Helping supporters choose

Using Decision Science in Fundraising

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supporters
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This booklet is an introduction to the MINDSPACE framework. It's created to help you design and deliver campaign, advocacy and fundraising programmes.

DecisionScience

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This publication is dedicated to the memory of our talented friend and colleague Emma Goad.

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Fundrasing, Art or Science?

For years the debate has raged – is fundraising an art or a science? On one side are copywriters and designers keen to emphasise their skills and creativity. On the other side are data analysts and strategists focused on number crunching and segmentation. But what if this is an irrelevant debate? What if the secret to successful fundraising lies in a whole new field of science – *decision science?* And what if the science was most powerful when it engaged supporters *creatively?*

This body of work exists and has already proved its transformational value in commercial marketing – helping sell, sadly, lots more washing powder – and in public policy, more happily, improving sign ups to organ donations. Importantly decision science is underpinned by 20 years worth of Nobel Prize winning research by a number of outstanding individuals and their teams.

This guide explores what is decision science and how it might help your agency to raise more funds, to engage supporters more fully, and so deliver on your mission. It's been written by the decisionscience team and friends at =mc consulting, Europe's leading consultancy helping charities, CSOs, INGOs and public bodies transform their results in fundraising and more. You can find out about our work at the dedicated website we've set up: www.decisionscience.org.uk

Bernard Ross
Director
=mc consulting

The next big thing in fundraising?

What's now?

Those of us who love and value the contribution of charities to creating social equity recognise that private philanthropic support from individuals, companies and foundations is vital. Not just because it makes charities more sustainable, nor even just because it provides resources to deliver mission-related results, but also because it needs to be part of our societal mandate.

While foundations and corporations are important the key to sustainability is securing more and larger gifts from individuals – almost universally the largest source of funds for charities and not-for-profits. Individual gifts come in a range of formats from £1 dropped in a collection box by a mother delighted she can bring her children to an engaging museum, to £30 a month regular donation from a beneficiary's family to help a hospice, to a £10M gift from a successful business person to support aspiring entrepreneurs in developing countries.

In securing this kind of support fundraisers today face some serious challenges:

- In the last decade individual giving as a share of GDP has stayed static or even fallen in many countries.
- Many fundraising approaches that have had success in the past such as challenge events seem 'tired' and increasingly underperform.
- Some newer ideas that seem to offer hope – e.g. crowdfunding – then prove hard to scale or replicate.

To succeed in our missions and deliver for beneficiaries we need to up our game, move beyond existing techniques and approaches, and identify the secrets of replicability and scalability.

What are the replicable secrets?

Why did this appeal – set up and run by non-professional fundraisers – work so well?

Did people really understand what they were giving to?

What can we learn from this success?

And why did attempts to repeat the success of schemes like the Ice-Bucket Challenge fail?

What's next?

It's not all gloom. The good news is that *committed donors* seem to be giving more.[1] And many donors are giving to many more causes – homelessness, gender rights, racial justice, animal protection, etc. To build on this philanthropic foundation fundraisers need to tap into that wonderful spirit of altruism more systematically and scientifically.

Decision science offers a set of practical and proven techniques to do this. Combining behavioural economics, evolutionary psychology and neuroscience, it is now widely used in the commercial world to market and sell products, and in the public sector to encourage populations to make pro-social choices, such as eating more healthily or paying taxes on time. You can find out more about the background to decision science at our website www.decisionscience.org.uk

There's an increasing body of evidence that decision science can help transform fundraising the way it has transformed conventional marketing and indeed, the way governments and other public bodies engage and inform their populations. **=mc consulting,** the agency behind the decision science team, have used the techniques in locations from zoos to museums and from humanitarian agencies to foodbanks. The results have been impressive. For example, Edinburgh Zoo raising £500K of survival funds in two months compared to a total of £20K the year before, and Magna Vitae, a UK leisure trust, persuading four times more parents to sign their children up for life, saving swimming lessons. Perhaps the most convincing study is from the world's largest arts fundraising experiment, run over six months,

[1] See insights from https://www.givinginstitute.org/page/GivingUSA and https://www.cafonline.org/about-us/media-office-news/fewer-people-are-giving-but-they-re-giving-more

which helped nine arts organisations in England achieve remarkable results. Find out more here https://decisionscience.org.uk/2020/06/the-worlds-largest-arts-fundraising-experiment/

People are 'predictably irrational'

This guide provides an introduction to one robust framework to *implement* decision science techniques and to help more people to give and give more. It moves beyond the cookie cutter listicles you often see based on a very little knowledge. As important, it shows us why some seemingly rational approaches don't work. Simply producing impact reports on the social and economic benefits of a charitable activity, or carefully explaining the need for support, or the plight of beneficiaries, or even being supporter – or donor-centred doesn't lead to concomitant gifts from individuals. (Though it might be more effective with public bodies or with agencies like foundations or corporations.)

Interestingly, rationality like the above doesn't explain much of human behaviour: why people eat what's harmful, or buy a product they don't need, or partner with the wrong person. Nor why people help strangers in trouble, give blood, or make donations to causes with which they have no direct connection. What decision science does explain is that supporters or donors are all **predictably irrational** – that is, they largely make choices in non-logical, emotional and intuitive ways but *following a set of rules.*

If we work from these two principles: 1. That people make many decisions 2. That they make these decisions non-logically but against a set of rules, we can base our fundraising in solid, replicable science rather than anecdote. Sounds easy. It's not. The science, although clear, needs careful and thoughtful application plus experimentation.

Where did decision science emerge from? Much of the early thinking was developed by Daniel Kahneman, who won the Nobel Prize in 2002 for his work on behavioural economics.[2] He identified two mental systems people use to make decisions – see below. *System 1* is the fast, subconscious, intuitive and emotional approach. It's the autopilot and the option most often engaged in philanthropy. *System 2* is the slow, conscious, reflective and rational approach. It's the pilot and the option used for deliberate investment. Neither system is connected to the right brain-left brain neural hardware hypothesis. They are more like different kinds of software available to process information and make decisions.

[2] Since Kahneman, a psychologist, won the prize for economics, a number of economists have won for their contributions to the decision science field – notably Richard Thaler in 2017. And latterly Esther Duflo, Michael Kremer and Abhijit Banerjee in 2020.

Both systems are useful. But, as Kahneman points out in this book *Thinking Fast and Slow*, since we make around 27,000-35,000 decisions a day, everyone mostly uses System 1 – put simply, it's faster and takes less effort. It's used to make decisions on everything from what socks to wear to how much to put in the donation box at the entrance to the museum. It also has a hand in some big decisions like who to marry or what house to buy. System 2 sometimes comes in to 'check' those big decisions, but it usually endorses them. It occasionally modifies or stops them – when a person is being 'sensible'. For example, if a businessperson decided to use a significant amount of their company's cash to pay for a corporate membership at the theatre, System 2 might come in asking "What are the benefits and are they worth it?" (But note our businessperson might begin by 'feeling' the membership was a good idea since it fitted with the brand and it would be fun to entertain customers. So System 2 has an uphill task.)

In the table below we show the key differences between the two systems.

	System 1 Our primary decision making approach. The autopilot	System 2 Our back-up decision making approach. The pilot
Characteristics	• Fast, effortless, unconscious • Looks for patterns • Creates stories to explain events	• Slow, effortful, conscious • Looks for logic • Uses analysis to explain events
Advantages	• Responds quickly in a crisis • Comfortable with the familiar • Makes associations	• Demands consideration • Weighs up pros and cons • Establishes consequences
Disadvantages	• Jumps to conclusions • Unhelpful emotional responses • Makes 'mistakes' unconsciously	• Slow to decide • Requires energy and effort • Becomes tired thinking

Note that people are also not great predictors of their own behaviour even when asked in a seemingly rational way to describe it. Below is a chart comparing how generous people are to charity compared to how generous they think they are – both in terms of the actual amounts they give and their contribution against average.

Actual donor behaviour versus perceived donor behaviour

REALITY
72%
give less than average

PERCEPTION
75%
think they give more
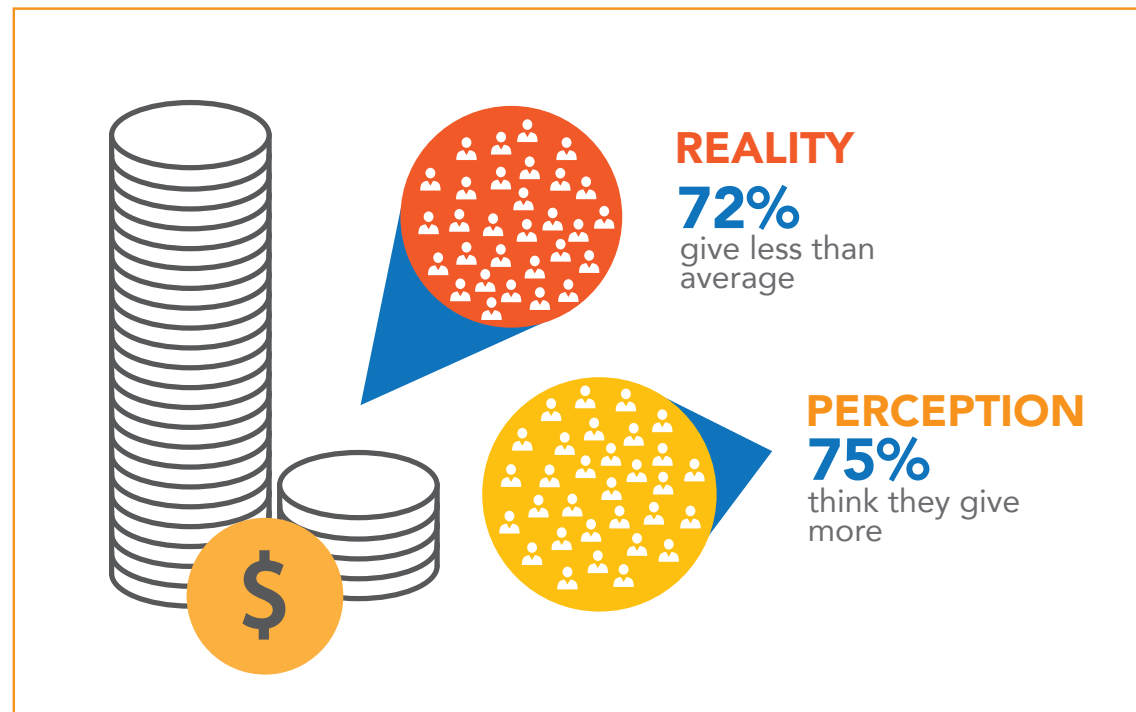
Source: =mc consulting data 2017-2020

How to use this guide

What's the purpose?

This "How to..." guide is designed to:

- Provide background to some of the fundraising and income generation experiments that we and others have run using decision science, and some of the results produced.

- Explain a model – MINDSPACE – widely used to design and deliver decision science impact, and that we also often use in our work. The book uses this model as a structure.

- Share examples of resources – from books to websites – that will help individuals and agencies to develop their own experiments. If you are keen on resources skip to the end.

About MINDSPACE

There are a number of models that can help design and deliver your improved supporter engagement process. We've chosen the MINDSPACE framework for this guide because it's simple to understand and widely used. Professor Paul Dolan and some of the world's leading behavioural thinkers have developed the framework to make it straightforward to apply psychological insights systematically in real world settings. We've adapted it to fundraising.

The mnemonic MINDSPACE structures the content of your message and helps plan and deliver an engagement programme in a systematic way. This approach is often referred to as a decision architecture. If you're thinking about adopting a decision science-based approach to your fundraising, use MINDSPACE as a checklist to develop your idea, design your value proposition or flesh out your supporter journey. At the same time don't

try to be too clever and incorporate every element of MINDSPACE in your project. Instead use it as a way to come up with some ideas. Then choose the key ones. And then test them out. You might find that though you thought **Messenger** was going to be the most important element, **Defaults** proved more powerful on testing, or **Salience** ensured your message was top of mind.

Guide structure

Every letter in MINDSPACE identifies a specific issue you should consider, and has its own section in this guide. In each section you'll find the same elements:

- **Definition:** what does the letter stand for and what are the implications?
- **How to apply:** some prompts to help practically apply the approach.
- **Links:** what other elements of decision science complement this one?
- **Case Study:** a real-life example of the element being used successfully.

Throughout, we have shown how you can adapt MINDSPACE specifically to your fundraising. So as well as improving your fundraising, look for ways to use it more widely in supporter communication, such as: to improve engagement by key supporters in your campaigns, to encourage more volunteer involvement, or even to make your website more appealing for visitors.

Potential applications for the framework go well beyond even this. It has proved useful in a wide range of settings – from designing interventions to reduce vandalism in low income districts, to increasing levels of organ donations, to encouraging BAME individuals to access higher education opportunities.

Before you start
– the ethics of using decision science

The techniques used in decision science are powerful and proven. Sadly that means they can sometimes be misused by agencies – charities as well as businesses – to disadvantage customers or supporters/donors. Such unethical psychological prompts are technically called *sludge* to distinguish them from the more positive version, *nudge*.

'Nudge' was first adopted and popularised by Richard Thaler in his book of the same name. (See the recommended books at the end.) The idea is that agencies can help people make better-for-them and pro-social decisions by carefully designing the way a policy, process or purchase is structured and presented. (Of course there are always concerns about *who* decides what is in the interests of the target audience or society – are we talking 'benevolent paternalism' or 'nanny state' when governments encourage people to keep socially distanced or to lose weight?)

The clearest example of a nudge is changing someone's *default option*. The default option is what happens if they do nothing to opt out. For example, when an individual starts a new job, are they automatically enrolled into the pension scheme or do they have to actively do something about it, such as fill in a form to opt-in? Changing the default to one where someone is automatically enrolled makes a big impact on the numbers who join the scheme. To make such an approach ethical, the pension scheme should operate with the individual's best interest at heart. It also needs to be easy for an individual to opt out if that's their choice.

Nudge

In a fundraising context, when buying a theatre ticket online, before you complete your purchase it's not unusual these days for the website to suggest an amount you might want to add as a donation either to support the theatre or to enable it to deliver outreach programmes. The theatre is trying to encourage – nudge – you to make a pro-social decision which is good for the theatre and

hopefully good for your ego and values. Again, to make such an approach ethical, it must genuinely be a choice for the purchaser – in this case to actively opt *in*.

Sludge

'Sludge' on the other hand, introduces elements that make it more difficult for people to make good decisions. Sometimes it can be the result of thoughtlessly poor design – e.g. during the covid-19 lockdown having complicated online forms that made it hard to reclaim for cancelled travel or events. But some less ethical businesses use sludge to encourage consumers to spend more than they intended. A common example is what's called forced continuity. Here a customer joins a scheme – maybe for a

discount on meals eaten out – perhaps with an attractive 'free trial for a month' offer. Joining is made very easy provided they supply their credit card details. But rather than warning the individual when their free trial period is coming to an end, their credit card automatically starts being charged. If they are not in the habit of scrutinising their bills every month, they may not discover the debits for some time. And even when they do, the same business is unlikely to provide an easy or straightforward way to cancel the automatic renewal.
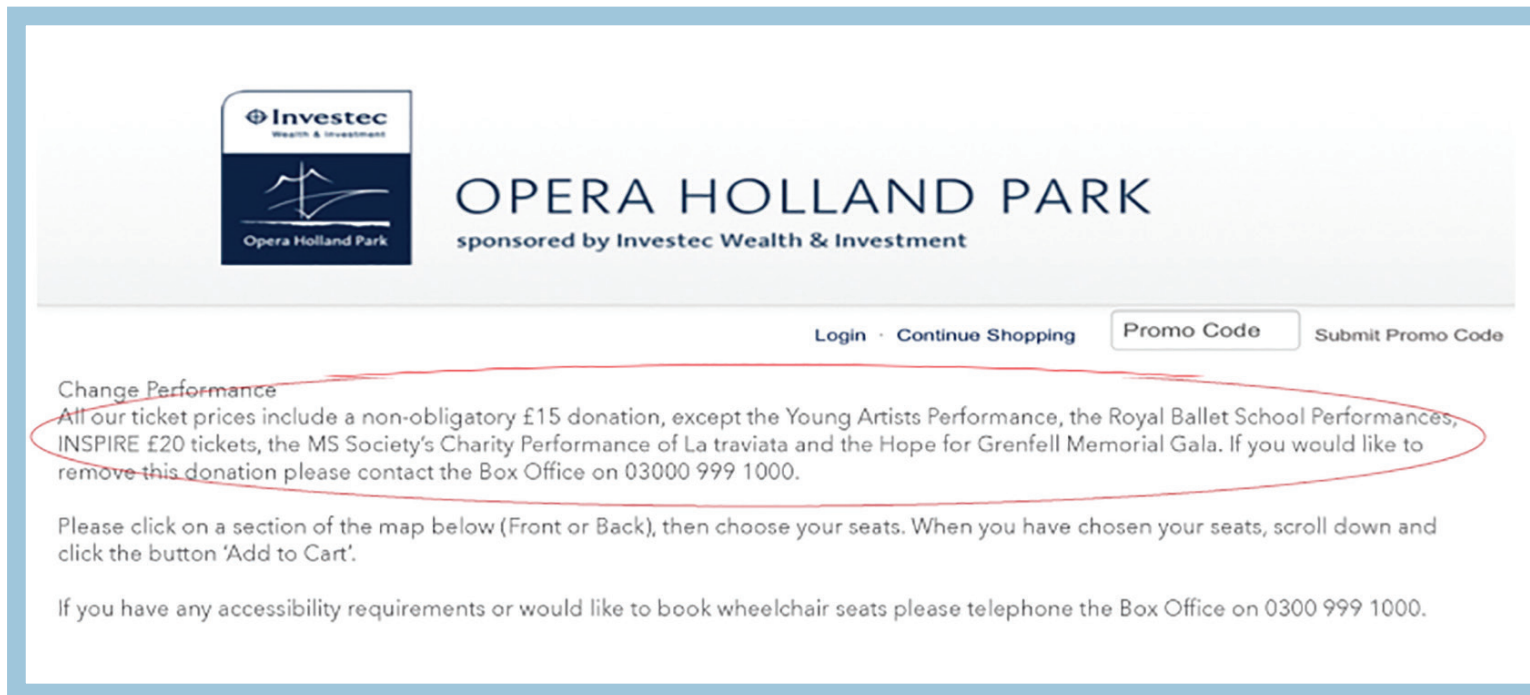
Not all sludge is unequivocally bad. There are times when it is useful to deliberately slow people down from making rash decisions. There's a nice example from Jon Guest on the Sloman School website where he points out that "A divorce – both in marriages and in business partnerships – is an example of a process that could do with some sludge. If divorce were as easy as Amazon's one-click-shopping button, our world would look different. Likewise, many of our contract negotiation processes (for example medical insurance) call for a cooling off period so that both parties can proverbially sleep on their decisions and make sure they did not rashly make any choices."

But other sludge examples look more like dishonest marketing. The picture opposite shows Sunny Delight, an orange flavour drink kept in the chill in a Spanish supermarket alongside other genuinely fresh products.

There's no need for Sunny Delight to be kept in the chill. It's there to create a perception – a frame – suggesting that it, too, is fresh and therefore can demand a premium price.

But it's not just commercial companies who do this. When booking a ticket, Opera Holland Park forced the customer to make what they called, in a moment of profound oxymoron, "a non-obligatory £15.00 donation." In fact the donation was entirely obligatory at the point of booking, otherwise the customer couldn't buy the tickets. There was no way to remove the 'donation' online before paying – see below. Instead, customers had to make a follow up phone call to the box office for a refund. When challenged about this, both the senior fundraising and artistic managers of the company said, in summary, "We think it's fine. It works for fundraising – 80% of people don't call up." Following a number of complaints to regulators by one of the authors of this guide the practice was dropped. Such manipulative use of decision science is, quite simply, wrong and unethical. Don't do it – even if it 'works'.

Play by the rules – and make your own

As you read this guide please make sure you are aware of the statements of ethics produced by professional bodies such as the UK Chartered Institute of Fundraising and the US Association of Fundraising Professionals. There may also be legal regulations you must observe such as GDPR. Why? You might remember the terrible damage done to the UK charity sector by media campaigns like those surrounding the death of Olive Cook in 2015. While the coverage of the Olive Cook case was undoubtedly unfair the reality is a small number of charities made fundraising very difficult for the great majority by not addressing ethical concerns in a robust way.

Finally, as many charities already do, consider being proactive and introduce a specific supporter charter outlining your values and behaviours with regard to donor care.

MINDSPACE Framework

m Messenger — We are heavily influenced by who communicates

i Incentive — Our brains are wired to maximise rewards and strongly avoid losses

n Norms — Our behaviours are strongly influenced by others

d Defaults — We tend to 'go with the flow' of pre-set options offered

s Salience — Our attention is drawn to the novel and relevant to us

p Priming — Our actions are often influenced by other subconscious cues

a Affect — Our emotions can powerfully shape our actions

c Commitment — We seek to be consistent in our actions

e Ego — We act in ways that make us feel better about ourselves

Messenger

What is it?

Messengers are an important part of your communication – who delivers the information can dramatically impact on how your proposition is received. The messenger can be formal or informal.

A classic, *formal* messenger-led advert has a dentist in a white coat recommending a particular brand of whitening toothpaste. For you as a charity your messenger could be an expert in your field (a caregiver, a helpline supervisor or a humanitarian field worker), or someone with authority in your organisation (the CEO, the artistic director, the Chair of the Board.) Or it could be someone famous and popular – consider the power of celebrities promoting and endorsing Comic Relief.

The *informal* messenger is often most effective when it is someone like the supporter. People tend to respond best to those who are most like them (same gender, age, culture or background). A peer messenger signals that donating, is a 'normal' activity done by 'normal' people like them. For the same reason you need to be careful that you have the likely supporter clearly in mind when choosing a messenger. *You* are almost certainly not your target market.

A person's ability to engage with the message also depends on their view of how likable the messenger is. People tend not to listen, or at least listen carefully, to others they don't like. (When was the last time you listened carefully to a speech by Donald Trump?) In this case the person is subconsciously affected by the emotional reaction they have to the messenger and they can't evaluate the message content independent of the deliverer. This response also fits into their **confirmation bias**.

Linked to

Social norms: people are herd animals and want to act as the group does. There's a neurological basis to this. In an fMRI scanner we can see social rejection activates the same areas of the brain as physical pain – so not going with the herd is painful. The messenger should encourage the supporter to 'join' and be part of the herd or tribe.

Halo effect: here one salient characteristic (attractiveness, good presentation skills) has an overly positive impact on perception of another characteristic (kindness, integrity). So using a popular celebrity as a goodwill ambassador may help make your cause seem attractive. But beware the celebrity's potential fall from grace.

How can you apply Messenger?

- **Consider which messenger will emotionally connect best with the audience you are keen to engage:**

  - A *celebrity* for a new appeal?
  - A *doctor* for a medical project?
  - A *beneficiary* for an outreach programme?
  - A *legacy pledger and supporter* like them?

- **Can you include visuals that support who they are and their status or function as a messenger?** Does the doctor look like a doctor? Are they wearing a stethoscope or a white coat? (Experiments show doctors wearing stethoscopes are more trusted by patients.) Does the donor look like the kind of person the target is – by gender, age, ethnicity, etc?

- **Who are the messengers you can use in trust applications or sponsorship proposals?** Use quotes and examples – e.g. a teacher speaking about the impact of your education programme. Or a business sponsor might value an endorsement from another businessperson and previous sponsor.

- **How can you use messengers internally?** Who is the best messenger to talk about the restructure, the capital appeal, the new community project? Does the message have more emotional connection coming from the CEO? The Board? A beneficiary? A fellow staff member?

- **Who should the messenger be to deliver the thank you?** This may be a different individual from the asker. Who will the donor connect with emotionally for thank you? If they are asked by a medical researcher, then a thank you from a patient might be appropriate. If asked by a supporter like them, a thank you from the CEO might add gravitas.

Case study

The Handlebards is a small UK-based theatre company touring performances of Shakespeare by bicycle throughout the UK. For their first-ever appeal they wanted to email people who had previously bought tickets for their shows moving them from customers to supporters. They decided to experiment by splitting the target audience into four comparable groups and sending each section the same basic email but with a different embedded video asking for support. Every video had the same proposition and script. What was different was the messenger and how the messenger was perceived.

The four test messengers were:

- An actor who appeared in the company's touring shows (a familiar face to show attendees).
- A young person who had been an audience member (a beneficiary of the shows).
- A donor (someone like the email recipient who had already acted as Handlebards wanted).
- A famous actor, Adrian Scarborough – Killing Eve (selected for likability/recognition).

So that messenger impact could be directly compared, in each video the message and the primed ask amounts were the same.

Before the appeal, most experts thought the young person or supporter would do 'best'. In fact the best performing messenger in terms of number of gifts and gift size was:

1. Famous actor
2. Handlebars actor
3. Young person
4. Supporter

Note, this result may only have worked in this situation – with another actor, or another child, or even a different audience segmentation, the result might have been different. Testing is key!

1 Famous actor

2 Handlebars actor

3 Young person

4 Supporter
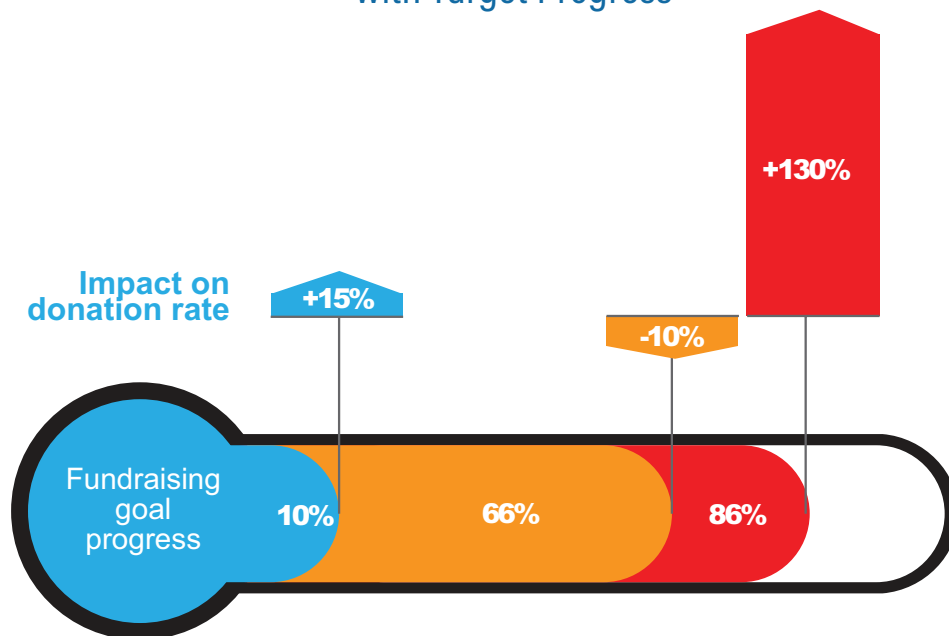
Incentives

What is it?

Incentives are an important element in fundraising. The human 200,000 year old brain is hardwired to try to avoid losses and where possible to seek rewards – physical or psychological. In a contemporary setting, one implication is people love the idea of FREE as it seems to offer a benefit at no cost or risk. For example, giveaway samples in a store, or a trial period of a service at no cost, are very attractive.

People are also incentivised to action when something appears rare or they might miss out without speedy action. For example, most don't want to lose the 'only 1 room left at this price' when booking a hotel online. Notice this kind of offer is often coupled with a **social norm** effect of '5 people booked at this hotel in the last 24 hours.' In fundraising for cultural causes the chance to try at no risk or no investment is powerful (trial membership; free entry for children etc), as is the perceived scarcity of an item (a special ticket, unique 'backstage' event, a private view). For a conservation charity supporters might be encouraged to save the last 800 great apes living in Rwanda, or to help protect the last ancient forest in the UK for their grandchildren to enjoy.

Making progress towards completion can be an incentive. The lazy part of the brain doesn't like open endings, or doubtful conclusions. Showing progress towards a fundraising goal taps into this, resulting in more

donations. Think of the classic church roof fundraising thermometer on a board. As individuals donate week by week the target line moves up. Interestingly, perception of 'progress' is not evenly distributed. Research shows that supporters are more eager to contribute at the start of an online campaign and then most of all near the end. The middle often shows a drop off – maybe suggesting being 'stuck.' Chances are, the same behaviours apply the other campaign channels. Clearly articulating a target and showing progress at key points will encourage others.

How Donation Rates Change with Target Progress

Impact on donation rate

+15%

-10%

+130%

Fundraising goal progress

10%

66%

86%

How can you apply Incentives?

- **What can you add for free to encourage people to try or to do more?** Offers with associated retailers might help – e.g. UK Ramblers members get a discount on walking gear from partner retailers. A conservation charity might offer a gift of a toy panda to new junior members.

- **How can you frame your proposition as a potential loss?** Make it clear what might be lost: "This young caregiver will lose their childhood if we can't offer them support." "This human rights defender is losing their right to vote." "If you don't act now to pay for restoration this painting could be lost forever."

- **Can you motivate your supporters' natural inclination to reciprocate?** Offer potential supporters something to kick off a fundraising appeal. It could be as simple as a bookmark or a postcard. (But be careful not to excite System 2 – "Is it worth it?")[3]

[3] An interesting study by Amin Falk, a German researcher, explored the size of gifts and the reciprocity effect. Falk's study concluded that a bigger 'gift' amplifies readiness to donate. 10,000 requests for charitable donations were sent to three groups. The first group received a letter asking for a donation; the second got the letter and a free postcard and envelope (= 'small gift'); the third group received a package with four postcards and envelopes (= 'large gift'). The study group that received the small upfront gift donated 17% more, and those with the large gift donated 75% more than the no-gift group.

- **Can you make the incentive salient – relevant – to the proposition?** A Scottish literature and literacy agency gave high value supporters personalised libraries of books, one book a month, specially selected for that donor and signed by the CEO.

- **Can you find someone to match any gifts?** Knowing that a donation is going much further towards the goal motivates supporters and heightens the psychological reward. Note, though, that research shows 1:1 gift matches motivate as much as 2:1 and 3:1. Don't waste the match!

- **How can you keep your supporters engaged long-term?** The relationship shouldn't stop with one gift. How can you use what's called the endowed progress effect? Can you share images of the hospice refurbishment as it progresses? Oxfam UK – see below – show you an online map of the journey your gift is making to its destination in a developing nation.

- **How can you increase the sense of agency?** A supporter's sense of agency can be heightened where they feel all their gift goes to directly to the cause because overheads are met by another donor. See charitywater.org as an example. They have a restricted fund which meets core costs, and can therefore claim all of the gift goes to direct fieldwork.
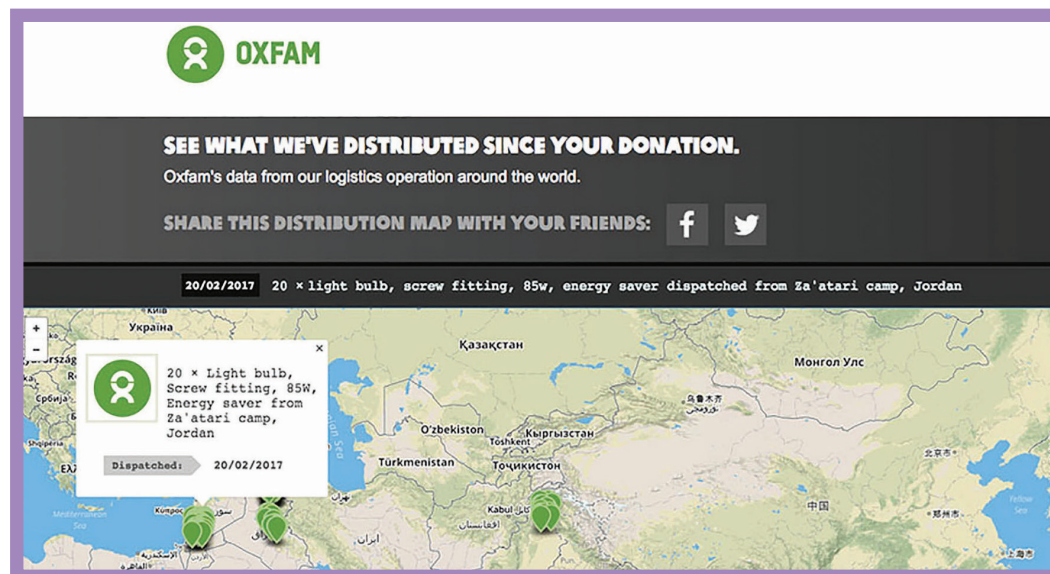
"If I log onto Oxfam website, it shows me how the supplies I contributed to with my donation are moving closer to where they are needed. I love being able to follow that journey. It makes me feel part of the process – and the success…"
Oxfam Supporter

Linked to

Framing: the choices people make are influenced by how the information is presented or the context. Is this part of an emergency appeal, is it a special project, is it an annual fund contribution? Consider how to frame your ask – is it called a gift, a social investment, or a donation? Note that a 'legacy' is a fundraising mechanic, the phrase 'gift in will' is much more about a supporter framing.

Social norm: reciprocity is a social norm. If someone gives a person something they feel psychologically obliged to give a 'gift' in return. (Even if it's just saying, "Good morning" – people feel compelled to reply, "Good morning.") Something as simple as offering a sticker or a badge to someone who makes a gift encourages reciprocity. (It may also help with the norm and what is called virtue signaling.)

Case study

One of the best known examples of reciprocity is the UK's famous Poppy Appeal. Every year (except during the covid-19 pandemic) from late October, community volunteers stand on street corners, outside supermarkets, or visit pubs and cafes asking for donations for this veterans' cause. In exchange donors are given a paper or plastic poppy. Donors are free to give what they want – though the gifts are often £1 or £2 coins.[4]

[4] The poppy event started in 1921, but the poppy itself owes its origins to small paper flags sold to support the British soldiers fighting in the First World War. According to an article by Tony Charamblides the first ever flag day was organised by Agnes Morrison and took place on 5 September 1914. The emblems cost a penny each and all were sold. So much cash was raised that it took 60 people 48 hours to count it. Over the course of the war, Agnes and her volunteers raised more than £25M (just over £2B today).

Norms
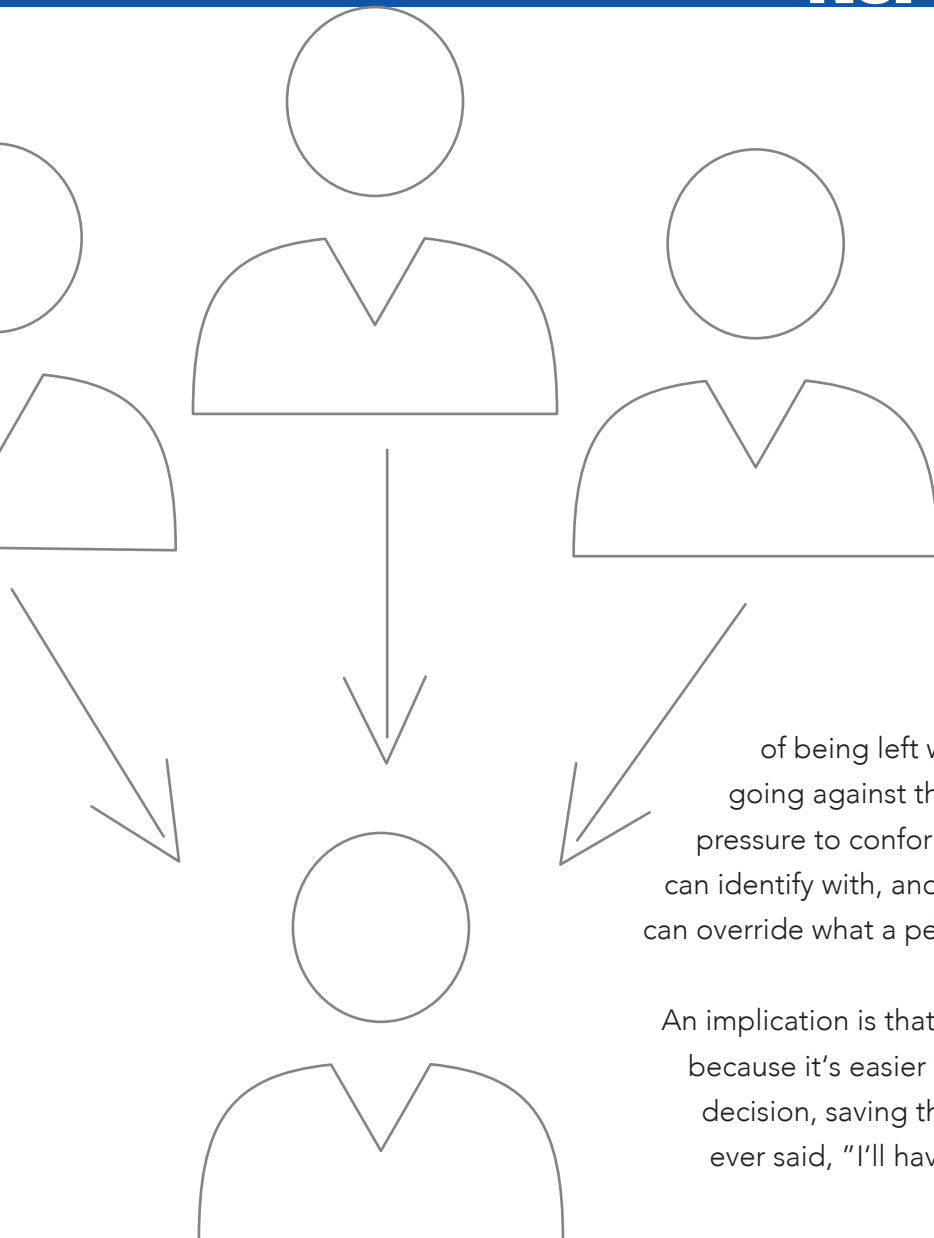
What is it?

People take their understanding of what it is appropriate to do from the behaviours of others. The result is a set of social norms. Both good social behaviours (e.g. donating blood) and bad ones (e.g. illegal music downloading) can develop and spread rapidly if they are normalised, because individuals see others doing them. People join in because they want to be part of a bigger group, and don't like feeling alienated from those around them.

This human trait comes from a time when being separate from the tribe meant a high risk of being left with no food or shelter. In modern times the result of going against the grain might not be as extreme, but people still feel the pressure to conform if the group is big enough, if it is one that the individual can identify with, and if it is consistent in its behaviour. The desire to belong can override what a person would do if they were alone.

An implication is that sometimes an individual simply follows the crowd because it's easier for others to guide them on what's the most appropriate decision, saving them a precious bit of cognitive brain load. Have you ever said, "I'll have the same," when choosing a meal in a restaurant with

friends? Has anyone else said it after you ordered? Ever gone on a donation website thinking "I'll give £15," and then found yourself giving £35 when you see that's what everyone else has done? That's social norming in action.

There is a negative corollary to this called the **Bystander effect** – where the larger the crowd of people who observe a situation, the less likely an individual is to act. In this case everyone assumes someone else is helping, and as a result no one acts. For example, it may appear that placing a donation Call to Action next to a list of your biggest HNWI donors, corporate sponsors and foundations on your website is normalising giving. But beware – an individual supporter then might think, "Others with more money than me have stepped in, therefore this agency doesn't need my support."

"Be aware that your high value donor recognition board may discourage others from giving thanks to The Bystander Effect."

Normalising also doesn't just have to do with the overall 'mass' – a person could be in a crowd of rowdy football supporters singing and getting drunk and not joining in because they don't like football or maybe because they support a different team.

People need to feel part of the specific 'tribe' they are being asked to join. There's a great example of this on Wikipedia's 'donate' page. They have been alternating two calls to action for several years. One says, "... fewer than 2% of our readers give," and the other, "... 98% of our readers don't give." Whichever they see, the donor feels they are part of a *special* tribe. (And that appeals to their **Ego** too.)

How can you apply Norms?

- **What's the norm you are trying to socialise?**
Is it clear, repeated and framed as a behaviour and group – tribe – prospects can relate to? How can you make supporters feel part of a defined philanthropic group? What messages and incentives will promote this engagement?

- **How can you let people know what the desirable norm is?** You need to remind supporters what the appropriate or desirable behaviour is at every point in their relationship with you. If it's signing up to your mailing list, tell them. If it's making a regular donation, let them know. And repeat it.

- **How can you demonstrate that other people have supported?** What case studies, images and quotes can you use to normalise this request? This might be as simple as capturing messages supporters attach to their gifts on your website.

- **How can you encourage supporters to bring their friends onboard?** What updates and/or information can you provide to help a supporter to engage their social network? (Think of the viral Ice-Bucket Challenge where participants challenged three friends to do the same.)

- **How can you make the norm 'close' to the supporter?** Phrases such as "Most people like you" or "Other women" can influence behaviour more powerfully than an ask with no social norm. Consider linking norming to urgency – e.g. "Others like you this year" versus "Others like you today" makes all the difference. This can also work geographically – "Others in this city have given." Can you bring it closer by emphasising 'this month,' 'this week,' or even 'Today'?

Linked to

Messenger: who's promoting the norm, and how they are connected to the supporter you are addressing, can strengthen the social influence. This is particularly powerful in legacy giving – pledgers speaking of the value to them of a gift is more likely to influence others.

Defaults: presenting the specific norm or action you want as an already prescribed or filled out piece of information stops people's brains from having to think too hard. It supports them to immediately action the social norm instead. You should automatically promote a specific sum as the preferred gift option – perhaps with a different coloured choice box.

Case study

Getting groups to donate online

An effective technique adopted by Change.org was introducing social norming to their online ask. Once someone signs a petition, they are asked if they'd like to share it. At the same time, three powerful pieces of social norming are offered, along with some decision science tools, to encourage people to chip in:

- It tells signatories how many people, in real time, have shared or donated in support of this petition, signaling they are part of a bigger movement – an essential feeling to draw on.

- It shows signatories pictures and names of other people like them who have acted. This suggests that if Lucy Warren shared and Emily Evans contributed £6, they should probably do something too.

- It pre-loads a socially normal amount. By removing any extra decision making and prompting people to action their donation with one click, instead of taking any more time, or giving too many options that would cause them to overthink.

change.org   Start a petition   My petitions   Browse   Subscription

The world's platform for change

360,993,336 people taking action. Victories every day.

Start a petition

Within an hour, this petition could have thousands more supporters if everyone chipped in the price of a coffee. Can you help reach this petition's signature goal?

Become a hero. Join the 2,059 people helping reach the next goal.

Lucy Warren shared this petition

Emily Evans chipped in £6

Yes, I'll chip in £4 or more

No, I'll share instead

Defaults
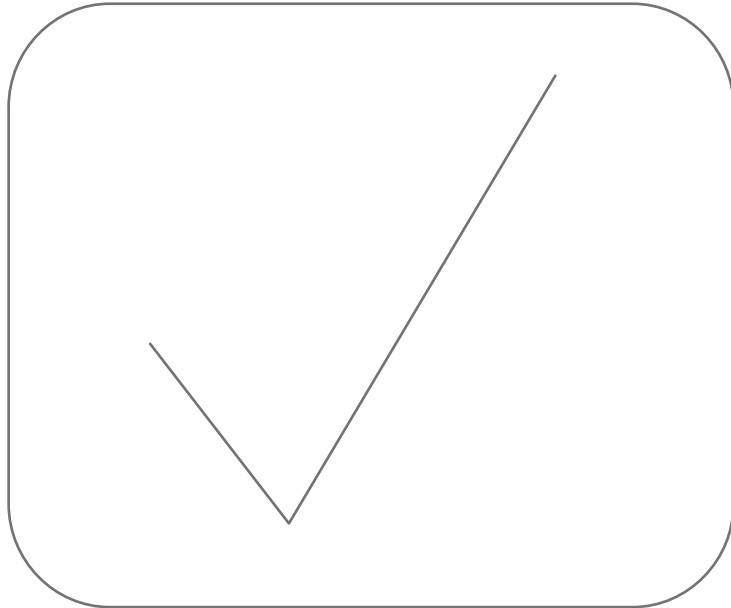
What is it?

The human 'lazy' brain tends to prefer options that involve less rational System 2-type thinking – technically called cognitive load. This preference has a significant impact on people's decision-making. Defaults help to overcome this problem of inertia – the tendency to do nothing when faced with choices an individual is unclear about. Defaults 'nudge' people towards choices we want them to make – working for social good.

You probably unconsciously use defaults on a regular basis already. There are many search engines available, such as Yahoo or Bing. However, more than 75% of searchers – including you? – use Google. Mostly this is simply because Google is the default search engine on many browsers.

A great example of the power of the default approach to deliver social good involves countries that instigated a default in favour of organ transplants. There is a sizeable difference in the results from national *opt in* schemes (default: you have to *consciously decide* you want your organs used for transplant) and *opt out* schemes (default: you have to *consciously refuse* to allow your organs to be used for transplants). In the UK after years of highly targeted campaigns – and despite the fact that many people claimed that organ donation was a good thing – only 20% of people had chosen to opt in. This led to a significant shortage of life saving organs. In 2020 the UK moved to an 'opt out' default which will save many more lives.

You can see here the difference between countries that have an opt-in – left – versus an opt-out – right – approach – and why the UK decided to change.

Donation defaults, where a suggested gift is promoted and perhaps filled in on a Call to Action, have some similarities with the transplant example. Any default process needs to align with your prospect's values and beliefs. ("I think your agency is worthwhile and I'd like to support you. Help me do it without too much mental effort.") And it's not enough simply to have a default – you need to create the context in which it will work. A now well known – and well used – example of defaults is a theatre asking for an add-on donation when customers are buying tickets. Importantly the theatre is seeking to change behaviour and context here – from *customer* (= "Does this purchase represent value for money?") to *supporter* (= "Do I care about this cause and want to make a gift?"). These work best when it's clear how the money has helped the theatre to carry on good work.

Defaults tend to work through three Es. First, they reflect an implicit **Endorsement** from the messenger of both the amount and what it's for. The gift should be requested by an appropriate messenger – for example a mental health nurse, the environmental campaigner, the head of education, or another donor. And the endorser should be associated with the proposition. "I'd like you to gift £40 to help me provide an hour of care / to help

promote our Save the Tree programme / to print a set of teachers' notes / to join me in supporting this agency."

Second, they work because staying with the default choice is **Easier** than switching away. People often don't know what a reasonable or appropriate gift is. By guiding them you make their life easier. Otherwise they have to make a guess. ("Please give £10 – the cost for this Afghan girl to attend school for one week.") Without this guidance they may decide to do nothing since they don't know what's an appropriate amount.

How defaults impact on organ donations
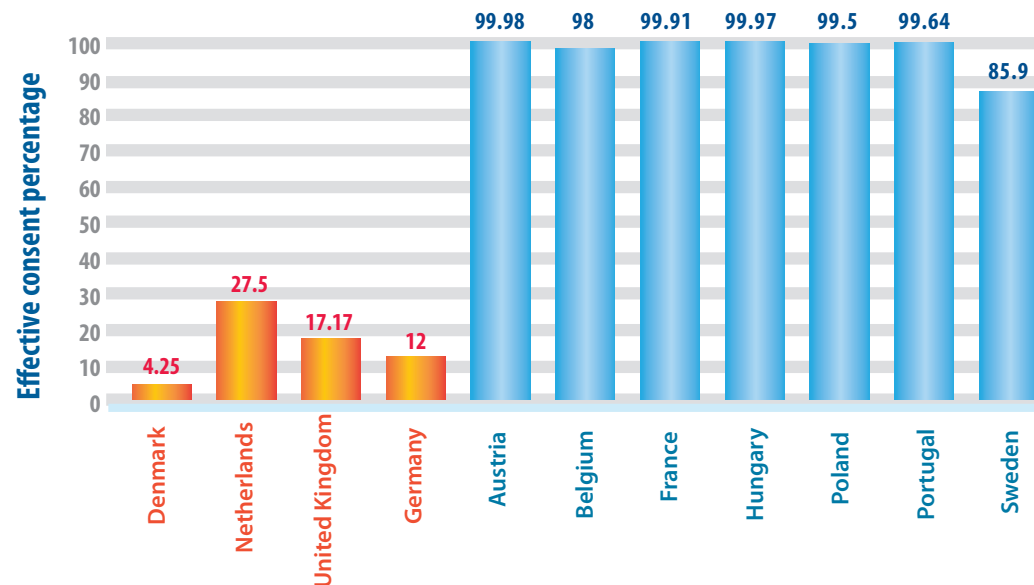
Effective consent rates, by country. Explicit consent (opt-in, gold) and presumed consent (opt-out, blue).

Third, defaults work because they **Endow** the supporter with one or more selected options – that is, they feel the choice is theirs. The donation is often framed as "Here's my gift of £xxx." Behavioural economics suggests people are less likely to want to give something up, now that it's 'theirs.' "My gift…" helps promote this sense of ownership. (See **Endowment effect** and **Incentives**.)

How to apply Defaults

A word of warning. Defaults are powerful and useful. But they offer opportunities for manipulation. See the unethical Opera Holland Park example on page 15. Assuming you are keen to be ethical when fundraising, here are some suggestions:

- **How can you build on what's called the Goldilocks effect?** Make the default option you want visually attractive to the prospective supporter – generally this involves placing it in the middle of three choices. ('Not too hot, not to cold… just right.') Extremeness aversion makes the middle option attractive.

- **How can you create attractive and 'normal' default settings?** Use defaults that help people find the simplest, easiest route to a gift decision. Offer options but suggest one as the most popular, giving supporters the social reassurance to choose it.

"If you want to encourage some activity, make it easy"

Richard Thaler,
Author: Nudge
Nobel Prize 2017
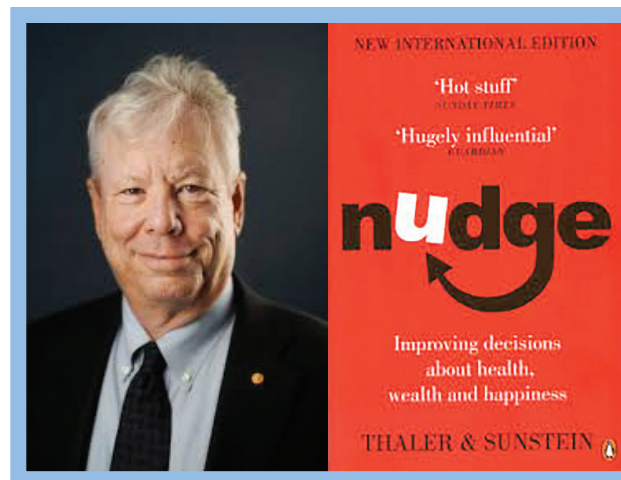
- **How can you make the process seamless?** If they are responding to a direct mail or print advert, take them directly to a donation page. Once they are there, avoid taking people off your own website to make a gift. Allow them to stay, give, and be thanked all in the same setting.

- **How can you encourage longer term commitment as a default?** Where you can, make the payment process a default – for example, a regular direct debit. Once set up, supporters have to actively cancel this instruction. Other forms of support may require annual renewal – giving donors a point for System 2-type reflection.

Linked to

Norms: people like to act in concert with others who share their sense of identity. Creating this sense among your supporters is important. Make it feel as though responding to the default gift is normal. For example, citing 75% of legacy pledgers are regular givers like them.

Priming: the sequence in which information is given can make a significant difference to the perceptions a person has of subsequent information – or even the decisions they reach. Create an architecture – an order of information and an easy process – that encourages your supporters towards the choice you would like them to make.

Case
study

MSF/DWB

In this example Doctors Without Borders USA (DWB – Medecins Sans Frontiers) signal really clearly the desired default option for online supporters. DWB has opted to signal an ambitious default target gift of $250. Notice how they use the organisation's signature colour to make it stand out. Notice also the mention that 'on average donors give at this level' cues us to **Norms.**

Salience

What is it?

Salience is the quality of something being made noticeable and relevant. For example, if I am listening to the news and the reporter says "An area of five million acres was devasted in the hurricane." I might have no way of understanding what five million acres means. If the reporter then says "That's about the size of Wales," they have made the information salient. When you design your communication – words, images, or even experiences – you should work to make them salient to the target audience. Simply giving supporters more information doesn't automatically increase salience or engagement.

Part of the challenge people have in processing data is that every day they are bombarded with information and a wide variety of stimuli. Dealing with all this data increases the cognitive load. To prevent this the energy conscious brain filters and tries to avoid constant analysis and assessment. People also pay more attention to the unusual: despite
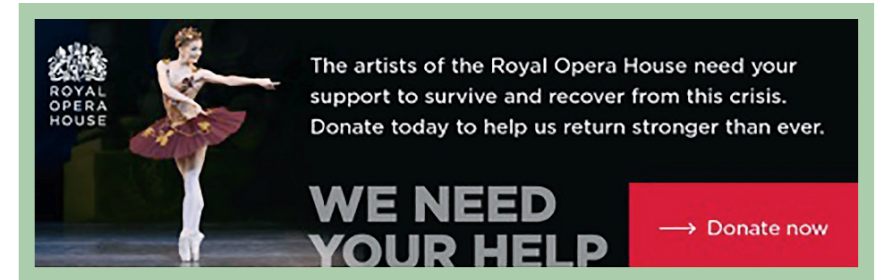
Every email from the Royal Opera House in London has a message about donations. And a dancer points to the message to increase salience.

the fact more individuals die in lightning strikes than shark attacks people are more frightened of swimming in the tropics than of walking in a thunderstorm. According to PETA, humans killed approximately 100 million sharks worldwide in 2018. That's a distressing 11,415 sharks killed per hour. Comparatively, sharks killed a total of just five humans in that same year.

When we use salience for social good the goal is to actively create a *reaction* and a *connection*.

Create a reaction: Marmite's marketing slogan is "Love it or hate it" and 'Marmite' has become a descriptor of anything that strongly polarises opinions. While most brands try to appeal to the largest number of people, Marmite actively promotes the idea some people dislike the product. Though they're using information that might appear not to be in their interest, they are also playing into the **confirmation bias** of the spread's supporters, and their sense of being an in-group. The worst emotion is indifference. Salience involves a strong reaction.

Create a connection: the P&G Pampers and UNICEF tie-in is perhaps the most famous Cause Related Marketing (CRM) campaign of the last 20 years. In 2008 two versions of an advert were developed. Both involved the premise that for every pack of disposable nappies sold, a child was vaccinated against tetanus,

but they had different messages. The first said "One pack of Pampers equals one lifesaving vaccine." This was enormously successful, raising income for UNICEF and boosting Pampers sales. It provided 150 million vaccines. The second advert was identical, apart from the strapline. "Together we can help eliminate new-born tetanus." It was much less successful. Why? The slogan was more abstract, didn't include direct personal impact, and missed the emotional word 'lifesaving.' It lacked salience.

Notice the importance of the 1:1 matching an **incentive** that promotes a feeling of **agency.**

Make sure you don't focus on an abstract concept like 'the importance of literacy.' Instead emphasise elements which are salient to your prospects – if you want to appeal to local people concerned about education you might try: "Our precious local library has been sharing the joy of reading to children under 12s in the town for over 50 years. Help make sure it's there for another 50 years."

Research demonstrates supporters can give two to three times more when an intangible need is replaced with a specific impact. Some nice cultural examples of making a proposition or engagement device unusual and impactful include:

- **Scottish Opera** had high net worth supporters walk up several flights of stairs to the cheaper seats – where most had never been – to help them understand the need to make access easier for older patrons or those with disabilities.

- **Oxford Museum of Modern Art** sent corporate prospects a nail with a direct mail appeal asking for help to secure exciting and challenging art to hang on the gallery walls.

- **The British Film Institute** gave a potential supporter a piece of crumbling nitrate film along with a clip from their favourite movie to illustrate the impact of decay and the need for conservation.

How to apply Salience

- **How can you make your case or proposition one the potential supporter might USE? People will pay more attention to ideas and information if it's:**

  - **U**nusual: unexpected messages stand out, e.g. "Give your ex the gift of a cockroach this Valentine's Day" was a great advert for a zoo's "Adopt an animal" scheme.
  - **S**imple: try to incorporate a simple, memorable idea expressed as a slogan, e.g. "Make poverty history," "A dog is for life not just for Christmas," "Cruelty to children must stop. Full Stop" "Black Lives Matter."
  - **E**asy: reduce friction where you can and make it as little effort as possible, e.g. "Add a donation here at the checkout," "Simply text 1234 to donate £5 to our cause."

- **How can you make information make sense?** For example, the size of the current council culture budget is more salient when expressed as an amount per resident than as the overall amount. And a local donor might be more impacted by the information that "The government spends half as much today as it did just 10 years ago on environmental protection for children."

- **Ask "How can we provide reassurance?"** Supporters can be sceptical and need to feel sure your proposition will deliver impact. Be specific about what their gift will do: "Your gift will ensure 30 farmers in Zimbabwe can feed their families this month."

- **How can you make your proposition more tangible?** The more concrete the proposition the better. "Providing a telephone advice service" is not concrete. "Ensuring one of our skilled social workers can answer calls from children at risk 24/7" is very concrete.

- **How can you connect with emotion?** Rather like the words "Grandma's home-baked" adds value to 'cake' in a bakery, a strong adjective like 'life-changing' adds emotional content to the more prosaic 'medical treatment.'

Case study

Use salient nudges

Bristol Museum increased traffic to the shop and its sales were up 18% on a comparable previous year. What did they do?

- They gave out a card in the café offering a small gift to anyone who went to the shop, which was the other side of the building using the reciprocity principle.
  - In the shop, they used handwritten cards on different items signaling various messages, e.g. "Our most popular crafts piece," "A terrific Christmas gift." One product sold almost three times as much.
    - Also in the shop, they put messages on a large digital screen about how the museum's profits helped protect and preserve local heritage.

These small nudges contributed to a significant pay off. The messages on gifting – to friends and the museum – were especially salient at Christmas time.

Priming

What is it?

Priming, also referred to as 'pre'-suasion, shows that people's subsequent behaviour may be altered if they are first exposed to certain sights, words or sensations. In other words, people behave differently if they have been 'primed' by particular cues. One of the best known examples comes from the world of wine retail. Shoppers bought more French wine when French music was played in the store – and more German wine when German music was played. In neither case did the shoppers report being aware of the priming stimulus.

Priming works outside conscious awareness, which means it is different from simply remembering things. It activates an association or representation in the memory just before another stimulus or task is introduced. For example, a study done on telephone fundraisers showed that if the team shared stories about the importance of their cause at the beginning of their shift, they secured more than twice the number of donations over the phone compared to when they got straight to work.

Professor John Bargh of Yale University describes priming cues as "Whistles that can only be heard by our mental inner butler." Once called upon, these servants act on people's pre-existing tendencies. The same kind of priming cue can have both positive and negative consequences. Names, for example, can be a powerful priming tool for consumer behaviour. Mars chocolate bars saw sales rocket (pardon the pun) when the Pathfinder probe landed on the planet Mars in 1997. But poor old Corona beer lost an estimated a $120m in 2020 due to an entirely innocent association with the Coronavirus outbreak.

A complementary fundraising example happened in November 2019 when UK newspapers *The Times* and *The Mail Online* criticised the RNLI for spending donations on lifesaving programmes for people outside the UK. Rather than putting supporters off, it raised awareness of those programmes among people who cared about international issues, priming them to support the cause.

RNLI donations surge after Tory criticism of its work overseas

Rise follows lifeboat charity's robust response to critics of its support for projects outside UK

▲ An RNLI lifeboat in action in Hastings. Photograph: Nicholas Leach/RNLI/PA

The Royal National Lifeboat Institution (RNLI) has enjoyed a surge in donations after the charity was criticised for its work helping to save people from drowning abroad.

The Royal National Lifeboat Institution (RNLI) is a volunteer agency, funded by private donors, that saves lives at sea.

How to apply Priming

- **How can you sequence your ask?** MSF's success – see case study below – came by convincing people that the option of donating was easier than that of volunteering. What could you ask your supporter to do first, that makes the second ask (donating) easier? Priming is part of the supporter journey.

- **Where can you introduce the message?** Whether it's toilet posters in a gallery asking for a gift, a special Christmas email newsletter, or a social media post drawing attention to a news story... ask people for money at key points in time. Tell them you're going to ask them for money before you do, and they'll be more primed to give than if they were being asked with no warning.

- **How can you match the stimulus?** Research shows that the best priming tools are the ones that match the channel, so using a visual priming cue in a DRTV slot will yield better results. (For example, instead of having an important number like a gift level or phone number spoken by someone, have the number written in a stand-out colour).

- **How can you plant the message?** Once you've identified the priming message, plant it in as many elements of the supporter journey as you can. A great example is the Scottish zoo that gives visitors a badge with an animal image when they sign up for Gift Aid on their entrance fee. The badge says, "I'm a conservation supporter." This image is repeated throughout the zoo. As visitors leave, they are asked to consider supporting work in the conservation world. The same image and message they have been exposed to all day are used. The result is increased gifts.

Linked to

Commitment: you can prime supporters by asking them for a small commitment first – for example, to sign a petition – and then ask them to follow up by seeking financial support to match the petition commitment.

Affect: priming your supporter with a specific emotion that will drive action can be a powerful way to encourage them into action quicker. The key issue is to identify the emotion you want to drive – anger, sorrow, happiness…

"Nothing in life is quite as important as you think it is while you're thinking about it."

Daniel Kahneman
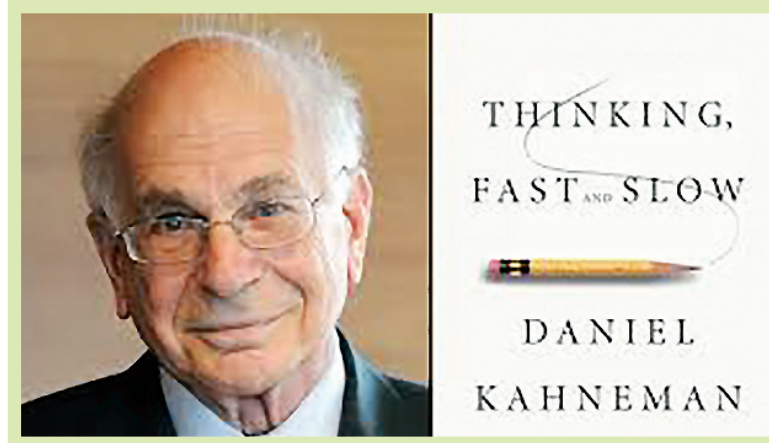
Case study

The sequence matters

Medecins Sans Frontières (MSF UK) wrote one of their most successful fundraising direct marketing pieces using a powerful priming technique. Writing only to doctors, they detailed the bravery and sadness that many doctors must face when leaving their children, family and loved ones to provide medical care in some of the most difficult and dangerous places in the world.

MSF then followed the narrative with two questions designed to guide the prospects towards choosing a gift. First was:

"As a doctor, would you leave your friends, family and loved ones behind to go out into the field and support those in areas of war or destruction with essential medical support?"

The clever thing about this question, is that they didn't want people to say yes. What they did want, was for them to respond to the second question, which was:

"As a doctor, could you support another doctor who has left their friends, family and loved ones behind to go out into the field and support those in areas of war or destruction with essential medical support?"

By priming the readers with something they could never imagine themselves doing, MSF created the perfect conditions for empathy. This then enabled them to make a choice that felt more within their means – sponsoring another doctor in the field.
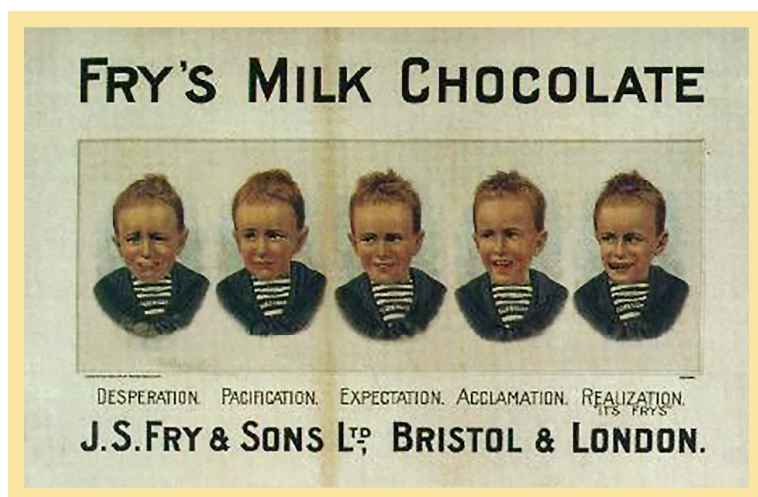
Affect

What is it?

All humans share some basic emotions. (Affect is simply another, more technical, word for emotions.) There's no definitive list of emotions but commonly they include fear, disgust, anger, happiness, surprise and sadness. Emotions are not a considered response, they are normally automatic, instinctive and super-fast. People never really have a neutral reaction to anything – anyone who has tried to name a baby, or a pet will have seen their own, and others' irrational emotional reaction to names.

Emotions can be helpful. When facts and data are in danger of overwhelming an individual the System 2 brain starts asking "How should I respond?" Emotions can tell them how they feel about something. That feeling is what most often drives action, which makes emotions one of our greatest assets as fundraisers.

Emotions are catching – people's brains have specific neurons that literally mirror emotions they see someone else experiencing. (This ranges from the 'contagious' nature of yawning to wincing when watching someone else stub their toe.) Empathy – the ability to share and understand the feelings of others is a key motivator for altruistic acts. You need to work hard to create empathy when people are being asked to 'imagine' a situation that is unfamiliar to them, such as being a refugee. Emotion is what makes people take action.

Fundraisers too often appeal to the rational part of their supporters' psyche, explaining the size and scale of a problem. This may be accurate – "70% of women who are the victims of domestic violence in UK have no safe space to go." And might work for institutional donors. But for individual supporters you would be better to appeal to their emotional side, which reacts quickly and automatically. "Deborah needs somewhere safe tonight before her partner comes home drunk again. But the nearest refuge space is 50 miles away. Can you help her get there?" It is the direct emotional charge that stimulates gifts. Notice also the **Identifiable Victim effect** here (see **Glossary**).

"What's the emotion you want to create?"

How to apply Affect

- **What do you want people to feel?** What is the emotion? Excited? Inspired? Fearful? Disgusted? How does that match with the action you want them to take?

- **How can you prime people emotionally for the most philanthropic frame of mind?** Describing the excitement of the rural villagers turning on the fresh water tap for the first time? Creating concern with the image of a precious artwork decaying if not conserved? Imagining the satisfaction of placing a food donation into the foodbank collection bin to help stop a child or family going to bed hungry?

- **How can you use as many senses as possible to evoke the emotion?** Could you share in your direct mail an A4 sheet of paper to show the space a factory hen has to live in? Or a piece of thin cardboard to illustrate all a homeless person has to keep out the cold?

- **Which stories can you share about individuals impacted by your work to make a difference?** How did you enhance their ability to act – technically called their **agency**? For example, can you share case studies of the individual impact of a gift on a specific beneficiary?

- **Can you build on people's desire to gift to others?** For example, add a "This donation is in honour of..." option to your proposition? That way the driver is the donor's feeling for the person they cared about.

Supporter mood is influenced by every interaction with you, not just the philanthropic ones. If the ask was great but the donation platform is 'clunky' or the 'thank you' weak, donors are not going to be as receptive to your ongoing message.

The emotional response needs to be clearly linked with the action you want people to take. It is no use provoking outrage about lack of human rights in a country without giving a supporter a mechanism to offer a change-making a gift, sign a petition to the President, complain to their own government.

Linked to

Priming: a person's mood affects their reactions – being in a good mood primes good actions You can use emotionally significant information to prime your audience positively. ("Do you remember a time when you were hungry?" "Where would you go if you were the victim of domestic violence?") Good priming questions help stimulate empathy.

Incentives: emotional and symbolic incentives are the key to activating System 1. Be careful when, for example, developing a membership scheme not to activate logical System 2. That may lead supporters to see the membership as just a transaction. ("Is this worth it?") You want to keep in System 1 ("How emotionally connected do I feel?")

Case
study

In a now legendary example, Help the Aged – now Age UK – developed a direct mail pack to encourage supporters to pay for the cost of a cataract operation to help an elderly woman see again. The brilliant element was the inclusion of a small piece of cloudy plastic. The recipient was asked to hold this over one or more small photos included in the pack. The effect was dramatic. Donors reported they could empathise with the women with the sight impairment – and felt sad for the affected individual. And they gave more money. Emotions drive actions, not just empathy.
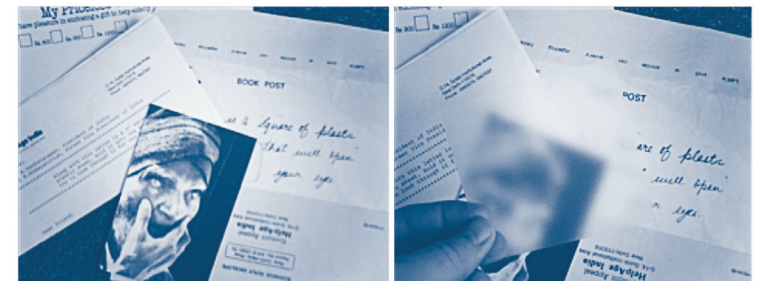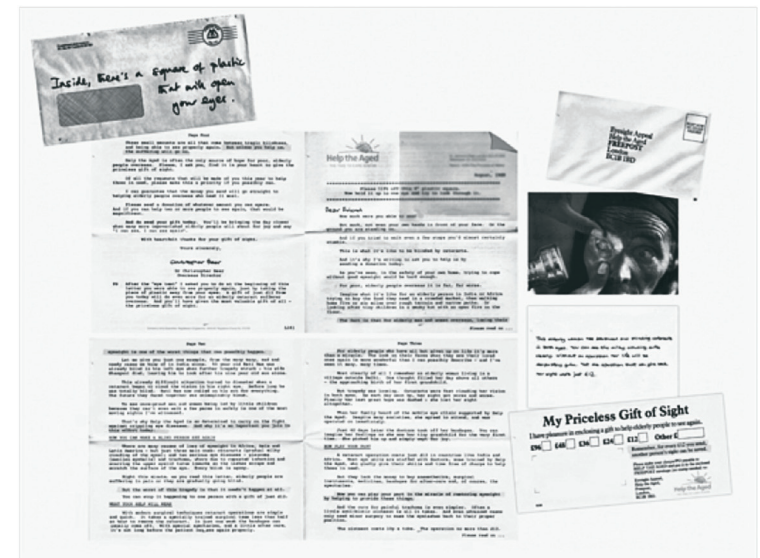
Commitment
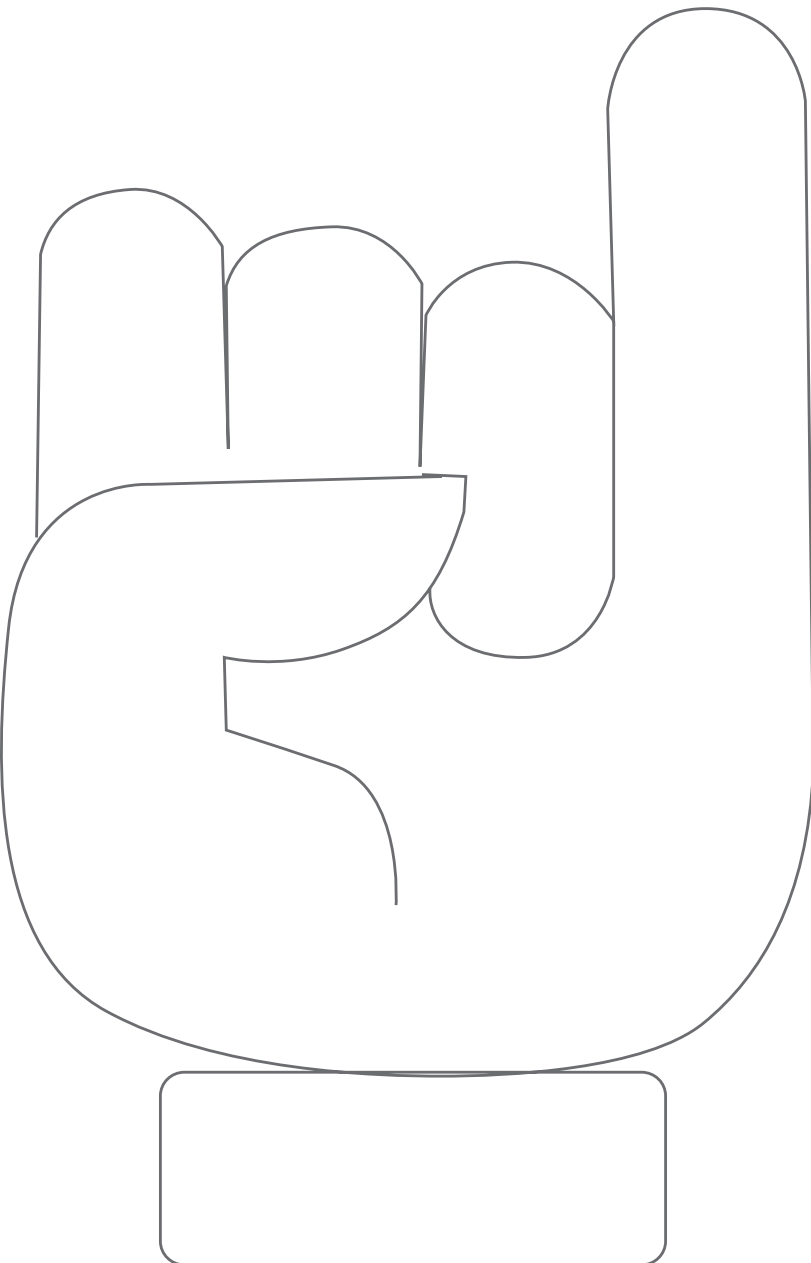
What is it?

Whether it's one-to-one with friends, family and colleagues, or to a wider audience through social media, everyone seeks to give a clear and consistent message about the decisions and actions they take. How often have you donated to a cause even if you weren't really sure, but felt it would be inconsistent with your stated beliefs if you didn't contribute? People's commitment to their own consistency, and to being seen to be consistent, can be a powerful tool to drive action, particularly in relation to supporting causes.

Human brains want to make sense of the world, to look for patterns. ("How did I handle this situation or a similar one before?") A bias towards consistency makes the world easier to understand and faster to deal with. This same principle also applies to people's perception of themselves: they hate to be confronted with evidence that seems contrary to their sense of self. Experiments show that once someone has committed to a choice, even about something relatively arbitrary, they become more loyal to that choice, inventing all kinds of backward-looking rationalisations and explanations for it.

People also tend to look for data that justifies the opinions and views they currently have – called **confirmation bias**. If you've ever

listened to two politicians, one of whom you support and one you don't, you'll see this in action. You select the material that fits with your opinion.

Regular giving schemes can be an effective tool for establishing long-term commitment and consistency in behaviour from supporters. They create a sense of being a member of a tribe.

Reciprocity also plays a part when it comes to consistency and commitment. People are biased to return favours and pay back debts. So when someone offers help, it creates a sense of obligation that they feel obliged to repay in their next interaction. This sense

Reciprocity
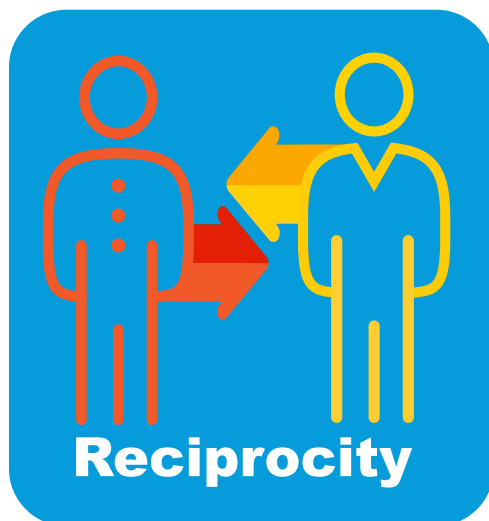
of obligation can be a powerful tool in fundraising, especially at fundraising galas or events where entertainment and gifts are being offered to supporters throughout the night. (Goodie bags full of donated pieces can be especially useful here). These 'gifts' from the organisation create a nice environment but also a sense of obligation. The favour is most often returned by attendees through financial pledges and donations to the cause.

Finally be aware that if your goal is consistency you need to watch out for short-term bursts. Remember the supercool piano steps in the Odenplan subway station in Copenhagen? They got almost 23M views on you tube https://www.youtube.com/watch?v=2lXh2n0aPyw, and suggested that they encouraged people to playfully take more exercise. The reality is they were removed after a few days. Commuters got bored. Interestingly there is is some evidence that subtle almost unnoticed nudges perform better long term than the supercool salient ones

How to apply Commitment

- **Are you clear about the consistent action that you want?** Be clear about what you are asking for at every point, and ensure you have a fundraising mechanism that enables a long-term commitment (such as a monthly or annual giving scheme, or a legacy scheme).

- **Have you created commitment mechanisms?** Asking a supporter to sign a petition is a good way to get them to think about their values, and you can then move to a gift. Consider the importance of commitment devices like pledge cards at fundraising events that people sign and hand it. The signing is important – it signals a personal engagement.

- **Who are they committing to?** Is the behaviour a commitment to your beneficiaries, your organisation, to themselves, or to another important person in their life? This information can help you decide who is best placed to remind them of their consistent behaviour. Many sponsorship events like runs work well because the sponsorship is largely secured from friends, and they provide motivation to succeed.

- **How can you set up the reciprocal commitment for the future, rather than the past?** Robert Cialdini, author of *Pre-Suasion*, expresses it well. When you have done something that you'd like a reciprocal gift for, make sure you say, "I'm sure you will do the same for me if the situation is reversed in the future" rather than, "I'm sure you would have done the same for me." The change ensures the reciprocity is seen as a future obligation.

- **How can you be consistent towards the supporter?** To reward consistency in your supporters, you need to act consistently too. You need to practice stewardship – reporting to your donors on how you've used their money and the impact they have had. Many agencies now move beyond stewardship to 'donor love.' Put simply, ensuring supporters are communicated with through personal updates, small appreciation tokens, and "I just thought of you" moments.

Linked to

Social norms: when others remind people about their consistencies or they share them with peers, it can act as a more powerful way to ensure they are consistent with their actions. This is why it is a good idea to publicly announce your resolutions, e.g. "I'm giving up smoking," and ask friends to remind you.

Ego: people's consistencies, or perceived consistencies, link directly to their sense of self and identity. Most people like to feel they are generous and so look for opportunities to reinforce this self-perception. It's important to notice the key identity as a supporter, a Scot, a woman, a feminist, a mother etc.

Case study

Let me help you help the bees

A great example of commitment and reciprocity from **Friends of the Earth** (FoE) is their Save The Bees campaign.

Thematically, they reminded readers about their commitment to the bees by setting up a feeling of obligation to bees for the active role they play in keeping the readers' gardens and environment beautiful and fruitful.

FoE also incorporated reciprocity into the giving – if they donated, the reader was gifted with a pack of wildflower seeds to sow, continuing the cycle off commitment to the bees.

THE BEES NEED YOU
(ALMOST AS MUCH AS YOU NEED THEM)

Britain's bees are in trouble. Their habitat is vanishing. Their numbers are falling fast. And that leaves us in big trouble too, since we need these busy little creatures to pollinate our fruit and veg crops. So please text £3 to get your bee-friendly wildflower seeds and grow a garden that'll help bees – and the rest of us – to thrive.

Text BEE to 70123 to give £3 and get your bee-friendly flower seeds today

THE BEE CAUSE

TEXT **BEE** TO 70123 TO GIVE £3 TO THE BEE CAUSE

WE'LL SEND YOU YOUR **BEE-FRIENDLY FLOWER SEEDS**

SOW YOUR SEEDS **SAVE THE BEES**

WILD FLOWER SEEDS

friends of the earth
see things differently

Ego

What is it?

By and large people will choose to act in a way that supports or reinforces a self-image – ego – that is positive and consistent. For example, they will often ascribe to themselves higher than average scores on positive qualities such as intelligence, attractiveness, and even generosity towards charitable causes. This desire to support a positive self-image means that individuals will tend to buy or show interest in products or services that support their self-perception – eco-friendly cleaning materials, foodstuffs labelled as healthy (even if they're not). People connect to companies that demonstrate a strong values base or brand image they agree with. Giving to charities can help deliver this ego boost.

Consider the appeal of the Dove 'Real Women' campaign showing images of women of all sizes, shapes, ages, and colours rather than idealised models. This was designed to fit with a more authentic and empowering view of women. People's egos mean that they like to 'virtue signal' – let others know about their sense of self. Think how difficult it is if you find yourself without a British Legion poppy on Armistice Day or a Red Nose on Comic Relief day.

People also respond directly to how others support their sense of self. Face-to-face fundraisers who are seen as attractive will tend to secure more sign ups. They help donors feel better about themselves by engaging them in conversations and listening to their views.

Ego connects strongly to the **commitment** element. A good example of using Commitment and Ego is the **Foot-in-the-door technique**. It was first identified by two scientists, Freedman and Fraser, who had worked on a field experiment where a fake volunteer worker asked homeowners to allow a public-service billboard about speed to be installed on their front lawns. The homeowners were shown a photograph showing an attractive house that was almost completely obscured by

an ugly sign reading DRIVE CAREFULLY. 83% of residents turned down the idea but a small group responded positively. What was the differentiator?

Two weeks earlier a different 'volunteer worker' had visited members of the positive group with a similar, but more modest, request. That time they had asked if the homeowner would display a much smaller sign that read BE A SAFE DRIVER. The request was so small nearly all agreed. And subsequently almost 75% of this compliant group also agreed with the bigger, much less reasonable request of the big ugly sign. They were keen to maintain their positive sense of self through consistency.

How to apply Ego

- **Are you clear on who your target market is and what their key sense of identity is?** Do they see themselves as philanthropists, or as social investors? Are they keen on the arts or on 'social' provision for their town? How do you make the idea of 'philanthropic' part of that identity? What kind of rewards or recognition might reinforce this? Should the rewards be metaphoric – like TripAdvisor's 'expert levels'– or real? 'Your name on a building'?

- **How do you create a sense of personal agency?** Make sure you frame your request in terms that makes sense to the supporter. Telling someone you have a

fundraising target of £2M or that you'd like them to contribute £40 a month makes no 'sense.' Tell them instead that for the price of a coffee and cake once a week – £10 – they could make sure a young person can call the child protection line, and get through. A major donor may seek more agency in exchange for a larger gift.

- **Are you able to help supporters to act consistently?** People like to feel they are consistent and congruent. Begin by asking for a small commitment and then build on that. For example, ask people to sign a petition "To increase local authority support for domestic violence victims." Then ask them for a gift to support your campaign. People are more likely to give again if they feel this would be consistent with their petition position – the desire to fit their self-image. ("I did *that*, so doing this makes sense to me.")

- **Are you linking your cause to your supporters' goals?** People all have goals they use behaviour to achieve. Famously, "No one wants to buy a drill, they want to make a 1/4 inch hole." Do you know what your supporters' goals are and how you can help achieve them? This applies not just to individuals – but also to corporates and foundations where they often have explicit goals expressed in policies. Make sure you reference these goals when

you are presenting a proposal, "Here's how we can help XYZ Ltd achieve your four key CSR objectives by supporting youth employment opportunities."

Linked to

Social norms: humans are herd animals and want to act as the group does. There's a neurological basis to this. In an fMRI scanner we can see social rejection activates the same areas of the brain as physical pain – so not going with the herd is painful.

Halo effect: here one salient characteristic (attractiveness, good presentation skills) has an overly positive impact on perception of another characteristic (kindness, integrity), or using a popular celebrity as a goodwill ambassador to make your cause seem attractive or normal.

Case
study

Save the Planet and Your Sense of Self

Offset Earth helps supporters feel they are making a real personal difference to the environment in a salient and relevant way designed to reinforce a 'green sense of self'. The app allows people to track their impact and shape their green investments. It also allows them to share their positive impact by sharing this information on their social media channels.
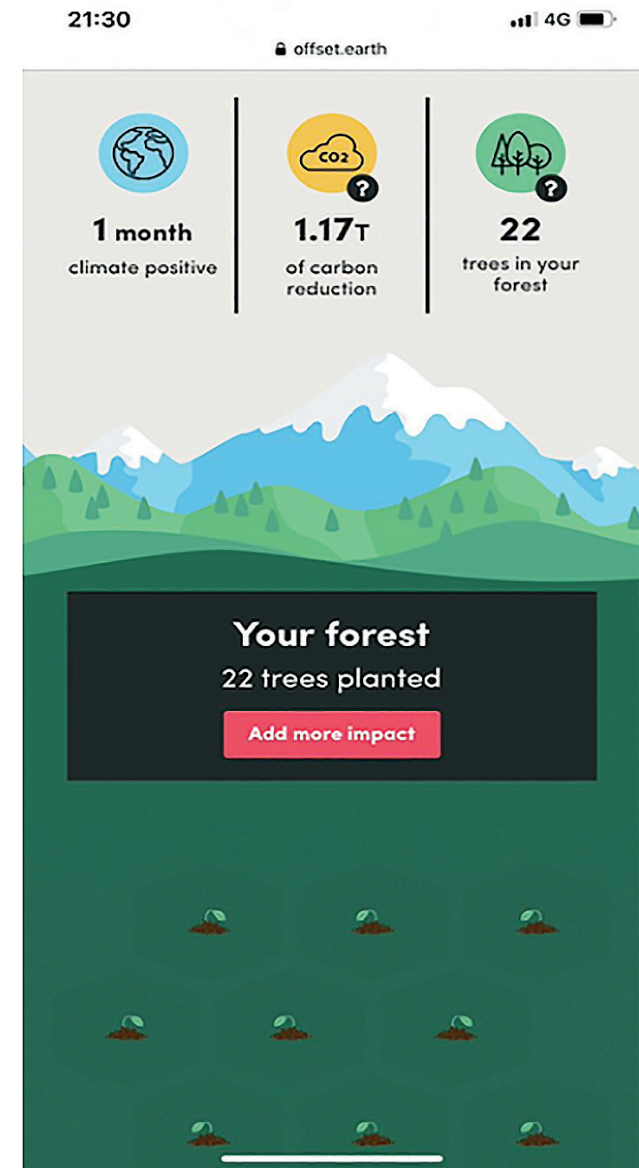
DECISION SCIENCE
KEY IDEAS

This is a glossary of key ideas, some covered in MINDSPACE, some taking you wider in the field.

Agency: the idea that people want to feel they have some control or power in a given situation.

In fundraising the idea that someone's gift, no matter how small compared to the overall target or challenge, will make a difference.

Anchoring: the use of a stimulus – usually a number – to influence people's perception and behaviour. When they have no clue about a value (e.g. how many people miss out on a treatment, how much others donate, etc.) any figure given can act as an anchor.

The first number in a gift string will influence the supporter's reaction: a £30 ask is perceived differently if included in a £10, £20, £30 string compared to a £20, £30, £50 string.

Authority: people respect and follow those with authority, or the appearance of it. Authority may come from perceived power, technical knowledge, or experience. A doctor wearing a stethoscope is presumed to have more authority than one without. (See also **Influence**.)

Referring to experts such as academics, scientists, field workers, curators or artistic directors influences donor behaviour.

Bystander effect: the tendency for individuals not to get involved in a situation when they see others are present, perhaps better suited to take action. Conversely the same individual is likely to have a tendency to take action when there is no one else around.

Fundraisers need to make the supporter believe their donation, no matter how small, will make a difference and that it is their responsibility to take action. To encourage this the supporter needs to know someone else, e.g. the government / HNWI / Foundations / Corporations etc, isn't taking care of this issue.

Behavioural economics: the body of research that explores how people *actually* make decisions, including their systematic biases. It is in contrast to conventional economics which focusses on how people should *logically* behave through the lens of rationality. It can also be in contrast to how supporters believe they might behave when asked.

Fundraisers need to study and respond to actual behaviour not attractive theory.

Bias: the weighting people give to a particular view or behaviour. Unlike an error which might be random, a bias is regular and predictable. Common biases are *confirmation* (people seek information reinforcing what they believe and ignore that which contradicts it), *present* (people put more value on the present than the future), and *optimism* (people think the future will be rosier than facts justify). Being aware of such biases is essential in behaviour change.

As a fundraiser you need to be aware of the common biases of your supporters and explore how you can align them with your fundraising approach.

Cocktail Party effect: having a conversation at a party, people are able to ignore background noise. But if their name is mentioned, they automatically tune in to that. Every individual is the most important person to themselves.

A prospect will be more attentive if you connect your message to them – even just by using their name appropriately.

Commitment and consistency: people are more likely to do something after they've committed to doing it whether verbally or in writing, and if it fits with their pre-existing values. (See **Influence**.)

Look for opportunities to affirm supporter values – "As a lover of books, we hope you'd like to support the library..."

Decision architecture: the way supporters make choices can be affected by the sequence and range of elements that shape the supporter journey to a particular decision – images, data, interaction, questions, etc.

Consider where the museum collection box is positioned in a visitor journey or how the website design works to engage supporters.

Default: people very commonly 'default' to inaction – so assigning an action to defaults is crucial. This is why 'opt-in' and 'opt-out' are such important aspects in audience response.

Consider offering default options – suggested gift levels – to ease the donor's decision. Be aware of the Goldilocks effect – the tendency to choose the middle of a cluster of options.

Emotions: emotions are physical and psychological sensations triggered by external stimuli – usually in fractions of a second and often subconsciously. Humans are a goal-seeking species and emotions can help tell people if they are on track. They are feedback mechanisms that prompt action.

Give supporters emotional feedback on what they did – not just objective rational impact reports.

Empathy: empathy is the ability to recognise the emotional state of another person and identify with it. People are more likely to help if they can imagine themselves in a similar situation, if not physically then psychologically – afraid, worried, anxious, etc.

Present information and ideas in a way that helps supporters understand the situation of a beneficiary.

Endowment effect: people ascribe more value to things because they own them, even for a short period. This links to loss aversion, where the pain of losing something is stronger than the pleasure of gain.

You can attract supporters by giving them a sense of ownership, via membership cards, or access to privileges they will not want to lose.

Evolutionary psychology: aspects of people's attitudes and behaviour that are 'hard-wired' into their brains as a result of learning through generations. For example, everyone learned early in human evolution to be loss averse – "Don't pick that up it might be a snake not a stick."

Humanity still uses a 200,000 year old brain to process ideas. This is more important than generation differences when considering attitudes to philanthropy.

Fluency: the ease by which people's brains handle information – perception, processing, and retrieval. Fluency helps individuals make decisions quickly.

Ensure information is conveyed at the appropriate fluency level, usually the easier the better.

Focussing effect: when people put more emphasis on one attribute compared to others.

As a fundraiser you need to emphasise your competitive advantage as a cause: impact, quality, originality, diversity, etc. Do it in a salient way.

(Re-)Framing: styling communication to audience needs and interests: e.g. a treatment feels different to the patient if framed as "90% success rate" vs."10% risk of failure."

Re-framing can be done by changing the measurement unit, for example from "Give £5" to "For the price of a cup of coffee…you can help save animals from suffering."

fMRI: functional Magnetic Resonance Imaging: a technique for measuring brain activity when processing

certain information. A sophisticated machine that detects changes in brain activity in response to neural activity – essentially when a brain area is more active it consumes more oxygen.

fMRI can be used to produce activation maps showing which parts of the brain are involved in a specific mental process such as generosity.

Goldilocks effect: the need to find the optimum choice point in a range – often perceived as the middle. Notice Starbucks always presents drink choices in threes – and makes maximum profit on the middle option.

Donors are more likely to choose the middle of three suggested gift amounts. This can be nudged by making the middle amount the default option and emphasising it graphically.

Halo effect: a characteristic of a person (e.g. handsomeness) that positively influences perception of others (e.g. kindness, or intelligence). A laundry detergent with a pleasant scent is perceived to clean better than one without. Nasty tasting medicines are often perceived to be more effective.

Partnering your cause with a high performing sports star or media celebrity might have a positive halo effect.

Heuristics: the mental short cuts people use in assessing information, developing views, and making decisions.

There are perhaps 150 of these of which 8-10 are really useful in fundraising. These might include: 'endowment', 'loss aversion', 'IKEA effect', etc. Use these short-cuts to enable the donation decision.

Hyperbolic discounting: people have a particular attitude to time/payoff. Given two similar rewards, humans show a preference for the one that arrives sooner rather than later. "I feel less pain if I'm asked to pay £100 three months from now, than if I have to pay it today."

Choose the timing and method for a gift based on the prospect's attitude to time.

Identifiable victim effect: sympathy and support are often concentrated on a single 'victim' even though more people would be helped if resources were spent widely.

Thinking of a single person – "Help this young refugee find a new home" – suggests the supporter's contribution will have more impact than thinking about the hundreds or thousands of people who need help – numbers people don't deal with in their daily lives.

IKEA effect: the tendency people have to value anything they have been involved in making or shaping. Assembling furniture, they feel proud having put together the desk, even if the quality doesn't match ready-made furniture. And research shows they may value it more highly.

Engaging supporters as volunteers, or companies in co-creating, will increase their commitment and engagement.

Influence: causing a change in others' behaviours or attitudes. In his classic book *Influence*, Robert Cialdini, Regents' Professor Emeritus of Psychology and Marketing at Arizona State University, outlines six tools. These are all listed in this section: Authority, Reciprocation, Social Proof, Commitment and Consistency, Liking, Scarcity.

This book and the principles contained in it are useful for fundraisers.

Liking: people respond positively to requests coming from those they like or find attractive. (See **Influence**.)

Use goodwill ambassadors or corporate partners with a positive brand image to encourage donations.

Least effort law: individuals tend to look for the quickest and easiest solution to any challenge.

Make it easy to give. Default options is one way. Reducing the number of clicks to a donation is another. Encouraging supporters to sign up to a direct debit is another.

Mental accounting: people seem to have mental budgets for different activities – socialising, rent, phone, holidays, etc.

Seek contributions outside the mental 'charity' budget. Using a mobile phone to donate doesn't feel like it comes from the charity budget. Many charities asked supporters to donate their commuting budget during the lockdown period of covid-19.

Neuroscience: the study of how the brain responds chemically and physically to various activities. It can show us which brain parts are activated when exposed to certain stimuli.

We need to be aware of the stimuli – for example, images of children or animals with big baby eyes – that promote certain neurochemical responses. These can be useful in fundraising communications.

Normalising/Norms: the more people who have already joined a group, the more others follow: social reference and peer pressure are key. From an evolutionary perspective, those who joined the group were more likely to survive than the loners. Cognitively, when people don't know what to do, a safer strategy is to imitate others. Norms are informal guidelines on what is correct or acceptable within society or a group. These can change over time or vary by culture.

Referring to others' donation behaviour normalises it. Having a list of other donors on your online crowdfunding page with supportive comments normalises giving.

Nudge: a small change that results in a major behaviour change. This contrasts to incentives or fines. For example, traditionally school students are encouraged to eat more vegetables and fewer desserts by reducing the price of vegetables (incentive) and/or increasing the price of desserts (penalty). In a nudge, vegetables are simply put first or made more attractive in the canteen food layout.

You can change the perception of a proposal by changing the way it is presented, the sequence, the amounts asked for, default options, web-page design, etc.

Peak-end effect: people assess experiences based on the most intense moment, and the end point, not on the total or average experience. Once back from holiday, they won't remember every moment, or have an average assessment. They remember the parachuting or scuba.

A managed peak-end can help deliver a highly positive supporter experience. Welcome packs are a good way to engage new supporters. Goodie bags on exit work at galas.

Pratfall effect: people are suspicious of anything that is presented as too perfect. So they like individuals and agencies to have minor flaws. For example products reviewed on Amazon with a small number of critical reviews tend to be more trusted.

In your annual report you should admit to some flaws in your planning or delivery – explaining that the challenges you are dealing with are difficult to manage.

Present bias: the preference individuals have for a payoff delivered sooner rather than later. For example, people would rather receive £100 today than £110 next week. (See also **hyperbolic discounting**.)

Consider perceptions of time when asking for donation. A prospect might be willing to start regular donations in a month, but not today. When a person pays cash they feel pain immediately – with a credit card or phone, loss is delayed.

Primacy/recency effect: people are disproportionately influenced by the information that comes first and last. Strong communication should balance primacy and recency. Think of James Bond movies. They always start with an exciting scene and end in a climax. (See also **Peak-end effect**.)

Ensure the start and end of your fundraising message is powerful and memorable.

Priming/Pre-suasion: making people subconsciously ready or prepared before thinking or deciding, e.g. using specific imagery, storytelling, playing background music, to create a philanthropic feeling.

Prime to influence a donor's reaction. Money already in a transparent donation box is priming. Having a strong Call to Action in a key place on your website is priming. Emotional background music on your video is priming.

Reciprocation/Reciprocity: people feel obliged to give back to anyone who gives them something – a gift a favour, or a free sample. (See **Influence**.)

Offer a 'gift' upfront, encouraging prospects to reciprocate by donating. The gift should be symbolic and inexpensive (e.g. a wristband or a badge), ideally given by another donor/sponsor to avoid the criticism of waste.

Salience: the ease of recall and rarity of information is important for credibility. Terrorist attacks are comparatively rare, but more top of mind compared to the many more deadly traffic accidents.
Ask people to give when you have related heavy media coverage (e.g. ask for donations after a dramatic event, such as an earthquake, or a great publicised success – maybe for a new breakthrough). Look for ways to make your message stand out – avoid 'me too' messaging.

Scarcity: the less something is available, the more valuable it is perceived to be.

Belonging to, supporting, or defending something scarce adds to our self-worth.
(See **Influence**.)

Make supporters feel they belong to a special group. Offer scarce benefits e.g. 'behind the scenes' visits; web calls with field workers; specialist briefings from senior staff.

Sensory nudges: people can be cued to action by all the senses. Consider the effect of music in films or on people's moods when partying; of smells such as freshly baked bread and coffee; of textures in fabrics, etc.

Explore the use of other senses in fundraising communication, e.g. the texture of direct mail envelopes; the weight of a case for support...

Social proof: when people don't know what to do, they look to others – people like them, people they aspire to be like, etc. – for insight. They also look to others' opinion for insight – see reviews on TripAdvisor, Amazon, and more. (See also **Pratfall effect**.)

Reference to others' positive opinion and behaviour can influence prospects to do the same.

Warm glow giving: fMRI scans show charity giving activates the same brain region as the experience of pleasure.

Try to deliver a warm glow to supporters. Make sure you thank them personally and sincerely. A phone call generally beats an email as it is more personal.

RESOURCES

Below are links to some downloads, books and wider resources.

MINDSPACE

https://www.bi.team/publications/ mindspace/Behavioural Insights Team.

This large download outlines how the MINDSPACE framework was developed and the wider social policy uses it has. Some nice practical case studies. Free

EAST Framework

https://www.bi.team/publications/ east-four-simple-ways-to-apply-behavioural-insights/ Behavioural Insights Team, 2010.

Another practical tool for policy practitioners to consider applying behavioural insights in their work. The EAST framework is widely used in local government. Free

Persuasive Patterns

https://shop.ui-patterns.com/ Anders Toxboe, Denmark 2019

A set of 60 cards that can be used to brainstorm behavioural frameworks. $59.00

Behaviour Change Wheel

http://www.behaviourchangewheel.com University College, London.
A guide to designing behavioural interventions based on a range of frameworks. You can click on various elements to discover the key one. £18.99

EASIEST

https://decisionscience.org.uk =mc consulting, 2020
A framework created specifically for the charity sector – fundraisers, marketeers or campaigners. It covers the key ideas you need to create a behaviorally informed communication. Free eBook to download

BOOKS

There are lots of books on the application of decision science to behavioural change generally. Only one has a focus on fundraising – Change for Good. The others tend to focus more on the decision science behind marketing or sales. But they can be readily adapted. Here are our magnificent seven. All are available through Amazon – and to order through your friendly local bookshop, which would undoubtedly appreciate the business.

Guides and Frameworks

Friction: The Untapped Force That Can Be Your Most Powerful Advantage
*Roger Dooley (@rogerdooley)*
Friction explores the idea that Amazon, Netflix, Google, and Uber all have one thing in common: they've built empires on making every interaction effortless for customers. In today's world of instant connectivity and customer empowerment, the speed and efficiency of business transactions determine success or failure. Dooley explains how every organisation (corporate or non-profit) can gain a competitive edge by reducing those points of friction. The online examples contain real insights for any digitally savvy organisation.
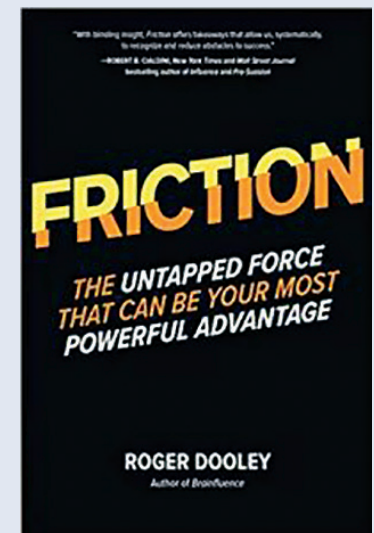
Decoded: The Science Behind Why We Buy
*Phil P. Barden (@philbarden)*
Barden's book uses decision science to explain the motivations behind consumer choices and shows this can be valuable to marketing. Although there are few not-for-profit examples, the learning from commercial marketing is easy to apply. Barden deciphers the 'secret codes' of products, services and brands to explain how they influence our purchase decisions. Decoded is packed with case studies and detailed explanations, making it clear and easy to understand for anyone interested in understanding consumer behaviour.
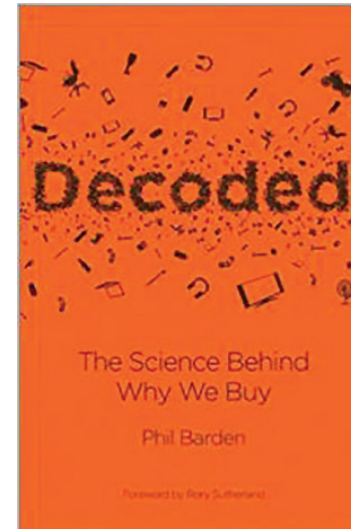
Thinking, Fast and Slow
Daniel Kahneman
Nobel Prize winning thinker, Kahneman, explains how two 'systems' in the mind make decisions. One system is fast, intuitive and emotional, the second is slower, more deliberative and logical – but they work together to shape our judgements and decisions. This book exposes both the capabilities and biases of fast thinking and reveals the pervasive influence on our thoughts and behaviour. It then explores how to tap into the benefits of slow thinking, to give a comprehensive explanation of why people make decisions the way they do.
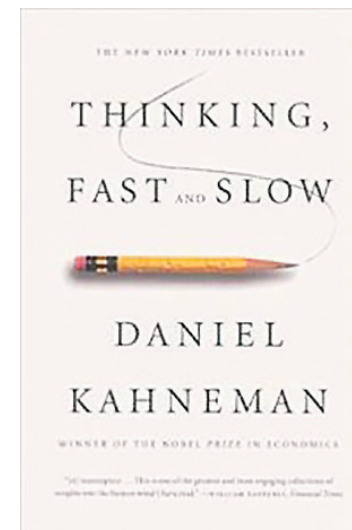
Predictably Irrational: The Hidden Forces That Shape Our Decisions

Dan Ariely (@danariely)

Why do smart people make irrational decisions every day? Dan Ariely cuts to the heart of people's strange behaviour, demonstrating how irrationality often supplants rational thought. Ariely combines everyday experiences with psychological experiments to reveal the patterns behind human behaviours and decisions. This isn't exactly a marketing or business book, but these lessons will convince even the most sceptical arts manager, marketeer or fundraiser that non-conscious influences on decision-making are both real and important.
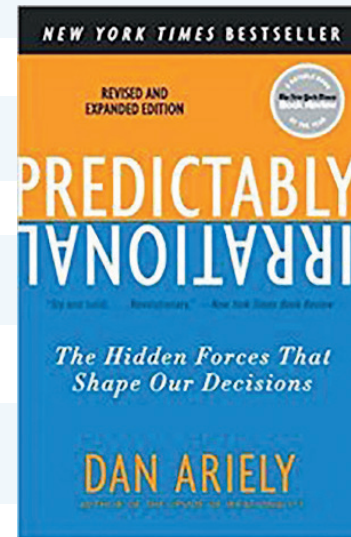
Change for Good: Using Behavioural Economics for a Better World

*Bernard Ross (@bernardrossmc) & Omar Mahmoud*

Drawing on a decade of research in behavioural economics, neuroscience and evolutionary psychology, Change for Good provides a powerful yet practical toolkit for everyone, from fundraisers and campaigners to policy makers and educators. It offers advice on how to raise more funds or help people improve their diets, showing how techniques commonly used in commercial settings can be adapted to social good, including engaging supporters in the life of cultural organisations.

The Choice Factory
*Richard Shotton (@rshotton)*

The Choice Factory takes you through a typical day
of decisions, from what to eat to life-changing career
moves. It explores how people's behaviour is shaped
by psychological shortcuts. It has 25 short focused
chapters, each addressing a specific cognitive bias and
outlining easy ways to apply it to your own challenges.
This is probably the easiest introduction to the business
implications of decision science. Shotton adds insights
through interviews with some of the smartest thinkers in
advertising, including Rory Sutherland and Lucy Jameson.
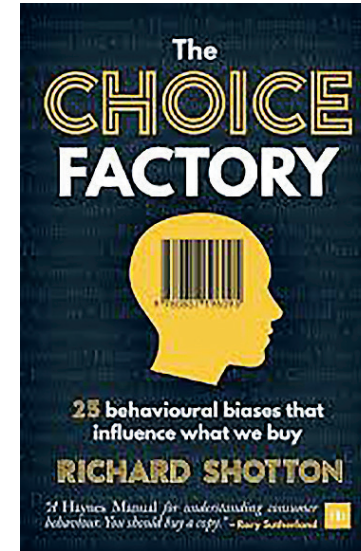
Pre-Suasion: A Revolutionary Way to Influence and Persuade
Robert Cialdini (@RobertCialdini)

Three decades after writing his bestselling *Influence*,
Cialdini delivered a sequel that extends that classic
work in several ways. He offers new insights into the
art of winning people over: it isn't just what a person
says or how they say it that counts, but also what goes
on in the key moments before they speak. Cialdini
reveals how to master the world of 'pre-suasion', where
subtle turns of phrase, tiny visual cues and apparently
unimportant details can prime people to say 'yes'
before they are even asked.
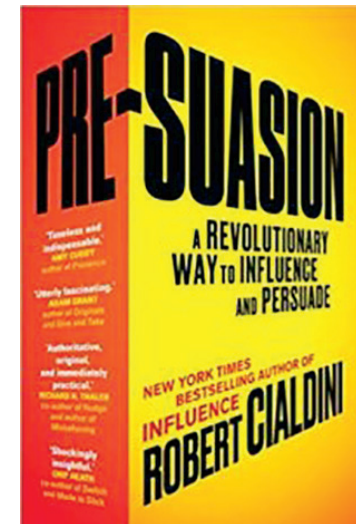
Need more help?

Decisionscience is a specialist team within **=mc consulting** devoted to helping ethical organisations apply decision science to a range of projects – especially fundraising through supporter engagement

Clients include Doctors without Borders USA, UNICEF UK, Bristol Museums, Barnardo's, and Edinburgh Zoo. We also ran the world's largest arts and cultural fundraising experiment, supported by Arts Council England. Our team can help with project design, delivery and evaluation: **www.decisionscience.org.uk**

If you'd like to know more or discuss an idea contact:
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Bernard Ross is a Director of **=mc consulting**. He has written six award winning books on fundraising and social change. He has advised many of the world's leading INGOs on strategy including UNICEF, UNHCR, IFRC, ICRC and MSF. He's raised money to refurbish France's most famous monument, for a museum to house the world's largest dinosaur in Argentina, to support Europe's largest scientific experiment, and to save the last 800 great apes in Rwanda and DRC.

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Emma Goad and Rob Shaw, clever colleagues and partner consultants at **=mc consulting**, both contributed insights and additions. This publication is dedicated to Emma who suddenly and sadly died while it was being edited.

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