

NAMI: VALUING THE POWER OF RECOGNITION

A Case Study

About 62.8 million Americans contribute 7.9 billion volunteer hours every year. That said, core demographic groups who form the next generation of advocates are not following in the footsteps of their predecessors. Nonprofits are experiencing a flattening in volunteer fundraising. These organizations are suffering from a lack of cohesiveness and low retention rates, and are turning to haphazard local initiatives such as contests and fees to participate to increase revenue. The top-tier of fundraisers are the most connected. The struggle for nonprofits is bringing in people and creating affinity where there was none before.

According to the Nonprofit Research Collaborative's (NRC) Winter 2017 Nonprofit Fundraising Study, the total percentage of giving is decreasing, and experts add that a diverse set of fundraising programs tends to bear out the best results for increasing revenue. There is a need to engage volunteers more efficiently since volunteerism represents the most significant starting point to affinity to a nonprofit mission. Leveraging peer-to-peer fundraising programs, Turnkey set out to create campaigns that would engage a new crop of volunteer fundraisers for NAMI by recognizing their efforts and contributions, and ultimately contributing to the health of millions of Americans affected by mental illness.



Campaign Components

Individual Recognition Program
October 2016 – December 2017



Target Audience

All volunteer fundraising participants, including both new participants and participants from previous years.



Objectives

To increase NAMIWalks fundraising by better attracting and retaining volunteer fundraisers and creating more affinity to NAMI.

To increase awareness of NAMI, mental illness, and NAMI resources for people affected by mental illness.

Execution

We created a campaign strategy that would encourage peer-to-peer fundraising and recognize volunteer fundraisers for their success and achievement. Turnkey provided behaviorally-triggered messaging and branded recognition items to increase awareness in the community. This strategy enabled us to test whether people were significantly inspired to promote the mission through recognition. Psychologically, we know that both the act of the request for an item and reinforcing the NAMI brand in personal use, strengthens the NAMI-attachment in the user's minds, increasing affinity.

NAMI selected sites to participate in the 2016 pilot and encouraged all sites to participate in the full program in 2017. For the program to be successful, each site would need to participate fully and adopt best practices. A total of 65 events participated in the Turnkey Individual Recognition Program during the campaign, which encompassed 53,019 individual fundraisers. Some inherent obstacles:

- Sites did not immediately understand the difference between more incentive items and a recognition program.
- If site staff and volunteers are spending time on recognition, they feel badly for not spending time on the mission.
- Sites saw the program as a 'cost' to them and did not feel they could afford to spend time or money on recognition.

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Results

GOAL	OUTCOME
Show participants who were involved in the Program raised more than those who did not participate	Non-Participating Events/Participants: 17/14,868 Participating Events/Participants: 65/53,019 Participating Events raised 84% of Total Fundraising Average Fundraising per Participant in Participating Events: \$96 Average Fundraising per Participant in Non-Participating Events: \$63
Create a positive Year-Over-Year statistical improvement	Participant count summary 2016: 60,901 Participant count summary 2017: 67,886 Total Fundraising 2016: \$5,286,739 Total Fundraising 2017: \$6,017,645 Total Fundraising changed by 14% YOY
Provide a positive ROI	Total Fundraising Gain: \$1,373,581 Total Program Cost: \$115,889 Return on Investment: 1085% For every \$1 spend, \$11.85 was raised
Confirm redeemers have a higher median fundraising than those who earned a recognition item but did not redeem	Median Fundraising per Redeemer: \$550 Median Fundraising per Non-Redeemer: \$406 Redeemers raised 1/4X more than Non-Redeemers
Provide low Percent of Cost ratio	Total fundraising by all participants: \$6,017,645 Total cost of fees and product: \$115,889 Total Percent of Cost: 1.93%

Lessons Learned

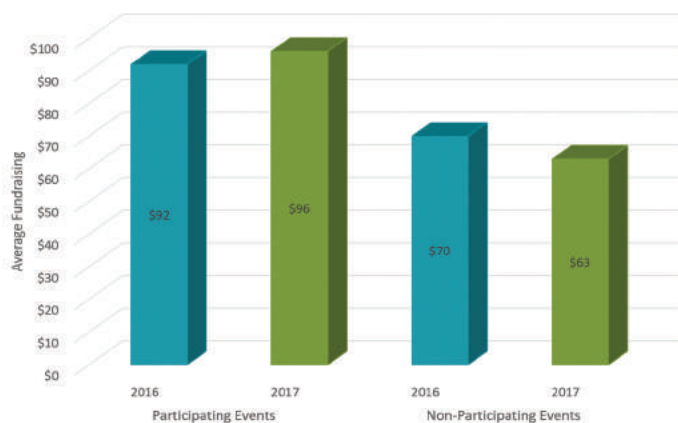
Rethink: Training on the difference between incentive and recognition is fundamental. Inform your strategic approach before launching into tactics. Get your staff involved, trained, educated, and bought-in on the campaign plan.

Rework: Education is critical. Everyone must understand 'why' this program is successful. Show and share how recognizing fundraisers make a difference, and the revenue will follow. Moving out of the 'incentive' mentality begins at the top.

Reaffirm: Share the results and let them speak for themselves. Fundraising at the sites who did not participate was lower than those that did participate. NAMI found that generally, site retention was natural. Those that participated were eager to continue in the forward thinking.

Reengage: Build the bridge. Results are incremental but cumulative, and programs need time to be tweaked and adjusted to the changing dynamics of the fundraising community.

Average Fundraising Per Participant



* Given the average fundraising level of those who participated in the Turnkey Recognition Program, non-participating sites would have recognized an additional \$490,611 in revenue.