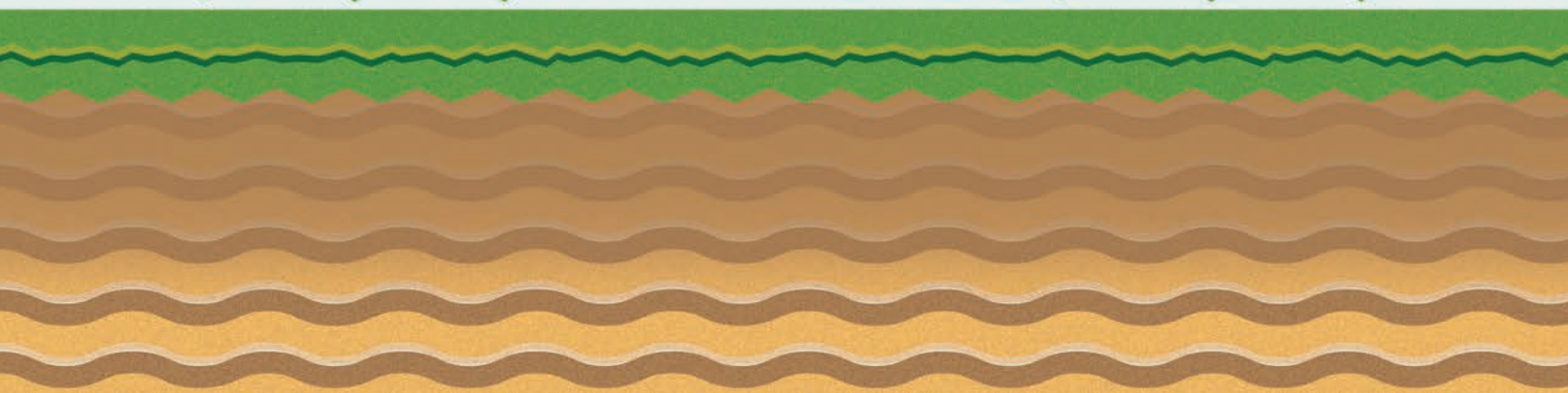**2017 DIGITAL OUTLOOK REPORT**

ADVANCE YOUR NONPROFIT'S GAME TO THE NEXT LEVEL

Who in the world am I?
Ah, that's the great puzzle.

ALICE, FROM ALICE IN WONDERLAND

When the world around you delivers surprises, and when the rules shift constantly, you are bound to wonder about your identity and your place in it.

It was true for Alice, and it's true for every nonprofit organization trying to stay ahead of the digital curve.

For three consecutive years, we have reported on the nonprofit sector's changing digital strategy landscape. Each year, we've seen that every organization has its own approach to digital strategy. Nevertheless, we have identified meaningful strategy trends to share with you.

Back in 2015, we asked key questions about how a nonprofit's organizational structure would impact digital strategy. In that same report, we also sought to learn how organizations are adapting to meet the needs of the nonprofit consumer. The answer to both questions was the same: integration. The most advanced organizations were finding ways to build better integration between staff working in different departments, while at the same time implementing strategies and tactics to integrate content within multiple channels.

In 2016, we focused on the reality of limited resources. Every nonprofit organization has limited financial, human and technology capabilities. With that reality in mind, we asked, "With limited resources, how do we best leverage the power of the digital environment to make the world a better place?"

While the answer, like in the year before, highlighted various ways to build a more robust integration between staff and channels, it also pointed to a new finding: the essential role of leadership.

Since the digital environment demands shifts in financial and staffing investment, nonprofit organizations were smart to highlight the need for the education, focus, and commitment by leadership to help acquire and align staff, skills, and structure to support a successful digital program.

This year, after analyzing over 530 survey responses from around the world, we found that the shape, structure, sophistication, and focus of each nonprofit organization's digital program is completely unique.

With this in mind, we couldn't make general pan-sector recommendations that would be appropriate and actionable for every organization. Each of you are simply too unique, with different levels of digital maturity.

That's why the theme of the 2017 Digital Outlook Report is "Advance Your Nonprofit's Game to the Next Level." We've grouped nonprofits into three levels of proficiency based on survey responses.

Many of you are still getting started with digital, and that's ok! Everyone has to start somewhere, so you'll be starting at Level 1 in this report. Others are slightly farther down the digital path, making improvements along the way. Advance to Level 2 to see your recommendations. The final few are out ahead: acting as pathfinders for the rest of us, bravely uncovering digital best practices, and generously sharing your failures and success. Level 3 is for you.

The report is loaded with actionable ideas for every level - just another of the many reasons we are excited to share the 2017 Digital Outlook Report with you.

When we think of Alice in Wonderland, we're struck by how similar her journey is to our ever-shifting digital nonprofit world. Alice stopped to think, and asked herself, "How queer everything is today! And yesterday things went on just as usual. I wonder if I've changed in the night? Let me think…"

That's our goal with this report. It's here to help you step back, take account of where you are, and think. Where are you in your digital journey? How is the world changing, and how should you leverage the digital world to meet your objectives?

Enjoy!

Randy Paynter
Founder and CEO
Care2

Mike Johnston
Founder and President
hjc

Amy Sample Ward
CEO
NTEN

Kyla Shawyer
CEO
Resource Alliance

care2

Care2 is the world's largest social network for good. Care2 is nearly 40 million members receiving inspiration, information, action opportunities and participating in a vibrant online community seeking to make the world a better place. For thousands of leading nonprofit organizations worldwide, Care2 is a preferred source for recruiting new members, supporters and donors online.

hjc

hjc has been helping charities and nonprofits maximize their fundraising potential for over 20 years. Founded in 1993 by Michael Johnston, hjc has worked with hundreds of nonprofit organizations in Canada, the U.S., Europe, Latin America, and Asia Pacific, and raising more than two billion dollars. Michael is an expert in direct response fundraising innovation and integrated campaigning – most especially in the use of technology and their integration with traditional direct response methods.

NTEN
Nonprofit Technology Network

NTEN is a community of over 70,000 nonprofit professionals that transforms technology into social change. We aspire to a world where all nonprofit organizations skillfully and confidently use technology to meet community needs and fulfill their missions. We connect our members to each other, provide professional development opportunities, educate our constituency on issues of technology use in nonprofits, and spearhead groundbreaking research, advocacy, and education on technology issues affecting our entire community.

the resource alliance

The Resource Alliance inspires sharing and collaboration to create powerful change in the social impact sector. Through our global network we bring together the very best thinking – harnessing the financial, human and intellectual resources most vital to helping individuals and social impact organisations build a better world. Find out more about the Resource Alliance at resource-alliance.org.
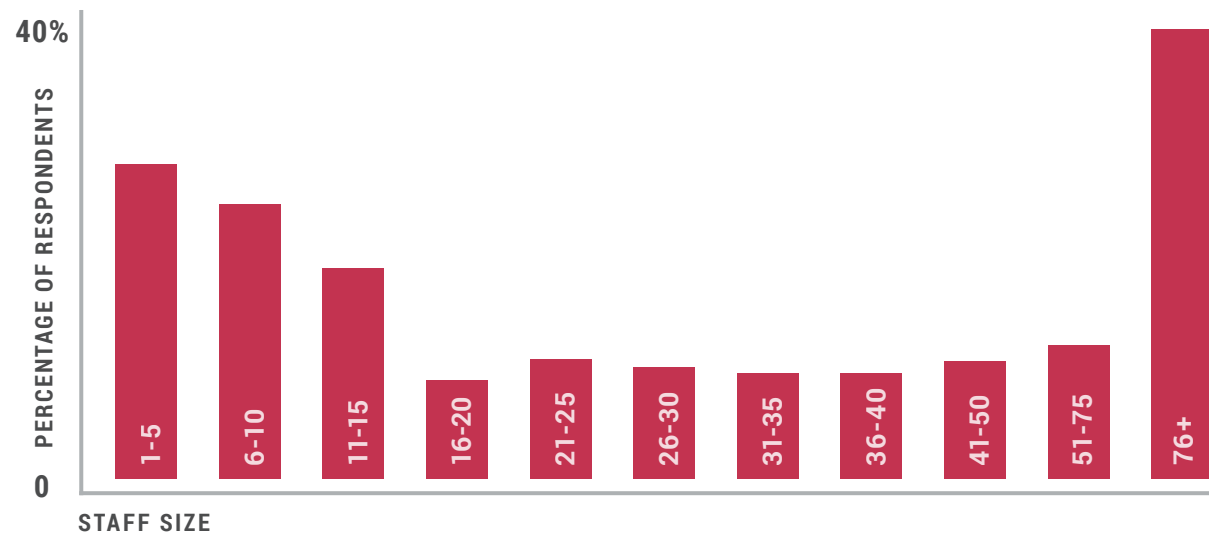
AUDIENCE ANALYSIS

PARTICIPATION BY LOCATION

First, let's take a look at our responding organizations. We were happy to see South Africa, Pakistan, Australia and India among the respondents.

CANADA: 27.63%

EUROPE: 8.80%

USA: 37.16%

MISC: 19.32%

UK: 7.09%

PARTICIPATION BY VERTICAL

HUMAN RIGHTS, INTERNATIONAL DEVELOPMENT: 8.56%

ENVIRONMENTAL, CONSERVATION: 10.76%

LOCAL SOCIAL SERVICE: 9.5%

ARTS/ARTS-RELATED: 1.47%

CHILDREN'S CHARITY: 9.3%

VICTIMS OF CRIME OR ABUSE: 1.47%

ANIMAL RESCUE/PROTECTION: 5.5%

MILITARY/VETERANS: 0.49%

EMERGENCY RELIEF: 2.5%

ARTS/CULTURAL: 1.22%

EDUCATION: 9.78%

SPORTS: 0.24%

HEALTH: 15.8%

OTHER: 23.72%

FULL TIME STAFF PER ORGANIZATION

PERCENTAGE OF RESPONDENTS

40%

0

STAFF SIZE

1-5 | 6-10 | 11-15 | 16-20 | 21-25 | 26-30 | 31-35 | 36-40 | 41-50 | 51-75 | 76+

ROLE WITHIN ORGANIZATION

EXECUTIVE: 17.24%

SPECIALIST: 12.07%

DIRECTOR: 27.59%

COORDINATOR: 12.07%

MANAGER: 27.09%

CONSULTANT: 1.97%

ORGANIZATIONS WITH STAFF DEDICATED TO DIGITAL STRATEGY:

YES: 50.86%

NO: 40.05%

VOLUNTEERS/INTERNS ONLY: 9.09%

GETTING ORGANIZED:

Lastly, we've grouped responding organizations into 3 categories based on survey answers:

NO DIGITAL PROGRAM: 62%

BASIC DIGITAL PROGRAM: 32%

ADVANCED DIGITAL PROGRAM: 6%

HAS A WRITTEN DIGITAL STRATEGY

HAS AT LEAST 1 PAID STAFF MEMBER DEDICATED TO DIGITAL STRATEGY

MEASURES KEY PERFORMANCE INDICATORS

PERFORMS AN ANALYSIS EACH YEAR FOR ADJUSTMENTS

HAS USER PERSONAS

LEVEL 1: NO DIGITAL PROGRAM

Are you at Level 1? Don't worry! We're here to help you power up and get your digital program off and running. Soon you'll be well on your way to Level 2.

Your 2017 Goals:

GOAL #1: DRAFT YOUR FIRST WRITTEN DIGITAL STRATEGY.

Think of your favorite video game. If you had step-by-step instructions for each level, you would know when to look out for bad guys and where to find the shortcuts, right? Your chance of beating the level would be very high! But without a strategy guide, you might take quite a few attempts to complete the level. The same concept applies to a written digital strategy; it's your cheat sheet to fundraising success.

Take pride in creating your organization's first digital strategy. It's an amazing opportunity that sets the stage for organizational growth for years to come. With a written strategic outline, you'll be able to take advantage of pop up opportunities that come your way. And remember, as your digital program grows and adapts, your written digital strategy should as well.

?

60% OF THOSE IN THE ENVIRONMENTAL, CONSERVATION SECTOR RESPONDED "YES" TO HAVING A DIGITAL STRATEGY.
Looking across that vertical, we see these organizations are quick to communicate breaking news (such as a new endangered species or a change in government legislation) to garner support from their constituency.

TIPS FOR YOUR DIGITAL STRATEGY:

Keep the timeframe short. While an organizational or development strategy plan might look many years into the future, your digital strategy should focus on just the next year or two. Technology changes too fast to plan very far in advance.

Focus on the big picture. Don't worry about writing a long formal report. No one will read it! However, you are more likely to accomplish your goals if they are written down. According to a study by Gail Matthews at Dominican University, those who wrote down their goals accomplished significantly more than those who did not write them down. We've provided you with a recommended outline on the next page to help you achieve this. Once you have documented the overall strategy, you can create an action plan to map out specific tasks.

Be Realistic. When setting your goals, be realistic - not overly optimistic - about what you can achieve within the short timeframe. Small successes are better to build from, and are more likely to generate internal buy-in, than larger, complex campaigns. You may not have the resources or budget to hire a team of six and complete a website redesign within the year, but you may successfully pitch your board to hire one or two people and draft an RFP for a website redesign in that timeframe.

Benchmark. It's critical to determine if your goals are realistic. Find benchmarking studies from the nonprofit or commercial world and use them as a foundation to track your digital strategy.

⭐ LEVEL 1: NO DIGITAL PROGRAM

What does a digital strategy look like?

PART 1: IDENTIFY DIGITAL AND ORGANIZATIONAL GOALS

In this section, you will identify the goals of your digital strategy. Here are a few example goals to get you started:

1. Automate processes of posting content to social media
2. Form a digital team made up of 1 full-time staff member and 2 volunteer interns
3. Improve conversion times from first contact to first gift
4. Grow our newsletter subscribers by 2,000 people or 4%
5. Increase existing staff knowledge of digital tool.
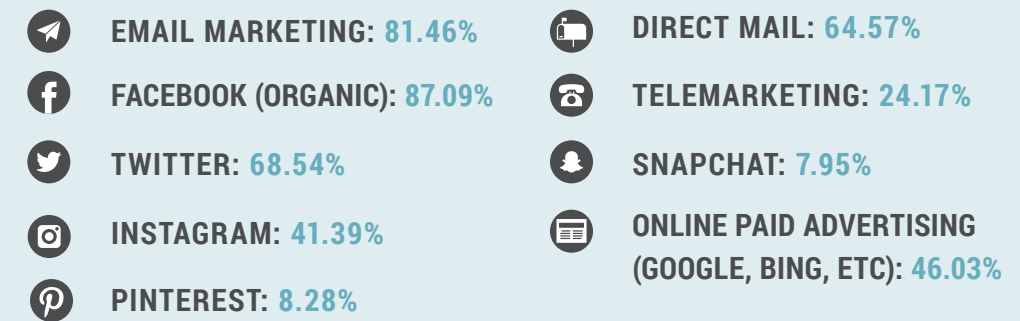
PART 2: LIST TECHNOLOGY AND STAFF NEEDS

List the channels that your organization currently uses or will use throughout the year. For each channel, answer questions like the following:

- How often will you communicate through this channel?
- What type of content will you post?
- Who is responsible for this channel?
- What audience will you reach through this channel?
- What is the goal of utilizing this channel?

> **?** **IF YOU'RE NOT SURE ABOUT WHICH CHANNELS TO FOCUS ON, TAKE A LOOK AT THE RESPONSES ON THE FOLLOWING PAGE TO SEE HOW OTHER ORGANIZATIONS ANSWERED THIS QUESTION.**

WHICH OF THE FOLLOWING COMMUNICATION CHANNELS WILL YOUR ORGANIZATION HAVE AN ORGANIZED STRATEGY OR INTEGRATED PLAN FOR IN 2017? CHECK ALL THAT APPLY.

- EMAIL MARKETING: **81.46%**
- FACEBOOK (ORGANIC): **87.09%**
- TWITTER: **68.54%**
- INSTAGRAM: **41.39%**
- PINTEREST: **8.28%**
- DIRECT MAIL: **64.57%**
- TELEMARKETING: **24.17%**
- SNAPCHAT: **7.95%**
- ONLINE PAID ADVERTISING (GOOGLE, BING, ETC): **46.03%**

PART 3: BUILD YOUR DIGITAL TEAM

Describe the structure of your digital team, including staff, interns, and volunteers. You should also include who is responsible for the execution of each of the goals mentioned in Part 1. If you are growing or would like to grow your digital team, include a sample job description as a starting reference point.

PART 4: IDENTIFY CRITERIA FOR SUCCESS

Document how you will measure each goal and what tools you'll need to measure that goal. Once you are able to track different metrics, it will be easier to understand where you are successful and where you might need to adjust your digital strategy for the following year.

PART 5: BUDGET

What is the cost to execute the digital strategy? Be sure to include staff time, the cost of a writer and/or photographer to generate new content, the cost of attending virtual or live trainings, or dollars that should be allocated to paid advertising.

⭐ **LEVEL 1: NO DIGITAL PROGRAM**

② GOAL #2: HAVE AT LEAST ONE STAFF MEMBER CHARGED WITH THE DIGITAL PROGRAM.

While 51% of responding organizations have at least one staff member dedicated to digital strategy, the rest do not. Of those that don't, 9% indicated that they instead rely on volunteers or interns to run their digital program. Volunteers with digital marketing experience can be an excellent resource to compliment a small digital team, but you should set a goal to have an entirely paid digital team: they'll be more professional, more consistent, and more accountable.

DO YOU ENGAGE VOLUNTEERS TO DO YOUR DIGITAL MARKETING, OUTREACH, AND STRATEGY?

- 📝 **YES:** 15.3%
- 📝 **SOME OF THE TIME:** 36.5%
- 📝 **NO:** 48.2%

? **IF YOU WANT TO ADD STAFF, CONSIDER THIS:**
Organizations who hired proven workers from other nonprofits or the commercial sector were more likely to have a written digital plan than those whose digital team was created from existing staff.

CASE STUDY

The American Brain Foundation started their year-end campaign earlier than ever. They wrote down campaign objectives and preferred marketing channels, and completed a demographic analysis on who they would target for their year-end fundraising campaign. Looking at their written plan, they determined that their audience was split between people affected by brain disease and members of the medical community. They also found that they needed to develop lots of unique content for each audience.

They already had great research features that would resonate with members of the medical community, but still needed stories for those affected by brain disease. They launched a "share your story" pop-up on their website and received over 50 responses from patients and caregivers in just a few weeks. After narrowing them down to 5 individuals affected by various brain diseases, they were able to draft content for pieces like Facebook ads, emails, and direct mail much more easily than prior years.

"*By writing down a 360 degree view of our campaign early, we were able to keep track of the moving pieces needed to successfully reach our goals,*" stated Marlys Weyandt, Annual Fund Manager at The American Brain Foundation.

⭐⭐ LEVEL 2: BASIC DIGITAL PROGRAM

Congratulations, you've leveled up! You have staff dedicated to your digital strategy and have had a written digital strategy for at least one year. Now it's time to analyze and adjust your plan to continue the path to success.

Your 2017 Goals:

① GOAL #1: PERFORM A DIGITAL SWOT ANALYSIS.

Take this opportunity to do a SWOT analysis of all things digital in your organization. This should be an honest assessment of how your digital program is doing, and how you compare with your competition. If your digital group contains members from multiple teams, this activity will help identify and defeat departmental barriers as you tackle challenges together.

There are many online resources on conducting a SWOT analysis. Here is a quick overview:

- **Strength:** What's good? An advantage that you have over others. Something that you are doing well.

- **Weakness:** What's bad? An area you need to improve.

- **Opportunity:** What's easy to improve? Changes or strengths that you can take advantage of. Areas of weakness that can be improved upon.

- **Threat:** What is stopping you from turning a weakness into an opportunity? An area where competitors are beating you. Obstacles that you are facing.

Take a look at the following responses from the Digital Outlook Survey to compare how your **Weaknesses** and **Threats** stack up to others:

WHICH ARE YOUR BIGGEST CHALLENGES WITH REGARD TO BUILDING NEW AND MORE ADVANCED DIGITAL STRATEGIES? (CHECK ALL THAT APPLY)

📊 PROVING ROI INTERNALLY: **37.5%**

🧭 COMING UP WITH NEW ENGAGING CONTENT: **39.1%**

👤 STAFF SHORTAGE: **73.2%**

🐷 BUDGET RESTRAINTS: **63.5%**

📋 LACK OF TRAINING ON NEW DIGITAL STRATEGIES AND TACTICS: **50.2%**

🔌 TECHNOLOGY SHORTCOMINGS: **34.4%**
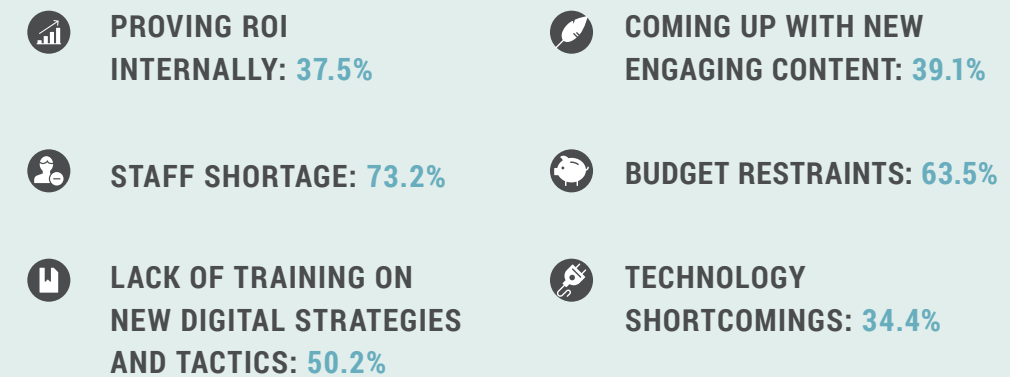
? **ANALYZING YOUR DIGITAL STRATEGY CAN BE TRICKY, SO WE'VE PROVIDED YOU WITH A WORKSHEET ON THE NEXT PAGE TO HELP GET YOU STARTED.**

DIGITAL SWOT ANALYSIS USE THIS WORKSHEET TO GET STARTED ON ANALYZING YOUR DIGITAL STRATEGY.

MOBILE PRESENCE

1. Is my website responsive to the different devices and browsers that may access it?

2. Is a mobile app necessary? If you have a mobile app, is it performing well?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

*ACCORDING TO OUR STUDY, 65.3% OF RESPONDENTS HAVE A DIGITAL PRESENCE THAT IS RESPONSIVE.

SOCIAL MEDIA

1. What is the process for developing and posting to social media?

2. Which social media platforms are we using or not using?

3. How is our constituency reacting to our social media posts?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

CONTENT

1. Who is developing content for our digital platforms?

2. What is the quality of the content being posted to digital platforms?

3. How are we measuring the success of our content marketing?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

WEBSITE

1. Who can update our website?

2. Is content new and up-to-date?

3. Is it easy for users to find what they are looking for?

4. What do you learn within the first 5 seconds upon arrival?

5. How are we appearing in search engines or when people share our pages?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

STAFFING

1. Who oversees our digital strategy?

2. How are new and existing staff keeping on top of digital trends?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

EMAIL

1. Who oversees our email strategy?

2. How often do we contact our different constituents, and what are we saying?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

INVESTMENT

1. Who makes investment decisions for technology?

2. Do we have a plan that shows both the necessary investment and the ROI?

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

⭐ ⭐ **LEVEL 2: BASIC DIGITAL PROGRAM**

② GOAL #2: CREATE USER PERSONAS.

User personas are fictionalized representations of segments of your database. While user personas aren't new (we've been recommending them since the 2015 Digital Outlook Report), we feel they are too important not to mention.

Having user personas helps you create digital (and nondigital) content that is relatable to different audiences. For example, one persona for a hospital organization might be a grateful patient, while another might be a member of the medical community. From the salutation (Hi Martha vs. Hello Dr. Jones) to the content, you should address each persona differently.

Having personas also helps web developers understand how your website should look, feel and function. If majority of the database utilizes a mobile device when surfing the web, web developers know that mobile-first design and development will be more important than a complex website that isn't supported by some mobile devices.

While only 27% of respondents reported having supporter profiles or personas, an additional 17% answered that they have done demographic analysis but have not yet created the supporter personas.

HERE'S A QUICK GUIDE ON DRAFTING A USER PERSONA.

Creating a supporter persona involves layering behavioral, demographic and transactional constituent information from sources such as those indicated below:

💼 CURRENT PROFESSIONAL EXPERIENCE AND ASSUMPTIONS ABOUT SPECIFIC CONSTITUENT GROUP

📋 SUPPORTER SHARED, MAPPED DATA (EXAMPLE: SURVEY RESULTS)

📊 BIG DATA THAT CAN BE MATCHED TO CRM DATA (AFFINITIES, INTERESTS, ETC.)

🖱 CONSTITUENT BEHAVIORAL DATA (RFM, MOTIVATIONAL SEGMENTATION, CRM)

AS YOU DEVELOP YOUR ASSUMPTIVE PERSONA, ASK THE FOLLOWING QUESTIONS:

1. What is the age of your persona?
2. Where does she live?
3. Who does she live with?
4. How did she find out about your organization?
5. Why does she believe in your organization?
6. What does she do on a day-to-day basis?
7. Where does she shop?
8. What kind of media does she consume?
9. What keeps her up at night?
10. What engages her?
11. What pisses her off?
12. When is the last time she cried?
13. When is the last time she laughed?
14. What is her name?

HERE IS AN EXAMPLE OF WHAT A PERSONA MIGHT LOOK LIKE:
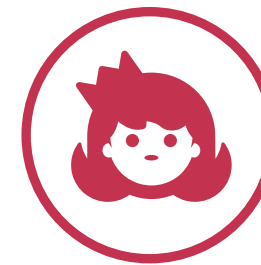
NAME: PRINCESS TANGERINE

GENDER: FEMALE

AGE: MID-TWENTIES

EDUCATION: BACHELORS DEGREE FROM GAMERS U.

OCCUPATION: PRINCESS; 75K

MARITAL STATUS: IN A COMPLICATED RELATIONSHIP

LOCATION: MODEST CASTLE IN MUSHROOM KINGDOM

ABOUT: Extremely sweet, she enjoys going to restaurants that allow her to bring her pet toad. Uses her iPad to read up on current events or to check in on her sister, Peach via Facebook. Her sister was kidnapped so she is extremely passionate about spreading awareness about kidnapping prevention.

GOALS:
- Master a new video game
- Travel more this year
- Complete the 10k Mushroom Dash for Kidnapping Prevention

FRUSTRATIONS:
- Becoming wary of what she reads online due to the fake news epidemic; craves trusted sources of new information.
- The coin shortage has made her hesitant to spend. But she is willing to give when she knows she is making an impact.
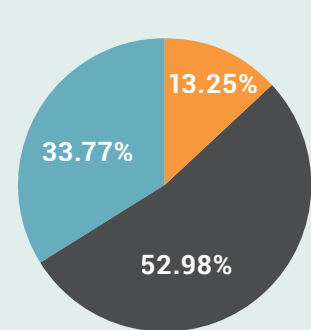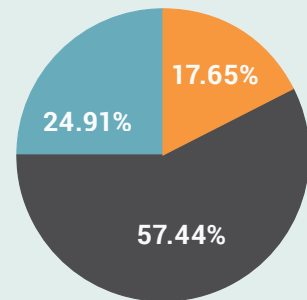
LEVEL 2: BASIC DIGITAL PROGRAM

3

GOAL #3: DETERMINE WHERE TO FOCUS YOUR EFFORTS FOR THE FOLLOWING YEAR.
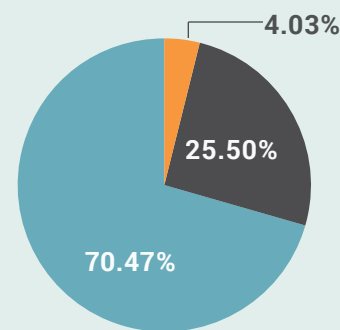
Your metrics or Key Performance Indicators (KPIs) are a great way to track which channels are performing well and which need to be improved or abandoned. Market trends can also indicate where others will be focusing in 2017. Overall, we see that using Videos and Website/Conversion Optimization will be a higher focus for many, while memes, podcasts and Snapchat will be less of a focus in 2017.
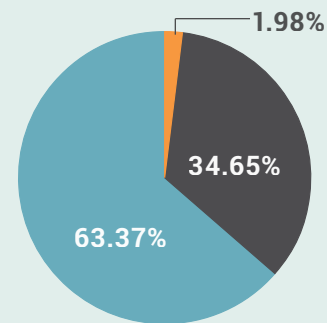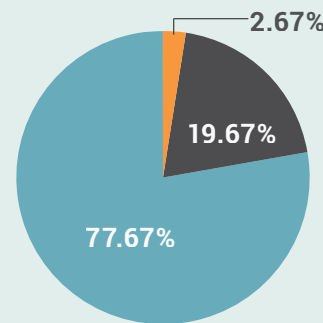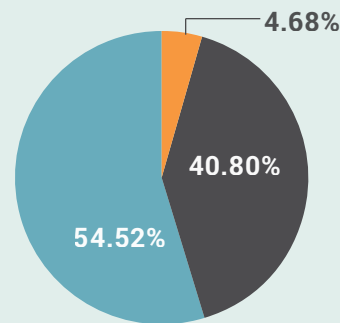
CASE STUDIES — 10.85% / 39.66% / 49.49%

MEMES — 28.47% / 10.32% / 61.21%

E-NEWSLETTERS — 6.00% / 48.67% / 45.33%

BLOGS — 13.25% / 33.77% / 52.98%

HOW-TO GUIDES — 17.65% / 24.91% / 57.44%

WEBSITE/CONVERSION OPTIMIZATION — 4.03% / 25.50% / 70.47%

TWITTER CHATS — 18.69% / 24.57% / 56.75%

PODCASTS — 28.37% / 18.44% / 53.19%

MARKETING AUTOMATION — 16.43% / 40.91% / 42.66%

IMAGES — 1.98% / 63.37% / 34.65%

VIDEOS — 2.67% / 77.67% / 19.67%

INFOGRAPHICS — 4.68% / 54.52% / 40.80%

SNAPCHAT — 13.72% / 28.88% / 57.40%

PETITIONS/ADVOCACY ACTIONS — 19.43% / 31.80% / 48.76%

GOOGLE ADS — 13.84% / 46.02% / 40.14%
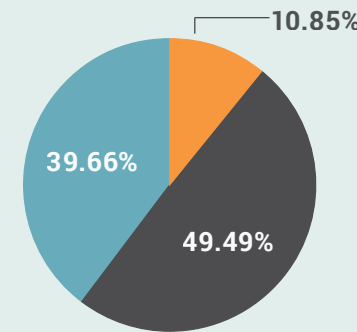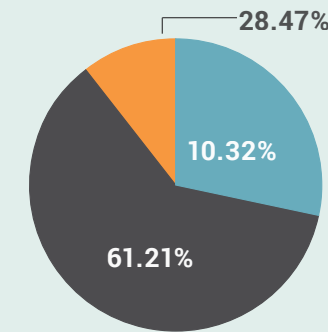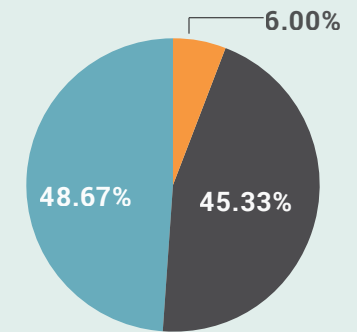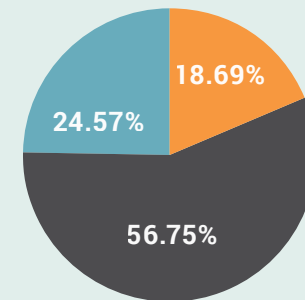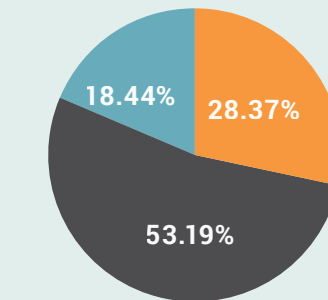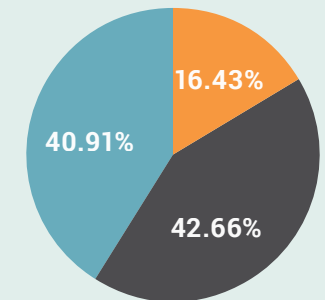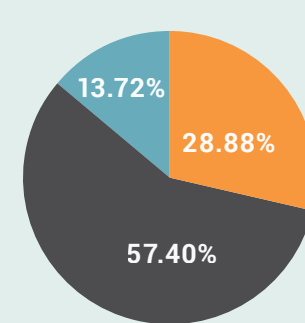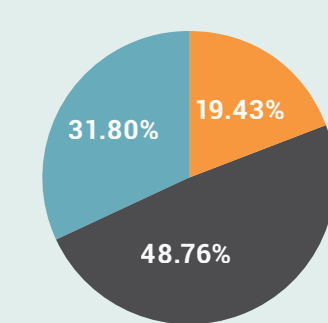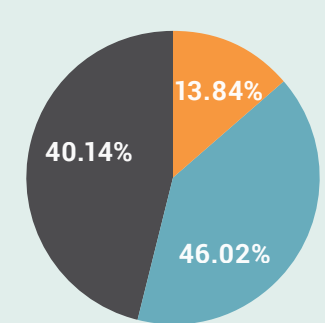
= MORE FOCUS   = SAME FOCUS   = LESS FOCUS

⭐ ⭐ ⭐ **LEVEL 3: ADVANCED DIGITAL PROGRAM**

You've reached the final level. You made it to the castle and saved the princess. Where to now?

Your 2017 Goals:

1 GOAL #1: LOOK OUTSIDE THE BOX TO ENGAGE AND GROW YOUR AUDIENCE

From virtual reality to 360 video, nonprofits are leading the digital pack. Here's a little bit of what we've heard from you:

NEW APPROACHES IN DIGITAL STRATEGY APPEAR ALL THE TIME. WHICH OF THE FOLLOWING NEW TACTICS ARE YOU THINKING OF DOING IN 2017?

- **CROWDFUNDING: 31.0%**
- **MOBILE PAYMENT SYSTEMS: 18.7%**
- **SOCIAL LISTENING, EX: IDENTIFYING INFLUENTIAL EMAIL SUBSCRIBERS ON SOCIAL: 27.0%**
- **MISSION/ SERVICE/ SUPPORTER FOCUSED MOBILE APP: 14.3%**
- ***OTHER GROUND-BREAKING EFFORTS IN THE DIGITAL SPACE: 9.1%**

* A few additional responses we received were video blogging, text message marketing, virtual reality and retargeting.

? **IN ADDITION TO LOOKING AT NONPROFIT INDUSTRY LEADERS, KEEP AN EYE ON THE CORPORATE SECTOR.** There's traditionally a 3-year lag between when the corporate sector tries new methods, and when the nonprofit sector implements them. You'll be ahead of the curve if you can close that gap.

CASE STUDY

Greenpop, a forest restoration organization located out of Cape Town, scame up with their campaign as a joke during a group brainstorm. As Zoë Gauld, Head of Communications explained, "Our social media coordinator threw out the tag line 'Got wood?', and someone retorted "We do, but not enough. We realized that we had an opportunity to flip the script and create a humorous and educational parody of typical, sexualized advertising."

Out of this group brainstorm came a unique campaign where 25 philanthropists posed in sexy photos with educational facts. At the end of the campaign, Greenpop met their two most important goals: educate the community in a fun and engaging way, and raise enough money to plant 700 trees. More information on the campaign is available on their blog at http://greenpop.org/got-wood.

GOAL #2: A/B TEST NEW AND DIFFERENT TYPES OF MEDIA

A/B testing is a method used to decrease the time between a constituent's first interaction with your organization and their subsequent actions, like a registration or a gift.

Because you're on the advanced level, we already know that your conversion times are lower than members with no digital program or a basic digital program. But there is always room for improvement.

HERE ARE THE KEY STEPS FOR CREATING A SUCCESSFUL A/B TEST:

1. **Review your metrics.** Look at your site analytics including your bounce rate and conversion rate. Pick a few items that you think could be tested for improvement.

2. **Document your goals.** What would you like your test to prove? Are you testing a variation of content that already exists, or are you trying a new type of email and want to deploy two versions?

3. **Create your A/B test.** Always make only one change at a time. If you choose more than one variable to test, you can't be sure which one caused the change in metrics. Make a hypothesis for each test. For example, you could say, "I believe that changing the color of our 'donate now' button will increase our click rate by 20% over the current color." In this example, A is the current color of the 'donate now' button. B is the new color.

4. **Determine the test audience.** Your B-test audience should be a random sampling of individuals who do not know that they are seeing something different than the A-test audience. Next, you'll want to determine what percentage of your audience should see A and what percentage should see B. In a file of 100,000 emails, you may choose to show your A-test subject line to 80,000 and your B-test subject line to 20,000. You should have enough data to compare results.

5. **Deploy your test and measure results.** Depending on the test, it might take a week or a few months to measure results. Be patient and consider the time of year; you might not want to A/B test a new donation form in the middle of your year-end campaign, but you could try it for a small Valentine's Day ask.

6. **Implement lasting change and find something new to test.** Once you have a clear winner, make it permanent. Then, find something new to test. Be sure to set goals regarding the subject and frequency of testing and include them in next year's digital strategy.

LEVEL 3: ADVANCED DIGITAL PROGRAM

GOAL #3: GROW YOUR AUDIENCE

Finally, let's look at one proven way to grow your audience: through campaigns. Specifically, using petitions and pledges as a vehicle to find new and engaged supporters.

Using campaigns to drive acquisition isn't new, but it is exciting. Why? It's integration at its finest: in order to maximize the value, you'll look at those petition signers as online campaigners and activists who will believe in your cause, make donations, and stay engaged on your list. So they are integrated in their actions and motivations.

From an organizational perspective, running this type of campaign will prove why integrating departments is critical to best practice digital work. Campaigns are inherently cross-sectional between communications, marketing, fundraising, digital and advocacy departments. When you have multiple teams with overlapping KPIs, you know you're getting integrated.

In our introduction, we talked about integration as a theme from every Digital Outlook Report. It will continue to be a theme, because digital cuts across all departments and all strategic goals. And campaigns that have a call to action (a petition or pledge) let you do just that:

- They are an ideal vehicle for acquisition. You're introducing new people to your organization by asking them to stand up for something they care about, but they're also great for engaging your existing list/audience.

- They are cross-sectional between teams and departments.

- They can fulfill your advocacy, fundraising, and list growth goals at the same time.

- You can scale them. For example, a campaign can start by being just digital, then later add direct mail for more sophisticated operations

Level 2 taught us that about half your organizations will do the same amount of petitions/advocacy actions and slightly more will increase their focus on this in 2017. Here's a case study from an organization who tried a campaign with combined advocacy-fundraising goals, with amazing results.

CASE STUDY

Sudan Relief Fund learned that an armed group of rebels had kidnapped 89 boys in South Sudan. Working with their agency Lawrence Direct Marketing, the organization created a petition urging President Obama to put pressure on the government of South Sudan to cut ties with groups that send children into combat. The two goals of the campaign were to increase awareness of the issue and to recruit leads to convert into donors.

This campaign highlights the importance of integrated teams and marketing tactics. The fundraising, digital and direct mail teams all needed to collaborate quickly for a rapid response to the crisis. And after the names were acquired, they were contacted through a variety of channels to with fundraising asks.

Thanks to their quick response to this crisis, Sudan Relief Fund broke even in 7 months and generated over $100,000 from their new donors in the 18 months since the acquisition.

President Obama: Don't Stand for the Child Abductions in South Sudan

by: Sudan Relief Fund
target: President Obama

5,746 SUPPORTERS   **10,000** GOAL

#NPOUTLOOK17