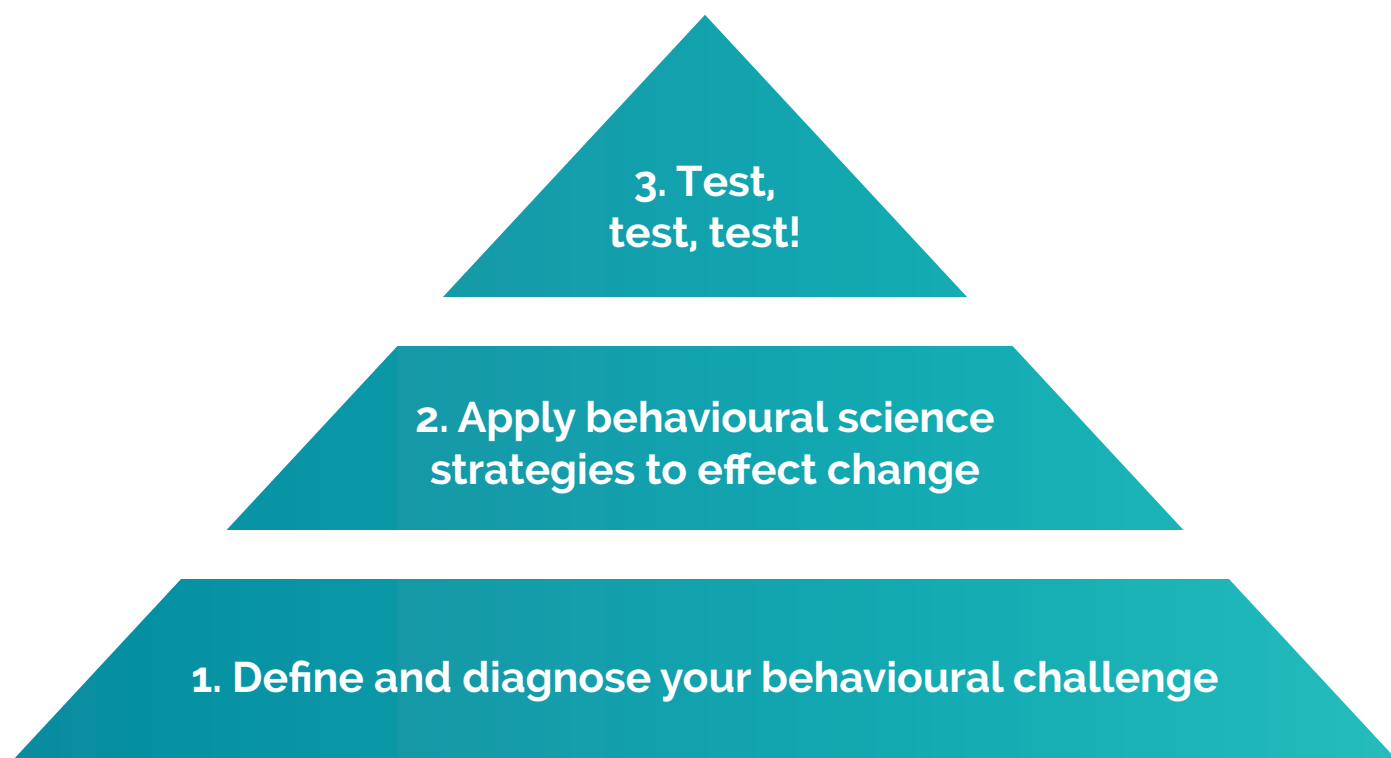**DecisionScience**

CHANGE FOR BETTER
Quick Guide

In this quick guide **Omar Mahmoud** and **Bernard Ross**, two of the writers of **Change for Better**, give you a fast insight into the book's contents and their use for you.

How to raise more money by using the RAISE framework

KEY IDEAS IN THREE DIAGRAMS

There are three key elements in any successful behavioral change project.

3. Test, test, test!

2. Apply behavioural science strategies to effect change

1. Define and diagnose your behavioural challenge

1. Define and Diagnose your behavioural challenge

You can use the COM-B framework to identify the three factors that need to be present for a behaviour to occur: **Capability**, **Opportunity** and **Motivation**.
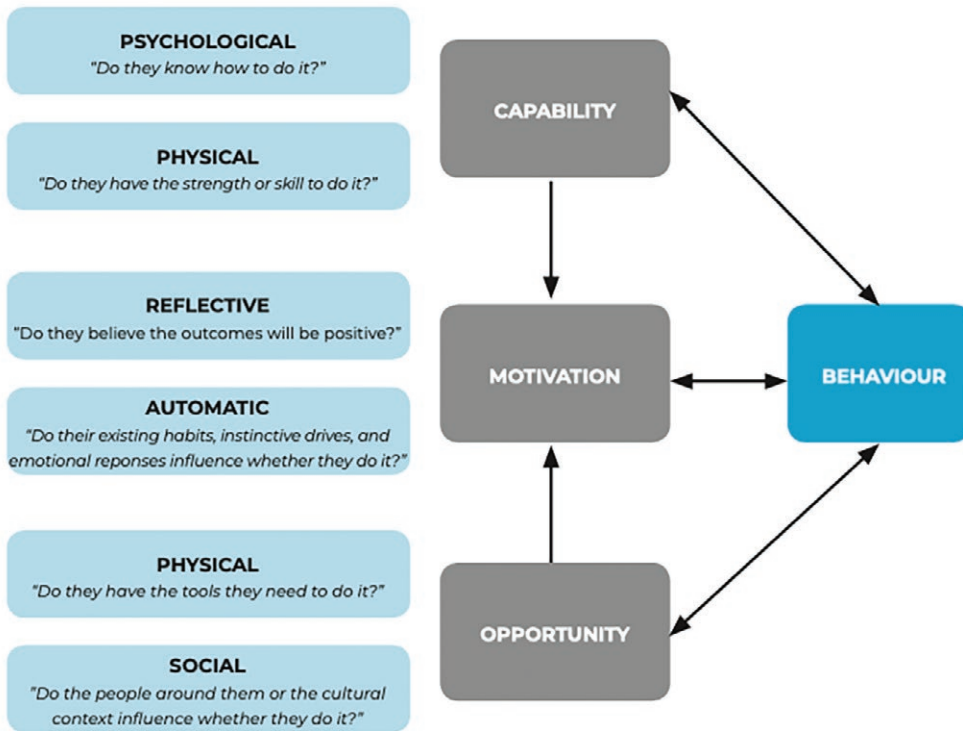
2. Apply behavioural science strategies

Once we have identified the barriers to behavior change, we can start applying different behavior science strategies. Many brilliant and varied strategies are outlined in the book. We distilled them in a simple summary framework: **RAISE**. Make the change: **Relevant**, **Appealing**, **Intuitive**, **Social**, and **Easy**.

	Insights	Strategies	Principles
Relevant	We are heavily influenced by how information is framed to us and are more engaged when it resonates strongly on a personal level.	• Make supporting more personally meaningful • Tap into personal experience • Help people visualise the issue and outcome	✓ Framing ✓ Self-Identity Theory ✓ Concreteness
Appealing	We are more likely to act when we anticipate there will be some kind of intrinsic or extrinsic benefit as a result.	• Offer a gift to receive a gift • Create a sense of personal achievement • Increase perceived value	✓ Reciprocity ✓ Goal Gradient Effect ✓ Labour Illusion ✓ Costly Signalling
Intuitive	Our decision-making is often automatic and is driven by factors outside of our conscious awareness, such as our emotions and senses.	• Use imagery to suggest expected behaviours • Trigger an emotional response • Create mental reference points	✓ Priming ✓ Affect ✓ Anchoring
Social	Our decisions and behaviour are often guided by the beliefs and actions of those around us.	• Tailor norms to your audience • Create shared social identities • Use contextually relevant messengers	✓ Social Norms ✓ Social Identity Theory ✓ Messenger Effect
Easy	We perceive things more positively and are more likely to act when it requires minimal effort to understand or do.	• Put important information upfront • Focus on a single request • Repeat your request	✓ Cognitive Ease ✓ Defaults ✓ Information Hierarchy ✓ Repetition

3. Test, test test: what are the chapters about?

We've summarized each chapter- test, test, test- to help you find the information or insights you're looking for.

Want to know even more?

Buy the Amazon five star book and read the whole chapter.

“ A terrific book, jam-packed chapter to chapter with insights, ideas and inspiration from real-world global case studies on how behavioural science can transform fundraising. **”**

Rory Sutherland
Vice Chairman, Ogilvy Group
Author of Alchemy

“ I can 100% guarantee any fundraiser, anywhere in the world, will take both inspiration from the diverse range of tools and experiences in this collection, and also improve the success of their fundraising as a result. I'll even make an extra gift to MSF if you can prove me wrong! **”**

Joe Jenkins
Executive Director of Social Impact
The Children's Society

Understanding Digital Fundraising in Kenya
A CASE STUDY WITH M-CHANGA

Adanma Abalunam, Dr. Sebel Kusimba, David Mark
Busara Center

Context

In Kenya, people organize Harambee events to raise funds for special expenditures such as weddings, school fees, unexpected medical costs or funerals. Given the high set-up costs of Harambee and rapid technological and social change, it was natural to try to replicate Harambee on an online platform M-Changa.

Action

Four behavioral science interventions were introduced to incorporate into Harambee-style fundraising on M-Changa: Patrons (fundraisers could select up to five highly networked patrons who could mobilize others to donate), Anchoring (default amounts were suggested that were equal to the average donation to date plus 10%), Incentives (every new fundraiser was asked to reach a certain donation target and to get at least five new people to donate within a given period), and Calls to Top-Up (donors were re-contacted updating them on the campaign and prompting them for a second contribution equal to 50% of what they had previously donated).

Results

While the tested interventions did not yield significant effects, they provided valuable insights in to what is applicable from decision science in a Kenyan cultural context, and what works or not online versus in person.

Lessons

The traditional Kenyan Harambees are more than just fundraising events. They are community events with social and cultural dimensions that are hard to recreate online. Online campaigns should be seen as a complement, not a substitute, for traditional fundraising. Understanding the drivers of traditional giving is essential to the successful use of technology in ways that maintain their core social elements that drive traditional giving, while reducing their costs.

Bloody Good Period
FESTIVE PERIOD CAMPAIGN

Camille St-Omer Donaldson, **Ruby Bayley**
Bloody Good Period Campaign/British Red Cross

Context

Refugees and asylum seekers in the UK often live in extreme poverty. They are expected to live on £37.75 a week. Many rely on charities and local community organizations to access food, clothes and other necessities. It is also common among them to experience heavy and irregular menstruation. This leaves many to go without pads or tampons.

The mission of BGP (Bloody Good Period) is to achieve menstrual equity in the UK.

Action

BGP launched its first Christmas fundraising campaign "The Festive Period" combining behavioral science principles with creativity. The campaign reframed the issue using humor including puns and a bold, brash and unapologetically feminist tone. The campaign used Festive period as a clever play on words, in addition to the social media hashtag "Flohohoho: and catch phrases such as "Periods aren't just for Christmas, why not make this a monthly thing?" The campaign is based on the insight that humor can be an effective way to address an embarrassing or difficult to discuss topic. Humor also makes the campaign distinctive, memorable and encourages action.

The campaign offered people three choices for giving; Light stocking, Medium Stocking, and Heavy Stocking, correlating period heaviness with the value of the financial ask. The pre-set amounts were not rounded up to the nearest 0 but were calculated exactly against the cost of the period supplies plus a % for overheads. Social reference was used by giving celebrities and influencers Festive Period Christmas stockings. These were targeted at people who aligned with BGP's values and brand such as sex educators and female comedians.

Results

The amount raised was more than double the target. Regular giving supporter based grew tremendously. Three million people engaged with the campaign online. Interestingly, the campaign attracted unexpected groups- male donors and millennials.

Lessons

Humor can be effective when used in a relevant and tactful way. In this case, there were many parallels between periods and giving; a period comes once a month on a regular basis, and so ideally would donations. Periods aren't just for Christmas. Donations shouldn't be just for Christmas either. The period may involve light, medium or heavy flow, and so would the donated amounts.

Creating Growth for WaterAid
PT 1: LINKING SUPPORTERS AND BENEFICIARIES

Mike Colling
The Kite Factory

Context

WaterAid does many things including providing clean drinking water and safe sanitation in developing nations. Over a number of years the Kite Factory has worked in partnership with WaterAid to help to focus and refine its communication. For one specific campaign in the partnership it was agreed to focus on water and thirst, which everyone understands. The fundraising objective was to increase the number of monthly givers

Action

The Kite and WaterAid teams were aware of the importance of storytelling and took a new approach to it by having people share developing live stories from the field. The local villagers became a vital and engaging link between the organisation's work in Malawi and supporters in the UK.

Results

Immediate income was more than four times its usual level.

Lessons

Focus on the supporter and taking them close to the action, not the organization and its work. Understand the barriers that stop people from donating. Understand your audience through qualitative research. Explore new approaches to addressing your challenges. Create value before you make an ask. Sometimes it pays to challenge the fundraising rule of "If you don't ask, you don't get" and give time to supporters to talk about their lives.

Creating Growth for WaterAid
PT 2 WHAT'S IT LIKE TO BE A GIRL?

Context

Young women are disproportionately disadvantaged by lack of toilets- try dealing with your period behind a bush. One insight about young woman is that they are a global tribe. That is, any young girl has the capacity to relate to another of the same age, no matter where they live.

Action

The Kite Factory asked the world "What's it like to be a girl?" The agency created a website www.tobeagrirl.org and challenged supporters to explore what it means to be a girl around the world. Young girls were encouraged to share their own stories, thoughts, opinions, pictures, just like any group of friends who meet up regularly.

Focusing on young mothers, the agency launched the Deliver Life integrated campaign, which

reframed the contents of western women's maternity bags (snacks, massage oil, mindfulness books) by comparing them to what young mothers get in Malawi (razors to cut the umbilical cord safely).

Results

Strong results were achieved in terms of the Return On Marketing Investment (ROMI 2.57), new supporters, and upgrading current supporters.

Lessons

One key outcome was learning about the target audience. For example, young women liked talking about and sharing images of themselves. Once they established common ground with others like them, they were more willing to give.

Create empathy by making supporters experience for themselves everyday life of the beneficiaries where they live. When this happens, supporters will see beneficiaries as people just like them who share common human problems. Donations would follow.

Every piece of communication should have a purpose and they don't all have to ask for money.

Small Tweaks
BIG EFFECTS IN DOOR-TO-DOOR FUNDRAISING

Madeleine Croucher
Ogilvy Consulting

Context

Every year, Christian Aid runs a door-to-door collection week. Thousands of volunteers across the UK hand-deliver approximately 7 million donation envelopes to houses and later return to collect them ideally with some donations. Over time, house collection has become less effective. The challenge was to increase the number and value of donations. This challenge was diagnosed into three behavioral challenges: to notice the envelope, read its contents, and make a donation.

Action

The team reviewed the academic literature around donations and consolidated insights from over 50 sources, subsequently filtered into 19 behavioral drivers of, and barriers, to donating. The team also looked inside and outside the sector to see how others have solved similar psychological challenges (Lateral Category Analysis).

The team developed and tested six interventions in an RCT with 200k examples in each test:

- **A Hand-Delivered stamp**: highlighted the effort exerted by volunteers (Labor Illusion).
- **An Urgent Ask**: stated that donations were being collected for one week only (Urgency, Scarcity).
- **Stressing the Appeal**: A banner indicated "Appeal. Donation Envelope." (Affordance Cue).
- Portrait Orientation: Changed the envelope orientation from landscape to portrait (Cognitive Ease).

- **Salient Gift Aid**: Drew people's attention that they could add gift aid at no cost "Boost your donation by 25% for FREE." (Salience).
- **A Heavy Envelope**: The weight of the envelope was increased from 90 gm to 150 gm. (Costly Signaling).

Results

Amount raised per envelope: Portrait orientation (+17%), Heavy Envelope (+14%), Hand-delivered stamp (+13%), and Clear Appeal (+10%).

The Urgent Ask and **Salient Aid Gift** scored below control.

Return rate: The best results were obtained for the Hand-delivered stamp (+14%), the Portrait Orientation (+12%) and the Clear Appeal (+5%).

Average gift: The Heavy envelope (+16%) and the Clear appeal (+5%).

Lessons

Test ideas that don't make sense: the two 'irrelevant' examples had the best results

Consider using less-known interventions: Labor Illusion, Affordance Cues, Costly Signaling.

The Big Issue Facing The Big Issue

Crawford Hollingworth
The Behavioral Architects

Context

Many buyers of The Big Issue (TBI) gave money without taking the magazine. This undermines TBI's mission which was intended to give people a legitimate role with a defined identity as an entrepreneur. TBI vendors buy the magazine for £ 1.25 and sell it for £ 2.50. The project's objective was to stop the money-giving and re-energize the act into a two-way reciprocal exchange of equal value, keeping in mind that there are different customer types, different seller types, and some frictions (e.g. customers are often in a rush).

Action

The team started by reviewing the behavioral science literature and conducting interviews with key stakeholders. This was followed by ethnographic and qualitative research. They then identified the main behavioral barriers and generated fresh ideas to address them. These included leveraging the authority bias by using influencers, simplifying the communication language, increasing the salience of TBI, stressing its USP, and reframing. Reframing included repositioning the magazine to focus on the here and now, defining the relationship as transactional and describing the vendors as part of a sales team.

Results

Initial results are positive and are beginning to rebuild the transactional status of TBI, to increase the salience of the price/value, and to prime and anchor people to its fresh editorial content.

Lessons

Take time to understand the behavioral challenge underlying the fundraising problem.

Understand the context in which the desired behavior change exists. Look under the surface.

Test the behavioral interventions in real life.

Behavioral Economics & Neuroscience in Fundraising
ENGAGEMENT FOR SIS CHILDREN'S VILLAGES

Marcelo Iniarra and **Ana Paola Perez**
Marceloiniarra.com and SOS Children's Villages

Context

SOS Children's Villages (SOS) has been fundraising for 15 years across 20 countries in Latin America and the Caribbean (LAC). It has seen a steady increase in the number of individual donors and in the last six years witnessed a boom in fundraising results which highlighted the need for retention, profitability and loyalty, all of which could not be achieved by doing more of the same. An innovative project, scalable to all countries, was needed.

Action

The first Behavioral Insights Lab took place introducing Behavioral Science to the SOS team and building a bridge between fundraisers and researchers. It defined SOS innovation needs and defined potential prototypes for key markets. Nine prototype concepts were created embedding behavioral heuristics such as Anchoring, Priming, Framing, Decoy Effect and Tangibility. The fundraisers were trained in Behavioral Science 101.

The team also explored:

- the impact of images of children and how these affected supporter perception and engagement
- applying behavioral science to the motivation of fundraisers, especially those where rewards are related to results

Results

Anchoring worked well especially in face-to-face fundraising and increased the average donation (by about 43% in the first week)

Lessons

Low-cost simple investment in behavior science techniques (e.g. anchoring) can result in high impact.

Apply behavioral science to the fundraising team and their processes to and individual motivation.

Experimenting with Behavioral Science across the Arts and Culture Space

Marina Jones

Royal Opera House

Context

Cultural organizations rely on individual and commercial donations, as well as institutional support. Their economic model is fragile and so they started thinking of innovative approaches to grow income through behavioral science. Eleven UK arts, heritage and cultural organizations took part in the world's largest experiment of its kind. (Though note the results have since been replicated in Australia, Ireland and Estonia.

Action

Following a training period, the organizations developed experiments to explore the potential of behavioral science for increasing fundraising income. These experiments varied across channels- collection boxes, online, face to face and more. They also applied across different agencies: museums, theatres, opera companies, galleries and touring companies.

Results

Overall, the tests proved that behavioral science techniques work for culture and art causes. Some examples:

- **MShed, Bristol Museum Trust**: Traffic to the museum shop and sales were up18% with an amazing 250%+ increase on specific products.
- **Bluecoat Gallery**: Donations in collection boxes increased by 600% in the first month with a sustained 325% increase in subsequent months.
- **Handlebards Touring Theatre**: Sent four variations in video messages from different messengers to ticket buyers, in their first fundraising campaign
- Northern Ballet: Over 1,500 was donated at a performance representing a 15% increase compared to a similar activity in 2018.

Lessons

Test one thing at a time to be able to assess the impact of each intervention.

Predict the results in advance and learn from comparing your prediction to actual results.

Ensure the fundraising basics are in place (e.g. donor care systems) to get the best results from applying behavior science.

View testing as an iterative process of testing, learning, retesting, and so on.

Crawl, Walk, Run
DIGITAL EXPERIMENTATION AT DOCTORS WITHOUT BORDERS

Thomas Kurmann
Oxfam America

Context

A fundraising study highlighted a gap between humanitarian donors' intentions and actual behavior especially in terms of level and frequency of giving online. For online giving, one main barrier is friction, that is, the small difficulties that the donor faces when completing the donation task online. To make a rocket ship fly, you need to add fuel and reduce friction.

Action

MSF adopted a "crawl, walk, run" approach- inspired by Martin Luther King: "whatever you do keep moving forward. "This meant following an iterative learning process. For the online test, all test cells replaced the usual "Donate to Doctors Without Borders" by "Donate now- Help save lives" to highlight the urgency and the impact of giving. In addition, the following interventions were tested:

- **Test 1**: The default heuristic, salience bias, cognitive ease, center stage effect, extremeness aversion, anchoring, choice paradox, social proof and similarity bias.
- **Test 2**: Goal priming (highlighting a specific revenue amount and what the donation can achieve), endowed progress/completeness effect (using a progress thermometer) and social proofing.
- Test 3: Reframing monthly giving: The four giving options were reduced to three, defaulting the middle option and reframing the offer from monthly to daily. A daily reference to contributions was made, instead of a monthly one.
- Test 4: Moral licensing and self- regulation: these were tested by placing an MSF banner ad on the purchase confirmation page of major US retailer Macy's. The insight is that after we do good for ourselves (e.g. buy an expensive product), we are more likely to give to a charity.

Results

Due to their short duration and small sample size, the A/B tests did not result in any statistically significant differences. However, there were still valuable lessons to draw:

- **Test 1**: The average gift was 25% up, but the conversion rate was 25% down.
- **Test 2**: High value contributions ($ 1,000 +) increased. The closer results were to the daily revenue target, the higher were the outlier gifts.
- **Test 3:** Average contribution increased (50% higher among donors who converted to monthly giving), but the conversion rate for the test cell was slightly lower than the control.
- **Test 4**: The conversion rate increased to 3.1%, twenty times more than in normal display ads.

Lessons

Adopt a crawl, walk, run approach to the process starting with a decision science toolkit, then apply the learning gradually. Define a strategy to spread behavioral science within the organization. Transfer fundraising knowledge across channels.

Conduct further testing after the first test to optimize results (e.g. balance conversion rate with average gift amount). What didn't work today might work tomorrow with small tweaks or in a different context.

Setting intermittent goals might help mitigate the 'present' bias. Reframe numbers in ways your audience can relate to. For example, instead of saying "100,000 people…", say "… five times the capacity of Madison Square Garden".

How Framing Asks in Terms of Volunteering Might Help Boost Donations

Craig Linton
Fundraising Detective

Context

People get a feeling of meaning and personal connection from volunteering. This chapter explores whether they could get the same feeling from donating. Time is more associated with happiness, meaning and identity than money. There are also some indications that people donate more money when they are asked to donate a day's work to a cause.

Action

A pre-test was run with academic support in which three scenarios were tested:
a) "Donate one day of work", b) "Donating money" in general, and c) "Donating $ 100."

Email test and landing pages were used. Four conditions were tested:

- General supporters, work condition
- General supporters, money condition
- Medical professionals, work condition
- Medical professionals, money condition

Results

Pre-test

	% Donation	Average Donation
Day's work	66.7%	40.08
Donate $ 100	52.4%	19.68
Donate Money	42.9%	17.15

The test was then rolled out in email and on Facebook. **Overall**:

The "Donate a day's work" condition did not work well for the general population. However, the average gift for the "Donate a day's work" condition was around double that of the "Donate money" condition.

Further A/B testing was done on Facebook which improved the impact of donate a day's work.

Lessons

Explore using the volunteering language into fundraising- this can relate to the Ikea effect

Learn more about the "Time versus money" effect.

Not-for-profit organizations should consider partnering with academics to explore donating strategies in a cost-effective manner.

Direct Mail
HOW TO STILL GET GREAT RESULTS

Christoph Muller-Gattol
Direct Mind

Context

While online giving is becoming more important, direct mail (DM) is still king. This chapter explores growing donations using behavioral science approaches, focusing on two elements: gamification and sensory enhancement. A number of principles are considered when exploring potential techniques: a) paying is a pain which has to be reduced or balanced with rewards, b) we evaluate things (ideas, offers, prices) in comparison to other things, and b) increasing the contrast between your offer and a typical offer enhances its persuasive power.

In addition, attention has become a rare commodity. Humor, while a good way of grabbing attention and making messages memorable, needs to be tactful, relevant and on-brand.

Action

Several 'sensory' executions were tested. One envelope said "Let's charm smiles on the faces of sick children." This common message was put in an envelope with an unusual format and size as a way of attracting attention. The picture on the cover highlighted the children's situation. Inside the envelope was a cardboard shape with a clown's face and three holes for donors to fit €2 coins.

Other sensory ideas were tested.

- sending two letters, one could be read and the other couldn't- communicating what it means to be blind
- the gap left by someone with dementia was made visible by missing out text and images in the middle of a mail pack.
- the envelope for children's blood cancer donations was made long to emphasize the long search and the donor's contribution to the solution.

Results

- return increased by 200% compared for the children's mailing compared to previous
- the response rate increased by 17% for the dementia pack.
- the long envelope raised 40% more income than the regular-sized envelope.

Lessons

- Make the topic easier and faster to understand.
- Focus on one story.
- Use gamification and humor in an appropriate and on-brand way.
- Keep sensory enhancement simple, especially when the appeal is urgent.

Nudging Gifts and Wills

Martin Paul, **Karen Armstrong**
More Strategic

Context

This chapter explores the application of decision science to legacy giving and in particular to addressing the intention/action gap. The key was to identify nudges- simple cues – that could help promote awareness of legacies.

Action

Among the interventions tested were:

- the use of gender aligned testimonials (e.g. Robert or Pamela), and social norming, including numeric norming (e.g. 700 people…).
- identity priming was used by referring to the donor as "… a thoughtful person." The word "woman" or "man" replaced the word supporters in the call scripts.
- attitudinal affirmation "Wouldn't you agree…" was added as a test against the standard statement without affirmation.

In one example, to drive empathy with refugees, supporters were asked to write a sentence describing what they would take if they had to flee at a moment's notice.

Results

Bequests leads as % of those answering bequest question	Standard	Numeric Normed	Female Aligned	Male Aligned
	16.9%	21.9%	26.7%	21.7%

Social norming with gender alignment is effective in increasing legacy enquiries.

However, affirmation "… Wouldn't you agree?" appeared more powerful than gender aligned social norming.

- Adding more questions could lead to better results. .
- Asking for 1% reassures donors that 99% will go to those closest to the donor.
- Authority was explored- given that people are more likely to act when the action is endorsed by an authority figure. Other interventions included reciprocity and ease.

Lessons

- Use gender aligned content.
- Consider the decoy effect.
- Acknowledge some people's need for privacy and anonymity.
- Experiment with identity priming and reflection of personal values.

Neurofundraising
THE NEXT BIG THING?

Geoffrey Peters
Moore Group

Context

Much of our information processing and decision making happens on the subconscious level which people cannot access consciously or express in words. One estimate is that 90% of brain activity never reaches the consciousness. New technologies enable us to look into the brain to see how it reacts to stimuli and to the consequent decision making. This chapter highlights insights from neuro lab experiments that measure the neurological and physiological impact of various stimuli.

Action

This chapter extracts insights from several neuro-fundraising experiments including:

- Direct mail packages
- Long-form video adverts

Results

More than 50% of our cortex is devoted to the interpretation of visual stimuli. We evolved to pay particular attention to faces and eyes, which can stimulate specific responses to marketing and fundraising materials.

Even small visual cues can have a strong impact. Removing money cues such as "$" or "Dollars" can increase average gift amounts and total revenue.

The level of oxytocin, a naturally released neuropeptide, can influence people's generosity. In labs, those administered oxytocin donated more. Looking into the eyes of another human, or a mammal, raises oxytocin levels and promotes increased trust. A brief message prior to making a donation ask can increase oxytocin levels and trust and hence donation amounts.

Other ways of releasing oxytocin include storytelling, asking subjects to recall an emotional event, or a particular smell such as cookies baking, showing pictures or videos of two humans touching each other in a friendly and familiar ways, etc.

Priming and Anchoring by inserting numbers in subtle ways will be hardly noticeable on a conscious level, but can still influence people's thinking about the donation amounts to give.

Lessons

- Neuroscience and its lab applications hold great promise for neuromarketing and neuro-fundraising to increase the effectiveness of our communication.
- People prefer emotional processing of videos to cognitive processing.

Using Social Data Intelligence to improve Engagement

Filipe Pascoa, **Camila C. de O.Alves**
Global Innovation Strategies

Context

This chapter explores how pro social agencies can use linguistic data in social media to establish relevant and lifelong connections based on the shared values and interests between the supporter and the organization, based on two cases: Amnesty Brazil and Greenpeace Mexico. The language we use is a clue to our underlying empathy or alienation.

Action

NLP, a combination of Linguistics and AI that turns text into data and data into text, is used to look at words, phrases and hashtags in Tweets, on Facebook, or in blogs and identify key ideas and themes.

This kind of analysis can improve fundraising results through better segmentation.

- **Amnesty Brazil**: A set of text mining tools was applied over about 300 pages of text and identified a few insights: a) racism was not one of the most written about topics even if it is one of the most important topics, b) Amnesty was not recognized as a key source of respected opinion on this topic.
- **Greenpeace Mexico**: The team changed perspective from general value proposition to audience's value proposition.

This technology can also track emerging trends.

Results

Sometimes there is a gap between what organizations communicate most about and what they actually do. This is often due to the lack of internal integration within the organization (e.g. programs and advocacy). Sentiment Analysis segments comments into positive, neutral and negative.

Mexico: The most relevant word when people talked about health is maternity. What you and they care about is the source of audience knowledge. Greenpeace blog organic traffic grew by more than 2,000%.

Lessons

- Ensure that what organizations do is reflected in their communication.
- Use content generated by ordinary people about issues they care about.
- These techniques enable organizations to segment and target the population, including reaching new audiences.
- Greenpeace introduced content inspired by social listening.
- Understand the feelings that the data carries.

We're All (Not) Going to the Zoo Tomorrow

Celia Brady, **Bernard Ross**
=mc consulting and RZSS

Context

Zoos make most of their money as visitor attractions. Covid19 and the lockdown forced the team to think of alternative approaches for a campaign.

Action

The team used the MINDSPACE framework to develop engaging messages. MINDSPACE: Messenger, Incentive, Norms, Defaults, Salience, Priming, Affect, Commitment, and Ego. One such idea was the Panda cam that talked about Yang Guang the panda (Identifiable Victim Effect), his eating habits and how much bamboo he eats every day (Salience). Potential donors were then told that it costs £400 a day to feed a panda and were told about what £10, £100, £400 and £750 could buy (Framing).

Instead of talking about "our animals" another message referred to "your animals." This is simple linguistic reframing.

Calls to action involving emotions were used (empathy, sympathy and care).

The thank you videos recorded by the animal keepers (messenger) were received very positively by supporters.

Results

Total value of donations went up from around £ 20k in 2019 to a total of £ 630k in 2020, and to £ 1.3 Million in 2021 (10 months results). The number of high value contributions, giving a minimum £500, doubled from 25 to 50.

Lessons

- There are no absolute truths or simple fixes. You need to develop a hypothesis and test it.
- Make it emotional: focus on the animals, not the zoo.
- Offer an urgent solvable problem
- Choose an appropriate messenger and offer supporters agency

Hacking the Hidden Language of Your Donor's Brain

Lisa Sargent

Lisa Sargent.com

Context

This chapter covers 10 key donor hacks that enable fundraisers to raise more money by tapping into the hidden language of their donors' brains.

Action

The chapter is intended to help fundraisers make 10 decision-making hacks work for them using real-world direct mail fundraising examples to illustrate 10 key decision science concepts.

Results

1. **Repetition**: We get better at processing messages (fluency) when they are repeated, which maxes out at around seven repetitions. But to be effective, the repetitions must vary.
2. **The Serial-Position Effect**. Where you put things matters. Think primacy and recency or first and last. Put the least impactful items in the middle.
3. Reciprocity bias. When someone does something for us, or gives something to us, we are far more likely to return the favor.
4. **Ben Franklin Effect**. When you ask someone for a favor, they like you more. And in granting someone a small favor, you are more likely to grant them another favor. In fundraising, a postscript can be used "Could I ask one last small favor?"
5. **Anchoring Bias**. We tend to use an initial piece of information we are given as a "mental anchor" and apply it to decisions that follow.
6. **Bandwagon Effect**. People are persuaded to come on board or take a certain action by the simple fact that lots of others have too. The action is considered normalized.
7. **The Halo Effect**. We tend to judge other people's characters based on their overall physical attributes. Choose the right person for your lift note, and you can increase trust, personal connection and credibility.
8. **The Curse of Knowledge**. This occurs when we assume that everyone shares our depth of knowledge and perspective about the cause for which we are raising money. We need to double-check if our message is clear to and respectful of our audience.
9. **Reactance**. When people feel pushed to do something, they may do the exact opposite. Make sure people feel they have a choice and control over their decision. Use variations on BYAF (But You Are Free).
10. I**dentity Primes**. Including aspirational identities, those that people hope are true about themselves, or they would like to be in their best version of themselves, increases the chances of getting their support. "Thank you for your" (aspirational attribute such as generosity, kindness…) is one way to begin an identity prime. The more personalized the priming, the more effective it will be.

Lessons

- Keep in mind these hacks, and others, as a toolkit.
- Choose the appropriate ones for your specific context and objective to improve your response and engagement results.

Better Banner Advertising
FROM SKIPPING TO SUCCESS

Madeleine Croucher
Ogilvy Consulting

Context

People usually hit the "skip ad" button when faced with online advertising. Good Lop organization decided to change this behavior by making adverts that do good and generating funds for good causes by offering people 50% of the revenue to donate to a charity, if they engage with one of Good Loop's ads and view 15 seconds of an advert.

Action

The business challenge was translated into four desired behavior changes concerning the advert:

Notice (our brains notice what is new or changing), Understand (make it easy), Engage (reduce online advertising negative associations), and Watch (minimize the perceived time and effort of watching). The team then conducted a review of the literature.

Seven behavioral economics strategies were deployed to overcome the barriers:

- **Reframing**: We process information differently depending on how it is presented to us. Donations were referred to in three ways: unlocking donations, donating your time, and creating change.
- **Salience**: Our attention is drawn to things that are novel and stand out. Provocative language was used.
- **Ego defense**: We act in ways that make us feel good about ourselves and signal that to others. People were praised for noticing the ad and challenged to maintain their positive self-image.
- **Social norms**: Our behavior is influenced by those around us. The number of people who had clicked on the ad and the amounts generated were shown.
- **Messenger**: Authoritative, likeable and familiar messengers make us more likely to accept the message. Websites displaying the advert were used to elicit trust.
- **Priming**: Our actions can be influenced by subconscious cues such as sights, words and sensations. Visual priming was used including a sand timer representing growth and coins filling up the screen representing generated donations.
- **Self-Efficacy**: This refers to individuals' belief in their ability to achieve goals. Communication increased the illusion of control by offering choices and using empowering language including "all it takes is" and "get them to".

Results

Behaviorally optimized banners resulted in aa 600% increase in click-through-rate (CTR).

The most successful behavior strategies were: Reframing, Messenger, Salience, Self-Efficacy and Priming. All the behavioral ads performed better than or equal to control.

Lessons

- Explore using unexpected or provocative language.
- Identify the most personally relevant and credible messengers.
- Highlight that even the smallest actions can make a tangible impact.
- Test multiple strategies to identify the optimum messages and frames of reference.

The Real Story Ends in Landfill

Crawford Hollingworth
The Behavioral Architects

Context

During humanitarian crises in Australia many donors sent goods, instead of money. However, these unsolicited goods caused logistical and management problems. The team wanted to understand the reasons behind people's preference for these over giving money. And they wanted to persuade them cash was more effective and efficient.

Action

The team started with a literature review followed by primary behavioral research including in-context qualitative interviews and ethnography. It was clear that those sending goods were using System 1 to make their decision and not System 2 One of the principles of System 1 thinking is WYSIATI (What You See Is All There Is). What people saw on screens was devastated areas with damaged homes and people in the streets. People filled-in the blanks and assumed that the best thing to do was to provide goods for immediate use. The tangible nature of goods makes it easier for System 1 thinking. Goods were perceived as faster, and are less likely to be corrupted. In addition, salient media stories about NGO misspending created a negative anchor point. The lack of transparency about cash donations is a trigger

The following behavior principle were used: Social norms, Priming, Anchoring, Loss Aversion, Identifiable Victim Effect, Framing and the Power of Because.

Four Nudge ideas were tested in quantitative research:

- **Nudge 1**: Framing was used to dial up the importance of cash and System 1 icons to drive home the key message.
- **Nudge 2**: Negative framing was used to highlight the potential bad outcome resulting from good behavior, using System 1 icons.
- **Nudge 3**: Time anchors were used to demonstrate how cash is used very quickly while goods take much longer, using System 1 icons.
- **Nudge 4**: The anchor of avoiding waste and not creating landfill. This is an anchor we can all relate to as we know we need to reduce waste. Landfill is a shortcut to waste.

Results

The four nudges were tested among a nationally representative sample. The Landfill message was the most effective with 60% of people feeling this communication told them something new, compared to 51% for clogging, 46% for Delays and 24% for Only Cash.

Lessons

Donors operate in an automatic and intuitive System 1 mode of thinking. They piece together information that supports their beliefs without stopping to explore the facts. They activate several cognitive biases to construct a coherent story.

To change behavior, the System 1 mode of thinking needs to be disrupted. New pieces of information need to be binary to reduce the risk of misinterpretation.