

Part 1

A Live Introduction to Applied Consumer Neuroscience





Why do customers so often behave differently from what they tell us?

In this interactive session, we will introduce practical neuroscience principles that influence trust, value perception and decision-making.



x



Dr Simon Moore / Founder

Chartered Psychologist

Chartered Psychologist and Neuroscientist who delves into the subconscious motivations of consumers.

By understanding the intricate workings of the mind, I uncover true insights that reveal what drives consumer behaviour, rather than just surface-level observations.



David Jenkinson / Founder

Strategic Creative Director

Strategic Creative Director who strives to help businesses articulate their unique proposition creatively.

By translating consumer insights into compelling design strategies, I create meaningful brand expressions and experiences that resonate deeply with audiences.

- Humans are busy and lazy - and time poor
- Respond based on what we think would sound good/better/intelligent/different
- The human brain often misinterprets and fails to comprehend

Basing our huge strategic decisions on incomplete or inaccurate audience knowledge



Put one hand up if you think you are funny?

Put two hands up if you think you are kind?

Stand up if you are generally shy?

This is called the say-do gap.

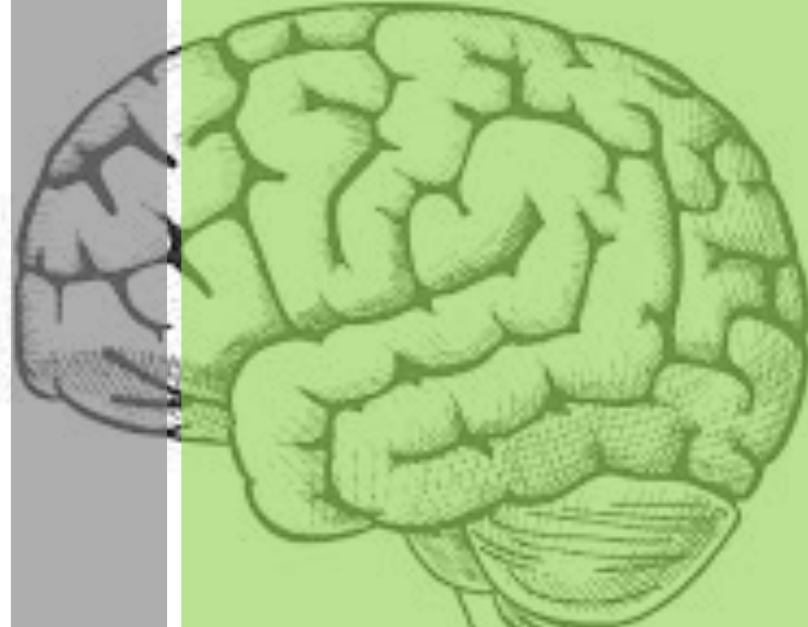


**Finished research files are
the exact result of years of
scientific study combined with
many years of experience.**

**Are you designing for the brain
you want your customers to have
Or, the brains they actually have?**

FACTS

FEELINGS



95% of all decisions are made by subconscious/emotional brain!

This is even more true when we are:
busy, tired, stressed, anxious, uninformed, unfamiliar.

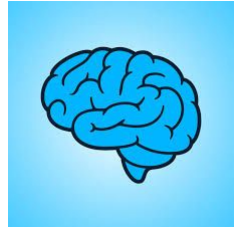
Sadly the brain is also impeded by some 200 cognitive biases (decision faults).





That decision happens in a part of the brain that doesn't care about your points program, discount amounts, offers, your personalised emails, or your customer journey map.

**Are you designing for the brain they actually have,
or the brain you wish they had?**



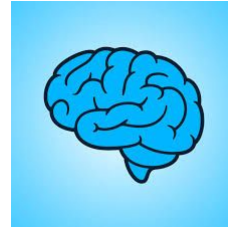
THE REPTILIAN BRAIN (Brainstem)

One question:
Am I safe?

Speed:
0.1-0.3 seconds

Language:
Threat or opportunity

Makes decisions BEFORE the
conscious mind knows anything
happened



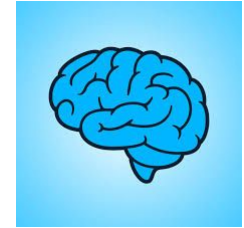
THE LIMBIC BRAIN (Emotional centre)

One question:
Do I trust this?

Speed:
0.5-2 seconds

Language:
Feelings, memories, associations

Where brand loyalty
actually lives



The NEOCORTEX (Thinking Brain)

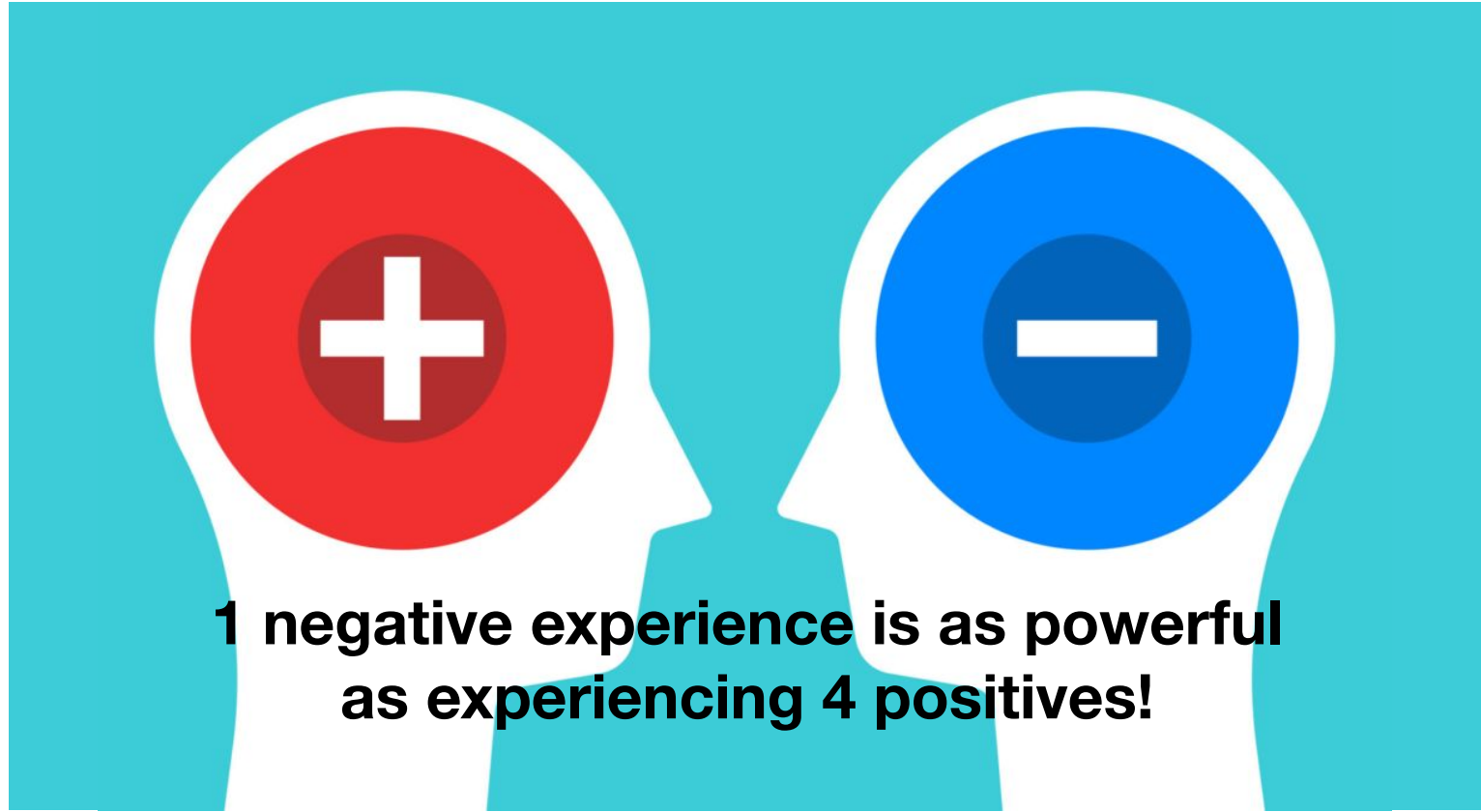
One question:
Is this logical?

Speed:
2-10 seconds

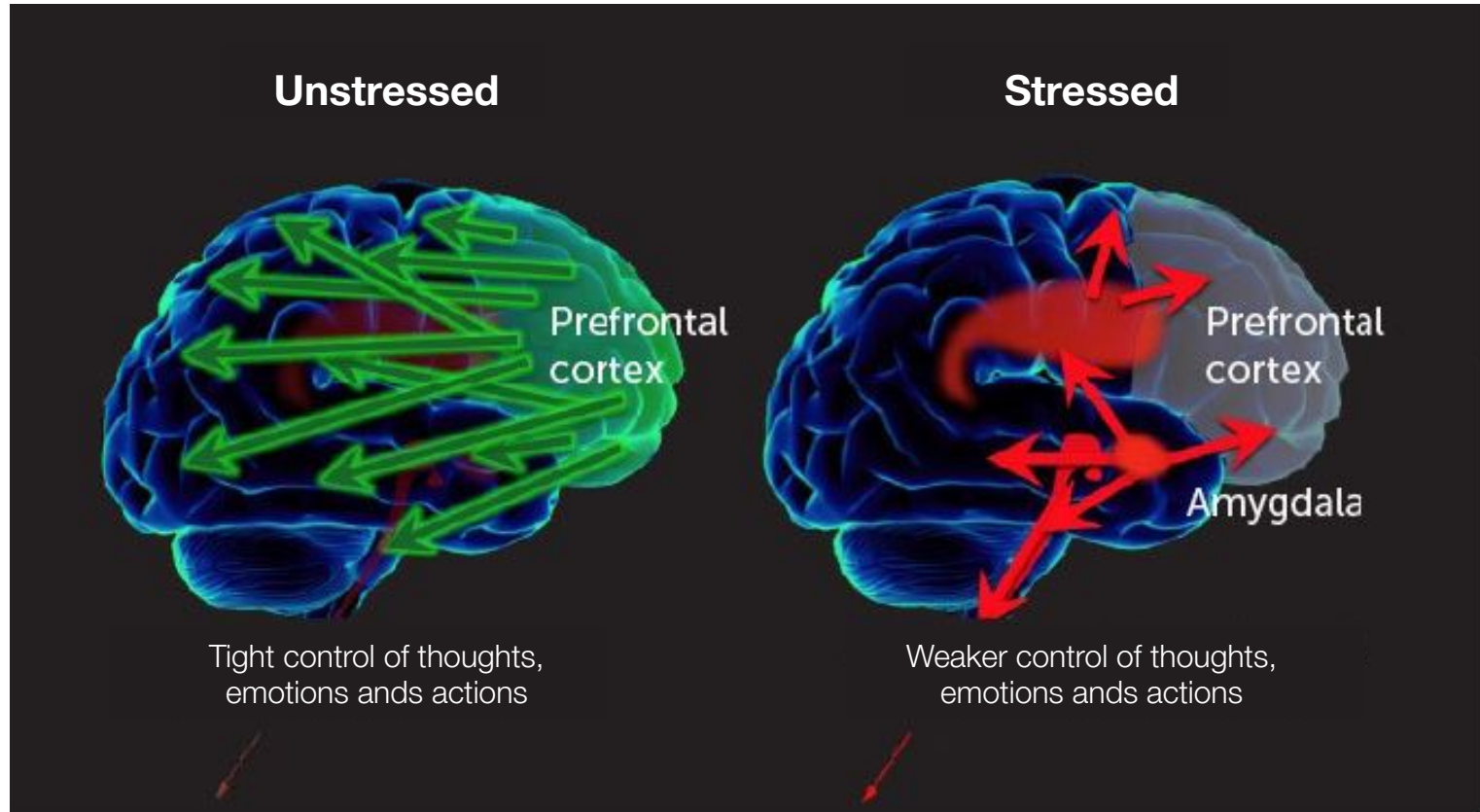
Language:
Analysis, comparison, rationalisation

Where customers
justify decisions

Remove perceived loss from your comms!



How the brain operates under stress

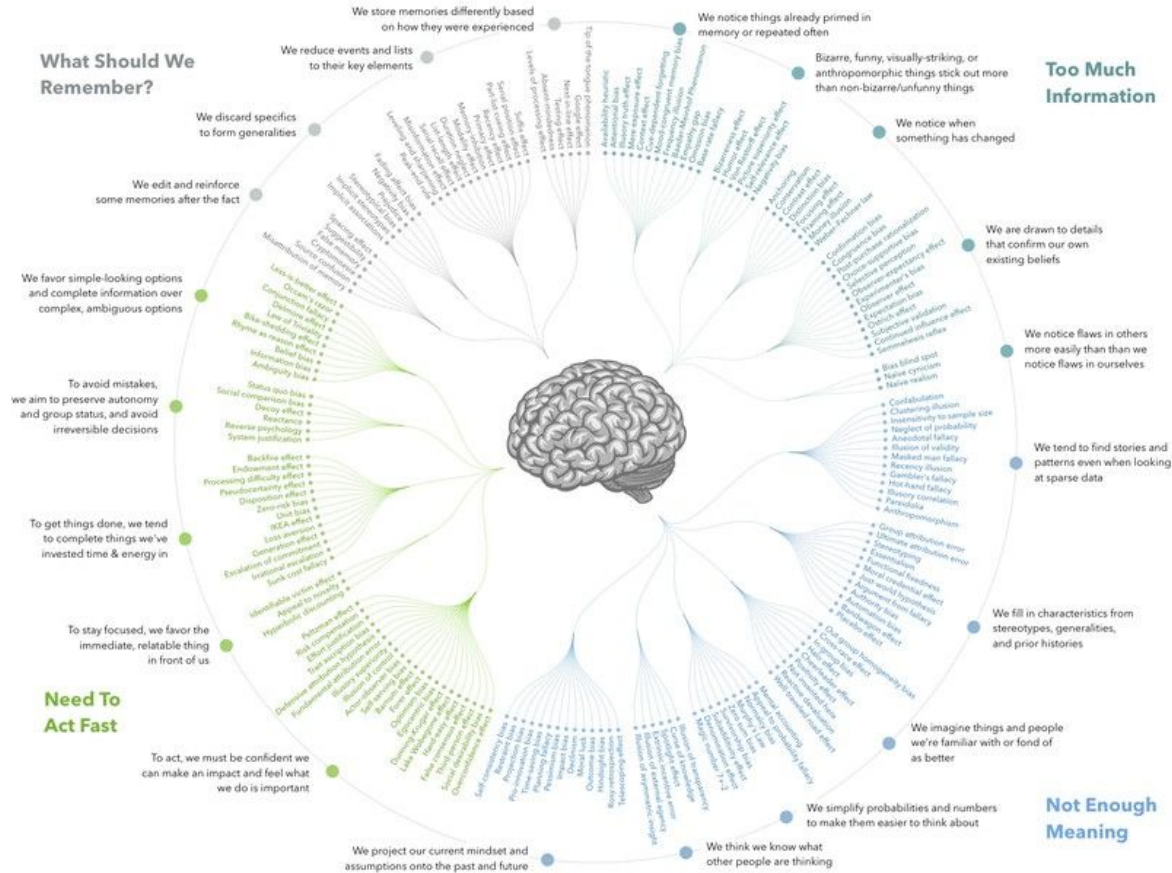


Source: Arnsten, Nature Reviews Neuroscience (2009).

Heuristics



COGNITIVE BIAS CODEX



[Back to top of page](#)

Ward, J. H., 1993, *Chief Architects*.

around the world in over 50 countries.

Productivity and Measurement

- **Internal** – efficient requirements engineering and validation effort – including software code, testing, focus group sessions and questionnaires.
- **External** – product and requirements validation effort to support the internal effort, consisting in the fast creation of the software applications and the support hardware product, addressing the needs of the market.
- **Announcement** – product disclosure as a part of the new strategy effort.

Subjects and Services

- 1. *Identifying and adapting the existing Chinese partners' resources* - finding "joining the party"
- 2. *Instrumental in up selling, maintaining and most importantly closing projects - resulting in growth of service revenue*
- 3. *Managed the solution development team - team was distributed between US and China*
- 4. *Over engineering product requirements based on customer and partner requirements*

Figure 1

- **Standardization of Low-level Reader Protocol (LLRP)** – a work in progress that will help to standardize the reader interfaces produced. This standard involved coordinating the interfacing with and adding numbers from 80+ companies. This effort was completed within a year which was a record time from a business perspective. Illustrated with the *253 Person of the Year* award in the transportation for that effort.
- **Creation of the Reader Group** – a 501(c)(3)POSSCO.
- **Global market technical development of a new European EPC standard** that led to the explosive growth of RFID in Europe. This also paved the way for acquiring Metro – one of Korea's largest customers.
- **International in securing partnerships with the key technology vendors**

Copyright © 2000 - Jan 2001

System Architecture, Lead Systems Architect, FPGA Team lead

the technical aspects of the sales effort. Defined and managed the lab testing of the product. Worked with the CEO and VP Sales in defining successful sales strategy, calculating its selection by AT&T for next generation packet-switch

- successfully brought them to completion.
- Worked with the CEO & CTO to develop the technical and sales strategy for partnerships and customer sales. Planned a local technical rally at Infineon to promote the architecture to the semiconductor ecosystem.
 - As the lead architect - undertook number of hardware, software and system architecture projects across a range of (Automotive, Industrial and Aeronautics).
 - Developed and implemented the architecture for the first generation of the SoC. The modules are (i) platform aggregation module and (ii) data processing module. The modules are based on ARMv7 and ARMv8 respectively. The architecture included off-chip network processors and FPGAs (RISC SoC sub-system).
 - Architected and implemented a two-phase time architecture for the first generation of the SoC. The architecture involved architecture involving multiple chips (pair of off-chip chips and FPGAs). The FPGAs included (a) sensor/decoder - two touch and tracing, and (b) sensor/decoder - two touch and tracing.
 - Developed and implemented the architecture for the second generation of the SoC. The architecture involved (i) platform aggregation module and (ii) data processing module. The modules are based on ARMv7 and ARMv8 respectively. The architecture included off-chip network processors and FPGAs (RISC SoC sub-system).
 - Architected and implemented a two-phase time architecture for the second generation of the SoC. The architecture involved architecture involving multiple chips (pair of off-chip chips and FPGAs). The FPGAs included (a) sensor/decoder - two touch and tracing, and (b) sensor/decoder - two touch and tracing.
 - Developed and implemented the architecture for the third generation of the SoC. The architecture involved (i) platform aggregation module and (ii) data processing module. The modules are based on ARMv7 and ARMv8 respectively. The architecture included off-chip network processors and FPGAs (RISC SoC sub-system).
 - Architected and implemented a two-phase time architecture for the third generation of the SoC. The architecture involved architecture involving multiple chips (pair of off-chip chips and FPGAs). The FPGAs included (a) sensor/decoder - two touch and tracing, and (b) sensor/decoder - two touch and tracing.

TECHNOLOGY INNOVATION EXECUTIVE

PRODUCT MANAGEMENT & STRATEGY IN A D

Not only creative needs have been met, but also the need for an interesting and challenging work environment. The writer developed a bicycle, and for years has been able to sustain himself and expand into new markets. Business success complemented by exceptional academic background including **degrees in Computer Science**

Dr. Market Strategy, Product Lifecycle Management, Share

PROFESSIONAL EXPERIENCE

PROFESSIONAL EXPERIENCE

Newbury - Westford, MA

Received 15 May 2006; accepted 12 July 2006

global customers planning to deploy RFID in 2007. Led solution engineering team and managed solution development teams in China and US.

- Established channel partnerships with Europe and Middle East** to build recurring revenue. Negotiated an almost a dozen set of deals to increase growth.
- Awarded Equivox for invention of algorithms that contributed to an award-winning Rave product.** Awarded 2 top performers in support of the new startup Healthcare effort.
- Created worldwide Standard for Real-time Interface protocol - Low-level Reference Program.** Contributed expertise to help develop the world's first real-time interface between OSI Purses of the Year award in 2007. Turned up as chair of Reactor Protocol group in ISO/IEC Global.
- Led a successful large-scale demonstration of new European ESI Standard** that created exposure prior to its release and adoption. Resulted in company long secured. Mike.

© 2000 Blackwell Science Inc. *Journal of Internal Medicine* 248: 299–300

.....

Lead team of 8 engineers in design and implementation of the core algorithms in POPA. Drive innovation with next generation architectures, algorithms, components, and systems and associated evaluation and verification activities.

- **Time Series** – support built with neural QOS and SLA aware distributed intelligent bandwidth management for all network devices and protocols
- **Time Series** – support for TDM traffic of network elements, including real-time search engine, anomaly search (10 Gbps) for wired/wireless platforms, 32 Gbps for IP and wireless platforms
- **Time Series** – support architecture that supports a diverse set of services across the network
- **Added as a new AT AT and gathered directly with CEO and VP of Sales** to support technical aspects of proposed AT for selecting solution for their next generation packet aware MSA network
- **Selected 2 authors for CAM technology**

Astral Point - Chelmsford, MA 208

Copyright © 2004 John Wiley & Sons, Ltd.

Worked closely with the VP of Engineering and the CFO on all financial performance, scheduling and QOS issues, and

1998 - 2000

© 2004 Blackwell Publishing Ltd, *Journal of Internal Medicine* 255: 105–112

Collaborated with AT&T to develop a next generation enterprise switch, including system architecture

- 1. **Developed a new algorithm** for finding shortest paths in a network, which is faster than existing algorithms. The algorithm is based on a new data structure called "Shortest Path Tree" and can be used to find shortest paths in a network with a large number of nodes and edges.
- 2. **Evaluated performance** and recommended several improvements to ensure optimized router configurations. The evaluation was done using a series of experiments that compared the performance of the new algorithm with existing algorithms. The results showed that the new algorithm was significantly faster than existing algorithms, and the recommended improvements resulted in a further increase in performance.

Researcher with research and development experience with AT&T and Texas A&M University

EDUCATION

EDUCATION	
Computer Science	University - College Station, Texas
Electrical Engineering	University - College Station, Texas
Electrical Engineering	University of Technology, Hyderabad, India



OUR BRAIN PROCESSES VISUALS **60,000x** FASTER THAN TEXT



90%

OF INFO TRANSMITTED
TO THE BRAIN IS VISUAL



50%

OF YOUR BRAIN IS ACTIVE
IN VISUAL PROCESSING



70%

OF YOUR SENSORY RECEPTORS
ARE IN YOUR EYES



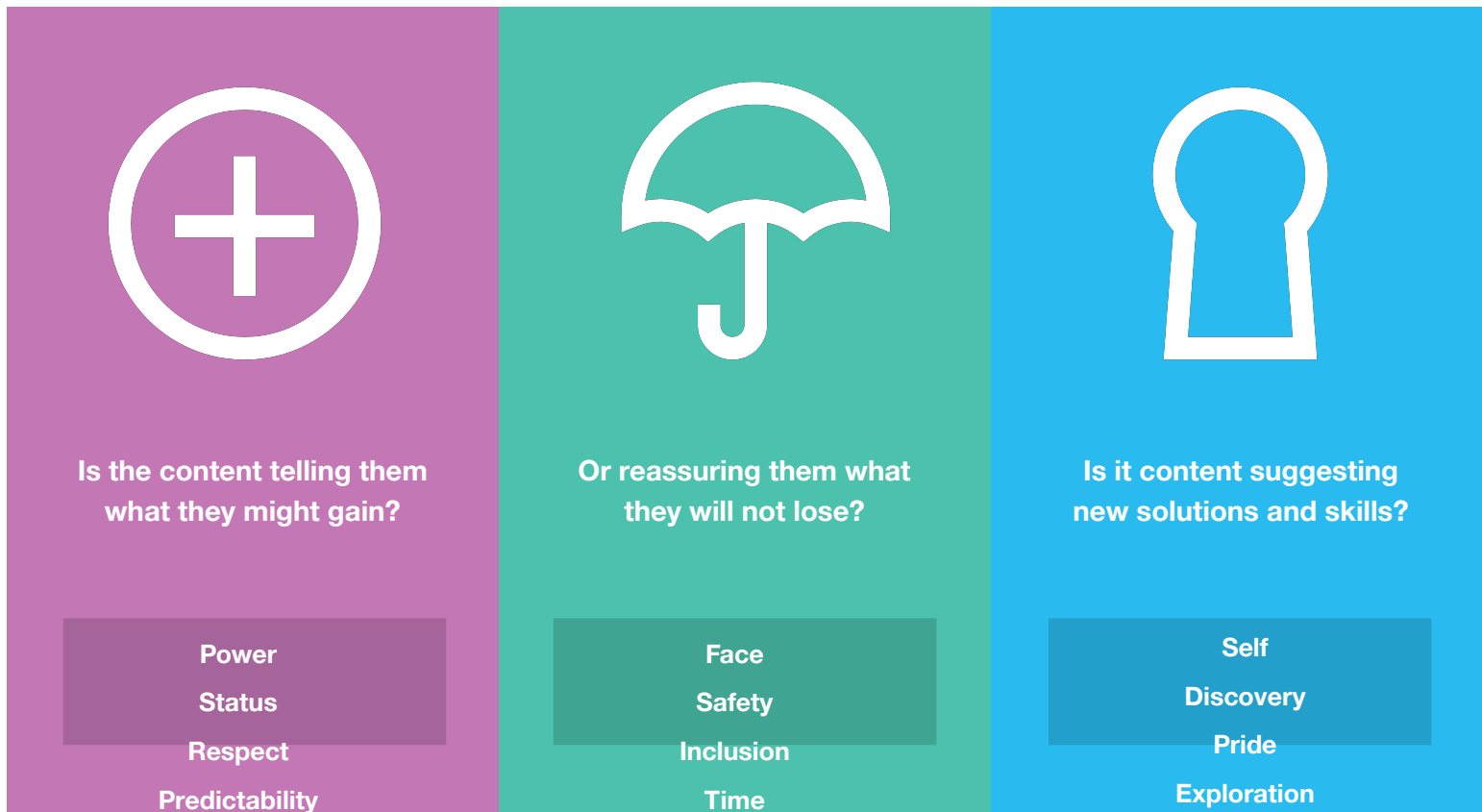
40%

OF PEOPLE RESPOND
BETTER TO VISUALS



'Needs' power value







SOCIABLES



ADVENTURERS



INDIVIDUALISTS



PLANNERS

Four types of human needs archetypes

Planner

- Seeks stability and order, control and predictability.
- They like plans and details as it offers them security and safety.
- They are risk adverse and so like details in order to avoid uncertainty

Sociable

- Gains well-being and self-esteem from relationships and social networks with colleagues, friends and family members.
- They are risk adverse - as they want to maintain their relationships, be included and not be left out or behind.

 Risk tolerant

Individualist

- Driven by a need for self-fulfilment, and improving their status and social standing (either from their own perspective or how others view them).
- Driven by a need to be independent and different.
- They are risk tolerant - taking risks might increase their status/position and make them stand out

Adventurer

- Have a high need for self-improvement, innovation, discovery and bringing people on a learning journey
- They see risk as a means to experience new things and enhance their knowledge and skills (and those around them).

 Risk intolerant

Cruising is an interesting category.

Because the very things that make
it attractive to one person can
make it unattractive to another.



Lots of people = atmosphere, or crowds?

Organised activities = fun, or forced participation?

Shared dining = sociable, or awkwardness?

Everything happening around you = excitement or nowhere to escape?

Same experience.

Different interpretation.

Quick challenge: ONE AD, TWO BRAINS

(2 mins)

Non-stop entertainment,
packed pool decks and 20 bars.
The party never stops!

The traditional way:

Send everyone the same
“best” message.

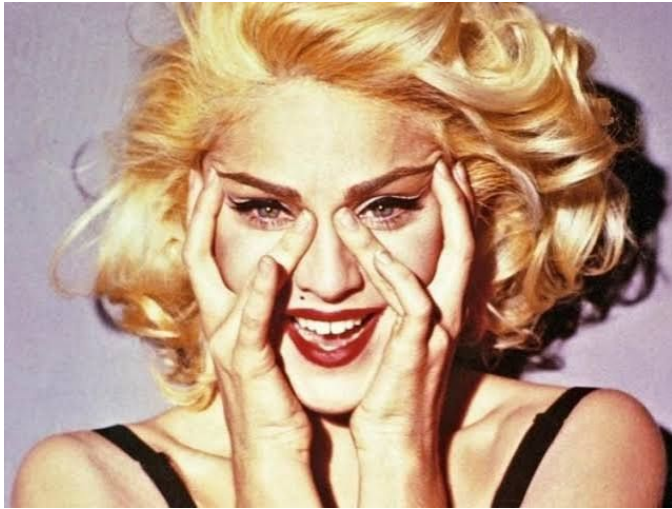
The principle: People don't judge
through their age or income, they
judge the offer through their own
psychological needs,

Imagine you're considering a cruise.

On a scale of 1–10, how appealing is this to you?
Who's an 8, 9 or 10? / Who's a 3 or below?

Same ad. Same cruise. Completely different response.

Born in late 1950's
Female
Several Marriages
More than 1 Child
At least one adopted child



Dance like no one's watching



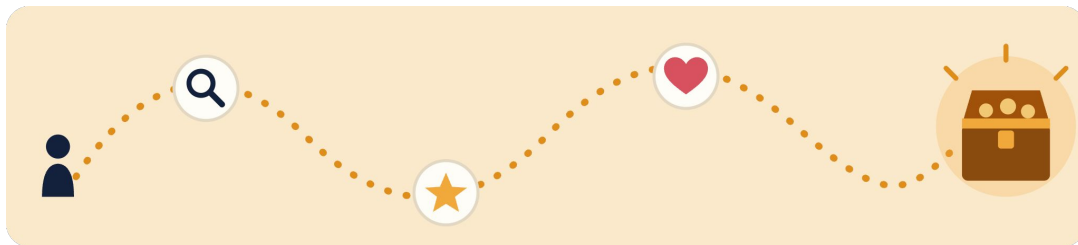
Beauty doesn't have to shout



Don't remove the friction. **Move it.**

1. Choosing: keep the good friction

Browsing, comparing and discovering builds value, fun and the pride of a smart find.



+63%

People paid 63% more for furniture they had built themselves.

Norton, Mochon & Ariely, 2012

Labour illusion

Showing the work behind a result raises its value, even when slower.

Buell & Norton, 2011

Sunk cost

Full-price ticket holders went to more shows than discounted ones.

Arkes & Blumer, 1985

Easy to pay

When paying feels painless, people spend more freely.

Prelec & Loewenstein, 1998

2. Paying: make it effortless

Once they've said yes, remove every step to done.



Effort builds value. Ease closes the sale.

People using "one-click" responses understood 27% less details vs. moderate-friction interfaces (e.g., question prompts, highlight key fact box's on the click action etc).



**What if a cruise was designed
around how different people
actually want to behave?**

Welcome to...



**LOYAL
CARIBBEAN**



The Journey

1. UNDERSTAND ME - Before I choose

"Learn how I want to travel."

2. TALK TO ME - Before I book

"Once you understand me, you can talk to me differently."

3. DESIGN AROUND ME - On board

"Understanding me is only useful if it changes my experience."

4. PERSONALISE IT FOR ME - Off the ship

"The experience doesn't stop when I leave the ship."

5. REMEMBER ME - After the cruise

"Understanding me shouldn't stop when the holiday does."

1. UNDERSTAND ME - Before I choose

Learn how I want to travel.

Not just:

Where?

When?

What cabin?

But:

How do you recharge?

Do you want stimulation or calm?

Do you like meeting strangers?

Do you prefer plans or spontaneity?

Table exercise:

THREE QUESTIONS, NO DESTINATIONS

(5 mins)

The traditional approach:

The booking funnel asks where, when and what cabin, then sorts by price.

The principle:

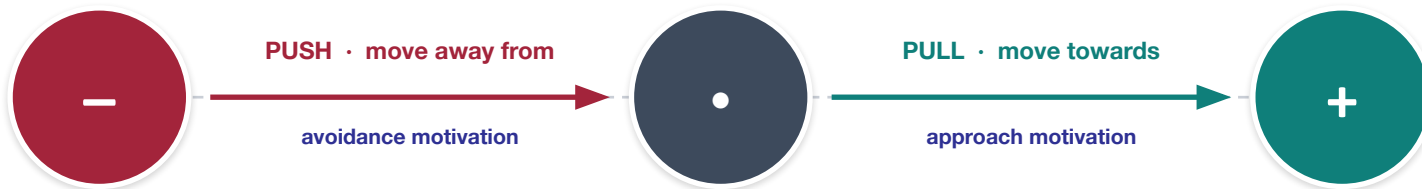
Spending that fits our personality makes us happier, and people value what feels chosen for them.

The exercise:

1. Without using destinations / dates / prices / cabin types, each table considers what personality characteristics would help you understand the needs of a cruise customer.
2. Select one that could differentiate customers into separate groups.
3. Imagine how using these characteristics would impact your customer engagement strategy.

The three selves: what really drives a decision

Every choice is a move away from who we fear becoming, and towards who we hope to be.



Avoidant self

Who I fear becoming

Feels like Anxiety, dread, “not me”

Sounds like “I don’t want to end up...”

Brand message “Don’t get left behind.”

Present self

Who I am right now

Feels like Caught between the other two

Sounds like “Right now I’m...”

Brand message “We get where you are.”

Ideal self

Who I hope to become

Feels like Hope, aspiration, pride

Sounds like “One day I’ll...”

Brand message “Become who you could be.”

The surprise: being far from the feared self predicted life satisfaction more than being close to the ideal self (Ogilvie, 1987). **Brands sell the bridge.**

Psychology at work

SELF REFERENCE EFFECT

People remember information better **when they link it to themselves** (the self-reference effect)

REGULATORY FIT

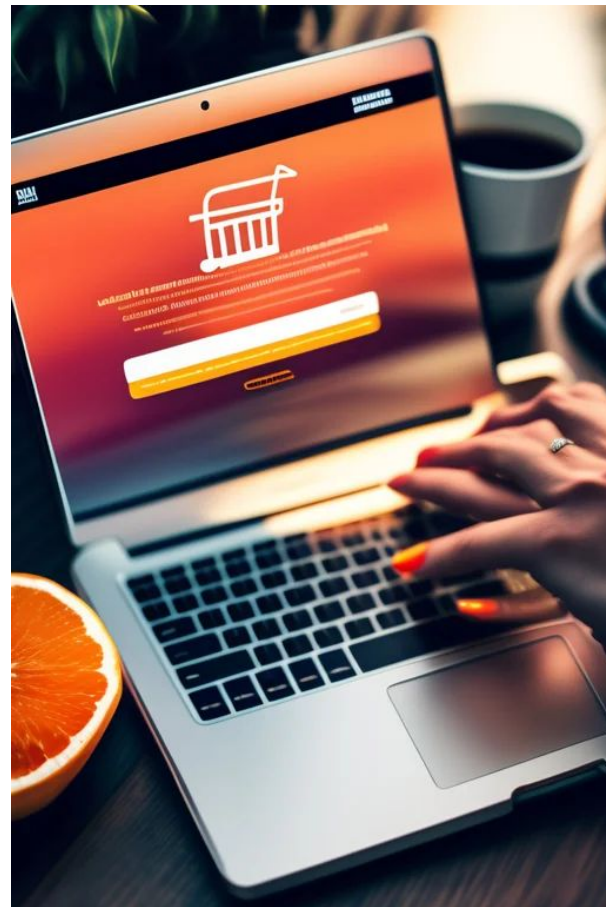
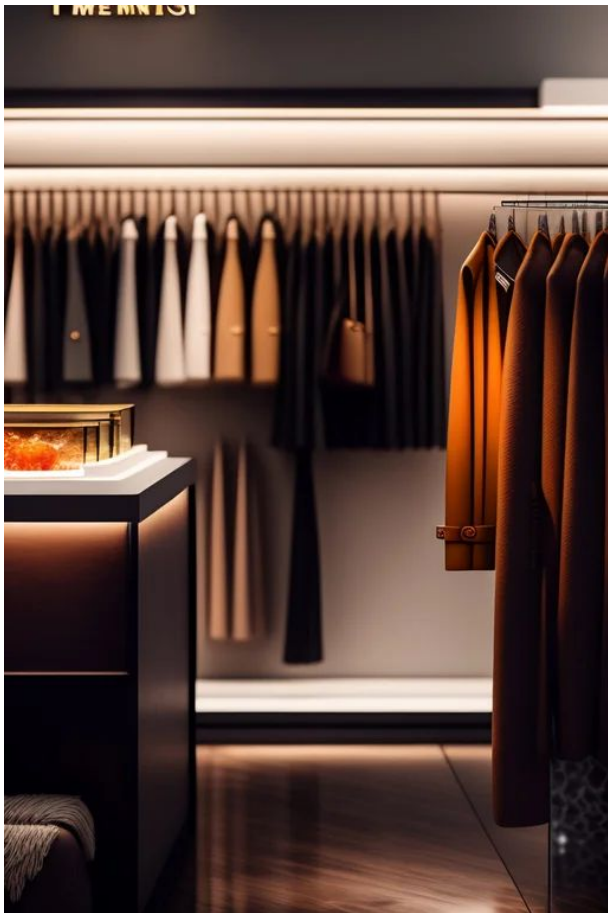
A matched 'self perception' message "feels right". EG: **Sociables respond to inclusion,** and **Individualists respond to self enhancement.**

PROCESSING FLUENCY

Information that's easy to process (support my self image) is judged as more likeable, believable, more familiar and even more true. We also trust in more!

Most brand engagement is lost via **COGNITIVE DISSONANCE.**

Cognitive dissonance is the mental discomfort we feel when we hold two things that don't fit together (my perception of myself vs this brand will not support or enhance that perception of myself)



2. TALK TO ME - Before I book

Once you understand me,
you can talk to me differently.

Same cruise.

Different meaning.

Quick challenge: **BAN THE PRICE**

(2 mins)

7 nights. 5 destinations.

From £899.

Save 20% if you book by Friday!

The traditional way:

As above

The principle:

The meaning you attach to a product changes its perceived value more than the price does.

Remove the price, the discount and the deadline.

How would you sell exactly the same cruise to a Sociable and an Independent?

One line?

Quick challenge: **BAN THE PRICE**

(2 mins)

7 nights. 5 destinations.

The traditional way:

As above

The principle:

The meaning you attach to a product changes its perceived value more than the price does.

Remove the price, the discount and the deadline.

How would you sell exactly the same cruise to a Sociable and an Independent?

One line?



MEET YOUR PEOPLE.

Seven nights.
Five destinations.
Hundreds of new people to meet.



GET AWAY FROM IT ALL.

Seven nights.
Five destinations.
As much space as you need.



Flip the choice: what do they want to avoid?

Build your perfect stay Tick what you'd like to add	RISK TOLERANT		Protect your holiday Tick what you'd rather avoid	RISK ADVERSE
 Sea-view room	☒		 Room next to the disco	☒
 Private balcony	☒		 Overlooking the pool	☒
 Breakfast included	☒		 Right on the sandy beach	☒
 Late checkout	☐		 Beside the lifts	☐

2×

Losses loom larger than gains. Avoiding a bad outcome weighs roughly twice as much as gaining a good one.

Kahneman & Tversky, 1979 · Tversky & Kahneman, 1992

“Guaranteed away from the disco” may be worth more than “sea view”.

3. DESIGN AROUND ME – On board

Understanding me is only useful
if it changes my experience.

**Because a great experience
isn't about how much happens.
It's about what I remember.**

Table exercise: DESIGN THE PEAK

(5 mins)

The traditional approach:

Add more features (more bars, more shows, a bigger ship) and list them all in the brochure.

The principle:

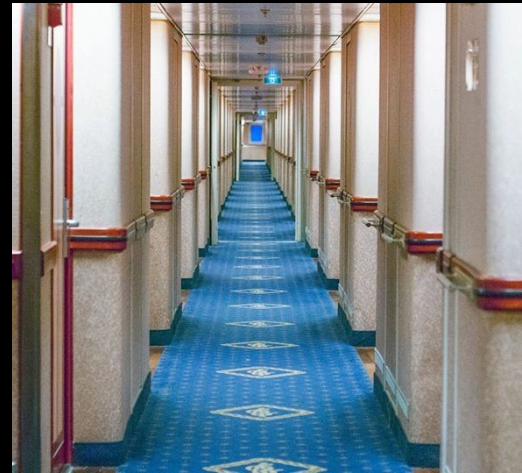
The peak-end rule. People remember an experience by its most intense moment and how it ends, not by the average.

The exercise:

1. Each table takes one profile (tables alternate Social and Individualist).
2. Choose ONE onboard moment to create an emotional peak.

Rule: you may not add a new facility, only change how an existing moment feels.

3. Each table shares its peak.



Segmentation by Customer Psychological Needs





Hotspot and quiet spot locator



4. PERSONALISE IT FOR ME – Off the ship

The experience doesn't
stop when I leave the ship.

**The ship arrives
in Barcelona.**

Quick challenge: WHAT'S THE STORY WORTH?

(2 mins)

BARCELONA WALKING TOUR

3 hours. £45.

10% off for Gold members.

The traditional way:

As above

The principle:

A story can multiply what people will pay for exactly the same thing.

- Meaning creates value.

Remove the deadline, the price and the discount.

How would you sell exactly the same cruise to a Sociable and an Independent?

One line?

Quick challenge: WHAT'S THE STORY WORTH?

(2 mins)

BARCELONA WALKING TOUR

The traditional way:

As above

The principle:

A story can multiply what people will pay for exactly the same thing.

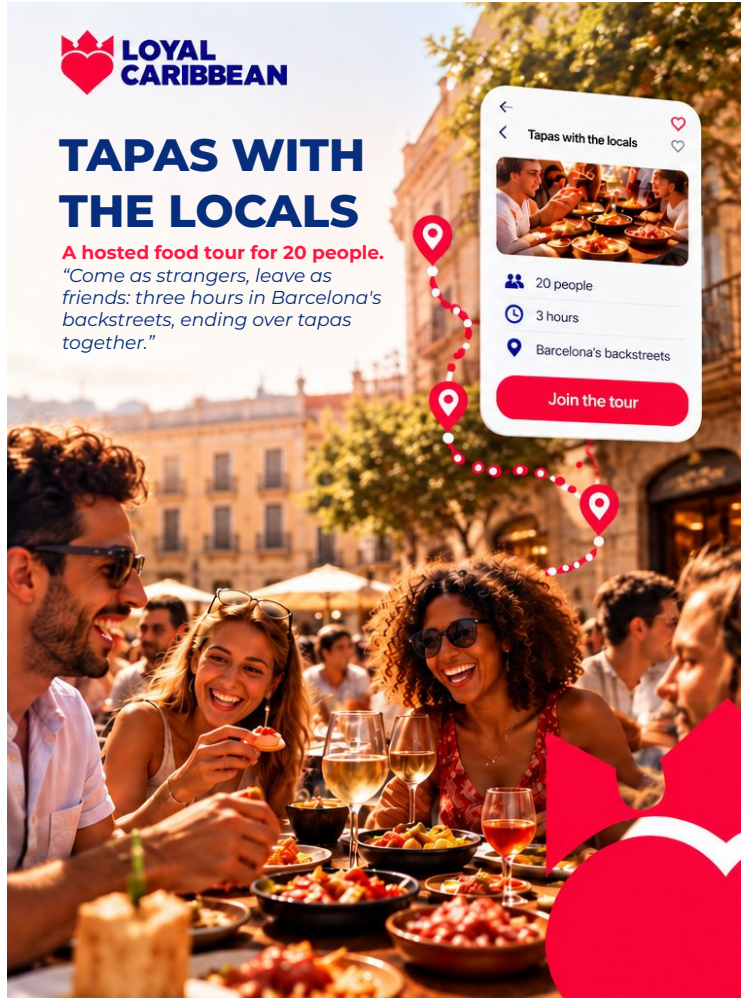
- Meaning creates value.

Remove the deadline, the price and the discount.

How would you sell exactly the same cruise to a Sociable and an Independent?

One line?

Sociable



LOYAL CARIBBEAN

TAPAS WITH THE LOCALS

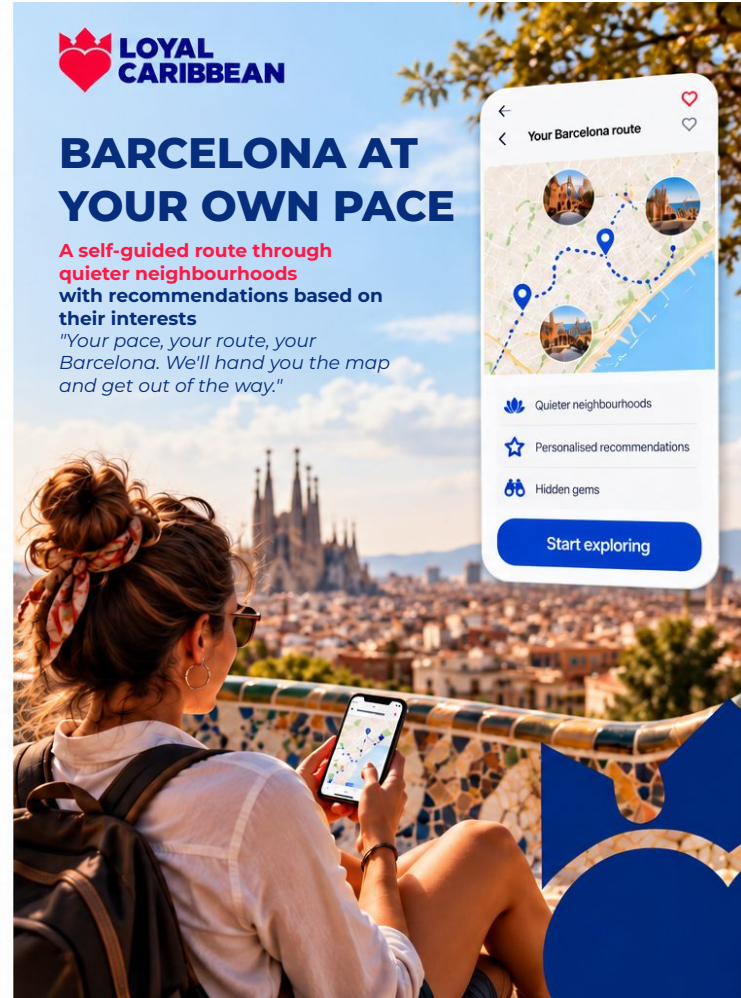
A hosted food tour for 20 people.
"Come as strangers, leave as friends: three hours in Barcelona's backstreets, ending over tapas together."

20 people
3 hours
Barcelona's backstreets

Join the tour

The background image shows a group of people, including a man and a woman in the foreground, sitting at an outdoor table in a sunny, historic street in Barcelona, enjoying various tapas dishes and glasses of wine. A red dotted line with location pin icons winds through the scene.

Individualist



LOYAL CARIBBEAN

BARCELONA AT YOUR OWN PACE

A self-guided route through quieter neighbourhoods with recommendations based on their interests
"Your pace, your route, your Barcelona. We'll hand you the map and get out of the way."

Quieter neighbourhoods
Personalised recommendations
Hidden gems

Start exploring

The background image shows a woman with a backpack sitting on a balcony with a colorful mosaic railing, looking at a smartphone. In the background, the Sagrada Família is visible against a clear sky. A blue dotted line with location pin icons winds through the scene.

Same dance class. Two different stories.

THE USUAL WAY

~~"Learn to dance. Deck 7, 4pm, 60 minutes. Free for Gold members."~~



SOCIABLES

Dance Floor Friends

A beginners' group class for 16 guests, ending together at the captain's party.

"Come on your own. Leave with a dance partner and a table of new friends."

Meet new people

Safe in the group

Shared laughs

No one watching you

Belonging



INDIVIDUALS

Private Masterclass

Three one-to-one sessions with the ship's professional dancer, at your own pace.

"By gala night, you'll be the one everyone's watching."

Master a skill

Stand out

Expert attention

Progress you can see

Something to show off

Same product. Different need. **Different story, different value.**

5. REMEMBER ME – After the cruise

Understanding me shouldn't
stop when the holiday does.

Traditional loyalty:
You sailed with us.
Here's 500 points.

Table exercise: POINTS VS RECOGNITION

(5 mins)

The traditional approach:

“You sailed with us.
Here’s 1000 points”
(worth about £40).

The principle:

Social rewards and surprise
beat small, predictable financial
rewards.

The exercise:

1. Every table has the same £40 per guest.
 2. Design a recognition reward using the £40 for one of the profiles. (Sociable or Individualist)
- Rules:** *no points and no money off.
Think recognition, surprise, access, or
something that says “we know you”.*
3. Tables share suggestions.



LOYAL CARIBBEAN

THE LAST-NIGHT MOMENT.

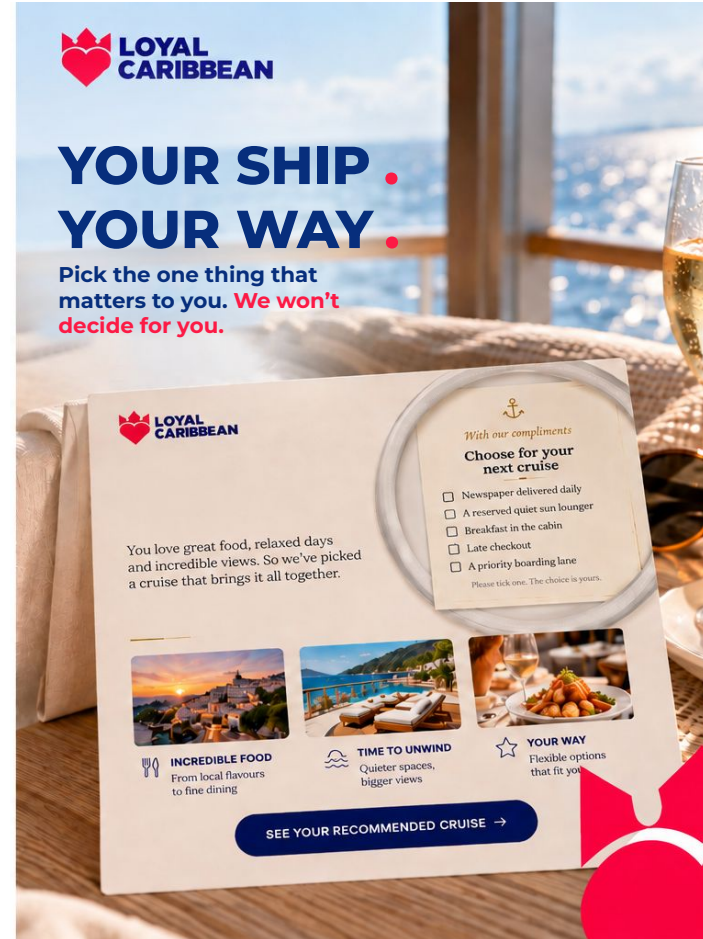
You didn't just sail with us.
You became part of the crew

LOYAL CARIBBEAN

Part of the crew ♥

LOYAL CARIBBEAN

To the Smith family.
You made this cruise extra special.
Hope to see you again soon!
The Crew ♥



LOYAL CARIBBEAN

YOUR SHIP. YOUR WAY.

Pick the one thing that matters to you. **We won't decide for you.**

LOYAL CARIBBEAN

With our compliments
Choose for your next cruise

- ☐ Newspaper delivered daily
- ☐ A reserved quiet sun lounge
- ☐ Breakfast in the cabin
- ☐ Late checkout
- ☐ A priority boarding lane

Please tick one. The choice is yours.

You love great food, relaxed days and incredible views. So we've picked a cruise that brings it all together.



INCREDIBLE FOOD
From local flavours to fine dining



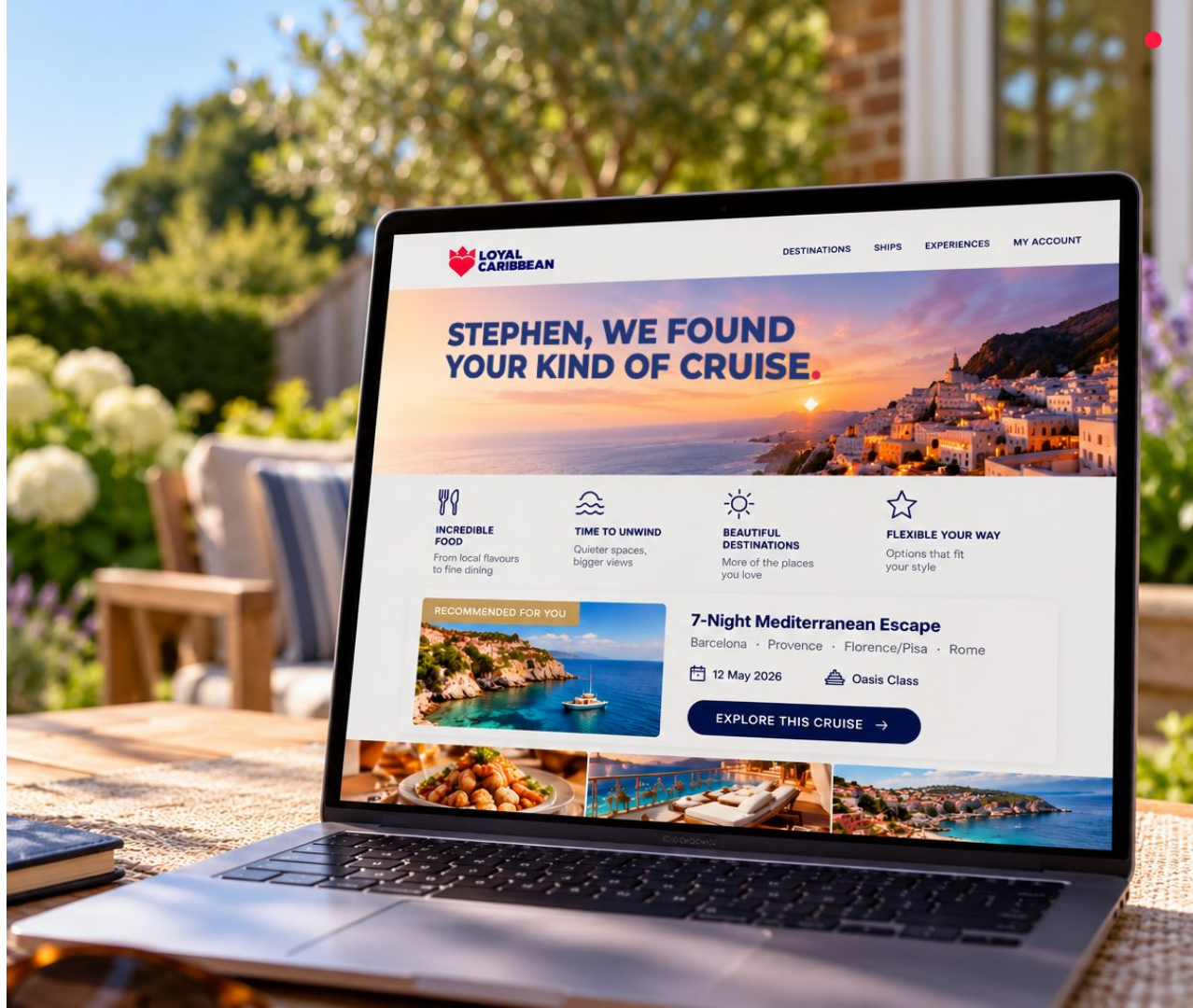
TIME TO UNWIND
Quieter spaces, bigger views



YOUR WAY
Flexible options that fit you

SEE YOUR RECOMMENDED CRUISE →

**Loyalty isn't
just about
rewarding
behaviour.
It can come
from
understanding
behaviour.**



IN SUMMARY

SAME BOAT.
DIFFERENT BRAINS.

The ELA Diploma



**Diploma in
Loyalty
Neuroscience**



Brought to you by
The ELA™
Europe's Loyalty Association

**Understand
the brain.
Influence
behaviour.
Build stronger
customer
relationships.**

A science-backed, practical and commercially focused qualification designed exclusively for loyalty, CRM and customer engagement professionals.



Fully science-backed

Grounded in
neuroscience and
psychology



Built for professionals

Flexible delivery to
fit around your role
and responsibilities



Practical & actionable

Tools and
templates you can
apply immediately



Commercial impact

Apply learning to
drive engagement
and retention

The Programme

– 10 modules in 2 stages or in-house in 1

Stage 1 - Foundations

- 5 modules
- 1 day
- DLN Certificate

1 The Fallible Customer Brain

2 The Neuroscience of Trust and Credibility

3 How the Brain Evaluates Value

4 Design Psychology for Engagement

5 Behavioural Segmentation

Stage 2 - Application

- 5 modules
- 1 day
- Complete the full DLN Diploma

6 Influencing & Decision-Making

7 Habit Formation & Repeat Behaviour

8 The Emotional Brain & Memory Formation

9 The Psychology of Creating Value

10 AI in the Customer Journey

The ELA Diploma

Choose your path

DLN CERTIFICATE



1 day | 5 modules



£599

per person



£499

per person

(teams of 3+)

FULL DLN DIPLOMA



2 days | 10 modules



£999

per person



£699

per person

(teams of 3+)

DLN DIPLOMA CORPORATE - IN-HOUSE



Up to 15 people

£6,675

Larger teams

£10,000

Next Delivery Dates



London

22 - 23 February 2027



Amsterdam

5 - 6 October 2027



Make sure to scan the QR code to secure your place

Or email us if you have any questions



www.the-ela.org/diploma-in-loyaltyneuroscience



diploma@the-ela.org



Your Facilitators



Dr Simon Moore

Chartered Consumer Psychologist & Neuroscientist

Over 20 years helping global brands understand customer behaviour, trust and decision-making



David Jenkinson

Executive Strategy Designer & Brand Specialist

Over 20 years designing strategy and customer experiences that drive growth and loyalty

Trusted by global leading brands



Thank you