



# iga.Expertendialog 2017

## Nudging

### Die Gestaltung einer gesunden 'Entscheidungsarchitektur' in der Arbeitswelt

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# Praktisches Vorgehen

## Etablierte Nudging-Konzepte

# Wie entwickle ich ein Nudge-Programm/ eine Nudge-Intervention?

**Schritt 1:** Zielbestimmung

**Schritt 2:** Zielgruppenanalyse (eigener Kontext und evidenzbasiert)

**Schritt 3:** Handlungsoptionen-Analyse, Pfadanalyse etc. (eigener Kontext und evidenzbasiert)

**Schritt 4:** Entwicklung Programm/Intervention (APPLES, MINDSPACE, EAST, 4Ps, CAN)

**Schritt 5:** Partizipative Feinabstimmung und begleitete Implementation (faktoriales Design)



# APPLES: Einrichtung ‚Nudge-Unit‘ (BIT)

Administrative Support

Political Support

People

Location

Experimentation

Scholarship



# MINDSPACE: Checkliste Einflussfaktoren (BIT)

<b>Messenger</b>	we are heavily influenced by who communicates information
<b>Incentives</b>	our responses to incentives are shaped by predictable mental shortcuts such as strongly avoiding losses
<b>Norms</b>	we are strongly influenced by what others do
<b>Defaults</b>	we 'go with the flow' of pre-set options
<b>Saliency</b>	our attention is drawn to what is novel and seems relevant to us
<b>Priming</b>	our acts are often influenced by sub-conscious cues
<b>Affect</b>	our emotional associations can powerfully shape our actions
<b>Commitments</b>	we seek to be consistent with our public promises, and reciprocate acts
<b>Ego</b>	we act in ways that make us feel better about ourselves



	Headline	Things to think about	Examples
<b>Easy</b>	Make it easy. People are much more likely to do something if it's easy and low-hassle	<ul style="list-style-type: none"> <li>▲ Simplify</li> <li>▲ Friction: remove, or add it to inhibit</li> <li>▲ Defaults: set the easy path as the healthiest, safest option</li> </ul>	<ul style="list-style-type: none"> <li>▲ Pensions: millions more saving as a result of auto-enrolment</li> <li>▲ Suicide: reduced when easy routes blocked</li> <li>▲ University entry: 25 per cent more poor students go when forms pre-filled</li> </ul>
<b>Attract</b>	People are drawn to that which catches their attention, and that which is attractive to them	<ul style="list-style-type: none"> <li>▲ Personalise: use recipient's name; make relevant</li> <li>▲ Salience: make key point stand out</li> <li>▲ Messenger: experts and named individuals beat anonymous or distrusted sources</li> <li>▲ Lotteries: make incentives more attractive</li> <li>▲ Emotion: as important as reason</li> </ul>	<ul style="list-style-type: none"> <li>▲ Tax: 10 times more doctors declared income with salient letter</li> <li>▲ Giving: 2 times more donations to emergency appeals with story of one child versus statistics of millions affected</li> <li>▲ Courts: 3 times more likely to pay fines with a personalised text</li> </ul>
<b>Social</b>	People are strongly influenced by what others are doing or have done	<ul style="list-style-type: none"> <li>▲ Norms: what are others actually doing</li> <li>▲ Networks: a friend or colleague recommends</li> <li>▲ Reciprocity and active commitments: promises</li> <li>▲ Reminders of others: eyes and faces</li> </ul>	<ul style="list-style-type: none"> <li>▲ Litter: 8 times more likely to drop flyer if others already on the ground</li> <li>▲ Tax: 16 per cent more likely to pay if informed that most people 'pay on time'</li> <li>▲ Giving: 7 times more likely to give when learning that a colleague already gave</li> </ul>
<b>Timely</b>	Interventions are more effective before habits have formed, or behaviour has been disrupted for other reasons	<ul style="list-style-type: none"> <li>▲ Habits: intervene before they become established</li> <li>▲ Key moments: when behaviour is disrupted</li> <li>▲ Priming and anchoring: the power of what just came before</li> <li>▲ Time inconsistency: discounting of the future</li> </ul>	<ul style="list-style-type: none"> <li>▲ Development: two-thirds more farmers take up fertiliser offer after harvest when cash-rich</li> <li>▲ Health: 3 times more workers choose healthy option a week ahead than on day</li> <li>▲ Tax: 2 times more less likely to respond to nudge if late paying previous year</li> </ul>



# EAST: Grobes Nudge-Design (BIT)

**Easy** (z.B. Checklisten, vorausfüllen)

**Attractive** (z.B. Fußabdrücke oder Fliege)

**Social** (z.B. Peer-Mitteilungen)

**Timely** (z.B. Essen vormittags bestellen,  
Emailservertiming)





# CAN: Grobes Nudge-Design (Wansink)

Convenient  
Attractive  
Normative

TABLE 9.1 Sample Findings Using the CAN Framework of Behavior Change

CONVENIENT	ATTRACTIVE	NORMATIVE
<ul style="list-style-type: none"> <li>• <i>Convenient to see</i>: A fruit display near the cash register increased sales 35%, even when product was not discounted (Van Kleef, Otten, &amp; van Trijp, 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Attractively named</i>: Giving descriptive names to vegetables increased sales among elementary schoolers by 18% (Wansink et al., 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Normative to order</i>: Placing a sticker of a vegetable on a tray increased the number of school children selecting vegetables by 61% (Mann &amp; Redden, 2011)</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Convenient to order</i>: Healthy "Grab and Go" lines in cafeterias led to a 82% increase in healthy food sales (Hanks et al., 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Attractive appearance</i>: Placing nonedible garnish on a vegetable side dish increased sales and taste evaluation (Wansink, Payne, &amp; Painter, 2014)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Normative to purchase</i>: Visually dividing a shopping cart in half and suggesting that half should be used for fruits and vegetables increased their sales by 27% (Wansink et al., 2014)</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Convenient to pick up</i>: Conference goers fill 68% of their plate with the first three foods they encounter on the breakfast buffet (Wansink &amp; Hanks, 2013)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Attractively priced</i>: Proportional pricing decreased market share for only the largest packaging (Vermeer et al., 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Normative to serve</i>: Changing a container size decreased snack intake independent of portion size (Marchiori, Cornelle, &amp; Klein, 2012)</li> </ul>
<ul style="list-style-type: none"> <li>• <i>Convenient to consume</i>: Large sip sizes increases increase food intake by 12% (Bolhuis et al., 2013)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Attractive expectations</i>: Altering the height of a package increased choice and perceptions of a product's healthfulness (Chandon &amp; Ordabayeva, 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Normative to eat</i>: 44% of the variation in the amount a woman serves herself in a buffet line is determined by what the woman ahead of her served herself (Wansink &amp; Just, 2014)</li> </ul>



# 4 Ps: Grobes Nudge-Design: 4Ps (Yale)

**BOX 7.1 4 P'S FRAMEWORK FOR BEHAVIOR CHANGE**

<p><b>Possibilities</b></p> <p>What choices are offered?</p> <ul style="list-style-type: none"><li>• Assortment</li><li>• Amount</li></ul>	<p><b>Process</b></p> <p>How are choices made?</p> <ul style="list-style-type: none"><li>• Accessibility</li><li>• Order</li><li>• Defaults</li></ul>
<p><b>Persuasion</b></p> <p>How are choices communicated?</p> <ul style="list-style-type: none"><li>• Vividness</li><li>• Comparisons</li><li>• Moments of truth</li></ul>	<p><b>Person</b></p> <p>How are intentions reinforced?</p> <ul style="list-style-type: none"><li>• Goals</li><li>• Habits</li><li>• Precommitment</li></ul>