

# Consumer psychology, effectiveness and using media



Alliance of  
Independent  
Agencies

®



# Happy with your Exam question?



# Your exam question:

Share with me a creative execution (any medium/any type/does not have to be an ad, but can be if you wish) that you think is great and why it is great?

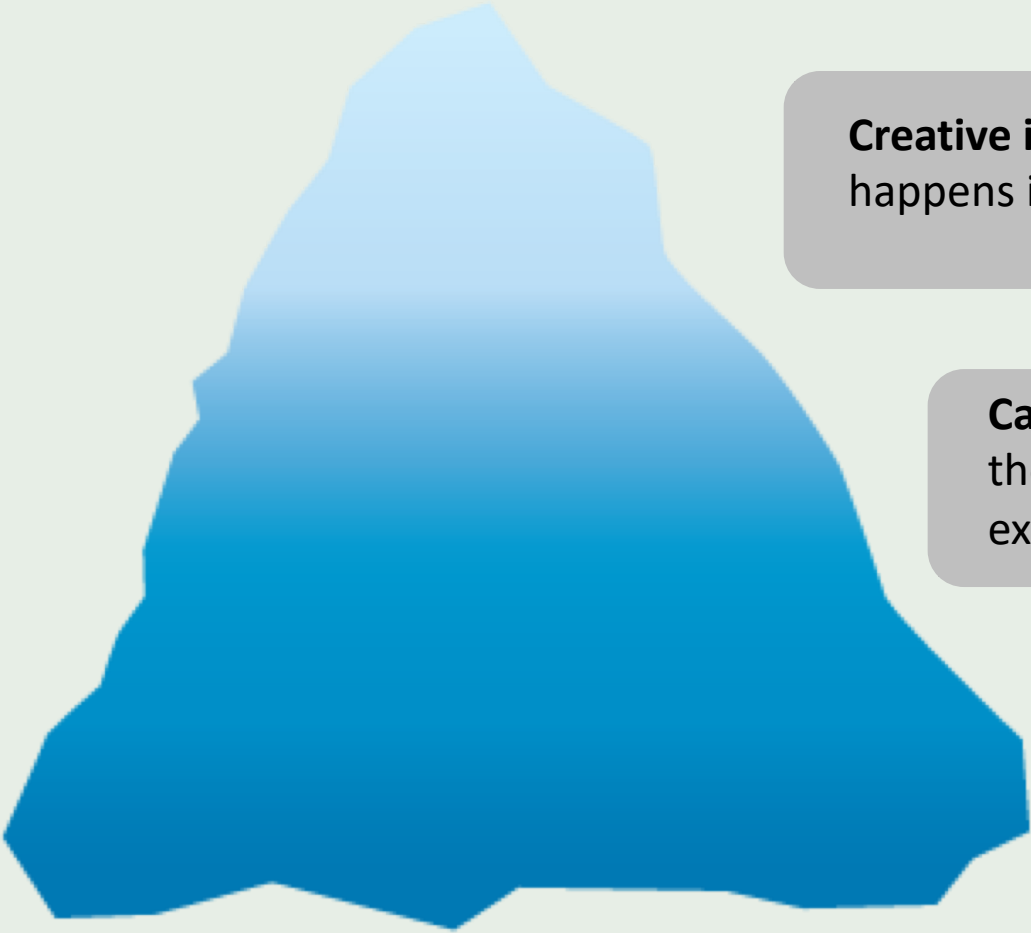
Specifically answer these two questions

- a) why it is motivating/exciting for its audience(s) and
- b) why it is effective for the brand that produced it

(write no more than 50 words in total)

Using **the iceberg format** work out the different ideas in play in this piece of work (See the notes to help you do this). Keep it as brief as possible- a short sentence or phrase in each box)



An iceberg diagram with a light blue tip and a dark blue base. Three text boxes are positioned to the right of the iceberg, each pointing to a specific part of it: the top tip, the middle section, and the bottom section.

**Creative idea:** what happens in this execution?

**Campaign idea:** what theme links up different executions?

**Brand positioning idea:**  
What does the brand stand for in a few words ?

# Questions to ask:-

## **Creative idea**

What happens in the execution?

What is its basic structure ?

How does it work as an execution?

## **Campaign idea**

What is the theme that links up the executions in the campaign ?

What is the idea behind the execution ?

(often but not always this is the end line)

## **Brand positioning idea**

What fundamental need (practical or psychological) does this brand satisfy ?

How is this brand positioned in our minds?

Can you sum this up in a short phrase or a few words ?

An iceberg diagram with a light blue tip and a dark blue base. Three grey callout boxes are positioned to the right of the iceberg, each containing text. The top box is aligned with the tip, the middle box is in the water, and the bottom box is at the base.

Creative idea:

**Girls act out adult roles with  
with confidence and charm**

Campaign idea:

**A girl can be anything  
she wants to be**

Brand positioning idea:

**Imagination & empowerment  
of girls through play**

# Questions to ask in defining:-

## **Creative idea**

What happens in the execution?

What is its basic structure ?

How does it work as an execution?

## **Campaign idea**

What is the theme that links up the executions in the campaign ?

What is the idea behind the execution ?

(often but not always this is the end line)

## **Brand positioning idea**

What fundamental need (practical or psychological) does this brand satisfy ?

How is this brand positioned in our minds?

Can you sum this up in a short phrase or a few words ?

# Today

## **Part 1: Fundamentals of behaviour science**

- Your brain: how it works
- Implications for effectiveness

## **Part 2: Planning tools and techniques for your brief**

- Existing v new consumers
- How to change the perceptions of well known brands
- Behavioral targeting: moments that matter

# Behaviour science explains....

How we process information

How we make decisions

What influences our choices

# Affects our beliefs about effectiveness

(and therefore our choice of media)

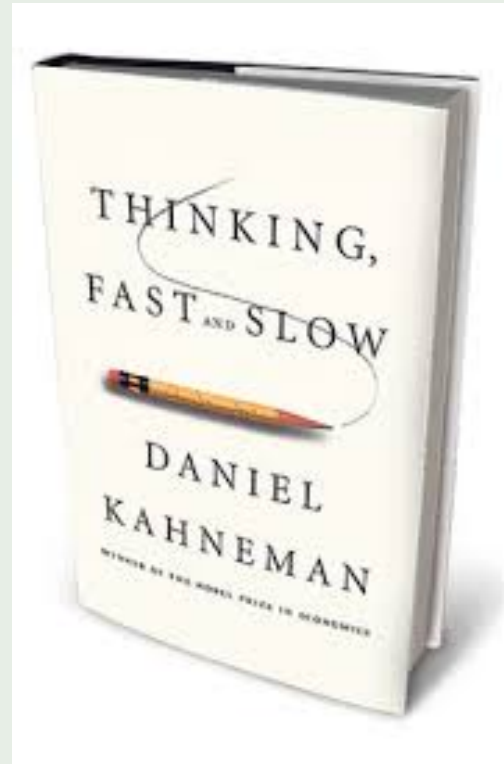
Emotional v. Rational

Quick v. Considered

Conscious v. Unconscious



# Science of how we make choices



# Two system brain

## System 1:

### Adaptive unconscious

- Unware of it
- Effortless
- Fast

**Autopilot**

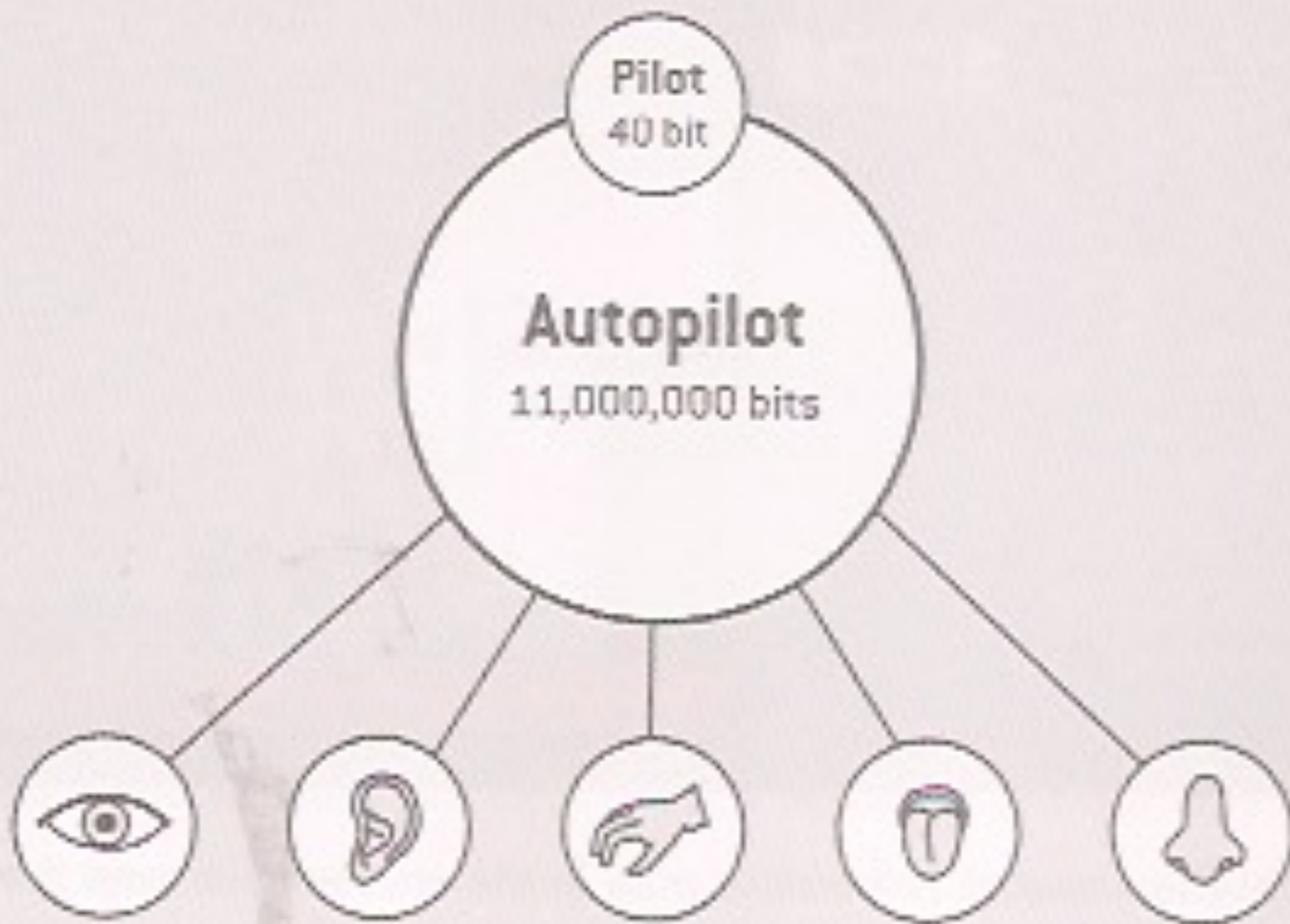
# Two system brain

## System 2:

### Conscious thought

- Controlled Effortful
- Deductive Slow
- Self-aware
- Tiring /demands energy

**Pilot**



iance of  
dependent  
encies

Source: Decoded by Phil Barden

# Read out the colour of the word

(Stroop test)

**BLUE**

**GREEN**

**YELLOW**

**PINK**

**RED**

**ORANGE**

**GREY**

**BLACK**

**PURPLE**

**TAN**

**WHITE**

**BROWN**

# System 1: automatically decodes faces





Social interactions vital for survival  
Brains evolved to give this high priority.



# System 1 is adaptive/can be “coded”

Learned associations between ideas:

- The capital of France is...
- $2+2=?$
- Reading in your native language
- Understands nuances of social situations.

“Knowledge is stored in memory and accessed without intention and without effort”



# System 1 is an alert system

Something not quite right:-  
Kicks it up to system 2  
for examination



# System 1 evolved to help us survive



# System 2 thinking

- Requires paying attention
- We cannot multitask in system 2
- We miss other things – for example danger



# System 2 thinking examples

- Maintain a faster walking speed than is natural for you.
- Park in a narrow space (for most people except garage attendants).
- Compare two washing machines for overall value.
- Fill out a tax form.
- Check the validity of a complex logical argument.

Source: Thinking fast and slow

# System 2 is tiring



## Parole boards

- Spend entire days reviewing applications
- Cases presented in random order, and the judges spend little time on each one
- An average of 6 minutes.

**35% of requests are approved** on average

Proportion **spikes after each meal**, when about **65% of requests** are granted.

During the two hours or so until the judges' next feeding, the approval rate drops steadily, to **about zero just before the meal**.

Source: Thinking fast and slow





# It makes sense to be Homer



To survive  
To preserve energy

# We are lazy

- A “law of least effort” applies to cognitive and physical exertion.
- Several ways of achieving the same goal? People will gravitate to the least demanding
- Such using as a mental short cut or “heuristic” (rule of thumb)



# Which is the right answer ?

Adolf Hitler was born in 1892.

*Adolf Hitler was born in 1887*

Source: thinking fast and slow

# Ease (lack of cognitive effort) engenders trust

- Both are false (Hitler was born in 1889),
- But the first is more likely to be believed.



“Easy is a sign that things are going well:  
no threats, no major news,  
no need to redirect attention or mobilize effort.  
Strained indicates that a problem exists.”

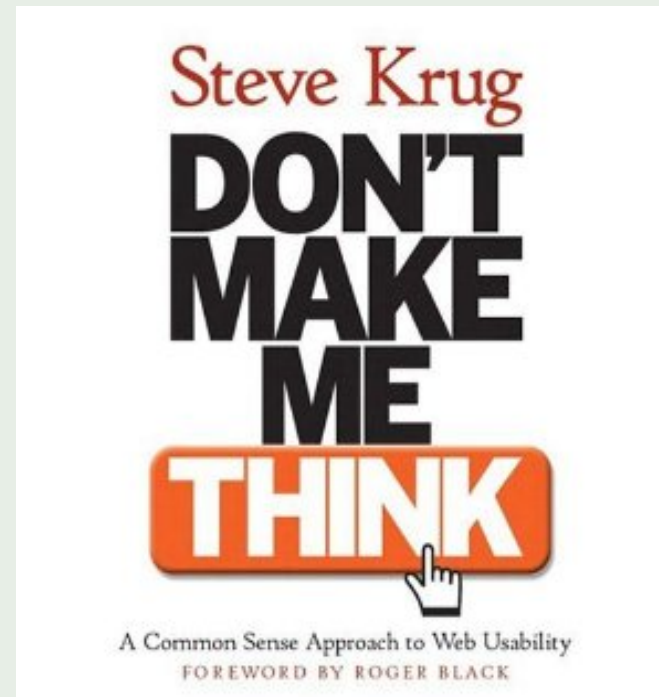
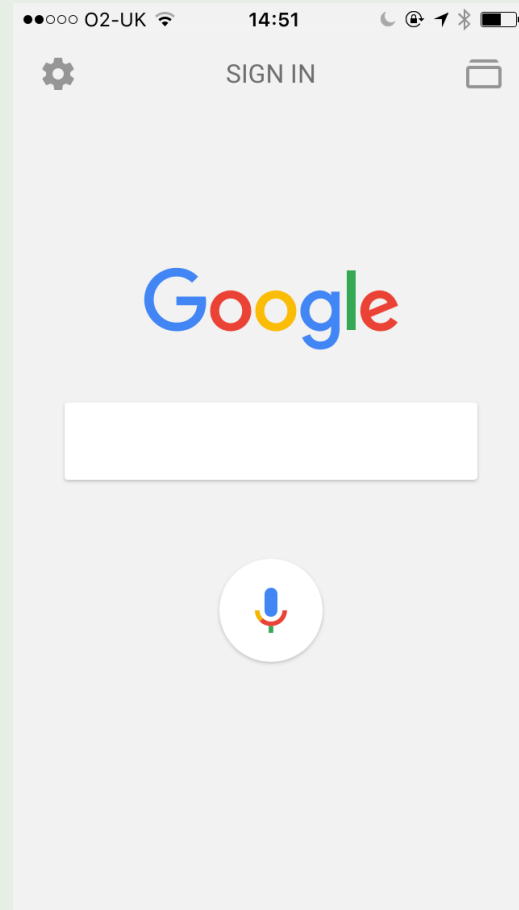
Source: thinking fast and slow



# Key ideas so far

- System 1 is our first fast way of processing information
- Through all the senses
- Acts as a alert system and is attuned to context
- We are naturally lazy (to preserve energy)
- Gravitate towards the least demanding course
- Trust information more that is easy to process

NB –  
mobile/app  
design forces  
simplicity



# Don't even think about it: it's automatic



**When you pay into your workplace pension, your boss pays in too.**

Starting with larger companies, bosses across the UK now have to offer their workers a workplace pension. It means millions of working people are being enrolled. And better still, when you pay in, your boss pays in too. You'll also get some tax relief from the Government. You don't have to do anything right now, just look out for a letter from your employer that tells you more.

For more information visit [gov.uk/workplacepensions](http://gov.uk/workplacepensions)

**Workplace pensions. We're all in.**

*Simon*  
*TLS*

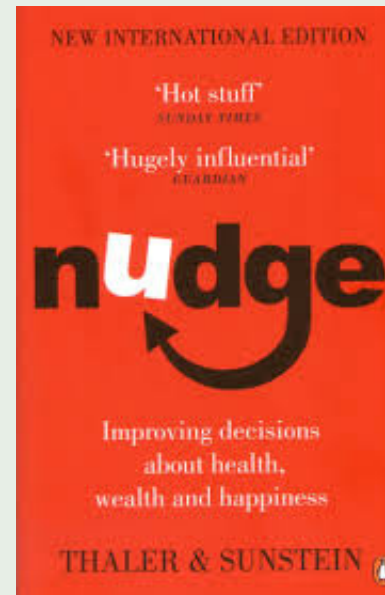
 HM  
Department  
for Work &  
Pensions

# Inertia or “default options”

Ringtone you use on your mobile  
Automatic renewals (subscriptions/Insurance )  
Automatic enrolment  
Sign up through Facebook

*There is implicit endorsement  
from the default setter*

-Nudge by Thaler and Sunstein



# Consumers prefer the familiar

Familiarity means a sense of “prior knowledge”  
(don’t have to think hard about the choice)

Mental shortcut that preserves energy.

Discerning/Individualistic choices require effort

Explains the difference between claimed  
and real behavior

***Insight tip – look at the gap between claimed  
and real behaviour***





# **Social proof: we copy people like us**

Don't have time/energy to analyse every decision  
Outsource risk to the crowd

We make “good enough” decisions  
If we get stuck with too much choice- “can't decide”- we use social proof as  
push us over the line

# Messages/ads create perceived popularity

“Back by popular demand”

“The worlds’ favourite airline

“Only three rooms left at this price”

“Buy now whilst stocks last”

(Social proof X Scarcity)

# Visual signaling and social proof



# A big challenge for Clarks

People are

- on autopilot
- don't think much about brands
- have “settled perceptions” of well known brands

Yet the Clarks brief is ***an engagement brief***

Esp for staff – get staff involved and knowledgeable

# Disruption and engagement models

# Problem : we don't re-examine “the familiar”



Barbie, like Clarks , is a ***familiar*** brand.

People ***don't challenge their preconceptions***-unless provoked

# Disrupt to shake people out of autopilot



# Effectiveness idea: “symbol of re-evaluation”

New news which they treated as big news:

Launched three new body shapes - Tall, Curvy and Petite - to sit alongside the original shape. Launching with a cover story on Time Magazine





# Symbol of re-evaluation ?

“The launch of our most sustainable shoe ever, the next generation ‘Origin’ (see sustainability deck for detail on the previous Origin products)”



ORIGIN

# Original brand symbol-updated

“Clarks Original -a pivotal role in future proofing the brand, acting as the engine *for Clarks collaborations* and the driver of global brand heat”.



# Partnership to change a brand image



Yayoi Kusama & Louis Vuitton in Selfridges



# Effectiveness idea: get seen in a new context

“We launched during a major Sunday night NFL game and invited dads to share their own stories of playing with Barbie with their little girls.”



# Barbies effectiveness strategies

**Problem:** Barbie perceptions stuck in its “pink princess” past.

**Barrier:** people have a settled view of such a famous brand

## Effectiveness ideas to disrupt and enagage

Exciting brand vision: “girls can be anything they want to be”

New news: three new Barbies that *were treated as big news*

New and surprising target audience: dads and daughters

New media context: launched in an American football game

New and fresh message: dads fantasy play with daughters

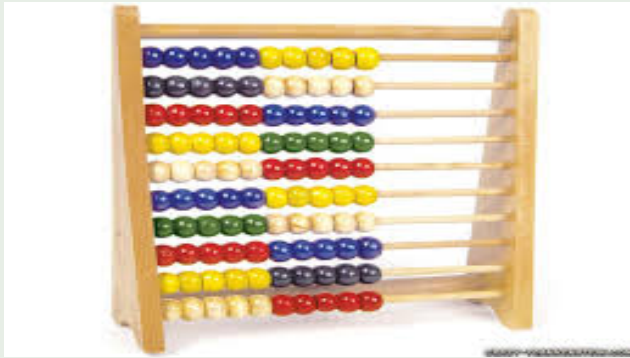
Source: APG Grand Prix 2017

10/02/2022



# Change the context

## Educational toy



## In an interactive electronic age



Seemed dated by contrast with the exciting novel interactive electronic toys

# New context: part of entertainment world



“Lego reframed its competitive context -as part of the entertainment world through partnerships with entertainment franchises giving the brand both new news and a stimulus to product innovation”  
HBR case





# Method and breakout: map assumptions & norms

---

**What are all the assumptions/norms about coms about sustainability?**

**What assumptions would you like to challenge?**

Target Audience

Media

Message

Tone and manner of coms

Partnerships





***Have a break,  
have a KitKat®.***

# A big challenge for Clarks

People are

- on autopilot
- don't think much about brands
- have “settled perceptions” of well known brands

Yet the Clarks brief is an engagement brief

Esp for staff – get staff involved and knowledgeable

## Part 2: tools and models

1. Target: new penetration v existing customers
2. Qualitative method
3. Receptivity model and tool

# Foundation of marketing effectiveness: penetration v loyalty question

Who should you target?

Existing loyal/heavy buyers

Or

Occasional Buyers

Or

Non Buyers

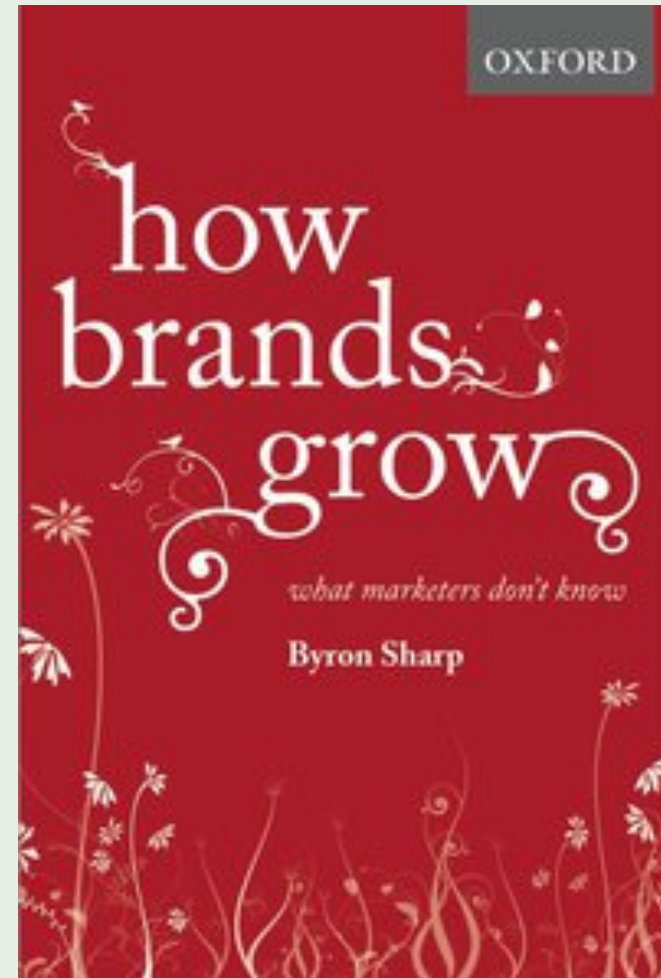
# The loyal buyer myth exploded



# Key text, Key text !!!

“Successful brands tend to increase their mental and physical availability to all customers”

<https://www.slideshare.net/zanaida/how-brands-grow-a-summary-of-byron-sharps-book>



# Penetration, not loyalty

A brand's share is determined by the number of customers it has.

- To grow it must get more users/new users
- Avoid strategies that fail to reach non-buyers or light buyers of the brand
- Most sales potential lies with these customers

Top tip – brand news (exp' big new news) key tool in winning new customers  
(as well as winning back repertoire buyers)

# Clues on the brief

A generous budget of **£3m annually..**

An internal launch to Clarks ***employees globally*** (including HO and store staff), followed by ***a global consumer facing*** launch.

## Employees-globally

build interest and excitement in our new sustainability platform

Inform and educate employees about what sustainability means to Clarks

## Consumers –globally

Launch our sustainability platform to our consumer in a credible and meaningful way, that chimes with our mission and values

*Reach new consumers who may not have considered Clarks before, but for whom sustainability is important*

*Maintain a dialogue across the first year, such that we build sustainability into a core part of the Clarks brand*





# Key issues

Two audiences, globally

## Focus to cut through

1. Who exactly and what do they believe about sustainability
2. When and where exactly ( can we target a behavior?)
3. With whom ( is there a partnership that will cut through – such as a charity, a pressure group and or a medium)

# Check out your Clarks docs



## CONSUMER MUSES

Clarks.



# **Breakout for 30 Mins: profile your audience(s)**

A top tip first...

# Bland demographics: the enemy of creativity

- 25-45
- C1, C2
- Busy Housewives



# Beware of bland generalisations

## Huggies Mom

Is busy and works part time, juggling the roles of mother and wife and worker. She needs a disposable nappy that is completely reliable and excellent value.



**Huggies “REAL MOMS”** : Unlike Pampers’ “Super-Mom”, our mom is one who embraces the imperfection of life with her baby.

She understands that perfection is not the goal. In fact, it's often a recipe for disappointment.

She treasures daily interaction and is driven by the frequent (and usually unpredictable) magic moments as opposed to being obsessed with developmental milestones.

# Breakout for 30 Mins: profile your audience(s)

Who exactly and what do they believe about sustainability (don't be bland) ?

Who will be most interested in the Clarks sustainability platform?

- what do they ***search*** for?

- what do they ***believe about sustainability*** and why ?

- passionately for and against***

Top tip – most engaged consumers and employees will be similar ( but they may have different communication needs

# Qualitative method: ask open questions

- When I say XXXX what comes to mind?
- How does it make you feel ?
- What is the very best of it ?
- What is the very worst of it?
- If you could describe the ideal XXX what would it be?
- When and where does it really matter ?
- What are your memories of XXX?
- How did you feel when using XXX ?
- After using XXX?



I am...

“Overweight, depressed about my weight, happily married, organised, glad to have kids, good with practical things. Unhappy about the cold weather, sorry my father died, sorry we haven’t had a holiday abroad, glad when summer comes

Beverly, 35 married with 2 kids taking a break from work

I am...

“Artistic, fun, a mum, intelligent, miserable sometimes, extremely busy, usually in state of chaos, talkative, outrageous if pushed”

Alice 35 with young kids working part time

I am...

“Out going, reasonably happy and contented, in good health, now slim,  
happy in my work, going away next week, golf widow”

Valerie 45 kids left home

# “Psychographic targeting” identify shared mindset & attitudes

- **Wild** -outrageous rebellious sexy
- **Free woman-independent**, happy, in control
- **On top**-debunking expectation
- **Joyful**-fun and naughty
- **Strong woman**- coping and juggling
- **Pampered** -romantic indulgent relaxed
- **Maternal**-family loving and caring
- **Concerned**-committed, public spirited

# Key issues

Not much money, two audiences, globally

## Focus to cut through

1. Who exactly and what do they believe about sustainability (don't be bland)
2. When and where exactly (can we target a behavior?)
3. With whom (is there a partnership that will cut through – such as a charity, a pressure group and or a medium)

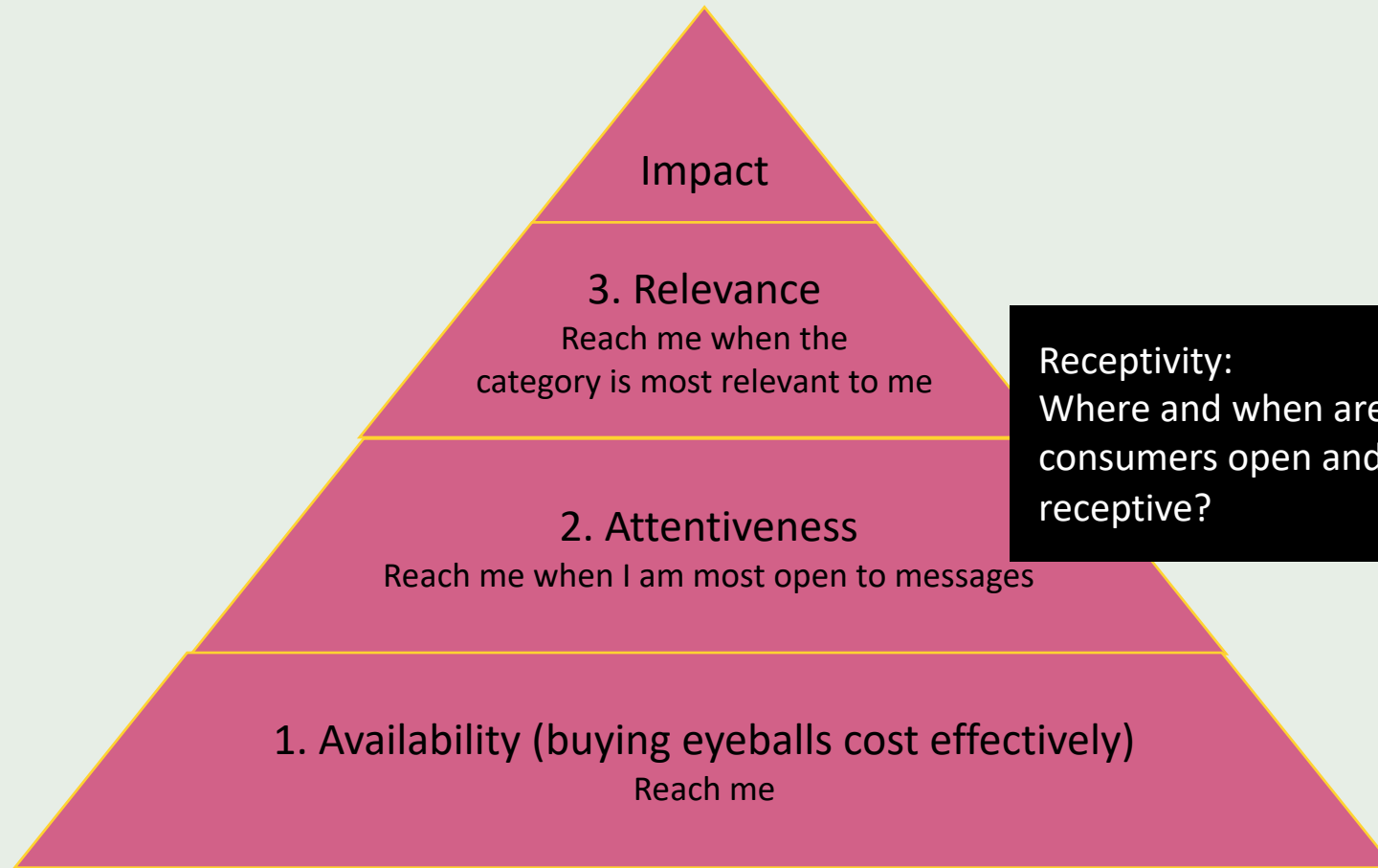
# “Behavioural targeting”

Communicate when our audience

- open to communication

- Right time, right place, right frame of mind

# P&G define this as “receptivity”



Receptivity:  
Where and when are  
consumers open and  
receptive?

# Mood affects receptivity to ads

When people are feeling upbeat, they are:-

30% more likely to engage with native video

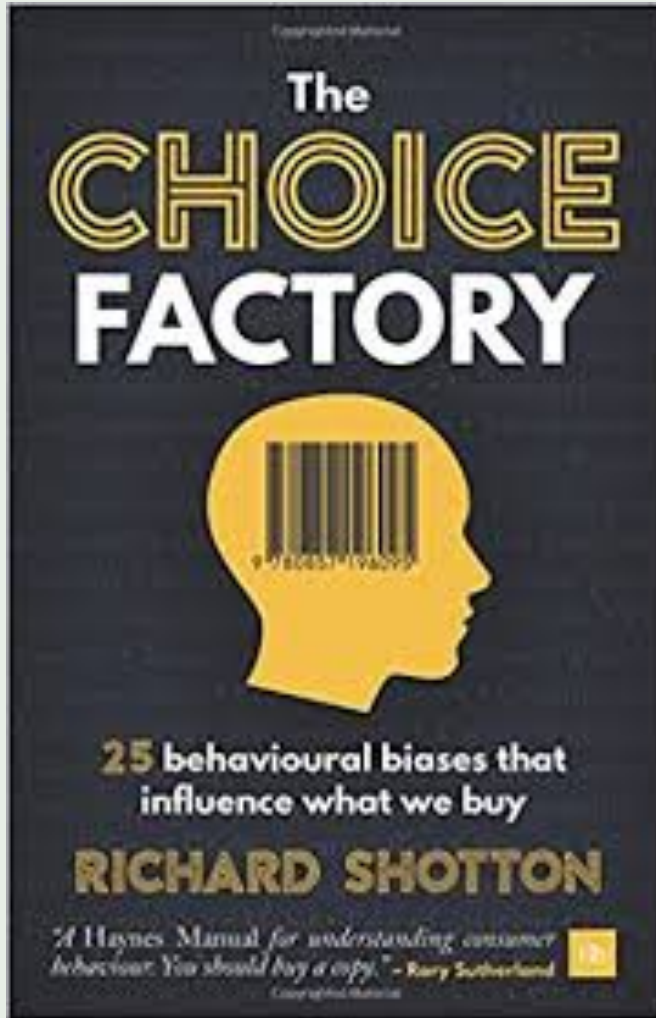
28% more likely to engage with content marketing

21% more likely to engage with direct marketing

Source: Yahoo gathered more than 18,000 mood data points during a week-long study of consumers in the US and the UK using a specially developed smartphone app (2017)



# When are we open to change ?



Habits are hard to break (autopilot)

*Identify moments when the grip of habits is loosened*

a wealth of targeting data:-

Facebook tells you when people move or break up/ people Google more during big life changes

# Life events affect openness to change

## Study:

effect of “a big life” event on brand switching across 10 product categories  
(sample 2370. Big life event= new job, going to university, marriage, baby, divorce)

No big life event:

on average 8 % had switched brands

Big life event :

on average 21% had switched brands

source: The Choice Factory- Richard Shotton

# D.I.V.O.R.C.E: big life change

Q recovering from d|

Q recovering from d - Google Search

Q recovering from **depression**

Q recovering from **divorce**

Q recovering from **doms**

Q recovering from **domestic abuse**



Top tip - at moments of big life change people google

Men are 18 % more likely to have an affair when their age ended in a nine

They are also more likely to run a marathon





Why do P&G invest so much in the bounty baby bag?

Other categories like this?

# Freedom fighters get homesick at Christmas



## **Columbian government & F.A.R.C.**

Movement sensors made the tree light up when people approached-

Trees in nine rebel-held zones to spread the message that Christmas is a good time to abandon armed struggle.

More than 2,000 guerrillas demobilised under a scheme that gives them amnesty and help to return to civilian life.

## **Target moments of life change**

Big life changes (having a baby) or big life experiences (going to university)

Use the web for knowledge/information hungry

Also more likely to switch brands and try brands and start new behaviours.



# Big life event and shoes?





# “Moments that matter”

Map the moments of *receptivity* in the lives of the audience

**Moments of life change:** such as the seasons, big moments in the year or life changes

**Micro moments:** things we do every day often revealed by search

**Regular moments:** things we do as part of our routines

Source: Google



## **Micro moments**

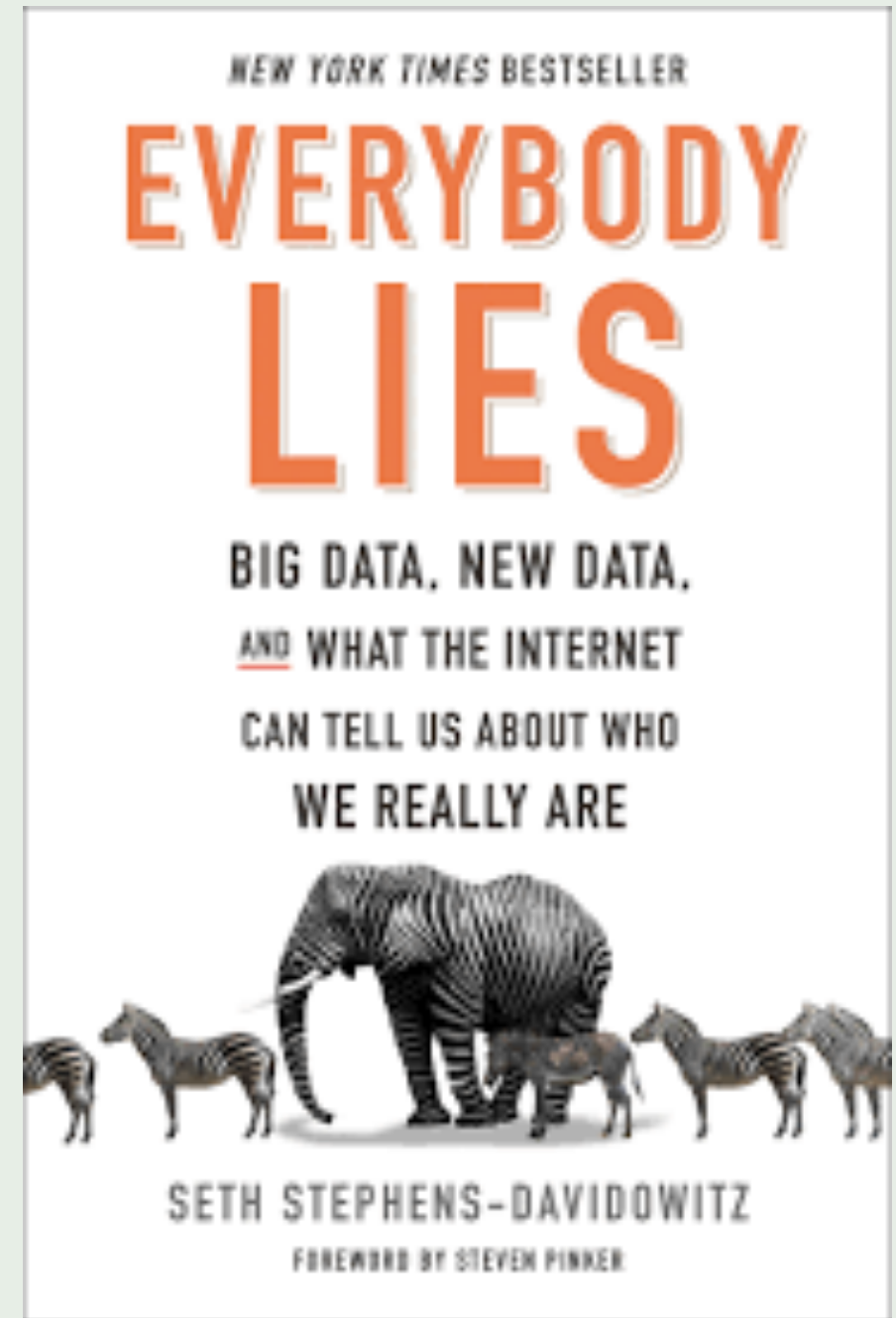
Things we search for daily, hourly, locally – where they are right now

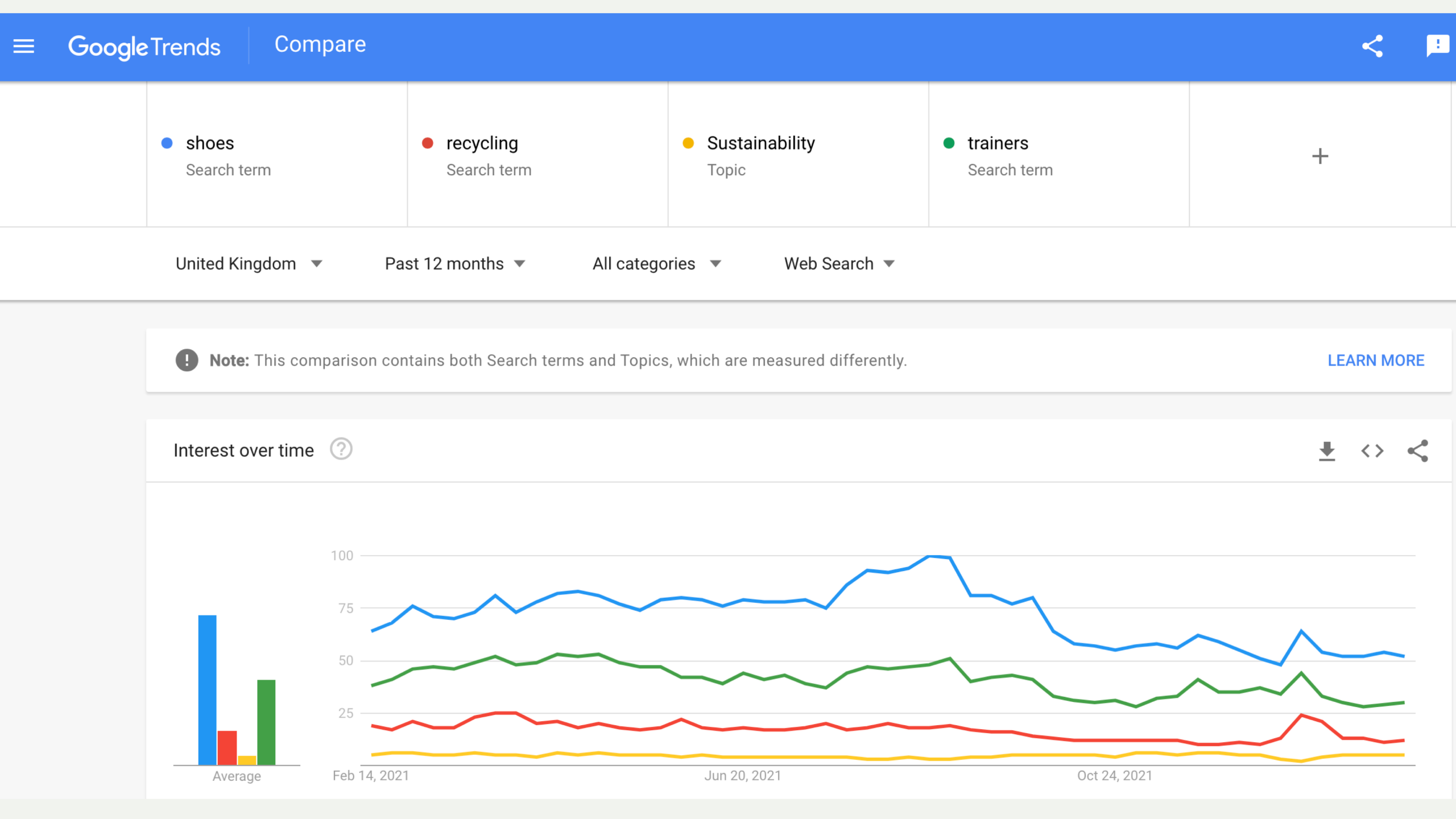
Prompted by a sudden need for something or information

Analysis of search behavior useful (and increasing so)

What platform/what time of day/what questions/where/what device?

“Users” send off “signals of intent”  
all the time through their  
use of different platforms.





● shoes  
Search term

● recycling  
Search term

+ Add comparison

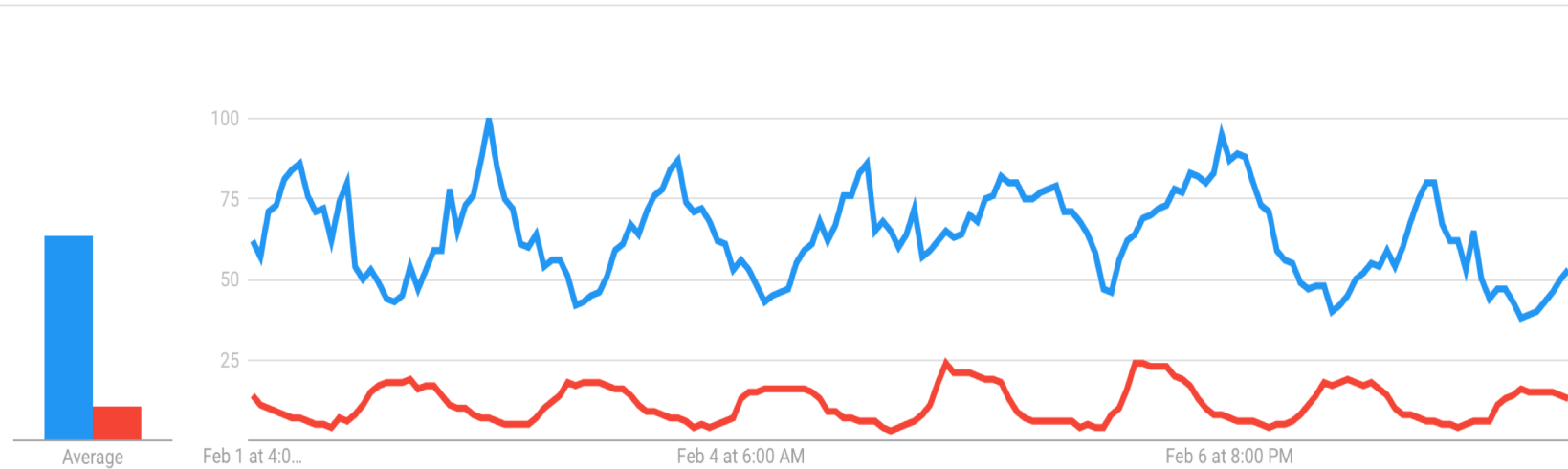
United Kingdom ▼

Past 7 days ▼

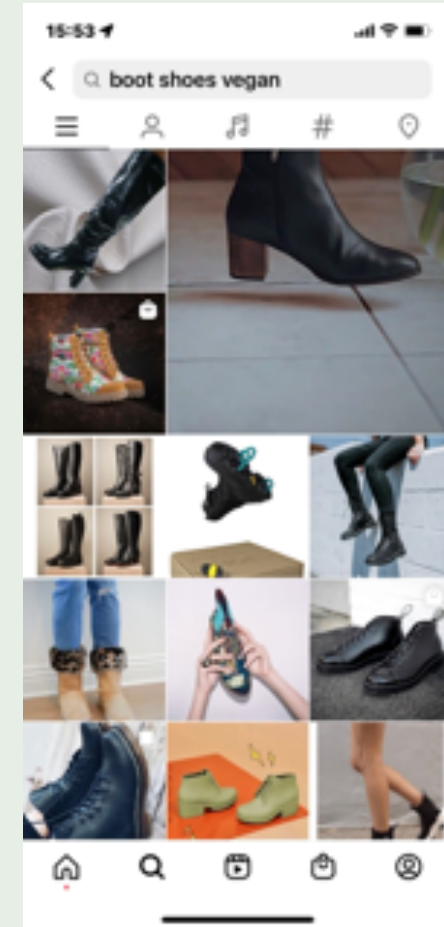
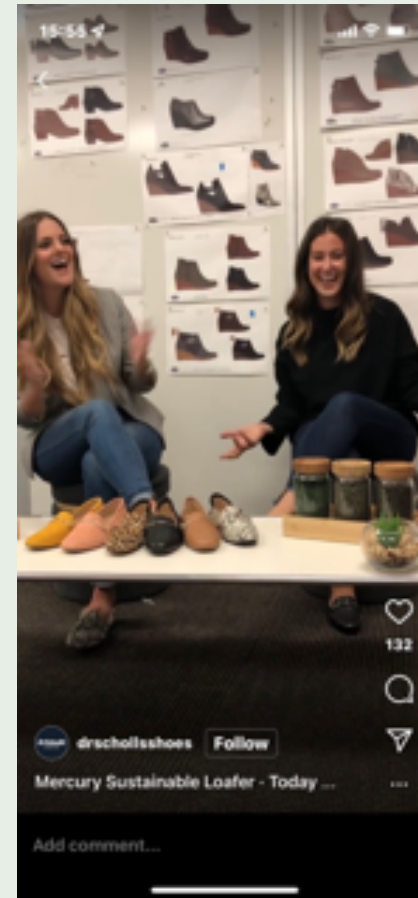
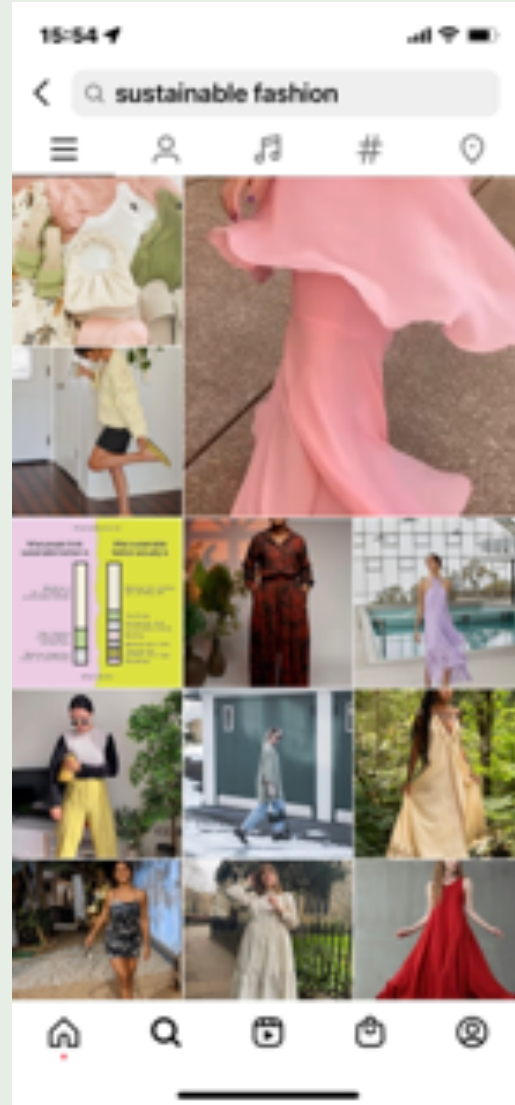
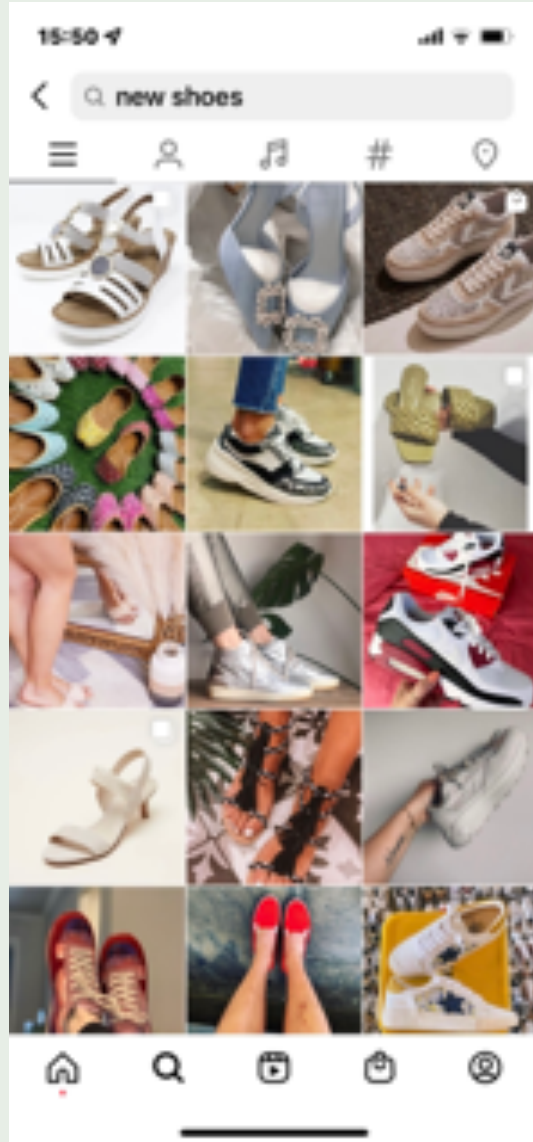
All categories ▼

Web Search ▼

Interest over time 

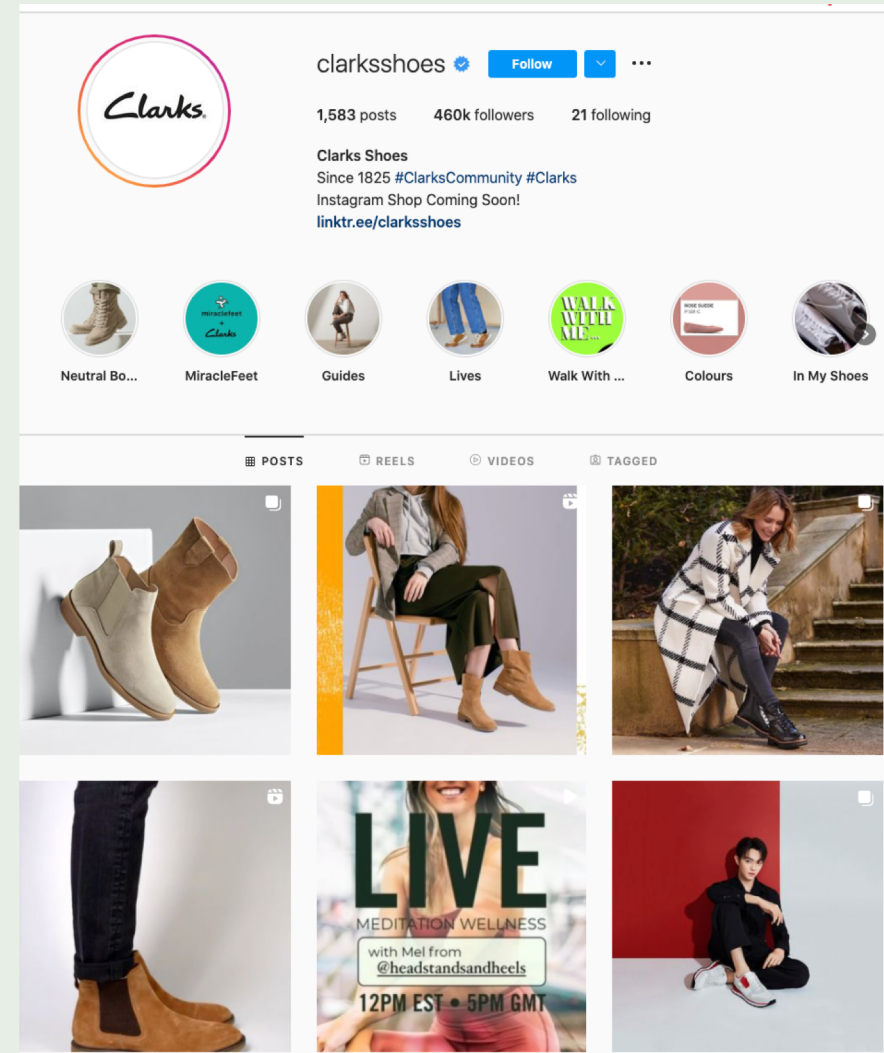
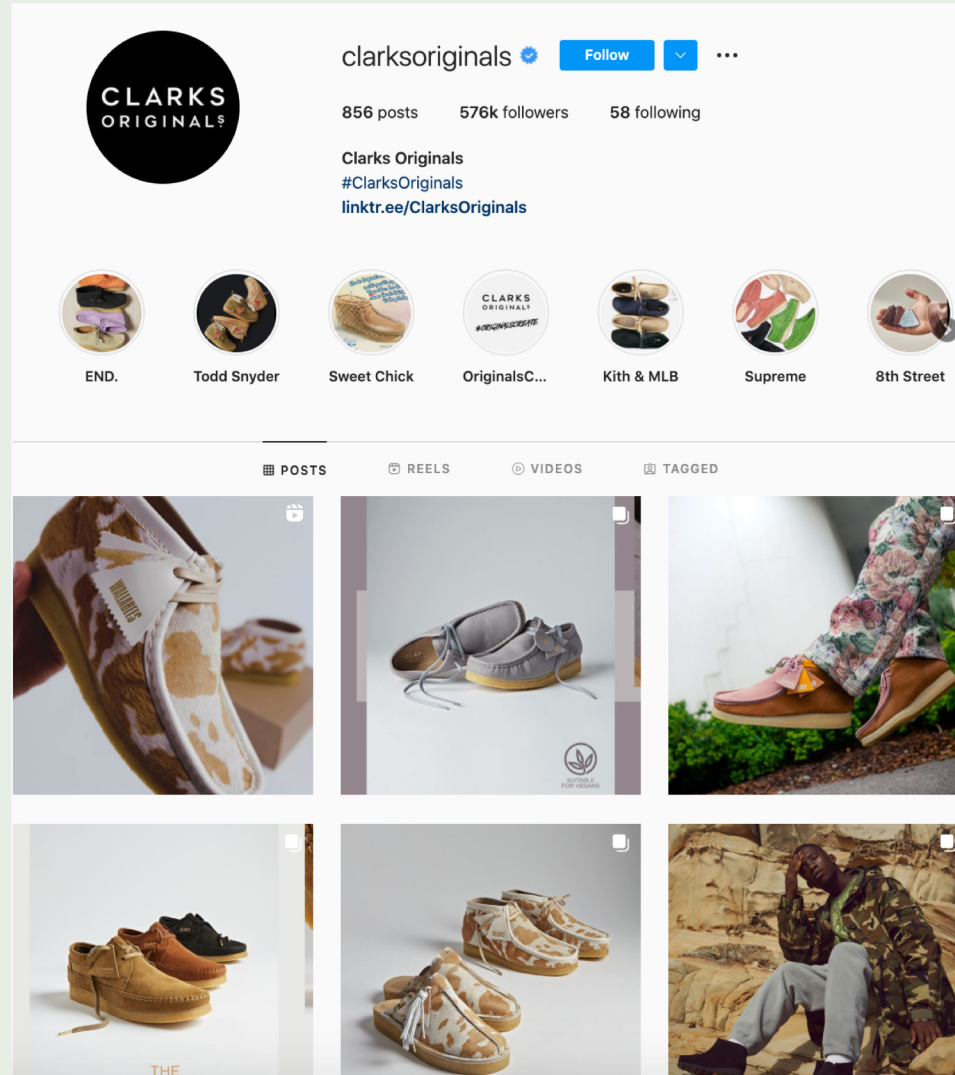


# Instagram browsing in downtime?





# Clarks: “Instagram shop coming soon”



## **Regular moments (or routines)**

Data signals *and* human observation

People are creatures of habit (shopping/travelling)

Tend to habitually move through the same spaces



# Regular moment of pain



# Regular moment of danger: a death trap

Grooves were cut into the road so that at a steady 40kmph the tires created a musical tune  
- which encouraged safer, slower driving.





安全運転を楽しもう♪

# MELODY ROAD

Enjoy the  
Safety Drive♪



時速40Kmで  
よく聞こえます♪

The End point

Melody hears well,  
running by 40km/h ♪





# Joyful poly-sensual moment



Obvious one for shoes: changing seasons



## Back to School Shoes: The Best Sneakers to Buy This Year

BY SEAN VILLAVICENCIO



$$\begin{array}{rcl} 2. & 2.50g + 5(7-9) = 3(7) & 2.50(5.6) + 5c \\ & 2.50g + 35 - 5g & 14 + 5c = 21 \\ & -2.50g & \end{array}$$

# Regular need for festival goers



# Preparation: walk in the customers' shoes

**How do people choose, buy and use this category/brand?**

- use online ( search, video, social media)
- what are their routines?
- when and where can you (politely) interrupt?
- what are the highs and lows?
- how do they use the product/service
- service experiences ?



# Moments that matter: google tool

Map the moments of receptivity in the lives of the audience

- 1) **Micro moments:** things we do every day often revealed by search
- 2) **Regular moments/routines:** things we do regularly or routinely
- 3) **Moments of life change:** such as the seasons, big moments in the year or life changes



# Map moments: generate ideas

**Storyboard the moment**

**What happens in the moment**

What ideas/services would be

a) Useful ?

b) Pleasurable ?

c) Inspiring?

**Think about regular  
moments and big life  
changes**


# Models and Tools today

**Two system brain:** going with the flow of what is easy and familiar.  
Individualism is skin deep-we mostly copy PLU

**Disruption and engagement model:** new news, big news, different audience,  
new message, new context to shake us out of autopilot

**Norms and assumptions:** mapping opportunities to be distinctive

**Ehrenburg's insight:** healthy brands target new customers (mostly)

**Qualitative method:** open questions to uncover deeper motivation

**Moments that matter:** reaching your audience when they are most open