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Raffle for Good: changing the odds

Gregory Hoffman, founder of Raffle for Good, found himself cramming for his psychology midterm hours after most of his dorm mates had gone to bed. At just 20 years old, Greg was the CEO of the online fundraising platform he had started from scratch – a role he was balancing with his life as a third year full-time student at Claremont McKenna College in Southern California. He was now a few months into his company’s website launch, and was just starting to see the results of the idea he had been developing for the past several years put into action.

Greg had chosen a few small local organizations to partner with for his launch, but was now questioning the wisdom of these choices. Could these partnerships bring Raffle for Good the kind of credibility and exposure it desperately needed? While trying to find the best way to leverage his current partnerships, Greg also had to decide what kind of customers he needed to turn his focus towards. This would also require him to find a way to attract the type of large organization he needed to bolster his company’s method and prove that his way of fundraising worked.

Complicating these issues was the growing pressure Greg felt pulling him towards other competing obligations. He already had offers from several companies for summer internships, with the potential for long-term employment. His investors were willing to support his decision to stay in school, but would they continue their support if Greg took on another job full-time? Moreover, was Greg himself willing to turn down a possibly lucrative and stable career path to focus on a young startup with an uncertain future? Having struggled to build and manage the type of team he wanted, Greg found himself rethinking his role in the company and what this role would be moving forward. With college graduation only a year away, Greg now had to reassess his commitment to the company he had created, and what that meant.

Catching the entrepreneurial spirit

Greg’s entrepreneurial enthusiasm could be traced back to genetics – his grandfather had founded the now ninth-largest law firm in the world, and his parents each had their own share of startup experience. But in true entrepreneurial

fashion, Greg found his own way into the business, starting with his grade school antics of selling his snacks at lunch and on the playground in Miami. Starting out, Greg was motivated just by the process of having his own business, and the fact that other kids were willing to pay for the snacks he brought to school. “I thought I was making a ton of money until my parents told me how much the food actually cost. That’s when I learned the concept of inventory and margins.”

From there, Greg became more thoughtful about his entrepreneurial activities, considering whom he was selling to and what his stake was in these ventures. Greg consistently found ways to make a business out of meeting other people’s needs, taking advantage of the resources he had around him. From selling his household snacks at school, Greg moved on to selling fruit from his backyard trees on the street. He even found a way to make a profit selling hugs to strangers. Greg quickly recognized the opportunity embedded in solving other people’s problems, and how he himself could capitalize on these opportunities. He also experienced early on the personal sacrifices often demanded of entrepreneurs – going home hungry, for example, after having pawned off his school lunch.

The entrepreneurial spirit carried over into high school, where Greg approached his entrepreneurial activities with the same eagerness and enthusiasm he showed in a wide range of other pursuits. Despite two major concussions he incurred playing soccer for his high school team and a doctor’s ban on further activity that would subject him to greater risk, Greg found a way to continue engaging with the sport by coaching younger teams. Time off from soccer also gave Greg a chance to explore other undiscovered passions. He went from new member to vice president of the Spanish and Model UN clubs, also leading his school in local environmental and student engagement challenges. Whether he recognized it or not, Greg showed a strong potential for leadership, one that was quickly recognized by his peers.

During high school, Greg also began to develop his own philosophies about business and what his role in business should be. He knew he didn’t want to be a ‘middle-man’ in the business world. “I wanted to make a product, or make a service; I didn’t just want to take a percent out of someone else’s work.” Clearly, Greg knew from the start that he wanted to be his own boss. Moreover, he saw himself as an innovator – a creator of things, not merely a seller. He just needed the right inspiration to find out what that thing would be.

Impetus and inception

In January 2010, that inspiration hit. In the middle of Greg’s junior year of high school, a huge earthquake rattled the country of Haiti, leaving millions injured or stranded. As news coverage of the catastrophe continued and the death toll mounted, Greg became increasingly bothered by the fact that none of his peers were

donating any money to charities or relief organizations. While everyone expressed concern and sympathy for those affected, no one seemed willing to take the next step by actually contributing. “I wondered why none of my friends donated to charity – it really bothered me that nobody gave any money, following such a huge disaster.”

The disaster brought to Greg’s attention an issue he had never really acknowledged, and he began to think critically about the problem with giving in today’s society. Greg was disappointed with the statistics he found on total individual charitable contributions. On average, individuals typically donate less than 3% of gross income to charities (**Exhibits 1 and 2**). This finding spurred Greg to question why more people did not find the time to donate, and why those who did contributed such a small amount.

The Fundraising industry

Greg was also disturbed by the lack of recent innovation in the fundraising industry. He saw that organizations had been running the same type of fundraising events for the past couple decades, relying on traditional methods like holding special events or targeting high-net-worth individuals. While events such as marathon running can become highly publicized and successful, they may not encourage consistent giving or attract every individual who has an interest in a particular cause or organization. Similarly, high-profile benefits attracting wealth donors fail to reach a wider audience; Greg wanted to find a solution to get interested everyday individuals involved.

Greg wanted to find a way to encourage more consistent giving targeting the general public. He also saw that most of the current methods of fundraising also typically favored larger organizations with established name-recognition and an existing support base. Individual organizations are also crippled by the fact that any self-driven fundraising efforts would require a concurrent media campaign to generate awareness. By turning toward crowd funding through donor networks, potential donors could be exposed to a large number of organizations through a single outlet. Smaller organizations, in particular, could benefit from online giving through donor networks. Already, online giving makes up a greater percentage of the fundraising for smaller organizations compared to larger ones (**Exhibit 3**).

For Greg, he saw the apparent lack of reward associated with charitable giving as the main stumbling block discouraging individual contribution. He then began to think creatively about how individuals could be more tangibly rewarded for donating to causes they cared about – clearly, personal fulfillment was not enough to encourage most people to give back. He felt a strong need for a new method of fundraising that motivated individuals to give, and keep giving. He wanted to change the odds that people would actually donate. Greg also felt that the Internet was the best vehicle for fundraising whose potential remained untapped.

Through the Internet, he saw the possibility for organizations to dramatically expand their reach, and direct target those people who had the most interest in their causes.

Following his initial inspiration, it took Greg about 2 years to move forward with his idea and put it into action. After dragging his feet for some time and never completely committing to his idea, he was finally encouraged to act. “I was in a bar with my brother’s friend in DC. He said, ‘Just go for it.’ That was the last thing I needed to make it happen.” Even after deciding to act on what had been simply creative brainstorming, however, Greg had only a very scattered idea of what it was he wanted to create. Looking back at his very first business plan, Greg laughs at his early ambitions and grandiose expectations. Even the language he used seemed like “fluff”, abstractly addressing the problem of giving, but not really landing on the real issue at hand. “Since then, I learned to cut the crap. I asked, what exactly is the core problem? Why aren’t people giving? Well, that’s because it doesn’t make sense for people to give. So now, why doesn’t it make sense? Before you come up with a solution, you have to really figure out the problem. So it took me about a year to really look critically at my idea and say ‘Okay, what’s the actual point of this’”.

Streamlining the concept

Returning to the problem of how to reward individuals for giving, Greg looked to the familiar tactics of raffles and auctions, and thought about how they could use a modern upgrade. While neither were new concepts, no one had yet found a way to effectively bring either to a digital medium, nor change the basic framework in a way that really engaged users and encouraged contribution.

Slowly, Greg found a way to articulate his own solution to the problem: Raffle for Good, an online fundraising platform for charities. Raffle for Good would depend on two types of partnerships: partnerships with non-profits receiving online donations, and collaborations with consumer companies donating their products to auction. Non-profits would get their own fundraising page, listing the items companies would donate that could then be raffled or auctioned off to supporters.

For charitable organizations, Raffle for Good offered a way to expand their reach and target a much wider audience. For-profit companies could also benefit, not only from the positive image of social outreach, but also by using Raffle for Good as a marketing tool and potentially establishing long-term relationships with new consumers. For the everyday individual, Raffle for Good was simply a low-stakes game with a chance to win big prizes.

Greg had come up with a way to motivate individual giving in a way that could benefit for-profit companies and non-profit charities alike, at low cost. To keep individuals active and engaged in the raffle process, Greg also designed a twist on the traditional raffle concept. Rather than randomly assigning ticket numbers to players, he would give players a chance to improve their likelihood of winning by

having a say in the numbering. At the end of the raffle, the player with the lowest unique number wins (**Exhibit 4**). A higher number may have a better chance at being one that no one else guesses, but any unique number lower would have the advantage. By making the raffle a “game of skill”, Greg has developed a platform that encourages people to keep playing (and keep winning).

To further incentivize players, the site also gives out ‘reward vouchers’ for each raffle ticket purchased. These vouchers can be redeemed for discounts at participating stores, or even free gifts. Donor companies would also benefit from giving out reward vouchers by generating greater participant interest in a particular band and giving players an incentive to visit a company’s website and learn more about their product offerings. Essentially, Greg has made it rewarding for everyone to contribute more.

Building the business

By the time Greg made the decision to incorporate, he was already in college. It was 2012 and Greg was pursuing a bachelor’s degree in Organizational Studies. Despite his age student commitments, Greg felt he was in a situation in which he could realistically self-fund the project until he had something that investors might be interested in. “When I decided to put my own money into the venture, I knew I had to be damn sure of my commitment. So I put a picture of a Lotus, my favorite car, on my wall, with my business plan taped next to it”. Keeping in mind his own profit motive, Greg started to get serious about building his business.

Greg’s first move was turning to the Internet for guidance and information. He scoured entrepreneurship forums online for anyone with relevant input or advice. Given that he wanted to start an online business, he needed the input and opinions of users he saw as potential consumers.

I met this guy Chris who was teaching kids how to plant trees at school in Texas. I met another guy named Wahoo, a Silicon Valley coder, two Georgia Tech computer science students – anyone I could find, anyone who would indulge my late-night rambling. I harassed my friends – I would just sit there with my phone, talking out my ideas. Getting feedback, but also just listening to it myself.

The Internet also provided a medium for Greg to reach out to people in the industry and learn more about the business of fundraising. “I reached out to the CEO of Goodwill on Twitter, asking him how the company fundraises. Within hours, he responded to me with his personal number.”

With a better sense of what he needed to do, Greg’s next step was to find a software developer who could set up and manage his website. As a company with a

primarily online presence and interface, the website development was extremely important. Lacking the necessary skills himself and without any viable connections to a developer he could bring in-house, Greg made the decision to outsource. He began by sending mock-ups and concept outlines to roughly a hundred firms locally-based in his hometown of Miami. Of those that responded, Greg narrowed down his choices based on price, experience, and credibility.

In the end Greg decided on VizualTech for its favorable mix of these qualities. While VizualTech had a domestic base in Miami, the development work for his project would be done largely overseas. Having the majority of people working on his website abroad hasn't posed a problem for Greg. "I like having someone I can complain to at any time. During regular US business hours I can talk to the American representatives – late at night and after-hours I can call someone over there." The biggest communication problem, instead, has been with careful articulation of the final product. "You have to tell them exactly what you want."

Finding the perfect pitch

By January 2013, Greg was running out of money. Having exhausted his personal resources, he decided to get serious about outside funding. At this point, however, Raffle for Good was still a one-man show; Greg knew he would need a partner to pitch with if he wanted a strong show for potential investors. Greg's solution was to temporarily hire an experienced "pitch partner" who could see him through the funding phase.

The person he found was Ben Daniels. Ben brought to the table what Greg lacked: experience. Ben was seasoned in the workforce – an ex-Apple employee who had also designed the iOS app for the yellow pages. Ben was familiar with the challenges of a startup, having founded his own iOS development studio at the age of 17. He now worked on a number of new ventures in Silicon Valley, and maintained strong ties to the VC community. Greg approached Ben with an attractive offer to join his team, albeit without any equity stake. Both Greg and Ben understood that Ben's participation in the business was only temporary – as a boost to the company's credibility, and to get it through the first stage of funding. As such, the two eschewed any discussion of long-term commitment. After bringing him on, Greg was ready to tackle the venture capitalists.

With Ben's help, Greg narrowed down his VC targets to a handful of west coast firms and individuals. Knowing he would be stationed at his school in California for at least a few more years, he wanted to find an investor that he could easily meet and maintain a close relationship with. With their list of top choices in hand, Greg and Ben perfected their pitch. Ben's experience complimented Greg's enthusiasm and clear devotion to the venture. Greg was a natural salesman, but he had limited first-hand knowledge of how investors made decisions and what they wanted to see. Ben helped to mold Greg's delivery to cater to investor's concerns.

The team showed that Raffle for Good's value was inextricably tied to Greg's involvement, selling both Greg as an entrepreneur and Raffle for Good as a winning idea.

Greg's decision to bring Ben onto the pitch team proved extremely fruitful. After meeting only eight investors, the company received 5 different offers. The investors' confidence in the venture boosted Greg's own conviction in his concept and his ability to bring it to fruition. Now, he was back in control of the reins and took a step back to consider each term sheet. While Greg considered others' input on which firm to go with, he knew that his funding decision ultimately had to reflect his own gut feeling and sense of compatibility with the different VCs.

The biggest factor that weighed into Greg's decision-making process was the flexibility he would have in running the business while staying in school. Most of the funding offers required Greg to devote a significantly larger chunk of his time to the venture, with some investors even encouraging him to take time out of college to focus on running the business. For Greg, this was one issue he was not willing to compromise on. Placing a heavy value on continuing his education, he decided to turn down several larger offers that would require him to take time off school.

In the end, Greg decided on two angel investors – both graduates of his college, Claremont McKenna. While they did not offer the highest valuation, nor take the lowest equity stake, Greg felt a strong personal connection with the Claremont McKenna angels and appreciated their support of his decision to stay in school.

Equity was never something I even considered, my biggest consideration was just to stay in school. I probably could have gotten a better deal, but that's neither here nor there. My goal was to get the money so we could scale our venture and make an impact, not just to get the money for myself.

While the angel investors lacked particular background and experience in the fundraising industry, they were very interested in student ventures and had had some success in seeing a couple others through the initial stages. They saw the potential of Raffle for Good, and Greg felt that the angel investors' interests were complementary to his own. "Raffle for Good is a for-profit business; while I see the venture as very mission-driven, [the investors] see it more as profit-driven. But at the end of the day, these go hand-in-hand." Greg believes, essentially, that if Raffle for Good is successful and able to make an impact, the profit will come as well. Greg believed that, given the angel investor's larger goals and strong ties through the college, they would continue to support the venture in future phases of funding.

Financing a venture can be somewhat predatory; someone has power – money – and can dictate the terms. But I don't see our dynamic that way. I see it as mutually beneficial. I didn't fight the equity issue because I didn't need to – it's still a win-win for both of us.

Assembling a team

With VC funding under his belt, Greg was ready to take his venture to the next level. What he really needed now was manpower. He knew he couldn't accomplish his website launch single-handedly – nor did he want to. But putting together the quality team he envisioned would prove to be the biggest challenge he had yet to face. With Ben, Greg had a temporary partner to catapult his venture to the next level. Now again, however, he was left by himself and struggled to find the sort of help and support he needed. “The biggest mistake I made was starting the venture at all without somebody else. Trying to bring someone on to fill a role when that person didn't develop the idea with you – it's pretty impossible.” Now, Greg had to carry out this seemingly impossible task.

One of hurdle Greg faced was simply a product of his own youth and circumstance. As a young entrepreneur, Greg had difficulty finding peers with the same level of commitment to entrepreneurship as he did on his college campus. Greg found that most individuals he knew personally were too focused on schoolwork or their job search in the traditional workforce to devote much time or energy to an entrepreneurial venture. It was as difficult, however, outside of his college bubble, where Greg's option pool was limited by his relative lack of experience. While his network had been useful when he'd needed funding, Greg was coming up empty in terms of potential employees or partners he could bring onto the team. Because he could not make an attractive offer for anyone already in the workforce, he was limited to his smaller community of other students.

Greg found several classmates who expressed an interest in his venture, but he struggled to find people he felt were a good fit. He continued to deal with what he felt was a lack of commitment in those he considered bringing onto the team. At the same time, however, the pressure of managing all aspects of the company alone were mounting quickly, and he desperately needed to distribute the workload. “If you're staying up until 4am in the morning working on this thing... at least you could be staying up until 4am working with someone else.” Greg was waiting to find a partner he could bring on board, but given his high expectations in the kind of person he thought this should be, the task was proving extremely elusive.

A moment of relief came when a Greg was connected with fellow classmate Julian Perez. Julian had a strong background in marketing and promotion, and could potentially be the catalyst Greg needed to drive his venture forward. More importantly, however, Julian had a strong interest in pursuing an entrepreneurial career, and was particularly attracted to the social aspect of Raffle for Good. For Julian, Raffle for Good was an opportunity to test his entrepreneurial spirit, and gain a leading role in a promising startup. For Greg, bringing Julian on board would allow him some much needed relief in the day-to-day workings of the company. Additionally, Julian was closely affiliated to several prominent organizations on campus that helped to promote student ventures. Thus far, Greg himself had not

relied on these institutions, but Julian's presence on the team could be an opportunity for him to broaden his campus visibility.

Julian signed on with the loose title of 'Direct of Operations', while Greg retained his role as founder and CEO. Even though Julian was able to take on some of Greg's workload and even connect him with a few other students brought on in more limited roles, Greg still felt as though he was missing a true partner that he could depend upon. Greg continued to feel pressed in overseeing even the smallest details of the company, and he was beginning to feel weary of the intense burden this created.

A major turning point occurred when a close friend, Zachariah Oquenda, came onboard. Another Claremont McKenna student, Zachariah was already working on a number of different social ventures when Greg approached him. It didn't take long, however, for Greg to convince him of the potential of Raffle for Good, nor for both parties to realize that Zachariah would be a great fit for the startup. Zachariah had a strong personal interest in finding innovative ways to raise money for deserving organizations. He was immediately attracted by Raffle for Good's mission, and saw its potential for re-shaping the way in which nonprofits, for-profits, and consumers interact digitally.

Greg saw Zachariah's strong personal motivation and dedication to the project as exactly what he had been looking for in a potential partner. Additionally, he knew that Zachariah's personal appeal and natural salesmanship would be invaluable in courting customers and establishing the right company partnerships moving forward.

Even though Julian already had a strong background in promotional work for student ventures, Greg anticipated that Zachariah could play a strong role in the creating visibility, and brought him on as Chief Marketing Officer. The idea was that Zachariah would spearhead the promotional activities for the venture, Julian would continue to oversee the daily workload and specific task-completion, and Greg would move into a more 'big-picture' role, focusing on the long-term growth of Raffle for Good. In theory, the separation of roles would allow each of the three to focus on his particular set of responsibilities. In practice, this delineation of roles would prove much more complex and ambiguous.

Playing the raffle

Now that he had a larger team to move things forward, Greg amped up the timeline for the Raffle for Good website launch. He had been in negotiations with a number of interested nonprofit and for-profit organizations about partnering with his company. Among these were two other student-run ventures on campus, a local

nonprofit dedicated toward assisting families victimized by domestic violence, and one electronics startup that could potentially be a high-profile donor.

In person, Greg's obvious devotion to the company's core fundraising mission was indisputable. But there were several unavoidable factors working against him that made it much harder for the team to get off the ground. Firstly, raffles and auctions tend to be high-risk – add in an online component and there is an even greater level of scrutiny and uncertainty regarding the appropriate transfer of goods and cash. For banks, this has meant difficulty in even establishing a merchant account. For potential partners, it has translated into skepticism about how the company will handle contributions from donors and consumers. "It can be hard to get people to see that we're trying to do good, not scam people out of their money."

Greg's biggest challenge now is to establish credibility by finding the right customer to bring on. "We're brand-new. We just need one credible organization to partner with to get going." Greg has tried cold-calling a number of different organizations, but so far hasn't been able to find the right match. While the student organizations Raffle for Good initially partnered with have allowed the company to test their design and work out some of the kinks on their website, the objective now is to find a larger organization that can bring the company both credibility and visibility. The challenge, however, is finding the right fit.

You don't necessarily want to go for the biggest fish first – you don't want to go for the Miami Heat foundation right off the bat. You have to ask yourself, what's the upside, and what's the downside? We want to get someone that will bring us the credibility we need, but will also be understanding of some bugs encountered along the way. Once we've proved ourselves – then we go for the rest of the big fish."

Compounding the issue of what customer to bring on was the question of which members of the team should be responsible for seeing that development through. Moving forward, the difficulty of assembling a strong and cohesive team remains Greg's biggest challenge. As Greg sees it, he will always be able to find funding to expand the venture, but they can't grow if they don't have the people who will make it grow.

The once-defined roles of the leadership team had become increasingly ambiguous, leading to areas of both overlap and omission. As each member of the leading team was forced to re-evaluate what it was they specifically could bring to the table, they were also forced to re-examine their levels of commitment. Even Greg found himself constantly re-evaluating his role in the company and assessing what capacity would allow him to deliver the most impact.

Interestingly, Greg does not see himself as the defining component of Raffle for Good. He is able to divorce himself from his company and evaluate the paths and

possible outcomes for each in their own right. He recognizes that the future of the company will depend on the quality of people he brings on board – part of the reason Greg sees someone like Zachariah as integral to the company’s future success. “The most important person isn’t me – it’s the person who comes after me. It’s their commitment that will determine how far this goes.”

While Greg views Raffle for Good as the realization of his personal vision and hard work, he is quick to point out that he may not necessarily be the only one – or even the best one – to see it through. Greg is not shy to acknowledge his own weaknesses, even his personal shortcomings as a leader.

I have the overall vision – I know what’s been done, I know the market, the problem. I know how we can solve it; I know where it’s going. But I have to get better at getting people to help me do it. I’ve been a terrible, atrocious manager. That’s not my skill. I’m very achievement-oriented, and I struggle with understanding why others don’t get things done.

Conclusion

As his 21st birthday approached, Greg had little time to think about planning festivities. While continuing to study for his exam the next morning, he ran through a mental checklist in the back of his mind of the things he needed to get done for his company by the end of the week. He was in the middle of preparing his team for the Sustainable Brands Innovation Open, a competition for startups that could bring his company some much-needed media attention and access to customers. He would need to leverage his existing partnerships and resources as best he could, but was having trouble motivating some members of his team to focus and buckle down during what he considered to be a crucial point in the company’s young life.

Even as he urged his team to honor their commitment to the venture in the face of competing obligations, Greg knew he had his own decisions to make regarding his ties with Raffle for Good. With the prospect of college graduation looming ahead, the personal costs of devoting time to his venture were changing. Soon, Greg would have to choose between committing full-time to the company, or moving into a more stable and reliable career field. With an offer already for a summer internship and potential for future full-time employment, Greg knew he may soon have to wrestle with the idea of stepping back, or even abandoning, the company he started from scratch. But is Greg really likely to leave Raffle for Good behind?

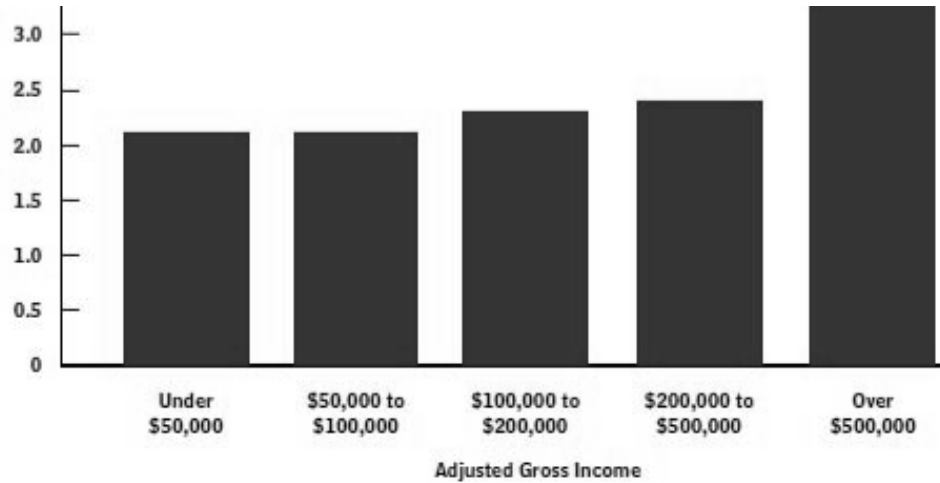
One thread that comes up surprisingly often in entrepreneurship forums is: can you start a successful startup and have a successful relationship? The thing is, your venture is a relationship in and of itself.

For me – I have school, I have my startup, I try to have a social life. You're always going to have these commitments pulling you different ways.

One thing that I try to do is go back and ask, 'What is wrong with giving in our society?' Sometimes I just have to go back and look at the problem, and not think about the different stakeholders in the company now, but what the company is actually trying to do to solve the problem.

What Greg needs now is one successful run that will allow him to broaden his reach. "It will work. Whether we do it or someone after us – the concept is there."

Exhibit 1. Percentage of income tax-filers contribute to charity by income level, 2008.



Source: Congressional Budget Office based on data from Internal Revenue Service, Statistics of Income Division, Individual Income Tax Returns 2008 (revised July 2010); the Federal Reserve Board's 2004 Survey of Consumer Finances; and the Bureau of Labor Statistics' 2002 Consumer Expenditure Survey. Note: Includes C.B.O.'s estimates of charitable contributions by people who filed income tax returns in 2008 but did not itemize deductions.

Exhibit 2. Percentage of income tax-filers contribute to charity by age of donor, 2010.

[Money amounts are in thousands of dollars—average amounts are in whole dollars]

Donor age	Number of returns	Amount carried to Schedule A	Average amount per return	Adjusted gross income (AGI)	Donation as percentage of AGI
	(1)	(2)	(3)	(4)	(5)
All ages	7,286,205	34,898,507	4,790	1,198,255,062	2.9
Under 35	716,554	1,480,987	2,067	71,666,746	2.1
35 under 45	1,681,447	4,124,944	2,453	252,673,406	1.6
45 under 55	2,030,769	7,041,707	3,468	375,223,149	1.9
55 under 65	1,787,838	7,393,364	4,135	310,290,725	2.4
65 and older	1,069,597	14,857,504	13,891	188,401,036	7.9

Source: Congressional Budget Office based on data from Internal Revenue Service, Statistics of Income Division, Individual Income Tax Returns 2010; Note: Includes C.B.O.'s estimates of charitable contributions by people who filed income tax returns in 2010 but did not itemize deductions.

Exhibit 3. Percentage of total fundraising from online giving, by size of charitable organization, 2012.

Size	YOY % Change
Small (Less than \$1M)	8.3%
Medium (\$1M - \$10M)	6.1%
Large (\$10M+)	7.5%
Total	7.0%

Source: Blackbaud Charitable Giving Report: How nonprofit fundraising performed in 2012, presented by Steve MacLaughlin, Direct, Blackbaud Idea Lab.

Exhibit 4. “How to Play” from Raffle for Good’s company website.

How to Play?

These are no ordinary raffles. These are super exciting, nail biting raffles! Each has a limited number of tickets available and prizes are awarded irrespective of how many get sold!

You get to number your own tickets and the key to winning is having the lowest unique number when the raffle ends.

We numbered our tickets "1"

We numbered our tickets "2"

Only I numbered my ticket "3" Yay!

Yay! for the winner

Quick Guide



Help when you need it most

The basket page has this little gem to help you number your tickets:

This might help: Recent Winning Numbers: 2, 17, 18, 12, 5. Most Often Used Numbers: 4, 3, 7, 6, 10.

As you've probably worked out already, this bar shows you the last five lowest unique numbers and the most often used numbers. Did you know if you click on the recent winning numbers it takes you to the complete raffle breakdown?

Each recently won raffle table shows you how many times each number was chosen, giving you a good indication of the popularity of those numbers.

Source: www.Raffleforgood.com; April, 2014.