

Closing the Supporter Engagement Gap

An opportunity for 2026

manifesto



Hello and welcome!



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The next 30 minutes...

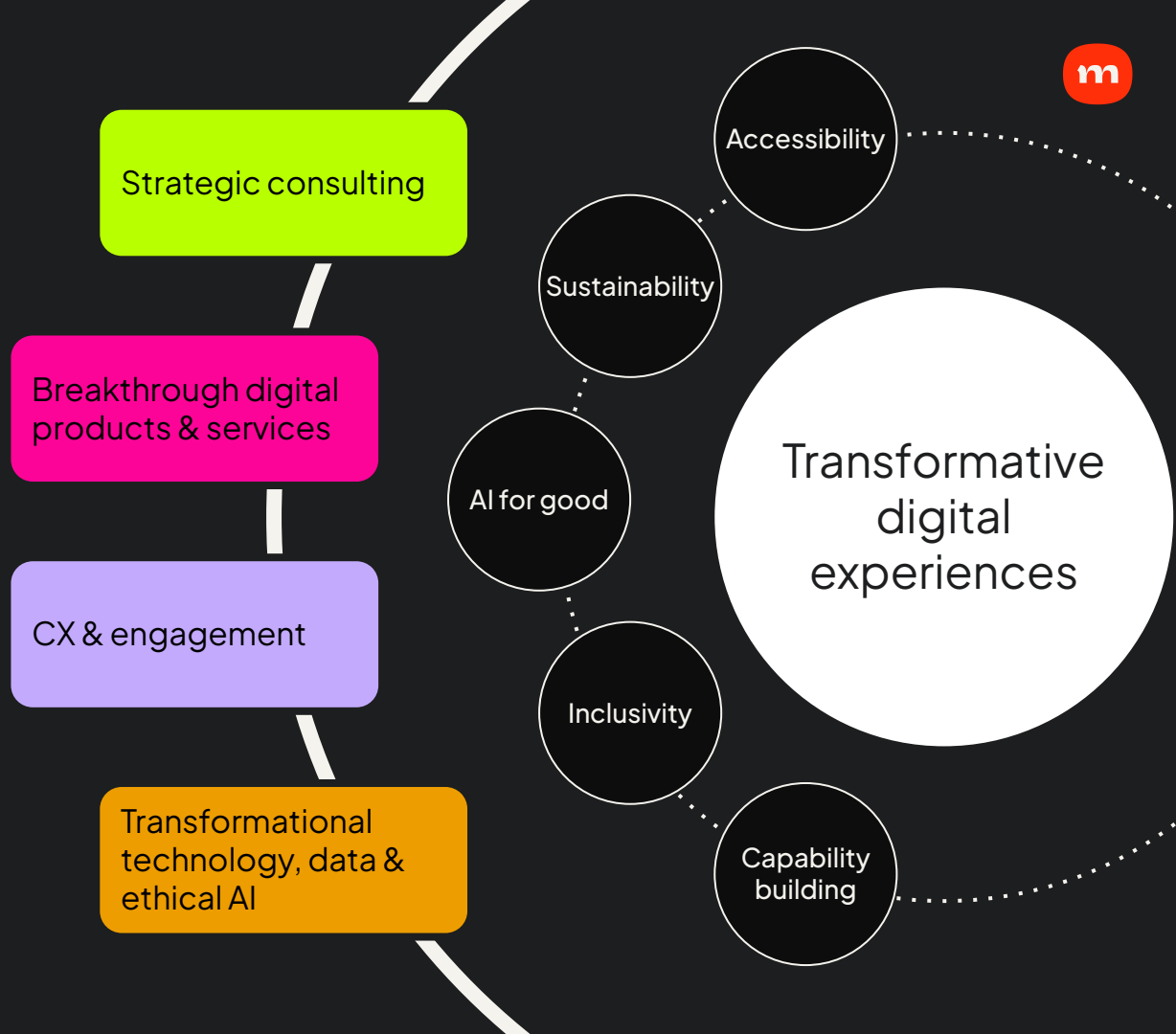
1. The problem
2. Solving the problem
3. The opportunity
4. The first step(s) you can take



Hello, we're manifesto

We bring together human-centred design, data, technology and new ways of working to help purpose-led organisations grow with confidence, adapt with resilience and deliver lasting impact.

Delivering measurable impact through...



We work with some incredible organisations...



Charity

Arts & Culture

Membership

Public Sector

Education



Introducing Customer Experience & Engagement

Our vision for CX & Engagement

We create experiences that **connect** organisations with their audiences, to build lasting **value** and **resilience**.

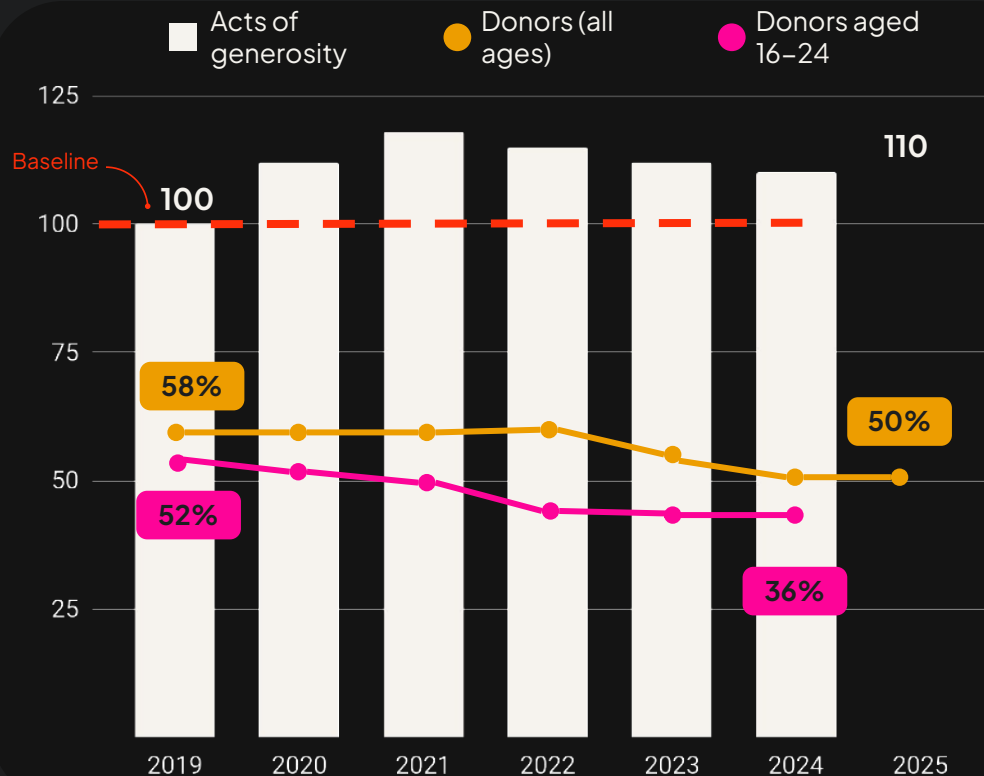
Through a systems thinking approach we address the root cause to **make change stick** and build momentum long after we've gone through blending audience insight, best practice and expertise.

Our shared problem

What audiences are seeking has **changed**.

The gap between what audiences **want**,
and what organisations are **delivering** is
widening.

The generosity paradox



10%

in acts of generosity since 2019

Ref: World Happiness Report

..but...

6 million

fewer people give to charity
than 10 years ago

Ref: CAF (2026)

-10%

Decreasing in donation value
from 2024

£12.4bn

Lost income to the sector the
last decade

28%

Didn't donate because they
were not **interested**

Rising to 49% of higher and
additional rate taxpayers

A **crisis** is an **opportunity** riding a
dangerous wind.

Chinese proverb

And there is an **opportunity**.
We need to take it!

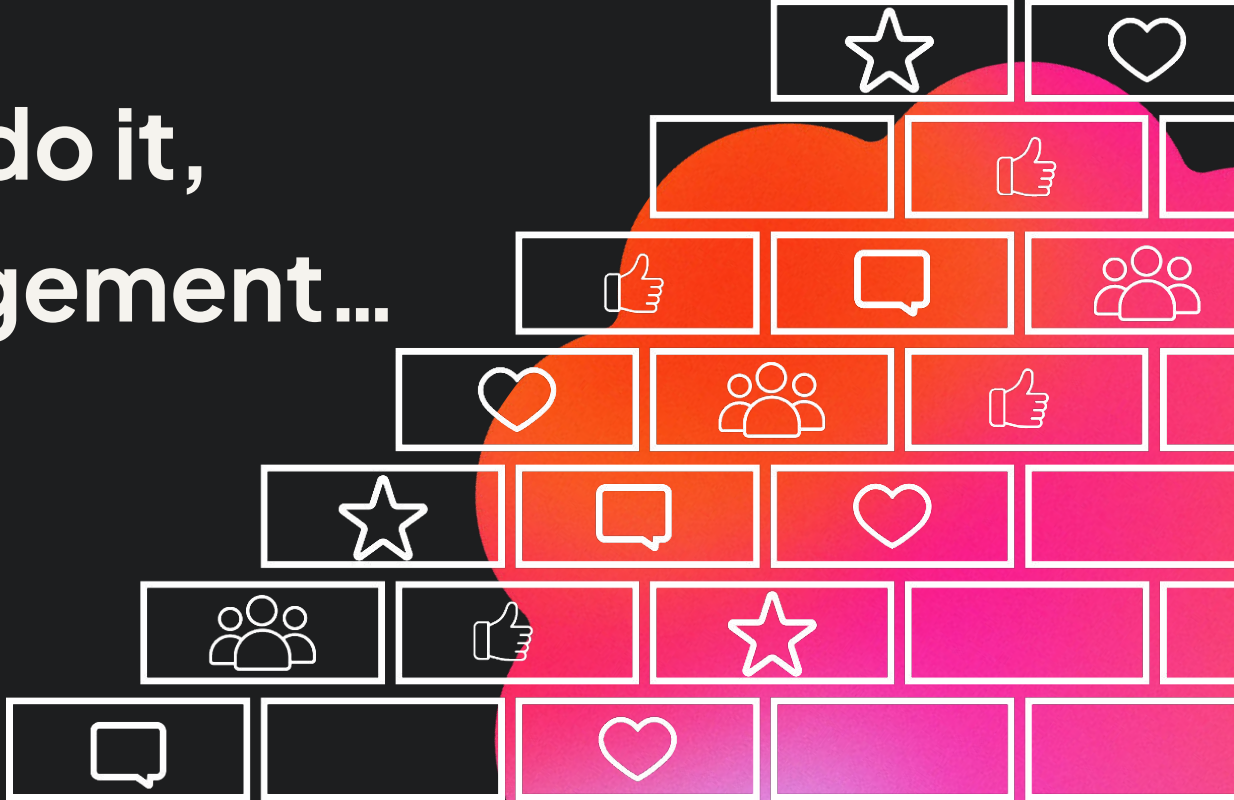
We researched...

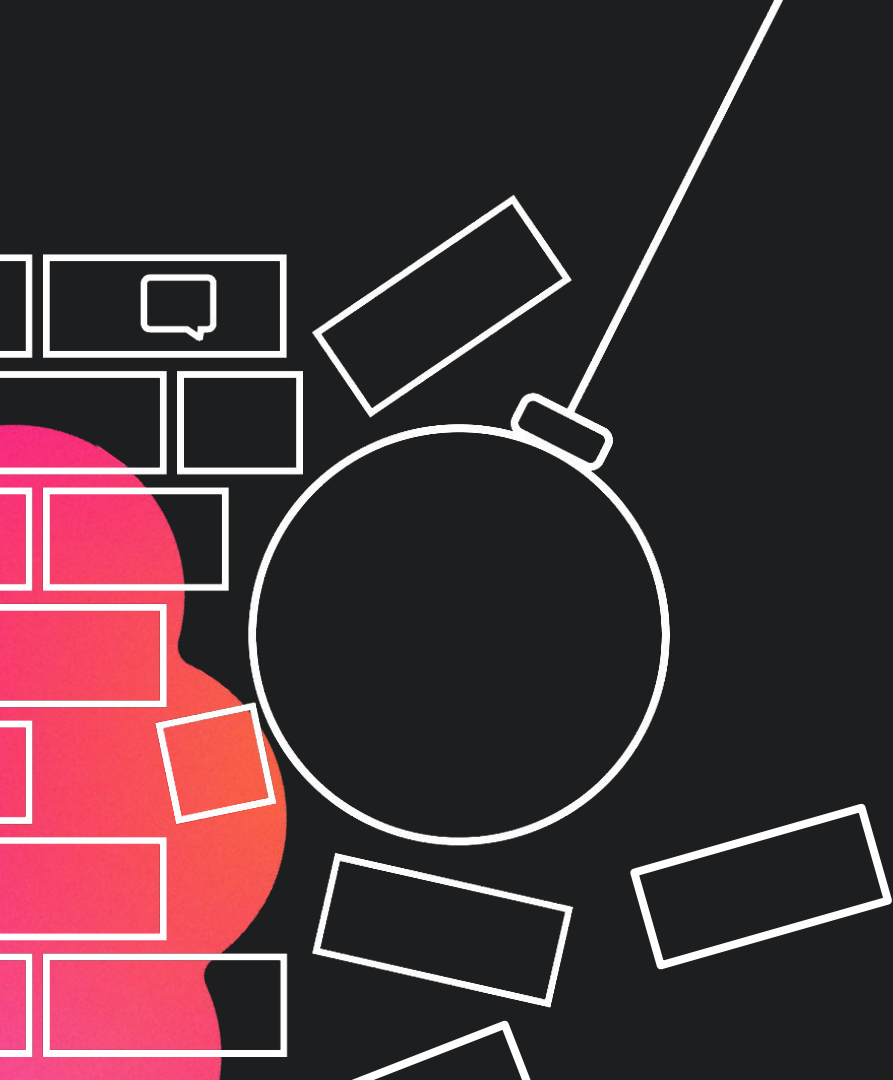
Real ambitions
300 charities

Real experiences
2,000 supporters



What we say,
what we do,
the way we do it,
builds engagement...





...or breaks it

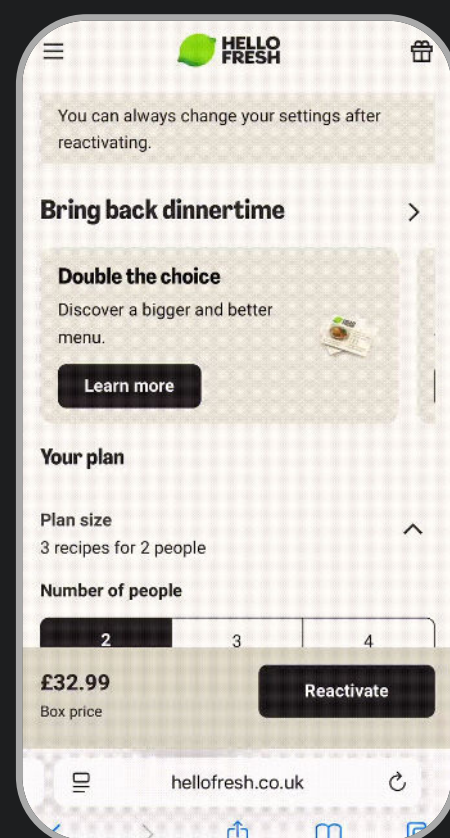
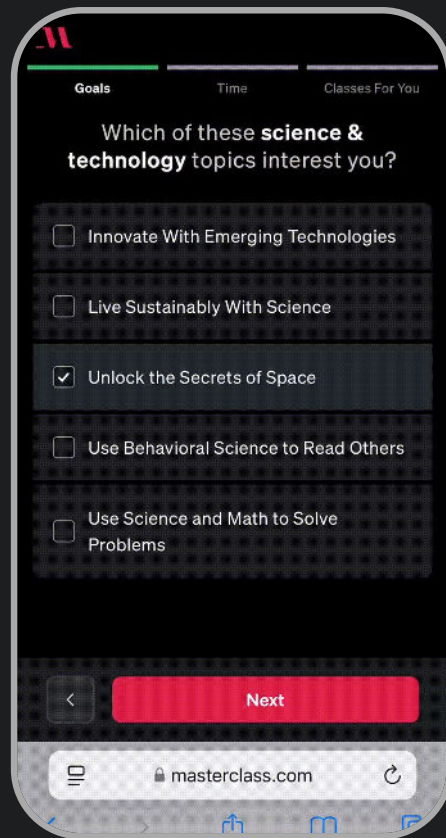
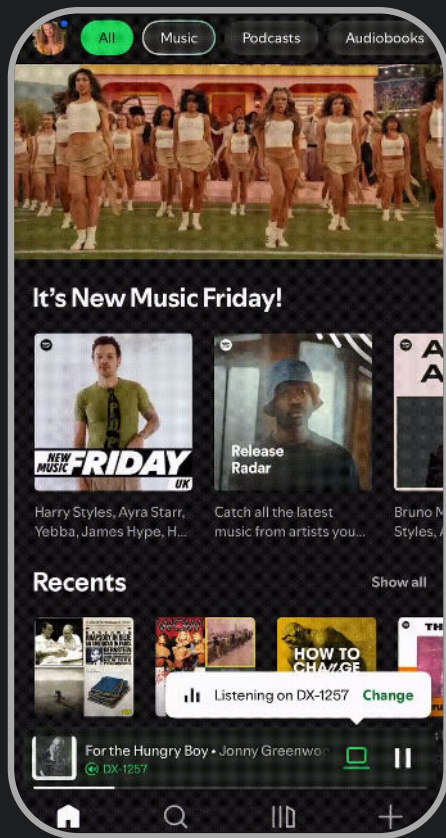
So, what are audiences seeking?



This is what you're competing with

Expectations are refreshed with every interaction we have.

Everytime we're **delighted** or **disappointed** it resets the bar



4 core needs

**Respect my
boundaries**

**Reflect my
values**

Engagement

**Show me
impact**

**Recognise my
motivation**

Need #1

Respect boundaries

61%

Supporters disengage if charities ask too soon, too often or too forcefully*

*can be something they anticipate to happen

47%

Supporters want more control over how they give, what they hear about, and how they're contacted

Need #1

Respect boundaries

When boundaries are respected...

“They communicated exactly what happened with my donation, and just said thank you. Didn’t ask for more.”

“After fundraising I received an unexpected thank you from the charity. Apart from that I have not received any further communication according to my preference – I have not been harassed for more donations.”

When they aren’t...

“Donated once... then constant emails and letters to give more and more.”

“Being hounded on the high street is the worst possible introduction to a charity.”

“After I signed up to a monthly direct debit they began calling me on my mobile multiple times a day asking for more money with increasing aggressive tactics.”



Need #1

Opportunities to grab

From this...

Calendar-driven ask schedules (everyone gets the same appeals at the same time)

Uncoordinated asking in welcome journeys, across phone, DM, and email

Supporter care inbox (supportercare@) as the only route to change preferences

To this...

Propensity-gated asks. Only triggered when **data signals** indicate a supporter is likely to be receptive

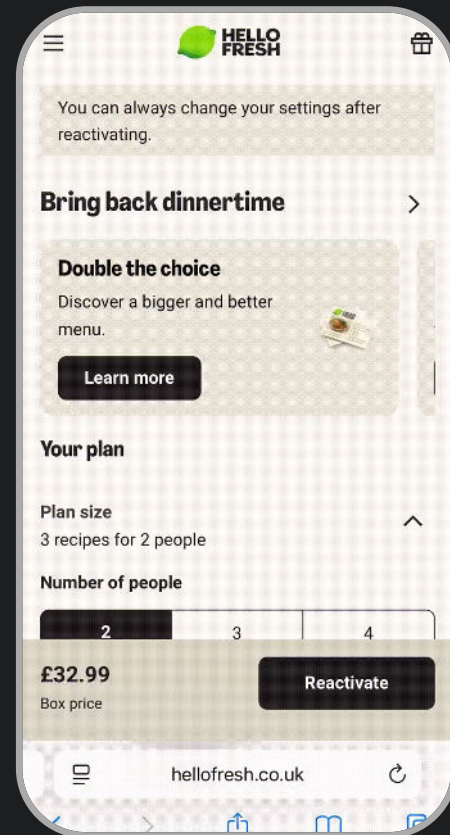
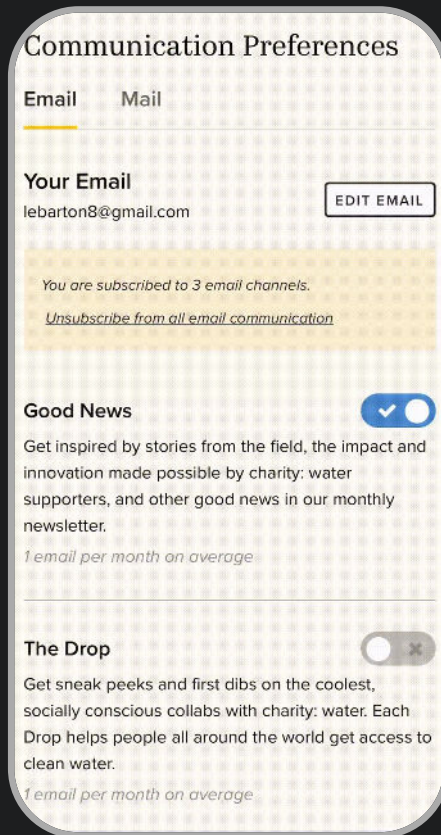
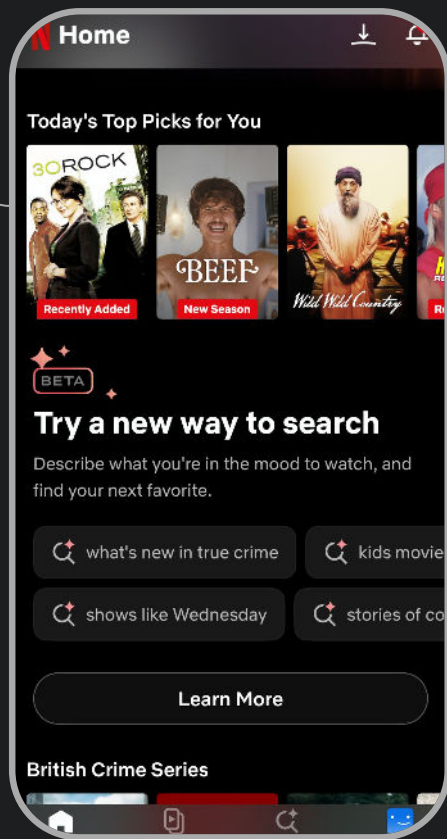
Reimagined welcome with defined "no-ask" windows after first gift, with cross-channel sequencing

Self-service preference centre allowing supporters to change preferences to areas of specific interest

Inspo



Over 80% of what people watch from personalised recommendations



Need #2

Show me impact

31%

Disengage if they don't know how their support is used

45%

Transparency about how the donation will be used



Need #2

Show me impact

When impact is shown...

“They communicated exactly what happened with my donation, and just said thank you. Didn’t ask for more.”

“It was easy to donate and I knew where the money were going.”

“Welsh blood. I donate to them and one day they gave me information about my donations that made me feel like I was making a difference.”

When no impact is shown...

“No update on impact”

“No idea where you money goes”

“When you have no idea how your donation has been used”

“Over promised and under delivered.”



Need #2

Opportunities to grab

From this...

Sending the annual report PDF "here's what we did" update in stats

Supporters accessing your strategy through an annual report PDF or a strategy page buried on your website

A regular giver never seeing what their money has added up to

To this...

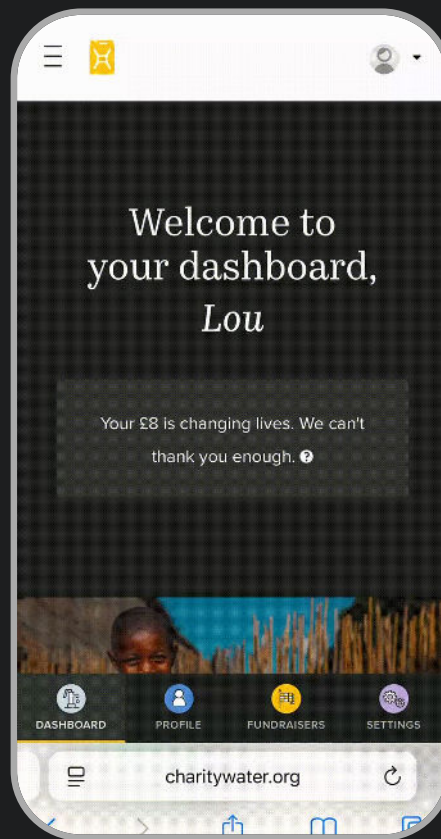
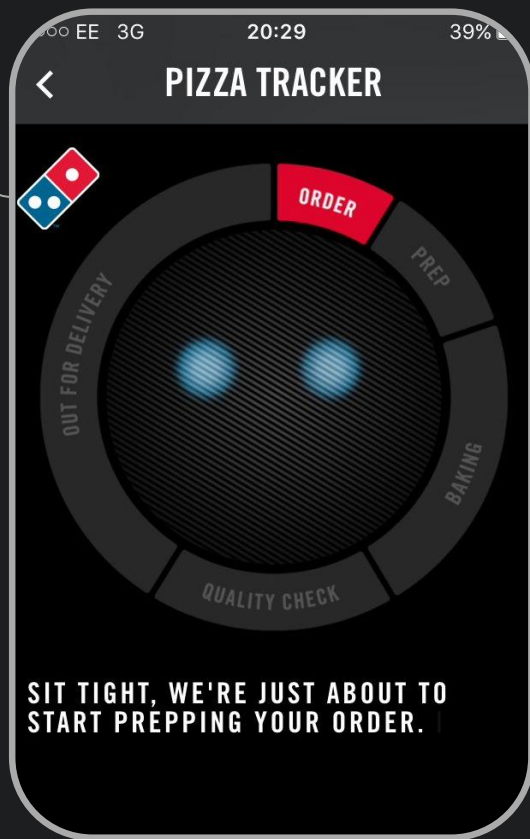
If they gave after a campaign about loneliness, show them what's changed for the people they helped reach

A short CEO video in email for the thank you welcome journey "here's what we're doing this year and why"

An automated milestone moment at 1 year with a personalised total and a "here's what that's made possible"

Inspo

Research into "operational". By offering transparency, the tracker reduced complaints by **28%** and increased repeat orders by **12%**





Need #3

Reflect my values

51%

Would stop engaging if they lost trust in charity reputation

35%

Will disengage if their charities values no longer match

65%

Seek reassurance that the charity is trustworthy & credible





Need #3

Reflect my values

When values connect...

“Reflects my values”

“Knowing I had made a difference”

“I felt part of a community with a collective aim which we were all passionate about.”

“Authenticity”

When values disconnect...

“Acting against their values”

“After actual decades of repeat purchases they no longer align with my values”

“I disagreed with one of the campaigns the charity ran. I felt very strongly that it sent the wrong message and I thought it could be damaging to people experiencing the condition the charity were suppose to support so I cancelled my regular donation.”

Need #3

Opportunities to grab

From this...

Supporters never seeing/hearing from the people behind the charity

No way for supporters to tell you what they care about

A supporter googles you before giving and finds a corporate "about us" page

To this...

A policy maker or researcher face to camera sharing why this work matters to them personally.

Asking "what matters most to you?" in the welcome journey and using the answer to shape what they hear next

Independent reviews, supporter testimonials, and accreditations visible eg. a Trustpilot score on a checkout page

Need #4

Understand my motivations

Tailoring content to my reasons to support

37%

Give because they believe it's the right thing to do

37%

A cause reflects their values or beliefs

33%

To make a positive difference

32%

Personal connection to the cause

Need #4

Understand my motivations

When motivations are reflected...

“Feeling that organisation understood me and my feelings/ thoughts”

“Welsh blood. I donate to them and one day they gave me information about my donations that made me feel like I was making a difference.”

“Being able to see where and how support and funding is used. To be involved in the process”

When motivations don't connect...

“Not being thanked, even briefly.”

“No follow up communication. No thank you. No knowledge of how the money was being spent”

“Uninspiring, treated me like a number”

“Made to feel not valued”



Need #4

Opportunities to grab

From this...

Treating every supporter the same regardless of why they gave

A templated thank you email that says "thank you for your donation"

Only capturing what someone gave, when, and how much

To this...

Asking a "golden question" at point of entry and using the answer to shape their entire journey from that point on

A tailored relevant thank you that reflects their motivation we've just captured.

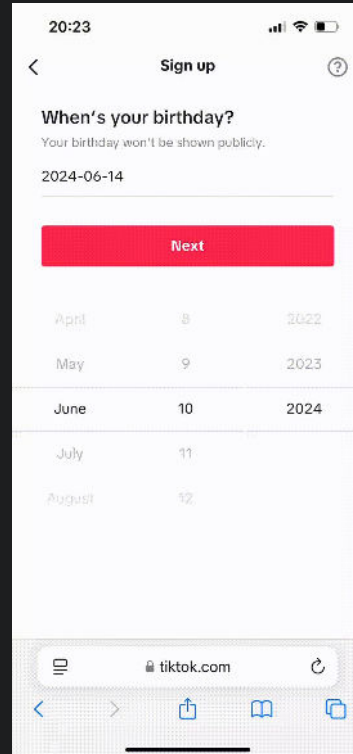
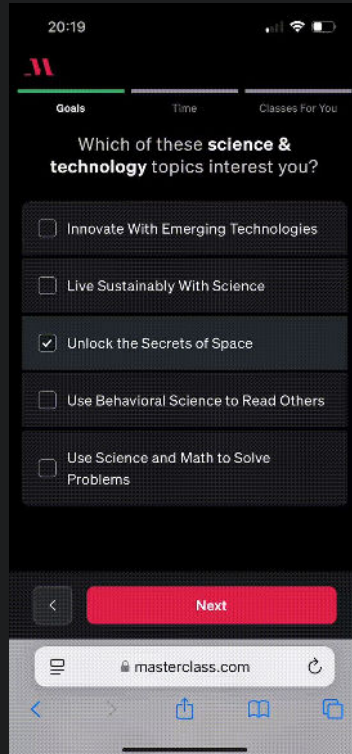
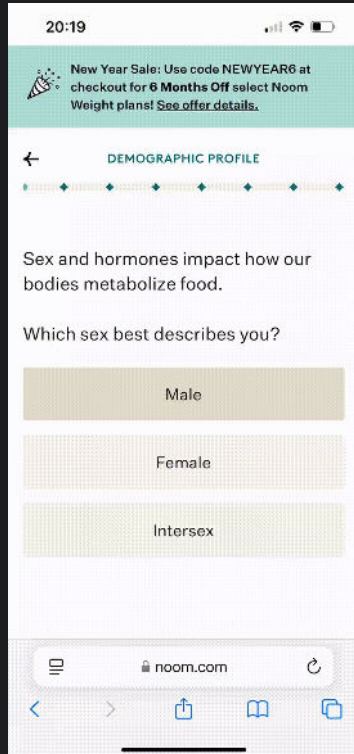
Attributing behavioural, motivational, transactional and relationship data to customer record (this is the ideal standard!)

For supporters, their motivations is the 'product' our supporters are 'buying'

If we don't reflect the motivations in their experience, the 'product' has never been delivered.



Inspo



4 core needs

That if consistently met,
or not met – either **build**,
or **break** engagement

Respect my
boundaries

Reflect my
values

Engagement

Show me
impact

Recognise my
motivation

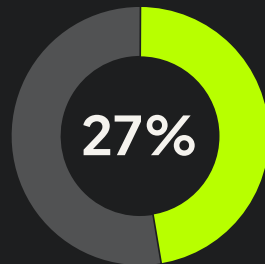


When we say opportunity, what do we mean?

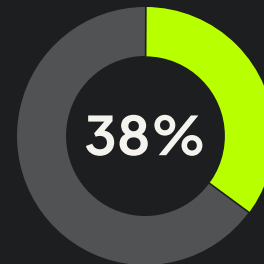
What's the prize for engagement?

28%

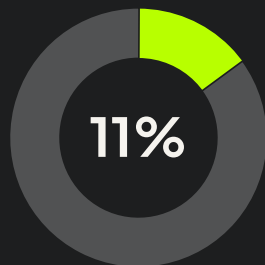
Seek to give more, and do more with the charity



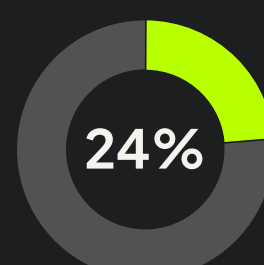
Feel loyal and stick to the charity



Will tell friends and family



Seek more content about areas of interest



Want to give positive feedback

Being
Audience
centric



Designing and delivering
Audience
experiences



Increase gifts and
value

Supporters stay
longer

Frees up your time

Use tech and data
more efficiently and
effectively

Make money

Being
Audience
centric



Designing and delivering
Audience
experiences



Give again

Engaged supporters are
3x more likely to give
again (CIOF)

Give more

Engaged supporters give
a 16% increase to
contributions

Stay longer

Customer attrition
reduced by 20%, with
15% reduction in costs

Save money

Being
Audience
centric



Designing and delivering
Audience
experiences



McKinsey found cross functional approaches experience 30% faster adoption rates while reducing implementation costs by 25%.

Optimised processes coupled with automation enables your **Idea > Impact** to shorten. Automation saves marketers an average of 2.3 hours per campaign (Thunderbit)

Make meaning

Being
Audience
centric



Designing and delivering
Audience
experiences



35% increase in
employee wellbeing
(surveyMonkey)

55% more meaningful
work (surveyMonkey)



Making the case for change

Investing in supporter experience is your
growth engine

MARKETING & EXPERIENCE TECHNOLOGY

What is the *real opportunity* for investment?

Marketing and Engagement includes any external-facing activity designed to influence how audiences think, feel, or act – from acquisition through to long-term engagement. Audiences include any external people you are reaching: supporters, service users, partners, and more.

We built this calculator because in most organisations there is never enough time, capacity, or resource – and yet a lot of that pressure comes from processes that no one set out to create. It built up slowly through manual workarounds, duplicated effort, re-briefing, waiting for decisions, and reporting that takes longer than it should.

The purpose of this calculator is to make those hidden costs visible. By understanding where effort is being drained by friction and inefficiency, organisations can free people up to focus on work that actually improves experiences and outcomes.

The aim isn't to do more with less. It's to stop doing the work that no longer earns its effort – to understand opportunities for greater efficiency and to deliver more of the work that matters.

Organisation type
Charity / Not-for-profit

- RESOURCE RELEASED
- TECH CONSOLIDATION
- INCOME & LTV IMPACT

RESOURCE RELEASED
£59,444 → £107,000
Capacity freed across all campaign types

TECH & DATA CONSOLIDATION
£20,160 → £40,320
Annual savings from removing duplicates

ANNUAL INCOME IMPACT
£45,120 → £112,800
Retention & secondary action improvement (annual)

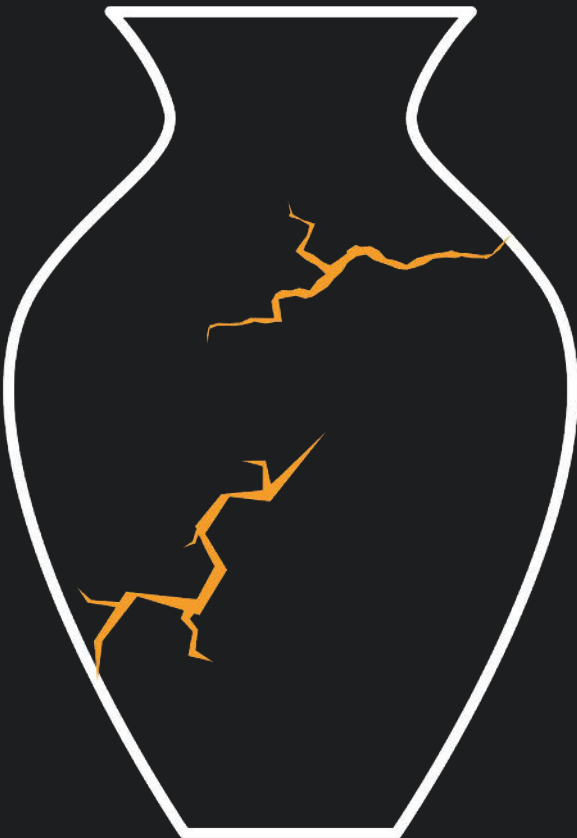
LIFETIME VALUE UPLIFT (TOTAL, NOT ANNUAL)
£424,284 → £1,060,710
Total projected LTV gain – not an annual figure

A **crisis** is an **opportunity** riding a
dangerous wind.

Chinese proverb

Kintsugi

Own the gaps, and
repair them more
beautifully than before



Key takeaways

It is a challenging time in the sector. What audiences are seeking has changed.

The gap between what audiences want, and what organisations are delivering is widening.

Our audiences, **current, potential and lapsed** are telling us clearly what they need from an experience.

If we don't meet these needs, consistently we are set to continue to lose more donors.

There is opportunity to do things differently and restore growth.

Where you **could** start

- ✓ Audit your journeys to identify high volume (supporters), high impact journeys. Pick 1–2 high impact journeys for testing.
- ✓ Use **Opportunity Calculator** to build business case for investment to use technology & data to improve Supporter Experience
- ✓ Conduct a workshop to ideate across 4 stages (consideration, action, welcome, loyalty and retention) to reflect and apply 4 core needs.
- ✓ Create a testing schedule to learn and iterate!
- ✓ Come to the next talk at 2:50!

Thank you for listening!

Want to know more?

Download our whitepaper, Mind the Engagement Gap report for more insight and recommendations to take your organisation!



manifesto

Bringing together human centred design, data, technology and new ways of working to help purpose driven organisations thrive.

manifesto.co.uk

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