

THE BUSINESS OF
CHOICE



www.thebusinessofchoice.com

About The Business of Choice

Every organization's success is down to one thing – making it easy and rewarding for people to make the choices you need them to make. The Business of Choice is a behavioral insights and choice architecture consultancy that helps organizations make these choices align with how people naturally choose.

Matthew Willcox, founding partner, is one of the pioneers of the application of behavioral science insights to the practice of marketing. His book *The Business of Choice – Marketing to Consumer's Instincts* was named M&SB's "Marketing Book Of The Year" and winner of the American Marketing Association's prestigious Berry Book Prize in 2016.

Prior to setting up *The Business of Choice*, Matthew founded and ran the Institute of Decision Making, a think tank that served as a bridge between marketing practitioners and scientists who study behavior and choice.

Matthew has over 25 years brand strategy experience, and has helped organizations such as Levi Strauss and Co., Electronic Arts, Unilever, Nestlé, Shell and GlaxoSmithKline get their products chosen, and in the process, has won eight Effie Awards. He has also acted as an expert on behavior change for the US Food and Drug Administration anti-smoking programs, for consumer, B2B and healthcare companies, and for development organizations tackling stubborn problems in the area of sexual and reproductive health. He speaks frequently at marketing and communication events, including El Sol in Madrid, Most Contagious in London, and the Cannes Lions



"The Business of Choice: Marketing to Consumers' Instincts" has been published in English, Chinese and Spanish. It was named Marketing & Sales Books "Marketing Book of The Year 2016", and winner of the prestigious American Marketing Association Berry Book Award. The Spanish language version was also one of 10 finalists for KnowSquare's business book of the year, 2016.



MARKETING
BOOK OF THE YEAR 2016

knowsquare
red de conocimiento



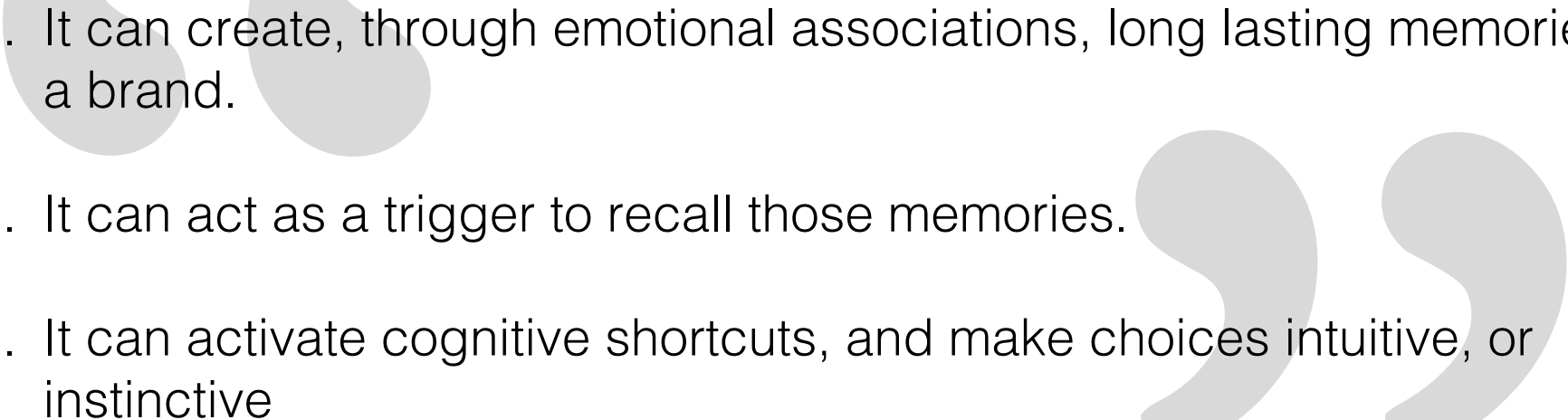
MARKETING is the creation, management,
and measurement of programs designed to
influence the **CHOICES** you need people to
make to meet your objectives.



@MWILLCOX

THE BUSINESS OF **CHOICE**

What can marketing do?

- 
1. It can create, through emotional associations, long lasting memories of a brand.
 2. It can act as a trigger to recall those memories.
 3. It can activate cognitive shortcuts, and make choices intuitive, or instinctive



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The first two relate to memories and come from what we have experienced and thus learned as individuals.

The third has a different source – it is baked into how your brain works. It is our cognitive inheritance or the hand that human nature has in our choices.



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TODAY

WE UNDERSTAND MORE ABOUT
CHOICE THAN EVER BEFORE



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*Nobel Prize winning
behavioral economist,
Daniel Kahneman*



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AN ABUNDANCE OF GREAT MINDS



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TECHNOLOGY



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WE ARE THE PRODUCT OF A
LONG STRING OF CHOICES
THAT WERE RIGHT MORE OFTEN THAN
THEY WERE WRONG



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ATTENTIONAL BIAS egocentric bias
conservatism
illusion of validity endowment effect
regressive bias
conjunction framing effect
confirmation bias
Ambiguity effect rationalization pro-innovation bias pseudo certainty
Texas sharpshooter fallacy pro-innovation bias
than-average effect bizarreness backfire effect negativity bias
congruence bias planning fallacy time-saving bias unit bias well
von Restroff effect traveled road effect zero-risk bias zero-sum heuristic
loss aversion negativity bias actor-observer bias
anchoring bias denotation effect selection bias
functional fixedness
pessimism bias

THESE INTUITIVE SHORTCUTS ARE
THE **BEDROCK** UPON WHICH HUMANS
NATURALLY MAKE CHOICES

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IF YOU WANT TO ENCOURAGE SOMEONE
TO DO SOMETHING, MAKE IT EASY.

RICHARD THALER

THE BUSINESS OF CHOICE²⁷



“Two million children die of diarrheal disease each year and contaminated water is often to blame. Treating water with chlorine could substantially reduce this toll.”



LOSSES MATTER

MORE THAN GAINS



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THE PROSPECT OF A LOSS HAS A BIGGER
EFFECT ON OUR BEHAVIOR THAN THE
PROSPECT OF AN EQUALLY SIZED GAIN

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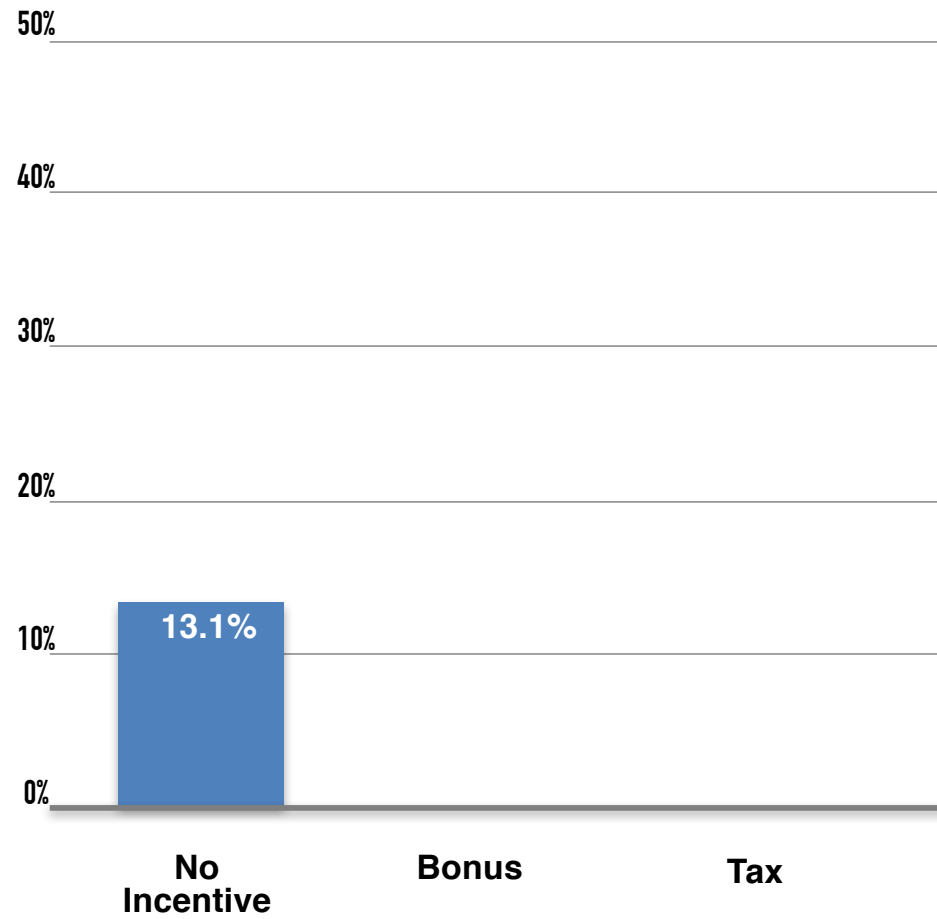
“LOSING HURTS **TWICE** AS BAD
AS WINNING FEELS GOOD.”

SPARKY ANDERSON

THE BUSINESS OF **CHOICE**²³

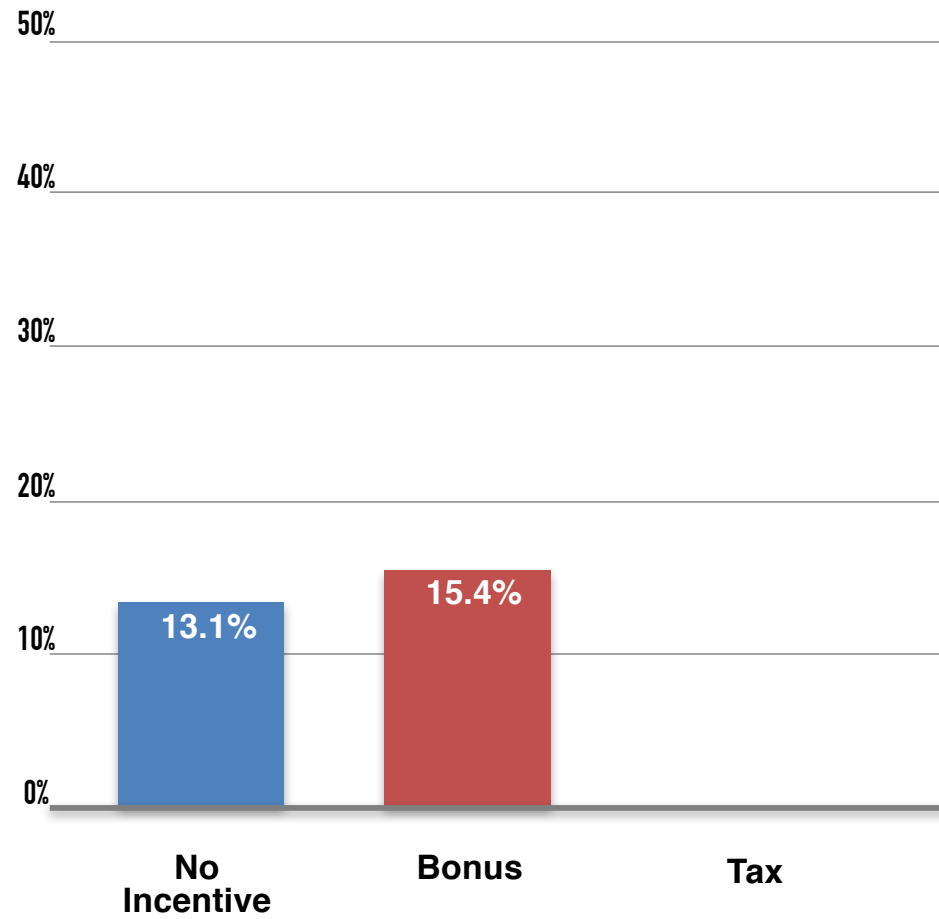
Shopping Bag Study

Percentage of Customers using a Reusable Bag



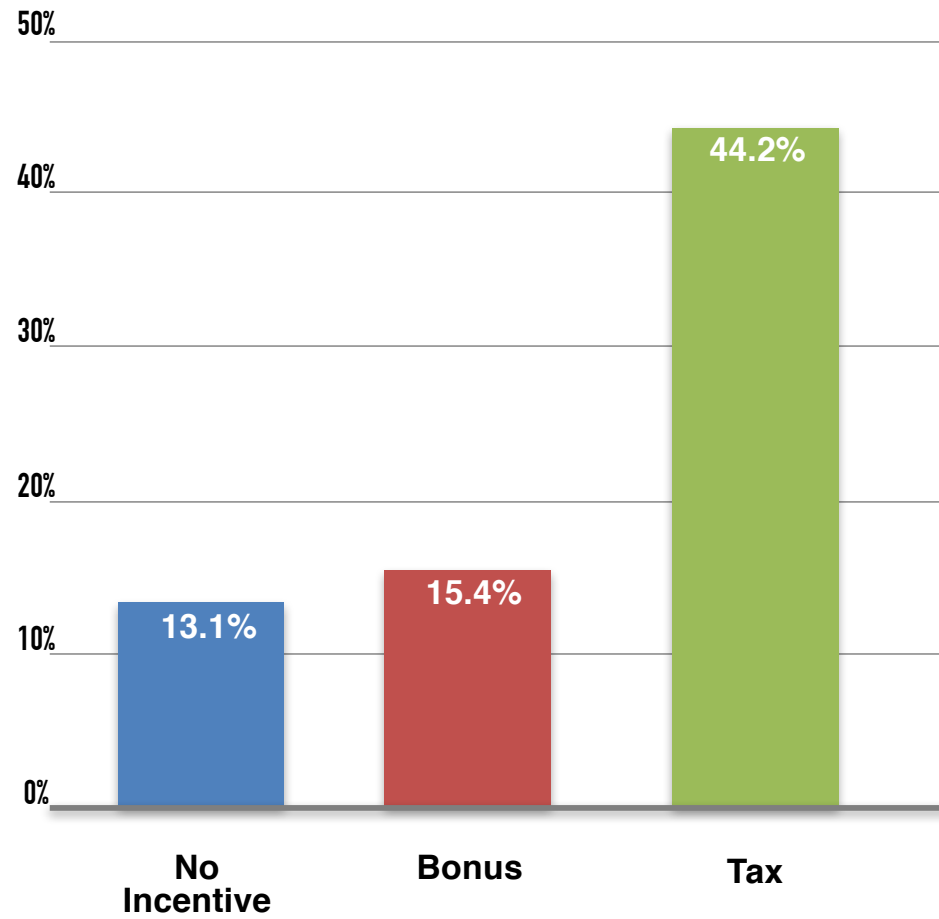
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Percentage of Customers using a Reusable Bag



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Percentage of Customers using a Reusable Bag



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**“WHAT PEOPLE
RESIST IS NOT
CHANGE PER SE,
BUT LOSS”**

-RONALD A. HEIFETZ, HARVARD KENNEDY SCHOOL

WHAT MIGHT PEOPLE FEEL THEY COULD LOSE?

time money status convenience belonging
individuality not having to think control trust
independence options past greatness territory
sense of being healthy sense of immortality fun
self-efficacy visibility invisibility privacy
optimism identity structure flexibility agency
security a way out access comfort ritual
power friendship excitement pleasure
responsibility lack of responsibility mastery
superiority over-confidence simplicity pride
stability youth peace of mind romance virility



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ALWAYS THINK ABOUT HOW THE
PROSPECT OF A LOSS MIGHT
BE WORKING AGAINST YOU, OR
COULD WORK FOR YOU

SIGNALS FROM OTHERS



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OUR **INTUITIONS** TELL US THAT A
BEHAVIOR IS MORE CORRECT TO THE
DEGREE THAT WE SEE OTHER PEOPLE
DOING IT.

ROBERT CIALDINI

THE BUSINESS OF **CHOICE**³⁴



JW MARRIOTT.
HOTELS & RESORTS

Save Our Planet

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once.

You Make The Difference:

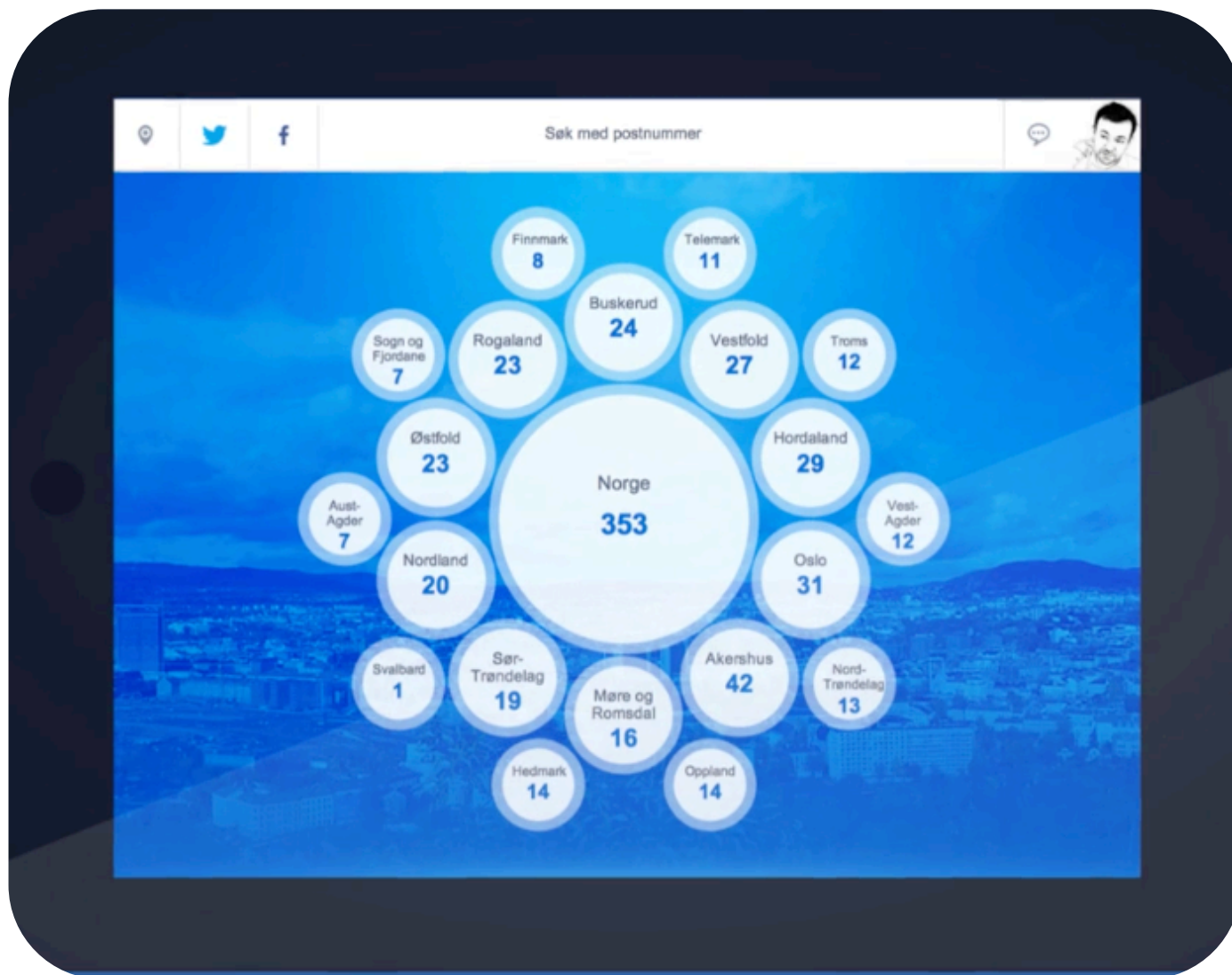
- A towel hanging up means "I will use again."
- A towel on the floor means "Please exchange."

**Thank You For Helping Us Conserve
The Earth's Vital Resources.**

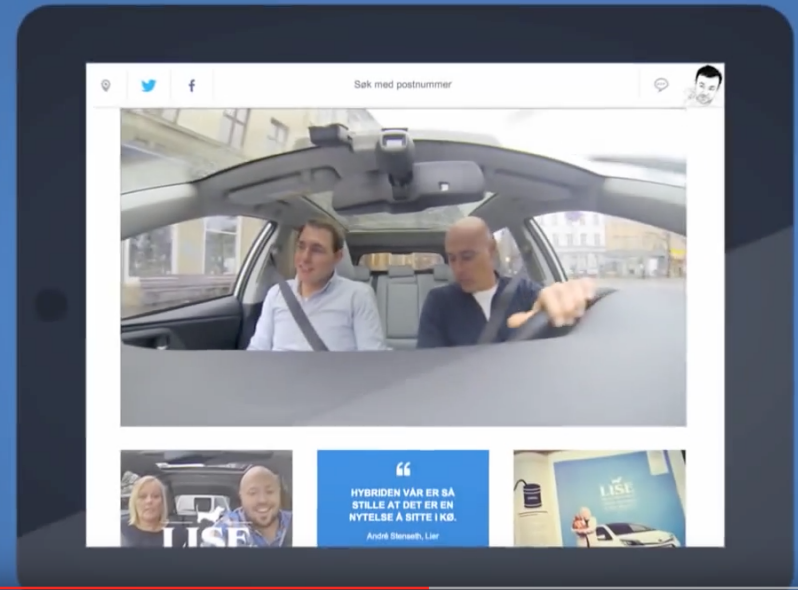
Help the hotel save energy	16%
Partner with us to save the environment	31%
Almost 75% of guests reuse towels	44%
75% of guests who stayed in this room Reuse their towels	49%













PRØV MIN HYBRID



Prøv dem på prøvminhybrid.no



**WATER ISN'T ANGRY ABOUT YOUR
20 MINUTE SHOWER, JUST DISAPPOINTED.**
KEEP SHOWERS TO 5 MINUTES OR LESS TO SAVE 5,500 GAL. A YEAR.

**SAVE
the
DROP**
SAVETHEDROP.LA.ORG

JCDecaux



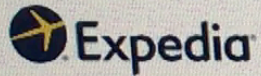
MAKE THE EXAMPLE OF OTHERS
ADOPTING THE BEHAVIOR CHANGE
YOU REQUIRE **VISIBLE** TO THE
PEOPLE WHOSE BEHAVIOR YOU
WANT TO CHANGE.

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**NEVER BE
ABOVE COMPARISON**



THE BUSINESS OF CHOICE 44



Hello, Matthew ▾ My Scratchpad 1 ▾ My Trips Support ▾ Español 简体中文

Home Bundle Deals Hotels Cars **Flights** Cruises Things to Do Vacation Rentals Deals Rewards Mobile

Round Trip One Way

Nearby airports Nearby airports

1 Traveler, All Airlines, Economy / Coach Show options ▾

Select your departure to Cape Town Sun, Feb 19

Prices are roundtrip per person, include all taxes and fees, but do not include baggage fees.

Watch Airline Fares

Price (Lowest) ▾

Checking with airlines that fly this route...

- Stops**
- 1 Stop (17) \$1,106
 - 2+ Stops (72) \$1,082
- Airlines included**
- South African Airways (34) \$1,542
 - JetBlue Airways (17) \$1,602
 - British Airways (13) \$1,277

Airline	Time	Duration	Stops	Price
jetBlue JetBlue Airways	11:45p - 12:15p +2	26h 30m SFO - CPT	2 stops JFK, JNB	\$3,638.20 roundtrip
<small>JetBlue Airways 5201 and 5205 operated by South African Airways</small>				
Multiple Airlines	3:55p - 6:45a +2	28h 50m SJC - CPT	2 stops LAX, ZRH	\$4,295.39 roundtrip
<small>American Airlines 6014 operated by Compass Airlines As American Eagle Swiss International Air Lines 41 operated by Swiss Global Air Lines Swiss International Air Lines 8084 operated by Edelweiss Air</small>				
Delta	10:30a - 10:35p +1	26h 5m OAK - CPT	2 stops SLC, AMS	\$4,629.60 roundtrip
<small>Delta 9599 operated by KLM</small>				
	6:00a - 10:35p +1	30h 35m	2 stops	\$4,629.60

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WHAT'S YOUR BIG 5?
CULTURE | ROMANCE | ADVENTURE | ENTERTAINMENT

ADD A LITTLE SAFARI TO YOUR VACATION.

co, CA, United S ✕

📍 Cape Town, South Africa (CF ✕

📅 02/19/2017

📅 02/28/2017

Search

Nearby airports

es, Economy / Coach Show options ▾

departure to Cape Town Sun, Feb 19

per person, include all taxes and fees, but do not include baggage fees.

Airline Fares

Price (Lowest) ▾

with airlines that fly
is route...

From:

\$1,106

\$1,082

From:

\$1,542

\$1,602

\$1,277

jetBlue

11:45p - 12:15p +2

JetBlue Airways

26h 30m

SFO - CPT

2 stops

JFK, JNB

\$3,638.20
roundtrip

JetBlue Airways 5201 and 5205 operated by South African Airways



3:55p - 6:45a +2

Multiple Airlines

28h 50m

SJC - CPT

2 stops

LAX, ZRH

\$4,295.39
roundtrip

American Airlines 6014 operated by Compass Airlines As American Eagle

Swiss International Air Lines 41 operated by Swiss Global Air Lines

Swiss International Air Lines 8084 operated by Edelweiss Air



10:30a - 10:35p +1

Delta

28h 5m

OAK - CPT

2 stops

SLC, AMS

\$4,629.60
roundtrip

Delta 9599 operated by KLM



6:00a - 10:35p +1

30h 35m

2 stops

\$4,629.60





INSTITUTE OF
DECISION MAKING

IT'S NOT JUST WHAT
YOU WANT TO BE
DIFFERENT FROM,
IT'S WHAT YOU WANT
TO BE SIMILAR TO

“Marketing is often about getting people to do the *right thing* for the *wrong reasons...*”

Dan Ariely

 **health**
Department of Health
North West Province
REPUBLIC OF SOUTH AFRICA

**FREE MEDICAL
MALE ~~X~~
CIRCUMCISION**

COMMUNITY HEALTH CENTRES
AND HOSPITALS

**MMC HIGH VOLUME SITES:
BAFOKENG HEALTH CENTRE, POTCHEFSTROOM
AND KLERKSDORP**

CALL NOW: 014 566 4720
018 465 2779 OR WALK IN!

CIRCUMCISION IS NOT A SUBSTITUTE FOR CONDOM USAGE

facebook North West Department of Health @NorthWestDOH

EMERGENCY MEDICAL & RESCUE SERVICES



You mean you're not
CIRCUMCISED!

Stand Proud. Get Circumcised.



For more information about Safe Male Circumcision visit the nearest health facility where you see the SMC sign or call the National Health Hotline on **031 2 500 600** or **0800-200 600** OR Type SMC (leave a space) your question and send to 8198.



Ministry of Health Advisory: Even with circumcision, having sex without condoms puts you at great risk of contracting HIV/AIDS.



GET THE UPGRADE THAT COUNTS

CIRCUMCISE & CONDOMISE

For more information send a **PLEASE CALL ME TO**

082 808 6152

**Men Queue for Voluntary Medical Male Circumcision at
Facilities in Lesotho**

UNDERSTAND

HOW HUMAN NATURE
SHAPES PEOPLE'S CHOICES

TO CREATE CHOICES

THAT ALIGN WITH HOW PEOPLE
NATURALLY CHOOSE

TO MAKE THE BEHAVIOR YOU
WANT PEOPLE TO EMBRACE
A NATURAL CHOICE

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