CREATING NUDGES: A PROCESS BY AIM & BVA



NUDGING FOR GOOD

BVA

AIM EUROPEAN BRANDS ASSOCIATION

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4. PRE-SELECT

« When all think alike, then no one is thinking »

Walter Lippman

INTRODUCTION

The output of the pre-select step is to create alignment. Along with your team, you must challenge ideas to improve them, while taking into account everybody's objections and constraints.

By "improving", we mean that some Nudges are going to be refined, maybe merged with other ideas. Stay open and remember your goal still is to solve a problem!

The mindset isn't to criticize but find solutions, make it work, channel the discussion with objective arguments. If you do this right and come to an agreement, you'll initiate a feel of "ownership" from your team for the Nudges they selected.

There are going to be two biases you'll want to avoid: loss aversion (nobody wants their idea to be ruled out), and the "Not Invented Here" bias, which implies that people tend to overvalue their own ideas. Make sure you remind your teammates of those concepts before launching the pre-select phase. Even experts are human beings, prone to biases!

PRELIMINARY STEPS



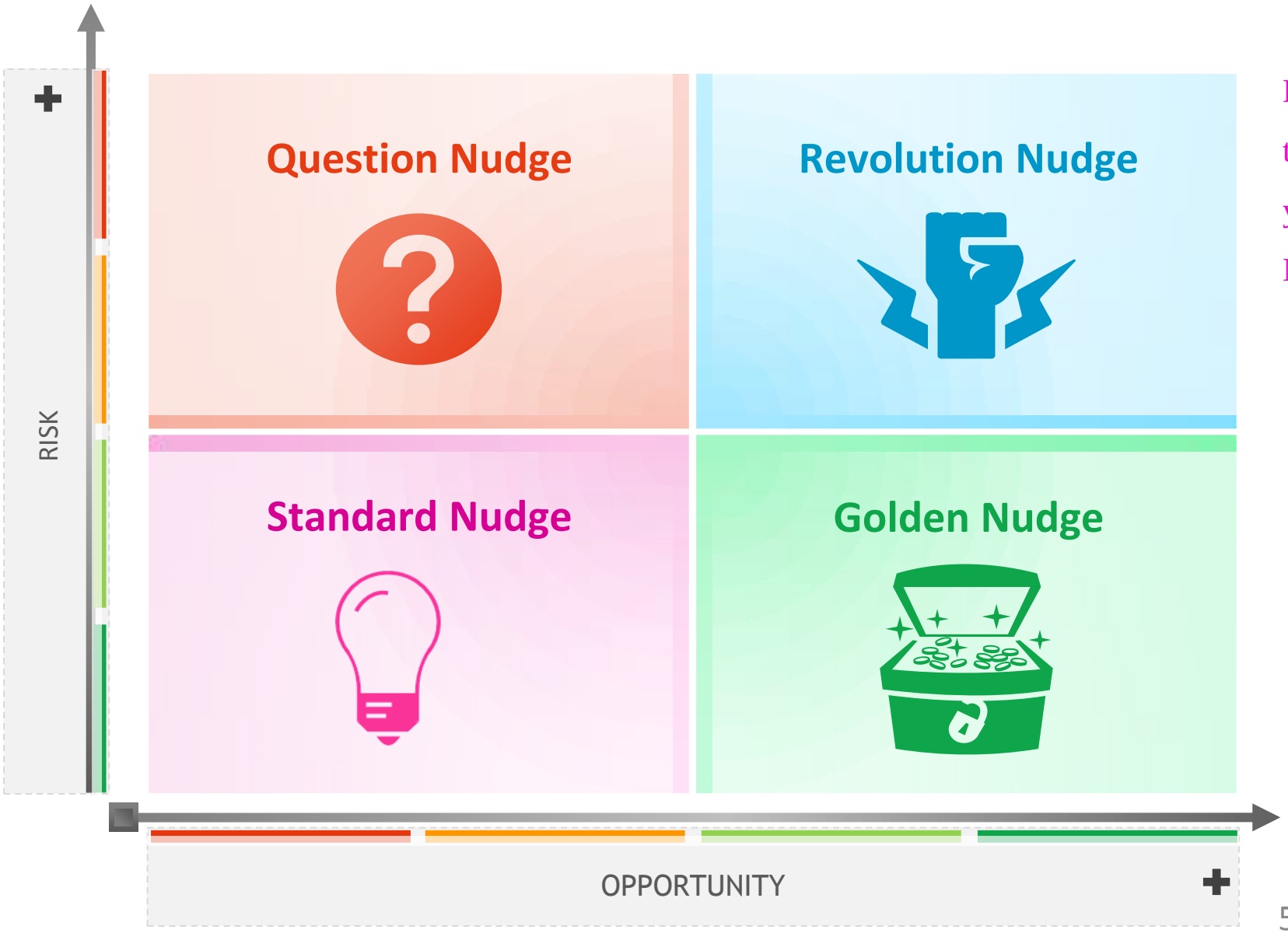
- Choose the participants to this pre-selection step, up to 10 people. At BVA we usually invite the same people who were in the creative co-working session, except for the consumers: involve the marketers, CSR executives, key decision makers, and the different Nudge sponsors. A right selection will accelerate decision making! Of course, if a key colleague was not there, he can join now.

- Send your participants the NudgeBook® you have edited from the Designing phase. This document is a pre-read to the individual selection. Make sure that people who haven't participated in the Design phase are able to understand the Nudge ideas just by reading them.

- Ask the participants to individually evaluate each Nudge idea and position them on a Matrix (see next page) according to their opportunity and risk levels.

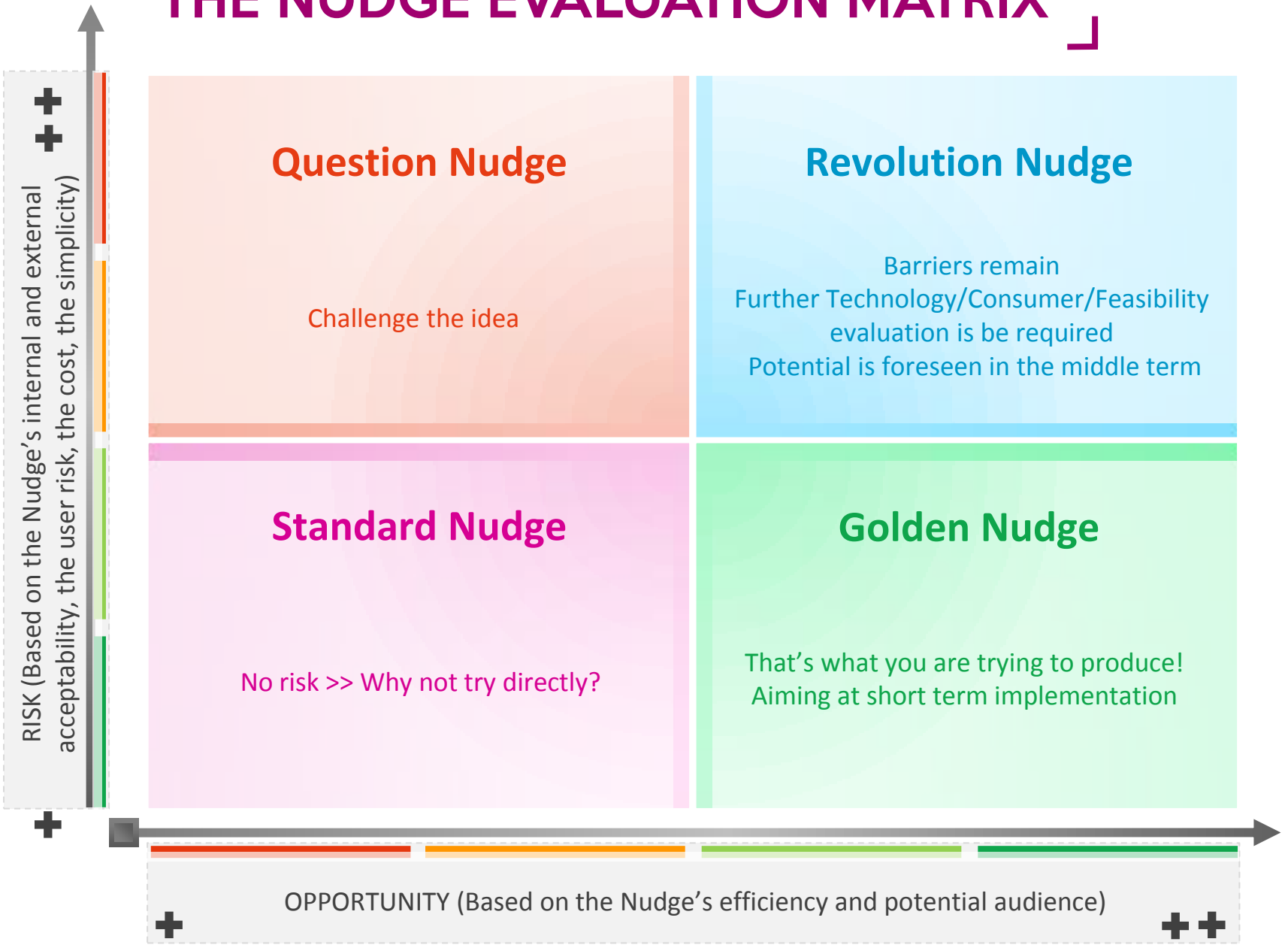
- Collect the feedback from your participants before the meeting and prepare a synthesis showing how many participants classified each Nudge in each category.

THE NUDGE EVALUATION MATRIX



BVA has designed this matrix to help you evaluate Nudges.

THE NUDGE EVALUATION MATRIX



THE INDIVIDUAL EVALUATION

Preparing the individual evaluation:

- The individual evaluation can be done either before or on the day-of the pre-selection process. The BVA Nudge Unit uses an online tool to run those.
- Plan the pre-selection meeting (half a day).
- Re-write properly the Nudge templates that have been filled in during the creative co-working session so that every participant is able to understand the Nudge it contains, just by reading it.

Running the individual evaluation:

- Send those templates to the participants and have them read each Nudge in order to individually evaluate and position them on the Matrix according to their opportunity and risk/cost level.
- Ask them to send back the evaluation to you before the pre-selection meeting.

PRE-SELECTING MEETING

1. Assess each Nudge collectively

- Read the first Nudge
- Share the results of the individual evaluation: indicate how many classified the Nudge in the "Golden / Revolution / Standard / Question" category
- Ask for discussion to channel the group
- Reach a group consensus on where to position this Nudge on the Matrix (you can display it on a wall) to summarize the discussion and the group's opinion
- Repeat the exercise for each Nudge

2. Establish the final ranking

- When each Nudge has been positioned, ask everyone (including yourself) to rank their Top 10 Nudge ideas, individually
- Compute the ranking and establish the final ranking that summarizes all the opinions
- To manage this part in a short and efficient time frame, seek help from agency moderators who have the specific tools and skills to support you.
- Share the final ranking



➢ Go around the table to ask each participant his/her preferred Nudge, then ask them to become sponsor of at least one Nudge, so that each concept is backed up throughout the next steps. It is really better if each Nudge is sponsored!

NUDGING FOR GOOD

Remind the participants what is a Nudge for good:

- It is a smart and simple initiative that influences consumers' behaviour in order to help them achieve their own goals
- It is ethically designed (means-end goal / legitimate originator)
- It acts in favour of people's own interest and that of the community (or the planet)
- It preserves freedom of choice and existing options
- It is based on observational insights of individuals, recorded in their local environment and community
- It leverages unconventional factors revealed by Behavioural Economics, neuroscience and cognitive psychology, along with more conventional concepts (education, information, marketing, communication…)
- It uses a creative re-design of some situations and interaction points (including branded touchpoints)
- It doesn't activate any economic incentive: you shouldn't pay people to change their behaviours, although you may offer them a symbolic reward

➢ The output here is to pinpoint which ideas are potential Golden/Revolution Nudges!





TIPS!

01

Respect timing and separation of individual evaluation and collective evaluation/discussion. Otherwise the first who talks will influence the rest of the group.

02

Put the Matrix on the wall and post each Nudge on it in order to let everyone see the result of the group discussion and be aligned.

03

Be aware and tell participants that the matrix is there for helping discussion and fine tuning the Nudge. Priorization will be done after positioning. They will be less frustrated if they do not agree with the matrix positioning given by the group consensus.

04

This step is an opportunity to rework and fine-tune your Nudges, address any comments and encourage the group to find solutions.

05

Tell participants that the end of the pre-selection meeting is not the end of the process, but the beginning of implementation which is a new challenge.

06

Beware the Not Invented Here bias! Listen to all and don't overvalue your own ideas.

INDIVIDUAL SELECTION

My favourite idea is the "Shower Song". I'll put it the Golden Nudge category.

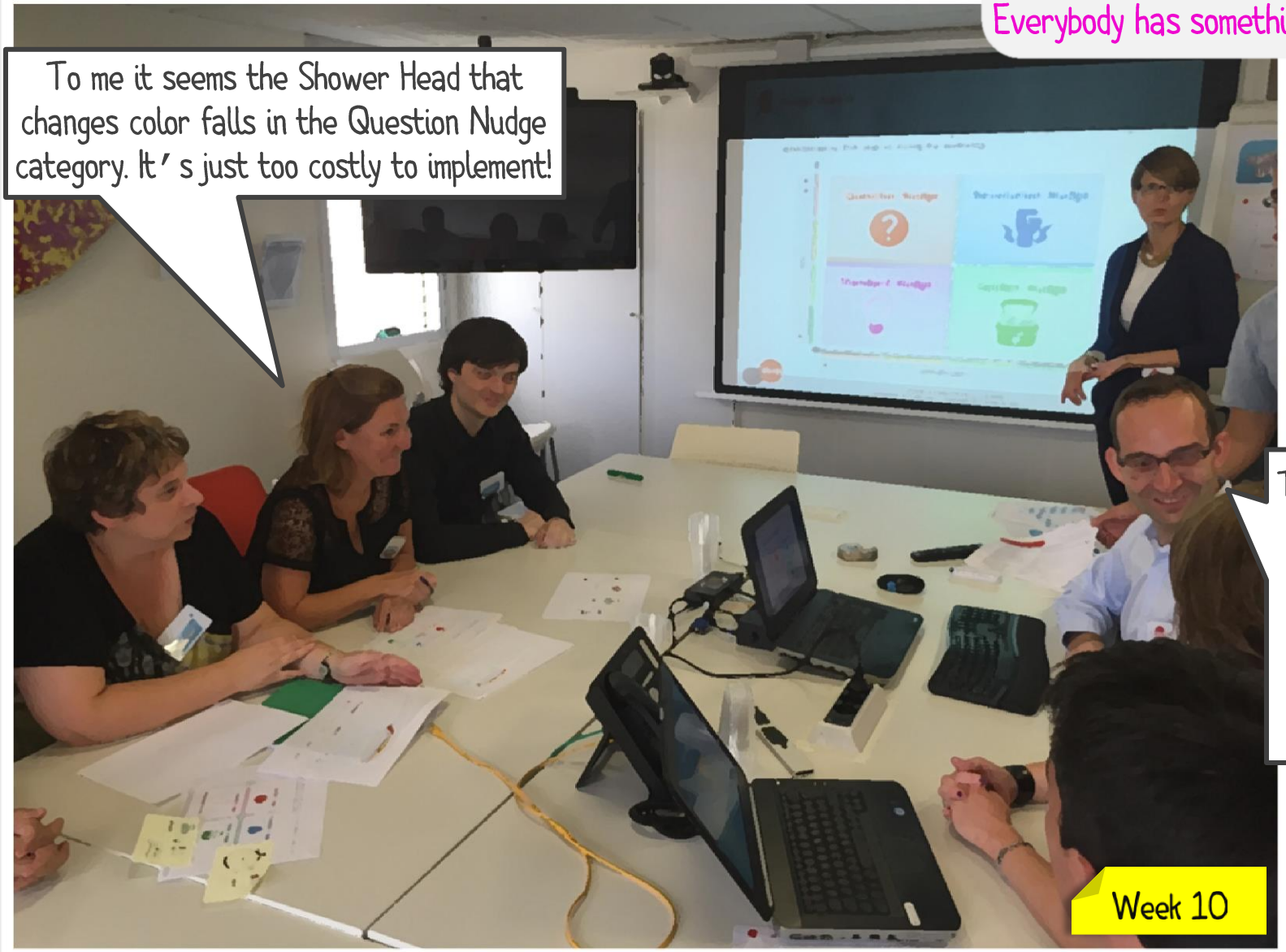
The participants proceed to individually position each Nudge on the Evaluation Matrix.



Week 10

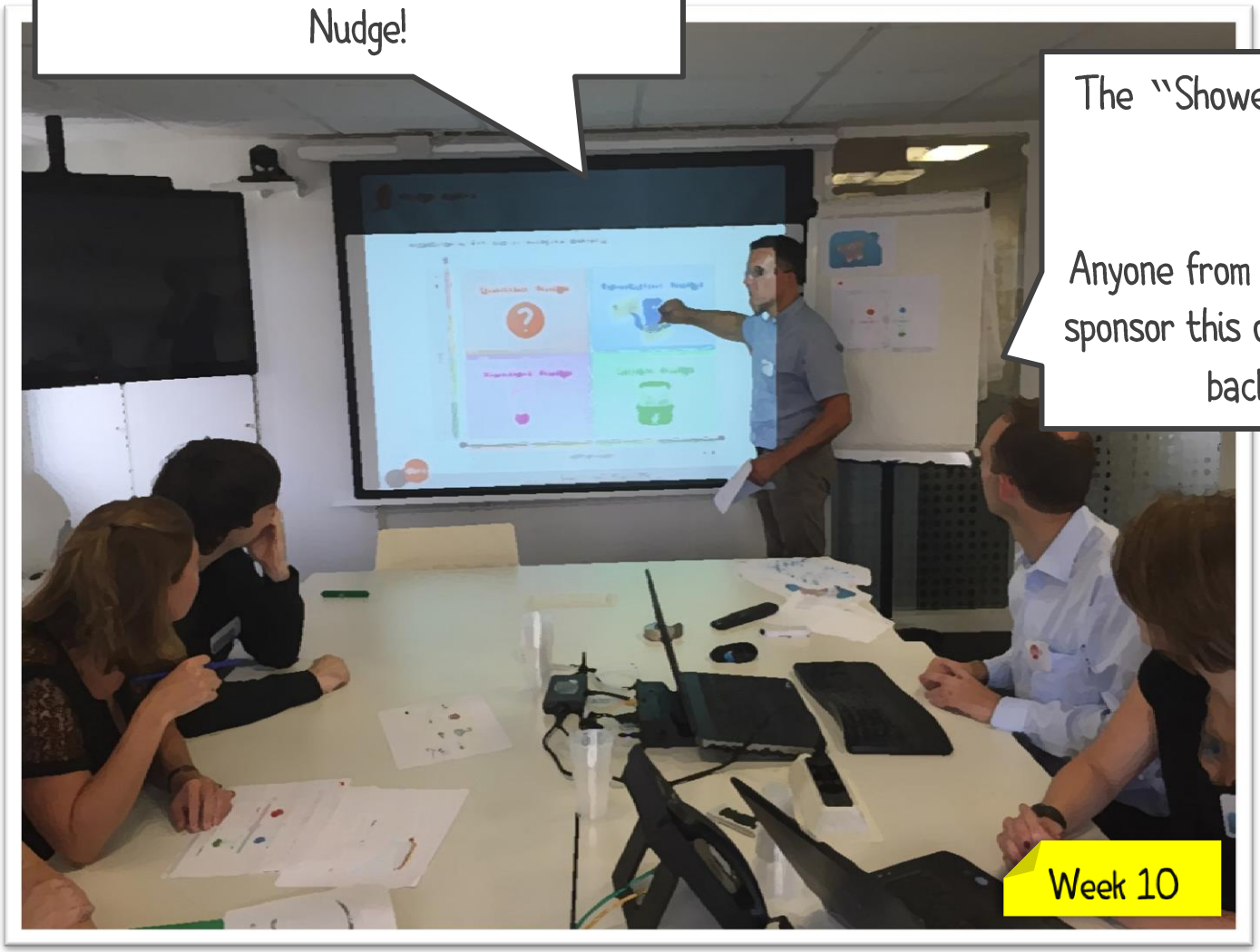
CHANNELING THE DISCUSSION

The participants will eventually come to a consensus on each Nudge's position on the matrix. Everybody has something to say!



FINDING THE GOLDEN NUDGE

A "Shower timer" is a good idea, but more difficult to implement: it's a Revolution Nudge!



The "Shower Sticker", a sticker which changes colour after a while...
Golden Nudge!
Anyone from the Packaging department willing to sponsor this one? We're going to need people to back it up until implementation!