

OGILVY CONSULTING

The Annual 2019–2020

*A collection of social initiatives
and behavioural interventions
from Ogilvy Consulting*

Ogilvy

Welcome to The Annual for 2020

It's fair to say that 2020 was a year like no other. Certainly, without comparison in my lifetime.

However, what I think made 2020 particularly extraordinary is that as a global community, we shared significant challenges together. From the impacts of global climate change felt acutely across Australia and California, to the crippling (and isolating) outcomes of the COVID-19 pandemic. While an uncertain, scary and for many immensely sad time, it has also been an important year of reflection. From one perspective, it's helped us to see that if our behaviour doesn't change, nothing will.

What is comforting is that 2020 also saw an explosion in the field of applied behavioural science. Responding to the challenging conditions, last year we experienced this first-hand as we moved our annual Nudgestock festival from a UK event on the Kent coastline, to a global and free digital event. The response to this small shift blew us away. Over 35,000 people from across the globe registered for the day and we've since clocked-up more than 120,000 views of Nudgestock content. From Australia's ABC to the BBC, HMRC to the World Bank, it seems 2020 was a year where the world was more focused on individual and collective 'behaviour' than ever before

In the following pages we share an overview of some of the projects that Ogilvy Consulting's Behavioural Science Practice have worked on last year. The cases span worker safety and online charity, to public urination and Christmas shopping. Our intention, as always, is to showcase the approach we have taken as well as the challenges we have faced along the way. Where possible, we share the positive results we have recorded. Like the first Annual, not all of the following case showcase results, or indeed positive results. This is the reality of applied behavioural science.

Again, we're immensely proud of the work we have to share, much of it developed from the lounges, bedrooms and spare rooms of our team. I want to say a huge 'thank you' to our clients for giving us the opportunity and responsibility to apply the exciting, growing, and complex world of behavioural science to help solve some of the world's stickiest challenges.

Welcome to the Ogilvy Consulting Behavioural Science Annual 2020. We hope you enjoy reading it as much as we've enjoyed compiling it.



SAM TATAM

Consulting Partner

Head of Behavioural Science Practice

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Welcome to the Annual for 2019-2020.

THIS YEAR, WE'VE BEEN FORTUNATE TO HELP THESE ORGANISATIONS TACKLE THEIR BEHAVIOURAL CHALLENGES:



- Helping Londoners recycle, by asking a few different questions...
- Working to save lives from our sofas, through the power of 'framing...'
- Encouraging frontline hydration, through the power of rhyme...
- Reducing public urination in Paris, by turning it into sport...
- Increasing factory safety, by learning from boxing...
- Combatting illegal fly tipping through giving it a new name...
- Increasing child adoption and fostering, by giving carers more control...
- Bringing Christmas cheer, by channelling negotiators...
- Making big changes to crime reporting, with small tweaks to a call script...

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The View from Rory

On the following pages are many of our proudest moments from the past year. There is one moment, however, that I wish I could forget. This was a chance comment I made in autumn 2019 when meeting a senior marketer from a large video conferencing firm on her visit to the UK. We had all spent a few hours chatting on the balcony of Sea Containers House, discussing the various persistent behavioural obstacles to the wider adoption of video calling. As she was leaving, I happened to add in passing, “Of course, what you really need is a wide-scale transport strike or a minor pandemic to accelerate adoption.” I wince every time I think of this.

But in some ways, this last year has been a valuable lesson for us all. For it teaches us two things, firstly how important behaviour change is – but secondly how much we still have to learn.

At one level, all businesses and governments have had a crash course in understanding the importance of behaviour. Suddenly almost every business question is ultimately a behavioural question. It is no longer safe to assume that demand will smoothly follow anticipated trends, or that the patterns of demand will be fairly similar from one year to the next.

Two years ago, if you were an airline or a travel business, your boardroom discussion probably revolved around how to hedge fuel prices; now, the question on everyone's lips is, “How on earth do we get people back on our planes? And will passengers soon return in the previous volumes?”

This presents an opportunity for all of us in the business of applying behavioural science: but the pandemic, with the sudden and often lasting effects it has driven, also teaches us how much we still have to learn. In particular the events of the last year have taught us that some new behaviours can only be effected if everybody changes behaviour at once.

To date, most behavioural research has focused on changing behaviour at an individual level. This remains vitally important and at times highly effective. Just as a journey of a thousand miles starts with a single step, a change in collective behaviour often starts with a single nudge. But at the same time, the pandemic reminds us just how much of behaviour is driven by social context – in particular by the norms set by other people. Just as there are many

technologies which never deliver their value until they're adopted by a critical mass of people - the fax machine, or email, for example - so there are behaviours which will never really stick until you can get a significant number of other people to adopt them.

Absent a pandemic, creating new norms is difficult. We all need to understand much better the kind of network dynamics through which behaviours spread from small to large groups of people until they become a default. Understanding this will be critical to our work over the next five years. The future belongs to the people who are first to understand what my New York colleague Chris Graves calls “the real why, and the hidden who” of human decision making.

About 20 years ago, Philip Kotler remarked that the future problems of business was not so much a shortage of products. It was a shortage of customers. Translated for the 21st century, you might recast these words to say that what the world needs is not more products or more technology: instead what it needs is more intelligent, better informed demand. We already have good solar panels. The problem is getting people to put them on the roof. The pandemic has been a valuable reminder that many modern political and economic problems are really behavioural problems in disguise.

“...all businesses and governments have had a crash course in understanding the importance of behaviour.”



**RORY
SUTHERLAND,**

**Vice Chairman,
Ogilvy UK**

1

INTERVENTIONS
FOR THE
CHARITY AND
NON-PROFIT
SECTOR

One Bin is Rubbish... Sort it Out!

AUTHOR: DAN BENNETT

Despite years of education, rates of recycling in our great capital had plateaued. The brief was simple. Get 18-34 year olds in London to recycle more... by any means necessary.

The Behavioural Challenge

Recycling rates in London are a mixed bag across the boroughs. Each Londoner generates on average 2500kg of rubbish each year, and with a high proportion of the population being transient & renting, it's rare that anyone 'takes control' of the job of recycling.

Over 50% of Londoners have 'bin-digestion', where they let rubbish pile up around the outside of the bin. We needed to find out the real why behind recycling rates in London so we could better understand how to increase them.

It's all too easy to rely on the assumed motivations behind why we fail to recycle. Often laziness and confusion come up as top factors, but we suspected there was more to the story.

Our Approach

To find them, we filtered our research through the COM-B model of behaviour change to analyse our barriers through a behavioural lens.

It turned out our audience had the **capability** to recycle, they had the **motivation** to recycle, they just **lacked the opportunity**. People were engaged in sustainability as an issue, but they lacked the facilities at home to make recycling easy for themselves.

So, the strategy was simple. Don't motivate people to recycle. Motivate people to buy a second bin and help them help themselves to recycle more.

As the old proverb goes:

Give people motivation to recycle...

And they'll do it for a day

Give them motivation to get a second bin ...

And they'll recycle for a lifetime

Country: UK

Trial length: 3 years



Date: 1/11/17 -1/2/20

Our ideas

Knowing our well-intentioned audience, we knew that their recycling tends to pile up around their main bin (think wine bottles, cardboard boxes etc) and so our key campaign visual demonstrated that well recognised household problem. Having the campaign line spelt out on these unrecycled products next to the bin shows our audience how close they are to achieving their goal, and how non-sensical it is to not make that final step of getting a second bin.

With the provocative line of *'One Bin is Rubbish'*, our campaign pointedly encourages people to put in place the best recycling set-up for their own home. There are no grey areas with our ask, we chose to specify the number of bins so there is no wriggle room. No amount of overconfidence can help you talk your way out of having to respond. And ending this with *'... sort it out'* uses a gentle recycling pun to light heartedly nudge people to act on their intentions.

To drive awareness and change the norm, our message lived on the most "inherently London" media: the red bus. And to drive behaviour change, we had a targeted social and digital campaign which helped people know what to put in what bin, and which encouraged people to share their favourite bin-hacks.



Our Results

A whopping 137,299 Londoners (8% of our target audience) who saw the campaign bought a new bin and are now recycling more. That's 1,900 packed London buses worth of people now recycling in our capital!

Also, we increased awareness of the issue from 32% to 55% and we increased the social norm of recycling from 43% to 61%.

Ultimately across the 3 years of the campaign the average bin per household ratio rose from **1.1 in 2017 to 2.1 in 2020**.



**THINK BEHAVIOURAL SCIENCE COULD HELP
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Saving lives from the sofa

AUTHOR: MIKE HUGHES

Every year, Christian Aid volunteers deliver millions of donation envelopes to UK homes to raise money for Christian Aid Week. But not this year. How can we motivate people to join virtual events from their home, and donate online for the first time?

The Behavioural Challenge

Christian Aid Week raises millions every year for their chosen causes. With government restrictions in place, our challenge this year was to move fast and ask the street teams to replace posting physical envelopes with hosting online fundraising events, maximising attendance and motivating those attending to donate.

The move to digital platforms – which in some cases our audience were using for the first time – raised specific behavioural challenges:

- **Motivation:** How do we recreate the sense of community from previous years, when we can't be together?
- **Capability:** How do we help the audience - particularly older volunteers - who have less experience in using new digital platforms?
- **Trust:** How do we reassure those with uncertainty about donating online?

Country: UK

Date: April – May 2020



Our Approach

Our first task focussed on motivating our teams of volunteers. Rather than a 'lesser' version of Christian Aid Week activities, our aim was to flip potential downsides of virtual fundraising, and give a new frame for what we could still achieve. Was there an opportunity to take our new realities: staying at home, being unable to be together, and make these feel like advantages and a new opportunity to raise funds like never before?

To help those that may seem uncertain about trying digital platforms for the first time, could we use other references and associations to describe them, to make them feel more familiar and easier to understand?

When asking people to donate online, how might we heightened the perceived security of donations, and ultimately show that every donation is making an impact?

Our Ideas

We developed 42 optimisations to the Christian Aid virtual fundraising and donation pages.

Using the power of reframing, we replaced the existing language of 'virtual fundraisers' to a series of more motivating frames. We created a new community of e-volunteers dubbing them the 'Sofa Fundraisers'. No longer a downside, staying at home became our super power, where we could now "save lives from the sofa".

To address the uncertainty around virtual events and donations for some of our audience, we made the new sound familiar. Rather than being 'virtual' we made it feel like an every day moment, using technology as a new way to safely "invite friends and family into their front room". We further heightened the affect and emotional salience of virtual events by showing how volunteers could "connect with loved ones and others, whilst saving lives". This framing also tapped into people's sense of ego, reminding them that they could still make a positive impact, but this time from the comfort of their own home.

To make these new events feel easy and effortless to join, we reduced the perceived effort of what we were asking volunteers to do, by reminding them that signing up to events "takes just 5 minutes".

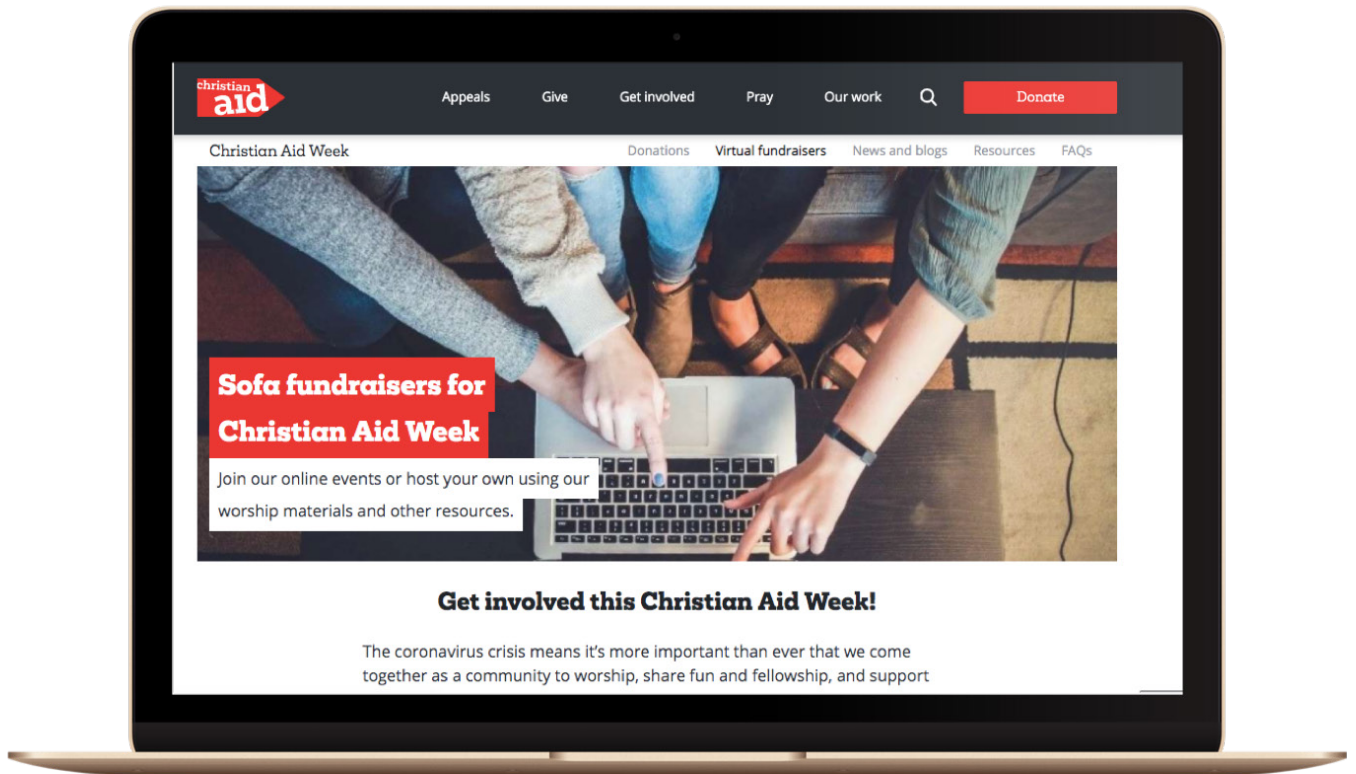
Finally, we also wanted to highlight the popularity of events and virtual donations, compared to previous years. Replacing the salience of street teams knocking on doors, we leveraged social norms to show how many people were taking part. Showing this in real time '100 people have signed up this week' showed that other were already taking part, motivating more volunteers to join.

Our Results

Our work helped Christian Aid Week raise nearly £4m in donations, more than double their revised coronavirus target. There will have been many different factors driving that income, but the simple reframing of the virtual events to make them as motivating as possible is a powerful addition.

“The optimisations were easy and approachable ways to make the events more engaging using behavioural insights. We’re delighted by how many supporters have taken part in a very different Christian Aid Week and we plan to build on these insights in future years.”

SOPHIE BRIGHTWELL
CHRISTIAN AID WEEK MANAGER



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2

INTERVENTIONS FOR THE PRIVATE SECTOR

Helping the nation to shop smarter at Christmas

AUTHOR: MIKE HUGHES

Every year in the UK, over two billion pounds is spent on unwanted gifts. TK Maxx tasked us to help the UK and Ireland to break free of their shopping biases, and 'gift different' for Christmas 2019.

The Behavioural Challenge

We've all done it. Hastily added that present to the shopping basket for our nearest and dearest: 'I'm sure they'll like it, I know them better than anyone'. Well unfortunately, research shows we're likely to be shopping on autopilot. And we're not alone, a whopping 70% of us admit to receiving a gift we will never use.

How might we help the nation overcome their 'buying biases', find out the gifts their loved ones really want to receive, and get to know them a little better in the process?

Our Approach

We first unearthed the behavioural biases that influence our gifting behaviour. For example, the present bias suggests that we prefer shorter term gains over larger benefits in the future. When shopping, we focus on gifts that will give immediate pleasure – we'll reach for the bouquet of flowers in bloom rather than the bouquet of buds, even though the recipient would be able to appreciate the buds for longer.

The false consensus effect suggests we think that our beliefs and preferences are the same as others. For example, men are more likely to buy electrical items as gifts, whereas females are more likely to buy beauty products - showing they choose items that resonate more with themselves. Sound familiar?

Country: UK & Ireland
Date: Jul 2018–Oct 2018



Armed with ten of these buying biases we further explored the UK and Ireland's buying behaviours and attitudes around gifting. From this we developed five things gifters should do to better understand what their receivers truly value in a gift:

1. Understand how the receiver spends their “me time” and what they are likely/unlikely to use
2. Unearth any unknown interests, expertise and passions that the receiver may have
3. Find out what the receiver values and what is most important to them
4. Explore what experiences the receiver wants or has planned for the future
5. Understand how the receiver tends to give gifts themselves

Our Ideas

From these strategies, we devised ten psychologically informed questions that gifters could pose to their loved ones to uncover some helpful gifting clues.

But our questions still needed to keep the surprise of receiving a gift. To make sure our questions led to new ideas – without being told explicitly what gift people wanted – we researched techniques used by a range of different professionals to elicit and unearth information.

For example, Negotiators use framing techniques to swap out key words that might have negative associations, with more positive frames. For example: 'Can we talk' is replaced by 'Can we speak' (talk may have negative associations 'talk is cheap').

We also found that Doctors use more concrete words to encourage patients to talk about health issues. For example asking 'Is there something else you want to address in the visit today?' (rather than the broader 'anything') increases the likelihood of patients speaking up.

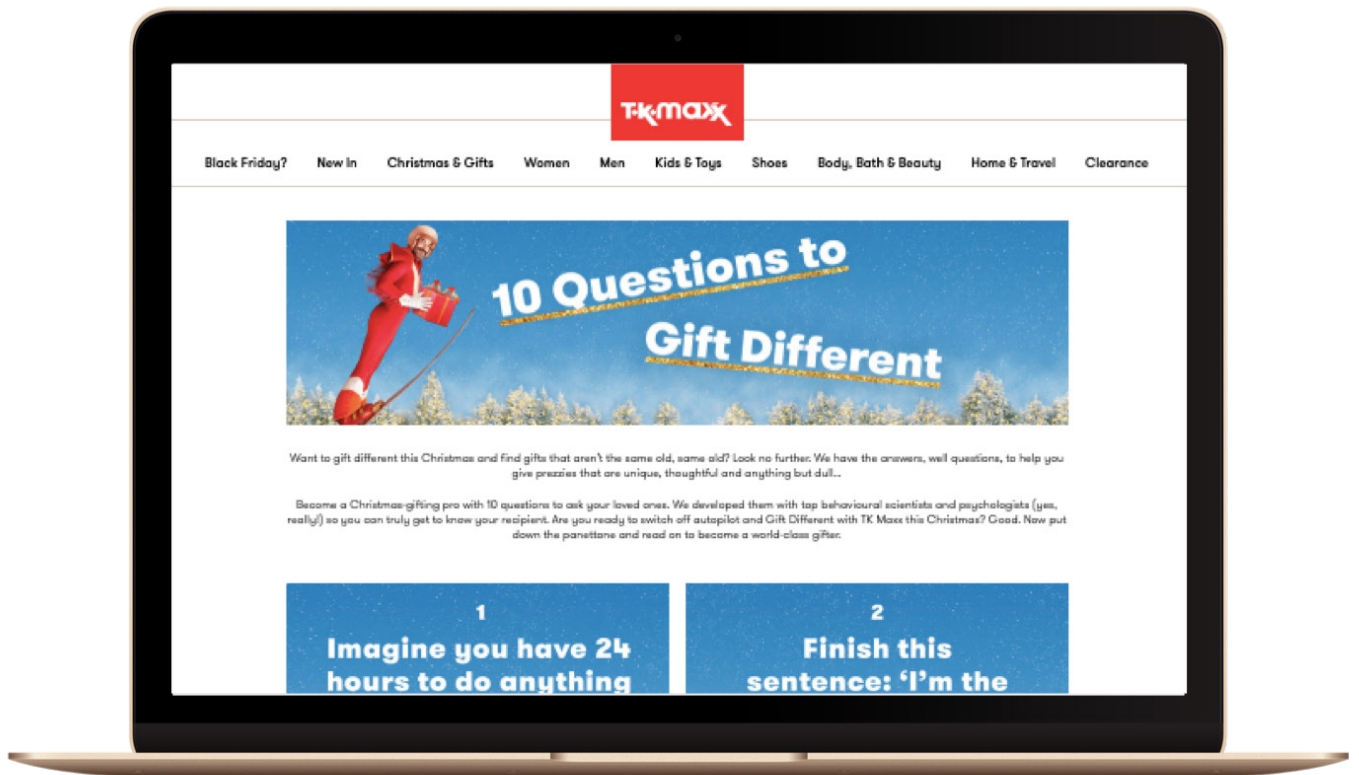
Conversely, hypothetical questions such as ‘What if...?’ or ‘Would you rather...?’ suspend reality for the respondent, and help them think more broadly in different contexts or situations.

These question techniques helped to produce a question framework that encouraged people to think broadly, refine their preferences and finally help them look positively to the future.

Working with the TK Maxx campaign creative, and as part of their national TV campaign, we developed our ten questions into creative assets to be shared on social media and in print.

Our Results

The ‘Gift Different’ PR Campaign was launched in November 2019. It featured in 22 pieces of print & online media, and 13 pieces of broadcast.





THE FINAL TEN 'GIFT DIFFERENT'
QUESTION SET IS SHOWN BELOW:

Question Structure	#	Question	Question Strategy:	Technique used:
Diverge questions: Helping people to think broadly and outside the box.	1	Imagine you have 24 hours to do anything you want. Sky's the limit. What would you do?	Future experiences	Hypothetical question / Open question
	2	Finish this sentence: 'I'm the world's unknown expert in...'	Unknown interests	Sentence prompt
Converge questions: Helping people to refine their preferences and focus on specific details	3	This Christmas you decide to donate everything you own except three items. What do you keep?	Values	Hypothetical question Constraints
	4	What's the one thing could you watch or read about forever and never get bored of?	Unknown interests	Concreteness & constraints.
	5	Name something people assume you like, but you secretly don't?	'Me time' & items used	Concreteness Mindreading question
	6	What's the one thing you own that you still haven't used and why?	'Me time' & items used	Concreteness & constraints.
	7	Not including me, who's the best gift giver you know? Why?	Values	Probing.
	8	When was the last time someone did something thoughtful for you?	Values	Reflection on past experiences.
	9	What's the best gift you've ever given someone, other than me?	Type of gift giver	Reflection on past experiences.
Finish on a high: Helping people to look to the future and finish with a positive mindset.	10	Share what are you looking forward to most next year...	Future experiences	Temporal question.

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How vulnerability boosted safety

AUTHORS: PETE DYSON, JULIA STAINFORTH, LEWIS ALISON,
ZAC BAYNHAM-HERD, SAM TATAM

The story of creating 'vulnerable gloves' and the potential for applying behavioural science to factory safety.

Background

Familiarity can feel like a superpower. Every day we all experience washing, cooking and even driving as if on autopilot. Within a commercial factory setting, it's easy to see why familiarity can be of benefit; with workers forging deep specialisms through repetition and prolonged exposure – boosting efficiency and output quality.

The danger here is that familiarity can also be our greatest weakness. It's been shown, for example, that one third of road accidents occur within a mile from home, even when time spent driving is accounted for. This occurs because we simply stop paying attention (crashes close to home are more likely to involve lapses of concentration).

In response to this, over time we've collectively stumbled across environmental or situational cues that can begin to reengage our brain during these risky periods. Drive down a tree lined street, and that cosy narrowness is likely to make you notice your speed (this is known as an avenue effect).

In 2006, city engineers in Chicago leveraged a similar insight to reduce accidents around a sharp bend on Lake Shore Drive. By painting perpendicular white lines on the road which, when approaching the bend got closer and closer together, drivers were given the impression they were going faster, they felt more vulnerable, and were nudged to slow down. In the six months that followed, crash rates reduced by 36%.

Since this intervention, 'vulnerability as a strategy' has moved from the roadside to ringside, with the International Boxing Association making a bold decision in 2013 to eliminate head guards from all amateur male international tournaments – a decision the Olympics soon followed. The reason? Head guards were giving boxers a false sense of security (known as risk compensation) and subsequently, without headguards, the number of fights stopped due to one boxer receiving repeated blows to the head reduced by 43%.

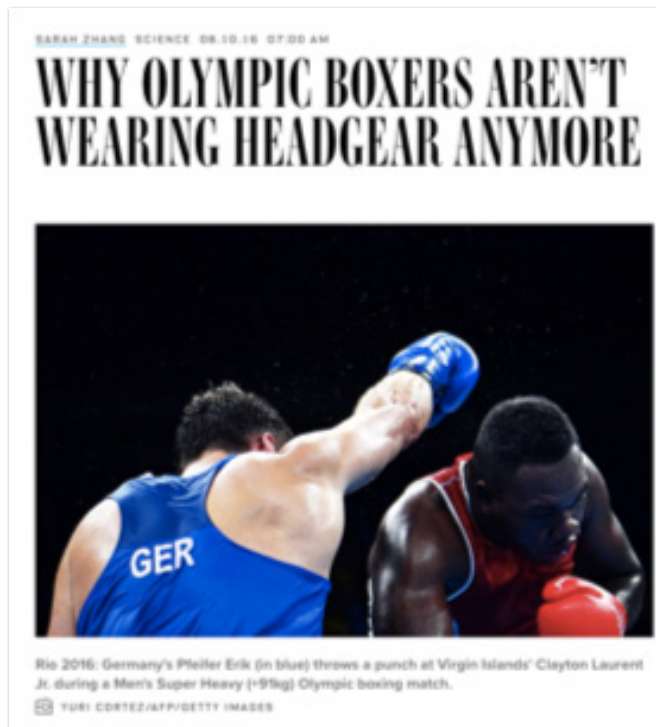
Country: UK & Ireland

Date: October – December 2020

The Behavioural Challenge

Working with a manufacturing company, we were tasked with improving safety on the work floor. In factory environments, whilst huge safety gains have been made over time by improving the physical environment and worker protocol, less attention has been paid to optimising the psychological environment. That is where we came in.

We designed a program of research, creation and testing that led to dozens of new innovative interventions. One area was the counterintuitive task of making people feel more vulnerable during high familiarity tasks. Unlike our Olympic boxers, in manufacturing it would likely be far too dangerous to entirely remove personal protective equipment (PPE). Instead, we tested whether we could take away that sense of invulnerability; how might we make people feel more vulnerable, so they take less risk?



Our Ideas

We have been exploring whether we could creatively change the 'psychological design' of PPE to make workers feel more vulnerable, in order to increase safety, without changing their physical (injury-preventing) characteristics.

With the help of manufacturing staff, we co-designed numerous versions of behaviourally informed vulnerability PPE using different design prints – for example gloves revealing a full skeleton design and hats depicting the brain beneath.

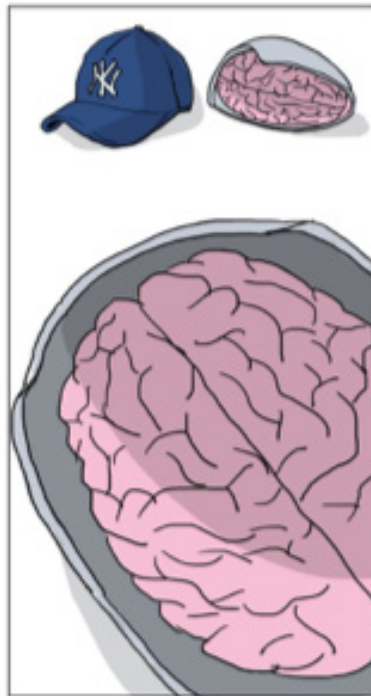
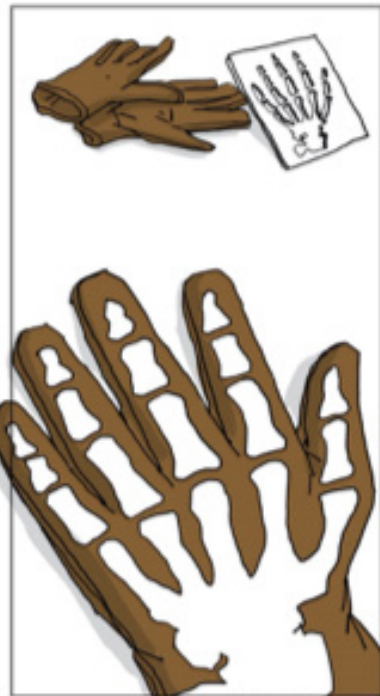
We tested the different designs in an online survey, where participants were shown images of a worker using a particular tool (a hand saw, a drop saw or a knife) and they had to assess how vulnerable the worker was to injury, and then how fast it was safe to hammer a nail.

Respondents were randomly assigned to one of three treatments, where workers were either wearing grey gloves with no additional design (control), a full-skeleton design, or no gloves at all.

Testing demonstrated the following:

1. A positive correlation between vulnerability and risk
2. A drop saw risk is so catastrophically large, glove design doesn't affect perception of vulnerability
3. A hand saw shows the wearing of gloves decreases perception of vulnerability
4. A knife cutting task is the goldilocks zone where design matters - **the skeleton glove pattern made people feel 13% more vulnerable compared to the blank control gloves**
5. Demographics matter; age and gender were factors affecting perception of vulnerability. Males had a higher risk tolerance.

This suggests that for high-frequency, lower-danger tasks, the design of PPE influences levels of perceived vulnerability and could reduce injury as a result.

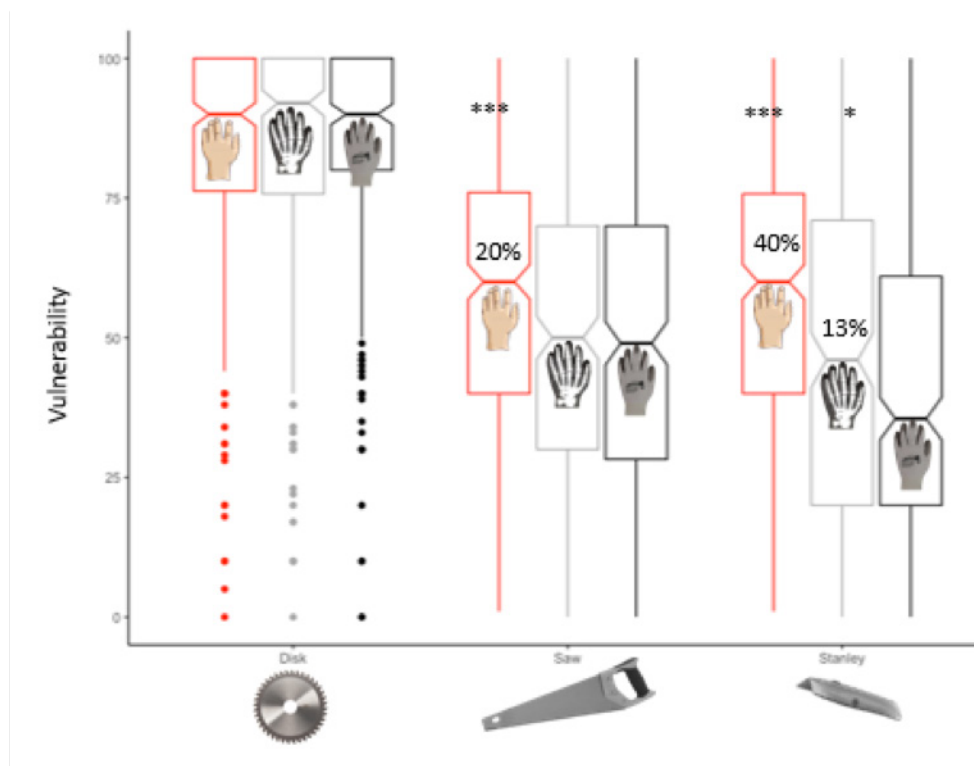


Conclusions

Our innovation shows there's value in creatively applying behavioural science. We demonstrated that perception can be shifted in non-rational ways. The next step is to field-test the design in the real world; armed with the evidence that it works empirically, a larger sample size is now needed to see if the (fortunately) rare occurrences of hand injuries decline over time. Establishing any crowding out, spill-over or wear out effects will be crucial.

The value of psychology in safety is not new. For decades the field of Industrial Psychology and Human Factors has worked to reduce friction and prevent injury by considering the limitations and consistencies of human cognition and perception. In a discipline that's seeking new ways to reach 'zero injury' targets, we're thrilled to add to this growing discipline by illustrating the impact of what might be considered a counterintuitive and insignificant design tweak, with significant and scalable implications.





FOR THE LESS DANGEROUS TOOLS (A BOX CUTTER), VULNERABILITY WAS HIGHER IN THE SKELETON TREATMENT COMPARED TO THE BLANK CONTROL GLOVES – A 13% INCREASE FOR THE LEAST DANGEROUS TOOL (P<0.05).

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From Schiphol to Les Mureaux: Applying Behavioural Science Against Public Urination

AUTHOR: BENOIT DEFLEURIAN

Introducing a new strategy to fight public urination that goes beyond failed 'utilitarian approaches' through the power of creativity and positive experience. Our intervention, "Le Stade des Mureaux" reduced acts of public urination by 88% and is now being adapted and deployed in different stations across France.

The Behavioural Challenge

Despite the The Telegraph bemoaning Paris as a “post-apocalyptic hellhole of public urination and litter”, several actions are being taken to combat ‘incivilities’ in the public space. The SNCF (France’s state-owned national railway company) is particularly committed to combatting the recurring problem of public urination at its stations.

Aside from the inadequate provision of public toilets, three critical behavioural factors facilitate public urination. Firstly, witnesses are unlikely to call it out (lack of social control). Secondly, it is generally considered acceptable to urinate in already poorly-kept public spaces (broken window effect). Finally, physiological urges can often be difficult to ignore.

“As the first ‘creative nudge’ to be replicated at scale, Le Stade des Mureaux represents a breakthrough experiment for the innovative SNCF Nudge Unit.”

ISABELLE COLLIN
DIRECTOR, SNCF NUDGE UNIT

Country: France
Date: 01/03/18 -07/06/19

Trial length: 3 months
Sample: 32,792
(residents of Les Mureaux)

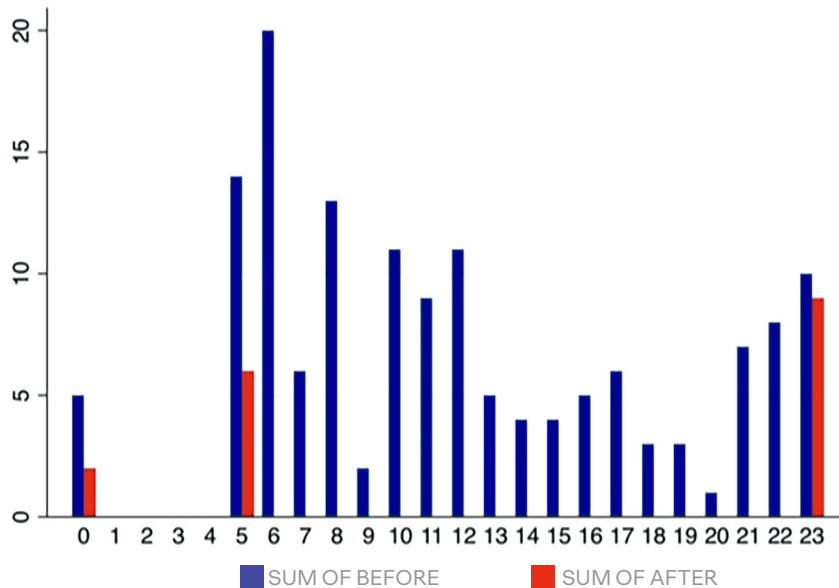


Our Approach

A veritable public urination hotspot, train station La Gare des Mureaux (35mins from Paris) was chosen as the test site.

Observations, interviews with key stakeholders and a review of scientific literature were conducted. The learnings were taken into a co-creation workshop blending complementary expertise: SNCF project team, station staff, Ogilvy strategists and creative teams and a Professor of Social Psychology.

Traditional deterrents including signs, fines and splash-back paint are unsuccessful. Our approach needed to go beyond such utilitarian efforts, creating new social norms and activating social control, while discouraging public urination in a way that would be aesthetically pleasing.



Our Ideas

Introducing, 'Le Stade des Mureaux'.

La Gare des Mureaux, and its problematic corners so popular for urinating, became 'Le Stade des Mureaux'. An athletics track which quickly transformed the outside space into a children's play area (activating new social norms), with spectators watching on (enhancing perceived social control), while creating an anamorphic shape (an optical illusion), concealing the corners.

The sporting theme continued inside the station with life-sized athletes depicted on bubble-shaped stickers, playing with enlarged balls carefully placed to act as physical obstacles.

A key feature of the idea involves disguising the real intention of the intervention, to avoid potential backlash but more to provoke positive interactions.

Our Results

A before/after test was administered at the station over a 14 week period (a timeframe deemed long enough to avoid confounding factors linked to weather, local events and recency of intervention installation). Data was collected via both a behavioural measure (a bespoke 'urine detector' installed in three problematic corners), as well as two attitudinal measures (a questionnaire of 597 residents and a focus group with employees).

During the control period, 147 acts of urination were recorded compared to only 17 during the test period: a total reduction of 88%. All test period acts recorded were inside the station between 11pm and 6am (roughly non-daylight hours). Residents' perceptions of station cleanliness and safety, user experience and the SNCF brand all increased. 87% of station employees considered the intervention positively.



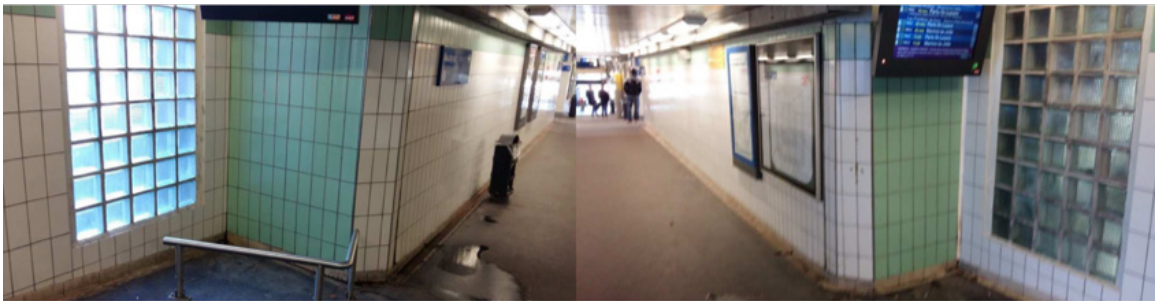
BEFORE



AFTER



BEFORE



AFTER



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3

INTERVENTIONS FOR THE GOVERNMENT & THE PUBLIC SECTOR

Applying behavioural insights to fostering and adoption

AUTHORS: JORDAN BUCK AND VALENTINA MAZZI

Understanding how behavioural strategies can encourage more people to become foster carers and adoptive parents across the UK.

The Behavioural Challenge

Recruitment of foster carers and adoptive parents in England is an ongoing challenge, with the number of fostering and adoptive homes available consistently falling short of the demands of the care system.

The Department for Education (DfE) seeks to support Local Authorities and independent fostering and adoption agencies to recruit more people to become foster carers and adoptive parents.

To help them do this, DfE commissioned Kantar and Ogilvy Consulting to understand how applying behavioural insights to fostering and adoption recruitment can encourage more people to become carers and adoptive parents. The project was led by Kantar, with Ogilvy inputting at certain stages.


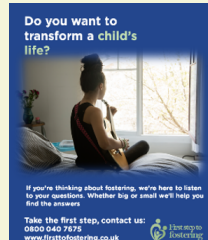
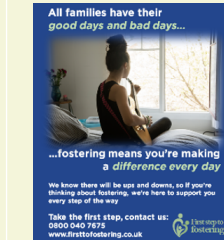





Our Approach

The first step was for Kantar to explore the relevant barriers and drivers to fostering and adoption recruitment. This was achieved through both reviewing the existing literature, as well as through primary research investigating the attitudes and experiences of prospective, successful and unsuccessful fostering/adoption applicants. The resulting insights were mapped onto the COM-B model of behaviour, and a number of different 'typologies' of prospective applicants were identified by Kantar.

These insights and typologies allowed us to develop a range of behaviourally-informed strategies, interventions and communication ideas, which would overcome the psychological barriers present. Recommendations were then refined in a co-creation workshop with DfE, and quantitatively tested in Kantar's Behaviour Change Lab.

WE DEVELOPED A RANGE OF BEHAVIOURALLY-INFORMED STRATEGIES,
WHICH WERE TESTED IN KANTAR'S BEHAVIOUR CHANGE LAB.

THE RESULTS WERE USED TO INFORM THE NEXT PHASE OF THE PROJECT.

	Control	Prototype 1	Prototype 2	Prototype 3
Fostering	 <p>Do you want to transform a child's life?</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttofostrering.co.uk</p>	 <p>Do you want to transform a child's life?</p> <p>If you're thinking about fostering, we're here to listen to your questions. Whether big or small we'll help you find the answers.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttofostrering.co.uk</p>	 <p>All families have their good days and bad days...</p> <p>...fostering means you're making a difference every day</p> <p>We know there will be ups and downs, so if you're thinking about fostering, we're here to support you every step of the way.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttofostrering.co.uk</p>	 <p>Even a small change to your life... ..can make a lifelong difference to theirs</p> <p>From eight days and weekends for foster families, to adopting a child, we're here to help find the right path for you.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttofostrering.co.uk</p>
Adoption	 <p>Do you want to transform a child's life?</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttoadoption.co.uk</p>	 <p>Do you want to transform a child's life?</p> <p>If you're thinking about adoption, we're here to listen to your questions. Whether big or small we'll help you find the answer.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttoadoption.co.uk</p>	 <p>All families have their good days and bad days...</p> <p>...adopting means you're making a difference every day</p> <p>We know there will be ups and downs, so if you're thinking about adopting, we're here to support you every step of the way.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttoadoption.co.uk</p>	 <p>Even a small change to your life... ..can make a lifelong difference to theirs</p> <p>From eight days and weekends for foster families, to adopting a child, we're here to help find the right path for you.</p> <p>Take the first step, contact us: 0800 040 7675 www.firsttoadoption.co.uk</p>

Our Ideas

From testing our initial messaging in Kantar's Behaviour Change Lab, it was clear that in order to increase quality 'leads' for recruitment, **it would not be enough to simply motivate people to come forward.** The system also needs to give people the best chance to progress by **reducing friction points**, and wherever possible, creating the conditions for them to build their confidence in taking on more complex cases.

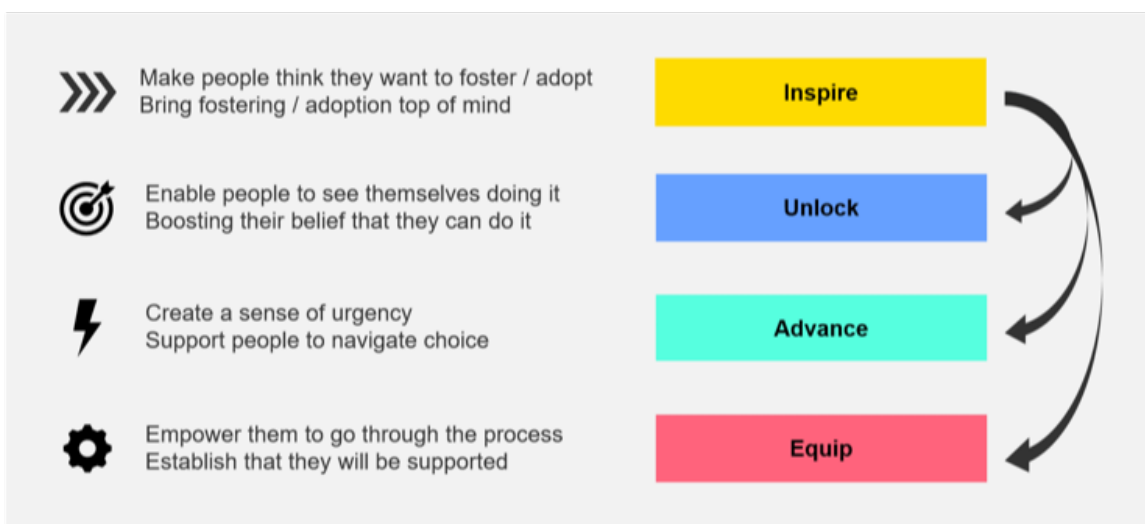
Kantar therefore recommended a strategy composed of four pillars, each associated with a different combination of communications and non-communications based interventions:

- **Inspire:** Messages need to tap into the vision and goals that prospective applicants identify with most strongly, to bring fostering and adoption top of mind.
- **Unlock:** Unlocking belief in abilities is a critical component of success, creating the conditions for confidence.
- **Advance:** Once people are inspired to come forward, they need to feel they can move forward and keep progressing.
- **Equip:** People also need reassurance that they will have access to the support and guidance they need to succeed.

Based on the above, we identified a number of interventions to generate more quality leads, including:

- A safe space to explore options and ask questions – promote the fact that applicants will be able to have their questions answered in a confidential and non-judgemental space.
- The opportunity to explore fostering and adoption as a continuum – allowing people to choose the route most suited to them.
- Illustrate the reality of fostering and adoption through testimonials, stories or snapshots of real life – showcase real people and real stories, to counter misconceptions and promote diversity.
- Provide an honest portrayal of the challenges – while balancing this with the prospect of accessible and ongoing support, allowing people to embrace challenge in a supportive way.

The final report is now enabling DfE to implement strategic recommendations across the UK, helping them to better support Local Authorities and independent agencies in promoting fostering and adoption and to improve the care system.



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KANTAR

Combatting illegal fly tipping

AUTHORS: JORDAN BUCK AND VALENTINA MAZZI

Working with Kantar Public, we helped create a behaviourally-optimised communications toolkit for local authorities across the country to reduce the illegal dumping of waste in public places.

The Behavioural Challenge

Fly tipping – the illegal disposal of waste on unlicensed land – is a significant issue for local authorities in the UK, costing them around £60m every year.

To help tackle the problem, all householders in England and Wales are subject to a ‘duty of care’ requirement which states that any company or person that removes your household waste must be authorised to do so by the Environment Agency. At present, however, there is a significant lack of awareness of this duty of care. As such, many people unknowingly give their waste to unlicensed carriers, who then dump it illegally.

Defra commissioned Kantar and Ogilvy Consulting to create a toolkit for local authorities, to help them produce behaviourally-optimised communications which raise awareness, understanding and engagement with the duty of care, with the ultimate goal of reducing fly tipping. The project was led by Kantar.

Our Approach

Kantar first carried out an Insights Audit, to investigate the psychological barriers and drivers present. These were used as fuel for a series of collaborative internal ideation workshops, designed to help generate a number of ‘behavioural platforms’ – behavioural ideas which could be used in new communications, each pulling on a different behaviour change lever.

These ideas were refined to create a shortlist of 6 different behavioural platforms. We then held a workshop session with Defra to further refine the ideas, and to select the top 4 platforms to go into full development and testing.

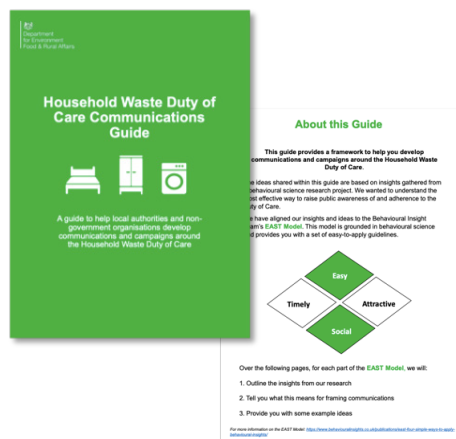
Multiple creative routes were then made for each of these 4 platforms. These were prototype executions which express the idea across a range of suitable media channels (e.g. print, social media, radio). Realistic finished versions of each of the executions were created by our in-house design team at Ogilvy.

Our Ideas

The final 4 behavioural platforms that went into testing were based on the concepts of loss aversion, cognitive ease, salience and the Sapir Wharf hypothesis.

- 1. Loss aversion:** Emphasising that the householder could lose more than just their rubbish if they fail to ensure it's disposed of correctly (they could be liable for a fine, as well as prosecution).
- 2. Cognitive ease:** Displaying each of the steps that householders need to follow as a simple checklist, to make it easier to understand and remember.
- 3. Salience:** Drawing attention to the fact that illegally dumped waste can be traced back to the householder, and that they will be held accountable.
- 4. Sapir Wharf hypothesis:** Creating a name for 'unlicensed waste removal carriers', to emphasise the inherent risks in using these services.

An example execution for each of these four behavioural platforms can be seen on the next page.



Our Results

Kantar carried out qualitative testing on each of the platforms, to gather feedback on the ideas, executions, and the extent to which they deliver against the overall aim of raising awareness, understanding and engagement with the household waste duty of care.

These insights then informed the creation of the final toolkit, which was written by Kantar and structured around the Behavioural Insights Team's EAST Model. The toolkit provides a set of easy-to-understand and easy-to-apply guidelines for local authorities to help reduce fly tipping.

For example:

- **Make it Easy:** Lead with an explicit call to action, accompanied by clear guidance and imagery. Use everyday language (e.g. 'rubbish' instead of 'household waste').
- **Make it Attractive:** Include photographs of fly-tipping in the local area and clearly link this to fly-tippers' unacceptable behaviour. Frame the message positively, rather than leading with a threat of fine or enforcement.
- **Make it Social:** Draw attention to fly-tippers' anti-social behaviour, and make use of collective words or phrases (e.g. 'together, we'll stamp out').
- **Make it Timely:** Communicate at points in time when people will be most receptive to receiving messages about rubbish disposal (e.g. when moving house).

The final report is freely available online, published by Defra – search for “Household Waste Duty of Care Communications Guide”.

SAPIR WHARF
HYPOTHESIS:



LOSS AVERSION:

DON'T PAY TWICE FOR YOUR WASTE REMOVAL

If you pay a private business to take away your waste rather than the local authority, you must check that they are an authorised carrier with up-to-date and valid registration.

If you do not make sure your household waste is disposed of responsibly, you could lose more than just your rubbish. You could face a £200 fine, as well as prosecution.

To find licensed carriers in your area, just search online for "Environment Agency waste carriers"

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KANTAR

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COGNITIVE EASE:

SUSPECT
Be suspicious of waste carriers. Collection scammers are operating in your area.

CHECK
Ask for their waste carrier registration details. Check these with the Environment Agency on 03708 506 506.

REFUSE
Refuse unexpected offers or cold callers offering to take your rubbish.

ASK QUESTIONS
Ask what is going to happen to your waste.

PAPERWORK
Always get a full receipt.

FOLLOW THE S.C.R.A.P. CODE

We all have a responsibility to ensure our household waste is disposed of legally and not fly tipped. You must check that anyone taking away your waste is licensed and has a valid registration. If you don't, you could face a £200 fixed penalty notice, as well as prosecution. It's quick and easy to find a licensed waste carrier in your area. Search online for "Environment Agency waste carriers".

SAPIR WHARF HYPOTHESIS:

DON'T GET CAUGHT OUT BY KERBSIDE ROBBERY.

SALIENCE:

IF YOUR WASTE GETS DUMPED ILLEGALLY, IT CAN AND WILL BE TRACED BACK TO YOU.

If you pay a private business to take away your waste rather than the local authority, you must check that they are an authorised carrier with up-to-date and valid registration. If you do not make sure your household waste is disposed of responsibly, you could lose more than just your rubbish. You could face a £200 fine, as well as prosecution. To find licensed carriers in your area, just search online for "Environment Agency waste carriers"

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Staying healthy on the NHS front line

AUTHORS: ELLA JENKINS AND JORDAN BUCK

Using behavioural science to ensure NHS staff stay hydrated, motivated, mentally healthy and socially distanced during their shifts working at the front line of the COVID-19 pandemic.

The Behavioural Challenge

Amidst the 2020 COVID-19 pandemic, the NHS Nightingale Hospital London was the first of a number of emergency field hospitals constructed by NHS England for coronavirus patients. With capacity for 4000 beds, the temporary hospital was created in the Excel Centre in East London in just 10 days.

Our challenge was to rapidly deliver effective and practical, behaviourally-informed ideas across a number of briefs, including:

- Ensuring staff stay hydrated throughout their 12 hour shifts
- Building and sustaining staff motivation and mental health within the stressful environment
- Prompting good hand hygiene throughout the hospital
- Reminding staff to stick to the 2m social distancing rule at all times
- Encouraging staff to appraise their achievements at the end of their shifts

Our Approach

Due to the nature of the situation, this was a rapid challenge where ideas were needed fast - often within a 24-hour timeframe.

As a team, we came together (virtually) to ideate around each of these challenges, using behavioural models, frameworks and principles to produce an array of different ideas and creative concepts which could be worked up immediately into finalised designs and rolled out on the hospital floor.

Keep your pee
between 1 and 3

Nightingale Hospital London

1
2
3
4
5

You will walk on average 5 miles every shift. Drink regularly to improve your mental and physical performance.

Keep your pee
between 1 and 3

NHS Nightingale Hospital London

1
2
3
4
5
6
7
8

You will walk on average 5 miles every shift. Drink regularly to improve your mental and physical performance.

Have a drink in the next 10 minutes if your urine is coloured between 4-8, to boost hydration.

DRINK RIGHT
THINK RIGHT

Keep you and your team alert
Take a free drink at one of the water coolers located throughout the hospital, encourage your team to do the same.

Our Results

Working with creative teams, we designed a series of key communication assets to be displayed throughout the hospital.

For example, the hydration poster contained a number of behavioural techniques to encourage staff to drink water. Including:

- Framing the 12 hour shift as comparable to a 5 mile walk
- Chunking the urine colour chart into sections (healthy vs not healthy) to aid understanding and recall
- Using the concreteness effect to motivate people to ‘drink in the next 10 minutes’
- Incorporating rhyme is reason in the form of ‘drink right, think right’
- Embedding affect and priming in the imagery used
- Using the focussing effect to highlight the importance of hydration for mental performance


Other key communications included social distancing posters which incorporated framing (‘the contamination zone’) and concreteness (‘one bed length’) to encourage all staff to stick to the vital 2m rule.

We also created a series of mental health communications, which used labelling, ‘ask twice’ messaging and social norms to encourage staff to seek help when needed, and chunking to illustrate how to do so.

These posters were placed throughout the Nightingale Hospital. Thankfully, the hospital never reached its full coronavirus patient capacity. We are now exploring ways of embedding similar behaviourally-informed communications into other healthcare facilities across the globe.

NHS
Nightingale Hospital
London


It's OK not to be OK




Help is all around you

Many staff are already benefiting from help available.
 If you need someone to talk to, people are here to listen.
 If you just want some company – or a snack – you can find that here, too.
 And if all you want is a moment of peace, then step inside The Wellbeing Area.


Call our 24hr on-site support team on 0778 3813 732




Psychological support: mental health team on-site




Quiet room and welfare in the Platinum Suite



Wellbeing updates in the newsletter



1-2-1 & group sessions, mental health training



Free food and drink on-site

EAP Helpline for Barts/Nightingale Hospital: 0800 085 1376
 National COVID-19 NHS Support Line: 0300 131 7000 | Text "Frontline" to 85258

NHS
Nightingale Hospital
London

There are lots of ways to get a little help

All you need to do is ask

We've got your back.
 If you need someone to talk to, we're here to listen.
 If you just want some company – or a snack – we can help with that, too.
 And if all you want is some peace and quiet, we've got that, too.

Call our 24hr on-site support team on 0778 3813 732

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Quiet room and welfare in the Platinum Suite

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NHS
Nightingale Hospital
London

A little help can go a long way

There are many different ways to get help

We're here for you.
 If you need someone to talk to, we're here to listen.
 If you just want some company – or a snack – we can help with that, too.
 And if all you want is some peace and quiet, we've got that, too.

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NHS
Nightingale Hospital
London

You are not alone

Need help? Just ask

If you need someone to talk to, people are here to listen.
 Remember to look after yourself – and each other – as much as you can at the moment.
 You're so important to us all.
 We're in together to get us through this.

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Changing the way people report crime

AUTHORS: LEWIS ALLISON AND JORDAN BUCK

Behaviourally optimising the Thames Valley Police call script for the 101-phone line to encourage citizens to report non-urgent COVID-19 crimes online.

The Behavioural Challenge

COVID-19 presented a new challenge for the Thames Valley Police force in the UK. 101 calls, the service dedicated to important issues but not life-threatening emergencies, received significantly higher demand through the call centre. Many of these calls were for COVID-19 related problems best suited to the online service.

Facing an overwhelmed hotline (which risked the vulnerable not being able to get through), our task was to optimise the 101 call script, nudging non-urgent COVID-19 crimes away from the 101 phone line towards the online service, without putting anyone off reporting.

Our Approach

We had to work quickly on this project due to the nature of the pandemic and the sheer volume of calls that Thames Valley Police were receiving. Our approach used two key stages. Initially, we identified our hypothesised psychological barriers using the COM-B model, by identifying the key drivers of this behaviour and the most important barriers for using the online service.

Once we understood the problem, we generated a new script using the MINDSPACE framework, combined with data analysis from the force's team.

Once the new script was in place, we evaluated the intervention by reviewing the number of crimes reported online pre- and post-script changes. To control for externalities, we observed overall crime reporting, crime reporting online, changing COVID-19 conditions and used the number of 101 calls received by another police force as a control.

Country: U.K.

Trial length: 4 months

Date: 13/04/20 - 26/5/20



Our Ideas

We harnessed the psychology of social norms by indicating that '1000s of callers' were helping out the force by selecting the correct (online) service. This message was combined with the 'power of because', reminding callers why it's important they use the best service for them; 'This assists us in prioritising Emergency Calls, which is vital so that we can keep you, your family and our communities safe'.

Finally, to remove ambiguity and make it as easy as possible to make the optimal decision, we gave very concrete examples of the crimes that should be reported online. Once the script confirmed the roles of each service, we then added in a pause. Just like a natural conversation, here we wanted to create a natural decision point. Our hypothesis was that by adding in a moment of reflection, we could help to change the current default (which, at the time, was to continue listening).

"The work with Ogilvy was crucial to our success in responding to the challenges of COVID-19. It enabled us to move a significant proportion of our non-emergency contact from 101 to online really quickly. Had we not been able to do so there is little doubt it would have made providing a 999-emergency service much harder during what was probably the most challenging time for us as an Emergency Service that I have been involved in."

GAVIN MACMILLIAN, SENIOR DELIVERY
MANAGER & DETECTIVE CHIEF
SUPERINTENDENT RICHARD LIST.

THAMES VALLEY POLICE.

Our Results

Following the introduction of our call script, the number (the actual volume) of crimes being reported online per day increased by over 100%. This occurred despite general levels of crime going down. When we compared the actual proportion of crimes being reported online vs over the phone, we saw an increase from 10% to 30%. This is a whopping 200% increase in the proportion of crimes being reported online.

Since changing the message in mid-April the percentage of people who are nudged off 101 has averaged 26%. Up to and including August that amounts to 71,234 callers, or 465 a day. Overall, this has resulted in a 31% lower waiting time on 101 calls for the public.

Now with more capacity on the 101 system, officers can make sure that the most urgent calls are being handled quickly by the correct service.



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4

INTERVENTIONS
FOR
ACADEMIA

Investigating food waste during Lockdown

AUTHORS: CHARLOTTE WALTON AND JORDAN BUCK

Collaborating with University College London to explore how food creativity and shopping frequency affect food waste.

The Behavioural Challenge

Food waste is a highly prevalent and detrimental issue, with negative environmental, social and economic consequences. Understanding the determinants of food waste is therefore vital to inform campaigns and behaviour change interventions.

Levels of consumer food waste dropped significantly during the lockdown period in the UK, as citizens became increasingly aware of the scarcity and importance of food availability. However, there was a real risk of food waste levels rocketing again once lockdown was eased.

Food creativity and shopping frequency are two potential determinants of food waste which have received limited previous attention in the food waste literature. We therefore set out to investigate the effect of these on food waste during the easing of lockdown in the UK in July 2020.

Our Approach

We administered a 2-part online survey (n=255). In the first part of the survey, participants answered a range of novel and specifically-designed questions which assessed their shopping frequency, cooking approaches, food creativity and trait creativity, as well as reporting socio-demographic information.

At the end of this part of the study, participants read a pre-statement instructing them to pay attention to the food thrown away during the coming week. This message served to improve the chance that subjects would remember the food that was thrown away during the week period.

Participants were then recalled a week later to complete the second part of the study. This assessed how much food had been wasted over the past week by themselves and those that they were responsible for cooking for. Results were then analysed using a multiple linear regression and Spearman's rank correlation.

Country: U.K.

Date: 8th-16th July 2020

Trial length: 1 week

Sample: 255 UK nationals



Our Ideas

Food creativity is a widely cited intervention method against food waste, which currently has limited supporting quantitative evidence. We therefore wanted to further investigate the role of food creativity in reducing food waste.

The scale used to measure food creativity was created for the purpose of this study. The scale consisted of 5 items, such as “when using a recipe I always stick to it” and “I easily find ways to use up random/old ingredients that I have in”. Participants were asked to indicate how much they agreed with each statement on a 7-point Likert scale from strongly disagree to strongly agree.

Trait creativity was measured by using the Alternative Uses Test, a commonly used test for creativity. Participants were instructed to come up with as many uses as they could think of for a brick and a newspaper, with a 2-minute time limit per item.

Another main relationship that we were interested in was between shopping frequency and food waste. This study was carried out towards the end of the lockdown period, meaning the shopping behaviours presented may show patterns specific to this time. Indeed, through their qualitative research carried out in April 2020, WRAP identified that although shopping frequency had generally decreased, many had increased their food management behaviours during this time. We therefore expected to find a general decrease in shopping frequency, with those shopping less frequently reporting greater food creativity and thus less food waste.

Our Results

We found that those who wasted more food tended to have a higher income, cook less from scratch (ate more pre-prepared/ready meals), shop more frequently, and had recently reported decreasing their shopping frequency.

The relationship between food waste and cooking from scratch was particularly surprising, as one might expect pre-prepared meals or ready meals to lead to less food waste due to their pre-portioned nature.

Together, these results suggest there could be an opportunity for food waste interventions to be targeted at manufacturers and consumers of pre-prepared/ready meals and those who live in wealthier areas.

The finding that those who shopped less tended to waste less mirrored our expectations that those who shopped less frequently would be more frugal with their food due to the increased apprehension and inconvenience around food shopping during this time period.

Food creativity and trait creativity were found to have a positive relationship. This helps to illuminate the nature of food creativity and suggests that creativity tests and training could be adapted for food creativity interventions. However, an inconsistent relationship was found between food waste and food creativity. We therefore recommend that if using food creativity as an intervention, this should be combined with additional intervention methods.

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Re-examining creative approaches to Recycling

AUTHORS: CHENYI WANG AND MIKE HUGHES

Common behavioural science techniques, such as social norm and loss-aversion, are well known for their impact on nudging behaviour. This project put new and subtle behavioural science techniques to the test. Four online between-subject experimental designs were performed to examine whether creative approaches were more powerful than the traditional techniques in promoting cup recycling.

The Behavioural Challenge

Over seven million coffee cups are used every day in the UK alone, of which only 0.25% are recycled. Barriers to cup recycling include insufficient cup recycling knowledge, ineffective cup recycling bins, and lack of recycling motivation. Many (if not most) coffee cups are not recyclable in municipally managed wastestreams.

Popular behavioural science tools are proved to be effective in nudging pro-environment behaviours. Our challenge was to explore new behavioural science insights and applications to increase cup recycling behaviour.

Our Approach

We adopted the behaviour change wheel (BCW) model to propose effective cup recycling interventions. Capability, opportunity and motivation established the hub of the BCW model to generate behavioural change. We proposed cup recycling interventions from 4 key aspects:

1. Reframing messages from a barista in-store
2. Cup packaging design
3. Messages on the cup
4. Bin design

Country: U.K.

Date: July 2nd – August 11th 2020

Trial length: 1 month

Sample: 404



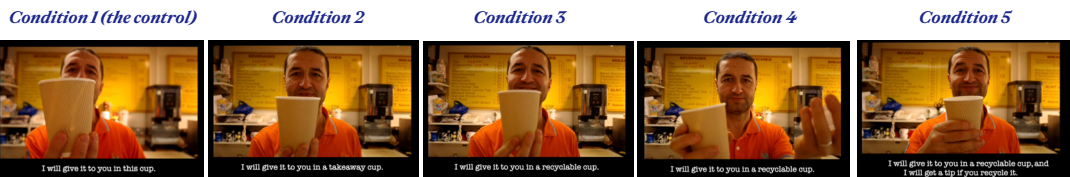
The first three aspects targeted two BCW components: motivation and capability, which aimed at increasing people's motivations and correct cup recycling knowledge. The last aspect targeted opportunity and motivation, aiming to offer cup recycling opportunities and increase motivation.

Each aspect was examined in an online between-subject experimental design, with participants seeing different versions of the aspect investigated.

Our Ideas

For our intervention types, we developed a range of messaging and creative applications that each leveraged a distinct behavioural principle – see images below.

1. Reframing messages from a barista in-store



2. Cup packaging design



Our Results

1. Reframing messages from a barista in-store

We found that reciprocal altruism (the barista asking for a favour) increases likelihood of recycling the most. When using reciprocal altruism, we recommend that:

1. The favour should include a monetary incentive.
2. General words (such as 'tip') should be used instead of monetary amounts (e.g. 25p)
3. People need to know who is benefitting from their good behaviour.

2. Cup packaging design

The *Positive framing condition* combining informational and motivational approaches generates greater impact on recycling likelihood than using either informational approach (revised logo condition) or motivational approach (interactive design condition) alone.

The new recycling logo did not achieve the expected level of positive effect compared to the regular recycling logo. We recommend to

1. Present precise and prominent cup recycling instructions together with a new logo to effectively convey educational purpose, and
2. Increase the exposure of the new recycling logo and familiarity with it

3. Messages on the cup

A one-way ANOVA indicated that the message applying *social norms* is a powerful tool to nudge cup recycling behaviours since it significantly increases recycling likelihood and is perceived to be the most persuasive condition.

Participants found the message applying *loss-aversion* to be persuasive, but such persuasiveness did not make the recycling behaviour seem much easier. Despite a lack of statistical significance, the cup recycling behaviour was perceived to be the most difficult in the “loss-aversion” condition. Therefore, we'd recommend pairing loss-framed messages with clear recycling instructions to make sure that recycling seems easy to do.

4. Bin design

The online test indicated that participants seeing the *future bin* viewed significantly higher likelihood of their friends' ($p=0.018$) and other people's recycling behaviour ($p < .001$), compared to the control.

We suggest two key elements of the future bin are:

1. a transparent appearance presenting informational cues and triggering people's imitating behaviour, and
2. affordance cues (e.g. cup-shaped top), rather than cues such as instructive images in the baseline bin design.

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Behavioural Principles Explained:

Affect. Our actions are powerfully shaped by our emotions.

Affordance Cues. Affordance cues give us a hint of how we should interact with something.

Ambiguity aversion. We have an instinctive avoidance of the unknown.

Broken Window Effect. Visible signs of anti-social behaviour encourage further anti-social behaviour and crime.

Anchoring. We rely heavily on initial pieces of information as a reference point for making subsequent decisions.

Chunking. Smaller, individual tasks are perceived as less daunting than bigger ones with multiple, interacting stages.

Cognitive Ease. We have a preference for tasks that are perceived as “easier” to achieve.

Commitment. We like to be seen to be consistent in our promises and actions.

Concreteness. We process concrete concepts more easily than abstract ones.

Costly Signalling. We trust things more when we feel there is an inherent cost attached to producing them.

Endowment. Closely related to the concept of loss aversion, the prospect of owning something increases its value to us.

Effort Reward Heuristic. We value things more when we have expended more effort on them.

False Consensus Effect. We overestimate the extent to which others share our beliefs, preferences and opinions.

Framing. People react differently to information depending on how it is presented.

Goal Gradient. The closer we think we are to completing a goal, the more we try to achieve it.

Hawthorne Effect. People who are subjects of an experimental study are inclined to change their behaviour because it is being studied.

Labour Illusion. We value things more when we believe extra effort has been exerted on our behalf.

Loss aversion. We are more motivated to avoid losses than to pursue gains.

Ostrich Effect. We tend to avoid making choices when faced with a potentially negative outcome.

Power of Free. We see no downside to FREE – this makes it overly, irrationally attractive.

Present Bias. We have a tendency to settle for shorter term, more immediate gains over greater long-term gains.

Reciprocity. We feel compelled to return favours done on our behalf.

Regret aversion. When people fear that their decision will turn out to be sub-optimal or wrong in hindsight, they attempt to minimise potential regret.

Salience. Our attention is drawn to what’s novel and seems relevant to us.

Scarcity. We value things more highly when we believe that they are limited in supply.

Self-efficacy. An individual’s belief in their ability to achieve a goal.

Social Control. Our relationships, commitments, values, beliefs and norms encourage us not to break the law.

Social Norms. Our behaviour is heavily influenced by that of others, with common patterns signalling what is 'appropriate'.

Behavioural Frameworks Explained:

COM-B. The COM-B model is a powerful diagnostic tool, which can help us understand and prioritise why a desired behaviour is or isn't happening. Developed by Susan Michie et al. at UCL, the model helps us identify key barriers to overcome, and key drivers to leverage for preferred behaviour change.

For more information: <https://www.ncbi.nlm.nih.gov/pubmed/21513547>

MINDSPACE. MINDSPACE is a behaviour change framework that boils down the last century of behavioural research into nine principles of human behaviour. Professor Paul Dolan and some of the world's leading behavioural thinkers have developed the MINDSPACE framework to make it possible to apply psychological insights to non-academic settings.

For more information: <https://www.instituteforgovernment.org.uk/sites/default/files/publications/MINDSPACE.pdf>

EAST. A behaviour change framework developed by The Behavioural Insights Team, EAST suggests that if you want to encourage a behaviour, make it Easy, Attractive, Social and Timely (EAST).

For more information: https://www.behaviouralinsights.co.uk/wp-content/uploads/2015/07/BIT-Publication-EAST_FA_WEB.pdf

Introducing Ogilvy Consulting Behavioural Science.

A unique skillset of psychologists, designers, evolutionary biologists & marketers.

With a global hub in London, we work to creatively apply the insights of behavioural science to diagnose, create and validate what we call 'Unseen Opportunities'.

Be it tasked with improving the security of Europe's busiest airports, changing how people interact with the world's most popular social media or leading sustainability projects across the UK, our work spans product design, experience design, organisational change and behaviour change campaigns. So, if you've identified a behaviour to change, face a 'sticky' challenge that traditional methods haven't solved, or simply have an interest in being more creative with the psychological power embedded within your brand, communications and customer channels, we believe 'Unseen Opportunities' await.

Some of our Specialist Areas:

On June 12th, 2020, we welcomed people from around the world to join Nudgestock, our festival of behavioural science and creativity. On the day, we shared our team's perspective across a range of specialist areas. You can access this content, and more information about how behavioural science can address your challenge, via the links below:

<p>Behavioural Communications</p> <p>How to diagnose and direct your communications strategy with behavioural science.</p> 	<p>Sustainability & Social Change</p> <p>What is the intention-action gap and how can behavioural science help to narrow it?</p> 
<p>The Psychology of Experience Design</p> <p>What can magicians teach us about the psychology of experience, and how can we harness this?</p> 	<p>Behavioural Safety</p> <p>We didn't evolve to work in factories; how can behavioural science help to narrow it?</p> 
<p>Product Development</p> <p>We believe the greatest gains for product uptake, engagement and success come from psychology, not technology.</p> 	<p>Unconscious Bias in Organisations</p> <p>Going beyond training to remove bias from organisational processes.</p> 
<p>Charity & Donation</p> <p>How can behavioural science make charities stand-out?</p> 	<p>Growth & Conversion</p> <p>What's the proportionality bias and how does it harm your growth?</p> 

Editors of this document:



**ELLA
JENKINS**

Consultant

Ella joined the Behavioural Science Practice after a successful Summer School in 2019, and now works as a Consultant in the team, where she thrives on solving the stickiest of behaviour change challenges.

From understanding the psychological experience of fertility interventions, to exploring new technologies and breaking habits in long-term smokers, her passion is bringing the best of behavioural science and creativity to health-based initiatives.

Ella is also experienced in coordinating behavioural science training, most recently training the World Health Organisation's communications team in behavioural insights during the COVID-19 pandemic.

Ella's academic background is in Psychology, achieving a BSc from UCL and MSc from City University. As a self-confessed 'COM-B nerd', Ella gets excited by the fact she has published research with its author, Susan Michie.



**MIKE
HUGHES**

**Senior
Consultant**

An innovative and creative behavioural strategist, Mike excels at solving complex problems through behavioural insight and creative thinking.

Having graduated with a Masters degree in Psychology 2016, Mike successfully applied for the Ogilvy Summer School and never really left. Since becoming a consultant in 2017, Mike has worked on some of the nation's stickiest challenges, prototyping novel interventions to combat food waste and effectively helping councils to reduce their organisational debt.

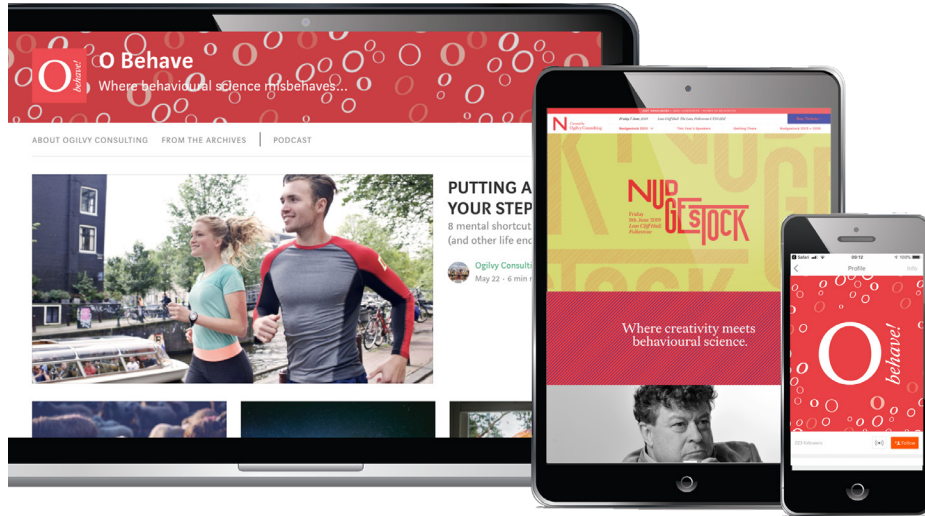
Mike has a deep understanding of how people engage with digital applications and has been the behavioural consultant to some of the world's leading social media companies, helping to design and optimise their services and products.

Mike is host of Ogilvy's 'O Behave' podcast, you can listen to new episodes every month here:

<https://soundcloud.com/o-behave>.

Every month the Behavioural Science Practice team publish the latest in psychological insights and case studies. You can find them on the OBehave podcast and their Medium blog. The team are also behind Nudgestock, the world's leading festival of Behavioural Science and Creativity.

For information about any of the information in this document, please contact sam.tatam@ogilvy.com



O BEHAVE BLOG

<https://medium.com/o-behave>

O BEHAVE PODCAST

<https://soundcloud.com/o-behave>

NUDGESTOCK

<https://www.nudgestock.co.uk>

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