

DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 166

PEER TO PEER IS MORE THAN TECHNOLOGY

WITH DORENE OCAMB

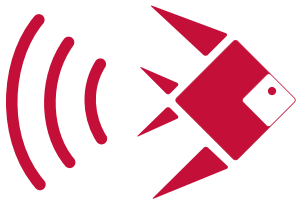
BETH: Hello, this is Beth Brodovsky, and welcome to Driving Participation. Today I am here with Dorene Ocamb. Dorene is the Senior of Integrated Marketing at MADD, and she's been doing some really interesting work around peer-to-peer campaigns. I thought it would be a great time for us to get together and talk about what she's doing, because Dorene works on the marketing side of the house, and I think it's really interesting to be able to talk about what is ultimately or often thought of as a fundraising campaign from the perspective of communications. Dorene, thank you so much for joining me today.

DORENE: Oh, thank you, Beth. Thank you for inviting me.

BETH: I often like to ask people how they ended up doing the work that they do and a lot of us come from or end up in the nonprofit world end up getting there in a weird way. What drew you to MADD? What was your path?

DORENE: Yeah, I have a very non-traditional path like a lot of people do. I actually started at MADD as a speechwriter, and when I was in college I was one of those weird freaks that like enjoy public speaking and actually did it for fun on the weekends to compete, and while in college I decided, I found out there were people who got paid to write other people's speeches, and I thought that's really amazing. When I look back on it, I realize that at the core of what I loved about speechwriting was I really love to tell stories, and when I started at MADD, it was the most amazing opportunity because this organization is one of the most story-rich environments, and obviously a lot of those stories are tragic and end in tragedy. All of them do, really, but the other side of that is the hope and the healing that comes because of MADD. So during my time at MADD I was kind of one of those people who just found different ways to use the story to start





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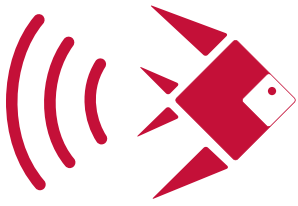
selling things. I started our digital social media presence because I thought it was another great way to share our stories. Then I started on digital fundraising because I saw how powerful the story was in terms of engaging supporters, and now I'm happy to manage a team of five individuals who are responsible for all of our direct marketing efforts, including mail and telemarketing, but again, it all goes back to that story and using that story to engage supporters in various ways.

BETH: It always amazes me. What always seems like it might be random or unrelated, you know, it always comes from the same core kind of things that are important whether you're working for Nike or Coca-Cola or a well known nonprofit like MADD, or trying to put together a golf fundraiser for your friend's husband who had ALS. The principles are really the same, and that's why I find it so fascinating with this show to be able to talk to people across that whole spectrum, you know, to have somebody that someone's gonna listen to and go, "Oh, MADD. I've heard of that organization," but I've also learned so many wonderful things from people that are at smaller organizations that maybe before listening to this show nobody had ever heard of. There's an organization called the Nashville Rescue Mission that I interviewed once that is raising over a million dollars every time they do a newsletter, and it's like nobody would have ever heard of that and people want to know. Like, "Oh my gosh, how does someone do that?" So it's so interesting to me.

DORENE: Absolutely.

BETH: Now I love that we're talking about peer-to-peer because for me, everything comes down to participation, this idea of taking people that are interested in your work or engaged with your work and moving them into taking action. So in this work that you're focusing on and maybe even specifically around this idea of peer-to-peer work, what does the word 'participation' mean to you at MADD? What kind of things do you guys focus on in a way to use participation to help you thrive?





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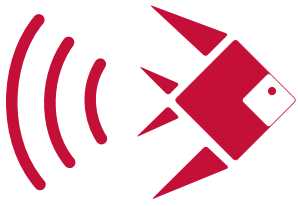
DORENE: Yeah, so participation can mean a lot of things to most organizations. At MADD, I would say there's for obvious reasons, people know us for years because of our advocacy work. I think if you ask a lot of people, the average person would say, "Oh yeah, MADD works to pass laws." I think a very large part of what we define as participation are people who engage with us in a way to impact and enact meaningful legislation in their states, and in most recent years, we've also, getting laws passed, we've been very successful at it. So we've also found other ways of volunteerism so we also have lots of opportunities at our organization to participate whether it's sitting in courtrooms or overseeing and auditing drunk driving cases to make sure judges are enacting proper punishments. We're also a service organization. A lot of people don't know that, that we actually serve, I think we've served almost a million victims since our founding.

BETH: Oh really? Wow!

DORENE: Yeah. So when you think in the days that follow a drunk driving crash, those individuals are lost. We have a 24-hour help line where you can get, no matter what time of day, whether it's a holiday or a weekday or a weekend, you can reach somebody who is a trained victim support specialist to help answer questions, provide an ear to listen to, help them find resources. That's a really important one because the tragedy is really financially devastating. So we have a lot of ways we engage with people in non-financial ways and most people consider us one of the biggest brands when it comes to grassroots advocacy and so grassroots participation. We're really volunteer-started and we're still a volunteer-strong organization. For that reason, participation has everything to do with that part of the house in addition to, of course, the financial support that we need to keep the doors open. That's obviously important, too.

BETH: It is, and it's something I've been trying to talk to people about more lately because we're finding that a lot of the work that we do ends up coming up right after people have done strategic planning and when you're doing strategic planning, it's a lot about setting goals, and what I find when I talk to





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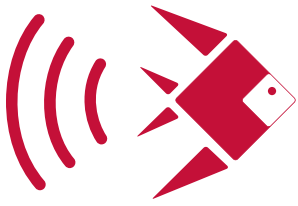
people, especially people who have not been through a formal strategic planning process, is that it's really easy to set goals that aren't really goals or to set goals that aren't tied to really demonstrable or valuable outcomes. The way you talked about participation, I found it so interesting that you talked about all of the many things that you do, and yet people involved that lead the way to getting that action, they aren't necessarily about we get a donor, they give us money. There's more goals to your organization. So when you think about how you move those goals forward, I'm just curious. Do you have like in your strategic planning, your goals, are there goals that are about, that kind of include objectives around those other things in addition to just revenue goals?

DORENE: Absolutely. So we have a huge, our strategic plan has seven major goals. One of them is dedicated to what we call building capacity, and that's really the mission focus and that includes engaging volunteers and because we know that volunteers are vital to what we do, donors want to support organizations that are actively doing things to achieve their mission and we're not just an organization that can hire enough staff. We don't have the financial resources to hire staff to do the mission work, and so we rely on our volunteers to do that. Not to say that we don't have staff that do mission work, but I would say the vast majority of our mission work is done by our volunteers.

BETH: I think that's helpful for people to hear, too, because I think a lot of times it's easy to hear about an organization that's national and has gotten a lot of press and is well-known, and assume that you guys have everything that you could ever need.

DORENE: Yeah, yeah. No, I would definitely say we're an organization that really has focused, especially within the last ten years that I've been at MADD on figuring out how to do more with less, and in fact, just recently our CEO had said that she thinks, I think when she started at MADD we were a 50 million dollar organization. Now we're a 35 million dollar organization, and it's her opinion, and I would tend to agree, that we probably do more mission work now as a 35





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million dollar organization than we did as a 50. It's not to say that we were bad at managing our money at 50 million dollars, but I think you mentioned, there are some small organizations out there that are doing amazing work with very little funding because they have to, and sometimes I think being a leaner organization forces you to focus on how you can engage participation with volunteers to do the mission work because that's what we're all here for.

BETH: That's so interesting! I don't think anyone has ever come onto the show and said, "We've actually gotten smaller and maybe that's better." I feel like right now we're in such a culture of "Go big or go home," and as an entrepreneur myself, I follow things like Shark Tank and the startup culture, and I'm sure, I feel in the years that that kind of thing has been around it's become appealing to the masses as opposed to the nerds of us that follow the entrepreneurial community. It's so easy to get swept up in more for the sake of more.

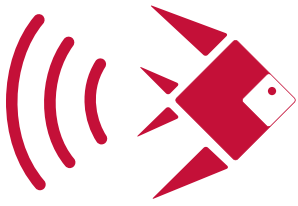
DORENE: Yeah, and you hear the amazing organizations out there who like an ALS had a year where they just raised more money than they knew what to do with because of the Ice Bucket Challenge, and you hear a lot of times they have scalability issues, because how can you all of a sudden use that money in a way to impact mission. You get almost so used to being scrappy that when you get a windfall, sometimes it doesn't mean you do more mission. You end up just, and I'm not saying that about ALS.

BETH: I was actually just talking to the development director, in Philadelphia, we have one of the largest chapters of ALS, and he was saying that on top of that when that happened, it made everyone think, "You guys have enough money."

DORENE: Absolutely.

BETH: So for everything that seems, "Oh my gosh, that seems amazing. I wish we had that happen to us." There's no such thing as a gift horse. There's always another side of the coin, and they actually had to work really hard in the last few





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years to remind people that was an unexpected event, but there's still work that needs to be done.

DORENE: Yeah, yeah, and one thing I think they did really well is I think about a year later they were really good about communicating the impact of that infusion of cash, that they actually had a breakthrough in ALS research. For me, at least personally I think, "Oh wow, that's amazing," that when everybody really decided to take ALS seriously even if it were for a silly thing, the Ice Bucket Challenge, we actually were able as a country to come together as donors and actually make an impact. That's not good just for ALS. That's good for all nonprofits to show that.

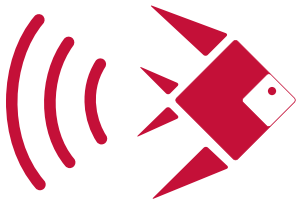
BETH: It is because then people can see look what can happen. Now, granted, that was sort of a very oddball thing. Everyone would love to replicate it, but you can't just replicate exactly. So stop with the pie in the face contests!

DORENE: That's right, that's right.

BETH: But that being said, that's a perfect segue into this whole idea of peer-to-peer stuff. I mean, that was the epitome of peer-to-peer because it wasn't even started by ALS. In case there's anybody that's listening that doesn't know what this is, can you talk a little bit about what a peer-to-peer campaign is?

DORENE: Well, the way I always describe it when I'm talking to board members or to volunteers, I say, "Look, peer-to-peer has been in your life your whole life. You just probably never recognized it." I always tell people it's just a nonprofit's version of the Mary Kay lady and/or Tupperware and what it is is it's just somebody doing multi-level marketing for you, doing fundraising for you and dealing with their network of people and engaging and asking them to participate with your organization financially, and so that's all peer-to-peer fundraising really is. Like I said, it's been around forever, the concept at least of multi-level marketing. Peer-to-peer fundraising is to me, at least, just the nonprofit's manifestation of that.





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BETH: I love that like you just lay it on the table and say it for what it is. I doubt very many people would describe it that way. Very few people are willing to describe nonprofit functions in a for profit way, but people understand that concept of the Mary Kay lady or Avon or whatever it might be, and it's interesting and I always feel like it's a smart business that looks at what's working in the for-profit world and figures out how to harness it to do what you want to do.

DORENE: Yeah and I think it's good too for all of us to recognize that we're not, like peer-to-peer fundraising is not some new concept so I feel that boards a lot of times they "Oh my gosh, we gotta do this new fancy thing, peer-to-peer fundraising," and when you break it down and say it's not really that new. The reality of the situation is we've been doing this for years. We just have never slapped a label on it for technology, which I think is the other side of this coin.

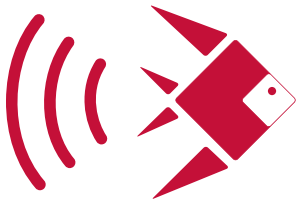
BETH: Exactly, and I think that is something that we want to talk about today because there are a lot of, because this whole concept is coming at a time when the technology world is booming and growing, it's easy these days to think of peer-to-peer as a technical, we're gonna purely subscribe to this software, we're gonna run this program, like you kind of put stuff over here and put stuff over here, it's gonna spread through the community through the magic of the internet and money is gonna come out on the other side. What is your perspective on it? And knowing that technology is an important factor when you sort of the human factors and the tech factors, like what's your perspective on where this wall of peer-to-peer funding is going?

DORENE: Yeah, I mean I think absolutely technology is an enabler and that's how I see it. Technology ...

BETH: In a good way?

DORENE: In a good way. It's an enabler of peer-to-peer. It makes it easier. It makes it seamless, but at the end of the day, peer-to-peer can't exist without the





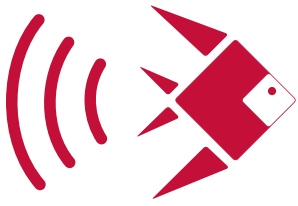
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internet. It did exist without the internet, and I think that's important for people to know sometimes because what it means is to your point, I can't just suddenly buy software program and expect that means I have a peer-to-peer strategy. That's not a peer-to-peer strategy. That's just a website, and so you have to really determine as an organization what your peer-to-peer strategy is gonna be, and then find the technology that enables you to implement that and I feel that other people do it the other way, right. They buy the technology and then they may or may not determine what their strategy is and most people start in the traditional space, and I think a lot of people do themselves a disservice by limiting peer-to-peer to a walk event, and I think that again goes back to if you don't understand peer-to-peer is, peer-to-peer is not a walk. It's not a run. It's not a bike race. It's a way to market your organization by using your supporters to have them engage their network of people to support your organization and so that could be a number of things. That could be a swim-a-thon. That could be a bowl-a-thon. That could be a golf tournament. That could be raising money to jump out of a plane. I've seen it all! For a long time, and I've used this at MADD. We did peer-to-peer. People asked if we did peer-to-peer and I'd say "Yeah, we have a walk," not knowing or understanding that there were all these other things that were going on in the organization that were technically peer-to-peer, and I think I mentioned to you before in another conversation we even turned down opportunities at one point because we said that we do walks. You should go do a walk and they would say, "I don't want to do a walk. I'm on a swim team, and we lost our coach and we want to do a swim tournament to benefit MADD," and we'd say, "In peer-to-peer we do walks, so why don't you start a walk team?" and they don't want to do a walk team. It's crazy when you think about it now in retrospect. It sounds completely idiotic, and it was, but I think people get caught up sometimes, right.

BETH: Yeah, and especially, like even though you're not a huge staff organization, you're a big footprint organization. We see this. We do some work with Compassionate International. We do some work with large organizations and the bigger you get, you may be in nonprofit, but it still becomes a large organization





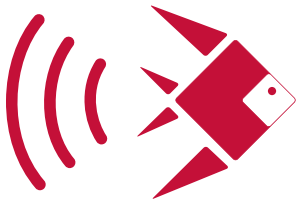
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with multiple levels and the way things are done and that happens whether you're a big slow moving organization or even a little scrappy organization. It's so easy to get caught up in. Well, this is just what we do. Sometimes it happens because it's volunteers. It's volunteers that are running things and it's easy for them to pull out the Word document that has the plan for the walk on it and repeat that rather than kind of brainstorming something new or when somebody is on the phone going, "I want to run a softball tournament," gosh, that's gonna be a lot of work. No, we don't do that. Because it requires thinking. That's a horrible thing to say, it requires thinking, but it requires, let me say it adds friction. It adds friction because you've got to come up with a new way for people to do this. How can organizations that are stuck, whether they're big or small or volunteers, how can organizations reduce that friction for people that are saying I'm raising my hand, and I want to do something for you, but I want to do my thing for you?

DORENE: Yeah, and you know, I think this is an area where I think the technology has evolved and has enabled people to really get over that a little bit. I think the technology has become now it's kind of, here's a platform. You go do whatever it is you want to do, and just use our platform to communicate to your followers, accept donations, but we don't really care about so much what it is you're doing within certain regulations and rules, but for the most part I feel like technology is finally getting there. I want to say even five years ago the idea that you would have your own website where it's like start your own campaign and raise money however you want to for MADD didn't exist. It was in peer-to-peer, all you ever heard about were walks and your traditional signature events like that. You just didn't hear about kind of this one side, pick and choose a campaign and just go out and do. So I think the technology has finally gotten there, which has helped I think development departments and organizations kind of be more open to it and I know for us that certainly has helped, but even with that, sometimes you can even let the technology still drive what you want to do. Facebook, just the beginning of this year really opened up its fundraising side, and now you can run peer-to-peer fundraising on Facebook, and it's been a game-changer for us, and I





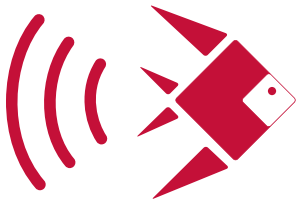
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would say interestingly for the first half of the year we were a little bit frustrated because the fees are higher. So you pay about 5 percent per transaction. That's high, right. We had this other platform that we had bought that was a DIY platform that was like 2.47 percent, and we were struggling. Like people were not engaging with it as much as we wanted and they were all going on Facebook and fundraising there, and so we kept trying to push them to the right and they were like, "No, we want to be to the left," and so sometimes, about mid-year I finally stopped and I asked my team why are we fish going upstream? If they want to fundraise on Facebook, then it's our job to really make that easier and encourage and give them tools and tips to make that possible. It's not our job to say that's great that you want to raise money for us, but we need you to do it over here.

BETH: Right, and it's so easy to want to do that and it's interesting that you were talking about the cost because it's so easy to look at that on the surface and go, "Well, Facebook is gonna be more expensive so we want to stick with this other thing that's cheaper" but not factoring in the bandwidth that Facebook has, the exposure, the volume, that you can make money on a high level transaction a few times, but you can sometimes make even more money on little things. One of my favorite, favorite books is called "Essentialism" and the subtitle is "The Diligent Pursuit of Less," which I absolutely love. They have this example in the book that says, "Would you rather get a million dollars today or one penny compounded over 30 days?" and anybody, you think, "I'd rather take a million dollars today," but what they talk about is when you do the math, the one penny compounded over 30 days, OK. I was an art major. I'm thinking it ends up being like three million dollars or something significantly more. Maybe it's just a million and a half. What they said is up until like day 28, you have much less money because you take one penny and you double it and you have two pennies and it takes a long time, and it's like nothing, nothing, nothing, but like around day 28 you have like \$500,000 and you double it and you have a million and you double that and you have two million. So it's like sometimes it all shows up at the end, but what it can look like on the surface is wow that looks so much more expensive and I see so many people making decisions just on the surface of the cost as opposed to the





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profit.

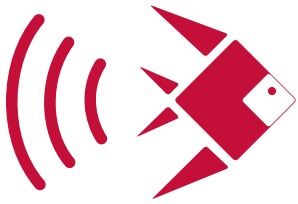
DORENE: Absolutely, absolutely. There's so much pressure within nonprofits to cut down on administrative costs because we're constantly scrutinized by numerous other organizations out there about our admin costs and unfortunately that's what it does to you. The fee goes to an admin cost and so it paints you in a corner sometimes, because you could be making and we have been making a lot more, we make a lot more money without pushing Facebook. We've made more money on Facebook this year than we have on the DIY site we built specifically to encourage peer-to-peer and so ...

BETH: And it's so frustrating. What's frustrating is, granted nonprofit should be held accountable for making sure that the money that is donated to them gets to the source, gets to work actually doing the thing. On the flip side, no business, nobody says to like a for-profit business, "You know what? You're spending too much in marketing." Like everyone else in the world understands that the operational costs, because if you don't have quality people there to do the work, then the work doesn't get done. If you're not using the best tool, like Facebook is a better and in the end you raise more money, that's a good thing, even if it does, if it gives you higher overhead costs, it also gives you higher returns. So hopeful the culture will start to understand that it takes operations to do the work that they want done.

DORENE: Absolutely, absolutely, and I think that the amazing thing about participation in general is I think we're having a resurgence as a culture of participation and seeing the things that have happened in politics and in the news and just in general, we are in a renaissance of participation in this country and so I think it's an amazing time to be a nonprofit if you focus on participation, whether that's peer-to-peer or whatever that looks like, that participation, people are participating now more than I've ever seen before.

BETH: Why do you think that is?





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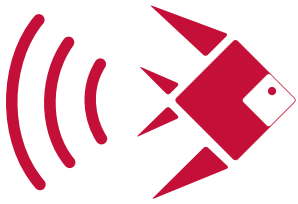
DORENE: You know, I do think there's generational changes. I think you're seeing millennials become at a life point where they want to start participating. I hear this term the other day, which I thought was very clever, called parennials, which are parent millennials. Parennials now.

BETH: That is awesome!

DORENE: Yes. So the idea of a parennial is that basically you've got, they're no longer in that life stage where they're focused on me, me, me, me. They're now focused on their kids and making a better world for their kids, and so I think some of it's just generational, but I do think that technology has enabled us too in this way and I think Facebook has been a game changer in terms of this generation of millennials and then certainly GenZ has enabled people to participate online in meaningful ways, not just in ways of let me tell you my opinion, but actually signing petitions and sending emails to lawmakers. I just think there's a real resurgence in civic engagement, which I think is amazing. I just think it's amazing.

BETH: I have two millennial children and I'm both fascinated both by where these things are coming from and what makes them who they are, but I'm also at the stage where it's like let's stop beating down on these people. They have jobs and they have children now. It's even little things. I happen to have two boys who spent probably too much time in their youth playing video games, but the video games that they played with were like multi-player games and there's times that I wonder, like I wonder if they learned anything about teamwork from that. Maybe that's me as a parent really stretching and hoping, but that's how a lot of this generation they were raised doing things. The fact that you can connect on the internet and play and do things that were considered play and fun, but together as a group where you had to work together. I know like you were saying you were a speechwriter and a public speaker. One of the things that I always said is I think that one of the best things that my kids got out of their K-12 education is the fact that from the time that they were in second grade they were expected to write the paper and then stand up in front of the room and present on the paper, that





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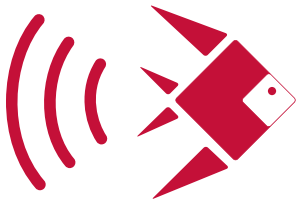
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standing up and speaking was never something to be afraid of because it was just always done. So it will be fascinating to see what the uniqueness of the way this generation was educated, how that's gonna play out as this group starts to move into their thirties and start to have different interests because of the stage of their lives.

DORENE: Absolutely, and I'm like borderline GenZ and millennial, but for most of my life, we were not in war and so that also impacts a generational mindset. For a lot of millennials, we were in Afghanistan and Iraq that entire time and not to get political about it, but that impacts their viewpoint of things. The other day I was watching Ken Burns documentary on the Vietnam War and it was amazing to see the culture at that time and how similar it is to the way we are today and so people think we're in an unprecedented time, and I like to say we're not. We're not that unique. It's not that different from the way things were in the 60s and 70s and there's a reason why because the teenagers at that time were living through a war that lasted a long time then as well. So it's just interesting and it will actually benefit nonprofits in the end because if you think about that time period during the Vietnam War, you also had a lot of civic participation, people standing up and saying this is not right. People standing up and saying no I support even on the other side saying no this is what we should be doing and I think that benefits society and it benefits nonprofits because we need those people to engage with us on our mission areas as well.

BETH: One of the things that you were telling me when we first planned this episode, I love how you described that the decision to give is an irrational decision and that it takes some sort of an emotional lever, something to connect with these things that you're talking about, these passions, these different feelings that make people step up into these civic roles. How, as a nonprofit, do you go about finding what are the emotional levers that make your people participate and move out of that sort of distant engagement and into taking action?





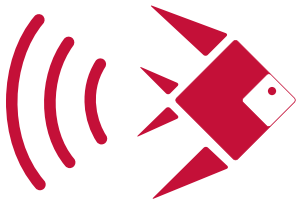
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DORENE: Yeah, it's really interesting because it can evolve and it can change for an organization. I think it can be different based on what you want that participation to be. So you know, obviously at MADD, a lot of our stories, well all of our stories involve tragedy as I mentioned at the beginning, and so it's very easy sometimes I think to go down the sad path and it's like every time I watch a DR TV spot on TV, it's always the sad path. It's always the sick kid, the sick puppy, whatever sad path and that seems to be the emotional lever that a lot of organizations focus on, and I think that's so limiting because there are other emotional levers that can impact people, and some of the organizations that have started doing it well I think are like an ACLU. You've seen it with Planned Parenthood. You've seen a lot of the climate organizations, environmental organizations build off another platform emotion, which is outrage and I think it's something I think this year has been the year of outrage in terms of emotional levers. I've heard at numerous organizations, nonprofit conferences that I've gone to, seeing numerous organizations get what they are calling the Trump Bump, and the Trump Bump is absolutely 100 percent based on the outrage concept, and just being outraged at what they perceive as negative decisions being made. So I think that's another powerful emotion people aren't using enough and I think that hope is another one. Sometimes I feel like we focus so much on expressing what the need is that we only pull the sad lever and we forget to also pull the hopeful lever and tell the stories. Like I said about ALS, the most powerful thing for me about the Ice Bucket Challenge was the report back a year later that we made a breakthrough, and actually, I made my first donation to ALS after that because to me, that was like oh my gosh! You guys, good job! Like you actually put the money to work and you made a breakthrough, and I want to support your organization. So ...

BETH: And that's so key. That's so key because especially we're recording now and getting close to the end of the year and you start to see people and things like, "Give us money to close out our fund for the year," or "We have a budget gap," but people want to give to people that are successful, and that doesn't





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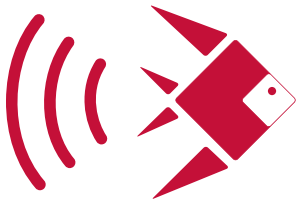
surprise me at all that you gave. Oh, they got this bunch of money, look what they accomplished with it. That is a huge emotional trigger. Oh, if I give, something is going to happen. Like they've proven effectiveness and that's really huge.

DORENE: Well, and the other thing about the emotional lever to that point is it doesn't have to be one note, and no one watches a movie or reads a story or reads a book that's all one emotion the whole time. Like the best movies out there have drama, have comedy, have it all in the course of an hour and a half movie, or an hour TV show, or whatever it is, and you have to have that emotional variety in your own fundraising efforts because I think people get tired of the one-note wonder. So I think that communicating back and closing that loop to show how the triumph works or if you're not successful, sharing your failure. Sometimes I think organizations are afraid to fail and share that they failed.

BETH: Yeah, and we're actually working on a direct mail end of year mailing for a client right now and it brought up something that we were talking about here, specifically on this idea of emotion. Some of the stuff that we were writing and working on like when we initially read it, we were like, "Is that too much?" It sort of touched a little bit on the person that we were profiling had a quote that was really, really dark, and it talked about his suicidal thoughts and how he wasn't sure he even wanted to live anymore until he got this help, and then we all read it and had that major emotional reaction like that's so negative and that's so dark. It could also go the other way, too, but when it comes to like finding an emotional trigger in the work that you guys have done, because some of your stuff is also really tragic and tough, how do you know, where's that, is there any way you guys have been able to tell what's, well that's impactful, and it's really gonna move people and oof, that's too far? How do you know when you're maybe using something in a way that will inspire people or like crush their souls?

DORENE: Yeah. You know specifically in our organization, we really have to do a lot of segmentation because the truth is, it's very different depending on your audience. We have a large population of victims that we serve and I can tell





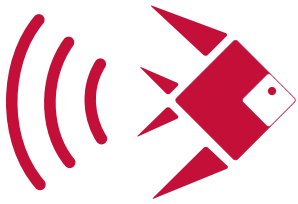
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you a number of times I have gotten feedback from our victims that I went too far, meaning and not in ways that you would think. I could give you a specific example where we had a piece that we were running and talking about, trying to help people reach their destination safely and we were promoting a calendar that had 12 pictures of destinations in the US and support using it to support our mission to help people reach their destination safely. Seems innocuous, right? Well, we had a number of victims who said that they resented it because they can never imagine happy vacations. They don't have happy family vacations anymore, and so the idea of sending us pictures of their family vacations and happy destinations reached, they don't see the world that way anymore and it's just like one of those moments where you can go I totally see why you felt that way, but I would have never as a non-victim, I could have never seen that. So we do have a lot of, we do a lot of segmentation where we send very different messages to those that we know are victims than we do to general supporters. Sometimes it has to do with how we talk about a crash, and the details of a crash, because it can be very triggering for a victim to read about the gruesome details, not that we're ever gruesome, but in terms of general details of a crash can sometimes be very triggering for victims. So we have to do a lot of segmentation on our messaging to understand our audience and to know that the way you talk about tragedy to an everyday citizen that you're trying to engage with you because they have no personal impact or personal connection to your cause is a very different than how you talk to somebody who has been directly impacted by the crime.

BETH: I think that's such a huge thing to talk about because segmentation is a hard pill for a lot of people to swallow because, we're working on one right now and it's not even just we're gonna write two different letters. It's we then have to have two different graphic design packages, and when it all comes back in, it triples all of the checking and cross-checking, even just the administrative is this all right, the levels that it goes up in complexity in just two or three segments, it compounds the challenges and the potential mistakes in the project, but vastly and everything gets more expensive. So why is it worth, how have you seen,





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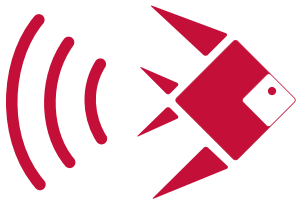
WITH BETH BRODOVSKY

if you didn't segment these messages, what would you end up having to send out in order to have it work for everyone and what do you think would be the consequences of that?

DORENE: Yeah, I mean to your point, we would obviously have to send something that would meet the needs of probably our victims first, which means that we would probably see less support from non-victims, which the reality of the situation is the vast amount of people in this country right now do not identify themselves as victims of drunk driving, which is interesting in and of itself because the statistics of who will be impacted in their lifetime. So theoretically speaking, most people will be impacted by drunk driving in their lifetime, whether that's a friend or a family member or a colleague, church member, whatever that looks like. The likelihood that two out of three people will know somebody in their immediate circle of influence who has been impacted, but depending on how close you are to that crash and the people involved will absolutely impact how you identify yourself and so how impacted you are by the emotional appeal of the sad. So unfortunately, we would lose the general support and what it takes to engage the general supporters that we need so badly because we would just be meeting the needs of our niche audience and so obviously you've mentioned all the headaches, but we have found that it is worth the headaches for us because we are able to engage both in a language that makes them likely to support us in whatever way that looks like. So for us, it's been worth it and for us it's easy because it's just two. I think a lot of times with segmentation people go crazy. Like I need to do this for this group and this for this group and then we've got this group and this group and so that can be insane.

BETH: It can be and it's like where is the line? We often talk about where you've got a segment based on who has different motivations and needs to hear something different. I love how you described it that if you couldn't segment, that you really knew right away like who you needed to accommodate and that we're sort of primary speaking, like to your primary messaging audience isn't necessarily your primary giving audience and so by having to cater to and make





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sure you're accommodating and not offending one audience, you potentially risk having this message that doesn't hit the audience that you need it to hit, but if you focus on just the ones where your revenue comes from, you could end up really hurting the community that you exist to support. I'm really glad we ended up talking about this because when it comes to peer-to-peer, whatever you're doing, it's always a factor of really making sure that you deeply understand your audience and that you're messaging them in a way that makes them draw in closer to you and doesn't make them feel unheard or divided.

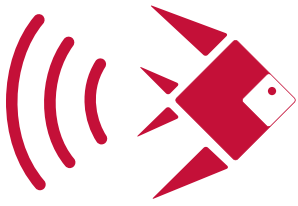
DORENE: Yeah and I think going back to peer-to-peer, we've had to do a lot of segmentation within peer-to-peer as well because it also comes back to understanding people's connection to your mission and your organization, because people can get so frustrated after a peer-to-peer whatever walk or event or whatever that was, and they say, "Oh my gosh! Nobody is coming back who participated last year. We have less participants," and I'd say, "Well, did you lose your team captains?" and they'd say, "Yes," and I'd say, "That's why." Fundamentally there's a difference between me being a victim of drunk driving asking 12 people to join my team. Those 12 people are participating because of me. If you lose me, you've lost them.

BETH: Right, exactly.

DORENE: I think people get that within the confines of walks now. I think that's pretty commonplace, but I don't think that people get that in peer-to-peer in general. Again it goes back to the Mary Kay lady. I can't tell you the number of times I've bought Tupperware or Mary Kay back in the day because I had a friend that asked me to a party and I felt like all right, I'll just buy this piece of Tupperware or I'll buy some lipstick because I want to support my friend, and I haven't, nowadays, I can't remember the last time I bought Mary Kay because I don't have any friends who sell it.

BETH: Exactly, and there's always gonna be a percentage of people that go, "Oh





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my gosh, that's the best lipstick I've ever had. I've got to find somebody else that I can get this through." I would say who knows what the percentages are. I'm just like you. I had a friend that was selling it. Of course I'm gonna buy a Mary Kay lipstick or whatever it is, but when I need my next lipstick, I'm not necessarily even gonna go hunt my friend down. You move on. We see that a lot with an organization that gets a lot of gifts from bar and bat mitzvahs. I agree with you. I think people are starting to get it. I really think that people are starting to recognize that those, I'm starting to say that those are gifts, not donations.

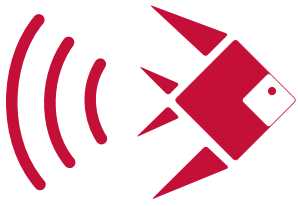
DORENE: Absolutely!

BETH: That is the best way that I can describe it. That's like a found money. How nice that this kid was getting a bat mitzvah this year. What your job is to promote it enough in the community of 13-year-old Jewish girls that they know that if they love puppies, in our case it's a guide dog organization, but this is a great place to do your service project. Trying to hang on to like Aunt Sharon because she gave to the kid, it's not that it's not gonna work. It's that the amount of work that you're gonna put in to, if you put your energy into pulling from the extremes as opposed to working from the middle, you're gonna be without money before you get the impact that you want.

DORENE: Absolutely, and that's why in peer-to-peer you can't treat everybody the same. That's like such a controversial way of saying it, but the reality is that the team captain, the person who has gone out of their way to do the Facebook campaign and ask their friends or the person who hosts the swim-a-thon or the bowl-a-thon, that's the person you need to engage with and get them to participate more fully and you just have to be thankful for the other 10-15 people who give to their campaign and don't consider them donors. Like you said, that's the perfect way of saying it. That's gifts and not donations.

BETH: Well, Dorene, this has been fabulous. We need to wrap up now. I just want to thank you so much for your time and all of the really valuable information you shared on your experiences with fundraising and with peer-to-peer campaigns. If people had more questions for you, how can they get in touch with you?





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DORENE: Absolutely Beth. I would love to talk to anybody about this. I'm a talker like you are, so I could go on and on and on, but my email address is Dorene, D-o-r-e-n-e.Ocamb, O-c-a-m-b@MADD.org. Please reach out with any questions you might have and I'm also on Twitter and on LinkedIn.

BETH: We will put links to all the ways that you can find Dorene on the show notes page. Dorene, thank you so much for joining me and for sharing your knowledge with both me and the nonprofit community and everyone, thank you for listening and we'll catch you next time.

