

Right housing wrongs

F2F:

Facing the demons!

Shelter

Who we are:

- **Julie Pitt**
Database Marketing Manager
- **Charlotte Jeyes**
Direct Marketing Manager: F2F

Introduction

- Shelter not dissimilar to other organisations.
- F2F became mainstay of cold recruitment.
- Channel started to wane.
- Organisation was positive F2F had life in it.
Disenchanted with agency offering.
- Decided to go it alone.

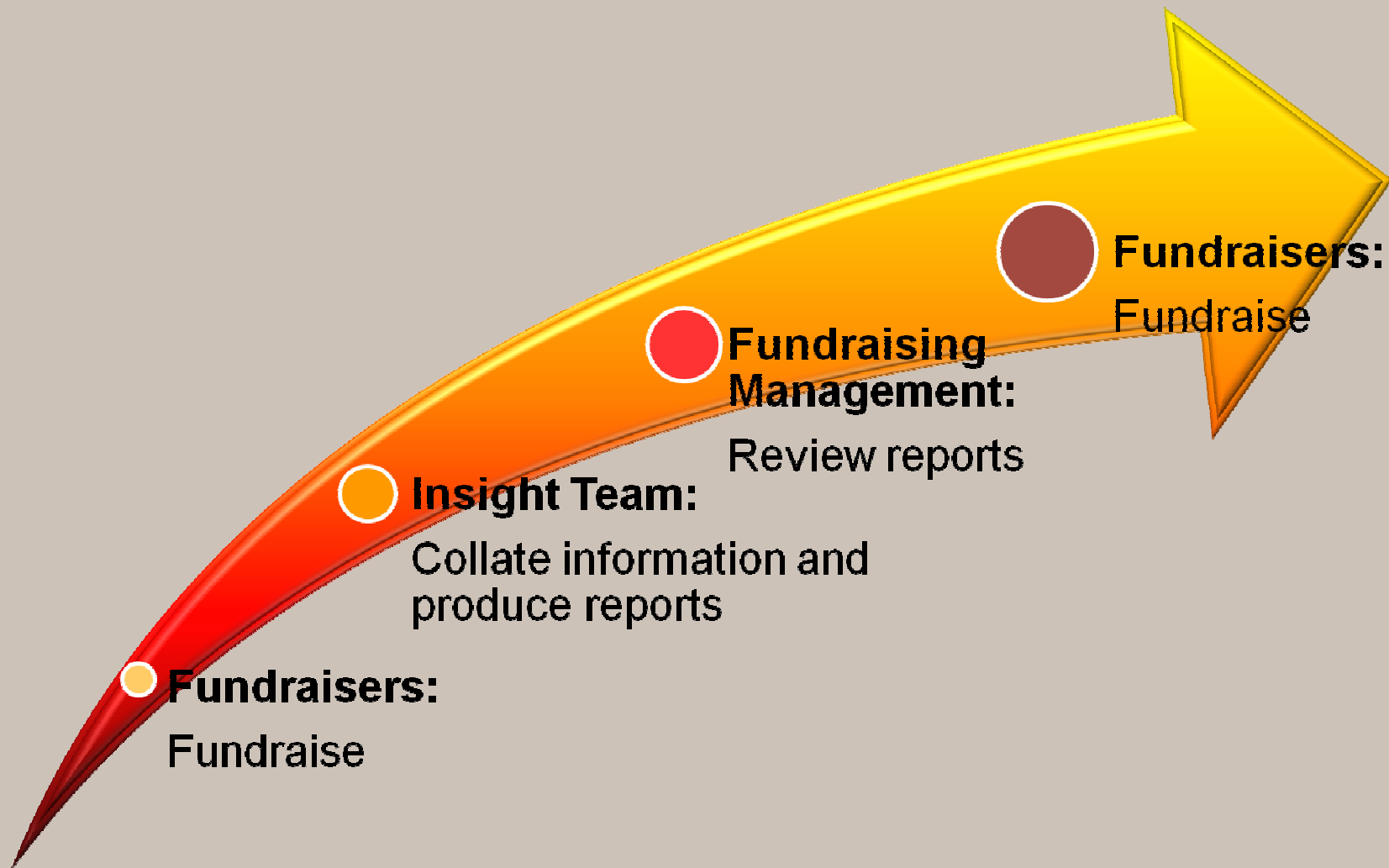
Context

- Set up inhouse team in 2004.
- Small test, 2 teams.
- Modest targets: 3 sign ups per day, no average gift or Gift Aid.
- Lessons learnt – realistic and adaptable targets.

How did insight fit in?

- Insight was key to performance from outset. IH Manager understood the value of reporting and insight.
- Continuous dialogue between IH Manager and Database Marketing for last 5 years.
- Have worked *together* to develop reporting and information flow.
- And most importantly, have worked together to develop its use in the field.

Traditional information flow



Shelter

But what happens when....

- ...the tide turns?

Was this inevitable?

- After a strong start, inhouse F2F started to show a decline.
- Was this inevitable or could it be changed?

What changes?

- Attrition increased
- Gift Aid decreased
- Average gift value decreased
- Signups per hour decreased

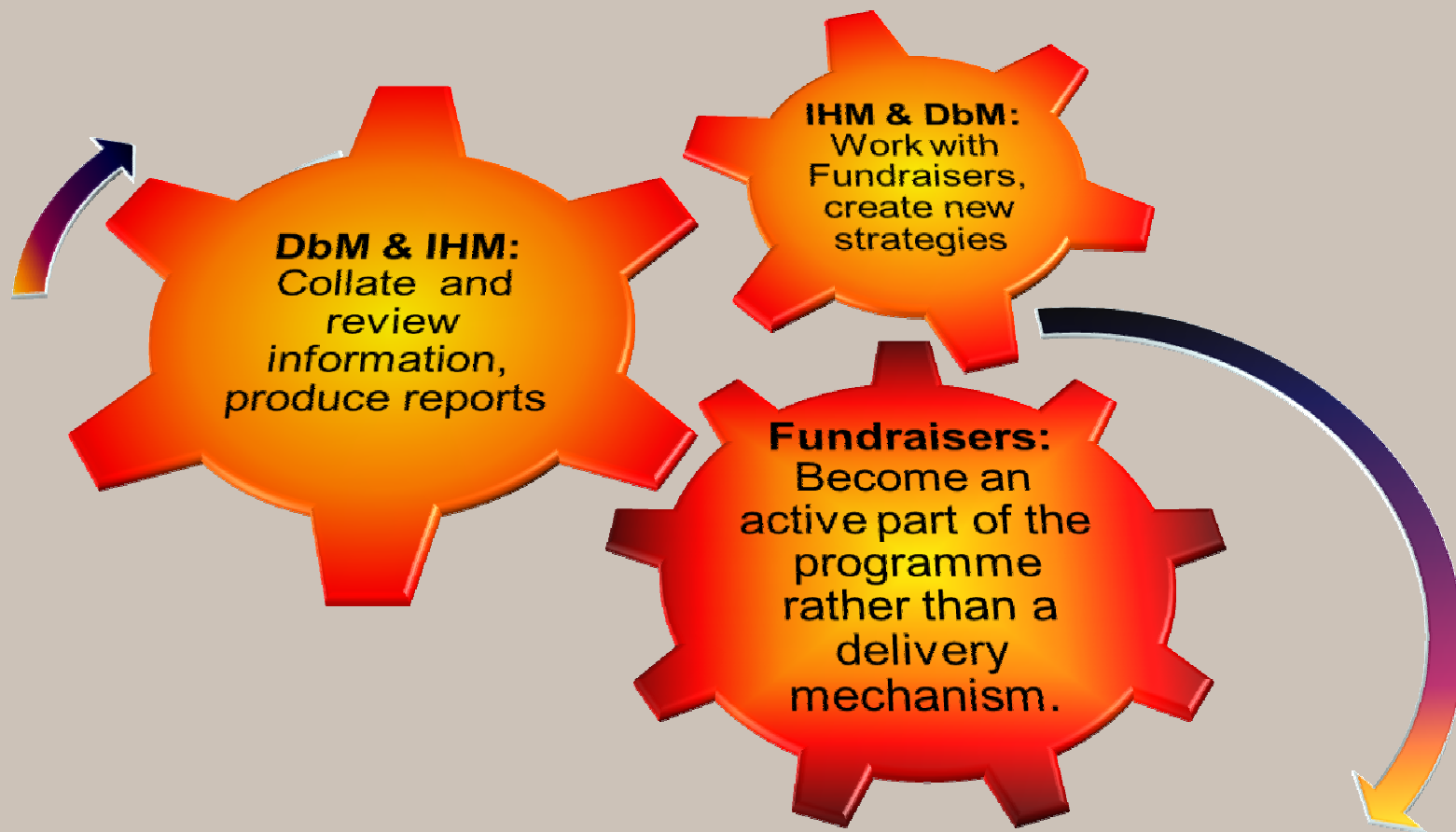
Perceived wisdom

- Inhouse had been operating above the commonly achieved “norm”.
- Decline brought results in line with agency results.
- Agencies were adamant that no changes could be made and that it was impossible to influence the outcomes.

Shelter wisdom

- It is possible to make changes. But you need to understand what you need to change.
- Everyone is part of the process: IH Management, Fundraisers, DbM Team.

Shelter information flow



Why is this different?

- By working with the WHOLE team (management, team leaders, fundraisers) insight gains value.
- Insight that is valued gets used!

How

- Don't avoid looking at the detail: “Nano” analysis rules!
- People understand numbers when they relate directly to them.
- Make the numbers real and avoid the abstract.

How

- Insight person **MUST** understand recruitment mechanics.
 - How do Fundraisers operate?
 - How do they deliver the message?
 - How do they negotiate?
 - What opportunities have they for procuring additional information?

How

- Fundraising team must understand reality of insight:
 - No, I can't tell the supporters likelihood to attrite by the colour of their pants.
 - And the fact they are Aries will not determine their comms strategy.
 - But I can tell you that age, gender, Acorn code, tax status determines their propensity to sign up, want email, SMS etc.

Outcome

- Insight programme has evolved over last 18 months.
- Attrition report provided monthly.
- Additional reports on age and other top line variables.
- Broader review of results using comparisons against other channels/agencies.

Results

- Stopped backslide in attrition: now 5% better than agency.
- Gift Aid increased from 79% to 86%.
- Average gift has gone from £73 to £86 exc. GA.
- SPH has increased from 0.25 to 0.30
- Fundraisers feel part of the process!

And from little Acorns...

- Last 6 months, looked at how the programme can be developed even further.
- Already using Acorn to provide some idea of what our supporters look like.
- Recurring evidence that there is a link between performance and 2 Acorn codes.

...great oaks!

- Word had it that Retail team owned a licence for Network Knowledge: retail planning software.
- Would it be possible to use this to target specific locations in which to fundraise?

Location theory

- We have in-depth information on performance of fundraising sites.
- Use this to determine good and bad locations.
- Transfer good and bad and see if they cluster using only the information held in the NK database.

Outcome

- Good locations fell within a small xy range. Bad locations were widely scattered.
- NK holds information on 30,000 shopping areas within the UK, each of which has the same set of information.
- Identify other locations (not previously used) within the same range.

Reality check

- Be practical about what you can achieve.
- It *will* take time to get robust results.
- A reasonable compromise is to avoid locations that score the worst rather than aiming for those that *might* get the best results.