



## I D C C U S T O M E R S P O T L I G H T

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# PwC and Make-A-Wish Digitally Transform the Donor and Wish-Granting Experience

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### Introduction

Making wishes come true is something that everyone can be part of. With a clear mission and commitment, Make-A-Wish America and PwC are building a digital platform for the future that does just that — connecting the digital life journeys of wishers and wish granters alike in an effort to generate an additional \$100 million in annual revenue for Make-A-Wish America by 2020. By applying a creative and design-led integrated service approach to the mission of Make-A-Wish, PwC is delivering a collective series of consulting services over a strategy and development platform at the Miami-based PwC Experience Center, which were kicked off by co-creation sessions in PwC's "sandbox." The center has brought together multi-disciplinary talents, technologies, and organizational decision-making capability to digitally transform the core of Make-A-Wish and introduce the concept of social giving to this 36-year-old cause.

### Organization History and Overview

In the spring of 1980, 7-year-old Christopher James Greicius (August 13, 1972–May 3, 1980) was being treated for leukemia. He aspired to be a police officer. U.S. Customs Officer Tommy Austin befriended Greicius and worked with officers at the Arizona Department of Public Safety to plan an experience to lift the child's spirits. Greicius spent the day as a police officer, rode in a police helicopter, received a custom-tailored police uniform, and was sworn in as the first honorary Public Safety patrolman in state history. He died soon after, but his wish became the inspiration for the Make-A-Wish wish-granting organization.

Today, Make-A-Wish operates as a 501(c)(3) nonprofit organization that creates experiences — or wishes — for children with life-threatening medical conditions. Since its inception, the foundation has granted more than 350,000 wishes to children around the world who have reached the age of 2½ and are under the age of 18 at the time of referral. The national headquarters and founding chapter of Make-A-Wish are in Phoenix, Arizona. The organization grants wishes through its 60+ chapters located throughout the United States under the leadership of David A. Williams, president and CEO of Make-A-Wish America.

Make-A-Wish also operates in 45 other countries around the world through 38 affiliates of Make-A-Wish International.

### Solution Snapshot

**Organization:** Make-A-Wish America

**Operational Challenge:** Accelerate revenue growth that will enable Make-A-Wish to increase the number of children reached annually by engaging new donors in a new channel

**Solution:** Identify and articulate the persona of the "social giver"; design a technical platform to make an easier, transparent, and lasting connection between this donor type and the direct beneficiaries of the Make-A-Wish cause

**Project Duration:** Ongoing

**Benefits:** Collaborative, agile, and design-led approach to solutions that appeal to the social giving experience

## **Making a Wish**

A child who may be eligible to receive a wish can be referred by one of three sources: a medical professional treating the child, a parent or guardian, or the potential wish child. To refer a child, referral sources can use Make-A-Wish's online and mobile inquiry process or contact their local Make-A-Wish chapter. A child's medical eligibility is determined with the help of the treating physician. To receive a wish, the child must be diagnosed with a life-threatening medical condition.

Each Make-A-Wish chapter and its volunteer "wish granters" follow a specific procedure to connect with wish children and awaken their imaginations and help them envision a wish experience with the power to change lives. Make-A-Wish works closely with the wish child's physician and family to determine the most appropriate time to grant the wish, keeping in mind the child's treatment protocol or any other concerns.

Wishes range from trips all over the world to meeting favorite celebrities and heroes, to being a superhero for a day, or having the ultimate birthday party. Wishes are entirely driven by the wish child's creativity and imagination. Make-A-Wish strives to personalize each wish and to make it match the wish child's idea of a perfect day.

A wish is much more than just a "nice thing." Its reach extends far beyond a single event or moment in time. Wish children, parents, medical professionals, volunteers, and others say that wish experiences can change the lives of everyone involved.

## **Donations for Wish Granting**

The Make-A-Wish strategic plan is to engage in robust outreach and fundraising strategies, with a goal of increasing wish granting to 17,000 wishes annually. To realize this vision, Make-A-Wish carefully manages and safeguards the contributions for granting wishes from individual donors, corporations, and other organizations. In 2015, 85% of donations were received from corporate and individual donors, and 15% of donations were received from special events. Donations can be made locally or nationally. If funds are donated locally, they stay within the local chapter. If funds are donated nationally, donations flow through the Make-A-Wish national office and out to the chapters. Chapters set individual budgets for the number and nature of wishes they hope to grant each year. The Make-A-Wish national office supports local chapters in their work granting wishes. This includes helping chapters develop resources and materials, administer programs and referrals, and navigate policies and guidelines.

## **The Challenge: More Donations, More Efficiency**

Looking toward the future, Make-A-Wish seeks to establish a bolder vision for the number of children reached each year. The vision for wish growth coupled with growth in the cost of wishes forced the organization to rethink how and where it could accelerate revenue growth to meet these demands. That is where the partnership with PwC came into play — and focused on working with Make-A-Wish to reimagine the donor experience and tap into new donors. Enter the social giving opportunity, which enables Make-A-Wish to tell the compelling stories of wish children to a new audience in the crowdfunding space.

When operationalized, these donor experience recommendations would address the challenge of growing the foundation's top-line business; establish efficiencies with fundraising and program activities, management, and general administration; and achieve the necessary reality of having the right balance of investment in operations and innovation. PwC and Make-A-Wish agreed to a set of overarching goals for increasing donations and delivering on the recommendations (see Table 1).

**Table 1****Reimagining the Make-A-Wish Donor Experience**

<b>Goals</b>		
	Increasing the amount of donations	Slow the growth in wish costs
	Increasing the number of donors	Streamline the submission process
	Increasing online donations	Speed up wish granting
	Increasing share of wallet	Improve chapter and volunteer self-service
	Increasing referrals	Improve budget and expense tracking

Source: PwC and IDC, 2016

**The Solution: The Social Giver**

In analyzing the path forward, PwC and Make-A-Wish understood that achieving these goals required a shared view of the fundamental shift in the way individuals want to donate. This shift is driven by the mindsets of individuals becoming more firmly grounded in charitable acts that resonate with them and the reality of their budgets. These individuals also seek a high degree of transparency both for their donations and in the recipient of a donation.

These next-generation donors, accurately described as "social givers," must be empowered with solutions that connect with their digital lifestyle (see Figure 1). Social givers are digitally savvy and well connected, with "giving" interests driven by personal choice to make a difference to someone or something specific that's close to their beliefs and norms. Social givers are best understood as a new generation of donor contributing smaller donations online with greater frequency to specific causes they can personally and directly identify with.

**Figure 1**

## Profile of the Social Giver



Source: PwC and IDC, 2016

## The Approach: Business, Experience, and Technology (PwC BXT)

To create the profile of the social giver and construct the platforms, process, and organizational changes necessary to achieve the foundation's goals, PwC opened the doors to its Miami-based PwC Experience Center. The space is the centerpiece of the PwC's digital service offering and a showcase for the business-focused, agile, design-oriented, and technically driven competencies of the firm, which are embodied in its BXT methodology. Following a four-week fact-finding phase, PwC partners, along with staff drawing from business, technology, tax, legal, public relations, and creative backgrounds, conducted a two-day Agile Development and Design Thinking session in the PwC "sandbox" — a unique co-creation space. They worked alongside the Make-A-Wish CEO, 40 national and chapter leaders, and IDC to accelerate innovation and foster collaboration and innovation between the organizations.

The sandbox co-creation sessions were organized into the following set of simultaneous business, experience, and technology activities:

- **Business.** Facilitation and design activities were conducted for achieving specific business goals of the foundation. PwC and Make-A-Wish brought together product developers, business analysts, legal and tax specialists, and user experience subject matter experts to deliver on these activities.
- **Experience.** 60 people participated in 56 design thinking workshops and 8 walkabout stories to reimagine the donor experience and connect givers with a story they would be inspired to donate to and follow as well as allow givers to track the influence of sharing their experience. This activity required a mix of innovation, creative, usability, and design skills and resources.

- **Technology.** 5 tradeshow spotlights leveraged PwC proprietary technology and emerging solutions to explore, design, and test ideas and prototypes to deliver a platform that made it easy to donate anytime and that could be continuously evaluated, measured, and improved. Tech architects, mobile SMEs, developers, and cybersecurity experts led this activity.

An initial guidepost for engaging the social giver was agreed upon based on the baseline drivers highlighted in Table 2.

**Table 2**

Engagement Drivers of the Social Giver

Driver	Description
Personal connection	Let me follow the journey of the person to whom I donated and easily track the influence of sharing my experience.
Make it easy	Make it easy for me to donate anytime, anywhere, on my terms.
The power of many	Let me feel like I'm part of a driving force in building momentum to help wishes come true.
Tracking the impact	Let me follow the journey of the person to whom I donated and easily track the influence of sharing my experience.

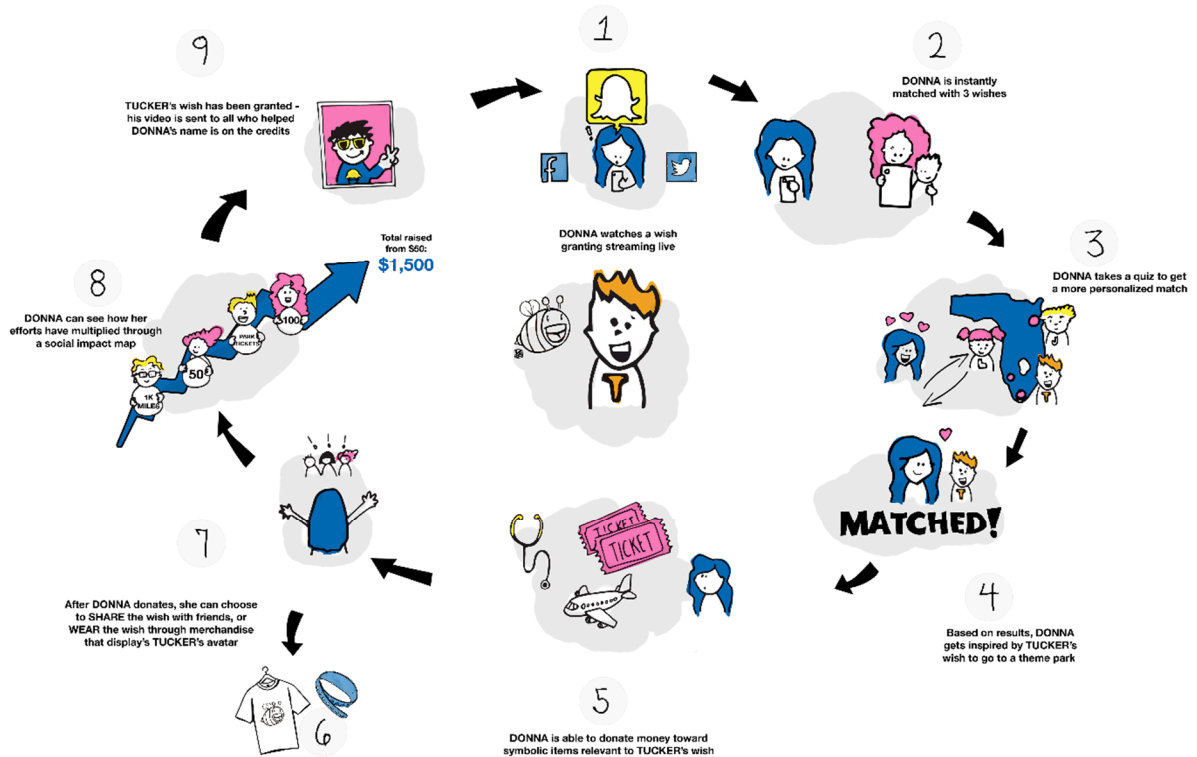
Source: PwC and IDC, 2016

PwC Agile Development and Design Thinking techniques and platforms were applied to these engagement drivers to create three primary activities and milestones:

- Map out the future-state vision using these drivers by defining the high-level view of the art of the possible for the social giver experience five years from today (see Figure 2) and how that experience impacts the family intake process. The social giver experience incorporated key interaction points with Make-A-Wish volunteers, chapters, and families throughout their journey.
- Prototype a minimally viable product (MVP) to support the social giver with the elements necessary to launch and measure a successful social giver experience.
- Build and launch the social giving experience by building an MVP Pilot for the donor experience to test and launch in one chapter, limited to the features that can be executed upon immediately and measured for success.

**Figure 2**

**Social Giver Experience Flow**



Source: PwC and IDC, 2016

In parallel, co-creation teams established consensus on the learnings to gather from the MVP Pilot, including:

- What truly drives people to donate?
- How do we create the greatest sense of urgency to donate?
- How can Make-A-Wish use the new platform to generate incremental donations?
- What leads to higher numbers of donations?
- What leads to higher amounts of quality social shares?

**Results**

In addition to the social giver clickable MVP, the two-day Experience Center sessions produced the following tools designed to ease the foundation into organizational, operational, and relationship needs and guide the operational activities that follow: a business case, a five-year prioritized road map and blueprint, user-experience flows, a technical architecture, and an organizational and process-flow impact assessment.

The focus on the social giver also provided fuel for an organizational shift to a dual-purpose strategy for donations, adding the important "giver outreach" through social sharing channels. With social as a new donation channel, the foundation can now measure how social sharing can improve the donation experience through other event-based and direct donation channels and in the end elevate the donor as the "hero" in wish granting.

## **Conclusion**

IDC characterizes the PwC Experience Center as a "platform" for change, innovation, and risk mitigation. Clients such as Make-A-Wish can openly and collaboratively engage in digital initiatives and new business models, customer engagement methods, and digital lifestyle products in the making — all in a hosted physical environment that can continuously be remade to not only envision but also experience a digital future.

Whether strategic consulting or process redesign, there have always been ways for enterprise clients to "de-risk" big change initiatives, as expressed here in the case of Make-A-Wish. By engaging through the Experience Center platform and the sandbox space, Make-A-Wish is able to take advantage of expertise and methods that may or may not have been deployed before but are more likely to deliver the desired results. In its Experience Centers, PwC is embodying the evolution of digital strategy consulting services in the 3rd Platform era to demonstrate the potential for digitization. The firm is doing this by closely integrating the enterprise team, consultants, and technologies with collaborative design and agile testing methods to reimagine business and operational models.

PwC's BXT approach and Experience Center platform demonstrate an important trend in business consulting: the ability to integrate expertise from multiple consulting domains to more rapidly identify opportunities, design new processes, and iterate to achieve a minimally viable product with observable benefits. The approach extends agile development beyond software and into business process design using the principles of adaptive planning, evolutionary development heavily influenced by design and usability analysis, early delivery, and continuous improvement. The application of agile techniques encourages a rapid, flexible response to evolving requirements and focuses on rapid delivery.

## **Methodology**

The project and company information contained in this document was obtained from multiple sources, including information supplied by PwC, questions posed by IDC directly to Make-A-Wish employees, and Make-A-Wish corporate documents.

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### **A B O U T   T H I S   P U B L I C A T I O N**

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