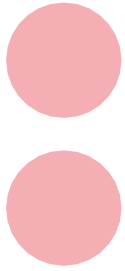# Savanta:

Leveraging Behaviour Change Modelling
to drive future strategy

2022

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make better decisions

Predict & explain behaviour change

Behaviour Change Modelling (BCM) is a unique psychological approach to quantify, predict and explain a consumer's likelihood to change behaviour.

There's a big difference between what people think, what they say, and what they do. BCM understands that all behaviour change goes through clearly defined psychological stages that pre-empt any measure in behaviour change. Based on a well-validated academic model, our approach enables us to evaluate consumer decision-making, via indirect questioning.

By measuring where consumer behaviour is currently, whilst also overlaying our proprietary analytical modelling, we can see where the behaviour trend is (e.g. beginning to purchase the category, take up exercise, and so on).

Understanding behaviour change is important for guiding future strategies

The norm

Traditional studies are great at telling you what consumers did or are doing right now.

The opportunity

However, results tend to be binary, and can't always tell you how close someone is to tipping into action.

Just because someone isn't behaving in a certain way yet, it doesn't mean they are not on the cusp of doing so, presenting a huge opportunity.

The differences

The key is to understand what makes those demonstrating the desired behaviour different to those that are not.

In turn, this helps us understand how to nudge consumers towards the desired behavioural goal.
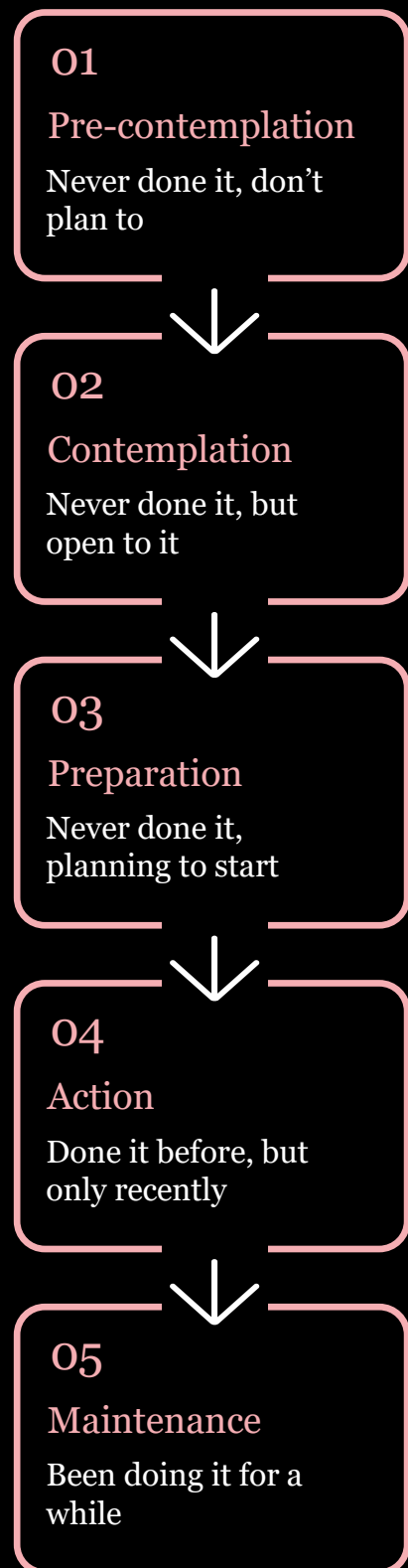
The strategy

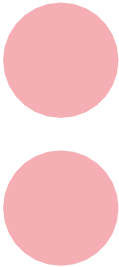Behaviour Change Modelling allows us to measure where the behavioural trend is going.

Crucially, it gives you a specific, strategic direction on which interventions/approaches will encourage adoption of certain behaviours.

Introducing our Behaviour Change Model (BCM)

A psychological model that reveals the influences on behaviour, as well as recognising that people may be *on the cusp of change – just not yet acting.*

The BCM categorises people into 5 stages of behavioural change, validating whatever behaviour we want to measure (e.g. starting an exercise plan, cutting down on dairy, buying into a new/emerging/existing category).

01

Pre-contemplation

Never done it, don't plan to

02

Contemplation

Never done it, but open to it

03

Preparation

Never done it, planning to start

04

Action

Done it before, but only recently

05

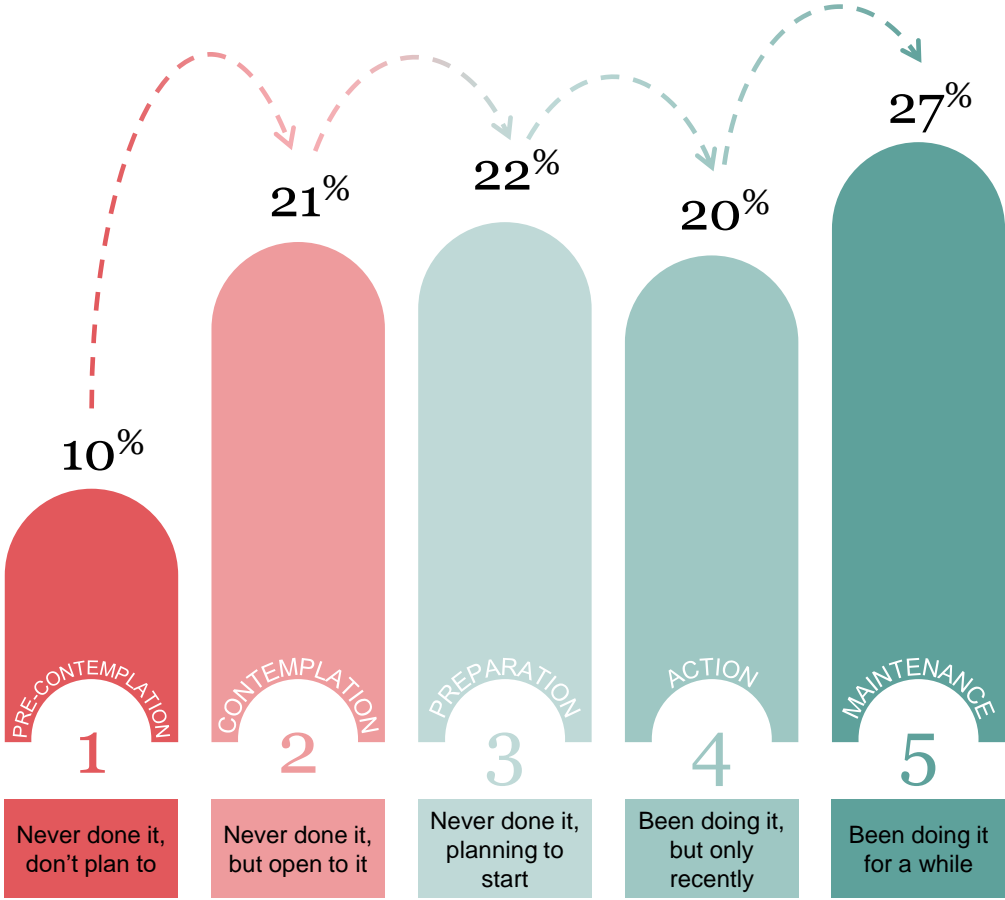Maintenance

Been doing it for a while

How it works

BCM is applied differently in each client case. Respondents self-segment into one of five 'fact-based' stages, based on their current behaviour. The behaviour framing is tailored to explore consumer behaviour, linked to the client's strategy or innovation.

Statistical modelling is then used to understand which sorts of interventions or 'nudges' people need, to encourage them to move from one stage to the next.

By understanding where people are on the journey, we can profile demographically and attitudinally to inform strategies which will drive change.

10%	21%	22%	20%	27%
PRE-CONTEMPLATION	CONTEMPLATION	PREPARATION	ACTION	MAINTENANCE
1	2	3	4	5
Never done it, don't plan to	Never done it, but open to it	Never done it, planning to start	Been doing it, but only recently	Been doing it for a while

How it can be applied

Strategy teams

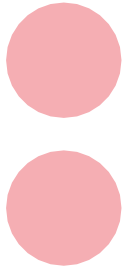Providing future direction and strategy by understanding lifestyle behaviour and changes

Marketing teams

Evaluating pre and post-behavioural activation, to measure real shifts in behaviour (not claimed intent)

R&D innovation

Estimate market sizing to understand where the next innovation might lie, based on how consumers are currently behaving

Behaviour Development Index (BDI)

The Behaviour Development Index is a one number score which can be used to quickly digest how developed a behaviour is:

- Factors in how many people are currently acting on the behaviour or are on the cusp of doing so.

- Excludes those who are not interested in the behaviour (*or not aware*).

- Score is out of 10, where 10/10 would represent 100% exhibiting the behaviour regularly and doing so for some time (*actively doing*).

- A very high score can be interpreted to mean a very well-developed behaviour, whilst scores towards the mid-range would indicate a less established behaviour.

- Lower scores represent behaviours which are less developed – lots of people ruling it out/ only considering it with no real intent.

Calculation as follows, based on % at each stage:

Actively doing	x 1
Have tried	x 0.75
Might try	x 0.5
Thinking about it	x 0.25
Not interested	x 0

What our experience tells us

When it works...

By adapting questions accordingly, we can measure:

- **Broader 'attitudinal' behaviours**
  e.g., 'I have started to buy from brands which look after the planet'. Here, you can capitalise on a groundswell of behaviour, and be the brand which offers what people are looking for.

- **Binary behaviours**
  e.g., 'I have started choosing low-calorie options' or 'I have started to buy products from [CATEGORY]'.

- **'Incremental' behaviours**
  e.g., 'I am trying to eat more protein' or 'I am trying to eat less sugar'.

- **Lifestyle changes**
  e.g., 'I am starting a regular exercise routine' or 'I have started to take the train'.

When it doesn't work...

Behaviour Change Modelling isn't always appropriate:

- **Switching behaviours**
  e.g., changing from COMPETITOR to BRAND. Not part of a broader pattern of behaviour but simply a choice.

- **Repertoire / need state driven behaviours**
  e.g., where you go for lunch, or brand A instead of brand B. Where it is unrealistic to expect that someone's behaviour would change from repertoire to exclusive. Similarly, sometimes Brand A might best meet your needs, sometimes Brand B; the behaviour is not binary.

- **Specific product features unless top of a hierarchy of needs**
  e.g., choosing products because of easy to open packaging. For instance, it's not realistic to expect people to change their behaviour to the extent that they would choose a product because of the packaging above its performance.

Our work
in action

Examples where BCM has been used

01 Major UK energy provider

There are huge costs involved in servicing clients, particularly using more 'traditional' methods such as paper-based correspondence or telephone call centres. How could customers be encouraged to adopt digital behaviours?

BCM identified the triggers and barriers to customers interacting digitally. This enabled our client to implement the most effective actions required to nudge them towards digitalisation.

02 Sport England – This Girl Can

How do women feel about the idea of starting a regular exercise regime? And what messages and interventions do they need to hear to encourage them to do so?

This BCM was used as a 'pre and post', to inform the best strategy, and then validate how effective the campaign had been in encouraging more women to take up exercise on their own terms.

03 UK transport department

Identifying propensity to use alternative methods of transportation, who the most flexible consumers were, and how to nudge commuters to use different modes of transport.

BCM identified not only whether commuters were already starting to use different methods, but also for those not yet changing to other methods, how close they were to making a change.

04 Global footwear and apparel manufacturer

BCM revealed that there is money on the table when it comes to investing in (and publicising) Sustainable and Responsible practices.

This gave the business the confidence to commit further investment into these activities, knowing that a high number of US category buyers were already buying for ethical reasons – meaning at a minimum, the risk of inaction far outweighed possible rewards.

New category opportunities

The Challenge

Our client, a multi-national food and beverage company, wanted to evaluate the potential of new categories across several markets.

There was a requirement to understand the potential size of each category and to understand the barriers to overcome.

Our Approach

An online study was conducted with a broad sample of consumers in each market.

Using our Behaviour Change Model we evaluated a range of category opportunities, establishing where consumers were on the journey for each category including market size.

Further interrogation of the categories was undertaken to establish barriers to purchase, communication appropriate to each stage in the BCM model, usage and need states, and source of business.

Outcome

Our client was able to prioritise categories that had untapped potential where they could be become a major player and drive the category.

It was also able to understand how to overcome barriers to trial, how to communicate to potential consumers, and which markets to focus on.

Less established categories were noted as potentials in the future, particularly in terms of acquisitions for start-ups operating in those areas.

CASE STUDY

Encouraging uptake of smart meters

The Challenge

The government has set a target for all households and businesses to have smart meters installed. In order to encourage smart meter rollout, our client needed to understand perceptions, triggers and barriers, so it could tailor marcomms messaging and offers accordingly to best encourage uptake.

Our Approach

We conducted qualitative and quantitative research which involved:

Conflict workshops - with those at different stages of the BCM to understand what is appealing and motivating to pre-action groups compared to the real benefits experienced by those with smart meters.

Online interviews - to give us an understanding of the size of the groups at each stage of the Behaviour Change Model, to understand the key drivers at each stage and the messaging with the strongest 'appeal to drive' uptake.

Outcome

The research enabled our client to clearly understand the size of the groups at each stage and the key areas for messaging to focus on in order to move people from each stage to the next.

It also identified incentives which would most likely lead to an increase in smart meter uptake by stage.

CASE STUDY

Encouraging train travel

The Challenge

The pandemic decimated rail travel in the UK and although there has been a recovery, passenger numbers are still nowhere near where they were. Our client wanted to understand the barriers to rail travel.

What are previous users currently thinking? Are they nearing a return to rail or is this still a long way off? Crucially, what actions/interventions are necessary to move travellers along the behaviour change journey back towards rail travel.

Our Approach

Online surveys were conducted with those who currently use or have used rail as a form of transport.

Key journey scenarios (different lengths. purposes, destinations) were put to respondents. The BCM model established where individuals were in their consideration/use of rail travel for each scenario.

Attitudinal statements and other diagnostic questions helped determine the reasons why train travel was or was not considered. Realistic actions to encourage train travel (e.g., messaging/communication) were recommended.

Outcome

The results provided clear and robust evidence to our client.

The most effective actions at each stage of the BCM journey were identified. What was needed to promote consideration? Once an individual was considering rail, what was needed to prompt action and so on?

BCM has now become part of a tracking programme so the effectiveness of actions undertaken can be evaluated over time.

CASE STUDY

Drinks manufacturer sustainability programme

The Challenge

There was a need to unpack and understand what good behaviours are and what a 'sustainable' world means for consumers. What are sustainable behaviours and how do consumers talk about them? Where are consumers on the journey to a sustainable world? How do these behaviours impact on pack/process in beverages? How could the client build and strengthen these perceptions of sustainable behaviours in relation to pack, process and equipment? Which future pack propositions that fit within sustainable behaviour have most commercial potential.

Our Approach

We designed a bespoke multi-method exploratory approach helped identify changing behaviours encompassing:

1. Desk research and trends analysis
2. Social media scraping and text analytics
3. Behaviour Change Model

Outcome

The client understood what the changing behaviors are across key markets, which allowed for the solutions to these concerns and behaviors to be developed and tested further.

The scope of the project not only covered beverages but also food and more general behaviours to act/to do good for the environment.

Insights fed directly into corporate responsibility commitments and shaping the global business with a view to a better, more sustainable future.

Led by an expert team

Craig Strudley
Director
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Craig is a quantitative specialist who has been working in the market research industry for more than 25 years.

Craig is a CX expert having set-up and managed VOC/ NPS studies for a number of major organisations. across a variety of sectors. In addition, he has much experience with other research disciplines, including NPD, Segmentation and Behaviour Change.

Caroline Dieleman
Senior Director, Analytics
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Caroline leads our advanced analytics offer and team. She is an expert in sampling, statistical design and analytical techniques - segmentation approaches are a particular specialism.

Prior to joining Savanta, Caroline worked closely with Dr Nick Baker in their previous roles at Quadrangle, where they won the Market Research Society Applications of Research award two years running.

Savanta:

Savanta is the full-service global market research and data insight company that helps businesses make better decisions.

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