

The Drivers of Influence



Transmitter



Habits



Ego



Default



Reciprocity



Incentives



Value



Emotion



Reinforcement



Salience



One step at a time



Framing



Imediacy



Nostalgia



Fairness



Loss aversion



Upper anchoring



Easiness



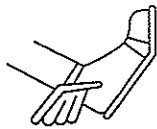
Norms



Compartmentalize



Engagement



Transmitter

CHOOSE THE RIGHT MESSENGER TO CONVEY THE MESSAGE

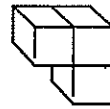


Behavioural Insight

We evaluate a message or information differently depending on who communicates it.

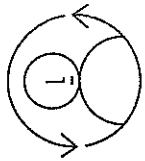
Examples

- People where more likely to sign up for the Army Reserve when sent an email from a real and named officer.
- We take information more seriously if it is shared by an expert (e.g. scientist wearing a white lab coat)



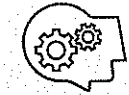
Practical tip

- Have an expert or celebrity person talk about the benefits of your product.



Habits

PROMOTE THE DEVELOPMENT OF NEW ROUTINES THROUGH NEW CUES AND APPROPRIATE REWARDS



Behavioural Insight

Once established, habits can be very hard to get rid of. We do a lot of our daily activities out of habit. It is easier to substitute a similar habit than to eliminate a well-entrenched one.

Examples

- Getting people to switch from standard cars to electric vehicles is easier than switching them to public transit.
- A nutritional drink brand increased its sales by establishing a new habit loop. The process of building a habit can be divided into simple steps: cue, routine and reward. With this new routine, the proportion of customers drinking 2 glasses a day went from 10% to 43%.

Routine



Drink 2 glasses of Amlite daily (with my family)



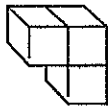
Cue

My parents are getting old



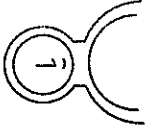
Reward

Taking care of my parents



Practical tips

- Encourage people to switch from a given product to a better one.
- Find a trigger to remind people of the desired behaviour and associate an immediate reward to it.



Ego

REINFORCE SELF-IMAGE BY RECOGNIZING AND REWARDING BEHAVIOUR



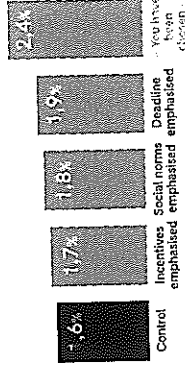
Behavioural Insight

We like to feel good about ourselves and to feel special. We are more sensitive to messages and offers that are tailored specifically to us.

Examples

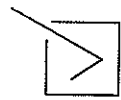
- Telling unemployed people that an appointment has been booked especially for them increases the attendance rate.
- Telling a company that they have been chosen to receive information about a program increases the click-through rate.

Click-through rates for different HMRC emails (n=576,738)



Practical tips

- Make the consumer feel special.
- Personalize your e-mails with the name of the recipient.

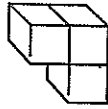


Default

PRESENT A CHOICE WHERE THE PRE-SELECTED OPTION IS THE DESIRED BEHAVIOUR

Behavioural Insight

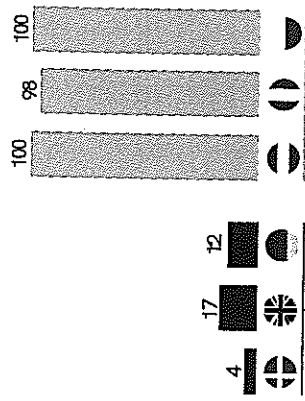
When offered a choice, we tend to stick to the default option. When there is no default option, we may choose what is framed as the default option.



Examples

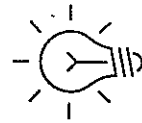
- When different portion sizes are presented at a fast-food restaurant, we tend to go with what is called the "normal" portion size.
- The organ donation rate is much higher in countries where people are organ donors by default.

% Organ Donation Rates



Check the box if you want to participate in the organ donor program.

Check the box if you don't want to participate in the organ donor program.



Practical tip

- Make the desired behaviour the default option.

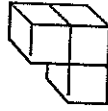


Reciprocity

PROVIDE A SERVICE, GIFT OR HELP TO CREATE SOCIAL DEBT AND ENCOURAGE OTHERS TO RETURN THE FAVOUR

Behavioural Insight

We have an inherent desire to help those who have helped us in some way. If we are given something, we want to give back.



Examples

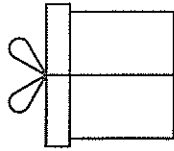
- In a restaurant when waiters offered free mints after the meal, tips increased by 14%. When they offered additional mints after some time, tips increased by 21%.
- A loyalty card with 10 steps in which 2 steps are pre-filled increases sales by 79% compared to card with no pre-filled steps.

CARWASH PASS
Collect a point each time you use the carwash. Receive a free carwash for a complete card



Practical tips

- Offer free samples of your product.
- Emphasize the services that your brand offers to the consumer.



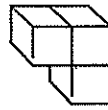
Incentives

ENCOURAGE BEHAVIOUR WITH MONEY, GIFTS OR SOCIAL REWARDS



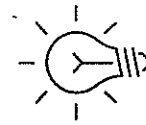
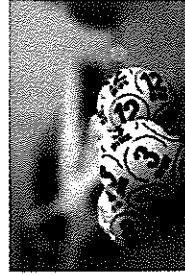
Behavioural Insight

We are sensitive to the way incentives are framed. Lotteries and rewards are more effective than simple cash. Sometimes, even a little incentive has a big effect.



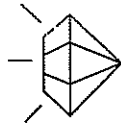
Examples

- Entering people into a lottery encouraged more people to lose weight than standard incentives.
- A program allowed members to acquire an Apple Watch by paying a minimal up-front amount - and then reducing their monthly payments to zero by meeting their physical activity goals. Participants taking up the Apple Watch offer increased their physical activity levels, on average, by 34%.



Practical tips

- Use lotteries rather than simple payment.
- Give gifts rather than cash.
- Offer discounts, even if they are small.



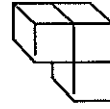
Value

HIGHLIGHT THE SCOPE OF WORK, EFFORT OR SKILL INVESTED TO JUSTIFY THE PRICE



Behavioural Insight

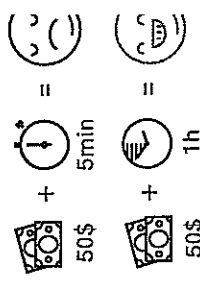
We evaluate an outcome based on how much work seemingly went into it.



Example

When a plumber took a lot of time to fix a leak and charged a high price, people were happy to pay it and even tipped.

After some time, he acquired experience, so it took him much less time to accomplish the same task at the same high price. As a result, people did not tip, as the work seemed to have been too easy and not justify the price.



Practical tip

- Show that the product required a lot of work to produce.



Emotion

GENERATE AN EMOTIONAL RESPONSE THROUGH IMAGES, VISUALS AND STORIES

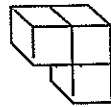
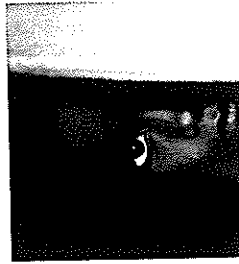
Behavioural Insight

Our emotions are a stronger motivator than our reason. Emotional messages, using visuals or stories, are better at encouraging a behaviour than rational ones.



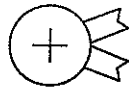
Examples

- A rational floor ad for Danette ("+80% milk") had no effect on sales. An emotional floor ad ("Craving a Danette?") increased sales by 35%.
- In a campaign, when using statistics ("food shortages affect 3 million people"), the average donation was \$1.14. When using an emotional message ("Please help Rokia") along with this picture, the average donation was \$2.38.



Practical tips

- Use emotional messages rather than rational ones.
- Use pictures rather than plain text.
- Tell stories about people rather than about numbers.



Reinforcement

REWARD WITH POSITIVE FEEDBACK

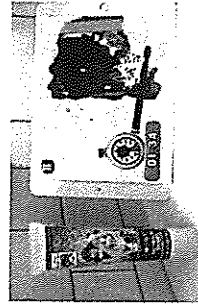
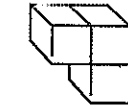
Behavioural Insight

We like our efforts to be recognized, and we like encouragement. Encouraging and congratulating people when they make progress is a good way to get them to adopt the desired behaviour.



Examples

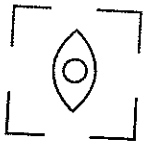
- During an experiment, people accomplished much more work when what they did was acknowledged than when it was ignored.
- 9 out of 10 kids brush their teeth longer when they are encouraged and receive virtual rewards from an app.



Practical tip

- Congratulate and thank customers for what they did (registering on your website, buying your product, etc.)





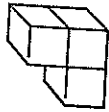
Salience

BE RELEVANT OR NOTICEABLE TO ATTRACT ATTENTION AT THE RIGHT TIME



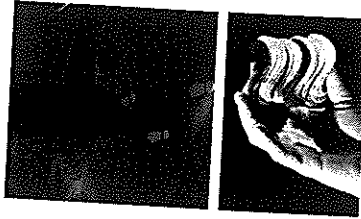
Behavioural Insight

Our attention is drawn to what is novel, what stands out, and what seems relevant to us. Salience is more effective when it occurs at the right time.



Examples

- When green footprints were placed on the ground, pointing the way to the nearest garbage bin, littering in the streets decreased by 46%.
- Putting red chips at regular intervals in a chip canister reduced consumption by 50%, as it attracted attention to the amount of chips being eaten.



Practical tips

- Make your item stand out from the crowd.
- Use reminders and prompts at the right time.



One step at time

MAKE THE TASK MORE MANAGEABLE BY BREAKING IT INTO SMALLER PARTS

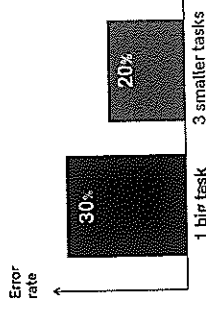


Behavioural Insight

We find it easier to achieve a complex goal if its broken down into smaller goals. Giving a head start provides additional motivation.

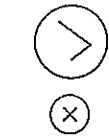
Examples

- Jobseekers were more successful at finding jobs when the task was broken down into smaller chunks (e.g. improve the resume, send the resume, etc.)
- Participants in a lab experiment made fewer mistakes when a big task was broken down into smaller tasks.



Practical tips

- Break down the desired behaviour into smaller behaviours
- Provide people with a head start.
- Make steps more concrete by creating a checklist.



Framing

PRESENT OPTIONS IN A WAY THAT ENCOURAGES THE DESIRED CHOICE OR BEHAVIOUR

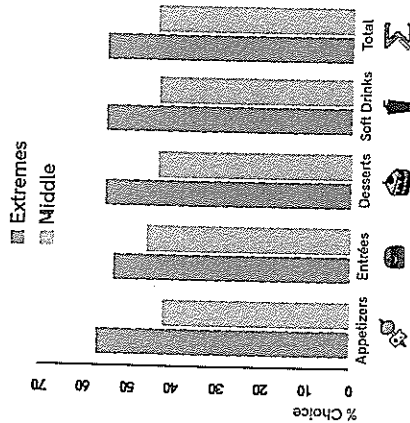
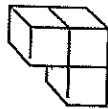
Behavioural Insight

We are sensitive to the way information is framed. We are notably affected by what is emphasized and where the information is positioned.



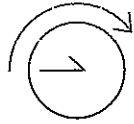
Examples

- Food described as 99% fat free is evaluated more favorably than food described as 1% fat.
- Placing an item at the top or bottom of a menu increases its popularity.



Practical tips

- Emphasize the benefits of the product.
- Put the best items first or last in a list.



Immediacy

PROVIDE BENEFITS OR REWARDS NOW, WHILST POSTPONING CONSTRAINTS

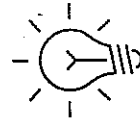
Behavioural Insight

We have a very strong preference for rewards that are immediate, and we pay less attention to costs when they are delayed.



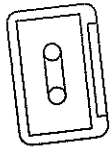
Examples

- Employees in the SMART saving plan agree to save a part of their future salary raise, instead of saving some money now. This plan increased saving rate from 3.5% to 11.6%.
- When choosing a movie to watch immediately, people prefer "vice" movies. When choosing a movie to watch another day, they prefer "virtue" movies.



Practical tips

- Delay the costs, or perception thereof associated with the desired behaviour.
- Provide immediate rewards for them desired behaviour.



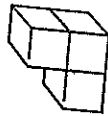
Nostalgia

RECALL POSITIVE FEELINGS FROM THE PAST



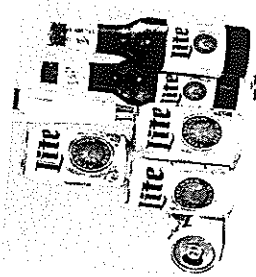
Behavioural Insight

We like to reminisce about our good memories, to be reminded of good times. We are attracted to items that make us feel nostalgic.



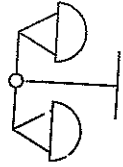
Examples

- Buzzfeed bases its success on niche articles activating nostalgia, such as "14 things only people who grew up in Canada would understand".
- Lite significantly revitalized its sales when, in 2014, the brand released a limited-edition version of its original 1975 white Lite can, promoted with an Anchorman 2 movie tie-in.



Practical tips

- Put references to the past (design, visuals, etc.) in your product.
- Remind people of their good memories.



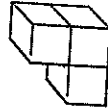
Fairness

APPEAL TO PEOPLE'S SENSE OF JUSTICE OR EQUITY






Behavioural Insight

We are sensitive to fairness, and we like to think of ourselves as being fair. We are more willing to adopt a behaviour if we see it as fair, and we hate being treated unfairly.



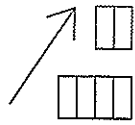
Examples

- Sales of a \$130 women's suit rose by 14% in stores in which the product was labeled with a sign emphasizing the fair trade origins of the apparel. 
- Coca-Cola once developed vending machines that would automatically raise prices as the temperature got higher. There was a huge backlash, because consumers perceived this as terribly unfair.  = \$1.50  = \$1



Practical tips

- Present the desired behaviour as being fair.
- Avoid going anything that your consumers would perceive as unfair.



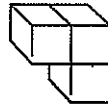
Loss aversion

HIGHLIGHT SCARCITY OR POTENTIAL LOSS TO MAKE THE BEHAVIOUR MORE DESIRABLE



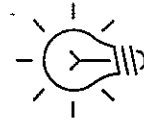
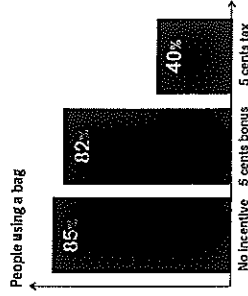
Behavioural Insight

We dislike losses more than we like gains of an equivalent amount. We overvalue objects we already own compared to those we do not own yet.



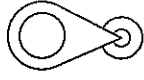
Examples

- When people were given a mug, they valued them more highly (but giving it an estimated higher price) than people who were not given mugs and rated it objectively.
- To discourage the use of disposable bags, a tax of 5 cents on the bags was more effective than giving 5 cents to people who did not use a bag.



Practical tips

- Propose a risk-free trial period to alleviate fear of loss.
- Emphasize the losses that will be experienced if the person does not adopt the desired behaviour.



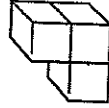
Upper anchoring

OR LOWER ANCHORING. USE REFERENCE POINTS TO CREATE FAVOURABLE COMPARISONS THAT ENCOURAGE THE DESIRED CHOICE OR BEHAVIOUR



Behavioural Insight

When evaluating numerical values, we are influenced by the numbers available in the context and the numbers we processed recently.



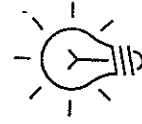
Examples

- In a hospital, the percentage of medical staff that washed their hands before an operation rose from 15% to 47% when a lemon scent was released at the entrance of the ICU. The smell of lemons anchored cleanliness in the mind's of the staff.
- People buy more soup offered with a 1C% discount when there is a high purchase limit (anchor) than when there is a low or no limit.



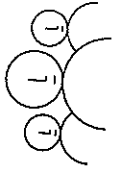
Quantity sold:

- No purchase limit : 3.3
- Limit of 4 per person : 3.5
- Limit of 12 per person : 7.0



Practical tips

- Provide a high numerical anchor so that the price of an item seems lower.
- Encourage more efforts by setting a higher objective.



Norms

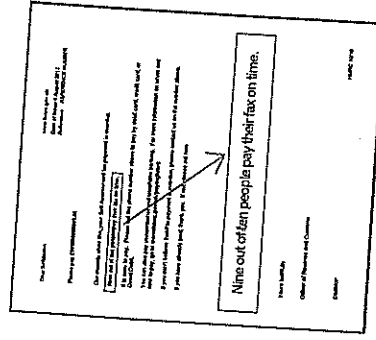
USE THE POWER OF SOCIAL CONFORMITY TO ENCOURAGE THE DESIRED BEHAVIOUR

Behavioural Insight

We are influenced by the behaviour of other people, especially when they are close or similar to us. We care about how our performance compares with others like us.

Examples

- People who were asked to donate to charity by colleagues who had already donated were more likely to donate.
- Telling people who have not paid their taxes that most people have paid on time increased payment rate.



Practical tips

- When the majority of people are carrying out the appropriate behaviour, let other know.
- Tell people how their behaviour compares to their peers.



Business

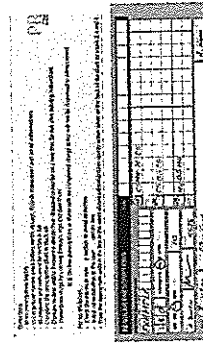
MAKE THE DESIRED BEHAVIOUR THE EASIEST OPTION REQUIRING THE LEAST EFFORT

Behavioural Insight

We are more likely to adopt a behaviour that is clear to understand and easy to do. Any small barrier (like filling a form) can discourage us.

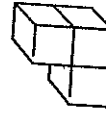
Examples

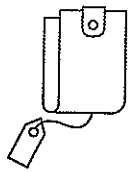
- Sending taxpayers directly to a form, rather than a webpage that contains the form, increased response rates.
- Simplifying a form doctors use to prescribe medicines dramatically reduced clinical errors.



Practical tips

- Remove any barriers to the desired behaviours.
- Make the service easy to understand and to use.
- Make required processes as quick and simple as possible.





Compartmentalize

USE EASILY UNDERSTOOD IMAGES OR OBJECTS TO MAKE INVISIBLE ITEM (LIKE EFFORT OR EXPENSE) TANGIBLE

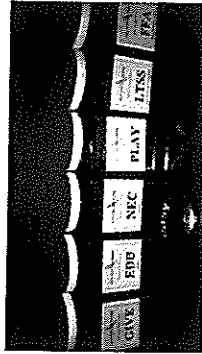
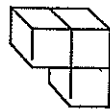
Behavioural Insight

We are more at ease with concrete things (items, etc.) than abstract things (ideas, etc.). We better manage invisible flows by visually materializing them and by dividing them.



Examples

- Consumers spend more on average when using a credit or debit card than when using bank notes, because bank notes materialize the expense more clearly.
- Dividing our money into several budgets make it much easier to handle.



Practical tips

- If the desired behaviour is abstract, associate it to something concrete.
- Make the benefits of your product concrete.



Engagement

REQUEST A PUBLIC COMMITMENT TO INCREASE LIKELIHOOD OF DESIRED BEHAVIOUR

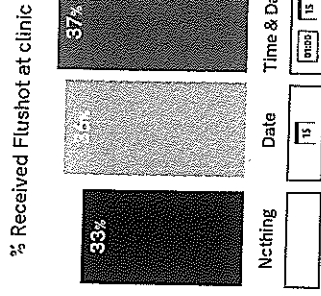
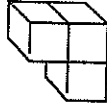
Behavioural Insight

We are more likely to adopt a behaviour when we commit to doing it, especially if the commitments are signed and/or public. The best commitment are about concrete objectives and have a clear deadline.



Examples

- Experienced marathoners who were asked about their goal in a pre-marathon survey ran 6 minutes faster than those who were not asked about their goal.
- Encouraging people to write down the time and date they will go to get a flu shot increased uptake.



Practical tips

- Set a clear and precise goal.
- Encourage people to make public commitments.
- Encourage people to write specific plans.