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ALL SYSTEMS GO:

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1HQ

PART OF CEUTA GROUP

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Contributors

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Mike is an award-winning industrial designer with a wealth of knowledge and expertise in design and innovation across FMCG, consumer electronics, retail and transportation. Mike's team at 1HQ fuses brand and industrial design expertise to bring brands to life through physical products and packaging, create innovative product and retail experiences, and shape sustainable futures.

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Tom is an award-winning strategist with a passion for creating digital and social brand experiences that deliver meaningful results. His hybrid background in social media, advertising, digital innovation and direct marketing means he's driven to connect downstream digital and social experiences with upstream brand and business metrics, to better prove impact and value.

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With nearly 20 years' experience in brand innovation, Clare has worked with the likes of Diageo, Mars, RHM, WWF and Cancer Research UK. Her passion lies in maximising the potential of brands through strategy, consumer understanding and innovation. She now brings her industry experiences plus extensive network to help transform brands and increase their engagement with sustainable purposes.

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Data Scientist

Andrea is a passionate Data Scientist focused on Time Series. An innovator at heart, he has previously designed and created an integrated system for pothole detection using a hardware device mounted on a motorbike. He was the first Data Scientist working for Lola's Cupcakes, where he developed and advanced a forecasting system to reduce food wastage.

COLLIDASCOPE

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Kostas built his career working in agencies in London, New York and Greece alongside brands such as Seven Dials London, Honeywell Pharmaceutical NYC, Absolut Vodka, Chivas and the Pernod Ricard UK Luxury Portfolio. Kostas uses his experience in the world of destination branding to develop brand experiences with effective and concise strategy. He is also passionate about supporting 1HQ's growing ecosystem of creative thinkers and craft lovers.

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Mike Webster

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Systems Thinking:

transforming our world to make a positive impact.

14 **MINUTE READ**

"The development of Systems Thinking is crucial for the survival of humanity". So claims John Sterman, professor of management at MIT and director of the MIT Systems Dynamics Group. As a designer working at the coal face of sustainable design and innovation, I believe he is right and, in this article, I will explain why.

Donella Meadows, a pioneer in Systems Thinking, defined a system as a set of things interacting in a way that produces something greater than the sum of its parts. These parts must be inter-related and inter-dependent in some way otherwise they would simply be a collection of parts. Systems range in complexity; from a car, which is relatively simple and easy to diagnose if something goes wrong, to natural ecosystems such as a tropical rainforest containing living and non-living components that we are only just beginning to understand how they work (Megan K Seibert, 2018).

> **The development of Systems Thinking is crucial for the survival of humanity.**
>
> John Sterman

Systems have defining characteristics that Daniel H Kim (1999) has summarised as:

> The purpose of a system is defined by the sum of the parts, and not the parts alone. The purpose of a car 'as a whole' is to transport people; however, this is not the purpose of the wheels.

> All constituent parts must be present for the system to deliver against its purpose. If you take the car apart it is no longer a car, as it has lost its essential functions.

> The arrangement and order of the parts in a system matters and impacts the performance. A car would not function if the engine was not connected to the drive train that in turn is connected to the wheels.

> It is the collective interactions between the parts that dictate the behaviour of the system. Feedback is the transmission and return of information. If a car is being steered into a turn too quickly, the driver will feel resistance through the steering wheel or even the stability of the car itself. >>>

The term Systems Thinking was first used by Barry Richmond, an American systems scientist, in 1987.

However, experts in the fields of biology, mathematics and computer science began thinking in systems at the turn of the 20th century and by the mid 1960s, systems theory (or systems dynamics as it is also referred to) was being widely applied to many other fields including sociology, psychology and business management (Anastasia Vikhornova, 2018).

Since then, Systems Thinking has been applied to the development of contemporary business, supply chain and digital ecosystems. Jay W Forrester was prominent in developing systems dynamics theory at MIT in the late 60s and early 70s; Donella Meadows kickstarted the debate about the Earth's capacity to maintain human expansion in the 80s; and Peter Senge's seminal 1990 management book, *The Fifth Discipline* paved the way for businesses and how they can leverage Systems Thinking and transition to adaptive learning organisations.

Today, Systems Thinking is more important than ever as we find ourselves facing several existential crises. The dramatic increase in human activity over the past seventy years, also known as the Great Acceleration, has negatively impacted the planet through climate change, a reduction in biodiversity and the depletion of natural resources.

Simultaneously, social inequality negatively impacts more than 70% of the world's population and is hampering social and economic development, according to the UN. And finally, the advance in information and communication technologies (ICT) has resulted in a fundamental restructuring of the world from, generally speaking, simple linear cause and effect to complex, ever-changing circular systems with reinforcing causal loops.

Our continued inability to recognise the consequences of our actions has left us in a precarious situation. As Anthony Hodgson explains in his book, *Systems Thinking for a Turbulent World* (2020),

> **our highly technologized and compartmentalised society depends on the persistence of flow. Flow can be maintained in stable conditions however now is not a stable time; everything is changing and when flow is disturbed, it changes to turbulence.**
>
> Anthony Hodgson

With the world creaking at the seams – c. 7.6 billion people trying to survive and progress on a piece of rock with dwindling resources – primary and secondary industries that include building, fashion, consumer goods and electronics are facing similar challenges; how can we reinstate flow and make a positive impact?

Unfortunately, we haven't been that successful to date. In the majority of cases, we have approached these 21st century challenges in the same way we have done in previous centuries… through a reductionist viewpoint of breaking things down into separate parts. This has not worked because we face inherent *wicked problems* with many interdependent factors that are often difficult to define and in flux, making them seem impossible to solve - according to the Interaction Design Foundation - and solving them requires a deeper understanding of the factors and the stakeholders involved. >>>

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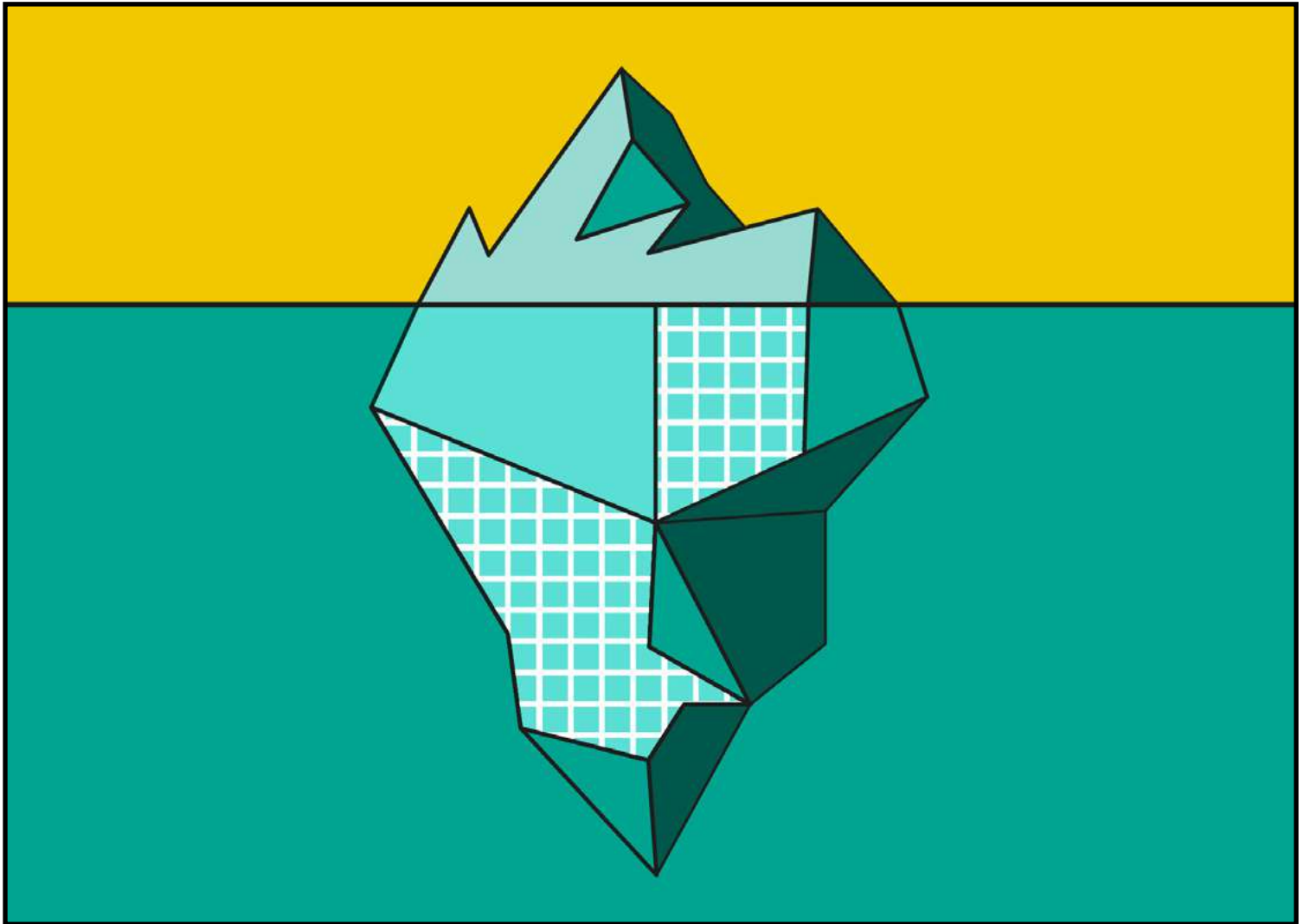
The metaphor often used in systems thinking is that of the iceberg.

If we look at the tip of an iceberg, we can see the effect of the system – the resulting event – but not the cause. Only by looking below the surface of the water can we identify the root causes of this event by studying and mapping the underlying structure of the system and identifying the patterns and trends resulting from the respective interconnections.

Looking at these problems and trying to make sense of them in isolation is therefore no longer viable. Systems Thinking encourages us to look at how things work as an interconnected whole. This is why many designers, innovators, businesses and organisations are turning to this more holistic approach in order to unlock our current predicament.

Joi Ito and Jeff Howe pointed out in their 2015 book *Whiplash*, that "the world needs a deeper fundamental shift – an entirely new mode of thinking cognitive evolution on the scale of a quadruped learning to stand on its hind two feet." Only this shift in mindset will help us overcome the global issues we face by implementing systemic change.

The good news is that there are examples of design-driven systemic change. These are led by people who are able to make sense of and thrive off the uncertainty that comes with complex challenges (Beyond Net Zero, Design Council 2021). At 1HQ we are also working on some of these challenges. >>>

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Sustainable Packaging Systems

Packaging waste is one of the wicked problems we face. There has been an explosion in the development of alternatives to a much-maligned incumbent, plastic. These include swapping plastic for paper or a return to glass and metal. Many are recyclable and use recycled content. Many are beautifully designed and visually appealing to brands and consumers alike. But they do not address the problem because, in many cases, they are just more of the same.

We will still consume the packaging once and then discard it. Recycling is hit and miss, to say the least. In Britain, we recycle in the belief that the single use paper, plastic, glass and metal we separate will become new packs yet there is increasing evidence that much of this still ends up in landfill, only halfway around the world. The failure in adoption of plant-based plastic such as PLAs was not applying Systems Thinking around the broader context of impact. It has taken several years and a huge amount of wasted investment to realise that developing materials that 'disappear' after a single use is not a feasible solution without putting in place the required infrastructure.

The packaging waste crisis will not be solved by simply changing substrates; this is piecemeal. Doing the same thing over and over yet expecting a different result is a definition of insanity, as Einstein allegedly said. Systemic change is required at a more fundamental level that reconfigures not just how packaging is produced but how it is supplied, how it is consumed, how it is recovered and then either reused or regenerated.

This means looking at the system as a whole and re-imagining the relationship between components such as the individual packs and channels of access, and stakeholders such as consumers, brands and retailers.

We wanted a silver bullet for single use but have finally come to understand that circularity is the answer with different executions for different scenarios, such as at home and on the go. Where possible, the conversion of packaging into reuse systems has been identified as crucial in the quest to reduce waste. Benefits include a reduction in annual material costs, energy consumption and CO_2 emissions according to the *Ellen MacArthur Foundation*. To successfully drive adoption of a re-use behaviour however, consumers need to be incentivised and rewarded which requires a more desirable value exchange from that offered today by single use behaviour.

One such example of this is *Loop*. Initiated by *Terracyle* in partnership with consumer goods companies and retailers, *Loop* has resuscitated the traditional milkman model to offer a reuse packaging system by delivering consumer goods and picking up empties at the same time. *Loop* rewards consumers through convenience and better performing packaging, and brands by doing the hard work of selling and delivering the goods then collecting and washing the packaging so it can be refilled. >>>

SHOP RETURN REFUND REPEAT

^^^
Loop
Photo courtesy of loopstore.co.uk

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Systemic Innovation Ecosystems

Design thinking has been the guiding light of innovation over the past twenty years. It has formalised designers' natural propensity to centre problem solving around people and craft, and prototype iteratively as a structured innovation process across multiple disciplines; industrial design, service design and interactive design in particular.

However, innovation is increasingly lost in translation as businesses struggle to convert insights and ideas into successful product launches. In some cases, this is because implementation reverts back to legacy processes and siloed development that ultimately strips away the uniqueness of the solution (Jeffrey Tjendra, 2018).

There is another reason though; a failure to anticipate how that solution might ultimately perform in constantly changing marketplaces and embed adaptability so that businesses can launch, learn and respond accordingly. The convergence of physical and digital technologies means that all industries, from FMCG and Food to Beauty and Health, are being radically transformed with multiple factors to consider.

Systems Thinking offers new approaches to innovation that augments design thinking with an overarching bigger picture perspective, and a transition from only looking at the objects in a system to a wider focus on the interactions and flows of that system.

> **Systems over objects recognises that responsible innovation requires more than speed and efficiency. It also requires a constant focus on the overall impact of new technologies, and an understanding of the connections between people, their communities and their environments**
>
> Joi Ito & Jeff Howe, 2015

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Innovation is no longer linear; it is circular and multi-dimensional. Pipelines can no longer simply comprise a collection of independent products that exist in isolation; one size no longer fits all. Rather, they should bring together products that perform different roles as part of a broader innovation ecosystem. One where the synergy and sum of these parts becomes greater than the whole, and where ongoing feedback loops inform their continual adaptation and optimisation. Paradigms will be shifted, and experiences reimagined over the coming years.

Photo by Vlad Tchompalov on Unsplash

An example of systemised innovation is *Tesla*. While *Tesla* makes electric cars, it doesn't focus its innovation solely on the car and batteries. One of the barriers to electric car uptake is range, so *Tesla* is also building a global charging network for its cars so that large distances can be driven with the confidence that a suitable location to recharge is never far away. *Tesla* looks at the entire vehicle system and addresses all the core driving needs of their consumers – in and out of the car – to offer a frictionless experience. (Bhargava, Boehm and Parker, 2021). >>>

Inclusive Brand Ecosystems

Brands have been building ecosystems for years comprising different services, channels and touchpoints to remove complexity from and deliver consistency in consumers' experiences. *Amazon* famously puts the success of the ecosystem – including the suppliers who support it – ahead of the success of its services (Michael G Jacobides, 2019); something that has resulted in an incredibly high penetration of consumers being retained and an equally high bottom line.

However, a brand can no longer simply focus on its bottom line; there is an increasing drive for brands to build ecosystems that also focus on supporting people and protecting the environment.

The term *triple line* is gaining traction amongst forward-thinking brands and businesses as it places an equal weighting on social, environmental and financial concerns.

These businesses are evolving to address societal and environmental challenges in a holistic way without negatively impacting economic progress; what the *Future Fit Foundation* refers to as 'system value'. They provide a system lens to help businesses rethink the triple bottom line.

And brands and businesses that put sustainable purpose at their core are now said to be outperforming those that don't. *IKEA* is a brand leading the charge here. They believe in balancing economic growth with positive social impact and environmental protection and renewal, and their overall mission is to meet the needs of people today without compromising the needs of future generations. They are prepared to walk the talk too... they have set an ambitious target of 2030 to become a leader in creating and maintaining a fair and equal society, transform to a circular business that promotes circular and sustainable consumption, become climate positive and regenerate all resources. >>>

TRIPLE BOTTOM LINE

FINANCIAL   **ENVIRONMENTAL**   **SOCIAL**
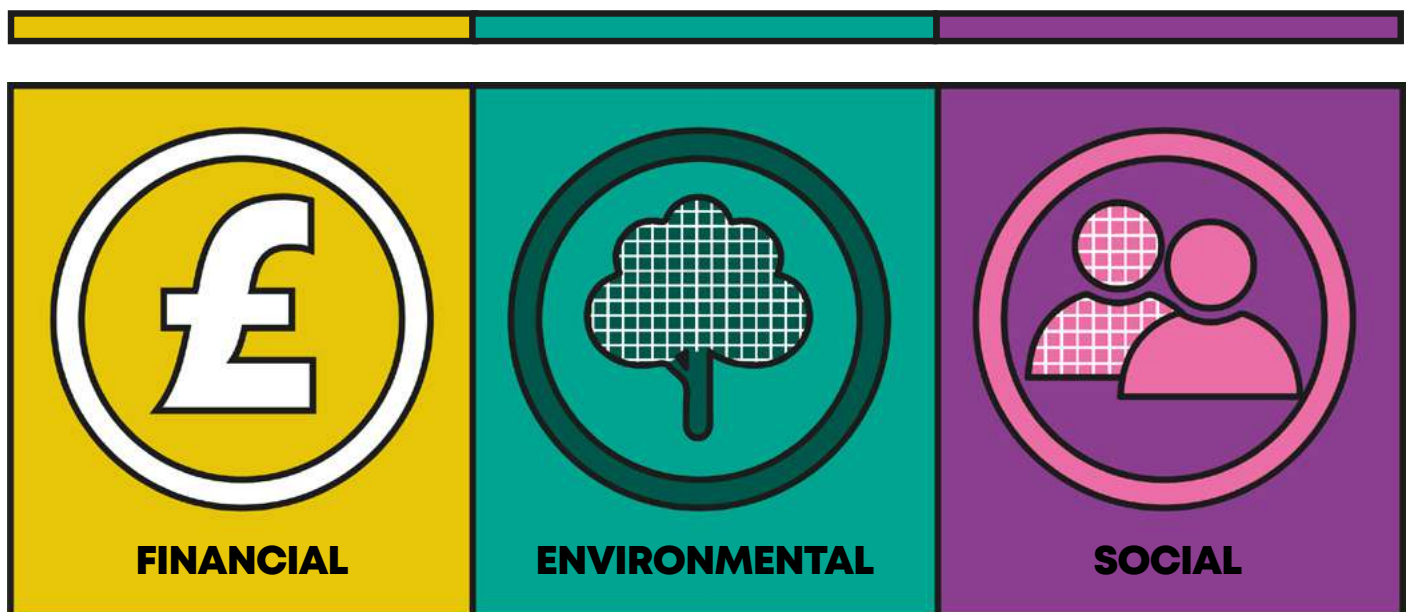
An estimated 600 billion coffee cups end up in landfill.

Another example of the evolving brand ecosystem is the shift from competition to collaboration between some businesses. If we are to make the necessary breakthroughs, knowledge must also be shared between brands and built upon rather than ringfenced and protected. Some forward-thinking brands are even open sourcing their learning from sustainable business practices; they can move faster together rather than alone by sharing research and expertise according to the *JWT Regeneration report* released earlier this year. *McDonald's* and *Starbucks* have joined forces as part of the *NextGen Cup Consortium* to resolve the 600 billion coffee cups they estimate end up in landfill.

Systems Thinking has the power to transform our approach to the global challenges we face and make a positive contribution through the solutions we develop.

This requires us to look at the bigger picture and identify the root causes of the wicked problems we face, not just those on the surface. To synthesise the different perspectives and needs of all stakeholders while making connections with emergent enabling technologies. To be pioneering and create a shared vision that benefits and rewards us all, equally. To work collaboratively and respectfully across disciplines so that we can realise and deliver this vision together. Above all, to recognise that the systems we develop will need to be dynamic and resilient, so they can evolve, adapt and grow to be truly sustainable.

We must do all these things now. As Jony Ive of Apple fame recently said, "this is not the time to seek the comfortable familiarity of the past, but rather to build and make something new". A very appropriate clarion call! Q

Tom Wrigley

Digital & Social Communications Strategy Director
1HQ UK

# Inviting social to the table

How Systems Thinking can help brands more meaningfully connect on social media.

It's ironic that, despite our name, social media specialists have long worked in isolation. For too many years, social media departments have been relegated to weaving the mysterious dark arts of social in shady corners, while the 'real' marketers get a seat at the brand table. Sure, we might get a sneak peek of a marketing plan or be on the receiving end of new brand assets that refuse to squeeze into a thumbnail but, for the most part, we've operated in a social vacuum that stands apart from the wider brand ecosystem.

This approach flies in the face of Systems Thinking. Rather than look at a brand world as an interconnected whole, the reductionist view of many social media practitioners focuses on social media in silo, reducing it to its most basic parts – likes, impressions, posts and channels. This approach may have worked for a while but, given social's increasingly important role in brand discovery and consideration, it's time for the boundaries between 'brand' and 'social' to be removed. Instead, we need to explore how social media can become an extension of the wider brand world. >>>

Photo by Renee Fisher on Unsplash

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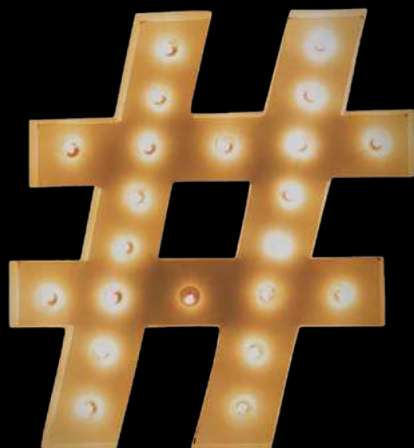
The problem with reductionism in social media

Social media plays a significant role in contributing to a customer's overall experience of a brand. No other medium allows customers to talk to a brand, to engage with other customers, to seek entertainment, to access customer service, to buy their products. When done right, social media can become a living, breathing embodiment of your brand, an extension of an entire world for customers to experience. When done wrong, social is reduced to likes, views, comments, single pieces of content, all cluttered with jargon that serves to keep it firmly within its own separate domain.

This reductionist view has very real effects. Despite the year-on-year increases in social media spend, according to the CMO surveys, the level of impact social media has on businesses has flatlined. And yet, every week, my inbox is flooded with success stories of viral branded content that achieves reach in the millions. These figures might look good on a marketing report but, by reducing the purpose of social media to these basic components, it limits social's potential to deliver real brand and business impact.

Systems Thinking offers a way to change this. A way to bring the worlds of 'brand' and 'social' a little closer, to meaningfully connect with customers, and deliver the metrics that truly matter.

Social media should be an extension of brand experience

Systems Thinking shows us that it's the interconnections between many things that truly make a brand. Logos, product experience, advertising, semiotic cues, in-store experiences – all things that form the greater whole of the brand experience. Stronger together, weaker apart. And social media needs to become woven into this world too.

**Perhaps this sounds simple, but it requires a fundamental shift in marketer's thinking:**

> It means dissolving the barriers between brand and social within internal marketing teams and external agencies.

> It means moving beyond measuring social's impact in terms of reach and engagement metrics and asking the harder questions around how it influences brand and business objectives.

> It means social becomes more than just social – it becomes an extension of the wider brand ecosystem.

Some of the most successful brands have achieved this. Take *All Things Hair'* - the award-winning social channel set up by Unilever, that delivers hair tutorials based on the latest Google searches. Or *'Lego Ideas'* - the co-creation hub that encourages creativity and playfulness at any age.

Both are more than just social channels, more than just content, more than just impressive viewing figures. These brands use social media to extend their brand experience and deliver genuine brand and business value to their organisations as a result. >>>
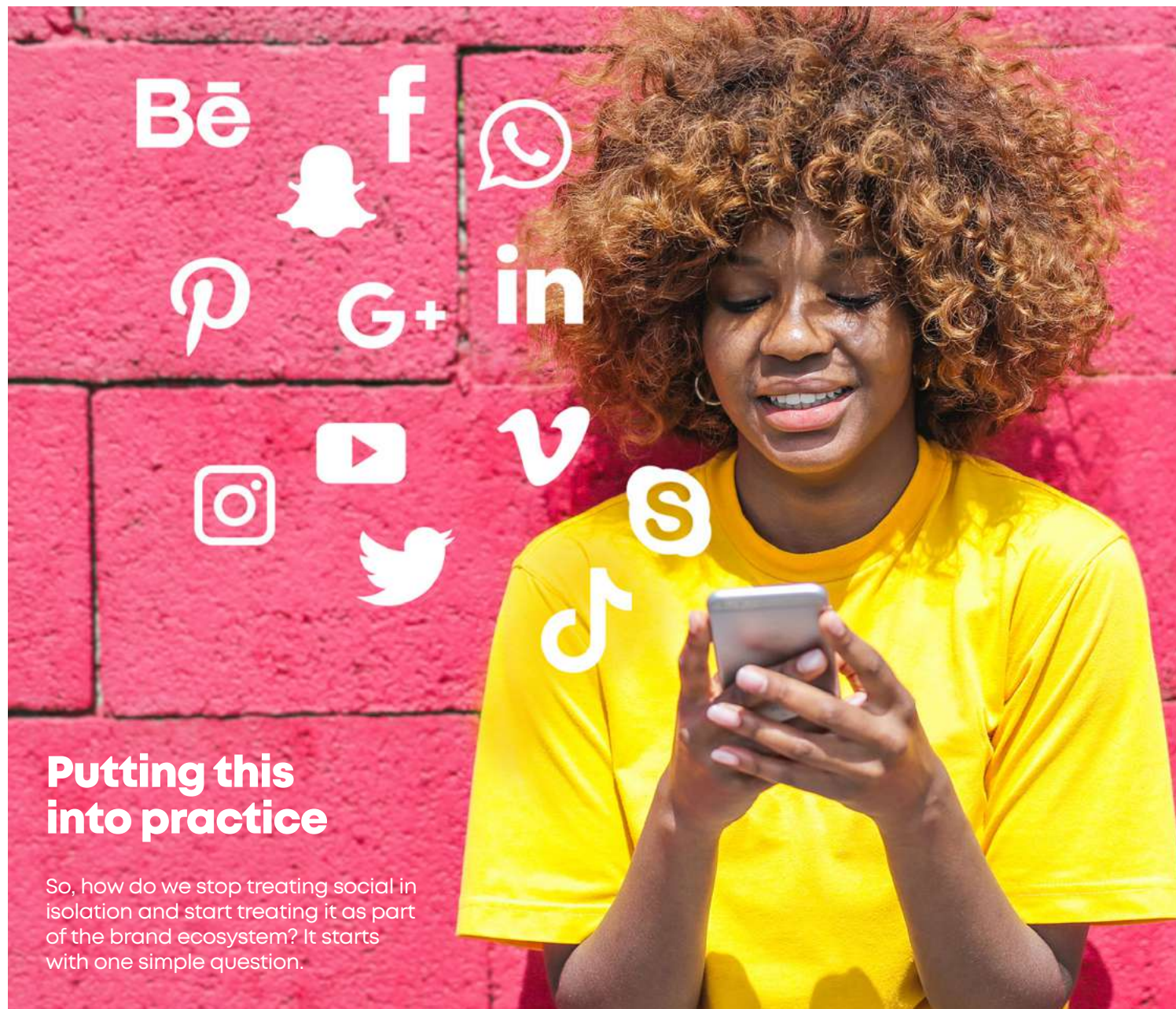
Putting this into practice

So, how do we stop treating social in isolation and start treating it as part of the brand ecosystem? It starts with one simple question.

What is the reason someone will engage with, and remember, your brand on social?

If half as much time and energy was spent answering this question than is currently spent on churning out branded content, brands would discover that social can contribute a lot more to their business.

Putting this into practice has its challenges. Companies must evolve an overarching brand positioning to become the north star for all social activity, reject the usual static brand book and co-create with brand and social teams to ensure a brand can live, breathe, talk, engage and add real value.

To embrace a positive change, companies need to break down silos between brand and social teams internally, and brand and social agencies externally. Upstream brand thinking must also be extended into downstream social experience, ensuring a feedback loop is in place to continually optimise both.

Only by giving both brand and social teams seats at the table will this be achievable. Executing this seamlessly will help social to become less isolated and deliver an impact that can be felt widely through the business. And by inviting social to that table, it's my hope that social will become, well, a bit more social. Q

What's going on?

Stay inspired and up to date.

3 MINUTE READ

LONDON

01 Alice: Curiouser and Curiouser

The Victoria and Albert Museum,
12 St Martin's St, London, WC2H 7HA

Until 31st December 2021

This exhibition studies Lewis Carroll's Alice's Adventures in Wonderland and how it grew into a global phenomenon over 156 years. From original drawings, inspired fashion collections and a VR experience, this exhibition delves into the evolution of Carroll's manuscript.

02 Fidelio Orchestra Café

91-95 Clerkenwell Rd,
London, EC1R 5BX

Regular dates in 2021

What if you could combine classical music with culinary creations from Alan Rosenthal? Introducing, *The Fidelio Café* in London. Creating a unique experience of intimate concerts with delicious food. Their vision is to create a community of enthusiasts and to promote music's ability to bring people together.

NEW YORK

03 The Yayoi Kusama: Cosmic Nature Exhibit

New York Botanical Garden,
2900 Southern Blvd, Bronx, NY 10458

Until 31st October 2021

Yayoi Kusama a Japanese contemporary artist has created an exhibition based on her profound connection with nature. Check out the monumental sculptures splattered with Kusama's infamous polka dots and a brand-new infinity mirrored room experience.

04 MoMA PS1 – Warm Up

22-25 Jackson Avenue,
Queens, NY 11101

7th, 14th and 21st August 2021

Throughout August, MoMA PS1 will present their outdoor music series, *Warm Up* – to be enjoyed both online and in person. This year's program will be performed from Rashid Johnson's Stage and seeks to elevate innovative, underrepresented voices and connect fans with music's most important artists. >>>

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AMSTERDAM

05 The Art of the Brick

Kalverpassage shopping centre, Kalverstraat 212, 1012 WP Amsterdam

Until 29th August 2021

American artist Nathan Sawaya has created *The Art of the Brick*. Composed of up to one million LEGO® bricks, this exhibition has over 100 unique LEGO® builds. This exhibition relates to all ages, from LEGO® fans to art lovers. Admire a six-meter-long T-Rex skeleton made of more than 80,000 bricks and world-famous works of art by Da Vinci, Vermeer and Rembrandt in 2D and 3D, LEGO® structures.

06 Healing through art

Oosterkerk, Kleine Wittenburgerstraat 1, 1018 LS AMSTERDAM

23rd – 28th August 2021

Internationally recognised Amsterdam artist Jamal Khamis kept busy during lockdown by creating a brand-new collection of life-size paintings. Not only does the exhibition showcase his incredible work, it also supports a good cause. Khamis uses his art to support War Child's activities in Lebanon. All paintings are available through direct donations to War Child Holland.

SINGAPORE

07 New World's End

90 Goodman Road, Blk B #05-09, Singapore 439053

Until 31st December 2022

OH! Stories' *New World's End* is a mesmerising and immersive audio-guided art experience. The tour will transport you back to the New World Amusement Park in the 1970s, where you will embark on a journey with a pair of young lovers.

08 Virtual Realms: Videogames Transformed

ArtScience Museum, 6 Bayfront Avenue, Singapore 018974

Until 9th January 2022

Step into the world of videogames in a series of playful and interactive instalments that will take you on a journey through new abstract worlds. With its global premiere at the ArtScience Museum in Singapore, this exhibition pairs six of the world's most acclaimed videogame developers with six leading media design studios. Q

Photo courtesy of Marina Bay Sands

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3 MINUTE READ

Design vs Systems Thinking

The ecosystems of interconnected components and other stories...

Kostas Konstaninou

Creative Director
1HQ NL

An aspect of design I enjoy the most is the process of learning by doing - or in other terms - to make sense of my thinking and see it unfold in the process. Breaking down the world of design or a specific brief - sometimes a task in itself - is a studious journey and can reveal a mosaic of interconnected pieces that construct a functional volume that is greater than that of the individual assets. Ultimately, this is where the balance between creative thinking and Systems Thinking join powers, and one of the greatest ever challenges for contemporary creatives is born.

Systems Thinking has historically been the amalgamation of theory and practice and as design boasts a systematic approach to problem solving, the two have been matched perfectly to generate aesthetics and solutions alike. The relationship of these two is not a rigid one, it ought to manifest and alternate in a variety of ways to apply itself flexibly to a design process; discovering, defining and developing the collective exchange of elements to inform design behaviour. This organic process - in the case of creating a new brand particularly - is agile and multi-layered, it depends and flourishes on putting the focus on the entire ecosystem as opposed to prioritising solely on the end user. Currently, the demands of a brand and its behaviour are far greater than ever before and that's how Systems Thinking facilitates the process and its sustenance. >>>

Photo by Nicolas J Leclercq on Unsplash

When creating a new brand; the possibilities are limitless and so are the responsibilities.

A brand equates to several components, chief amongst them a memorable and meaningful name, a significant positioning rooted in "good ol' strategy", a strong purpose which often sets the mood for a brand's behaviour, an effortless application of creative principles, and last but not least, the alluring and quintessential tone of voice. These are a few elements that help create a brand and are systematically interconnected to offer succinct communication and promotion of said brand. These also create brand loyalty and fulfil its performance as it evolves, changes, and adapts. Such elements cannot be skipped for they are interdependent, they cannot be replaced or missed as they would consequently act as a collection of parts, not a methodical design system.

For many years we've discussed the importance of a brand's holistic function and a solid relationship between these components is what drives it to conquer or collapse. All such systems have an unquestionable purpose and that is the ability to observe from a broader point of view, to function based on patterns, trends, conditions and events, as well as to give birth to a stronger brand.

Consistent use and creative application of a brand's design system will help define decisions and resolve new challenges.

For instance, a strong and effective tone of voice will enable the brand to create intrigue, clarify a point, target one group over the other, even pardon the brand from a misinformed decision; but it will not be enough without all other brand components. At length, consumers examine a brand in detail, therefore a brand needs to apply systematic and thorough thinking in everything they do to improve the bond they share with people.

Brands that get it right will find themselves narrating beautiful stories, existing with a purpose, outlining their function and creating everlasting presence that is systematically updated into consumers' lives but also creatively penetrating their minds and heart in relevant ways. Q

Andrea Ciufo

Data Scientist
CollidaScope

4
MINUTE
READ

The Italian Job

A story of data and love.

One of the most classic stereotypes about Italian males is the idea that we are "mummy's boys", and honestly, as an Italian, I love it. Sadly, there is a point in life when roles change and you start taking care of your mother. From making sure she is taking care of her health to partaking in all the routine check-ups that are required when you are aging. Last week, I was talking with her about her blood analysis results, despite the Mediterranean diet and the good Body Mass Index, her cholesterol level was still too high.

During a video-call, I asked "Hey mum how much physical activity are you doing?", "Well darling, honestly I'm not exercising too much. I'm always busy at work and I always forget to stay active".

I decided then and there that I needed to fix this and as a Data Scientist, passionate about framing and solving problems by leveraging the power of data, I took to the challenge.

I had to create a system of feedback and data tracking to help her stick to a physical activity plan that would improve her health and lower her cholesterol. I decided to give her a smartwatch and connect it to an email account specifically created for this task. My mother was initially sceptical but decided to give it a try. >>>

Photo by Alexander Sinn on Unsplash

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The first major benefit was that it created awareness and mental availability of the problem.

As she began to use the smartwatch, she became incentivised to reach a minimum level of activity each day. Moreover, when she spent too much time sitting down an alert was triggered and reminded her to move for a short walk. Connecting her data to the email account completed the system loop and at the end of each week we could review the data. I, the typical "mummy's boy", could talk with her about her progress and we could ensure she was taking proactive steps to reinforce the healthy behaviours.

But before the big reveal, before discovering if this intervention was a success, let's sidestep and look at the history of this type of health intervention.

Using technology and tracking these kinds of activities is nothing new, indeed our society started using wearable computers around the '70s. It was only in 2007 that Wired magazine editors Gary Wolf and Kevin Kelly used the term 'quantified self' to describe "a collaboration of users and tool makers who share an interest in self-knowledge through self-tracking". In 2010 Gary Wolf gave a very interesting Ted Talk describing this new social e-cultural phenomenon of self-tracking with technology. It is interesting to say that self-tracking is not the only way to define this phenomenon; other common terms are: auto-analytics, body hacking, self-quantifying and personal informatics.

Personally, as a Data Scientist, I have great expectations from self-tracking as a system to help improve physical and mental health and fortunately I am not alone. I recently read how Dr. Keith McNulty, Global Director, Talent

Photo by Mikhail Nilov on Pexels

> **"The new challenges ahead will be to improve sensor accuracy and to design more broad clinical trials to unlock the full potential of this holistic system for our health, and for the people we love.**

Science and Analytics at McKinsey, applied self-tracking to significantly reduce his personal diabetes risk.

According to several papers published in *Nature* over the last decades, research and academics have made incredible progress and established that wearable devices can improve our health. Crucially, smartwatches are particularly good at improving detection of certain heart diseases like atrial fibrillation by picking up warning signs early through digital health sensors. The new challenges ahead will be to improve sensor accuracy and to design more broad clinical trials to unlock the full potential of this holistic system for our health, and for the people we love.

My mother's cholesterol levels are now decreasing - her doctor is very pleased with her new exercise regime and the effect it is having. Most importantly, my mother feels better and healthier. Technology and data working together as a system has improved the quality of her life.

As for me, my primary goal, as the Italian "mummy's boy", is how to bring her to London along with a dish of freshly baked lasagna (which won't help *my* cholesterol much). Q

COLLIDASCOPE

4 MINUTE READ

Clare Cotton

Associate Director of Brand & Innovation Strategy
1HQ UK

Systems 1 Thinking
What marketeers should know.

At 1HQ, Systems 1 Thinking is critical to how we approach brand positioning and innovation projects. It makes our work connect to consumers more intuitively and creates results that are more effective on shelf.

In essence our brains have 2 modes of thinking. It's what Daniel Kahneman summed up in *Thinking, Fast and Slow*. Systems 1 is the fast, intuitive and unconscious mode but it is prone to bias. It's our real 'gut instinct', and Malcom Gladwell's theory *Blink!* is all about the concept and power of "thin-slicing". Gladwell argues that all human beings are innately good at finding patterns and reading situations subconsciously in the blink of an eye and so we should listen to it more. Systems 2 Thinking is the slower, more logical and conscious style of thinking.

What all marketeers need to know is that 95% of our purchase decision making takes place in the subconscious mind, so it uses Systems 1 Thinking. It's therefore key that we tap into the fast intuitive Systems 1 Thinking to create innovations and brand positionings that win in the market.

This 95% figure comes from research by Harvard Business School professor Gerald Zaltman. He showed that while consumers may tell us lots of rational ways they choose a brand (price, benefits etc) in a focus group or survey, when you see how the neuroscience works and measure physiological or response latency measures, it's the subconscious that's really driving the decision at shelf. >>>

95%
of our purchase decision making takes place in the subconscious mind. It's our real 'gut instinct'.

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The importance of tapping into Systems 1 is especially key within FMCG where we have very saturated competitive categories with very similar products and benefits.

Here the way to differentiate is through a more relevant and emotionally connected brand positioning. 2D and 3D structural design is also relied upon to tap into positive associations at a deeper level. A traditional brand can be rejuvenated by simply shifting subconscious dated and residual codes to more emergent codes. This helps to build a new positive story on the foundations of the brands core proposition.

Traditional market research offers invaluable insight into the part of the consumer's relationship with the brand that they can consciously articulate. However, it doesn't indicate the deeper cultural factors that drive the consumer's interaction with the brand or how they really feel.

Photo by Jean Philippe Delberghe on Unsplash

At 1HQ we use projective techniques like metaphors and the social anthropology skills of semioticians who factor in a cultural lens, plus a host of other techniques to keep our analysis both wide and deep.

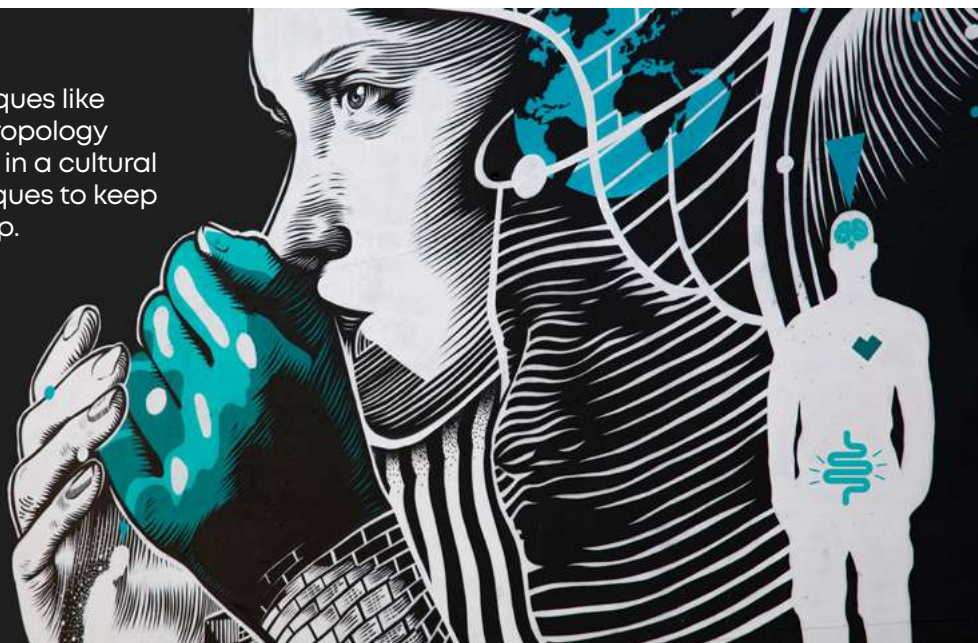## We use two approaches to identify winning brand opportunities:

01 Bottom-up
This approach gives you a cultural situation report in the form of a semiotic map. It's a form of trend forecasting that is more routed in deeper cultural shifts that short terms fads. By mapping residual (past), dominant (present) and emergent (future) codes, you can identify opportunity spaces that modernise and future-proof your brand.

02 Top-down
This approach overlays the relevant hidden meanings of the broader role of your category (and its neighbours), that exist in our minds, thanks to deep rooted cultural understanding. Overlapping a number of different coded meanings can create opportunity gold and this is where we can build unique positionings that truly resonate with your brand and connect with consumers subconscious. It's all about identifying the opportunities that will drive equity now and into the future.

The bottom line is that by embracing Systems 1 Thinking, you get to influence the part of the brain that makes 95% of the decision at the point of purchase. You also end up with a more unique positioning that is more ownable and helps future proof your brand. ⌕

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Photo by Andrea Piacquadio on Pexels

Top 5 brand systems

2
MINUTE
READ

01 GroGuru

Founded in 2014 GroGuru has combined data and AI to shape the future of the farming industry. Focused on helping farmers implement strategic irrigation management, GroGuru uses sensors that measure soil moisture, temperature and salinity to increase sustainability and efficiency.

02 Bluebell InTouch

Helping to care for the ones you love in a simple holistic way. Bluebell InTouch is an easy-to-use monitoring system for the elderly and vulnerable with immediate alerts for peace of mind. The device is able to detect any small changes from usual patterns in breathing, temperature and activity to receive help earlier.

03 The Rapport Project

What if your gadgets knew how you were feeling? The Rapport project, designed by Joe Smith, Yeawon Choi, Yifei Chai and Yuchang Chou, aspires to achieve just that. Rapport uses an empathetic communication system to measure facial expressions and suggest music to fit your mood.

04 OmniPod

OmniPod is changing the way people monitor and manage their diabetes by replacing the need for multiple daily injections. The small, lightweight and tubeless Pod is controlled by a smartphone like device, allowing for personalised insulin delivery. The user is able to tag activities, create a daily routine, review diabetes patterns and share data with healthcare providers.

05 Loop

The 21st Century milkman. TerraCycle's Loop not only delivers consumers favourite branded products to their doorstep, but it also collects the empty containers so they can be cleaned, refilled and shipped out to consumers all over again. Earlier this year Loop announced their partnership with Ulta Beauty, the biggest beauty retailer in the US, and have teamed up with Tesco to be available in selected stores later this year, showing they have come loops and bounds since their launch in 2019. Q

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Bluebell InTouch monitoring device
Photo courtesy of bluebellbabymonitor.com

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Building brilliant brands One Hard Question at a time.

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