

FORECAST 8

How to
change behaviours
and make them stick.



Marketing is about moving people.

HABITS

CHANGES

Marketing is about moving people.

Unfortunately for us marketers, moving people is a difficult task.

The things that shift people – feelings, habits and behaviours – largely happen unconsciously.

Because of this unconscious thinking, we wanted to explore the validity of how traditional “behaviour change” campaigns are approached.

Why did we do it?

Because rapid change within New Zealand from a societal, ethnographic and diversity perspective over the last few decades has been huge.



Throw 'Covid' in the mix and the probability of shifts in consumer behaviour is accelerated hugely.



COVID-19 has made people reprioritise what matters and go back to base values.



FINANCE



SAFETY



HEALTH



When you are locked up in home you go back to base value sets. What's important to your personal safety and your family's wellbeing.



Obviously COVID was hard for people financially, they just wanted to know the facts about their financial state and how they could help.



And that has meant a shift in consumer mindsets and restored trust in reputable brands and Government.



*In times of uncertainty we have **REALLY** seen the power of strong brand names. Established brand identities are one less thing to think about so people use them as a point of refuge and assurance.*



The quality of PSA advertising in NZ is highly regarded on the world stage.

The Public sector has been at the forefront of using behaviour change principles through marketing to shift the way that people think about large societal issues and challenges, resulting in strong messaging that has stuck in our memories.



The screenshot shows a web browser displaying a Guardian article. The browser's address bar shows the URL: theguardian.com/world/2021/feb/26/words-matter-how-new-zealands-clear-messaging-helped-beat-covid. The page features the Guardian logo with 'For 200 years' and navigation links for 'News', 'Opinion', 'Sport', 'Culture', 'Lifestyle', and 'More'. The article title is 'Words matter: how New Zealand's clear messaging helped beat Covid'. The main text begins with 'One year on from the nation's first case of coronavirus, Aotearoa has largely eliminated the virus - communications played a key part in its success'. A quote from Walsh is included: 'What New Zealanders were being asked to do was relatively straightforward, says Walsh: "What was really important was the style, tone, and manner ... We worked hard on empathy. We tried very hard not to tell people off, and to be supportive."'.

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The Guardian
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Words matter: how New Zealand's clear messaging helped beat Covid

One year on from the nation's first case of coronavirus, Aotearoa has largely eliminated the virus - communications played a key part in its success

'We wanted something very human'
In mid-March, as the number of infections was escalating rapidly, New Zealand opted to pursue elimination - "to go hard, and go early," as Ardern put it. But the success of a national lockdown depended on the participation of the entire country, which was by no means guaranteed.

What New Zealanders were being asked to do was relatively straightforward, says Walsh: "What was really important was the style, tone, and manner ... We worked hard on empathy. We tried very hard not to tell people off, and to be supportive."

Drinking?
Don't drive



ESCAPE MY HOUSE

Message me at
Unsaid
Facebook / Instagram

QUIT STRONG

smokefree



STOP
BEFORE YOU
Start



BE A **GUARDIAN** OF THE **FUTURE**

PROTECT AGAINST MEASLES
org.nz

Aged 15-30? Get immunised against measles to protect your whānau, community and future generations from harm. It's free at GPs and participating pharmacies.

Stop a mate driving drunk
Bloody Legend

HOWEVER YOU SAY IT
BE A SAFE GUY
AHAKOA O KÖRERO
KIA HAUMARU TONU KOE



SORE THROATS
RHEUMATIC FEVER
HEART DAMAGE

A sore throat can lead to Rheumatic Fever and heart damage.



DRINK WATER · EAT FOOD · SKIP A ROUND

STAY IN THE NIGHT

hpa health promotion agency

FAMILY VIOLENCE
IT'S NOT OK

**Through independent research with Dentsu,
we embarked on a journey to understand the
key ingredients that go into the most-effective
social change campaigns.**

Our research covered:

marketers within
the public sector

media and
creative agencies

consumers

The hypothesis we wanted to test:

The formula for behaviour change marketing needs to evolve to shift the behaviours of the diverse audiences of NZ today.

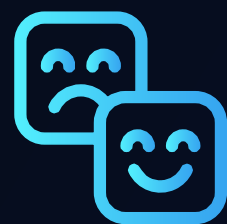
By testing this hypothesis, we developed a framework that can help the industry innovate into the future. You can also draw upon this framework when looking to change behaviours.

We set out to answer the following key questions:



Perception of PSAs

How do New Zealanders and specific communities perceive PSAs in general? And how do they react to different styles of campaigns?



Impact on behaviour

How does each style have an impact on attitudes and behaviour? Which ones are more likely to drive change and does this vary for some communities?



Right moments

When is the ideal moment to be exposed to PSAs?



Sources of influence

Who would be the best type of people to deliver a message? Does that vary depending on the style of campaign?



Touchpoints

What are the ideal media channels to use for each style of campaign to be as influential as possible?

Research approach

Qualitative research:

- > Online qualitative research
- > 3-week online panel to gather insights on our hypothesis

Quantitative research:

Online survey administered to New Zealanders aged 18-69

- > n=942 respondents
- > 15-minute survey
- > Sample recruited from external certified panels (Pure Profile and Dynata)
- > Sample boost to get a strong sub-sample of Maori, Pasifika, and New NZ

Fieldwork: June 2-20, 2021

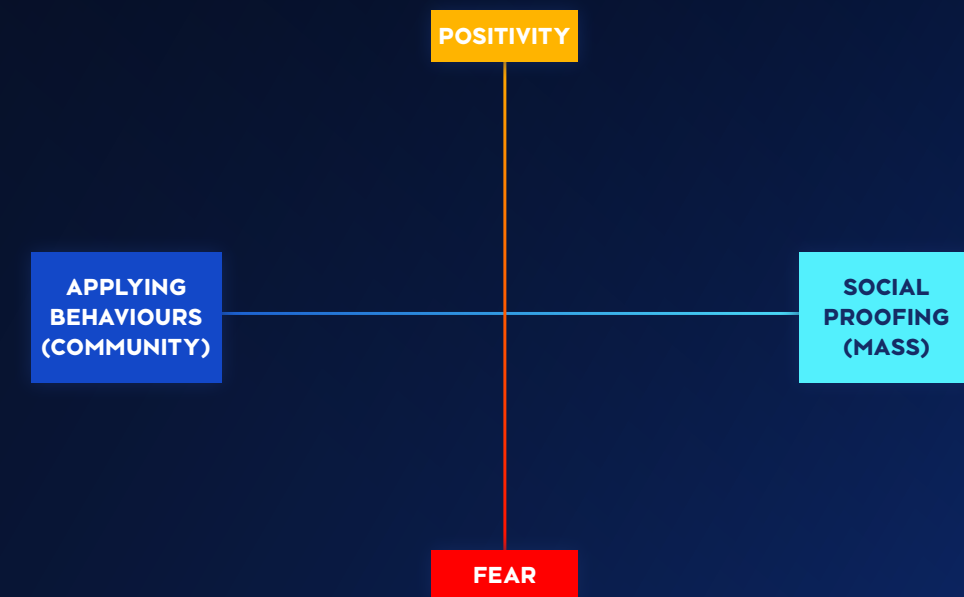
Sample weighted by gender and age to be representative of the NZ adult population.

Analysis on the overall sample and on key segments, including:

- > Maori (n=212)
- > Pasifika (n=90)
- > New NZ (n=203)
- > Young NZ 18-34 (n=282)
- > Men (n=426) vs. women (n=514)

dentsu

Each respondent was randomly exposed to 3 of the 4 quadrants below:

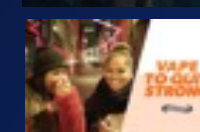


Each quadrant included two hero campaigns that respondents were exposed to before answering a series of questions

MASS/POSITIVITY



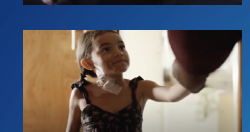
COMMUNITY/POSITIVITY



COMMUNITY/FEAR



MASS/FEAR



Sample profile

Gender

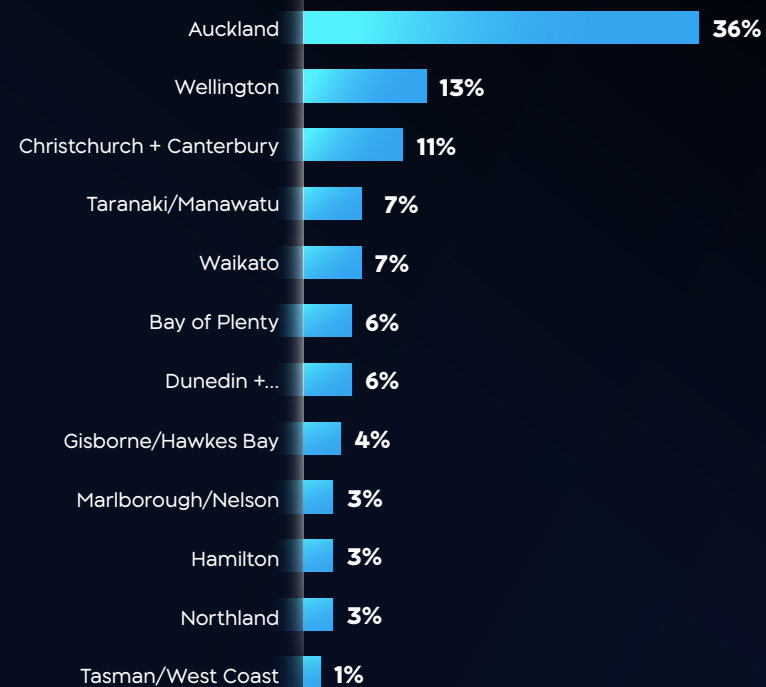
51%

Women

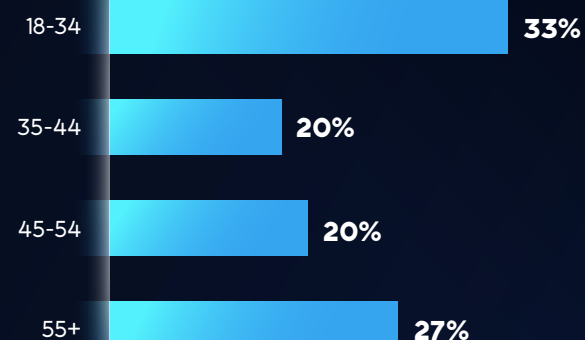
49%

Men

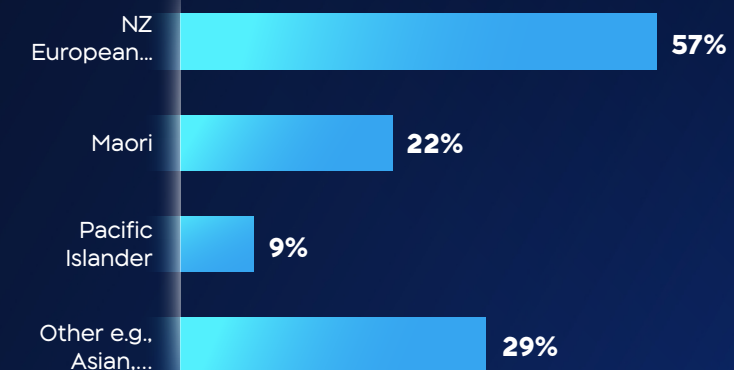
Region



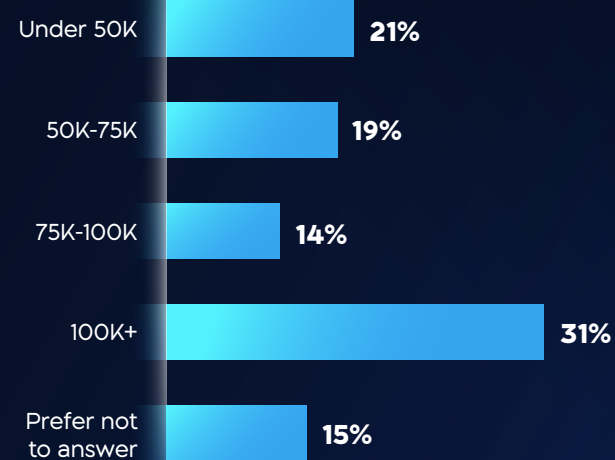
Age



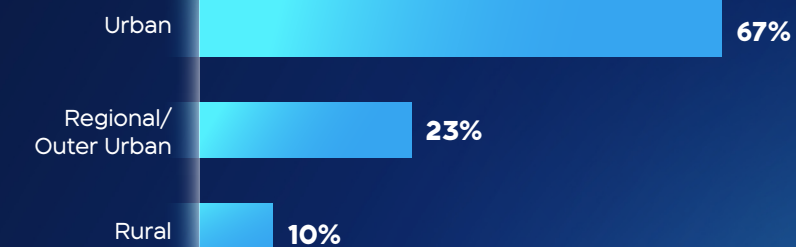
Ethnic background



HH income



Area



dentsu

Note: participants could identify with more than one ethnicity.

Our research reviewed the audience you are looking to effect, the tone you use to move that audience as well as when the audience is targeted.

Emotional vs rational tone

Storytelling on an emotional level can inspire action.

Factual-based communications.

Positive vs fear tone

Communications that present an idealised behaviour in a positive light – encouraging adoption and replication of the behaviour showcased.

Communications that draw upon fear tactics to discourage a negative action or behaviour.

Mass vs community messaging

Communications which look to speak to the whole of the nation in regards to broad sweeping issues.

Communications targeted at specific communities which draw upon nuanced community insights and language techniques.

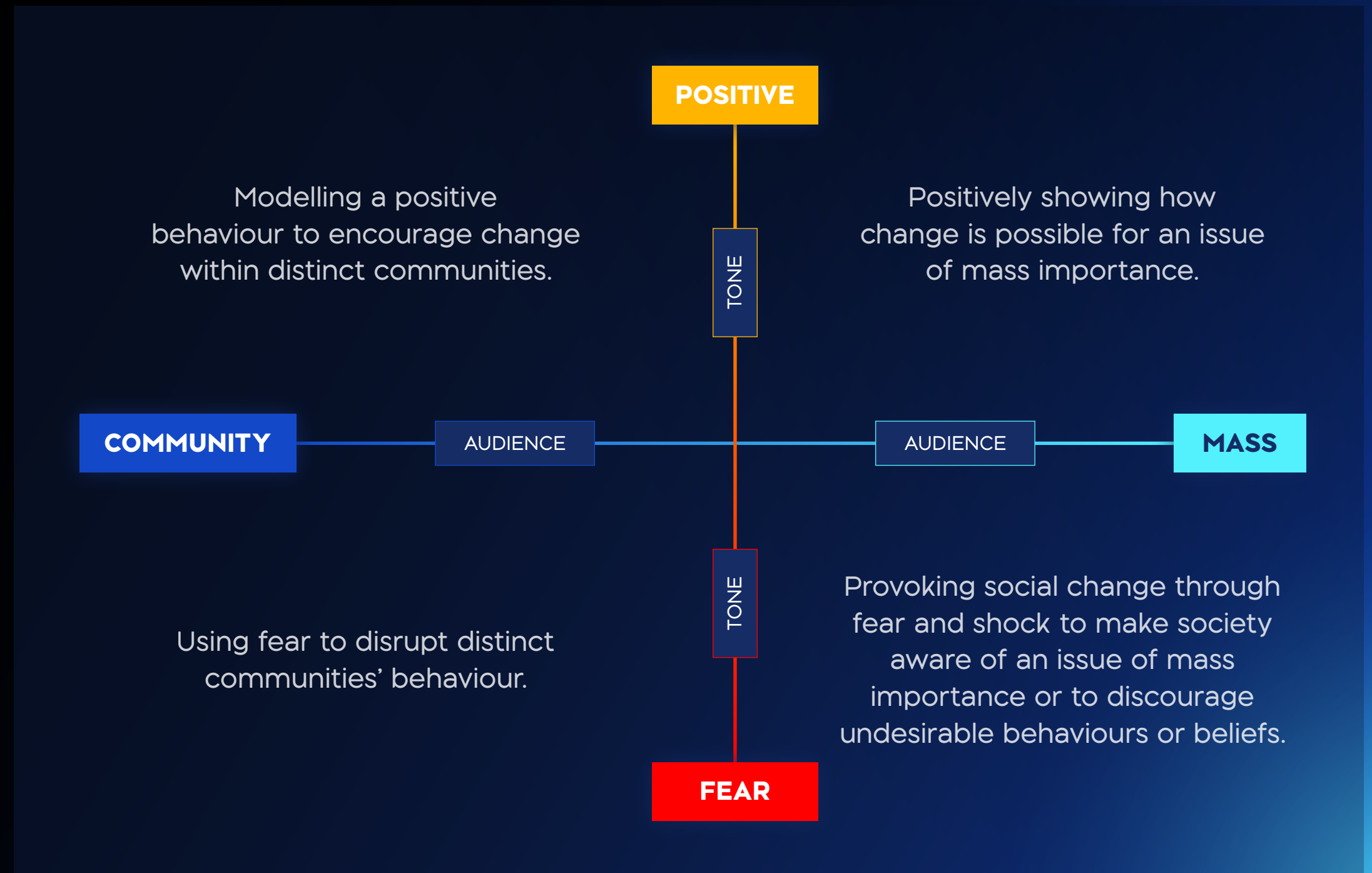
Long vs short term

Developing a campaign lifecycle to vary messaging dependent on audience awareness.

Reaction-based communication in order to show results now.

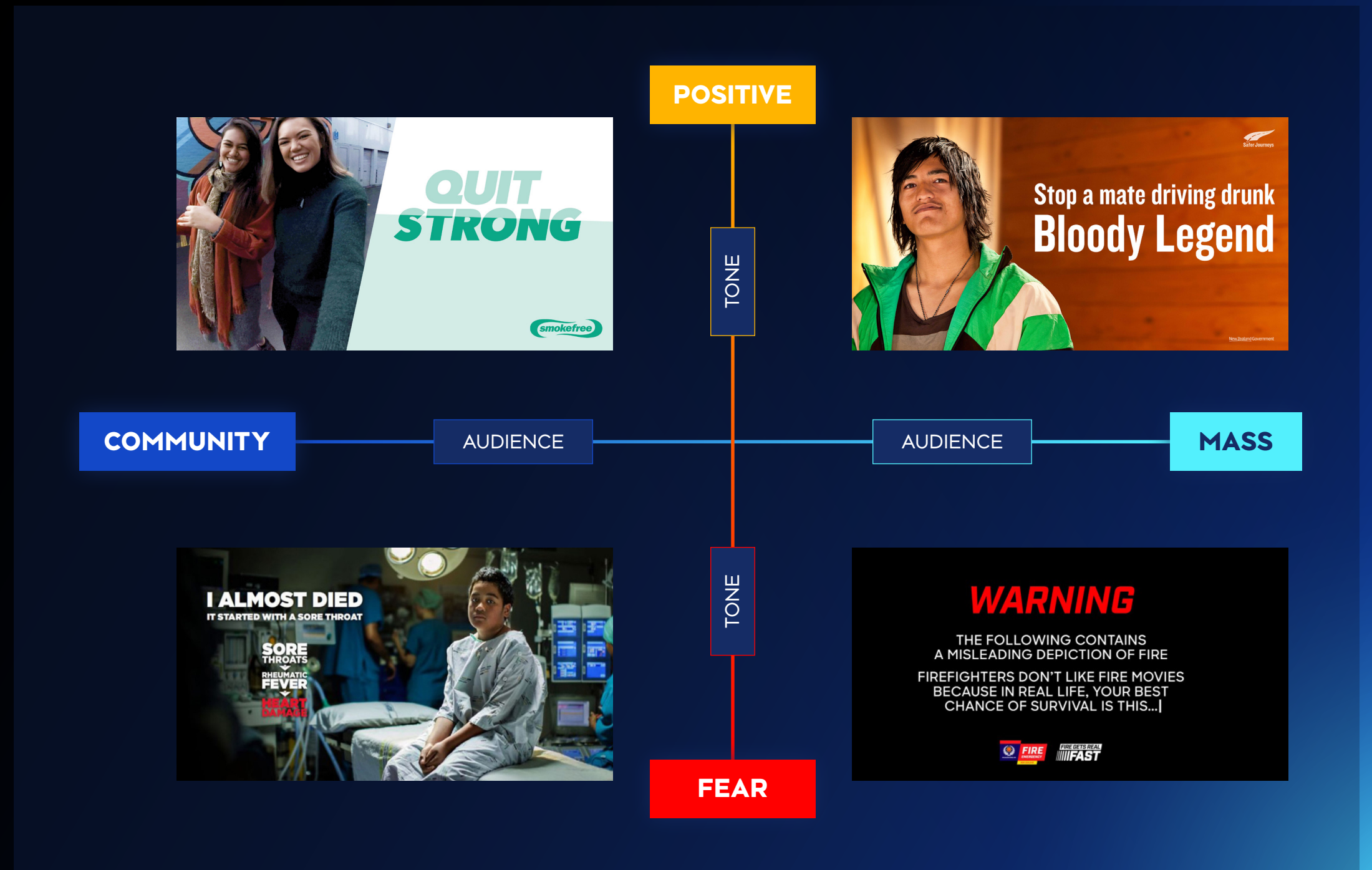
The future of behaviour change marketing in the New Zealand public sector is not a one-size-fits-all solution.

To be relevant, a dynamic and nuanced take is needed aimed at different segments of society.



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To be relevant, a dynamic and nuanced take is needed aimed at different segments of society.



D-19
cement

Unite
against
COVID-19

What we learned.



1. If you're unwell, isolate, and call Healthline or your doctor to ask about a test

We tested emotional over rational arguments.

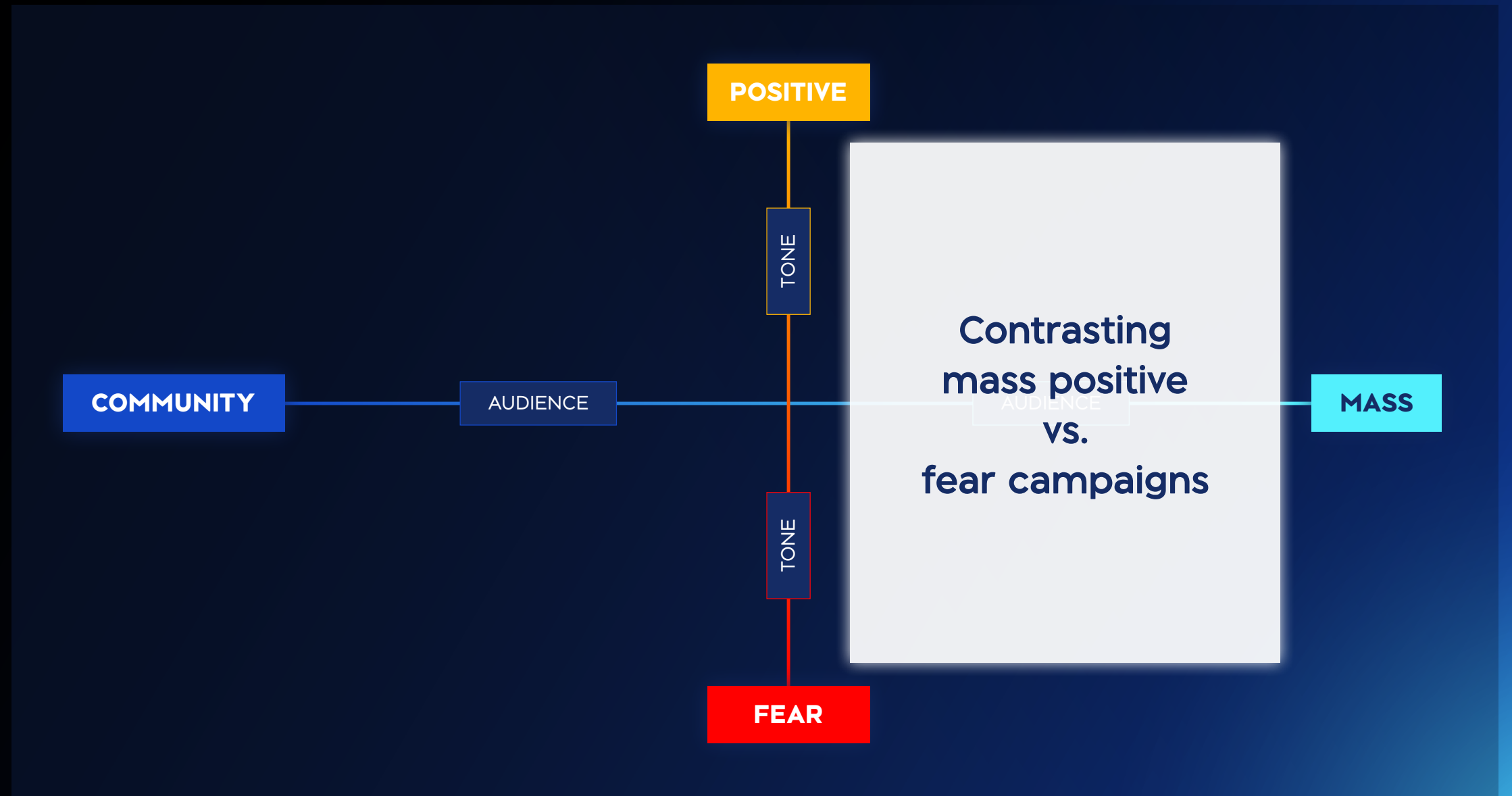
Rather than trying to convince people to shift behaviour with rational arguments, emotion is being seen as a way to inspire action.



*Rational has never inspired people.
If all behaviour change work was doing
an education job anyone could do it.* ””

Positive vs fear in mass audience campaigns

Communications which look to speak to mass audience on broad sweeping issues.



Using fear can make large societal issues relevant to everyone.

Mass fear PSAs can make it feel like
the issue or challenge is common to
everyone and doesn't discriminate.

71%

Agree Mass Fear
campaigns are
campaigns that speak
to people like me.

57%

Agree Mass Positive
campaigns are
campaigns that speak
to people like me.

Using fear and shock tactics can stick in people's minds for longer than messages promoting a positive behaviour.

Researchers say negative emotions like fear and sadness trigger increased activity in a part of the brain linked to memories.

These emotionally charged memories are preserved in greater detail than happy or more neutral memories.

80%

Agree Mass Fear campaigns are memorable.

69%

Agree that Mass Positive campaigns are memorable.

*This style of campaign is very memorable.
I would remember that ad for a long time.*

(Survey question)

However, a positive tone can be more memorable for Māori and younger audiences.



MĀORI

67%

Mass Fear

78%

Mass Positive

18-34

62%

Mass Fear

70%

Mass Positive

*This style of campaign is very memorable.
I would remember that ad for a long time.*

(Survey question)

Fear can be more effective at grabbing people's attention, making them conscious of an issue and shocking them out of complacency.

+7%

Fear campaigns are 7% more effective than positive campaigns at making people conscious of an issue.

“

The shock style definitely has the greater impact. Makes you confront things you don't want to see, hear or admit.”

”

Martin, 50-70 yrs, NZ Euro, Otago

However, Māori and Pasifika messages are more relevant when behaviours are framed positively.



MĀORI

62%

Mass Fear

67%

Mass Positive

PASIFIKA

57%

Mass Fear

68%

Mass Positive

*This style of campaign is very memorable.
I would remember that ad for a long time.*

(Survey question)

Māori and Pasifika are more inclined to change their behaviour when presented with positive behaviours to model themselves off.

Shame and guilt can stigmatise the very groups the campaign intends to support.



MĀORI

62%

Mass Fear

67%

Mass Positive

PASIFIKA

57%

Mass Fear

68%

Mass Positive

I would be more likely to change my behaviour or take action after seeing this type of campaign (if the issue applies to my situation).

(Survey question)

Empowering people to act positively can be more successful than creating fear through showing and reinforcing negative behaviours.



Social marketing's focus must extend beyond reducing negative behaviours and emphasise the adoption of positive behaviours. We must model new ideal behaviours as it's more powerful than the shaming of bad ones.

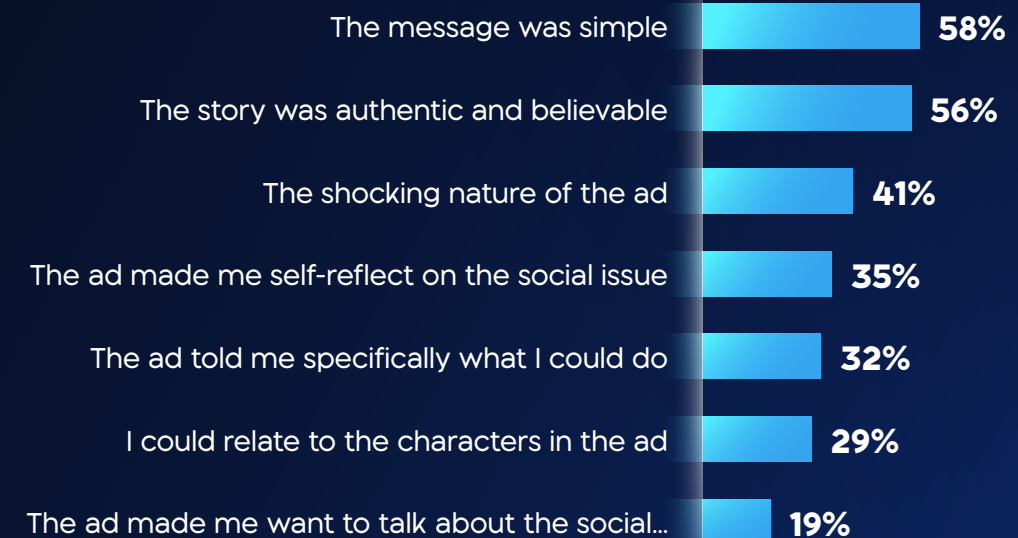


Positive vs fear in mass audience campaigns

Mass Fear: shocking, worst-possible scenario, severe threat.



What made these campaigns successful?

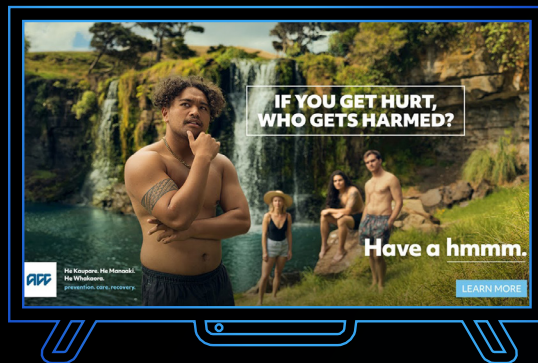


The shocking ads have immediate impact. It makes you think 'what if' that happened to me.

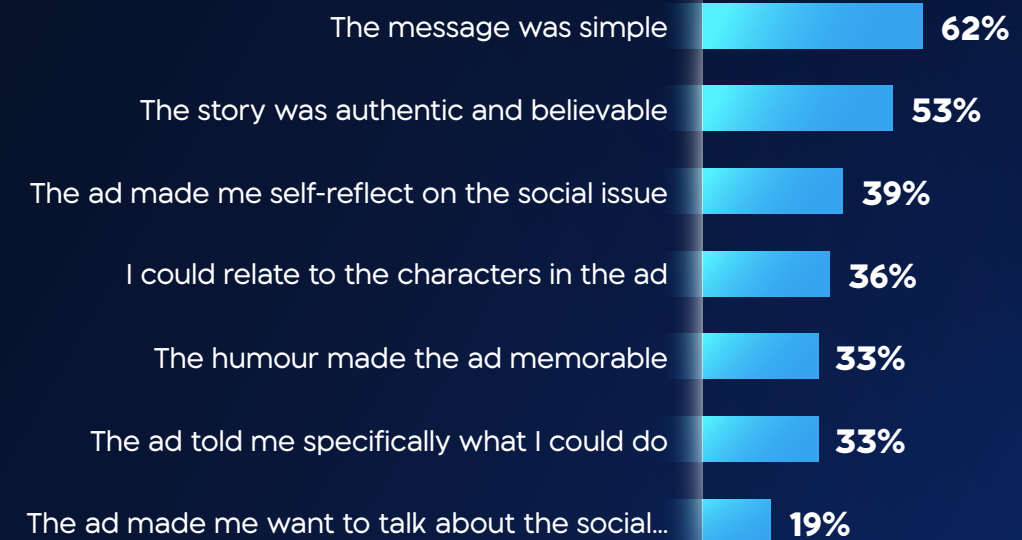
Rebecca, 50-70 yrs, BoP

Positive vs fear in mass audience campaigns

Mass Positive: humour, catchy colloquialisms, serious issues in a positive light.



What made these campaigns successful?



I would say humour has been used really well in drink driving advertising. I have actually referenced the 'ghost chips' ad to a friend to stop them from drinking and driving.



Jachine, 18-29 yrs, Wellington

Communications targeted at specific communities which draw upon nuanced community insights and language techniques.



As with mass fear campaigns, community fear-based campaigns are more memorable than positive ones.



63%

Agree Community Fear campaigns are memorable.

50%

Agree that Community Positive campaigns are memorable.

This style of campaign is very memorable. I would remember that ad for a long time.

(Survey question)

Community Fear campaigns also resonate more than Community Positive campaigns.



50%

Agree Community Fear campaigns are for people like them.

46%

Agree Community Positive campaigns are for people like them.

*This style of campaign speaks to people like me.
(Survey question)*

And the same as with mass fear-based campaigns, clearly articulated threats in community fear campaigns raise more awareness of an issue.



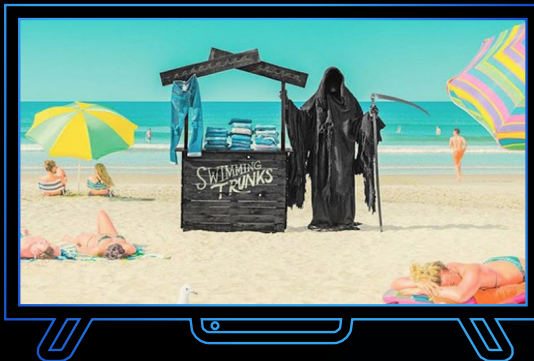
+8%

Community Fear messaging is 8% more effective at making people conscious of an issue than positive messaging.

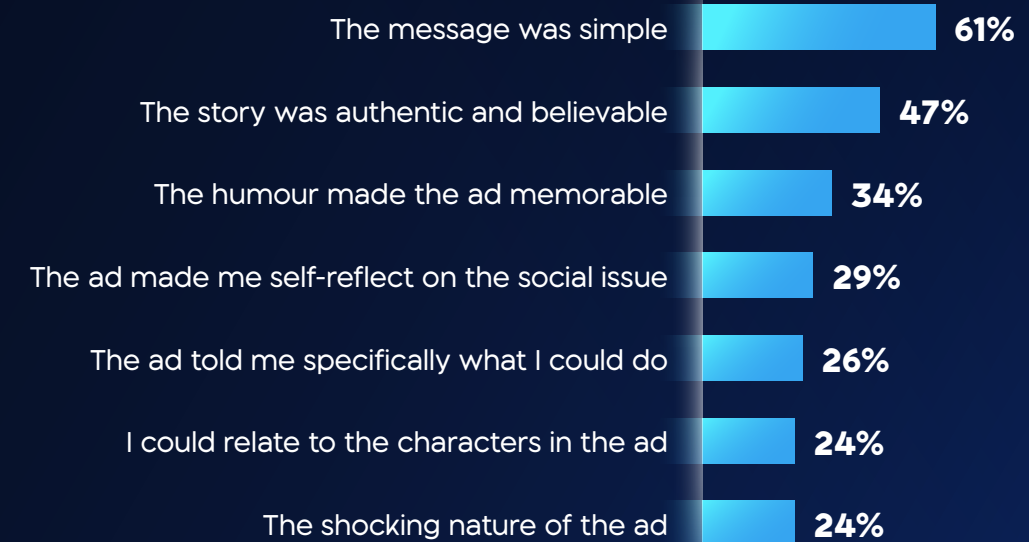
This style of campaign makes me more conscious about the issues raised.

(Survey question)

Community Fear: sense of being told off, isolating, humour mitigates condemnation.



What made these campaigns successful?



“Using humour in a PSA can lighten the mood and if it’s done right it will help people remember the message better. PSAs with humour that is unique and likeable have the added upside of being shared with others on social media, maybe even going viral!”

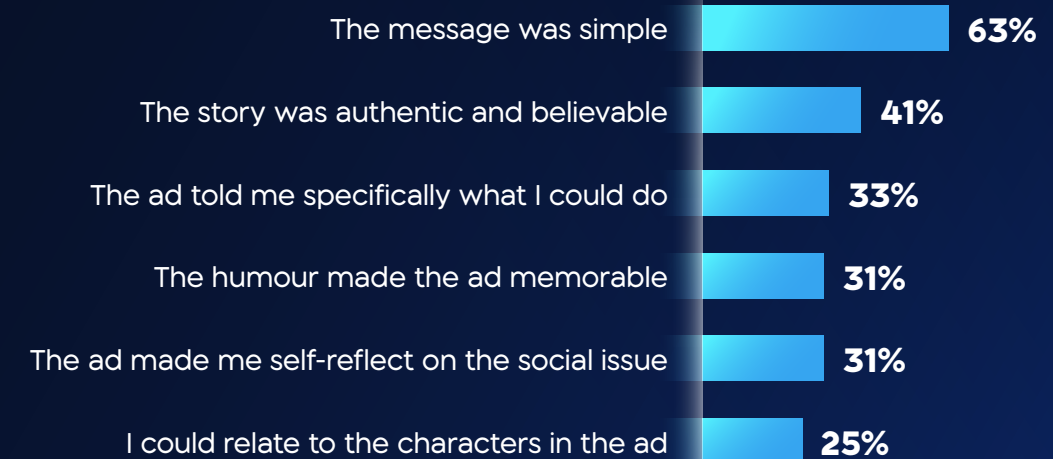
Mike, 40-49 yrs, NZ Euro, BoP

Positive vs fear in community audience campaigns

Community Positive: relatable, authentic characters, portraying tangible solutions.



What made these campaigns successful?



“At first, you can broadcast big ideas to get people’s attention, but to carry out certain actions, you need them to be specific.”

Brad, 30-49 yrs, Hamilton

And again, like with Mass Positive campaigns, Community Positive messaging is particularly powerful amongst Māori and Pasifika.

30%

Audience Base
Community
Positive.

57%

Māori
Community
Positive.

59%

Pasifika
Community
Positive.

I would be more likely to change my behaviour or take action after seeing this type of campaign (if the issue applies to my situation).

(Survey question)

Putting control of the issue into the individual's hands – and offering solutions – can be a more effective way to stop undesirable actions.



30%

Agree Community Positive campaigns are effective at stopping undesirable actions.

8%

Agree Community Fear campaigns are effective at stopping undesirable behaviours.

“ I personally believe presenting positive solutions provokes behavioural changes more than fear for the reason that it not only provides tools to make the necessary changes, they tend to make you feel like you can make a change. ”

Chris, 30-49 yrs, Euro, Auckland

**Programmes should
be designed from
communities for
communities.**



We purposely designed our program like it was provided by the people for the people – they are the catalyst for change and we use them as the vehicle.

The messenger behind the campaign, it's better off coming from people like us. How are everyday people evoking behaviour change. Coming from authority isn't that effective.



An example in action:

It's Not OK –
fear campaign messaging

But it is OK to Ask for Help –
solution-based positive messaging



Government agencies are constantly having to balance long-term thinking with demonstrating short-term impact through social change advertising.

Because activation can produce strong, immediate uplifts in desired actions it can be difficult to convince senior management to reduce spend in this area and invest in longer-term, brand-building media where the effects on organisational performance are slower to build but can ultimately be significantly bigger.

In a review of more than 1,000 case studies, brands that achieved the best business outcomes balanced short-term activation with long-term brand building.

The perfect balance of brand vs activation advertising across all categories is proven to be 60:40.



Different styles of campaigns will work at different times depending on an audience's awareness and prioritisation of an issue – not the style of advertising, eg fear vs positive.

A long-term approach is needed to catch people in different parts of the campaign cycle.

| | Limited awareness | Moderate awareness | Fully aware of the issue |
|----------------------------|---|--|---|
| Knowledge | Limited awareness | Moderate awareness | Fully aware of the issue |
| Thinking | "I need the facts on this new topic or possible threat." | "I'm semi conscious of the issue, but it's out of sight/out of mind for me." | "I'm aware of the issue, but change feels hard and out of reach." |
| Feeling | Captivated/ Engaged | Oblivious/Complacent | Overwhelmed/Fatigued |
| Appetite for change | Strong | Moderate | Low |
| Role for comms | Provide people with the information to LEARN about the societal issue. | JOLT people out of complacency. | Show how change is possible through positive NUDGE . |

The framework:

LEARN

JOLT

NUDGE

LEARN

- > People need facts when there is a matter of emergency or unknown threat.
- > Use facts with fear to generate immediate awareness.
- > Examples: tsunami warnings, COVID-19 and Immunisations and Stroke Fast campaigns.

“If the subject is really important like Covid, or the earthquake warnings for example, I just need the facts with clear information on what to do.”

Anna, 30-49 yrs. Chinese, Akld

LEARN

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JOLT

- > Effective when people are aware of an issue but are indifferent or feel separated.
- > Worst-case scenarios confront and jolt people out of complacency.
- > Real-life fear scenarios make connect and conscious of an issue.
- > Examples: domestic violence and speeding consequences campaigns.

“The shock style definitely has the greater impact. Makes you confront things you don’t want to see, hear or admit. They are more likely to change behaviours because they can show people how they act/appear to others.”

Martin, 50-70 yrs, NZ Euro, Otago

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NUDGE

- > Used when people are aware of an issue but have succumbed to ‘fear fatigue’.
- > Involves positive behaviour modelling.
- > Isn’t about condemning nor prohibiting a certain action. It’s about working with context and demonstrating how positive choices result in positive outcomes.

“I don’t like being condemned for my actions. It’s not helping. If anything you’ll only annoy people. I believe change can happen when ads provide proactive, positive solutions to emulate.”

Mike, 40-49 yrs, NZ Euro, BoP

57%

Agree presenting new facts/data can be an effective way to make them conscious of an existing social issue.

+22%

Agree positivity can be more effective than fear to stop undesirable actions long term.



63%

Think a factual/rational approach is important to communicate new societal issues.

80%

Agree fear can be effective in making them more conscious of an issue.

Marketing is fundamentally about understanding people, how they think, what they respond to.

Neocortex

This is the top layer of the cerebral cortex and where sensory perception happens. It also plays a key role in memory and learning.

Limbic System

This is fundamentally our emotional brain where a whole lot of decision making goes on including what we choose to buy.

Neuroplasticity

This is what builds habits.



Thalamus

The gatekeeper that sorts through all the incoming information and decides where it should go.

Hippocampus

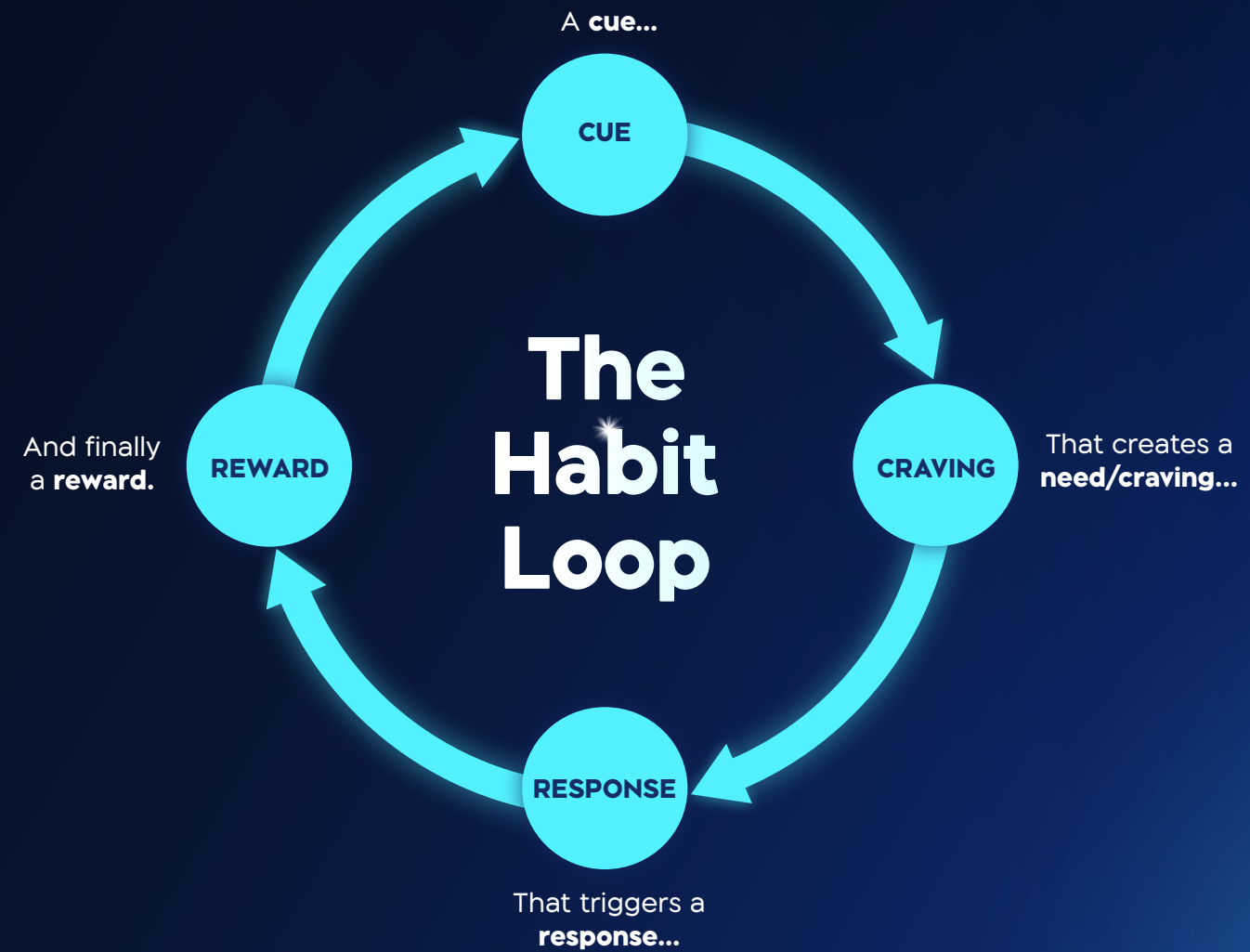
Plays a major role in learning and in the formation, organisation and storage of new memories.

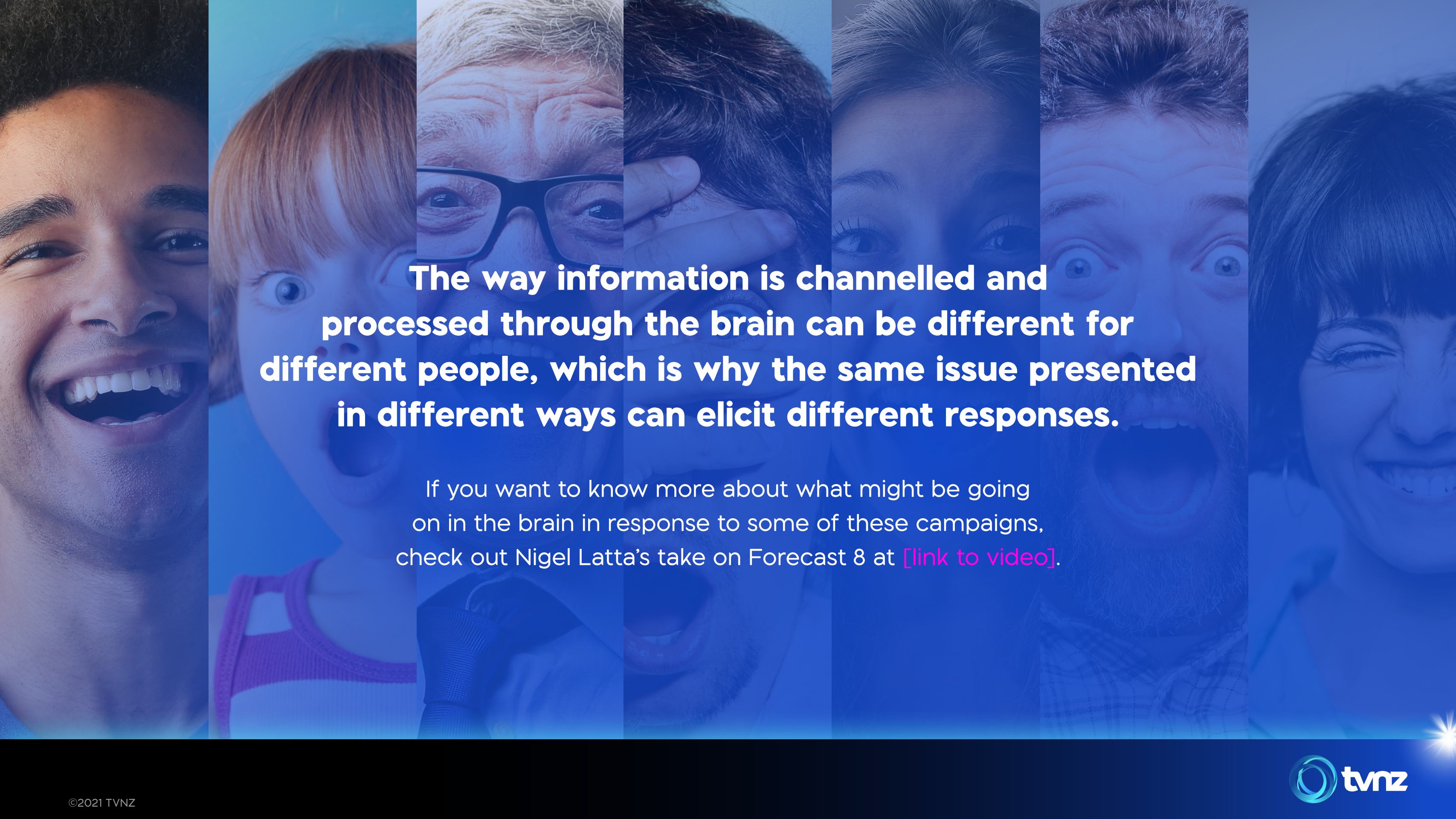
Amygdala

This is the **quick response** part of the system: it stores information related to risk and reward, pushing us toward the **rewards** and away from the **risks**.

Habits are a big part of our everyday life because they make life easier and as such they're a big target for marketers... we buy brands out of habit... we do things a certain way out of habit... we go to certain places out of habit.

For anything to become a habit – that is something which is hard-wired in – we need all four of these behaviours to happen to **form the Habit Loop**:





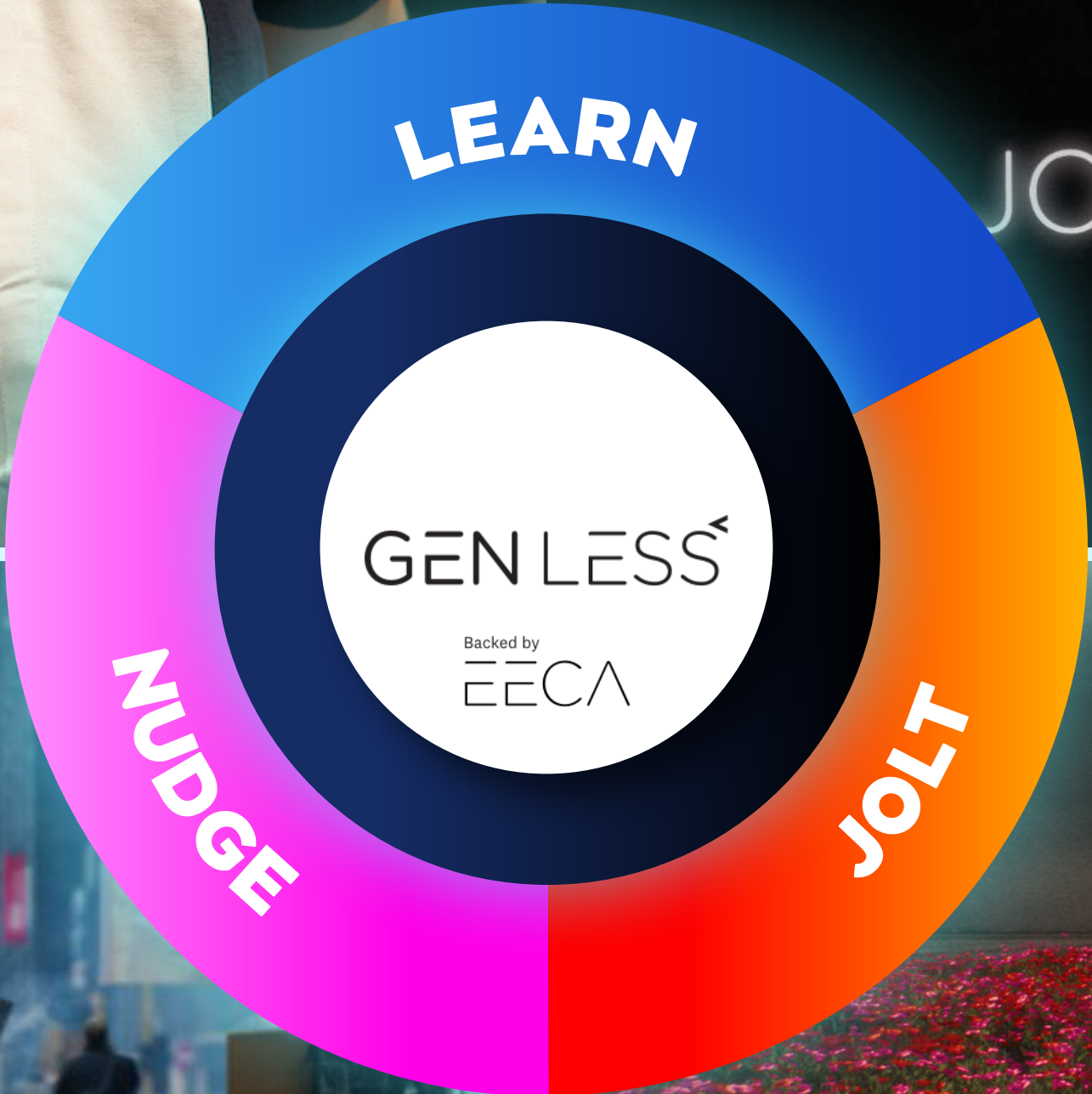
The way information is channelled and processed through the brain can be different for different people, which is why the same issue presented in different ways can elicit different responses.

If you want to know more about what might be going on in the brain in response to some of these campaigns, check out Nigel Latta's take on Forecast 8 at [\[link to video\]](#).

Let's see the **LEARN** **JOLT** **NUDGE** framework in action.



JOIN GEN LESS



SWITCH OFF
BEFORE YOU WALK OFF



ESCAPE MY HOUSE



For the next 3 minutes there will be no other ads.

WARNING

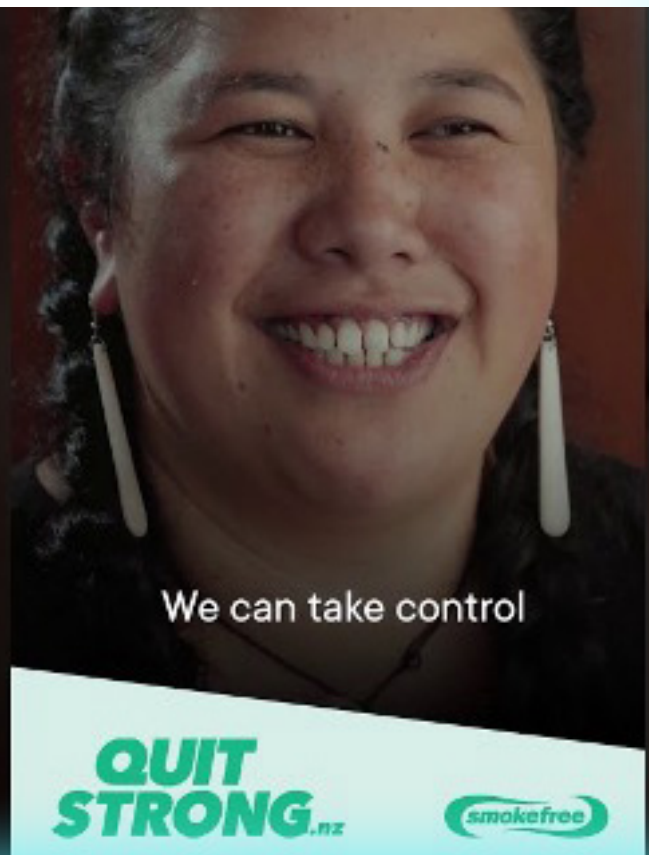
THE FOLLOWING CONTAINS
A MISLEADING DEPICTION OF FIRE
FIREFIGHTERS DON'T LIKE FIRE MOVIES
BECAUSE IN REAL LIFE, YOUR BEST
CHANCE OF SURVIVAL IS THIS..|



**VAPING
FACTS**

**VAPING CAN
HELP YOU QUIT
SMOKING.**

**QUIT
STRONG**



LIVE WELLINGTON



EARLY CHILDHOOD TEACHERS HURTING FROM 'UNF...

AUCKLAND
NOW 13° TODAY 16° | 7°



NEWS SPORT

HOME LATEST NEW ZEALAND WORLD ENTERTAINMENT POLITICS

Over 12,000 New Zealanders got into trouble in water over summer, ACC stats show

SOURCE: 1 NEWS



from ACC show there have been 12,379 water-related injuries over the last three



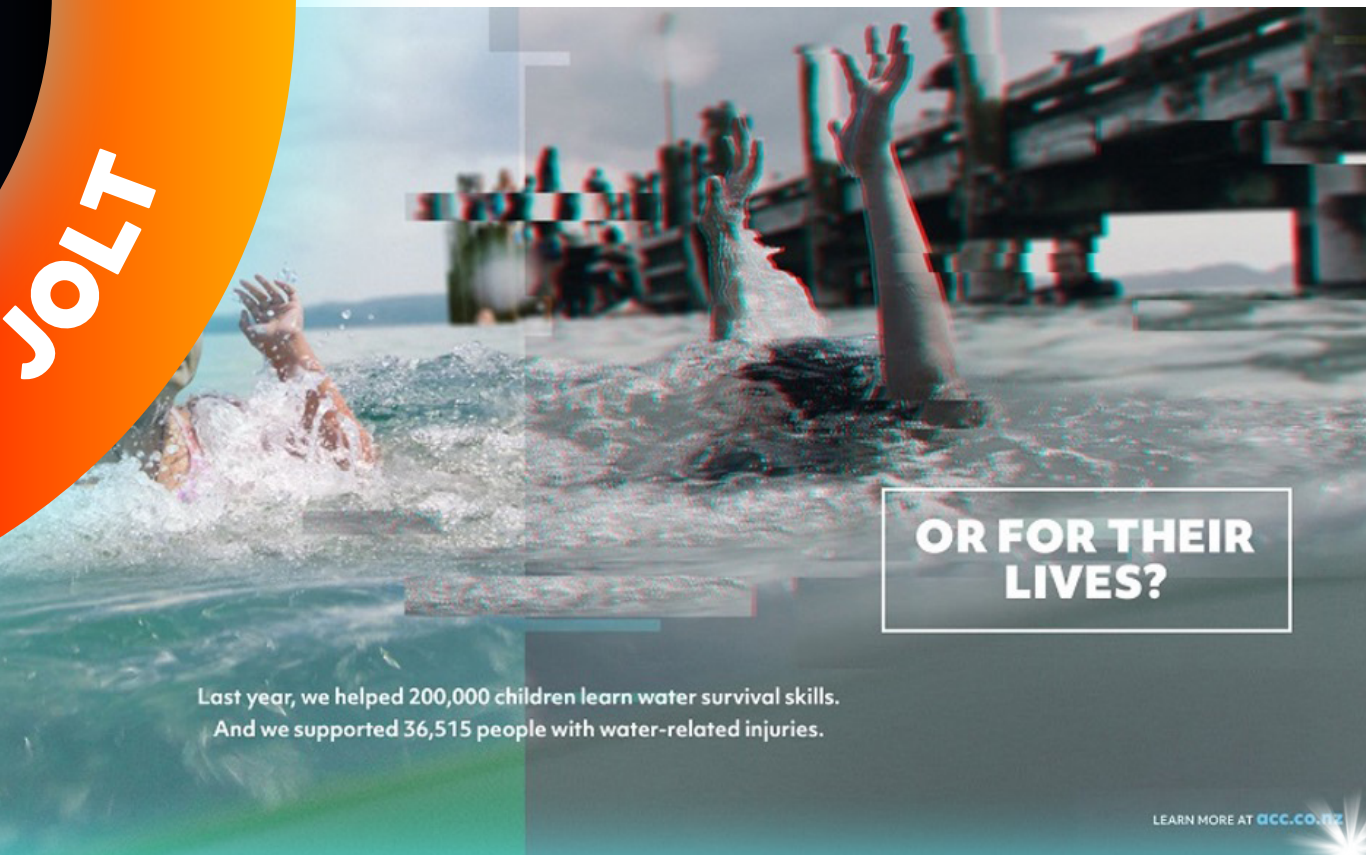
IF YOU GET
WHO GETS

Have a hmmm.

LEARN MORE

ACC
He Kaupare. He Manaaki.
He Whakaora.
prevention. care. recovery.

ACC
He Kaupare. He Manaaki.
He Whakaora.
prevention. care. recovery.



OR FOR THEIR LIVES?

Last year, we helped 200,000 children learn water survival skills. And we supported 36,515 people with water-related injuries.

LEARN MORE AT ACC.CO.NZ

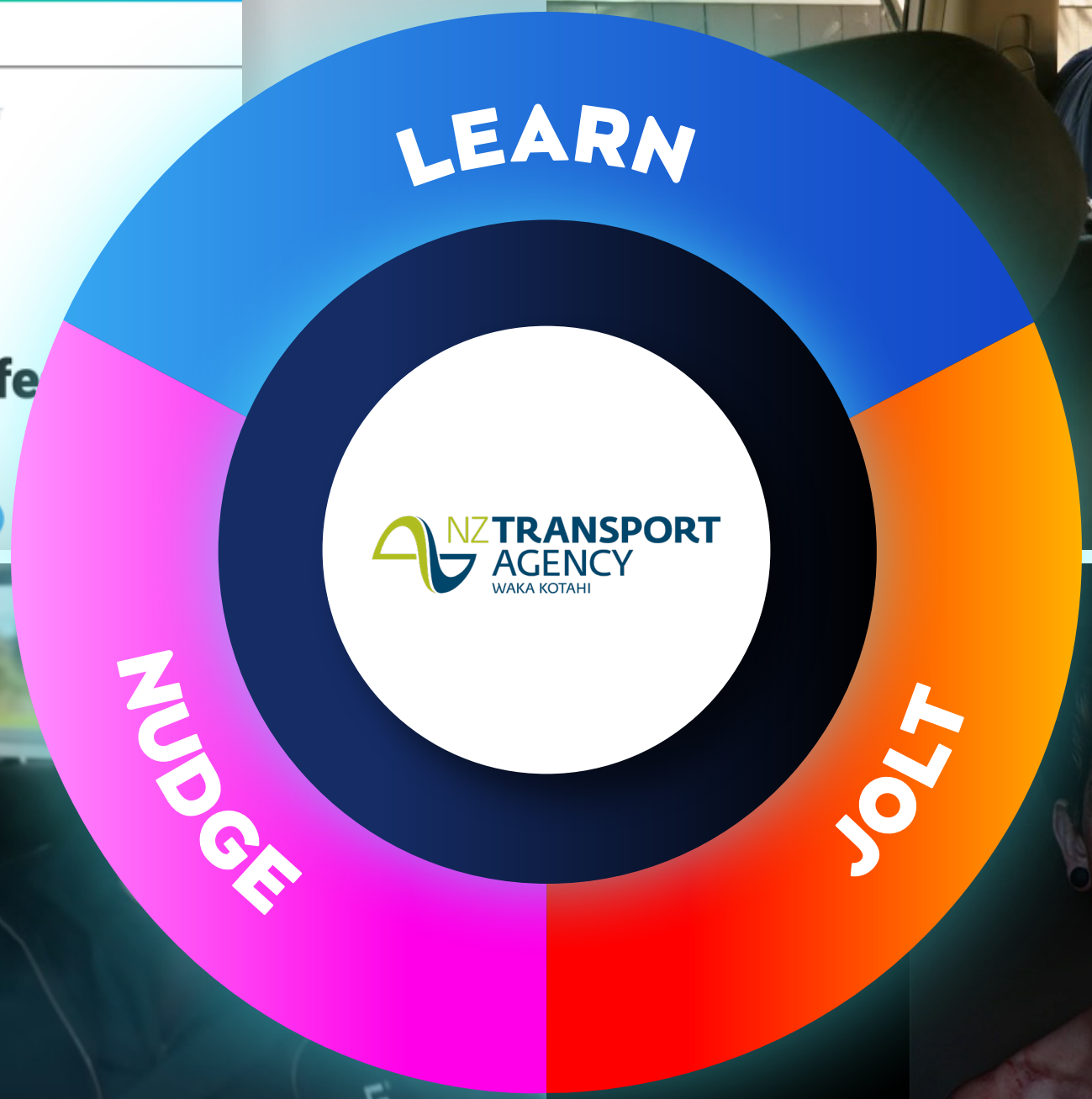


stuff ☰ motoring
news
ADVERTISEMENT

New ratings reveal New Zealand's safest cars and utes

David Linklater · 12:06, Sep 05 2019

[f](#) [t](#)



A look at the media mix.

TV was most effective at communicating across all audiences.



TV ads are more effective at communicating to a mass audience while TV programmes have greater resonance at a community level.



Note: full channel mix was provided. The top-four channels are shown here.

TV and Social Media worked well together, particularly for Pasifika and younger audiences.

| | | | | |
|----------------|---------------|----------------------|-------------------|---------------------|
| Māori | 7.7 TV ads | 6.6 TV programmes | 6.2 Online ads | 5.9 Social media |
| Pasifika | 7.6 TV ads | 7.3 TV programmes | 6.0 Online ads | 6.5 Social media |
| 18-34 | 7.4 TV ads | 6.4 TV programmes | 6.4 Online ads | 6.4 Social media |
| New Zealanders | 7.9 TV ads | 7.4 TV programmes | 6.1 Online ads | 5.9 Social media |

Māori and new New Zealanders prefer traditional approaches to PSA deployment, i.e TV ads.

11 = MOST EFFECTIVE CHANNEL

1 = LEAST EFFECTIVE CHANNEL

Note: full channel mix was provided. The top-four channels are shown here.

Get media working together to maximise effectiveness.

Tailor different campaign creative with the same message to the relevant platform.



**Beyond advertising:
the opportunity for your
brand could lie in ‘Edutainment’
or creating content that aligns
with the message of a show.**

“*‘Edutainment’ media shows
containing social messages are
a powerful mass-media format
for changing behaviour, by
offering positive and relatable
role models.*”



Food for thought

(and remembering the basics).

Government agencies are employing fundamental brand-building principles well to be effective in the long term.

They've shifted from disparate campaigns to a holistic-program approach and recognised that brand building principles can be applied to communicating their campaigns:



We've purposefully designed our program like a 'brand,' taking principles like distinctive assets, language and mnemonics to build a consistent framework for taking our initiatives to market. ”

Remember the fundamentals of brand building principles

(list of the 8 that you guys already know).

1

standout

2

**stake
your
claim**

3

**find the
audience
insight**

4

**keep
your
promise**

5

**get
emotional**

6

**engage
internally**

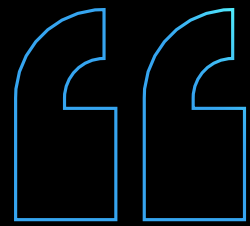
7

**time,
stick
with it**

8

**start a
dialogue**

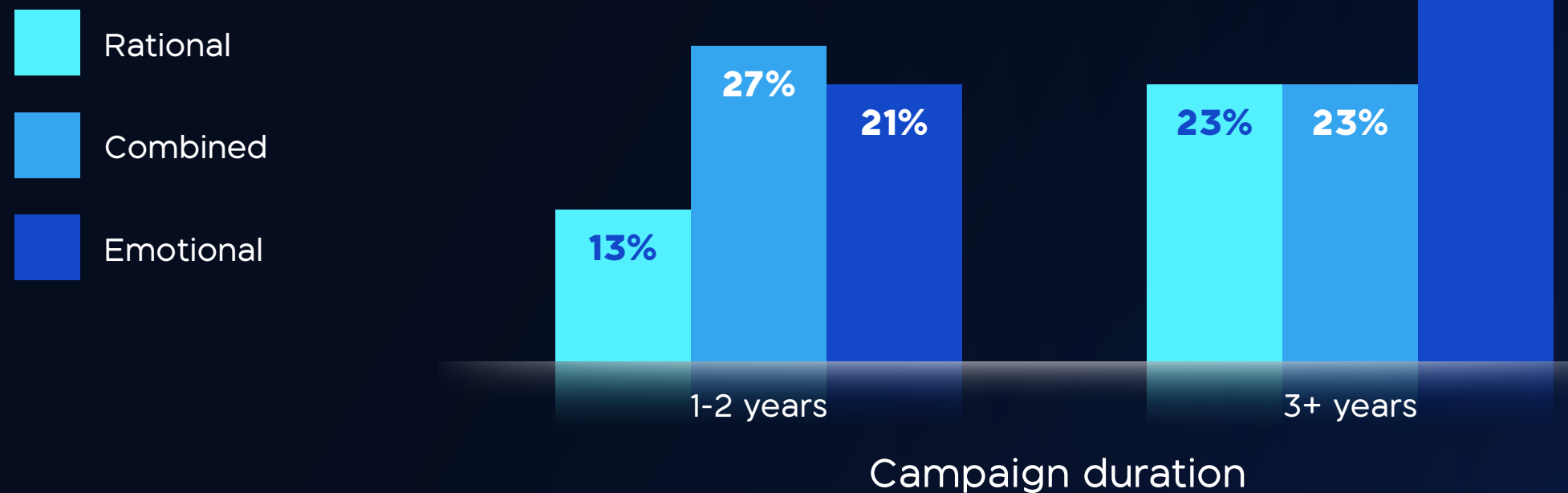
As we've talked about, the rapid changes over the last year have impacted what's important to people when they look at brands generally. At times like these, people turn to trusted, reputable brands.



In times of uncertainty we have REALLY seen the power of strong brand names. Established brand identities are one less thing to think about so people use them as a point of refuge and assurance. ”

Les Binet and Peter Field have shown that emotional campaigns are more effective on almost all business metrics, especially long term.

The longer the time frame the more emotions drive profit
% reporting very large profit growth





In the same way Government agencies target communities, the tighter the demographic target, the more chance you get to be innovative.

An aerial photograph of a winding, multi-lane road with several cars driving on it. The image is overlaid with a semi-transparent blue filter. The text is centered in the middle of the image.

**Create a long-term campaign cycle
and adapt your messaging for
different mindsets and brand awareness.**

To recap...

To have the best chance of shifting the behaviours of the diverse audiences of NZ today remember these tips:

Emotion inspires action.
One tactical ad isn't
going to do the trick.

Audiences are nuanced;
approach them in
a nuanced way.

Consider your messaging
lifecycle, eg Learn/Jolt/Nudge.
A different message at a
different time could create a
penny drop moment.

Use distinctive brand
assets consistently.

Get out there and engage!

Because we're all human, we all react in different ways to different messages and as marketers we can't lose sight of that. So, if you take a long-term, multifaceted approach to your advertising, your brand stands a greater chance of success.



Thank you

FORECAST 8

