

Re
frame



Switching



Welcome to Reframe Switching

Why Reframe 'Switching'?

In a time of economic uncertainty and rapidly changing options, people's decision making about the brands, products, and services they use are evolving quickly.

Why focus on core consumer and household services?

This new decisioning dynamic is particularly impactful in the consumer and household services space, where consumers have moved away from 'set and forget' and into a more consistent openness to switching at any stage.

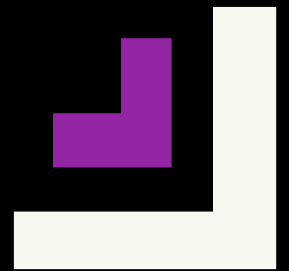
To help navigate this shift, we asked more than 1260 Australians what is going on in their world...

With focus on their relationship with services providers:

- Banking – everyday accounts, credit cards, loans, investment.
- Insurances - health, home & contents, car and life.
- Superannuation - retail, industry, SMSF, income stream.
- Utilities - energy, internet.



The core consumer and household services category feels *particularly uncertain* at the moment



Cost-of-living is the ever-present spectre driving skepticism and distrust.

As the cost of living crisis continues, many consumers feels that companies are out for themselves, prioritising profits over people. This perception is leading consumers to be more cautious and vigilant, increasing the perceived need to shop around and challenging the premise of brand loyalty.

"People are becoming so fed up with the cost of living, there is such a **lack of trust and faith** in a lot of areas of life. These companies need to get a lot more hands-on, supportive, and specific to how they can help."

23, Male, Recently Switched (Superannuation)



In the face of technological advances, consumers don't know who to trust.

Finance, Insurance, Utilities and Superannuation are particularly susceptible to technological advances and consumers are concerned they are not able to keep up

AI Evolution

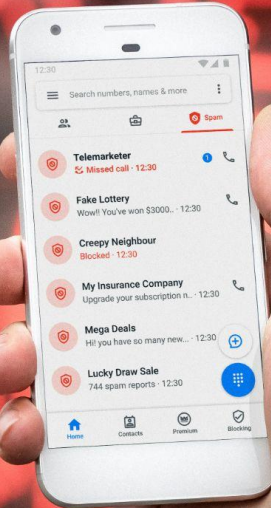
Proof-points are easier to fake than ever, AI can create perfect product descriptions and images in a moment.

Scams

Feel overwhelming and like they're coming from all angles, more advanced and harder to spot.

Security Breaches

Trust in data protection is fading as even the established brands face leaks.





Fragmentation is making the category **hard** to navigate

With more brand offerings than before each with more inclusions and exclusions consumers are getting overwhelmed navigating the best product for them.

Add to this digital-only disruptors going head-to-head with traditional brands, and the category is becoming increasingly challenging to navigate with buyers remorse more common than before.

In this changing context, people are more likely to question their services and providers

Brands in this space today face greater scrutiny, as consumers are evaluating them from a position of value-seeking AND scepticism, where the 'right' decision feels increasingly unclear.

*"There are so many brands/companies these days it's **hard to know which ones are genuinely doing the right thing** and not just in it to benefit themselves."*

36, Female, Planning Switch
(Superannuation)

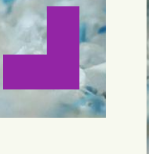
*"They spend a lot of money in the community **making themselves look good**, but they make much more being big brands who coerce and scare their customers that not staying with them is a big threat."*

47, Female, Planning Switch
(Insurance)



3 in 5

agree that these days, core consumer/household services feel like they're running them, not the other way around.





“Flexibility is the new popular.”

Consumers no longer view core consumer and household services through a long-term lens

Half

agree that loyalty to an core consumer/household services brand or provider is a luxury they no longer have

8 in 10

say even if they're not actively looking to change, they are always open to options if something better comes along.

*“What used to matter was locking in, setting and forgetting. **Flexibility is the new popular.**” - 32, Male, Recently Switched (Banking)*

*“Flexibility and customisation. These elements give me the ability to see and adjust to **what's best for my situation.** Flexibility in contract terms, payment options and usage plans.” - 25, Female, Recently Switched (Utilities)*



So how can brands influence consideration
at this early stage?



A man and a woman are standing in front of a wall with horizontal corrugated metal panels. The woman, on the left, is wearing a brown vest over a grey sweater and dark pants, holding a coffee cup. The man, on the right, is wearing a black jacket with grey accents and light blue jeans. They are holding hands and looking at each other.

“Feels like the fine print is getting finer.”


It is increasingly critical to build both *credibility* and *trust* to drive consideration

2 in 3 

agree that services like utilities, insurances and banking feel more important to get right than ever, but harder to understand and manage

The ways that the category is changing feel out of people's control, as though all the power is sitting with the brands, not with them.

Particularly in regards to core consumer and household services, where consumers in the consideration phase are actively searching for alternatives that feel more easily aligned with their needs.




“A lot of big businesses have **lost a lot of customers** due to their dishonesty or greed in the past and a lot of people not only in Australia but around the world are starting to see, **not all is what it seems to be** with big money-making companies.”

36, Female, Planning Switch (Superannuation)



But...

Credibility and
trust are *very*
different things



In a disrupted context, consumer and household services brands must earn both of these to reassure consumers and drive consideration.

Marketers and brands often treat these as interchangeable.

But from a consumer's perspective **they are not the same** - each has a distinct role to play and they need to be built in different ways.

... conflating them risks missing what matters, and delivering to neither.

Brands need to deliver to **both** for consumers to feel confident to consider.

Credibility

speaks to people's core functional needs

Credibility (via credentials) are the tangible factors of what consumers need from a services brand. The baseline of what consumers need from a provider.

Trust

is emotional, intangible, and takes time and experience to grow

Trust is often described in human terms, like a relationship with a person. And like a relationship, trust is built over time.



How and when do you ensure
you're communicating
Credibility?



Credibility is the first signal to consumers that a brand is even worth considering

When people are first assessing brands, they begin with the functional pillars of Credibility.

This is often built on the stated and delivered credentials of a brand within the category ... *Does this brand do what I need it to do, can I understand its offerings, does it deliver on its promises?*

Without credibility, consideration a non-starter - brands don't even make it to the shortlist.



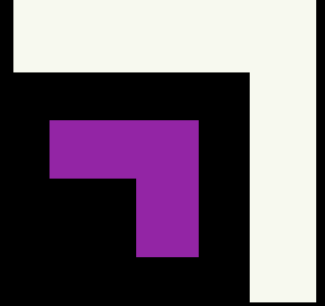
"Credibility comes first. If you find a brand credible, as long as they show good behaviours and experiences, over time, trust will be built." - 58, Female, Planning Switch (Utilities)

"Credibility feels more factual and logical. It is based on evidence, they can back it up." - 24, Male, Recently Switched (Banking)

"Credibility is about being able to believe what they are saying. Do they know what they are talking about" - 59, Female, Planning Switch (Banking)



There are **six levers** to pull to establish Credibility for your brand



Brands need to deliver every single one of these pillars – however, each category will have levers that are more important to deliver to and get right.

Clarity

Cut the fluff. Speak simply and directly so people understand the brand at a glance.

Capability

Show what the brand is made of. Back it up with proof, not puff.

Control

Put power in customers' hands. Flexible, transparent, and on their terms.

Consistency

Say what you mean. Do it the same way, every time, everywhere, over and over again.

Care

Be human. Listen, respond, and show that the brand really cares.

Context

Show up in the right places. Make the brand's message fit the moment.



And what about building **Trust**?



Trust is the supercharger to consideration

Trust takes core consumer/household services brands into the next stage of consideration.

While credibility is functional, decision making is more emotional and trust is where an emotional connection with a brand is formed.

This connection is the **level up**.

*"Trust is something that is **gained from knowing something or someone for a long time and knowing that they are who they say they are.**"*

36, Female, Planning Switch (Superannuation)

***Trust goes deeper** than [credibility] as it's based on character or reliability. Trust is built over time through behaviour and experience."*

58, Female, Planning Switch (Utilities)

*"Trust is more **emotional and personal**, it's about your confidence in someone or something's intentions."*

24, Male, Recently Switched (Banking)

*"Some businesses are simple and trustworthy. **You just believe in them.** They may not be big but you still like them."*

41, Male, Recently Switched (Superannuation)



But we need to recognise how Trust works

Trust with a brand is built through experience, and gained over time

Consumers see trust as something earned over time, describing it like a relationship - built through consistent, positive interactions.

"Trust is something that is built up over time. Trust is not an instant thing ... But this can also disappear quickly." - 68, Male, Planning Switch (Utilities)


...But in consideration, services brands aren't able to leverage trust built over time

People are not your customer yet - there is no existing relationship through which brands can earn trust.

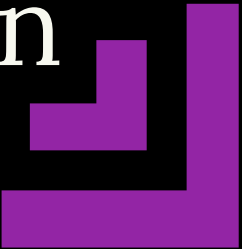
*"Trust is something that has to be **earned over time** by consistently doing the right thing." - 32, Male, Recently Switched (Banking)*

Brands, therefore, need to drive consideration through other means, creating signals that spark a similar sense of connection.





Reputation is your shortcut to *trust* and connection



At the point of consideration, brands can't count on trust and relying on credentials isn't enough.

The foundation simply isn't there yet.

So how do you bridge that gap?

... you can lean on reputation, a powerful proxy that signals a brand is likely to be trustworthy.

People use contextual and social signals to cue Reputation, and assess whether a brand is worth considering

When people don't have personal experience with a core consumer/household services brand, **Reputation** can act as a crucial signpost or gateway in their decision-making process.

Reputation is how the brand is shared and perceived, what it shows to the world.

In the consideration phase, this is how trust, a consumer's emotional connection with the brand, can be formed.



*"Their reputation is **well known and is shown by testimonials from their customers**. If I see a blurb on the website home page boasting of being ranked as such and such level in the world "as measured by total assets", yet their reputation is in shreds, I am not impressed." - 70, Female, Planning Switch (Banking)*

*"I think reputation is super important, **I trust the people around me so I'm going to trust when they say** a certain company is or isn't great." - 23, Female, Planning to Switch (Superannuation)*

*"It needs to have a sound reputation and not be in the media for the wrong reasons, **known and well-loved**." - 40, Female, Planning to Switch (Insurance)*



There are four distinct pathways to building Reputation

Building emotional connection through Reputation means telling a story about the brand, communicating to consumers what it is about the brand that they can rely on and why they should trust it.



Reflect

We've earned our place - and we're still evolving.

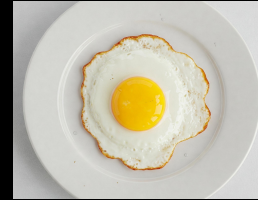
A brand that prides itself on history and legacy and can stand the test of time.



Rise

Eyes on what's next, action in the now.

Shows a path forward, is a visionary brand with a clear idea of the future that will support the journey and goals.



Real

No spin. No gloss. Just the real story.

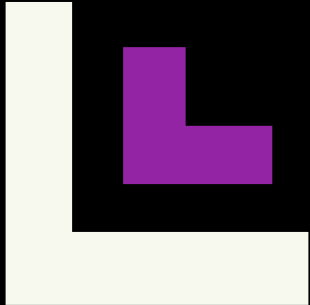
A provider that clearly articulates what they stand for, transparent and authentic.



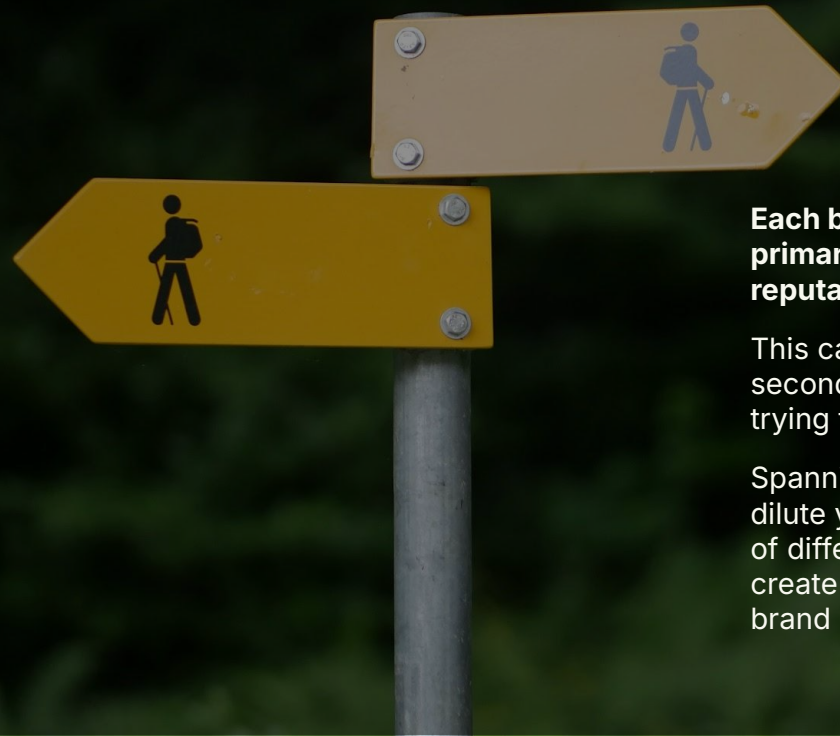
Rebel

Rip up the playbook. Rewrite the script.

The brand dares to be different, break category rules to offer something better (e.g. a different product, better service).



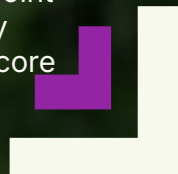
Success is found through a primary pathway



Each brand should choose a primary pathway to building reputation.

This can be supported by a secondary pathway, but be wary of trying to be something for everyone.

Spanning too many pathways can dilute your strategy, blur your point of differentiation, and ultimately create a disconnect from your core brand purpose.



How do you find your pathway?

Map the market - what's your category saying?

Look across your competitive set and industry.

- What reputation signals are over vs under leveraged?
- Does the category feel overly generic or differentiated?
- What cues from brands outside of our competitive set could we use as inspiration?
- **Where's the white space** - an angle no one's owning?

Know yourself - do a quick brand SWOT

Unpack your brand's core truth.

- S:** What are you genuinely great at?
- W:** What doesn't feel authentic or credible to claim right now?
- O:** What's shifting in culture or category that you can lean into?
- T:** Where could your reputation be fragile or vulnerable to challenge?

Choose your lane - then lean in

Armed with category context and brand truth, select the pathway that feels both distinctive and authentic.

- Got a legacy worth spotlighting?
- Eyes set on the future?
- Got a vision for others to rally around?
- Willing to pull back the curtain?
- Ready to reframe the rules?

You don't have to do it all - and shouldn't. The most powerful brands usually own **one clear, consistent** pathway



Bringing it to life: Oat-ly as Rebel.

Map the market - what's your category saying?

The dairy alternative space is jam-packed with “good for you”, “no nasties” tropes, emphasising health and environmental benefits in a polite, wholesome tone.

But almost no one calls out the dairy industry directly, or breaks the fourth wall of brand-speak.

Except Oatly. Loud, irreverent and armed to challenge the status quo.

Know yourself - do a quick brand SWOT

- S:** Oatly has a bold tone of voice, a strong sustainability story, and a different product experience.
- W:** Not a legacy player, can't leverage heritage or consistency.
- O:** Sameness in the category - greenwashing, wellness-talk.
- T:** Risk of alienating traditional consumers or being seen as too radical.

Choose your lane - then lean in

Oatly chose to Rebel. And didn't hold back. All in, guns blazing.

Exposed the pitfalls of the dairy industry. Owned campaign backlash.

Poked fun at brand marketing itself - “we're like milk, but for humans”

Refused to speak politely. Created their own language - weird, direct and defiantly honest.

A person wearing a yellow t-shirt is seen from behind, carrying two young children on their back. The children are wearing colorful clothing and pink shoes. They are walking through a field of tall grass and red poppies. In the background, there are large trees and a child in a blue shirt walking away. The sky is overcast.

Consideration can only occur if brands deliver on
the *fundamentals of credibility* AND build
emotional connection through reputation


So how do we do this?

A purple L-shaped graphic consisting of two perpendicular bars of equal length, positioned in the bottom right corner of the slide.



Credibility and **Trust** need to work together to overcome scepticism and reassure consumers in a highly charged category.

8 in 10 

consumers agree they are tired of companies 'claiming' to be trustworthy - they **need to see and feel it, not just hear it.** 

"A brand needs both trust and credibility, a brand can have credibility but fail to build trust if its actions don't match its words, or it can have trust without credibility if its seen as reliable but knowledgeable, A balance of both is key for long term customer loyalty and respect."

- 32, Male, Planning Switch (Insurance)

*"For a brand to **tick all my boxes**, I need credibility to show it knows its stuff and trust to build lasting relationships with customers."*
25, Female, Recently Switched (Utilities)

Credibility gets you in.

The six Credibility Levers are how brands communicate the hard facts, fundamentals for consideration.

Without them, you're invisible. This is your ticket into the consideration set.

Ask yourself:

Are you visible?

Do you deliver?

Are you competent?

Are you understood?

Is your product solid?

Are you consistent?

Reputation gets you chosen.

Then a Reputation Pathway is how brands can tell their story, a guide for connection and ultimately trust.

This is your way to stand apart, the first impression shaped by signals from respected voices and advocates.

Ask yourself:

Are you recognised?

Are you recommended?

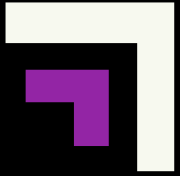
Are you approachable?

Are you memorable?

Are you relatable?

Is your story being shared?

The key takeaways for marketers



1. Show up early, consideration starts before you think

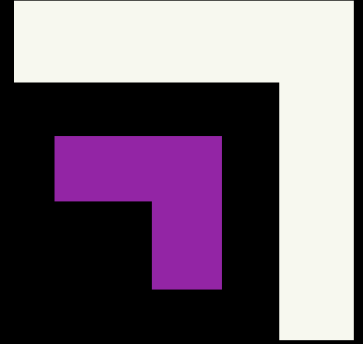
- Consumers now are almost always passively weighing their options where it comes to core consumer/household services.
- Brands today need to influence choice and show up meaningfully before consumers are signalling active intentions (by then, it's too late).

2. Build credibility, then earn trust - and don't confuse the two

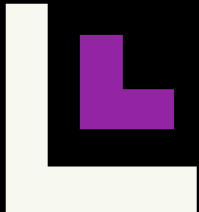
- Credibility is about functional proof that gets you into the conversation. Trust is emotional, earned over time.
- Marketers must know when and how to build each, because conflating them risks delivering on neither.

3. Reputation is your bridge to trust...

- In the absence of experience, reputation becomes your shortcut to connection in the acquisition space.
- Choosing and committing to a distinct reputation pathway then delivering to it with credibility and purpose can help you build emotional resonance and stand out.



And there is some interesting nuance
when we dive into the categories?



We have double clicked on *four* core consumer and household service categories



Finances

Everyday banking, Credit Cards, Home and Personal Loans, Investment Products.

Despite 73% of Australians being satisfied with their financial institutions, **only 15% would never consider switching**. The category cannot rely on loyalty, it must deliver transparent pricing and clear communication that is people first, to win the huge proportion passively considering.



Insurance

Health, Home & Contents, Car and Life Insurance.

While 60% of consumers are content with their current insurance providers, 74% who switched did so after seeking better deals, prioritising transparency and customer service. With 'Real' the most attractive reputation pathway, consumers are looking for transparency and authenticity from their brands.



Superannuation

Retail funds, Industry funds, SMSFs, Income Stream products.

In superannuation, 68% of Australians are satisfied with their providers, yet the same percentage actively sought better deals, valuing transparent pricing and long-term performance. Consumers are open to switching to better align with their financial goals.



Utilities

Energy (gas, electricity, solar), Internet.

With 62% of consumers currently satisfied with their utility providers, but only 17% would never switch, the demand for transparent pricing and flexible terms is rising. The ability to compare and contrast offers gives consumers confidence they have the best deal.

If you want to know more
reach out to...

THE
growth
DISTILLERY