



Donor Drivers[®]

The global standard on donor motivations

Discover the Four
Faces of Giving
and their 27
drivers.



Edition 4, 2024
www.donordrivers.com



Let's do some
serious good.

Fourth Edition.
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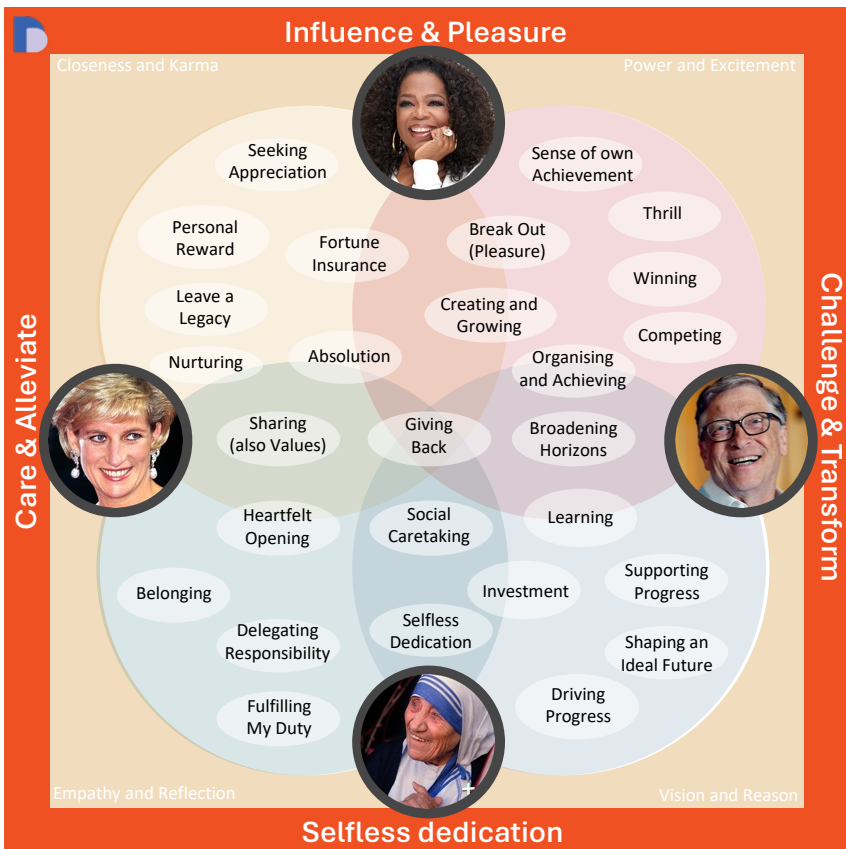
DonorDrivers® Exercises



27 drivers of giving

DonorDrivers® - They're what moves your donors to give - to you.

20 years of tracking and updating, over 1,000 psychological in-depth interviews and groups, over 70,000 surveys, applied in over 40 countries and millions of dollars of value added.





So? Which ones
matter?

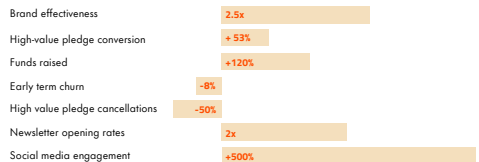
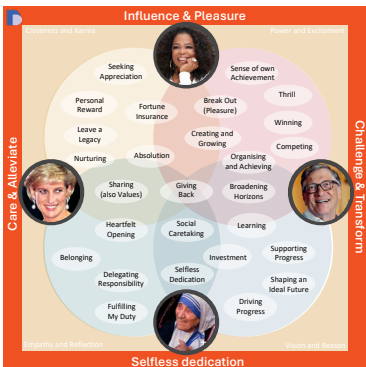
Stop guessing. Know!

Donor-centricity is too important to leave it to guesswork. While the driver analysis itself is complex, with our automation we make it easy for you. To know your donor's drivers and your fulfilment opportunity.

Drop our survey template into your survey platform (or your agency partner's.) Run the survey as usual with your donors and prospects.

Export the data as usual as a CSV file

Connect from our calculator to your survey and view the results in real time.



How well do you fulfil your donor's needs and drivers

In this example, you see that we also check how strongly donors associate you with each of the DonorDrivers®.

This analysis shows you what to focus on.

In this case, all needs, except Thrill, are already very well fulfilled. That's a great starting point.

We also see that most of the drivers are not well fulfilled – providing ample opportunity for improvement.

Needs are those that donors consciously score high in the survey. In research, this is called stated importance. Particularly in giving respondents tend to score socially acceptable aspects higher. Therefore, we call them hygiene needs. The needs that are obviously important to them.

Drivers are those identified through the driver analysis. This is a statistical analysis to determine which factors really have an impact. These drivers are powerful in your donor's decision-making.

Here we ask respondents how strongly they associate you with the hygiene needs and drivers. This analysis shows you how well you already fulfil them and where your opportunities are.

DonorDrivers®	Driver	Need	Fulfilment
Thrill			3.8
Break out/pleasure			4.0
Create & Grow			3.9
Org & Achieve			4.1
Broadening horizons			3.6
Driving Progress			3.6
Giving back			4.5
Heartfelt opening			4.6
Social caretaking			4.2
Belonging			4.3
Fulfil duty			4.1
Nurturing			4.3
Personal reward			4.4

The Big Mac Principle



In every category our deep-psychological needs and drivers work the same way.

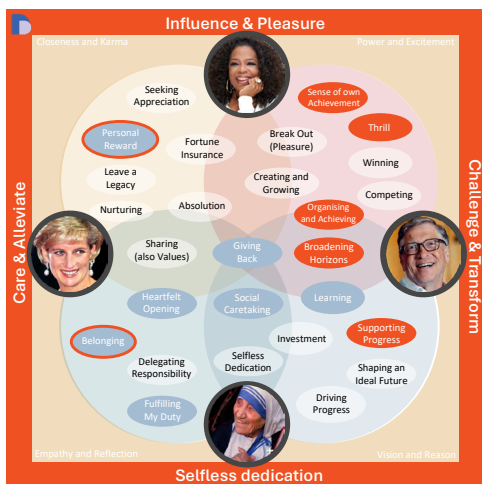
To create the most value for your donors means fulfilling a complementary cluster of needs and drivers. Think of them as layers of value.

A Big Mac is not just a simple burger with buns and a meat patty. It's the combination of salad, cheese, pickles, onions, tomato and THE MAGIC SAUCE that make a Big Mac irresistible.

Each of these components address different needs and desires.

The same principle is at work in charitable giving – just that the needs

and drivers are different. Therefore, you have to fulfil on the cluster of high-scoring needs and drivers to create that maximum and differentiated value for your donors to choose you.

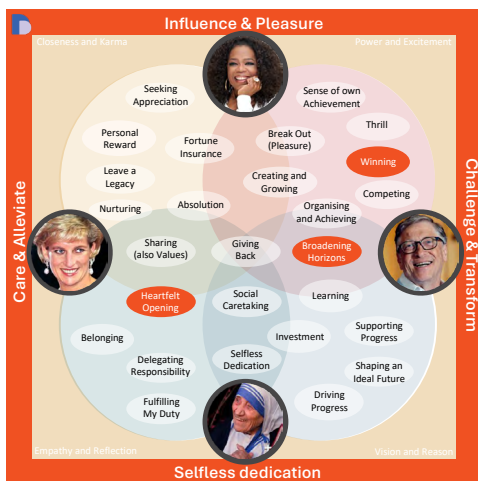




Unleash Donor Drivers[®]

First and foremost: Inspired, Effective Action

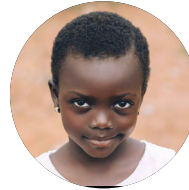
Clients often remark that DonorDrivers® is very intuitive, gives them new ideas and inspires them. With this Playbook, our training videos and the focus from the driver analysis your teams and partners are well equipped to fulfil your donor's drivers better.



Rich drivers that inspire you to find engaging – and often simple solutions.

Example: Broadening Horizons

Example: Overseas development



Every country has an amazing music scene. Here is Ebony from Ghana. https://www.youtube.com/watch?v=wTA-3o8kg_4

Example: Vision impairment



From the scan pen to superhuman vision with augmented reality and oxytocin in dogs and humans.

Donor sentiment: "This is interesting. It shows me how my donation helps right now, and how it will help in the future".

Proven effect:
+67% newsletter opening rate
+500% SM engagement

Need	Associations	Examples	Sample Imagery	Example Applications
Broadening horizons	Discover, curious, explore, find	<ul style="list-style-type: none"> Interesting customs in the regions we work in (e.g. Ghana handshake – see YouTube or tongue poking out in Tibet) Deadly animals' series What do the children listen to? Top 10? What is the top song in Ghana? You can just provide links and playlists. Don't just tell all, trigger curiosity. The more the donor gets engaged in finding, the greater the value. 		<ul style="list-style-type: none"> Social media posts Blogs/updates to your donors Newsletters Text blasts Direct Mail
Thrill	Excitement, being moved, action, difficulty, moving, passion, danger	<ul style="list-style-type: none"> The moment when the picture of the child that chose the donor is being pulled out. It needs drama, an interesting angle and facial expression beyond just a smile. Dark storm clouds gathering that threaten the harvest or village. Can be connected with a call to pray for the community (Canada respondent) 	 	<ul style="list-style-type: none"> Social media posts Blogs/updates to your donors Newsletters Text blasts Direct Mail Letters from affected communities/staff Events

Let AI help you get going

While we develop the DonorDrivers® AI to allow you to find, generate and optimise solutions for your missions, ChatGPT already does a decent job to get started and we are continuously improving ours.

DonorDrivers® AI briefed solution:

(The fully integrated AI trained on our 20 years of experience and in-market results will be ready at the start of 2025)

Subject: Unwrap Joy: Give the Gift of Nkatie Cake to Children in Need this Christmas!

Dear [Donor],

Are you ever curious about the far-flung corners of our world, where vibrant cultures and rich traditions beckon with tales of wonder? This Christmas, your curiosity can lead to more than just exploration. With our World Vision Gift Catalogue, you have the power to reach out directly to exotic lands and make a lasting impact that resonates far beyond the holiday season.

Imagine the joy of gifting a present that not only brings a smile to a child's face but also transforms lives and communities. Picture Akosua, a bright-eyed girl in Ghana, unwrapping a gift that opens doors to clean water, education, and a future filled with promise. Your generosity can make this vision a reality, turning dreams into tangible blessings.

For example, imagine the delight of providing a little goat or cow to a family in need, ensuring they have the milk needed to make the beloved Nkatie Cake, a cherished Christmas tradition in Ghana. Or consider the impact of supplying school items for the entire class, where children not only receive an education but also learn valuable skills, like how to make the Nkatie Cake themselves.

This Christmas, let's make a difference together. Visit our Gift Catalogue now and choose a gift that will bring joy to children like Akosua, her friends, family, and community. Every purchase is a step towards creating a world where every child has the opportunity to thrive.

Don't wait. Spread the spirit of giving this Christmas and make a lasting impact today.

Visit the Gift Catalogue now.

Warmest regards,

Predictive modelling

Over the years, by comparing implementation results with the driver analysis results, we have developed a predictive model that tells you what the improvement opportunity in fundraising is if you better fulfil the drivers.

This obviously assumes proper implementation and where we have either helped clients implement or supported them and their partners, they have seen improvements as predicted – or higher. In this example, it is clear that the greatest effect can be achieved with the top three drivers.

Effectiveness uplift opportunity

Top three drivers

+79%

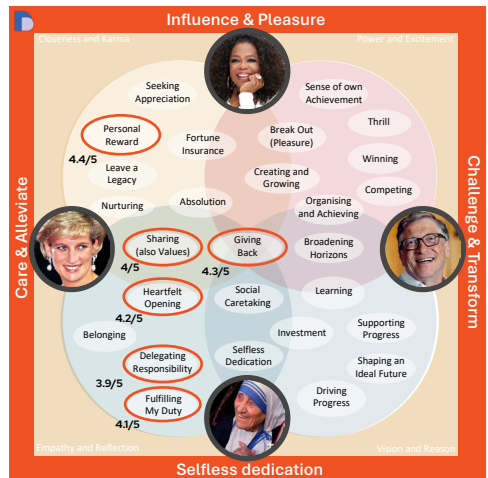
Top seven drivers

+88%

Brand positioning and differentiation

Knowing which needs and drivers your brand already fulfils to a high degree also tells you – from the donor’s perspective – how you are positioned in the category. That’s effectively your brand position in the market. If you check this across a few competitors, you will know if you are differentiated and how you can differentiate more – and more relevant.

It’s a fundamental workhorse in strategy and the day-to-day.



Track your fulfilment progress

To track your fulfilment progress, you don't have track all 27 statements.

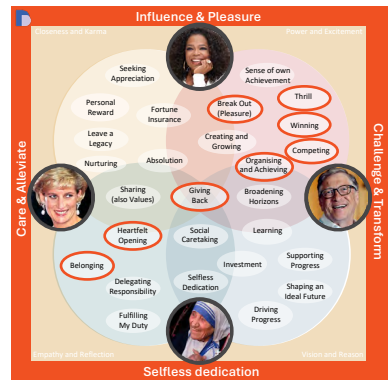
You only use the 4-6 focus drivers and include the statements in your trackers and checks. You can also do this for specific segments, channels, or journey episodes.

DonorDrivers®	Driver	Need	Fulfilment	
Thrill			3.8	3.9
Break out/pleasure			4.0	4.2
Create & Grow			3.9	4
Heartfelt opening			4.6	4.6
Belonging			4.3	4.5
Personal reward			4.4	4.5

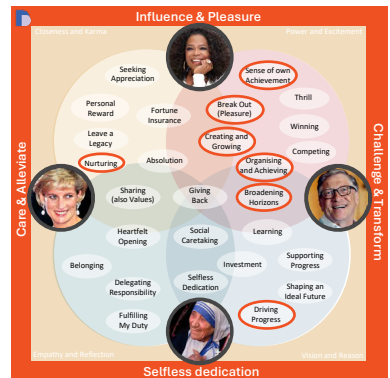
Track driver shifts

The drivers of giving shift over time – especially in fast-developing categories like ours. This is due to competitive activity, and socioeconomic and regulatory changes. Within a year we could see clear changes and over a four-year period we identified an 18% gap between altruistic and self-directed drivers opening.

2019



2020



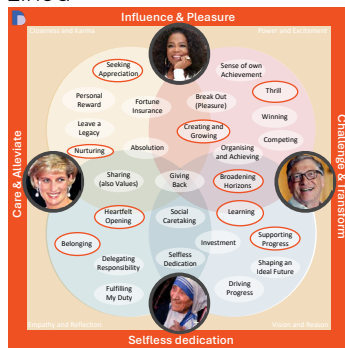
Segmentation, Personas and enrichment

Needs and drivers substantially enrich the understanding of your segments and personas – or determine them. Independent studies have shown that our needs and drivers contribute up to 75% of the segment-determining factors.

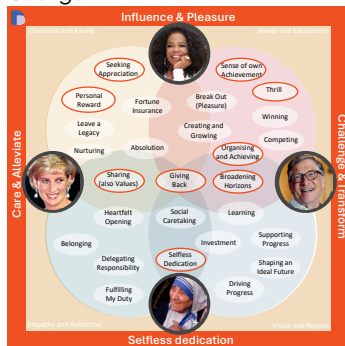
For existing segmentations simply add your segment identifiers to the survey template.

For new segmentations we help you to add the required additional sections.

Linda



George



Concept testing

Product concepts, value propositions, marketing communications, fundraising or donor comms like social media and newsletters.... With DonorDrivers® you can quickly include them in a shortened survey with selected needs and drivers with a small sample.

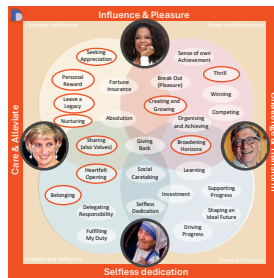
See what needs are fulfilled – and how well.

CVP 1

Consideration: Very likely, 17%

Price point: \$ 25

Skew: older

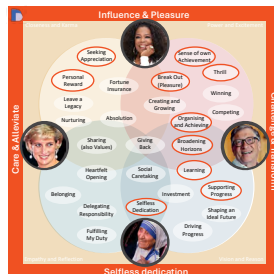


CVP 2

Consideration: Very likely, 22%

Price point: \$ 20

Skew: younger

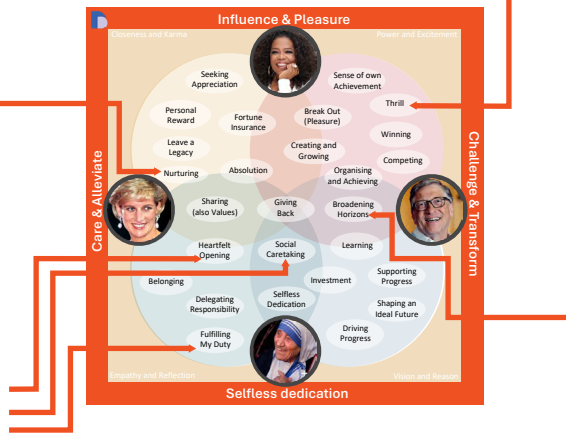


Content ideation and planning

The drivers provide you with the inspiration to create new topical themes and content ideas. This allows you to create new ways to communicate in media relations, social media and any other publication. Our clients use their drivers to structure entire publications like annual reports and layouts to include additional info to fulfil aother drivers and needs.

Innovation

With DonorDrivers you know which needs and drivers your brand and offers fulfil. This also shows you the white spots that enable you to innovate products, value propositions and messages in a very focused manner.





The psycho:logic

Charitable giving is changing rapidly. Let's give donors more of what they want, and they'll give more back.

We need the funds for our missions and it's not getting easier. The cost per acquisition is constantly going up; regular giving is harder and harder to obtain. We focus more on those that appear to give more. We go after the 'gift in wills' wagon – but know that this will be just a short boon (if at all). We have talked to donors the world over for 20 years. During that time, **the needs and drivers to give have changed hugely and it's accelerating**. In just four years, we measured an 18% gap developing between more altruistic versus self-directed needs and drivers. The old ways of 'pulling the heartstrings' are less and less effective with fewer and fewer people. They outright reject it.

At the same time, we speak to many potential donors who have a desire to support a charity but don't even go to the website, because they fear being held hostage emotionally, and that the charity would ask for more than they can or want to give.

We know that many more would donate and donate more if they would feel it's valuable to them in their lives. With DonorDrivers® we hope we can help you better understand how donor value is created and how that helps you better support your mission.

We need to dig deeper and better. Robust science. Proven success.

DonorDrivers® is one of over 200 deep-psychological needs and motivational models we have developed for clients ranging from AXA to Yellow Pages and from airlines to telecommunications.

As a fundamental category model, our clients use our needs and driver models for:

Brand positioning

Innovation

Value propositions and messaging


Category tracking

With DonorDrivers®, you have a robust, donor-centric foundation to further your mission. It's been developed using the most modern psychology, morphological psychology.

This psychology is also often called the psychology of decision-making and we worked directly with its father, the late Professor Wilhelm Salber.

DonorDrivers® was first developed in 2004 with grant givers, corporates, major donors and individual donors. Over the last 20 years, we have conducted over 1,000 90-minute psychological in-depth interviews and focus groups and over 40,000 surveys, while continually updating the model and helping clients successfully apply the findings.

We are sure you will get new ideas to connect better with your donors and prospects.



It is universally agreed
that over 95% of our mind's
working is unconscious.
With DonorDrivers®, we
analysed the 5% above
the surface, as well as the
95% below the surface that
actually moves us.

The amazing richness of Charitable Giving

In our work in financial services, we had respondents who froze their credit cards in ice blocks to prevent themselves from using them. In treats, a gentleman insisted that he was very disciplined, while his wife wasn't. According to him, she always ordered a muffin too big for her to finish and, not to let it go to waste, he had to finish it off. Sure :)

It's the same with giving. Our minds are quite wonderful and Professor Salber, the father of the most modern psychology and our collaborator, explained that "every second, entire psychological worlds unfold in our minds".

Whether it's the rational or unconscious, the "altruistic" or self-serving, the obvious and surprising drivers of giving, we open the world to your supporters' amazing ruminations.

Understanding this hidden world enables you to fulfil these needs and drivers better – creating more value for your supporters and therefore supporting your mission better.





The interview journey from conscious through to subconscious discovery

The qualitative interview and the typical resulting journey of self-discovery from the conscious to the unconscious needs. We make up our minds through constantly evolving decisions and revisions.

In our research projects, we use a so-called evolving discussion guide. This means that we analyse continuously during the groups and interviews; and then prove the findings with the next groups; then confirm and explore further. This enables us to explore deeper for our clients.

“It’s more like being at a psychologist than a market research interview.”

Wendy, Prospect,
51 years, Female, UK



Conscious

Respondents demonstrated that charity is more or less about fulfilling a duty. This is the side they spoke of easily and liked to talk about. They liked to show that being charitable was more about being selfless and altruistic.

"I like making people happy. If I see smiles on the faces of kids I help, that is my reward."

Sarah-Anna, Prospect, 34 years old, Female, Germany

Sub-conscious

We found that the longer we explored the motivations for charitable giving, the more different needs began to be introduced by the respondents. The needs that started to become apparent were experiential needs.

"If I think about it, there are often egotistical motives playing a role."

Kristin, Prospect, 30 years old, Female, Germany

Unconscious

The unconscious becomes apparent. By the end of the 90-minute discussion many respondents spoke of the unconscious needs which were usually difficult to verbalise and would have previously been considered the 'wrong answer'. They admitted that their motives were less selfless than they thought.

"I was not aware that being charitable is egotistical. I guess this is something that is a bit frowned upon as it should not be about me, but people in need. Actually the more I think and talk about it the more I see that I personally get a lot out of helping others."

Ilona, Prospect, 58 years old, Female, Germany

How needs and driver models work

The fundamental principle of morphological psychology is that our mind is not static, and decisions don't just happen. They are the result of a constant, suspenseful weighing-up process.

Thinking of food is a good example. When you think about dinner tonight, your mind weighs up many different things within milliseconds.

It's a constant weighing-up process

Quick or fast or in between? Take away or eat in? Delivery or pick up? Big or small? Healthy or indulgent? Familiar or something new and interesting? Close by or further away? Alone or with others?

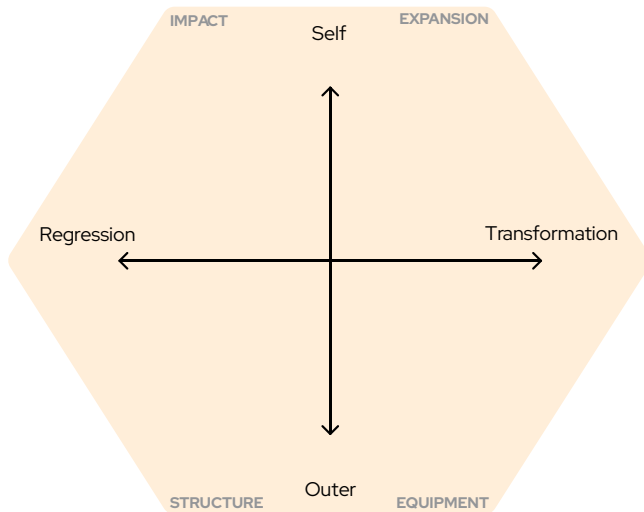
This happens in any category. It is the fundamental way our mind perceives a category.

Imagine it as thinking of a category, like cars, and this mental map pops up.

For each category, be it milk, computers, cars, airlines or insurance, we first analyse what the extreme poles of this weighing-up process mean in the category, and then every mixed form in between. These are the specific needs and motivations we can pinpoint and work with.

With DonorDrivers®, we capture this as the systematic logic of our mind for charitable giving.

Me
Instincts
Uninhibited
Non-reflective



Holding on
Making it my own
Closeness
Secure/safe

Change
Progress
The New
Risk

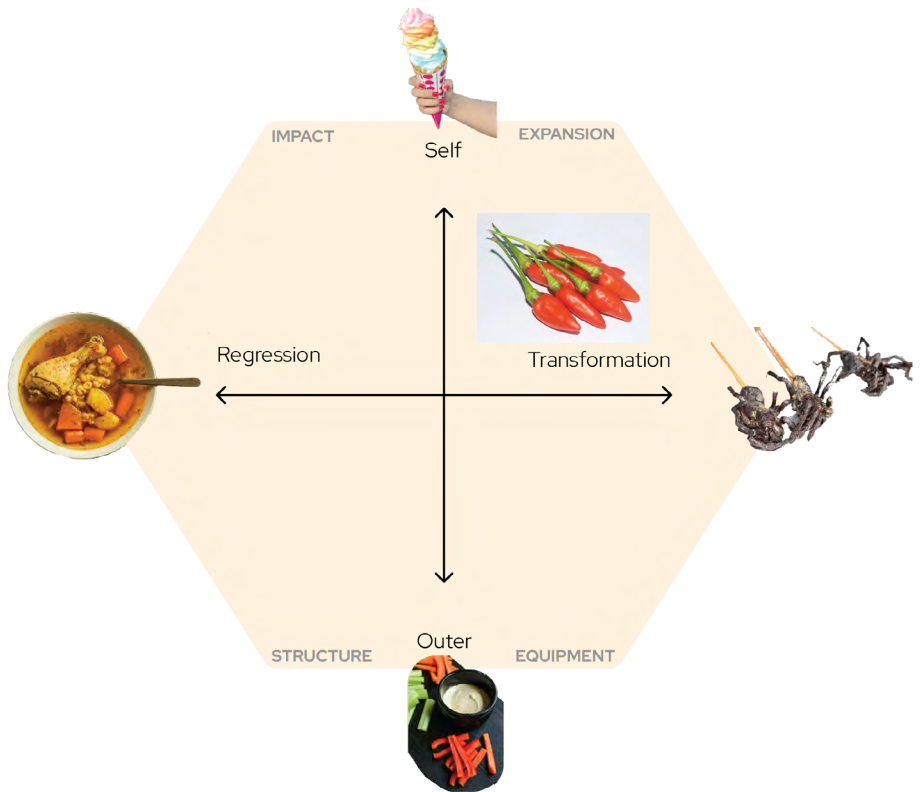
Reflective
Considered
Strategic
Evaluatory

Add a little bit of chilli – for kicks

Of course, these four 'states' are the extremes, and we always create mixed forms by combining needs and drivers.

Take our chicken soup, add some chilli and you also fulfil the driver to 'get a little kick'.





Can you think of a social media post for your organisation that is more fried spiders than chicken soup?

What's a Big Mac got to do with giving?

The Big Mac is not just a plain burger, because it combines many of our different drivers in one product.

The most irresistible foods are typically combinations of needs and drivers, even contradictory ones.

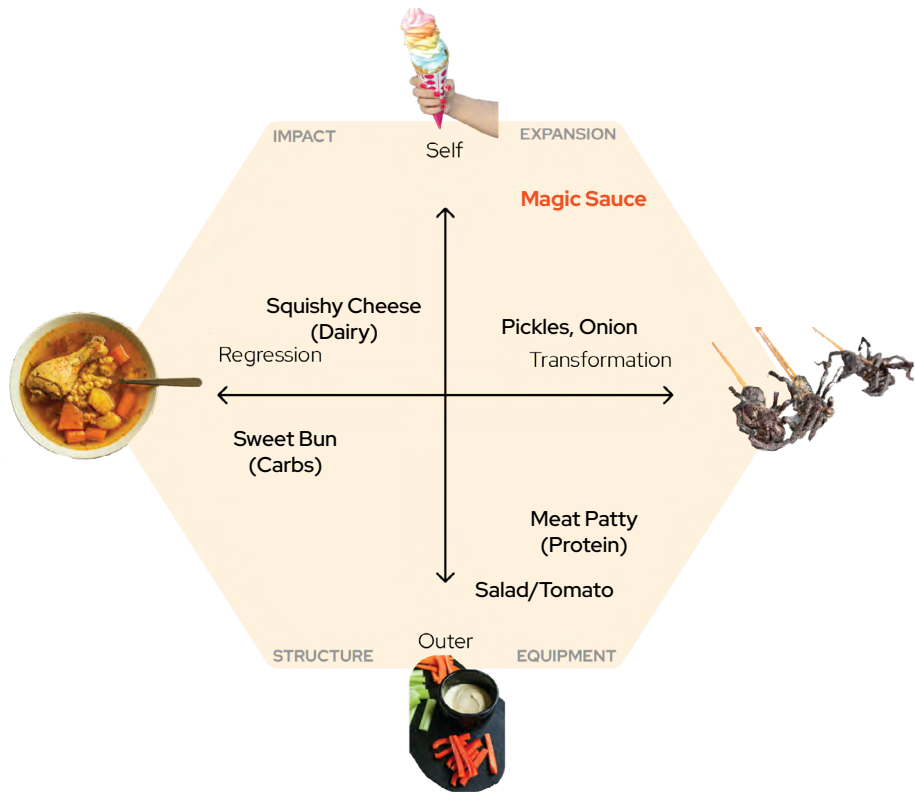
Think of your dinner plate. Meat, vegetables, sauce. And a dessert.

Chilli chocolate. Salted caramel.
What else can you think of where you combine needs and drivers?

It's the same in every category and giving is no different.

Superior value is created by fulfilling clusters of needs and drivers beyond the most basic ones.





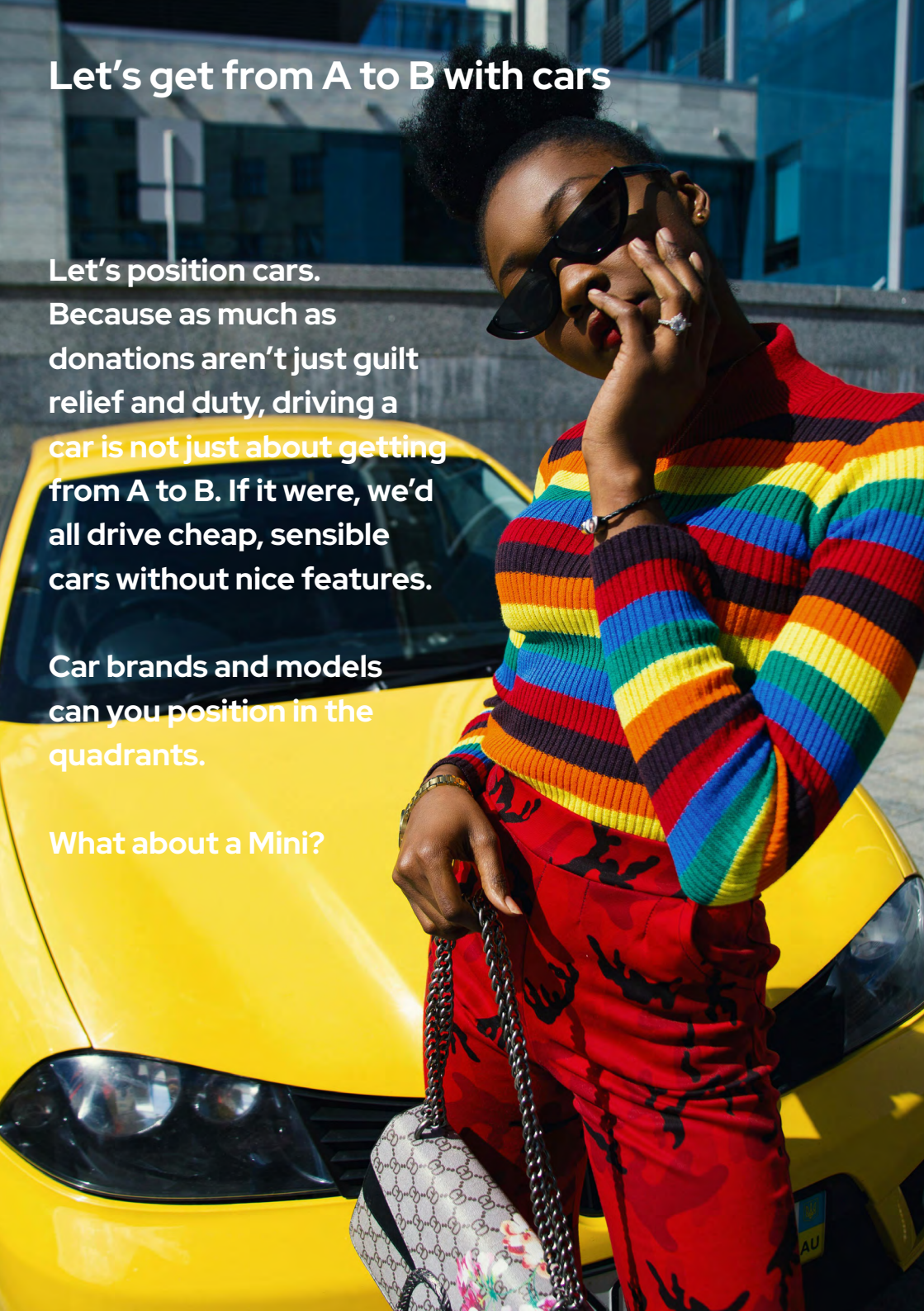
Let's get from A to B with cars

Let's position cars.

Because as much as donations aren't just guilt relief and duty, driving a car is not just about getting from A to B. If it were, we'd all drive cheap, sensible cars without nice features.

Car brands and models can you position in the quadrants.

What about a Mini?



Me
Instincts
Uninhibited
Non-reflective

IMPACT

EXPANSION



Self



Outer



STRUCTURE

EQUIPMENT

Holding on
Making it my own
Closeness
Secure/safe

Change
Progress
The New
Risk

Reflective
Considered
Strategic
Evaluatory

Categories change – and you can change them

That's maybe for the more advanced, but it's important.

Of course, categories are not static in our minds. They change with societal changes and category changes.

You can change the needs and drivers

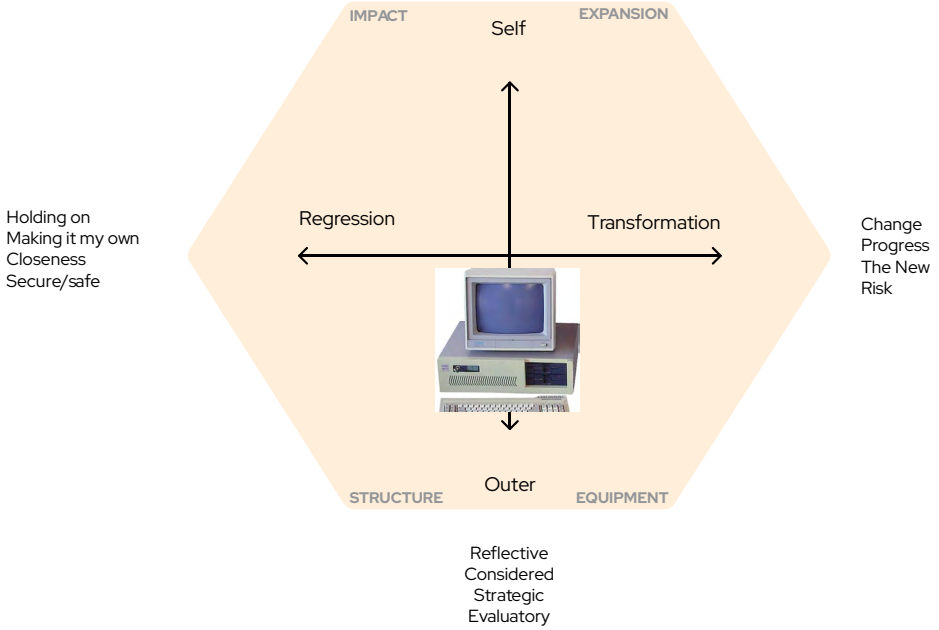
You are not just a reactive player. You can change what needs and drivers mean to your audience – shaping them to your advantage.



You can change the category boundaries and establish new needs and drivers.

In many categories, you can see that the needs and drivers associated with a category change. Most of the time that happens when needs and drivers from other categories enter an established category. That can lead to sustained, big, competitive advantages.

Think of computers and Apple. In the 1990s, all computers were boxy and grey/beige. If the box was black, that was already cool. Then came Apple with the iMac and pushed the category boundaries upwards by establishing fun and aesthetics drivers in the category. It's given them a competitive advantage ever since. That's what we often do in innovation projects.





The Four Faces of Giving

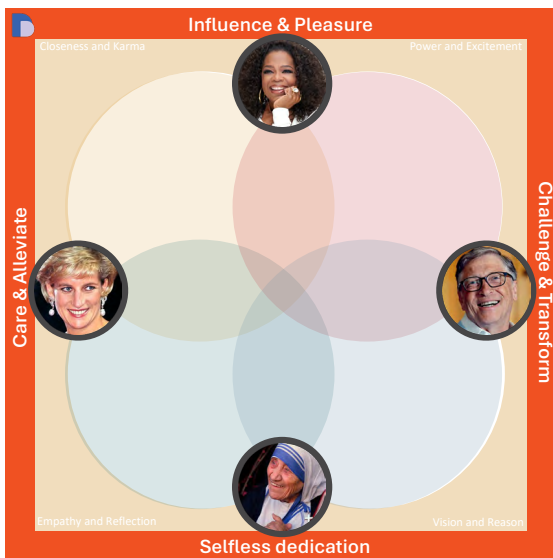
The Four Faces of Charity®

The DonorDrivers® Model shows you the fundamental way we order our needs and drivers of giving.

Oprah Winfrey

She does a lot of good and she amplifies it through her personality and following.

Princess Diana
On the left, instead of chicken soup, think of Lady Diana with her kindness and warmth, holding a child in her arms.



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Bill Gates
On the transformation side, think of Bill Gates. He wouldn't say we have to alleviate the suffering of an individual cancer sufferer. He says, "Let's eradicate malaria globally"

Mother Teresa

Mother Teresa who would say that "it's all for God". This gives you the fundamental weighing-up map to charitable giving – what we call "The Four Faces of Charity®".



Face 1

Caring & Alleviating



Becoming part of the destiny of others and being touched emotionally, one can become a caregiver who alleviates, educates, encourages and guides. It provides a heightened sense of closeness and empathy, and enriches one's life. Many social and medical professions, e.g. hospital nurse, are based on just such a motivation. A famous and high profile representative for this motive was Princess Diana in her work with many charities, such as AIDS,



banning landmines, and the Leprosy Mission, to name a few. Princess Diana captured the world's attention as a royal trendsetter, while in the public eye she was also a prominent philanthropic force. Princess Diana was quiet and displayed a vulnerability, yet through her work with charities became known as the "Queen of Hearts". 'Caring and Alleviating' types can be given by the fragility of human life. People with a lack of security and confidence often become open to sponsoring a child when they themselves feel vulnerable. Appreciation is also one of the motivations of 'caring and Alleviating' types. Therefore, it is important that charity organisations acknowledge and protect the sponsors rather than treat them as just another revenue provider.

"I really feel emotionally attached to the kids we look after. They are neglected by their own parents and I can feel that they are very thankful to have someone like me looking after them. And at the same time, it is a good feeling for me as well."
Lynsay, Prospect,
38 years old, Female, UK



'You suddenly realise how fragile life is and I think it was some kind of insurance according to the motto 'do good and you will experience good as well.'"
Olav, 36, Male, USA

Face 2

Influence & Pleasure



Giving and donating is driven by far more egoistical motives than we are willing to assume or admit. This is not evil or immoral, but simply human. The willingness to help others increases significantly when in return we derive an immediate personal benefit from being charitable. If the transactional process of donating to a charity is embedded in an exciting event, emotional experience or a greater context of meaning, people are more willing to give their money. For example, American chat-show host Oprah Winfrey is someone who follows her own interests through her charities: The Oprah Winfrey Foundation and The Oprah Winfrey Operating Foundation. People are fully aware that even charities follow their egotistical, corporate motives. But it is easier to accept this if people see they get something out of it.



Movember, fun runs, the ice-bucket challenge and other events have proven that being charitable doesn't mean one must not have fun or experience a sense of achievement through competing. For example, organising a school fete can seem like a good cause and at the same time boost your profile in the community. The willingness to acknowledge and the skills to integrate people's needs into a marketing strategy is an indicator of the future success of the organisation. Consequently, it is important to understand that being more egocentric regarding charity is not morally reprehensible, but just part of human nature.

"I have to admit that I also give because it makes me feel better, more generous. It makes me feel proud of myself."
Hans, 63, Male, Germany



"I was not aware that being charitable is egotistical. I guess this is something that is a bit frowned upon as it should not be about me, but people in need. Actually, the more I think and talk about it, the more I see that I personally get a lot out of helping others."
Grace, 43, Female, Australia



Face 3

Challenge & Transform



It is human nature that we are always looking for opportunities that enhance our capabilities in life, to progress and challenge the current status quo. Smartphones, tablets, notebooks and other digital and 'intelligent' devices have become a progressive extension of our humanity. Indeed, progress, development and growth are the core business of a charity. They have the potential to give sponsors the chance to achieve more than is possible, feel more powerful and alive.



A good example is Microsoft billionaire Bill Gates. Bill and Melinda Gates are the founders of the Bill & Melinda Gates Foundation, which is the largest private foundation in the US, holding \$38 billion in assets. But we don't all have to be fabulously wealthy. Sponsoring a child or community gives us a similar feeling of making a significant impact with relatively little financial effort.



"Having an impact is the most important thing for me when being charitable. I want to know that I can make an impact with what I do or the money I give."
Bob, Male, 68, UK

"Child sponsoring is appealing if you think of it as something where you can see the developments and the progress of a human being. It gives you the feeling that you can develop something; that is exciting."
Jurgen, 30, Male, Netherlands



Face 4

Selfless Dedication & Altruism



Most of the things we do in everyday life are mainly ego driven. This is important as it helps to give us our income to take care of our families, but it also means that we can enjoy life. At the same time, being ego driven can be exhausting and unfulfilling, when everything only revolves around oneself. People do not usually like to talk about doing good or charitable work; no tangible return is expected. The philanthropic involvement and altruistic behaviour is the ultimate aim of life. For example, Mother Teresa, (also known as Saint Teresa of Kolkata) who lived by her unselfish devotion to the welfare of others. Mother Teresa founded the Missionaries of Charity and vowed to give a “wholehearted free service to the poorest of poor”.





“Do things for people not because of who they are or what they do in return, but because of who you are.”
Mother Teresa

“Being charitable must not be about me.”
Cherry, 34 Female, Philippines





The 27 drivers in detail

The 27 drivers of giving

Within these Four Faces of Charity®, we were able to determine 27 specific needs and drivers.

The 27 needs and drivers are validated in over 15 countries to constitute the full universe of giving needs and drivers.

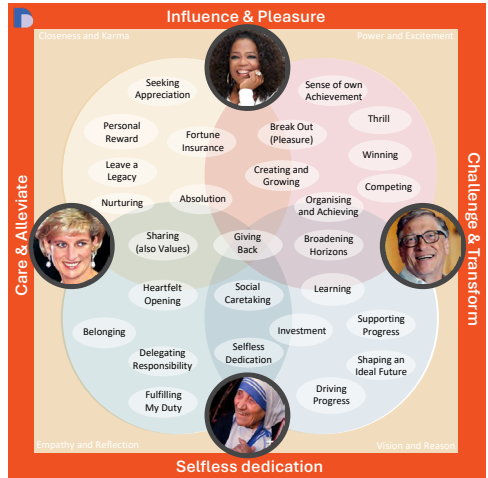
For you, knowing which ones are most important for your audiences and their combination is key to creating value (think of Big Mac vs Plain Burger).

Most of the needs and drivers have very intuitive names. Familiarise yourself with them.

Which ones are immediately intuitive and familiar?

Which ones are not clear or seem unfamiliar?

Can you think of an example that fulfils one or more of the needs clearly and well?



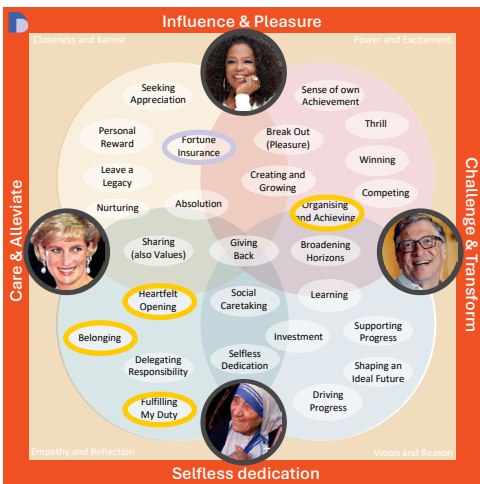
Elif's example: One person can have different drivers for different situations

Elif becomes increasingly excited as she speaks: "I got all my friends and family to put in money when I heard the syrian refugees don't even have enough female hygiene products. We collected over 250 euros and then I got a few girlfriends and we all went to the drug store and cleaned out the shelves. At the cashier they were stanned and asked what we did. They even gave us a discount. Then we went straight to the refugee housing and gave it to the women. Their happiness and gratitude was amazing to experience."

Organising and Achieving, Heartfelt Opening, Belonging, Fulfilling My Duty and Break Out (Pleasure)

'When I got married, I gave my grandmother back in Turkey money to buy a lamb, cook it and distribute the meat among the poor. That's to secure a happy marriage.'

Fortune Insurance

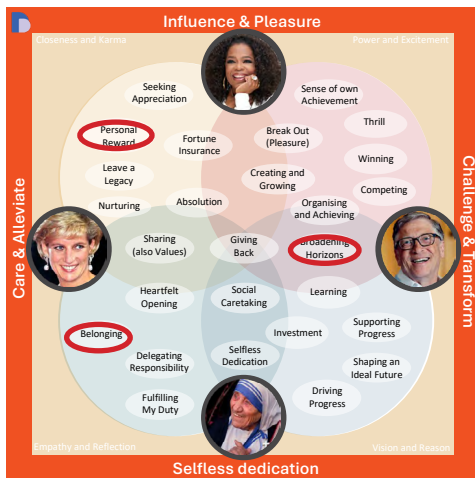


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Charles:

'I already do enough. If you want me to do anything else, there's got to be something in it for me - and even if that's just talking points at the pub.'

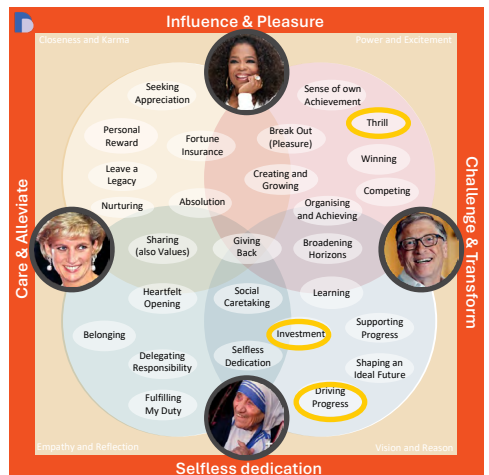
Broadening Horizons, Belonging and Personal Reward.



Richard, high net-worth individual:

'I give a lot to [Cancer & Diabetes Research]. We may not see a breakthrough in my lifetime, but that's exciting and we will get there someday.'

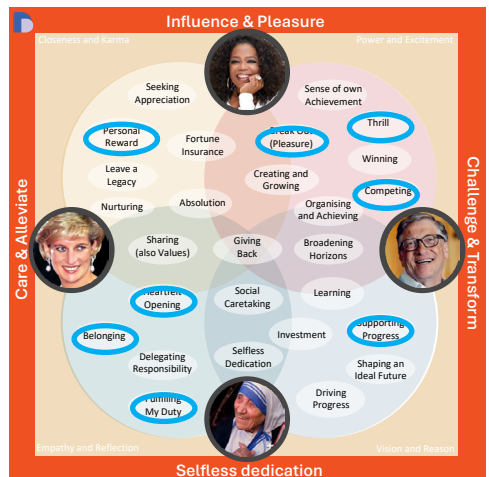
Driving Progress, Investment and Thrill



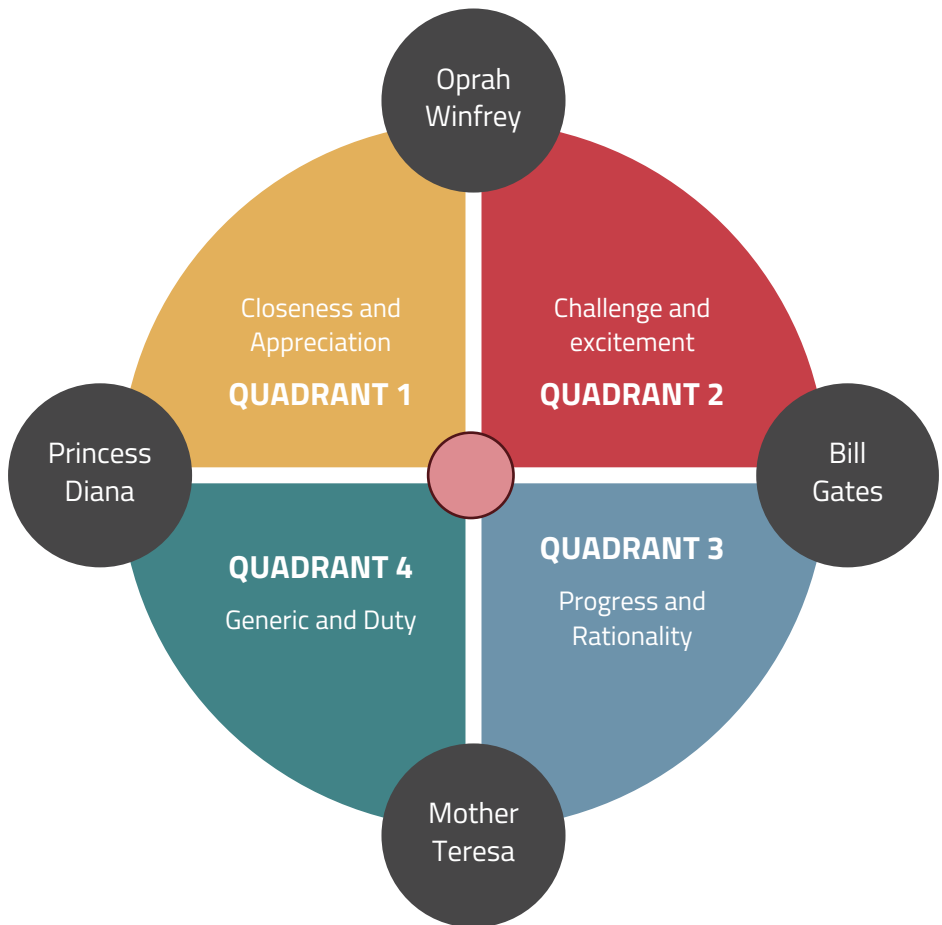
Greta:

'I give less and less money. If I give \$20, it gives me a good feeling for 5 minutes. But if I spend \$50 on a fun walk, I get weeks of pleasure from it.'

Break out, Personal reward, Fulfilling my duty, Heartfelt opening, Belonging, Supporting Progress, Thrill and Competing.



The DonorDrivers® in detail





The central theme:

Giving back.

“For me, it’s simply about giving back.”

Both a selfless and self-centred need, it is about acknowledging that one is privileged and gets pleasure from seeing that they make a difference.

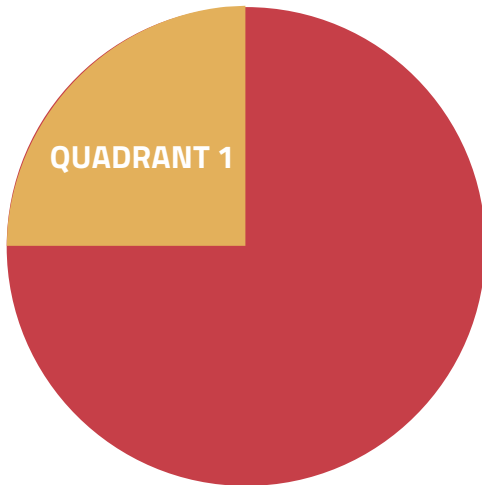
The cause itself and the impact of the philanthropic involvement are of less interest than the actual sense of giving back or passing on what life has given to oneself. More spontaneous than ritualised.

Example: setting up a direct debit for a charity after a pay rise or giving money to homeless in the street.

The DonorDrivers® in detail

QUADRANT 1:

Closeness & Appreciation



Absolution.

"I sometimes feel that I have it too good and should also give something up."

This is a fundamental but also generic need. To know that we are better off than people in other parts of the world. We increasingly realise that in a globalised world, we live well on the expenses of others and on injustice done to others. We sense that our wealth is (at least to some extent) built on the misery of others. This makes us feel guilty and ashamed. Being charitable is a way to relieve that feeling of guilt and shame.

Philanthropic involvement feels like a soul cleanser. It will recreate a balance in our minds and will enable us to better enjoy life, including having fun. No tangible return is expected from a donation. Once given, the money is not theirs anymore. In fact, the less they see what is done with it, the stronger the absolution.

Example: giving once a year to the Red Cross Appeal.

Nurturing.

“I love to take care of others and nurture them.”

Providing care enforces the idea that others depend on us for their well-being. It elevates our self-esteem and sense of importance. In other words, dependency confirms our power and provides pleasure.

By becoming part of the destiny of others, one can become an indispensable, empathetic caregiver and feel close to someone else, and needed.

This is not a negative need: for enforcing someone's sense of power will increase their pleasure and therefore their desire to help. The feeling is like that of a mother with her baby. Having the power to provide for a dependant and see them grow gives a sense of fulfilment not many will be emotionally ready to give up.

Fortune insurance.

“I think ‘What goes around comes around’: If I do good, good things will happen to me.”

We know that our lives are under a constant threat: diseases, accidents, mortality, etc. Therefore, we look for partners that give us a feeling of security and confidence.

The constant threat also fuels the way we think. We believe or hope that ‘what goes around comes around’ investing in others’ happiness is investing in our own.

Seeing vulnerable children and adults highlights that life is not always true see and that at any stage we might need help as well. A philanthropic activity can act as a reality check and make us humble for a moment.

Like life insurance, once concluded it should stay in the background and not always remind us of our vulnerable and fragile lives.

Example: giving to charities helping the homeless or medical research acts as a long time insurance.

The DonorDrivers® in detail



Leaving a legacy.

“I want to leave something lasting with what I do that can be connected to me.”

Desire to leave something lasting that will always be directly connected to them.

It is a self-centred need. Most of it is about being recognised and providing something that will ‘live on’ The rest is about setting an example of the right values (one’s own) to follow in the future.

Example: naming the wing of the hospital in one’s own name.

Personal reward.

“Just to see the smiles and happiness on the faces of those I help in incredibly rewarding.”

This need is one of the basic human needs. We want to see the impact of our efforts. People will tell you that for them, helping those in need is all about the person whom they’re helping; seeing the smiles and happiness.

But this need is much more ‘me’ oriented; subconsciously it’s more about having a ‘rewarding’ feeling and the power of having made someone happy or even changed a life.

Example: applies to all kinds of charities where people are directly involved, and donor/sponsors and recipients have direct contact.



Nurturing.

“I put a lot of effort and energy into good causes (e.g. schools, charities, fundraisers). A little appreciation goes a long way.”

Doing good to others is good for the image – giving as a highly appreciated, social act.

It can be shared by people, either with higher or lower self-esteem. Those who are particularly concerned about how others perceive them will be more likely to have a high need for appreciation. For example, people and companies who are sure of their worth and want it to be recognised.

Donating is a way of creating an image they want others to see. Awards, certificates and any tangible outcome of their donation are very important, even on a very small scale.

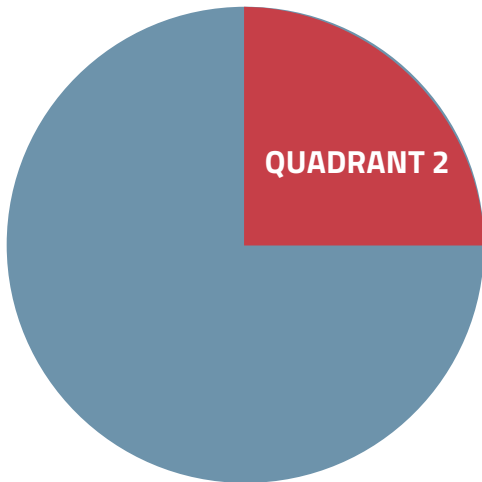
Example: being prominent at local community causes like schools or companies that give to national or local charity events.

Come up with a few ideas for ‘seeking appreciation’. Not just the usual ‘thank you(s)’

The DonorDrivers® in detail

QUADRANT 2:

Challenges & Excitement



Creating and growing.

"It's rewarding to get my hands dirty and create and grow something over time."

Many humans share an innate desire to create things from the ground up and see them flourish.

The most entrepreneurial people will find no interest in being 'part of the system.' They will only get involved if they can drive their own little, or big, project. In its extreme form, they can, through their involvement, hijack the agenda: not accepting someone else's vision and reshaping everything to their own.

Example: a businesswoman starting her own fundraising for her kids' kindergarten and enjoying giving her opinions about the management of the place.

Sense of own achievement.

“By being able to give, I also get a better sense of what I have achieved.”

This is about giving (up) something as a conscious decision to feel less egoistical, to be a better person.

This can be like a personal and training process: the more (often) I can give and the easier it feels, the better I feel about myself and what I have achieved morally and as a ‘better’ person.

The cost for the giving is less important than the giving itself. It can lead to other stages after this.

Examples: spontaneous and frequent financial donations.





Organising and achieving.

“I love bringing people together to get things done, whether that’s organising functions, collecting money or items and taking them to those who need it.”

This need is to constantly be organising other people or events.

People with this need are born social organisers. They enjoy the feeling of being able to achieve something through their own organisation.

Success is just a reason to make it bigger and better next time.

They can coax people into a cause, organise fundraising, get things done.

Example: setting up a fundraising event, wanting to surpass last year’s event or someone else’s achievement.

Thrill.

“Helping others can be a real thrill; either doing it directly, or the feeling of being involved in what is being done.”

Getting a thrill out of either direct support/interference or the participation from the sidelines.

It is about getting an intensification of one’s own life, challenging and surpassing oneself, expanding the possibilities and feeling more powerful. Example: anti-whaling and watching how they hunt and disturb the whaling fleet.

Regarding children, this is done by taking a hands-on approach to saving kids from trafficking or prostitution.



Winning.

“Wars are won by winning battles.

**I want to know we win battles
continuously with this charity.”**

Fundraising with a specific goal in mind, such as supporting a family that has an issue or overcoming an obstacle.

An often spontaneous and short-term phenomenon that can also go viral on the internet. Can be embedded into an exciting challenge.

Examples: collecting money for a family that suffered a sudden tragedy with an ice-bucket challenge.



Competing.

“A little competition is exciting. Whether that’s a fun run or raising more money than others. If it’s for a good cause, all the better.”

This is a more recent need. The charity event itself is seen as a kind of competition in how much can be raised or personally achieved and performed.

It’s also about surpassing and challenging oneself, feeling powerful and proud of oneself.

Often combined with other such as ‘progress’, winning and thrill.

Examples: ‘professional’ mums in school fete or bike rides and runs. Another form of this is the wealthy individual or company donating and challenging others to donate.

Broadening Horizons

“In supporting charities, I enjoy that I can also broaden my horizons at the same time.”

It’s not active learning, but incidental and interested. Soaking up and browsing on the internet as one’s own life feels stagnated. Subconscious wish to get a different and enriching perspective on one’s own life that is inspiring. For example, to appreciate one’s life again by seeing under which poor conditions other people live.

Can be connected to physical travel, media and events. But to trigger it one must make them curious by relating to their own life. This is often interesting and curiosity-stimulating information that can be talked about.

Importantly, one’s own effort and research make it more valuable and pleasurable.

Examples: TV documentaries, talks, events, Interesting customs, Animals, Arts and Technologies.



Break out/pleasure.

“If doing good can also be fun and inspiring (e.g. ice-bucket challenge, Movember, fun runs), then it’s even more reason and pleasurable to give/do good.”

The pleasure of breaking out of our everyday routines, responsibilities and duties is important for our mental wellbeing. In the old days, this was served by community and religious celebrations.

With these becoming less important, we seek new and different ways to provide the breaks from everyday life.

Can become rebellious in its extremity.

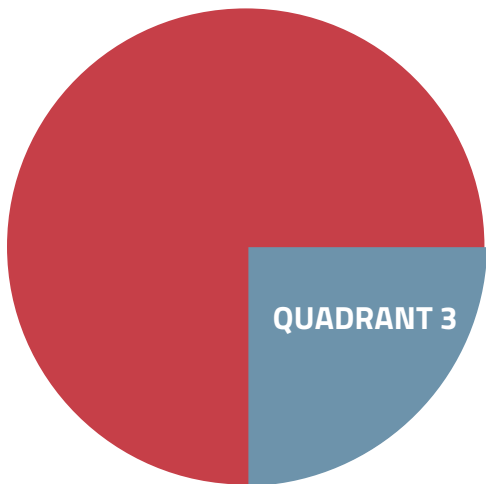
More legitimate and appropriate if it's connected to not-for-profit, charity or a good cause. Strong link between entertainment and charity.

Example: charity concert and fun runs, but also events like Movember.

The DonorDrivers® in detail

QUADRANT 3:

Generic & Duty



Supporting Progress.

"I want to see fundamental change and will support the causes that best work towards that goal."

Like progress drivers, progress supporters desire to see progress accelerate. They tend to be comfortable with big and intangible ideas and will not baulk at a big challenge.

Unlike progress drivers, though, progress supporters will not be in the middle of the activity. They rather support in mind and kind. They will not initiate and will only consider donations for projects that have already proved successful or have been endorsed.

Planning is important for them, but what is more important is understanding how their money is used to benefit those in need.

Example: donating to Oxfam to buy gardening kits containing seeds and tools and watering cans to set up vegetable gardens in South African schools, giving students access to nutritious food. Sustainability evangelists who constantly seek to convince and persuade.



Shaping an ideal future.

“I have a clear vision of how the future should be and how to get there.”

A very ambitious and analytical motivation, ‘shaping an ideal future’ is as much about ‘doing something’ as it is about being able to create or buy into a ‘big picture’.

If the cause is too tangible and immediate, it will not be considered interesting. The objective is rather to create long-term, fundamental change that is personally relevant.

Neither the organisation nor the donor can achieve this alone and both depend on each other. The organisation, needs the money and the donor feels powerless towards the problems of the world.

If the donor shares the vision of the organisation, there is a good chance for long-term commitment. Closely connected to Advocating Progress.

Examples: supporting a charity to lobby world leaders for a fairer climate deal.

Women supporting a plan to inspire young girls to follow their dreams.





Learning.

“To me, it’s important to read up and learn about the organisations and projects that I support.”

Compared to Broadening Horizons, this is more about actively learning with some effort involved. The main aim is to progress and develop oneself as a person.

The topics can be different even within one area. This can be connected to teaching or sharing that knowledge and becoming an expert - connecting with the need for appreciation. Can also be the starting point to lead into ‘progress’.

Example: in development work, it could be engineering, agriculture, geography, culture, history, human rights and many more.

Driving Progress.

“Real change can only be achieved through structural development on many fronts. I get actively involved with my skills, effort and money to help drive long-term progress.”

Even though they will not label themselves as one, people with this need are the agents of bigger global change. They are driven by a desire to make a lasting impact and are highly committed to the achievement of their goals.

They usually enjoy understanding mechanisms of development, strategising and planning. They will set clear (big) goals as well as milestones to achieve them.

They tend to strive with challenges. The more complex, the better.

Examples: driving a charity project with hundreds of stakeholders in a war-torn country.



Investment.

“I see charitable giving as an investment that should have a return in continuous improvement. I research and thoroughly check which charity I invest in.”

Giving is a method of political influencing to support a person or group of people which one can identify with.

Making this investment derives from the feeling that it is absolutely necessary to do this.

The financial investment and monetary donation are often combined with voluntary work.

Example: donating to a political party or a politician.

Selfless dedication.

“I dedicate a big part of my life to helping others without expecting anything in return.”

Focus is about serving the philanthropic cause and others, not oneself. They are treating society’s problems as if they were their own. No return in any shape or form is expected.

Being zealous, applying oneself wholeheartedly to the cause is the ultimate aim in life.

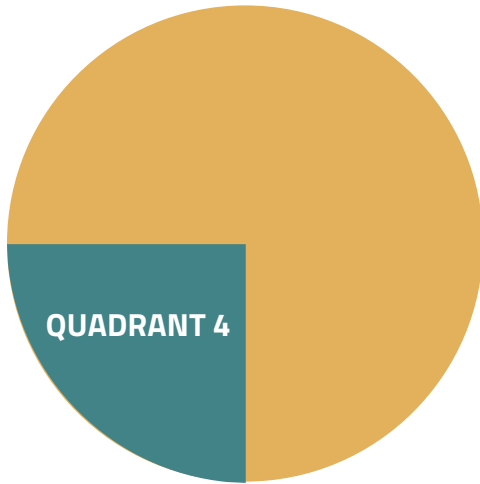
Example: nuns, priests, nurses, Christians, highly committed humanists.



The DonorDrivers® in detail

QUADRANT 4:

Progress & Rationality



Delegating responsibility.

"I prefer to provide money and delegate the responsible choice to those who know what they're doing."

An extreme driver consisting in finding oneself and building one's identity through the context of a cause and being part of a community of like-minded people. This provides a sense of stability and security which is important in uncertain times.

With complete attachment to a cause and/or the community, little space is left for other personality drivers. Making the cause and the community the centre of one's world.

In extreme cases, complete commitment to others will fill the void left by a sudden loss of defining feature of one's life.

Example: becoming a foster mum (part time, full-time).





Belonging.

“Supporting a cause makes me feel I belong to a community of like-minded people.”

An extreme driver consisting in finding oneself and building one’s identity through the context of a cause and being part of a community of like-minded people. This provides a sense of stability and security, which is important in uncertain times.

With complete attachment to a cause and/or the community, little space is left for other personality drivers. Making the cause and the community the centre of one’s world.

In extreme cases, complete commitment to others will fill the void left by a sudden loss of defining feature of one’s life.

Example: becoming a foster mum (part-time, full-time).

Social caretaking.

“I feel a strong sense of social responsibility to care for our society.”

A strong belief in social justice is often a primary motivator behind the need for social caretaking. Social caretakers understand that a healthy society takes care of its disadvantaged members. They’re conscious that not ‘all human beings are born free and equal’, they advocate for a fairer society. In other words, they share an empathy that everyone should be given the chance to reach their full potential in life.

This is positive, proactive behaviour. Social caretakers - like social workers - aim to help solve inequalities. They don’t try to resolve society’s wider problems.

As inequalities in most communities continue to rise, so does the resolve of social caretakers. This need will probably be increasingly important over the years. It is usually connected to local causes, but can be applied to overseas programs as well.

Example: tutoring a disadvantaged child or engaging in refugee relief.

Heartfelt opening.

“If I see others suffering, my heart goes out to them and I feel compelled to help.”

A deep sense of empathy usually connected to a specific individual, situation or group. The objective is to immediately, impulsively and reflexively alleviate specific problems. Tangible and simple.

A flush of emotion: for example, seeing a suffering child will make them open their hearts and wallets.

Will only commit long term if the cause is reinforced continuously with a personal rapport.

Examples: disaster relief, begging.

Sharing (including values).

“Through my support for charitable causes, I also share my values with others.”

The act of sharing is hardwired into us. In our human nature. Sharing is a rewarding, enriching and stabilising experience.

Across all cultures, sharing provides a sense of bonding and that bonding will create a stronger community feel and harmony.

This is not necessarily a conscious act: sharing is so ingrained that it is done without much thought.

Sharing is not necessarily limited to finances, but also applies to values or moral standards.

Example: parents talking about donating as a tool to educate their children and sharing values such as responsibility, gratefulness, humility.



Fulfilling my duty.

“As a responsible adult, I feel it is simply my duty to help.”

With a privileged lifestyle and affluence comes responsibilities. One of the main responsibilities that often accompanies good fortune is to help those who suffer. Understanding the details of donations is less relevant. The most important thing is just to do something. Often ritualised. Strongly connected with religion.

Example: donating is a part of their own children's education or giving to the collection in the church.





Work it.
Love it.

Assess and plan

With all your communications materials and product features you can quickly assess which needs and drivers you fulfil to what extent.

In social media this can be within one post, or across your content plan. Through copy or imagery.

In fundraising letters it can be a number of needs and drivers in different priorities. For example, if you start with Heartfelt Opening, that sets the tone. But you could also try to open with Thrill or Driving Progress and come back to Heartfelt Opening later.

In nurturing journeys, or working with major donors across many months, it is important to define which needs and drivers they have – and then fulfil them along the journey when it matters most.

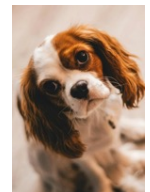
Personal Reward/Nurturing



Nurturing



Heartfelt opening/ Fulfilling my duty



Fulfilling my duty



Broadening Horizons/ Thrill, Break out



Assess and ideate

Some of our clients create little internal programs, workshopping one driver they know, or feel, is important every week.

They quickly assess how well they fulfil the drivers (sometimes by segment or product) and how difficult it would be to fulfil it. Then they create ideas on how to fulfil the driver better. This leads to continuous improvement ideas across channels and segments.

How well do you fulfil this driver?

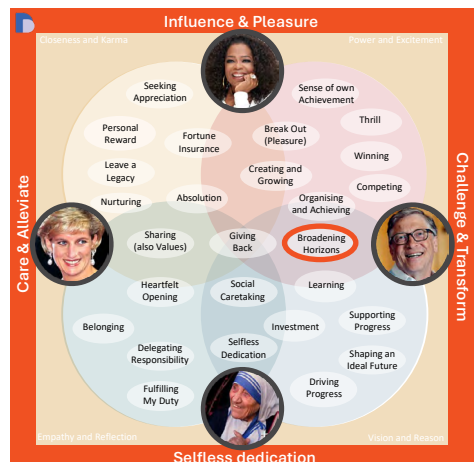
Progress bar consisting of 15 empty rectangular boxes for rating fulfillment.

How difficult would it be to fulfil it?

Progress bar consisting of 15 empty rectangular boxes for rating difficulty.

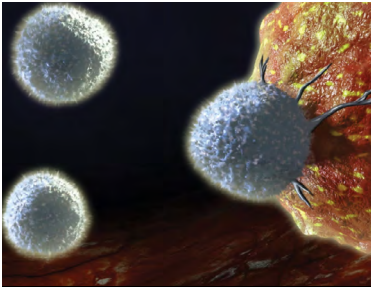
Ideas:

Large empty rectangular area for writing ideas.



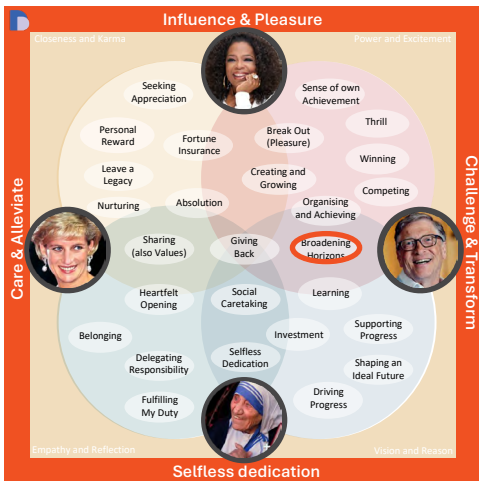
Example: Broadening Horizons

With the driver analysis you know how well you fulfil each driver. Then think about how difficult it would be to fulfil it better. Then brainstorm for every perspective of your organisation and mission. Sometimes it's easier to start with a different category. If you're in Cancer Research, start for 5 minutes with an environmental or overseas charity and explore how they could fulfil this driver with you.






Now cancer is sponged up.

At UCLA, researchers designed the SymphNode, a tiny biodegradable device that boosts the body's immune response against cancer. This sponge-like implant, placed near a tumor, releases drugs to block regulatory T cells and attract tumor-killing T cells. In mouse studies, it shrank tumors, prevented cancer spread, and reduced recurrence, showing a promising new cancer treatment approach. Find out more. Google 'Symphnode UCLA'



Explore and document your needs and drivers

Some of our clients have implemented entire donor-centricity programs in which their team brainstorm one or two needs or drivers per week and work on implementation trials. It's a valuable exercise to explore different ways to fulfil the needs and to align the team in experiments.

Need	Associations	Examples	Sample Imagery
Sense of own achievement	Relate to the life of the donor. Achievements, life events, yearly recurring events, reflection on own progress.	<ul style="list-style-type: none"> US kids finish exams/school year End of year reflection Typical time of salary increases and promotions 	
Driving progress	Plans, systems, vision, action, commitment	<ul style="list-style-type: none"> Set out goals and milestones Report progress frequently even in the small aspects Focus on empowerment Big impacts like being the world's biggest builder of wells Structural/systemic change with interdependencies (e.g. for children to go to school, teacher training is critical and last year we trained 51,000 teachers – example only) Structural change includes aspects of environmental and conservation concern –e.g. regrow forests so big they can be seen from space (This is important especially for the under 50 age groups since these causes are equally important as humanitarian causes) 	
Break out/pleasure	Fun, participation, not every day, experience	<ul style="list-style-type: none"> Funniest/cutest videos of the children this month Live streamed singing performance of children Gk 	

Take it further

With your DonorDriver licence you get the expanded playbook. It includes proven successful key words, key phrases, layouts and images to bring each need and driver to life.

Love it.



The global standard on donor motivations

