Creating long-term donor engagement in NPO WWF;
exploring the use of design for behavioural influence in an online solution

Master Thesis
Alessia Braams
July 2020

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Preface

Dear reader,

In front of you is my graduation project for the master Strategic Product Design, which represents the end of my time as a student at the Delft University of Technology. I have had a great time studying here for the past 5 years, where I have met lots of inspiring people and made amazing new friends, but also look forward to explore new opportunities in 'the real world'!

I want to make some acknowledgements. First of all I want to thank my supervisory team at the TU Delft. It was always a pleasure meeting with you, even though during these times it had to be via Zoom or Skype. Thank you Pinar, for your valuable feedback, help and insights, but especially for your enthusiasm and positivity in every meeting. Thank you Jan, for your challenging questions and reassuring words and how you always manage to put things in perspective. I loved having the both of you together as my supervisory team. It was a pleasure and the meetings always gave a smile on my face.

Also, I want to thank WWF, and especially my company mentor Laura, for offering me this graduation opportunity within this interesting and inspiring organisation. I hope I fulfilled your expectations and was able to show the strategic value of design in WWF! It is a pity I have not been able to be much at the office due to the corona virus, but I still loved experiencing the company (digitally).

Also, I want to thank everyone that was part of the interviews, prototype tests, brainstorm sessions and was there to discuss and challenge the project. Without you, I would not have been able to create the project result I have now.

Last but not least, a special thanks to my friends and family, that supported and motivated me throughout the project, but also 'forced' me to do things outside of my 'graduation bubble'. And of course my dog Rakker, that took me out for walks more than the other way around. To all, it was a welcome distraction in these months working from home!

For the reader, I have been told it seems that I like to write (a lot!). If you have limited time, I recommend to read the executive summary, the conclusions of the chapters and explore the final prototype and video.

That being said, I hope you enjoy reading my thesis!

Alessia Braams

July 17, 2020

Executive Summary

The challenge
Many non-profit organizations (NPO's) in the Netherlands have lost a large amount of donors over the last years. This thesis explores the use of behavioural influence design, applied in an online solution, in order to improve donor engagement for the well-known NPO WWF.

The thesis focuses at creating long-term engagement with donors in the age class between 18 and 35 (see chapter 2). People in this target group want to be flexible when it comes to making donations, want their own impact to be specific and tangible and rather take action themselves, in a personal and individual manner, when it comes to environmental goals. Furthermore, this is an age group that is very active online, especially on social media, which is interesting for the online solution space. As WWF-NL wants to create a society-wide movement, showing people that there are more ways to contribute to their mission for a sustainable society, beyond donating (like

adjusting sustainable behaviour or investing time), it seemed an interesting opportunity to improve engagement with this group and connect with them on the common interest of contributing beyond donations.

Literature
With the help of literature and successful exemplar cases on engagement, guidelines haven been created for improving the different levels of engagement (cognitive, emotional and behavioural) in relation to the target group (see chapter 3.1-3.4). Also, the field of behavioural economics, which assumes the irrational thinking and decision making processes of human beings, has been explored to see how behavioural influence design could be applied to improve the (different levels of) engagement. The conclusion of this exploration is that behavioural influence design should not (just) be implemented in the smaller details of online expressions; it should be part of the broader strategy, where it is used to improve
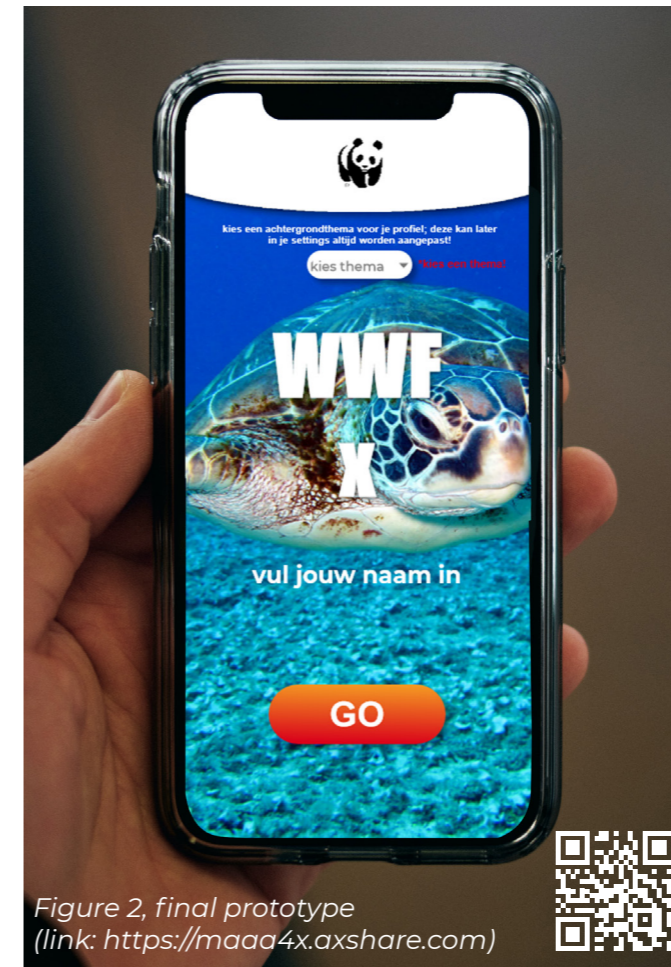
Synthesis
The guidelines and insights for improving engagement with the help of design for behavioural influence are combined in a strategy. Its details, that make it a WWF-specific approach, are shown in a roadmap, with supporting directional concepts (see chapter 4). To successfully reach the vision of this roadmap, all parts of the horizon must be followed carefully.

WWFxYOU app
The remainder of the project focused on horizon 2 of the roadmap (see figure 1), to provide WWF with a specific and tangible project to pick up and carry on after my graduation; the development of the WWFxYOU app (see chapter 5 and figure 2, with a QR link to the prototype). The goal of this app was to create a personalized relationship between the target group and WWF, based on the motivation to create impact (on an individual level). A first test, with 10 in-depth interviews with participants from the target group, had promising results; the app was described as a personal, approachable, (inter)active and involving way of contributing to WWF and seemed more attractive than current (WWF) donorships. A redesign is made based on the interviews (see video in QR in figure 3 for the final design). For further validation, I recommended to improve and test this design with a larger participant sample, before actual implementation.

Figure 2, final prototype
(link: https://maaa4x.axshare.com)

individual (in this case sustainable) behaviour of the target group. Again, with exemplar cases and literature, guidelines for improving engagement with the help of behavioural influence have been created (see chapter 3.5-3.6).

Figure 1, horizon 2: WWFxYOU.

Figure 3, video of final prototype
(link: https://youtu.be/L6Kp4U4zZuI)

Table of Contents

As you will see, the theme of this report is oceans; expressed in colours and visuals. I have chosen this theme as the project is for the NPO WWF, that strives for protecting and restoring nature. Over 70% of the earth consists of water and this influences the rest of nature as well. Also, I found the ocean a nice metaphor for the strategic design process; going from stormy waters to explore directions, towards calmer waters where it becomes clear where the project is heading. Each chapter, referring to a certain stage of the design process, has such a visual metaphor of the ocean.

1. THE PROJECT

This chapter introduces the project and research aim; the dot on the horizon to work towards to. Also, the research approach will be explained and the different phases of the project will be introduced.

1.1 Introduction & research aim

Introduction & research aim
One of the main issues nowadays, one we are becoming more and more aware of, is that our environment is deteriorating at a very fast pace. More often our concerns about, among others, our environment, climate change and plastics in the sea are expressed. Therefore, for my graduation project, I decided to use the power of design in a non-profit organisation (NPO) that is trying to protect and restore nature on a large scale; the well-known NPO WWF (World Wide Fund for nature).

The Dutch department of WWF (WWF-NL) is part of WWF-international, that was established 1961. The NPO's mission is "to create a world where human and nature flourish by activating millions of people. A vital and resilient nature, that we can pass on to next generations" (WWF annual report 2018/19). Within this, the current mission of the WWF-NL is to become "The most impactful and inspiring nature organization in the Netherlands, due to the mix of resilient landscapes, a society-wide movement and an exponential organisation." WWF-NL works on 7 topics: wildlife, oceans, forests, food, climate, fresh water and biodiversity.

To achieve these goals, WWF needs to collect help (money, volunteers, etc.). There are different ways and different parties from which an NPO like WWF can collect help to use for their set goals, like individuals, companies and governments. In this project, I focus on collecting help from Dutch individuals.

To make WWF's above described mission reality, it is of importance to collect more help, in terms of time, money or (individual) sustainable behaviour. The main focus for this project will be to look at the increase of individual donors (that help in terms of money), generating money for or giving future to different projects of WWF.

Last year (2018/19), the amount of donors for WWF-NL was 606.000, while in 2017/18 the amount was 671.000 (a decrease of nearly 10%, with only a 1% increase of contribution per donor, WWF annual report 2018/19). WWF's goal is to increase donors and minimize churn (=donors that leave WWF). Therefore, WWF keeps improving its (online) strategies to recruit and retain donors (optimizing channels, creating more awareness to convert more people, organizing data, lowering costs) (WWF annual report 2018/19). However, challenges are (1) communication with different target groups, (2) people do not want to commit long-term (anymore) and (3) people pay more attention to short-term projects.

Therefore, this graduation thesis focusses on how to retain donors at NPO WWF-NL, increasing much needed long-term financial help (and with that more financial security) from individuals. The use of behavioural influence design has proven to be effective in many other areas when it comes to attract people to a certain brand or decision, online and offline (like nudging for example), but the challenge for WWF is to create effects that last. Therefore I explored if and how to use behavioural influence design to create these long-term effects, in line with the brand that WWF has built. As many interactions nowadays with the donors/consumers/interested people are via internet, I further scoped the solution space down to an online solution.

Therefore, my research question is:

"How can behavioural influence design be applied in an online solution at NPO WWF for long-term donor engagement?"

1.2 Research approach

Research approach

The basic approach for this graduation thesis is the use of the double diamond design model (figure 4, originally developed by the British Design Council in 2004). The model consists of four main phases that will result in a specific solution: discover (with research), define (combine insights), develop (ideation) and deliver (prototypes or solutions). Between the phases, different iterations take place to redefine the project scope and direction along the way, based on the information gained at that point. In that way

The research of this thesis consists of a company analysis, based on (internal) documents and information, meetings with different employees of different sections within the company (chapter 1), in depth qualitative

target group interviews (chapter 2) and literature reviews and exemplar cases about behavioural influence and brand engagement (chapter 3). Insights from the research are combined into a strategy for WWF to design for long-term donor engagement with the defined target group (chapter 4). A strategic roadmap that is based on the strategy defines specific design directions (also chapter 4), that with help of brainstorms and discussions with multiple people (inside and outside of the company) resulted in a specific direction to develop further and create a prototype of (chapter 5). The prototype has been tested and evaluated with multiple people from the target group. The end result is a prototype with recommendations for WWF for further development (also chapter 5).
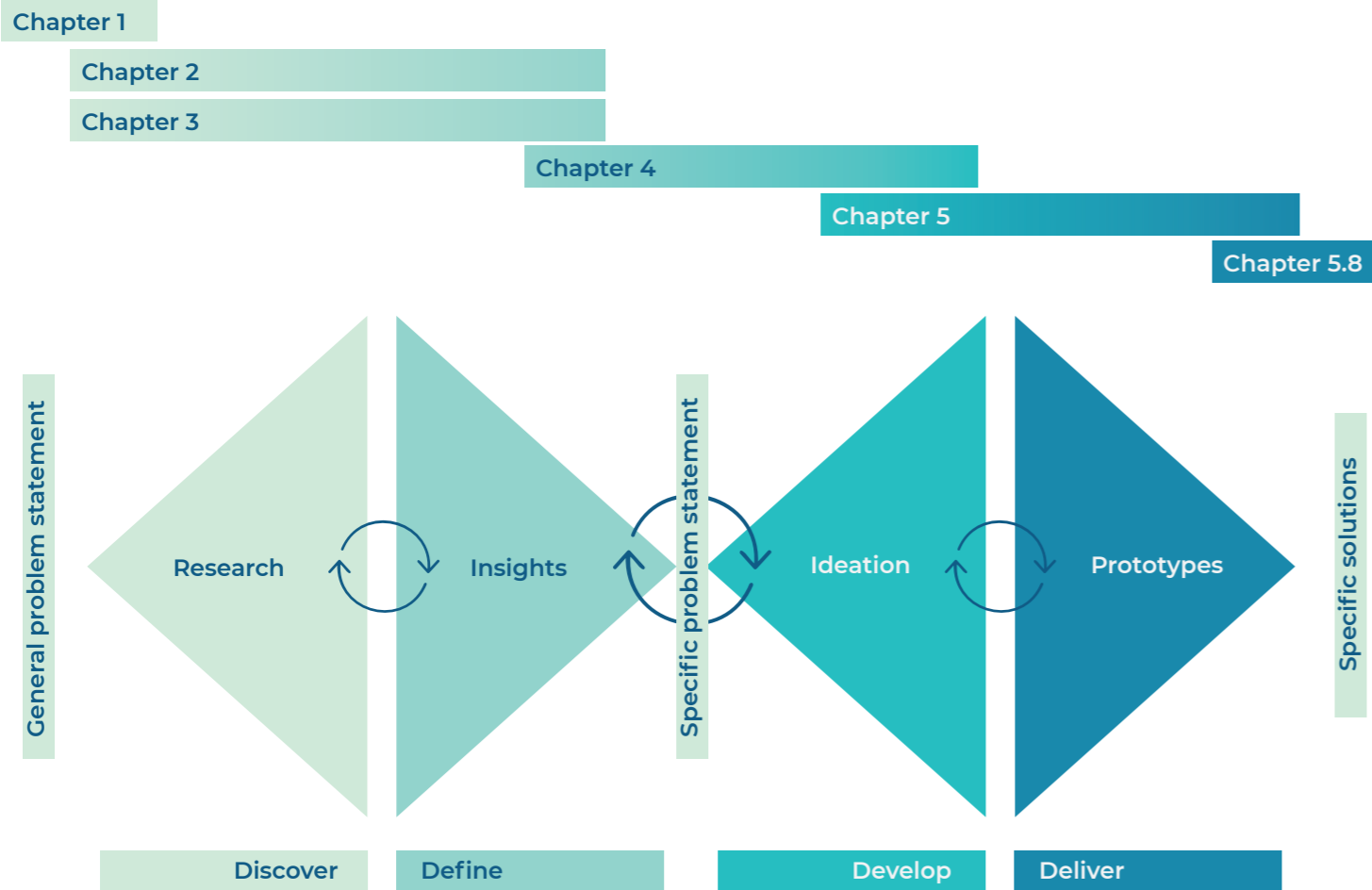

Figure 4, double diamond design model & chapters of the project

2. THE CHALLENGE

This chapter introduces the company, the non-profit organisation WWF, that is at the center of this graduation project. I explore the NPO and the challenges it faces in terms of long-term donor engagement. I look at a promising target group to improve long-term engagement in the online solution space and explore the needs of this target group with multiple semi-structured in-depth interviews. After this, I combine the insights in a SWOT-analysis and redefine the scope and research question based on the gained information.

2.1 About WWF

What is WWF?
As I mentioned before, more often our concerns about, among others, our environment, climate change and plastics in the sea are expressed, which is not surprising with current natural disasters, like for example the bushfires in the Amazone and Australia in 2019/2020, or the fact that population sizes of vertebrate species declined since 1970 with about 60% (Living Planet Report, 2018). While our ecosystems are basis of our existence, we as human-beings are depleting nature. We consume so much that overshoot day, the day where we consumed more than the earth can renew in one year, already was at the end of July in 2019.

WWF-NL, part of WWF-International, is active in over 100 countries all over the world trying to address these issues. Starting as an organisation trying to protect wildlife, they expanded into managing and restoring nature as well and also included biodiversity and footprint goals. This last direction is because WWF believes in an holistic approach; getting to the core of nature's problems to create real impact.

WWF's vision is trying to connect people, companies and governments willing to make a change to create a world wherein human and nature can flourish. Or in their own words:

 "to create a world where human and nature flourish by activating millions of people. A vital and resilient nature, that we can pass on to next generations" (WWF annual report 2018/19).

"Be one with nature" is the accompanying slogan in the Dutch department of the organisation.

The current objective for 2022 of WWF-NL is to become:

*"The most impactful and inspiring nature organisation of the Netherlands, through the mix of resilient landscapes, a society-wide movement and an exponential organisation " * (WWF.nl)*

Part of that movement is also involving people beyond donations:

"WWF's digital strategy is entirely devoted to everyone's individual contribution to a sustainable earth. Every contribution (in time, money or behaviour) counts." (WWF annual report 2018/19).

In the Netherlands, the organisation is very well-known, as becomes visible in their brand awareness score. Brand awareness can be measured by 1) aided recognition - usually showing participants a list and asking which they recognize, 2) unaided recall - mentioned in the list of brands within the topic and 3) top of mind awareness - the first mentioned brand in the list (Beverland, 2018). WWF scores number two on brand awareness within Dutch non-profit organisations. With 10% of participants mentioning them top of mind, 25% recalling unaided, and 85% recalling them with help (Kien monitor, Q4 2019 via Panelwizard, 2019). WWF is number one in the list of charities with a focus on nature, environment and animals,

* The terms 'resilient landscapes', 'society-wide movement' and 'exponential organisation' according to WWF (WWF.nl) :

Resilient landscapes: Continue to build resilient landscapes with an integrated landscape approach.
Society-wide movement: We want to inspire, motivate, activate and facilitate the Netherlands to be active with us and / or enter into a relationship with us. In this way, we make a fundamental contribution to halting the loss of biodiversity.
Exponential organisation: With every euro or day invested, we want to achieve as much impact as possible, by working together smarter and thus creating a leverage effect.

Purpose

We believe we can create a world where human and nature can flourish

WWF Brand DNA

Positioning

For everyone willing to make a change; with time, money or behaviour

Personality

open in connection, infectiously enthousiastic, idealistic pragmatic and focused on impact

Figure 5, Brand DNA of WWF

Graph 1 & 2, Income & Expenses of WWF in 2018/19

INCOME
2018/19

€59m

- Financial Income & Expenses (3%)
- Other Income (7%)
- Subsidy (9%)
- Nationale Postcode Loterij (26%)
- Individuals (55%)

EXPENSES
2018/19

€55.7m

- Management & Administration (5%)
- Recruitment Costs (11%)
- Information & Education (14%)
- Nature Conservation Netherlands (13%)
- Nature Conservation Foreign Countries (57%)

Figure 6, WWF's topics

above for example Greenpeace and the Dierenbescherming (animal protection).

Also, WWF is scoring number seven on the list with the amount of people mentioning WWF in the aforementioned brand awareness test that also had ever donated to WWF (23%), from which 11% had donated last year. From this last group, 26% said it was the most important charity they supported in that year (Kien monitor, Q4 2019 via Panelwizard, 2019).

In its communication, WWF positions itself as open in connection, infectiously enthusiastic idealistic pragmatic and focused on impact. Combined, the brand DNA can be summarized as in figure 5.

WWF-NL works on 7 topics: wildlife, oceans, forests, food, climate, fresh water and biodiversity (see figure 6). These topics are addressed in over 3000 projects, across 12 programs around the world and in the Netherlands.

In the year 2018/19 (WWF works from July - June each year), €59 million was collected by WWF of which 55.7 million was expended to support the projects (see graphs 1 and 2). So, of every €1 donated to the WWF, €0.84 can actually go to the projects!

The biggest part of the money in 2018/19 went into projects related to fresh water (29%), followed by wildlife (21%) and forests (19%) (annual report WWF 2018/19).

In the category fresh water for example, WWF strives for better protection of the fresh water environments, as there has been a decrease of 83% of fresh water animal- and plant species over the last 50 years (wwf.nl). In the category wildlife, WWF wants to stop illegal animal trade and poaching, increase the amount of protected species and protect the most important habitats of animals. More specific insights and projects can be found on the website or in the annual report.
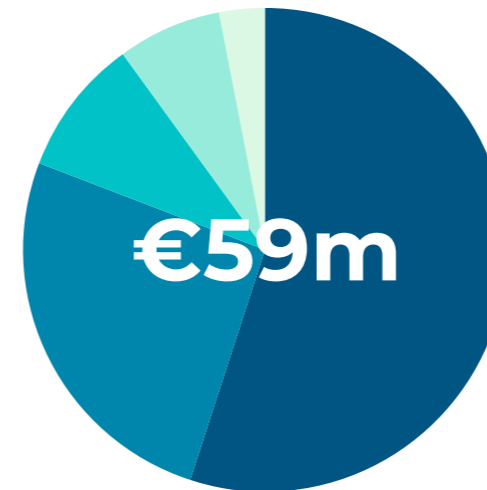
WILDLIFE · OCEANEN · BOSSEN · VOEDSEL · KLIMAAT · ZOETWATER · BIODIVERSITEIT
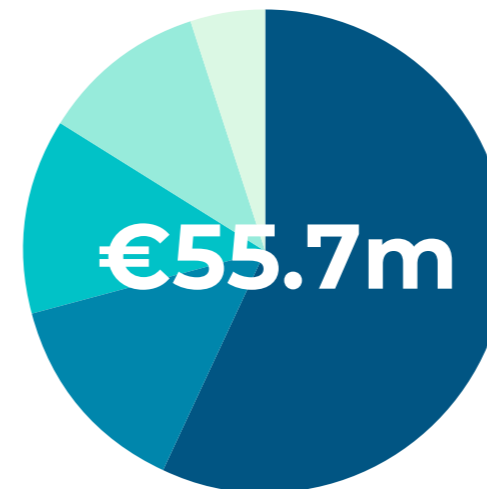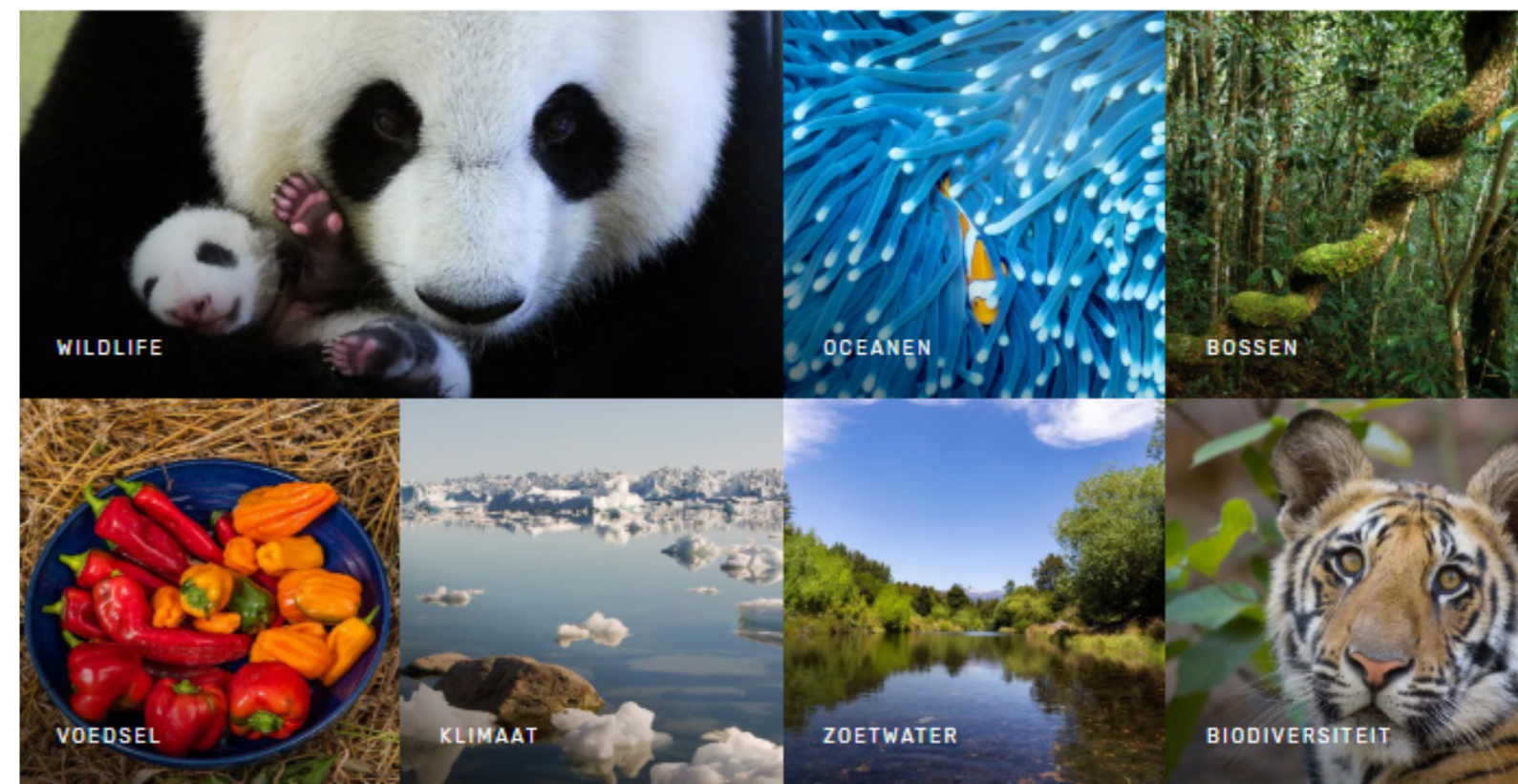
The 'portfolio'

As can be seen on the income and expenditure graphs (annual report WWF 2018/19) 55% of the money for the projects comes from individuals. Below is an overview of their 'portfolio' of products/services/tools they provide for individuals to be able to support WWF. This is not only in terms of money, but also time and behaviour.

Offline

Events & activities:

WWF- Sea Swim

This event (figure 7) was first hosted in 2019, and already has an edition planned in 2020. This event is a sponsor swim to raise money to free the sea from plastic pollution with the collected money going into the Plastic Free Oceans project of the WWF. Participants pay €28,50 to participate in a 0.5km, 1km or 2km swim in exchange for a swimming cap and nice event on the beach. Participants can raise more donations if they want to (for example by friends and family). For WWF, this event is not purely about raising money, but also increasing leads and thus possible new relations for WWF. WWF Sea Swim 2019 was a great success, with 590 participants and over €150.000 raised!

WWF- Earth Hour Run

In 2020, WWF hosts the first Earth Hour Run in the Netherlands. Earth Hour is one hour each year where people all over the world are asked to turn off their lights and other electricity, to ask attention for the impact of environmental change. This hour is initiated in 2007 for the first time by WWF, and now a well-known phenomenon all around the world. The run follows the same principle as the Sea Swim; participants pay 25 euros, can decide to run a 5 km or 10km, money raised goes to WWF projects (in this case, different projects with trees, that face severe damage of environmental change) and WWF hopes to collect new leads to be able to raise more money in the future.

Volunteers

WWF has currently over 3500 volunteers that invest their time for WWF with, among others, organising (smaller) events, support nation-wide campaigns and giving lessons at schools.

Other

Above mentioned events are WWF's main events in the Netherlands. However, they do have more small-scale activities, such as a pubquiz with 100% of participant money going to Australia, a clean-up in the city of Utrecht (hosted together with Bever) and some discounts on nature related movies. Also, people can create their own events to raise money for the WWF and make a page online.

Figure 8, donorship options

Online

Money - structural

Donorship

WWF offers three (or actually four) options for people to become a structural donor, respectively €2.95, €5.95 and €9.95 per month (see figure 8) and the opportunity to choose your own amount, with a minimum of €2.95. This proposition changed recently (mid February 2020) from a proposition with options €5, €10 and other. In this new proposition, also a stuffed animal is given to the donor at prices €5.95 (smaller stuffed animal, 15cm) and €9.95 (bigger stuffed animal, 30cm).With the structural donorship, donors also get the "Be One With Nature"-magazine 3 times a year, digitally or physically, where the €2.95 group only has the chance to receive it digitally. Also, once a month, the donors get an e-mail with inspiration, environmental tips and news about nature. At the moment, WWF has 606.000 donors in the Netherlands (annual report 2018/19).

Rangers

For children of different ages (3-6 years, 7-11 years and 12-18 years), WWF offers a ranger membership.: WWF Rangers All different groups get discounts on nature related trips such as the zoo and can join activities from WWF. Also, all groups get a magazine (3-6 times per year) targeted at their age, as well as news letters (10-12 times per year) in their inbox. The smallest and middle age group also get a gift, respectively a world map and a

Figure 7, WWF Sea Swim Advertisement

panda bag. Also, all groups can get a package to collect money donations for their favourite animal. Currently, there are 112.000 rangers (annual report, 2018/19).

Gift-donorship
It is also possible to give someone else a WWF donorship, with the benefits as mentioned in the 'donorship'-section.

Donating Tax Free
When people decide to donate structurally for at least 5 years, they can get tax advantages, getting part of what they donated back, resulting in a more profitable way of donating.

Money - One-off

One time gift
An opportunity for people that do not want to donate structurally, but do want to give something to the WWF sporadically.

Will
People can include WWF in their will, leaving some of their money to the WWF.

Personal interpretation
People wanting to give more than €5000 have more say in where the money goes. From €100.000, people can get a registered fund, for which they can decide the purpose, and possibly visit one of the projects related to the fund.

Company gift
From €2500 companies can give a company gift, with in return free invites for events like the Sea Swim, a magazine, a photo calendar and the annual report.

All money related help is also presented in figure 9.

Figure 9, different options to support WWF with money, from WWF.nl

Webshop allebeestjeshelpen.nl
On the allebeestjeshelpen webshop of WWF, (sustainable) (WWF) products are offered with proceeds going to the WWF. Also, people can buy an adoption-kit (figure 10), where they can symbolically adopt an animal of choice. The money raised with the adoption kit (costs: €35) will go to projects related to that animal. The kit contains a stuffed animal, a booklet with information about the animal, seeds for a plant and the tube in which it all comes can be used as flowerpot.

The goal is to change people's plastic behaviour.

Social media
WWF is active on different social media channels: Facebook, Instagram, Youtube, Twitter and LinkedIn combined with over 380.000 followers. Facebook has the largest share of followers (280.000), followed by Instagram (55.000) and Twitter (45.000).

Time/Behaviour

Footprint test
WWF's Footprint test (figure 11) is an online test to see the impact you have on the world, based on how large your ecological footprint is. Every question is accompanied with some information about the topic. The result is your footprint size, the amount of worlds needed if everyone would live this way, the percentage of contribution per topic to the footprint, tips, comparison to other people in the Netherlands and the opportunity to opt in and get more tips to reduce the footprint.

Plastic Afvallen app
The 'Plastic Afvallen' app (lit. loose plastic weight, see figure 12) is an app that challenges the user every day with a plastic-reducing task, in the form of a 'Whatsapp conversation' and with a scale to see how much 'plastic weight' you lost with accomplishing the challenges.

Figure 10, adoption kit of WWF

Figure 11, WWF's Footprint test
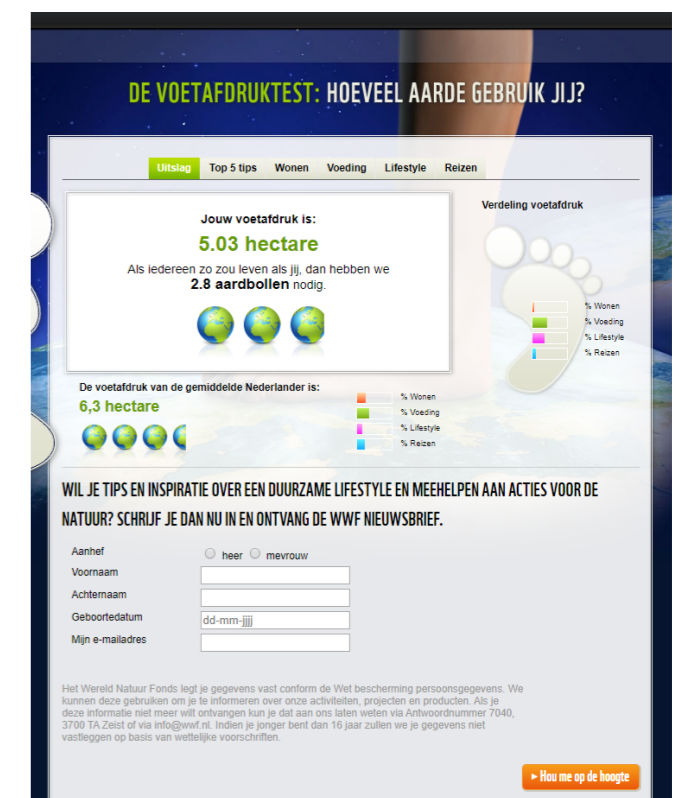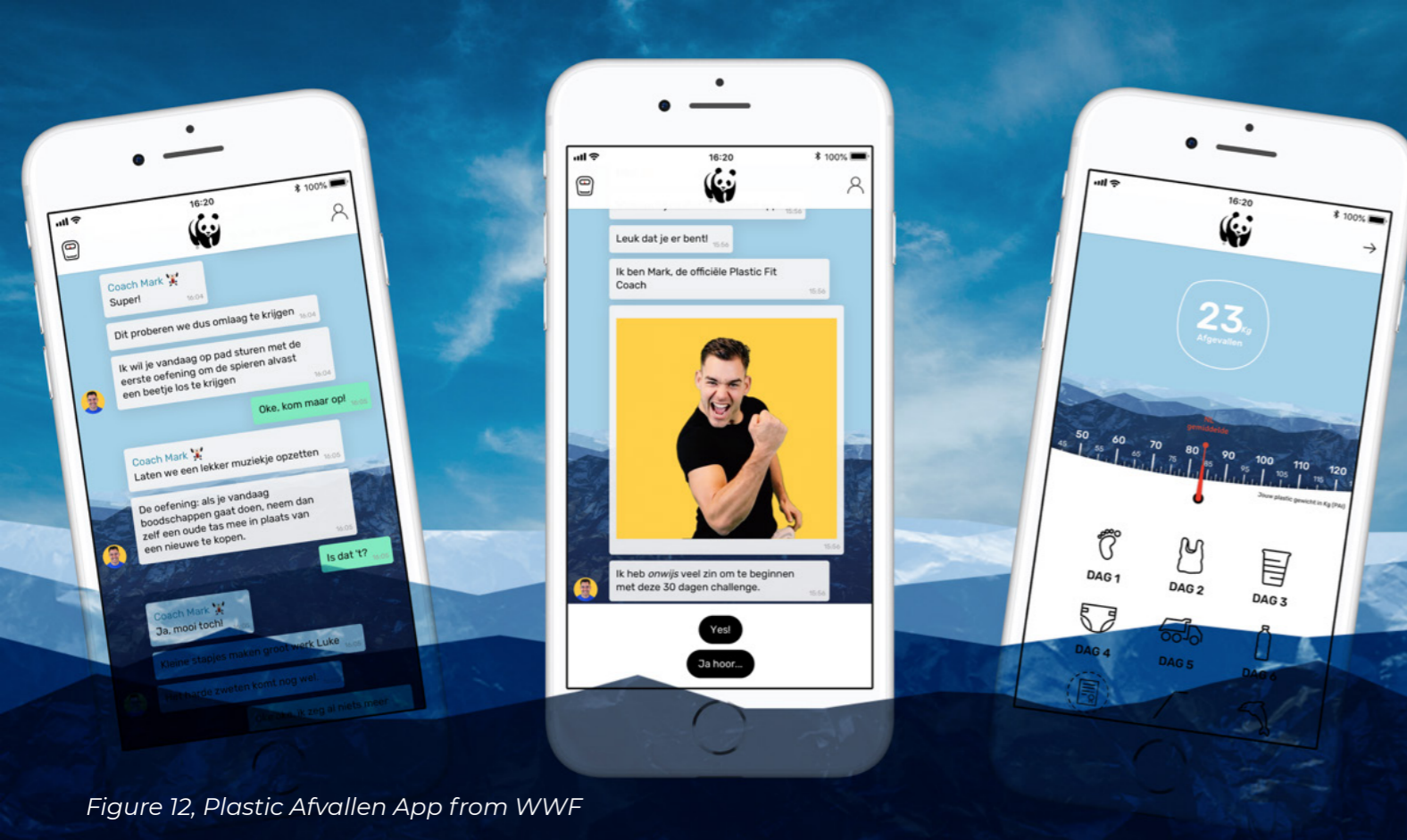
Figure 12, Plastic Afvallen App from WWF

2.2 The Challenge

What is the challenge?

All in all, WWF seems to have a very strong and high positioned brand in the Netherlands, with a large portfolio of products and services to collect help in terms of time, money and behaviour. They have 606.000 donors including 101.000 rangers in the Netherlands, and trying to collect more leads and relations with help of new and successful events (see for example WWF Sea Swim 2019).

However, WWF faces difficulties in the area of donors. As mentioned above, the amount of donors for WWF-NL is 606.000 (annual report 2018/19). The number one in the list of brand awareness, KWF Kankerbestrijding, has over 800.000 donors (annual report KWF, 2018). However, while WWF's amount thus is seemingly still quite big, it is a decrease of nearly 10% compared to 2017/18, where the amount was 671.000., and about the same decrease compared to 2016/17, where the amount of donors was 734.000. In 2003, the amount was even around 1 million donors. With only an increase of 1% of contribution per donor last year, WWF is losing donor-related money, that they could use to spend on the aforementioned projects, as well as impact on the society that is needed to realize their mission.

This outflow of donors is called *churn* and is a process happening in many other charities across the Netherlands as well at the moment (see figure 14).

At this moment, the churn at WWF is bigger than the amount of new donors flowing in and the amount is bigger than in other charities. Donors are important when it comes to generating money that is 'unrestricted', meaning the money does not has a label and can be spent freely to different projects. Therefore, WWF-NL needs to minimize churn and create more sustainable structural relations to secure money flow.

To get to the defined goals (see confidential appendix 1), WWF keeps improving its (online) strategies to recruit and retain donors (like

optimizing channels, creating more awareness to convert more people, organizing data, lowering costs and expanding and improving their portfolio. However, challenges, among others, are that people do not want to commit long-term (anymore) and pay more attention to short-term projects. This was clearly visible earlier this year. At the beginning of 2020, big bushfires overtook a large part of Australia. WWF quickly responded with an Australia campaign, where people could donate on the website with text messages and with a Tikkie (Dutch payment app of the Dutch bank ABN) and donations rose quickly to over 1.6 million euros!

The biggest challenge is thus in retaining the amount of (financial) structural relations. With the churn currently being bigger than the inflow of new relations and as WWF has one of the biggest churn rates among Dutch charities, there is a need to improve the engagement of relations to WWF.

To find reasons for churn, I talked to the information and serviceteam at WWF. Main reasons for people to terminate their donorship, as was given in their termination phonecalls, were:

1) Financial reasons

The financial reasons are people that say that they cannot afford the donorship anymore. This reason is most often mentioned by people terminating their donorship and is difficult to argue against/react upon for WWF (you can never really know ones financial situation).

2) Substantive reasons

Substantive reasons are reasons related to affinity with WWF and its goals.

3) Switch charity

A last often mentioned reason for donorship termination is that people switch from charity, have to make decisions as they support many other charities as well and think it's time to give another charity an opportunity as well.

What did WWF already do?

WWF realized they had to start minimizing churn last year and started by providing their donors insights, or feedback you might call it, on their donorship. This included a welcoming package (figure 13) if they go for €5,95, €9,95 or higher, including the stuffed animal and a welcoming letter, and a digital welcoming letter with the €2,95 option. Also, three times a year donors get the 'Be one with nature'

-magazine. Every month, donors get tips, news and inspiration per e-mail (not necessarily about WWF). Every year donors get a birthday e-mail. Also, after 1 year of donorship, they get a thankyou e-mail, as well as with 5 years, 10 years and 20 years of donorship. The impact on these changes made last year cannot be measured yet, as the running time of these actions are too short.

Figure 13, WWF welcome package and donorship benefits

Goede doelen verliezen steun trouwe donateurs

Grote goede doelen verliezen snel de steun van trouwe donateurs. Het Wereld Natuur Fonds zag 63 duizend vaste gevers (8 procent) vertrekken in 2018. Ook de donateursbestanden van Unicef, Greenpeace en OxfamNovib namen flink af. Voor het eerst in jaren zijn daardoor in 2018 de opbrengsten van goede doelen uit particuliere giften afgenomen.
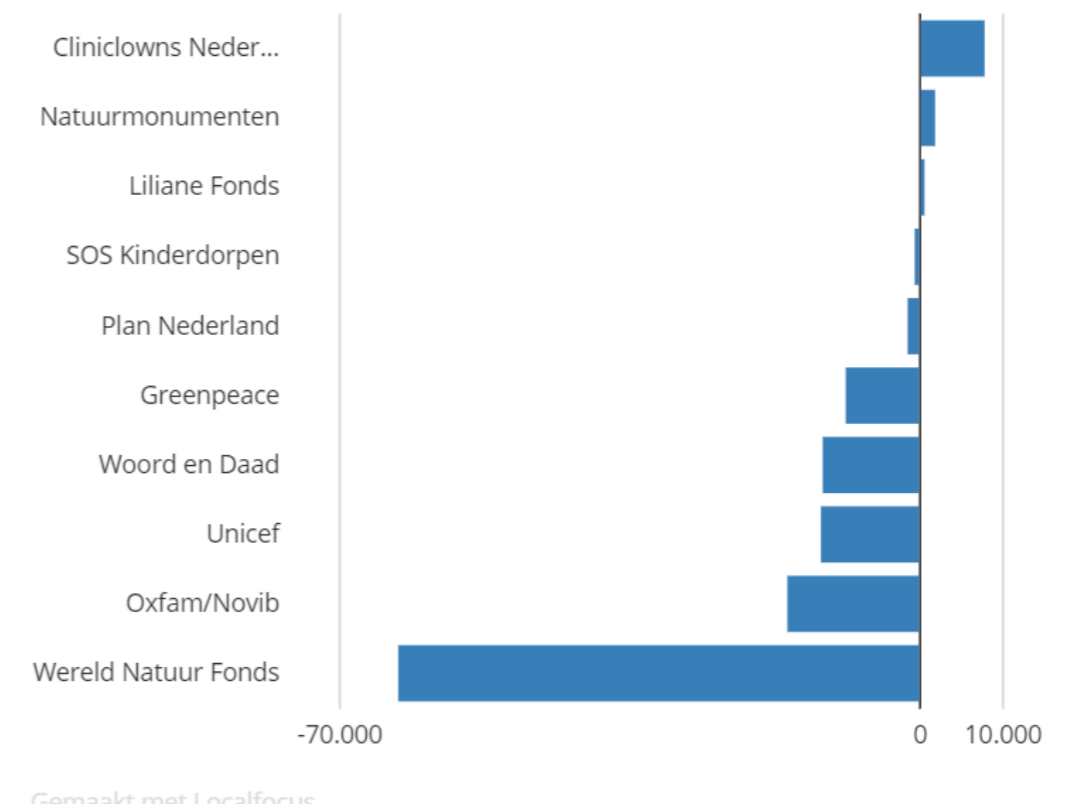
Xander van Uffelen 23 september 2019, 5:00

Figure 14, Volkskrant (2019) article about Dutch charities losing donors

2.3 Defining a target group

Filter by age

For this project, I think an interesting target group to focus on is a relatively young group (about 18-35 years old, based on the information found about younger donors). The young target group does not want to feel 'stuck' in a donorship (Mediaxplain, 2017) and also switches charities more often, compared to older people that commit to a charity long-term (RTL NIeuws, 2019). Also, they have their own preferences when it comes to contributing to a charity, like volunteering or sponsor actions, rather than making donations with money (Vakblad Fondsenwerving, 2018). Also, from different age categories (-35, 35-45-, 45-55, 55-65, 65+), the households with a main breadwinner to 35 years old spend the least percentage of their spendings on charities (CBS, 2015). It thus seems challenging to engage this younger target group long-term. However, I believe it is an interesting group to look at, as WWF also wants to show more ways of contributing to their mission, beyond donations:

> *"We want to encourage citizens, consumers, companies, governments and NGOs to invest time and money together and to adapt their behaviour for a sustainable society." (WWF annual report 2018/19)*

On top of that, this younger group offers opportunities in terms of life-time value, as they are still young and have lots of years ahead that they could spend donating to WWF, if WWF is able to keep them engaged.

So, as a first step in defining the right target group for improving engagement, I decide to focus on a relatively younger target group of 18-35 years old. To get a bit more insights in this age group, I have looked at millennials, that mainly fall within this age group.

Millennial

The information around millennials is based on different sources of widely available information around the target group, such as from Goldmansachs. (n.d.) and Forbes (2019).

Millennials are born roughly between 1980 and 2000 and thus now are between 20-39 years old. They represent the world's biggest generation at the moment, and consist of over 3 million people in the Netherlands. Millennials are talking more about sustainability than other generations and sustainability has a big impact on buying decisions. However, the sustainable lifestyle is not fully embraced yet. When it comes to brands, millennials turn to brands that can offer maximum convenience at the lowest cost and brands that are represented online, as this is where this generation is very active. Millennials are also less loyal to brands (which we also see in this case). Millennials care about wellness; exercising more (and tracking it), eating healthier and smoking less. They are afraid to miss out (FOMO) on experiences; which relates to values they find important: happiness, passion, diversity, sharing and discovery. Furthermore, millennials are very ambitious and want to keep developing themselves (personally and on a professional level). Millennials want to contribute to higher goals (like solving social issues) and want to feel like they are seen and heard and can make a difference. This also reflects their buying behaviour, where they rather buy brands with a clear purpose they believe in. Also they are more individualistic and independent.

The target group for WWF to go for thus seems to be the 18-35 year olds, that have many similarities with the well-known millennial target group and I now further will refer to as the WO target group (WWF Opportunity). See also confidential appendix 2.

2.4 Interviews with the target group

As I want to see where or in what ways WWF could best connect to the WO target group and build engagement with them, I have set up a qualitative, semi-structured interview with 7 people in this target group (see appendix A for the interview guide). Currently, non of these interviewees is a WWF donor. With this interview, I wanted to find out (differences in) motivations to (not) become a donor, their relationship with or knowledge about WWF, how they might have experienced a (WWF) donorship or NPO interaction in the past and to see how much they indeed relate to the information I had found on millennials.

WWF recently started to try to change sustainable behaviour in the individual, as a way to contribute to WWF goals. As millennials are more aware of and talking about sustainability issues, but have not fully embraced the sustainable lifestyle yet, this might be interesting to connect on. Therefore also some questions about their sustainable behaviour are asked in order to analyse if this would be a good topic to pick up on.

I analysed the interviews and supported this analysis with real quotes from the interviewees. This analysis starts on the next page. After each quote a letter is added (A to G) in order to see differences in answers and opinions. The interviews were conducted in Dutch, therefore I loosely translated the quotes to English. The full analysis can be found in appendix B.

Analysis
Knowledge of - and relationship with WWF
Everyone of the interviewed people knows WWF and can say broadly what WWF's mission is about. The fact that WWF was a very well-known NPO also gave some extra confidence in the charity for some.

"it appeals to me that it is very well-known, I do not know if it makes sense, but I think that that makes you trust [the charity] better. Everyone knows it, it already exists quite some time... it has a good name. Then you might entrust your money or attention a bit sooner to it". -C

Mentioned as main objective of WWF often was the protection and conservation of nature and the animals within:

"As far as I'm concerned, they stand for the protection of animals, protected species, environment, that kind of things. [...] Their mission is about being committed to a better world for animals and the environment in which they live. - A

(The protection of) animals (environments) especially is mentioned in every interview as a focus of WWF.

Also the creation of balance between human and nature was mentioned as objective some times, but two of the interviewees that mentioned this also thought Greenpeace was doing quite the same, may it be with a bit more activism, and therefore confused WWF with Greenpeace at some points.

In terms of characteristics, people described WWF as caring (almost mentioned by all), green, healthy, idealistic, environmentalist, enthusiastic, helpful and persistent. Two people imagined WWF as almost being a hippie. Another described WWF as an enthusiastic ranger, like Dutch biologist Freek Vonk.

Another interviewee described WWF, as a charity, as a bit fake. This interviewee was very sceptical about charities, knowing that in de end they just are after your money. And actually, most of the interviewees also mentioned they were a bit sceptical about charities, due to being in the news negatively with regard to

financial issues.

The interviewees had not been in touch with WWF recently. They mainly remember some TV spots or offline advertisements, but mention they have not seen much of WWF online and did not interact with the brand at all recently.

"I do not think I follow them on Instagram. [...] It would be nice however to be up to date about what is going on." -C

The interviewees are active mainly on Instagram and get knowledge of/ inspired by influencers and brands via this platform. However, also their own social environment influences their decisions. Thus, reaching this group would be possible on social media or by entering their social environment.

"I follow quite a lot of 'nature' on Instagram, like National Geographic, and some other amazing accounts with photos and videos of animals. But [WWF] I have never looked up or have come across as far as I remember."-C

Money
In terms of contributing to the goals of WWF with money, some mentioned they might have donated once to WWF, but do not remember why or how much specifically.

"I might have donated to WWF with an sms-action that you donate €2 euros once.."- G

One interviewee bought an adoption animal as a gift multiple times, for "people that already have everything [...]. It is a nice gift and gesture for people that can appreciate it". -C What the interviewee valued in the adoption package is that, even though the money might not go specifically to that animal, it becomes less abstract of where your money is going; it becomes visual and specific.

"At one time you could buy stuffed animals as an adoption panda or adoption monkey and I believe I have used that as a gift about 3 times. [....] With the adoption kit.. it is made more tangible. Normally, you put your money in something and it ends up somewhere...But when you believe you have 'adopted' a monkey, while this also is just symbolic, it just feels a lot

more comprehensible. [Greenpeace's] 'Geef Niks' does not attract me like this as it does not make anything specific really. [...] Something that is abstract is hard to connect to mentally."-C

And this interviewee is not alone in this opinion. Almost all interviewees mentioned they rather donate to specific goals of which they can imagine what is happening to their money. They want to feel like they have impact and really know how they contribute to the goals of an NPO.

"Often when I donate, it is to a certain campaign so you know exactly where the money goes to."- G

"TeamTrees was an initiative of Youtubers and had a mission to plant 20 million trees and every tree was one euro. So I bought 5 trees. -B

And in terms of priorities, the interviewees put humanitarian goals and charities first on their 'to-donate-list'.

"If I would make a priority list, I would start with for example children, not animals. But I feel animals and the planet also are getting more important, for example I stopped eating meat, there are changes in that."-C

Emotional triggers influence these one-time donations as well.

"I have supported IFAW for the koalas [...] I came across IFAW on Instagram and they showed me the burned koalas."- F

However, these emotional triggers are not valued on the long run with a less specific goal; it can annoy the customer.

"The IFAW advertisements on TV I believe are very annoying, they show you 10 minutes of sad animals, I cannot handle that [...] But the koalas were just helpless and I needed to help". - F

The specific feedback and feeling of impact of their money spent on a specific goal is also valued in other brands. The target group does want to spend more on and/or prefers to buy brands that have a strong mission and translate their product purchase into a specific goal they contribute to. Examples mentioned are Tony's Chocolonely, Toms, Seepje, Veja, Goat and Dopper. For these brands, the interviewees can most of the time easily describe the mission in one sentence and if they believe in it, they are more eager to buy it. The buying of these products adds an extra dimension of experience: the feeling that they are doing good. However, the product still needs to be e.g. good looking, tasty, fun and/or high-quality; it needs to fulfil their expectations of the product category. The strong mission is a nice extra touch that can motivate them to buy that brand rather than another and spend a bit more on the product than they would have otherwise.

"I would definitely consider buying those products *because* they are good for human and environment. But often they are more expensive. So. those [Veja] shoes I do not have, because I did not think they were that nice. So [products being sustainable] is not the most important thing, if it is very expensive or not so nice, I do not buy it. But knowing they are good, I would definitely consider them rather than another product For example, when I see those shoes somewhere, I would check if I see something I like of those."- B

Although one interviewee has lost his faith in the authenticity of brands being green:

"Every brand claims that they are 'green' nowadays so that does not trigger me so much anymore."- D

The awareness of these brands, and also charities, is mainly generated by social media (facebook, instagram) or the social environment (word of mouth).

"Often when I donate, it is to a certain campaign so you know exactly where the money is going."- G

"Maybe I came across [Seepje] via Instagram and thought I would like to try that as well. And a friend recommended it to me but then I already used it."- E

The fact that they do not want to feel stuck in a subscription and want to feel in control of their spendings also contributes to the preference of sporadically donating to specific goals, both in charities and 'good' products. The target group is very aware of their money and spendings and when they spend it, they want to do it right.

I don't want to feel stuck in a subscription, it is something you forget to terminate and terminating is always harder than I want it to be." -G

For the future, the target group does imagine themselves spending money on charities more long-term, but they would research the goal in depth first: they want to see the efficiency of the money spent and want full transparency in this, measure and/or see their impact by making the donation and discuss decisions with their social environment (as we have seen before already). On top of that, it has to give a good feeling. For some interviewees, all these preferences would probably result in supporting a local charity rather than a big one.

"I feel more attracted do charities that involve you actively in what they do. Tony's Chocoloney is not a charity, but it is a brand that I like to support as their mission is very clear and they are able to involve people in what they do.[...]I think I rather give my money to certain brands [than charities] where I want my money to be [like Tony's]."-C

"Maybe in the future I would go for something smaller than WWF or Greenpeace. "- D

For this group 'I donated for a long time' means they donated from half a year to three years. They like to switch to be able to support more goals.

"I often forget [to terminate] it, so than I look and realize I already support them a year. [...] I have supported them already a very long time without realizing it. But if I would really pay attention to it, I would probably not be a donor for more than half a year and then change again...consciously tracking it. Supporting half a year this or that... and then support something else again."- E

Time/Behaviour
If they do not feel like they can make a difference or do not really feel like their donation makes impact, they rather contribute in other ways, like time or behaviour.

"I would support a charity rather with effort. [...] I would like to help with something that I am good at and can learn from as well"- A

This active, individual participation however relates more to NPO's that support environmental and/or nature goals than health, human rights or poverty.

"I really saw that kid needed my money to achieve goals, it needed me"- E

However, as active, individual participation, participating in sponsor events like the Sea Swim is not something they prefer to do. Many said they did not hear from the Sea Swim in the first place. After explaining the event, they think they might do something like that when friends are motivated to do so, but otherwise they are not very interested.

"I joined a running event because of a friend, but I do not know what charity it was for anymore.."- F

One interviewee learned about the event (via WOM) and considered participation, as he/she is quite active in sports. However, eventually

"I would support a charity rather with effort. [...] I would like to help with something that I am good at and can learn from as well"- A

the price was a bit too high for her and he/she decided not to join. Again, money is a deal breaker for this target group.

"I have looked at participating in the Sea Swim, but I thought it was too expensive. [...] But I think it is a fun way of donating, sports activities."-C

However, the Earth Hour (turning off your lights for 1 hour, once a year) was something that did get their interest, even though they did not really linked it to WWF.

"[Earth hour] is easy, I do not believe it has that much impact, not that many people join I believe and it's only an hour, but it does have something.. a moment of awareness."- E

But to actually participate, more connection was needed.

'I do not feel the need to participate in things [like earth hour], I do not really feel a connection with it' -A

Participating via the footprint test or the plastic app is however something this target group was very curious about. They want to see their current impact and learn more about how to improve their sustainable behaviour. However, none of the interviewees had heard of the Plastic Afvallen App. The footprint test was something they heard of or had done at some point in their life, maybe not specifically from WWF, but did not do much with later on. They mentioned that they expect from such tools to learn more about their behaviour and get direct feedback on it, so that they can improve it.

"I would think doing a footprint test is interesting. [...] It is about knowing where you stand and maybe track that over some years as well.[...] I would not do it on my own, but if someone else would point it out to me, I would be triggered to see how I am doing compared to that person. So some curiosity should be triggered, as I would not do it on my own. "-C

One interviewee was so triggered to do the footprint test and download the Plastic App, he/she did it right away. However, he/she did not feel like the tips at the end of the footprint test really connected to his/her behaviour and therefore did not expect to do much with it. Also, the interaction with the Plastic App was not really motivating for him/her, as there was too little directly available information (what he/she would expect from such an app) or direct feedback and the interaction was taking too long.

"I would expect the app to look differently. When you can clearly see the impact of for example you bringing a sandwich bag to work every day and tips about how you could do it differently. Now it does not look like I can get a lot of information from this app, while this is probably why I would download it in the first place."- B

Sustainable behaviour
All interviewees are aware of environmental problems and many actively try to act more sustainable at least on a certain level, as long as it is not too hard to do so.

Many said their relationship with the topic has changed over the years due to the raise of awareness around it and the fact that people in their near environment discussed the topic with them or social media posts that influenced them. This created new perspectives, insights and triggers to act more sustainable.

"As many people around me had a Dopper, I started to look for more information."-A

"Our generation, I believe, really wants to improve themselves in terms of sustainable behaviour. You see it with those current school strikes. [...] As such a strike is of course approachable way of contributing, feeling that

"I feel more attracted to charities that involve you actively in what they do."-C

you have impact. It is something anyone can do."- C

The interviewees wanted to learn more, get tips and be inspired by others to adjust their sustainable behaviour. They often mentioned plastic use as something they wanted to improve, however they did not know about the Plastic App of the WWF, but if they would have come across it, they would have been triggered to download it.

"I would like to be reminded of the issue more often, let it be more on the 'forefront' of my mind"- C

However, adapting their behaviour should not be too hard or kill the fun.

"Maybe sustainable behaviour should be made easier.. I am too lazy to bring my waste to different places.. put my batteries here... paper there...glass there.. if it is all in one place, it is much easier."- G

Even though the target group is busy with the topic of sustainable behaviour, the link with WWF is missing. They are unaware of WWF's attempts to stimulate sustainable or environmentally friendly behaviour of the individual, while a big part of WWF-NL's mission is to create impact by the activation of behaviour change, as can be seen in these statements from the annual report 2018/19:

"WWF's digital strategy is entirely devoted to everyone's individual contribution to a sustainable earth. Every contribution (in time, money or behaviour) counts."

and

"We want to encourage citizens, consumers, companies, governments and NGOs to invest time and money together and to adapt their behaviour for a sustainable society."

A reaction from one of the interviewees on this was:

"If their mission includes people being more aware of their sustainable impact [...] I would expect them to be more pro-active about it."-B

Conclusion

Looking at the interviews with the target group of 18-35, it becomes very clear that they indeed think and act in the way millennials are described. Combining the insights, I will again refer to them as one target group again: the WO target group.

When it comes to donation behaviour, the WO target group does want to sporadically contribute to charities, but prefers to do it in a flexible manner, as they do not like subscriptions and are very aware of their spendings. For most interviewees, money is at this moment the biggest issue that is keeping them from (long-term) relationships with charities as well as brands. However, the fact that they do not feel a connection to the charity or just want to contribute to specific goals or in personal ways, also influences this flexible behaviour.

Spending (a bit more) money can be stimulated by the feeling of impact and contribution to a certain goal or purpose. The target group is very critical about what is done with their spendings. Specific and visual impact stimulates more donations and/or buying of products, as long as the product offering fulfils their needs in the first place. If impact is however harder to see, people tend to prefer to contribute to the goals themselves, as mainly is the case with sustainability and environmental issues.

The target group is active online on social media like Instagram and this is also where they learn about sustainable behaviour, get inspired to change their behaviour and learn about brands they want to support because of their impact or story. However, their social (offline) environment is also a great contributor to changing perspectives on topics like sustainability, learning new things (related to the topic) and getting inspired. The target group thus is always learning new things stimulated by their environment. The target group is therefore also very much aware of the importance of sustainable behaviour and constantly willing to develop itself in that area, based on new learnings.

Combining insights from this interview and the research into millennials, it becomes clear

that a long-term *financial* relationship is not the way to go for the target group (at this moment) but there is a big opportunity to create a relationship based on their awareness and willingness to improve their sustainable behaviour and the flexible, personal ways they want to contribute to charities.

This contribution in behaviour should not be necessarily in events or activities. They rather contribute to sustainability goals in individual ways. For them, this means learning from others, adjusting their own sustainable behaviour and being open to improve it, buying brands that do 'good' and create impact, or participating in an event like Earth Hour, that is very focused on creating awareness of- and feeling connected to a bigger goal, while the individual participation is free, individual and in their own hands.

Tools or activities that stimulate contribution in behaviour and help in terms of personal development in that area (like footprint test, plastic app) are things they are triggered by to use and learn more. However the target group at the moment does not receive attempts from WWF to stimulate that learning and does not connect WWF to the goal of improving sustainable behaviour.

To conclude, an important objective of WWF is to improve sustainable behaviour and the target group is open to learn and improve in this area. Contribution in behaviour rather than money is an interesting angle for this specific target group right now. Sustainable behaviour could be a driver of connection between WWF and the target group. This connection can possibly be translated later into financial relationships as well, as long as it fits their personal goals and preferences and they can see their personal impact clearly.

2.5 SWOT ANALYSIS

With the insights collected up to this point, I created a SWOT analysis to develop better insights to where to take this project from here (see figure 15). I added the current corona crisis as a threat, as this influences many people's purchasing decisions and might have a huge impact on chairty spendings as well. See also confidential appendix 3.

STRENGHTS

Strong brand (awareness)

#1 NPO in NL's with a focus on environment, nature and animals

Big & diverse portfolio

Large base of structural financial relations (606.000)

Internationally active & well-known brand

WEAKNESSES

Losing a big percentage of donors (churn), as they fail to engage them long-term

OPPORTUNITIES

A raising awareness for sustainability issues worldwide, especially among millennials and Gen Z

Target group WO (18-35, wants to actively, in time and behaviour, contribute to society issues, care about nature protection and is the largest target group in the Netherlands)

WO triggered by brands offering more than a product

THREATS

Overall churn rate in Dutch NPO's is high

Younger donors (18-35) switch charities more often, not supporting NPO's long-term

Younger generation (18-35) wants to come to action themselves, instead of supporting an NPO

People and also companies might need to cut spendings due to the impact on the economic consequences of the corona virus

Figure 15, SWOT analysis of WWF

2.6 THE PROJECT SCOPE

The project aim is to create long-term donor engagement in NPO WWF with an online solution, and exploring the use of behavioural influence design for this direction.

As we have seen, an opportunity lies in the WO target group: young donors of 18-35. They are valuable when it comes to their life time value, as they still have a lot of opportunity in years to donate. This target group wants to see specific impact of their donations, as seen in the Australia campaign, and, if that is not possible, rather contributes to the goal in an individual and personal way. Sustainable behaviour is a topic in which they can and want to develop themselves. The target group is aware of the need to improve sustainable behaviour and can easily be triggered into actions stimulating this, as they feel responsible to improve their individual behaviour as they learn more about it. Social media and their (offline) social environment stimulate the learnings on this topic, but the target group does not actively search for tools themselves.

WWF values the individual contribution on the level of sustainable behaviour. In their mission, it becomes clear they want to activate individuals to reach the larger goal of having human and nature in harmony; the activation is possible with time, money or behaviour. Activation with behaviour seems most promising for this younger target group as an engagement expression with WWF at first, due to their current donation behaviour.

WWF already has the Plastic App and Footprint test to support individual development of this behaviour, however, the target group does not seem to know about it and does not see a connection on mission level between sustainable behaviour and WWF. Rather than a very broad mission of protecting nature and animals, here lies opportunity to engage on a focused and maybe more specific mission where the target group can feel more connected to the WWF brand.

So, the most promising solution space for this project is to create engagement with this younger target group of 18-35 by tapping in to the common goal of improving sustainable behaviour. Design for behavioural change for this project is thus actually on two different levels: changing the perception of the target group about WWF (and thus creating engagement, the main goal) and changing their individual sustainable behaviour.

This results in the research question:

How can behavioural influence design be applied in an online solution at NPO WWF for long-term (donor) engagement with the WO target group with a focus on improving individual sustainable behaviour?

To solve this problem, I will look at literature in branding and engagement and explore possibilities to improve engagement. At the same time, I will also look at behavioural influence and explore where and if this can be applied in the creation of (long-term) engagement. Also I will explore the possibilities of behavioural influence design in actually changing sustainable behaviour of the target group as well, as this underlines the common mission and is a way to actively support this.

The combination of behavioural economics, donation motives, brand engagement and the target group form the basis of a strategy for WWF for a design for long-term engagement.

3. LITERATURE REVIEW & CASE STUDIES

As a first step of this project, I will take a look at brand engagement and what is needed to create long-term effects. On top of the literature research, I will dive into successful brand engagement cases to explore how engagement can be realized in practice. Insights from both the literature review and the case studiesr provide guidelines for brand engagement to take into account when designing for long-term engagement. Also, a brief look at donation behaviour provides interesting insights in why and how people decide to donate.

Another topic to explore is design for behavioural influence. In this project I want to influence behaviour on two levels. The first level is about trying to improve engagement with the consumer. Behaviour change on this level relates to consumers going from not interested or unaware of the brand WWF towards being actively engaged. The other level is the change of individual sustainable behaviour, where people are actively participating in WWF's mission. To influence this behaviour on both levels, I will dive into behavioural economics and exemplar cases in this chapter and see where opportunity lies for behavioural influence design. Again, guidelines for the two behaviours to change are provided at the end of the chapter.

3.1 Branding & Engagement

Branding: changing over time

Creating a brand used to be something that was done to or for consumers rather than with them. It was about passing on a desired image to consumers by the brand manager (Borel & Christodoulides, 2016), a view were consumers were seen as passive in the creation of the meaning of the brand (Beverland, 2018). However, that view has been challenged since the 90's. The commitment-trust theory (Morgan & Hunt, 1994) created a view that firms need to establish positive and long-term relationships with their customers, built on trust and commitment, with the focus of the relationship still on consumer purchases. However, the rise of technology and the web 2.0, in which one-sided communication, as was practiced in offline marketing, was unsuitable (Christodoulides, 2009), evolved the relationship beyond purchases (Pansari & Kumar, 2016). Where before the rise of the internet connections were limited (Sashi, 2012), now consumers could easily interact with the brand, with other consumers, create their own content and might even interfere with the brand's values (Christodoulides, 2009; Borel & Christodoulides, 2016). Kumar (2016) shows this evolution of customer engagement in figure 16, Brands have gone from 'selling' (lowest

tier) to 'emotionally connecting' (highest tier) (Kumar, 2016).

Beverland (2018) describes a brand as follows:

An intangible, symbolic marketplace resource, imbued with meaning by stakeholders and the broader context in which it is embedded that enables users to project their identity goal(s) to one or more audiences.

With a set of associations that communicate what the brand stands for and promises, a brand identity is created (Beverland, 2018). Even though many brands deliver the same functional benefits, it is this identity that makes consumers choose different products. Brands act in this decision making process as shortcuts to make choices more efficiently (Singh & Uncles, 2016), just like other heuristics that we will see in the behavioural economics chapter.

Consumers & brands

If we want to look at (the level of) consumers' relationships with brands, we can take Keller's Customer-Based Brand Equity Pyramid (1993, 2001; 2003; see figure 17), that measures brand

Figure 16, evolution of customer engagement (based on Kumar (2016).
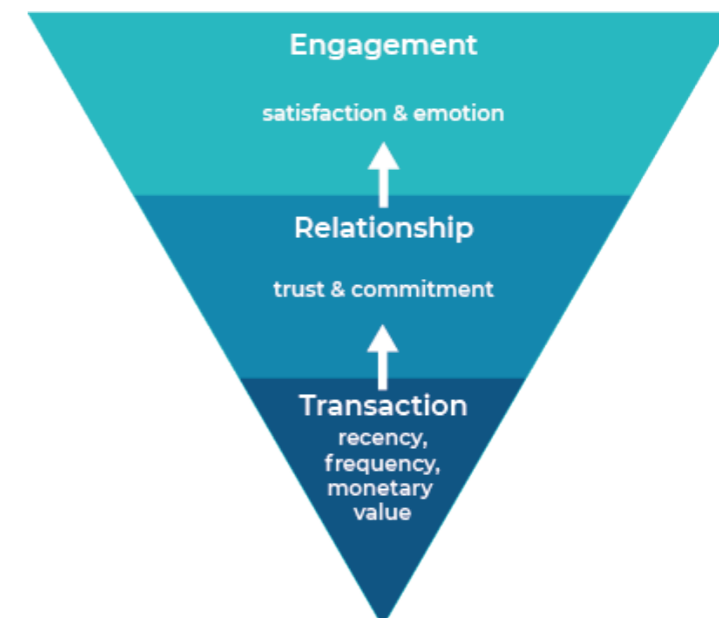
equity as a function of brand awareness and brand image, as there is believed to be monetary value in this relationship as well (Beverland, 2018). The brand's salience and awareness is on the bottom (what is it, what needs does it serve), mainly shaped by the marketer. As mentioned before, WWF is doing quite well on this part. The brand's image and resonance of consumers with the brand is on the top of the pyramid (loyalty, attachment, community engagement) (Keller 1993, ;Beverland, 2018), formed by brand associations. It is this highest level of a relationship a brand wants to create with a consumer; a sustainable, loyal relationship.

Customer engagement, brand authenticity and the four authors that co-create a brand are three measures to help understand the brand's image and how consumers shape their relationship to the brand (Beverland, 2018). We will explore this further, with a focus on engagement specifically, as this is the part that I want to improve during this project.

Brand authenticity
Assessing the brand on authenticity is done on the basis of continuity, credibility, integrity and symbolism:

1. Continuity: Does the brand have a history (both a sense of history and a sense of having survived), seem timeless, and above short-term trends?
2. Credibility: Is the brand honest? Does the brand deliver on its promises? Do you sense the brand will not betray you?
3- Integrity: Does the brand care about its users, does it give back to the consumers, and does the brand have a sense of moral purpose (and does it live up to that purpose)?
4- Symbolism: Does the brand add meaning to my life, does it connect to my sense of self, help me connect to important things, and reflect important social values?

(original source: Morhart et al., 2015; questions from Beverland, 2018)

Brand authenticity is defined by Morhart et al. (2015) as: "The extent to which consumers perceive a brand to be faithful toward itself (continuity), true to its consumers (credibility), motivated by caring and responsibility
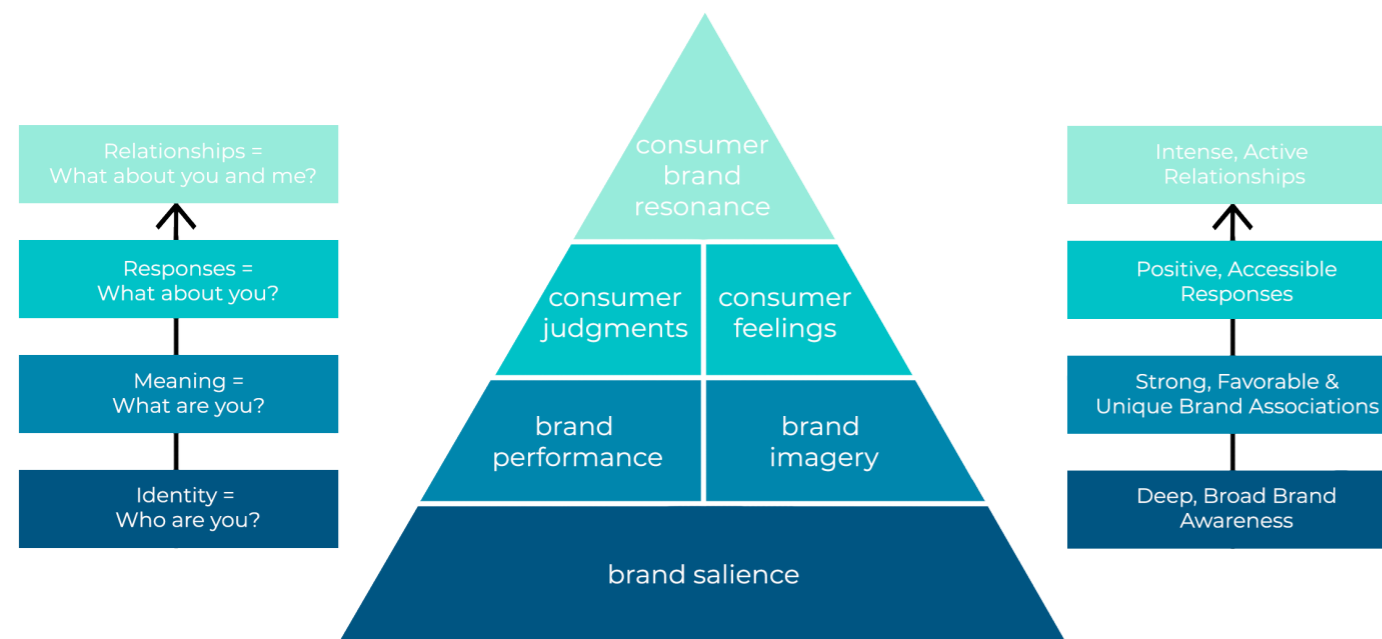
Figure 17, Keller's Customer Based Brand Equity Pyramid (1993, 2001; 2003).
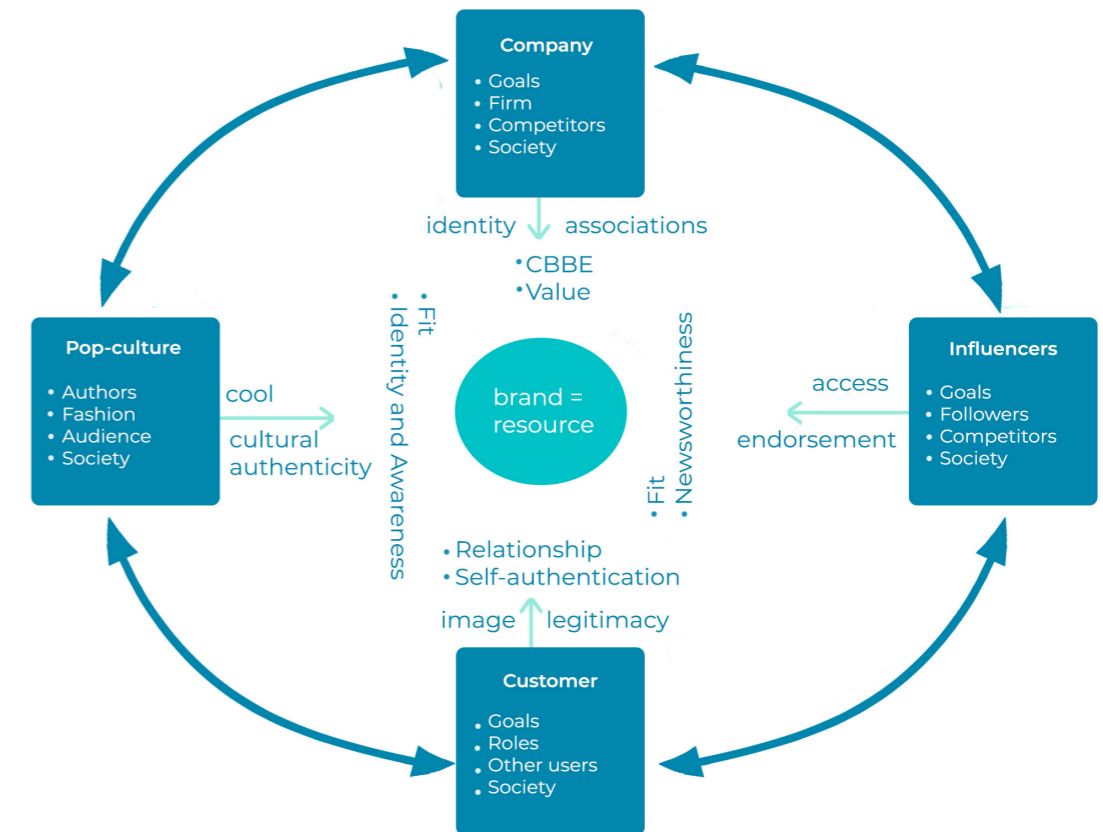
(integrity), and able to support consumers in being true to themselves (symbolism)." In other words; people look for brands that are relevant, original and genuine (Morhart et al., 2015).

This is important in relation to self-authentication of the user, meaning behaviours that actors feel reveal or produce the 'true' self (Arnould, 2002). Perceived brand authenticity is positively related to emotional brand engagement (Beverland, 2018) and also helps drive behavioural engagement. These terms will be explained under 'engagement'.

Four authors
Beverland (2018) proposes that brand choices by consumers are driven by the desire for self-authentication and that consumers are active partners in creating brands together with the marketer, popular culture and influencers. For each of these authors, the brand can potentially provide a resource (see figure 18; underneath each author are the drivers of decision-making and action, at the end of the arrows is described how they frame value or equity, next to the arrows is described how they provide brand meaning).

Engagement
Beverland (2018) defines consumer engagement as the following: "Consumer engagement is the bond between consumers and the brand and is an attempt to measure the effectiveness of co-creation efforts on the part of the marketer". To maintain a long-term and sustainable competitive advantage, companies should be able to retain, sustain and nurture its customer base (van Doorn et al. 2010). Sashi (2012) explains that Customer Engagement (CE) goes beyond market orientation (which is an approach to business that prioritizes identifying the needs and desires of consumers and creating products that satisfy them; Investopedia, 2019), as it actively involves customers in generating intelligence on their changing needs and in helping the organization respond to those needs. This in turn helps to provide superior value than competitors to build trust and commitment in long-term relationships with customers (Sashi, 2012). Brodie et al. (2011) also conclude the underlying conceptual foundations of CE is in the role of interactive customer experience and co-created value.

Hollebeek (2011b) explored the conceptual foundations of Customer Brand Engagement

(CBE), as the concept is rather new in the marketing literature, coming from engagement concepts in psychology, sociology and organizational behaviour. The reviewed literature shared a dominant multidimensional perspective of engagement, existing mostly of cognitive, emotional and behavioural components.

Hollebeek (2011b, p. 6) defines "Customer Brand Engagement" as "the level of a customer's motivational, brand-related, and context-dependent state of mind characterized by specific levels of cognitive, emotional, and behavioural activity in brand interactions." Brands are more likely to succeed in the highly competitive and crowded digital space if they manage to engage with their consumers on these cognitive, emotional and behavioural levels (Borel & Christodoulides, 2016) . Pansari & Kumar (2016) emphasized the importance of customer engagement with a study of Gallup, that showed that fully engaged customers represent an average 23% premium in terms of share-of-wallet, profitability, revenue and relationship growth when compared with an average customer. Let's explore the different components of engagement a bit more in depth, in order to know how to interact on each level to create engaged customers.

Cognitive engagement
This relates to the consumer being intellectually engaged to the brand. Consumers can be cognitively engaged if they are willing to put effort in learning more about the brand (Beverland, 2018). To cognitively engage consumers, it is important that cognitively engaging or informational content is easily searchable on networking sites (Borel & Christodoulides, 2016).
This type of engagement is expressed in behaviours like: link clicks and views of photos/videos, reads of blogs and views of YouTube advertisements (Borel & Christodoulides, 2016; Beverland, 2018).

Emotional engagement
This related to how the brand makes us feel, with a more positive view of the brand resulting in valuing it more highly, generating trust and thus having a stronger relationship with it (Borel & Christodoulides, 2016; Beverland, 2018).

Emotional engagement can be facilitated by communities and the ability for consumers to share their feelings to peers and participate in the brand (Borel & Christodoulides, 2016). This type of engagement is expressed in behaviours like: leaving positive comments on posts, creation of blog posts, positive sentiment towards the brand, rating the brand highly and recommendations (Borel & Christodoulides, 2016; Beverland, 2018).

Behavioural engagement
This relates to the intrinsic motivation of the consumer to engage in user-generated actions and interact with community members (Borel & Christodoulides, 2016; Beverland, 2018). Active engagement may lead to an increased willingness to adopt a firm's new products and reduce the risk of customers embracing competing products (Thompson & Sinha, 2008).
This type of engagement is expressed in behaviours like: providing advice to or helping others, following, likes, retweets, shared branded posts on social media, hashtagging the brand, word-of-mouth referrals, offering ideas to help innovate the brand or any form of conversation (Borel & Christodoulides, 2016; Beverland, 2018).

Hollebeek (2011b) analysed the key themes of CBE, immersion, passion and activation, that represent the degree of preparedness of the customer to invest in brand interactions respectively cognitively, emotionally and behaviourally:

Immersion: 'a customer's level of brand-related concentration in particular brand interactions' The degree of immersion reveals the extent of individuals' cognitive investment in specific brand interactions. Immersion *"reflects customers reciprocating their perceived brand-related benefits received, with a degree of concentrated brand-related thought and/or attentiveness in focal brand interactions."*

Passion: 'the degree of a customer's positive brand-related affect in particular brand interactions'. The degree of passion reveals the extent of individuals' emotional investment in specific brand interactions. Passion *"reflects customers reciprocating their perceived*

brand-related benefits with a degree of favourable brand-related affect during specific brand interactions".

Activation: 'a customer's level of energy, effort and/or time spent on a brand in particular brand interactions'. The degree of activation reveals the extent of individuals' behavioural investment in specific brand interactions. Activation reflects *"customers reciprocating their perceived brand-related benefits with a degree of positive, dynamic, energy, and/or time expended on focal brand interactions."*

Customer engagement behaviours (CEBs)
Van Doorn et al. (2010) look at consumer engagement behaviours (CEB) from an organizational perspective and how to manage these. Van Doorn et al. (2010) propose five dimensions of CEB, which are the ways in which consumers may choose to engage with the company or brand:
1) valence (positive or negative engagement, depending on the valence of the content),
2) form of modality (ways in which engagement is expressed by customers, e.g. resources as time/money),
3) scope (temporal (short versus long-term) and geographic (WOM vs. online posting) scope of consumer engagement),
4) nature of its impact (immediacy, intensity, breadth and longevity of impact of CEBs on the firm and its constituents) and
5) customer goals (to whom is the engagement directed, to what extent is the engagement planned and to what extent are the customer's and firm's goals aligned).

Managing CEBs
Van Doorn et al. (2010) state that it is important to manage CEBs, as consumers have a powerful influence on the focal firm and its brand. Therefore, they propose a management process of: a) identifying, b) evaluating and c) reacting to key CEBs. Identifying is about finding the different locations and channels where CEBs manifest, as well as looking at (un)engaged customers. Evaluating is about considering the consequences (short- & long-term) of CEBs. Reacting finally is the last step to the identified and evaluated CEBs, where:
 1) the positive potential of a specific CEB must be leveraged internally and externally by firms,

2) firms must nurture and harness the positive potential of CEBs by fostering processes and venues to stimulate it (think of a platform to express CEB),
3) firms can enhance CEBs by establishing incentives for their behaviour (rewards for recommendations) and
4) firms can engage with customers by establishing and contributing to customer communities.

CEBs might change over time; where first commitment develops in a relationship, passion may diminish during the relationship (e.g. WOM might occur more at the passionate beginning of a brand-consumer relationship).

Long-term engagement?
Looking back at the customer-based brand equity pyramid of Keller, we can see that cognitive behaviour mainly reflects the lower tier of the pyramid, as it is about awareness, interest and intent. Emotional engagement is about how the brand makes us feel, linking back to the middle tier of the pyramid. The top tier, the 'what about you and me', mainly reflects behavioural engagement, and is what many brand managers' activation attempts strive to achieve (Borel & Christodoulides, 2016). This is the tier with brand loyalty, attachment and community engagement; where engagement has opportunity to last long-term. Managing the different types of engagement (and the related behaviours) is important, as they have a powerful influence on the brand (Van Doorn et al., 2010).

So, how to get customers to act on this level of engagement? Therefore I will explore some cases of brands that managed to create a high level customer engagement. I will analyse some brands that have done particularly well in the area of engagement (Lego and Red Bull), explore a brand that is doing well and is similar to WWF (Dutch NPO CliniClowns) and explore brands that are managing to do it well in relation to the millennial consumer, who overall is less loyal to brands (Tony's Chocolonely, Glossier). From these analyses, I will draw some important guidelines that should be considered by trying to create (long-term) customer engagement.

3.2 Engagement done well: examplar cases

Lego (toy brand) (case analysis based on Beverland, 2018)

Who & What?
A case often mentioned when it comes to customer engagement is that of Danish toymaker Lego. In 2004, the brand was described as "near bankruptcy" as it failed to react to the highly competitive market and the rise of electronic games and therefore diversified in many other areas other than their Lego bricks wherein their knowledge was little. However, Lego has had a major comeback since then and is now one of the world's most valuable toy brands, worth 7.571 billion dollars.

How?
1. Rise of communities
Even though a brand focused on children, adult communities formed spontaneously around the brand, where members shared their creations, hacks, ideas, etc. These adult users went beyond the creations Lego suggested,

creating their own, unofficial, Lego creations. They maintained the Lego brand awareness with their user-generated content that represented still in many ways Lego's focus on imagination, creativity, learning, persistence and fun and their mission to 'inspire and develop the builders of tomorrow'.

2. Negative response of Lego
Lego did not like being out of control of what was done with their products by these adult users and took steps into issuing legal threats against fan communities and hosts of fan-dedicated websites.

3. Acceptance
However, Lego eventually gave up on the legal threats and started accepting and embracing their adult users, by providing them a portal to share their ideas and the opportunity to gain recognition and reward for their creations. They have since then launched multiple digital platforms, strengthening the connections to communities and the collaboration

and involvement of users, such as their crowdsourcing platform Lego Ideas, where amateur designers could share their ideas for new Lego sets and fans could vote on them, which was a great opportunity to monitor trends and changing interests (see figure 19). The communities expanded also into the creation of communities for children and teens. In terms of marketing moves, Lego 1) used the omni-channel strategy, 2) increased digital engagement with the Lego communities and 3) globalized their digital assets.

4. Long lasting impact
Fan suggestions created many new products for Lego, while the idea generators where rewarded with a 1 percent royalty rate. This led to revitalization of the brand and an update of the brand's positioning. It however also creates challenges in relation to where the users want to take the brand and social issues that may arise around their products. Here, the brand manager needs to decide the final goal.

Analysis
Behavioural engagement already naturally

arose from individuals being **very enthusiastic** about the products and possibilities. By **embracing and stimulating** this engagement, through the set up of their own **community platforms**, Lego was able to leverage the communities for their own growth. They were able to get **deeper insights in customer needs**, being able to **track trends and important topics** within the communities, and **build the brand together** with their customers. Also, customers were allowed to create more **personal experiences** with the Lego products, by **creating their own** products and being able to **vote on their preferences.**

Red Bull (energy drink brand and well-known event sponsor)
(case based on Coschedule, 2017 & Business Case Studies, 2019)

Who & What?
Red Bull was first launched in Austria in 1987, while there was no market for such energy drinks yet and advertisement was expensive. However, they were able to create a market for energy drinks and now have the highest

Figure 20, Red Bull event (image from iflycoast.com)

Figure 19, a user generated Idea for Lego (by Ky-e on www.ideas.lego.com)

market share (43%) within it.

How?
1. Being where the customer is
Red Bull went directly from the start to places where the possible target group was, giving away free samples. Red Bull is still doing this and is well-known as it comes to sponsorships of events, like Red Bull city/air races (see figure 20), and extreme sports, like Red Bull does in Formula 1. They also do this online, publishing content where their target group is hanging out.

2. Pull rather than push
They do not push their products, but focus on enjoyment and creating positive associations. Their marketing is about creating a brand that engages on an emotional level with its consumers, by "giving wings to people and ideas", as is their mission.

3. Let the customer spread the word
With the experiences Red Bull creates, they let the consumers spread the excitement about the brand through WOM advertisement to family and friends. Social media and digital marketing provide communication possibilities with their target audience and make the pull-strategies more effective. Red Bull keeps improving the channels/ways to always reach their audience online (also in mobile applications for example).

Analysis
Red Bull is very good in **pull marketing** by creating **stunts and events** that let others talk and spread the word about their events and thus letting people engage on an emotional and behavioural level (as well as of course cognitive). They optimize their channels to

always **be where the customer is.** They let people **actively contribute to the brand image** by sponsoring influencers in the extreme sports and let customers experience spectacular events **to experience what the brand is about**.

CliniClowns (Dutch NPO)
(case based on own analysis, information derived from CliniClowns.nl)

Who & what?
CliniClowns is a Dutch NPO that is committed to sick and disabled children, and since 2018 also to elderly with dementia. Their clowns visit the children and elderly in real life or in the CliniClowns app. Opposed to most of the other Dutch charities, CliniClowns managed to increase the amount of donors with over 7500 donors in 2018 (see figure 14 in chapter 2), while not giving much in return (unlike WWF, with a stuffed animal incentive, special e-mails, magazines).

How?
1. Showing real evidence at channels where the target group is
They had two TV shows that contributed to their increased donors, showing what the CliniClowns meant for the children and elderly conveyed in real settings and stories. They also laid focus on these stories of experience online, in newspapers, on the radio. The shareabilitiy of the stories result in strong WOM advertisement.

2. Connecting people
CliniClowns mission is: "We strive to offer resilience and relief to sick and disabled children and people with dementia from a sincere connection and the imagination of the clown. In order to contribute positively to the

well-being of people in a vulnerable situation as a healthcare partner." What is very strong is that CliniClowns connects people with their mission in above mentioned TV shows, but also throughout their whole 'advertisement'. As you can see in figure 21, this sentence already connects to their mission and what they want to specifically achieve with someone's donation.

Analysis
This case shows the power of **connecting people to the mission**, letting stories of real end **consumers contribute to the brand** and letting people engage with the content (on different levels) via an **omni-channel strategy** with **shareable content**. In this way, the brand

identity is not only shaped by CliniClowns itself, but also by the people that tell and share the stories.

Tony's Chocolonely (Dutch chocolate brand, mentioned by many interviewees)
(case analysis based on Marketingfacts (2018) and own analysis with information derived from Tonyschocolonely.com)

Who & What?
Tony's Chocolonely is a Dutch chocolate brand that was founded in 2005 and at this moment is one of the most well-known and appreciated chocolate brands of the Netherlands and

expanding internationally. With their slogan "crazy about chocolate, serious about people" they refer to their mission: making chocolate 100% slave-free.

How?
1. The strong background story
Tony's Chocolonely was founded as a response to the chocolate industry, where people, also children, are forced to work on cocoa plantations. Founder Teun van de Keuken turns himself in after eating the chocolate, finding himself guilty in supporting those criminal activities. Not much happened with that, but it created awareness for the problem and the founder. As the brands in the industry did not want to change (Teun asked Nestlé to create a slave-free chocolate bar, but did not get response to that request), the founder decided to do something about it himself and started Tony's Chocolonely. Tony's is able to communicate their serious mission throughout their productline, with a positive and playful communication around it.

2. Timing
Tony's first chocolate bar became available in the time the movie "Charlie and the Chocolate Factory" was released. With the chocolate bar's looks, it almost can feel like it is related to the movie.

3. A product people love
Besides the great story of Tony's and the smart marketing stunts, the product itself is something people love. Tony bars look very different from other chocolate bars and give the feeling of a premium product, something that is great to give as a gift as well. Tony's keeps innovating different and surprising taste combinations people are eager to try, launch special limited editions during holidays and people now also can create their own Tony bar (taste and looks), creating personalized items (that are often used as gifts).

4. Pull marketing
Rather than pushing the information towards customers via advertising, they manage to pull customers to their website and stores. Tony's does not pay for advertisement and bet on their owned and earned media. Tony creates products and discussions people will talk about (like holiday editions or reached milestones, via WOM or other media). Tony's has a lot of information about their brand, mission and how they plan to achieve it on their website and their products (see figure

Figure 23, 'You Look Good' written on the mirrors in offline Glossier stores. Images are shared by visitors on Instagram and Glossier made a compilation of some to share.

22), as well as a webshop and the possibility to join their mission actively (almost as if it is purely a charity organisation). People can even calculate the impact they make by buying specific chocolate bars. In the offline stores, people can also experience Tony's brand and mission and learn more, create their own chocolate and get exclusive Tony products.

Analysis
The combination of a **great story, clear mission and the premium product** gives people a **positive experience** while eating a Tony's bar. With every bite, you know you **support their mission** of making chocolate 100% slave-free and you can even **personally calculate impact.** By letting people make Tony bars themselves as well, they might get **insights for innovation** as well and let the customer have a say in their **personalized product preferences**. By making the product look premium and worthy as a gift, it is also a way to reach new customers and/or let the **word spread** around the product, without (much) advertisement. Just like Red Bull, Tony's is great at **pull marketing** and letting others do the talking about their products. They also communicate via social media as well as in offline experience stores, embracing an **omni-channel strategy**.

Glossier (make-up brand)
(case analysis based on Skedsocial (2019), Medium (2019), Theguardian (2019), Contentspa (2019) and information derived from glossier. com)

Who & What?
Glossier is a brand that was established by Emily Weiss in 2014 as an expansion of her beauty blog 'Into the Gloss' that reached over 10 million page visits per month at that time. Glossier is now seen as one of the biggest disruptors of the beauty market, is valued over 1 billion USD and has a cult-like following of millennials.

How?
1. Being where the customer is
Glossier was very aware of their millennial customer being on Instagram and used this social media platform to launch their products, but also to reach influencers and intstagrammers to spread the word about the brand (e.g. with referrals), creating a hype within the target group and being able to collect more data bout their customers. Glossier was in this way able to attract already many followers before the launch of any products. Instagram is important throughout the whole branding and marketing; the pop-up stores are highly instagrammable, and so are the products. Instagram is the medium where Glossier can reach, interact with and track needs of its following, build a strong brand image and share updates about the brand.

2. Living the mission
The brand is all about being real and authentic and shares this throughout the communication and products. Glossier is about beauty inspired by real life and states there is no need to cover up flaws with make-up, it is about accepting yourself and their products promote this enhancement of the natural beauty. Therefore, their products are mainly skincare focused and their make-ups are light and natural, their instagram provides 'real' and down-to-earth content and the 'real customers' have a say in what they would like to see next.

3. Embracing the customer community
The blog "Into The Gloss" helped in knowing and understanding the customer's needs, as here already a large community of followers was established. Glossier thus knows its millennial consumer, that is on Instagram, wants good and affordable products, values authenticity as is part of the brand's purpose and wants beauty to be real. Glossier is able to reach them and interact with them, make them share experiences about the brand to others (e.g. on their Facebook community platform), get influenced by others (platform users, friends and influencers) and create content featuring Glossier products as well. The brand was able to build a very strong community this way but also keeps their users engaged with crowdsourcing ideas and insights from their users, keeping a conversation going from two ways.

4. Experience over products
Glossier is about more than the products they sell. They want to provide a real experience of the brand for their customers in every channel. On social media, their users, stories,

fun images and other content are just as, if not more, important than their products. On their website they provide personalized items (in the sense of that you can choose among many different items, like Spotify playlists, wallpapers, sticker apps, healthy recipes with a link to their products) for logged in users to experience the brand. In their offline (pop-up) stores it is about experiencing what the brand is about, their identity and story around their mission (figure 23). Products come second.

Analysis

Glossier is a brand that is able to tap into consumer needs very well by creating and maintaining a **strong and active community** with the tools the brand provides. Glossier **knows where the customer is** and knows how to interact with the users there. They leverage possibilities like **influencers, user generated content and referrals.** Just as Tony's Chocolonely, the **story and experience** of the brand is larger and more important than the product itself (even though the purpose in this case is not charity-like, it is a story people believe in) but the **products themselves** still need to please their customers.

3.3 Donation behaviour

The current project is related to philantrophy; the desire to promote the welfare of others, expressed especially by the generous donation of money to good causes. Therefore, I also briefly looked at donation behaviour and general motivations to donate. Bekkers and Wiepking (2010) identified eight mechanisms as most important driving forces of donating to charity based on an extensive literature review, which I will try to describe in short below:

(a) awareness of need;
People need to be aware of the need to support a certain goal (for example, to support the mission of the WWF), and thus this goal need to be expressed by beneficiaries or charities.

(b) solicitation;
A large part of donations is given with a precedent solicitation. The specific way of soliciting influences the effectiveness; it should be active solicitation rather than passive opportunity giving, not be done too often to avoid lowering average contribution, and be optimized for more responsive targets, as people tend to avoid solicitations.

(c) costs and benefits;
Lower donation costs (absolute and perceived, like obstacles to overcome to be able to donate) often result in more giving. Incentives to donate (gifts, events, etc.) brings donation giving closer to the act of buying, which might get people to donate that otherwise would not have. However, including a material benefit is not proven to be effective to increase donations, and might even reduce future helpfulness as people do not feel as if it was an intrinsic motivation. Immaterial or indirect benefits can however play an important role, like public reputation or seeing it as investing in ones future.

(d) altruism;
Altruism is a term coined by Auguste Comte (1851). Whereas opposed to egoism (acting in self interest; ego = I in Latin), altruism concerns the interest of others (alteri = other people in Latin). Altruism can be defined as 'willingness to do things that bring advantages to others, even if it results in disadvantage for yourself' (Cambridge Dictionary, 2020). In terms of donations, this means for example donating to charity, giving money for nothing in return, just because the donor believes in the charities output or actions.

(e) reputation;
Giving to charity is held in high regard and viewed as a positive thing to do by peers, not giving damages ones reputation, hence social pressure thus also plays a role in making publicly observable donations.

(f) psychological benefits;
Giving may be influenced by one's self-image and reinforce that self-image and can produce a positive emotional response, a 'warm glow'. But this also works the other way around, a positive mood motivates giving. Commitment and the self-image are related, as breaking the commitment creates cognitive dissonance.

(g) values;
The attitudes and values donors endorse have influence on charitable giving, and when personal and organisational values are similar, there is an increase in probability that people will donate to that specific organisation.

(h) efficacy.
This is about the perception of donors that their contribution makes a difference to the cause they support, with a negative perception resulting in lower probability of giving. People also tend to legitimise their donations, and thus create a positive perception, by looking at others (leaders, high status people) and their confidence in the organisation.

If we look at this behaviour in relation to engagement, we can see that for cognitive engagement probably the awareness of need is very important, as well as solicitation and weighing costs and benefits. People need to know why they should donate, get the opportunity to do so and might get convinced by higher perceived benefits. For emotional engagement, altruism and psychological benefits could be more important mechanisms.

These mechanisms relate to how donating to the charity makes the donor feel about him or herself. For behavioural engagement, the values of both brand and consumer should be aligned, as this level of engagement is about the relationship between the charity and donor together. Also, the efficacy of the donation, the feeling of making a difference and willingness to help the charity, is probably more important on this level. On top of that, if others could see the donation (e.g. in a community) their personal reputation is also of importance. However, the different mechanisms are not restricted to levels of engagement and these are just ideas of where they would best fit.

3.4 Conclusion & guidelines for engagement

Based on the analysis of the successful (millennial) brands in terms of engagement and knowledge on donation behaviour, I have set up guidelines that should be taken into account when striving for long-term engagement. The guidelines are divided into three categories, matching the different levels of engagement.

Cognitive engagement & awareness

1. Make sure that your brand purpose or mission is clear and easily understandable, so that the consumers are aware of the need to donate. Try to convey this purpose in a good story around your brand.

2. Be where the customer is. If you want to convey the story, your target customer needs to receive the attempts to do so. Explore where the customer is and how you can interact with them actively.

3. Try pull marketing. This could be a marketing stunt (e.g Teun from Tony Chocolonely turning himself in), the release of products/stories people will talk about (Tony's limited editions), or the creation of experiences people want to join (Red Bull Events). In this way, people will spread the word themselves.

4. Use an omni-channel strategy for different ways and levels of interaction between the brand and the consumer. Some channels might be better to share deeper (purpose related) information, like a website, application or offline store, while others are better to enable content to be shared (like social media), again others are better to create the brand experience (like events, TV shows).

5. Make donation costs (like obstacles to overcome to donate) low and think about incentives to stimulate more donations.

Emotional engagement & experiencing

1. The experience of the customer is most important. In the end, this experience is what will motivate further actions for building the relationship.

a. Make sure that your offering drives enthusiasm in the customer and is a good product/service on itself (like e.g. Lego products for building, Tony's premium quality chocolate, Glossier's skincare products, etc.).

b. Make the offering about more than just the offering itself, make it into a personal experience of the brand. This could relate back to the brand's mission. When having the offering, people should feel part of the brand's purpose or story (e.g. Tony's, Glossier) or experience what the brand is about (Red Bull events, TV spots CliniClowns, Glossier's offline and online experience). Contributing should give a positive feeling back to the customer. This is however not active involvement in and contribution to the brand as is with behavioural engagement.

Behavioural engagement & participation

1. Embrace and enable customer's contribution to the brand, the co-creation based on shared values. This means that you should support customer communities where customers can interact and provide platforms where this could happen. In this way, you can also monitor and track discussions, trends and other brand related conversations that could help you improve and innovate.

2. Value personal experiences. This could mean creating personalized products (e.g. Tony's), create and share new product ideas (e.g. Lego), let end-users share their stories (e.g. CliniClowns, Glossier), sponsor influencers that contribute to the brand image (e.g. Red Bull). This often relates to the brand communities. Also, on a personal level, the feeling of making a difference with the personal contribution is important.

3. Make sure you provide content that is shareable in order to let customers spread the word about your brand (purpose) to others., possibly with a referral system. Leverage the surroundings of your target audience (e.g.. Influencers, bloggers, etc.) to create more awareness and sharing. Also, sharing might improve (perceived) personal reputation.

3.5 Behavioural Economics

For this project, I want to explore if we can use behavioural influence design to attract and retain people as WWF donor. If we want to know how to influence behaviour with certain designs, we have to look into the area of behavioural economics. This is the study of psychology into the economic decision-making processes of individuals and institutions. Behavioural economics assumes the irrational thinking and decision making process of human beings, as opposed to the rational and optimal decision making process of the homo economicus (often also referred to as Econ), in the classic study of economics.

Humans & Econs
As human being, you might think that you make rational decisions that are in your best interest, but behavioural economics explains the decision making process as an interplay between external factors, emotions and cognitive biases. Human beings can be described as *emotional, reflexive, effortless, impulsive and short-sighted* (Niederjohn & Holder, 2019, pp. 94-99), as opposed to Econs, that choose 'unfairly well' (Sunstein & Thaler, 2009, p. 6) and can be described as *analytical, reflective, effortful, deliberate, patient and well-versed in probability theory and rational optimization* (Niederjohn & Holder, 2019, pp. 94-99). Where classic economics often assume the behaviour of Econs in decision making processes, always making the best possible decisions, behavioural economics tries to look at the human way of making decisions.

Rational vs. irrational
Seeing humans as if they act as Econs is supported in the 'rational choice'- theory. This theory, of which the principles were introduced by economist Becker (1976), assumes the rational decision making processes of human beings, stating that *"all human behaviour can be viewed as involving participants who maximize their utility from a stable set of preferences and accumulate an optimal amount of information and other inputs in a variety of markets"* (Becker, 1976, p.14).

However, this theory has since then been challenged by behavioural economists, that assume the irrationality of human decision making. Take an example from Sunstein & Thaler (2009) in the book Nudge: although people know the risks of obesity, smoking and drinking, people still make decisions that are not in their best interest (because often, they still drink, smoke & eat too much). They follow this example with saying that: "The false assumption is that almost all people, almost all of the time, make choices that are in their best interest or at the very least are better than choices that would be made by someone else" and stress that poor decision making is merely the case in contexts in which people are "inexperienced and poorly informed, and in which feedback is slow and infrequent" (Sunstein & Thaler, 2009, p.9).

Above mentioned example shows in its basis the concept of bounded rationality, first introduced by Herbert Simon (1956). With this theory he aimed to replace the rational behaviour of Econs, as was described in the 'rational choice-theory', with the kind of rational behaviour compatible with the access to information and computational capacities actually possessed by humans beings (Simon, 1956, p.99). This principle lays the foundation for behavioural economics.

Two ways of thinking
According to the study of behavioural economics, human behaviour thus cannot be seen as rational. Daniel Kahneman, very important in the area of behavioural economics due to his research on irrational decision making described in, among others, papers on the prospect theory and heuristics and biases (both with Amos Tversky, 1979, 1974), explains the dual process theory in his well-known book 'Thinking fast, and slow' (2012). The dual process theory tries to explain why humans make decisions irrationally. This theory assumes that humans have two systems of thinking: *System 1; the automatic and intuitive system,* and *System 2; the reflective and rational system (see* figure 24).

System 1
System 1 is the system of rapid, automatic and intuitive responses. As behaviour of animals often occurs in fixed-action patterns, meaning a single trigger can influence certain behaviour (*like a turkey has a fixed-action pattern that reacts on the 'cheep cheep'- sound of their baby's, starting to take care of them as soon as they here this sound, even when it is not actually their baby* (an example Cialdini (2001) took from Fox (1974) to explain these fixed action patterns), humans tend to react in predictable, shortcut ways as well when faced with certain triggers (Cialdini, 2001). We humans use this automatic behaviour because in a world that is becoming more complex every day, we can simply not analyse all aspects in the decision making process, due to time, energy or mental capacity (Cialdini, 2001), meaning our rationality is bounded in these situations. We use mental shortcuts, *heuristics,* trying to make the best decisions rapidly.

System 2
System 2 is the system that is more deliberate, self-conscious and reflective; a slower system where reasoning dominates (Kahneman, 2012). If people have the desire and ability to analyse certain information they are more likely to deal with it and restrain from the automatic reaction, but in our fast pace society these situations are rare (Cialdini, 2001).

Heuristics and Biases
Thus, in most of the decisions we make, we use heuristics, as they are very useful for speeding up processes and making decisions more rapidly, by limiting the factors that we take into account in the decision making process. However, the heuristics can result in systematic and predictable errors (Tversky & Kahneman, 1974). Relying on the heuristics can lead to these errors, as they are based on past experiences and knowledge, that might not be correct or applicable for the current situation and might influence the judgement you make. So, your decision input might be biased. There are over 100 defined biases that influence the way we make decisions.

Heuristics and biases emerge from an interplay between System 1 and System 2 (Sunstein & Thaler, 2009). To show how biases can influence the decision making process, I will give an example from Tversky and Kahneman (1974) and their defined 'Anchoring' - heuristic:

The Anchoring heuristic is based on the fact that people often use an anchor (initial value) and adjust this anchor to make estimates on topics in which they are uncertain, but do not adjust sufficiently; and thus bias occurs. Different anchors yield therefore different outcomes.

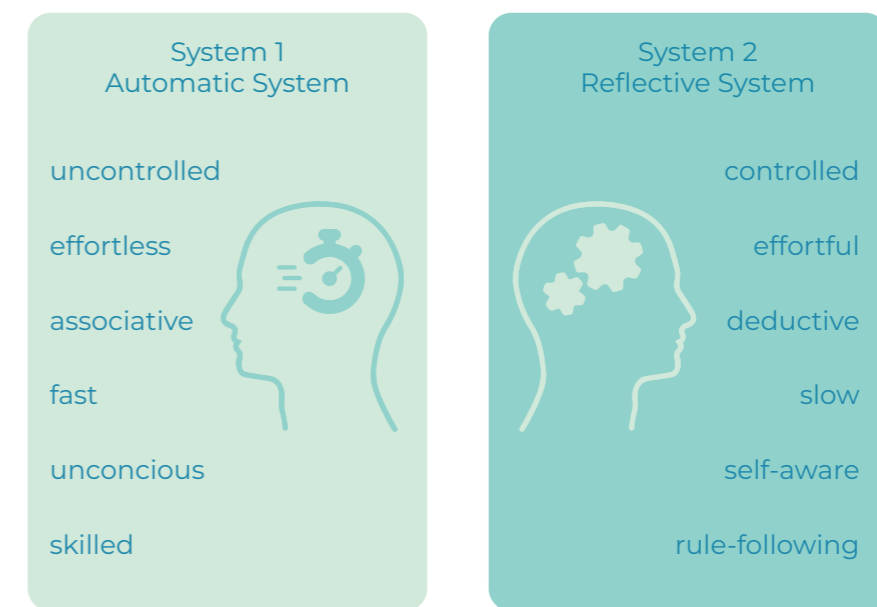| System 1 Automatic System	System 2 Reflective System
uncontrolled	controlled
effortless	effortful
associative	deductive
fast	slow
unconcious	self-aware
skilled	rule-following

Figure 24, the two systems of thinking, based on table 1.1 from the book Nudge (Sunstein & Thaler, 2009, p.20)

An example from their initial studies (1974) is the following:

Two groups of participants were given the same mathematical question (with thus the same outcome) and were asked to compute an answer within 5 seconds. The way the question was presented however was different for both groups:

Group 1:
1x2x3x4x5x6x7x8 = ?

Group 2:
8x7x6x5x4x3x2x1 = ?

The median estimate for group 1 was 512, while the median estimate for group 2 was 2,250. The correct answer is 40,320. The first group started with calculating the first numbers and as 1x2x3x4 still gives a quite low number, they adjusted insufficiently and estimated a low answer. The second group estimated way higher, as the first numbers already give a higher anchoring value.

In their original work, Kahneman and Tversky also identified the availability- and representativeness heuristics. At this point, many more heuristics and related biases have been identified.

With the use of the insights from Kahneman & Tversky (1974, 2002), the book "Influence" by Robert B. Cialdini (2001) as well as the book "Nudge" by Richard H. Thaler and Cass R. Sunstein (2009) I created a list with some of the most reliable influencing techniques on decision making processes and human behaviour, which can be found in appendix C.

Designing choices
You might realize at this point that knowing these heuristics and biases that influence the decision making process of human beings, provide an opportunity to stir them into certain directions.

A choice architect is someone that has "the responsibility for organizing the context in which people make decisions" (Thaler & Sunstein, 2009, p.3). According to Thaler & Sunstein (2009), designing contexts in which

people make decisions always means you will have some sort of influence on the choices they make, as there is no such thing as a "neutral" design. This means that what ever you design that will be used by humans, you are influencing the way they use it and might already (unintentionally) stir them into a certain direction.

To *nudge* (= *to prod (someone) gently with one's elbow in order to attract attention*) is an overarching term coined by Sunstein and Thaler (2009) for an attempt to move people in a certain direction by changing aspects in the choice architecture, such as the aforementioned biases, with *the goal of bettering their lives*:

"A nudge [...] is any aspect of the choice architecture that alters people's behaviour in a predictable way without forbidding any options or significantly changing their economic incentives. To count as a mere nudge, the intervention must be easy and cheap to avoid; they are not mandates. Putting the fruit at eye level counts as a nudge. Banning junk food does not." (Sunstein & Thaler, 2009, p.6).

Thus, nudging is originally a term used to help people make the *right* choices, by activating, depending on the situation, a certain system of thinking, without forbidding any options. Sometimes, System 1 needs to be activated by the nudge, where an example of Sunstein (2015) is the use of graphic warnings. In other situations, you might want to have people think more deliberately about their decisions, and by designing a nudge that helps de-biasing, activate System 2 (Sunstein, 2015).

When is a nudge needed or welcome?
According to Sunstein and Thaler (2009) a nudge is welcome when:
1) there is a lack of feedback (to improve performance, it is necessary to provide feedback immediately and clearly),
2) it is about sinful and investment goods (when costs and benefits are not at the same time),
3) the problem is difficult,
4) the problem does not occur frequently (and thus no opportunity to practice),

5) it is hard to predict the effects of the choice.

Ethics of nudging
Sunstein (2015) has written a paper on ethics in nudging and choice architecture as regulatory tools, stating that ethical issues regard mainly welfare, autonomy and dignity and whether nudges promote or undermine these.

According to Sunstein (2015), if the right considerations are made, nudges tend to support above values. For welfare this means whether the costs of education on a specific topic justify the benefits, if not, a nudge might be welcome; for autonomy, the ability to make informed decisions is required, where nudges often can help with; for dignity, treating people with respect, it is very dependent on the specific nudge.

However, the actual ethical evaluation depends very on the concrete grounds of the nudges and whether motivations for the nudges are legitimate and incentives can be trusted. Sunstein (2015) states that most controversial nudges are paternalistic, non-educative and designed to exploit behavioural biases. But, Sunstein (2015) also states that if nudges are correctly designed to let people make the *right* decisions, *as judged by themselves*, they are often *even required* to promote personal agency.

Also Sunstein (2015) realizes questions might arise with the "as judged by themselves" standard, regarding:
1) if people do make decisions that are really in their best interest (for example smoking, diet),
2) the choice architecture might influence the judgement made by people,
3) whether to nudge towards first-order or second-order preferences of people (as described in the list of nudges; people might be tempted. In such situations the second-order preference, the reflective decision, might be best to nudge towards to),
4) the information people are expected to have to make their decision,
5) a combination of the above, where *self-control* influences the right judgement at that specific moment.

Sunstein (2015) however emphasizes the

inevitability of influencing decisions in any choice architecture as well as the defensibility and need for nudging on ethical grounds of aforementioned values (welfare, autonomy and dignity). A nudge however can be seen as manipulative, even though transparent, when it is perverting the way people reach decisions by insufficiently engaging to people's reflective system or targeting emotions (like framing, loss aversion) but that also happens in everyday life (framing used in advertisement, relationships, by your doctor, etc.) and the justification is very dependent on the case:

"When nudges fall outside the core and only within the periphery of the concept of manipulation, when they have legitimate purposes, when they would be effective, and when they do not diverge from the kinds of influences that are common and unobjectionable in ordinary life, the burden of justification is generally met." (Sunstein, 2015, p.448).

Thus, as long as nudges are used for legitimate goals, to help those who need it, and are transparent, there is often enough ground to use them.

Nudges described by Sunstein & Thaler (2009) are mainly focused on public sector or governmental decisions. Nudges however can of course also be used in the private sector, for example used by companies, as I will describe below:

Pareto nudges
Pareto nudges are nudges that are beneficial for both consumer and company (Beggs, 2016)). Beggs gives the examples of saving nudges, usage nudges and compliance nudges.

Saving nudges: financial institutions that want people to nudge people to save more money (consumer benefit) and in turn this creates demand for the products they offer (company benefit).

Usage nudges: e.g. a time based subscription fee for users (TV streaming, energy), so that companies want to nudge users to use less of the product for their own profits (company benefits) while users might

intrinsically also want to use less (consumer benefit).

Compliance nudges: Companies that want to nudge people to consume more for their own profits (company benefit), but also consumers want to consume more of (consumer benefit; e.g. health food).

Sludge
However, nudging can be used for purposes that are not in the best interest for the choosers (referring to this as sludges; Thaler (2018)); for example firms that want to maximize profits for their own, and not the consumer's, best interest.

Beggs (2016) also provided a list with what kind of nudges fall into this category.

Default nudges: nudges that let people accept the default options easily, while they do not realize it by lack of salience or are influenced by the status-quo bias (opt-in e-mails, default options in an installer).

Usage nudges: companies that nudge people to minimize their usage, like in a subscription fee for a certain time period, for their own profits (company benefit) while consumers want to use it more (consumer disadvantage)(gym membership).

Honesty nudges: When the price of a service depends on the consumer characteristics (like insurance) and their honesty for reporting those characteristics, companies want to nudge them in the most profitable way (company benefit).

Beggs (2016) however also emphasizes that heterogeneity in the market can make it harder to identify nudges as either good or bad in some cases, as preferences among consumers can differ.

Nudging and sustainable behaviour
Sunstein and Thaler (2009) emphasize that nudges in the area of sustainability are very effective because normally, "people do not get feedback on the environmental consequences of their actions" (p.187). You can image this; you buy lots of products in plastic packages,

a coffee at the station with a plastic lid on it, vegetables in a plastic bag, you name it. In the end, you throw this away. You do not get direct feedback of the impact. And even if you do get some sort of feedback by for example the news about plastics in the sea, you might not link the plastic that is polluting the ocean to your coffee lid! Another example is the energy usage, as discussed before: energy is invisible, but by making it visible, people are nudged to act upon it. Feedback is a leading principle in these sustainability nudges, and "learning is most likely if people get immediate, clear feedback after each try" (Sunstein & Thaler, 2009, p.77). As sustainable behaviour is one of the main goals that WWF is trying to reach in the individual and might be interesting to create nudges for in relation to the target group, I will explore this topic further.

A report by Mont, Lehner, & Heiskanen (2014) has explored nudging in relation to sustainable consumption in the most environmentally relevant areas: housing, transport and food & drink; summing up 75-80% of the life cycle environmental impacts. There are many different appliances where nudging has been used in these areas (see appendix D for nudge mechanisms, applications and effectiveness in these areas, as analysed by Mont et al., 2014) and for each I will give an example tackled in this paper with relevant Dutch cases that handled it similarly.

Example 1: Energy use at home
Energy use at home is very often routine behaviour, not a conscious decision we make every time, and is therefore interesting to apply nudging (Mont et al., 2014).

An example for a product aiming at nudging towards less energy usage is Toon (figure 25): a smart thermostat that works with the nudging mechanisms simplification (providing the information in a simple overview), framing (the way it shows you how you are doing) and social comparison (compare your household to for example your neighbours). It all relies on the principle of direct feedback, providing feedback of the way you consume energy and being able to adjust your behaviour accordingly and directly, instead of seeing your bill at the end of the month, not knowing where you
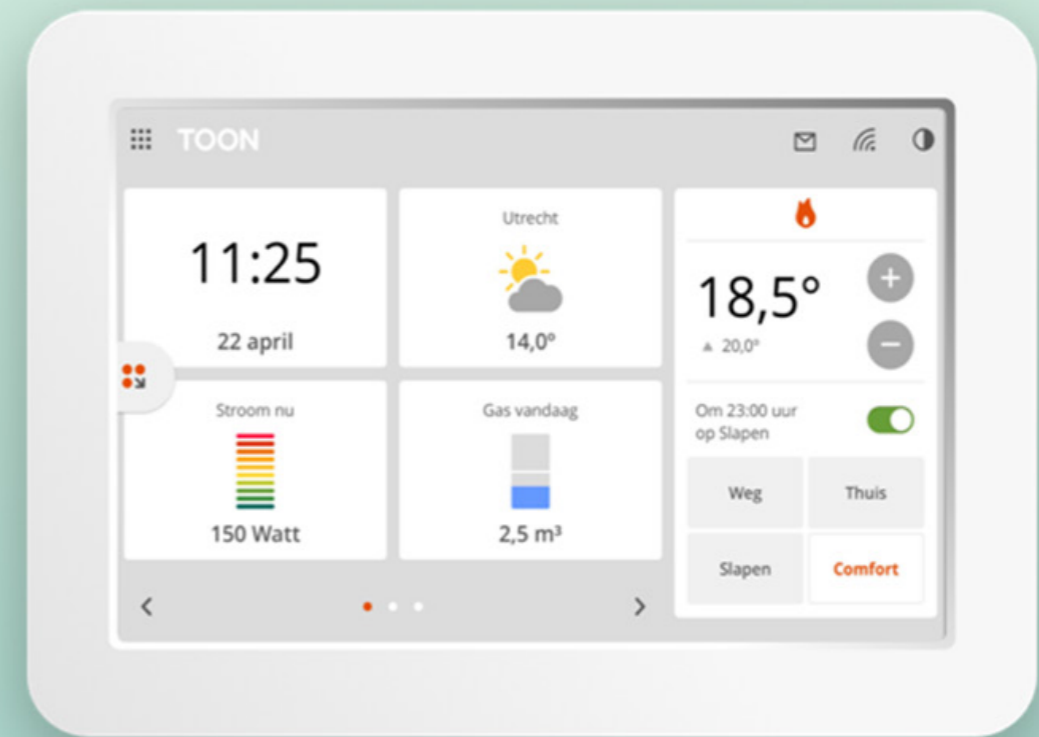
Figure 25, TOON (from eneco.nl)

could have improved and acting the same the next month.

Implementing nudging strategies to lower energy use at home, according to Mont et al. (2014), should be part of a broader policy package. The effectiveness of the nudges will depend on the type of behaviour and the context and these should therefore be analysed properly.

Example 2: Food
Food production and consumption have major impacts on the environment (e.g.. meat and dairy production), and as the consumption is often very unreflective, it provides a great opportunity for nudging (Mont et al., 2014).

An example from a nudge to lower meat consumption is to present vegetarian meals as a default option, as was for example done in the Dutch ministry (figure 26). Options with meat are still available, but not presented as a standard option. The mechanism used here is thus clearly the mechanism of the default option, or status-quo, but might also be social pressure: if everyone else takes the vegetarian meals, you might do that as well in order to comply with your colleagues.

Mont et al. (2014) conclude that Implementing nudges in the area of food consumption is most effective in a controlled environment, where other influences or actors (e.g.. marketing) do not play a significant role. On top of that, Mont et. al (2014) state that nudging provides opportunities in this area as people often have a low willingness to put effort in the decision making process themselves. But predisposition of the consumer towards certain behaviour also influences the effect of the nudge.

Example 3: Personal transportation
The transport sector accounts for almost a third of household emissions, with the main issue being the reliance on private cars (Mont. et al, 2014). Even though sometimes cars are very handy in use, there is a need to change people's transport behaviour, as often the use of it is quite unnecessary (short trips, other transportation options available, etc.) (Mont et al., 2014).

An example of a nudge in the transportation area is one close to my home: P+R Kralingse Zoom (figure 27). This parking area is located at the edge of the city of Rotterdam. People are encouraged to park their cars here and take the public transport further into the city centre, aiming to reduce the amount of cars

Vegetarisch eten wordt de standaard op ministerie

Door **PARLEMENTAIRE REDACTIE**
19 nov. 2018 in BINNENLAND

Figure 26, news from 'De Telegraaf' : the ministry gets vegetarian food as default option.

in the city centre and making "the city a little more liveable again" (Parkereninrotterdam, n.d.). If they do so, the parking is provided for free. Nudging mechanisms used here are incentives (it's free so why not do it) as well as a change of the physical environment that allows for this nudge.

Again, Mont et al. (2014) conclude that nudges in this area should be part of a broader policy package.

Overall, we can conclude that the nudges are very dependent on the type of behaviour to change and the context and therefore the specific behaviour should be analysed properly before the nudges can be designed.

Nudging and branding
Besides of the actual behaviour change towards more sustainable behaviour, I want to influence people to go for the WWF brand, rather than any other brand that could help change behaviour and start to engage more with WWF. Therefore, I also looked at how other brands use nudges (in a positive manner) in order to create more positive engagement with the brand. Nudgingforgood.com showcases interesting examples of brands and their nudges to change certain behaviour in people, while also using it as a branding tool for improving trust and long-term brand

equity, among others (see appendix E for the requirements of a 'nudge for good' and the brand benefits according to nudgingforgood. com). For WWF, these are interesting examples; focusing on both improving individual behaviour as well as helping the brand in terms of engagement. For now, I picked two examples: Heineken 0.0% (see figure x) and Coca-Cola Recyclage at festivals (see figure x). The complete case studies can be found on the website nudgingforgood.com, but I will explain them briefly.

Heineken 0.0%
The behaviour to change was drink-driving; even though many people had good intentions before going a night out, the intentions fail as the night evolves. Heineken created a programme beyond warning about dangers. They redesigned the bar environment with multiple nudges (see figure 28; list of nudgingforgood.com, added nudge type by me):

-Signage encouraging drivers to stay alcohol-free (little reminders everywhere; self-control support)
-Making alcohol-free drinks prominent; communicating and increasing availability of alcohol-free offers and driver's menus (showing very prominent that 0.0% is available; physical environment design & availability of 0.0% beer)

Figure 28, Heineken 0.0% nudges (from nudgingforgood.com)

-Rewarding positive behaviour through driver incentives and bar staff support (like free nachos; incentives and social support + committing to staying alcohol free when receiving these nachos)
-Prompting people to make the right decision; reminders throughout the car park and bar through signage and POS material (self-control support)

This resulted in very promising numbers from the pilot test with the most support in bars (50% less drink-driving).

Coca-Cola Recyclage at Festivals
The behaviour to change was to let people attending a festival collect beverage cups instead of throwing them on the ground or leaving them on the venue, in order to be able to recycle them properly in a different waste stream and keep the venue clean (see figure 29).

The nudges (specific types as analysed by me) were:

-incentives (collecting 40 beverage cups resulted in a free drink at the festival, stimulating to collect the cups)
-availability (the opportunity for recycling is now so close and widely available that it is more likely that you will do it)
-social influence or support (if many people are doing it, it is easier to go for it as well, instead of being the only one at the festival willing to recycle)
- commitment (by taking a recycling bag to start recycling, you commit to go for it and hand it in at the end rather than throw the bag away again).

The result was that, on average, each person had collected and thus recycled more cups than his/her own consumption.

Does nudges last long-term?
The question whether nudging lasts long-term is difficult to answer. Marchiori, Adriaanse, & De Ridder (2017) describe the difficulty to answer this question as there are different study results that yield different answers.

Figure 27, P+R Kralingse Zoom (parkereninrotterdam.nl)

On the one hand, studies reveal compensation within individuals; good behaviour of individuals may be compensated with bad behaviour (De Witt Huberts, Evers & De Ridder, 2014) (I took a healthy snack, now I can take a cookie), that would imply only short-term effects (Marchiori et al., 2017). On the other hand, a study shows that nudges could spill over to different situations, if individuals accept the novel behaviour as part of who they are and perform it again in other situations (Festinger, 1957). Also, individuals like habits, and nudges paired with a specific cue might result to develop in a habit, even after the nudge is taken away. Marchiori et al. (2017) conclude here that nudging may have long-term effects,
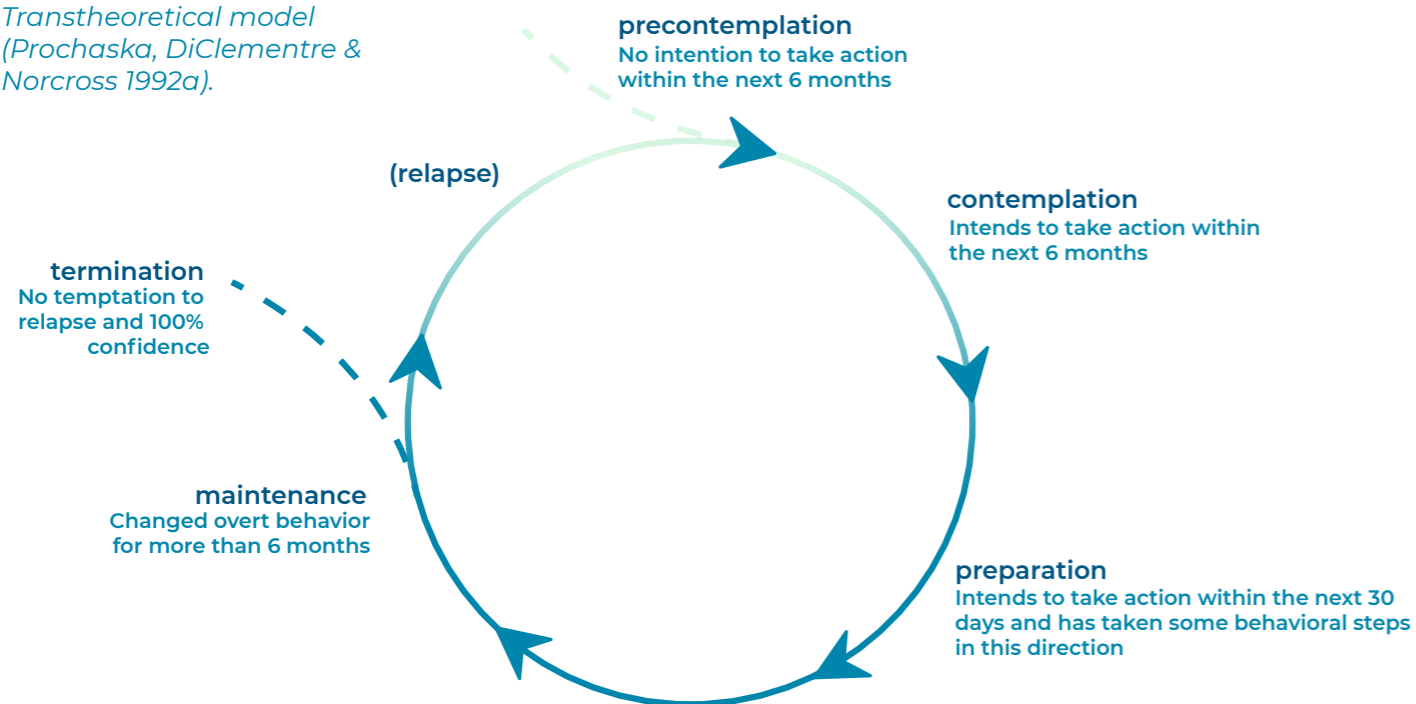
if 1) individuals embrace the nudged behaviour as part of their identity and 2) a paired nudge-cue has been used to create a habit.

So, nudging might definitely be helpful for short-term decision making situations and has provided interesting insights in how we can change behaviour of people by making (slight) changes in their choice environment. As it turns out, it might also be interesting for long-term effects, but evidence is insufficient. For initiating the society-wide movement among Dutch citizens, behavioural economics as nudging provide an interesting start. But to keep donors part of this movement and keep the behaviour lasting, we should look into other areas. As explained before, nudging is a process where shortcuts are used to make decisions fast. However, now we also want people to make the decisions by themselves, intrinsically, without the shortcuts. This might either be the result of repeated nudges so that the behaviour itself now is a shortcut decision (as mentioned: becoming a habit), or by stimulating reflective processes, where the rational mind can take over in similar situations. Mont et al. (2014) also describe this limitation of nudging in regard to sustainable behaviour. Long-term changes

in this area require deliberative processes and conscious choices to be combined with automatic, intuitive and routinised behaviours. This means, people consciously need to think and act, thus learn and repeat the behaviour, in other contexts as well. And this reflects what we have seen in the engagement part as well: people need to learn consciously about why to believe in WWF's mission (being cognitively engaged) in order to move towards other levels of engagement.

If we look at the Transtheoretical model (TTM) (developed by Prochaska & Diclemente (among others described in Prochaska. Diclemente & Norcross 1992a)), there are five phases to get to (lasting) behavioural change: precontemplation, contemplation, preparation, action and maintenance (see figure 30). Even though the model is mainly focused on health behaviour change, multiple studies show it can also be applied for environmental behaviour (like Nisbet & Gick, 2008). Let's explain the five stages of behaviour change shortly (and additionally termination and relapse):

Precontemplation: this is the phase where

Figure 30, stages of behaviour change in the Transtheoretical model (Prochaska, DiClementre & Norcross 1992a).
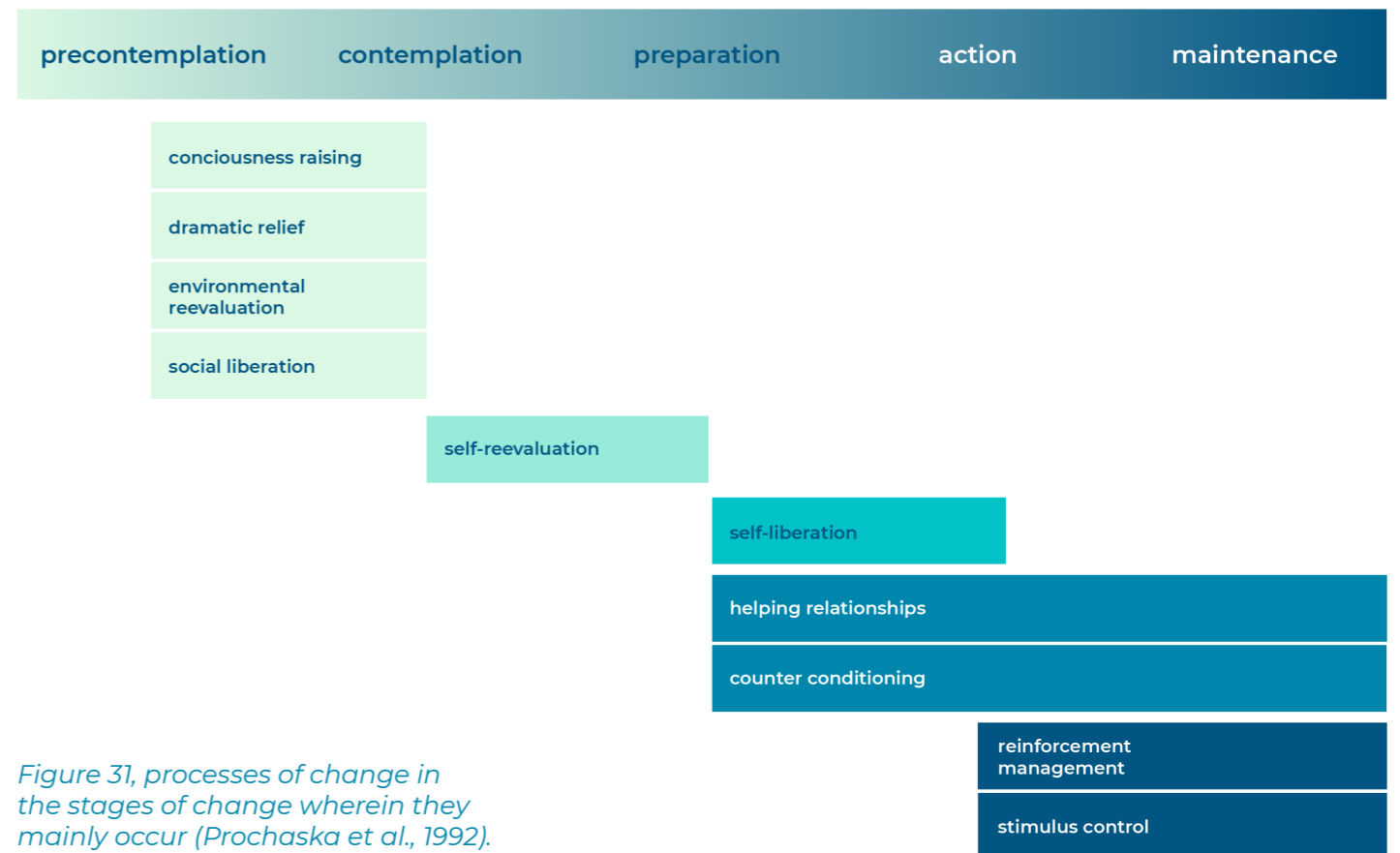
Figure 31, processes of change in the stages of change wherein they mainly occur (Prochaska et al., 1992).

people are not ready to take action towards changing their behaviour and might be uninformed or under informed about the consequences of their behaviour.

Contemplation: this is the phase where people are getting aware of the problem and the possibility for behaviour change and start looking at pro's and cons, which might however get them stuck in this phase and procrastinate the behaviour change. People intend to take action within the next 6 months.

Preparation: people are intending to take action in the near future (30 days) and have taken some small but concrete first steps to do so, like making an action plan.

Action: people practice the desired behaviour, but have done it for less than six months.

Maintenance: people are sustaining the behaviour change for more than six months and preventing temptation to relapse.

Termination: People have no temptation to relapse to their old behaviour and are 100% confident about maintaining the new behaviour.

To progress through the stages, people make use of activities called processes of change (see figure 31 and figure 32 for what these processes are and where in the stages they are mainly applied, Prochaska, Redding & Evers, 2008). The decisional balance and self-efficacy are also core constructs that influence the behaviour change.

conciousness raising	**Finding and learning new facts, ideas, and tips that support the healthy behaviour change**
dramatic relief	**Experiencing the negative emotions (fear, anxiety, worry) that go along with unhealthy behavioral risks**
environmental reevaluation	**Realizing the negative impact of the unhealthy behaviour or the positive impact of the healthy behaviour on one's proximal social and/or physical environment**
social liberation	**Realizing that the social norms are changing in the direction of supporting the healthy behaviour change**
self-reevaluation	**Realizing that the behaviour change is an important part of one's identity as a person**
self-liberation	**Making a firm commitment to change**
helping relationships	**Seeking and using social support for the healthy behaviour change**
counter conditioning	**Substitution of healthier alternative behaviours and cognitions for the unhealthy behaviour**
reinforcement management	**Increasing the rewards for the positive behaviour change and decreasing the rewards of the unhealthy behaviour**
stimulus control	**Removing reminders or cues to engage in the unhealthy behaviour and adding cues or reminders to engage in the healthy behaviour**

Figure 32, different processes of change with explanations (colours represent different stages in which they occur, as seen in figure 31) (Prochaska et al., 1992)

3.6 Conclusion & guidelines for behavioural influence

Influencing engagement behaviour
The millennial target group is now mainly unaware of WWF's actions to improve sustainable behaviour and the mission related to it. Looking at the three engagement phases, we thus first want to make people aware of that mission of WWF (cognitive engagement), then let the target group be able to experience WWF (emotional engagement) and eventually contribute to the WWF brand (behavioural engagement), where one active contribution is the individual's sustainable behaviour that is motivated by WWF.

For the different phases of engagement, different nudges might be more promising, based on insights from both engagement, the target user and nudging. However, this does not mean the nudges cannot be used in another situation and it should be evaluated based on the situation before applying. Many nudges will on top of that overlap phases of engagement.

Below I have some interesting nudges I believe fit specifically well with the target group in different phases (but might be used in others as well).

Awareness & cognitive engagement:
social influence: people in the millennial target group are very influenced by friends and their social online environment (for example, the Glossier community was build on this).
authority: people tend to listen to authority figures. The target group listens to influencers on social media that can be seen as authority figures to them.
framing, mapping and simplification: the target group is easily distracted and does not pay much attention to certain topics for a very long time. Therefore information should be easily and quickly comprehensible and the goal should be clear.

Experience & emotional engagement
Likeability: people comply with others that they like; positive information strengthens this likeability. For the millennial consumer the positive messages and feeling can be generated with experiences and social media expressions.
Physical environment design: if an experience is offline (like e.g. Tony/Glossier experience stores, Red Bull events) it is very important how the environment is designed to interact with and what it needs to convey (e.g.. the brand's purpose).

Participation & behavioural engagement
Incentives: in the target group, this could mean getting something in return for engaging with WWF, like discount from referrals (Glossier), a good feeling of contributing to a mission because of the clear impact made (Tony's Chocolonely, Toms, Seepje, Veja, Goat and Dopper), social status (possibly via social media) and the opportunity of self-development.
Consistency (and commitment): this is about openly committing to a certain goal and the willingness to stay consistent with that decision. This could relate to openly sharing thoughts about a brand to (a) friend(s) (WOM/social media), where millennials often get influenced by the opinion of others.

On top of nudges for certain levels of engagement, nudging for a positive new behaviour (beyond nudging to go for WWF) might also actually enhance brand engagement, as seen in the Heineken & Coca-Cola example (respectively focussing on minimizing alcohol use of drivers & focussing on recycling). The focus on changing sustainable behaviour of the individual, which can be seen as nudging for a good cause, is thus not only a good way to attract the target group, but also creates long-term brand equity and trust on the long run as well. As the applied nudges are beyond the goal of branding, it makes them more ethical responsible, with motivations being legitimate and incentives clear. Therefore, all nudges described as guidelines in this chapter should best be used around the message of WWF to change sustainable behaviour in the individual. The next paragraph will go into how to create that behaviour change.

Influencing sustainable behaviour
The basis for changing behaviour is the analysis of the behaviour to change; seeing what the current behaviour is versus what the desired behaviour is and what can influence this current behaviour. Designing to influence this behaviour is a next step, where nudging, as we have seen from the analysis on nudging sustainable behaviour before, was mainly interesting for direct sustainable behaviour decisions, making people aware, triggering actions and stimulating learnings with direct feedback. Mechanisms used were e.g. incentives (free parking if public transport is used), social influence (others do it better so I should improve), framing (how it is told) and simplification (easily understandable).

If we look at the TTM model for behavioural change, these nudges thus mainly reflect to influencing the first stages (precontemplation to direct action), but might not last in other situations or over a longer period of time. For full behavioural change, it is thus important to support all phases towards maintenance with the TTM model in mind, on top of the initial nudges. The learnings from the nudges are however still very interesting in these phases. Take a look at for example the nudge about 'self-control' that might help people in the preparation phase to stick to their plan, e.g. by 'committing' upfront to a certain goal, and the help of the influence of the social environment, that might keep them in the maintenance phase. Specific nudges to use in each phase depend very much on the design.

4. A STRATEGY PLAN TO IMPROVE ENGAGEMENT

This chapter synthesises the collected and generated information and the created guidelines into a strategy for WWF to improve engagement with the WO target group. The different parts of the strategy are explored to see how this can be filled in for WWF. With the help of a brainstorm, a roadmap is created for WWF to work towards a clear endgoal. The different horizons of the roadmap are filled with directional concepts to give an idea what the execution of the horizons could look like. From there, horizon 2 has been strategically chosen to develop a real concept for.

4.1 Strategy

From the analysis of brand engagement it becomes clear there are three different levels of engagement; cognitive, emotional and behavioural. Behavioural engagement is about actively participating in (user generated) actions and communicating and sharing information about the brand to others. This level of engagement is the strongest and reflects a relationship with effort coming from two sides, the brand and the customer. Therefore, we want to get to this level of engagement in order to create long-term engagement for WWF.

In terms of behavioural influence, different nudges seem promising for different stages of engagement. However, for long-term behavioural change, people have to be more aware about the behaviour to change and go through different stages willingly (as seen in the Transtheoretical model (TTM)). On top of that, nudging just for brand engagement behaviours might not be seen as nudging for a good cause and can be ethically questionable. But, there are brands that use nudges in a more clever way: the behaviour to change can be seen as positive for the consumer and/or environment. By responding to consumers' intrinsic desires, it also results in more trust and long-term brand equity, among others. Examples were nudges for less alcohol usage (Heineken 0.0%) and more plastic recycling on festivals (Coca-Cola recyclage).

This way of nudging for behaviour change and engagement is very promising for WWF ánd the WO target group. WWF already wants to collect more help in terms of time and behaviour and has a great opportunity to do this within the millennial target group, that is very sensitive when it comes to spending their money, but likes to contribute with their own sustainable behaviour.

Sustainable behaviour, clearly stimulated by WWF, is thus the main topic to build engagement around and use behavioural influence design for, for this target group.

As both engagement and behaviour change

have different levels to go through and these can be linked fairly well, I have set up a strategy (see figure 33) that combines the insights collected about brand engagement, nudges, and long-term behavioural change. The end goal of this strategy is engagement with the millennial target group, built around sustainable behaviour. Therefore, I gave the strategy the following vision: sustainability as driver of connection.

A strategy towards long-term engagement and changed sustainable behaviour
To get to the highest level of engagement, the target group first needs to be able to engage cognitively and emotionally. At this moment, the target group is not (really) aware of WWF's sustainable behaviour goals in the individual. Awareness reflects the lowest level of engagement and we should begin to get them engaged here in order to let them engage on an emotional and behavioural level as well. The overall brand awareness of WWF is high, but on this specific mission the engagement is still in its infancy. As we have seen from the interviews and branding examples, the clear mission and its impact need to be conveyed for a brand to be successful on engagement. The same applies to the changing of behaviour: in order to be able to change, the consumer needs to be aware of the problem and learn more about how to take action, before being able to actually do it as well and go through the rest of the phases of behaviour change towards maintenance. This again shows how well engagement and behaviour change can be linked together.

The strategy has to be followed completely, starting at the lowest level in order to get the target group on board (both for engagement and behaviour change) and move forward from there. Otherwise, important basics will be missing and actions might not be as effective. The strategy thus should be followed from left to right.

Figure 33, strategy for long-term donor engagement with the use of behavioural influence.

		Horizon 1	**Horizon 2**	**Horizon 3**
		AWARENESS	**EXPERIENCE**	**CONNECTION**
ENGAGEMENT decide on target group	**COMPANY ACTIONS**	-PURPOSE -BE WHERE THE CUSTOMER IS -PULL MARKETING -OMNI- CHANNEL	**H1 +** -GOOD PRODUCT/SERVICE -CUSTOMER EXPERIENCE	**H2 +** -(CO-CREATING) COMMUNITIES -PERSONALIZED EXPERIENCES -SHAREABLE CONTENT
	BEHAVIOURAL INFLUENCE	-SOCIAL INFLUENCE -AUTHORITY -FRAMING -SIMPLIFICATION -MAPPING	-LIKEABILITY -PHYSICAL ENVIRONMENT DESIGN	-INCENTIVES -CONSISTENCY
SUSTAINABLE BEHAVIOUR decide on & analyse behaviour to change	**BEHAVIOUR PHASES**	**PRECONTEMPLATION --> CONTEMPLATION** conciousness raising, environmental reevaluation, dramatic relief and social liberation	**CONTEMPLATION --> PREPARATION** self- reevaluation	**PREPARATION --> ACTION --> MAINTENANCE** self-liberation, helping relationships, counter conditioning, reinforcement, management, stimulus control
	BEHAVIOURAL INFLUENCE	**DIRECT FEEDBACK** (expressed in nudges like incentives, social influence, framing and simplification)	**H1 + SELF CONTROL & COMMITMENT**	**H2+ SOCIAL INFLUENCE**
TRACKING take a baseline measuremennt	**CONSUMER ACTIONS**	**COGNITIVE ENGAGEMENT** link clicks, views of photos/videos, reads of blog, views of advertisements	**EMOTIONAL ENGAGEMENT** leaving positive comments on posts, creation of blog posts, positive sentiment towards te brand, rating the brand highly, recommendations	**BEHAVIOURAL ENGAGEMENT** providing advice to or helping others, following, likes, retweets, shared branded posts on social media, hashtagging the brand, word-of-mouth referrals, offering ideas to help innovate the brand, any form of conversation
	MEASURES	**SALIENCE, PERFORMANCE & IMAGERY** awareness	**JUDGEMENTS & FEELINGS** associations	**RESONANCE** loyalty

about

Sustainable behaviour as driver of connection

VISION

4.2 Strategy exploration

At this point, the quite global strategy roadmap could be applied to any company willing to create a connection on sustainable behaviour (being it that some guidelines specifically fit the WO target group and the analysis of WWF better). However, we want to be able to build a relationship between WWF and the target group. The two main areas of the strategy, engagement and sustainability, can be explored and filled in for WWF specifically, making the horizons unique expressions of the brand. Therefore, I will go through the parts that can be filled in upfront and in which way (like the purpose and the behaviour to change) and discuss the guidelines with relation to WWF and the target group again. All in all, I will try to answer the following question in this chapter:

How can we implement the knowledge synthesized in the strategy for long-term engagement with the WO target group in an online solution at NPO WWF?

The exploration for filling in the parts of engagement and sustainability can be found in appendix F. The results are part of the filled Horizons in the following chapters, that give a recap and overview of the collected information, before creating a roadmap based on this information.

4.3 Fill in Horizon 1

Chapters 4.3-4.5 focus on synthesizing all information in a clear overview before trying to create a roadmap from this information.

Purpose: *Inspiring everyone to adjust their sustainable behaviour to be able to create impact that is impossible to create by WWF alone.*

Customer locations: Social media platforms, social environment (offline and online), apps/ mobile device, influencers, (online) brands and pages, TEDtalks, blogs and vlogs, events/experiences they join (offline), online shopping environments, streaming platforms. Inform them via these platforms about WWF's purpose; stimulate awareness and learning (and thus cognitive engagement) and help the users go from precontemplation towards contemplation.

Behaviour to change: plastic use

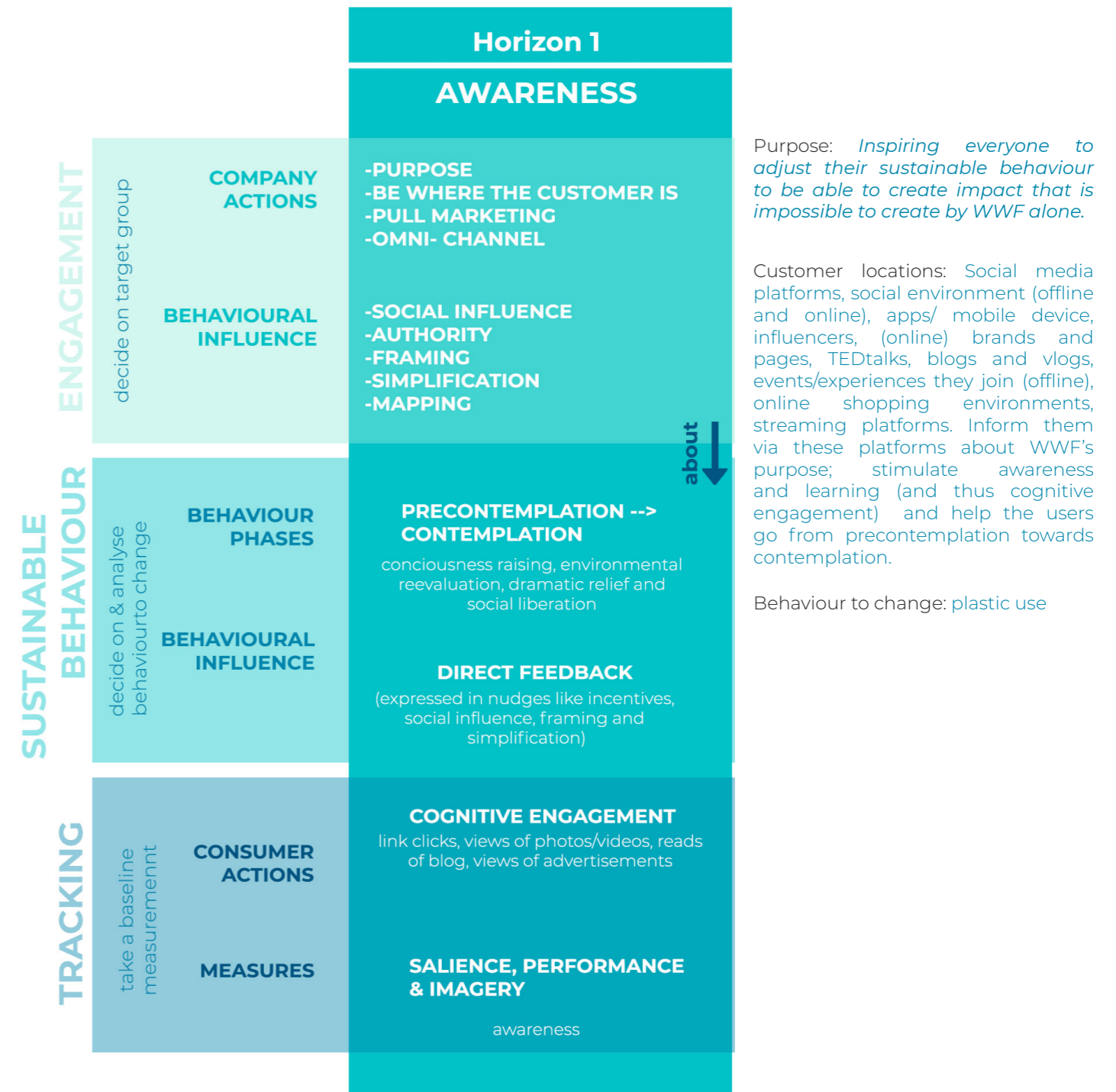*Figure 34, filling in Horizon 1.*

Horizon 1 (figure 34) is about creating awareness in the WO target group about WWF and the NPO's goal of (a certain) sustainable behaviour in the individual, as an authentic action of WWF to do.

This phase is a combination of creating cognitive engagement with the brand and it's purpose, and the ability of consumers to express this engagement in changing their sustainable behaviour from the precontemplation to contemplation phase. Let's combine all insights to create an overview of what is needed in phase 1.

Behaviour change
To enable the behaviour change, which in this phase is the change from precontemplation to contemplation, important processes are consciousness raising, environmental re-evaluation, dramatic relief and social liberation (as described as part of the TTM model, see figure 35). Nudges that are promising in this phase to trigger certain behaviour are e.g. incentives, social influence, framing and simplification and to be able to stimulate learnings of the behaviour direct feedback is needed (seeing directly what impact your behaviour has).

Cognitive Engagement & Awareness
The guidelines for cognitive engagement can be used in this phase:
1) Make sure that your brand purpose or mission is clear and easily understandable, so that the consumers are aware of the need to donate. Try to convey this purpose in a good story around your brand.
2) Be where the customer is. If you want to convey the story, your target customer needs to receive the attempts to do so. Explore where

the customer is and how you can interact with them actively.
3) Try pull marketing. This could be a marketing stunt (e.g Teun from Tony Chocolonely turning himself in), the release of products/stories people will talk about (Tony's limited editions), or the creation of experiences people want to join (Red Bull Events). In this way, people will spread the word themselves.
4) Use an omni-channel strategy for different ways and levels of interaction between the brand and the consumer. Some channels might be better to share deeper (purpose related) information, like a website, application or offline store, while others are better to enable content to be shared (like social media), again others are better to create the brand experience (like events, TV shows).
5) Make donation costs (like obstacles to overcome to donate) low and think about incentives to stimulate more donations.

The guidelines can be reinforced by using the following nudges:

social influence: people in the millennial target group are very influenced by friends and their social online environment (for example, the Glossier community was build on this).
authority: people tend to listen to authority figures. The target group listens to influencers on social media that can be seen as authority figures to them.
framing, mapping and simplification: the target group is easily distracted and does not pay much attention to certain topics for a very long time. Therefore information should be easily and quickly comprehensible and the goal should be clear.

Figure 35, processes of change for Horizon 1.

conciousness raising	Finding and learning new facts, ideas, and tips that support the healthy behaviour change
dramatic relief	Experiencing the negative emotions (fear, anxiety, worry) that go along with unhealthy behavioral risks
environmental reevaluation	Realizing the negative impact of the unhealthy behaviour or the positive impact of the healthy behaviour on one's proximal social and/or physical environment
social liberation	Realizing that the social norms are changing in the direction of supporting the healthy behaviour change

4.4 Fill in Horizon 2

Good product/service: Using the positive parts of tools like the plastic app or footprint test that trigger interest in the target group; learning and improving sustainable behaviour. The tools need to help the user go from the contemplation phase into preparation and maybe even already action.

Customer experience: Make the experience of a tool itself good; but also consider an offline event/experience (creating pull marketing and WOM marketing as well) to experience WWF an its mission in real life. Create with this a positive emotional relationship with the consumer.

Figure 36, filling in Horizon 2.

Horizon 2 (figure 36) is about the WO target group experiencing WWF and the related purpose of changing their sustainable behaviour, creating new associations with the brand and a positive feeling towards it.

This phase is about creating emotional engagement with the brand and it's purpose and the ability of consumers to express this engagement from going from the contemplation phase towards the preparation phase and taking some first steps towards that behaviour change.

Behaviour change
To enable the behaviour change, which in this phase is the change from contemplation to preparation, an important process is self -reevaluation, (as described as part of the TTM model, see figure 37). A nudge that are promising in this phase, on top of the direct feedback, to trigger certain behaviour is especially self control (planning a strategy to actually stick to the goals you set), where commitment can be that strategy (preferably publicly, so that others can see the commitment you made and you now want to stick to it).

Emotional engagement & experiencing
1) The experience of the customer is most important. In the end, this experience is what will motivate further actions for building the relationship.
   a. Make sure that your offering drives enthusiasm in the customer and is a good product/service on itself (like e.g. Lego products for building, Tony's premium quality chocolate, Glossier's skincare products, etc.).
   b. Make the offering about more than just the offering itself, make it into a personal experience of the brand. This could relate back to the brand's mission. When having the offering, people should feel part of the brand's purpose or story (e.g. Tony's, Glossier) or experience what the brand is about (Red Bull events, TV spots CliniClowns, Glossier's offline and online experience). Contributing should

give a positive feeling back to the customer. This is however not active involvement in and contribution to the brand as is with behavioural engagement.

The guidelines can be reinforced by using the following nudges:

likeability: people comply with others that they like; positive information strengthens this likeability. For the millennial consumer the positive messages and feeling can be generated with experiences and social media expressions.
physical environment design: if an experience is offline (like e.g. Tony/Glossier experience stores, Red Bull events) it is very important how the environment is designed to interact with and what it needs to convey (e.g.. the brand's purpose).

Figure 37, processes of change for Horizon 2

self-reevaluation	Realizing that the behaviour change is an important part of one's identity as a person

Co-creating communities: Expand the product/service into something where experiences and ideas can be shared with other users and/ore WWF and community driven fundraising has an opportunity to be realized. Users need to be able to be actively involved in the brand (behavioural engaged) and in supporting the mission.

Personalized experiences: Create an experience with the product/service on a personal level, with providing personal recommendations and personal ways of contribution. Also, show personal impact and support to maintain the new behaviour change.

Shareable content: Create content that is shareable, but also a platform where users can share their ideas (like a combination of social media like Instagram and a community platform).
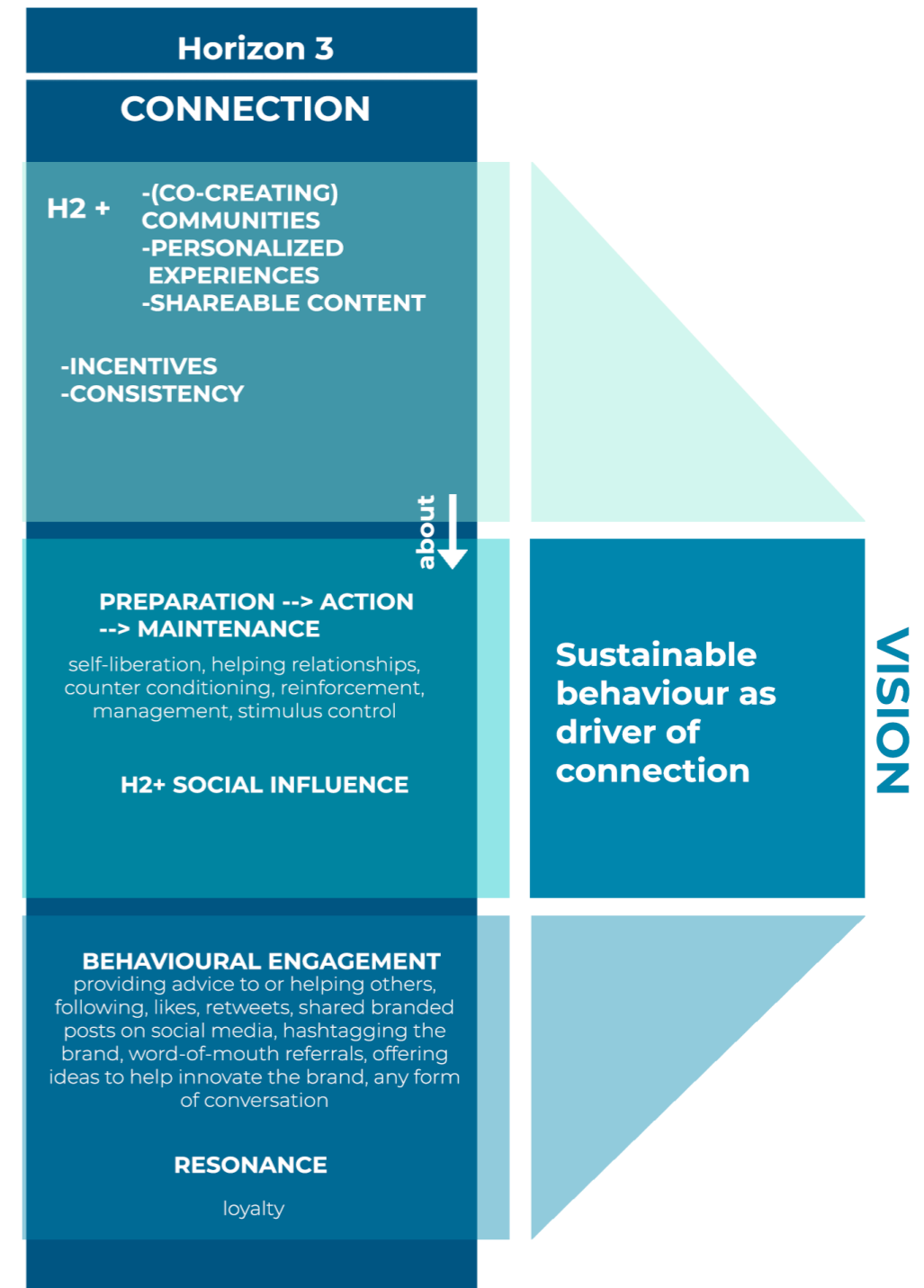

Figure 38, filling in Horizon 3 and the vision.

Horizon 3 (figure 38) is about connecting the WO target group and WWF in a long-term relationship, making the target group loyal to WWF and an active part of the brand, based on their common goal of improving their sustainable behaviour.

This phase is about creating behavioural engagement with the brand and it's purpose and the ability of consumers to express this engagement by going from the preparation to action phase and trying to maintain that action as well.

Behaviour change

To enable the behaviour change, which in this phase is the change from preparation to action and maintenance, important processes are helping relationships, counter conditioning, reinforcement management and stimulus control, (as described as part of the TTM model, see figure 39). A nudge that are promising in this phase to trigger certain behaviour, on top of feedback and self control and commitment, is especially social influence (others that can help you stay motivated and keep supporting you).

Behavioural engagement & participation

1) Embrace and enable customer's contribution to the brand, the co-creation based on shared values. This means that you should support customer communities where customers can interact and provide platforms where this could happen. In this way, you can also monitor and track discussions, trends and other brand related conversations that could help you improve and innovate.

2) Value personal experiences. This could mean creating personalized products (e.g. Tony's), create and share new product ideas (e.g. Lego), let end-users share their stories (e.g. CliniClowns, Glossier), sponsor influencers that contribute to the brand image (e.g. Red Bull). This often relates to the brand communities. Also, on a personal level, the feeling of making a difference with the personal contribution is important.

3) Make sure you provide content that is shareable in order to let customers spread the word about your brand (purpose) to others, possibly with a referral system. Leverage the surroundings of your target audience (e.g.. Influencers, bloggers, etc.) to create more awareness and sharing. Also, sharing might improve (perceived) personal reputation.

The guidelines can be reinforced by using the following nudges:

incentives: in the target group, this could mean getting something in return for engaging with WWF, like discount from referrals (Glossier), a good feeling of contributing to a mission because of the clear impact made (Tony's Chocolonely, Toms, Seepje, Veja, Goat and Dopper), social status (possibly via social media) and the opportunity of self-development.

Consistency (and commitment): this is about openly committing to a certain goal and the willingness to stay consistent with that decision. This could relate to openly sharing thoughts about a brand to (a) friend(s) (WOM/social media), where millennials often get influenced by the opinion of others.

helping relationships	Seeking and using social support for the healthy behaviour change
counter conditioning	Substitution of healthier alternative behaviours and cognitions for the unhealthy behaviour
reinforcement management	Increasing the rewards for the positive behaviour change and decreasing the rewards of the unhealthy behaviour
stimulus control	Removing reminders or cues to engage in the unhealthy behaviour and adding cues or reminders to engage in the healthy behaviour

4.6 BRAINSTORM DIRECTIONS

To get first idea directions to fill in the roadmap, I have set up two creative sessions (based on knowledge from the book *Road Map for Creative Problem Solving Techniques*, Heijne & van der Meer, 2019) with 5 fellow design students as well as 3 non-designers. As this project is executed during times where Corona virus influences our ability to come together, the creative session could take place in person. However, with the great possibilities of the internet nowadays: the website Mural and videocalling application Zoom, similar kind of creative sessions could take place, where some adjustments had to be made for the process (e.g. trying to cluster and discuss ideas via internet is not ideal, as is keeping everyone's attention for a longer period of time). In appendix G.1 is an outline of the session and some notes on what techniques are used and why. In appendix G.2-G.4, the brainstorm set up and the two sessions are shown.

The questions that are centre of this brainstorm session are based on the three different horizons of the strategy (which I will show in each question). For the second brainstorm, with non-designers, I tried to simplify the questions a bit more for more ideas and easier responses; these are the .2 questions).

Question 1

Q1.1 How can you make the target group aware that an individual can make impact with sustainable behaviour?

(Q1.2 How can WWF make the millennials aware that they can make impact with their sustainable behaviour?)

This question is about creating awareness in the target group about WWF's purpose to create more sustainable behaviour in the individual for a larger impact. The awareness relates to salience, performance and imagery of the brand's purpose as lowest part of the CBBE pyramid and the cognitive engagement the customers have to it. Processes of the TTM model in this horizon are consciousness raising, dramatic relief, social liberation and environmental reevaluation and should be part of the solution.

Question 2

Q2.1 How can you make the target group feel that they are important (in relation to creating impact on nature)?

(Q2.2 How can WWF let the millennials experience the impact of their behaviour?)

This question is about creating a positive feeling, emotional engagement, towards WWF and the purpose and realizing the behaviour is an important part of one's identity (as is described as process in the TTM model). The target group should experience what the new behaviour does for them and what WWF does to help them get there.

Question 3

Q3.1 How can you make the target group and WWF work together (on creating sustainable behaviour in the individual)?

Q3.2 How can WWF and millennials work together (on improving sustainable behaviour)?

This question is about creating the passionate relationship, working together driven by the believe in the purpose, sharing information (via communities) and the feeling of having a personal connection with WWF and the support of WWF and the community to keep the new behaviour (and keep learning and improving).

Before introducing the questions and starting the brainstorm session, a short introduction on WWF and the target group was given, so that they are prompted to give ideas in a related direction.

At the end of the brainstorm, all members were asked to combine some ideas into a concept or more concrete idea direction. These can be found under the 'concepten' area of the Mural

(appendix X). I will describe some of these ideas shortly for each question which I found most interesting.

1. A documentary/video able to be shared and go viral, about someone's journey towards a sustainable lifestyle.
2. A (e.g. Youtube-) campaign measuring people's impact, the best will become an example for others. With the zero waste influencer / Greta Thunberg as face of the campaign.
3. Challenging friends to do certain sustainable behaviour, scoring points for actions like eating vegetarian, taking public transport, etc.
4. Showing people how big their impact is (with real time feedback) and how others solve this issue.
5. Letting people experience the positive behaviour, showing consequences of the negative behaviour and giving suggestions for intrinsic motivation.

Q2
1. Creating a sense of community among donors. A platform with donors, WWF employees and volunteers to create projects together (with a focus on local projects, as people will see their impact more directly and probably feel more important).
2. Stimulating sustainable behaviour (like taking the bike instead of the car) by for example a bike-reparation station pop-up (own idea in this brainstorm).
3. Showing the shocking consequences on social media and also offering alternatives for the bad behaviour for the people interested.

Q3
1. An online challenge platform, collecting points for doing sustainable things, maybe with a reward system or interactive like Pokemon Go with AR.
2. Creating local/small projects and sharing that on social media.
3. Making the influence of the donors bigger, by creating a community (and teams for projects), people voting where money is going to and a documentary/video about the projects for the non-active members to get enthusiastic.
4. Making sure you and the millennial have the same goal to work towards to, so this goal

(of new behaviour) has to be promoted/made attractive.
5. Bringing people together on small scale, for working together on projects that are of local importance (e.g. workshops, cleaning the neighbourhood, sending letters to governments).

4.7 ROADMAP

The insights and inspiration from the brainstorm, in combination with the insights of the filled horizons of the strategy, the collected information about the WO target group and WWF company and opportunity analysis resulted in a roadmap (figure 40).

The vision of the roadmap is a:

Passionate, personalized relationship driven by the motivation to create impact.

As is also written below the vision in the roadmap, the vision reflects the lessons learned about creating high levels of engagement (passionate: a purpose to believe in, communities to share their passion, being part of the brand, personalized interactions and customer experience on #1), the target group's preferences (personalized: about the individual, contributing in the way they prefer and can, about self-development in terms of sustainable behaviour), and the direct and concrete impact the target group wants to see when it comes to their actions (like sustainable behaviour).

By combining all information, for each horizon directional concepts logically follow, where the directional concept of the last horizon (horizon 3) should realize the described vision. The directions are globally described in the centre of this roadmap. I will describe these directional concepts more in depth in the following chapters.

		now — Horizon 1 — dec 2020	Horizon 2 — oct 2021	Horizon 3 — jul 2022	Vision

Timeline header: now | Horizon 1 | dec 2020 | Horizon 2 | oct 2021 | Horizon 3 | jul 2022 | Vision

MARKET

focus

AWARENESS	EXPERIENCE	CONNECTION

donation trends
- online donating
- personal involvement
- e-mail
- hyper personalization
- community driven fundraising
- social media inspires giving

channels
- social media
- WWF.nl
- App/mobile
- social environment
- communities, blogs, vlogs
- offline events

behaviour to change

plastic use	plastic use	plastic use. transport, food

the millennial

price sensitive value brands with purpose aware of environmental issues influenced by social media & social environment	FOMO behaviour/time over money	self development want to donate flexible want to see concrete impact

PRODUCT/SERVICE

support — engagement actions

application — behaviour change support

Horizon 1 (AWARENESS):
- team up with influencers
- prepare video's & posts
- Instagram Awareness Campaign
- launch a new Instagram post/ story every week
- CTA (WWF.nl + revised plastic app)
- watch full inspiration video's of influencers
- read & learn more about WWF's purpose
- see daily use plastics and their impact
- direct link to WWF store with sustainable products
- download revised plastic app 2.0
- develop plastic app 2.0
- WWF.nl online learning environment
- 1.0

Horizon 2 (EXPERIENCE):
- prepare experience day
- actively help WWF & realize personal impact
- experience & learn about WWF's purpose in real life
- get a reward for joining and helping
- share the experience on social media
- Plastic Experience Day
- include information of the online learning environment
- (completed) challenges are shareable on social media
- link to 'plastic experience day'
- revised challenge interaction (+ rewarding system & impact overview)
- develop together app 3.0
- Plastic App 2.0
- 2.0

Horizon 3 (CONNECTION):
- Community contribution
- users can read & write about their challenges and give tips/help each other
- personalized interactions and overview with specific personal impact
- Plastic App 2.0 is still part of this app
- donating flexible & personal (e.g. on specic projects, one time in app, via shop)
- challenges are expanded into more than plastic alone
- users can create new projects/challenges
- WWF Together App — very personalized interaction between WWF & user
- 3.0

RESOURCES

internal

AWARENESS	EXPERIENCE	CONNECTION
sustainable products content creators (video's influencers + WWF, WWF learning environment, Instagram post) instagram page & website WWF.nl	event team matierals (garbage bags, notes, envelopes) content creators (more challenges, looks of shareable post, looks & interaction of experience day) graphic designer	graphic designer content creators (more challenges) content trackers (keeping track of all interactions and contributions to the platform)

external

(micro/nano-) influencers influencer pages app developers web developers	precious plastic workshop pop-up trucks app developers	app developers

TECH

channel & communication trends
- video sharing
- offline as new luxury
- stories (Insta, FB)
- selling via social media
- nano/micro-influencers
- community platforms & UGC
- (AI) personalization & interaction

Vision

PASSIONATE PERSONALIZED RELATIONSHIP DRIVEN BY THE MOTIVATION TO CREATE IMPACT

The vision reflects the lessons learned about creating high levels of engagement (passionate - a purpose to believe in, communities to share their passion, being part of the brand, personalized interactions and customer experience on #1), the target group's preferences (personalized - about the individual, contributing in the way they prefer and can, about self-development in terms of sustainable behaviour), and the direct and concrete impact the target group wants to see

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See strategy for guidelines of engagement, changing behaviour and nudges per horizon to implement in the product/servie ideas.

Figure 40, roadmap for WWF towards long-term donor engagement with the WO target group

4.8 HORIZON 1 - DIRECTIONAL CONCEPT
Instagram awareness campaign + online learning environment

This horizon is closest to current date and therefore also most easy to fill in specifically and apply directly.

Solution space
The horizon is about creating awareness about and letting the target group cognitively engage with WWF's purpose. As can be seen in the roadmap, the phase combines different channels (applying an omni-channel strategy; social media, WWF.nl, the social environment and eventually the download of the WWF app). The main channel will be Instagram, where the target group is most active at this moment. Instagram is a good choice for initiating the awareness phase, because in the donation trends can be seen that social media overall inspires giving, the millennial is influenced by social media and the social environment, and in social media, Instagram is a place where video's (or other content) can be shared easily (in for example Instagram stories) and is a channel where influencers are very important for what the target group gets to see. On top of that, Instagram is a platform where companies can sell products and create a CTA (call to action) to their website (via stories or via their page). In this phase, the target group needs to become aware of WWF's purpose of changing sustainable behaviour in the individual (as they value brands with a clear purpose very much), without needing to spend money on WWF (they are very price sensitive). They have to be able to learn more about WWF's purpose, click on the link, read, watch videos; and thus being able to get cognitively engaged.

Directional concept
part 1 - Instagram Awareness Campaign
The Instagram Awareness Campaign 'my day without plastic' is a way to make the target group aware and cognitively engaged. it is a combination of (maybe one big and multiple micro/nano-) influencer videos about their reduction of plastic use in their day-to-day life. The influencer videos need a clear relation to WWF and the purpose, a CTA to WWF.nl (where is a learning environment around the purpose), need to show specific impact of the used products and can highlight specific

products from the WWF shop. On top of the influencer videos, some shareable content (stories, posts) where users can challenge themselves and each other to do the same, can stimulate wordt-of-mouth advertisement.

The campaign takes into account the processes of behaviour change of conscious raising (what is this message about? Where can I read more?), dramatic relief ('wow', is this the impact?), environmental reevaluation (If I change my behaviour, I can do this and that for my environment) and social liberation (If influencers that are just like me (nano influencers e.g.) can also do it and it becomes the new standard, I should try it too).

Nudges applied to this Instagram Awareness Campaign are social influence (clearly because of the social environment that influences their behaviour, via Instagram as well as offline) and authority (influencers they value, that say what to do or how to act). By making impact tangible in a clearly framed, mapped and/or simplified way, the campaign also helps to tap into the short attention span of the target group and make the issue easily comprehensible in a short time.

Possible hashtags/ @'s
#mydaywithoutplastic
#WWFplasticchallenge
@WNFnederland

Influencers
(No agreement has been made yet with these influencers; they are just to give an idea of the solution space).

Large: Freek Vonk (authentic when it comes to being actively involved in nature-related topics, see figure 42), DeSpeld (where the target group is), current WWF ambassadors (big names, use them more)
Macro, Nano: need a better search for specific influencers.
Even smaller: Ask people to share their day without plastic themselves with a chance to be featured on the WWF page and for the nicest/most original contributions also

a sustainable product from the WWF shop (giving them an incentive to share the post with others, generating more word-of-mouth advertisement.)

Video content influencer
"I have been challenged by WWF to not any plastics today, as plastics have a major impact on our biodiversity and real change can only happen if we all make some changes! So, a day without plastic. Let's see how I am going to do that!"

for example:

"I am going to make my coffee already at home, instead of buying it at the train station. On a yearly basis, this means saving X kg of plastics for me already! (and of course also €X spent on coffee haha). If everyone in the Netherlands would just do only this thing, it would already save up X kg on a daily basis, X kg on a yearly basis! This cup is from the WWF allebeestjeshelpen store and is perfect for my

cappuccino (swipe up/see link in bio to see more info and shop this one!). Let's see what the next challenge will be this day. See you later!"

(See figure 41a for what globally is in the influencer post on Instagram)

Post/message (for WWF and influencer)
"Do you think you are ready to challenge yourself as well? Share your experiences with #myplasticfreeday and @WNFnederland (post/story) and maybe we/ WWF will feature you on our/their page! The most original/nice submissions will receive a giftcard for the allebeestjeshelpen webshop as well!"

"Who do you challenge for a plastic free day? Tag him/her." (could be a post or story or both)

"no plastic cups, no veggies covered in plastic bags, no plastic toothbrush...who do you challenge for a plastic free day?"

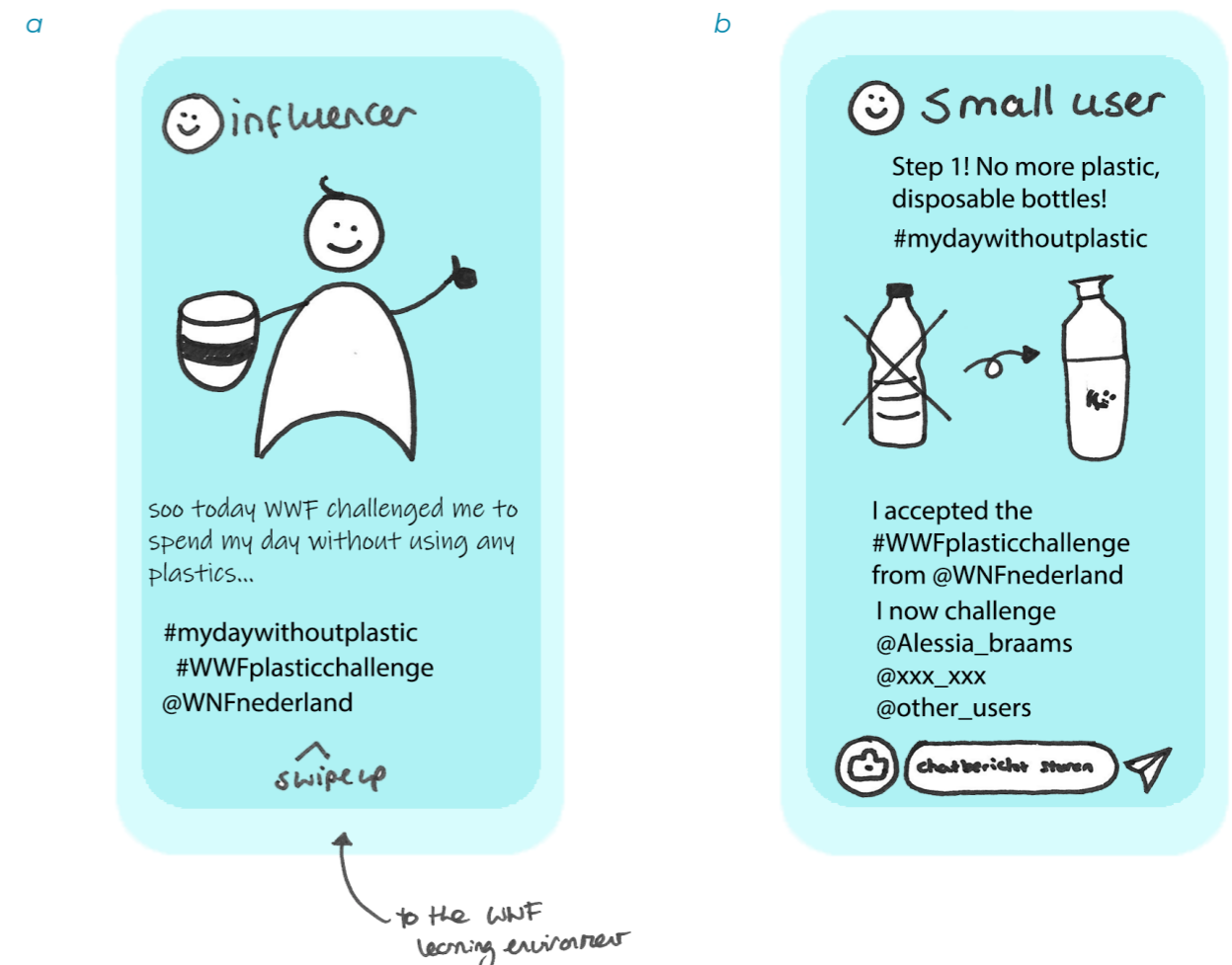*Figure 41, influencer (a) and small user (b) posts on Instagram.*

freekvonk

14.804 weergaven
freekvonk Het is vandaag #EarthDay. Het lot van de natuur en álle dieren, onder en boven water, ligt in onze handen. Er zouden door ons toedoen geen diersoorten meer mogen uitsterven zoals nu gebeurt. Sterker nog, het is onze verantwoordelijkheid om dat te voorkomen. Laten we met zijn allen proberen de harten van mensen te bereiken met de wonderbaarlijke en altijd verrassende schoonheid van de natuur! Deze grote ronde bol is ons enige thuis. Een prachtige plek in het heelal om voor nu en voor in de toekomst, ongelofelijk zuinig op te zijn. 🌍 💙

Alle 45 opmerkingen bekijken
2 dagen geleden

Figure 42, an Instagram post from Freek Vonk.

See figure 41b of what an Instagram post of a small user could look like.

WWF can share (parts of) the influencer and individual submission stories on their instagram.

Instagram post
Instagram stories are a nice way to let users share information and get into their social environment. However, stories also disappear after 24 hours (they could be saved on top of the page, but specific content is less easy to find back). To have a nice post (video) on the WWF Instagram page itself, explaining the purpose and being easily available for users to watch and share in their stories whenever they like, could be a nice addition and a way to tell the story about the purpose from the side of WWF, for example to kick-off the campaign.

part 2 - WWF learning environment
The CTA from the awareness campaign is WWF.nl with the WWF learning environment: a platform where users can read more about WWF's purpose, watch all different video's of influencers/WWF, read more tips (possibly of the different influencers as well), read more about impact and the importance to act more sustainable, go to the allebeestjeshelpen webshop to buy the same sustainable products as their influencers (and learn more about the impact of using those), and eventually move from the first phase of behaviour (precontemplation) to the next (contemplation) by downloading the plastic app 2.0, taking first steps to change their sustainable behaviour.

Different from current WWF actions?
This campaign and learning environment combination differs from current actions of WWF on Instagram (with for example Art Rooijakkers, despeld). This campaign is especially targeted at the millennial target

Figure 43, Instagram post from Art Rooijakkers for WWF.

group, the use of micro and nano-influencers makes that the engagement will be higher (than with e.g. very large influencer/well-known Dutch person Art Rooijakkers) as there is a stronger engagement with the smaller influencer and that influencer is more relatable: 'that person can do it so I can'. Instead of just showing the WWF products (e.g. the WWF straw shown by Art Rooijakkers in a picture in his Instagram story, see figure 43), the products are shown in use in a video, with specifically described impact and as part of a larger plan (in a video story about someone's way to change certain behaviour and a CTA to WWF.nl to learn more). Also the campaign

has content that people can share with others (by acting themselves and sharing about that) and allows for more cognitive engagement by making users read/watch more on the WWF website. However, the large names (like the WWF ambassadors, such as Art Rooijakkers, see figure 44) can still be an interesting part of the campaign to reach a wider public, as long as their messages also are spread in the way the smaller influencers do in this campaign (more information, clear CTA, impress with facts and impact).

Figure 44, current WWF ambassadors.

4.9 HORIZON 2 - DIRECTIONAL CONCEPT
Plastic app 2.0 + plastic experience day

This horizon bridges the gap between the close to date and easy to implement 'horizon 1' and the still undeveloped solution space of the future vision of 'horizon 3'. Therefore, this phase's concept could still have changes as the solution space for horizon 3 develops and is explored more. However, the direction as described in the roadmap describes the basics for any concept in this phase.

Solution space
This horizon is about the target group experiencing the WWF brand's purpose and products and creating a positive feeling towards it, but also about experiencing the change of behaviour themselves. Horizon 2 still makes use of the channels used in horizon 1 (social media, WWF.nl, social environment and now even more focus on the app that will be the main product here) but also adds an offline event or experience as an addition to experience WWF and the purpose themselves. The app could be the place where the target group expands their knowledge on the topic (reduce plastic use) and start working on goals themselves, share (video) content with their social environment and get to know about the offline experience. In terms of donation trends, it is shown that e-mail is still very important for creating donations, and the offline experience or the app could be helping to create opt-ins (e.g. a willing to get updates about (what happened on/the results of) the event). An offline experience is well suited for the target group, that has a Fear Of Missing Out (FOMO) and values to contribute in behaviour or time rather than money. The event should focus on the individual contribution and not being a fundraising kind of event, as is a result of the interviews. Also, as offline becomes a new luxury, such an offline event could be interesting for the target group to step away from reading and helping WWF online and start helping offline, creating a very personal interaction and experience with WWF.

Directional concept
Plastic app 2.0
The main directional concept is the revised plastic app, the plastic app 2.0 (see figure 49

on p.90-91). On top of the challenges in this app about reducing plastic use, the information of the WWF environment (about WWF's purpose, the tips and video's of the influencers, the allebeestjeshelpen webshop) are also included so that all information is at one place and people can keep learning about the topic, but also can take first steps into actually changing their behaviour and going from contemplation into preparation (and maybe some action already). The process of behaviour change in this phase is self-reevaluation (this is or can be part of who I am!).

This plastic app differs from the current plastic app, as challenges can be chosen by the user him/herself and in that way learn about the topics they prefer, like is done for example in the 'my little plastic footprint'-app that is focused completely on reducing plastic use (but does not really has 'challenges'). On top of that, clear impact is visible in each challenge individually (in kg or CO2). The current scale being used to show the lost weight could still be used, if this reflects a more personal weight of plastic being used (e.g. more questions about current plastic use or filling in plastic use for each day of the week for one week, with predetermined plastics to add, like a food tracking app). A rewarding system could help the user achieve more and stay motivated to go on, e.g. by showing their good work to others and receiving likes for it. And to get most use out of the social environment, letting the users spread the word with others, challenges need to be able to be shared (on social media). A combination of a social rewarding and shareable content system is for example Strava (or other running apps): people can give kudo's (likes) in the app for their accomplishments if they are connected to the user, but the user can also share their run on social media with a predetermined lay-out (showing time, speed, distance, picture of the run, etc. see figure 45).

For the plastic afvallen app, this could mean the creation of a profile where others can see your progress and give likes, where you can share your completed challenges (and the new/improved you!) (with a picture (e.g. of

a sustainable product, something they can add themselves, kg lost by doing this, name description of challenge, clear WWF logo and possibly a hashtag, see figure 49 G). The plastic app can be launched a few months before doing the plastic experience day. This day is about experiencing the personal impact you can make, experiencing the WWF brand and purpose, learn even more about the importance of acting sustainable, but also creating a positive feeling towards the brand. Pictures of the day can be shared again on

social media (with a specific hashtag) and WWF can in turn share some of those pictures on their page.

Nudges applied to this concept are likeability (I met WWF and they interacted with me positively, I like them and will do more with them) and designing a good (physical) environment for both the app (that will help them guide easily through it, an interaction they prefer) but also in the offline experience, where there needs to be a positive vibe and shareable things (e.g. interesting installations, photo walls, something that is 'Instagrammable').

In terms of behavioural change, self-control is important (deciding upfront that you are going to do something, e.g. sign up for the experience day).
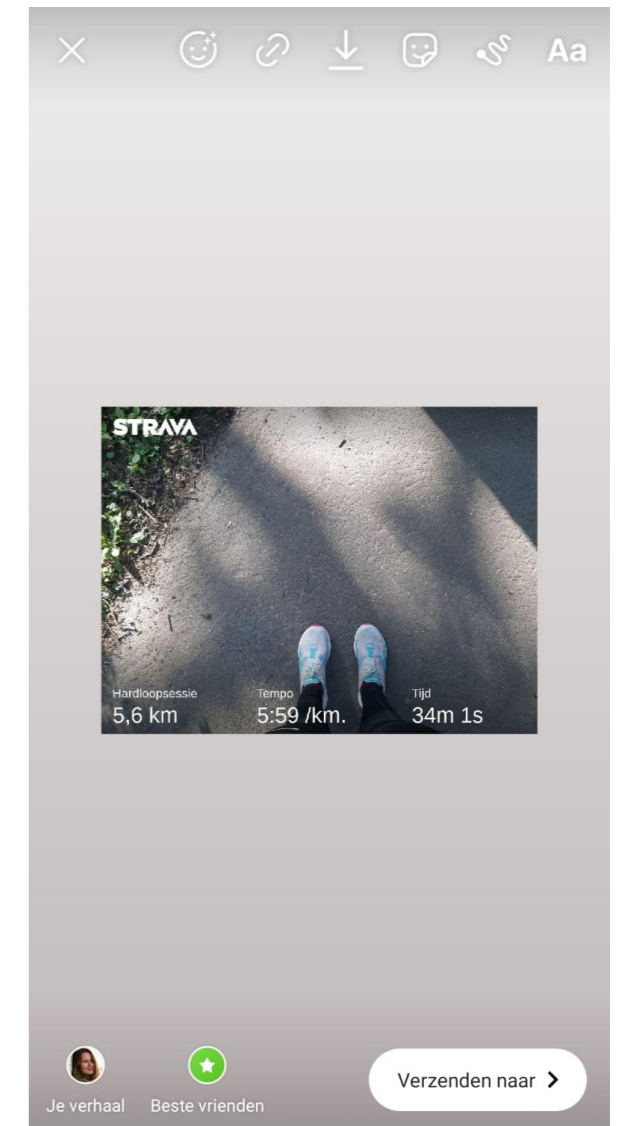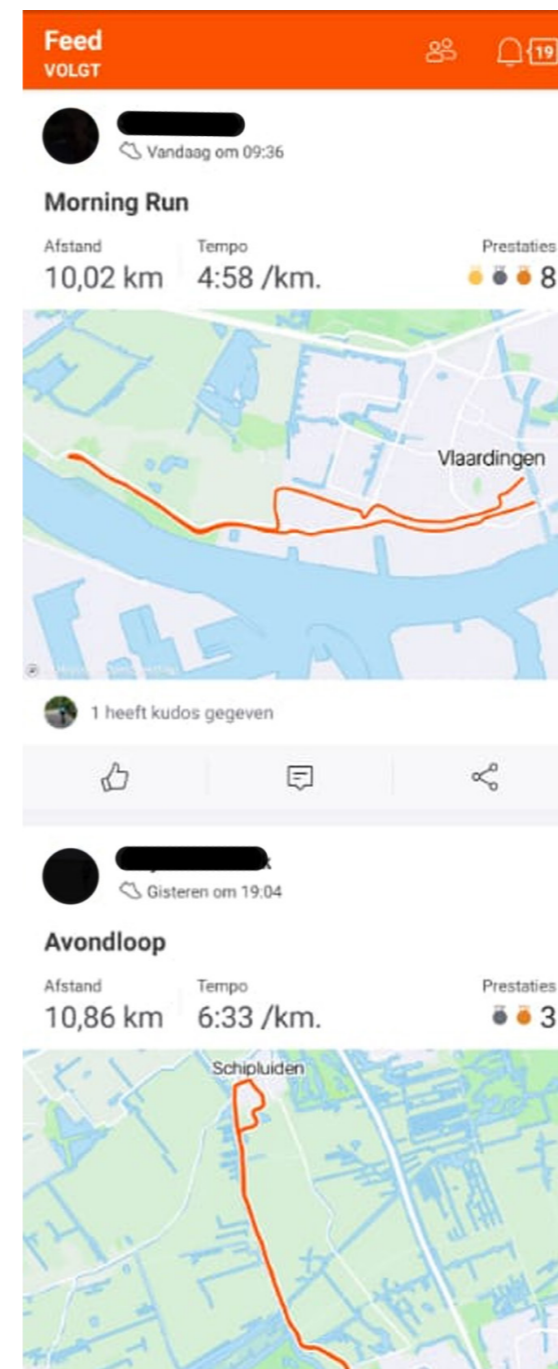

Figure 45, Strava overview page (left) and Strava Instagram post (right).

Plastic experience pop-up day

The exact connection between the plastic app 2.0 and the experience day *could* be the following, if Precious Plastic (figure 47) and WWF could arrange such a partnership (to current date there has been no contact between the two companies about this idea). This idea is just to give an 'experience day'-direction:

One plastic challenge in the app will be the contribution to the WWF plastic experience day "precious world". The challenge will be collecting disposable plastics they find in their surroundings (as a clean up of the environment) in a bag and handing it in at the experience day. The experience is to raise awareness for the plastic pollution, but also about making them aware that even if all the plastics would be properly collected, only 15% really gets recycled! So, the experience day should be a trigger to use less unnecessary plastics and to stimulate using the plastic waste in other ways.

Users accept the challenge upfront, sign up in the WWF app under the specific challenge and receive a WWF garbage bag (or two to challenge themselves or invite others to join) that is recognizable for others from a distance as being from WWF (to raise more awareness if people are using it) and is made to be able to be recycled as well (figure 48). On top of that, a small personal thank you note for joining the challenge is added to the garbage bag. In this way, the challenge taps into both the behaviour process of self control, by signing up upfront and accepting the challenge, and the reciprocation nudge, by saying thank you already to the receiver of the bag, that now feels more need to actually take part.

In different WWF pop-ups throughout the Netherlands, users can hand in their bag, and complete the challenge in the app (with a special, personal code they receive that day) and by completing they get a personal link for a gift (so, they need to actually be there to complete it and get the link) that they can later receive from WWF (e.g. via a code in the webshop, possibly they can add a

donation as well when ordering the gift). The collected plastics will go to a Precious Plastic workspace (www.preciousplastic.com) to make a collection of Precious Plastic x WWF products that are this gift (and also can be sold in the webshop, if users want to give it to others as well and spread the word and their enthusiasm "I have helped making this product!"). For being able to recycle the plastic, probably a list of materials that can/cannot be handed in needs to be created.

This idea will, on top of pollution and recycling awareness, also make recycling plastic cool and tangible. By receiving the gift, they can always remember WWF and the purpose of that being their impact (made personal), while using it.

A great example of Precious Plastic is a carabiner they created (see figure 46): "[...] small and quick to make, generic enough so everyone could use it, but still a functional object, AND finally a good communicator to show the beauty of recycled plastic. [...] Small, functional, great to show off!" (@realpreciousplastic on Instagram).

A functional, generic, reusable, recycled product which is a great show off! That is what we need for that positive WWF feeling people can look back at.

The biggest workshop of Precious Plastic is the one in Eindhoven, where de founder of Precious Plastic is headed. But also (a combination

of) smaller Dutch workshops working with Precious Plastics could be looked at! As these are a bit smaller, creating the products might take some time or more machines, and maybe some volunteers could help as well. Another possibility is WWF creating a Precious Plastic workshop themselves and create more experiences in the future around this topic.

Product ideas could be:
Something like a useful key-chain, like the carabiner, a bottle opener, a mini bottle to store a reusable bag in, all with WWF logo (and this comes in handy as a key is something you use everyday, so you will see this everyday). Other reusable products that are used on a daily basis could also be interesting, like a reusable cup (probably cold drinks only due to plastics used), a reusable straw, a bag/box. And last, bot nut least, a jewellery collection (earrings, bracelets, rings: this makes it more part of the expression of the individual personality and might therefore also be very interesting).

With every gift/product created in such workshops, a note should be added about the impact of plastics on the environment and the fact that these plastics were saved from a future of pollution, by (people like) them. It could refer them to more Precious Plastic shops for their plastic waste, the allebeestjeshelpen shop to prevent using more plastics and to stimulate to use the plastic app 2.0. The product is a reminder of this awareness and their personal impact every time they see it.
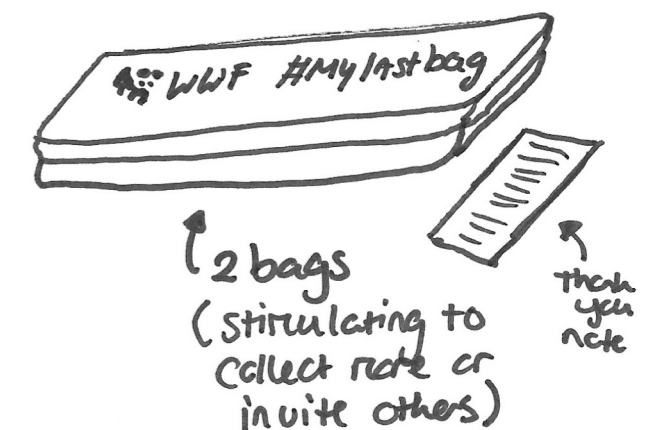
A. A strava like overview, where people can share their completed challenges with or without a picture, the impact reached and a small comment or title about their experience of that challenge. Others can complement them by reacting or giving likes.

B. A challenge overview as is also in the 'my little plastic footprint app', with different categories to choose from and the ability to search a topic where you want to learn more about.

C. Inside a specific category, you can see an overview of all challenges and whether or not you completed them.

D. Within the challenge, you can read exactly what you need to do and press GO to accept it. Also, if you want to learn more about why the challenge is important or how to tackle it, there is more information and a link to the webshop for alternative products. When the challenge is completed (e.g. a week after pressing GO) you can share it on your profile and get likes, but also share it (F) with a special lay-out on e.g. Instagram or other social media accounts (G).

E. When the challenge takes some time, people get pop-ups asking them if they are still doing it (reminders to help them, part of self-control nudge). Pressing NO too often will result in a failed challenge and the need to do it over (but one time no can happen, a supporting message to keep up could help them get on track again).

H. On the personal profile page, you can see your completed challenges (the same way they are visualized in the home page), see how you are doing on your scale and what challenges had impact on what amount on the scale, seeing also more specifically where most impact comes from.

Figure 49, WWF Plastic App 2.0 and explanation on the left.

4.10 HORIZON 3 - DIRECTIONAL CONCEPT
WWF Flex (a flexible, personal new way of donating focused on behavioural engagement)

Horizon 3 is the horizon where the future vision will be realized and is most far away from the current situation. It is about the personalized and passionate relationship between the target group and WWF, working together to create even more impact. It reflects a totally new way of interaction with- and contribution of the target group, maybe even a change in the current business model. Therefore, this is the hardest horizon to envision in terms of products and services and needs most attention when designing. Therefore, it is probably this stage mainly that needs to be developed and tested very in depth in order to ensure it really reflects what the target group wants in the future. For now again, I will set up a directional concept, but probably this will change again based on execution of horizon 2.

Solution space
Horizon 3 is about people being behaviourally engaged, sharing information, contributing (within a community environment) to WWF's goals and being intrinsically motivated to do so. It is the phase where the connection between WWF and the target group gets personal, which reflects the highest level of engagement (what about WWF and me?). Important donation trends for this phase are the fact that people really want to have personal involvement in their donations (and see their personal impact), want hyper-personalization in their contact with WWF and that communities can drive fundraising themselves. The community is also an important environment to share ideas with others, personal stories, support each other and create new ideas. For the millennial, this phase relates very much to their need for self development (personally, doing good for the world and improving this) and to contribute in ways they prefer (flexible or with behaviour/time). The behaviour to change can be expanded into more areas than plastic alone, to get more realistic feedback on their daily behaviour in relation to environmental impact. In terms of trends in technology and channels, community platforms also become much more important. Within those, user generated content (UGC) can form the inspiration for new ideas. With AI, interactions can be made more

personal, such as specific recommendations for challenges to do or blogs to read, products to look at, etc.

This personalized communication and interaction throughout a product/service, will ensure stronger connections with WWF and make the users feel an important part of reaching the purpose. It is this horizon that will ensure engagement on the long run, as there is continuously new interaction between WWF and the users.

Directional concept
WWF Flex
The main concept for horizon 3 is an updated or new app, the 'WWF Flex app' that focuses on the personalized interaction between WWF and the target group, where preparation of more sustainable behaviour goes into action and maintenance, both in their individual behaviour, as well as by helping WWF reach it in other individuals. Processes of behavioural change in this phase are helping relationships (seeking help and support from other community members), counter conditioning (what CAN I do instead of my bad behaviour?), reinforcement management (what rewards does this new behaviour & helping WWF bring me, that I did not get out of my old behaviour?) and stimulus control (this platform reminds me of the importance to keep doing it).

Nudges in this phase are commitment (I said to myself/others in the community I would do it, so I will) and incentives (I get a positive experience/feeling/reward if I do it).

The solution will still have the possibilities from the app 2.0 to learn more about topics as plastic reduction, challenge the users themselves as well as others, go to the webshop, share challenges on social media, etc. On top of that, there is more interaction possible between users and the ability to create certain projects/ideas (may be local projects) that WWF could do to create more impact and stimulate more people to act sustainable. However, the main communication should be between the user and WWF, as we want their relationship to

become stronger and the user contributing to WWF's goals. The community, challenges, shop and learning parts are ways to support the growth of that relationship.

The most important thing is that people feel their personal involvement and their personal importance in the relationship with WWF. They can express themselves in ways they prefer and fit them (in time/money/behaviour).

User generated projects
A contest created by WWF can help generate more (local) ideas. As with the Lego example, it could be that other users can vote on projects they find most interesting to do. To realize the specific projects, money is probably needed, and as the projects are very specific, visible and local, clearly showing where money would go to, this could be a way to let members of the community contribute with money as well. For example, the project of the plastic day in horizon 2 could be an idea people could submit (though it might be more local) to make people more aware and act more sustainable themselves. WWF could do a first round of selections and the community can decide after this which project it will be. The winner could become an active part in realizing that project and write/share experiences within the community again.

In app donations
Of course, also bigger projects of WWF need money (like the Australia campaign) and these could have their own pages of WWF projects. When a certain goal is set in terms of money or products needed on those pages, people can see that they actually contribute to that goal (like the example of the planting trees action). This contribution can again become part of their overview page of where there money is going and what eventually has been realized with it by clicking on it.

Another part of the app could be simply one time (unspecific) donations people make, very easily done with a few clicks in the app, getting back a (symbolic) gift, like a personalized thank you or the download of for example a WWF picture, video, etc.

By making donating this easy (and unrestricted;

having low donation costs), it might positively influence donations as seen in the literature on donation behaviour.

A community that is very interesting is Patreon (www.patreon.com). Here, content creators can set up interactions where their fans/members need to pay for. It is a combination of a supporting community that pays the creator just to support his/her work and a community that wants premium access to for example lessons from the creator, or other interactions.

For WWF, this could mean a free part of the app as well as a premium part (where premium has e.g. special content, more possibilities to set up projects, a personal donation overview, etc.). Premium members pay a price (monthly adaptable, making it still flexible, but more long-term than just one-time donations) and the money goes into their wallet for them to spend on the things they want. This could mean spending it on one-time donations, on sponsoring certain projects, on buying certain products or gifts in the webshop, deciding on a magazine (with or without membership), or just leaving it there if there's nothing that month they like. They can for example leave the money on for 3 months to save up for bigger products from the shop or to donate more, and keep up on their personal page where they spent their money on, what happened with that money (e.g. the project and eventually the project results). This will probably make their impact way more personal and specific and their donorship flexible and personal.

As you might see, the exact interaction of how this phase would work is still rather vague compared to the other horizons. Therefore I will explore what such an idea could look like or could include, to get a better idea of the product/service and specific interactions, but maybe less specific for now (see figure 50).

A. In profile settings, people can adjust their monthly spendings (also to 0), making it a very flexible way of a donorship. Money could be transformed into something symbolic (15€ = 15 panda's or something else), making it a less money sensitive interaction (like coins on a festival).

B. On the homepage, you can still see updates from completed challenges of your friends, but also interesting news from WWF and the community, projects that need more attention or are in the spotlight that week, updates from past projects, blogs, etc.

C. The menu with all parts of the environment.

D. A personal overview page, where you can go to settings and adjust your spendings, but also see what you have spent on what projects (e.g. on a turning globe showing where your money has gone to, with a panda in the ocean representing WWF overall projects) and by clicking on it, going back to the exact campaign you supported (and if it is finished, the ability to read updates on how the money was spent/what had been reached). Also, you can see an overview of your completed challenges, probably also an overview of all your money spent/panda's given to projects (per month), webshop, etc. to be able to keep track easily.

E. On a project page, you can read more about what the project is about, what goal in terms of money needs to be reached, current status of that goal, where your money goes to, etc. A visual page with a clear goal for your money and the ability to support the project by giving a panda.

F. An overview of the projects, from WWF self and also from the community, where you can read more about them by clicking.

G. The WWF community, where interaction between users can take place, contests can be held, blogs can be written & read,etc.
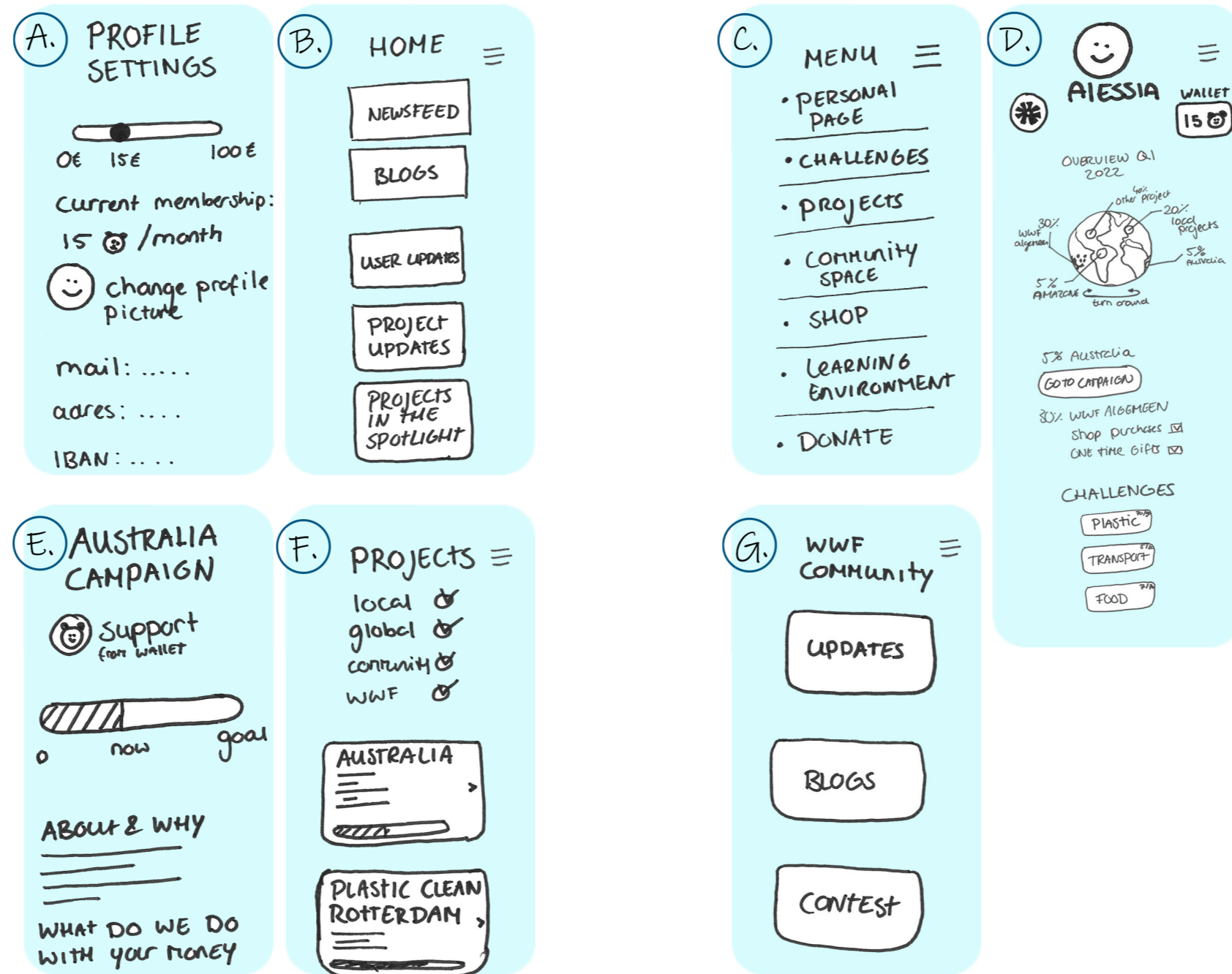

Figure 50, WWF Flex app and explanation on the left.

5. DESIGNING THE CONCEPT

This chapter explores the design of a concept for WWF based on the roadmap. Originally, the focus would have been on horizon 3, where the design is a very new, community based, direction for WWF to work towards to with the other horizons. However, within this chapter it becomes clear that it is be better to focus on a revised horizon 2, which is a scoped down version of horizon 3, to make implementation more feasible in the short term. The roadmap is revised with this information and a new concept follows where the rest of the project focuses on: the WWFxYOU app.

5.1 Short recap of design directions

The created strategy and roadmap focus on creating long-term donor engagement of the WO target group, by trying to create sustainable behaviour change, stimulated by WWF, within this group.

WWF already created a first attempt to make people aware of WWF in relation to this goal: the "plastic afvallen app". This app however was not a great success. I had discovered the interviewees did not know about the app and reviews in the appstore were quite negative about the interaction) and at WWF the decision was made to stop with it by June 1st this year.

However, the idea behind it was valued by both my interviewees and the reviewers in the appstore. I think that the idea of changing behaviour with challenges is still very promising and therefore I decided to not throw it away completely, but take core elements from this app into the broader strategy plan and trying to make it to the success it deserves to be.

The first phase of the strategy combined with the first phase of the roadmap formed the Instagram awareness campaign. This is about reaching the target group and making them aware of WWF's mission to change sustainable behaviour in the individual, which should feel as an authentic action of WWF, that stands for restoring and retaining biodiversity. Current actions on Instagram from WWF are about e.g. plastics affecting turtles in the sea, or Art Rooijakkers showing off his bamboo WWF straw. The Instagram awareness campaign is however about telling it in a bigger story and teaching more about their individual importance and impact they can also make for WWF's mission. It is about learning that change starts with them and what they can do to change.

The next phase of both strategy and roadmap resulted in the plastic app 2.0. In this phase, now people are more aware of their individual need to change, are more aware of WWF being able to help them doing that and are by then hopefully triggered to download this app. The app has a redesigned interaction with a social

aspect (liking and sharing; seeing each other's challenges) and the individual choice of the challenges to do or learn about, possible to look up and execute in a short timespan. On top of this app, an offline experience (fits with target group: FOMO, free, behaviour contribution) of a challenge will contribute to create a positive attitude towards the WWF and the opportunity to actively contribute in a larger context. It will probably also create WOM and online publicity by the people joining, sharing their photos, etc.

Both these phases are about showing the contribution to WWF in another way than donating money: with own sustainable behaviour and participation. They try to get the target group involved and engaged with WWF based on contribution with behaviour and are concepts focused on attracting (new) people to WWF. These concepts WWF could execute themselves with the tools and information they have available. It mainly reflects a redesigned strategy to create more success with the plastic app. The phases are just there to build up to be able to get to phase 3 of the strategy and roadmap: the passionate and personalized relationship driven by the motivation to create impact.

The concept of phase 3, the WWF Flex app, is a community supported platform for personalized ways to contribute to WWF goals and interact with WWF and other community members. The community supports each other, creates new ideas/concepts/content, and keeps the app alive. But in the end, it is about the relationship between WWF and the user, and the user being able to support WWF in ways he/she prefers. Think about flexible/one-time donations, creating own projects and doing more challenges (and learning more about impact).

This platform is a totally new concept for WWF, overarching goals of attracting and retaining donors and is interesting to explore as a new (business) model for long-term engagement.

5.2 WWF Flex app Concept

Why an app?
The idea of the WWF Flex app is a fully integrated platform/environment that is focused on the personalized contribution to WWF and the strong relationship between WWF and the user. The app allows for personalization and interaction (with WWF and the community) that is not possible with the set up of a platform on a website, because of the following arguments:

-Instead of the need to go to a website everytime, log in, taking much of your time and the risk of not returning for over a month, the app allows the user to open it, already being logged in and see (personalized) updates quickly, like a newspaper or social media app, and also get notifications if friends have liked their e.g. challenges, donations, contribution, etc., or there are some interesting developments in projects that they donated to or that are interesting for them to donate to. This makes the app a less disruptive interaction in the daily life of the users, an environment they can check regularly (maybe being quite unaware that they do it, while going to a website needs a lot of awareness of the action) without much effort of the user.

-To stick to challenges, users will get some helping reminders (push notifications; maybe personalized to location that can be determined with the app like the supermarket, or within a certain timeslot the user knows he must be reminded). This, compared to having to send the users e-mails every time with updates about their challenges; direct feedback will be missing. On top of that, challenges will be available offline as well.

-As a main function of the app is the community and sharing things (challenge photos, project ideas) within the app and on social media, it is not very convenient to upload photos to a webpage and quite hard sharing them on social media that way.

-The app creates an easily accessible and stimulating environment to return to within seconds. The target group wants low-effort

solutions (maximum convenience at lowest cost) and is very aware of their spendings, so making it possible to adjust their monthly paid price within a few clicks on their phone, instead of going to a website, log-in, etc. will give them much more feeling of being in control over their own spendings.

-The personal profiles created in the app help with personalized recommendations, overview the target group wants to see of their impact and data enrichment for WWF. However, this is also possible with a profile on a website.

Long-term app engagement
The most downloaded apps between 2010-2019 (worldwide) in are (NOS, 2019):
1. Facebook
2. Facebook Messenger
3. WhatsApp
4. Instagram
5. Snapchat
6. Skype
7. TikTok
8. UC Browser
9. YouTube
10. Twitter

So these apps managed to maintain popular for a longer period of time and from the list we can see most of them are social media apps or apps to communicate with others. Only UC Browser is a bit weird in this list, which is a webbrowser mainly used in Asia.

In the Netherlands, last year's (2019) most downloaded apps were (Thebestsocialmedia, 2019):

1. DigiD
2. Tikkie
3. Whatsapp
4. Google Maps
5. Instagram
6. message box from 'Mijn Overheid'
7. McDonalds
8. Spotify
9. Youtube
10. Snapchat

Again, a large part is social media. However, also a streaming service (Spotify) is included, some convenient service apps (DigiD, Tikkie, message box from 'mijn Overheid', Google maps) and the McDonalds app that provides discount vouchers.

So, if we want the app to be used regularly, a social aspect like the social media apps is interesting (sharing things within a social environment), as is a service that makes this app easier than other solutions (like Tikkie makes it much easier to pay someone than asking for their IBAN), the use of incentives to return to the app (like the McDonalds app that provides changing discounts) and providing new and interesting content on a regular basis (like all social media have updates from their social environment they do not want to miss, or Spotify providing all new music instantly).

On top of that, engagement can be supported by for example push notifications, that can increase retention rates by 20% (Leanplum, 2019) and with higher success rates if in those notifications emojis, the user's name or messages that relate to in-app actions are used.

What is the sustainable competitive advantage?
WWF already had the possibility to donate flexible with an SMS (one time) and is not alone in such flexible donorships. Also for example Unicef and de Hartstichting have a flexible way of making donations; people can sign-up for a flexible text donorship and they get a text message every month that the money will be taken from their account. If they want to skip that month, they have to take action and text back. A smart way of a flexible membership, when we look at nudging (people tend to go for the default option and probably do not take that action of quitting).

However, what really misses in this way of making donations is the personal interaction, decision and contribution of the donations as well as the specific impact shown of where the money is going to. These are however the things the target group values most and what I aim for with this design. On top of that, the community will make that the app is more

than donations alone, but also an environment to learn and support each other and to keep it interesting on the long-term.

As far as I'm concerned, it is the first personalized and community supported way of contributing to an NPO in the Netherlands; with not only a focus on money, but also time and behaviour, and where the main target group is the millennial.

Also WWF is a NPO that is very well-suited for creating support in these different ways; on all different parts WWF already has quite some content available (petitions, events, community actions and volunteer opportunities in time; lots of information about projects on their website for specific donation feedback and already content from the 'plastic afvallen app', but also tips and blogs, on sustainable behaviour and their own webshop with sustainable products).

Such an interaction is probably hard to imitate by other NPO's, specifically on content that allows users to actively participate in time and behaviour as well.

5.3 Wireframe

After a first discussion about the roadmap and the direction of the WWF Flex app, I started to create a first wireframe to see what the app needed in terms of different pages and interactions to make it that personalized, impact focused, community supported app that is the idea for this third horizon. This resulted in the first wireframe that has been visualized (and supported with the explanation of each page) in appendix H and of which one picture is presented below (figure 51). Most information about the projects, links, petitions, tips, blogs, etc. is from the WWF site itself to reduce the need to create new content (and make new, unnecessary costs).
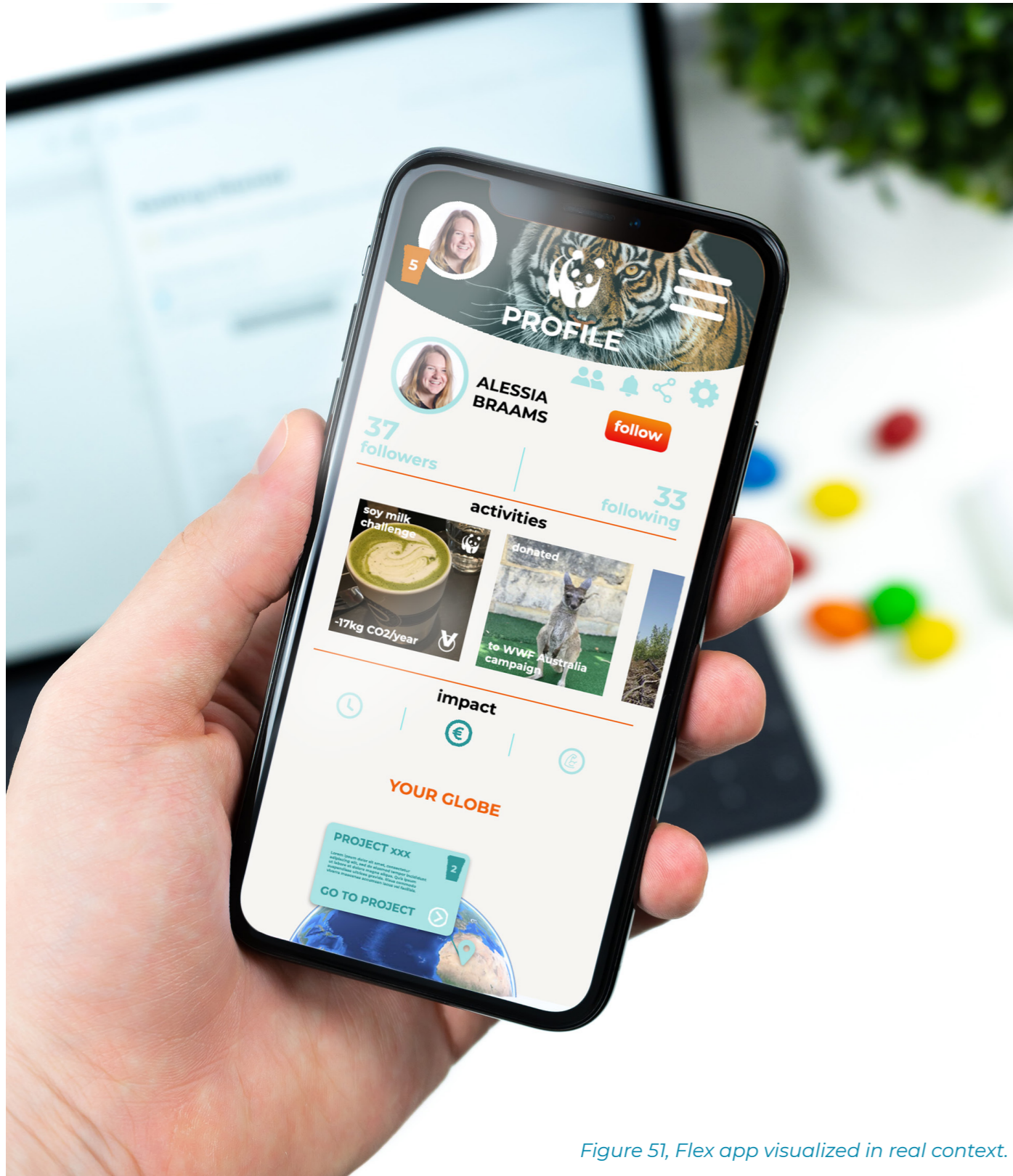
Figure 51, Flex app visualized in real context.

5.4 Discussion & adjustments

Discussing this first wireframe, it became clear that the project was quite big, with the need to build a lot of things from scratch (like the whole community interaction platform) and that the project is something WWF might like to work towards to, but realistically can implement only later than 2022. Therefore, we decided to scope it down and see what first steps I could already develop more in depth as a start of implementing this project and what they could start developing right away when I finish this project.

Therefore, I redesigned horizon 2 of the roadmap for a more gradual building of this Flex app. The Flex app is about a personalized and passionate relationship with WWF, where I decided to split these goals on different horizons. Where the passionate relationship is expressed mainly in contributing to e.g. the community, this part has been left to design in the third horizon, when people are probably already more enthusiastic about and familiar with the WWF app and move towards more behavioural engagement. That community part is what will keep users engaged on the long run and will keep the platform interesting and new. It should thus definitely be introduced as part of the third horizon.

However, now this community has been left out and the personalized relationship becomes main focus for the first version of the Flex app. I named this version the WWFxYOU app. This app is about seeing personal impact clearly (may it be in time, money or behaviour), feeling more important for WWF instead of one-of-many donors, the freedom to choose different ways to contribute, getting personal recommendations and learning more about what WWF does and how an individual can contribute. It is an environment to explore (the relationship between you and) WWF and the ability to contribute in a very approachable way (e.g. not being stuck in a subscription).

The third horizon is still the same WWF Flex app and the first horizon is still the Instagram awareness campaign that is important to start with for the first engagement level, but the time-frame to reach horizon 3 is set to 2025, and the goal for implementing horizon 2 will be shifted towards 2022 (see figure 52).

For the remainder of this project I will focus on this new second horizon; the WWF x YOU app. I believe this scoped down app is a strategic move for now. It focuses on the personalized interaction with an NPO, for the WO target group that is driven by the motivation to create impact. I created a new wireframe for the WWFxYOU app to see how to get impact and personalization as core constructs of this app. This revised wireframe can be found in appendix I.

Requirements & Restrains
For the WWFxOYU concept, the following elements should be part of it for testing an MVP (minimal viable product):
-Contributing options of time, money and behaviour (in behaviour: challenges)
-Personalized overview of created impact (of time, money and behaviour)
-Flexible, easy to change donorship
-Clear & transparent information about what happens with contributions (especially money)
-Personal profile

Restrains are related to costs (and viability), the creation of content, and the possibility to actually build this within WWF (feasibility). As this WWFxYOU app will be an exploration of a design direction for the WO target group and will give recommendations based on that, I will leave specific cost calculations aside and focus more on app desirability. After knowing what to build (validating the desire and giving recommendations), specific cost calculations can be made within WWF with their knowledge from the former app project as well.

However, if the app works as intended, it means it can create new leads with the younger target group, track their interests, enrich (current) data and possibly create new donors as well, which will positively affect the viability. For this app to be feasible, I try to make mainly use of current existing WWF resources and translate these into personalized, impact focused experiences (except for the specific behaviour challenges, that still need some work from WWF).

MARKET

focus

AWARENESS	EXPERIENCE	CONNECTION

donation trends
- online donating – ● – – – – ▶
- personal involvement – – – – – – – – – – – – – – – – – – – ● – – – – ▶
- e-mail – – – – – – – – – – – – – – – – – ● – – – – – – – – ● – – – – ▶
- hyper personalization – – – – – – – – – – – – – – – – – – – ● – – – – ▶
- community driven fundraising – – – – – – – – – – – – – – – – ● – – – – ▶
- social media inspires giving – – – – ● – – – – – – – – – – – ● – – – – ▶

channels
- social media – – – – ● – – – – – – ● – – – – – – ● – – – – ▶
- WWF.nl – – – – ● – – – – – – – – – – – – – – – – ● – – – – ▶
- App/mobile – – – – ● – – – – – – – – – – – – – – – ● – – – – ▶
- social environment – – – – ● – – – – – – – – – – – – – – – ● – – – – ▶
- communities, blogs, vlogs – – – – – – – – – – – – – – – – – ● – – – – ▶
- offline events – – – – – – – – – – – ● – – – – – – – – – – ● – – – – ▶

behaviour to change

plastic use	plastic use, CO2 footprint	plastic use, CO2 footprint, transport, food (&expanding)

the millennial

price sensitive value brands with purpose aware of environmental issues influenced by social media & social environment	FOMO behaviour/time over money	self development want to donate flexible want to see concrete impact

PRODUCT/SERVICE

support — engagement actions

application — behaviour change support

RESOURCES

internal

sustainable products for influencers content creators (WWF learning environment, Instagram posts) instagram page & website WWF.nl	event team matierals (garbage bags, notes, envelopes) current website content (basis for WWFxYOU) content creators (revision of challenges & more challenges, looks of shareable post, looks & interaction of experience day, selections of highlighted projects) graphic designer	content trackers (keeping track of all interactions and contributions to the platform) WWF support team for community projects content creators (more challenges, projects) graphic designer

external

(micro/nano-) influencers app developers web developers	precious plastic workshop pop-up trucks app (shell) & payment developers track data for personalization	app developers track data for personalization large community base

TECH

channel & communication trends
- video sharing – – – – ● – ▶
- offline as new luxury – – – – – – – – – – – – – – – ● – – – – – – – – ▶
- stories (Insta, FB) – – – – ● – ▶
- selling via social media – – – – ● – – – – – ● – – – – – – – – – – – ▶
- nano/micro-influencers – – – – ● – – – – – – – – – – – – – – – – – – ▶
- community platforms & UGC – ▶
- (AI) personalization & interaction – – – – – – – – – – – – – – – – ● – ▶

See strategy for guidelines of engagement, changing behaviour and nudges per horizon to implement in the product/servie ideas.

PASSIONATE PERSONALIZED RELATIONSHIP DRIVEN BY THE MOTIVATION TO CREATE IMPACT

The vision reflects the lessons learned about creating high levels of engagement (passionate - a purpose to believe in, communities to share their passion, being part of the brand, personalized interactions and customer experience on #1), the target group's preferences (personalized - about the individual, contributing in the way they prefer and can, about self-development in terms of sustainable behaviour), and the direct and concrete impact the target group wants to see

Figure 52, revised roadmap.

5.5 Prototype Design

The focus of the app is on the personalized interaction with WWF, with the feeling of personal impact and freedom in (different ways of) contribution. From the wireframe I created for this app, I created a prototype (figure 53) to be able to test the app with the target group and validate assumptions made during the design process. The main focus of the test is to see:

a) if the user actually wants to/is going to use the app to contribute to WWF,
b) if the specific content and interactions of the app are the preferred way to interact within the app,
c) if the app supports the feeling of the personalized relationship,
d) if the app supports the feeling of personal impact.

The prototype is a combination of UX and UI design that will be tested; both the value for the customer (as described in a & c and d, more UX-design) as well as specific interactions and app layout (as described in b, more UI-design) will be tested. However, I am not an app or graphic designer and think in terms of looks a lot still can be improved. This could be done in a later stage by WWF's own graphic team to match their own style and layout.

During designing this app, I called four people that fit in the target group (two of them were part of the interviews, two were new to the project), to brainstorm with me about the direction of this app; discussing certain interactions, looks, information provided and clarity of the design, but also to discuss what they think about the idea behind it, if they would be interested in using it, how to optimize it in their perspective and if it fits my vision of a personalized relationship with WWF. See appendix J for interesting comments and thoughts during this brainstorm. These insights have been used as another source of inspiration throughout the design for the first prototype. Also, insights from my supervisors, both from WWF and TU Delft, helped me to create new ideas for the design.

The actual design for the prototype of the new app was done in Axure, a prototyping tool. While designing, a lot of decisions still have to be made, for example: how interactions work, what page you see when you open the app, small logo's, actual content and what users read/see, etc. In the end, I have made too many decisions to discuss them all, but some are explained more in depth in appendix K.

The result, the first prototype of WWFxYOU, can be found and explored when scanning the QR-code on the bottom right in figure 53 (and all screens can be found in appendix K, where also the explanation of changes is).

Important to keep in mind is that the app is for people that are already more aware of/ interested in WWF and contributing to them. The awareness phase has hopefully guided people towards downloading and using this app and willing to explore more ways to contribute to goals of WWF.

5.6 User test for validation

There are many assumptions to test that are made during the design of the prototype. In the end, it is depending on the user if the app works as intended and is indeed a good design direction. The assumptions to test are (where user = someone from the WO target group):

a) The user actually wants to/is going to use the app to contribute to WWF
　　1. The user would download it as they come across it on social media/internet during the awareness campaign
　　2. Behaviour (challenges) is the main way in which the user is interested in contributing to WWF
　　3. The user likes the approachable, non-binding way of donating & are more eager to donate this way
　　4. The reward system would motivate the user to keep using the app
　　5. The rewards fit the user expectations
　　6. The user would choose WWF over another charity, based on this app
　　7. The user wants to spend cups in the webshop as well
　　8. The user imagines using this app for a longer period of time

b) if the specific content and interactions of the app are the preferred way to interact within the app
　　1. The user likes and understands the cup symbol
　　2. The user wants to share their accepted challenge on social media
　　3. The user wants to be featured on social media
　　4. The user thinks the amount of text in the app is OK
　　5. The user has enough information within the app to make contribution decisions
　　6. The user thinks the app is understandable in use/navigation
　　7. The user finds the personalization swipe at the beginning easy to make decisions

c) if the app supports the feeling of the personalized relationship
　　1. The overall app feels like a more personal way of contributing to WWF
　　2. The user feels more important for WWF by using this app
　　3. The name added on top makes the user feel valued more
　　4. The personally chosen background makes the app feel more personal
　　5. Having the freedom to contribute in different ways, makes the relationship feel more personal
　　6. Having a personal impact page, makes the relationship feel more personal
　　7. The adjustable donorship, makes the relationship feel more personal

d) if the app supports the feeling of personal impact.
　　1. The feedback on the personal impact pages is enough for feeling important for WWF
　　2. The feedback on the personal impact pages stimulates making more impact
　　3. The user feels important on the donor only project update page, with premium content
　　4. The visualized impact of the challenges feels personal and motivates to do better
　　5. The user likes the idea of being able to support a selection of projects
　　6. The premium content motivates the user to donate to the projects

Test & Interview
The WO target group still has many differences within; e.g. age, students or not, donors or not, difference in knowledge on/enthusiasm about WWF, donation history of WWF, environmentally awareness, etc. Therefore, for the test, I tried to grab a mix of very different people within the target group and see their different opinions about the app.

The test and interview consisted of 10 participants in total, that were interviewed for about 1/1.5 hour about the app direction and interactions while sharing their screen with me so that I could see the interactions with the app as well. I asked the participants to openly share their thoughts while using the app.

The participants consisted of a mix of 2 former interviewees (not part of the brainstorm, so unaware of the direction) and 8 new.

For the former interviewees, I am interested in their reaction to this WWF app compared to their initial thought about WWF and donating. However, the rest of the interviewees is new to the project, so they are not being biased by the knowledge they already have on WWF and/or the project direction.

The age of the 10 participants lies between 21 and 34. From these participants, 4 already have jobs (for between 2-13 years) the rest is still studying, but often also has some form of income. Half of the participants is male, half is female. From the former interviewees, also the selection is one male and one female of which one is studying and one has a job. Within the participants, there are; 1 current donor of WWF (€5/quarter), 2 former WWF rangers, and 4 currently donating to another charity. After the quotes, a letter is added again (A to J) to see what participants gave what answers and to compare. As mentioned, 2 of the interviewees were from the last interview as well. D in this interview is A from the former interview, G in this interview is also G from the former interview.

In appendix L, the prototype test interview questions and instructions can be found. The qualitative interview was again semi-structured and was based on the made assumptions. In Appendix M the full analysis can be found again. For now, main results and some exemplar quotes are used.

Results
To make the results link back easily to the made assumptions, I have written the results of the assumptions below the specific assumption. I translated some quotes from the interviews loosely from Dutch to English to support and give a better understanding of what exactly has been said during the interviews about the assumptions. All quotes can be found back in Appendix M. Here just some important or interesting quotes are used to support the analysis.

a)
　　1. The user would download it as they come across it on social media/internet during the awareness campaign
Overall, this assumption seems true if the user is already more aware of WWF's different ways of contributing and/or is already motivated to support WWF (which should be the result of Horizon 1). Then, the participants would be curious to discover the app and see how it works, rather than seeing just donation advertisements. However, a webpage was for some also even more approachable than an app, as they did not want too much apps on their phones.

"I would definitely be more [motivated to download it] than an advertisement saying 'donate now'; just that. I would download it as it is without obligation, to check it out and do some things. And if you are in, donating might come quicker than from a normal advertisement." -F

Also very interesting is participant D, that might not go for this first app, but would probably be more triggered when the WWF Flex app would be launched; where a community is active and he/she could really express him/herself with the capabilities he/she owns. For this participant, contributing in an even more personalized way is very important and in the third horizon, WWF could move towards this even more personalized app (because, even though personal impact is available, the overall app is quite general still in information and projects cannot be created by users themselves; only the fundraising actions).

"[If I know what WWF does and know that you can contribute in multiple ways] If I know that I can contribute in multiple ways and if I know that someone else also has it, if I can do it together.. If I can spend time and attention, that is nice. But I am not sure if I would download it, to be honest, if I would come across it, I would think it is one in so many. It really has to give me something. It really should give me something. For example, I like travelling and making pictures, if I could do something with that, if I could spend time & attention with that, I would definitely do that. [....] That I can do something and help, with something that

I like." -D

2. Behaviour (challenges) is the main way in which the user is interested in contributing to WWF

Indeed, behaviour and also small actions (like petitions) are the main reason to try this app, in a free and approachable way. From the challenges onward, they also might be triggered to explore the other options of contributing as well (like donating).

"I think for me it would be a combination [of ways to contribute]. If I find a certain topic very interesting, I would definitely sign a petition for it. And maybe sometimes also donate money. And I like the challenges very much; it is an eye-opener. Apparently I can already, by using a reusable cup, save a lot of plastic, cardboard or waste, what in turn is good for nature. [...] For the challenges I would maybe daily track how I am doing, and petitions and donations less frequent."- J

"I would never use it to donate more easily. I would not install an app for that purpose. But I think the goal is to involve people more in a fun and active way, and that you give the possibility to donate in an easy way as well, I think that could work."-A

3. The user likes the approachable, non-binding way of donating & are more eager to donate this way

All interviewees indeed liked it very much that the app did not feel like a subscription they were stuck in, gave them more freedom and control and felt like something they could do at their own pace. The app was described as approachable. Many imagined that they would try out making a donation sometimes, while also being busy with the other ways of contributing. The current WWF donor said he/she would prefer to do this over his/her current donorship.

"This is approachable. A normal donorship

reminds me of giving money and in this way you show that you can also do it with time, petitions and via my overview I can easily see where I spent my time and money on. I think that's cool."-J

"The easier you make it, the better. [...] When I have money, I think it is good to donate. [...] Maybe you would more easily donate a few euros and when you think 'I'm done', you can easily switch it off; that is a nice idea to have in the back of my mind. So, I do think so [that it will influence my donation behaviour/donate more easily] now that I am thinking out loud. "-A

"I would rather do this with the €5 per quarter, and I would even take for example €10 euros per quarter, that you have a one-time €10 contribution, [...] I would like to have a quarter year payment rather than a monthly payment and then also have the time to spend it over the timespan of a quarter year. [...] Maybe you are more involved in that way as well, seeking things that you find important, where you want to donate to and be more on the app as well."-B

Again, participant D would have liked to see even more personal involvement and suggested an idea I think is **very interesting for WWF in horizon three**: to let people share/'sell' their own creations (like photos, but maybe also music, videos, etc.) that others can download in exchange for a cup. The maker than uses his/her own skills to help WWF and others can support WWF by 'buying' something from this maker.

"I do not think so yet [that it would influence my donation behaviour]. [...] I do not feel very personal involved. But the way you can do things is nicer than I've seen, but I still miss something personal. Maybe something with my profile, that I can do things with others, maybe you can see what friends have donated, or maybe more my profile where I can have something personal, or communicate things

with others. [...] Maybe you could post your own photos of nature related things and that others can like it and/or donate a cup of coffee to that, so they get the photo bigger. And the profits would go to WWF."-D

4. The reward system would motivate the user to keep using the app

For some, the reward system was a nice extra of the app, that might not have been necessary, but is nice to have as it is there. It motivates them to do a bit more, as long as the rewards are regularly updated and also seem realistic to reach.

"It is cool. It gives me the motivation to be more actively involved." -J

"[The reward system] keeps you involved with the challenges. You are collecting points with the goal of bettering the world, intrinsically, but I do think people always value to collect for a personal goal and getting something in return. So this would, I think, stimulate to keep collecting points."-F

For others, it did not really add value, or they felt like in the end, they were not doing this for themselves, but for WWF. For them, the rewards were not necessary.

"[Effect of reward system on your app behaviour] Not so much, because they are not things that are really useful. So, to me it would not have much impact."-G

And because there are points and also cups, it was often confusing.

"You have points and you have cups of coffee. I keep thinking it is the same thing, but they are different. It would be ideal if you could combine it, if that's possible. [...] But that is probably easy to manipulate."-A

5. The rewards fit the user expectations

The rewards I now have chosen were seen as logical rewards for this app, as they all have to do with (improving) sustainable behaviour ór animals & environment. Also, they mentioned

often that the amount of points were realistic instead of unattainably high. The most interesting rewards for the participants were: Ouwehands zoo, food options (also VJFB) and discounts at sites they already used; in this case Zalando. Also mentioned was often that these rewards would stimulate to just try these 'sustainable options'/given rewards sometimes. The option of something for free, like in this case the BOWN magazine, was also valued. Mentioned was that this could also be expanded to e.g. documentaries/video's, etc.

"That you offer the digital magazine for a relatively low amount of points is nice. That is not like some systems where you have to collect points for months to get the first small reward. So you relatively quickly get a reward for the points you collect."-F

"Oh, 15% discount at the VJFB. [...] Often with these kinds of things, it feels like it is a nice bonus, but that is not what I am doing it for. But it is nice and that you also make people aware of other products they could buy.. So that is maybe nice about it. But I just feel like, I do not commit myself to earn points. But maybe other people do feel that." -C

6. The user would choose WWF over another charity, based on this app

This assumption is hard, as it really is a future action the participants cannot be 100% sure of at the moment. However, the fact that it is approachable, shows impact specifically, makes the donation more tangible and is something they could easily try, without directly being stuck, does seem to motivate the participants to go for WWF in the future. However, they again realize to use this, they need to be convinced to download it in the first place and emphasize the importance of the challenges to appeal to them.

"Yes (I would choose WWF over another charity based on this app). Especially if you compare it to other big charities, I would go for WWF knowing that it is made more tangible. That is also because I have seen the app in use. If I

> **"Especially if you compare it to other big charities, I would go for WWF knowing that it is made more tangible." -E**

would only see ; become a donor via our app', I am not sure if I would dive into it. I should see examples of what I can find in the app before I really would want it."-E

"I think so. I think it can make the difference. For example, with the charity I support now, I feel like, what was I doing again? What am I doing it for? And here you see, this and this, this is what they are doing, it is more clear."-I

And for some, it did not matter that much, unless they really used the app often.

"No. Unless I would really actively use the app. If I like the challenges and it works nice and easy, I would rather think 'a good cause, I could donate here', but otherwise probably not because of an app. It really depends on how much I would use it." -A

7. The user wants to spend cups in the webshop as well
The fact that an alternative was given in the challenges, was valued very much by most participants. They felt like with this given alternative, they could take immediate action. However, actually spending the cups there was sometimes seen as confusing and might not be necessary for the same effect; buying the cups to start changing behaviour.

"And directly ordering (the cup), that is nice.[...] It feels like you can directly take action." -B

"It is nice You can do something good and get something in return as well. I think I would rather buy such a cup. If I had to choose between a Dopper and this, I would rather do this. [...] Because, here I am really helping someone. [...] If I can help nature and animals, and I can get a nice cup in return, it gives me a more positive feeling than Dopper."-D

"I like that instead of only (contributing) by

donations, you also get aware of sustainability and contribute to that by taking action yourself. Donating sometimes feels like buying off your debt. [...] So it is nice that instead of 'here is my money 'you can also do something yourself in a way. [...] By buying the cup of coffee you become aware of the action you can take." -C

Also, some participants wondered how much of the money spent on the cup would go to WWF projects and wanted to see that to rather spend money on this cup from WWF than another one outside of the app.

"It depends, are the products... are they financing projects? [...] I would not buy it; I see that it is €19. I could also buy a cup from Aldi for €3. Unless it says '€15 from it is going to a good cause.'" -A

8. The user imagines using this app for a longer period of time
Reasons to stay on the app for a longer amount of time were mainly if content was being changed; like new projects to donate to, new challenges to do (suggested also multiple times was to do a monthly challenge as well), maybe an update when you have again new cups in your wallet to spend or something happened in the project you supported and lastly, also new rewards.

"And in the challenges, new challenges or new tips. It should stay relevant.[...]There needs to be a certain amount of new content"-E

"It depends on challenges and how much they are updated."-H

b)
1. The user likes and understands the cup symbol
The idea of the cup symbol was liked and understood by all eventually; however the explanation around it was much text and therefore they did not want to read it and had sometimes trouble with understanding it directly. The fact that there were also points to collect made it even harder. Also, the question arose about why 10 cups of coffee was the maximum, and wondered if they could maybe buy some more as well if they wanted. Also, leaving the cups in the wallet

instead of needing to spend them each month (because otherwise the wallet was emptied) was suggested (e.g. leave them in for three months); so that the user had more time and freedom to really choose the projects he/she preferred.

"It's smart. You think, a cup of coffee, that I also buy, so why wouldn't I donate? I get coffee almost daily, at a restaurant or canteen, and that is very normal, but donating you think less about. But when you see it as a cup of coffee; you think; it is only 5 cups of coffee and I buy that as well."-I

2. The user wants to share their accepted challenge on social media
The challenge, accepted or not, was not something they would share via the app quickly. Probably, they would share it in a direct conversation with a friend about the topic and tell them about these challenges, rather than sharing it via social channels. However, if they could challenge other people and add them within the app, participants said that would motivate to stick to the challenges! Many of the participants thus valued some sort of small 'community interaction' within these challenges; seeing how others were doing, motivating each other to keep up, maybe seeing some other people's scores or seeing the total impact created by all users to feel part of something bigger and feeling that the challenge does also make impact on a larger scale. Also, the interviewees often mentioned they would like to see new challenges regularly or were interested in challenges that were available for a limited amount of time (e.g. monthly challenges) to stay motivated to do them.

"Challenge your friends and colleagues to do it together, I think that is one of the most important things to maintain something. If you drop some behaviour after two days, you pick it up faster again if someone reminds you. Maybe it is possible to have friends? And see who is doing it?"- B

"Sharing is always good. If you can get just one other person on board, that is always a good thing." -H

3. The user wants to be featured on social media
Many of the interviewees said they did not share too much on social media and therefore might not do this either. However, that does not mean they are not active on social media or do not like to look at posts from others. The #WWFxYOU posts could form a source of inspiration for the challenge and also felt like a motivation to do it as well.

"I would maybe look at it for inspiration, but again not share myself. [...] But it does give the feeling that others are working on it and that you cannot stay behind." -E

"I am not a social media fanatic, but good that they say this, because others probably are. [Are you interested to see how others do it?] I think so, yes. I am always curious about what other people do to get more sustainably aware and how they do that in their daily lives. And when I see that I am often also inspired to adapt in that myself." -C

4. The user thinks the amount of text in the app is OK
All participants mentioned there was way too much text in the app, making it hard to understand all different parts and to keep their attention. This really needs to be improved.

"If I compare it with other apps, I think it is the power of using fewer words and deliver the same message. I think the message will get across better."-F

5. The user has enough information within the app to make contribution decisions
All in all, the information provided was seen as enough to make a decision.

For the supported projects, it was valued that there was an overview with some bullet points, more information below (problem, approach & examples) and the opportunity to read even more on an external website (that of WWF.nl).

> **"But when you see it as a cup of coffee; you think; it is only 5 cups of coffee and I buy that as well."-I**

> **"And directly ordering (the cup), that is nice.[…] It feels like you can directly take action." -B**

"It is short, but it presents the core, as far as I'm concerned. I like it when it's said; this is the problem, this is the answer and here are some examples. And read more is always nice, so that I know that there is more information available. So that is good." -E

However, also a participant mentioned the text could be used to appeal more emotionally as well.

"The text is more factual than emotional. I read it as facts I should learn.. It is not directly linked to a feeling. [Do you have an idea how you would do that?] Maybe... 'Terrible! Australia is affected by major bushfires!'; that you are really dragged into it and think, that is bad! We should act upon it!"-I

And, mentioned sometimes, was that the participants wanted to see more easily how many projects were available upfront, without needing to swipe and remember.

"I would like to look at all the projects first, and see which one I like most (so suggested to show how many projects are available, instead of finding out with swiping)."-I

In the challenges, also the given information was good (and the link to the external page for more information), but it was also seen as much information all at once. Also, the way the information is presented there, makes that it takes a long time to finally reach the "accept the challenge" button and many times, the WWFxYOU photos were not even discovered. However, some explanation of the problem, the calculation of personal impact ánd the suggestion of an alternative were all mentioned as important to keep! The participants really valued seeing their personal impact and the ability to track it.

"It is nice that I can fill it in [my impact] and that there is directly offered an alternative. [...] By filling it in myself it becomes clear that I use

quite a lot, without being aware of that, and it is good that immediately an alternative is offered; otherwise I might think, nice to know that I waste that much, but I would not know how to do it better. Now I see I can do it among others by buying a WWF cup."-J

In Time & Attention, it was very much valued that you could directly see how much time for an activity needed. However, <1 hour could also be stated as around 5 minutes, motivating to more easily do it. The opportunity for doing the things of >1 hour was not something they imagined doing rather quickly, but they would not leave it out either.

"Not everyone always has time to for example go to protests and fundraisers, and then it is good that you also have an 'every small bit helps' idea; becoming aware of that."-C

6. The user thinks the app is understandable in use/navigation
The app is seen by many participants as 'very big', with a lot of information all at once. The navigation often took quite some time to understand, with the different menu buttons and possibilities to contribute ánd see own impact. Some buttons (like in the &impact page; the time, donation and sustainable behaviour buttons) were not seen as buttons at all very often. This resulted in the participants having some trouble navigating and finding things in the app. Also the combination of cup system and point system were confusing. Many participants recommended a small introduction into the app, where these systems were explained, as well as some app navigation.

"[The app] is a bit chaotic. But I get the idea behind it and that is nice. It is just a lot of text. [...] More icons and images would help."-A

7. The user finds the personalization swipe at the beginning easy to make decisions
The personalisation swipe took a very long time, way more than I expected. The reason was, among others, that the participants were uncertain about what would happen with the outcome of the swipe and therefore carefully read the descriptions. Also, a negative swipe was rarely done, as the users a) found 'everything quite interesting' or b) were not

sure if they could adjust these preferences later and did not want to rule it out.

"I did not know how many things to expect, I did not know if it was an infinite swipe, or just 10 things or a few. So I did not knew how long it would take, how many options are available, how critical do I have to be when choosing. So I am not sure if swiping is best for this. [...]"-D

c)

1. The overall app feels like a more personal way of contributing to WWF
Overall, this assumption seems very true. When asked what feeling this app had compared to a normal donorship, it was mentioned that this app was more personal, interactive, let the user feel more involved and activates more than what a normal (WWF) donorship does. As this is one of the most important assumptions, I included a bit more quotes for support here.

"It feels more personal, interactive, [...] it activates more; you are personally involved with it, so you have more agency and are going to look around/discover more and you also get something in return. And it gives you new ideas because you are constantly busy and then you see a new message about a product or an action that you can do yourself. I would like to be involved with this." -B

"It is more individual. [...] Also because it is about what do you want and what can you do yourself. That gives a nice feeling. It also gives extra information that you would normally not look up. The app, overall, would make me stay longer at WWF, than a charity where I get a magazine once every quarter. This feels like something you can do at your own pace and what is always available." - E

"In this way, it becomes more tangible and you can see where you can donate to and get more background information about it. This would be something for me. [...] Because, you can

click where you want to spend your money and split your monthly spendings over different projects. And you are more into it, instead of it (monthly amount) being debited from your account." -G

"You feel more involved this way. Sometimes I donate to Wikipedia, because I think that's a good thing to do, and then it is 'donating and done'. Here you are more involved by seeing what is happening, and with the challenges also you can improve yourself. I think that is the biggest difference [compared to a normal donorship]." -A

A positive feeling, that they are really working on alternatives [...] where you not only contribute with money, but also with own behaviour can make a difference. And that is clear from this app. And it is approachable and you have a free choice."-I

2. The user feels more important for WWF by using this app
Especially the actions people could take themselves (like the challenges, signing petitions) made the participants feel more important for WWF.

"I think especially the actions you can do yourself [make me feel important]. So, for example not only buying the sustainable cup, but also signing petitions or doing other actions; now there was the Swim, but maybe also things like protests could be shown there?[Why does that make you feel important?] It gives me the feeling that I can express my concerns about the environment."-C

3. The name added on top makes the user feel valued more
The name indeed made the user feel more personally addressed, even though not always explicitly expressed.

"WWF and 'name' is nice [for making the app

> **"The app, overall, would make me stay longer at WWF, than a charity where I get a magazine once every quarter. This feels like something you can do at your own pace and what is always available." - E**

feel more personal] and that in some places also is said 'Hi 'name'."-J

4. The personally chosen background makes the app feel more personal
The background was seen as more personal and fun to choose, but not directly mentioned as the thing that makes the app feel more personal.

5. Having the freedom to contribute in different ways, makes the relationship feel more personal
This was not explicitly mentioned like that, but people liked the ability to decide for themselves and do this all at their own pace. So, I believe it does make it more personal.

"What I like is the individuality, that I have insights in where my money is going and that I can select which topics I find more important and give coffee cups away. " -J

6. Having a personal impact page, makes the relationship feel more personal
Because the personal impact page is about the actions that the participants take themselves, they said it felt more personal indeed.

"This page (&impact) is all about you and your impact, so that also makes it personal." -F

7. The adjustable donorship, makes the relationship feel more personal
The adjustable donorship not necessarily made the relationship feel more personal. However, it did make the user feel more in control of the donorship and that was valued very much. This makes it easier to donate as well.

However, choosing the amount that someone wanted to spend on what specific project did give a more personal feeling.

"That you can decide per project how much you want to spend on it, and that you can find that under one button [makes it feel more personal]." -F

d)

"In five years you can look back at it and see where you have made impact. That is something that appeals to me."-D

1. The feedback on the personal impact pages is enough for feeling important for WWF
The participants did like the overviews of how they created impact, in a more clear way, and what happened to their donations. So, this did make them feel more in control.

"I want to have a feeling of knowing where my money is going to, and that is something that I see here. This is the influence that I have. For me, it is important to know where my money is going to. […] This helps with the feeling of knowing where I have spent my money on."-E

"It is nice that you can see what you contributed to. […] The map, with all spots, is nice. In five years you can look back at it and see where you have made impact. That is something that appeals to me."-D

2. The feedback on the personal impact pages stimulates making more impact
One participant indeed mentioned that it could influence his behaviour as well.

"If you haven't done much for a month, you could also realize that you should take action again" -B

3. The user feels important on the donor only project update page, with premium content
The update page did not necessarily feel super personal at this point and that could be improved in feeling of importance. However, seeing what was actually done with the donation and what concrete impact was made, was valued very much. The page itself however still had a lot of text, and multiple interviewees suggested to visualize this more.

"Apparently it was necessary that I donated, because still a lot of things need to happen. Interesting. […] If I would find it very important [the update page] would maybe convince me to donate again for this specific goal, because I see another 300 animals need to be taken care of."-J

"Sometimes, with donations, it stays quite invisible of what is happening and an e-mail or overall story, that you get weekly or monthly from the organization, is sometimes a bit strange. Sometimes it nicer if you see a bit more direct, visible for what you donate money to." -C

4. The visualized impact of the challenges feels personal and motivates to do better
About all interviewees really liked the comparison (e.g. "that is a full travel case") to make the impact more tangible and mainly understood the -21KG plastic that had been reached over the 7 challenges. However, the overview was still a bit chaotic and took some time to understand. But, seeing their own impact (in one overview) was something they really liked; all small challenges combined forming a larger individual impact and the ability to track it over time.

"That you can, like a food diary, see if you see improvement. It will stimulate to do even better. […] And that you are more aware of what it means." -F

"The challenge itself does not [make me feel like having impact], but I think statistics are nice. That you can see after some amount of time that you have made so much impact.[…] Currently [the overview] is not clear. […] I think [the overview] is one of the most powerful parts of the app, but it does not come fully into its right "-A

The slider however was not clear for any participant; many suggested a pie-chart and more direct link to the 21KG to visualize this better. As the impact is calculated within the challenges, this number of -21KG would feel more personal when the challenges were done by the participants themselves, probably.

"In the real [app] I would have filled this in myself and then it is probably more naturally where this [slider] stands for. Because I never use coffee cups, so I did not link it to my own use."-F

5. The user likes the idea of being able to support a selection of projects

About all interviewees really valued spending their donations by choosing a project themselves, feeling more in control and having a say in where the money is going to.

"Sometimes, with donating, it is that you just give a total amount and you do not know where the money is exactly going; it is just going to e.g. milieudefensie or WWF, but further, you do not know it. So it is better that can choose yourself. Because you do not always have to agree on the running projects, or they do not always have your interests."-C

6. The premium content motivates the user to donate to the projects
Many participants liked the idea of having something unique in return, the premium content, as they felt more important, valued or personally addressed. But having *all* information ónly available for donors was not necessary (it should be available for everyone to read about the projects). The premium content could be quite simple and does not really has to be much to satisfy the users (e.g. a photo of the saved animal, a background to download, some small update vlogs, a unique code/access to buy something special in the webshop; these were mentioned as possibilities as well).

"I do not think it is necessary (to be only for donors). […] If it is important content, why not make it public. I would do special rewards, that you can for example only via this page buy a stuffed animal of a koala. But information has to be freely available, I believe. […] Something that does not mean much, but is nice to have. [Only having access as a donor] does not give a nice feeling […] I do not think that because I pay money I need to have access to something like this, especially when it comes to information." -A

"It is better that can choose yourself. Because you do not always have to agree on the running projects, or they do not always have your interests."-C

Other striking features
Other things that were often mentioned for this prototype (also just small interface things), were:

-navigation was chaotic
-there were many pages to explore, the app is quite big or feels quite big
-there is too much text to keep attention
-the donation button was unclear in the projects to donate to
-the reward system was unclear, as there was no explanation upfront
-the cups of coffee to spend were also unclear at first, without explanation upfront
-WWFxYOU pictures were not very visible, too low on the page
-use of language English & Dutch sometimes mixed
-the first page shows 'them', but should be 'thema'
-overview of how many projects to donate to should be made clear upfront (by e.g. dots/bullets/1 out of 3, etc.)
-on the &impact page, overview is nice, but an additional list to see all projects/petitions you donated to easily would be also nice
-buttons on the &impact page often not seen as buttons
-'your name' sometimes unclear on first page
-challenge accepting low on the page, takes long before accepting it
-sticky header might be useful for navigation
-categorize pointshop and show amount of points
-multiple people really liked keeping track of the footprint test results
-having shorter pages with links/expanding into other pages (instead of all information on 1 page) might give more overview

Conclusion: improvements for redesign
The goal of this prototype was to see if I could create a personalized relationship driven by the motivation to create impact. The results of the tested assumptions are in figure 54. Especially assumption c and d seem to be true.. The interviewees felt indeed like they were more personally involved with WWF and really could create impact with the actions they took in the app. Especially, doing the behaviour challenges was the main reason for the participants to probably start using

the app and create impact, before moving to the rest of the app. If the target group really is going to use the app, thus assumption a, depends much on the first horizon, where the target group is made aware of this WWF app and the different ways of contributing (with the emphasis on sustainable behaviour challenges) and is motivated to actually try and explore it. Assumption b is now the main thing that can be improved, as many small interactions were not clear; but were very important in the app's use experience.

> a) if the user actually wants to/is going to use the app to contribute to WWF,
> b) if the specific content and interactions of the app are the preferred way to interact within the app,
> c) if the app supports the feeling of the personalized relationship,
> d) if the app supports the feeling of personal impact.

Figure 54, assumptions seem true (green), are uncertain (orange) or are false (red), based on the test results.

5.7 Final redesign & recommendations

For the redesigned prototype I tried to implement and/or adjust the most important results from the interviews, that I believed were indeed necessary for making the app better in terms of experience and/or was mentioned so much in the interviews that it had to be improved.

The final prototype can be found when scanning the QR-code in figure 55 on the bottom of this page (or typing the link in your browser). Also, a short video of the app interaction is available (see figure 56, with QR code and link). I will not explain all alterations, but will highlight some important ones. All screens of this app can be found in appendix N.

Personalization
The personalisation is left out for now. I would recommend, if implemented, to let people choose between topics and to state where they can adjust their preferences upfront, so that they feel in control and dare to make

more specific choices they find interesting at that point. However, for horizon 2, I think the personalization can be left out for now. It can already be more personal without the extra personalized content, which I believe is a clear result from the interviews, by the current interaction with the app. Letting people choose between projects, their own challenges, the petitions or other actions they can take, they already have more agency in their contact with WWF. By tracking the preferences with this use, the app could offer more personalized content in the third horizon as well.

App introduction
When the user uses the app for the first time, a small introduction is given. The introduction explains the different ways of making impact, the ability to collect points and the cup-system for donating. In this way, the user hopefully has less struggle understanding the different elements in the app and can explore the different ways of contributing more easily;

Figure 55, redesigned prototype (link: https://maaa4x.axshare.com)

needing less effort to understand it.

Menu & navigation
I added a simplified menu, with a clear home screen to navigate from and the ability to see the instructions from the app again. Also, the amount of collected points and the amount of cups the user has are available here. On different pages, buttons to go to the previous page are added.

Text
The amount of text is minimized and the pages are shortened. In this way, the user can see directly what a page is about and what elements it contains. By clicking on different buttons that can expand, the user can dive deeper into information on the pages. In this way, I also hope to keep the attention from the user.

Update page
The update page was valued very much, but did not feel very personal yet. I tried to more specifically address the personal content and the importance of that personal contribution. For now, I included a unique background of a Koala from the specific project, that is only for donors. An idea could also be to get a new background specifically for this app (a new theme to choose from!). Also, the users wanted to see the updates more visualized; I included a timeline for more overview of the updates and specific links for more information about it. All information, except the unique content, is also available for people that are not donating (yet).

Time <1hour
Here, also blogs and/or articles could be posted if people want to spend some time reading and learning more about certain topics as a way to improve themselves. For now, I added one example article.

Challenges
The challenge to accept is now on top of the page, where the impact can directly be calculated. The other information is still available, but are also placed under buttons that can expand, so that all information is not overwhelming at once.

Recommendations
Overall, the app seems a promising way to go for WWF to engage the millennial target group to the NPO. However, still many improvements can be made to the current design and interactions. Therefore, based on the current validation with the interviews, I would like to make some recommendations for improving this concept:

• First of all, decide whether an app is the best way to go, or that all information could also be included in an online platform (available for mobile screens) as well. On the one hand, an app would allow for more frequent and personal interaction, but on the other hand, as seen from the interviews, downloading an app could be harder to let people do, as they want to know what exactly to expect from it and want to minimize the amount of apps on their phones. This also emphasizes again the importance of the first horizon; the Instagram awareness campaign that teaches the target group about WWF's purpose of letting people contribute in more individual ways, how the app plays a role in that and the call to action to download the WWF app. In this way, it might also be possible to first let people explore the app's components already on the web, as an intermediate step, and later include it all in one app.

• Secondly, make good use of the challenges, as these were the most important reason for the target group to use the app. What was valued here was seeing the specific personal impact, seeing alternatives, learning more about the topics and just raising awareness about what impact something really has. Also, try to explore community interactions within the challenges at first, as this is what the interviewees would like to see; challenging other people, seeing how other people are doing, maybe also joining a monthly challenge and thus accepting the challenge together. As described before in the directional concept for horizon 2, the challenges could link to an experience day where users can really experience WWF and the challenge impact in real life. Also, the challenges could be expanded later on, for example with transport challenges, food challenges and other footprint related challenges.

• Also, explore where to expand the community further, so that people can go to being quite active community members, sharing their own ideas, challenges, fundraisers, etc. In this way, people are more behaviourally engaged and can help create the strong WWF brand that was the aim of this project. The community is what will keep the app interesting on the long run; with new content created by the users. themselves A nice idea that was result of the interviews (as a first step towards a more community platform) was to also let people share their own creations (e.g. photos) that others can buy and download, by donating a cup of coffee. In this way, one member is actively involved by sharing his/her own skills (which is a very personal way of contributing, out of passion for photographing ánd doing something for a good cause) and others can donate and get also in return more things they prefer.

• Lastly, try to build from the content that WWF already has., because there is already so much available! In this last prototype, I tried to use the app as a place to get everything together, all different ways of contributing, in one overview, without adding much new elements. For example, the project update page has all already available content of the updates. But now it is set in a clear timeline, with active status, an added goal and the ability for the donor to easily go back to the page and get updates when he/she donated. Only the challenges would be new content (even though much information, tips and alternatives are already available from WWF).

I believe that using current available resources and information is the strength of this app as well; it makes WWF's information more personal, tangible and clear and bring different parts of WWF together.

Implementing such an app or platform I believe would make it easier for the WO target group to know what WWF is about and what *they* could do for WWF, beyond donating, aligning WWF's and the target group's values. And, as donating is very approachable, is stimulated with incentives, and contribution can be shared with others (and create reputation), it might also positively influence donations as well, as seen in the literature on donation behaviour.

Figure 56, video of final prototype (link: https://youtu.be/L6Kp4U4zZuI)

WWFxYOU

because making impact starts with YOU.

6. CONCLUSION & DISCUSSION

This chapter summarizes and concludes the project and addresses the research question that was at the centre of this thesis. Also, limitations, implications and recommendations are discussed for further use of the results within WWF.

6.1 Conclusion

The aim of this project was to explore the use of design for behavioural influence in an online solution for NPO WWF, in order to create long-term donor engagement. For this project, I explored and interviewed a promising target group, have immersed myself in literature on brand engagement and analysed successful exemplar cases in order to see what was needed for creating long-term (donor) engagement with a brand. Also, I explored design for behavioural influence and how this could be used to improve the engagement.

Synthesizing the (generated) information and literature insights, resulted in a strategy and roadmap to attract and retain a younger target group, in the age class of 18-35, at WWF. Even though the whole roadmap should be followed in order to create engagement with this target group, for the remainder of this project I just focused on horizon 2 of this roadmap. This horizon is about the target group experiencing WWF and its mission, creating a positive feeling towards the brand and also starting individual sustainable behaviour change themselves. This sustainable behaviour is the main connection between WWF and the target group, and behavioural influence design for long-term engagement seems very suitable to revolve around this topic. The concept within this horizon, as specific online solution, is the WWFxYOU app. The focus on this part of the horizon was a strategic decision, as horizon 1 is still close to current date and is something WWF could tackle itself with the information I provided, and horizon 3 is still too far into the future, with many uncertainties, difficulties and very dependent on the form, results and success of horizon 2. By focusing on this horizon, a first, very tangible app direction is presented for WWF. This direction is tested with members of the target group to be able to see if creating such an app should be indeed further explored by WWF.

The WWFxYOU app is highlighted in chapter 5, including a redesign and recommendations. This app allows for a more personal interaction between WWF and the target group, by focusing on making impact individually;

with time, money or sustainable behaviour. Resulting from validating this app with the target group, it seems promising as a new way of attracting and retaining the target group; and thus engaging them long-term with WWF. The app was described by the interviewees as a personal, approachable, (inter)active and involving way (to explore the different ways) of contributing to WWF, that made impact more clear and tangible, which was something this target group really valued, and is more attractive to this target group than current (WWF) donorships.

For WWF, this app also means creating new leads, the opportunity to enrich current data and gain new data by the creation of profiles, tracking user preferences and the possibility to target information more specifically to different users, and possibly a new group of donors as well (within the app); thus a new revenue stream opportunity, while the app is based on many existing resources and information WWF already has. Thus overall, this app seems promising to deal with the current developments of the high churn rates within the NPO.

Addressing the research question

Addressing the research question that was formulated at the beginning of this project;

"How can behavioural influence design be applied in an online solution at NPO WWF for long-term (donor) engagement?"

we can conclude that the answer is that behavioural influence design for long-term donor engagement is not (just) to be implemented in the smaller details of online expressions; it is part of the broader strategy, where influence design should be used to improve individual sustainable behaviour. Engagement can be built around the common goal of the target group and WWF to improve this behaviour and be sustained long-term by providing a platform to actively contribute to this common goal. I introduced a first step towards this platform: the WWFxYOU app.

6.2 Limitations, implications & recommendations

Limitations & implications

The use of behavioural influence design was explored in relation to engagement and a strategy was built on that. This strategy could also be interesting for other companies willing to improve engagement (with a younger target group) with the use of behavioural influence design online. However, as the project was aimed at WWF, I wanted to show how this strategy could be applied within WWF and create a specific strategic design direction for WWF for further development and/or implementation. This resulted in the end in the WWFxYOU app. The literature review on engagement and behavioural economics were used to inform myself on these topics, explore possibilities for improving engagement with the use of behavioural influence design within WWF and set a solid basis to support the eventual design direction.

Literature

However, even though I tried to filter what I thought was most important information in relation to this project, I realize there is still much unexplored information on both topics and possibly also undiscovered insights. However, I made a decision to create a general understanding of the topics, synthesize the information that I found valuable for this project and focus to work on making the strategic design direction specific and tangible for WWF. In this way I could leave WWF with a more elaborate prototype and insights about this direction.

Interviews and tests

For validation of the design direction, both validating the target group and validating the idea, I interviewed 15 different participants (of which 7 in the target group specification and 10 in the prototype test, of which 2 were also in the target group specification). These were in-depth interviews and, in relation to the limited time of this project, were to me sufficient for first valuable insights. However, I would recommend WWF to do more tests with a larger sample from the target group about a future prototype redesign to make results more generalizable.

On top of that, as I know many people from the target group, I decided to use my own connections for the interviews. For the prototype tests, I interviewed more connections with whom I am less familiar (via via), trying to minimize effects influenced by knowing each other. Also, I presented the app as a new WWF app (even though many realized quickly it was a prototype I designed).

I however realize these participants might influence some responses and the sample of the target group was not completely random. To validate the prototype further, I recommend to create a redesign, based on my recommendations, and test this with a (as mentioned before) larger, random group of participants within the target group before actually implementing the design direction as a new solution at WWF.

Design direction

This research has explored what seems to be a promising direction for using behavioural influence design in an online solution for WWF. However, the chosen direction, using it as part of the broader strategy and built around sustainable behaviour, is just one possibility, based on my collected information. More and different directions of using behavioural influence design could be explored.

Also, as I am not a real app developer, the outcome of the app still has flaws in design and interaction. The prototype was focused on giving an idea of a certain directions and the possibilities within and test this with interviewees, but does not have the professional level of a real app yet.

In 'requirements & restrains' on p. 101, also cost and feasibility limitations have been addressed already. In short, I focused more on providing a specific direction and the ability to give recommendations and insights based on that direction in relation to the target group, rather than an idea direction with specific numbers and calculations. However, the results show the direction seems promising for engaging a younger target group. If such an app will be indeed implemented at WWF, still specific cost calculations have to be made.

Recommendations

Even though the end result of this project is the WWFxYOU app, the most important part is the roadmap, that should be followed completely in order to create more engagement with the target group. Therefore, I recommend to start already with the exploration, development and implementation of horizon 1, the Instagram Awareness campaign (or a similar concept), while (parts of) the WWFxYOU app (and maybe even first steps of the WWF Flex app) are being developed simultaneously. Use this first phase also to test what interactions or expressions work best with this target group.

Given the time frame, also the last prototype should still be tested with the target group, and would be good to give a redesign in consultation with actual app developers and UX/UI designers, to raise the level of professionailty. Also, as recommended, this test should be with a larger group of participants, and should be tested before the actual development of the app in order to be easily adjusted and limit costs.

Other recommendations regarding the app have already been mentioned at p.118-119.

7. PERSONAL REFLECTION

At the beginning of this project, I set up some personal learning objectives of which I would like to discuss some results in this chapter.

Often, during the beginning of the design process, next steps are quite uncertain and many iterations influence the direction of the project many times. This is also referred to as the 'fuzzy front end' of design. Personally, I can find it hard to 'trust the process' and deal with the uncertainties. However, this project again showed me the importance to embrace uncertainties and be open to new explorations during the process, as this often provides the most interesting directions. Starting with a quite unclear project direction at first, I could not have imagined that I would have ended with this prototype and the concept directions in the roadmap. Even though many steps can be planned ahead, the actual process and result is always a bit different than intended. And I think that is also what makes design so interesting for me; it keeps surprising me! Overall, delivering this project gives me more confidence as a designer, knowing that I can deliver value for a company and can lead an innovation project independently (as opposed to many group projects that we have done in the past at SPD).

Except for applying the knowledge that I gained in the SPD master, I also wanted to show the strategic value of design in WWF and therefore I reached out to this NPO that interested me very much. Without an initial design brief from WWF, I was free to explore directions of my personal interest. This freedom in working stayed during the project and therefore I was able to take the project in my desired directions. In the end, this freedom enabled me to explore interesting directions myself, where I think I managed to create a project that was very valuable and useful for WWF, seen current developments in the NPO. The enthusiastic reactions from the company show this as well. However, I also realize that in order to actually implement this direction, still lots of internal decisions have to be made and further (user) research has to be done. If this project would have lasted longer, discussing such decisions would be a valuable next step. But, all in all, I believe I was able to provide a well substantiated, strategic design direction for WWF for further exploration and was able to show the strategic value of design in this NPO.

Also, I wanted to explore the NPO WWF and the company environment, creating a broader view on career opportunities for me as well. However, during the times of Covid-19, I have not been able to explore the company environment as I would have normally. Nevertheless, I have met many inspiring people and still was able to show my project to and discuss it with the important stakeholders within the company. I am thankful that WWF still took the time for me as an intern during these crazy times!

This strategic design project and its results, the guidelines, the strategy, roadmap and the explored horizon 2: WWFxYOU app, enabled me to apply my designer knowledge and show my visual designer skills to support the concepts I developed. Even though the prototype is not 'perfect' yet, I am happy with the result of reaching the intended vision as well as in terms of looks and functionality. I hope to see (parts of) it implemented in WWF in the near future!

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