



HOW DEEPER HUMAN UNDERSTANDING UNLOCKS BETTER CUSTOMER JOURNEYS

Expert insights and perspectives from
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MD of Walnut UNLIMITED,



A woman with dark hair in a long braid is shown in profile, facing right. Her eyes are closed, and she has a serene expression. The background is a solid, warm yellow color. The text is overlaid on the image.

DECISION MAKING MADE SIMPLE

THROUGH
HUMAN UNDERSTANDING


We're firm believers that Customer Experience is rooted in one thing: decision making. In order to optimise CX, it's important to first understand the how and why of decision making – everything from the makeup of our brain to the reasons why we make decisions – and use that to optimise experiences. The holy grail for marketers is to create CX that works on many levels but, ultimately and most importantly, **influence choice**.

But herein lies an issue: decision making is complex. For every potential action, there are several barriers to overcome. Plus, the biological makeup of our brain and our adherence to certain behavioural tropes makes changing and influencing behaviours difficult.

In short, it's no easy feat and CX decision makers have a difficult job. But, the CX experts from our Human Understanding Lab have found a way to simplify decision making. By framing decision making through the lens of four main pillars – Emotion, Motivation, Meaning/Context and Action – brands can get a deeper understanding of what makes their customers tick. By blending the latest techniques from neuroscience, behavioural science, data science brands can tap into the right motivations, stimulate emotions, understand the context of purchase and drive people to move.

AND WE HAVE THE TOOLS TO HELP YOU.

Read on to find our key learnings to optimise CX. But first, a whistle-stop tour of the brain...



**YOUR BRAIN
IS DESIGNED
TO FEEL,
NOT TO THINK.**
BECAUSE THINKING IS HARD

Human decision making is complex. The brain is a web of complexity, but driven by underlying needs, emotions, contextual meaning and actions. Every brand touchpoint can shape memories, emotions, and brand consideration. We believe the best CX puts human understanding at the heart of exploration, measurement, strategy and implementation.

Contrary to common belief, your brain's most important job isn't thinking; it's running the systems of your body to keep you alive and well. In fact, **your brain weighs just 2% of a human's average body mass but consumes over 30% of your body's energy.** According to recent findings in neuroscience, even when your brain does produce conscious thoughts and feelings, they are more in service to the needs of managing your body than you realise. In short, your brain is designed to feel, not to think.

So, let's take a closer look at the makeup of a brain and why it's so important to keep in mind when navigating CX.

THE START POINT **THREE** BRAINS **IN ONE**

In the 50's, the American neuroscientist Paul MacLean suggested the brain is made of three layers representing successive stages of evolutionary development. Though this theory has not been accepted entirely, the heart of the idea survives. In short, our brains are made of competing sub-systems.

- The first part of the brain is the **reptilian brain**, involved in survival behaviours. It has its uses endowing us the ability to breathe, swallow, sneeze... really the BASICS to keep us alive
- Our **emotional brain** is about 100 million years old – giving us some emotional range, memory processing and ability to BOND.
- And only about 200,000 to 500,000 years on the top of these deeper parts, an area called **neocortex** has given us the ability to plan, control our impulses and consciousness. This part is how we have learnt to use language, symbols, solve problems and imagine the future.

Through neuroimaging techniques we have seen how these emotional and reptilian brain are responsible for our behaviours. This neocortex is like a CEO, it cannot function properly or make good decisions if the other parts are not providing the right information.

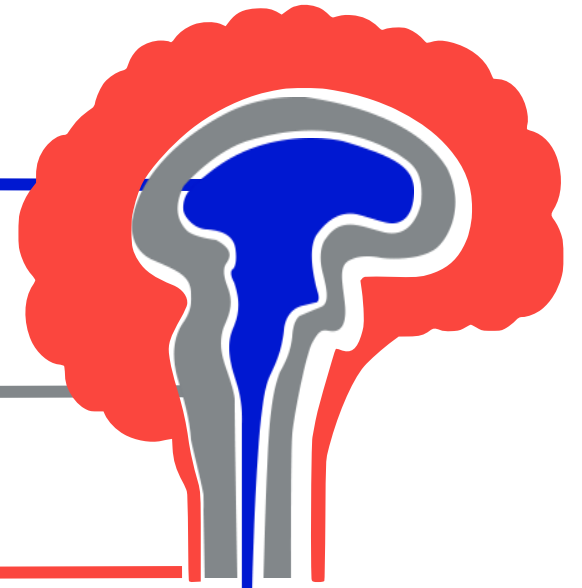
FAST, automatic
& outside our
control

PROTO-REPTILIAN BRAIN
Survival behaviours

LIMBIC SYSTEM
Emotional brain

SLOW, rational &
under our
control

NEOCORTEX
Abstract brain



SIMPLIFYING THE COMPLICATED

DECISION MAKING IS COMPLEX

Given everything we know about the brain. It's safe to suggest that decision making is either habitual or goal directed. We know humans are:

- genetically programmed to like routine, familiarity, etc so habits form a big part of our behaviour. 80% of purchases are habitual
- programmed to identify new rewards/solutions to goals - that's how humans evolve over time.

Don't just take our word for it. Take a look at the complex journey of decision making in action.

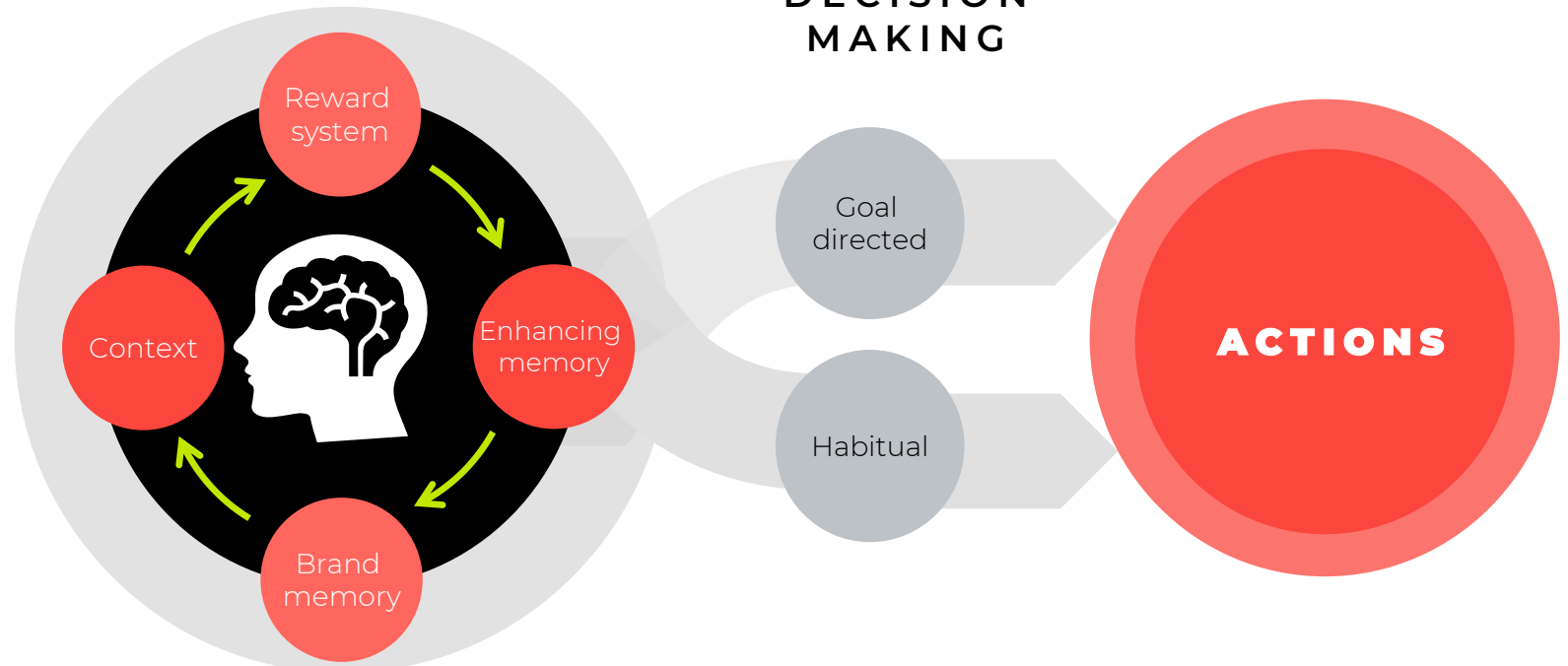
INTERNAL BRAIN PROCESSING

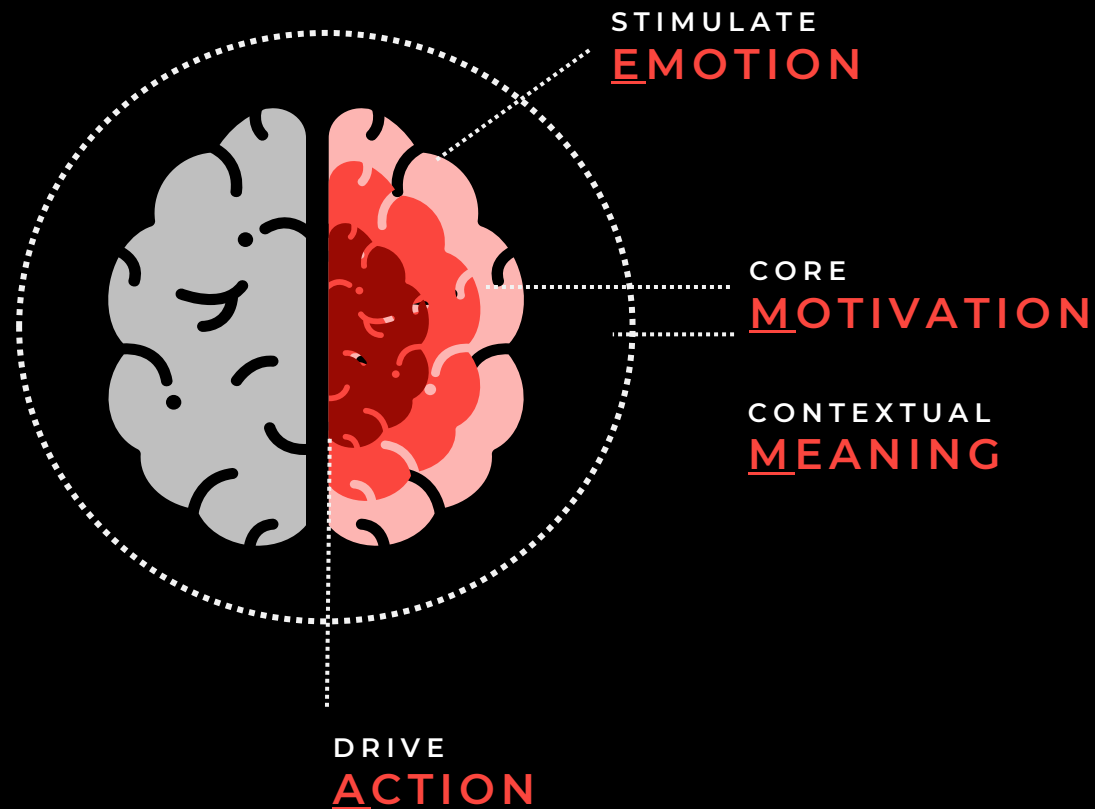
Internal drivers

Body signals telling us it needs food, water, to reproduce, social status and psychological needs

External cues & associations

We are influenced by the resources available and the environment we are in





By understanding human decision making we can design better **customer experiences** and ultimately **influence choice**.

Learn more about how we can do this, through three key learnings that will optimise CX.

3 KEY LEARNINGS TO **OPTIMISE** CX

#1

**POWER
OF SENSES
TO AMPLIFY
EMOTIONS**

#2

**CAPTURING
BEHAVIOURS
TO BETTER
PREDICT &
TARGET**

#3

**HUMAN-
CENTRICITY
ACROSS
ALL TOUCH
POINTS**



#1

THE POWER OF THE SENSES

STIMULATING THE SENSES TO AMPLIFY EMOTIONS



We conducted an experiment.

Picture this: One trial sports store in Amsterdam. Customers hooked up to GSR (Galvanic Skin response) and eye-tracking equipment to capture levels of stimulation as they shop. All to give us a measure of human interaction that respondents couldn't easily articulate.

By changing the store conditions, we were able to understand the role of different senses, and resultant behaviours – looking at how touch, sounds, and visual stimulus work together in a physical store environment.

A SPORTS STORE IN AMSTERDAM



CHANGING THE ENVIRONMENTAL / SENSORY CONDITIONS



CAPTURING REAL UNFILTERED EMOTIONAL IMPACT



Activation
Galvanic skin
response

Visual attention
Eye Tracking

THE RESULTS?



OPTIMISING THE SENSORY STORE ENVIRONMENT MEANT:

Customers spent over

5 mins

longer in store when
sensory marketing applied

10%

SALES INCREASE

What could you be missing by not dialling up emotional activation?



A SHOPPER IS

4X

**MORE LIKELY
TO PURCHASE
A PRODUCT
THEY PICK UP**

That is haptic priming
at work!

The power of touch massively
elevated the overall experience.



50%

OF SHOPPERS

**WERE MORE
EMOTIONALLY
ELEVATED WHEN
TOUCHING A
PRODUCT**

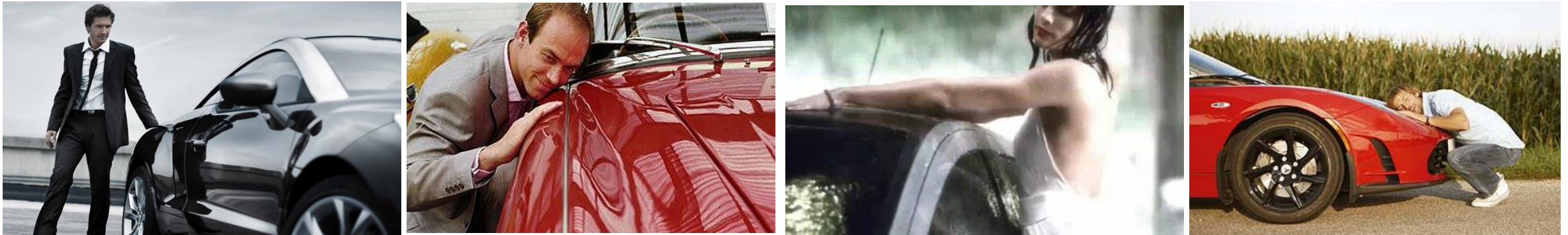
A woman with short dark hair, wearing glasses and a yellow jacket, is smiling and holding a waffle cone ice cream in her right hand. Her left hand is raised in a gesture. The background is a textured wall with some greenish-blue paint splatters.

HOW TO DIAL UP THE EMOTIONS IN DIGITAL ENVIRONMENTS?

Creating sensory experiences is all very well when you have physical brand experiences and touch points – but in a world where digital touch points are key, the power of senses should not be ignored.

THE VISUAL POWER OF THE SENSES

DIALLING UP THE DEPICTION OF SENSES (SUCH AS TOUCH) CAN TRIGGER SIMILAR DESIRED FEELINGS AND EMOTIONS AMONGST VIEWERS



Ever felt like you are “experiencing” the sensation of a new car just by seeing it onscreen? Neuroscience has an explanation. Our brains are equipped with *mirror neurons*, which are nerve cells that fire signals when we observe an action being performed by another person. They are aptly named, as it gives us the ability to understand and interpret certain gestures, behaviours and emotions to associate them with our own experiences and meanings – as if our screens have become a mirror.

But how can we embed this even deeper into the digital landscape?

LET'S GET PHYSICAL

INTRODUCING: HAPTIC PRIMING

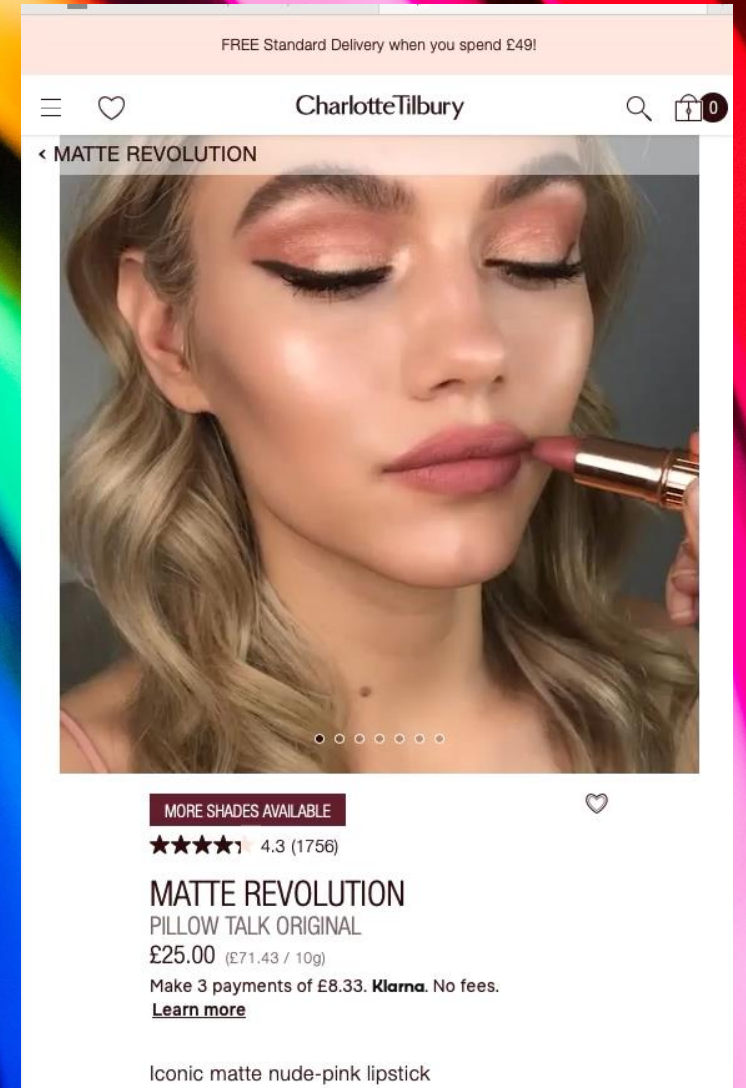
One very common example that plays on mirror neurons is seen on ecommerce platforms. Sharing granular physical components of a product helps us to not just interpret what it might look like, but also how it feels – everything from practical information about how heavy it is from sensory cues around colour and texture.

Texture

Weight

Quality

Size





#2

THE POWER OF DATA

CAPTURING BEHAVIOURS TO BETTER PREDICT & TARGET

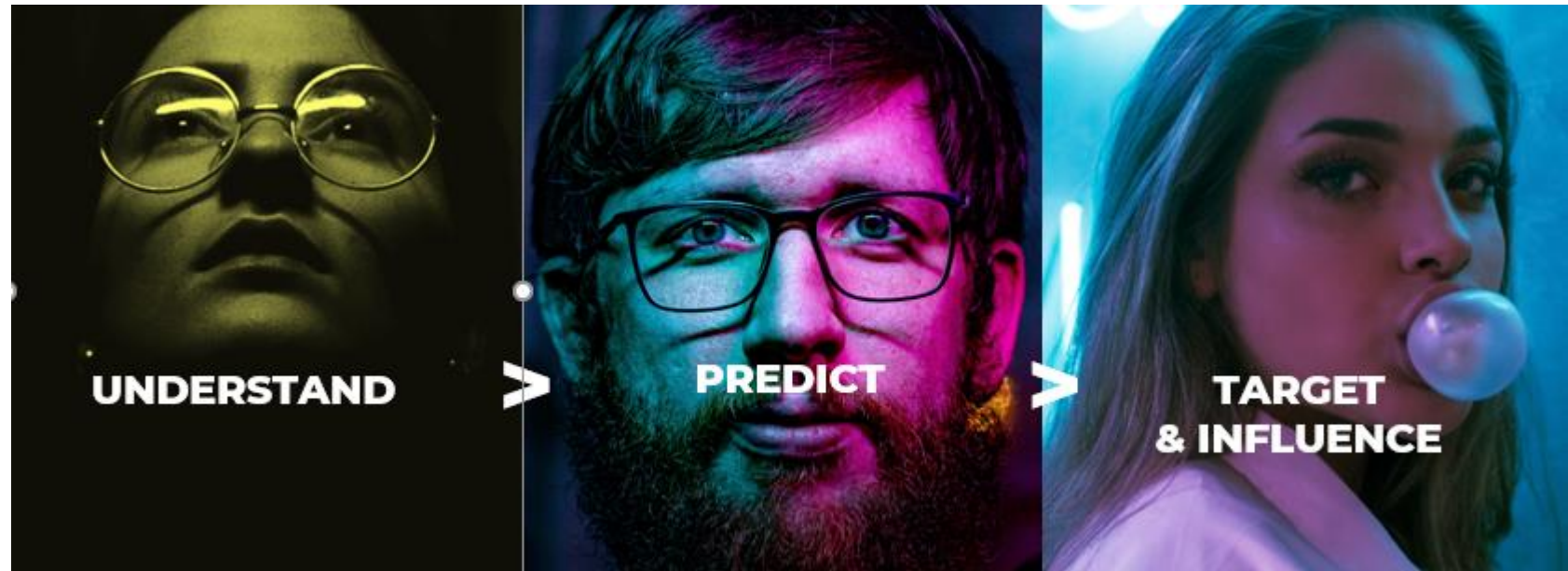
We looked at predicting behaviour differently.

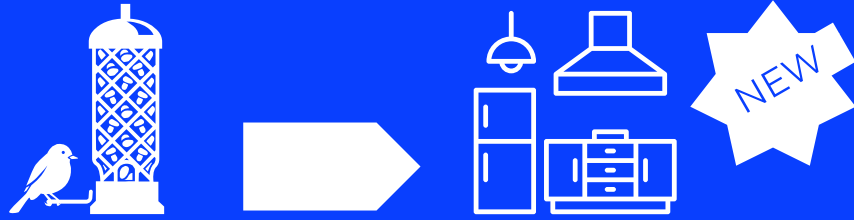
There is a simple theory in data science that if we can understand historic behaviour, then we can begin to predict future behaviour. Data science gives us the power to interpret this behavioural information and, more importantly, begin to harness it.

But for many marketers, predictions just aren't that helpful. We can predict that customers are going to shop next week, or churn next month, or have a future value of £20. But in many ways this is irrelevant. It's our belief that we *should* be identifying who we can influence.

How, where and when can we encourage people to behave differently to benefit the future of our brand?

**THIS IS THE HOLY GRAIL
OF DATA SCIENCE.**





A well-known high-street DIY store had a simple problem that was difficult to solve – how could they predict when a customer was about to start a large home project to maximise share of wallet?

Data analysis revealed that if a customer only bought one packet of birdseed, they were also likely to buy a kitchen or a bathroom. In fact, we found about 160 baskets that only held one item showing the same correlation. The big question was, why...

CASE STUDY

HOW DOES BIRD SEED HELP SELL KITCHENS?

Two overlays helped give us clarity. The first was understanding that this was a destination store – people do not go to a store on a retail park just to buy birdseed, they are on another mission.

The second is the value of the purchase – kitchens and bathrooms are expensive, so there is a long consideration period. After customers had finished browsing, they were picking up sundries as they exited the store – simple!

By understanding this behaviour and pinpointing this opportunity to influence behaviour through marketing, we were able to set up triggered white mail with a 10% or 15% offer on the longer-term products we knew they were looking for.

Data science identified

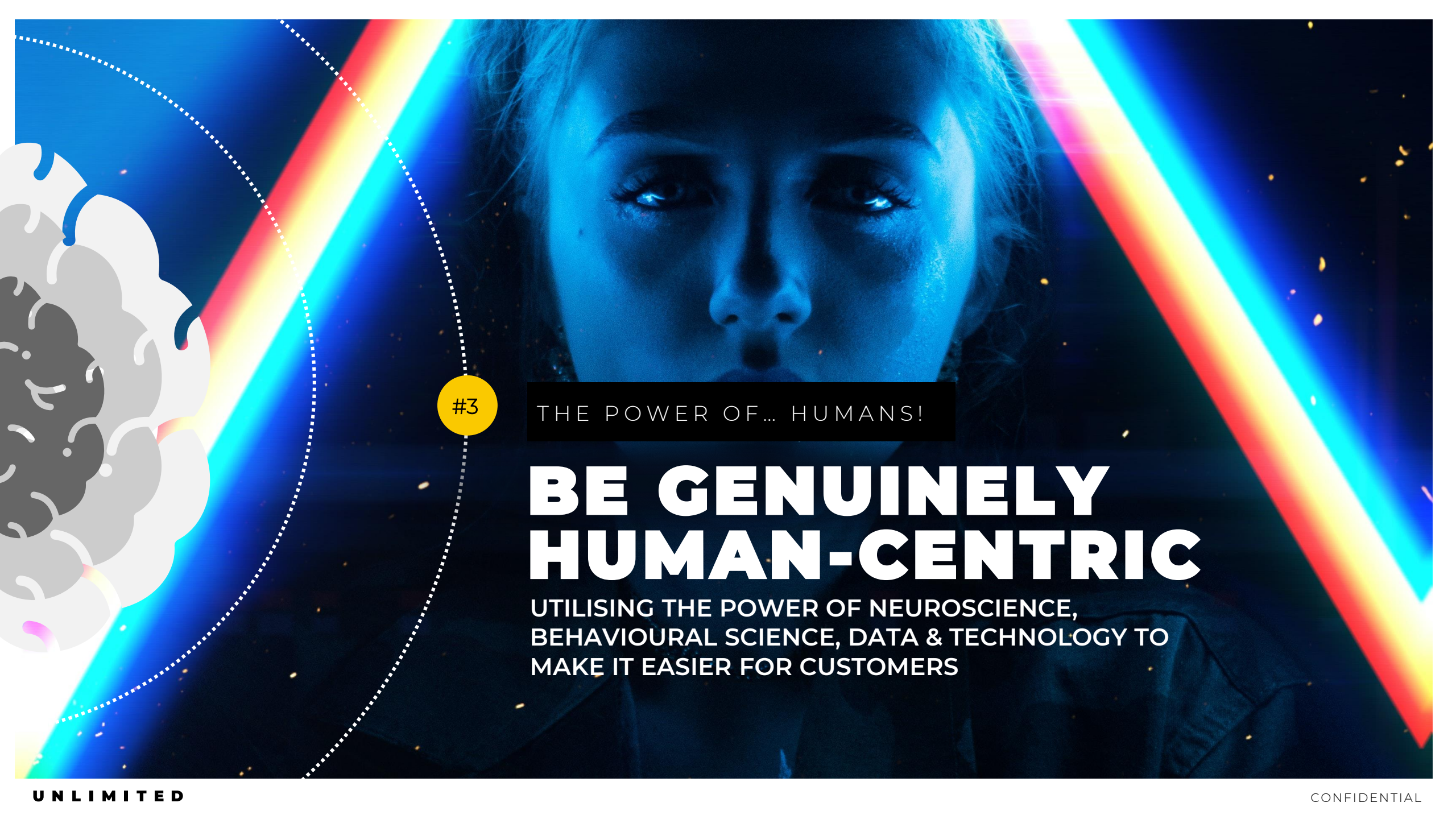
160

purchase triggers

RESULTS

£23m

Incremental revenue a year



#3

THE POWER OF... HUMANS!

BE GENUINELY HUMAN-CENTRIC

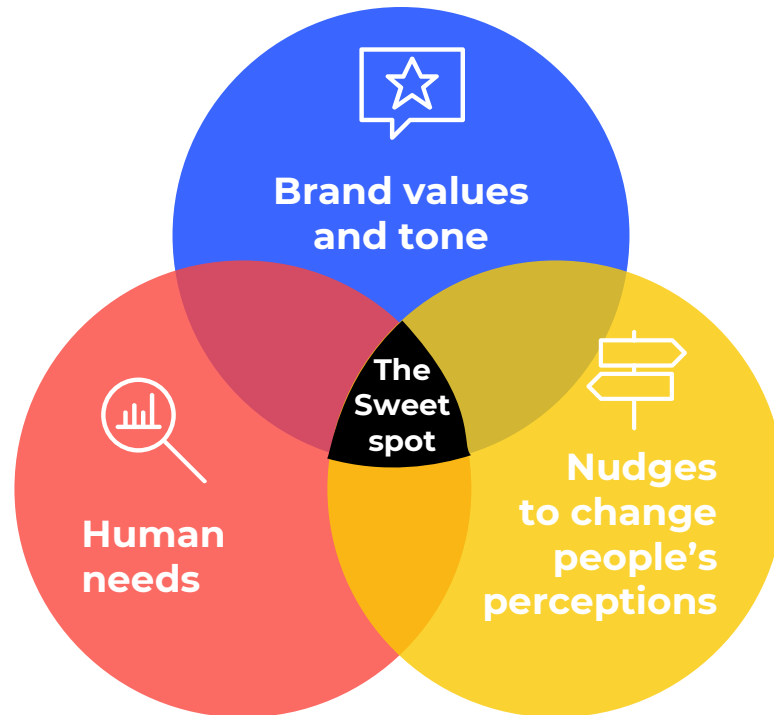
UTILISING THE POWER OF NEUROSCIENCE, BEHAVIOURAL SCIENCE, DATA & TECHNOLOGY TO MAKE IT EASIER FOR CUSTOMERS

We consulted on a project.

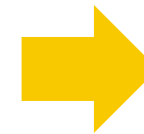
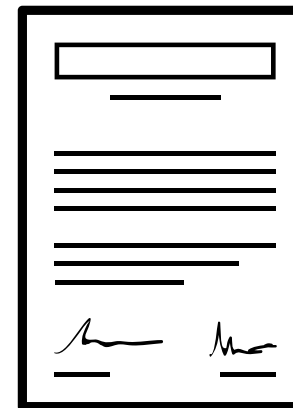
Sorry seems to be the hardest word. No, really... Unfortunately, when it comes to saying “sorry” to customers there is never an easy route. One well-known financial services brand recognised this, and turned to us to consult on personalised apology letters to their customer base.

There was a generally acknowledged internal notion that some customers had been neglected, but the brand struggled to broach the subject and articulate their apologies effectively.

We applied behavioural science, neuroscience and semiotics alongside known customer insights to optimise these apology letters, to great effect.



ORIGINAL



OPTIMISED



THE IMPACT OF COMMS OPTIMISATION USING NEURO- AND BEHAVIOURAL SCIENCE..

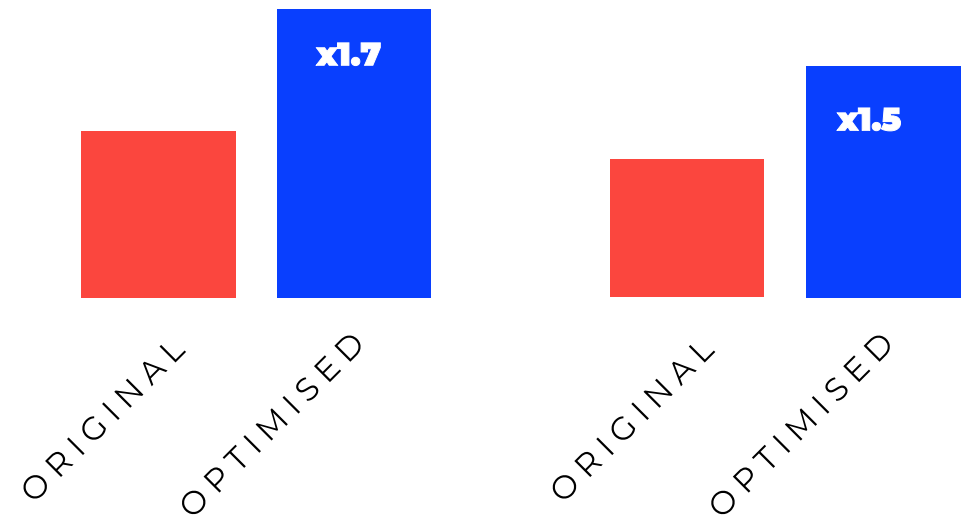
In this instance, our optimised versions drew upon **semiotics**, to enhance the use of symbols and colours. Meanwhile, **neuroscience**, to link the copy to human needs but also to ensure that the eye was drawn to key visuals on the page. And **behavioural science**, where key nudges were employed to frame pivotal messages and strike the right tone, chunking the layout and content to keep it easily digestible.

The results were an outstanding success, with a significant majority of respondents agreeing that our optimised versions were **more easily understood** and **relevant** to them.

% IMPLICIT AGREEMENT

Easy to understand

Relevance



GET MORE INSIGHTS INTO CX OPTIMISATION

INTERESTED IN FINDING OUT MORE?



**CHAT TO THE
TEAM ABOUT
HOW OUR
SOLUTIONS CAN
ANSWER YOUR
QUESTIONS**

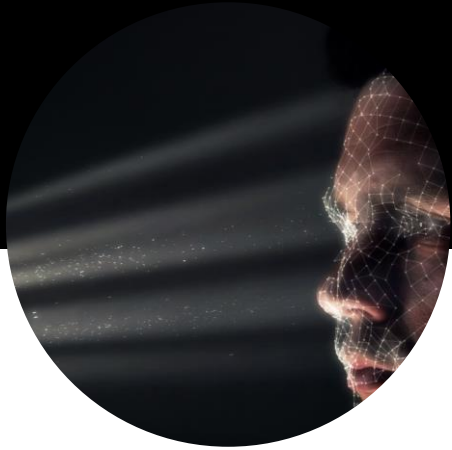


**INTRODUCE
THE SCIENCE:
JOIN OUR
NEURO
MASTERCLASS
TO SEE MORE
NEUROSCIENCE
IN ACTION**



**COME TO
OUR FUTURE
EVENTS,
INCLUDING
OUR NEURO
SHOWCASE;
BRAINY BAR**

SPECIALIST HUMAN UNDERSTANDING CAPABILITIES



NEUROSCIENCE & BIOMETRICS

Implicit reaction
time testing
Eye tracking
Facial coding
EEG & GSR
FMRI



CUSTOM RESEARCH AND TRENDS

Surveys
Focus groups
Online communities
Trends
Ethnography
Passive metering



DATA STRATEGY & SCIENCE

AI & machine learning
Customer lifestyle &
value
Audience insight
Measurement &
attribution



BEHAVIOURAL SCIENCE

Change frameworks
Understanding barriers
to change



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