



2019 ANA CHICAGO NONPROFIT CONFERENCE

AUGUST 26–28 | CHICAGO, ILL.

#ANACHINP





DIVERSIFY TO WIN: BALANCING ONE TIME & MONTHLY GIVING

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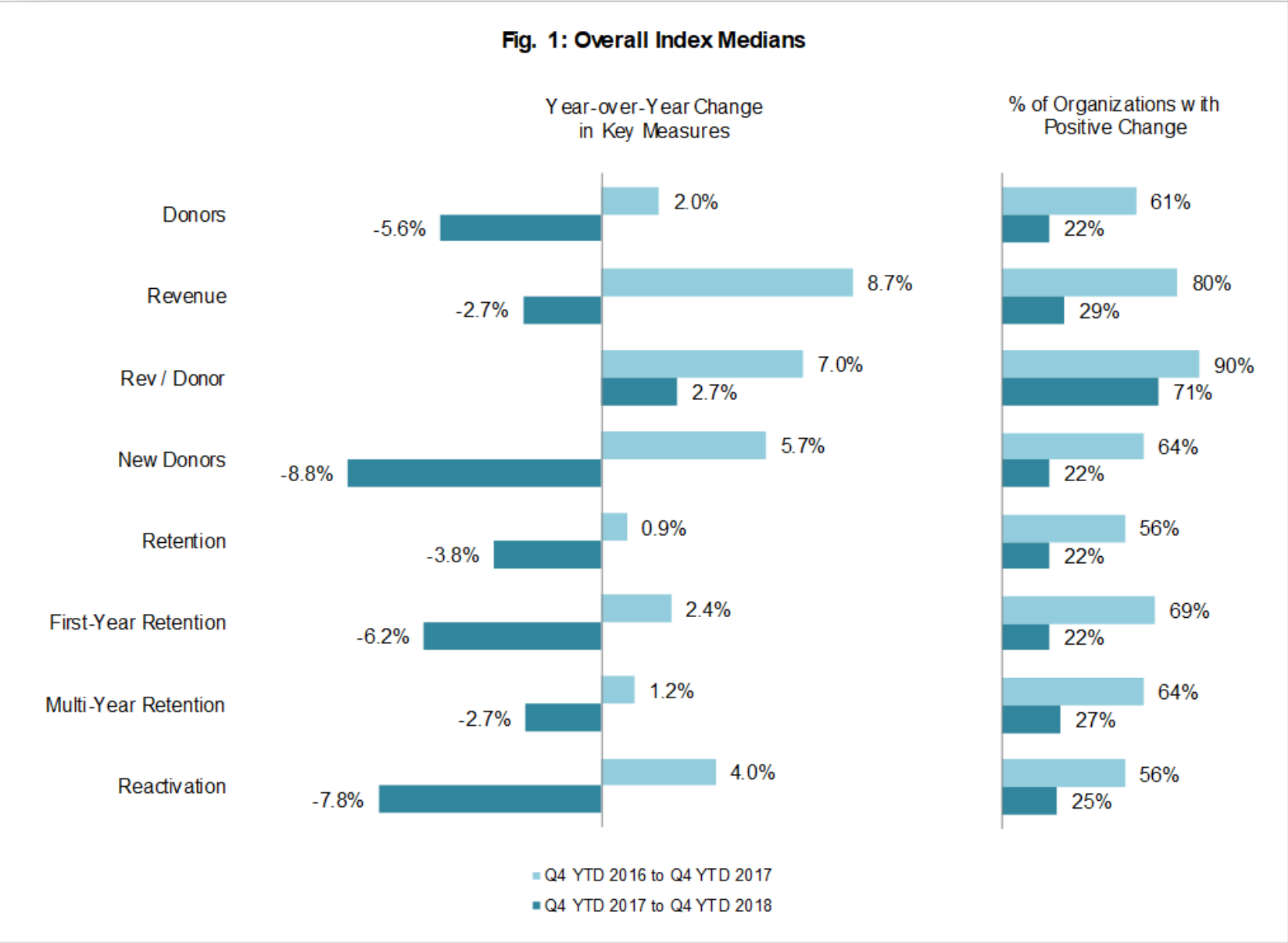
Letal Zidkony, SVP. Fundraising Strategies, MINDset direct

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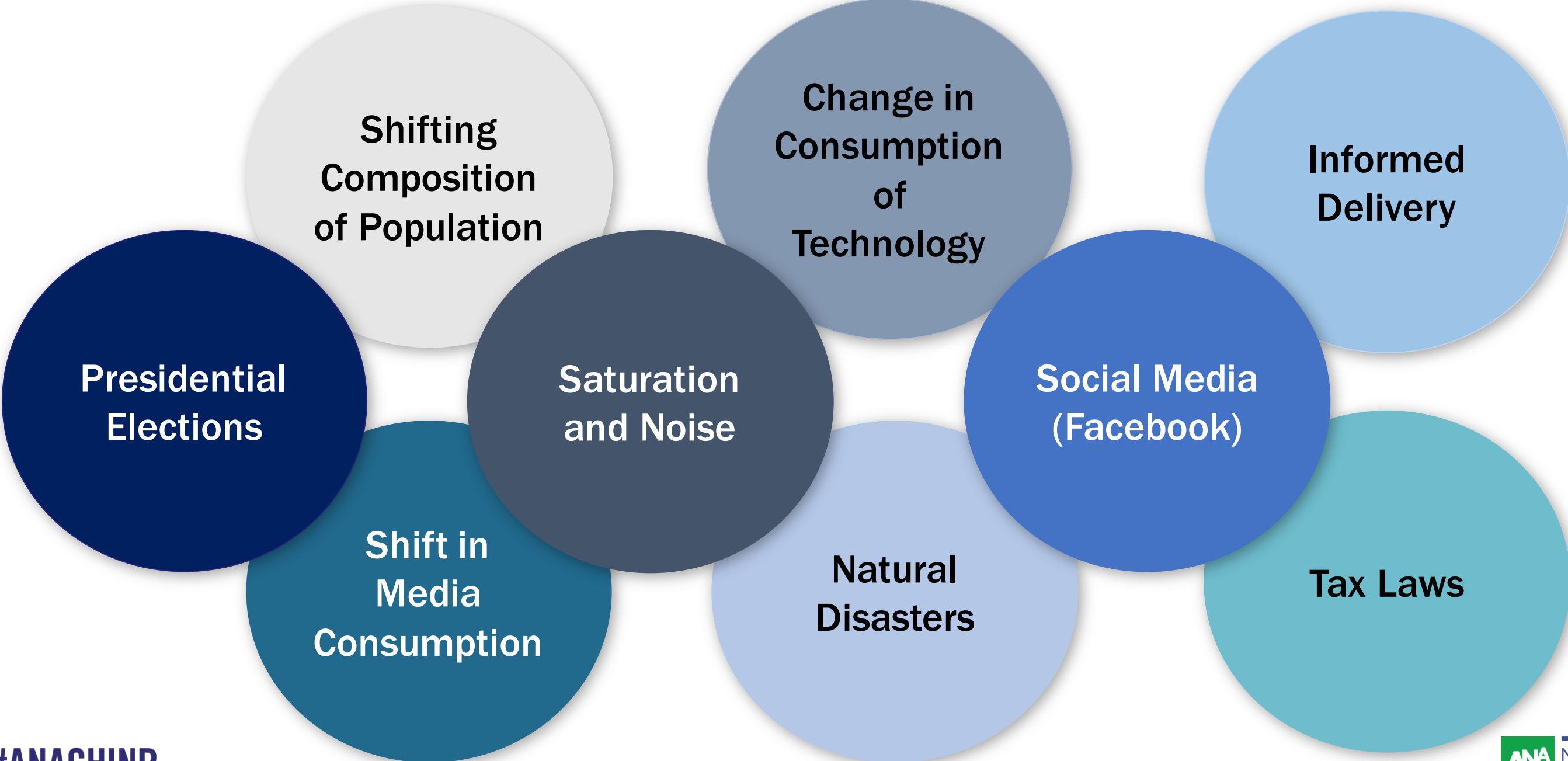


Industry Trends and Influencers

Industry Trends



(Some of the) Influences and Disrupters

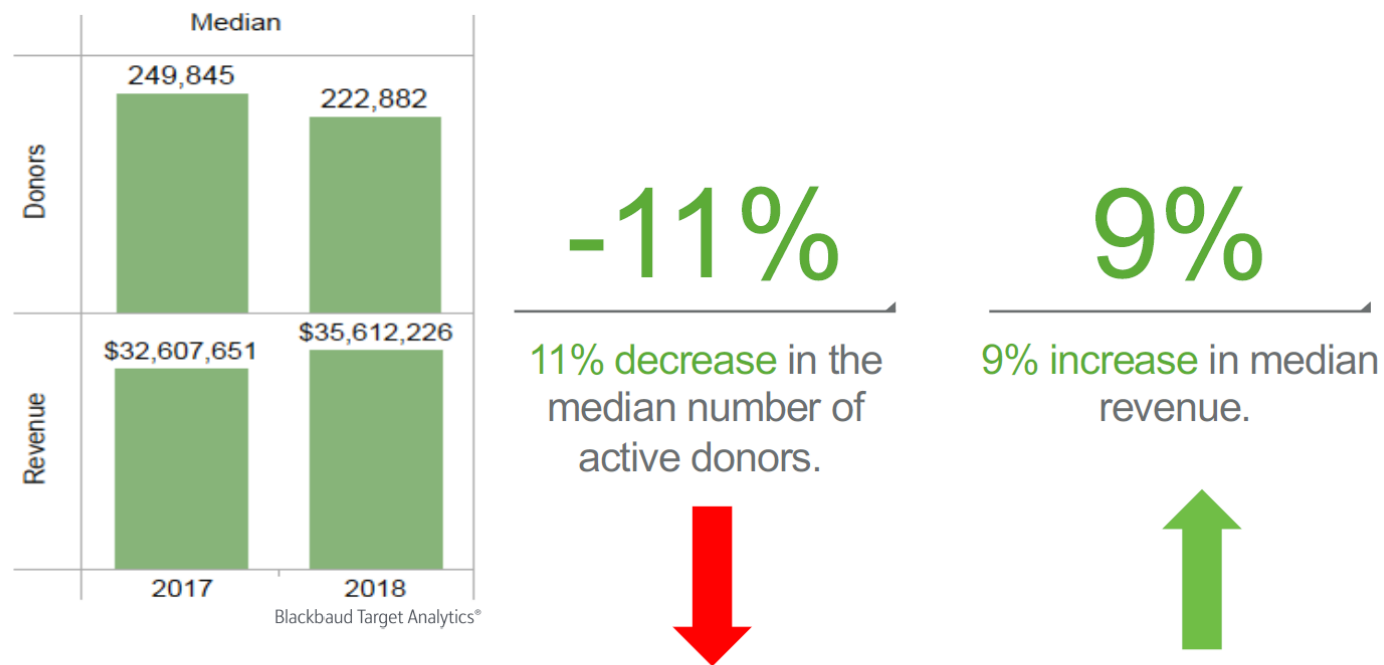


Industry Trends



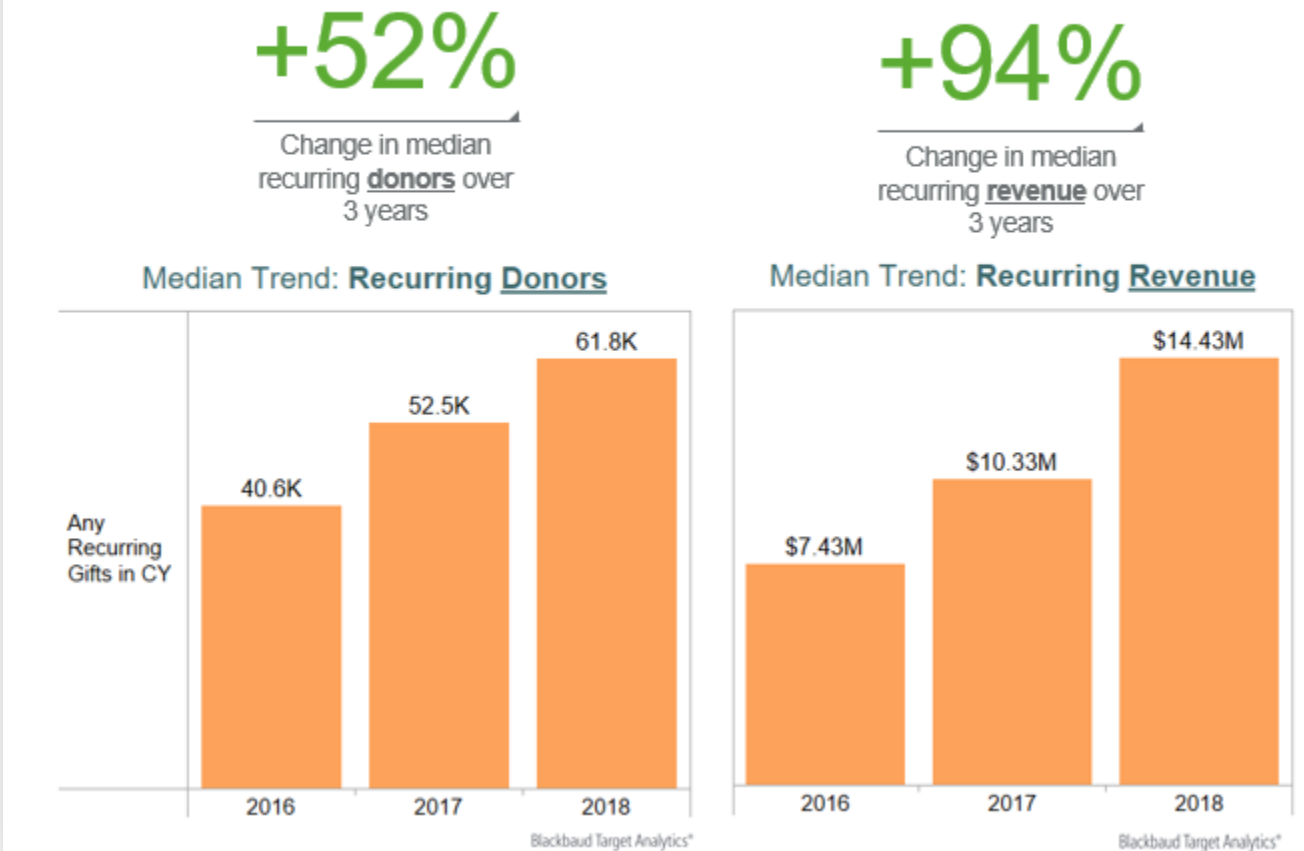
One Time

Total File Active Donors and Revenue Moved in Opposite Directions in 2018.



Monthly Giving

Recurring Populations and Revenue Increased at the Median.



Industry Trends



More on Monthly Giving

We are also seeing

- YoY increase in direct Acquisition to Monthly Giving
- YoY increased ratio of Monthly revenue of overall Giving
- Short and Long-Term Retention are up





Balancing Focus and Resources between One Time and Monthly Giving

Focus

- Primary Objective of Charity?
- Culture and Vision of Leadership?
- Ratio of One Time Vs. Monthly Giving within Budget & Investment?

Reporting & Analytics

- How are One Time and Monthly Giving programs evaluated across channels?
- What are the Key Performance Indicators used to measure both programs?
- Is One Time revenue accounted for to offset Monthly Acquisition costs?

Measuring Value & Success



MEASUREMENTS

- *# of Donors / Sustainer*
- *Average Gift*
- *Income / Revenue (Gross, Net):*
 - *View of monthly giving only and with one time giving included*
- *Revenue Per Donor:*
 - *View of monthly giving only and with one time giving included*
- *Frequency, Gifts Per Donor*
- *New / Rejoin (Prior Sustainer / Donor)*
- *Cost Per Donor / Monthly Donor*
- *Retention Levels:*
 - *2MosAct through 36+ months*
 - *By New / Rejoin (Prior Sustainer / Donor)*
- *Breakeven and ROI*
- *Active Cancellations:*
 - *Cancellation reasons*



VIEWS BY

- *Total*
- *Giving Type*
- *Payment Method*
- *Channel*
- *Giving Program*



TIME FRAMES

- *Year over Year*
- *Year / Fiscal Year to Date*
- *Rolling 12 Month*





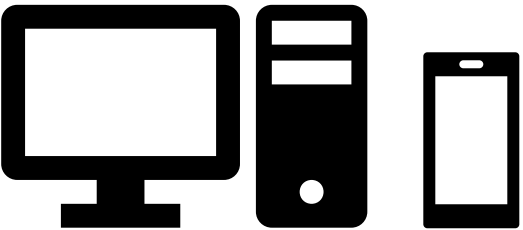
Balancing Focus and Resources between One Time and Monthly Giving

- **What, When and Where?** What are the considerations for what type of giving ask to offer, where and when? Should that fluctuate?
- What are some of the **internal challenges to overcome** for ‘buy in’ of a **channel / offer** and prioritizing one ask over the other?
- Optimizing value - **how to minimize potential downgrade** when asking for one giving type over the other?
- Can we ask for **One Time gifts from Monthly donors**?



Top 3 Monthly Giving Acquisition Channels in 2018

1



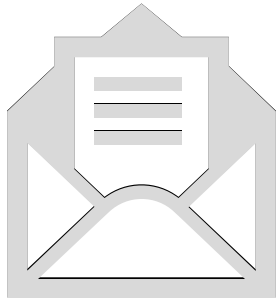
Online

Organic, SEO, Email, Digital, Social Media

3



DRTV

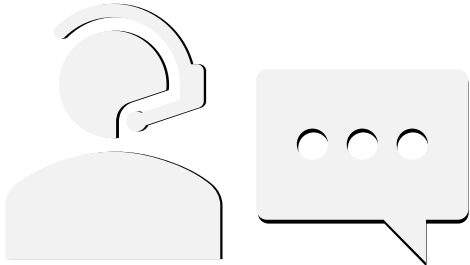


Mail

2

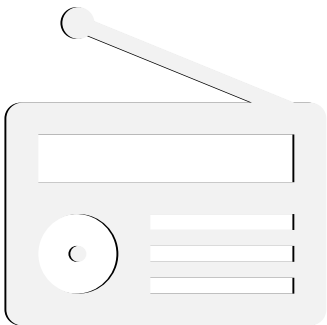


Canvassing



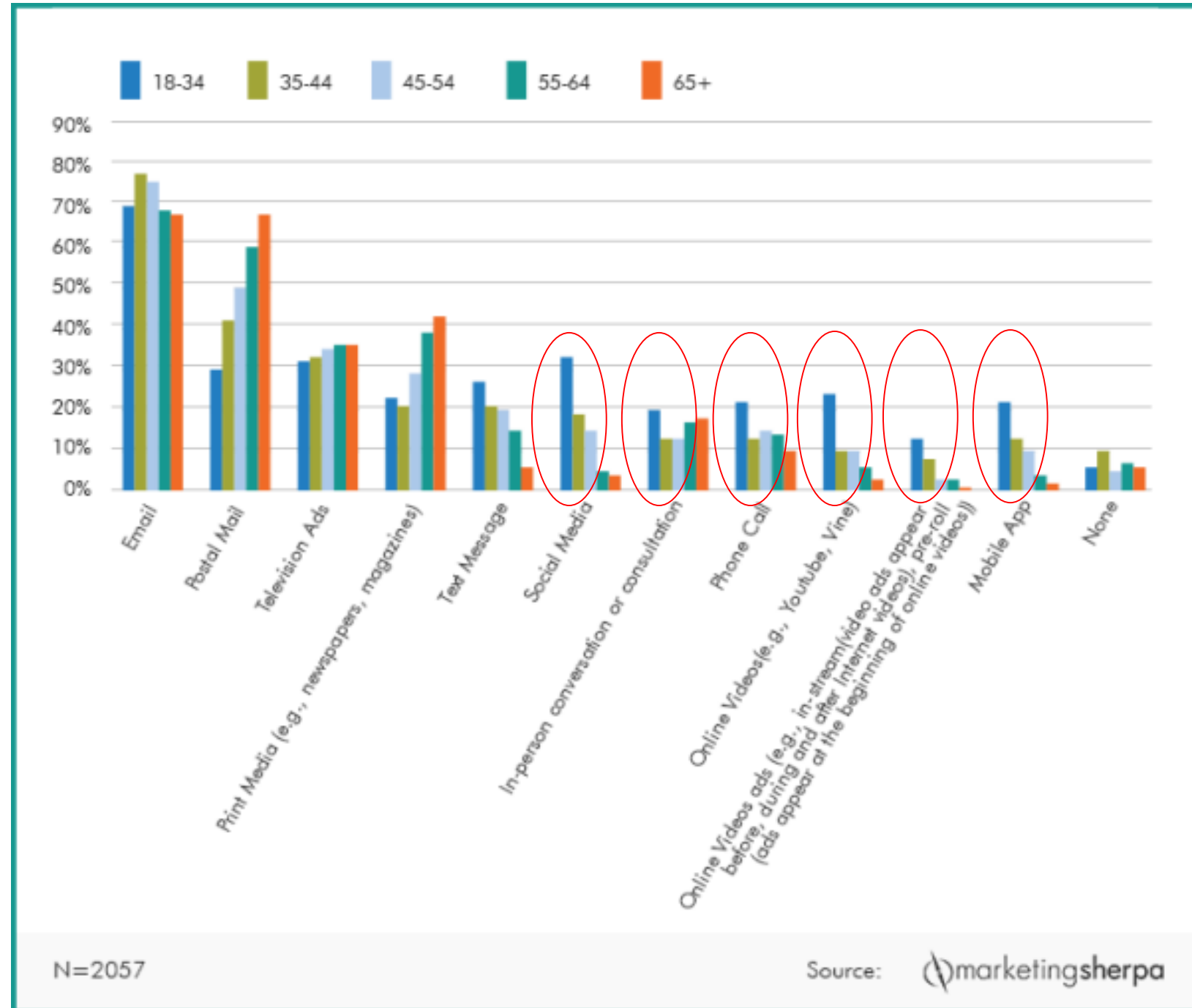
Phone

Telemarketing & Text (mass, 1:1)



Radio

CHANNEL DIVERSIFICATION





International Fellowship
of Christians and Jews®

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Our Mission



- The *International Fellowship of Christians and Jews* was founded in 1983 to promote understanding and cooperation between Jews and Christians and to build broad support for Israel and other shared concerns. Our vision is that Jews and Christians will reverse their 2,000-year history of discord and replace it with a relationship marked by dialogue, understanding, respect and cooperation
- Since 1983, *The Fellowship* has raised more than \$1.6 billion, primarily from Christian donors, for programs helping Jews in Israel, the former Soviet Union, Latin America, Ethiopia, and throughout 58 other countries

Our Programs



Guardians of Israel
Practical responses for suffering Israeli families



Isaiah 58
Helping Jewish poor in the former Soviet Union



On Wings of Eagles
Helping Jews immigrate to Israel



Stand for Israel
Mobilizing Christian support for Israel

The Fellowship – Acquisition Channels



LEAD GENERATION

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DIRECT MAIL



RADIO



TELEMARKETING



DRTV

ORGANIC WEB/SEO



DRTV Case Study



HAVE YOU SEEN US ON TV?
**Help Us Ease Their
Suffering**

Watch Now

Donate



ONE-TIME GIVING VS. MONTHLY

- Tested \$25 1x (2 min “control”) spot vs. \$18/month (2 min) spot in October 2018

- \$18/Month Ask Test:

Excellent Sustainer conversion rate at 40.3% (compared to 10.2% with the 1x spot)!

Monthly ask drove a much higher Cost-Per-Acquisition (\$1,118) & lower Average Gift amounts.

This spot produced the lower projected ROI (\$0.28 vs. \$0.52).

- We did NOT roll out the \$18/Month spot, but instead, focused on current and new creatives supporting a monthly ask. We continue to test price points to achieve high Average Gift and will re-visit a Sustainer ask with new creative in 2020.
- [Let's watch the monthly spot we tested!](#)

DRTV Case Study



- YTD Monthly Conversion Rate (convertible calls only): 6.8% vs. 4.6% (47% increase) - as a result of focused Call Center scripting and training.
- Soon testing script upsells, “combo” gifts and targeted ask arrays.
- Be sure to TEST your creatives, scripts, ask amounts!



Help Us Ease Their Suffering

Every day, so many needy elderly Jewish souls battle hunger and dire poverty. These Holocaust survivors should be living in dignity - not struggling simply to survive...

[Donate Now](#)



Outbound Telemarketing Case Study



ONE-TIME GIVING VS. MONTHLY

- **Approx. 50% of the TM expense budget is focused on monthly giving** (the rest of the budget is balanced between TM acquisition and 1x gift campaigns).
- **Budget Ratio: 10%** of our yearly revenue budget comes from 1x gifts; 90% comes from sustainer conversion and carryover sustainer revenue
- **We continue to feed the pool** of convertible donors that are more likely to convert to a monthly “autopay” donor, including new and reactivated donors to file within 30 days (“strike while the iron is hot”)
- **Test your ask strategy** – be sure not to downgrade donors when they sign up to be a monthly giver
- **Upgrades** – asking monthly donors for a few extra dollars (avg. upgrade \$13); “combo” gifts 2x year (8% response rate)
- **Keep TESTING!**



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WE ARE THEIR VOICE.[®]

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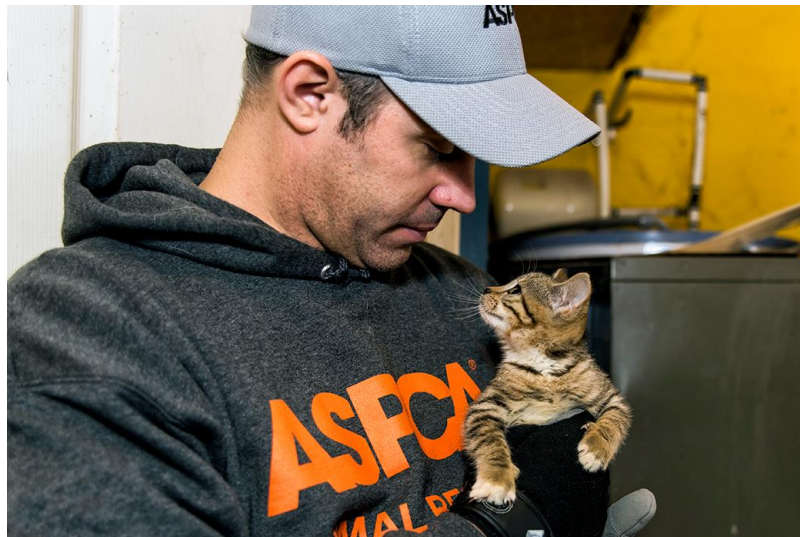
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Federation

Our Mission



- The American Society for the Prevention of Cruelty to Animals (ASPCA) was the first humane society to be established in North America and is today, one of the largest in the world.
- Our mission, as stated by our founder, Henry Bergh, in 1866 is “to provide effective means for the prevention of cruelty to animals throughout the US.”

Animal Rescue



Animal Placement



Animal Protection



ASPCA: The view from 10,000 feet



Monthly vs. One-Time

- Monthly Givers ~65% of Direct Response revenue
- One Time ~24% of Direct Response revenue
- Monthly always takes precedence over 1x

Direct Mail Sample

2018 MEMBERSHIP RENEWAL FORM

YES, I WANT TO STAY WITH THE ASPCA and continue to support your efforts to fight animal cruelty and save the lives of more animals in need.

Enclosed is my contribution of:

\$X \$XX \$XXX Other _____

Check here to make this a recurring monthly gift. (xxxxxx)

XXXXXXXXXX X XXXXXXXXXXXXXXXX HSE

DIRECTRESPONSE_SAL
COMPANY
ADDRESS1
ADDRESS2
ADDRESS3
CITY, STATE ZIP

Please provide your telephone number:
(XXX) _____-_____

Make check payable to the ASPCA. See reverse side to charge your gift.

To make your gift online, please visit renewaspca.org

Yours FREE! With your gift of \$25 or more you'll receive a one-year subscription to our member magazine, *ASPCA Action*.

“Check here to make this a recurring monthly gift.” (xxxxxx)

Diversify to Win

Mid Level Giving: To Ask or Not to Ask for Monthly Gift

We have 20,000 members in the Founder's Society.

Founders give between \$500 and \$10,000 in a calendar year.

22% are cumulative givers and give, on average, 6 gifts annually.

“Foundians” – monthly donors who make additional mid-level sized gift.

KNOW YOUR DONORS.
Know their Annual Value and their Lifetime Value and use those metrics to drive your decision-making.



Diversify to Win

DRTV – Monthly Ask

- Brought in 43,000 new sustainers last year
- Projected to bring in 41,000 this year.
- We take 1x gifts via DRTV however they don't renew well.
- CPMD: \$500+



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Diversify to Win



Additional 1x Ask in DRTV of Auto Monthly Donors

- Started in 2014 – it’s raised over \$1,000,000 - \$288M in 2018 alone!
- 32% of donors asked give an Average Gift of \$33
- Bumping \$20 ask (tied to a symbolic gift) up to \$40 “suggestion” increased Average Gift dramatically
- No negative effects on retention



PRO TIP:

Use “we don’t know unless we ask” – this takes the sting out of the ask!

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Internal Challenges

- What do we do when massive growth begins to slow down?
- How do we make the case for increased investment in Stewardship?
- How do we make the case for LTV and Planned Giving?





C D P
More for your mission.

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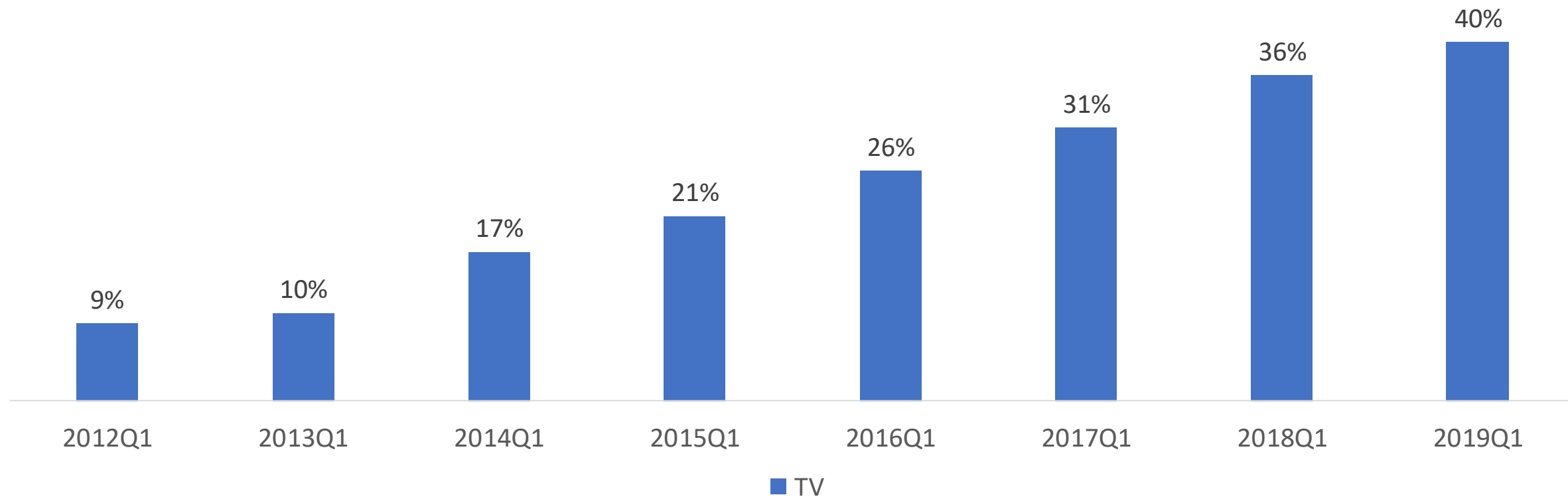
The Sustainer Effect

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Sustainers changed the game for public media



Steady growth in % of sustainers on file



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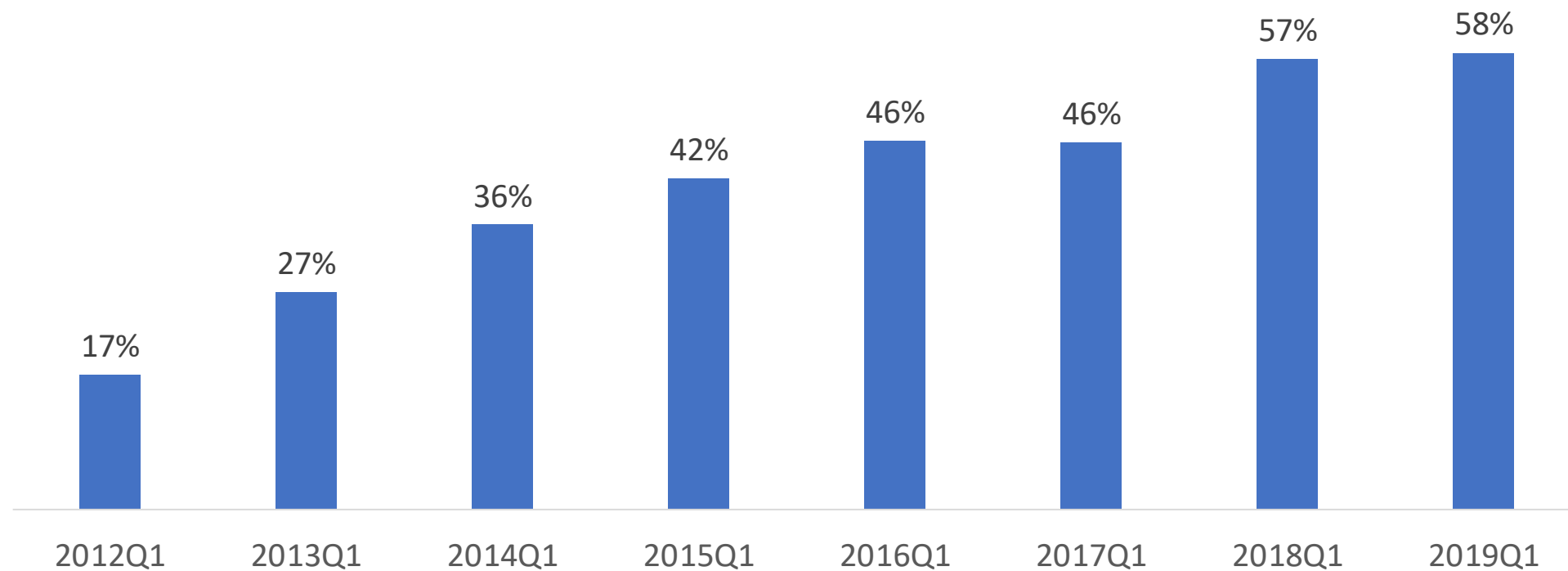


Sustainers quickly impact retention



Match channels with ask: Start acquiring the stickier donors

Retention of NEW donors



Donor Retention

2012: 60%

2019: 69%

Revenue Retention

2012: 61%

2019: 79%

Sustainers change the composition of your file



Age shifts based on channel and type of ask

2012

Age	Door-to-door	Events	Mail	On-air	Telemarketing	Web
30	20%	28%	5%	7%	3%	14%
40	30%	35%	6%	8%	1%	21%
50	24%	17%	12%	18%	25%	24%
60	14%	10%	22%	29%	28%	26%
70	12%	10%	55%	38%	43%	15%

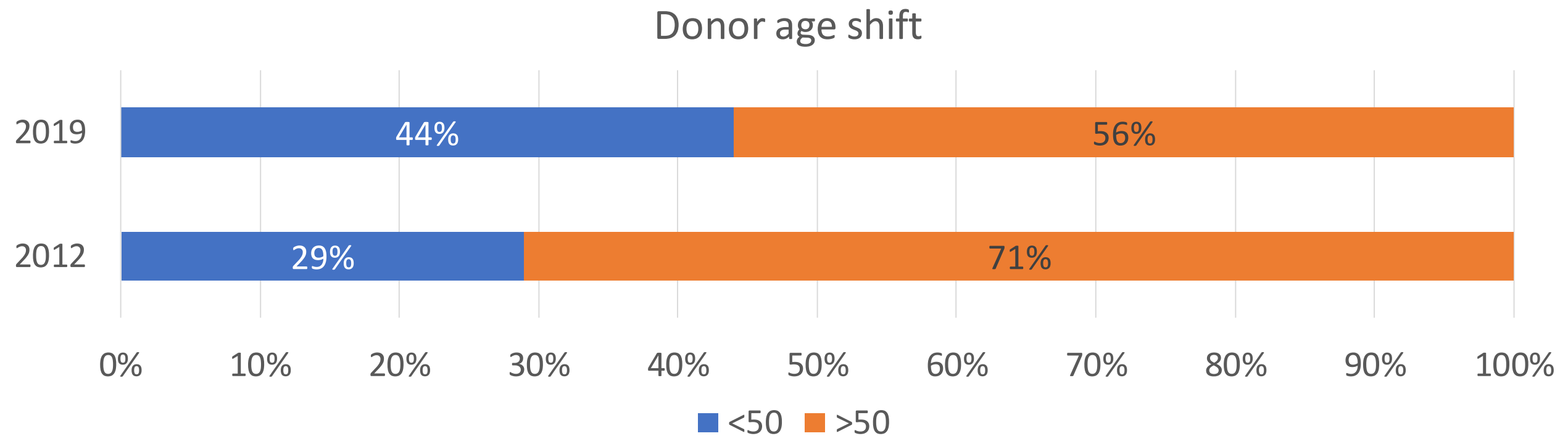
2019

Age	Door-to-door	Events	Mail	On-air	Telemarketing	Web	Passport (video on demand)
30	34%	41%	5%	6%	2%	20%	29%
40	25%	24%	6%	6%	6%	19%	22%
50	20%	15%	14%	17%	15%	22%	21%
60	13%	11%	26%	33%	26%	25%	19%
70	8%	9%	49%	38%	51%	14%	9%

Sustainer change the composition of your file



Age shifts based on channel and type of ask





Right Message to Right Audience

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Matching the right audience with the right message



Not all donors will become sustainer ...and that is OK!

On-air fundraising

Content matters – Audience personas (cappuccinos vs. cup-of-joes)

Choices don't work too well, be clear in your ask

Canvassing

Pitch can be adjusted at the door, importance of sustainers is easily explained

Bonus for the result that you need (Ex. EFT sustainers)

Digital

Ask adjusted based on time of year and content presented

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Canvass ROI and impact



Heavy investment into long-term growth

Sustainers are key (now 70% of the revenue)

EFTs rule the day

Bonus culture to focused on specific KPIs

Data modeling as key support to overall strategy

Household prediction

Message customization and targeting

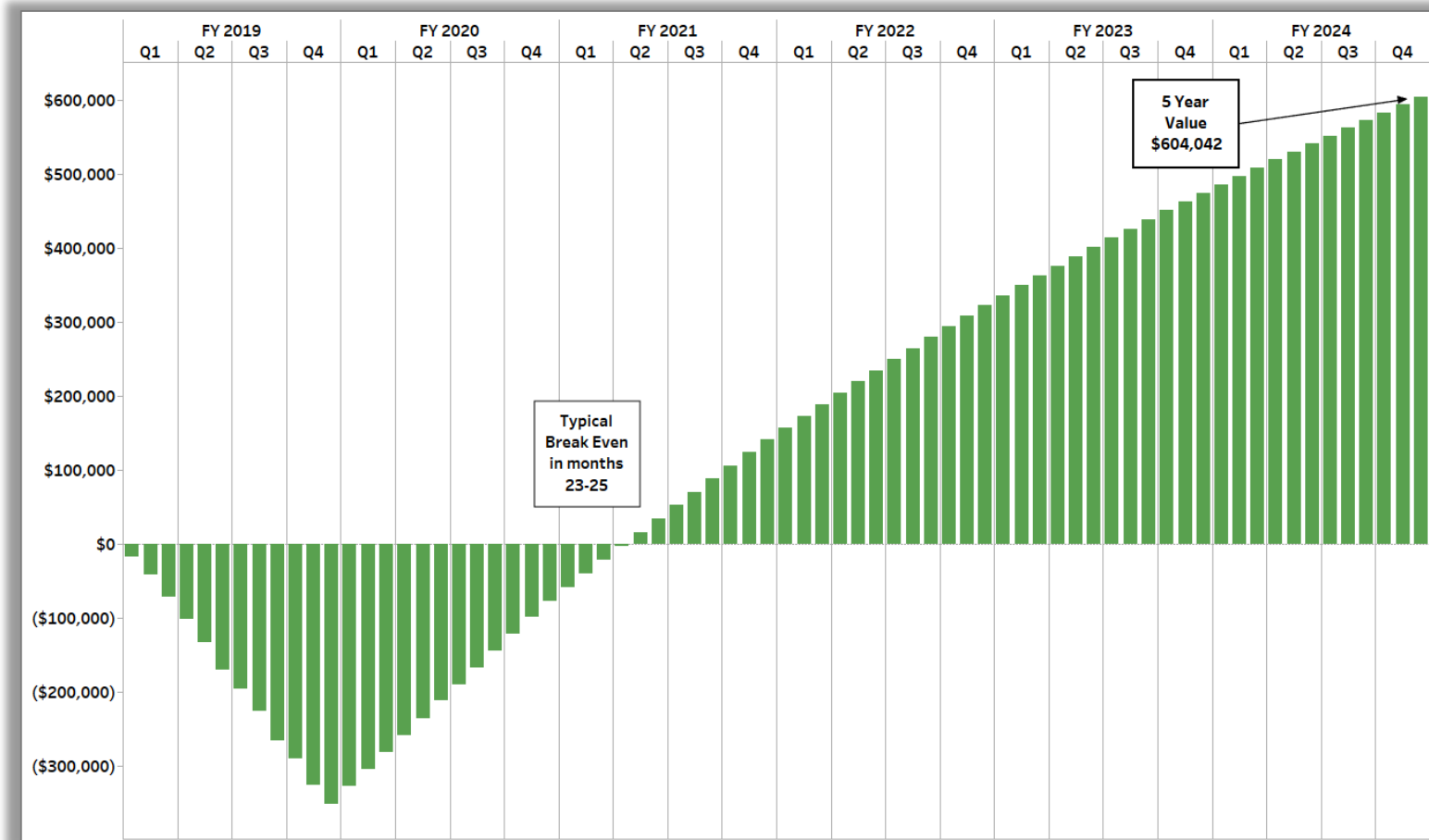
Canvass ROI and impact



Would you bet \$500k and lose \$120k in year 1?

Impossible question to answer unless you understand Revenue Retention

5 year cash flow of “canvass-born” donors:



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Membership video on demand: Passport

Different strategy for different channel

Targeting sustainers at low entry levels

Highly retaining donors

Largest source of new donors (quantity)

Benefit of collected data factored as part of the investment



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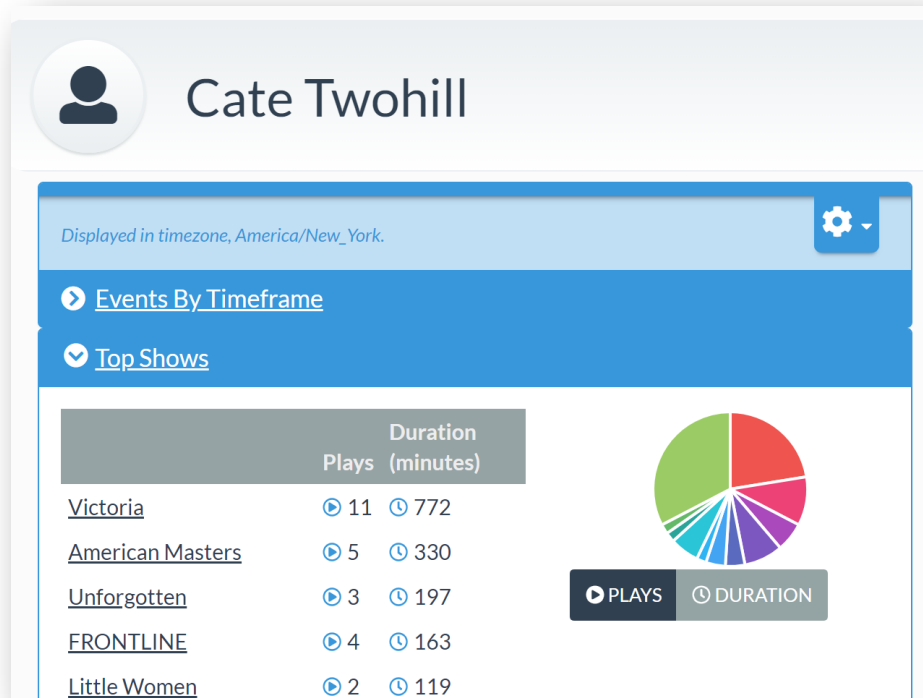


Passport data: additional ROI consideration



Offering customized experiences enhances value of sustainers

Data visualization



CRM View

Streaming Behavior	
CDP Cluster	Champion
First Streaming Date	8/27/2016 11:02 PM
Most Recent Stream Date	7/24/2018 8:48 PM
Current Streams	62
Current Streaming Minutes	3,551
Lifetime Streams	106
Lifetime Streaming Minutes	5,929
Media Information	
Top Device 1	AppleTV App
Top Show 1	Victoria
Top Show 2	Poldark
Top Show 3	The Vietnam War Explicit Language Version
Top Genre 1	Drama
Top Genre 2	Arts and Music
Top Genre 3	Arts and Music
Related Data	
PBS Profile UID	18c48da8-a6a4-4eb3-b919-34da7abee787

Passport data: additional ROI consideration



Offering customized experiences enhances value of sustainers

Drama Interest

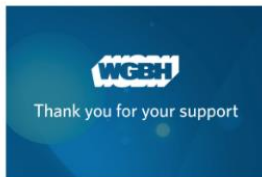


PHOTOS: Thousands March In "Families Belong Together" Protest In Boston

Thousands of demonstrators rallied at City Hall Pl...



Start exploring the extensive library of public tele...



General Interest



Criminal justice reformers are running for district attorney more than ever.



Catch up on The Tunnel on WGBH Passport now!



Priorities decide the course of action

Actively change message based on goals



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Right Metrics Matter

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What gets measured gets done...



Metrics that drive long term ROI

Size of program:

% of sustainers

% by original gift size

% by original channel

Quality of file

Retention

Revenue Retention

% EFT sustainers (by effort/channel)

% upgrading/add gifting

Acquisition math informs investment



Year 1 retained revenue and its proportion

	Net Cost to Acquire	Average Gift	Year 1 Retention rate	NET Retained Revenue after Year 1
Direct mail	\$60	\$30	55%	\$24
Pledge non-sustainer	Unknown	\$170*	17%	\$29
Pledge Sustainer	Unknown	\$140*	80%	\$112
Canvass Sustainer	\$55	\$160	85%	\$136
Digital	Unknown	\$100	25%	\$25

* Cost of premium severely impacts NET



Retention needs investment too

EFT sustainers at the top of our pyramid

Retention difference dictates investment

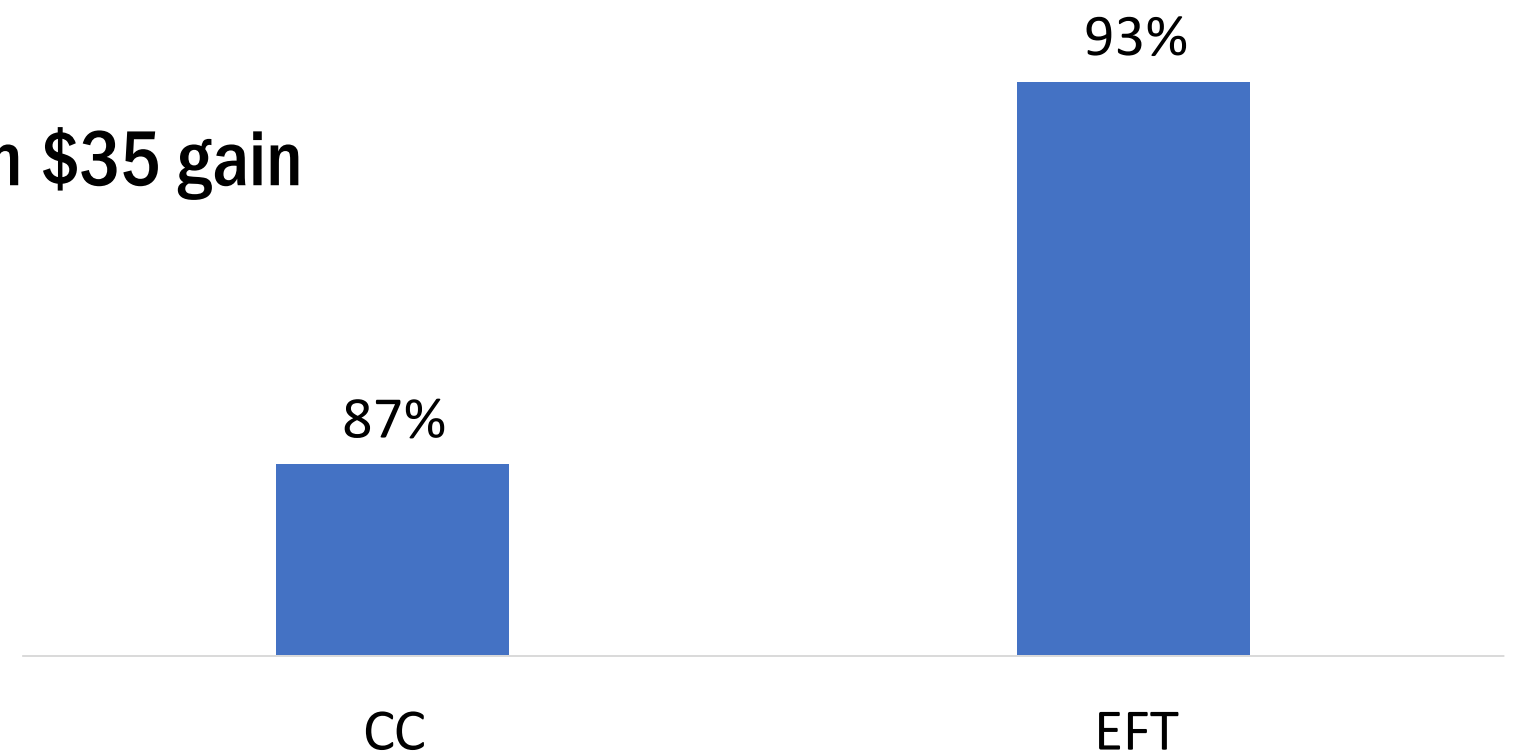
converting a single donor to EFT results in \$35 gain

EFT sustainers give more gifts

CC vs EFT (10.5 vs 11.3 gifts per year)

Best practices in recapture

First year retention (Sustainers)





Thank You

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QUESTIONS?

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