CREATING NUDGES: A PROCESS BY AIM & BVA

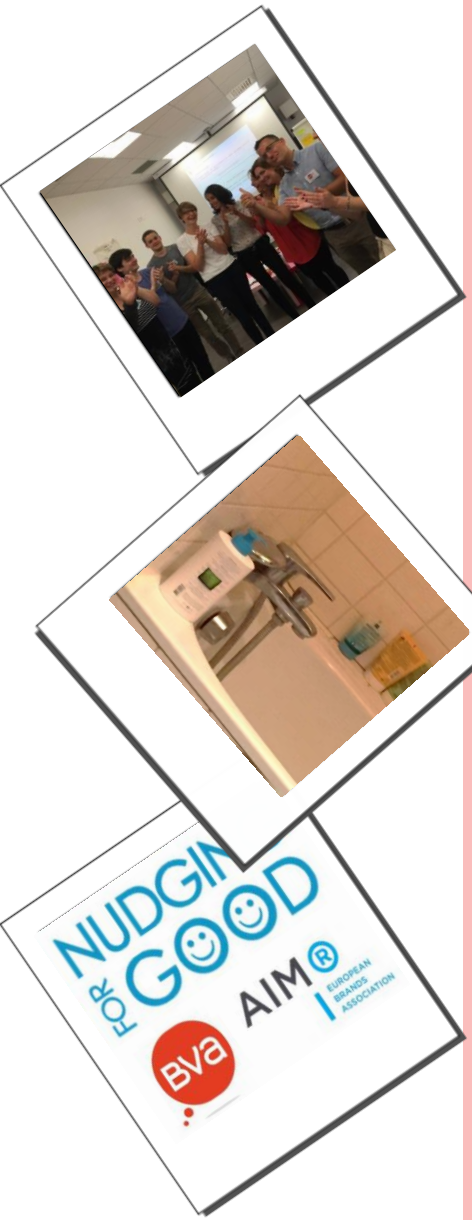


NUDGING FOR GOOD

BVA

AIM EUROPEAN BRANDS ASSOCIATION

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6. IMPLEMENT AND MEASURE

"Ideas are easy. Implementation is hard"

Guy Kawasaki



INTRODUCTION

The aim here is to help you succeed at implementation and provide relevant behavioural results on the Nudge side. Transparency on Nudge is of utmost importance, so that the choice of type of results to be shared and media to be used requires careful thinking. This will also encourage other brands to follow your path.

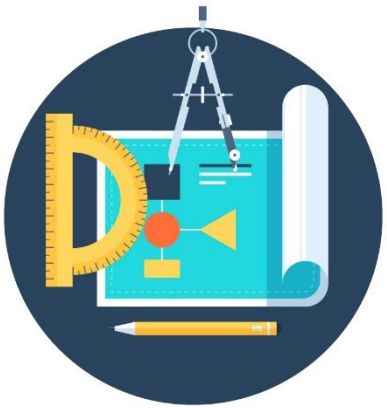
GO REAL! AND PREPARE FOR POST-TESTING

You will be brought to determine which metrics allow you to measure your KPIs in real life. Those metrics will measure the behavioural change and control the effect of your Nudge on brand equity and business. It should be a Win/Win scenario! The consumer wins with a healthier and more sustainable lifestyle, and your company wins with a more sustainable business. But you'll have to be able to prove that you have this Win/Win case. To do it you will check the impact levels of your initiative.

The final purpose of this step is to build your « Best Case », the Golden Nudge you are going to deploy, and carefully design your roll-out plan.

STEPS FOR IMPLEMENTATION

- Make sure your implemented Nudge matches the ones you tested
- Consult key stakeholders and academics to choose the best KPIs and metrics, as well as ways to assess transparency issues
- Involve key stakeholders and academics in the post-test design and offer them full transparency
- Plan your communication carefully, starting with the most credible sources (academic reviews,…) and involve all the necessary stakeholders: CSR, marketing, corporate affairs, internal and external communication
- Anticipate unexpected effects from public communication in certain types of media (ex: public/efficiency, political/bashing...)



POST-TEST MEASUREMENT



Measure real-life effectiveness

You should use the same design as for the evaluation step… but on the entire perimeter! (see the Evaluate step).

The before/after methodology is the most used. Your KPI should be both informative and feasible in real life. You can ask for external advice on this : academics and market research agencies, for example, can assist you in choosing the best measure.

Even though behavioural change is the primary purpose of the Nudge, it can also impact your business positively. Ideally, your Nudge will create a Win-Win situation, benefiting the consumer (measured in behavioural KPIs) and your company (measured through marketing and brand equity KPIs).

Do not hesitate to start small and then progressively scale up (as an example, from 1 city to 1 retailer to 1 entire brand). Good initial results will engage your stakeholders to invest more in your Nudge, helping you scale up more countries and brands.

THE TRUST EQUATION

As a project leader you will have to manage interactions with a wide ecosystem. Trust is a key ingredient of success, and this process will give you an opportunity to build it with every stakeholder . The Trust Equation exposes the basic components of trust.

Trust is not a given : it relies on the effort you invest to build with each stakeholder (internal or external) a certain level of intimacy, provide proof of credibility and show you are reliable.

$$TRUST = \frac{Credibility\ x\ Reliability\ x\ Intimacy}{Self-orientation}$$

Source: The Trusted Advisor by David Maister, Charles Green, Robert Galford

CREDIBILITY, RELIABILITY, INTIMACY VS SELF-ORIENTATION



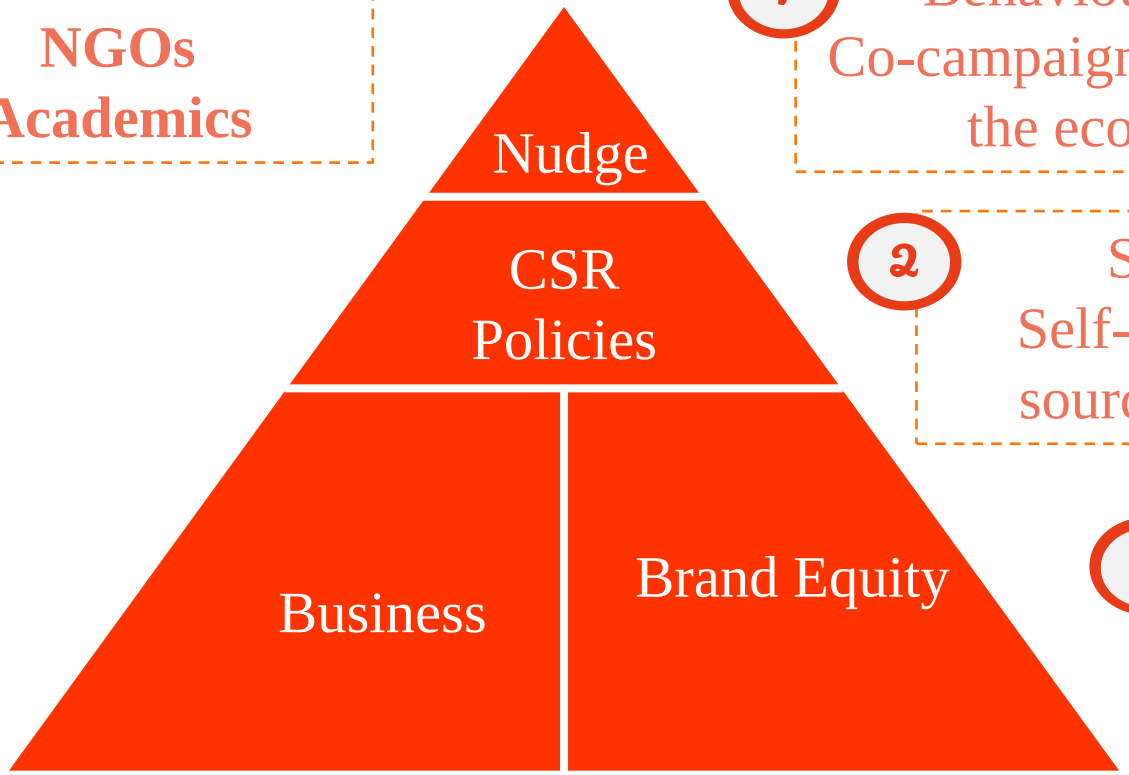
Keep in mind that if a single numerator's value is at zero, the whole equation will be zero:

- Credibility: the quality of your credentials and the relevance of what you do. This will work only if you are somehow knowledgeable about the issue, and use intelligible wording
- Reliability: how your partners perceive the consistency of your actions and how those actions connect with words. Do what you say, say what you do, do not over-claim
- Intimacy: how safe the partners feel sharing information with you. Start with getting in touch in a more informal way, invest in listening and understanding the others' concerns
- Self-orientation: the degree to which you act for your own ends and success. Lead from behind: your project should be a collective achievement. Take time to inform why you do things and reassure: there's no threat to anyone.

A high numerator value will help you build trust. On the other hand, if your Nudge project participants perceive a high level of Self-orientation in you, that will certainly undermine the level of trust!

THREE LEVELS OF KPIs TO BUILD A SUCCESSFUL NUDGE BEST-CASE

Public authorities
NGOs
Academics



1 Behavioural KPIs
Co-campaigning: act with the ecosystem

2 Sustainability KPIs
Self-regulation / Impact on sourcing & process mainly

3 Marketing KPIs
Compliance with laws and regulations

Each level has its own KPIs.

The Nudge level is the one that engages the most with stakeholders.

TIPS!

01

Watch your tone of voice. Marketing can sound top down! Ensure all stakeholders perceive themselves as partners of the initiative.

02

Remain modest!

Do not claim anything too early, never overclaim.

03

Make your stakeholders and advisors your best advocates: involve them both in measurement and communication.

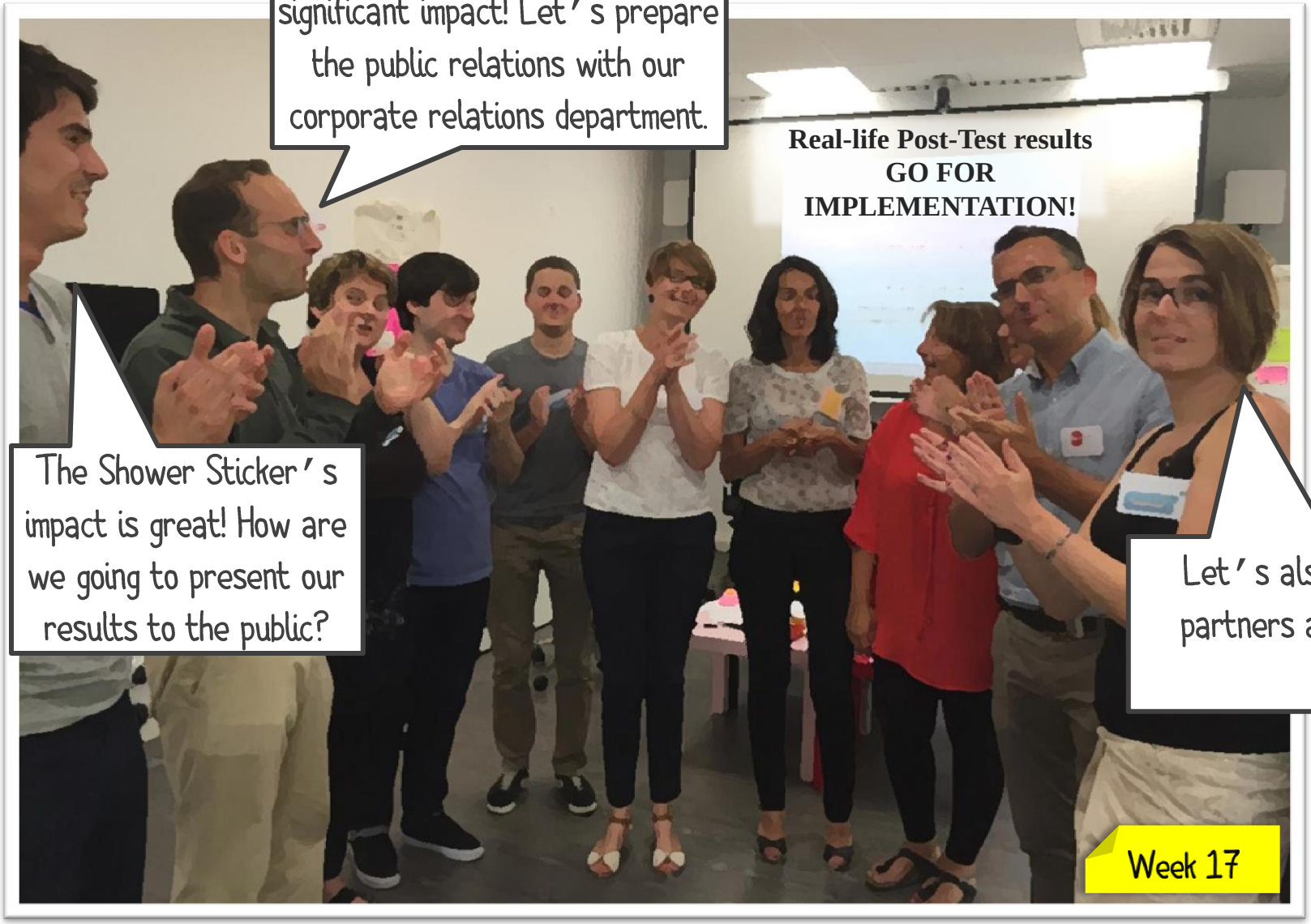
04

If results generate broad enthusiasm, share them via traditional media and across social networks.

05

Be creative in finding the best metric for the behaviour change KPI. Getting behavioural results can be very tricky in real life and on a large scale. There is one KPI per Nudge. Don't hesitate to get expert help to come with innovative solutions for the measurement.

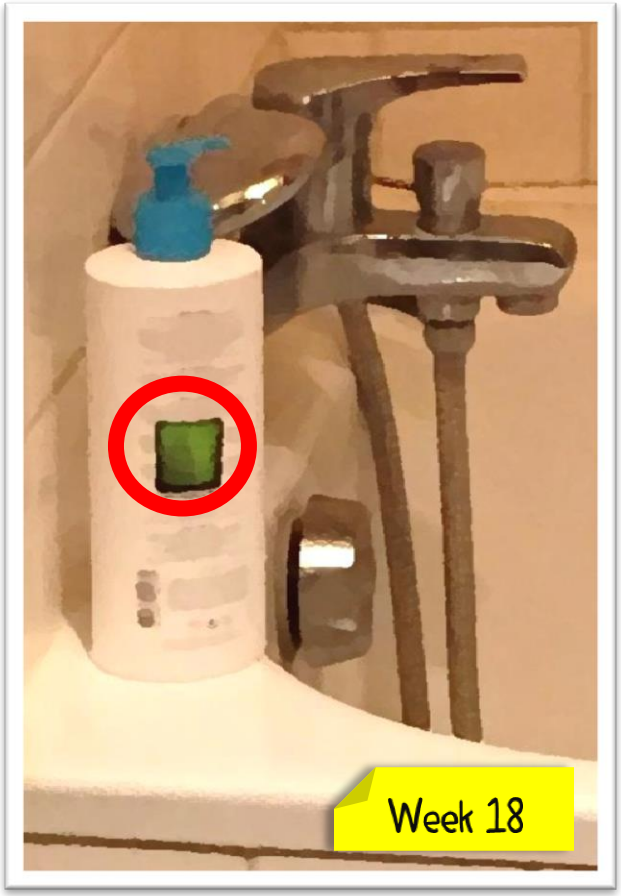
IMPLEMENTING THE SHOWER STICKER



A few weeks later...
The Fresh'Hair Nudge team celebrates!

IMPLEMENTATION AND COMMUNICATION

FRESH' HAIR has now launched its new pack with the Shower Sticker integrated on it.
"This Nudge, designed hand-in-hand with our consumer community, helped more than 10 000 people in reducing their water consumption by as much as 18% on average!"



Fake results



CONCLUSION TO CREATING NUDGES

What to do after the sixth step?

You may whish to involve AIM in the promotion of your Nudge case in order to get visibility and enrich the database.

Don’t forget to involve different parties with your communication: contact academics, partner with non-profit organizations and consumer associations. **Natural advocacy is the best communication!**

This 6-step methodology has been explained to help you Nudging for good. Above all, we have put this together to support your thought process. Of course you may go faster, skip some parts. **Creating Nudges should remain a flexible and adaptable project!**

That being said, there are a couple of things you should always keep in mind: **stay close to the users**, understand them, don’t forget that what you are doing is primarily for them! You should also have a thorough understanding of the context.

Finally, **always measure the effects of your Nudge**, using the right metrics for it.

CONCLUSION TO CREATING NUDGES

Your key points to Nudging success!



Ethics:
End purpose of Nudge, "good" behaviour guidelines and respect of individual freedom



In-situ knowledge:
No ready-made solution without understanding the user's experience first



Openness and humility:
Know how to imagine and borrow from other fields before judging or thinking about the details of feasibility, question your own intuition!



Behavioural evaluation:
Test the Nudge’s impact in a context that is as close to reality as possible



Involve your ecosystem :
Know how to engage beforehand with all those involved and communicate on experimentation results

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