Rory Sutherland’s
BLACK BOX

Unleashing the marketing power of subjective value.

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Inside The Customer’s Mind

The Black Box

- Wants
- Needs
- Biases
- Frame of Reference
- Psycho-logic
- Values
- Personality
- Experiences

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Subjective vs. Objective

Subjective Value
- Meaning
- Emotional Choices
- Anticipated Value
- Comparative Value
- Contextual Value
- Avoid Uncertainty
- Habit Heuristic
- Brand Loyalty
- I hate to wait
- Post-rationalization

Objective Reality
- Prices
- Products/Services
- Competition
- Context
- Activities

How can we unlock The Black Box?

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