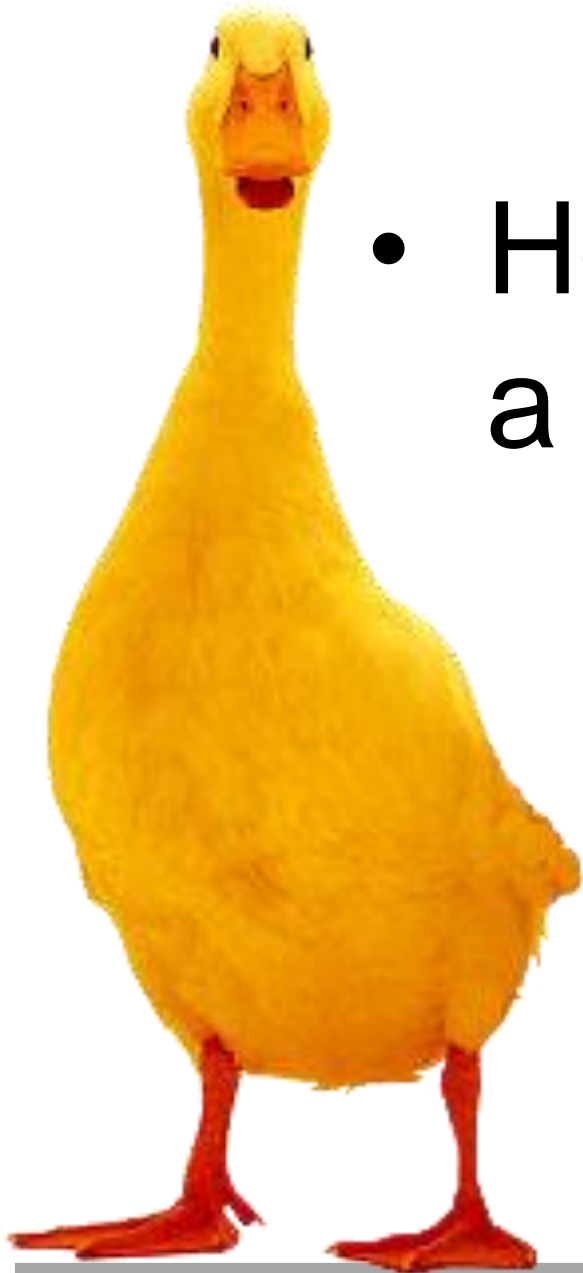

How to manage the donor experience to reduce F2F attrition in the first 90 days



Salvation? Or suicide?



- How F2F became a golden goose.
- Why it may now be a dead duck.



A short history of F2F

- Donor acquisition pre 1994.
- Austria, 1994. Daryl Upsall and Jasna Sonne.



- The story is told on SOFII – How Greenpeace reinvented face-to-face.



Greenpeace International: the reinvention of face-to-face fundraising

Previous

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Next



The now familiar street encounter is a relatively new phenomenon.



Daryl Upsall and Jasna Sonne.



SOFII'S VIEW

This is perhaps one of the most amazing stories of modern fundraising, yet sadly it is known and understood by only a few. Its real star is the environmental campaigning nonprofit Greenpeace, which for at least the last two decades has consistently been one of the world's most innovative and entrepreneurial fundraising organisations. It's appropriate that Daryl Upsall and Jasna Sonne should tell the story, for they were instrumental in securing the fabulous outcome of the innovative fundraising method described here. How fabulous? Well in 2002, when Ken Burnett was researching the story for his updated edition of Relationship Fundraising, he found that in the preceding five years Greenpeace had, in just 18 countries, recruited more than 1.4 million new donors who each and every year were giving more than US\$150 million. And that is just the tip of a very big iceberg. All from one basically quite straightforward fundraising idea. It's a long story, but it's worth it. Please read on.

MEDIUM OF COMMUNICATION:

Face to face.

TYPE OF CHARITY:

Environmental/animals.

TARGET AUDIENCE:

Individuals, Regular gift.

COUNTRY OF ORIGIN:

Austria.

CREATOR/ORIGINATOR:

NAME OF EXHIBITOR:

Daryl Upsall and Jasna Sonne

**\$150,000,000+
per annum!**

**Sharing and
queuing.**

**A new
fundraising
paradigm is born.**

In five years
In 18 countries
1,400,000
people
paying
\$150million+



What could possibly go wrong?

**Churn
and
burn**
– the
fundraiser's
prevailing
paradigm.

‘First, a good, effective technique is discovered. Then used by a few with great success. Then it’s picked up by the herd who drive it into the ground.’

Roger Craver, The Agitator

What could possibly go wrong?

**Ask, ask
and
ask again**
– the F2F
fundraiser's
prevailing
paradigm.



- Look all alike and as menacing as you can, clipboards poised.
- Approach someone with whom you have no prior relationship.
- Someone who's busy/away somewhere.
- With a fatuous smile, persist in trying to open a conversation.
- Give them a little that might interest them.
- Ask them to sign up indefinitely
- Don't give up or go away
- Call them quickly after to ask for more.

WHAT'S NOT TO LIKE?

- Repeat again. again and again.

What could possibly go wrong?

‘I’m a “chugger”, and I’m despicable. I’m the one who comes round late at night and wakes up the baby. I leave the gate open and let the dog out. I’m pushy, deceitful and I won’t leave you alone.’

‘Fundraising has been widely criticised since the death of Olive Cooke, who was hounded by charities. Yet despite the moral backlash, people on the doorstep are broadly sympathetic.’

The secret life of a chugger.

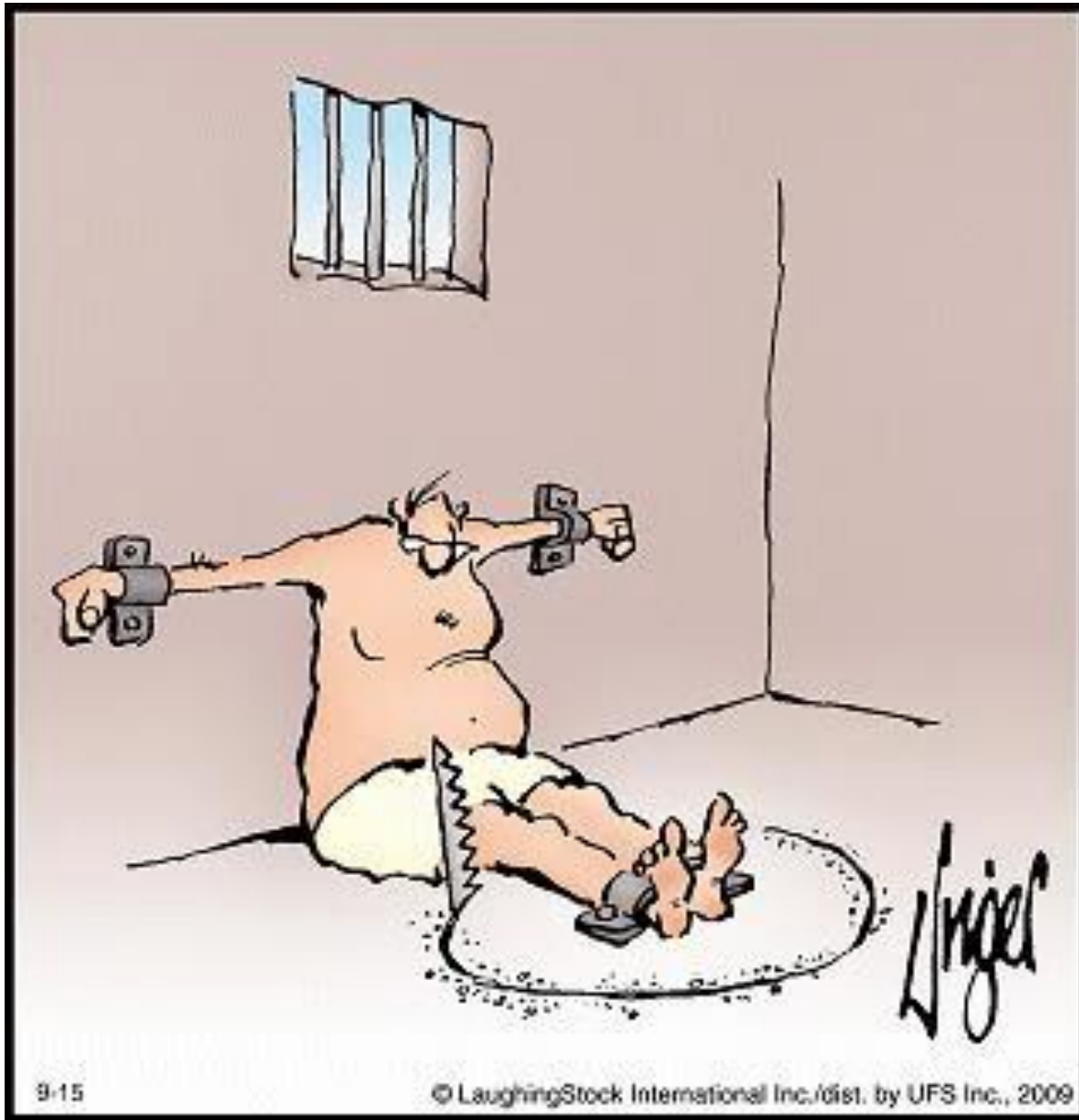
The Guardian

4th April 2016



The world
has changed





- Restore individuality.
- Improve scope for inspiration.
- Invest in creative messaging.
- Inform, engage and entertain.
- Make sure each encounter is really enjoyable.
- Always accept no, instantly.
- Let the donor decide how much.
- Remunerate differently/ not by signups
(It should not be the fundraiser's job to hit targets).
- The client is always in control.
- Support your agency.

FUNDRAISING CLIENTS NEED TO STOP BEING THE PROBLEM AND START BEING THE SOLUTION.

What could possibly go wrong?

- Get creative! Invest in storytelling/ street theatre!
- Look different, be really nice.
- Give the donor practical choices.
- Let the donor decide how much he/she gives.
- More imaginative use of sites.
- Appropriate investment to match the benefits.
- **Better use of data.**
- **A planned donor journey.**
- **Train fundraisers differently.**
- **Listen much better to our publics/donors.**

Always,
a simple
'No'
suffice.



The goose must live
– and keep on laying!



What if she has a really good experience and he has a really bad one?

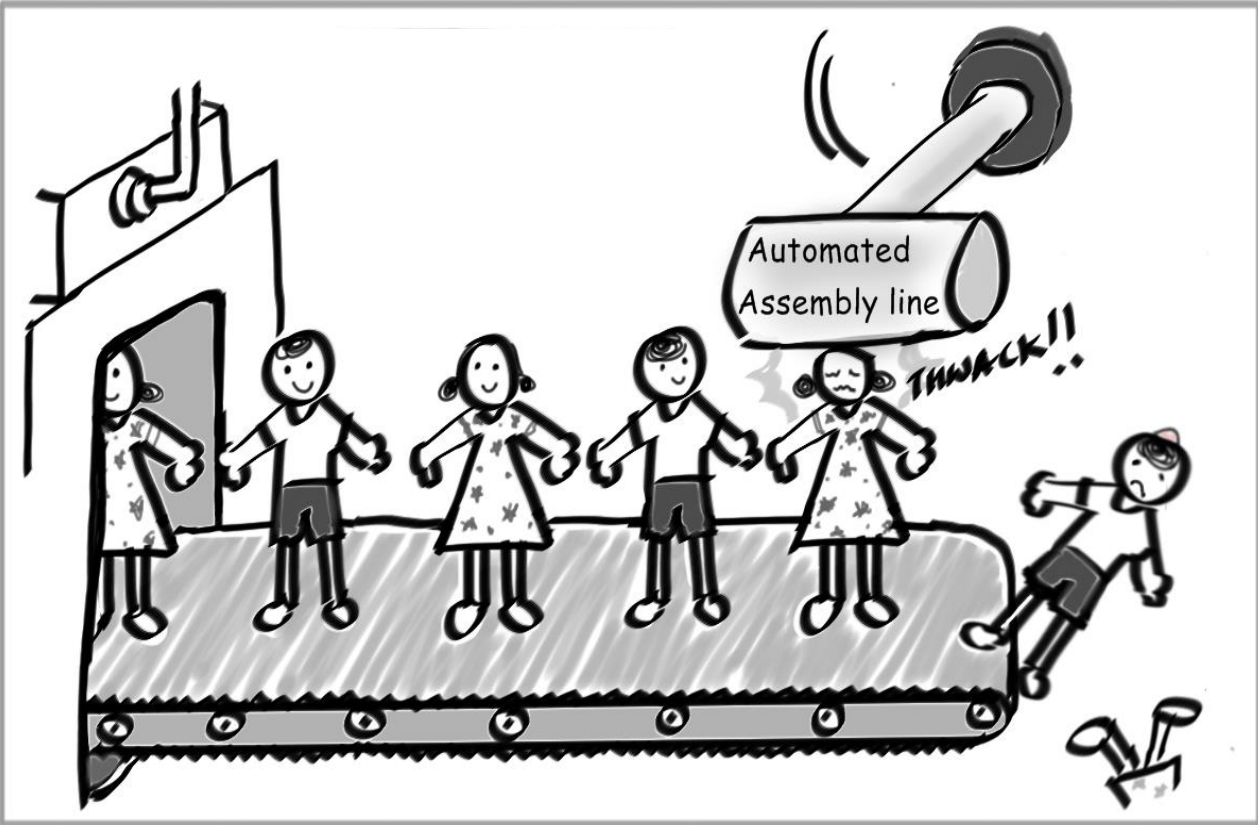


Your F2F process and metrics live behind the door



Current Approach

Reality



Current Approach

26%	The specific recruitment campaign	1.
17%	The individual fundraiser	
16%	The amount a donor signups for on the street	
13%	The recruitment agency	
10%	The gender of the recruiter	
10%	The difference between amount at signup and amount after welcome call	
9%	The number of days delay between recruitment date and welcome call date	

Reality

1.	20%	Donor's Loyalty to Charity (Commitment Score™)
2.	19%	Donor satisfaction with F2F experience
3.	18%	The age of the donor at the day of recruitment
	7%	The specific recruitment campaign 4.
	4%	The amount a donor signup for on the street
	4%	The recruitment agency
	3%	The gender of the recruiter
	3%	The difference between amount at signup and amount after welcome call
	3%	The number of days delay between recruitment date and welcome call date

How To Get to Reality...

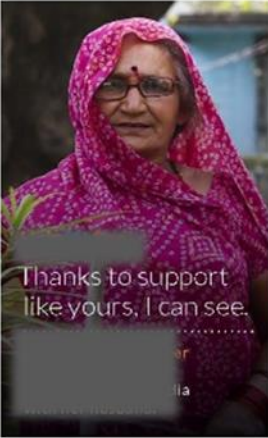
1.



2.

Dear [Name],

Your gift to people like me means so much! Thank you again for being a part of the [redacted] campaign to eliminate cataract blindness.



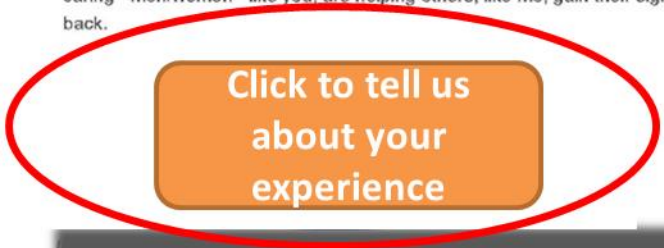
I live in a small village in the Panna District of India with my Husband. Over many years my vision lessened and it became very hard for me to see and carry out my usual household chores. At my family's shop it was difficult for me to find items for our customers and even count out change. My vision loss took away my independence and I knew I was becoming a burden to my family. I did not understand why this was my fate.

Thankfully, I met a community screener from the [redacted] Campaign and they told me that I had severe cataract in both of my eyes. I was hesitant to trust their information. But I was hopeful they could help me see! In 2015 I made the journey for my cataract surgery and I am thankful to have my vision back.

I am so happy that you spoke with <name>! When you agreed to give your first <monthly> donation of [redacted], you also made it possible to help many more people from my village and around the world see again! You have no idea how priceless this gift will be to them.

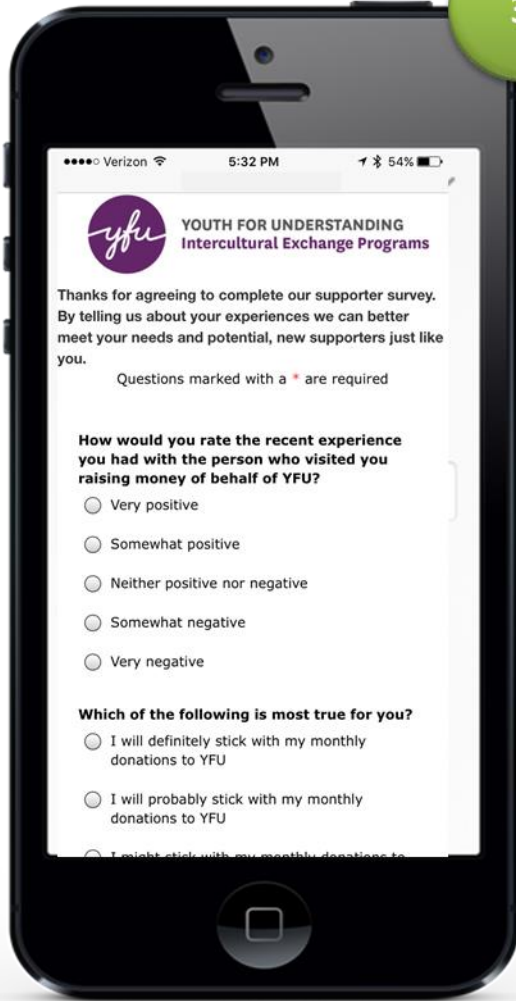
[redacted] are doing great things! If you have questions about their work here in Panna or other developing countries, please contact them.

I wanted to share my story because my family and I are so grateful for your kindness. I am sure [redacted] will share more stories, on how caring <men/women> like you, are helping others, like me, gain their sight back.



How To Get to Reality...

3.



Ask newly recruited F2F donor:

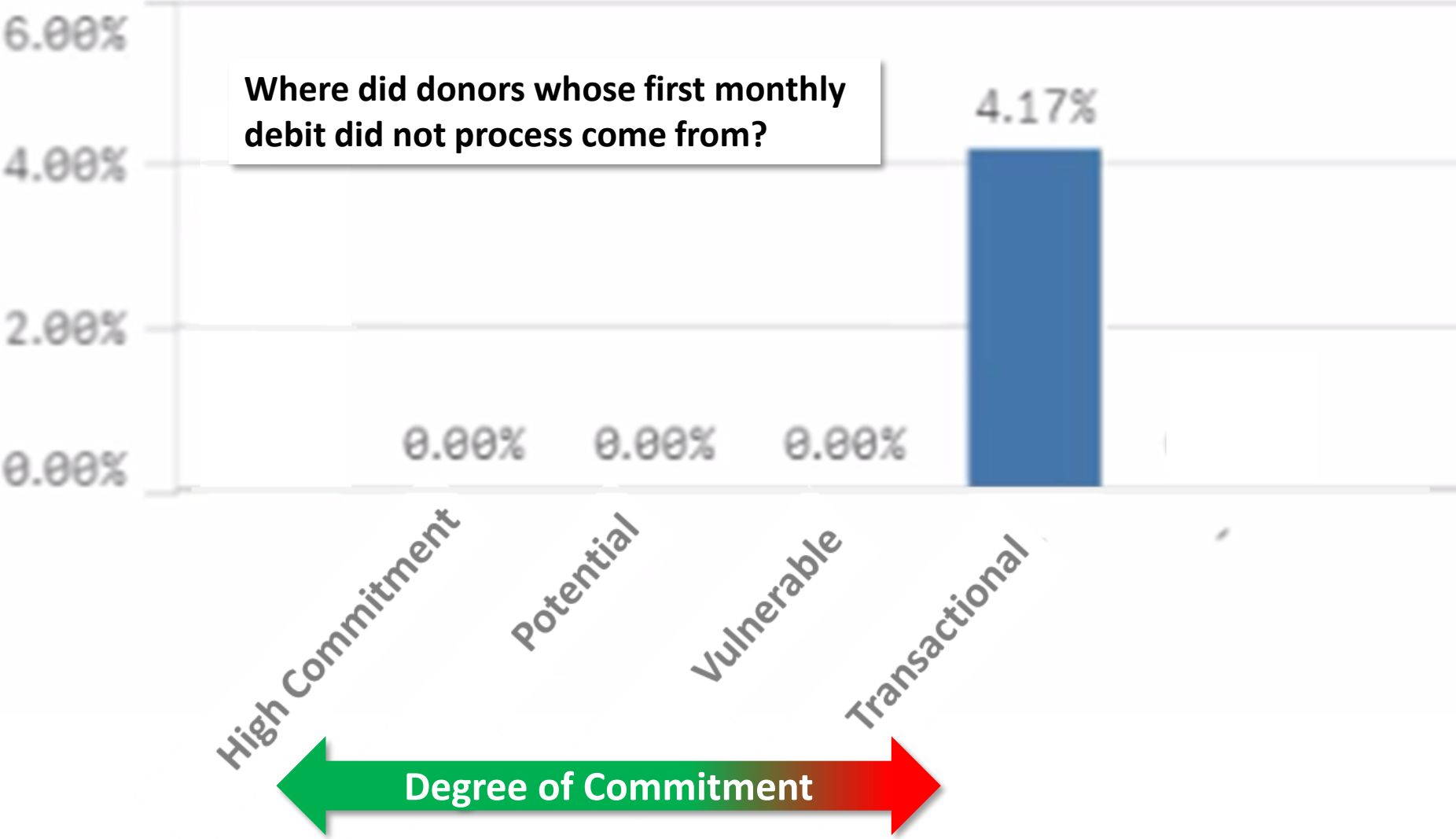
- 1) Overall satisfaction with street fundraising experience
- 2) Likelihood to continue their support
- 3) Comment box to share anything the want
- 4) Commitment Questions

Commitment Score™

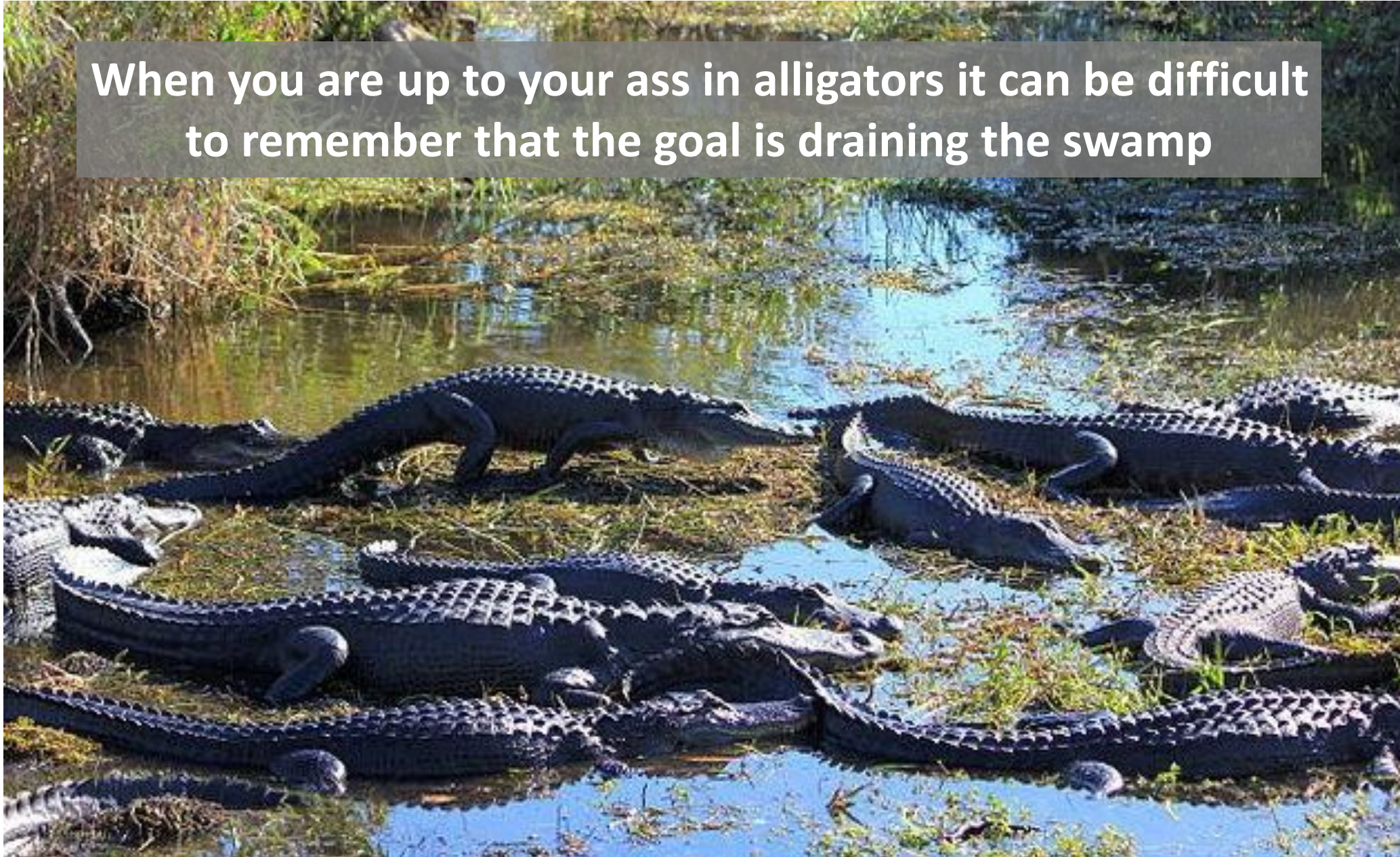
On a scale of 0 to 10, please indicate how much you agree with each statement with "10" being "strongly agree" and "0" being "strongly disagree".

	Strongly Disagree, 0	1	2	3	4	5	6	7	8	9	Strongly Agree, 10
I am a committed Charity X supporter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of loyalty to Charity X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Charity X is my favorite charitable organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Why Measure Commitment?



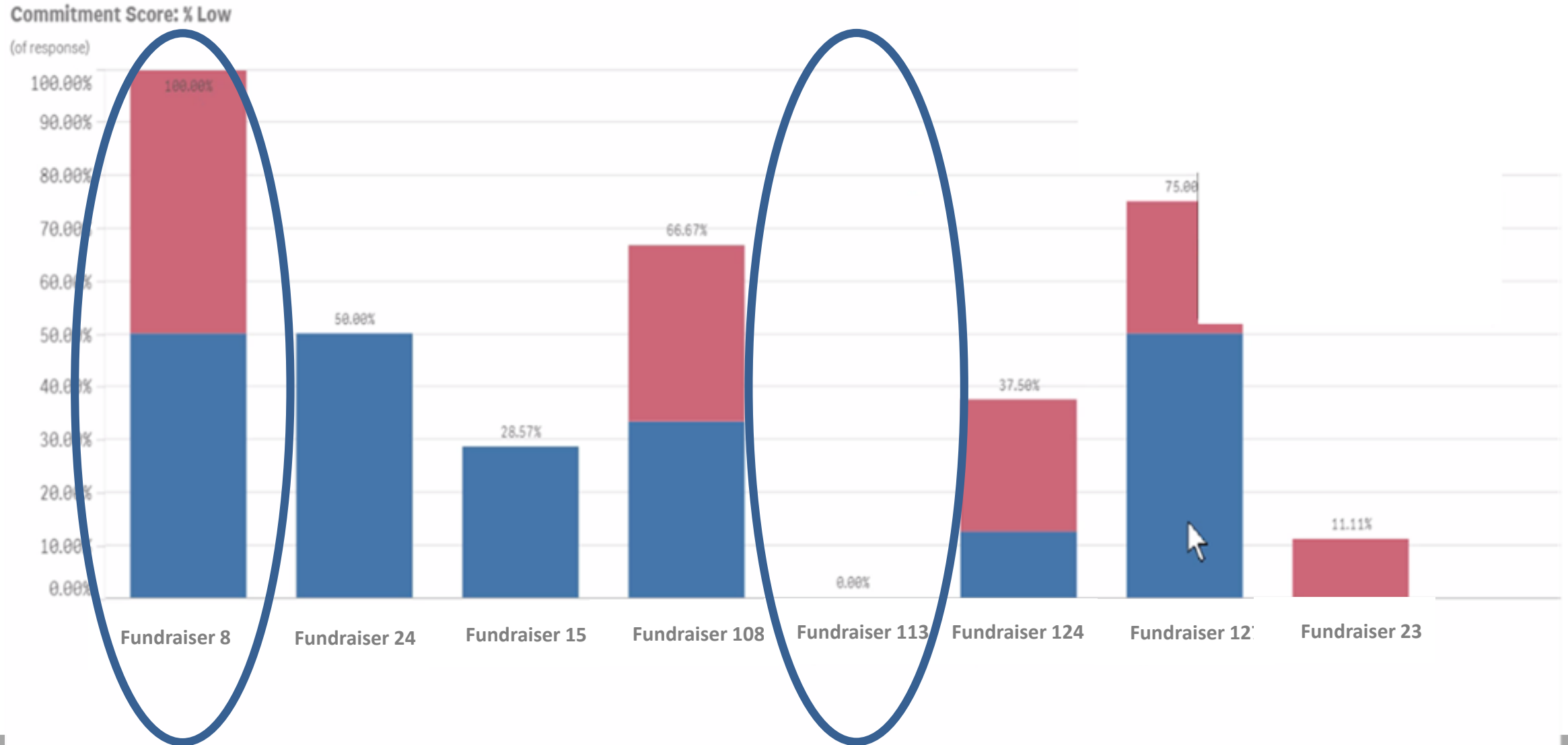
When you are up to your ass in alligators it can be difficult to remember that the goal is draining the swamp



Why Measure Commitment?

To re-define what quality street fundraising means and by extension, quality street fundraisers

Low Commitment = Red: Vulnerable + Blue: Transactional



How To Get to Reality...

Tailored follow up based on feedback pushed out automatically.

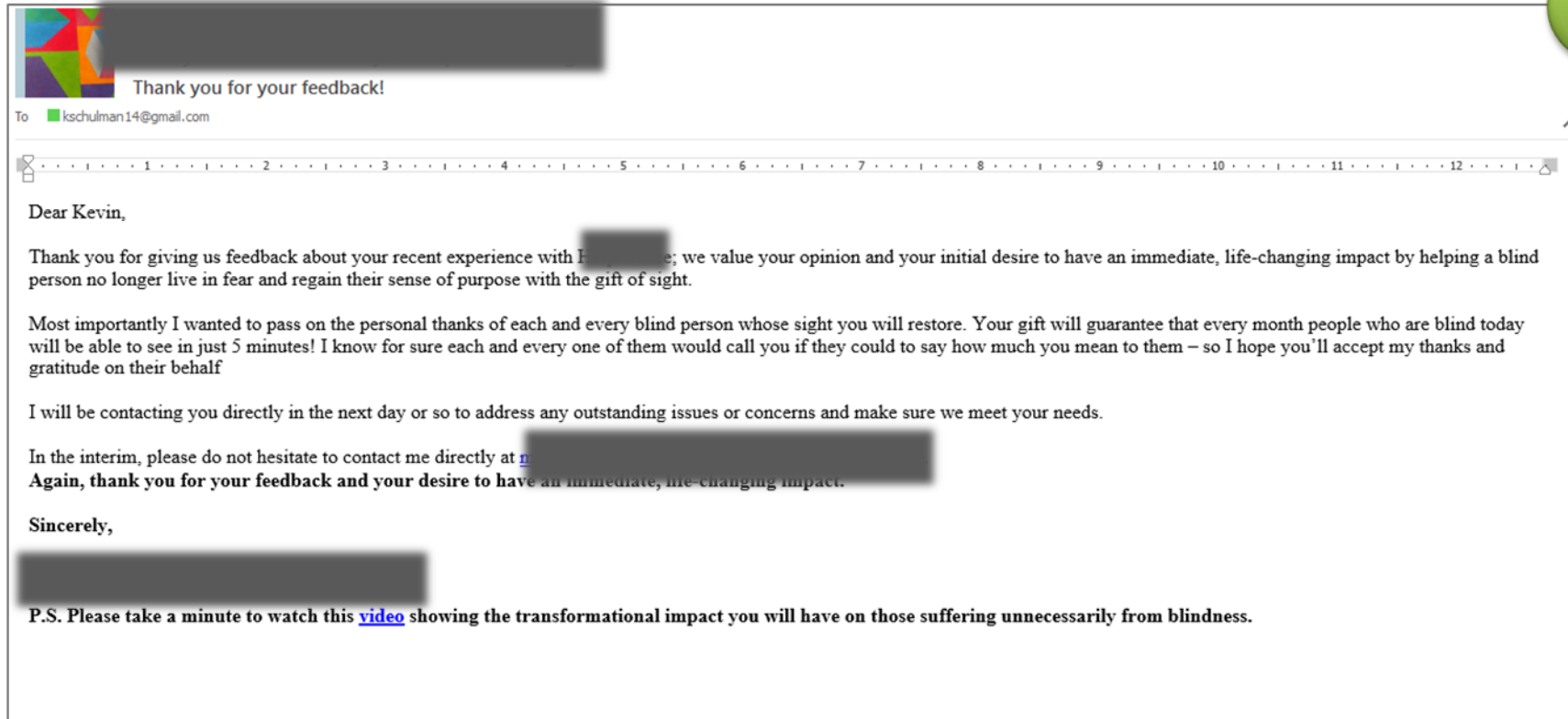
1) High Commitment, Bad Experience

- Apologize
- Provide donor service contact info

2) High Commitment Good Experience

- Share on social media
- invite friend

4.

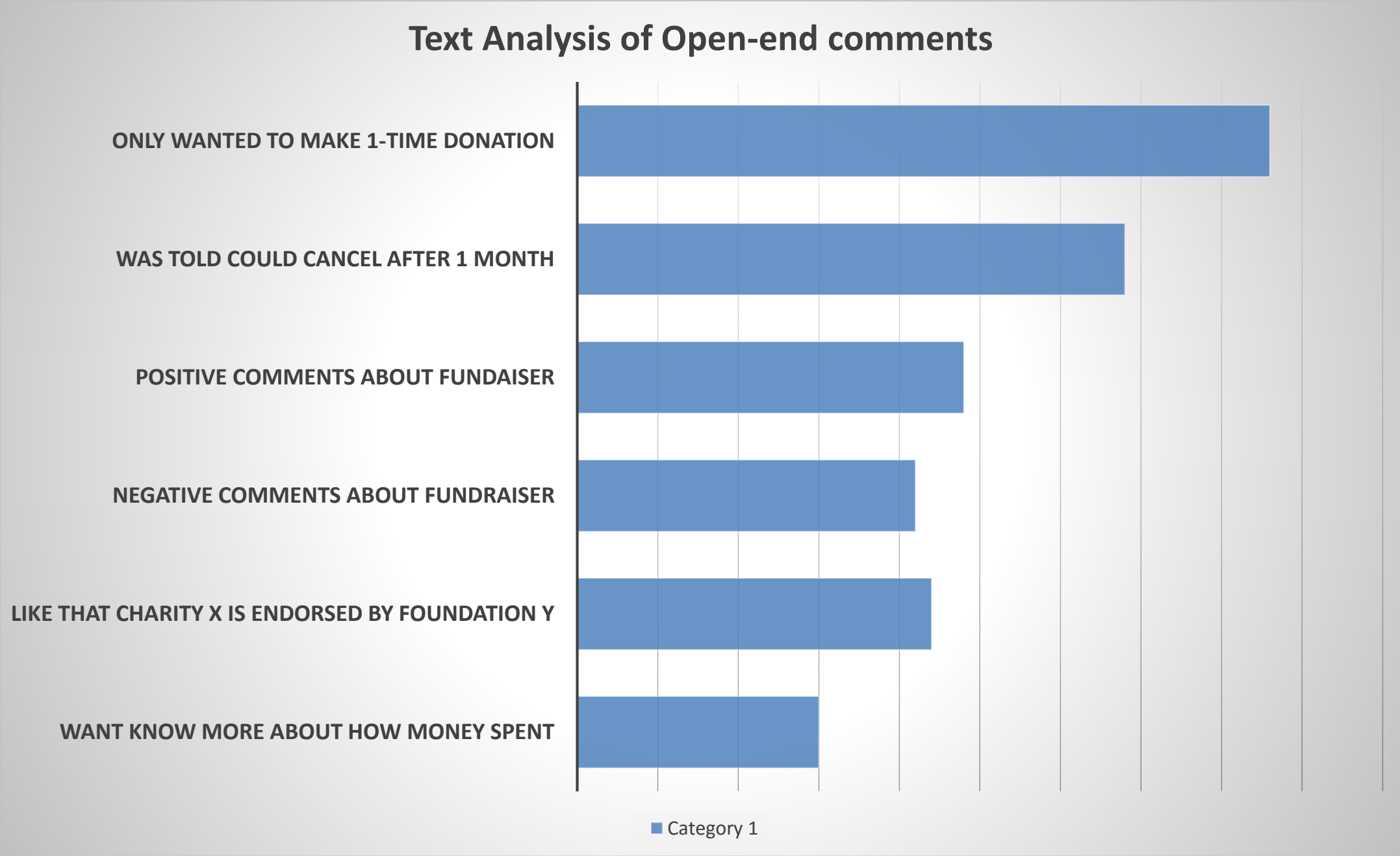


How To Get to Reality...

Highly responsive human follow up costing \$4 to \$6 to save the \$250 -\$400 you spent to acquire and the lifetime of giving

Date of Feedback	with street fundraising experience	Intent to stick with it	Open-end comments	First Name	Last Name	Commitment Score™	Commitment Segment
7/9/2015 19:47	very satisfied	I will probably stick with my monthly donation	Jessica explained everything about the organization and how it was part of the Bill and Melinda Gates Foundation. Also how it helps people from going blind.	Randall	xxx	7.8	High Commitment
7/10/2015 23:51	very dissatisfied	definitely not sticking with my monthly donation	Michael and his teammate, or whatever you call your solicitors, were sincere and articulate. But the pitch that followed was too much. I was only interested in contributing \$25 - once. To make a single contribution, I was told that I had to sign up for recurring donations and terminate when I got home. I do not make ongoing contributions, monthly, quarterly, or otherwise, until I get to know a charity. A charity should not have systems in place to manipulate donors into contributing more than they want. It is a shame. I did not want to be forced to have to cancel ongoing payments so I could contribute anything. It makes me very uncomfortable with who you are, which is unfortunate, because I have known people who have been blind from birth, or have lost, their sight. But I will find another way to support the cause.	Bret	xxx	6.5	Potential
7/14/2015 6:43	very satisfied	I might stick with my monthly donation	I would like an option to give less than \$35.00 per month because that would better fit into my budget.	Theresa	xxx	6.7	Potential
7/10/2015 17:00	satisfied	I might stick with my monthly donation	Allow a one-time contribution.	Gregory	xxx	2.6	Transactional
7/14/2015 9:24	very dissatisfied	definitely not sticking with my monthly donation	cut to the chase. I was in a hurry and they would not let me go. Very frustrated, on vacation, and angry by the time I finally got out of there. They were nice, but felt like I was never going to escape.	Lisa	xxx	3.2	Transactional
7/9/2015 10:51	very satisfied	I probably will not stick with my monthly donation	David was so enthusiastic and on task! You are lucky to have him!. I wanted to donate \$100 as a one-time donation. I give to many charities and I need to watch my monies closely.	Vicki	xxx	4.5	Vulnerable

How To Get to Reality...



Why do people give?



F2F – Reasons they give

- Empathy / Warm Glow
- Timing / On Impulse
- Personal Connection
- Guilt Aversion
- Social Image
- Social Norms
- Reciprocity

Do I care if you're paid?

Are donors influenced by information on whether the fundraiser is paid or not?

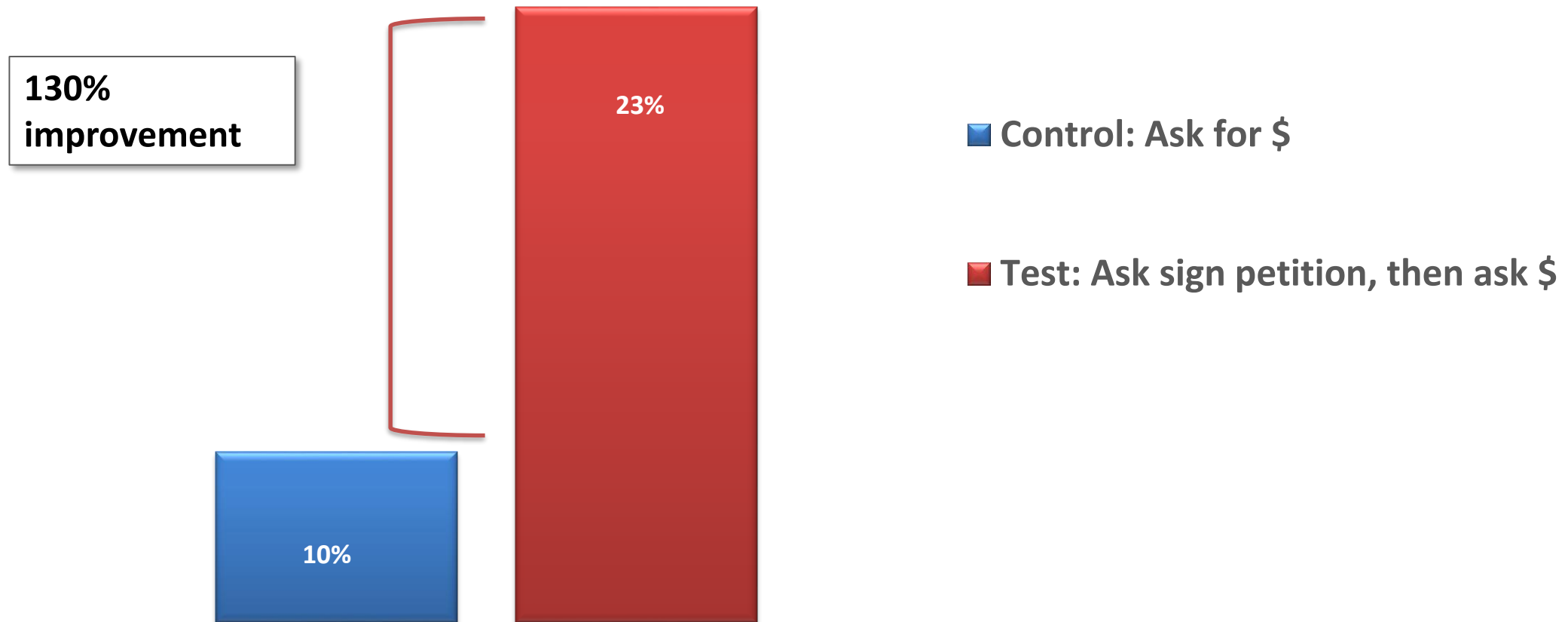
Donations increased in both cases (13% when paid, 7% when unpaid). But...

Av. Gift	Info: Paid
Women	+ 47 %
Men	-26 %

Rau, 2015

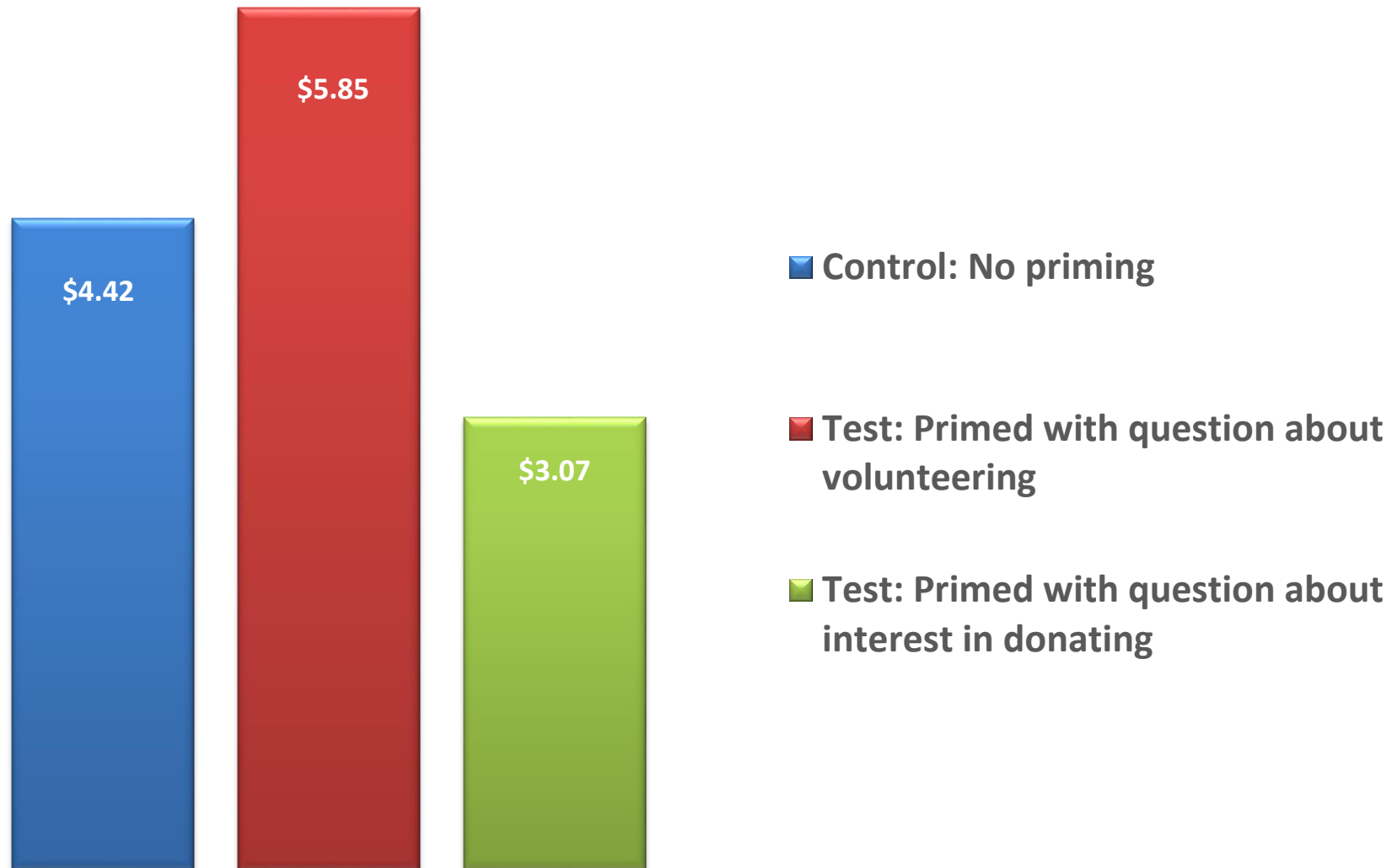
Time-Ask Effect

Percent Donating in F2F Door Campaign



Time-Ask Effect

Amount Donated in Mall Recruit



Motivating the wealthy audience

Agency & personal goals

You=Life-Saver
Like the sound of that?

Communion & shared goals

Let's Save a Life Together

Wealthier people were more likely to give with the first ad - they reported greater charitable intentions and donated more money

Areas of our work	Your Donation
✓ XXX ✓ XXX ✓ XXX	_____

Which area of our work is more important to you	Your Donation
<input type="checkbox"/> XXX <input type="checkbox"/> XXX <input type="checkbox"/> XXX	_____

Agency increased donations of super rich people (top 1%) from \$5 to \$30
This effect was also significant, albeit less strong, for the top 5%



The Name Letter Effect

people tend to favor products with names similar to their own

Similarity Principle: people tend to like others with attributes similar to their own

Female alumni were more likely to donate money when solicited by a student with a phonetically similar first name initial and when called by students with the same field of study.

Male alumni were more likely to donate when called by students with a field of study similar to their own first name e.g. George – Geology

Both were more likely to give when their first name was similar to the name of the university.

Type of Motives

Two postcards with different motives were tested against no postcard

Self-promoting message



Increased RR by 31% and average donations by 56%

This effect persisted over 2 years

Other-promoting message



No impact compared to control

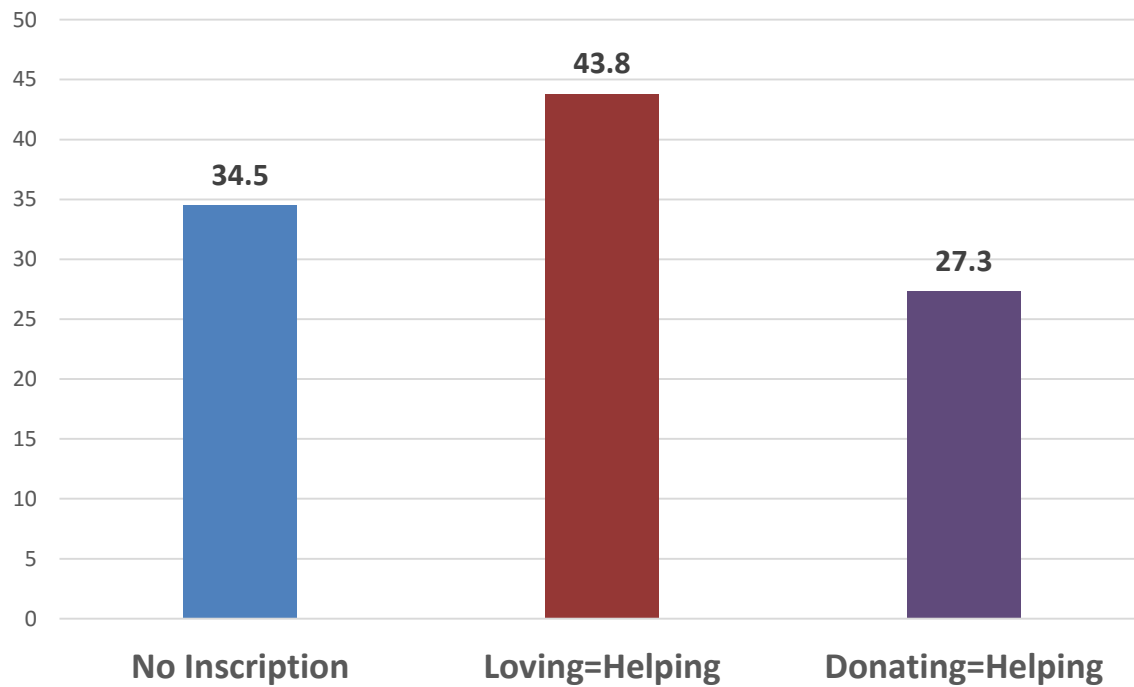
Priming

The solicitor wore a white tee-shirt with different inscriptions:

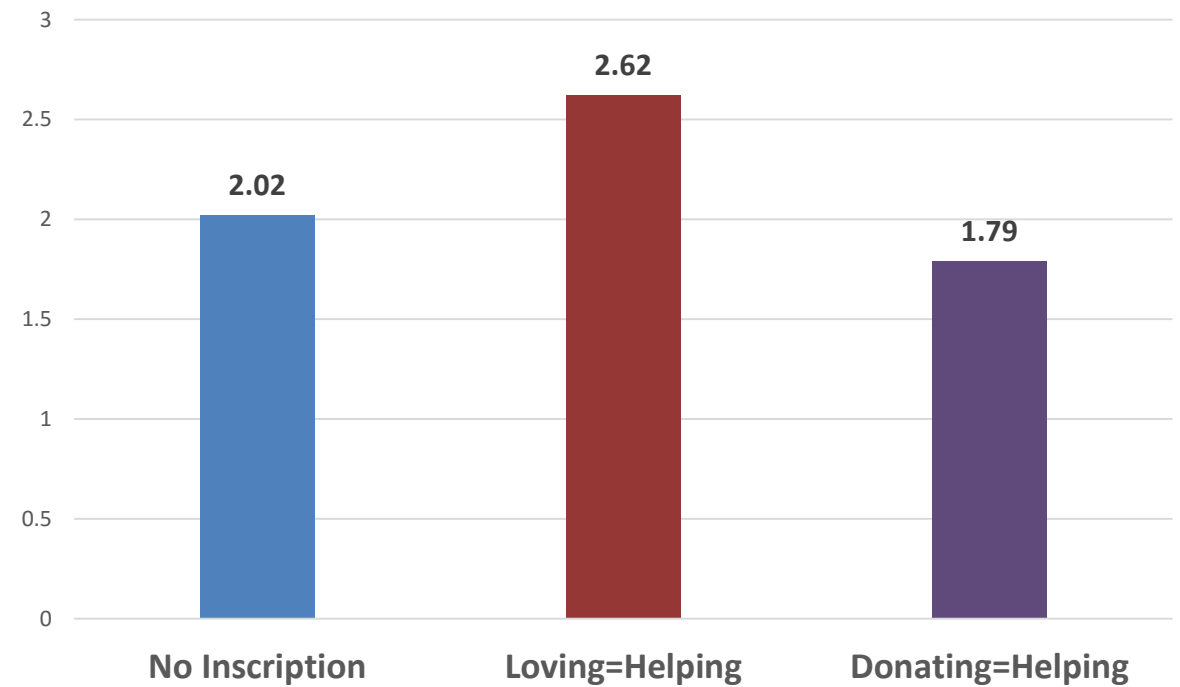


Priming

% Donated



Average Donation Amount



Wrap Up.

- Entire, untapped body of knowledge on ‘why’ people give and why they stop.
- Listening to donors, identifying—and rectifying-- bad experiences matters. A lot.
- The tools to identify, measure and correct bad experiences are available.
- The major question? Can we change our mindset?

Questions/Discussion.

The Agitator

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