Breaking Down "Silos":

How the Human Rights Campaign used donorCentrics™ to Improve Cross Channel Marketing

About Human Rights Campaign

Founded in 1980, the Human Rights Campaign (HRC) is the nation's largest gay, lesbian, bisexual, and transgender political organization. Located in Washington, D.C., and with more than 750,000 members and supporters across the country, HRC manages grassroots campaigns to lobby Congress and educate the public about issues affecting their constituents.

Photo courtesy of HRC

Challenge

HRC's complex multi-channel marketing efforts, including new internet initiatives in conjunction with traditional methods, raised questions about the success of each practice compared to the others. Did online giving campaigns result in more renewing members than direct mail? How did street canvassing match up against door-to-door acquisition? Would they gain value from reducing one of these programs? HRC needed an analysis that would reveal how these campaign variables affected their donor database.

Solution

In 2000, HRC started using **donorCentrics™** to analyze how donor behavior varied by each giving channel over time in order to measure resource allocation against long term results. Having worked with data analysts at Target Analytics in the past, they knew they could rely on Target's tools and expertise to help them measure and interpret performance.

With the use of their **donorCentrics Explorer**, HRC drilled into the data to compare strengths and weaknesses of each fundraising channel. Some results were unexpected while some reinforced their existing practices, but both types of findings provided the insights needed to compare the strengths and weaknesses of their programs across different donor groups.

HUMAN RIGHTS CAMPAIGN®

"Without donorCentrics, we would not have precise measures of relative long-term success among different aspects of our program. The reports help ensure we are using each channel as effectively as possible to bring in more net revenue."

— Susan Paine
Director of Annual Giving
Human Rights Campaign

Customer Summary

- Advocacy Organization
- Online, Direct Mail, Telemarketing, Street Canvass, and Door-to-Door programs and campaigns
- 750,000 active members and supporters
- www.hrc.org

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Results

donorCentrics showed that most of their existing multi-channel programs worked in synergy rather than in competition with each other, but the detail in the data allowed them to adjust the amount of time and money devoted to each campaign, which in turn helped HRC unify goals across their channel teams instead of working in disconnected silos. “The donorCentrics reports allowed us to develop team goals overall for our renewal performance, instead of focusing only on goals by channel,” said Susan Paine, Director of Annual Giving. “Our teams now share a broader, multi-channel perspective that includes measures of success across all our initiatives.”

With comprehensive year to year analyses comparing traditional channels to online giving, direct mail acquisition to street canvassing acquisition, and street canvassing to the Door-to-Door program, HRC had answers to lingering questions about the efficacy of their programs:

- Of all new online donors over a five year period, 35% gave online again, 22% gave again through Direct Mail, and 20% gave again through Telemarketing (see Table 1), meaning new online donors were just as likely to give again through traditional channels as they were online. When they implemented an email campaign coordinated with other channels, revenue from renewing members increased by 20% in the same 6 month period as the previous year.
- Less than one in ten new single gift donors acquired via the Street Canvass became long-term renewing donors. In contrast, Direct Mail-acquired donors were more likely to give regularly in larger amounts. As a result, the trade-offs they expected from reducing Direct Mail and increasing the Street Canvass didn’t materialize. They adjusted direct mail acquisition to meet broader objectives and developed new strategies to boost retention rates from canvass-acquired donors.
- When comparing the Street Canvass to the Door-to-Door campaigns, they saw that 82% of monthly donors came from the former, while the latter generated only 6.5% of these donors. They have now shifted most of their resources from the Door-to-Door to the Street Canvass to improve monthly donor participation.

Blackbaud software and services used by Human Rights Campaign:

- donorCentrics Performance Benchmarking
- donorCentrics Explorer
- Target Analytics Fundraising Models

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Table 1: What happens after donors give online?

Channel Gift Just After	Prior Givers	New	Grand Total
Community Event	1%	1%	1%
Direct Mail	24%	22%	23%
Door to Door Canvass	1%	1%	1%
Events	3%	1%	2%
Merchandise Buyers	11%	14%	12%
Outreach	1%	1%	1%
Partners - Sustainers	10%	3%	7%
Telemarketing	15%	20%	17%
Web	30%	35%	32%
Grand Total	100%	100%	100%

Moving forward, HRC is confident that the insights made possible by **donorCentrics™** analyses of various campaigns and channels will translate into best practices for their future fundraising efforts. As an advocacy organization with a growing number of constituents, prospecting and relationship management are equally important to them. The tools and services provided by Target Analytics empower HRC with marketing information to make better decisions and ensure higher returns on their investments in mail or outreach programs. “We’ve been with Target Analytics for a decade,” Susan said, “and we’ve never felt more supported in our mission.”

About Blackbaud

Blackbaud is the leading global provider of software and services designed specifically for nonprofit organizations, enabling them to improve operational efficiency, build strong relationships, and raise more money to support their missions. Approximately 24,000 organizations — including The American Red Cross, Cancer Research UK, Earthjustice, International Fund for Animal Welfare, Lincoln Center, The Salvation Army, The Taft School, Tulsa Community Foundation, Ursinus College, the WGBH Educational Foundation, and Yale University — use one or more Blackbaud products and services for fundraising, constituent relationship management, financial management, website management, direct marketing, education administration, ticketing, business intelligence, prospect research, consulting, and analytics. Since 1981, Blackbaud’s sole focus and expertise has been partnering with nonprofits and providing them the solutions they need to make a difference in their local communities and worldwide. Headquartered in the United States, Blackbaud also has operations in Australia, Canada, Hong Kong, the Netherlands, and the United Kingdom. For more information, visit www.blackbaud.com.

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