







#### What is Coherence?

Coherence is the discipline of ensuring a transparent connection between customer/donor expectation [Brand] and authentic user experience.

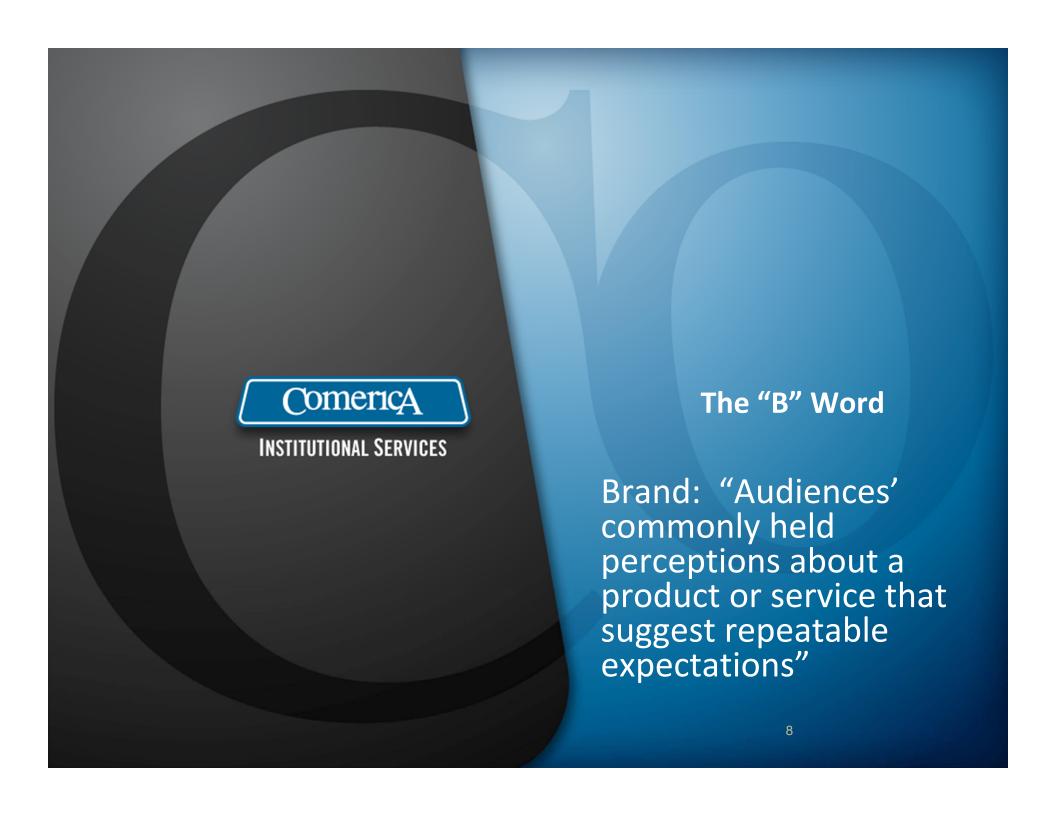
Coherence is aligning what we deliver with what we say we deliver.

Coherence engages customers/donors in shaping a meaningful experience that meets their needs.



## **Consumer Behavior is Shifting**

- Rapid Growth of Consumer Empowerment
- Causes Challenges and Confusion about branding
- We need a new kind of understanding of <u>ourselves</u> in a consumer-driven world
- We need to connect with our donors in new and more meaningful ways





2000

## The Brand Gap [Marty Neumeier]

#### **Brand Marketing Focused on:**

```
1900s Features ["differentiation"]

1930s Benefits ["differentiation"]

1950s Experience and Feelings ["Lifestyle"]

1960s/70s Rankings [7up-"Uncola" and Avis-"we try harder"]

1980s/90s Total Experience [Starbucks]
```

Identification and Sense of Belonging – "User Groups"



## How has branding changed?

Before:

Controlled by companies, organizations and institutions

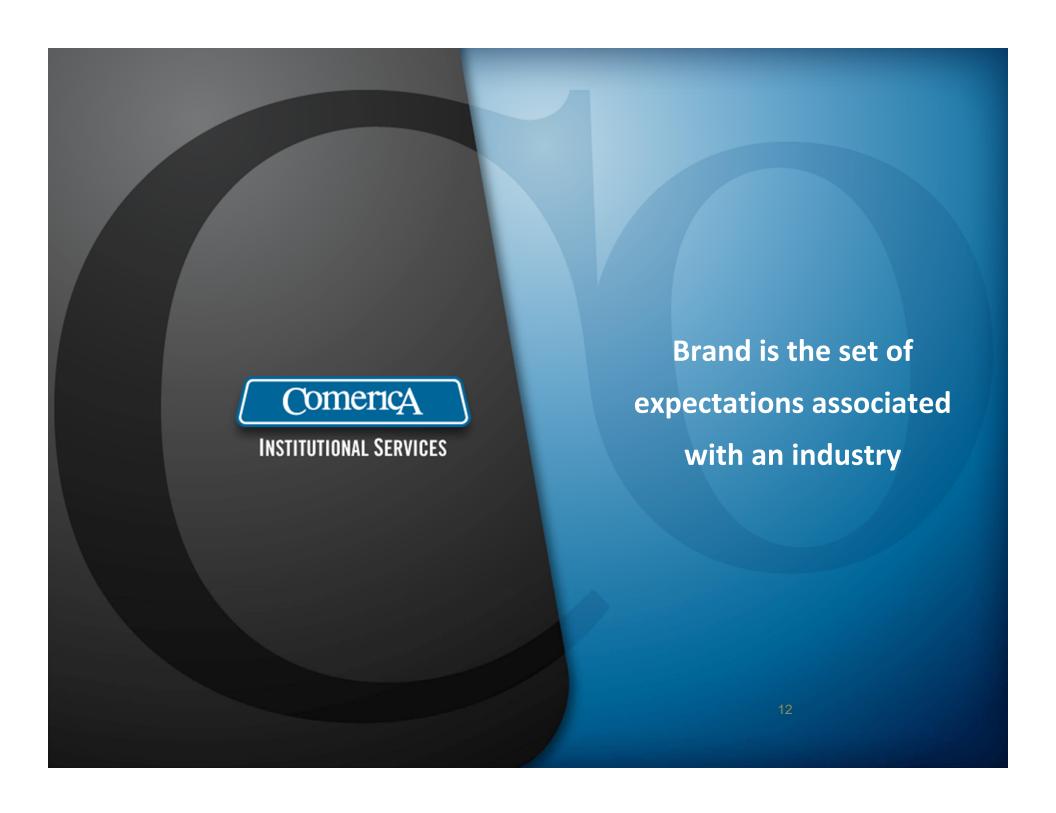
21st Century:

Controlled by the consumer



## **Branding Creation**

- You do not own your brand
- You didn't even create your brand
- People who purchase and use your product or service created your brand
- Their encounters and experiences with you proven over time build and shape opinions and perspectives that define your brand





## **Plumbing**

**General Expectations** 

Fix leaks

Move water

Arrive late

Dirty carpets

Charge above estimate

**Differentiation** 

Fix leaks

Move water

Arrive on time

Look great

Clean up

Lower price than estimate



## **Charitable Gift Planning**

#### **General Expectations**

Help with Legacy and estate gifts

Know how to work with advisors

Can get answers to tax questions

Want my money

**Too Complex** 

Payment methods not charitable purposes

"Another new face"

Organization's priorities, not donor's

No distinction between gifts from disposable income and accumulated wealth

#### **Differentiation**





### **Consumers Control Brands**

Access to Information

Access to each other

"When consumer power escalated, consumer trust plummeted. Who would you trust? Aunt Sara and your best friend or the owners of a company?"



## **Candy Bar Illustration**



## Key:

"When both parties [donor and organization] can see clearly what the other brings to the table and what they expect to take away – when there is coherence between the 2 parties the transaction is simple"



# Coherence demands a high level of shared understanding

You Achieve Coherence When you practice "Co-hearance"



## **Coherence Encompasses Branding**

Previous Marketing Function:

Create awareness and favorable attitudes for a product or service

In Today's World:

Focus on customers' experiences with the brand and his/her subsequent behavior



## Lois Kelly, Partner, Beeline Labs

"Marketing's purpose is to involve customers in helping them to understand the value of an organization or a product **to their wants and needs.** 

Like great teaching, the goal of marketing is not to assert conclusions but to engage an audience in a dialogue which leads people to discoveries on their own."



So What does Coherence have to do with Charitable Gift Planning?



## **Charitable Gift Planning is Complex**

- Many audiences
- Many organizations
- Many products [endowment opportunities]
- Many giving vehicles
- Many parts in execution



- What would your donors and their advisors say about your program and why they are interested?
- What would they expect and where do those expectations come from?
- Where do they want to go with their philanthropy with your institution?



## **Some Keys to Coherence**

**Respect** for a discerning consumer

**Accountability** 

Frankness – Honesty -- Integrity



## **Know Thyself**

#### Know your:

- Taxonomy [where do you fit in?] [i.e., American Idol]
- Background [go back to the beginning]
- Mission
- Stories
- Experience
- Language
- Traditions
- Relationships



## Where are you?

- Who do you say you are? [Words/Traditional Marketing]
- Who you are? [Actions/The Reality]
- What others say you are? [Perceptions and Experiences]



## **Take a Coherence Inventory**

- Accuracy
- Honesty
- Overlooked opportunities
- Too modest?
- Overstating benefits?
- Hiding really interesting aspects?
- Do messages relate appropriately?
- Content matters most
- What is the emotional connection?



What are the elements of charitable gift planning that require coherence?



**Charitable Gift Planning is like a large jigsaw puzzle:** 

Complex set of expectations that need to cohere



#### Pieces to the Puzzle

#### <u>Internal</u>

- \* Staff, Board, Volunteer Leadership
- \* Menu of endowment opportunities
- \* Define the role the funds will play in financing the institution
  [Role of funds needs to match donors' visions and expectations]



## Pieces to the Puzzle (continued)

- Giving Vehicles
- Policies and Procedures
  - Investment Policy Statement
  - Spending Policy
  - Gift Acceptance Policies [outright and deferred]
  - Endowment Fund Policies
- Staff responsibilities
- Board oversight [finance and investment]
- Endowment Management [division, trust, foundation]



## Pieces to the Puzzle (continued)

#### **External Audiences**

**Donors** 

Attorneys

Financial Advisors/Investment Managers

#### **Marketing Planned Gifts**

Messages

Materials

Follow up information

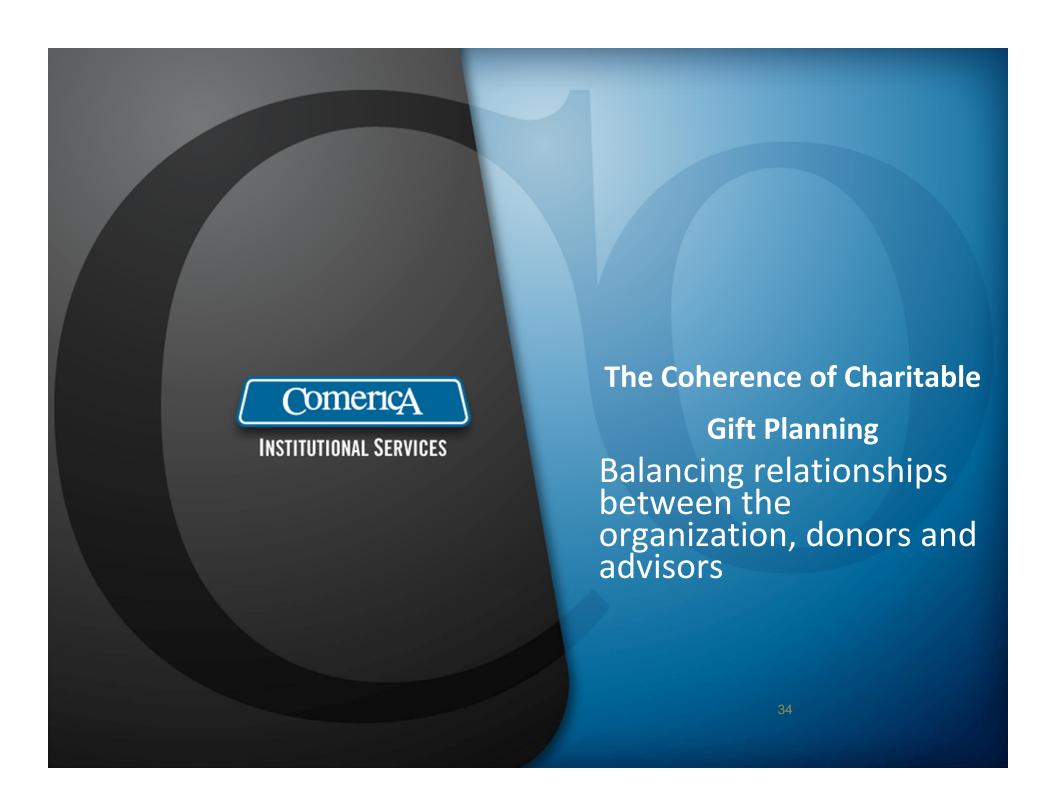


## Pieces to the Puzzle (continued)

#### **Execution of Gift Plans**

- Legal Documents [drafting]
  - Trusts
  - CGA contracts
  - Wills & bequests
  - Designations [retirement plans & life insurance]
- Administration [high standards; reliable payments]
- Tax Preparation [understanding tax reporting]
- Investment Management [flexibility, prudence,

donor confidence]





# **Stewardship and Reporting**

Respect for a discerning donor

**Accountability** 

Frankness – Honesty -- Integrity

[The EBay Model]



## **Charitable Gift Planning**

#### **General Expectations**

Help in planning legacy and
estate strategy
Know how to work with advisors
Can answer tax questions
Want my money
Payment methods not charitable purposes
Too Complex
"Another new face" [lack of continuity]
Organization's priorities, not donor's
No concept of difference between gifts from
disposable income and accumulated wealth

#### **Differentiation**

Create Professional support network

Ditto

Ditto

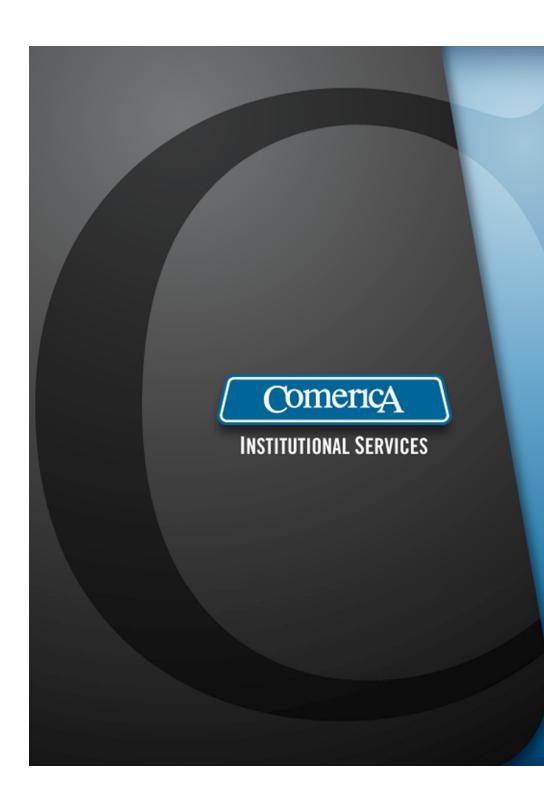
Define charitable purposes that donors want to achieve

Focus on relationships, not strategy
Employee retention is a high priority
Organization needs "Co-hearance"
Organization creates 2 fund raising programs:
current needs; future needs



# In Conclusion: Benefits of Coherence in Charitable Gift Planning

- Clearer sense of direction
- Cost-effective
- Gives confidence
- Differentiates and unifies
- Improves selling success



**Presentation Material Made possible** 

by my good friend,

Principal
and Author
RHB/The Agency
South Bend, Indiana

From the book:

## Coherence

"How Telling the Truth Will Advance Your Cause [And Save The World)"

