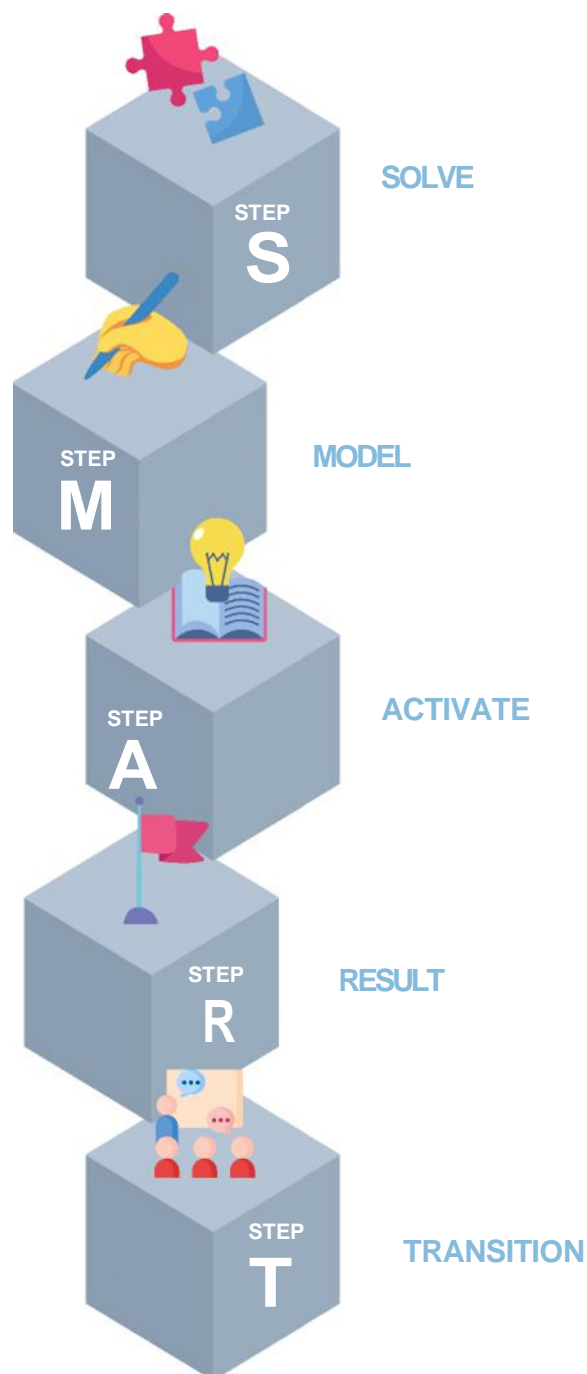


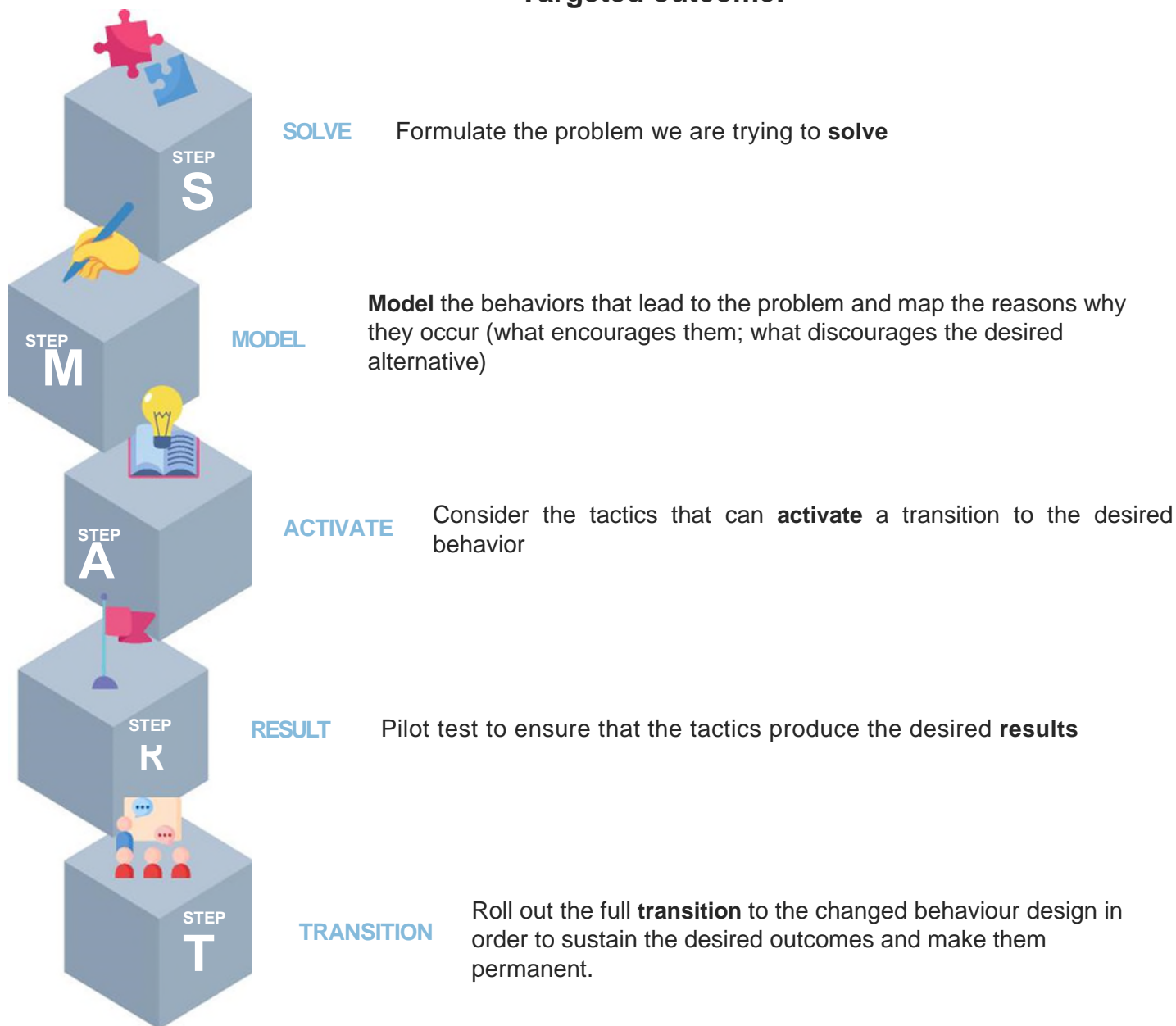
beSmart

THE BEHAVIOR-SMART PROBLEM SOLVING PROCESS

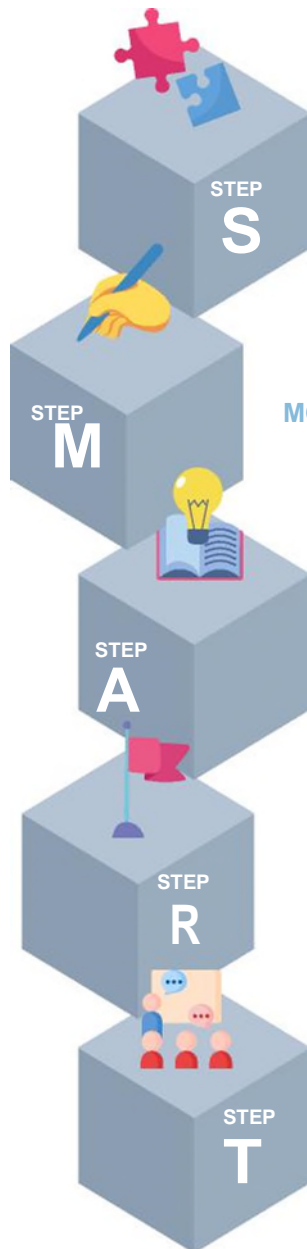


THE BEHAVIOR-SMART PROBLEM SOLVING PROCESS

Targeted outcome:



THE BEHAVIOR-SMART PROBLEM SOLVING PROCESS



Questions to ask:

SOLVE

- What is the problem we want to solve?
- What is the effect/ outcome we want to minimize/ eliminate?

MODEL

- The behavior of which groups produces the undesired outcome?
- What encourages the undesired behavior (for each group)?
- What discourages the desired change in behavior (for each group)?

ACTIVATE

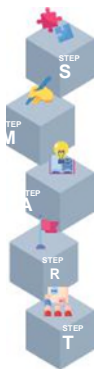
- What can suppress or eliminate the encouragement for the undesired behavior for each group)?
- What can encourage the desired behavior change (for each group)?
- What tactics can be applied to flip the balance of encouraging/ discouraging factors and drive behavior change (for each group)?

RESULT

- Are we certain that each tactic and the combination of tactics actually works? Are we certain that the
- tactics do not produce unforeseen undesired effects?

TRANSITION

- What is an appropriate design for a program that integrates all tested tactics to drive behavior change on the desired scale?
- What are the measurements we will track to monitor success?



THE BEHAVIOR-SMART PROBLEM SOLVING PROCESS

Company-Level Examples:

The guests of a camping complex drink mostly bottled water despite the fact that tap water is perfectly tasty, free and widely available. This leads to the generation of significant volumes of single-use plastics waste that is environmentally undesirable, costly and completely unnecessary.

Undesired behavior is encouraged by:

- availability
- default
- ease

Bottled water is available at shops, restaurants, cafes. It is served by default at cafes and restaurants, and it is easier to reach out when it is already available at accomodation.

Desired behavior is discouraged by:

- effort
- lack of appeal

Refilling water bottles requires effort and specific means -- reusable bottles. Water taps are unappealing and perceived as water supply points rather than drinking water points.

Desired behavior can be encouraged by:

- abundance and ease
- switch of defaults
- extra appeal
- strengthened desirability

Tap water can become the preferred choice if it is easily available everywhere, if it becomes the default for serving water, if taps are more visible and appealing, and water is presented as more desirable.

Undesired behavior can be discouraged by:

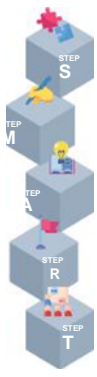
- frame as less appealing
- add barrier
- design out

Bottled water would become less desired if it is presented as the less appealing option, if it becomes more difficult to obtain, and especially if it is designed out of the camping experience as a whole.

Each tactic is introduced one by one for a limited time and potentially with a small group of guests in order to establish which ones contribute to the desired behavior change without any undesired side effects.

The design of the camping experience, including operations, physical design and setup, and infrastructure are adjusted in order to ensure that the dominant (or only) choice of the guests is tap water.

As a result the camping complex drastically reduces (or eliminates completely) plastics waste and recovers the investment from savings from waste management fees.



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Destination-Level Examples:

Most businesses across the destination continue to offer bottled water as an option even though they can easily transition to tap water only. This contributes to a continuing problem of the single-use-plastics (SUP) footprint of the local tourism economy even though there is no objective barrier for eliminating SUP from water.

Undesired behavior is encouraged by:

- status quo bias
- misperceptions

For business owners it is much easier to continue doing what one has been doing than to change; they are also influenced by the wrong belief that offering more choices is always preferred by customers.

Desired behaviour is discouraged by:

- loss aversion
- hassle factor
- cost factor

Businesses wrongfully fear that eliminating choices will damage customer satisfaction; the need for operational adjustments and small investments further discourage them.

Transition to desired behavior by:

- eliminate misperception
- eliminate fear of negative effects
- incentives for effort
- eliminated costs
- social encouragement and pressure add extra cost on undesired option

Companies can be encouraged to change if their consumer-related fears and misperceptions are eliminated, if they are incentivised to encourage tap water consumption, if they receive support to overcome the cost barrier, while the cost for staying with the undesired option is increased and if there is growing social pressure to make the transition.

A pilot test with a small number of companies is set up and executed for a 3 month period to streamline processes, optimize design and secure demonstration effect.

Destination authorities roll out a program for businesses including:

- time limit
- training program
- tools for change
- eliminated costs
- social pressure gamification

The program should be with a time limit and should include training companies to understand consumer choices and effects of changing options; they should be given supporting tools and guidelines to make the change as easy as possible; gamification should strengthen engagement and add a fun element, and social pressure should increase the likelihood for participation.







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