



Behavior Planning vs. Channel Planning

Our approach to planning in a world of change

Planning may be preventing us from grasping much bigger opportunities in the brave new world of social creativity.

Where's Planning at?

From humble beginnings in 1968, Account Planning has gone on to transform the way advertising is created all over the world. As new specialties (like digital) have emerged, each one has developed its own version of planning. But today, instead of combining our forces and insights into our customers' ever-changing world, all too often planners compete against each other, championing their specialist disciplines like Brand Planning, Digital Planning, Content Planning, or Connections Planning.

One wonders how this sibling rivalry started in the first place. The decisive point was probably when, as media fragmented and grew in complexity, Media Planning broke away into independent Media Planning agencies. Touchpoints became the *ultima ratio* in promising both effective and efficient campaigning. Content was divided from channels.

We believe that planning may be preventing us from grasping much bigger opportunities in the brave new world of social creativity.

**Ultimately, planning needs to reunite around its true center of gravity:
People's behavior in a fast-changing world.**



Jason Lusty is our Global Business Lead, DDB Europe based in Berlin, Germany. He graduated from Frankfurt Goethe University in Business and Economics and started his career with Saatchi & Saatchi in Planning. In 2001 he joined DDB London to head Volkswagen planning internationally. In 2003 he moved to DDB Group Germany in Berlin to lead the Planning department, in 2006 became Managing Director of the Heye Group based in Munich, and holds his current position since 2010.



Carsten Schneider is Director Brand Consultancy Intl. at DDB. From 2007-11 he was the Group Planning Director at Heye Group in Munich, Germany, responsible for 8 planners in 3 agencies and a member of DDB's Worldwide Planning Futures Group.

Our World of Change

It's been 35 years since Ray Tomlinson sent the first email on Arpanet from Cambridge, Massachusetts. That was long before the Internet existed. Now, it's estimated that we send 10 billion emails every day.


Change has been history's guiding principle. Technological change, economic change, and environmental change have in turn brought about social and political change. McKinsey now argues that "uncertainty is the new normal." But with that uncertainty comes opportunity.

While it took 13 years for television to reach 50 million people, it took just nine months for 100 billion people to join the Facebook community and only nine months before the number of iPhone apps reached a gigantic one billion




Today, opportunities emerge at an incredible speed

So how about making change an opportunity?

If it were a country..... **3rd** largest
More than **1.5** million pieces of content shared daily

25 billion every month

Social Media has overtaken porn as the
#1 activity on the Web

200,000,000+ blogs
 **Blogger**
77% of internet users read blogs
34% of bloggers post opinions about products and brands

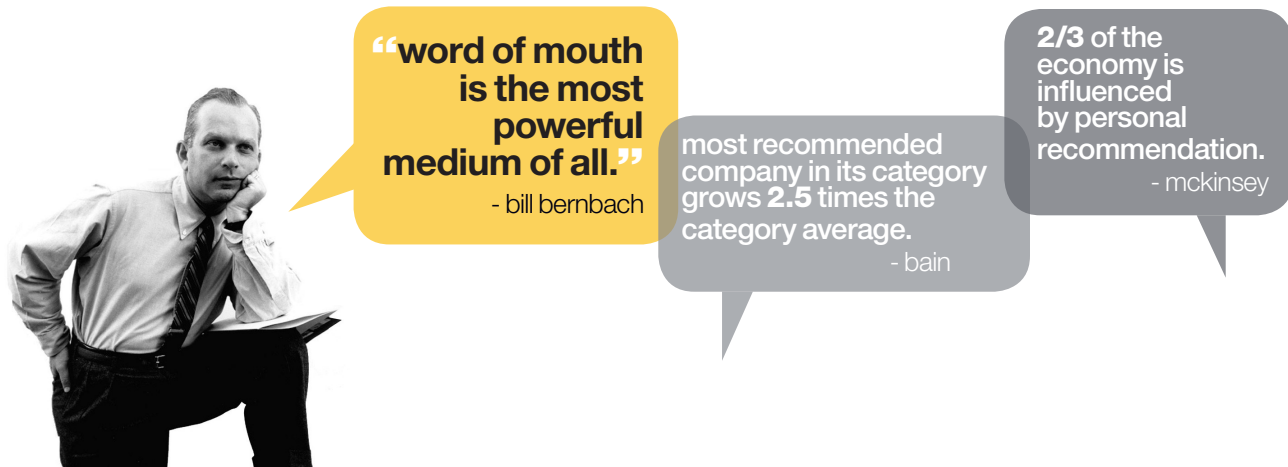
Over **3,600,000,000**
flickr photos

1 billion views per day
You Tube
20 hours of videos uploaded every minute

More than 
13,000,000 articles
There are over **50,000,000** accounts on **twitter**

Today, we are more than just connected, we are super-connected on a digital planet. Everyone can control, create and distribute content. Everyone can have their opinion spread, shared, and discussed.

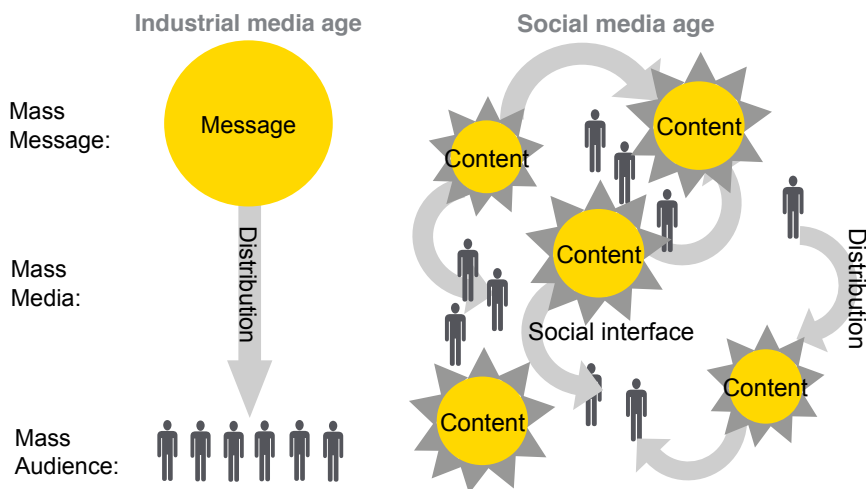
So how about making change an opportunity? What if we could change our approach to planning in this world of change?



Today, People Are the Most Important Media

We think it is time for planning to go back to first principles. To concentrate on people again. It's not about digital, it's not about channels. Now more than ever people are the most important media. And we need to think differently about how we approach those people. We need to stop bombarding them with "surround-sound," 360° advertising that only serves to irritate them.

We need to stop planning for "the industrial media age" and only focusing on broadcasting mass messages to mass audiences.



Instead, we need to plan for creativity in the social media age. We need to provide people with content they really want: Content that is relevant, useful, and entertaining. Content they can actively spread through their social networks. That content could be anything from film to games to online experiences to applications and utilities. Content that is inherently social and begs a reaction. Content that people can participate in, play with, or produce themselves and pass on. **We call this social creativity.**

This kind of work requires a different kind of planning. We need to think about:

- Combining channels and content, not simply filling channels with messages.
- Playpoints, not just Touchpoints.
- Media inventiveness, not media neutrality.

These are obvious goals, but difficult to achieve.

Behaviour Planning: The Bigger Picture

We call it Behavior Planning

- Behavior Planning, rather than Account Planning or Channel Planning, because it unites all Planning disciplines in one collective brain.
- Behavior Planning, because it focuses on people and their actions—their behavior—not just their responses to our communications.

Behavior Planning goes back to the essence of Planning: inspiring behavioral change that has an effect on our clients' businesses. It's all too easy to forget this aim and get caught up in communications.

Behavior Planning thus concentrates us on what is really important—actions, not just attitudes—and makes us more accountable again. Accountable for experiences that truly change behavior.

Sounds like quite a task. But here's the good news: We're already doing it. We can already showcase examples of Behavior Planning that changed behavior rather than just attitudes. The following weren't just about advertising, they were about changing the whole marketing mix.

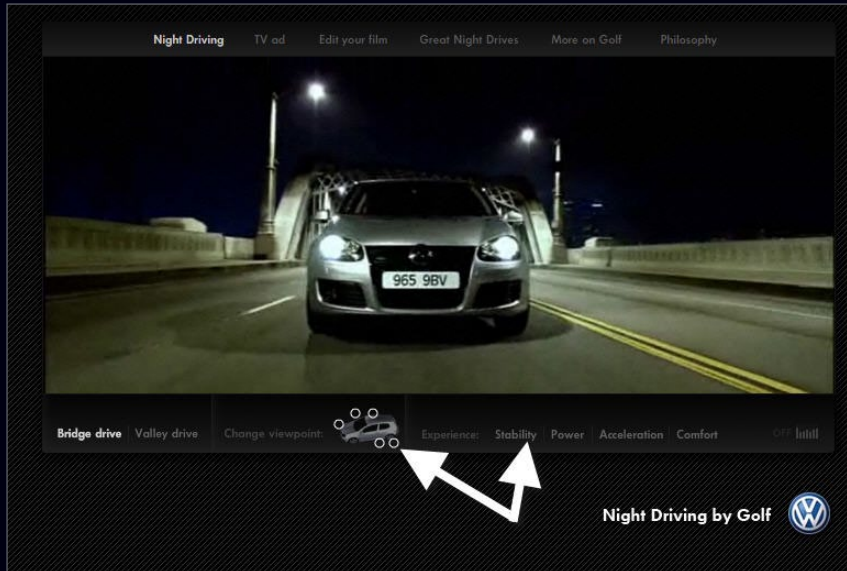
The Behavior Change Examples

Just think about DDB Sweden's "fun theory" work for VW BlueMotion. We set out to see if we could change behavior by making things more fun. In particular, we wanted to explore the idea that being green (and using green things like BlueMotion) didn't have to be dull or hard work. We did this by creating a number of social experiments, like turning stairs into a piano keyboard and turning a recycling "bottle bank" into an arcade game, to see whether these tactics encouraged more green behavior. They did—and how!



Meanwhile, in the U.S. DDB and Brita successfully tried to break people's habit of reaching for bottled water when thirsty by highlighting that bottled water increases landfill. The case is interesting because there were two keys to its success in changing behavior. First, we recognized that if we were going to switch people from bottled water to filtered water, then we needed to provide people with a recyclable bottle to use when they were out and about. Second, we turned drinking filtered water instead of bottled water into a cause and used social media to create a "6 degree" ripple effect. Had we just relied on traditional advertising without putting the recyclable bottle and social media at the heart of our thinking, it's doubtful we would have been half as successful.





In the UK, we ran a campaign for the Volkswagen Golf designed to reassociate the brand with the pleasure of driving. However, we soon discovered that one of the key barriers to enjoying driving in the UK is the traffic jams. So we ran a campaign designed to highlight the pleasure of driving at night when the roads are clear. We also took on another central issue in changing people's behavior. We discovered that the Golf had low test-drive ratios and designed a new type of test drive—a nighttime test drive. People could pick up the keys to a Golf after work and return them again in the morning to complement the activity. Again, this was a coherent attempt to think through all the issues surrounding behavior change, rather than just focusing on an advertising message.



Another example of how to change behavior comes from Marmite in the UK. Looking at the data we realized that Marmite's key occasion, breakfast, was in serious decline. We tried several attempts to embed Marmite in the lunchbox instead, suggesting Marmite and cheese sandwiches as a good alternative to eating Marmite at breakfast. While we found people were enthusiastic about the idea in principle, in practice, Marmite was very inconvenient for sandwiches. It melts onto hot buttered toast, but that doesn't work on sandwiches. So eventually one of the creative teams redesigned Marmite as squeezy Marmite. A new product was born, behavior began to change, and the brand went into double-digit growth. Not bad for a brand that is more than 100 years old.



What all these cases demonstrate is the power of taking a more holistic approach based on understanding people's behavior, rather than just focusing on communicating specific messages.

The Bigger Opportunity in Behavior Planning

It is clear that if we are going to change behavior, then we need to understand:

1. Existing behavior
2. What drives that behavior

These days we have huge, unprecedented opportunities to understand human behavior. It's no longer just about the old standbys—analyzing the market place, carrying out competitive reviews, quantitative pretesting and segmentations studies, doing focus groups—and so on.

Now, there are new opportunities.

1. Using insights from the latest in Neuroscience and Behavioural Economics

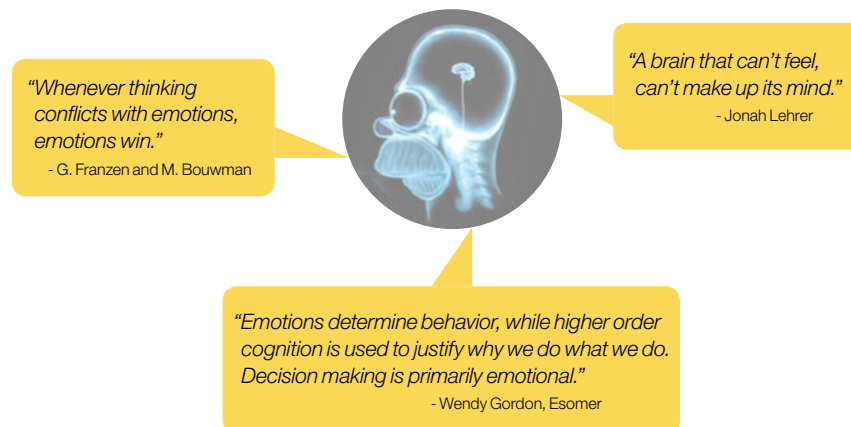
There are revolutions going on in both of these disciplines that can help us understand the way humans work. But academic learnings are not filtering through into marketing and communications as fast as they should. That means there's an opportunity for us.

Thanks to Nobel Prize laureate Daniel Kahneman, we now know more about the way the brain functions. As you will hear in other yellow papers, human thinking consists of two systems: One being the intuitive, effortless autopilot of our actions, the other one being the rational, serial, effortful part. Estimates vary, but many scientists suggest that the second part—the rational/system 2 brain—is probably only responsible for about 5% of all cognitive activity.

Meanwhile numerous books, like Dan Ariely's *Predictably Irrational*, are challenging the idea of *homo economicus*. Along with Daniel Kahneman, Ariely has pointed out some of the "cognitive biases" that show our decision making is far less rational than we might like to think.

Take the bias of "loss aversion.". Our brains are designed to be risk averse and loss averse; in fact, losing something makes you twice as miserable as gaining it made you happy in the first place. For example, imagine you bought some shares which have gone up from \$1 per share to \$1.80 per share, but then fallen back down to \$1.40 per share. That perceived 40-cent loss (from \$1.80 down to \$1.40) will make you twice as unhappy as the ultimate 40-cent gain (from \$1 to \$1.40). Irrational, but true. And loss aversion is just one of many biases we are subject to.

'More Homer than Dr. Spock'



Meanwhile, Tim Ambler of London Business School is one of several experts who argue that it is actually emotion that leads to action.

All of these findings have huge implications for our work in agencies. If we are going to be the experts at inspiring behavior change, we need to work much more closely with academia to translate this new knowledge into action. DDB London, for example, is about to launch a joint initiative with Goldsmiths University so that together they can explore just such issues.

2. Using insights from the latest in Network Science to understand group behaviour

We increasingly see that our individual behavior is much more subject to group influence than we would like to admit. As outlined in our Yellow Paper on Social Creativity, we need to spend more time *really* understanding how our audiences and communities are structured, who the key hubs or influencers within social networks are, what they are talking about, how ideas and behavior spread through the networks, and finally, what makes ideas “sticky” or “contagious.”

Social networks provide a huge opportunity for us to add social intelligence to our insight mining. There are now so many tools that allow us to monitor conversations in social media, and yet most agencies do not routinely use these as a source of insight. If we are going to understand and drive human behavior, then we have to know what social groups are really interested in.

3. Using insights from the explosion of digital data

Most of what we do today is digital. Just as an airplane flying through the sky leaves an exhaust trail, we leave an exhaust trail of data wherever we go and whatever we do in the digital world. Data sources that can enlighten us about human behavior are growing exponentially.

Everywhere you look, the quantity of information in the world is soaring. According to one estimate in *The Economist*, mankind created 150 exabytes (billion gigabytes) of data in 2005. This year it will create 1,200 exabytes. Retail giant Wal-Mart handles more than one million customer transactions every hour, feeding databases estimated at more than 2.5 petabytes—the equivalent of 167 times the number of books in America’s Library of Congress. For DDB and many of our clients, merely keeping up with this flood of data is difficult, and analyzing it for patterns and useful insights is harder still. But if not planning, what discipline can transform data into wisdom and knowledge?



Not only that, but today’s data is often amassed in real time. Imagine how powerful that is: Real-time information with real-time feedback, every second, every minute, 24 hours a day, 365 days a year, available at the click of a button. We need to turn that data into insight. But again, this requires huge changes from both us and our clients. We need to think in dialogue. Not in classic campaign cycles.

It’s clear that we need to get much more comfortable with interpreting and creating stories out of digital data. We need to integrate short-term data, like response rates and click-through rates, with more long-term data like that analyzed via econometrics. Only that way will we see a true picture of what drives both short-term responses and longer-term brand-building. With the help of RAPP and DDB Matrix, we should be able to do just that.

We need to add this understanding of data to our understanding of what is going on in the brain. That way we can understand human behavior both from the inside out and the outside in.

If we can’t do it – who can? After all, we are the agency that invented the discipline of planning. Isn’t it time we evolved again?

Our Conviction

Change is creating new opportunities for clients and agencies alike. We can grab these opportunities. But it means rethinking what we do. Let's not split into Account Planning, Channel Planning, Digital Planning, and so on.

Let's keep it clear by focusing on changing behavior. This will mean we have to think about the full range of behavior, including people's relationships to brands, categories, communities, culture, and the media. But it will provide us with an overarching framework. Future DDB Planning is about setting the framework for changing people's behavior. Changing people's behavior will change their thinking—not the other way around.

We think Behavior Planning is the way forward.



DDB Worldwide Communications Group Inc. (www.ddb.com) ranks among the top five consolidated advertising and marketing services global networks, according to Advertising Age. Consistently one of the most creatively awarded networks globally, DDB was Campaign's 2009 Global Network of the Year and captured both the Cyber Grand Prix and Film Craft Grand Prix at the 2010 International Advertising Festival in Cannes.

With more than 200 offices in over 90 countries, the DDB Group helps grow the value and influence of leading brands around the world. We believe that creativity is the most powerful force in business, allowing us to develop the ideas that people want to play with, participate in and pass along. We call this Social Creativity which results in ShareValue, the powerful combination of influence within social communities and tangible business performance. DDB Worldwide is part of Omnicom Group Inc. (OMC).

The logo for DDB, consisting of the letters 'DDB' in a bold, dark blue sans-serif font. A small yellow circle is positioned to the upper right of the letter 'B', resembling a degree symbol or a stylized dot.