

# 2019 Giving Outlook

FINDING PHILANTHROPY'S NEW NORMAL

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Is the decline in individual giving the new normal?

#### 2018 was a complicated year.

Donor numbers are shrinking again. Individual giving has declined, with revenue increasingly propped up by support from high net worth donors. Online fundraising has taken a pause on double-digit growth with a meager 1% gain. Volunteer and response rates remain in decline.

### And yet...

Unemployment is at a 49-year low. GDP growth reached almost 3.0% in 2018. Disposable personal income increased 5.0% and personal consumption expenditures grew by 4.7% over the prior year. Despite the strength of these indicators, the S&P 500 had a volatile year declining 6.2%. All of these economic factors are often tied closely to charitable giving.<sup>1</sup>

A quick summary of the U.S. economic outlook suggests the economy is on healthy footing — a ripe environment for philanthropy and fundraising. And consumers agreed: The Consumer Confidence Index hit a near 18-year high in September 2018.<sup>2</sup> In a Pursuant survey of nationwide healthcare donors completed in June 2019, 94% indicated that they expect their own household economic health to increase or stay the same over the next year.

<sup>2</sup> The Conference Board Consumer Confidence Index, September 2018

<sup>&</sup>lt;sup>1</sup> Philanthropy Outlook 2019 & 2020

# Why the disconnect between economic strength and giving?

Daily headlines offer insight. Policy-related headwinds threaten tariffs and interest rate increases — both contributing to consumer pricing pressure with an impact on spending. And certainly the effects on charitable giving of the Tax Cuts and Jobs Act of 2017 are beginning to emerge. The economy operates in cycles, and for many, recent economic growth feels more fragile than ever.

# As we seek to make sense of signals within this single year, we ask a more fundamental question:

# Is the decline in individual giving really anything new?

Has the decline we're observing been the norm all along, only masked by acquisition that's "good enough" to drive growth? Or masked by election rage giving? Or disaster response? Or by higher dollar gifts? What if 2018 was perhaps the most "normal" year we've had in philanthropy? 2018 was not simply a bump in the road, but a datapoint emblematic of an industry undergoing transformation. Nonprofits face a donor loyalty crisis. For organizations stuck in business-as-usual, the standard playbook teaches that acquisition is the only means of achieving growth at scale. But the impact of poor retention on bottom lines is a fundamental, consistent threat to any nonprofit growth strategy, regardless of the factors affecting philanthropy last year, next year, or over the next decade.

Organizations that are thriving and surviving through this environment recognize that these pressures are the signs of transformation. As in the commercial sector, they are adopting constituent-centric strategies to understand preference and deepen one-on-one connections with their constituents and donors acting more like Amazon and less like Sears.

Today's thriving philanthropic organizations are strengthening their fundraising programs by bolstering donor loyalty.

The new normal is building deeper, more meaningful relationships with the right donors to create long-term, sustainable growth.



# Applying This Guide

The Pursuant Giving Outlook highlights many of the very best sources of nonprofit benchmark data — for overall fundraising, direct response, online programs, and with insights by vertical — along with perspectives on growth and innovation.

Pursuant delivers integrated fundraising strategy, analytics, and services to our nonprofit clients. While we're often obsessing over day-to-day fundraising optimization, we encourage our clients to simultaneously take the long view with an understanding and acknowledgment of current economic conditions, performance within that environment, and potential speed bumps that may lie ahead.

As you review the insights that have been compiled, we'd encourage you to consider:

How will you align your fundraising program with the needs of your constituents?

Will testing, innovation, and technology unlock new opportunities?

Will business-as-usual sustain your organization while the foundations of our economic and philanthropic landscape continue to shift?

We hope that you'll be able to find yourself within this data, and we welcome discussion to help take you where you want to go.



## **CURRENT CONDITIONS** An Overview of Philanthropic Giving

**Overall philanthropic giving reached \$427.71 billion in 2018**<sup>3</sup>, a **1.7% decrease** over the previous year in inflation-adjusted dollars. This metric includes giving by individuals, foundations, bequests, and corporations. Adjusted for inflation, total giving has declined 13 times since 1978, including in 2018. The average annualized rate of change in inflation-adjusted total giving since 1978 is 2.7%.

<sup>3</sup> Giving USA 2019, The Annual Report on Philanthropy for the Year 2018

#### Total giving by individuals declined by 3.4% in 2018

in inflation-adjusted dollars and decreased to 68% of overall philanthropic giving.



2018 is the first time giving by individuals has fallen below 70% of overall giving since at least 1954.

#### Giving by foundations and corporations grew.

Most direct response organizations saw declines in almost all key metrics in 2018, according to the donorCentrics Index.<sup>4</sup> These declines likely represent a return to trendline giving patterns after remarkable growth in 2017 where roughly one-fifth of all organizations observed atypical growth, largely driven by concerns about the policies of the current presidential administration.

> <sup>4</sup> donorCentrics Index of Direct Marketing Fundraising 2018 Fourth Calendar Quarter Results

**Overall direct response revenue declined moderately** in 2018, by a median 2.7% from 2017.

> **Overall donor numbers declined more significantly,** decreasing by 5.6% in 2018.

**Only 1/5** of organizations in the index had positive donor growth during this period.





#### Why the decline?

Declines in overall donor numbers were driven primarily by steep declines in new donor acquisition, which fell by a median 8.8% from 2017 to 2018. As with revenue and overall donor numbers, these declines followed dramatic increases in the same period of the previous year.

Retention and reactivation rates both declined in 2018 as well. Overall donor retention rates fell by 3.8% in 2018, while lapsed donor reactivation rates fell more sharply, by 7.8%. The Fundraising Effectiveness Project finds that the overall industry donor retention rate is now 44.5%.<sup>5</sup>

On a macro level, environmental influences on the sector are no longer possible to ignore. With growing speculation about the effects of tax policy, rise in donoradvised funds and impact investing, and the explosion of giving and engagement channels, organizations must consider how to adapt their strategies to develop a wellrounded funding portfolio in this era.



## A CLOSER LOOK Detailed Insights on Sectors, Sources, and Channels

The overall pattern of declines observed in key metrics was echoed to greater or lesser extent by all industry sectors. Specific performance for key metrics varied somewhat across sectors, as each was affected in different ways by the philanthropic environment.

### **Giving by Sector**

The overall pattern of growth has been echoed to a greater extent by the eight industry sectors tracked by the *Giving USA Annual Report on Philanthropy*. Specific performance was varied across sectors as each was affected in different ways by organizational strategy, natural disasters, economic factors, and concerns about U.S. presidential policy.

#### Contributions by Sector, 2008-2018

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 Overall -7.2 -8 3.2 0.4 9.2 -1.5 5.8 5 4.2 4.9 -1.7 Religion -3.3 17 -36 12 18 29 33 27 26 0 -39 Education -19 -22 18.8 -1.5 69 -64 9.2 7.5 -02 86 -37 Human 8.5 1.8 0.7 -1.4 7.8 -1.5 4.2 7.1 2.9 -2.7 4 Services Health -8 8.4 4.4 -9.4 -0.8 21.4 1.2 3 8.9 5.7 -2.3 Public-Society -13 5 -32 92 77 5 4.5 4.2 4.3 12 4 3.9 -6 Benefit Arts, Culture, -207 28 46 -7.1 61 3.9 69 10.6 -4 -21 Humanities International 25.5 -20 -16.6 5.9 3.3 19.5 2.9 16.5 -9.3 -6 7 Affairs Environment/ -7.8 -4.7 6.6 -0.2 7.1 -5.4 9.9 10.9 4.2 1.2 7.2 Animals

Total Percentage Change (%) in Inflation-Adjusted Dollars<sup>6</sup>

Higher than average industry results for the year

ower than average industry results for the year



#### Religion

Religious organizations continued to receive the largest share of charitable dollars in 2018, at 29% of the total. Giving has declined after seven years of positive or flat growth. Charities with the highest revenue in this sector include Cru (Campus Crusade for Christ), Young Life, and the Christian Broadcasting Network.

Online giving is growing in popularity for religious organizations. Online giving for religious organizations grew at twice the rate of other nonprofits, and the number of times online giving has been mentioned during church services increased from 52% in 2015 to 65% in 2017.

The national decline in regular worship attendance is correlated with similar declines in religious philanthropic revenue. Gallup reports that 38% of adults said that they attended religious services weekly or almost every week, versus 10 years ago when that figure was 42%.



#### **Education**

The Education sector received the second-largest share of charitable dollars in 2018, at 14% of the total. As capital campaigns become increasingly common, cultivating a major gift donor base will be a critical determinant in an institution's ability to meet campaign fundraising objectives.

Charities with the highest revenue in this sector include Harvard University, Stanford University, and Cornell University.

In 2018, community colleges received multi-million dollar gifts. Donors who are investing in community colleges are often local leaders who see the vital role that the community college plays in workforce development and educational affordability.

Research shows that community colleges could benefit from planned giving programs. There is a need for growing support for community colleges and public education, both of which have not necessarily built the long-term culture of philanthropy we see at other higher ed institutions.



#### **Human Services**

The Human Services sector received 12% of total charitable dollars in 2018, ranking third in total gifts received. Giving was supported in part by grant dollars from donor-advised funds with human services organizations ranking first or second in total grant dollars awarded.

Amid rising demand for services, anticipated federal funding cuts, and a potential decline in giving due to tax law changes, many human services organizations are faced with the challenge of doing more with less. Charities with the highest revenue in this sector include United Way Worldwide, The Salvation Army, and the Y.

The continued emergence of recognizable spokespersons, such as celebrities, elected officials, civic leaders, and athletes, has had an enormous impact on giving for human services charities. Their instant recognition value coupled with their widespread social media footprint are key factors in elevating a human services charities presence and impact.

Spontaneous fundraising moments resulting from disasters or celebrity engagement also present an opportunity for organizations to engage differently by adapting quickly to this dynamic and even spearheading groundbreaking e-philanthropy platforms.

## Health

The Health sector received 10% of the total, ranking fifth in total gifts received. A balancing act exists between research and patient care: Private philanthropy is reducing its investment in health research for smaller organizations while a few institutions are getting record gifts. Charities with the highest revenue in this sector include ALSAC/St. Jude Children's Hospital, Mayo Clinic, and American Cancer Society.

Average gift size is larger in the health sector than in philanthropy overall, but retention is lower. Large gifts are prevalent in this sector.

Philanthropy is tackling community health issues. This is good news for small community-based health providers, particularly those addressing the needs of marginalized communities, mental health concerns, and widespread issues like the opioid crisis.

Grateful patient programs continue to become more commonplace, generating meaningful income for hospital foundations. The largest peer-to-peer events continue to decline for multi-affiliate healthcare organizations — overall, down 4.0% in 2018 from the prior year.



#### **Public-Society Benefit**

Public-Society Benefit organizations received 7% of the total and amounted to the sixth-largest share of charitable dollars. Giving for the sector was the third-highest amount recorded to date, behind highest levels ever in 2017 and 2016, ending eight consecutive years of growth. At the same time, this sector saw the greatest decline of any reported in 2018, beside giving to foundations.

The public-society benefit sector includes a broad variety of organizations, ranging from United Way chapters to the ACLU and Jewish Federations of North America. Different types of organizations experienced very different fundraising conditions in 2018 — with many in the sector susceptible to the swings of administrative policy and subsequent giving. Some saw significant gains, while others continued to struggle.

Giving through workplace-giving campaigns continues to decrease. Some of the nonprofits traditionally defined by workplace giving are forced to evolve and reinvent their fundraising strategies.

Online giving for the sector had the greatest percentage growth — at 4.4% over 2017 — more than three times the annual growth in overall online giving.

Giving to donor-advised funds continues to be a very popular way for individuals to donate. The number of funds, the amount contributed to those funds, and the grants made from those funds have all increased in the last two years.



The Arts, Culture, and Humanities sector received the seventhlargest proportion of charitable dollars in 2018, at 5% of the total. These contributions reached their second-highest value ever in 2018. The Metropolitan Museum of Art has the highest revenue in this sector.

On the heels of great disasters in 2017, in which a substantial portion of funding got funneled into human services, arts organizations have attained varying degrees of success in recovery.

Online gifts represent a larger percentage of revenue in arts, culture, and humanities organizations than the sector overall, and 2018 was a year of growth. While the volume is high, retention and average gift size are lower than other nonprofits.

Philanthropy to organizations in the arts, culture, and humanities sector is influenced by broader cultural factors such as social change movements. Some organizations struggled to respond to these movements, while others tapped into public sentiment.



#### **International Affairs**

Gifts to the International Affairs sector received the eighthlargest share of gifts in 2018, with 5% of the total. Factors driving growth within this sector are inconsistent, with 2018 showing this sector to have the largest growth of any sector and with the highest value recorded in 2008.

Despite overall giving to international affairs increasing substantially, online giving saw a large decline compared with growth in overall giving online in 2018.

Giving in this sector is largely focused on the refugee crisis in various countries, including the Rohingya refugee crisis in Myanmar, the economic and political crises in Venezuela, and the Syrian crisis.

Following overall trends, international affairs organizations are facing decreased donations in the area of general support that are required to ensure an organization's financial sustainability.





#### **Environment/Animals**

Environment/Animals organizations received 3% of total charitable dollars in 2018, ranking ninth in total gifts received. For 2018, contributions totaled the highest-recorded value to date.

Charities with the highest revenue in this sector include The Nature Conservancy and ASPCA. Substantial giving efforts focused on climate policy, conservation and preservation of clean water, and disaster response efforts related to California wildfires.

As a share of total revenue, online giving remains especially small for environmental and animal organizations.

Corporations are committing significant resources to environmental causes and making significant changes to the way they do business. The philanthropic motivation behind the gifts may go beyond feelings of corporate responsibility and be motivated by bottom-line financial implications.



Gifts to independent, community, and operating grantmaking foundations amounted to the fourth-largest share of charitable dollars in 2018, with 12% of the total.

Between 2016 and 2017, the total number of individual donoradvised funds grew 60%. Over the same period, the number of donor-advised funds held by community foundations increased by only 0.1%.<sup>7</sup> Community foundations will continue to find competition for donors from commercially sponsored donor-advised funds such as Fidelity Charitable and Vanguard Charitable.

Donors are increasingly using more creative methods to achieve their philanthropic objectives, including creating family donor-advised funds and new advocacy organizations.

As the popularity of giving days continues to rise, a new study shares good news. The majority of participants plan to make an additional gift throughout the year in addition to the contribution made during a giving day.

### **Giving by Source**

- **Giving by individuals** totaled an estimated \$292.09 billion, falling 3.4% in 2018 (adjusted for inflation). Giving by **individuals and households comprised 68% of total giving in 2018** by far the largest source of giving.
- F

**Giving by foundations** increased 4.7% (adjusted for inflation), to an estimated \$75.86 billion in 2018. Grantmaking by community foundations rose 10.2% from 2017. Grantmaking by operating foundations and independent foundations also increased.



**Giving by bequest** totaled an estimated \$39.71 billion in 2018, declining compared to 2017 with a -2.3% decrease, adjusted for inflation.

**Giving by corporations** is estimated to have increased by 2.9% in 2018 (adjusted for inflation) totaling \$20.05 billion. Corporate giving includes cash and in-kind contributions made through corporate giving programs as well. The segment mirrors variable economic conditions on a larger scale and is largely dependent on the economic environment.

Last, the growth and impact of **Donor-Advised Funds** should not be discounted. These investment vehicles allow donors to contribute to charitable savings accounts while taking an immediate tax credit on those contributions. The assets are invested by fund managers that direct grants to approved nonprofit entities. These funds are attributed to the individual giving segment. Contributions to these funds grew 16.5% in 2017, reaching \$29.23 billion in 2017 and representing 9.9% of giving by individuals.<sup>8</sup>

## **Giving by Channel**

In 2018, a median of **19% of all revenue came in through online sources** for the donorCentrics Index. Organizations participating in the index consist of large direct marketing nonprofits typically with robust direct mail programs. Over the past five years, online revenue has grown as a share of total revenue to 16% — but this is down substantially from 27% of total revenue in 2017 when an across-the-board giving surge was particularly evident online.

A great difference remains in the relative sizes of mail and online gifts. Online gifts are significantly larger than gifts given through direct mail. For index organizations in 2018, the mail gift was \$45 while the online gift was \$59. Similarly, multi-channel donors have a substantially higher lifetime value than those giving to a single channel alone.



Monthly giving accounted for 16% of all online revenue in 2018.



Email messaging drove 13% of all online revenue in 2018.

48% Mobile traffic

accounted for 48% of nonprofit website visitors in 2018. **Overall online revenue growth was just 1% in 2018** the first time in more than 13 years that average revenue growth was below 10%. In 2017, nonprofits studied reported record-setting average revenue growth of 23%, and this growth trendline has flattened out for 2018.

**Monthly giving accounted for 16% of all online revenue in 2018.** Revenue increased by 17% from the prior year, which is particularly meaningful considering the overall flat growth rate.

**Email messaging drove 13% of all online revenue in 2018.** Email revenue declined by 1% from the prior year. For every 1,000 fundraising messages sent, nonprofits raised \$45.

On average, **nonprofits raised \$1.77 through Facebook** – **particularly, Facebook Fundraisers** – **for every \$100 raised** through other online channels. However, health nonprofits have benefitted from the platform substantially more than others, receiving \$29.88 through Facebook.

On average, **37% of donors who made an online gift to a nonprofit in 2017 made an online gift again** to that nonprofit in 2018.

Mobile traffic accounted for 48% of nonprofit website visitors in 2018. Mobile traffic now exceeds desktop traffic, taking particular importance as part of information and services delivery for nonprofit programs seekers. Desktop users, however, were more likely to complete a gift 21% of the time, while mobile users had just a 9% conversion rate. Tablet users converted at 16%.



## **GO BEYOND THE DECLINE** Embracing Donor Preference

How should we respond to donor declines? Is the solution improved retention of current donors, or is it finding more effective ways to acquire new donors? Will we continue to embrace the status quo? Or will we look for creative ways to engage constituents and solve the new challenges of our industry?

## We believe truly understanding donor preferences is the key to creating a thriving organization.

Listening for and applying donor motivations to strategy are essential for building deeper, more meaningful connections with today's donor. As donors take a more active role in their giving than ever, meeting supporters' preferences is a requirement for relationship building.

#### Let's look at three examples of how fundraising is changing and how nonprofits are responding...

Fundraising through email, workplace giving, and peer-to-peer events are all effective and viable fundraising tools — but not as much as they once were. The philanthropic landscape has changed so dramatically and rapidly that effectiveness of each is challenged. Organizations that are overly dependent on any of these vehicles risk obsolescence.

Consider that while fundraising email performance is down, online monthly giving is up. While workplace giving is declining, donoradvised funds continue their growth. And while peer-to-peer events are generally down, Facebook Fundraisers are driving meaningful revenue and results, particularly for multi-affiliate health organizations. The nonprofits that are experiencing growth are attuned to these changes, adopting constituent-centric programs to meet distinct donor needs, and are being rewarded with higher retention and subsequent donor lifetime value. Analytics, digital, and data innovations whether occurring online, on social, via mobile, or otherwise — increasingly enable brands to listen for preference and design highly personal and relevant experiences for donors through offline and online mediums.

Is your organization listening to where its constituents are headed?

Are you behaving more like Amazon or more like Sears?

What steps should you take to go beyond business-as-usual to break through?





Here are the tactics and strategies we're encouraging our clients and peers across the fundraising industry to consider:

Despite the promise of new tools and technology, fundraising remains highly personal — people asking people — often as an ask from a friend, a gift officer, or even the signee of a direct response appeal. Yet we know that volunteer and peer-to-peer event participation rates are down. In the past, both were key engagement opportunities. The need to build connection is greater than ever.

**Seek data-first insights to inform relationship-building strategies.** Identify cause connection. Map personal connections with those already in your circle. Describe the profile of donors seeking a relationship with you — and then elevate these experiences while deemphasizing those who are more transactionally driven and less likely to upgrade.

Nonprofits that value progress over perfection are taking action now to use data in incremental yet meaningful ways to accelerate and advance relationships for donors at every level of the giving pyramid.

#### **Rebecca Segovia, Executive Vice President**

Organizations that are experiencing growth seem to share a specific attribute: **They seek to understand the natural (or preferred) behaviors of their constituents.** Specifically, they seem to adapt the organization in support of the constituent's preference, instead of expecting the constituent to adapt to the organization's structure or processes.

One example is the growing adoption of new and different giving vehicles (donor-advised funds, directed giving, etc.) by donors at all levels of the pyramid.

Ask yourself, is your organization embracing this emerging trend by mapping donor behaviors and preferences to the most compelling case for support? If not, it's likely one of several ways you drive impact for your mission is by better understanding and applying donor preference across your program.



While many organizations aspire to strengthen donor loyalty, the most strategic organizations commit by setting firm goals. **Position your nonprofit as your constituents' charity of choice.** This means gaining an understanding of your prospects' and donors' "philanthropic wallet size" and assessing preference for your organization.

Within this context, audiences with high capacity to give and lower preference can be influenced to drive higher value. This group should be prioritized for investment and growth. By elevating the experience this group has with your nonprofit, you should seek nothing less than to create a place for you in their hearts.

When donors are forced to downsize in a constrained environment, such as an economic downturn or based on personal circumstance, your nonprofit is the priority, and the relationship is preserved.

> Hilary Noon, Executive Vice President, Insight, Analytics, and Experience



There is more data and intelligence on constituents, transactions, and their marketing interactions than ever before. It's simultaneously both easier to access and more complicated.

Is the pursuit of a 360-degree view of constituents a fool's errand? What's the payback period of yearlong data migration? When will data integration ever be "complete" at your organization? We have to be as resourceful as ever in the pursuit of meaningful insight.

Fundraisers who are thriving in this environment **use platforms and tools to bridge data with relationships,** above all else. Examine data sources in the most direct and accessible way possible. Augment profiles, score, and analyze to prioritize those with the greatest opportunity for growth.





Nonprofits are continually tasked with doing more with less. In this omnichannel world, every touchpoint in the communication mix of a fundraising strategy risks scrutiny — yet effective channel attribution remains very difficult.

Nonprofits typically assign credit to the channel that captures response, but this provides little to no line of sight on the impact that other channels had in driving response. Direct mail, for instance, is a primary driver of web revenue. While fundraising email effectiveness is declining, its role as an awareness tool — keeping your organization top of mind — should not be underestimated.

As nonprofits seek to rationalize fundraising budget mix, improper attribution can misinform strategy. **Anchor your communication mix and investment on constituent behavior and preferences.** In an integrated fundraising environment, the most effective nonprofits are comfortable with a degree of ambiguity while seeking long-term growth.



Jennifer Bielat, Executive Vice President, Client Strategy





Without insight into how and why your constituents are connected to your cause, it's nearly impossible to engage them in personal and relevant ways. Organizations that are flourishing recognize shifting conditions. They know their most valuable audiences and passionate donor segments. They are committed to truly understanding what most motivates them to give. They have made it a priority to engage the right donors, through the appropriate channels, with solicitations that are the most compelling to support.

Taking steps now to become your donors' charity of choice will help ensure their decision to give isn't impacted by the next downturn. As American society continues to change, the patterns of philanthropic behavior of the donors will undoubtedly evolve as well.



## How Pursuant Is Putting These Ideas into Action

Pursuant has made a commitment to helping our clients embrace the core concepts of relationship fundraising as a way to create healthier, more sustainable fundraising programs that don't rise and fall based on external factors. We're always looking for ways to help our partners develop a donor-centric, research-based methodology that can be used to improve their fundraising program in a way that drives greater lifetime value for their most valuable donors.



In order to navigate the changes in philanthropic giving, whether it's this year or five years from now, here are three key action items to consider:

## 1. We make it a priority to help you truly know your donors.

We guide our clients to listen to individual and annual giving donors at scale through our Strategic Segmentation methodology. The approach identifies key audiences within your donor database and helps to prioritize those who are ready for a more meaningful relationship.

By using advanced analytics to group your full donor file into prioritized target audiences, we're able to describe them based on their motivations and behaviors, rather than developing segments based on departmental silos, hypothesized marketing segments, or website personas.

## 2. We're committed to designing experiences to help you become a charity of choice.

How do you improve response rates or increase revenue on a flat budget? How do you know which tactics will produce the greatest ROI? One way we're helping clients optimize their direct response efforts is by comparing and contrasting the connection — as well as opportunity — of each constituent segment within their file. Well beyond standard R/F/M segmentation, this approach provides deep insights on likely donor profiles, relative size and value, demographics, and motivation for support.

Our clients use these insights to inform strategic decision making. Based on segment differences, clients may choose to invest in donor experience enhancements for segments with the greatest upside.

Additional tactics include journey mapping, experience design, and contact and content strategies that suit segment requirements and drive preference and loyalty. For segments with lower potential, insights might suggest a maintenance strategy, making no changes to current experience or touchpoints.

#### 3. We develop an infrastructure to implement and measure these priorities over time.

Data discovery should not be gated by a CRM migration or extensive data integration. Pursuant provides data blending and synthesis services to combine disparate sources of data from existing fundraising platforms and bring it all together to find actionable insights.

From there we develop screening and scoring models that can identify most valuable constituents and drive results for your organization. Our experts build predictive models that can identify likely next steps and score prospects for every business unit in your organization.

We design dashboards that help you to measure what matters and tailor data exploration to meet your direct needs. Quick insights and easy answers are at hand for your most important questions.

Interested in learning more about these specific solutions or collaborating about how Pursuant Insights solutions can help you identify new opportunities to accelerate growth?

Connect with our team at pursuant.com/contact



#### **About Pursuant**

Pursuant exists to help you find new and better ways to fund your mission. We can help you understand why donors are giving so that you can engage them in a way that increases their loyalty, commitment, and lifetime value.

Connect with Pursuant today to learn more.

Learn more about Pursuant's fundraising services and how we can help you drive donor loyalty by unifying data, strategy, and storytelling: **pursuant.com/solutions** 

Learn more about Pursuant Insights' custom analytics solutions to help you transform information into strategies that raise more money: **pursuant.com/insights** 

Check out our entire list of fundraising resources for more content papers, fundraising tools, and webinars at **pursuant.com/resources** 

