



**Helping you to
press the right buttons**

Behavioural Research

Introduction to LAB profile

Getting the right message across

Every serious organisation invests in understanding its customers, stakeholders and employees. Every year billions of pounds are spent on market research with people who give their attitudes and opinions on a variety of issues – while agencies are employed to create communications that are tested and re-tested.

But despite the most extensive research, there remain difficult questions:

- ▶ Why don't people in the real world do what they say in research?
- ▶ Why doesn't persuasive communication consistently translate into customer behaviour?
- ▶ Why do some internal communications succeed when others fail to connect with employees?
- ▶ Why don't stakeholders get the message?
- ▶ Why do some communications invite rejection rather than buy-in when they appear to be saying the same thing?

Research that tells you what respondents can't

We are Europe's leading practitioners in a behavioural research and profiling methodology called LAB (short for Language And Behaviour profile.)

LAB is the best solution we have come across to many of the limitations of conventional B2B and consumer research, and which have been a major cause of frustration for research and insight professionals working in client companies.

For example:

- ▶ So much of what people do is decided on a below-conscious level
- ▶ A gulf exists between what people say they will do and what they actually do
- ▶ People create justifications for why they do things which are unfounded or misleading
- ▶ People project themselves as they would want others to see them
- ▶ People are subject to group conformity

LAB's great strength is that it tells you what respondents can't. It works by decoding the language that people use to uncover their below-conscious drivers of behaviour.

Using LAB, we focus on people's actual behaviours, rather than treat attitude and opinions as true indicators of motivation. We work on the basis of enabling respondents to re-live their experience – for example when choosing or using a product or brand - in great detail and we record that experience verbatim. We then examine outputs from research on two levels: first content and then style of communication. The content informs us of what was going on for the respondent at the time, while analysis of their patterns of speech reveals the underlying drivers of their behaviour. This makes our research more accurate, predictive and actionable than conventional methods.

We also have an on-line profiling system that is based on LAB. We use this to profile people in the workplace to determine how they are motivated to behave in the context of their work or working environment. This allows us to understand and segment employees in large numbers, quickly and cost-effectively for projects around organisational development, performance and communication.

How can LAB be applied?

LAB works for any stakeholder audience - externally with customers, influencers and consumers and internally with leadership teams, management and staff.

Key applications include:

- ▶ Communications audits
- ▶ Communications effectiveness
- ▶ Customer segmentation
- ▶ Customer journeys
- ▶ Social media analytics
- ▶ New product development
- ▶ Employee engagement
- ▶ Employee segmentation
- ▶ Organisational development
- ▶ Performance improvement

Who we are

Intervention Space was originally set up in 2000 to develop new approaches to understanding what drives human behaviour through communication. The long term aim was and still is to achieve more accurate and effective routes to recruiting high quality people, developing performance in teams, getting organisations aligned to a vision, getting people to deliver the right behaviours – more effective interventions inside the organisation and outside in the market place.

We help our clients to transform their business and re-think the way they engage with staff, customers, partners, influencers or other stakeholders – as well as improve the way various parts of the business operate and interact with each other.

What makes us different is the way we combine expert capabilities in business strategy with research and translate our findings into training and coaching in communications. This combination enables us to provide our clients with a deeper understanding of the hidden motivations and cultural factors that are likely to affect performance in alignment with interventions to improve performance and communication.

Examples of our research

Here are a few examples of our work:



Determining how to communicate more effectively with long-haul travellers who were rejecting Australia as a destination. Past research had identified two barriers – time and cost. LAB identified a further thirteen. Our research led to significant growth in consideration and usage.



Developing and implementing new marketing practice across all schools in the University, in order to attract a different calibre of applicants. By understanding their chain of influence, we were able to drive changes in communication content and tone, as well as a shift towards more relational and experiential forms of communication.

INTELLIGENT FINANCE®

Shaping new product development and operational enhancements to customer/partner experience and service. We ran a dual programme of consumer and B2B research with IFAs and mortgage brokers. This provided actionable detail on every step of the customer journey that would not have been achievable using conventional research.

Sainsbury's

Preparing people for major operational change. To help Sainsbury's make the most of their biggest ever IT investment, we profiled 350 people across their supply chain division and trained 40 change champions in listening and research techniques to help them conduct peer-to-peer research with colleagues. The insights provided a greater depth of understanding than ever before on how to implement change seamlessly.



Identifying what makes high performers so successful. We profiled the top performers in the Air Miles call centre so that we could understand how they were motivated to work. This allowed us to coach mid and low level performers to behave in similar ways, resulting in a 26% increase in sales performance as well as improved team communication.

For further information

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