



# JOY

How to harness the most  
important emotion in marketing

# Four Chapters

- 1 Just Spread Joy
- 2 The Three Rules of Joy
- 3 Don't Be Manic
- 4 The Joy Index



# What we did

## Culture Scrape

Narrative analysis

50+ sources

Current cultural  
context of joy

## Expert Interviews

2 x 1 hr Expert  
Interviews

Adam Mastroianni,  
Psychologist

Toby Horry, Global  
Brand and Content  
Director, Tui

## BAMM Semiotics

Semiotic analysis of  
the joy space

Covering brand  
communications

## BAMM Ethnography

US & UK

Online diaries & focus  
groups

15 respondents total

8 x Millennial  
7 x Gen Z

In-home  
ethnographies

2 families = 6  
respondents

## BAMM Survey

US & UK

1,000 respondents  
total

Age 16+

10 min survey



# Chapter 1: Just Spread Joy



Joy is everywhere



# The thread through every religion



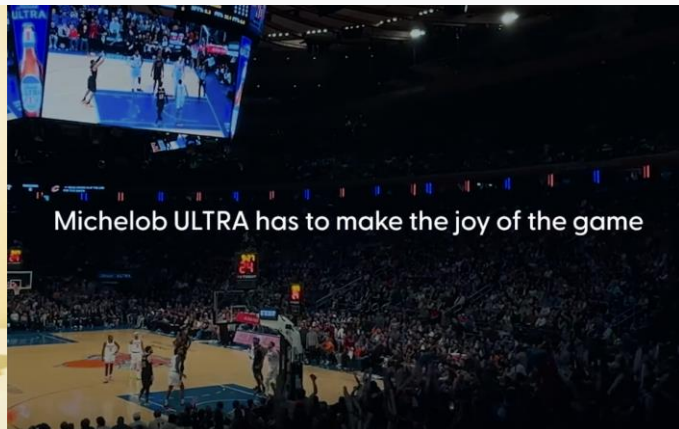


88%

Experiencing joy is  
important to my wellbeing

Source: BMM Joy Study

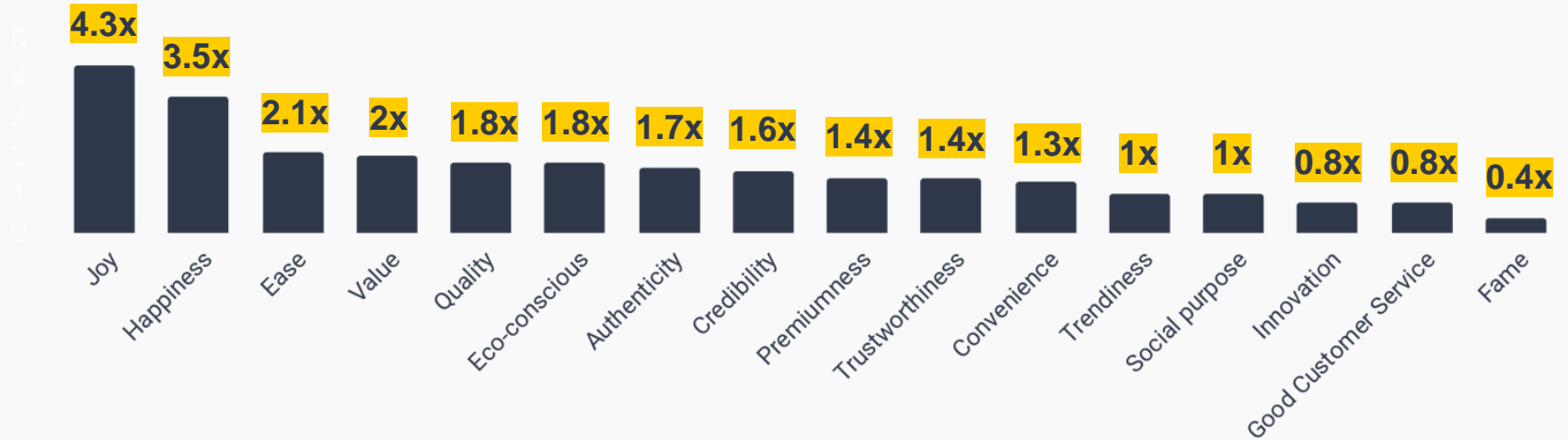
# The joyconomy: Ever present in marketing





# Joy is the biggest predictor of purchase intent

Increase in odds of purchasing a brand when consumer associates the following with the brand



Average odds ratios from 25 individual logistic regression models run at the individual brand level  
Source: BAMB Joy Study



2x

More appealing  
when an ad uses joy

80%

Increase in customer  
satisfaction when used in  
customer experience

13%

Employees more  
productive

# Joy is right for today's polarized culture



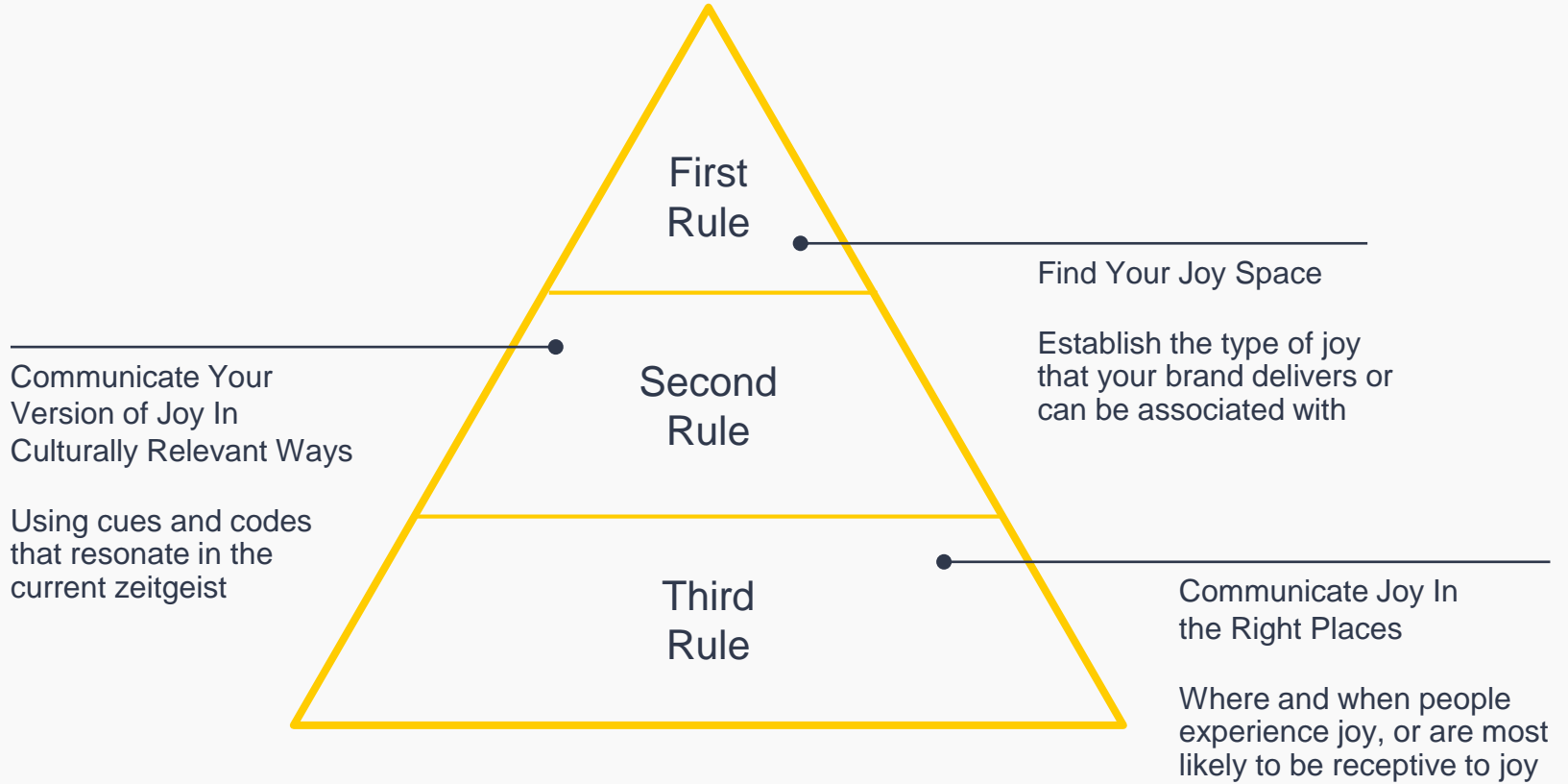
Joy is universal. It appeals to all demographics,  
generations, cultures. It's unifying in a polarized world.  
It's right for today's marketing environment.

Just spread joy.



# Chapter 2: The Three Rules of Joy





## The First Rule of Joy

**Find your Joy Space**

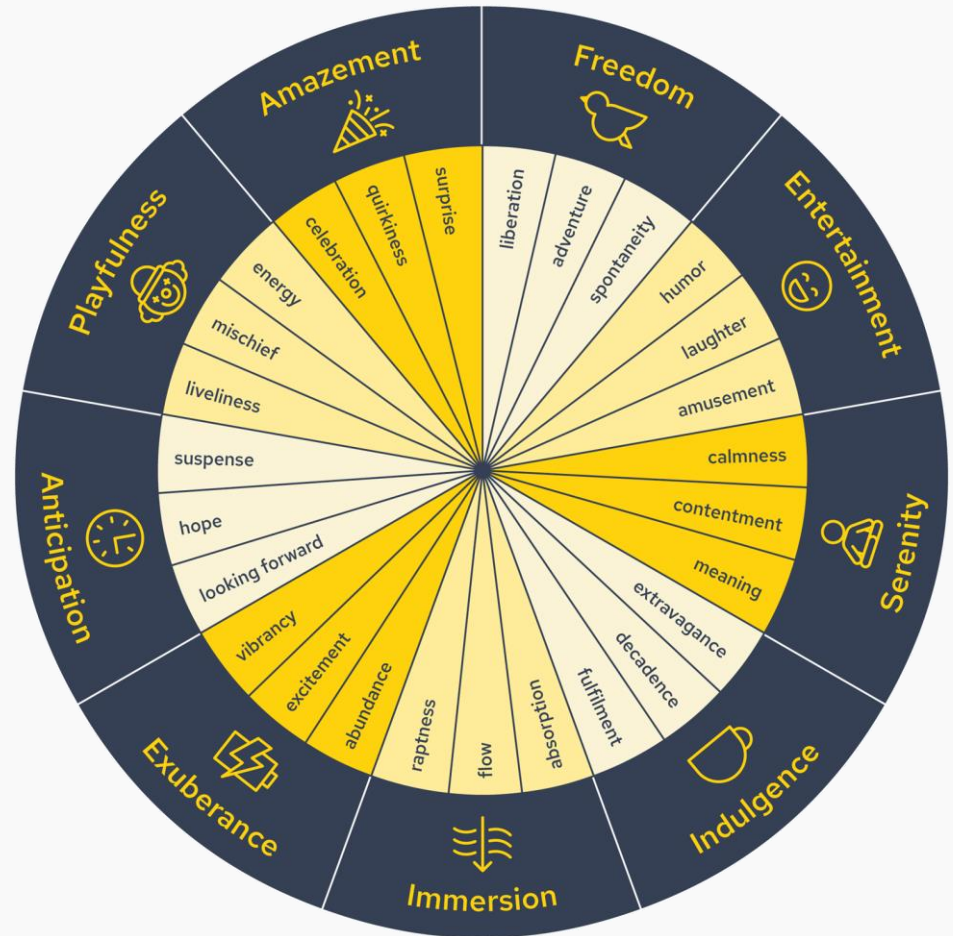




# Joy has multiple meanings for people

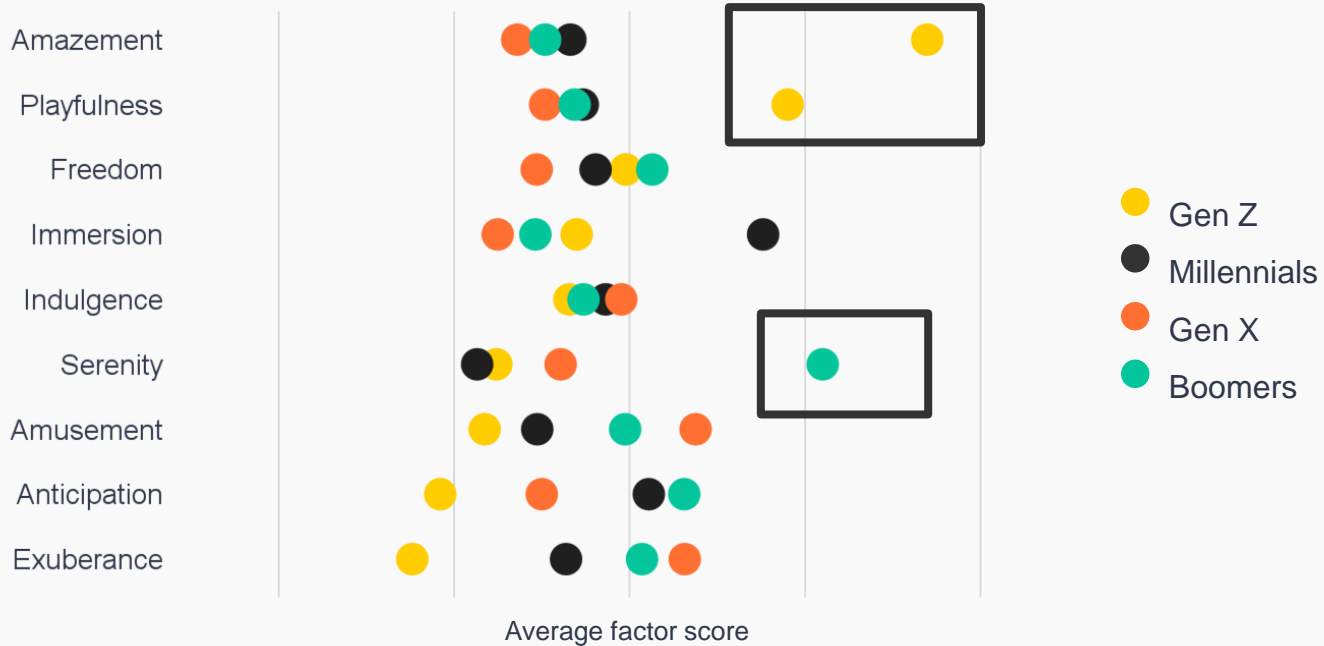
FUN LOVE EXCITEDNESS CONTENTMENT SMILING  
PEACE PLEASURE LAUGHTER DELIGHT WARMTH  
FREEDOM FULFILLMENT ECSTASY PRIDE  
SATISFACTION COMFORT SUCCESS PLAY SEX  
EUPHORIA BLISS GLEE ELATION SURPRISE  
AMAZEMENT ENTHUSIASM CALM INSPIRATION  
OPTIMISM CAREFREE PLEASED CHEERFUL  
RELAXED CELEBRATING JUBILATION

# The 9 types of joy



Themes developed using factor analysis of 19 different joy meanings Q10. What does JOY mean most to you?

# Joy means more Amazement & Playfulness for Gen Z, and more Serenity for Boomers



# Older younger, younger older: The things that give younger consumers joy are more grown up

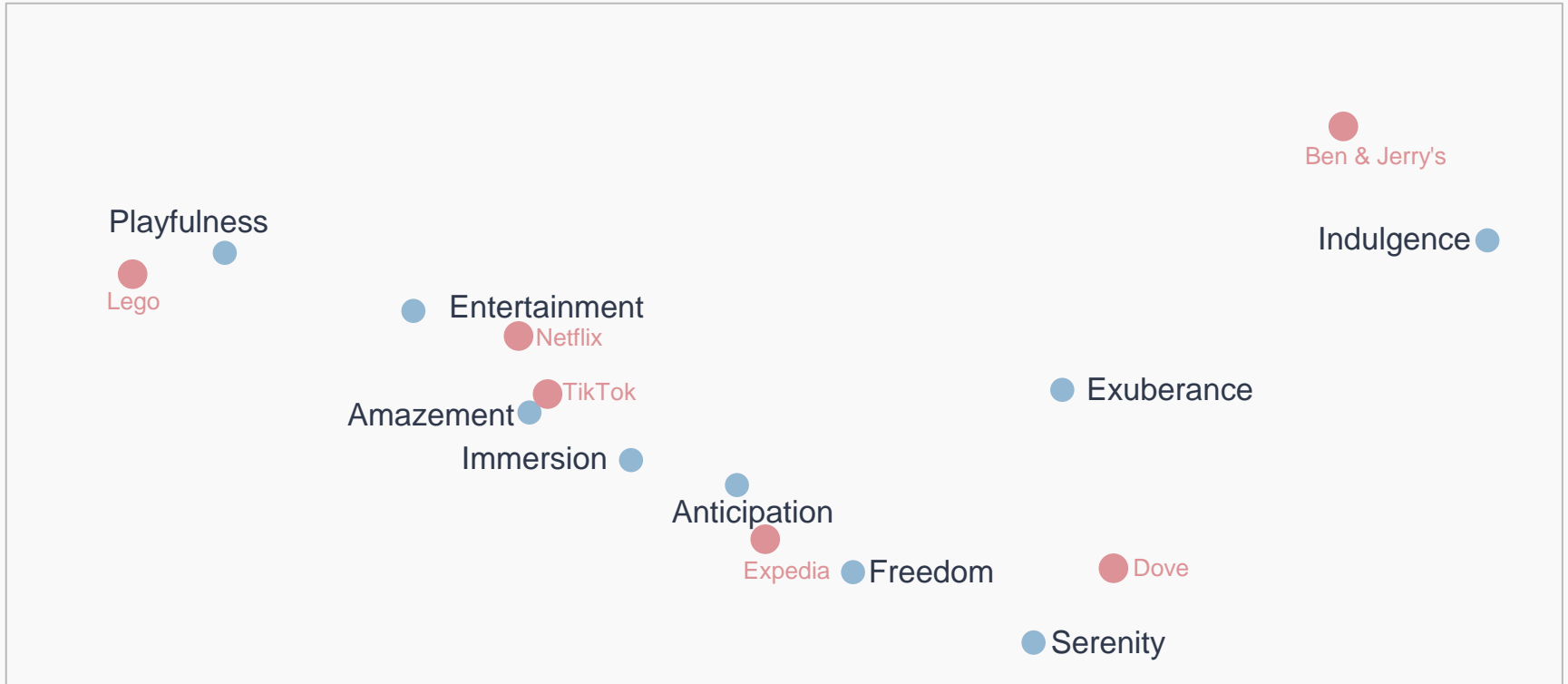


Annabel, Age 10  
The Joy Of Sushi

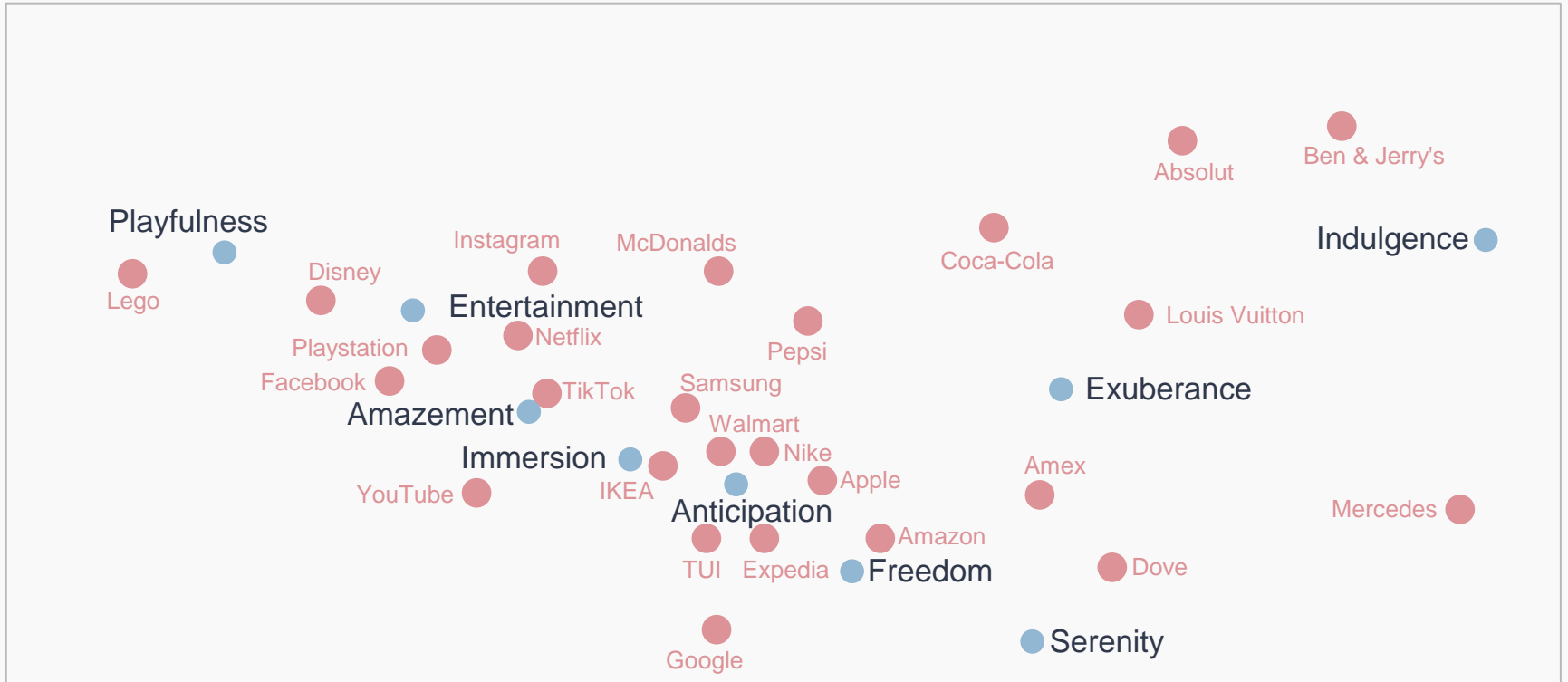


Annabel's Dad, Age 51  
Eating Cookies by himself

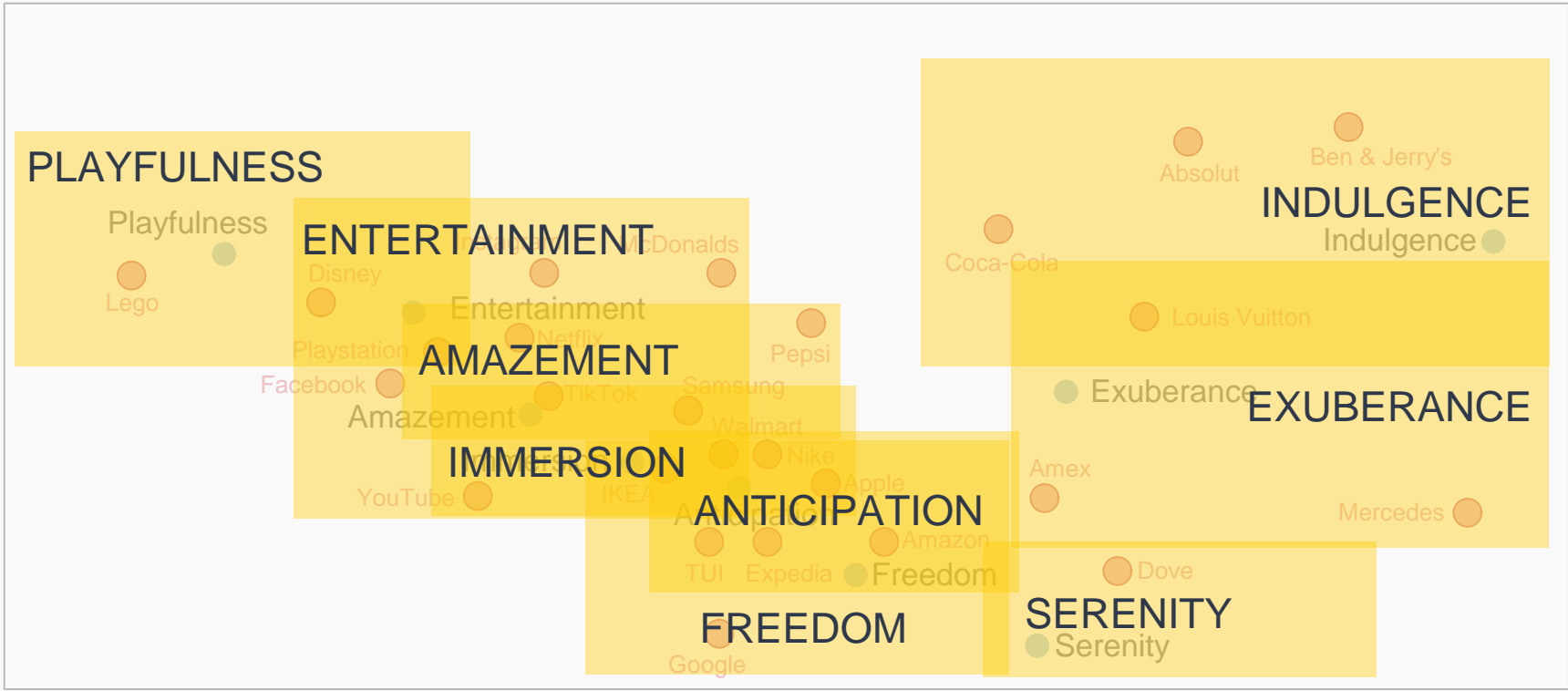
# The Joy Map



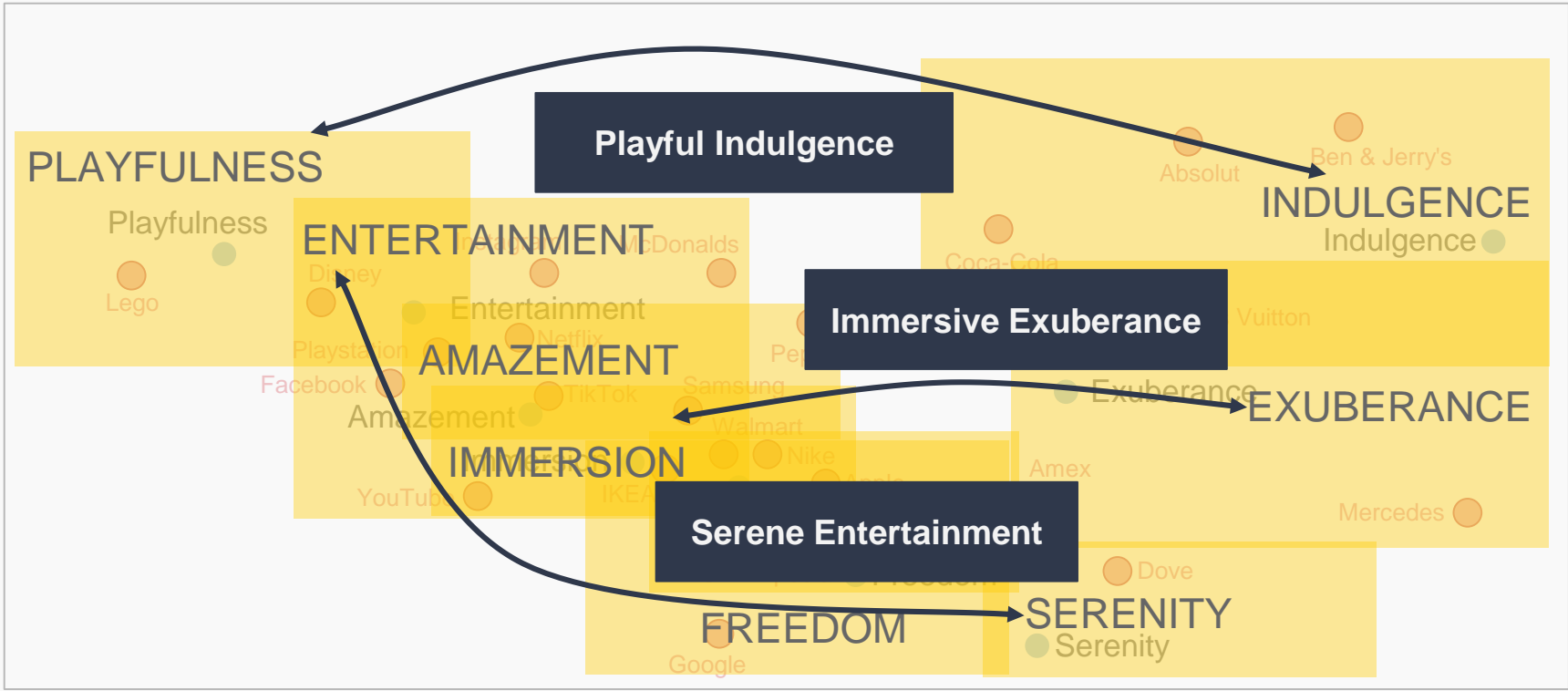
# The Joy Map



# The Joy Map

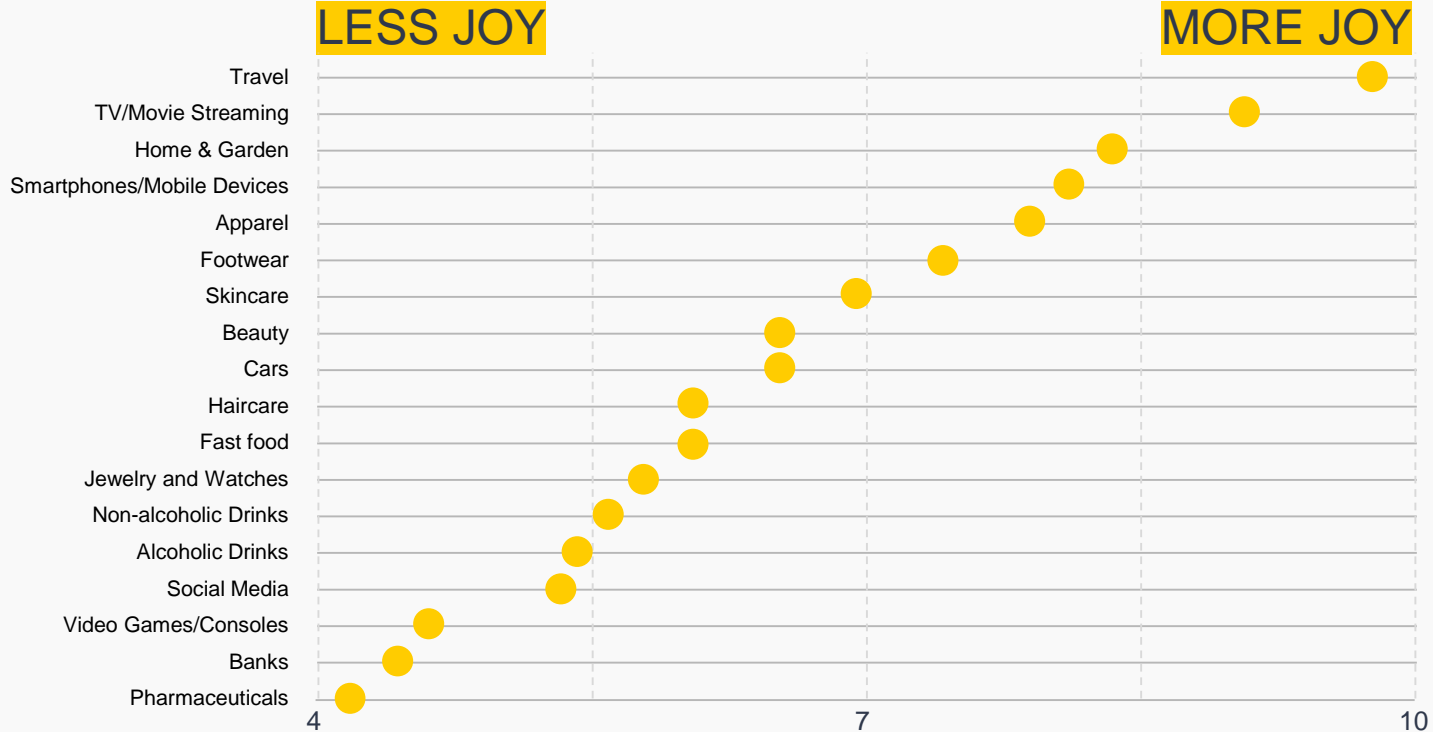


# Joy innovation opportunities?



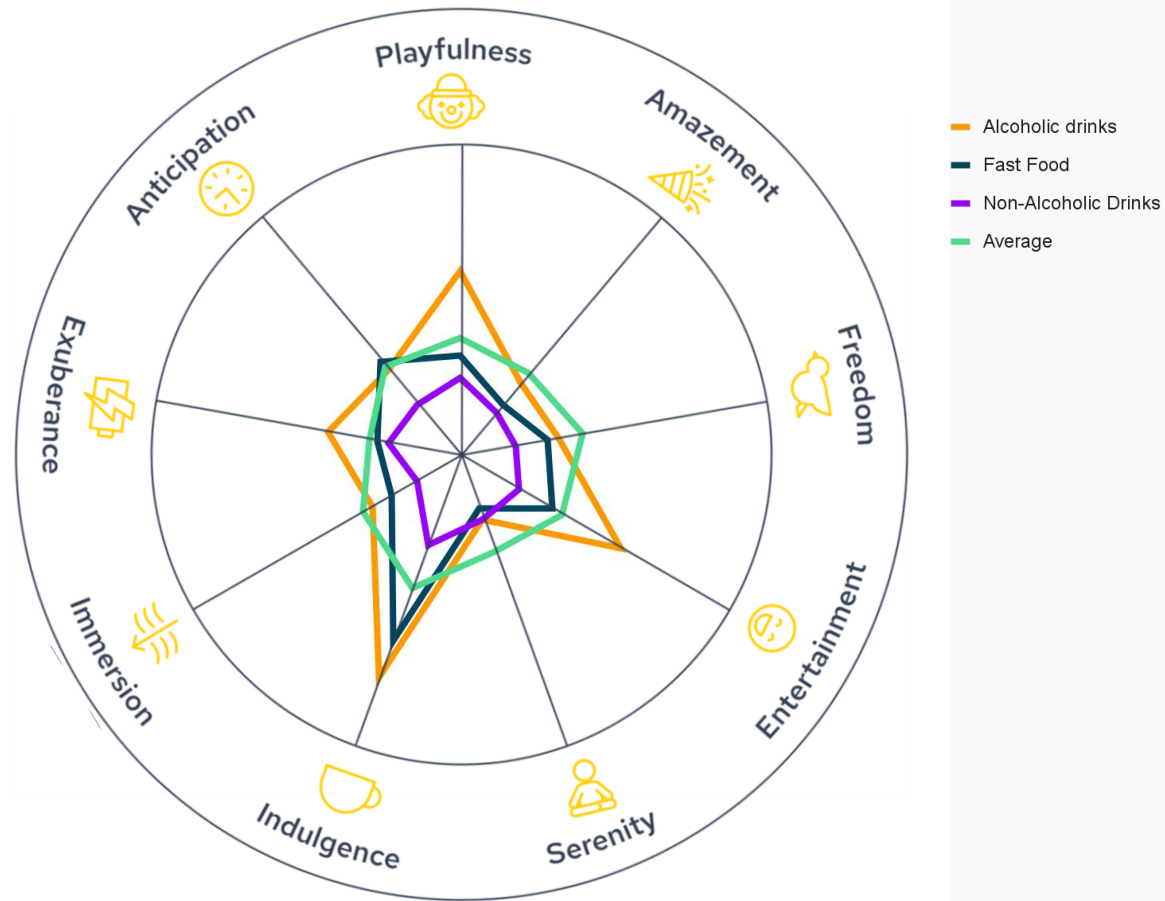


# How you bring joy depends on your category



Scale is average score on a 10 point scale. Range shown is 4-8  
 Q64. How much JOY do you associate with each of the following categories?

# Categories also have Joy profiles

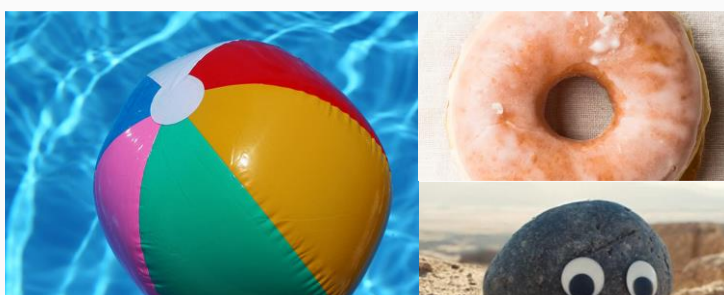


## The Second Rule of Joy

Communicate Joy In  
Culturally Relevant Ways



Joy  
begins  
in the  
senses



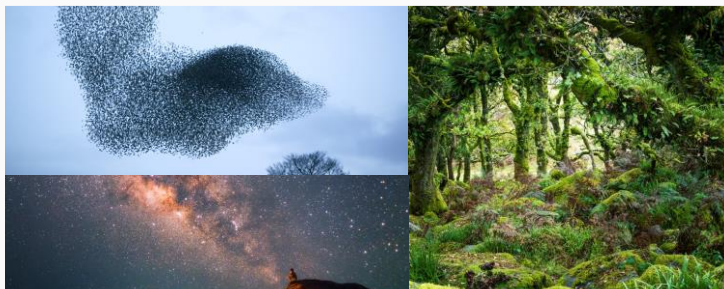
Roundness



Bright color



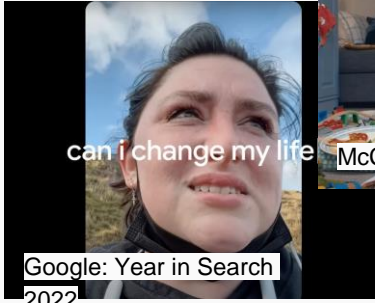
Symmetry



Abundance



Lightness



Reality

## Cultural expressions of joy fall along dimensions

Fantasy

- Naturalistic, frank tone
- Storytelling, human truths
- Domestic environments + POV filming
- *Nuanced Joy*

- Creative, imaginative tone
- Absurdity and humor
- Bright colours, hyperreal animations
- *Simpler Joy*





Individual

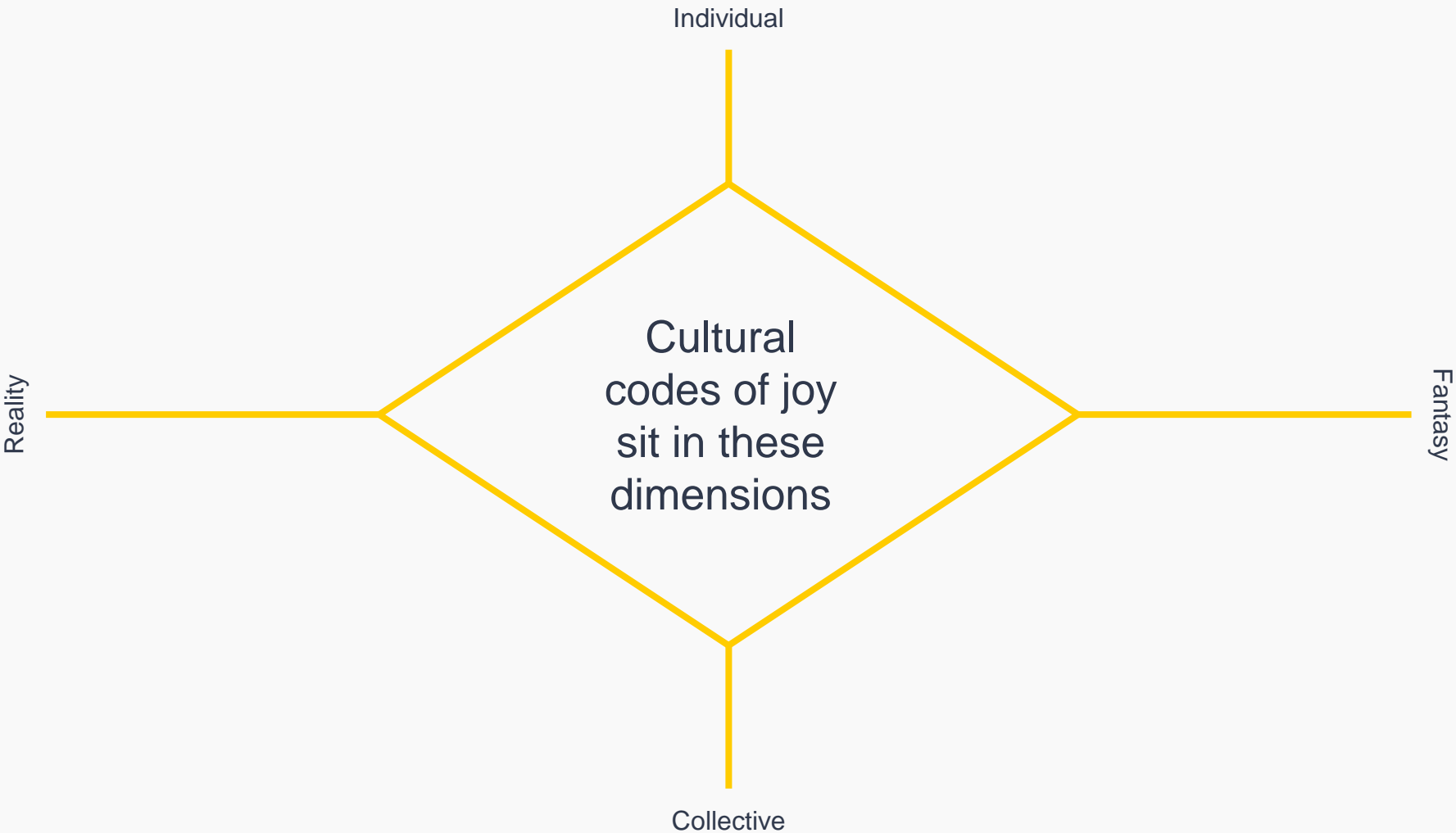
- Deep dives into single stories
- Joy as internal, personal experience

Individual vs.  
Collective joy  
expressions

- Focus on relationships and connection
- Joy as shared experience

Collective





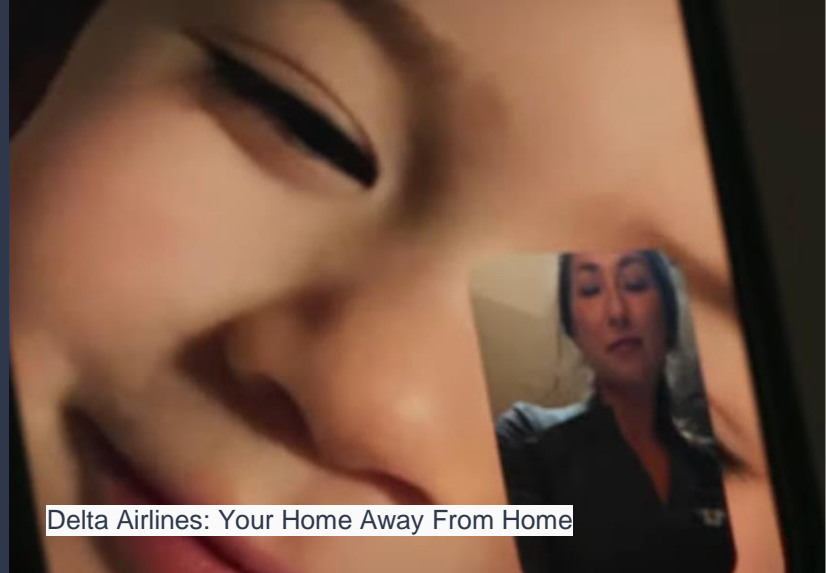
## Dominant, Collective Reality

# EARNEST CONNECTION

The joy of real relationships as antidote to daily disappointments and frustrations.

Cues:

- Regular routines and milestones
- Naturalistic filming
- Close ups on emotions
- Ordinary domestic locations



Delta Airlines: Your Home Away From Home



Amazon: Joy Ride



## Emergent, Individual Reality

# EMOTIONAL COMPLEXITY

Joy is key part of nuanced emotional landscape - tears of joy, sadness, melancholy and despair.

Cues:

- Naturalistic visuals
- Melodramatic or unexpected tone of voice
- Combining different emotional cues into one story
- Focus on facial expressions



## Residual, Individual Reality

# PERSONAL PROGRESS

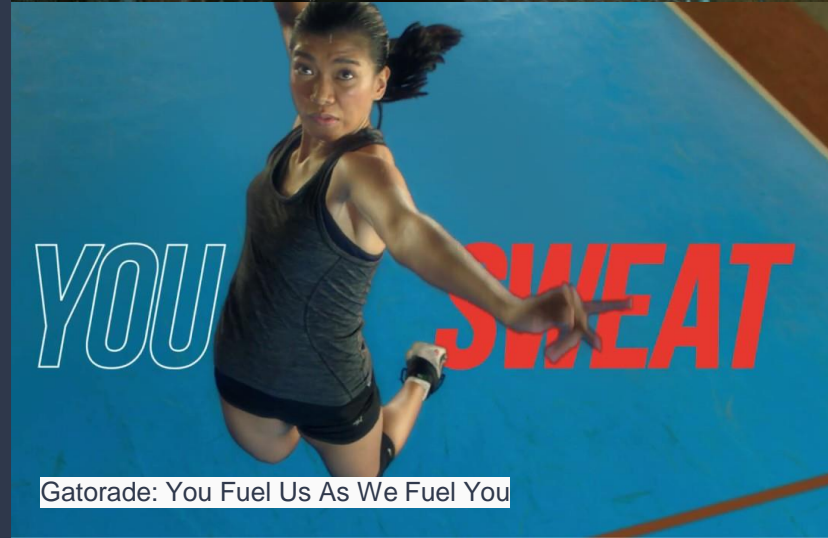
Growth towards personal goals. Success less important - joy comes from taking part.

Cues:

- Upbeat, fast paced music
- Inspiring & encouraging phrases and slogans
- Emphasis on individuality e.g. 'personal' 'yourself'
- Omniscient narrator provides words of encouragement & externalises subject's feelings



Nike: Play New



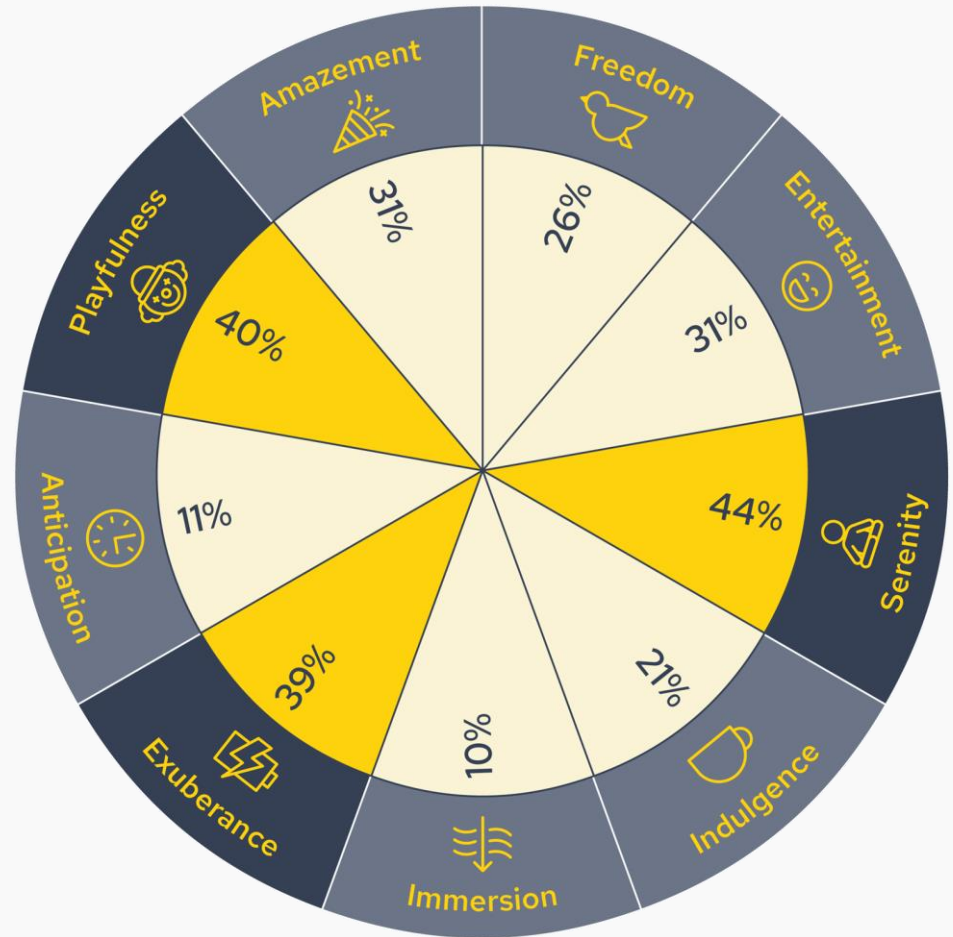
Gatorade: You Fuel Us As We Fuel You

## The Third Rule of Joy

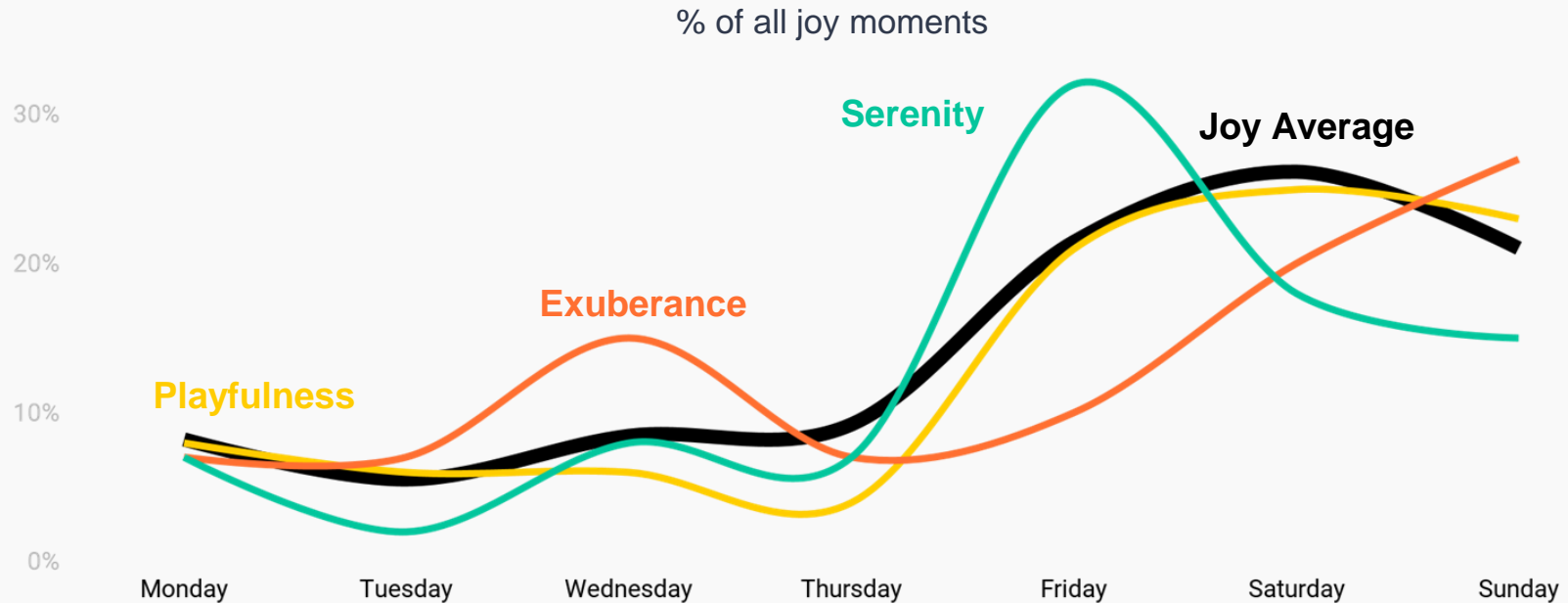
Communicate Joy In The  
Right Places



Playfulness,  
Serenity and  
Exuberance most  
commonly  
experienced by  
consumers



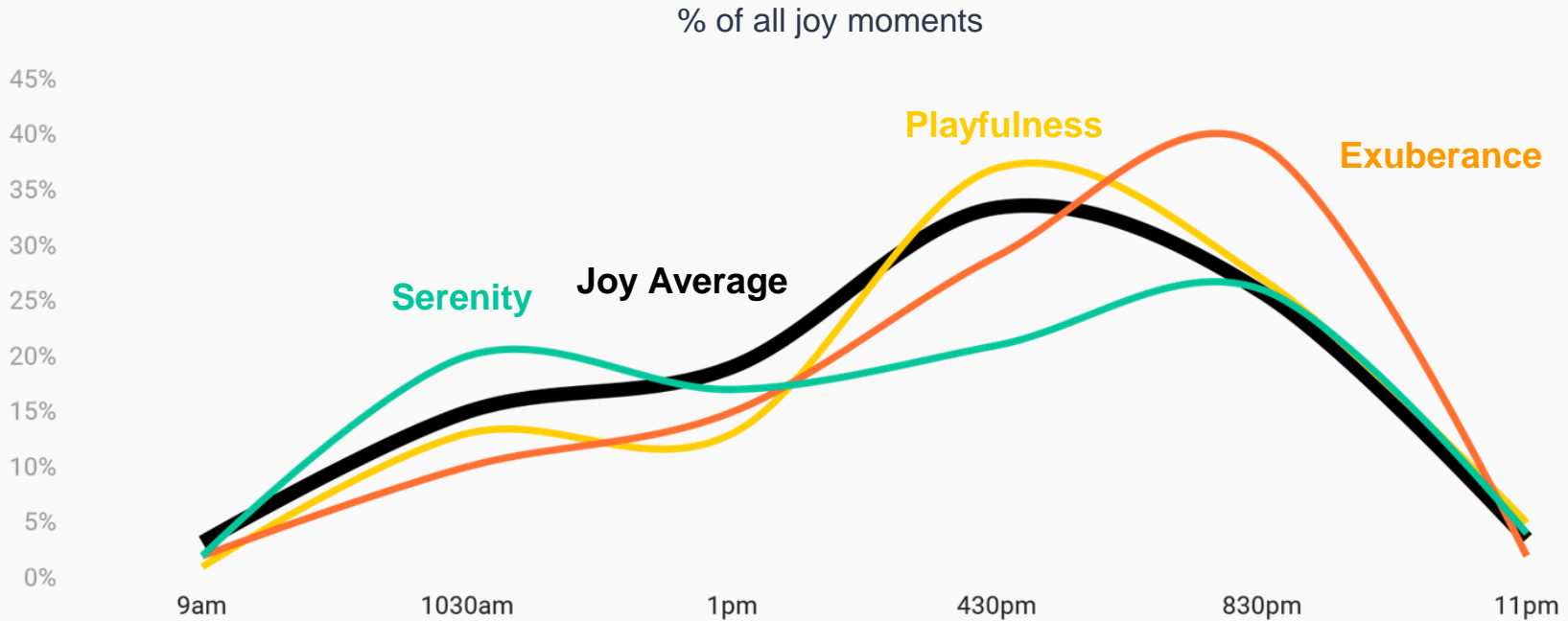
# Spread more joy earlier in the week?



Q17. And still thinking about the thing that gave you joy in the last week, what day of the week was it?



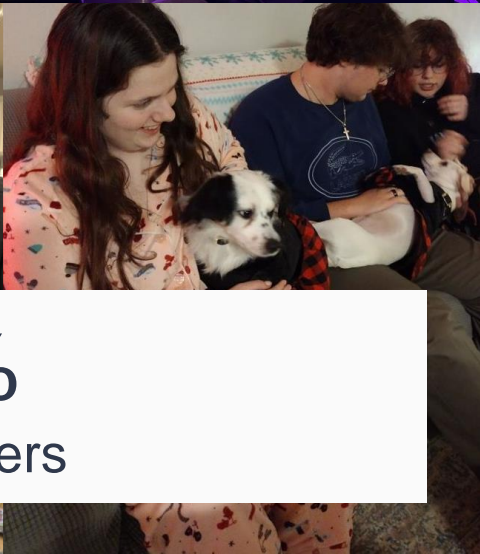
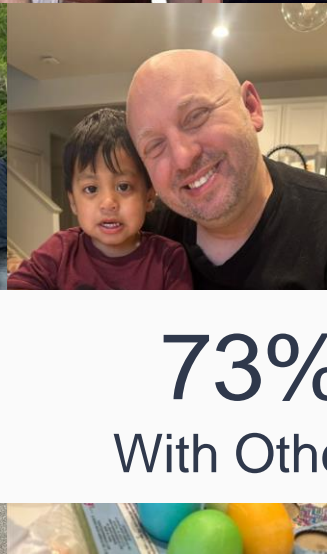
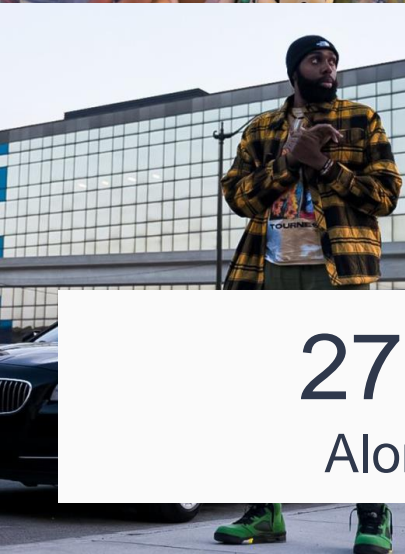
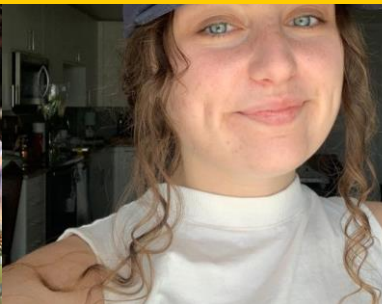
# Bring more joy in the morning?



Q18. And what time of the day was it?



# Joy is mostly happening with others

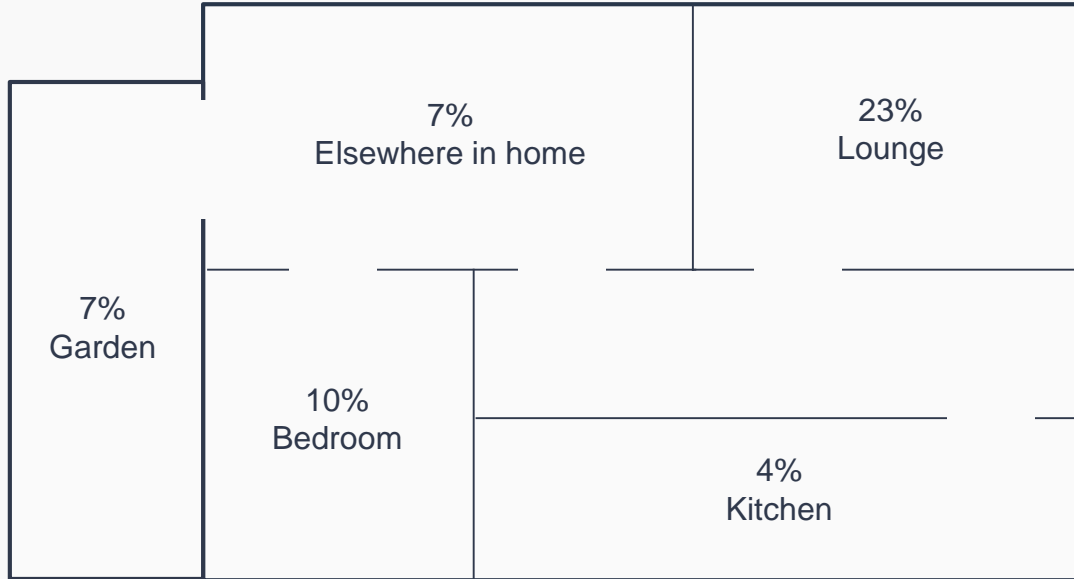


27%  
Alone

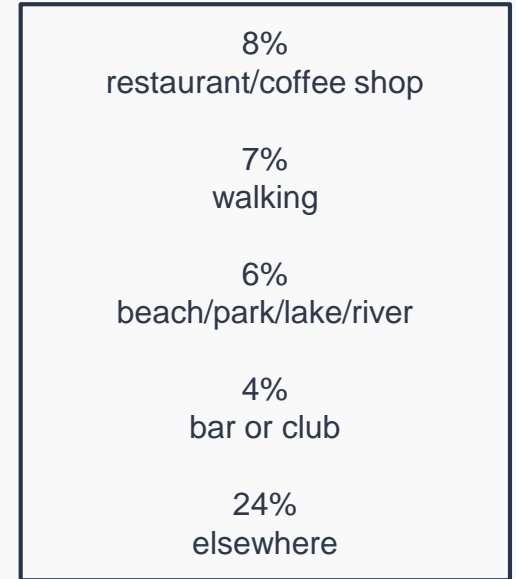
73%  
With Others

# Spread joy everywhere

51% in home



49% out of home

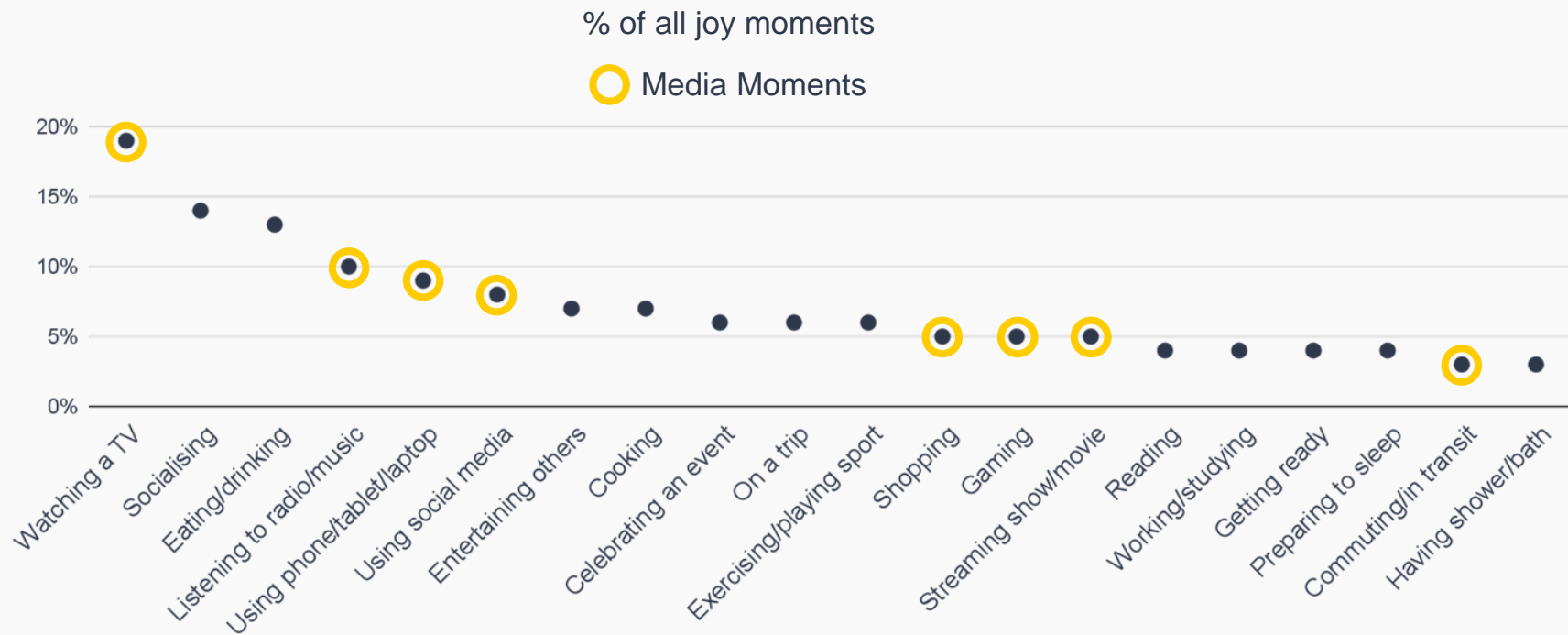


Q20. Still thinking about the thing that gave you joy in the last week, where were you?





# Spark joy on TV, via audio, and in digital



Q21. And still thinking about the thing that gave you joy in the last week, what else were you doing at the time?



# Summarizing the 3 rules

## Find Your Joy Space

What kind(s) of joy does your brand or products currently deliver, and where is there opportunity to develop?

## Communicate Joy in Culturally Relevant Ways

Are you communicating joy in more culturally relevant ways - e.g. with nuance or through flow states?

## Communicate Joy in The Right Places

Are you communicating joy at times and places where consumers are most receptive to feeling joyful?



# Chapter 3: Don't Be Manic



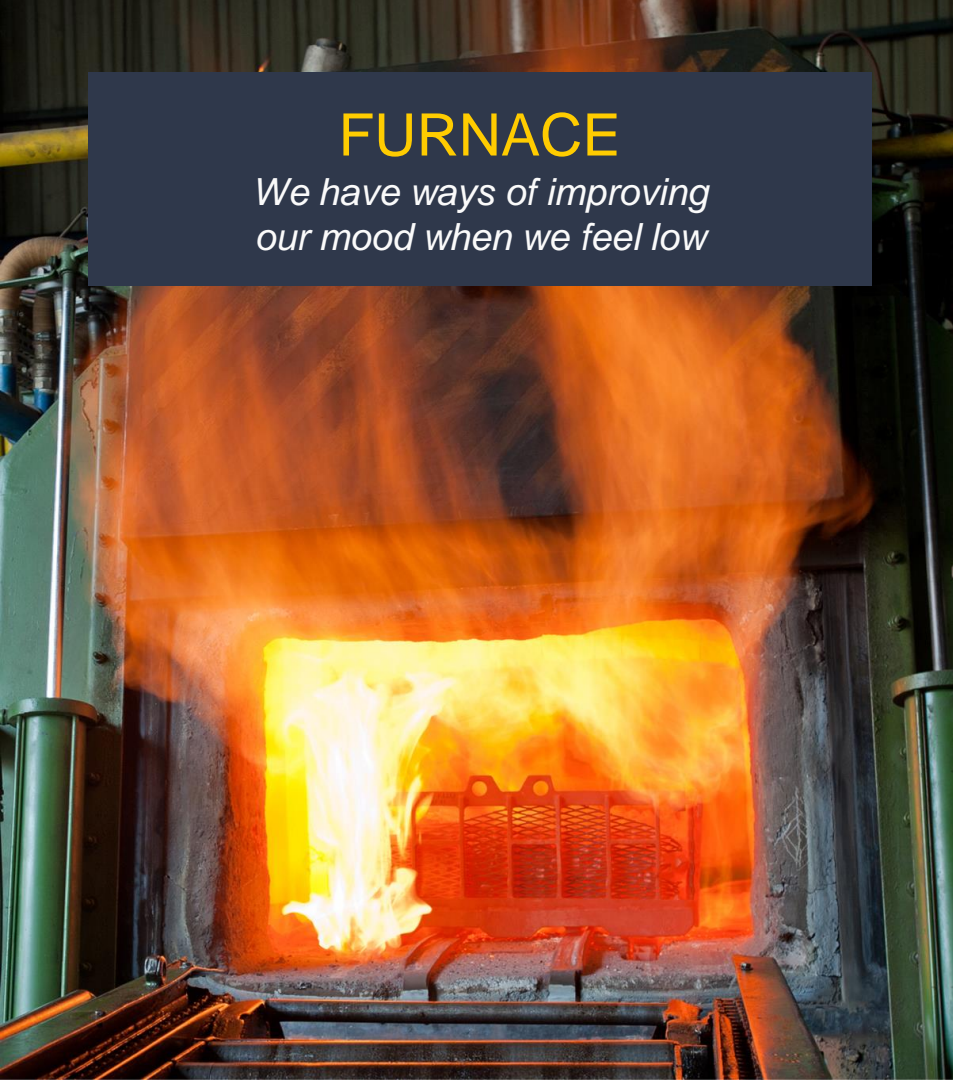
# MEME: Women Laughing Alone With Salad



In real life our mood is more modulated

## FURNACE

*We have ways of improving  
our mood when we feel low*

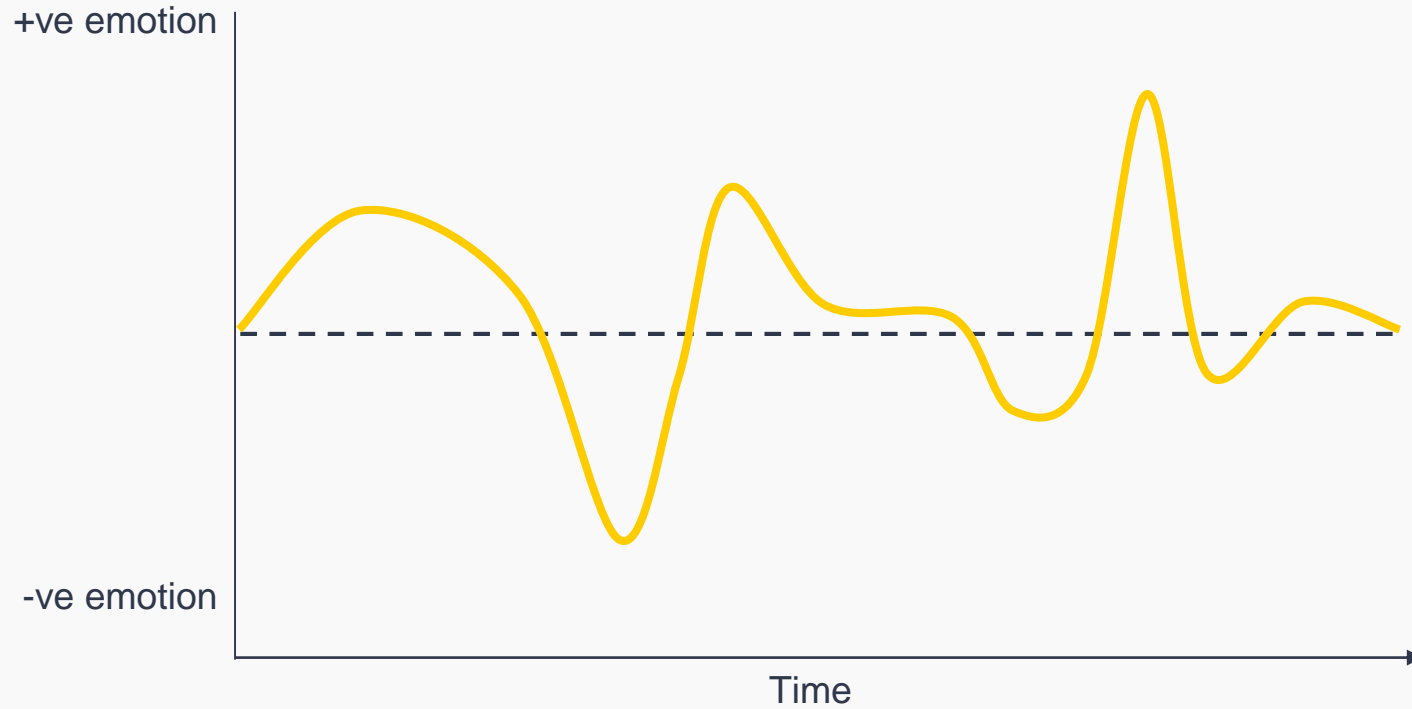


## AIR CONDITIONER

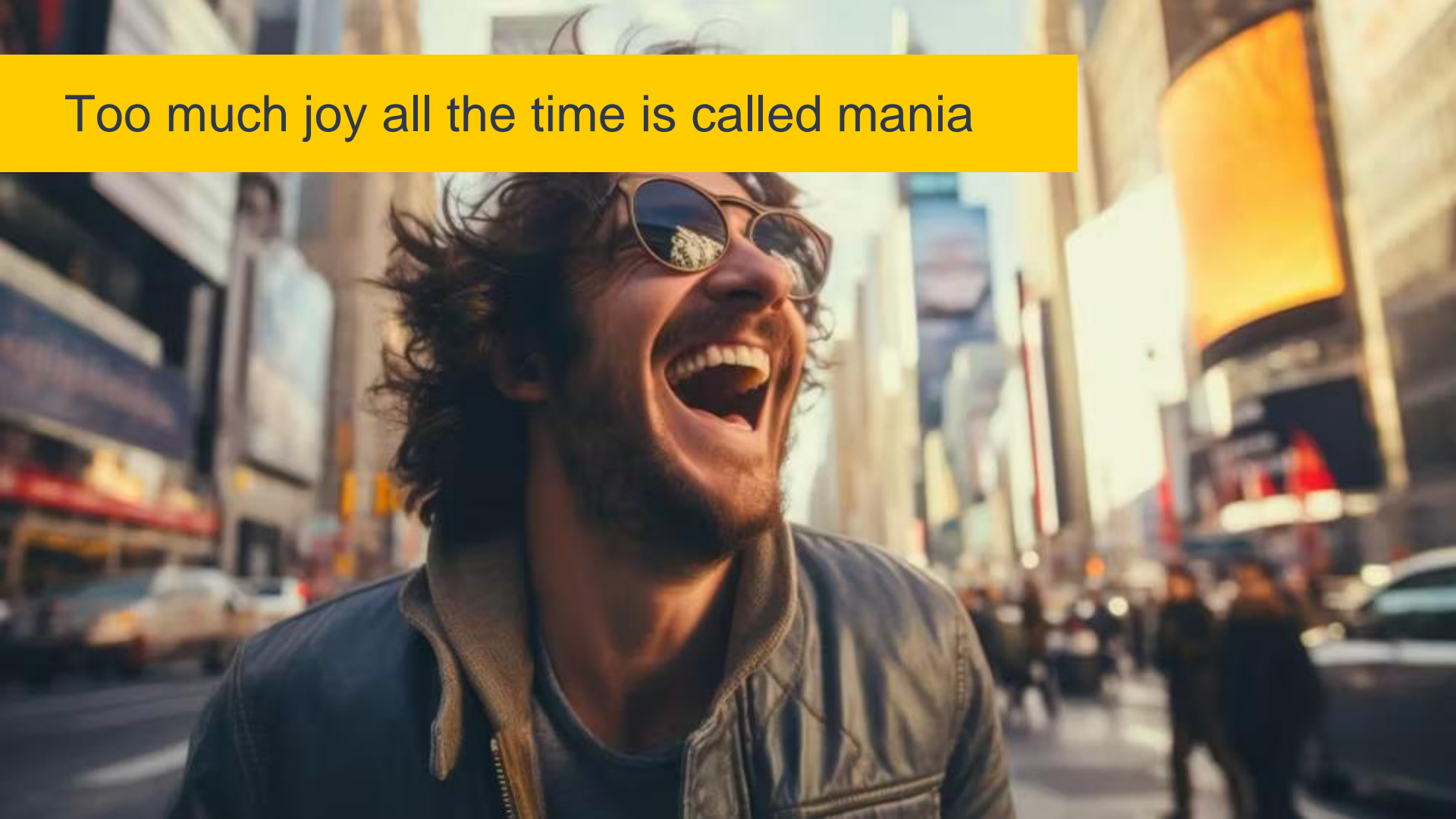
*We have ways of lowering our mood  
when we're too emotionally positive*



# Our emotions center around a set point



Too much joy all the time is called mania





# The Covariation Principle

We trust sources of information less when their behavior is always the same.

*"If you have a brand that's always positive all of the time, then they won't be seen as all that trustworthy"*

Adam Mastroianni, Psychologist

Joy

X

Competence

Joy

The strongest  
brands communicate  
both competence  
and joy

Competence



*"Being perceived as competent (having ability and initiative) increases purchase intention and brand loyalty for brands."*

Susan Fiske, Co-Author of The Human Brand



# Communicate competence with joy

## Don't be Manic

Be joyful, but not intensely everywhere all the time

## Balance Claims

Use product and service claims (e.g. backed by science) to balance joy cues

## Balance Brand Visual Identity

Balance between fonts, colors, shapes, imagery, icons that communicate joy with those that communicate competence & reassurance

## Leverage the Customer Experience

Ensure best-in-class customer service to create an underpinning of competence to the overlay of joy

## Ambassadors & Partnerships

Assess partnerships through the lens of how much competence or reassurance they can bring to your brand



# Chapter 4: The Joy Index



## Joy Salience

*How much do consumers readily associate the brand with joy in their mental structures?*

How do you know if you're doing joy well?

# The BAMM Joy Index

## Joy Distinctiveness

*How unique do consumers see the brand's version of joy within the market?*

## Joy Delivery

*How much joy is the brand delivering in consumers' lives?*

## Joy Depth

*How much nuance is the brand associated with when it comes to joy?*

0.78

Correlation between the  
BAMM Joy Index and  
Purchase Intent

0.88

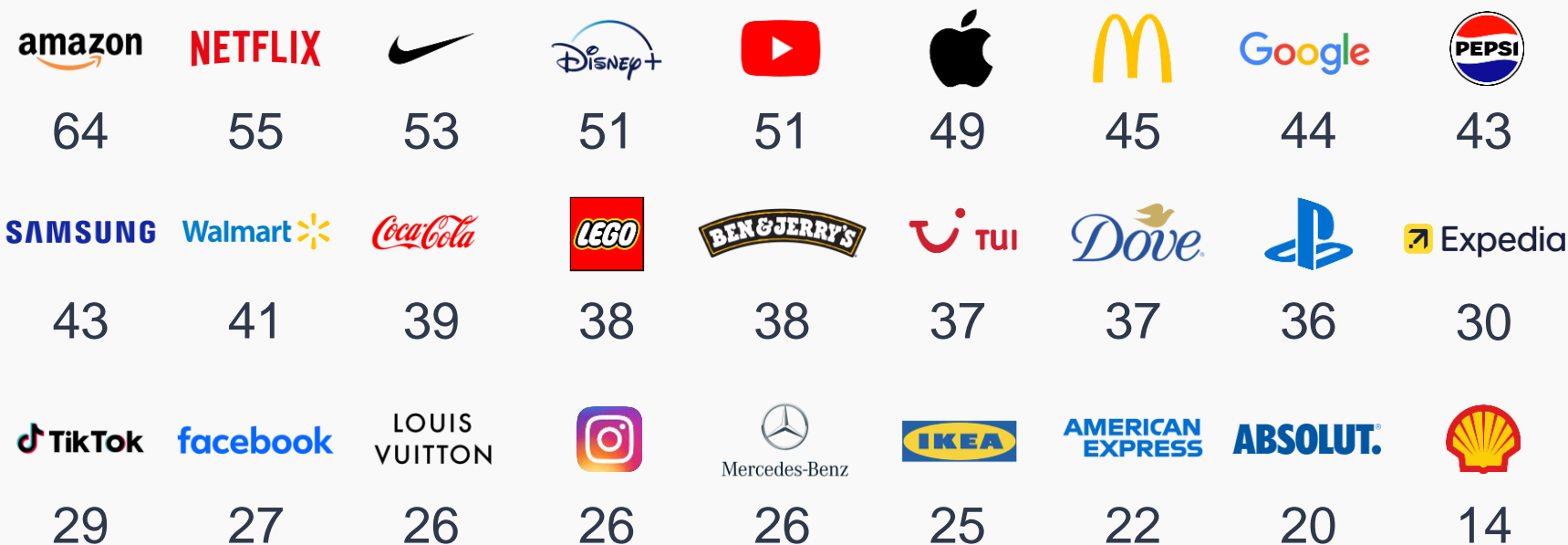
Correlation between the  
BAMM Joy Index  
and NPS

Range is 0 to 1  
Where 0 would mean no relationship, 1 would mean a perfect relationship



# The Joy Index: How brands perform

*Index is out of 100, with 100 being the highest performing and 0 being lowest*

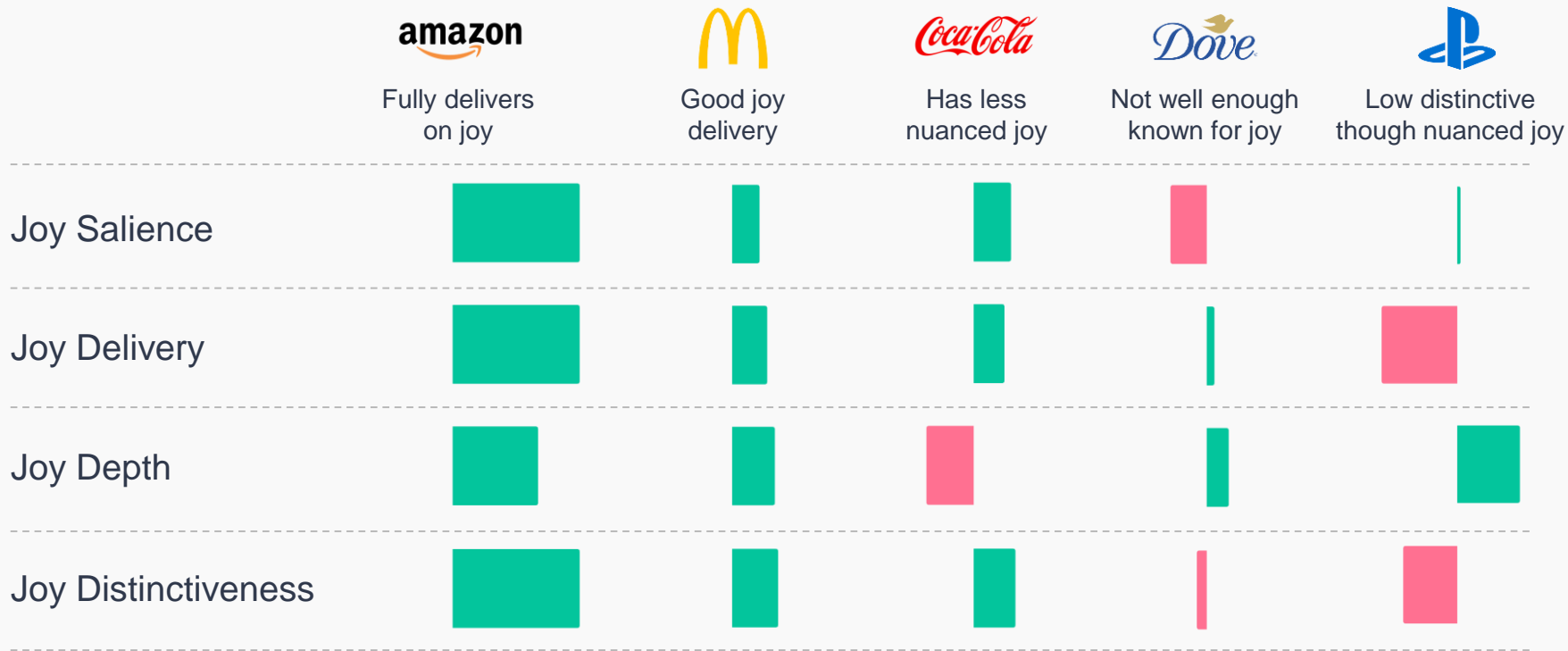


Scores are an equal weighting of Joy Salience, Joy Delivery, Joy Depth, and Joy Distinctiveness, scaled to 0-100



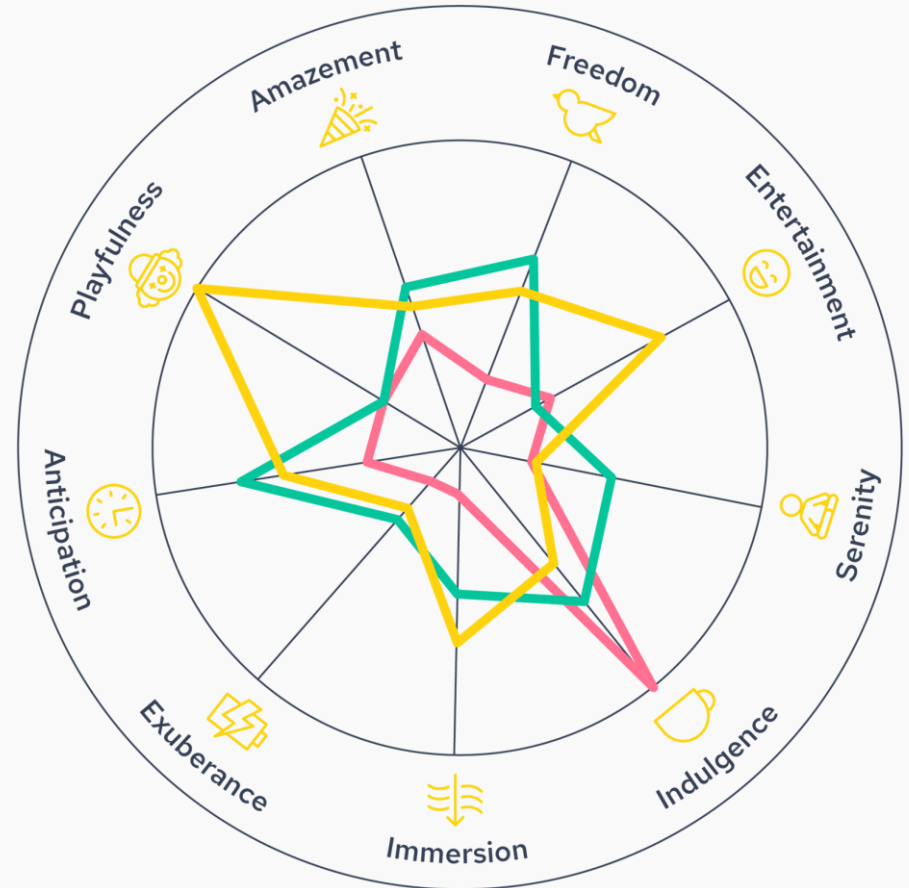
# Brands and The Joymark

Bars show how the brand performs on the metric vs. the average of all brands measured



Depth of joy  
comes from  
owning more  
types of joy

— Amazon — Coca-Cola — PlayStation



Q73. And what, if anything, do you associate with the following brands?

# How to use the BAMM Joy Index

## Test

For your brand, and your marketing (e.g. packaging, comms).

## Diagnose

To understand where to improve joy.

## Track

Measure success over time relative to the competition.



# Summary



# Summary

1

Just spread joy.

Joy is the most important emotion in marketing, it drives business, and it's right for today's culture.

2

Follow the 3 rules of joy.

Find your joy space, communicate joy in culturally relevant ways, and spread joy at the right times & places.

3

Don't be manic.

To maintain trust, balance your expression of joy with an expression of competence.

4

Measure your joy.

Identify how you're performing against joy, and where you can improve.

