



# MOVE PEOPLE

## Power Shift

Succeeding Online in a Donor Centric World

# The Shift

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- Fundraising is transforming
  - Channel preferences are shifting
  - Channels and communication approaches proliferating
  - Integration has become a “must”
  - Major donors are online
  - Donor expectations and opportunities are increasing
- Success requires a strategic approach executed via the right resources and tools

# Channel Preferences by Generation



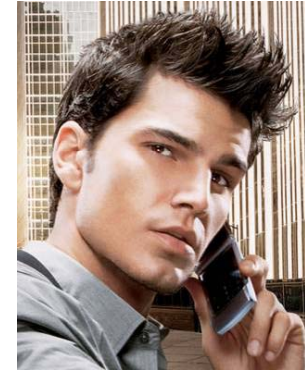
- Core grass roots donors
- Direct mail and telemarketing responsive
- Occasional Web, email user



- Boomers – the next big wave
- Multi-channel donors – many prefer to give online
- Use Web in workplace and at home



- Gen X - emerging donors
- The Web generation – will only give online
- Generally not direct mail or telemarketing responsive

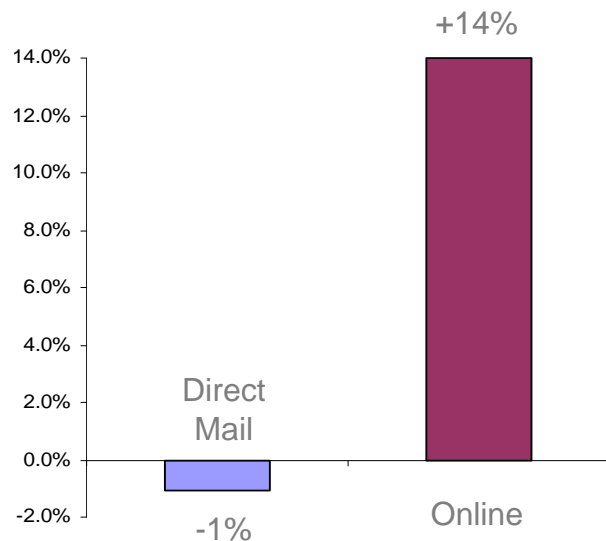


- Gen Y - future donors
- The social media and mobile generation
- No landline
- Rarely checks personal email

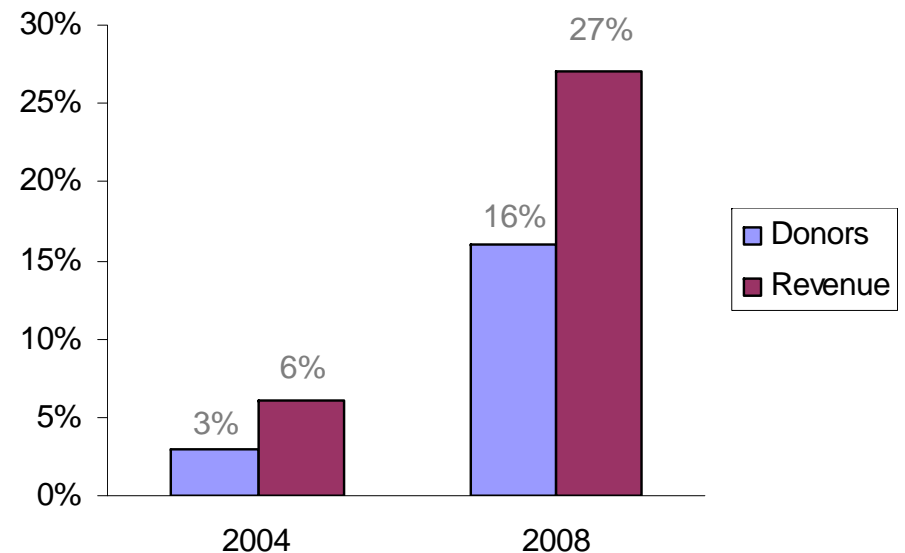
# Grassroots Fundraising Shifting Online

74% of Americans are online. Giving online continues to grow strongly while direct mail declines. A much larger proportion of donors are now acquired online.

Revenue Growth by Channel 07-08\*



Percent of New Donors Online\*\*



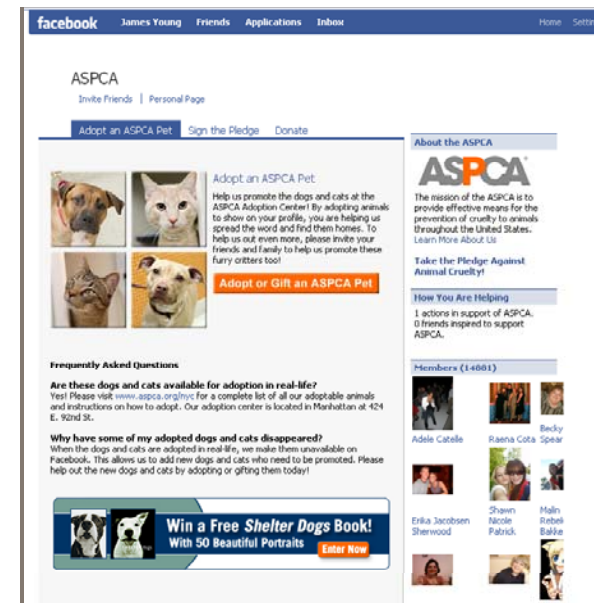
Sources:

\*Convio benchmark report 2009 and Target Analytics Index of direct mail giving at 70 large national nonprofits

\*\*Target Internet donor centrics report

# Channels Are Proliferating

- Mobile marketing is coming of age
  - 262m mobile subscribers
  - 75 billion text messages sent/ month
  - Tests indicate adding text messaging lifts email response
- Social networks have promise
  - 100s of millions of active users
  - Inboxes a lot less cluttered than email
  - Significant “viral marketing” potential
  - Success metrics completely different



# And With Them Communication Approaches



## Children's Defense Fund

Videos | Playlists | Groups | Subscribers

Children's Defense Fund [Subscribe](#)

**childrensdefense**  
 Joined: January 19, 2007  
 Last Sign In: 5 days ago  
 Subscribers: 72  
 Channel Views: 4,472

NONPROFIT

The Children's Defense Fund (CDF) is a non-profit child advocacy organization that has worked relentlessly for 35 years to ensure a level playing field for all children. We champion policies and programs that lift children out of poverty, protect them from abuse and neglect, and ensure their access to health care, quality education, and a moral and spiritual foundation. Supported by foundations and corporate grants and individual donations, CDF advocates nationwide on behalf of children to ensure children are always a priority.

**\*\*YOUR TRUTH ALOUD - SPEAK OUT NOW FOR CHILDREN\*\***  
 Join CDF's Your Truth Aloud! Speak Out Now for Children video project. Record a video short statement telling your elected officials why you believe all children need health coverage now at: [www.childrensdefense.org/yourtruthaloud](http://www.childrensdefense.org/yourtruthaloud).

The Children's Defense Fund Leave No Child Behind mission is to ensure every child a

**Children Need a Bailout Too**  
 From: childrensdefense  
 Views: 11,836  
 Comments: 13

Playlists

twitter

[Login](#) [Join Twitter!](#)



Hey there! RedCross is using Twitter.

[Join today!](#)

Twitter is a free service that lets you keep in touch with people through the exchange of quick, frequent answers to one simple question: What are you doing? **Join today** to start receiving RedCross's updates.

Already using Twitter from your phone? [Click here.](#)



RedCross

The Atlantic Ocean is already brewing pre-season storms. You can learn how to prepare for tropical weather here: <http://bit.ly/aSWGe>

about 12 hours ago from web

Lawton, Ok Tornadoes: [rt @redcrossok](#) Red Cross shelter for victims of tornadoes open in Lawton at 2105 NW 38th, Holy Cross Lutheran Church.

12:44 PM May 14th from web

West Virginia Floods: RT [@ARCWV](#) <http://twitpic.com/53cfl> - A picture of the scene from the flooding in Southern WV.

2:08 PM May 13th from web

[@ckinney](#) Not all, but lots of our chapters are on Twitter. You can find the list here: <http://blog.redcross.org/tw...>

7:40 AM May 12th from web in reply to [ckinney](#)

Want to be a philanthropist w/o spending a dime? #Votearc every day till May 25 at <http://www.facebook.com/target> Your vote = your

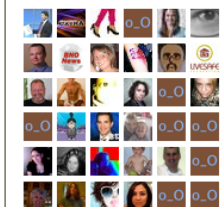
Name American Red Cross  
 Location United States  
 Web <http://www.redcro...>  
 Bio Official twitter stream for the American Red Cross. Follow us for disaster and preparedness updates.

9,696 following 16,859 followers

Updates 611

[Favorites](#)

[Following](#)

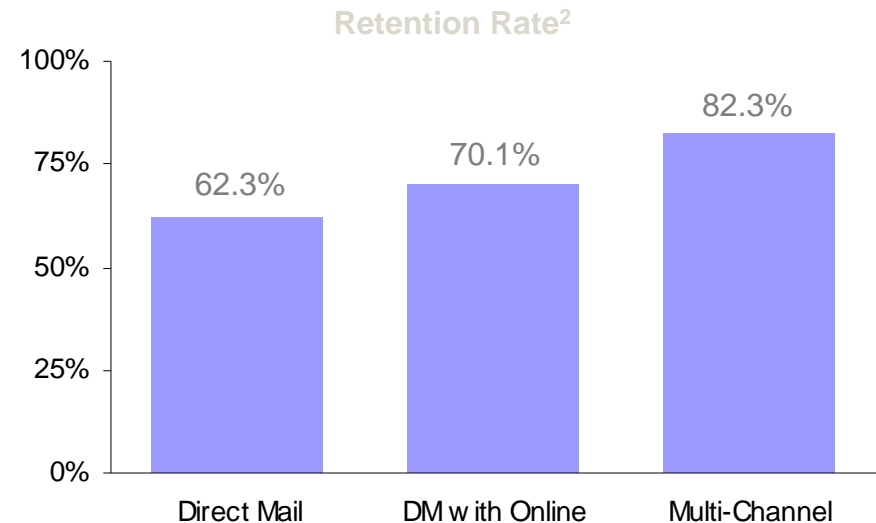
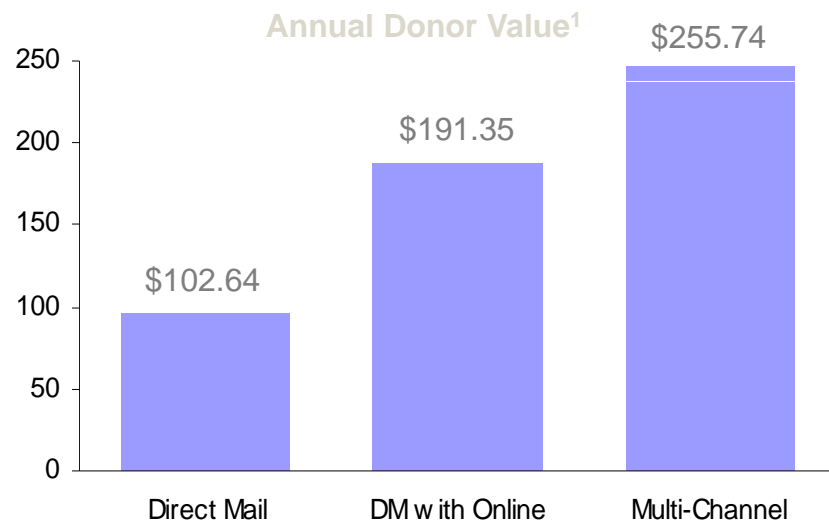


[View All...](#)

[RSS feed of RedCross's updates](#)

# Channel Integration is a Must

Online engagement improves annual donor value and retention rates even if donors continue to give via the mail. Multi-channel donors give the most and are the most loyal.



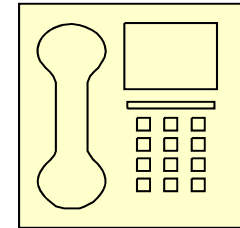
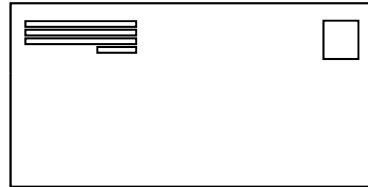
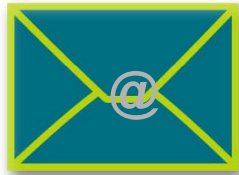
Sources:

1. Convio/ Strategic One White Paper: Integrating Online Marketing (eCRM) with Direct Mail Fundraising: Adding a New Communication and Donation Channel Increases Donations; total contributions over 12 month period, excluding \$10k+ gifts for SPCA of Texas in 2005
2. Ibid. Comparison of retention rates for multi-year donors, SPCA of Texas 2005

# Channel Integration: New Donor Acquisition

An online advocacy effort by the Brady Campaign grew their email file from 40k to 140k. A vast majority were prospects

## *Multi-channel prospect conversion program*



10/3-7/4 – 1274 donors  
48k; 0.37%; \$46 avg. gift  
123.7k; 0.37%; \$39  
135.6k; 0.19%; \$40  
141k; 0.27%; \$24

9/4 – 416 donors  
33k; 1.26% (overall 1.11%)  
Ave. gift: \$24.22 (overall \$20.52)  
Net per acquired: -\$6.22 (overall -\$15.71)

3/5 – 128 donors  
12k, 1.07% (overall 1.08%)  
Ave. gift: \$23.40 (overall \$22.50)  
Net per acquired: -\$12.13 (overall -\$16.29)

3/5  
Phone match 20,000  
Pledge rate: 21%  
Avg. pledge: \$27.38



# Major Donors: The Wired Wealthy

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- 86% visit a nonprofit Website before making a gift offline
- Only 8% are very inspired by nonprofit Websites, emails
- Do not return to your Website very frequently
- 75% want to control frequency and type of content they receive via email
- Want tax receipts, renewal notices and financial progress updates

# Influence of Internet on Planned Giving

*If you have decided to include a charity in your will, which of the following was that decision based on?*

| Age  | 18-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |
|--|-------|-------|-------|-------|-------|-----|
| Involvement with organizations, such as volunteering | 56%   | 70%   | 61%   | 61%   | 47%   | 32% |
| Published materials from the charity                 | 12%   | 35%   | 34%   | 42%   | 32%   | 32% |
| Radio or TV  | 43%   | 33%   | 24%   | 31%   | 20%   | 20% |
| Financial or legal advisors                          | 12%   | 26%   | 25%   | 26%   | 23%   | 21% |
| Internet   | 59%   | 28%   | 18%   | 22%   | 7%    | 11% |
| Visits from representatives of the charity           | 23%   | 20%   | 20%   | 21%   | 9%    | 14% |

- Involvement with organizations is top driver for planned giving
- Younger donors more influenced by Internet

# New Donor Expectations



loans that change lives

LEND

ABOUT

COMMUNITY

JOURNALS

MY PORTFOLIO

## Kiva Lender: Premal



**Location:** San Francisco, CA United States

**Occupation:** President, Kiva.org

**I loan because:** there is no them.

**About me:** I work to help build Kiva's team and improve its service. I absolutely love working at Kiva because of the potential of this idea and the great people it has attracted along the way.

**Check out:** [www.kiva.org](http://www.kiva.org)

**Member Since:** Jan 1, 2006

What are Lender Messages?

SEND MESSAGE

## Premal's Loans

[List View](#) | [Map View](#) **NEW!**

1-24 of 136 loans



**Abla AMEGNIBO**

Beauty Salon, Togo

Paying Back

33% repaid



**Chhuk Sreyny**

Quarrying, Cambodia

Paying Back

42% repaid



**Lavodi Group**

General Store, The Democratic Republic of the Congo

Paid Back

100% repaid



**Danny Villalobos Rojas**

Dairy, Costa Rica

Paying Back

7% repaid



**Mrs. Na Yul Village Bank Group**

Retail, Cambodia



**Mrs. Ron Veurng Village Bank Group**

Pigs, Cambodia



**Ali**

Jewelry, Lebanon



**Teddy Mbowa's Group**

Farm Supplies, Uganda

*“If you can be transparent about how the money is being used, be it through MySpace-type profiles, it can motivate a lot of people to participate”*

Premal Shah, Founder & President,  
Kiva.org



# New Donor Expectations cont'd

**WILLIAMS-SONOMA** *the place for cooks*

Dear Williams-Sonoma Subscriber,

You requested that we send seasonal recipes, information about new products, special offers and store event invitations by email to this address. We hope you've enjoyed receiving these messages and found them useful.

If you're hearing from us more often than you'd like, please select one of the frequency options below, and we'll make that adjustment. You may also elect to cancel your subscription.

**Email address:** vinay@convio.com

Send no more than one email each week

Send no more than two emails each month

Send no more than one email each month

Please discontinue this service. (Although I will no longer receive these messages, I understand that if I provide my email address when placing an order, it will be used to communicate the status of my order.)

## Crate&Barrel

Email Signup

Opt Out

Customer Feedback

Contact Us

Customer Service

### Catalogue Preference

We respect your request to remove your name from our catalogue mailing list. In order to serve our customers better, we have recently initiated a new Catalogue Preference program for those wishing to receive fewer catalogues by mail. To process your request, please check one of our options below.

#### My Catalogue Subscription Preference

Please select one only:

Four Times a year

Twice a year

Holiday Catalogue Only

Remove me from your catalogue list

**Sale Notices.** In addition to mailing me your catalogues, please also send me Sale notices by mail.

In order to complete your Catalogue Preference request, please complete the following information. We appreciate your patience as it may take up to six to eight weeks to process your request from the date of receipt.

First Name: (Required)

Last Name: (Required)

Address 1: (Required)

Apartment Number:

City: (Required)

State: (Required)

# Not All Donors Want The Same Thing

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## Relationship Seeker (29%)

Most likely to respond to opportunities to connect emotionally with your organization online.

## Casual Connector (41%)

The largest of the three clusters, question after question this group appears to “split the difference” in terms of attitudes and preferences.

## All Business (30%)

Does not appear to be looking for a relationship or emotional connection.

# Constituent Led Fundraising Opportunity

Spread Farra's wish outside of Facebook! Copy and paste this link into an email or IM: <http://apps.facebook.com/causes>

## Farra Trompeter's Birthday Wish



### I'm turning 35 on April 17!

This year I'm donating to a good cause: The New York City Anti-Violence Project



**Donate** \$1,856 of \$700 raised for The New York City... \$700

### This is why I'm donating my birthday

This particular cause is something I really care about.

### This is my cause



**I'm anti violence and pro community.**

#### The New York City Anti-Violence Project

**Mission:** AVP dedicated to eliminating hate violence, sexual assault, stalking, and domestic violence in LGBTQ and HIV-affected communities through counseling, advocacy, organizing, and public education

Since AVP's founding in 1980, we have assisted thousands of crime victims every year, from all five boroughs of New York City. The Project serves lesbian, gay, transgender, bisexual and HIV-positive victims of violence, and others affected by violence, by providing free and confidential services enabling them to regain their sense of control, identify and evaluate their options, and assert their rights. In particular, the Project's staff and volunteers assist survivors of hate-motivated violence (including HIV-motivated violence), domestic violence, and sexual assault, by providing therapeutic counseling and advocacy within the criminal justice system and victim support agencies, information for self-help, referrals to practicing professionals,

### I've raised \$1,856 of my \$700 goal...

|      |      |      |      |      |      |       |      |      |      |
|------|------|------|------|------|------|-------|------|------|------|
| \$28 | \$38 | \$10 | \$40 | \$10 | \$35 | \$40  | \$25 | \$38 | \$27 |
| \$50 | \$35 | \$35 | \$50 | \$35 | \$35 | \$10  | \$35 | \$35 | \$10 |
| \$35 | \$35 | \$10 | \$20 | \$35 | \$20 | \$100 | \$35 | \$25 | \$35 |
| \$35 | \$25 | \$25 | \$10 | \$35 | \$35 | \$50  | \$35 | \$50 | \$50 |
| \$50 | \$35 | \$10 | \$35 | \$35 | \$10 | \$10  | \$10 | \$10 | \$35 |
| \$25 | \$10 | \$35 | \$35 | \$10 | \$10 | \$20  | \$35 | \$35 | \$35 |
| \$35 | \$10 |      |      |      |      |       |      |      |      |

### Birthday Greetings



Happy Birthday ... Hope the writing is going well

— **George Hopkins** (Thank)  
April 11, 2009



Happy Birthday Farra! I think 35 is the coolest age . . .

— **Kivi Leroux Miller** (Thank)  
April 11, 2009

# Key Success Factors

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1. Maximize your Web presence
2. Rethink your email communications
3. Make giving opportunities tangible
4. Run integrated, multi-step appeals
5. Implement a “moves management” strategy
6. Empower constituents to act for you
7. Organize for success



# Maximize Your Fundraising Web Presence

The screenshot shows the website for The Children's Hospital Foundation. At the top, there is a navigation bar with a 'DONATE NOW' button and links for 'About', 'Contact', 'News', and 'Partners'. The main header features the organization's logo and name. A large hero image shows a child in a hospital bed holding a purple gift box. To the left of the hero image is a vertical menu with links: 'GIVE THE GIFT', 'HOW YOUR GIFT HELPS', 'SHOP TO HELP', 'GET INVOLVED', 'OUR CHILDREN', and 'COMMUNITY PAGES'. Below the hero image, there is a call to action: 'Help make sure every child can experience the Gift of Childhood.' with a 'FIND OUT HOW' button. On the right side of the hero image, there is a video player titled 'WATCH "GIFT OF HOPE"' showing a woman and a child. Below the video player are two buttons: 'GIVE THE GIFT BY SENDING AN E-CARD' and 'SIGN UP FOR OUR E-NEWSLETTER'.

[Login](#) | [Terms of Use](#) | [Privacy Policies](#) | [Site Map](#) | [HIPAA: Protecting Patient Privacy](#)  
©2007 The Children's Hospital Foundation Give the Gift of Childhood. Call 866-568-4438

The Children's Hospital of Philadelphia

- Compelling content
- Storytelling via video
- Multiple tools to engage (drive email capture)
- Respectful of typical reader's web-browsing habits (brevity, layout)
- One core feature element, multiple secondary features
- Reader-oriented tabs
- All content "above fold"

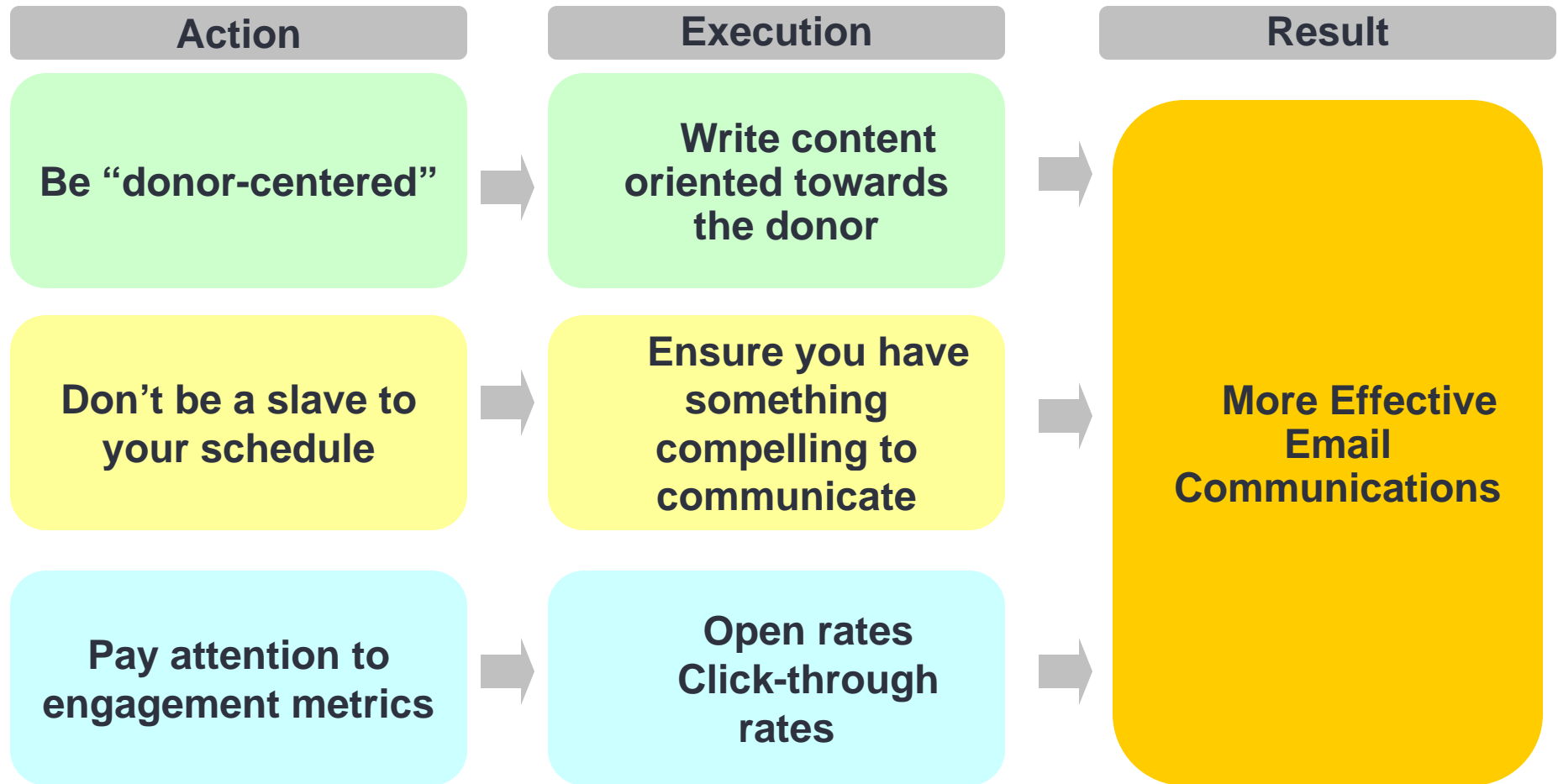


# Email Attitudes and Behaviors (Wired Wealthy)

|  | Total | Relationship Seekers | Casual Connectors | All Business |
|--|-------|----------------------|-------------------|--------------|
| <b>% Agree Strongly:</b>   |       |                      |                   |              |
| <b>I always open and glance at emails</b> from causes I support                        | 23%   | 40%                  | 24%               | 5%           |
| I like email updates that <b>show how my money is being spent</b>                      | 22%   | 39%                  | 23%               | 3%           |
| Most charities <b>send me too much email</b>   | 21%   | 13%                  | 16%               | 36%          |
| <b>I used to read more</b> of the emails I get from causes and charities than I do now | 13%   | 13%                  | 11%               | 14%          |
| Charity emails do a good job of making me <b>feel connected to the cause</b>           | 9%    | 19%                  | 8%                | 0%           |
| Charity emails are generally <b>well written and inspiring</b>                         | 8%    | 16%                  | 7%                | 1%           |
| Charity emails that address me by my first name are <b>too familiar</b>                | 8%    | 4%                   | 6%                | 16%          |

Email question: Q17sum1

# More Effective Email



# More Effective Email: Segmentation

Segmentation and personalization drives stronger constituent engagement

| Audience Size | Segmented |        | Not Segmented |        |
|---------------|-----------|--------|---------------|--------|
|               | Opens     | Clicks | Opens         | Clicks |
| < 5K          | 50.50%    | 11.70% | 5.60%         | 0.60%  |
| 5K – 10K      | 48.80%    | 9.00%  | 3.90%         | 0.30%  |
| 10K – 50K     | 28.50%    | 7.60%  | 4.00%         | 0.50%  |
| 50K – 100K    | 13.40%    | 4.00%  | 3.70%         | 0.80%  |
| > 100K        | 13.10%    | 1.10%  | 3.50%         | 0.20%  |
| Averages      | 30.86%    | 6.68%  | 4.14%         | 0.48%  |

© 2006 MarketingSherpa, Inc.

Source: Topica for MarketingSherpa, October 2005


The Nature Conservancy **great places NETWORK** February

NATURE.ORG TELL A FRIEND DONATE

Dear Mandy,

Welcome to the February issue of *Great Places*, the e-mail newsletter of The Nature Conservancy. In this issue, uncover the exciting news of a historic land deal in the Adirondacks, get discounts on Nature Conservancy merchandise and send that special someone a Valentine's Day greeting card.


**Colorado**



©Harold E. Malde

**Join us in the field**  
The Nature Conservancy of Colorado is offering twenty-three amazing naturalist workshops at our premier preserves in the Yampa and San Luis valleys. Offering experiences in birding, painting, astronomy, rafting, fly-fishing and more, these trips are designed to explore the natural beauty of Colorado. There's something for everyone.

[Learn more >>](#)



©The Nature Conservancy

**Protecting the Adirondacks for Future Generations**  
104,000 acres of forest in the Adirondacks – an area seven times the size of Manhattan – have been protected thanks to an innovative deal between The Lyme Timber Company and The Nature Conservancy. "The Adirondacks have long been a haven of serenity and beauty for visitors from around the world," said Henry Tepper, director of The Nature Conservancy's New York chapter. Discover the highlights of this new great place with photos, a map and more.

# Make Giving Tangible



## FILL AMERICA'S FRIDGE 1 million meals for those in need!

In the land of plenty, there's no reason 36 million Americans should go hungry! You can help get food to families in need by helping Fill America's Fridge!

Every dollar multiplies to get 7 meals to families in need.

**Enter the amount you'd like to give:**

**Dairy Products**  
Milk \$

**Meat Products**  
Meat \$

**Fruits & Veggies**  
Fruits \$

**Breads & Grains**  
Breads \$

**Fill the Fridge!**

**What your gift will do:**

Feed a family of four for 3 weeks

That's 210 meals

300 lbs. of food


\$450 worth of food

All from your \$30 gift!

**Click here to GIVE NOW!**

Education & Play

You currently have 1 item totaling \$50.44 in your cart.




**School-in-a-Box Kit**

Buy UNICEF's innovative 'School-in-a-Box' and help UNICEF set up a temporary school for at least 80 children during times of emergency. Since the mid 1990s, UNICEF has delivered the School-in-a-Box to emergency situations all over the world, providing the chance for children to continue their education during the most extreme crises.

\$232.86      Quantity:

[Add to Cart & Choose Card](#)

[More Information](#)




**Jump Ropes**

Jump ropes are a fantastic way to help children play, exercise and enjoy themselves. Your purchase will buy 50 jump ropes for children in the developing world and put a smile on their face in the process.

\$32.45      Quantity:

[Add to Cart & Choose Card](#)

[More Information](#)



**Soccer Balls**

Children love sports. That's as true in this country as it is in the developing world. Your purchase will buy 4 soccer balls for children living in refugee camps. Play brings children together and helps to teach teamwork. What greater gift is there?

\$24.44      Quantity:

[Add to Cart & Choose Card](#)

# Multi-Part Appeals

Multi-series campaigns don't have to be fancy. If you do not have time to create different messages, simply resend the original email.


- For example, a sustainer campaign resend in 2008 yielded 28% more in revenue
- A July WWF renewal resend increased revenue by 79%:

- Original email subject:  
"Please Renew Your WWF Membership"

- Resend email subject:  
"Reminder: Renew Your WWF Membership"

Your World Wildlife Fund membership will expire soon.  
**Renew your membership now** and help us save critical funds on future notices.

Having trouble reading this email? Please [visit WWF's website](#). | Have a question? [Contact us](#).



**World Wildlife Fund**  
Renew Your Membership

**Renew Now || Learn More**

Dear Jessica,

Your annual World Wildlife Fund membership will expire soon. **Confirming your commitment is needed now more than ever.**

By **renewing your membership online today** for another 12 months, you will help us save critical funds on future notices. You will find a suggested amount on the **renewal form**--but if you are able to give more, that will better equip us to save our living planet.

**Renew Today!**

Your generous support of WWF enables us to protect animals like:

...**the beloved giant panda**, barely surviving in six isolated mountain ranges in southeast China, threatened by logging and forest destruction;

...**the black rhino** -- proud possessor of a magnificent horn, the object of illegal wildlife trade.





# Integrate Appeals Across Channels

- Coordinate the timing of on- and offline appeals
- Example: Integrated tiger appeal preliminary results show 40% better response rate

Offline appeal and envelope

**TIGER EMERGENCY UPDATE**  
URGENT DISPATCH \* \* \* \* \* AUGUST 2008

Dear Friend,

I am writing to you with an urgent update about tigers. You are aware, tigers are among the world's most endangered animals. In the last century, the population of wild tigers has declined by 99%. Only six distinct sub-species of tiger known to be alive today: Amur tigers, Indochinese tigers, Sumatran tigers, and Bengal tigers. Until recently Bengal tigers, which have the largest remaining population, were considered a conservation success story with a thriving, even growing population. Recent news has recently been released that the population of Bengal tigers in India, which was estimated at over 3,500 just five years ago, is now about 1,400 — and falling fast. These news reports raise the frightening prospect that wild tigers could become extinct in our lifetimes.

Here are some facts about tigers you need to know:

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

Very best chance for the survival of tigers. You see, while tigers are the greatest threat in India and Southeast Asia, you can help by donating and supporting other conservation efforts. We have to get tigers out of 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.

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: \$1000.00 ]]

[[ \$500.00 ]] [[ \$250.00 ]] [[ \$100.00 ]] [[ Other \$ \_\_\_\_\_ ]]

Mr. Jane Q. Doe  
123 Anytown  
Address 2  
Anytown 123 12345-6789  
A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

World Wildlife Fund  
1250 Twenty-Fourth Street, NW

Having trouble reading this email? Please visit WWF's website. | Have a question? Contact us.

**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 ban and anti-trafficking laws:

**TRAFFIC:**

- We're conducting daring undercover investigations to find the places where tigers are sold and track them back to the source.
- We're using advanced tracking and mapping to give governments the information they need 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.

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 the world's largest tiger habitat.

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

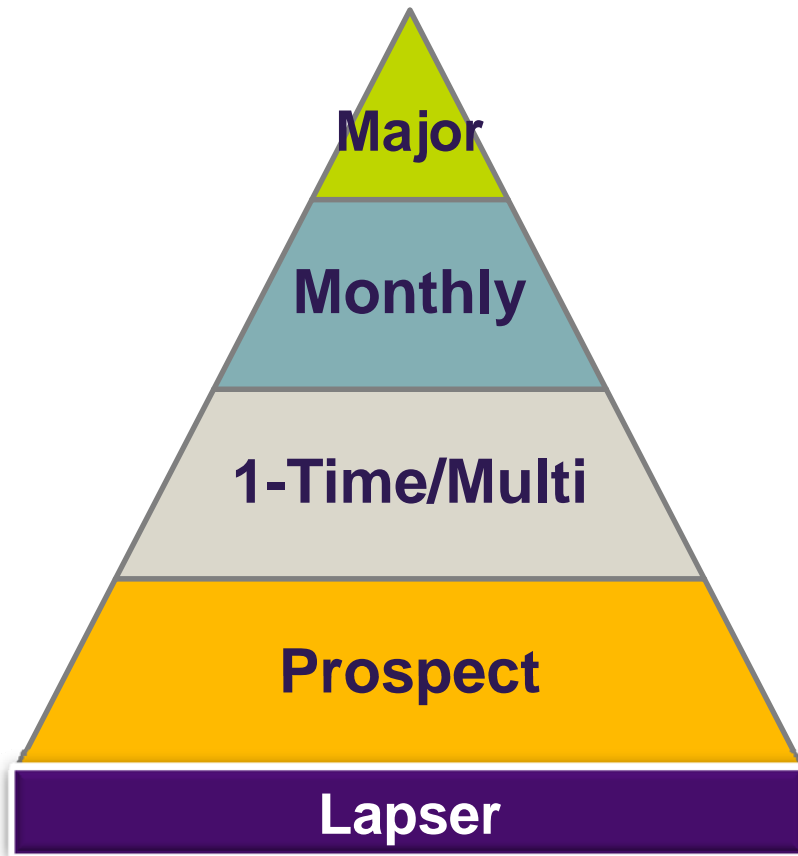
World Wildlife Fund  
1250 Twenty-Fourth Street, NW

# Highly Integrated Campaign Example

|                          | Dec 17-23  | Dec 24-30                                 | Dec 31-Jan 6                                      | Jan 7-13                           | Jan 14-20                                      | Jan 21-26  | February                               | March                              |
|--------------------------|--|---|---|------------------------------------|--|--|--|------------------------------------|
| <b>HRC.org</b>           | Home Page Feature; Thermometer Up on Pages         | Home Page Feature                         | Home Page Feature (focus on video)                | Home Page Feature                  | Home Page Feature                              | Lightbox Takeover                                  |  |                                    |
| <b>Standalone Emails</b> | Email #1 – Launch (12/17)                          | Email #2 – Personal note from Joe (12/30) |   | Email #3 – Focus on Politics (1/8) | Email #4 – 1 Year out from Inauguration (1/20) | Email #5, #6, Deadline (1/24, 1/28); Partners asks |  |                                    |
| <b>Other Emails</b>      | E-News Feature (12/19)                             | Holiday Card (12/24)                      | Resolve Video (1/1)                               |                                    | Huckabee Action on Year to Win theme (1/16)    | E-news post-campaign report                        |  |                                    |
| <b>Web 2.0</b>           | Initial Post, Thermometer Up                       | Post re: Holiday card                     | Post re: Video                                    | Web badge push                     | Post re: Results so far                        | Post re: Deadline                                  |  |                                    |
| <b>HRC BackStory</b>     | Initial Post, Thermometer Up                       | Post re: Holiday card?                    | Post re: Video                                    |                                    | Post re: Results so far                        | Post re: Deadline                                  |  |                                    |
| <b>Mobile Text</b>       |  |   | Last chance to give in 07 text? (12/31)           |                                    |  | Deadline Reminder? (1/25)                          |  |                                    |
| <b>Direct Mail</b>       | Renewal 0 begins returning <i>Envelope Closers</i> |   | Ren1 1 Drops <i>Membership Card &amp; Sticker</i> |                                    |  |  | Ren 2 Drops <i>Carbon Copy Package</i> | Ren 3 Works <i>Annual Workplan</i> |
| <b>Telemarketing</b>     |  |   |   |                                    |  |  | TM 1 <i>TM Responsive</i>              | TM 2 <i>General File</i>           |

# Online Moves Management Strategy

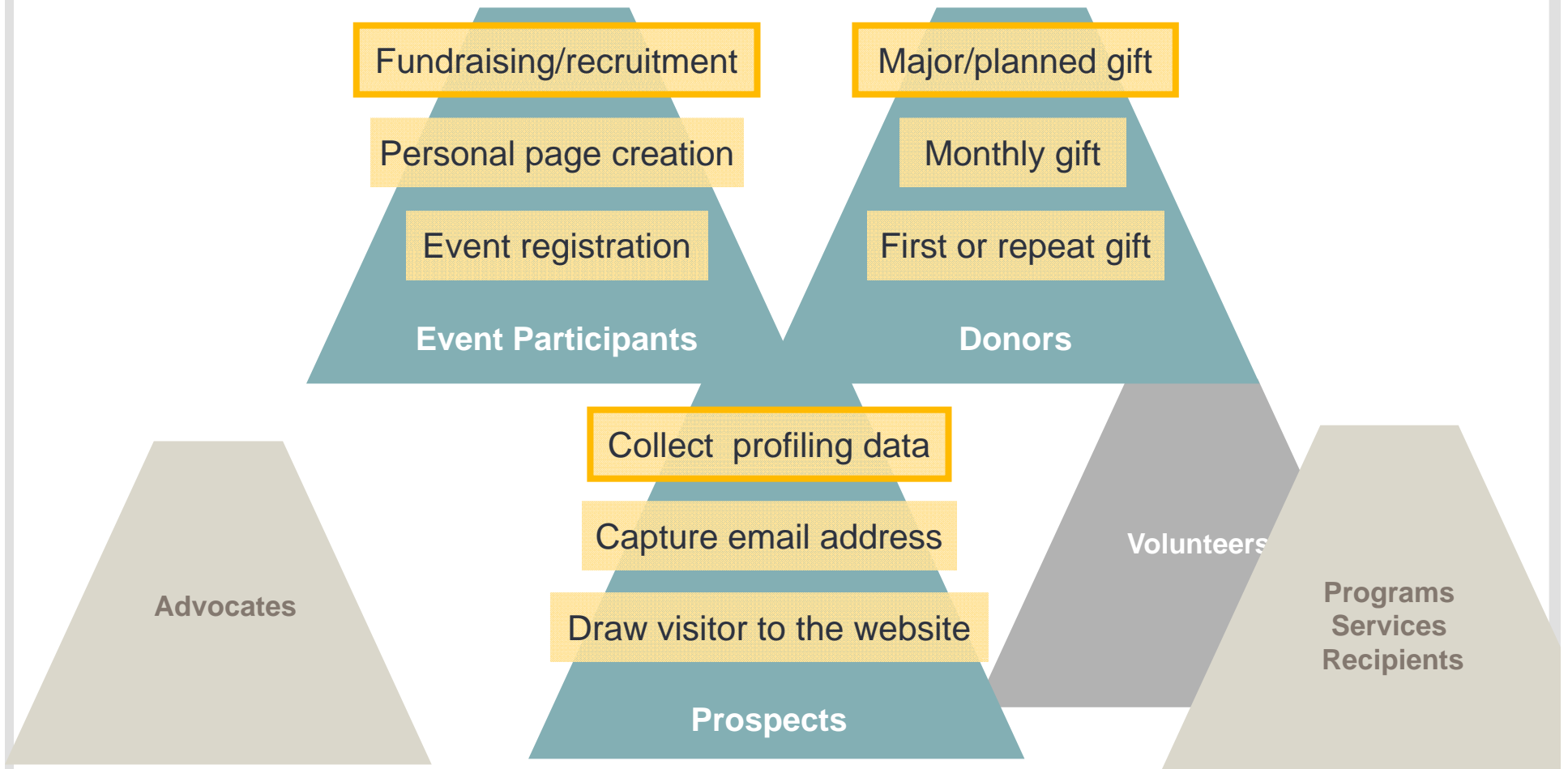
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- Give distinct “treatments” to advance constituents to, higher value tiers
- Treatment based on behavior – and not affinity alone




# Apply Across Constituent Programs



# Prospect Example – PVA

**AUDIENCE: Non Donors**

**GOAL: Convert to One-Time Donors (make any gift)**



**Welcome to the online home of the Paralyzed Veterans of America.**

Paralyzed Veterans' helps veterans **rebuild their lives** following life-altering injuries. We work diligently to ensure that our veterans receive the quality health care and benefits they earned while serving our country.

Yet very few Americans realize that nearly two million veterans are uninsured and lack basic health care coverage. And with wars returning from Iraq and Afghanistan on their behalf will continue for years to come.

If America is deeply grateful to patriotic veterans for supporting our steadfast work on behalf of our country, we encourage you to help us raise critical funds to support our ongoing work on behalf of veterans.

**Thank you for joining PVA Online.**

Your user name is convio

Your password is (administrator password masked out for security reasons)


You may change your login information at PVA.org at anytime.

**EMAIL 1 DAY 1**

**Three ways to have powerful and positive impact on the lives of America's courageous veterans.**

|  |  |  |
|--|--|--|
| <p><b>Order FREE Patriotic Address Labels</b></p> <p>Our cost-effective, custom-made products help us raise critical funds to support our ongoing work on behalf of veterans.</p> <p><b>1 Order Labels</b></p> | <p><b>Send FREE Patriotic Address Labels to a Friend</b></p> <p>Share our address label offer with every patriotic American that you know.</p> <p><b>2 Send Labels</b></p> | <p><b>Donate to Support Veterans</b></p> <p>Your generosity will help paralyzed veterans and their families rebuild their lives following life-altering injuries.</p> <p><b>3 Donate Today</b></p> |
|--|--|--|

Having trouble viewing this email? [Read this message online](#)



**Paralyzed Veterans of America**

Dear Convio,

I hope you will take a moment consider making your first-ever online gift to Paralyzed Veterans of America today. Because right now, for a limited time, your online gift will double in value.

How is this possible? The family of a longtime friend of ours, a WWII veteran who recently passed away, has issued a generous challenge.

of their loved one, and to help more veterans who have offered a \$25,000 challenge.


could incur a life-altering injury in Iraq and then have to worry about how to care for them.

So every first-time online donation we receive within the next week will be matched, dollar-for-dollar, up to the total challenge amount of \$25,000!

If we can get just 1,000 new friends to give \$25 (that's \$25,000), which would double to a total of \$50,000 to help our veterans.

Will you accept the challenge? Please make an online gift today.

Any donation you make will be worth twice as much and go twice as far to help America's veterans.




**EMAIL 2 DAY 7**

Will you accept the challenge?

**DOUBLE YOUR GIFT.**

**Make an online donation today.**

Having trouble viewing this email? [Read this message online](#)



**Paralyzed Veterans of America**

[View Nick's Video on YouTube](#) | [Read Nick's Written Story](#) | [Share Nick's Story With a Friend](#)

I just want to say thank you. Just one month ago you took action and visited the Paralyzed Veterans of America web site.


It may not have seemed like an act of patriotism to you ... but it was to me. Because that's exactly how the word gets around about the great work this organization does on behalf of veterans like me.

Hi, my name is Nick Orchowski. I enlisted in the Army in 2003, because I believe in protecting the freedoms everyone here in the USA enjoys. And to be honest, the September 11 attacks and the war in Iraq in September 2001 were still firmly in my mind.

My wife (who was pregnant with our first child) to go and serve in Iraq — I knew it was a bad idea. But it never occurred to me that I would be the one to get hurt.

I wasn't in Iraq long when a civilian truck packed with explosives intentionally broadsided our humvee. I was thrown from the gunner's hatch and ended up with four broken vertebrae in my back.

Believe me, it's scary enough when you're in a strange place, far from home, and knowing you're badly injured. But when you're paralyzed, and you don't know if you'll ever be able to walk again ... or take care of your family ... the fear intensifies.



Show Veterans how much you respect their service & sacrifice.

**Make a gift today**

**EMAIL 3 DAY 14**

# Donor Example – ASPCA

**AUDIENCE:** First time online *and offline* donors with email

**GOAL:** Convert to monthly and major donor giving programs

**Please become an ASPCA Guardian Today**

**BECOME AN ASPCA GUARDIAN TODAY**

Because pets in crisis need you help every month of the year.

Thanks Again System!

Your recent gift is already impacting the lives of animals in need. Doesn't that feel great?

Now, imagine how you would feel knowing you are making an even greater impact through joining our ASPCA Founder's Society Giving Club. ASPCA Founders are a special circle of dedicated friends who make a gift of \$500, \$1,000, \$2,000 or more to help accelerate our nationwide efforts to put an end to animal cruelty.

Founder's gifts provide the reliable resources we need to speak for those who can't through education, legislation, and outreach. If this way of giving appeals to you, we urge you to join this special club today.

It's convenient for you because it is easy to be you're signed up, and you can feel great about need every month of the year.

**Please become an ASPCA Founder Today**

**FOUNDER'S SOCIETY GIVING CLUB**

Make an even greater impact for pets in need through a special giving club

**As a Founder's Society Giving Club Member You'll Receive:**

- listing in the ASPCA Annual Report
- beautiful ASPCA Calendar
- access to the special Founder's Only Website
- quarterly Founder's Society Giving Club Newsletter
- 20% Discount on purchases made through the ASPCA Online Store

**ASPCA** THE AMERICAN SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS® WE ARE THEIR VOICE

**Renew Your ASPCA Membership Today.**

Come and join us in the fight to end animal cruelty—we want you on our side. Your gift will help the ASPCA alleviate the needless fear, pain and suffering in animals' lives.

With your gift of \$25 or more, you will receive our quarterly member publication, *ASPCA Action*. *ASPCA Action* features ASPCA rescue stories, pet care & behavior advice from our experts, articles on how we are leading the way in advocacy and humane law enforcement, and heart-warming tales from members like you.

If you prefer to give by phone please call 1-800-628-0028 and reference R81.

**Do you know about the ASPCA Guardians monthly giving program?**  
The Guardians are a small group of dedicated friends like you who are making a profound impact on the lives of needy animals through regular monthly gifts.  
[Become an ASPCA Guardian >>](#)

\*Select Gift Amount:

\$25.00

\$35.00

# Moves Management is not Email Alone


- WWF dedicates a major portion of its wrapper – on all pages – to email capture
- Good CRM would make use of this real estate for returning subscribers to promote movement – matching email messaging

| Donor Case  | Homepage + Email + Newsletter Messaging  |
|---|--|
| If DONOR with <b>two or less gifts of \$150</b> or less in last 12 months | <p><b>DID YOU KNOW?</b><br/>                     A gift of \$[HPCx150%] can provide meaningful support to researchers working across the Cancer Oncology Group. Make a gift of ... \$[HPCx100%], \$[HPCx150%], or \$[HPCx200%]</p> |
| If DONOR with <b>two or more gifts of \$150</b> in last 12 months         | <p><b>MAKE A LASTING DIFFERENCE</b><br/>                     Join our monthly giving club by pledging \$25 or more today to conquering pediatric oncology. Monthly giving club benefits are...</p>                                 |
| If DONOR with <b>lifetime value more than \$500 but less than \$1000</b>  | <p><b>MAKE A MORE MEANINGFUL COMMITMENT</b><br/>                     Your commitment to curing pediatric oncology is making a difference. Please contact Karen Pierce (212) 555-1212 regarding Major Giving at CureSearch.</p>     |



# Major Donor “Treatment”

1. Highly personalized and donor controlled Web and email experience
2. Treat donors as serious program partners
3. High ratio of cultivation to appeals
4. Provide opportunities for two-way communications
5. Give donors things they value to encourage word of mouth
6. Use video
7. Develop a quasi-directed giving program



**CONSERVATION INTERNATIONAL**

**The great apes of Africa are in crisis.**

Dear Friend,

Across the continent, gorillas, bonobos, and chimpanzees face wide-ranging and serious threats: thousands are being eaten as bushmeat, dying from Ebola and being killed simply to capture infants for the illegal pet trade; almost all populations are losing precious habitat due to increasing pressures from agriculture, commercial logging, and mining.

And as you now see in the news, renewed conflict in eastern Democratic Republic of Congo has placed about half of the Virunga mountain gorillas in the hands of rebels. The fighting is not only putting conservation at risk, but also generating a humanitarian crisis that is spiraling out of control.


The great ape crisis is one of CI's Central Africa program's highest priorities. And we are seeing amazing results from our efforts. But we still need your help. [During this holiday season, please consider a gift to Conservation International to protect the great apes and the forests where they live.](#)

Our program supports great ape conservation from Equatorial Guinea, where we are gearing up to do basic census work to determine how many great apes are surviving, to community conservation programs for bonobos and Grauer's (eastern lowland) gorillas in the Democratic Republic of Congo.

We do our work through partnerships with international groups such as the Dian Fossey Gorilla Fund, the Jane Goodall Institute, the Bonobo Conservation Initiative, the World Wildlife Fund, and most importantly to our approach, more than two dozen grass roots Congolese organizations.

I'd like to share with you an example of one of our most ambitious and successful programs—a forest corridor for great apes and forest elephants in eastern DRC that is helping contribute to local peoples' livelihoods while protecting great apes for future generations.


The corridor comprises two national parks and a series of communities that together are nearly the size of Virginia. By protecting this habitat, we are also helping stop climate change by reducing carbon emissions caused by destroying forests.




© CI/photo by John Martin

**I'm Patrick Mehlman, Senior Director Central Africa program for Conservation International. I hope you'll read my message about the great ape crisis and make a gift to support CI's work.**

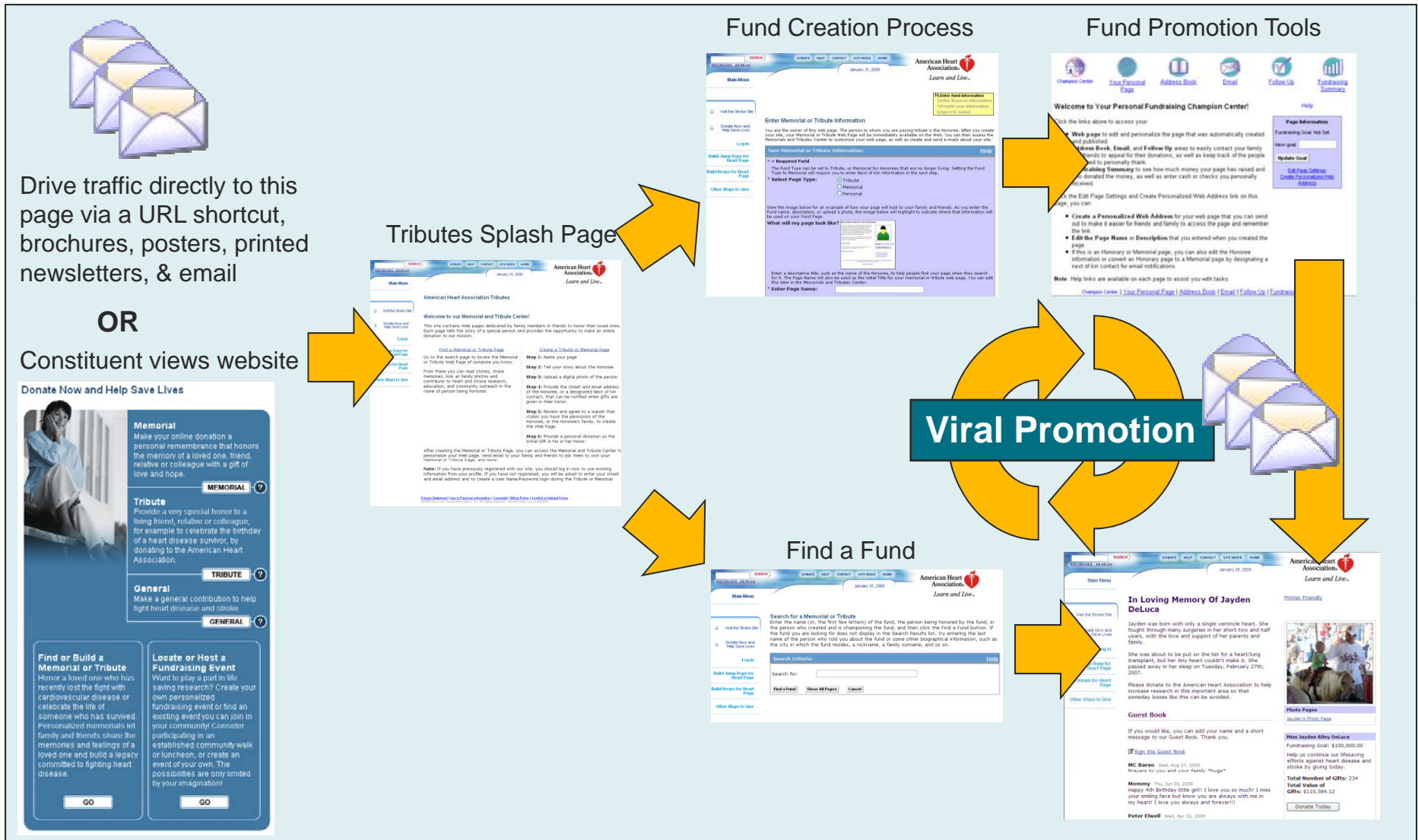
**▶▶ DONATE NOW**



© CI/photo by John Martin



# Empower Constituents



Drive traffic directly to this page via a URL shortcut, brochures, posters, printed newsletters, & email

OR

Constituent views website

Donate Now and Help Save Lives

**Memorial**  
Make your online donation a personal remembrance that honors the memory of a loved one, friend, relative or colleague with a gift of love and hope.

**TRIBUTE**  
Provide a very special honor to a living friend, relative or colleague, for example to celebrate the birthday of a heart disease survivor, by donating to the American Heart Association.

**GENERAL**  
Make a general contribution to help fight heart disease and stroke.

**Find or Build a Memorial or Tribute**  
Honor a loved one who has recently lost the fight with cardiovascular disease or celebrate the life of someone who has survived. Personalized memorials let family and friends share the memories and feelings of a loved one and build a legacy committed to fighting heart disease.

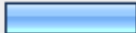






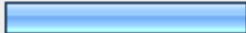
**Locate or Host a Fundraising Event**  
Want to play a part in life saving research? Create your own personalized fundraising event or find an existing event you can join in your community! Consider participating in an established community walk or luncheon, or create an event of your own. The possibilities are only limited by your imagination.

**GO** **GO**

# Organizing for Success

| Key Elements          | Specifics  |
|-----------------------|--|
| Plan                  | <ul style="list-style-type: none"> <li>• Map organizational objectives into Internet marketing plan</li> <li>• Establish key metrics dashboard and set goals</li> <li>• Determine execution plan and staffing</li> </ul>   |
| Technology deployment | <ul style="list-style-type: none"> <li>• Design site and configure software to support marketing goals</li> <li>• Implement appropriate/ effective data synchronization strategy</li> </ul>  |
| Operations            | <ul style="list-style-type: none"> <li>• Content management, administration of Web site</li> <li>• Email communications - newsletter, ad hoc, services</li> <li>• Engagement – surveys, advocacy etc.</li> <li>• Email list building - offline promotion, viral campaigns etc.</li> <li>• Appeals – develop concept and case for support, design creative, implement landing pages, configure forms, select segments, create test cells, send email, report results</li> <li>• Regularly track and report results</li> </ul> |
| Review                | <ul style="list-style-type: none"> <li>• Periodic reviews of online marketing program</li> <li>• Analysis of file performance and composition</li> <li>• Benchmarking with comparable organizations</li> </ul>   |

# Key Barriers

| 16. What are your organization's top barriers to succeeding online? (select all that apply)                     |  | N=52             |
|---|--|------------------|
|   |  | Response Percent |
| Online products are difficult to use  |     | 13.5%            |
| Senior management does not understand the value of integrated/online marketing                                  |    | 48.1%            |
| Not convinced we can achieve results  |     | 5.8%             |
| Lack of online marketing expertise  |     | 28.8%            |
| <b>Insufficient staff resources</b>   |  | <b>90.4%</b>     |
| Budget constraints  |  | 63.5%            |
|  view Other (please specify) |   | 25.0%            |

*Informal survey of 62 nonprofits conducted by Convio in 2008*



# Additional Insights

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- Organizational structure impacts behavior
- Behavior impacts performance
- Planning is often an afterthought



## **Need to increase attention to:**

- How we organize our resources
- How we plan & prioritize our work
- Who owns and is accountable
- What interactive skills are required

# 3 Different Organizational Structures

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**Centralized:** All staff for online programs are consolidated within a **single department**



**Decentralized:** Staff for online programs are spread **across the organization** in **different departments**



**Hybrid:** Staff are **mostly consolidated** within a single department, but there are also **others outside the department**

# Best Performing Structure

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## Centralized

- Showed the highest self-ratings (3.7 to 4.4 on scale of 1 to 5) when asked about effectiveness in planning, communication, decision-making, accountability, setting goals and accountability
- Updated plan at least once/year
- Most likely to have clear goals and objectives
- Most likely to hold staff accountable for meeting goals and objectives

# Staffing Key Takeaways

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- Know the blind spots of your existing structure and work hard to compensate
- Centralize/concentrate your online staff where possible
- Location of decision ownership appears to matter
- Take planning seriously; define goals, accountability and communication scheme
- Be mindful of the diverse skills required and fill gaps through training and/or outsourcing

# Questions?

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Vinay Bhagat

Founder & Chief Strategy Officer, Convio

[vinay@convio.com](mailto:vinay@convio.com)