

5 Pillars of Nonprofit Success

By Angel Aloma & Tom Gaffny



In America today, there are more than 1.5 million nonprofits competing for every

charitable dollar. How is it that a relative handful of these charities are sparking a movement, while most fundraising programs are barely moving at all (or worse yet, falling behind)? We've identified five key elements driving today's most successful nonprofits, and how adopting these principles can help any charity transform its fundraising program.

NO. 1: A 'BIG DREAM'

When you think of great movements throughout history, each was motivated by a big, easy-to-understand dream. A dream that was memorable—and do-able.

Martin Luther King Jr. sparked a movement with his dream that all God's children would "one day be judged not by the color of their skin, but by the content of their character." Overseas, the National Society for the Prevention of Cruelty to Children's raised more than £275 million by rallying a nation behind its powerful **FULL STOP CAMPAIGN**, which declared: "**Cruelty to Children MUST Stop. Full Stop.**"

Dreams move people to act. But these days, we find most charities don't have an easy-to-understand dream that employees embrace and the public understands (keep in mind, we are not talking about a mission statement, but a dream).

How can you create yours? We recommend every nonprofit conduct a "dream audit," in which you pull your staff together—give them 3x5 index cards—and invite them to articulate your organization's dream in one to two simple lines. Be prepared to be surprised. Our experience is that most of your staff

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In This Issue: The Best of Bridge

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Beyond A/B Testing — With Donor-Driven Design

By Steve Rudman



For decades, A/B testing has reigned as the preferred method of identifying donor preferences for direct response fundraising campaigns. Despite its many years of success,

though, the testing has its shortcomings: time, cost and limitations around the number of variables to test.

With the recent developments in data analysis, the charity, No Kid Hungry, worked through its agency partner and donor experience firm to tie statistical predictability to donor preferences that were previously

considered too subjective to measure. This process is called "donor-driven design." Here's what happened:

1. No Kid Hungry began by deconstructing its direct mail messaging into its base elements: who/how the donor helps, symbolic gifts, voice/author, perceived impact and additional messaging.

2. Relying on its agency, it then produced about six different versions of each element: six versions of how the donor helps, six versions written by a different person, etc.

3. The organization created multiple "theoretical" direct mail messages by combining different versions of the

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President's Perspective

Building a Bridge for Marketers and Fundraisers

By Marie Kosanovich



My dad has been my inspiration my entire life, including in my monthly President's Perspective. Since the theme of this month's issue is "Best of Bridge," I thought I would ask, "Were you ever afraid of crossing bridges, Dad?" I was hoping for some prolific response, but instead, he replied, "To be honest, Ree, I never really gave it any thought."

His response made me smile, because growing up in Pittsburgh, my entire life revolved around crossing bridges! And when you know the bridge is leading you to something good, it can be thrilling! I had to cross the Plan 12 Bridge to get to church or Grandma's house. Going over the Fort Pitt Bridge was exciting, as it meant we were driving downtown (or "dahn-tahn" as the locals say). Even in college, I would spend warm fall afternoons hanging out on the abandoned railroad bridge with my friends.

Bridges can also be scary for some. I learned that when my aunt shared a story about her and my mom. Mom was driving them both to college one wintry morning and, as they crossed the Aliquippa-Ambridge Bridge, they skidded on the ice and spun in circles. When the car stopped, they were facing the cold, icy river. My mom, cool as a cucumber, commented how they should get going before they were late for class. My aunt, on the other hand, was very close to having a panic attack. To this day, she cannot cross that bridge without thinking about that fearful morning so many years ago.

I suppose bridges can be both scary and wonderful. When wonderful, bridges are tremendous connectors, linking two seemingly different worlds, such as the Bridge to Integrated Marketing & Fundraising Conference (aka Bridge Conference), which was designed over 14 years ago to build a bridge between traditional fundraisers and their direct marketing counterparts. Each year, the conference continues to grow and, through its educational sessions, it meets the demands of our ever-evolving industry.

The numerous breakout sessions, workshops, Solutions Showcase partners and inspiring keynote speakers motivate us to breakdown silos; connect (i.e. integrate) our marketing efforts—print, digital, mobile, video—to test and try new things; explore new "bridges" and connect fundraising sectors, such as major gifts and sustainers; and build a stronger bridge between our donors and our organizations' missions.

There are just so many opportunities...so many bridges to build...and all of which are to help us be better at our jobs, increase revenues and advocate for our missions!

If you missed the Bridge Conference this year, you'll find some great information in these articles. If you attended Bridge, these articles may be a nice reminder: "Oh yeah! I need to 'cross that bridge!'"

Gephyrophobia—the fear of bridges—is a real thing. That fear should not exist in our fundraising and marketing! The bridges you build in your organization, with your donors and with your fundraising and marketing colleagues, will be, professionally, the most satisfying ones you can build!

One last thought about the Bridge Conference...it's a great place to meet new people and reconnect with so many colleagues throughout the industry. The first-timers, the seasoned professionals, the person who was once your coworker is now your client, another person used to be a client is now one of your vendor partners, etc. Regardless of what "bridge we cross," we all seem to find one another at the Bridge Conference. Our "industry network" has become more of a family. I had an amazing time at Bridge this past year as your president and hope to see all of you at the 15th Annual Bridge Conference, July 15 -17, 2020. In the meantime, enjoy this issue of DMAW Marketing AdVents and have a great year-end campaign! Wishing you and yours a very happy holiday season!

Best,
Marie Kosanovich
mkosanovich@lautmandc.com

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Calendar of Events

THURNOV

21

Lunch & Learn
Donor-Advised
Funds

12 pm - 2 pm
SEIU, Washington, DC

TUESDEC

3

Best of
Direct Awards
Gala & Reception

6 pm - 9 pm
National Press Club,
Washington, DC

THURJAN

16

2020 Annual
Meeting, Keynote
and Networking
Reception

6 pm - 9 pm
SEIU, Washington, DC

THURJAN

23

Acquisition Forum

9 am - 12 pm
SEIU, Washington, DC

THURFEB

6

Data Privacy

1 pm - 2 pm
Webinar

THURFEB

13

Lunch & Learn
Renewal and
Retention

12 pm - 2 pm
SEIU, Washington, DC

TUESFEB

25

Making Your
Digital Presence
ADA Accessible

1 pm - 2 pm
Webinar

Deadline for registration is 24 hours before the event, space permitting. Cancellations must be received 48 hours in advance. No-shows will be billed. Register at dmaw.org or call 703-689-3629.

Quick Takes

Every month DMAW asks people in our industry for their 'quick take' on a topic

What is your favorite thing about the Bridge Conference?



KATHY

Whenever I speak at Bridge, I know I'm going to have a highly energized and engaged audience.

It's incredible to have some of the best marketers and fundraisers in the country all under the same roof. I can always count on learning as much from the participants as they do from me.

At Impact, we're proud to sponsor a track and send almost our entire team to Bridge each year to learn and enjoy spending time with friends and colleagues. It's our favorite professional development event of the year because of the quality of the sessions and the high level of discussion.

When you speak at Bridge or attend a session, you know there's limitless knowledge sitting in the chairs all around you. We really love this opportunity to come together with our fellow fundraisers and create breakthrough ideas together.

Kathy Swayze, CFRE
President & Creative Director
Impact Communications
kswayze@impactdc.com



KIM

I heard Bridge was the conference "not to be missed," so I was excited when I was able to attend this year.

Tim Shriver's emotional Special Olympics stories, learning how organizations successfully continue to use SMS to enhance donor experiences and finding inspiration at the 40th MAXI Award Winner Showcase all stand out.

Conferences are a way to learn from the best in our field, network with like-minded peers and connect with our suppliers. The cost to attend a conference is high...not only registration and travel, but the time away from our day-to-day work. When I make the right new connection, strengthen existing relationships and get new ideas, even if it is just one new idea, that idea positively alters the way I approach my work to raise funds for our mission.

Webinars, e-newsletters and virtual meetings are great, but personal connections are key, and I am happy to report—Bridge did not disappoint.

Kim Spiro
Associate Director
International Fund for Animal Welfare
kspiro@ifaw.org



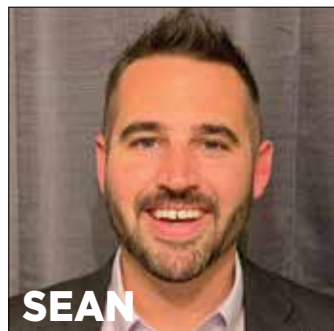
PETE

Bridge is about collaboration, not competition.

Collaboration is a critical element that makes Bridge a stellar conference. Presenters and participants share knowledge of what works, what hasn't worked and what might work, without a sense of ego or ownership.

Collectively, there is motivational creative energy that encourages everyone to keep innovating for social good.

Pete Kimbis
Manager, Development & Communications
EveryMind.
pkimbis@every-mind.org



SEAN

I've been in the direct mail industry for nearly a decade so you may find it odd to hear I had never attended a Bridge Conference. Not until early this year anyway.

At EnvyPak, we manufacture a unique clear poly envelope—it stands out in the mailbox to help increase response. Until 2018, EnvyPak postage was typically double-paper envelope postage; an obvious deal-breaker for nonprofits and fundraisers.

Our recent USPS automation letter ruling cut typical postage in half; nonprofits and fundraisers could finally benefit from a clear EnvyPak.

My favorite takeaway? The conference was about more than direct marketing, about more than ink on paper or exciting digital breakthroughs or segmented data.

It was about a large group of incredibly passionate fundraisers making a difference, about helping each other refine their craft to truly help those who need it the most and change the world as we know it.

Sean Bannon
Business Development Manager
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5 Pillars of Nonprofit Success

Continued from page 1

will disagree about what your big dream is! But this dream audit will be a first important step in helping your staff finalize a powerful, agreed-upon vision that will become your organization's distinctive rallying cry for every communication it sends.

NO. 2: TRUST THE 186% EDGE

A recent study by Watson Wyatt of WorkUSA concluded that "companies with high-trust levels outperform companies with low-trust levels by 186%." Think about that.

In today's increasingly cynical world, trust, not money, has become the currency of business and life. But earning that trust has never been harder. So how does a nonprofit overcome this?

Be transparent...with your finances, audited statements and impact. Show real compassion to your supporters about their needs. Be a "giver" with gratitude, attention, love. Be honest. Be efficient. Show real heartfelt appreciation. And one more often overlooked idea? Don't be shy about asking for trust.

NO. 3: DONOR CENTRICITY

This month, the average donor will be awake about 28,000 minutes. And if you're lucky, you'll get five, maybe 10 minutes of their time. The truth is, the donor has all the



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power. So, how can you break through?

First, let them know that they're in charge. Share with them a "Donor Bill of Rights" or a "Pledge to Donors" that puts all the power in their hands. And make the communications less about you and more about donors—tailor communications to their interests, needs, aspirations and impact.

Second? Show them you know them. Send them a card to celebrate their giving anniversary. Refer to a past gift they made. And don't be shy about saying thank you. A few years ago at Food for the Poor, we began testing thank-you mailings, which were heavy on gratitude, but didn't even ask for a gift. People felt so moved, these "no-ask" tests beat the traditional "ask" appeals.

Food for the Poor donors now get four thank-you mailings a year.

NO. 4: PRACTICE 'SERVANT LEADERSHIP'

Servant leader...it's a term we hear a lot these days. But what exactly is a servant leader? A servant leader is someone who...

- ...aspires to lead by serving the needs of their people.
- ...is most interested in the success of their people.
- ...and is not afraid to express thanks—to say and show how much they care.

Visit any organization led by a servant leader, and you'll see a place where the leadership works to elevate staff through genuine caring; where leadership leverages empathy to build relationships, which results in happier staff, better donors and stronger support for the mission; and where people at the top are radically transparent and committed to always being open with staff and donors—the good, the bad and the ugly.

NO. 5: LOVE, PASSION AND JOY

We in the nonprofit world have been given a great gift—to leverage our love, passion and joy in a way that makes the world a

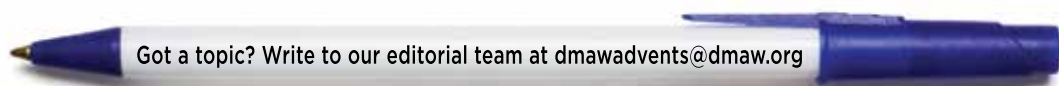


better place. And these qualities seem to overflow in abundance at America's most successful organizations.

- **Love.** Visit, and you'll see a love of mission, a love of donor and a love of each other at work.
- **Passion.** Visit, and you'll feel the energy, excitement and an indefatigable attitude that permeates everyone's work.
- **Joy.** Visit, and you'll be filled with the great joy of helping others...of truly selfless service.

Angel A. Aloma, executive director of Food For The Poor, oversees fundraising and communications for the organization while encouraging innovation and cultivating donor relationships. Fluent in Spanish, proficient in Haitian Creole and Jamaican Patois, Angel, as the spokesperson for the organization, shares the charity's mission throughout the U.S., the Caribbean and Latin America. Reach him at aaloma@foodforthe poor.org.

Tom Gaffny is the principal of Tom Gaffny Consulting, an agency dedicated to providing breakthrough strategic and creative support for nonprofit organizations. During his career, Tom has received repeated national recognition for his development of high-impact strategic and creative solutions on behalf of his client partners. He can be reached at tomgaffny@hotmail.com or at 617-877-3015.



Got a topic? Write to our editorial team at dmawadvents@dmaw.org

Greater Engagement: Words of wisdom on everything and anything that draws in your supporters and deepens relationships

How Birthright Israel Foundation Went From Social Good...to Social Great

By Jeff Ostiguy



\$1 billion raised from 20 million people.

Last November, those are the numbers that Facebook announced it had generated from its charitable giving tools

in three short years since their launch.

Well over 90% of this revenue came from Facebook Fundraisers, and while the emergence of this platform is a boon for fundraisers, it does present challenges for direct marketers. Fundraisers deliver a lower average gift versus other online sources (\$31 versus \$106, according to M+R Benchmarks). While that revenue is coming in, donor information, as we know all too well, is not.

This shift in donor behavior is having an undeniable impact on digital direct response channels. According to M+R Benchmarks, online revenue grew just 1% in 2017/2018 versus multiple years of double-digit growth, email open rates continued to decline and email revenue (despite 8% more emails sent) fell 8%. So, now what?

Do we think that Facebook is going to suddenly open the black box and turn over all that donor data? Nope.

So now what? Lean into those Facebook Fundraisers, and while you're doing so, take advantage of the tools and targeting

available to you on Facebook's platform to acquire donors directly. Here's how Birthright Israel Foundation (BRIF)—an organization that has been giving young Jewish adults a life-changing free trip to Israel to connect with their homeland for the last 19 years—carefully and strategically developed Facebook as a reliable and growing direct response revenue channel.

In 2015, it had just launched a new website, and at the time, the majority of its online revenue came from its email program. That changed dramatically in mid-2016 when a large scale email deliverability issue struck the program, and it was forced to reevaluate

its online fundraising approach.

The organization had done little to no paid acquisition marketing before that time and launched a small proof-of-concept campaign across paid display, social and search. On Facebook, it was trying to get a read on the receptiveness of key audience groups to paid Facebook promotion. It focused on its alumni (those who had been on the trip) and remarketing to site visitors.

Overall the pilot was a success, driving high-traffic volume to its new site and resulting in a positive return on its investment. While the Facebook component was not a huge revenue driver, it showed

promise as engagement metrics were very high, including 2,300 likes and shares, and a click-through rate of over 15%.

Armed with this information, BRIF significantly expanded its digital investment in 2017, which included quadrupling its Facebook spend. The organization expanded its target audiences to include parents of alumni and donors, built lookalike audiences off of those audiences for prospecting and continued to emphasize remarketing.

This budget expansion ramped up impression volumes. As a result, it was able to get actionable insight into creative approaches, increased its following by over 20% and still maintained a return on ad spend (ROAS) of 145%, nearly double industry benchmarks. After the significant digital spending increase in 2017, 2018's budget remained flat as BRIF worked to optimize channel mix and return. Given its strong performance, Facebook was again allocated a more significant portion of the budget, doubling yet again over the previous year. At this point, it is important to note that digital plans are fluid.

Yes, Facebook became a proven performer, but every channel is measured against ROAS. And if performance were to slip to a level that BRIF was uncomfortable with, that budget would be reallocated to higher

“ IT STARTS WITH AUDIENCE DEVELOPMENT—USE THE TOOLS THAT FACEBOOK OFFERS TO TARGET, LEARN FROM YOUR CORE AND BUILD YOUR PROFILE FOR PROSPECTING FROM THERE. TAKE CUES FROM YOUR ORGANIC POSTING AND SITE TRAFFIC TO DEVELOP AND ALIGN YOUR CONTENT, AND DON'T BE AFRAID TO PUT THE PEDAL DOWN IF SOMETHING IS WORKING.

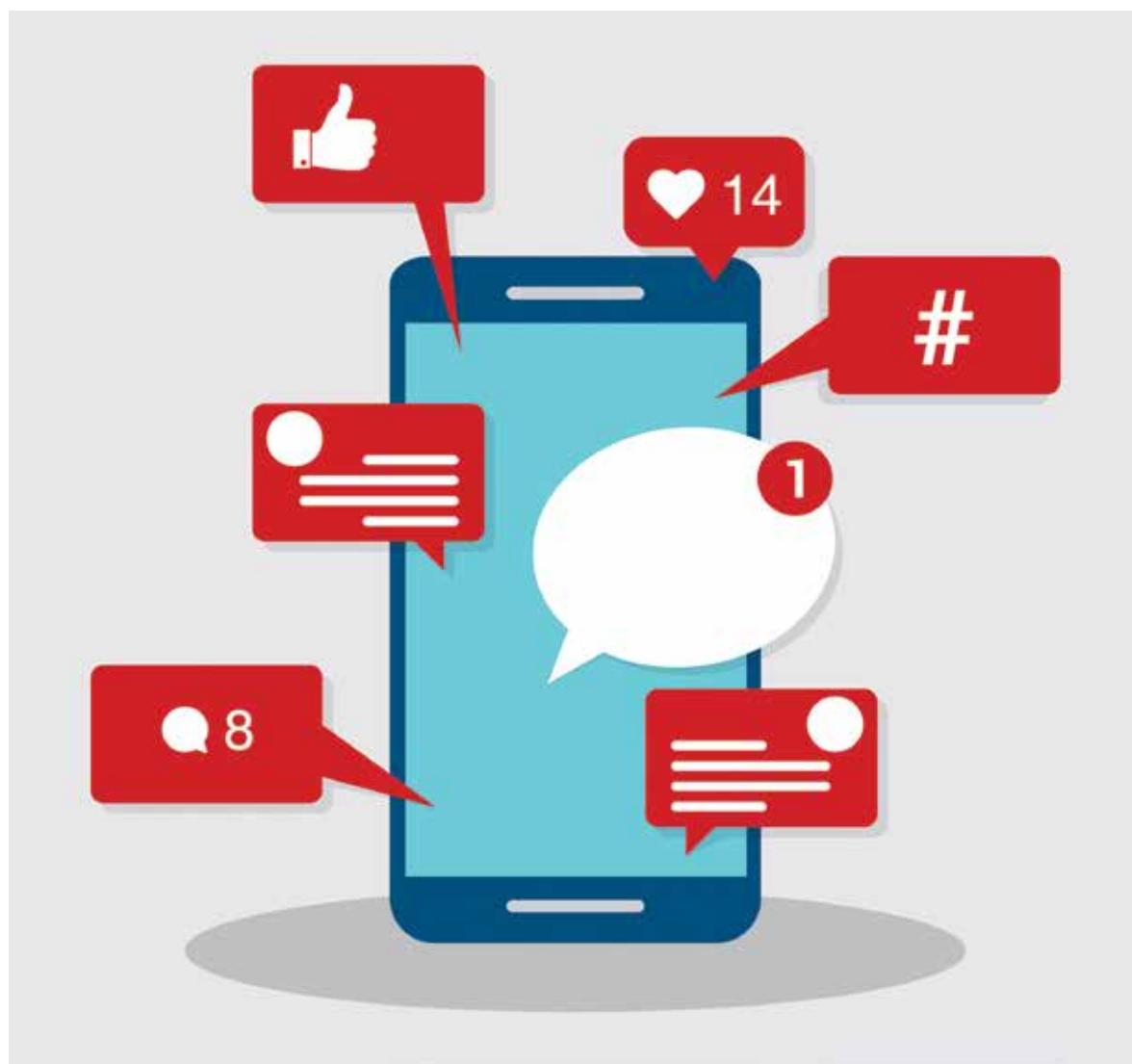


performing programs. With two solid years of data to work with, the budget was weighted against the best-performing geographic market areas, and some additional interest

targeting was added. This coincided with an expansion in creative: video and animated gifs were added to the mix. Video was a huge win across the board, most notably increasing ROAS from prospecting audiences by three. Altogether, this helped support a ROAS of over 130%, even as the budget continued to expand.

While BRIF's results might be exceptional, it's the approach that we hope you will find most useful. It starts with audience development—use the tools that Facebook offers to target, learn from your core and build your profile for prospecting from there. Take cues from your organic posting and site traffic to develop and align your content, and don't be afraid to put the pedal down if something is working—or for that matter, back off and reassess if it's not.

Jeff Ostiguy is the VP of marketing for THD, a full-service agency helping nonprofits build meaningful, long-term relationships with their donors. A career digital strategist, he has worked with brands in financial services, tech and pharma, in addition to two decades of experience with nonprofits. He can be reached at jostiguy@thdinc.com.



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Proofreading: The Perfect Finish

By Susan Fleischman



"So what do you guys do?" "We proofread your copy." "What does that mean?"

We hear this often, in casual conversation and at trade conferences. The fact is, thorough and professional proofreading is an essential step in the direct mail and marketing process, but it's often forsaken due to time and budget constraints. Ironically, professional proofreading actually saves you time and money by helping to avoid last-minute corrections and to eliminate the need for expensive changes on press, or worse, retractions and corrections after your hard work has gone live. Errors and typos

amount. Whew! That's a lofty goal with a lot of moving parts that must coalesce into a cohesive letter, brochure, advertisement, e-blast or petition. The devil is in the details, of course.

But the human eye is a tricky little muscle, appeasing its big-brother brain by leading you to read the copy as you think it should be, rather than as it actually is—especially on the fourth or eighth round. Devilish, indeed. This is why independent proofers are vital in reviewing your copy.

Can you believe some people don't know the difference between *your* and *you're*? Their so annoying.

wreak havoc, because they speak louder than the message you're trying to convey.

What is proofreading, and why is it so effective? Proofreading is looking for errors in spelling, grammar, punctuation and consistency. It's checking for correct capitalization, for spacing between sentences and for consistency in style, notably the controversial Oxford or serial comma. Proofreading is different from editing, which includes rewriting and even rearranging blocks of copy to make it flow better.

Direct mail campaigns, especially in the nonprofit sector, are fully strategized communications purposefully written to deliver specific messages to select segments of targeted audiences in the hopes of procuring a positive response and the predetermined, data-driven donation

may perform better than others. With fresh eyes and brains, proofers catch typos that hide in plain sight. While individual proofing methods may vary slightly, most proofers follow a standard process when approaching a new job.

- Scan the job from beginning to end. This essential step gives a great overview and often reveals formatting or spacing issues.

- Look for the prevailing style trends if no style guide or preference is specified. (Note: Proofreaders prefer style guides. See more on this below.)

Can you spot the typo here?

How does proofreading work? Professional proofreaders approach the copy from a completely objective point of view, without the baggage of an organization's internal debates on why certain wording choices

- Run spellcheck. Yes, the secret is out. We run spellcheck, and we wish everyone would. It's not a catchall, but it's definitely a necessary step.
- Check headers, subheads and captions. Check them in the beginning, in the end and in between.
- Begin the actual proofreading.

The usual suspects we encounter are your garden-variety misspellings, errant commas, random capitalization and incorrect subject-verb agreement. Dangling participles and non-parallel bullet construction are also regular offenders. The most cringeworthy? Public missing the "l" and shift missing the "f"—it happens.

Most larger agencies and organizations have their own internal proofing staff, and many use freelance proofers, which are both great solutions. Want to get the most from your proofers, whether they're in-house, freelance or with an outside proofing service? Here are some tips:

- Provide a style guide or indicate your preference for AP or another common style.

Direct male is dead.

Proofers defer to the predominant style if there is no guide, but it saves precious time if they know at the outset what style should be followed.

- Run spellcheck a final time before submitting.
- Verify the spelling of proper names, especially those that aren't easily researched.
- Reduce file sizes as much as possible. Hero photographs may be stunning, but they create massive, bulky files that are unwieldy to maneuver.
- Use PDF files with text that can be grabbed (selected, copied and pasted). Not only does this enable the proofer to run spellcheck, it also allows the expedient

"find" feature to flag repeated instances of an error, proper name or other pertinent fact that needs to remain consistent throughout.

Which style guide is best? As a rule, we don't have a preference for AP versus Chicago Manual of Style; we know them both intimately, and we're happy to follow any guide our client prefers. A quick poll of our proofers, even those weaned on AP, surprisingly revealed a definite preference for the serial comma, with proofers citing its ability to clarify. And isn't that what it's all about?

Finally, to answer the question on everyone's mind, use one space, not two, between sentences.

In'st it aamznig y'uroe sltil albe to raed tihs wth so mny eorrrs?

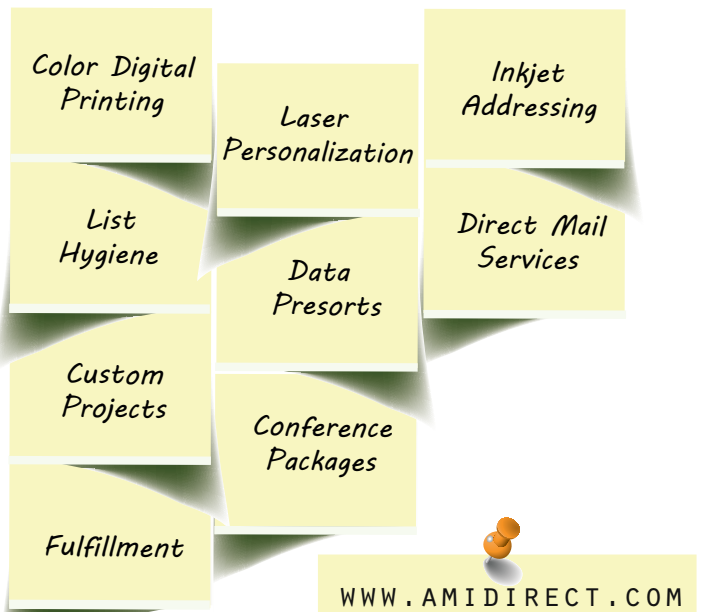
Susan Fleischman is the director of client services for Bulletproof, www.bulletproofonline.com, and has been with the company since 1999, way back when faxed jobs were proofed by candlelight.

THE FACT IS, THOROUGH AND PROFESSIONAL PROOFREADING IS AN ESSENTIAL STEP IN THE DIRECT MAIL AND MARKETING PROCESS, BUT IT'S OFTEN FORSAKEN DUE TO TIME AND BUDGET CONSTRAINTS. IRONICALLY, PROFESSIONAL PROOFREADING ACTUALLY SAVES YOU TIME AND MONEY BY HELPING TO AVOID LAST-MINUTE CORRECTIONS.



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Out of the Trenches: Your direct marketing colleagues take a big-picture look at things

Face-to-Face, Street, Residential and Retail Fundraising: What's the Difference?

By Erica Waasdorp & Naseem Saloojee



Let's start with the definition first: Face-to-face is a term originally coined in Europe. According to the UK Institute of Fundraising, "Face-to-face fundraising activity enables charities to engage with the public in an effective and compelling way to reach new supporters."

Face-to-face (F2F) is not to be confused with major gift fundraising in the U.S. You'll see that the key words in the F2F definition are "engage with the public." You may have also heard terms like street, door/residential and retail canvassing. All are considered types of F2F fundraising and platforms belonging to the same channel.

Based upon the results from European and later Australian and Canadian nonprofits, fundraisers have found that F2F is a great way to generate new monthly donors (sustainers) in well-trafficked areas—on street corners, in shopping malls or centers, at popular metro stations and other well-attended sites. Lately, there have also been F2F activities during or near well-attended popular events.

If the most recent donorCentrics sustainer benchmarking statistics are any indication, F2F in the U.S. is still very much growing, and more organizations are looking to enter the market.

In Canada, by contrast, the market is fairly well-developed. The majority of leading nonprofits there are already doing F2F—from large-scale international organizations all the way down to small- to-mid sized local charities.

F2F is not the cheapest way to generate new monthly donors, but if you're looking for volume at a relatively strong ROI, it's a great way to scale up quickly. Not to mention, it's one of the only viable methods for directly acquiring sustainers, as opposed to generating one-time donors and having to upgrade or convert them later. Just take a

look at the source of F2F versus other sources in the chart below (Figure 1).

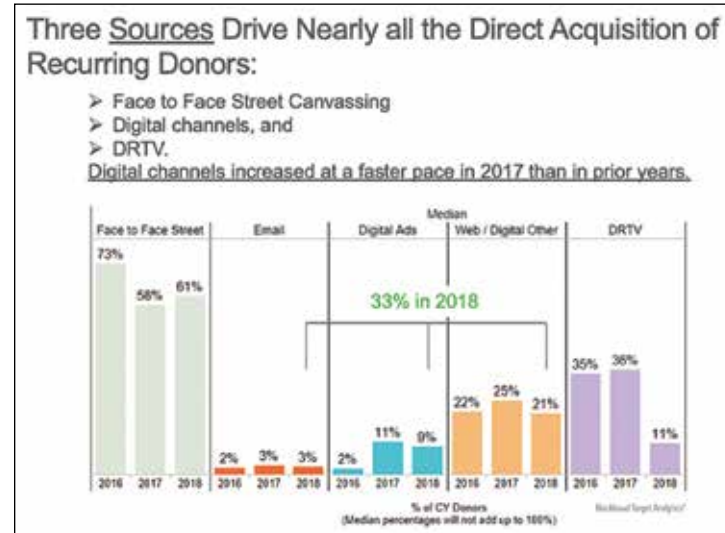


Figure 1: Three sources drive nearly all the direct acquisition of recurring donors. Source: donorCentrics™ Collaborative Sustainer Benchmarking Summit 2019 (based upon 2018 data)

The data is sourced from 35 organizations that have sustainer programs of more than 4,000. (Note: Direct mail and telemarketing still amount to generate some 10% of all sustainers, but they were not used in this comparison. To be most successful in generating new sustainers, you'd ideally have sustainers permeate all your channels.)

One of the biggest reasons why F2F has become more popular is because you're bringing in new donors who are making monthly gifts to your organization right away! See this chart below (Figure 2). What's not to like about that? You're bringing in



Figure 2: Direct acquisition is the dominant way organizations acquire sustainers. Source: donorCentrics™ Collaborative Sustainer Benchmarking Summit 2019 (based upon 2018 data)

more retaining donors! Are you thinking: "Wow, that sounds great! I want to grow my sustainer program to the next level. What do I need to do to get started?"

LET'S START AT THE BEGINNING

Before you start an F2F program, you should already have a sustainer program. You should already have created some of the basic sustainer messaging, and you know what works in which channel. And you already

have the backoffice thank-you and retention processes in place. So what's your next step?

Let's talk about setting your goals and success criteria. Then, let's talk about the types of approaches you can take, as these determine which types of F2F partners you may be looking for. Some partners offer all; others specialize in a particular approach or certain areas (or markets/territories as they're called).

WHAT BEST FITS YOUR ORGANIZATION?

As you can see (Figure 3, page 11), when an organization starts with F2F, it can select from a number of different channels, including door, street and retail.

Currently, the most common form of canvassing is street marketing. Street fundraising typically positions a fundraising team in a high-traffic area in an urban center. It is helpful for scaling a program quickly, as

| F2F Platform | Pros | Cons |
|--------------|--|---|
| Door-to-door | <ul style="list-style-type: none"> High average age Low attrition (13-month, >55% median donor retention) High volume – law of averages | <ul style="list-style-type: none"> 'Buyers' remorse contributes to early attrition Fewer number of vendors in the US with this capability |
| Street | <ul style="list-style-type: none"> High volume Rapid growth potential in urban environments High number of vendors in the US with this capability | <ul style="list-style-type: none"> Higher attrition and higher complaint volume than door or retail Increase in complaints Lower average age Less effective outside major markets |
| Retail | <ul style="list-style-type: none"> High donor quality with very low attrition High volume in the right locations | <ul style="list-style-type: none"> Costly: leasing space in malls, etc; build, storage, shipping and wear and tear to booths Harder to scale |
| Events | <ul style="list-style-type: none"> If you find the right event and demographic for your charity then you'll get a good ROI and quality donor | <ul style="list-style-type: none"> Costly – build and wear and tear to booths, storage, shipping Not scalable and ROIs are highly event dependent |

Figure 3: Pros and cons of different face-to-face platforms. Source: GlobalFaces Direct

a street team can intercept large numbers of potential donors in this manner and thereby acquire strong volumes of donors. Given the nature of street as a platform, the downside is that it typically lends itself to higher attrition than other platforms do without strong systems and processes.

A second form of canvassing is retail marketing, which positions teams of canvassers in retail environments, typically at leased sites. This form of canvassing relies on pull rather than push marketing—donors are drawn to the fundraising booth rather than intercepted. As such, retail canvassing produces higher donor retention, but also at the higher cost of leasing spaces and building/storage.

Lastly, door-to-door (or residential) is a growing platform in the U.S. and the most popular channel internationally. It is scalable with repeatable acquisition metrics and typically produces higher retention and a higher average age of donor than street marketing. It can also be deployed effectively across larger expanses of territory. Unfortunately, there are not yet many providers in the U.S. that are producing through this platform in large volumes.

ISN'T F2F EXPENSIVE?

It takes a committed organization, and it takes committed canvassing partners willing to work with you—and you with them. Not just on the front end in bringing new monthly donors in, but partners must also be willing to work with you on improving retention and look at your front-end and back-office processes. You must have some support in-house to help with the implementation of a test.

It takes someone within the organization who's willing to be the point person for F2F

take time to do the right training. It takes time to get the messaging and price point right. That's why it's so helpful to have any messaging and price points used in other channels as a basis.

Just think: If nothing else, you'll be able to get very close to generating 1,000 new sustainers. If they donate that \$19 to \$21 a month on average, that's more than \$200,000 a year. Not too shabby, right?

Just like sustainers are committed to giving a monthly gift, the organization has to be committed to growing the program. F2F can give your program a major push.

Erica Waasdorp is one of the leading experts on monthly giving. She is author of the book "Monthly Giving: The Sleeping Giant." She is the president of A Direct Solution, a company serving nonprofit organizations with fundraising and direct marketing needs, with a focus on monthly giving and appeals. She can be reached at erica@adirectsolution.com.

Naseem Saloojee is the CEO of Globalfaces Direct. He is a seasoned executive and business strategist with deep experience in the social sector. Equally concerned with business growth and social impact, Naseem lives by the motto that businesses can "do well by doing good."

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Beyond A/B Testing

Continued from page 1

messaging elements. For example, “large-scale impact” as written by a “celebrity chef” or “child victim” as written by an “elementary school teacher.”

4. The donor experience firm then showed these combinations—in pairs—to a survey panel representative of No Kid Hungry’s target donors. For each pair, survey respondents were asked to choose which message version they best identified with. In other words, which one “won.”

5. As respondents went through the options, the donor experience firm amassed thousands of data points and analyzed the data to determine which message elements had the largest impact on the overall success of the package. They also determined which specific versions of those elements resonated best with the audience.

6. At the end of the study, No Kid Hungry combined the most successful element versions to create a “super package” that it then tested in-market.

DID IT WORK?

Before undertaking the project, No Kid Hungry ran its campaigns with most messaging based solely on the performance of the organization: how many children they served, how many cities they reached, etc. There were no emotional stories that demonstrated a donor’s impact.

In early 2018, No Kid Hungry went through the donor-driven design project, and the analysis showed that its donor file would be more likely to give—and give more—if No Kid Hungry included a story about a specific child.

So, in its June 2018 acquisition campaign, it tested the study’s findings in an A/B test. The control package was in line with its previous messaging: the stats around hunger, how many children in America don’t have food, moonshot language of “we’re going to end childhood hunger,” etc. The test package featured a story from a specific child, Chris, and what summer meals meant to him and his brother.

The test version won:

- 3% higher response rate
- 8% higher average gift
- \$0.04 increase in revenue per piece

Later that year, No Kid Hungry ran a similar test to validate the donor-driven design findings. Again, the organization followed the results of the study to create a new test package and ran it against its October control. The results were similar:

- 19% higher response rate
- 14% higher average gift
- 35% increase in revenue per piece

To further validate its findings, No Kid Hungry ran yet another test in December against its control package:

- 24% higher response rate
- No change to average gift
- 24% increase in revenue per piece

It’s tough to argue with those results. The learnings from the donor-driven design study also transferred directly to its display ads: the ads based on the study results showed improvements in click-through rates between 12% and 19%.

As No Kid Hungry went through the process, it also found a few additional, unexpected benefits of testing concepts in this safe space. It learned that the signers of its fundraising letters had practically no impact on performance, and that made the internal approval process much faster and more flexible. It learned that “food-descriptor” words (healthy, nutritious, filling) resonated with the food-conscious audience. And finally, it was able to quantify the impact its messaging had on parent versus non-parent donors.

It’s safe to say that the results of the donor-driven design had a positive impact on No Kid Hungry’s fundraising—enough

| ATTRIBUTE | VERSION 1 | VERSION 2 | VERSION 3 | VERSION 4 | VERSION 5 | VERSION 6 |
|----------------------|---|---|-------------------------|---|------------------|---------------------|
| Who/how you help | Child victim: hungry | Donor As Hero without stats | Large-scale impact | Solved problem: “when I eat it makes me faster” | Stigma | Social justice |
| Additional messaging | You help only people in America | Foodie messaging | Politics | Identifiable victim | Stats | Religious messaging |
| What you provide | Providing missing meals | The missing ingredient | School as nutrition hub | Cutting the red tape | General moonshot | Advocacy |
| Voice | Celebrity | Celebrity chef | Institutional | Parent helped | Teacher | Child helped |
| Perceived impact | Symmetrical list (increasing number of meals) | Symmetrical list (increasing number of kids helped) | Set Completion - Meals | Set completion - Classroom | | |

Sample testing grid for messaging options. Winning messages are circled.

“FOR DECADES, A/B TESTING HAS REIGNED AS THE PREFERRED METHOD OF IDENTIFYING DONOR PREFERENCES FOR DIRECT RESPONSE FUNDRAISING CAMPAIGNS. DESPITE ITS MANY YEARS OF SUCCESS, THOUGH, THE TESTING HAS ITS SHORTCOMINGS: TIME, COST AND LIMITATIONS AROUND THE NUMBER OF VARIABLES TO TEST.”

of an impact that No Kid Hungry re-ran the study (testing some different messages) again in 2019 and continues to rely on the findings. And why not? With gains like that, who wouldn’t go back to the well?

Steve Rudman is general manager at Concord Direct, a full-service, direct-response fundraising agency specializing in online and off-line integrations. Steve can be reached at srudman@concorddirect.com. To conduct the donor-driven design analysis for No Kid Hungry, Concord Direct partnered with donor experience research firm DonorVoice.

Marketing AdVents

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News Notes

• **Volunteers of America** selected **Further** as its new Agency of Record for digital fundraising, according to a press release. Further has been working to assist Volunteers of America grow fundraising revenue and increase brand engagement on the national and affiliate levels through digital direct response fundraising

and lead generation solutions. “From the very start of our conversations, Further understood the importance of building a digital fundraising program that supports our national and affiliate model,” said Tom Waters, SVP, development, Volunteers of America. “We felt their strategic approach was well-aligned to help us reach new audiences from both a fundraising and marketing perspective. Their understanding of the needs of our Affiliates will be central to our success in the coming months and years.”

• **RKD Group** announced the acquisition of **Direct Point Group (DPG)**, a Toronto-based direct response fundraising agency. According to the release, DPG will rebrand itself as a division of RKD Group: RKD Direct Point. Founder and president of DPG has been appointed as SVP of RDK Direct Point and will join the executive leadership team. “We are truly excited to welcome the DPG team to RKD Group. DPG [has a] stellar reputation for providing breakthrough direct response fundraising and marketing services to a wide range of Canadian and U.S.-based nonprofits,” said RKD Group CEO Tim Kersten. “DPG’s capabilities in direct response television production, mid-level donor strategy, gift-giving catalogues, in addition to



core direct response capabilities, will further deepen the solutions that RKD Group offers our clients.”

• **Danny Pacheco** has joined **Allen Press** as VP of print sales. “We are delighted that Danny is bringing his years of printing expertise to our Allen Press team,” said Maria Preston-Cargill, Allen Press EVP, in a press release.

“He will be an invaluable resource for our printing clientele and our operations team.” Previously, Danny has held various roles with Publication Printers, gaining extensive knowledge in print management, prepress, binding, mailing and distribution, as well as in-depth sales experience.

• **Marco Carbone** has been appointed as chief technology officer of the **National Audubon Society**. He recently led the digital product and engineering technology transformation at the American Civil Liberties Union (ACLU). While at ACLU, Marco established the product and technology team and grew from three staff members to over 20 engineers, designers and product managers to support the fundraising, advocacy, communications and programmatic goals of the organization. “Given the immense conservation challenges we’re facing, we need bigger and better tools so that our impact can continue to grow. Marco has transformed and scaled technology to handle rapid growth of grassroots advocacy programs and to meet the dynamic needs of ambitious nonprofits,” said Stephen Meyer, Audubon’s chief operations officer, in a press release.

Is something exciting happening in your company or organization?

Tell us about it!

Email the editor, Nhu Te, at dmawadvents@dmaw.org



DMAW Educational Foundation

The Importance of Recognition

By Robin Perry



Everyone wants recognition. As children, we look for it from parents, teachers and friends. As adults, we look for it in our jobs and from our family. As professionals,

we know it is an important part of retaining top talent in our workplaces. But recognition is also an important part of the fabric of entire industries—especially ours.

The DMAW knows how important it is to honor the outstanding professionals and tireless volunteers who push our industry forward. That's why it created *The Best of Direct Spotlight on Achievement Awards*. And, at the DMAW/EF, we know

the importance of recognition, too! That is why we proudly recognize the vital role outstanding professors play in educating the next generation of marketing professionals with the *O'Hara Leadership Award*. (Created by longtime DMAW and DMAW/EF supporter, the late Dr. Michael O'Hara, the award recognizes a dedicated and committed professor who mentors and inspires students, and provides them with a foundation for a rewarding career in marketing.)

You see, at the DMAW/EF, we know that in order to make young people aware of career possibilities in direct marketing, we first have to develop faculty understanding of our industry. Then, we need to help them develop meaningful programs and courses at the college level that will feed into internships and jobs in marketing. We are honored to work with amazing professors who promote integrated direct marketing as a career choice to students. Their enthusiastic advocacy, and understanding and appreciation, of the sharing opportunities that take place among industry professionals, academics and students is vital to our future. And we firmly believe that giving professors the recognition they deserve is essential.

RECOGNITION HELPS TEACHERS STAY ENGAGED, WHICH ULTIMATELY BENEFITS STUDENTS.

Jeff Kulick of George Mason University (winner of the 2018 O'Hara Award) works tirelessly to combine practical experience with academic approaches to offer students insights into direct marketing. Dr. Matt Hettche of Christopher Newport University (2017 recipient) serves as faculty advisor for several winning Collegiate MAXI competition teams. And Professor Paula Morris (2016 recipient) is actively involved in placing many of her students in marketing internships (and ultimately careers) here in the D.C. area.

ACKNOWLEDGEMENT MOTIVATES PROFESSORS TO GET INVOLVED.

Dr. Marilyn Liebrez-Himes (2012 recipient) and Professor Michael Clayton (2015) currently serve on the board of the DMAW/EF, helping us structure programs, like the Professor's Institute and Collegiate MAXIs, to best serve educators and students.

FINALLY, THE RECOGNITION IS APPRECIATED!

We recently spoke with one of the professors who has been recognized by the DMAW/EF to hear what it meant to him. Here is what he had to say: "For us as academics, it's important to remember we don't just live in an ivory tower; we're preparing the next generation of marketing professionals. To be recognized by the DMAW/EF with this award validates that my effort and dedication to my students and the industry is highly valued and making a difference in the greater D.C. region."

The DMAW/EF will be honoring another professor at this year's Best of Direct awards event. If you are on hand at the event, be sure to join us in saying, "Great job!"

For more than 30 years, DMAW/EF has been dedicated to encouraging talented young people toward a career in interactive and direct marketing. We act as a link between the classroom and the board room by offering programs that connect direct marketing professionals, educators and students interested in careers in direct/interactive marketing. Our programs include the annual Professors Institute, Mentor for a Day and the Collegiate MAXI Awards. For more information or to get involved, contact Amy Steinbicker at amy@dmawef.org, 703-407-1663

Robin Perry is VP at Lautman Maska Neill & Company and serves on the board of DMAW/EF.


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Member Spotlight

Steve Harrison currently resides in the San Fernando Valley in Southern California with his wife of 22 years, Hilary. He has two children—Ethan, who is a senior in high school, and Rachael, who is a junior at the University of Oregon. He has a third child—Violet, his Golden/Aussie mix.

His family introduced him into the direct response industry. He learned the fundamentals of direct response from his aunt Pat and uncle Steve at Fasano & Associates. He then went on to work for the best infomercial pitch man, Ron Popeil, at Ronco, selling the Showtime Rotisserie and Six-Star Cutlery, in which he says is the best direct response boot camp ever!

Steve's career spans nearly two decades, having started by learning the audience side of things with list brokerage and list management for catalog marketers. He then moved on to DRTV to learn offer development, creative production, and inbound and outbound telemarketing. Eventually, he created a digital media startup (that didn't last past the 2000 Nasdaq crash) and then on to the world of direct response fundraising.

He entered the nonprofit industry in 2007 when he joined the World Vision account team at Russ Reid. He was amazed to see how much impact was delivered by the fundraising. Hooked, he never looked back.

Location: West Hills, CA

Education: Syracuse University, bachelor's degree in communications and rhetorical studies, and Omnicom's Executive Leadership Program

DMAW Member Since: 2007



STEVE HARRISON
President
CDR Fundraising Group
sharrison@cdrgg.com

Whom do you consider your mentors?
My mom and dad fostered my curiosity for all things and a strong work ethic. The former CEO of Russ Reid, Tom Harrison, took me under his wing and taught me the intricacies of fundraising strategy and the mantra to focus on "results and relationships." My other industry mentor is Angel Aloma, executive director of Food For the Poor. He's an inspiration of positivity and purpose.

What advice would you offer a novice who wants to move up in direct marketing?

Take the time to develop a subject matter expertise in one or two areas—your clients and colleagues will seek you out! Focus on the impact the nonprofits make on the community and the world, and have perspective with every job and task you perform.

What is the most helpful step you took to advance your direct marketing career?

A significant milestone in my career was when I took the chance to move from the commercial sector to the nonprofit sector. I had to move out of my comfort zone, enter a new industry, learn fundraising and build relationships. It was absolutely the best decision and is incredibly fulfilling. My new role at CDR has only energized and renewed my love for this purposeful work.

Describe yourself in three words.

Curious, loyal, driven

Describe your life in six words.

Family, faith, country, grateful, kind, purposeful

Steve's Favorites



Restaurants Osteria Mozza in Los Angeles



Films "Star Wars" and "Ocean's 11"



Books "Catcher in the Rye," "Outliers" and "The Tipping Point"



Music Led Zeppelin or anything in the blues category



Leisure Interests Fitness, hiking, live music, good wine



Quote "If I asked people what they wanted, they would have said, 'faster horses'..."
— Henry Ford

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debbie.roth@japsolson.com or 952-912-1440.



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