



2020

# GIVING OUTLOOK

*Finding Growth in Radical Disruption*



# Philanthropy Is Transforming Before Our Eyes

As nonprofits respond daily to volatile philanthropic and economic environments, they need a vision for the post-COVID world. Here is the plan to ensure your organization is on the course to maximize growth.

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***As you dive into another guide about navigating to the next normal, consider a few factors at play in this season:***

*household incomes are declining, the virus is about to emerge in the next pandemic hotspot, and Americans (and the world) are ingesting the impacts of the November election. All of this adds up to an unstable, unpredictable philanthropic environment for donors to act within—out of which fundraisers are searching for direction and meaning.*

*At the same time, philanthropic reporting and analysis that we lean on for guidance feels woefully inadequate. Looking back on 2019 evokes nostalgia for a simpler time when donor trends could be understood through long-documented patterns of behavior. As we seek precedent, we're reminded that none exists.*

# Early trends are emerging.

Midway through 2020:

**Direct mail giving is stable.** Direct mail donations are up 4.9% year over year. Revenue is flat or up across all sectors. Average gift has increased a substantial 23.5%, driving overall revenue up 29.5%.<sup>1</sup>

**Donor-advised fund distributions are up 16%** over the same period last year. These distributions reflect the designation and release of funds previously contributed to donor-advised funds.<sup>2</sup>

**New donor acquisition remains flat.** However, the early crisis drove many donors to shift their giving. The international relief and human services sectors have been significant beneficiaries as well as organizations that have gained attention during periods of shutdowns.<sup>3</sup>

**#GivingTuesdayNow served as an episodic, disaster-response engagement vehicle for nonprofits and donors** for the urgent needs generated by COVID. Organized in under six weeks, the May 5 event is estimated to have driven over \$500 million in online gifts.<sup>4</sup>

The **profile of new donors varies from the traditional donor base.** In limited analysis, we've observed that these COVID-acquired donors are generally younger, as affluent as traditional donors, and extremely likely to respond to digital communications.

In the first quarter of 2020, **growth was driven primarily by donors giving gifts under \$250**—while mid-level and major donor revenue was down.<sup>5</sup>

1 Merkle RMG *COVID-19 Impact Report*, 2019 and 2020 Transactions February 1<sup>st</sup> through June 14<sup>th</sup>

2 Fidelity Charitable, *Communities in Crisis*

3 Blackbaud donorCentrics *Index of Direct Marketing Fundraising*, 2020 First Calendar Quarter Results

4 The NonProfit Times, 5/28/2020

5 Fundraising Effectiveness Project, *Quarterly Fundraising Report through 3/31/2020*

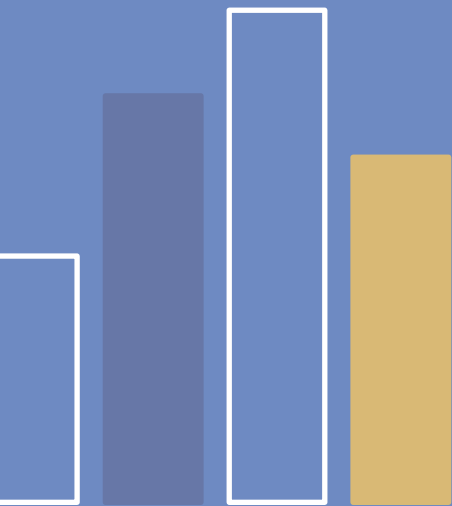


This snapshot is far from complete.

*We know that event programs have been decimated along with its associated revenue. Similarly, major gifts cultivation and all face-to-face fundraising channels took a pause for retooling. More broadly, the industry was already suffering from a donor loyalty crisis. We're not sure how extensive the impact of COVID disruption will be in these channels and on long-term donor retention.*

## Fundamental Questions Remain:

- » Are event donors and major donors taking a break? Or will their affinity for the organizations they support drive them to alternate channels—including direct mail, donor-advised funds, or online?
- » Is channel migration already reflected in existing trends? Or are 2020 revenue gains driven from an entirely new philanthropic audience?
- » Will those new donors stick around when the urgency of COVID disaster response subsides?
- » How fast are donor beliefs and behaviors changing? How are they changing? Do new donor preferences vary from those of our existing supporters?



While so much of the story has yet to be written, this disruption shows us that **philanthropy is transforming. Right before our eyes.** The pandemic has radically changed day-to-day life and that change extends to the ways that our donors each engage and support the causes that are closest to their hearts.

At the same time, we can't discount that transformation is occurring while the U.S. economy is in recession. In past recessions, while the stock market has performed relatively well, weakened economic health indicators were accompanied by weakened direct marketing revenue growth. Fundraising professionals acknowledge that the landscape is challenging—with more than half of respondents in a CCS Fundraising survey citing declines in fundraising in the first half of 2020.<sup>6</sup>

Yet, fundraising professionals report optimism in the same survey. Specifically, they believe that the philanthropic landscape improved into the summer, thanks to innovative approaches in fundraising. And only 9% of those survey respondents reported campaign cancellations. As fundraising leaders, we have done this. We have faced challenging economic environments and uncertainty, led our programs boldly, and emerged stronger and strengthened—although we may not look the same as before.

What differs from the past are the tools we have at hand today. **Data, insights, and digital platforms are giving every**

**nonprofit organization the opportunity to evolve into a data company.** Amid the chaos and confusion, the digital footprint created through every touchpoint with donors informs and validates next steps.

These insights mean that nonprofits have the ability to identify the next major donor, group those most likely to respond to a midlevel appeal, or deprioritize COVID response donors who are least likely to transition to mission-based support. As the fundraising landscape changes, data becomes the great stabilizer and growth opportunity can be instantly explored and activated.

Today, it's about what we do with that intelligence that matters most. The organizations that will thrive in the next normal are detecting this market movement and deftly investing in opportunity. They are responding to the change forced by the pandemic and these **organizations regard 2020 as a year of both disruption and innovation**—aligning the course of their philanthropic programs to the requirements and preferences of today's donor.

<sup>6</sup> CCS Fundraising, *Philanthropic Climate Study*, 2nd Edition 2020

# Finding Growth Through Disruption

Pandemic. Recession. Protests. Election. 2020 has thrown a lot at Americans and the world. But through these crises and adversity, we also see the best of humanity. At Pursuant, we believe that **giving makes us most human.**

When individuals give their time or resources to others, they move from the “I” to the “we.” That act of giving transforms the giver as much as the receiver, and the world is changed. We believe it’s time to listen to our donors, take stock of where they are headed, and create this giving experience for every individual. It’s time to adjust thinking and plans to drive growth.

Pursuant uses augmented intelligence to decode the personal experiences that inspire people to find, engage, and give more than ever before. It’s the way supporters engage with nonprofits today. The Pursuant GivingDNA™ Platform is purpose-built for fundraising around this expertise.



Request a free GivingDNA™ Platform demo at [pursuant.com/demo](https://pursuant.com/demo)

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. We have compiled a recap of philanthropy’s 2019 path as well as perspectives on the most available data at-hand. We hope you’ll find yourself within this data, and we welcome discussion to take you where you want to go.


# Assessing Current Conditions

Direct marketing revenue was stable in Q1 2020, according to the Blackbaud donorCentrics Index, as the U.S. economy entered recession due to the pandemic. The long-term, ongoing trend of fewer donors giving more dollars was observed and drove modest increases.

Donors supported Human Services and International Relief sectors above all others. Animal Welfare and Societal Benefit saw declines from the same period in the prior year where all other sectors were relatively flat.



Median **direct response revenue** **increased** by 1.5% in Q1 2020, a 3.6% increase in **revenue per donor** over Q1 in the prior year.<sup>7</sup>



Median **donor counts declined** 1.0% despite a modest increase in new donors of 0.9%.



**Overall retention increased** with increases in both first-year and multi-year donor retention.

As a preview of Q2 2020 philanthropy performance, the Merkle RMG COVID-19 Impact Report shows a substantial year-over-year jump for direct mail revenue—again, through increases in giving to the Human Services and International Relief sectors.

As we settle into both the pandemic crisis and recession, it is undetermined whether giving will continue at these levels. Limited donor research performed by Pursuant in June 2020 shows that donors' economic outlook remains weakened, though positive. These donors share that as incomes and capacity to give have fallen, scrutiny of all spending activity has increased, including philanthropic contributions.

In the long term and as the recession persists, it's likely that the industry will see fewer and smaller gifts as donors become more risk averse. In the months ahead, it will be important for fundraisers to **measure and detect degradation in donor relationships**. Retention rate and gift frequency metrics can provide insight on this shifting value.

<sup>7</sup> Blackbaud donorCentrics *Index of Direct Marketing Fundraising*, 2020 First Calendar Quarter Results

# Today's Context

In 2020 and 2021, total giving was expected to be higher than the historical 10-year, 25-year, and 40-year annualized average rates of growth, according to *The Philanthropy Outlook*.<sup>8</sup> Giving by bequests and foundations were expected to see their largest increases. While that path has certainly been disrupted, a look at 2019 performance shows the strength and trajectory of the industry.



## All in all, 2019 was a return to the trendline.

### Overall philanthropic giving reached \$449.64 billion in 2019<sup>9</sup>,

a 2.4% increase over the previous year in inflation-adjusted dollars. This metric includes giving by individuals, foundations, bequests, and corporations—all of which reached either an all-time or second all-time high in 2019. On the recipient side of giving, all but three nonprofit sectors exceeded their previous highs.

### Growth in individual giving increased between 2018 and 2019 at 2.8%

in inflation-adjusted dollars. This is a substantial recovery from the 3.4% decline from 2017 to 2018. Giving by foundation and corporations grew in 2019, while bequest giving was slightly down.

For the most recent decade from 2010 to 2019, the total growth in inflation-adjusted giving is 33%, with the Great Recession ending in 2009.

<sup>8</sup> *The Philanthropy Outlook*, 2020.

<sup>9</sup> Giving USA 2020, *The Annual Report on Philanthropy for the Year 2019*



# 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 RECIPIENT ORGANIZATION, 2010 TO 2019

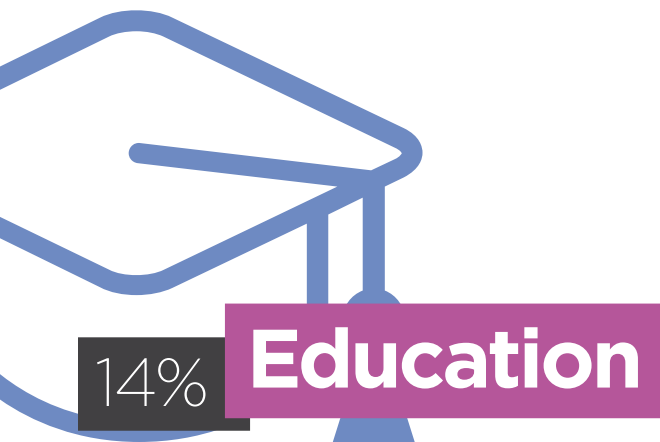
*Total Percent Change (%) in Inflation-Adjusted Dollars*

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>OVERALL</b>	3.2	0.4	9.2	-1.5	5.8	5.2	4.1	6.5	-2.5	2.4
<b>Religion</b>	-3.6	1.2	1.8	2.9	3.3	2.7	2.6	-1.1	-2.2	0.5
<b>Education</b>	18.8	-1.5	6.9	-6.4	9.3	7.6	-0.5	2.4	-0.5	10.1
<b>Human Services</b>	0.7	-1.4	7.8	-1.5	4.6	7.1	3.1	4.6	-0.4	3.1
<b>Health</b>	4.4	-9.4	-0.8	21.4	0.9	3.5	9.8	-1.7	-1.1	4.9
<b>Public Society Benefit</b>	9.2	7.7	5	4.5	4.8	5.6	11.8	8.1	-6	11.1
<b>Arts, Culture, Humanities</b>	4.6	-7.1	6.1	3.9	7	11.2	-4.1	3.2	3.4	10.6
<b>International Affairs</b>	16.6	5.9	3.3	19.5	2.5	15.9	-9.2	15.6	11.1	-2.2
<b>Environment/Animals</b>	6.6	-0.2	7.1	-5.4	10.4	11.4	4.3	3.8	3.5	9.4
<b>Foundations</b>	-20.8	12.3	30.2	0.3	7.5	-12.1	2.5	25.8	-2.7	0.6



Religious organizations received the greatest share of charitable dollars in 2019, with 29% of all donations for the third year in a row. Adjusted for inflation, giving to Religion stayed relatively flat.

- » Giving to Religion has always received the largest share of giving and continues to grow at a slow but steady rate.
- » Faith-based organizations have found success with online giving, with online donors giving consistently on days other than Sunday and through the summer months as well.
- » Donors to religious organizations are more consistent compared to others more impacted by the stock market and other events. Membership and engagement level are closely linked to giving.
- » The largest organizations in this sector by cash contributions are Cru, Young Life, and Christian Broadcasting Network.



The Education sector received the second-largest share of charitable dollars in 2019, at 14% of the total. The total amount contributed to Education in 2019 reached its highest inflation-adjusted value ever.

- » Significant growth in foundation gifts and large gifts contributed to growth in giving to Education. Despite the trend in large gifts, overall giving by alumni and non-alumni individuals continues to decline.
- » The influence of large gifts from both foundations and individuals extended beyond higher education all the way to K-12 public schools. Donors are increasingly giving to strengthen public education and address socio-economic inequality.
- » The largest private colleges and universities in this sector by cash contributions are Harvard University, Stanford University, and Columbia University. The largest public colleges and universities are University of California at Los Angeles, University of California at San Francisco, and University of California at Berkeley.



12%

## Human Services

Human Services organizations received 12% of total charitable dollars in 2019, ranking third in total gifts received.

- » As disasters affect more people each year, contributions to provide the needed resources to prepare for and respond to catastrophes are becoming increasingly important as allocated federal funds go unspent.
- » Foundations have stepped in to ensure basic human needs are met. Individual donors have demonstrated a similar focus through a high level of online giving to Human Services agencies during government shutdowns, for disaster relief, and for special events receiving greatest media attention.
- » Online revenue for hunger and poverty organizations grew 20% in 2019, which is double the growth rate in online revenue for all other nonprofit organizations.
- » The largest organizations in this sector by cash contributions are United Way Worldwide, Salvation Army, and American Red Cross.

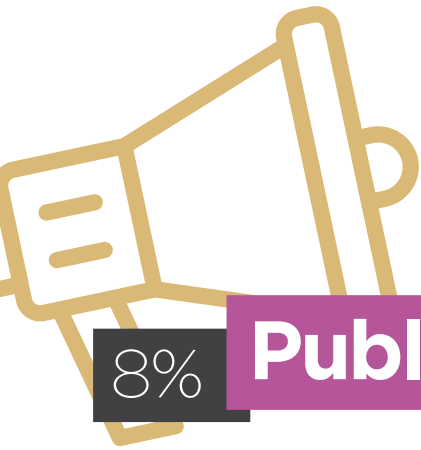


9%

## Health

The Health sector received 9% of the total giving, ranking fifth in total gifts received.

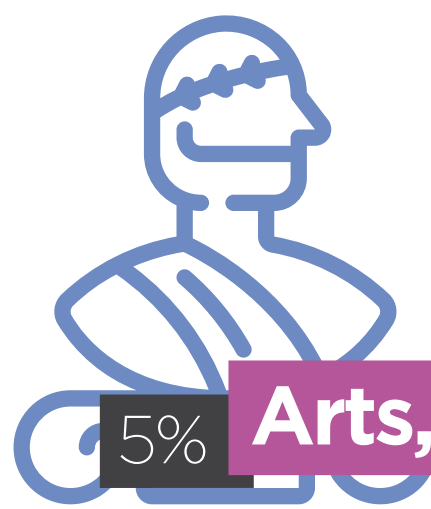
- » Philanthropy is playing a larger role across almost all areas of Health in the face of decreased government spending. Giving to Health was robust in 2019, reaching record levels after two relatively flat years of growth.
- » Large hospital systems have implemented successful grateful patient programs, connecting wealthy patients with philanthropic opportunity. As best practices are developed and more healthcare organizations adopt grateful patient programs, there is significant potential to increase giving to Health.
- » The largest organizations in this sector by cash contributions are American Cancer Society, American Heart Association, and Planned Parenthood Federation of America.



## Public-Society Benefit

Public-Society Benefit organizations received 8% of total giving in 2019 and amounted to the sixth-largest share of charitable dollars.

- » Growth in giving in the sector outpaced overall growth in philanthropy in 2019. Organizations advocating for social change in areas such as voting rights and immigration were among the nonprofits in this sector that experienced increased giving.
- » This sector particularly benefits from politically driven gift giving—and is often the first to embrace new giving platforms to empower these supporters.
- » The sector includes a wide variety of organizations with widely varying results. The largest organizations in this sector by cash contributions include Jewish Federation of North America, Pew Charitable Trusts, and American Civil Liberties Union Foundation.
- » Gifts to donor-advised funds are counted in the Public-Society Benefit sector. Total contributions in 2018 reached \$37.12 billion, representing 12.5% of total giving by individuals for 2018.



5%

## Arts, Culture, & Humanities

The Arts, Culture, and Humanities sector received the seventh-largest proportion of charitable dollars in 2019, at 5% of the total.

- » Giving to Arts, Culture, and Humanities organizations has grown at a faster rate than overall giving for the past five years. However, this sector was especially vulnerable during past economic downturns in 2008 and 2001.
- » Organizations in this sector have responded to calls for social change with a variety of diversity, equity, and inclusion initiatives—often supported by funders and sometimes grouped under the general banner of “decolonization.”
- » Concerns regarding the receipt of gifts from donors accused of ethical misconduct intensified in 2019, particularly in the museum field. Arts administrators found themselves propelled into the court of public opinion as stakeholders openly debated gift acceptance decisions.
- » The largest organization in this sector by cash contributions is the Metropolitan Museum of Art.



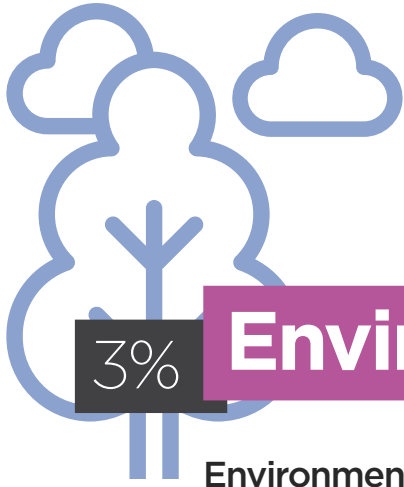
6%

## International Affairs

Gifts to the International Affairs sector received the eighth-largest share of gifts in 2019, with 6% of the total. While giving to international organizations has been strong in recent years, giving is typically volatile and was relatively flat in 2019.

- » International Affairs organizations are concerned about their ability to secure resources and deliver programs when faced with decreased federal funding for foreign aid and more recent social and economic turmoil.
- » Like-minded donors are increasingly showing their collective support through monthly giving, now comprising 35% of all online giving for international organizations.
- » The largest organizations in this sector by cash contributions are Compassion International, Catholic Relief Services, and United States Fund for UNICEF.





3%

## Environment/Animals

Environment/Animals organizations received 3% of total charitable dollars in 2019, ranking ninth in total gifts received. For the year 2019, contributions to environmental and animal organizations totaled the highest value ever recorded with five years of consecutive growth, far outpacing growth in total giving.

- » Global climate protests drew some 4 million participants around the world, shining a spotlight on climate change. Many funders turned greater attention to the issue and made notable commitments, often through collaborative initiatives.
- » Social impact investing is mainstream in the environmental space, with continued growth in investments from donor-advised fund holders and community foundations focused on the environment.
- » The largest organizations in this sector by cash contributions are Nature Conservancy, ASPCA, and Environmental Defense Fund.



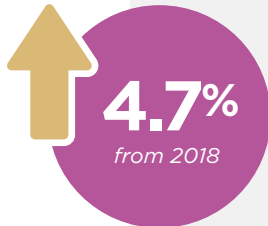
12%

## Foundations

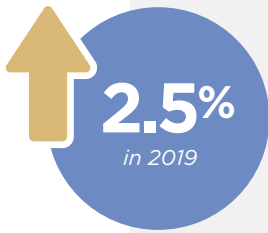
Gifts to independent, community, and operating grantmaking Foundations amounted to the fourth-largest share of charitable dollars in 2019, with 12% of the total.

- » “Giving Days” are an increasingly common opportunity that community foundations are leveraging to expand awareness of community needs and build a steady stream of annual revenue.
- » Many community foundations are forging successful partnerships with private and family foundations based on mutual goals.
- » The largest community foundation in this sector by cash contributions is the Greater Kansas City Community Foundation, which attributes strong performance in part to their donor-advised fund program and referrals from donors’ financial advisors.

# Giving by Source



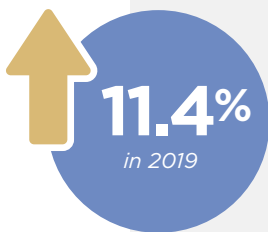
**Giving by individuals** totaled an estimated \$309.66 billion, an increase of 4.7% from 2018 (in current dollars). Giving by individuals and households comprised 69% of total giving in 2019—by far the largest source of giving. The trend of “dollars up, donors down” continues, emphasizing the impact that major donors drove on the largest share of philanthropic revenue.



**Giving by foundations** increased 2.5% (in current dollars), to an estimated \$75.69 billion in 2019. Giving by all three foundation types grew in 2019. Giving by independent foundations accounted for 72% of revenue, operating foundations gave 15%, and community foundations gave 13% of revenue.



**Giving by bequest** totaled an estimated \$43.21 billion (in current dollars) in 2019. Over the past 10 years, bequest giving has grown from 7% of total giving to 10%. Bequest donors are not necessarily wealthy or historically major donors. Federal tax law changes will likely have a dramatic impact on planned giving.



**Giving by corporations** is estimated to have increased by 11.4% percent in 2019 (in current dollars) totaling \$21.09 billion. This category saw substantially greater growth than any other source. 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.

# Giving Online

The digital transformation driven by the pandemic will continue into recovery. Donors are more comfortable than ever using digital channels, and it's likely that these preferences and behaviors will continue.

*Greater access to supporter intelligence—whether engagement occurs online, on social, via mobile or otherwise—increasingly enables brands to listen for preference and affinity and design highly personalized multi-channel experiences. As consumers take more control over the buying process than ever, meeting these channel preferences is a requirement for improving every single touchpoint.*

*The migration to online is evident in a look at integrated revenue across sectors. A median of **19% of all revenue came in through online sources** for the donorCentrics Index for data last analyzed in 2018. 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 from 16%. Election and disaster-response surge giving has, at times, driven online giving as high as 27% of overall revenue.*

## ONLINE REVENUE AS A PERCENT OF TOTAL REVENUE BY INDUSTRY SECTOR<sup>10</sup>

Overall Index Medians

2018	International Relief	33%
	Animal Welfare	32%
	Environmental	26%
	Societal Benefit	17%
	Arts and Culture	11%
	Health	11%
	Human Services	7%

<sup>10</sup> Blackbaud donorCentrics Index of Direct Marketing Fundraising, 2018 Fourth Calendar Quarter Results



There is a significant difference in the relative sizes of gifts given by channel, where **online gifts tend to be 2 times larger than gifts given through telemarketing and about 25% larger than gifts given through direct mail.** Similarly, multi-channel donors have a substantially higher lifetime value than those giving to a single channel alone.

- » **Overall online revenue increased by 10% in 2019.** After extraordinary volatility following the 2016 election—a major spike in 2017 revenue, followed by relatively flat growth in 2018—this appears to represent a return to the expected long-term growth trajectory.<sup>11</sup>
- » **Monthly giving accounted for 17% of all online revenue** in 2019. Revenue increased by 22% from the prior year, more than twice as fast as revenue from one-time gifts (8%).
- » **Email messaging drove 16% of all online revenue** in 2019, down from 18% in 2018. For every 1,000 fundraising messages sent, nonprofits raised \$45.



- » **Facebook giving accounted for 3.5% of all online revenue.** This giving is heavily concentrated around GivingTuesday and is especially significant for the Health sector where 9.5% of online revenue is raised. Facebook Fundraisers revenue increased by 6% over the prior year.
- » **Mobile traffic well exceeds traffic to nonprofit websites from desktop devices.** Half of all nonprofit website visits came from users on mobile devices. Desktop users accounted for 41% of visits and Tablet users 9%. The traffic share for mobile devices increased by 11% from 2018. Users on desktop devices made up the majority of donation transactions (61%) and revenue (69%). Mobile donation form usability for older donors requires focus.

- » On average, **39% of donors who made an online gift to a nonprofit in 2018 made an online gift again** to that nonprofit in 2019. Mirroring offline behavior, new donor online retention is about half, at 22%.

<sup>11</sup> M+R Benchmarks Study 2018



# The Path to Recovery: Forecasting Optimism

*What role can optimism and growth play in planning? As organizations work through crisis to the next normal, each recovery model will differ, depending on mission, region, and philanthropic business model, among other factors. During this time, it's probable that donor fatigue with the crisis will grow and loyalty will be challenged as donors prioritize where to direct ongoing support.*

How long or deep the shape of this “chasm” takes is unknown. Individually, organizations must identify signs of change as the initial shock to donor behaviors sets in as the status quo in the months and years ahead. Nonprofits must adopt a planning model that enables a high level of uncertainty and **measurement must serve as the foundation of this self-awareness.**

As organizations plot future trajectories, they must **start with a realistic view of their current state.** This means making use of fundraising and donor intelligence tools to take stock of the relative strength of their fundraising program and reviewing strategic initiatives and investments that are in progress.

From there, organizations can **plot scenarios of the future.** What does business as usual look like for your organization? What would be required to achieve transformative growth? For each scenario, a stress test should occur where strengths and weaknesses are identified and initiatives can be reviewed, determining whether to continue as planned, accelerate, or stop.

**Generating a roadmap for the future is crucial.** Now is the time to resurrect and revisit initiatives that were previously sidelined because timing wasn't right. What growth opportunities can a widened lens help identify at your organization? Classify tactics within your roadmap as quick wins, momentum builders, and transformational.

Lastly, **assess your organization's need or appetite for change**—and state the case in the context of the outlook ahead. This process enables fundraisers to plot success for not only the next quarter or year but also to emerge in the next normal strengthened. Nonprofits that experience growth will be attuned to these opportunities, adopting constituent-centric programs to meet distinct donor needs, and will be rewarded with higher retention and subsequent donor lifetime value.

**Is your organization listening to where its constituents are headed? What steps should you take to move beyond business as usual this year and beyond?**



# Putting it Into Action

**Pursuant has developed a donor-centric set of tools and methodologies to fuel fundraising program transformation.**

We've summarized the approach for driving value from your donors through uncertainty to the next normal, below.



## **Map** the GivingDNA™ of Your Donors

As you focus on strategic planning in the year ahead, start by listening to your donors at scale through GivingDNA™. The approach identifies real-time key audiences within your donor database and helps prioritize those who are ready for a more meaningful relationship, in real-time.

By using augmented intelligence to explore and understand your file, we're able to describe your donors based on motivation and behavior, rather than departmental silo, hypothesized marketing segments, or website personas.

This donor-centric approach relies on advanced analytics generated within the Pursuant GivingDNA™ Platform—along with data from your CRM. Our team works to manage all of the data analysis so that our clients don't need sophisticated tools or data migration to drive insight.

**Request a free demo of the Pursuant GivingDNA™ Platform at [pursuant.com/demo](https://pursuant.com/demo).**

# 2

## Forecast Potential Growth Scenarios

What impact could a mid-level program launch have on your fundraising program in 2021? Would an online monthly donor program make more sense? What if you did nothing? Generating outlook scenarios for the future is a fundamental component of strategic planning.

Pursuant works with clients to generate and continually refine rigorous direct response program projections. We have taken the very best aspects of that approach and developed a simple scenario calculator that takes past performance into account and describes future opportunity for general/mid-level donors.

To begin using, simply input past revenue and gift totals. If available, inform the calculator with donor counts, including online, new, and retained donors. Lastly, share expense budgets.

The calculator will then generate revenue, gift, and donor projections for your fundraising program for the year ahead. As you consider and evaluate program development, additional scenarios can be explored through the calculator, along with potential program impacts.

# 3

## Reevaluate Your Program to Ensure It Is Meeting Needs

We can now compare and contrast program opportunities with revenue and budget outcomes in mind.

Our clients use these insights to inform strategic decision making, assess fit of current programs, and support development of new opportunities as teams are retooled for the distance-economy.

Additional tactics that can inform campaign planning and design include journey mapping, experience design, and contact and content strategies.





## **Develop** an Infrastructure to Activate

Data activation should not be gated by a CRM migration or extensive data integration. The Pursuant GivingDNA™ Platform provides data integration and synthesis services to combine disparate sources of data from existing fundraising platforms, bringing it all together and enhancing profiles through data augmentation to support ongoing activation.

From there, we identify the screening models that can identify the most valuable constituents and drive results for your organization. Our platform includes predictive models that can identify likely next steps and score prospects for every business unit in your organization.

Dashboards help you 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.



## 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/concierge-giving\*](https://pursuant.com/concierge-giving).

Learn more about Pursuant's custom data analytics and augmented intelligence solutions that help you transform information into strategies that raise more money:

[\*pursuant.com/givingdna-platform\*](https://pursuant.com/givingdna-platform).

Check out our entire list of fundraising resources for more content papers, fundraising tools, and webinars:

[\*pursuant.com/resources\*](https://pursuant.com/resources).