

## SpringBoard

A mobile application that encourages users to meet their daily goals by magnifying personal success into positive social impact.

### The Problem

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**It's a Small Big World:** Charities spend big sums on marketing teams to make people care. They spend on technical staff to reduce the steps between the responses elicited by marketing and actual donations. Both sums could be better spent if charities earned continued support from donors invested in their missions. Even if total donations remained stable, directing a greater percentage of revenue toward on-the-ground goals means increased impact.

**First World Problems:** In our comfortable lives, we Many productivity strategies exist, but often the small steps toward our lofty goals aren't motivating enough. Mundane things prevent us from reaching our changing our behavior: Boredom leads to eating, impulse leads to overspending, etc. The rewards for committing are too small. But what if someone else's well-being could be improved by our successes?



Walk the Dog



Eat Breakfast



Study for the GRE

**Solution:** We want to capture the best of both world. Charities are desperate to connect with donors. Potential donors want to help but feel disconnected from problems aren't part of their daily lives. SpringBoard connects these groups.

## Meet the Team

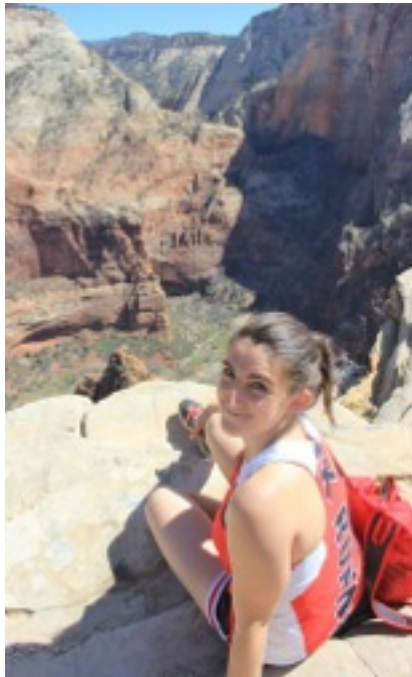
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We are hikers and strategists, environmentalists and acrobats, programmers and artists, on a mission to reinvent goal setting and positive impact by amplifying the small successes of individuals.



**Tejas  
Shah**

Manager &  
User Testing  
MS, Computer  
Science '15



**Julia  
Enthoven**

Documentation  
Mathematical &  
Computational  
Science, '15



**Griffin  
Koontz**

Developer  
Computer  
Science, '17

**Clementine  
Jacoby**

Designer  
Symbolic  
Systems,  
'15



# Consumers

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## Kendall - Age 17

*Interview: Over Skype*

Kendall is a seventeen year old high-school senior from Utah. Like most high school students, Kendall is busy, over-scheduled, socially motivated, and glued to her smart phone; she likes spending time with her friends and takes her friendships and reputation seriously. Kendall is an athlete and spends her free time rock climbing, rowing crew, and hiking. As a student, Kendall doesn't have big chunks of cash to donate to charity, but she is socially conscious and is often moved to support individuals whose situations may be improved by small donations. Consequently, we believe that she is representative of the SpringBoard audience. Clementine is Kendall's sister and recruited by asking for help!

## Paul and Andrea - Age 64 & 62

*Interview and Observation: At interviewee's home*

Paul, 64, and Andrea, 62, are husband and wife living in Silicon Valley. Paul has had a successful career in venture capitalism and is nearing retirement, while Andrea maintains an active role in the community, serving on the board of the Woodside Priory High School. The upper-middle-class parents donate to charity regularly and have some disposable income. They feel a greater sense of satisfaction from donating to a few charities and maintaining a long-term connection with each one. Both are committed to exercising and healthy eating. Paul and Andrea are the parents of a senior at Stanford majoring in human biology.

## Kimiko - Age 20

*Interview and Observation: Walk from Mayfield Residence Houses to Mudd Chemistry Building*

Kimiko is a Stanford undergraduate in Human Biology. After her mom had survived a disabling stroke, Kimiko became passionate about and involved in stroke research and hopes to go to physical therapy school so that she can work in stroke recovery. A Hawaii-native, Kimi is in her fourth year at Stanford. She does not have a lot of extra cash on hand, but she does work two jobs at school and has a small, steady income. Like many twenty-year-olds, Kimi is plugged into social media and relies on her smartphone for productivity and communication.

## Tyler - Age 23

*Interview: In Munger Residence Hall*

Tyler, a twenty-three year old physics researcher at SLAC in Palo Alto, finds that his work and social commitments often leave him too busy to focus on personal goals. Tyler is busy, active, and intelligent. He wants to develop a habit of sleeping at least seven hours a night and making regular visits to the doctor and dentist. Tyler similarly feels a sense of social responsibility to donate to the less fortunate, but cannot find time to research charities and regularly donate. We found Tyler through an open request for interviewees on Facebook

## Contextual Inquiry Results

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### Giving to Others

#### Importance of Personal Connection

Several of our subjects talked about the importance of connecting to individuals when giving money or volunteering

- Both Kimiko and Tyler said they were more likely to donate when a person was asking them for money, like a homeless person on the street or a spokesperson talking to them about where the money would go. Kimiko described this form of giving as an impulse: she saw the reason to give, had the money in hand, and would have felt guilty if she didn't contribute.
- The last time that Kendall donated, she gave in support of a photojournalist covering war crimes in Afghanistan who she met personally.
- Andrea talked about Kiva, a non-profit which finances micro-businesses in the third world, as an ideal charity. She felt that the organization enables donors to "really connect with an individual's story and know exactly where the money is going," which is an important source of trust and motivation to give more.



Andrea demonstrates the Kiva website

Even when giving to funds or foundations rather than individuals, our subjects preferred missions which were relevant in their own lives. For example, Andrea, Paul, and Kimiko contributed to charities serving stroke patients because they had good friends or family members who had suffered a stroke. Similarly, Tyler donates to homelessness prevention because he knew lots of the homeless people in his neighborhood growing up. This tendency seems to indicate that even if it is not an individual asking for money, some person in the subject's life (or the memory of that person) acts as a proxy advocate for the larger cause.

### Motivating Yourself

#### Reward Systems



After the gym, Tyler rewards himself with a beer

People create implicit and explicit reward system to motivate themselves to stick to their goals.

-When Kendall, our teenage subject, motivates herself to attend math lab, she and her friend treat themselves to

Sonic cream smoothies afterwards.

- Tyler rewards himself for working out by allowing himself a beer after the gym

## Anticipated Gratification

Several subjects cited the anticipated “feel-good” moment after accomplishing a task as being a motivator for incremental goals.

- Kimiko works out to stay fit, both for herself and so that she can help others in emergency situations. She likes to be able to lift 150 lbs - her mother’s weight, in case she needed to be carried. Although Kimiko sometimes skips the gym during finals week, she is a generally consistent athlete. “I just push through that really big obstacle upfront - not wanting to go to the gym - and know that once you’re in it, you’ll be in it, and enjoy it, and thank yourself for going later,” she said about her drive
- Similarly, both Tyler and Paul said they motivated themselves by remembering that exercise makes them feel good



Kimiko gets ready for the gym

## Reminders and Visibility

- Paul and Andrea donate money to charities when they are reminded of deadlines. They are more likely to contribute to periodic campaigns, like annual funds, when they get newsletters or personal calls



To stay hydrated, Kendall keeps her Nalgene on hand

-Kendall has been able to reach her goal of drinking two liters of water everyday by keeping her water-bottle in-hand. She said that there is a big difference in visibility between the things in her backpack and the things that are immediately available.

-Tyler sets alarms for himself to mark time allocated for health goals, like going to sleep or exercising. Kimiko, similarly, keeps her calendar on the wall by her desk with time blocked out for things like “gym.”

# Task Analysis

	Giving and Charity	Goal Setting and Motivation
<i>Who is going to use the system?</i>	People who use technology regularly as a productivity tool and who are interested in giving and social impact. From these characteristics, we guess that our audience will be mostly young adults who are plugged into social media and have some disposable income.	
<i>What tasks do they now perform?</i>	<p><b>Social consciousness:</b> Young people are aware of the disparities in income and living condition in the world today and have a desire to contribute to improving the situations of others. Many have different ways of giving back, whether that be donating, advocating, volunteering, or supporting the cause.</p> <p><b>Impulse Giving:</b> People give when people ask them to give and when donating requires very little overhead. Our participants mentioned that they are much more likely to give when they see someone begging on the street, speak with a charity representative, or get a personal letter in the mail than they are if they hear of a meaningful charity or cause. However, this type of giving is not always satisfying. Kimiko says that when she doesn't do enough research on a charity, she often regrets giving at all.</p> <p><b>Personal connection to causes:</b> Personal links from the past inform the charities a person supports. By the time they reach the age of our target audience, people often have a few causes that they are particularly passionate about.</p> <p><b>Pledges and Prior Commitment:</b> People feel compelled to follow through on commitments they have made in the past and intentions they previously expressed. Being reminded of those commitments adds an additional sense of obligation.</p>	<p><b>Goal-setting:</b> People have resolutions or high-level objectives that they would like to accomplish but must motivate themselves to make progress on.</p> <p><b>Break-down into daily steps:</b> People set actionable daily goals for themselves in pursuit of larger objectives. For example, Kimiko tries to go to the gym four times a week to accomplish a goal of staying fit; Kendall flips through vocabulary flashcards daily in preparation for the SAT.</p> <p><b>Habit Forming and Motivational Strategies:</b> The most successful achievers motivate themselves by forming good habits. Although doing the task is at first deliberate and tiring, over time habitual tasks become mindless and painless, part of the routine. People create strategies and structure for motivating themselves to accomplish daily goals. Some examples from our participants:</p> <ul style="list-style-type: none"> <li>- Tyler joined a fitness group so that his peers hold him accountable for working out</li> <li>- Both Paul and Tyler block out time in the day so that they have time available to dedicate to their healthy habits</li> </ul>

## Giving and Charity

## Goal Setting and Motivation

*What tasks are desired?*

**Research, Curation, and Discovery:** Although many of our participants have humanitarian causes that are important to them, the plethora of organizations serving those causes is overwhelming. With hundreds of thousands of charities in every area of social good, it is difficult to identify the organizations' whose work is the most important and most efficient. Young people are too busy to regularly browse and research charities and go through the donation process. Publicity in recent years about corruption and inefficiency in the not-for-profit world has made individuals even less willing to discover new charities to sponsor and trust. As a result, young people are rarely committed to social good organizations and do not have an avenue to make an impact.

**Direct Giving:** Our subjects valued the capacity to give directly to individuals instead of donating to charities and foundations. "If I could literally guide my money, in hand, and say 'no, you have to put this here', then yeah, maybe [I would give]," Kimiko said about her preference for direct giving. Kimiko and Tyler, both intelligent, Stanford-affiliated, socially-conscious individuals, expressed distrust of the current charity structure.

**Regularity:** Users like having a timeline for donations. "Annual funds" are effective because they are habitual. SpringBoard will encourage users to make a habit out of donating

**Positive Reinforcement:** People want to feel good when they exert effort, not just crumby when they do not motivate themselves. SpringBoard amplifies the good in people's lives, so that people have a positive reason to achieve their goals rather to simply avoid a bad.

**Larger Meaning:** Often, people have trouble bolstering their small, personal goals with significance. SpringBoard allows you to tie your "first-world problems" - like avoiding sugar or not biting your finger nails - with community impact.

**Accountability:** Who really cares if you don't go to the gym, just for today? The problem with daily tasks and healthy habits is that we can talk ourselves out of them in any particular instance, even if we believe in the larger objective. People want a system of accountability and obligation that will make their successes (and failures) more tangible and salient in their lives.

**Visibility:** As mentioned in the contextual analysis, visibility is an important strategy for encouraging users to achieve their goals. People want to see the objectives to be broken down into actionable daily tasks and want to be reminded of those targets throughout the day. Also, SpringBoard hopes to visualize long term progress, so that people can see how they're doing, identify negative trends and patterns, and actively improve their lifestyles.

	Giving and Charity	Goal Setting and Motivation
<i>How are the tasks learned?</i>	<p><b>Charity Education:</b> Young people acquire preconceptions about donating to charity from their parents, peers, and educators. People who come from a home where parents value monetary contributions to charity are exposed to the donation process when they are young and are thus more likely to internalize the associated values and more likely to become donors themselves. Kimiko, one of our participants, learns about charitable causes through social media; the last time she donated was in support of the ALS Foundation after she was “nominated” for the Ice Bucket Challenge on Facebook. She also hears negative reviews of charity on Facebook; she showed us an infographic about charities spending on PR that she liked on her Tumblr. Paul and Andrea had</p> <p><b>Disposable Income:</b> As income level increases, so does tendency to donate. Having more money seems to make people more likely to give.</p>	<p><b>Personal Experience:</b> Over the course of childhood, schooling, and adolescence, people learn how to motivate themselves to accomplish concrete tasks and meet objectives. Although individuals adopt different strategies, the tools reflect executive functions and character traits - persistence, delayed gratification, patience, etc - that are consistent across people.</p>
<i>Where are the tasks performed?</i>	<p>Donation to charity occurs either online or in-person. Most of the time, subjects give smaller amount of money when they happen upon someone collecting, in the street, in church, etc.</p>	<p>Accomplishing goals and logging progress can be done at any time of the day. If enabled by a mobile application, it can be done on the go: while walking, before bed, between meetings, etc.</p>
<i>What's the relationship between customer &amp; data?</i>	<p>Customers choose causes or beneficiaries that are important to them. They then indicate - or pledge - the amount that they would like to donate. Some donors use their donation records for tax benefits. Currently, much of the information about how donations are spend is hidden from the giver. We hope that SpringBoard will be able to give people more information and feedback about where their donations will go.</p>	<p>Customers come up with resolutions or broad objectives and break them down into actionable daily tasks. For example, the goal to stay healthy might be fulfilled by drinking 8 cups of water daily.</p>



	Giving and Charity	Goal Setting and Motivation
<i>What other tools does the customer have?</i>	<p><b>GiveDirectly and Kiva:</b> Two organizations that enable direct giving (sending money directly to beneficiaries)</p> <p><b>Charity Research:</b> GiveWell, GuideStar, Charity Navigator, etc.</p> <p><b>Routine and charity:</b></p> <ul style="list-style-type: none"> <li>- CharityMiles: Corporations sponsor runners and donate for each mile run</li> <li>- OneToday: Introduces donors to a new charity every day. Liking the cause donates a dollar</li> <li>- Instead: App that displays the impact of choices, like buying coffee from Starbucks, to encourage redirection</li> </ul>	<p><b>Technologies that encourage adherence to goals:</b> GoalsOnTrack, Strides, Lift, “clocky”, Stikk</p> <p><b>Motivational tools/artifacts:</b> To-do lists, calendars and schedules, setting alarms, periodic reminders, rewards systems, social groups and pressure, informal bets</p>
<i>How do users communicate with each other?</i>	<p><b>Charity-Donor:</b> Charities have discretion over the ways that they communicate with donors. Many send out periodic emails or newsletters with an update on the organization’s status and often a request for more money.</p> <p><b>Donor-Donor:</b> Donor-to-donor communication is not always a feature of giving, although social pressure can be an integral part of a fundraising campaign’s success. Social media enables individuals to publicize their favorite charities, and non-profit organizations often post lists of their best donors to encourage others to give more.</p>	<p>By definition, personal goal setting and tracking mostly does not involve user-to-user communication, although friends in a peer group may share and discuss strategies for adhering to common goals. People may want to share some goals and milestones publicly, but others are private.</p>
<i>How often are the tasks performed?</i>	<p>Our participants rarely donated to charity. The most regular givers, Andrea and Paul, gave to charity annually or once every two months. Our other subjects said that they donated to charity</p>	<p>The frequency of the task depends on the habit being formed; it could be something you want to motivate yourself to do hourly or yearly. We hope to focus SpringBoard on goals that you accomplish daily.</p>

	Giving and Charity	Goal Setting and Motivation
<i>What are the time constraints on the task?</i>	To encourage people to give, we need to reduce overhead for signing up as much as possible. After users sign up and choose a charity or beneficiary, money can be transferred without the need for additional oversight. Moreover, since SpringBoard will offer curated options of charities, it reduces the time required to vet charities and commit to a good one.	We want to minimize the need for logging so that SpringBoard reflects reality - did the user achieve their milestone - as closely as possible and doesn't add an additional burden for users.
<i>What happens when things go wrong?</i>	<p><b>Distrust:</b> When charities have corruption or inefficiency, people trust them less and are less likely to give money. Our participants talked about sources of charitable distrust:</p> <ul style="list-style-type: none"> <li>- Money funneled to internal, corporate activities like PR rather than to beneficiaries</li> <li>- Recipients use money for causes that it was not intended for</li> <li>- Donating takes a "stand" on a particular controversy that the giver is not willing to commit to or endorse</li> </ul> <p><b>Misallocation:</b> When people do not spend enough time researching charities, recipient organizations can misallocate funds. For some charities, the operators and professional solicitors channel an overwhelming proportion of the funds raised to their own pockets.</p> <p><b>Apathy:</b> When giving takes too much time or work, people do not donate regularly.</p>	<p><b>Fall back into old habits:</b> People flake on their goals because forming new habits is difficult; laziness ("I want to, but I just can't make myself") and apathy ("I don't care that much anymore") get in the way. SpringBoard gives them a reason and a mission to avoid both obstacles, but still requires that participants put in energy to accomplish their goals themselves. SpringBoard will inspire but cannot supply this effort, which Kendall called "a random, magical burst of enthusiasm."</p> <p><b>Excuses:</b> People make excuses to justify their bad habits, especially when milestones are too demanding, unrealistic, or not actionable.</p> <p><b>Temptation:</b> When setting their goals, individuals underestimate the effect that the context will have on them. For example, a dieter underestimates how tempting the desert cart will be when it is right in front of him.</p>

### SpringBoard Tasks

1. Set a goal
  - *Old Task:* A person has a high-level resolution or objective that they want to achieve. To accomplish that goal, he breaks it down into actionable tasks or milestones so that he knows when and if he is making progress. He may or may not have a time frame for the project. Once the goal and incremental tasks are set, he adopts various strategies to keep himself on track; he may make checklists or schedules, establish up a reward system, or recruit his friends to hold him accountable

- Things may go wrong. The person may lose motivation because he loses sight of the end goal, or because he doesn't see how the daily effort contributes to that goal. On some days, they may forget the task, stunting habit formation. They may give up in the face of temptation. Since the
  - Because most goal-tracking is informal, the person will probably not be able to visualize his process, meaning he won't be able to identify where he needs improvement and how well he is doing.
- *New Task*: SpringBoard will be focused on personal goal setting. By building on the most effective pieces of the motivation process, SpringBoard will help users accomplish their daily goals. Users will input a daily task that they want to motivate themselves to accomplish. Everyday, they will receive a notification from SpringBoard reminding them of the task and asking them if they have accomplished it. The logging or notification screen will tie the user's task to the charitable cause he's supporting.
  - SpringBoard will help users stay driven by tying their success to that of the beneficiaries they are sponsoring, providing positive feedback, and serving as a daily reminder and tracking tool
  - *Frequency*: At the beginning of every goal cycle (and on signup)
  - *Importance*: High. This is where users get to customize SpringBoard. Good goal setting sets the stage for achievement.

## 2. Choose a cause from our curated list

- *Old Task*: Users either spend a lot of time researching charities they care about or they make impulsive decisions that often lead to ineffective donations.
- *New Task*: By vetting charities/beneficiaries/causes for users, SpringBoard enables discovery and effective giving without the effort of thorough research. We will offer enough options to help users find cause they are passionate about without overwhelming them with choices or showing bad ones.
- *Frequency*: At the beginning of every goal cycle (and on signup)
- *Importance*: Medium. This task could make or break SpringBoard. If users are inspired by their choice of charity, they'll be more motivated to track their goals and loyal to the application

## 3. Track your progress and impact

- *Old Task*: Besides the informal accounting he does on his own or on to-do lists or calendars, a goal-setter may have no way to see how he is progressing on his larger objective. Similarly, a donor may give to charity and get no feedback in return, diminishing his perception of impact and decreasing the likelihood that he will continue to contribute.

- *New Task*: SpringBoard will visualize and integrate a user’s data on their milestones and their social impact. By tying the two together, we hope to create a positive synthesis of good habits and charitable action. The progress bars and reports encourage users to feel good about what they’ve done for themselves and what they have done for others.
- *Frequency*: Daily
- *Importance*: Medium. In general, people forget to log because it isn’t important to them; accounting is an annoyance. However, we hope that SpringBoard will make the notification and logging process both easy and uplifting because of the social good component.

## Application Ideas

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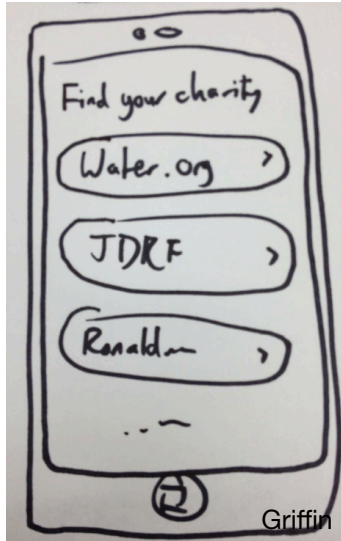
1. **Money saving and proportional giving**: A budgeting app along the lines of Mint, with the added twist that when users hit their savings goals a preset percentage of their savings is donated to a charity of their choice.
2. **Collective goals and sponsored giving**: An application where we match employees/ students to their employers/schools, and the employer will donate to pre-approved charities based on employees meeting a set of pre-approved goals. This is a cool idea because employers could advertise this as a benefit of working there, and if goals are health related (working out, eating well) employers save on medical insurance anyway. Users would like this because they can be motivated to meet goals by the knowledge that their employer is donating based on their successful adherence to goals
3. **Personal goal-setting**: Add personal goals to a daily checklist. When the list (or each goal individually) has been completed, send money to charitable cause of choice.

	Feasible?	Interesting?	Substantive?
Money saving and proportional giving	Yes	?	Yes
Collective goals and sponsored giving	?	?	Yes
Personal goal setting and giving	Yes	Yes	Yes

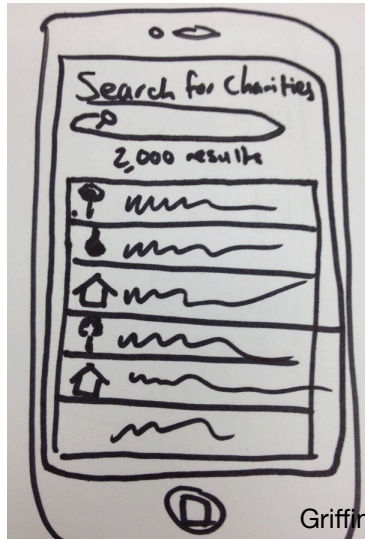
—> SpringBoard will be built off of the third idea, personal goal setting and giving. We believe that the problem of personal goal setting is the most general and pervasive. The SpringBoard application idea allows for flexibility - users can set their own goals and select their own charities - with lots of room for improvement to the current task flow and “nudging” users in the right direction.

# Workflow Sketches

## Matching/choosing charities



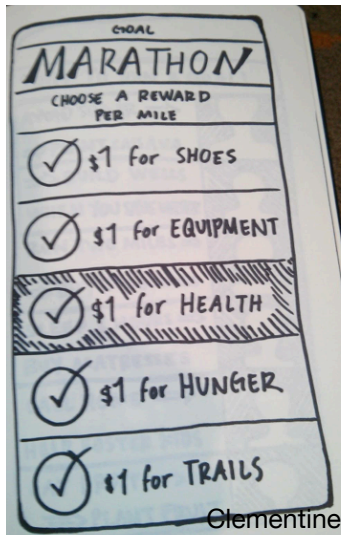
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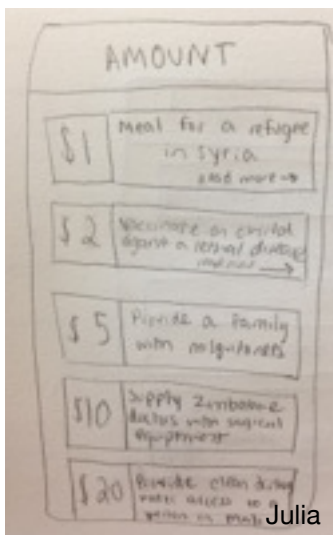
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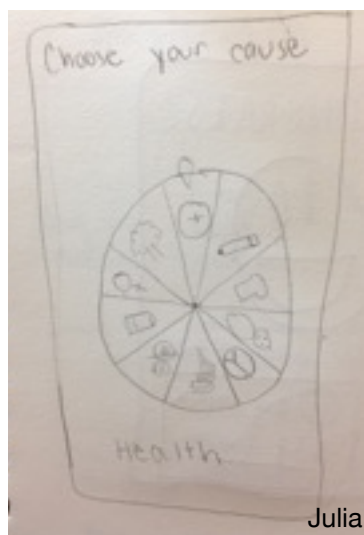
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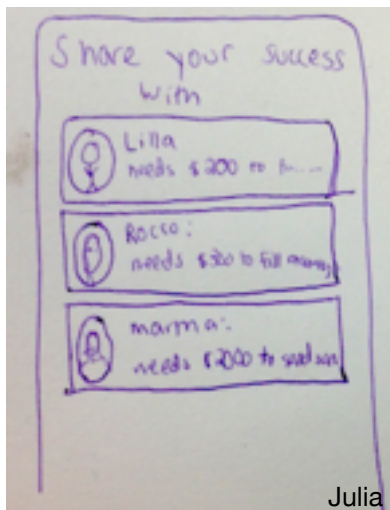
Clementine



Julia

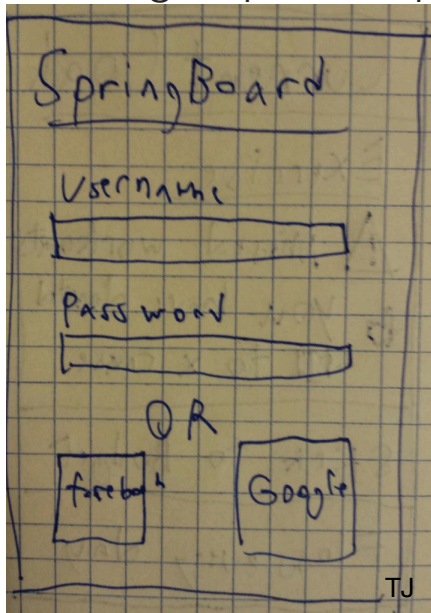


Julia

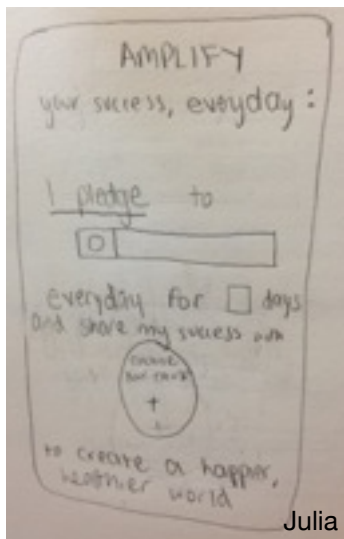
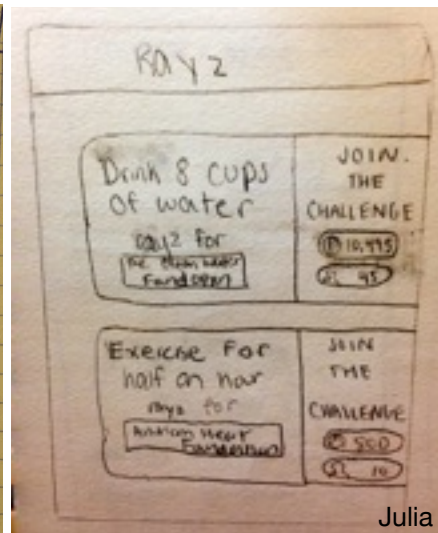
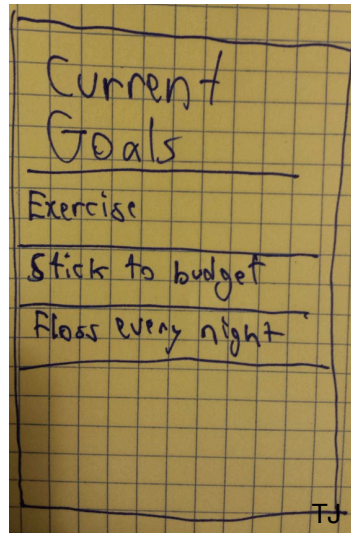


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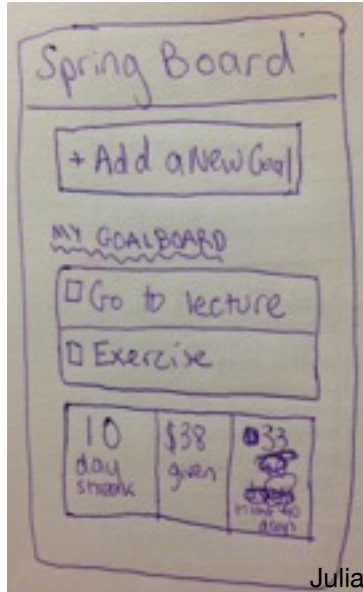
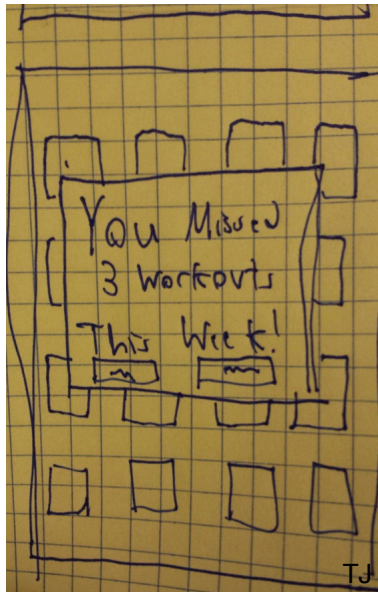
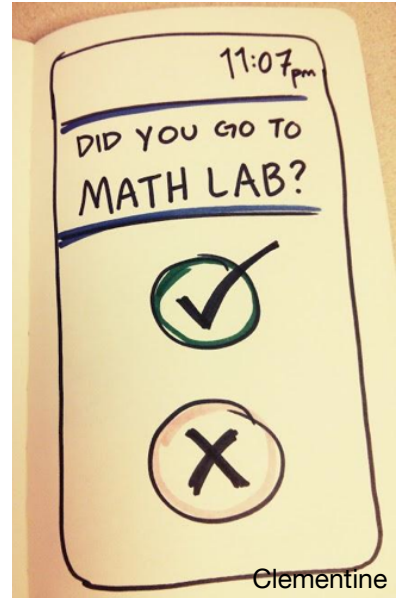
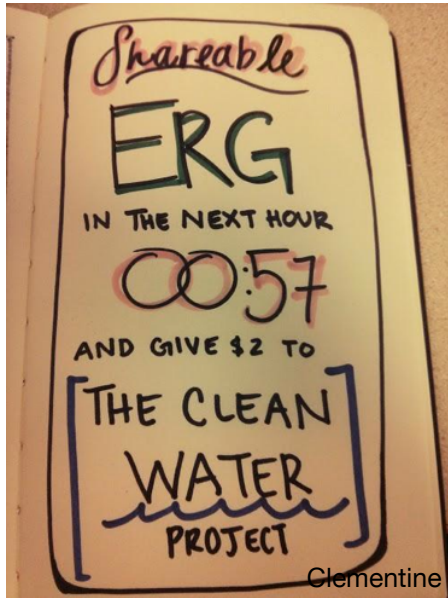
## User sign-up + setup account



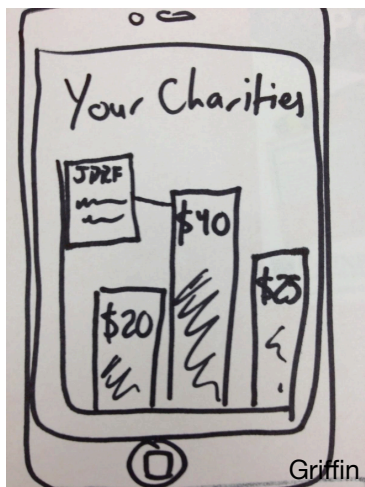
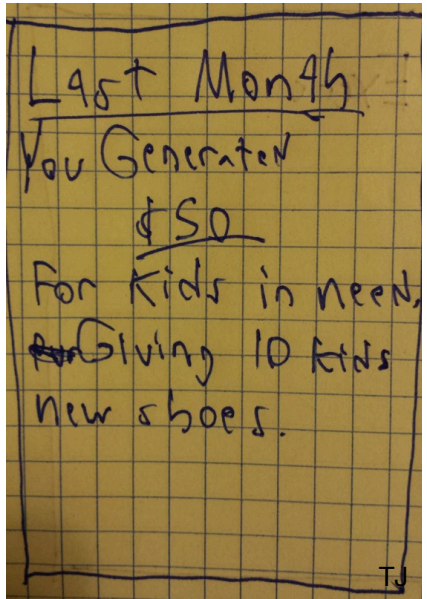
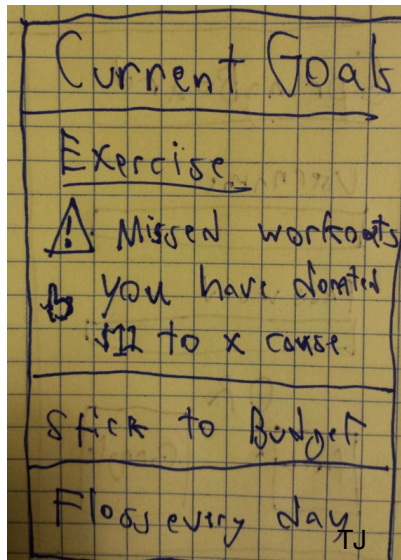
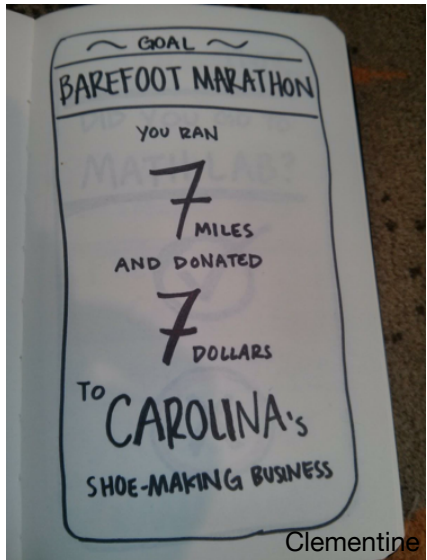
## User goal setting



# User goal tracking/notification/logging

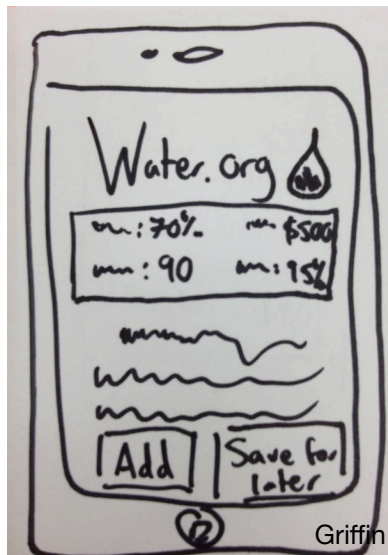


View your progress on goals and impact on charity

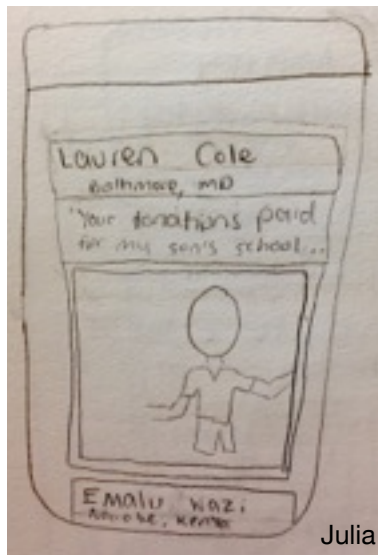




# Feedback systems/ Communication between givers and receivers



Griffin



Julia