

# Driving fundraising growth is hard ... how can you help your organisation to help you grow income?

Fi McPhee

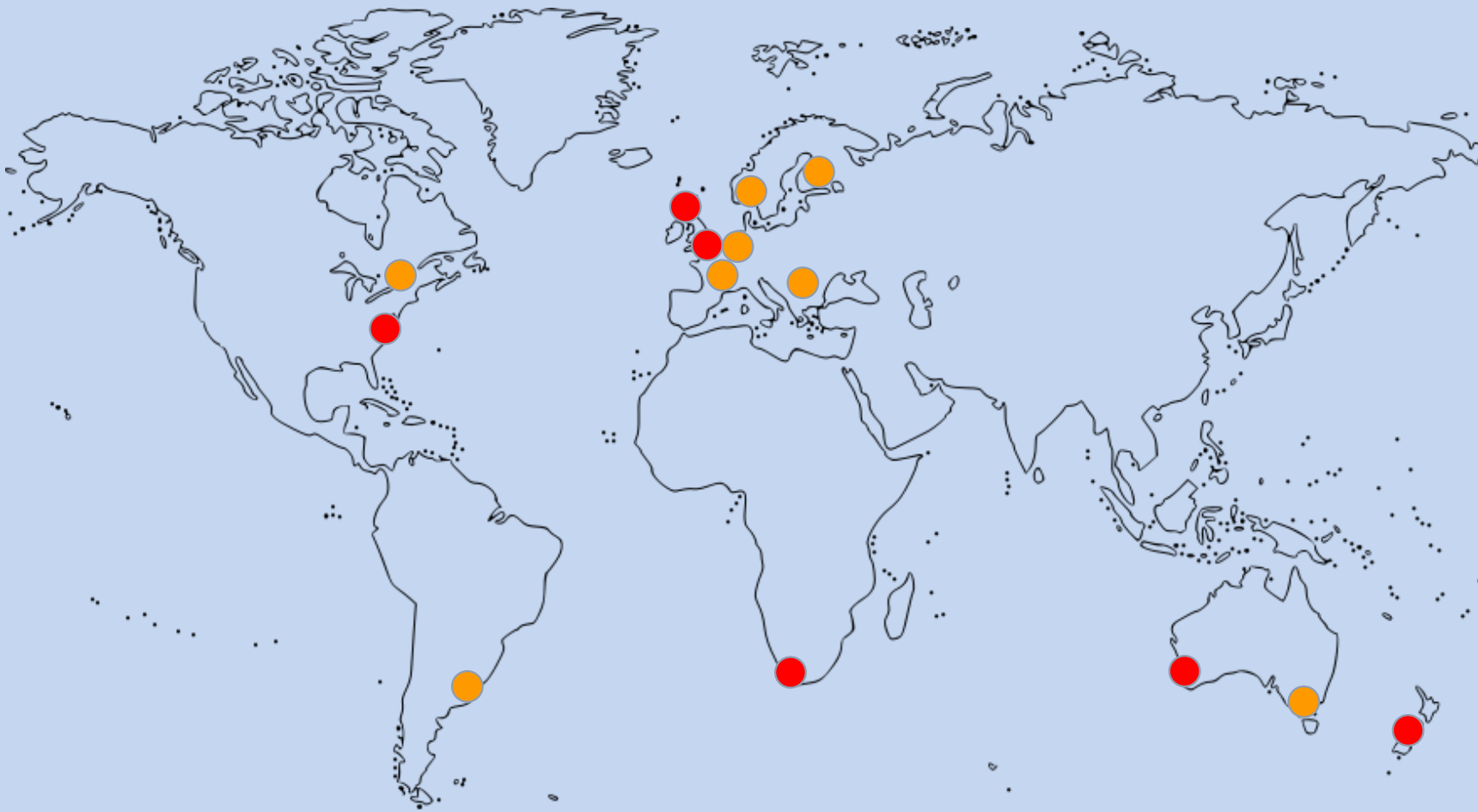
[Fiona.mcphee@revolutionise.com](mailto:Fiona.mcphee@revolutionise.com)

PFRA Symposium 2024

**REVOLUTIONISE**  
ACCELERATING PEOPLE WITH PURPOSE

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# Small but global impact



**Great Fundraising research  
and Great Fundraising  
Organisations show us that  
a critical element of driving  
and sustaining fundraising  
growth is ...**



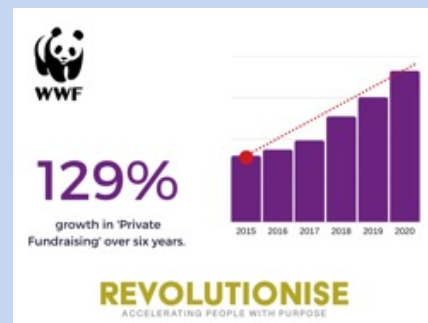
# Great Fundraising

Professor Adrian Sargeant  
Professor Jen Shang

- + subsequent research
- + over 350 case studies
- + experience-based opinion

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**Great Fundraising research  
and Great Fundraising  
Organisations show us that  
a critical element of driving  
and sustaining fundraising  
growth is ...**



# Excelling at meeting donors needs



**To do that we need WHOLE  
organisation support of  
fundraising**





# What stops Great Fundraising?



# What stops Great Fundraising?

## Internal conflict

- Over intellectualisation
- Distaste of emotion
- Non-profit narcissism
- Brand misunderstanding/policing
- Fear of being criticised/looking stupid
- Jealous twits
- Getting drained
- Fear of being busy
- Fear of commitment and effort.

These are all PEOPLE issues.  
You are dealing with feelings, not logic.



**The greatest block to  
Great Fundraising is internal  
conflict, leading to  
consensus seeking  
compromise.**



**Trocaille**  
TOGETHER FOR A JUST WORLD

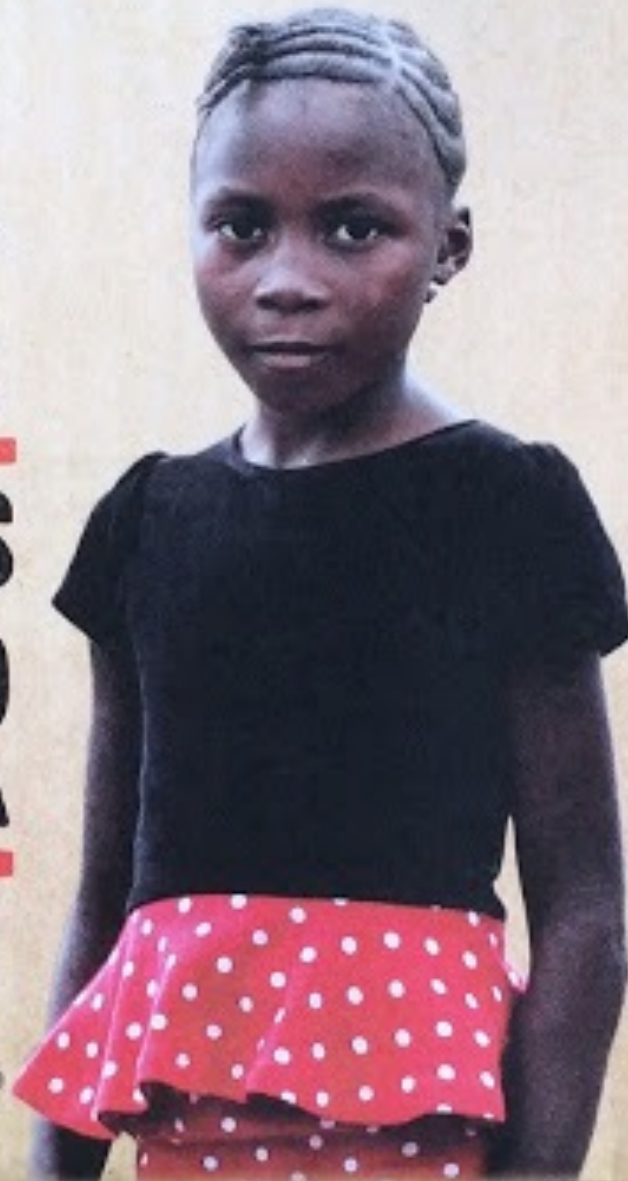


# Christmas appeal

When you donate to Trócaire you don't just give. You join the fight for justice. You can help refugees and other communities in need this Christmas.

[Give now](#)The Trócaire logo in blue text.  
A graphic with the text "JOIN THE FIGHT FOR JUSTICE" in white, bold, sans-serif capital letters. The text is set against a blue background that looks like torn paper or a stencil, with a distressed, hand-painted appearance.

**UNTIL  
LOVE  
CONQUERS  
FEAR**



Kumba, aged 7, Sierra Leone

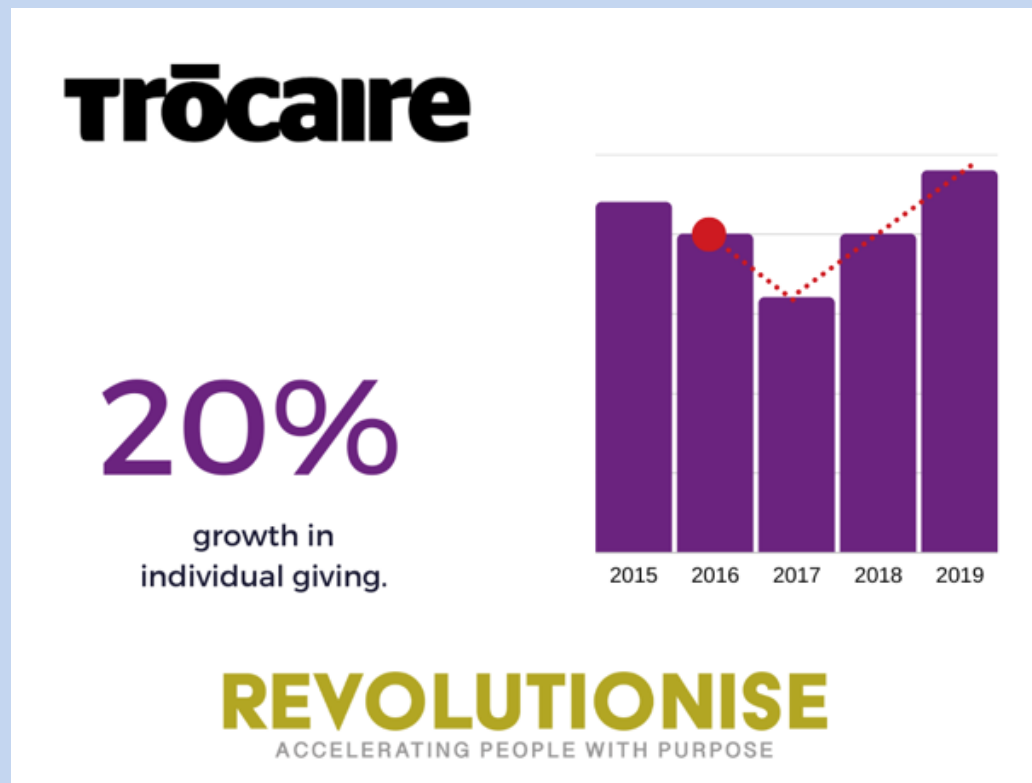
**KUMBA HAS LOST  
EVERYTHING,  
BUT SHE'S NOT  
GIVING UP. AND  
NEITHER WILL WE.  
NOT UNTIL LOVE  
CONQUERS FEAR.**

**trōcaire**

**R**



# Trócaire – 20% increase in first year, and continued growth



**The greatest block to  
Great Fundraising is internal  
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consensus seeking  
compromise.**





**Culture eats strategy ...**

**... for breakfast.**

**R**

# **The three key conflicts**

**Cultural conflicts**

**Investment conflict**

**Communications conflicts**



**Why do these conflict exist?**



# One set of customers

Donors → Organisation → Service users



# Two sets of customers

Donors ↔ Organisation ↔ Service users

The Great Fundraising Organisation meets the needs of both.



**Donors** ↔ **Organisation** ↔ **Service users**

↙ ↘  
Different needs  
Different 'products'  
Different pace

Different culture  
Different investment  
Different communications



# The quality focused organisation

Meeting the needs of two audiences



# Two sets of customers





**How do we overcome  
consensus seeking  
compromise?**



# Whole organisation fundraising

How the organisation behaves dictates the quality of our 'product'



From the rest of  
the organisation



The very best  
content, materials  
& insights



What donors  
need (what the  
FR team need)



# Culture

Leadership

Systems

Training



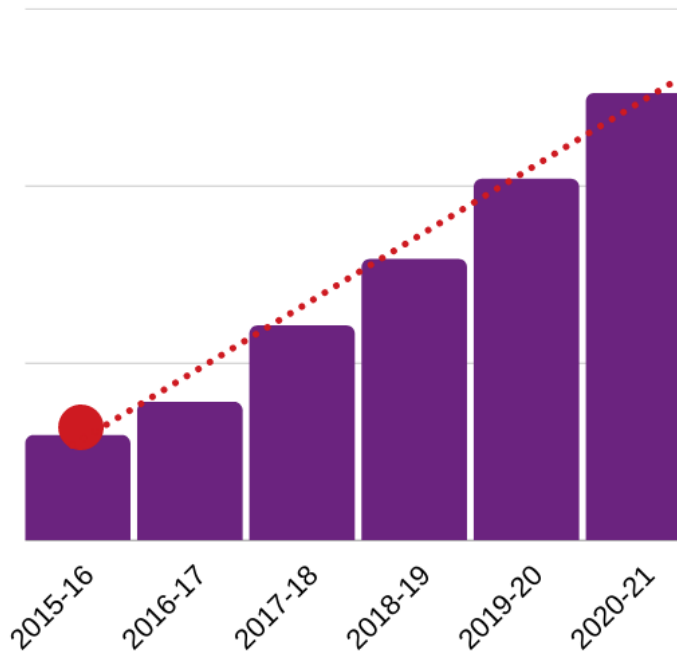
**What happens when you  
have Whole Organisation  
support for Fundraising?**



BØRNS  
VILKÅR

329%

growth in '  
Fundraising Income.'



**REVOLUTIONISE**

ACCELERATING PEOPLE WITH PURPOSE





**How can fundraisers make  
a difference?**





# Building a donor conscious organisation



**Understand their needs &  
motivations**



## Myths

### Qualitative

- Empathy Interviews
- Small group discussions
- Every inbound
- Sentiment analysis

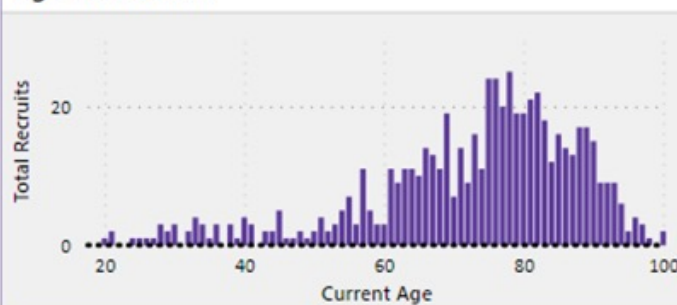
### Quantitative

- Data analysis
  - Behavioral
  - Geodemographic
  - Census & Other Data Appends
- Survey
- Online panels
- Every outbound

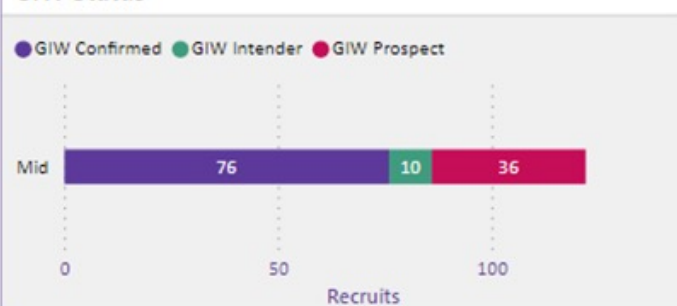


## The average New Zealand Mid-Value Donor (Single Givers)

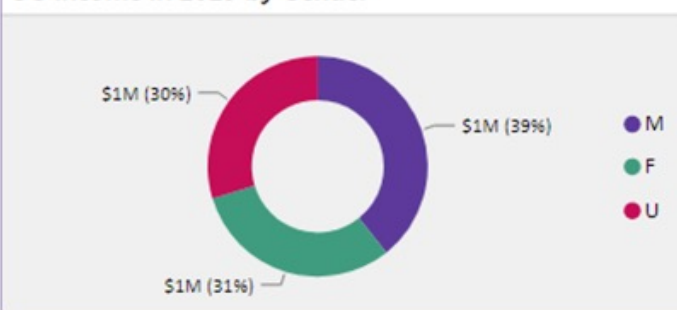
Age Distribution



GIW Status



SG Income in 2023 by Gender



\*Cards in **red** refer to 2023.

**1,935**

Single Givers

**3318**

SG Gifts

**\$4M**

SG Income

**7.5**

Average Tenure (Years)

**73**

Average Age

**\$770**

Avg First Gift (SG)

**\$1,881**

Average SG Income

**1.5**

Giving Diversification



## The Story of Marjorie



**Build respect for donors  
across the organisations**

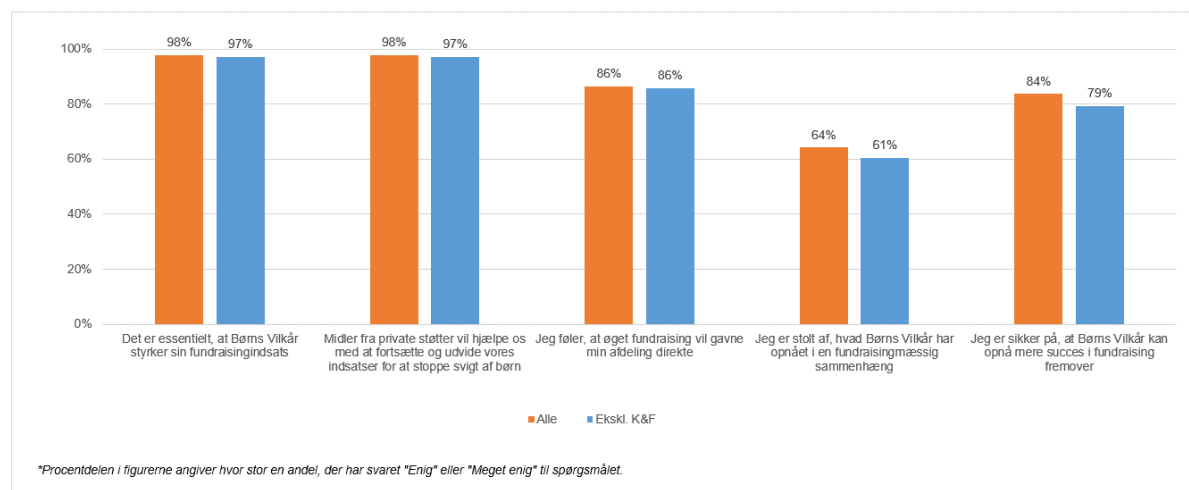


# Feedback



# Measure, change, measure.

## Der er stor enighed om, at fundraising er vigtig for Børns Vilkårs arbejde\*



**BØRNS  
VILKÅR**

Indsæt partnerlogo

Klik for at tilføje noter, kommentarer eller andet

16.08.2016

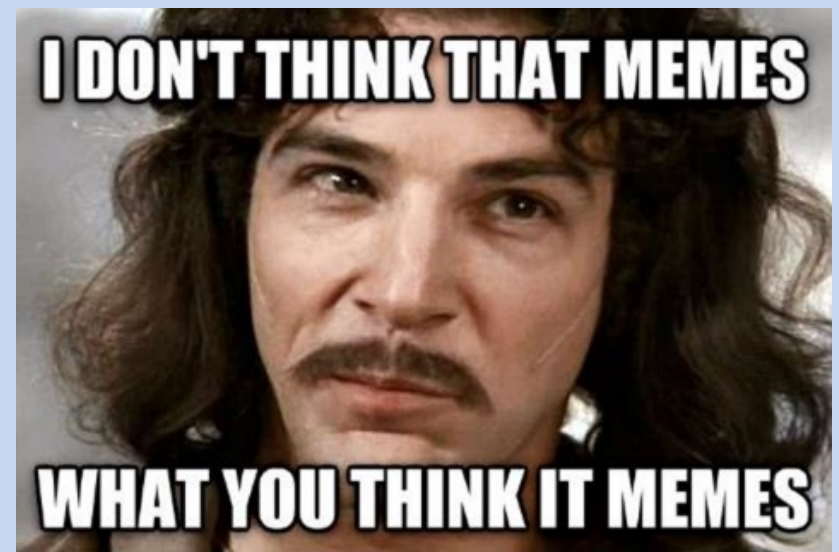
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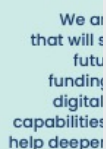
**Inject memes so people  
always have to remember  
fundraising.**

**AND DONORS**



# Remember our donors at all times





## The rewards of giving back

"I grew up lucky enough to have all the things I needed for my education, and I am fully aware of my privilege. To think that some parents have to choose between food on their table and opportunities for their kids is heartbreaking to me."

My family has been sponsoring young people through the Learning for Life program for a number of years now, and it's something I'm passionate about.

In April 2022, I set off around Australia on my motorbike with my son and two friends.

Our aim was to ride 15,000 kilometres and raise \$15,000 for The Smith Family. I felt compelled to embark on this journey because I know the difference the charity makes to children who are experiencing disadvantage.

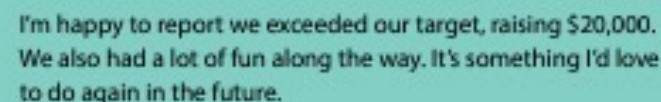
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I've also been an iTrack mentor for four years. It's a unique opportunity to give back and help high school students consider and meet their future goals, and access pathways to higher education. Often you can completely change a young person's perspective just by sharing a little of your time, experience and support. It's very rewarding."

Robert, community fundraiser, Learning for Life sponsor and iTrack volunteer



# EVERYTHING ABOUT BREAST CANCER SUCKS

**Doesn't matter what age you are...**

- the agony of telling everyone you love, sucks
- having control of your life taken away, sucks
- the torment of whether your children may be at risk, sucks
- being constantly reminded about it every time you look in the mirror, sucks
- the life-changing impact it has on family and friends, sucks
- the erosion of confidence and sense of self-worth, sucks
- the absence of certainty, sucks
- needing to be strong and brave when you don't feel that way, sucks
- not knowing if your treatment will cure you, sucks
- worrying ALL THE TIME about today, tomorrow and the future, sucks

Breast cancer is cruel. It is complicated and we don't have all the answers. It is the most commonly diagnosed cancer in the world – every minute of every day, another person is being told they have breast cancer.

We need unique solutions for every person, every situation, every time. This will take time, teamwork and money. But we won't give up – and neither should you.



ActionAid Supporter  
Sara Sullivan's World



my days =  
Benson and Lee

et al. 1997, 1998)





## A DONOR FOCUSED ORGANISATION



### Connecting SOS donors & employees

Sharing with colleagues feedback received from donors following newsletter

*“This message made me really happy! I am grateful for everything you have created in the SOS Children's Villages community! R, SOS donor*

*“The children are wonderful and you do an amazing job. Thank you for everything!” M, SOS donor*

*“Thank you from the bottom of my heart for keeping us up to date with the evolution of these children! Good thoughts and thanks for everything you do!” I, SOS donor*

*“It's great to see that we are so much loved and appreciated for what we do! Thanks for the email! You had a good idea to share these messages with us, they filled my heart with happiness.” M, Office Manager*

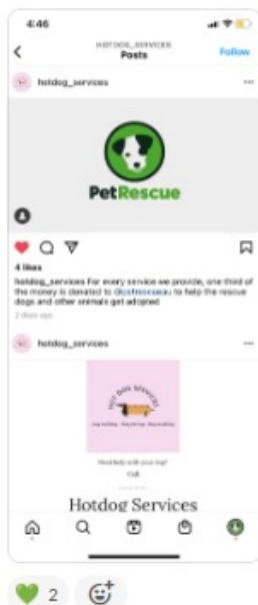
*“How nice you thought to share with us. They gave me a really good mood. A, HR Specialist*



**Emily** 4:51 PM

I actually want to cry this is so sweet -

this kiddo is donating a portion of the money she's making dog walking/sitting/grooming to PetRescue 🥹❤️



# thanks-good-feedback ✓



**Bella** 🌟 3:03 PM

Merry Christmas to all the beautiful Pet Rescue people and warm loving hugs to all the precious animals, especially the seniors xoxoxo



**Bella** 🌟 3:03 PM

Merry Christmas to all the beautiful Pet Rescue people and warm loving hugs to all the precious animals, especially the seniors xoxoxo



**alesha** 8:15 AM

some more good feedback from the donor survey:

*Just wanted to say that I really appreciate that PetRescue actually sends a personal Thank You after myself (and my partner - we always donate at the same time) It's such a small thing to do but it really makes such a Big Difference. Thank You Team! And Thank You to Me!!!!*

**Bella** 🌟 10:40 AM

Keep up the good work! We got our 2 rescue dog through you 10 years ago and they are still going strong and making our lives complete. It makes me sad to think what would happen if there was not an organisation such as yourselves coordinating information for all the pounds and rescue groups out there. All animals deserve their forever home!





# Meetings

## Why I Support Breast Cancer Clinical Trials ▶ Play all



**Jenni Scarlet - Why I Support Breast Cancer Trials**

Breast Cancer Trials  
81 views • 8 months ago



**Lyn Scanlon - Why I Support Breast Cancer Trials**

Breast Cancer Trials  
412 views • 1 year ago



**Virginia Anthony - Supporting Breast Cancer Trials for mo...**

Breast Cancer Trials  
1.2K views • 1 year ago



**Professor Christobel Saunders - Why I Support...**

Breast Cancer Trials  
139 views • 3 years ago

CC



**Dimity Paul - Why I Support Breast Cancer Trials**

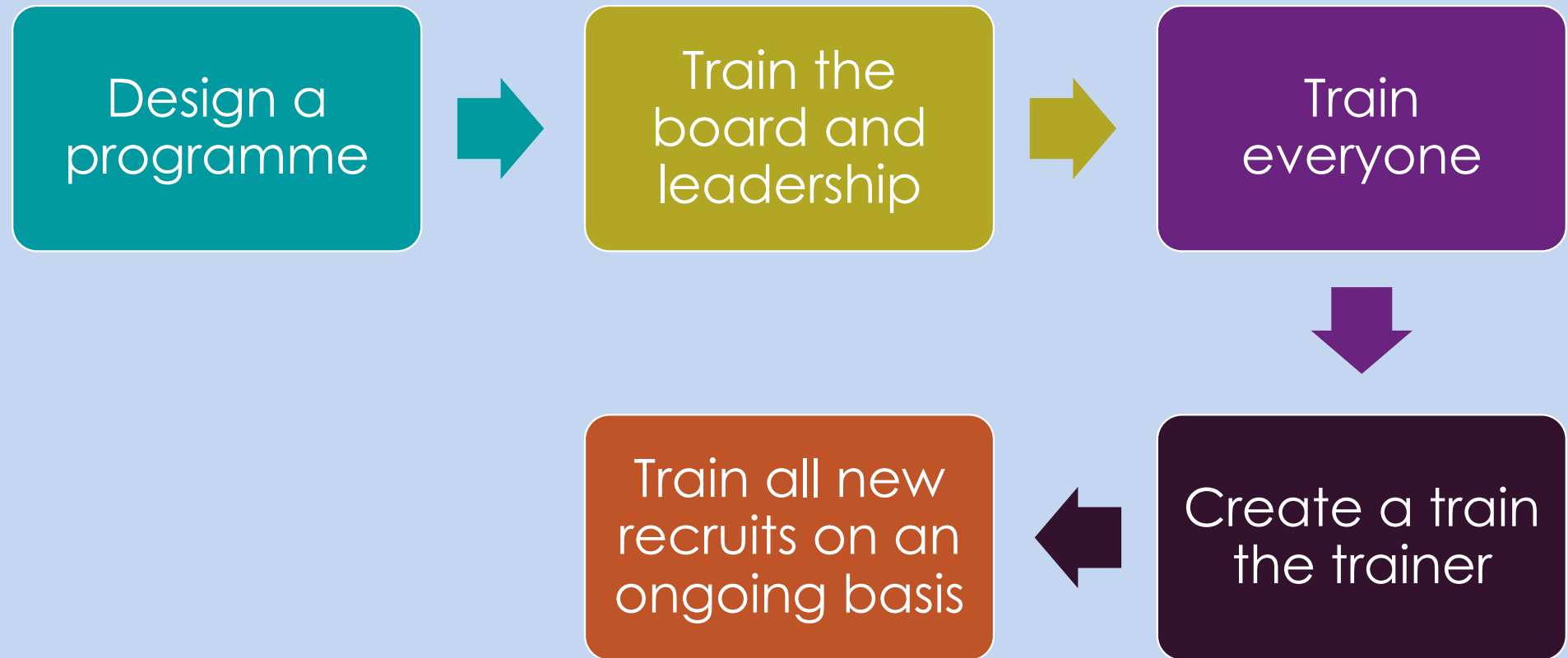
Breast Cancer Trials  
415 views • 3 years ago

CC



# Training the **WHOLE** organisation on fundraising





# Money and the mission

An introduction to professional fundraising  
for all staff and volunteers at Børns Vilkår

**BØRNS  
VILKÅR**

**SAMMEN STOPPER VI SVIGT**

**Who would like Børns Vilkår  
to have a lot more money  
to spend on our projects?**

**This means great fundraising.**

## The purpose of this training

- » Great fundraising needs a 'fundraisable' organisation.
- » This means the whole organisation focusing on our supporters as well as the children.



## What is fundraising?

- » Fundraising is not begging.
- » Fundraising is not about me
- » Fundraising is definitely not





## What is fundraising?

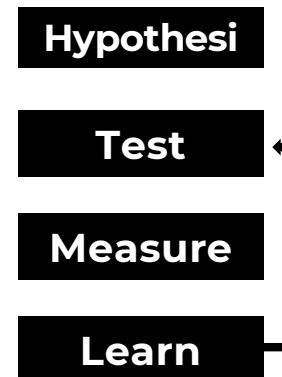
- » People give to people, not organisations.
- » We must not get in the way of the giving ...
  - » ... or giving back.



←→ BØRNS  
VILKÅR

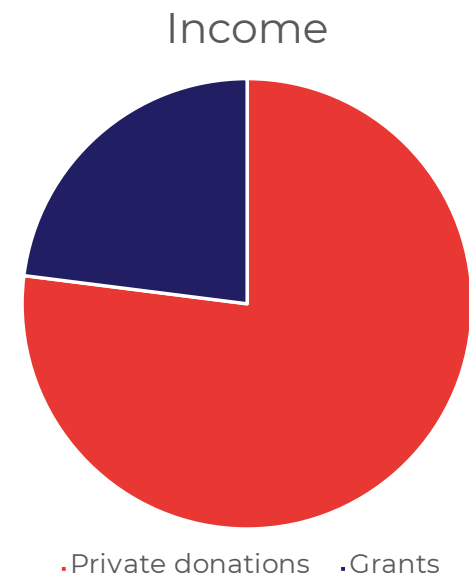
# What is fundraising?

- » Fundraising is a profession and a science.
  - » Fundraising requires the same skills as commercial marketing and sales.
  - » Fundraising is evidence based and relies on hard data.
  - » Fundraising creates a constant learning culture through rigorous testing and application of the scientific method:



## The essential importance of fundraising at Børns Vilkår

- » Børns Vilkår is unusual in Denmark in that we receive 77% of our income from private donations.
- » This is because of how Børns Vilkår was founded and how we grew.



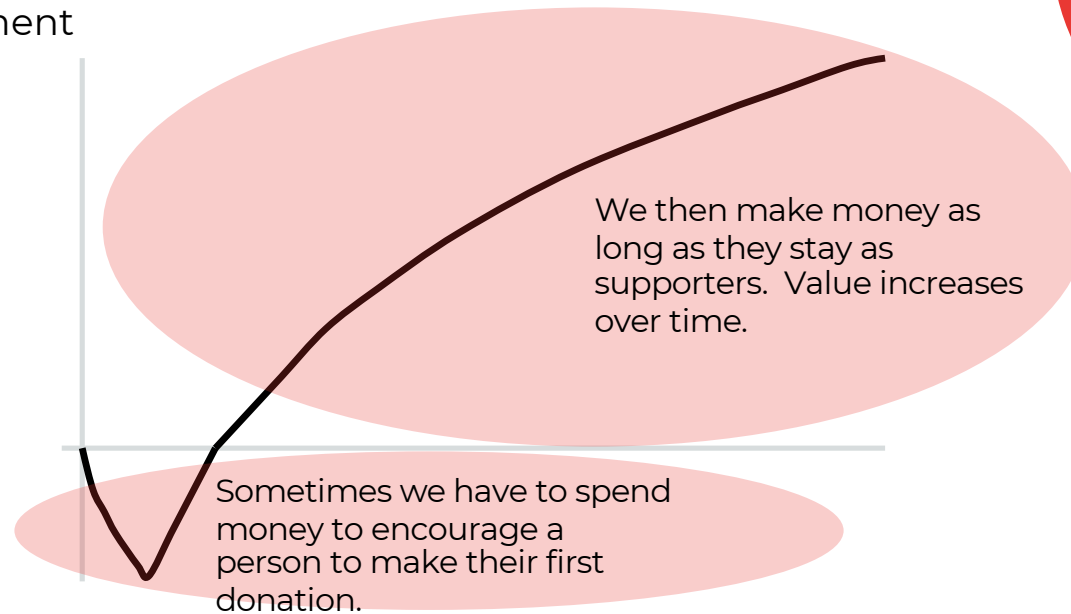
# The essential importance of fundraising at Børns Vilkår

## » Fundraising gives us:

- » Impartiality: we represent children and our supporters, not a dominant funder.
  - » Independence: we set our own agenda, narrative and priorities.
  - » Freedom: we set our own rules & focus on children in the ways we believe to be best.
  - » Innovation: we create and pilot new projects without having to guarantee results.
  - » Stability: we have diverse income streams to minimise fluctuation, exposure & risk.
- » We are uniquely powerful because so many people give us money.

# How fundraising works at Børns Vilkår

» Fundraising investment



How well we treat people is the most important factor in how long they stay.  
**This is why we need you!**

# Fundraising culture

» Three cultures are dominant in the population.



## What to do for fundraising

- » Answer the question 'Why?'
  - » Begin this by answering 'What problem will a donation solve?'
  - » Then describe the solution and how to demonstrate it.
- » Provide stories as well as facts; Truth well told.
- » Provide materials which can be emotionally powerful and rationally concise.
- » Be quick in getting materials to fundraising.
- » Know all the ways a different supporter can give.
- » Pass all enquires onto fundraising quickly.
- » Meet fundraisers regularly and talk a lot!

## Exercise

» Ten things I can do to help.





# Money and the mission

An introduction to professional fundraising  
for all staff and volunteers at Børns Vilkår

**BØRNS  
VILKÅR**

SAMMEN STOPPER VI SVIGT

# BECOMING A FUNDRAISING CHAMPION

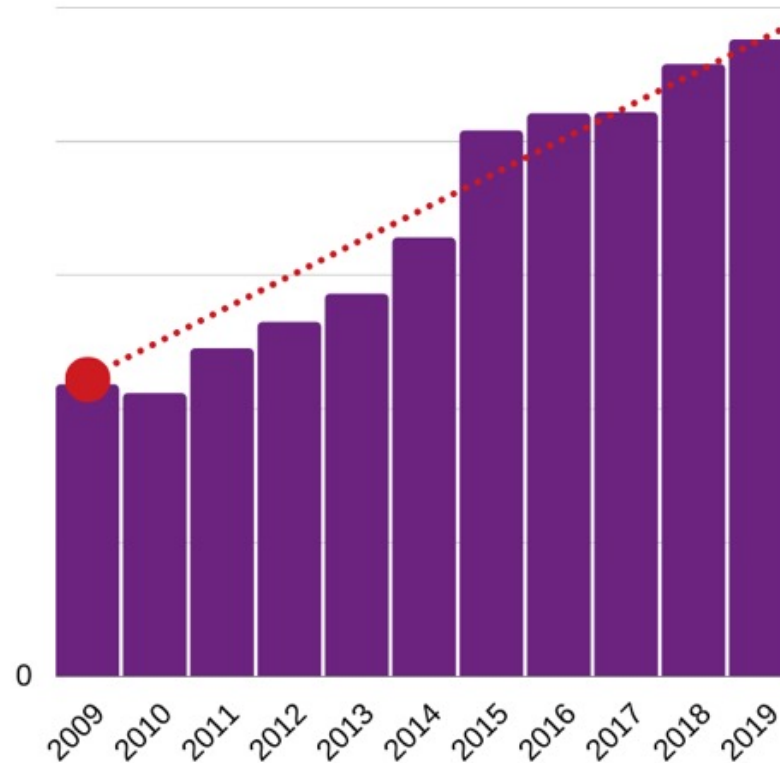
YOUNG LIVES  
vs CANCER





118%

growth in voluntary  
income - in £M.



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ACCELERATING PEOPLE WITH PURPOSE



# Involve Everyone



# Co-Create

“Could we increase the impact and reach of this project by requesting more private supporter money, either from existing resources or by asking fundraising to create a special appeal for this project?”





<https://www.youtube.com/watch?v=eYqrYXHcPAY>



# Building your donor focused organisation

- ❖ Build professional respect for fundraising
- ❖ Build respect for donors



# Building your donor focused organisation

- ❖ Understand your donors & be their champions internally
- ❖ Train on fundraising
- ❖ Co-create to bring about culture change





**To mobilise culture is to move  
people.**

**To move people is to create  
change.**



# Want to learn more? Check out The Great Fundraising Masterclass



Bespoke inhouse also available



**You can download our research from:**  
<https://www.revolutionise.com/>

**Keep up-to-date with new research  
released by following us on linkedin:**  
<https://www.linkedin.com/company/werevolutionise/>

