



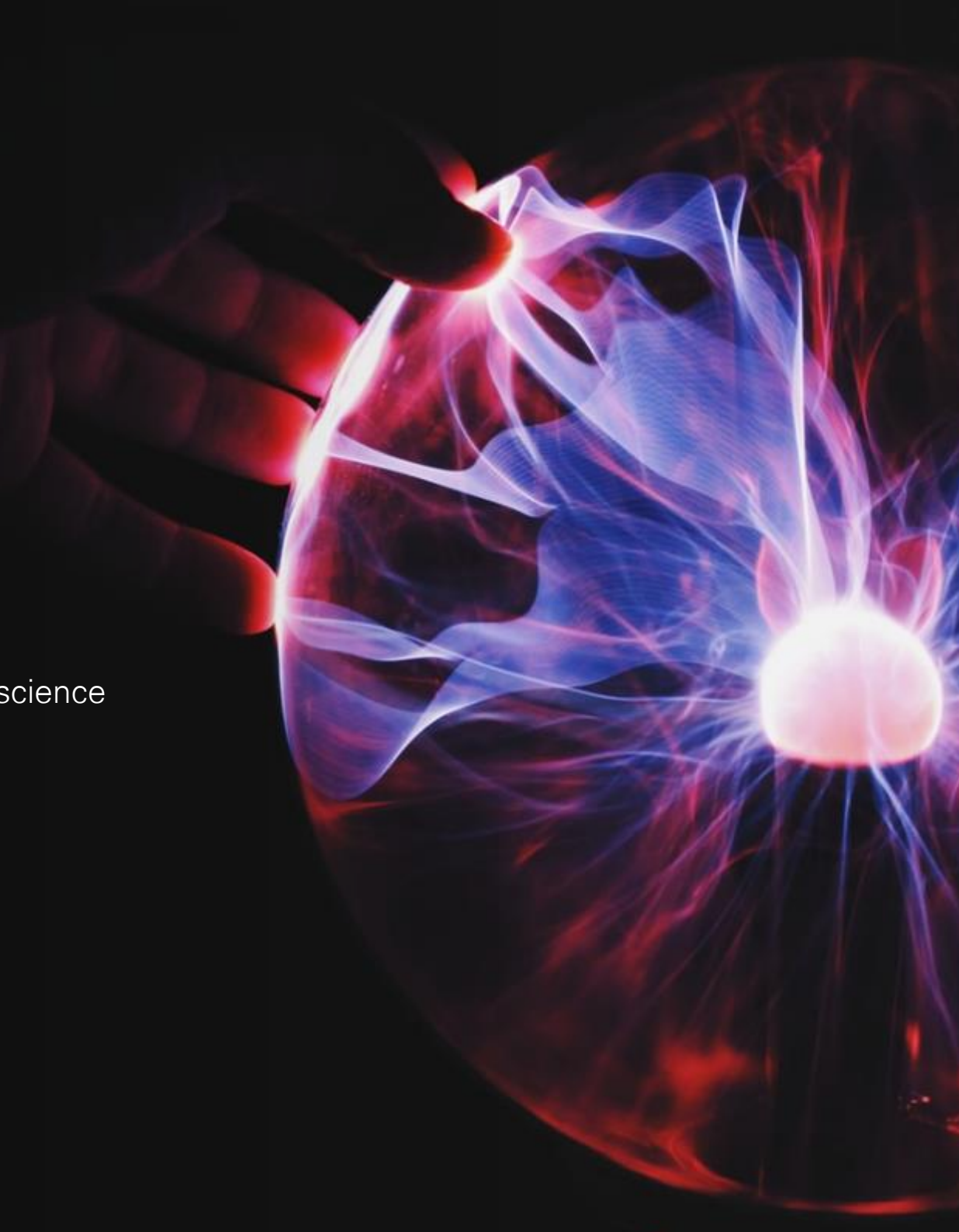
Behavioural Science Unit

Providing people-powered change through science

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KPMG UK

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Contents



01

**What is
Behavioural
Science?**



02

**KPMG UK
Behavioural
Science
Unit**



03

**Our
Solutions**



04

**Case
studies**



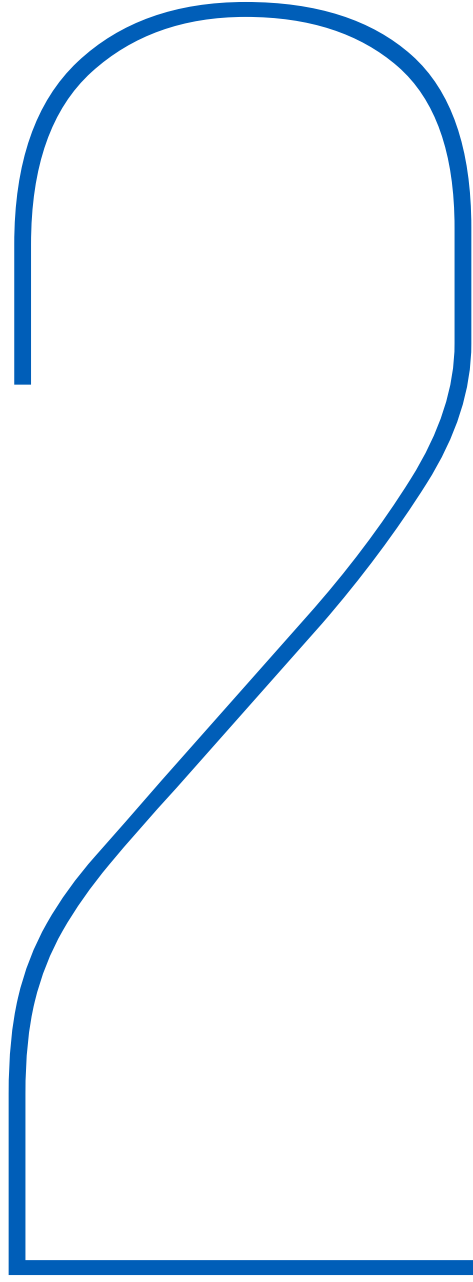
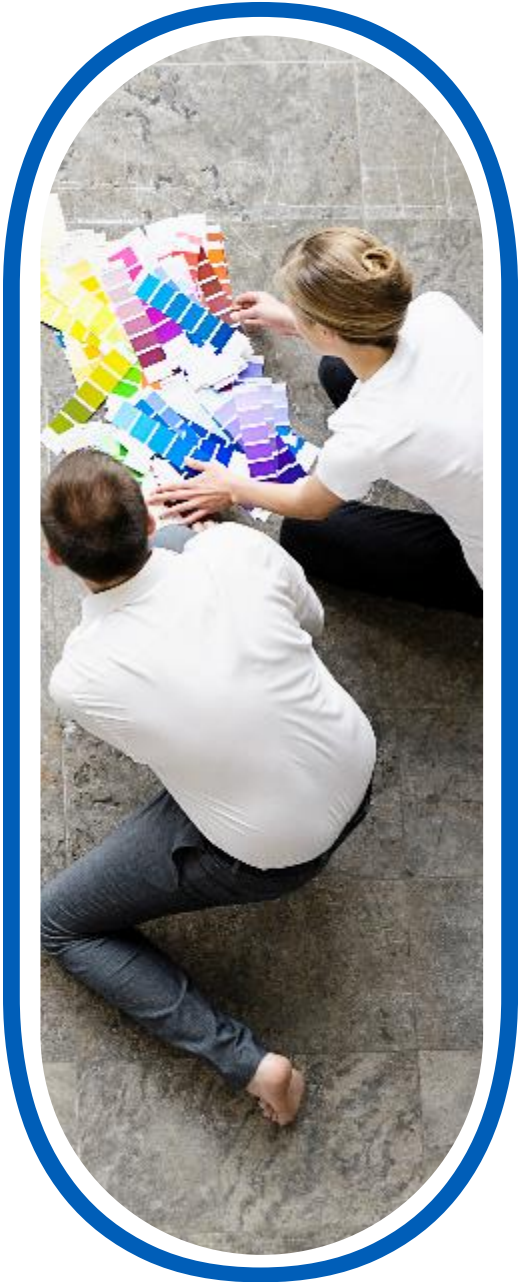
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Definition of behavioral science

Behavioural science is about understanding the way that people think, feel and behave. It draws on theories and techniques from psychology, behavioural economics, neuroscience and sociology.

We can apply behavioural science in business to drive lasting change. We do this on large transformation programmes, engagement and culture work, brand and marketing strategy, customer experience, risk and compliance management, and learning.



Behavioural Science Unit

We are a Centre of Excellence that applies behavioural science expertise to our clients' most pressing challenges. We focus on what makes people tick in order to deliver impactful business outcomes for organisations going through change.



25 members



Expertise across HR, Customer, Strategy, Economics, Risk

What we do

In the KPMG UK Behavioural Science Unit, we use our expertise in behaviours at work to deliver impactful and lasting change. We tailor the latest behavioural science approaches to our clients' most pressing people challenges.



Group of behavioural experts

We are a group of experts from a range of disciplines - including HR, Strategy, Customer and Economics - with a common interest in what makes people tick, and how that affects their behaviour at work.

We combine our knowledge on these topics with a deep understand of behaviours at work to deliver impactful, people-led change.



Thought leadership

We publish new and insightful thought leadership on a monthly basis. Some examples include:

- [The Psychology of Learning](#)
- [How well do you understand your emotions at work?](#)
- [Brands and the brain](#)
- [Decision-making at risk](#)
- [The gender data gap](#)



Applying behavioural science to our clients' challenges

We have recently helped our clients with various behavioural challenges:

- Designed 'leading through change' training based on the psychology of learning, helping leaders to prepare for change.
- Ran habit-formation challenges to drive desired behaviours.
- Embedded a stronger risk management culture.
- Delivered communications to drive adoption of a new HR system.



Our solutions

Almost every challenge faced by our clients requires some element of behavioural change from customers, employees, leaders, managers or stakeholders.

We help to address the people aspects of these challenges using behavioural science.

What type of challenges can we help with?

People are at the centre of everything we do, so we embed behavioural science into our solutions to help achieve the desired outcomes for customers and employees.



Embedding Tech Change

- Enhancing adoption of new technologies and ways of working to deliver sustainable change with our Powered™ Change & Deployment tools that are underpinned by behavioural science
- Preparing leaders to drive tech change to maximise adoption and business impact.



To find out more about our Aligned and empowered workforce solutions click [here](#).



Delivering Cost Transformation

- Maintaining workforce engagement through 'tough times'.
- Running challenging HR consultation and transition processes with effective comms.
- Shifting workplace culture in a lasting way to focus on cost.



To find out more about Corporate services transformation solutions click [here](#).



Building Strong Brands and Marketing Effectively

- Measuring brand value through heuristics and the consumer buying decision process.
- Understanding customer emotional drivers to build brand identities and archetypes.
- Using behavioural science to create stronger, targeted marketing communications, leading to increased leads and conversions.



To find out more about Customer solutions click [here](#).



Risk & Regulation

- Advising on policy and process language to help drive adherence.
- Building a risk-centric culture, and shifting employee mind-sets to align with risk appetite.



To find out more about Risk and Regulatory Driven Transformation click [here](#).



Building Learning Organisations

- Using psychology of learning concepts to inform effective learning design.
- Enhancing learner engagement and retention both virtually and face-to-face, ultimately making learning a default behaviour.

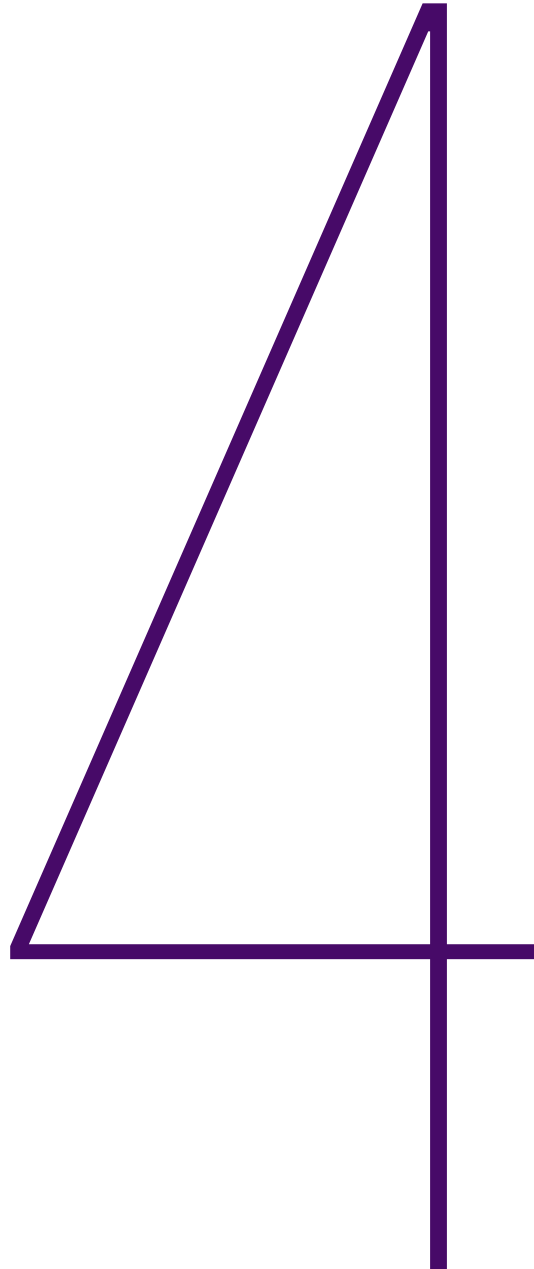
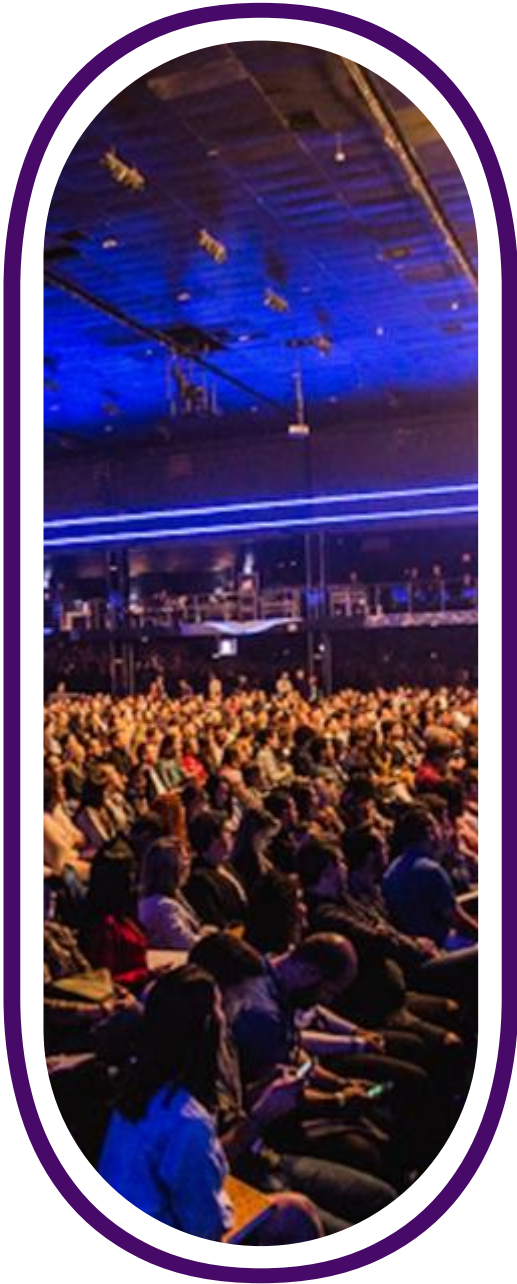


To find out more about Learning solutions click [here](#).



Using Behavioural Insight to Design Engaging Experiences

- Providing rich, actionable insight into what customers think and feel – to help shape customer experiences, marketing insight and brand strategy.
- Making better design decisions that are scientifically backed to improve customer engagement and experiences.



Case studies

We have an established track record of delivering behavioural science solutions and bringing value to our clients.

Habit Formation Challenge



Why launch a habit formation challenge?

- **Engage your workforce during remote working** by leveraging the 'viral' nature of social platforms (e.g. Teams, Yammer) to broaden out the reach and impact of the desired culture whilst strengthening the community feel
- **Amplify leadership visibility** by ensuring leaders take an active role to truly 'lead by example' with the desired behavioural change
- **Boost collaboration across teams** by kick-starting collaborative behaviours, not held back by physical distance of teams
- **Foster 'on the job' learning & continuous improvement** by creating a psychologically safe space to have open dialogue and learn from each other
- **Drive shared ownership of behaviour change** by bringing to life what your values/behaviours mean in practice and encouraging adoption through daily nudges



The science behind it

The primary purpose of our brains is social thinking

- Humans are wired to connect with others – a sense of belonging is a major need that motivates our behaviour
- This natural urge to be social has a biological basis – our nervous systems are wired to release neurotransmitters (chemical messengers) when we have social interactions to positively reinforce the behaviour
- Research shows 78% of people share on social media to stay connected to others and receiving likes sends dopamine along a reward pathway in our brain making us feel good
- The habit formation challenge allows colleagues to connect with one in order to trigger this dopamine release and improve wellbeing

How do we form habits? The 4R habit model is based on the idea that building a habit requires a reminder, a routine (i.e. the challenge), a reward and reflection

Why tiny challenges? The tiny habits approach suggests that tiny changes to the way you do things can have big results. Its quick and convenient so people are more likely to do it

How it works



Sources:

- ¹Social: Why Our Brains Are Wired to Connect. Lieberman, a social neuroscientist at the University of California, Los Angeles, outlines the fascinating neurological evidence for the primacy of social connections in our lives, and presents guidelines for how we can use this information to improve our workplaces, schools, and personal well-being
- ²Stats: digitalinformationworld.com

Maximising engagement in change



Client challenge

Our client took the strategic decision to outsource their facilities management activities across their pharmaceutical sites in 67 countries. The primary business driver was to achieve cost savings through innovation, reducing downtime and standardising services across their business.

Implementing this new global IFM model had a number of challenges associated with it:

1. Resistance to change by site managers and employees who would be transferred to a new supplier.
2. Merging two organisational cultures. We needed to enable our client and their supplier to work as partners, both through transition and post go live.
3. Changing behaviours and enhancing capability.
4. Embedding the change across multiple cultures.



How has behavioural science helped?

We used behavioural science techniques in the change management strategy in three ways.

- Achieving buy-in to the change. We equipped leaders with an understanding of the psychology of change. We drew on Rock's (2008) 'SCARF' (Status, Certainty, Autonomy, Relatedness, Fairness) model. Rock concluded that these five needs activate the same threat circuitry activated by physical threats. We supported leaders to shape interventions to activate a 'reward' response.
- We designed interactive sessions to build trust. One exercise focused on vulnerability, a core attribute of trust (Mayer et al., 1995). We commenced building this vulnerability through supporting leaders to share five things that are 'precious' to them, and five things they do to stay safe to enjoy these previous things.
- Embedding new ways of working. We needed to clarify what this change looked like for each role. We defined the required competencies, and trained managers to have 1:1 conversations, resulting in a personal development plan to plug gaps.

Creating messaging and content that lands



Client challenge

Our client was a wealth management firm that wanted a better understanding of their customer segments and how that in turn would shape their marketing activation and strategy.

As part of this, the client wanted us to create a clear and practical messaging framework that would be used to target marketing across the different segments. How could they create communications and marketing that would land with their customers and ultimately drive more leads?

KPMG approached this in two steps:

1. A **comprehensive and detailed segmentation** to understand the different customer demographics and personas, including their deeper attitudes, behaviours and interests that got behind the skin of who they are
2. A set of **clear content and messaging guidelines** that was then **tailored to each of the segment personas**



How has behavioural science helped?

- Tapping into the **psychology of the personas** to understand not just generic demographics (age, gender, location, family) but also **attitudes and behaviours** to managing wealth, financial decision making and their **approach to life**, such as careers and family
- Understanding **key interests/hobbies** and areas that would likely draw their attention
- Using this data to **influence and shape key messaging** topics, content and positioning to each segment persona

- The behavioural science **East framework** underpinned the overarching messaging guidelines. The four principles are that content is **easy** to understand, **attractive, time effective** and draws on **social behaviours**

Easy

Harness the power of choice architecture and 'nudge theory' to showcase the message in a way that requires little effort for the user



Attractive

Attract people's attention by using imagery and personalization that will resonate with them



Timely

Prompt people when they are likely to be most receptive and help them see the immediate costs & benefits



Social

Show that most people like them perform the desired behaviour by using social norms/ imagery



Contact us



Adam Mitchell

Senior manager
Behavioural Science Unit lead
KPMG in the UK

adam.mitchell@kpmg.co.uk



Ruth Svensson

Partner
Learning Solutions
KPMG in the UK

ruth.svensson@kpmg.co.uk



Tim Payne

Partner
People Consulting
KPMG in the UK

tim.j.payne@kpmg.co.uk



Tim Knight

Partner
Customer
KPMG in the UK

tim.knight@kpmg.co.uk

kpmg.com/uk



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