

Re-engaging gone away customers

May 5th 2020



Behavioural science

The systematic study of human behaviour

A blend of disciplines which individually lack something—economics, psychology, neuroscience, and sociology



Our approach

**Behavioural
principles**

**Customer
workshops**

Monadic test

**Communications
guidelines**

Daily life in 2020

LIFE STAGE

LIFE CHANGE

LIFE ADMIN

Pre-family

Developing careers
Moving home regularly
Retirement a long way away



- Life admin is digitally focussed
- Doing things for the first time and learning to prioritise

Younger family

Adjusting to life as a parent trumps all other pressures in life



- Family-related life admin takes centre stage
- Familiar tasks e.g. renewing insurance done on autopilot – can be too busy to challenge prices

Older family

Stability and instability
For some characterised by divorce, career change and changes in household composition



- Building a refined sense of what's important

Post-family

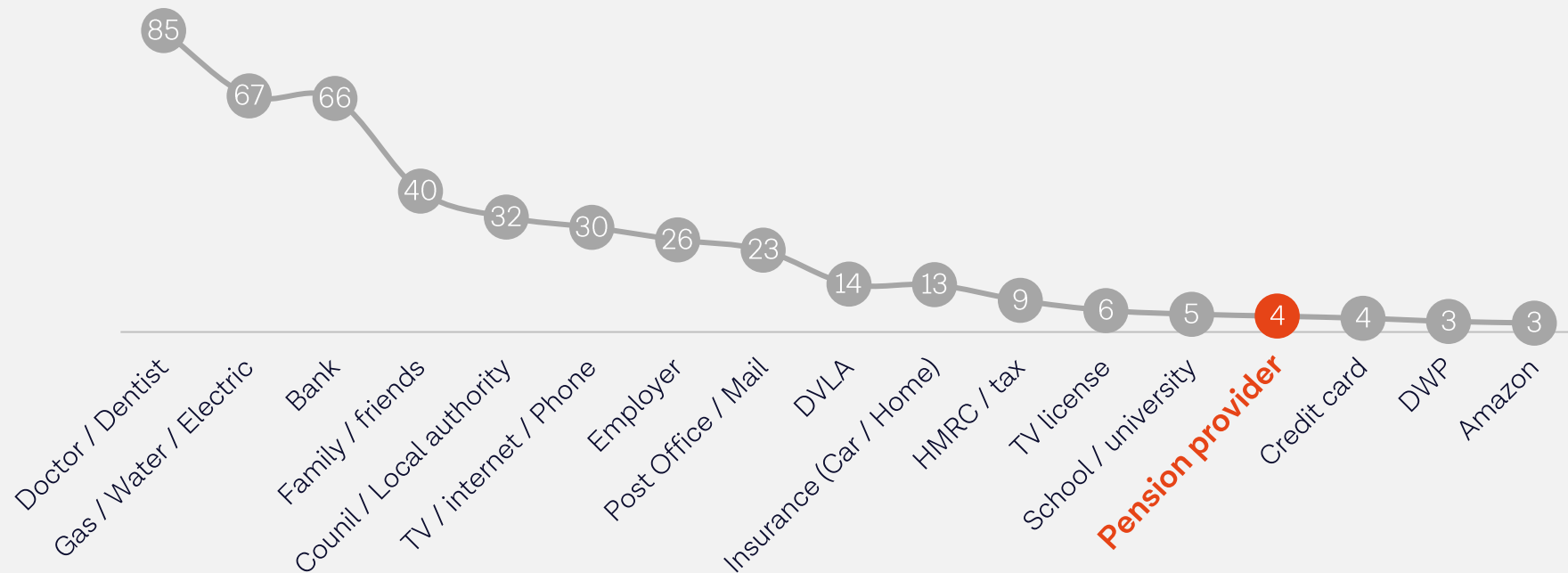
Retirement is getting longer, and concerns about money and funding retirement become far more salient



- Adjusting to new tasks and challenges around retirement
- Cynical of tasks which seem a waste of time

When moving home, few people think to notify their pension provider about their change of address

Organisations people notify of change of address – unprompted (%)



Question(s) / B1. Please imagine you're planning to move house in the near future. Which people or organisations would you notify of your change of address? Please write in the first 5 people or organisations you would notify as a priority. Base: all respondents (2,000)

The gone away issue perplexes people – they don't empathise with providers or understand why the impetus is on *the individual* to act

"I got my pension through work, so I assumed they'd keep it up to date"

"I've had the same mobile number for 15 years, surely they'd have that?"

"I'd expect them to email me – I can't see why it has to be a letter, it makes it seem like I'm not their customer"

"I don't see what I get from doing this. I just keep paying into the pension as usual, right?"

"If I'm still paying into it, I don't see what the problem is. I haven't lost my pension"

"...they should be giving me information, not the other way round?"

Barriers

There are three hurdles to overcome

We need people to:



Open the letter

Avoiding a) ending up on the 'deal with later' pile, risking being forgotten b) being judged to be a circular / a marketing communication



Believe the letter

Concerns around scams mean that some may dismiss the letters – people infer legitimacy and suspicion signals from the letters which providers can build on



Act on the letter

The letter must convince people they need to act in a short timeframe – but without alarming people. It is a balance.

Recipients have a 'sixth sense' for authenticity

This is a nuanced process which they find hard to articulate

Norms and legitimacy signals dictate engagement

Norms for letters from financial services companies

- Long
- Formal
- Refer to legislation/regulation
- They provide confidential information rather than request it

Legitimacy signals build credibility consciously & unconsciously

- Branding/look & feel
- Organisational marginalia
- From a Senior “*Job Title*”
- Generic recontact
- Verification
- One clear purpose

AVOID 'SUSPICION SIGNALS'

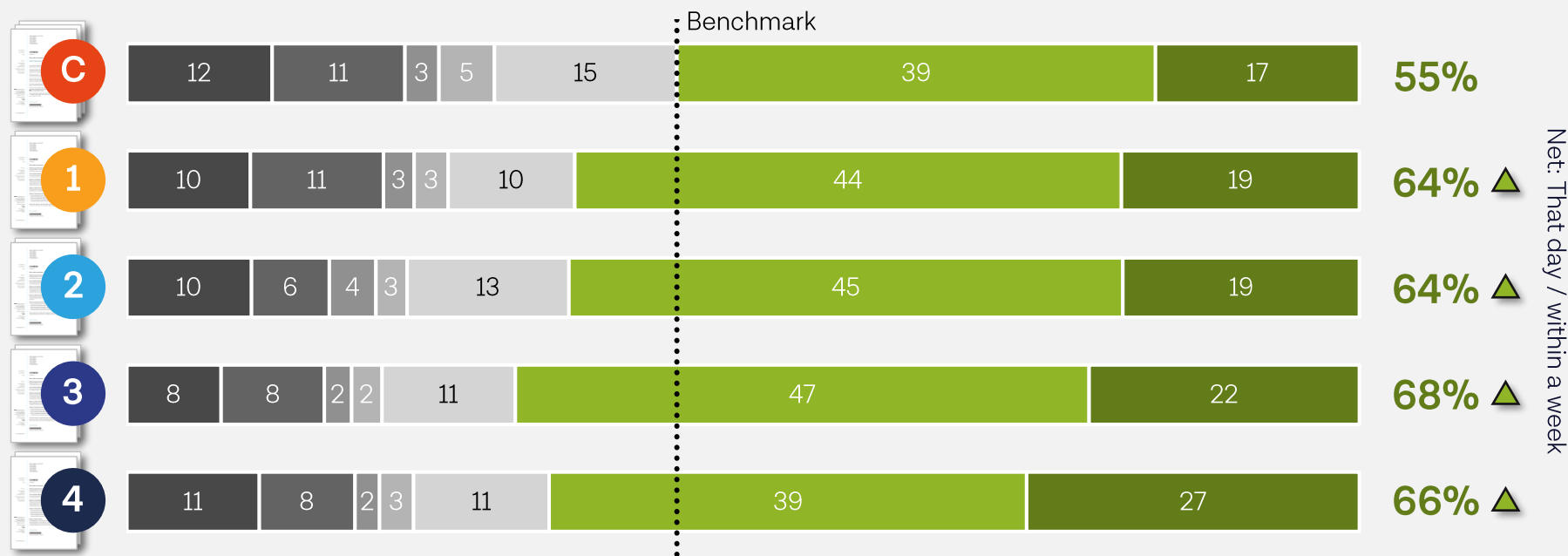
Conversely, some elements provoke concerns

- Unknown sender
- Asking for information - not providing it
- Deal with a single individual
- Short
- Conversational / emotive language
- Urgent
- No verification

The test letters are all significantly more likely inspire action within a week than the control letter

Timeframe for action (%)

Maybe never
Eventually
4 weeks
3 weeks
2 weeks
1 week
That day



Question(s): C2. How soon after receiving this letter would you get in contact with the pension provider?
 Base: evaluating Control (399), Test 1 (399), Test 2 (396), Test 3 (406), Test 4 (400)

Significant differences vs. Control (95% c.l.)



The communications guidelines focus on 4 ways to optimise gone-away letters

01

Visual cues

02

Content

03

**Tone &
language**

04

Call to action

TRINITY
MCQUEEN

AWARD WINNING MARKET RESEARCH