

# CONSUMPTION FREQUENCY

A REPLICABLE APPROACH TO MARKETING  
NUTRITION & OTHER BENEFICIAL FMCG

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# AN INTRODUCTION TO THE GROWTH FOR GROWTH CONTENT SERIES

This learning module is part of a set of tools and resources generated under the Bill & Melinda Gates Foundation's Private Sector Partnerships (PSP) for nutrition initiative. The PSP initiative funded a portfolio of demonstration projects as part of a learning agenda on how to overcome barriers that have impeded private companies from making nutritious, packaged, fortified foods accessible and affordable to lower-income consumers in low- and middle-income countries (LMICs). For more tools and resources generated by the PSP's technical assistance hub network, please visit <https://nutritionconnect.org/G4G>

This learning module is based on research by Ogilvy Growth & Innovation and Hystra, funded by (or in part by) the Bill & Melinda Gates Foundation. The findings and conclusions contained within are those of the authors and do not necessarily reflect positions or policies of the Bill & Melinda Gates Foundation.



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# WELCOME TO THE TOOLKIT

Welcome to the Consumption Frequency Toolkit.

This document has been designed to provide you with sustainable approaches to increase the consumption frequency of nutritional and other beneficial FMCG (fast-moving consumer goods) products for lower income consumers.

This toolkit has been created by experts in consumer insights and behavioural science, as well as marketing, distribution and communications strategy. It is a series of standardised modules and tactics to fuel your strategic marketing and innovation processes, helping you reach **sustainable impact at scale (SIS)**.

This toolkit is supported by a series of embedded **videos** and **webinars** which introduce the specific modules and use cases, providing additional context for the toolkit. You can access these by clicking on the links to the right.

Thank you for downloading the Growth for Growth Consumption Frequency Toolkit.

We hope you find it helpful.



INTRODUCTION &  
OPPORTUNITY  
SELECTION TOOL

15min



CONSUMPTION  
JOURNEY & PRIMARY  
RESEARCH

10mins



DEBUNKING  
MYTHS

30mins



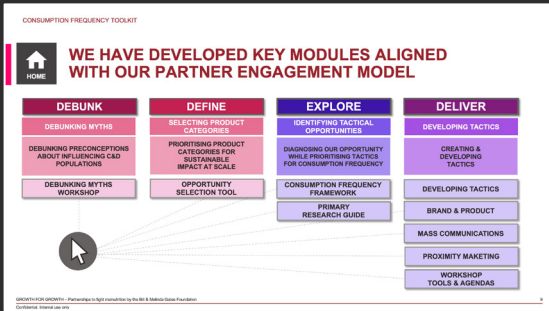
CONSUMPTION  
FREQUENCY  
TACTICS

40 mins

# HOW TO NAVIGATE THIS DOCUMENT

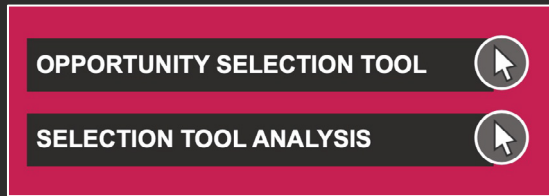
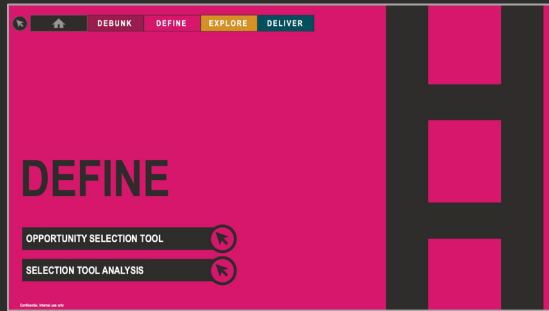


## 1 'Home' Navigation



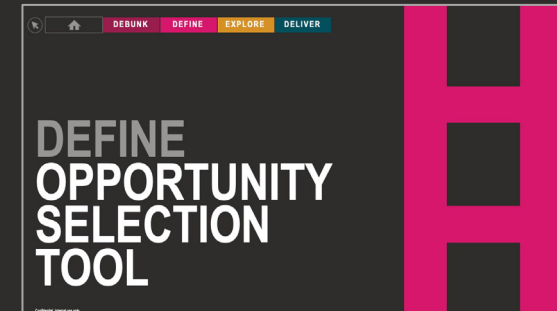
Immediate access to all modules and tools.

## 2 Module Navigation



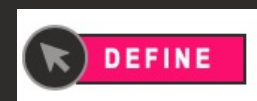
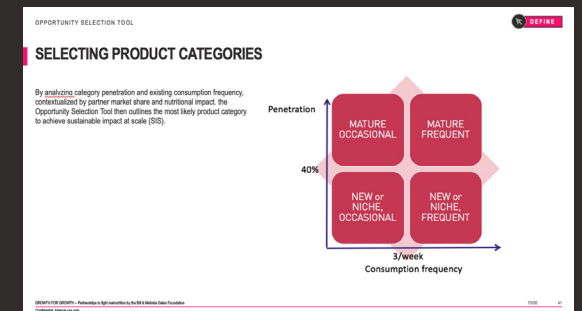
Immediate access to other modules and module-specific tools.

## 3 Tool Navigation



Immediate access to relevant module navigation and 'home'.

## 4 Tool Content



Immediate access to module navigation.



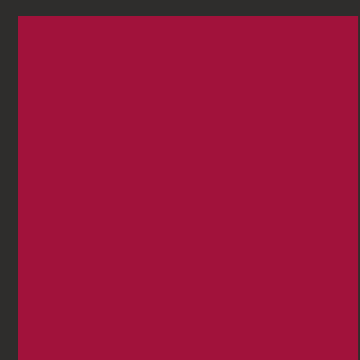
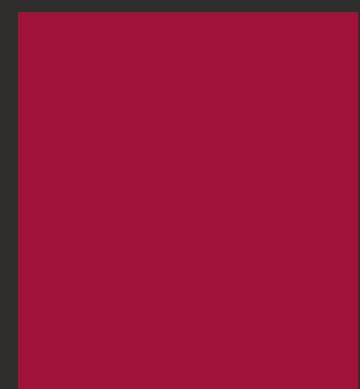
DEBUNK

DEFINE

EXPLORE

DELIVER

# THE CASE FOR CONSUMPTION FREQUENCY



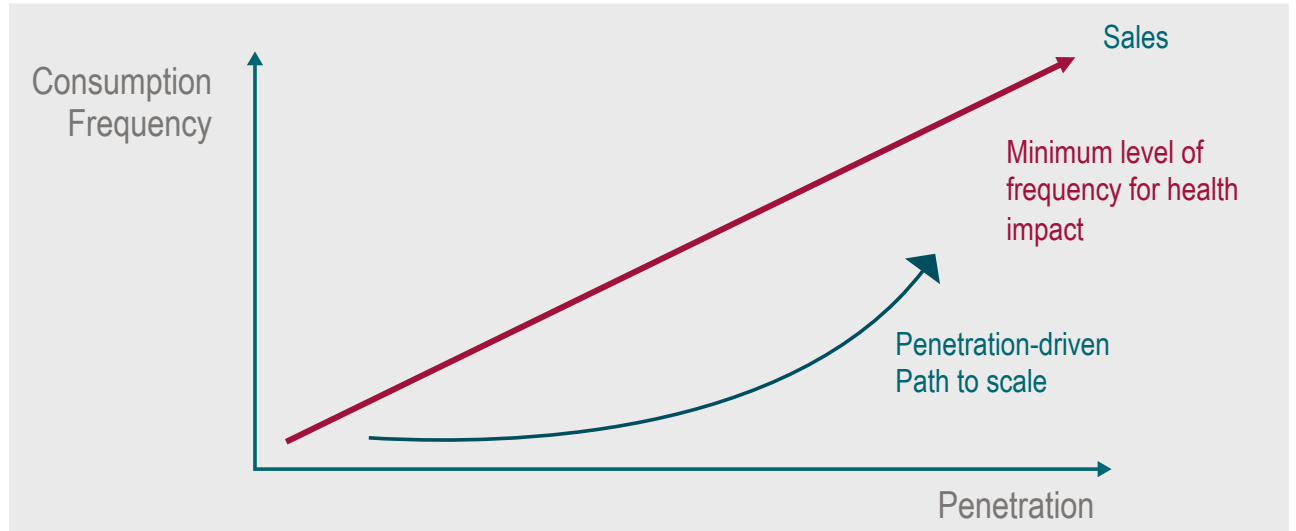
# THE CASE FOR FREQUENCY

While we might like to think we are 'loyal' to a brand's products, the reality is that even established brands have a majority of light users (or very light users). For example, Coca-Cola's typical buyer consumes 1-2 Cokes a year (average consumption is 12 purchases annually).\* Consequently, the traditional 'developed' market media approach is to drive penetration to increase sales. We fill the funnel to achieve the strongest 'commercial' outcomes.

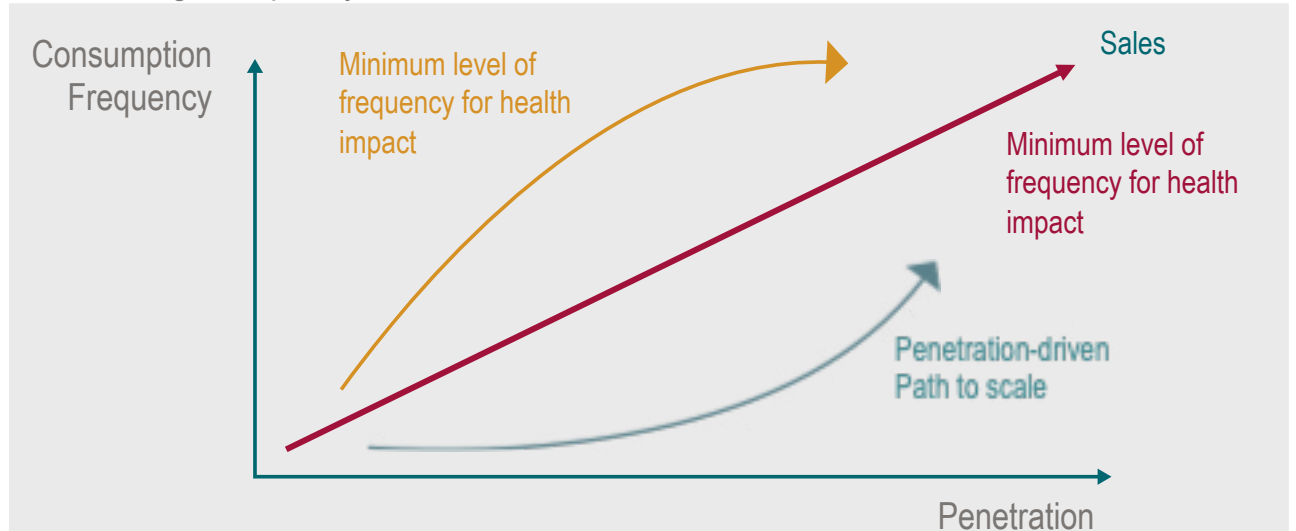
The challenge is that the traditional path to scale is often insufficient to meet the consumption or usage requirements for impact. For example, most fortified or nutritious products require regular consumption to achieve any benefit with respect to nutrition. One-time or short-term use will not deliver the desired gains.

Because of this, rather than sharing techniques encouraging brand penetration or 'filling the funnel' alone, this toolkit hopes to arm you with a series of 'frequency focused' strategies. These strategies are designed to help you achieve your commercial outcomes while delivering the consumption frequency required for nutritional or social impact.

Traditional Path to Scale



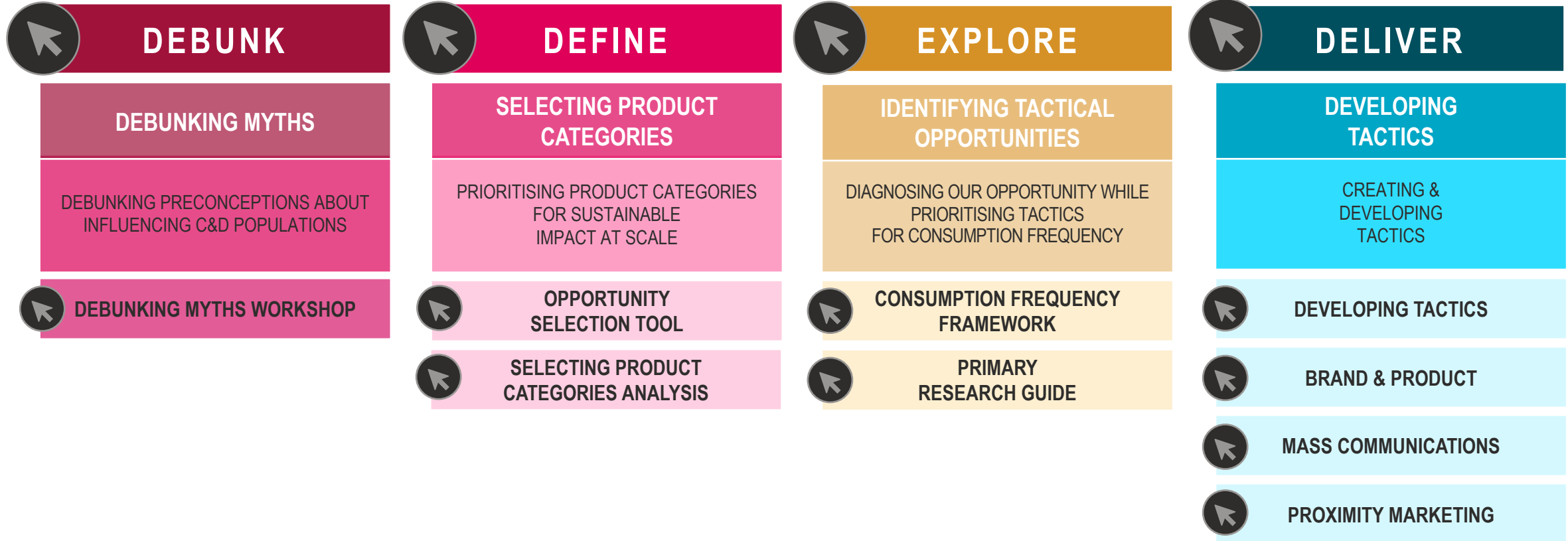
Sales through Frequency



Source: Hystra

# HOME

## WE HAVE DEVELOPED KEY MODULES TO SUPPORT YOU ON YOUR CONSUMPTION FREQUENCY JOURNEY







DEBUNK

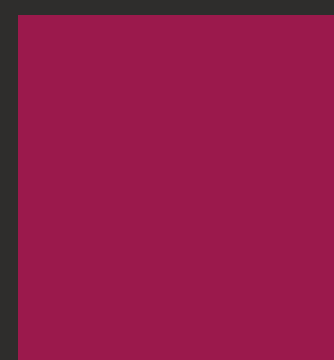
DEFINE

EXPLORE

DELIVER

# DEBUNK

DEBUNKING MYTHS WORKSHOP





DEBUNK

DEFINE

EXPLORE

DELIVER

# DEBUNK DEBUNKING MYTHS WORKSHOP



# DEBUNKING MYTHS

When marketing nutritious or fortified products to lower income consumers, it can be easy to fall into the 'trap' of assumptions and myths.

The following module is intended to provoke a discussion about innovative marketing approaches required to 'crack open' the malnutrition deadlock.

It is based on global research regarding innovative approaches to selling beneficial products to low-income households and working with companies and funders on these topics.

## [Debunking Myths Webinar:](#)



To access a webinar explaining the content to follow, please click the link above.

DEBUNKING MYTHS

**LOWER INCOME  
CONSUMERS ARE  
ALREADY SPENDING  
\$1.3 TRILLION A YEAR  
ON FOOD AND  
BEVERAGES...**

**...BUT STUNTING &  
MICRONUTRIENT  
DEFICIENCY LEVELS  
ARE STILL  
UNACCEPTABLY  
HIGH**

## MYTH #1

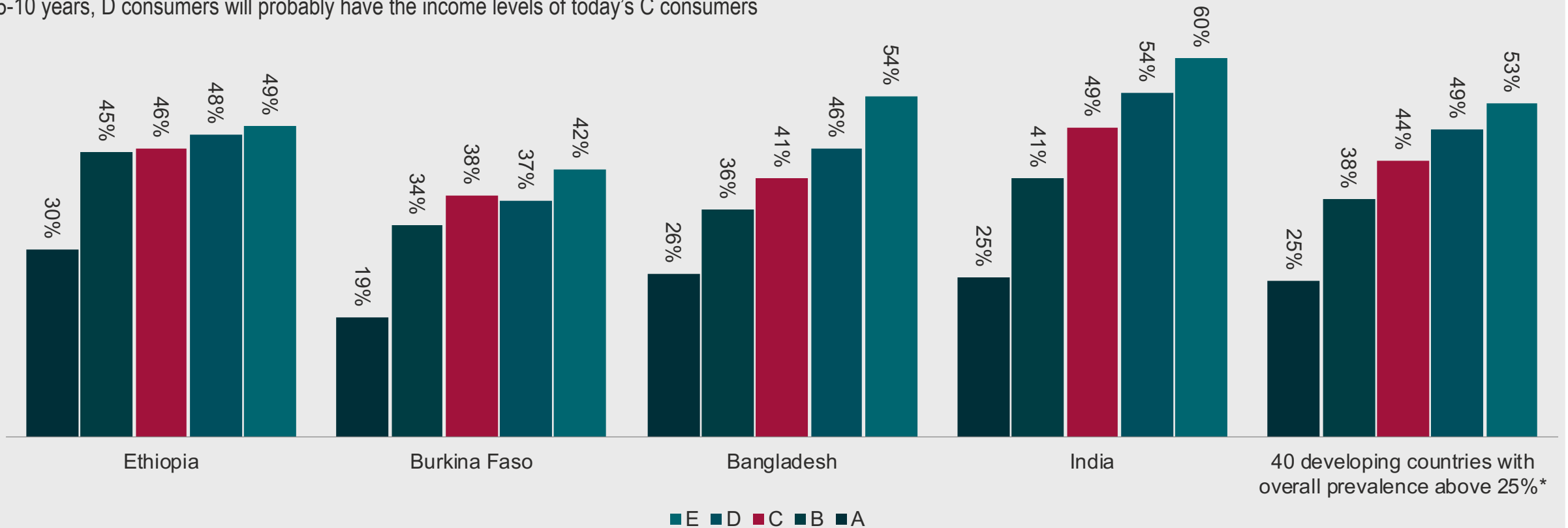
UNDERNUTRITION AND  
STUNTING ARE  
PROBLEMS FOR  
CATEGORIES C, D AND E

**INSIGHT**  
**UNDERNUTRITION IS  
ALSO PRESENT IN  
RICHER QUINTILES**

# HIGHER INCOME QUINTILES ALSO SUFFER FROM STUNTING

Addressing the affordability issue is necessary but not sufficient

In 5-10 years, D consumers will probably have the income levels of today's C consumers

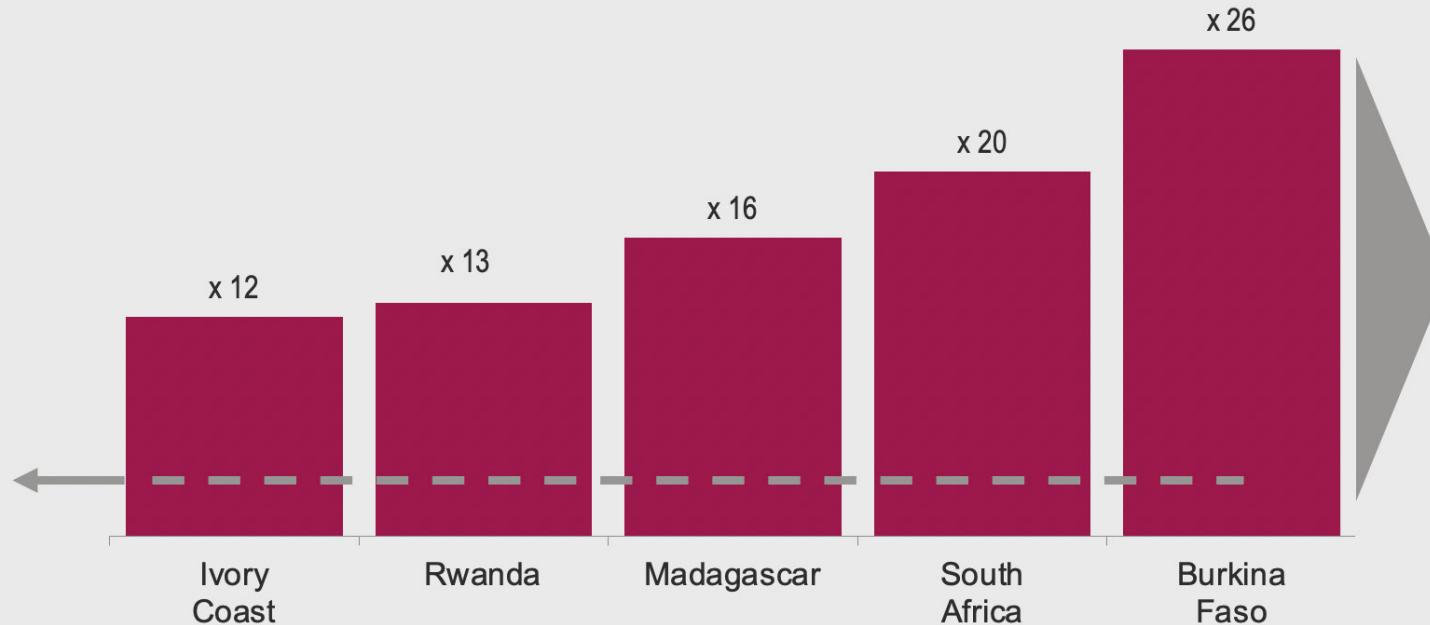


\*Weighted average, assuming the number of children in a country is equal in all quintiles  
 Sources: Most recent DHS survey in each country as compiled by [www.statcompiler.com](http://www.statcompiler.com) (Ethiopia: 2011; Burkina Faso: 2010; Bangladesh: 2011; India: 2005-2006; All 40 countries: 2002-2013), Hystra analysis

# A-B NUTRITIOUS BRANDS CAN BE OVER 10 TIMES MORE EXPENSIVE THAN BASIC FOODS

Price of imported premium brands as a multiple of price of traditional food\*

Traditional basic food:  
non fortified local flour



Luxury brands:  
imported products



\*Comparison for 100g of luxury brands product vs. 100g of local flour

Source: Hystra, *Marketing nutrition for the BoP*



## MYTH #2

# HEALTH BENEFITS DRIVE PURCHASE

**INSIGHT**  
**PLEASURE,**  
**CONVENIENCE**  
**AND ASPIRATION**  
**SELL BETTER**  
**THAN HEALTH**

# GOOD TASTE AND FAMILIAR FOOD FORM ARE NON NEGOTIABLE

“Bliss factor”



I'm buying it because my child likes it

Familiar food forms



Vary Soso (rice porridge)



Koba Aina (fortified rice porridge)



Pap



e'Pap



Bangladesh spices



Pushtikona (MNP)



Vitamin pills

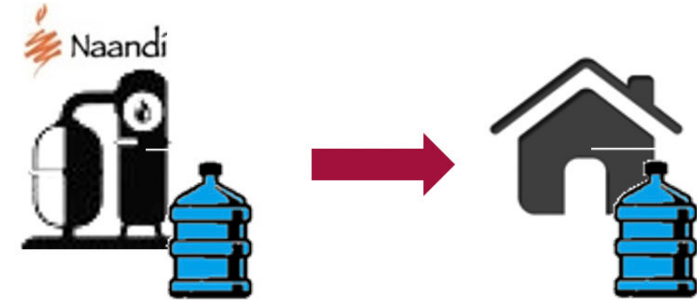


# C-D CONSUMERS VALUE CONVENIENCE



**4-6 weeks** is the time it takes to Nutri'zaza sales ladies to reach maximum penetration in their areas

(home delivery of ready-to-eat food at breakfast time ensures quick adoption)



**Rs.3** at the treatment plant (for 20L)

**Rs.5-15** at home depending on distance (for 20L)

People are ready to pay **2-5 times** the on-site price for home delivery



Price premium would not be similar for goods less difficult to carry

## MYTH #3

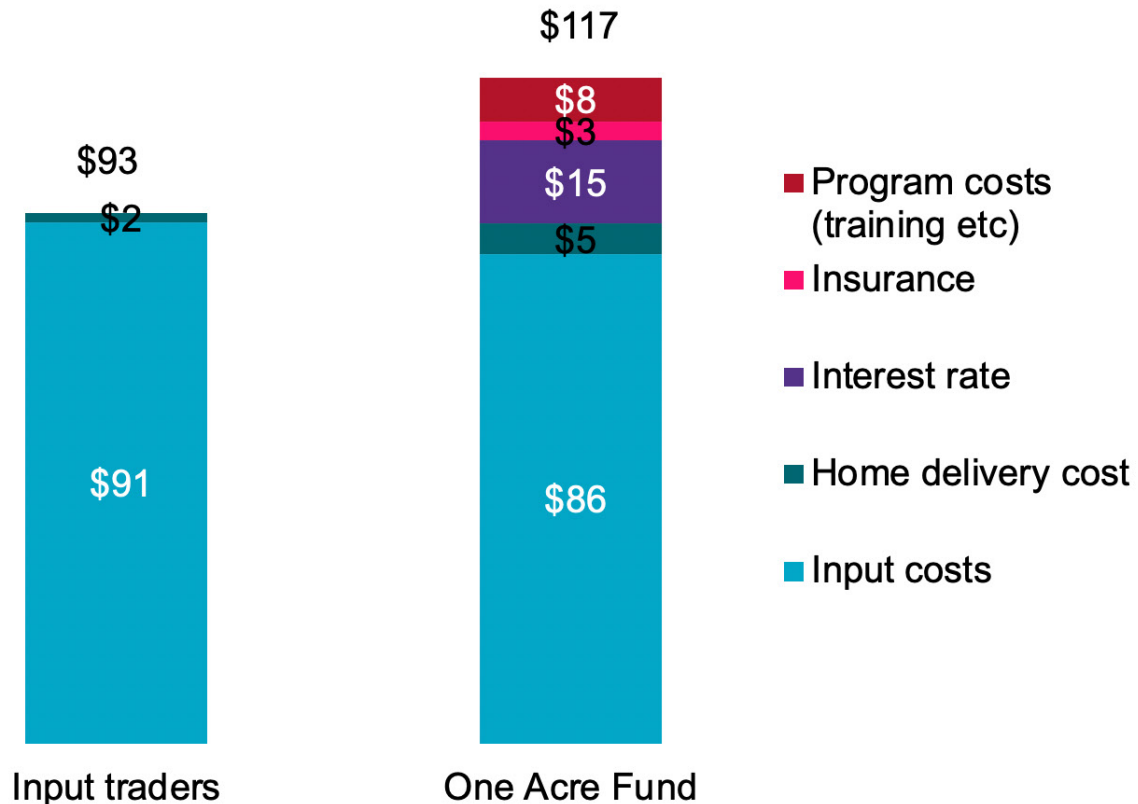
# C-D CONSUMERS NEED CHEAP PRODUCTS

## INSIGHT

**C-D CONSUMERS PAY  
MORE FOR RISK-FREE,  
HOLISTIC SOLUTIONS  
THEY VALUE**

# C-D CLIENTS DO NOT WANT CHEAP PRODUCTS

Price comparison of input package for 1 acre



2014 Results (Kenya)

- ⇒ Over 80,000 farmers paid a premium for a holistic bundle including:
  - Certified quality inputs
  - Delivery at time of planting
  - Training
  - Flexible payment terms
  - Crop and death insurance

⇒ 100% repayment rate

**ONE ACRE FUND**



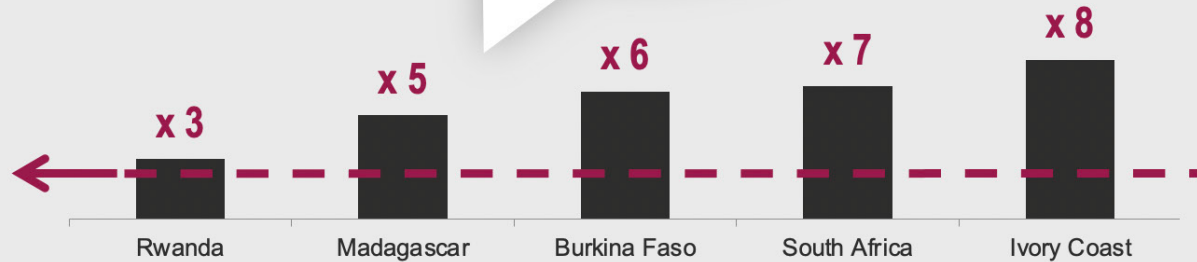
# EVEN LOW-INCOME CONSUMERS PAY UP TO 8 TIMES THE PRICE OF LOCAL NON FORTIFIED FOODS

Price of fortified products targeting C-D consumers as a multiple of price of traditional food\*

Traditional food:  
non fortified  
local flour



Consumers want "the best they can afford" for their children



Affordable fortified products



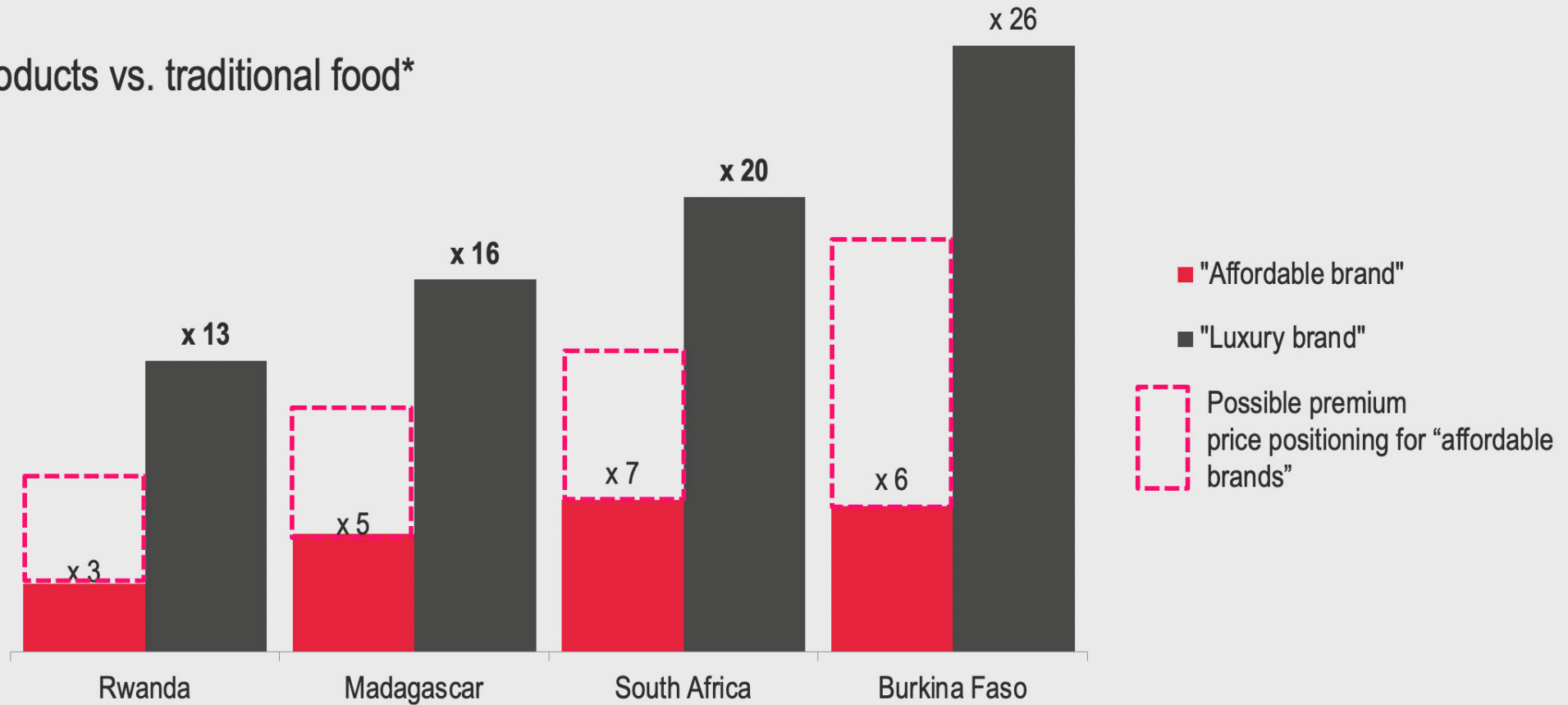
\*Comparison for 100g of affordable fortified product vs. 100g of local flour

Source: Hystra, Marketing nutrition for the BoP



# THERE IS SPACE FOR POSITIONING TWO PRICES/PRODUCTS

Price of fortified products vs. traditional food\*

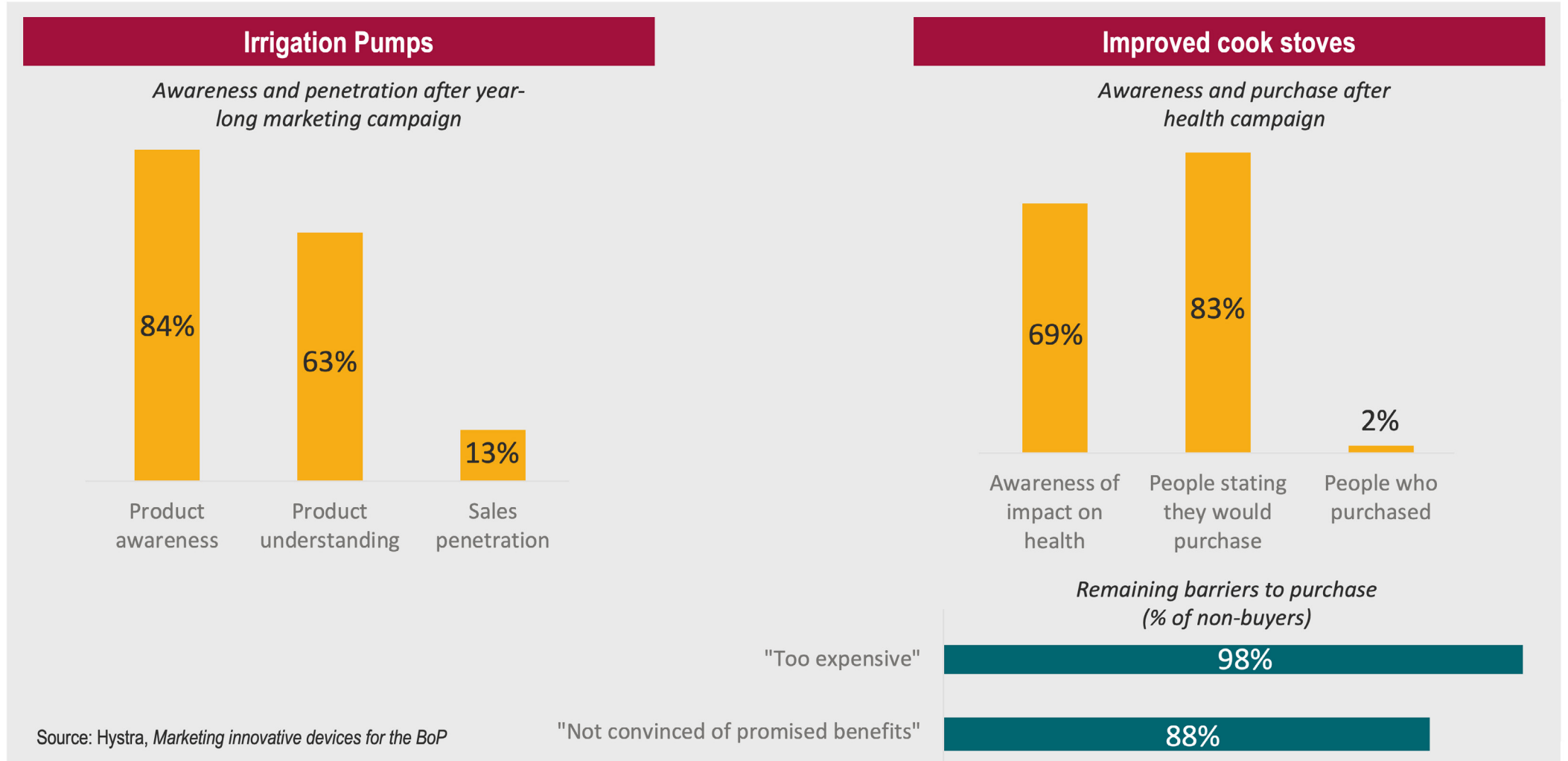


\*Comparison for 100g of fortified product (affordable and luxury products) vs. 100g of local flour  
Source: Hystra, *Marketing nutrition for the BoP* and further Hystra research

**MYTH #4**  
**INVESTING IN**  
**EDUCATING**  
**CONSUMERS IS**  
**CRITICAL**

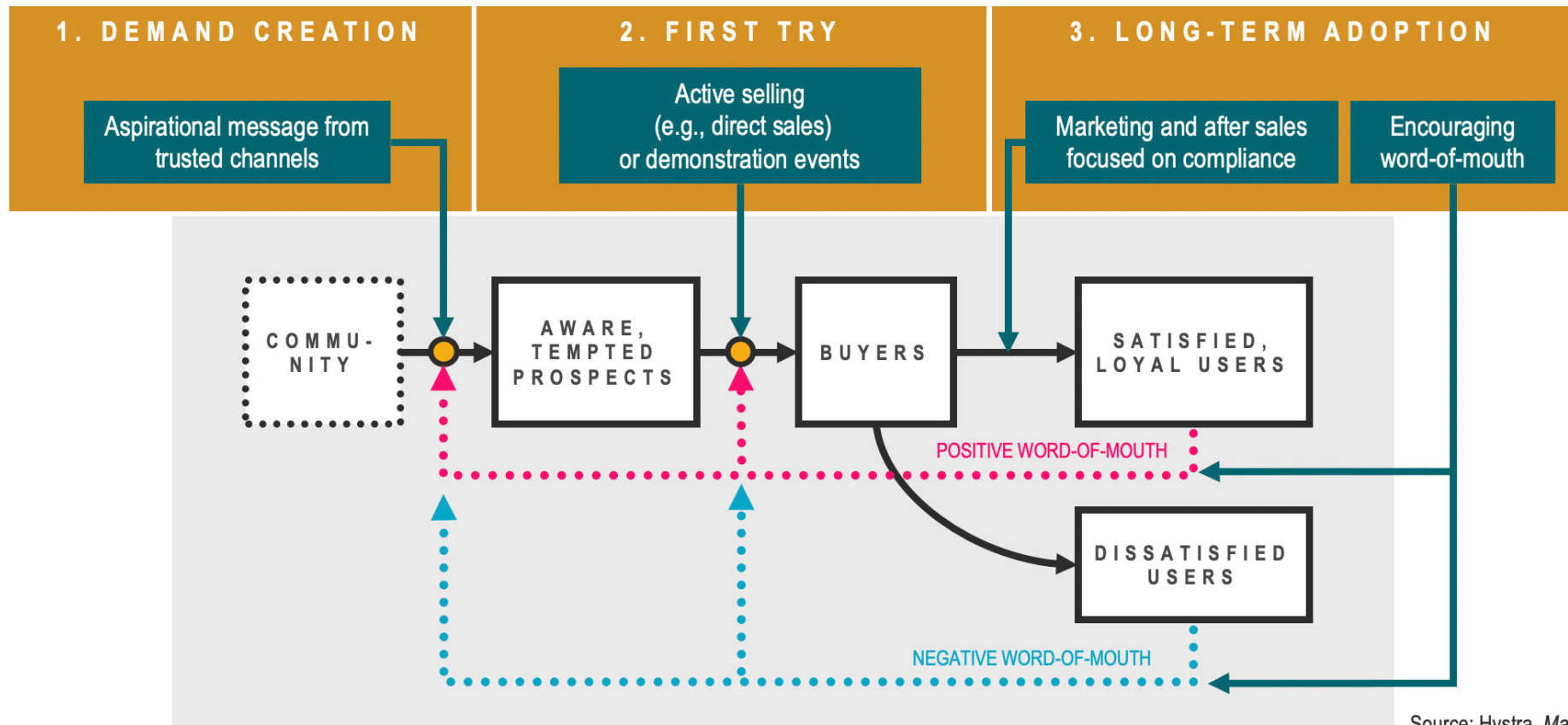
**INSIGHT**  
**MANY CONSUMERS**  
**ARE AWARE OF**  
**BUT DON'T TRUST**  
**PROMISED BENEFITS**

# AWARENESS AND UNDERSTANDING ARE NOT SUFFICIENT TO FOSTER SALES AND ADOPTION



# WINNING A COMMUNITY AT A TIME

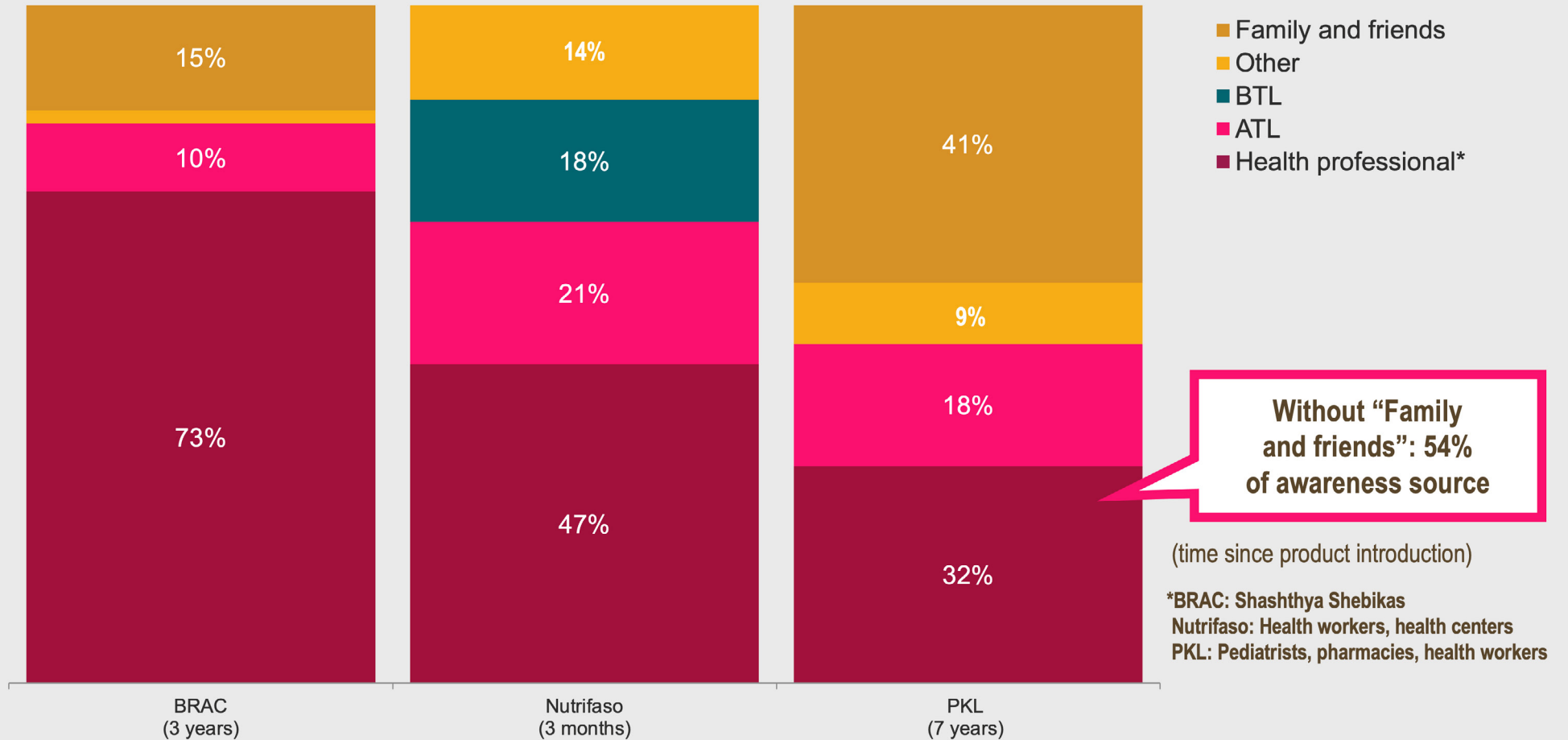
ENSURE PRODUCT AVAILABILITY



Source: Hystra, *Marketing nutrition for the BoP*

# HEALTH PROFESSIONALS CAN BE A KEY TRIGGER OF FIRST TRY, IF ALLOWED

How did you learn about the product? (% of respondents)



# ATL AND BTL TOOLS SHOULD BOTH CONVEY ASPIRATIONAL MESSAGES

## LEVERAGING PARENTS' ASPIRATIONS

A&T campaign: A well nourished child saves his father from fire



Monimix child is vigorous while the other one is sleepy



## SHOWCASING SUCCESSFUL CLIENTS

Nutrifaso "good mother" prize

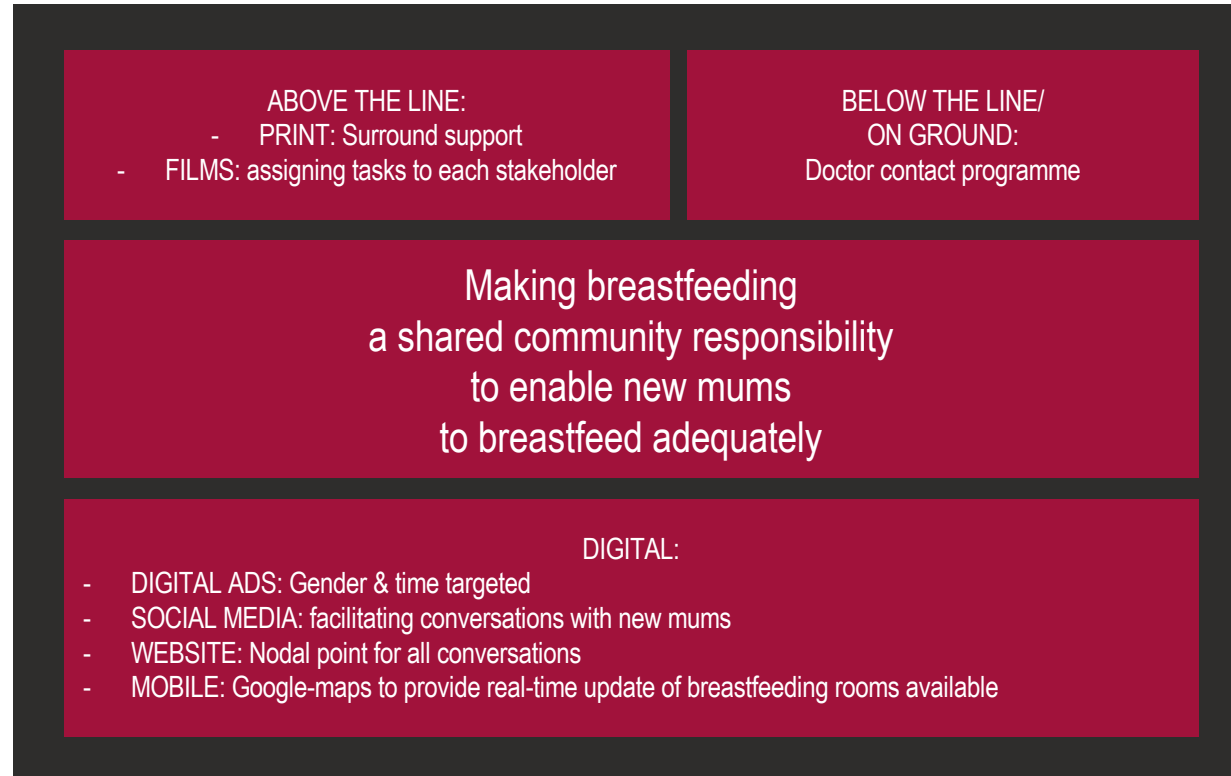


# ENCOURAGING REGULAR USAGE IS KEY - ENGAGING WITH THE ENTIRE CUSTOMER ENVIRONMENT

Nestlé Stay Healthy initiative: promoting adequate breastfeeding in India

Targeting all stakeholders

through a multi-channel approach



## Results:

- 9.1m views with complete views rate of 64%
- Campaign became Nestlé's most viewed campaign ever in South Asian Region
- 15k doctors pledged to actively promote exclusive breastfeeding
- Replication of the campaign to Bangladesh & Sri Lanka

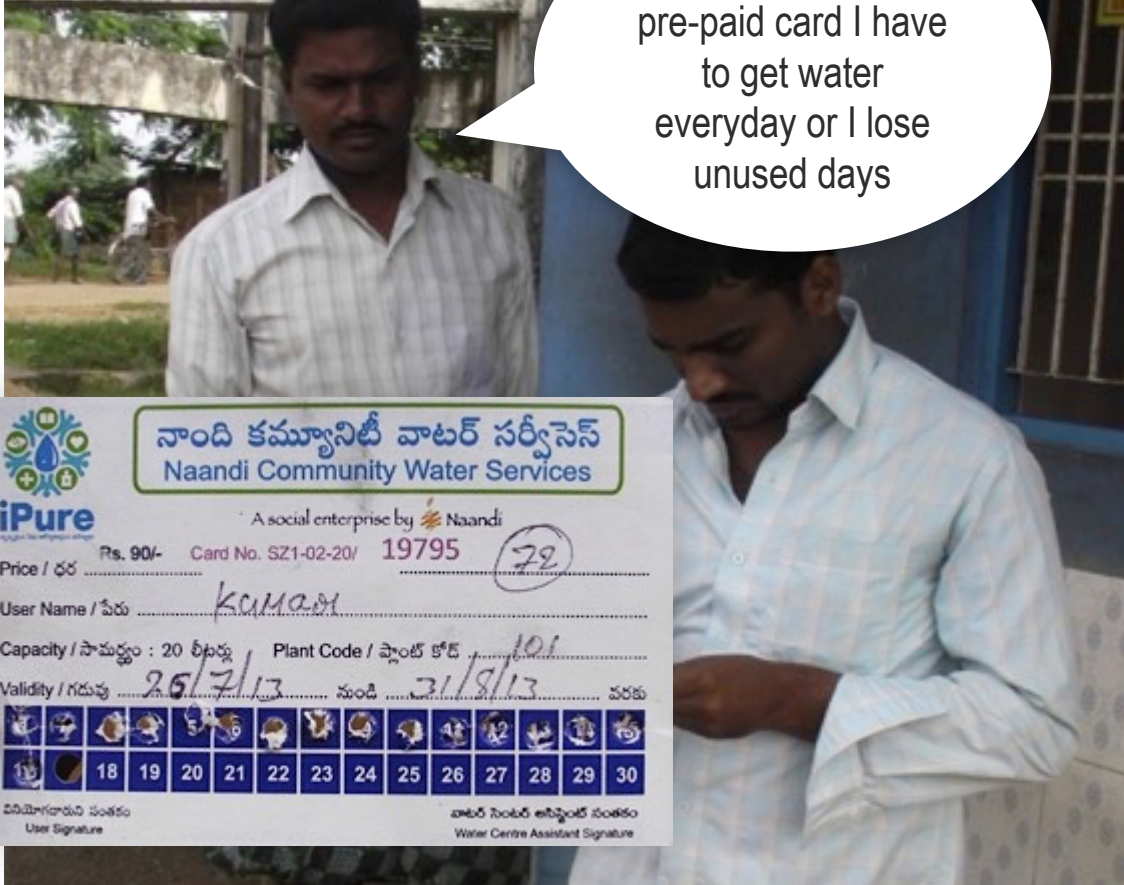
Stock image. Not from campaign.



# ENCOURAGING REGULAR USAGE IS KEY – SUBSCRIPTION EXAMPLE

## COMMITMENT

With my monthly pre-paid card I have to get water everyday or I lose unused days



## CONVENIENCE

With the card I only need the money once a month, it is easier!



## FOUR LEARNINGS, FOUR PROVOCATIONS

Undernutrition is also present in richer quintiles - Should we design our value proposition (and price) for C consumers, or start with A-B?

Pleasure, convenience and aspiration sell better than health - Can we offer a superior experience to low-income consumers?

C-D consumers pay more for risk-free, holistic solutions they value - What would it take to ensure our consumers get the full benefits we aim for?

Many consumers are aware of but don't trust product benefits – Should we reallocate marketing spend to BTL and direct sales to create trust rather than awareness?



DEBUNK

DEFINE

EXPLORE

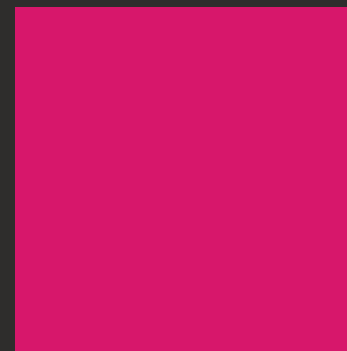
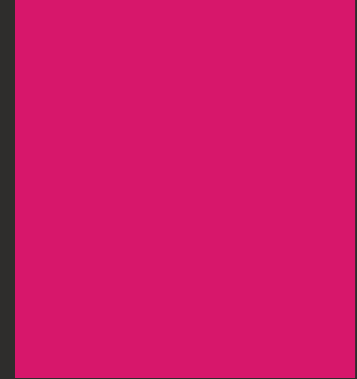
DELIVER

# DEFINE

OPPORTUNITY SELECTION TOOL



SELECTION TOOL ANALYSIS





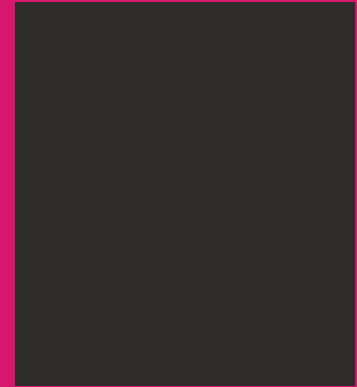
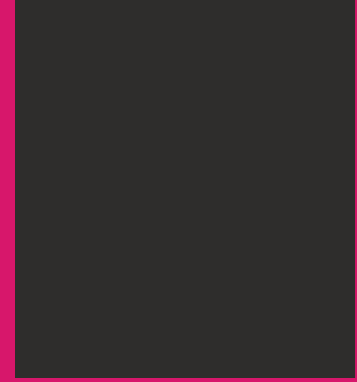
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DEFINE

EXPLORE

DELIVER

# DEFINE OPPORTUNITY SELECTION TOOL



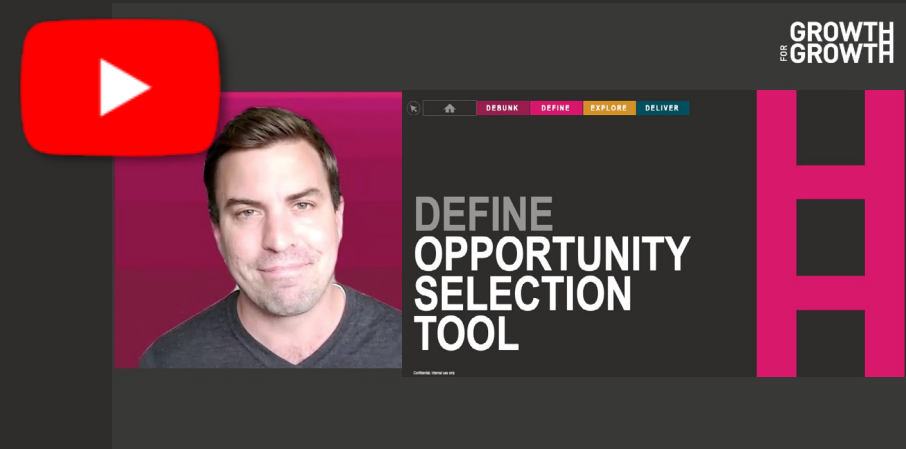
# OPPORTUNITY SELECTION TOOL

The **Opportunity Selection Tool** will help you to define the most likely product category and strategy to achieve Sustainable Impact at Scale (SIS)

Depending on the category penetration and existing consumption frequency of the products you are considering to fortify and commercialize, this tool will aid you by proposing the right **strategic approach** for your product, which will be one of the following:

1. Leverage existing reach and frequent purchase
2. Disrupt with new distribution model
3. Overhaul by leveraging consumption frequency tactics
4. Pilot and learn increased frequency models
5. Mainstream proven high-frequency model
- 3+5. Dramatically accelerate category emergence (overhaul + mainstream)

## Opportunity Selection Tool – Supporting Film



### INPUTS

Information you will need to get the most from this tool:

- Category penetration data
- Category market share
- Existing frequency of consumption (if available)

### OUTCOMES

Shortlisted categories and recommended strategies for SIS based on consumption frequency and expected nutritional/social benefits (not simply business rationale and existing consumption).



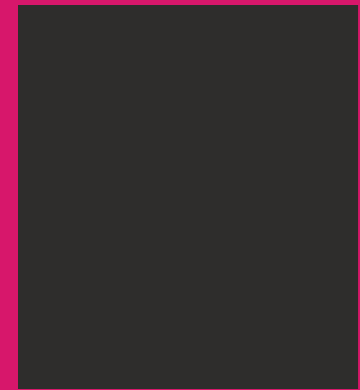
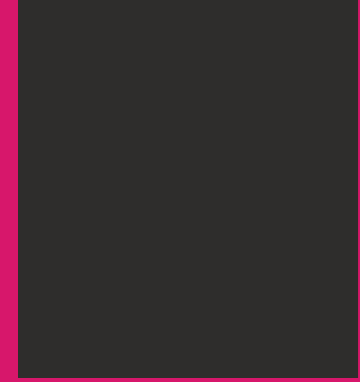
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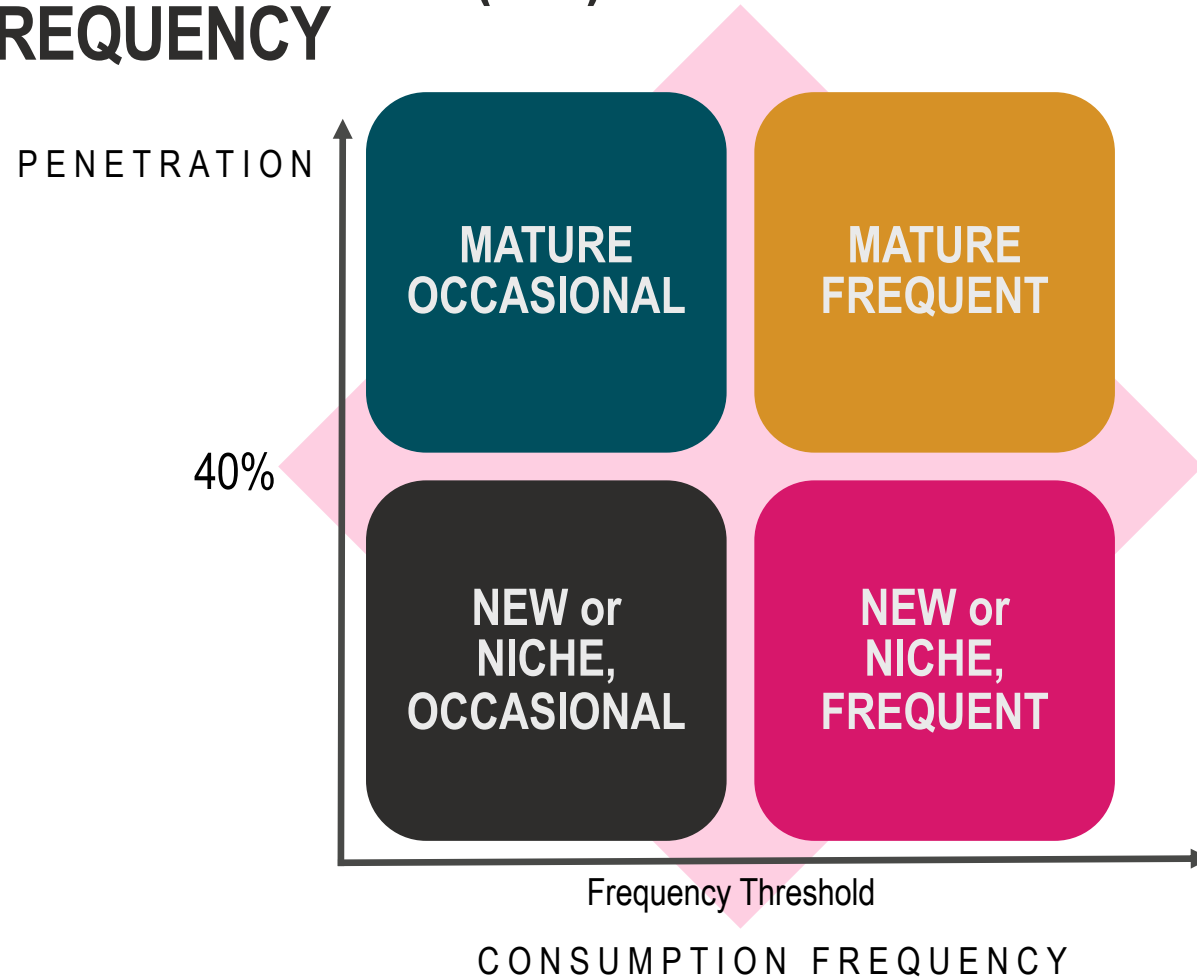
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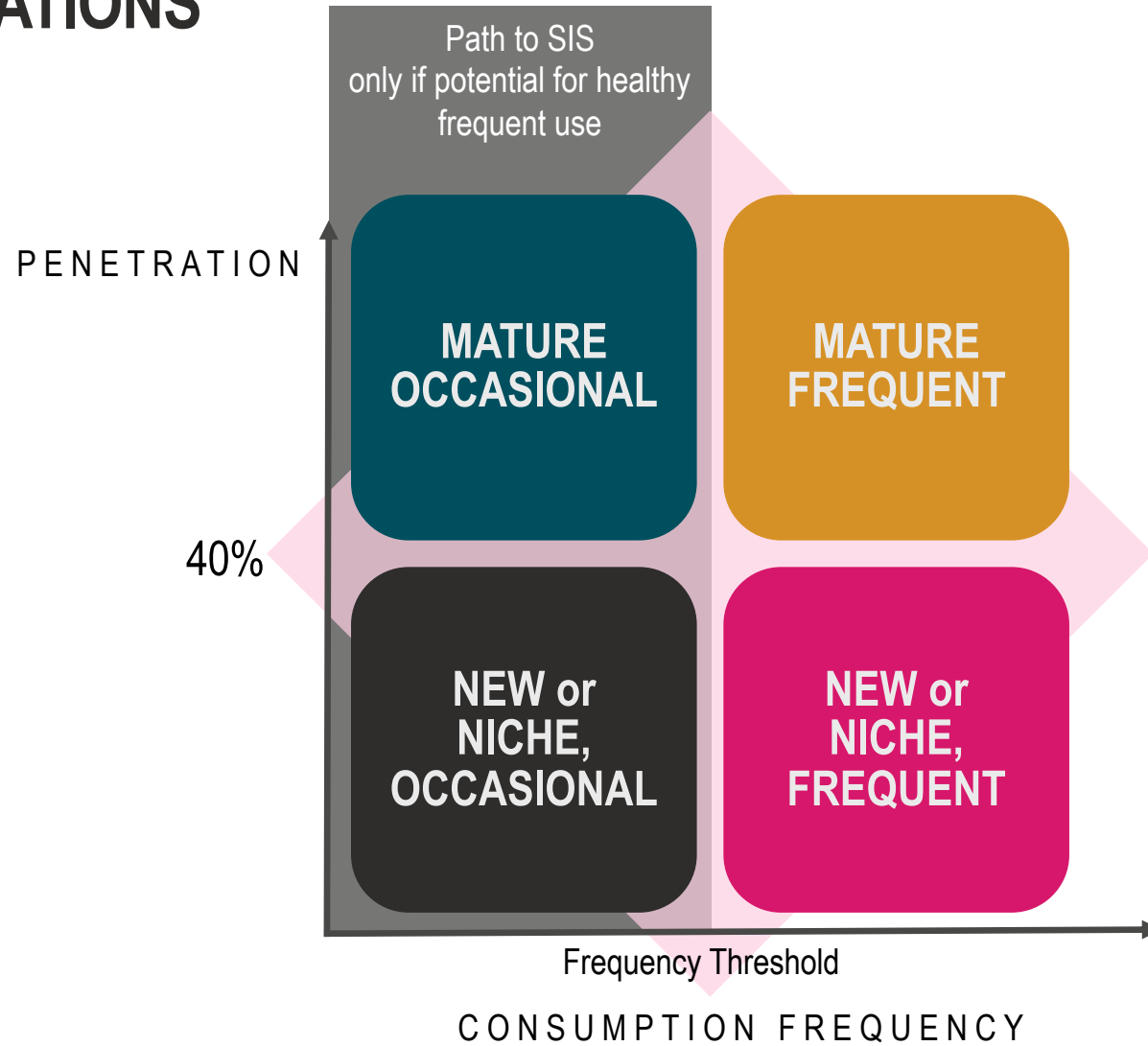
# DEFINE SELECTING PRODUCT CATEGORIES ANALYSIS



# 2 KEY DIMENSIONS TO CONSIDER WHEN CHOOSING PRODUCTS TO FORTIFY FOR SUSTAINABLE IMPACT AT SCALE (SIS): CATEGORY PENETRATION AND EXISTING CONSUMPTION FREQUENCY

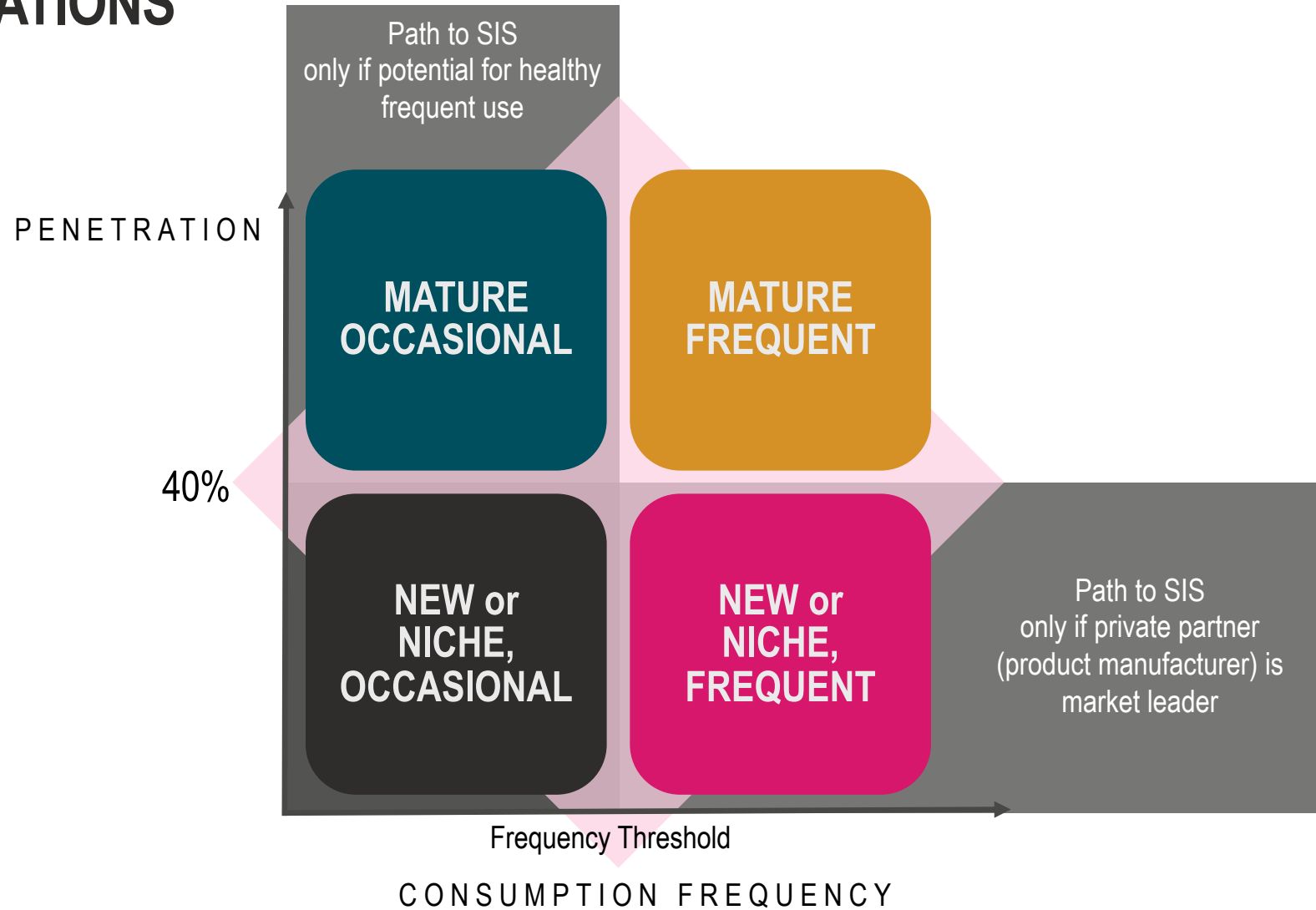


# CATEGORY SITUATIONS

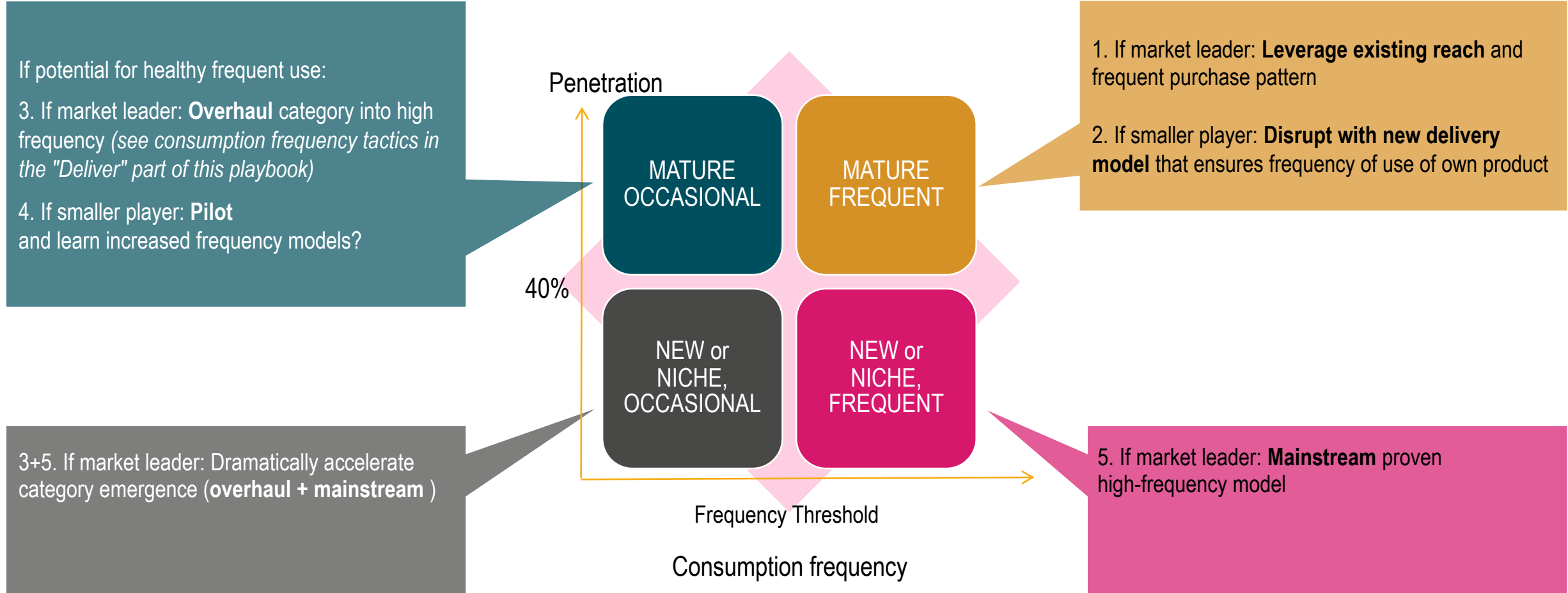




# CATEGORY SITUATIONS



# 6 POTENTIAL PATHS TO SIS



# THE BEST STRATEGY TO ACHIEVE IMPACT DEPENDS ON THE COMPANY MARKET SHARE, THE CATEGORY FREQUENCY & THE CATEGORY PENETRATION

Category penetration (><40%)	Category frequency (>< 3/week)	Company market share (><40%)	Strategic intent for partnership: Path to Sustainable Impact at Scale
HIGH => Mature market	HIGH => already frequent	HIGH	1. Leverage existing reach and frequent purchase pattern
		LOW	2. Disrupt with new distribution model that ensures frequency of use of own product
	LOW => only if potential for healthy frequent use	HIGH	3. Overhaul category into high frequency, working specifically on consumption frequency tactics ( <i>only if potential for frequent healthy use</i> )
		LOW	4. Pilot and learn increased frequency models (only if better placed players are not interested?)
LOW: New or niche market: Only if we work with leader	HIGH => Frequent	HIGH	5. Mainstream proven high-frequency model
	LOW => Small	HIGH	2+5. Dramatically accelerate category emergence (overhaul +scale) ( <i>only if potential for frequent healthy use</i> )

# 1 MATURE FREQUENT CATEGORY, LEADER: **LEVERAGE**

## STARTING POINT

As an incumbent that created the category a while ago, you still enjoy a dominant market share because an attribute of your business model makes copycats difficult (e.g., distribution advantage).

Your product has become a quasi staple deeply rooted in consumers' daily routine.

Your product is a perfect vehicle for SIS BUT you currently have no incentive to disrupt a model that works, and a lot to lose.

## STRATEGY

Leverage existing reach, brand and frequent purchase pattern with existing or new products.

Two possible paths to SIS:

1. Nutrition by stealth, if not too costly (or if regulation can create a level playing field for competitors) AND product is consumed by target group
2. If one or both conditions above are not met: New product (range expansion) leveraging strategic assets to reach our target population, with a business model and price point that covers the additional costs of fortification

## KEY QUESTIONS

- What is the best compromise between nutrition, taste and cost?
- Does a 'stealth' strategy allow you to reach your target users?
- Is your product already consumed by the target group?
- Can you absorb the extra cost of the optimum product? If not, could legislation/regulatory support on fortification help level the cost playing field with competitors? Who else might be willing to pay?
- Does a new or premium product strategy allow you to reach the target users?
- How to avoid cannibalisation of previous product and/or margin dilution from the new product?
- How to convince clients/consumers of a previously non-fortified, cheaper product to invest in premium product? What arguments beyond nutrition can work in the local context?
- How to ensure clients/consumers do not compromise on other 'good products' to buy the premium one (overall basket of goods not improving)?

## 2 MATURE FREQUENT CATEGORY, SMALLER PLAYER: **DISRUPT**

### STARTING POINT

A mature category deeply rooted in daily consumption habits. Low barriers to entry have allowed many (local) competitors to emerge.

There is pure price-based competition on basic products (low margin business) and some differentiated products with e.g. vast taste choices. Competitors battle on numeric distribution and merchandising to be always accessible and visible to consumers.

Clients/consumers are rarely loyal to a single brand in this category.

### STRATEGY

Disrupt with a radically different distribution model to lock-in consumers into frequency, leveraging your existing brand.

### KEY QUESTIONS

Do you have the desire/willingness/capabilities to build an entirely new distribution model?

Are you reaching the right audience? Can you fortify existing products or do you need to extend the product range? In that case, is there an underserved segment that you can capitalise on to create a new value proposition, with high enough volumes to justify the creation of a new distribution model?

Can you improve your value proposition/business model to simultaneously absorb the extra fortification costs of our products, increase consumption frequency of your existing clients, and switch competitors' clients to your brand?

- Packaging/product format e.g. bulk
- Distribution models e.g. direct distribution
- Sales mechanic e.g. loyalty schemes

How to run a large direct distribution model cost-efficiently while ensuring product quality and safety?

# 3 MATURE OCCASIONAL CATEGORY, LEADER: **OVERHAUL**

## STARTING POINT

As the incumbent that created the category a while ago, you still enjoy a dominant market share in your historic market, because an attribute of your business model makes copycats difficult (e.g. distribution advantage). There is an opportunity to leverage this category to create a frequent consumption behaviour for nutritious or beneficial products (obviously only if the category has the potential to become high frequency). This will, however, require an overhaul of the entire market and changing deeply-rooted existing consumption habits. This is thus a risky, long-term strategy.

## STRATEGY

Overhaul this category by enlisting opinion leaders and other supporters that can trigger massive behaviour change, leveraging your existing reach and brand.

## KEY QUESTIONS

Is it possible that this category becomes mainstream (high consumption frequency) in a timeframe that fits that of your objectives?

- Does the category answer a key unmet need/new trend (e.g. need for quicker, safer food on the go)?
- How many existing consumers and future consumers are expected, based on underlying trends?
- What is the timeframe of success?

If not, given local conditions, can you still develop pilots with interesting learnings to inform your agenda and/or motivate players in 1 and 3 to take action?

If initial category is an 'unhealthy one' (e.g. sweet or savoury snacks, instant soups) do you run the risk of displacing other better foods for this?

This is a high investment, long-term strategy. If you are creating an entire new healthy category, who can you get to co-fund it (e.g. government) and accelerate it (e.g. opinion leaders)?

# 4 MATURE OCCASIONAL CATEGORY, SMALLER PLAYER: PILOT & LEARN?

## STARTING POINT

You are likely in mature markets with high fragmentation. As a small player locally, you have limited chances to overhaul the category. Using this type of product or category as a test bed for innovation is a possibility, but it also raises the question of why not do it with products that have greater potential?

## STRATEGY

Pilot increasing consumption frequency strategies, for learnings/success to be reapplied/used to motivate other brands/portfolio leads.

## KEY QUESTIONS

Is it possible that this category becomes mainstream (high consumption frequency) in a timeframe that fits that of your project, unaided?

- Does the category answer a key unmet need/new trend (e.g. need for quicker, safer food on the go)?
- How many existing consumers and future consumers are expected, based on underlying trends?
- What is the timeframe of success?

If not, could you create a value proposition and business model with the potential to overhaul the entire category?

If not, given local conditions, can you still develop pilots with interesting learnings to inform your agenda and/or motivate other teams to take action? (e.g. with a new distribution model encouraging frequent consumption of your product?) Is this the most cost-efficient use of our resources?

# 5 EMERGING FREQUENT CATEGORY, LEADER: **MAINSTREAM**

## STARTING POINT

This is likely an emerging category that you have created and enjoy a dominant position. There is an opportunity to accelerate the growth and impact of this category that has already achieved frequent consumption behaviours among its first clients.

## STRATEGY

Accelerate growth of a proven model to make products mainstream, leveraging the rising brand and frequent purchase pattern.

## KEY QUESTIONS

Is it possible that this category becomes mainstream (outside of its current niche, for our target users) in a timeframe that fits that of your project?

- Does the category answer a key unmet need/new trend (e.g. need for quicker, safer food on the go)?
- What are its current barriers to scale? Can the project address those?
- How many existing consumers and future consumers are expected, based on underlying trends?
- What is the timeframe of success?

If initial category is an 'unhealthy one' (e.g. sweet or savoury snacks, instant soups) do you run the risk of displacing other better foods for this?



# 2+5: EMERGING OCCASIONAL CATEGORY, LEADER: OVERHAUL AND MAINSTREAM

## STARTING POINT

This is likely an emerging category that you have created and enjoy a dominant position. There is an opportunity to leverage this new category to create a frequent consumption behaviour for nutritious or beneficial products (obviously only if the category has the potential to become high frequency).

## STRATEGY

Dramatically accelerate the emergence of this category (and increase its frequency of use), by enlisting opinion leaders and other supporters, leveraging your rising brand.

## KEY QUESTIONS

Is it possible that this category becomes mainstream (high consumption frequency) in a timeframe that fits that of your project?

- Does the category answer a key unmet need/new trend (e.g. need for quicker, safer food on the go)?
- How many existing consumers and future consumers are expected, based on underlying trends?
- What is the timescale of success?

If not, given local conditions, can we still develop pilots with interesting learnings to inform our agenda and/or motivate players in 1 and 3 to take action?

If initial category is an 'unhealthy one' (e.g. sweet or savoury snacks, instant soups) do you run the risk of displacing other better foods for this?

This is a high investment, long-term strategy. If you are creating an entire new category, who may help you co-fund it (e.g., government) and accelerate it (e.g. opinion leaders)?



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# EXPLORE

CONSUMPTION FREQ. FRAMEWORK



PRIMARY RESEARCH GUIDE





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# EXPLORE CONSUMPTION FREQUENCY FRAMEWORK



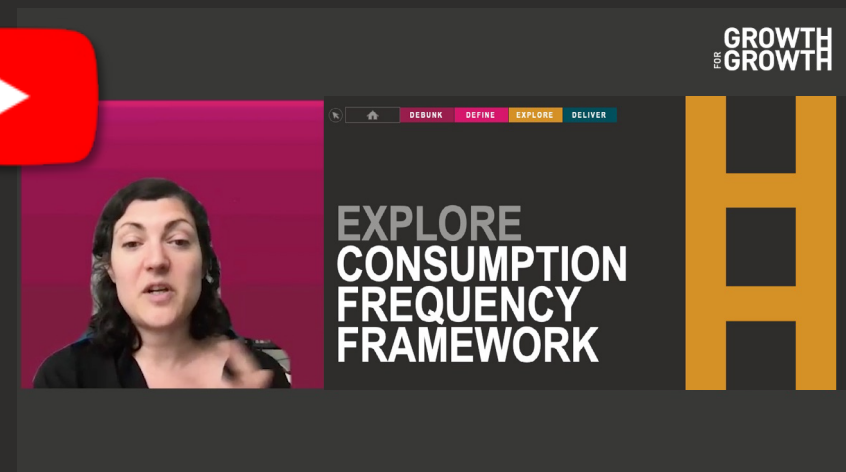
# CONSUMPTION FREQUENCY FRAMEWORK

The **Consumption Frequency Framework** has been developed to support the initiation and continuity of the desired consumption frequency, over time.

This framework outlines four consumption frequency objectives (below), which can be aligned to a shortlist of consumption frequency tactics (depending on your audience's existing awareness or consumption behaviour).

STAGE	DESIRED OUTCOME
1. <b>Successful First Trial:</b>	Our target audience is aware of the product or category.
2. <b>Frequent Consumption:</b>	Our target audience use the product or brand at a frequency required to make measurable impacts on their health and/or lifestyle.
3. <b>Loyal Consumption:</b>	Our target audience are using the brand or product at the desired frequency over a prolonged period of time to improve health/lifestyle outcomes.
4. <b>Business Sustainability:</b>	We have developed efficient, frugal mechanisms to reliably deliver on our value proposition, marketing strategy and distribution schemes while reaching lower income populations.

## Introducing the Consumption Frequency Framework



### HELPFUL INPUTS

- Existing levels of brand familiarity or product trial
- Existing levels of consumption frequency

### OUTCOMES

A shared understanding of your audience's stage of consumption frequency, with a shortlist of the most relevant consumption frequency tactics to deploy.

### SUCCESSFUL FIRST TRIAL

Our target audience is aware of the product or category. They see it as relevant to them and within their peer group, with few barriers to trial. Their first trial is positive.



### FREQUENT CONSUMPTION

Our target audience use the product or brand at a level of frequency required to make measurable impacts on their health and nutrition.



### LOYAL CONSUMPTION

Our target audience are using the brand or product at the desired frequency over a prolonged period of time to improve health outcomes.

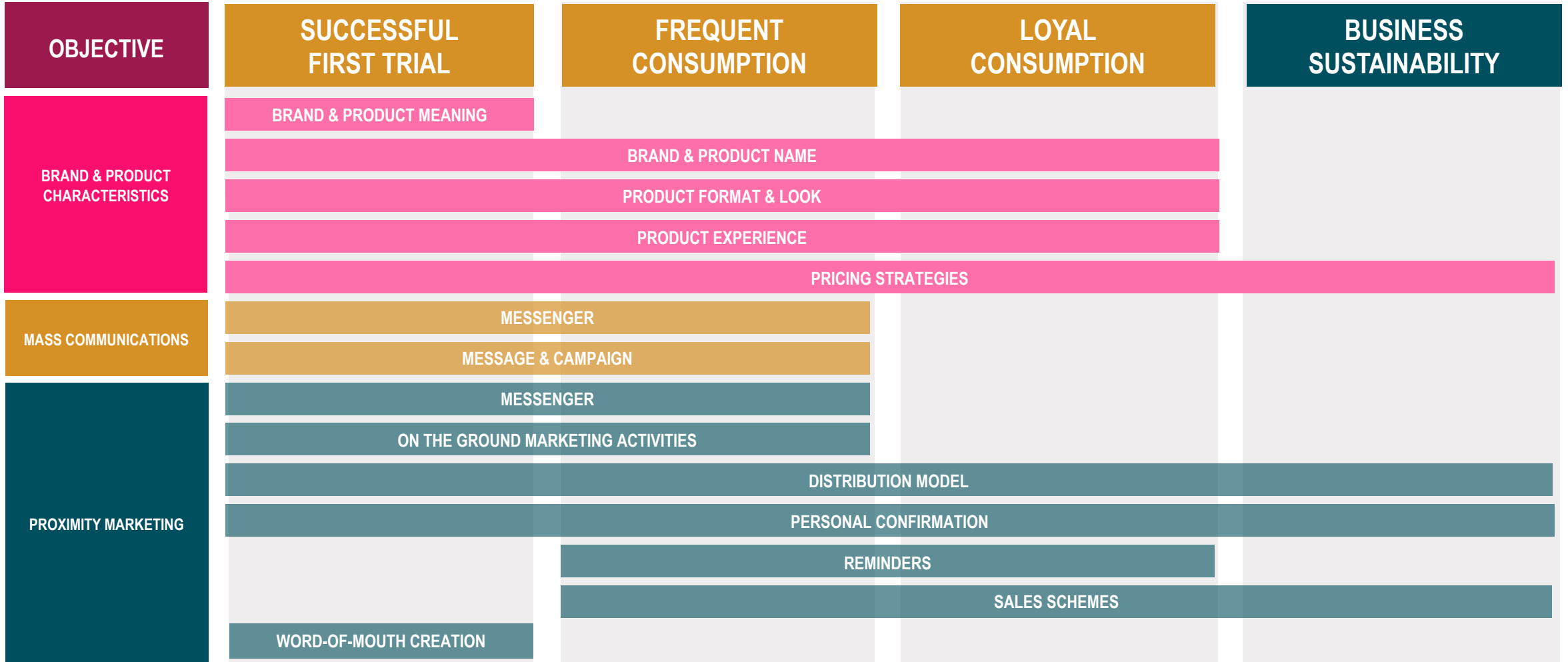


### BUSINESS SUSTAINABILITY

We have developed efficient, frugal mechanisms to reliably deliver on our value proposition, marketing strategy and distribution schemes while reaching lower income populations.



Prashanth Vishwanathan/Bloomberg via Getty Images





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# EXPLORE PRIMARY RESEARCH GUIDE



# PRIMARY RESEARCH GUIDE

The **Primary Research Guide** offers a series of research questions and observational opportunities aligned with the consumption frequency framework to help you unearth in-context insights that aid ideation.

The **Primary Research Guide** follows the key brand opportunities from the Consumption Frequency Framework:

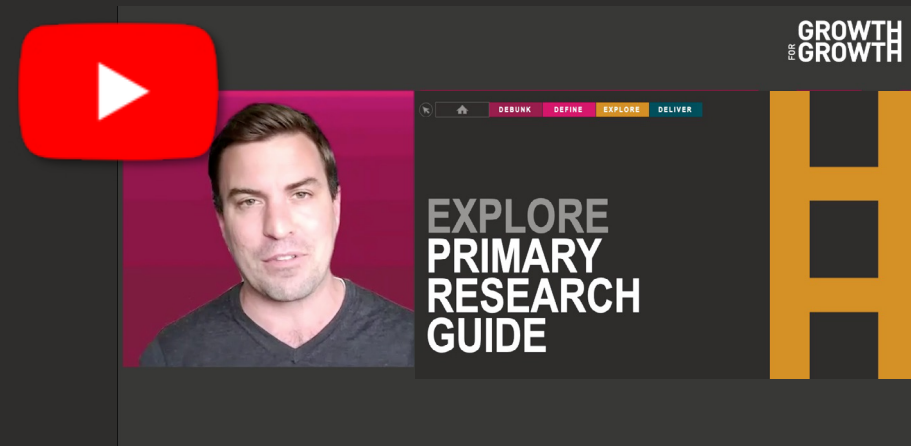
**BRAND & PRODUCT CHARACTERISTICS**

**MASS COMMUNICATIONS**

**PROXIMITY MARKETING**

**Please note** – The primary research guide is only a guide. It's not an exhaustive list of potential territories for exploration, nor does it recommend a specific research methodology.

## Primary Research Guide



### HELPFUL INPUTS

- Identification of your desired audience
- Identification of your intended product benefit / differentiator (nutritional benefit or otherwise)

### OUTCOMES

Culturally relevant insights to fuel creative ideation.



# BRAND & PRODUCT

TACTIC	RELEVANT RESEARCH QUESTIONS	RELEVANT RESEARCH OBSERVATIONS
BRAND & PRODUCT MEANING	<i>Are you aware of this brand? What does this brand mean to you?</i>	Is your target already consuming this brand/similar products?
BRAND & PRODUCT NAME	<i>What do you aspire to achieve through health and/or good nutrition? What other things provide you with these benefits? Do you associate the product name/brand with any of these benefits?</i>	Are there existing 'hacks' stories/myths surrounding health? How are people trying to achieve these benefits? What stories/myths might exist?
PRODUCT EXPERIENCE, FORMAT & LOOK	<i>What is preventing you from consuming/using this product more frequently (e.g. product too sticky, messy or hard to carry)? Why do you consume/use (the alternative you currently consume) more frequently?</i>	Are there other brands or products that address a recognised consumption opportunity, and that have unique/recognisable attribute? (e.g. a spoon included in the package for a dessert)
PRODUCT EXPERIENCE	<i>Are there other activities/behaviours that you typically do at the same time as the anticipated use/consumption occasion?</i>	What other behaviours are occurring consistently by your audience? What might be opportunities to 'bundle'? What does our audience already consume on a consistent basis?
PACKAGING PROMPTS & CUES	<i>How do you know when it's time to buy more of this product? Are there examples of other products that help you know when you need more? Do you see any way in which this product could help you do so?</i>	What packaging 'tricks' are other products using to prompt consumption (not necessarily in the same product category, but for products with the same buying frequency)?
PRODUCT OVERHAUL INTO FULL SOLUTION	<i>What problems are you trying to solve/goals are you trying to achieve when you buy this product or competing ones (satiety, strength, hygiene, quick eat-on-the-go, making kids happy, spending time with your family...)?</i>	What other consumption or other behaviours are happening during the consumption occasion that we could bundle with our product? What are the constraints that your clients are facing when looking to consume this product more regularly/ with the same quality, that could be alleviated through innovation (e.g., pain of grinding the coffee and cleaning the coffee filter => Nespresso)?
PRICING STRATEGIES	<i>How much are you already spending on similar products/solutions? In what quantities do you buy? Would a discount on quantity convince you to buy more or switch brands? What coin/note do you typically carry with you and spend for one meal/snack/purchase?</i>	What 'mental category' might our product fall into? What is the typical price point of comparable products? What are the local denominations? What is the standard pocket money/pending money?

# MASS COMMUNICATIONS

TACTIC	RELEVANT RESEARCH QUESTIONS	RELEVANT RESEARCH OBSERVATIONS
MESSENGER	<i>Who do you associate these (product benefits) with? Which known figure would you trust for advice on (health, nutrition, sanitation, etc)?</i>	Who does our target aspire to? Who do they appear to empathise with, trust and relate to (with regards to the aspirations that our product is set to solve)?
MESSAGE & CAMPAIGN	<i>What do you tell your children or friends about what they should eat/use? What do (target consumer group) need to eat or drink that might be different to others (i.e. I'm pregnant/lactating so I need iron...)? Was there an advertising/official message that made you buy something/change habits in the past? Why?</i>	What other brand/product messaging seems to be compelling for our target? What arguments do they use? What opportunities do they NOT leverage that we could use to differentiate our products in the market? What are community passions?

# PROXIMITY MARKETING

TACTIC	RELEVANT RESEARCH QUESTIONS	RELEVANT RESEARCH OBSERVATIONS
MESSENGER	<i>Who do you look for when seeking advice? Who are respected within your community? Who do you 'really' trust? Who do you look for when seeking advice when you're sick or pregnant/kids sick/exam etc? (how can we target explicitly for health + nutrition)</i>	Who does your target appear to respect? Who is influential within your audience's community? Who might be the most powerful influencers to drive appeal & action?
ON THE GROUND ACTIVITIES	<i>Is there a specific brand event that you remember or think worked? When and where and with who do you have time for XXX (related to the benefits we try to convey)? (What are your influence networks?)</i>	Where does the community congregate during the day? When do they have most time/morning/day/week? (is this in front of a shop/home/local areas) What key events bring people together – if possible linked to product benefits? What do people do when they have free time and get together?
PERSONAL CONFIRMATION	<i>What are the benefits that you feel from 'consumption behaviour/occasion'? How do you know it's working? What are other similar behaviours in your community? How do you know people do this? Are there examples of recent changes in the community (starting to watch a series, buying a sort of product)? How did you learn about it?</i>	What's the role of social media in providing in-peer awareness/social proof (WhatsApp etc)/Where does consumption/use occur? What existing products are consumed/visible within the community? What sorts of T-Shirts/bags are people wearing? What's their 'tribe'? What's the role of brand in these items.
REMINDERS	<i>Do you receive any messages from brands (social media/cell phone)? What do you think about them? Are there some that you like more than others? Are there some that you really don't like?</i>	What touchpoints might be available to remind your audience to purchase or consume? (mobile phone etc).
DISTRIBUTION MODEL	<i>Is there anything that gets distributed in the morning or later in the day that we might miss during the day? How might this change during the week/weekend/wet season/ winter?? How/why do you choose your vendor vs. others? (probe for role of gender). What inspires trust in one over another?</i>	What are existing distribution networks? Who is the delivery force? Is there a social network (for our target clients) that exists that could act as a distribution/communication channel?
SALES SCHEMES	<i>Which are the shops/places you buy regularly from? Which are the services you also buy regularly? Why do you go back to these same places? Do they give you anything special (purchase on credit, small gifts etc)? Do you have any loyalty cards? Are you part of any loyalty programmes? + Do you get any products delivered regularly, or benefit from any service regularly (e.g. beauty services)? Do you have any subscription cards? Do you subscribe to any products or services (even informally)?</i>	Do any existing loyalty or subscription programmes exist within the community (i.e. look at shop front etc – do they have special offers)? What appears to be successful for your target? + Are there existing subscription schemes (long-term commitment products) that your audience use? What makes these motivating for the audience? Is there anything else that your audience might be buying in a non-direct transaction (i.e. buying milk at the beginning of the week etc) – do they pay in advance or is there a credit system?
WORD-OF-MOUTH CREATION	<i>(See 'Messenger'+) Are there occasions where you have been given access to products early? What was the product and how did it make you feel? Are there any other examples of exclusive products within your community?</i>	Do any existing referral programmes exist within the community? Have limited roll-out campaigns occurred before? How did they perform?



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DEVELOPING TACTICS



BRAND & PRODUCT



MASS COMMUNICATIONS



PROXIMITY MARKETING





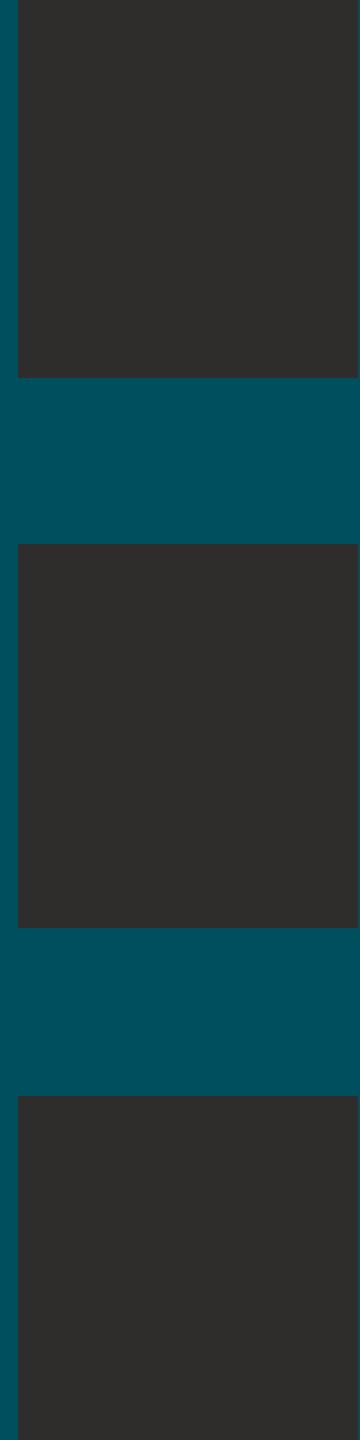
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# DELIVER DEVELOPING TACTICS



# DEVELOPING CONSUMPTION FREQUENCY TACTICS

The '**Library of Inspiration**' has been created to inspire innovation and creativity when developing marketing and behaviour change tactics across the three brand opportunities:

**1 BRAND & PRODUCT CHARACTERISTICS**

**2 MASS COMMUNICATIONS**

**3 PROXIMITY MARKETING**

The '**Library of Inspiration**' provides a series of provocations and best practice from the Growth for Growth network that can be used to provide additional inspiration for your Ideation sessions.

## INPUTS

- Research observations (supported by the Primary Research Guide).

## OUTCOMES

A shortlist of consumption frequency tactics, interventions and communication solutions for pilot and scale.

# EXAMPLES OF TACTICS IN ACTION: DANONE, FANPRIME BRAND & PACKAGING

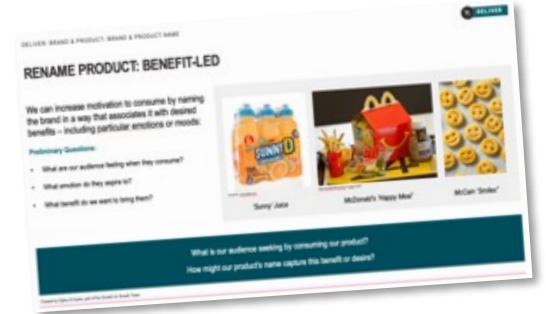


Concept only - prototype

“Daily Goodness for your Body”



Cue frequency in the Name/Claim



Rename Product: Benefit-Led



Make the benefits clear



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# DEVELOPING TACTICS BRAND & PRODUCT





# BRAND AND PRODUCT

STRATEGY	CONSUMER RESPONSE	BRAND RESPONSE
<b>BRAND MEANING</b>	<i>"I like what the brand stands for..."</i>	"We understand how this product fits in our brand strategy"
<b>BRAND &amp; PRODUCT NAME</b>	<i>"The brand and product name appeals to me and directs me how and when to use..."</i>	"The name resonates with our target market, and triggers consumption"
<b>PRODUCT FORMAT &amp; LOOK</b>	<i>"I like how the product tastes, looks and feels. It's a healthy product for me and my family"</i>	"We have designed the product to meet the consumer need and make it easier to consume at the right quantity and time for them"
<b>PRODUCT EXPERIENCE</b>	<i>"I enjoy the experience of preparing and consuming the product – I know it is good for me"</i>	"Our product experience reinforces its nutritional credentials, encouraging our consumer to consume more frequently"
<b>PRICING STRATEGIES</b>	<i>"The price of the product fits with my budget and perception of what this should cost"</i>	"The product is priced at a point that fits with our target market and enables consumption frequency"

# BRAND AND PRODUCT

STRATEGY	TACTIC	DESCRIPTION
BRAND MEANING	REFRAME THE BENEFITS	(Re)framing the product to reinforce motivation to consume
	RENAME THE PRODUCT (BENEFIT-LED)	(Re)naming the product to influence usage occasion and regularity, influencing consumption frequency
BRAND & PRODUCT NAME	RENAME THE PRODUCT (INGREDIENTS-LED)	
	RENAME THE PRODUCT (PRODUCTION-LED)	
	CUE FREQUENCY IN NAME/CLAIM	
PRODUCT FORMAT & LOOK	MAKE THE BENEFITS CLEAR	Reinforcing trust by illustrating the product benefits
	MAKE IT MOTIVATING (EMBED EXISTING VALUE)	Adding elements (that people already want)
	MAKE IT AUTOMATIC	Consuming our product as a 'default'
	VARIABLE REWARDS	Adding variability to boost motivation over time
	CHUNK IT DOWN	Breaking the product down to nudge consumption
PRODUCT EXPERIENCE	ENCOURAGE INVESTMENT	Encouraging an initial investment to commit our audience
	PERSONAL INVOLVEMENT	Enabling our consumers to make the product 'personal'
	MAKE IT A COMPLETE SOLUTION	Positioning as a critical step in an existing process
PRICING STRATEGIES	MAGIC NUMBER PRICING	Pricing our product to make it most accessible
	NON-LINEAR PRICING	Increasing consumer benefits with greater volumes
	BUNDLING INFERRED SAVINGS	Using bundles to reinforce value perceptions

# REFRAME THE BENEFITS

People respond differently to how information is framed.

We can increase motivation to consume/use by reframing our product's benefits in a way that resonates with our desired audience.

## Preliminary Questions:

- Why does our audience seek to eat healthy/nutritious food?
- What are they 'lacking' that our product can help them with?
- What do they think is already the secret to achieving this? Are there existing 'hacks'?

Art of Drawing / Alamy Stock Photo



Popeye helped to make spinach popular with children by standing for 'strength'



Australian bananas are reframed as 'Nature's Energy Snack'



Mushrooms are often reframed as 'Meat for Vegetarians'



Please search for **Australian Bananas Nature's Non-Stop Energy Snack video** on your browser

How might we reframe our product's benefits to meet the desires of our audience?  
 What analogies might we create to make our benefits clear?  
 What does our audience already associate with this benefit? Can we borrow from these cues?

## RENAME PRODUCT: BENEFIT-LED

We can increase motivation to consume by naming the brand in a way that associates it with desired benefits – including particular emotions or moods:

### Preliminary Questions:

- What are our audience feeling when they consume?
- What emotion do they aspire to?
- What benefit do we want to bring them?



Homank76 - stock.adobe.com

*'Sunny' Juice*



Emile Wamsteker/Bloomberg via Getty Images

*McDonald's 'Happy Meal'*



*McCain 'Smiles'*

What is our audience seeking by consuming our product?

How might our product's name capture this benefit or desire?

## RENAME PRODUCT: INGREDIENT-LED

We can increase the perceived benefits of our product by clearly communicating the authenticity of its ingredients.



Vincenzo de Bernardo - stock.adobe.com

'Corn' Flakes



Jon Le-Bon - stock.adobe.com

'Dairy Milk' Chocolate

What ingredients do our audience seek to eat healthy/nutritious food?

What ingredients in our product are desirable and/or otherwise scarce?

What ingredients are already associated with our desired benefit?

How might we name our product to showcase these ingredients?

# RENAME PRODUCT: PRODUCTION

We can increase authenticity and credibility by communicating our production method.

## Preliminary Questions:

- What method is used to create this product?
- Are there already positive associations with the existing production methods?



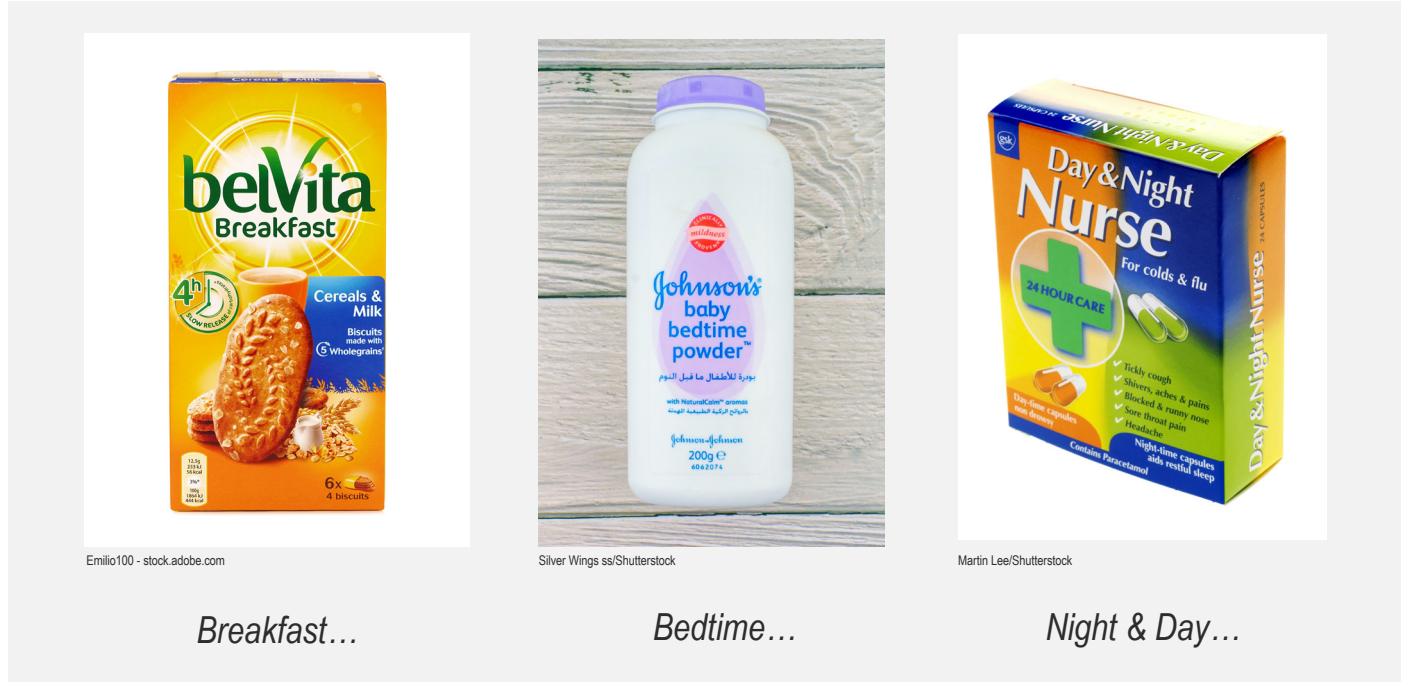
How might we select which production methods will resonate best?

What production claims can support the name of the product?

# CUE FREQUENCY IN NAME/CLAIM

Sometimes, a product can be named after a time or occasion that it's enjoyed within.

For example, before school, at breakfast time, enjoyed with friends, while studying, or even just before bedtime.



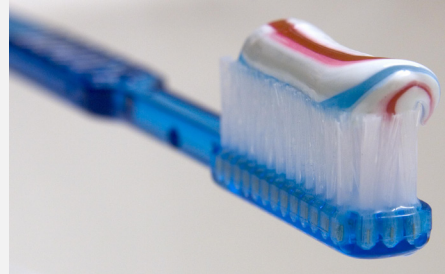
When do you think our target might consume this product?  
During what type of moment would they most enjoy it?  
What name would you give this product to encourage others to enjoy it at this time, too?

# MAKE THE BENEFITS CLEAR

## Seeing is believing!

By helping people see the benefits of our product, we can make it feel better to eat it or use it, and encourage others to enjoy it, too.

Similarly, we can build trust in our product by increasing the appearance of 'effort' and making our production more transparent.

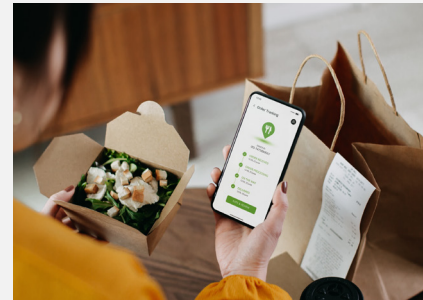


Saul Loeb/AFP via Getty Images



Stock image representation of "spinning beachball" icon - not from Apple

Apple uses a 'spinning beachball' icon to let us know it's 'thinking'



A delivery tracker visualises the process of cooking and delivery, enhancing the perceived 'labour'

How could we use colour differently in our product to show it is full of benefits?  
How can we use different shapes to help other people believe the product's promise?  
How might we make it easier for people to see, appreciate and believe our 'active ingredients'?



# MAKE IT MOTIVATING: EMBED EXISTING VALUE

By adding elements (that people already want) into the product, we can boost motivation to consume.

These additions can be communicated as visible salient motivators (see 'Hope Soap') or highlighted as the key benefit in consumer-facing communications (see 'Tootsie Roll Pops').



Stock image. Not from campaign.

**Hope Soap** places a small toy inside their soap bar to encourage children to wash their hands properly.



Melissam/Shutterstock

**Tootsie Roll Pops** launched a series of ads in the 1970s asking 'How many licks does it take to get to the Tootsie Roll centre of a Tootsie Pop?'



Walter Cicchetti - stock.adobe.com

**Cornetto** maintain the enjoyment of their ice cream to the very last bite by having chocolate in the bottom of their cones.



Please search for **Hope Soap a bright future for kids in Blikkiesdorp video** on your browser

What is already motivating for our audience? How might we embed this into our product?  
 What types of motivating additions might make sense for our product?  
 How might we make this a part of the product experience?

## MAKE IT AUTOMATIC

We have a tendency to go with pre-set options to avoid making an active choice, as this requires less effort.

Because of this, we can design our product to enable our desired behaviour, naturally.



**Chalk Sticks** embedded soap particles into children's chalk, so when they washed their hands, they cleaned more thoroughly without noticing.



Watch the **Chalk Sticks** case study [here](#).

How would we make it 'natural' for our audience to consume this every day?

What might our audience 'add' our product to every day?

In what instances might our audience consume something similar without thinking about it?

# VARIABLE REWARDS

Because we crave predictability, variable rewards force us to search endlessly for reinforcement.

As a result, creating an element of surprise or an unexpected reward can often help people enjoy a product more and want it more frequently.



Walter Cicchetti/Shutterstock



Jarretera - stock.adobe.com

What kind of surprise do you think would excite your audience?  
How might we create this variable reward with your product? What would you change every time?  
Is there any way the product could taste or feel different every time you eat it/use it?

# CHUNK IT DOWN

Small and discrete tasks are far less daunting than big 'clumped' ones.

By 'chunking' our product experience, we can boost motivation (it doesn't feel like a significant consumption), remove confusion while also providing purchase and consumption 'anchors' (e.g. how many should be consumed at any one time – see Duracell).



Providing a sense of progress by chunking using colour led to 21% more completions (Source, Ogilvy).



All Photo - stock.adobe.com

By 'chunking' its packaging, Duracell cues how many batteries are likely to be used at any time.

How might we 'chunk' our product/product portions down to make them feel more accessible or purchasable?

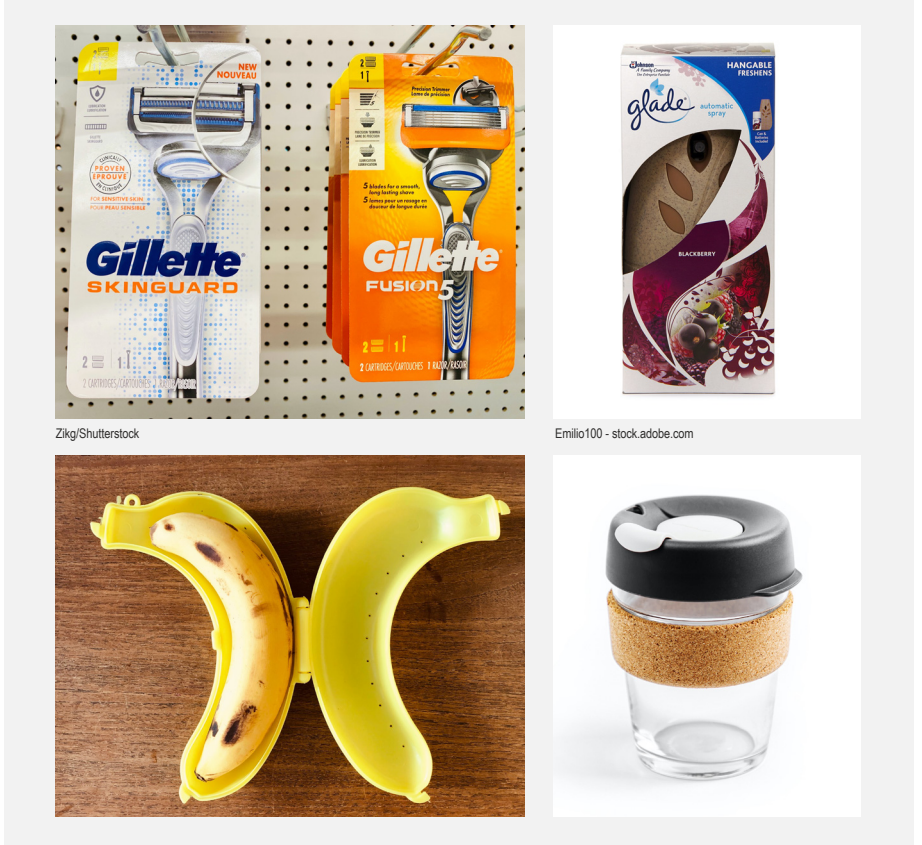
What design cues might we use to 'nudge' a certain frequency of consumption or purchase quantity? (colour/design/form)

How might we motivate continued behaviour by providing a sense of change or progress?

# ENCOURAGE INVESTMENT

By encouraging a higher immediate investment (or outlay) initially, we can commit our audience into a longer-term relationship (this could be consumer or vendor).

This might include creating a product with specific compatible refills or add-ons.



How might we make the consumption of our product more enjoyable/unique?

What could we produce that ensures people only consume our product?

How might we make a particular utility that only works with our product?

# PERSONAL INVOLVEMENT

The more involved we are in something, the more we value the final product (this is often known as the IKEA effect).

Because of this, creating extra work for consumers (like Betty Crocker asking someone to add an egg) can be an effective strategy, reinforcing a product's perceived value.

In addition, people enjoy things more when they've been able to give them a 'personal touch' or enjoy it in their own unique way.



Dvirago - stock.adobe.com

Betty Crocker famously reengaged their audience by encouraging people to 'add an egg'

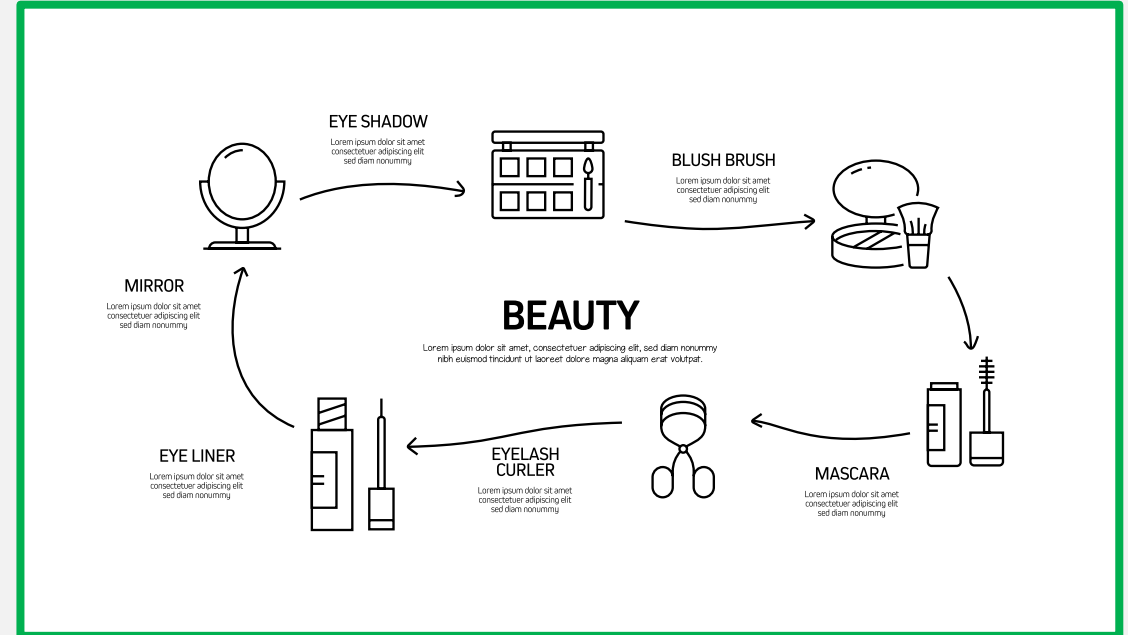


By enhancing engagement, we can increase perceived value.

How might our audience enjoy this product in their own way? How might they interact with it?  
 What personal ritual might help people enjoy it more? (What's our Oreo "twist, lick, dunk"?)  
 What else might people eat/drink it with?

# A COMPLETE SOLUTION

By positioning our product within a sequential process, the product becomes a necessary part of a routine that creates an entire solution.



Make-up and skincare routines are great examples of how different types of products become seen as a necessary part of a day-to-day routine.

How might we integrate our products into existing dietary habits and routines?  
 How might we position our products as part of a broader health solution?  
 What else would we create to help our product 'own' this occasion?

## MAGIC NUMBER PRICING

Pricing our product at a 'magic' number makes it most accessible.

By aligning product pricing with a salient, relevant and accessible monetary amount, we ensure that the price is accessible for frequent purchase by consumers. This could be influenced by local denominations, e.g. if a child gets 10 rupees a week pocket money.



Pasir Kachroo/Nurphoto via Getty Images

What is a relevant 'price point' or denomination for our product?  
How might we change the product-mix to enable it to meet this magic price?  
What would make this price point feel even easier?



# NON-LINEAR PRICING

Non-linear pricing refers to any kind of price structure in which a non-linear relationship exists between the price and quantity of goods.

In general, non-linear pricing leads to price bundles with lower 'per-unit' pricing, encouraging people to purchase higher volumes at a cheaper price.



\*"more everyday cheeses" by Diane Duane is licensed under cc by-nc 2.0

<b>4 pack</b>	<b>8 pack</b>	<b>12 pack</b>
<b>£1.50</b>	<b>£2.74</b>	<b>£2</b>
<b>(£18.75 per kg)</b>	<b>(£17.13 per kg)</b>	<b>(£8.33 per kg)</b>

Non-linear pricing introduces a set of variables wherein the cheapest option no longer feels like the best value. In such instances, people are incentivised to purchase at greater quantities than they normally would.

How might we lower the unit cost the more units that are sold?  
 How else might we increase the perceived benefit for higher purchase volumes?  
 How might we encourage 'social purchases' (i.e. collective purchasing) through non-linear pricing?

## BUNDLING INFERRED SAVINGS EFFECT

By taking multiple discrete purchases and packaging them all together under a single price tag, brands are able to reduce the 'pain of paying' experienced by consumers.

Interestingly, it has been found that people value bundling (and the avoidance of multiple individual purchases it affords) so much so that they can be willing to pay a significantly greater sum than if they were paying by unit. There is known as a bundling inferred savings effect.



Jeffrey Greenberg/Education Images/Universal Images Group via Getty Images

Food hampers and meal deals are popular ways of bundling products together for one convenient price.

What other products might we complement to make an attractive 'bundle'?

How might we make multiple units appear as one valuable 'bundle'?



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# DEVELOPING TACTICS MASS COMMUNICATIONS



# MASS COMMUNICATIONS

	CONSUMER RESPONSE	BRAND RESPONSE
MESSENGER	<i>"I trust, respect and believe the people who recommend the product to me"</i>	<i>"We know who our consumers respect and look up to"</i>
MESSAGE & CAMPAIGN	<i>"I am motivated by the product messaging"</i>	<i>"Our product message appeals to the aspirations of our consumers and shapes consumption frequency"</i>

# MASS COMMUNICATIONS

	STRATEGY	DESCRIPTION
<b>MESSENGER</b>	AUTHORITY FIGURES	Reinforcing trust by illustrating the product benefits
	FAMOUS FACES	Adding elements (that people already want)
	PEOPLE LIKE ME	Consuming our product as a 'default'
	CONVERT COMMUNICATORS	Adding variability to boost motivation over time
	INVOLVE THE FAMILY	Involving the family in delivering the message
<b>PRODUCT EXPERIENCE</b>	ANCHOR CONSUMPTION	Anchoring consumption to boost frequency or volume
	CREATE A SOCIAL NORM	Making frequent consumption seem 'normal'
	VERBAL FAMILIARITY	Normalising consumption by creating a language
	PROVIDE SALIENT FEEDBACK	Reinforcing consumption through salient feedback
	MAKE THE RISKS MORE CONCRETE	Removing the abstraction from the risks or non-consumption
	BORROW FROM EXISTING ASSOCIATIONS	Using existing associations to increase emotional salience
	EXPERIENCE THE CONSEQUENCES	Giving people a taste of the risks to boost motivation
	USE THE RIGHT MOMENT	Landing a message at an opportune time for impact
	CHANGE THE METRIC	Reframing existing metrics to re-engage emotions
	LINK TO FUTURE SELVES	Transporting the audience to a future state
	CREATE A TARGET	Providing the audience with a consumption challenge
	ILLUSTRATE AND REWARD PROGRESS	Helping people feel like they're already on the journey
	USE COMMITMENT DEVICES	Helping people to commit to frequent consumption behaviours

# MASS COMMUNICATIONS

	STRATEGY	DESCRIPTION
<b>MESSAGE &amp; CAMPAIGN</b>	BABY STEPS	Make the task feel easier by 'chunking' into smaller tasks
	BEHAVIOURAL BUNDLING	Coupling product consumption with an existing frequent behaviour
	CONNECT TO A TRADITION	Integrating consumption within familiar or traditional behaviours
	THREATEN SOCIAL STATUS	Making the undesirable behaviour seem a threat to status
	CONSEQUENCES FOR LOVED ONES	Triggering 'regret' by illustrating the impact to family
	LEVERAGE EXISTING BRAND ASSOCIATIONS	Borrowing from existing brand associations to drive consumption

## AUTHORITY FIGURES

People tend to value the opinions of people who are viewed as experts on the subject.

By using a messenger with perceived authority, people may be more likely to trust and follow their advice.

**Oral-B** uses dentists as messengers in many of its communications.



Grzegorz Czapski/Shutterstock

How might we use authority figures in an accessible way in our communications?  
What experts would be most relevant to our product and recognisable to our audience?  
How might we use visual cues to make it easy to recognise authority figures as *experts*?

## FAMOUS FACES

A popular and likeable celebrity can be used to encourage people to transfer their positive view of the celebrity to the product.

It also can help to heighten awareness and encourage broader appeal.



Aspirational packaging

Which relevant celebrities might help us convey brand trust?

How might we use influential messengers to make better nutrition choices more acceptable, cool or desirable?

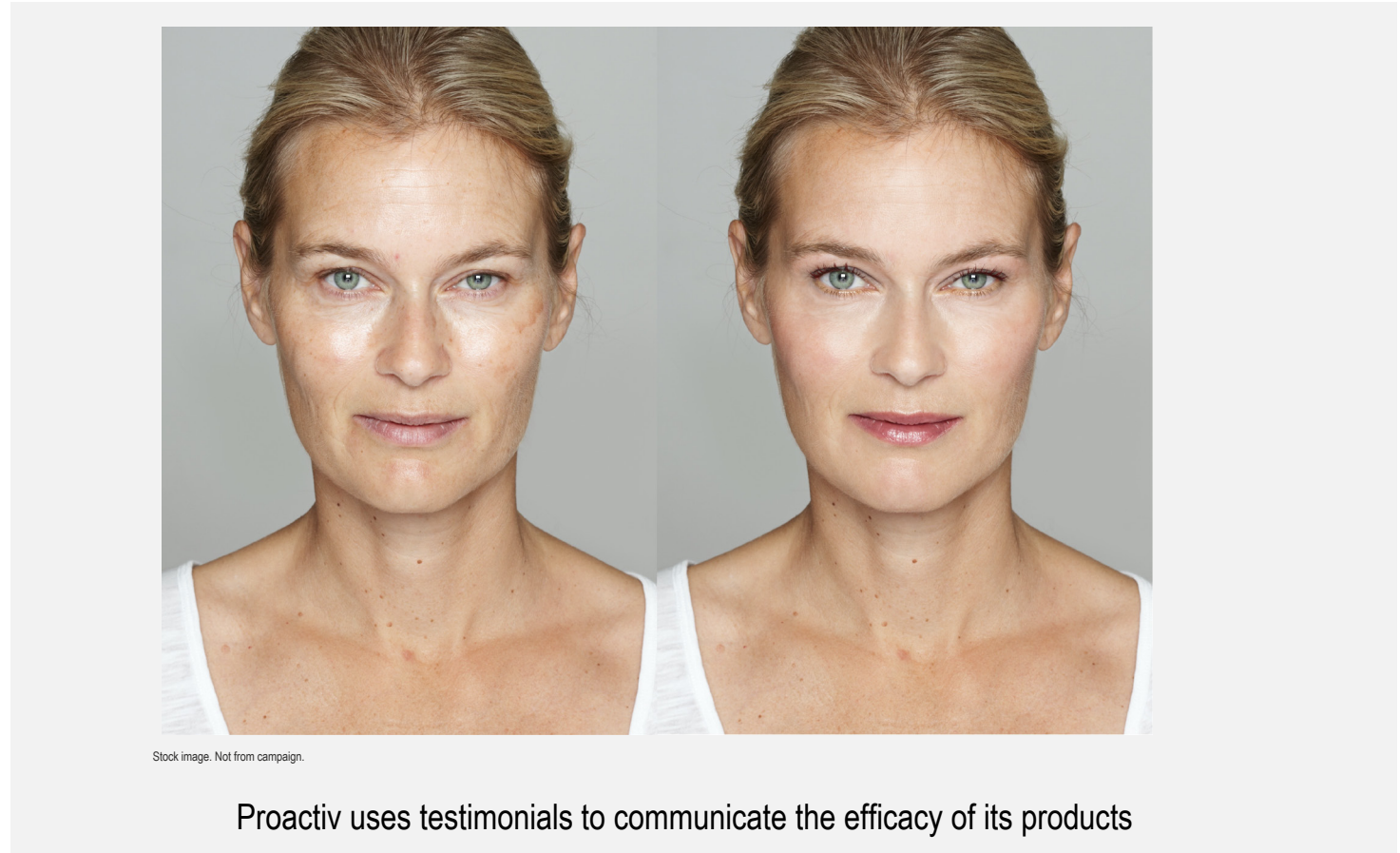
How might we embed desired nutrition behaviours into the culture of the nation through socially popular communications channels?



## PEOPLE LIKE ME

Testimonials from our audience's peer group can encourage them to act.

Using individuals in our communication that the audience identifies with can also help to make them feel like the product is meant for them, making them view it more favourably.

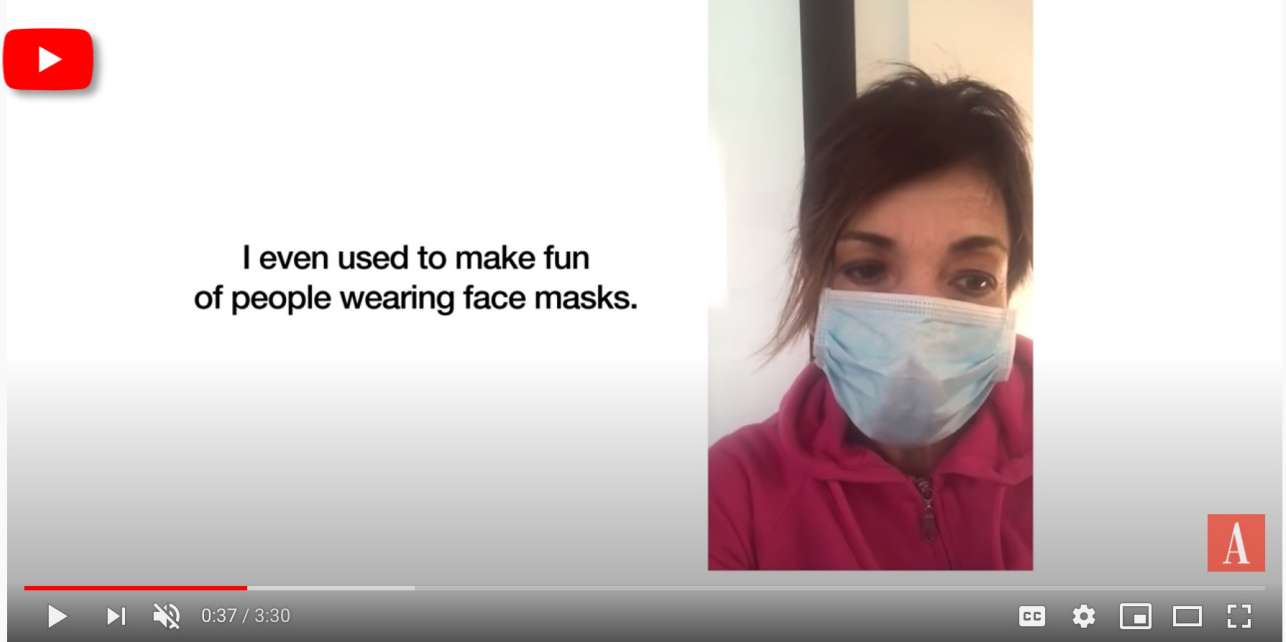


Who does our audience *identify* with?  
How might we use real customers in our communications?  
What real stories would resonate with our audience?

# CONVERT COMMUNICATOR

Convert communicators are often perceived as credible sources because they are arguing against their own previously held attitudes and behaviours.

This is typically an audience that is relatable for our clients, yet has changed their perception from one that is 'negative' to one that is 'positive'. As a result, they can provide persuasive testimonials .



I even used to make fun of people wearing face masks.

The Atlantic. (2020, March 16). Urgent messages from Italians in Coronavirus Quarantine. [Video File]

People who did not worry about COVID-19 but who later either got ill, or caused someone else to get ill, became powerful convert communicators.

Watch the case study [here](#).

Who might have previously dismissed our offer that is now a fan?  
Who might have changed their mind about the benefits of our product or service?  
How can we provide a platform for these individuals to share their story?

## INVOLVE THE FAMILY

Family members can be important messengers, especially for children.

By working to 'link' the child's behaviour with the parent's behaviour we can help to reinforce it.



In Indonesia, 7 out of 10 children suffer from teeth cavities due to a lack of proper oral hygiene. Pepsodent targeted children by encouraging parents to be their children's 'guide' when brushing their teeth, making teeth brushing together a habit both morning and night.

How might we use family members as messengers to change the nutrition behaviours of children?  
How might we make positive nutrition behaviours feel more social within the family unit?  
How might we use family members, or others with social influence, to create positive habit loops?

# ANCHOR CONSUMPTION

By setting an aspirational consumption anchor (i.e. a recommended consumption or purchase limitation) we can then work to increase purchase and consumption volumes/frequency.



An **'Eat 5 A Day'** campaign anchors people to consume multiple pieces of fruit and vegetables a day (even if people don't reach five).



DarrenEngland/Allsport

**Weet-Bix** anchored consumption by referencing a famous cricket player's daily serves.



Dmitry Feoklistov/TASS via Getty Images. Stock image only. Not from campaign.

**KFC** reinforced a quantity anchor for their \$1 Chips promotion – "MAXIMUM OF 4 PER CUSTOMER". This tactic led to a 56% increase in total chip sales.



Please search for **Weet-Bix Stats Brett Lee video** on your browser

What anchor might guide consumption?

How might we anchor on our product variants? A different flavour each day of the week?

How might we set an appropriate motivational challenge to encourage consumption? 'Can you eat X 5 days a week?'

How might we include a recommended quantity or limit to encourage appropriate consumption?

## CREATE A SOCIAL NORM

Showing that many (especially people the audience relates to) are using a product, we can encourage others to follow suit.

Highlighting the number of people who are behaving a certain way encourages us to do the same.



David Willis / Alamy Stock Photo

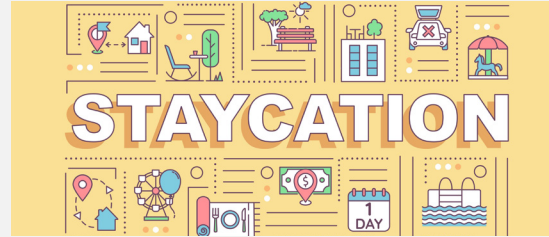
Take your litter home with you –  
**Others do!**

How might we frame our communications to make the desired usage seem common?  
How might we make consuming our product feel like it's already the 'normal' or 'done' thing?  
How might we use visual queues to show how many people already like or use the product?

## VERBAL FAMILIARITY

By getting people talking about the product or intervention within the community, we can normalise its consumption and increase acceptance.

The Sapir-Whorf hypothesis states that when a new behaviour is given a name, we are more likely to remember it.



Creating a new term or acronym can also reinforce perceptions of in-peer group approval (this is known as the Sapir-Whorf hypothesis).



Kyodo News Stills via Getty Images

Use slang or common tongue: McDonald's Australia embraced common vernacular/slang 'Maccas' in their advertising and branding.



Watch the **McDonald's** advert [here](#).

What could we call the behaviour of consuming our product (can we make it a verb)?  
 Might we give the specific time or moment of consumption a new name?  
 What 'nickname' might we give the product to make it feel more familiar and commonplace?

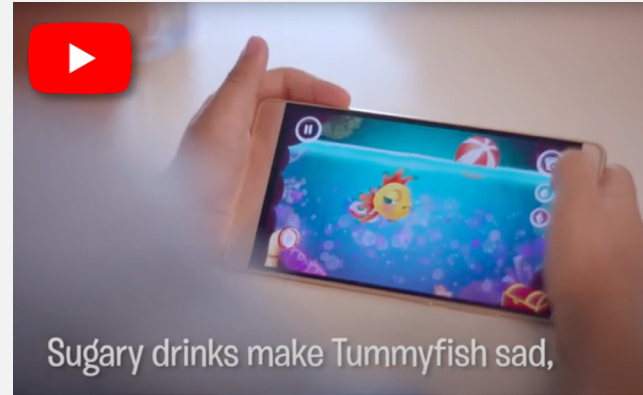
# PROVIDE SALIENT FEEDBACK

The human brain loves feedback.

By providing people with a sense of feedback before, during or after consumption, we can boost their enjoyment and increase their motivation to continue.



Nutri'zaza organises free weekly weigh ins for babies to show rapid weight gain once they eat its fortified porridge  
*Source: Hystra*



Sugary drinks make Tummyfish sad,



Watch the **Tummy Fish** campaign [here](#).



Repeated tests have illustrated that 'Driver Feedback' signs slow speeders down up to 80% of the time (with typical reductions 10-20%)

How might we provide our audience with a sense of positive feedback for consuming?

How might we make our audience *feel* stronger or healthier straight away?

How might our packaging help our audience know when it's the right time to consume?

How might we demonstrate the health impacts of poor nutritional impacts of other products in a visually salient way?

# MAKE RISKS MORE CONCRETE

We find it difficult to think about the long-term consequences of our behaviours, especially when the results are not visible. These abstract risks are not as easy to understand.

There are a range of tactics that can be used such as making invisible threats visible and personifying the risks.



Stock image. Not from campaign.



Please search for **Take Care Out There NIVEA Sun UK** video on your browser

**Comparison:** Nivea Sun UK visualised a comparison, using UV lens versus normal view to tangibly visualise our exposure to the sun.



Mike Ford / Alamy Stock Photo

'Concretising' sugar in tangible ways (cubes of sugar).

How might we create a character to represent the long-term risks or implications of bad nutrition?  
 How might we create a story demonstrating the unlikely but severe outcomes that poor nutrition can have?  
 How might we signal that damage, while invisible, is still damage?  
 How might we connect nutrition to health outcomes in novel and personally relevant ways?



## BORROW FROM EXISTING ASSOCIATIONS

We can use existing associations to help people understand dangers more easily.

- Negative consequences can be made more impactful by comparing them to dangers the audience commonly understands and can transfer existing negative attitudes.
- Similarly, unexpected comparisons can encourage the viewer to think twice about their behaviour as they try to resolve the dissonance between their expectations and the new information.



Kathy Dewitt / Alamy Stock Photo

Smoking is a well known risk factor for cancer; however, obesity is not. **Cancer Research UK** ran a controversial campaign which borrowed the visual language from smoking to highlight the risks associated with obesity.

How might we liken good nutrition to other, more obviously beneficial or easily achievable behaviours?  
 How might we liken bad nutrition to other behaviours that people definitely make the effort to avoid?  
 What well understood risks might be an appropriate comparison for poor nutrition?  
 How might we shock the viewer to capture their attention? (following with a clear CTA)

# EXPERIENCE THE CONSEQUENCES

Our memories are heavily influenced by sensory experiences.

Using the full range of sight, smell, touch and sound can make the message and experience more memorable.



Olivier Mornin/AFP via Getty Images

A wine was created to simulate the taste of a Bordeaux grown in 2050 given the current climate and weather predictions from global warming. The unpleasant taste and experience brings to life the consequences of global warming.



Please search for **AJE Bordeaux 2050 Case Study video** on your browser

How might we help people understand the long-term effect of good nutrition in a way that appeals to their senses?  
How might we help people 'feel' or 'experience' the negative difference in the future if their behaviour doesn't change?

## USE THE RIGHT MOMENT

The risks of poor nutrition/lifestyles, such as early mortality or poor quality of life, can often seem too far in the future for people to appreciate what it would actually be like, and thus to take preventative action today.

Using moments when people are most receptive to convey messages on the future consequences of poor nutrition can encourage them to act today.



Stock image. Not from campaign.

The **'Premature Ending'** campaign by Iris London makes the risks of early mortality from smoking more relatable for smokers by inserting special 'The End' pages into Kindle and physical books at the 85% point, to highlight the lowered life expectancy that smokers can expect to have.

This gives a sense of what it would like be if the story of your life ended abruptly before it should, just like the story in the book.

The campaign resulted in a 283% increase in calls to Quitline.

How might we deliver our message when people are most likely to be impacted?  
 How might we draw parallels to other salient examples in order to help people relate to their future?  
 How might we shock or surprise people into considering the future consequences of poor nutrition/activity?

## CHANGE THE METRIC

Nutritional metrics tend to focus on the product (e.g. vitamins or fat content), as opposed to what that means for the individual (e.g. energy or shortened life expectancy).

Stock image. Not from campaign.



Stock image. Not from campaign.



**‘Slow is Better’** campaign by the Elm Grove Police Department in Wisconsin USA, which highlights the individualised health consequences of speeding instead of displaying the traditional metric of current speed.

When triggered by cars driving faster than 25mph, the sign shows the average number of days in a hospital bed (“46 Days in a Hospital Bed”) which would result from a crash, to encourage safer driving practices.

How might we illustrate the immediate benefits of good nutrition?  
 How might we make the consequences of inaction personally relevant?  
 How might we convert fortification into more relevant metrics?

## LINK TO FUTURE SELVES

By making the impact of today's decisions on our future selves more relatable, we can encourage people to overcome our natural bias towards the present and make better choices for the future.

- We prefer short-term rewards over long term ones, even when the long term pay off is greater.
- We have a 'psychological gap' between our 'current selves' and 'future selves', meaning we prioritise decisions that will benefit our current selves and deprioritise decisions that will benefit our future selves.



Stock image. Not from campaign.

Merrill Edge's 'Face Retirement' digital experience shows you in real time how your face will look in the near and far future, making your future self more mentally accessible and less abstract. By bringing to life what people will look like, that psychological divide is bridged and people subsequently save more for retirement.

How might we transport our audience to their future?  
 How might we illustrate the consequence of inaction in the long term?  
 How might we make the consequences of inaction personally relevant?  
 How might we pose a more concrete and positive future vision to motivate positive behaviour?

## CREATE A TARGET

The more specific, concrete and tangible a target or goal is, the more driven people typically are to achieve it.

'Better nutrition' can be vague and general, which makes it difficult for it to drive sustained behaviour change. By breaking up this general objective into tangible and achievable everyday targets, we can encourage people to hit those targets each day.



'5 A Day' campaigns run in many different countries, encouraging people to consume at least five portions of fruit and vegetables each day. Setting a concrete daily goal of 5 pieces of fruit & veg provides people with a specific and tangible target, making 'healthier eating' feel easier and more achievable than with no target at all, or with an overly optimistic target.



Dimas Ardian/Bloomberg via Getty Images

Pepsodent toothpaste in Indonesia provides the clear target of 'brushing teeth twice a day for two weeks', in order to get people into the habit and allow them to see the whitening effects on their teeth when they brush regularly.

What challenge might we set our audience?

How might we chunk up the overarching aim of better nutrition into smaller achievable sub-goals?

How might we set specific, concrete, tangible nutrition goals for people to achieve?

How might we increase people's sense of accomplishment with nutrition every day?

# ILLUSTRATE & REWARD PROGRESS

The closer we think we are to completing a goal, the more we try to achieve it. This is often known as the 'Goal Gradient' effect.

Rewarding people for the small steps they take can give a sense of progress and encourage them to continue and act each day.



For example, customers who receive a 12-stamp coffee card with two pre-existing 'bonus' stamps complete the 10 required purchases faster than customers who receive a 'regular' 10-stamp card.



Stock image. Not from campaign.


In partnership with Disney and Sport England, the Department of Health and Social Care's '10 Minute Shake-up' campaign encouraged children to be active every day by making exercise a game, increasing the sense of fun and utilising the goal gradient effect to encourage them to exercise every day.

How might we provide people with a sense of progress?  
 How might we make people feel that they're already on the path to health and feeling good?  
 How might we make our product feel like the 'final stage' of an existing journey?  
 How might we show people the positive progress they are making each day?

## USE COMMITMENT DEVICES


The greater the consequences of failing, the more motivated people are to follow through on their commitment.

Public commitments are particularly powerful as failing can cause reputational damage.



Stock image. Not from campaign.

An example is stickK - a website that allows people to make a public commitment to a goal. They can set referees (such as their friend or boss) and choose penalties for not achieving the goal (such as donating to a cause they care about or even one they despise).

 Please search for **Got a Goal? Nudge yourself stickK video** on your browser

How might we help users commit to good nutrition?  
How might we help users be accountable to their goals?  
How might we share progress among friends and family?



# BABY STEPS

We can chunk down the ask to make the big task (of changing eating habits) feel more achievable which can make it feel less daunting and encourage people to try.

This is particularly useful when approaching a significant long-term objective.



Stock image. Not from campaign.

Intermarché launched a dessert series, which featured the same product containing progressively smaller amounts of sugar. As consumers acclimate to lower levels of sweetness, the step-wise difference is small.



The idea of 'pennies a day' is far easier to digest than a lump sum, making it seem more manageable.



Please search for **2016 Sugar Detox Intermarché video** on your browser

How might we chunk the ask into tiny, manageable nutritional goals or aims?  
 How might we create products that 'wean' people into positive nutrition/behaviours?  
 How might we re-frame better nutrition so that certain positive decisions now feel like no-brainers?

# BEHAVIOURAL BUNDLING

By aligning one behaviour to a regular, timely established habit, that behaviour is easier to remember and carry out.

Changes in time, pre-existing behaviours and occasions often provide great cues for behavioural change.



Malcolm Haines / Alamy Stock Photo

*Change your clocks,  
change your batteries*



Please search for **Fire kills On your Child's Life video** on your browser

What is a behaviour that already exists that we can 'tap into'?  
How might we link consumption to established, high frequency moments?

## CONNECT TO A TRADITION

Integrating a new behaviour into a familiar one can make it feel meaningful and helps to give it a role to play in the community.



Stock image. Not from campaign.

In Afghanistan, everyday health services are inconsistent and difficult to track. Given that most vaccines must be scheduled over the first few years of a child's life, record-keeping is critical. Instead of trying to get mums to hold onto paper hospital records – which are hard to understand and easy to lose – the Immunity Charm builds on the existing tradition of talismanic bracelets meant to keep evil spirits away from children. With every vaccination, the doctors add the corresponding bead to the bracelet. A reminder of the baby's immunisation history, worn by the baby.



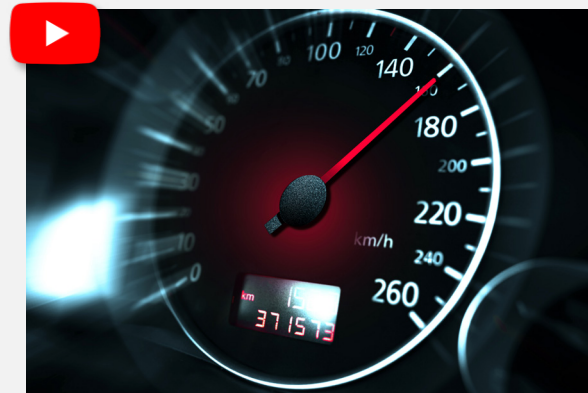
Search for the **Immunity Charm** case study online.

How might we link consumption of the product to a relevant cultural tradition?  
How might we track the consumption of the product using a commonly-owned item?

# THREATEN SOCIAL STATUS

We are driven to protect our social status. By making a behaviour seem socially inappropriate, those doing it can be encouraged to change.

By emphasising the threats to people's social image, social standing or status, which may result from poor nutrition/ behaviours, we can increase the likelihood that they will take positive action.



Stock image. Not from campaign.

A Speeding campaign emphasised the risk to drivers' social image if they speed – by highlighting that people (especially those you are trying to impress) will think poorly of you.



Stock image. Not from campaign.

A Colgate campaign by Y&R Brazil, uses photos in which a serious physical deformation – such as having 6 fingers, or the appearance of a phantom hand on the shoulder – is initially overlooked due to the salience of having food in one's teeth. Please search for "Colgate Photoshop Disasters" to view the campaign.



Please search for **Speeding No one thinks big of you video** on your browser

How might we emphasise the social risks or negative social consequences which result from poor nutrition decisions?  
 How might we highlight other social downsides to poor nutrition other than poor health, such as changes to social status?

## SHOW THE CONSEQUENCES FOR LOVED ONES

By showing the impact that poor nutritional/lifestyle choices can have on our loved ones, we can drive people to act to avoid that regret.

We have a strong aversion to regret and typically act to minimise the chance of post-decision remorse.



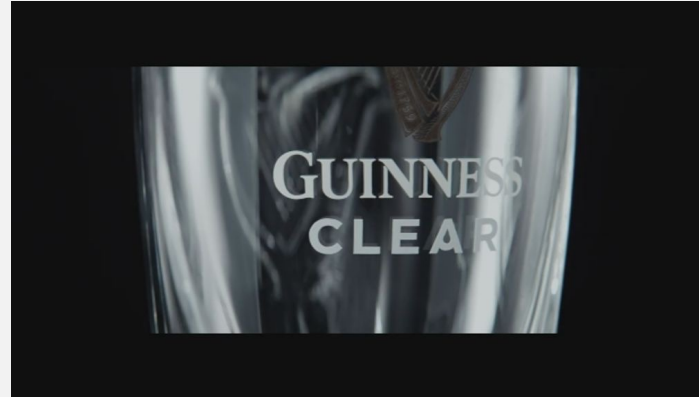
Stock image. Not from campaign.

**NSW Rural Fire Services'** fire preparation campaign tugs on people's heartstrings by getting them to consider the consequences for their family and loved ones if they fail to make a plan for a potential bush fire. Bringing to life, in a highly visceral way, the potentially devastating consequences that could occur if they don't act now.

How might we show people in an emotional way that it's better to be safe rather than sorry when it comes to nutrition?  
How might we 'tug' on people's heartstrings by using family, children and loved ones to demonstrate the impacts of their poor nutrition?

## LEVERAGE EXISTING BRAND ASSOCIATIONS

Borrowing from well-loved brands can help to transfer some of their positive associations to a new product or behaviour, utilising the 'halo effect'.



Watch **Guinness Clear** [here](#).(age restricted video)

'**Guinness Clear**' is a visual campaign in which water is described as if it were a great new product from Guinness, using the same visual identity that we would expect from a Guinness ad. In a humorous way, the campaign re-frames water away from a boring alternative to real drinks, to a highly desirable drink with many amazing qualities just like Guinness itself.

How might we use popular and credible brands to promote nutrition?  
 How might we borrow from attractive/unhealthy food cues to deliver our nutritional products?  
 How might we frame tempting but undernourished foods as the enemy?



DEBUNK

DEFINE

EXPLORE

DELIVER

# DEVELOPING TACTICS PROXIMITY



# PROXIMITY MARKETING

STRATEGY	CONSUMER RESPONSE	BRAND RESPONSE
MESSENGER	<i>"I trust and respect the people who recommend the product to me"</i>	"We know who our consumers respect and look up to"
ON THE GROUND ACTIVITIES	<i>"I have seen the product demonstrated – I've even been able to taste it"</i>	"We have an 'on the ground' programme including a sampling, demonstrations and user testimonials"
PERSONAL CONFIRMATION	<i>"I have seen my friends with the product. I believe it's good for me and my family"</i>	"The product is normalised across peer groups. We ensure that people are comfortable with, and rewarded by, the product"
REMINDERS	<i>"I have seen the advertising and keep seeing it. Sometimes I'm reminded to eat"</i>	"We have a messaging programme using people who are looked up to and channels that frequent"
DISTRIBUTION MODEL	<i>"The product is easy to access and purchase"</i>	"The product effectively reaches all target populations"
SALES SCHEMES	<i>"When I buy the product, I can get rewards"</i>	"We have programmes to attract repeat and long-term business"
WORD-OF-MOUTH CREATION	<i>"I've heard good things about this product. The people I hear it from, I trust"</i>	"We have a strategy to target key influencers and limit product launch to boost exclusivity"



# PROXIMITY MARKETING

STRATEGY	TACTIC	DESCRIPTION
MESSENGER	MESSENGER	The messenger can often be more powerful than the message
ON THE GROUND ACTIVITIES	PRODUCT DEMONSTRATION	Demonstrating product usage to build confidence
	COMMUNITY COMPETITION	Linking consumption to group or community activities to fuel interest
PERSONAL CONFIRMATION	VISIBLE CONSUMPTION	Reinforcing 'peer consumption' through visible indicators
	CREATE A SOCIAL NORM	Providing peers with visible cues to reinforce consumption norms
REMINDERS	CONSISTENT REMINDERS	Timely consumption reminders via easily accessible channels
DISTRIBUTION MODEL	DOOR-TO-DOOR DISTRIBUTION	Building demand and loyalty through door-to-door sales
	STREET VENDOR MODEL	Providing convenient access at points of high traffic
	RETAILER INCENTIVES	Incentivising retailers to sell the product and avoiding 'stock outs'
SALES SCHEMES	REWARDING LOYALTY	Rewarding loyalty with goal-oriented programmes
	SUBSCRIPTION SCHEMES	Establishing subscription schemes to increase convenience
WORD-OF-MOUTH CREATION	REFERRAL PROGRAMMES	Incentivising customers to bring others to the brand
	STRATEGIC EARLY ADOPTER	Targeting customer segments to drive product awareness
	SCARCE ROLL-OUT	Limiting the availability of initial trial to reinforce exclusivity

# MESSENGER

Sometimes ‘who’ delivers information is more powerful than the information itself. Within the local community, consider:

### Social Connections

- Husbands
- Parents
- Children (current)
- Children (future)
- Friends/Neighbours/Colleagues
- Religious leaders
- Communities leaders

### Influencers

- Local celebrities
- Desirable members of society
- Successful parents

### Authorities

- Native Medicine Doctors
- General Hospital Doctor
- GP
- Pharmacist



Stock image. Not from campaign.



Search for DFID: Braids not AIDS: hairdressers tackle HIV in Zimbabwe case study online.

An innovative programme in Zimbabwe trained 1,500 hairdressers to give advice on safe sex and the benefits of using female condoms. In a male dominated culture, the hairdresser is a trusted messenger, easily accessible, who has the time and authority to educate her customers.

Who does our audience respect or relate to?  
 Who would they see as an authority?  
 How might we encourage trusted messengers to act as spokespeople or provide testimonials?  
 How might we engage our messengers in a novel or unexpected way?

# PRODUCT DEMONSTRATION

Product demonstration at a local level can be important when building confidence, while establishing correct usage patterns and habits.



How might we illustrate the benefits of our product in a way that the entire community can experience?  
What demonstration might dramatise the benefits most clearly?  
How might we make the benefits of our product 'concrete' & 'tangible' for people to see?

# COMMUNITY COMPETITIONS

Linking consumption to a group activity or collaboration can help fuel interest in a brand and spark new ways of interacting with it.



Nutrifaso in Burkina Faso organises 'Good Mother Prizes' for mothers that follow health recommendations for their baby (including complementary fortified feeding).

Source: Hystra, *Marketing nutrition for the BoP*



Vivi Ramadhani/Shutterstock Images / Stock image only. Not from Walt Disney World.

In Walt Disney World, some holidaymakers will come purely to scavenge 'Hidden Mickeys' around the parks.

How might we link our products to group activities?  
How might we make our products a talking point within communities?  
What competition might we set people to engage with our product more frequently?

# VISIBLE CONSUMPTION

We behave according to what we believe others around us are doing.

This is a form of social norming which can have a strong influence on consumption behaviour.



Michael S. Lewis via Getty Images

An example of creating visibility and perceived adoption of a product would be half full condom dispensers in university bars. This suggests that it is 'secretly' being consumed within the peer group.



Red Bull increased 'visibility' of usage by emptying out hundreds of used Red Bull cans outside of popular late night venues in the US.

What 'evidence' would show that other people (like our audience) are consuming?  
 What might we leave behind?  
 What might we take away to show that others have been there before?

## CREATE A SOCIAL SIGNAL

By providing our audience with visible cues (through the product or its packaging) we can create a social norm and encourage further consumption.



Kyodo News via Getty Images

Apple created a powerful social norm when they made their 'visible' white headphones



Badges and bracelets help 'signal' norms and individual beliefs.

How might we help to 'signal' status or virtue?  
What element of our 'product mix' might stand out to make consumption more conspicuous?  
What additional elements might we add to our product to enable signaling?

# CONSISTENT REMINDERS

By utilising reminder mechanisms within the core product or accessible channels, we can maximise adherence to the optimal consumption pattern.

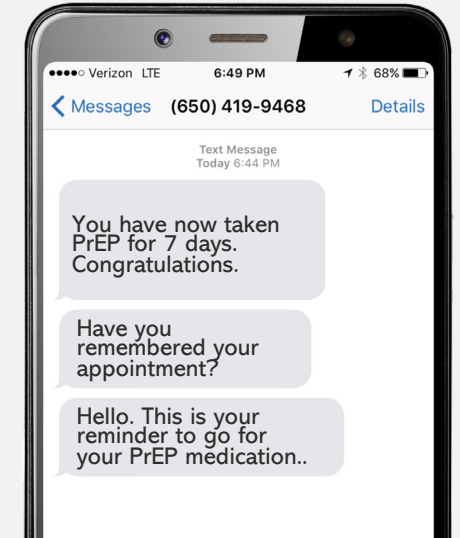
By providing our audience with gamified/interesting/motivating messages, we can help them remember to repeat the desired behaviour.



Nutri'zaza delivers warm fortified porridge daily at breakfast time in Antananarivo's lower income areas, helping create a habit of daily consumption for local children  
(Source: Hystra, *Marketing nutrition for the BoP*)

## Text Reminders for HIV Medication in Kenya

Weekly reminders improved the rate of drug adherence to 53% from a baseline of 40% (Source: Thinkplace)



What channel is readily accessible by our audience?  
How might we prompt consumption in a timely manner?  
How might we ensure that our message remains motivating and relevant?

# DOOR-TO-DOOR DISTRIBUTION

In urban markets, door-to-door sales can create demand and build client loyalty. This can be implemented by leveraging pre-existing and trusted networks (caveat – these rarely exist) or by hiring specialised teams to develop specific markets and grow territories.

- Door to door increases convenience and act as consumption triggers.
- This convenience is valued enough to accelerate adoption (or justify a price premium).
- Ready-to-eat options also ensure quick adoption.



**BRANDED DOOR TO DOOR**  
(Nutri'zaza, Danone. Semilla)

Children eat on average 18 Koba Aina meals per month. 17% of children in the delivery area eat more than 25 per month.



**3<sup>rd</sup> PARTY DOOR TO DOOR**  
(e.g. Naandi Water)

Rs 3 at the plant, Rs 5-15 home delivered: People are ready to pay 2-5 times the on-site price for home delivery.

Source: Hystra, *Marketing nutrition for the BoP*

Who is the most appropriate sales force?  
 Are there existing door-to-door deliveries being received by our client? Can we partner?  
 What 'product mix' would be most appropriate to ensure frequency and perceived value?  
 What equipment or assets are required to deliver our product in the most convenient and attractive way?



# STREET VENDOR MODEL

Street vendors provide convenient access to products whether at local markets or key points of foot traffic.

Distributing products where consumers regularly pass acts as a trigger for purchase and consumption, as well as giving high visibility to products. Street vendors can also act as powerful product messengers.



Gabriel Perez / Contributor via Getty Images

Where are areas of high foot traffic?

How might we engage with existing vendors who have high visibility?

What 'product mix' would be most appropriate to ensure frequency and perceived value?

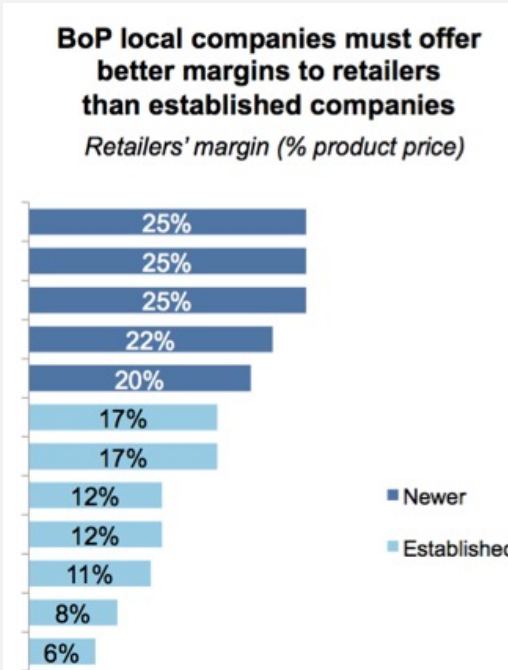
What equipment or assets are required to deliver our product in the most convenient and attractive way?

# RETAILER INCENTIVES

In rural and mature markets, traditional retail is the most cost-efficient distribution channel. By providing retailer incentives we can ensure our product is constantly available.

Incentivising retailers should aim at both pushing the product and avoiding stock outs.

## Margin:



Source: Hystra, Marketing nutrition for the BoP

## Reinforcement:

### Shelf display material



### Incentives & Loyalty Programmes



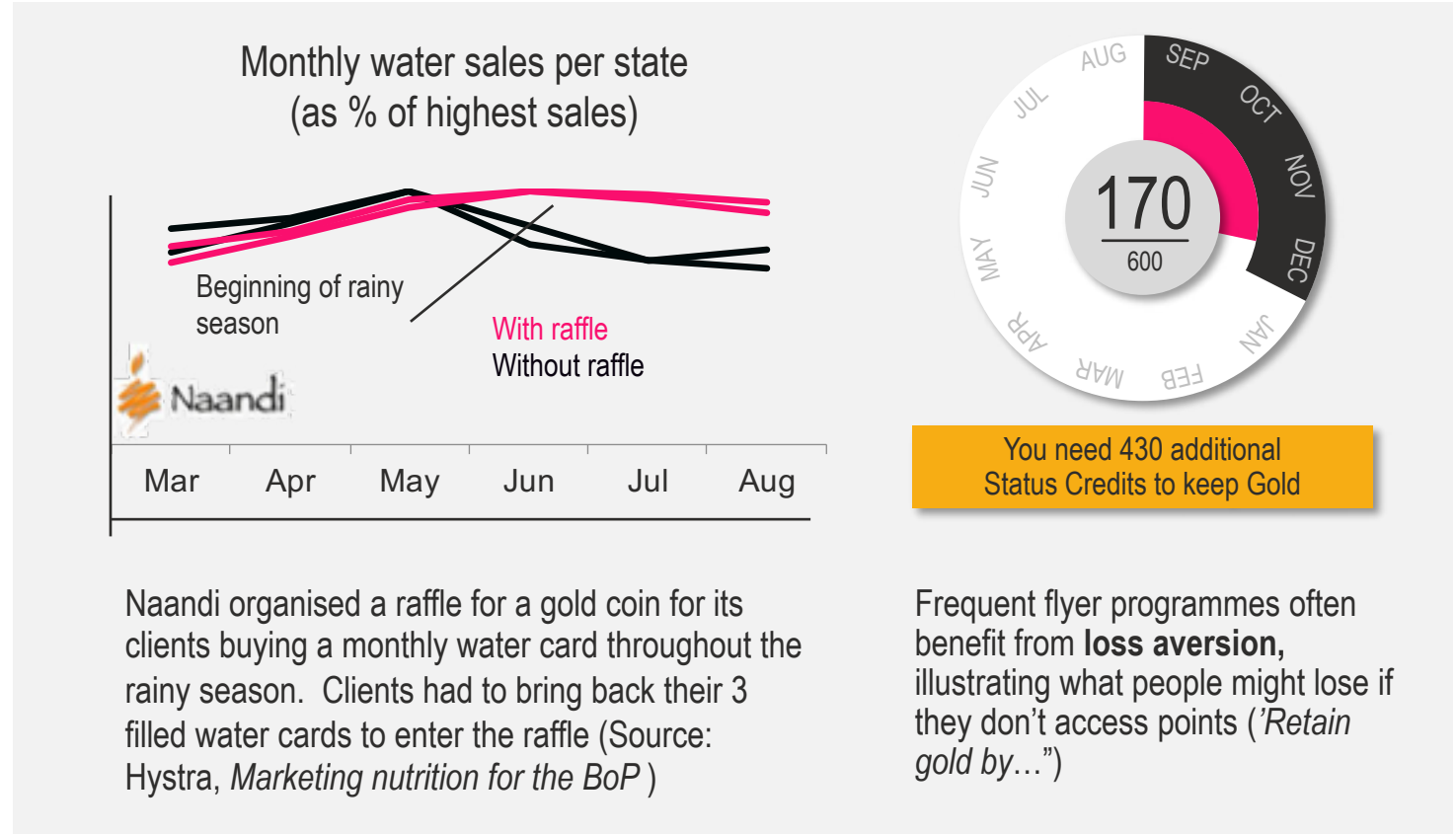
How might we incentivise retailers to stock us?  
 What would help them notice when our stock is running out?  
 What 'added' value can we provide retailers to boost their sales?

# REWARDING LOYALTY

We can use goal-orientated programmes to drive loyalty to a particular product or brand.

**Loss Aversion:** We are roughly twice as motivated to avoid loss than to pursue gain. Loyalty programmes look to deduct points or value from customers instead of increase them to leverage psychological loss aversion.

**Sunk Cost:** When we have invested in something we're more likely to see it through to completion. By illustrating previous investment and making us feel close to the objective (Goal Gradient Effect), we can encourage loyalty.



How might we help people see their journey to 'rewards'?

How might we reward customers differently based on their loyalty?

How might people feel like there is something to lose if they don't maintain their loyalty?

How might we be generous so that our customers are loyal through 'reciprocity'?

# SUBSCRIPTION SCHEMES

Establishing a subscription scheme can increase convenience, encourage bulk buys and remove long-term ‘pain’ of payment.

Subscription schemes benefit by removing frequent payment requirements from clients, making purchases more convenient, as well as helping brands to capitalise on a single ‘hot state’ to encourage sign-up (vs. individual sales opportunities).



*“With my monthly pre-paid card I have to get water every day or I lose unused days”*



*“With the card I only need the money once a month, it is easier!”*

Source: Hystra, Marketing nutrition for the BoP

How might our product be sold as a subscription?  
 What frequency would make most sense for our customer?  
 Might our customer be purchasing other products through subscription (that we might partner with)?  
 How can we ensure that our subscription increases convenience and reinforces customer trust?

## REFERRAL PROGRAMMES

Referral programmes spark 'word of mouth' by offering special prices or gifts when current customers introduce new customers to the brand.

As well as this, referral programmes make consumers powerful messengers for the brand as the gift at sign up may work for both the referrer as well as the person referred.



Igor Kisselev/Shutterstock

Uber offers referral programmes for both drivers and passengers, helping to ensure that demand and supply are matched.

How might we encourage our first clients to recruit others?  
What incentives would encourage our customers to act as our sales force?  
How might we track 'referrals' so we can reward our most loyal?

## STRATEGIC EARLY ADOPTERS

The use of key customer segments to drive product awareness and uptake via word-of-mouth creation.

Early adopters can be an invaluable source of feedback and advocacy for sellers. They can alleviate the 'uncertainty aversion' other customers may experience with respect to a new product, reinforcing product credibility.



Mateusz Slodkowski/Sopa Images/Lightrocket via Getty Images



Derek Davis/Portland Press Herald via Getty Images

Millennials were targeted as the early adopters of the Pokemon Go smartphone game, due to their nostalgic associations with the Pokemon brand and high smartphone use.

Who might be a relevant 'early adopter' for our product?  
How might we deliver the product to them 'exclusively'?  
How might we enable these early adopters to promote and spread the word?

## SCARCE ROLL-OUT

By limiting the availability of product on the market, or releasing at designated moments, we can maximise desire and word of mouth.

Early adopters can be an invaluable source of feedback and advocacy for sellers. They can alleviate the uncertainty aversion other customers may be exhibiting around a new product and reinforce product credibility.



“Limited Edition”



“Small Batch”

How might we release the product in a way that it feels limited or exclusive?  
What would make ‘early adopters’ feel like they’re ‘in the know’?  
How might we spark conversation within the community?

# GET IN TOUCH!

If you have a question on how to use this content or would like a bespoke session with our team to workshop the thinking, we'd love to hear from you.

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