



# EGE **EPIC** Growth Exchange

27<sup>th</sup> and 28<sup>th</sup> March 2025, Dublin, Ireland



# Rory Sutherland

Vice Chairman, Ogilvy and Author

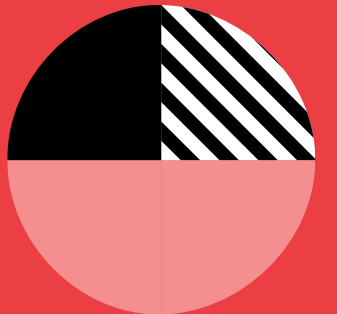
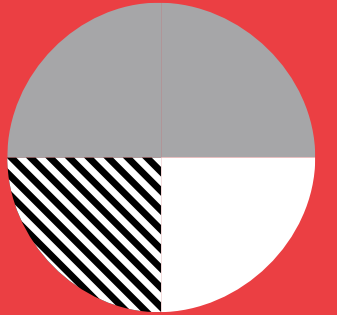
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*How human behaviour regularly defies logic & supporting data*

# EPIC CONJOINT

*Rory Sutherland*

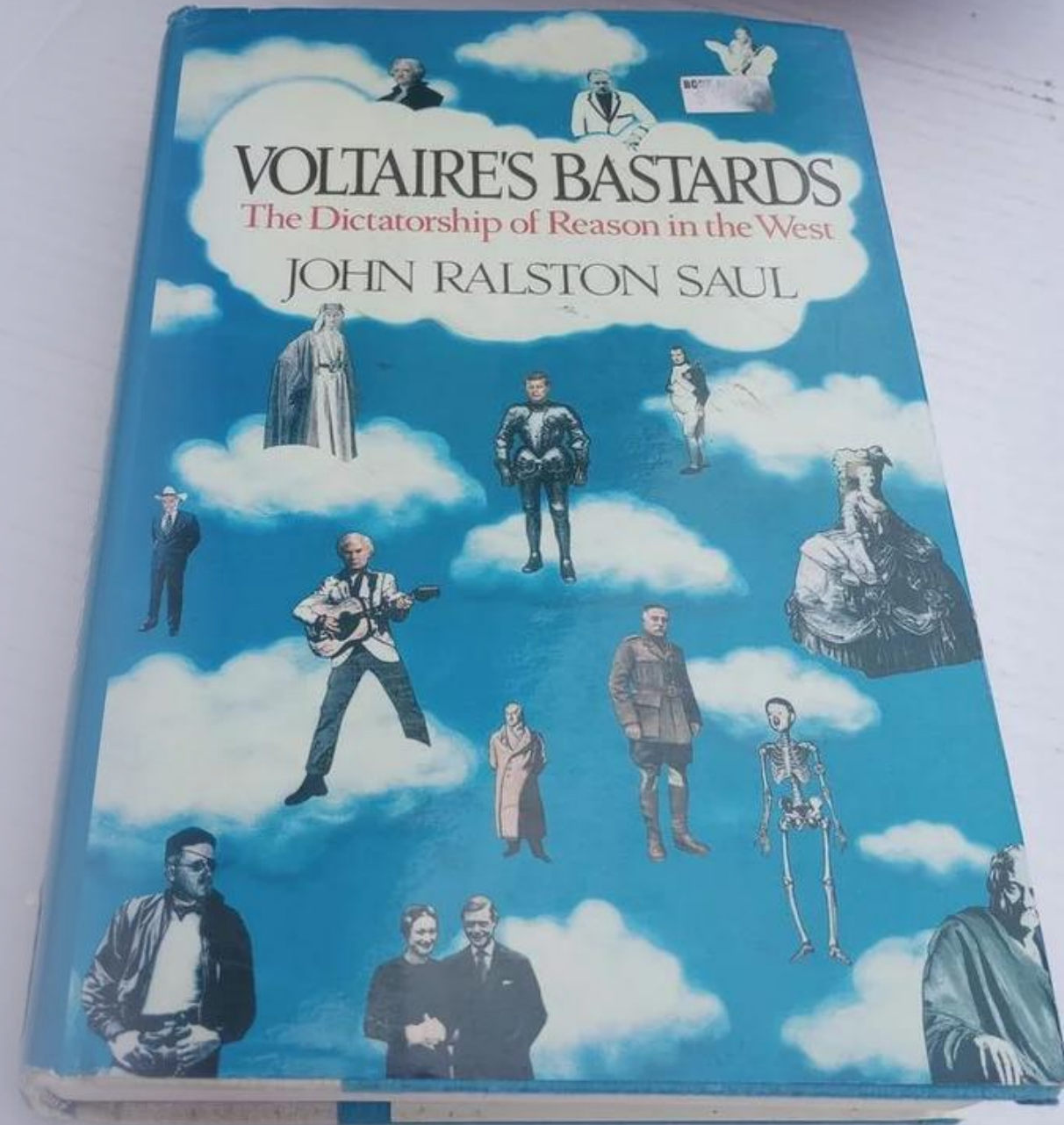
March 2025



Ogilvy

# Do you want to win arguments or solve problems?

Creativity is natural and innate.  
The question is not how to promote it – it's how to stop killing it off.



**“MOST PEOPLE, IN FACT,  
WILL NOT TAKE THE  
TROUBLE IN FINDING OUT  
THE TRUTH, BUT ARE  
MUCH MORE INCLINED TO  
ACCEPT THE FIRST STORY  
THEY HEAR.”**

Thucydides, history of the Peloponnesian War

**MARKETING:**

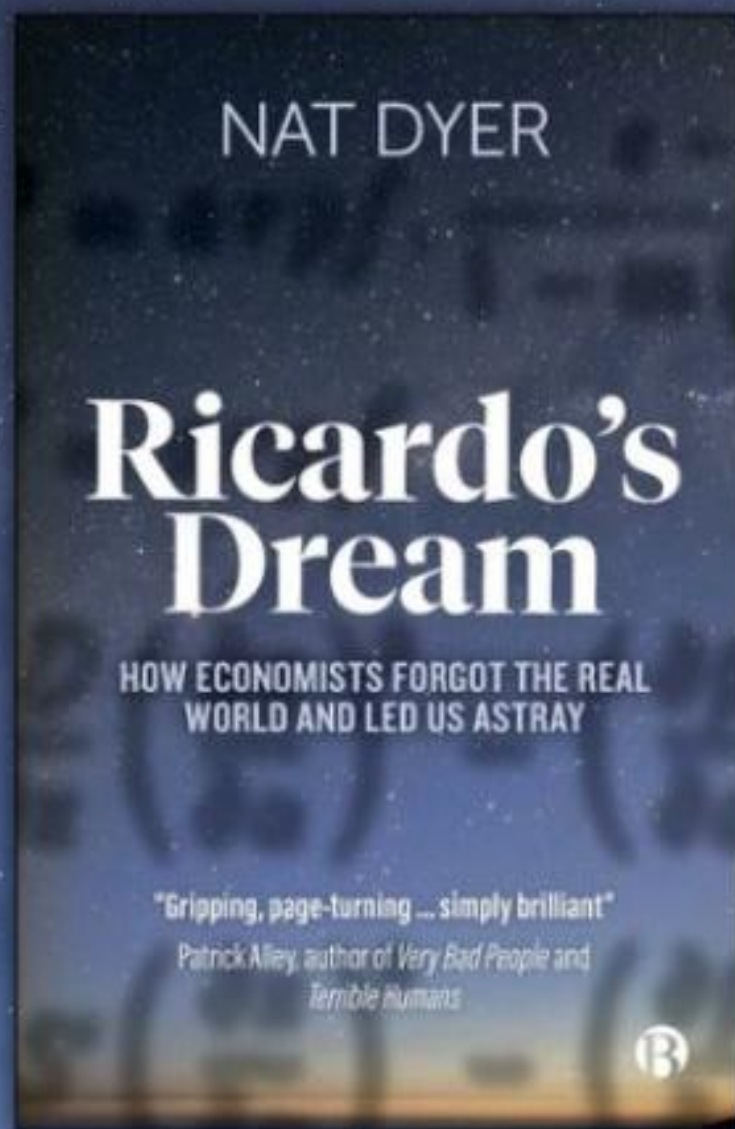
**THE SCIENCE OF  
KNOWING WHAT  
ECONOMISTS ARE  
WRONG ABOUT.**

**THE AVERAGE IS THE  
ENEMY OF THE  
MARKETER.**

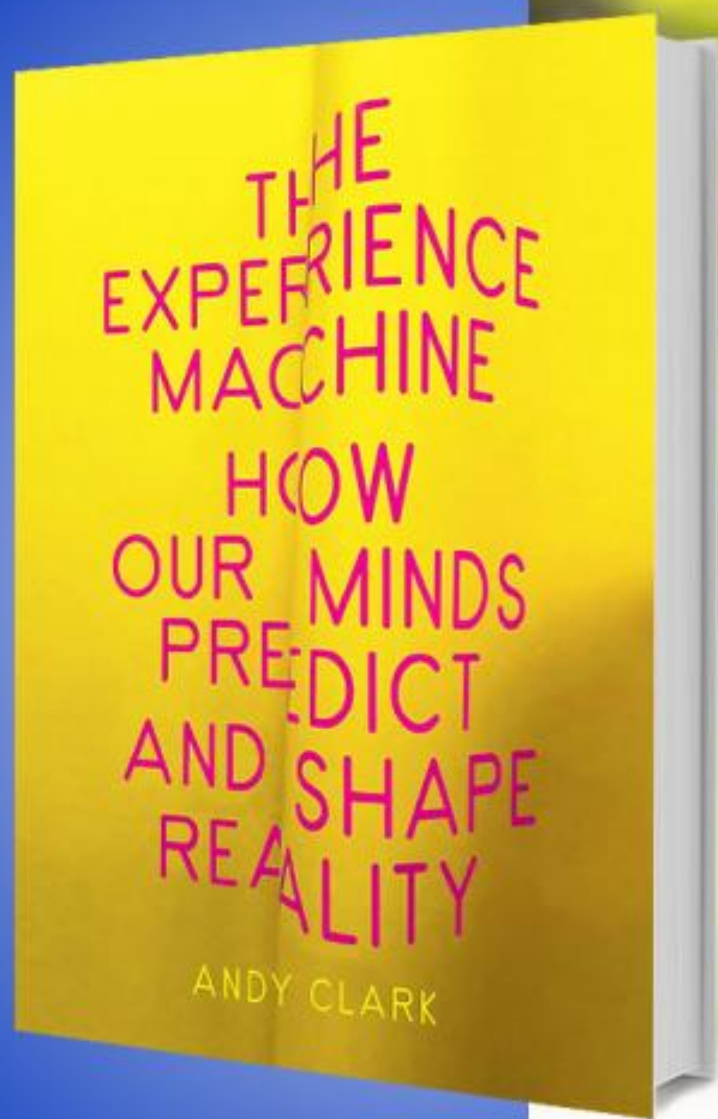


***"A heartfelt and reasoned  
call for a more human  
economics."***

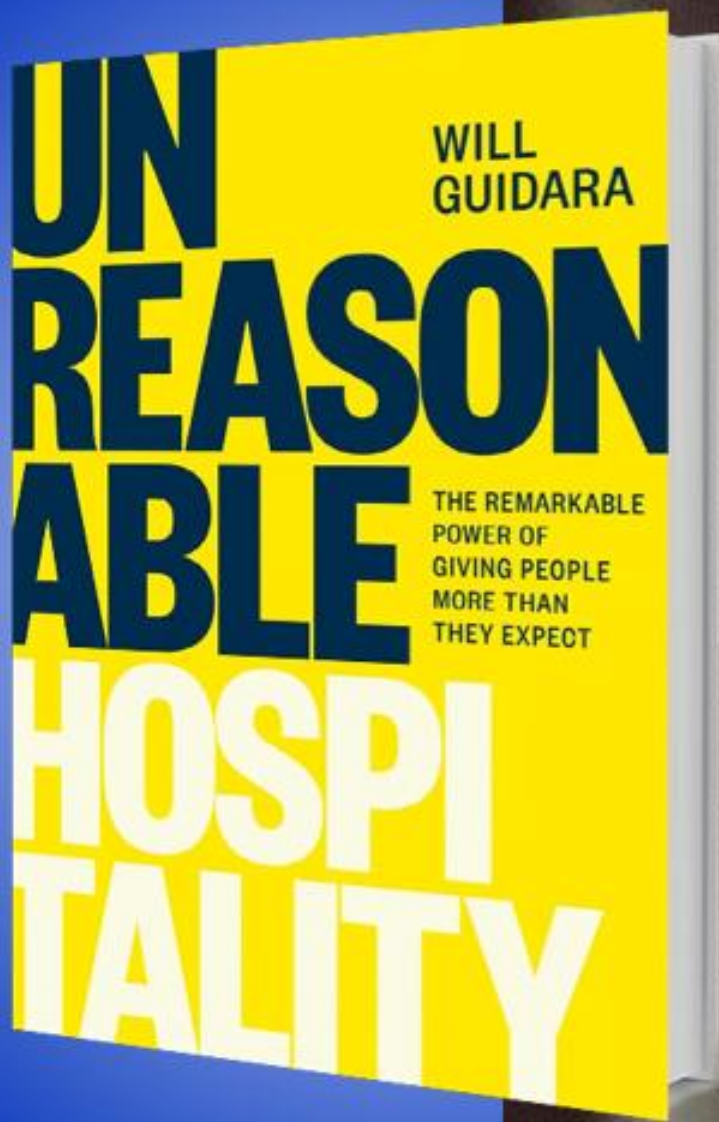
***Erica Thompson, author of  
Escape from Model Land***





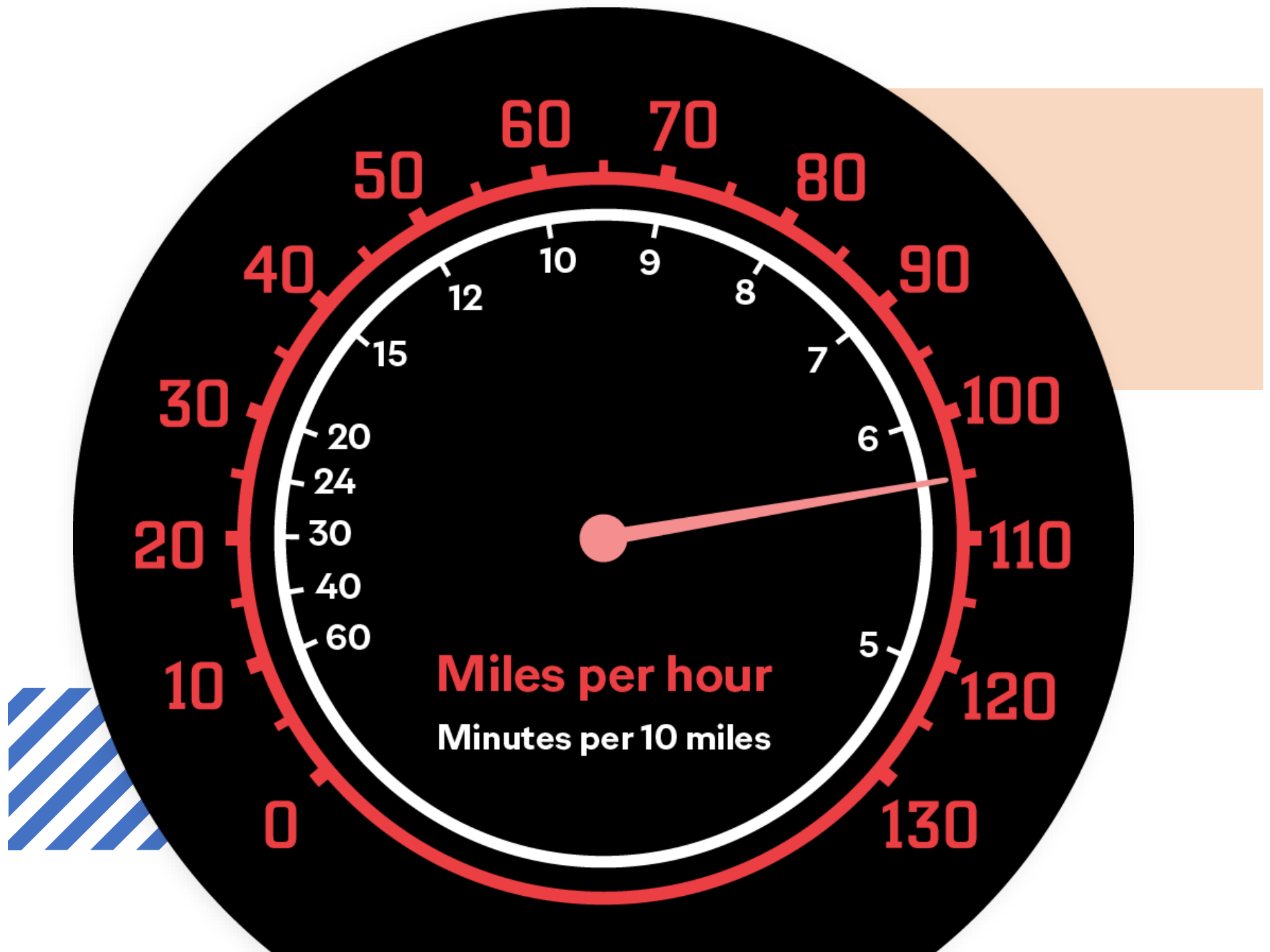






# REVERSE BENCHMARKING

**OPTIMISE FOR  
PERCEPTION NOT  
REALITY.**



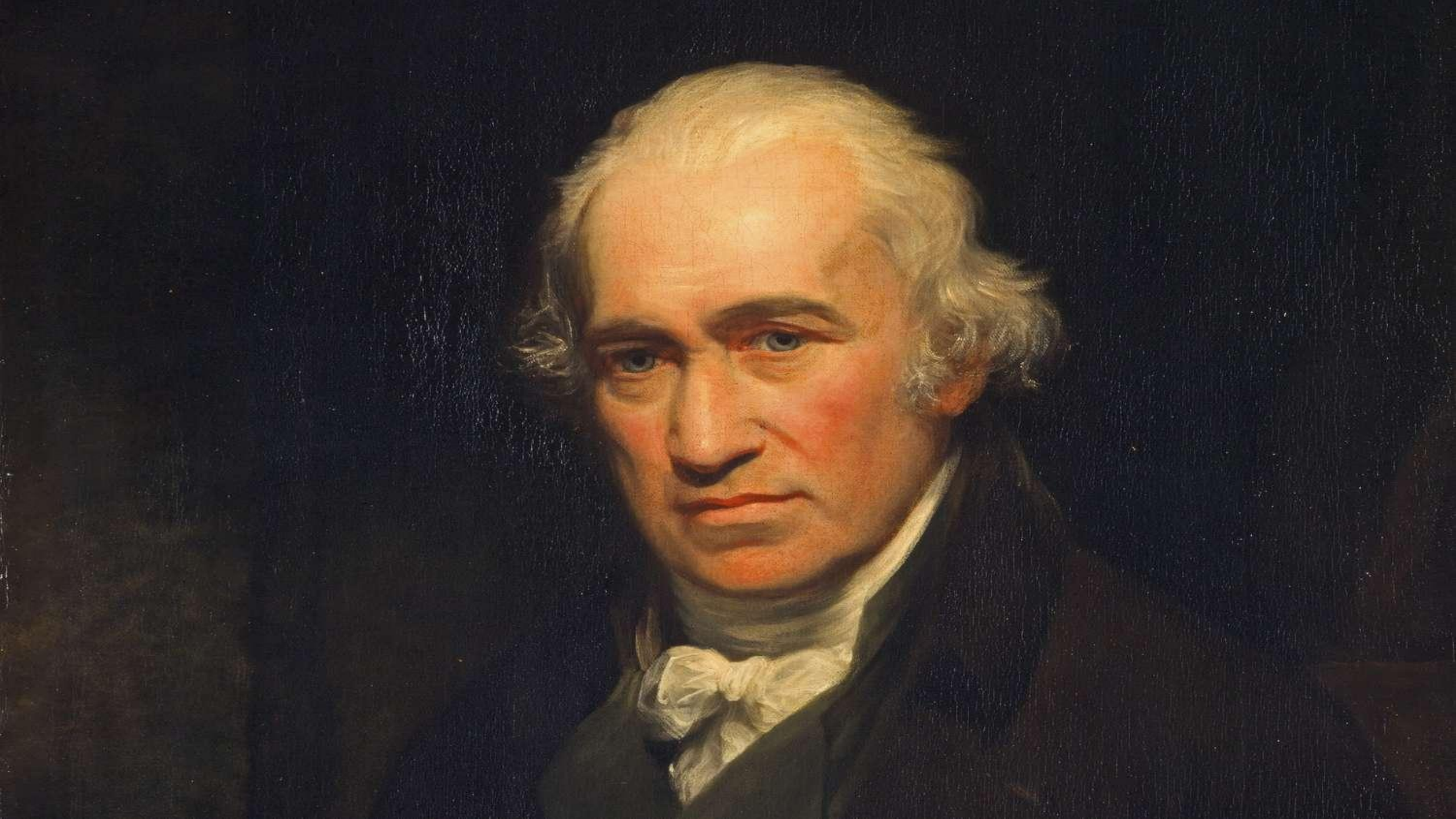




**THE EASIER  
WAY TO INNOVATE.**



**YOU CAN CHANGE A  
MILLION MINDS OR  
ONE CONTEXT.**





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Pickup Spot

Klyde Warren  
Park

Thanks-  
Giving Square

Dallas

DEEP ELLUM

DISTRICT

2.5 miles away

CEDARS

Ross Ave

Live Oak St

N Peak St  
N Haskell Ave

Main St

US-75 N

I-30 W

I-30 E

75

352

30

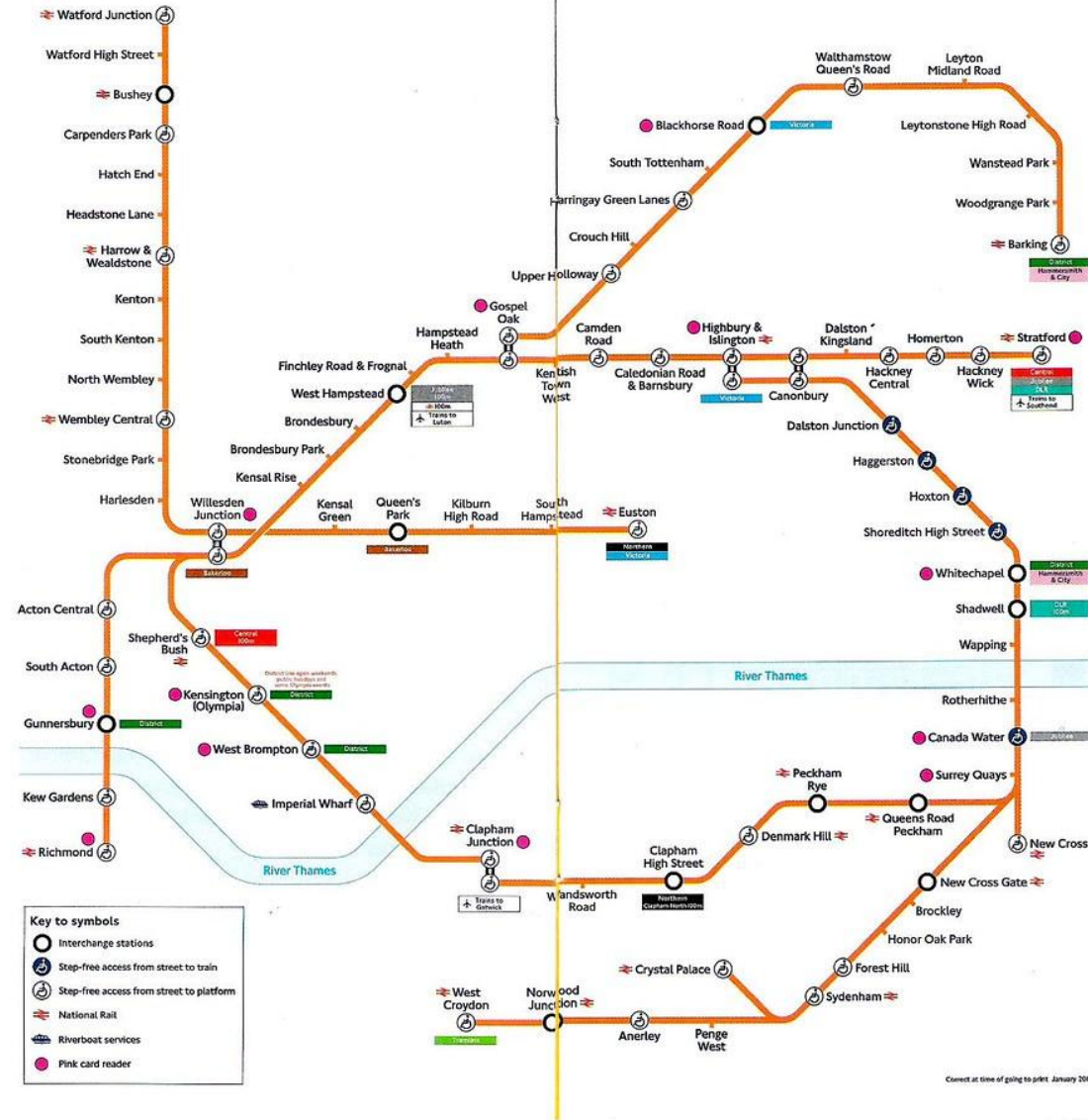
30

WEST END  
HISTORIC  
DISTRICT





# London Overground network map





**RATHER THAN TRYING TO  
CHANGE THE WORLD, WE CAN  
CHANGE HOW PEOPLE SEE THE  
WORLD.**

**WHEN PEOPLE SEE THE WORLD  
DIFFERENTLY, THEY BEHAVE  
DIFFERENTLY. THAT THEN  
CHANGES THE WORLD.**











NEU  
NOUVEAU



EDITION  
ALPINE

# finish

POWERBALL

## ULTRA PLUS

ALL IN 1

FRESH

INTENSIVE REINIGUNG  
NETTOYAGE INTENSIF

ENTFERNT EINGEBRANNTES  
EFFEKTIV  
ELIMINE EFFICACEMENT LES  
TRACES DE BRÛLÉ

BRILLANTER GLANZ  
ÉCLAT ÉBLOUISSANT

PFLEGT & SCHÜTZT  
ENTRETIENT ET PROTÈGE



25  
CAPS



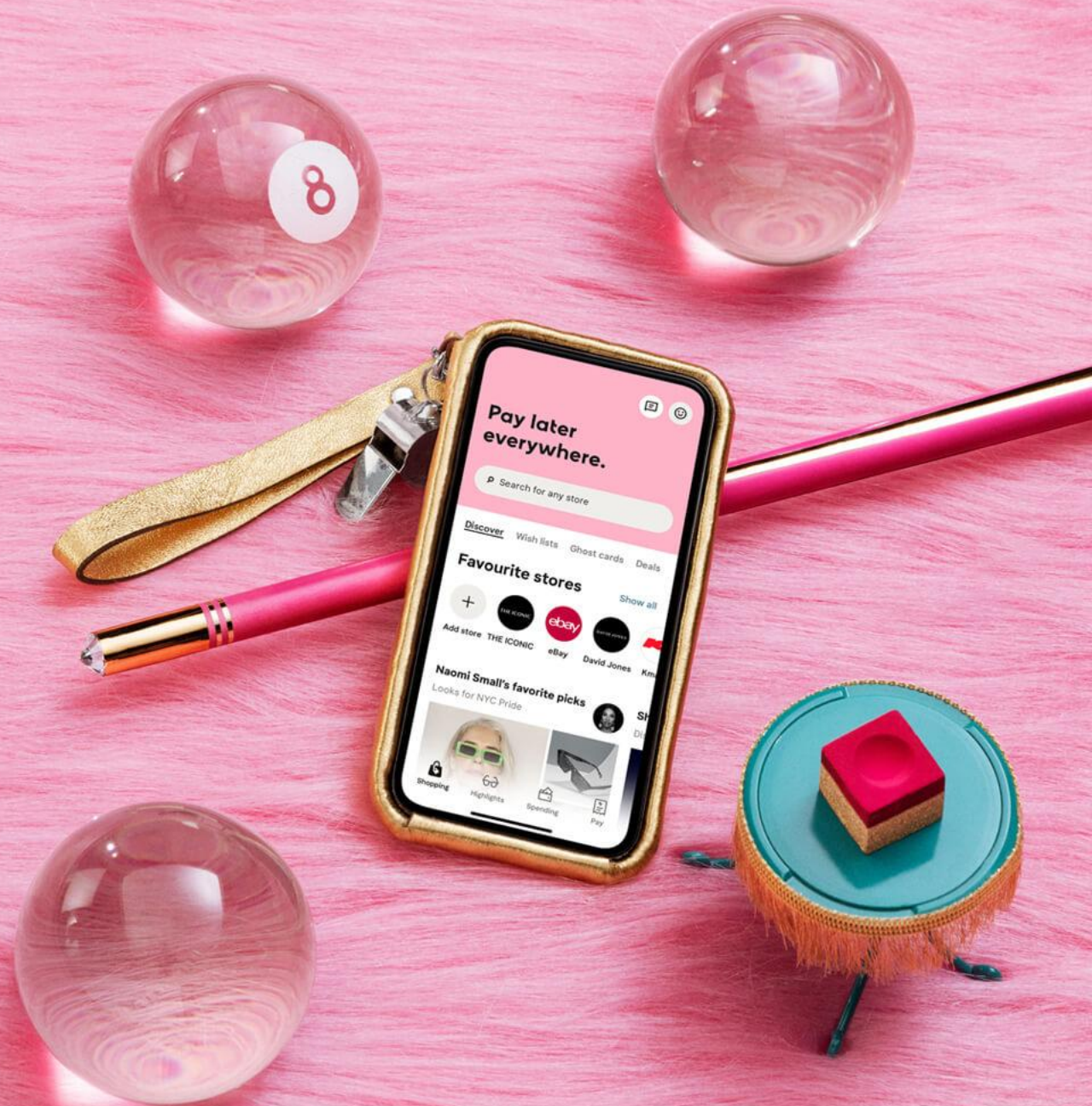
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4 ACTIONS PRO  
SPÜLGANG  
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RECYCELBARE VERPACKUNG  
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# Klarna.







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for normal hair



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JUST BECAUSE IT  
FOLLOWS  
ECONOMIC LOGIC  
DOESN'T MEAN IT'S  
LOGICAL.

TO *ECONOMIST'S*  
PRICE IS A NUMBER, TO  
*CONSUMERS* IT'S A  
FEELING.

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price

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price



M&S

EST. 1884

GIFTCARD



# MAD// Masters

Created by

*Rory Sutherland*

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