

Two young girls of Asian descent are shown from the chest up. The girl in the foreground is wearing a white long-sleeved shirt and has her hands clasped in front of her. The girl behind her is wearing a light blue shirt and has her arms around the first girl's shoulders. They are both smiling warmly at the camera. The background is a blue and teal geometric pattern.

# 5 Steps to Transition Donors to Support a New Care Model

CAFO2019



Why this?



# Five steps to transition donors

# Five steps to transition donors

A photograph of a family walking through a field of tall grass at dusk. The family consists of a man, a woman, and two young children. The man is on the right, holding a baby. The woman is in the center, wearing a long red dress and a hat. Two children are walking ahead of her. The background shows a line of trees and a string of lights.

① Share your learning about family-based care

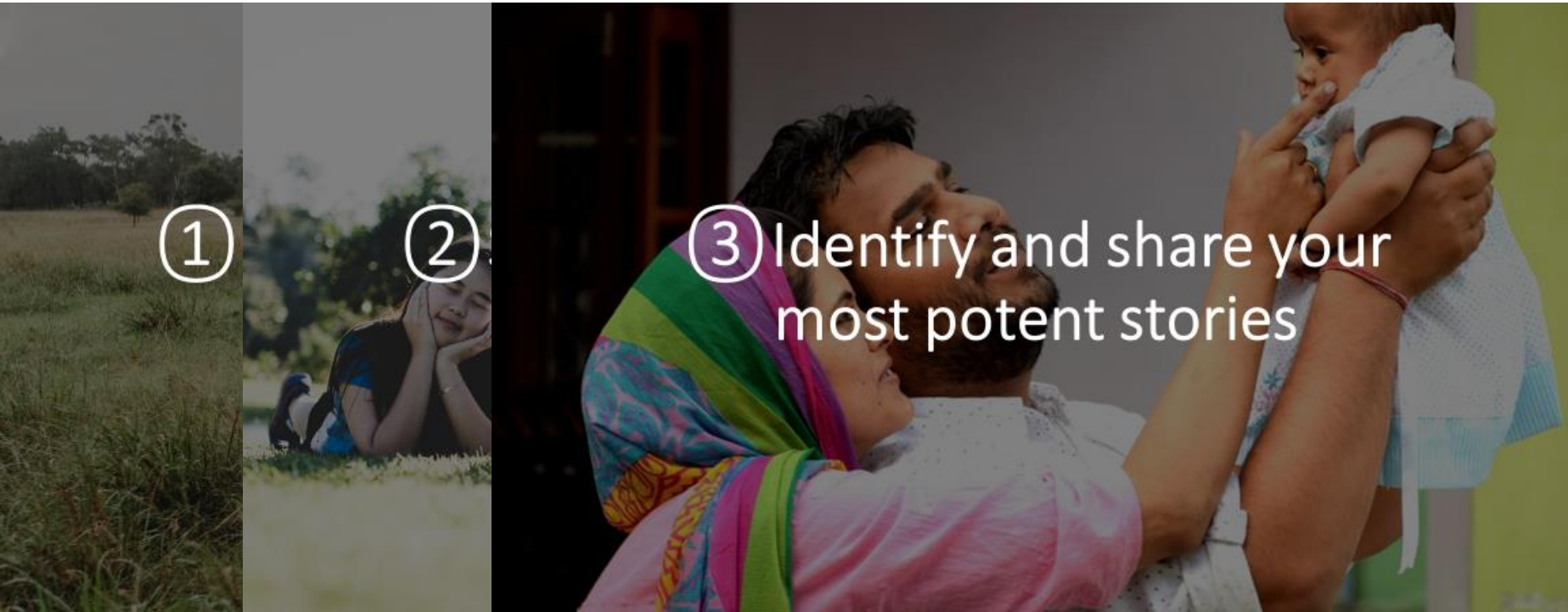
# Five steps to transition donors

①

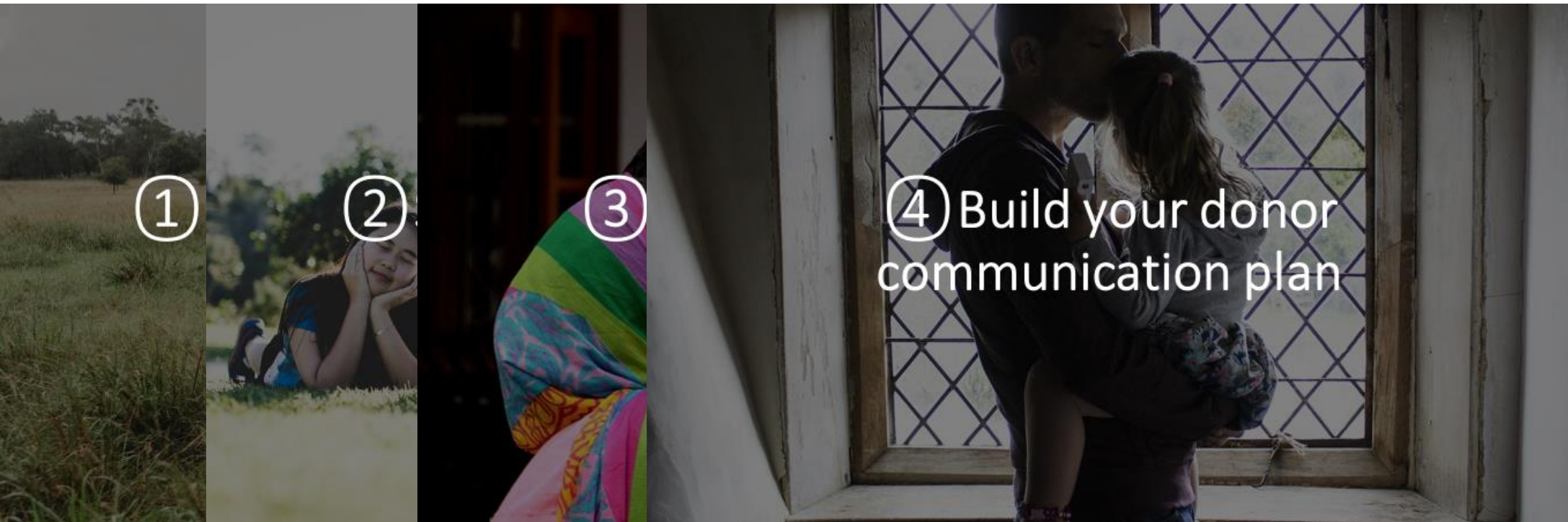
② Segment and map donors  
with empathy



# Five steps to transition donors



# Five steps to transition donors



# Five steps to transition donors



⑤ Change your fundraising ask and calls to action



Get the guide:  
[bit.ly/2YinFhU](https://bit.ly/2YinFhU)



Transitioning Donors  
*Bringing your supporters on  
the journey to a new model*

A family of five is walking through a tall grass field at dusk. A woman in a red floral dress and a tan hat is in the center, holding the hands of two young boys. To her right, a man in a denim jacket is holding a baby in a yellow outfit. The background shows a line of trees and a string of warm white lights under a dark sky.

① Share your learning about family-based care





It's about  
changing  
mindsets



# Prepare yourself to talk about transition



Learn how other organizations changed their model



Gather research, articles, videos, about family-based



Collect positive stories about other organizations



Talk with leaders who have already transitioned



Visit a site that has already transitioned



# Prepare donors for change



Educate with one-on-one meetings



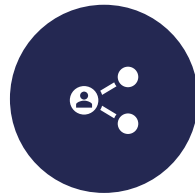
Tell your donors what you are doing/thinking



Answer donor questions about transition



Provide access to research



Share family reunification stories

# When talking with donors

## Explain

- Explain why kids go to the orphanage

## Share

- Share stories about kids want to be in families

## Talk

- Talk about “what's the best thing for the child?”

## Practice

- Practice saying, “I don’t know how this will work yet.”

## Update

- Update emails/social media with family-based care stories

# Change the stories you highlight



## Celebrate

Celebrate children going back to their families or family reunification



## Highlight

Highlight a child going to live with a loving relative (kinship care)



## Share

Share how your work might help keep more families together

# Tony's story

Tony's aunt and uncle were eager to have him live with them with help from sponsors.

## Defend the Cause of the Orphan and Widow

### TONY'S STORY

October 26, 2016

This week, our precious Tony went to live with his aunt and uncle in a rural area of Kenya — it is about 2.5-3 hours away from our home. Tony's mom will also be able to move to live with her family, very close to Tony. She loves him very much, so we are praying his move home will also produce positive change in her life. She had not been to see her family in nearly 10 years. The family was overjoyed to meet Tony and to see her after such a long time.



Tony has been very excited to go and stay with his uncle and aunt. We have visited and talked about it a lot to prepare him. It took a long time to find them, but we are so thankful that a couple of months ago it came to our attention that they existed and were eager to have Tony come and live with them. It is a very different way of life than what he has known with us for the past two years, but we know he will adjust quickly!



We are thankful for their willingness to welcome him and with the help of his sponsors, we will be able to ensure he attends school and gets some nutritional and medical support so he can continue to thrive while he is home with family. We have enjoyed the 2 years we have had with him — he is such a genuinely sweet and kind little boy. He went with his Jesus Storybook Bible, two toys he picked to take with him, and his clothes. From the first day Tony was content with his family and cousins. That is a huge answer to prayers as Neema House is what he has known for the past two years.



We had a party yesterday for him and he was very happy to have his own "goodbye" cake. God writes the very best stories and we are so privileged to watch Him work. At Neema House, we take every opportunity to celebrate! I am thanking God for the way he has made a way for Tony to be in a family. God surprised us with this reunification being a possibility and it reminds us to keep trying even for the cases which seem impossible to solve.

Annie, Missionary



A family of five is lying on their stomachs on a grassy lawn in a park. From left to right: a young girl with long dark hair, a man with glasses, a woman with long dark hair, a young boy, and a man. They are all smiling and resting their heads on their hands. The background shows trees and a clear sky. The text '② Segment and map donors with empathy' is overlaid in white on the image.

## ② Segment and map donors with empathy

# Steps to segment donors



Review your donor list and recent giving



Identify champions in your donor base



List the donors to target first



Give special consideration to major donors



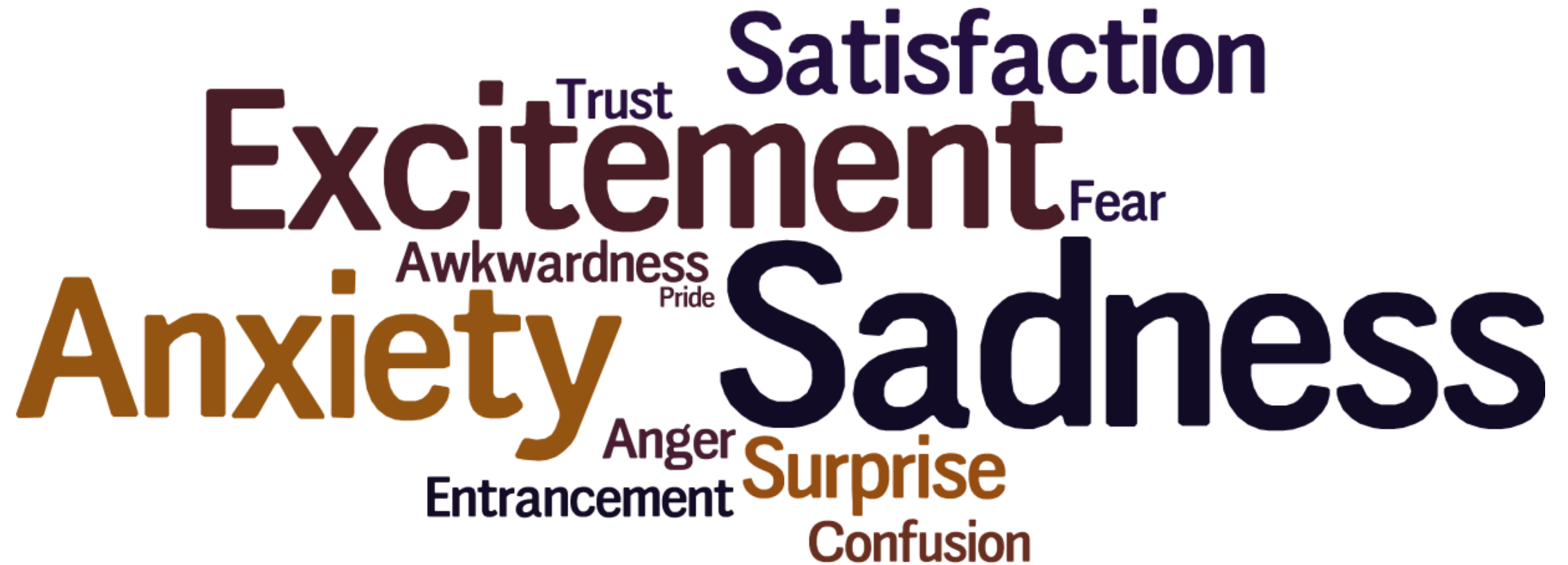
Group donors based on their comfort level



“We are not thinking machines that feel;  
rather, we are feeling machines that think.”

Antonio Damasio, Neuroscientist  
University of Southern California

Connect with donor emotions





JOHANNES D. HATTULA, WALTER HERZOG, DARREN W. DAHL,  
and SVEN REINECKE\*

Common wisdom suggests that managerial empathy (i.e., the mental process of taking a consumer perspective) helps executives separate their personal consumption preferences from those of consumers, thereby preventing egocentric preference predictions. The results of the present investigation, however, show exactly the opposite. First, the authors find that managerial empathy ironically accelerates self-reference in predictions of consumer preferences. Second, managers' self-referential tendencies increase with empathy because taking a consumer perspective activates managers' private consumer identity and, thus, their personal consumption preferences. Third, empathic managers' self-referential preference predictions make them less likely to use market research results. Fourth, the findings imply that when explicitly instructed to do so, managers are capable of suppressing their private consumer identity in the process of perspective taking, which helps them reduce self-referential preference predictions. To support their conclusions, the authors present four empirical studies with 480 experienced marketing managers and show that incautiously taking the perspective of consumers causes self-referential decisions in four contexts: product development, communication management, pricing, and celebrity endorsement.

**Keywords:** consumer preference predictions, managerial empathy, managers' consumer identity, managerial decision making, responsiveness to market research

Online Supplement: <http://dx.doi.org/10.1509/jmr.13.0298>

## Managerial Empathy Facilitates Egocentric Predictions of Consumer Preferences

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Vol. 52 (April 2015), 235–252

According to a recent survey of more than 1,200 chief executive officers in 60 countries, 66% of business leaders believe that incorporating the consumer's voice in managerial tasks is of the highest priority for the success of both managers and their companies (PwC 2012). In the same vein, a survey of global marketing executives indicates that understanding consumer preferences and taking a consumer view in managerial decision making is the key marketing challenge that firms currently face (Frost & Sullivan 2012).

To make the consumer's perspective central to managerial decision making, both marketers and researchers have emphasized that managers must develop empathy for the consumer (e.g., Dahl, Chattopadhyay, and Gorn 1999; Diener et al. 2009; Franke and Park 2006; Gross 2011; Homburg, Wieseke, and Bornemann 2009; Riekin 1994).

# But Brian, isn't empathy obvious?

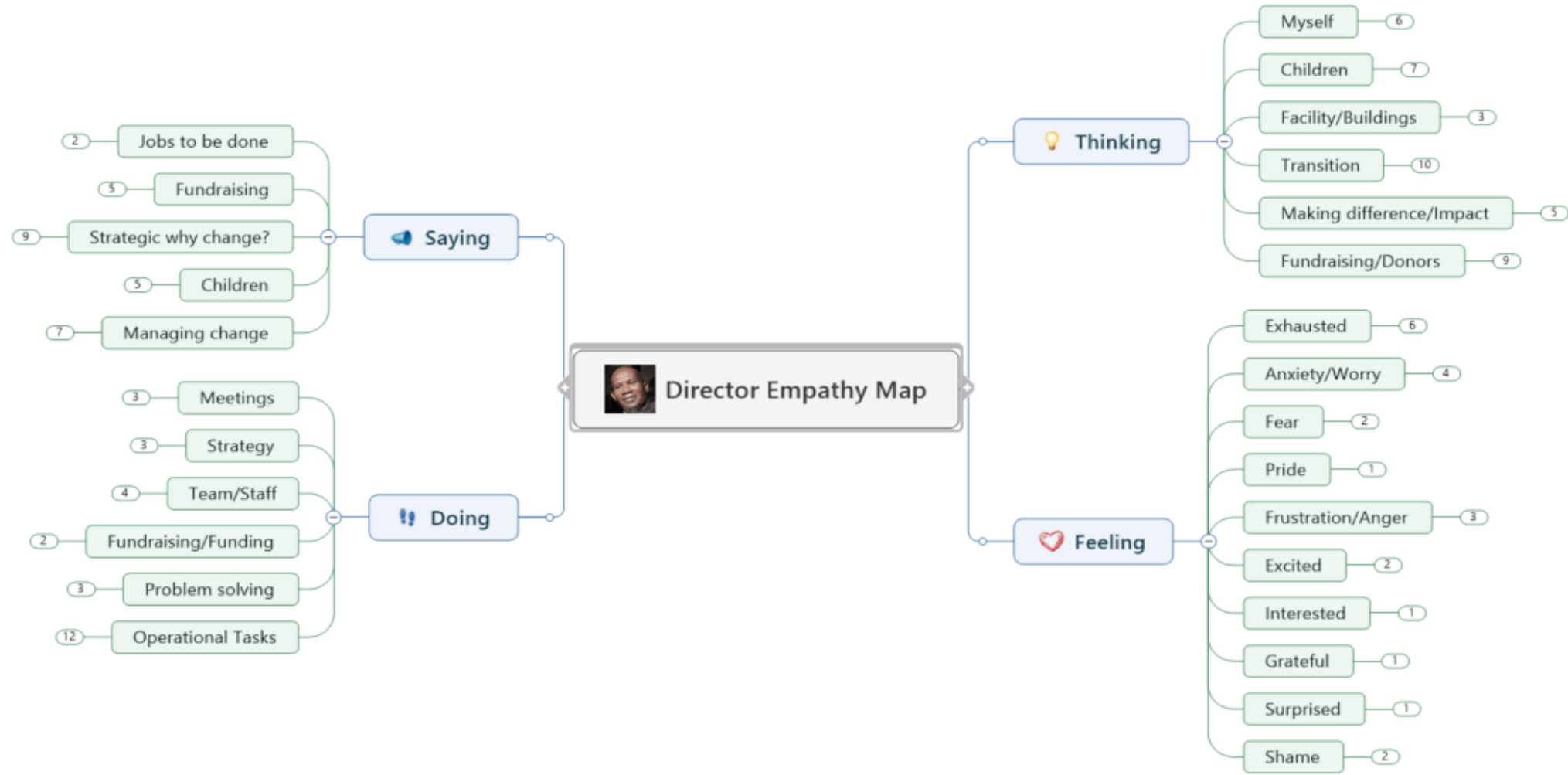
Hattula, Johannes, Et al. "Managerial Empathy Facilitates Egocentric Predictions of Consumer Preferences." *Journal of Marketing Research*, 2015, 18.

JOHANNES D. HATTULA, WALTER HERZOG, DARREN W. DAHL,  
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# We use our own bias and preference (thinking it is donor empathy)

# How to build an empathy map for your donors



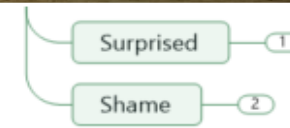


# How to build an empathy map for your donors



Principles in action:

**Understand how they think/feel to know  
what stories matter**





A photograph of a family of three—a man, a woman, and a young child—looking upwards with expressions of hope and anticipation. The man, with a beard and dark hair, is in the center, looking up. The woman, wearing a colorful patterned headscarf, is on the left, also looking up. The young child, wearing a white lace-trimmed dress, is on the right, being held by the man and looking up. The background is a simple, light-colored wall. The text '③ Identify and share your most potent stories' is overlaid in white on the left side of the image.

③ Identify and share your  
most potent stories

# How to identify and tell your most potent stories



**STEP 1: BRAINSTORM  
(PEOPLE, PLACES, THINGS)**



**STEP 2: SUMMARIZE  
YOUR STORIES**



**STEP 3: CATALOG YOUR  
STORIES**



**STEP 4: CHOOSE STORIES  
BASED ON YOUR  
AUDIENCE**

# Story themes used to help transition donors

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Family reunification stories

Child has family

Keeping families together story

Foster care stories

Why kids went orphanage

Specific project stories

# Family reunification story

## Defend the Cause of the Orphan and Widow

### PETER IS HOME

May 14, 2016



We had a party last night for Peter and then he left early this AM with a group of our staff who were headed to a training class in Nairobi. Yesterday he was so happy about his own cake, shouting "birthday of Peter! birthday of Peter!" because the kids associate cakes with birthdays. He didn't stay with us long enough to celebrate a birthday, but we are happy about that. So thankful for the time we got with this sweet and unique little soul. Yesterday Peter packed up his new "piki piki," a couple of his favorite toys, and some clothes and he was on his way this morning. Our staff dropped him off with his auntie. Peter will be living with his aunt and uncle, and two older cousins. They are all very excited to welcome Peter into their family. This is what we pray for every one of our kids and we are so thankful that Peter is now knit back into a family that will be his for life! God is great!

*Annie, Missionary*

# Keep a Family Together

## story





A man in a dark shirt is holding a young girl with long brown hair in his arms. They are standing in front of a window with a metal grille that has a diamond pattern. The man is looking down at the girl, and she is looking out the window. The scene is dimly lit, with light coming from the window. The text '④ Build your donor communication plan' is overlaid on the image in white. 

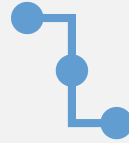
# ④ Build your donor communication plan

The background of the slide features a series of thin, curved lines in a light gray color, some solid and some dashed, creating a sense of motion and depth. These lines are primarily located on the left and right sides of the slide, framing the central content.

## *What is a donor communication plan?*

It provides the who, what, where, when, and why for donor communications and fundraising campaigns

# Step 1 Begin with the **why**



Why is your model is changing?



Why is this better for kids?



How will this model continue to  
fulfill your core purpose?

## Step 2 Focus on **who** with segments



MAJOR  
DONORS



LAPSED  
DONORS



MONTHLY  
DONORS



ONLINE  
DONORS



POTENTIAL  
DONORS



VOLUNTEERS

## Step 3 Craft messaging for each segment



What will you say?



Where will you communicate?



When will you say it?



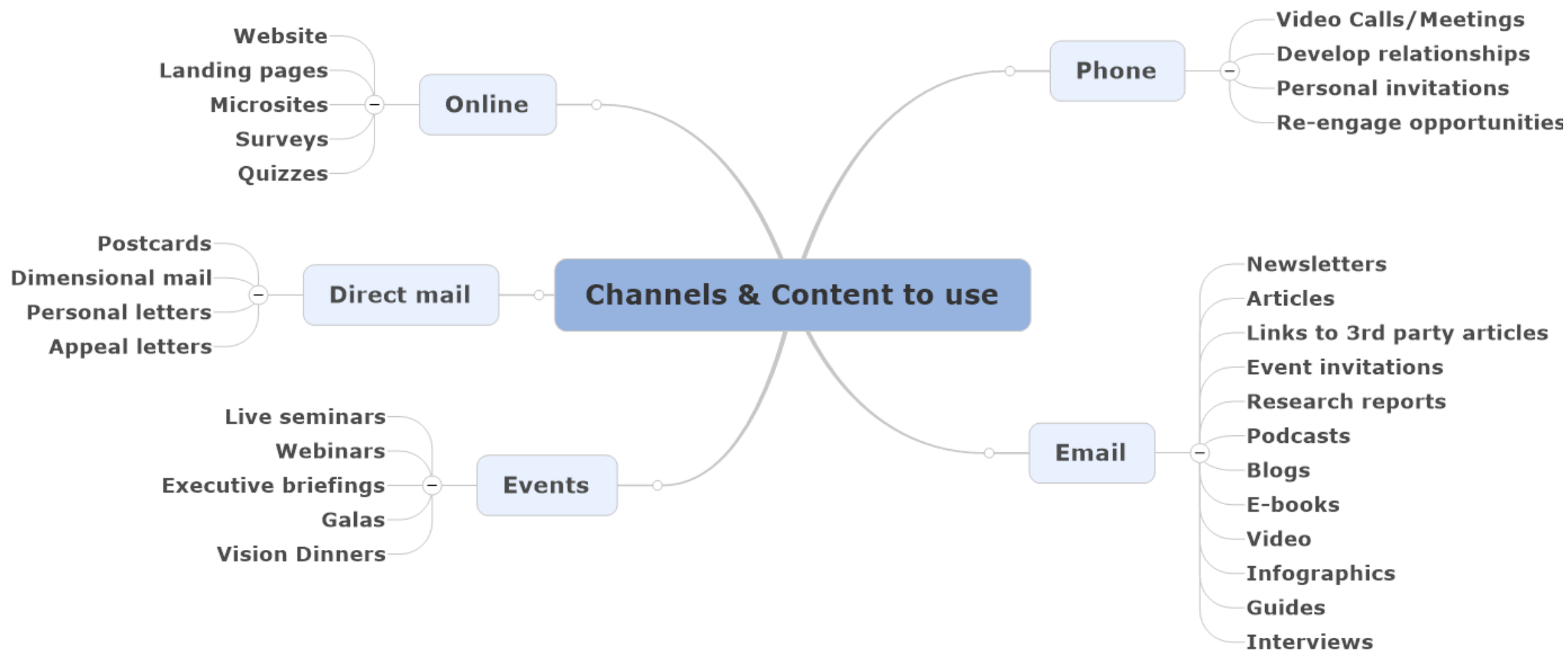


# Decide **what** you want to say

- Write down ideas and stories you will communicate
- How might you engage donors differently?
- Organize content



# Determine **where** you will communicate





# Schedule **when** you will say it in your calendar

Month	Segment					Channel						Purpose				Message/Format
	Major	Monthly	Online	Prospects	Lapsed	Direct Mail	Email	Online	Event	Phone	Social Media	Fundraising Ask/CTA	Thank you	Impact Update	Invite	
January	x						x			x				x		Personal email with p
January		x					x			x				x		Newsletter update
January			x				x							x		Phone call and a follow
January				x		x							x			Direct mail letter and

Get the calendar template here:  
[bit.ly/2H91fZn](https://bit.ly/2H91fZn)

# Help supporters feel part of the story

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From the standpoint of success

- This is working
- This is taking off
- We have seen this child flourishing
- We helped reunify this child

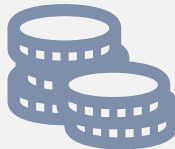
Messaging is  
not a cookie  
cutter thing



Impact Perspective: “How do we reach a lot more children?”



Emotional Perspective: what would you want for your child?



Economic Perspective: Make the business case.



⑤ Change your ask and calls  
to action



The background of the slide features several thin, curved lines in a light gray color, some solid and some dashed, creating a sense of motion and depth. A dark blue speech bubble is positioned on the left side, containing the main title.

## *What's a call to action?*

A CTA is the request you want the recipient to do as a result, such as “**give today**,” “**call now**,” “**click here**”

# Help donors understand need for more support

- Securing appropriate transition coaching
- Hiring specialized staff
- Social worker training
- Retraining current staff to fill new roles
- Doing case management
- Travel costs for family retracing / locating biological families
- Developing new handbooks, manuals, and policies
- Remodeling facilities for new use

# Focus on messaging and use words they say

Source: <https://www.nextafter.com/research/2015/05/how-donor-centric-language-increased-conversion-rate-by-36-7/>



# Focus on messaging and use words they say

Control

Maximize with our Match

Honor Levi with your donation to CaringBridge today, which will be matched up to \$15,000, thanks to a generous donor.



Double My Gift

Close

Source: <https://www.nextafter.com/research/2015/05/how-donor-centric-language-increased-conversion-rate-by-36-7/>

# Focus on messaging and use words they say

## Control

### Maximize with our Match

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Double My Gift

Close

## Treatment

### Make a Tribute and We'll Double Your Gift

Honor Levi with your donation to CaringBridge today, which will be matched up to \$15,000, thanks to a generous donor.



Double My Gift

Close


Source: <https://www.nextafter.com/research/2015/05/how-donor-centric-language-increased-conversion-rate-by-36-7/>

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**Double My Gift** Close

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**Double My Gift** Close

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# Create new calls to action for family- based care



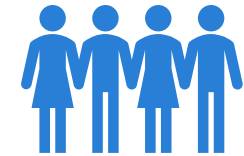
Ask donors to redirect their  
gift to family-based work



Please help us reach more  
children




Help this child and support  
this family



Help sustain this family

# Help children be in families


@brianjcarroll



Hope shines here

[DONATE](#)

[About](#) [What We Do](#) [Where We Work](#) [Get Involved](#) [Blog & Stories](#) [Shoes For Orphan Souls](#)



## Kenya

Calvin is an orphan, learning to sew so he can take care of himself and his siblings. Geraldine is unable to have children yet longs for a family. Cad lives in a tiny village in a hut made of mud and sticks where his children wear torn clothing and no shoes.

They live in extreme poverty with limited support from the government. Many people Buckner serves in Kenya had to drop out of school at an early age to help support their families and now that they're adults, they're unable to support themselves. With a lack of quality education and access to medical care, they're at risk of health issues, including HIV/AIDS, birth defects, malaria and typhoid.

Kenyan culture is vibrant and alive. The people are hard-working and earnestly want better lives for themselves and their families. They just need a little help learning how to do it.

When you go to Kenya with Buckner, you'll be able to hear their stories and minister to them first-hand. People like Calvin, Geraldine and Cad will leave an indelible mark on your soul. You will pray with them and for them. It's a ministry unlike any other.

In Kenya, we provide:


**Foster/kinship care**  
Buckner provides foster care services in Nairobi, Busia and Kitale. In most cases, foster care is really kinship care - where extended families take care of children whose parents have died or abandoned them. These family members receive financial support, food, school allowance, health care and family coaching from Buckner Kenya staff.

**Domestic adoption**  
For the first time in the history of the country, Buckner is helping educate and facilitate adoptions of Kenyan children to Kenyan families. Buckner Kenya staff has taken the lead in the national adoption initiative, educating and helping organizations, lawmakers and top government officials. Because of their hard work, Kenyan children are finding forever family in stable, loving Christian homes instead of orphanages.

**Family Hope Centers**  
Buckner Family Hope Centers are child-centered, family-focused places where families go to find hope, support and empowerment in their community to reach their fullest God-given potential. The key to the Family Hope Center's success is found in combining effective programs and passionate people to help families that are experiencing poverty, family issues and lack of services.

Our programs seek to engage through family assistance and community events; equip families through education, financial empowerment, child and youth development and spiritual development; elevate families through family coaching, counseling and spiritual enrichment. Family Hope Centers in Kenya also have schools, medical clinics and water wells to meet very basic needs of families who live nearby.

**Do you want to make an eternal impact in the lives of people like Calvin, Geraldine and Cad? If you're ready to change the world one life at a time, visit our [trip calendar](#) to see when you can go.**



markempa



# From child sponsorship to family reunification

@brianjcarroll



WHY REUNIFICATION?

OUR WORK

GET INVOLVED

ABOUT US

DONATE



For as little as \$1 a day, help reunite a vulnerable child with their family and join a community passionate about a world where every child finds love, belonging and community.

Your regular donation enables us to rescue an at-risk child from the dangers of street life, and bring them through an individualized reunification plan so they can be successfully reunited with their family.

As a **Reunite A Family** member, you'll receive monthly success stories about the street children you've helped rescue, as well as regular family and ministry updates so you can experience the essential impact of your regular giving.

JOIN TODAY →

Source: <https://agapechildren.org/reunite/>

markempa

# Family sponsorship

@brianjcarroll

The screenshot displays the Bethany Family Sponsorship website. At the top, the logo for Bethany Family Sponsorship is visible, along with social media links for Facebook, Twitter, and YouTube. Below the logo is a navigation bar with the text "Together We Can Transform the Lives of Families".

The main content area is titled "FIND A FAMILY" and features a search bar with fields for "Country", "Family Size", and "Monthly Budget". Below the search bar, there is a section for the "Arias Mohamed Family" from Ethiopia. This section includes a photo of the family, a description of their situation, and a "SPONSOR THIS FAMILY" button. The description mentions that the family is in need of financial support to cover basic needs like food, clothing, and shelter, and that they are currently living in a refugee camp.

Below the family profile, there is a section titled "We live in Addis Ababa, Ethiopia" with a map of Ethiopia. Further down, there is a section titled "WHY SPONSOR A FAMILY?" which explains the benefits of sponsorship, such as providing financial support, emotional support, and a safe environment for the family.

The bottom of the page features a "SPONSOR THIS FAMILY" button and a footer with social media links and contact information.

Source: <https://www.bethany.org/global/family-sponsorship>

markempa

# Five steps to transition donors Summary

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A photograph of a family walking through a field of tall grass. A woman in a red dress and hat is in the center, holding the hand of a young boy. To her right, a man in a denim jacket is holding a baby. Another young boy is walking ahead of them. The background shows a line of trees under a cloudy sky.

① Share your learning about family-based care

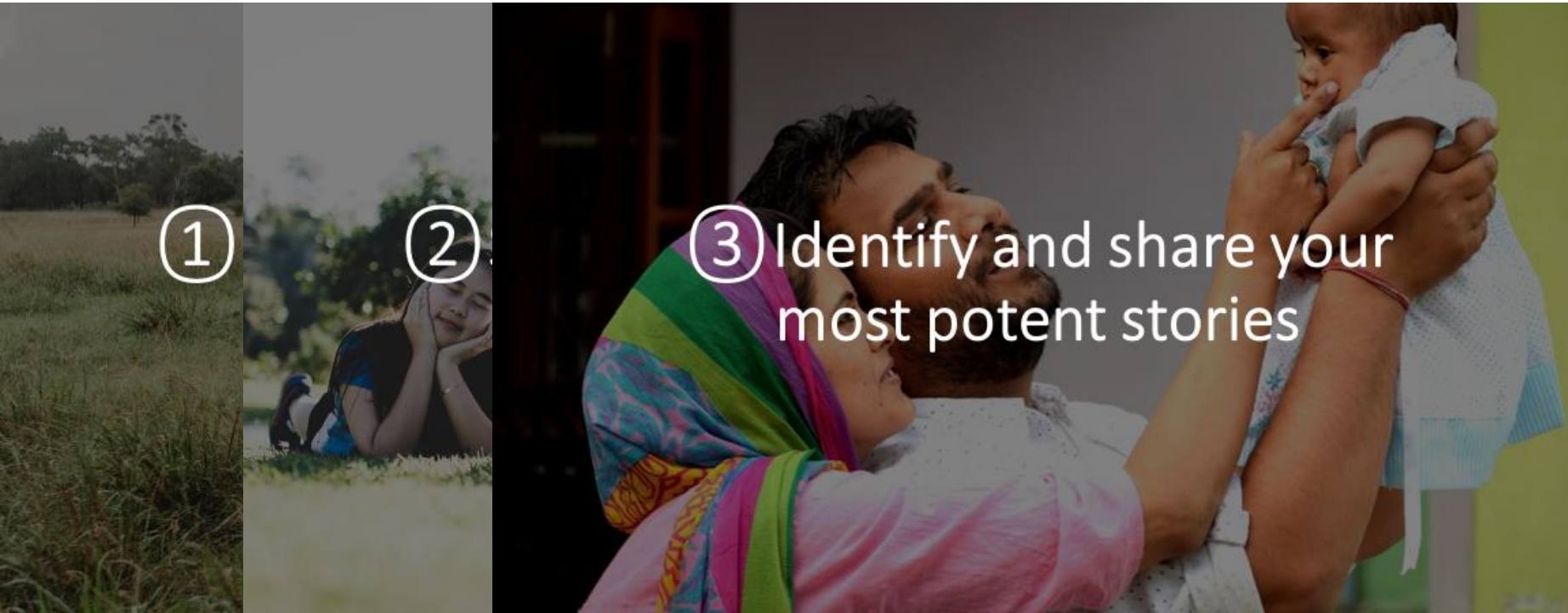
# Five steps to transition donors Summary

①

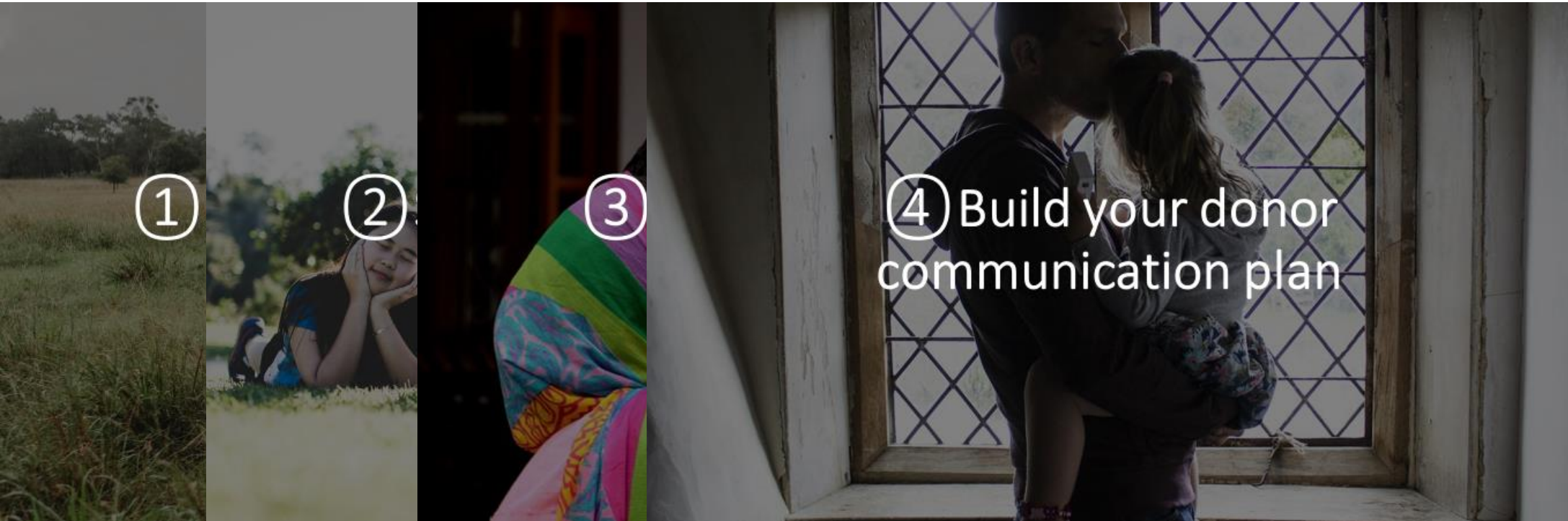
② Segment and map donors  
with empathy



# Five steps to transition donors Summary



# Five steps to transition donors Summary



# Five steps to transition donors Summary





A photograph of a family of five lying on their stomachs on a grassy lawn, arranged in a circle. From top-left to bottom-right: a man in a dark blue polo shirt, a young boy with glasses in a white t-shirt and blue pants, a young girl in a dark blue polo shirt with a red logo, a young girl in a blue denim shirt, and a woman in a red cardigan over a white shirt. All are smiling and looking towards the center. The image has a dark, semi-transparent overlay.

# Thank you

Brian Carroll  
[brian@markempa.com](mailto:brian@markempa.com)



A photograph of two young girls of Asian descent. The girl in the foreground is wearing a white long-sleeved shirt and has her hands clasped in front of her. The girl behind her is wearing a light blue shirt and has her arm around the first girl's shoulder. They are both smiling at the camera. The background of the entire image is a blue and green geometric pattern.

Please complete a  
brief evaluation form  
by visiting:

[www.CAFO2019.org/SURVEY](http://www.CAFO2019.org/SURVEY)

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