

THE BEHAVIOURAL SCIENCE ANNUAL 2022

OGILVY CONSULTING

A collection of social initiatives
and behavioural interventions from
Ogilvy teams around the world.

Ogilvy

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The View from **RORY**

This year marks our tenth anniversary as a business.

At this point, it is customary to talk endlessly about the many changes and new trends which have characterised the last decade. Obviously it is mandatory to mention the pandemic.

So I won't do that at all.

Instead I shall simply say that the job we do today is exactly the same as it was ten years ago. It is to expand the possible solution set for business and public-policy problem solving through a cunning and unusual mixture of behavioural science and creativity.

It's inevitably part science, in that we believe this is a field where it is possible to accumulate knowledge over time, to codify that knowledge and thereby transfer it from one domain or business to another.

And it inevitably involves a high degree of creativity, since it involves deploying this knowledge laterally rather than literally. Like many creative activities – comedy is similar in this respect – it often involves spotting things which are only obvious once you have noticed them.

This mixture of approaches is sometimes maddening to our clients. It is sometimes maddening to us. But it is ultimately highly enjoyable. And, as the following pages show, it pays off.

Rory Sutherland,
Vice Chairman, Ogilvy UK



*The job we
do today
is exactly
the same as
it was ten
years ago*

10 years of RED HOT OGILVY *Behavioural Science*

Back in 2011, Rory co-wrote a paper for the Institute of Practitioners of Advertising called 'Behavioural Economics: Red Hot or Red Herring'. It was fair to say that 10 years ago it wasn't entirely clear how applying these disparate fields of the social sciences were going to directly translate into value. Marketing, too, is especially prone to hype around fads, having a long history of crying wolf on 'the next big thing'.

Yet with over 600 Behavioural Science teams, several industry bodies, and some of the most respected organisations on the planet proudly sporting an in-house offering... it's now a far cry from a 'red-herring'.

So what has Ogilvy learnt over the past 10 years?

1. *That behavioural science works*

We had every reason to believe in its efficacy back then, but there was limited at scale application with the diversity of organisations we have today. We now have concrete evidence that behavioural science can help people, the planet, and profits across influential organisations such as Unilever, Google, Bill & Melinda Gates Foundation, Meta, and hundreds more.

2. *That it's creativity's unlikely best friend*

At first behavioural science doesn't appear to be the natural friend of creativity. You'd expect it to be the party pooper at creativity's party, constantly turning the music down and shouting 'that doesn't replicate!' But, used wisely, behavioural science liberates creativity. When a team is stuck in the usual tram lines of thinking, having a set of tools that can send you down new avenues becomes crucial for better problem solving. When we worked with Costa Coffee on getting customers to recycle their cup, it would have taken us a lot longer to get us to the reframe from 'disposable cup' to 'recyclable cup' without the behavioural principles to nudge us there. Behavioural science helps us have fewer happy accidents.

3. *That it's not enough by itself*

Whilst behavioural science is often the missing seat at the table, it should never be the only seat at the table. Getting to ideas with 'giant impact' is always the result of a multidisciplinary team. Early on in our team's history, we made a reality TV show that followed six families making a behaviour change journey. It took nutritionists to define the behaviours, behavioural science to develop the strategies, a TV company to make the show, web developers to allow the audience to play along at home, and MTV stars to write the theme tune.

Without hiring people and creating conditions for behavioural scientists to work at the intersections between disciplines, we'd be confined to a very narrow way of solving problems. The magic of Ogilvy is that it has practically everything you need to solve a problem, all under one roof.



So what do the next 10 years bring?

In short, we don't know exactly. But we're convinced it'll mean intersecting further with more disciplines, whether they be Data Science, Linguistic Analysis or let's just face it... Virtual Reality (we will of course be opening 'the NudgeVerse' at Nudgestock this year).

One thing that we're certain of is that most value is generated from the point at which someone says 'aha'. So, over the next 10 years, as we keep increasing the breadth of insight we take in and develop further ways of measuring success... our main focus will continue to be having more 'aha' moments of creative revelation.

See you in 2032!



Sam Tatam
Global Head of Behavioural Science, Consulting, Consulting Principal



Dan Bennett
UK Behavioural Science Lead, Consulting Partner

GLOBAL TRENDS IN BEHAVIOURAL SCIENCE

THE VIEW FROM OUR REGIONAL LEADS

I feel this is the year behavioural science stepped away from being focused purely on choice architecture, in the sense of conventional procedural, contextual 'nudges', and towards more recognition of the right 'framing and fluency' in communications as a critical behavioural science issue.

Tara Austin
Consulting Partner, Behavioural Science, UK



I think that two main trends for behavioural science in Germany are digitalisation and mental health. A concrete example of these two trends together is the rise of the Digital Health Applications (DiGA). This is enlightening, but also a reminder of the growing incidence of psychological issues that have arisen during Covid.

Emanuela Lovotti
Consultant & Behavioural Expert, Germany



Perhaps Asia's post-pandemic economic resiliency is evidence of how Asian consumers, brands and businesses are adjusting in the New Normal. In Asia, perhaps there is no going back to the 'Old Normal' as people have learned to survive and thrive in the post-pandemic world.

Paolo Mercado, Asia
Vice President, Behavioural Science, Asia



In North America, we saw the virus intensify brewing societal conflicts. A 'one size fits all' messaging like 'We're In This Together', meant to encourage safe actions for all, fell flat for audiences with more individualist cultural orientations.

Heather Watson
Head of Behavioural Science, North America



Covid changed a lot of things in our lives, and one unexpected, good thing it brought was a big wind of creativity in the application of behavioural science in France. For example, reframing social distancing to 'socializing at distance'.

Benoit DeFleurian
Principal and Head of Behavioural Marketing, Paris



In the last year, questions of psychology have gone from 'fun diversion' to 'universal dinner debate'.

Dane Smith
Behavioural Science Lead & Regional Consulting Partner, Australia



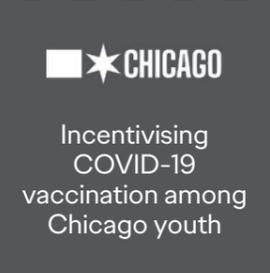
Welcome to the

BEHAVIOURAL SCIENCE ANNUAL

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



CCPDA
Tackling childhood malnourishment in Andean communities



CHICAGO
Incentivising COVID-19 vaccination among Chicago youth



NSW GOVERNMENT
Reducing drink driving on Australian country roads



Savlon SWASTH INDIA
Creating the habit of hand washing with soap in rural Indian schools



DKMS
WE DELETE BLOOD CANCER
Addressing the high drop-off rates of stem-cell donors



BILL & MELINDA GATES foundation
Preventing hidden hunger in West African countries



wrap
Reducing food waste by redesigning bread packaging



ORIGINAL PHILADELPHIA
Giving new life to the end slices of a loaf



NOMADIC
GO YOUR OWN WAY
Making the health benefits of Yogurt+ attractive and understandable



CITY OF MELBOURNE
Fighting night crime in Melbourne's darkest streets



SNCF
Tackling overcrowding in French train stations



City of Westminster
Reducing waste being dumped outside of bins in London's borough of Westminster

MOTHER BLANKET: THE MIRACLE BABY WRAP



Region:
Ogilvy Colombia

Project Location:
Ecuador

Author:
Juan Pablo Alvarez

Babies born in isolated Andean Quichwa communities were suffering from malnourishment, with many diagnosed too late. Could a reinvention of a cultural tradition help mothers and their babies?

The Behavioural Challenge

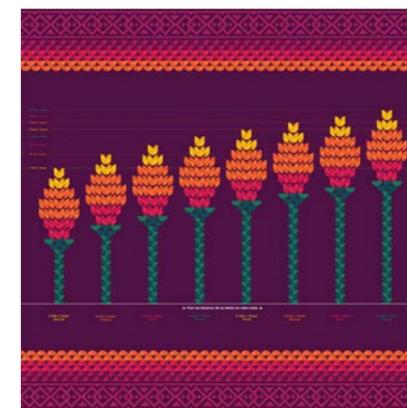
In Ecuador, Andean Quichwa communities are the most vulnerable and isolated groups of people. The vast majority of Ecuadorian indigenous mothers struggle with inequality, racism and health related issues.

In the Andean communities there are over 300,000 children struggling with chronic undernourishment, and most mothers aren't aware of this health problem until it's too late. Tragically, malnutrition in babies leads to irreversible adulthood consequences and early deaths.

As these communities live in isolation, it is extremely difficult to establish periodical medical visits. Sometimes, there is also a cultural gap and mistrust with modern medicine.

Our Approach

To address the problem of childhood malnutrition, we took inspiration from one of the deepest cultural connections Andean mothers have with their babies: the Sikinchi. The Sikinchi is a swaddling blanket that Andean mothers have been using for centuries to carry their babies securely. From this iconic blanket, and using the WHO Infant Growth Chart, we created the Mother Blanket.





Region:
Ogilvy Colombia

Project Location:
Ecuador

Author:
Juan Pablo Alvarez

Our Solution

Mother Blanket is a reinvented Sikinchi that translates the WHO Infant Growth Chart into a culturally appropriate paediatric evaluation tool to help Andean Mothers keep track of their babies' development.

Taking cues from traditional Andean textiles, the Mother Blanket features the WHO Healthy Growth chart directly sewn into the design. It is printed in local dialects for mothers to easily understand.

In order to connect deeply with the Andean mothers, we took inspiration from icons that have a huge meaning for the indigenous worldview. Every blanket has a unique design, with powerful colours, different patterns and textures. The main task was to make them look beautiful, eye catching, and respect the visual language of the Inca culture, but beside everything, it was to make it easy to understand.

The blankets were distributed to mothers in community centres where they were trained on how to monitor physical health signals and empowered to continuously track their babies' growth. They were also instructed to go to a medical centre if something looked out of the usual safe parameters expected of babies.

Results

Thanks to this intervention, over 15,000 chronic cases of malnutrition were identified over the first three months. Additionally, paediatric visits in isolated Andean communities increased by 70%.



[Watch the campaign film here](#)

Think behavioural science could help your organisation? We'd love to talk to you.

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The Behavioural Challenge

In Chicago, the same communities that were disproportionately impacted by the COVID-19 virus have also experienced the lowest vaccination rates. This disparity has been particularly stark within the youth population in Black and Latino neighbourhoods on the city's South and West Sides.

To reverse this trend, we needed to make getting the vaccine feel aspirational, social and ultimately the right thing to do in the minds of Chicago's teens.

Our Approach

We discovered that the low uptake of vaccination for COVID-19 among this group was not largely driven by anti-vaccination beliefs, but rather by complacency and a distrust of government and the healthcare system.

To approach this problem, we created a unique incentive: a one-of-a-kind portrait. The portraits would not only capture the individuals' appearance but would also reflect their personality, their dreams and goals.

Through a combination of art and behavioural science, the resulting portrait would embody the optimism and ambition of Chicago teens who'd chosen to protect themselves and those around them by getting the COVID-19 vaccine.



CHICAGO'S *FACE FORWARD* PROJECT

How might we incentivise
COVID-19 vaccination among
Chicago youth through
behavioural science and art?



Region:
United States

Authors:
AmySue Mertens,
Alessia Calcabrini

Our Solution

Working with famous Chicago-based photographer Sandro Miller, we took to the streets in our bespoke mobile photography studio, gaining the attention and intrigue of Chicago's youth.

The offer of a free, unique and highly stylised portrait became the new incentive for Chicago teens to get the vaccination.

Before taking each portrait, the participants responded to a series of psychological and personality-based questions. We converted their responses using a deep machine learning algorithm to create a one-of-a-kind image that represented each participant's personality. Their words dictated the colour, their ambition assigned the shapes, and their voice decided the pattern.

To give each portrait a further sense of Chicagoan identity, we overlaid shapes and colours from the city's El train and iconic flag.

The result? A series of beautiful, one-of-a-kind portraits that show vaccinated Chicago teens in a new aspirational light.

With these portraits, we then took to social media and infused messages to positively reframe vaccination – 'Justin chose to protect his future and get the vax'. This in turn motivated more teens to join the campaign, get their own portrait, but most importantly, get vaccinated.

The images have since been the inspiration for street artists' murals and an art exhibit at the Garfield Park Conservatory, as well as featured in a music video celebrating Chicago's vaccinated youth. Additionally, a Snapchat lens was created so that all Chicago youth could craft their own portrait and share the pride they feel in being vaccinated.

Results

At the time of writing, engagement metrics were being calculated, and whilst absolute vaccine data was not available, the project produced over 200 portraits of Chicago youth.

In the future some portraits may become NFTs (non-fungible tokens: one-of-a-kind digital assets stored on blockchain) that the City and the youth can have for posterity.



[Watch case study video](#)

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IF LOOKS COULD SAVE LIVES



Region:
Australia

Authors:
**Dane Smith,
Alessia Calcabrini**



The Behavioural Challenge

For many drivers in regional New South Wales, Australia, whilst drinking and driving may feel a bit risky and wrong, it is also irresistibly simple.

Bringing the car along to drinking occasions – and leaving in it – currently comes with minimal friction or interference from the environment around them. The roads stay quiet and so do the bystanders.

Our challenge was therefore to decrease the number of people drink driving on country New South Wales roads. To stop this behaviour, we needed to pour friction back into the decision – to make the car feel less like a back-up plan and more like a last resort.

Drink driving on country roads is a big problem in Australia, but only when the drivers think no one's onto them. Could a simple facial expression be the solution?



[Watch the campaign film here](#)



Our Approach

Although drinking and driving was seen as a commonplace and even 'necessary' behaviour, attitudinal research also uncovered that regional drivers would feel a sense of deep shame and embarrassment if they were ever caught in the act.

While we couldn't necessarily make drink driving feel harder by changing the physical setting (e.g. tearing down parking spaces or ramping up random breath tests), the social setting was far more stretchy.

Better still, it came pre-loaded with an interesting tension: despite drinking occasions being social, drink driving is quite the opposite. Over 3/4 of alcohol-related fatalities take place alone, with roughly the same proportion of men claiming they'd feel embarrassed if they ever got caught in the act.

With the physical environment offering little resistance to the risky behaviour (i.e., drink driving was seen as easy, relative to alternative forms of transport), we decided to dial up friction in the social environment: making all those who chose to drive to a drinking occasion feel 'seen' by their community.

Our Solution

In 2020, we launched a 360 campaign in regional channels, encouraging the community to stop all would-be drink drivers with a simple 'look'. This message ran on TV, radio, billboards but most importantly, at the point of behaviour, on pub posters and coasters.

These messages emphasised the social stigma associated with getting caught drink driving. By empowering people to 'give them the look', a disapproving facial expression to make a potential drink driver think twice, this added social friction to drink driving, and therefore discouraged it.

Results

This campaign is currently ongoing, and the team are expecting results later in 2022.

Think behavioural science could help your organisation? We'd love to talk to you.

[CONTACT US TODAY](#)

SAVLON CHALK STICKS: GOOD CLEAN FUN

Millions of children in India were routinely washing their hands with water alone. To make soap part of their regular routines, we had to get creative...



Region:
India

Team:
Harshad Rajadhyaksha,
Kainaz Karmakar and
Mahesh Ambaliya

The Behavioural Challenge

Under Savlon's ongoing school outreach initiative, 'Healthy India Mission', the brand wanted to help address one of the most critical issues prevalent in small towns and rural India – poor hand hygiene.

Millions of children across India don't have the habit of washing hands with soap before eating. Just washing with water is the norm and perceived to be enough. Since children do not take up new habits simply by being told, we needed an idea to help instil the habit of using soap when washing hands.

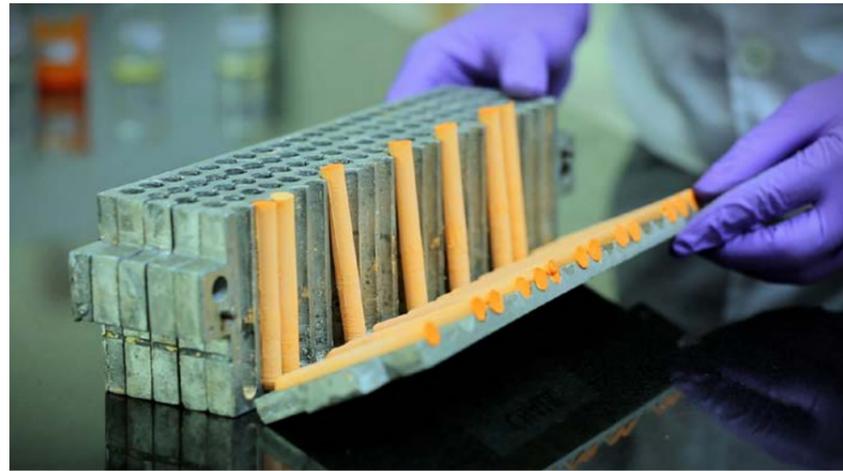
The task was therefore to generate a simple, low-cost solution to increase children's hand washing with soap, that could be easily implemented in small towns and rural schools across the country.

Our Approach

Most primary grade students in rural India still use black-slate and chalk sticks to write in schools. After frequently writing and wiping the slate with their bare hands, it is common for the chalk powder to get smeared all over their fingers and palms.

Based on the above observed behaviour, the Ogilvy Mumbai team thought to introduce soap by infusing it into the chalk itself. In behavioural sciences terms, this is known as Behavioural Bundling, where a new behaviour is introduced on the back of an existing habit. As this experience of hand washing was more visibly salient (with the lathering and rinsing showing proof of protection compared to simply using water) and was repeated every day, it further nudged the children to replicate the experience away from school as well.





Our Solution

This led to the development of Savlon's Healthy Hands Chalk Sticks – made with a mixture of chalk powder and soap granules. Before lunch break when children put their hands under the tap, the chalk powder on their hands turned into soap on its own.

Results

The chalk sticks were prototyped and then launched in a large-scale trial.

For the first phase, Savlon identified 100 rural schools across India based on health data analysis. Under 'Healthy

India Mission', these special chalk sticks were provided to 150,000 students for free. Owing to a great response and demand from schools and NGOs across the country, distribution models were set in place for NGOs whose requirements exceeded over 50,000 boxes.

Once implemented in 100 schools, on Children's Day, this innovation was released as an online video to start a conversation about the importance of hand hygiene for children. News about the programme reached over 5 million people on social media, and the story was picked up by TV News and newspapers.



Region:
India

Team:
Harshad Rajadhyaksha,
Kainaz Karmakar and
Mahesh Ambaliya

CLIENT TESTIMONIAL

“Hand hygiene is a critical issue. Savlon’s ‘Healthy Hands Chalk Sticks’ are a simple, yet interesting, innovation. It is an engaging way to educate children on the importance of washing hands, especially before eating.”

Sameer Satpathy, Chief Executive,
Personal Care Products Business, ITC Limited



[Watch the campaign film here](#)

Think behavioural science could help your organisation? We'd love to talk to you.

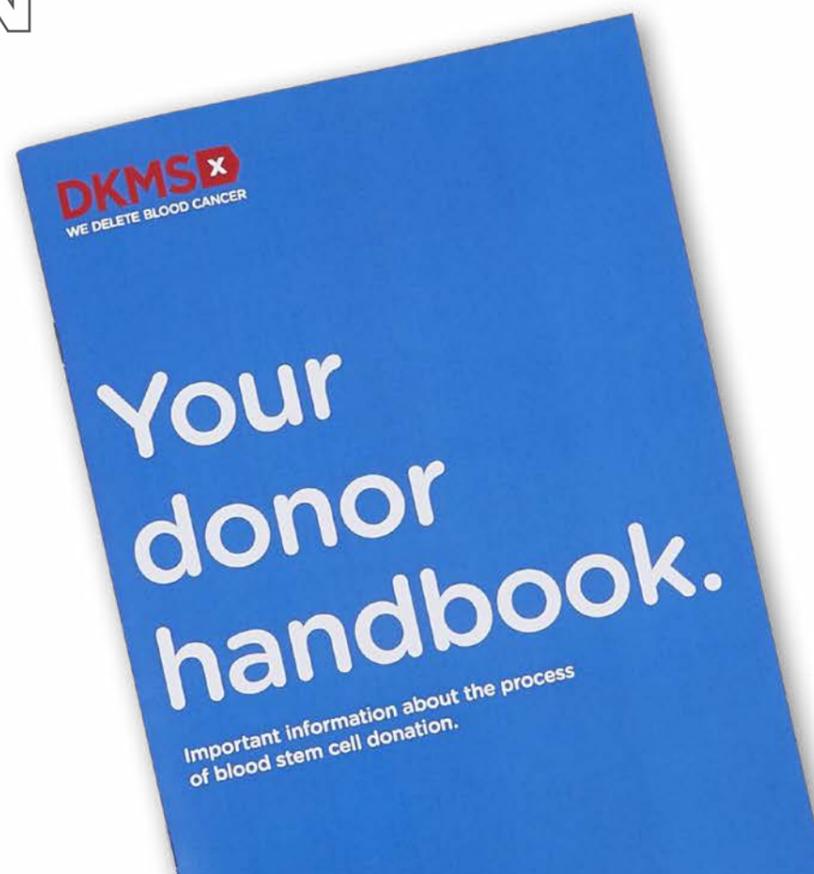
CONTACT US TODAY



When 35% of stem cell donors were dropping out last minute, we knew something had to change. Could behavioural design be the difference between life and death?

LIFESAVING DESIGN

FOR BLOOD CANCER PATIENTS



Region:
UK

Authors:
Jack Duddy,
Nick Dhokia

Our Approach

In collaboration with DKMS, we reviewed the donor journey and touchpoints throughout the process to identify key challenges contributing to donor attrition.

Our analysis found significant behavioural barriers within the 'Lifesaver Pack' – a letter sent to the donor to confirm they are a match, including the test tubes needed to collect a blood sample. This vital piece of communications was highly medicalised and lacked emotional or supportive cues. This meant there was an opportunity to make it more personable, to reduce feelings of uncertainty and nervousness and to help donors feel more supported in their decision.

We outlined two challenges to solve:

1. To increase comprehension of key calls to action (CTAs) and next steps in the donor journey, whilst making donors feel supported
2. To increase donor motivation to visit the doctor and have blood taken as part of the next step in the process

We saw an opportunity to create positive behaviour change through a complete behavioural re-design of the Lifesaver Pack and its contents. We needed donors to feel like being matched was a cause for celebration and that they were doing a wonderful and generous thing. We also wanted them to understand the positive implications of being a donor and to feel supported in their decision and throughout the process.

Our primary behavioural strategies were to:

- Increase the Cognitive Ease of the content and CTAs within the pack to aid donor decision-making, whilst simultaneously,
- Increasing the level of Affect (emotional connection) between DKMS, donors and the recipients, through positive reinforcement.

The Behavioural Challenge

Stem cell donations are vital for the treatment of blood cancers. For many patients, a blood stem cell donation from another person is their last chance to beat blood cancer. The difficulty is that patients require a matching donor whose tissue characteristics are a 100% match, if possible.

DKMS were facing a significant donor drop-off challenge. 35% of donors that had been identified as a match were dropping out of the process before they completed the stem cell donation. The impact of a donor dropping out can have potentially life-threatening risks to the recipient, as well as being a significant psychological blow of starting the process of finding another perfectly matched donor again.

If we could reduce the drop-off rate of donors, we could increase the number of transplants that go ahead and help DKMS save more lives.

Our Solution

We transformed the Lifesaver Pack from a plastic-wrapped operational letter to a polished and engaging resource using Affordance Cues (design that intuitively nudges users how to behave). The pack contained key information and support which donors could keep with them and refer to throughout the process.

We optimised the existing language in the letter by:

- Using the power of Reframing to create more positive associations with being matched.
- Removing uncertainty around the purpose of the pack and which parts of the pack are for donors vs their GPs by clearly separately labelling the pack elements – e.g. ‘You’re a match!’ and ‘This box is for your GP’.

- Reducing ambiguity around the process by designing a visual that chunked up the process into simple steps and highlighted what stage they were at, to increase the perceived ease of progressing.
- Using Goal Gradient effect to show donors how far they had come in the process, to motivate them to reach their ultimate goal – donation.
- Including more positive affirmations and increasing the sense of support and commitment from DKMS as a charity.

CLIENT TESTIMONIAL

“Ogilvy took the time to gain a detailed understanding of our needs and their proposals were evidence-based, clear and practical. We are delighted with the new suite of materials, which have helped us improve engagement with donors and secure their commitment.”

–Elsa Garey, Senior Marketing Campaigns Manager, DKMS



DKMS
WE DELETE BLOOD CANCER

Region:
UK

Authors:
Jack Duddy,
Nick Dhokia



Results

We conducted user testing with registered donors to explore comprehension, motivation and brand perception with the revised Lifesaver Packs. Participants fed back on the original and behaviourally-optimised Lifesaver Packs in a controlled test.

The behaviourally-optimised Lifesaver Pack drastically increased comprehension, with 90% of donors (n=18) finding it easier to understand and more helpful in deciding what to do next. Similarly, it produced a 25% uplift in the number of people who knew that the next step (CTA) was to call DKMS.

We also saw large motivational increases, with 100% of participants finding the new Lifesaver Packs to be more supportive – donors felt more reassured that help was at hand, and less anxious about the process. The new Lifesaver Packs also raised motivation with donors finding it more personal – increasing the likelihood to donate from 47% to 90%!

As of August 2021, a version of the behaviourally optimised Lifesaver Packs were rolled out and are currently supporting donors in their life-changing decision all around the UK.

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

PREVENTING HIDDEN HUNGER

ONE EPISODE AT A TIME



With many families in West African countries suffering from micronutrient deficiencies, we wanted to help new parents understand the importance of a fortified diet. Could a soap opera be the way forward?



The Behavioural Challenge

The first 1000 days of a child's life is a critical period to ensure their healthy growth and prosperity. Nonetheless, millions of mothers and their children are not getting the vital micronutrients they need.

Micronutrient deficiencies are known as 'hidden hunger' because they develop gradually over a long period of time and their consequences may not be directly visible. This lack of salient feedback makes it harder for parents to grasp the importance of a fortified diet.

The goal of MERIEM, an initiative co-funded by the French Agency of Development and the Bill & Melinda Gates Foundation, is to accompany food companies in Mali, Niger and Burkina-Faso to make fortified foods a weapon against malnutrition, and more specifically hidden hunger.

Our Approach

Traditional health communication platforms tend to deliver information in a rational way, and as a result, often struggle to achieve sustainable behaviour change.

In order to tackle this challenge, we recognised the need to use an emotional frame to make this complex issue resonate with parents. In addition, we needed to find a way to involve fathers, who have a direct influence on their wives' eating habits, but have a poor knowledge of nutrition. Armed with these insights and a palette of psychological levers, we set out to create an unusual awareness campaign.



CLIENT TESTIMONIAL

“We often develop awareness campaigns with governments, but this one is truly innovative. Making a talking baby the hero of the campaign worked brilliantly. It made our messages more impactful, and so much more easy-to-understand.”

Sophie Renault, Head of Nutrition and Social Comms at GRET

Our Solution

Alongside the French NGO GRET, we developed and rolled out a nutrition awareness campaign designed to resonate with the audience through a unique messenger and format.

Instead of using traditional messengers such as the government, nutritionists or paediatricians, we chose a messenger that parents would do anything for: babies.

Babies are powerful messengers that capture parents' attention, they use simple words everyone can understand, and they are fun to listen to. This makes them memorable and ultimately, effective.

Knowing that TV series were popular in the region, instead of using the format of an advertising campaign, we developed short 'soap opera' style videos which we aired on TV and projected on big screens in different neighbourhoods of Bamako. Soap operas are a great way to start conversations, challenge social norms and normalise new behaviours.

In each episode, our hero baby talks and tells her parents what her mother needs to eat, to allow her to grow healthily and build her future. The title of the series in bambara is 'Bebe Kodi', which can be translated into 'let's listen to our babies'.

To engage with fathers (who are often responsible for the food buying decision), the episodes were centred around the bond between the father and the baby, as they talk about the future and their aspirations. We also leveraged the behavioural science principles of Ego and Social Norms by depicting the dad as a 'good father', a hero and a role model for others to aspire to.

Through this original format, the issue of nutrition is made tangible, simple and emotional.

Results

While the evaluation of results is still ongoing, the response to the Bebe Kodi TV series is very promising. After viewing and debating the episodes:

- 99% of participants were extremely or very satisfied with the session
- 96% found the solutions and advice presented relevant, pragmatic and accessible
- 51% of pregnant and lactating women memorised that they had to reduce the consumption of foods rich in fat or sugar
- 100% of participants truly enjoyed the films; they felt moved, proud or amused (and we know the importance of Affect as a lever in the adoption of new habits)
- Finally, Salif (the name of the dad in the videos) is starting to become famous in Mali!

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

PUTTING A FREEZE ON FOOD WASTE



wrap

Region:
UK

Authors:
Maddie Croucher,
Nick Dhokia

Every year in the UK, 410,000 tonnes of bread end up in the bin. Could convincing people to freeze their food make a difference?

The Behavioural Challenge

Wasting food is perhaps something we've all been guilty of at some point in our lives. And one of the biggest offenders? Bread. In fact, UK households waste 410,000 tonnes of standard bread every year, costing a whopping £570m (WRAP: Reducing household bakery waste, 2011).

But why do we waste so much of our loaves, slices and crusts?

For many, unforeseen events occurring during the week, and under-estimating how long bread actually lasts, leads to the final slices of bread becoming stale before they are eaten. As a result, approximately 20 million slices of bread are thrown away in the UK every day (WRAP report, 2021).

WRAP, one of the globe's leading sustainability charities, identified in previous research that the amount of bread wasted by the nation needed to be drastically reduced. Our challenge for WRAP was therefore simple: to improve bread packaging in order to reduce standard sliced bread waste.

Our Approach

One way of making food last longer without compromising the taste, is to freeze it. Our research showed that as a 'safety' staple, bread always needs to be in the house. However, because of its low cost, it isn't perceived to be worth freezing.

We therefore looked to redesign bread packaging through a combination of language adaptation and visual redesign, to ultimately make freezing feel more appealing.

When we wanted people to freeze was also important. We focused on getting people to freeze slices at the end of the loaf, to reduce the risk of them going stale before being eaten.

Our Solution

To redesign the bread packaging to motivate freezing, we applied a number of key behavioural principles, including:

- 1. Chunking** – Using packaging to break the freezing behaviour into simple steps, 'chunking' the loaf into two sections, heroing the final quarter as the section to store in the freezer.
- 2. Social Norms** – Implying that freezing is a common and desirable storage behaviour by creating dedicated freezer packaging.
- 3. Affect** – Using emotive visual cues appeal of freezing and reinforce the perception of freshness.
- 4. Salience** – Drawing attention to novel and relevant aspects with colour and design to make the section to freeze stand out.



wrap

Region:
UK

Authors:
**Maddie Croucher,
Nick Dhokia**

Results

In the real world of behavioural science, interventions don't always perform the way you might expect, despite scientific evidence underpinning the ideas. The quantitative testing of the newly designed bread packaging returned inconclusive results; however, the qualitative testing provided some valuable insights and even bigger learnings.

While we found that people did freeze their bread, they didn't freeze it in the way we intended (e.g., freezing the end slices), partly because people didn't want to freeze 'stale' bread. They believed instead that freezing 'should be done straight away to preserve freshness' – teaching us that the behaviour we set out to encourage was in fact perceived as counterintuitive.

The link between bread and freshness is more powerful than we initially anticipated, people needed frozen bread to be 'as good as fresh' e.g., ready for a sandwich and not just toast.

Many participants also held the perception that 'frozen' related to inferior quality which was contrary to our intended perception of increased freshness!

The importance of quantitative testing can't be overlooked, nor can the importance of qualitative, as shown here. Sometimes finding out the things that don't work can tell you more than the things that do work.

In this context, it has told us just how important freshness perceptions are when it comes to the consumption and storage of bread. These findings have gone on to inform broader bread packaging guidance for the sector.



Think behavioural science could help your organisation? We'd love to talk to you.

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DON'T WASTE IT, TASTE IT



Region:
UK

Authors:
Joshua Thomas,
Edward Perenyi

With 1.2 billion end slices wasted in the UK every year, we needed to show some love to the most under-appreciated bit of the loaf. Luckily, we had a secret ingredient to help...

The Behavioural Challenge

With a looming recession in 2020, every purchase needed to go further, but at the same time, UK households were wasting 4.5 million tonnes of food each year.

To combat this, Philadelphia and Ogilvy launched the 'Don't waste it, taste it' campaign, spreading awareness of the 3 most wasted products – potatoes, pasta, and bread.

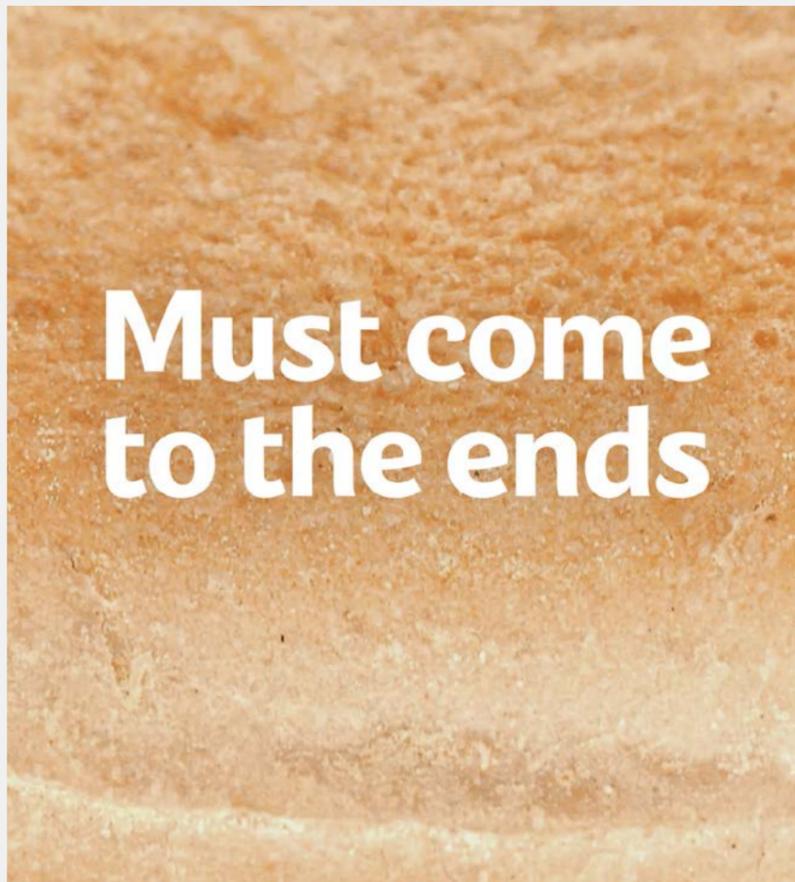
This year, to drive even more change, we focused on one of food waste's biggest offenders – bread.

Our Approach

One of the main reasons for bread wastage is a matter of taste – crusts and end slices are perceived to be less desirable. In fact, 1.2 billion end slices are wasted in the UK every year.

To fight this engrained perception of end slices, we knew that we needed to change the emotional response to end slices, by reframing the crust from an afterthought to a must-eat.

People were ready and willing to change, they just didn't know how.



Our Solution

With the help of some crusty ends and Philadelphia spread, we were able to give these unloved parts of the loaf a whole new life.

The line 'love your ends' was our rallying call to get the nation to transform their end slices into new, tasty snacks. A bold, provocative line, it reclaimed end slices not to be something to be discarded, but something to be loved and enjoyed. Framing slices as 'your' ends, also increased the sense of Endowment (when we feel we own something we value it more) and responsibility in the consumer, motivating them to save those ends from the bin.

Close up images of the slices with fresh ingredients showed them in a new, mouth-watering light, increasing their appeal like never before.

We even developed six recipes, shared via an influencer campaign, showing people how they could repurpose their end slices into tasty new treats. These recipes reduced the cognitive friction of using end slices, since people could now easily recall a mouth-watering use case for them.

So, with just a little love and a touch of Philadelphia, we reframed end slices from destined-for-the-bin to a tasty and delicious treat.



 [Watch the campaign film here](#)

ORIGINAL PHILADELPHIA
 Region:
 UK
 Authors:
 Joshua Thomas,
 Edward Perenyi

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY

DIALING UP THE BENEFITS FOR YOGURT+

Who knew yogurt was so full of goodness? Everyone, after we made this small but powerful change.



Region:

UK

Author:

Mike Hughes

The Behavioural Challenge

Nomadic Dairy had developed Yogurt+ — a new range of yogurts with a blend of nutrition developed to give us extra support for our immune system.

The problem? Immune support yogurts isn't a hugely familiar category. Also, as consumers we don't always understand the benefits that nutritional ingredients give us.

To launch this product successfully, we needed to ensure that consumers understood the unique benefits of Yogurt+, and differentiated it from other products in the Nomadic range.

Our Approach

First, we needed to maximise the product's benefits. The Goal Dilution Effect tells us that the more claims a product makes, the less effective each claim becomes. Therefore, highlighting fewer, core ingredients would make each more impactful in the mind of the consumer.

We also needed to help consumers understand the level or amount of each ingredient that was in the product too.

Beneficial ingredients such as vitamins and proteins often use more scientific units of measurement such as 'ug' and micrograms. Our brains don't always have a mental or familiar reference for them, seeing that it isn't easy to know how much of each is the right amount to take.

We needed a new way for consumers to understand the level of each nutritional ingredient, and how much of it they needed to take each day.

Our Solution

We developed the Power Equation, a three-part graphic that chunked Yogurt+ into its three core immune support benefits: Vitamin D, Protein and Gut-friendly cultures.

For each beneficial ingredient, we used a dial graphic to show the amount of each ingredient too. The strength-o-meter was our new unit of measurement. Each ingredient was given a rating or level to show how much was in the product, compared with its recommended amount.

Knowing that we might only glance at a product on the shelf for less than a second, the Power Equation was noticeable and attention-grabbing on the packaging design for maximum impact.

Making the benefits of Yogurt+ clear for all to see, and a new distinctive addition to the Nomadic range.



Introducing the Power Equation

The Goal Dilution Effect tells us that highlighting fewer ingredients makes each benefit more impactful in the mind of the consumer.



Region:

UK

Author:

Mike Hughes

CLIENT TESTIMONIAL

“This is a new height of execution for us and sets the standard for future new product development – truly transformational work.”

- Tom Price, Head of Marketing and Innovation

Think behavioural science could help your organisation? We'd love to talk to you.

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A BRIGHT IDEA TO FIGHT NIGHT CRIME



We're shining a light on Melbourne's criminal hot spots. Literally.

The Behavioural Challenge

Faced with an increase in night crime, the City of Melbourne was seeking innovative ways to promote safe mobility in the city, without increasing its police presence.

A large number of crimes appeared to be taking place under conditions of 'poor visibility' and 'low foot traffic'. In the field of crime prevention through environmental design (CPTED), environments such as these are known to influence criminal behaviour, by creating a dual sense of danger ('Bad things happen here') and anonymity ('I can get away with it').

Our Approach

Two main issues characterised the most dangerous streets of Melbourne: lack of light and lack of people. To prevent opportunistic crimes from taking place in Melbourne, we decided to reshape the pedestrian environment, flooding its darkest corners with the pre-conditions of safe behaviour: light and life.

Our Solution

Project Nightlight is an ongoing series of light art installations with purpose: each sculpture is specially designed to increase pedestrian visibility and foot-traffic at nighttime in Melbourne's many laneways. By turning dark laneways into beautiful light installations, we invite crowds to places they would usually avoid and increase natural surveillance to help prevent crime.

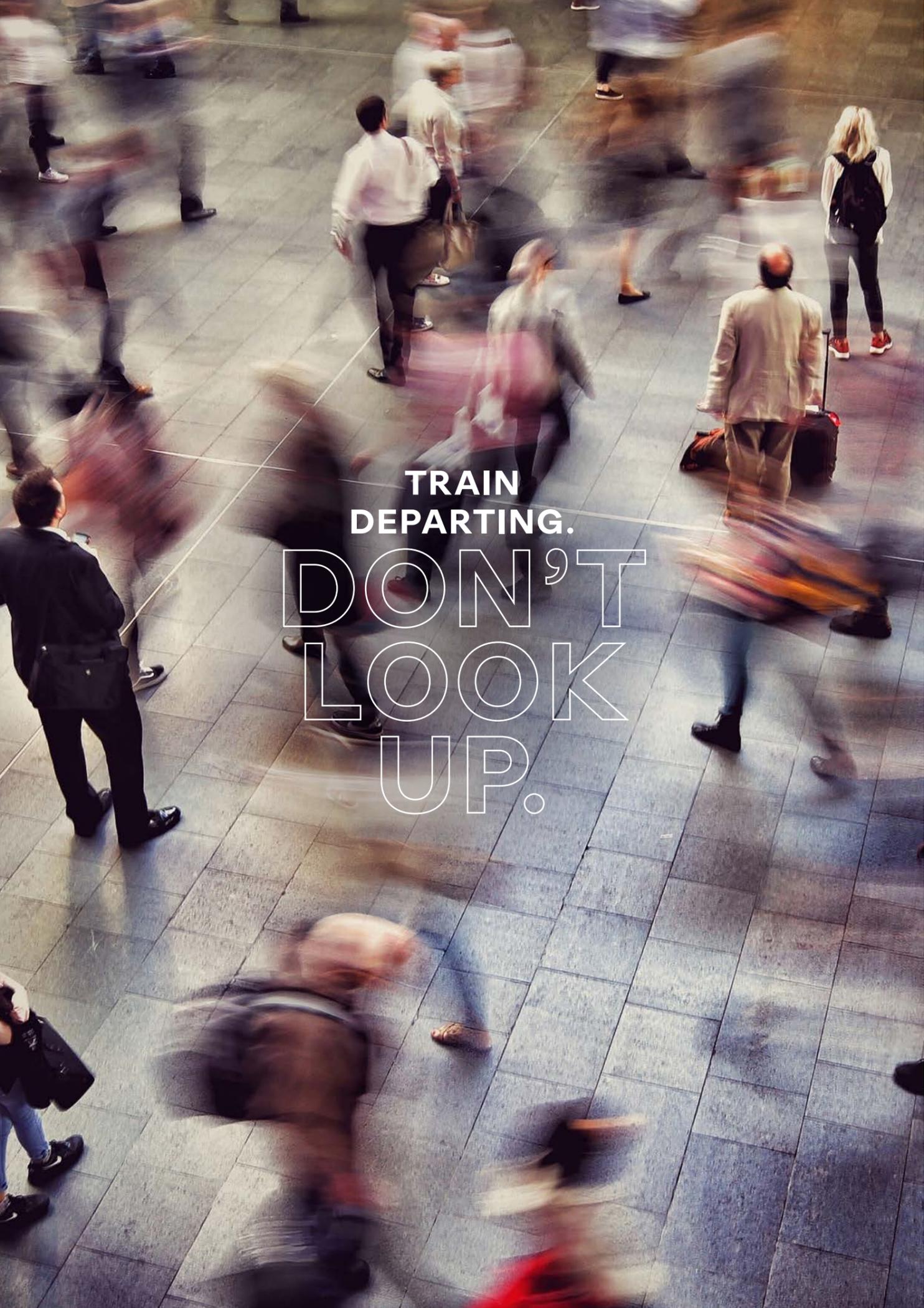
The Nightlights were designed to deter crime not only by adding vibrancy and visibility to dark streets, but also through the use of colour. The colour Baker Miller Pink, which has been suggested by some research to reduce aggression, was integrated into most of the installations.

Results

Project Nightlight is currently ongoing, and the team are expecting results later in 2022.

Think behavioural science could help your organisation? We'd love to talk to you.

CONTACT US TODAY



**TRAIN
DEPARTING.
DON'T
LOOK
UP.**



Region:
France

Author:
Leo Bruand

Creative Director:
David Raichman

There's a time and place for the station departure board, and that place was getting far too crowded. Could a giant smartphone be the solution?

The Behavioural Challenge

In train stations across France, it is common for passengers to head straight to the big screens and wait underneath them to look for updates about their train. This occurs even though the SNCF mobile app provides the same real-time train information. This entrenched behaviour to wait under the screens was particularly apparent at Gare Montparnasse and it was starting to cause big problems, as crowds were blocking the flow of people in the station.

Our challenge was therefore to encourage the use of the SNCF app at train stations, using the power of behavioural science to increase its usage and perception of reliability.

Our Approach

Our observations and focus-groups identified that a major reason for this problematic behaviour is that passengers feel safer using the screens to wait for information about their train, instead of using the SNCF application.

This is partly because they feel reassured by the social norm of waiting next to other passengers on the same train, but mainly because they don't think about it: waiting under the big screens is a deeply rooted habit, with passengers believing that the screens are faster to deliver the updates.

These insights formed the inspiration for the creative idea that we prototyped and tested. To disrupt such a strong habit, we created a giant smartphone around the big screens, placed at the most important part of the passenger journey – when people are looking for their platform. The information on the SNCF application and the screens therefore became one. The message 'and to think it can fit in your pocket...' challenges people to think differently about their behaviour.



Region:
France

Author:
Leo Bruand

Creative Director:
David Raichman

Our Solution

The final idea was designed to include a number of different behavioural levers.

First, in order to break passengers' strong habits, we needed to disrupt their auto-pilot mode (too often activated in the train station environment) with something salient enough to capture their attention: a giant smartphone.

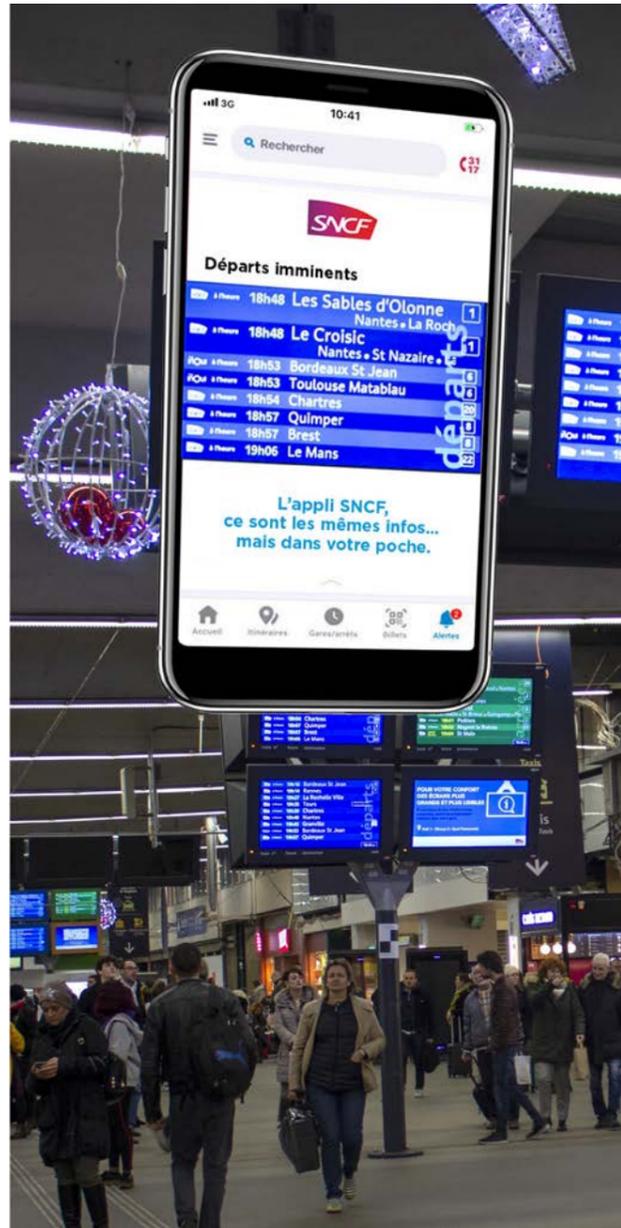
Second, we leveraged the power of the Mere Exposure Effect. By exposing passengers to the SNCF app, at the right time and as often as possible, we can create a bond of familiarity and increase intention to use.

Third, by making the big screen – the most official and reliable source of information – the screen of our smartphone, we enhance the perception of reliability.

Finally, by subtly activating the Ego lever (the fact that as humans we act in ways that make us feel better about ourselves), we could make everyone understand that it's not wise to get a stiff neck looking at the screens... because everything they need fits in their pocket.

Results

A two-month test period at Montparnasse showed a 45% increase in application download, as well as a greater reported trust and perceived usefulness of the application. Due to its promising success, the solution is currently being deployed in several other SNCF stations, including the Gare de Lyon, one of the busiest stations in France.



Think behavioural science could help your organisation? We'd love to talk to you.

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WESTMINSTER'S DUMPING DILEMMA

CLIENT TESTIMONIAL

“Ogilvy worked closely with us to come up with innovative and inciteful options to trial. They helped us move away from our traditional educational approaches to intuitive options to change behaviour, without preaching to our residents.”

- Claudia Hemsley, Strategic Projects Manager, Westminster City Council

One of London's most famous boroughs was suffering from a waste dumping issue. Could behavioural insights help clean up the mess?

The Behavioural Challenge

The London Borough of Westminster has a very visible problem: dumped rubbish. The communal bins situated on many of its streets have become a dumping ground. Rather than placing bags and boxes into the bins, bags are placed around them leading to unpleasant, unattractive areas for residents.

We were tasked to help Westminster in three ways:

1. To reduce the number of dumped rubbish bags
2. To reduce the number of large/bulky items
3. To improve public perception of the dumped waste problem

Previous initiatives to encourage residents to place their waste in the correct bin did little to improve the situation. Signs went unnoticed and the promise of fines for those caught dumping proved ineffective.

However, our research told us that a whopping 90% of residents knew how to dispose of waste correctly, so clearly there was a knowledge-action gap. As a result, we knew education alone was not the solution.

Our Approach

If people knew how to do the right behaviours, we needed to pull on other psychological levers to drive behaviour change. We needed to motivate residents to behave more pro-socially and increase the positive Affect around correct waste disposal behaviour.

In layman's terms – we needed them to feel like dumping waste was wrong, and to make correct disposal behaviours feel rewarding.



Our Solution

Our solution was to test two new bin designs, underpinned by two key behavioural insights:

Affect and Biophilia:

1. **Affect** – adding Affect means trying to integrate positive emotion into the desired behaviour. This was achieved by playfully designing ‘monster’ characters onto the bins. Personalising the bins aimed to increase the engagement with them, while adding equally playful messaging, such as ‘Another delivery? Leave the evidence in me?’ highlighted the correct behaviours in a new, engaging way.

2. **Biophilia** – research suggests that exposure to flowers and nature primes people to act in a more pro-social manner. The bin design using this principle was executed by wrapping the bins in imagery of flower fields and by placing flowers on the floor to act as an ‘exclusion zone’.

These two bin conditions were tested in a randomised control trial on the streets of Westminster in Summer 2021.



Results

Testing produced some surprising, yet interesting results:

1. The Biophilia (Flower) bins were ineffective at reducing dumping behaviour and were actually associated with slightly increased on-street waste.
2. The Affect (Monster) bins were more promising, they did reduce all types of waste in absolute terms; however, this effect was not large enough to be statistically significant.

Although it is clear these interventions didn’t have the intended outcome, the results are invaluable in increasing our understanding of the problem.

Biophilia doesn’t seem to be effective through imagery only. Recreating the same psychological effects as nature is difficult and attempting this using just imagery alone may not be enough.

Adding Affect shows promise. The results from the Affect bins showed some reduction in dumped waste across all types of rubbish. This may provide some credence to investigating further redesigns. Also, perhaps a more playful tone of voice may be more effective for these types of communication in general.

When we spoke to the residents about the interventions, feedback was mixed but mainly positive. 69% of residents said they loved the Monster bins, and 86% said they loved the Biophilia bins. One resident was quoted as saying, ‘My kids love the new bins and enjoy seeing them every day on the way to nursery.’ Overall, it seems moving away from the industrial look of the existing bins, is a change welcomed by the community.

Also, when we start to look more closely at the data, it appears that for much of the time bags are not being dumped outside the bins. When dumping does occur, however, it can reach very high levels. This may affect the perception of dumping in general, and that dumping may actually be seen as being worse than it is in reality.

With this new insight, a Phase 2 approach may be to address these dumping ‘high points’ specifically with more targeted interventions, to help reduce the perception of dumping overall.

So, bags of insights collected, in the fight against dumping.



GLOSSARY OF BEHAVIOURAL SCIENCE PRINCIPLES

- Affect** – Our actions are powerfully shaped by our emotions
- Affordance Cue** – Our behaviour can be strongly influenced by physical cues in our environment
- Behavioural Bundling** – We may be more likely to adopt a new behaviour if it is bundled with a pre-existing behaviour
- Biophilia** – We have an innate preference for all things natural
- Chunking** – Splitting a task or process into parts makes it easier to process, and we build confidence after completing each chunk
- Cognitive Ease** – The less mentally straining an activity is, the more likely we are to complete it
- Commitment** – We strive to appear consistent with our previous actions and attitudes
- Costly Signalling** – We inherently trust signals that are altruistic, costly or hard to fake
- Default** – We tend to go with the flow of pre-selected options
- Ego** – We act in ways that make us feel better about ourselves and feel good when our ‘portrayed’ self-image is approved by others
- Exposure Effect** – We develop a preference for things that we are familiar with
- Framing** – We react differently to information depending on how it is presented
- Goal Dilution Effect** – The more claims a product makes, the less impactful each becomes in the mind of the consumer
- Goal Gradient Effect** – 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
- Messenger Effect** – We are heavily influenced by who communicates information
- Saliency** – Information that is noticeable or relevant draws most of our attention
- Social Identity** – We build our sense of identity through the groups to which we belong
- Social Norms** – Our decisions are strongly influenced by the behaviour of others
- Uncertainty Aversion** – We instinctively avoid the unknown and prefer known outcomes to unknown outcomes

WORK WITH US

WE APPLY BEHAVIOURAL SCIENCE AND CREATIVITY TO GENERATE GIANT IMPACT.

At Ogilvy, we blend behavioural science, creativity and data science to help solve some of the world’s trickiest human challenges.

Whether tasked with improving the security of Europe’s busiest airports, improving how people interact with social media or leading sustainability

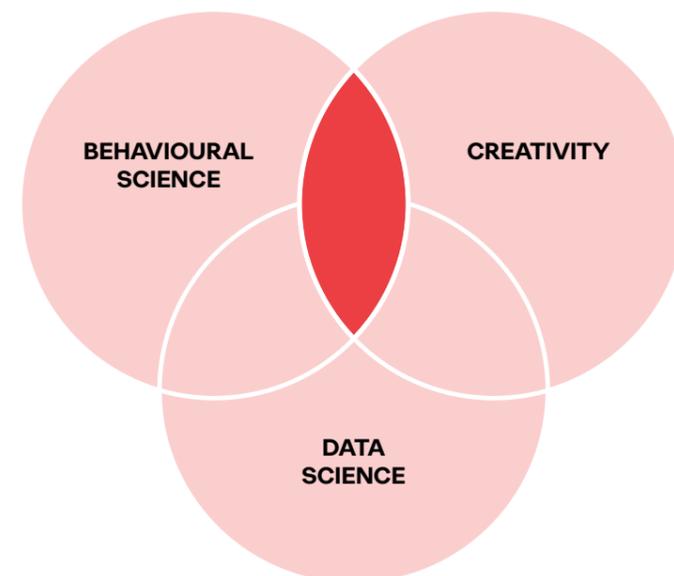
projects across the globe, we create effective interventions, communications and experiences for public, private, and third sector clients.

A magical combination of science and creativity, we are a unique global team of psychologists and behavioural economists embedded within the Ogilvy global

network. We bring proprietary tools, proven experience, expert facilitation and the power of Ogilvy creativity to unlock the hidden ‘psychological power’ within our partners’ brands and businesses. Big or small, our interventions always unlock **unseen opportunities.**

THINK BEHAVIOURAL SCIENCE COULD HELP YOUR ORGANISATION? WE’D LOVE TO TALK TO YOU.

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SPECIALIST AREAS & ORGANISATIONS WE WORK WITH

TECHNOLOGY & PRODUCT DESIGN

- Enhancing product engagement
- Optimising user experience
- Driving digital behaviours



HEALTH & WELLNESS

- Reducing vaccine hesitancy
- Improving dietary habits
- Engaging HCP audiences
- Reducing workplace injuries



SUSTAINABILITY & SOCIAL IMPACT

- Increasing recycling behaviours
- Marketing 'green' products
- Reducing energy consumption
- Enabling mindful consumption



RETAIL & CONSUMER

- Attracting new customers
- Boosting subscriptions & reducing churn
- Helping customers find the right product for their needs



ORGANISATIONAL TRANSFORMATION

- Aligning organisational values and behaviours
- Enhancing technology adoption
- Reducing unconscious bias in the workplace



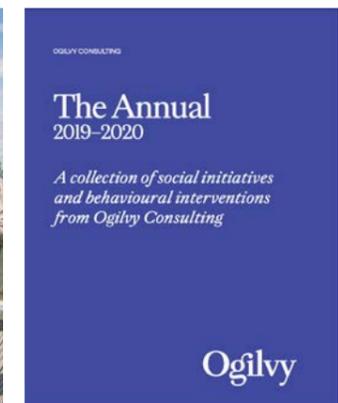
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NUDGESTOCK

For more from Ogilvy's Behavioural Science Practice don't miss **NUDGESTOCK**, the world's largest festival of behavioural science and creativity, returning for its **10th year on 10th June 2022**.

[Register for Nudgestock 2022 here](#)

Check out our podcast and blog '**Nudgetalk**' for the latest updates from the world of behavioural science with new research, insights and applications in the field.



A DECADE OF APPLIED BEHAVIOURAL SCIENCE LEADERSHIP

[Watch last year's Nudgestock here](#)

The TEAM behind the ANNUAL



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. While working as a Senior Consultant, Mike has worked on some of the nation's most important challenges, prototyping novel interventions to combat food waste and effectively helping councils to reduce their organisational debt.

Moses is an Apprentice on Ogilvy's Pipe programme. Before joining the Behavioural Science team, he spent time working with the wider Consulting team, followed by the Integrated Strategy Department.

Mo joined Ogilvy as a chance to explore his more creative side. He loves the expanded solution space that behavioural science lets you play in, and enjoys using behavioural principles to solve client briefs in new and unconventional ways.



Alessia is a Consulting Analyst in the Behavioural Science team with an interest in the potential of psychology and behavioural science towards sustainability and social impact.

Alessia joined the team after graduating with a MSc in Psychology of Economic Life at the London School of Economics and Political Science (LSE), where she explored sustainability challenges across multiple sectors including crowdfunding for social ventures, fast fashion and circular economic policies. Most recently, she has been working on designing interventions to tackle food waste.

Nick is a Consulting Analyst in the Behavioural Science team whose passion is centred around coupling creativity with scientific insights developed from psychology and behavioural economics, in order to bring about efficient behaviour change.

Nick's academic qualifications include a Neuroscience degree from the University of Leeds, where he focused on elucidating the underlying mechanisms behind learning and memory. Nick's dissertation, led by a world-leading research fellow was the first of its kind – introducing a new methodology for visualising the sub-cellular structures involved in learning and memory.



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

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

Ella's academic background includes a Psychology BSc from UCL, where she co-authored research with Susan Michie, and an Organisational Psychology MSc from City University.

