

11 THINGS

Rose Keen Reminded Us At Experimentation Elite About Brains, Biases, And Why Customers Are Not Spreadsheets



TL;DR

**Most decisions aren't
rational.**

***AKA: Your customers
decided before your logic
arrived***



1 The question

Quick. Don't overthink it.

Which one is a Booba? Which one is a Kiki?



Now remember your answer

2 The problem

Most marketing assumes customers are rational. They are not. Neither are you.

95% of thinking happens subconsciously. That means:

- logic is late to the party
- reasons come after decisions
- and “I liked it” gets dressed up as justification

If you don't
design for the
irrational, you're
only designing
for **5%** of
decisions.



Remember
Booba and **Kiki**?



3 You looked at two shapes

**But your brain just...decided
which was which.**

- No reasoning.
- No cost-benefit analysis.
- No spreadsheet.

And that's the point.

Things
influence your
customers **all**
the time...

...and they
don't know it
either.



4 Behavioural science

Is not mind control

None of this:

- hypnosis
- manipulation
- Jedi tricks

4 Behavioural science

But more like...

- understanding how people actually decide
- designing experiences that don't fight the brain
- asking "is this good for the customer?" first

If it breaks
trust, it's **not**
clever.

It's just
nonsense.



5 How to spell **BRAINS**

6 biases you should remember

Bandwagon

Reciprocity

Anchoring

Impressions (Peak–End rule)

Now picture it

Scarcity

None of these
are **optional**.

They're
already
happening.



6 Bandwagon

If lots of people are doing a thing...

Your brain quietly assumes:

- it's safe
- it's normal
- you won't look stupid

Popularity is
persuasive.

Even when you
deny it isn't.



7 Reciprocity

When someone does you a favour...

You feel a deep, uncomfortable need to return it.

- this predates capitalism.
- even vampire bats do it (they also remember freeloaders).
- free samples, trials, incentives work
- not because people are greedy, but because brains hate imbalance.

Give first.

But don't be
weird about it.



8 Anchoring


Humans are terrible at judging value in isolation.

We compare:

- past prices
- nearby prices
- whatever we saw just before

It's why

- £15 wine feels outrageous in a supermarket
- and completely fine in a wine bar

If you  shift
the
comparison
point,
you shift how
the **price feels**.



9 Impressions

People don't remember experiences accurately.

They remember:

- the emotional peak
- the ending

Not

- the average.
- the effort.
- the journey map you lovingly made.

Design **that**
moment.



10 Now Picture It

Use concrete language

They remember:

- “white horse”
- “rusty engine”
- “flaming forest”

Not

- “available knowledge”
- “apparent fact”
- “subtle fault”

If they **can't**
picture it,
their brain will
bin it.



11 Scarcity

Scarcity works. A lot.

How?

- it nudges people to act
- because missing out feels worse than choosing wrong.

But fake scarcity?

- erodes trust
- teaches customers to ignore you

Use it
sparingly.

Mean it when
you say it.



Final mic drop

**Your customers are not
rational.**

**Your experiments should
reflect that.**

**Design for brains.
Not dashboards.**

If this made you uncomfortable,
your subconscious already
agreed.



Question Your Assumptions.
Not Just **Your Explanations.**
