



Part 3:

# e-campaigning practices survey

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## Credits

The 2010 eCampaigning Review was made possible by the work and contributions of:

- Duane Raymond, who processed millions of rows of data into insightful benchmarks and shared qualitative benchmarking methodologies with Jess,
- Jess Day, who conducted the qualitative best practices survey and action comparison aspects of the review,
- Graham Covington, Jonathan Purchase and Mark Swope from Advocacy Online, who got Advocacy Online clients to agree to participate and contribute their data, and extracted the data in the required format,
- Jo Shaw of PublicZone, who commented on methodology, early reviews and drafts, and Rachel Collinson of Rechord, who tested and commented on the survey,
- Organisations, whose data makes the Review possible,
- Interested readers: hopefully you can turn what you learn into more effective campaigning.

This survey of e-campaigning practices forms one of the three parts of the eCampaigning Review downloadable from:

[ecampaigningreview.com](http://ecampaigningreview.com)

#### **eCampaigning Review is for:**

- senior managers of organisations that campaign
- all types of e-campaigning practitioners
- staff collaborating on delivering e-campaigning activities
- consultants, freelancers, developers and other suppliers of e-campaigning services and support

#### **How do you compare?**

We can conduct an e-action review or the full e-campaigning review tailored for your organisation.

If your organisation was included in the eCampaigning Review, this is relatively easy and cost effective.

To learn more, email [duane@fairsay.com](mailto:duane@fairsay.com) or [jess@jess-day.co.uk](mailto:jess@jess-day.co.uk)

## **1 Summary**

The e-campaigning practices summary analysed responses from 44 organisations to questions about their online campaigning practices – what they do and how they go about it.

### **1.1 Email communications**

**Increasing sophistication: more use of single-ask action alerts, more use of supporter data to inform the messages sent, and more crossover between campaigning and fundraising communications.**

- The most popular kind of email is a single-message action alert, used by 77% of organisations, up from 62% last year.
- 57% take into account the user's actions or preferences to inform the email alerts they are sent, up from 51% last year.
- 83% of organisations ask their donors to take campaigning action, (up from 71% last year) but only 73% do the reverse.
- 34% have a series of welcome emails for new sign ups, but only 11% have a strategy for reactivating dormant names.

### **1.2 Email list management**

**Increasing use of testing and good 'list hygiene', but still plenty of scope for improvement.**

- 93% of organisations test emails before sending. 23% carry out split testing.
- 48% systematically 'clean' their lists, up from 31% last year.
- Online actions are the highest-rated source of new email contacts, considered good or excellent by 97% of those who use them as a source of opt ins. Bought in lists and partnerships/exchanges are considered good or excellent sources of new sign ups by 60% and 65% respectively of those who have tried them.

### **1.3 Online actions**

**A wide range of action types, but emails, especially to elected representatives, dominate. Scope for organisations to make more use of the information, both to evaluate and improve their work, and in their communications to their supporters.**

- The most popular type of action remained asking people to contact their elected representative; 80% of organisations had run an action of this type, comparable with last year's 83%.

- 82% use information about an action in evaluations at the end of a campaign, and to improve their work next time around, but only 39% are able to find time to improve an action during its lifetime.
- 70% of organisations use information about an action to feedback to campaign supporters.
- Organisations had offered their supporters an average of 27 campaigning actions, ranging from a low of 1 to a high of 219. 70% had run fewer than 30.

## 1.4 Blogs and social media

**More widespread use of social media, and deeper engagement. Facebook and twitter dominate.**

- 64% of organisations are using blogs to support their campaigning. 38% of organisations have a regular campaign blog, up from 18% last year.
- 75% have a presence on one or more social networks which is regularly used and updated, up from two-thirds last year. 50%, were using their social network presence to engage directly with supporters eg, encouraging and responding to comments and queries, up from 38% last year.
- Facebook remains the most popular – 100% of those who answered the question were using it, up from 98% last year - followed by Twitter (88%, up from 64% last year).

### Need more hands?

FairSay can provide extra experienced hands to help at peak times or while learning. It is a great way to ensure best practice and ease overload.

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## 1.5 Staffing and resources

**Budgets and staffing holding steady.**

- The average total number of new media and campaigning staff is 6.5, but this masks considerable inequality. 50% (22) have fewer than 5 members of campaigning and new media staff in total, and 32% (14) have 2 or fewer. Nine have more than 10, and 4 more than 20.
- 53% (23) had neither cut nor added to the number of campaigning or new media staff in the last 12 months. 40% had added new staff, while only 7% (3) had cut overall.
- 59% had seen their budgets held static, with 29% seeing an increase.
- The average total e-campaigning budget is £64,500. 25% of organisations reported figures between £10k and £15k.

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The 2010 eCampaigning Review focuses only on the most common e-campaigning model: **emailing supporters to take actions online.**

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## 2 Background

Over the last decade, campaigning (advocacy) on the Internet and other interactive media has grown significantly. Today most organisations with campaigning activities have an online presence. Yet despite this significant growth in campaigning online (e-campaigning), there is still little understanding about what are good performance levels and practices or good performance measures.

Individually, some organisations have addressed this by initiating or commissioning reviews<sup>1</sup> of their e-campaigning. While these can compare public practices, they suffer from two constraints:

1. they have no direct way of comparing performance vs. their peers since the data is private
2. the results cannot be published for the benefit of others in the sector due to being confidential

### 2.1 The eCampaigning Review

The eCampaigning Review addresses these constraints through three independent quantitative and qualitative research initiatives:

1. an analysis of the e-campaigning emailing and action data
2. a comparison of public e-campaigning practices
3. a survey of e-campaigning internal practices

To achieve consistency between organisations, the eCampaigning Review focuses only on the most common e-campaigning model: **emailing supporters to take actions online.** This model is primarily focused on mass-activism: getting existing supporters to take action and recruiting new supporters. This model accounts for between 75% and 100% of each organisation's e-campaigning activity and thus is a good candidate for review. However there are *many* other e-campaigning models of e-campaigning that are both worthwhile and appropriate for the different campaigning objectives but are beyond the scope of this review.

The studies are insightful for four key e-campaigning stakeholders:

1. **senior managers** of organisations that campaign
2. all types of **e-campaigning practitioners**: e-campaigning specialists, campaigning specialists, Internet specialists, communications specialists, etc.

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<sup>1</sup> Duane Raymond of FairSay has conducted over ten private e-campaigning reviews for UK and international organisations

3. **staff collaborating on delivering e-campaigning activities:** fundraising, press officers, designers, analysts, supporter care, etc.
4. **consultants, freelancers, developers and other suppliers** of e-campaigning services and support

**44 organisations are included in the analysis of the eCampaigning Review survey.**

## 2.2 The e-campaigning practices survey

The e-campaigning practices survey collected responses from organisations who defined themselves as e-campaigning. The survey was available online during August and September 2010. The analysis uses data from 44 organisations – see annex below.

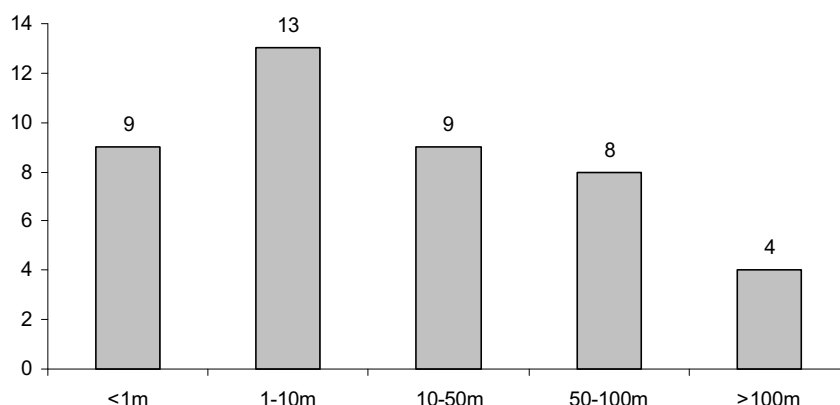
Self-reported data is of course subject to errors, or the person may simply not have all the information they need to hand. Some effort has been made to iron out inconsistencies/impossibilities, but this is of course not always possible.

82% (36) of responses came from organisations in the UK (8 defined themselves as working specifically in England). Two responses came from Canada, 1 each from Italy and Germany, and 3 from international-level campaigning organisations.

Three of the respondents were campaign coalitions, which may have small income, and sometimes staffing, but may be able to call on larger resources in their coalition partners.

There was a spread of organisation sizes, with 10 organisations with a turnover under £1m or equivalent (6 under half a million) and 5 over £100m.

**Organisations by annual income**



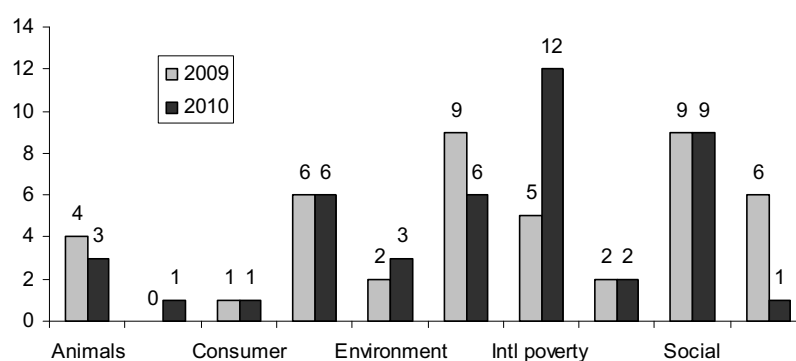
A similar number of organisations completed the survey as last year (44, compared with 45), with an overlap of a little over half

(52%). Any year on year change noted could therefore simply be the result of a different sample.

The spread of organisation sizes is more even than last year, with more in the smallest two categories (22, up from 16), and fewer in the largest category (4, down from 7).

The pattern of organisations by sector is quite different, with markedly more international organisations, and far fewer unions/professional associations.

### Organisations by sector



This piece of research is repeated annually and improves each year based on feedback. If you have suggestions of improvements we could make, email [jess@jess-day.co.uk](mailto:jess@jess-day.co.uk).

### 3 List size

A quarter of respondents have fewer than 5,000 email addresses on their database.

How many people are you able to send action requests by email?

How many campaign supporters are you able to contact in total (on and offline)?

There is a clear pattern in the number of people organisations are able to contact by email about their campaigns. The largest number (27%) have under 5k names, dropping to only 4 organisations with over 100k contact names.

This does not correlate to organisation turnover – 3 of the 4 organisations with the largest list size had an income under £10m equivalent. Organisations from all but the largest income category had a mailing list of fewer than 5,000.

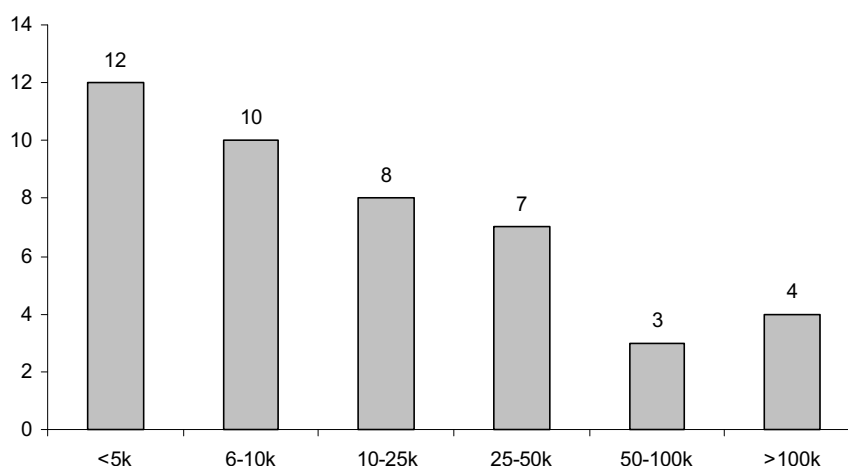
A tenth of respondents have more than 100,000 names on their campaigns email list.

#### List growth is easy

Campaigns naturally attract new people. The problem most organisations have is to get them to participate for the first time. This is where best practice is critical.

Find out how FairSay can help. Email [duane@fairsay.com](mailto:duane@fairsay.com) or visit <http://fairsay.com/what-we-do>

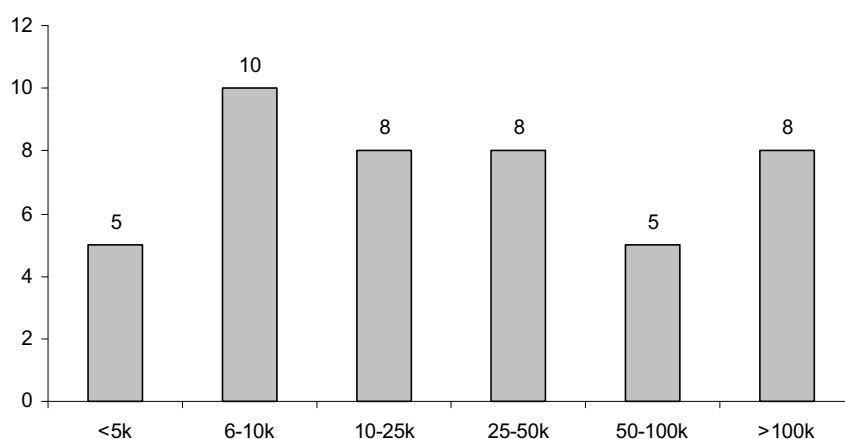
Campaigns email list size



Total campaign list size shows a much less clear pattern. Only 11% (5) had fewer than 5k names on their total list. Eight had over 100k.

Three-quarters (6) of those with the largest lists had an income under £10million, and none over £50m.

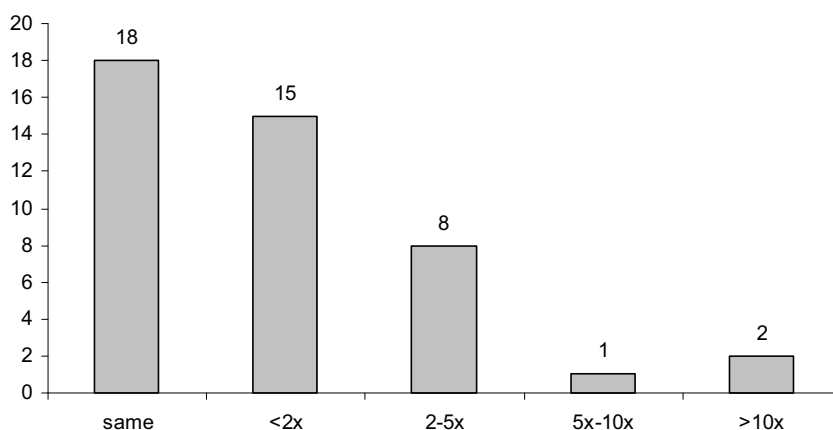
### Total campaign list size



**A quarter of organisations have a total campaigns list which is more than twice the size of their email list.**

The majority of organisations (75%) have a campaigns email list of a comparable size to their total campaigning list (41%), or more than half the size (34%). Nine organisations' lists are 2-10 times bigger. Two organisations have total campaigning lists more than ten times greater than their email list.

### Difference between email and total lists

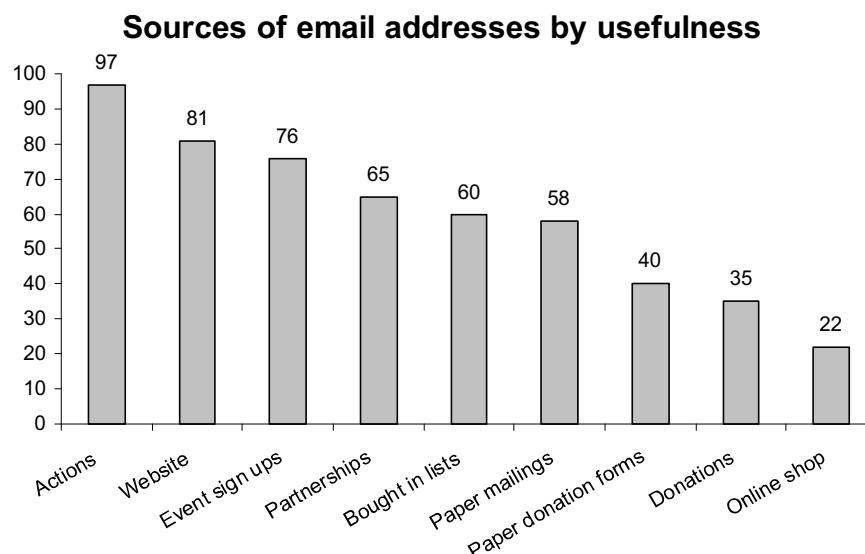


## 4 Managing email lists

### 4.1 Sources

**What are your top sources of email addresses for campaigning?**

The chart shows the percentage of organisations using a source which rated it as good or excellent.



Online actions are the highest rated source of email opt-ins, considered good or excellent by 97% of those who use them as a source of opt ins.

Interestingly, paper based sign ups are rated highly by a lot of organisations as a source of email sign ups, with events rated as a good or excellent source by three-quarters of respondents to this question.

Opt-ins via online shop or donation forms are rated low. Only about half of respondents collected email opt ins in this way.

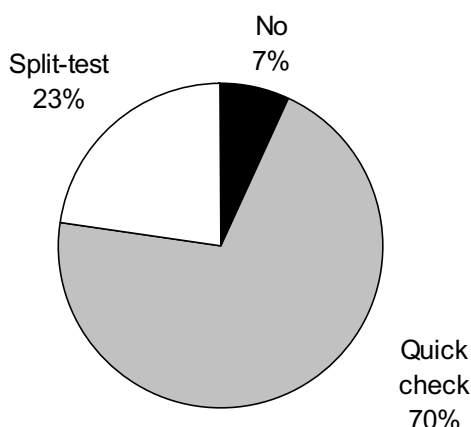
Bought-in lists are rated highly by three out of the five organisations who have tried them. Similarly, only 17 organisations had tried partnerships (eg list or link exchanges), but 65% of those considered them good or excellent as a source of new sign ups.

## 4.2 Testing

### Do you test emails before sending?

The percentage of organisations saying they do not test their emails at all has dropped from 18% to 7%, which is encouraging.

Do you test emails before sending?



**93% of organisations do some kind of testing before sending an email.**

70% are doing a basic level of testing, sending to internal email addresses for a visual check. 23% are split-testing their emails – ie sending different versions to subsets of their list to determine the most successful before broadcast to the rest of the list. This is a big increase on last year, when only 7% said they were doing this.

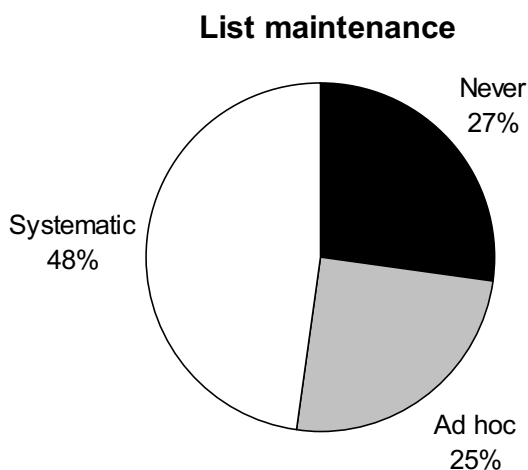
Split-testing can significantly improve response rates and levels of impact, allowing you to fine tune your messages and learn what your supporters respond to best. It can be time-consuming, as you need to create different versions and take the time to review the feedback on their performance, but it does not require an especially complex database or email broadcast system.

The organisations doing split testing were of all different income, list size and staffing levels. A lack of time and expertise is likely to explain why relatively few organisations are doing this.

### 4.3 List maintenance

#### What action do you take to maintain your email database?

This is another area of improvement compared with last year.



**Nearly half are systematically cleaning their email list.**

Nearly half the organisations (48%) are systematically 'cleaning' and updating their list (eg by removing addresses which 'bounce' emails repeatedly), up from just 31% last year, with another quarter doing so occasionally. 27% said they had never cleaned up their list, compared with 38% last year.

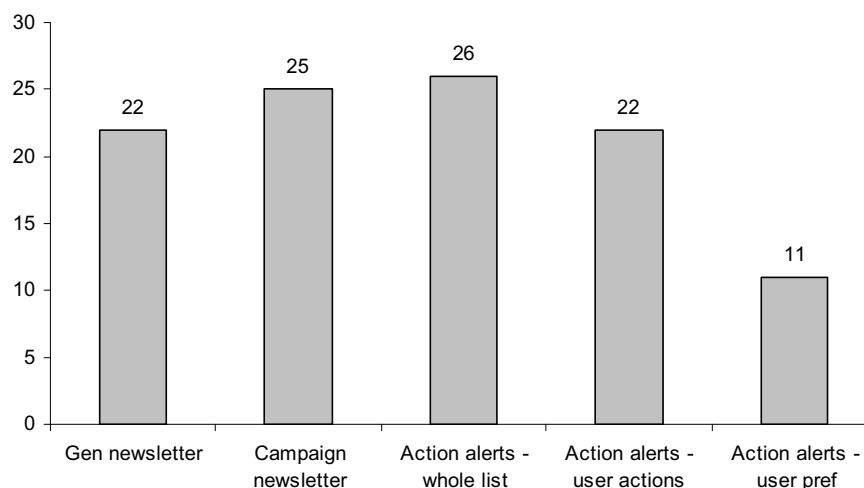
This is not simply a resource issue: 9 of the 21 organisations systematically maintaining their list had an income under £10m.

## 5 Email programme

### What emails do you send to supporters?

The most popular kind of email is a single-message action alert. 77% of organisations send these, up from 62% last year.

Types of email broadcast



**Over half take the user's actions or preferences into account to inform email alerts they are sent.**

57% take into account the user's actions or preferences to inform the email alerts they are sent, up from 51% last year. Tailoring communications in this way can improve responses dramatically. Those that don't may lack a database which can support this, or lack the time and resources to plan and carry out a complex mailing programme.

Other types of email broadcast mentioned were appeals to donate, welcome messages and surveys.

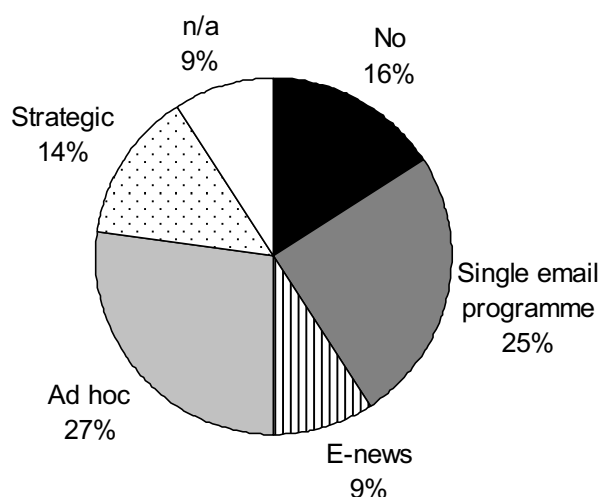
## 6 Converting supporters

**Do you ask people who have donated to your organisation to take campaign actions?**

**Do you ask people who have taken campaign action for your organisation to donate?**

83% of organisations do ask their donors to take campaigning action (discounting some where this is not applicable, eg membership organisation, or organisation which does not take donations), up from 71% last year.

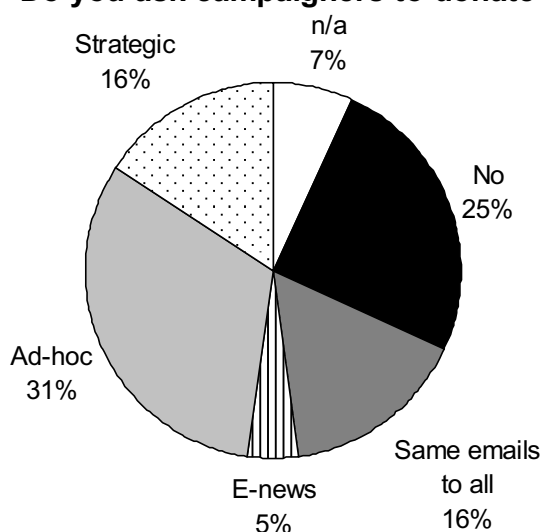
**Do you ask donors to take action?**



**83% ask their donors to take campaigning actions, but only 73% do the reverse.**

The bigger change is that more organisations are using information about their supporters to inform the mailings they get. Only one organisation was doing this last year, now it is up to 6, or 15% of the total.

### Do you ask campaigners to donate?



#### A huge missed opportunity

Getting campaign supporters to donate is one of the biggest missed opportunities.

Organisations that do it report a cost-per-new-donor below established channels.

Find out how FairSay can help. Email

[duane@fairsay.com](mailto:duane@fairsay.com) or visit <http://fairsay.com/what-we-do>

73% of organisations ask people who have opted in to campaign communications to donate or become a member of the organisation. Seven organisations made strategic requests to donate based on user data, most others doing so either as part of an e-newsletter (2) or because they sent the same emails to all supporters (7). 13 organisations make fundraising requests on an ad hoc basis.

In comparison with last year, the proportion of organisations making requests to donate is almost the same. What is interesting is that more are doing so strategically (16%, as against just 4% last year).

While this is good news, many organisations are still missing out on chances to increase their supporters' level of involvement in the organisation by failing to ask them whether they would like to engage with the organisation in another way (by donating or taking action), or failing to do so in a planned or strategic way. Data and database weaknesses are likely to be a big factor here.

It's interesting that while organisations appear to be more likely to ask donors to take action than the reverse (83% against 73%), they are less likely to do so based on information about that supporter (15%, against 17%).

## 7 Supporter journey

### 7.1 Email 'welcome route'

**Do you have a clear strategy for 'welcoming' new campaigners to your mailing list?**

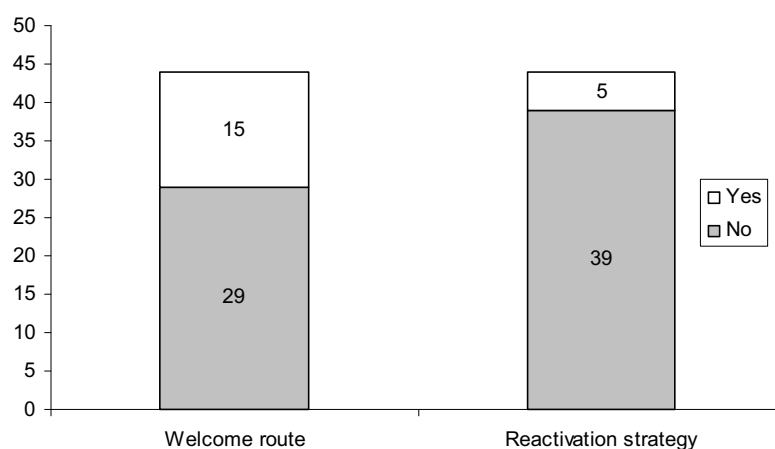
34% of organisations make specific efforts to 'welcome' new subscribers to their email list.

Two thirds of respondents (66%) had no strategy for welcoming new campaigners to the mailing list, though some would have received a thank you email if they opted in via an online action. This represents no change on last year.

Organisations with the smallest list size (under 5k) were unlikely to have a welcome strategy (8%), but interestingly, none of the organisations with over 100k names on their email list had one either.

**A third have a specific 'welcome route' for new email subscribers, and a tenth have a strategy for 'reactivating dormant campaigners.**

### Supporter journey



### 70-90% of lists are lapsed

FairSay's analysis has revealed 70-90% of most organisations' email subscribers are inactive over as 12 month period. Yet we see here that most don't have a re-activation strategy. Recruiting is a waste of money if you most supporters are inactive.

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### 7.2 Re-activation strategy

**Do you have a 're-activation' strategy for dormant campaigners?**

Few (11%) organisations had any re-activation strategy, that is a plan for getting a response from those who do not respond to an action request first time. This represents no real change on last year.

## 8 Number of actions

**How many online actions have you run in the last 12 months?**

The organisations which responded to this question had offered their supporters a total of 1184 online actions in the preceding year, averaging 27 actions each. (This figure includes actions such as forward to a friend and join a social network which will be secondary or follow up actions in most cases.) The lowest number was 1 and the highest 219.

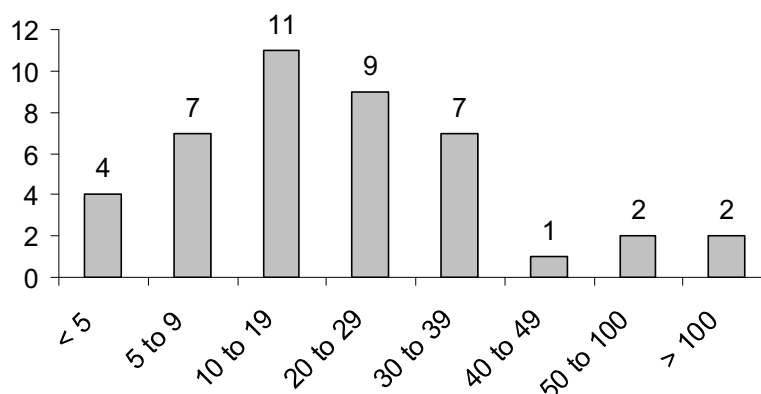
**Half the organisations had run fewer than 20 actions.**

25% of organisations had offered supporters fewer than 10 actions during the year. 27% had offered more than 25.

The very largest organisations (over £100m income) had all run over 20 actions, but organisations with turnover under £10m had run anything from 1 to over 50 actions.

(NB Some of these figures seem surprisingly high, so some respondents may have understood the question differently.)

**Organisations by number of online actions**



## 9 Types of action

### Which types of actions have you asked campaigners to do in the last 12 months?

The most popular type of action remained asking people to contact their elected representative; 80% of organisations had run an action of this type, comparable with last year's 83%.

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**80% of organisations had asked people to email their elected representative.**

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70% had run 'tell a friend' actions, most likely as secondary actions, down from 76% last year. Asking supporters to join a fan or group page on a social network was also less popular than last year (59%, down from 71% last year).

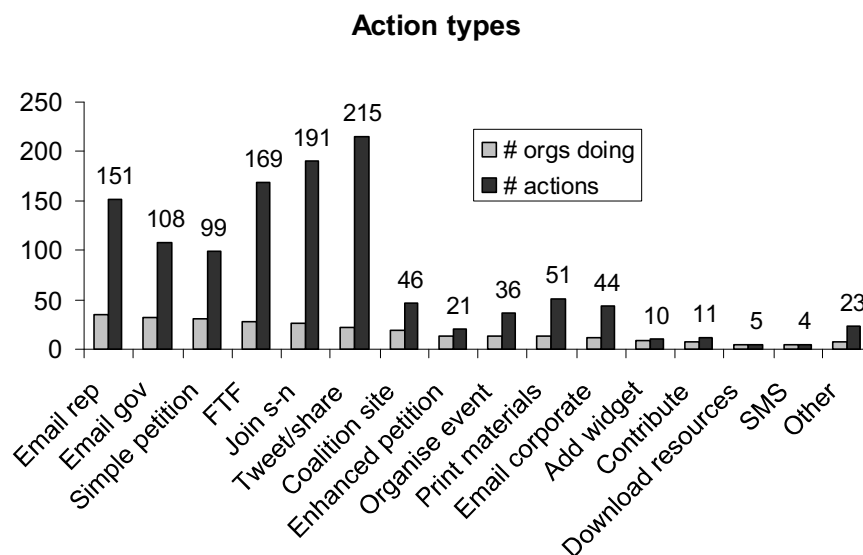
Petitions were slightly more popular: 78% of organisations had run a petition of some kind, up from 66%. There were more 'enhanced' petitions (eg upload a photo, add your avatar to a crowd etc) this year – 15 organisations had done one of these, up from only 5 last year.

Adding widgets to social network profiles (9, up from 4), saw a doubling in popularity, others such as using new media to help organise offline events (12), printing off resources to distribute (12), contributing data to campaign maps and mashups (5), or sending SMS messages (4) were about the same.

Most organisations are offering a range of different types of activity for their supporters, with an average of six different action types. Only 6 organisations offered 2 or fewer action types, and 7 offered 10 or more.

The wealthiest organisations all offered 6 or more action types, but organisations with the smallest incomes offered anything from 1 to 12 types.

The 'Action types' chart shows the range of action types, ranked according to the number of organisations offering them, and also showing the number of times each type of action was run.



Those with the highest differential (tweet/share, Forward to a friend, and Join social network group) are those with the lowest resource input, so groups are likely to be using these action types more frequently.

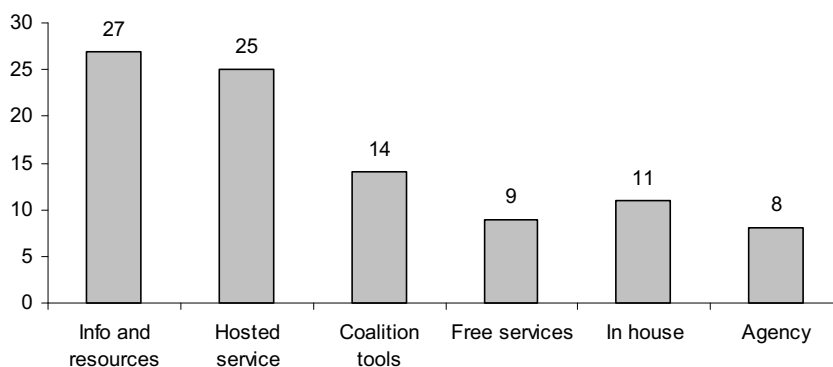
Inversely, action types where the number of organisations using them is closer to the number of times used (eg download resources, enhanced petitions, SMS, widgets), show that most organisations are not doing large numbers of these actions, probably because they are resource-intensive.

## 10 Developing and hosting

### How do you develop and run campaign actions?

57% of respondents are using a hosted campaign service such as e-activist or iParl, down from 73% last year.

#### How do you set up and run online actions?



**23% use free campaigning services alongside other tools**

Slightly fewer organisations are developing actions in house and hosting them on their own servers (25% down from 28% last year). Slightly more (18%, up from 13%) are using external agencies to develop actions for them. 34% link to joint campaign tools developed as part of a coalition campaign.

23% use free services such as 'Write to them', though no organisation was using them in isolation. These are useful tools, but provide campaigners with little data, and no chance of following up with people who have supported the campaign. Five of the 10 use them alongside other tools.

## 11 Action evaluation

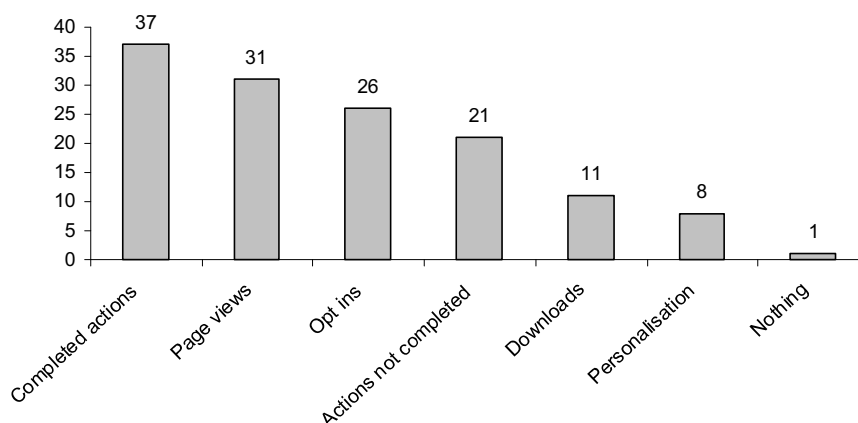
### 11.1 Evaluation data

**18% record the proportion of users who personalise their action in some way, eg by editing the message text.**

#### What data do you collect about an online action?

The majority (84%) collect information about the number of completed actions, and 48% take that a step further, collecting information about actions started but not completed. 18% record information on personalisation – that is the number of actions that the user edits or modifies.

**What information do you collect about an action?**



#### Know your results

Analysing and evaluating your campaign may be something you rarely do. Yet it can make a tremendous difference in your effectiveness.

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Only one organisation said they collected no information at all about their online actions, and another two collected only page view information.

### 11.2 Using evaluation data

Of course, it's what you do with the information that matters. 82% use the information in evaluations at the end of a campaign, and to improve their work next time around.

Clearly having the time to reflect, or the opportunity to make changes, is a problem during the activity of a campaign – only just over a third (39%) are able to find time to improve an action during its lifetime.

70% of organisations are using data about actions to feed back to campaign supporters and/or publish on their websites and

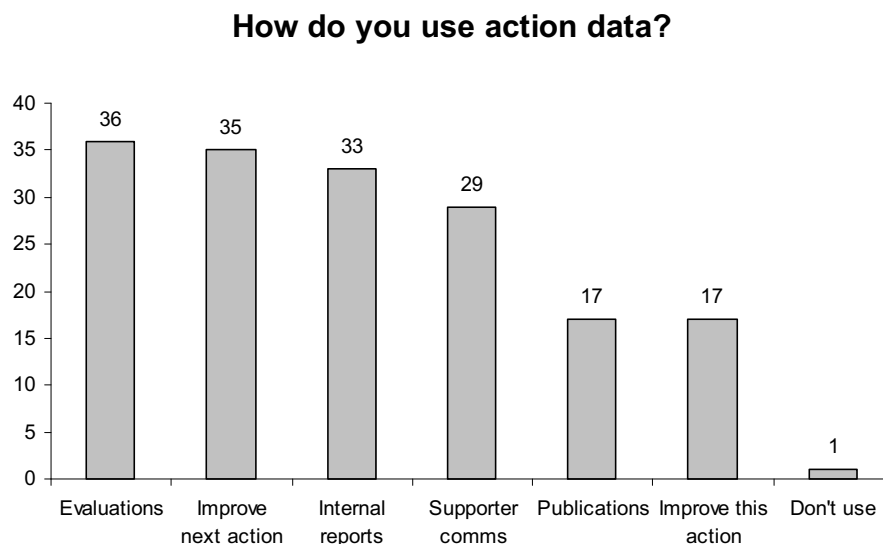
annual reports. Keeping supporters informed about how they are helping the campaign is a weak point for many organisations, as the e-action review highlights.

Unsurprisingly, organisations with higher incomes, and those with more staff, were more likely to be collecting a range of data.

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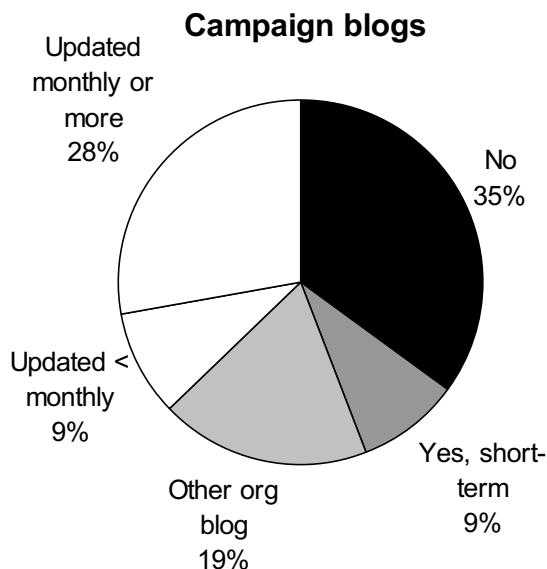
**A third use data about an action to improve it while it is still running, but four-fifths use it to improve the next action.**

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## 12 Campaign blogs

In the last 12 months have you used campaign blogs?



**Two thirds of organisations are using blogs to support their campaigning.**

Just under two-thirds (64%) of organisations are using blogs to support their campaigning. This has been a definite growth area on last year; 38% of organisations have a regular campaign blog, up from 18% last year. Most of these (28% of the total) are updated at least monthly (up from 16% last year). Only a third are not using blogs at all, down from nearly two-thirds last year.

Four organisations used blogs to support a specific event, such as a conference or staff trip. 19% were promoting campaigns via a wider organisational blog.

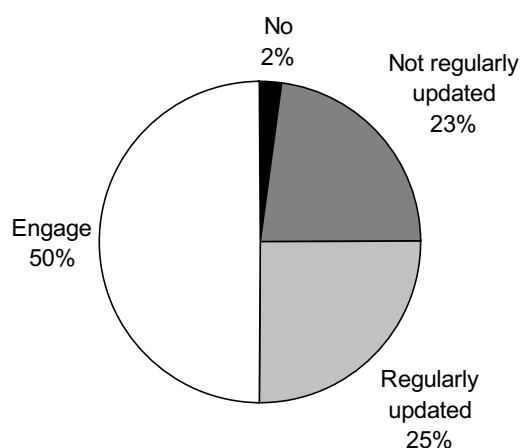
## 13 Social networking sites

### 13.1 Use of social networks

**In the last 12 months have you used social networking sites to promote your campaigns?**

This is another growth area, with more organisations having a social media presence, and more using it actively. Three quarters of organisations have a presence (page/ group/ account) on one or more social networks which is regularly used and updated, up from two thirds last year. Half were using their social network presence to engage directly with supporters eg, encouraging and responding to comments and queries, up from a third last year

#### Use of social networks for campaigning



**Half the organisations are using social networks to engage directly with supporters.**

The proportion of organisations with an infrequently updated social network presence has dropped from a third to a quarter (33% to 24%).

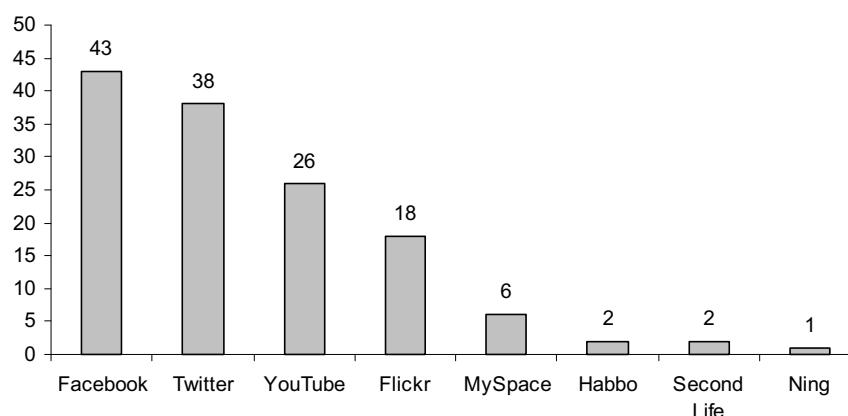
There was little or no correlation between organisation income and staffing and the likelihood of regular interaction with supporters on a social network, so this appears to be a question of priorities rather than overall resourcing. Organisations with the biggest email lists were slightly more likely to be engaging using social networks.

### 13.2 Which social networks?

**If you use social networks, which sites does your organisation currently use for campaigning?**

Facebook remains the most popular – 100% of those who answered the question were using it, up from 98% last year – followed by Twitter (88% up from 64% last year).

**Which social networks**



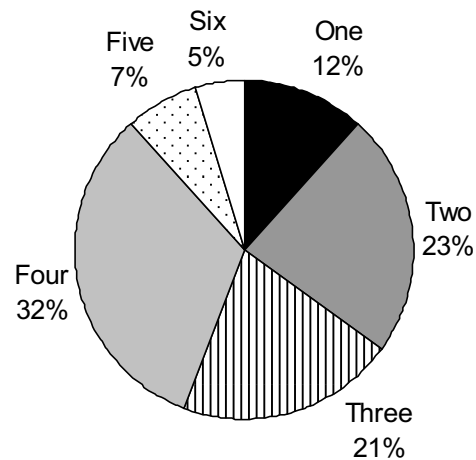
**Facebook and twitter dominate.**

All the organisations which weren't using Twitter were using facebook only.

Two organisations were using Habbo and two were in Second Life, neither of which were used by any respondents in 2009. No organisations were using Hyves, Friendster, Orkut or Bebo. The latter two had one and three users last year respectively.

All the organisations using MySpace, Habbo and Ning had 4 or more social network presences. Interestingly, one of the two organisations using Second Life had this as their third social network (after facebook and twitter). The other had five.

### Number of different social networks



Unsurprisingly, number of networks correlates more strongly with staffing than with income – organisations with more new media and campaign staff are using more networks, but organisations with higher incomes are not necessarily doing so.

## 14 E-campaigning staffing and budgets

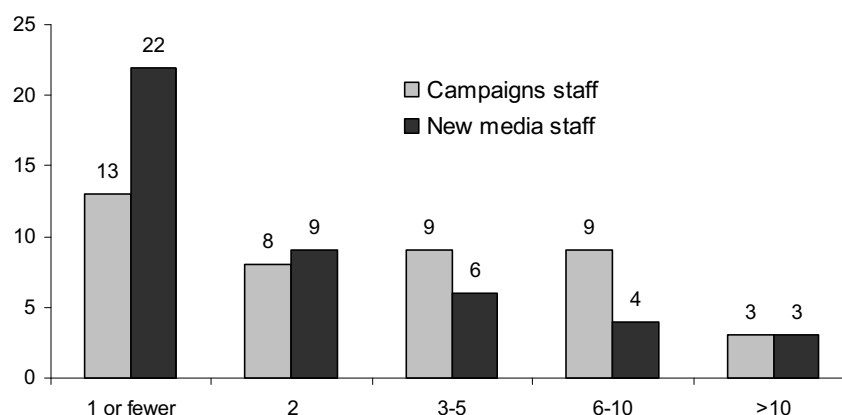
### 14.1 Staffing for e-campaigning

The average total number of new media and campaigning staff is 6.5, but this masks considerable inequality. Half have fewer than 5 members of campaigning and new media staff in total, and a third have 2 or fewer. A fifth have more than 10, and a tenth more than 20.

93% of the organisations with 2 or fewer total relevant staff had an income under £10m.

**Half the organisations have fewer than 5 members of campaigns and new media staff in total.**

#### Staffing levels for e-campaigning



#### Need more hands?

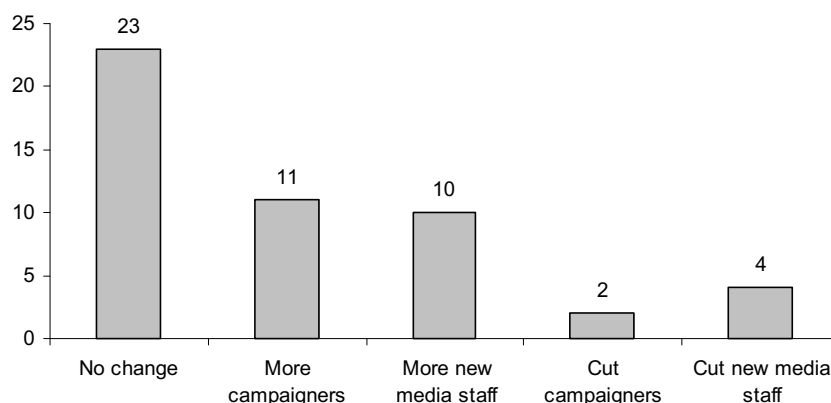
FairSay can provide extra experienced hands to help at peak times or while learning. It is a great way to ensure best practice and ease overload.

To learn more, email [duane@fairsay.com](mailto:duane@fairsay.com) or visit <http://fairsay.com/handson>

The average number of campaign staff (in full time equivalents) was 4. Fourteen organisations have 1 or fewer campaign staff, 15 have 5 or more, and 3 have more than 10.

The average number of new media staff was 2.9, but half the organisations had 1 or fewer. Interestingly, 9 organisations (all of them with under £10m income) said they have no (4) or less than one full time new media staff member, presumably outsourcing these functions to freelancers or agencies.

### E-campaigning recruitment



### How much budget?

Budgets are often decided without a real understanding of the necessary costs and/or the potential benefits. Under-budgeting for a campaign can actually be more expensive as an over-stretched team gets little or no results.

FairSay's Senior Managers Workshop can help senior managers on what is possible with e-campaigning and what it takes to achieve it.

To learn more, email [duane@fairsay.com](mailto:duane@fairsay.com) or visit <http://fairsay.com/training>

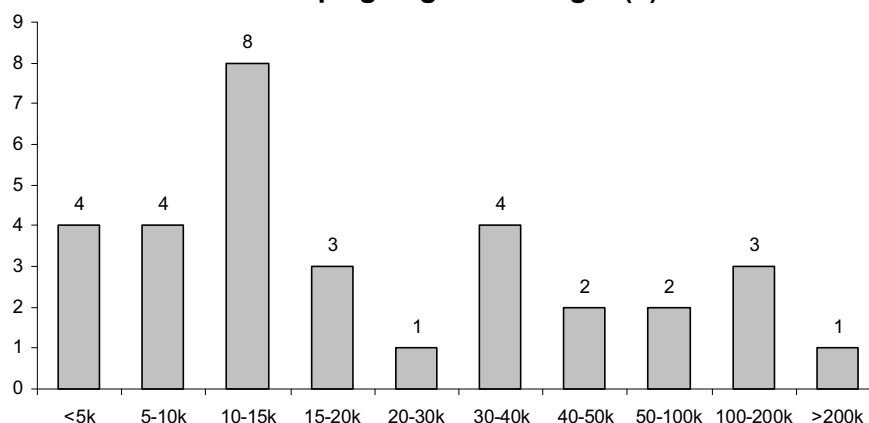
53% of the organisations who answered this question had neither cut or added to the number of campaigning or new media staff in the last 12 months. 40% had added new staff, while only 7% had cut overall. Another 7% had cut in one area and recruited in the other.

### 14.2 E-campaigning budgets

For the first time this year we asked about total budget for e-campaigning – we asked organisations to supply an estimated figure for overall costs, including IT infrastructure and staffing. 31 respondents answered this question. Inevitably, people will have calculated differently, so the results may not be reliable, but provide some interesting information.

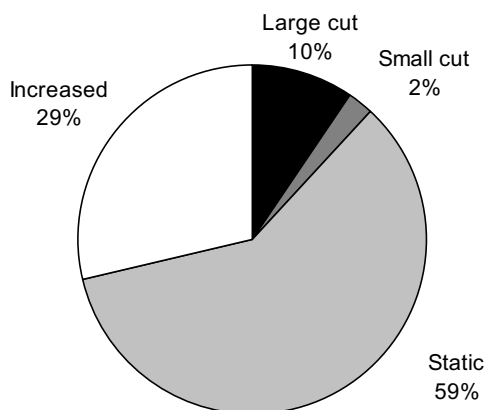
The average of the figures supplied is £64,500, but there is of course a very wide spread, with a cluster of organisations around the £10-15k mark. Two thirds of organisations reported figures between £10k and £50k.

### E-campaigning total budget (£)



The four organisations with a budget under £5k all had an income under £10m. The four with the largest budgets included two organisations with an income over £100m, but also one with an income under £1m.

### E-campaigning budgets



The majority (59%) had their budgets held static, with 29% seeing an increase.

**59% had their budgets held static, with 29% seeing an increase.**

Encouragingly, relatively few organisations had cut budgets for e-campaigning, suggesting that, even in difficult times, campaigning is seen as a core activity even in organisations with a large programme.

### 14.3 Budget examples

Organisations were asked whether they had undertaken any of the following new media projects this year, and what their budget for external services had been.

- 6 new websites. Average budget : £12,896. (Highest £23,000, lowest £2000)
- 6 site relaunches. Average budget £10,071 (Highest £20,000, lowest £2,500)
- 3 sets of design changes to existing site. Average: £6,567 (Highest £10,000. Lowest: £2,000)
- 3 new interactive tools Average: £11,666 (Highest: £20,000. Lowest: £5,000)
- 6 video/animation. Average:£16,000 (Highest: £30,000, Lowest: £200)

Examples:

- Interactive flash based email application used for data capture. Timescale two months, cost £5,000.

- We did an action using iPadio and also have rebuilt the corporate website in house. It's cost virtually nothing - I've done it all in my desk time with open source CMS. Perhaps £200 on a few components and stock photography.
- Starting a renovation of our site and social networks. The social network renovation had no budget so I'm working on this myself. For the new website the budget is £23,000.
- Relaunched one of our satellite campaign websites on a Joomla platform. Crowd-sourced design of new site via geniusrocket.com. Timescale was two months. Cost was under £2,000 on design and £5,000 plus VAT on development.
- Developing a new (non-campaigning) website for a specific project, including video case studies, and an interactive tool. The web coordinator project managed this with assistance from the communications officer for the project on content and design. We also employed an external consultant to help with choosing a web agency to build the site. The website is currently being built (on time and under budget). The build itself is due to take 10 weeks in total, the lead up to the build took about 12 months due to staff changes.

Many organisations indicated that they had carried out similar work in house at little or no additional cost.

## 15 Appendices

### 15.1 Annex: Sample selection for E-campaigning practices survey

The 44 organisations included in the analysis responded to invitations to take part in the survey sent out as detailed below. They were therefore a self-selecting group. As with the study as a whole, Advocacy Online clients are likely to be over-represented. Two responses were removed because they duplicated information from the same organisation. Several were removed because they did not provide enough data to be worth including, but a few organisations were included which did not answer every question.

The eCampaigning Review was promoted in:

- ~ E-campaigning Forum email list,
- ~ Advocacy Online client email bulletins,
- ~ Campaign Central website,
- ~ Because it's good website,
- ~ Forum for Change website.

### 15.2 Participating organisations

#### Global

1GOAL Campaign  
Article 19  
WWF International

Alzheimer's Society

British Heart Foundation

CAFOD

Campaign for Nuclear

Disarmament

CARE International UK

Christian Solidarity Worldwide

Church Action on Poverty

Compassion in World Farming

Diabetes UK

Down's Syndrome Association

Global Campaign for Education,  
UK

Guide Dogs

Leonard Cheshire Disability

Macmillan Cancer Support

Mencap

National Autistic Society

National Deaf Children's Society

National Housing Federation

PETA UK

Public and Commercial Services  
Union

Refugee Action

Refugee Council

Rethink

Robin Hood Tax UK Coalition

Tearfund

The Equality Trust

Transition network

VSO

War Child UK

Which?

Woodland Trust

World Development Movement

WWF-UK

#### Canada

Friends of Canadian Broadcasting  
Multiple Sclerosis Society of Canada

#### European countries

Oxfam Italy  
Campact e.V. (Germany)  
Unity Foundation Luxembourg

#### United Kingdom

ActionAid UK  
Advocates for Animals  
Age UK

### 15.3 Annex: Full text of survey

# ECR - eCampaigning practices survey 2010

## 1. Your information

\* 1. Name

\* 2. Job title:

\* 3. Organisation

\* 4. Email address

## 2. About your organisation

\* 5. What is your organisation's annual income?

\* 6. How many people can your organisation email with campaign action requests (to the nearest 1000) ie overall campaign list size?

\* 7. How many campaign supporters are you able to contact in total (on and offline, to the nearest 1000)?

\* 8. How many CAMPAIGN staff does your organisation have in total? (Please answer in 'full-time equivalents', so if you have three staff members who spend about a third of their time on campaigning, that would be 1)

\* 9. How many NEW MEDIA staff does your organisation have in total? (Please answer in 'full-time equivalents', so if you have 3 staff members who spend about a third of their time on new media projects, that would be 1.)

\* 10. In which country or territory are the majority of your campaign supporters?

## 3. Email - what do you send?

**\* 11. What emails do you send to supporters? (please tick all that apply)**

- |  |   |
|--|---|
| <input type="checkbox"/> A general email newsletter to the whole organisational list | <input type="checkbox"/> Single action alerts or updates based on user preferences        |
| <input type="checkbox"/> A campaigns enewsletter to all campaigners                  | <input type="checkbox"/> Single action alerts or updates based on user's previous actions |
| <input type="checkbox"/> Single action alerts to the whole organisational list       |   |
| <input type="checkbox"/> Other (please specify)                                      |   |
- 

**\* 12. Do you ever ask people who have donated to your organisation to take campaign actions?**

- ☐ No
- ☐ Yes, all our supporters get the same emails.
- ☐ Yes, as part of an e-newsletter.
- ☐ Yes, occasionally, but it isn't strategic.
- ☐ Yes, as part of a mailing strategy based on their interests.
- ☐ Other (please specify)
- 

**\* 13. Do you ask people who have taken campaigning action to donate to your organisation?**

- ☐ No.
- ☐ Yes, all our supporters get the same emails.
- ☐ Yes, as part of an e-newsletter.
- ☐ Yes, occasionally, but it isn't strategic.
- ☐ Yes, as part of a mailing strategy based on their interests.
- ☐ Other (please specify)
- 

**\* 14. Do you test emails before sending?**

- ☐ No.
- ☐ Yes, to a few internal addresses for a visual check.
- ☐ Yes, we split-test different layouts and/or subject lines before mailing the whole list.

## 4. Emails - how do you manage your list?

## ECR - eCampaigning practices survey 2010

### \* 15. How do you collect email addresses for campaigning?

	A top source	A good source	A poor source	We have never used this source
Sign up form on the website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opt in attached to online actions (eg email your MP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opt in attached to donations web page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opt in attached to online store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invitation to sign up in paper mailings to existing supporters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invitation to sign up on paper donation forms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paper sign up cards used at events or on stalls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bought-in lists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partnerships (eg exchanging mailings with other organisations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

### \* 16. What action do you take to maintain your email database (ie removing or reactivating addresses which don't respond)?

- ☐ We cleanse our list according to a regular formula (eg names always removed after x number of hard bounces.)
- ☐ We periodically remove names which appear dormant.
- ☐ We have never cleaned up our list.
- ☐ Other (please specify)

### \* 17. How can people opt out of email communications? (please tick all that apply)

- ☐ Click unsubscribe link in any email
- ☐ Come to your website and edit user preferences
- ☐ Ring customer services
- ☐ Other (please specify)

### \* 18. Do you have a clear strategy for 'welcoming' new campaigners to your mailing list?

- ☐ Yes
- ☐ No

Comments

### \* 19. Do you have a 'reactivation' strategy for dormant campaigners?

☐ Yes

☐ No

Comments

## 5. Online actions

### \* 20. In the last 12 months, how many online actions have you asked your supporters to do, and which kinds? (if none for any category, leave blank)

Simple petition/join campaign	<input type="text"/>
'Enhanced' petition (eg photo, upload a message)	<input type="text"/>
Email an elected representative	<input type="text"/>
Email government (minister, government department etc)	<input type="text"/>
Email corporate target	<input type="text"/>
Forward to a friend	<input type="text"/>
Download and use buttons, badges etc for blogs or websites	<input type="text"/>
Add widget to their social network profile	<input type="text"/>
Organise an event using online support/resources	<input type="text"/>
Print out and distribute posters or leaflets	<input type="text"/>
Send an SMS message	<input type="text"/>
Contribute content or information eg to a mashup or campaign map	<input type="text"/>
Join a group or fan page on a social network website	<input type="text"/>
Tweet something, or post something to their status on a social media site	<input type="text"/>
Take action on another site, eg a campaign coalition site	<input type="text"/>
Other	<input type="text"/>

### 21. How do you set up and run campaign actions? (please tick all that apply)

- ☐ We provide information and resources for campaigners, eg downloadable template letters.
- ☐ We direct supporters to free services such as 'Write to them'.
- ☐ We develop interactive tools in house and host them on our own servers.
- ☐ We use agencies or freelancers to design and build interactive tools, and host actions on our own servers.
- ☐ We use a hosted service eg e-activist, iParl.
- ☐ We link to action tools developed as part of coalition campaign(s).

Comments

### 22. What information do you collect about your online action?

- ☐ Page views
- ☐ Downloads
- ☐ Completed actions
- ☐ Actions started but not completed
- ☐ Opt ins
- ☐ Personalisation (eg how many people added a personal message, or edited the standard text.)

Other (please specify)

### \* 23. How do you use data about your campaign actions?

- ☐ To improve an action during its life
- ☐ To help improve the next action
- ☐ To feedback to supporters during the campaign
- ☐ In internal reports to management
- ☐ In end-of-campaign evaluations
- ☐ In publications eg annual report, website
- ☐ Other (please specify)

### \* 24. What do you think has been your most successful e-action of the last 12 months?

## 6. Blogs and social networks

### \* 25. In the last 12 months have you used campaign blogs?

- ☐ No.
- ☐ Yes, for a specific short-term event (eg staff trip, reportback from conference).
- ☐ Yes, we have a campaign blog (or blogs) updated less than monthly.
- ☐ Yes, we have a campaign blog (or blogs) updated at least monthly.
- ☐ No, but we promote campaigns through another organisational blog (eg policy blog, director's blog).

Comments

**\* 26. In the last 12 months have you used social networking sites to promote your campaigns?**

- ☐ Not specifically.
- ☐ Yes, we have a page/profile on one or more social networks.
- ☐ Yes, we have a page/profile which is updated with new content on a regular basis.
- ☐ Yes, we have a page/profile which is updated frequently, and where we engage directly with supporters, responding to comments and queries.

Comments

**27. If you use social networks, which sites does your organisation currently use for campaigning?**

- |   |                                      |
|---|--------------------------------------|
| <input type="checkbox"/> Facebook               | <input type="checkbox"/> Orkut       |
| <input type="checkbox"/> MySpace                | <input type="checkbox"/> Friendster  |
| <input type="checkbox"/> Hyves                  | <input type="checkbox"/> Twitter     |
| <input type="checkbox"/> Bebo                   | <input type="checkbox"/> Second Life |
| <input type="checkbox"/> Ning                   | <input type="checkbox"/> Flickr      |
| <input type="checkbox"/> Habbo                  | <input type="checkbox"/> YouTube     |
| <input type="checkbox"/> Other (please specify) |                                      |

## 7. Budgets

**\* 28. In the last 12 months...**

- ☐ My organisation's budget for e-campaigning has gone up.
- ☐ My organisation's budget for e-campaigning has stayed the same.
- ☐ My organisation's budget for e-campaigning has been cut slightly.
- ☐ My organisation's budget for e-campaigning has been cut a lot.

Comments

**\* 29. In the last 12 months my organisation has...**

- ☐ recruited more new media staff
- ☐ recruited more campaigning staff
- ☐ cut new media staff
- ☐ cut campaigning staff
- ☐ retained the same number of campaigning and new media staff

Comments

**30. What is your approximate total budget for e-campaigning (including staff costs and IT infrastructure)?**

**31. In the last 12 months, have you undertaken any of the following projects, and if so, what was your budget for external services? (in your own currency)**

New website	<input type="text"/>
Relaunch of existing website	<input type="text"/>
Design changes to existing website	<input type="text"/>
New interactive tool	<input type="text"/>
Campaign video or animation	<input type="text"/>

**32. If you've undertaken any new media developments this year, could you give us a quick description, covering what you did, how it was managed, timescale and cost.**

### 8. Any comments or questions

**33. Anything else you'd like to add?**