



**PURSUANT<sup>®</sup>**  
KETCHUM

# A Development Utopia

Where marketing & communications, development and alumni relations work together under a common goal, message and strategy to tell your story.

**Thadd Hargett**

*Director of Annual Giving*

*The Assoc. of Former Students, Texas A&M*

**Erik Rogers**

*Vice President*

*PursuantKetchum*



# Agenda

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- The Elephant(s) in the Room
- “Old” vs. “New” Approach To Development
- Donor Intelligence
- Essential Elements of Integration
- Benefits and Outcomes

# Erik Rogers

## PursuantKetchum



- Founded in 2001
- Headquarters in Dallas, TX
- More than 170 employees
- Acquired:
  - KMA Direct in 2010
  - Ketchum and RSI in 2009
  - Charitable Partners in 2008
- Primarily serve:
  - Higher Education
  - Faith-Based Organizations (Churches & Parachurches)
  - Health and Human Service Organizations

**Known for thought leadership in innovative fundraising, donor intelligence and major giving consulting.**

# Thadd Hargett

## The Assoc. of Former Students, Texas A&M



- *Director of Annual Giving at The Association of Former Students, Texas A&M University*
- *Raise the unrestricted annual fund for Texas A&M*
- *Additionally responsible for driving initiatives in the area of new media.*
- In higher education development for 6 years
- Manages full and part-time staff of 46
- Started mid-level donor program at Texas A&M



# Development Challenges





# Challenges We All Face

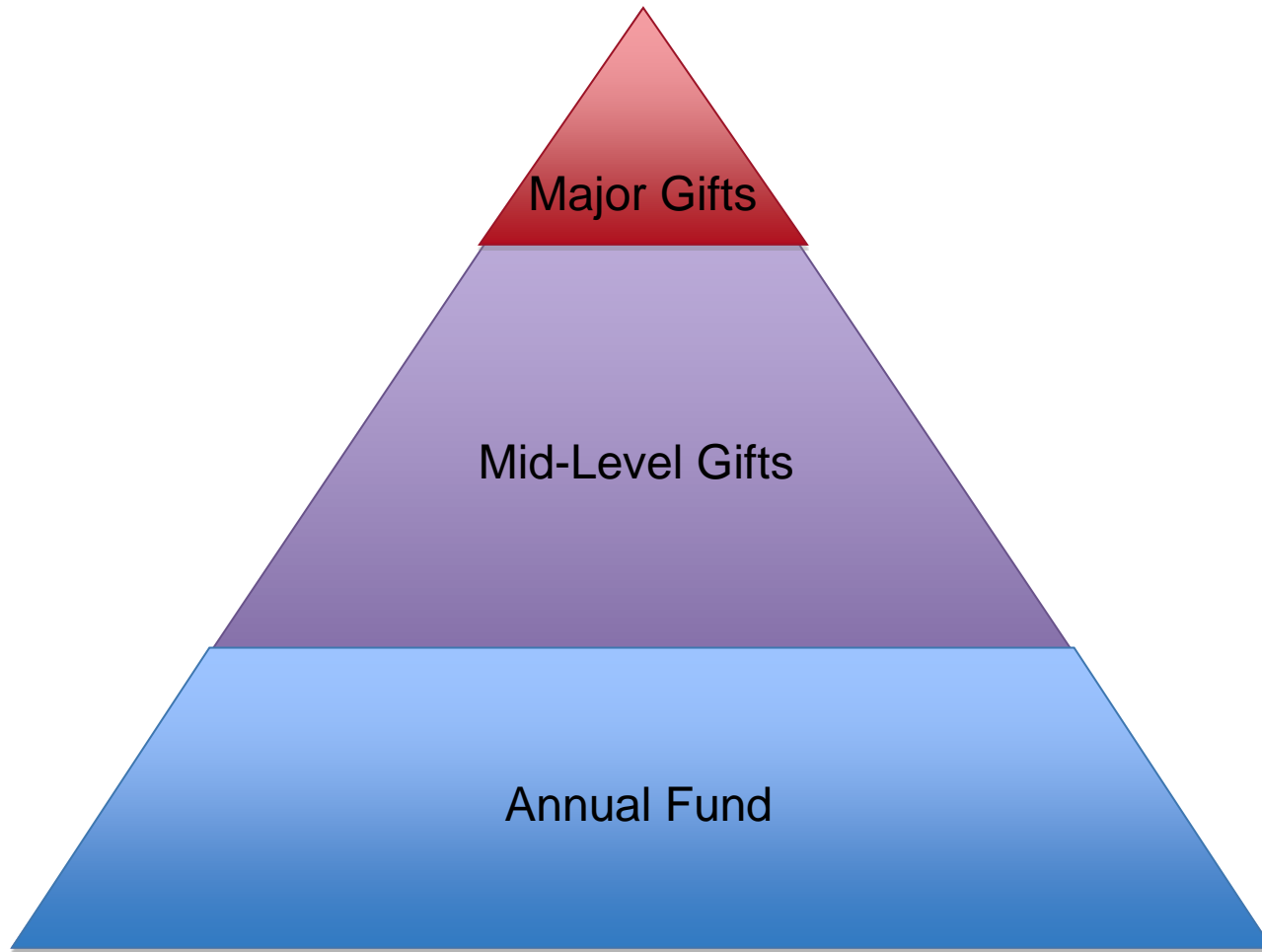
- Institutional structure
- Wrong measurements & incentives
- Pressure on short-term goals
- Cuts in cultivation & stewardship
- Lack of strategy to identify prospects
- And The Donor Sombrero...



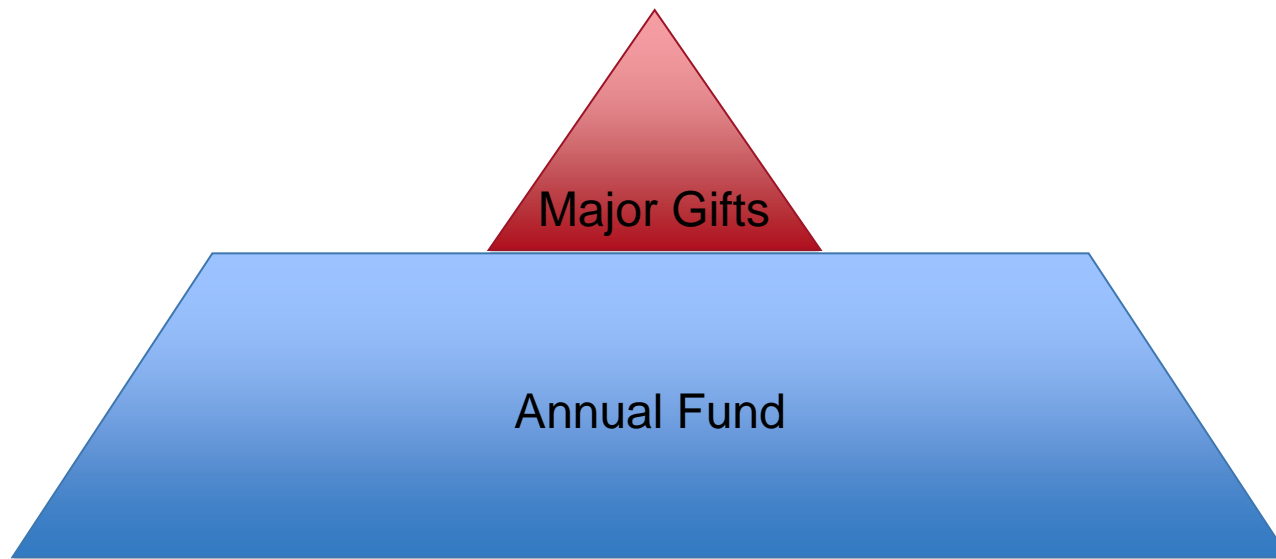
# The Donor Sombrero



# The Donor Pyramid



# The Donor Sombrero



# Challenges w/ Development Model



- Personalization is limited to the select few
- Broadcast Model approach to communications
- Send the same information to everyone in the segment
- Donors are either “Annual Fund”, “Capital Campaign”, “Major Gifts”, or “Planned Gift” donors... **ONLY!**
- Use gift size to qualify for major donor attention

# Question...



**What if we could know  
'who cares' vs. 'who doesn't care'  
to give back?**

# Broadcast Approach



## BROADCAST MODEL



# Broadcast Approach



# Broadcast Approach



# Consider New Approach



**Great...So how do I know where to aim?!?**



# **Integrated Program w/ A Strategic Plan**

# Donor Intelligence Approach

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It Starts with  
Donor Intelligence

# Donor Intelligence Approach



Identify

Prioritize

Engage



# Donor Intelligence Approach



Identify

Prioritize

Engage



# Channels For Development



## Direct Mail



## Email



## Phone



# Donor Cycle



## Data Acquisition



## Cultivation



## Solicitation





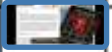
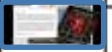




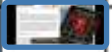
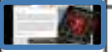







































## Stewardship



# Integrated Calendar



## FULL PROGRAM OVERVIEW

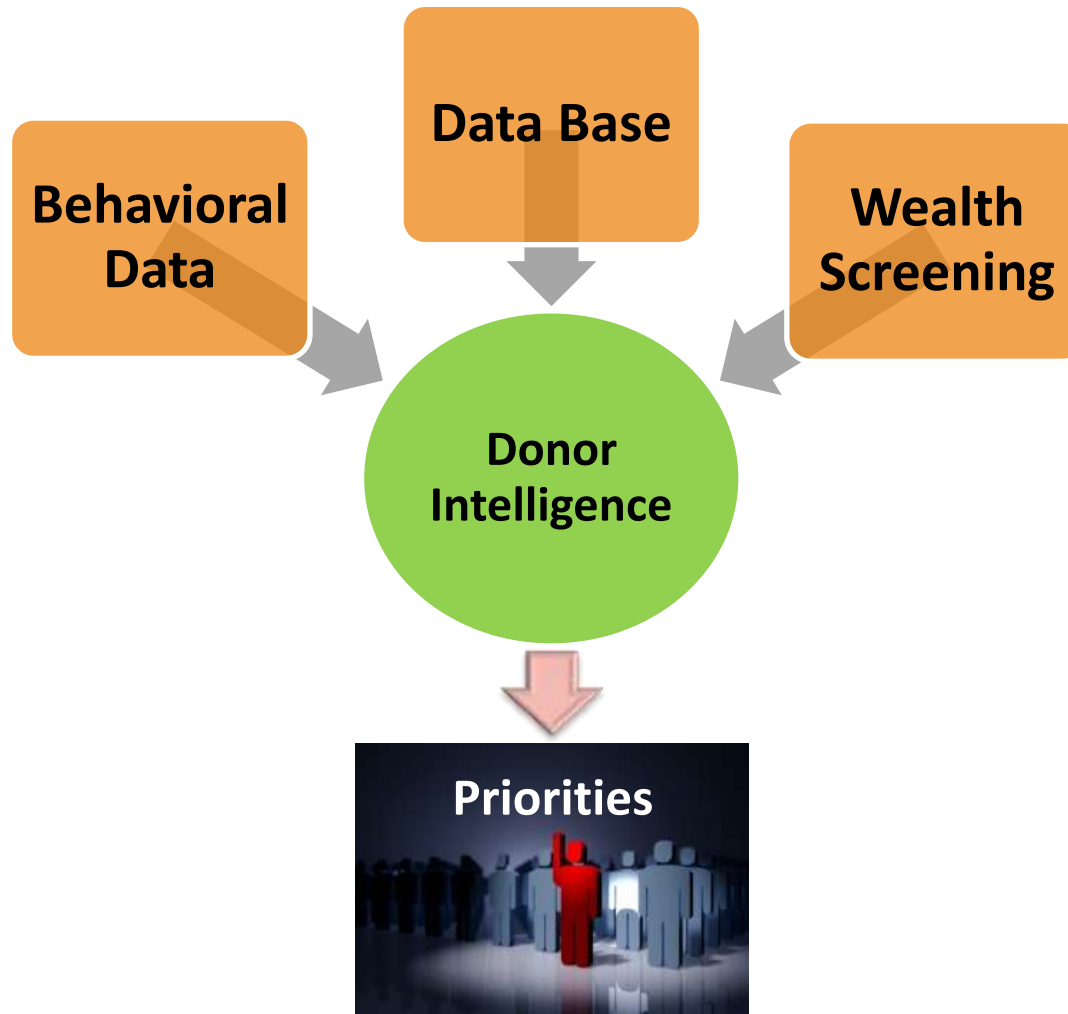
|   | Jul-09  | Aug-09  | Sep-09  | Oct-09   | Nov-09  | Dec-09 | Jan-10  | Feb-10  | Mar-10  | Apr-10  | May-10  | Jun-10 |
|---|---|---|---|--|---|--------|---|---|---|---|---|--------|
| <b>ACQUISITION - Activate the Audience</b>        |   |    |   |  |   |        |   |   |   |   |   |        |
| Six Degrees - Viral Data Acquisition Campaign     |   |    |   |  |   |        |   |   |   |   |   |        |
| Direct Address Update Email                       |   |   |   |  |   |        |   |   |   |   |   |        |
| Direct Mail Update                                |   |   |   |  |   |        |   |   |   |   |   |        |
| <b>CULTIVATION - Communicate to Connect</b>       |    |   |    |  |  |        |  |   |    |   |    |        |
| Email Newsletter - All Alumni                     |    |   |    |  |  |        |  |   |    |   |    |        |
| Email Newsletter - Recent Graduates               |   |   |   |  |   |        |   |   |   |   |   |        |
| Email Newstflash - "Special Bulletin"             |   |   |   |  |   |        |   |  |   |   |   |        |
| Online Magazine                                   |   |   |   |    |  |        |   |   |    |   |   |        |
| Online Annual Report                              |   |   |   |    |  |        |   |   |    |   |   |        |
| <b>SOLICITATION - Stories that Solicit</b>        |   |   |   |  |   |        |   |   |   |   |   |        |
| Online eSolicitation Campaign                     |   |   |   |  |   |        |   |   |   |   |   |        |
| Undergraduate Giving Campaign                     |   |   |    |    |  |        |   |  |   |   |    |        |
| Multi-channel Campaign Microsite                  |    |   |   |    |   |        |   |  |   |   |   |        |
| Major Gift Prospect Identification                |    |   |   |    |   |        |   |  |   |   |   |        |
| Planned Giving Prospect Identification            |    |   |   |    |   |        |   |  |   |   |   |        |
| <b>RECOGNITION - Rewarding Response</b>           |   |   |   |  |   |        |   |   |   |   |   |        |
| Email Newsletter - Donors                         |   |   |   |  |   |        |   |   |   |   |   |        |
| Dynamic Online Annual Reports                     |   |   |   |  |   |        |   |   |   |   |   |        |
| Graduation / Initiation Day Anniversary Email     |  |   |  |  |   |        |   |   |  |   |   |        |
| "Thank You" Stewardship Email                     |  |   |  |  |   |        |   |   |   |   |  |        |
| Holiday / Founder's Day / Greetings               |  |   |  |  |   |        |   |   |   |   |   |        |
| <b>OBSERVATION - Behavioral Interest Profiles</b> |   |   |   |  |   |        |   |   |   |   |   |        |
| Behavioral Interest Profiling - Reporting         |   |  |   |  |   |        |   |   |   |  |   |        |

# Donor Intelligence Approach



**Behavioral Data**

# Donor Intelligence Approach



# Donor Intelligence Approach



**Reprioritizing Segments**



**Annual Fund  
Prospects**



**Mid-Tier  
Prospects**



**Major Gift  
Prospects**



# Donor Intelligence

- Who has given?
- What is their capacity?
- What are their interests? Over time?
- What are they consuming? Over time?
- Who else looks like them?



# Essential Elements of Integration



# Integration Is NOT...



Direct Mail Solicitation

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Email Solicitation

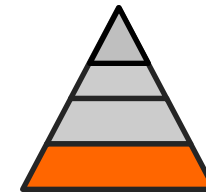
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# Lapsed Segment

# Annual Giving Strategy



**Personal URL  
(Direct Mail)**



**Cultivation Email**



**Pre-Call Letter  
(Direct Mail)**



**Microsite**

**Donor Intelligence**



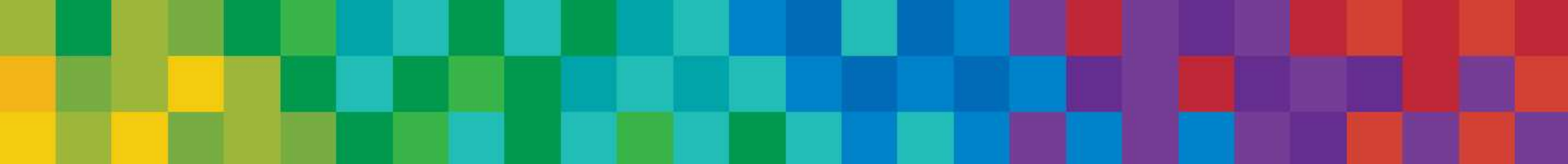
# Steps

- Review
  - Constituency Data
  - Communications Strategies
  - Case and Messaging
- Develop donor intelligence
- Drive strategy with donor intelligence

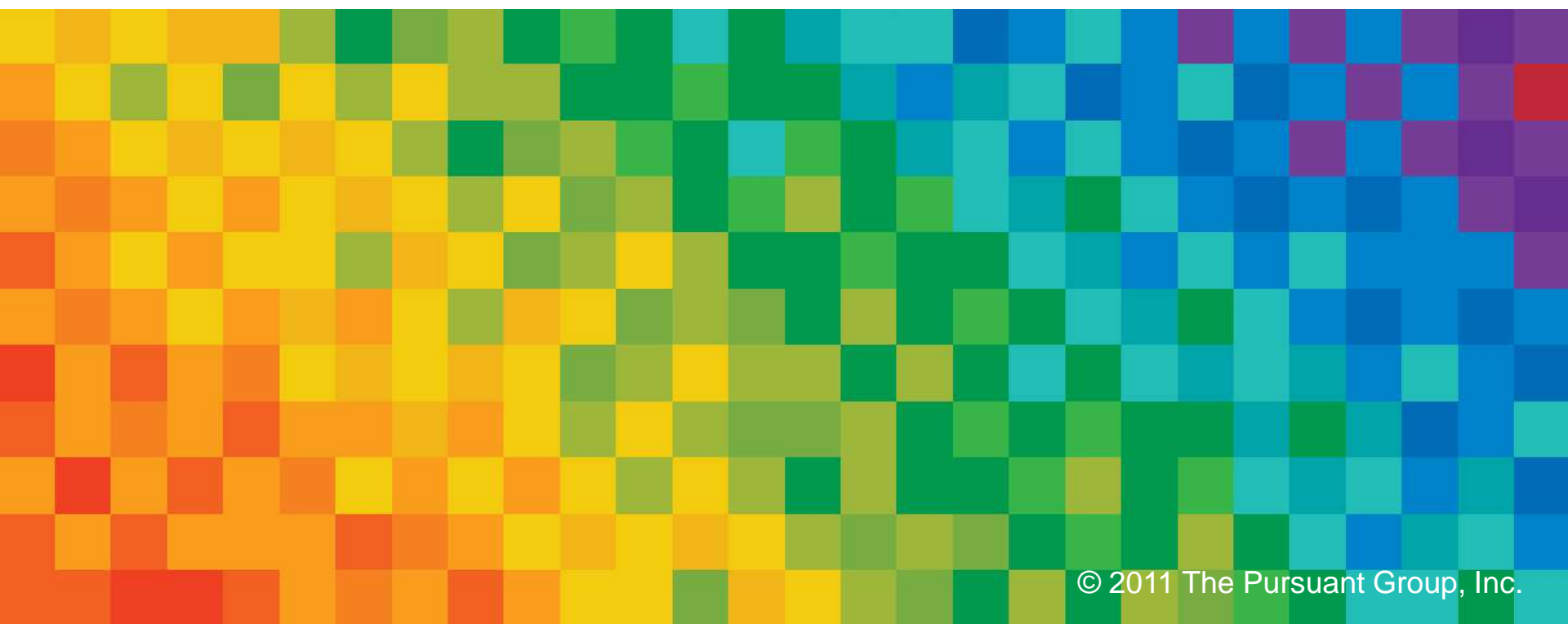
# Communication Strategy



|                     | <b>Names<br/>(Data Acquisition)</b> | <b>First Gift<br/>(Donor Acquisition)</b> | <b>Second Gift &amp; Beyond<br/>(Retention)</b> | <b>Reactivation<br/>(Lapsed Donors)</b> | <b>Upgrade</b> | <b>Cultivation</b> | <b>Stewardship</b> |
|---------------------|-------------------------------------|---|---|---|----------------|--------------------|--------------------|
| <b>Direct Mail</b>  |                                     |   |   |   |                |                    |                    |
| <b>Email</b>        |                                     |   |   |   |                |                    |                    |
| <b>Telephone</b>    |                                     |   |   |   |                |                    |                    |
| <b>Web</b>          |                                     |   |   |   |                |                    |                    |
| <b>Social Media</b> |                                     |   |   |   |                |                    |                    |
| <b>Mobile</b>       |                                     |   |   |   |                |                    |                    |
| <b>Face to face</b> |                                     |   |   |   |                |                    |                    |
| <b>Volunteers</b>   |                                     |   |   |   |                |                    |                    |
| <b>Events</b>       |                                     |   |   |   |                |                    |                    |
| <b>Other</b>        |                                     |   |   |   |                |                    |                    |



# Benefits and Outcomes

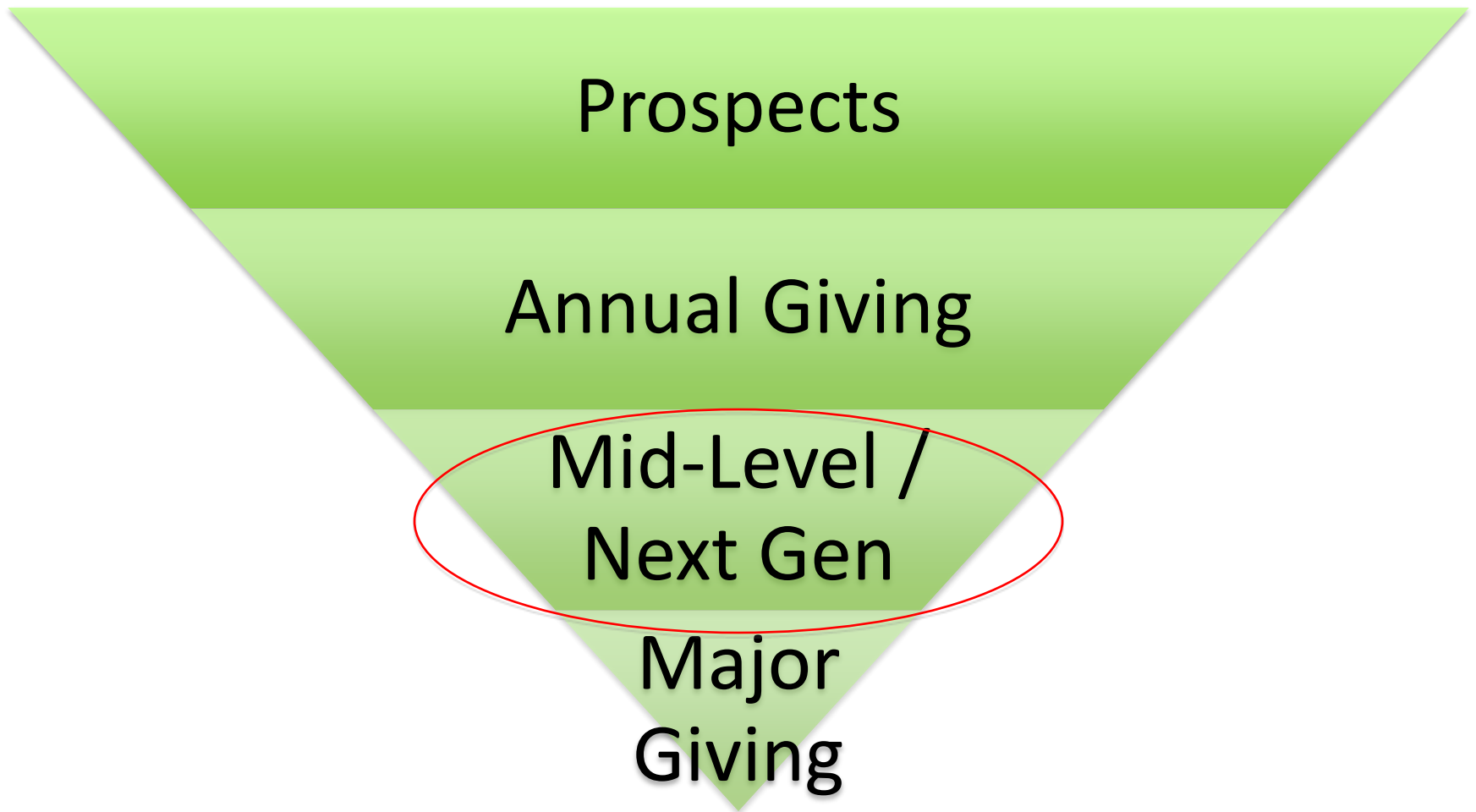




# Benefits and Outcomes

- Higher ROI
- Discover Hidden 'New' Money & Relationships
- Accelerate Progression up Donor Pyramid
- Determine Channel Preference
- Better Participation
- Decreased Donor Turnover

# Flip the Pyramid and Fill the Funnel





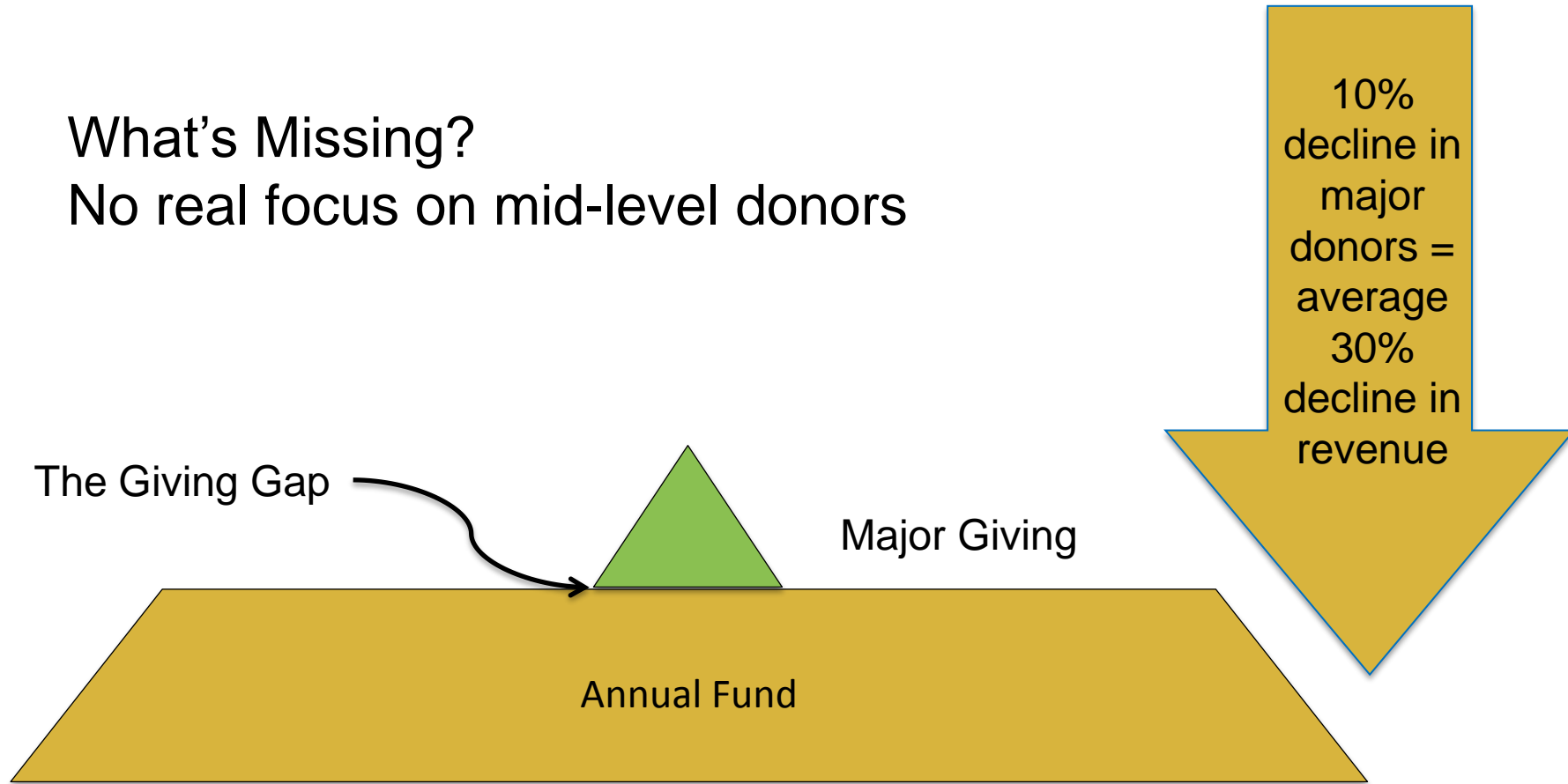
# A Case for Mid-Level Investment

- **Experience Over Past 8 Years:**
  - 17,000 Solicitation Visits Made to Non/Lapsed/Low-Level Annual Fund
  - 43% Close Rate
  - 90% Fulfillment Rate On Pledged Gifts
- **Expectations For Each Officer Over A 2 Year Period:**
  - 500 Visits
  - \$3,000.00 Ave Gift Pledged Over 3 Yrs
  - 200 Acquired Mid-level Donors
  - \$600,000.00 In Gifts Pledged



# The Collapsed Giving Pyramid

What's Missing?  
No real focus on mid-level donors





# Benefits of Mid-Level Strategies

- Increased lifetime value of donors
- Improved donor experience
- Effective solicitation at lowered costs
- Higher revenue, ROI
- Improved conversion, retention & upgrade
- Increasing future major donor pipeline
- No more missed opportunities



# What Integrated Strategy Look Like?

- Donor Intelligence Driven
- Multi-Channel & Truly Integrated
- High Tech
- Highly Personal
- Appropriate ROI Measurements
- Accountability!

# Which Silo Are You Tearing Down?





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# Questions?

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