

# Supporter Relationship Management

Case study

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Not-for-profit

**Our Client:**

The Communication and Public Relations Division of The Salvation Army's Eastern Territory (TSA) is responsible for all fundraising and public relations activities for NSW, QLD and ACT. With 10 Divisional & Regional centres, a call centre and 90 staff, this team is responsible for managing the relationships with over 1 million supporters including businesses, volunteers, individual donors and committee members.

**The Need:**

The Salvation Army's legacy Appeals system was limited to donation processing and basic reporting, but was unable support front-line staff in managing supporter relationships. This was severely limiting overall organisational performance in an increasingly competitive environment where high value supporters contribute the bulk of TSA's funding and the coordination of interactions across channels was becoming increasingly difficult. TSA needed both a technology platform along with changes to supporter management processes and practices in order to achieve its Supporter Relationship Management vision:

*"The key objective of this program is to be more connected with donors and to be highly relevant and pro-active. This means increasing face to face contact time with our donors, removing administration effort for officers and front line staff and improving committee development and recruitment effectiveness"*

*Following the completion of a Supporter Relationship Strategy, conducted by CCA, TSA established the following overall goal for its SRM program; to develop and implement the skills, competencies, processes information and technologies to more effectively acquire, retain and develop long term valuable supporter relationships. Specific objectives included:*

(continued)

**The Salvation Army's legacy Appeals system was ... not able support front-line staff in managing supporter relationships.**

**“We achieved an overall ROI of 75%, driven by a significant boost to average gift value, increased campaign response rates, while at the same time reducing costs and improving the relevancy of our communications**

- *Gather centralise and manage supporter information as an organisational asset*
- *Deliver a consistent, coordinated and pro-active dialogue with supporters across all channels*
- *Provide tools and information to all customer facing staff to help maximize value to and value from supporters*
- *Analyse support and appeal information to identify opportunities and enable better resource allocation decisions.*

#### **The Result:**

The first phase of the program went live with minimal disruption, on time and on-budget. CCA's agile approach allowed some future deliverables to be brought, saving time, cost and delivering benefits earlier than expected. The process refinement work delivered major savings, by integrating TSA's needs into the overall business system.

Within 3 years of operation, TSA reported the following outcomes from the program:

- 75% increase in average gift value
- 23% increase in net income
- 77% improvement in campaign response rate
- Reduced costs per mailing of \$40k per campaign
- 33% reduction in donation processing time
- 32% reduction in marketing costs

## **Why Customer Connect Australia?**

CCA was chosen after a detailed, transparent process based on:

- CCA's structured approach to Customer Relationship Management (CRM).
- Accreditation in the global customer management benchmark, CMAT™
- Ability to relate to TSA's needs and people: *“CCA best met the needs of the Salvation Army. They connected with me & understood where we were at”*. John Herring (Supporter Relationship Management Program Director).

#### **Client Feedback:**

TSA found CCA's approach & expertise to be excellent: *“..they were able to quickly and thoroughly identify our needs and provided a better scope of work than if we had done it ourselves. CCA's approach to work is first class, we have always felt that they always look after our best interests, rather than seeking more work and help us to take a leadership role.*



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