Liveminds

How Google used Behavioural Recruitment to understand modern banking customers

Hugh Carling, Co-founder

Behavioural Recruitment - match from 2 billion people

Liveminds doesn't use a database of repeat respondents - Behavioural Recruitment is powered by live social data - we find fresh participants matched from 2 billion for every project, based on their online activities.

Quality, representative participants are a vital ingredient to market research - every project depends on them. After all, your results can't be right if you're listening to the wrong people.

Market Research's No.1 problem

The GRIT Report 2017 Q3-Q4 revealed that access to quality and representative sample was the 'single biggest challenge', facing researchers and buyers, with a decline in quality and falling participation rates.

According to the GRIT Report 2018 Q1-Q2 '39% of researchers surveyed expect sample quality to worsen over the next three years' and that 'fewer than a third of sample providers expect panel quality to get better'!

With so many suppliers available, it's hard to escape the conclusion that it's fundamental flaws in the traditional, database recruitment process which are creating so many worries for researchers.

What increases the risk of low-quality participants?

Liveminds commissioned Sketchbook Consulting to conduct Research on Recruitment 2018.

100 qual researchers in the UK responded and the findings strongly echoed the GRIT reports.

Research on Recruitment 2018

Investigating qualitative researchers' views on the state of research participant recruitment

Liveminds
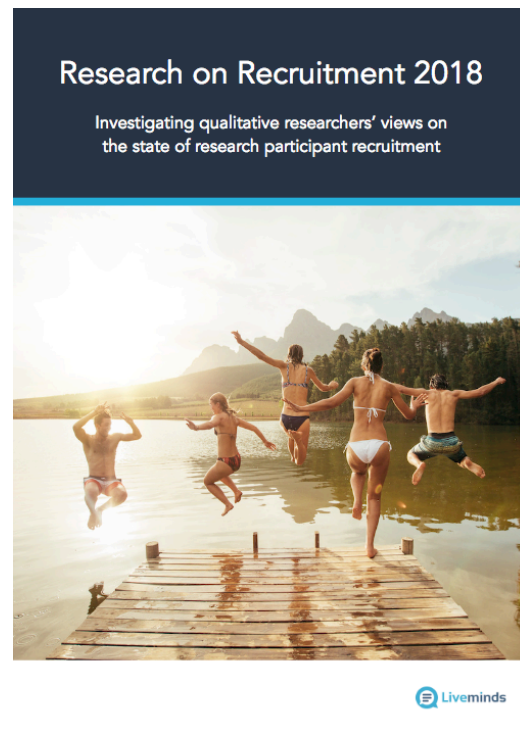
Download the full report

The findings led us to believe that there are three systemic problems with the traditional database approach which increase the risk of low quality participants. These issues are illustrated with cartoons based on unbelievable but true stories we heard from the researchers in the study.

1. Limiting selection to the same small pools

Firstly, we're limiting ourselves to the same small pool of repeat respondents, rather than using the vast oceans of social networks.

This simply gives far less chance of finding people who genuinely match the criteria.

In the study, more than half of researchers said they had recognised the same people in different projects within the last 12 months.

2. Repeat respondents are less representative

Secondly, repeat respondents become increasingly professional, are conditioned to the research process and no longer truly represent the views of real consumers.

A recent exploration we commissioned with consumer psychologist Patrick Fagan revealed how the validity of results from repeat respondents is affected by influences such as habitual responding, implicit memory and ulterior motivations. Read the full article

3. Relying on what people say

Finally, in the past we've had to rely entirely on what the recruits say, not what they actually do.

Our research revealed that 1 in 2 qual researchers believe that too many participants lie to get recruited. 1 in 2 also believe that some recruiters encourage participants to lie. The risk of this is intensified given the pressure put on recruitment companies to quickly find people that meet strict specifications.

And even where intentions are honourable, as behavioural science has shown us, people's memories are highly unreliable.

The future of recruitment

PHONE → DATABASES → SOCIAL

1970s
Recruiter Networks

2000s
Panels

2015
Liveminds

Looking at the history of research recruitment, where progress has stalled at the database model started 20 years ago, relative to modern marketing methods, the solution to these problems is clear.

Stop relying on databases of repeat respondents and use big data from social networks to ensure we're talking to authentic, representative consumers, in every project.

To find the solution to these problems, you only have to look at the history of research recruitment. It has inevitably followed the progress of technology. Why should this evolution stop in the social era?

Introducing Behavioural Recruitment

We call our approach 'Behavioural Recruitment' because it's powered by social network's unparalleled data on what people have actually done, rather than what they claim they've done. Our unique app enables us to match and screen any of the 2.2 billion people in over 190 countries.

How it works

This is an overview of how our MRS award-winning service gets us to the best participants.

REACH   SCREEN   MANAGE   RESEARCH   PAY

Clients

Ad
Networks
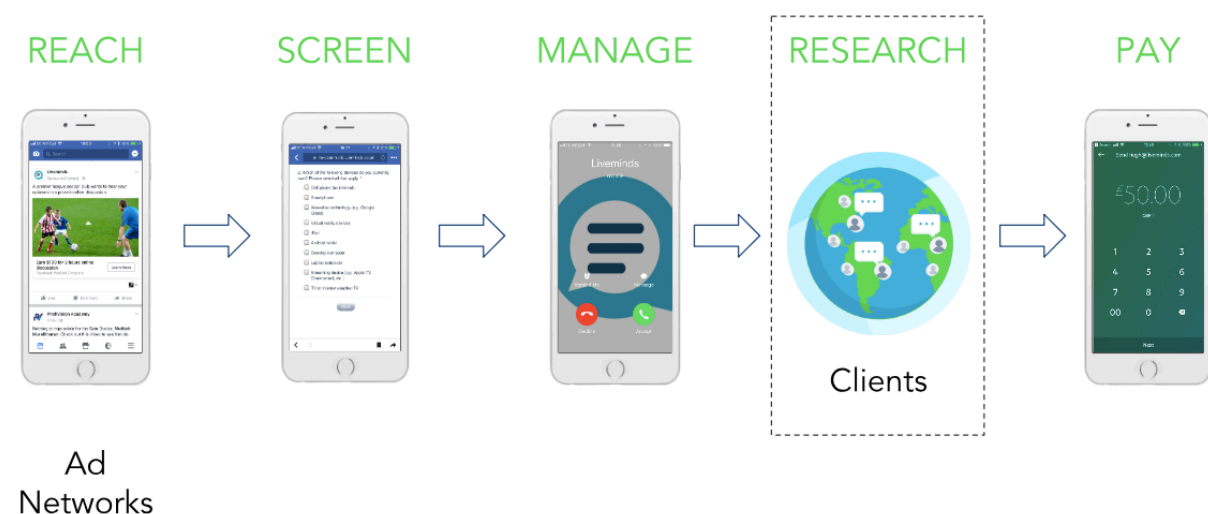
The key benefits of Behavioural Recruitment

FRESH

Fresh, enthusiastic participants

REAL

People who genuinely match your criteria

REACH

Access over 2 billion possible participants

FRESH - The people you find there are typically fresh to research, meaning you're getting the views of real consumers. But having fresh participants also means that you are engaging with people who are truly enthusiastic about taking part in your research.

REAL - These are people who genuinely match your research criteria, who have been found based on real behavioural data.

REACH - Behavioural Recruitment gives you access to over 100X more people than even the biggest quantitative panels, simply giving you a far better chance of finding the right people.

We did a study of our own online qual platform looking at more than 35 million English words, across a huge range of projects. We compared the responses of participants that we recruited vs everyone else's participants, which included recruiters employed by a client base of nearly 200 companies. And what we found was that our participants gave 47% more data than everyone else's.

Google   How can technology support retail banks?

In this case study, we'll show how Behavioural Recruitment enabled Google to speak with exactly the people they needed to. Google wanted to develop the way they support retail banks with their technology and so decided to research how people feel about innovation in banking.
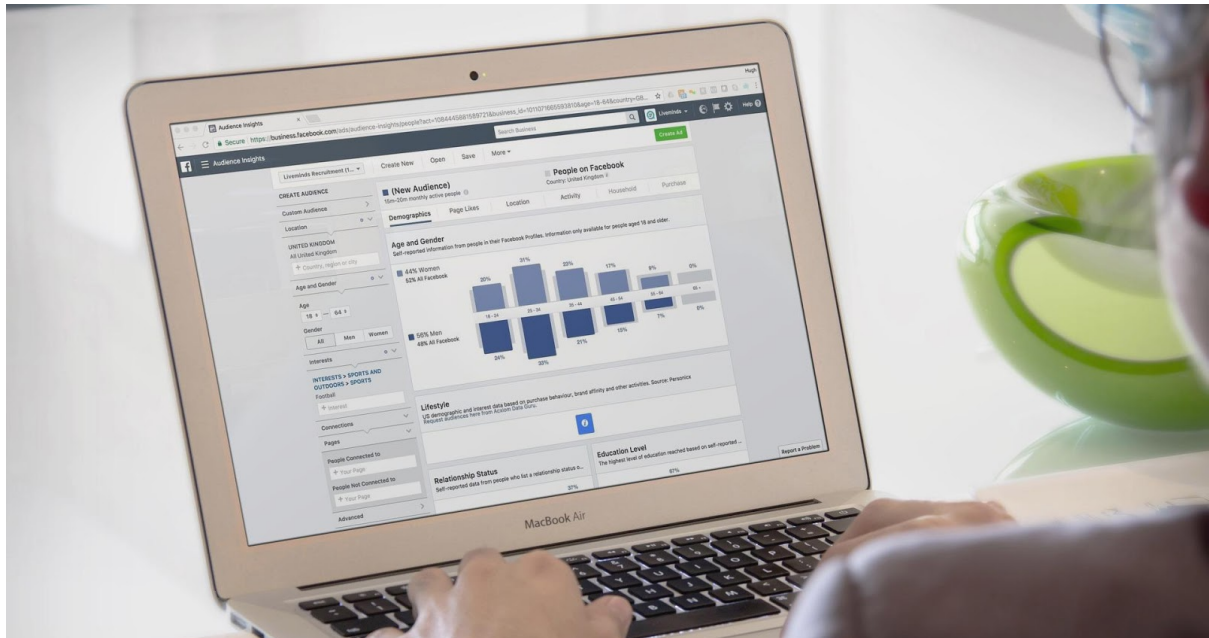
Key recruitment challenges

To explore this, Google wanted to learn from a range of banking customers: from the mainstream to the technologically progressive (for example those using expenditure tracking apps, and a range of mobile payment services). So we had to find some relatively niche people.

It was also vital to get some who were about to or who had recently switched banks, so that the experience was fresh in their minds. Given how rarely people switch banks, this also represented a recruitment challenge.

Hyper-targeting people based on real behaviour

Behavioural Recruitment allowed us to hyper-target the right audience based on their daily online activities

We were able to find early adopters of technology, people interested in new challenger banks, those who were interested in new products (e.g. Monzo) and those who used new systems (e.g. Apple Pay, Amazon Payments).

We used over 20 ad campaigns to reach the right audience, continuously testing the copy and creative that historical project data suggested would resonate with the desired audience.

We've refined the participant engagement process over the last four years, as we've recruited a huge range of participants from over 70 countries. In doing so, we've also built up a huge bank of 5* reviews to quickly earn the trust of people who are fresh to research.

# Rigorous screening to confirm 'close to switching'
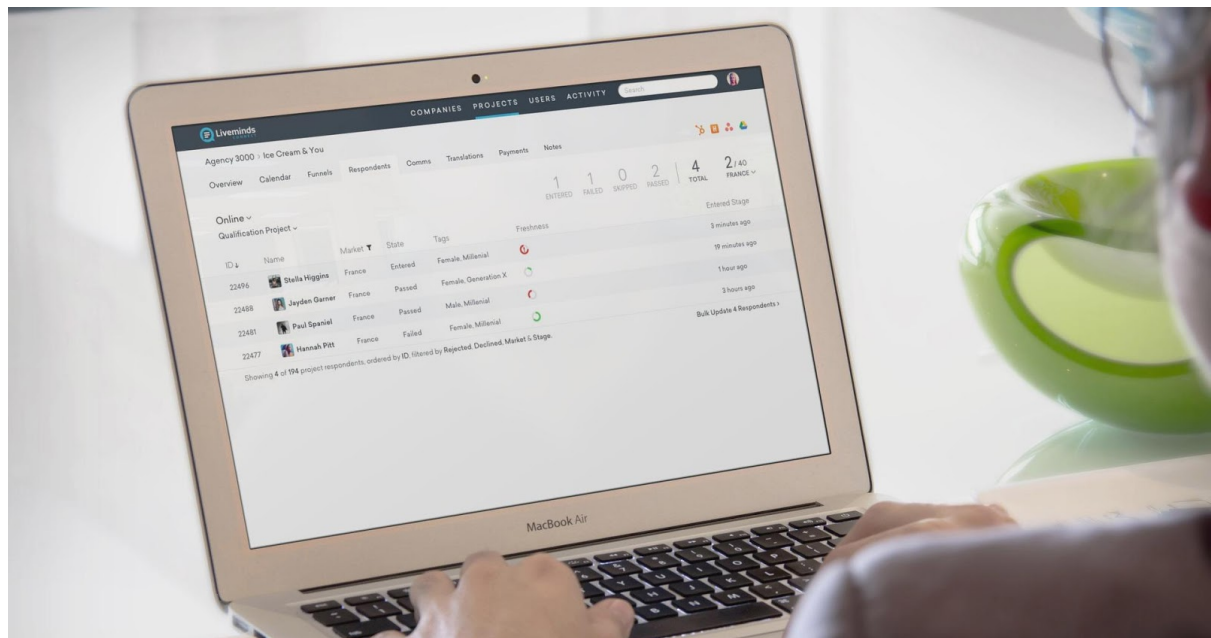
In this project it was vital to have some people in the study who were close to the act of switching: Some who had switched recently (for whom the experience was fresh) and some who were intending to switch soon (who were therefore genuinely in-the-market there and then).

The hyper-targeted audience were invited to take a full online screener, to both validate what the social data had already told us about them and to fill in details which were ultra-specific to this project. So we included an in-depth phase of human screening to check participants had answered the screener questionnaire accurately.

THEN CONTACT FOR FINAL QUALIFICATION

Each person who passed through the online screening stage was then contacted with a final qualification test, to establish their comprehension, creativity and technical ability.

Online qual - web & mobile research
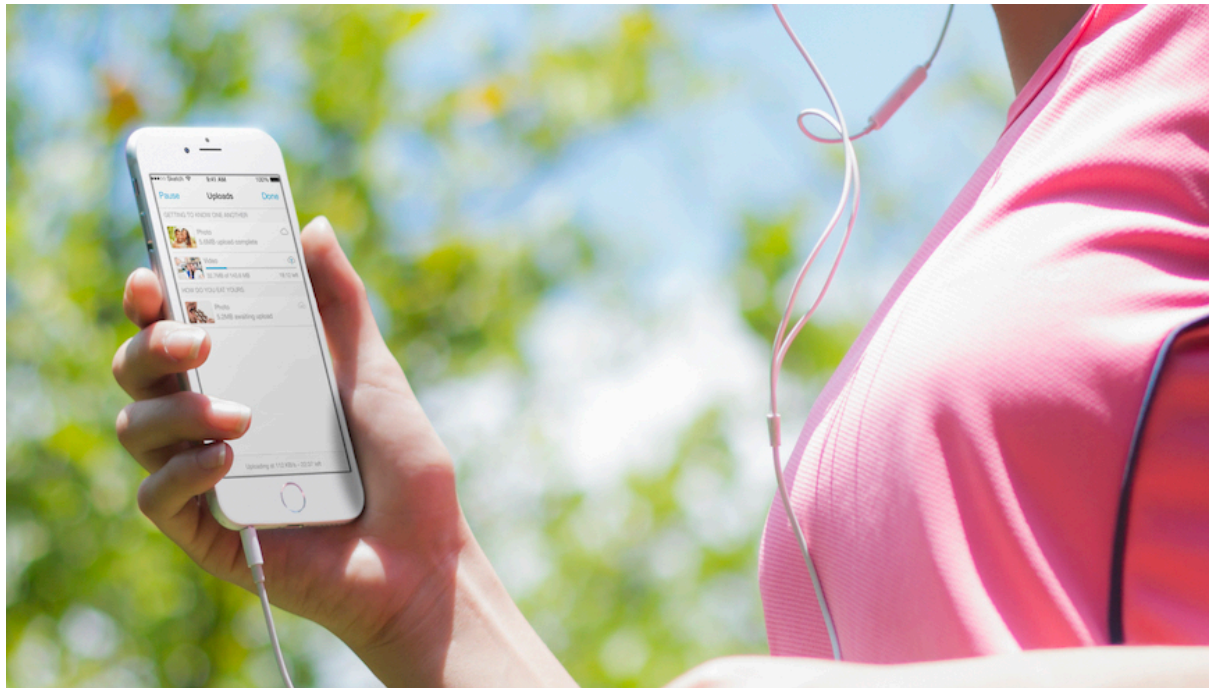
Participants were researched using Liveminds online qualitative platform. This allowed us to get closer to their real lives, because we got feedback before, during and after actual interactions with their bank.

We asked people to video their interactions with customer service, feedback on examples of progressive banking technologies, and even draw pictures that captured the emotional relationship they have with their bank. We generated 100,000 words from 21 people, across 5 days.

Videos showed 'real-world' interactions with banks

The mobile videos participants shared of their interactions with banks gave us a window into their raw feelings as they unfolded in the real world. This helped us understand some of the triggers of joy and frustration when it comes to AI, virtual assistants and customer service.

Mobile diaries captured gut reactions

*"I am constantly being bombarded with loans.
I want to be rewarded as a saver though.
How about offering me a points card?
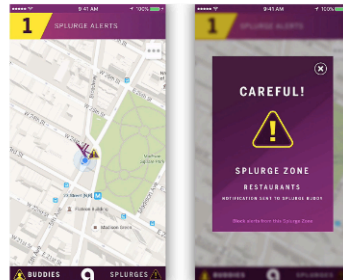Or cash back on bill payments?"*

Mobile diaries captured gut reactions to banking touchpoints. This helped us understand the impact of communications and service experience on brand relationships.
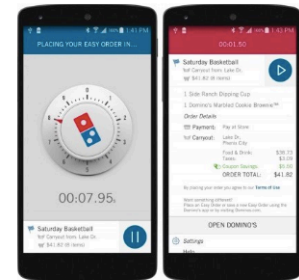
We explored reactions to innovation in banking
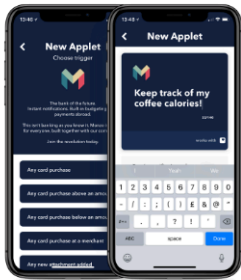
MONZO APPLETS

Act like a virtuous swear jar

SPLURGE ALERTS

Dissuade frivolous spending

ZERO CLICK

Frictionless customer experience

We also explored reactions to innovation in banking to help us understand the frames of reference people use when evaluating the value in innovation.

For example, we showed them Applets from Monzo. Applets lets you set up a special savings account into which you can reward yourself for good behaviour, like dropping £5 into a saving pot, every time you go to the gym. This led to insights around the permission customers grant banks to nudge them towards more positive behaviours.

Splurge alerts warn you when you're near something tempting like a coffee shop. They can also notify your friends to pile in with moral support by texting you. This helped us understand the extent to which customers are open to active interventions from brands in relation to their spending.

We also looked at examples of frictionless interactivity and how people define 'usefulness' from outside of banking, like the Zero Click ordering from Domino's Pizza. This allows you to order just by opening the app. This stimulus took us to useful insights around where people most want to reduce the friction in their banking interactions.

Drawings exposed tensions in the relationship

My bank makes me feel like a little girl, small, insignificant, nervous and in a position of vulnerability.
Totally at the whim of others with no power of my own"

We asked participants to draw how they feel towards their bank. This allowed us to get into more emotionally sensitive, power-dimensions of their relationship. It helped us explore how people felt insecure and undervalued.
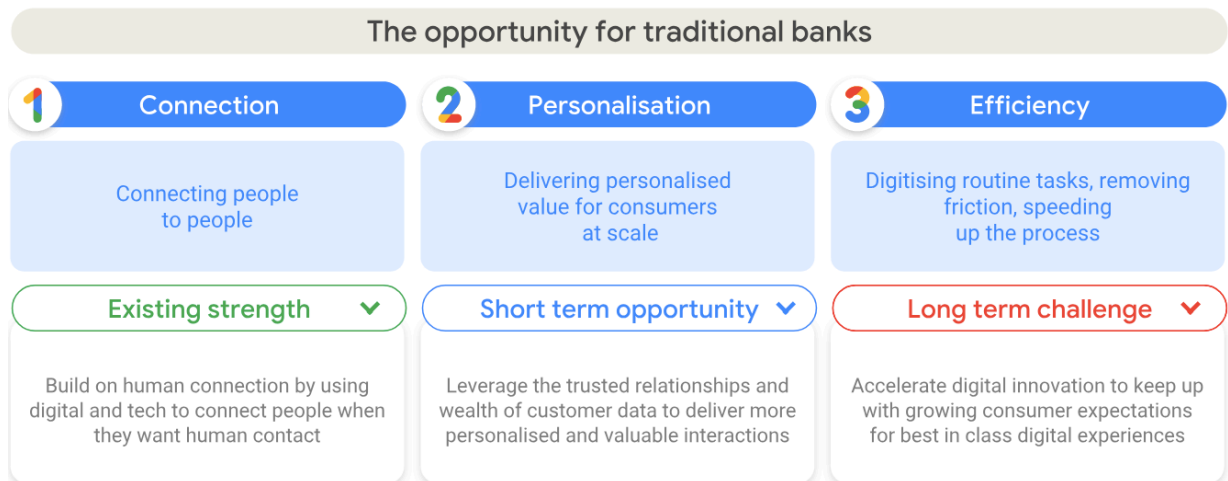
Drawings also uncovered positive dimensions

"The picture is of me at home with my bank.
Being able to reach my bank online,
wherever I am is really handy"

We also looked at the positive underpinnings of their relationship. Often to do with the way technology enhances their control. By understanding the ways in which banks empower or disempower people, we could help Google focus on where they can add most value and help build more balanced relationships.

Technology helps at three strategic levels

The opportunity for traditional banks

| **1** Connection	**2** Personalisation	**3** Efficiency
Connecting people to people	Delivering personalised value for consumers at scale	Digitising routine tasks, removing friction, speeding up the process
Existing strength ⌄	**Short term opportunity** ⌄	**Long term challenge** ⌄
Build on human connection by using digital and tech to connect people when they want human contact	Leverage the trusted relationships and wealth of customer data to deliver more personalised and valuable interactions	Accelerate digital innovation to keep up with growing consumer expectations for best in class digital experiences

These are some of the conclusions that Google drew from the study. It shows how they were able to prioritise the support they give to banks into three key areas:

Helping banks connect with people by appreciating that the role of technology is often to provide access to a person, not to replace them through automation.

Delivering personalisation at scale by helping them leverage customer data to create more forms of value that matter to people.

And driving more efficiencies by reducing the friction that still exists between banks and their customers.

This focused Google's offer of support to banks
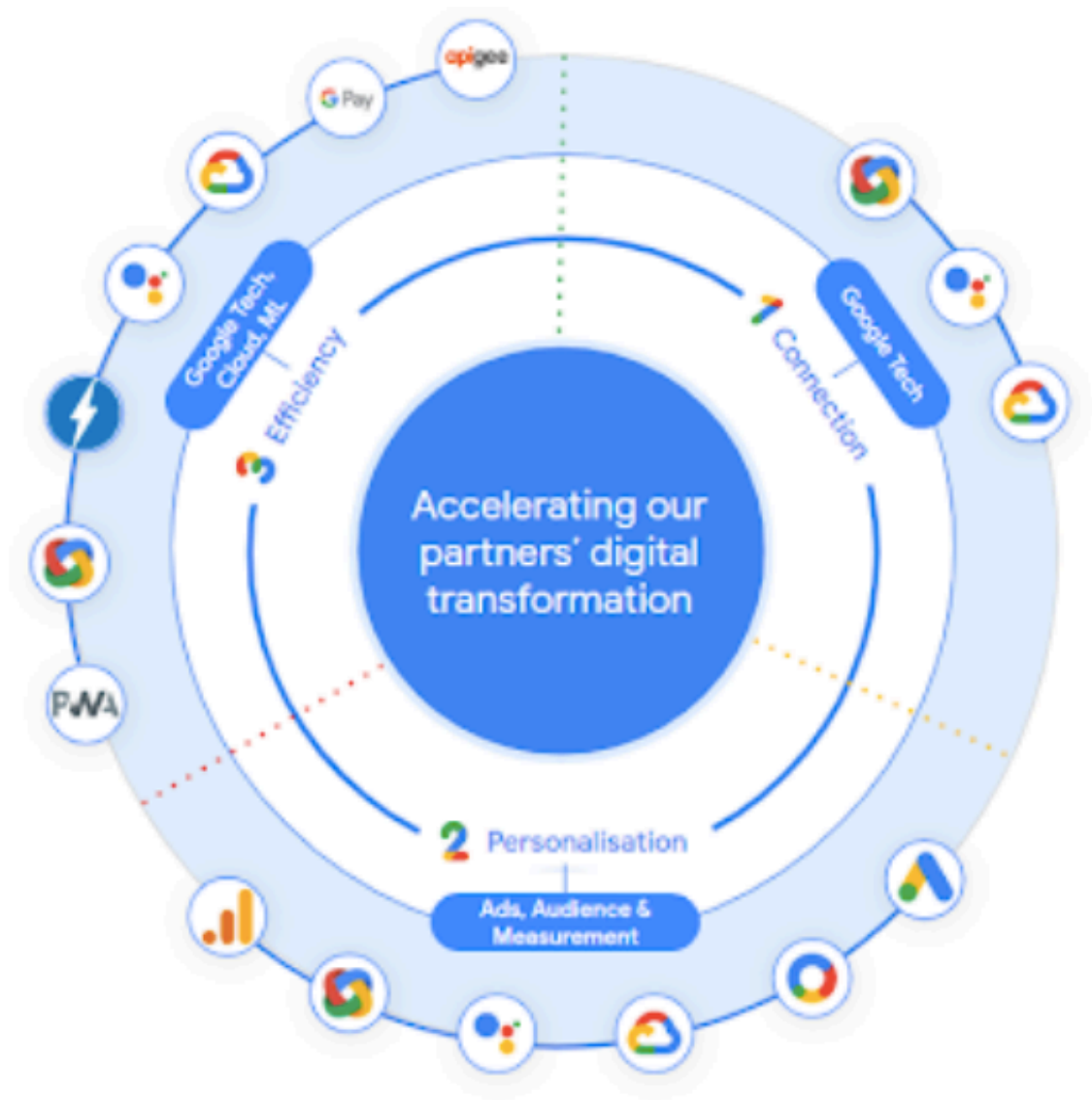
The needs that emerged from the study were then mapped to Google's technology products, to identify ways that Google can be of most value to banks.

Recruitment was a key driver of success

"Liveminds' unique approach to recruitment based on behaviour, gave us authentic and highly engaged participants who we anticipated would be hard to find, given that people do not switch banks that much and since progressive uses of technology in banking are still relatively niche.

By surfacing the behaviours and attitudes that are most prominent amongst banking customers we've been able to generate fresh hypotheses and, as a result, ask new and challenging questions of our own internal data."

Georgina Altman, Strategic Insights Manager, Google

Google

Research offered clear strategic guidance

"Our research with Liveminds was instrumental in shaping how we think about the banking sector and how we engage our most senior clients on the industry's challenges and opportunities.

The research ultimately helped us to develop a deeper and more nuanced way of thinking about consumers in this sector, which has enabled us to deliver crisper strategic recommendations to our retail banking clients. It has helped us to offer clearer guidance on where Google's partnership and ecosystem can unlock the most value."

Andrew Moody, Industry Head for Banking and Payments, Google

Match fresh participants based on real behaviour
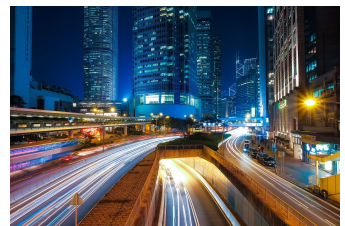
Over the last 3 years, we've run hundreds of projects, where we've used this method to find rich and poor, young and old, black and white, liberal and conservative, in the biggest of cities to the smallest of villages, all over the world.

We've been able to find them using not only their demographics and claimed attributes but their real interests and behaviours, demonstrated every day, over a period of many years.

Read more case studies on liveminds.com

Hugh Carling hugh@liveminds.com