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THE  
SEVEN  
HABITS  
OF HIGHLY  
EFFECTIVE  
BRANDS

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Mum edition



**/ˈhæbɪt/** A settled or regular tendency or practice, especially one that is hard to give up. An action done on a regular basis.

## What is the secret to success with mums?

What have some brands got that the others lack? You probably think they have smarter strategies, perhaps because they employ sharper people or because they are better at learning from their mistakes.

But that's not it.



## These brands have the right habits, not just the right strategies.

The underlying habits that are baked to their business are what really make the difference. These habits are more than just repeated acts. They are ways of thinking and ways of being that are internalised by the business to such an extent that they become second nature. Every new employee naturally falls into pace with them. When people talk about The Disney Way or The Ikea Way, this is what they are really referring to.

## Good habits are how they do, not what they do.

Many brands try to be mum-centric by following textbook strategies. They make their aisles wide enough for double prams. They offer parent parking. They liberally sprinkle their glitter. But if you ask mums which brands get them best, they won't list most of these. It's only the brands that have turned being mum-centric into a habit that really resonate with them - the ones where mum-centricity seeps out of every pore of their business. Brands like Ella's Kitchen, where the whole organization is run as if children are in control or like Warburtons, a brand that thinks like a family because it *is* a family, right down to the third generation bakers on the factory floor.

## Good habits make good business sense.

Good habits help to drive engagement and effectiveness with mums. And they also help to make the whole business

more robust. Brands built on good habits don't have to be policed to quite the same extent as others. They carry on doing the right thing by mums, no matter what. That's why highly effective brands stay that way, even during recessions. Their good habits bombproof the business from within.

## If you want to win with mums, you need to adopt their habits, not their game plans.








First, you need to know what those habits are. We've spent the last six months mining some of the UK's most effective brands for mums in order to unlock the 7 good habits they adopt. These habits manifest themselves in visible behaviours or 'gestures' that these brands are in the nature of making regularly. There are 44 of these gestures associated with our 7 habits.

You also need to know how your brand fares against each good habit. To help with this, we have tracked a number of highly effective brands and ten shopper categories against each habit. You will find footprints in this paper as well as details of how you can measure your own brand with our unique brand habit tracker.

We are delighted to be able to share our exciting findings with you now and we hope you will find them as illuminating as we do. Enjoy!










## At a glance: The 7 habits and 44 gestures

HABIT	SORCERY	ELASTICITY	SHOWMANSHIP	ATTENTIVENESS	PRECISION	INTEGRITY	ENHANCEMENT
HABIT CHARACTER	 <i>The Wizard</i>	 <i>The Gymnast</i>	 <i>The Performer</i>	 <i>The Butler</i>	 <i>The Archer</i>	 <i>The Preacher</i>	 <i>The Coach</i>
THE GESTURES	<ol style="list-style-type: none"><li>1. Spin Yarns</li><li>2. Leave breadcrumb trails</li><li>3. Animate the inanimate</li><li>4. Bridge over the moats</li><li>5. Create tidal waves</li><li>6. Be a one-off</li><li>7. Sprinkle magic</li><li>8. Gift Generously</li><li>9. Mark the magical occasions</li><li>10. Feed their senses</li><li>11. Make them part of the story</li></ol>	<ol style="list-style-type: none"><li>1. Be double-jointed</li><li>2. Do your daily stretches</li><li>3. Turn cartwheels</li><li>4. Let them go freestyle</li></ol>	<ol style="list-style-type: none"><li>1. Add that drum-roll</li><li>2. Broadway, not backstreet</li><li>3. Treat products as props</li><li>4. Have a big name on your books</li><li>5. Give them the book of the film</li></ol>	<ol style="list-style-type: none"><li>1. Always eavesdrop</li><li>2. Polish that silver</li><li>3. Treat everyone equally</li><li>4. Pre-empt their needs</li><li>5. Keep them safe</li><li>6. Be their personal concierge</li><li>7. Overlook their failures</li><li>8. Make them feel at home</li></ol>	<ol style="list-style-type: none"><li>1. Angle every shot</li><li>2. Shoot one bullet at a time</li><li>3. Never miss a target</li></ol>	<ol style="list-style-type: none"><li>1. Stick to the script</li><li>2. Make your values gospel</li><li>3. Be high-principled</li><li>4. Always confess</li><li>5. Act for the greater good</li><li>6. Practice what you preach</li><li>7. Sing from the same song sheet</li></ol>	<ol style="list-style-type: none"><li>1. Psych them up</li><li>2. Give them time out</li><li>3. Take hits for the team</li><li>4. Keep them fit</li><li>5. Help them learn and apply</li><li>6. Team-build</li></ol>



## Habit Summary Chart

HABIT NAME	Habit 1 SORCERY	Habit 2 ELASTICITY	Habit 3 SHOWMANSHIP	Habit 4 ATTENTIVENESS	Habit 5 PRECISION	Habit 6 INTEGRITY	Habit 7 ENHANCEMENT
HABIT CHARACTER	 <i>The Wizard</i>	 <i>The Gymnast</i>	 <i>The Performer</i>	 <i>The Butler</i>	 <i>The Archer</i>	 <i>The Preacher</i>	 <i>The Coach</i>
THE NEED	Mums regularly have to play the wizard, pulling things out of the hat at the eleventh hour and working their magic to keep everything in check. It's one of the most challenging aspects of motherhood, which is why mums admire and are drawn to brands that seem to be able to work their magic effortlessly.	Mums are natural gymnasts. They stretch their days to fit everything in and they have to stretch budgets to accommodate last-minute demands. So they need brands that can work around their busy schedules and keep pace with their changing needs, in real time. Brands that, just like them, have to flex at a moment's notice and bend to fit whatever space they're in.	Mums are under constant pressure to make the right choices. They need to know that those choices are the best ones for keeping their children safe and free from harm. The more confidence a brand appears to have, the more confidence that instils in mums.	Mums often describe themselves as butlers to their children. The brands that fall into similar habits are the ones that chime most with mums because they become the eyes in the back of their head, looking out for them, whilst they look out for their little ones.	One thing every mum learns very early on is the need for precision. Mums have everything locked down to the second and have learnt every shortcut. So they naturally gravitate towards brands that help them to shave off that extra second here or there and the ones that make everything run like clockwork.	Mums often feel like they need to put on a mask around others. But when they are with their kids, they are always true to themselves. Because the more comfortable mums are in their own skin, the more comfortable their children will be in theirs. That's why mums place particular value on brands that stay true. These brands make their children feel like the world outside is safe, stable and non-judgmental.	Mums habitually play the coach to their children. So they gravitate towards brands that, in turn, support them. The ones that provide mums with the tips and tricks they need to be the best coaches they can to their children.
THE HABIT	The habit of acting like a wizard and casting enchanting spells to win over the crowds. This magic is powered by collective faith in the brand's founding beliefs – a faith so strong, it drives employees to want to spread the word.	The habit of acting in an elastic way, as a consequence of being wired and structured that way. Elasticity is in their organizational structure. It's in the way they do business with suppliers and retailers. And it's in the way the whole organization is wired to think.	The habit of always acting like a true performer, driven by genuine belief in the integrity of their wares. These brands are so motivated to share what they do, they create grand spectacles, present everything with flair and panache and go above and beyond to demonstrate their point. Their pride manifests itself in showmanship.	The habit of acting like a butler at all times, driven by a sixth sense – an intuitive understanding of mums' needs and wants. These brands have listened so hard, for so long, that the act has become habitual. Like mums, they have also become the masters of pre-empting and predicting.	The habit of always being as clear, precise and direct as possible, driven by a streamlining mentality and paired down internal structure. These brands act like master archers, always calculating the most efficient way to hit their bulls-eye.	The habit of always acting with integrity and staying true to founding principles and origins, driven by an innate respect for the brand's story. These brands are like preachers who adhere faithfully to the original scriptures.	The habit of acting like a coach. This habit has its roots in collective passion for the brand and an eye on the end game. These brands regularly empower mums or enhance them in some way, to help them become better versions of themselves.
IMPORTANCE OF HABIT TO MUM (%)	17.5	33.2	33.4	35.4	37.9	26.8	34.3



### At a glance: How the 10 brands performed

	SORCERY	ELASTICITY	SHOWMANSHIP	ATTENTIVENESS	PRECISION	INTEGRITY	ENHANCEMENT
DISNEY	60	14	55	23	41	32	36
EASYJET	9	23	26	25	41	27	33
ELLA'S KITCHEN	15	28	30	35	38	45	33
IKEA	17	35	39	35	48	31	49
JOHN LEWIS	22	25	32	38	42	47	36
LEGO	36	26	60	22	57	36	30
LIDL	9	26	22	32	44	27	27
LUSH	47	17	51	36	37	48	51
NATIONAL TRUST	28	18	25	24	42	59	48
WARBURTONS	8	20	15	30	34	30	20



### At a glance: Category performance

	Health & Beauty	Food & Drink	Toys & Entertainment	House & Home	Financial Services	Leisure & Lifestyle (including Travel)	Eating Out	Clothing & Footwear	Technology	Online Shopping
<b>SORCERY</b>	20%	17%	27%	22%	6%	17%	18%	22%	13%	13%
<b>ELASTICITY</b>	30%	31%	24%	30%	42%	38%	32%	32%	35%	38%
<b>SHOWMANSHIP</b>	32%	34%	46%	36%	13%	31%	33%	44%	30%	35%
<b>ATTENTIVENESS</b>	42%	35%	29%	34%	35%	37%	37%	35%	33%	37%
<b>PRECISION</b>	29%	35%	44%	33%	46%	39%	26%	26%	52%	49%
<b>INTEGRITY</b>	31%	34%	29%	26%	32%	21%	26%	21%	24%	24%
<b>ENHANCEMENT</b>	39%	35%	26%	43%	27%	37%	26%	34%	46%	30%



# SORCERY



## The Habit: The Wizard

### THE NEED

Mums regularly have to play the wizard, pulling things out of the hat at the eleventh hour and working their magic to keep everything in check. Magically removing knots from their children's hair without eliciting screams. Whipping up costumes for Book Week mufti days with one day's notice. Convincing the kids that the elves really can tell if teeth haven't been brushed properly.

It's one of the most challenging aspects of motherhood, which is why mums admire and are drawn to brands that seem to be able to work their magic effortlessly. Brands that can stop temper tantrums in their tracks. Brands that can hold their children's attention for two solid hours so they can get things done. Brands that can help them hone their own wizarding skills to become even more enchanting to their children. Mums don't know quite how they do it, but it works its magic on them every time.

### THE HABIT

**The habit of acting like a wizard and casting enchanting spells to win over the crowds. This magic is powered by collective faith in the brand's founding beliefs - a faith so strong, it drives employees to want to spread the word.**

For these brands, spell casting is not just a honed skill masterfully applied. You can't train anyone to become a Merlin. The magic only works if you truly believe in it. And it's the same with these brands.

The magic comes from a set of beliefs or values that are not just written into the brand's equity footprint but woven into the fabric of its culture.



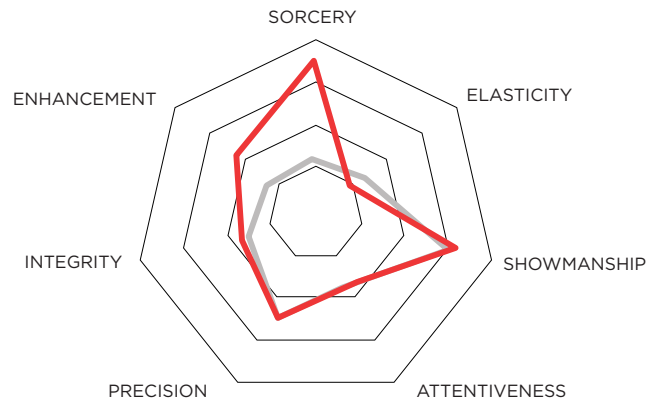
## THE HABIT IN PRACTICE

### Disney

To do the best magic, first you have to believe in it. That's why Disney only hire 'believers' - fans who already love the brand, believe in it and share its magical promise. So their spell casting starts with the right staff casting. That belief in Disney has made spell casting instinctive and habitual.

When these believers designed the new Imagination Park stores in the UK, for example, they naturally made the entrance look like a castle, so that little children would feel like royalty stepping through. Inside, they placed magic mirrors that narrated extracts from Cinderella.

The Disney approach is about far more than just having a good understanding of retail theatre. It's one of many external signs of internal belief in magic. That's why mums say that nowhere else makes them feel quite like Disney. It may also explain why 55% of mums who have ever used the brand associate Disney with our Sorcery habit, rising to 61% amongst those who have interacted with the brand in the last six months. It is the brand's strongest habit association and far higher than the toys and entertainment category benchmark of 27%.



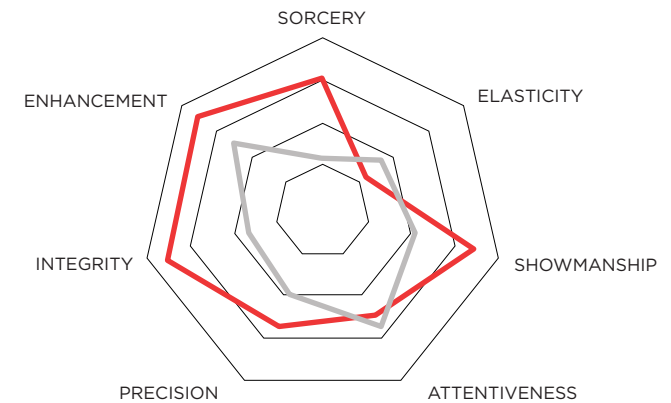
— Toys and Entertainment category — Disney mum used last 6 months

### Lush

To cast good spells, you need more than just belief in magic. You also need good magical ingredients. Lush have both. They have made a habit of making their magical ingredients a certain way. The spell casting for them starts in the factory. As Lush brand team member Alessandro Commisso told us, "Our factories are my favourite place. That's where the magic happens." And it really does. It is reminiscent of Willy Wonka's chocolate factory, with different rooms for each creation, fridges full of fresh Poole seaweed, buckets full of coloured powder and workbenches where employees lovingly prepare everything by hand using fresh ingredients. There are also teams of employees dreaming up new, exciting lines.

At its root lies employee belief in the ethics of the business. That belief is lovingly stirred into each and every bar of soap and bath bomb and then left unwrapped for all to see and touch in store. It is the smell from those exposed products that pulls people in-store. As one mum explained, "It's a pull. I don't always intend to go but I just get pulled in!" And it is the evident love for and belief in each magical, ethical ingredient that keeps mums enchanted.

Indeed 37% of mums who have ever used the brand agree that Lush is a brand that enchants them, rising to 51% amongst mums who have used the brand in the last six months. Both scores far exceed the health and beauty category benchmark of 20% for this metric.



— Health and Beauty category — Lush mum used last 6 months

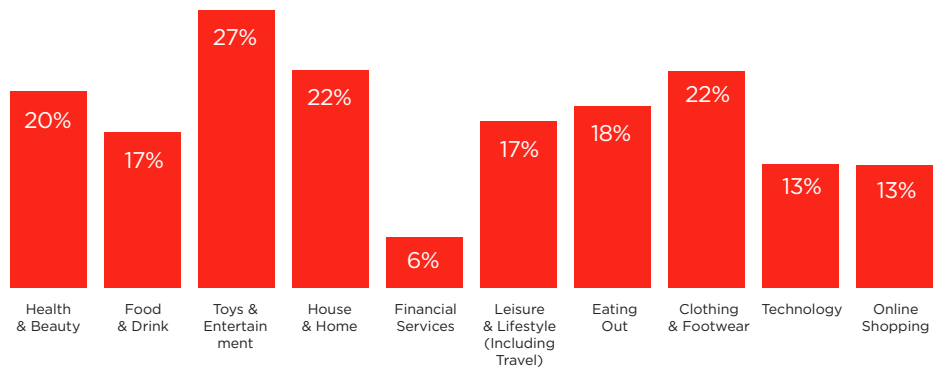




## HABIT CATEGORIES

This habit is particularly strong within the toys and entertainment category, where 27% of mums think that Sorcery matters. It is considered more important than other, more rational, habits. Sorcery is also important within house and home, clothing and health and beauty but even matters in more surprising categories like technology and online shopping.

## SORCERY



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 11 GESTURES

1. Spin Yarns
2. Leave breadcrumb trails
3. Animate the inanimate
4. Bridge over the moats
5. Create Tidal Waves
6. Be a one-off
7. Sprinkle magic dust liberally
8. Gift Generously
9. Mark the magical occasions
10. Feed their senses
11. Make them part of the story

## 1. Spin Yarns

Sorcery brands entice people with captivating gestures. These brands are always silky-tongued; they hypnotically hold the attention with their compelling yarns and myths.

### **National Trust**

Jackie Jordan, Director for Brand and Marketing at The National Trust told us, "People are not here to walk around in silence - so we changed the way we present cultural heritage." For example, they now host archaeological digs for kids at Avebury to engage little ones. Their ability to spin yarns well is one of the reasons why 25% of mums who have ever interacted with the brand associate it with Sorcery, rising to 34% amongst those who have interacted with it in the last six months.

## 2. Leave Breadcrumb Trails

Spell casting brands regularly do things to drive intrigue and spark curiosity. They purposefully inviting people to explore and discover for themselves.

### **Ikea**

The store itself is a breadcrumb trail. Each is an intriguing maze, which one mum from Leeds described as, "A bit like an adventure land." This is one of the reasons why 25% of mums who have interacted with Ikea in the last three months associate it with Sorcery, in line with the category benchmark for this metric.

### **Lidl**

Lidl entices people through the doors by turning deal hunting into a game. They create a store environment that encourages people to hunt out the latest deals. The reward of bagging a bargain hardwires people to keep coming back.

## 3. Animate the Inanimate

Having the Sorcery habit means bringing things to life, making the intangible as tangible and believable for mums and their kids as possible. Like a fairy godmother turning a pumpkin into a stagecoach

### **Disney**

Early-bird visitors to the Disney Store in Oxford Street get to wake up Tinkerbell and select visitors are given a key to allow a troll to open the store.

### **LEGO**

LEGO is another brand that performs well against this habit. 36% of mums that have interacted with the brand in the last six months associate it with Sorcery. This gesture is one of the reasons why mums feel that way. In store, for example, children can hold a pack up against a 3D screen to bring its contents to life.

### **John Lewis**

In a similar way, a VR experience brought the brand's TV ad character Buster the Boxer to life for children last Christmas. Monty the Penguin also came to life in store through an experiential collaboration with Samsung.



## 4. Bridge over the moats

One of the most powerful expressions of Sorcery is the use of meaningful emotional triggers to bring people closer to the brand. These brands use emotional triggers to build bridges, create memories and spark nostalgia.

### **National Trust**

Jackie Jordan told us, “We are helping people to create memories – connections that work across the family, that connect people with a particular place.”

### **Ella’s Kitchen**

The Ella’s Kitchen ‘Christmas Jumpers’ video for Save the Children, featuring babies wearing Christmas jumpers and bouncing to the tune of Jingle Bells, was designed to tug on heart-strings. As Celia Pearman, Head of Making Friends at the brand explained, “We try to have an emotional connection...it makes mums and dads smile.”

## 5. Create tidal waves

When brands have the magic within them, they want to spread it beyond their four walls. They create and seed things designed to be highly contagious, to spread the brand magic around the globe and get people talking.

### **Disney**

Disney used Twitter on Valentine’s Day to send ‘Beauty and the Beast’ roses to movie fans ahead of the film launch. They also offered brand lovers around the globe the opportunity to interact directly with the cast on Twitter.

### **Smyths Toys Superstores**

The brand’s advertising is designed to be contagious. The catchy ‘If I were a toy’ song, used in their recent Christmas ad, spread around the UK and was heavily imitated. The right channel mix also encouraged people to spread the word. Their Joint Head of Marketing, Sinead Byrne captured stories of kids using the song in Show and Tell at school and singing it on car journeys.



## 6. Be a one-off

Brands that have made Sorcery a habit tend to use unique ingredients to pull mums in. They make one-off gestures wherever possible - selling things people can’t get anywhere else, behaving in unique ways or creating one-off experiences.

### **Ella’s Kitchen**

The brand regularly launches unique flavour variants, such as the Jingle Belly Christmas Dinner and other unusual flavours, such as Jamaican Curried Pork. Celia Pearman explains, “The flavours are very adventurous, which is what makes it stand out.”

### **Ikea**

The brand is famed for having unique, quirky designs. As one mum said, “I do like their little niche-y ranges!”

### **Warburtons**

The brand sells unique products like square wraps, giant crumpets and wax-wrapped loaves. One of our London mums praised their Toastie Pockets. “It’s something different. Pockets, thin pockets, sealed round three sides. It toasts like a toasted sandwich.”

### **Lush**

The brand only sells one-of-a-kind products that you can’t get anywhere else. In Alessandro Commisso’s words, “We are a breath of fresh air on the high street.”

## 7. Sprinkle magic dust liberally

The Sorcery innate to these brands spills out across everything they do. These brands always add a little extra sparkle, creating ‘chocolate on the pillow’ magic moments at every touch-point.

### **Disney**

The brand makes magical gestures at every stage of the consumer journey, even the moment of fulfilment. As one mum told us, “When you order, everything comes really nicely packaged.”

### **Ella’s Kitchen**

The brand adds extra magic with their Friend of Ella’s loyalty pack. The pack includes wall-charts, stickers, free weaning guides and coupons. On their website, the brand also offers activity sheets, games and song suggestions for kids. In the past, Ella’s Kitchen has hosted magic dust events like The World’s Biggest Wean at Kew and the Give a Sprout pop-up shop in Covent Garden.

### **National Trust**

There are magic dust gestures at every heritage site, from dress up boxes to treasure hunts. The brand also famously created the ‘50 things to do before you’re 11 3/4’ guide for kids.



## 8. Gift generously

When brands are powered by Sorcery, their eagerness to share the magic drives them to make generous gestures. They give free gifts, offer magical surprises and are overly generous with offers of help and assistance.

### **LEGO**

The brand's VIP Club gives 'genuinely good rewards', as one mum enthused, often taking the form of cash back. The brand is also extremely generous in-store. Employees regularly give away free sets, vouchers and other gifts such as calendars and magazines.

### **Lush**

Another brand name-checked by mums for its frequent gestures of generosity. One of our mums from Birmingham told us, "They'll give you little samples and stuff as well, if they get to know you."

### **Smyths Toys Superstores**

Staff not only have the freedom to make gestures like keeping stores open for longer for panicked shoppers, but they are also encouraged to provide free parts for bikes, prams and other significant purchases.

## 9. Mark the magical occasions

Brands that have made Sorcery a habit tend to make their grand gestures at the most meaningful moments in mums' lives, sparking conversations when it matters most to make themselves even more captivating.

### **Disney**

Disney has worked hard over the years to associate itself with special occasions, from birthdays to Christmas. Mums in Birmingham talked at length about Christmas and other events. One told us, "It's more for occasions."



## 10. Feed the senses

Brands with the Sorcery habit often express themselves using the entire sensory spectrum. They make the inedible look good enough to eat, they attract with scent, they tempt with sound and dazzle with colour.

### **Ella's Kitchen**

As a brand, Ella's Kitchen makes use of the full palette of senses. Celia Pearman told us that the product itself "is designed to be sensorial for the kids and squidgy and fun. Kids get excited by it and engaged by it." They also host events to stimulate the senses. She told us, "We held an event last year at Kew - The Big Wean - with babies trying food, a sensorial play area, exposure to food outside of meal times to help them to enjoy their food more". They also hosted a "Pop-up restaurant - Ella's - with a play area, fresh herbs, fresh fruits to smell and touch, music playing, a restaurant area. They could touch different things."

### **Lush**

The products are designed to look like food. One mum described them as, "Like cookies, I feel like eating them." The scents are equally appetising. One mum praised, "All the different smells and colours."

### **Calpol**

The addictive taste casts a spell over kids and adults alike. As one mum explained, "My kid pretends to have a cough just for Calpol!" Another confessed, "After I give them Calpol, I always suck the syringe!" More recently their gestures have evolved from taste to smell with their new Calpol Vapour Plug.

## 11. Make them part of the story

Brands powered by Sorcery want everyone to share in the joy of it. That's why these brands always make mums and kids feel included, like extra characters in their brand story.

### **Disney**

One mum raved about how Disney made her daughter feel like a character extra in Disneyland. "Bibbidibob-bidi...in Disneyland. They make up a child...and it is the most magical experience! When they turned her round to look in the mirror, she went, 'Ooh!'"

### **Ella's Kitchen**

The playful look and feel of the product encourages little ones to get creative. One mum told us, "I gave my daughter the red, green, orange ones and she thought it was paint and squeezed them all out!"

### **National Trust**

Every historic site has an interactive element to make mum and child feel like part of the story, from making swords to dressing up in character.

### **Ikea**

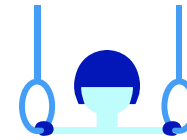
At Ikea, the miniature shopping experience replicates mum's own. As one mum told us, "I find the kid's trolley to make it fun for them!"

### **Easyjet**

Peter Duffy, CCO at Easyjet told us how they involve children in the experience. He said, "If the plane gets delayed, staff invite kids to the flight deck to have a look at the controls of the plane and chat to the Captain."



# ELASTICITY



## The Habit: The Gymnast

### THE NEED

Mums are natural gymnasts. They stretch their days to fit everything in – their own work, homework and housework. They have to choreograph calendar events. And they have to stretch budgets to accommodate the sudden announcements – the shoes that no longer fit, the present that is needed for a birthday party on Saturday, the money for that sponsored spell.

So they need brands that can work around their busy schedules and keep pace with their changing needs, in real time. Brands that, just like them, have to flex at a moment's notice and bend to fit whatever space they're in.

### THE HABIT

**The habit of acting in an elastic way, as a consequence of being wired and structured that way. Like acrobats, these brands stretch and twist to accommodate different needs and move in line with consumers or the market.**

You can't just learn to be a great gymnast. You have to be born double-jointed and lithe of limb and have the willpower to practice it every single day. It's the same with brands. You don't become an elastic brand just by offering the occasional deal or products for different budgets.

Elasticity is a habit that is baked into brands. It's in their organizational structure. It's in the way they do business with suppliers and retailers. And it's in the way the whole organization is wired to think. For these brands, thinking and doing things elastically has become habitual.



## THE HABIT IN PRACTICE

### Ikea

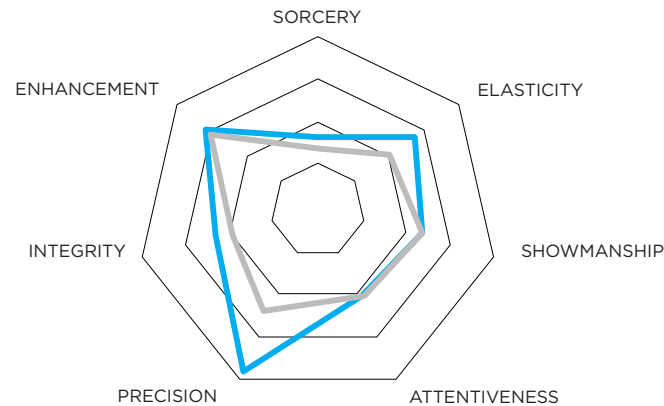
Ikea is an example of a brand founded on elasticity. Offering good value – and the elasticity that demands – is part of Ikea's original brand 'equation', together with great design and quality. It's also elastic in structure. From the store design and practical elements around the retail experience, right down to the individual products it sells.

Here's one example. The brand's stores are out of town to keep costs down, which demands that they open later at night to make trips there worthwhile for mums. As one mum told us, "The opening hours are good, so we tend to go in the evening."

Ikea is so wired to think elastically to create good value for its customer that

it even considers how products can have multiple uses to reduce their cost per use. Many products are multi-functional and their room layouts widely variable. Mums warm to the flexibility of the product and the way the brand dramatizes that quality in-store. As one mum said, "You walk around and it's got all the different ideas about a room!" Their design tools and apps also aid this.

This may explain why Elasticity came through as a strong metric for Ikea in research, with 33% of the mums who have ever used the store associating it with this. This rises to 43% amongst those mums who have used the brand in the last three months, compared to the House and Home category benchmark of 30%.



— House and Home category — Ikea mum used last 3 months

Source: Ipsos MORI Feb 2017. Brand Base= mums who have used the brand in the last 3 months versus category base (mums of children aged 0-17 years n=1000)

### Smyths Toys Superstores

Smyths Toys Superstores is able to be highly flexible and fleet-of-foot on the shop floor because the whole organization is hard-wired to think in an elastic way. That elastic mentality has given the business a highly adaptable organizational structure and helped to shape flexible relationships behind the scenes. As a specialist family toy business, Smyths Toys Superstores has very strong supplier links that it has built up over decades. The strength of these relationships, the scale of the business and the lean, flat structure that facilitates a fast flow of information from the shop floor to the top of the business, allows the brand to rapidly stock up on items the second a new craze hits and quickly turn deals on and off.

As Joint Head of Marketing Sinead Byrne explains, "If something takes off, we can switch it on easily. For example, we were the first to take the lead on Doc McStuffins, getting the product in (our Ireland) stores quickly." Mums, in turn, warm to Smyths Toystores because it allows them to flex in line with their child's wants. If their child demands the latest must-have toy for their birthday, mums know that Smyths Toystores will most likely have it in stock. They articulate this as having good stock control but, in fact, it is because the business itself is in the habit of thinking in an elastic

### Easyjet

Easyjet is another brand that has internalised the habit of being elastic. The brand's entire business model depends on it. A plane has only a twenty-five minute window to refuel, replenish supplies and for passengers to disembark and embark. Because of this business reality, employees at Easyjet are naturally elastic, so that they can quickly scenario-plan in the event of any glitch. Peter Duffy, Easyjet's Chief Commercial Officer, told us, "Employees have greater fluidity. People are more prepared to get stuck in, in 99 out of 100 cases. It's something about the attitude."

Though initially driven by a business imperative, this elasticity of thinking has become so engrained in the business that it has resulted in changes that benefit mums at every turn. The brand has re-imagined the entire audience journey to make it as fast and flexible as possible. As Peter explained, "We're rebuilding technology to try to settle the customer angst, the customer-centric way." For example, unlike other airlines, families can book seats for more than two children on the website, without having to speak to someone. As one mum enthused, "You normally have to call up if there are more than three kids, but not with Easyjet!"

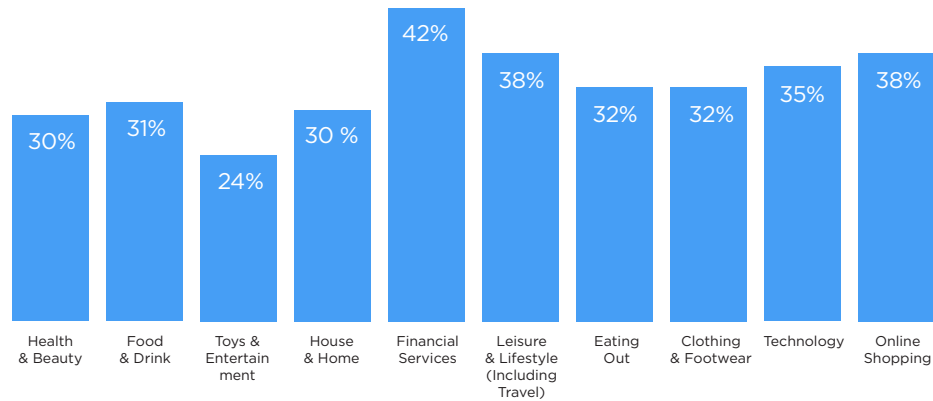
This flexibility means that mums get to their destination on time. And it turns mums into super-fans. One told us, "It was an easy experience once we got everything through. Plain sailing!" This may explain why 23% of customers who have used the brand in the last year associate it with elasticity, rising to 26% amongst those who have interacted with it in the last six months.



## HABIT CATEGORIES

Brand Elasticity appears to be particularly relevant at those moments when mums need to be the most flexible themselves. When mums need to flex to cover surprise costs, for example. That's possibly why this habit is particularly important within the financial services category, with 42% of mums claiming this. It's also called for within the leisure and lifestyle category. Here, brands need to help mums work around calendar and financial challenges. The online shopping space is another area where this habit is particularly important because it is a category in which mums needs brands to help them practically and financially deal with last minute purchases.

## ELASTICITY



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 4 GESTURES

1. Be double-jointed
2. Do your daily stretches
3. Turn cartwheels
4. Let them go freestyle

### 1. Be double-jointed

When brands think elastically, they naturally bend to accommodate the needs of their different audiences, across age groups and demographics, as well as categories and markets.

#### **Ella's Kitchen**

When brands think elastically, they naturally bend to accommodate the needs of their different audiences, across age groups and demographics, as well as categories and markets.

### 2. Do your daily stretches

When being elastic is baked into the organization and its dealings with suppliers, the trade and partners, it makes it far easier to be flexible on a daily basis.

#### **Lidl**

Lidl makes these gestures regularly with their Lidl Pick of the Weeks, deals that generate real excitement amongst mums. One told us, "There are new things in store every week!"



this creates a sense of urgency. One mum explained, "When you see it, you have to get it!" Lidl has also flexed to accommodate the busy lives of parents by offering some of their great deals at weekends. Claire Farrant and Jo Gomer from the brand told us, "Lidl has the agility to respond, to be reactive as well," because of its inbuilt flex.

#### **National Trust**

Likewise, at National Trust, the brand has extended its opening hours to accommodate parents. As Jackie Jordan, Director of Brand, Marketing and Supporter Development, explained, "We need to be available when families want to be together."

### 3. Turn cartwheels

Thinking in an elastic way means brands naturally do all they can to have friction-free relationships with mums. They always have rounded, joined-up dialogues with consumers across all channels.

#### **John Lewis**

At John Lewis, marketers join up the dots across channels to make the brand relationship fluid for mums. As one mum enthused, "I ordered online and the next day it was delivered to Waitrose!"

#### **LEGO**

LEGO is another brand that excels at creating friction-free relationships. For example, mums who collect points using their VIP club card can use those points in any LEGO store around the globe, as well as online.

### 4. Let them go freestyle

When brands are wired to think in an elastic way, they naturally create products and services that flex after use. They invent things that can be easily adapted or put to different uses by mums.

#### **LEGO**

For LEGO, elasticity has its roots in the product itself. It is highly flexible – a box of delights that can be adapted in infinite ways. That's one likely reason why 29% of mums who have interacted with the brand in the last six months associate it with our elasticity habit.

#### **Ella's Kitchen**

The Ella's Kitchen's range can be put to many uses. One mum told us, "It gives you a choice, it's freeform."

#### **Warburtons**

Likewise, Warburtons' products have versatility baked in from their inception. The brand's revolutionary Square Wrap, for example, was designed to provide modern mums with more versatility and comes with multiple usage suggestions.

#### **Lush**

Many of the products from Lush are both versatile and malleable. They make bath time more fun and to make it easier for mums at that daily pain point. Alessandro Commisso spoke with passion about their Fun soap for children. "It's like Playdoh, like a mouldable soap!"





# SHOWMANSHIP



## The Habit: The Performer

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### THE NEED

Mums are under constant pressure to make the right choices. They need to know that those choices are the best ones for keeping their children safe and free from harm. That need is hard-wired into them from the moment they give birth and it never goes away, no matter how old their child gets.

The more confidence a brand appears to have, the more confidence it instils in mums. Brands that are in the habit of displaying that confidence, by puffing out their chest and acting like a true performer, are the ones that provide the greatest reassurance and comfort to them, so long as the performances these brands make live up to the high expectations created by their showmanship.

### THE HABIT

**The habit of always acting like a true performer, driven by genuine belief in the integrity of their wares. These brands are so motivated to share what they do, they create grand spectacles, present everything with flair and panache and go above and beyond to demonstrate their point.**

When you believe that what you do is great, you take pride in that and you want to tell everyone about it, with genuine conviction. It's the same with these brands. Their pride manifests itself in showmanship.

It is this collective inner conviction and pride that differentiates the fake performer brand - that mums see right through - from the real one, that mums love and trust implicitly.



## THE HABIT IN PRACTICE

### LEGO

As an organization, LEGO is built on one thing, the humble brick. Though small, it embodies the brand's whole belief system. Angie Tutt, Brand Director at LEGO group, said, "Children are our role models. We have always been, and will always be, inspired by children to be the best we can. Our aspiration to 'Inspire and develop the children of tomorrow' is founded on our strong belief that LEGO play is one of the best ways to play, and that all children around the world deserve to have an opportunity to have fun and learn through play." The brick has also become an icon of Denmark, embodying the nation's love of children and the strong Danish associations with nurturing children to grow up happy and healthy. And so the LEGO brick carries within its small plastic frame a nation's cultural pride, as well as the brand's own belief in healthy child development.

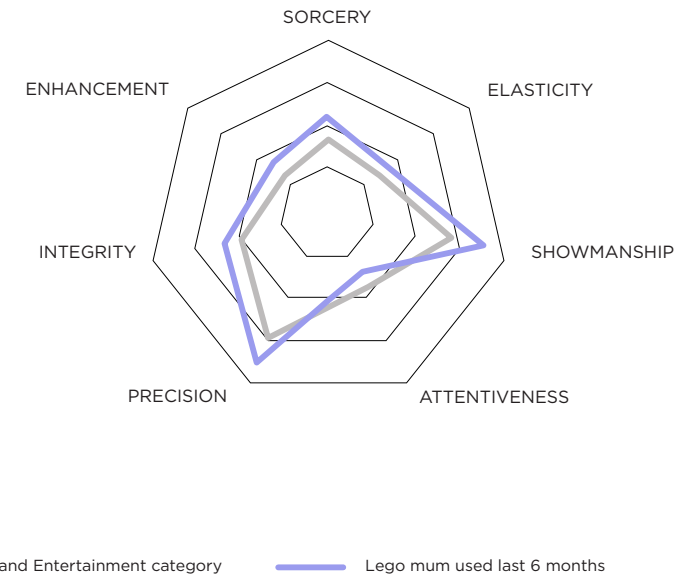
For these reasons, the love and passion that employees feel for the brick and all it represents is second to none. They not only treat it with reverence - never meddling with its quality and never veering too far away from it - but they are also passionate about praising its virtues to all who'll listen.

This genuine love of and belief in the brick is behind the brand's habit of acting like a true performer at every opportunity.

Everywhere the brick appears, there is drama and spectacle. LEGO does not create low-budget movies, it creates blockbusters. It doesn't just partner with small Danish companies, it borrows equity from major global players like Disney. It doesn't just launch new sets, it creates entire worlds. With the recent Batman launch, the brand took the theme through every single touch-point. Mums could buy multiple LEGO sets, they could meet Batman in his LEGO form, they could take part in Batman-themed scavenger hunts and, of course, they could play the game and watch the blockbuster movie.

The brand also excels at fuelling excitement in the run up to any launch or event. For example, at the recent Christmas Bricktacular event at LEGOLAND Windsor, elves led children through a forest of sparkling Christmas trees to meet Santa. The anticipation of what was to come was every bit as thrilling as actually meeting Santa in person.

This may explain why 53% of mums we asked who had ever used the brand associate it with our Showmanship measure - the highest score of all of the brands we tested. This rises to 62% amongst those who have connected with the brand in the last six months.



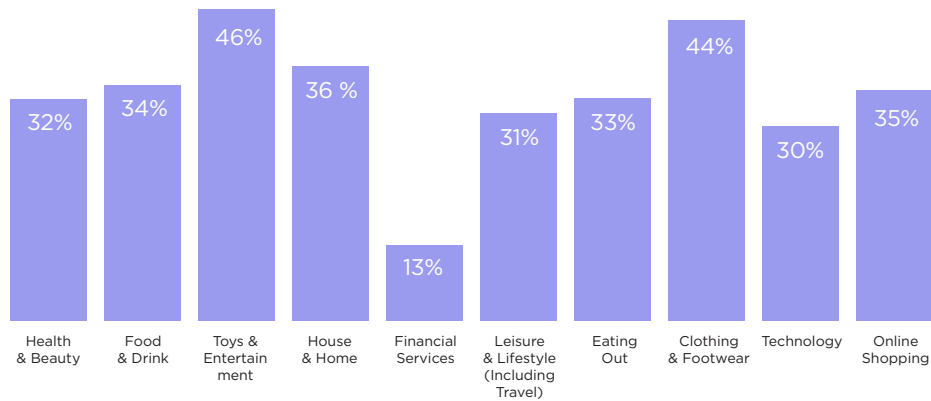
Source: Ipsos MORI Feb 2017, Brand Base= mums who have used the brand in the last 6 months versus category base (mums of children aged 0-17 years n=1000)



## HABIT CATEGORIES

Showmanship matters most within the toys and entertainment and clothing and footwear categories, where it is the top habit for mums. It is also a key habit for both food and drink and house and home, where mums consider it more important than being flexible. The staging around these brands is critical for mums' engagement because safety and quality are of paramount importance here. It's not enough just to sell good quality stock – a real performance is called for, one that reassures mums at a deep level.

## SHOWMANSHIP



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 5 GESTURES

1. Add that drum-roll
2. Broadway, not backstreet
3. Treat products as props
4. Have a big name on your books
5. Give them the book of the film

## 1. Add that drum-roll

When brands think elastically, they naturally bend to accommodate the needs of their different audiences, across age groups and demographics, as well as categories and markets.

### Disney

At Magic Kingdom, guests cannot just walk straight in. They make a dramatic entrance by paddle steamer or by monorail. Some of the brand's ads also focus on the feeling of anticipation - the sleepless nights before the big trip to Disneyland.

### Ikea

Ikea add a drum roll before mums get to each section of the shop floor. They have turned their stores into whole experiences, peppering the journey with ice cream, hot dogs and other delights reminiscent of movie snacks before the big show.

## 2. Broadway, not backstreet

Brands with the Showmanship habit always put on a big production. Scale is everything, from the length of the ad to the size of the pack. This is also about adopting leadership body language and the verbal lexicon of the performer.

### Disney

Everything Disney does is done at scale, has a theatrical element or a special Disney twist, from the world-famous shows in the parks to the epic movies. The products themselves also always have a certain something to them. Glasses that light up at night and golden notebooks straight from Beauty's castle.

### Calpol

Years of reinforcement and behind-the-scenes stage setting has turned Calpol into the category verb. As one mum said, "It tells you something when the NHS are saying you have to give Calpol."

### Ikea

Ikea adds drama at the pain points in the audience journey. One of our Northern mums talked with passion about the brand's after-care experience. "The returns area! They have big comfy sofas. The best returns area I've ever been to!"

### Lush

The employees at Lush regularly run demonstrations in-store and explain the science to kids. One mum told us, "My five-year-old loves it! They spoke to him about how it's made - all scientific!" They also host parties for kids and have a separate Lush Spa for added magic.

## 3. Treat products as props

For these brands, every element plays its part in scene-setting. They treat products like key props in a stage-production. They place them on pedestals, treat them with reverence, dress them up as much as possible and label them with names that enhance the overall brand.

### Ella's Kitchen

32% of mums who have used Ella's Kitchen in the last six months associate it with grabbing attention. The product is the main reason for this. It comes in distinctive, brightly coloured packs and uses innovative, striking formats.

### Lush

At Lush, some of the products are placed on ice to cue freshness or laid out to look like slabs of cake. The brand also takes showmanship to extremes by using their products for propaganda. The product names are provocative and witty. One mum said, "It was in the media recently, little innuendoes. They're cheeky, funny!"

### Lidl

Lidl is so proud of the care and attention that has gone into the production of its food that it makes it a focal point in the brand's advertising. Claire Farrant told us about their recent Lidl Surprises campaign. She said it, "Takes you to the farm...takes a non-believer on the journey of where our produce comes from."

## 4. Have a big name on your books

When brands think like true performers, they don't scrimp on talent. They borrow the best possible equity money can buy - celebrities, CEOs or the names and characters from other famous brands - to make even more of an impact.

### Lidl

The brand borrowed equity from the FA for their recent schools-based football initiative. As uses famous characters, like Paw Patrol, in store. It also makes smart use of awards. "Awards are...critical, particularly the consumer awards. It's more evidence of advocacy."

### Smyths Toys Superstores

The brand works with big name partners like Disney to bring added drama to the shop floor.

## 5. Give them the book of the film

Brands in the habit of owning the stage know how to make the most of what they've got. That's why these brands are adept at fully merchandising a concept at each touch-point and over time, to make it as famous as possible.

### Disney

As a brand, Disney also scores well on our Showmanship metric, with 57% of mums who have interacted with the brand in the last six months associating it with this habit, significantly higher than the category benchmark of 46%. One of the reasons for this is merchandising. Disney stretches each property they own across every touch-point, from the big screen to the store.



# ATTENTIVENESS



## The Habit: The Butler

### THE NEED

Mums often describe themselves as butlers to their children – following them round the house, clearing up the trails of rubbish they leave in their wake, neatly pressing their school uniform while they lounge about on the sofa, picking up all those fallen forks. They do these things often without even being conscious of them – these acts have become second nature to them. Habitual. Some, too, have more advanced butler skills, like pre-empting that they'll forget to put their homework back in their schoolbag or anticipating that they'll throw an almighty temper tantrum if they take them round the shops without emergency snacks in their bag.

The brands that have a similar habit are the ones that chime most with mums because they become the eyes in the back of their head, looking out for them, whilst they are looking out for their little ones.

### THE HABIT

**The habit of acting like a butler at all times, driven by a sixth sense – an intuitive understanding of mums' needs and wants.**

These brands don't just make mums' lives a little easier. They make life effortless. Because they share the same inbuilt habit of just knowing that mums have.

They get that sixth sense because, like mums, they are in the habit of having their eyes and ears open at all times. In the same way that mums learn that their baby's breathing is normal, these brands have learnt to detect if something is right or wrong for their customer. They have listened so hard, for so long, that the act has become habitual. Like mums, they have also become the masters of pre-empting and predicting.



## THE HABIT IN PRACTICE

### John Lewis

Their partnership model has made the brand behave like an extended family. Long-standing members listen to and look out for each other and for customers. As one mum told us, "At John Lewis, they're friendly, they seem like they're genuinely interested in being there." Many of the staff have worked the floors for years and have developed that instinctive sense of what mum needs, just by interacting with her over years.

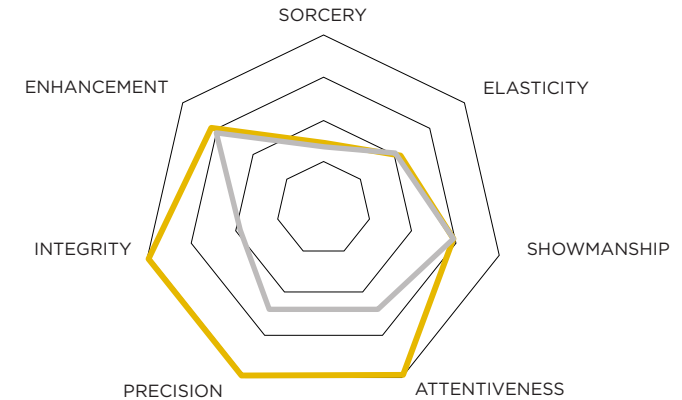
This sixth sense is supplemented by additional audience research. The result is advertising that connects at a deeper level with mums. Commenting on the latest Christmas campaign, Rachel Swift explained that they always look for a human truth at that time, that's all about motherhood. She explained, "The night before Christmas, mum and dad have to construct a toy, a trampoline being one example." That particular truth led to their Buster the Boxer blockbuster, a film that resonated deeply with the mums we spoke to.

Rachel also told us about how they brought the campaign to life in an inclusive way in-store. "We wanted everyone to participate a bit in the experience of Buster's virtual reality. You have to be 13 years to do it, so we managed to get it down to 11 years. So no one under 11 missed out, we created a whole 360° Google Cardboard experience for younger children. Otherwise we knew that it would be a really disappointing experience for them."

The thoughtfulness that comes from having a sixth sense also goes far beyond communication. Mums were full of endless stories about staff who had gone the extra mile at every stage of the audience journey. One told us, "I have a son with a disability and he would be screaming, but the staff were so professional, just amazing!"

Mums also talked at length about the brand's deep understanding of the needs of new mums. One told us about how the brand had gone the extra mile to get baby equipment to them in time, following a premature birth. "I ordered it for four weeks' time and had my baby early. My husband called and they delivered it in two days!" This is a sign of more than just an efficient brand that listens well. It is a sign of a brand's innate understanding of the fear and stress a mother feels in that extraordinary moment and the need to provide her baby with what it needs, no matter what it takes.

This may explain why 48% of mums who have used the brand in the last three months associate John Lewis with being attentive to their needs, far above the House and Home category benchmark of 34%.



— House and Home category — John Lewis mum used last 3 months

Source: Ipsos MORI Feb 2017, Brand Base= mums who have used the brand in the last 3 months versus category base (mums of children aged 0-17 years n=1000)

### Calpol

For Calpol, the role of butler is baked into what they do as a business – helping to nurse little ones back to good health. Being a specialist in this one area for so long has made thinking like a nursing mother so innate a habit for the brand, that it is felt through everything it does. The brand's new app, for example, allows it to become that nurse by the child's bedside. It alerts mums when medicine is due and ensures the correct dose is administered each time. Calpol is right next to mums when they need it most.

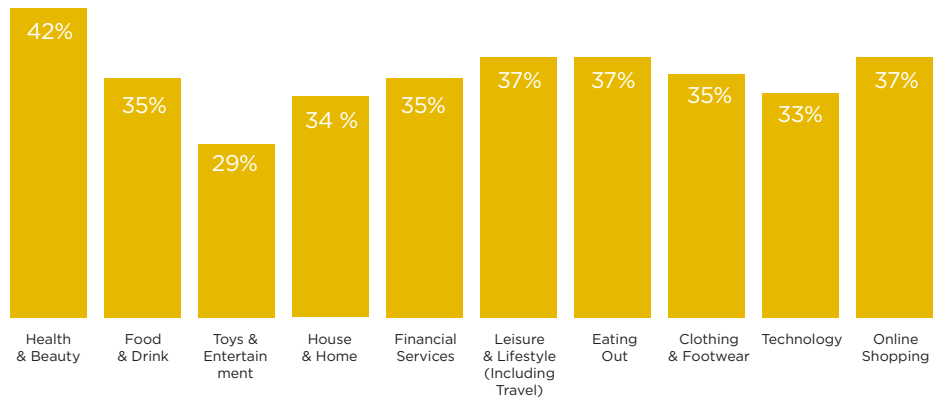
The brand's natural butler tendencies also manifest themselves in product extensions. For example, mums in their nursing role know that sugar after bedtime is not advisable, no matter how sick the child is. That's why Calpol offer a sugar free version to reassure mums. In the words on one, "You know it's not sitting on their gums." They have also created syringes for easy administration in the night.



## HABIT CATEGORIES

Dining out with children is a real pain point for mums, which calls for extra attentiveness on the part of brands in this space. Stress levels also run high for mums when their children are sick, so the habit of being attentive also matters within the health and beauty category. The habit is relevant, to some degree, across all categories.

## ATTENTIVENESS



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 8 GESTURES

1. Always eavesdrop
2. Polish that silver
3. Treat everyone equally
4. Pre-empt their needs
5. Keep them safe
6. Be their personal concierge
7. Overlook their failures
8. Make them feel at home

### 1. Always eavesdrop

#### Easyjet

The brand conducts extensive research around people travelling with kids, but also has an intuitive understanding of their needs. Peter Duffy told us, “As parents ourselves, we understand the trauma of the moment.” That deep understanding led to some major operational changes. For example, they won’t fly if a family is not sitting together. They also learnt that their customers were, in Peter’s words, “More ABC1 than British Airways.” He explained, “We had an upmarket profile but we were positioning it as the equivalent of Poundland.” Learning this, Easyjet brought the positioning in line with the customer base and changed multiple elements from the magazine and food quality to the crew outfits.

#### National Trust

The brand’s whole restage was based on what they found from being attentive to their audience’s needs. Jackie Jordan told us, “10-15 years ago, it was stuffy, there were ropes everywhere. We took away the ropes!”



#### Smyths Toys Superstores

Listening attentively to mums and dads influenced how Smyths Toys Superstores made toy recommendations. Sinead Byrne explained, “We regularly hold focus groups with parents looking at shopping patterns. Informed by this, we now offer toy suggestions in-store based on interests, not gender.”

#### Lidl

Lidl are expert listeners. They consult their 40,000 strong consumer panel at every opportunity and their partnership with Mumsnet is another channel they use for two-way communication with families. All of the brand’s communication is also based on advocacy and it credits this for the brand’s success. Claire Farrant told us, “This (approach) sets us apart from the rest of the competition...we bring real people with us and more importantly, mums”. As a brand, they also ‘eavesdrop’ on the competition. Claire explained, “We are attentive to the market. There are lots of products, very cheap that are modelled on the best products from competitors.”

### 2. Polish that silver

These brands have it in their nature to be perfectionists about every last detail, ensuring the service is always exemplary.

#### LEGO

Friendly employees in LEGO stores understand children so well, that they make a point of welcoming them at the entrance. One mum told us that this was one of the few places she felt her kids were being listened to.

#### Warburtons

The brand’s products are designed to meet mums’ needs and make life easier for them. Mums praise the practical, helpful products that make meals easier, like Pockets and crumpets with bigger holes in for a better taste. As one mum told us, “The Marmite melts into them!”

### 3. Treat everyone equally

When brands play the butler, it is in their very nature to give equal attention to everyone, even going above and beyond to level the playing field for those mums disadvantaged in any way.

#### Easyjet

As a brand, it focuses on the needs of the disadvantaged and it works with David Blunkett to solve problems for this group. For example, the brand gives parents additional time to board to make sure that they can sort out their extra luggage.

#### Lush

Alessandro Commisso explained that equality is at the core of Lush. He told us, “We are a brand for everyone!” The brand embraces diversity in its staffing and this filters through to every touch-point, so that mums from all walks of life feel at home in its stores.





## 4. Pre-empt their needs

The best butler brands anticipate mums' every need. It is in their nature to know mums so well that they can pre-empt or predict what they might want or need before they know themselves.

### LEGO

That innate understanding of its audience, built over decades, means that it is acutely aware of pain points and does all it can to pre-empt things that might go wrong. For example, it knows that instruction manuals have a habit of getting lost in kids' bedrooms, so the brand makes them all available online. It knows that bricks end up under beds and floorboards, so it offers free replacement blocks in-store.

### Nationwide

Nationwide's heritage has given the brand an innate understanding of the ups and downs of family finance, so that it is able to create more meaningful programmes and products. Sara Bennison, Chief Marketing Officer, explained, "We're taking a longer term, more holistic view of people." This is aided by the deep experience of long-serving staff. Sara told us, "We have a mortgage provider who has worked at Nationwide for 40 years. He has managed the mortgage for the grandmother, the granddaughter. These are big decisions people make in life. There are emotional considerations as well as rational ones."

## 5. Keep them safe

Brands in the habit of playing the butler ensure that everything is as safe as possible for mums and their children, from data protection and food healthiness, to product quality.

### LEGO

For LEGO, safety lessons have been learnt over decades and it has become habitual for the brand to actively avoid risk in-store and in their parks. For example, it now has tables for the LEGO to sit on in-store so that it stays there, not on the floor where children might tread on it. Mums notice and praise such acts, knowing full well the pain of a LEGO brick caught underfoot.

### Ikea

Ikea knows from experience that kids will clamber on furniture. So rather than place notices advising them not to touch the displays, they make the environment kid-safe. One mum told us, "You don't feel nervous in there with them."

## 6. Be their personal concierge

These brands naturally provide a personal concierge service to mums, from running their errands for them to always answering the phone when they call.

### Easyjet

Peter Duffy told us, "When you book a seat, tell us if you're travelling with kids and we'll then send you an email - how it's going to work, what to expect and so on." The personal service also extends to complaints,



with their CEO taking a hands-on role. Peter told us, "Carolyn (McCall) writes to customers all the time, half a dozen customers a day, then will pursue the rest of the organization to make sure it doesn't happen again."

### Ella's Kitchen

The brand has a personal team of mums to deal with any issues. Celia Pearman explains, "We have a dedicated whole customer care team called 'Keeping families happy.' It's a very personal voice at the end of the phone - they are mums themselves. On social media, the same mums look after these (channels) too."

### Lush

The employees at Lush are particularly attentive to customers and provide that personal service. One mum told us, "My teenager has bad skin. She spent about half an hour with me. She could see I was upset about my son's skin and she was really gentle."

## 7. Overlook their failures

Brands in the habit of playing the butler and being attentive to mums turn a blind eye to their failings. When it comes to service, these brands are the ones that will refund you for that broken teacup, no questions asked.

### LEGO

The brand has a no quibble customer service policy supporting its points card. One of the mums we spoke to who had lost her card and login was given her points back in a heartbeat. She told us, "It made me feel really valued."

## 8. Make them feel at home

When brands are in the habit of playing the butler, they make mums feel welcome and at ease, never trying to hard-sell anything or putting them in a difficult position.

### Ella's Kitchen

The brand uses a friendly tone in communications to make everyone feel welcome. Celia Pearman told us, "We're not patronising. The tone is 'you've done a really good job, here's something else you could do.'"

### Lush

Alessandro Commisso told us about Lush's softer approach. "We're not there to sell products." He explained that they offer, "The best service or product for each individual, not what's on offer this week."



# PRECISION



## The Habit: The Archer

### THE NEED

One thing mums learn very early on is the need for precision. With multiple demands on their time, there is absolutely no margin for error. They have everything locked down to the second. They have learnt every shortcut to get their children to the nursery on time. They have the bedtime routine down to the second - with that glass of wine on chill. They even try to beat their own record for blow-drying their children's hair.

So they naturally gravitate towards brands that help them to shave off that extra second here or there and the ones that make everything run like clockwork. Because these brands really get them. They get that the extra second really matters. And these brands also help mums to beat their own internalised high scores and feel like they have nailed motherhood.

### THE HABIT

**The habit of always being as clear, precise and direct as possible, driven by a streamlining mentality and paired down internal structure. These brands act like master archers, always calculating the most efficient way to hit their bulls-eye.**

This is not just the handiwork of a couple of good marketers in the business. It comes from an innate understanding that this way is the right way to be and a structure that facilitates this.

Simplification and streamlining - often driven by a business imperative - becomes so internalised that it's just natural for brands to conduct themselves this way.



## THE HABIT IN PRACTICE

### Lidl

Lidl is an example of a brand where the habit of Precision - being as streamlined and direct as possible - has its roots in a business need for efficiency. Its entire business model is based on the removal of excess fat - that's how it is able to offer up low prices without scrimping on product quality. But this precision is also rooted in experience. The brand has learnt to make its model easier to navigate for those more used to traditional supermarket experiences and this has helped to accelerate the brand's growth.

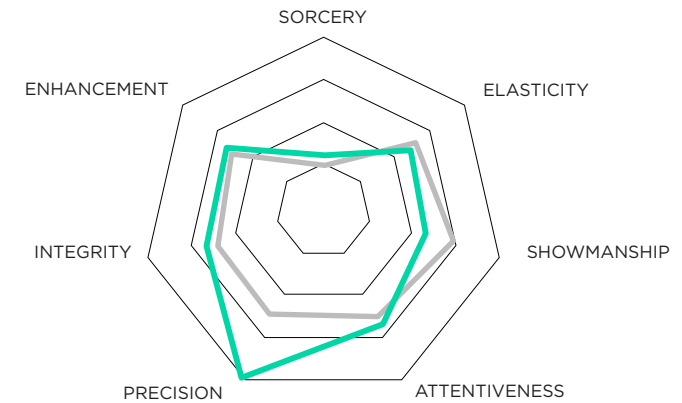
These lessons, hard-learned, have now solidified into habit and it is second nature for Lidl to find smart shortcuts when planning new stores and launching new initiatives.

Claire Farrant explained to us that keeping store sizes small helps mums to navigate their way around more easily. She told us, "We don't have navigation issues." Smart signage has also helped people to find their way around and the brand's regular leaflet, issued at the store entrance, helps mums to quickly spot the deals that week.

In the same way, it has become habit for the brand to keep its communication precise and single-minded. Its Lidl Surprises campaign is easy for mums to understand and the accompanying print helps them to navigate the new offers each week.

Because the whole organization is wired to trim the fat and help people to get in and out of store as quickly and effortlessly as possible, it delights mums at every turn. They know they can do a shop in record time and be thrilled with the deals they have unlocked along the way.

This may explain why Precision is Lidl's strongest habit metric, with 42% of mums who have ever used the brand associating it with this, rising to 48% amongst those who have shopped there in the last 3 months, both exceeding the Food and Drink category benchmark of 35%.



— Food and Drink category      — Lidl mum used last 3 months

Source: Ipsos MORI Feb 2017. Brand Base= mums who have used the brand in the last 3 months versus category base (mums of children aged 0-17 years n=1000)



### LEGO

LEGO is another brand that excels on this metric, with 54% of mums who have ever used the brand associating it with Precision. For LEGO, the roots of this habit lie in the simplicity of its core product, the brick itself and the brand's razor-sharp focus on its core consumer – children. As Angie Tutt explained to us, “We need to keep reminding ourselves that the strength of the LEGO brand will not last forever if we do not continue to live up to our brand promise to children and their families.”

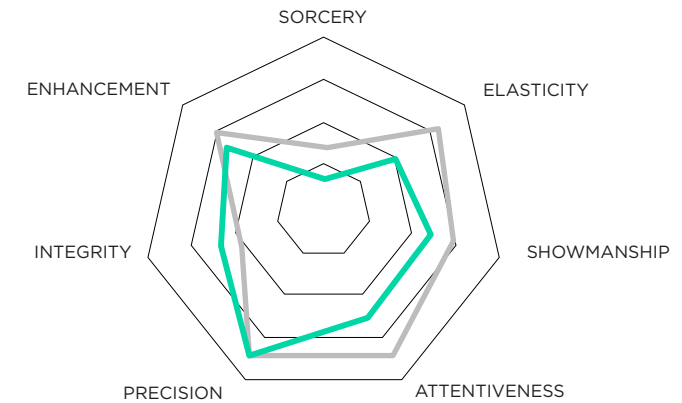
The brand sees everything through the eyes of children and has done so for so long, it has become habit to think in this way. That's why when the brand designs user manuals, it starts by asking whether the youngest child in that toy's age bracket will understand it. Mums are quick to praise them for this. As one told us, “The user manuals are so friendly, not in Double Dutch.” They also take care to ensure that what's inside the box is true to what's printed on the outside.

And the brand takes this simple, focused approach right through every store. The sets are arranged in vertical themes with in each streamlined store to allow little children to see immediately where they need to go to find what they're looking for.

### Easyjet

Precision is also Easyjet's strongest habit, with 41% of mums who have used the brand in the last year associating it with this, above the category benchmark of 39%. Like Lidl, this has its roots in a business imperative to provide people with the best way to get to their destination in the most direct, efficient and cost-effective way possible.

For Easyjet, strong and bold branding plays a key role in aiding easy navigation, as do other measures that the brand has put in place to make the audience journey as seamless as possible. From simple ticketing and easy, consistent on-line experiences to clear instructions at boarding, everything is designed to be as clear, simple and precise as possible. As Peter Duffy explains, “It's easy by name and easy by nature. You deal with what you deal with...the flight is about getting there.”



— Leisure and Lifestyle category — Easyjet mum used last year

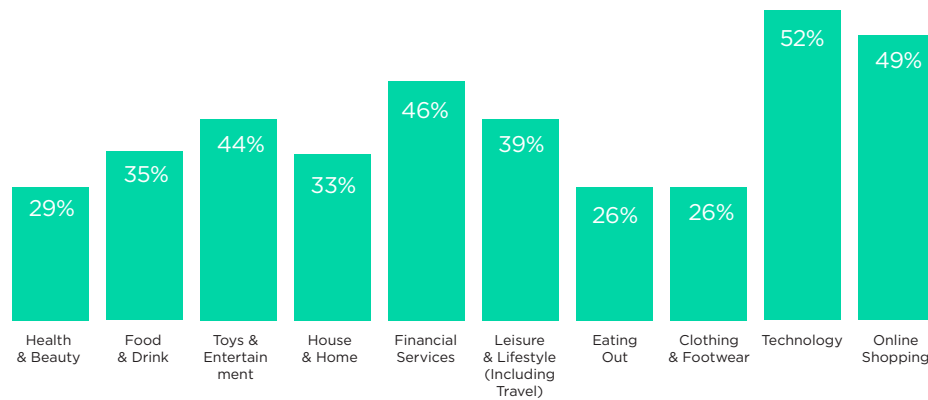
Source: Ipsos MORI Feb 2017. Brand Base= mums who have used the brand in the last year versus category base (mums of children aged 0-17 years n=1000)



## HABIT CATEGORIES

Being in the habit of having Precision and making everything as clear as possible is particularly important within technology, online shopping, financial service and leisure and lifestyle – categories where the need for shortcuts is the greatest.

## PRECISION



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 3 GESTURES

1. Angle every shot
2. Shoot one bullet at a time
3. Never miss a target

## 1. Angle every shot

Brands that act like archers naturally apply skill to help mums easily navigate their way around each touch-point.

### **Ella's Kitchen**

The pack designs, simple product names and sign-posted stages all help mums to easily navigate the brand on shelf. This simplicity has its roots in the way the company is run at its farm headquarters.

### **John Lewis**

The brand goes to great lengths to aid navigation on the shop floor with their edited ranges. As Rachel Swift explained, "When you're a new mum, you're overwhelmed by choice, so we offer an edited choice of the best things I need to buy."



## 2. Shoot one bullet at a time

Brands that are in the habit of being precise keep messages simple and intuitive for mums and children, from instruction manuals to advertising.

### **Ella's Kitchen**

The brand always uses clear, simple ingredients. One mum explained, "So few ingredients, no yucky stuff, preserved with lemon juice." It is simple and more child-friendly than other baby ranges, designed with the end user in mind. One mum told us, "They open it and they can hold it themselves."

### **Calpol**

Years of specialising in one product area means that precision comes naturally to Calpol. As one Northern mum explained, "It does what it says on the box - teething, fevers, belly ache."

## 3. Never miss a target

Brands that act like marksmen never miss an opportunity to connect with their target audience. The brand is never more than a short hop away.

### **Warburtons**

Warburtons has worked hard behind the scenes to make its brand readily available on every street corner. One mum told us, "I always find Warburtons in service stations on motorways, never see any others!"

### **Calpol**

The brand has strong relationships with health care professionals, so has managed to secure placements everywhere. One mum said, "You can always find it, no matter where you are."



## The Habit: The Preacher

### THE NEED

Mums often feel like they need to put on a mask around others. When they are talking to that competitive mother at the school gate. Or when they are pretending to be a slick, professional women, with the tune of 'I'm a dingly-dangly scarecrow' going around their head.

But when they are with her kids, they are always their true self. They switch automatically into this role the moment the house keys hit the kitchen table. It has become habit. Because mums have learnt, from the earliest days of motherhood, that being true to themselves isn't just good for their sanity. It also has a reciprocal effect on their children. The more comfortable mums are in her own skin, the more comfortable their children will be in theirs, no matter what judgments they face in the outside world. And that's the best preparation for life mums could ever give them.

That's why mums place particular importance on brands that do the same. The ones that always stay true to their core, no matter what. These brands make their children feel like the world outside is safe, stable and non-judgmental – the wholesome world of fairy tales made real – where they can be themselves at all times.

### THE HABIT

**The habit of always acting with integrity and staying true to founding principles and origins, no matter what challenges a brand faces, driven by an innate respect for the brand's story. These brands are like preachers who adhere faithfully to the original scriptures.**

Brands like these are in the habit of doing the right thing by mums and the wider world because their employees respect everything they stand for at a deep level. These brands tend to have very strong guiding principles and these principles are imprinted onto every single employee walking through the door. They learn them by rote and they inform all of their practices over time, until they become innate.

Integrity guides everything, from pricing strategies and product quality, through to the brand's look and feel.

# INTEGRITY



## THE HABIT IN PRACTICE

### John Lewis

John Lewis has an impressive 153-year heritage and little has changed over the years. The brand implemented its revolutionary partnership model in 1920 – a model that makes all employees partners and shareholders. And they introduced the powerful promise of Never Knowingly Undersold just five years later.

They recruit based on both. Rachel Swift explains: “People are recruited based on John Lewis behaviours. They understand co-ownership and will be inspired and motivated by that. We talk about people being honest, open, providing great service, putting the customer first.” Integrity doesn’t just live inside a brand guidelines book. It runs through everything they do, to such an extent that both the model and the promise are now synonymous with the John Lewis name. Indeed, these are the first things that mums enthuse about when they talk about the brand. Mums told us, “They care about their staff, the Partnership,” and, “The only shop I know that gives a bit back to their staff.”

Because their brand principles and beliefs have become gospel, it would be considered heresy to change them. Instead, John Lewis has cleverly stretched

them over time to make them even more meaningful. The brand has broadened its definition of Never Knowingly Undersold, for example. As Rachel Swift explained, “It’s not just about price matching, but about fair pricing. We’ve tried to unpack that a lot more. The DNA of the brand is all about offering the highest quality brands at the fairest price.”

Fairness is evident across the board. Every product, from beds to school socks provide that consistent quality at a fair price that consumers have come to expect. As one mum told us, “School uniform, socks, knickers. The quality is excellent. They wash well.” And fairness is so innate to their way of doing business that employees do the right thing by mums at every point in the audience journey, right through to aftercare and their famous guarantees.

This may explain why 43% of mums who have ever used John Lewis associate the brand with the Integrity habit, rising to 49% amongst those mums who have used, purchased or interacted with the brand in the last three months. Both scores are far higher than the house and home benchmark of 26%.

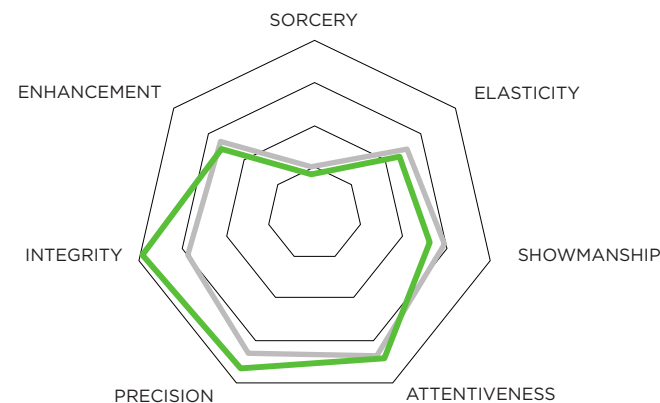


### Ella’s Kitchen

Another family business, Ella’s Kitchen was founded by a Dad for his daughter and it has a family feel that runs right through the farm that their business uses as its headquarters. Everyone within Ella’s Kitchen takes pride in the founder’s wider ambition to change the way children eat for the better. Many of the employees are also parents themselves, so for them this ambition resonates at a personal level. Because they believe in the guiding ambition of the business, they develop products that help to turn it into reality. Celia Pearman talked us through their goal. “To develop product that is true to our mission and to campaign to influence the whole arena of food and nutrition. As the UK’s Number One baby food brand, we want to help improve children’s eating habits.”

The output? Products that use simple, freshly made ingredients, delivered in formats that make it effortless for mums to get their children to eat more healthily. Celia told us, “We celebrate the whole experience of weaning – the passion we have for food, how we feed healthy relationships with food that aids their whole development.”

Their ambition is a lofty, long-term one and for that reason, it demands a consistent approach and collective belief to make it a reality. It is this that keeps Ella’s Kitchen on its steady path, a path that is true to its founder’s story. It may explain why 42% of mums who have ever used Ella’s Kitchen associate it with Integrity and 44% of those who have used it in the last six months, both exceeding the food and drink category benchmark of 34%.



— Food and Drink category — Ella's Kitchen mum used last 6 months

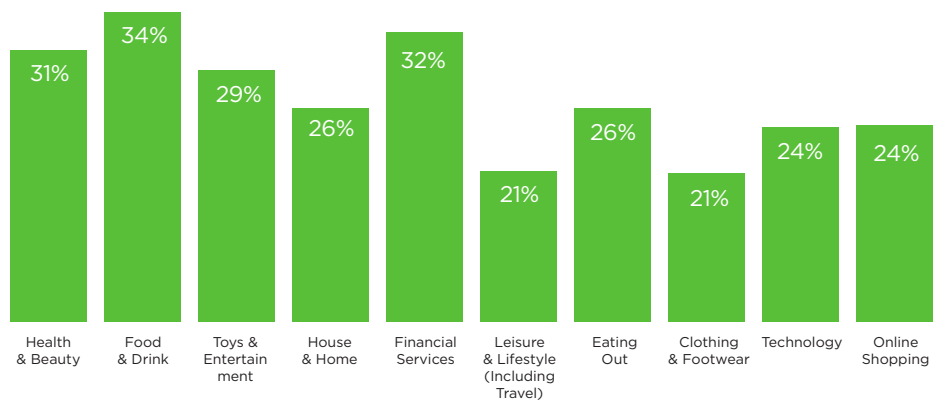




## HABIT CATEGORIES

Being in the habit of acting the preacher and having integrity is important to mums across all categories, particularly food and drink, where safety is of paramount importance. It's also important in financial services, where brand relationships cut across generations.

## INTEGRITY



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 7 GESTURES

1. Stick to the script
2. Make your values gospel
3. Be high-principled
4. Always confess
5. Act for the greater good
6. Practice what you preach
7. Always sing from the same song sheet

### 1. Stick to the script

When brands are in the habit of acting with integrity, they adhere to – and often reinforce – elements of the brand bible over time, only slightly modifying elements of the story to make them relevant to each new generation.

#### **Disney**

Disney sticks firm to Walt Disney's legacy. They always stay true to their original characters. For example, the new version of *Beauty & the Beast* with Emma Watson is true to the original animation, with only slight modifications. As one mum explained, it's "a remake in real life." Actors also stay in character whenever they are in costume or in location. One mum said, "Actors never step out of character, are always high-energy, even at 9am on a rainy Saturday morning in Watford!"

#### **Nationwide**

The brand is driven by various behaviours including 'doing the right thing', which has its roots in the brand's heritage as a mutual. This behaviour guides everything from product ideation, to employee behaviour in each branch.

#### **Lush**

The brand's ethical stance and personality influences everything it does. Alessandro Commisso told us, "We have a number of statements that we always stick to. One of these is putting our faces on the product and making our mums proud!"

### 2. Make your values gospel

Brands with Integrity have it in their nature to make their values so visible at every touch-point, that they become famous for them.

#### **LEGO**

The brand's wholesome Danish values are felt at every touch-point from the cleanliness of the parks to the minimalist design of each store. These are wholesome brand values that chime with mums. As one told us, "It keeps them in that bubble of innocence – the only brands that do that are LEGO and Disney."

### 3. Be high-principled

A brand in the habit of acting with integrity always goes out of its way to be fair and honest at all times, no matter what it faces. It always offers the fairest price and never lets quality standards slip.

#### **LEGO**

An original brick is still fit for purpose today – the quality standards never slip. One mum raved about the quality and durability. "It's really sturdy when you make the final piece!"

#### **Nationwide**

The brand's high principles mean they always try to represent mums in communication in ways that ring true. Sara Bennison explained, "It's about being truthful. Our new campaign is very much about motherhood. It wasn't a sugar-coated advertising view of motherhood – no editing, no cutting." The consumer response to the brand's frank approach has been overwhelming. Sara told us, "Mums said 'I finally feel like I've been understood as a mum.' Insights usually get crunched through a machine, ours have depth."

#### **Warburtons**

Because of the high principles of the Warburtons family, standards never slip. Mums can see and feel that quality on shelf. One told us, "I'll squeeze the top of it to make sure it's soft and with Warburtons, it's always soft!" They also think about every tiny detail. One of our Northern mums told us, "Even the crumpets – the holes are different. They're wider, more spread out, so the butter goes in."



## 4. Always confess

These brands have it in their nature to confess any wrongdoing immediately, rather than trying to brush issues under the carpet, hoping mums won't notice.

### **Amazon**

Mums spoke with passion about the lengths Amazon goes to right wrongs. For example, they often give generous vouchers when they've made a mistake.

## 5. Act for the greater good

Brands in the habit of acting with integrity naturally do things that are for the greater good.

### **Disney**

For Disney, it's important that everything has a moral behind it – every encounter is an opportunity to seed good. One mum told us, "There's always a moral...the story is always the same and always safe." Another said, "When my daughter saw Moana and it got to the scary bit, she said 'it's all right, because it's always alright!'"



## 6. Practice what you preach

Brands with the Integrity habit often have an internal culture that mirrors the brand story. These brands also hire people who match the values and personality of the brand and who have the right attitude, not just the right skillset.

### **Nationwide**

Employees at Nationwide are urged to do the right thing in any situation. Sara Bennison explained, "You have to make a judgment, a balanced judgment. What's valued most is did you do the right thing?"

### **Disney**

Disney hire to fit the brand and it shows. Employees are high-energy actors that effuse Disney joy. As one mum put it, "They're pumped with happy!"

### **Lush**

At Lush, values and personality traits held by staff members fit the business. Employees are high energy, passionate and theatrical and have been known to break out into song on the shop floor. Lush also provides regular training about the brand and what it stands for.

## 7. Always sing from the same song sheet

Brands with Integrity have it in their nature to always frame the brand in the clearest way possible. Everything ladders back up to the brand and its positioning, from the name on the pack to the colour of the shirt.

### **Smyths Toys Superstores**

Sinead Byrne explained that Smyths Toys Superstores has always remained true to its family origins and its particular area of specialism. She told us, "We are 100% focused on toys."

### **Nationwide**

Sara Bennison credits Nationwide's focus on being on the side of the consumer at all times and its heritage as a mutual for its clear, simple approach to communication and product development.



# ENHANCEMENT



## The Habit: The Coach

### THE NEED

Mums habitually play the coach to their children – a habit learnt and reinforced from the moment they first graze a knee or lose a game of hide and seek. They automatically know how to flip their mood around when they are down, exactly what to say when they face a tough challenge at school and just what to do to help them brush themselves down and stand tall again. And mums do this, not because they feel they should as parents, but because nurturing is a natural instinct for them. They are hard-wired to need to prepare their little ones for the big wide world, wolves and all.

So mums gravitate towards brands that in turn support them. The ones that provide them with the tips and tricks they need to be the best coaches they can to their children.

### THE HABIT

**The habit of acting like a coach. This habit has its roots in collective passion for the brand and an eye on the end game. These brands regularly empower mums or enhance them in some way, to help them to become better versions of themselves.**

This is not just about providing uplifting brand experiences or giving good advice. It's about being wired to think and behave like a coach from the inside out. And that, ultimately, is about passion and vision.

It takes passion to spur on a team the way good coaches do and it takes vision to follow through on the things that really make a difference – not plaster-sticking, but muscle-building.



## THE HABIT IN PRACTICE

### National Trust

If any brand has a galvanising sense of the end game, powered by passion, it's National Trust. Jackie Jordan told us that their ultimate purpose is to be, "Here for everyone, forever." This purpose provides focus for all employees. Everyone believes passionately in the cause at a personal level and they reinforce it to their members at every opportunity, reminding them that by buying membership they are becoming part-investors in each site. In Jackie's words, "To make people feel like they're making a difference to a special place." The cause behind National Trust chimed at a deep level with many of the mums we spoke to. One told us, "It feels like an investment... I partly own it. It's mine. All my money is going to repairing it." Another said, "By paying membership, you're helping to preserve it."

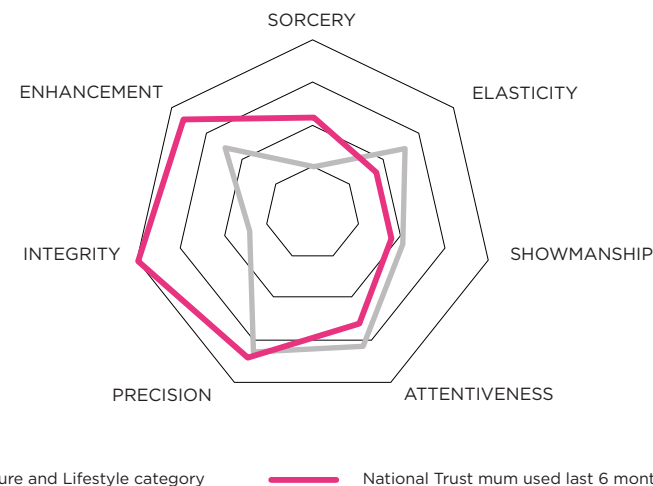
And it's not just about preserving great sites. Jackie told us, "We want to help people take back something into their lives - that could be looking out for nature more or even just looking after their garden better."

The brand's singular causal focus and the passion it inspires in employees makes providing inspiring, enhancing experiences second nature to the brand - it has become an innate habit. Jackie explained, "It's the joy of special places.

We want people to get inspired by it. Inspiring, motivating people to go and get involved." Brand guardians plan ways to make the experience as rewarding as possible, from providing ways to bring the site to life for families to ensuring there are enough places to refuel and refresh along the way.

Mums talked with passion about how their family expeditions to sites helped them to escape the day to day. One told us, "It generates lots of interesting adventures together." Another spoke about the joy of being swept back to another time at one particular site, aided by brand initiatives on the ground that made time-travel feel real. She said, "It's a fantasy, imagining it's mine or that I lived 300 years ago. It plays with my imagination!" National Trust also does all it can as a brand to educate as well as to inspire. One mum, commenting on their impressive house tours said, "It's seeing different places, learning new things."

This may explain why 41% of mums who have ever connected with the National Trust associate it with Enhancement, increasing to 55% of mums who have connected with the brand in the last six months.



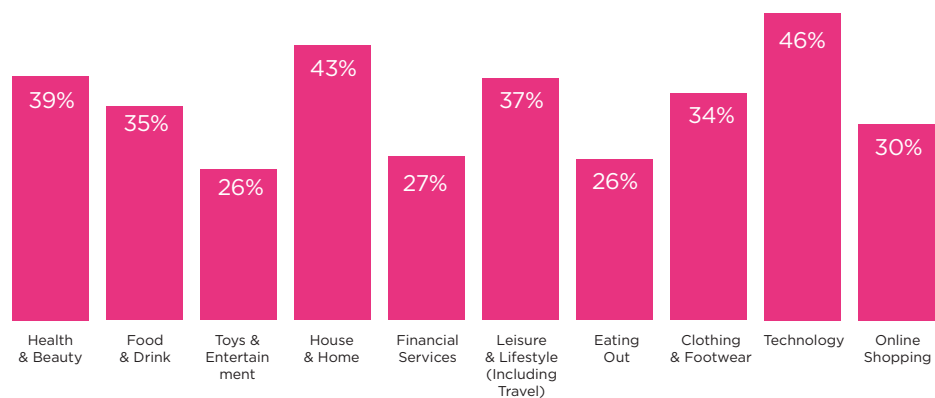
Source: Ipsos MORI Feb 2017. Brand Base= mums who have used the brand in the last 6 months versus category base (mums of children aged 0-17 years n=1000)



## HABIT CATEGORIES

Enhancement is the top habit for mums when choosing or interacting with house and home brands, where most of their own nurturing takes place. It is also important, to some extent, across every category we tracked.

## ENHANCEMENT



Source: Ipsos MORI Feb 2017. Base= mums of children aged 0-17 years (n=1000)

# The Gestures



## THE 6 GESTURES

1. Psych them up
2. Give them time out
3. Take hits for the team
4. Keep them fit
5. Help them learn and apply
6. Team-build

## 1. Psych them up

Brands in the habit of acting the coach make mums and their children feel like better versions of themselves by giving them pep talks, emotionally lifting them in some way or by doing things to increase their sense of self-worth.

### **Ella's Kitchen**

Celia Pearman told us, "Happy kids equals happy mum!" The brand does all it can to alleviate the stress of mealtimes, by making the experience more playful and fun for mums and children.

### **Lidl**

Lidl loves to surprise and delight the brand's 'Lidlists' – its most loyal users – with wow deals. One recently converted mum praised the store, "I could get my whole shop down to £70 now!"

### **Nationwide**

As a purpose-driven mutual, Nationwide habitually creates products and campaigns designed to give mums and children emotional lifts. Its recent Snapchat campaign, aimed at teenage children, was launched on A Level results day and helped students to celebrate their exam results.

## 2. Give them time out

Brands in the habit of enhancing mums often provide forms of physical or emotional escapism, to help them to get away from the humdrum of everyday life.

### **Disney**

Disney allows mums to escape and to be children again. One told us, "It's the only place where you can be a kid!" Another proclaimed that, "If Disney disappeared, I'd probably cry!"

### **John Lewis**

John Lewis has an innate understanding of shopper pain points, particularly for mums with restless toddlers. It makes each store relaxing for mums, an oasis of calm on the high street. One told us, "The shop layout, it's quite clean, spacious, it's not cluttered. Just a lovely experience."

## 3. Take hits for the team

These brands have it in their nature to endure hardship for the benefit of mums. They do everything from absorbing extra costs to entertaining the kids, so mums don't have to.

### **Easyjet**

Savings from Easyjet trips help mums to reallocate their spending. One Northern mum told us, "It's money in our purse to spend when we can."

### **Ella's Kitchen**

The simple ingredients and the premium feel of the packaging make mums feel that this is a permissible on-the-go meal solution for their children. One mum told us, "It makes me feel good knowing they're eating the stuff."



### **Lush**

The brand makes a point of entertaining children in-store, so mums can shop. One mum raved that, "My sons were in good hands, I could look at the face packs!"

## 4. Keep them fit

These brands naturally help mums and kids to get healthier and fitter, mentally and physically.

### **Lush**

Alessandro Commisso told us about a number of products that help mums to stay in shape. He said, "We have massage bars that melt like chocolate. Women love one in particular that contains organic lavender oil and organic neroli oil and use it for their stretch marks."

### **Easyjet**

Easyjet re-engineered its food offering to make it healthier for families. Peter Duffy told us, "Mums want to be able to make healthy choices for kids. So we looked at the overall snack pack meal protein content and worked with media partners to create meal deals like Kung Fu Panda". This helped the brand to win with both mums and children, "Stress points for adults and entertainment for kids."

## 5. Help them learn and apply

Brands in the habit of playing the coach regularly enhance mums and their children by educating them and helping them to put their newfound skills to the test.

### **LEGO**

These well-designed products devel-

op motor skills and encourage creativity. Angie Tutt told us, "At LEGO, we aim to help mum give their kids a fun, creative, educational and high quality play product that mums can feel safe with. Once the children get our brand in hand, their imagination soars and they generate all sorts of weird and wonderful creations."

### **Lidl**

Lidl has a partnership with The FA, Scottish FA and FA of Wales to help school-age kids across the country get active through football at a grassroots level. Claire Farrant told us, "It is not just about being relevant to families. It's also about giving back to the communities our stores are in."

## 6. Team-build

These brands aid teambuilding, just like a coach, to make every mum feel part-ownership of the brand or feel like part of a collective.

### **LEGO**

Instore and at Legoland, the brand has various brick-building stations. One mum told us, "It helps to break the ice. They start building... they don't even know each other and they start talking and building, it's quite social." Angie Tutt told us, "At the end of the day, we are a toy brand. The communication has to be fun and relevant to mums and enable them to have fun with their children." The brand also involves fans in product development via their Lego Community.

### **Disney**

Disney brings families closer together by facilitating shared moments of joy. For example, most of the brand's movies have dual audience appeal. One mum told us, "As a mum, you want that girlie time!"



## At a glance: Our habit-mining process

### Stage 1: Brand Selection (Quantitative)

Using consumer panels from Mumsnet, we asked mums to tell us what brands they loved best. From this list, we selected the brands that had an exemplary track record in market and ones that resonated with different kinds of mum.

### Stage 2: Consumer Habit Mining (Qualitative)

We partnered with the qualitative research agency Sparkler to conduct ten 90-minute focus groups around the UK, with a total of 60 mums. Each focus group majored on one brand and minored on another. All mums were recruited to be super-fans of the primary brand. Through the course of the research, we also discussed other brands, some of which are referenced in this report.



### Stage 3: Marketer Habit Mining (Qualitative)

We conducted in-depth interviews with many of the marketers behind these and other highly effective brands to unlock the habits they adopted and to understand how these habits contributed to effectiveness.

### Stage 4: Habit Tracking (Quantitative)

Working in partnership with Ipsos MORI, we conducted a stage of quantitative habit-tracking research. We measured our habits for each brand and created valuable category footprints against which brands could be assessed.

All data shown is supplied by Ipsos MORI. Findings are based on an online survey of 1,000 GB mums of children aged 0-17, who were aware of any of the ten brands analysed. Fieldwork dates: Tuesday 14th February 2017 - Friday 17th February 2017.

Listed below are the habit statements that we asked consumers and refer to throughout the report.

- A brand that enchants you (*Sorcery*)
- A brand that flexes to meet your needs (*Elasticity*)
- A brand that grabs your attention (*Showmanship*)
- A brand that is attentive to your needs (*Attentiveness*)
- A brand that is easy to understand and interact with (*Precision*)
- A brand that always stays true to what it stands for or believes in (*Integrity*)
- A brand that enhances your life in some way (*Enhancement*)

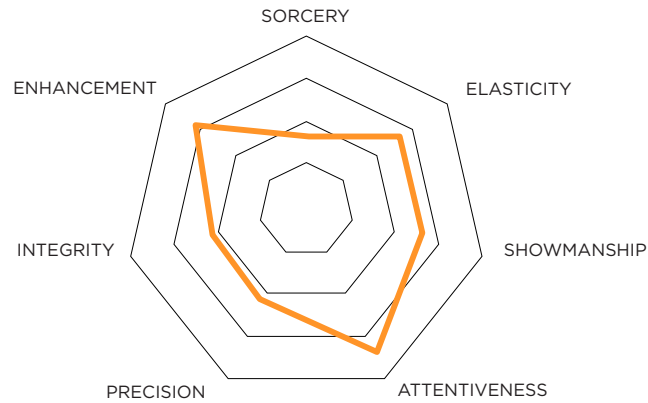




## At a glance: Category performance

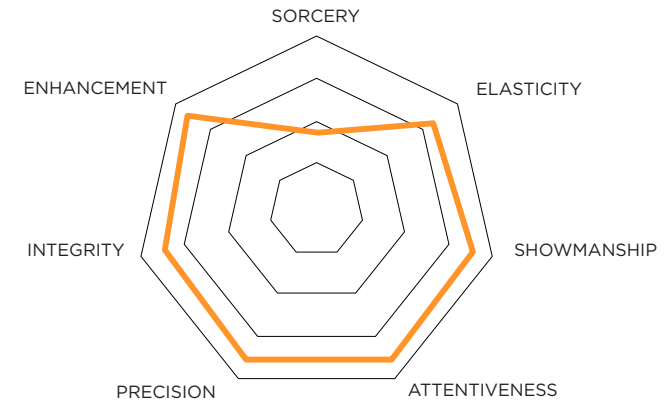
The health and beauty category is driven by Attentiveness, Enhancement and Showmanship.

Health and Beauty



For food and drink, all habits except Sorcery are important.

Food and Drink

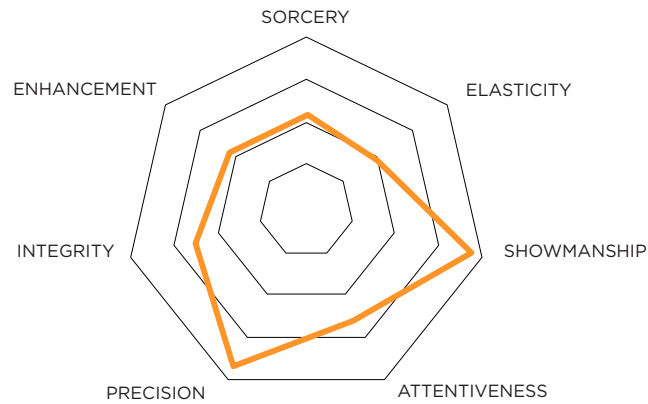




For toys and entertainment, Showmanship and Precision are the lead habits.

### Toys and Entertainment

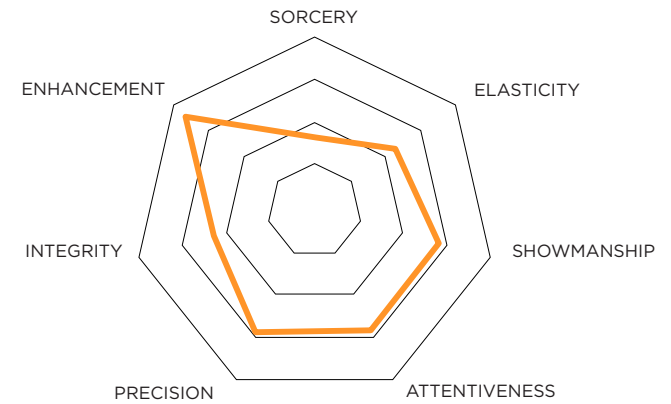
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For house and home, Enhancement, Showmanship, Attentiveness and Precision are the key habits.

### House and Home

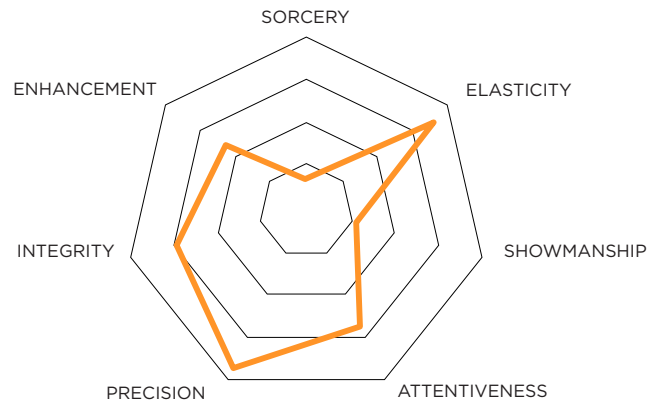
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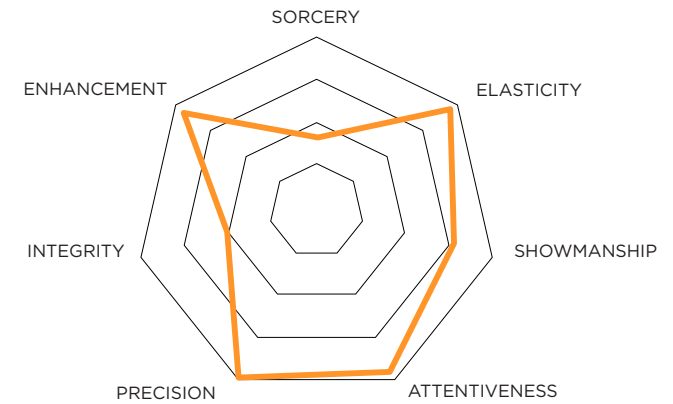
For financial services, Precision, Elasticity, Attentiveness and Integrity matter most.

### Financial Services



For the leisure and lifestyle category, Precision, Elasticity, Attentiveness and Enhancement are the most important habits.

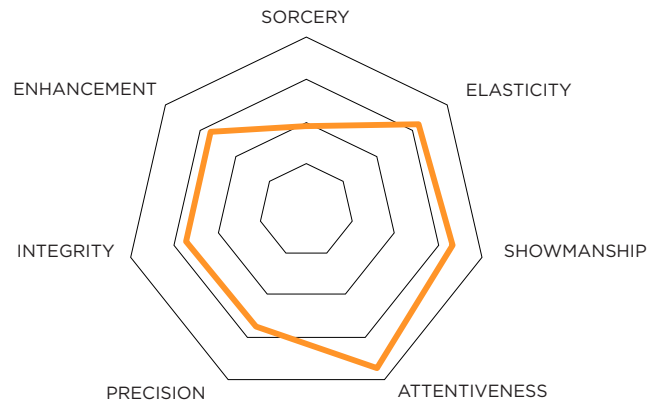
### Leisure and Lifestyle (Including Travel)





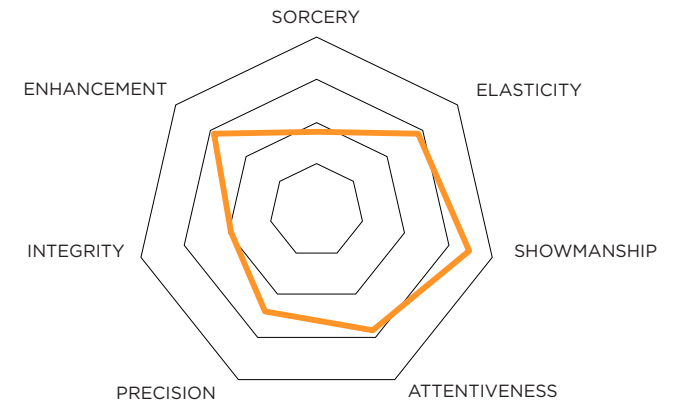
For eating out, Attentiveness, Showmanship and Elasticity matter most.

### Eating Out



For the clothing and footwear category, Showmanship, Attentiveness, Enhancement and Elasticity are the most important habits.

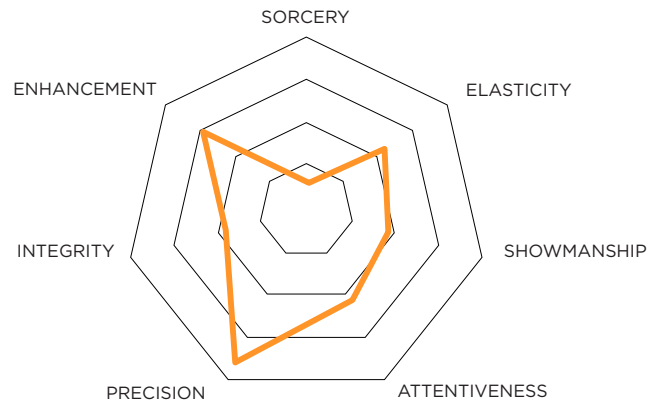
### Clothing and Footwear





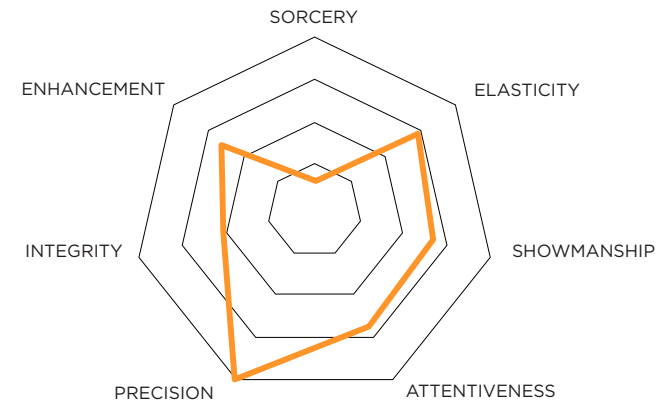
For technology, Precision and Enhancement are the key habits.

### Technology



For online shopping, Precision, Elasticity, Attentiveness and Showmanship are the most important habits.

### Online Shopping





## Want to track your brand?

Our unique brand habit tracker, analysed by our team of Saatchi & Saatchi strategists, provides detailed diagnostics for your brand and key competitors against our 7 habits and 44 gestures. Contact Larissa Vince for more information.

**Larissa Vince**  
**Chief Growth Officer Saatchi & Saatchi London**  
**Larissa.Vince @ Saatchi.co.uk**  
**07432 107241**

## About Saatchi & Saatchi London

Saatchi & Saatchi launched in 1970 with the philosophy “Nothing is Impossible”. Carved into the steps of our original Headquarters, these words are just as relevant now, both for us and for our clients, as they were back then. This spirit remains fundamental to our approach.

Over the years, we are proud to have created some of the world’s most famous, loved – and in more recent times, most shared – ideas: from the ‘Face’ ad for British Airways, to ‘Life flows better’ for Visa, and the ‘Life’s for sharing’ campaign for T-Mobile.

We live in transformational times for business and every one of our clients, regardless of sector, comes to us with problems they’ve never had before.

We believe that transformational communications come when client’s creative limits are explored, and we try and go beyond them. But we also recognise that relevance is just as critical: without it, you can’t deliver results.

Our main aim is in creating transformative work for our clients, which include Procter & Gamble, HSBC, Asda, EE, Kerry Foods and Visa.

We are a full service, integrated communications network, with 114 offices in 67 countries, with our headquarters in London.

Saatchi & Saatchi is part of the Publicis Groupe, the world’s third largest communications group.

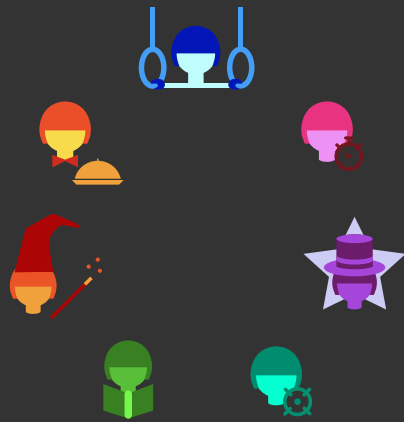
For more information, visit [www.saatchi.co.uk](http://www.saatchi.co.uk).

## About Mumsnet.

Mumsnet was conceived in early 2000 when Justine Roberts embarked on a disastrous family holiday. The idea was to create a website where parents could swap hard earned advice - not just about family holidays, but all the other stuff that parents talk about too. Mumsnet is now the UK’s biggest network for parents, with over 10.6 million unique visitors per month, plus a growing army of influencers and a sister site - Gransnet. Our mission - our ingrained habit if you will - is to make parents’ lives easier by pooling knowledge, advice and support. And we believe that by building that habit into all the marketing we do for brands, we can help brands be more useful, relevant and attractive to mums. We’ve been working with the UK’s biggest brands for years to help them craft creative campaigns that excite our audience and generate positive sentiment and advocacy. You get more from working with Mumsnet than your average media owner - we’re a community with millions of people with children of all ages, from all income brackets, just waiting to be engaged, consulted and introduced to your product or service. In a world where positive engagement is worth so much more than a view or click on your banner ad, we’re the experts on how to achieve this, with more than double the dwell time of any of our competitors. We don’t believe in one-size-fits-all campaigns. A partnership with Mumsnet means that we’ll work with you to create an innovative campaign that meets your objectives and truly works for our audience.

If you would like more information on how we work with brands and agencies, or would simply like to brainstorm ideas on how your brand could best engage with our army of influential mums please email [clients@mumsnet.com](mailto:clients@mumsnet.com)





SAATCHI & SAATCHI