

Creative Effectiveness Ladder

101 Guide

BEHAVIOUR BREAKTHROUGH



About Level 2: Change consumer behaviour

Behaviour Breakthrough campaigns use creativity to change the purchase behaviour of customers – or to change other forms of behaviour relevant to the success of the brand.

Getting consumers to behave the right way is a crucial pre-cursor to driving sales up. Behaviour change, and applying the academic learnings of behavioural economics, has consequently become a major focus of marketers. Our analysis reveals a host of interesting ways that marketers can ‘nudge’ consumers in the right direction and reward them for their behaviour with novel emotional and rational incentives.

What kind of objectives do we need to set?

To achieve at this level, campaigns need to track and measure behavioural metrics such as:

Penetration

The percentage of people or households buying the product or service

Frequency / weight of purchase

How often consumers purchase, or how much they purchase each time

Loyalty

How readily consumers favour the brand and repurchase

Trial

The rate at which people try the product for the first time

Behavioural metrics can normally be assessed after a relatively short period – within three months of the campaign being in market. However, longer periods of measurement may yield additional learnings.

When should we be aiming for this level of the Ladder?

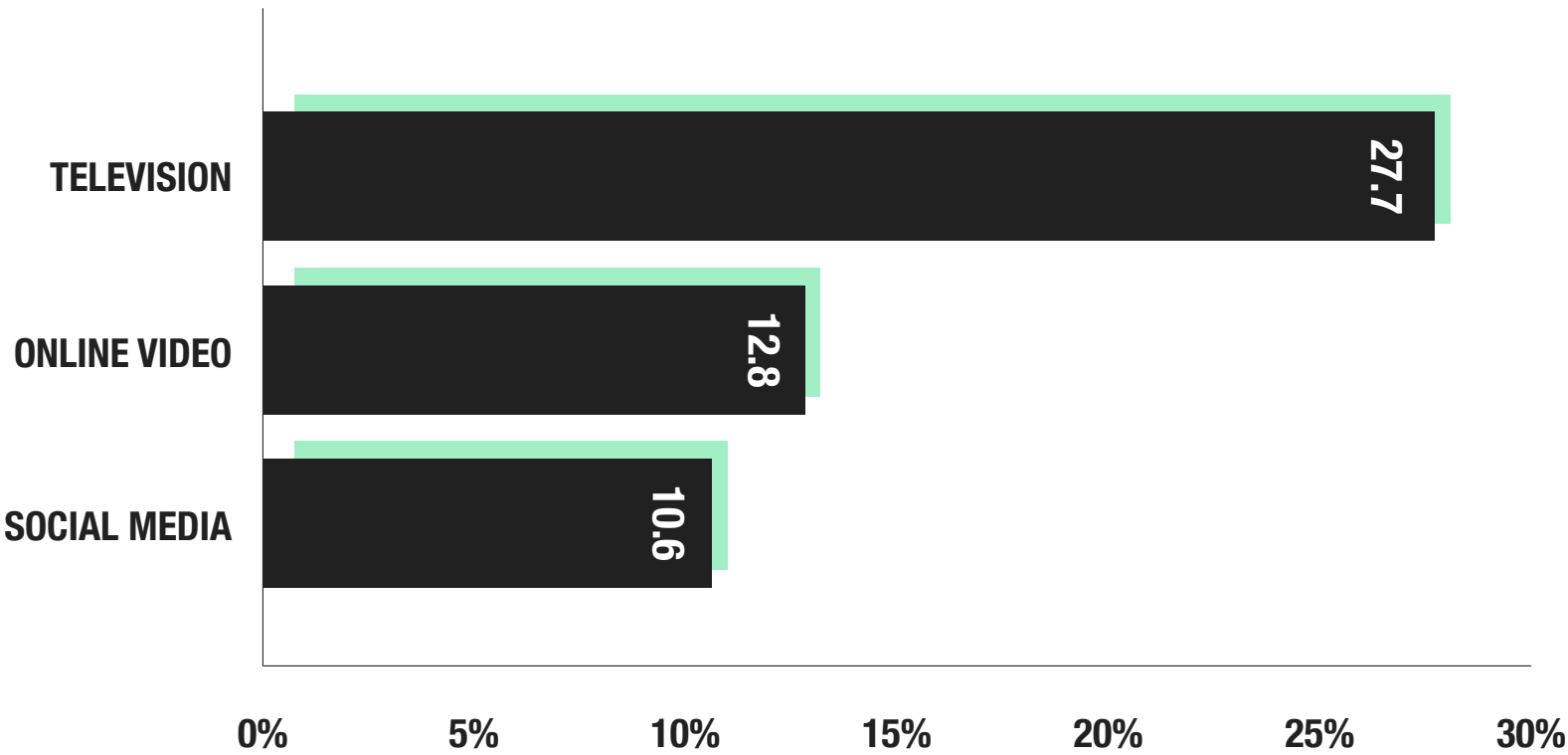
Behavioural outcomes are often very closely linked to commercial results. As long as we’re not cannibalising our own business, increases in purchase behaviours such as penetration or frequency of purchase usually lead directly to sales growth. In some cases however, behaviour change can be an end in itself – particularly for government or not-for-profit marketers. Our guidance is, even in these cases, to do our best to understand and measure the financial implications of behaviour change as a way to validate marketing’s contribution.

When should we be using Behaviour Breakthrough as a stepping stone to higher levels of the Ladder?

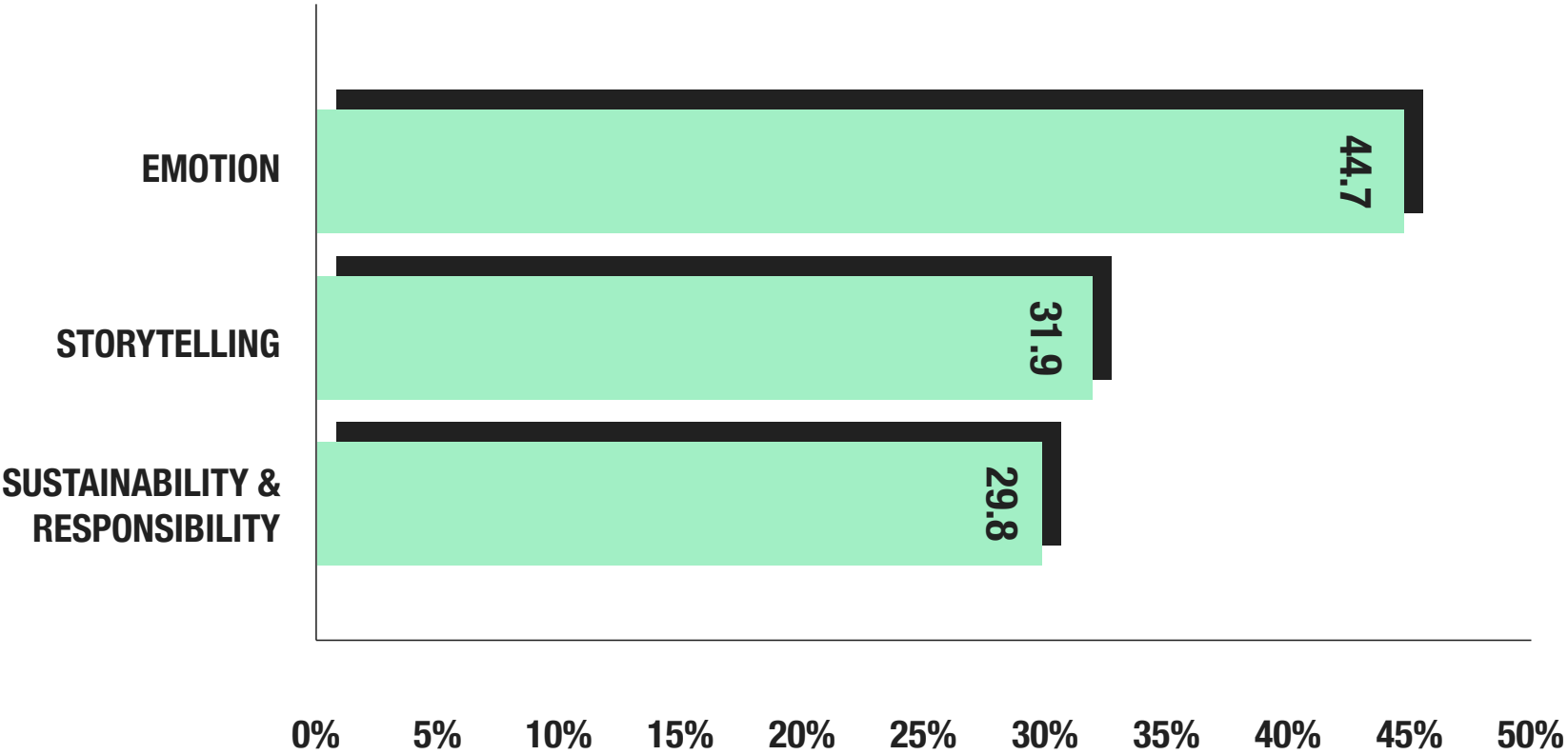
In most cases there’s a clear line of sight between behaviour change and sales growth. We should be working to isolate the areas of the business that are affected by the behaviour change and measure the impact on sales, market share or profitability of that change.

What are the media and creative strategy choices that are most effective at this level?

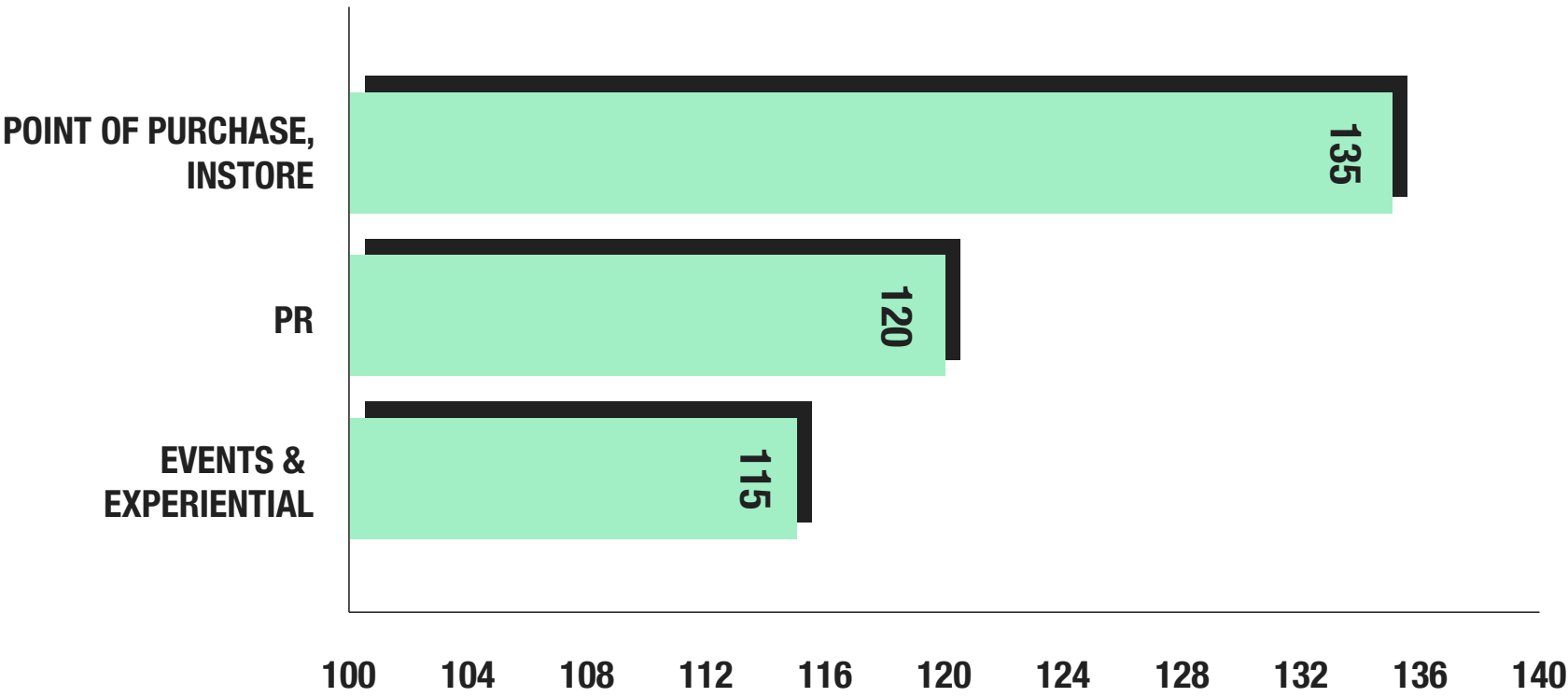
Most common lead media



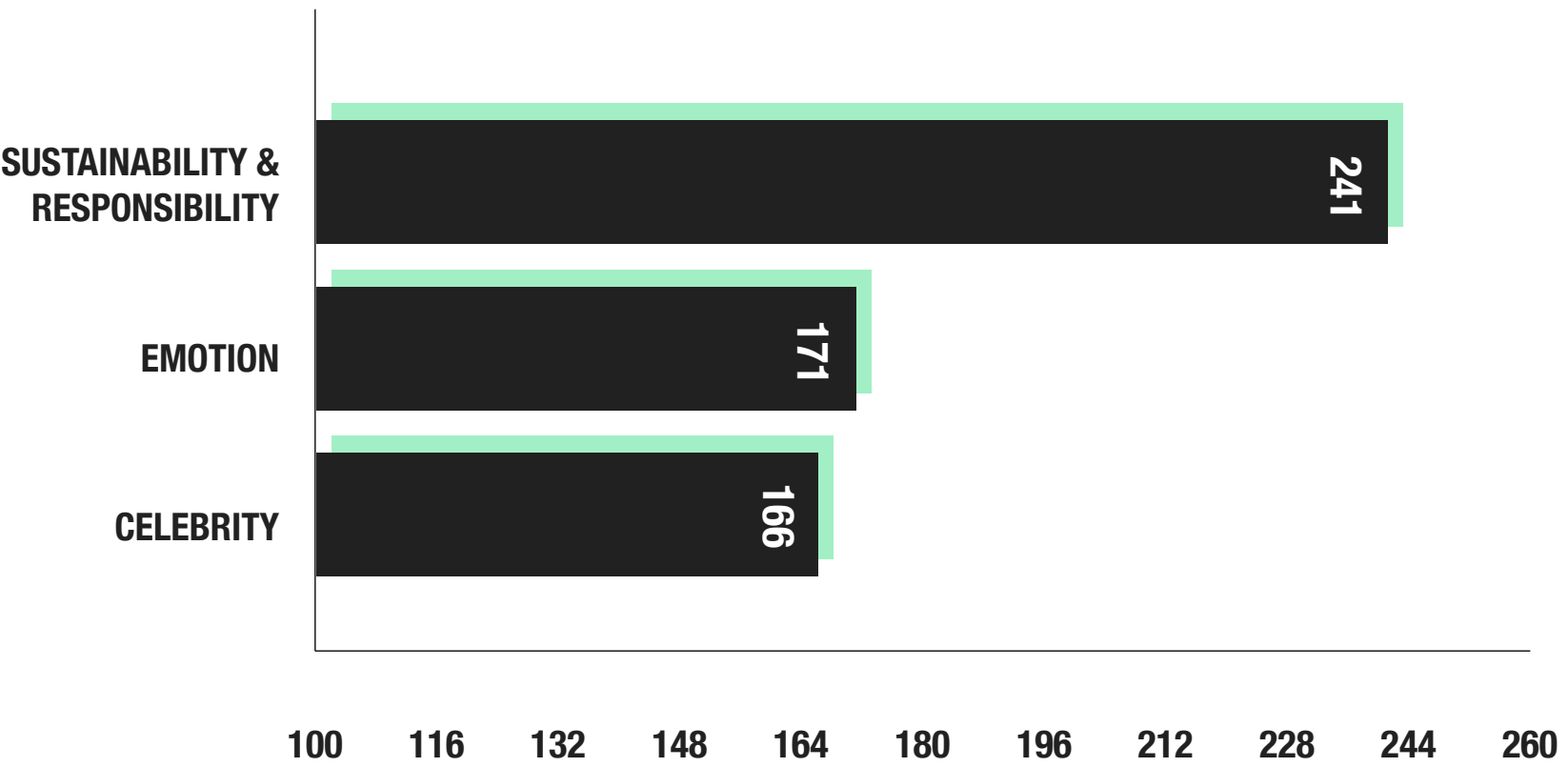
Most common creative strategies



Lead media that over-index for these metrics



Creative strategies that over-index for these metrics



1 SET A CLEAR BEHAVIOURAL GOAL

Behaviour change begins with identifying a current behaviour that’s holding the business back and a corresponding goal to change that behaviour. The trick is being clear and singular. OPSM knew that parents getting their kids’ eyes checked led to sales. Gillette knew that as long as stubble was fashionable, sales would be depressed. Aeromexico knew that empty planes flying back from the US to Mexico meant low profitability. A single, lucid behavioural objective makes for a strong brief.



OPSM: Penny the Pirate
Mums weren’t bringing their kids for eye tests as it was inconvenient; 126,000 parents tested their childrens’ eyes with Penny the Pirate

Gillette: Women Against Lazy Stubble
Guys had stopped shaving as wearing stubble had become fashionable; penetration tripled



State Street Global Advisors: Fearless Girl
Boards weren’t appointing women as they went unchallenged; 152 companies added a female director

Aeromexico: DNA Discounts
Planes were full from Mexico to the US, and empty on the way back, as the non-favourable rating for Mexico was so high; 321% increase in searches for vacations to Mexico



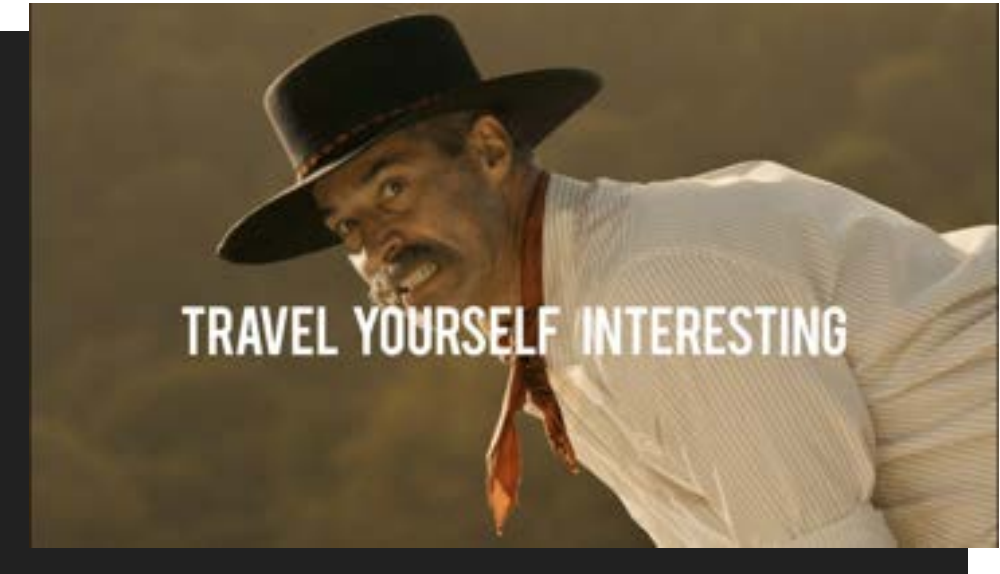
2 ORIENT THE CREATIVE IDEA AROUND A CLEAR BEHAVIOURAL OUTCOME

In studying behaviour change campaigns, one thing that stands out is how many of them simply ask for the behaviour change in the campaign tagline. It seems almost too obvious – but Coke were as clear with their drinkers that they wanted them to ‘Share a Coke’ as Ariel were telling Indian Dads to ‘Share the Load’. Expedia told Brits and the French to ‘travel themselves interesting’ and Pedigree issued a clear directive to aging parents: ‘when your kids leave home, replace them.’



Coca-Cola: Share a Coke
...and millions around the world have now done so

Ariel: Share the Load
...and more than 1.5M Indian men pledged to do so



Expedia: Travel Yourself Interesting
...and millions more booked their travel through Expedia

Pedigree: When your kids leave home, replace them
...and dog adoption enquiries grew 824%



3 MAKE THE NEW BEHAVIOUR MORE ATTRACTIVE

While getting people to think or feel differently about a brand can't be incentivised, getting them to behave differently can be. Incentives can be as traditional as a discount, or as progressive as changing the insurance model to pay people to take action that will make future claims less likely. Or enabling people to vote in order to bring them in-store. Or making a washing powder targeted at lazy men.



NRMA: Safety Hub
Paid people to do the things that avoid disaster in the first place; spent \$63K to avert \$870K of claims

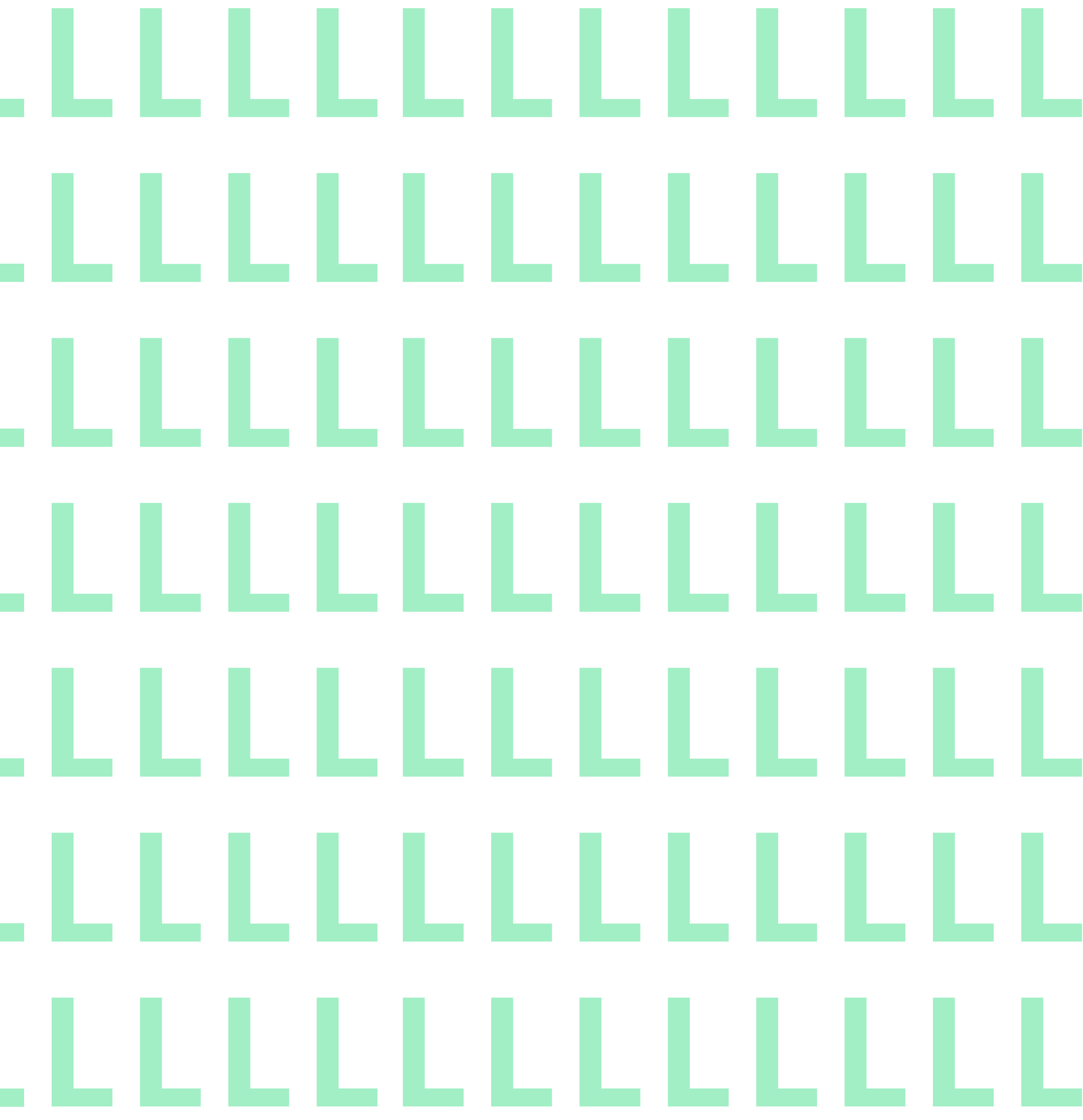
Tesco: Unforgettable Bag
Created a re-usable bag that could be scanned at checkout to take 20c off their total bill; grew their bag re-use rate from 5% to 68%



Boost: Boost Your Voice
Used their stores as US election voting stations in under-served communities; saw a 29% lift in new and returning customers

Ariel: Share the Load
A pack with a calendar that helped divide the laundry task between Dads and Mums created an in-home experience that incentivised Dads to start sharing the load; a further 2.1M Dads pledged to #sharetheload





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Creative Effectiveness
Ladder