BAY AREA WOMEN'S SPORTS INITIATIVE

Team
PICKL

BAWSI

EXECUTIVE SUMMARY

BAWSI, the Bay Area Women's Sports Initiative is a non-profit organization that helps underprivileged girls gain confidence, leadership skills and a sense of belonging through exercise and play. BAWSI is based in Northern California, and its school programs are mainly in the South Bay Area.

While BAWSI has already helped 18,000 children in the last 10 years, the demand for BAWSI's work extends to the greater Bay Area. In order to keep serving vulnerable children and expand its efforts into the future, BAWSI needs to scale its financial support and stand out from the crowd. Doing this effectively requires BAWSI to create a personal connection with donors through storytelling. We started working with BAWSI this fall to conduct design research, develop insights, and help co-create solutions to help BAWSI tell its story in a more systematic and sustainable way.

INTRODUCTION

BAWSI (pronounced "bossy") provides powerful interventions for the most vulnerable children in communities in the form of ACCESS. It is a framework that is used to measure impact. Their programs: BAWSI Girls and BAWSI Rollers focus on these proven factors that help increase resilience in children living with adversity.

BAWSI's tagline "Active lives, Empowered Futures" is based on research that says 'One in three kids in the United States is overweight or obese.' Because children spend so much time at school, schools have a unique opportunity to help children become more healthy and active

Further, both childhood obesity and poor academic performance tend to be clustered in schools with a high percentage of lower-income, minority students, creating a student health issue that is especially problematic in those communities."

Given this background, BAWSI partners with elementary schools of lower-income minority students, where it is trying to demonstrate the academic and health benefits by providing physical education to girls from 3rd to 5th grade.

We also found that the BAWSI founders wanted to harness the power of female athletes to impact society and give them an opportunity to connect through authentic, intentional service. The sports leaders began working on the concept for BAWSI as a Sports initiative of the Women Athlete leaders for young girls, and now extending even to children with disabilities, whom they call BAWSI Rollers.

Our research focus and attitude to enter the system of BAWSI was to be able to engage with the key stakeholders and learn from them with a beginner's mindset. We also followed the method of Appreciative Inquiry for our Discovery phase. During our first meeting with the current CEO, Jen Fraisl, amongst the several other current organizational needs, we were asked to help them in communicating better with their Donors which would in turn greatly support Bawsi to grow in the next few years.

Understanding the communication culture of BAWSI, we wanted to co-develop a communication channel and build a shared vision. We focused on learning about their Positive Core, which is the best of the values they have already

1. Leadership taking the lead as a non profit sport initiative as women

2. Mindfulness although they play outdoors, the athlete leaders never wear any shades as they feel it is a barrier for eye contact with the girls

3. Integrity very honest about their work in the schools

4. Collaboration bridging gaps by working with community schools, athlete clubs, donors

5. Enthusiasm the highest at the school sites

6. Playfulness the highest at the school sites

7. Gratitude for every opportunity - one of the athlete leader when interviewed spoke about how her experience here has shifted her perspective to be grateful that she could contribute by playing with the girls.

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BAWSI staff and board members wish to share their passion and drive with those who partner in their journey, especially their donors. When we spoke to some of the donors, we learned that even donors often struggle to learn the impact that the organization is creating. Many donors donate currently based on the trust and belief that they are making the impact along with BAWSI, even though most them cannot join them at their sites to see the progress.

There is a need for BAWSI to grow in the next few years. However, since their current capacities are limited, they wanted us to help them to easily share their key stories with donors during upcoming events in a systematic way. This is to help donors get to know and empathize with girls going through the program in a more personal way going forward.

Since donors are a crucial part of the BAWSI journey towards expansion growth in the Bay Area towards the next 5 years, how might we help BAWSI tell its stories to donors in a more impactful way? We see this as a unique factor which influences BAWSI's current communication culture and flow of stories within the ecosystem.
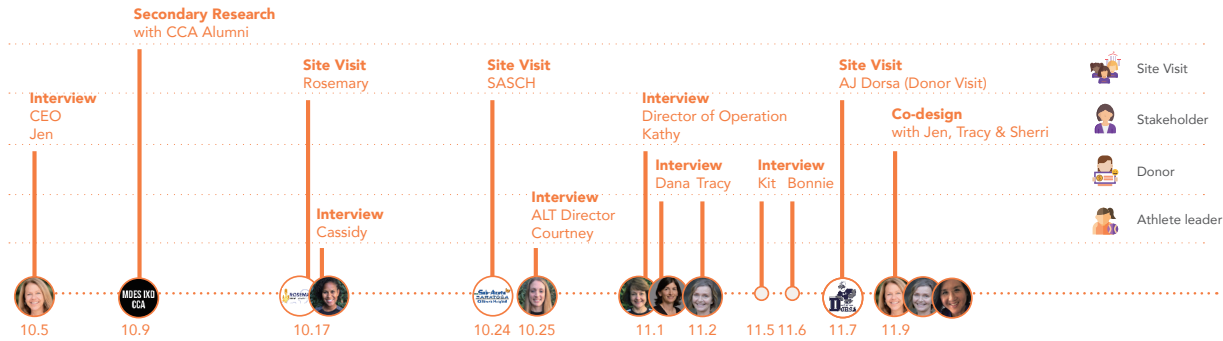
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DESIGN RESEARCH PROCESS

A. RESEARCH OVERVIEW

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3 BAWSI Site Visit

4 Donor Interviews

2 Athlete Leaders Interviews

3 BAWSI Stakeholder Interviews

B. STAKEHOLDER INTERVIEW

We interviewed BAWSI's co-CEO Jen Fraisl in the first week to hear BAWSI's current needs of telling their story to donors and potential donors in an impactful way to increase donation, which led us to our project objective. Later, we interviewed BAWSI's Director of Operation, Kathy Arena for data and details in BAWSI's operational and financial status.

C. SITE VISIT

We visited one BAWSI Girls site and one BAWSI Rollers site at the beginning, to learn how BAWSI programs serve underprivileged kids and explore BAWSI's positive core. We documented girls' play by photos and videos, and talk to one girl on the site to record their stories. We visited another site on November, with potential donors invited by BAWSI annually to a site visit on that day. We found that the athlete leaders have a very close relationship with the children, which lays the basis of our design solution.

# D. ATHLETE LEADER INTERVIEW

We interviewed athlete leader Cassidy Sanders-Curry, and the Athlete Leadership Director Courtney Good. We learned about Connected Coaching, that athlete leaders will read BAWSI girls' journey and reply in an encouraging way. We learned about currently how they use social media to record the stories. We also found that the athlete leaders themselves felt they were growing in leadership skills, self-awareness, and personal development.

E. DONOR INTERVIEW

We talked to four BAWSI donors: Dana, Tracy, Kit, and Bonnie. We learned about the current donating experiences and heard their needs from BAWSI. We discovered that donors need to see the impact of BAWSI through numbers and stories, as well as understand how they use their donations through transparency. They also want to be more engaged in interactions and have personalized experiences.

F. SYNTHESIS

We did debrief after each interview and site visit, and categorize the findings to generate insights. We developed system map, influence map, and donor's journey from our learnings in the research process.

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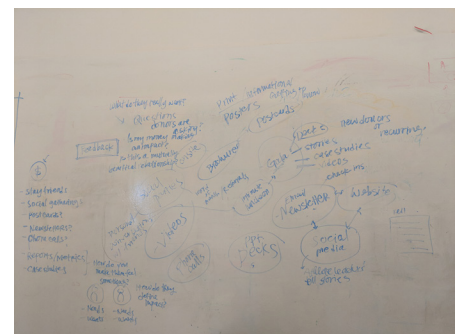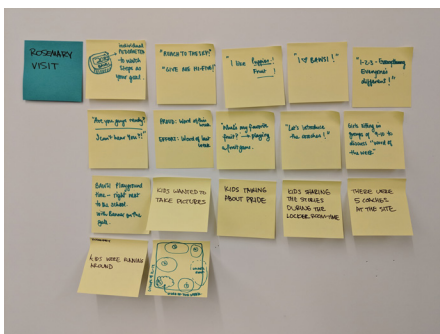
D. CO-DESIGN

After our first round of ideation, we presented five concepts with investment / impact map to the stakeholders and facilitated a co-design session with BAWSI's CEO Jen, BAWSI's Development Director Sherri, and BAWSI's Board Member Tracy. We got to know their thoughts on the effectiveness and opinions on implementation.

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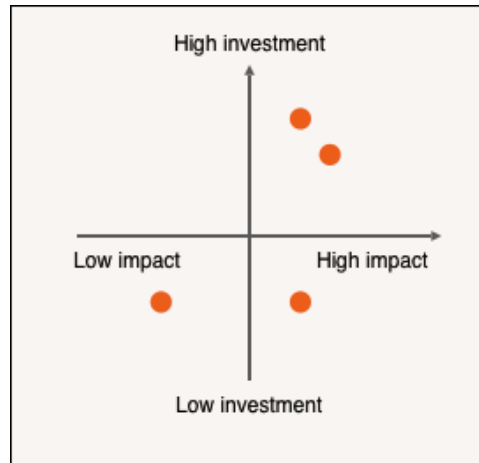
REASEARCH FINDINGS & OPPRTUNITIES

From our Donor Journey and Donor Profiles, we identified the following

A. DONOR INSIGHTS

1. Donors **receive a lot of solicited messages from nonprofits** across the Bay Area asking for money; and they need stories to help understand BAWSI's impact in order for BAWSI to stand out from the crowd

2. Donors give to BAWSI because **they feel that their dollar is being best used at a local organization rather than a larger,** well-known nonprofit. Therefore, they need to see more clearly how their money is being used in order to make a recurring donation.

3. Donors aren't aware of BAWSI's challenges to scale. **They need clear communication about what BAWSI's goals are,** and what their challenges are to reaching these goals (financial, staff capacity, etc), so that donors can better partner with them.

4. Donors give to BAWSI because of a **personal connection with a Board Member or Staff**. They respond well to handwritten notes and personalized messages.

5. Donors **need to empathize with the BAWSI girls and rollers through storytelling** in order to feel connected to BAWSI and invest more.

From our research, we created donor personas to depict who we were designing for, their pain points, and their touchpoints with BAWSI.

1. New Donor Persona

Profile
40-50s in Silicon Valley
Financially stable

Motivations
Align with a personal mission (sports, girls, disabilities, leadership, poverty)
Donate locally because of transparency

Pain points
Investing time to get to know about BAWSI
Making a decision on why they need to donate to BAWSI, not other non-profit organizations (competitive side)

Needs
Transparency: keep updated with the BAWSI goal and their process
Regular touch points, but not too often or rarely
Visually communicate the impact and need of BAWSI at a glance

Touchpoints
Website, May Gala, BAWSI school site

2. Recurring Donor Persona

Profile

40-50s in Silicon Valley

Regularly supporting BAWSI financially

Donates to various non-profit organizations

Motivations

Align with a personal mission (sports, girls, disabilities, leadership, poverty)

Has a personal connection with BAWSI leadership

Donate locally because of transparency

Financially stable

Pain points

Requires time commitment to experience the program site

Unfamiliar environment to visit the site

Has other high priorities in personal life other than BAWSI

Needs

Transparency: keep updated with the BAWSI goal and their process

Regular touch points, but not too often or rarely

Visually communicate the impact and need of BAWSI at a glance

How they are making an impact

Communicate BAWSI's current needs

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We also charted the Donor Journey, in order to identify opportunities to design communication touchpoints at specific points along the journey.
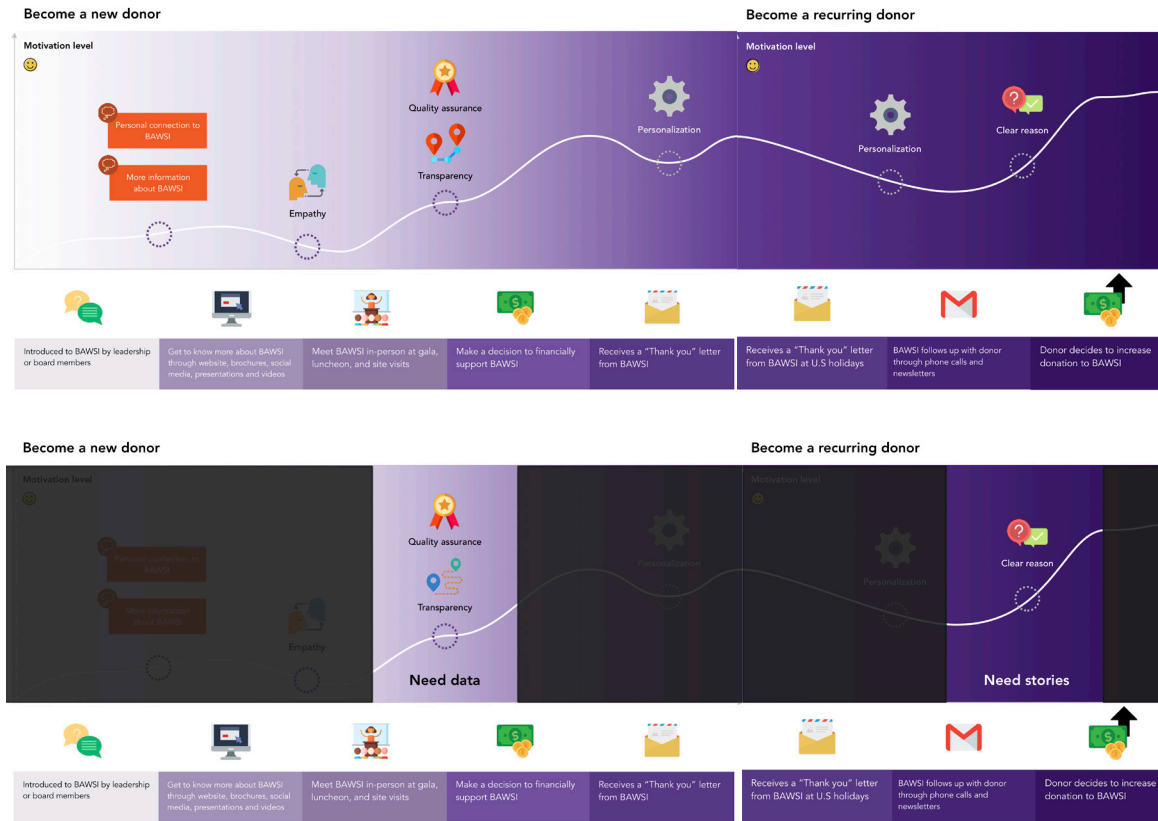
We identified our opportunities to design communication that reaches donors along the following principles

1. Personal Connection
2. Transparency
3. Engaging Interactions
4. Storytelling
5. Clear Contribution & Investment

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B. HOW STORIES FLOW WITHIN BAWSI

From our research, we also documented how stories flow within BAWSI's ecosystem.

Step 1 **Stories are about the growth in the lives of the children on site**. During the program, they connect with the Athlete leaders and also write their reflections in their journals.

Step 2 **Athlete leaders capture these stories, and share them with other BAWSI Staff,** like the Board members. They also share these stories via social media.

Step 3 B**oard members remember these stories and share them with donors** at fundraising events, to help donors understand BAWSI's genuine impact and work.

Step 4 **From this storytelling, donors can empathize with the girls**, and contribute to BAWSI's programs, scaling its impact.

From this, we identified that stories originate from the girls, and are immediately captured by the Athlete Leaders, through Connected Coaching and journaling. Because of this we knew we had to design a solution that included capturing stories from Athlete Leaders, since they played such a critical role in the story-capture process.

Connected Coaching

Athlete Leader

BAWSI Girls & Rollers

read

write

BAWSI Journals
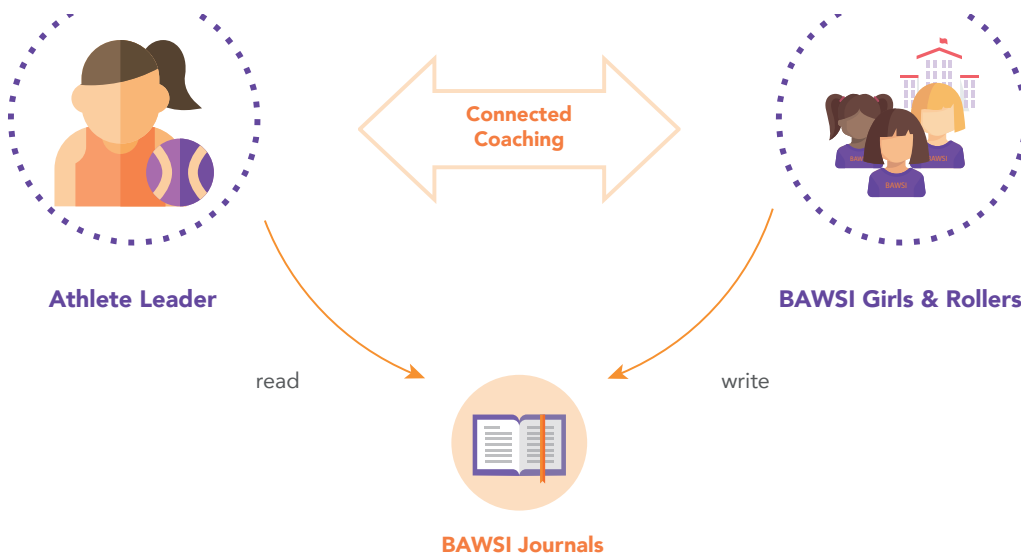
Lastly, we knew we had to design a solution that addressed BAWSI's internal constraints

1. BAWSI staff and athlete leaders were already **very busy** and had little extra time to spare doing extra paperwork around stories

2. Designing a full digital solution was considered 'nice to have' because currently, they **didn't have enough content to support** a full email marketing campaign

3. In the past, BAWSI donors responded well to seeing a mix of both quantitative and qualitative data to understand BAWSI's impact and efficacy. The staff spend lots of extra **budget paying for quantitative metrics** on the importance of their work.

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PROPOSED DESIGN SOLUTION

After the first round of prototyping ideas were delivered to BAWSI, we identified that the most impactful solutions would involve capturing stories in a systematic way to feed the various donor touchpoints. While we had originally designed end-touchpoints with donors like digital campaigns and micro-sites, BAWSI staff informed us that they lacked the content to support these solutions. From this feedback, we pivoted and explored how we could design a solution that helped BAWSI to gather the right content to support their end-use campaigns.

Given the opportunity within the system's story flow and internal staffing constraints, we proposed a two-fold solution:
1. Stories Engine
2. Infographic
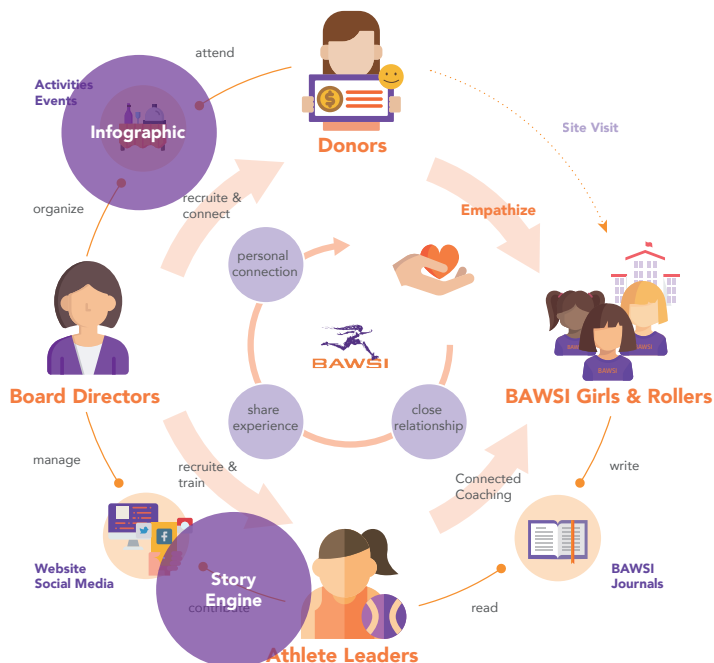
A. Story Engine

We designed a Stories Engine that BAWSI can use to capture, store, and share stories with the donor segments that need it most. The stories Engine lives on the Google Drive platform, capturing stories from Athlete Leaders through Google Forms and storing the content in spreadsheet-like format accessible through the backend.

We designed the Stories Engine with particular donors' needs in mind:

1. Quality Assurance of Program through qualitative data
2. Personalization: Telling the right story to the right donor at the right time
3. Empathizing with the girls

Important features of the Stories Engine include

1. Easy to use interface to log and capture stories
2. Capture meaningful story arc through a series of questions
3. Tagging stories by theme
4. File upload of assets relevant to the story (photos, audio, video, etc)
5. Search and filter Stories Database by theme or important keywords
6. Identify content gaps that exist within the Stories Databas

B. INFOGRAPHIC

We designed an infographic to demonstrate how BAWSI can tell its story to donors in a way that addresses their needs for

1. Transparency & understanding of BAWSI's needs and goals
2. Using qualitative and quantitative data
3. Quality assurance of the program
4. Clear call to action (i.e supporting a school)
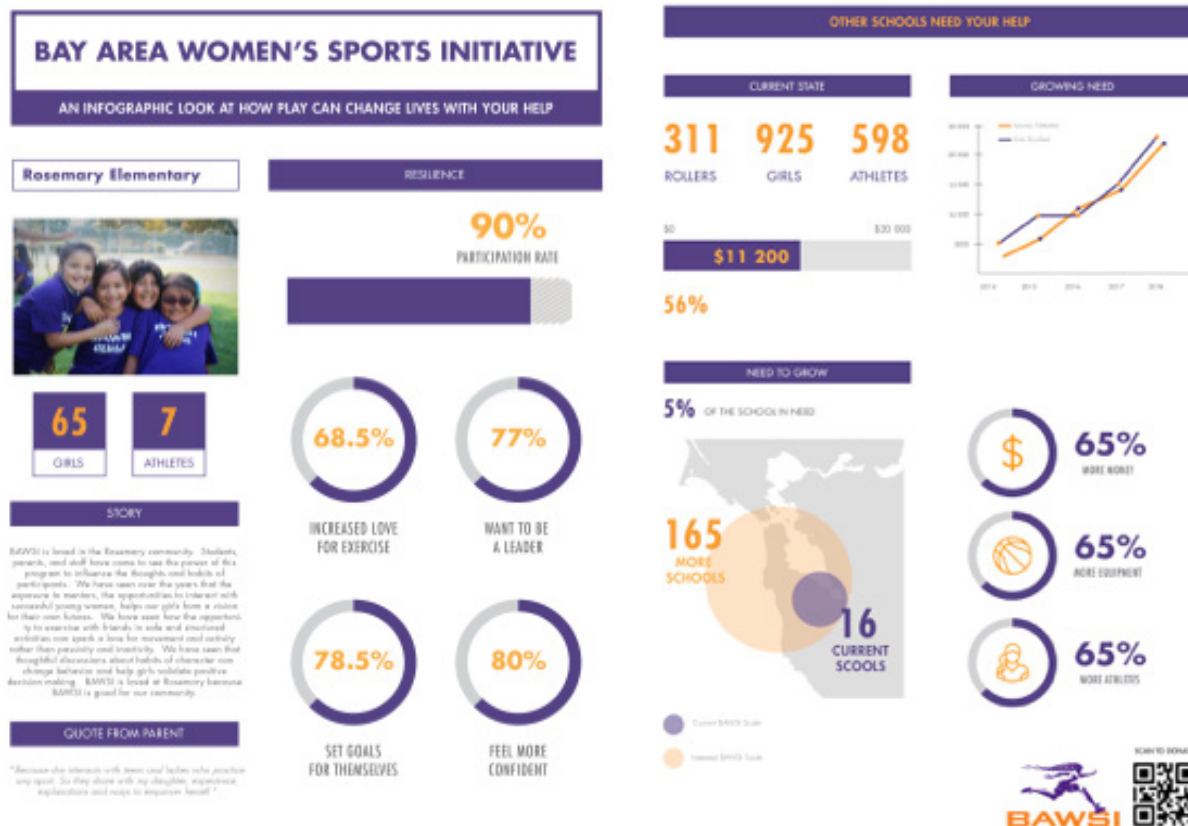
The first part of the infographic represents BAWSI's impact at the school site level. We've depicted the school principal's testimony and a quote form one of the parents. We also visually represent the girls' positive improvement using metrics like "love for exercise" "want to be a leader", etc.

The second part of the infographic communicates how donors can help other school sites, based on BAWSI's immediate and future needs. We show the current state of BAWSI's programs, such as how many children they have served, and how much more funding they need to raise to meet their yearly goal. To help donors understand 'What could be', we explain where BAWSI wants to be in the future, where they want to expand their program, and how much more funding, equipment and athletes they need in order to do so. Lastly, we added a QR code that leads to BAWSI's donation page on their website to make it easier for donors to learn more and donate.

IMPLEMENTATION

As we move forward, we would like to suggest BAWSI to receive feedback of the users of our solutions after the prototype hand-off on December 12th. The communication system will improve as BAWSI consistently test the solutions to create the optimal experience to best capture stories from Athlete Leaders and deliver the infographic to donors. This would ensure the most impactful way to respond to the needs of the Donors.

One of them would be to test our story engine with the main user group, who are the Athlete Leaders. The goal would be to understand how they find the process of capturing all details from the site and how effectively it is being used by the staff members.

In order to communicate how the story engine will be used by Athlete Leaders, we walkthroughed the story engine prototype with BAWSI Director of Athlete Leaders on December 12th. To improve our story engine prototype, we installed an Google Sheets add-on called "Save as Doc" in their devices, after learning their need of a friendly view of the stories, so they can export the stories as a document instead of a spreadsheet.
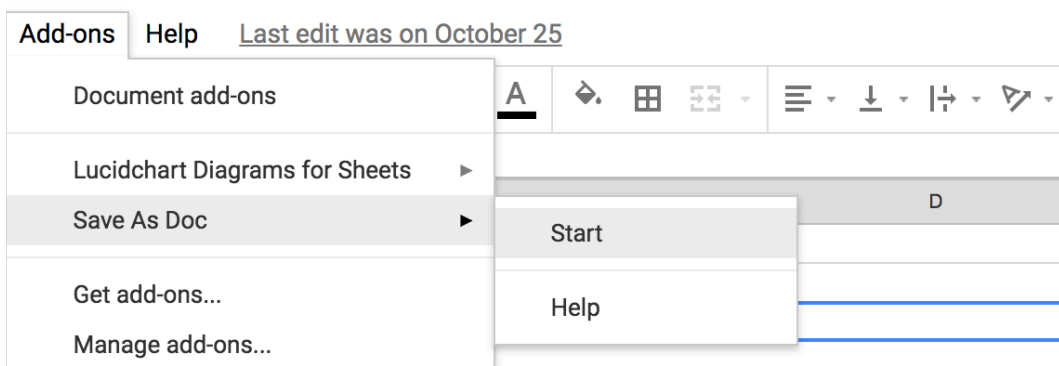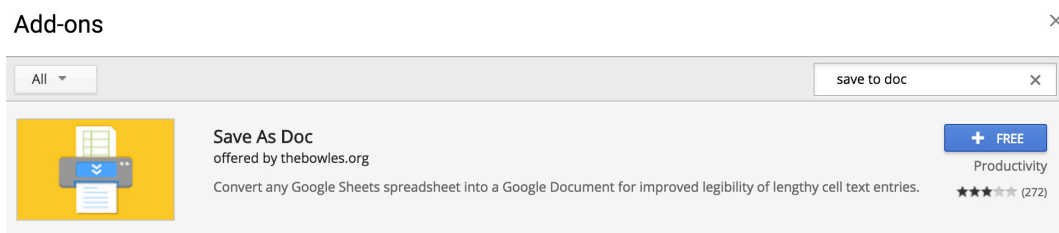
We would like to suggest BAWSI to test the Infographic with donors to understand the efficacy of the metrics used currently. We encourage to run usability testing with recurring donors who are closely related to BAWSI to find possible improvements.

We also tested our infographic with the BAWSI staff in the prototype hand-off on December 12th in order to ensure it is editable and usable on their systems for future use. After learning the devices and softwares the BAWSI staff is comfortable to use, we decided to export a blank template as a PDF format, and export the asset so that staffs can easily modify them in Microsoft Powerpoint or Keynote in the future.

BAY AREA WOMEN'S SPORTS INITIATIVE

AN INFOGRAPHIC LOOK AT HOW PLAY CAN CHANGE LIVES WITH YOUR HELP

RESILIENCE

GIRLS   ATHLETES

STORY

PARTICIPATION RATE

INCREASED LOVE FOR EXERCISE

WANT TO BE A LEADER

QUOTE FROM PARENT

SET GOALS FOR THEMSELVES

FEEL MORE CONFIDENT

OTHER SCHOOLS NEED YOUR HELP

CURRENT STATE

GROWING NEED

ROLLERS   GIRLS   ATHLETES

$0

OF FINANCIAL NEED COLLECTED

30 000
20 000
15 000
10 000
5000

Money Needed
Kids Enrolled

2014   2015   2016   2017   2018

NEED TO GROW

OF THE SCHOOL IN NEED

MORE SCHOOLS

CURRENT SCOOLS

Current BAWSI Scale

Needed BAWSI Scale

$
MORE MONEY

MORE EQUIPMENT

MORE ATHLETES

SCAN TO DONATE

CONCLUSION

In conclusion, through this process what we learned is that communication is important in aligning various parts of a system. In this case, we were attempting to align the donors who are usually an overlooked piece of the system with BAWSI. Creating this deep alignment required us to empathize with the donors as well as connect their hearts and minds with BAWSI's mission, goals, impact and most importantly, the girls' stories.

With story engine and infographic we provided, BAWSI will capture the valuable stories of Girls and Rollers from Athlete Leaders, and communicate their current needs more effectively with donors. As the communication with donors improve, donors will better understand that their donation will contribute to BAWSI program expansion to provide more inclusive environment for underprivileged children through sports.

ABOUT THE TEAM

Team PICKL partners with BAWSI to develop impactful communication and deeper relationships with BAWSI and its larger community. Through the human-centered design process, Team Pickl uncovers the communication needs of those who are involved within and outside of BAWSI, in order to discover opportunities for impactful engagement and sustained relationship. Supporting BAWSI's relationships with its larger community will enable it to expand its impact and achieve positive outcomes in the lives of the children whom they are committed to serving.

The multi-faceted design skills and diverse learning styles make PICKL team deliver with clarity, consistency, and quality. Through the different stages of the Double Diamond Design framework, we engage in a rich process of contextual research, project framing, iterative prototyping, and solution co-development. We, therefore, propose communication strategies based on inclusivity as a strong principle that can expand BAWSI's influence within and outside of its current relationships and help achieve its future ambitions in a sustainable way.

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FRANCES CASTILLO

UX Researcher & Designer

I design to make the world a better place. I collaborate with others who have big hearts and skilled hands, solving problems at the intersection of humans, technology, and social impact.

I'm a curious person who learns by making. Using design thinking, research, strategy, and iteration, I uncover opportunities that lead to product or service innovation. I enjoy studying the hidden meaning and motivations behind human behavior; using this insight to shape our relationships to products, services, and each other in a healthier way. I believe thoughtful and empathetic design for interactions creates opportunities for social innovation and sustainable living.

Specialties: Design thinking, qualitative design research & insights, concept sketching, high-fidelity prototyping, human-centered design, social impact, product and service design, opportunity definition

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YUCHEN TONG

UX Researcher & Designer

I am an interaction designer, interdisciplinary learner, and strategic thinker, who is driven by instinctive curiosity, equipped with cross-disciplinary knowledge, and evolving through persistent practice.

I believe in the power of design to bring significant changes in our life. I enjoy tailoring my design solution to serve human needs from rich design research. I am passionate about humanizing technology by design to bring social impact.

I explored VR design in Prof. Donald Greenberg's Computer Graphics Lab; I built with my group the mobile game Split that won the most polished game in Cornell Game Design Initiative; I learnt web programming, Java and physical computing to better understand how digital products work. Now I am ready to transform my knowledge into innovative interaction and delightful experience.

Specialities: Strategic thinking, human-centered design, design research, design system, social impact, interdisciplinary collaboration, prototyping, virtual reality, game design, urban planning

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TEESTA DAS

UX Designer

I am a User Experience Designer and Strategist with 6 years of experience in design-led innovation research and strategy. Formerly at Godrej Consumer Products, I worked cross-functionally within the Innovation and Design Center, the incubation arm of a legacy Indian conglomerate. My past work draws upon human-centered research methods to deliver consumer products and services for developing markets.

My hands-on experience on projects for commercial as well as non-profit organizations includes stakeholder workshops, user research, opportunity mapping, synthesis, prototyping, and experimental techniques in industrial design that uncover human motivations.

I am passionate about collaborating with others to see what design can do to solve challenges within ecosystems around us. I believe that minute localized changes create large ripple effects in complex systems. This drives me to work on systemic challenges of sustainability and create positive interventions for increased social impact.

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GREEN(CHOROCK) PARK

Product Designer

I am a system-thinker who previously worked at Intuit QuickBooks Design System. My passion relies on crafting systematic experiences with product strategy.

I am an innovative-thinker who believes that experience design applies to every product, not limited to mobile devices. An ecosystem enlightens the user experience; a well-designed interaction between a product and a user expands the quality of their relationship.

I prefer "we" over "I." I am a collaborator. I love working as a team because we can accomplish the better product by applying our diverse set of skills and discussing ideas together. We learn from each other. I believe the team can initiate more creativity than individuals.

Opportunities I am looking for are building a design-centered culture, creating a systematic product design with qualitative and quantitative data, and envisioning future experiences.

Specialties: Design system, design thinking, design strategy, innovative thinking, imagining future technology and experiences, user research, interaction design, visual design, prototyping, team collaboration, leadership

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LARA KABKAB

Product Designer

Graphic Design in all is subfields has been my passion. As I discovered the worlds of typography, animation, advertising, I fell in love with the interactive design world and the problem solving aspect behind it. I take pleasure in conducting user research and truly understanding people's problems and needs so my design can have an impact on people's lives and even sometimes influence behaviors to make change. I am extremely eager to respond to those needs through design by finding solutions through easy and intuitive human-centered design.

My ability to see the overall picture, to analyze a situation from all angles is a very powerful tool to find the best solution for a design problem. My visual design training will also help me to create a product or an interface that is appealing to users and will create adding value to the overall user experience.

As a designer, one of my biggest dreams is to pursue design with a social purpose. I aspire to combine my career as a designer with activism and social engagement. I believe that interaction design is a field which prioritizes people and people's experiences. I hope that, through a career in interaction design, I can help bring change wherever needed, and have an impact, no matter how small, on people's lives. But, the one problem that inspires me the most is designing for healthcare. This challenge is extremely important to me because I firmly believe that healthcare is a basic human right.

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