GREAT ORMOND STREET
HOSPITAL CHARITY

The First Six Months Problem

Looking beyond the attrition number

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Introduction

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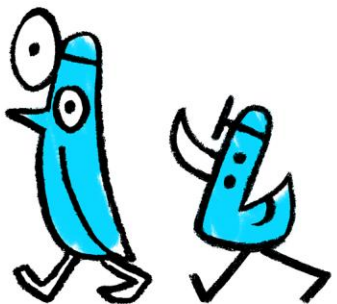


What Drives Early Attrition?

When you hear
'early attrition',
what do you think is
driving it?

The Problem

We had an attrition number.

We did not yet have an attrition answer.

- Headline reporting showed the outcome, not the cause.
- Different supporters can experience very different journeys.
- We needed to understand both friction and connection.

A Coordinated Response

1. Approaching the problem from different angles: operational friction and supporter connection
2. Set clear goals framed around improving understanding first, then working on solutions second
3. Dedicating time and resource to these projects

Supercharging Regular Giving

Data From Every Angle

Payment Completion & Signup Journey

Understanding whether somebody who agrees to support us successfully reaches their first payment, how long that takes, and where they might fall out of the process.

Early Attrition & Supporter Value

Looking at what happens through the first 90 days, what might contribute to early cancellation, and where an operational or communication change could improve the experience.

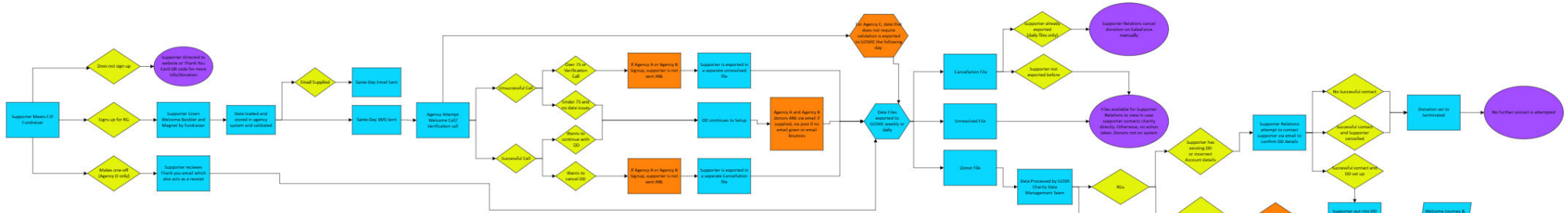
Developed a nuanced understanding of the end-to-end process and data for:

- **Different channels**
- **Different agencies**
- **Different products**
- **Different systems**

Analysis Beyond Channel Level

One channel does not mean one journey.

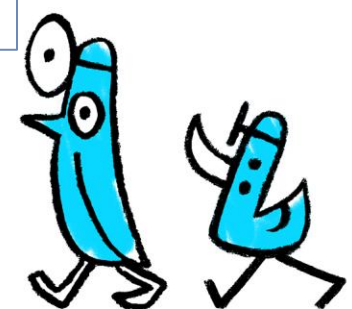
This is our "simplified" face to face journey – from signup to export



Yellow = diversion related to supporter

Orange = diversion related to agency process difference

Things that supporters never see, and fundraising teams may not even be aware of, can sometimes have the biggest impact on their journey.



Finding The Hidden Blockers

Having a clear map of all our journeys let us then focus our analysis on the pinch-points in data flows: we found key areas where supporters were getting stuck.

Nearly 3.5k donors across channels in the past two years had been affected

and the problem looked to be growing in numbers year on year.

This presented two key risks:

1. Poor supporter experience
2. Loss of potential income

Other blockers later in the journey were also identified, contributing to reduced efficiency of reactivation campaigns.

From Insight to Action

Priorities identified to address highest-risk issues first, alongside longer-term supporter journey improvements.

Manageable, collaborative changes focused on supporter experience and income impact.

Ongoing attrition monitoring to identify further areas for investigation.

Priority 1 - Failed DD Setups	Priority 2 - Unpaid/Reactivation campaigns	Priority 3 – Unresolved donors through face to face	Priority 4 – Latency & ANL Fulfilment Improvements

Feel More, Give More

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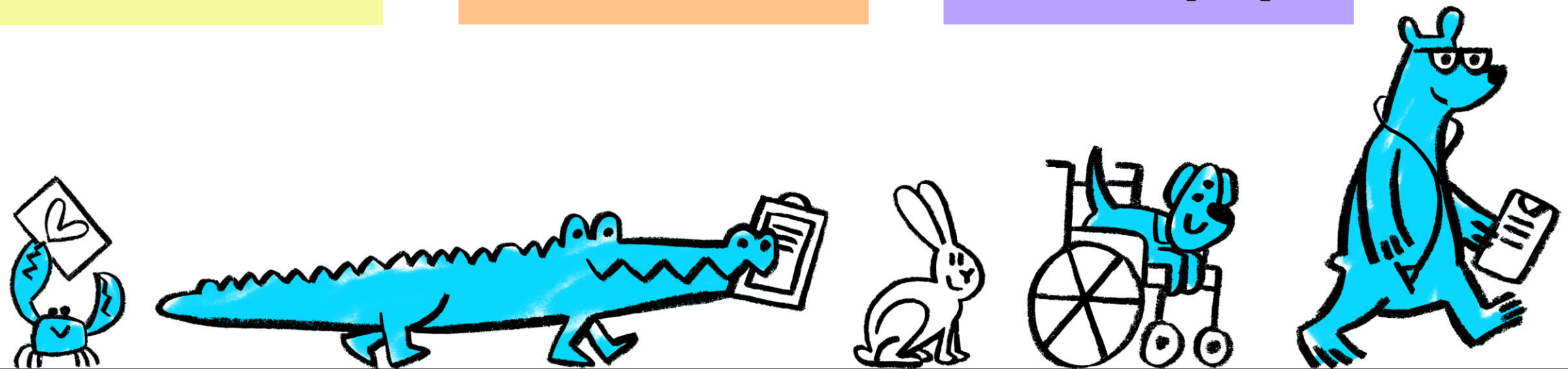
A Retention-led programme to strengthen supporter connection

A supporter-centric stewardship strategy across regular giving products

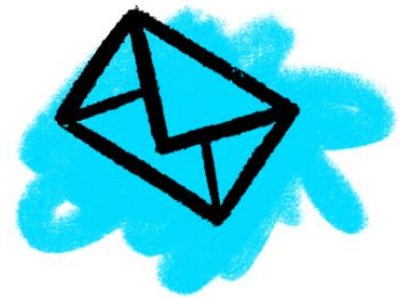
Deliver evidence-based impact through robust research and testing

Enhance donor relationships, long term value, and retention across the first 3 and 12 months of giving



Academic research review

Quantitative analysis



Qualitative exploration

Framework Design

Creative expression

Using research and testing to build a supporter experience framework.

Where We Are Now

What we are doing	What we are building toward
Investigating friction points and prioritising improvements across the early journey	A more joined-up supporter experience across committed giving
Testing how insight can inform operational changes and communications	A framework that considers retention, engagement and emotional response
Working across specialist teams with senior sponsorship	Faster, better-informed intervention when issues emerge

Takeaways

1. Dig Deeper Into Data

- Look beyond campaign-level attrition.
- Review patterns in cancellation reasons, Direct Debit rejects, payment completion and supporter cohorts.
- Review early supporter behaviour.

2. Untangle The Journey

- Map the data flows and operational processes from sign-up to first payment.
- The issue may be technical or process-led, rather than supporter-led, so involve your data and technology teams early.

3. Pair Friction And Connection

- Use behavioural data to identify where supporters fall away.
- Qualitative insight into what helps them feel connected, engaged and motivated to continue giving.

Any questions?