

# Network for Good Online Giving Day

March 27, 2009



*Leading with Ideas*

DEMONSTRATING THROUGH ACTION

*Transforming with Capital*

SUSTAINING THROUGH POLICIES AND PARTNERSHIP

# About Enterprise



- Mission: to create opportunity for low- and moderate-income people through fit, affordable housing and diverse, thriving communities.
- National leader in investment capital and development services for affordable housing and community revitalization.
- Founded in 1982.
- Raised and invested over \$10 billion for 257,000 affordable homes. d1
- Serve individuals and families with the greatest needs.

# Growing Importance of Online Donors



- 85% of charitable giving in the U.S. comes from individuals
  
- New breed of potential donor accustomed to Internet.
  - In 2000, fewer than 10% of charities reported success with online giving. By 2007: 25%.
  - By 2010, est. 1/3 of charitable giving will be online.
  - 25% of donors that give offline also give online.
  - Senior citizens are the fastest growing group of internet users.
  - Average gifts tend to be higher online and grow every year.
    - 2004 = \$97
    - 2007 = \$138

# Why People Give Online



Other: easier to track gifts; credit card loyalty points; cash flow management; other; don't know

15.4%

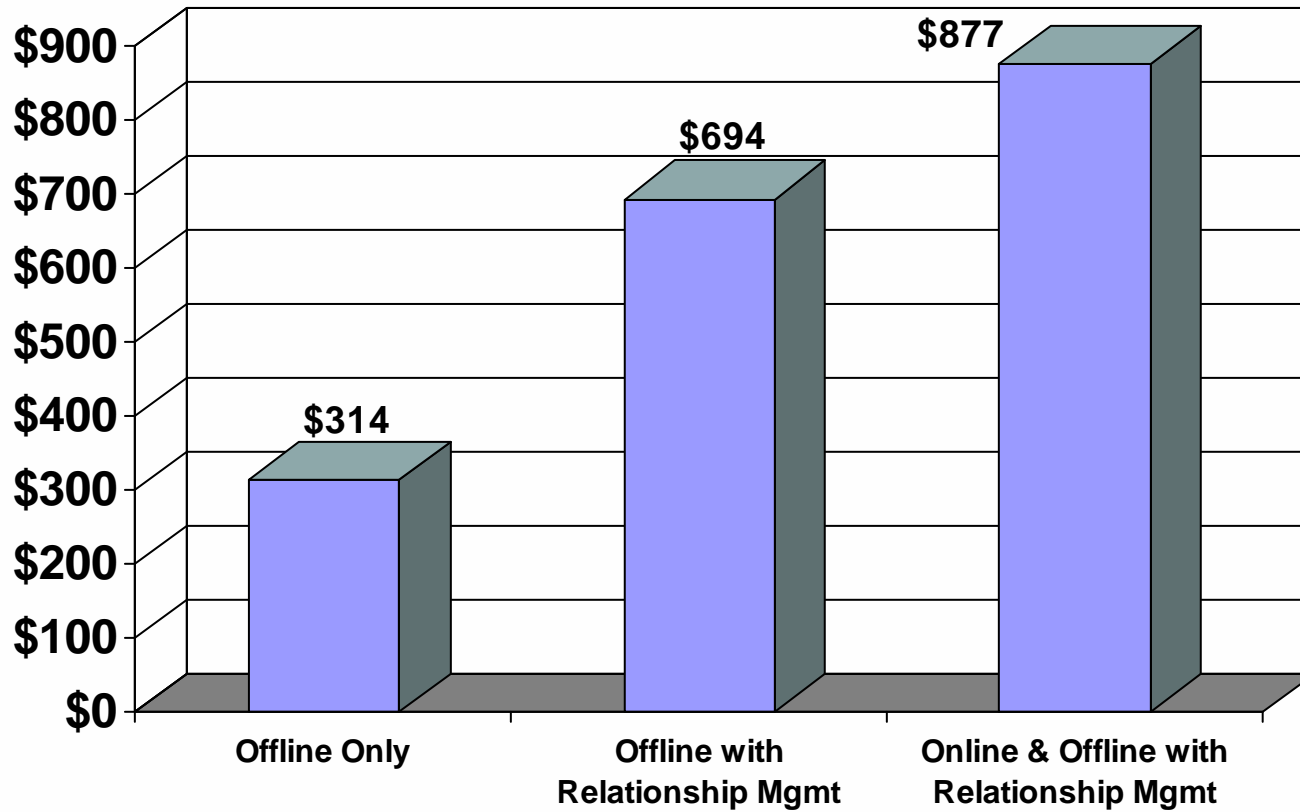
Fast; convenient; could respond quickly to an urgent need

64.3%

20.3%

Someone asked online; it was the only way I could give to this charity; found the donation site while searching online

# Value of Online Relationships



# Our History in Online Giving



- Pre-2008: No coordinated plan. Online donations trickled in on their own.
  
- 2008
  - Earth Day (online donation pilot)
  - Improved website
  - Social media beta launched
  - End of year appeal
    - Direct and online ask
    - Links on our Web page
    - Coordinated three email each from four different impact areas



## **Advertising + PR + Events + Newsletters + Web + Social Media + Communications**

- A successful online presence must be integrated into pre-existing elements of marketing.
- So should relationship management and donor stewardship.
- But first, who is our audience?

# Our Donor Profile



Donor audience for online giving:

- Individual donors who give less than \$1,000.
- Currently few in number.
- Enterprise has not specifically targeted them before.

Clearly identify your audience!  
Build a persona.

# Personas



## Individual Online Donor: Molly Atkinson

Female, 35 years old, Caucasian

Married, no children, city dweller, volunteers regularly for Habitat and mentors young women

Bachelors in sociology; some graduate work, no formal degree

Middle manager in Fortune 500 company

Socially active, impatient, confident

Belongs to an investment circle

Cares about the environment and going green

Relatively new to personal giving, not yet found "favorite cause"

### What does she want to know?

Who is Enterprise? What do they do?

How would my \$100 donation be helpful to them?

How do they help real people?

What are they doing about the mortgage crisis?

### What does she want to do?

See how we help.

Give easily and quickly.

Sign up for a newsletter.

Give to the city and or cause of her choice.

Get involved, help with more than money, feel a part of the movement.



# Six Strategies for 2009



## Goal: Expand individual giving.

### Six Strategies:

1. Expand online giving opportunities.
2. Establish social media relationships.
3. Create donor stewardship systems.
4. Define one communication calendar.
5. Leverage public policy.
6. Grow our database of emails.

# 1. Expand Online Giving



## Strategy 1: Expand Online Giving Opportunities

### Tactics:

- Use mixed-media approach: Direct mail asks supported by email notifications and social media outreach
- Create additional opportunities for online asks: Earth Day, Grandparents Day, 2009 EOY, etc.
- Identify new potential donors

## 2. Establish Social Media



### Strategy 2: Establish Social Media Relationships

#### Tactics:

- Facebook (profile, cause, organization page);
- LinkedIn
- Twitter
- YouTube
- Squidoo

Notice there is no blog in our early plans.

## 3. Donor Stewardship System



### Strategy 3: Create Donor Stewardship Systems.

Tactic: Review top 10 reasons why donors stop giving and address them in stewardship plan

1. Feeling that other causes were more deserving
2. No longer able to afford support
3. No memory of ever supporting charity
4. Donor still supports charity by other means
5. Donor relocated
6. Death
7. Charity's communications were inappropriate
8. Charity did not remind donor to give again
9. Charity asked for inappropriate donation amount
10. Charity did not tell donor how contribution was used

## 3. Donor Stewardship System



### Strategy 3: Create Donor Stewardship Systems.

Tactic: Incorporate Rule of 7 into outreach & stewardship.

Contact 7 times before asking for money

1. Send a thank you card/ letter
2. Send a holiday card
3. Send donor newsletter(s)
4. Invite them to special event
5. Send something of value
6. Call them upon receipt of gift
7. Send information about Enterprise (email or direct)

## 4. Communications Calendar



### Strategy 4: Define One Communications Calendar

Enhanced communication between departments will capitalize on resources and initiatives already in place.

#### Tactics:

- Combine all communications calendars.
- Hold regular meetings among the leaders.
- Publicize plans broadly.

## 5. Leverage Public Policy



### Strategy 5: Leverage Public Policy

Every advocate is a potential donor and every donor a potential advocate. 8% of your advocates will donate and 14% of your donors will advocate. Give them the chance.

#### Tactics:

- Establish social media presence.
- Create opportunity for advocates to give.
- Cross-fertilize ideas with public policy department.

## 6. Grow Our Database



### Strategy 6: Grow Our Database of Emails

Protect, back up, check, secure, nurture, expand, groom, use and keep your database current

#### Tactics:

- Merge multiple lists into one database.
- Offer multiple opportunities for new prospects to sign-up online.
- Create off-line systems to collect email addresses.



## Tenets of Social Media

- Go where your audience is already.
- Engage with them in ways they are already engaged.
- Invite them to the next step of engagement on your behalf.



## Enterprise's Social Media Goals

- Participate in the online conversation about our issues
- Expand our existing network of supporters
- Identify and engage people as advocates and donors
- Create an easy way for people to connect with us
- Drive relevant traffic to our website and sign-up page

*If we are successful, we will be able to mobilize our network in a targeted way to support specific policy proposals or fundraising targets*



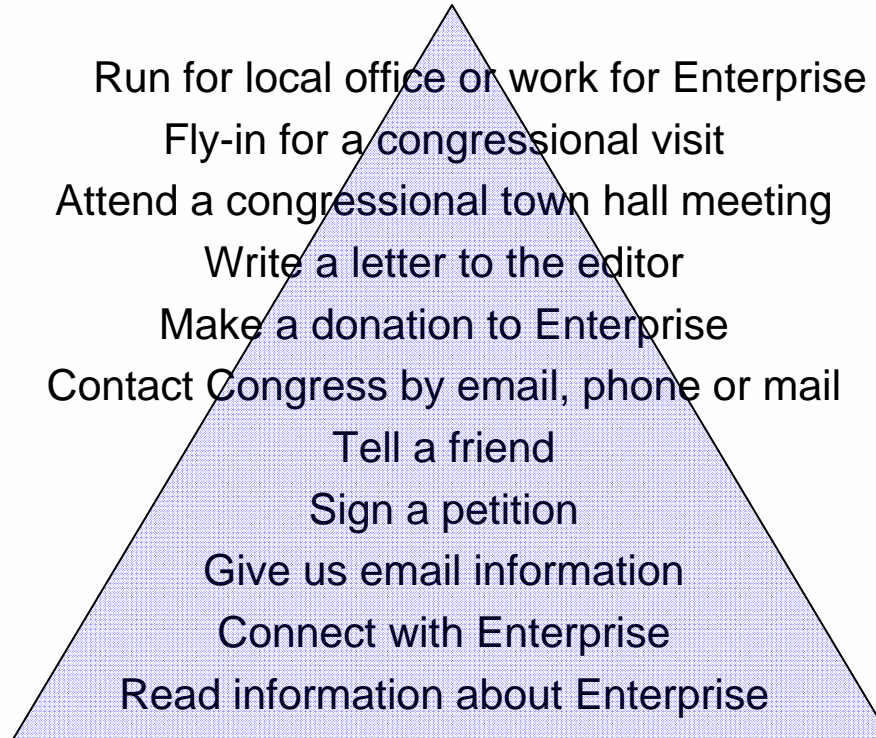
## Questions to Answer Before You Start

- Who is our audience? Build personas.
- Where are they online? Do your research.
- What do they want to do; what are they currently doing online? Observe and participate.
- What do we want them to do? Ladder of Engagement.
- How will we measure success? Set quantifiable goals.



## Ladder of Engagement

Success is measured by moving potential supports through progressively more involved stages in relationship.





## Ten Critical Steps

1. Research social media.
2. Identify your audience.
3. Craft your ladder of engagement.
4. Plan before you create anything.
5. Do Not Blog!
6. Create a policy for employees.
7. Identifying internal moderators.
8. “Beta” launch.
9. Create procedures based on your beta launch.
10. Go public.

# What Has Worked



- Offering an opportunity for potential supporters to sign up without having to donate
- Beta testing social media system
- Multiple asks: 3 times
- Go where supporters are: Online giving
- Coordinated efforts between Resource Development, Communications and Online Services
  - Work with each other to meet same goals
  - Structural support
- Revamped homepage to increase engagement

# Old Homepage

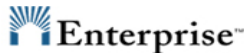


Enterprise Community Partners - Home - Windows Internet Explorer provided by Enterprise

http://web.archive.org/web/20070501151212/http://www.enterprisecommunity.org/ Microsoft

File Edit View Favorites Tools Help

Enterprise Intranet External Affairs - Enterprise ... Enterprise Community Partne... Enterprise Community Pa... x



CELEBRATING 25 YEARS ■ 1982-2007



Enterprise Community Partners

home | donate | contact us

about programs financial products public policy local work information resources training/events careers



## Welcome to Enterprise Community Partners

Enterprise helps build affordable housing for low-income Americans by providing financing and expertise to community and housing developers. Every 80 minutes, someone moves into a house we helped create. Enterprise Community Partners is a national nonprofit that provides loans, grants and information resources. Our for-profit subsidiary, [Enterprise Community Investment](#), offers tax credit financing and asset management services.

## Money When it Matters Most



Asian Americans for Equality has long fought to provide decent, affordable housing for residents in the vibrant, historic neighborhoods of New York City. Today, that fight is often to [preserve the affordable housing](#) that is already in place. Enterprise helps through short-term financing to help get projects started and with [technical assistance](#) to help the local organizations tackle tough new challenges. [Read the whole story.](#)

## Noteworthy



### \$47 Million Louisiana Loan Fund Aids Home Rebuilding

A major new public and private partnership

offers below-market loans to developers building and rehabbing affordable housing in Louisiana's most devastated areas. Enterprise joined local, state and national partners to announce the fund in New Orleans' Gentilly area. From left: Nhadine Leung, Living Cities; Evelyn Brown, LISC; Rafael Cestero, Enterprise Community Partners; and Andy Kopplin, executive director, Louisiana Recovery Authority



### Rep. Charles B. Rangel Receives Lifetime Achievement Award

Enterprise honored New York Congressman Charles B. Rangel

for his role in spurring the creation of affordable housing nationwide. Rangel has made affordable housing a priority in Congress throughout his career, principally as the longtime champion of the Low-Income Housing Tax Credit program, which is responsible for financing 90 percent of the country's affordable housing built in the last 10 years. From left: Rep. Charles Rangel; Bart Harvey, Chairman and Doris Koo, President and CEO, Enterprise

Search

## News and Events

A study on affordable housing demonstrates cost savings in properties with resident services. Read the [study](#) and the [press release](#)

[Lifetime Achievement Award](#) presented to Congressman Charles B. Rangel. (PDF, 33K)

[Drexel House](#), a newly constructed supportive and Green housing development, in Olympia, Wash. (PDF, 26K)

Enterprise wins [ENERGY STAR Award](#) for Excellence in Energy-Efficient Affordable Housing. (PDF, 41K)

2007 [MetLife Foundation Awards](#) for Excellence in Affordable Housing. (PDF, 36K)

Enterprise Announces [Promotions and Senior Leadership Team](#). (PDF, 31K)

[Broadway Crossing](#), newly constructed Energy-Efficient and affordable housing, in Seattle, Wash. (PDF, 25K)

[Enterprise announced](#) a \$5 million dollar gift from Ron Terwilliger. (PDF, 27K)

[HOPE VI](#) Reauthorization Legislation. (PDF, 34K)

Enterprise Commends [Legislation to "Green" Affordable](#) Housing. (PDF, 33K)

[See what's in store](#) when Enterprise celebrates

# New Homepage



Enterprise Community Partners | Home - Windows Internet Explorer provided by Enterprise

http://www.enterprisecommunity.org/

File Edit View Favorites Tools Help

Enterprise Intranet External Affairs - Enterprise ... Enterprise Community Pa...



Solutions and financing for **ECP** *affordable housing and thriving communities*



Enterprise Community Partners, Inc.

Home | Donate | Contact

about | programs | financial products | policy | local work | information resources | training/events | careers

Search... **GO**

**JOIN THE FIGHT.** Everyone's story begins at home. Help Enterprise make *sound housing in strong communities* a universal tale.



**STAY INFORMED!**  
Subscribe to our free e-newsletters.

email address **GO**

*Housing Matters. Communities Count.*  
**DONATE TO ENTERPRISE.**



**Honoring Partners**  
San Francisco Mayor Gavin Newsom helped celebrate sustainable developers when Bank of America presented Enterprise with a [\\$3.75 million grant](#) to expand affordable housing and green building.



**FAMILIES IN HOMES**

This year **9,000**

Since 1982 **250,000**

Invested in Communities **\$9.6 BILLION**

**TAKE ACTION**  
[Advocacy](#) | [Support our cause.](#)

### HIGHLIGHTS



**Changing Lives in Greater Cleveland**

Living on the streets is a dead-end road. Real opportunity begins with a decent place to call home. Our [audio slide show](#) shares six stories of personal triumph.



**Kudos from Fast Company**  
A unique mix of social mission, green innovation and responsible business earned Enterprise the Number One slot on Fast Company's Social Enterprise honor roll. [Read the article](#) -- featuring actor, director and Enterprise Trustee Edward Norton -- in the current issue.

**NEWS AND EVENTS**

[Subscribe to our RSS Feed.](#)

[American Recovery and Reinvestment Act Live Online Events](#)  
Tues. March 10 and Wed. March 11

[Building Green Houses for the Poor](#)  
(TIME, March 5, 2009)

Enterprise Applauds Passage of [Budget](#). (March 03, 2009)

# What Needs Improvement



- Systems
  - Integrate email/ newsletter / policy/ fundraising contacts
  - CRM in one place
  - Easier way to create and disseminate online asks
- Benchmarking
- Clear, measurable goals
- Clear, approved, integrated plan
- Better measurement and analytics

# Advice in this Economy



## 2009 Will Be A Building Year

### Opportunity:

- Take this time to assess your situation: focus, focus, focus
- Those who build this year will turn around results quickly when economy returns
- Project growth in years to come

# Sources



- The Center on Philanthropy at Indiana University
- Various philanthropic societies
  - ASAE
  - AFP
- 3<sup>rd</sup> Party companies, organizations, magazines, etc.
  - Pew Internet & American Life Project
  - Network for Good
  - Changing Our World, Inc.
  - ASPCA
  - FRM Weekly
  - The Chronicle of Philanthropy
  - Convio
  - Kintera
  - Blackbaud
  - BusinessWeek

[www.enterprisecommunity.org](http://www.enterprisecommunity.org)  
[www.enterprisecommunity.com](http://www.enterprisecommunity.com)

