

The Good, Bad, & Ugly: Insights into Your Marketing from the Insiders

Prepared for the National Conference on Planned Giving

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Did you ever wonder what strategies professional advisors would recommend for nonprofits in regards to their clients (to be more specific, “your donors”)? I asked that very question. They’ve seen the good, bad and ugly, and here are the results. But first are two stories.

The Good

Not long ago the executive director of a client organization, Mary¹, met with a long time donor, Mr. Thompson. In good spirits but in poor health, the 91-year-old donor told her he would like to make a bequest for \$1,000,000.00

The next day she received a phone call from a man who introduced himself the attorney for Mr. Thompson. He said, “I understand that you met with Mr. Thompson yesterday.” She replied, “Yes.” “And I understand also that you did some paper work with him about a \$1 million gift?” She again replied, “Yes”. Her thoughts were rapidly focusing in on a worst-case scenario. “ I have a problem with the paperwork,” he continued. He paused. To Mary, it seemed like forever.

Finally the attorney said, “I don’t think it’s enough. Is it OK with you if we make this agreement for a million dollars a little more iron-clad?” YES! was the immediate answer. The ultimate result was an irrevocable bequest commitment for \$1 million for the organization.

The Bad

Several years ago, Mel, a retired doctor, and his wife, had planned to make a gift to an organization they both felt passionately about, Both in their 80s, they were in god health, their financial future was secure, and permanent long-term care arrangements in a retirement community were in place, if needed. They recently purchased their Mercedes for cash. Their investment portfolio was filled with low basis, highly appreciated stock. As faithful readers of the charity’s newsletter, they read several articles describing how charitable trusts could work. After discussing the opportunity to diversity their portfolio, they made the decision to take a small portion of their assets to create a charitable trust. They called the planned giving officer with an invitation: “Well, let’s get together with our trust officer and take care of the paperwork.” Sample documents were exchanged and reviewed.

A short time later, the planned giving officer, Mel and his wife, met with the trust officer. After a few words of greeting the next words out of the trust officer were, “Why do you want to do this? WHY WOULD YOU want to do this?” The negative, perhaps even condescending, tone of voice added impact to his questions. Mel and his wife sat stunned. After all the consideration they had put into their decision they expected a more deliberate response. They left the meeting sad, disappointed, and somewhat confused and with no gift on the horizon.

The planned giving officer left feeling disappointed as well but also puzzled. As the planned giving officer reflected on the meeting she noted that the young trust officer didn’t have a personal relationship with the donors and he appeared to have little interest in understanding what they really wanted to accomplish. Over the next several years, Mel and his wife continued to support the charity by volunteering and introducing a number of new major donors to

¹ While the circumstances are real, names used throughout this paper are fictional.

the work of the organization. But no charitable trust ever materialized. With time and additional information, the “real” reason for the trust officer’s exclamations that day became clear to the planned giving officer: the trust officer’s first priority that day was not his clients but instead his fees and assets under management.

Why in one situation did donor, charity and advisor interests come together and in another, they veered wildly apart? Reflecting on this question was the genesis for this research and presentation.

Approximately 200 advisors of various professions from the western United States (including Washington, Oregon, Utah, California, Arizona) were surveyed by mail, or in personal one on one interviews, to answer such a question. The group was selected based on local or regional estate planning council memberships, reviews of individual professional service websites, by referrals, and personal contacts. The intent was to create a list of legal and financial professionals for whom estate planning was the primary focus of their practice. While some “rock star” specialists in charitable estate planning were included, that was not the primary focus. Rather, it was planning professionals focused on estate planning, day-in and day-out. Over early and mid-2005, approximately 60 surveys were returned or interviews were completed. Many of the surveys were returned anonymously. Separately, a similar survey was sent to more than 200 non-profit organizations representing a wide range of activities and size over the same geographic region. Approximately 100 survey responses were returned.

The purpose of the survey work was to gather anecdotal information that could be applied by people with knowledge and skill. Both the advisor and nonprofit surveys were designed for practical use rather than with the goal of academic, statistical rigor. A copy of the survey used for the professional planners is included in the Appendix.

As the results came in, it was apparent that charities saw the estate and charitable estate planning marketplace differently compared with professional planners. Each viewed their “market environment” differently.

Marketplace Changes set a New Context for Planned Gift Marketing

- ➔ Historical perspective: charities used to be THE source of information about planned giving. Planned giving officers and nonprofits are no longer the exclusive or primary source of information and services.
- ➔ The marketplace is filled with a wide array of philanthropic products and services – many of which were rare or nonexistent a few years ago. In the words of one writer, “the age of commercial charity is upon us.”² Lucy Bernholz writes “Donors read about private foundations in the newspapers, giving circles in the airline magazines, and community foundations in the major business weeklies, they are aware of the choices that exist. And as they learn of these different options, they are choosing all of them, not one of them. They are managing Giving Portfolios, and this change is important for the donors, advisors, and purveyors of these vehicles, the nonprofit and public sectors that interact with private philanthropy – for all of us. The use of many giving vehicles by many people represents a major change in the ways individual givers and philanthropic institutions interact.”³
- ➔ The legal and accounting professions are in the midst of change forced upon them by changing laws. In turn these shifts affect how these professions market and define their services as well as how they construct and operate their practice business models.
- ➔ Age is no longer a reliable predictor of values/decision-making today and for the future. See the Appendix for values based research references. Values thread through different age groups in the population. A sixty five year old may have similar values as those of a 35 year old. No longer can we assume values that are uniform throughout a single generation. Marketing focused on age means you exclude many prospects.

² Creating Philanthropic Markets: The Deliberate Evolution. Bernholz, Lucy. 2004 John Wiley & Sons, Inc.

³ Ibid. pp. 78-79.

- ➔ The interaction among multiple living generations will force behavior changes within and among generations. (Marketing practices that worked for years may perform less well as a result of such changes. Remember the “wills seminar” roller coaster from success to empty rooms.)

In the context of what is happening in the marketplace and with donor values, here is some current and honest feedback about existing practices from the point of view of planning professionals.

Inaccurate Information

Skewed Expectations from nonprofits:
I’m “charity neutral”

Relationships – **confusion &
lack of coordination**

**What are nonprofits doing that hurts their connections with donors?
Here are the top six according to planning professionals:**

💣* **“Inaccurate information.”** A 70-year veteran planned giving and major gift fundraiser described it in the following way: “With planned giving you just need to know enough to detect and encourage the gift. In between that point and being an expert you only really know enough to be dangerous.” What are the real needs of your donors and their advisors? Do they expect a great deal of technical assistance or do they just need simple clarity about how their gift will ultimately be used? You have control over how expectations are established by donors and their advisors.

💣* **Selfish or singular focus on only one charitable beneficiary.”** Multiple research studies document that donors rarely make estate gifts benefiting only a single charity. Often times a variety of charities are included reflecting the lifetime values of the donor. Charities must recognize that simple fact. In the words of another planned giving officer, “It’s in everyone’s interest to complete gifts, not compete.”

There is consistent negative reaction to a singular focus that could be described as “it’s MY organization, let’s talk about MY organization, MY gift, MY department, THIS project.” Today the reality is that professional planners urge clients to look at a larger philanthropy portfolio reflecting a range of donor interests. Non-profits ignore that perspective at their own peril. In my practice I notice when I preface a conversation about estate gifts by telling the donor/prospect that these approaches can be applied to any charity they wish to support, there is greater interest on their part throughout the entire process.

💣 **“Lack of relationship coordination.”** While this comment can apply to any size of organization, it is most often made in regards to larger organizations. The major gifts officer doesn’t talk to the annual fund director who doesn’t talk to the Dean who never thought to mention it to the President. There are numerous reports of offended donors and even a few cancelled gifts. Skilled moves management efforts are wasted when blunders result as a lack of coordination. The donor often views an institution as a whole, not the many different fiefdoms or departments in which development officers, executives or staff create and perpetuate.

The desire for the many players within an institution to “play as a team” is voiced repeatedly. Some organizations have built-in disincentives based on how results are measured. For example one planned giving officer I know considered rejecting a \$150,000 cash gift and trying to convert it to a gift annuity because cash gifts weren’t credited in her performance evaluation by her supervisor. Of course, she graciously accepted the cash gift. (P.S. Her supervisor didn’t even note the gift at her next evaluation.) What do your performance objectives encourage or discourage? As supervisors, employees, or as Board members, carefully consider what and how you measure objectives because those ultimately drive both short and long-term results for better or for worse.

💣 **“Donors think you just care about their money.”** That is true sometimes isn’t it? This is just a reminder that no one is fooled. And, you do know the difference.

💣 **“They forget that advisors need to be neutral as to the charity considered as the beneficiary of a planned gift but versed on the tools of charitable giving.”** Multiple professional planners wrote such words and voiced this concern in private interviews. It’s easy to think advisors control charitable gifts but they repeatedly stressed that while they were interested in getting assistance on the techniques they were not going to and did not “steer” donors toward any one charity. As charitable planners and development professionals we must understand the nature of the financial and fiduciary responsibilities of advisors.

💣 **“Not enough long term cultivation.”** “But I hardly know you” might be the unvoiced thought of the donor when asked for a major or estate gift. Pressure to close gifts within some arbitrary fiscal or calendar year hinders larger success. Buck Smith, the creator of *Moves Management* tells of how he uses Moves Management for his top prospects by asking himself the question “What is it that I can do each month with those top people that will penetrate the consciousness of the individual about my work or our organization.” How do you connect with your top prospects?

What are nonprofits doing right in the words of planning professionals?

- ✓ “There’s a higher awareness of gift options (among donors).” Many testimonials reported that the marketing done by the nonprofit community is working and donors are becoming more and more aware of charitable estate gift opportunities. This is good news!
- ✓ “Increasing ways for donors to get involved.” In the words of one respondent, “As boomers retire, they’ll need something to do. Many will eventually become volunteers and the best source of planned gifts to organizations they pick. Volunteer development is now key.”
- ✓ “Focusing on their mission.” Many complements were directed toward charity staff that focused on the careful matching of mission and donor interests. These comments, in combination with others, suggest advisors and donors place a much greater value on understanding how their gifts will be put to work rather than on the details of specific charitable gift techniques. Many respondents reported positive relationship experiences with nonprofit staff personally and on behalf of their clients.

- ✓ “Focusing on the passion of the donor for the work of the nonprofit.” More and more advisors are delving into the world of planned giving. With increased awareness and knowledge they rely less on any individual charity for their technical information. Rather, they’re relying on the charity for that philanthropic mission-focused emphasis. There are some notable exceptions to this trend but even those flagship programs are faced with changes. (See the article about involving advisors in philanthropic planning by Stephen Johnson in *Gift Planning Today: The Journal of Gift Planning*, volume 9, number 1, 1st quarter 2005, for a useful and detailed discussion.)
- ✓ “ ‘Thank You’s’ from volunteers (not paid staff).”
- ✓ “Annual recognition events without putting their hand out for another gift today.” Everyone would appreciate a time to connect without the pressure. Professional planners report that such “no strings attached” stewardship does work and is of value to their clients.

Building relationships.
Teamwork.
Volunteer
Involvement = Opportunities.

What works?

Most nonprofits involve volunteers. However, based on both specific comments and the tone of the feedback in the surveys, whatever it is many are doing is not that valued or effective. Nonprofit volunteer activities need to be more substantive and more connected. This applies both to professional advisors as well as their clients (aka donors).

Conventional wisdom in planned giving holds that the most effective way to involve professional planners is to establish and maintain a planned giving committee. Based on the feedback from these professional planners, today many such committees are not considered useful.

The survey results suggest nonprofits need to get advisors more involved but not as planned giving committee members or technical advisors. Instead, involvement should take the form of program volunteer work. It should connect with the real impact of philanthropy and giving back to the community.

In this survey work, as well as other research, a certain level of discomfort became evident regarding talking about personal values of clients. How many times have you heard someone say, “I brought up the subject of charities and estate planning but they weren’t interested so we moved on”? Was the subject truly discussed? Was there a real opportunity to talk about philanthropy and values?

Nonprofit organizations have a wonderful opportunity to involve professional planners in a new way. From the nonprofit perspective getting advisors involved in the more emotional-oriented side of your work can help advisors feel more comfortable expanding a discussion of values with their clients. Providing substantive volunteer

opportunities enables advisors to connect with and better understand your guiding mission. Through such volunteer work they will see first hand the impact of your work. It also allows them to garner experiences they can turn into stories to share with their clients. Sharing stories and experiences can also in turn strengthen the advisor's relationship with clients.

What is Most Important to Donors?

One organization with which I worked is a conservation organization with international reputation. They have a substantial cohort of volunteers now in their 80's. When I interviewed them about their case for support of this organization I expected a laundry list of their many world-class conservation results. I was very wrong.

What emerged in a series of interviews and small group meetings was the passion many of the donors held for the volunteer program. In particular a group of women started volunteering about 35-40 years ago. As a group, they moved through life together. What was really exciting to them as donors today, was the fact that a younger (with younger being a truly relative word) group of under-55 women were getting involved. It was the volunteer program that was of most interest when they considered planning an estate gift for the use of this nonprofit. No one would have known if we had not taken the time to ask questions and carefully listen to the responses.

- ★ **Involve advisors**
as people who want to make a difference,
not as a source of technical data.
- ★ **INCREASE Marketing**
- ★ **Focus on relationships**

The Future is Bright!

Professional advisors and nonprofits alike believe that the future of planned giving is bright. Regardless of an up and down economy, uncertainty over the estate tax, respondents were uniformly positive about the future of planned giving. Both nonprofits and professional planners surveyed see a great deal of interest on the part of donors/clients in charitable giving.

There is much to be thankful for.

*When you leave this earth,
you cannot take with you
anything you have received.
Only what you have given.*

St. Francis

Appendix I.

What's Important?

Source: Ageless Marketing. Refers to 5 studies over two year period conducted by J. Walter Thompson. Focused on those aged 62+.

1. Self-respect.
2. Family ties.
3. Faith and religion.
4. Warm relationships.
5. Kindness and compassion
6. Intellectual curiosity.
7. Health and well being.
8. Conservative attitudes.
9. Financial security.
10. Power and recognition.
11. Excitement.
12. Material possessions.

Appendix II.

A Donor and Donor Advisor Due Diligence Checklist and Resources

- Rank your priorities. Zero in on what you are most passionate about. Make a list. Your philanthropic plan has to start somewhere. What gifts have you made in the past that were fulfilling?
- Do your homework on the issues and areas that interest you. Find out what the local, regional, national and international groups are doing in these areas. Where are your interests?
- What are obstacles that might get in the way of the organization's success? Ask. Does the organization have the ability to move through setbacks and changes?
- How does the organization quantify their work? How do they know what they are doing is working?
- What are their near term and long term goals?
- Do they have a reserve fund? In business, this same fund might be called working capital. Do they have the financial wherewithal to actually accomplish their work today and into the future?
- How will your gift be used?

Nuts and Bolts Questions for Nonprofits

(Excerpted from Robin Hood Was Right)

- | | |
|--|---|
| <input type="checkbox"/> How long has the group been in existence? | <input type="checkbox"/> How, and from what sources does it raise its budget? |
| <input type="checkbox"/> What is its track record? | <input type="checkbox"/> How is the group's financial health? |
| <input type="checkbox"/> How does it evaluate its work? | <input type="checkbox"/> Does it produce and monitor a budget each year? |
| <input type="checkbox"/> Does it have a fundraising plan? | |

What Exact Non-Profits Merit Your Investment? Questions to Ask Nonprofits.

Excerpted from Claude Rosenberg's New Tithing Group writings.

- 1) *What is your organization's mission and how has it changed in the last five years?***
- 2) How do you plan to surmount the main obstacles to achieve this mission?**
- 3) What are your organization's main strengths and weaknesses, and how do you plan to compensate for the latter?**
- 4) To what degree have you achieved your annual goals for the last three years?**
- 5) How do you differ from similar non-profits, and how do your results compare with theirs?**
- 6) What percentage of your board members made donations to your organization in the last three fiscal years? What percentage of total expenses do you spend on program activities (functions that directly advance your organization's mission)? If you do not spend 65% or more of your budget on program activities, please explain why.**

Note: a much-expanded list is on the NewTithing web site at www.newtithing.org.

Sources and More Resources

- ➔ WEALTHY AND WISE: HOW YOU AND AMERICA CAN GET THE MOST OUT OF YOUR GIVING.** Claude Rosenberg, Jr. www.newtithing.org
- ➔ ROBIN HOOD WAS RIGHT.** Chuck Collins. It has useful checklists and examples.
- ➔ INSPIRED PHILANTHROPY CREATING A GIVING PLAN.** Tracy Gary. This workbook is for everyone. No matter how much or little you have to give, you'll learn how to create a giving plan that will make your charitable giving catalytic. You'll learn how to align your giving with your deepest values – isn't that what philanthropy is about?
- ➔** Guidestar is a source of the IRS financial reports nonprofit organizations must file. You can see these forms, called 990's at www.guidestar.org.

Appendix III.

The Donor Bill of Rights was created by the American Association of Fund Raising Counsel (AAFRC), the Association for Healthcare Philanthropy (AHP), the Association of Fundraising Professionals (AFP), and the Council for Advancement and Support of Education (CASE). It has been endorsed by numerous organizations.

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Appendix IV.

**Trends in Estate Charitable Planning
Questionnaire**

The purpose of this survey is to hear from professional advisors about the charitable planning they are doing on behalf of their clients. Results will be presented without names or identifying links. Thank you for your assistance!

1. **What has been the overall direction of your clients' charitable planned giving activities or bequest planning since January 1, 2003?** Charitable planned gifts include such vehicles as charitable trusts, gift annuities, life estates, outright bequests, and the like. (Please circle one.)

Up  Down  Same  Random 

2. **What, in your opinion, has been the reason for this trend?**

3. **What is the most common charitable planned giving type your clients have completed during the past year?**

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> Bequests | <input type="checkbox"/> Real estate |
| <input type="checkbox"/> Gift Annuities | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Charitable trusts | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Life Insurance | |

4. **Are these gift types the same or different from four years ago?** Yes No
In your opinion, why?

5. **Which of the following external factors (if any) are affecting your clients' willingness to create planned gifts?** ☺ positively affecting; ☹ is a neutral factor; ☹ negatively affecting (Please circle all that apply.)

	<u>Revocable Gifts</u> <small>(Wills, IRA's etc.)</small>	<u>Irrevocable Gifts</u> <small>(Charitable trusts, gift annuities, etc.)</small>
Reduction in capital gains tax	☺ ☹ ☹	☺ ☹ ☹
Reduction in income tax rates	☺ ☹ ☹	☺ ☹ ☹
Increase in estate tax exemption amounts	☺ ☹ ☹	☺ ☹ ☹
Potential estate tax repeal	☺ ☹ ☹	☺ ☹ ☹

External factors affecting your clients (continued):

	<u>Revocable Gifts</u> <small>(Wills, IRA's etc.)</small>	<u>Irrevocable Gifts</u> <small>(Charitable trusts, gift annuities, etc.)</small>
Uncertain economy	😊 😐 😞	😊 😐 😞
Global events (tsunami, war in Iraq)	😊 😐 😞	😊 😐 😞
Personal comfort level	😊 😐 😞	😊 😐 😞
Concern about living longer	😊 😐 😞	😊 😐 😞
Other (please specify) _____	😊 😐 😞	😊 😐 😞

6. What worries you about your clients' charitable giving (or lack of it)?

How would you rate the role of charities in educating donors about their charitable giving options? 😊 😐 😞

What advice would you have for charities about their interactions with donors?

What are they getting right?	What are they getting wrong?

7. What are your predictions about the future of charitable planned and estate giving and the future of the field?

Thanks to Betsy Mangone and Cynthia Krause for their presentation at the 2004 National Planned Giving Conference and their survey of nonprofits that helped inspire this survey form.

Appendix V.

Values and Gift Planning: A Highly Arbitrary Reading List

Prepared for the 2005 National Conference on Planned Giving

First things first: Make Your Own Plans.

You have a will, right? If not, at the top of your list should be one of the many “How to” or “Wills in Your State” books. If you have not made your own will and have not made your own charitable bequest how can you credibly ask anyone else to do the same? Yes, I know experienced gift planners and attorneys who do not have plans in place. Is that you? The same can be true of some of our wealthy prospective donors.

Understanding Donors Translates Into Gifts and Job Satisfaction

NAVIGATING THE DARK SIDE OF WEALTH. Thayer Willis. A wealthy therapist (and heiress) provides insights about the emotional aspects of wealth to help you professionally (and personally). New Concord Press, 2003.

THE FORCE OF CHARACTER AND THE LASTING LIFE. James Hillman. An exploration of the psychological and spiritual aspects of aging. Many planned giving officers are one, two, even three generations distant from their clients. This book may help bridge that gap. Random House, 1999.

ANOTHER COUNTRY. Mary Pipher. This book is written by a psychologist who focuses on how we can bridge and understand the gaps between generations. It will be useful to anyone with aging parents as well. It has a number of simple solutions for families and understanding family dynamics when the elderly are involved. If you are a gift planning officer under age 45 you need to read this book. Riverhead Books, New York. 1999.

DIE BROKE. Stephen Pollan and Mark Levine. A completely different approach to living well and estate planning. You will be surprised at how many unquestioned financial assumptions rule your life. Understand your financial decisions and those of your donors in a new way. Even if you disagree or are afraid of the concept, it will help you rethink how you or your donors make retirement and life economic decisions. HarperBusiness, 1997.

PLANNED GIVING SIMPLIFIED. Robert F. Sharpe. He asserts that the effective gift planner is an expert at helping potential benefactors satisfy deeply felt emotional needs. I think this is still one of the better writings on the subject. It is thankfully short on detailed examples of alphabet-soup gift vehicle examples. John Wiley & Sons, 1998.

WEALTH IN FAMILIES. Charles Collier. This book encourages individuals and families to think deeply about some of the fundamental issues and questions surrounding wealth and its effect on the family. Engaging donors with these questions may help you uncover or magnify gifts as well as to assist your donors in making personally satisfying and fulfilling decisions. Harvard University, 2001. Available only through Harvard. Call (617) 495-5040 to buy a copy.

THE ART OF PLANNED GIVING: UNDERSTANDING DONORS AND THE CULTURE OF GIVING. Doug White. The first part of the book focuses more on philosophy and ethics and consists of a series of stories about interactions between fund-raisers and donors. The second part is more technical and, with passage of time, is now outdated. But it is still worth reading for its discussions about philosophy and approaches. John Wiley & Sons 1998. ISBN 0471-29846-8.

VALUES-BASED ESTATE PLANNING: A STEP-BY-STEP APPROACH TO WEALTH TRANSFER FOR PROFESSIONAL ADVISORS. Scott Fithian. A guide for professionals including a detailed and step-by-step discussion about integrating values into financial and estate planning. John Wiley & Sons. 2000.

HOW TO SAY IT: CLOSING THE COMMUNICATION GAP WITH OUR ELDERS. David Solie. Gifts often get stalled or never made for what may be simple differences in communication styles. Goal oriented baby-boomers look at the world and their age-appropriate needs quite differently from older adults who are faced with rather different and age appropriate needs. I appreciated the many specific examples he includes. Prentice Hall Press. 2004.

And, last in this category but not least:

THE MILLIONAIRE NEXT DOOR. Thomas Stanley and William Danko. A stereotype- breaking view and a must-read book. It bears re-visiting for reminders about how this segment thinks. Remember, they earned their millions and they get to say how it is used. Period. How many donors have you missed or inadvertently ignored? It's interesting to note that the owner of a local heating and air conditioning business may have more real gift capacity than the highly visible corporate executive. Longstreet Press, 1996.

Reading for Leaders and Strategic Thinkers in Your Organization:

You already know about the transfer of wealth. This is not the only demographic or societal shift that will affect our work, our donors, and the long-term economic sustainability of our organizations. How will you help guide the strategic positioning (and internal resource allocation) of gift planning for your organization?

Why does the donor make a planned gift to the national conservation organization or university with billions in endowment when they care much more passionately about the local land trust or neighborhood elementary school? Here are several books that can provide insight for nonprofit leaders about values and decisions donors (consumers) make.

AGELESS MARKETING. David Wolfe and Robert Synder. This book features the results of a lot of expensive market research conducted by J. Walter Thompson for the advertising industry. They were especially interested in the values of older consumers because, as every gift planner and estate planning professional knows, "That's where the money is." The first chapter title "Why Marketing Stopped Working" followed by "Statistics Don't Buy" are just the beginning. While any gift planner will find this useful reading, EVERY person who writes and markets on behalf of nonprofits should read this. It may be embarrassing to discover how much of our current marketing and communications are wasted.

A NEW BRAND WORLD: 8 PRINCIPLES FOR ACHIEVING BRAND LEADERSHIP IN THE 21ST CENTURY. Scott Bedbury. The author led Starbucks marketing, before that NIKE marketing campaigns. Successful branding is about trust and about transcending the physical aspects of a product or service. Doesn't that sound a lot like communicating the value of the work of a charity? Combine this with Ageless Marketing and you will never look at your newsletter, planned giving article, or donor thank you letter the same.

THE FOURTH TURNING: WHAT CYCLES OF HISTORY TELL US ABOUT AMERICA'S NEXT RENDEZVOUS WITH DESTINY. William Strauss and Neil Howe. Very helpful in understanding inter and intra-generational perspectives on community and societal dynamics. As each generation grows older their views on the world change and dynamically interact with younger and older generations. This book is not for everyone but for the patient reader this book offers unique insight into interaction among generations and a way to stay ahead of the curve. Broadway Books. 1997.

THE ROARING 2000S. Harry Dent. A look at the economy and how demographics can drive economic cycles. I know, I know, it's a bit dated but nevertheless contains a wealth of graphs and information. While some dispute Dent's conclusion, the charts and case studies are instructive. After all, he did successfully predict most of the 1990's economy in his earlier writings.

Three Fundraising Books Well Focused on Values:

BEYOND FUNDRAISING. Kay Sprinkle Grace. A focus on relationships with donor-investors and how a request for a gift is less an appeal for money than an invitation to join and invest in a process that will pay dividends in a stronger community. John Wiley & Sons. 1997

THE ARTFUL JOURNAL: CULTIVATING AND SOLICITING THE MAJOR GIFT. William Sturdevant. A step-by-step guide through the process of cultivation, solicitation, and stewardship. Bonus Books, 1997.

SEVEN FACES OF PHILANTHROPY. Russ Alan Prince and Karen Maru File. People give for different reasons. That's not news but we often forget and then fail to effectively make our case for a gift as result. I have to admit my biggest fundraising mistakes were the result of assuming people made charitable gifts for the same reason I did. This book will disabuse you of many inaccurate assumptions. It's a must read for fundraisers and board members. If you read it long ago, it is worth exploring again. You may be pleasantly surprised at how it reading it again may recast (positively) some of your hard earned fundraising lessons. Jossey-Bass. 1994.

Happy Reading!



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