



HOW DO YOU MEASURE UP?

4 Online Trends Every Fundraiser
Should Know

*A Guide To Understanding Recent Online Fundraising Trends,
Engaging Donors, And Translating Metrics Into Larger, More Frequent Gifts*

Key indicators suggest that financial returns from online fundraising continue to increase despite a sluggish economy. That means constituents are still listening and donors are still giving. Are you making the most of your online presence to stay engaged and foster these relationships? Learn what metrics to track for measuring your online fundraising performance against your peer organizations, and discover how to turn those numbers into insight for a strategic approach to online marketing and fundraising.

For the third consecutive year, we have created The Convio Online Marketing Nonprofit Benchmark Index™ Study to provide our clients and other nonprofits with a gauge for evaluating their online fundraising performance with that of their peers and the industry. This report is a guide to understanding the trends in the benchmark study: we'll give you a quick snapshot of the major trends that every nonprofit should be aware of, steps you can take to tune up your online fundraising program, and tried-and-true best practices to continue in order to stay the course of success.

Following each key trend below, we've provided you with practical how-to best practices straight from the front lines of successful online fundraisers to help your organization leverage these recent trends.

4 KEY ONLINE TRENDS **PLUS** THE BEST PRACTICES THAT CONTINUE TO PAY OFF FOR NONPROFITS:

1. **Online fundraising continues to generate positive year-over-year growth across the board; direct mail results continue to decline.**
2. **Despite economic challenges, nonprofits saw their online revenue grow during the fourth quarter of 2008.**
3. **Though the average gift amount stayed mostly the same, nonprofits received a larger number of gifts in the fourth quarter, which resulted in an increase in online fundraising revenue.**
4. **Email open and click through rates remain steady across all organization types.**

TREND #1

Online fundraising continues to generate positive year-over-year growth across the board; direct mail results continue to decline.

In 2008, online fundraising revenue, email file growth, and website traffic rose 14%, 28 %, and 20%, respectively. In sharp contrast to other fundraising channels, nonprofit organizations that utilize an online fundraising strategy continue to enjoy double-digit growth in online revenue.

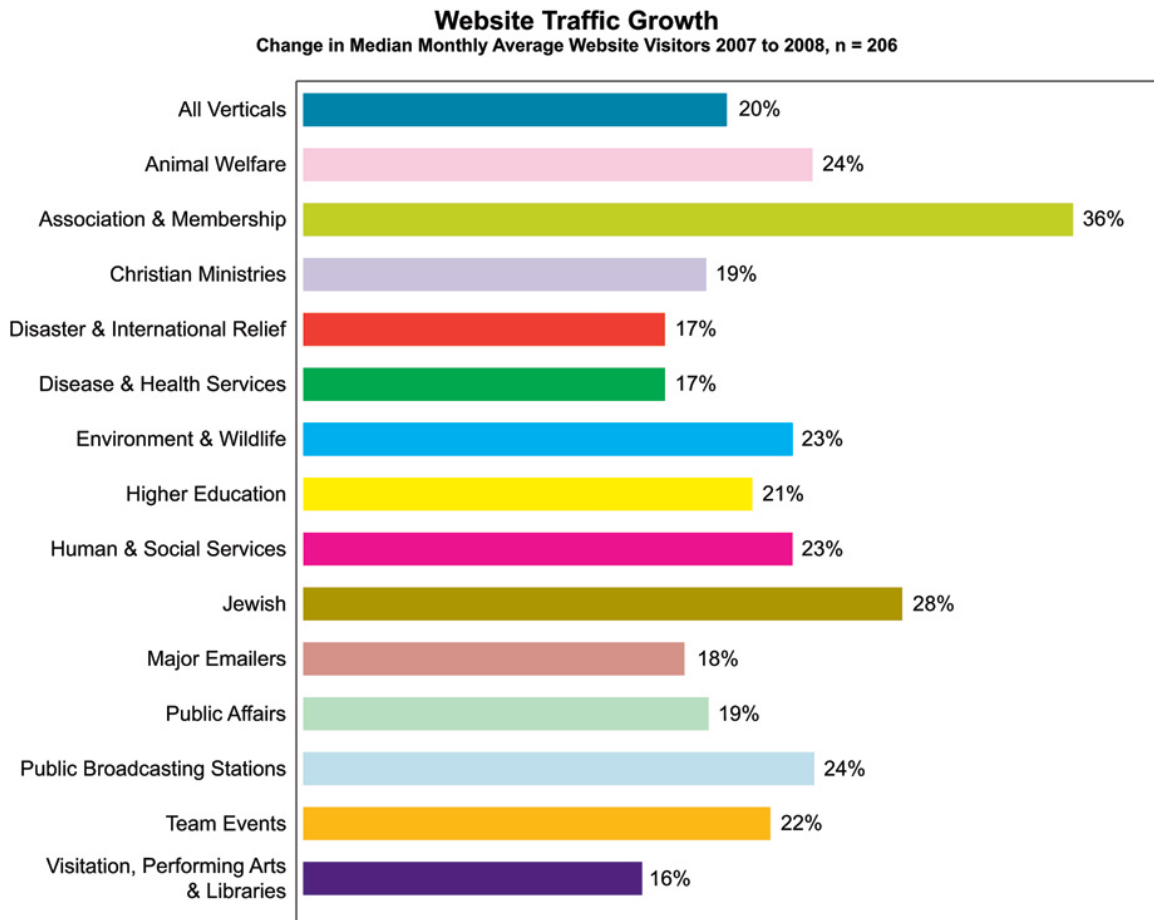
While returns from direct mail efforts may be shrinking for many organizations, there is plenty of opportunity to capitalize on revenue growth from online efforts.

Revenue from direct mail, according to a study conducted by Mal Warwick Associates in March 2009, decreased overall 18% in 2008, with 79% of organizations reporting a decline. Acquisition revenue fell 33%, and house mailings dropped 15%. The overall decline in mail revenue is attributed, in part, to organizational efforts to cut costs to protect net revenue. So while returns from direct mail efforts may be shrinking for many organizations, there is plenty of opportunity to capitalize on revenue growth from online efforts.

THE METRICS BEHIND THE TREND

- For the period of 2007 to 2008, organizations in this study saw their online revenue increase from an average of \$207,286 to \$235,334; an increase of 14%.
- In 2008 organizations added 28% more new constituents to their email files than in 2007. With a median email file of over 34,736, organizations are having continued success giving constituents reasons to engage with them online.
- Annual unique website visitors grew from 97,925 to 117,955 from 2007 to 2008 (with major emailers, animal welfare organizations, and public broadcasting stations having the most unique visitors).

- While 15-25% of online donations can be attributed to email communications, the majority of online revenue for nonprofits is coming from either a combination of offline media driving people online, or a mix of other sources such as brand awareness, Search Engine Optimization (SEO), and peer-to-peer fundraising.



CATALYSTS FOR SUCCESS

Gather the right information to grow constituent relationships online. Maximize your email file and website traffic. Continue to give your constituents new reasons to engage and take action.

The first step to capturing the hearts – and donations – of your constituents is to get their attention. Today, a growing number of donors are relying on the Internet to inform their giving decisions, which means your organization needs a strong online presence to fundraise effectively.

“Going online” with your fundraising means more than posting a website, adding a “donate now” button and sending out email. Consider these strategies for finding and staying connected to your constituents on the web.

EMAIL FILE GROWTH

Growing the number of names in your email address file is critical to online fundraising success. You need to grow your pool of prospective donors in order to increase overall online dollars raised.

Using email to start and grow relationships with your constituents is critical for nonprofit organizations. It can help your organization communicate with large volumes of both current and prospective constituents in a highly personalized and cost-effective manner.

Gather email addresses offline.

Even if you're just starting out online, you can easily develop your email file by integrating email address collection into your existing fundraising initiatives. Every time you communicate with supporters or prospects, you have the opportunity to collect email addresses. Planned interactions such as renewal appeals, membership drives and event invitations are perfect times to ask for email addresses. Simply add a field for email collection to all response forms. At events where you will interact with a large number of constituents, consider setting out a newsletter sign-up sheet, or offer a giveaway for attendees who drop in a card with their name and email address. Finally, each time you send out communications, provide constituents with the opportunity to update their email address.

Promote the benefits of email communication.

When asking for email addresses offline, emphasize the benefits your constituents will receive by providing this information. Remind supporters that by communicating with them online, your organization can save money and administrative work, allowing you to more effectively serve your mission. Also emphasize the benefit of timely communication: With email communications, you are better equipped to respond to compelling events and inform them quickly of important news, developments, events and programs.

Gather email addresses online.

Your website is the best source for reaching new prospects and existing constituents and collecting their email addresses. Visitors to your website have sought you out because they are interested in your organization. This existing affinity is a powerful incentive for online visitors to provide you with the information you need to build longer-lasting relationships with them online.

WEBSITE TRAFFIC GROWTH

Harnessing website traffic is one of the best tactics for growing your email file. In our Wired Wealthy study (www.convio.com/wiredwealthy), we learned that 49% of online mid-level and major donors will always visit a nonprofit's website before making a first-time gift online or offline.

If you continually give your constituents reasons to engage with you online (such as new content, helpful reports, special campaigns and appeals), traffic to your website will increase.

Drive traffic to your website with every communication.

Maximize traffic to your website by including your URL wherever you list phone numbers, mailing addresses or other contact information. This includes brochures, ads, staff email signatures, voice messages, phone hold or intro message and business cards. Tell prospects and supporters about the resources available to them on your website and keep the website content current and informative, so visitors will return.

Promote your site offline.

As donors are going online in increasing numbers both to donate to and research your organization, it makes sense to have a plan in place to integrate your online fundraising efforts with your direct mail and other offline campaigns. Consider using your direct mail campaigns, for example, to drive constituents to your website with a personalized link to a new campaign; or maximize the effectiveness of a direct mail campaign by using email to alert constituents that you'll be sending them a package in the mail. Having a strategy that maximizes the communication efforts you already have in place makes for a more personalized, cost effective approach to constituent communications. It also encourages offline donors to become online donors, which is more cost effective for your organization's marketing and fundraising programs.

From your offline communications you can feature specific calls-to-action that are only available online such as:

Feature Specific Calls-To-Action That Are Only Available Online

- Solicit reader responses to specific articles
- Invite participation in surveys and polls
- RSVP online for special events

Feed Online-Generated Content Into Your Offline Communications

- Publish poll and survey results
- Choose reader responses or quotes to feature

Highlight Online Relationship Management

- Update your mailing address online if you've moved
- Change subscription preferences

Use Story Continuations To Drive Cross-Over Traffic

- Additional photos
- Related content (videos, letters, etc.)

Utilize (SEO) Search Engine Optimization.

SEO is very important for ensuring that potential donors find you when searching the web. Effective SEO utilizes a combination of best practices “under the hood” of your website’s code to increase your rank among search engine results. There is no magic bullet for SEO, but by designing your site with SEO in mind you can dramatically increase your page rank and lead more potential donors to your site.

Follow Best Practices

- Identify your target key words
- Incorporate key words into homepage, Web pages, title and meta description tags; keep single issue per page.
- Pay special attention to Title Tag
- Focus on reciprocal links from other sites
- Search Engine Submission Links

For more online marketing tips and best practices, visit www.convio.com/resources.

Conduct a Search Engine Audit

- How much of your website traffic currently comes from search engine referrers?
- Benchmark your performance for target keywords; are other non-profit sites coming up instead?
- Conduct competitive analysis
- Monitor over time

Encourage visitors to register at your site once they arrive.

While getting people to visit your site is important, equally important is getting them to register so that you can capture their email addresses and begin an online relationship with them. It also gives you a better idea of how effective your website is in grabbing site visitors’ attention.

Give visitors to your site a reason to opt-in to future email communications. Can they sign a petition? Register for important updates to your cause? Use your site to tell your story, but make sure that story leads into a clear call to action.

How to calculate conversion of site visitors to registered constituents: To determine whether you are effectively gathering email addresses online, you must first understand how well your website is motivating visitors to register. To measure effectiveness at converting website visitors to registered constituents, track the conversion rate using the calculation below:

$$\frac{\text{Number Of Registrations Per Month}}{\text{Total Number Of Unique Site Visitors Per Month}} = \text{Conversion Rate (\%)}$$

For example, if 30 of every 1,000 visitors to your site register each month, the conversion rate is 3%. Typically, nonprofit organizations register 2% to 3% of all site visitors. During promotions, fundraising drives and other events, this rate may increase. If your registration rate is low, consider these tactics:

- Ask someone unfamiliar with your organization's website to go to the home page. He or she should find the registration option within five seconds. If the registration box or link is not prominent, valuable prospects may fail to register. Consider varying the position of the registration option on the page to gauge the effect. Often, top right-hand placement yields a good conversion rate.
- Ask constituents if the incentive to register — which, for many groups, is a newsletter — would make them provide their email address.
- Include a link to the organization's privacy policy near the registration box that explains how the information will be used to allay fears about potential misuse of email addresses.

Ask someone unfamiliar with your organization's website to go to the home page.
He or she should find the registration option within five seconds.

Develop a conversion strategy.

Having a clear plan of action for converting new website registrants to donors will help you maximize your growth in revenue per usable email address. Many organizations run a welcome series for new website registrants, quickly familiarizing them with the organization and its mission and optimizing the conversion rate of new website joiners to donors within the first 45-60 days.

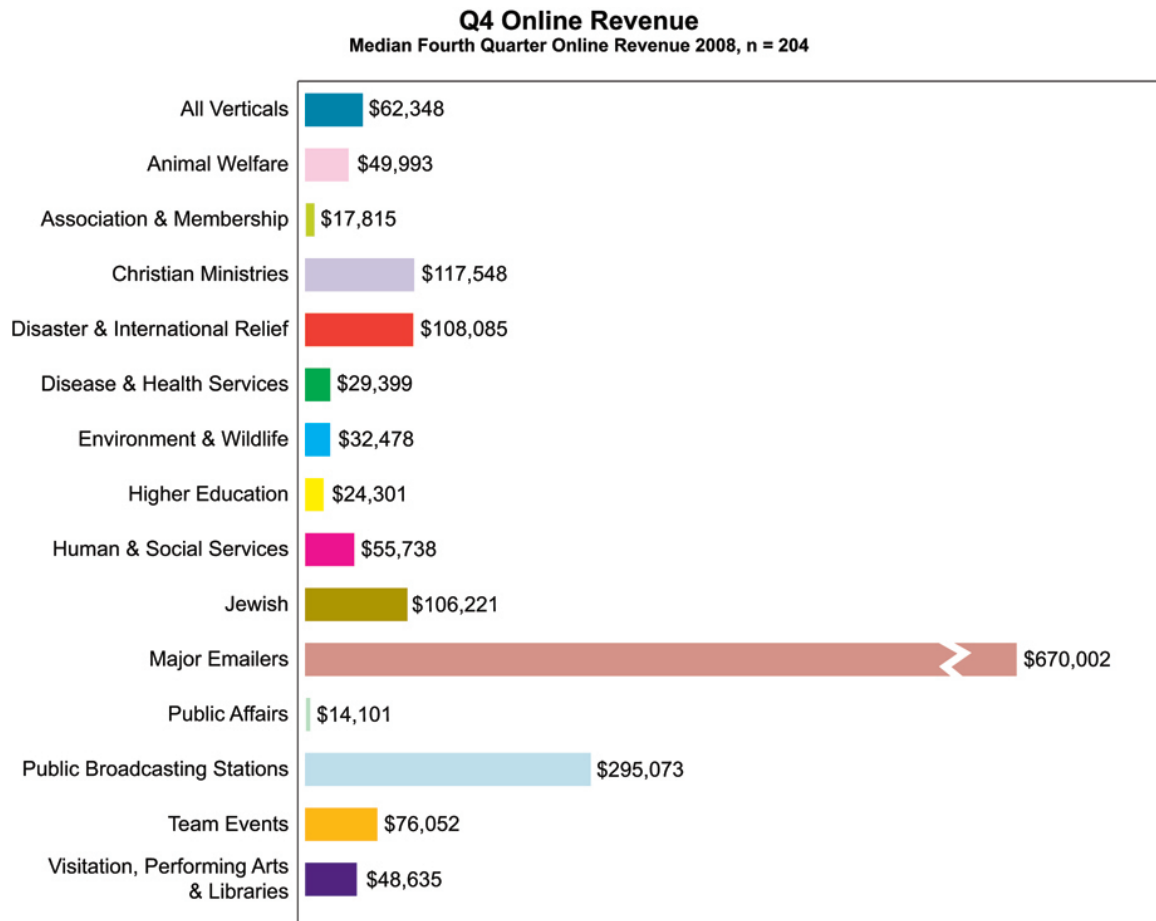
TREND #2

Despite economic challenges, nonprofits saw their online revenue grow during the fourth quarter of 2008.

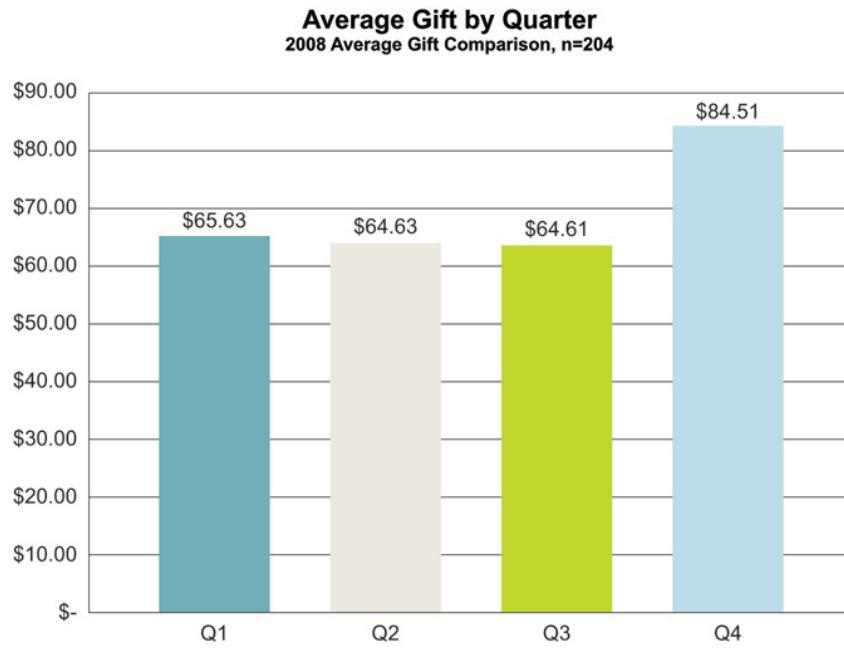
The stressed economy clearly had an impact on fundraising during Q4 2008. According to a study conducted by Mal Warwick Associates in March 2009, offline fundraising channels such as direct mail and telemarketing took a significant plunge; however, nonprofits actually experienced an overall 3% growth in online revenue in the fourth quarter of 2008 compared to the previous year's figures for the same time period. This increase occurred despite organizational fourth-quarter cutbacks in fundraising and outreach efforts.

THE METRICS BEHIND THE TREND

- For the fourth quarter, nonprofits raised an average of \$62,348 during the three months ending December 31st, 2008.



- Historically, at year-end, donors give gifts that are 30% higher than those made in other quarters. The average gift in Q4 was \$85, compared to gifts averaging around \$65 the rest of the year.



CATALYSTS FOR SUCCESS

Continue to reach out. Use cost effective tactics to foster the relationship year round.

Like most people, your donors are feeling the economic pinch and possibly some uncertainty about the future. This is not the time to cut back on donor contact but, instead, an opportunity to show your appreciation and communicate their value to your organization.

Coordinate your outreach efforts.

If you're working with a Constituent Relationship Management (CRM) solution to more effectively track and engage your donors, you're already ahead of the game. CRM enables nonprofits to better integrate every point of communication with constituents into a coordinated effort. For example, the system will send you reminders for contacting your most promising contacts, or for thanking your donors, and even allows you to set up tasks for your team so that no relationship accidentally falls through the cracks.

Offer alternatives to monetary gifts.

Offer alternative ways for donors to express their support, such as volunteering, advocacy, donating supplies or forwarding your email communications to family and friends. Don't give up on donors who can't give monetary gifts right now – there are plenty of other ways they can help.

Show your appreciation.

Set aside funds for personalized activities like handwritten notes, coffee with the board and thank-you calls from the staff. Send personalized, one-off communications to select donors and consider having a members-only section of your website that offers sneak-peeks of upcoming content or reports. Offer major donors VIP status for events and invite them to conference calls with your organization's leadership so that they know their ideas are valued.

Build a relationship profile.

Getting to know your donors and prospects by building a profile of their interests and online interactions with your organization and communicating with them regularly will help you develop a loyal online relationship with them that will lead to ongoing support. Gathering email addresses and names is a good starting point. However, more detailed profiles about constituent interests, geography and other demographics allow you to segment your list and target constituents with information that interests them most.

The greater percentage of people who provide you with details about themselves, the more effective you will likely be in developing relationships and turning them into donors. To develop constituent profiles, determine the four or five pieces of information relevant to your organization for more targeted communications, and begin gathering that information.

Give constituents a voice.

Constituents who feel they have a voice in the organization are more likely to contribute time and money. Create an ongoing conversation with constituents through online surveys, polls and petitions. In addition, create a constant narrative by regularly updating website content. Supporters will stay engaged online to see how the organization is progressing.

Use a Moves Management process to make every outreach opportunity count toward a possible major gift.

Major gifts are a priority for every nonprofit, large or small. Every organization has its own approach to cultivating constituents at each “move” along the continuum toward major donations.

Having the ability to consistently identify and cultivate
the most promising prospects enables your staff to nurture relationships
in a way that's tactful and timely.

Whatever your approach to Moves Management, the challenge probably isn't tracking the gifts once they've been given/received; it's identifying the best prospects – weeding out those with little potential and spotlighting the promising ones. These are the relationships that have the potential to result in a major gift and a deeper involvement afterwards (such as more giving, planned giving, willingness to solicit others on your behalf, participation on your board, leading capital campaigns, etc.). Having the ability to consistently identify and cultivate the most promising prospects enables your staff to nurture relationships in a way that's tactful and timely. Using technology tools such as a constituent relationship management (CRM) solution (like Convio's Common Ground) can help you manage the entire process more efficiently and cost effectively.

TREND #3

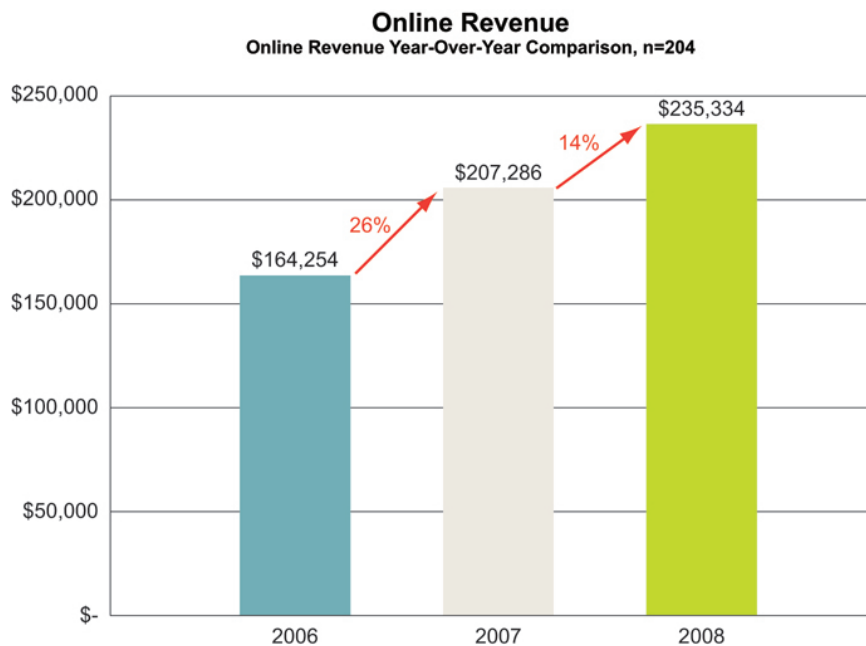
Though the average gift amount stayed mostly the same, nonprofits received a larger number of gifts in the fourth quarter, which resulted in an increase in online fundraising revenue.

The promising upswing in the number of gifts received in Q4 of 2008 had the effect of driving up total online giving, despite a lower average gift for most organizations.

While many donors were reluctant to make larger gifts – and in some cases gave less – savvy organizations with an online fundraising program were able to seek out and secure new donors as well as prompt more frequent gifts from current constituents.

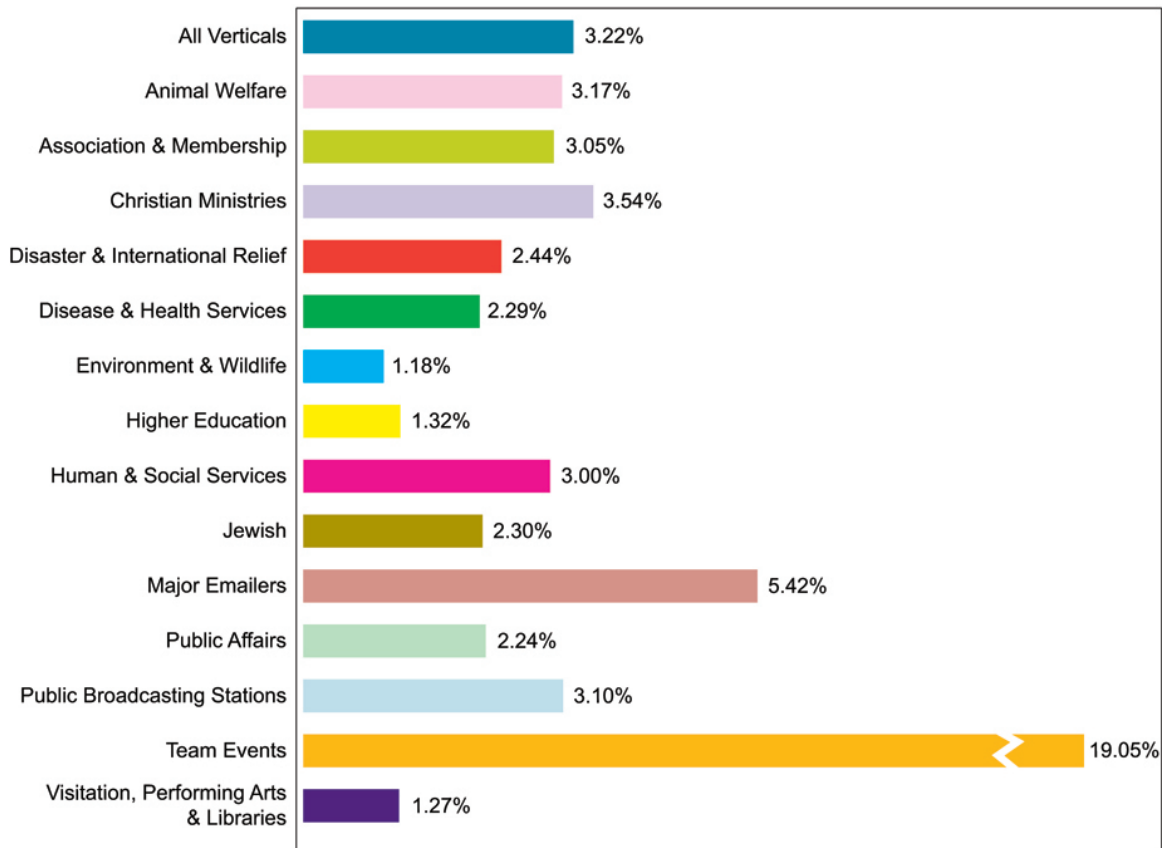
THE METRICS BEHIND THE TREND

- Compared to 2007, the average gift in 2008 was flat for the year; however in Q4 2008, the average gift was \$84, down 6% from \$90 in 2007.
- With the average online gift of \$67 — basically unchanged from 2007 levels — online revenue growth in 2008 was driven by a 14% increase in the number of gifts received online.



- Approximately 3% of monthly unique visitors provided their email addresses to the organization by registering for email updates or taking some other action online.

Website Traffic Conversion Rate
 Median Site Registration 2008, n = 304



CATALYSTS FOR SUCCESS

Seek and Secure. Attaining new donors and increasing giving frequency can help offset declining gift amounts.

Seek out new donors.

What percentage of your respondents are new donors from each online campaign? It's important to understand how many new donors you are reaching online to ensure a constantly growing pool. This metric will help you to determine how many new donors you are gaining with each online campaign, and how that number is changing over time.

One effective way to connect with new donors is to engage them with advocacy actions such as an appeal or alert and convert them to donors as you build the relationship. Start by asking for them to take a specific action (like signing a petition). Connect with them through peer-to-peer channels such as existing volunteers and donors. Or, use social media to help build awareness – invite them to download your Widget, post about you on their blog, or get involved on your organization's blog. For a fun way to get constituents actively engaged in social media, try hosting a video contest on YouTube or a photo contest on Flickr.

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Secure more frequent gifts.

An average gift size dramatically above the average may be an indicator that you're not doing enough grass roots marketing to acquire more donors (who might give in smaller amounts that bring down your average gift size, but increase your overall fundraising). In addition, nonprofits that heavily promote monthly sustainer giving are by definition compressing their average transaction size but inherently raising much more money. There are features in Convio that can help you optimize your ask to the donor both in email appeals and within the donation form to help you get the maximum yield possible on your average gift.

Keep in mind that comparing average gifts across verticals is difficult because some organizations are more major-gift oriented, while other organizations are more mass marketing oriented and tend to get smaller, more frequent gifts online. Average online gifts are an important metric for comparing yourself to other organizations with a similar mission, but don't focus on this metric alone when evaluating your performance, as your marketing strategy and mix of major and smaller donors are the key drivers of what your organization's average gift size will be. Instead, focus more on total dollars raised.

How to maximize your Q4/holiday appeals in a down economy.

For starters, send a holiday appeal. Trend analysis suggests that 35%–42% of all online giving happens in November and December, that's almost half of all online giving in just two months. Unfortunately too many organizations don't take advantage of this opportune time for a "holiday ask." Here are some ways to make your online holiday campaign successful:

- Recycle the look and feel of your holiday direct mail campaign so you don't have to start from scratch.
- Test your subject lines and content before you send the final message.
- Consider implementing a thank-you or year-end celebration of success program during the holidays this year. This can include a simple year-end ask. Then in January, start nurturing supporters for next year's gifts before and during the holiday season.
- When you send an email appeal, make sure your message contains a main ask, a stewardship/seasons greeting piece (such as a holiday ecard) and a "last chance to give" sent on December 31.

TREND #4

Email open and click through rates remain steady across all organization types.

The goal of online fundraising is to raise more money at a lower cost than possible through offline fundraising programs alone. Email appeals are a great way to achieve this goal because in contrast to direct mail, telemarketing and other fundraising channels, they allow you to solicit constituents for a very low cost.

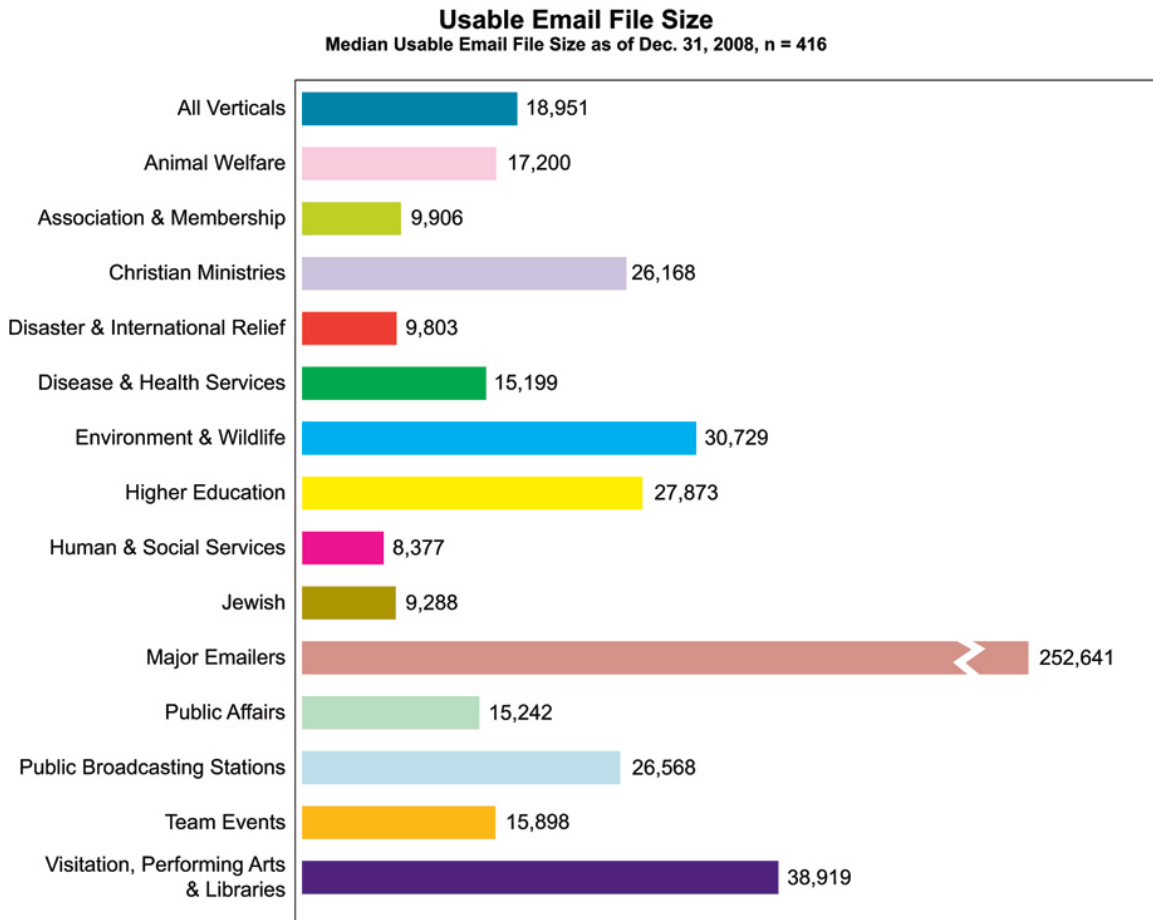
There are several ways to measure the effectiveness of an email appeal. One way is to look at the open rate. The open rate is the percentage of recipients who open (view) a message divided by the number of messages delivered. The click-through rate is the percentage of recipients who clicked on one or more links contained within the email appeal divided by the number of email appeals delivered. Of course, the success of an online fundraising appeal is ultimately measured by the response rate, the proportion of the recipient list that actually makes a donation to the organization. The median blended appeal response rate across verticals is 0.13%. (“Blended” = sent to a mix of prospects and existing donors, using appended and organically acquired email addresses). This metric can be heavily influenced by the mix of prospects vs. donors in the recipient list, as well as how many addresses were appended vs. acquired organically. If you have the ability, it will help you in benchmarking to break out the response rates by donors vs. prospects.

Despite increasingly crowded inboxes,
nonprofits continue to successfully get the attention of constituents
with email appeals and newsletters.

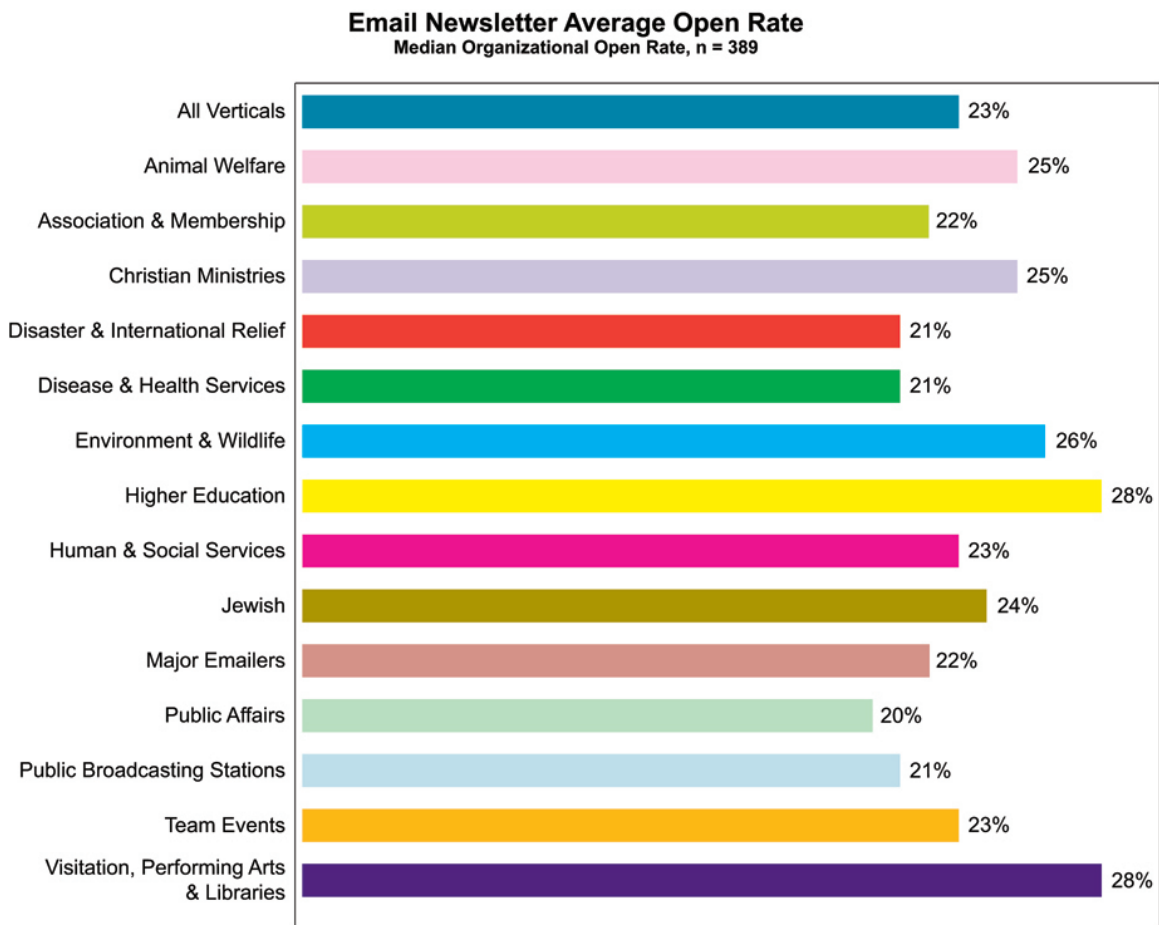
Despite increasingly crowded inboxes, nonprofits continue to successfully get the attention of constituents with email appeals and newsletters. An email newsletter is a great way to build and cultivate relationships with constituents before asking for a donation. At 4%, the click-through rate for newsletters is approximately double that of e-appeals, showing constituents’ willingness to click items that have a lower level of commitment than a fundraising ask.

THE METRICS BEHIND THE TREND

- 2008 saw a median of 18,951 usable email addresses (opted in and able to receive email from your organization) on file, an 18% increase over 2007.

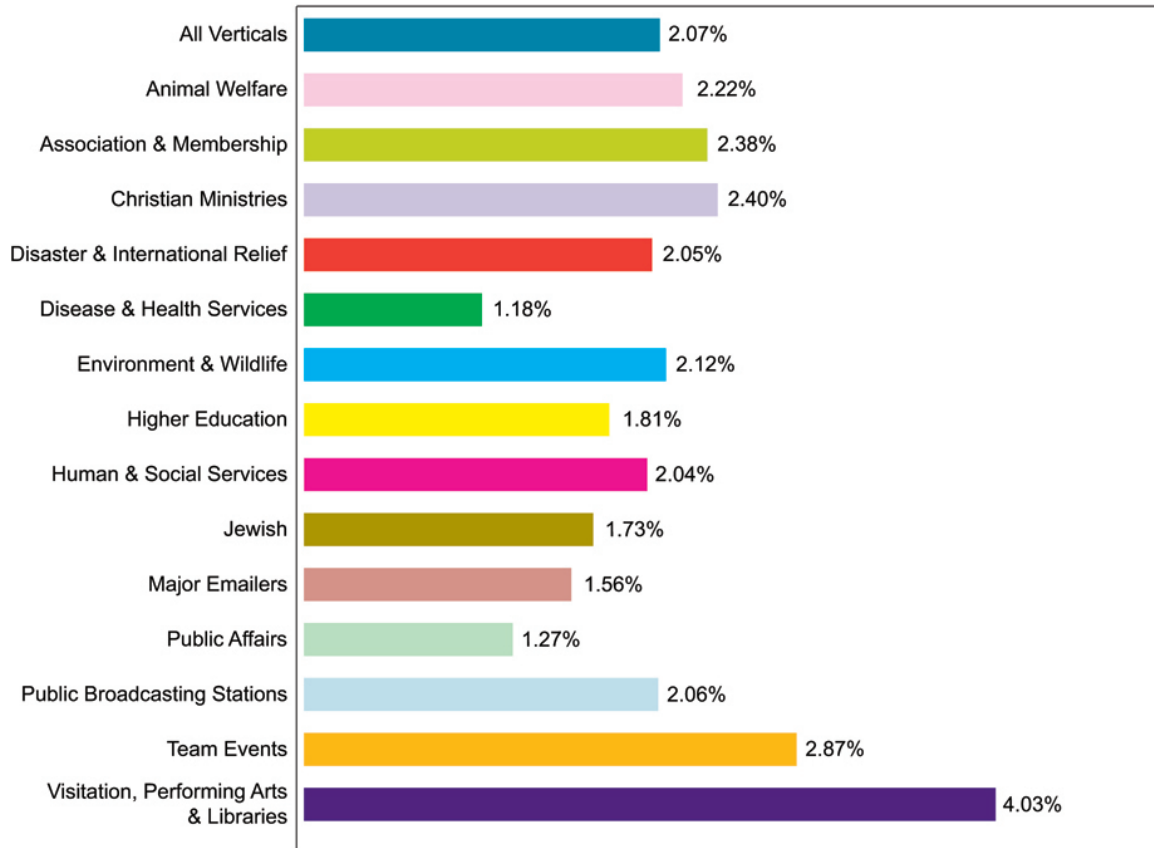


- The median open rate for email newsletters was 23%

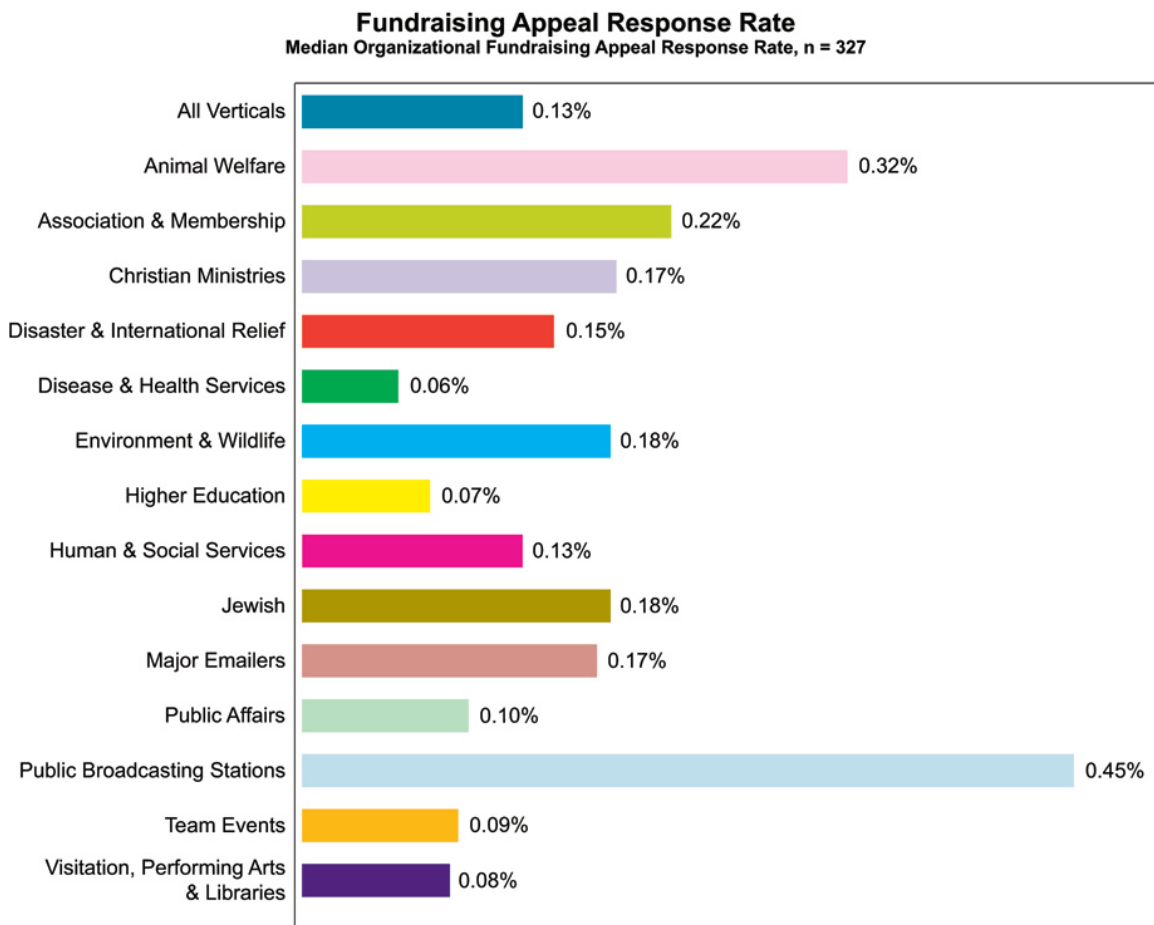


- The median click-through rate for fundraising appeals was 2.07%.

Fundraising Appeal Click-Through Rate
 Median Organizational Fundraising Appeal CTR, n = 327



- The median appeal response rate was 0.13%.



- In addition to the average gift amount, the dollars raised online per email address is another way for nonprofits to gauge how efficiently they are generating online revenue from each constituent. The average dollars raised online per usable email address across verticals is \$13.96.
- 15-25% of online donation can be attributed to email communications, mostly direct email appeals.

CATALYSTS FOR SUCCESS

Use email appeals to make your constituent communications more personal and engaging – and drive visitors to your site.

Email is a versatile fundraising tool. You can use it to get closer to your constituents by sending targeted, personalized appeals, timely thank yous, invitations to live chats, and updates on your organization. You can also use it to reinforce your direct marketing efforts.

Know the value of your email file.

Knowing what percentage of your email file actually donates to your organization helps you predict the total value of your email file as well as the incremental value of adding an online constituent. Measure this throughout the course of a campaign, and throughout the year, to determine the proportion of people in your email file who became donors for each period. Greater than 5% is very good for this metric. Also, keep track of what percentage of your current active donors you have email addresses for, as well as prospects. A good rule of thumb is that you should have email addresses for at least 25% of your active donor file, and 3-5 times as many prospect email addresses as you have for major donors.

Usable Email File vs. Total Email File

A certain amount of attrition will happen naturally to your email file as constituents change their email addresses; there's also a certain number of people who will choose to opt out of communications from your organization. While total email file size is important, it's also important to look at the usable file – the portion of your email file is the number of constituents who are currently opted-in and able to receive communications from you. The average growth rate of the usable portion of nonprofits' email files from 2007 to 2008 was 18%.

Tip: *While acquiring email addresses from “appends”, or list uploads, can significantly increase your overall email file size, acquiring addresses organically through constituent engagement such as appeals, registration at your website, or events is generally more effective for building your usable file size.*

Create multi-phased email appeals.

As with any campaign, it is important to include a series of communications to maximize response. Your online fundraising campaign should do the same. For example, in the first message of a campaign, you might announce the campaign and provide details including how the funds raised will be used. A second message, sent only to those who did not respond to the first, could remind recipients about the campaign and encourage them to respond. A third message, again sent to those who did not reply to the first or second messages, might tell recipients how the campaign has progressed, and encourage them to help your organization meet its goal. Managing multiple messages and recipient groups in a campaign might seem overwhelming, but online fundraising software can help. Choose software that automates the process of sending multiple campaign messages and tracks responses within the context of the campaign, versus requiring you to track results for each email, then aggregates the results.

Include dedicated landing pages/web pages.

While email is the cornerstone of your online fundraising efforts, it's also important to include dedicated donation form (or general donation form with tracking) for each campaign. Another way to extend the reach of your online campaign is to promote it on pages throughout your website. In addition, consider creating a dynamic personal campaign page where each existing donor is individually recognized, thanked for his last donation, shown the results of all of his past donations and offered the opportunity to donate again. This special touch helps you to acknowledge past donors and make them feel appreciated. When choosing online fundraising software, be sure it allows you to set up a personal campaign page so that it automatically recognizes existing donors and inserts the appropriate information onto each of their individual pages.

Architect successful email appeals.

- Personalize the “from” field in your email. Consider using the name of an executive or recognizable spokesperson, followed by your organization’s name.
- Personalize the subject line to the recipient—make it timely and something they care about. Keep it short, ideally under 30 characters.
- Keep the voice of your communications consistent with your organization’s brand but try using humor or controversy to grab their attention with the subject line.
- Keep the body copy shorter than a direct mail piece, usually 3-4 paragraphs. Be direct and use bulleted short sentences with ample use of white space.
- Only hotlink a few meaningful phrases for clarification and avoid using “click here.”
- A prominent Donate/Give Now button is critical. Insert it “above the fold” and make it stand out with graphics. Provide multiple “text” links to overcome the suppression of images in emails. When you can, suggest giving levels that align with your typical donor history.

For more online marketing tips and best practices, visit www.convio.com/resources.

Increase your email response rates.

- Resend your email appeals 3 to 5 days after the initial send to people who did not respond. You’ll reach the donors who never opened the original email due to busy schedules and travel.
- Some of Convio’s clients have found that donors are more apt to respond to a direct mail piece if they’ve received an email in advance alerting them to watch for a package in the mail.
- Monitor your website traffic patterns and analyze what your constituents respond to through email appeals and messaging.

Finally, be proactive, patient and persistent. In a world of increasing email spam, geographical mobility and job hopping, the rate of attrition for your email files will likely increase unless you continue to engage with your constituents and proactively provide ways for them to update their email addresses and communication preferences.

IN CONCLUSION: MEASURING SUCCESS

Despite a difficult economy, nonprofits continue to succeed with online fundraising and marketing. Overall, the outlook for the future is good:

At an aggregate level, we continue to see robust double-digit growth:

- Online fundraising up 14%
- Website traffic up 20%
- Email files up 28%

In addition, key online engagement metrics remain strong across verticals.

So, how did your performance compare with your peers? Remember that these numbers and best practices are only the beginning of a successful online fundraising and marketing program. Having a relationship management system – a CRM – in place will make giving, tracking and researching much easier, helping you manage your campaigns, constituent relationships and communication efforts. And a balanced, integrated communications strategy that includes coordinated online and offline communications will ultimately help you outpace the market.

Remember that these numbers and best practices are only the beginning
of a successful online fundraising and marketing program.

When considering how to be more present with your constituents wherever they are, online and off, ask yourself: Are strategic online marketing and fundraising part of your diversified fundraising plan? Are there untapped avenues of engagement beyond the website and email appeals, such as social media, peer-to-peer communications, and online events you could be tapping into? Our hope is that you can utilize this information in your fundraising portfolio and strategy efforts and continue to test what works best for your organization.

For the latest trends and best practices in online fundraising and marketing, visit www.convio.com. To download the in-depth Benchmark Study, please go to www.convio.com/benchmark09.