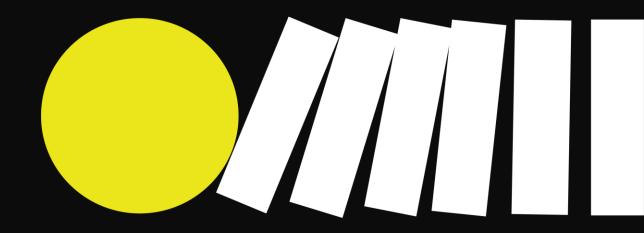
**UNITED UTILITIES | APRIL 2021** 

# Behavioural design sprint: water efficiencies U35s



## Contents



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01.

# Project background and objectives

## Project background and objectives

01.

Tackling overconsumption of water continues to be a key priority for United Utilities 02.

Lots of research and insight into water usage, audiences and their behaviours available – desire to translate this into positive change and action

03.

Reducing water consumption with under 35s demographic of particular interest/importance 04.

## Complete a remote behavioural design sprint to:

- Identify and <u>prioritise</u> specific audience groups and overconsumption behaviours to target first
- 2. Design and ideate real-world solutions to test at pace
  - Try a new creative approach/way of thinking
  - Move from research to action and continued learning/iteration

02.

## Methodology

5 steps to change behaviour at pace



Define and prioritise specific, measurable behaviours that you want people to do

#### Map

Map every decision and action involved for people to carry out the behaviour

#### **Diagnose**

Identify key barriers, biases, heuristics and opportunities

### Co-design

Ideate, prioritise and design behavioural interventions

#### **Test**

Prototype and test in real world context to learn fast, iterate and scale

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03.

## Sprint recap

Water efficiencies for U35s – progress to date



## **Overview**

15-26 Feb

1-5 Mar

8-26 Mar

29 Mar onwards



#### Define workshop (22 Feb, core sprint team, 2hrs)

• Behavioural science lens insight review

## Map + diagnosis

- Map and diagnosis workshop (3 Mar, core sprint team, 2hrs)
- Recruitment: Customer codesign workshops

## Co-design

- Design ideation and evidence review (CC team)
- 3x Co-design workshops (2 hrs/session)
- Co-design 1 (15 Mar, core sprint team)
- Co-design 2 (16 Mar, customer group 1)
- Co-design 3 (18 Mar, customer group 2)
- Prioritisation workshop (25 Mar, core sprint team, 2 hrs)

#### Test

- Behavioural design intervention pipeline
- Recommendations and review meeting (19 Apr, core sprint team, 1hr)
- Ongoing development and build of interventions to test and scale

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## Define workshop

#### **Objectives**

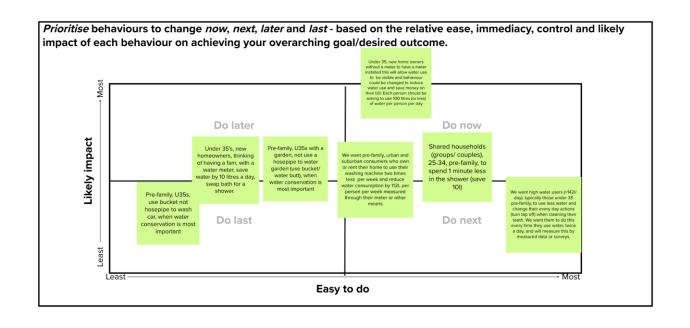
- Define and prioritise specific, measurable behaviours that you want people to do in order to achieve your goal/desired outcome
  - What, who, when, where, how often, when by and measured by
- Develop "behavioural statements" for each behaviour/audience to prioritise

#### **Outcomes**

- Prioritised behavioural statements to help focus attention, energy and resources
- Clear direction for current and subsequent sessions/sprints

#### BEHAVIOURAL STATEMENT

We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (group s/couples), to spend 1 minute less in the shower, saving approx. 101 water per shower



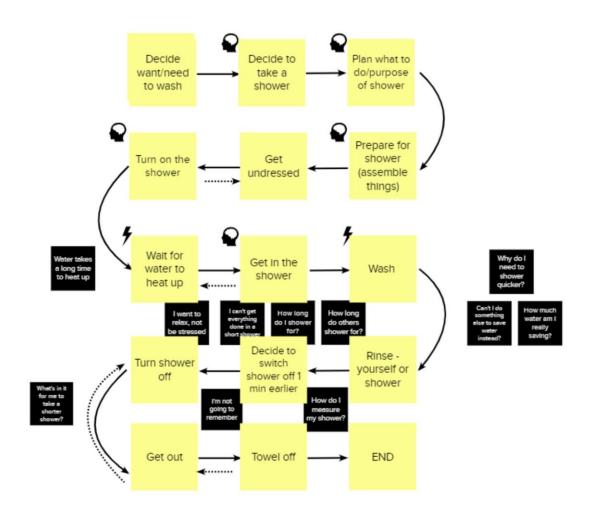
## Map+ diagnosis workshop

#### **Objectives**

- Map out every decision and action involved for people to do the desired behaviour
- Identify key behavioural biases, barriers and heuristics that make it difficult to for people to do the desired behaviour

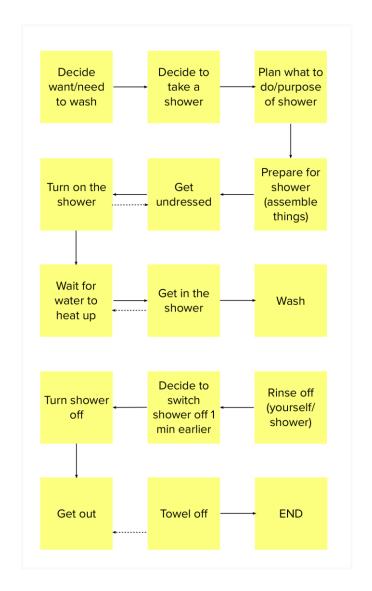
#### **Outcomes**

- Deeper understanding of sprint behaviour, audience and goal user journey
- Unlock and uncover previously unseen opportunities (4) for overcoming barriers (6) and achieving behaviour change



## Behavioural map

"We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (groups/couples), to spend 1 minute less in the shower, saving approx. 10l water per shower"



## Key barriers and opportunities

## Spending 1 min less in the shower

## 1. Self-awareness of behaviours (default and desired)

- Habitual behaviour hard to trigger people to rethink something they do frequently and give little conscious thought to
- \( \sum\_{\text{lack of social proof } unable to easily see/compare own behaviour to that of others
   \)

#### BEHAVIOURAL STATEMENT

We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (group s/couples), to spend 1 minute less in the shower, saving approx. 101 water per shower

- Look for ways to prompt <u>and</u> help people measure their usage at <u>timely</u> moments i.e. physical inbathroom/shower prompts and timers

## Key barriers and opportunities

## Spending 1 min less in the shower

- 2. Lack of saliency/awareness of benefits (personal, financial, enviro) and consequences
- Availability heuristic & self-relevancy bias information about potential benefits, savings (monetary or "green") and rewards for taking a shorter shower are unknown at the time of decision making and hard to accurately gauge/source. Actual consumption/savings info is reported infrequently, "meaningless" and easy to ignore (bi/annual billing, direct debits)
- Hyperbolic discounting no immediate personal benefits or incentives for taking a 1-min shorter shower (or consequences for not)
- Confirmation bias perceptions of water as "cheap", "abundant", 10l being "too small to make a difference" and carbon being "the real problem"

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We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (group s/couples), to spend 1 minute less in the shower, saving approx. 101 water per shower

- Introduce "menu" of incentives and rewards based on personal motivators (financial reward, carbon offsetting etc)
- Provide timely, frequent feedback on individuals' behaviour (whether positive or negative!) and collective impacts
- Upweight cumulative effects and reframe communications i.e. 101/day over X years = X litres saved. That equates to a personal saving of X% on your bill and enough water to fill X Olympic swimming pools/keep X herds of African elephants hydrated for X, and a carbon saving equivalent to Y...
- Use big numbers to capture attention. "The bigger the number (whatever it relates to) the better" and more motivating/salient it's assumed to be
- this observation was offered by a customer at one of the co-design sessions. He seemed very passionate about it!

## Key barriers and opportunities

## Spending 1 min less in the shower



- Mental and emotional states ("Hot" and "Cold") people tend to take showers at the start or end of their day, when they are more likely to be in an "emotional" state (in a rush or stressed and need to unwind)
- Loss aversion: long, hot shower = affordable luxury and accessible pleasure/act of "self-care", particularly during lockdown. Not something to be given up easily or compromised on
- Eco-fatigue: "I'm already doing my bit by doing XYZ. I don't want to give this up, too".

#### BEHAVIOURAL STATEMENT

We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (group s/couples), to spend 1 minute less in the shower, saving approx. 101 water per shower

## Bypass "loss aversion" and "anticipated regret" by finding ways to reframe "less time" as "more gain"

- Reward and incentivise with equivalent "luxury" i.e. premium products or spa days for short shower "streaks"
- Short, mood-based shower playlists and guided "in-shower" meditations to set times
- Ambient lighting/lightshows that double up as timers/speakers

## ⇔ Bring focus to the "outside of shower" parts of "having a shower"

- Fluffy robes and luxury bath mats quicker you're out, quicker you're snug
- Mindfulness as part of pre/post-shower routine

## Key barriers and opportunities

## Spending 1 min less in the shower

#### 4. Intention-Action gap

- Defaults: shower already seen as "quicker, more water efficient" option than a bath. "I'd like to do more but I can't do more than I already am, can I?"
- Auto-pilot: even if people decide they want to try it, they still have to remember to physically "do" it (turn shower off 1min earlier) next time they shower
- O Present bias: the allure of an extra minute in the warmth of the shower outweighs the future benefits or consequences (financial costs, environmental impacts)
- "Unrealistic" target: goal of spending 1 min less seen as too
   ambitious. Less time to get "fully clean"/finish routine

#### BEHAVIOURAL STATEMENT

We want higher than average water users (1421, per person/day), aged 25–34, who are pre-family and live in a shared household (group s/couples), to spend 1 minute less in the shower, saving approx. 101 water per shower

- Look for ways to prompt the behaviour before, during and after the shower repetition to aid recall/mental availability of intention and reduce the intention–action gap
- Design feedback loops into interventions continued repetition and reward of desired behaviour (notifications, timers, achievements, instant rewards)
- Reframe the norm and "the ask". E.g. 2 mins for a morning refresher, aim for 6 mins for a hair wash or leg shave
- Add friction make "preferred" behaviour (long-shower) physically unappealing. i.e. uncomfy in-shower mat, hot water timers...
- Pre-commitment devices linked with rewards
- $\checkmark$  Myth-busting and "quick shower hacks"

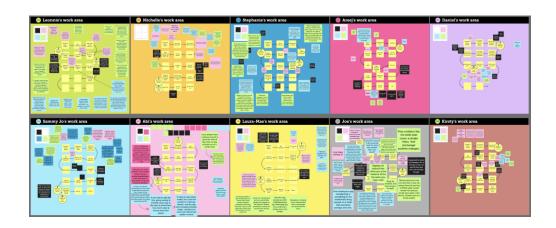
## Co-design

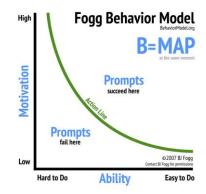
#### **Objectives**

- Design, ideate and prioritise potential interventions and solutions
- Gain real-time feedback on behaviour change challenge, barriers to action, and co-design solutions with real-life customers
- Explore existing real-world interventions designed for similar challenges

#### **Outcomes**

 Solid design and implementation ideas for interventions to take forward and further develop/test





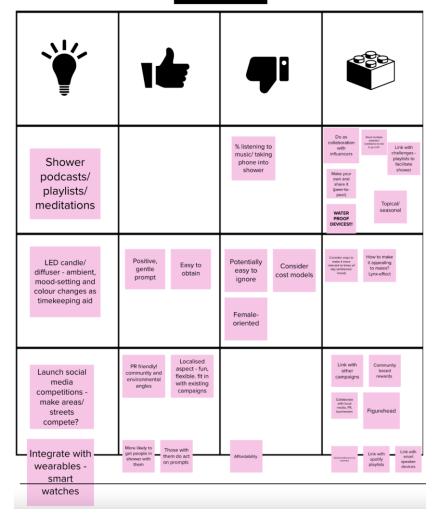
Behaviour change = prompt + motivator + ease (at the same time)

## Ideas for prompts

### Spending 1 min less in shower

- In/near shower devices and gadgets i.e. timers, colour change products etc..
- Ambient messaging decals, shower curtains, LED light projections, bath mats, rubber ducks
- Audio cues shower podcasts/playlists, guided meditations, radio ads at peak shower times
- Apps and integrations with wearables/Smart assistants (Alexa)
  - "All in one shower app" timers, scheduling, notifications, progress trackers, meditations, playlists/podcasts, leaderboards
- Comms and awareness social proofing
  - Competitions between streets/areas
  - Collaborations with influencers and communities i.e. schools, eco-hairdressers etc..





## Ideas to motivate Spending 1 min less in shower

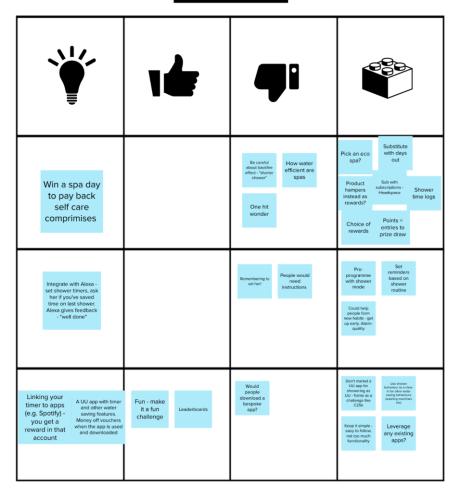
#### Turn it into a challenge

- Feedback is critical e.g. your progress, how you stack up against yourself, and others (within your area, family, friendship group), collective benefits and impact
- Celebrity endorsement "Do it for Sir David!"

#### Rewards and incentives

- Menu of rewards let people choose for themselves based on what appeals/motivates them most (money back, free memberships/subscriptions, carbon offsetting, vouchers for meals out, access to savings gradings/tariff bands etc)
- Non-monetary rewards and incentives well done letters, equate personal progress with wider eco/social benefits
- Points win prizes
- Postcode and regret lotteries
- Make benefits (pro-social or personal) visual and tangible
- Make rewards and recognition <u>instant</u> (or as close to present as possible)



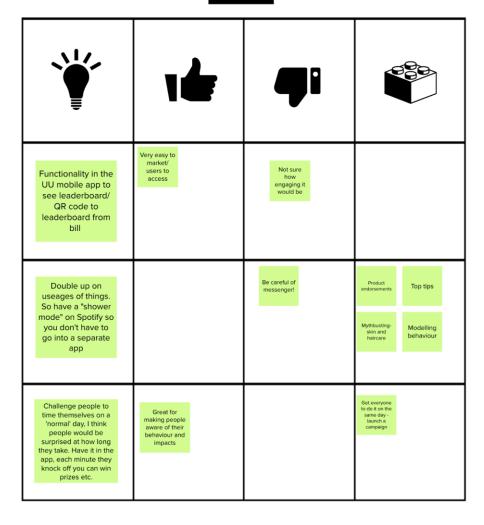


## Ideas to make it easy Spending 1 min less in shower

- Easy to understand the benefits
  - Partner with manufacturers to put water saving ideas/messaging on products
  - Community outreach eco-hairdressers/schools "If others are doing it, I can/should do it, too"
  - Mythbusting and education make water saving education and awareness
    accessible and easy to understand/equate to other eco issues.
     Some people genuinely don't know where their water comes from, what it takes to get it
    there, or that it's something they should be concerned about enough to act. Others think
    they absolutely have to wash their hair twice or it's not "clean"...
- Easy to do
  - Timers (physical or app-based) to benchmark usage and monitor ongoing showers
  - Doubling up time saving products (2in1s) and "do it all" apps (time, notify, link to leaderboards, playlists etc)
  - Achieveable target reframe the ask
     Rather than ask everyone to shave 1 minute off, ask people to aim for different targets/grades depending on where they're currently at e.g. 10min showerers try for 8
- Easy to see progress and get rewards
  - Provide timely feedback on goals achieved, missed and how/when to unlock rewards

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## EASE



## Real world interventions

What is it?
Water Pebble

#### What's it for?

Aims to decrease shower time by actively monitoring the amount of water going down the drain

#### How does it work?

- User places Water Pebble in shower
- First shower used as a benchmark to measure water consumption (default "allowance")
- Subsequent showers are automatically shortened and then graded using "traffic light" system
  - Green = start of your shower
  - Amber = halfway through benchmarked "allowance"
  - Red = used up allowance

#### Why it's effective

- Affordable, convenient and "in-the-moment" reminder to take shorter showers
- Non-intrusive and easy to set up





## Real world interventions

#### What is it?

Spotify playlist by Water Aid and Y&R

#### What is it for?

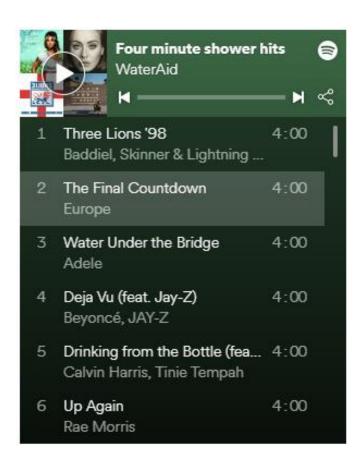
Aims to assist and encourage people to take 4-minute showers.

#### How does it work?

Each song on the playlist is exactly 4 minutes long. User puts the playlist on (or chooses their fave song on it), jumps in the shower and aims to finish before a song ends.

#### Why its effective

- Engages users on a popular, actively used platform they're already familiar with and use regularly
- Fun, shareable, gamified content: share the playlist and challenge friends and family



## Real world interventions

## What is it? Amphiro water metre

#### What is it for?

Live measurement and feedback device – provides users with instant information about their in-shower water and energy consumption – and the potential environmental impacts!

#### How does it work?

- Shower meter is installed at eye level
- Measures water flow and energy usage while shower is on
- As user showers, an animation of a polar bear on an ice cap appears. The longer the shower, the less ice at the end... (oh no!)
- An animation of ice shrinking beneath a polar bear made salient the connection between high energy consumption, carbon footprint and climate change

#### Why its effective

- Immediate, real-time feedback = increased saliency and selfrelevancy
- Highly visual usage is instantly equated with environmental impact
- Less aggressive environmental awareness nudge but no less effective!

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20% reduction in shower time21% reduction in water consumption22% reduction on energy consumptionROI 9mo+ (bill savings vs cost of device)



## Prioritisation workshop

#### **Objectives**

- Collate and review design ideas
- Further develop ideas based on B=MAP model (add prompts, motivators and ways to make easier, ideally at the same time)
- Score ideas based on relative feasibility, scalability, immediacy and likely impact (5 points per category, 20 points total)

#### **Outcomes**

- Ranked and prioritised intervention ideas
- Pipeline of interventions and timeline for testing/working through – starting with "Do now" ideas (highest scoring)

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Intervention	Feasibility	Scalability	Immediacy	Impact	TOTAL
Integrated awareness campaign to take a shorter shower. Leverage water based micholaul revends to positive and collective impacts to positive and collective impacts on their doorstep.	•	4J		32	**
CSS sight shower and allowing percent and the sight shower and allowing the company to the manning. Leverage calculated a commentar to motivationing content of commentars to motivationing content of the company of th	36	·	26	**	•
Community rewards opportunity- trik in with existing campaigns. Outheach with schools and stream of the schools and showering, gain Cammunity rewards (a. water efficient gardens.	•	•		•	15
Social media campaign challenge: push to app sign ups and app- based competition, Leverage awareness/competition progress.	,		23	•	15/16
Shower playlists Spetify group - collaborations with creeks. Collaborations with creeks of playlist. Link with aga to record monitor usage/picopress and enter leader board for prize draws.	•	•	•	•	17
Community based Daily Use Shower Challenge, Leverage localised comes (by Wanc etc), Accompany of the Challenge, Leverage and Challenge of the		•	•	•	16
App with challenges, map your own personalised playlist to act time, and incentives to take shorter showers.	•	•	33	·	14-15



## **Prioritisation matrix**

- 7x intervention ideas generated by UU team
- Ideas combine shower playlists, app integrations for tracking/timing usage and identifying individuals/areas to award prizes, too
- Plus, local comms campaign-based interventions, utilising existing social media channels
  - Community campaigning and outreach (schools, community groups)
  - Local/regional competitions with pro-social rewards
- Highest scoring (UU team ideas)
- Shower playlists Spotify group
   Choiceology.com
   Daily Shower Challenge

PIPELINE OF INTERVENTIONS TO TRIAL Starting with your highest scoring intervention idea, place each idea into the matrix below. This will become our pipeline of interventions to begin to build, test and scale in future development phases. Highest scoring interventions should be placed in the "Do Now" quadrant Do now Do later Community based Daily Use Shower playlists Spotify group App with challenges, map Integrated awareness campaign to Shower Challenge, Leverage collaborations with celebs. take a shorter shower. Leverage your own personalised localised comms (Liv v Manc etc). Encourage peer-to-peer sharing water based individual rewards playlist to a set time, and Accompany with spotify playlists of playlist. Link with app to (haircare/dressing), Links rewards and candle/diffuser giveaways. incentives to take shorter record/monitor usage/progress Areas/individuals with most and enter leader board for prize on their doorstep, (14.4) showers. (14.5) savings get prizes/rewards. (16) draws. (17) Community rewards opportunity Social media campaign people to set timers and reminders in the morning. Leverage celebrities/ link in with existing campaigns. challenge: push to app sign ups Outreach with schools and community groups. Save water Leverage social media channels to raise awareness/competition rewards i.e. water efficient progress. (15.5) Do last Do next

17/20

## Shower playlists Spotify group

- Collaborative with celebs
- Encourage peer-to-peer sharing of playlist
- Link in with app to record and monitor usage/ progress
- Enter leaderboard for prize draws.

16/20

#### Daily Shower Challenge

- Community based
- Leverage localised comms (e.g. Liv vs Mcr)
- Accompany with Spotify playlists and candle/ diffuser giveaways
- Areas/individuals with most savings get prizes/rewards.

## Intervention ideas UU team

#### Scored out of 20 based on relative

- Feasibility
- Scaleability
- Immediacy
- Likely impact

Use scores to plot an "Intervention pipeline"

- Highest scoring = "Do now"
- Next highest scoring = "Next"
- Mid-range = "Later"
- Lowest scoring = "Last"

#### 14.4/20

#### Awareness campaign

- Integrated campaign
- Goal of shorter showers
- Leverage water based individual rewards (e.g. free haircare/hairdressing)
- Links shorter showers and rewards to positive and collective impacts on their doorstep

#### 15/20

## Community outreach and rewards campaign

- Save water showering, gain community rewards I.e. water efficient gardens
- Link in with/piggyback existing UU campaigns
- Outreach with schools and community groups

#### 14.5

#### Challenge app

- App with challenges
- Allows user to map own
   personalised playlist to a set
   time
- Choose incentives to take shorter showers

#### 17/20

## Shower playlists Spotify group

- Collaborative with celebs
- Encourage peer-to-peer sharing of playlist
- Link in with app to record and monitor usage/progress
- Enter leaderboard for prize draws.

#### 16/20

#### **Daily Shower Challenge**

- · Community based
- Leverage localised comms (e.g. Liv vs Mcr)
- Accompany with Spotify playlists and candle/ diffuser giveaways
- Areas/individuals with most savings get prizes and rewards.

#### 14/20

#### C25k style app

- Allows users to schedule reminders and set timers
- Leverage celebrities and comediants for motivation and app content
- Simple prize draw download app, win X
- Raise awareness and promote/cause action

#### 15.5/20

#### Social media challenge

- Push to app sign-ups
- App-based competition
- Leverage UU social media channels to raise awareness and share competition progress

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## Best of the rest

Ideas from co-design sessions, customers and Choiceology

#### Benchmark – then beat it! (Non app-based challenge)

- Personal challenge ask people to time their shower, make a note, then try and beat it next time!
- Provide simple shower timer freebie
- Link in with social media content, provide story filters and sticker for sharing/hashtagging
- Weekly hashtag-based prize

#### Water Pebble

- UU brand (collaborate?)
- Add loop for hanging on door/around shower
- Add "beep" timer functionality

## In-shower prompts and peripherals

- Colour change hygiene products
- Colour change shower curtains/decals
- Soap on a rope
- 2in1s (partner with brands)
- Amphiro usage meter (UU brand?)

## Shower sequence meditations & podcasts

- Podcasts/meditations to a set time
- Walk you through your shower sequence (meditations)
- Create playlist options different moods/times of day
- Collaborate with celebs

## Partnerships and collaborations

- Charities
- Manufacturers
- Local Authorities
- Energy companiesCelebs/influencers
- Schools
- Hairdressers

## Shower/water saving lottery

- Commit to reducing time in shower/water usage in general
- Link with community/area based competitions
- 2-tier prize draws? 1x in the area with biggest reductions this period, 1x top 10% biggest reduction

  households usage from last

#### Bill messaging

- · Make easier to read
- Easier to equate water savings into "meaningful" comparisons/info. Think Bulb!
- Make cash savings tangible

   rather than money off bill,
   give a voucher or directly
   put the saved cash in their
   own accounts!

#### **Notification reminders**

- Via existing UU app (general usage up/down or short shower reminders at "peak" times)
- Via Smart speaker (Alexa)
- Using regular phone "reminder" features

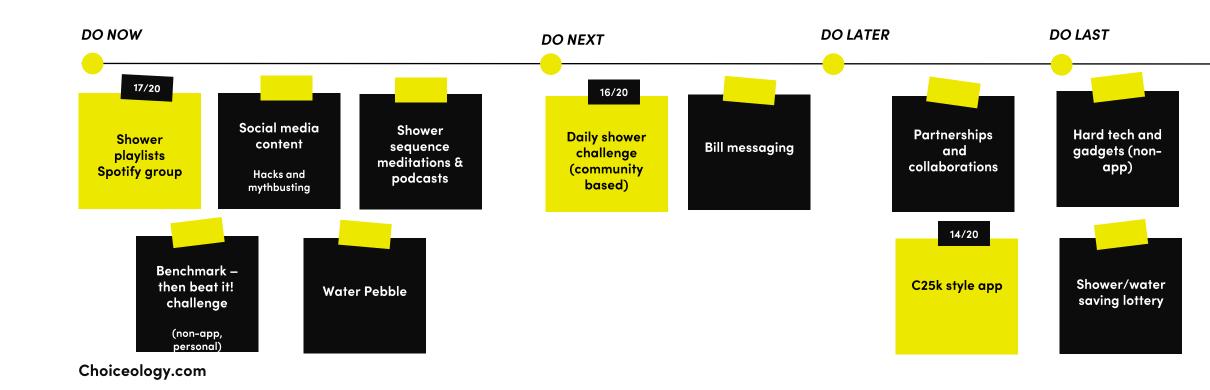
#### Social media content

- Shower hacks series
- Mythbusting
- Mix content with real-world impacts content (money, enviro)
- Stories filters and stickers
- Collabs with influencers/celebs
- "My minimalist shower" -Marie Kondo

## Hard tech/gadgets (non app)

- Hot water shut offs (timed)
- <u>"S</u>mart" meters
- Pay to shower
- In shower radios/speakers with timers
- Flow reduction shower heads

## Intervention pipeline



04.

## Prototype and test

Ideas to prototype and test, now!

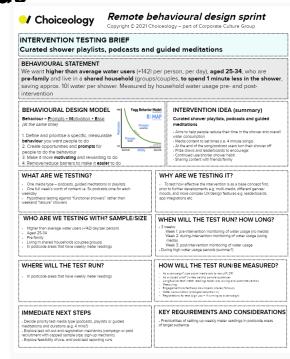


## Designing and testing interventions

Briefing desuments for "Do now" ideas

#### Mural board:

https://app.mural.co/t/choiceology4230/m/choic eology4230/1618760474518/b32176021e8ffe052 cf356f82b2c6258bde5a44c



#### Choiceology

#### Remote behavioural design sprint

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#### INTERVENTION DESIGN BRIEF

Curated shower playlists, podcasts and guided meditations

We want higher than average water users (+1421 per person, per day), aged 25-34, who are prefamily and live in a shared household (groups/couples, to spend 1 minute less in the shower, saving approx. 10I water per shower. Measured by household water usage pre- and post-



#### PROMPTS

How:
- Push notification or SMS message to prompt awareness of behaviour (less time in shower) and remind of podcasts, playlists and meditations

#### When: - Weekdays, at timely moments when people are likely to be thinking about taking a shower (i.e. just before peak-times for water consumption in morning/evening. Localise/personalise to regions

households where possible)

- Future consideration: allow people to schedule their own reminder messages at times that suit them **OR** automated scheduling of messages ased on household usage

Fitness tracker reminders via push



#### MOTIVATION EASE



#### **OBJECTIVES, METRICS AND SUCCESS**

Encourage people to share the playlists, podcasts and meditations with friends and family to raise awareness and drive further uptake and reduction In overall water consumption

Actionable metrics:

#### KEY REQUIREMENTS AND CONSIDERATIONS

Rey requirements.

Jul Calmers accounts e.g. Sportly/other do create pilaylists and upload
meditations popular to make for VIV ago capability to not context
meditations popular to make for the pilay capability to not context
clamate leanylist for engagement relatedaction for measuring habit
formation and monitoring usage-invariding prizes (priows, shares,
cominicate, pilay excl, integration with UV app?

- Ability to notify circle witness. In app?

- Ability to order per priority at an indiffications (push SMS)

- Ability to streebule prompts and notifications (push side)
- Development of content screebule to peritary postation, inscription of the content of the con

05.

## Next steps

## Now: Build and test

- Assemble your prototype development team
- Develop your MVP prototype
- Launch your test intervention with sample group
- Get results and learn fast!

## Later:

- Further develop your prototype and launch v1.0 with wider audience
- Continue to learn and iterate, moving along audience segments
- Take on a new sprint challenge!
  - See DEFINE session behavioural statements

We want

U35s to get a water meter

We want

U35s to turn
the tap off
when
brushing their
teeth

We want

U35s to stop using hosepipes to water their garden during water stress periods

We want

U35s to use their washing machine 2x less per week

We want

U35s to swap their regular baths for a shower instead We want

U35s to use a bucket (not hosepipe) to wash their cars





## Thank you

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Corporate Culture Group: CorporateCulture

Helping organisations succeed through their people

Choiceology

Better choices made easier how on earth

Unlocking change for sustainable futures

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