

ABM *Anglican Board of Mission - Australia* **Working for Love, Hope & Justice**

Marketing Project

Final Draft for the MWG

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Note: Recommendations detailed in relevant sections

EXECUTIVE SUMMARY

Since January 2016 work has been undertaken to develop a detailed understanding of ABM's current marketing and fundraising tactics, to analyse the supporter audience and its potential for growth or decline as well as review the programs and brand of ABM to determine general marketability.

Outputs produced and enclosed as part of this report include a;

- SWOT analysis
- Audit of ABM's marketing performance in the last decade
- Stakeholder analysis
- Donor marketing tactic review
- Evaluation of support base growth
- Positioning summary
- Key message analysis

Research has included interviews and meetings with key stakeholders such as communication and programs staff, the Marketing Working Group and board members. Data analysis has been performed through Raiser's Edge fundraising database as well as qualitative research and analysis of current and historical marketing documentation. Two surveys, one with supporters and one with an external audience were also conducted.

Key findings and recommendations can be summarised into the following sections:

- Stakeholder Engagement

ABM's groups and committees are complex but recommendations are offered to ensure the stakeholders continue to effectively market ABM's work. Key opportunities include the development of simple and effective resources and further investment and administration of the Speaker program. These have the potential to be implemented in a prompt manner.

- Fundraising and Growth Opportunities

Detailed in the donor marketing tactic review and evaluation section of this report are many recommendations for the development of existing and implementation of new marketing and fundraising tools. It has been found that growth from within the existing supporter base as well as acquiring new donors from within the Anglican Church are possibilities in the short term. Acquisition from Emergency Appeals and investment in bequests and regular giving are key opportunities.

- Communication Tools, Branding and Program Repositioning

There are detailed recommendations outlined as part of the Positioning Summary. A main focus of this is providing additional value or incentive to ABM's supporters, existing and new, by offering further ministry and mission resources. It is also important that decisions be made around ABM's brand refresh. It is recommended that this is proceeded with, based on positive feedback from internal and external audiences. Communication with supporters is also central to recommendations in this section. Consistent key messages are required but tailored project communication through a variety of media will enhance the engagement of ABM's supporters.

The timeline at the end of this report presents a phased approach to the recommendations detailed throughout. It must be noted, there are a significant number of recommendations offered, both large and small in scale. This has been done to present ABM with a full picture of the opportunities

available in the marketing and fundraising portfolio and to ensure this is a genuine overview and of ABM's marketing opportunities. These recommendations and the phased timeline must feed into the pending Strategic Marketing Plan that will offer more detailed actions and act as a working document based on ABM's chosen priorities.

INTRODUCTION

Background

It is timely to consider ABM's marketing strategy, evaluate existing marketing tools and consider new audiences and tactics that may benefit the organisation in sharing its good news and generating supporters and income.

ABM has identified that in the last decade it has not specifically reviewed its marketing strategy or the way in which it communicates with and promotes itself and its work among its target audiences.

Despite having a highly engaged supporter base, ABM is aware that its traditional donor base and constituents are in decline and consequently, fundraising income may decrease in the coming years.

Government income for ABM 's development work is also likely to reduce, perhaps substantially, in the near future and will no longer offer some cushioning for the reduction in fundraising income.

However, ABM's income for emergency relief work has continued to grow and ABM's moves to gain Public Benevolent Institution status may provide opportunities to expand emergency relief efforts to include developed countries and domestic emergencies within its emergency relief fundraising and to improve fundraising for Aboriginal and Torres Strait Islander Programs.

With consideration of these external factors and the aim to reset ABM's marketing strategy, this marketing project seeks to achieve the objectives below, with the next step being to develop a strategic marketing plan for ABM to consider.

Objectives

- 1) Review and analyse ABM's marketing performance over the last ten years.
- 2) Review the current marketing activities to determine strengths, weaknesses, opportunities and threats.
- 3) Review ABM's current stakeholders and audiences, including its existing support base and its potential for growth or decline over the next five years.
- 4) Review the existing programs ABM offers to determine their marketability.
- 5) Review the marketability of ABM's brand and the effectiveness of the related messaging with its existing stakeholders and support base and its potential for attracting new supporters.

AUDIT

This audit is part of the initial research that will feed into the broader marketing project plan for ABM. This section identifies the major marketing tactics used over the last decade and specifically notes the introduction of any new tactics during the period.

Data has been collected from Raiser's Edge fundraising database to compare any correlation to the introduction of new tactics to new donors or fundraising increases. However, this data analysis is limited as it is based on the metrics collected in previous years and consequently doesn't have a consistent comparison point.

The information below has been collected from interviews, a review of ABM's previous marketing plans and associated literature as well as the data analysis.

Timeline: (Debra may have some edits to the timeline)

The following lists the key marketing tactics and identifies any new tactics or points of interest over the last decade. Please note; this is limited to the review of marketing plans on file and current ABM staff knowledge.

2006- A fundraising appraisal was conducted by an external consultant. It is not clear what action was taken.

2007- Partners became twice a year instead of three times annually

The Project Book commenced as a financial year fundraising tool

2008- Website redeveloped

2009- New Marketing & Fundraising Manager (Melany)

On a Mission email commenced as a bi-monthly email

Prayer Diary was established in a new format

Icon logo use discontinued

2010- A strategy was prepared regarding ABM's supporters and how marketing and fundraising tactics could be used to further engage supporters. Again it is unclear on any action.

ABM joined Facebook

The Project Book became an annual fundraising tool (not released at financial year)

The Indigenous Campaign, usually held in July was dropped.

Fundraising in schools, with the Schools Challenge, was initiated.

2011- New Marketing & Fundraising Manager (Chris)

2012- On a Mission became a monthly email

Instead of two separate appeals, the Christmas Appeal became a part of the Advent Appeal.

2013- The Lent and Good Friday Appeal became the Lent Appeal and a separate Good Friday and Easter Appeal.

Schools fundraising was initiated again, but continues to struggle.

2014- New website launched

2015- The most significant media coverage in many years, with the launch of the Vanuatu Emergency Appeal

Christmas e-card commenced

*It should be noted that ABM Speaker engagements are done consistently over the years.

Data Analysis

This audit aimed to assess if there was any correlation between marketing tactics and new donors. The below Table A summarises the number of new donors each year. When compared to the above timeline, there appears to be no correlation between the marketing tactics and the numbers of donors.

However, through the analysis of data it was discovered that the number of new donors increases based on Emergency Appeal income. Although certainly not consistent, with the outlier year of 2009, the data in Table B shows the relationship in recent years between the higher number of new donors and the higher amounts of donations in Emergency Appeals.

The raw data relating to new donors and Emergency Appeal income can be found in Appendix A.

Summary of Audit

This audit has illustrated some key learnings about ABM's donors and marketing tactics. The fact that donor numbers haven't fluctuated based on marketing tactics could highlight a loyal supporter base but also suggests the marketing tactics used have been safe and haven't driven non-financial supporters to become donors.

It should also be highlighted that the longevity of some of the tactics proves success amongst ABM's stakeholders. For example, the Project Book and Prayer Diary.

However, there are also tactics that have been tried a number of times and are still yielding limited results such as fundraising in schools.

The changes in appeals, removing appeals or combining some, has proved useful as income has remained relatively consistent (ignoring donor attrition). There is potential to further review appeals to ensure resources are being used effectively as well as target appeals to more specific or niche groups of stakeholders, both of which will avoid donor fatigue.

The timeline notes two website redevelopments as well as the launch of ABM's Facebook account but other online tactics are limited. In the future, the implementation of new online tactics may increase supporters in a younger demographic and see further growth in new donor numbers. There is also potential in acquiring new supporters through ABM's Emergency Appeals.

Of interest is that whilst speaker engagements have been a long standing tool used to raise awareness of ABM's work, limited data is recorded to track donations following speaker engagements and tracking such information could prove useful in improving this marketing tactic.

In summary, ABM's marketing performance over the last decade has been conventional. Standard and reliable marketing tactics have been used to communicate with ABM's supporters which have yielded good but expected results. Some of the tools used are most successful but others tired. The

audit has highlighted ABM is cautious with risk taking in marketing and fundraising tools which is appropriate given its stakeholders and supporters but something to consider given the macro environment influencers of a declining donor base.

SWOT

This SWOT is part of the initial research that will feed into the broader marketing project plan for ABM. The SWOT identifies the strengths and weaknesses (internal) and the opportunities and threats (external) specific to ABM's marketing – the messages, audiences, tactics and more. Naturally, some of the points relate to ABM as a wider organisation.

The information has been collected through research and observation from the consultant as well as consultation with the communication team.

Strengths:

- Loyal and engaged supporter base
- A powerful database tool to segment audience and communicate effectively
- The official national mission agency of the Anglican Church of Australia
- Strong partnerships and relationships – both of the communication team and ABM as a whole
- Quality of work and attention to detail is high
- The missiology and ethos of ABM (the focus on partners not missionaries) is a strength-based one and the choice of ethical projects allows for positive stories to be communicated
- Appeals and publications are consistent and reliable, they are on schedule and donors know what to expect
- Resources produced are well received eg: Lent Resources
- ABM communicates effectively to the traditional ABM demographics of supporters ie: through parishes
- A trusted cause
- The variety and amount of work achieved in a small team

Weaknesses:

- A variety of messages which can compete with each other or confuse an audience – Church to Church vs Development and the number of projects
- Database under-utilised as some data is missing eg: individual donors from parishes aren't captured or details like ages not included
- Segmented fundraising strategies such as lapsed donor or new donor strategies are under developed and resources to target new donors to grow the database are limited
- The absence of a robust bequest or "In Memory" program
- Getting current and quality information and photos from partners to assist with emotional story-telling
- The flexibility required to react to changing priorities in the organisation can create a lack of direction
- Research and Development – resources and processes don't allow the testing or review and analysis of marketing
- Like all not-for-profits, limited resources (time, people and money) limit the amount of activities achieved in a small team. The diversity and quantity of tasks required is high
- The brand is slightly dated which can limit the appeal to a younger demographic. This is not just the logo but the logo does define the identity of the organisation and consequently, the

look and feel of ABM's collateral and promotions could be refreshed to provide rejuvenation to the brand

- Some marketing tactics have been used for long periods which can cause donor fatigue

Opportunities:

- Engaging with a young demographic through Anglican schools
- Social Media platforms can be further developed to communicate with new audiences and can also be responsive to external factors in a timely manner
- ABM securing PBI status to broaden fundraising opportunities
- Disasters and the launch of Emergency Appeals bringing new donors to ABM
- Event driven fundraising could be an opportunity to further engage a younger demographic
- Use of the wider church network to support ABM to produce more prayer resources to go with campaigns
- Partnerships with other like-minded agencies allow the sharing of resources to engage with new audiences

Threats:

- The declining demographic of ABM's traditional supporter base
- Reduction in government funding
- Competitors including other Anglican agencies, other church based agencies as well as other charities or causes within the parish. The main other Anglican Agencies defined as competitors are – Anglican Overseas Aid, Anglican Aid (Sydney), Anglican Aid Abroad (QLD), Anglican Relief and Development Fund.
- Confusion in the marketplace – it is common that Anglicans think ABM is Anglicare
- Pull factors from the external church extend to ABM's management and flow through to the communication team which contributes to the limited resources

STAKEHOLDER ANALYSIS

ABM has a complex variety of stakeholders and audiences to communicate with. As part of the review of ABM's marketing, a summary of key internal stakeholders is provided below and recommendations as to how the groups and committees can be used to further effectively promote ABM's work are offered.

This analysis is a small part of the research conducted as part of the project plan and will feed the broader recommendations to the draft strategic marketing plan. The research conducted includes interviews and a survey with stakeholders.

Groups

Board

Board members are not directly involved in the daily happenings of marketing of ABM. However, the members themselves are a key tool to share the work of ABM during their other roles in the wider Anglican Church. Those who completed the survey indicated they had the necessary resources to promote ABM.

Staff

As with board members, staff members can be used as marketers for ABM. Staff indicated they had the information required to market ABM, particularly the Project Book and website.

Committees

ABM relies on the hard work and dedication of volunteer representatives in each diocese. These people have a passion for the mission of ABM but each diocese has different needs and each is served by an ABM representative in many different ways. Some are sole representatives that have to cover a geographically large area, and some are chairs of a committee with a team of volunteer helpers to support them. The diversity in these committees and Diocesan Representatives makes it complicated to communicate with them in a streamlined manner. However, most in this group of stakeholders indicated they feel resourced appropriately to promote the work of ABM.

Auxiliary

The ABM Auxiliary began in 1910 and today it prays for, promotes and supports the work of ABM. Membership of the Auxiliary is open to all members of the Anglican Church. Each year the Auxiliary selects a project to be the focus of prayer and fundraising and over the years the Auxiliary has raised over one million dollars. Those of the Auxiliary Executive surveyed indicated the marketing resources provided were of a professional nature and met their needs.

Associates

ABM Associates are supporters who choose to pay a \$30 annual fee as an expression of commitment to ABM. Associates of ABM have an opportunity to participate in the running of the organisation as they elect a member of ABM's Board and a member to each of ABM's Committees (Church to Church and Community Development). These Associate members are elected for a term of three years and each year a meeting of Associates will be called and the Board will report.

Supporters

Supporters include ABM's financial donors as well as those who support the organisation in other ways. Please see a detailed analysis in the review of Fundraising Tactics.

Recommendations

The below recommendations are offered to achieve part of Objective 3, to suggest how ABM's groups and committees might further effectively market ABM's work.

- Whilst the committee structure could certainly be streamlined to improve efficiencies, it is recognised this is almost impossible given the voluntary nature of the committees and the history behind each diocese's establishment of its group. Therefore, it is recommended the committees continue to be communicated with as is currently done and consequently they will be used as engaged, useful local resources.
- It has been identified that some stakeholders would benefit from a new resource that clearly but simply highlights the work of ABM or explains the complex nature of some of ABM's work. It is recommended that an info-graphic be developed. (See Appendix B). This tool will simplify ABM's complex messages but may also appeal to a younger audience. It could be shared electronically and as a hard copy flyer.
- It is evident that the Diocesan Representatives Conference is a key tool to communicate with the representatives and is highly valued by this audience. It is recommended that this conference continue to be used as a marketing tactic and perhaps as part of the conference, representatives be further resourced with tools they can take back to their Diocese. Eg: posters, videos on usb and the new info-graphic. Some representatives also indicated they would find general marketing education useful such as speaking tools (below) or social media education and this teaching could be a part of the conference.
- Many of ABM's stakeholders may be used as or deal with ABM speakers. Feedback from different audiences indicated that they would like more ABM speakers or that as an ABM speaker they would like more training and presentations made available. While there are many challenges in sourcing quality speakers and tracking speakers, it is recommended that the Speaker Program administration be reviewed and tools such as speaking presentations, training, feedback and donation tracking be further developed. This may not require new resources but simply existing tools being presented to potential speakers in a different format as a training package. This may encourage new speakers as well as motivate existing ones.
- The Auxiliary is an effective fundraising group. Feedback received indicated that the Project Kit for the Auxiliary project is well presented and useful so it is therefore recommended that these tools be continued.
- ABM's Associates pay a fee as an "expression of commitment to ABM". It is recommended that as part of this commitment the Associates be encouraged to market ABM further in their own circles. Associates could receive a welcome pack (electronic or hard copy) upon payment of their fee which could include resources to both inform them and be shared with others. As with the above speaker tools, these may simply be existing resources like videos, flyers and the new info-graphic that can be packaged as an Associate Welcome Pack.
- Please also see the detailed recommendations for growing supporters and financial donations in the Fundraising Tactic Review.




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 support base growth follows this review.


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. Phone calls are another effective tool to reactivate lapsed donors.

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.
- Regular Giving – a Regular Giving program does not exist at ABM and is an area for potential growth. In the recent Support Survey 25% of respondents said “yes” they would consider giving to a regular giving program and a further “maybe”. This highlights potential for growth from within existing ABM supporters. Such a strategy also has potential to connect with a younger Anglican demographic who prefer an easy and small but regular donation option.

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 (Divya confirming number)**
- 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 **nine (CB to confirm if more?)** 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 SUPPORT BASE GROWTH

The above review of ABM's donor marketing or fundraising tactics highlights areas of improvement (indicated in red and orange) and these are also potential growth areas. Growth of ABM's support base can be derived from new donors as well as financial growth from existing supporters. This evaluation seeks to highlight how such growth may be achieved and is grounded in data analysis from ABM's Raiser's Edge database.

Background Data

The 2006 census reported 19% of Australian regarded themselves as Anglican. Since 1996, those affiliated with the Anglican faith decreased by 5% to 3.7 million. The 2016 Census on August 9 should be considered as evidence shows the number of Anglicans is decreasing.

This census data would suggest that the ABM supporter base will also decrease however, measures put into place now can offer growth from within the supporter base as well as an attempt to welcome new donors from within the wider Anglican Church.

Currently (as at March 2016) ABM has 14422 supporters in its fundraising database, Raiser's Edge. Not all of these are active supporters but XX (figure coming from Divya) of donors gave a donation in the last 10 years.

The largest numbers of supporters live in New South Wales and Victoria but the highest value average donation comes from donors in New South Wales and Western Australia. Almost 30% of ABM's top 100 donors (those who have given the largest amounts over their lifetime of support) are based in Sydney. Unfortunately, ABM does not have demographic data such as age and sex.

In the last 10 years an average of 600 new donors come on board each financial year but this correlates closely with the Emergency Appeal income results. Conversely, there are numbers of supporters being removed from the database. The most common reason for this attrition is that the supporter is deceased or a parish or organisation ceases to exist. For example in the financial year 2014-2015; 83 people were removed as deceased, 77 people asked to be removed and 185 supporters were removed due to mail returned to sender.

Annual fundraising income fluctuates due to Emergency Appeals and bequests. Excluding these funds there has been no significant variance (of plus or minus 10%) for the last five years. In some years income has grown by up to 9% while in others it has reduced by 6% so there is no consistent trend of increasing or decreasing fundraising income. However, fundraising income of 10 and 20 years ago was XXXXX (again data coming from Divya and then I'll note - does this highlight less supporters giving more money or is there a reduction in income?)

The full table of campaign income of the last 5 years can be found in Appendix C.

Growth Opportunities and Recommendations

The following are opportunities for retention and growth from within the existing supporter base.

- Growth from investing in bequests

It is recommended that the new bequest tools mentioned in the above review be rolled out by the communication team to existing donors and parishes. For further growth, the bequest material could also be distributed to Anglican retirement homes and all parishes.

- Growth through major donor and philanthropic development

It is recommended that research be undertaken to consider if major grants and philanthropic trusts be a viable fundraising option for ABM. The classification and recognition of ABM's existing major donors is also a worthwhile investment to grow income from within this segment of ABM donors.

- Reengaging lapsed donors to see growth

It is recommended that lapsed donors be communicated with to reengage support. It is much easier to activate past supporters than develop relationships with completely new supporters. Phone calls and written communication, as noted above, are tools to assist with reconnecting with lapsed donors.

- Implementing a Regular Giving program to grow regular income

It is recommended that ABM harness the supporter loyalty and engagement that exists to develop a Regular Giving program. Whilst initially such a program can seem to reduce Appeal income, Regular Giving pledges generally return larger donations overall and also offer planned giving to assist with budget forecasts.

- Growth of new donors through Emergency Appeals

It is recommended that Emergency Appeals be used as acquisition campaigns to harness support from nominal Anglicans throughout the broader church. Growth success is proven by the example of the 2015 Vanuatu Emergency Appeal. 245 new donors were acquired during this appeal. The average gift of this appeal was \$321 and of the 245 new donors, 63 gave a second gift within the following 12 months.

Of course there is also opportunity to grow ABM's donor base by communicating with new audiences within the broader Anglican Church. The following are acquisition opportunities for growth from new audiences, although of course some individuals from within these audiences already support ABM.

- Anglicans who regularly attend church but don't support ABM directly

This group falls into a number of segments; those who don't know about ABM, those who choose not to support ABM and those who give to ABM but through their parish so ABM doesn't communicate directly with them. It is recommended that as part of the Strategic Marketing Plan brand awareness be improved. Tactics to be considered could include the brand refresh outlined in the overleaf positioning outline, media coverage in Dioceses where

traditional support is lacking and posters and flyers in all parishes. It may be useful to target mission secretaries and committees in relevant Dioceses where support can be improved.

- Clergy

This is a key audience for growth. Clergy are the gatekeepers to ABM communicating in all parishes around the country. If the Parish priest supports ABM, the congregation will likely follow. This audience is a busy one so to connect with clergy an incentive can be used. For example, clergy may promote ABM's programs further if they use resources that are prepared for them such as the existing Lenten Resource, as well as prayer reflections and other seasonal resources. It is recommended these tools become a central focus to engage clergy support.

- Theology Students

In order to have new clergy supporting ABM, it is an effective tactic to engage with theology students and in doing so hopefully create lifelong ABM supporters. Where appropriate speakers could be used in theological colleges and students engaged through the education and advocacy team.

- Nominal Anglicans

This group of Anglicans attend church for special occasions only such as Easter, Christmas, funerals and christenings. The Easter and Christmas Appeals are key tools to engage this audience but to be successful the campaigns must also be pushed by the clergy. An "In Memory" donation program may also be an option to fundraise at the time of funerals, albeit those who usually choose to offer such donations have been loyal ABM supporters.

- Younger Anglicans

ABM doesn't have data regarding the age of its supporters but it is known that many of its supporters are older. To attract an audience under 45 ABM could broaden its use of Social Media, use video as a story telling tool and refresh its logo and general branding to have a more modern feel.

Please note; the above brief recommendations will be further developed in the final draft Strategic Marketing Plan. This part of the report is simply an outline of potential growth segments rather than the detail and specific actions of how to engage with those audiences.

Summary of Evaluation of Growth

In conclusion, the growth of the ABM supporter base in the next five years can be achieved with some targeted marketing to existing supporters as well as new audiences. It should be noted that the broader Anglican demographic is certainly a group that is declining so in the long term, the potential for growth of the ABM support base is limited. However, the research and recommendations indicates there is potential for a small amount of growth or at a minimum the ability to maintain fundraising income in the next five years. This consistency has been demonstrated in the last five years so with some investment in the recommendations noted, growth should be achieved.

POSITIONING SUMMARY

A review of ABM's existing "products" or programs has been undertaken to determine their marketability. This has included research on the Community Development programs, the Church to Church program, the Reconciliation program and the Education program in order to analyse the different programs' target audiences and consider the tactics used to promote each of these.

What follows is some context about ABM's wider brand positioning and a positioning summary of the programs and recommendations about what tactics might be utilised to further communicate information about the programs to the relevant audience.

ABM's Positioning

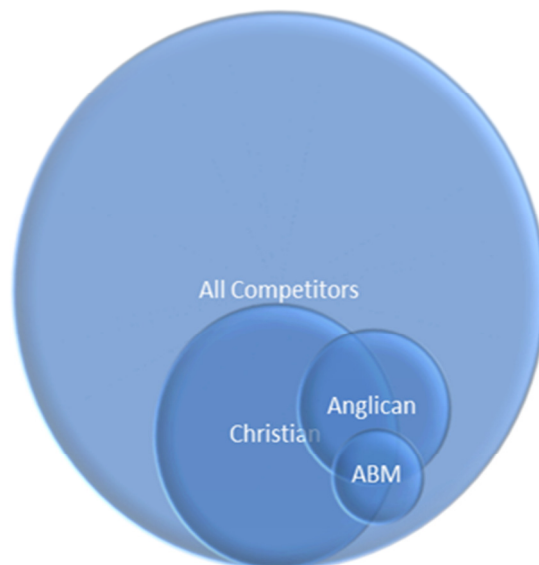
ABM's 2010 marketing plan notes;

"ABM's unique positioning can be expressed as:

ABM is the organisation through which Australians support the Anglican church to help people in ways and places that other development organisations cannot. ABM gives Australian Anglicans the chance to be part of the global Anglican Community through overseas ministry and mission.

This positioning statement expresses the unique benefits that ABM provides to its supporters so that the marketing objective - to be recognised by Australian Anglicans as the preferred mission agency in Australia – can be achieved."

ABM's products' positioning should be considered within the wider context of the whole brand. Within the Anglican agencies ABM is a traditional charity with a unique partnership model that has the potential to position ABM apart from other Anglican agencies. Competitors are detailed in the SWOT of this project and as noted in the diagram below, include other Anglican agencies, other church based agencies as well as other any other charities or causes within the parish and wider community.



ABM's Brand

It must be recognised, a brand is not simply a logo but the two are closely related. ABM has a strong brand basis, that being the emotional connection someone has with ABM. Or put differently, the brand encompasses the positioning, the messaging and communications, the logo and design, the target markets, the marketing and promotions and every touch point of ABM. It is clear a logo is a key component of ABM's brand.

In 2015 the Communication team conducted research which indicated that 80% of ABM's top supporters had a positive reaction to refreshing the brand through the use of the current ABM icon graphic that is registered with IP Australia and a change in the shade of red used in ABM's material. (Please see Appendix D for visual representation.)

These changes were chosen to create a warmer shade of red in ABM's collateral and online. They also wanted the reintroduction of the ABM icon graphic, used in the last 10 years, instead of simply the words. The icon was placed on a sphere to represent ABM's work around the world. The tagline remains unchanged.

The positive feedback from supporters is powerful as it highlights a refresh in ABM's look and feel should be seriously considered. It also indicates strong historic ties amongst ABM supporters and is an emotional connection to the cause.

At the request of the Board, further research was conducted with an external audience in the form of an online survey. 74% of respondents indicated they preferred the refreshed logo and a further 76% of respondents preferred the matching refreshed website design. This external research correlated with that of ABM's top supporters.

It is recommended that a logo refresh be seriously considered and the timing of implementation be given thought to ensure a consistency of the logo can roll out across annual publications, online and hard copy publications. It must be noted a logo should be used consistently so any changes should be rolled out across all of ABM's collateral in a timely manner.

ABM Programs' Positioning

Within ABM currently the programs are not strategically positioned to target slightly different audiences, although they naturally talk to different segments. Consequently, if repositioned fundraising income has the potential to grow as supporters are targeted rather than competing with ABM's own products.

Currently the Church to Church program connects with the traditional elderly Anglican but the need to connect further with clergy, parish secretaries and parish mission committees has been identified, as they are the gatekeepers to the parish's funding.

The Community Development and Reconciliation programs have similar audiences in that they appeal to a broader group of ABM supporters than the Church to Church program. Despite this broader potential it is clear there is capacity to further target Anglicans who are concerned about reconciliation.

While the nature of the Education team's work is to cut across all ABM audiences, there is significant potential to build resources and a value-add for ABM's markets. There is an additional ability to target a younger demographic through schools which is unique in the Education program.

ABM's fundraising income in currently XX% community development. XX% reconciliation and XX% church to church. (Figures coming from Divya)

Following interviews conducted with relevant staff, as well as knowledge of ABM's programs, each of the programs current state (current audiences and communication tools) is briefly outlined below. Information about changes that team members think can make a positive impact in the marketing and fundraising of ABM is also included, some of which feeds the recommendations.

Community Development

Appeals, the website and the Project Book are the major tools used to promote the Community Development program. However, there is a concern that there may be some processes that can be improved to ensure the most marketable projects are chosen to ensure maximum fundraising opportunity.

Competitors of ABM tend to take a more generic approach to their fundraising, promoting water or children's projects for example, rather than a specific named project. ABM's historical attempts of this have not yielded results due to highly engaged and loyal supporters but there is potential to attempt a more generic approach with a younger segment of ABM supporters.

The partnership and strengths-based approach of the Community Development program is a unique positioning point. XX% of ABM's current donors have given to a community development project highlighting the broad appeal within the audience. (Divya advising and I will add context around - does this highlight a broad appeal to supporters or is there room the reposition. Also consider whether appeals get a better return if CD or CtC project is chosen?)

Community Development staff also believe the education, advocacy and justice work of ABM goes hand in hand with marketing and consequently the team values the importance of sharing stories from partners and project updates as well as improving resources for ABM supporters.

Reconciliation

The Reconciliation program has been a small part of ABM's projects bring in approximately \$XXX (coming from Divya) of income in the last financial year. The existing ABM promotional tools such as the website and Project Book, as well as the original Reconciliation Appeal that was stopped in 2012, have been the main communication tools used to promote the program.

The staff observe that much of this success and the effectiveness of these tools is due to the historic work that ABM has done in building relationships and trust with donors, rather than a real niche audience with a passion for reconciliation projects. Consequently, the potential to reposition and grow the audience of those interested and willing to donate to the Reconciliation program is larger than some of ABM's other products.

Detailed in the recommendations is the concept of regular project updates through varied media, something the Community Development programs also favoured. Staff believe there is potential to revamp the way that ABM communicates about this work to promote it to Anglicans who are concerned about reconciliation. The communication tools should not just be website updates as data shows one of the Reconciliation project webpages was viewed only once in 2015. Varied media like video could be further explored and tools such as personalised email to directly market to targeted supporters, those who have identified interest in the Reconciliation program, should be chosen.

A Regular Giving Program (that should be wider than just the Reconciliation program) has the potential to fit well with a younger audience segment interested in the Reconciliation program and create a consistent income for programs.

Staff are also interested to learn the potential of philanthropic trusts for the Reconciliation program and note that much of this work will be led by the program team.

Church to Church

The Project Book and Appeals are currently the main way that the Church to Church projects attract funding. The Church to Church staff members believe the unique positioning for its program is the relationships with the three dioceses involved in the Good Friday Gift (Jerusalem, Egypt and Cyprus) as well as other relational partners. It should be considered why an ABM donor wants to give to the Church to Church program which previous ABM research highlights is an opportunity to participate in ministry overseas.

Recent research asked a diverse group of ABM supporters were asked to indicate which projects they prefer to support. 52% of respondents indicated ministry and evangelism projects as compared to 41% of people who selected Church to Church. When asked why they give to ABM only 3.5% of supporters indicated “to support other churches”. These are interesting results linked to both the name, positioning and messaging of the Church to Church program.

The main audience segments of this program are clergy and parish mission committees and it is recognised that currently elderly Anglicans are a significant portion of the target market. The Church to Church program staff question how they can replace these traditional supporters and also note Diocesan Synods are good opportunities to promote their work.

The team also believes there is potential to promote its work to congregations in Australia with multicultural backgrounds who may want to support the church in their home countries. For example, a Filipino congregation may want to help an ECP project or the Karen Anglican Youth Association in Melbourne may support a CPM project.

Education

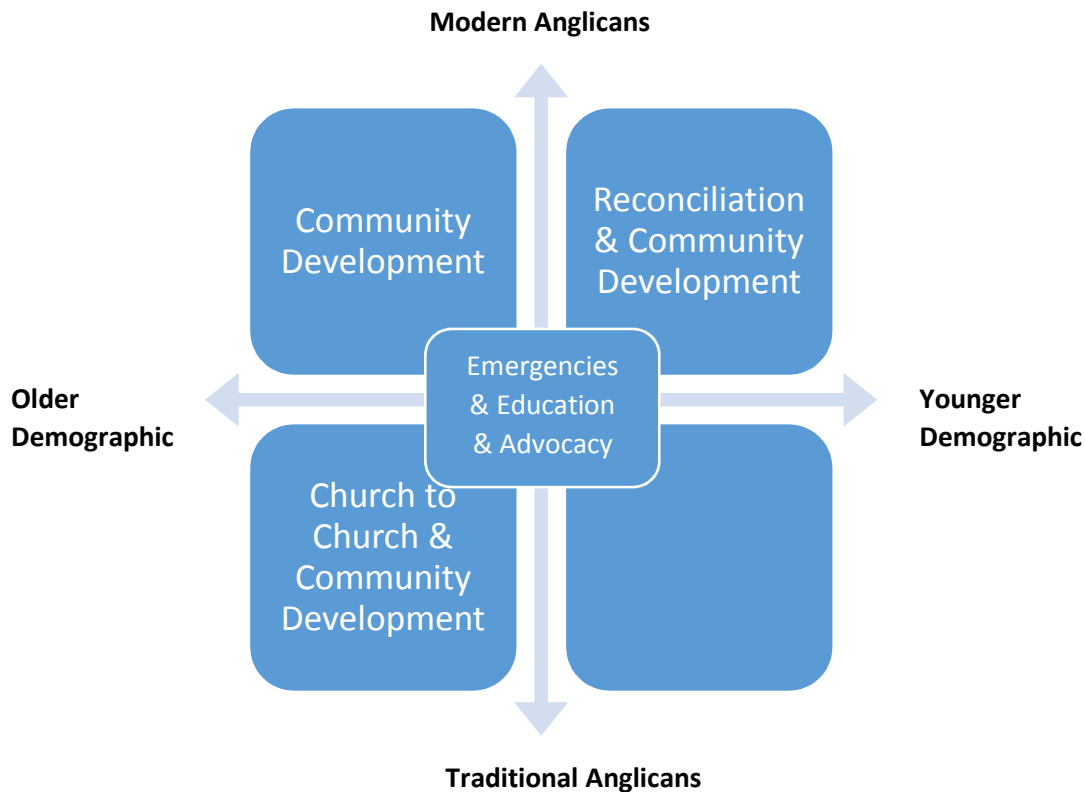
By their nature, the Education and Advocacy programs of ABM cut across the projects and target markets and due to this broad positioning have potential to grow. Informing and resourcing ABM’s supporters as well as offering them a real connection to ABM’s partners is a unique point of difference. To complement ABM’s mission work new resources, modelled on the success of the Lent Resources and Appeal, will provide greater incentive for both Anglicans and clergy to support ABM.

The advocacy and justice role of ABM gives the organisation an authenticity and trust that other competitors are lacking. There is an opportunity for ABM to build on this supporter loyalty and engagement by offering resources which gives an extra incentive to support a well-respected cause that allows Anglicans to contribute to the church’s mission.

The Education program has worked with schools and a younger Anglican demographic in recent years implementing the Schools Challenge. This target audience has proven to be a difficult one to penetrate. Competitors invest budgets of hundreds of thousands of dollars into schools which has built strong relationships and incredible resources with which ABM cannot compete. However, there is strong justification for attempting to connect with a younger Anglican audience to build lifetime supporters. The Education team may choose to continue working with schools but it must be noted that without significant investment, results will be limited.

Summary of Program Positioning

The positioning map on the following page offers suggestions as to where the individual ABM programs or “products” can sit within the supporter base. Of course, these are generalisations grounded in research but will not fit 100% of ABM’s supporters. The aim of this positioning is to ensure donor fatigue is limited, ie: not all donors are asked for everything, and consequently this more targeted marketing can produce an increase in fundraising income. The axes refer to all ABM supporters including individuals, organisations, parishes and clergy.



In summary, ABM’s Community Development, including Emergency appeals, and the Reconciliation programs have a high potential to connect with the target audiences and return fundraising income. The Church to Church program has a reduced marketability just based on the niche areas in which it works. However, by refining the target market to focus on clergy, results could be achieved. The Education and Advocacy programs have potential to grow by complementing ABM’s work by resourcing Anglicans and clergy and providing greater incentive to support ABM. These “products” will help to reposition ABM in the minds of supporters as not only a worthwhile cause but a mission and ministry service to Anglicans.

A suggested new positioning statement for ABM as a whole is, *“ABM gives Australian Anglicans the chance to be part of the global Anglican Community through overseas ministry and mission. It seeks to be the preferred Anglican mission agency and therefore adds value to its supporters by providing mission and ministry resources grounded in partnership, advocacy and justice.”*

Recommendations

To achieve steps to reposition ABM in the minds of supporters and target more specific segments of the ABM audience when promoting the various programs it is recommended;

- That the process and timeline of aligning appeals to projects be reassessed to ensure appeals and projects are matched to be more topical and timely, Consequently communications have the resources and ability to source the appropriate human interest stories from partners to ensure an emotional connection to the appeal.
- That, in parallel with the above point, a higher level topical appeal is offered once a year (initially for comparison purposes). For example, water or education or gender empowerment rather than the specific project be used and the fundraising income received be used across relevant projects as determined useful by the programs. This may be most effective when connecting with a younger more modern audience segment.
- That reporting back to donors on project outcomes is improved. Currently updates are done on the website but it is recommended that through improved use of Raiser's Edge, individual supporters could receive project updates, success stories and follow up donation requests directly to their inbox. There is also potential to vary the media used to share such updates through the use of more video. These updates should of course be cross communicated across ABM's other media such as Facebook and the website.
- That a Regular Giving Program be developed and positioned to particularly target younger modern Anglicans. As a part of this program an additional resource or incentive, like prayer cards or similar, could be offered to donors in this program.
- That Grants and Philanthropic Trust be investigated by the Reconciliation team.
- That to showcase the unique relationships in the Church to Church program and promote the Program, the Centenary of the Good Friday Gift should be celebrated when it occurs (in 2018).
- That the Church to Church program consider a rename, to better reflect its true work and position its projects more appropriately in the minds of supporters. Name suggestions should be workshopped and tested in key market segments before implementation.
- That the Education team work closely with Communications to develop more resources and ministry tools that can be promoted and shared with supporters and clergy to coincide with appeals and key seasons. This will act as incentive for the target markets to become familiar with ABM's work and support the cause, consequently positioning ABM as the preferred Anglican mission agency, grounded in partnership, advocacy and justice.
- That unless schools are chosen by ABM's leadership as a strategic priority and the necessary investment offered, marketing and fundraising resources be used in a limited way to connect with this target audience.
- That a more targeted approach to Appeals is taken. Currently many ABM supporters receive all appeal requests despite their demographic. This recommendation is two phased as more demographic data is required in Raiser's Edge which can be achieved by washing the data from external sources. The second phase is to implement a more targeted approach based on those demographic or interests findings.

These recommendations are broad and this part of the report does not aim to offer a more detailed execution or action plan. However, it is recommended that following the draft strategic marketing plan should this repositioning choose to be implemented, action plans should be developed by communications and the program staff for each program area. This will allow each portfolio area to own their own marketing actions and ensure all staff members are clear about who they are communicating with.

Note: Whilst conducting the research for this positioning summary the following was suggested. Whilst not a strategic recommendation it has potential to offer an extra promotional opportunity for a specific program each year so is of interest – A way to promote the Church to Church and Reconciliation projects is if the money raised by the ABM Stamp Collections were to be used for a single project in the following year, For example, the 2016 stamp income could get assigned to one of the less popular projects in 2017 and it is then promoted to supporters so that it would raise the profile of the project, the Partner and the stamp collection fundraising.

KEY MESSAGE ANALYSIS

Introduction

Messaging is a term to describe how ABM talks in simple language about who it is as an organisation and why it exists. Key messages aim to communicate key points that ABM should consistently make when communicating to each target audience and the messages should link back to ABM's brand and unique positioning points.

Through research with key stakeholders and analysis of ABM's existing key messages the below key message analysis is offered. These key messages link ABM's positioning, its programs, its products to its audiences to ensure they feel connected to and understand ABM's work and most importantly, take action.

Key Messages

The highlighted words in the below key messages are words that should be used as frequently as possible in ABM's communication with target audiences. The repetition reminds supporters of ABM's values and unique offerings.

Existing Key Messages that should continue to be used:

- ABM is the **national** mission agency of the **Anglican** Church of Australia
- ABM supports our **partners** to participate in God's **mission**
- Working for **Love, Hope and Justice**

New Key Messages recommendations:

- Supporting ABM is **mission and ministry in action**
- ABM provides a **connection** to its partners for Australian Anglicans as well as mission and ministry **resources** that enhance this relationship

Program Specific Key Messages:

For the Community Development Program

- Offering help and hope to vulnerable communities

For the Reconciliation Program

- Make a difference in Australia *(This can be stronger with input from Celia)*

For the Church to Church Program

- Giving to God's Mission

For the Education Program

(Note; this isn't a specific program key message as the teams work overlays all programs and consequently the messaging also sits in the above broad key messages.)

- Resources and education provide a connection to ABM's partners that enhance and facilitate relationships and encourage action from supporters

Recognising that attitudes drive behaviours which drive outcomes, the key messages should direct ABM's target audiences to:

Know

- About ABM's programs
- About the broader issues and goals ABM works to achieve
- How it contributes to their Anglican faith
- How to help

Feel

- Resourced
- Informed
- Engaged
- God's Mission

Act

- Donate
- Pray
- Ministry in Action
- Support ABM

In summary, using consistent messaging in all of ABM's marketing and promotional tools will help to encourage existing and new ABM audiences to understand ABM's work, feel a connection to the organisation which affirms their faith and then act – whether that be to donate, pray or participate in ABM's work in some other way.

CONCLUSION

The documentation enclosed in this report is a sound basis for ABM's leadership to make decisions on when and how to invest in its marketing and fundraising tools. Research has highlighted that ABM's programs are marketable to an Anglican demographic and there is potential to grow income from within this market segment in the short term by refining fundraising tools and strategically communicating with supporters.

As demonstrated throughout, and reflected in the recommendations, there is potential for growth within the existing supporter base as well as using the wider Anglican church to gather new supporters but it is not recommended that growth opportunities outside of the Anglican Church be explored as this would require a complete shift in marketing resources, investment and overall strategy of ABM as a whole. One of the unique positioning points of ABM is its Anglican traditions and this does not translate to a secular and very competitive marketplace.

With investment in fundraising tactics, brand and ensuring tailored and consistent communication to ABM's loyal supporter base and acquisition opportunity markets ABM has a strong marketability.

Following relevant feedback from ABM's board and senior staff on this report and subsequent recommendations, a detailed draft strategic marketing plan will be produced. This plan should tie into the new strategic planning framework of ABM and will be both the strategy and actions required to implement the chosen recommendations from this body of work.

On a personal note, it has been a pleasure working on this project to support ABM's marketing and offer insights and recommendations to encourage growth.

TIMELINE

It is acknowledged that the recommendations throughout this report are plentiful and may appear disparate. They have been grouped in the relevant sections to ensure this document is an effective tool for ABM to implement changes to ensure growth and development in their marketing and fundraising tactics. However, to ensure this report is used as a working document and not a shelved report, below is a timeline that offers a phased approach to the implementation of the recommendations. Although it is acknowledged that not all recommendations may be endorsed.

60 day actions

- Stakeholder engagement recommendations including enhancement of Speaker's program administration and monitoring, the development of an infographic resource and a new ABM Associate welcome pack.
- Fundraising tools on which work has already commenced, such as the bequest program be endorsed and implemented.
- A decision is required as to whether the brand refresh of ABM should be implemented, based on the recommendations and research.
- That the key messages be endorsed or workshopped so that consistent communication can be utilised across all marketing and communication tools.

6 month actions

- Research into the suitability of investing into philanthropic trusts.
- Regular Giving development and Lapsed Donor reengagement.
- Work commenced on Raiser's Edge to allow targeted communication to donors based on their giving trends.
- The recommendations relating to program positioning be prioritised by the respective program teams and Communications and timelines be implement for the following period.
- The development of more ministry and mission resources be produced to act as a re-positioning tool as well as to add to ABM's supporter engagement with new and existing audiences.

12 months and beyond actions

- Investment in philanthropic trusts, if deemed strategic.
- Implement in fundraising tools and marketing tactics that engage audiences within the broader Anglican Church including clergy, theology students, nominal Anglicans and those outlines in the Evaluation of Growth section.

Should this phased timeline wish to be implemented, a detailed Gantt chart would be included in the strategic marketing plan.

APPENDIX

Appendix A

Raw data relating to New Donors and Emergency Appeal Income as referenced in the Audit.

Divya sourcing current 2016 figures to bring up to date

Table A

Year	New Donors
2005-2006	876
2006-2007	938
2007-2008	838
2008-2009	448
2009-2010	647
2010-2011	357
2011-2012	449
2012-2013	435
2013-2014	737
2014-2015	749
2015-2016	116

Table B

Year	New Donors	Emergency Appeal Income
2005-2006	876	
2006-2007	938	
2007-2008	838	
2008-2009	448	239,195
2009-2010	647	199,268
2010-2011	357	357,151
2011-2012	449	177,000
2012-2013	435	236,431
2013-2014	737	444,402
2014-2015	749	602,935
2015-2016	116	

Appendix B

Info-graphic example



Appendix C

Could add in 2016 now that time has passed – Divya to provide.

Campaign Categor	Year to 30 June:						
	2009	2010	2011	2012	2013	2014	2015
Advent	43,334	35,929	31,238	38,860	50,280	33,230	50,582
Auxiliary	90,648	101,096	104,770	77,137	69,468	65,515	48,495
No Campaign	669,027	749,346	760,344	714,043	899,869	1,124,460	1,307,533
Good Friday	123,629	123,578	134,446	110,668	148,626	131,242	114,872
Lent Appeal	215,672	237,541	196,375	203,835	197,286	165,107	173,800
Martyrs	49,610	72,682	107,296	66,695	51,902	56,635	47,251
November	60,987	29,443	34,606	24,354	35,694	32,753	37,393
Partners	31,694	4,179	6,516	5,625	-	0	-
Prayer Diary	0	43,133	8,271	-	1,255	1,435	-
Project Book	662,894	614,058	825,431	780,957	619,368	438,248	140,011
Tax	53,451	63,361	67,908	117,695	79,715	60,403	70,139
Easter Gift Appeal					-	24,052	21,451
Christmas Gift Appeal					1,390	18,999	23,461
Schools Campaign					1,454	3,544	3,538
Indigenous	0	15,285	8,501	-	-	0	0
Campaign Income	2,000,946	2,089,631	2,285,702	2,139,869	2,156,307	2,155,624	2,038,527
Change on prior ye	8%	4%	9%	-6%	1%	0	-5%
Average Per Montl	166,746	174,136	190,475	178,322	179,692	179,635	169,877
Bequests	264,899	178,248	58,631	89,935	489,247	442,986	252,503
Emergency Progra	239,195	199,268	357,151	177,000	236,431	444,402	602,935
Total	2,505,040	2,467,147	2,701,484	2,406,804	2,881,985	3,043,012	2,893,964
	-8%	-8%	9%	-11%	20%	6%	-5%

Appendix D

Reintroduction of the old logo and consistent website design.

