

# Fundraising for Culture – Insights from Research

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Department of Strategy, Marketing and Innovation  
Kingston University, London





# My presentation today

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- Academic research in fundraising and marketing is mostly *applied research* – relevant, purposeful and impactful for non-profits and arts organisations
- And practitioners contribute to the content!
- Trends in philanthropy: disintermediation, crowdfunding and new mediators in the growing markets for causes: *challenges or opportunities for the arts fundraiser?*
- Donor journeys (old and new)
- Trusting (the old and new players)
- Donors' sense of agency and control
- what's next for relationship fundraising
- Tips for moving forward....

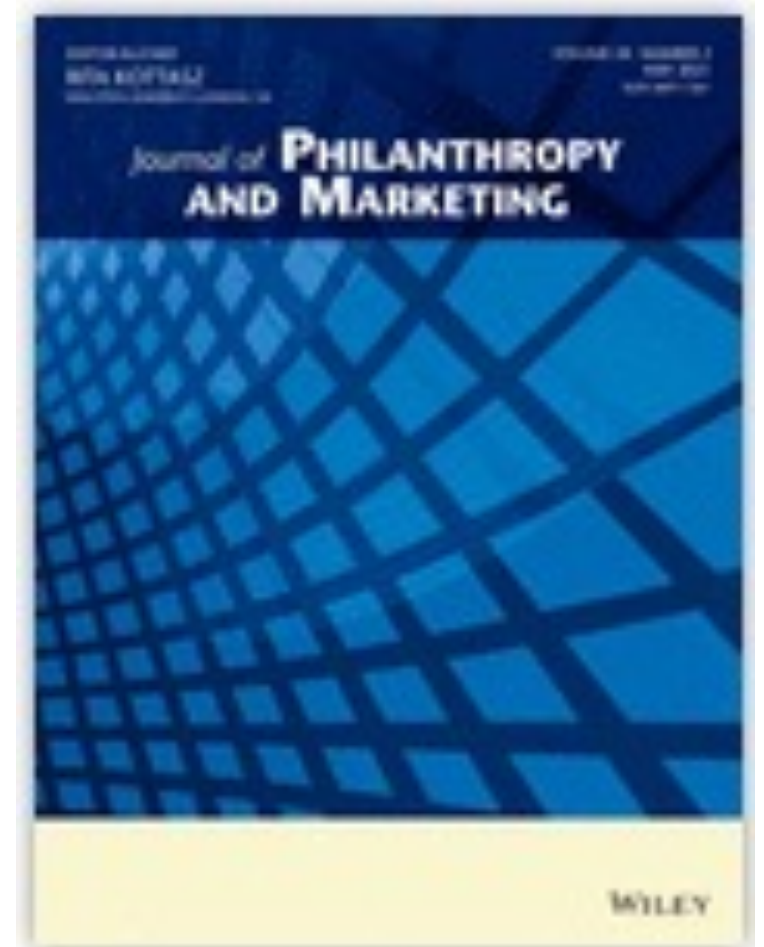
# Journal of **PHILANTHROPY AND MARKETING**

## Overview

*...a change in title reflects the change in how  
'cause-related' market/s operate....*

## Aims and Scope

A change in title reflects a slight reposition of the aims and scope of this journal. The marketing of philanthropy is no longer the preserve of the non-profit and voluntary sectors and isn't exclusively practiced at 'sector' level. Philanthropy in its broadest sense (encapsulating ideals of giving, benevolence, welfare, altruism, prosocial behaviour and 'doing good') is playing a leading role in the marketing practice of a spectrum of organisations including multinational corporations and social enterprises (via some of their corporate social responsibility missions and marketing initiatives) as well as the social marketing conducted by governments and a vast variety of other institutions (e.g. education and healthcare).



# Relevant, purposeful, impactful, applied research

## Fundraising for Culture – Insights from Research

### Die Referentin



Dr Rita Kottasz is Associate Professor of Marketing within the Department of Strategy, Marketing and Innovation at Kingston University, London. She is Editor-in-Chief of the Journal of Philanthropy and Marketing (previously, International Journal of Nonprofit and Voluntary Sector Marketing, Wiley). In this capacity, she works closely with the Chartered Institute of Fundraising (UK), Rogare, a Fundraising Think Tank, and other Wiley journals to ensure that academic research in philanthropy and fundraising is critical, evidence-based, impactful, and relevant to today's practitioners. Rita's main research interests lie

in the areas of arts and non-profit marketing, notably issues to do with fundraising, donor behaviour and cultural consumption. Her recent works have been published in the Journal of Marketing Management, Journal of Nonprofit & Public Sector Marketing, Transportation Research Part A: Policy and Practice, Arts and the Market, Museum Management and Curatorship and the European Management Review.

# Journal of **PHILANTHROPY AND MARKETING**

## Call for Practice Papers, Call for Practitioner Contributions

Do you have valuable lessons to impart on marketing and philanthropy (in its broadest sense: giving, benevolence, welfare, altruism, prosocial behaviour and 'doing good')?

To provide coverage of the most pertinent issues facing non-profit and philanthropic organisations, we have already recruited a Shadow Practitioner Editorial Board who will advise on the latest thinking primarily concerning marketing within the charitable sectors.

In order to further strengthen the practical impact of the *Journal of Philanthropy and Marketing*, we are actively seeking the submission of Practice Papers. A Practice Paper is shorter (approximately 2500-3500 words) and less formal than a full academic research paper and aims to reflect and offer managerial implications that are relevant and valuable to organisations working within the remits of philanthropy and marketing. A Practice Paper may deal with a failure or a problem. These papers must clearly document the professional experience and highlight *lessons learnt*. Papers dealing with success stories may also be considered, provided that the experience presented offers the readership something new, innovative, and creative.



**Bluefrog Fundraising Limited**  
Marketing and Advertising  
London, London · 964 followers  
Great work. Great causes. Great results.



# Journal of **PHILANTHROPY AND MARKETING**

## Charitable Giving and the Disintermediation of the Non-Profit and Voluntary Sectors

*Co-Editors of this Special Issue:*

*Rita Kottasz, Kingston University, UK*

*Walter Wymer, University of Lethbridge, Canada*

*Meredith Niles, Plan International, UK*

*Journal of Philanthropy and Marketing* is sponsoring a special issue containing cutting edge research around the opportunities and threats of disintermediation within the non-profit and voluntary sectors.

**VALERIO MELANDRI**  
IL PRIMO BLOG ITALIANO SUL FUNDRAISING


HOME CHI SONO COSA POSSO FARE PER TE I MIEI LIBRI SCRIVIMI VAI AL SITO ASSESSOR



Roundups About ▾ Charities Schools Blog ▾ [Sign up](#)

## Our team

Hi, We're Sean and Matt. We founded Roundups in 2019 with a big ambition: to make digital penny donations mainstream. A fantastic team of advisors are supporting us on our mission too.



**Roundups  
and Kingston  
University  
collaboration**

The Routledge Companion to Marketing & Society (forthcoming): chapter on non-profit marketing and fundraising



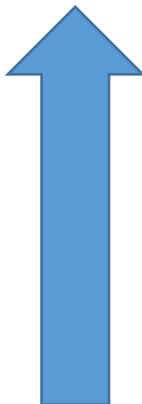
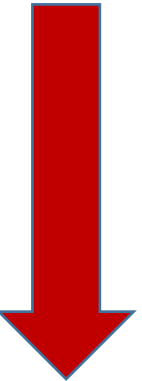
### **BAD NEWS:**

**Much of the non-profit sector and fundraising activities are currently in trouble**

- non-profit income and fundraising activity
- charity events
- direct debit sign ups
- recruitment of new donors via door to door and street fundraising activities
- campaigning efforts of non profits currently lost on the media (focus on Covid-19)....

### **GOOD NEWS:**

- increased demand for services (food banks, poverty charities **AND** arts and culture)!
- forecast: increase in donor markets in the new "*feeling economy*" - socio-demographic changes on a global scale mean that the size of the middle classes is growing rapidly (from 1.8 billion in 2009 to 4.9 billion in 2030), with the spending power to match (this is set to increase by 161% over the same period).
- plus younger generations are reported to be more empathetic, more socially aware, increasingly inclined to support causes, and to buy into brands that are pro-social, socially responsible and ethical
- a sense of urgency to 'save the world'...





## Challenges and opportunities for (arts & cultural) philanthropy

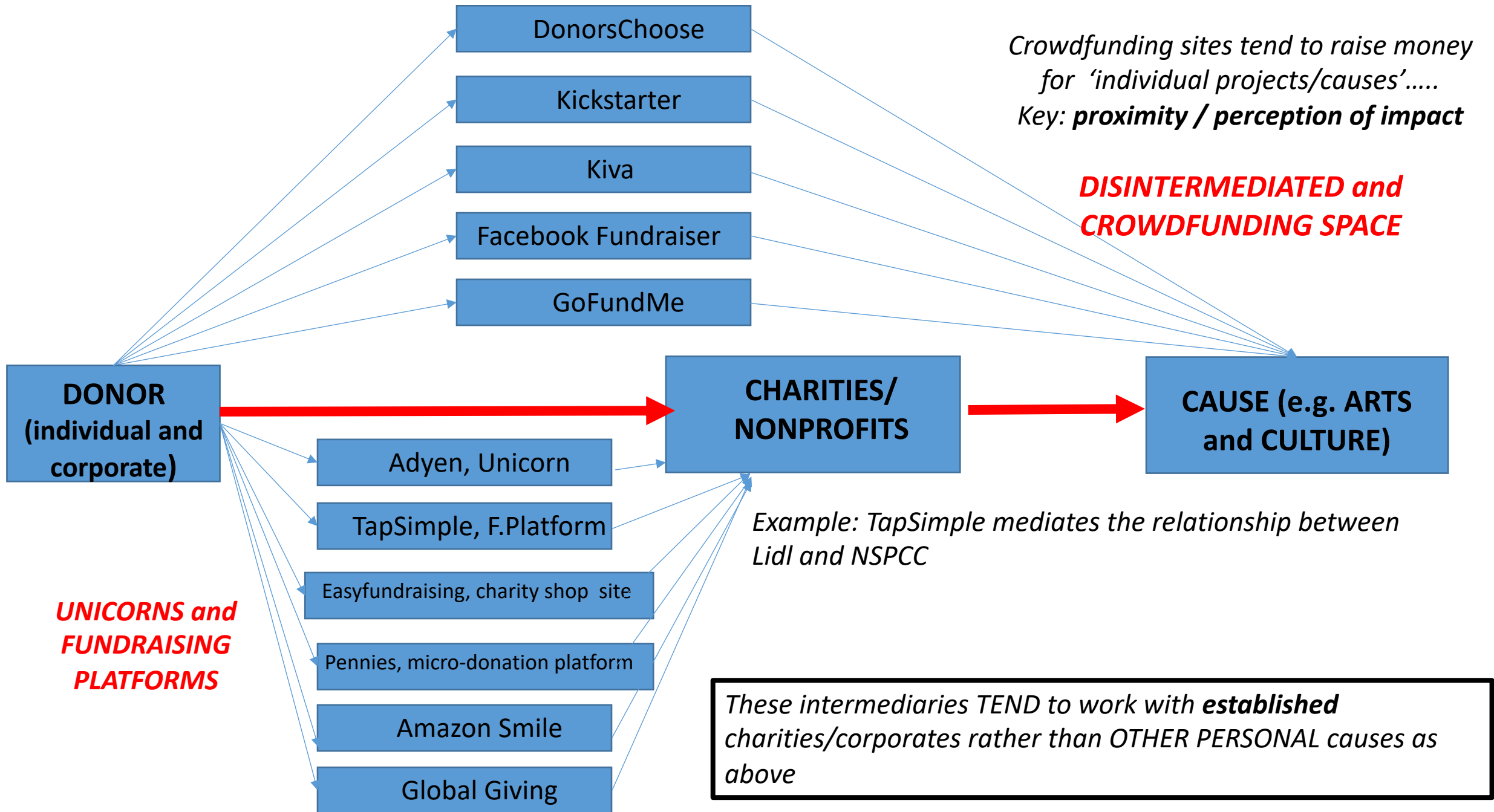
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### **The ‘market for causes’ is growing:**

(1) via disintermediation and crowdfunding:  
“personal fundraising”

(2) via the entrance of new players, new  
mediators of giving:  
B Corps, Unicorns, private foundations, fintech  
companies, etc.





**Fact:** Nobody has an overview, breakdown on how much money is donated via different types of channels (disintermediated, platforms, charity sites etc).  
(nfpSynergy, 2021)

# Private foundations, B Corps and the like

	PUBLIC CHARITIES	PRIVATE FOUNDATIONS
Primarily make grants	<b>NO.</b> Although some public charities can and do make grants, they more typically conduct charitable activities and provide services.	<b>YES.</b> Private foundations typically make grants (i.e., give funds) to public charities, although they sometimes conduct their own charitable activities.
Receive most of their support from the general public	<b>YES.</b> Public charities derive their financial support by raising funds from the public (i.e., individuals, government, corporations, and private foundations) by soliciting donations and/or grants.	<b>NO.</b> Private foundations typically derive all of their financial support from a single individual, family, or corporation.
Required to prove that most funding comes from public support	<b>YES.</b> To maintain their tax status, the IRS requires public charities to verify that they receive substantial support from the general public.	<b>NO.</b> Being self-funded is an advantage, enabling foundations to avoid the IRS tests that are required of public charities. Although not prohibited from doing so, private foundations do not typically engage in fundraising.
Required to pick a diversified board of directors	<b>YES.</b> A public charity must be governed by a board of directors reflective of the constituency it serves. The majority of the board must be not be related by marriage or blood.	<b>NO.</b> A private foundation may be governed solely by its donor(s) or by a board consisting of family and/or other individuals chosen by the donor(s).

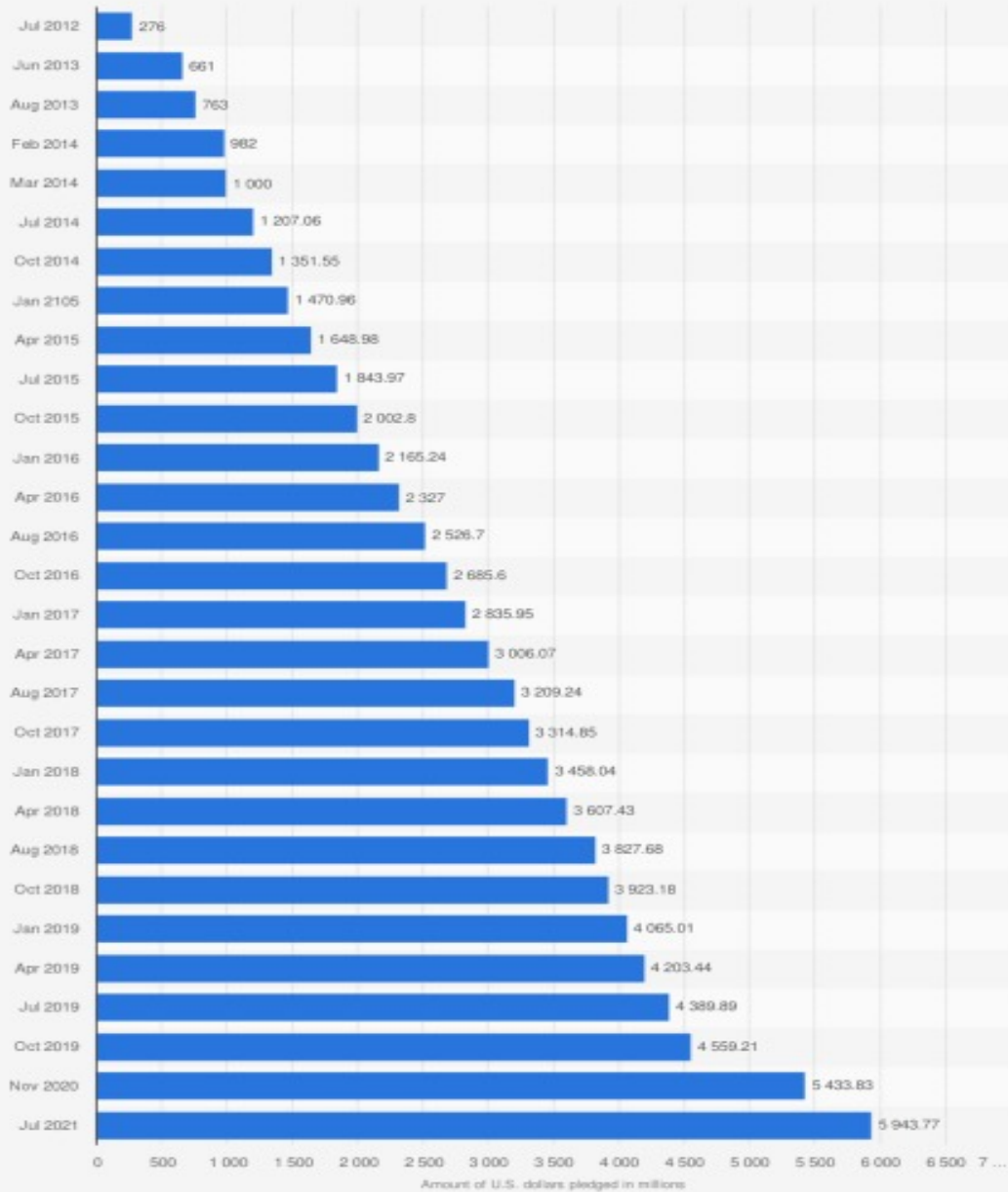
Certified B Corps are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using businesses as a force for good.

**A mix of 'lack of trust',  
'control', 'sense of urgency'  
and (tax) advantage...**



Crowdfunding  
trends

**Cumulative amount of funding pledged to Kickstarter projects as of July 2021 (in million U.S. dollars)**

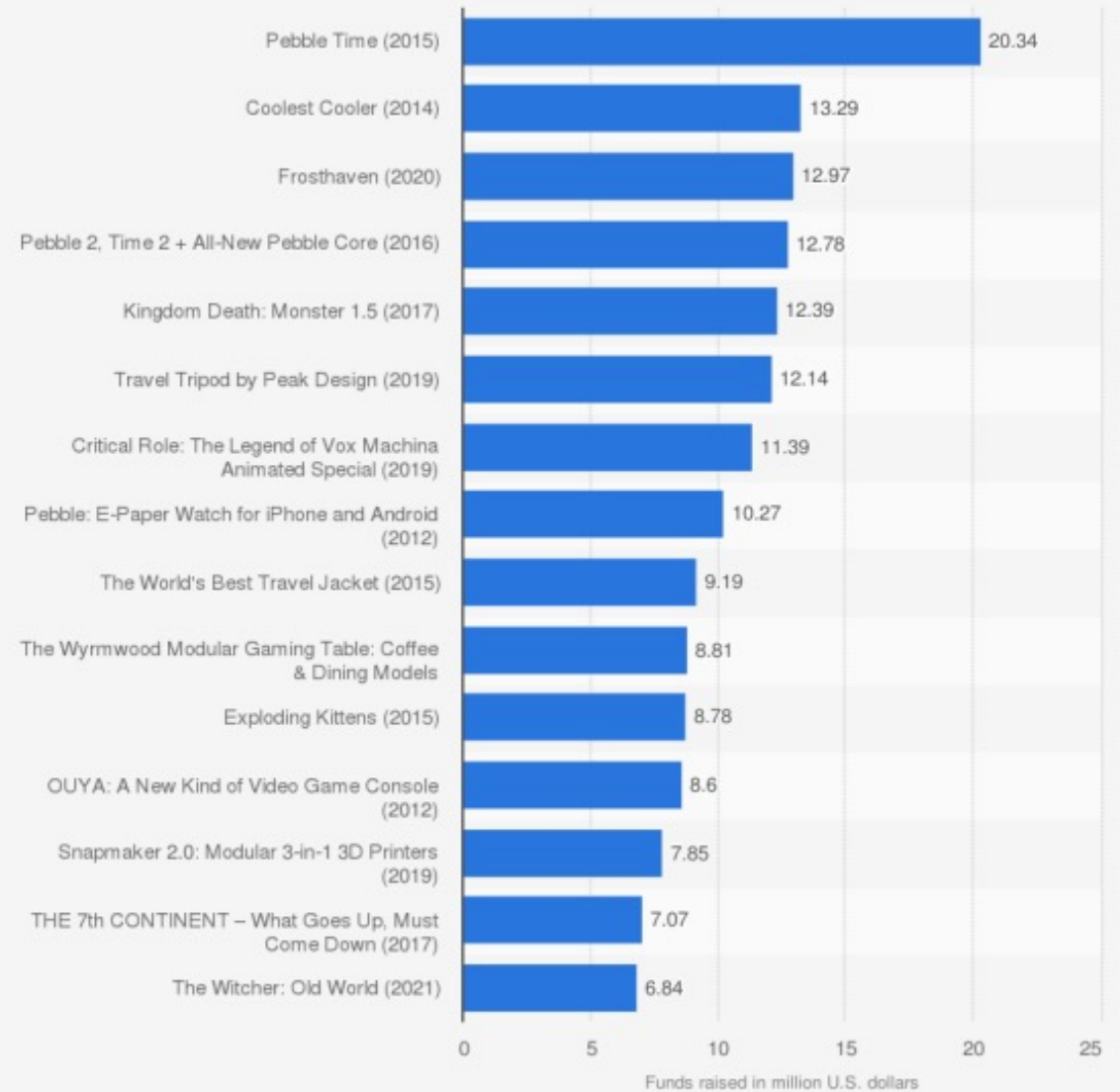


Source:  
Kickstarter  
© Statista 2021

Additional information:  
Worldwide; July 2012 to July 2021

statista

**Most successfully completed Kickstarter projects as of July 2021, based on amount of total funds raised (in million U.S. dollars)**



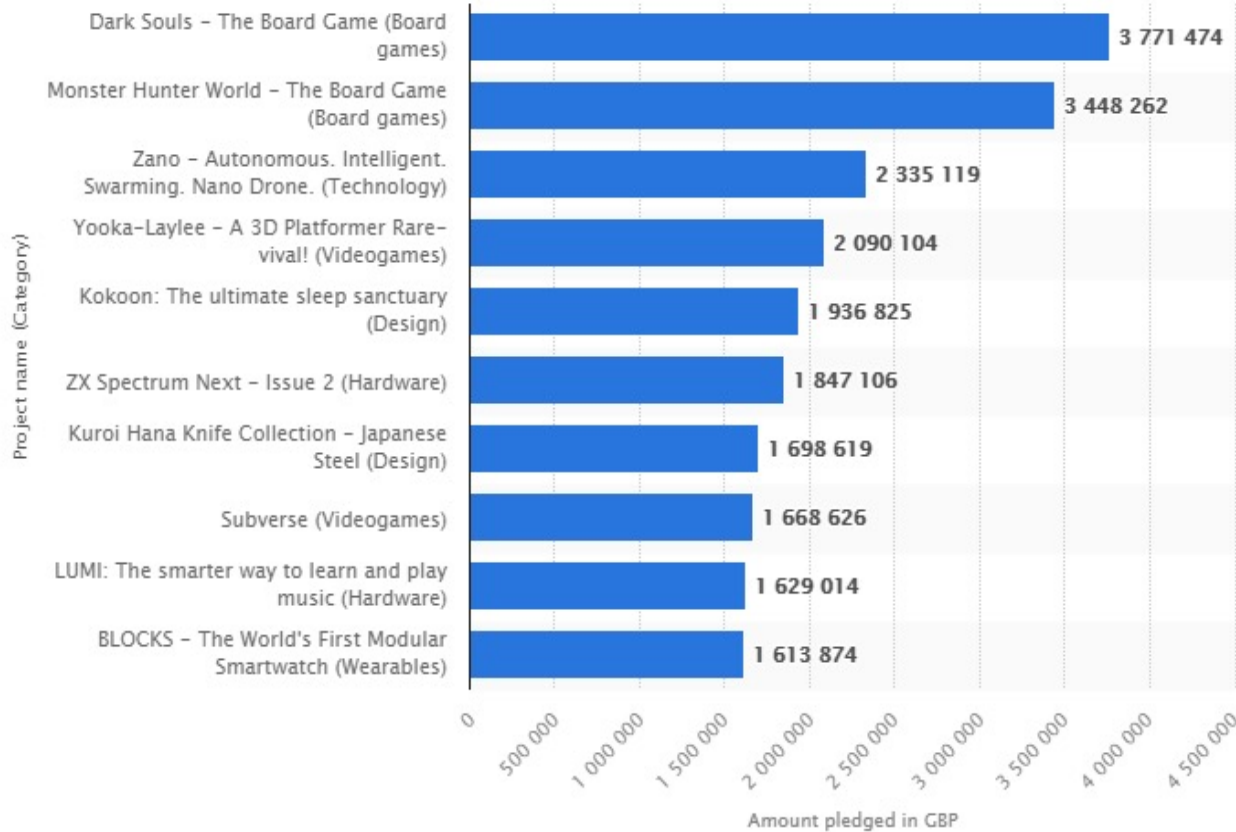
Source:  
Kickstarter  
© Statista 2021

Additional information:  
Worldwide; As of July 6, 2021

statista

# Leading ten most funded projects on the crowdfunding platform Kickstarter in the United Kingdom (UK) as of July 2021, by amount pledged

(in GBP)



- ★
- 🔔
- ⚙️
- 🔗
- ”
- 🖨️

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## SOURCE

## DETAILS

## FAQ

### Source

Kickstarter

### Survey by

Kickstarter

### Published by

Kickstarter

### Source link

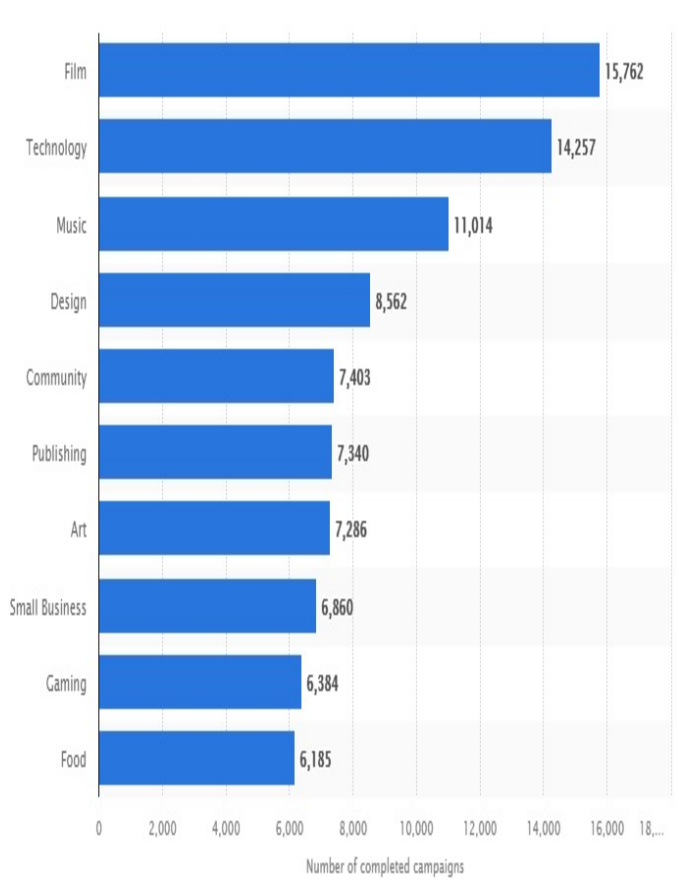
<http://kickstarter.com>

### Release date

July 2021



# Number of crowdfunding campaigns completed worldwide in 2016, by sector



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SOURCE DETAILS FAQ

**Source**  
The Crowdfunding Center

**Survey by**  
The Crowdfunding Center

**Published by**  
The Crowdfunding Center

**Source link**  
[thecrowdfundingcenter.com](http://thecrowdfundingcenter.com)

**Release date**  
August 2017

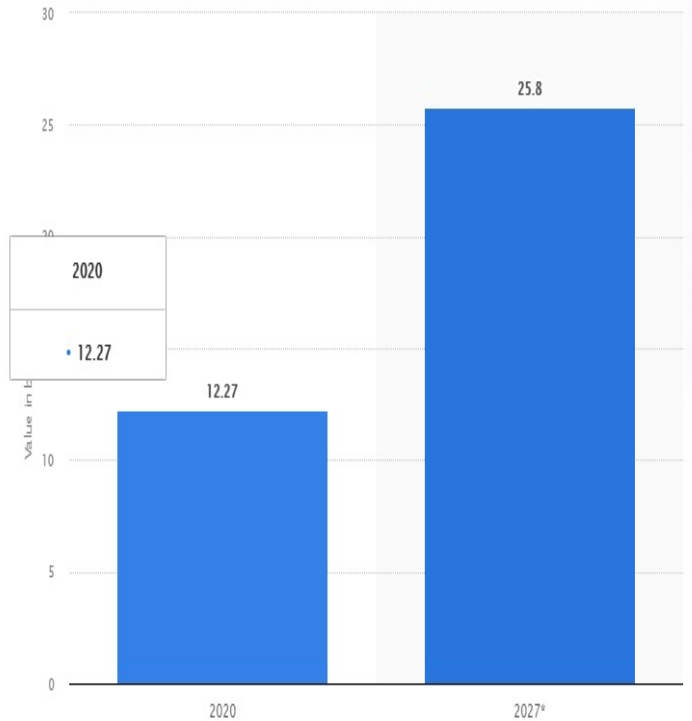
IN COOPERATION WITH

Details: Worldwide; The Crowdfunding Center; 2016



# Market size of crowdfunding worldwide in 2020 with a forecast for 2027

(in billion U.S. dollars)



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SOURCE DETAILS FAQ

**Source**  
MarketWatch

**Survey by**  
MarketWatch

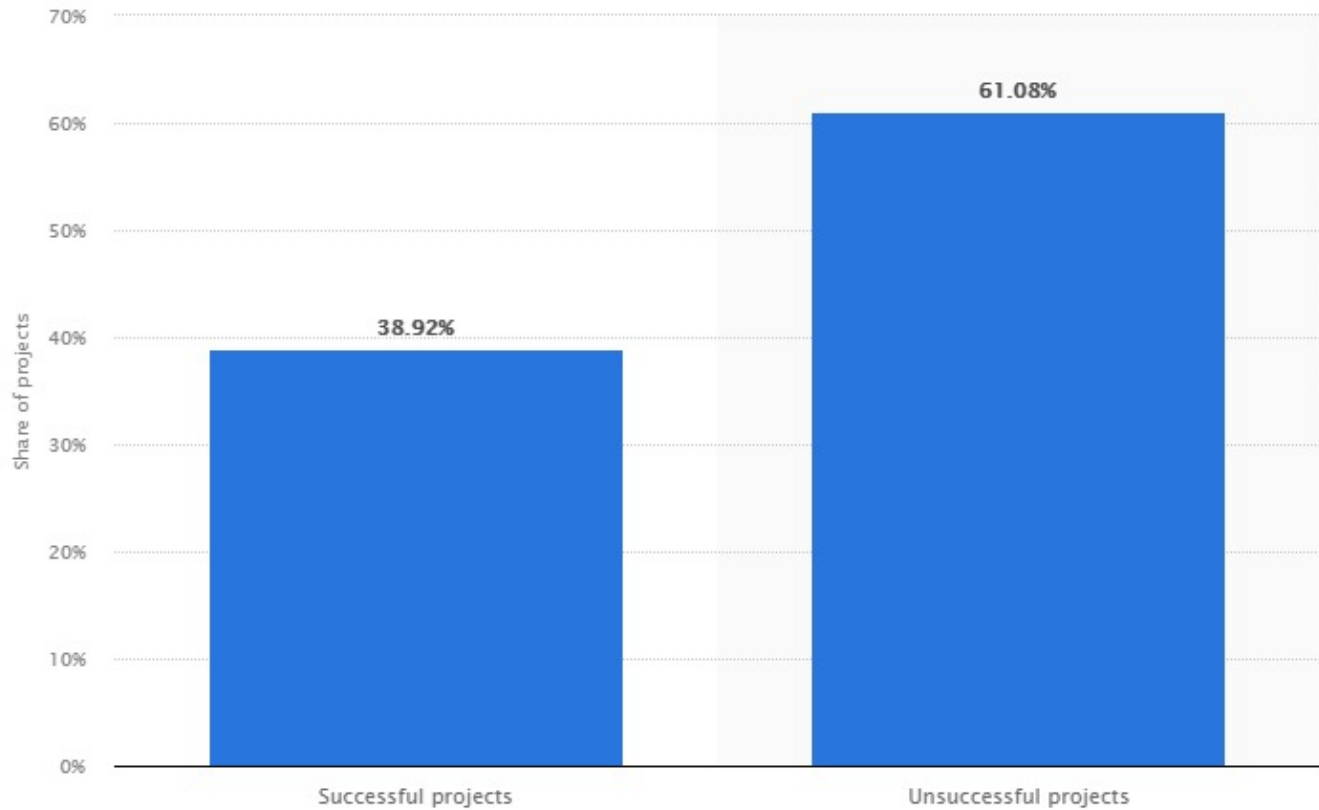
**Published by**  
MarketWatch

**Source link**  
[marketwatch.com](http://marketwatch.com)

**Release date**  
July 2021

Details: Worldwide; MarketWatch; 2020

# Percentage of successfully funded Kickstarter projects as of July 2021



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#### Source

Kickstarter

#### Survey by

Kickstarter

#### Published by

Kickstarter

#### Source link

[kickstarter.com](https://kickstarter.com)

#### Release date

July 2021

Details: Worldwide; Kickstarter; July 6, 2021

© Statista 2021 🇩🇪





The donor  
journey, the  
donor  
perspective

From a donor perspective...(not so long ago, life was much more simple)...



**DONOR**  
(individual and corporate)

KUNSTHAUS ZÜRICH

**MoMA**





ROYAL  
OPERA  
HOUSE

Search, Shopping, Sign in

Tickets and Events, Visit us, Eat and drink, Shop, News, Learning, **Join and support**, About

Donate, Become a member, Become a patron, Philanthropic engagement  
Corporate opportunities, Leave a legacy



**JustGiving™**

For-profit, key player, includes advice and resources for charities

 **Virgin moneygiving**

Main competitor to Just Giving, non-profit, includes advice and resources for charities

**CAF**  
Charities Aid Foundation

For joined up services (branded donation pages, Gift Aid reclaim, DD etc.)

 **Crowdfunder**

Offers rewards based crowdfunding projects that can allegedly raise more than straight donations.

**gofundme™**

Best for accessing a large supporter community 'social fundraising platform'

 **the good exchange**

Connects funders (trusts, foundations, philanthropists) with charities and those wanting to raise money for causes)

**TOTAL GIVING™**



For small and medium sized charities "the forgotten 95%", focus on community and local causes (for charities who are strong on social media)

 **charitycheckout**

 **everydayhero**

Closed: same owner as JustGiving....

**Give**

**theBigGive**

Similar to 'the good exchange' (above)

 **Localgiving**

For small and local charities. Crowdfunding as well as fundraising campaigns and competitions.

 **GlobalGiving**

Any non-profit can join GlobalGiving, subject to approval.

 **DonateFlow**

New, own domain, control, built on the premise of 'trust'.



# Raise Money For Anything

Fundly is fast, easy, and has no raise requirements or start up fees.

INDIVIDUALS

 START FOR FREE WITH FACEBOOK

Or START WITH EMAIL

NONPROFITS

START YOUR CAMPAIGN

Or START WITH NONPROFITEASY or VOLUNTEEREASY

**Disintermediation  
(personal crowdfunding) in  
action**

# What are you raising money for?

A charity

Donations go directly to the charity

[Find out more](#)

My own cause

Donations go directly to your bank account

[Find out more](#)



Raise money for charity



Donate to charity



Raise money for your own cause



Crowdfunding  
for the arts

## Medea at the Rose Theatre Kingston... and beyond

Join us in staging a stunning new version of Medea at Rose Theatre Kingston in November 2013 and across the UK in 2014



£410

pledged of £15,000 goal

6

backers

### Funding Unsuccessful

The project's funding goal was not reached on Fri, November 1 2013 12:00 PM UTC +00:00

Last updated [November 1, 2013](#)



# Noel Coward's 1932 "Words And Music" at Sadler's Wells

Noel Coward's 'lost' 1932 satirical revue "Words And Music" at Sadler's Wells



£460

pledged of £5,000 goal

10

backers

Funding Unsuccessful

The project's funding goal was not reached on Wed,  
July 3 2013 6:00 PM BST

Last updated July 3, 2013

Theater London, UK



£0

Be the first to help Opera Diaspora reach their £5,000 target

Give Now

Share



We're raising £5,000 to help put up our 2nd production





£9,853

raised of £10,000 target  
by 144 supporters

Give Now

Share



Friends of the International Gilbert and Sullivan Festival

## Sponsor a Seat and Help The Festival

Be a fundraiser

Create your own fundraising page and help support this cause.



Royal Opera House

London to Brighton Cycle 2021

# Gofundme...

## An injured dancer needs your support



CHF1,750 raised of CHF10,000 goal

13 donations

Share

Donate now

Emir j Moros adams  
CHF150 · 3 months ago

Anonymous  
CHF150 · 6 months ago

Anonymous  
CHF150 · 6 months ago

## Support the Historic Chillicothe Town Theatre!



**Team fundraiser**  
Chad Timmerman and 4 others are organising this fundraiser.

Created 7 days ago | Creative Arts, Music & Film

\$11,185 raised of \$10,000 goal

142 donations

Share

Donate now

6 people have just made a donation

D H Murphy  
\$50 · Recent donation

Anonymous  
\$1,193 · Top donation

Chad Timmerman  
\$40 · First donation

See all

See top donations

## Browse creative fundraisers



NOTTINGHAM, UK  
Mariano's Magnum Fund

(versione Italiana a seguire) Hello All  
:) My name is Mariano and I am a...

Last donation 3d ago

£4,378 raised of £6,000



LEEDS, UK  
'One Last Hangover' - Student Film

Logline: Oscar and Maude are two  
star-cross'd lovers... who are so los...

Last donation 1d ago

£1,180 raised of £900



LONDON, UK  
Support the London Palestine Fil...

The London Palestine Film Festival  
(LPFF) 2021 needs your support T...

Last donation 4d ago

£3,090 raised of £4,000



LEEDS, UK  
MAGNETIC - A new short film

Hi, we're the crew of Magnetic, a  
brand new black comedy short film ...

Last donation 2h ago

£722 raised of £800



LONDON, UK  
Help us record at Abbey Road Inst...

HELLO :) My name is Sofia and I'm  
part of a small team of people, work...

Last donation 6d ago

£502 raised of £450



LEEDS, UK  
Who Killed My Dog (Short Film)

Hi, I'm Ian Stokes, Director of 'WHO  
KILLED MY DOG!?!' WKMD is a da...

Last donation 2h ago

£675 raised of £900



## The leader in online fundraising



### Donor protection guarantee

GoFundMe has the first and only donor guarantee in the industry.



### Simple setup

You can personalise and share your GoFundMe in just a few minutes.



### Secure

Our Trust & Safety team works around the clock to protect you against fraud.



### Mobile app

The GoFundMe app makes it simple to launch and manage your fundraiser on the go.



### Social reach

Harness the power of social media to spread your story and get more support.



### Expert advice

Our best-in-class Customer Care agents will answer your questions, day and night.

[Start a GoFundMe](#)

People around the world are raising money for what they are passionate about.

[Start a GoFundMe](#)

## Fundraising categories



Medical



Funeral



Emergency



Charity



Financial Emergency



Animals

## Fundly Helps



Clubs & Community



Creative Projects



Disaster Relief



Fraternities & Sororities



Fun & Special Events



Kids & Family



LGBT



Medical & Health



Memorials & Funerals



Military



NonProfit/Charity



Pets & Animals



Politics & Public Office



Religious Organizations



Run/Walk/Rides



Schools & Education



Sports & Teams



Trips & Adventure



# FUNDLY



Brad

39 days  
REMAINING

\$5,150 to go  
39% FUNDED

A loan of \$8,500 helps to establish our co-living community housing at DUTCH Creatives' Collaborative - We house artists!

ROCHESTER, NY, UNITED STATES ARTS

Help fund this loan

\$25

Lend now

POWERED BY 64 LENDERS



### Brad's story

DUTCH Creatives' Collaborative is my magnum opus, and as a business, it perfectly fuses my passion for music and the local community of performing artists with the professional skills I have amassed over the last decade as a real estate operator. I've been a musician for 23 years and have loved participating in Rochester's music community. I have attended countless shows in houses, clubs,





So, from a donor perspective...(today)...

I want to support the  
"ARTS"

DONOR  
(individual and  
corporate)



Donations made to "ARTS &  
CULTURE"



I want to support a "SPECIFIC ARTS ORGANISATION"

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## What to expect in 2021 and beyond

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Choice can be confusing...so there is a place for inter(mediation)...but even the intermediaries are growing in number....whoever mediates 'best' will reap the benefits

Digital consumers have more options than ever before

Consumers have become accustomed to increased choice

Companies must embrace new ways of conducting business

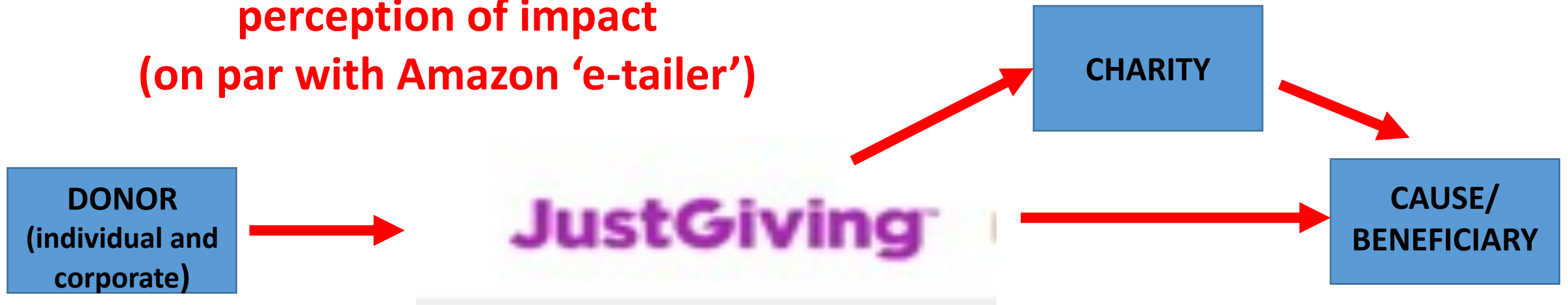
Meeting consumers where they are will become the norm



Donor  
behavior and  
motivation ...

## Key aspect of donor behaviour

**familiar brand name, convenience, choice,  
perception of impact  
(on par with Amazon 'e-tailer')**

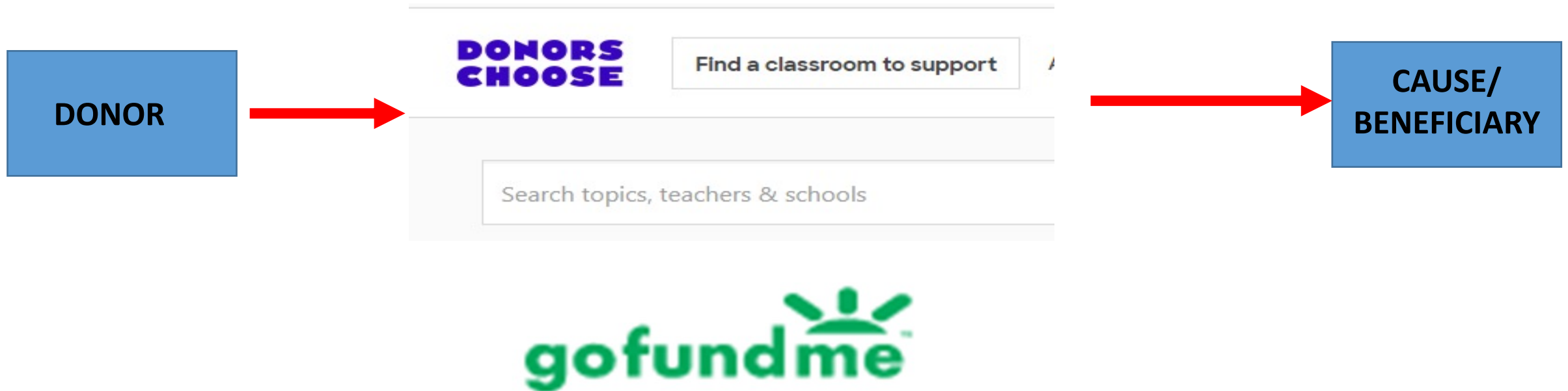


# Key aspect of donor behaviour

**proximity and perception of direct impact**

*“support a relative/friend”*

*“support a niche cause close to the heart/close to home”*



# Key aspect of donor behaviour the 'feel good' minimal altruist?



Thousands of retailers will donate for free

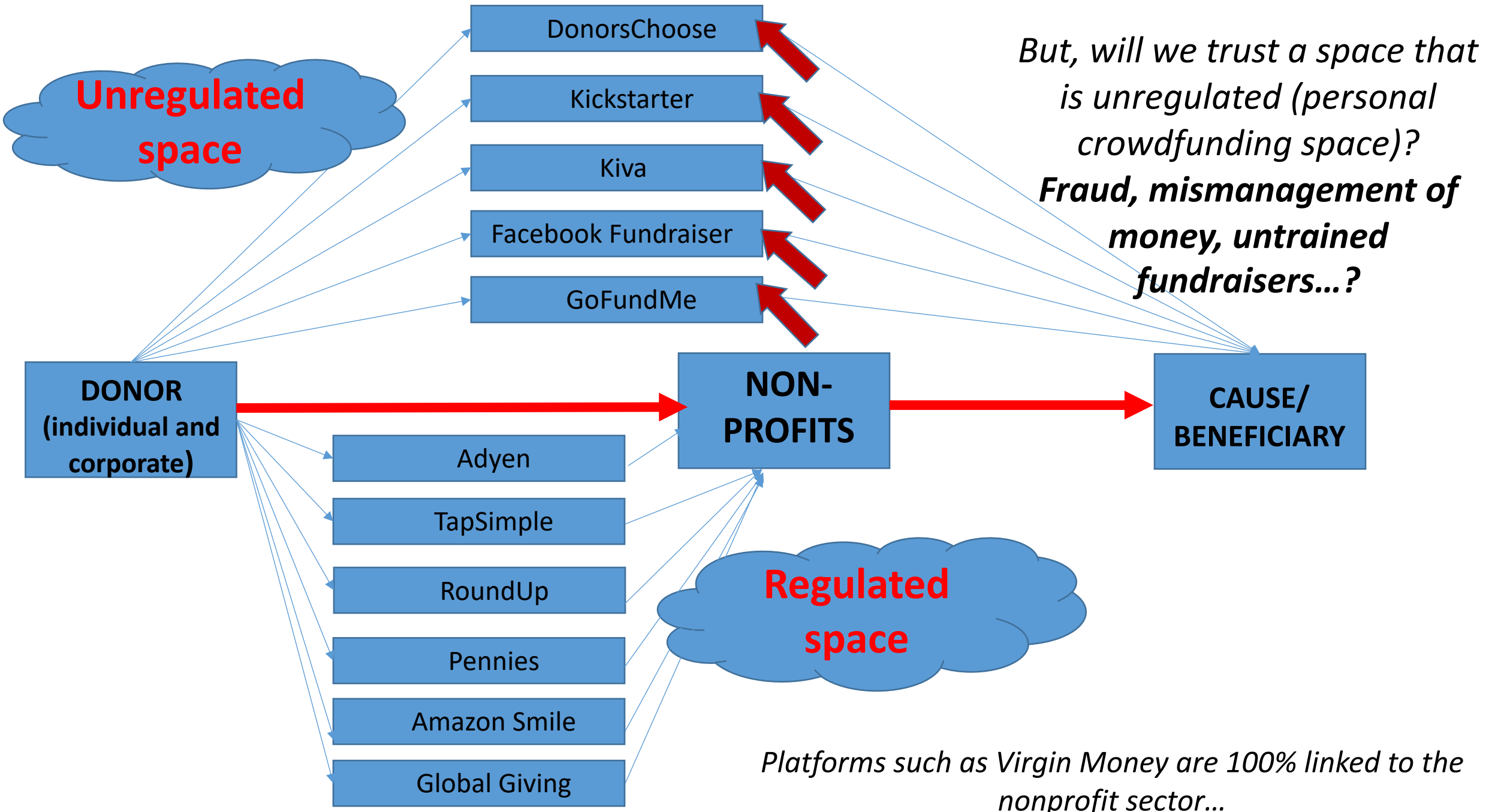


There's over 5,680 retailers to choose from and so far we've raised over £35 million for thousands of community groups, sports clubs, schools & PTA's and small & large charities across the UK!

The new trends are partly attributable to an issue of 'trust' ...or lack of it...

## Some reasons:

- Trust in authority is in decline
- **Where is my money?**
  - popular public perception is that a charity spends only about 4/10th of their money on the cause, and the rest on marketing and fundraising (in fact this is closer to 8/10th of the money)
  - lack of demonstration and communication about impact
- Big pay cheques for CEOs



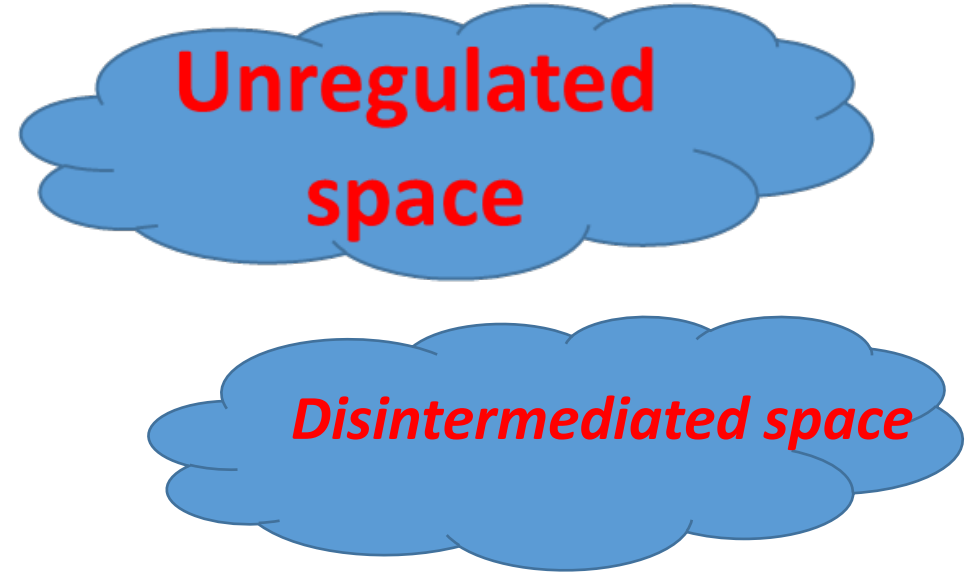


# But can the new players be trusted?

- **Trust:** the erosion of trust in authority/charities has played a part in the rise of disintermediated giving, and a rise in alternate philanthropic activity and fundraising platforms.
- **Unaccountable/Unregulated space:** Much of direct giving via crowdfunding platforms is not regulated! Leading to untrained unknowledgeable fundraisers? Mismanagement of money? Fraud? Private foundations: benefit from tax advantages, many operating at a global level, without an standardised approach to accountability/ code of conduct
- **A competitive stance:** Some of the new intermediaries are starting to position themselves as the '*best alternate*' approach to raising funds for a cause, differentiating themselves as more ethical, less intrusive than other forms of fundraising...  
... but will this competitive approach backfire in a sector that is fundamentally built on values of benevolence and giving?

**More than \$34 MILLION in donations made to comedian Celeste Barber's fundraiser could take MONTHS to get to those in need - so where will all the money go?**

- Australian comedian Celeste Barber has raised \$34 million to help fire affected
  - She began her fundraiser through Facebook on Friday and it instantly went viral
  - Ms Barber, 37, told her 6.5 million Instagram followers she would share the funds
  - It can take up to 90 days for money donated through Facebook to be distributed
- 



## **Police probe into 'missing' Bristol Black Lives Matter fundraising money**

A woman has been arrested after the youth group did not receive £32,000 raised following the toppling of the statue of Edward Colston

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Adyen launches Score with GoFundMe -- a machine learning tool to easily identify malicious platform users USA - English ▾



AMSTERDAM, Aug. 31, 2021 /PRNewswire/ -- [Adyen](#) (AMS: ADYEN), the global payments platform of choice for many of the world's leading companies, today launched Score. The company is first-to-market with a machine learning driven solution on a single platform for signaling irregular activity and monitoring platform compliance. By leveraging data insights analyzing the platform merchant's data and flagging unusual platform user behavior, Score helps Adyen's merchants prevent misuse of the platform. As Score provides insights via a broad set of risk signals, the feature is of significant support for platform merchants' compliance procedures. By improving effectiveness and reducing time spent on platform user security reviews, Score increases operational scalability for platforms.

Score is the newest addition to the company's [offering for platforms](#). GoFundMe, the global online fundraising platform, is one of Adyen's first merchants to implement Score during the past six months.

"Score has helped us to provide the best service we can to help as many people as possible - while also ensuring our customers trust that GoFundMe is keeping them safe and protected," said Matthew Murray, Director of Risk & Compliance at GoFundMe. "We are constantly adopting the best tools to ensure we have a full and accurate picture of our risk profile, so we were pleased to be the first to try this new Score solution."

"This is where tech and compliance meet - we're very excited about the launch of Score, as we are now able to support our platform merchants in platform user fraud and integrity monitoring. Reducing risk is a top priority for platform businesses", said Mariëtte Swart, CLCO of Adyen. "The feature puts our merchants in full control by offering a solution that never stops learning."

**...some recognise the importance of trust and are working towards 'trust'**



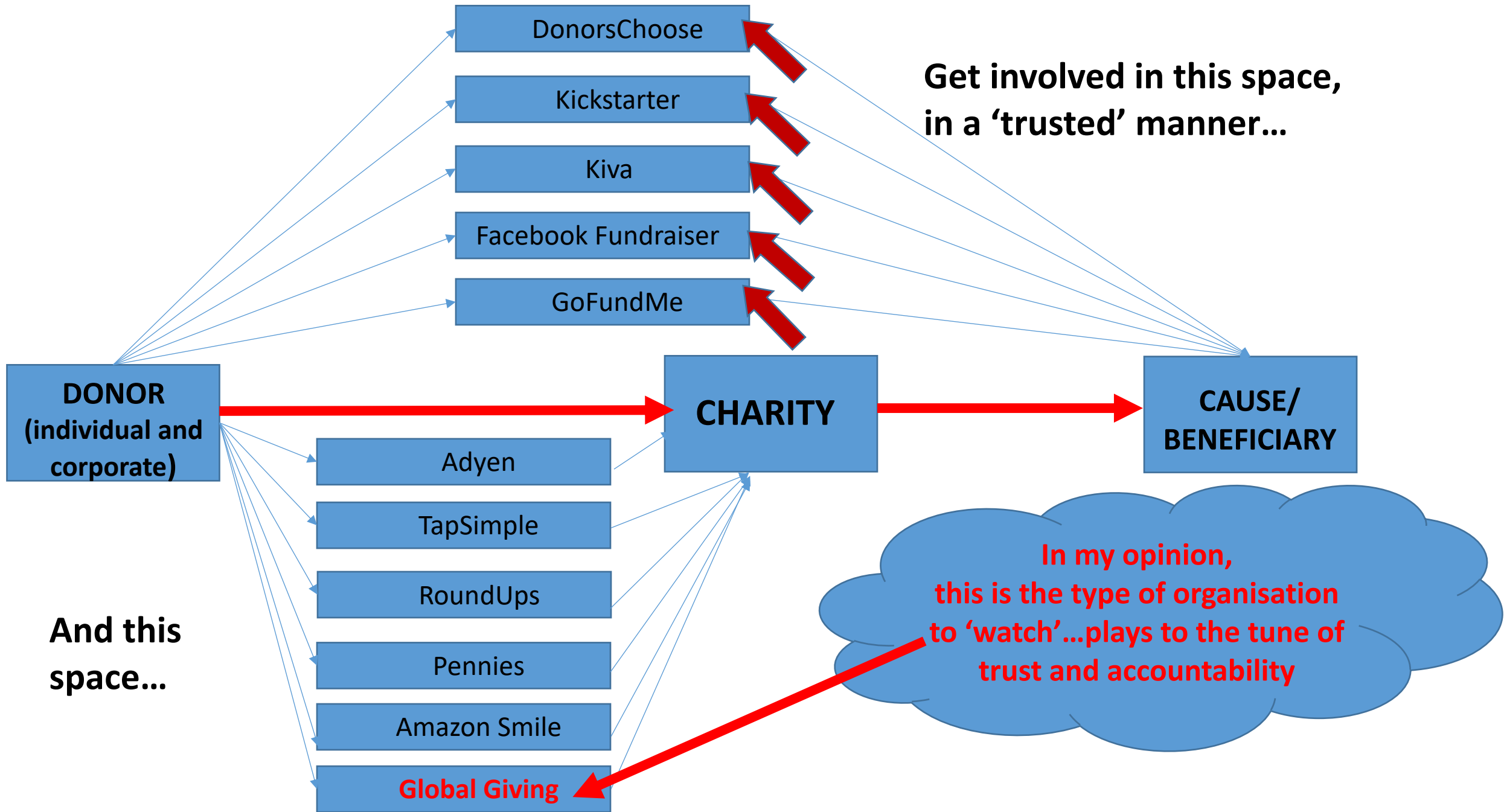
## Who Gives and Who Gets: The Beneficiaries of Private Foundation Philanthropy

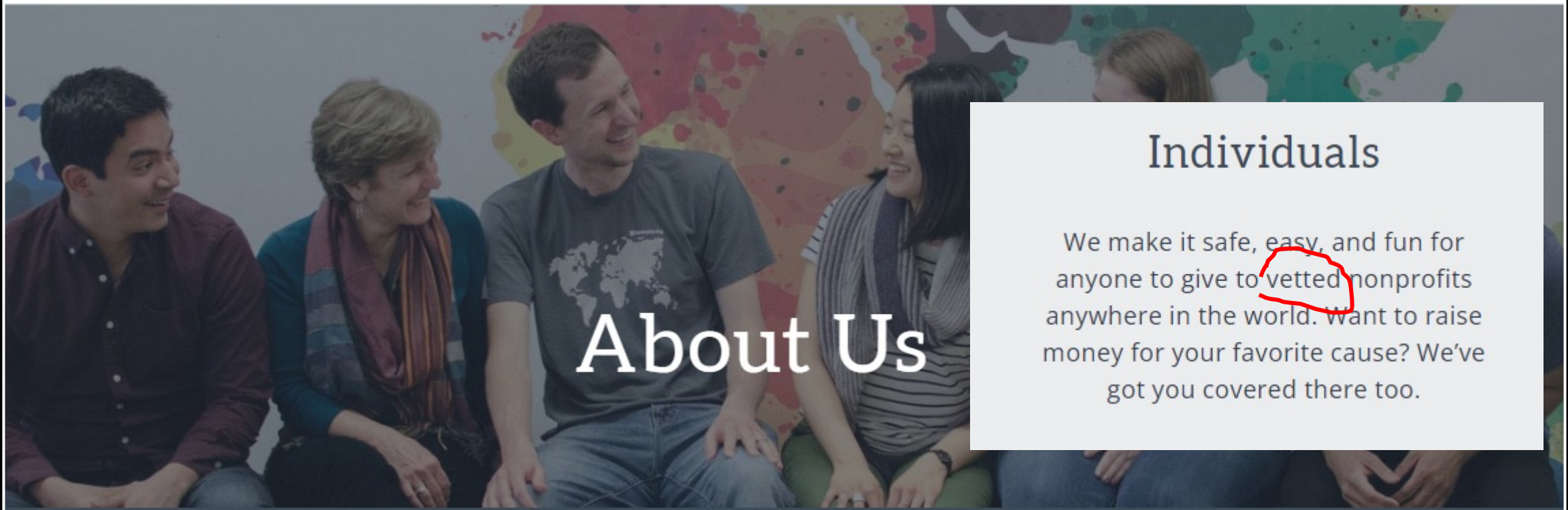
An Intelligence Report from The Charity Report  
Volume 1, Number 4  
December 2020

Among the challenges to determining where private foundations spend their money, the researchers noted that the foundations' reporting on qualified donees didn't follow a specific format or include the Business Number of the qualified donee, which meant there was no unique identifier for the charity receiving funds. Some recipient names were abbreviated, some missing key words, some used only an acronym, many did not include a town, province or even country. And these irregularities all existed within one return. Not infrequently, this made the job of pinpointing the exact charity receiving funds challenging, and a significant amount of manual labour was required to find the correct information. Apparent typos worth tens of millions of dollars were found.

"For organizations representing a collective \$32 billion in assets, we were surprised," says Picco. "And one can't say they don't have the resources needed to accurately fill in these forms. It could give the impression these foundations don't take their reporting requirements as seriously as they might. And, of course, it makes information harder to get, because very few people would do what we did to get to the bottom of this information, and I salute our researchers for that."

The biggest conclusion the report suggests is that, even if the disbursement quota was raised, based on where private foundations spend their money right now, as indicated by the Top 20 foundations in Canada, very little of those funds would reach the people who needed it most.





# About Us

## Individuals

We make it safe, easy, and fun for anyone to give to vetted nonprofits anywhere in the world. Want to raise money for your favorite cause? We've got you covered there too.

[ABOUT US](#)[HOW IT WORKS](#)[WHO WE ARE](#)[JOBS](#)[OUR IMPACT](#)[NEWS + MEDIA](#)[FINANCIALS + LEGAL](#)[CONTACT US](#)

**What does it mean that organizations are vetted by GlobalGiving?**

**How does GlobalGiving ensure your donations are made securely, sent to the right place, and used for the intended purpose?**

Has  
a lack of trust,  
a sense of  
urgency & a  
sense of  
entitlement  
led to 'donor  
dominance'?

- Relationship fundraising is often 'donor-led' or 'donor-controlled'. When that control becomes excessive, it is known as 'donor-dominance'
- Examples:
  - directing the charity's mission
  - demanding benefits
  - demand to take control of 'fundraiser'
- 'Community-centric fundraising' (CCF) challenges the existing privileged power structures in both philanthropy and fundraising. CCF proposes to have hard conversations with donors about their power and privilege, rather than pander to their agency to support meaningful causes
- CCF therefore argues that donors should have less choice and agency, not more. Hence, the relationships that fundraisers ought to build with donors are markedly different to the types of relationship they currently aim to achieve.

# So what's next for relationship fundraising?

- Currently, donor-centred relationship fundraising (in theory):
  - provides excellent donor care (thank you)
  - communicates 'impact'
  - provides donor choice (re type of relationship sought, frequency of communications etc)
- However, by placing the donor at the heart of all we do, is there a danger that the donor becomes too dominant...?



Much of  
today's  
philanthropy  
is based on:  
**trust** and  
a **sense of**  
**agency**

- **Ethically motivated 21<sup>st</sup> century consumers and corporations**  
trends in individuals coming together (rather than charities). Today, the Internet is part of the enabling process which has energised millions of individuals to be **fundraisers** in addition to being **contributors**.
- **Urgency:** climate crisis, inequality, poverty, etc. **Lack of trust in authority** to take rapid action, has led to:
  - individuals feeling that they have to take action/ control
  - organisations feeling 'pressured' to take control (B Corps and CSR growth)/ marketing opportunity also....
- **Changing donor behaviour:** proactive, sense of agency, entitlement to 'do it my way' ....

**The pandemic has only accelerated this process.**

So,  
what to do?

## Essential features:

### (1) Trust

- **competence**: demonstrate, measure and communicate impact
- **integrity**: regulated space, code of conduct, privacy 'matters'
- **proximity**: builds a perception of trust and impact
- **collaboration**: (with trusted partners): builds fundraising income and a perception of trust

### (2) Donors' sense of agency/ control:

- how to manage this?

### (3) Digital

- invest, replace processes which are inefficient, complex, costly, or boring, take advantage of '24/7' in this space (e.g. online shops don't close, etc.)



# Concluding statement

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- Markets for causes are growing and maturing
- Too much donor choices (be where the donors are and position smartly)
- **But in all these places and channels, focus on:**
  - trust and accountability
  - collaboration (rather than competition) with trusted partners
  - demonstration and communication of impact
  - a sense of agency and control
  - and all this (mostly) in a digital space.....