



Neuroscience of effort

Or how to
keep it easy

DAILY DATA CONSUMPTION/PERSON

34 GB

5,0000 – 10,000

brand and communication
messages interaction

ATTENTION SPAN IS GETTING SHORTER

2000

12s

2015

8,25s

Less than that
of a goldfish

SYSTEM 1&2

System 1

Automatic
Fast
Effortless
Unconscious
Intuitive
Emotional
Stereotypical
Relies on heuristics

System 2

Controlled
Slow
Effortful, tiring
Conscious
Algorithmic
Rational
Systematic
Analytical

THE POWER OF **HABITS**



Our brains are lazy

HATE EFFORT

A photograph of two men in stylish clothing at a festival. The man on the left is wearing a bright yellow double-breasted blazer, a blue shirt, a blue and red fedora hat, and sunglasses. He is holding a pack of cigarettes and a smartphone. The man on the right is wearing a grey blazer, a white shirt, a patterned scarf, and sunglasses. He is carrying a brown bag. In the background, other people and festival decorations are visible.

Are customers loyal?

**OR MERELY THE
SLAVES OF HABIT?**



OUR BRAINS
love
brands

EACH TIME YOU
CHOOSE A PRODUCT,
it gains
advantage
OVER THE ONES
YOU DIDN'T CHOOSE

THE BRAND
is a shortcut

EMOTIONS

Approach
SAFE

vs avoidance
THREAT



THE NEUROSCIENCE

BEHIND satisfaction
and effort



CUSTOMERS

LIFE MADE
EASY

LIFE MADE
HARD

will look to buy
from a
competing
brand

64%

will stop
purchasing
products from
that brand

64%

will not
recommend
the brand for
others

59%

will stop using
the product

42%

Sources: Support.com, Inc, 'Customer Effort and the Direct Impact on the Brand Relationship'.

CUSTOMERS

LIFE MADE
EASY

78%

will continue to
purchase
products from
that brand

74%

will
recommend
that brand to
others

32%

Will write
a review

LIFE MADE
HARD

will look to buy
from a
competing
brand

64%

will stop
purchasing
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Sources: Support.com, Inc, 'Customer Effort and the Direct Impact on the Brand Relationship'.

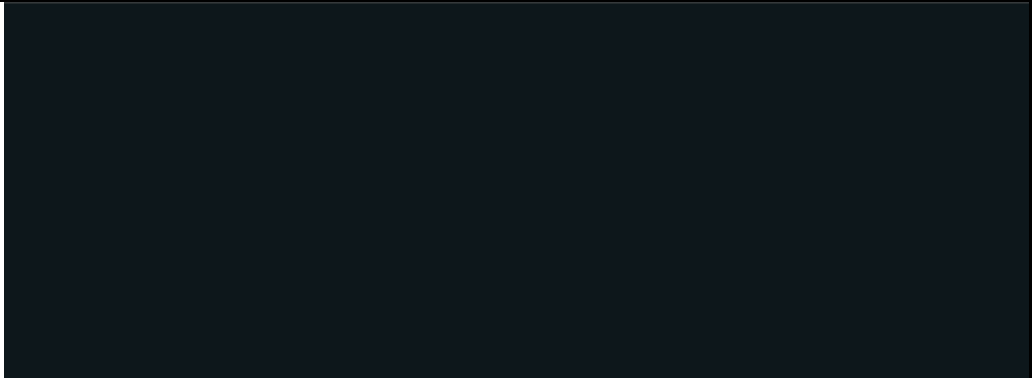
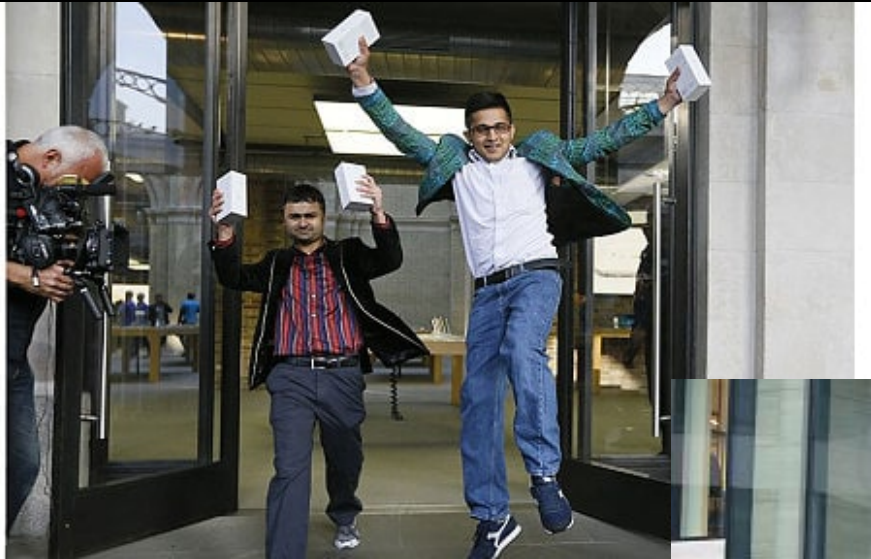
EFFORT FROM A CUSTOMER'S VIEW

**stronger
driver**

**ON NEGATIVE
EXPERIENCES THAN
POSITIVE ONES**

**non-monetary
cost**

**key measure
for loyalty**





A muscular man is shown in a plank position, holding dumbbells under his hands and feet. He is shirtless, wearing black shorts and white sneakers. The background is a dimly lit gym with a concrete floor and walls. A bright light source is visible on the left, creating a lens flare effect.

MOTIVATION

**ACCEPT THE
CHALLENGES SO
THAT YOU CAN FEEL
THE EXHILARATION
OF VICTORY.**

**George
S. Patton**



REWARD



Liking

(PLEASURE)

OPIOID SYSTEM

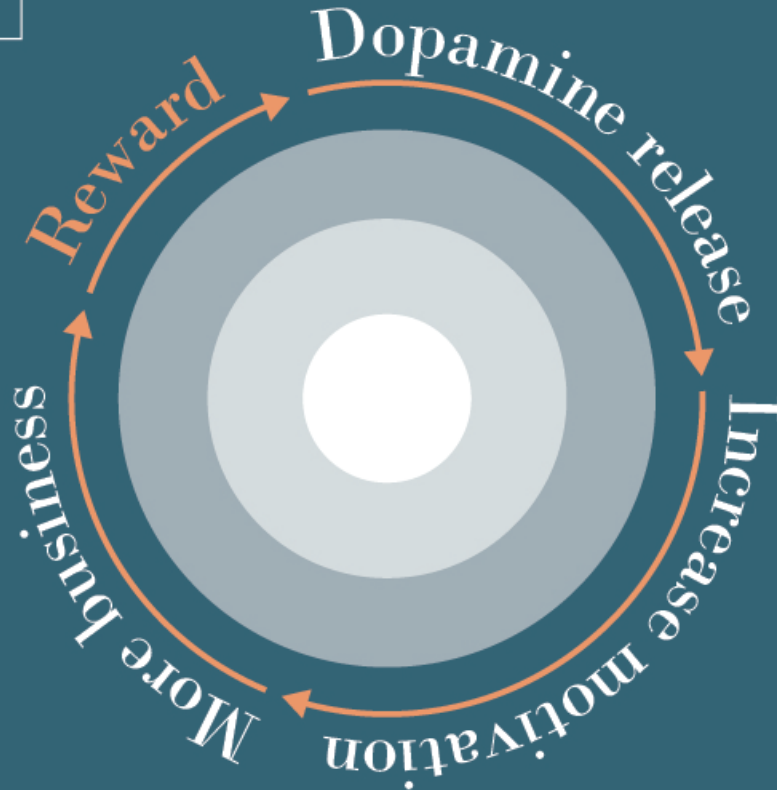
Wanting

(MOTIVATION)

DOPAMINE



REWARD



→ **FOSTERS
CUSTOMER LOYALTY
AND ENGAGEMENT**

Why measure customer effort?

CUSTOMER EFFORT SCORE

LAST TOUCHPOINT

Low Effort

High Effort

90.2%

32.5%

% Customers likely to continue being
a customer of this company

CES predicts customer
loyalty **1.8x better** than
customer satisfaction
scores do.

CUSTOMER EFFORT SCORE

LAST TOUCHPOINT

Low Effort

High Effort

90.2%

32.5%

% Customers likely to continue being a customer of this company

satisfied customers say they intend to leave

20%

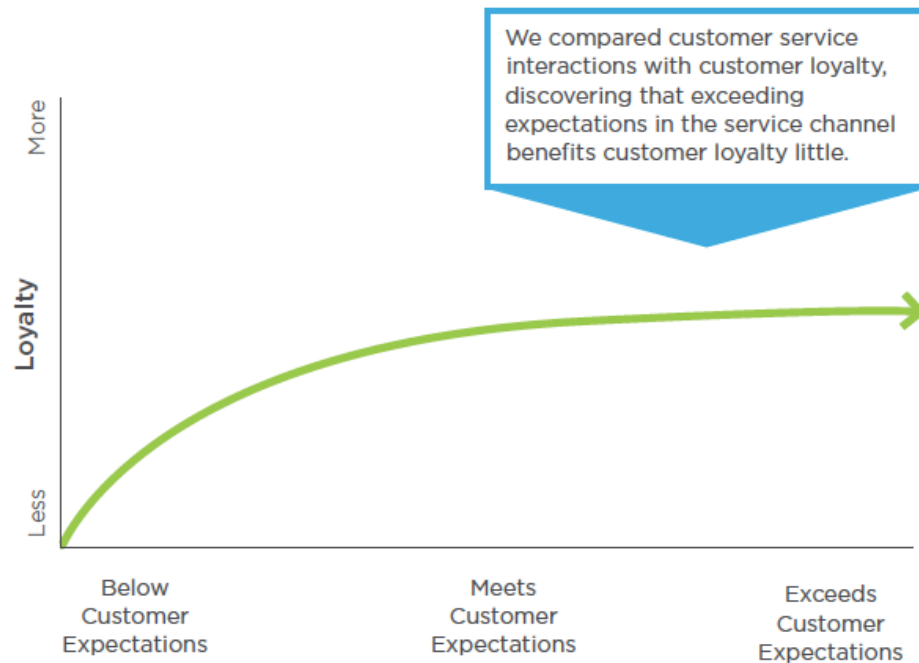
dissatisfied customers say they intend to stay

28%

SATISFACTION IS WEAKLY CORRELATED WITH LOYALTY

Exceeding Customer Expectations Does Not Increase Customer Loyalty

Impact of Meeting Versus Exceeding Customer Expectations on Loyalty



$n = 97,000$ customers.

Source: CEB analysis.

BENEFITS OF **CES**

/ Actionable **DATA**

/ Predicts **DEFECTION RATES**

/ Loyalty **“EASY” REDUCES CHURN BY 40%**

EAS CASE STUDY



One of top 3 private
Indian banks



\$7 billion revenue



44,000 employees



\$69 billion
total assets



\$1.1 billion net income



EAS CASE STUDY

Objective

- Measure customer effort across the processes related to taking a loan
- Run the same test on main competitor's customers

Methodology

- EAS tool – IAT + declarative
- 100k unique links sent to respondents

EAS CASE STUDY

Overall Score



CUMULATIVE
SCORE



Customer Effort Scale

EAS CASE STUDY

Lifecycle Score

Physical

-4.7

Time

-1.2

Cognitive

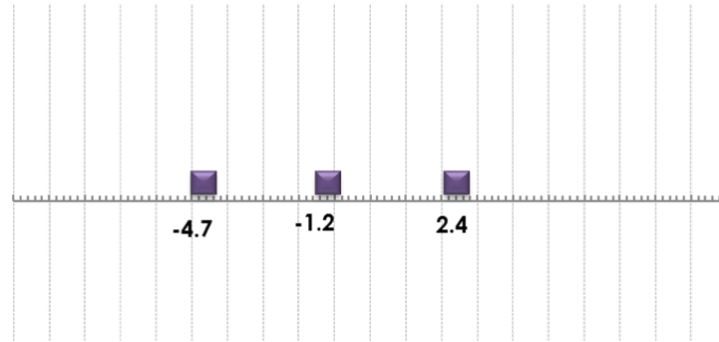
2.4

Enabler

Inert

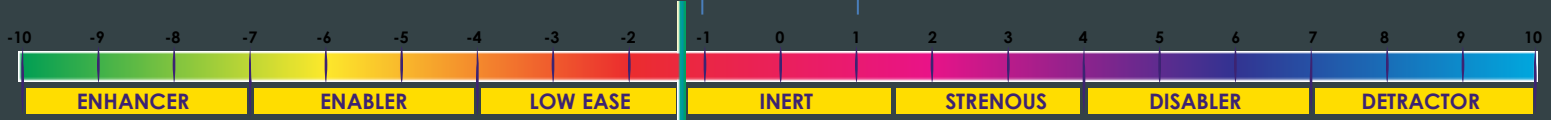
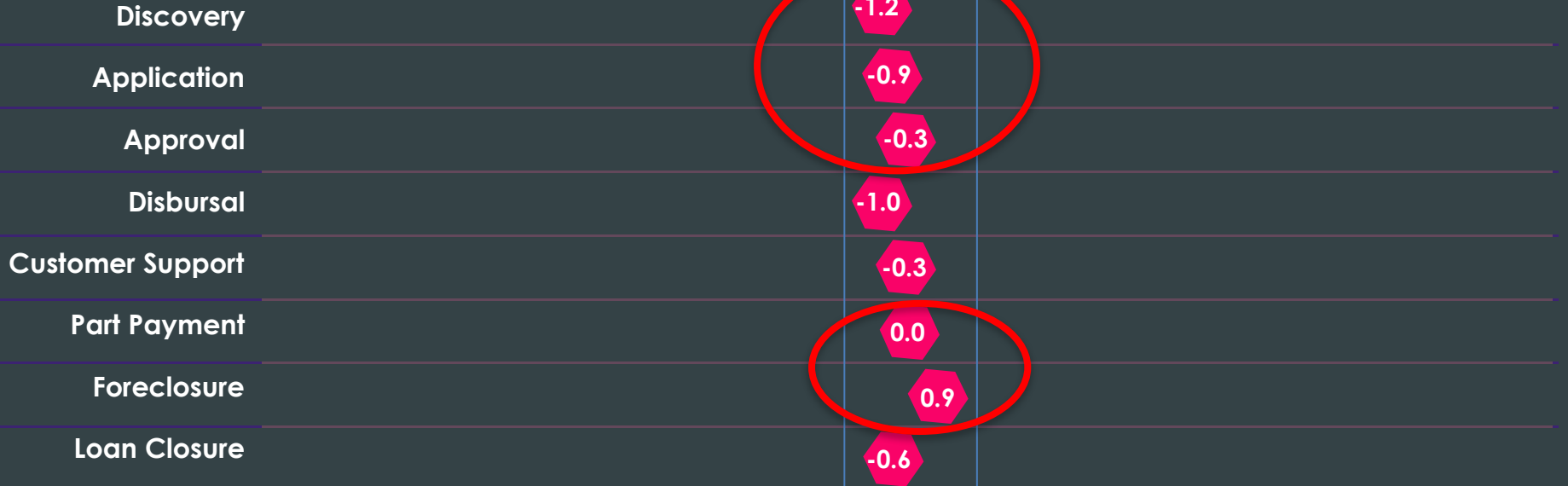
Strenuous

-10 -9 -8 -7 -6 -5 -4 -3 -2 -1 0 1 2 3 4 5 6 7 8 9 10



EAS CASE STUDY

Engagement lifecycle - trend



PHASES	Dimensions of Effort			
	Physical	Time	Cognitive	Cumulative
Discovery	-4.7	-1.2	2.4	-1.2
Application	-4.8	-0.1	2.1	-0.9
Approval	-3.6	0.8	2	-0.3
Disbursal	-4.2	0.9	2.5	-0.3
Customer Effort	-3.9	-0.6	1.5	-1
Part payment	-3.1	1.6	1.6	0
Foreclosure	0.6	0.6	1.6	0.9
Loan Closure	-4.7	1.6	1.3	-0.6

- Decrease cognitive effort for the acquisition processes → conversion rates increase
- Differentiating processes that are easy → turn customers engaged

FINAL **THOUGHTS**

- ... brains are lazy **& HATE EFFORT**
- ... brains **LOVE BRANDS**
- ... **MOTIVATE**, don't delight
- ... keep it **EASY!**

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