



The New Face of Face-to-Face

2021 ANA Nonprofit Federation Winter Conference

Who We Are



Ali Jones
National Face-to-Face
Fundraising Manager
Oxfam America



Kelly England
CEO/Founder
Multiple Strategies



Melanie Sovern
Senior Marketing Manager,
Sustainer Giving



Industry Overview



Why Canvassing is Critical

- ▶ Scalability
- ▶ Sustainer acquisition
source diversification
- ▶ Predictable ROI
- ▶ Age Mix
- ▶ Brand impressions

Sustainer Metrics 101

- ▶ The average lifetime value and breakeven point/ROI of a recurring donor acquisition channel depends on three key metrics:
 1. The acquisition cost per donor
 2. The average gift
 3. The retention rates
- ▶ We know acquisition cost and average gift early in the donor lifecycle
- ▶ The largest fall-off in new retention happens by month 3
- ▶ Average 12-month retention varies 35-55%
- ▶ By month 6, we can predict where retention and ROI will land for later months
- ▶ Benchmark breakeven point is typically 24-36 months

Channel Relaunch Overview

- ▶ More than 15 nonprofit canvassing programs have relaunched since 7/1/20
- ▶ 20 agencies are supporting these programs across street, door, and private site
- ▶ Teams have been active in 24 states / 46 cities
 - ▶ No NGO known to have reported a COVID case on a canvassing team
 - ▶ No NGO known to have reported a negative brand impact

Post-COVID Performance: Street and Private Site

- ▶ Retention rates are *equal or better than pre-COVID*
- ▶ Foot traffic diminished, but prospects stopping at greater levels and giving at higher rate
- ▶ Sustainers converted per shift level equal or better than pre-COVID levels
- ▶ Donors that stop to talk to canvassers want to help impact change and help the world in the midst of this crisis



Post-COVID Performance: Door-to-Door

- ▶ Retention rates are *equal or better than pre-COVID*
- ▶ Performance on par with pre-COVID levels
- ▶ Canvassers very mindful and accommodating of prospects that do not want to engage in conversation.
- ▶ Those that do join give at higher rate, so overall performance is maintaining.



New Protocols: Management

- ▶ Markets selected based on COVID trends are at manageable levels (Restaurants open, Not in 'red' risk zone)
- ▶ Heavy focus on **outdoor locations**
- ▶ Social distancing **floor indicators / yoga mats**
- ▶ Tabletop **plexiglass** providing physical barrier and social distancing barrier
- ▶ Canvasser health status survey daily at start of shift
- ▶ Canvasser hotline via Professional Face-to-Face Fundraising Association
- ▶ Donor experience surveys available for every interaction



New Protocols: Canvasser Level

- ▶ Masks at all times
- ▶ Sanitizer used regularly & available for prospects
- ▶ Disinfectant wipe down regularly
- ▶ Canvasser apparel indicating social distancing protocols
- ▶ 2-3 person canvassing teams to manage social distancing
- ▶ 1 tablet per canvasser—no sharing
- ▶ Touchless donation processing: texting of links to donor phones or QR codes to complete transaction
- ▶ End-of-experience donor survey confirming protocols and safety measures implemented
- ▶ Necessary FAQs prepared and approved for canvasser use



OXFAM



Oxfam

- ▶ In-house canvassing team was projected to acquire 6,500 donors in FY20
- ▶ Oxfam staff recruit, train and performance manage canvassers, not using a vendor for donor acquisition.
- ▶ F2F is the main channel that brings in new monthly sustainers
- ▶ Pre-Covid: Street, Mall and Festivals
- ▶ Paused field fundraising March 13th
- ▶ March 15th pivoted to phones
- ▶ Re-launched September (D2D)
- ▶ Projected to acquire 9,000 donors in FY22 - hybrid agency/in-house to gain pivot-power.



Phased Approach to Re-launch: September 2020

- ▶ Switched from street fundraising to door to door
- ▶ Agreed 3-phase approach to enter back into the market, increasing staff volumes at each phase
- ▶ Monitored local guidelines and COVID trends daily to inform each phase
- ▶ County-level data informed our geographical presence
- ▶ Adhered to staff comfortability levels and monitored public feedback
- ▶ Implemented strict safety policies and training on PPE/hygiene/distance/contactless payments and safeguarding

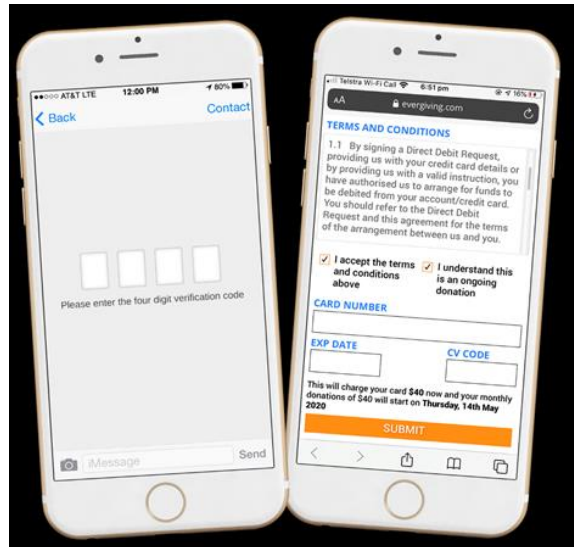
Preparedness and Continued Monitoring

- ▶ Internal/External Comms - Media/Donor Relations - Transparency is key
- ▶ **Daily** monitoring of COVID trends and local/state/federal guidelines
- ▶ **Daily** monitoring system for canvasser and public feedback to quickly inform any changes needed
- ▶ Thorough training and strict protocols to mitigate brand and safety risk
- ▶ Be prepared to pivot and strategically plan what actions to take if needing to stop or pause fundraising in the field, at any given notice
- ▶ Have planned what your rules are for launching / pausing operations based on organizations own comfortability level
- ▶ After re-launch in September, Oxfam paused again in one market mid-November, started back in February.

Measures for ensuring F2F channel is successful under new normal



- Quick Temperature Measurement
- Automatic Mechanism
- Fever Alert
- One Machine for Two uses
- Precision Probe
- Object & Room Measurement



Adapting to Phone-raising

- ▶ March 16, quick pivot to phones, did not furlough staff
- ▶ Training on phone system
- ▶ Adapting to working from home
- ▶ Integrating on the job - from cultivation calls to fundraising
- ▶ New scripting and training on phone-raising
- ▶ Being creative to motivate staff
- ▶ Mindfulness activities
- ▶ Objective: to save donors from cancelling (across all channels) and bring in revenue through different calling campaigns

Results and learning



TESTING AN IN-HOUSE CALLING TEAM PROVED SUCCESSFUL, CONVERSION RATES MORE THAN DOUBLED PREVIOUS YEAR'S EFFORTS THROUGH VENDOR



PROVED THAT F2F CAN ADD FURTHER VALUE TO ORGANIZATION - TRANSFERRABLE SKILLS



F2F CAMPAIGNS CAN BE DIVERSIFIED, HOLISTIC APPROACH TO ENHANCE DONOR EXPERIENCE



CONTACT RATE PROVED CHALLENGING, VOLUME OF NEW DONORS DID NOT COMPARE TO F2F



REVENUE DERIVED MAINLY FROM UPGRADES, REINSTATEMENTS AND 1X TO SUSTAINER CAMPAIGNS



CURRENTLY TESTING CONVERTING LEAD GEN (PETITION CALL-TO-ACTION) TO BECOMING A DONOR

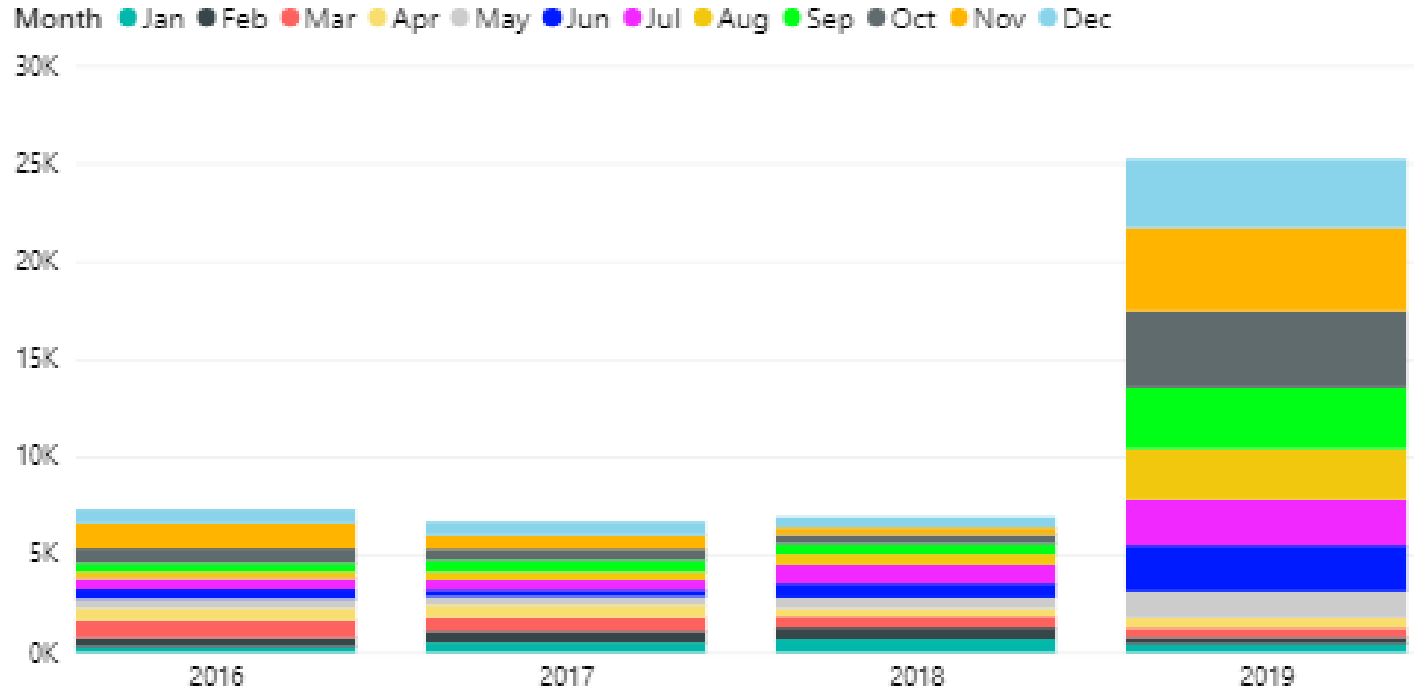


POSITIVE RESULTS ACROSS CHANNELS DUE TO FEEDING FUNDRAISING PIPELINES AND RETAINING EXISTING SUSTAINERS



MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

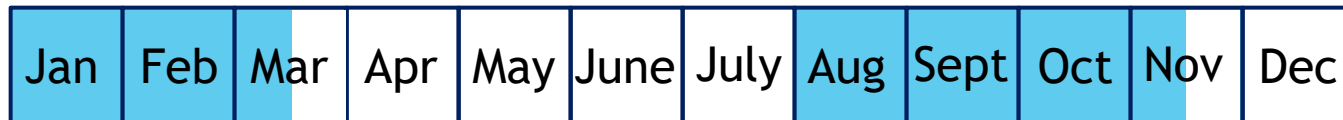
F2F Pre-Pandemic



- ▶ In 2019, increased investment, hired 3 new F2F vendors, and acquired 25,000 sustainers in F2F (tripling YOY)
- ▶ F2F represented 70% of total sustainer acquisition
- ▶ Planned on acquiring 36,000 sustainers in F2F in 2020

2020: Pivoting

- ▶ We closed F2F March 16, 2020
- ▶ Reallocated budget to Digital and DM
- ▶ Did a small successful F2F relaunch in August-November 2020
- ▶ Managed markets throughout this period based on local COVID trends
- ▶ Paused F2F again in November 2020
- ▶ We've been dark since



The Relaunch: August 2020

- ▶ Our priorities:
 - ▶ Safety of the canvassers
 - ▶ Safety of the public
 - ▶ Preservation of the brand
 - ▶ Our reason for relaunching:
securing funds for the mission as a
COVID-responsive NGO
- ▶ Locations:
 - ▶ Selected based on several sources
and parameters monitoring COVID-
19 trends
 - ▶ Evaluated on the county level
 - ▶ Outdoors, private site only





The Relaunch

- ▶ Touchless fundraising
- ▶ No sharing tablets or supplies among canvassers or donors
- ▶ 6+ feet between all people at all times
- ▶ Outdoor, private-site canvassing to better control environment, using tables and plexiglass barriers
- ▶ Cleaning process: everything cleaned twice daily
- ▶ Mandatory PPE for every canvasser:
 - ▶ Face masks
 - ▶ Hand sanitizer (71%+ alcohol)

The Relaunch: Oversight & Management

- ▶ PFFA hotline for canvassers to report unsafe work conditions
- ▶ COVID-19 talking points and Q&A, approved by Communications
- ▶ Senior member of vendor monitoring each canvassing team all day
- ▶ Special pre-launch training workshop/webinar with MSF medical staff
- ▶ Canvassers fill out survey at the end of each day to share their level of safety/comfort, report any incidents
- ▶ Donors/prospects fill out survey at the end of each interaction to share their level of safety/comfort



**MEDECINS SANS FRONTIERES**
DOCTORS WITHOUT BORDERS

What's Next for MSF-USA

- ▶ Do not yet have the next relaunch date
- ▶ Hope to relaunch within the next few months *if/when* case trends/vaccine roll-outs go well
- ▶ Continuing to prioritize the **health and safety** of the public and canvassers
- ▶ Hope to diversify sustainer acquisition channels more but continue scaling F2F—fewer eggs in one basket
- ▶ Our 2021 goal is 31,000 new F2F-acquired sustainers



Summary

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side of the frame, creating a modern, layered effect against the white background.

Key Takeaways

- ▶ Canvassing is still a viable channel driving sustainer acquisition
- ▶ Management requires continuous monitoring of market trends and protocol implementation
- ▶ Preparation is key: training, vendor agreements, internal messaging to member care and executives
- ▶ Performance is going strong with successful risk mitigation

Thank you!
Any Questions?

