote, So Vote' campaign featured stars from Big Brother, Love Island, and Britain's Got Talent.

This solution was designed based on the understanding that people seek consistency with their past behaviour. By highlighting that young people already vote in certain contexts, we encouraged them to extend this behaviour to the political sphere.

MY LIFE MY SAY

Author:
Annabel Eve

Market:
UK

Impact

113,044 people from 18-34 registered to vote in just ONE DAY - deadline day (16th April), when the campaign went live.

This represents a **350%** surge compared to the day before campaign and a 90% surge compared to local elections in 2021.

It represents **73.8%** of the total **153,614** registrations on deadline day.

Key Learnings

We often think that for the big decisions in life, we need to appeal to our rational reasons or show tangible benefits of the behaviour - but in practice, it can be just about showing that it's something that people already do, just in different contexts.

Key sources:
- Register to Vote Performance
- Surge in young people registered to vote for local elections

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

worth waiting for

HSBC

Author:
Charlotte Walton

Market:
Singapore

HSBC sought to shift the narrative – from short-term gain to long-term rewards. The goal was not just to attract new customers, but to keep them engaged and loyal. But how could they convince customers to forgo immediate gratification in favour of future benefits?

Behavioural Challenge

The Singaporean market is saturated with financial product options, creating choice overload and leading to many banks enticing new customers with welcome gifts such as expensive electronic gadgets and hotel stays.

HSBC couldn't play the same game. As the fifth largest credit card issuer in Singapore, HSBC lacked the top-of-mind awareness of local issuers, and with a relatively small market share, they didn't have the deep pockets to compete with big local banks on endless welcome gifts.

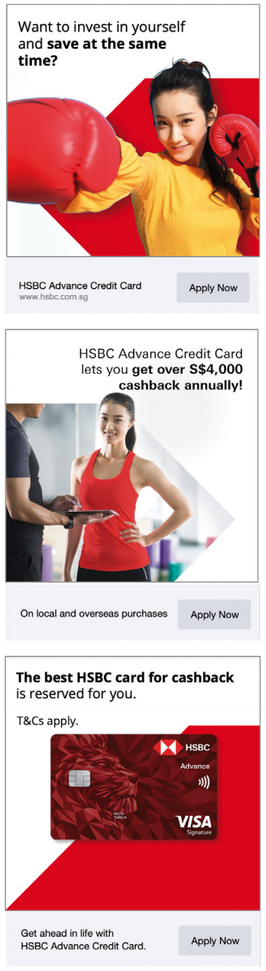
So how could we help HSBC get customers to sign up and stay signed up? We needed to dial up the psychological, not just economic rewards. By making HSBC's future incentives more appealing to customers in the present, ultimately helping them to choose the right option for them, without relying on just the tempting welcome gifts.

Our Approach

To increase the perceived value of future rewards and make them feel tangible today, we optimised HSBC's acquisition process. This included optimising product landing pages, as well as and optimising HSBC's social adverts for three of their products with behaviourally informed strategies. These strategies were tested on social media using real-time testing and optimisation, meaning we could test variations in the design and copy, and allocate more impressions to the executions with the best response rates to ensure maximum success.

To hit the sweet spot of making the rewards feel both appealing today and tomorrow, we needed to increase the audience's sense of ownership over their rewards, and make the benefits align with their sense of identity and status. As humans we are highly motivated to act in ways that are consistent with our personal sense of self, as well as being more likely to do things which make us feel better about ourselves.

Ultimately tapping into these psychological drivers would be more effective (and economical), than relying on traditional cash incentives.



Solution

The results of the online testing revealed that it wasn't a one-size fits all solution. Different strategies worked better for different products.

For the product aimed towards young professionals, increasing perceived need and personal relevance was the most successful strategy.

For example:

- We made people feel special by saying 'The best product for cashback is reserved for you'. This strategy shows the power that adding just one word can have. By adding the word 'reserved' not only do we create a sense of pre-ownership, but we make people feel that they are elevated above everyone else and have a special status.

- We also framed the product in terms of the target audience's personal wants and needs: 'Want to invest in yourself and save at the same time?'

For the product aimed towards young adults who enjoy travel and leisure, increasing understanding of the benefits and reducing perceived effort was the most successful strategy.

- Here we reframed the air miles reward to tell customers not just how many miles they get but where they can go with them: "spend S$1,180 monthly to earn enough reward points to redeem a return trip to Perth."

- We also framed the sign-up process as easy by highlighting that they can apply in 10 minutes and start earning rewards.

For the product aimed towards young families, increasing understanding and ease, and creating differentiation and trust were the joint winning strategies.

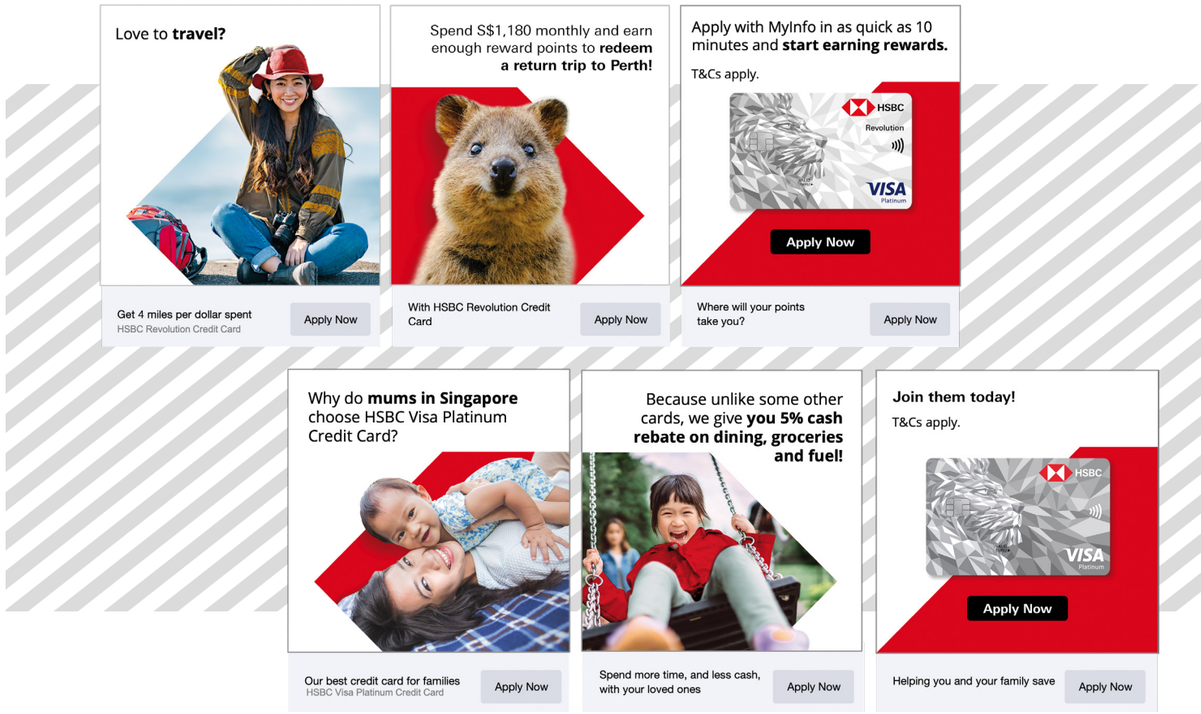
- To increase understanding, we made cashback feel more concrete by saying each year they can get cashback of $1,000, which is more than 2 months' worth of groceries. Concrete information is easier for us to process and recall. Providing a relatable reference point - like grocery shopping - allows customers to concretely visualise the benefit, thus making it simpler to grasp the value of the cashback they can earn.

- To create differentiation and trust, we highlighted that the product is endorsed by mothers in Singapore. This acted as a form of social proof – a decision heuristic whereby we look to the opinion of others as proof of how good a product or service is.

HSBC

Author:
Charlotte Walton

Market:
Singapore



Impact

The optimised ads led to thousands of new sign-ups, almost tripling the original KPI. Not only did HSBC acquire customers at less than half the industry average cost. They also saw cancellation intent in the two months after the campaign, drop by almost half compared to the two months prior to the campaign.

These findings serve as compelling proof that the application of behaviourally informed message framing can outperform and be more cost-effective than conventional incentives like complimentary gifts.

Key Learnings

Our approach brought together the best of marketing and behavioural science. By pairing behavioural science message framing with real-time testing to optimise the copy and design of the ads, we were able to achieve impressive results efficiently and with minimal costs spent.

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

IDEAS

IDEAS

The one word that made men

SPEAK UP
SPEAK UP
SPEAK UP

MAYOR OF LONDON

Authors:
David Fanner & Mike Hughes

Market:
UK

We found that 85% of men had the intention to call out misogyny but most didn't know how to do it. Could we leverage behavioural insights to help young men to find the right words to call out misogyny?

MAYOR OF LONDON

Authors:
David Fanner & Mike Hughes

Market:
UK

Behavioural Challenge

In the UK, 97% of women have been sexually harassed. Society's default solution is policing and imprisonment. These are essential, but they treat the problem after damage has already been done. Sometimes, fatally. Our strategy tackles the problem at its root.

Crime data in the UK shows that what starts as crude banter and sexist attitude leads to explicit sexual violence. Which is why the Canadian Airforce, universities across the world and women's rights organisations all agree that stopping 'low level' misogyny prevents future violence from happening.

Post-campaign research from our first campaign, Have A Word, revealed that 85% of men would call out misogyny.

It also revealed that two-thirds said they didn't know how to call it out. They lacked the capability. They lacked the words.

Our task was to get young London men to call out their friends' misogynistic comments by increasing their capability, confidence and willingness to intervene when they see it.

Our Approach

We knew we needed to understand the full context of this complex issue by taking a cross-disciplinary, mixed-methods approach.

This would involve a thorough academic literature review; consulting 26 experts in violence against women and girls, studying 288 video diaries from men, and scraping 21 million words of misogynistic discourse online. We fed this data to our big data language analysis tool, along with 21 million more words of misogynistic discourse online to reveal invisible patterns.

It gave us clues. And yet, there was no substitute for real world immersion.

This challenge necessitated the time and rich context of 21 hours of ethnography in male-dominated spaces, which gave us the real breakthrough. By immersing ourselves in pubs, barbershops and gyms, observing and speaking to everyone from swimming teachers to hedge fund managers, we began to understand the sacred social dynamics of men amongst men.

Our breakthrough was discovering that friends call each other out from a place of love and respect for one another. And it is respect, not reprimand, that works best.

"It might feel like they're 'getting away with it', but sometimes giving space to climb down with their ego intact can be the best approach" - NHS Safeguarding.

We needed a word or gesture that would help them break the silence, not the social bond. Something to call friends out with respect and levity.

Solution

Our creative solution was a single word.

MAAATE.

Drawing from the familiar language of male friendships, ‘maaate’ needs no introduction.

Both familiar and different, this easy yet powerful intervention uses what linguists call ‘vowel lengthening’. Elongating ‘aaa’ softens the hardness of ‘Mate. Stop!’ to respectfully signal you’re serious.

An independent third party tested it. Men across ages, cultures and ethnicities piloted it and described it as a ‘pacifier’ – a way to punctuate the situation, striking a good balance between levity and authority.

We had the solution, but now we needed to launch it into culture.

Most people believe that movements start from the loudest, most authoritative voices at the centre of the network. But this is only true for ‘simple contagion’ such as spreading coughs. In these cases, it makes sense to activate the central voices.

However, to adopt a behaviour — ‘complex contagion’ — it is not the number of times a person hears it, but the number of sources they hear it from that matters. Successful movements start at the edges.

That’s why we seeded the word into culture, starting with comedians such as Romesh Ranganathan, then LADbible Group’s extensive network, and only then, ending with the Mayor of London.

After months of quietly seeding Maaate into culture, we loudly launched across paid social, Out of Home billboards, and on LADbible’s Maaate hub. We created an interactive film with 270 branches. Here, viewers could simulate being a bystander to misogyny and press a skip-like ‘Maaate’ button to call it out.

Unlike other campaigns, it focused exclusively on ‘low-level’ misogyny as it is exactly this kind of ‘banter’ that is often so ignored, and so insidious.

Impact

For Maaate to be used widely, it had to become national conversation. And it did.

Nearly every tabloid and broadsheet devoted articles to it. Discussions on BBC Radio 1 (for as long as 25 minutes), BBC News, and national TV generated an earned reach of **3.5 billion**, double that of the World Cup Finals.

Reddit, Instagram, Mumsnet and even Gransnet comment sections were frequently 300-comments deep. The Maaate debate raged for several weeks, and it worked.

Maaate drove willingness and confidence to intervene. **Confidence grew from 38% to 54%. Willingness, from 73% to 81%.**

It turned the least likely group to intervene – 18-34-year-old-men – into the most likely to.

Crucially, men actively engaged. Men discussing misogyny increased by +15% online. Mentions of men **combating misogyny increased 3x**.

Men are using Maaate. Romesh Ranganathan’s GIF has been viewed **515,845** times. YouGov found that nearly a third of surveyed young men have used ‘Mate’ to call friends out since the campaign, and half of those have been an elongated ‘Maaate’.

MAYOR OF LONDON

Authors:
David Fanner & Mike Hughes

Market:
UK

Key Learnings

Get away from your desk. **Physically go where your audience is. Observe their body language. Watch them interact with each other, your topic or your product. The quality, and therefore value of insight is far, far higher.**

Ride the storm. **Our intervention deals with an emotive topic. It caused incendiary debate across the nation. Thanks to the immense rigour behind Maaate that we knew we were onto something and were able to stand firm until other defenders were confident to join in. It was an original solution based on human insight and expertise, and that resonated with real people. It would have been easy to crawl away, but we had all the evidence, and nothing to hide.**

Ask for help. **We did our own research, but we also spoke with 26 experts from different fields to ensure we understood the full context to this challenging issue.**

Watch the campaign film here

Helping Brits design their homes with their HEARTS

ARGOS

Author:
David Fanner

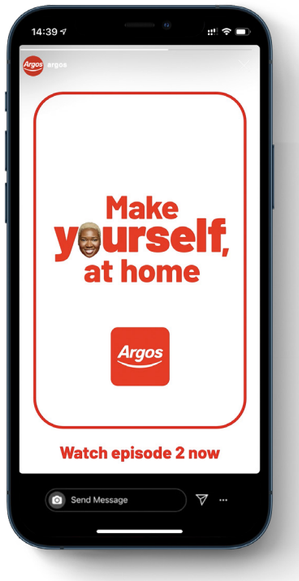
Market:
UK

Despite being a nation full of personality Britain's favourite sofa colour is grey. Could we use Emotional Resonance Testing to help customers discover more inspiring interior design based on their true preferences?

ARGOS

Author:
David Fanner

Market:
UK

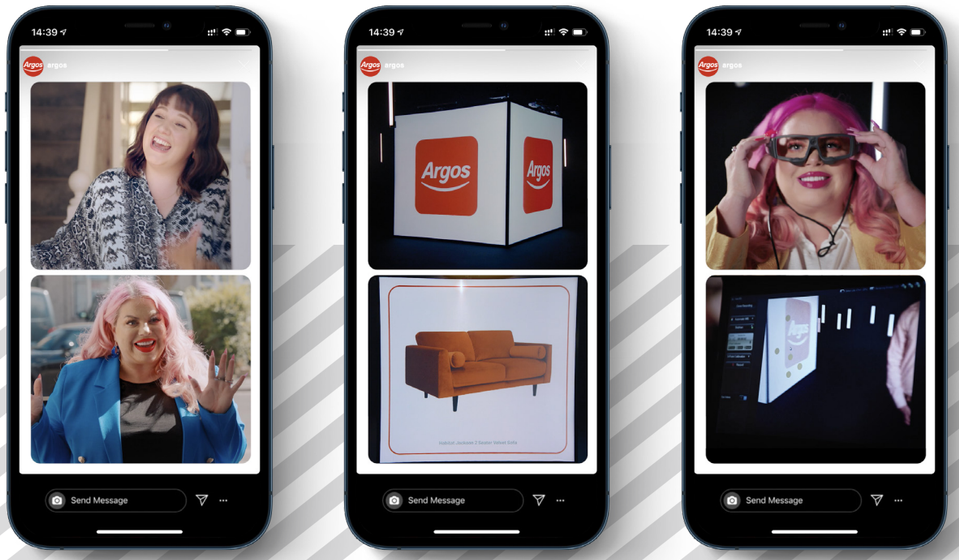


Behavioural Challenge

It wasn't grey, and it wasn't beige. It was 'Greige'. A single colour had dominated Britain's homes, becoming the nation's favourite sofa colour. This was a problem for Argos, who had recently acquired designer homeware brand, Habitat.

The retailer sought to grow their business by shifting the perception of Argos being a shop for 'distress buys' — for when your kettle pops, or you need an emergency paddling pool — to being a place of discovery and inspiration.

The brief to behavioural science: help Brits design their homes with their hearts.



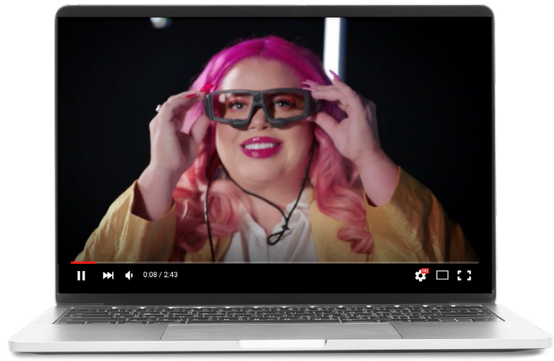
Our Approach

If we were to simply ask people what interiors they like, we'd only get 'System 2' explicit responses. It's hard to know what you like, and even harder to express it. 'Do you like this?' type-surveys are only around 17 – 35% accurate.

If we were going to get Brits to design their homes with their hearts, we'd have to find a way to tap into their subconscious gut feelings about colours, textures and styles of interior design.

We explored fMRI, EEG, GSR. No amount of neuroscience acronyms could help us. Measuring brain activity with EEG and fMRI required renting a hospital's lab, and others could only be measured lying down very, very still.

And then we discovered Emotional Resonance Testing. Emotional Resonance Testing allows us to measure the love and reward hormones – oxytocin and dopamine – through wrist trackers. It's backed by 20 years of neuroscience research funded by DARPA. This tech has successfully predicted which film trailers, Spotify artists, and training programs would have the most success — to 83% accuracy.



Solution

Our creative idea: Make yourself, at Home.

We worked with Ogilvy Advertising interior design influencer Siobhan Murphey, a giant 3x3 metre cube, and our mind-reading neuroscience tech to track a family's subconscious reactions to products, colours and textures. All to help them find an interior design style that truly expressed what they loved. Without speaking a word, their data showed us – clearly, in real-time – what their brains actually valued. These readings became reality. Their home was furnished based on the results, and their reaction was filmed.

ARGOS

Author:
David Fanner

Market:
UK

Impact

The content series ran for six months and delivered **+4pt lift in brand favourability**; **+3.1pt lift in perception** that “Argos gives me ideas and inspiration to find what I’m looking for”; **+7pt lift in perception** that “Argos sells high quality home and furniture products”; and generated a head-turning **£77 for every £1 invested.**

But most importantly, we helped more of the nation’s homeowners to say bye-bye to greige and hello to a home that truly reflects their personalities.

Key Learnings

Relying on explicit research methods—like surveys and focus groups—will give you an answer, but it might not be particularly useful, true, or predictive. Responses will always be coloured by human biases. With the latest technology, it is now possible to tell what people *really* want.

Watch the campaign film here

INTERVENTIONS

HUGGIES

Authors:
Annabel Eve & Pete Dyson

Market:
USA

One from the archives

3.5 million babies are born in the USA per year, yet hospitals in the US rarely change their diaper provider. Could we increase Huggies adoption in hospitals by just asking a simple question?

Changing Diaper

DECISIONS
DECISIONS
DECISIONS
DECISIONS
DECISIONS

Behavioural Challenge

The Huggies diaper brand was keen to ensure their specialist diapers and wipes reached hospitals across the US. In an environment where the incumbent brand is rarely substituted, we needed to encourage decision-makers to discover there were other options - by opting into a trial and helping them to decide whether to switch brands. However, how do we help them switch when they don't think they need to? Or are happy with the default?

Our Approach

We often find the most interesting insight is what people don't say; therefore, we used Implicit Association Testing (IAT) to really understand the minds of Materials Managers, their decision-making processes, and their barriers and drivers to switching.

Usually, when asking people to switch, people get defensive and say all the reasons they are happy to stay.

Rather than convince them otherwise, we wanted them to convince themselves, and if they couldn't, maybe their preference wasn't as strong as they thought.

We asked the managers to do one simple task: write down 10 things they loved about their current supplier. Shouldn't that be easy if they were happy?

Turned out they could only get to four before highlighting that maybe they didn't rate their existing supplier that much.

Solution

Once we highlighted that they might not be as happy with their existing supplier, they became more open to change.

We helped curate a new feedback form/checklist that encouraged stronger re-evaluation of the current brand. We built a psychologically informed sales toolkit that in addition, included:

- People-friendly pricing charts that leveraged smart choice and price architecture to make navigating options easier.
- Behavioural sales tactics training module to empower and upskill teams.

Impact

The sales toolkit got more Huggies into hospitals, more than doubling the number of hospitals taking on a one-month trial of Huggies diapers and boosting the evaluation conversation rate from 53% to 65%.

Behavioural tactics became embedded in the sales team's DNA, setting them up for long-term success.

HUGGIES

Authors:
Annabel Eve & Pete Dyson

Market:
USA

One from the archives

Key Learnings

Don't tell people – show them. **A simple exercise helped highlight if you can't name 10 things they like – this probably means they aren't as happy.**

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

ENDING FOOD WASTE
ENDING FOOD WASTE
ENDING FOOD WASTE
one label at a time

WRAP

Authors:
Charlotte Walton & Madeleine Croucher

Market:
UK

One from the archives

41% of food waste is thrown away because it's gone off or past the date on its packaging. Could we reduce food waste by adding just one more word to date labels?

Behavioural Challenge

The UK wastes over 7 million tonnes of food annually. A significant portion of this (41%) is food that's thrown away because it's gone off or is past the date on its packaging. The date label on food is cited as being responsible for the disposal of 600,000 tonnes of edible food waste. Our challenge was to help citizens use up their food in time, to avoid unnecessary disposal.

Our Approach

In partnership with WRAP, we conducted a multi-phase research approach:

- Through a nationwide ethnography, we learned that many consumers didn't understand "Best Before" and "Use By" dates on food labels.
- We developed and tested a series of innovative labelling systems in an Implicit Association Test (IAT) to uncover citizen understanding and intention to change their behaviours with food products.
- The new label format was piloted by WRAP with food retailer Ocado on beef mince products to understand real world impact on consumer behaviour and isolate behaviour change to the change in the label. The pilot leveraged interviews, pre and post surveys and a statistical model to test for variations in food waste pre, post and between treatment and control groups.

We found a critical insight:
What's the day 10 days from now? Consumers struggle to answer it – it's confusing and cognitively exhausting. Leading to unnecessary waste.

Solution

We introduced 'Days on date labels', a brain friendly labelling system that displays both the day and the date on the Use By/Best Before label. The inclusion of the day makes the label cognitively easier to process, allowing our brains to translate the calendar date into a more immediately accessible timeframe more quickly. Our hypothesis was that adding the day will make the label more immediately salient, reducing waste by encouraging prioritisation of food closest to the Use By/Best Before date in the home.

Impact

In a proof-of-concept IAT, 86% of participants rated the new format the most intuitive way of communicating food expiry dates and 49% said it would encourage them to use or freeze their product (milk) before the date.

In a real-world pilot with Ocado **>63%** checked the label and 61% correctly understood it. While few people said they actively noticed that the label was different, the high level of understanding it received is positive based on what we previously learned about consumer's confusion over date labels. In interviews, consumers were positive about the new label stating it was a helpful and convenient aid.

While tracking the reduction of actual food waste was more difficult, we were reassured that there was no evidence that the new label had backfire effects, e.g., it didn't lead to the disposal of entire packs.

Overall, the results point to the new label's potential to reduce avoidable food waste through the intuitive new labelling system.

WRAP

Authors:
Charlotte Walton & Madeleine Croucher

Market:
UK

One from the archives

Key Learnings

It can be extremely difficult to attribute cause and effect to behaviour change, but most of the time proxy measures can give us enough confidence to know that an intervention is worth scaling.

We don't always have to have noticed an intervention for it to work – quite often they work at a system 1 level, influencing us without us consciously having to think about it. A good reminder that self-reported measures, while helpful, don't always reveal the full impact.

More details on the pilot can be found here

Bagging

BETTER HABITS

BETTER HABITS
BETTER HABITS

WRAP

Authors:
Charlotte Walton & Madeleine Croucher

Market:
UK

Wasted fruit and vegetables are driven in part by incorrect storage behaviour. Could a series of timely interventions get people to store fruit and veg correctly?

Behavioural Challenge

Fruit and veg contribute to 34% of all food waste in the UK, making them the highest wasted category. This amounts to 1.3m tonnes of edible vegetable waste and 320,000 tonnes of edible food waste. 41% of food is wasted because it isn't used in time. How could we get people to store fruit and vegetables in the fridge to make them last longer?

Our Approach

We partnered with WRAP to create interventions that encourage citizens to store fresh fruit and vegetables correctly, with the aim of reducing the amount that is thrown away.

We identified that the main barriers to correct storage behaviour include poor storage knowledge, long-held storage habits, and competing goals such as wanting to put fruit somewhere visible.

To tackle these, we created a series of interventions across the consumer journey, to provide the right knowledge to people at the right time, helping them to overcome their incorrect storage habits.

Solution

We developed a series of behavioural intervention ideas that were included as part of the 'Store Smart kit' which was distributed to over 4,000 people in the UK, alongside an information leaflet with an explanation of the kit and the project.

Bag better storage behaviour
Reusable shopping bags that show what fruits and vegetables belong where. The bags are temporally relevant to both in-store packing and at-home unpacking, providing a timely reminder to store fruit and vegetables in the fridge by ensuring the right guidance is available at the right time. The bag design had images of many of the most common fruit and vegetables, indicating that only 3 of these should stay outside the fridge and the rest should be refrigerated. This design leveraged the Picture Superiority effect: we more easily process and remember images than words, making it easy to know and remember what belongs in the fridge.

Making it stick
Fridge decal stickers that clearly indicate where fruit and veg should go in the fridge as a salient and timely reminder. This idea also leveraged the Foot-In-The-Door effect; we know that if we ask people to take a small action of adding these stickers in their fridge, they are more likely to comply with a bigger request of changing their storage habits.

Iconic shopping list
Adding fridge icons to shopping lists, helping customers create the association between certain fruits and vegetables with fridge storage. Storage guidance on packaging is often hidden amongst lots of other information. Having the icons displayed next to each item on the shopping list therefore increases the salience of this information and provides a cognitively easy short hand for which items need to go in the fridge.

WRAP

Authors:
Charlotte Walton & Madeleine Croucher

Market:
UK

Impact

The results of the pilot indicated clear improvements in knowledge and behaviour. **35% of kit recipients improved their overall storage behaviour**, meaning that for at least one fruit or vegetable item, they changed where they stored items from a sub-optimal to the optimal location after receiving the kit.

Key Learnings

When designing interventions, it is key to consider the point of decision making. Ensuring that people receive the right information or prompt at the right time is almost as important as the information itself in effectively encouraging behaviour change.

Watch the case study video here

BESCI OPINION

BESCI OPINION

UNDERSTANDING
UNDERSTANDING
UNDERSTANDING
UNDERSTANDING

audiences anytime and anywhere with personality profiling and AI

Author:
Paolo Mercado

Market:
Asia

International brand marketing teams usually face the following dilemma: How can we create campaigns that have the efficiency and consistency of multi-market campaigns while being relevant at a local market level?

Creating effective yet efficient brand campaigns that resonate with millions of consumers across multiple markets is a consistent challenge brand builders face, especially when they are trying to create campaigns that are meant to elicit a deep emotional reaction amongst their target audiences. How can we begin to develop ideas that resonate with divergent cultures that may not interpret the same brand communications in the same way?

One way of doing this is by understanding the personality, worldview and thinking styles of your target audience.

Ogilvy Consulting created The Cognitive Profiler to help marketers address this challenge using human insight based on proven psychological theories. Co-developed in partnership with Kantar, the Cognitive Profiler integrates several proven psychological measurement tools that assess personality traits, cognitive thinking styles, and world views.

Over the past 7 years, we have customised Cognitive Profiler projects to enhance customer segmentation models for our clients ranging from consumer goods, pharmaceuticals, retail, energy, governments, and NGOs. We have surveyed more than 30,000 people across 20 countries and our methodology has achieved recognition for innovation from research bodies such as ESOMAR.

Creating intuitive data visualisations

We have a rich backlog of insights, but we needed to create an easy way for users to see the cognitive similarities and differences between consumers in different markets.

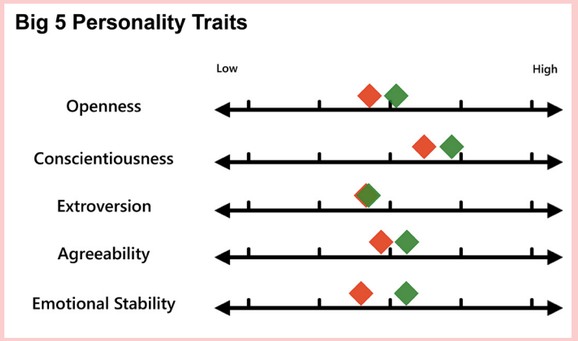
Introducing the Cognitive Profiler dashboard, an automated visualisation dashboard. Through this tool, users can instantly create audience segments and see more nuanced, cognitive profiles of their audiences which go beyond traditional audience insights.

Ogilvy CONSULTING

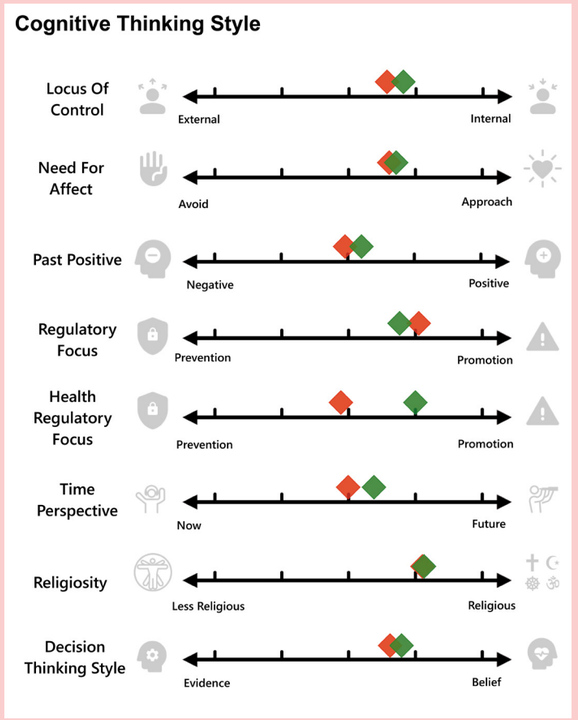
Audience Insights Tool

Cognitive Profile

Media Behaviour



Big 5 Personality Traits of Single Moms (Red) vs Married Moms (Green)



Cognitive Thinking Styles of Single Moms (Red) vs Married Moms (Green)

Portrait of a Single Mother

To illustrate with a market specific example, we wanted to see the difference between single moms vs. married moms in the Philippines. We set up a 2-audience comparison filter to show single moms (women with children, all ages, single or divorced) and married moms (women with children, all ages, married).

Our dashboard immediately shows the key personality trait differences among single moms (red diamonds below) in relation to their married counterparts (green diamonds below); where we see single moms being less open-minded, Conscientious and Agreeable. While they are comparable in Extroversion, single moms are clearly more prone to worrying (low Emotional Stability) than married moms.

When it comes to cognitive styles, both groups were actually very similar in most variables except for Health Regulatory Focus. Married moms are much more ready to embrace new ways to improve their health (Promotion Mindset), while single moms seem to be a bit more cautious (Prevention Mindset).

A notable lack of difference though is in the Religiosity variable. In a conservative, Catholic country like the Philippines, where being a single mom is sometimes stigmatised as being morally inferior, there is no difference in how single moms rate their own Religiosity vs. married moms.

Author:
Paolo Mercado

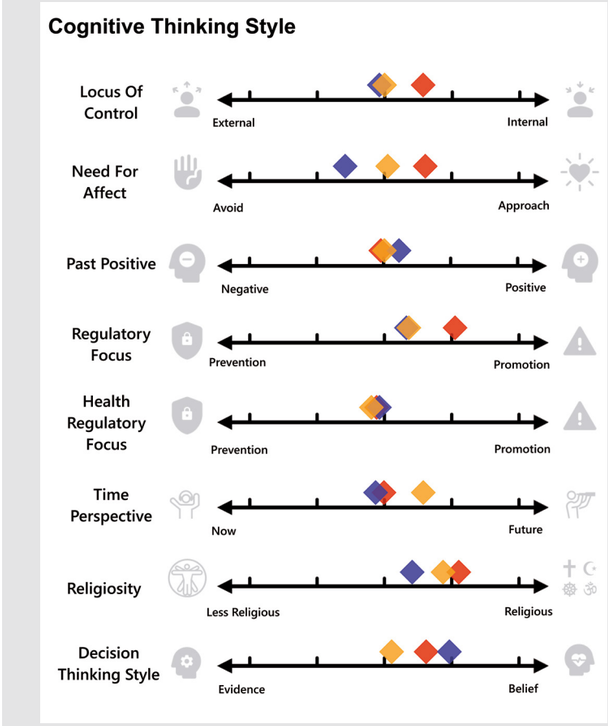
Market:
Asia

Creating Multi-Market Cognitive Profiles

The Cognitive Profiler insights dashboard also helps us compare audiences across different markets.

To illustrate, let us say a brand wants to run a campaign targeting single moms across three diverse Southeast Asian countries: Philippines, Thailand and Malaysia. Would the demographic similarity amongst these women (i.e. being single moms) lead to greater similarity across these countries? Or would the underlying cultural contexts create significant differences across the markets? Figure 5 below from our dashboard gives us a clear answer.

Single moms across these 3 countries showed more diversity rather than similarity on the cognitive style measures.



Cognitive styles of single moms in the Philippines (Red), Thailand (Blue) and Malaysia (Yellow)

- Filipino single moms rated themselves higher in Internal Locus of Control, Need for Affect, Promotion Mindset, and Religiosity versus single moms from Thailand and Malaysia.
- Thai single moms expressed the lowest Need for Affect, are more Present Focused, and are the least religious amongst the 3 groups.
- Malaysian single moms are the more Future Minded, are as religious as Filipino moms, but have the most Evidence-based decision style.

With this diversity in cognitive styles across the three markets, we would strongly advise for a brand to consider customised local campaigns as these will likely create greater resonance and impact rather than force a one-size-fits-all approach for this target group.

Author:
Paolo Mercado

Market:
Asia

Enhancing The Cognitive Profiler with AI

With the richness of our Cognitive Profiler data across multiple countries, we have been exploring the use of AI to bring the Profiler insights to the next level.

Using Cognitive Profiler insights, we can create more empathetic and evocative target audience portraits to inspire creative brainstorming. For example, we created a visual representation of a single mom in the Philippines reflecting her key personality traits (Low Openness, Low Agreeableness, Low Emotional Stability) and cognitive styles (Internal Locus of Control, Prevention Minded, High Religiosity).

We are further exploring how AI can help us build target audience avatars using unique cognitive profiles to create empathetic audience models our teams can interact with.

Why does it matter?

Cognitive profiling helps marketers move beyond the bluntness of current segmentation models based mainly on demographics, lifestyles and transaction data. These ways of looking at audiences can lead to lack of nuance at best, and stereotyping at worst, as they don't really tell us who our audience are beyond the surface layer. With cognitive profiling, we're not just scratching the surface - we're diving deep into the core of our audience's identity. This revolutionary approach provides us with an empathetic lens through which we see our target audiences, unearthing the complexity of their true selves and allowing us to find ways to resonate with them on a deep psychological level.

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

How to think like a BEHAVIOURAL SCIENTIST

01.

Unearth the unknown

Average campaigns rest on what consumers want. However, consumers have many unmet or even unknown needs, and we won't get them if we ask them what they want. But how do we dig deeper? The insights for the Maaate campaign came about through fully understanding how men relate to each other, watching how they interact, and using techniques that will reveal their hidden thoughts and feelings.

- ✗ **Don't** rely solely on surveys and focus groups.
- ✓ **Do** observe real-world behaviour in context, analyse non-verbal cues, and incorporate implicit measures to uncover hidden motivations and biases.

02.

Follow the behaviour to unlock the unexpected

Thinking behaviour first means you get different answers than the classic marketing approach - it offers the opportunity to surface surpassingly divergent thinking. Don't be afraid to look in unexpected places for your solutions. Unrelated insights into culture allow you to develop creative, effective solutions. Linking voting behaviour with Love Island and British politics wasn't obvious, but it was effective.

- ✗ **Don't** narrow your solutions to persuade using rational/ conventional ways.
- ✓ **Do** look for solutions outside of the obvious, for example, in pop culture or other unrelated environments.

03.

Test don't guess

Don't assume you know how your audience will react in real-life situations. Some of the most beautiful, curated ideas don't work as strongly in practice. For example, day-on-date labels needed testing and pilots to see if they had promising results. Not relying on what people say but evaluating how they act, removes the guess work.

- ✗ **Don't** rely on your audience's past behaviour and assumptions.
- ✓ **Do** use evidence-based persuasive messaging testing & pilot studies.

Don't be afraid to look stupid – Ask us to help you!

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GLOSSARY GLOSSARY GLOSSARY GLOSSARY

of behavioural science principles

Affect – Our experience of feelings, emotions and mood

Behavioural Challenge – A problem or issue that can be addressed through an understanding of human behaviour and the application of behavioural science principles

Choice Paralysis/ Choice Overload – The phenomenon where we are presented with too many choices/decisions, that our ability to decide is impaired, leading to a poor choice or no choice being made at all

Chunking – Splitting a task or process into parts makes it easier to process, and people build confidence after completing each chunk

Cognitive Ease – We are more likely to perform behaviours that are easier for our brains to process

Cognitive Profiler – Co-developed by Ogilvy Consulting and Kantar, a measurement which combines several proven psychological tools which assess Personality Traits, Cognitive Thinking Styles, and World Views

COM-B Model – A model used in behavioural science which stands for Capability, Opportunity, Motivation - Behaviour. It suggests that for a behaviour to occur, people must have the capability, opportunity and motivation to perform it

Complex Contagion – A social phenomenon whereby one must be exposed to an innovation from multiple sources before adopting a change of behaviour

Concreteness Effect – An effect whereby we process words with solid, unambiguous meanings easier than more abstract words

DARPA – The Defense Advanced Research Projects Agency is a research and development agency that is responsible for research into and development of emerging technologies

Defaults – The phenomenon where we tend to go with pre-selected options and avoid changing them

EAST Framework – A framework used in behavioural science which stands for Easy, Attractive, Social, Timely - these are principles used to encourage a desired behaviour

EEG – Electroencephalography, a brain scanning technique where spontaneous brain activity is measured by detecting postsynaptic potentials

Emotional Resonance Testing – A method of testing emotional responses to stimuli, such as products or advertisements, often through physiological measures like heart rate or skin conductance

Endowment Effect – The concept or prospect of owning something increases its value to us and makes us less likely to give it up

Ethnography – A research method used in anthropology where researchers observe and interact with a study's participants in their real-life environment

fMRI – Functional Magnetic Resonance Imaging, a brain scanning technique that measures activity by detecting changes in blood flow in certain areas of the brain

Foot-in-the-door effect – A compliance tactic that involves getting a person to agree to a large request by first setting them up by having that person agree to a modest request

Framing – The phenomenon whereby we react differently to information the way it is presented

Gen Z – The generation born between 1997 and 2012. They are characterised by their use of digital technology from a young age and comfort with social diversity

GSR – Galvanic Skin Response, a measure of emotional arousal and other psychological processes which measures the electrical conductance of the skin

Identity Priming – A psychological technique where exposure to a certain stimulus influences the behaviour of an individual towards a later stimulus, based on the individual's self-concept or identity

Idiosyncratic Fit – The feeling that you have a particular advantage over others to achieve a goal or earn a benefit

Implicit Association Testing (IAT) – A measure within social psychology designed to detect the strength of a person's subconscious association between mental representations of objects in memory.

Linguistic Analysis – The process of analysing language including its structure, meaning, and context

Nudge – A nudge is any aspect of an intervention which is designed to alter people's behaviour without forbidding options or changing their economic incentives

Picture superiority effect – The tendency we have to remember pictures and images better than words

Present Bias – The tendency for people to give stronger weight to payoffs that are closer to the present time when considering trade-offs between two future moments

Salience – Salience refers to how noticeable or relevant information is

Social Proof – Other people's opinions act as 'proof' of how good a product or service is

System 2 – In psychology, System 2 refers to the kind of thinking that is slow, deliberate, and conscious, often used in analytical and complex decision making

WRAP – The Waste and Resources Action Programme, a UK charity that works with businesses, individuals and communities to achieve a circular economy through helping them reduce waste, develop sustainable products and use resources in an efficient way.

WORK WITH US

WORK WITH US

WORK WITH US

NUDGESTOCK

NUDGESTOCK

NUDGESTOCK

NUDGESTOCK

At Ogilvy Consulting's Behavioural Science Practice, we use a fine blend of behavioural science and creativity to solve the toughest human-centered challenges.

Whether we're tasked with getting more Gen-Z Brits to vote, finding the words to call out misogyny, or getting more Huggies into hospitals, we create effective interventions, communications and experiences for a range of causes and clients, including private and public sectors.

At Ogilvy Consulting, we are a uniquely connected team, with a global network of colleagues, scientists, and psychologists up our sleeve. We also know that it takes the right know-how for each challenge, so we draw on expertise from Branding Advertising, PR & Influence, Health, and Ogilvy One.

We bring proprietary tools, proven experience, expert facilitation and the power of Ogilvy creativity to unlock the hidden 'psychological power' within our partners' brands and businesses. Big or small, our interventions always unlock unseen opportunities.

Think behavioural science could be the key to unlocking your business's challenges? Get in touch!

CONTACT US TODAY

For more from Ogilvy Consulting's Behavioural Science Practice, don't miss Nudgestock, the world's largest festival of behavioural science and creativity. It's a chance for C-suite marketers, practitioners, and the nudge-curious to learn how to think like a behavioural scientist, through talks, workshops, and discussions led by the world's leading voices across multiple disciplines.

This year, Nudgestock is uncovering the theme of Time.

It's likely that you take up far fewer financial services products than would be beneficial to you because your brain is wired to be in the present. You make far fewer sustainable choices than you believe you should because the future result isn't real enough for you to act. You aren't growing to your full potential at work because it's not natural for us to engage our past experiences which would reveal patterns of behaviour holding you back, and your employee experiences will be stunted because your employer fundamentally misunderstands how to motivate you in the present.

The past few decades have seen a wave of breakthroughs in our understanding of the psychology of time yet many of those insights that could be helping leaders make better decisions and design better systems lay resting deep in academic tombs.

So at Nudgestock this year we wanted to liberate deep human insights into time and how it affects our behaviour with 8 of the world leading authorities on time, to empower the audience to act on everything from healthcare to wealthcare, from B2B to B2C, for better consumer experiences, to more engaged employees.

Once you start seeing the world through the psychology of time … you'll never see it the same again.
Recordings from the last 11 years of Nudgestock are available to stream on the **@Nudgestock** YouTube channel now.

Watch this years' Nudgestock here

What behaviour do you want to

CHANGE

CHANGE

CHANGE

CHANGE

CHANGE

Click here for our behavioural science hotline

PERSONAL: LET'S GET PERSONAL: LET'S GET PERSONAL:

How the team uses BeSci in their everyday lives

The only thing which will help me get out and go for a run is my favourite podcast Desert Island Discs – I am only allowed to listen to it while running.

Habit Bundling, Annabel

If I NEED to remember something, I'll put it in the middle of the floor. Or I turn a chair upside down or something. I'll see the weird chair and think 'Oh right, birthday card!'

Habit Discontinuity, David

I once reduced sponge-binning of 8 uni housemates by leaving only two sponges out at a time.

Scarcity Effect, David

Trying to get my partner to go to random events he wouldn't be keen for is all about the framing.

Framing, Chelsea

To make it easier to achieve, last year I focused my new year's resolution on one single sustainability commitment – to reduce my consumption of fast fashion. I measured it by limiting myself to only buying 5 items max, and I told friends about it to keep myself accountable.

EAST Framework, Alessia

I make sure to remind myself of the progress I've made on my goals so far. When I know I'm closer to the final goal, I feel much more motivated to finish.

Goal Gradient Effect, Alf

I reframe arduous tasks from 'I have to' to 'I get to'.

Framing, David

To nudge myself to get to the gym, I tell myself I only need to go for 20 minutes to make it feel less daunting and more achievable. Once I get there, I end up staying longer.

Chunking, Charlotte

I use a pre/postmortem before any big project, this is imagining the project was a complete failure, list the reasons why? Then imagine the project was an amazing success, why? This helps understand what to focus on, and what to watch out for!

Pre/Post-Mortems, Annabel

FACES FACES FACES

behind the Annual

Rory Sutherland

Vice Chairman, Ogilvy UK
Rory Sutherland is the Vice Chairman of Ogilvy UK, where he has worked since 1988. This attractively vague job title has allowed him to form a behavioural science practice within the agency dedicated to uncovering the hidden business and social possibilities which emerge when you apply creative minds to the latest thinking in psychology and behavioural science.
He is the author of three books: The Wiki Man, the best-selling Alchemy - The Surprising Power of Ideas Which Don't Make Sense and Transport For Humans.

Dan Bennett

Consulting Partner & UK Lead, Behavioural Science
Dan leads the Behavioural Science Practice with Rory Sutherland at Ogilvy Consulting UK. He is a practitioner, speaker and writer on the creative application of behavioural science to the worlds toughest challenges. A founding member of the practice in 2012, he has worked on over 100 of the worlds biggest brands in over 20 countries.

Mike Hughes

Consulting Director
Having graduated with a Master's degree in Psychology in 2016, Mike successfully applied for the Ogilvy Summer School and never really left. As creative lead in the Behavioural Science Practice, Mike has a passion for solving complex problems through behavioural insight and creative thinking and has led pioneering behaviour change projects with some of the world's largest organisation such as Meta, Google and Spotify.

Annabel Eve

BeSci Analyst
Previously a communications strategist for 6 years. Annabel wanted to dig down further to understand the real 'why' behind our behaviour. Reigniting her love for Anthropology; completed a behavioural science Masters at LSE. Previously consulted for brands such as Heineken & Nestle.

Charlotte Walton

BeSci Analyst
With an academic background in Psychology and Social Cognition, Charlotte is experienced in applying behavioural science to sticky challenges. This has included designing interventions to reduce food waste behaviour, encouraging more frequent gym attendance, and unlocking brand engagement through the application of personality insights.

David Fanner

Consultant, Behavioural Science
David is a Consultant with a long-time passion for the creative application of behavioural science. He has helmed the behavioural science of Ogilvy's biggest behaviour change campaigns in recent history for clients such as Mayor of London, Zurich Insurance, and Sainsbury's Group, intersecting with all Ogilvy functions from Advertising, PR to Experience.

Maddie Croucher

Consulting Director
In her 8 years at Ogilvy Consulting Maddie has unlocked impact for leading multinational organisations, small local charities, and everything in between. Her passion lies in applying behavioural science and creativity to drive sustainable and social impact behaviours in markets around the world for private, public and third sector clients.

Alf Prowse

BeSci Analyst
After graduating in Psychology from Durham University, Alf had spent the last year and a half completing the Pipe Apprenticeship scheme at Ogilvy UK. Before joining the Consulting Department, he completed rotations across Advertising, Influence, Experience and Social working on global campaigns for industry leading clients.

Paolo Mercado

President, Ogilvy Consulting Asia
Paolo is joint President for Ogilvy Consulting Asia, leading the Brand Consulting and Behavioral Science Practice. He is a seasoned international marketing & advertising leader with close to 25 years of experience in the field. Paolo's passion for consumer behaviour stems from his psychology background and extensive research experience.

2024

2024