

BENCHMARKS 2015

## **DIVE DEEP, DEARS**

Drip, drip, drip. Drip drip drip drip drip drip. That's what it feels like to be an online fundraiser or organizer, where every moment is trackable, every click, every like and donation and detail is a data point. Drop by droplet, we face a deluge of information, reports, test results, and more.

Too much information is as bad as too little, maybe worse. Instead of enlightening, it muddles the waters, and you find yourself in the dark, drowning in this ocean of data. You can't take a breath without swallowing up a great huge heaping lungful of facts, factoids, and occasional fictions.

Breathe easy: we're almost done with this extended undersea metaphor — and we're about to pump out the bilge and help you find the numbers that really matter. We want to help you spot the weak points in your strategy and the opportunities you're missing. We want to celebrate your victories. And we want you to go raise more money, engage more people, and change the world. Seriously. We do. We really, really do.

We have big ambitions, but that's okay. So do you! And, to match all that aspirational greatness, this is the biggest Benchmarks Study we've ever done.

Our pool of participants — 84 nonprofits generous enough to share their data for this study — is larger and more diverse than ever. For the first time, we are able to share detailed email, web, and social media numbers from organizations in the Cultural and Domestic Hunger/Poverty sectors — along with the Rights, International, Environmental, Health, and Wildlife/Animal Welfare sectors featured in past studies. This year's study also includes nonprofits from outside the U.S., including groups based in Canada, Australia, and South Africa.

Thanks to all of these groups, really and truly. You are heroes for the work your organizations do all year round to make the world a better place, and you are especially our heroes for making this study possible.

We love this annual opportunity to navigate our ocean of data, and we're glad you've decided to spend some time with us following the currents and charting the rifts, canyons, reefs, and peaks (sorry, we said we were *almost* done with the extended undersea metaphor). In fact, we're so excited to explore these delightful depths that we couldn't confine ourselves to just two dimensions. So this year's study features, to use the technical term, 3D awesomeness. Don't worry, you don't need to use our special glasses to get the data you're looking for. It's just more fun that way.\*

We are your diving instructors for the 2015 M+R Benchmarks Study. Theresa Bugeaud, along with Michael Amoruso, Jonathan Benton, Karen Hopper, Cameron Lefevre, and Sarah Vanderbilt descended daringly into the shark cage of data, collecting, analyzing, and quadruple-checking the numbers. Will Valverde, along with Karen Hopper and Sarah Vanderbilt (they are everywhere), strapped on the Swim Fins of Needless Puns and Snorkel of Clear Explanation to write the words. Katie Heller and Joe McClune breathed life into the study's design, from the charts to the 3D effects. Sarah DiJulio and Madeline Stanionis were the co-captains of this ship, steering us clear of the shoals and liberally dispensing pearls of wisdom.

And as always, our partners at the Nonprofit Technology Network (NTEN) supported the study, helped recruit participants, and are just super-cool people generally.

Thanks for joining us. Now let's dive in (okay that was for real the last ocean pun. For a while).

\* If you want special glasses, or a free download of this study, visit www.mrbenchmarks.com. Oh, and why aren't the charts in 3D? Because they would actually be too hard to read! And we really want you to read them!



#### **ABOUT M+R**

M+R is 100 smart people who help nonprofits achieve real, lasting change. We mobilize supporters, raise money, and move the media, the public, and decision-makers. We only work with clients we believe in. We take risks. We work hard. We're leaders, we're organizers, and we don't stop until we win. www.mrss.com

## ABOUT Name of the Property Section of the Nonprofit Technology Network

NTEN is a community transforming technology into social change. We aspire to a world where all nonprofit organizations skillfully and confidently use technology to meet community needs and fulfill their missions. We connect our members to each other, provide professional development opportunities, educate our constituency on issues of technology use in non-profits, and spearhead groundbreaking research, advocacy, and education on technology issues affecting our entire community. www.nten.org

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### **KNOW THIS**

You know what would be nice? If instead of a whole huge range of different metrics and data points to keep track of, we just had one key indicator to pay attention to. One number to rule them all. Of course, even in such a world, the metrics that matter most to you depend on your goals, and what you need to know depends on who you are. Who are you?

**Do you send fundraising email?** Then know this: for every 1,000 fundraising messages delivered to supporters, groups in our study raised \$40.

**Do you send advocacy email?** You'll want to know this: If you are like the groups in our study, then for every 1,000 advocacy messages you delivered to supporters, you generated 29 actions. (That number skews higher if you happen to be an Environmental organization – we'll talk about inter-sector differences in a little while.)

**Do you need money for things?** You should probably know that for groups in our study, online revenue increased by 13% from 2013 to 2014.

**Do you promote your cause through social media?** Hey, know this: For every 1,000 email subscribers, our participants had 285 Facebook fans and 112 Twitter followers. But those social media numbers grew *much* faster than email audiences.

**Do you have a website?** Then you'll want to know that groups in our study raised \$612 for every 1,000 website visitors they welcomed. On average, 7.6 of those thousand visitors became donors.

**Do you** *not* **have a website?** Know this: you're pretty weird, honestly. The rest of this study is probably not going to be of much use to you. Or maybe it will be more useful to you than to anyone else. Why don't you read the whole thing and let us know how it goes?

All right, this is great, no matter what your role, now you know everything you need to know, and we're only on the first page! Isn't it lovely when things are simple?

## NO, THIS

Our world is complicated. Remember that ocean of data we were just talking about? Here's where it comes in.

Yes, that \$612 per 1,000 website visitors means that for groups in the study, one web visitor was worth an average of 61 cents. That's down 12% from 2013 levels.

So, bad news, nobody wants to give money online any more. Except, wait.

First, remember that total online revenue increased by 13% from 2013 to 2014. Second, that dollars-per-visitor number is built up out of a few moving pieces — and from 2013 to 2014 they moved in different directions. Let's break them apart.

Website traffic grew by 11% year over year — though again, this varies widely by sector (we are going to look at the differences between sectors very soon, promise). And the median website conversion rate was 0.76% in 2014 — a slight drop of 0.5% from the year before, essentially flat.

That adds up to more visitors, who were just about as likely to give. The value per visitor drop? That's driven largely by a lower average gift.

Now let's take a look at those email numbers, and stop us if you've heard this one before: response rates were down this year. For fundraising messages, average response rate was 0.06%; for advocacy messages, 2.9% — declines of 12% and 18%, respectively.

So, bad news, nobody wants to respond to email any more. Except, wait.

A closer look: open rates were up 5% for fundraising and 9% for advocacy messages. Email lists grew by 11% as well. So more people were opening messages more often. And click-through rates improved by a hair for fundraising messages, too — but fell by 12% for advocacy messages. On the other hand, page completion rates held steady for advocacy messages, but declined by 11% for fundraising messages.

That's a lot of percentages to keep track of. What they add up to is: response rates were down because of *lower page completion rates* for fundraising messages, and because of *lower email click-through rates* for advocacy messages. The topline number hides the nuance — and it's the nuance that should be guiding your strategy.

## **NOW THIS**

The specifics of our findings are all contained in the charts, tables, and summaries that start on page 13. But *specifics* isn't the same as *nuance*. So before we get there, let's explore some of the trends and surprises we discovered this year — and what they might mean for your organization.



## SECTOR INSPECTOR

See, we promised we'd get to this, and here we are!

One way of thinking of Benchmarks is as a way of defining what's "normal." The average experience that your nonprofit can expect, if you have a normal program and a normal audience. But normal, like the Magic Eye art at a 90s mall kiosk, depends on perspective.

A small nonprofit focused on hunger issues in a local community will have a different "normal" than a decades-old environmental group with offices in all 50 states. And that's why it pays to consider more than just the overall average numbers presented here. Yes, they are a good starting point, and they can be very useful in establishing a baseline for comparison — that's why we include them!

Still, some of the most interesting differences happen between the various sectors. Check it out.

#### **Counter Culture**

This 2015 M+R Benchmarks Study is the first time we've included enough participants in the Cultural sector to take a look at their numbers as a group. And the picture the results paint is fascinating: in chart after chart, Cultural nonprofits show up as outliers, existing on a different plane from other organizations.

Consider email for Cultural groups. Where the overall average open rate in our study was 14%, Cultural groups enjoyed an average open rate of 20% for their messages. Recipients of fundraising messages from Cultural groups clicked through at a rate of 0.70% — compared to a 0.48% overall rate. This sector had the highest fundraising email response rate, 0.10% against an overall average of 0.06%.

All told, nonprofits in the Cultural sector raised \$141 per 1,000 fundraising messages sent, a monumental difference from the \$40 industry average. Put another way: a single fundraising message delivered was worth just shy of 4 cents to the average nonprofit in our study. For Cultural groups that number jumps to 14 cents per message delivered.

And email is not the only place where Cultural groups look different from everyone else. Spoiler alert for our next section: monthly giving is an increasingly important part of the overall revenue picture for nonprofits in our study. Except, that is, for Cultural groups.

Overall, monthly giving as a percentage of online revenue climbed from 13% in 2013 to 17% in 2014. For Cultural groups, monthly giving accounted for 2% of online giving in 2013 — and that number actually dropped to 1% in 2014.

In so many ways, Cultural groups appear to be forming some sort of counter-culture of online fundraising performance, rebelling against overall industry trends. One last example: while groups in our study averaged 112 Twitter followers for every 1,000 email subscribers, for Cultural groups that number was 816. That's a tweet-worthy fact right there.

#### International House of Flat-as-a-Pancake Growth

Actually, that title's not even accurate. International groups had less-than-flat growth in 2014 — overall online revenue for nonprofits in the International sector dropped by 18% from 2013 levels. This at a time when revenue grew by 13% among all groups.

This decline isn't really about what happened in 2014 — it's about what *didn't* happen. The lower revenue totals were driven by the absence of a sudden humanitarian disaster on the order of Typhoon Haiyan, which sparked incredible generosity and significant revenue for International groups in 2013.

There were, of course, countless people affected by conflict, hunger, natural disasters, and other crises last year, from the Ebola outbreak to the ongoing violence in Syria. And nonprofit organizations did incredible, courageous work to relieve suffering and save lives. But donor behavior is often driven by a sudden, overwhelming, urgent sense of need, and no disaster received the level of attention of Typhoon Haiyan or other major natural disasters that have spurred response in recent years.

We can see this effect plainly by taking another step back. Online revenue for International groups grew by a whopping 41% between 2012 and 2013. So the 18% decline from 2013 to 2014 was a relatively soft descent from a sharp peak in growth the year before.

The reduced revenue for International groups in 2014 shows how much the moment matters when it comes to online fundraising and advocacy. For many organizations, the most successful efforts are about reacting swiftly to changing events, mobilizing support nearly instantly when an emergency arises. That is the promise of online direct response, and the peril.

Because when an attention-getting disaster doesn't strike — or when tragedy unfolds slowly, steadily, invisibly — those sudden spikes of support don't materialize. When you look at results, for your sector, for our industry, for yourself, remember the context.

And remember also that no matter what is in the news, our work as fundraisers and organizers still matters. Because even as revenue fell for International groups last year, these organizations still managed to raise \$2.81 per website visitor, and more than double the industry average revenue per fundraising email delivered. And that money made a difference for people in need.

#### **Lightning Round**

Every sector followed overall trends in some metrics, and stood out in others. Here are some that jumped off the page at us (almost as if they were in 3D).

**ENVIRONMENTAL** groups experienced the most growth in email list size (32%) and saw the greatest increase in the number of online gifts (28%) of any of the sectors. This was the only sector to send more advocacy email than fundraising email.

**HEALTH** organizations didn't rely much on email for fundraising. Not only did they send the fewest fundraising emails (12 per subscriber per year, compared to the overall benchmark of 22), just 1% of their online revenue came from email. The industry benchmark was 22%.

The **RIGHTS** sector really seemed to be a bellwether for the overall industry. These groups experienced strong growth in online revenue (24%), but their results were near the middle of the pack for most key metrics.

The **HUNGER/POVERTY** sector had by far the highest website donation conversion rate — 3.6% of their website visitors made a donation. No other sector came close to this level, and the overall benchmark was 0.8%.

**WILDLIFE/ANIMAL WELFARE** group metrics, for the most part, stayed with the pack, and their numbers weren't outliers in many key areas. One place they broke away from the herd: posting at a greater rate than anyone else on both Facebook and Twitter, with 1.8 and 8.6 posts per day. You might say that these groups are...social animals.

#### We are all weirdos

There is no normal. The numbers in this study give baselines and boundaries, but the most important benchmarks are always your own. Pay attention not just to how your experiences are like others', but how they are different.

For Cultural groups, that may mean demographic or programmatic differences that lead to more high-dollar members, and fewer small sustaining gifts. For International groups, fundraising may depend on the front-page news. Rights groups might see list growth, advocacy opportunities, and revenue rise and fall as political winds shift.

No matter your sector or your size, the important thing is to think not just about what the numbers are, but what they mean. The what, and the why — and then how we make them move.



## **MAKE MINE MONTHLY**

Here is a fun rhyme we made up to remind ourselves of the importance of monthly donors:

Monthly donors hath September, April, June, and November. All the rest have them, too, Including February.

Pretty catchy, right? And accurate! Monthly donors account for more online revenue than ever before, and if you haven't already, it's time to start thinking about them more deeply.

First, the growth. Online monthly giving grew by 32% in 2014, compared to just 9% for one-time giving. Two sectors — Hunger/Poverty and Wildlife/Animal Welfare — saw essentially unchanged one-time revenue from 2013, but still raised more money overall thanks to skyrocketing monthly giving rates. And while the International sector experienced a sharp decline of 17% in one-time giving, monthly revenue was up by 24%.

There's a little bit of a chicken-or-the-egg situation happening here. Are donors making more monthly gifts because organizations are becoming more effective or aggressive about recruiting sustainers? Or are organizations focusing more on monthly giving because they see an increased interest from donors?

The answer - we think - is "yes." Both organizations and donors have seen the benefits of the monthly giving structure, and the result is a steady increase in steady giving.

There are also some interesting differences between sectors. Environmental groups received 23% of their online revenue from monthly gifts; for Cultural groups, that number was 1%. This difference is probably due to a combination of organizational strategy and donor preference. Environmental groups may prioritize monthly giving, and Cultural organizations might structure their fundraising around larger annual membership contributions.

And then there's average gift. Obviously, we expect to see lower average gifts for monthly donors. Ho hum, but there's more, and the *more* has intriguing implications. Stay with us; this is important, but subtle.

Let's start with one-time giving: the average online (non-email) one-time gift was \$104 — but as we look at individual sectors, we see a big spread. International groups had the highest average, with \$207, nearly three times the \$70 average for Wildlife/Animal Welfare groups.

Now turn to monthly giving, with an overall average non-email gift of \$23. And the "outliers" were again the International and Wildlife/Animal Welfare sectors. But the spread between them is much narrower: a high of \$28 and a low of \$18, respectively.

So one-time donors give vastly different amounts, on average, depending on the cause they support. Monthly donors tend to stick to a much narrower range.

Think about this: it takes a monthly gift for International groups more than 7 months to reach the value of a one-time gift; for Wildlife/Animal Welfare donors, it takes about half as long. Where do you fall along this spectrum — and what does this mean for your program and strategic choices?

In the midst of all this, month by month, monthly giving grows. At least, it did in 2014. Stay tuned next year to see if these trends hold up, same Bench-channel, same Bench-time.

### TO SEE AND BE SEEN

There was a time, not so long ago, when the life of the online fundraiser or organizer was relatively uncomplicated. A simpler time, where if you built a website and sent out some email, you were just about doing all that could be done, and all was right and well in the world.

That time is gone, long gone, and it's not coming back. We have two choices. We can gaze wistfully back at our sepia-toned, old-timey, Twitter-free pasts. Or we can get it together, get loud, and get in front of our supporters wherever and whenever they are.

#### What we pay for

PAID SEARCH

\$75,001-\$200,000 \$200,001-\$350,000

\$350,001-\$500,000

\$500,001 or more

We surveyed the organizations in our study about their paid marketing efforts, and broke things down into three categories: paid search, retargeting, and text/display ads (including Facebook, reward/incentive sites, and mobile ads).

In all, 76% of the organizations that took the survey reported spending in at least one of these categories. Text/display ads were the most common, with 66% of organizations reporting at least some investment, followed by paid search with 58% participation, and retargeting with 50%.

Perhaps unsurprisingly, Small groups were much less likely to devote resources to paid marketing than organizations with Medium and Large email lists. Large groups spent the most in every category: 32% of them invested over \$100,000 in paid search alone.

LARGE

MEDILIM

5%

19%

5%

0%

IIAMZ

0%

0%

0%

0%

ALL

4%

7%

4%

3%

FAID SEARCH	ALL	LARGE	MEDIOM	SMALL			
No paid investment	42%	20%	29%	71%			
\$5,000 or less	16%	16%	19%	14%			
\$5,001-\$25,000	16%	12%	29%	11%			
\$25,001-\$50,000	4%	8%	5%	0%			
\$50,001-\$100,000	5%	12%	0%	4%			
\$100,001 or more	16%	32%	19%	0%			
RETARGETING	ALL	LARGE	MEDIUM	SMALL			
No paid investment	50%	24%	48%	75%			
\$10,000 or less	26%	36%	24%	18%			
\$10,001-\$20,000	8%	8%	10%	7%			
\$20,001-\$30,000	1%	4%	0%	0%			
\$30,001-\$50,000	3%	8%	0%	0%			
\$50,001 or more	12%	20%	19%	0%			
TEXT/DISPLAY AI	DS ALL	LARGE	MEDIUM	SMALL			
No paid investment	34%	12%	24%	61%			
\$30,000 or less	41%	44%	38%	39%			
\$30,001-\$75,000	8%	16%	10%	0%			

8%

4%

8%

8%

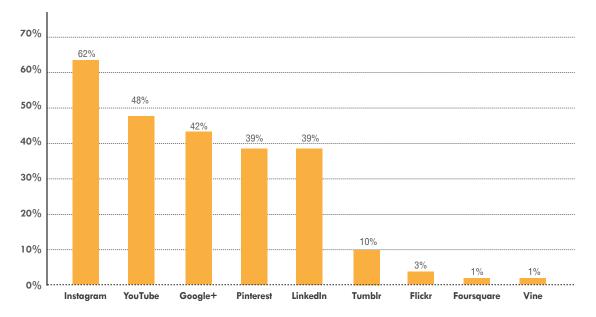
This is one way to reach more potential supporters in our increasingly-complicated world — and for many groups, it's an essential part of prospect and donor acquisition. For more details on paid web marketing, check out the section titled "Paid Web Marketing" on page 37.

#### What we don't pay for

Willie Sutton, asked why he robbed banks, supposedly answered, "because that's where the money is." Well, social media may or may not be where the money is — but it's where your supporters are. So if you're an organization that wants to connect with potential activists and donors, where do you go?

Facebook, duh. Twitter, obvies. And then what?

We asked the organizations in our study what three social media platforms beyond the Big Two were most important to them. Here's what they said:



We can lament the loss of simpler times and bemoan the fragmentation of our audiences if we want. Lamenting and bemoaning are time-honored pastimes. But in our changing landscape, you should know that other groups are boldly going where no-one has gone before. They are investing in interesting efforts to recruit new supporters and recapture lapsed donors. They are seeking younger audiences in new places. They are Pinning like crazy (at least, 39% of them are). How about you?

### **FUN WITH MATH**

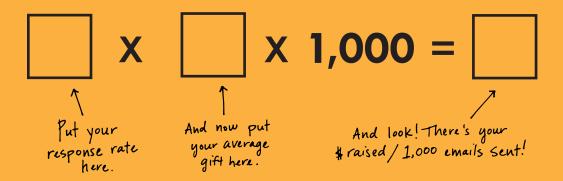
We know what you're thinking: that title's a little redundant.

One of the key metrics we've already talked about is "dollars raised per 1,000 emails sent." We like it because it uses all the relevant email metrics to create one handy, concrete, easy-to-understand-and-explain-to-your-boss number.

Response rate comes close, and includes the effects of deliverability, open rate, click-through rate, and landing page conversion rate. But that still leaves out average gift, and it also comes out as something like RR = 0.06%. That's useful and important — seriously, we think and talk about response rates literally every single day of our lives, ask our families if you don't believe us. Still, a number with a dollar sign in front of it just has more oomph.

Which leads us to dollars raised per 1,000 emails sent. It's a beautiful metric, but as far as we know, none of the CRMs out there actually report it, at least not directly. So before we move on into the Chart Party, where the real math fun awaits, let's do a quick exercise and help you calculate this for yourself.

First, go look up the results from a recent fundraising email. Got it? No seriously, don't just plow through this — look up the numbers, this will take a second. Okay, for real now.



See? Easy and fun, we told you. And now you have a simple way to gauge the total impact of an email fundraising effort. How does it compare to the \$40/1,000 average in our Study? How does it measure up to other groups in your sector? (Check page 31 for that.)

### MORE FUN WITH MATH

The data in this study comes from a diverse mix of 84 nonprofits of various sizes and sectors, and in case we haven't mentioned it, they are so wonderful and kind and generous and we love them. They provided in-depth data on a range of topics: email fundraising and advocacy, web traffic, social media, a giant treasure trove of information that you are a single page away from exploring. Our hope is that this study helps you gauge your organization's performance and guide your strategy.

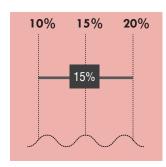
For email and web data, participating organizations are broken down by sector and by email list size. The median email list size for all participants in the study was 248,316.

For social media data, organizations are broken down by the number of Facebook fans and Twitter followers.

Remember back on pages 4-6 when we looked at some of the ways different sectors diverged from each other? Keep that in mind as you review the findings, and pay special attention to the numbers for your sector and size. These are your closest peers in the study, and you probably have a lot in common both in your data and your personal lives. See page 47 for details on methodology, including size breakdowns, and page 50 for a complete list of participants by sector.

If you're like us, you keep a copy of last year's M+R Benchmarks Study close at hand at all times, including on dates, at dental appointments, and while driving. This is a good habit, and we encourage you to keep it up — but we urge you not to compare the results you'll find here to past studies. This year's study includes nonprofits that may or may not have participated in previous years — which means you can't make reliable comparisons to previous years' data sets.

And anyway, relax, we did the comparing for you: we collected data for 2013 and 2014 from this year's participants where possible, so all year-over-year comparisons in this study are based upon this information, rather than the data collected during past years' studies.



#### **HOW TO READ THE CHARTS**

The square box indicates the median; the number shown is the median value.

The horizontal line indicates the range of normal values for the segment; the right of the line is the 75th percentile and the left of the line is the 25th percentile.

In this example, the median value is 15% and any value between 10% and 20% would be considered normal.

## THE MOST FUN WITH MATH

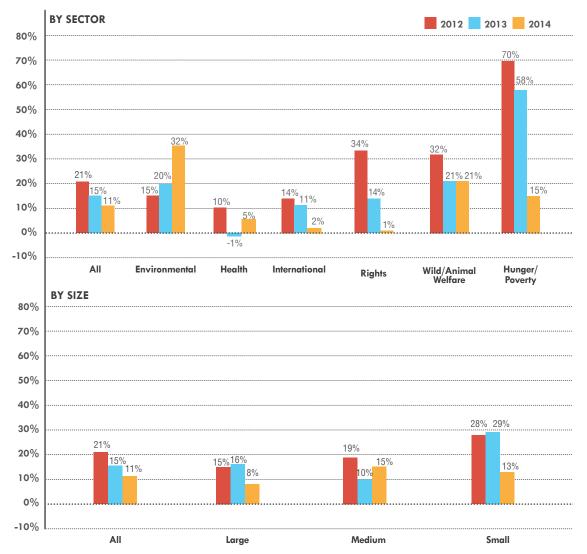
It all starts on the next page. We're so excited!



#### **DISTINCTIVE DATA DETAILS**

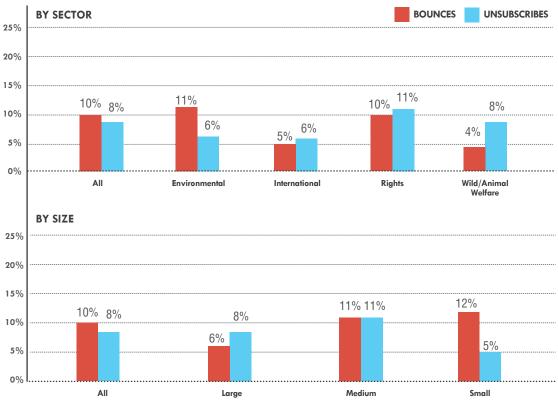
- 1. **Email list size for study participants grew by 11% in 2014.** All sectors saw slower growth than in the previous two years except for Environmental groups.
- 2. **Open rates were up in all types of messaging for a 4% increase overall,** bringing the 2014 average to 14%. Open rates were a bit higher in advocacy messages than in fundraising messages.
- 3. Click-through rates for email fundraising messages were up slightly at **0.48%**, while advocacy click-through rates, at an average of 3.3%, were down 12% from 2013.
- 4. **Response rates were down in both fundraising and advocacy messaging.** The decline for fundraising was driven largely by lower page completion rates, and the drop in advocacy response rates was tied to a lower click-through rate. The average fundraising response rate in 2014 was 0.06%, while the average advocacy response rate was 2.9%.
- 5. **Cultural groups stood out with the highest open rate of any sector at 20%,** the highest fundraising click-through rate at 0.70% and the highest fundraising response rate at 0.10%.

### **EMAIL LIST GROWTH**



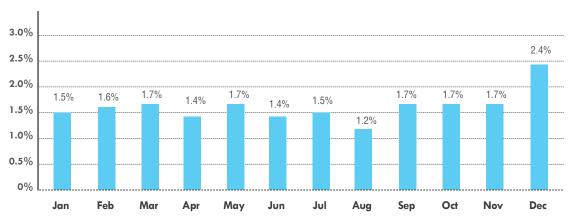
Due to a small sample size, we did not calculate email list growth for Cultural organizations.

#### **ANNUAL EMAIL LIST CHURN**



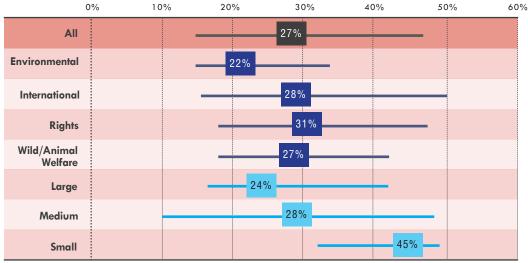
Due to a small sample size, we did not calculate annual email list churn for Health, Hunger/Poverty, or Cultural organizations.

#### **MONTHLY LIST CHURN**



The high volume of email sent at the end of year makes December churn rates much higher than any other month.

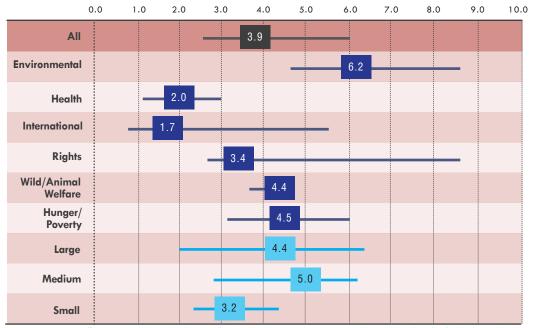
#### **INACTIVE PORTION OF EMAIL LISTS**



Due to a small sample size, we did not calculate inactive portion of email lists for Health, Hunger/Poverty or Cultural organizations.

It's becoming more and more common for organizations to stop emailing subscribers that are otherwise deliverable because they haven't engaged with the organization recently. One of the main reasons why is that sending email to deadweight can hurt deliverability with email providers. When we asked groups about their "inactive" segment, 47% responded that they suppress inactives in some way.

#### MESSAGES PER MONTH PER SUBSCRIBER



Due to a small sample size, we did not calculate messages per month per subscriber for Cultural organizations.

# EMAIL VOLUME: MESSAGES PER YEAR PER SUBSCRIBER



Due to a small sample size, we did not calculate email volume for Cultural organizations.

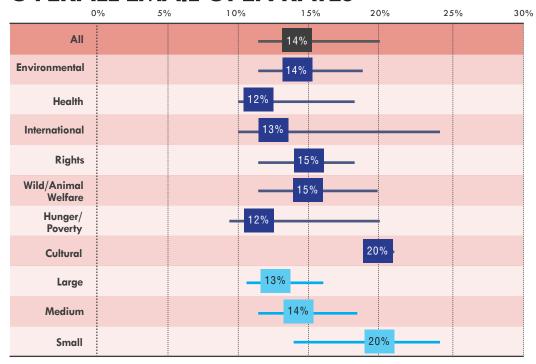
Domestic Hunger/Poverty groups were the most heavily weighted toward fundraising messaging, while environmental groups were the only sector to send more advocacy than fundraising messages in 2014.

#### **EMAIL RATES BY MESSAGE TYPE**

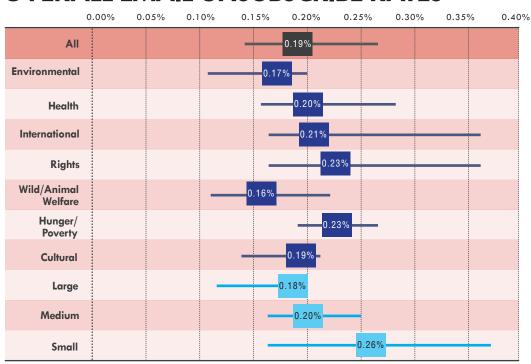
	OPEN RATE	CLICK-THROUGH RATE	RESPONSE RATE	PAGE COMPLETION RATE	UNSUBSCRIBE RATE
All	14% (+4%)	1.6% (-8%)			0.19% (-4%)
Fundraising	14% (+5%)	0.48% (+2%)	0.06% (-12%)	13% (-11%)	0.21% (-1%)
Advocacy	16% (+9%)	3.3% (-12%)	2.9% (-18%)	82% (+1%)	0.18% (+5%)
Newsletter	11% (+5%)	1.0% (-10%)			0.13% (-9%)

The numbers in parentheses represent the percentage change in rate since 2013.

### **OVERALL EMAIL OPEN RATES**



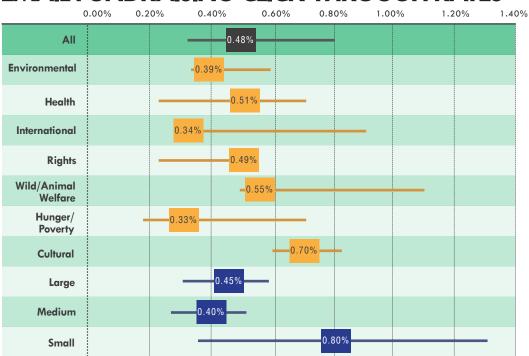
#### **OVERALL EMAIL UNSUBSCRIBE RATES**



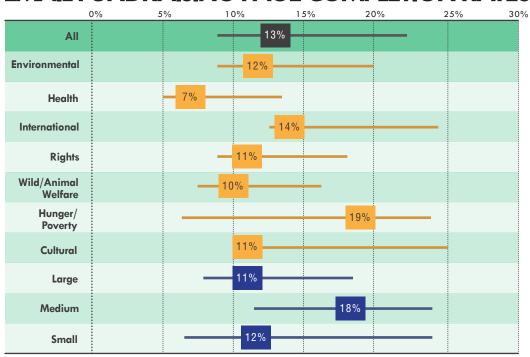
#### **EMAIL FUNDRAISING OPEN RATES**



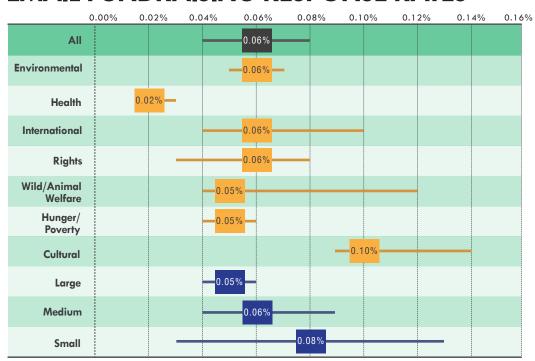
#### **EMAIL FUNDRAISING CLICK-THROUGH RATES**



### **EMAIL FUNDRAISING PAGE COMPLETION RATES**



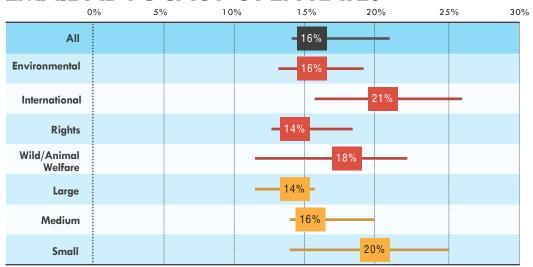
#### **EMAIL FUNDRAISING RESPONSE RATES**



#### **EMAIL FUNDRAISING UNSUBSCRIBE RATES**



#### **EMAIL ADVOCACY OPEN RATES**



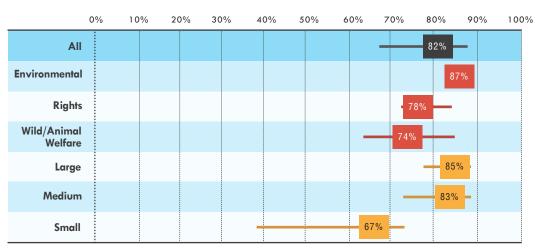
Due to a small sample size, we did not calculate email advocacy open rates for Health, Hunger/Poverty, or Cultural organizations.

### **EMAIL ADVOCACY CLICK-THROUGH RATES**



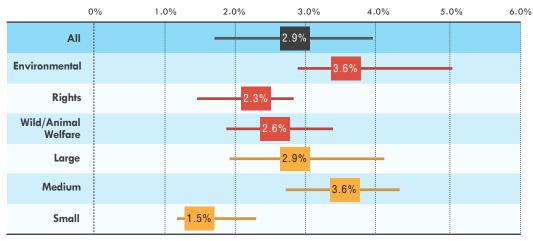
Due to a small sample size, we did not calculate email advocacy click-through rates for Health, Hunger/Poverty, or Cultural organizations.

#### **ADVOCACY EMAIL PAGE COMPLETION RATES**



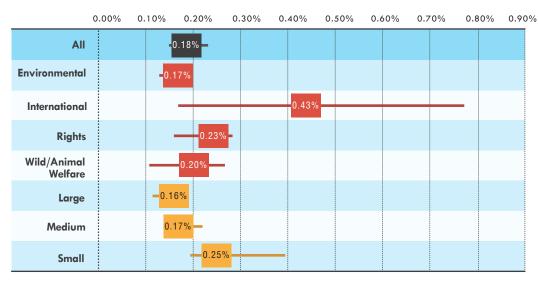
Due to a small sample size, we did not calculate email advocacy page completion rates for Health, International, Hunger/Poverty, or Cultural organizations.

#### **EMAIL ADVOCACY RESPONSE RATES**



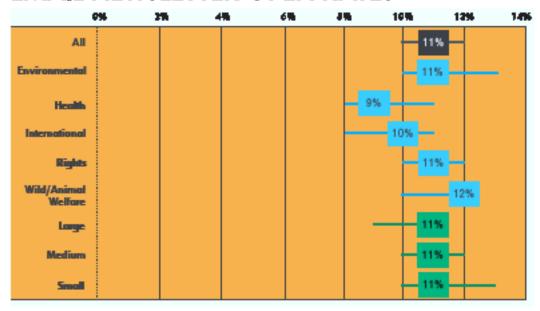
Due to a small sample size, we did not calculate email advocacy response rates for Health, International, Hunger/Poverty, or Cultural organizations.

#### **EMAIL ADVOCACY UNSUBSCRIBE RATES**



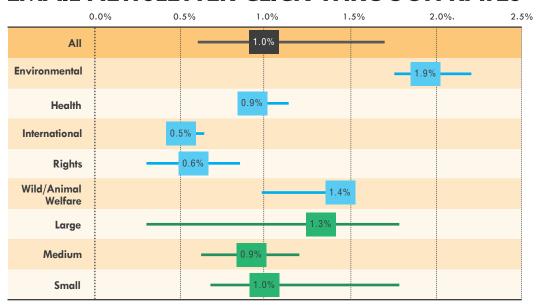
Due to a small sample size, we did not calculate email advocacy unsubscribe rates for Health, Hunger/Poverty, or Cultural organizations.

#### **EMAIL NEWSLETTER OPEN RATES**



Due to a small sample size, we did not calculate email newsletter open rates for Hunger/Poverty or Cultural organizations.

### **EMAIL NEWSLETTER CLICK-THROUGH RATES**



Due to a small sample size, we did not calculate email newsletter click-through rates for Hunger/Poverty or Cultural organizations.

### **EMAIL NEWSLETTER UNSUBSCRIBE RATES**



Due to a small sample size, we did not calculate email newsletter unsubscribe rates for Hunger/Poverty or Cultural organizations.



#### **DISTINCTIVE DATA DETAILS**

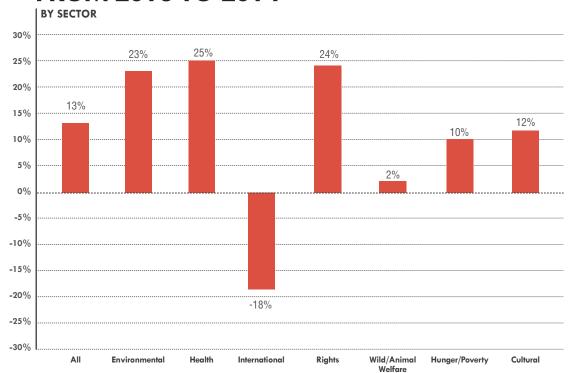
- 1. **Overall online revenue increased by 13% in 2014,** with the largest gains in the Environmental, Health, and Rights sectors. However, after a strong year in 2013, International groups generated 18% *less* revenue possibly attributed to the generous outpouring of support after Typhoon Haiyan in 2013.
- 2. The change in online revenue was largely driven by the number of online gifts, which was up 13% year over year. In fact, average gift size actually dropped by 2%.
- 3. **Monthly giving grew at a much faster rate than one-time giving,** recording an incredible 32% increase in attributed revenue. Associated one-time revenue saw a 9% growth over 2013.
- 4. Average revenue per 1,000 fundraising messages delivered was \$40. Each sector was close to the overall average with the exception of the Cultural sector, which saw revenue per 1,000 fundraising emails at a whopping \$141. Where things really differed was in audience size:

Large groups: \$25.40. That means a group with a million-person email list might raise \$25,400 when they send out a fundraising email.

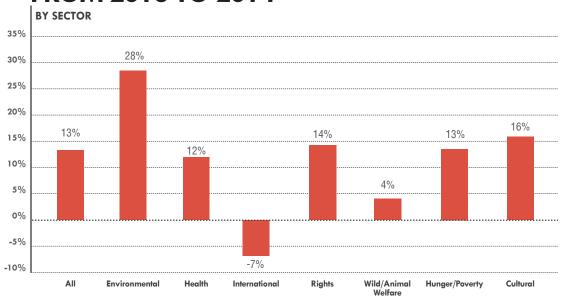
*Medium groups:* \$52.95. That means a group with a 250,000 person email list might raise \$13,238 when they send out a fundraising email.

Small groups: \$124.12. That means a group with a 50,000 person email list might raise \$6,206 when they send out a fundraising email.

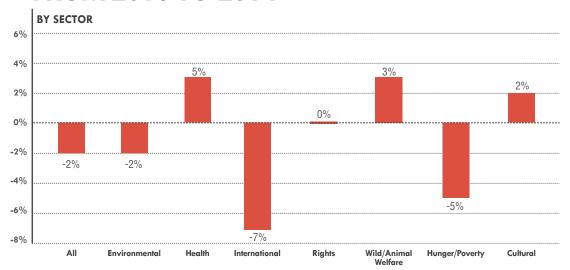
# CHANGE IN ONLINE REVENUE FROM 2013 TO 2014



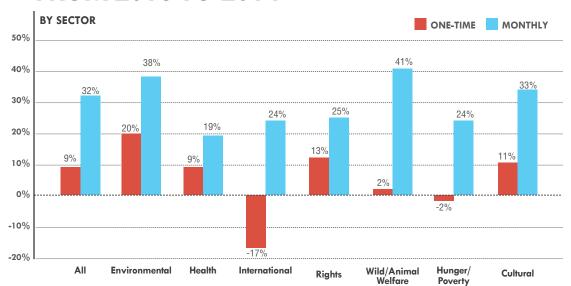
# CHANGE IN NUMBER OF ONLINE GIFTS FROM 2013 TO 2014



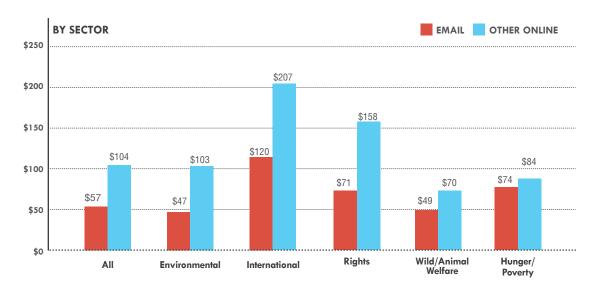
# CHANGE IN AVERAGE ONLINE GIFT SIZE FROM 2013 TO 2014



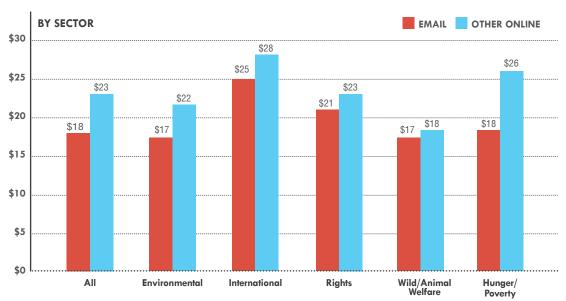
# CHANGE IN ONLINE REVENUE BY TYPE FROM 2013 TO 2014



#### **AVERAGE ONE-TIME GIFT**

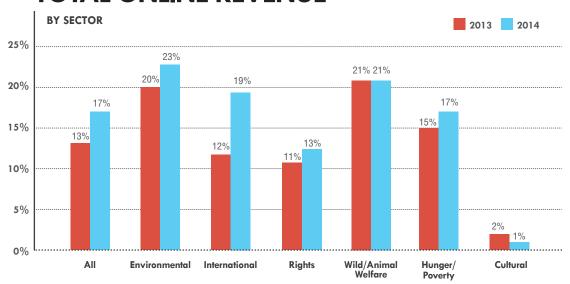


### **AVERAGE MONTHLY GIFT**



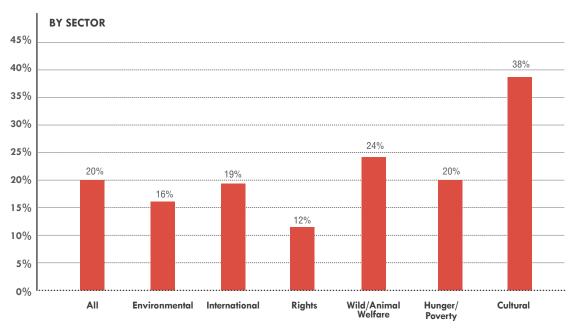
Due to a small sample size, we did not calculate average monthly gift for Health or Cultural organizations.

# MONTHLY GIVING AS A PERCENTAGE OF TOTAL ONLINE REVENUE



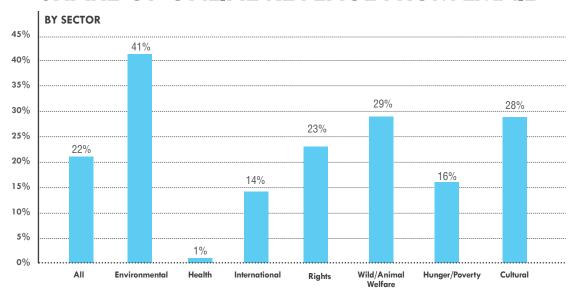
Due to a small sample size, we did not calculate monthly giving as a percentage of total online revenue for Health organizations.

# PERCENTAGE OF GIFTS COMING FROM FIRST-TIME ONLINE DONORS

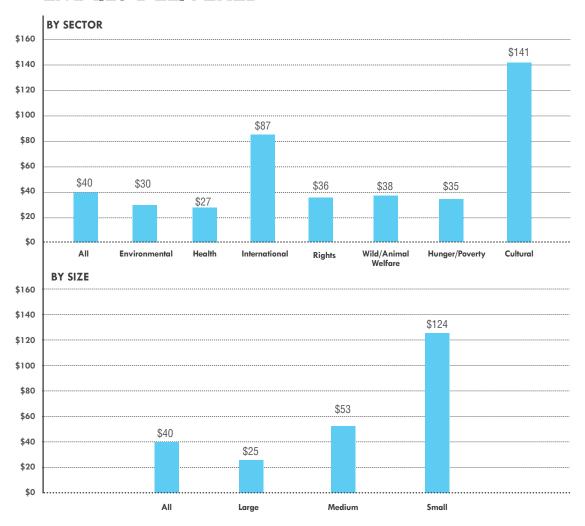


Due to a small sample size, we did not calculate percentage of gifts coming from first-time online donors for Health organizations.

### **SHARE OF ONLINE REVENUE FROM EMAIL**



# EMAIL REVENUE PER 1,000 FUNDRAISING EMAILS DELIVERED

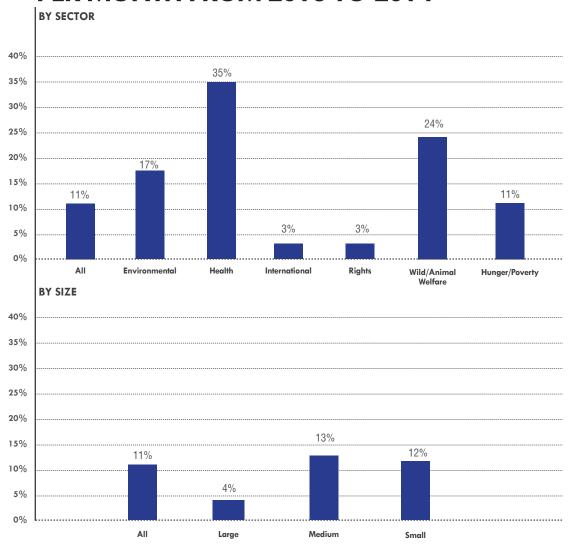




#### **DISTINCTIVE DATA DETAILS**

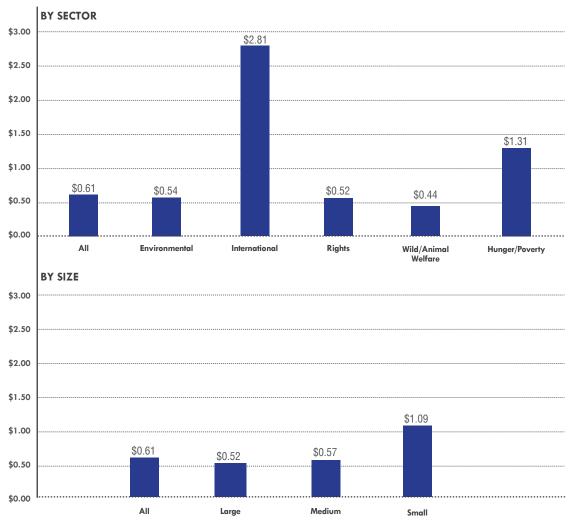
- 1. **Website visitors per month increased 11% over 2013.** However, performance by sector varied widely; Health sector website visitors increased by 35%, while International and Rights sectors website visitors increased by only 3% year over year.
- 2. Website donation conversion rate the percentage of website visitors who make a gift was 0.76% in 2014. This rate is down by 0.05% from 2013; however, the conversion rate varies widely by sector and size.
- 3. **Organizations raised \$0.61 per website visitor,** down nearly 12% from 2013.
- 4. On average, **13% of visitors to an organization's main donation page completed a gift.** Small organizations converted the highest percentage of visitors, at 28% which was up 18% over 2013. Medium and large organizations converted a smaller percentage of their donation page visitors than in 2013, down 10% and 4%, respectively.

# CHANGE IN NUMBER OF WEBSITE VISITORS PER MONTH FROM 2013 TO 2014



Due to a small sample size, we did not calculate change in number of website visitors per month for Cultural organizations.

### WEBSITE REVENUE PER VISITOR



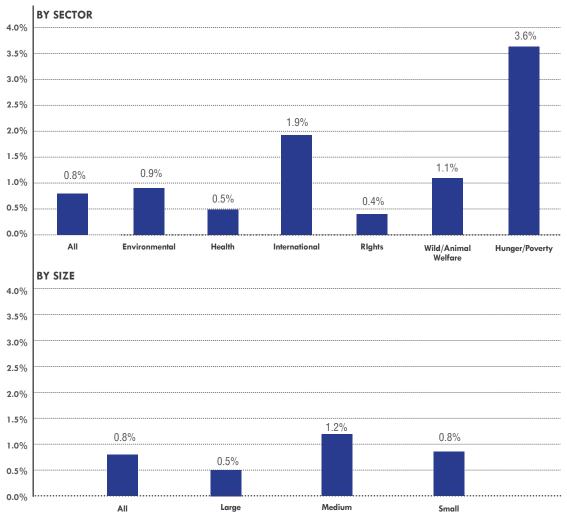
Due to a small sample size, we did not calculate website revenue per visitor for Health or Cultural organizations.

For organizations that reported sustaining gifts, only the initial gift is included in the calculation above. Depending on retention, the value of those gifts may be substantially higher.

The value of a website visitor varies wildly based on sector and size. International organizations still saw the highest overall value per visitor, but this rate fell by 46% from 2013, which included revenue in response to Typhoon Haiyan.

Visitors to small organizations' sites were twice as valuable as visitors to Medium and Large organizations.

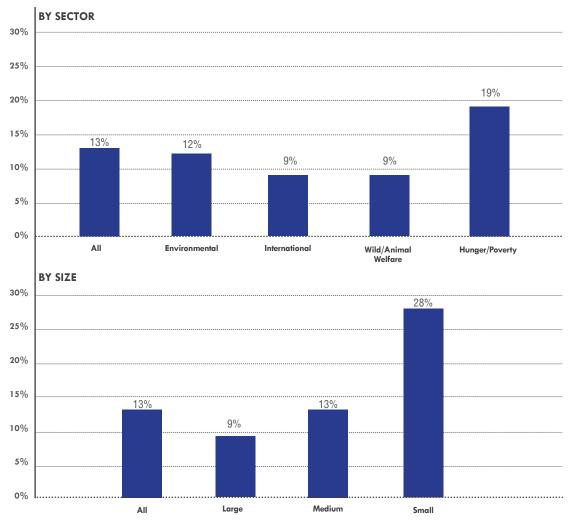
## **WEBSITE DONATION CONVERSION RATE**



Due to a small sample size, we did not calculate website donation conversion rate for Cultural organizations.

Website conversion rate is the percentage of visitors to an organization's website who make a donation to any form.

## MAIN DONATION PAGE CONVERSION RATE



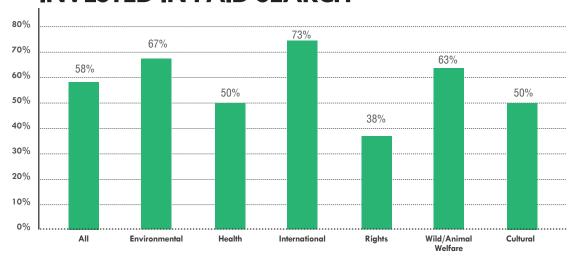
Due to a small sample size, we did not calculate main donation conversion rate for Health, Rights, or Cultural organizations.



#### **DISTINCTIVE DATA DETAILS**

- 1. Of 74 organizations surveyed, **76% invested in some form of paid web** marketing in 2014.
- 2. Text and display ads were the most widely used method of paid marketing, with 66% of organizations investing in this form of donor acquisition, and 18% spending more than \$75,000.
- Paid marketing priorities differed widely by sector. While International groups were far more likely than Health groups to invest in retargeting (60% and 25% participation, respectively), they were much closer in text and display ad investment (67% and 50% participation).
- 4. Groups with Large email lists were more likely to invest in every type of paid marketing, and more likely to spend more money than Medium and Small groups.

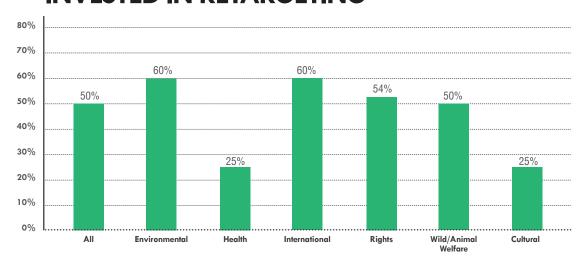
### PERCENTAGE OF ORGANIZATIONS THAT **INVESTED IN PAID SEARCH**



## **INVESTMENT LEVEL BY ORGANIZATION SIZE**

	ALL	LARGE	MEDIUM	SMALL
No paid investment	42%	20%	29%	71%
\$5,000 or less	16%	16%	19%	14%
\$5,001-\$25,000	16%	12%	29%	11%
\$25,001-\$50,000	4%	8%	5%	0%
\$50,001-\$100,000	5%	12%	0%	4%
\$100,001 or more	16%	32%	19%	0%

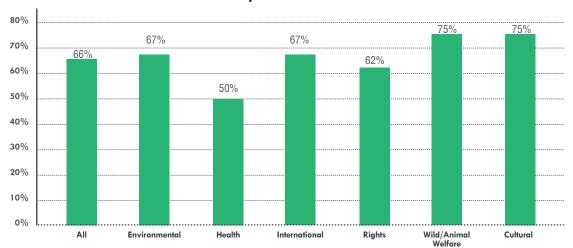
## PERCENTAGE OF ORGANIZATIONS THAT INVESTED IN RETARGETING



## **INVESTMENT LEVEL BY ORGANIZATION SIZE**

	ALL	LARGE	MEDIUM	SMALL
No paid investment	50%	24%	48%	75%
\$10,000 or less	26%	36%	24%	18%
\$10,001-\$20,000	8%	8%	10%	7%
\$20,001-\$30,000	1%	4%	0%	0%
\$30,001-\$50,000	3%	8%	0%	0%
\$50,001 or more	12%	20%	19%	0%

## PERCENTAGE OF ORGANIZATIONS THAT INVESTED IN TEXT/DISPLAY ADS



### **INVESTMENT LEVEL BY ORGANIZATION SIZE**

	ALL	LARGE	MEDIUM	SMALL
No paid investment	34%	12%	24%	61%
\$30,000 or less	41%	44%	38%	39%
\$30,001-\$75,000	8%	16%	10%	0%
\$75,001-\$200,000	4%	8%	5%	0%
\$200,001-\$350,000	7%	4%	19%	0%
\$350,001-\$500,000	4%	8%	5%	0%
\$500,001 or more	3%	8%	0%	0%



#### **DISTINCTIVE DATA DETAILS**

- 1. **Social media audience sizes continued to be significantly smaller than email list sizes,** and Facebook fans outpaced Twitter followers in every sector that had data for both platforms. For every 1,000 email subscribers, study participants had 285 Facebook fans and 112 Twitter followers.
- 2. Audience growth on social media continues to be very high. While email list sizes grew by 11% in 2014, **Facebook and Twitter audiences grew by 42% and 37% respectively.**
- 3. **Post frequency saw some variation among sectors,** with Wildlife groups tweeting 8.6 times per day, compared to the overall average of 5.4 times per day, and posting to Facebook 1.8 times per day compared to the overall average of 1.1 posts per day.

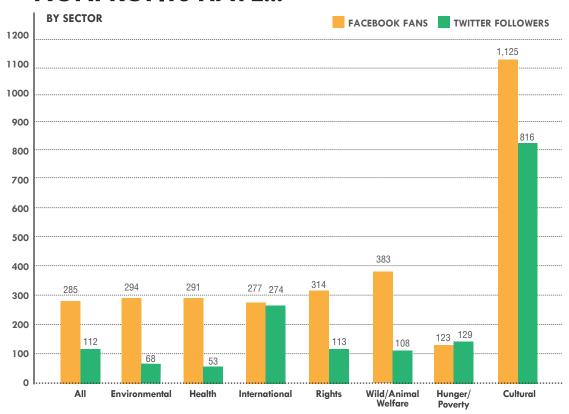
A note on social media data: Charts on pages 42-46 divide organizations by their number of Facebook fans or Twitter followers, not by email list size (unless otherwise noted). An organization considered Large earlier in the report may not fall in the same category in this section of the study. Pay close attention to chart labels, especially where groups are broken down by size. Facebook Fan page and Twitter follower sizes are defined as:

Small: Under 25,000

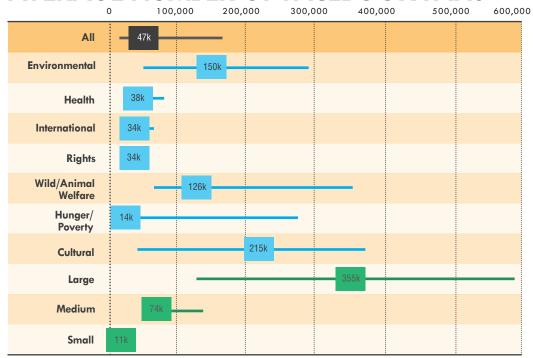
Medium: 25,000 - 100,000

Large: Over 100,000

# FOR EVERY 1,000 EMAIL SUBSCRIBERS, NONPROFITS HAVE...



### **AVERAGE NUMBER OF FACEBOOK FANS**



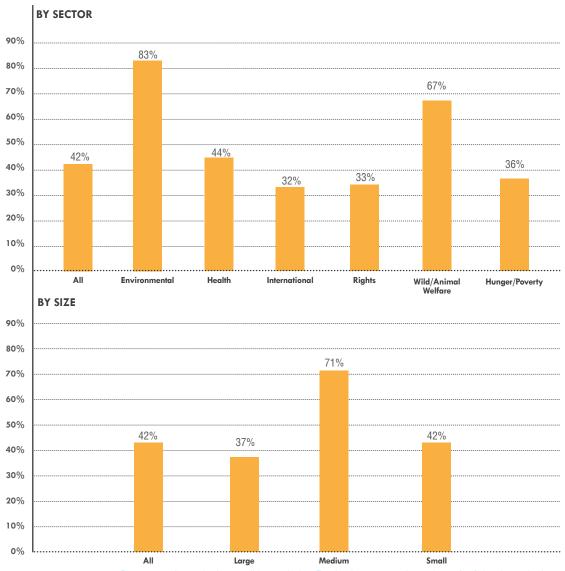
## **AVERAGE NUMBER OF TWITTER FOLLOWERS**



The charts on this page group organizations by their email list size.

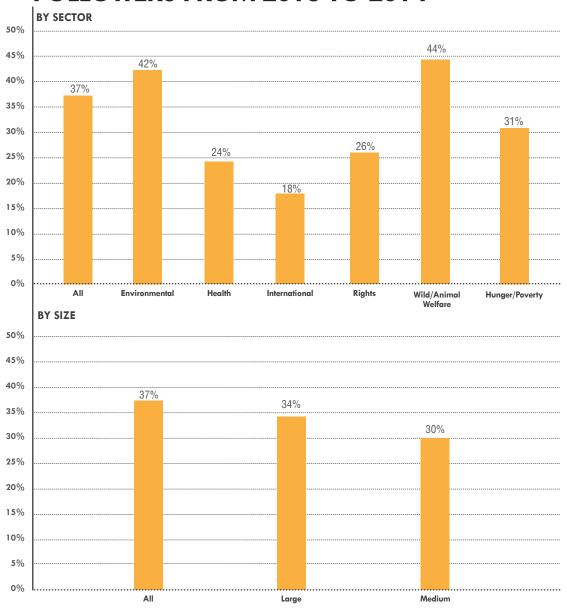


## CHANGE IN NUMBER OF FACEBOOK FANS FROM 2013 TO 2014



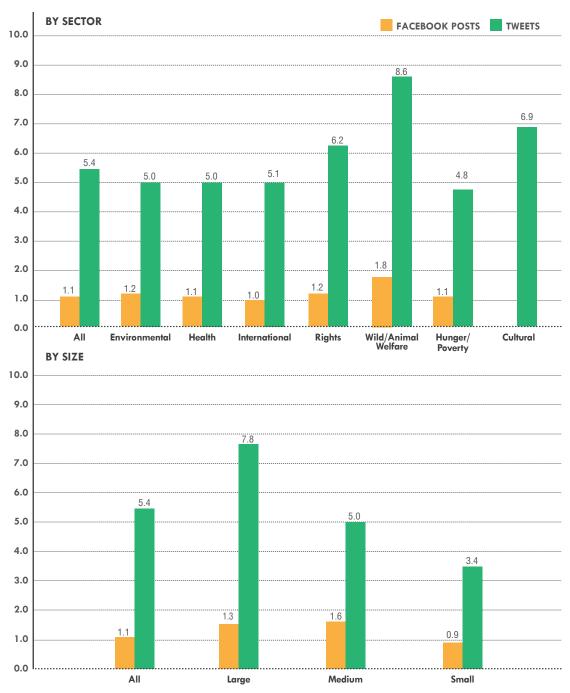
Due to a small sample size, we did not calculate Facebook page annual growth rate for Cultural organizations.

## CHANGE IN NUMBER OF TWITTER FOLLOWERS FROM 2013 TO 2014



Due to a small sample size, we did not calculate change in number of Twitter followers for Cultural or Small organizations.

## **AVERAGE NUMBER OF POSTS PER DAY**



Due to a small sample size, we did not calculate average number of Facebook posts for Cultural organizations.

## STUDY METHODOLOGY

The 2015 M+R Benchmarks Study collected data about email messaging, email list size, fundraising, online advocacy, web traffic, Facebook, Twitter, and mobile programs from 84 nonprofits for the calendar year of 2014. We analyzed the results of nearly 2.5 billion email messages sent to over 37 million list subscribers; nearly \$413 million of online donations from over 6.4 million online gifts; and nearly 7.5 million advocacy actions.

For each chart in this study, the values displayed are medians. To calculate the benchmarks metrics reported in this study, we first calculated a metric for each group and then calculated the median across groups, so that no single group had more weight than any other. Each benchmark aggregates data from at least 3 study participants. Not all study participants reported data for every metric.

Study participants provided data about individual email messages sent in 2013 and 2014. They coded their individual email messages by type (advocacy, fundraising, newsletter, or other). Advocacy rates were calculated from email with a simple online advocacy action sent to the full file or a random sample of the full file. Fundraising rates were calculated from one-time giving messages. Newsletter rates were calculated from all newsletter emails.

Calculating list churn for a year requires data snapshots at regular intervals over the course of the year. Looking at list size and new or lost email addresses only at the beginning and end of the year may not account for subscribers who join during the year and then unsubscribe or become undeliverable before the year ends. Study participants were required to track the number of subscribers who became undeliverable each month to contribute to the list churn metric; 24 study participants met this standard.

We want to emphasize that the 2015 study represents just a single snapshot in time and that the make-up of the participating nonprofits varies from year to year. Therefore, we cannot confidently extrapolate year-over-year studies by placing the two studies side-by-side. At any point in this study where we refer to results from past years, we are using historical data provided by this year's participants to make the comparison.

Email list size groups were determined by looking at the deliverable email list size at the beginning of 2014 and grouping nonprofit participants into three categories, as follows:

Small - Under 100,000; Medium - 100,000-500,000; and Large - Over 500,000.

Facebook Fan page and Twitter Follower size groups were determined by looking at the page size and number of followers at the end of 2014 and grouping nonprofit participants into three categories, as follows:

Small - Under 25,000; Medium - 25,000-100,000; and Large - Over 100,000.

## GLOSSARY OF TERMS

**ADVERTISING, PAID SEARCH** Text ads purchased on search engine websites that are targeted based on the keywords that people are searching for. Often known as pay-per-click advertising (PPC).

**ADVERTISING, RETARGETING** Banner ads and social ads served to users who have interacted with your organization in the past (usually by visiting your website) with the intent of driving them to return to complete an action (e.g. to donate).

**ADVERTISING, DONOR ACQUISITION** Banner ads, social ads, text ads, and other paid online media used to acquire brand new donors to an organization's online file. This can be done through a variety of platforms, including Facebook, programmatic media buyers, and incentive/reward sites.

**ADVOCACY EMAIL** An email that asks recipients to sign an online petition, send an email to a decsion-maker, or take a similar online action. For the purposes of this study, advocacy email does not include higher-bar actions like making a phone call or attending an event, largely because tracking offline response is inconsistent across organizations. Advocacy email rates were calculated from advocacy emails with a simple action sent to either the full file or a random sample of the full file.

**CLICK-THROUGH RATE** Calculated as the number of people who clicked on any trackable link in an email message divided by the number of delivered emails. People who clicked multiple times in one email were only counted once. In other words, if a subscriber clicked on every link in a message 10 times, this was counted the same as if the subscriber had clicked once on a single link.

**DATA DELAY DANCE** That thing where you are waiting for results on your latest campaign to refresh, and you unconsciously hold your breath, wriggle at your desk, and let out an occasional yelp or whimper. See also: NEW YEAR'S EVE

**DELIVERABLE EMAILS** Only the emails that were delivered, not including the emails that were sent and bounced. "Delivered" email messages may land in a user's inbox, spam folder, promotions tab, or custom folder.

FANS, FACEBOOK People who "like" a nonprofit's Facebook page.

**FOLLOWERS, TWITTER** People who subscribe to receive the tweets from a nonprofit's Twitter account.

**FUNDRAISING EMAIL** An email that only asks for a donation, as opposed to an email newsletter, which might ask for a donation and include other links. For the purposes of this study, fundraising email only includes one-time donation asks; it does not include monthly gift asks. Fundraising email rates were calculated from all fundraising emails, regardless of whether the email went to the full file, a random sample of the file, or a targeted portion of the file.

**LIST CHURN** Calculated as the number of subscribers who became unreachable in a 12-month period divided by the sum of the number of deliverable email addresses at the end of that period plus the number of subscribers who became unreachable during that period. Study participants were required to track the number of subscribers who became unreachable each month to account for subscribers both joining and leaving an email list during the 12-month period who would otherwise go uncounted.

**MONTHLY GIFT** A donation where the donor signs up once to donate on a regular schedule, typically by pledging a regular gift amount on a credit card each month. Also known as a sustaining gift.

**NEW YEAR'S EVE** A wonderful holiday when normal people celebrate the end of the year with friends, family and loved ones, while online fundraisers huddle over a laptop obsessively refreshing results until the stroke of midnight, or until budget goals are hit, whichever comes last. See also: DATA DELAY DANCE

**NEWSLETTERS, EMAIL** An email with multiple links or asks, which can include fundraising or advocacy asks. Email newsletter rates were calculated from all email newsletters, regardless of whether the newsletter went to the full file, a random sample of the file, or a targeted portion of the file.

**OPEN RATE** Calculated as the number of email messages opened divided by the number of delivered emails. Email messages that bounce are not included.

**PAGE COMPLETION RATE** Calculated as the number of people who completed a form divided by the number of people who clicked on the link to get to that form. For the purposes of this study, we used the number of unique clicks in the message.

**PERCENTILE** The percentage of observed values below the named data point. 25% of the observations are below the 25th percentile; 75% of the observations are below the 75th percentile. The values between the 25th percentile and the 75th percentile are the middle 50% of the observed values and represent the normal range of values.

**RESPONSE RATE** Calculated as the number of people who took the main action requested by an email message divided by the number of delivered emails. We only calculated response rates in this study for one-time fundraising emails and for advocacy emails with simple asks, such as signing a petition or sending an email to a decision maker.

**UNIQUE CLICKS** The number of people who clicked on any trackable link in an email message, as opposed to the number of times the links in an email were clicked. If a subscriber clicked on every link in a message 10 times, this is counted as 1 unique click.

**UNSUBSCRIBE RATE** Calculated as the number of individuals who unsubscribed in response to an email message divided by the number of delivered emails.

**UNUSUAL RESULTS ANXIETY SYNDROME** The paralyzing fear that your metrics are way below where they should be. Treatment involves careful consultation of the M+R Benchmarks Study to assure yourself that you are within a normal range — or identify specific areas to improve.

**WEBSITE VISITORS PER MONTH** The number of monthly unique visitors to a participant's main website.

**WEBSITE REVENUE PER VISITOR** Calculated as the total revenue from one-time online gifts, plus the value of initial monthly gifts, divided by the total number of website visitors for the year. Depending on retention, the long-term value of monthly gifts may be substantially higher.

**WEBSITE DONATION CONVERSION RATE** Calculated from the number of donations to a participant's main website, including donations from all traffic sources (email, paid ads, organic, search, etc), divided by the number of unique website visitors.

**WEBSITE DONATION PAGE CONVERSION RATE** Calculated from the number of donations to a participant's main donation page, divided by the number of unique pageviews of that page. We included only unique pageviews for the one-time donation page, if a separate donation page existed for monthly gifts.

## THIS YEAR'S STUDY PARTICIPANTS WERE GROUPED BY SECTOR AS FOLLOWS:

#### **ENVIRONMENTAL**

- · Chesapeake Bay Foundation
- Earthjustice
- · Environmental Working Group
- Food & Water Watch
- · Friends of the Earth
- Greenpeace USA
- Gulf Restoration Network
- League of Conservation Voters
- Michigan League of Conservation Voters
- National Audubon Society
- National Parks Conservation Association
- Nature Conservancy
- NC League of Conservation Voters
- Ocean Conservancy
- Oceana
- Save Our Environment & The Partnership Project
- Sierra Club
- · Union of Concerned Scientists

#### **HEALTH**

- · American Cancer Society
- American Heart Association (Advocacy & Fundraising)
- · American Lung Association
- Children's Hospital Los Angeles
- · Families USA
- Health in Harmony
- JDRF
- Memorial Sloan Kettering Cancer Center

#### INTERNATIONAL

- · American Red Cross
- Canadian Red Cross
- · FINCA International, Inc.
- Ipas
- Mercy Corps
- ONE
- Operation Smile
- Oxfam America
- Oxfam Canada
- Pathfinder International
- Qhubeka
- · U.S. Fund for UNICEF
- · United to End Genocide
- UUSC
- Women Thrive Worldwide
- World Bicycle Relief

#### **RIGHTS**

- Breakthrough
- Communications Workers of America
- Human Rights Campaign
- Innocence Project
- International Planned Parenthood Federation/Western Hemisphere Region
- Jobs With Justice
- Lutheran Immigration and Refugee Service
- National Partnership for Women & Families
- National Women's Law Center
- Planned Parenthood Federation of America & Planned Parenthood Action Fund
- · Presente.org
- Sojourners
- Tell Them
- Women Employed
- · Workplace Fairness

#### WILDLIFE AND ANIMAL WELFARE

- BCSPCA
- Defenders of Wildlife
- Endangered Species Coalition
- International Fund for Animal Welfare (IFAW)
- People for the Ethical Treatment of Animals
- RedRover
- The Humane Society of the United States
- · Wildlife Conservation Society

#### DOMESTIC HUNGER AND POVERTY

- AARP Foundation
- · Covenant House International
- · Feeding America
- Second Harvest Heartland
- Share Our Strength

#### **CULTURAL**

- · Central Park Conservancy
- Friends of the Smithsonian
- National Trust for Historic Preservation
- · Urban Libraries Council

#### **OTHER**

- AARP
- American Friends Service Committee
- Code for America
- · Drug Policy Alliance
- Make A Wish Foundation
- National Council on Aging
- PeopleForBikes
- Perkins
- Ten Oaks Project

#### THANK YOU TO OUR NONPROFIT STUDY PARTNERS































We are the Drug

**Policy** 





life is why"





Service Committee





Alliance.

























workplace fai























































American Red Cross



CANADIAN RED CROSS





















**LEAGUE OF** CONSERVATION **VOTERS** 













NATIONAL

LAW CENTER





**America** 

National Council on Aging





peopleforbikes

North Carolina League of



CONSERVATION VOTERS

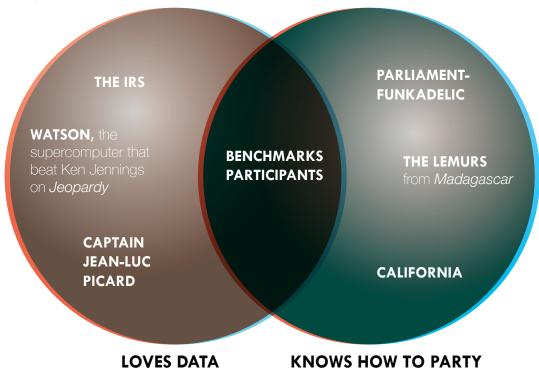
### WAIT. ONE MORE THING

Benchmarks is only as awesome as the organizations that share their data for it — they are very nice and we love them. And when more organizations contribute, more awesomeness occurs, like sector breakdowns and extra-good data.

YOU can be a part of this fun awesome thing! Participating in Benchmarks means giving us your 100% confidential data come January-ish and letting us crunch and polish it up by around March. You probably have to gather your data anyway, you might as well take it out for a spin.

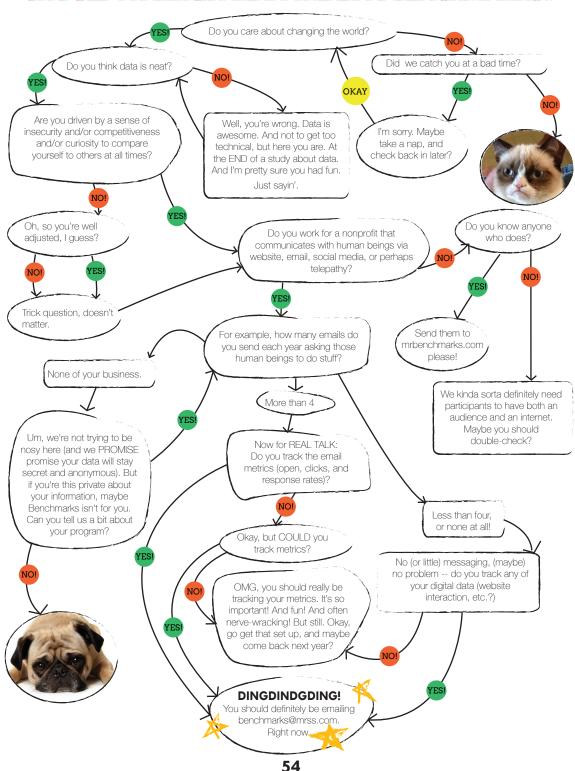
AND. It also means that you — and your organization — will be the envy of your friends and frenemies. At your high school reunion you will confront your former bully or an unrequited crush, pull a well-worn copy of Benchmarks from your pocket and say "THIS? YEAH. I'm a part of it.That's right. Me." And the look on their faces as you saunter away will be utterly priceless.

Here, look:



Do you want to be part of the magic next year? You do? Well of course you do. But, SHOULD you participate? That's another question *entirely*. Well, actually it's another entire set of questions. To help you decide, we've employed a flow chart. Second only to Venn diagrams in the Things We Like category.

#### SHOULD I PARTICIPATE IN THE 2016 BENCHMARKS?



## DENOUEMENT: DELIGHTFUL DIVERSION

Wow, that was fun! Wasn't that fun? We had fun.

Thank you so much for reading right straight through to the end, considering each line carefully and committing the tables and charts to memory. We really hope that you found the M+R Benchmarks Study entertaining, enlightening, and useful, and that you'll continue to refer back to it forever (or at least until we release an even better one next year).

Oh, and one more thing about the 3D extravaganza that is the 2015 M+R Benchmarks Study: we've sprinkled sets of three D-words throughout the text: in section titles, as alliterative asides, and elsewhere. Just one more way we're keeping things fun for you. Play along and see if you can find all the 3Ds — there are 21 in all.

Thanks again, you Darling, Dear, Dedicated readers (there's an easy set for you). Email us at benchmarks@mrss.com with any questions you have about the study, and keep in touch on Twitter @mrcampaigns.



AVERAGE GIFT (ONE-TIME) AVERAGE GIFT (MONTHLY)	UNSUBSCRIBE RATE	RESPONSE	PAGE COMPLETION RATE	CLICK- THROUGH RATE	OPEN RATE	RATE	3
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\$84 \$22	0.18% 0.21% 0.13%	2.9% 0.06%	82%	3.3% 0.48% 1.0%	16% 14% 11%	All SECTORS	
\$62 \$17	0.17% 0.18% 0.12%	3.6% 0.06%	87% 12%	4.8% 0.39% 1.9%	16% 14% 11%	FNVIRON.	
\$95 \$29	0.26% 0.19%	0.02%	7%	- 0.51% 0.9%	- 14% 9%	ENVIRONMENTAL MEALTH	2014 ONLI
\$143 \$27	0.43% 0.20% 0.18%	0.06%	14%	2.2% 0.34% 0.5%	21% 12% 10%	INTERNATIONAL W	0
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