

Planned Giving Marketing Competencies in an Evolving Fundraising Environment

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Conference

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Thanks for being here!

Vice President of Legacy Giving at Mal Warwick Donordigital

25 years of experience in planned and major gifts

Worked with some great local, national, and international organizations before joining MWD in 2018 to launch our legacy giving marketing services.

Some of my past employers and current clients: ACLU, ACLU of Ohio, International Rescue Committee, Citizen Action, Farm Sanctuary, Ocean Conservancy, Special Olympics, Oxfam America, PETA, KQED, WNET, Children's Hospital of Philadelphia, Sempervirens Fund, Seeds of Peace, Student Conservation Association

Other interests include Crossfit, animal rights and pitbull advocacy, tattoos, gardening, fiber arts, protesting, and discussing Star Wars with my teenager.

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About MWD

- We're an independent, employee-owned agency with roots in advocacy, social justice and environmental conservation.
- We have proven experience in developing, managing, and optimizing integrated fundraising programs.
- We provide an analytics-based approach to management, testing and optimization.
- We bring a full team of experts specializing in direct mail, digital, advertising, telephone, and mobile marketing



Ideas we'll discuss

1. Why all legacy fundraisers need up to date marketing competencies
2. What the research says about how donors are planning now
3. Your legacy proposition
4. What marketing can do....and what it can't
5. Value of integrating legacy marketing into your organization's direct response/digital communications programs.
6. Marketing across channels and channel optimization
7. Audiences and prospect identification
8. Measuring ROI

Everything has changed...except our marketing

- For decades, planned giving has lived in a silo – and so has the marketing
- We've outsourced to vendors instead of integrating it our organizations' direct marketing programs.
- Most charities' planned giving marketing is indistinguishable – same stock images, same stock language, same lack of best practices
- Everything is generic and anodyne
- We're rely on inaccurate data and conventional wisdom, rather than real, up to date research and information
- Note: we are talking about population level information here – YMMV but don't assume that what you see in your file is representative

Industry changes

- Donor-advised fund and intermediated giving is changing everything.
- For organizations that depend on direct marketing to grow and build a pipeline, what happens when the majority of donors give through DAFs instead of writing a check or hitting a "donate" button?
- When an increasing number of donors give anonymously, through other entities, or not at all?
- When we continue to lose donors because real stewardship is considered too much of an expense rather than a necessity?
- When legacy planning means something different than "naming a charity directly in your will"?
- When more and more funds are left in the philanthropic hands of the next generation when their parents are gone, rather than coming directly to charity?
- When most likely prospects are younger, but the likelihood they will change their minds is much higher?

Marketing is a necessary competency

- Marketing is an integral part of planned giving (and fundraising in general, regardless of discipline)
- You have to understand where it fits in the fundraising ecosystem, where the linkages and leverage are – and how they are changing over time
- Example: I know that advertising is a critical component of the program and that I need to enlist experts and partners. Do I know how to actually implement advertising or test? No, but I know someone who does.
- Marketing isn't a product. PG marketing has productized to the point where it all looks alike, doesn't differentiate your organization, and isn't optimized in any way

Nothing in marketing is intuitive

- You don't have to be an expert or responsible for implementation. But you must understand some of the science of marketing and donor behavior, engage with strategy, know how to best leverage marketing, and advocate for resources.
- Marketing isn't intuitive – if you don't understand this, you'll make the wrong strategic decisions. Marketing involves influencing behavior at scale – it's not based on anecdote or your own experiences.
- **Everyone who has any responsibility for raising funds needs to understand how to engage with donors through marketing and know the necessary principles to avoid uninformed, ineffective strategies based on what you like/don't like/believe/think.**

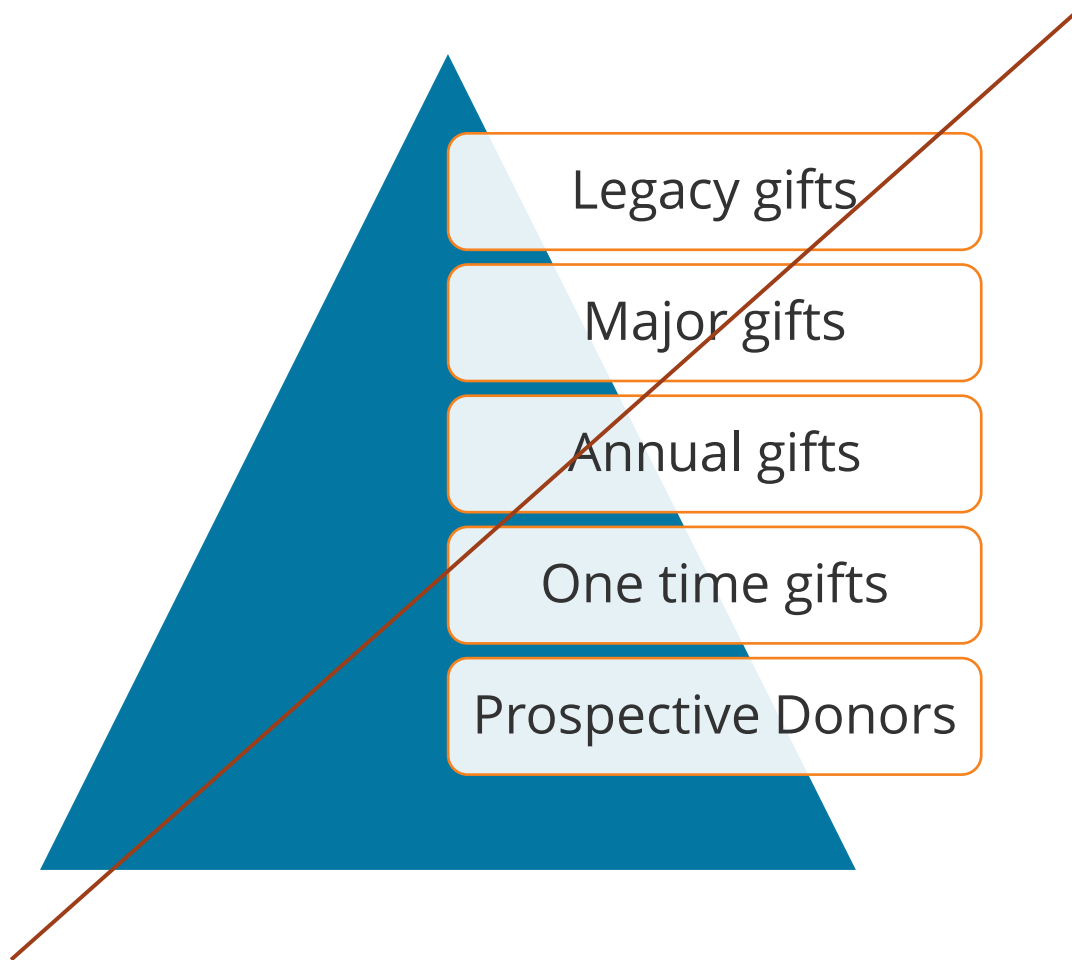
Why legacies in the UK are outpacing the US

- Legacy giving is an integral, fully-funded part of the fundraising program and marketing plan
- Legacy marketing doesn't live in a silo and isn't outsourced
- Marketing people know legacy marketing; legacy fundraising know marketing principles
- Messages focus on impact vs technical details
- Legacy marketing focuses on legacy gifts – not the vast sea of “other ways to give
- Investment in proposition development, storytelling, video, and stewardship

What we can control...and what we can't

- Marketing doesn't close gifts; when someone responds and discloses a gift, your marketing had nothing to do with the actual gift!
- We can introduce the idea of a legacy gift and cultivate consideration
- We can support consideration/interest over time
- We can ask people to consider us for their gift and inspire them to choose us...when they are ready
- We can encourage donors to share that they are considering a gift – if we give them a good reason to do so!
- We can encourage people to disclose an existing gift – also if we give them a good reason to do so.

What pyramid?



- The giving pyramid is dead (and was never really alive)
- There is no neat donor progression or journey
- Increasing legacy revenue comes from donors completely outside your pipeline – not all relationships are reflected in your CRM!
- Time on file, number of gifts, etc. is increasingly irrelevant.
- Propensity, assets to give, and timing are much more relevant.
- The vast majority of supporters in or outside your CRM will never share their consideration or gift intention
- Making assumptions/models based on past gifts or current Legacy Society members is not a good idea – these folks are no representative!

Your foundation

- A solid legacy proposition and use case
- A marketing budget
- Buy-in/partnership from your direct marketing team and digital engagement team and agency. These folks are a huge resource for you to tap!
- A clear system for tracking data and ensuring that its integrated into your CRM.
- A plan and collateral for fast, high-touch fulfillment (this is usually missing!)
- A plan for what happens next....

Key concept: competition

- People support 6-8+ charities right now, consider 4 for a legacy gift, and the median include 1 or 2 in their estate plan.
- Internal donor surveys = just a selfie.
- Must benchmark against competition.
- You don't need EVERY donor to support your cause – you need the donors who support you AND your competitors to choose you more often.
- Varies wildly by charity/sector.



Remember: population level data

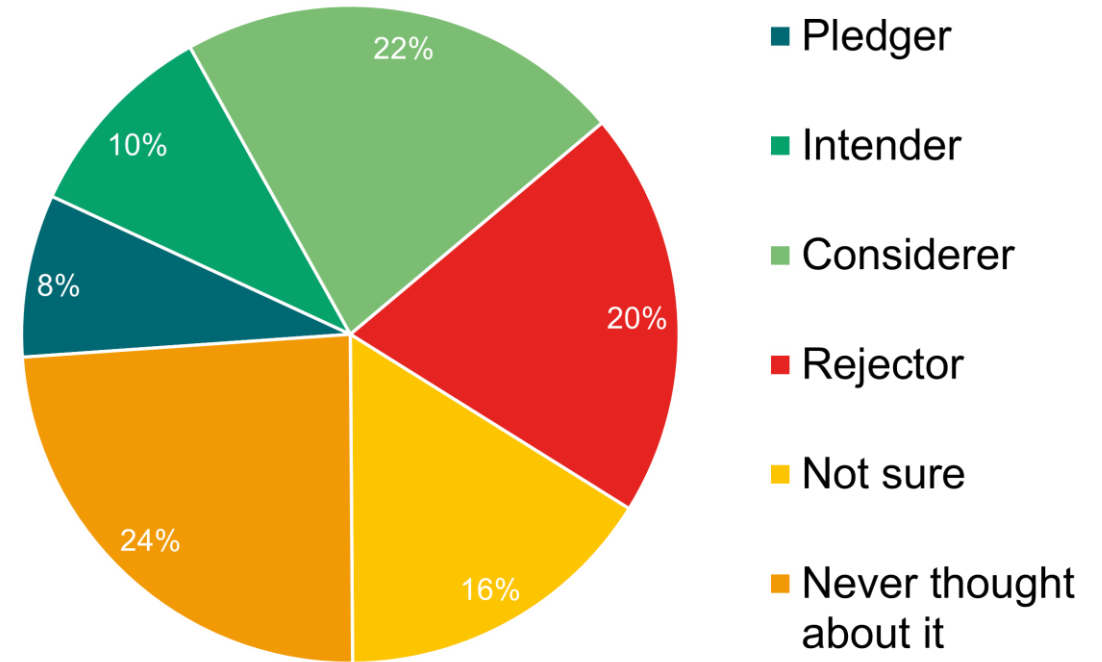
Your supporters are choosing...

- It's competitive and choices are being made either consciously or subconsciously
- Donors support a median of 6 organizations currently, consider a median of 4, and include a median of 1.
- To be part of that choice is key – that's about the right time, right place and right message
- And for most people leaving a legacy isn't enough of a reason to write or update their will – and we can't make them move faster.
- Your marketing **MUST** differentiate you.
- And because many will be outside your CRM, you need to embrace the strategies and channels that will reach them .

The opportunity.....

- PIC rate: The percentage of your supporters who have included you, intend to include you, or would consider including your charity in their estate plan.
- Significant variation by sector and charity.
- The largest, currently high-performing charities may be surprised to learn that they have fallen off the consideration benchmark without realizing it!

NATIONAL: 40% PICS



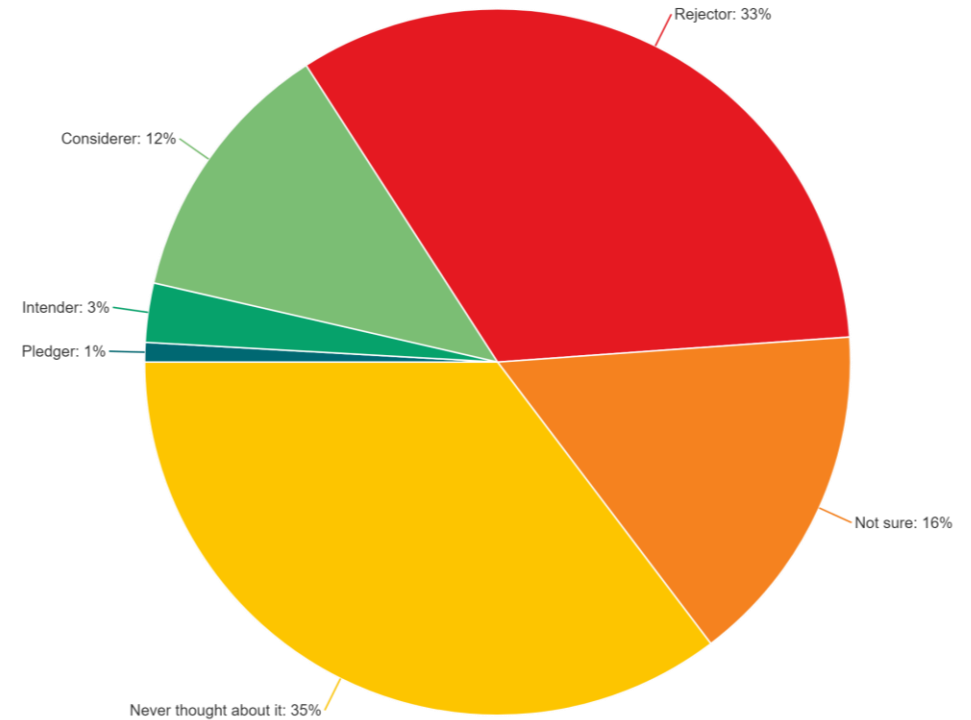
- **Pledger: Included your charity already**
- **Intender: Intends to include your charity**
- **Considerer: Is considering/would consider including a gift to your charity.**

Varies wildly by charity

RANGE: 14% TO 56%

	Charity A	Sector	Overall
Pledger	1%	7%	8%
Intender	3%	10%	10%
Considerer	12%	22%	22%
Rejector	33%	20%	20%
Not sure	16%	16%	16%
Haven't considered	35%	25%	24%

- Charity A is a large, well-known, national, domestic needs organization. They should be very concerned.
- Some of the largest, most successful charities are looking at a big bequest revenue cliff if they don't make some changes now!



PIC RATE: 14%

Beyond demographics

- People are making planning decisions very differently than in the past.
- In our research, we look at 60+ barriers and motivations.
- Some factors are personal to the donor
- Some are charity-specific
- Some involve process, others involve family, community
- The intersection of barriers and motivations and action is different charity by charity and by donor profile
- Most of these data points cannot be found in your CRM but the intersection of these factors determines whether you're in or out of a plan

Example: Some process-specific barriers

Process	Overall Index	Sector Index
Don't have time to update	140	138
It's inconvenient	129	131
No advisor/attorney	122	118
Don't know where to start	120	115
Don't want to think about it	120	123
Too expensive	113	110
Seems too complicated	111	111
Haven't considered it	92	97

Example: Some charity-specific motivations

Competence	Overall	Animal & Environmental Sector
Frequently in the news	122	125
Need my gift	111	109
Appreciate my support	110	104
Likely to achieve their mission	109	111
They spend their money wisely	96	101
Use my gift to help beneficiaries	95	109

The challenge in legacy marketing....

Donors don't have to tell you anything:

- They don't need to share their gift intentions or any details
- They don't need to share their consideration (or lack thereof)
- They don't need to update you on their plans
- They don't necessarily need anything from you with respect to planning, technical, gift details

Only about 30% of supporters considering a legacy are open to sharing anything with the charitable beneficiaries.

Makes measuring marketing ROI almost impossible (especially since we don't have historical and detailed estate data.

Are you giving them a good reason to share with you?

Multiple needs

- Cultivation of consideration (often ignored)
- Maintaining consideration over time
- Encouraging handraisers to share consideration
- Encouraging gift disclosures
- Stewardship
- Reaching supporters in and out of your CRM.
- Marketing programs should be balanced to address these.
- For instance, if most of your marketing is focused on a wills offer, you are neglecting the opportunity to cultivate, build pipeline, inspire and maintain interest, etc. and will alienate those for whom this isn't a good resources.
- Rule of thumb: don't spend a disproportionate part of budget on a single offer.

Messaging: why and how

- Perception of charity need is critical as is the perception that not only will you fulfill your mission but that the gift will help you get there.
- Personal connection/engagement (not always visible to you!)
- Smaller charities are starting to have a real advantage
- Financial outlook is increasingly determinative – but the right messaging can increase legacy gift consideration.
- You must ask – often and regularly - but can't measure success only by marketing results
- Need to create, iterate, refine, gain insight, course correct.

Make it personal

Chaining Dogs

f Share

X Post

in Share



It shouldn't happen to "man's best friend," but it does. Take a drive down many country roads and city streets, and you'll see them—dogs left to spend their entire lives in "solitary confinement," trapped at the end of a chain or in a small pen.

We can't think of a crueler punishment for these social pack animals who want—and deserve—companionship, scratches behind the ears, walks around the block, and the opportunity to curl up at their guardians' feet at night *indoors*.

Kept "out of sight, out of mind" in the back yard, chained dogs are often deprived of adequate food, water, and veterinary care—in addition to having their emotional and social needs completely ignored. Many are denied proper shelter and have nothing but an overturned trash bin or plastic barrel—or nothing at all—to shield them on freezing winter nights. Countless chained dogs have frozen to death during cold snaps or died of heatstroke on sweltering summer days.



@bluenose_frankie

Images matter

- Stop with the stock images! Especially those used to give the impression that you have a more diverse donor file than you do
- Donors can tell and it diminishes their trust in you
- So much is one size fits all, same stock images, same language, same offer, nothing that helps you rise above the pack



Authenticity matters



“Branded” does not mean that it speaks to your mission, your donors, and your unique value proposition.



The woman here is featured on more than 500 dental office websites, on every microsite of one planned giving vendor, on the cover of my retirement plan document....



Who are your audiences?

- **People with propensity to make a legacy gift**
- **Who have prioritized your charity**
- **Who have assets to give and a positive financial outlook**
- Who are current writing/updating plans or will be soon.
- They may be known/in file; unknown/out of file; have a relationship with your cause that isn't reflected in your transactional data.
- May never make a lifetime gift.
- Their legacy gift may be their first or only gift.
- Looking ahead to new machine learning tools vs static ratings/score

Integration matters

- Not always possible to do everything we need do across fundraising and comms from a single platform.
- But they have to communicate = pass information between platforms in a reciprocal way.
- Integration matters: email signups/digital marketing tools; online forms and CRM, website and google analytics
- Are you still exporting spreadsheets from one platform and trying to update another one?
- Spend your budget on the right things

Websites are not marketing

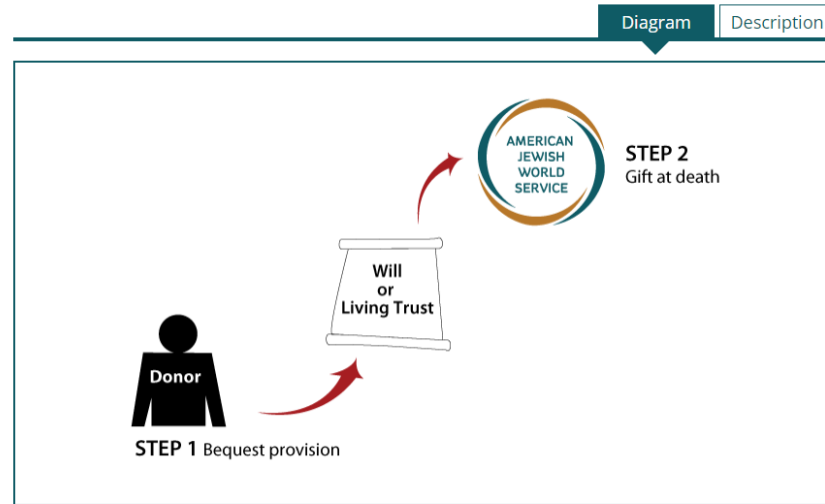
- Help people find necessary information quickly while offering inspiration!
- Tax ID
- Contact information
- Simple forms to facilitate information transfer
- Audited financials
- Case/need/how my gifts are used
- A great video
- Profiles of supporters, workers, beneficiaries.
- Simple information about ways to give and a simple way to get more info.
- Guide/resources – avoid long, complex, generic, not reflecting your brand and value
- Microsites are good for short term projects or campaigns – not for a permanent digital presence. Limits retargeting/remarketing and info transfer.

Example

- PLANNED GIVING
- TYPES OF PLANNED GIFTS
- WHY SHOULD YOU MAKE A GIFT?
- HOW DO WE USE YOUR GIFTS?
- WHAT TO GIVE
- AJWS LEGACY SOCIETY
- DONOR STORIES
- LIFE STAGE GIFT PLANNER™
- COMPARE GIFT OPTIONS
- PLANNED GIVING BLOG
- FREQUENTLY ASKED QUESTIONS
- REQUEST A CALCULATION
- GLOSSARY
- BEQUEST LANGUAGE
- CONTACT US

- REQUEST eBROCHURES
- NEWSLETTER SIGN-UP

GIFTS BY WILL AND LIVING TRUSTS



HOW IT WORKS

1. You include a bequest provision in your will or revocable trust
2. At your death AJWS receives the bequest you specified

BENEFITS

- You may change your bequest or trust designation at any time
- You control the funding property during your lifetime
- Your bequest or trust designation will not be subject to any potential federal estate tax

GIFTS IN WILLS

When you leave a gift in your Will to Battersea, you help ensure that we can continue to be here for every dog and cat who needs us.

It allows us to care for them for as long as it takes to find them the homes they truly belong in, where they are treated with love, care and respect. A gift in your Will helps ensure their future.

GET YOUR FREE INFORMATION PACK



YOU'LL NEVER STOP CARING - NEITHER WILL WE

For over 160 years, Battersea has been here for every dog and cat, taking them in without question and caring for them without judgement. One in three of these animals was cared for thanks to gifts in Wills.

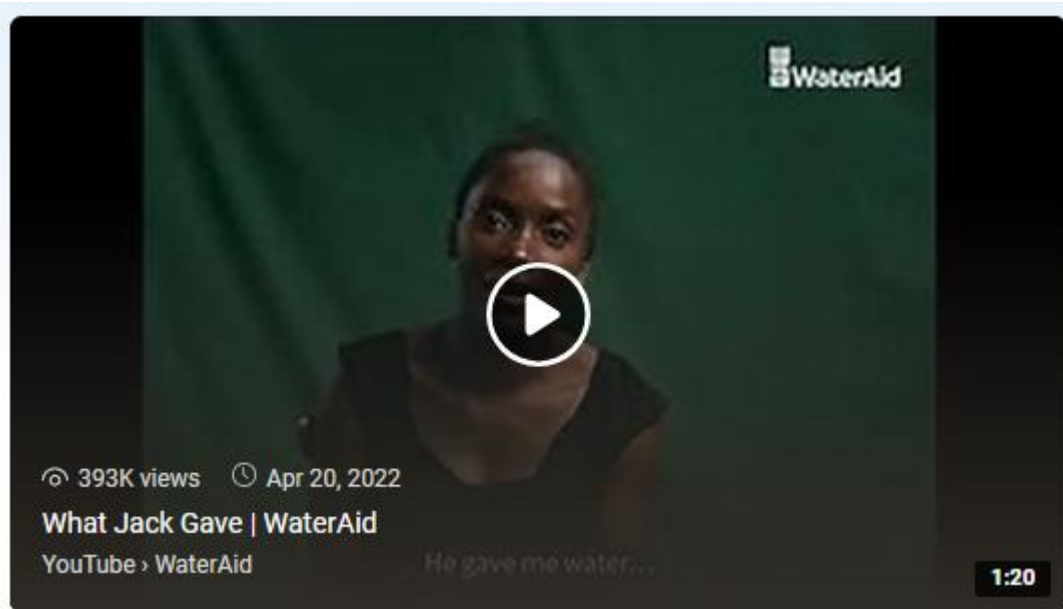
A gift in your Will to Battersea is an incredible way to celebrate your love of animals and leave a lasting legacy for dogs and cats in need of help by giving them the second chance of happiness they deserve. Gifts in Wills are vital to all areas of our work, so any gift you give, whatever size, will make a big difference to the animals in our care.

By remembering Battersea in your Will, you'll ensure that we can continue to be here for

Stop spending money on bloated, unnecessary content and put it into dynamic marketing!

Video done right

<https://youtu.be/C8VQzzYHFAI>



https://youtu.be/qvi_Grsw4S0



Calls to Action/Conversions

- Don't drive people to your website as your CTA
- Many vendors don't provide conversion forms or tools unless you pay (a lot) for them.
- Important to hone your CTA and drive the donor to the landing/page or form that allows them to take that action – and no more.
- And that then directs them to the appropriate marketing automations.
- Determine the desired action based on the goal of that particular communication (cultivation of consideration? Content/resource offer? Gift disclosure? Share consideration?)
- Resist urge to ask for the kitchen sink

Surveys - A mixed blessing

- Legacy surveys have been both a curse and a blessing
- People love surveys and they generate a flood of “leads” – that no one follows up with appropriately
- Relegated to generic “drip” emails (and not even that if they don’t reply by email).
- Survey “products” are expensive and engineered for max response – not quality of leads or to acquire necessary information that could help you determine the best follow up.
- **Avoid trap of trying to optimize for response only.**
- Surveys are a science. We iterate different types of surveys to draw out higher value prospects and set the stage for more personal engagement.

What happens next? The first mile

- When a donor raises their hand, do they get a generic form letter with a gift notification form, followed by generic drip emails that are differentiated on nothing more than legacy consideration?
- People do not have to respond to our marketing. When they do share something they are under no obligation, how are we treating them?
- This is your first and possibly only chance to rise up from the competition.
- This isn't "conversion"– it's meant to recognize that donors don't have to share this. Shows how you appreciate their trust and consideration, remind them of impact; offer support when and if they want it
- Move from top of funnel (cultivation of consideration to maintain interest and facilitate engagement and value exchange.
- A lot of triggered cultivation is pitched as a way to help move through a considered process to "purchase." In legacy, that's not quite accurate. We lack control over people's timing and there are many factors beyond our control.

Mail isn't dead; digital won't save you

- Optimize for the channel and goals.
- Different CTAs, different ROI
- Advertising is optimal “top of funnel/cultivation of consideration” marketing; we’re going for reach but not lead generation.
- Direct mail is critical for supporters who may be considering their options over time.
- Email can supplement but doesn’t replace mail. People engage with these channels differently.
- Don’t “buy” off the shelf-campaigns
- Response options should be tailored to donor:
 - Just because you have a valid email doesn’t mean the donor should get your digital marketing.
 - Offering too many response channels can diminish response.

A final note on marketing asset gifts

- Encouraging gifts from donor-advised funds and QCDs should be part of the direct marketing plan and should not live in planned giving.
- Testing payment options, optimizing donation forms, evaluating changing donor giving behavior won't happen in a siloed planned giving marketing program.
- Don't drive donors to third party products to facilitate these gifts – losing so much data and optimization!
- Stop promoting creation of DAFs and start figuring out how to get more money OUT of them!