CREATING NUDGES: A PROCESS BY AIM & BVA



NUDGING FOR GOOD

BVA

AIM EUROPEAN BRANDS ASSOCIATION

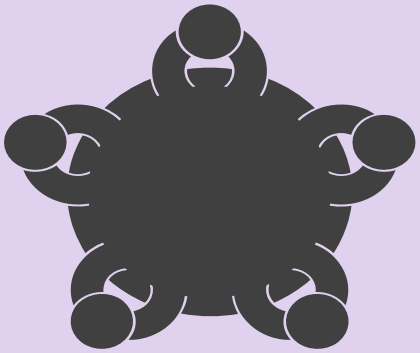
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3. DESIGN

"The whole is other than the sum of its parts."

Kurt Koffka



INTRODUCTION

The Nudge workshop is *not* a typical creative phase. Its originality and its strength lie in the unique way to harness collective intelligence: put together your core stakeholders and involve wider audience, focalize your creativity on quick wins and operational solutions, and focus as much on implicit levers than on explicit ones using Behavioural Economics lenses.

THE NUDGELAB IS NOT A TYPICAL CREATIVE WORKSHOP



The workshop (BVA NudgeLab® type) is a the central step of a method that attempts to answer the collective challenge defined in step 1. It is organized as a one-day co-working session including internal stakeholders, market research agency behavioural sciences experts, external experts, and some creative consumers. The choice of participants is critical for its success, both in terms of output but also in terms of operability of solutions.

YOUR PRELIMINARY STEPS



- Find a place away from your office, large enough to work in groups and create a positive mindset.
- Select people who will participate: executives from your company, your partner agency's experts (moderators, ethnography researcher, Behavioural Economics specialists), and creative users. About 15 to 20 people should participate.
- Send a motivating invite, use toolkit videos
- Illustrate most striking insights from behavioural research/ ethnography with an illustrated story (video, pictures, verbatim…)
- Define the objective of the co-working session through a question to clarify the behavioural challenge for all participants : what behaviour is expected where from who?
- Break down the behavioural challenge into more specific questions for your group: what barriers are we trying to overcome, how to facilitate new behaviour, how to refrain from the former one, where are the biggest bottlenecks, what drivers could be activated…
- Be sure you have co-working session material : paperboards, markers, sticky notes, pens, and specific Behavioural Economics material (build your own or ask for help from your agency partners!)

PROMOTE COLLECTIVE INTELLIGENCE WITH MIXED PROFILES



The variety of profiles included in the group will drive collective intelligence to produce "ready to go" solutions: insights of users, inspiration from behavioural experts, consumers asking for feasibility and convenience… We recommend no more than 15-20 people to be manageable (and work in sub-groups).

- From your company: here critical stakeholders are invited. These are the people in charge of the touchpoints that intervene at each moment of truth (Marketing, Package Designer, Product Manager…).
- From the research agency: involve professional moderators trained in methodology, ethnologists who conducted the research that served as an input, Behavioural Economics experts from your partner agency's Nudge-unit and industry experts, to inspire their groups to use proprietary Behavioural Economics tools.
- From the consumers category: recruit creative consumers who have a specific interest in the challenge at stake and whose job can be a source of inspiration during the Nudge ideation.
- External stakeholders: possibly NGOs, public organizations, etc.

DURING THE NUDGE WORKSHOP

Morning:

1. Immerse your team in ethnographic results
2. Remind everyone of the goal of the co-working session: the behavioural challenge
3. Also remind everyone of what a “Nudge” is
4. Share the user journey drawn by your research partners, explain the drivers of influence
5. Use active listening, start generating Nudge ideas, use sticky notes
6. Output from the morning session = quantity! Get as many ideas as possible
7. As in most creative tasks, evaluation isn’t allowed at this stage. We are primarily seeking for quantity rather than quality!



THE 21 DRIVERS OF INFLUENCE



TRANSMITTER — Choose the right messenger to reinforce the message



HABITS — Promote the development of new habits through new triggers and appropriate rewards



EGO — Give value to the action by rewarding with recognition



DEFAULT — Create a default choice sequence that leads to the desired behaviour



RECIPROCITY — Engage in a logic of reciprocity by creating a social debt

INCENTIVES — Encourage a behaviour with money, goodies or social reward



VALUE — Highlight the scope of work realised to justify the price



EMOTION — Generate an emotional response through images, visuals and embodied stories



REWARDS — Reward with positive feedback



SALIENCE — Attract attention by making an item salient



ONE STEP AT A TIME — Make the task seem easier by going on step at time



FRAMING — Create a choice context that encourages the desired behaviour



IMMEDIACY — Postpone constraints and efforts in the future while immediately providing advantages



NOSTALGIA — Activate the feeling of nostalgia



FAIRNESS — Show the fairness of the targeted behaviour



LOSS AVERSION — Mention the loss provoked by not adopting the desired behaviour



UPPER /LOWER ANCHORING — Generate favourable associations and reference points



EASINESS — Simplify the desired behaviour



NORMS — Encourage the need for conformity



COMPARTMENTALIZE — Materialise invisible flows (like efforts, expenses) with objects you can visually handle



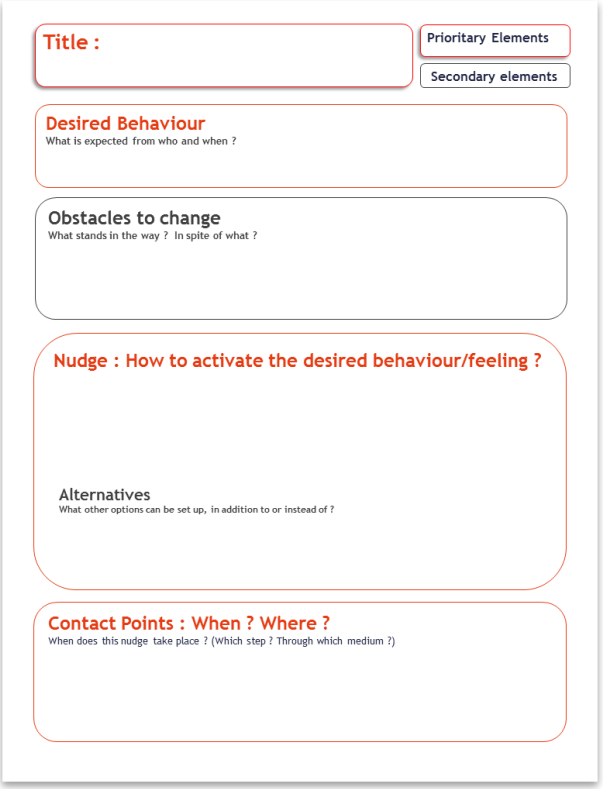
ENGAGEMENT — Generate commitments to promote consistency

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DURING THE NUDGE WORKSHOP

Afternoon:

1. Split up the workshop participants into different sub-groups. Each will work on a specific Moment Of Truth using the "behaviour change wheel" (explained further on) and use the Drivers of Influence as a source of insight
2. Cross-pollinate between groups
3. Select the most engaging ideas by voting!
4. Use the templates and frameworks to put the Nudge ideas in shape
5. The output here is enhancing the quality of your ideas by framing them. Your agency partners will put together a reference document gathering all the finalized ideas along with illustrations. It will be used to share the designed Nudge ideas with people joining the project later. BVA calls it the NudgeBook®.



COMPLETE THE NUDGE TEMPLATE!

Title:

Desired Behaviour:
What is expected from whom, and when?

Priority Elements

Secondary elements

Obstacles to change
What stands in the way? In spite of what?

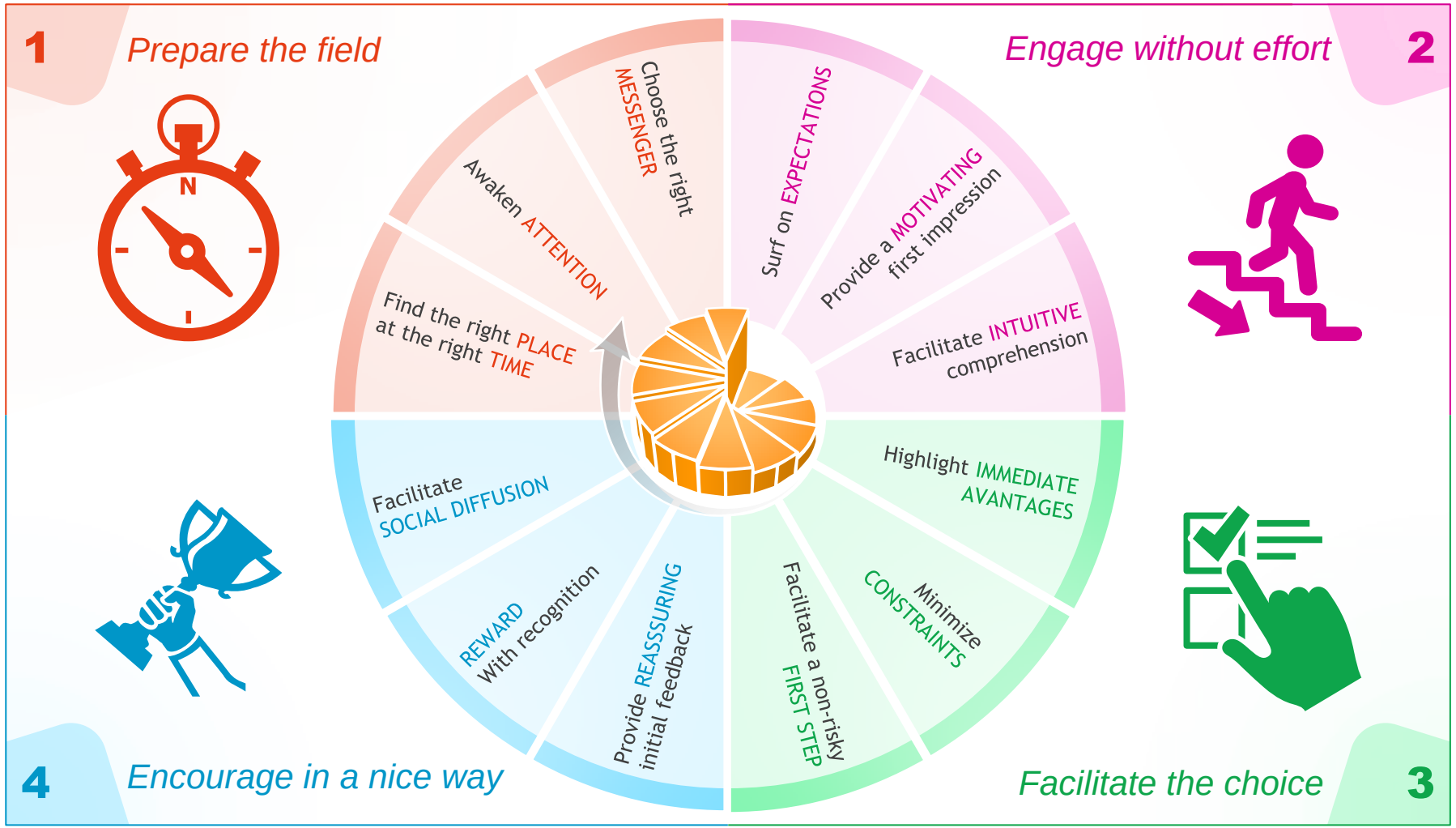
Nudge: How to activate the desired behaviour?

Alternatives
What other options can be set up, in addition to or instead of?

Contact Points: When? Where?
When does this Nudge take place? (Which step ? Through which medium?)

USE THE WHEEL OF CHANGE DURING YOUR WORKSHOP!

Groups are split between the four different parts and put up their ideas on it.



TIPS!

02

Make sure the workshop participants have fun! Having the right mindset is critical . Create activities that put people in a «positive » mood: icebreakers, energizers,…

04

Promote collective intelligence: Build on each other's ideas. Listen, avoid expert debates. Stay focused on the behavioural challenge.

01

Make the workshop participants comfortable: organize the session in a nice place, prepare a warm welcome for your participants (why not some breakfast?), set up a good lunch and some breaks during the day to allow people to breathe.

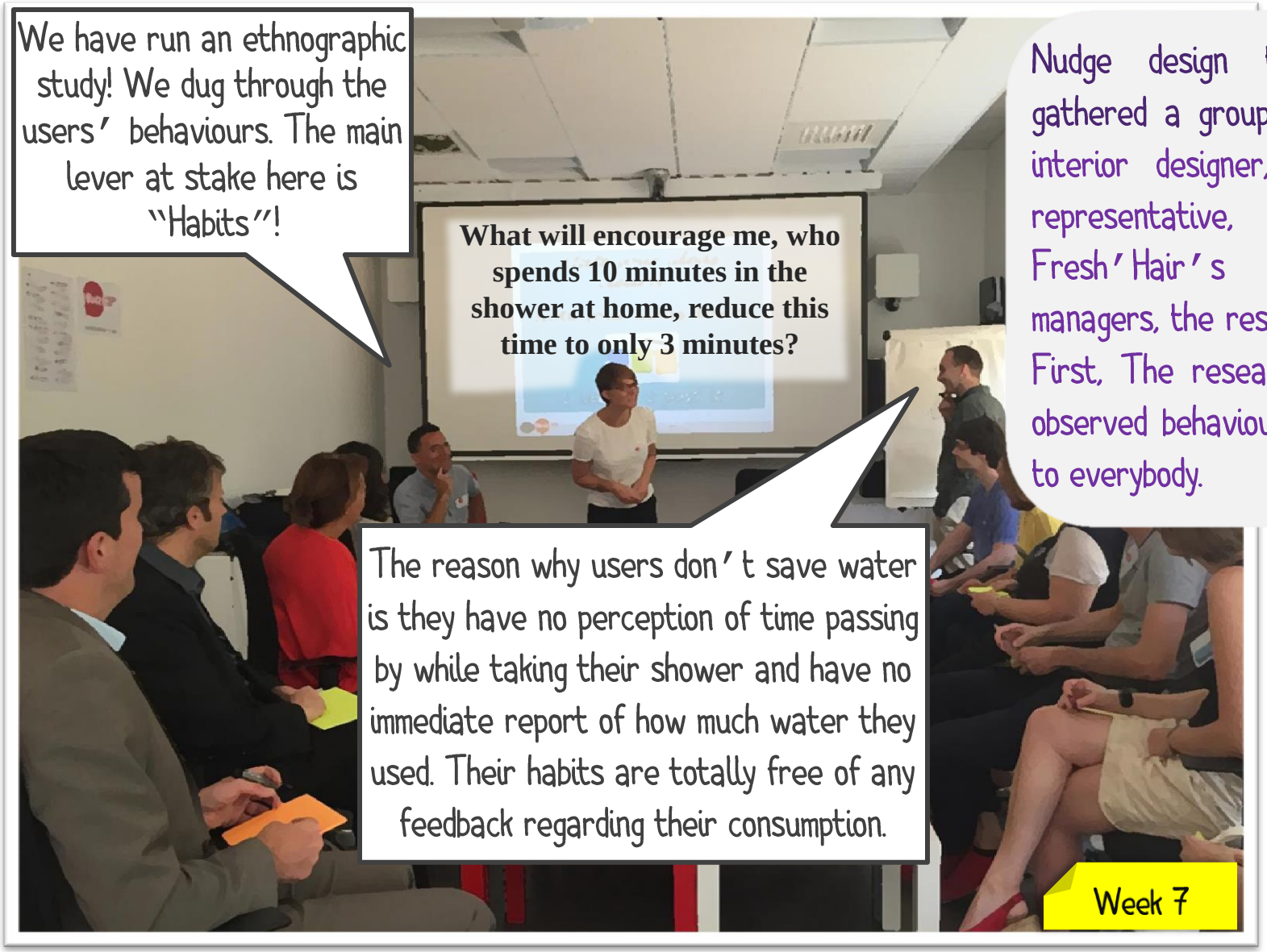
03

Encourage wild creativity: Set the room in a "Nudge way" (elements hanging on the wall). Curiosity and open-mindedness are essential. Avoid self-censorship, promote spontaneity, self confidence, say what you have to say. Free your imagination and take risks.

05

Regarding the output of the ideation session, a good moderation should produce 20 to 30 ideas. The emphasis is put on quantity in the morning, and then quality during the afternoon session.

FRESH' HAIR'S NUDGE WORKSHOP



Nudge design time! Fresh'Hair has gathered a group of various profiles: an interior designer, a plumber, an NGO representative, a handful of Fresh'Hair's CSR and marketing managers, the research agency's experts. First, The research agency exposes the observed behaviours and Nudge Challenge to everybody.

FRESH' HAIR'S NUDGE WORKSHOP

I think some good triggers here could be Ego (the user feels valorized from switching the water off)



And Salience! By materializing the time spent showering you can create a feedback loop.





Title: 1 Shower = 1 Song

Priority Elements

Secondary elements

Desired Behaviour

What is expected from whom, and when?

Let the consumer be aware of the time he spends showering, and so they shorten their showers

Obstacles to change

What stands in the way? In spite of what?

We observed that consumers are not aware of the time they spend showering. Even if they are willing to have shorter showers in order to save water and reduce their water bill, they won't do it until they don't have any time alert.

Nudge: How to activate the desired behaviour/feeling?

Have the consumers associate the length of a shower with the duration of a song, using a reminder on the pack. This reminder will push the user to tune in the radio (or even sing!) and use the song as a basis for the length of his shower.

Alternatives

What other options can be set up, in addition to or instead of?

In complement, offer a shower playlist to be played for free on a mobile music streaming app.



Contact Points: When? Where?

When does this nudge take place? (Which step? Through which medium?)

On the pack (suggest for the user to play a song!)

On the web (through the streaming playlist)

Partnership with companies like Deezer or Spotify.

Using the Wheel of change and referring to the Drivers of influence, the participants work on their Nudge ideas. Different groups are producing ideas specific to each Moment of Truth.

FRESH' HAIR'S NUDGE IDEAS

Title:
1 Shower = 1 Song

Week 7

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What is expected from whom, and when?

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