**REVIEW OF EXISTING DONOR MARKETING TACTICS**

As part of the review of ABM’s current stakeholders and audiences, the existing marketing tactics used to nurture new, existing and lapsed donors have been analysed to feed recommendations that ABM can implement to see growth from within its existing support base.

Below is an outline of the existing tactics used and a traffic light system used to highlight what’s working effectively (green), could be improved (orange) and needs review (red). Recommendations of new tactics to further enhance donor relations will be offered in the final strategic marketing plan but to ensure a cohesive and practical document, brief suggestions for enhancement are noted below where appropriate. Logistical implementation is not detailed.

*The evaluation of growth will be added at the end of this document in April, as per the timeline plan.*

**New Donors:**

Welcome letter / first receipt – new donors receive a welcome letter as part of their first receipt. This is a useful tool and should be further enhanced by developing an official Welcome Pack with a receipt, welcome letter, prayer diary and the latest edition of Partners. This will not affect the general new donor communication (noted below) as only past editions will be provided.

Next Donation Request – ABM doesn’t currently automatically offer a second donation request to donors in a specific timeframe. Whilst research shows this is a most effective fundraising tactic the ABM ethos and donor profile should be taken into account. Therefore, the donor relationship could be nurtured via a letter or email that shares a story or video and an extra thank you, with a soft ask included. This has been trialled following some emergency appeals but could be implemented in a more strategic approach.

General New Donor Communication – new supporters receive specific mailings, appeals and e-newsletters depending on the details known (ie: email or postal address) and their mailing preferences. This is currently managed well through Raiser’s Edge.

**Lapsed Donors:**

Lapsed Donor Letter – this tool is not currently utilised. ABM should determine a timeframe (eg: 12 months) and implement a letter/email that is sent to donors who have previously given but not donated in the last period. The communication reminds donors to give if they have forgotten and also allows ABM to be more effective with communication if the donor wishes to be removed from future mailings etc.

**Active Donors:**

Updates on projects to parishes pledging donations through the Project Book – the Communication team sends project updates to parishes who have pledged donations to specific projects through the Project Book. This is an excellent tool that helps connect the donor to the cause and builds a relationship with ABM and its projects.

Updates on projects to donors retrospectively – it has proven more difficult to update parish and individual donors about the projects they have given to when they are not given through the Project Book pledge system. From an administrative perspective this is a challenge but not impossible. The effective use of Raiser’s Edge to track the projects combined with changes that are underway to ensure the website has project updates on pages with friendly URLs may assist so that emails can be sent to donors offering updates online. A master project letter with variable fields could also be set up in Raiser’s Edge to assist with these project updates.

**Major Donors:**

Classification – ABM classes major donors as those who donate over $2000 in one donation. It is recommended that this be extended to include anyone who has given over $2000 in a year. Parishes are classed as major donors if they give over $5000. There are XX number of Major Donors?

Acknowledgement – major donors currently receive special acknowledgement in the form of a different letter signed by the Executive Officer. To further acknowledge significant donations ABM can consider the Executive Officer hand signing or adding a personalised hand written note to donations, where appropriate as well as having the Executive Officer or a board member call major donors to thank them.

Fostering Relationships – to further build relationships with ABM’s major donors they could be invited to all ABM events in their region. The Project Book could be sent to all individual major donors (it is sent to some if they have requested it).

Philanthropic Giving – ABM may be able to tap into the giving of major and philanthropic trusts, although it should be noted that many will not give to religious organisations. Further research should be undertaken as to the likely success as this work takes significant time and requires a dedicated resource.

**Bequests:**

Developing Bequestors – the bequest program has been in development for some time. A booklet which can be sent to potential givers has now been signed off. The 12 page booklet contains information on ABM and its projects, how bequest money will be utilised and provides information for Will inclusion. This booklet should be sent to all major donors and any new enquirers or those who have shown an interest in leaving a bequest. It is also useful to circulate through key supporting parishes.

Nurturing Bequestors – a system has been developed by the Communication team that will allow follow ups to be sent to ‘planned’ givers and ‘confirmed’ givers will be nurtured. The ‘confirmed’ givers will receive VIP invitations to local ABM events in their area and have the option to be included on the ABM website honour page.

**Online:**

Online Donations – ABM’s website donation page is simple but constrained by the technology platform, Net Community. The online donations could be enhanced by the use of images and a thank you video (a specific video thanking donors following their gift). Recent research by the Church Agency Network has other useful suggestions to enhance online donations.

**Appeals:**

Emergency Appeals – ABM’s fundraising success with Emergency Appeals sees a correlation between mainstream media coverage and fundraising income. For example, the recent Vanuatu appeal had good secular press coverage and ABM chose to email parishes and bishops directly. Emergency Appeals have proven to be an excellent way to attract new donors. If ABM receives PBI status, as is being applied for, this may be useful in further developing Emergency Appeals at a local level.

Number of appeals and cost ratio – ABM runs 10 appeals each year, which is a large number for a small not for profit. It may be more viable to reduce the number of appeals by combining some or removing some as some costs of appeals are over 50% of the fundraising. If the number of appeals is reduced, resources could be used to further enhance key appeals like Easter and Christmas when a large number of Anglicans are attending church. This may be a way to attract nominal Anglicans as new donors.

**Notes:**

Amongst the above review and brief recommendations are some complex administrative processes. It must be noted that some of these suggestions are easier said than done and consequently, to implement the changes time and staff resource is critical. However, there is no doubt that whilst significant time investment is required to initiate these fundraising tools, if technology and processes are used appropriately they should not be overly onerous tactics.

It is important to note some of the underlying issues that are limiting the effectiveness of ABM’s fundraising tactics. Through the review of fundraising tactics the below has been identified but this is not an exhaustive list.

* Different technology platforms that track donations eg: Raiser’s Edge and Net Community (online) make it difficult to track online donations and consequently reporting can be clunky.
* The complex nature of ABM’s tax deductibility makes for complicated receipting. A detailed analysis of this issue has not been completed but it is recommended that this tax deductibility somehow be streamlined to enhance receipting for donors.
* While it is suggested that the number of appeals be reduced to ensure resources are used effectively, it is noted that some appeals cannot be dropped due to church connections and the mission of ABM.
* The nature of ABM’s Diocesan committees makes it difficult to always be aware of events and local relationship building opportunities.

**Evaluation of Growth to be added here as of April End.**