

2015  
DIGITAL  
OUTLOOK  
REPORT

[ nonprofit trends & strategy ]

a collaborative research project from the following industry leaders



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**hjc** has been helping charities and nonprofits maximize their fundraising potential for over 20 years. Founded in 1995 by Michael Johnston, hjc has worked with hundreds of nonprofit organizations in Canada, the U.S., Europe, Latin America, and Asia Pacific. Mike 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. His team has helped raised over a billion dollars for his clients around the world. hjc has offices in Toronto, Los Angeles, St. Louis and Spain.

[www.hjc.ca](http://www.hjc.ca)

**Care2** is the largest progressive online community empowering individuals to “make a difference”. Founded in 1998, Care2 has grown to more than 27 million members by providing inspiration, information, action opportunities and a vibrant online community making the world a better place. Care2’s primary audience is well-educated women (average age is 40), with strong social values and a desire to support social justice, animal rights, save the environment, and live healthier, more sustainable lifestyles. For thousands of leading nonprofit organizations, Care2 has become a preferred source for recruiting new members, supporters and donors online.

[www.care2.com](http://www.care2.com)



**NTEN** is a community of over 50,000 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.

[www.nten.org](http://www.nten.org)



# INTRODUCTION

Why is there another report and why should you take the time to read it?

The nonprofit sector's digital strategy landscape continues to evolve at an exponential rate. In the grand scheme of things, we can still consider digital to be an emerging field for our sector. We know that there is untapped potential for the collection and analysis of more sophisticated data that can help us understand the intricacies of this ongoing shift. With this data in hand, it will become easier to connect digital strategy (in its many forms) to broader themes in nonprofit marketing, communications, and fundraising.

Not every organization is approaching digital strategy the same way, but this research identifies an outlook with definite trends and paths to success for 2015.

This paper is our attempt to help frame two things:

1. What is the everyday organizational environment that you as nonprofit professionals work in – and how does this impact your digital strategy?
2. How have organizations adapted to meet the needs of the philanthropic consumer in 2015, both in terms of investment and strategy (lead generation, acquisition, interdepartmental relations)?

To answer these questions, Care2, hjc and NTEN collaborated to collect qualitative and quantitative organizational data from 473 nonprofit professionals. This data has been analyzed and is presented throughout this paper alongside case studies from frontline organizations who are working hard to find innovative and integrated solutions that work. Finally, we have interpreted the data to create next steps consistent with best practices in the sector.

We could not be more excited to share this report. Enjoy!

Heather, Zach, Eric, Joleen

# PART 1

# TRENDS ON STAFFING & DIGITAL STRATEGY

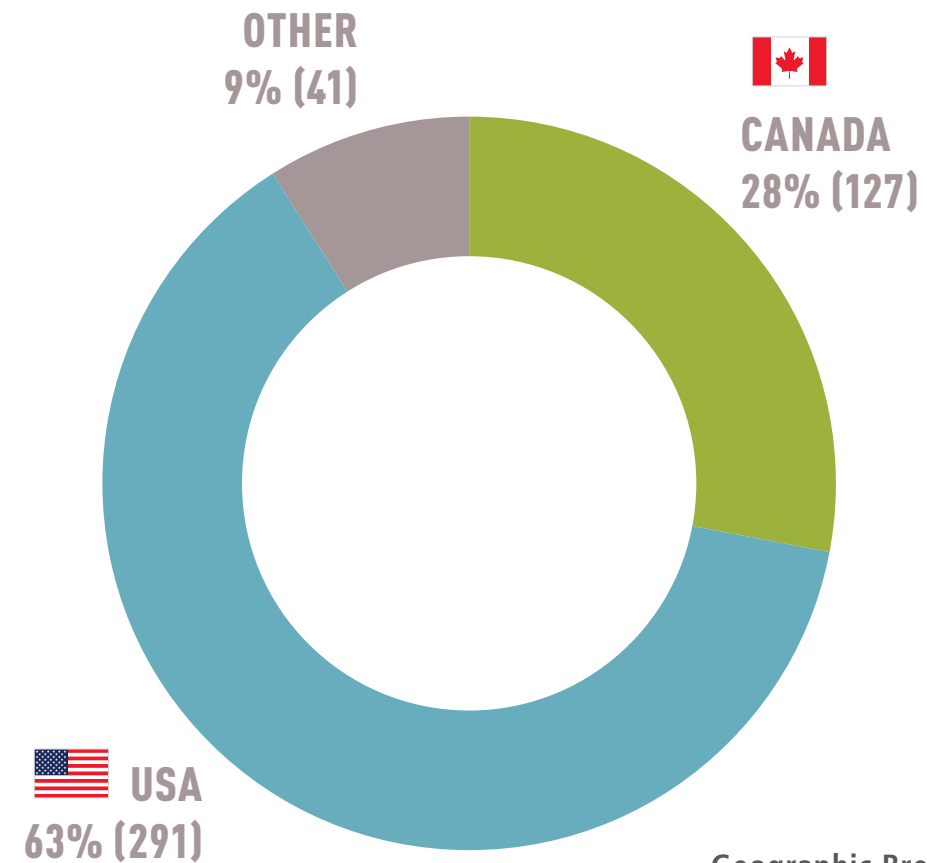
This first section is about our organizations.

We often hear about the need to break down the silos within our organizations, but in order to do that we also need to know what those silos look like.

Who are our people? What do our organizations look like? Which departments are working together and which departments are operating independently?

We will delve into cross-sector realities around staffing and departmental trends within organizations. Before we do so however, let's consider the composition of the respondents themselves.

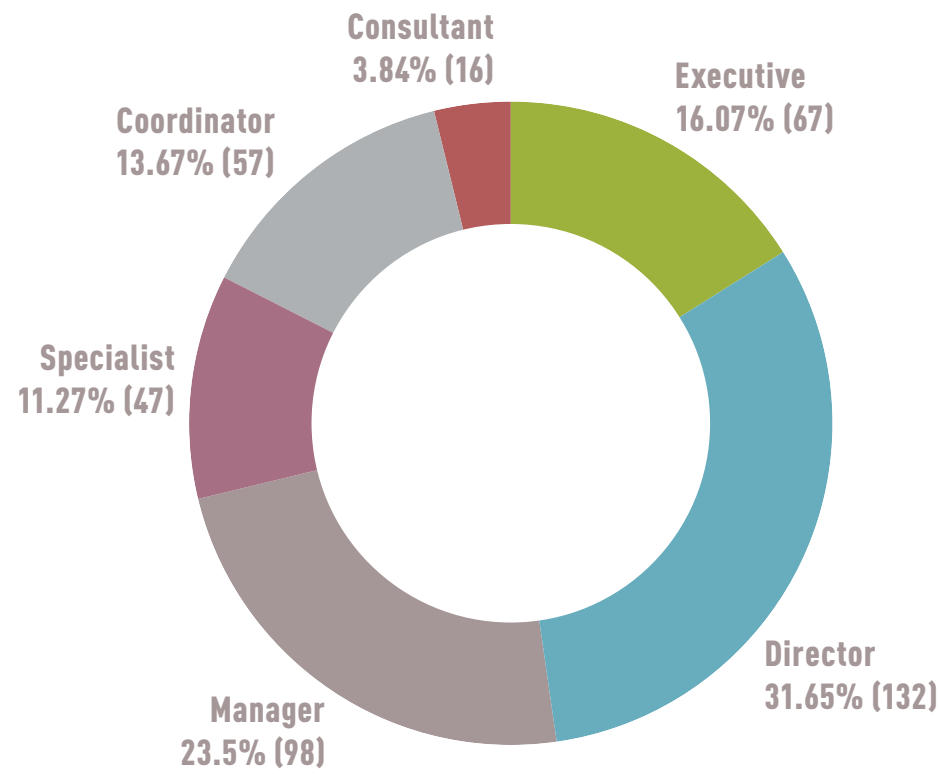
GEOGRAPHIC BREAKDOWN



**Geographic Breakdown:**

- 63% of respondent organizations are based in USA
- 28% of respondent organizations are based in Canada
- 9% of respondent organizations are based in countries other than USA and Canada

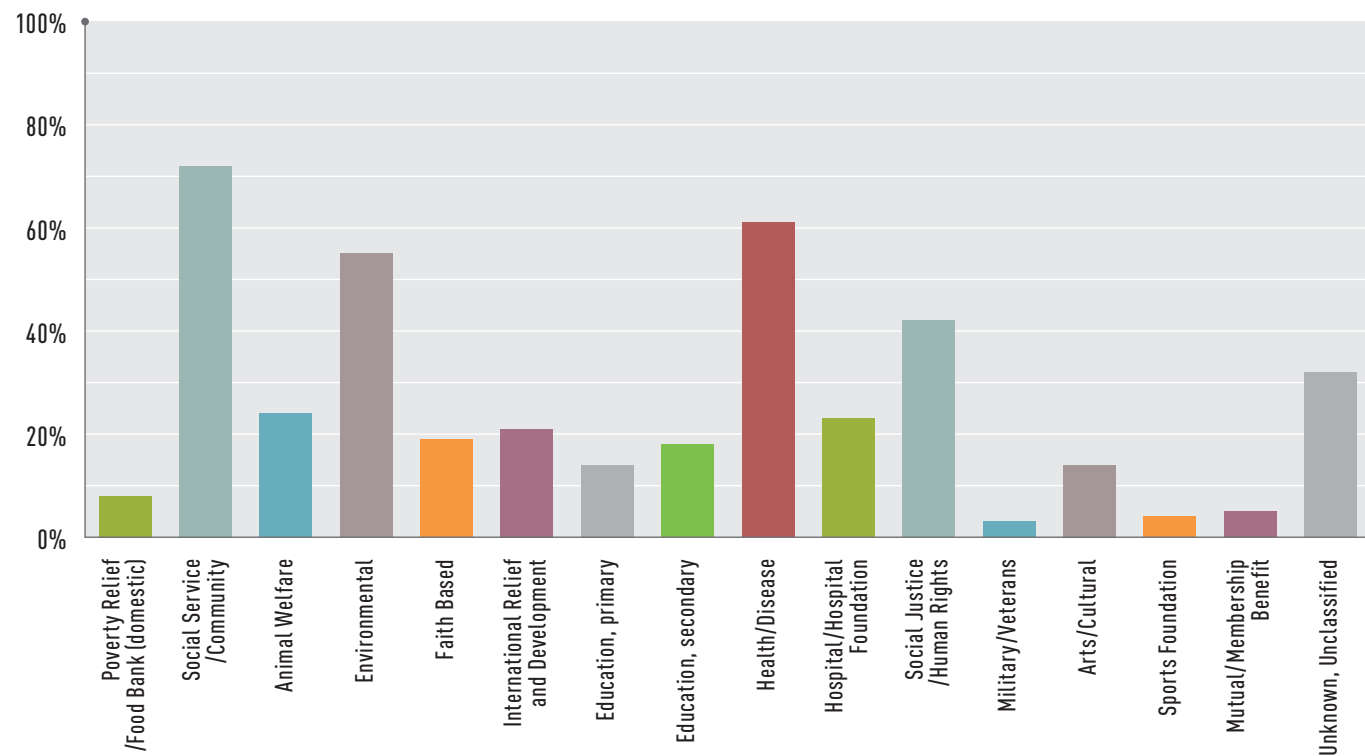
### ROLE WITH ORGANIZATION



#### Role with Organization:

- 47.72% of respondents are either Executives or Directors with their respective organization
- 23.5% of respondents are Managers with their respective organization
- 24.94% of respondents are either Specialists or Coordinators with their respective organization
- 3.84% of respondents identified as consultants

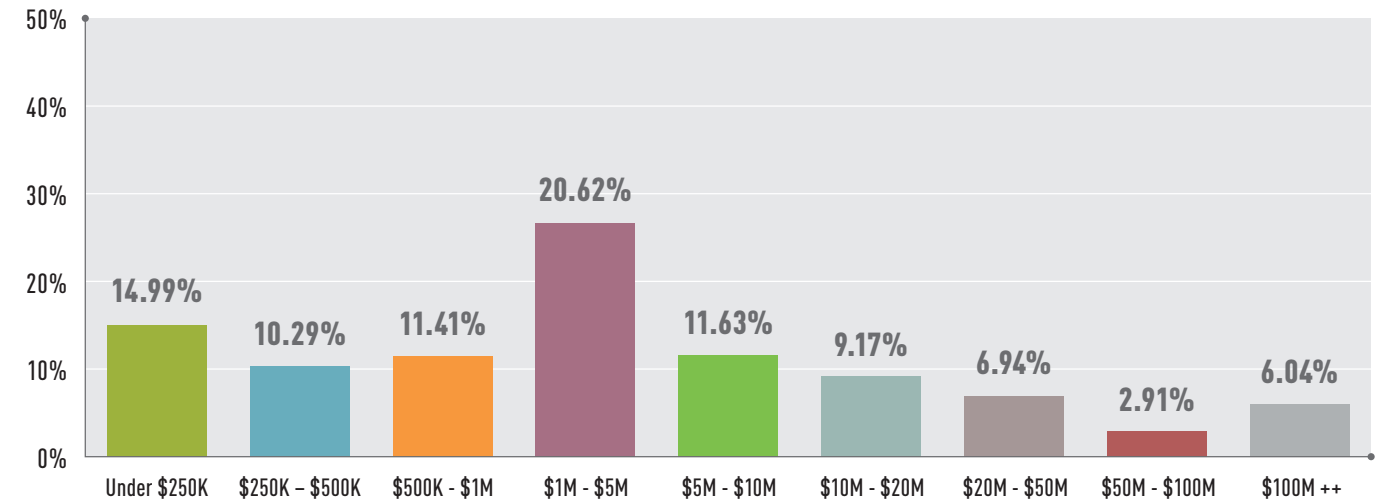
### PARTICIPATION BY VERTICAL



### Participation by Vertical

The preceding graph indicates participation across verticals, with most responses coming from "Social Service/Community" (17.35%), "Health/Disease" (14.70%), "Environmental" (13.25%), and "Social Justice/Human Rights" (10.12%)

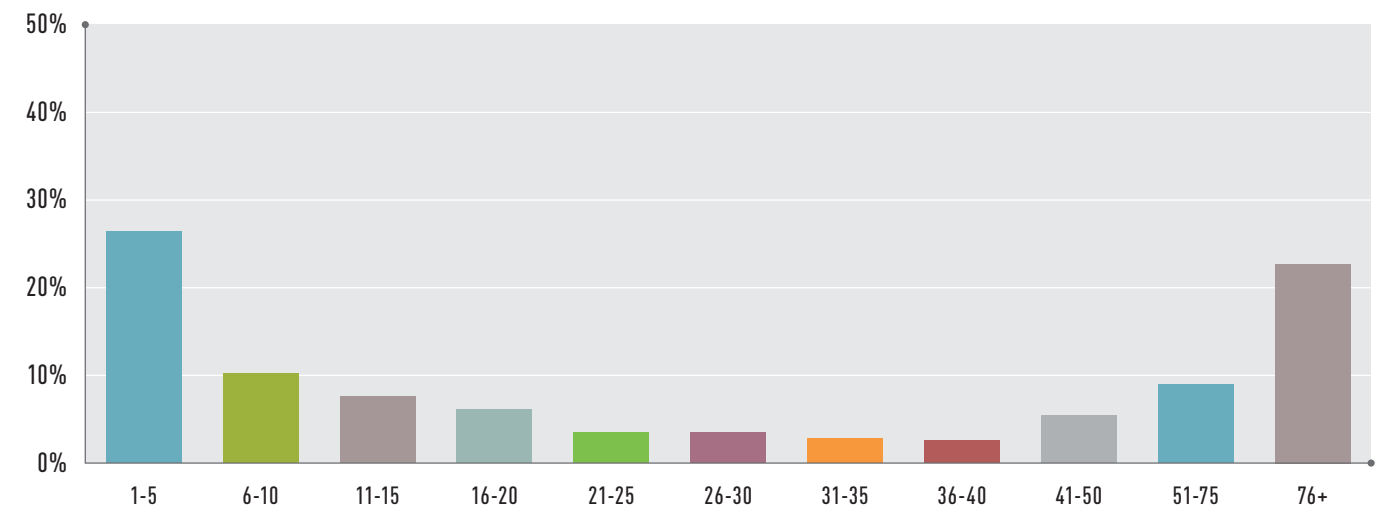
### OPERATING BUDGET



#### Operating Budget

The corresponding graph illustrates a diversity of respondent organizations when grouped according to the size of their operating budgets.

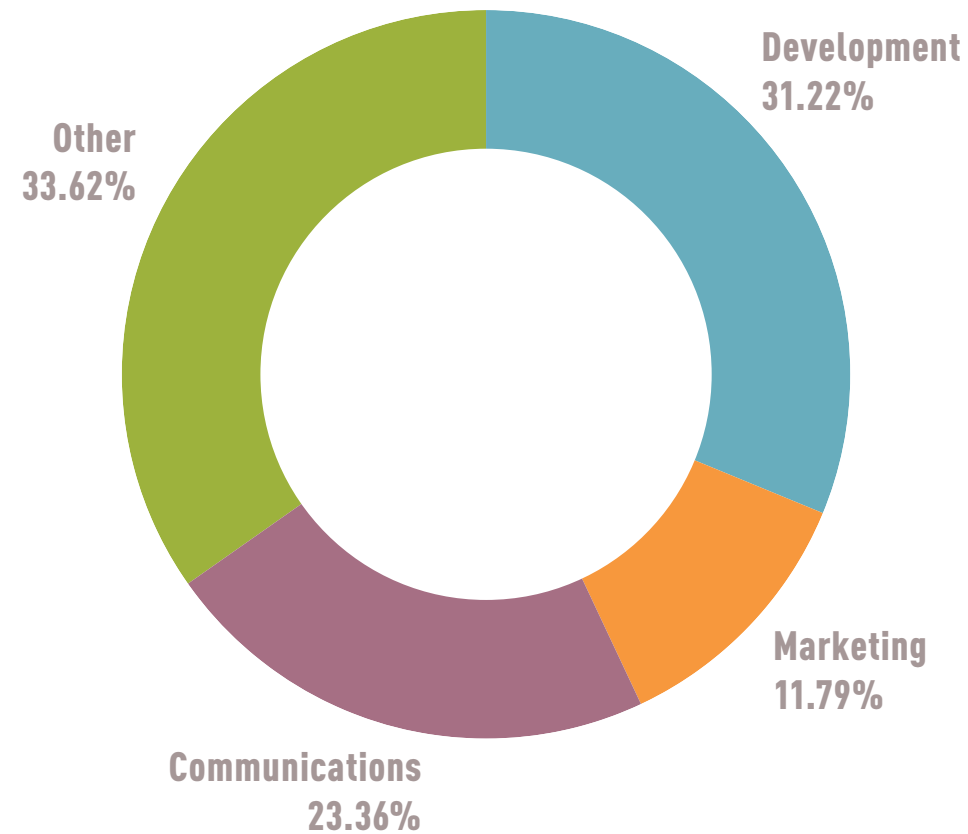
### FULL TIME STAFF PER ORGANIZATION



#### Full Time Staff Per Organization

The corresponding graph refers to the number of full time staff per respondent organization. This graph illustrates participation from a wide array of organizations – notably, the highest participation rates occur in the smallest and the largest categories, with 26.42% of respondents reporting 1-5 full time staff and 22.72% of respondents reporting a full time staff size of 76+.

## RESPONDENTS PER DEPARTMENT

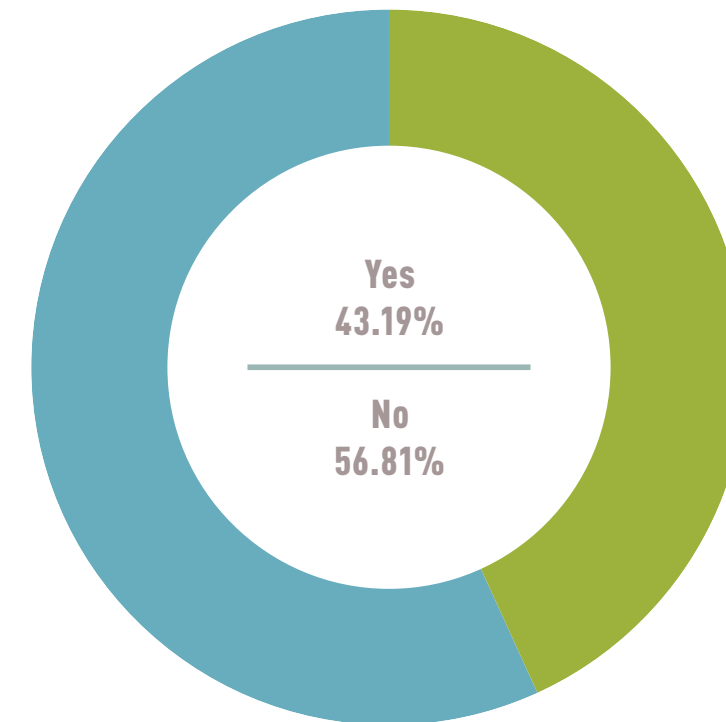


## Respondents Per Department

- The corresponding graph illustrates survey respondents per department
- 31.22% of respondents noted working within a development department
- 23.36% of respondents noted working within a communications department
- 11.79% of respondents noted working within a marketing department

The fact that 33.62% of respondents indicated filling a role outside of the three departments provided came as a bit of a surprise. Upon closer inspection, it was revealed that this category is comprised mostly of individuals who work for organizations where one or more of these categories is either blended or does not exist. Also included were responses from senior leadership and program staff who did not fall within either marketing, communications or development.

## DO YOU HAVE STAFF DEDICATED TO DIGITAL STRATEGY?



MORE TOTAL STAFF = MORE STAFF FOCUSED ON DIGITAL

- The corresponding graph illustrates responses to the question "do you have any staff dedicated to solely online/digital strategy?"
- Interestingly, 56.81% of respondents noted not having any staff dedicated to digital strategy
- Only 35.43% of Canadian respondents noted having staff dedicated to digital strategy, versus 54.30% of American respondents
- Only 24.4% of respondent organizations with 10 or less staff had a person dedicated to digital strategy
- Comparatively, 58.62% of respondent organizations with between 11 and 50 total staff noted having full time dedication to digital strategy, and;
- 66.35% of respondent organizations with 76+ fulltime staff noted having dedicated staff for digital strategy

## INTERDEPARTMENTAL RELATIONSHIPS

We wanted to understand the relationships (or lack thereof) that exist between organizations' development, marketing, and communications departments. We found that departmental composition across the sector is as diverse as the organizations each is contained within. There were some definite trends however; namely, that the work of marketing and communications departments frequently overlaps and the two are often considered the same department within organizations. When these two departments are separated, they perform tasks in fairly collaborative ways.

### Marketing and Communications

- When asked to describe the relationship between marketing and communications departments, a majority (61.02%) of respondents noted that the two departments were one and the same.
- An additional 21.07% responded to this question with 'other' and provided more details. Almost exclusively, this percentage represents organizations who noted having either no separate marketing or communications department.
- Only 17.92% of total respondents noted that their marketing and communications departments were separate, of which:
  - 9.69% reported that the two departments exist but operate cross-functionally, often co-budgeting or co-managing projects

- 4.60% reported that the two departments exist separately and attempt to collaborate but are limited by organizational factors (such as KPIs)
  - Only 3.63% reported that the two departments generally operate independently
- ### Development and Communications
- When asked to describe the relationship between development and communications departments,
    - Just over half (51.32%) of total respondents noted that development and communications existed as separate departments
      - 25.42% reported that the two departments exist but operate cross-functionally, often co-budgeting or co-managing projects
      - 13.67% reported that the two departments exist separately and attempt to collaborate but are limited by organizational factors (such as KPIs)
      - 12.23% reported that the two departments generally operate independently
    - An additional 10.31% reported 'other,' of which many noted having no dedicated development department.

### Development and Marketing

- When asked to describe the relationship between development and marketing departments,
  - 37.96% of total respondents noted that development and marketing exist as separate departments (very close to the 38.37% responding to the same question about Development and Communications)
  - 19.71% of respondents reported that the two exist separately but operate cross-functionally often co-budgeting or co-managing projects
  - 10.95% of respondents reported that the departments exist separately and attempt to collaborate but are limited by organizational factors (such as KPIs)
  - 10.22% of respondents noted separate departments that generally operate independently

We can learn a few things from the previous figures. Within the mix of development, marketing and communications departments, it is development that continues to operate the most independently. **So if we're talking about siloes, it appears that the fundraising silo is the most obvious.** Conversely, marketing and communications departments often overlap and frequently exist as either one or the other.

There were quite a few outliers within this section, characterized as respondents who did not select one of the predetermined survey responses and instead opted to provide more information. From these outliers, there were three general trends:

- Individuals reported 'other' because they are in management positions overseeing more than one department
- Individuals reported 'other' because of real or potential interdepartmental integration within their organizations
- Individuals reported 'other' because they self-identified as focusing on other things, such as advocacy, events, education, or advancement. This interestingly points out the fact that organizations frequently view these positions as being outside of or separate from development, marketing, and communications.

As the marketing, communications, and fundraising sectors continue to evolve in 2015, we will likely see more and more organizations working to break down interdepartmental barriers, further integrating the work between them. Leading organizations recognize that diverse workloads can be shared and that there is potential to outline common interdepartmental objectives and KPIs, allowing more tailored and strategic supporter acquisition, cultivation, conversion, and stewardship. The Ontario SPCA Case Study in Section 3 of this report is an example of how one leading organization is leveraging interdepartmental integration to maximize return on investment with digital strategy.



## CASE STUDY: COVENANT HOUSE



For Covenant House International, new donor acquisition truly has become integrated. Managing the movement of data, methodical testing of creative and integrating messaging across channels were the keys to success and the biggest challenges. All of their efforts are starting to pay-off! Their integrated program of online lead acquisition, email cultivation, with phone conversion has become more predictable and sustainable. Conversion rates on completed calls are in the 6-8% range. In 2015, they will continue to divert funds from direct mail acquisition and increase investment in digital.

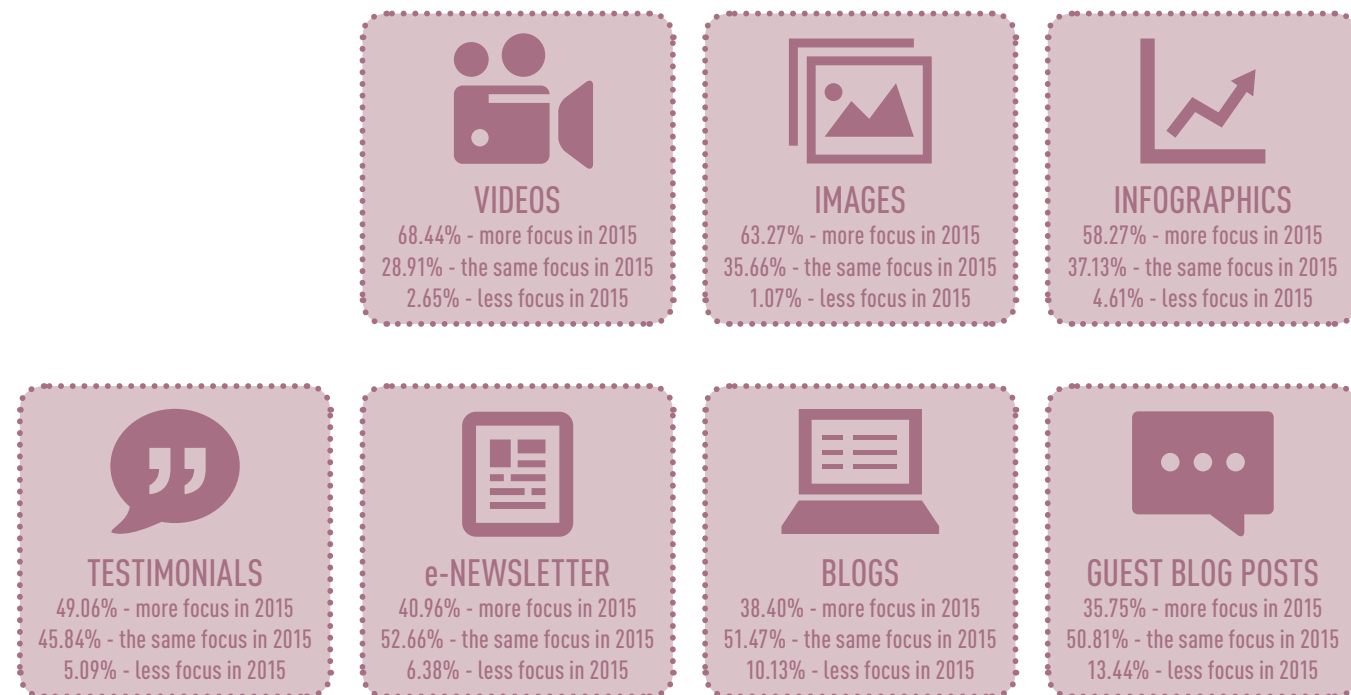
**“ What we’ve learned – over many years of testing – is that a new lead is only as good as your ability to engage that person with your mission. For us, the use of very targeted conversion series coupled with telemarketing was the key to conversion. Just throwing new leads into the general communications stream was not enough to inspire people to donate. ”**

– Carla Chadwick, Director of Digital Fundraising, Covenant House International

## PART 2

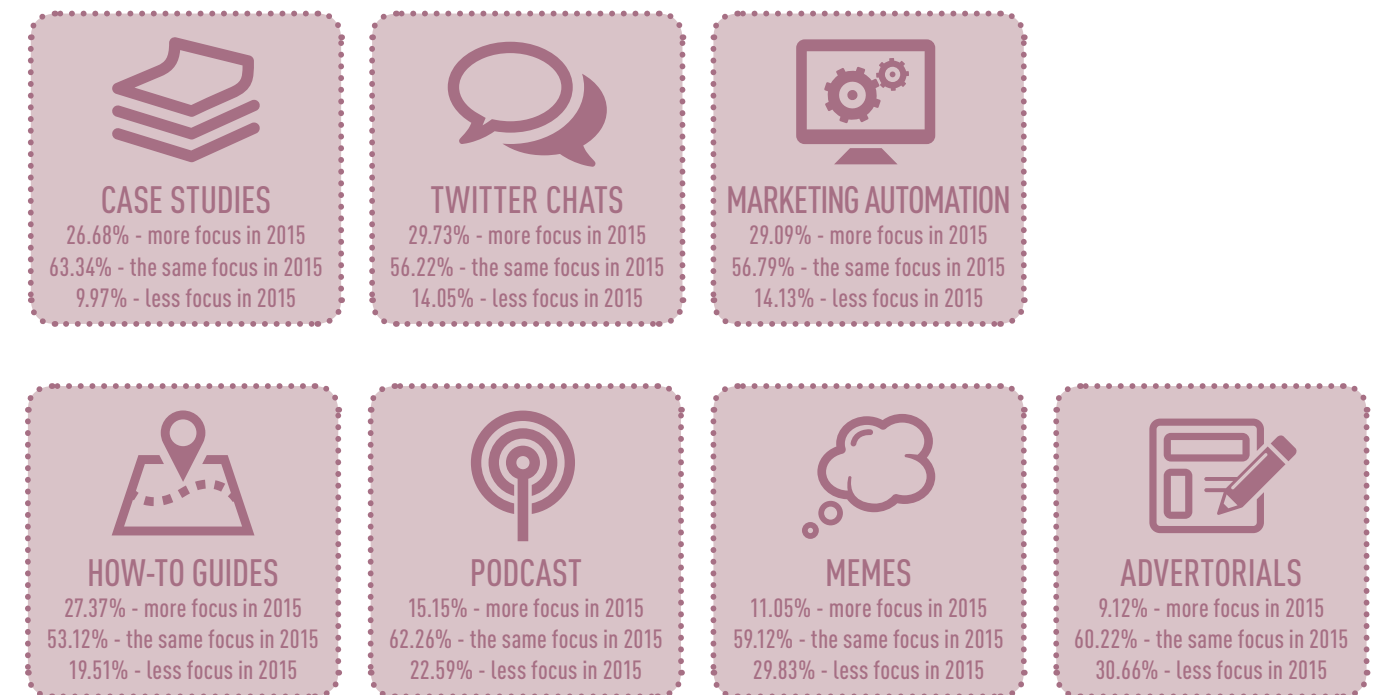
# ENGAGEMENT STRATEGIES IN 2015

In the last section, we answered a lot of the “who” questions and were able to delve a bit deeper than usual by looking at how roles are demarcated within organizations. In this section, we move from the “who” of 2015 to the “what” of 2015. We asked respondents to report which marketing tactics would receive both increased and decreased focus from their organizations in 2015. Our findings are represented below.



These figures indicate that organizations are shifting the way that they are marketing in a way that is consistent with cross-sector best practices. We can see that the three tactics with the most increased marketing focus in 2015 will be video, images and infographics. This shift towards heavily visual marketing media and strategy has been growing exponentially, and 2015 appears to be a continuation of this trend.

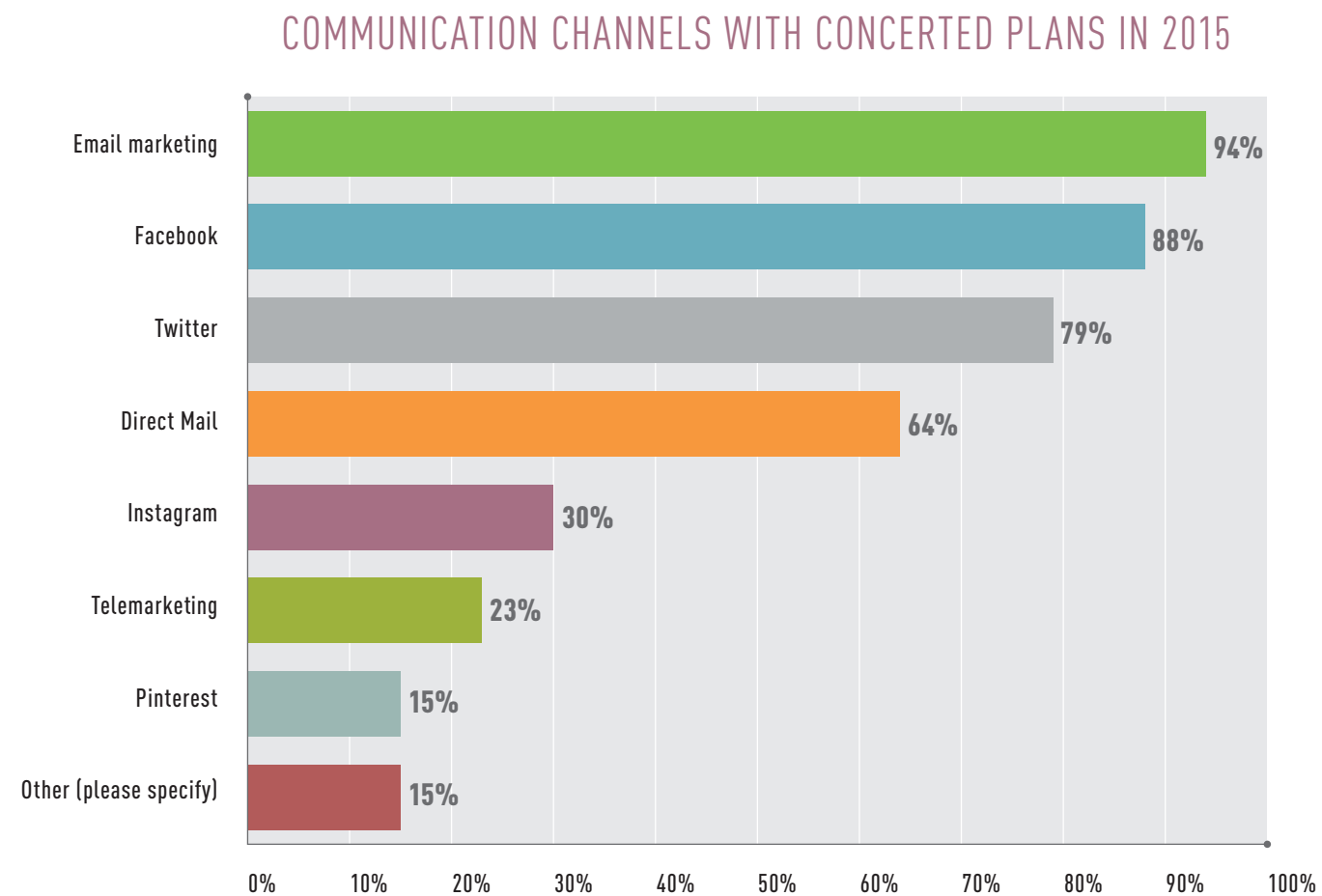
It is crucial that organizations not dive head first towards the mass implementation of these tactics, even if they appear to be generating buzz and energy across the sector. **Cross-sector benchmarks are incredibly valuable, but what works for many other organizations might not work for yours.** We recommend that organizations conceive of an overarching marketing and communications strategy that includes multivariate and split testing of engaging content across a myriad of platforms. Only through testing will you be able to know what works best for your organization’s prospects, supporters, and other constituents.



One of the most exciting things about the fact that integrated marketing has become such a mainstay is that most of the platforms being used for communications now come equipped with fairly sophisticated analytics functionalities. In order to be appropriately supporter-centric and maximize retention and prospect conversion rates, it is important to layer the behavioural analytics from these platforms on top of the demographic and psycho-demographic segmentation you may already have. This will help to paint a more vivid portrait of your supporter-base, allowing organizations to build more meaningful and personalized relationships with prospects and supporters by providing content they actually want to consume.

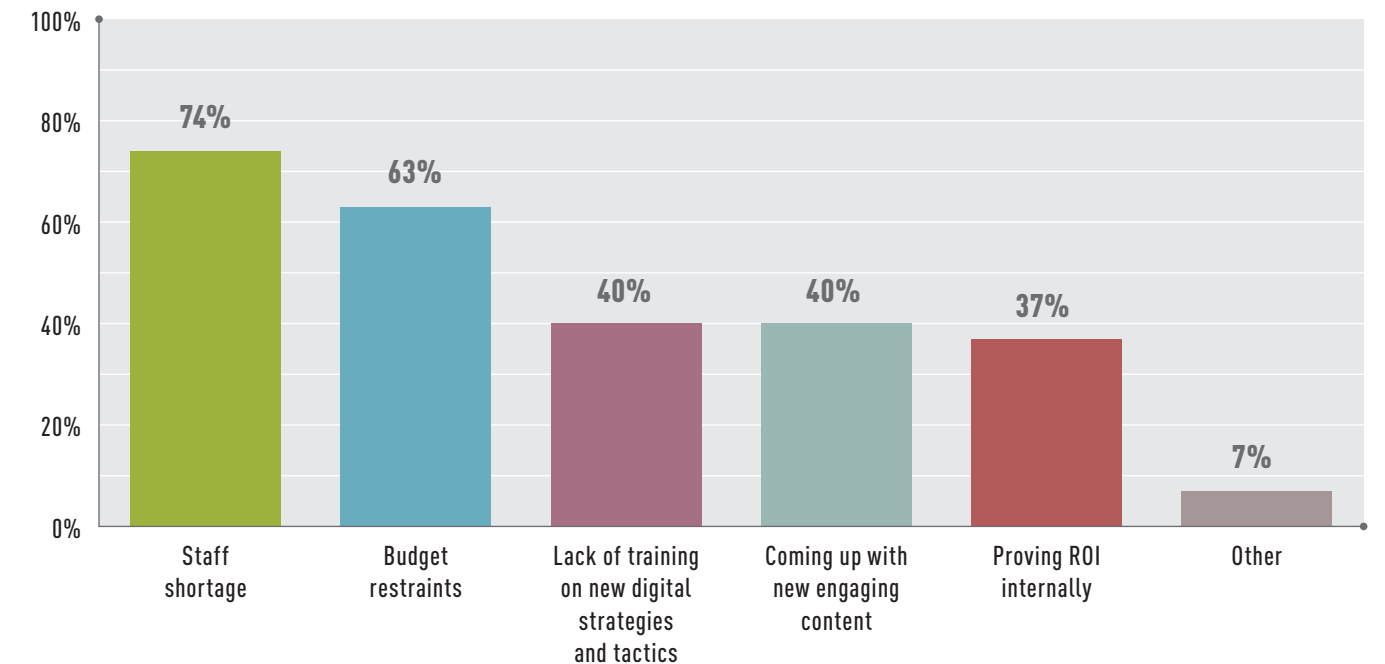
## WHICH COMMUNICATIONS CHANNELS WILL HAVE THEIR OWN PLANS IN 2015?

Knowing that we would learn about which content marketing strategies organizations across the sector are planning to direct more energy towards in 2015, we knew it would be beneficial to also learn which communications channels would be fully leveraged in order to execute these strategies. The following graph indicates which communication channels respondent's organizations will have a concerted plan for in 2015, or integrate into a broader digital strategy.



As the above graph indicates, email marketing strategies are nearly ubiquitous across the sector. Additionally, social media strategies (with Facebook and Twitter in the lead) are also fairly universally present. The results illustrated on the above graph speak to two things: First, that organizations have not only adapted to email marketing and social media, but are now creating entire strategies to guide the work done within each channel. Organizations recognize that these mediums allow for many personalized touch points with supporters and prospective donors at a fairly low cost. Secondly, this figure (and especially the lower than expected results for Direct Mail and Telemarketing) may point to the limitations of a digitally administered survey with a digital focus.

## CHALLENGES



### Challenges

We asked respondents to note their biggest challenges with regards to planning new and concentrated digital strategy. The responses for this question are illustrated on the corresponding graph.

The most commonly noted challenges were staff shortages and budget restraints. These responses are not surprising, and we almost expected these responses based on our professional experience. What is most interesting however, is that while the above chart represents total responses, the figures do not shift significantly when we separate large organizations.

When reviewing the responses of organizations with 51 or more full time staff in isolation, 71% of these respondents still note staff shortage as one of their organization's biggest challenges with regards to planning new and concentrated digital strategy.

Another interesting trend that we discovered in the data comes in around the challenge of proving ROI internally. **It seems that the challenge of proving ROI internally intensifies based the increasing size of an organization:**

- ▣ 29% of organizations with 15 or less full time staff noted 'Proving ROI Internally' as one of their organization's biggest challenges when it comes to planning new and concentrated digital strategy
- ▣ 44% of organizations with 51 or more full time staff noted 'Proving ROI Internally' as one of their organization's biggest challenges when it comes to planning new and concentrated digital strategy
- ▣ Interestingly, in both of these segments 40% noted "lack of training on new digital strategies" as one of the biggest challenges

## CASE STUDY: ASO

The Alzheimer Society of Ontario is just one player in a complex federation of Alzheimer Societies supporting people with dementia and their caregivers. The Societies range from large, urban, sophisticated organizations to small, under-funded, cash-strapped rural organizations. The one thing they all share is the need to better reach current and new clients, caregivers, advocates, volunteers and donors. That's why in 2015, the Alzheimer Society of Ontario is investing in shared digital resources: technological and human.



They are undertaking a massive project to pool their data, analyze it, upgrade their online marketing tools, and hire shared web resources to consolidate their communications, while still keeping the conversations with their constituents local and personal. They've identified 'monthly campaign themes' and are aligning all channels to these themes. Resources (press releases, social media posts/creative, website banners, posters, implementation guides etc.) are delivered to all Local Societies each month. And they've hired a digital media expert to serve the needs of all the partners.

**“ Our marketing department is taking the lead on integration both internally and with our community partners. By developing shared resources and a shared CRM, we're going to be able to increase our reach and ability to raise money, while becoming more efficient with our technology and marketing expenses. We're lucky because our board and leadership understand that this investment now is critical to better serve the growing population living with dementia – and soon we will be able to quantify that. It's really exciting! ”**

– Kathryn Richardson, Chief Marketing and Communications Officer,  
Alzheimer Society of Ontario

## PART 3

# MOVING BEYOND ENGAGEMENT: STRATEGIES FOR ACQUIRING NEW DONORS & SUPPORTERS IN 2015

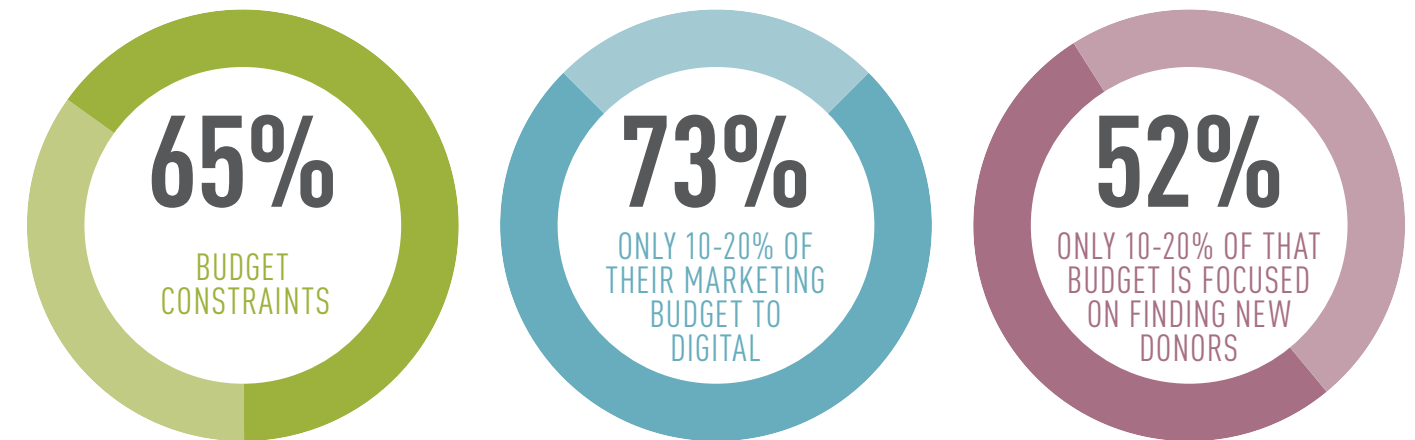
Charities are changing the way they raise money and acquire new donors. Traditional channels, while still the most predictable and influential forms of revenue generation, are finding their growth stagnating as digital marketing is on the rise.

In the digital marketing era, it's necessary to expand your toolbox of strategies and there are some charitable organizations doing a great job of embracing this concept. Lead generation is simply the generation of prospective donors interested in your work. If you think about your website, someone visiting your website for the first time is a 'visitor', but if they sign-up to receive your newsletter, they've converted to a contact to whom you can remarket, or a 'lead'.



We learned in the previous section that virtually every charity regaled content creation as one of the most vital aspects of their digital marketing strategy in 2015. However, most charities still do not use donor acquisition as a gauge to measure the success of their content. Instead, many charities are only measuring success based on softer, engagement factors, such as views, likes, or shares.

While the potential benefits of content marketing are even more outstanding in the charitable sector, charities have smaller budgets and therefore less tolerance for failure when testing new approaches. Nearly 65% of respondents cited budget constraints as the primary restriction for planning new digital strategies. No wonder, when most of you (nearly 73% of respondents) only have 10-20% of your marketing budget to spend on digital strategies. Things get even tighter when you consider the fact that of that, 10-20% of the overall digital marketing budget is being used to explicitly acquire new donors, as nearly 52% of respondents indicated.



All of this is precisely the reason why charities are a great compass for determining the efficacy of new marketing trends. A small portion of charities are truly focused on donor lead generation and conversion – a great indicator of how digital marketing is changing business. Although this is the first year of our study, we know anecdotally and will continue to research how much of charities' budgets are being diversified away from direct mail as the primary acquisition channel to include other channels, particularly digital.

As fundraisers, we've always known that our ability to inspire a prospective donor to give was dependent on delivering the right message, in the right way, at the right time. Major gift fundraisers have perfected this science and art in their 1:1 relationships with donors. But this fundamental concept is no different in the digital space. The technology available today means that instead of blasting out the same content to your entire file of donors, you can start to create 1:1 conversations with your prospects from your first digital interaction. To do so requires four ingredients: **Right Audience, Right Plan, Right Content, and Right Tools.**

## RIGHT AUDIENCE

Very few of us truly know who our donors are, especially online, which is shocking given the predominance of valuable insight and data available to us for free or low cost.



It's time charities start taking the development of 'personas' more seriously, and the results are starting to back this up. Personas are fictional representations of your audience – they go beyond describing their demographics, to their motivations, preferred giving channels/methods, to what they are reading, viewing and listening to. The goal ultimately is to segment your audience and create stronger, more personalized marketing campaigns to find more donors.

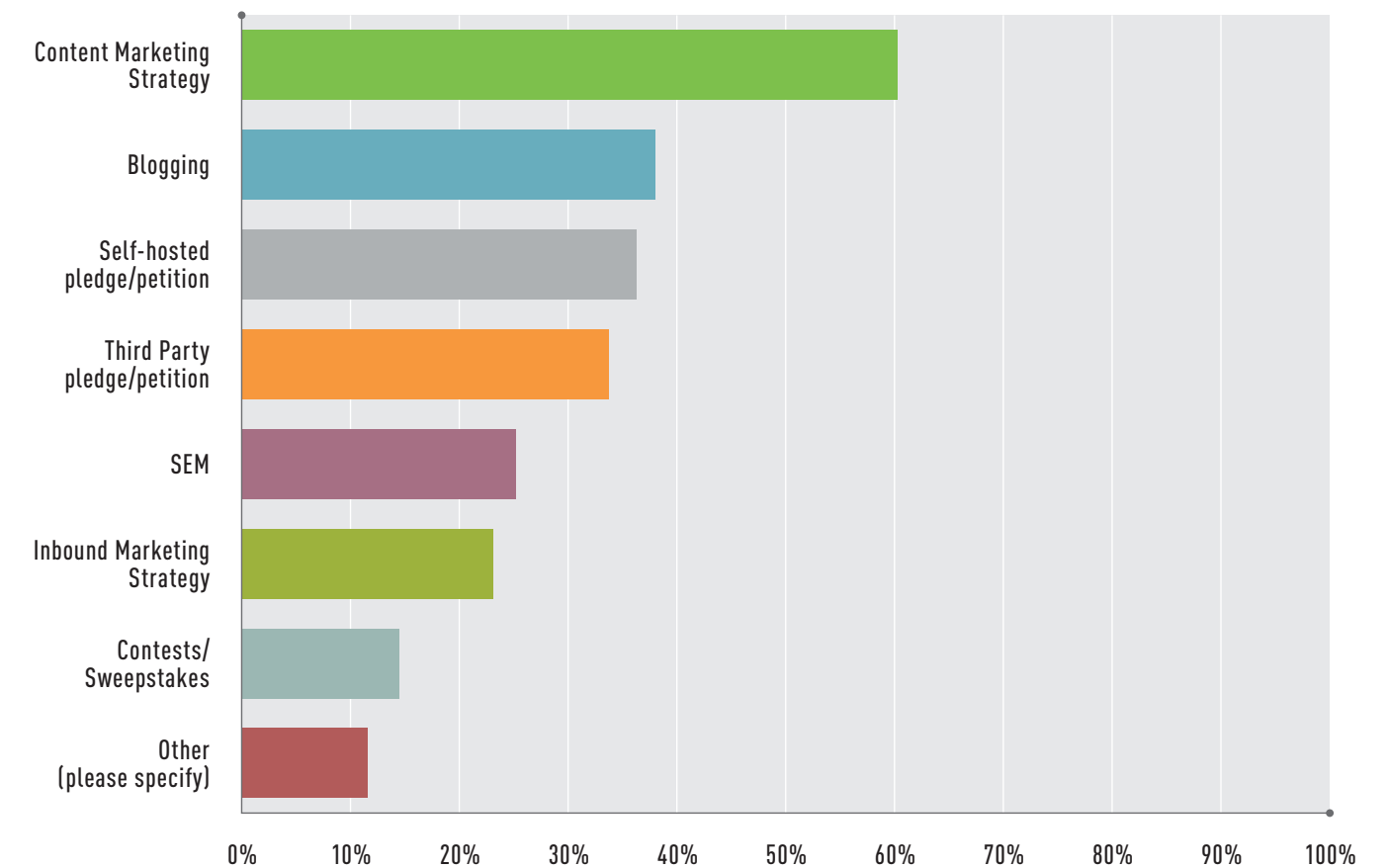
According to our research, **charities who had created personas of their ideal donors, were more successful in converting leads to donors and donors to 2nd time donors.** Of those creating personas, 62% (compared to 55%) of respondents converted leads to donors within the first 3 months, and 30% (compared to 22%) reported getting that ultimate 2nd gift in the same period.

[So Now What? Check your Facebook Insights, Google Analytics, Introduce an Online Survey to gain valuable insights about your online donors and put that knowledge to work in developing your digital strategy!]

## RIGHT PLAN

In the for-profit space, the most challenging obstacles to successful donor lead generation are typically the lack of quality data and the lack of an effective lead generation strategy. Charities experimenting with online donor lead generation are feeling these same issues, as well.

### LEAD GENERATION STRATEGIES



It is interesting that nearly 60% of respondents indicated that a 'content marketing strategy' is how they will approach donor lead recruitment in 2015, but only 23% of respondents indicated that they will test an 'inbound marketing strategy'. There is a ton of confusion and controversy in the digital marketing space (non-profit or for-profit) on this exact topic.

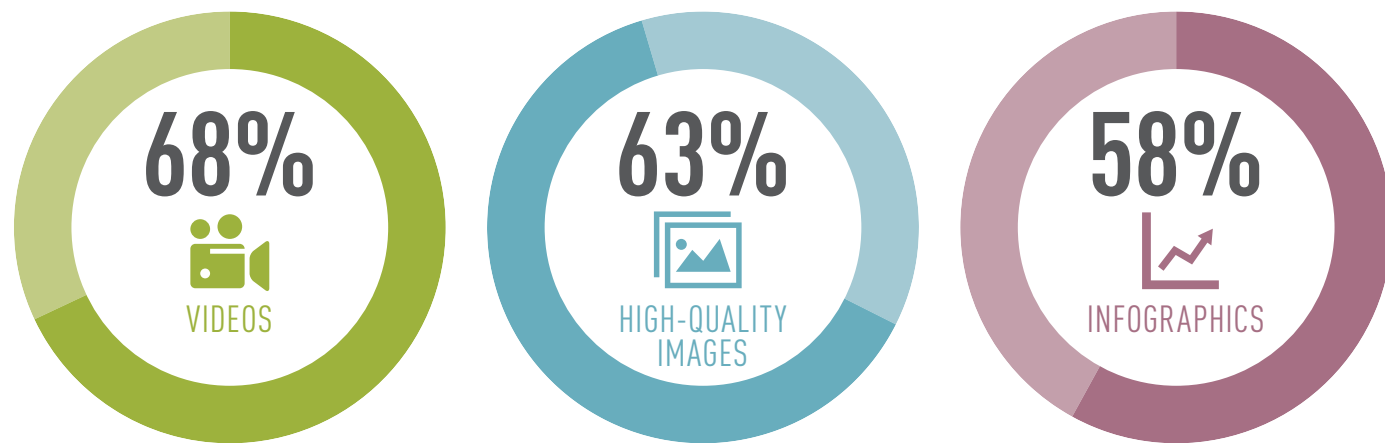
What is generally agreed up on is that inbound marketing is about attraction – pulling your prospects towards you, instead of pushing your message. And that any successful inbound marketing strategy is based upon content creation and distribution, via blogging, social media, downloads and email marketing, in order to generate, nurture, and close leads. But inbound is also about ensuring that your audience finds your content through search engine marketing and search engine optimization – an area that few survey respondents recognized in their responses.

[So Now What? Identify the phases in your own marketing funnel – awareness, interest, desire, action – how and why do your supporters find you and decide to become a donor!]

## RIGHT CONTENT

The first step is to actually have content that your prospective donors want to see and that will be useful to them. Most charities struggle to develop interesting content. Nearly 40% of respondents indicated this as a challenge to developing their digital marketing strategy.

Trust us – there is interesting content at your organization just waiting to be unlocked, and much of it probably resides in your programming department. Unlocking this content is key! We must find ways to convert this content into a digestible and engaging format.



You will focus more on creating engaging content in 2015 – 68% will focus more on video, 63% on high-quality images and 58% on infographics. You are smart because video content converts at nearly 4x the rate of non-video content according to recent benchmarking reports!

Successful donor lead generation in 2015 will go beyond merely delivering high-quality, engaging content. It will start measuring and tracking content interactions during the journey of your donor leads through your marketing funnel, and it will use those interactions to learn more about what inspires your leads to become donors. Successful donor lead generation will move beyond viewing content as merely a conduit to generate leads and will reposition it as a key source of prospect insight.

[So Now What? Get advocates from across your organization together, grab some post-it notes, and start brainstorming all of the content that lives at your organization. Align your content to the phases in your marketing funnel!]

## RIGHT TOOLS

The most sophisticated charities are investing in technology to enhance their ability to have 1:1 conversations with their prospects and donors online through lead scoring, marketing automation, and tracking/reporting. But you don't need a huge budget to start putting the essence of good lead generation into practice.

**Mobile Friendly Websites/Emails** – More than 50% of web traffic today comes on mobile. In 2015, you should focus on updating your website, landing pages and emails to be mobile responsive.

**Google Analytics** – It's time to get serious about tracking in 2015. Don't just settle for basic analytics. Spend the time to set-up goal tracking. Allocate at minimum 1 hour every month to review your top referral pages, audience demographics and goal conversions. Then optimize accordingly.

**Optimized Landing Pages/Websites** – Make sure every page of your website has a clear call to action and a way to generate donor leads. Go beyond a simple newsletter sign-up and start testing gated content for downloads.

**Good Data Tracking** – Make sure your database isn't just tracking first gift, but also first interaction and date, second interaction and date, etc. You need to understand the complete journey from lead to donor if you are going to improve it.

[So Now What? Spend some time in 2015 making sure the infrastructure is in place with the right tools to find and convert donor leads. Your boss will be pleased with the ROI!]

## CASE STUDY: ONTARIO SPCA

The Ontario SPCA has a dilemma: 40% of the approximately 100,000 people who visit their website each month are there for one thing – to find a pet to adopt. Visitors are spending a ton of time combing through photos of available puppies and kittens, finding the address of their local shelter, and then that's it. They don't sign-up for their newsletter or learn more about adoption. It would stand to reason that pet adopters are the best donor prospects, but how to convert them?



That's where Ontario SPCA is focusing their attention in 2015 – mapping the entire journey of an adopter from the website, to their shelters, to their adoption kits and hopefully back to the website to connect with other adopters, download valuable resources and coupons, and share pictures of their new family member. This process takes input and effort from every department across the organization, and even pet adoption specialists in the shelters themselves.

**“ With direct mail donor acquisition becoming so expensive, figuring out how to convert our best prospects, our adopters, is a nut we just have to crack. 2015 is all about getting the right formula – learning who these folks are, what they need and how we can inspire them to go beyond their adoption fee to becoming a donor. It's worth the investment to figure that out. ”**

— Marc Ralsky, Director of Development, Ontario SPCA

## CONCLUSION

LEARNINGS  
& THOUGHT  
LEADERSHIP FOR  
THE HORIZON



## CONCLUSION ON TRENDS – IT'S INTEGRATED!

Thank you to the nearly 500 respondents who were brave enough to share what's working (and not working) at their organizations in 2015. When we set out on this initiative to go beyond benchmarks and analyze staffing, strategy, and investment trends in the digital space, we hoped that there would be something substantive that could help inform sector leaders and guide your decision-making.

If there's one trend that became crystal clear across all of the data, it's the continued trajectory towards integration. Integrating of channels, integrating of content, integrating of staff – this is likely a reflection of the fact that digital is now more than ever an inherent component of everything that charities do.

In wrap up, follow these 7 steps for success in 2015:

1

### LEARN YOUR LESSONS

Proving ROI continues to be a challenge for some respondent organizations. Take time each month to look back at what worked the best, what didn't work, and why. Don't repeat your failures, report on your successes, and optimize to make more of them.

2

### STRUCTURE YOUR TEAM FOR SUCCESS

Within the mix of development, marketing, and communications departments, it is development that continues to operate the most independently. With pressure on lean staff, it's crucial that goals and messaging are aligned across all departments and channels for maximum impact.

Integrate – there are stakeholders across your organization who are necessary to ensure a successful digital strategy. Set-up cross-functional working groups or teams, meet regularly, and plan your strategy together.

3

### PRIORITIZE YOUR PERSONAS

Charities who invest in creating personas of their ideal donors and shift their understanding beyond demographics to behavioral motivations like preferred giving channels and main challenges are more successful and efficient in acquiring and retaining donors.

Learn more about who your online site visitors are. Spend some time developing profiles or personas and start writing your content like you are having a conversation with this person – a conversation they want to be having!

4

### MAP YOUR CONTENT

We can see that the three marketing tactics with the most increased marketing focus in 2015 will be video, images, and infographics. Make sure this new content serves a purpose.

Identify all the content at your organization and get out your post-it notes to map it to a marketing funnel. Think about delivering content based on behavioral triggers in addition to monthly calendars.

5

### FOCUS ON DIGITAL FOR DONOR LEAD GENERATION

Budget constraints were cited as one of the leading challenges for digital teams. With traditional channels not performing as they used to, leveraging digital lead generation should be explored.

Invest in pull media – blogs, SEM, and SEO – and make sure your landing pages are ready to capture email addresses. Continue to invest in and optimize performance based online lead generation and make the case to move budget from more traditional direct marketing channels for donor acquisition.

## 6 TEST, TEST, TEST

There are more opportunities than ever in the digital space, but they might not all be appropriate for your organization. Only through testing will you be able to know what works for your organization's prospects, supporters, and other constituents.

Test at least one new thing every month – whether it is variations of your donation form, email subject lines, or the times you post on social media.

## 7 GET MEASURING

Very few respondents could cite vital benchmarks critical to understanding the success of their digital program.

At the very, least make sure you can track first interaction and date not just first gift and date. Track the time it takes for someone to move from a prospect to a donor.



#NPOutlook15