

**MEMO****To:** COMPANY ABC volunteers and staff**From:** The Communications Dept**Re:** New Fundraising Campaign**Date:** 27 August 2022

For years, the philosophy of the leadership at COMPANY ABC has been, “When we need funds, God will provide.” And He has provided! For 10 years, COMPANY ABC has had every need met and has not had to lay off any staff (due in large part to the number of faithful volunteers).

As we step into this next season at COMPANY ABC, the Leadership Team feels God calling us to step also into a new philosophy of fundraising. We believe God has called us to big things, and those things do not come cheap in today’s economy! For instance, we would like to hire more paid staff, put out better promotional material, and set up an emergency travel fund for people needing to come home off the field suddenly.

Along these lines, the Leadership Team and we in the Communications Department have put together a strategy for a fundraising campaign in 2022. We aim to raise \$200,000! We know that’s a God-sized ask, and we also know that God can afford it. We truly do desire to bless the field workers and, ultimately, see more souls won for the Kingdom through this campaign.

Many parts of the campaign will need many different people to implement some of the strategies, and we will be coming to you in the next few weeks to get your input on different pieces of it. We will also be having a representative from the Leadership Team and the Communications Team on each of the weekly calls next week to answer any questions you may have.

**Enclosed:** Communications Campaign Strategy

## Executive Summary

COMPANY ABC is the world leader in Business for Transformation<sup>1</sup>. Currently, their fundraising efforts do not reflect this status. To bring fundraising up-to-date and to become a more self-sustaining organization, COMPANY ABC should run a fundraising campaign in 2023.

COMPANY ABC has never had a major, successful fundraising campaign in the 10 years of its existence. This is due to several reasons, including lack of diversity in communication channels. The fundraising campaign proposed for 2023 includes several channels, including an online store, course sales, and a free ebook in exchange for email addresses. With diversified tools and better social media management, COMPANY ABC is sure to meet and even exceed the goal of \$200,000 in one year.

---

<sup>1</sup> Business for Transformation (B4T) is a subset of Business as Mission (BAM) that brings eternal impact to the least-reached by creating and/or working for profit-based businesses.

## Table of Contents

Background	4
Situation	4
SWOT Analysis	5
Core Problem/Opportunity	6
Goal	6
Objectives	6
Key Public	7
Messages	8
Target Market – Strategy	10
Target Market - Channels	10
Target Market - Tactics	11
Segmented Market – Strategy	11
Segmented Market – Channels	12
Segmented Market - Tactics	12
Messages	13
Calendar & Budget	13
Communication Confirmation	14
Evaluation Criteria & Tools	14
Conclusions and Recommendations	15

## Background

COMPANY ABC supports a network of businesses doing for-profit work in the 10/40 Window<sup>2</sup> as a means of creating employment and reaching people with the Gospel of Jesus. They have a catalog of offerings to network members—offerings which include business coaching, business loans, and a service provider directory. To date, the catalog is limited in scope, which is largely due to the lack of personnel/volunteers within COMPANY ABC. The network members expect the highest level of professionalism, as they are encouraged to be the best professionals they can be; but some offerings are less than professional since most people providing the services are volunteers with limited time/resources.

The revenue streams for the organization are also limited in scope and consist of a “give” button on their website, network memberships, and two events a year. A successful, multi-faceted fundraising campaign will benefit COMPANY ABC’s ability to offer services to the network; it will benefit the network by providing more resources and business training for people working in cross-cultural context; finally, it will benefit the people being employed by the network businesses by indirectly providing better leaders, more stable employment, and—most importantly—access to the Gospel of Jesus.

## Situation

COMPANY ABC has had no new real donors in several years. A fundraising campaign in 2019 aimed to raise \$200,000 but only achieved around \$79,000. The culture of bringing in funds since the company’s inception in 2012 has been, “God will bring the money we need when we need it.” This mindset has been trickled down by the company’s founder, who has simply asked God for funds for his whole life and had the money come in when it was needed. However, the founder has recently retired and been replaced by a younger leader with a more traditional fundraising mindset. The new leader also

---

<sup>2</sup> To learn more about the 10/40 Window, see [https://joshuaproject.net/resources/articles/10\\_40\\_window](https://joshuaproject.net/resources/articles/10_40_window)

has more of a bent toward running COMPANY ABC as a self-sustaining business that relies less on donations and more on internal initiatives to generate income.

The fundraising campaign has a lot of potential to improve lives, but COMPANY ABC should expect some pushback from some members of the leadership team who have been around for years; some of them may still be aligned with the philosophy of the founder. Also, while the marketing/communications team is eager and willing to implement the campaign, no one on the team has ever been part of a large, successful fundraising campaign and will be learning as they go.

### SWOT Analysis

What follows is a SWOT analysis of COMPANY ABC's fundraising abilities, initiatives, and efforts to date. This is not an analysis of the organization as a whole.

#### Internal

##### **Strengths**

- Established base of monthly givers
- Relational fund-raising (face to face interactions)
- New Marketing/Communications director who can lead campaign
- Leadership buy-in for fundraising
- Committed network members / low turnover in membership
- Successful event planning for many years

##### **Weaknesses**

- Small internal database of contacts (~5,000)
- Aversion from leadership to asking for money
- Historically bad job of communicating where money is
- Minimal revenue streams
- No substantial increase of new donors in several years
- Largest generator of funds is annual events

External

### Opportunities

- Untapped social media potential
- Availability of grants to non-profit and Christian-affiliated organizations
- Business to business donors to non-profits
- Company store / ecommerce
- Monetization of some services to the network
- Tiered memberships

### Threats

- Global inflation
- Unknown social media algorithms
- Unopened emails
- Donor fatigue
- Donor decline, due to death or reallocation of funds
- Lack of awareness of Business for Transformation and the necessity of it

### Core Problem/Opportunity

Through this fundraising campaign, COMPANY ABC has the exciting opportunity to create multiple revenue streams and free offerings to the public, that will solidify its place as the leading source of services to Business for Transformation leaders around the world.

### Goal

COMPANY ABC will raise incoming revenue to \$200,000 in 2023 with a multi-faceted fundraising campaign focused on key audiences.

### Objectives

In order to achieve this goal, COMPANY ABC will meet these objectives:

- Identify and secure at least three major donors in 2023.

- Start an online store with merchandise like t-shirts and mugs in Q1 2023.
- Offer a free eBook in exchange for email addresses for the email distribution list, with a goal of 500 new email addresses by end of Q3 2023.
- Host a free online webinar that invites people into a paid 7-month discipleship training program. Do this twice in 2023.
- Utilize ad opportunities on social media to generate increased awareness of COMPANY ABC, its services, and giving opportunities.
- \$100,000 of the \$200,000 raised will come from new sources (online store, new donors, new sign-ups for the training program, etc.)

### Key Public

In order to meet these objectives, COMPANY ABC will direct their messaging to a few key publics. The primary key public is young businesspeople. This public includes men and women 25-35 years old who have a few years of professional experience; they understand the importance of work, but may or may not understand how work and worship connect. They are active on social media, have a responsible amount of income they can spare, and they are interested in making a difference in the world. Most of them attend a local church, at least nominally, and participate in Christian businesspeople's networks.

**Self-interests:** Their friends, family, and religious communities (church). They are passionate about the Gospel of Jesus and may or may not know how to use their business experience and expendable income to advance the Gospel from where they are.

**Relationship to B4T:** They may or may not know about B4T and the giving opportunities there are for young professionals to be involved in it.

**Opinion leaders:** Pastors, religious community, professional organizations, peers, and business mentors.

**Channels:** Professional organizations, social media, opinion leaders, churches, web sites about how work is glorifying to God, job search sites, LinkedIn, and international work search sites.

Other key publics are retired former businesspeople, people who have been involved in the Business as Mission world for a while, and faith-driven entrepreneurs.

## Messages

### **Message #1:** Facebook targeted ad, for free webinar

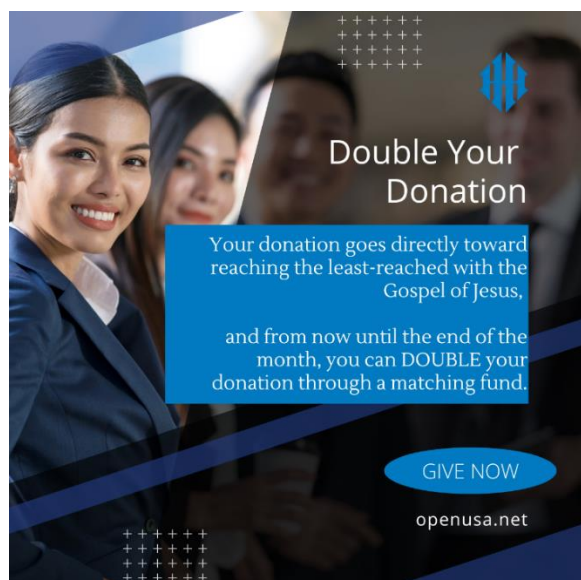
Did you know your work is worship to God? Learn more about workship and how people are reaching the least-reached through business around the world! Join our webinar on July 1, 2023 at 9 am Central.



### **Message #2:** LinkedIn post, for donor matching

Your donation goes directly toward reaching the least-reached with the Gospel of Jesus, and from now until the end of the month, you can DOUBLE your donation through a matching fund.





**Message #3:** Email to entire email list

*Subject:* Five unreached people groups are represented in my office

Body text:

We received an email last week from a B4Ter in India. Here is what he said:

Doing B4T in this part of India is hard. There are no other Americans in my city and only a handful of Christians and no church. But I was praying over my office and my employees a few days ago and realized—there are people from 5 different unreached people groups in my office! Business for Transformation is the way that God is literally bringing the nations to my doorstep, and I have a renewed energy for stewarding that responsibility well. -Josh, a B4Ter

Josh's story is not unusual. All over the 10/40 Window, we are seeing God bring people from least-reached people groups to work in B4T businesses. B4Ters are getting opportunities to pray with people, to lead Bible studies, and—most importantly—to live out the Gospel among people who so desperately need Jesus.

As you have probably heard, we are in the middle of a fundraising campaign this year. We are raising \$200,000 to go toward the work of B4T. The money will allow us to expand services to B4Ters, expand job offers to qualified individuals, and expand the Kingdom of God around the world.

Would you prayerfully consider giving? Would you prayerfully consider going? Whatever your B4T story and journey ends up being, we want to walk with you and see what God does in your life, just as he is doing work in Josh's life in India.

[button] GIVE TO B4T

### Target Market – Strategy

Offer a free inspirational ebook to young professionals through social media channels and the website, so they will know how to be involved in advancing the Kingdom of God through B4T.

### Target Market - Channels

“Determining the right channel or group of channels to send the message in a strategy is dependent upon both the message itself and the public being targeted” (Wilson, et al, 2015). By offering a free ebook in exchange for email addresses, COMPANY ABC will establish themselves as a thought leader in the Business for Transformation (B4T) space, thus showing themselves to be a trustworthy guide to the target audience. Young professionals (25-35 years old) who are Christian want to be able to spread the Gospel of Jesus around the world; but life circumstances, student debt, lack of Bible training, and a host of other reasons make them doubt that they can be the ones to spread the Gospel. Through B4T, they can use their time, talent, and treasure (money) to spread the Gospel, either directly or indirectly. A free ebook that explains B4T and the impact it is making on the world will appeal to that desire and motivate them to take specific action steps, including donating to COMPANY ABC.

In order to get the ebook into people's hands, COMPANY ABC will use the following channels:

- Facebook
- Instagram

- LinkedIn
- Twitter
- YouTube
- COMPANY ABC website

The social media channels and website will appeal to the people who are 25-35 years old with at least a few years of professional experience and maybe even established careers. The target audience is proficient at social media and knows instinctively how to use search engines to find websites about their desired topic, so these outlets will be ideal. Through these sites, COMPANY ABC will be able to use video, graphics, and text to craft messages to reach the slightly different audiences on each platform.

### Target Market - Tactics

The messages will go out through the above channels, using the following tactics:

- Facebook and LinkedIn ads for a free ebook, with links to download the book in exchange for an email address.
- Instagram reel, with the author talking about the writing of the book.
- YouTube book trailer advertising the book, with the link to the trailer published on all the social media sites.
- Recommendation blurbs/testimonials of the book on Twitter.
- Prominent “real estate” on the homepage of openusa.net that is dedicated to the download of the ebook with a “Download now” button.

### Segmented Market – Strategy

Recruit people to go to the missions field as B4Ters through personal meetings and church relations, so that the Gospel will have a significant impact on the economy and spiritual state of least-reached people groups.

## Segmented Market – Channels

In order to identify and recruit the subset of the young professionals who actually want to go to the field (in addition to giving finances), COMPANY ABC will utilize the following channels:

- Churches
- Openusa.net
- Organizations for young Christian professionals
- Newsletter

“No matter the channel or tactic, people choose to perceive our messages only when we design them specifically to appeal to their interests” (Wilson, et al, 2015). People who are interested in going onto the field as B4Ters are required to pay \$500 for one year of training/mentoring by COMPANY ABC. Because this is more significant than the typical 25-35-year-old can afford as a donation to a fundraiser, the channels (and tactics, which we will look at next) need to be a little bit more personalized and relational than just social media. They will likely want to have multiple conversations with someone at COMPANY ABC before committing, and they will need to feel more personally supported than they would by reading an ebook and donating \$20-\$100.

## Segmented Market - Tactics

COMPANY ABC’s core value of “relationships” will come into play here. Relationships are not built in a day, and these tactics will take more time and effort—but will yield a bigger outcome. In addition to the higher monetary value on these kinds of relationships (which is important for the fundraiser piece), they will yield the eternal results of bringing people into the Kingdom of God and seeing people in heaven one day.

COMPANY ABC will implement the following tactics:

- Speaking engagements at:
  - Churches with people in the target market as members.

- Organizations for young Christian professionals.
- An easy-to-schedule calendar invitation on openusa.net, to talk to someone live online.
- Invitations in the personalized form newsletter to speak with someone who can help the target audience determine their calling in B4T.
- A press kit for churches, which will include:
  - A slide for the rotating slideshow.
  - A bulletin insert.
  - A social media post that is pre-made.
  - A one-page flyer, inviting the target market to the website for more information.
- Dedicated staff to talk to interested individuals and guide them each step of the way.

## Messages

**Primary:** You can advance the Kingdom of God among the least-reached by donating to COMPANY ABC.

### **Secondary:**

- You can give of your time, your talent, and your treasure (money).
- Your donation will directly and indirectly serve people who are in the 10/40 Window, doing Kingdom work for the Gospel.
- People are dying without knowing about Jesus. You can help change that.
- When you give money to COMPANY ABC, you are investing in a cause that is bigger than you; you are investing in eternity.

## Calendar & Budget

COMPANY ABC's Communications Team and Finance Team will work on a calendar and budget for this fundraising campaign.

## Communication Confirmation

COMPANY ABC's Communication Team and Development Officer will work on a communications confirmation plan.

## Evaluation Criteria & Tools

- Objective: Start an online store with merchandise like t-shirts and mugs in Q1 2023.
  - Criteria: The online store will be profitable within three quarters (by Sept 30, 2023).
  - Tool: Profitability will be determined by using the eCommerce reporting tools that are provided with the software online store software/plugins.
- Host a free online webinar that invites people into a paid 7-month discipleship training program. Do this twice in 2023.
  - Criteria: At least 10 full-price people sign up for the paid 7-month discipleship training program in 2023 (average of 5 per webinar).
  - Tool: Sign-ups will be tracked in the existing tracking spreadsheet. Paid registrations will be tracked through PayPal.
- Offer a free eBook in exchange for email addresses for the email distribution list, with a goal of 500 new email addresses by end of Q3 2023.
  - Criteria: At 450 people added to the list stay on it for a year (a 90% retention rate).
  - Tool: WordPress will track the downloads, and MailChimp will track the new email addresses and unsubscribes.
- \$100,000 of the \$200,000 raised will come from new sources (online store, new donors, new sign-ups for the training program, etc.)
  - Criteria: Meeting fundraising goals, including 50% from new sources. Givers will be considered "new givers" if they have not donated since January 1, 2018. New sales will also be considered, regardless of the buyer.

- Tool: Quickbooks will be important in combining the new donations, plus the new revenue sources for 2023. Reports can be pulled to show totals.
- Identify and secure at least three major donors in 2023.
  - Criteria: a “major donor” is one that donates \$10,000 or more up front and commits to supporting the organization for a minimum of 3 consecutive years.
  - Tools: personal conversations, one-on-one meetings with investors/givers, building relationships with people who can give. Highly relational, will take the whole team, especially the Leadership Team.
- COMPANY ABC will be seen as the thought leader in the Business for Transformation space by the end of 2023.
  - Criteria: SEO and search results for key phrases leads to COMPANY ABC more than 75% of the time, rather than to competitors. The “Domain Authority Score” on ahrefs will be 50 or higher.
  - Tools: Google Analytics and ahrefs will provide the data to determine if we have met our effectiveness goals as a team.

## Conclusions and Recommendations

If COMPANY ABC takes quarter 4 of 2022 to put work into setting up the pieces for the 2023 fundraising campaign, there is no reason they will fail. Even if they raise half the funds, it will still be more successful than any other fundraising campaign to date. They will also be setting up systems (like the online store) that will carry on far past 2023 and keep raising revenue for the company. There will be something to appeal to every target audience and sustain COMPANY ABC for years to come.

## References

*Home*. COMPANY ABC. (2022, March 9). Retrieved August 8, 2022, from <https://www.openusa.net/>

Wilson, L. J., & Ogden, J. D. (2016). *Strategic Communications Planning for Public Relations and Marketing*. Kendall Hunt.