



Change Behavior, Change the World

Impact requires behavior change: *Someone doing something differently.* Appleaseed helps social enterprises uncover behavioral insights and drive change. After a decade of producing and running successful change campaigns,

we've boiled down the essential design steps and tools into an accessible, affordable, and impactful methodology for social enterprises trying to scale impact. Appleaseed's researchers, strategists, and communicators can serve you in a few ways.



ENGAGE APPLEASEED TO SOLVE YOUR TRICKIEST BEHAVIORAL CHALLENGE. MIX AND MATCH THE FOLLOWING SERVICES:

Behavioral Research & Strategy

For social enterprises with impressive teams and big scale ambitions, precious time and resources cannot be wasted on activities that won't change behavior of target audiences — customers, bad actors, gatekeepers, new market segments, etc.

This is particularly true post-COVID-19, as organizations need to do more with less, pivot to new models, leverage remote channels of communications, and streamline operations.

In 12-24 weeks, we'll work through a behavior change challenge you're facing with an audience within the communities you serve. This, in combination with Lean Experimentation of Interventions, is our most commonly requested service.

- Target a specific external audience and behavior to change
- Familiarize with current approach, issue area, data, and literature, team members
- Gather baseline adoption rates
- Conduct research (ethnographic) to extract behavioral insights — e.g. motivators, barriers, competing behaviors, channels of communication, and more.
- Synthesize learnings and share back with team and stakeholders (deliverable: presentation or report)
- Build an effective behavior change strategy (deliverable: strategic playbook)

Lean Experimentation of Interventions

As any successful entrepreneur or programmer knows, "build it and they will come" is a recipe for disaster. Don't build something the market won't accept. This applies not only to startups and coding, but also to behavioral interventions and communications.

The best teams apply rigorous small-batch experimentation to reach a clear "yes" or "no" on design elements as quickly as possible and pivot closer and closer to successful results. Done well, this de-risks and accelerates new initiatives.

In 12-24 weeks, we'll gain traction with behavioral interventions (increased adoption and decreased cost-per-impact) and instill a culture of curiosity, data-informed decision-making, and experimentation within your team.

- Break strategy down into implementation plan with a clear set of interventions
- Challenge assumptions of interventions; rank hypotheses; define success criteria
- Structure experimentation cycles
- Run creative process: design & build MVPs
- Manage the pace of iterations and hold teams accountable
- Improve each intervention based on experimental results
- Combine all interventions in a limited-sample pilot; conduct M&E
- Provide consistent direction, ideas, encouragement, feedback, tools, throughout

Discovery Phase

Several prerequisites are helpful, before jumping into behavior change effort: To start with the end in mind, we must first target a audience + behavior combination that is specific, feasible, and impactful. But sometimes there are many audiences and many behaviors, so it's not obvious which is the "key log" in the logjam. Also, we need a strong sense of where things stand (baseline), because it's hard to change what has not been measured. Yet sometimes the data is shaky or missing. Finally, a consultant / client team should have cultural fit, so that the teams may work effectively as one.

A discovery phase serves to get these prerequisites in place. Also, the discovery process, even without a follow-on engagement, always provides valuable insights.

In 4-12 weeks, we'll set up for a worthwhile engagement. This includes exploring feasibility, getting a lay of the land, and gathering data/context. We'll also get to know each other by collaborating, before committing further.

- Stakeholder interviews + Data & Literature review
- Understand all relevant audiences and behaviors, and how they are connected
- Measure preliminary baselines adoption rates, to aid prioritization
- Assist in recruiting behavioral team member (if needed)
- Discussions to choose the best way forward

Workshops + Resources & Tools

A wealth of information on behavior change, design thinking, social psychology, etc. exists online and in books. None replace training from a practitioner, familiar with your issue area, able to customize teaching, point out pitfalls, and give you the tools that work best. Appleaseed experts help you avoid false starts, frustration, and wasted time.

Department leaders and teams trained on a practical behavior change methodology will be fundamentally better equipped to reach goals. Founders trained to foresee behavioral challenges avoid costly mistakes later. Our workshops get your teams familiar with the work of changing behavior, so you can start making it a core competency and/or decide who to hire.

Half- or Full-day Workshops delivers an energizing learning experience that engages participants and supports tangible business and impact objectives. Participants receive full access to resources and tools used by practitioners.

- Interactive workshops designed for how people learn
- Introductory BC-101 covers "The Work of Changing Behavior" from beginning to end
- Focused workshops address specific topics (e.g. Unbiased Research, Motivational Interviewing, Data Visualization, Creative Production & Content Strategy, and more)
- Assessment of level-of-proficiency & gaps; highlighting successes to build upon
- Access to the library of tools and resources used by Appleaseed changemakers

Let's talk! team@appleaseedimpact.org

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FREQUENTLY ASKED QUESTIONS

What does an engagement look like?

- **Speed and Learning, Working as One:** Early and growth-stage impact organizations are in a race against time to build on traction and maximize impact; funding is scarce and their constituents need help today. Therefore, there is neither the time nor money to conduct copious planning and research, before rolling out multi-year behavior change campaigns. That's why our research and implementation approaches are built for speed and learning, via rapid iteration. This is only possible when the joint team (your team + Appleaseed's) is nimble, collaborative, and focused purely on impact. Right from the start, we aim to get into a rhythm working as one team.
- **Mixed Modes, Constant Contact:** We use three formats in combination: 1. Remote, 2. In-person (when possible), and 3. Online tools. When we are remote, we depend on a suite of simple collaboration tools, we hold weekly meetings, and we push for progress to be made asynchronously. Our team members located in different time zones enable fast responses.
- **Kickoff, Closeout, and Feedback Throughout:** Every engagement closes with a structured debrief. Appleaseed always strives to foster open dialogue and two-way feedback throughout the engagement. We believe feedback is a gift, which we take care to give and receive with consistency and thoughtfulness.

How do services fit together?

- **All our services are modular.** You can engage us for just one or for multiple in combination. Before anything, we'll work with you to explore your situation. If broader exploration is required to even figure out what needs to change and by whom, then you or we may suggest starting with a Discovery Phase. This also allows us to try out a collaboration without too much investment.
- **"Behavioral Research & Strategy" can address different audiences: external and/or internal.** We always start with the audience, whether it is a population within the communities you serve (e.g. mothers/children, farmers, or fishermen) or a group within your own organization (e.g. community health workers, agronomists, salespersons). This service runs through the MEASURE, LISTEN, and STRATEGIZE phases of our methodology. Oftentimes a behavioral change effort requires staff to do something different, and in those instances we must design for change in both the internal and external audience.
- **"Lean Experimentation of Interventions" can stand alone, but is best in parallel with or following "Behavioral Research & Strategy."** Some teams are already in the middle of CREATING, COMMUNICATING, and ITERATING when they ask Appleaseed to join in as feedback/accountability partners for Lean Experimentation of Interventions. However, most situations require us to shore up research & strategy to lay a strong foundation.
- **"Workshops + Resources & Tools" are useful whenever capacity-building is a top goal.** This service can stand alone when team wants training rather than assistance on one specific initiative. Workshops are a good boost to new engagements at the time of kickoff. They can maximize the learning that comes later, as we tackle a live challenge with your team.

What is the price of services?

- **There is no one size of work fit.** Every situation is unique. We'll explore your situation with you *pro bono*, and build a scope of work fit to your needs.
- **Value & Affordability:** Our rule of thumb is to price engagements at a level where we are confident the client will receive at least ten times the value. Also, we're a non-profit that aims to make services as affordable as possible for you.
- **We don't bill hours.** Instead, we believe in flat customized fees that serve your best interests. This gives you cost certainty and it also sets up a better partnership between us!
- **No mark-ups.** We charge 0% mark-up on expenses, such as flight expenses if we travel to join you in-country.

What will we get from an engagement?

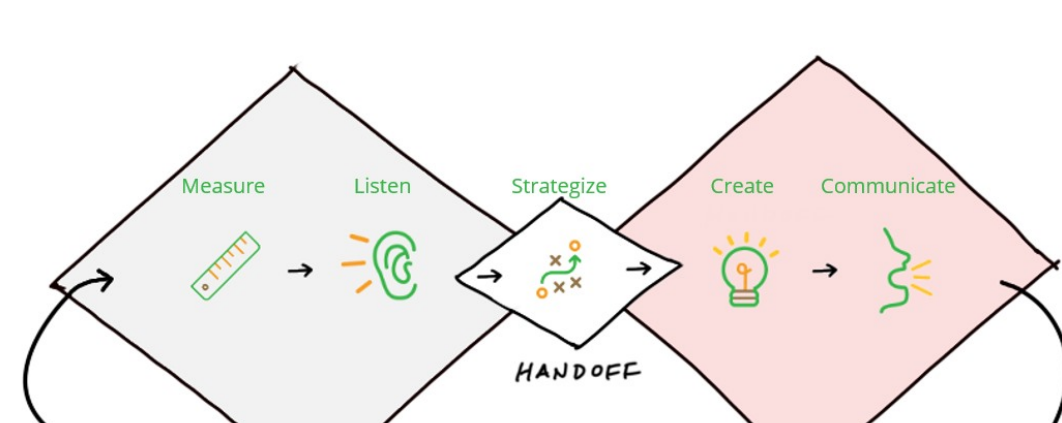
The following is a general list of benefits our clients have seen over the years. Each engagement is different, so we'll be sure to start yours having a good sense of what success looks like to you.

1. **Significantly Reduced Cost-per-Impact** - Strategic behavioral marketing is all about tradeoffs: focusing scarce resources behind the questions/lead to strategic decisions/messages which will go furthest. Not only do our research insights lead to strategic decisions that drive up adoption rates (increase impact), but oftentimes they make obvious what NOT to do, and these cuts decrease costs.
2. **Recognizing and Avoiding Pitfalls** - Targeting the wrong behavior... building a strategy on weak motivators... messages falling on deaf ears... Behavior change is an optimization game, where mistakes amplify as they cascade through the process, ultimately bringing down adoption. We'll be your guardrails, saving you months of frustration and a bunch of money.
3. **Tailored Guidance** - Every team is different, and every community is different. Context is everything when it comes to human behavior. Our guidance will be tailored to you, starting with a deep dive into your operations, literature, and whatever data you have. This will be followed by research with your team and target audiences. There is no shortcut.
4. **Accountability** - Even the best frameworks can fall apart in implementation. Think OKRs, Lean Startup, etc. Like those methodologies, ours is learnable and flexible, but only effective with good execution (requiring commitment, timing, and role clarity). This isn't our first rodeo; we have no problem helping partner teams stay accountable as we go.
5. **Critical Skills** - It's all about learning by doing. As we take you through research and strategy, we'll provide assessments, instruction, examples, tools, and feedback. You'll pick up the essential skills, mindset, and confidence needed to systematically change behavior across populations. Our goal is to put ourselves out of a job with you.
6. **Practical Feedback and Perspective** - In the past decade, Philip has run successful behavior change communications campaigns on an array of issues for 60+ teams, in communities on 5 continents. He and his associates live and breathe applied psychology, cross-cultural communications, and design thinking. We'll give you perspective and intuition that can't be learned in a book.
7. **More Funding** - In the eyes of funders who care about impact, the most credible and impactful organizations are the ones who are good at changing behavior. It's simply de-risks a funder's investment, making their dollars go further. Our partners often see increases in credibility and funding as a result of our work together.
8. **Rejuvenated Team Morale** - "Build it and they will come," right? But what if they don't? Or what if cost-per-impact is so high that scale falls out of reach? We know how frustrating it can be to toil for a grand vision, only to see solutions fail to take hold. Our partnerships have the power to restore the energy, enthusiasm, and engagement of founders and teams. Having a way to change behavior brings confidence, relief, and hope. These intangibles are sometimes the most valuable outcomes of all.

What is Appleaseed's methodology?

- **It all starts with pinpointing one key target behavior worth changing.** Yes, there are a million things that must change. We'll help you select that one "key log" creating the log jam. This one target is what we'll design for and align resources behind. Once resolved, everything will flow more easily.

From there, Appleaseed's lean behavioral marketing methodology can generally be broken down into five steps: MEASURE, LISTEN, STRATEGIZE, CREATE, COMMUNICATE (and then ITERATE).

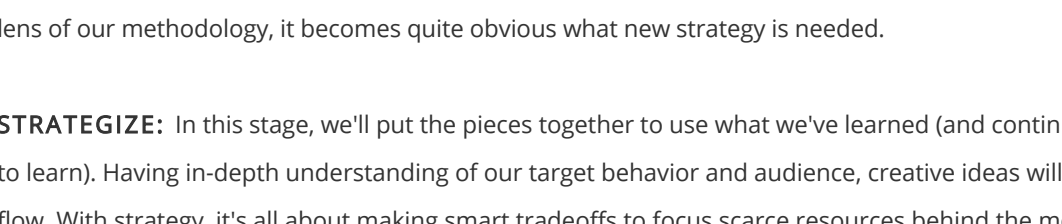


MEASURE & LISTEN (RESEARCH): Unbiased research and problem exploration provides the foundation upon which all interventions will be designed, because behavior change only happens with a deep understanding of context and culture. Not only is every audience unique, but every team is as well. We'll learn as much as possible about both, which lets us ask the right questions to extract behavioral insights.

Initial steps are always completed remotely, as we review literature & data, determine baseline rate of adoption, and gather cost-per-impact data. We'll also help you flesh out marketing personas, to center teams around your target audiences. Given the opportunity, we'll travel to join you in person. During a site visit, Appleaseed will lead field research, bringing along and training a few select team members. We'll get more exposure to your team, operations, community, environment, and solution. We also obtain buy-in from the rest of your team and identify gaps.

Whether we're guiding research in-person or from afar, we'll help you capture the unspoken truths behind decision-making, particularly around motivations and perceptions. These will be key insights for changing target behaviors. It may surprise you that in just a few weeks working on this phase, you'll see your constituents and your work in a new light. By exploring problems through the lens of our methodology, it becomes quite obvious what new strategy is needed.

STRATEGIZE: In this stage, we'll put the pieces together to use what we've learned (and continue to learn!). Having in-depth understanding of our target audiences and audience, creative ideas will flow. With strategy, it's all about making smart tradeoffs to focus scarce resources behind the most promising ideas. We'll show you how to select a suite of behavior change tactics that leverage biases, play to motivators, and remove barriers. Then, we'll give you an implementation framework for planning and testing out the strategy in the leanest possible way.



CREATE / COMMUNICATE / ITERATE: Here is where we kick things up a notch with rapid iteration. We'll guide teams to create minimum viable interventions (communications and adjustments to services or operations). When it makes sense to work with a professional designer, we'll help you make the most of that process — so that you can maximize the designer's creative talents, and quickly produce what was originally intended.

As we roll out new interventions together, we'll measure results to inform the next cycle. Throughout it all, Appleaseed provides direction, analysis support, feedback, ideas, and a healthy dose of encouragement. We cycle through these stages multiple times, so that we see traction with behavior change (increased adoption rates and decreased cost-per-impact over time). This will also set you up well for all future iterations.

What is Appleaseed General Counsel?

- **General Counsel** is a remote monthly subscription to have behavior change experts on call. It is limited to one round of asynchronous feedback and a meeting per week, but it typically points teams in the right direction on ~70% of behavior change questions as they execute. This arrangement is used by teams who require behavior change experts for 1. a specific challenge not covered by core services, 2. a discovery phase leading into research & strategy or experimentation of interventions, or 3. follow-up support as teams ramp down after an engagement.

What comes next, after an engagement?

- **Renewal.** We always aim to go above and beyond in delivering value all our engagements. If we fit well as partners in our first engagement and you were pleased with our service, we are happy to consider partnering again. We stick by our partners, so as long as the opportunity is on-mission, and we'd likely prioritize renewing our partnership with you over a taking a new client opportunity.
- **Transition.** Our vision is a world where all impact organizations can effectively change behavior. That means our success is defined by your ability to sustain without us and/or our ability to connect you with other partners who are more perfectly suited to your needs. When we recognize we are no longer critically needed, we will always seek to put ourselves out of a job. To achieve that, we recommend a transition period where we gradually ramp down support instead of pulling out completely. For this, we offer General Counsel.

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