

The 2013 Blackbaud Peer-to-Peer Fundraising Study provides a high-level view of today's event fundraising world. In its simplest form, the Study is a measuring stick. Event organizers can use it to compare their event performances to similar industry events to identify opportunities for growth.

ABOUT THIS STUDY

The Study combines three years of event data from 39 organizations using Blackbaud's peer-to-peer fundraising platforms. Collectively, during the three-year period from 2011 through 2013, these organizations hosted more than 44,000 events raising more than \$1 billion online. In 2013, the study group organized more than 13,000

NEW FOR 2014

The goal of this year's Study was to better understand the value of true fundraisers: Who's really raising money and how much are these individuals raising? To meet this goal, we have provided several new views, including three-year trends for participants fundraising online, average online gift, and participants returning online. The Study also tackles the topic of self-donations. To help understand the impact of self-donation, we have divided participants into three self-donation classifications: participating donor, fundraising self-donor, and non-self-donor.

When participants sign up for peer-to-peer fundraising events, they self-select into one of three categories: team captain, team member,

events raising nearly \$380 million online. To understand the past, present, and uncover future opportunities, this Study was created using Blackbaud's Data Insights™, a powerful business intelligence solution. Data Insights provided the opportunity to develop an in-depth and comprehensive look at three years of peer-to-peer fundraising data.

or individual. Later, we'll take a detailed look at these three groups to better understand their current and potential value. To provide additional clarity, we have provided views to show the connection between the participant population and revenue raised. You'll soon learn that team captains are a small but mighty group and are responsible for a large portion of overall online fundraising revenue.

The last piece of the peer-to-peer fundraiser puzzle begins by dividing fundraisers into two categories. For the purpose of this Study, we divided fundraisers into one of the two categories based on the number of online gifts they received; good fundraisers received two to four online gifts and great fundraisers received more than five online gifts.

Understanding Big Data

"Big data" poses a challenge for most nonprofits, but what is "big data?" It's just that – big. It can mean so many things, such as a lot of data, multiple and dissimilar source types, or descriptive and prescriptive. By thinking through the known data elements and how they are captured and consumed, we can take the idea of "big data" and craft a "smart data" solution compiling the right data, at the right time, ready to be consumed at the right level. Then data can be leveraged to drive solutions.

The peer-to-peer fundraising market continues to mature, and with maturity, comes experience and knowledge. Discovering trends within your data is paramount to your success. Understanding who is going to become a team captain, participant, organizational donor, volunteer, or identifying where the next event should be held, will help you reach your awareness and revenue goals.

— Katie Beth DeSchepper, Consulting Manager

EVENT TYPES

In this Study, peer-to-peer fundraising events have been broken down into four categories:



CYCLE

Multi- and single-day events devoted solely to cycling. A registration fee is generally charged and there is usually a minimum fundraising requirement. Both fees and fundraising minimums tend to increase as the distance of the ride increases in miles.



ENDURANCE

Multi- or single-day long distance walks, half marathons, marathons, and triathlons fall into this category. These events generally charge a registration fee and often have a required fundraising minimum. While endurance events tend to recruit fewer participants, those who do participate are highly motivated to recruit donations from their personal networks due to the required fundraising minimum.



5K

Most short-distance competitive races fall into this category. It is common for race organizers to offer formalized timing options so that participants can track the time required to complete a course that has been officially certified by national track and field associations to assist those participants with qualifying for other larger races.



WALK

Participants are typically encouraged, but not required, to fundraise. These non-competitive events aim to include as many people as possible in an effort to raise money, spread awareness of their mission, and gain new supporters.

KEY FINDINGS AND TRENDS

- The percentage of participants raising money has remained relatively flat in the last three years, but during this period, donors gave more and more participants returned online each year.
- Returning participants continued to be more effective than new fundraising participants, raising in many cases more than double compared to their new participant peers.
- Overall, team captains represent a small segment of the participant population, but they raise the majority of the event fundraising revenue.
- Participants fall into three self-donation categories: participating donor, fundraising self-donor, and non-self-donor.
- While there's been an overall decline in email activity, it's too early to close the door on email. Email marketing is still a very effective fundraising tool for participants. Across all event types, participants who send email messages raise more than their peers who do not send email messages.
- Good and great fundraisers are email senders. On average, across all four event types, 68% of great fundraisers send emails.

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Revenue: Where does the money come from?

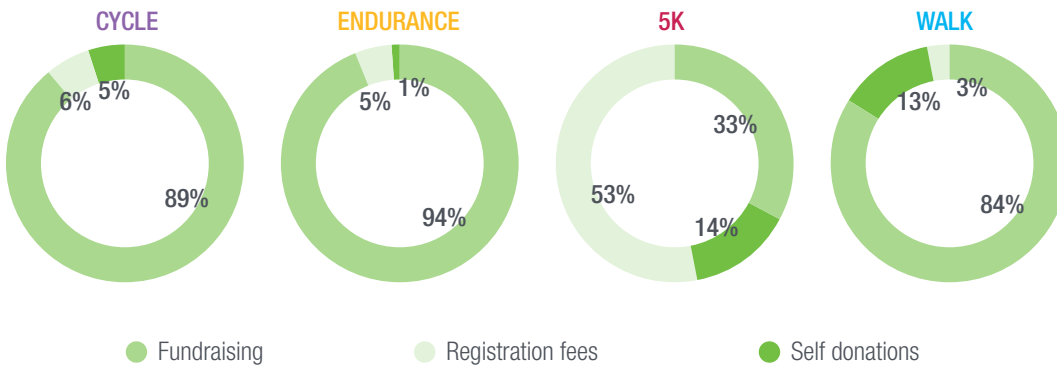
Before getting started with our in-depth look at participant fundraising, let's first establish the three revenue channels for peer-to-peer fundraising events: registration fees, self-donations, and fundraising.

Cycle, endurance, and walk programs raise the majority of their revenue from participant fundraising, while revenue from 5k events is largely raised by registrations fees. It's important to keep this in mind as we look at participating fundraising performance. For 5k programs, we've analyzed a small pool of fundraising revenue, which helps to explain the difference in participant performance; therefore, it may appear that 5k events are unprofitable for nonprofits compared to other programs. The 5k has a place in the nonprofit industry, but maybe it's time to re-evaluate program messaging and marketing. Participants in 5ks have the potential to be great fundraisers like their peers participating in other programs. The problem is today, a very small group participants are fundraisers.

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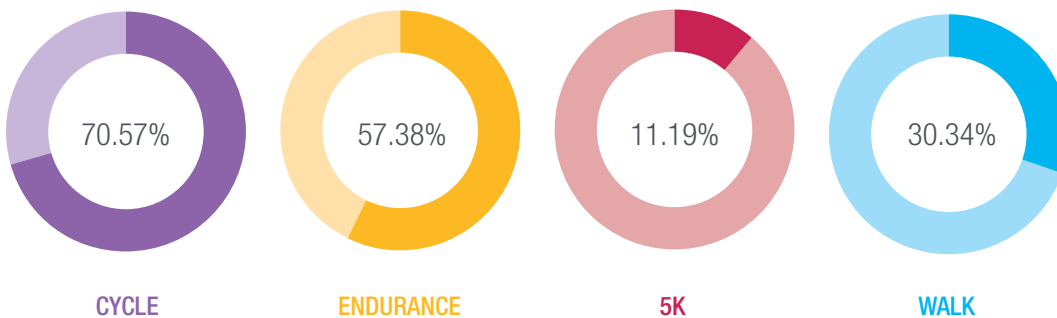
2013 Percentage of Revenue Distribution



Participant Fundraising Online

Now that we have established our three revenue channels, let's focus on participant behavior. Throughout this Study, we'll show a variety of views to better understand who is fundraising and how revenue is raised online. The figure below shows how event participants respond to the call to fundraise.

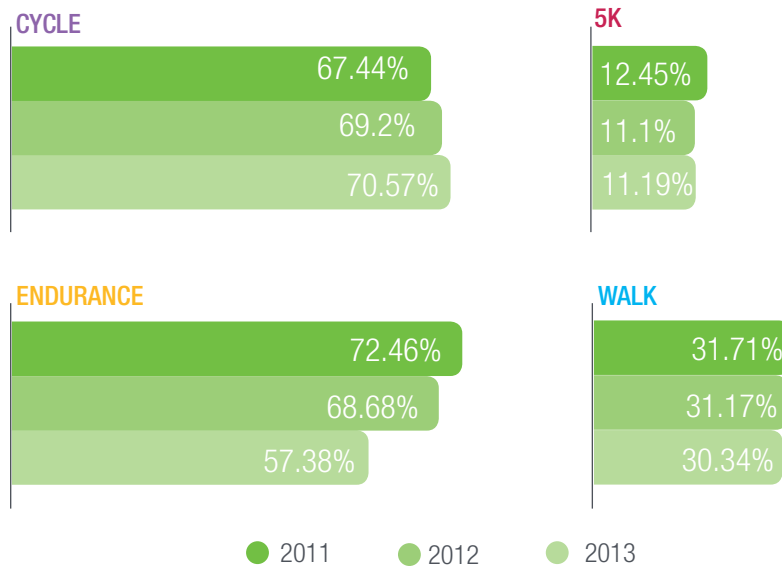
2013 Percentage of Population Fundraising



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For further context, the figure below is a three-year trend view. Overall, the call to fundraise has been relatively flat since 2011.

Three-Year View: Fundraisers



Average Online Donation Amount

Average online donation amount refers to the average amount a donor gives online when a participant asks for his or her support. Across all event types, donors were willing to give more in 2013 compared to 2012.

2013 Average Online Donation

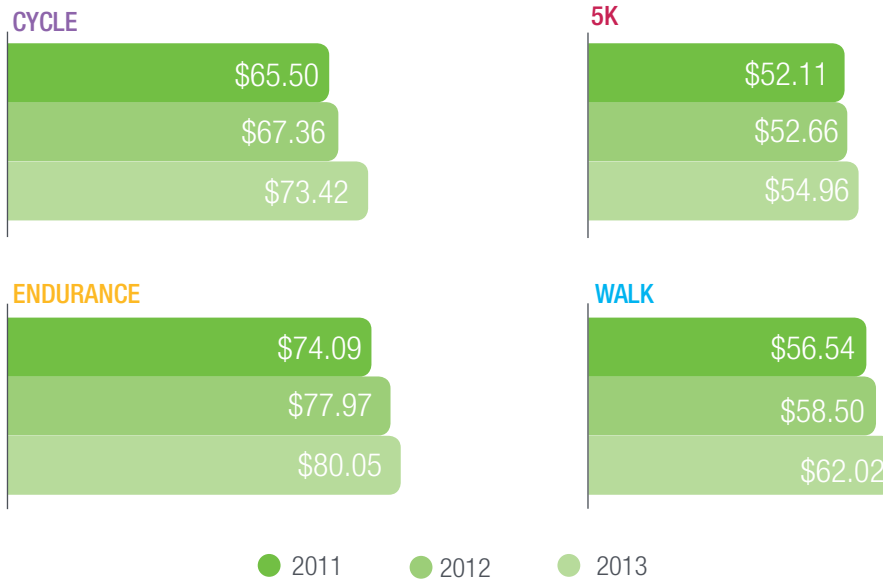
CYCLE	\$73.42 ▲ 9%
ENDURANCE	\$80.05 ▲ 2.67%
5K	\$54.96 ▲ 4%
WALK	\$62.02 ▲ 6%

“ Across all event types, donors were willing to give more in 2013 compared to 2012.

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Since 2011, donors have been steadily increasing their donation amounts. While the increases have not been dramatic, they have been steady. In peer-to-peer fundraising, steady increases in giving are gold.

Three-Year View: Average Online Donation



“The sophistication of event fundraising donation forms is contributing to the steady increase in online gift averages in peer-to-peer fundraising.”

– NANCY PALO,
BLACKBAUD CONSULTANT

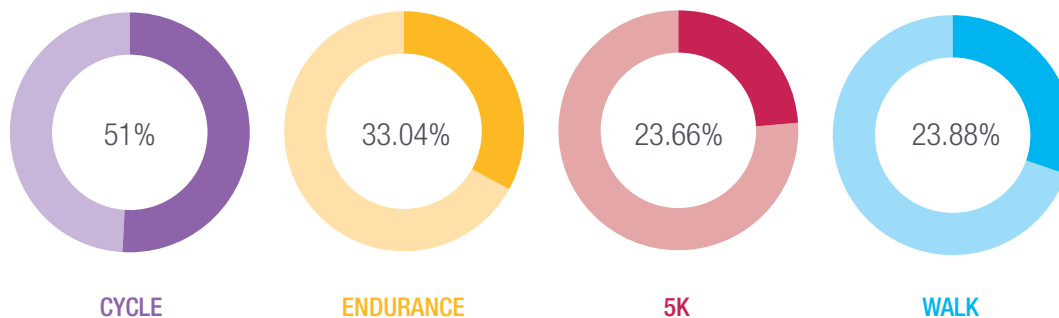
Additional Insights for Consideration:

- How much are your event gift amounts compared to your organization's general gift
- Does the average gift amount change by the participation type or the participant's connection to your organization?
- What is your average self-donation?

Loyalty: Participants Who Return Online

Returning participants are passionate, loyal, and effective fundraisers. They are also a key element to overall growth. For the purposes of this Study, a returning participant is defined as someone who registered online in 2012 and returned to register online again under the same name and email address in 2013.

% of Participants Who Return Online



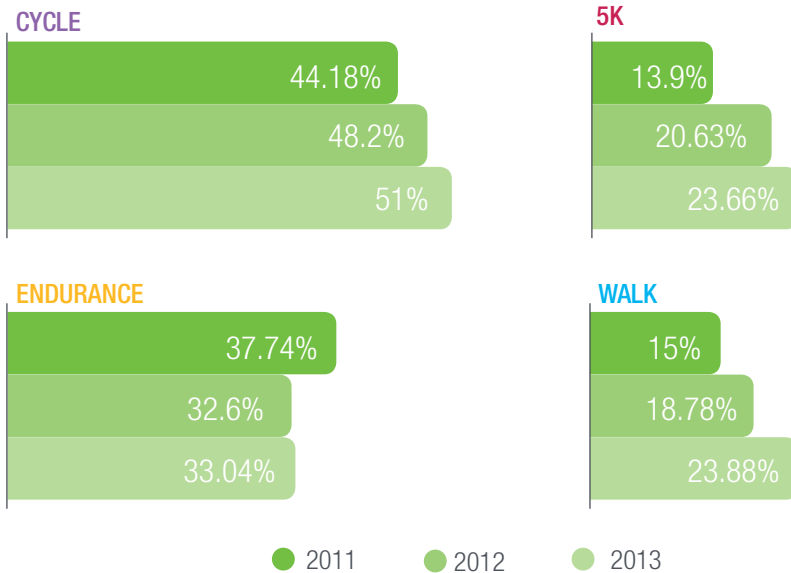
Strategies to Improve Your Online Donation Average:

- Audit your online donation form and integrate industry best practices.
- Analyze your online gift performance and adjust your gift array to change donor behavior.
- Test your donation forms.

Earlier, we looked at the percentage of participants who fundraise online, and over a three-year period, those metrics have remained flat or declined slightly. Retaining peer-to-peer participants has always been a struggle, but it's encouraging to see steady increases in the percent of participants who return online. Below is a three-year view of returning participants.

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Three-Year View: Returning Participants



According to Jori Taylor, Blackbaud fundraising consultant, the increase in returning participants shows us that:

- ✔ Organizations are doing a better job of engaging past participants from more than just the previous year, but from the past two or three years. They're doing so with segmented and targeted communications that recognize the participant's level of participation in previous years, especially team captains.
- ✔ There are stewardship programs in place for team captains and top fundraisers to ensure that the engagement with these top performers is more personal and continual throughout the year.
- ✔ Organizations are also making the process for re-registering easier and accessible earlier, essentially promoting the next year's event in the follow-up communication for the current year's event.

Loyalty: New vs. Returning Online Fundraising Performance

Participants are not professional fundraisers, but experience breeds success. Returning participants across all event types are often more likely to fundraise and are more effective fundraisers than first-timers. The metrics below provide details to support this conclusion; participants who return online from year-over-year outperform participants who are new to the online fundraising tools.



% of Participants Who Raise Money Online	New Participants	Returning Participants
CYCLE	69.64%	67.54%
ENDURANCE	52.22%	69.61%
5K	9.5%	20.88%
WALK	27.1%	40.31%
Average Dollars Raised Per Participant	New Participants	Returning Participants
CYCLE	\$294.21	\$485.41
ENDURANCE	\$694.18	\$1,150.22
5K	\$11.32	\$51.03
WALK	\$37.43	\$147.70













Past participants are more effective because they already know how to use online tools. There's also an intangible quality at work with past participants — they've already experienced the event. We'd be remiss if we didn't mention the impact of participating in the event and of meeting others who are facing similar life experiences. This feeling of hope and empowerment can provide extra motivation to fundraise.



New Participants



Returning Participants

Average Online Gift Amount			
 CYCLE		\$65.26	\$79.00
 ENDURANCE		\$75.74	\$86.96
 5K		\$49.62	\$62.55
 WALK		\$54.30	\$69.36
Average Number of Gifts Per Participant			
 CYCLE		4.51	5.98
 ENDURANCE		9.17	13.18
 5K		.23	.74
 WALK		69	2.04
% of Participants Who Send Emails			
 CYCLE		28.16%	36.62%
 ENDURANCE		35.99%	48.12%
 5K		3.12%	12.13%
 WALK		7.02%	19.38%

Participant Performance: Self-Donation

In recent years, a new tactic to increase revenue has been to ask participants to make a donation during the registration process. For many peer-to-peer fundraising programs, self-donations have helped reduce the number of non-fundraisers. It's also been confirmed that participants who donate and fundraise are very effective fundraisers.

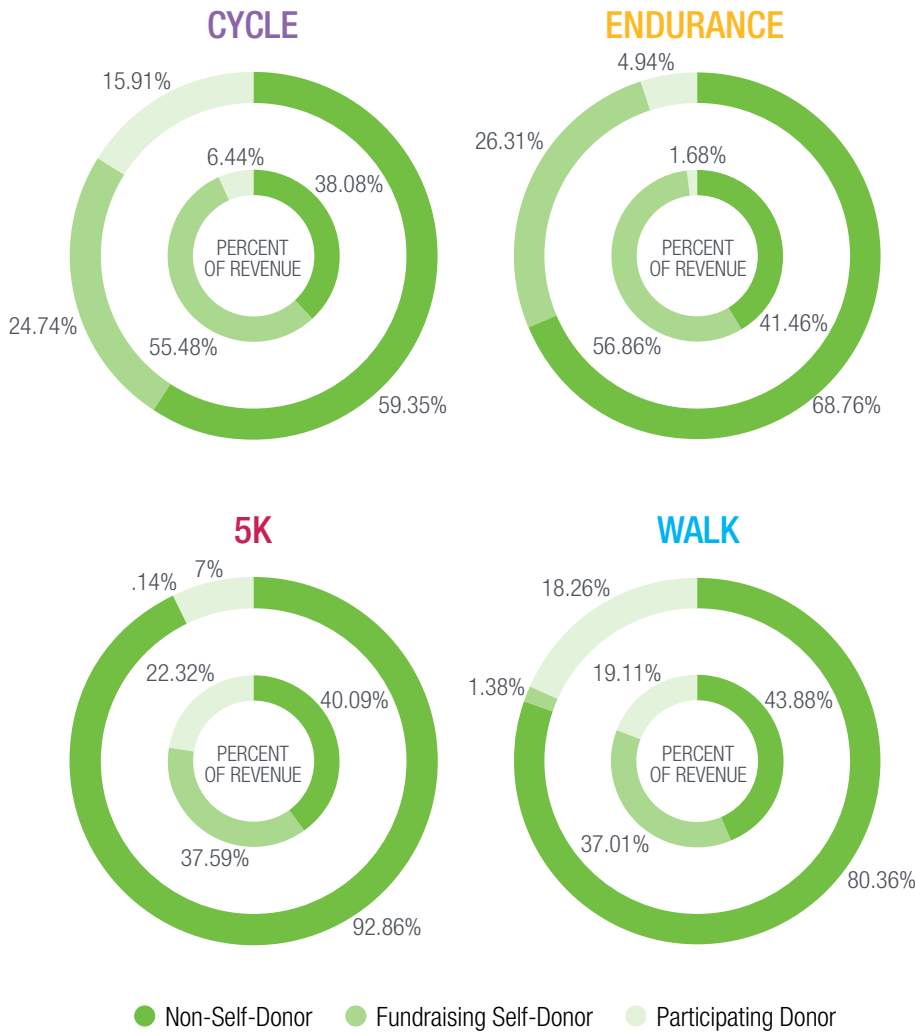
To help understand the impact of self-donations, we have divided participants into three self-donation classifications: participating donor, fundraising self-donor, and non-self-donor.

- **PARTICIPATING DONOR:** Makes a donation
- **FUNDRAISING SELF-DONOR:** Makes a donation and fundraises
- **NON-SELF-DONOR:** Fundraises but does not make a donation

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Now, let's begin to look at participant population and revenue. Connecting the dots between population and revenue provides more clarity and focus. For example, across all event types, fundraising self-donors represent a relatively small percentage of the participant population, but they bring in a large portion of online revenue. This is the first of many examples of how a small group of participants can make a huge impact on online fundraising revenue.

Percentage of Participant Population & Revenue (Excludes Registration Fees)*



*The smaller inner circle represents the percentage of revenue, and the larger outer circle represents the percentage of population.

The impact that self-donations have on overall fundraising totals is becoming more evident. What about the impact that self-donation has on the success of a participant who also decides to fundraise? These fundraising self-donors are a small percentage of your participant population, but a large source of online revenue. All participants are not created equal. Jori Taylor suggests making a plan that focuses on:

- Converting non-self-donors into self-donors
- Converting self-donors into fundraisers
- Coaching fundraising self-donors into more effective fundraisers

Think about that for a moment. How much more likely are you to give to a friend or family member who has already donated to themselves?

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Average Dollars Raised Per Participant	Participating Donor	Fundraising Self-Donor	Non-Self-Donor
CYCLE	\$157.24	\$629.62	\$249.14
ENDURANCE	\$281.63	\$1,270.39	\$498.67
5K	\$50.65	\$306.12	\$6.91
WALK	\$60.15	\$361.29	\$31.37

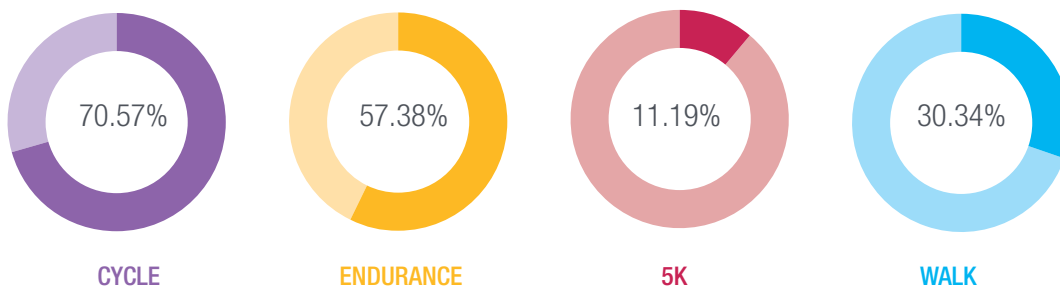
Performance by Email Senders

This section provides an overview on the value of email senders. First, let's compare the percentage of fundraisers to email senders. You'll notice that there are a larger percentage of fundraisers versus email senders. In addition to 2013 email activity, we've also provided a three-year trend view. While we're seeing an overall decline in overall email activity, email marketing is still an effective fundraising tool.

In the next section, we'll take a closer look at fundraiser online activity, but for a quick comparison let's look at average dollars raised by all participants, fundraisers, and email senders.

- **ALL PARTICIPANTS:** Combines both fundraisers and non-fundraisers
- **FUNDRAISERS:** Fundraises online
- **EMAIL SENDER:** Participants who send emails

% of Population Fundraisers



“Email is still king in the event fundraising kingdom. However, it is critical to embrace multi-channel pathways to make your fundraising a success.”

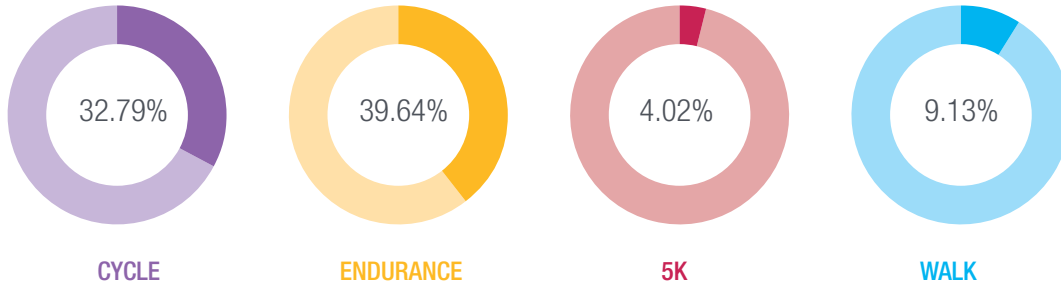
— DEEPA KARANI,
BLACKBAUD SENIOR
MARKETING MANAGER.

Here are Deepa's tips to develop your fundraising kingdom:

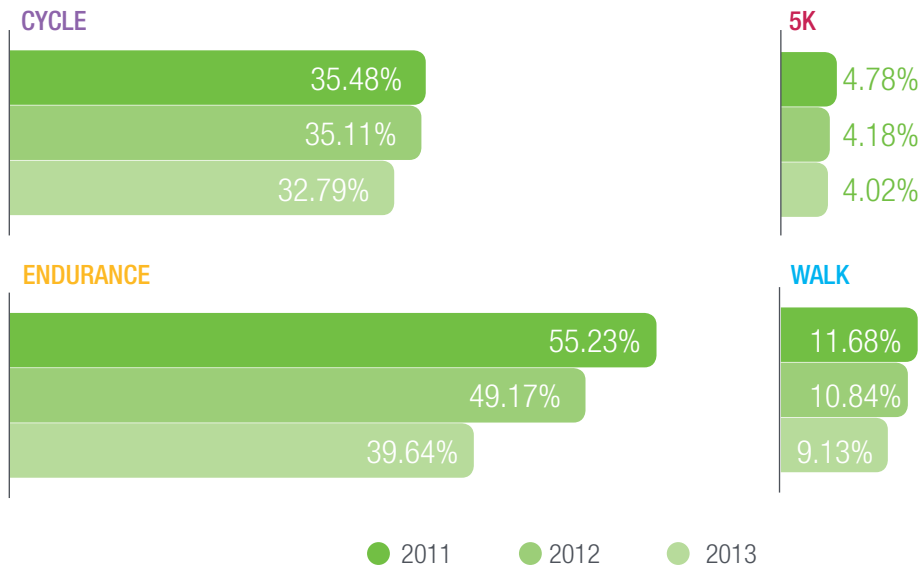
- ✓ People love sending email messages, so embrace and promote it. Invest in thoughtful development around your email marketing strategy.
- ✓ More emails sent = more money raised for your mission.
- ✓ Coach your participants to extend their fundraising efforts through social means.
- ✓ Don't let technology dilute the power of fundraisers conducting offline efforts. Whether it's a bake sale or auction, these types of activities are valuable.
- ✓ Email sent + social share + mobile + office = your fundraising majesty.

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% of Population Email Senders



Three-Year View: Email Senders



All Participants
Fundraisers
Email Senders

Average Dollars Raised Per Participant	All Participants	Fundraisers	Email Senders
CYCLE	\$388.30	\$550.23	\$715.01
ENDURANCE	\$827.04	\$1,441.39	\$1,559.24
5K	\$16.00	\$142.98	\$209.93
WALK	\$57.45	\$189.33	\$324.60

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We know that email senders are effective fundraisers, but let's look more closely at the number of emails they are sending. Below we divided email senders into three categories for comparison:

- **SUPER EMAIL SENDER:** A participant who sends more than 15 emails
- **AVERAGE EMAIL SENDER:** A participant who sends less than 15 emails
- **NON-EMAIL SENDER:** A participant who did not use online email tools provided by the organization in the study



Average Dollars Raised Per Participant	Non-Email Sender	Average Email Sender	Super Email Sender
CYCLE	\$228.92	\$476.74	\$957.07
ENDURANCE	\$319.84	\$1,161.52	\$1,852.83
5K	\$7.88	\$132.05	\$376.24
WALK	\$61.75	\$196.21	\$562.21



Average Number of Gifts Per Participant	Non-Email Sender	Average Email Sender	Super Email Sender
CYCLE	2.88	7.12	13.62
ENDURANCE	3.50	14.40	24.40
5K	.15	2.55	6.07
WALK	.50	3.45	8.48

Fundraiser Performance and Activity

As mentioned earlier, the goal of this year's Study was to understand fundraiser performance and activity. To meet this, we divided fundraisers into two classifications: good and great.

- **GOOD FUNDRAISER:** A fundraiser who received two to four online gifts
- **GREAT FUNDRAISER:** A fundraiser who received more than five online gifts

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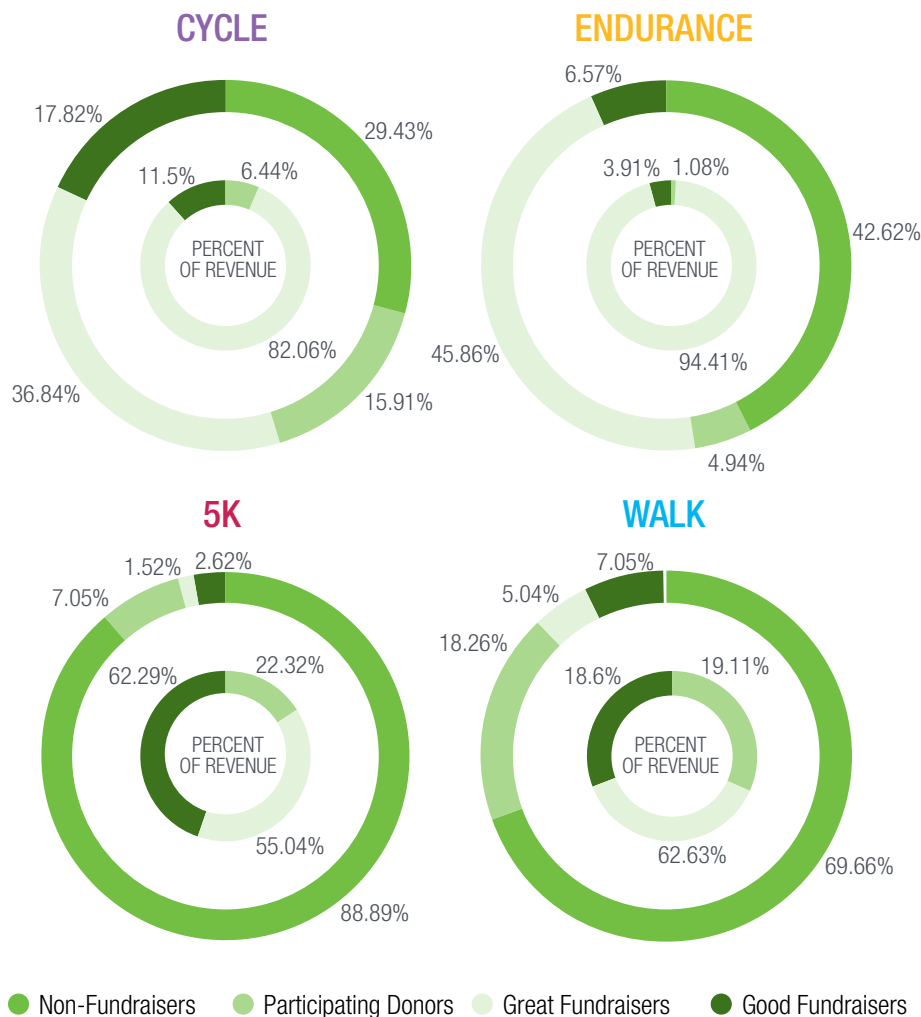
We learned earlier, the percentage of participants fundraising online has remained relatively flat for the last three years. To help meet increasing revenue goals, a new school of thought is to help fundraising participants be more effective. To support this strategy, first we need to establish a baseline and understand how our fundraisers are performing today.

This Study breaks out fundraisers by the number of online gifts they receive. The number of online gifts received is one of the best ways to measure activity versus looking at amount raised online. Both metrics are important, but online gifts separate fundraisers from participating donors. As defined earlier, participating donors make a donation during the registration process but do not fundraise.

Below is a representation of the total event population and the percentage of revenue broken out by non-fundraisers, participating donors, good fundraisers, and great fundraisers.

As you can see, a small percentage of the population is responsible for more than half of the online fundraising revenue.

Participation Population & Revenue



Good and great fundraisers align with the 80/20 principle that has defined revenue benchmarks for years. Eighty percent of our revenue comes from twenty percent of our participants. By identifying the driver for fundraising performance as numbers of gifts, we are able to implement strategies to create good fundraisers and upgrade them to great fundraisers.

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Sidebar continues to Pg. 13 >

Now that we understand the overall impact of our fundraisers, it's time to learn more about these two groups. To measure fundraiser activity, this Study looks at a standard set of key performance indicators, including:

- Percent of participants who raise money online
- Average number of gifts
- Average dollars raised
- Percent of participants who send emails
- Average online gift

Good Fundraisers **Great Fundraisers**

Average Dollars Raised Per Participant		
CYCLE	\$250.56	\$864.82
ENDURANCE	\$491.92	\$1,702.47
5K	\$138.29	\$579.30
WALK	\$151.66	\$710.00
Average Online Gift		
CYCLE	\$87.27	\$69.00
ENDURANCE	\$170.24	\$77.36
5K	\$51.52	\$58.58
WALK	\$56.29	\$64.59
Average Number of Gifts Per Participant		
CYCLE	2.87	12.53
ENDURANCE	2.89	22.01
5K	2.68	10
WALK	2.69	11

Nancy Palo shares a few tips to get you started:

- Segment Your Communications Based on Number of Gifts
 - Zero Gifts: Drive self-donation and the first ask. Make sure your fundraisers know what tools are available to them to fundraise online and how easy these tools are to use.
 - One Gift: If they are a self-donor, inspire them to make that first ask by making a list of 10 people they can start with. If they are not a self-donor, thank them for fundraising and encourage them to keep going.
 - Two to Four Gifts: Challenge your fundraisers to get five donors.
 - Five or More Gifts: Reward your fundraisers performance. Whether you utilize badges or incentives, positive reinforcement will continue to inspire your great fundraisers. The tone of your fundraising should be less about how to fundraise and more about thanking them for fundraising.
- Reward Your Fundraisers Based on Number of Gifts
 - Develop an online badge system that highlights the number of gifts your fundraisers receive.
 - Host fundraising challenges that reward performance based on number of gifts rather than amount raised.
 - Define rewards that increase with value and prestige based on the number of gifts.

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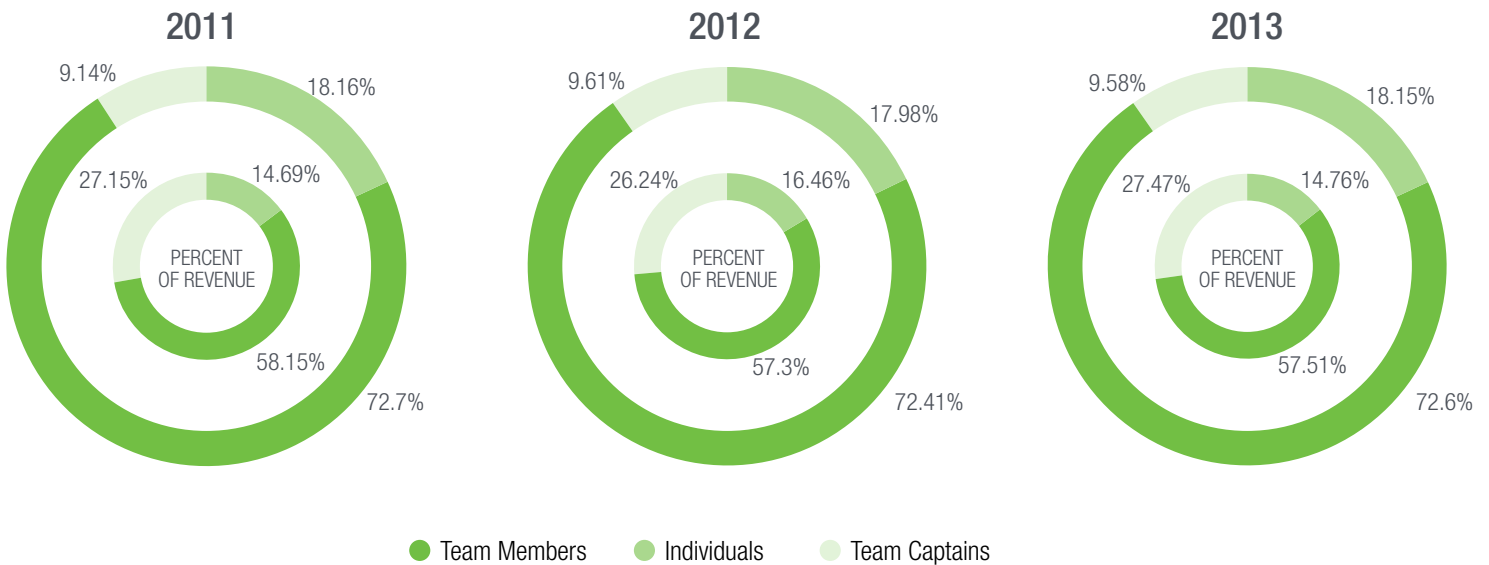
% Participants Who Send Emails		
CYCLE	37.83%	64.70%
ENDURANCE	38.70%	76.91%
5K	47%	68%
WALK	43%	65%

Impact by Role: Team Captain, Team Member, and Individual

Peer-to-peer fundraising is a team sport. We'll take a closer look at team captains, team members, and individuals across each event type, but for a quick look at the overall impact of teams, the charts

below provide a visual of roles and revenue. Team captains and team members combined represent the majority of the event population and revenue.

Percentage of Participant Role & Revenue



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% of Population				
CYCLE	22.25%	68.87%	8.88%	
ENDURANCE	28.24%	28.24%	7.23%	
5K	36.57%	58.73%	4.7%	
WALK	10.62%	78.06%	11.32%	
% of Revenue				
CYCLE	11.45%	72.73%	15.82%	
ENDURANCE	47.94%	38.37%	13.70%	
5K	17.91%	58.20%	29.29%	
WALK	6.91%	53.56%	39.63%	

Performance by Role: Team Captain, Team Member, and Individuals

Team captains represent the smallest percent of the participant population, but account for a large portion of fundraising revenue. They send more emails, receive more gifts, receive larger gifts, and in many cases raise more than the average individual and team member combined.

They are by far the most important and valuable segment. These

highly motivated and engaged participants are not only successful fundraisers, but they also recruit others to participate.

The chart below combines total online fundraising revenue and the total number of all online participants by role. The metrics combine our three classifications for participation: fundraisers, participating donors, and non-fundraisers.



% of Participants Who Raise Money Online				
CYCLE	47.35%	77.15%	77.72%	
ENDURANCE	44.43%	78.62%	89.99%	
5K	6.53%	12.06%	36.66%	
WALK	18.46%	29.04%	50.47%	

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Individuals

Team Members

Team Captains

Average Dollars Raised Per Participant			
CYCLE	\$199.79	\$410.08	\$691.61
ENDURANCE	\$614.33	\$1,123.71	\$1,567.18
5K	\$7.84	\$14.39	\$99.78
WALK	\$36.84	\$39.42	\$201.11
Average Online Gift			
CYCLE	\$65.77	\$72.56	\$85.23
ENDURANCE	\$77.70	\$82.08	\$83.07
5K	\$49.51	\$51.85	\$66.63
WALK	\$55.43	\$57.18	\$71.67
Average Number of Gifts Per Participant			
CYCLE	3.04	5.65	8.11
ENDURANCE	7.91	13.69	18.86
5K	.16	.28	1.5
WALK	.66	.69	2.87
% of Participants Who Send Emails			
CYCLE	21.64%	34.11%	50.47%
ENDURANCE	30.82%	52.38%	68.70%
5K	1.77%	3.16%	32.30%
WALK	6.05%	6.13%	32.73%

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Good and Great Team Members and Team Captains

To understand the true value and activity of fundraisers, the chart below breaks down team member and team captain performance with our standard set of key performance indicators.

It's no secret that team captains are very valuable participants, but team members also have the ability to be rock star fundraisers. The question that remains is: How do you help a good fundraiser become great? Visit npengage.com for strategies, ideas, and tactics that can help your fundraisers develop their fundraising skills to become great fundraisers.



Good Team Members



Great Team Members



Good Team Captains



Great Team Captains

Average Dollars Raised Per Participant					
CYCLE	\$254.14	\$828.13	\$277.72	\$1,281.71	
ENDURANCE	\$528.04	\$1,668.07	\$524.88	\$1,965.10	
5K	\$133.42	\$491.95	\$159.89	\$784.76	
WALK	\$141.80	\$569.75	\$180.50	\$914.27	
Average Online Gift					
CYCLE	\$88.82	\$65.57	\$94.60	\$83.53	
ENDURANCE	\$182.58	\$79.05	\$182.32	\$81.56	
5K	\$49.49	\$53.04	\$59.04	\$70.20	
WALK	\$53.31	\$58.39	\$65.24	\$72.55	
Average Number of Gifts Per Participant					
CYCLE	2.86	12.26	2.94	15.34	
ENDURANCE	2.89	21.10	2.88	24.09	
5K	2.67	9.27	2.71	11.18	
WALK	2.66	9.76	2.77	12.60	

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Good Team Members



Great Team Members



Good Team Captains



Great Team Captains

% of Participants Who Send Emails				
CYCLE	35.24%	65.57%	52.67%	72.81%
ENDURANCE	33.82%	75.81%	48.43%	80.45%
5K	40.12%	61.01%	64.53%	78.83%
WALK	37.23%	59.18%	55.92%	73.01%

CONCLUSION:

There has been a lot of discussion in the peer-to-peer fundraising world that traditional events, such as cycle, endurance, 5ks, and walks, are no longer relevant, as overall revenue for these events have become stagnant. A familiar saying comes to mind when analyzing data: Numbers never lie. Numbers provide clarity, but it is up to the reader to understand and interpret the information.

Based on data in this Study, there has been stabilization and growth in the last three years in peer-to-peer fundraising events. Additionally, changes in participant behavior have led to the development of new participant categories: fundraiser, participating donor, and non-fundraiser. Asking participants to make a donation is a great way to reduce the number of non-fundraisers and some will take the next step and fundraise. When they take this next step they become very effective fundraisers.

Peer-to-peer fundraising programs seem to be at a crossroads: Continue on the current path or embrace new strategies? Our goal was to better understand the online activity of true fundraisers. The two fundraising classifications provide insight into our current state, but also show opportunity for growth. Since there has not been progress in increasing the number of participants who become fundraisers, is it time to focus on helping good fundraising become great?

WHERE TO GO FROM HERE?

- Are you ready to take your program to the next level with Blackbaud Data Insights™? [Contact us](#) to learn more about our business intelligence solution for peer-to-peer fundraising programs.
- New to peer-to-peer to fundraising? [Visit us online](#) to learn how you can tap into your supporters' personal networks to increase revenue and awareness for your cause with our peer-to-peer fundraising solutions.
- Join the Blackbaud community online and get updates on the latest trends, best practices, and need-to-know news at npengage.com.

Peer-to-peer fundraising programs seem to be at a crossroads: Continue on the current path or embrace new strategies?

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ABOUT BLACKBAUD DATA INSIGHTS™

Blackbaud's Data Insights, a unique business intelligence solution, delivers actionable insights and helps you identify your most valuable pieces of information. With knowledge in hand, you are able to develop cost-effective strategies to engage participants and provide a greater return on your investment, including:

- Evaluating and understanding your peer-to-peer fundraising revenue, online activity, and participant trends
- Quickly finding the most relevant, valuable pieces of information using intuitive, visual dashboards
- Making timely adjustments to peer-to-peer fundraising strategies based on analysis of your data
- Further boosting fundraising performance by enriching your data with demographic and wealth indicators
- Facilitating investment conversations, making better spending decisions on growth opportunities, and identifying areas for program consolidation

About Blackbaud

Serving the nonprofit and education sectors for 30 years, Blackbaud (NASDAQ: BLKB) combines technology and expertise to help organizations achieve their missions. Blackbaud works with more than 29,000 customers in over 60 countries that support higher education, healthcare, human services, arts and culture, faith, the environment, independent K-12 education, animal welfare, and other charitable causes. The company offers a full spectrum of cloud-based and on-premise software solutions and related services for organizations of all sizes including: [fundraising](#), [eMarketing](#), [advocacy](#), [constituent relationship management](#) (CRM), [financial management](#), [payment services](#), [analytics](#), and vertical-specific solutions. Using Blackbaud technology, these organizations raise more than \$100 billion each year. Recognized as a top company by *Forbes*, *InformationWeek*, and *Software Magazine* and honored by *Best Places to Work*, Blackbaud is headquartered in Charleston, South Carolina and has operations in the United States, Australia, Canada, the Netherlands, and the United Kingdom. For more information, visit www.blackbaud.com.

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