NONPROFIT RESOLUTIONS THAT MAKE THE DIFFERENCE IN '09

A Guide To Getting Started Now

NONPROFIT RESOLUTIONS THAT MAKE THE DIFFERENCE IN '09

During the first few days of 2009, we worked with hundreds of clients, nonprofit leaders and pundits to create an industry-wide online discussion around the most important resolutions nonprofit professionals could make and their obstacles to keeping them.

From that discussion, we have developed this first-ever Resolutions Guide to provide you strategies for putting technology to work for your organization this year. Our goal is to help you on the path to reaching your resolutions by sharing best practices, priorities and guidelines that deliver results.

Based on feedback from our clients and the nonprofit community, we've grouped this year's most popular resolutions into four areas of focus:

1. **Empower supporters to help tell our story, raise funds and reach new people.**
2. **Use social and participatory media to reach more people.**
3. **Focus more intently on our supporters and their needs.**
4. **Make our Web site easier to use and more relevant, while taking our Web presence to the next level.**

Each section of this guide focuses on one of these areas with insight and tips on how to attack (and keep) the resolution. You'll also find some related success stories from other nonprofit organizations and a few sidebars pulled from some of the best ideas shared in our online community over the past year.

“I RESOLVE TO EMPOWER OUR SUPPORTERS TO TELL OUR STORY, REACH NEW PEOPLE AND RAISE FUNDS.”

Your supporters can be your best evangelists in helping raise awareness and money for your organization, if you trust them and give them the tools to succeed. **Peer-to-peer solutions** are an excellent way to leverage your supporters to reach their friends, family and other associates—building your brand, recruiting new supporters and raising funds.

What are peer-to-peer solutions?

Peer-to-peer applications are online tools that let your constituents quickly and easily create Web sites and email campaigns through your system, allowing constituents to reach out and engage their personal and professional contacts and connect them with your organization. There are several peer-to-peer solutions on the market to choose from, complete with many individual applications; for the purposes of this guide, we will use Convio's products as examples.

Peer-to-peer solutions enable an organization's members, activists and donors to:

- **Host small, local events** (hikes, protests, dinners, movie nights, etc.) in support of your organization: ***Jump Start's "Read for the Record" campaign*** utilized Convio's personal events application to create an easy way for supporters to host book reading events. More than 12,000 people RSVP'd for almost 1,900 events, yielding more than 1,300 new constituents.
- **Create personal fundraising pages for events** (walks, runs, etc.) and send donation or support appeals to their peers. Utilizing Convio TeamRaiser™, ***The SPCA of Wake County (Raleigh, NC)*** made it possible for supporters to create personal fundraising pages for their annual dog walk. The event grew by 200 participants and raised almost 300 percent more funds than in previous years combined.
- **Quickly and easily create tribute Web sites in memory or in honor of a friend or loved one** to raise funds and build awareness for your organization. A children's hospital is allowing grateful families to create tribute pages to honor their loved one and the staff that worked with the family. The hospital is realizing more than $2,200 per family champion resulting in an additional $8,000 per month in funds raised.
- **Post information about your organization wherever they can publish HTML content.** Social networking sites, emails and blogs can link back to a target URL on the organizational Web site, where new visitors can donate money, respond to an advocacy alert or register for an upcoming event. For example, the ***Nonprofit Technology Exchange Network*** created a "widget"—an active, on-screen application that can be embedded onto a Web page—that promoted Convio's matching gift program for scholarships to their annual conference. Bloggers and nonprofit professionals could take the widget and drop it on their site to help spread the word and generate gifts.

Jump Start's "Read for the Record" campaign
12,000+ RSVP's | 1,900 EVENTS | 1,300 NEW CONSTITUENTS.

The benefits of peer-to-peer solutions:

Peer-to-peer solutions enable constituents to take a more active role in supporting your organization while helping you raise more money and realize numerous benefits beyond the dollars raised. Here are four examples of how peer-to-peer solutions could help your organization:

1. **Grow your database.** When a constituent signs up to host an event, creates a tribute page, or starts an event fundraising campaign in support of your organization, quality peer-to-peer solutions will automatically add them to your online database and allow them to recruit friends or contacts to participate. In turn, their friends or contacts are also automatically added to your online database when they sign up to participate. It's likely that these supporters may not have become involved with your organization if their peers had not contacted them.

2. **Build community and constituent loyalty.** Peer-to-peer solutions provide your organization and your constituents with a new way to build community and increase engagement. Individuals who host or attend a local event, for example, will feel more involved with your cause and mission—and as a result more loyal to your organization—than if their only support opportunities were to donate or tell a friend.

3. **Measure commitment levels.** Peer-to-peer solutions allow you to view engagement levels to identify your most ardent supporters – then recognize or reward them for their commitment and communicate with them in a more personal way, so that you can cultivate a stronger relationship with them over time.

4. **Influence and expand fundraising.** Many peer-to-peer solutions allow constituents who sign up to host personal events to encourage giving in their invitations and include links to donation pages in their emails to personal contacts. Constituents using some applications can do the same on their personal networking sites. These personal campaigns have a more immediate impact on fundraising since people in a constituent's personal network are able to make direct donations to your organization through the individual's personalized page.

STEPS TO IMPLEMENT & SUCCEED WITH PEER-TO-PEER SOLUTIONS

Participate – Treat every constituent as an individual: provide many different kinds of opportunities, such as personal fundraising pages to event participation and content sharing to profile badges. Each opportunity should be across a variety of time frames and campaigns.

Encourage– Don't just offer the opportunity; build momentum by providing encouragement and examples. Reach out to your most active constituents, or offer incentives to your entire constituency. Communicate to everyone how great the opportunity is, what it means, and how easy it is to take action.

Educate – Getting constituents engaged in personal efforts is only half the battle. The other half is making sure they are successful. Choose tools that incorporate guidance and best practices or provide how-to guides in written and video formats. Check in periodically with your empowered constituents and ask them if they need anything. If you hear the same answer a lot, provide a public, easily consumable solution.

Promote – Incorporate success stories from your empowered constituents into your homepage content and your newsletter. Use social media tools to broadcast the efforts of those constituents who consent.

Recognize – Be sure to let each active constituent know how much you value them and how their efforts are helping the mission. Highlight the successful efforts in every place you can. Provide a rewards schedule and follow through with it.

"I RESOLVE TO USE SOCIAL AND PARTICIPATORY MEDIA TO EXPAND MY REACH AND BRAND."

Social media platforms like **Facebook** and **MySpace** have revolutionized how we use the Internet to stay in touch with friends and colleagues around the world. **YouTube**, **Flickr** and the remarkable growth of blogs have created new opportunities and ways to participate in dialogue and share your story. These venues and applications are also creating networks of people who influence ideas and behavior.

These technologies can help you:

- drive interest
- encourage donations
- strengthen community involvement
- get feedback on how your organization is performing
- reach new people

Embrace the right strategy for using these applications, and your constituents will generate and share their own content and actively participate in your success.

What are social and participatory media?

Social and participatory media derive their power from the active participation of people. The idea is that a person not employed by your organization is taking action on your organization's behalf, such as influencing a legislator, requesting a donation, or educating a person who's unfamiliar with your mission.

Enable your organization and its constituents to interact directly with an online community of people who share a common interest or cause through:

- message boards
- blogs with reader comment capabilities
- podcasts, photo- and video-sharing, and other interactive functions
- Real Simple Syndication (RSS) which enables constituents to shape their own information and news feeds, so they receive only the information from you that is relevant to them

By using these networks to communicate, you can enable broader, faster, and lower cost coordination of activities, distribution of information and real-time interaction.

How can I use social or participatory media?

Social media can support marketing, education and constituent communication. Here are a few examples of how other nonprofits have used social media:

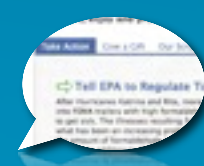
The Capital Area Food Bank of Austin utilized **Twitter**, a micro-blogging service, to organize a "tweet-up" where online users sent messages out asking others to leave a comment on the Tyson Hunger Relief blog. For each comment left on the site, Tyson committed to donating 100 lbs. of meat. In a matter of hours, over 600 comments were left on the blog, resulting in a donation of 35,000 pounds of meat to the local food bank to help fight hunger in the Austin area.

CLICK HERE TO VIEW THE CAMPAIGN >

The ASPCA built an open, online community for its constituents using the **Ning platform** to bring together supporters in one space. By empowering users to submit their own content, upload multimedia, start relevant conversations and create "groups" for likeminded individuals, the site has attracted over 17,800 members. In total, the thriving community has had over 1,900 videos uploaded, 8,000 discussions started and 500 user groups created, and it continually empowers supporters to engage on the site.

CLICK HERE TO VIEW THE CAMPAIGN >

Sierra Club created a custom **Facebook** application to inspire constituents to take action on behalf of the organization and educate visitors of timely environmental news and information. Within the application, users have the option to gift virtual gifts related to the environment to Facebook friends, send messages to Congress about current environmental issues, read recent blog entries from the Sierra Club blog feed and sign up for a number of Sierra Club newsletter publications. Over 3,000 Facebook users have become members of the action center to date.



CLICK HERE VIEW THE CAMPAIGN >

NARAL Pro-Choice America has embraced **mobile text messaging** to educate and mobilize supporters on key issues to the organization. In its Txt4Choice campaign, supporters could text the word "grade" and the abbreviation of their state to a short code, and receive an almost-instantaneous text response with the state's grade and opportunities for more information. In addition to this info line, NARAL has built a mobile list of 1,200 people and regularly sends out text messages with breaking news or requests to contact a member of Congress to lobby for legislation. Announcements about the texting program are often included in emails, newsletters and on social networking pages, and NARAL has printed business card-sized ads with information about how to opt-in and out of the text program.

CLICK HERE VIEW THE CAMPAIGN >

HOW DO I GET STARTED?

Before launching a social or participatory media program, consider these 5 tips:

1. **Know your audience and the community you want to engage**
   The tools you use should be directly related to the online behavior of the people you are trying to reach. You should consider whom you are already communicating with, as well as communities and individuals you want to reach, listen to and engage. Ask your members. Engaging them in picking the right tools can help ensure your success.

2. **Align social media tools with organizational objectives**
   Different tools are better at accomplishing specific objectives. For example, blogs are a great way to get feedback on potential programs or causes from large groups of constituents, while video and photo-sharing applications are useful for building a sense of excitement around new programs. Keep in mind that because social and participatory media are evolving quickly, your plan and tools need to be flexible.

3. **Establish operating procedures and policies**
   Social and participatory media require organizations to have a higher level of trust in their publics than most other communication tools. While it's not necessary to have volumes of policies and procedures, it is still important to maintain some organizational oversight to ensure communications remain appropriate and focused on your organization's goals.

4. **Identify organizational resources**
   A successful strategy requires active participation from constituents, as well as at least one person from your organization. Before initiating, make sure the appropriate internal personnel support the idea and are willing to integrate social media functions into outreach activities. What you put into a participatory media campaign is typically what you get out of it. If you only have the time and resources to communicate once a week, you probably won't get a timely and lively discussion, but you can still get value out of the use of the tools. Don't assume that it is only the younger members of your team or volunteer community that can support you in this effort. According to Facebook, people over 35 are the fastest growing population in this arena.

5. **Evaluate**
   Social and participatory media are in their infancy from a fundraising perspective – don't expect to drive a million dollar campaign yet. But, when integrated with traditional campaigns social and participatory media can be especially successful. Concentrate on one social media network at a time. Experiment, observe and learn what works and what doesn't. Establishing how you monitor and measure results will help manage expectations within your organization.

A solid social and participatory media program will help your organization provide new value to current constituents and donors while supporting your external marketing through better public education, communication and branding. Creating online communities that connect your organization more personally with constituents and constituents with one another provides a unifying element that can be instrumental in reaching, inspiring and retaining a strong supporter base.

MEASURE **IMPACT** IN THE FORM OF:	MEASURE **ENGAGEMENT** IN THE FORM OF:
1. The number of additional visitors to your Web site	1. Link backs to your posts
2. The number of new subscribers to email	2. Comments on a video
3. Message pull-through (the number of times other content creators repeat your messages or stories)	3. Replies to a post or listeners to podcasts
4. Mentions of your organization/cause (if mentions are positive, negative or neutral and trends in the tone of those mentions)	4. Use polls and survey to measure participants and the quality of the feedback you receive.
NOTE: Be sure to openly communicate your evaluations and ask for feedback. If you make changes based on the evaluations, communicate that with participants ahead of time, as the community is part of your social and participatory media team – they want and expect that engagement.	

FROM Connection Café

www.connectioncafe.com

- This information first appeared on Convio's Connection Café blog on December 2, 2008

Nonprofit Online Experts share top 4 tips for using YouTube

Fresh from the holiday weekend, many nonprofits are back in the office this week focusing on end of the year efforts to pull in holiday giving dollars and advocacy actions to help with end of year campaigns.

Along with those fundraising and advocacy efforts, organizations are also asking questions in the planning process for the new year -- What will be your 2009 organizational goals? What will your main fundraising and outreach campaigns consist of? How will you alter your tactics in the uncertain economy? How will your organization make better use of the Internet?

And more specifically - how can your organization better use social media tools and tactics like video sharing to help with the above questions?

In a follow up from last week's YouTube session primer video, Kate, Tim, Carie and Ramya each provided their one top piece of advice for nonprofits looking to use YouTube in the new year.

"Just start, just try! I mean, what's the worst that happens if your video only gets 50 views?"

- Tim Fullerton from Oxfam America

"Include your URL so that people are driven back to your site."

- Kate Sands Adams from the IRC

"Link back to the advocacy or fundraising campaign to drive viewers to take action."

- Carie Lewis from the HSUS

"Engage in the YouTube community by subscribing to other channels and commenting on other videos."

- Ramya Raghavan from the YouTube Nonprofit Program

"I RESOLVE TO BETTER KNOW MY SUPPORTERS AND THEIR NEEDS."

The Wired Wealthy, an in-depth survey and study by Convio, Sea Change Strategies and Edge Research into online habits and preferences of major- and mid-level donors, showed that nonprofits were not making the best use of the Internet to connect with their donors. According to initial findings from the ***2008 Bank of America Study of High Net-Worth Philanthropy***, conducted in partnership with The Center on Philanthropy at Indiana University, the primary reason wealthy donors stopped giving to charities was because "they no longer felt connected" (58 percent).

You see the value in getting to know your donors, so what's next?

Not all major donors act the same way or want the same type of relationship with your organization – the same is true for volunteers and advocates. Yet most nonprofits segment their lists by donation levels or other demographic information such as age, location or past method of giving. Often the constituent has an "all or nothing" option for receiving information from you. In 2009, try creating options that let the constituent customize their relationship with you and move beyond the "all or nothing" choice.

HERE ARE SOME STEPS TO GET TO KNOW YOUR CONSTITUENTS BETTER:

Make listening an everyday tactic. Listen to your most important donors, volunteers and other constituents. Many do not have a problem sharing their ideas and opinions. Keeping close tabs on the evolving preferences of your constituency is critically important. Even the act of asking has value. Your most important constituents will be happy that you are listening.

Here are a few simple ways to make listening a key element of your communications plan. Some were borrowed from the Wired Wealthy study, others from our partners, clients and team:

1. **Track constituent feedback.** Chances are your organization already gets a fair amount of unsolicited email from list members and donors. Are you seeing their constructive comments and ideas? Is someone at least distributing summaries of the issues that are coming up repeatedly? A handful of emails may represent a much larger group of folks with similar concerns.
2. **Establish a donor/constituent advisory panel.** Recruit a few hundred donors (and possibly list members) to serve as a sounding board for future issues, tactics and campaign ideas. Survey them at least once a month.
3. **Ask for feedback in your newsletter.** Ask readers to rate each issue, and then ask for additional open-ended feedback.
4. **Solicit ideas and suggestions from donors on a regular basis outside a panel.** Simple phone calls, coffee chats and emails to say hello and ask for insight work well.
5. **Embrace technology that allows you to listen to the community.** Tools such as Google Alerts, Twitter and Technorati help you monitor what is being said about you and your brand, your reputation, and issues that are important to you.
6. **Invite supporters to help you build your online community and listening strategy.**
7. **Invite highly motivated constituents to blog about you, join your community group(s), or review you favorably on Charity Navigator's donor comment area.**

Online Listening Tools

Google Alerts:
http://www.google.com/alerts

Twitter
http://twitter.com/

Technorati
http://technorati.com/

Charity Navigator (Free Registration Required)
http://www.charitynavigator.org

Trust your constituents and give them more control. Provide your constituents with some control over the content and frequency of the communications they receive.

1. **Create email options such as choosing between a minimal package of emails that might include an annual renewal reminder, a tax summary and more comprehensive email options for people who want greater engagement.** Once you understand their information and frequency preferences, create customized emails that reflect content interests. Provide customized content when they visit your Web site.

2. **Provide content and links that allow them to tell your story in their online communities.** This helps you understand what part of your mission and story people are responding to most. Provide and promote some engagement options, including video, podcasts, your blog, and action opportunities. Permit constituents to opt out of communications promoting these special engagement options if they are not interested.

3. **Finally, don't communicate when you have nothing to say, just because there is a scheduled email, newsletter or other piece.** When you do communicate without anything to say, not only are you not meeting their needs, you risk them ignoring the next piece that might actually engage them.

4. **Invest in a database that allows you to know and manage your constituent relationships.** Look for constituent management software that provides an easier, more flexible and cost-effective way to manage and use information about all of your constituents—all in one place.

5. **The Benefits of Innovative New Technology – the capabilities you should demand from your database provider:**

   • Effectively manage all data, not just donors
   • The freedom to integrate with legacy systems, applications, and other products from multiple vendors
   • Customizations possible with clicks, not code
   • Secure access always available from any Web device

American Diabetes Association

Within four years of working with Convio, ADA increased participation in its advocacy campaigns and deepened engagement with volunteers, donors and constituents through creative online fundraising, cross promotion with ecommerce offerings, and support for constituent-led fundraising.

Since working with Convio, ADA has generated over $34 million in online revenue, grown its email house file to more than 700,000 constituents, and engaged 82,525 advocates to generate 857,034 messages to legislators.

Click Here To Read the Case Study

"I RESOLVE TO MAKE OUR WEB SITE EASIER TO USE AND MORE INFORMATIVE."

Over the past five years the expectations of constituents have changed. Their expectations for their online interaction with your nonprofit organization are set by their interaction with sites such as **Amazon.com**, **iTunes** or their online banking experience.

An integrated **Content Management System**, or **CMS**, can leverage constituent experiences and preferences to create highly tailored Web content that engages and retains supporters more easily than generic Web sites can.

There's quite a difference between visiting a site full of great content, and one with great content tailored to your specific demographics, activity history and preferences that is easy to find and useful. Such personalization says to the constituent, ***"We understand you. We pay attention. We acknowledge what you've done for us, and we'll notice if you do more."***

Your constituents are trying to tell you something each time they submit a form, post a comment or even follow a link. With an integrated CMS, you can learn from your constituents with every click, and engage with them more effectively from that point.

HERE ARE SOME SIMPLE STEPS FOR A WEB SITE THAT IS EASIER TO NAVIGATE AND MORE USEFUL

1. Think like a Web site visitor and organize your site's content according to how and where an end user would expect to find information.
2. Cut the clutter. Provide simple, clear pathways for users to follow to find information rather than cramming everything about your organization on your home page.
3. Provide clear calls to action across your Web site. Decide what it is you want your constituents to do and what they may want on your site – donate, sign up to volunteer, sign a petition – and make these actions as easy as possible for an end user.
4. Be short, clear and to-the-point with your copy. Visitors don't want to read a novel in the "About Us" section on your site.
5. Allow for engagement on your Web site. Allow visitors to send email through a simple email form, submit comments if your site has a blog and take polls and surveys to create a feedback loop. Tell great stories, both on your Web site and in your emails. Use powerful, evocative images. Provide and promote some engagement options, including video, podcasts, your blog, and action opportunities.
6. Pay special attention to video. Video is fast becoming the simplest way to communicate a short message. No single video is going to change everything; a series of modestly produced short videos will get more mileage than one blockbuster. Don't measure success merely by looking at how many times a video has been viewed—the real measure is whether the right people have seen it, and whether it has inspired them.
7. Make sure the content is created for the audience you are trying to reach, not just your in-house preferences.

UNCF's 2007 Online Holiday Campaign

347% ONLINE GIFTS INCREASE | GENERATED AN AVG. ONLINE GIFT OF $288.90 COMPARED TO AVG. OFFLINE GIFT OF $83

The United Negro College Fund is the nation's oldest and most successful minority education assistance organization. Its mission is to increase minority degree attainment by providing financial support to its 39 member institutions, reducing financial barriers to college and serving as a national advocate for minority education.

CHOOSING A GOOD CONTENT MANAGEMENT SYSTEM

Many nonprofit professionals recall frustrating days of manually managing content reviews, approvals and updates for their growing Web site. If that sounds familiar, here are some tips to help you choose the content management system that is right for you:

1. **Develop a plan and establish some goals.**
   Assess your organization's needs and site goals, then create a well thought-out plan that takes into account the various phases of the project.

2. **Obtain buy-in from executives and key stakeholders.**
   Approach your CMS as a cross-organizational project, not as one confined to a single team.

3. **Consider all costs.** Consider the total cost of your CMS solution, keeping in mind the costs of customization, implementation, hosting, maintenance, upgrades, etc.

4. **Ensure your CMS solution is "future-proof."**
   Since your Web site needs may change significantly from one year to the next, choose a CMS solution that can grow with your organization and continue to meet your evolving needs.

5. **Take advantage of training and support services.**
   A CMS solution will benefit your organization in many new ways, but it will take time for you to learn how to use it to its fullest potential.

Properly implemented, a CMS solution can help you efficiently manage your Web site content, making your days of manual updates and reviews an aggravation of the past.

FROM Connection Café
www.connectioncafe.com

This information first appeared on Convio's Connection Café blog on April 21, 2008 - Misty McLaughlin

Myth busting on Web Analytics
Categories: Content Management, Research, Usability

Last week, I attended the ever-wonderful Information Architecture Summit, in pursuit of the latest tricks and trends for creating usable, intuitive Web presences.

A few insightful sessions on Web traffic analytics have got me thinking about the myths we marketers, webmasters, execs, and development folks hold dear about our data. Whether it's Google Analytics, Visual Sciences, Urchin, Webtrends, Analog, Clicktracks—however you collect your data—these myths keep us from making the most of what our metrics can tell us.

Myth #1: Analytics tell us why our (inscrutable) users do what they do.

Traffic data gives us the "what"—and only part of the "what"—of how visitors use our site. It doesn't give us the "why." Yes, we can use the "what" of visitor behavior to speculate about the "why" of user motivation, but we don't know, for instance, why someone spends a particularly long time in a certain section of the site. Is she fascinated and reading every word - or so bored she walked away completely?

Myth #2: Accuracy is what we're shooting for.

If only. Analytics help us look for trends - not hard-and-fast, statistically significant numbers that can give The Irrefutable Facts. They do a great job of showing us growth or contraction over time, changing visitor behaviors, overall visitor loyalty. But the rules for how each analytics program collects data are constantly changing, which makes for good benchmarking, but, for instance, poor t-tests.

Myth #3: Traffic data is all numbers - hard quantitative stats, my friends.

Well, okay, you're right - in today's world, that's still mostly the case. When people talk about measuring and benchmarking traffic data, they're typically referring to big, impressive numbers.

But some of the most interesting developments in the analytics world are actually around qualitative user data, such as that collected through tools called Web Use Recorders. These tools record individual browsing sessions to give you a more qualitative view, from your constituents' perspectives, of your site: where their attention is drawn, what content is overlooked, how they scan your homepage.

So now what?, you ask. If our traffic data doesn't tell us "why," isn't always accurate, and isn't "just the numbers," why do I analyze this data at all?

The answer: Triangulation with other user research methods and data sources. Traffic data is a critical—but singular—pillar of user research. Without alternative techniques like user interviews or surveys, usability tests or focus groups, even the best-laid plans of metricians and analysts can only answer part of the eternal question: Who are our constituents, what do they want, and why do they do what they do online?

IN SUMMARY

Make 2009 the best that it can be – one step at a time.

Current economic conditions, the shift towards online marketing and the trends in donor empowerment make a strong case for investing in technology to more efficiently and effectively move people to engage with your organization.

Now is the time to get started. Invest in tools that let you focus on your mission and programs. But don't feel like you have to try everything at once. This guide is meant to be a reference to you as you take one step at a time, celebrating each time you successfully integrate a new communication channel into your organization.

For the smoothest transition, work with a technology partner that understands your mission and objectives and provides not only the technology to help you scale, but also the guidance and services to drive results; one that also provides a community of peers and partners to share ideas, insight and success.

ABOUT CONVIO

Convio is the leading provider of on-demand constituent relationship management (CRM) software and services that give nonprofit organizations a better way to inspire and mobilize people to support their organization. The company's online marketing suite offers integrated software for fundraising, advocacy, events, email marketing and Web content management, and its CRM system, Convio Common Ground™, helps organizations efficiently track and manage all interactions with supporters. All Convio products are delivered through the Software-as-a-Service (SaaS) model and are backed by a portfolio of best-in-class consulting and support services and a network of partners who provide value-added services and applications focused on the unique needs of nonprofit organizations.

Convio clients include nonprofit organizations, Institutions of Higher Education, Associations and Faith-based organizations around the world such as American Red Cross, American Diabetes Association, American Society for the Prevention of Cruelty to Animals, Humane Society of the United States, Easter Seals, National Multiple Sclerosis Society, Susan G. Komen for the Cure®, Sierra Club, and National Public Radio. For more information, please visit www.convio.com

ADDITIONAL RESOURCES

Convio, Sea Change Strategies, and Edge Research, "The Wired Wealthy: Using the Internet to Connect with Your Middle and Major Donors", 18 March 2008
http://www.convio.com/wired2009

A full collection of guides, papers, on-demand webinars and articles about how to best use technology to move people can be found in Convio's online resource center. Learn from leaders in the field about innovative and proven practices for nonprofits.

Get tips and strategies on how to get the most out of your technology investment. Read the newest ideas about engaging and motivating your donors and other supporters.

http://www.convio.com/resources/

Convio would like to thank the industry bloggers who helped create the resolutions dialogue. We invite you to regularly visit their sites:

A View from Judi Sohn
http://www.momathome.com/

Beaconfire Wire
http://beaconfire.com/blog/

Beth's Blog
http://beth.typepad.com/beths_blog/

Connection Café
http://www.connectioncafe.com

Donor Power Blog
http://www.donorpowerblog.com/donor_power_blog

Everyday Giving
http://everydaygiving.typepad.com/

FI Space
http://www.fispace.org/

Mobile Commons
http://mcommons.com/blog/

NTEN Blog
http://www.nten.org/blog

Social Actions Blog
www.blog.socialactions.com

Tech Soup
www.blog.techsoup.org

Robert L. Weiner Blog
www.rlweiner.com/blog

TREW Marketing Spotlight
http://www.trewmarketing.com/spotlight/

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Project Bread

"The Walk for Hunger event has become even more successful since we started to use Convio to expand our reach online. From 2005 to 2007, we increased online donations by nearly 200% while doubling the number of participants registering online. It's thrilling to develop this new online success, and easy to do so using Convio's tools to manage our site, engage with our constituents, and make it easy for them to raise money."

— Stacey O'Halloran DiCarlo, director of Web development & e-marketing
Project Bread — The Walk for Hunger

About Project Bread

As the state's leading anti-hunger organization, Project Bread is dedicated to alleviating, preventing, and ultimately ending hunger in Massachusetts. Through The Walk for Hunger, the oldest continual pledge walk in the country, Project Bread provides millions of dollars each year in privately donated funds to more than 400 emergency food programs in 135 communities statewide. Project Bread also advocates systemic solutions that prevent hunger and that provide food to families in natural, everyday settings, including schools. Over the last four years, the organization has invested $2 million in grants to community organizations that feed children where they live, learn and play.

The Challenge	The Solution	The Results
To maximize results of its annual, one-day fundraiser, "The Walk for Hunger," Project Bread needed to increase: ▪ Awareness — Although The Walk for Hunger is the oldest continual pledge walk in the country and the largest annual one-day fundraiser to alleviate local hunger, increasing awareness is always a priority ▪ Number of participants — Attracting new participants each year to drive overall participation rates is essential to maximizing results ▪ Total donations — Every dollar raised helps feed more hungry people each day	▪ Implemented Convio's fundraising, TeamRaiser™, eCommerce, content management, and DataSync solutions ▪ Send branded, effective email appeals that are relevant and personalized for each constituent ▪ Use strategic online outreach to help achieve overall event goals and keep constituents engaged year-round	▪ Launched well-designed Web site (with assistance of third party designer), that is frequently updated and uses conditional content to improve the online experience ▪ Drove walk participation, increasing online donations almost 200% in two years; exceeded $1 million dollars in 2007 ▪ Increased number of donations received online by 161%, with the average gift size climbing from $37.83 to $42.44 in two years ▪ Increased Web traffic during Walk season by more than 50% ▪ Increased number of participants 106% in two years ▪ Email open rates rose as high as 51% ▪ Achieved significant online results while only hiring one additional staff person during the last two years

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The Convio Difference

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Komen Denver Metropolitan Affiliate

"Working with Convio takes the guesswork out of our online marketing for the Race for the Cure®, as well as Affiliate-wide fundraising initiatives. Before Convio, we weren't maximizing our potential to raise funds nor communicating effectively with our constituents. Convio provides us a solution that changes with our needs."

— Gina Berg, director of development
Komen Denver Race for the Cure

About Komen Denver

Prior to 2007, Komen Denver Metropolitan Affiliate of Susan G. Komen for the Cure maintained two independent Web sites, one for the Affiliate and another for the Komen Denver Race for the Cure®, the Affiliate's signature awareness and fundraising program. With the advent of a national rebranding campaign, the Affiliate worked with Convio to seamlessly marry the two Web sites for a tailored look that incorporated the new brand and was customized to the Denver marketplace. Having both the Affiliate and Race Web sites on www.komendenver.org allowed Komen Denver to capitalize on the Race's success and communicate with supporters online about research, the organizations funded through donors' dollars, and opportunities to volunteer, donate and participate in other events throughout the year.

Summary

The Denver Metropolitan Affiliate of Susan G. Komen for the Cure has significantly reduced its fundraising expenses and increased revenues since using Convio. Revenue raised online accounted for 30% of the total raised in 2007, with $1,593,469 in online revenue from the Race for the Cure®, honorarium, in memoriam and general online donations and its new ecommerce site. With expenses in 2007 at 19%, the organization is able to give more dollars to qualified nonprofit organizations that provide breast health/cancer education, screening, treatment and support services to those in need in the Denver metro area.

Challenges

The Denver Metropolitan Affiliate of Susan G. Komen for the Cure needed to:

- Provide a turnkey online fundraising program for the organization's volunteers
- Reduce costly walk-in and mail-in Race for the Cure registration
- Create additional options for online revenue unrelated to the Race
- Position the Affiliate as the organization behind the successful Denver Race for the Cure

The Convio Solution

Convio TeamRaiser™ allows Komen Denver to easily mobilize volunteers. Email messages motivate pledge earners to reach their self-determined goals and thank them for their involvement and achievements. The email messages also offer tips on how to raise money and include stories about the people they are helping by raising money, and about how their fellow participants are raising funds.

In addition, Honorarium and In Memoriam donation forms provide new online options for capturing donations directly to Komen Denver.

Convio eCommerce allows Komen Denver to offer gifts, accessories, apparel, household items, key chains, pins and virtual gifts to capture information about shoppers who may later become involved in ongoing support.

Komen Denver Race for the Cure uses Convio TeamRaiser™ to mobilize volunteers

The Results

- Online Race registration increased 12.5% in 2007 to more than 28,000 registrants.
- Komen Denver total expenses in 2007 were 19% of total online revenue, with Race expenses at an all-time low of 15%.
- Online revenues accounted for 30% of total Affiliate revenue.
- New online donation options to honor or memorialize someone raised $36,000 in 2007.
- New ecommerce site brought in more than $15,500 in its second year, compared with about $11,000 in 2006, with orders for merchandise coming from across the United States, not just locally.

The Impact

By using Convio to increase online registrations and reduce the number of walk-ins, Komen Denver has lowered its expenses and increased the dollars it gives to qualified nonprofits that provide breast health/cancer education, screening, treatment and support services to those in need in the Denver metro area.

The Convio Difference

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UNCF – the United Negro College Fund

"We have had a great experience working with Convio. Launching Convio TeamRaiser™ to support our area offices' fundraising walk-a-thons helped us achieve tremendous success in meeting our fundraising goals. By using Convio's analytical tools, we will be able to track outcomes and adjust our tactics to achieve our ambitious fundraising goals."

— John P. Donohue, EVP of Development
UNCF – the United Negro College Fund

About UNCF – the United Negro College Fund

UNCF – the United Negro College Fund – is the nation's oldest and most successful minority education assistance organization. Its mission is to increase minority degree attainment by providing financial support to its 39 member institutions, reducing financial barriers to college and serving as a national advocate for minority education. UNCF administers more than 400 programs, including scholarship, internship and fellowship, mentoring, summer enrichment, and curriculum and faculty development programs. Today, UNCF supports more than 60,000 students at over 900 colleges and universities across the country.

Summary

In its first year of using Convio, UNCF increased its online gifts by 347%. Working with Convio's Client Success Services team to launch its microsite, http://give.uncf.org, UNCF generated an immediate increase in donations to the national organization. In 2007, UNCF's online holiday fundraising campaign featured an online video embedded on UNCF's home page and microsite, generating an average online gift of $288.90, significantly higher than the average offline gift of $83.

Challenges

To help keep its 39 member historically black colleges and universities' (HBCUs) academic programs strong and tuition levels affordable, UNCF needed a faster, more cost-effective way to reach constituents and increase donations. The organization turned to Convio for an Internet solution to provide easy-to-use tools and consulting to increase its reach to donors, track outcomes and adjust tactics if necessary to achieve the organization's online fundraising goal.

The Convio Solution

Convio's single integrated platform allows UNCF to leverage the Internet to achieve significant success in meeting the organization's fundraising goals. The organization has increased its capacity to engage donors online by using:

- Convio Client Success Services for consulting and campaign management to create and execute an integrated online strategy for increasing online revenue;
- Convio Event Fundraising/TeamRaiser™ to support area offices' fundraising walk-a-thons;
- Convio DataSync to exchange and synchronize data from Convio online database to UNCF's offline database; and
- Convio Email Marketing and analytical tools for sending donor communications and tracking outcomes to adjust tactics based on donor behavior.

Online Holiday Fundraising Campaign

In 2007, UNCF worked with Convio's Client Success Services team to launch an online holiday campaign, which featured president and CEO, Dr. Michael L. Lomax in a 15-second video that was embedded on the organization's home page and microsite, http://give.uncf.org.
Using Convio's integrated eCRM tools, UNCF was able to track the number of donors who saw the video and contributed. This data was compared with the previous year's end-of-year fundraising campaign, which did not

include a video. The average gift made online in 2007 was $288.90 — much higher than the organization's typical average gift made offline of $83.

UNCF worked with Convio to launch its microsite, http://give.uncf.org, generating an immediate increase in online donations.

Results

- Online gifts in 2007 increased 347% over 2006
- Increased overall online revenues by approximately 61% since using Convio
- Raised nearly $300,000 in the month of December 2007 alone from online fundraising campaign
- Increased average gift size from $83 (offline) to $288.90 (online).

The Convio Difference

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American Diabetes Association

"Convio provides ADA with a way to understand the unique needs of individual constituents, and helps us enrich their online experience."

— Dr. David Nickelson, Director, Internet Strategy & Operations
American Diabetes Association

About American Diabetes Association

Founded in 1940, ADA is the nation's leading 501(C)3 nonprofit health organization providing diabetes research, information and advocacy, conducting programs in all 50 states and the District of Columbia. The mission of the Association is to prevent and cure diabetes and to improve the lives of all people affected by diabetes. To fulfill this mission, the ADA funds research, publishes scientific findings, provides information and other services to people with diabetes, their families, health professionals and the public. ADA is also actively involved in advocating for scientific research and for the rights of people with diabetes.

Summary

Within four years of working with Convio, ADA increased participation in its advocacy campaigns and deepened engagement with volunteers, donors and constituents through creative online fundraising, cross promotion with ecommerce offerings, and support for constituent-led fundraising. Since working with Convio, ADA has generated over $34 million in online revenue, grown its email house file to more than 700,000 constituents, and engaged 82,525 advocates to generate 857,034 messages to legislators.

Challenges

Prior to selecting Convio, the ADA developed its own online tools that did not offer the functionality, efficiency or scalability that the ADA needed to manage constituent relationships across its programs. To grow these programs, the ADA sought to increase event participation and revenue; develop ways to reach a younger audience for its walk and bicycling fundraising events; and better leverage the organization's online capabilities to manage multiple fundraising events and activists across the country.

The Convio Solution

Convio's integrated eCRM tools allowed ADA to create a robust online marketing program for its events, advocacy, fundraising and marketing initiatives that would increase its capacity to recruit constituents and deepen relationships by using:

- **Convio TeamRaiser™** to cultivate and mobilize ADA's base of active volunteers by providing online registration and fostering peer-to-peer online fundraising around signature events;
- **Convio DataSync** to exchange and sync data from Convio's online database to ADA's offline database to track participation and donations;
- **Convio Email Marketing** to more effectively engage constituents through contributed content functionality and viral marketing;
- **Convio Tributes** to deepen engagement by providing tools for constituent-led fundraising; and
- **Convio Advocacy** to communicate with and mobilize activists to educate legislators on key issues.

ADA uses Convio TeamRaiser for its Tour deCure™, raising $6.3 million online in 2007.

The Results

- Generated over $34 million in online revenue since 2004;
- Increased online revenue 35% to $11 million in 2007, exceeding fundraising goal by $3 million;
- Grew email house file by 15% in 2007 to 739,967 constituents;
- Raised over $200,000 in online revenue from its first Gift of Hope online campaign to drive traffic to its online catalogue; and
- Engaged 82,525 advocates who have generated 857,034 messages to legislators.

The Convio Difference

Designed to meet the unique needs of nonprofit organizations, Convio's integrated software suite includes products for fundraising, advocacy, events, ecommerce, Web content management and email communications. All products include Constituent360™, a sophisticated online database that centralizes constituent data and integrates with offline databases. It shares data about all online interactions, ensuring you have a complete view of each constituent, which is critical to effective online programs.

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