# MARKETING 102 Build Your Base of Support: Marketing that Works



Meals on Wheels National Conference - Chicago August 31, 2011 Laura Willumsen Senior Consultant, TRG Arts

#### **GOALS**

- Understand what marketing is and isn't.
- Learn what tools work best for different goals.
- Learn to love your database!
- Make offers your patrons can't refuse.
- **\*** Evaluate results to become a learning machine.

#### **OUR AGENDA**

Part I: What is Marketing?

Part II: Marketing Builds Relationships

Part III: Love your Patrons = Love Your Database

Part IV: Media Tools Pros & Cons

Part V: Campaign in a Box

#### **PART I**

What is marketing?

#### What is marketing?



Marketing isn't about promoting what you do.

## Two Fundamental Questions What do you do?



For whom?

- WHAT DO YOU DO? Your mission is why you exist and what guides your work.
- ❖ FOR WHOM? You feed seniors and work to end senior hunger. Others tell stories onstage, help in crises, place orphans with families.



#### What is Marketing?

To achieve the mission, we need to:

- ✓ Find people who care.
- ✓ Get these people to act.

That's marketing.



#### How does marketing work?



Buy it or else!

#### How does marketing work?



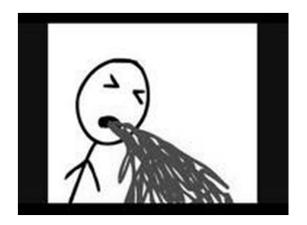
"You really need this!" (NO!)

#### How does marketing work?



"I want to suck your blood!"

#### **Bad Marketing**



**YUCK!** 

#### **PART II**

#### Marketing Builds Relationships



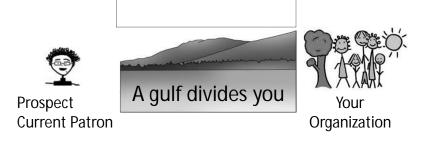
#### Relationships Are...

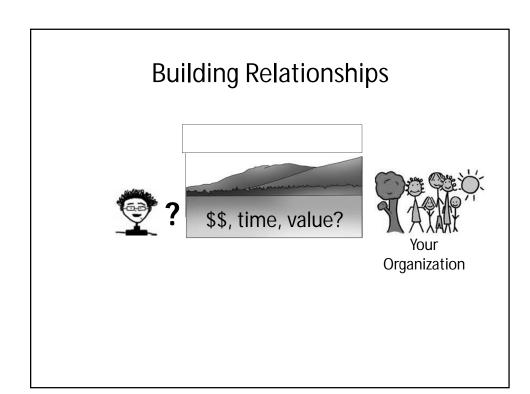
- ❖ Long-term vs. short-term
- Two-way vs. one-way communication
- Mutually beneficial

#### Marketing Builds Relationships

- ❖ Long-term vs. short-term: *lifetime value*
- ❖ Two-way vs. one-way: *engagement and trust*
- Mutually beneficial: we are both fulfilled by supporting the mission

#### **Building Relationships**







#### Not this



#### But this!



#### Marketing is an Invitation

- 1) Targeted
- 2) Personalized
- 3) Timely
- 4) Clear logistics reduce risk
- 5) RSVPs measure response



For people who care!

#### Marketing is Targeted



- First find the people who care
- Contacting people who don't care = SPAM (and very expensive)



#### Marketing is Personalized

- ❖ "Dear Friend" = dark ages
- If you don't care who I am, why should I care who you are?
- ❖ Generic communication = generic response



#### Marketing has Personality

- Brand is an organization's personality don't be afraid to have one!
- You have nothing to lose but people's attention.
- If you're generic and bland, there's no such danger!

Would you rather get this?

RENEW YOUR SUBSCRIPTION NOW





#### Marketing is Time-Sensitive



#### Marketing Reduces Risk

❖ PRICE: in my budget?

❖ TIME: do I have time?

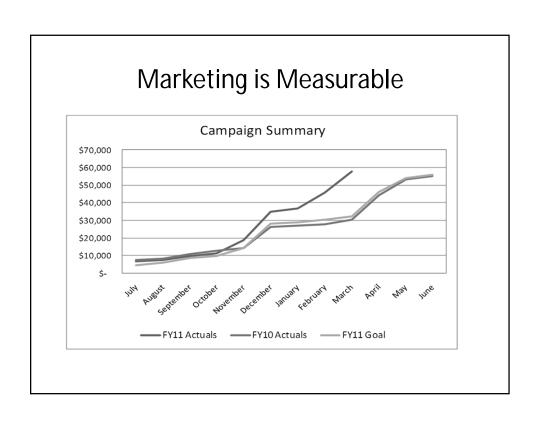
❖ SOCIAL: will I fit in?

❖ INSECURITY: what if I don't understand it?

RISK: what if I don't like it?







#### RSVPs: Who Cares & How Much!

YOUR TOP RESPONDERS	Responders	% of total	Revenue	% of total	Avr Order
2010 Renewing Subs	7,165	82%	\$ 5,234,829	89%	\$730.61
Lapsed subs (2009-2005)	310	4%	\$ 145,110	2%	\$468.10
2010 Single Ticket Buyers	674	8%	\$ 265,320	4%	\$393.65
Lapsed STBs (2009-2005)	336	4%	\$ 134,002	2%	\$398.82
SUBTOTAL	8,485	97%	\$ 5,779,261	98%	\$681.12
'					
ALL OTHER SEGMENTS	231	3%	\$118,209	2%	\$511.73
TOTAL	8,716		\$5,897,470		\$676.63

#### QUICK REVIEW: Marketing Builds Relationships

- ❖ Long-term vs. short-term
- Two-way vs. one-way
- Mutually beneficial

It's an invitation!



#### **PART III**

LOVING YOUR PATRONS
MEANS LOVING YOUR DATABASE!



#### Your Patrons are not created equal

Renewing: Til death do us part!

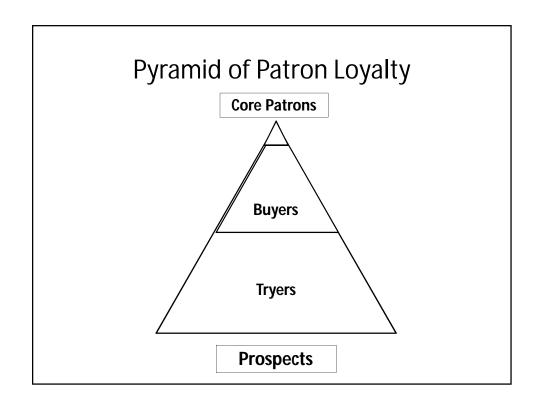
Multi-buyers: I like you

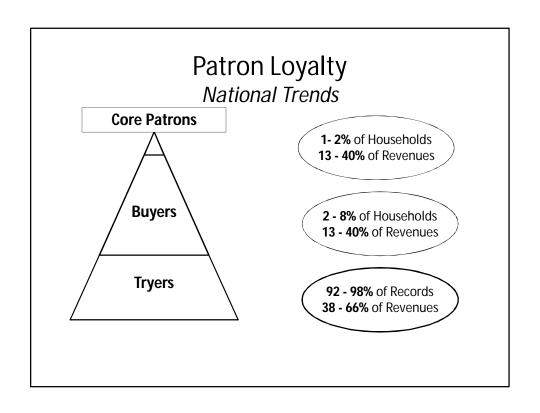
New: I'd like to know you better

❖ Lapsed: You've got competition

Prospects: The possibilities are infinite

General Public: Who are you?





## Loyalty Math at Nonprofit X 100 New Donors

New Donors									
	`	Year 1	TOTAL						
Revenue	\$	2,500	\$	500	\$	3,000			
Cost of sale	\$	1,875	\$	375	\$	2,250			
NET REVENUE	\$ 625		\$	125	\$	750			
	\$	8							

➤ Average gift: **\$25** 

> Cost to acquire (COS): 75%

➤ Renewal rate: 20%

## Loyalty Math at Nonprofit X 100 Annual Fund Donors

Renewing Annual Fund Donors									
		Year 1		Year 2	TOTAL				
Revenue	\$	10,000	\$	7,000	\$	17,000			
Cost of sale	\$	500	\$	210	\$	710			
NET REVENUE	\$ 9,500		\$	6,790	<b>\\$</b>	16,290			
·	Per Donor					163			

➤ Average gift: **\$100** 

> Cost to renew (COS): 5%

> Renewal rate: 70%

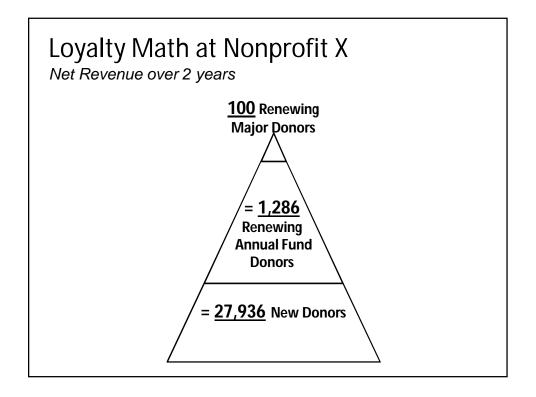
## Loyalty Math at Nonprofit X 100 Renewing Major Donors

Renewing Major Gift Donors									
	Year 1	TOTAL							
Revenue	\$120,000	\$	96,000	\$216,000					
Cost of sale	\$ 3,600	\$	2,880	\$ 6,480					
NET REVENUE	\$116,400 \$		93,120	\$209,520					
·	\$ 2,095								

➤ Average gift: **\$1,200** 

> Cost to renew (COS): <u>5%</u>

> Renewal rate: 70%

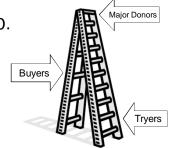


## RETENTION: Love the One You're With!

- It's much cheaper and easier to keep donors than acquire them.
- <u>50%</u> of donors do not renew their gifts and, by the fifth year, almost <u>90%</u> have stopped giving
- Most donors stop giving because of a lack of meaningful communication or they have no sense of impact

#### Move Them Up The Ladder

- ❖ Patron Loyalty is a plan.
- ❖ Always think of the next step.
- The more they invest, the more loyal they become.



#### Remember our Fearful Patron?





#### **Marketing Creates Expectations**

- You'll acknowledge my step of faith
- ❖ You'll value my investment
- You'll deliver what you promise
- This is the start of a great thing!



How do we meet these expectations?

BY LOVING YOUR DATABASE



#### Keep It Clean

- Complete Contact Information
- ❖ No invisible patrons
- Hygiened



## How Big is Your Database? Size Matters

**Key Factors** 

- Recency
- Frequency
- ❖ Monetary Value



#### Segment Your Database

- Current, renewing, lapsed, prospect
  - By Year
  - By Activity
- Use Response Reports to analyze segments



#### **PART IV:**

Direct Marketing & Media

Get the right message to the right person at the right time.



## Key Elements of Direct Marketing

- ❖ TARGET / LIST "who"
- ❖ OFFER "what"
- ❖ DEADLINE "when"
- ❖ CALL TO ACTION "how"

#### Media Tools: Pros & Cons

- ❖ Direct Mail & Email
- ❖ Telesales
- Live Media
- Website
- Social Media

#### Mail Is Not Dead!



2009		Total
DMA	Response	revenue
SURVEY	Rates	generated
Mail	1% - 3%	\$446B
Email	2.4%	\$26B
Radio	1.4%	
Print ads	0.5%	

#### Mail Linked To Web Use

- 33% of people who respond to direct mail do it online
- When consumers get direct mail first:
  - 16% more site visits
  - 22% more page views
  - 15% more time on site
- Consumers spend 30% more when multiple media are used vs. single media

#### Mail In Multi-Channel Marketing

❖ While most marketers use an average of 4 media channels, half launch campaigns with direct mail.



❖ Overall, marketers are adding new media rather than subtracting traditional media.













## Email Is Not Dead!

#### Who uses email?

All online adults - <u>92%</u> (18 – 65+)

% who send or read on typical day – <u>61%</u>

Gender	%	%		
Male	90	59		
Female	93	64		
Race/Ethnicity				
White	93	63		
African American	87	48		
Hispanic	88	53		
Age				
18-29	94	64		
30-49	91	63		
50-64	91	61		
65+	87	46		
Education				
Some high school	90	39		
High school	84	46		
Some college	94	64		
College graduate	96	77		
Household income				
< \$30,000	86	47		
\$30,000 - \$49,999	89	59		
\$50,000 - \$74,999	94	67		
\$75,000+	97	78		

**Source:** The Pew Research Center's Internet & American Life Project, November 3-24, 2010 tracking survey. N=2,257 adults ages 18 and older. Interviews conducted in English and Spanish.

#### **Email**

- ❖ Laser focus on building your list
- Track growth and attrition
- Watch key stats:
  - Open rates?
  - Click-throughs?
  - Opt-outs?

#### **Telesales**

- Some people just need to talk!
- Mail alone doesn't overcome all the objections
- ❖ Acquiring new supporters requires one-on-one



#### **Telesales**

- Measure cost-of-sale by renew and new
- Upsell, cross-sell, upgrade!
- Works best with mail and email

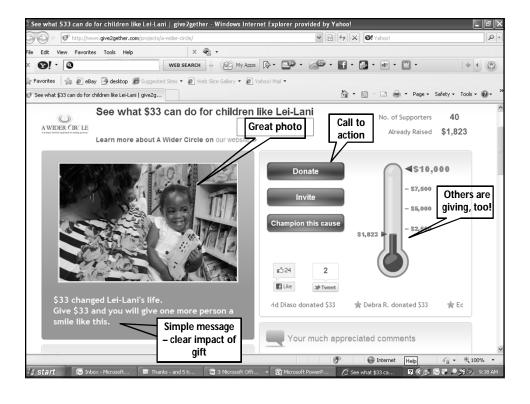


#### Your Website

- Consumers depend on the Internet for research.
- Consumers expect speedy, personalized service, easy and transparent information.
- Consumers rate online experience low.
- Poor online experiences lead to lost revenue, and customers are less inclined to buy again or recommend.

#### Your Website: The Essentials

- Make it a compelling expression of what you are all about--not your mission statement
- Grab emotionally with one powerful image
- Make it easy to navigate
- ❖ Less is more no clutter!
- Guide them to the outcome you want
- Put your contact info on every page



#### Advertising

"Half the money I spend on advertising is wasted; the trouble is, I don't know which half."

- Only use mass media for things with mass appeal
- Print Ads
  - Consolidate in fewer publications

     Don't spread thin
  - Small is ok
  - Banner ads don't work

#### Advertising

- ❖Radio & TV
  - Demographics help to choose stations
  - Great for impulse buys
  - Spots are cheap because no one's listening!
  - Use the medium music, drama!
  - Leverage with added value
  - Use a media buyer if you can

#### Social Media 📑 🖹





- Engagement
- Two-way dialogue
- Fresh content
- Support other efforts
- ❖ Personality!

### PART V Campaign in a Box



#### Choose Your Campaign

- End of year: time-sensitive
- Annual membership drive: recurring
- Campaign to end hunger: endowment
- ❖ Spring Gala: event
- Christmas in July Sale: one-day offer
- Others!

#### **Campaign Components**

- ❖ Revenue & Expense Budgets
- ❖ Timeline & Media Plan
- The Offer & The Call to Action
- The Target Audience
- Results Tracking

#### Revenue & Expense Budgets

- How much money do we need to make?
  - Revenue
  - Units
  - Average order size
- How much money do we have to spend?
- What is our expected cost of sale?

#### **Timeline**

- End date
- Length of campaign (# of weeks)
- When each media is deployed
- Drop dates for materials
- Material due dates from designer, mail house, post office
- Meetings: planning, sales tracking, post-mortem
- Other

#### Media Plan

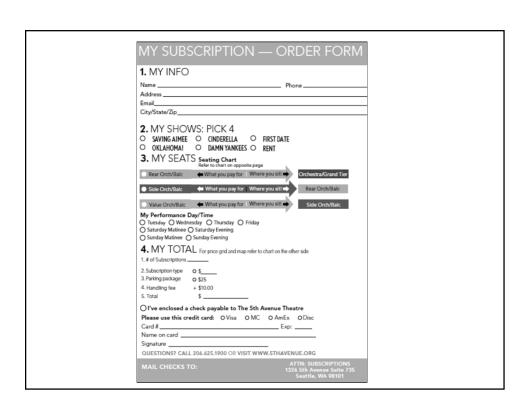
- Direct Mail
- Email
- Print ads
- Radio/TV
- Billboards
- Facebook, Twitter, Google AdWords, QR Codes
- Other

#### The Offer

- What is it?
- When does it take place?
- What does it cost?
- What are the benefits?
- How can we make it more attractive?
- Will it change over time?

#### Call to Action

- ➤ Make it easy to act
- Provide as many options as possible to respond
- ➤ Make the call to action the DOMINANT element don't be subtle
- > Include an order form
- > Use action verbs: Call, Complete, Choose



#### **Target Audience**

- Database segmented by recency, frequency, monetary value (RFM)
- Choose best prospects
- Estimate response rate, average order size

#### **Results Tracking**

- ❖Weekly sales pacing reports
  - Supports on-the-fly decisions
  - Based on historical actuals if possible
  - Tracked against weekly goals
  - Are we pacing to expectation?
- Regular response reports
  - Who's responding?
  - What are they buying?
  - How much are they spending?

#### Mailing Smarts

Original Mail	PI	an
Size of Mailing		10,000
Cost per Piece	\$	0.50
Total Cost	\$	5,000
Response Rate		3%
Average Gift		\$25



#### To Clean or Not to Clean?

	Clean	Unclean
# of Gifts	300	255
Gift Revenue	\$7,500	\$6,375
Expense	\$5,000	\$5,000



#### Clean it!

	C	Clean	Unclean			
# of Gifts		300		255		
Gift Revenue	\$	7,500	\$	6,375		
Expense	\$	5,000	\$	5,000		

Net Revenue \$ 2,500 **\$ 1,375**Cost per \$1 Raised \$ 0.67 **\$ 0.78** 



#### Per Piece Magic!

Reduce per piece

	0	riginal	cost
# of Gifts		300	300
Gift Revenue	\$	7,500	\$ 7,500
Expense	\$	5,000	\$ 2,500

NET Revenue \$ 2,500 **\$ 5,000**Cost per \$1 Raised \$ 0.67 **\$ 0.33** 



#### Increase the Average Gift

			C	ut per		ouble
	С	riginal	pie	piece cost		rage gift
# of Gifts		300		300		300
Gift Revenue	\$	7,500	\$	7,500	*	15,000
Expense	\$	5,000	\$	2,500	\$	5,000
					1	/
NET Revenue	\$	2,500	\$	5,000	\\$	10,000
Cost per \$1 Raised	\$	0.67	\$	0.33	\$	0.33



#### Increase the Response Rate

			Cut per		Double		Double	
	О	riginal	pie	ce cost	av	erage gift	resp	onse rate
# of Gifts		300		300		300		(600)
Gift Revenue	\$	7,500	\$	7,500	\$	15,000	\$	15,000
Expense	\$	5,000	\$	2,500	\$	5,000	\$	5,000
'								

NET Revenue	\$ 2,500	\$ 5,000	\$ 10,000	\$ 10,000
Cost per \$1 Raised	\$ 0.67	\$ 0.33	\$ 0.33	\$ 0.33



#### Do All 3!

			Cut per		Double		Double	
	Original		piece cost		average gift		response rate	
# of Gifts		300		300		300		600
Gift Revenue	\$	7,500	\$	7,500	\$	15,000	\$	15,000
Expense	\$	5,000	\$	2,500	\$	5,000	\$	5,000

600 \$ 30,000 \$ 2,500

NET Revenue \$ 2,500 \$ 5,000 \$ 10,000 \$ 10,000 Cost per \$1 Raised 0.67 \$ 0.33 \$ 0.33 \$ 0.33

\$ 27,500 \$ 0.08



More Direct Mail Magic

Planning a Direct Mail Campaign with your handy dandy



Revenue Budget Calculator

#### Revenue Calculator

**STEP 1**: Select Your List by Segments

MEALS ON WHEELS Database								
Leads	Quantity							
Renewing donors	750							
1st-year donors	250							
1-year lapsed donors	1,000							
2-year lapsed donors	250							
3-year lapsed donors	250							
Other House List	6,500							
Trade Lists	9,000							
TOTAL	18,000							

#### Revenue Calculator

**STEP 2**: Project Response Rate & Average Order

RESPONSE RATE CALCULATOR									
Lead	Projected Quantity Orders Avr O								
1-year lapsed	1.0%	1,000	10	\$	26.55				
2-year lapsed	0.8%	250	2	\$	25.02				
3-year lapsed	0.5%	250	1	\$	23.98				
TOTAL	0.9%	1,500	13	\$	25.00				

#### **Revenue Calculator**

**STEP 3**: Calculate your per piece cost:

PER-PIECE COST	Method	Method		
CALCULATOR	#1	#2		
Expense	TOTAL	Per Piece		
Design	\$ 225	\$ 0.02		
Printing	\$ 1,000	\$ 0.10		
Insert	\$ 350	\$ 0.04		
Mailhouse	\$ 126	\$ 0.01		
Postage	\$ 1,750	\$ 0.18		
TOTAL	\$ 3,451	\$ 0.35		
Divide by quantity	10,000			
Per piece	\$ 0.35			

#### Revenue Calculator

**STEP 4**: Calculate your projected revenue, expense & cost of sale

DIRECT MAIL CALCULATOR										
Fall Annual	Households	Cost per	Response	Order					Orders to	NET
Fund Drive	mailed	pie ce	rate	size	# Orders	Revenue	Expense	cos	breakeven	REVENUE
Current Donors	1,000	\$ 0.35	3.2%	\$50	32	\$1,600	\$ 350	22%	7	\$1,250
Lapsed Donors	1,500	\$ 0.35	0.9%	\$25	14	\$338	\$ 525	156%	21	(\$188)
Other House List	6,500	\$ 0.35	2.1%	\$20	137	\$2,730	\$2,275	83%	114	\$455
Trade Lists	1,000	\$ 0.35	0.3%	\$15	3	\$45	\$ 350	778%	23	(\$305)
TOTALS	10,000	\$ 0.35	1.9%	\$25	185	\$4,713	\$3,500	74%	165	\$1,213



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Thank you!