

OGILVY CONSULTING

The Behavioural Science Annual 2018–2019

*A collection of social change
initiatives for brands, charities,
non-profits and local government*

Ogilvy

Welcome to The Behavioural Science Annual for 2019.

We're thrilled to share a selection of the projects that Ogilvy Consulting's Behavioural Science Practice have been working on over the past year, with a particular focus on those developed in partnership with brands and local government supporting social outcomes.

The ambition of our global practice is to creatively apply the insights of behavioural science to diagnose, create and validate what we call 'Unseen Opportunities'. These can be fresh ways of looking at a problem, as well as interventions helping us to address old challenges in unexpected and effective ways.

Critically, the intention of The Annual is not simply to share the projects where we have achieved significant impact, but also interventions that are incomplete or unsuccessful in their objective. As public and private sector organisations increasingly look to behavioural insights to address their challenges, we hope our experience and learning will advance our success and ultimately, help us all achieve more positive outcomes through behavioural science.

In this report, we'll share examples of 'Unseen Opportunities' across a spectrum of challenges; from improving patient experiences, optimising a self-help manual for people in debt, increasing charitable donations, and influencing a nationwide mental health campaign.

We hope these examples start some conversations, open a few doors (maybe close some others...), and ultimately encourage others to explore how applied behavioural science can help to make our world a better place.

We're immensely proud of our work this year and we hope you enjoy the read!



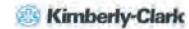
SAM TATAM

Consulting Partner
Head of Behavioural Science,
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At A Glance

HELPING ORGANISATIONS...



BY USING BEHAVIOURAL SCIENCE...

Social Norms	Effort Reward Heuristic
Ambiguity aversion	Risk Compensation
Reciprocity	Self-Efficacy
Concreteness Effect	Costly Signalling

TO ACHIEVE...

- Nudging direct debit payments
- Creating a 'Home Safe Checklist'
- Giving 'free' a value for teenagers
- Optimising coffee cup collection bins
- Designing better debt advice
- Re-framing recycling waste
- Behavioural ergonomics for safer factories
- Improving banners to nudge donations
- New envelopes to nudge donations
- Asking twice for mental health

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*Here's to the people
who changed their
behaviour this year.*

*And here's to the
people who didn't.*

THE VIEW FROM RORY

There are two great things about behavioural interventions. The first is that they work. The second is that they don't always work completely, or not in the way we expect. For people obsessed with conceptual neatness and reductionist models of the world, this messiness is a constant source of frustration. I believe it is an underappreciated virtue of the behavioural approach.

Let's take the example of direct debit payments on page 40. There are many 'bad' reasons why someone may not complete a direct debit mandate: they may not find the benefits salient, for instance, or they may not realise that the council prefers you to pay that way. Maybe they've never done it before. Or they may be focused on the short term: at time of deciding, it may be easier to send a one-off payment than to dig out your bank details, and so short-term expediency triumphs over long-term ease.

But there are also 'good' reasons not to fill in a direct debit. Best of all might be that you don't have a bank account. Or perhaps your finances are so precarious that you could never be sure in advance that you had funds available to cover the payment. Or perhaps you are secretly planning to skip town and hide out in the Ecuadorian Embassy for the next seven years?

Like all good marketing, behavioural science allows people to make new decisions by presenting choices in a better light. But it does not interfere with people's basic right to use personal agency to make the best of the situation they are in. Nor does it presume to understand the circumstances of people's lives better than they do themselves. If you have one good reason to resist a nudge, the nudge doesn't work. And that's not a bad thing, it's a very good thing indeed.

When Richard Thaler wrote Nudge, the working title was Libertarian Paternalism. Since its release, there has been more attention paid to the paternalistic aspects of the idea than to the libertarian ones. But the libertarian aspect is vitally important. In the case study on page 40 (indeed in many of the cases in this report) a lawyer or an economist would devise solutions that are wholly inappropriate or unfair for a large percentage of the sample. An economist might fine people for not completing a direct debit or else subsidise people who do; a lawyer might make direct debits mandatory. In each case they are penalising people who have perfectly sound reasons for dissenting. (The annoying thing about government is that it is the lawyers and economists who tend to be consulted first; it makes no sense to try compulsion before you have even attempted persuasion.)

Or let's assume that you charge people much more for running their domestic appliances during the day (when carbon emissions are higher for every kilowatt used). Is this a good idea? Well it would work. But it would be significantly unfair to people who work night shifts, who might be understandably reluctant to leave their appliances running while unattended (indeed it might even be dangerous). It would also be unkind to people in apartments whose bedroom lies beneath their neighbour's washer-dryer when it launches the spin-cycle at 3am.

On the other hand, if you used persuasion to encourage this behaviour, many people could freely adopt it, but those for whom it was inappropriate could continue as before. Law and economics are blunt instruments by comparison.

The great thing about persuasion is that it works just as far as it should, and then it stops working. The end-goal in behaviour change should almost never be 100% conversion. Even in the case of organ donations there are people who have perfectly sincere religious objections to the practice. And, in any case, we don't need 100% of people on the donors' register.

I make this point because understanding the upside to the limitations of persuasion is vital if we are accurately to assess the success of any nudge-style intervention. If a benign behaviour which was previously adopted by 40% of people is, post-nudge, adopted by 60%, how successful have we been? Framed one way, we have increased conversion by 50%, which is significant. But how successful have we been overall? Is our intervention only 33% effective, since we persuaded only one third of the audience to change their minds? I think this understates things. Indeed, if 30% of people have a good reason not to change their behaviour, I would argue that we have been 66% effective, since two thirds of the people who can and should adopt a new behaviour have now done so. And (unlike a typical solution proposed by lawyers or economists) we have imposed no unfair penalties or coercion on people who are perfectly justified in continuing doing what they did before.

In short, we are in danger of forgetting that libertarianism has a value alongside paternalism: for an intervention shouldn't be judged solely by those people whose behaviour it changes; it should also be valued for the people whom it leaves free not to change.

“Like all good marketing, behavioural science allows people to make new decisions by presenting choices in a better light.”



RORY SUTHERLAND,
Vice Chairman,
Ogilvy UK

1

INTERVENTIONS
FOR THE
CHARITY AND
NON-PROFIT
SECTOR

Increasing donations with heavy envelopes

AUTHOR: MADDIE CROUCHER

Behaviourally optimising charity donation envelopes to increase the frequency and amount of donations from door-to-door fundraising.

The Behavioural Challenge

Christian Aid run house-to-house charity collections in May every year; volunteers hand-deliver donation envelopes to houses in their local area, and return to collect them along with any donations inside.

During Christian Aid Week the charity distributes approximately seven million envelopes across the country. The success and effectiveness of these envelopes is paramount to the success of Christian Aid Week and overall donation revenue.

Our challenge was to use behavioural science to increase the frequency and amount of donations elicited from Christian Aid Week donation envelopes.

Our Approach

First, we reviewed the extensive academic literature around charitable giving and identified 20 key behavioural barriers and drivers to donating. To supplement this, we explored the strategies that others, both within and outside our category, had used to overcome challenges similar to engaging and acting on direct mail.

We creatively applied these insights to develop strategies for people to Notice the envelope, Engage with it, and Donate.

A long list of ideas were then refined, developed, and prioritised with Christian Aid, guided by anticipated feasibility and impact. This resulted in six final behavioural strategies, brought to life in six new envelope designs.

We tested the impact of the six behavioural envelopes in a randomised control trial during Christian Aid Week 2018. Each test condition contained 200,000 envelopes.

Country: UK

Trial length: 1 week

Date: May 2018

Sample: 200,000 per condition



Our ideas

Our six new donation envelope designs included the following:

1. Hand delivered stamp

“Hand Delivered, Hand Collected, by your local volunteer” stamp.

Strategy: Labour Illusion



2. Urgency

“We’re collecting donations this week only!” banner.

Strategy: Scarcity



3. Appeal

“Appeal. Donation Envelope” banner.

Strategy: Cognitive Ease



4. Orientation

Portrait orientation envelope to give cues that it was an envelope rather than a leaflet.

Strategy: Affordance Cues



5. Gift Aid

Highlighting the benefits of Gift Aid
“Boost your donation by 25% for free”.

Strategy: Salience



6. Weight

Using thicker paper stock to increase the perceived value of the envelope.

Strategy: Costly Signalling



Our Results

Our analysis revealed that four of our behaviourally optimised envelopes significantly increased total donations relative to the control.

- Orientation +17%
- Weight +14%
- Hand Delivered Stamp +13%
- Appeal +10%

Specifically, the Orientation and Hand Delivered Stamp drove return rates, the Weight envelope drove average donations, and Appeal drove both.

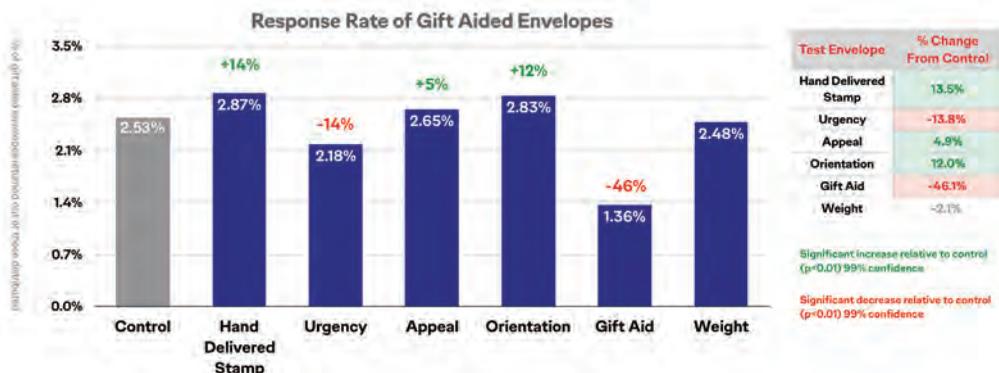
By contrast, the Urgency and Gift Aid envelopes significantly reduced return rates and total donations.

This may be because Urgency gave people a justification not to donate. Similarly, our hypothesis is that calling out that Gift Aid was “Free” made donating too transactional (crowding out the ‘warm glow’ of donation).

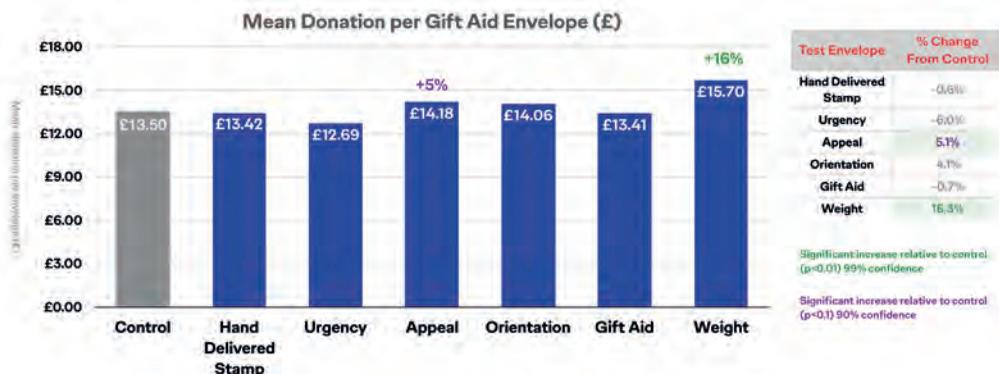
The results revealed that heightening cues of the envelope’s purpose (affordance cues & cognitive ease) and value (labour illusion & costly signalling) encouraged donations.



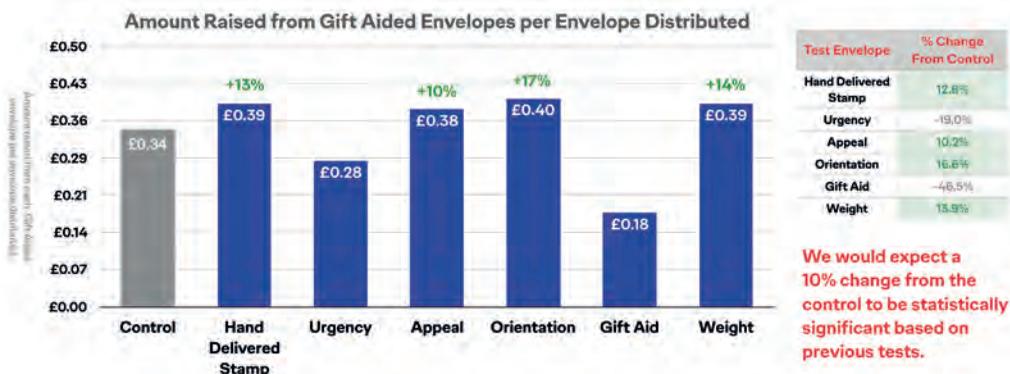
RETURN RATE: NUMBER OF ENVELOPES RECEIVED (CHI-SQUARE TEST)



AVERAGE £ PER ENVELOPE: AMOUNT OF £ PEOPLE DONATED (UNPAIRED T-TEST)



TOTAL DONATIONS: TOTAL REVENUE GENERATED



Note: only gift aided envelopes were tracked as part of this trial

Start small, ask twice!

Creating simple actions for better Mental Health

AUTHOR: SARA BARQAWI

Time to Change is a growing social movement working to change the way we all think and act about mental health problems. They asked Ogilvy to help them build a campaign that will drive behaviour change, by helping key audiences step in to talk to a friend in need.

The Behavioural Challenge

One in four of us will be affected by a mental health problem in any given year. Despite the progress society has made, we know that many people still don't know how to take action. They don't believe mental health problems are likely to affect them or people they know, and may not always have the tools and language to help.

Our Approach

We applied the COM-B model of behaviour change across all of the Time to Change research conducted in the last two years, with a particular focus on CIC2D men. This group could identify when a friend was acting differently but were lacking the 'psychological capability' to understand how to step in and have a conversation about mental health. They simply didn't know how to start these vital conversations. Our challenge was to show this audience what a natural, realistic mental health conversation looked and sounded like.

Our Ideas

From the COM-B diagnosis, three creative concepts were brought into initial research. Research consisted of nine focus groups, engaging over 90 people in total.

The strongest performer from this testing was 'Ask Twice', a message encouraging those to ask their friends how they are, twice, to break beyond the response of 'I'm fine' the first time around.

Country: UK

Date: October 2018–Present

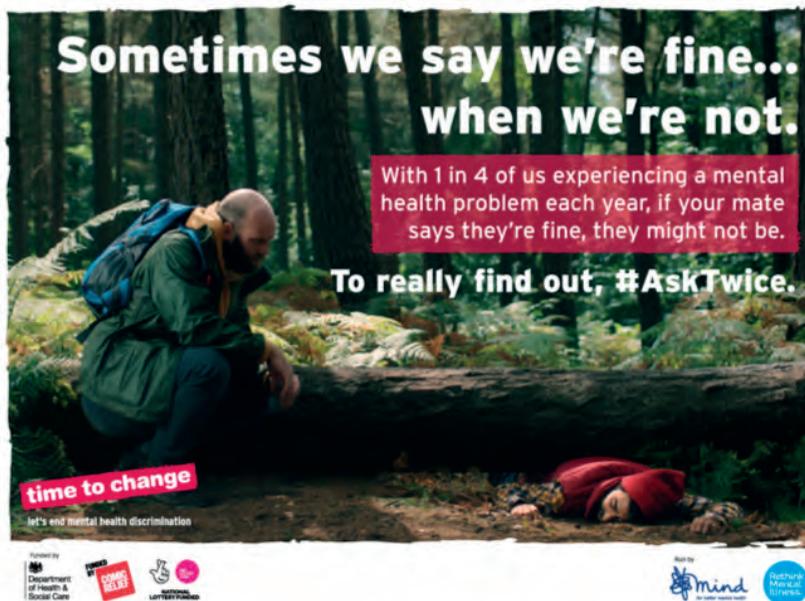
Sample: 600 C1C2D men



When it came to the creative execution, behavioural levers ensured we maximised the campaign's message. Knowing that people might expect mental health conversations to be awkward or scary, we turned the intangible concept of mental health into a physical form (being stuck under a tree). With this analogy making the issue more concrete and relatable, therefore less intimidating to address.

We also ensured that each model of conversation had a positive resolution, to address our audiences' fear of addressing potentially sensitive subjects.

Finally, we added an irreverent and playful tone, keeping the conversation light-hearted while deploying talking taxidermy animals to deliver the voice-over. Having a 'third voice' refocuses the viewers attention, but also gives a sense of authority and clarity to the call to action. The term 'humans' is a deliberate attempt to elevate issues above society, culture and stereotypes.



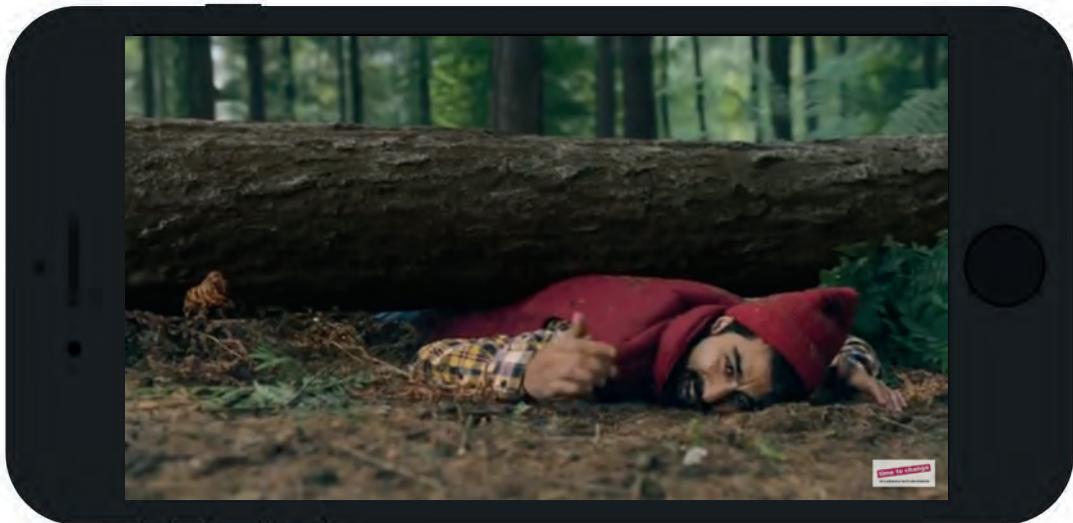
Our Results

As a result of our 'Ask Twice' campaign, recognition is 50% higher amongst 'Detached Men' (C1C2D men) compared to the last burst of the 'In Your Corner' campaign, and we're reaching twice as many 'Detached Men' as we did when 'In Your Corner' launched.¹

As targeted by our COM-B diagnosis, the campaign impacted the psychological capability of our audience, with a 14% increase in people who felt equipped to step in for a friend coping with depression.²

Importantly, we found a 10% increase in people checking-in with a friend who they think may be struggling.³

After having seen our campaign, 35% of our sample claimed that they've stepped in to help a friend.⁴ When extrapolated to the broader picture of all of those who have recognised the campaign, this equates to the behaviour change of 547,000 people.⁵ In terms of media spend, that equates to £1.15 per person taking action – our most effective campaign yet.⁶



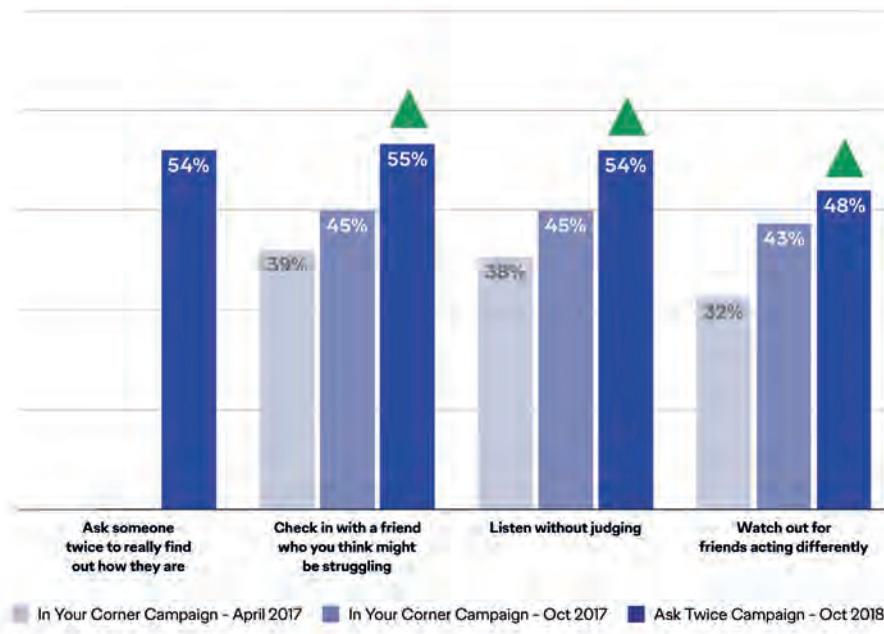
VIEW THE ASK TWICE CAMPAIGN AT:

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=NOKH2JGK4P0](https://www.youtube.com/watch?v=NOKH2JGK4P0)



let's end mental health discrimination

CALL TO ACTION



Amongst those who viewed the 'Ask Twice' campaign, there was greater self-reported willingness to 'check-in with a friend', 'listen without judging' and 'watch out for friends acting differently', compared to previous campaigns.

Base: All who recognised Time To Change campaign: IYC 1 – April 2017 (94); IYC 2 – October 2017 (166); Ask Twice – October 2018 (192).

▲ Significant difference vs IYC April 2017 at 95% confidence level

Ads for Good

AUTHOR: PETE DYSON

Applying behavioural science to contribute to more positive online economy, an innovative new banner advertising placement that donates half the money to selected charities.

The Behavioural Challenge

Let's be honest, we all usually hit the 'skip ad' button when faced with an advert online. Could we design a compelling message to motivate users to watch the adverts they are shown and donate to charity in the process?

Good-Loop is an organisation that is working to make ad-banners that create social good. Their 'ads for good' banners donate money to your chosen charity every time you choose to opt-in and view their short video advert for at least 15 seconds. In this way they are a 'win-win' for charities and brands, converting people's time into charitable donations whilst delivering a higher quality impression for the brand.

Because people are now conditioned to be cynical about online ads, they have become 'banner blind', meaning that they easily miss or 'skip' Good-Loop banners that can actually raise money for charity. How could we break through a perception and get people to act? How could we get people to even notice our ads in a world where every piece of content is built to grab your attention?

Our Approach

The Behavioural Science literature is brimming with studies on the motivations that drive attention and engagement. We applied these principles to get people to notice, understand, click and watch the ads for 15 seconds so money could be donated to charity by the brand and publisher.

Our Ideas

Working collaboratively with Good-Loop, we employed seven different behavioural techniques including: re-framing, self-efficacy and priming. For example: re-framing the concept of giving money to 'donating your time' – or harnessing the power of social norms by highlighting the number of clicks the banner had already received.

Country: UK

Trial length: 4 months

Date: April 2018

Sample: 500,000 users



The banner concepts were tested online for a period of four months – showing ads to over half a million people. The banners were shown to 500,000 users and received over 13,000 clicks on sites such as Stylist, Netmums, The Londonist, CityAM and WikiHow.

Our Results

The test was kept accurate by using Good Loop's original banner supported by the mattress brand Simba. The independent variable was the seven behavioural conditions, which aimed to achieve a better click-through-rate (CTR).

The results showed the control banner received a click-through-rate (CTR) of 0.2%, while the nudge banner achieved a 1.7% CTR, seeing an increase of over 600%. Interestingly, the test showed that 'traditional' charity imagery and language of using Messenger and Identifiable Victim Effect scored poorly with audiences, whilst re-framing the call to action or inferring an established social norm resulted in significantly higher engagement.

Therefore, given a new engagement rate of 1.7% - we can forecast that a website, with approximately one million visitors a month, could monetise their content whilst generating an additional £20,000 in free charity donations each year.



“Our platform needed a creative leap and it was the behavioural framework that really cracked open these new banner executions for us”

AMY WILLIAMS,
FOUNDER & CEO, GOOD-LOOP

Dealing with debt: Helping users make the right start

AUTHOR: JORDAN BUCK

Combining evidence and creativity to make Money Advice Trust's debt advice guide easier to understand and more compelling for users.

The Behavioural Challenge

It's not just what you say, it's how you say it.

The Money Advice Trust (MAT) has been producing a self-help advice guide for 25 years, designed to give those with financial issues all the necessary information they need to resolve and deal with their debts.

However, the guide had not had a significant review or redesign in over five years, and there had also been no independent user-testing during this time. Our challenge was to help MAT redesign and restructure the guide, embedding behavioural science techniques to make it more behaviourally motivating, putting the user experience at the heart of the redesign.

Our Approach

Working alongside MAT and the Money and Pensions Service (formerly Money Advice Service), we immersed ourselves in the existing guide and conducted research to uncover relevant insights regarding the current benefits and drawbacks of the existing guide.

We interviewed users who were currently or previously in debt, to gather their stories and perspectives on seeking advice and using the self-help guide. Finally, we reviewed all existing research and feedback related to the guide, and conducted a competitor analysis of similar self-help packs from different charities and organisations.

All of these insights were carried forwards into a *Diagnosis Workshop* with MAT and the Money and Pensions Service, in which we used the COM-B2 Model of Behaviour to diagnose the specific challenges users were facing (beyond a simple lack of information or knowledge) and identify each of the steps we needed users to take in order to successfully deal with their debts.

Country: UK
Date: 2017–2018

Official launch: April 2019

MONEY
ADVICE TRUST

Next, we facilitated a day-long *Ideation Workshop* focused around the ‘macro’ or ‘structural’ opportunities identified. For example, we ideated a wide range of intervention ideas and concepts concerning the overall look, feel and structure of the resource. We then hosted a second workshop focused on the ‘micro’ challenges surrounding the specific content of the new guide (for example, the budgeting tool).

The strongest concepts were incorporated into an initial draft of the new guide. *Comprehensive user-testing* was then conducted to validate and improve the guide’s effectiveness, ensuring that everything in the newly designed resource is ultimately driven by the needs of the end user.



PAGES FROM THE
PREVIOUS EDITION
OF THE GUIDE

Our Ideas

We completely overhauled and restructured the guide, ensuring that the flow of the new resource mirrored the 'non-linear' journey of the user, while reducing the chance of users getting lost or confused by the information.

Throughout the new guide we embedded a great number of evidence-based behavioural techniques designed to encourage users to continue and enable the sustained and successful use of the materials.

One key insight was that simply giving people all the necessary information is not enough to enable and encourage a lasting and concerted behaviour change.

Lack of knowledge was just one of a myriad of factors which were preventing users from successfully using the guide to get themselves out of debt – not least the fear and embarrassment which often accompanies this topic, as well as low levels of financial literacy.

By acknowledging users' feelings and the psychological challenges at play throughout the guide, we intended to make users feel at ease with using the resource and with tackling their debt problems 'head on'.

The Results

The new 'How to deal with debt' guide is now available in debt advice charities across England and Wales. It is available both in print and online, and can be downloaded from www.nationaldebtline.org





“We are delighted to have worked with the Money and Pensions Service and Ogilvy Consulting Behavioural Science Practice in producing a resource that we hope resonates with people in debt and inspires them to take action”

JOANNA ELSON
OBE, CEO OF THE MONEY ADVICE TRUST

Making waste feel like a wasted opportunity

AUTHOR: DANE SMITH

Queensland is Australia's most littered state but it's undergoing transformation. We were challenged to break through bad habits and frame their new Container Refund Scheme (CRS) in a mass-motivating way.

How could we make the incentive of 10c feel bigger than the effort of pitching in?

Tapping into the power of loss aversion⁸, our campaign steered away from the conventional CRS conversation of '10c can be earned per container' and towards something far more motivating: 'you are throwing out 10c in every container'. We flipped waste on its head.

The Behavioural Challenge

Queensland, Australia's most littered state, was gearing up to launch their new container refund scheme (CRS) – an incentives programme that rewards recycling with 10c per drink container.

With a state-wide recycling rate of only 44%, and three billion incremental containers generated each year, we needed to position the scheme in a way that cut-through inertia and changed mass behaviour.

In essence, we needed to make 10c feel less like small change and more like a reward with universal appeal.



Country: Australia

Trial length: 4 months

Date: : November 2018–February 2019

Sample: 4.691 million



Our Approach

Kicking off with a literature review, we identified 20 different ‘value’ frames we could use to position our 10c incentive.

Using sponsored posts on Facebook, we tested seven different CRS value propositions against a randomised Queensland sample (N=671,009), measuring success via unique clicks. Our control condition was a pro-environment message, ‘Helping you clean up Queensland’.

Our top-performing condition, Loss Aversion, significantly outperformed the control with its appeal: ‘Claim back your money on every container’. This became the creative launchpad for our state-wide communications campaign.

Our Ideas

The distinctive sound of 10c coins rattling in empty drinks containers became our call to arms – urging all Queenslanders to stop throwing away and start banking the trapped cash in their containers.

To bring this proposition to life where it mattered most (in moments of public drinks consumption), we re-skinned Queensland bins to look like cash-vessels, loaded to the brim with 10c coins.

Our Results

From the start, our campaign has greatly exceeded industry benchmarks.

Awareness

Our original target (based on similar scheme launches) was to increase scheme awareness from 22% to 80% by 2022. We reached 91% after just two months in market.

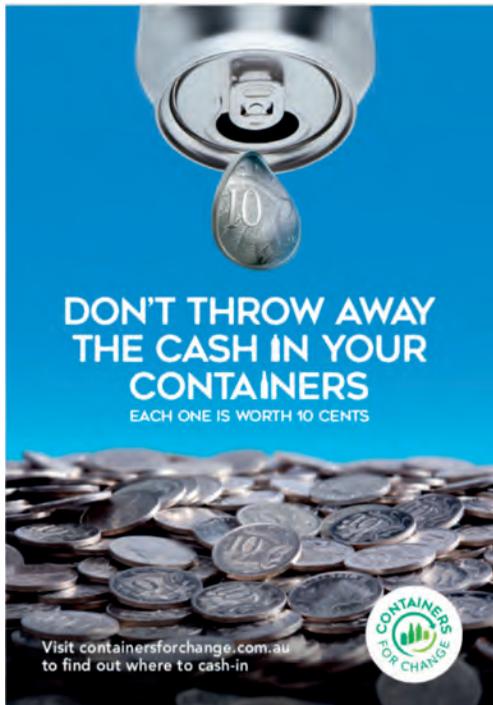
Participation

In the first month, we took deposits far beyond 18 million containers (a benchmark set by NSW's 2018 Return and Earn Scheme) to a whopping 50 million containers!

As of January 2019, Containers for Change has processed over 230 million containers across Queensland. This equates to 230 million fewer containers in Queensland landfill and \$23 million already reclaimed from waste.



OUR HIGHEST PERFORMING TEST POST,
APPLYING A LOSS FRAME TO THE 10C INCENTIVE.



OUR BROADCAST ADVERTISEMENT, URGING QUEENSLANDERS NOT TO THROW AWAY THE CASH IN THEIR CONTAINERS.

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=OJ0QLPB7ULG](https://www.youtube.com/watch?v=OJ0QLPB7ULG)

2

INTERVENTIONS FOR THE PRIVATE SECTOR

Counting the cups: Helping to make recycling behaviour more noticeable.

AUTHOR: JORDAN BUCK

Working with Costa Coffee, we designed behavioural interventions to increase rates of coffee cup recycling at Heathrow Airport, with a view to being scaled up across the UK.

The Behavioural Challenge

Over seven million disposable coffee cups are used every day in the UK⁸, but less than 1% of those cups are currently recycled.

To help tackle this problem, Costa Coffee – in collaboration with Heathrow Airport and waste management company Grundon – challenged Ogilvy Consulting’s Behavioural Science Practice to create interventions to increase the number of coffee cups being successfully recycled. Thus helping Costa achieve their impressive target of recycling 500 million cups by 2020.

We therefore set out to create interventions to be implemented and trialled at Heathrow Airport, with a view to scaling-up the most effective ideas nationwide.

One overarching insight to inform these interventions was that in the airport environment, people are often operating on autopilot. To be successful, we therefore needed to design interventions for people’s ‘System 1’ (their automatic mode of thinking). In addition, the multitude of nationalities and languages at the airport meant that our designs needed to be intuitive and easily understood by all, rather than overly relying on language or cultural cues.

Country: UK

Date: Jul 2018–Oct 2018

Heathrow



Our Approach

First we conducted an environmental audit of all five terminals at Heathrow, identifying key barriers and drivers to correct recycling in-situ. We also conducted a Behavioural Insights Review to uncover relevant insights into the challenge of increasing recycling rates, from the behavioural science literature as well as previous trials and initiatives related to waste behaviours.

Building on these insights, we co-developed a number of long-term and sustainable intervention ideas, centred not only around the airport environment, but also the coffee shops, the coffee cups themselves, the bins, and the waste collection processes.

“We’ve set ourselves an ambitious target to recycle 100m takeaway cups in the next year. To help us recover these cups we need to provide consumers with convenient solutions to cup recycling. We are excited to work with Ogilvy to better understand what effective solutions look like for consumers”

OLIVER ROSEVEAR,
HEAD OF ENVIRONMENT, COSTA

Our Ideas

One of our intervention ideas combined two new bin designs, making it as simple and easy as possible for people to correctly dispose of their cups. A key issue we identified was that of contamination; namely, people not recycling correctly (removing the lid and liquid from the cup) and putting other material in the recycling bins.

Crucial to our idea was the need to clearly communicate – through minimal imagery and wording – recycling instructions to an international audience. Our new designs utilised the power of social norms to overcome this issue, with clear tubes creating the implicit norm (reference) of cups being correctly recycled. Wrap-arounds imitating cups in the bottom of the tubes ensured that this implicit cue persisted even once the tubes have been emptied. Furthermore, subtle affordance cues were employed to nudge correct recycling behaviours, ensuring the opening at the top of each tube reflects the content which should go in it (i.e. lid slots, shaped as lids, liquid container like funnel, etc.).

Finally, we created a salient new coffee cup recycling logo to emphasise the need to separate out the coffee liquid from the cup and the lid.



Additional ideas in development are:

1. Re-framing the messaging of baristas in-store (i.e. *“do you want a recyclable cup?”* vs. *“do you want a takeaway cup?”*)
2. Optimised cup designs to prime customers to recycle.

The ideas are currently in the design and production stage, with a UK-wide roll out to city centres, tourist attractions and shopping malls planned for 2019/2020.



Making safety salient

AUTHOR: PETE DYSON

People never evolved to work in offices and factories; these environments and hazards are brand new. So we invented solutions that work with our hardwired perception, risk taking and emotional judgement.

The Behavioural Challenge

Factories first achieved success improving safety with better processes, hardware and management structures. But accidents still happen, and Kimberly-Clark targets zero injuries of any kind per year. Behavioural science has answers to the final mile challenge of 'human error' (Lindhout & Reniers, 2017).⁹

Our Approach

By applying the latest insights from evolutionary and behavioural science we began to understand why people don't always follow safety regulations perfectly.

We started by connecting persistent safety challenges with the behavioural science literature. For instance:

- Why can the most familiar tasks be the most dangerous? (Habit Formation, Focus & Attention)
- Why do people get carried away on projects, pushing too far and prioritising production over safety? (Behavioural Economics, Judgment Under Risk and Uncertainty)
- Why do people act on emotion and why don't they slow down and ask for help? (Social Psychology)

Using qualitative research, existing studies and literature as a foundation, we created a bespoke workshop for four tissue manufacturing facilities in the USA & Canada. The sessions pioneered the co-creation and design thinking with the manufacturing experts themselves; operators, drivers and technicians. Together, we generated dozens of ideas to solve the daily problems, risks and opportunities they observed.

Mindful Moment

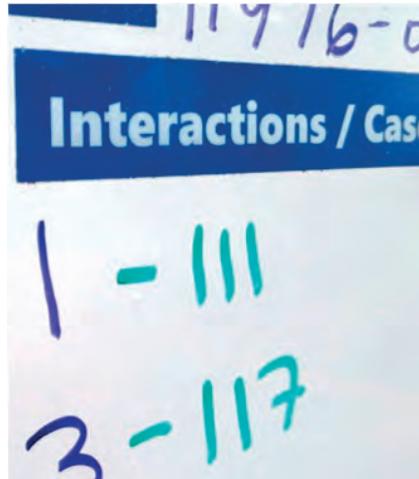
Routine tasks become automatic which creates collective danger as entire groups are not attentive to familiar risks. We applied habit disruption theory¹⁰ by triggering a moment of mindfulness, with the 'roll change' task (literally when large rolls of paper are moved) selected for pilot because operators use a remote control to manipulate two-tonne tissue rolls. Focus is key to avoiding mistakes.

Operators voted for a 30-second clip of instrumental music (Stevie Wonder, Superstitious) to play as the machine slowed down. The crew is then encouraged to concentrate on timing their breathing and staying relaxed. Fifty-six workers trailed this over three months; there were zero incidents and the majority of participants would recommend to another crew.

Results

Change in safety mindset, culture and behaviours are notoriously hard to measure (Dekker, 2014)¹¹. We created a framework covering safety engagement, proxy behaviours and safety performance. With so few incidents each year, this final measure is alluring to track but causation can be misleading to attribute. The 2018 performance was strong, but we think this evolution in thinking and behaving will take several years to take effect.

The challenge our future roll-out plan seeks to overcome is achieving scale (reaching more people in more factories), autonomy (facilities creating their own ideas) and sustainability (keeping engagement high by refreshing ideas periodically).



“I’d never have expected operators could be learning and applying behavioural science principles to improve their own and teammates’ safety. This approach is unique in the safety space”

MATT LITTLETON,
SAFETY LEAD, KIMBERLY-CLARK FAMILY CARE
NORTH AMERICA

3

INTERVENTIONS FOR THE PUBLIC SECTOR

Creating the 'Effort Index'

Nudging to Direct Debit payments

AUTHOR: MIKE HUGHES

A joint initiative with the Local Government Association (LGA) and Worcestershire County Council (WCC) to reduce fairer charging debt through optimising care service communications.

The Behavioural Challenge

Many people receiving social care services at home are required to contribute financially to their services, but many invoices go unpaid. WCC and LGA challenged us to explore how we approach WCC care users who fail to pay for their service. As well as payment, could we also nudge people to direct debit payments sooner, to avoid debt increasing over time?

Our Approach

Focusing on the Invoice, Reminder 1 and Reminder 2 letters care users received, we undertook a COM-B2 analysis of three key stages of payment, and defined **behavioural barriers** at each stage:

- 1. Opening the letter:** We found that some clients did not open their letters due to the high volume of letters received, or simply because they believed it could be bills or spam. This was exacerbated by not having any indication of who the letter was from.
- 2. Acceptance to pay:** The invoice received didn't outline the previous agreement to undergo care; therefore, some clients were not expecting an invoice. In addition, some service users did not agree that they had to pay for their care; or were confused about the state of their current care plan.
- 3. Making a payment:** For many, it wasn't immediately clear on the 'next steps' necessary to make a payment. The helpline number included on the invoice was no longer in use. Similarly, there was no perceived consequence for non-payment, as well as a lack of positive reinforcement for paying, while there was no 'preferred' way for the user to pay.

Country: UK

Trial length: 3 months

Date: February 2018–February 2019

Sample: 1100 Worcestershire
Care Users



Our Ideas

To overcome these barriers, we designed 58 behaviourally informed ideas. We then clustered these ideas into three overarching strategies, they were:

- 1. Increase the ease to process information*
- 2. Increase the perceived value of the service*
- 3. Increase the consequences of non-payment*

The below details a selection of the behavioural principles executed within each theme:

1). Increase the ease of processing information:

Chunking: Breaking information into chunks and highlighting important areas (e.g. ‘Your invoice at a glance’), helped the reader process the information more easily.

Ambiguity aversion: By describing each payment option in terms of the behaviour required for each (e.g. ‘I want to pay manually online every month’) with a time estimation and difficulty rating, we helped increase service users’ understanding of what is required to perform each task.

We applied these ideas to optimise each Invoice, Reminder 1 and Reminder 2 letter.

Using these redesigned letters as a base, we then included information that laddered up into two separate conditions for testing:

2). Increase the perceived value of the service:

Concreteness: Stating that ‘every penny you pay goes back into providing your care’ (with an image of a penny included) increased the ease for users to understand how their care is funded.

Labour Illusion: Highlighting the effort that the care workers go to, to deliver ‘thousands of hours’ of care, increased the perception of the service’s value.

3). Increase the perceived consequences of non-payment:

Reciprocity: Communicating the actions of the council on their service users’ behalf (e.g. ‘we have paid your care providers’) increased the incentive to act.

Goal Gradient: Using a ‘negative’ goal gradient helped the user more easily process where they currently were in the journey and indicated the consequences of non-payment (e.g. ‘investigation commences in 14 days’).

During September–December 2018, we conducted a randomised controlled trial (RCT) with 705 WCC domiciliary care users. We tested our two behaviourally optimised conditions against the control across the Invoice, Reminder 1 and Reminder 2 phases.

Our Results

We conducted Chi-Square tests to examine for significant differences between the groups of interest (i.e. comparing the control vs each condition).

The increased value condition increased direct debit sign-ups by 61% ($p < .10$) compared to the control.

The increased consequence condition increased people paying their invoice via the WCC website and automated telephone line by 33% ($p < .10$), compared to the control.

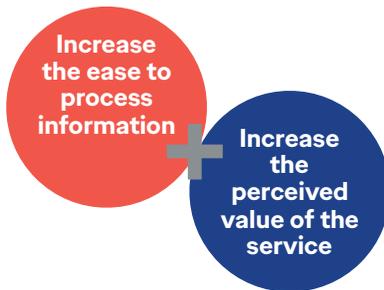
The increased consequence condition increased people calling the helpline by 36% ($p < .20$), compared to the control.

CONDITION 1



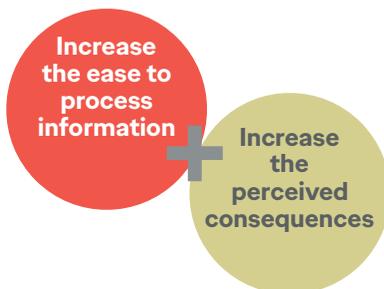
Control Letters as is

CONDITION 2



“Why your service is so valuable”

CONDITION 3



“Failure to pay means moving to the next stage”

WE RANDOMLY ASSIGNED DOMICILIARY CARE RECEIVERS ACROSS 3 CONDITIONS, TESTING OUR TWO EXPERIMENTAL CONDITIONS AGAINST THE CONTROL.

HOW WILL YOU PAY FOR YOUR CARE SERVICE?

Easiest and safest way to pay



I want to make easy and safe monthly payments

Time: Less than 5 minutes
Difficulty: ●●●●●

Direct Debit

Please note, this method of payment is only suitable if you are making regular monthly payments. You can pay automatically through Direct Debit. We will ask your bank to make the payment and will notify you in advance of the amount to be requested each month. To set up Direct Debit please call the Payments and Client Charging Team on xxx xxxx xxxx.



I want to pay manually online every month

Time: 15 minutes
Difficulty: ●●●●●

BACS/Online Banking

Sort Code: 20-98-87 | Account Number: 53583147. This is the most reliable, simple and secure way to make a payment. Please include the Invoice Reference. If you are paying more than one invoice, quote your Customer Account Number as your reference.

Internet Payment Facility

Pay your invoice online at any time using your debit or credit card. We accept Delta, JCB, Maestro, MasterCard, Solo, Switch, Visa Electron & Visa. To make a payment online go to www.worcestershire.gov.uk and click on PAY. Go to the secure online payments site link and Select Debtor Invoices. When making online payments you can add multiple invoice numbers by selecting "add to list". Your privacy and security online is our prime concern and our payments system encrypts your personal information.



I want to pay by cheque, debit or credit card every month

Time: 15 minutes
Difficulty: ●●●●●

Automated Telephone Payments

Call 0300 456 2206. You will need your invoice number and debit or credit card details to hand. Your privacy and security is our prime concern and our payments system encrypts your personal information. Calls will be charged at the local call rate. If you have a calling plan which includes free local calls, then 0300 calls are also free and if you have a mobile contract, they are also included as part of any free minutes.

By Post

Cheques or Postal Orders should be made payable to 'Worcestershire County Council' and crossed 'A/C Payee' with your Invoice Reference and Customer Account Number written clearly on the reverse. Put your payment and the Bank Giro Slip (on your invoice) in an envelope and post to: Payments and Client Charging team, Worcestershire County Council, County Hall, Spetchley Road, Worcester WR5 2NP. Please do not send cash through the post. Receipts will only be issued if requested.



I want to visit the bank every month

Time: 30+ minutes
Difficulty: ●●●●●

Bank Giro Credit

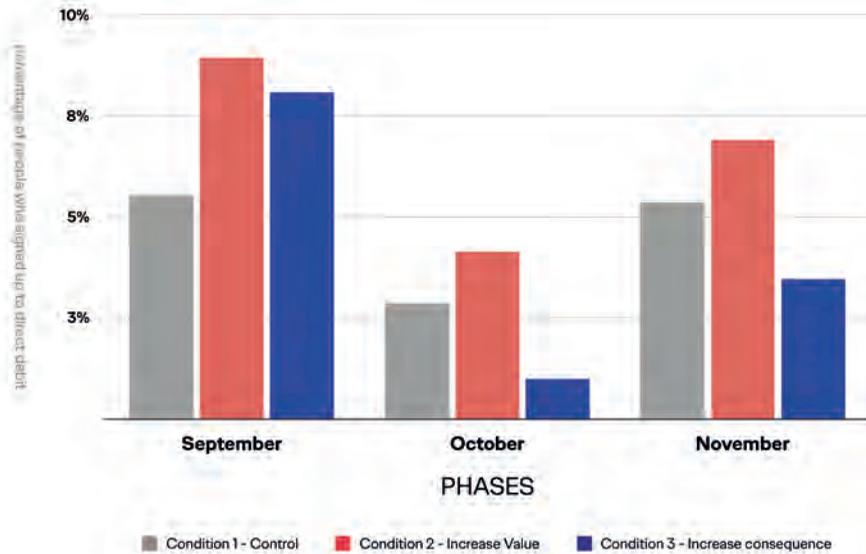
Payment can be made free of charge at any Barclays Bank. However, you may incur a fee for this service if you make payments at any other bank. Complete the bank giro credit slip on your invoice and present this with your payment. Cheques or postal orders should be made payable to 'Worcestershire County Council' and crossed 'A/C Payee', with your Invoice Reference and Customer Account Number written clearly on the reverse.

If you need to contact us... Please have your Customer Account Number and Invoice Reference ready

By phone: xxx xxx xxx
We are open: Monday to Friday 8:30am-5:00pm

By Letter: Payments and Client Charging team,
Worcestershire County Council, County Hall,
Spetchley Road, Worcester WR5 2NP

**PERCENTAGE OF DIRECT DEBIT SIGNUPS
WITHIN EACH CONDITION AND PHASE**



Our findings suggest that by ordering payment methods by ‘time required’ and difficulty, users are able to process each option more easily, and ‘default’ to the easiest method (direct debits).

If we were to roll out our direct debit intervention for the domiciliary care service within WCC, we could potentially see a total benefit of approximately £70,000* over the next 12 months (reduced invoicing costs and increased debt repayment).

A higher amount could be achieved if this intervention were rolled out across other Direct Debit applicable WCC services.

*Calculated at 100 new service users per month. Average invoice value per customer calculated at £305. Forecast calculated at 3.4% mean difference between people signing up to direct debit with Ogilvy’s ‘Effort Index’, compared to the control. Final figure is calculated assuming 50% of cohort expected to pay at invoice stage, 17% at the 1st reminder stage, and 3% at the 2nd reminder stage. Assumed each individual is on book for a period of 15.7 months before service is cancelled. Individuals who signed up to direct debit are invoiced once per month after signing up.

Raising the bar of patient experience

AUTHOR: VISHAL GEORGE

We co-designed three nudges with hospitals across New Zealand to improve patients' understanding of medication side-effects.

The Behavioural Challenge

People don't always understand the treatment they receive. In the National Adult Inpatient Experience Survey, understanding of medication side-effects and condition management received persistently low scores. Health Quality and Safety Commission partnered with our behavioural science team at Ogilvy to investigate these questions and co-designed three nudges to fix issues and improve patient experience in hospitals.

Our Approach

Diagnose & Understand Issues

- *Primary research* – We conducted mixed methods research with hospitals across four District Health Boards (DHBs) which involved reviewing key documents, in-situ observations and interviews/focus groups with staff members.
- *Secondary data analysis* – We analysed survey data to evaluate demographic differences and wider trends across similar questions.
- *Intervention design* – We used the MINDSPACE¹ framework to conceptualise nudges for changing behaviours.

Co-designing and selecting our interventions

- We designed interventions with consumers, pharmacy leads, nurse managers, clinical specialists and quality improvement staff to ensure nudges were patient-centric, feasible and practical for hospitals.
- *Nudge Selection* – We identified suitable nudges for each of the three partnering hospitals.
- *Behavioural Modelling* – We synthesised key insights using the COM-B2 behaviour model.
- *Qualitative Assessment* – We evaluated the impact of the three nudges via phone surveys with patients receiving each intervention.

Country: New Zealand *Trial length:* Co-designed nudges between November 2017 and February 2018
Date: October 2018
Sample: 20 patients per hospital for our pre-pilot



Our Three Behavioural Interventions:

- 1. Follow-up Call:** Patients received a follow-up call from a hospital staff member to explain their medication side-effects.
- 2. Home Safe Checklist:** Patients were encouraged to prompt a discussion about their medication, condition management and care plan.
- 3. Optimised Discharge Summary:** Patients checked their own knowledge gaps on a 'behaviourally optimised' discharge summary.



“Finding ways to improve the patient experience in hospital is central to this project. Working together with us, the District Health Boards, and, crucially, the patients accessing services, the team at Ogilvy co-designed useful nudges to improve the patient journey”

DEON YORK
PROGRAMME MANAGER –
PARTNERS IN CARE, HEALTH
QUALITY & SAFETY COMMISSION

Measurements

For each of the three hospitals, a phone survey was conducted by a local pharmacist with 20 patients. We used the EAST⁵ framework to evaluate the impact of the interventions across the four parameters:

1. **Easy** - Did the nudge make it easy to get information?
2. **Attractive** – Was the format useful for you?
3. **Social** – Would you recommend the nudge for others?
4. **Timely** – Was the timing of the intervention useful for you?

The 'Home Safe Checklist' was pre-piloted at a ward in the Whangarei Hospital in Waikato DHB, the 'Follow-up call' was put on hold at Blenheim Hospital in Nelson-Marlborough DHB since the call durations were longer than anticipated, requiring more resources and the 'Optimised Discharge Summary' is now designed for testing.

Our Results - Home Safe Checklist

1. **Easy** – 75% reported that the checklist made it easy to ask questions
2. **Attractive** – 80% found the checklist useful
3. **Social** – 91% recommended the nudge for others
4. **Timely** – 82% found the timing helpful

Overall the 'Home Safe Checklist' nudge excelled on all four parameters. We now recommend a large scale pilot to rigorously measure the impact this has on improving patient experience in hospitals.

Right. The final version of the 'Home Safe Checklist' nudge pre-piloted with patients at the Whangarei Hospital (Waikato DHB) in New Zealand. This behaviourally optimised checklist incorporates the following features: (a) The 'Am I ready to go home?' heading primes patients to think about what they need to know, (b) The check-list arranges information into easy to process chunks⁴ (c) The salient⁵ red icon draws attention to 'Speak with your nurse' and (d) the signature request at the start asks as a commitment⁶ device for users to complete the information.



Am I ready to go home



Waikato District Health Board
Te Hōpaki Whāngai o te Kaitiaki Building Healthy Communities

1 To help us prepare for your discharge, please ask all questions to a hospital staff member as soon as possible.

Name:

Signature: Phone Number:

2 Please read and answer the checklist, by ticking No, Yes or n/a (not applicable).

I understand why I was admitted to hospital	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I know what the medications I am taking are for	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I am aware of the reason for any changes to my medication	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I understand the possible side-effects of the medication I have been prescribed (including what to do and what to avoid)	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I know how and when to take my medication	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I understand how to manage my condition at home (including what to do and what to avoid)	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I know what follow up care I may require	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I have everything I need to go home (including equipment I need, help at home)	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I am aware of the warning signs to look out for	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>
I know what to do if I experience warning signs	No <input type="radio"/>	Yes <input type="radio"/> n/a <input type="radio"/>

3 Please write down any questions you may have: (if you require more space, please turn over to write your questions)



Speak with your nurse

4 Please give this to your nurse and speak to us if you have selected 'No', or have any other questions.

For more information:

Publication of Phase 1 Investigation - https://www.hqsc.govt.nz/assets/Consumer-Engagement/Publications/Raising_the_bar_on_the_National_Patient_Experience_Survey_-_May_2017.pdf

Publication of Phase 2 Co-designing - <https://www.hqsc.govt.nz/assets/Consumer-Engagement/Publications/Co-designing-nudges-raising-the-bar-on-the-national-adult-inpatient-experience-survey-Nov-2018.pdf>

An offer too good to be true? Framing value for the National Citizen Service

AUTHOR: JACK DUDDY

The National Citizen Service (NCS) is enjoyed but not valued; we tested if behaviourally informed language would help

The Behavioural Challenge

NCS is a government-backed personal development programme in the UK, in which 15–17 year olds spend up to four weeks challenging themselves, discovering and building skills and giving back to their community. Whilst the government invests up to £1,000 per place, the cost of the programme is just £50.

NCS tasked us to find the most appealing way to frame the £50 cost. The challenge was to increase the perceived value of the course without changing the price and using language alone. These ‘value frames’ would have to apply to two audiences: teens (15–17 years old) and their parents/guardians.

Our Approach

We collated a total of 20 relevant behavioural principles that could be used to influence people’s perception of value through language including scarcity, regret aversion, endowment and concreteness. Using each behavioural principle as a creative ‘springboard’, we developed over 300 possible ways of framing the value of NCS into concise, behaviourally informed messaging.



Country: UK
Date: 2017–2018

Sample: 600 teens and 600 parents/
guardians across the UK.



Our Ideas

The final 10 behaviourally optimised messages included:

Concreteness + Power of Free

“Your NCS ticket costs £50 – the rest is completely free”

Social Norms + Endowment Effect

*“Your place can be reserved for £50.
Don’t be the only one without
an NCS Summer”*

Effort Reward Heuristic + Anchoring

*“Because you’ve earned it, we’re giving
you a Summer worth £1,000, for only £50”*



The language of these frames were adjusted to apply to teenagers in one condition and parent/guardians in another.

Our Results

The 10 frames were placed into a conjoint analysis test using 1,200 participants across the UK: 600 teens and 600 parents/guardians. The results illustrated that two frames resonated most strongly with teenagers:

“Because you’ve earned it...”

“You are only 16 once...”

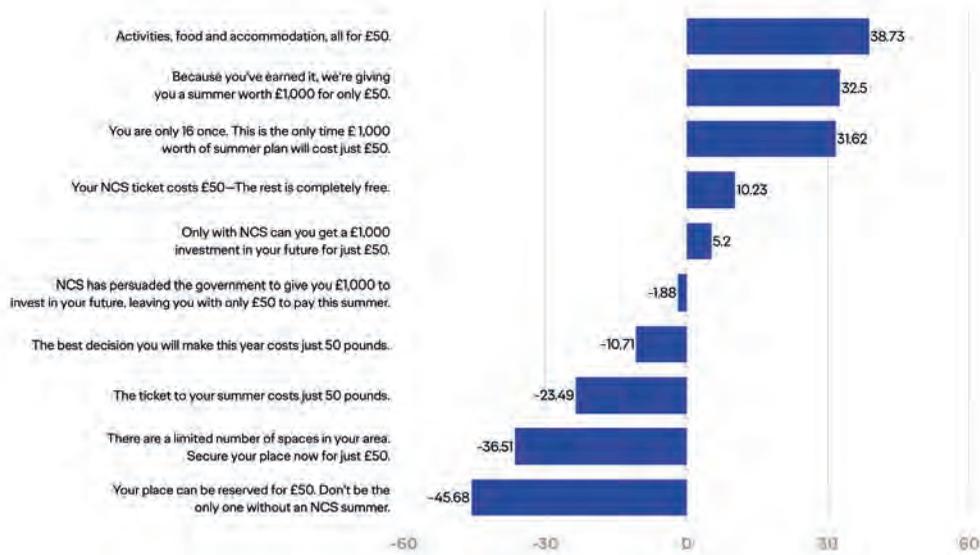
However, the strongest result resonated extremely well with both audiences:

“Activities, food and accommodation, all in for £50”

By simplifying the message and concretely stating what is covered in the price, we were able to reduce the ambiguity of what our audiences could expect from the service.

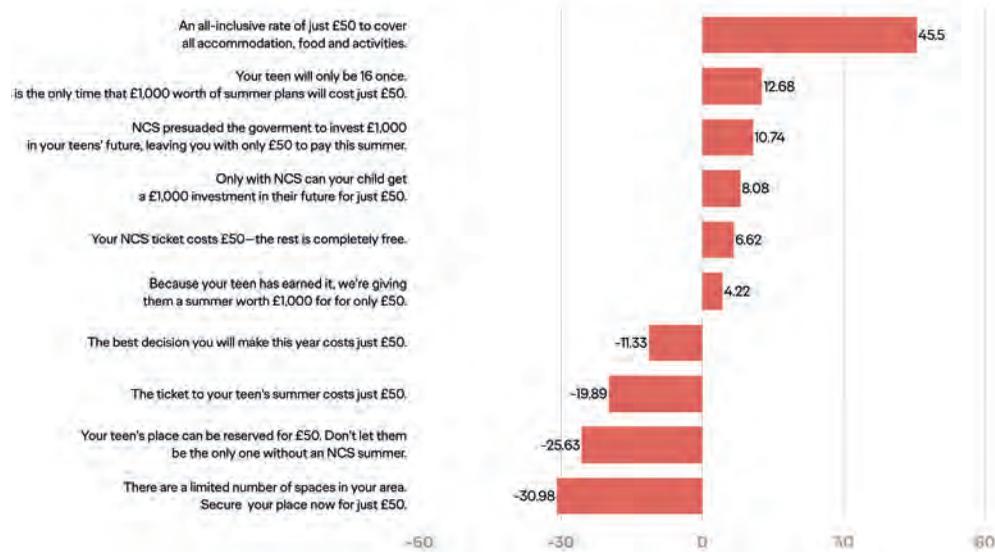
These value frames have now become a key part of NCS’s marketing and acquisition strategies.

Frame Preference – Teens



Results of Conjoint Analysis for Teens frame preference.
Sample size: 600 teens and 600 parents/guardians across the UK.

Frame Preference – Parents of Teens



Results of Conjoint Analysis for Parents of Teen's frame preference.
Sample size: 600 teens and 600 parents/guardians across the UK.

Behavioural Principles Glossary:

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.

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 big 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 easier than abstract ones.

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

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

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.

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. People value attractive products more highly when they believe that they are scarce.

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

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

Re-framing. Information may be numerically identical, but people will interpret them very differently depending upon how it is presented.

Behavioural Frameworks Explained:

COM-B. The COM-B model is a powerful diagnostic tool which can help us understand and prioritise why 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 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

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Editors of this document:



**MIKE
HUGHES**

Consultant

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

Having graduated with a master's degree in Psychology 2016, Mike successfully applied for the Ogilvy Summer School and never really left. Since becoming a strategist 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 him ask the biggest questions in behavioural science here:
<https://soundcloud.com/o-behave>

He also used to be a solo recording artist. Which he really doesn't like to talk about.



**PETE
DYSON**

**Senior
Consultant**

Pete has applied behavioural science to well over 50 different organisations, his skill has been researching, designing and creating the most minimal, practical and effective ideas that will change behaviour. His passion is to venture into new sectors beyond traditional marketing, such as safety, operations, product design, R&D and recruitment.

Having first studied Human Geography at the University of Cambridge, over the past seven years he has run projects and written campaign strategy with a specific behaviour change focus in societal and organisational psychology. His portfolio of creative work ranges from customer experience in hotels, improving safety in factories, door-to-door charitable donations to direct mail effectiveness.

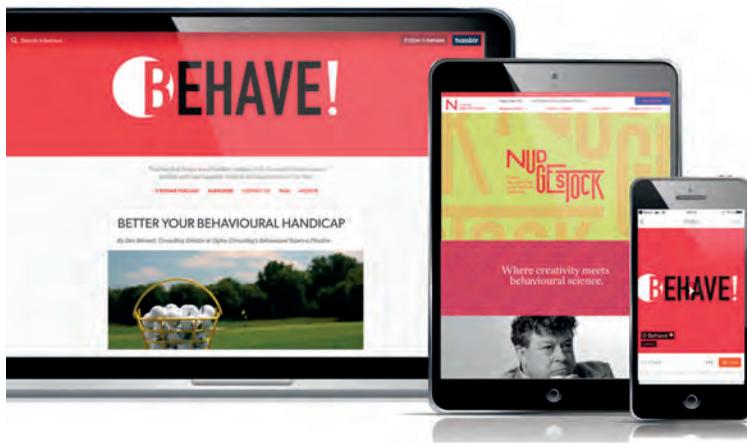
He has published research into the ethics and politics of allowing tourism in Indian slums and is co-author of an upcoming book on transport design and passenger psychology with Rory Sutherland.

Pete is also an elite triathlete competing internationally in Pro Ironman events. Sometimes this is very energising, sometimes it is very tiring.

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.



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