



# Integrated Multi-channel Marketing and Fundraising Best Practices



# Today's Agenda

- 1) What's driving us to practice multi-channel marketing?
- 2) What specific value do we get from it?
- 3) Planning for a multi-channel strategy
- 4) Executing a multi-channel approach



# **Multi-channel Engagement**

What are the main factors driving your organization to a more integrated approach?



# Needs for a Multi-channel Approach

- 1) Key donor groups are aging
- 2) Donor files are churning and acquisition list sources are limited
- 3) Revenues are flat and—in many cases—are falling
- 4) Direct mail costs are increasing / fundraising margins are shrinking
- 5) Constituents' expectations are changing



# **Changing Constituent Landscape**





# **Increased Competition**

- # of nonprofits is up 43% since 2001
- As of 2006 b.f.\* people were receiving over 3k marketing messages a day

# This + changing expectations for channel control = increased cost to raise one new \$

b.f. → before facebook (or before it was big anyway)



### The Value: Qualitative



- Integrated Marketing Benefits:
  - Deepens constituent loyalty and increases lifetime value.
  - Strengthens the brand.
  - Engage new audiences, grow revenue, and maybe even save money.
- Audiences are becoming increasingly multi-channel and greater data intelligence is required to raise every dollar.

### **Multi-channel Horror Stories**



- Major Donor visits website
- Signs up for eNews
- Receives generic emails about volunteer training or appeals to become a donor.



- Event attendee responds to an action alert and makes a gift online
- Receives no follow up to the event
- Receives too many emails including uncoordinated action alerts and appeals
- Member creates a memorial page to honor a loved one and makes a gift
- One week later, receives a telemarketing call asking for renewed support





# **Increasingly Multi-channel Behavior**

% say appropriate solicitation channel

	GEN Y	GEN X	BOOMER	MATURE
Mail	77%	79%	74%	77%
Email	76%	69%	60%	51%
Social Media	69%	60%	38%	17%
Phone	51%	42%	39%	34%
Text	38%	25%	16%	13%



# Where are you?

### **Early Stage**



- Minimal Online Marketing
- Calendar-Based Campaigning
- Not Financially Committed to Second Channel

### **Traditional**



- Separate Metrics & Team for Online Marketing
- No Calendar / Campaign Coordination
- 2<sup>nd</sup> channel constitutes
   5-20% Direct
   Response Revenue
- Separate databases for online/offline

### Coordinated



- Thematically Integrated
- Limited sensitivity to solicitation frequency
- Decisioning beyond RFM
- Shared Metrics
- Some consolidation of data across channels

### **Optimized**



- Unified Strategy & Real-time data integration
- Measures Success Across Channels, Not By Channel
- Donors' behaviors and interests drives communication stream
- Shared budget and resources

**ACTIVITY 2** 



### Roadblocks to Success

# Two factors that have the **greatest impact** on advancing integrated marketing & communications:

- An organization's / leadership's commitment to the philosophy
- Investing in the mechanics to make it happen



### Roadblocks to Success

# Absence of these becomes a real barrier to integration.

- An organization's / leadership's commitment to the philosophy
- Investing in the mechanics to make it happen



### Roadblocks to Success

### Other Roadblocks:

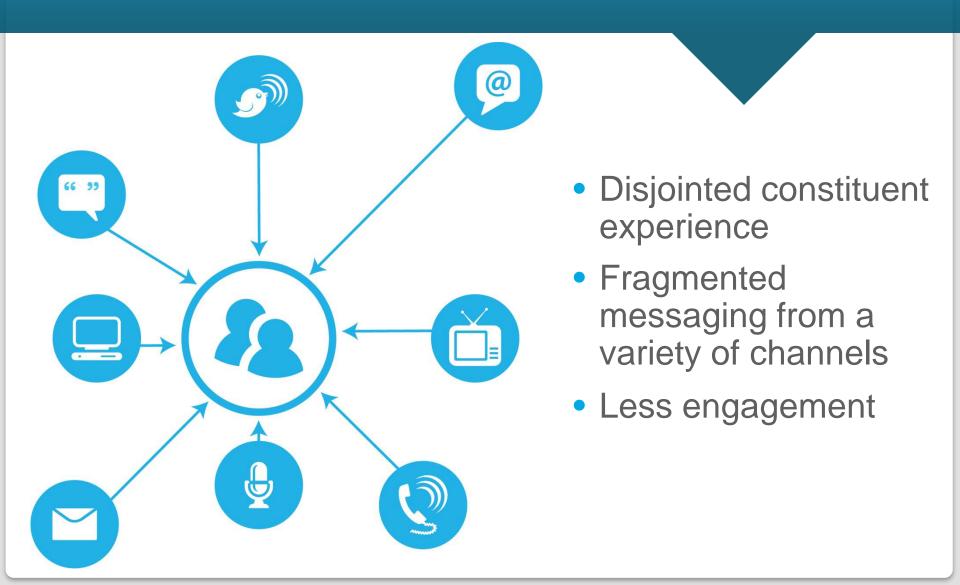
- Limited staff
- Limited budget
- Data everywhere
- Not enough emails
- Don't have a strategy
- Insufficient website





- **Constituent Engagement**

## The constituent experience changes

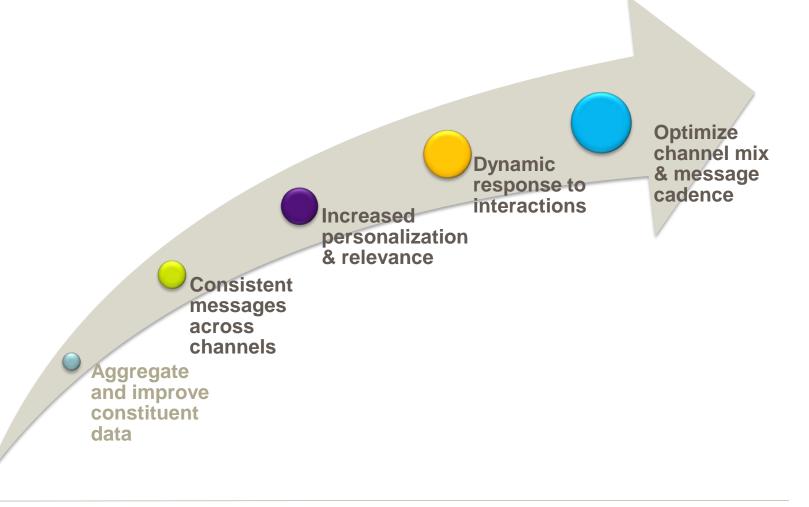


# The constituent experience changes



- Unified constituent experience
- Integrated messaging across a variety of channels
- Optimized engagement

# Your Evolution Might Look Like This...





# Better Engagement & Better Results for You & Your Supporters





### **Any Solution Must:**

- Simplify operations, not add complexity
- Be the right fit for your next 10+ years of growth and change
- Be fully supported both technically and strategically – by a trusted, expert partner





# Comprehensive <u>software</u> and <u>services</u> to grow constituent engagement.

- Dynamic multi-channel engagement
- 360° constituent view
- CRM serving the whole organization
- New insights from your data
- Open & extensible platform
- Strategic partnership



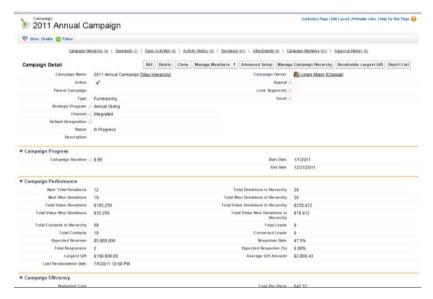
### A True Constituent Engagement System



### Multi-channel campaign management

Can build audience in CRM for both online and offline campaigns. Results from online and offline campaigns populate CRM campaign statistics.

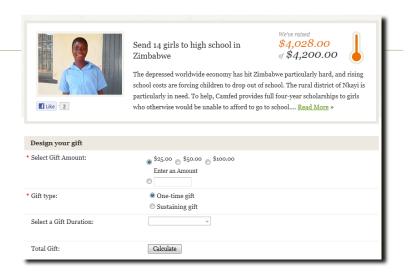






## **Online Fundraising**

- Secure PCI compliant donation forms
- Dynamic ask strings automatically ask donors for appropriate amounts based on giving history
- Open APIs enable donation forms on external platforms like Facebook







# **Email Marketing**

- Robust email platform ensures 95%+ deliverability
- Automated and scheduled deliveries to increase efficiency
- Welcome Series functionality to automatically welcome new constituents





### Peer-to-Peer Fundraising

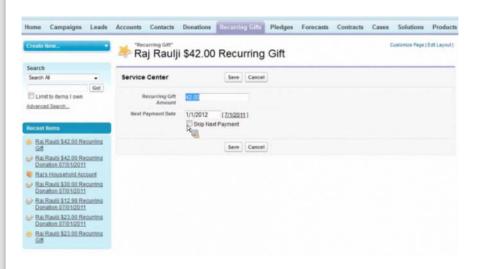
- Used by over 50% of the top fundraising events
- Easy, intuitive tools teach participants the art of fundraising
- Options for fundraising events and individual fundraising efforts
- Over \$1 billion raised in 2010

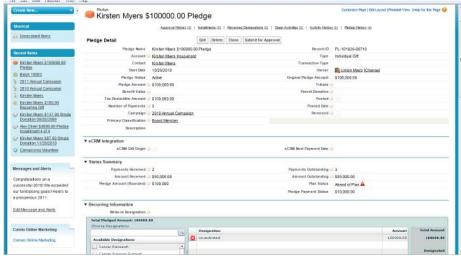




### Pledge and Recurring Gift management

View and manage pledges and recurring gifts that are created either online or offline.







### **List Builder**

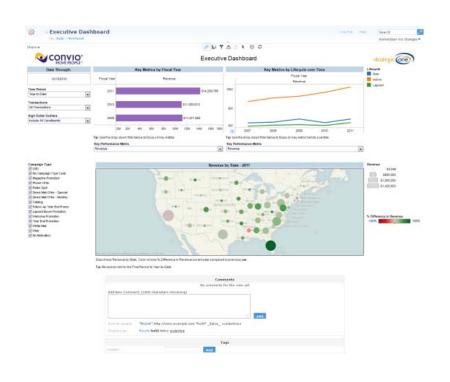
Visual query builder designed to pull both online and offline data to formulate a campaign audience.

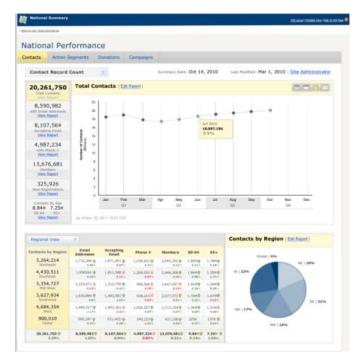




## **BI Reports and Dashboards**

Integrated Business Intelligence reporting and dashboards.







# Planning a Strategy

### Key Concepts for Multi-Channel Marketing:

- Constituent Centricity
- Presence in Multiple Channels
- Thematic Integration
- Integrated Process
- Integrated Measurement and Business Intelligence



# **Constituent Centricity**

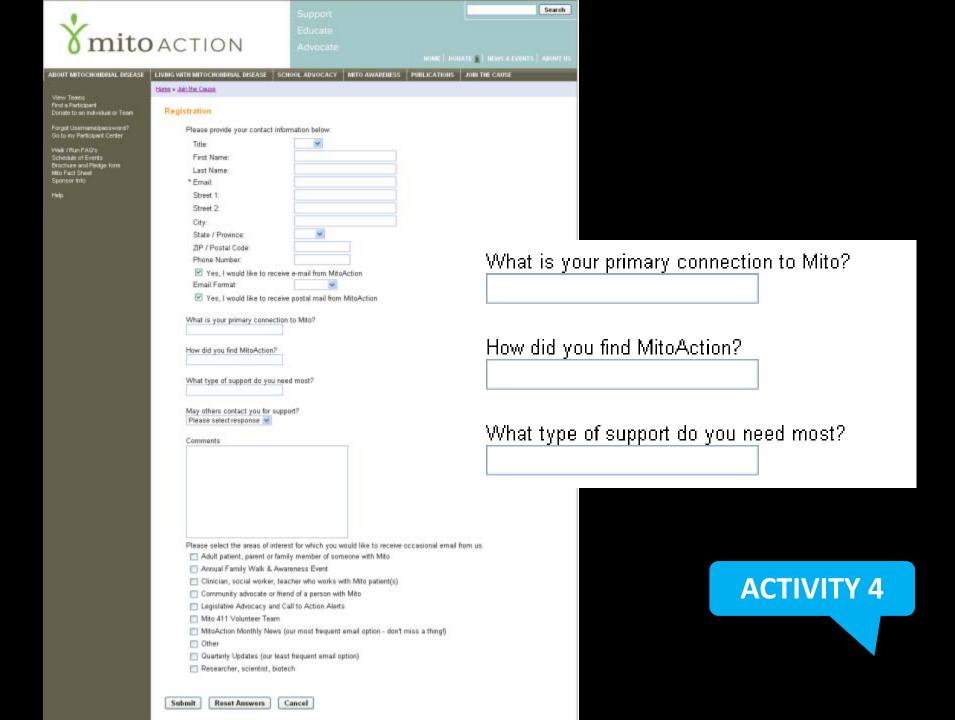
- Align processes and communication to respect constituent preferences, needs and interest.
- Tailor channel mix, content and program participation and message frequency base on their selections and behavior.
- Ask the question "What matters to a constituent?"



### **Understand Preferences, Needs and Interests**







# **Content is King**







SPCA breaks records/save:

Thanks to you:

Forward to a Fr

With your con

Sacramento S

number of life

2009.

The Sacramento SPCA's high-vc

altered a record-breaking 16.

6.059 animals found new, lov

The SPCA was once again honor

magazine as the Best Place to our more than 1,300 dedicate

More than 10.000 vaccination

our low-cost vaccination clinics

A record 1,200 sick, underage

animals were cared for and place

Over 7,000 children benefited

Nearly 3,000 people and their

through obedience classes, a fr private behavior consultations; More than 1,000 animals were

over-burdened California anima

working foster families;

education programs;



Algonquin Park

**Earliest Spring Ever in Algonquin!** 

For people passionate about Algonquin Park.

Forward to a Friend | Donate | Visit our web site

May 2010

**Donate Now** 

Tell A Friend

For people passionate about Algonquin Park

The FOAP is a non-profit charity dedicated to fostering a greater appreciation for Algonquin Park.

Visitor Centre is open daily from 9 am to 5 pm

Algonquin Logging Museum opens June 26, 2010

Stay tuned for The FOAP newsletter...coming soon!



Visit us on YouTube



Join The Friends of Algonquin Park on Facebook

Forward to a Friend | Donate | wi

Metro Murals: Takin' Art to the Streets



and families are bright shelters throughout tl Cities. The murals wer raise awareness for Cl families to make healt together. Check them see them in-person!

### Free Arts Minnesota Day



In recognition of the serv by Free Arts and the worl volunteers, Mayor R.T. Ry Saturday March 27, 2010 Minnesota Day, The procl celebrated at our Metro N event at Midtown Global I more »

### Child Abuse Prevention



Colle+McVov and Midtor project possible. Many other individuals and or have invited us to raise for Free Arts Minnesota more »

Market for making the N The Friends of Algonquin Park Fundraising Raffle is showcasing 15 outstanding prize packages for 2010. There are three canoes up for Algonquin by purchasing your tickets during your next visit to the Visitor Centre or Logging Museum! Learn more »

### In This Issue

Free Arts youth artwork transforms Twin Cities' str | in Algonquin Park. Nearly all the snow was melted by Easter colorful murals; Mayor R.T. Rybak declares March 2 Arts Minnesota Day; Learn how your organization of involved to help Free Arts Minnesota youth.



Murals created by Free

### Prevention month and A Love of Birds: Doug Tozer's Algonquin Park Bird Research

This spring was the earliest in the last 50 years, and perhaps ever,

Weekend. Lake Opeongo (Algonquin's largest lake) is usually the

out on April 7, beating the previous earliest date of 12 April 1981.

days earlier than ever before. The first spring wildflowers typically

come into bloom in mid to late April, but the first flowers were

last to lose its ice, about April 29 on average. This year the ice went

Wood Frogs and Spring Peepers were first heard on April 2, several



reported on April 4 this year.

The lakes, forests, and trails of Algonquin Park serve as a major research laboratory for approved researchers.

Discover more about Doug Tozer, former Algonquin Park Naturalist.

and current bird researcher with Trent University and the Ontario Ministry of Natural Resources and his "Love of Birds". To explore more about Algonquin Park as a location for research check The Science Behind Algonquin's Animals. Video by Hugo Kitching (also a former Algonquin Park Naturalist) and Terry John Myers. Learn more»

### We would like thank CB! Fundraising Raffle

We couldn't have achieved any of th milestones without you! We thank yo we look forward to an exciting 2010 at

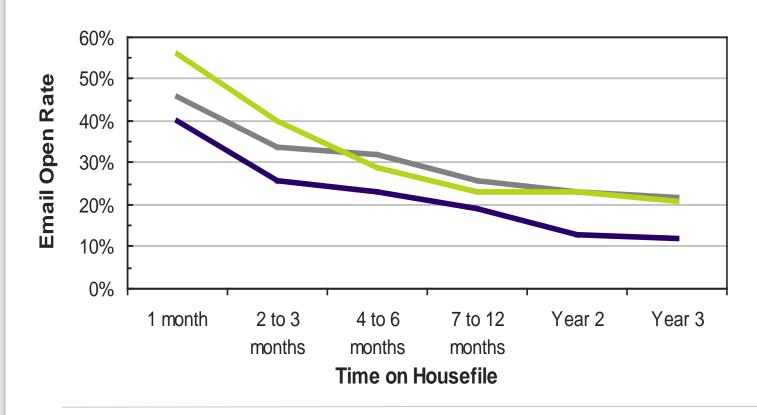
grabs plus many other valuable prizes to raise funds for The Friends of Algonquin Park. Tickets will be available mid-May and can only be purchased in person. Please show your passion for

With much appreciation,

loving homes.

# Welcome in a timely manner

Lean on established **best practices** to get the most results from technology





### **Automated Welcome Series**





Dear Jennifer.

Welcome to Chicago Children's Museum's new online community! I want to thank you for your interest in the museum and for joining us in making a difference in the lives of the children and families we serve.

Soon, you will start to receive our monthly updates with fun, educational activities for your entire family to try at home, information on our upcoming exhibits and programs, and much, much more!

In the meantime, we do hope you'll come and play with us at the museum! Check out our website for more information on our upcoming programming.

Once again, thank you for your interest in Chicago Children's Museum. Your connection to the museum adds depth and spirit to our community. and your support allows CCM to remain an essential family resource, a safe play space, and a vibrant learning laboratory.

Warmly,

Jennifer Farrington

Jenni fer

President and Chief Executive Officer

From the desk of



Jennifer Farrington

**Donate Now** 

Tell A Friend

BECOME A MEMBER!

Receive unlimited access to CCM's hands-on exhibits and programs for an entire yearand save money!





Dear Jennifer.

Visit CCM: Come and visit Chicago Children's Museum today! Explore our three floors of hands-on exhibits and programming fit for children and caregivers alike. Go to our calendar to check out our upcoming schedule of activities.

Get Involved: We want you to become the next CCM volunteer! As a volunteer you get to work directly with the children and families we serve each and every day. Apply to become a CCM volunteer today: Volunteer Application »

Make a Donation: Your generosity allows Chicago Children's Museum to be a special place where children can create, play, touch, and grow laying the foundation for a lifelong love of learning. Donating has never been easier! Use this link to visit our site and make an online donation today: Donate Now »

Spread the Word: You can tell your friends and family about the great work we're doing for children and the important adults in their lives! Use this link to send a message about CCM today: Forward this message to your friends »

Warmly,

Jenni fer

Jennifer Farrington President and Chief Executive Officer From the desk of



Jennifer Farrington

**Donate Now** 

Tell A Friend

Receive unlimited access to CCM's hands-on exhibits and programs for an entire year-

**ACTIVITY 5** 

Unsubscribe | Forward to a friend | Visit our web site











Unsubscribe | Forward to a friend







#### **Conditionalize Content**



A Single Email with Conditional Content

#### Thank you

Thank you for giving hope to so many.

Your support is helping to create a world with less cancer and more time with loved ones, more holidays together and many more birthdays.

**Donor Version** 

#### **Enjoy**

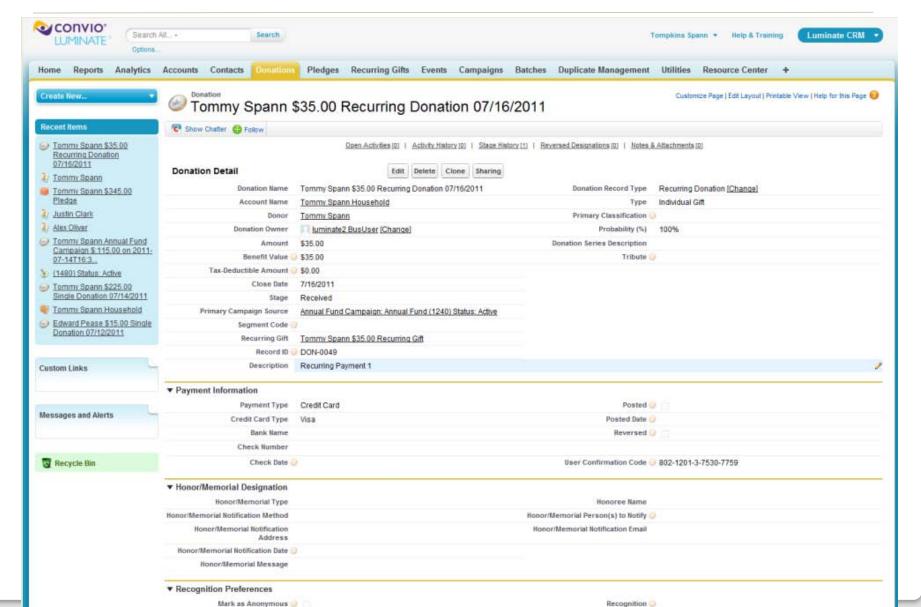
The American Cancer Society wishes you and your family a holiday season of health and happiness.

Your support — and your own story of hope — is creating a world with less cancer, more time with loved ones, more holidays together, and many more birthdays. Thank you

Survivor Version



#### **Build Profiles from Behaviours**



# **Presence in Multiple Channels**

- Consider multiple if not all channels for every campaign you have
- Cross-Channel Messaging collect cross channel contact information
- Online and Offline
- Using Social Media
- Acquisition techniques





#### **Challenges:**

- Understand value of online vs. offline acquired donor
- Validate multi-channel approach

#### Results



Additional 12 month value of multi-channel donors by acquisition channel



#### **Mail and Email**



Provide a guest with a winter coat, clean, new socks and underwear, or appropriate clothes for a job interview, and you give an extraspecial gift, too: an

More than half of our guests have mental health issues. Provide an hour of professional mental health counseling to ease a guest's troubled mind.

Finance one day of our Moving Ahead Program, including temporary housing, for a student committed to finding meaningful employment and achieving independence. We recently served a record-breaking 500 breakfasts in a single day. Serve a delicious, nutritious breakfast to everyone who comes through our doors one





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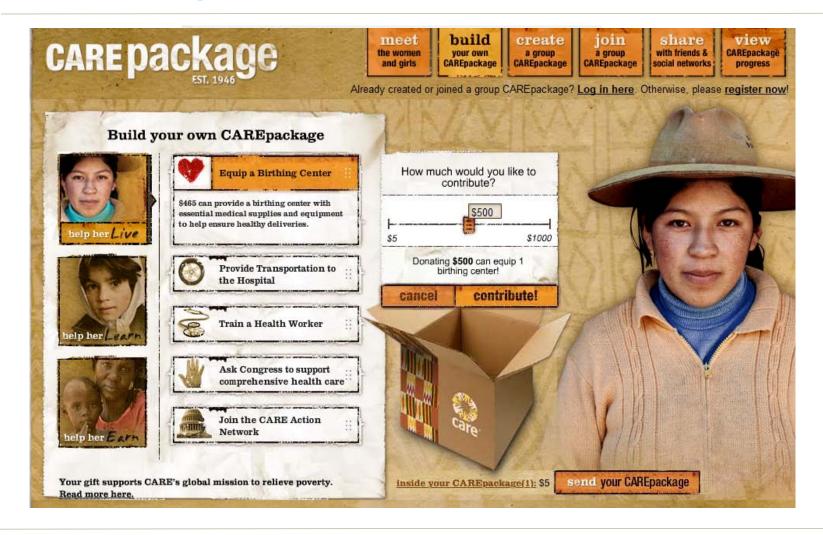
Online Appeal Complements Direct Mail Piece

"Ask" Email from Three-Part Welcome Series

Integrated Strategy and Welcome Series: St. Francis House

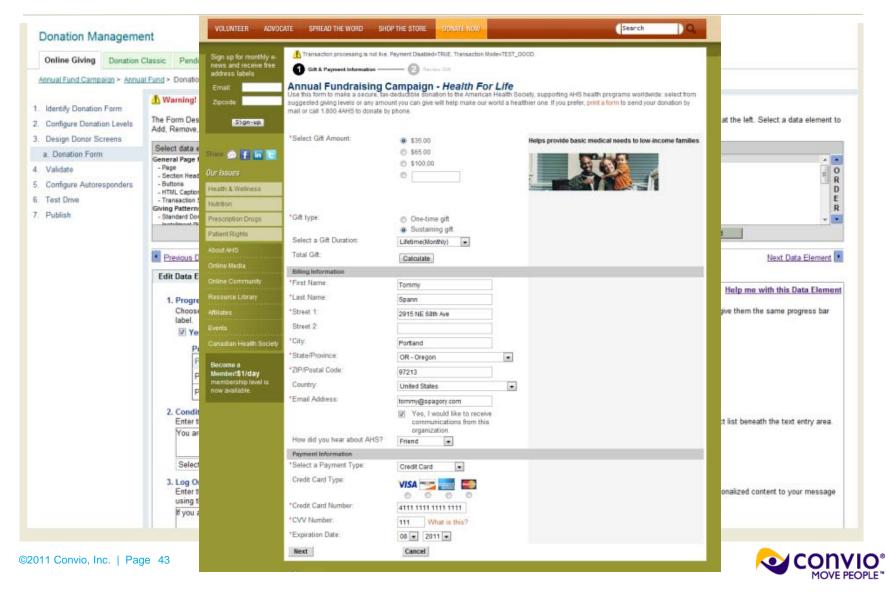


#### Make it FUN to donate: Donation API's





#### Make It EASY to Donate Online



#### **Online and Offline Best Practices**

- Include URL as a way to respond online
- Track mail recipients who donate online
- Create a reference about the appeal on your homepage





ms\_wilson what if every woman had choices about her reproductive health care—and her future? http://ow.ly/2PgzG via @pathfinderint

1,286,364,935,000.00 via HootSuite

Retweeted by PathfinderInt.



Pathfinder International Lots of excitement today! Our Facebook supporter who offered the challenge of \$300 if we reached 300 Twitter followers just gave her gift Because of the matching gift campaign, it will be matched for a total of \$600! Many thanks to Kristen for her generosity and for all of you sharing Twitter with friends and family! ...

See More

October 5 at 6: 12pm · Comment · Unike · Promote





Pathfinder International Exciting news: This month a donor will match all gifts made online prior to October 29th--up to \$50,000!

Meet Esther, a young woman in Tanzania, and see why your choice to give will provide more choices for women around the world.



Pathfinder International: News: Make a Choice to Give a Choice

www.pathfind.org

This week Pathfinder International launched a matching gift challenge: Make a Choice to Give a Choice. During October, a generous anonymous donor will match every gift made online—up to \$50,000!



Write a comment...



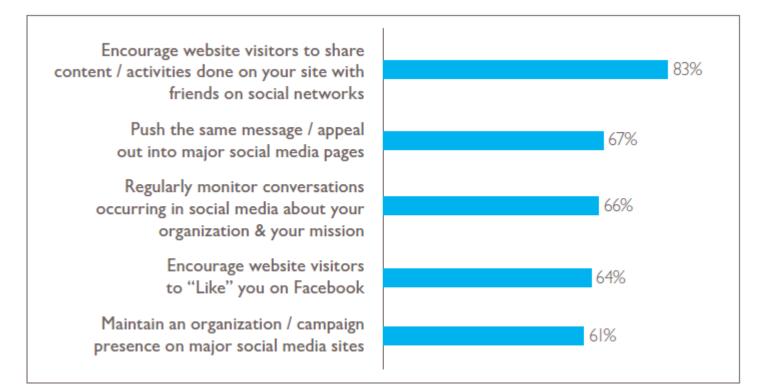
Pathfinder International Just 25 followers away on Twitter from reaching 300...and getting \$300! That can help us train 3 community health workers in basic family planning services in India.

# **Special Events: AIDS/Lifecycle**

- Used 2 separate TeamRaisers on one instance of Convio to foster competition between cities
- Organizations collaborated to promote the event
- Leveraged social networking, great visuals and storytelling
- Provided participants with tools and gave them freedom to make the event their own
- Raised \$10.5 million exceeding their fundraising goal even during tough economy



# Percentage Who Currently Use Social Media Best Practices



**ACTIVITY 6** 



#### **Online and Offline Acquisition Techniques**

**Basic Ask** 

**Pledges** 

**Give-Aways** 

**Downloads** 

**Sponsored Donations** 

**ACTIVITY 7** 



# **Thematic Integration**

- Have a consistent theme across all channels for your campaign.
- Use supporting images and messages to tell your story.



# **WWF Tiger Emergency Update**



#### TIGER EMERGENCY UPDATE

URGENT DISPATCH \* \* \* \* \* \* \* \* \* \* AUGUST 200

Dear Friend

I am writing to you with an urgent update about tigers.

As I'm sure you are aware, tigers are among the world's most endangered animals.

Offline appeal and envelope

es, the population of wild tigers has declined by 95% over the last century.

stinct sub-species of tiger known to be alive today: Amur tigers, Indochinese tigers, a tigers, and Bengal tigers. Until recently Bengal tigers, which have the largest rec considered a conservation success story with a thirving, even growing population.

<u>sating</u> news has recently been released that the population of Bengal ndia, which was estimated at over 3,500 just five years ago, <u>is now</u> <u>bout 1,400</u> — and falling fast.

these raise the frightening prospect that wild tigers could become extinct in our te action.

ets about tigers you need to know:

You are the LAST, BEST HOPE for the survival of endangered animals like the tiger!

he very best chance for the

You see, while tigers est threat in India and

fficking and to support other rafficking laws. We have to UT THEM IN JAIL!

Can I count on your financial support today?

With your help WWF has led many of the most successful efforts in tiger conservation, including last year's announcement of two new parks in Russia to preserve crucial habitat for the Amur tiger.

(over, please)

World Wildlife Fund 1250 Twenty-Fourth Street, NW \* Washington, DC 20037 worldwildlife.org

#### TIGER EMERGENCY REPLY HELP WWF SAVE THE SUMATRAN TIGER!

[]YES! You can count on me to help WWF's global conservation efforts, including saving the critically endangered Sumatran tiger.

I'm rushing you my emergency contribution of:

\*\*If we receive your gift of this amount or more in the next 10 days, we'll rush your FREE WWF plush to you Indicate your choice below

[ ] \$AmountA | ] \$AmountB\* | [ \$AmountC | ] Other \$\_\_\_\_

Ms. Jane Q. Donor 125 Anytown Address 2 Anytown US 12345-6789 Indiable Indiable all Indiable Indiable







World Wildlife Fund 1250 Twenty-Fourth Street, NW Integrated tiger appeal results show 40% better response rate

TIGER
EMERGENCY

UPDATE

Dear First NameWWF Member.

I hope you've had a chance to look over the urgent tiger dispatches I sent you last week.

By now, I'm sure that you are aware of the dire situation that tigers currently face: these majestic animals could become extinct in our lifetimes if we don't take action.

Today, while tigers face many threats, including the loss of critical habitat, the single greatest threat is poaching for their fur, bones, and internal organs. Aggressive and illegal tiger trafficking threatens to hasten the tragic extinction of one of the world's most magnificent animals.

Here are some of the ways WWF is fighting tiger trafficking with our wildlife trade network TRAFFIC:

- We're conducting daring undercover investigations to find the places where tiger part sold and track them back to the source.
- We're using advanced tracking and mapping to give governments the information to put traffickers in jail.
- We're ratcheting up pressure on China to urge them not to lift their 15-year-ban on domestic trade in tiger bone.

You are the LAST, BEST HOPE

for the survival of

And we're working to save tigers in other ways.

With help from friends like you, we're preserving habitat and protecting tiger prey species. We're also leading the Terai Arc Landscape Project to protect Online appeal, included envelope image



# Fundraising: Defenders of Wildlife

- Members demanded the organization raise awareness on vice presidential candidate's record on aerial wolf hunting
- Multi-channel campaign drew attention to the candidate's environmental record & raised funds
- Raised \$1.3 million online and \$150,000 via phone



### **Integrated Process**

- Use right combination or sequence of messages or touch points across channels to optimize response and long-term impact.
- Message frequency management integrated fundraising/communications calendar.



#### **Multi-Part Campaigns**



Dear Friend.

Every day, families are battli commitments. This holiday served by Boys & Girls Clubs

Make a gift today and help us spi-

During these tough economic time families face greater struggles that parents not only worry about gifts for they can put food on the table. Wor ends meet shouldn't be the reality with less when times are good, this

#### Can they count on you for a mirac

At Boys & Girls Clubs, we never tur child the joy of learning, the suppor they can find the love of friends. Th miracle. They need the promise tha rely on us. All children deserve that

Your support is even more importa children will turn to their Club for he overjoyed because I know the child We will fulfill our promise to them t support of friends like you.

Make your gift today to help us prov children depend on all year long.

To the children, your gift makes a d Boys & Girls Clubs of Metro Atlanta season.

Will day



**Happy Holiday** 

**Donate Now** 

Forward to a Friend



Make a Gift Today

Dear Friend.

Today is your last chance to give a gift and make a promise to 17,000 children in metro Atlanta. Your gift today is tax-deductible for 2008.

We can deliver on this promise by raising the funds needed to provide a safe place with caring adults - a place where our children can be empowered to develop the skills and character they need to become happy and productive adults.

The impact of our donors is clear.

Boys & Girls Club Kids and Teens:

- Graduate from high school at a rate of 87%, compared to the national average of 66%.
- Show an average improvement of 12% in their grades at school.
- In Club neighborhoods, incidences of teen pregnancy and substance abuse arrests are cut by as
- . More than 57% of Club alumni surveyed said that the Club saved their lives.

Please send in your thoughtful gift today to help us provide the life saving programs our children depend on all year long.

As always, thank you for your continued support of our mission and programs.

Sincerely.

ho

Or

Atl

We

the

Jerry Tipton President

Boys & Girls Clubs of Metro Atlanta

good cheer, and every joy of the season.

Thank you for your continued support. Together, we are saving lives in metro Atlanta.



## **Integrated Calendar**

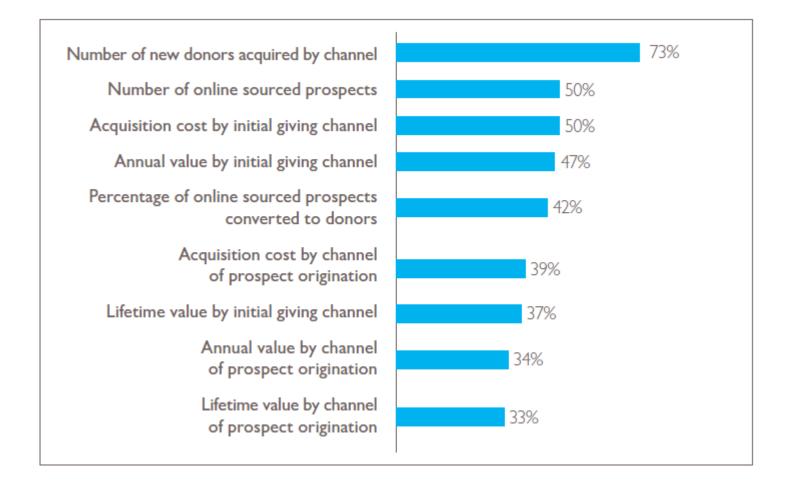


# Integrated Measurement and Business Intelligence

- Establish metrics that measure donor behavior and campaign performance across channels which focus on long-term value.
- To optimize constituent engagement you need to be able to collect aggregate constituent data to correlate and extract meaningful information that you can leverage to create campaigns.

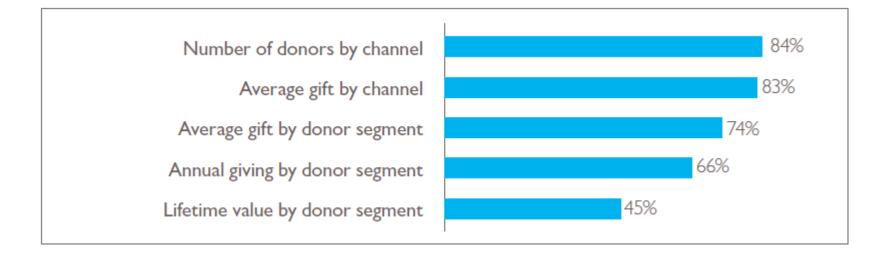


#### **Key Acquisition Metrics Currently Tracked**



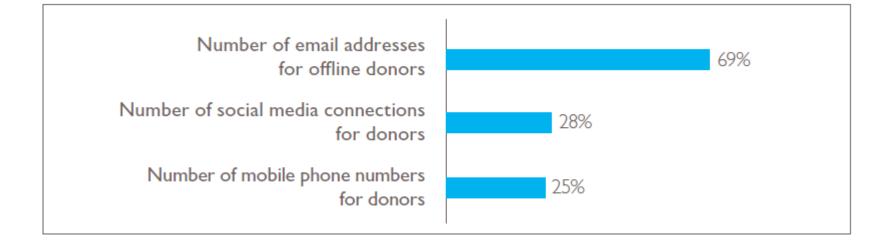


#### **Donor Value By Channel Currently Tracked**



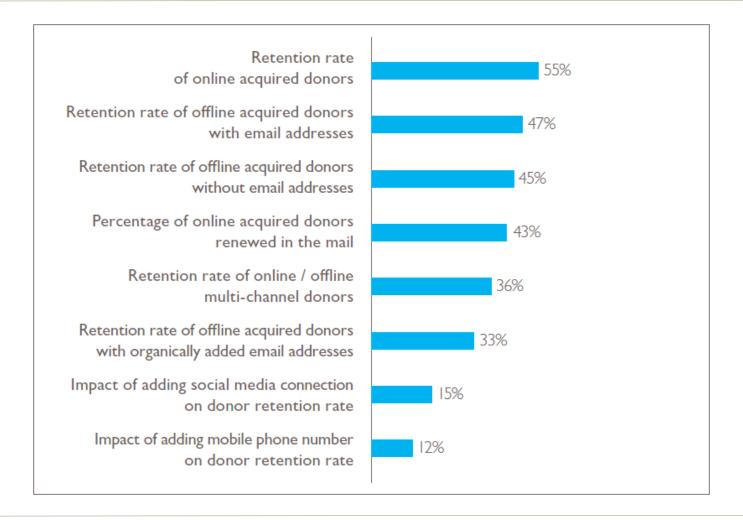


#### **Cross-Channel Contact Information**



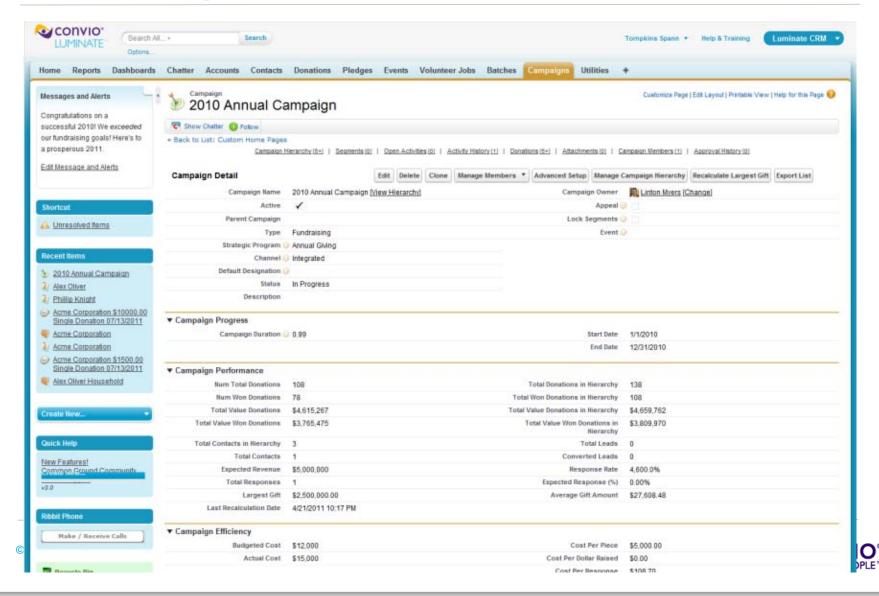


# **Tracking of Retention Metrics**





# **Campaign Performance**



## **Executing a Strategy**

Key Concepts for Executing Multi-Channel Marketing:

- Organizational Alignment
- Technology



# **Organizational Alignment**

- All teams must work together as a cohesive unit rather than individualized efforts.
- A common theme is to have all communications under one leader.
- Aligning staff and structure to better support integrated/multi-channel efforts.



# **Organizational Structure**

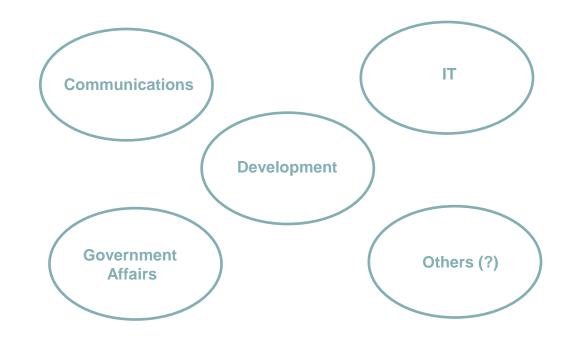
#### **Traditional**

Separate Metrics & Team for Online Marketing

Disparate (Sometimes Conflicting) Goals

Inconsistent Voices
Representing Organization







### **Organizational Structure**

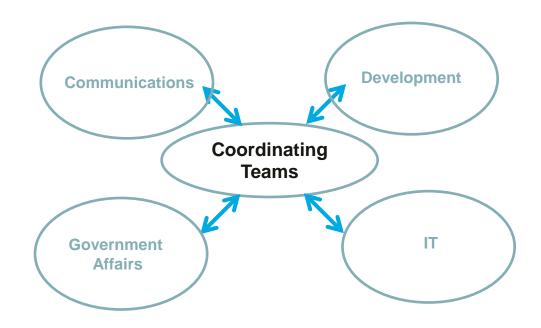
#### Coordinated

**Shared Metrics** 

Thematically Integrated

**Coordinated Appeals** 



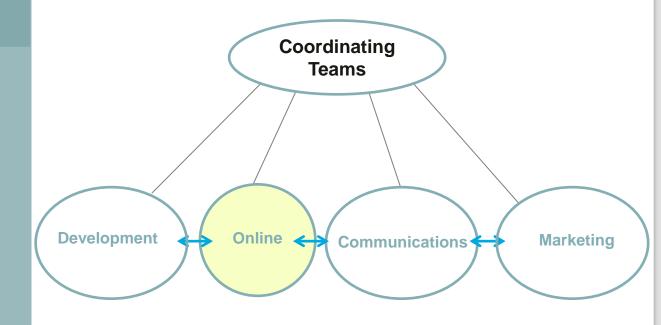




## **Organizational Structure**

#### **Optimized**

Unified Strategy & Full Integration Across Channel Managers









# **Technology**

- Systems and the technology you use are an essential part of the process.
- Integrate online and offline systems.
- Data bases with easy integration, should be able to support contacts through new media channels.



#### **Infrastructure Needs / Limitations**

**Support Business Units** 







**Track Performance** 









**Understand Data** 



**Coordinate Departments** 



**Add New Channels** 













**Integrate Systems** 

















# Goal: 360-degree View



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- **Bottomassissississ** information
- Bellatistation in the little way to look the projection of the status
- Site visits
- **Clastorgifn toppoation**ties



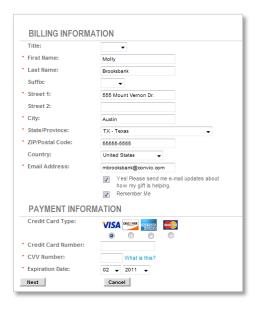
# **Data Integration Nirvana**



Appropriate cultivation processes can be automated for all points of entry.



Data flows into one system, so you control who gets what messages, when.



Interactions are connected. Processes are streamlined. More actions are completed.

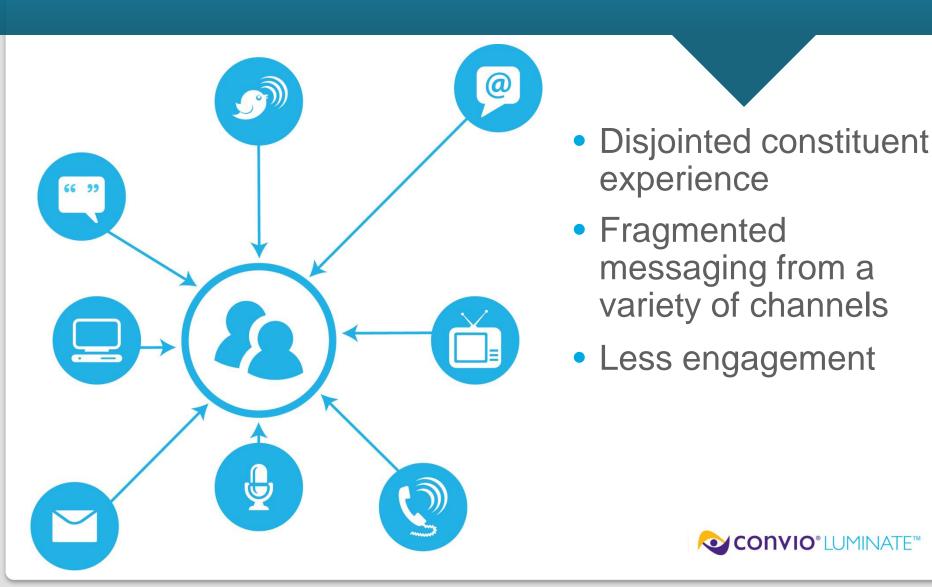


# **Summary – Key Tips**

- Don't be intimidated
- Do more online and become pros at basic online-offline integration before you invest in new media channels.
- Establish the right key metrics
- Align your organization
- Ensure your systems enable your strategy
- Test, test and test.



## **Current Landscape**



# Engaging Constituents with Convio Solutions

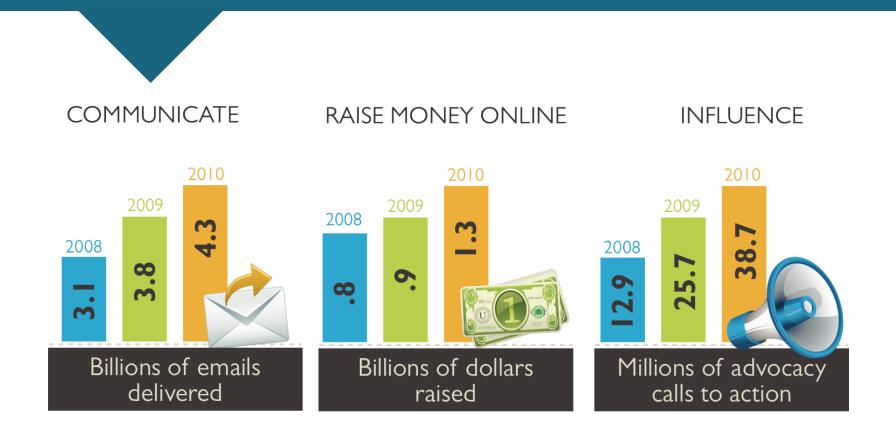


#### With Convio Luminate:

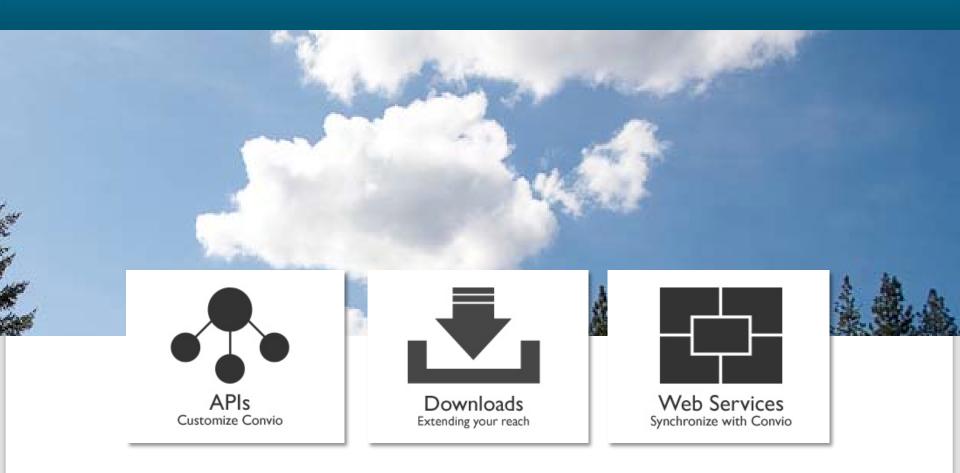
- Unified constituent experience
- Integrated messaging across a variety of channels
- Optimized engagement



#### Convio Clients...



# Sky's the Limit: Convio Open



# More than technology – expert services

Convio has a wealth of information on the industry, and shares their knowledge with a consistent focus on helping us achieve our goals. Convio's approach works well to ensure that we are able to learn and adopt the latest best practices.

Elizabeth Nielsen





#### **CFRE Certified**



 Full participation in Convio's Nonprofit Success Workshop is applicable for 3.5 education points in Category 1.B -Education of the **CFRE International** application for certification and/or recertification



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### Thank you for attending!

Next Steps: Today's presentation along with additional free resources that will help your organization execute a multi-channel strategy will be sent to you via email.

In the meantime, visit **WWW.CONVIO.COM** 

