

Ken Burnett's slides from his middle and major donor workshop delivered on 27 February 2020. Please note the images and text in these slides are copyright and not intended for anything other than your personal private use.

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BEFORE THERE WAS CHANGE. THERE WAS YOU.

IT STARTS WITH YOU

Vision. Collaboration. Transformation. FIA 2020




FIA CONFERENCE

major & middle

MAXIMISING THE DONOR EXPERIENCE.

KEN BURNETT

Middle & Major Donors Track



BARCLAYS

Sponsored by



An emotional major donor

The moving story of a really big transformational gift.




DETROIT IN DECLINE

As told by Tammy Zankel

- Increase high school graduation rates from <50 per cent to 80 or greater by 2018.
- Increase kindergarten readiness from <50 per cent to 80 per cent or greater by 2018.
- Triple access to food to address hunger issues in the region.
- Increase the net worth of 25,000 residents through education and job skills.

\$27.1 million



'We appreciate the work that you do, but obviously we're in bankruptcy so we won't be making a corporate gift. We've had to lay-off a lot of employees, but we'll do our best to run an employee giving program.'

DETROIT FIGHTING BACK

Barriers to Giving

Research into the evolving world of philanthropy

BARCLAYS

Increasingly, giving across the board is much more about causes and projects, with which the donor can identify, than it is about organisations and institutions.

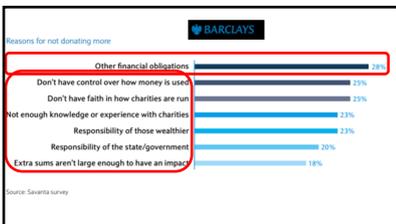
Philanthropy Author and Campaigner

'We're just not reaching people.'

'Giving is optional. An afterthought, rather than a priority (especially particularly). Just 47% donate <1% of net wealth.'

'They're either angry about something and want to change it, or they're passionate and excited about something and want to change it. There needs to be that really strong emotion that drives them in their giving.'

Director, Philanthropy Consultancy

Richest Brits are failing to do their bit for charity

An analysis of charity donations on self-assessment tax forms shows that nearly two thirds of people earning more than £250,000 gave nothing to good causes last year. In total, almost one million people earning more than £100,000 made no donations.

The figures show that high-earning Britons are giving a smaller proportion of their income to charity than the less well-off. People earning more than £250,000 donated an average of only 1.7 per cent of their income



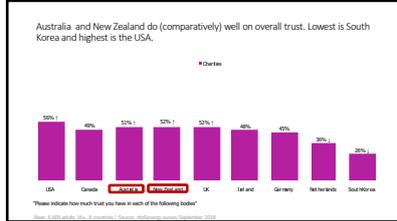
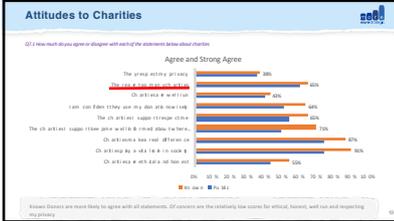
The richest Britons are giving less to charity than five years ago and the majority are giving nothing at all, The Times can reveal.

Project 09: Major Donors. How do we give them a better experience?



Angela Cluff
Project owner, FDE project 09

THE COMING OF THE DONOR

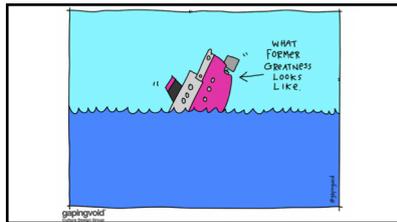
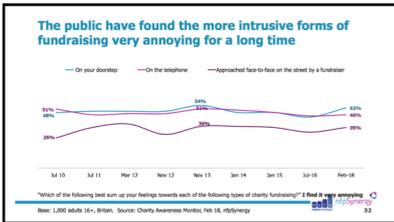


Erosion

Our trust is high but fragile

It is eroded by:

- Our collective actions
- Our tactics (values misalignment)
- The mistakes of the few
- Media sensationalism
- Confirmation bias



'Asking for money is better over a coffee than over a computer.'

GIVING IS THE ONLY REAL HAPPINESS.

Angela Cluff
Project owner, CDE project 09
CDE 9 major donors

@gappingvoid

2015/16: UK public trust and confidence in fundraising plummets to an all-time low.

How were major donor fundraisers doing, at this critical time?

Major changes to fundraising were inevitable. Regulation was on its way!

2015/16: UK public trust and confidence in fundraising plummets to an all-time low.

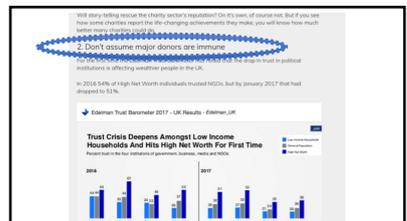
Following a series of high profile fundraisers that began in 2014, trust in UK charities has fallen to the lowest level since 2008.

Charity Commission are increasingly concerned re perceptions of fundraising techniques.

Trust in major donor fundraisers drops from 67 per cent to 57 per cent

First steps towards a defence of fundraising. Major upheavals ahead for UK fundraisers.

Sixty major donor fundraisers are not part of the problem?





"The media criticisms should be seen as a timely wake-up call. We need to respond by going further than ever before to define and improve the donor experience."

- Ken Burnett & Giles Pegram CBE

UKFundraising
www.fundraising.org.uk

Fundraising's culture needs to change, so donors consistently feel great about their giving and the difference they make. But changing this won't be easy.



Conclusions from CDE 9

- The major donor experience is not universally good – we can improve it **and** offer learning to other areas of fundraising.
- Three fundamentals underpin an exceptional major donor experience.
 - Mindset of major donors as partners in the mission.
 - Whole organisation approach.
 - Staff turnover does not get in the way.
- 'Cutting edge' is tried and tested approaches to exceptionally high standards, consistently over time.



Angela Cluff
Project owner, CDE project 09

THE COMMISSION ON THE DONOR EXPERIENCE

#20
Lightbulb moment

One fundamental truth



Chasing money in major gifts leads to disaster

"We need major donors to fund our programme and just let us get on with it".

Many major donors are disappointed, disillusioned, even angry.

1. Be really clear about what a major donor to your organisation actually is.

- No simple 'one size fits all' definition.
- Most donor focused** is whatever is personally significant to the donor – despite practical difficulties.

Recommendations

- Notice and respond to **personally significant** gifts.
- Create your definition.
- Consider explicit tiered approaches.

Angela Cluff
Project owner, CDE project 09

THE COMMISSION ON THE DONOR EXPERIENCE

2. Decide whether major donor fundraising is really right for your organisation.

- Donors want to do more than write cheques.
- Does your organisation want that?

Recommendations

- Only pursue major donors if you want involvement **and** are prepared to meet the needs of major donors.
- Make sure your CEO, SMT and board get this.



Angela Cluff
Project owner, CDE project 09

THE COMMISSION ON THE DONOR EXPERIENCE

3. Seek out the donor's story

EVERYONE HAS A STORY

- Find, celebrate and hold on to the donor's story.

Recommendations

- Culture of discovering donors' stories.
- Embed donor relationships/ the donor-based approach.
- Effective transfer/handover processes.

Angela Cluff
Project owner, CDE project 09

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4. Always see the relationship from the donor's point of view

"I'd run a mile if I thought an organisation was trying to manage me!"

Ken Burnett, author of Relationship Fundraising

Recommendations

- Shift from thinking about the next step to the gift to the next step in matching the donor's needs, interests and passions.

Angela Cluff
Project owner, CDE project 09

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BAD LANGUAGE

- Segmenting.
- Acquisition and attrition.
- Renewal.
- Upgrades.
- Lapsed donors.
- Middle donors. Major donors. HNWI.
- Marketing.
- Legacy marketing.
- The residue and the dead pool.

From CDE project 1

Angela Cluff
Project owner, CDE project 09

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MIND YOUR LANGUAGE: SOME THINGS FUNDRAISERS SAY...

- ‘...as long as your next mailing generates more money than it costs, you can mail more.’
- ‘...How many of you have an aggressive bequest marketing programme?’
- ‘...asking 17 times in the first page of a fundraising letter actually works, in terms of direct response.’
- ‘...and at least three asks in a three minute telephone call.’
- ‘...in fact, the more communications – including asks – the better the on-going retention.’
- ‘However many asks you are making, you should add two more.’

5. Make the relationship personal and authentic.



Recommendations

1. Treat major donors with the courtesy and respect they would expect from a friend, while remembering that they are the face of the organisation's relationship.
2. Match staff members to individual donors and prospects.
3. Find out and respond to the donor's preferred style and methods of communication.

Angela Cluff
Project owner, CDE project 09



5. Make the relationship personal and authentic.



Lloyd Dorfman CBE, The Dorfman Foundation

‘My wife loves ballet. At the Opera House she was invited to sit and watch from the wings. The best experiences are special, that money can't buy.’

Angela Cluff
Project owner, CDE project 09



6. Building major donors' support over time.



- Biggest gift not first/ trying out.
- Last step of most recent gift, first step of next gift.

Recommendations

1. Focus on long-term donor potential not short term income.
2. Tailored recognition specific to each donor.
3. Deliver on promised impact. Communicate that effectively.

Angela Cluff
Project owner, CDE project 09



‘The accepted wisdom that charities need donors in order to help them achieve their organisational mission, ought to be replaced by an understanding that donors choose to support charities in order to achieve their personal missions.’

Paul Schervish, Boston College



7. Handle things well when they go wrong.



#21 Lightbulb moment

‘As a major donor, I want a bit of honesty. If it failed, I just want to know that it failed.’
Nick Jankel, founder Meeqig.com, ‘Orange’ Drogan’ Don

Recommendations

1. Donors are project stakeholders to involve and consult when things go wrong and proactively solve problems.
2. Learn from what goes wrong.

Angela Cluff
Project owner, CDE project 09



8. Look like and behave like one organisation



- All parts of the organisation to align behind ambition, strategy, priorities.

Recommendations

1. Build understanding of major donor fundraising across your organisation – brief colleagues comprehensively.
2. Don't promise anything you can't deliver!

Angela Cluff
Project owner, CDE project 09



9. Retain your major donor fundraisers.



#22 Lightbulb moment

- It's very hard to build long term, personal relationships when major donor fundraiser turnover is high.

Recommendations

1. Recruit fundraisers with the **right characteristics** – passionate about the cause, genuinely curious about what makes people tick.
2. Invest in ‘on-boarding’ – immersing new recruits to **inspire their passion** in the work and organisation.
3. Explore and apply retention and reward mechanisms common in the higher education sector, so experienced major donor fundraisers can **remain in frontline roles and experience career progression** in terms of status and safety.

Angela Cluff
Project owner, CDE project 09



DAVE THE DEVELOPMENT DIRECTOR

DO YOU SEE THE BUNNY THAT DIED OF ANKLEPAIN? PLIM ON LEAP! FIVE COES WITHIN THE NEXT TWO YEARS!



To improve the major donor experience we must solve the problem of high major donor fundraising staff turnover .

10. Learn from success stories.

'The biggest gifts are made to charities that are prepared to work alongside donors to craft exciting propositions.'

#23 Lightbulb moment
Matthew Ferguson and Gemma Peters, Directors of Principal Gifts, King's College London & King's Health Partners

Recommendation

1. Only pursue major donors if you are sure they are right for your organisation.

Angela Cluff
 Project owner, CDE project 09




#10 Lightbulb moment

Good practice can and should be **measured**. The donor-based approach is a long-term, sound and sensible investment for any charity that depends on fundraising.

Charities should measure more than money: relationships, commitment, future intentions...

CDE 3 Measuring satisfaction and loyalty: how do your donors feel?

#11 Lightbulb moment

The truth, told well.

'Creativity in fundraising has often been mistaken for the application of fundraising techniques to the truth. In other words, adding ask prompts, 'nudges', underlining, handwriting fonts and rhetorical techniques.'

Imagine that! In direct mail – an end to artifice!

'Truly inspirational creativity needs to be more about 'bringing the truth to life' – making it more real – than applying a set of predetermined rules that maximize response at any cost.'

Every creative decision is also an ethical one.

CDE 6. The use and misuse of emotion.
 CDE12 Inspirational creativity

#11 Lightbulb moment

When you speak to us it's your experience of the call that matters. Our callers will be rewarded for their donor-friendly service, not for how much they raise.

CDE the 6Ps, A blueprint for changing fundraising, for good

#12 Lightbulb moment

Invest in emotional fundraising and inspirational storytelling.

More than anything donors want to make a difference.

So they might see the difference they're making, fundraisers have to provide much better feedback – brilliant, feedback through great storytelling.

Feedback is two-way.

**THE 5 Fs:
 FAMOUS
 FOR
 FREQUENT
 FAST
 FABULOUS
 FEEDBACK**

CDE 6. The use and misuse of emotion

EMPATHY

The fundraiser's secret weapon

Your donor's shoes



Some thoughts on empathy and rapport

Some thoughts on empathy and rapport

Imagine this was **YOU**, and what you would feel like.

'Instead of a story, or rather right before that story, ask people to put themselves in that situation and to imagine what it'd be like for them.'

'Ask leading questions that will make them *really think* about it.'

'When we tested this approach, we saw a significant increase in revenue.'

Ux Online Behavioral Experiment
 Donor Voice

Which Emotion Should We Trigger To Increase Donations?

Emotional (affective) empathy is all about sharing another person's feelings and building an emotional connection. It has three parts: you feel the same emotion as the other person; you become distressed in response to their pain; you feel compassion towards the person.

Cognitive empathy is about taking another person's perspective and gaining a better understanding of their experience. It's the capacity to place ourselves in their shoes by imagining what it'd be like to be in that situation. Cognitive empathy allows us to understand how a person feels and what they might be thinking.

Dr Iain Roache
Chief behavioural scientist, DonorVoice



Fundraising fundamental

Fundraising has two 'i's

Fundraising has two 'i's

Innovation
+
Inspiration

not

Imitation
+
Irritation



Fundraisers, don't shout at my mum!





 **#13**
Lightbulb moment

**Make a new promise to your donors
(one of the 6Ps)**



 **#13**
Lightbulb moment

What promise will you make to your donors?

Some suggestions for that promise include

- We are proud of our supporters and treasure their role in making possible everything our charity achieves. Our supporters – donors who give money and volunteers who give their time and talent – will always be at the heart of our thinking, top of our concerns.
- Each supporter will always be in control of his or her individual relationship with our cause.
- We see our supporters as partners in making our mission achievable, so as much as practical we'll seek to directly link our supporters with our work.
- All supporters will be treated equally at all times with care, consideration, integrity and respect. There will be no coercion, pressure or undue persuasion and the donor's right to say no will be cheerfully and immediately accepted.

 **#13**
Lightbulb moment

What promise will you make to your donors?

- Whenever practical we will be available to our donors, eager to listen to what they have to say and to take action appropriately. Our supporters will deal with named people they can put a face to and who are easy to contact in ways and at times designed to suit our donors.
- Our charity will report on the differences donors make with honesty, clarity, precision and impressive promptness. 'The truth, told well' and 'famous for fast, frequent, fabulous feedback (the 5Fs)'.
- Openness and transparency will be watchwords that guide our accountability to all supporters.
- Supporters can expect passionate commitment to our cause to characterise their every contact with us.
- We will provide consistently inspirational and effective communications to spread the joy and sense of fulfilment and achievement that can come from giving. And we'll offer donors the chance to choose what they hear about from us, how often and when.

THE COMMISSION ON THE
DONOR
EXPERIENCE

Transforming fundraising: how changing fundraising's culture will make donors feel great about their giving and the difference they make.

Culture change isn't easy, cheap or quick

WHO THE CULTURE GAP

- Clearly donors will no longer tolerate a market and target driven approach, from fundraisers.
- Fundraisers have to shift from a marketing mindset...
- ...to accepting that fundraising is not all about the numbers.
- For some, this runs contrary to their core beliefs.

Changing this is what the new era of responsible fundraising is all about.

Or maybe we're just too busy to put this right...




Thank you!

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