Maastricht University

Behavioral Analyses to Improve Business Performance

The Behavioral Screening: Creating Value Through Behavioral Insights

Thomas Post
Pieter Verhallen

UMIO
expand *your perspective*
PROFESSIONAL - DEVELOPMENT

Today

- *Teaser* session

- On how a Behavioral Screening can help organizations to create value

Thomas Post

Pieter Verhallen

What is a Behavioral Screening?

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What is a Behavioral Screening?

- Method to improve outcomes
  - Business, health, policy, …
- Lean, structured process (1-2 weeks)

- Identify 1 key behavior
- Look at customer / employee journey / process …
- Improve it
  - using behavioral economics tricks
  - that have been proven to work

- Catch the low hanging fruit at low cost

- Widely tested in the field (US)
- Less organizational resistance than large "change" projects

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Ingredients

Psychology

Economics

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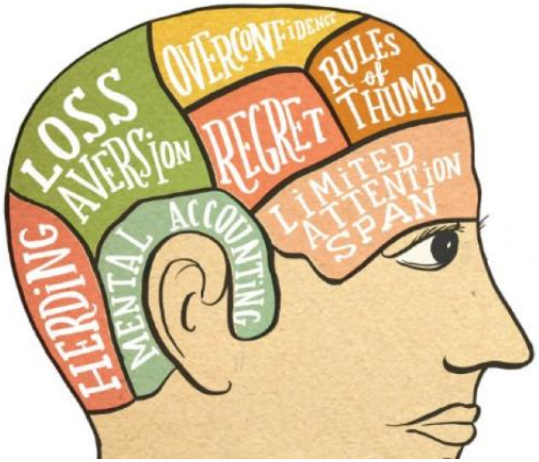
Ingredients



Behavioral Economics

Psychology

Process Optimization

Economics

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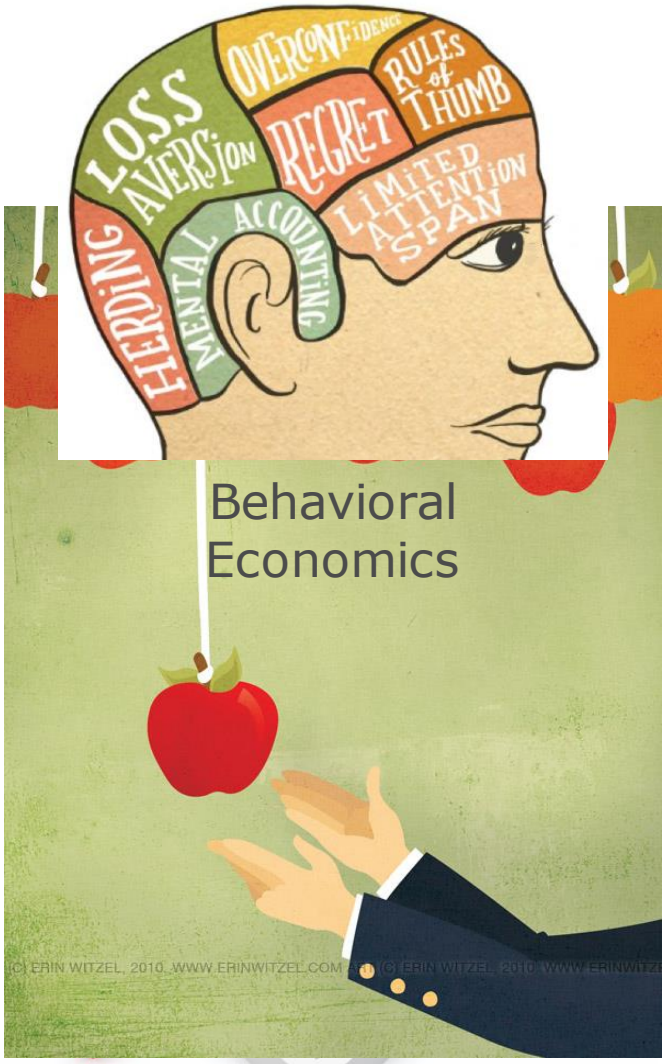
Ingredients



Process Optimization

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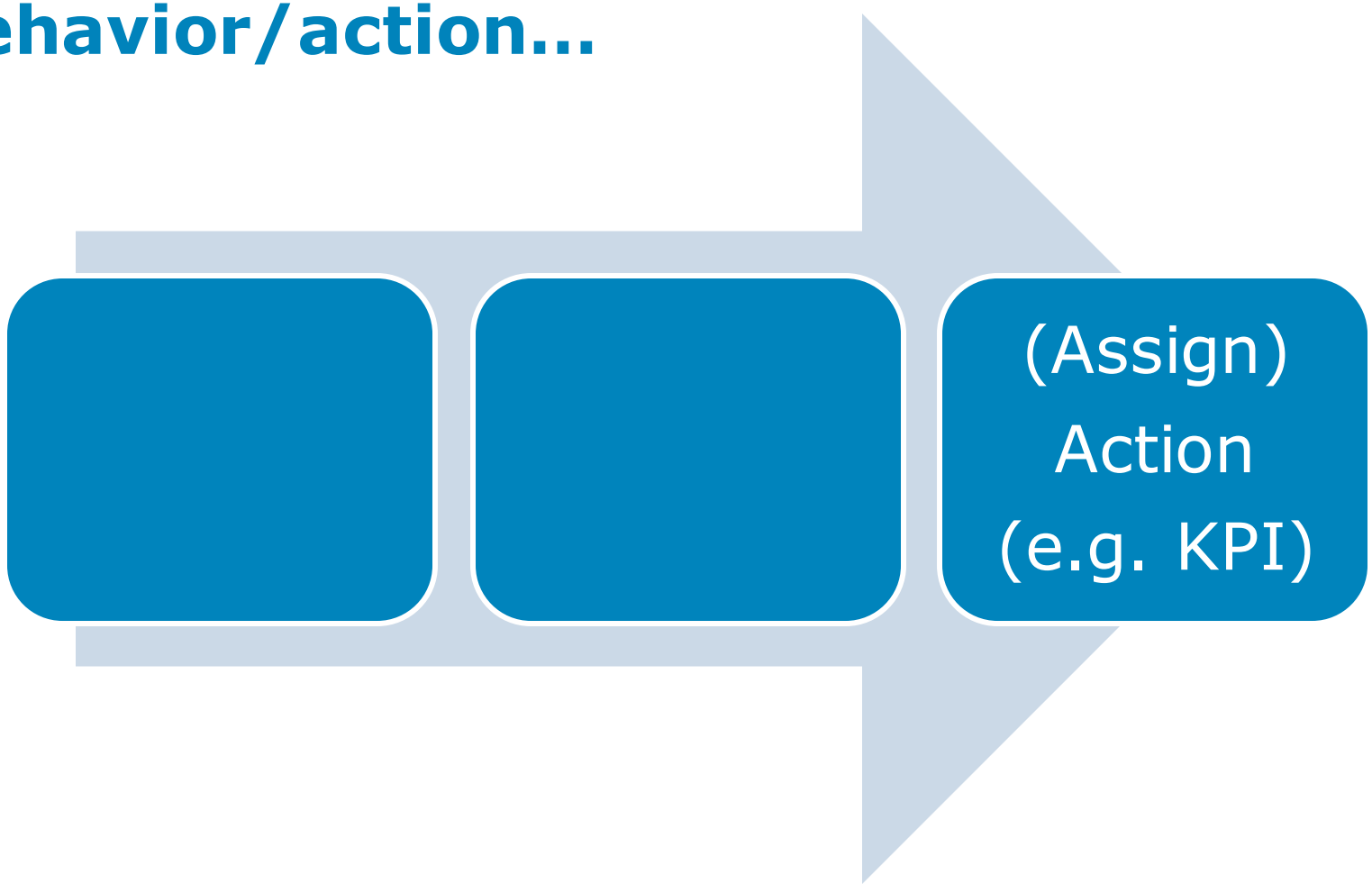
What is a Behavioral Screening? Zooming in to a *selected* behavior/action…



What is a Behavioral Screening? Zooming in to a *selected* behavior/action…

(Avoid) Bottlenecks

(Advance) Advantages

(Assign) Action (e.g. KPI)

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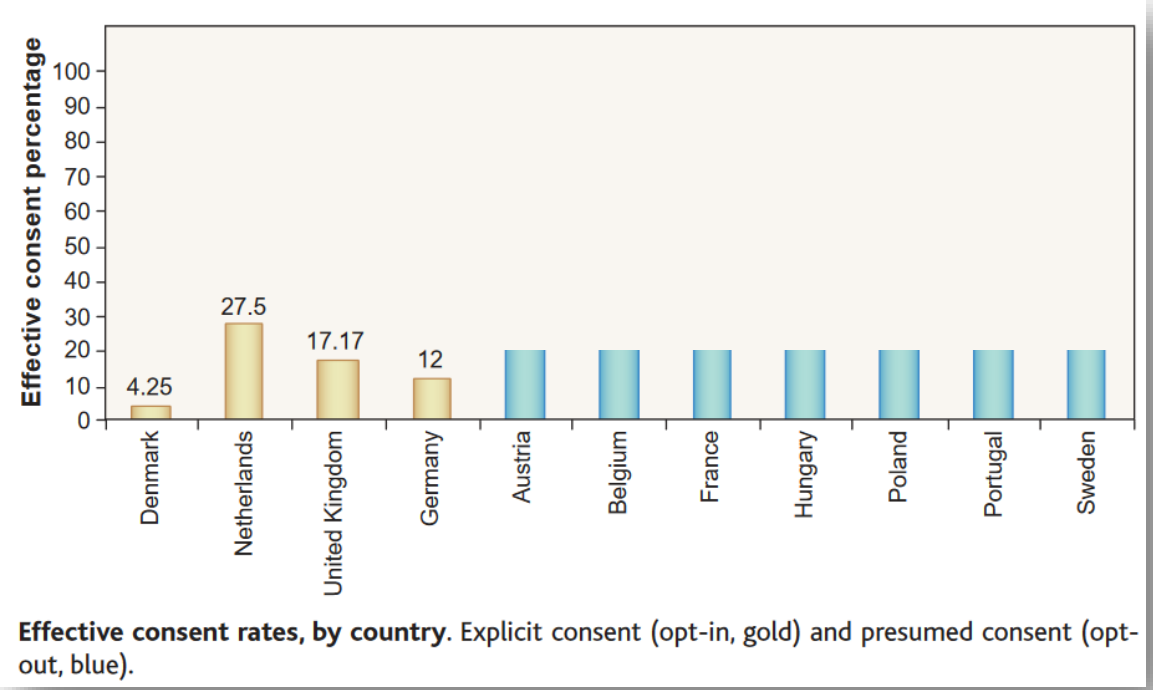
What is a Behavioral Screening?
Examples of Behavioral Principles

Default heuristic: "Taking the path of least resistance"



Effective consent rates, by country. Explicit consent (opt-in, gold) and presumed consent (opt-out, blue).

(Johnson & Goldstein, 2003)

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What is a Behavioral Screening?
Examples of Behavioral Principles

Peer effect: "If others do it, it must be the right thing to do"

https://www.youtube.com/watch?v=BgRoiTWkBHU

What is a Behavioral Screening?
Use cases

- **High school study & work-place study**
  - **Behavior:** Shift consumption from unhealthy to healthy options
  - **Trick used:** Pre-commitment devices
  - **Result:** Roughly **doubling** healthy food consumption

- **Large financial service provider study**
  - **Behavior:** Reduce discretionary spending
  - **Trick used:** Social norms (peer info)
  - **Result:** People spent less (22%), already the following week

(or a tiny part of it)

- Actual behavioral screening
  - 2-3 people from insights team for 2 weeks
    (+/- 2 full-time work days)
  - 2-3 people from client
    (incl. high level decision-maker & operational side)

The case
"Savings through Gamification"

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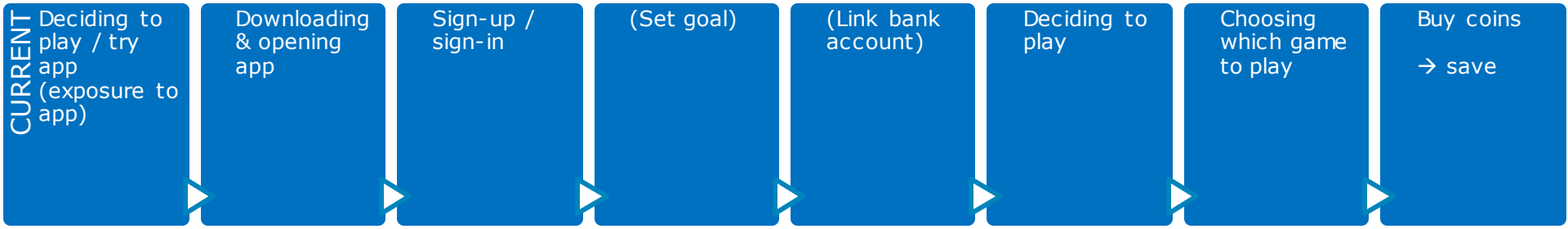
Savings through Gamification
Existing process for customer

- We identified as key action: ***Buying coins (Saving)***
- We mapped all steps towards this action

- *How can saving be increased using the behavioral principles*
  - *By avoiding bottlenecks?*
  - *By advancing advantages?*



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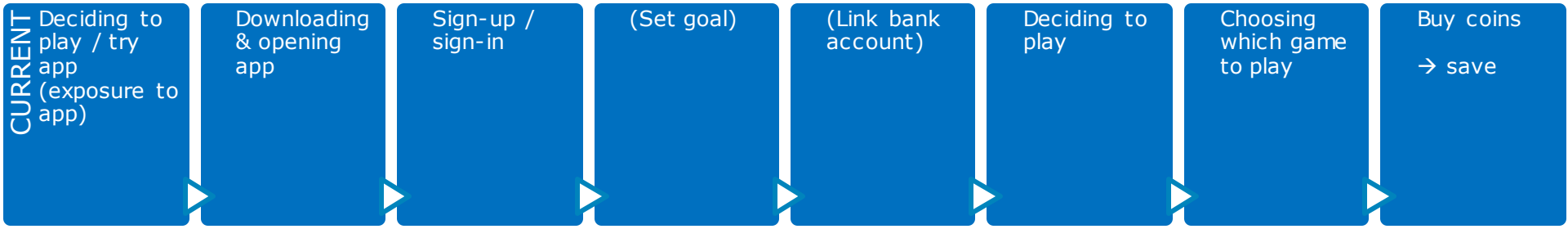
Savings through Gamification
Selection of behavioral principles

- 10 + 10 minutes to identify where behavioral principles could be applied and how
  - *Hint for now: lack of self-control, reward substitution, default effect, action-goal gap*



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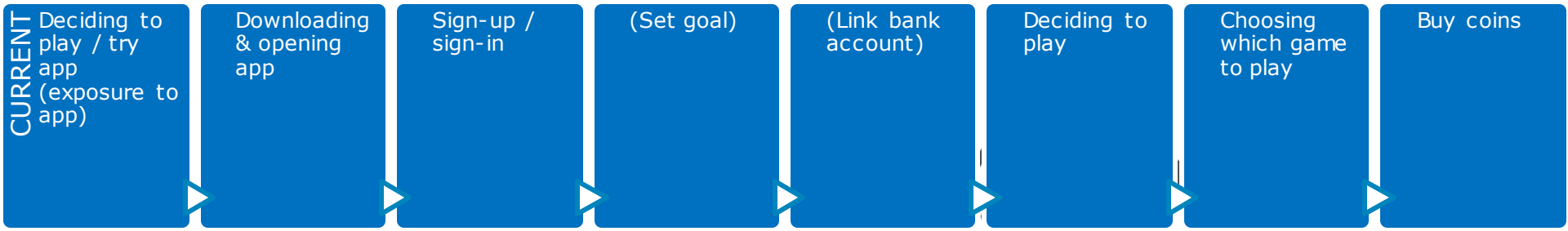
Savings through Gamification

What did we do in reality?



Savings through Gamification
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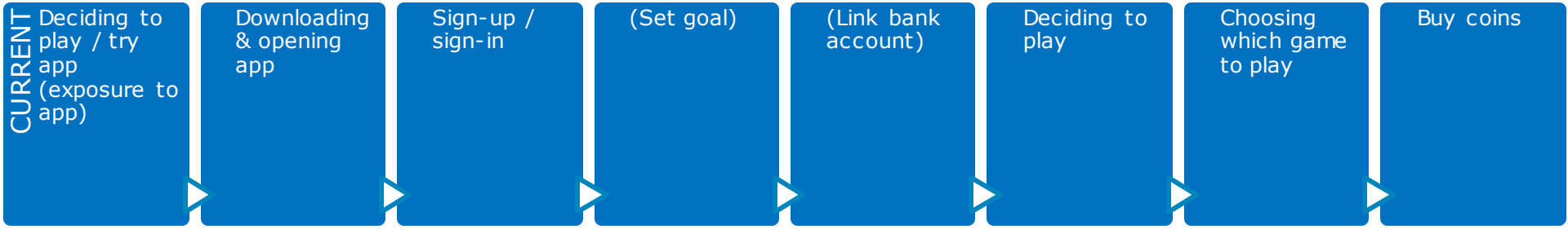

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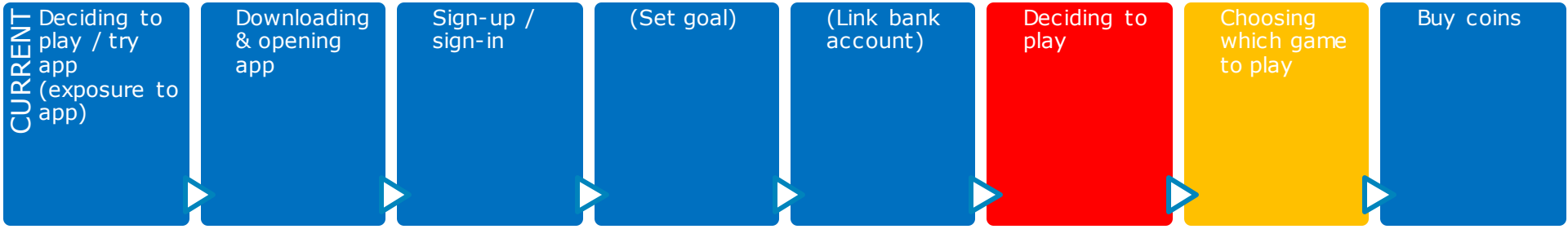

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Savings through Gamification

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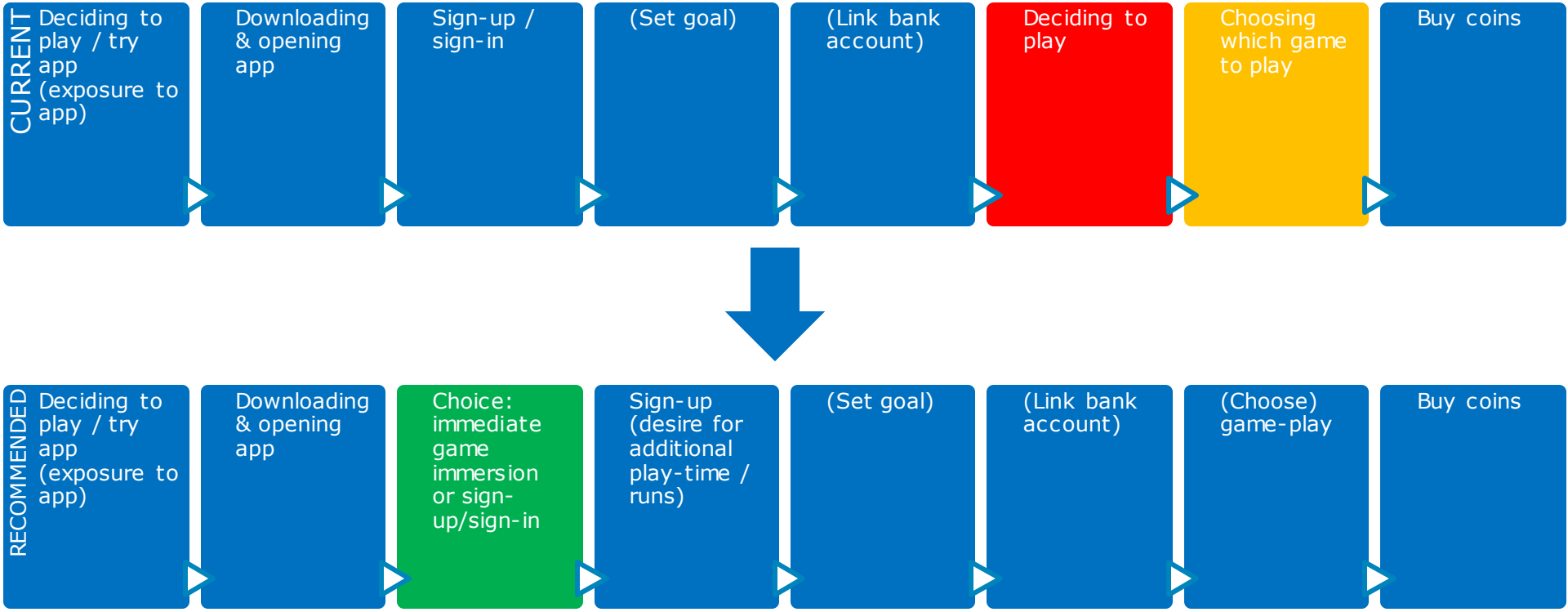

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Savings through Gamification
What did we do in reality?

Play & Save

- Make "playing" the primary focus of the interaction with the app (bring gameplay immersion to the forefront)

- Emphasize the immediate rather than the long-term benefits to incentivize frequent engagement

- REWARD SUBSTITUTION & ACTION-GOAL GAP

- What is behavior screening?
  - Choose key behavior (action)
  - Zoom in on steps leading to behavior
  - Avoid (perceived) bottlenecks, advance (perceived) advantages!

- Useful for organizations, customers, health, policy, …
  - Apps, websites, brick-and-mortar, …

- Catch low-hanging fruit… then experiment to fine-tune and maximize desired outcome

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What is a Behavioral Screening?
Examples of Behavioral Principles

Availability: "What comes first to our mind…"

https://youtu.be/MidLOhRnpnU