

Multi-channel donor engagement leads to higher profit

+

Continuous improvement practices lead to higher profit

The past

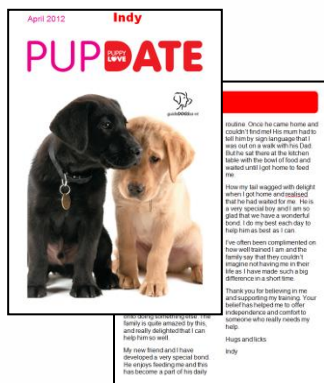
- Regular Giving at Guide Dogs SA/NT in 2010
 - = 989 Regular Givers giving \$12.50 a month
 - = \$12k pm
 - = \$148k pa
- 50% chance of a dog passing, therefore 50% chance of attending a graduation
- From successful dogs, 1% cancelled
- From unsuccessful dogs, 55% cancelled

The donor journey - 2010

Puppy love program – sponsor a dog

- No welcome/thank Letter
- 4 ‘pupdates’ a year
- 2 newsletters
- 1 graduation (limited to 100 guests)

Puppy Love Creative



x4

+



x2

+



- Over a 2 year journey, we communicated via
 - one main channel (DM)
 - plus an event if you were lucky enough to RSVP in time
- A total of 7 touch points over 24 months

Regular Giving Planning

- Organisation needed money
- From Feb 2010 - Nov 2010 – almost a year of planning

Org knowledge

- Increased need for sustainable income to meet demand for Guide Dogs and Autism Assistance Dogs
 - Ageing population (vision issues)
 - 1 in 50 children diagnosed with Autism in SA
- We needed to move away from single puppy purchase from affiliate schools into a breeding program to produce litters/more dogs

Regular Giving Planning

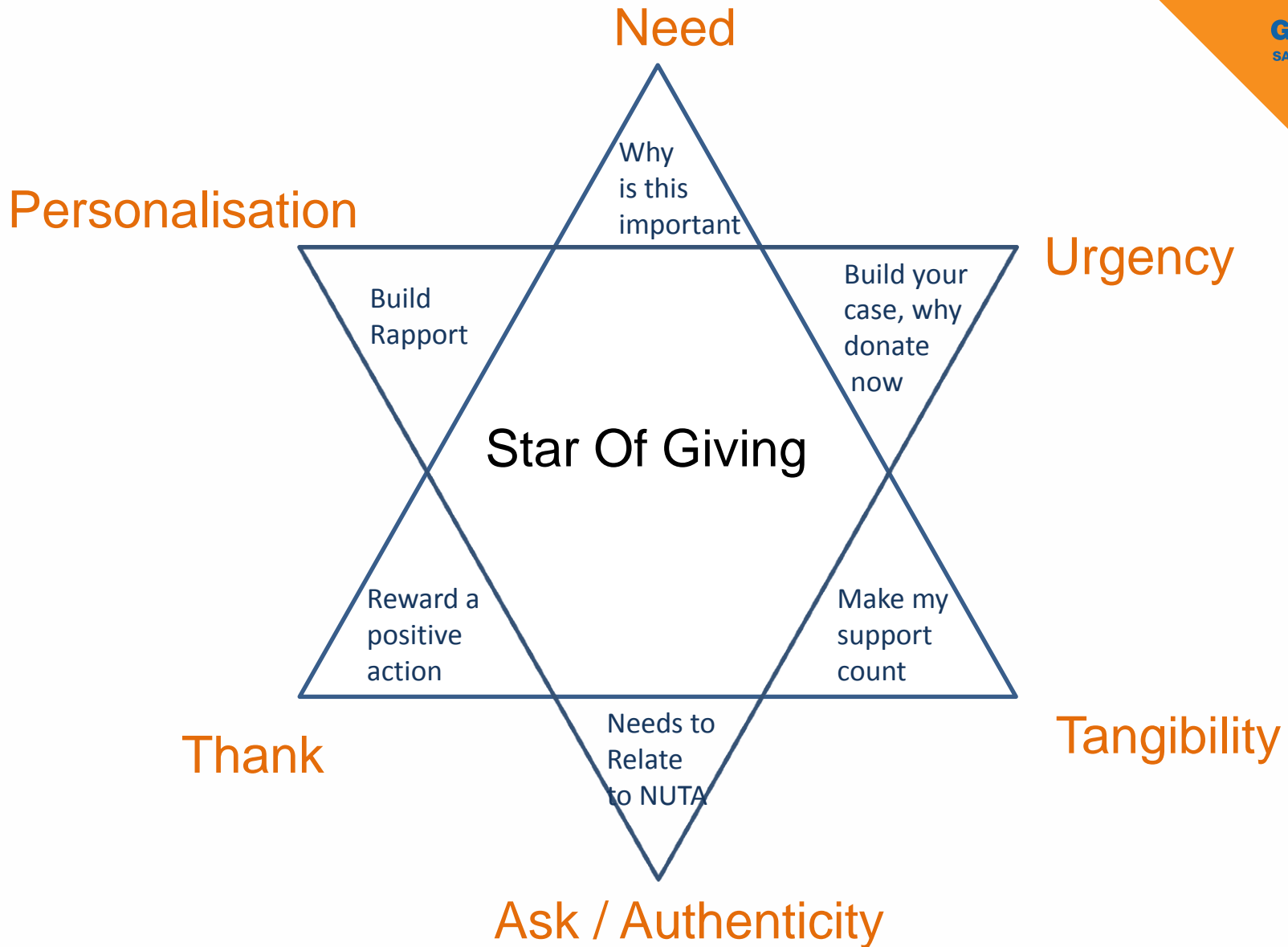
Donor / Product knowledge

- That we had a strong RG proposition 'sponsor a dog'
- Donors loved their pupdates – lots of white mail and calls
- Donors loved graduation – very little attrition after this event
- Donors wanted to see more of the puppies
- It was a disappointment if a dog didn't graduate, which created brand credibility issues and problems with roll over on unsuccessful dogs

Industry knowledge

- Face2Face was one of the most profitable sources of regular giving
 - Asked four suppliers to tender
 - F2F model was set up and checked

Fundraising First – Donors Centric Model



F2F modelling



Guide Dogs
SA-NT your eyes and ears

Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Mth 13	Residual											
2.90%	3.00%	2.00%	2.40%	1.70%	2.00%	2.00%	1.40%	1.40%	0.60%											
Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Mth 13	Residual											
2.90%	3.00%	2.00%	2.40%	1.70%	2.00%	2.00%	1.40%	1.40%	0.60%											
No Signups January										2011/2012										
Yr2																				
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	
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435	348	331	314	303	295	286	280	273	269	263	258	254	251	249	248	246	245	243	242	
	239	191	182	173	167	162	157	154	150	148	145	142	140	138	137	136	135	135	134	
		254	203	193	183	177	172	167	164	160	157	154	151	149	146	146	145	144	143	
			217	174	165	157	151	147	143	140	136	134	131	129	127	125	124	124	123	
				295	236	224	213	206	200	194	190	185	182	179	175	173	170	169	168	
					328	262	249	237	229	222	215	211	206	203	199	195	192	189	188	
						392	314	298	283	273	265	258	252	246	242	237	233	229	226	
							385	308	293	278	269	261	253	248	242	238	233	228	225	
								346	311	296	281	271	264	256	251	245	240	236	231	
									1,043	939	892	847	818	795	771	755	737	725	710	
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											459		413	388	365	353	342	332	325	318
												459		413	388	365	353	342	332	325
													482	434	408	383	370	360	349	
														155	124	118	112	108	105	
															452	407	382	369	347	
																371	334	314	295	
																	651	586	551	
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2011/2012		2012/2013		2013/2014		2014/2015		2015/2016		2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026		2026/2027		2027/2028		2028/2029		2029/2030		2030/2031		2031/2032		2032/2033		2033/2034		2034/2035		2035/2036		2036/2037		2037/2038		2038/2039		2039/2040		2040/2041		2041/2042		2042/2043		2043/2044		2044/2045		2045/2046		2046/2047		2047/2048		2048/2049		2049/2050		2050/2051		2051/2052		2052/2053		2053/2054		2054/2055		2055/2056		2056/2057		2057/2058		2058/2059		2059/2060		2060/2061		2061/2062		2062/2063		2063/2064		2064/2065		2065/2066		2066/2067		2067/2068		2068/2069		2069/2070		2070/2071		2071/2072		2072/2073		2073/2074		2074/2075		2075/2076		2076/2077		2077/2078		2078/2079		2079/2080		2080/2081		2081/2082		2082/2083		2083/2084		2084/2085		2085/2086		2086/2087		2087/2088		2088/2089		2089/2090		2090/2091		2091/2092		2092/2093		2093/2094		2094/2095		2095/2096		2096/2097		2097/2098		2098/2099		2099/2100		2100/2101		2101/2102		2102/2103		2103/2104		2104/2105		2105/2106		2106/2107		2107/2108		2108/2109		2109/2110		2110/2111		2111/2112		2112/2113		2113/2114		2114/2115		2115/2116		2116/2117		2117/2118		2118/2119		2119/2120		2120/2121		2121/2122		2122/2123		2123/2124		2124/2125		2125/2126		2126/2127		2127/2128		2128/2129		2129/2130		2130/2131		2131/2132		2132/2133		2133/2134		2134/2135		2135/2136		2136/2137		2137/2138		2138/2139		2139/2140		2140/2141		2141/2142		2142/2143		2143/2144		2144/2145		2145/2146		2146/2147		2147/2148		2148/2149		2149/2150		2150/2151		2151/2152		2152/2153		2153/2154		2154/2155		2155/2156		2156/2157		2157/2158		2158/2159		2159/2160		2160/2161		2161/2162		2162/2163		2163/2164		2164/2165		2165/2166		2166/2167		2167/2168		2168/2169		2169/2170		2170/2171		2171/2172		2172/2173		2173/2174		2174/2175		2175/2176		2176/2177		2177/2178		2178/2179		2179/2180		2180/2181		2181/2182		2182/2183		2183/2184		2184/2185		2185/2186		2186/2187		2187/2188		2188/2189		2189/2190		2190/2191		2191/2192		2192/2193		2193/2194		2194/2195		2195/2196		2196/2197		2197/2198		2198/2199		2199/2200		2200/2201		2201/2202		2202/2203		2203/2204		2204/2205		2205/2206		2206/2207		2207/2208		2208/2209		2209/2210		2210/2211		2211/2212		2212/2213		2213/2214		2214/2215		2215/2216		2216/2217		2217/2218		2218/2219		2219/2220		2220/2221		2221/2222		2222/2223		2223/2224		2224/2225		2225/2226		2226/2227		2227/2228		2228/2229		2229/2230		2230/2231		2231/2232		2232/2233		2233/2234		2234/2235		2235/2236		2236/2237		2237/2238		2238/2239		2239/2240		2240/2241		2241/2242		2242/2243		2243/2244		2244/2245		2245/2246		2246/2247		2247/2248		2248/2249		2249/2250		2250/2251		2251/2252		2252/2253		2253/2254		2254/2255		2255/2256		2256/2257		2257/2258		2258/2259		2259/2260		2260/2261		2261/2262		2262/2263		2263/2264	
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Regular Giving Roll-out

- Puppy Sponsorship and test F2F launched in Nov 2010
- Moved to sponsorship of a Litter as opposed to single puppy, to increase probability of successful dog
- Introduced dollar handles for higher avg gift options
 - \$21.50 a month – student/pensioner program
 - \$31.50 a month – GD Program only
 - \$41.50 a month – GD Program + vision services
 - \$51.50 a month – All GD services

Original Donor Journey

- Street sign up – pitch card
- 3 days later – welcome phone call
- 1 week later – welcome letter & book
- 4 months later – pupdate 1
- 2 months later - newsletter
- 4 months later – pupdate 2
- 4 months later – pupdate 3
- 2 months later - newsletter
- 4 months later - final pupdate/graduation/roll over – pupdate 4
- Graduation event

Original Donor Journey



Guide Dogs
SA-NT your eyes and ears



- Over a 2 year journey, we communicated via
 - Face 2 Face, with a phone welcome
 - DM
 - plus an event if you were lucky enough to RSVP in time
- A total of 10 touch points over 24 months

Year 1 Results / Learning's

	actual	target	variance
100 day attrition	25%	20%	25%
12 month attrition	48%	42%	14%
delinquency	25%	10%	150%

- Litter roll over cancel rate was 1% as we focused on successful dogs in the litter
- Phone calls had tripled with donor enquiries and cancels
- Payments into the system had expanded and were putting a strain on finance department
- Donors missing out on graduations because high donor volumes
- More demand to meet puppies and see photos and SMS videos
- Dog trainers were busy training dogs and no-one was taking photos
- Following 4 litters a year was difficult
- Internal call centre culture not accustomed to asking donors to upgrade
- Had no system to deal with delinquency / failed payments
- Needed industry benchmarks / advice as we were unsure on market trends
- No regular training system with supplier
- No mystery shopping

Year 2 changes

- Data Profiling (elderly donors v younger donors)
- Donor surveys (what they want, then deliver, then tell them you delivered)
- Created annual event 'Unleashed' – charged \$25 to attend to replace the graduations
- Employed a part time Donor Enquiries assistant to deal with phone calls
- Recruited volunteers to help finance department with payment processing
- Moved to communicating about 2 litters a year – easier to communicate
- Negotiated with trainers to attend their training from a distance to take photos
- Created a regular staff training program
- Outsourced upgrade / delinquency / reactivation to industry professionals
- Attended Fundraising conferences and networked
- Created new dashboard reporting

New Donor Journey

- Theatre street sign up, take home material – brag book, toy dogs, glasses
- Welcome call – refined to be more donor focussed
- Welcome pack – amended to save costs, includes birth certificate to place into the brag book
- Welcome SMS / email – puppy video x 12 videos
- Pupdates x 5 a year (included discount offers from corporate partners)
- Invitations to Paws Parade
- Invitations to Quiz Night
- Invitations to City to Bay
- Unleashed – annual event
- Paw prints – changed to donor focussed newsletter not services focussed
- Virtual Giving products
- Facebook posts
- Twitter tweets
- Upgrade calls
- Reactivation calls
- Retention / delinquency calls



Guide Dogs
SA-NT your eyes and ears

Puppy Sponsorship Journey

18 months
5 Pupdates

SIGN UP

BRAG BOOK

BIRTH CERTIFICATE

GIFT

Bookmark

Touch Points

SMS
E-newsletter
Social Media
Twitter, Facebook,
Pinterest and Flickr

GIFT

Magnet

Pupdate
Text and images
& panels

Pup Card
Ellis

Pup Card
Elton

Voucher
Card

PUPDATE 1

Touch Points

SMS
E-newsletter
Social Media

PUPDATE 2

Pupdate
Text and images
& panels

Pup Card
Ebony

Pup Card
Eden

Out & About
special
Edition
card

GIFT

Car
sticker

Touch Points

SMS
E-newsletter
Social Media
PawPrints

GIFT

Badge
or pin

Pupdate
Text and images
& panels

Pup Card
Eli

Pup Card
Emmett

Postcard
(to give to
family or
friends)

PUPDATE 3

Touch Points

SMS
E-newsletter
Social Media
Birthday card
to sponsor from
E Litter
(when it occurs
in journey)

PUPDATE 4

Pupdate
Text and images
& panels

Pup Card
Elwood

Pup Card
Enzo

Meet our
clients
special
Edition
card

GIFT

Branded
xmas gift
stickers

Touch Points

SMS
E-newsletter
Social Media
PawPrints

GIFT

Photo
frame
(paid)

Pupdate
Text and images
& panels

Pup Card
Ernie

Now
and then
special
Edition
card

Graduation
invite

PUPDATE 5

ROLLOVER

Attend graduation
"Unleashed"

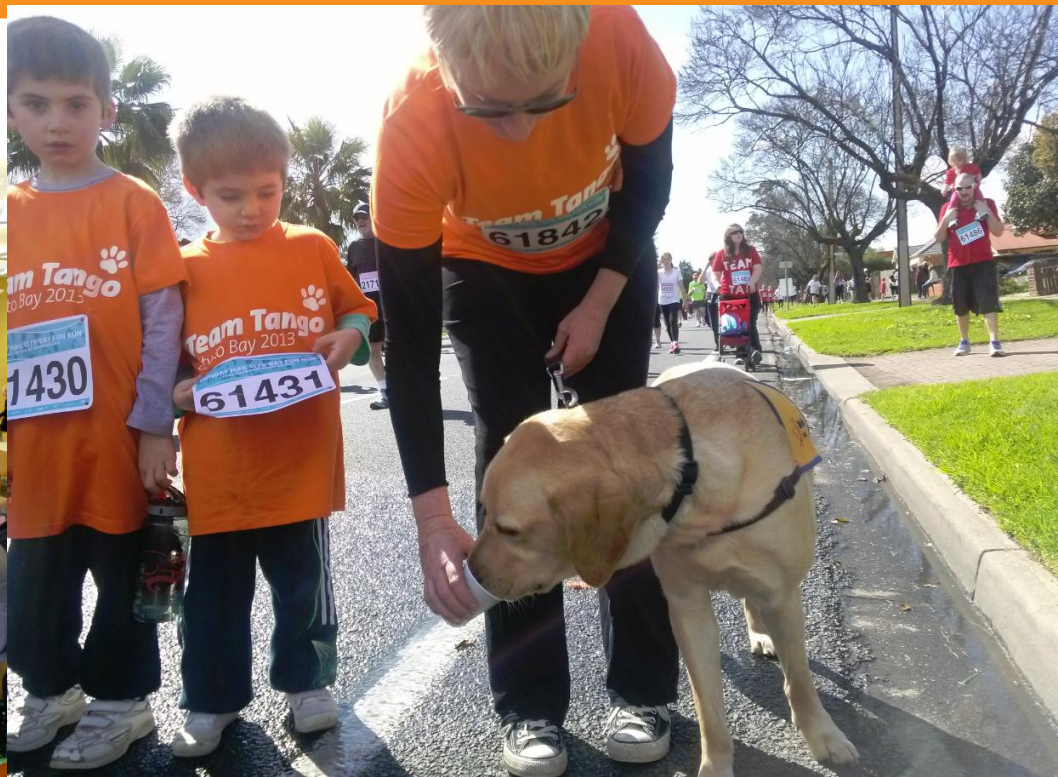
Rollover to new
litter

THANK
YOU
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NEW "H"
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GIFT



Unleashed – Signature Event



Guide Dogs
SA NT your eyes and ears



+ Tele-Marketing Explosion



Guide Dogs
SA.NT your eyes and ears



Upgrade
Reactivation
Delinquency
Conversion
Acquisition
Lottery
Bequest



Engagement Levels

Over 24 months, we had 11 channels

- Theatre F2F
- Tele
- DM
- SMS
- Email
- Social Media (FB & Twitter)
- Events (4 a year)
- Survey's (important for 2 way communication)
- Value add offers in pupdates
- Product give away

- And most importantly around 30 touch points (doesn't include FB posts, Tweets)

Year 2 – Results & Learning's

- Program KPI's improved significantly

	actual	target	variance
100 day attrition	20%	25%	20%
12 month attrition	39%	45%	13%
delinquency	13.5%	10%	35%

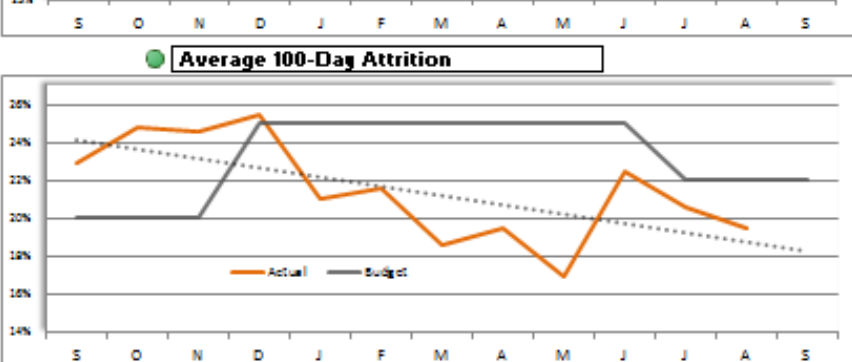
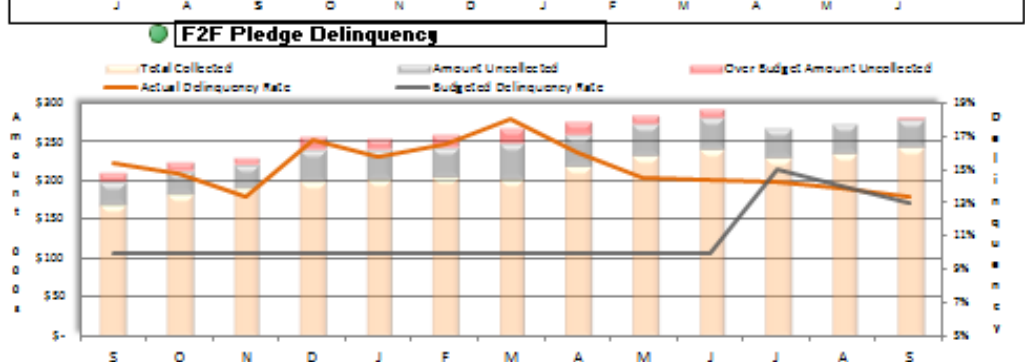
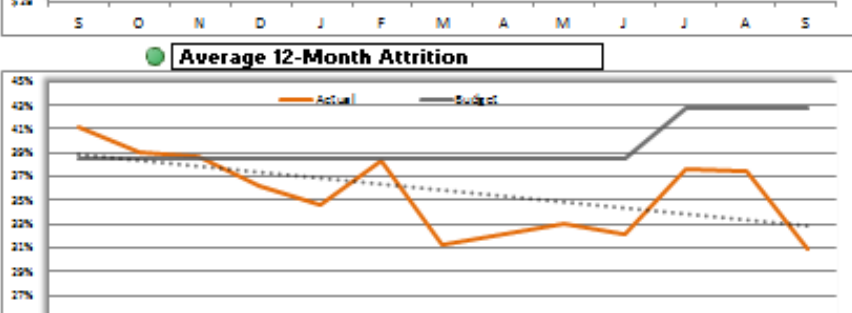
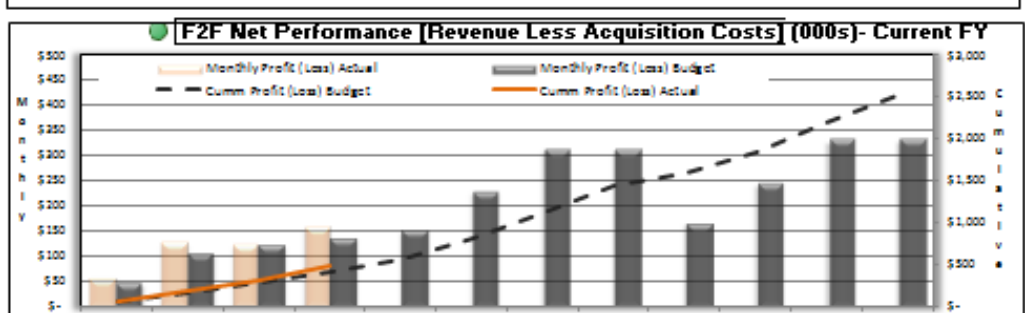
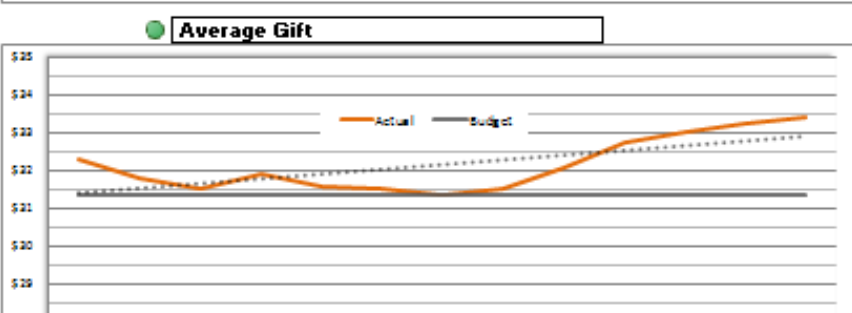
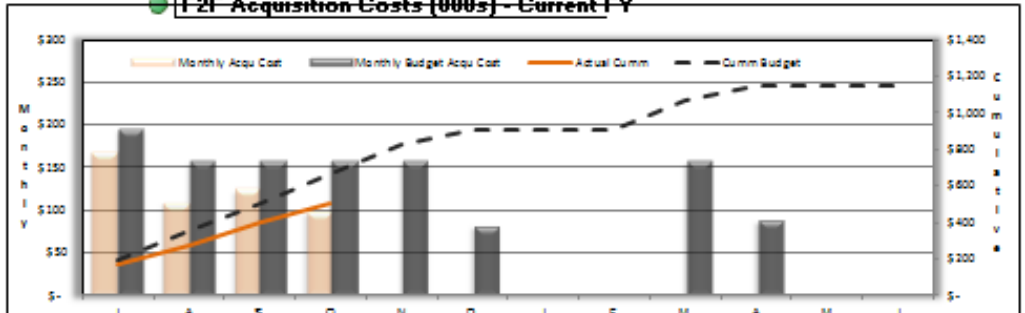
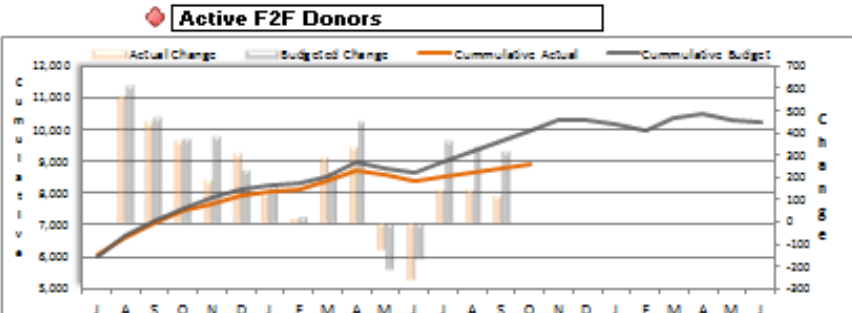
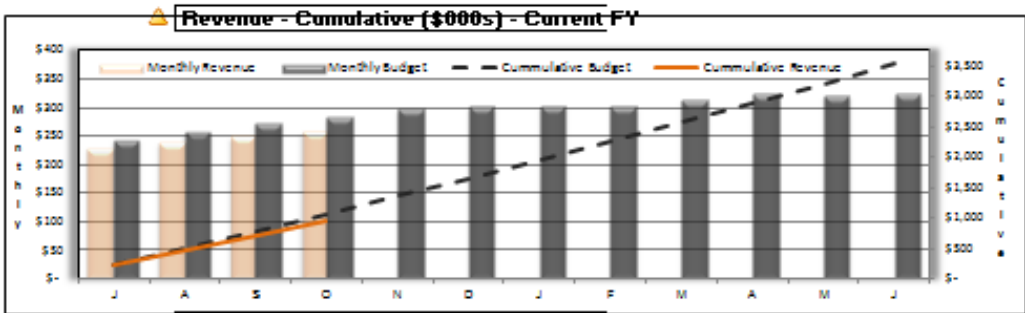
	Y1	Y2
100 day attrition	25%	20%
12 month attrition	48%	39%
delinquency	25%	13.5%

Year 2 – Results & Learning's

- Continue to improve delinquency
- Data exporting, importing, segmentation getting messy and demanding
- Expanding participation of donors in events
- Improving relationship with external call centre and being more involved with scripts (using data to improve scripts)
- Maintenance of the program growing – increased letters, phone calls
- Refining dash board reporting
- Exploring industry knowledge of what's next?

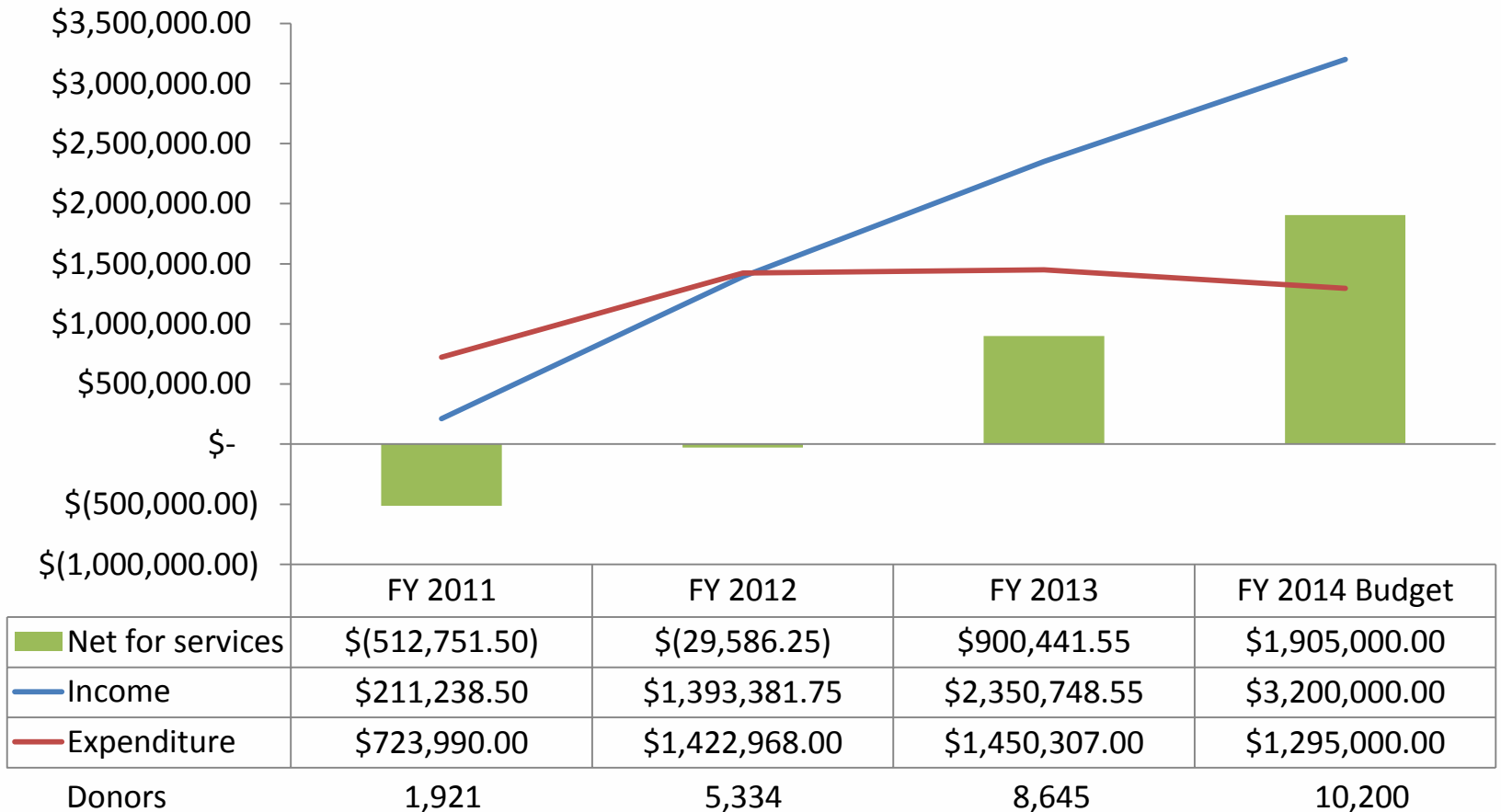
Face2Face Program - Key Performance Indicators - FY 2014

as at 30 September 2013



F2F Net Revenue

Face 2 Face – Net performance



Total investment \$4.89m, return of \$7.15m, net of \$2.26m

BDU Revenue

Net Revenue (ex bequests)



Conclusion

- A good fundraising strategy is based on 3 key components
 1. Acquisition
 2. Retention
 3. Stewardship
- Survey donors, 2 way communication, learn, implement and prove
- Create a digital communication strategy
- Maximise your existing channels based on donor profiling
- Test, data is king, segment and learn
- Model & plan everything
- Teach your team about fundraising principles
- Be donor centric, not organisation centric (you not we)
- Diversify your revenue streams
- Have fun