



Shifting the Needle on Consumer Behaviour for the Dairy Industry

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Outline



- 👉 What is behaviour change and pro-environmental decision making?
- 👉 How do people make decisions?
- 👉 Understanding barriers to change?
- 👉 Conventional levers of behaviour change
- 👉 Whose and what specific behaviour do you want to change?
- 👉 Alternative levers of behaviour change
- 👉 Dairy case studies
- 👉 Opportunities: Trace and Save and retailers
- 👉 Questions





What is Behaviour Change & Pro-environmental Behaviour?



Behaviour change is a systematic process that uses behavioural sciences, behavioural economics, [conservation psychology and conservation] to develop strategies that enable people to act for a future where people and nature thrive.



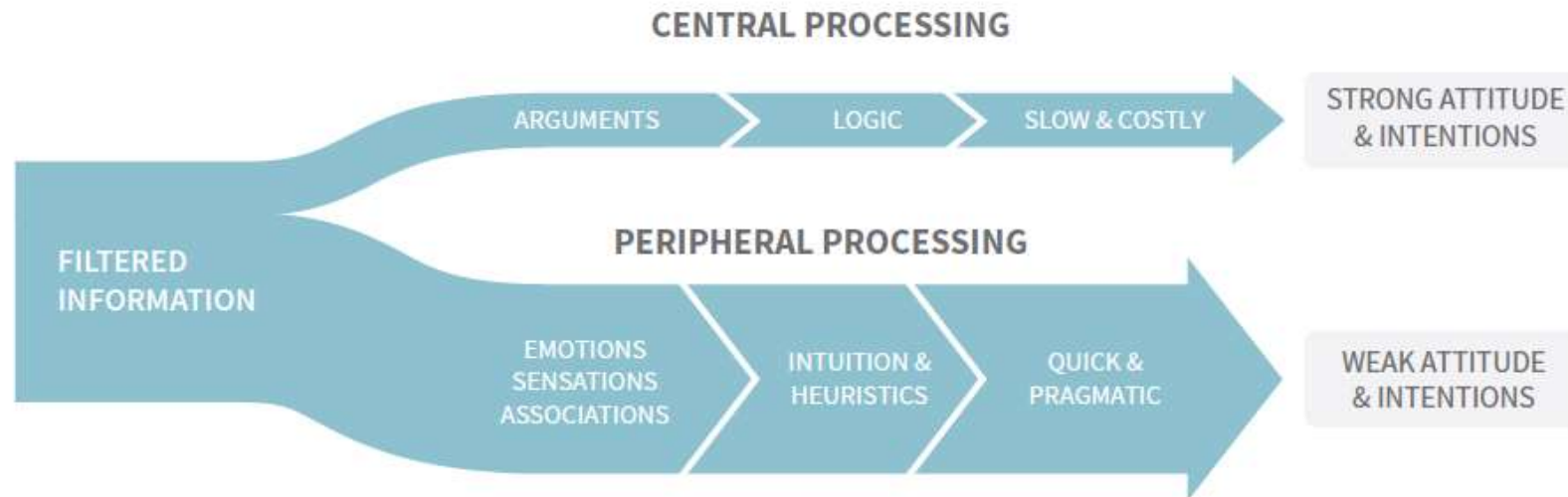


Human Decision Making



Filtered information/messages can be processed through:

1. Central processing/conscious decision-making
2. Peripheral processing/non-conscious decision-making



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Barriers to Changing Behaviour



Start by asking Why!

Why are consumers not changing their behaviour?

What are their barriers to change?

- Physical
- Know - how
- Emotional
- Financial
- Accessibility
- Values and beliefs
- Cultural
- Language
- No pathways to change!





Levers of Behaviour Change





Levers of Behaviour Change: Conventional Efforts



Conventional Efforts to Change Behaviour Are Limited

Information provision:

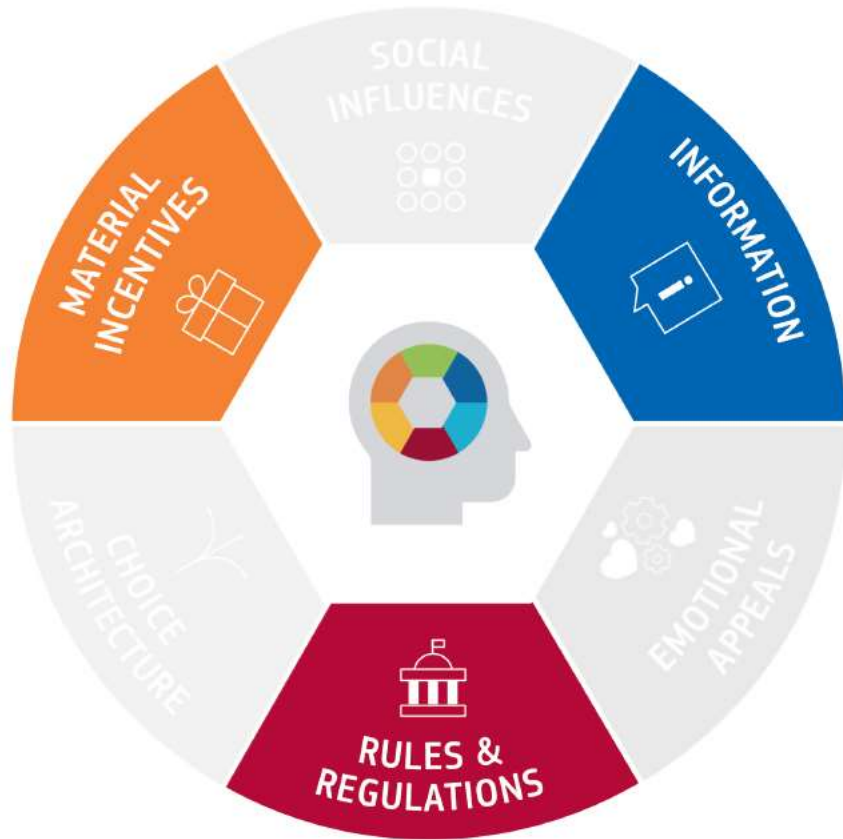
Explaining what the desired behaviour is, why it is important, and how to engage in it.

Material incentives:

Increasing or decreasing the costs, time, or effort for doing a behaviour

Rules and regulations:

Laws or guidelines that promote or restrict a behaviour.





Conventional Levers of Behaviour Change



Information provision:

- Correcting information-deficit alone rarely leads to lasting behaviour change.
- Caring/knowing is not a pre-requisite to change.
- Awareness, Attitude and Intention \neq Action
 - Awareness – Action Gap
 - Intention – Action Gap

Material incentives:

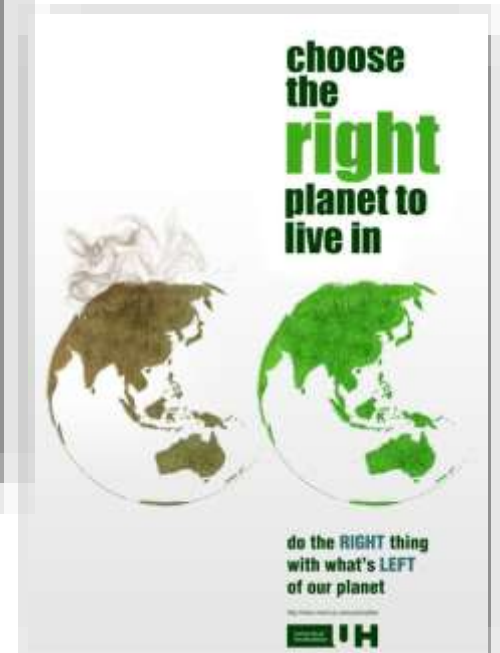
- Financial incentives can backfire.
- Payments can crowd-out other motivators. These are short term solutions and don't build loyalty
- Drain on limited resources.

Rules and regulations:

- Enforcement requires resources.
- Rules do not work if norms misaligned



RARE Org



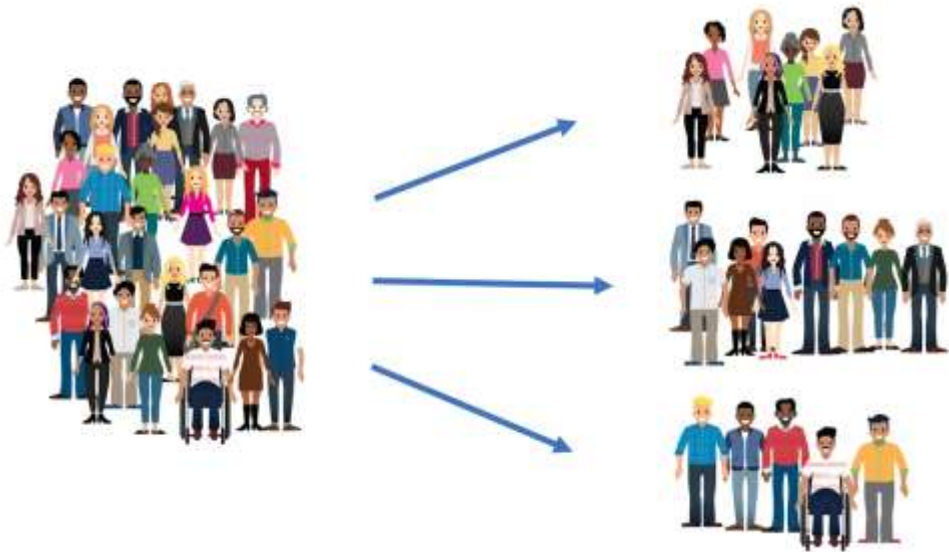


Whose behaviour do you want to change?



One size DOES NOT fit all

- Audience
- No context
- Mis-alignment between values & beliefs and messages/calls to action





Alternative Levers of Behaviour Change



Choice architecture:

- Constructing/Changing a person's choice environment without changing the value of the consumer's underlying options.

Social influences

- Leveraging consumer's social networks and influences.
 - People are social creatures
 - Social norms & peer pressure – promote these!
 - A desire for conformity, reputation, prestige & reciprocity
 - Choose the right messengers
 - Micro-influencers
 - Game changers

Emotional Appeals:

- Using emotional messages to drive behaviour
- Leverage positive emotions (SA)
 - Pride
 - Togetherness
 - Compassion
 - Passion





Dairy Case Studies: Got Milk? Part 1

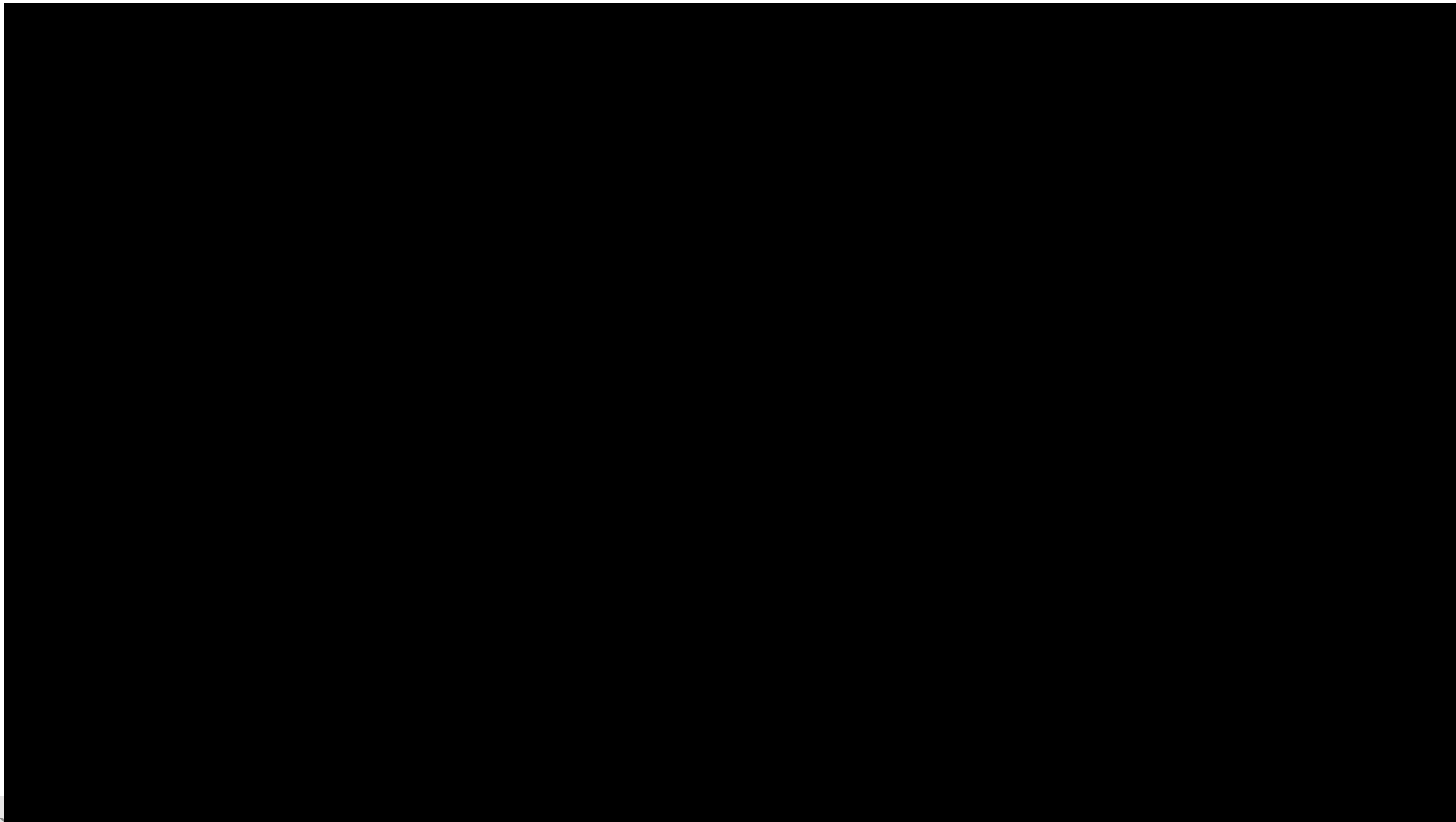


- Consumers knew milk was good for them but still not choosing milk
- “Deprivation strategy” - behaviour change strategy
- It was 1993, sales of milk were sagging both in California and nationwide
- The tagline made milk a brand, not just a commodity.
- Nothing else except milk works to “fix” the situation
- Awareness on the benefits drinking milk increased exponentially (90%)
- In 1994, for example, 755 million gallons were sold in the state, up from 740 million gallons in 1993





Dairy Case Studies: Got Milk?

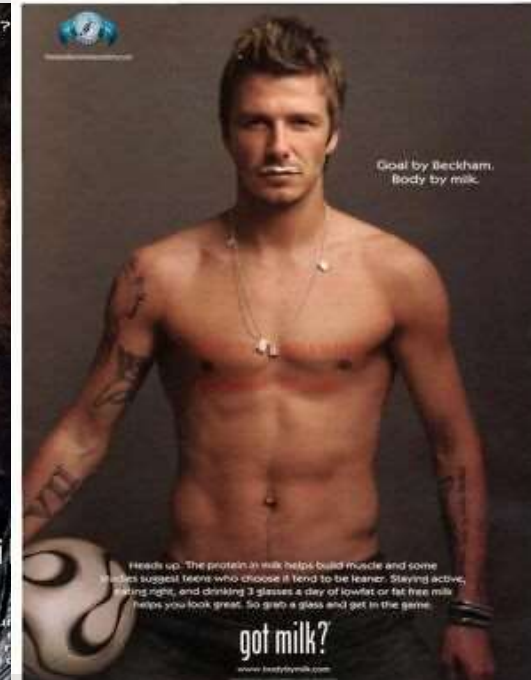




Dairy Case Studies: Got Milk? Part 2 – Milk Moustache



- Milk Processor Education Program, or MilkPEP
- Influencers and celebrities
- During the two decades that Got Milk? dominated the public consciousness, more than 70 commercials ran on television
- 350 milk moustache ads ran nationally in print and on TV
- Too much of a good thing!





Dairy Case Studies: Rwanda Milk Campaign



- Chronic malnutrition among children in Rwanda
- 38% of children under five years are stunted
- The ‘Gabura Amata Mubyeyi’ (which means ‘parents, give milk’) intervention
- The intervention focuses on using **social behavioural change** to promote animal-source foods consumption, particularly the drinking of milk among ‘Girinka’ households.



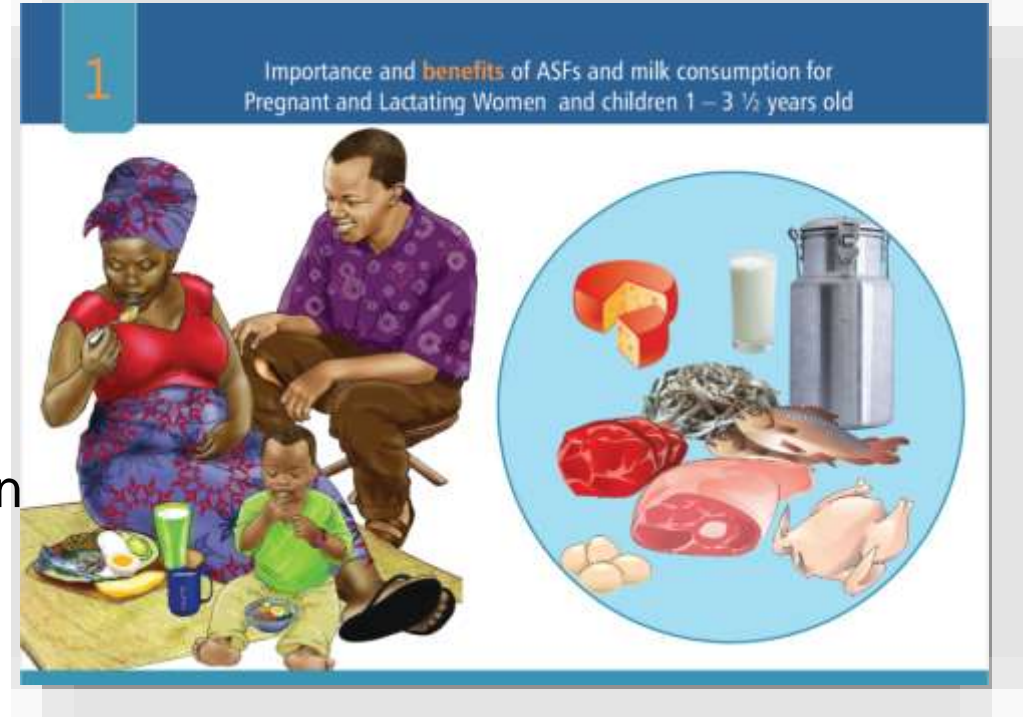
A community health worker at one of the counselling visits to pregnant and lactating women with children under five years of age (photo credit: Three Stones International).



Dairy Case Studies: Rwanda Milk Campaign



- The interventions were designed with:
 - culturally appropriate messages and in the local language
 - Targeting the pregnant and lactating women with children (>5)
 - Gender sensitive lens that promotes the inclusion of mothers, fathers and caregivers
 - Including men in the imagery engaging in child nutrition activities led to positive behaviour changes at home.
- The inclusion of husbands in nutrition education led to greater understanding of the importance of animal-source foods
- Mothers found it easier to discuss their household nutritional needs and priorities with their husbands.

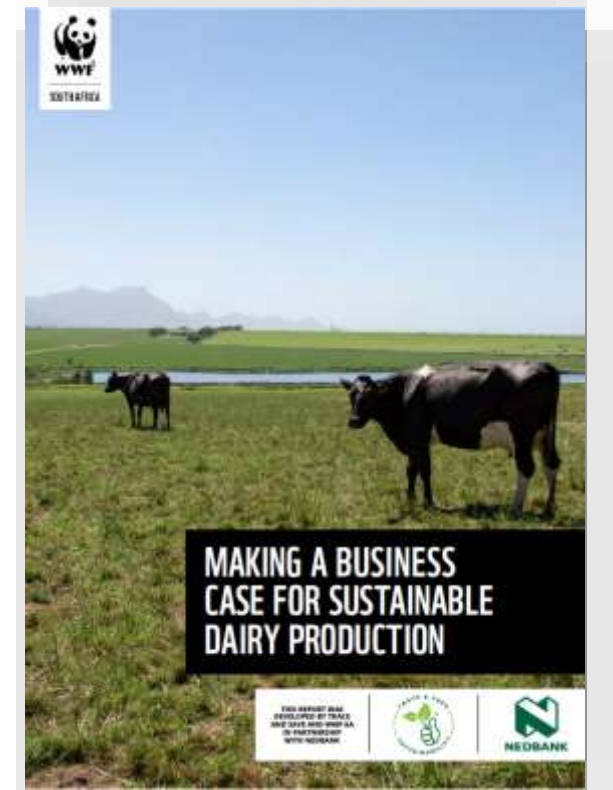




Shared Value Partnerships: Trace and Save Farms and Retailers



- For agriculture to be sustainable, restoration of soil health is paramount. This is also the main goal of regenerative agriculture practices.
- The Business Case results (from 62 farms) revealed that sustainably produced milk relies on healthy soils that grow sufficient, good quality pastures. But you don't have to sacrifice profitability to improve sustainability.
- Trace & Save is a sustainability assessment platform accompanied by a management system and online platform that measures, tracks and reports on sustainability at the farm level, and is applicable to designed for any soil based form of agriculture.



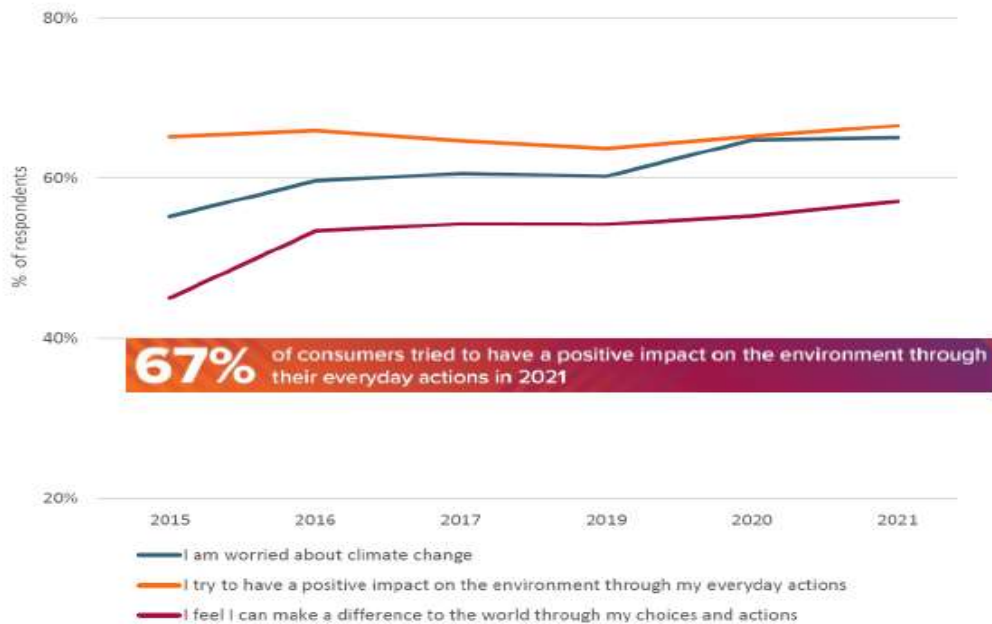


Shared Value Partnerships: Trace and Save Farms and Retailers



Retailers and Brand owners:

- Sustainability commitments and set targets
- JSE listed companies – ESG targets
- SA consumer is looking for sustainably produce commodities (*WWF 2022, GlobeScan 2021*)



Source: Euromonitor International Voice of the Consumer: Lifestyles Survey.

Environmental Attitudes

"Strongly" and "Somewhat Agree," Average of 24 Markets,* 2019–2021



*Includes Argentina, Australia, Brazil, Canada, China, France, Germany, Hong Kong, India, Indonesia, Italy, Japan, Kenya, Mexico, Nigeria, Russia, Saudi Arabia, South Africa, South Korea, Spain, Sweden, Turkey, UK, and USA.

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Source: Globescan Healthy & Sustainable Living research 2021



Retailer strategies for closing intention-behaviour gaps



Choice editing

- Choice editing involves a decision “upstream” whereby a retailer takes action and chooses to stock products with positive environmental outcomes
- A retailer may require environmental and social standards from their suppliers
- Consequently, only products deemed sustainable are stocked rather than giving consumers a choice
- Acceptability/feasibility in South Africa for lower-income markets



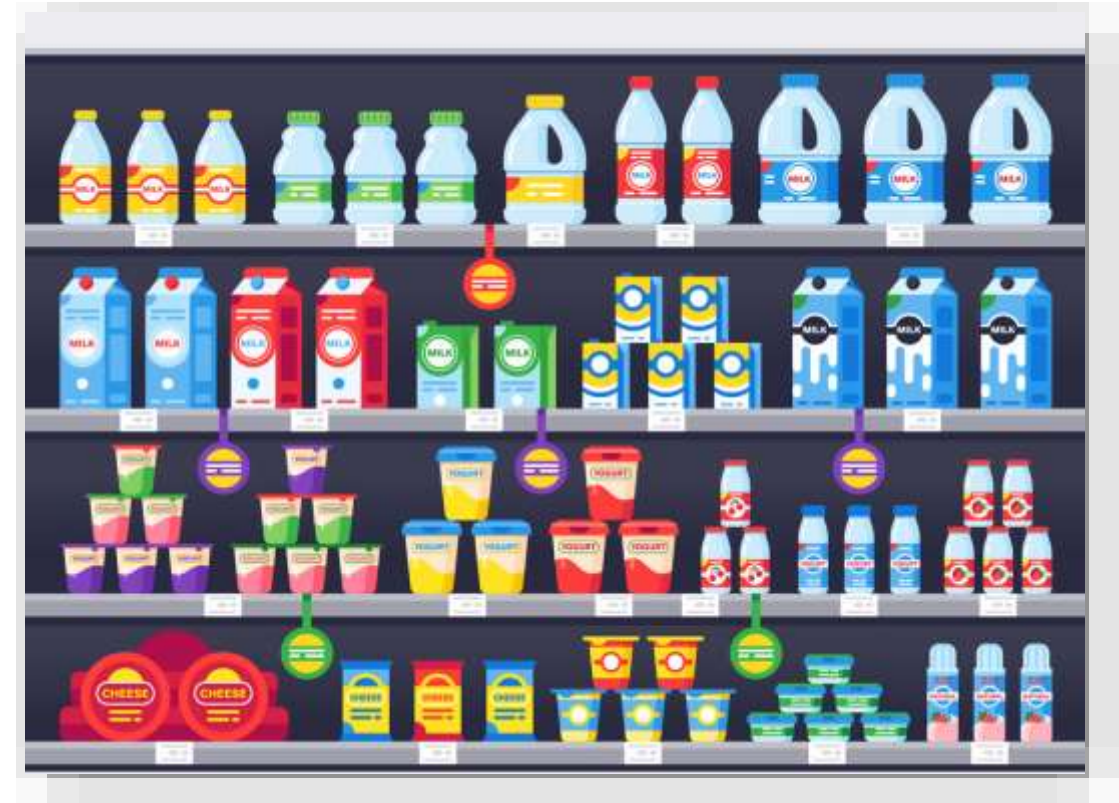


Retailer strategies for closing intention-behaviour gaps



Choice expansion

- Choice expansion involves providing and promoting to consumers a new, more sustainable products to choose from, without removing existing options.
- This increases the availability of sustainable products, without limiting consumer sovereignty.
- Choice expansion, thus, leaves the decision at the consumer level.





Retailer strategies for closing intention-behaviour gaps



Choice environment

- The choice environment is the **context** in which decisions are made.
- Retailers can nudge consumers to desirable choices by **creating store environments** that are consistent with sustainable goals.
- Again, there is **no loss** of consumer sovereignty
- Retailers influence consumer choices **through the positioning of goods and store aesthetics and layout.**



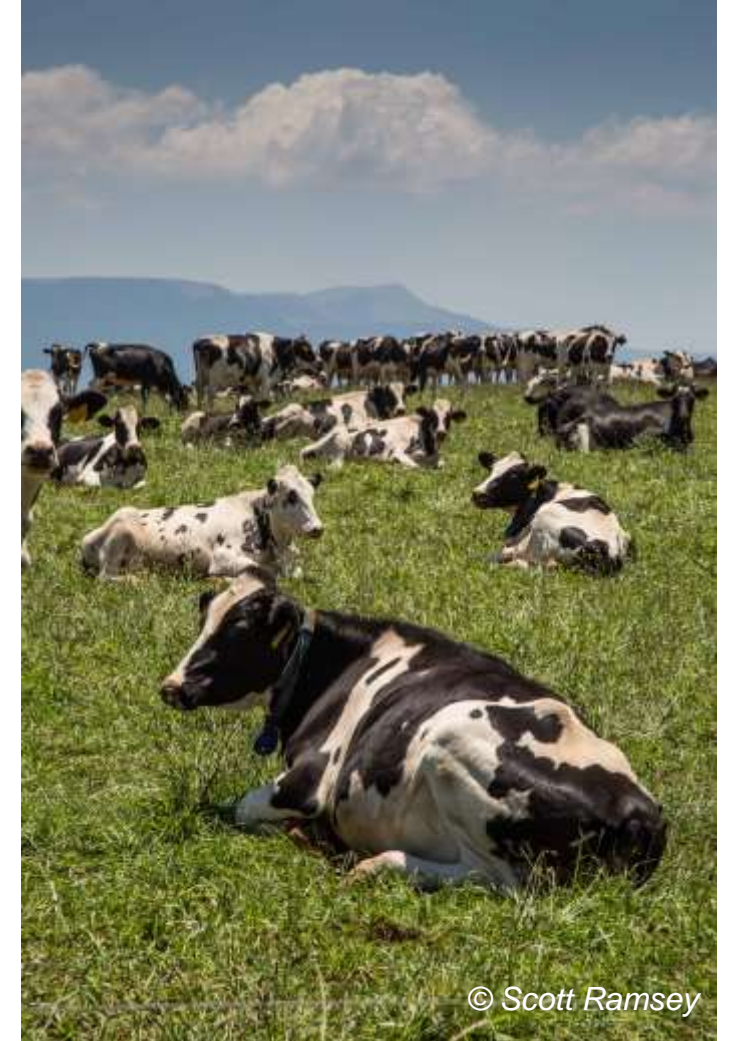


Conclusions



- Can environmental behaviour change strategies be employed in the dairy sector successfully?
- Value proportion and unique selling point
 - Sustainably produced dairy including packaging?
 - It cuts across all economic groups
 - But also allows for niche consumers
 - What is your unique story?
 - “good for people, planet and profit”

Make dairy a “sustainable brand” rather than just a everyday commodity





Question:
Thank you

