PUBLIC OUTREACH

PUBLIC OUTREACH | 2026 MULTICHANNEL FUNDRAISING BENCHMARK REPORT

PO Benchmarks

Multichannel Fundraising Report

How each channel performs, what donors give over time, and how recruitment costs compare with what those same donors give back.

BEYOND SILOS

One donor, many reports

Someone signs a petition because the issue matters to them and agrees to hear more. A welcome email arrives. A few weeks later, a fundraiser calls and they decide to give monthly. Months after that, they reply to an email appeal.

To that person, it is one relationship. Inside the charity, it is split across digital, phone, donor care and gift processing teams.

01 Signs a petition
Digital department works to increase lists to combat churn

02 Receives a call
The phone team asks for a monthly commitment

03 Gets a piece of Mail
Stewardship or seasonal asks go into the home and hands of an individual

WHY THIS MATTERS NOW/ EXTERNAL

Trust grows when people can get close

Trust in nonprofits is becoming more conditional. It depends on how close, open and purposeful a charity feels, which is a big part of why this report looks at every channel together.

42% to 35%

Change in trust in nonprofits, March to September 2025

Johnson Center, exploratory surveys of 800 US adults each [E24].

64%

View **small and mid-sized** nonprofits in their community positively

The Johnson Center's conclusion: proximity creates trust [E24].

56%

High trust in nonprofits, 2026 (57% in 2025)

Independent Sector, 3,000 US adults. Still the most trusted sector measured [E25].

92%

Of 1,031 US donors want nonprofits to explain how they use AI

Fundraising.AI, Donor Perceptions of AI 2025 [E18].

Why we look at every channel together

Face-to-face, phone, mail, events and digital each give people a different way to get close to a charity. They can ask a question, hear a real voice, meet someone or receive something they can hold. Keeping several of those routes open is a big part of why diversifying matters.

External US studies with different questions and samples, shown separately. Use them as context beside the channel benchmarks in this report.

What we set out to learn

QUESTION 1

How does my program compare?

Phone contact + results, face-to-face retention + cost recovery, and digital campaign results. Each one uses its own group of people, time period and way of counting cost.

QUESTION 2

What does acquisition cost, and when does it come back?

What a lead and a new donor cost, and how much those same people give back over 12, 24 and 36 months.

QUESTION 3

Which relationships are our reports overlooking?

Where a supporter came from, what happened before the first gift, welcome messages, later giving, and the contact details we have.

QUESTION 4

What can we improve?

Whether each route looks different once we compare similar donors and add up related costs, and how much recruitment depends on one source.

ABOUT THIS REPORT

Who took part and how to read the results

Public Outreach

is a full-service, people-first fundraising agency.

F2F, Phones, Digital, SMS

62

organizations

The study draws on evidence contributed by over 60 organizations.

Nearly 2M

positive-value donor records

Inform the lifetime-value analysis.

Mostly Canadian, some US

Canadian charities, plus some US programs in the phone + face-to-face cost data. Canadian Red Cross is named with permission. Others are anonymous.

Currency

All dollar figures are USD to coincide best with most existing benchmark reports.

Evidence labels

Observed: first-party benchmark. Case study: one organization. External: published research. Proposed test: not yet run.

Most comparisons describe the groups that sent us data. They show patterns, and they do not prove cause. Pooled results give more weight to large contributors. The median organization shows a typical participant. Figures are not added across sections, and the base for each figure changes by analysis. Incomplete submissions count only toward the measures they can track reliably.

Data Quality

How reliably can we label the channel?

Every submitted record stays in the count, including blank, generic and unresolved entries.

2,425,080
donor and non-donor records audited
12 CRM submissions, after removing 84 duplicates.

22.8%
other or unresolved channel
553,851 records, including generic, unclear and blank labels. 813 records with unclear origin codes stay here until their meaning is confirmed.

4.8%
event or peer to peer, medium unclear
116,965 records.

Mapped channel	Records	Share
Digital	952,411	39.3%
Mail	597,144	24.6%
Face to face	180,884	7.5%
Phone	23,567	1.0%
DRTV	258	Under 0.1%

Bigger files are not cleaner

Some large files labelled the broad channel well but held thousands of unclear campaign codes. Some small files filled every field with later appeals. A complete-looking file still needs checking, whatever its size.

Source: reconciled audit of 12 CRM submissions [P01]: 1,978,848 records with giving, 445,563 at $0. Channel groups are an analyst classification of recorded origins. Counts include non-donors, so mail is higher than the 547,020.

A report to share with your team

Read it in order, or start with the section closest to your work.

Team	What you can explore
Leadership + finance	How each recruitment route brings in money over time, including giving reported by another team, and where a shared budget decision is needed
Digital acquisition	What happens after sign-up: calls, first gifts and replies to later appeals
Email + communications	How the welcome fits with a later call, and how the reason someone joined can shape the next message
Telephone + monthly giving	How calls with the same goal compare, and what a lead costs once calling is included
Face-to-face + donor care	How the first conversation links to the welcome, the first payment and the help a donor needs to keep giving
Data + operations	Which details colleagues need to see, and where history is lost as records move between systems
Major + planned giving	How past giving, interests and contact preferences could shape the next personal introduction

REPORT GUIDE

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4 Multichannel Resiliency — page 38
Concentration, Canadian Red Cross, trust, silos, team integration + decisions

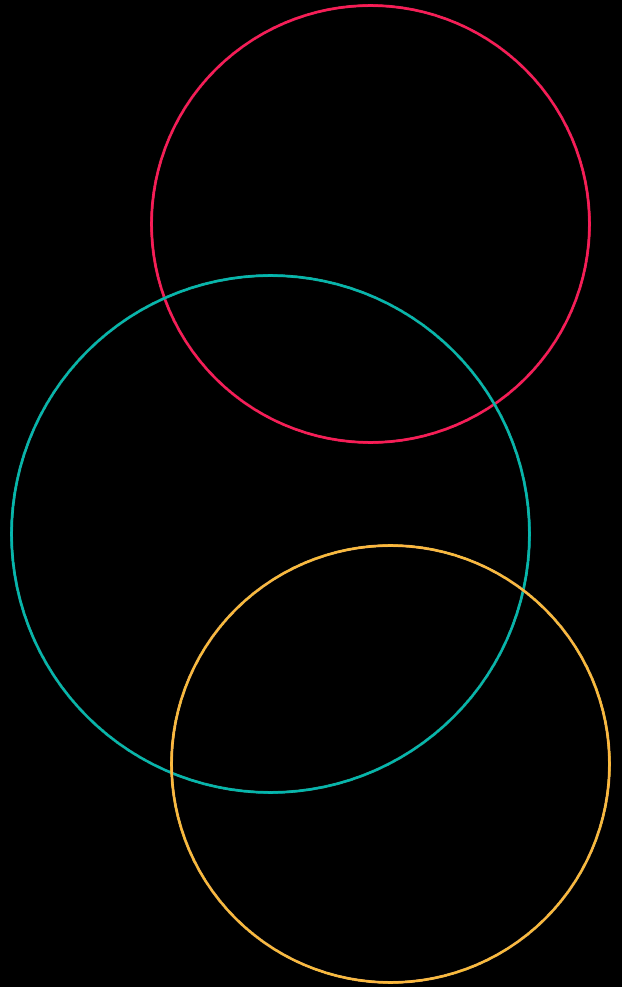
A Appendices — page 46
Definitions, external benchmarks, research priorities + sources

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Section 1

SINGLE CHANNEL BENCHMARKS

The starting points



Telephone results depend on the calling goal

Monthly upgrade calls start from a different relationship than calls to people who recently acted online. Compare similar groups.

Calling goal	Campaigns / orgs	Contact rate	Outcome per record	Median org	Middle half	Outcome per contact
Digital leads to monthly giving	31 / 18	16.00%	1.85%	2.14%	1.46% to 2.87%	11.54%
Lapsed reactivation	22 / 10	19.29%	4.23%	6.73%	4.96% to 7.25%	21.94%
Monthly upgrade	18 / 11	27.76%	9.98%	12.42%	6.18% to 13.83%	35.95%
One-time to monthly	23 / 14	26.25%	1.87%	1.76%	1.04% to 2.40%	7.11%

What the data says

Digital leads converted more contacts, one-time donors were reached more often, so results per record were similar. One contributor supplies 52.1% of lapsed-reactivation records.

Check your own file

Compare the same calling goal by where donors came from. Keep contacts, pledges and first successful payments separate.

What to do next

Test suitable audiences under similar calling conditions. Follow each pledge through first payment, ongoing giving and donor feedback.

Source: Public Outreach telephone campaign results, 94 campaigns from 25 organizations. Digital-lead rates on pages 12, 18 and 19 use different campaigns and time periods, so they differ. A pledge is a promise to give, so we count it separately from a payment.

SECTION 1 / OBSERVED

Face-to-face retention

Each checkpoint only counts donors who were recruited long enough ago to reach it. That means each row is a slightly different group of donors.

Checkpoint	Eligible donors	Retained donors	Pooled retention	Program range
Month 1	10,544	10,128	96.1%	94.9% to 99.8%
Month 3	10,031	8,179	81.5%	80.9% to 83.4%
Month 6	9,459	6,526	69.0%	67.9% to 72.2%
Month 12	6,763	3,829	56.6%	55.6% to 60.3%
Month 24	2,784	1,256	45.1%	44.8% to 46.5%

Where to look first

A drop at month three often points to the welcome, the payment schedule, failed payments and cancellations. Record a failed payment separately from a donor who chooses to stop, and agree who follows up each one.

Face-to-face recovery builds month by month

Ongoing gifts collected per $1 of reported recruitment cost, median organization.

Months since recruitment	Donors included	Collected per $1 of cost
3	23,742	$0.15
6	21,320	$0.27
12	16,050	$0.48

$0.48
by month 12 at the median organization
Range $0.41 to $0.52.

$0.85
by month 24 in one conservation organization
Measured, single case.

Read with the next slide

These organizations report only measured ongoing receipts. The return figures on the next slide use a different set of contracts and estimate later months. That is why the two month 12 figures are close but different ($0.48 here, $0.46 there).

Source: program cost and receipt reports [P01]. Only recurring revenue is counted. Organizations draw their cost lines differently. Currency does not change these ratios.

Payment handling is part of the retention result

A conservation program review shows why a drop at month three is often an operations problem.

5 to 6 weeks
between the first and second payment
Credit card gifts were processed at recruitment, direct debits by the charity.

Two causes
in one failed-first-pledge category
Invalid bank details were counted together with cancellations.

Three teams
share the outcome
Recruitment, payment processing and donor care each touch the first weeks.

What the data says

A failed payment and a donor who chooses to stop look the same in a retention report, but they need different responses.

Check your own file

Split failed first payments into missing details, failed payments and cancellations. Check the time from sign-up to the first and second payment.

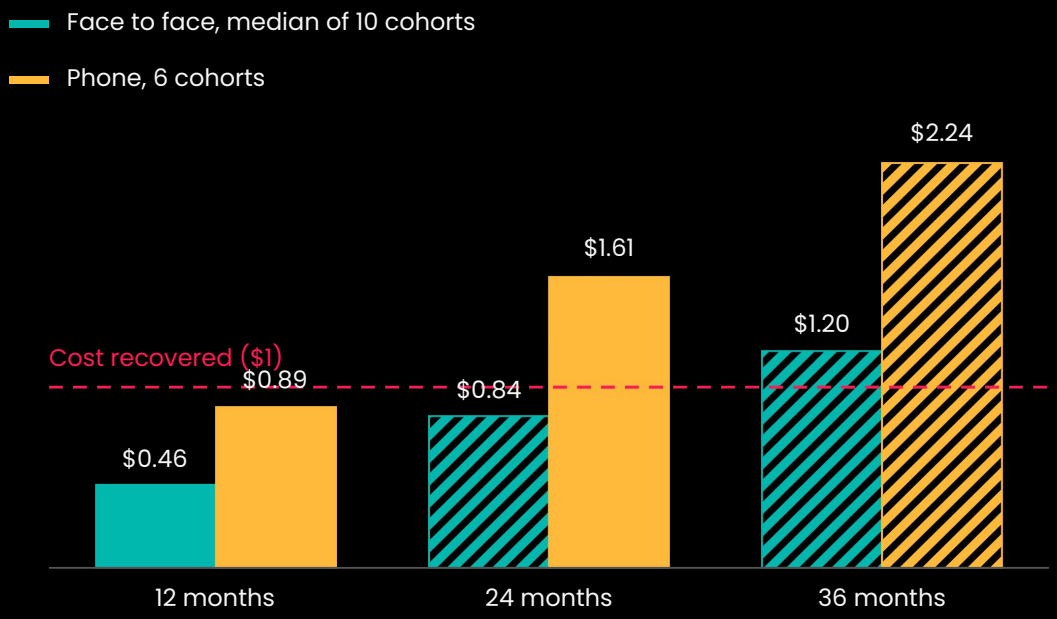
What to do next

Agree who follows up each one, and how fast. Routine checks on bank details and a clear first-payment message may be enough.

Source: conservation program payment review [P11]. Results from one organization only.

Recruitment costs are recovered over time, at different speeds

Total giving per $1 of first recruitment cost. Hatched bars are estimates.



Face to face

Five organizations, 14,355 donors: $0.46 at month 12 pooled, $0.47 at the median organization, and $0.46 as the median of all 10 cohorts. Month 12 counts recurring gifts only. Month 24 and 36 values are estimates from incomplete groups of donors, $0.84 and $1.20 at the median.

Phone, one organization

Six matched groups of donors from 2015 to 2020, 3,040 monthly donors. Returned $0.89 by month 12 and $1.61 by month 24, both measured. Month 36 ($2.24) is estimated between months 24 and 48.

Sources: contract-level return worksheets. Face-to-face month 12 values count recurring receipts against recurring recruitment cost. The phone case includes extra one-time gifts where reported. Servicing costs are not subtracted. The phone example comes from one organization, so read it as a case study.

SECTION 1 / OBSERVED

Direct to donate ads

Across various digital platforms

18,690

One-time outcomes

Reported outcomes classified as one-time gifts, 2025.

3,762

Monthly outcomes

Reported outcomes classified as monthly gifts, 2025.

$74.55

Cost per donor

Of outcomes specified as monthly or one-time.

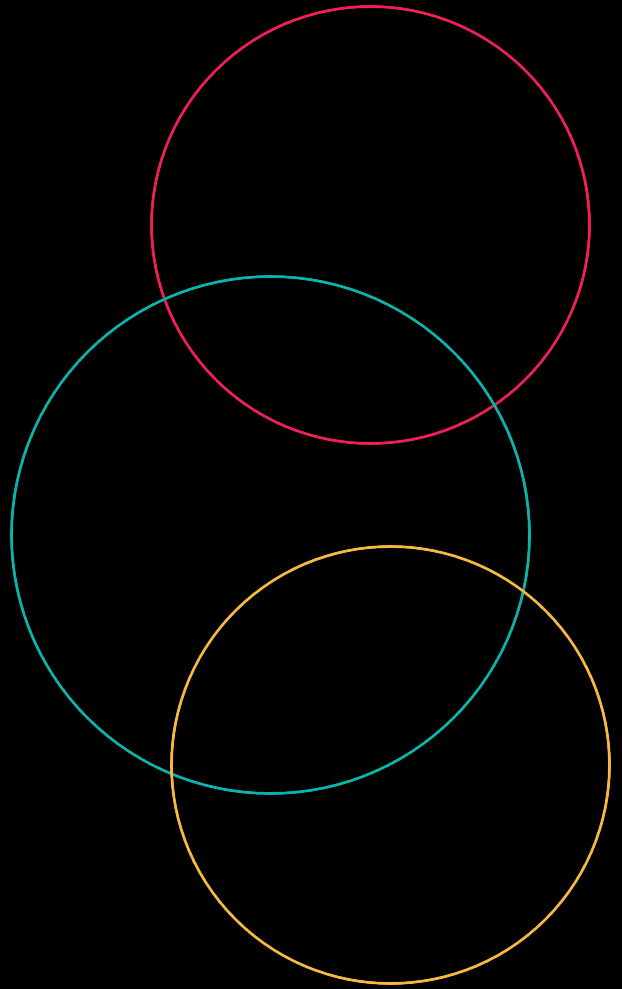
Average gift	Public Outreach 2025	M+R Benchmarks 2025
One-time gift	$112.62	$139
Monthly gift	$45.77	$28

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Section 2

Cross Channel Benchmarks

Moving donors along



A lead and a new donor are different purchases

Check what you are buying before you compare prices. A low cost per action can still mean a high cost per donor.

What was bought	Source	Cost per outcome (USD)
Digital lead	M+R Benchmarks 2026	$2.81 all channels, $3.64 Meta, $1.59 other lead channels
Monthly donor via digital lead and phone	PO lead conversion and phone campaigns	$393 ($157* ads + $236 calling) *Includes thousands of additional leads
Face-to-face monthly sign-up	PO campaign reports, 23 orgs	$263 median, $286 pooled
Phone acquisition monthly donor	Across 6 cohorts	~$115 to $139

Face-to-face: 29 campaigns, 66,008 sign-ups, 2018 to 2026, middle half $234 to $314 per sign-up, average first monthly pledge $18.21. Digital-lead cost combines advertising across 16,234 monthly donors with calling costs from seven 2024 to 2026 lead-calling campaigns, so it is a blended estimate.

Sources: PO weekly campaign reports and digital lead conversion summary. M+R Benchmarks 2026 [E09].

SECTION 2 / OBSERVED

Digital recruitment followed by a monthly ask by phone

People take an action online, get welcome messages, and are later invited by phone to give monthly. Outcomes = Donations.

Measure	2022	2023	2024	Archive total, 2022 to 2025
Digital actions	380,642	342,486	293,623	1,187,467
Reported monthly donor outcomes	7,707	4,645	5,089	21,579
Reported one-time donor outcomes	1,139	538	557	2,843
Monthly conversion per phone contact	13.41%	11.44%	15.25%	13.21%
Initial donor outcomes per action	2.32%	1.51%	1.92%	2.06%
Monthly share of initial donors	87%	90%	90%	88%

2.06%

Initial donor outcomes per action

Actions can include repeat submissions by one person.

88%

Monthly share of initial outcomes

Compared with about 17% in platform-led digital fundraising.

Source: Public Outreach digital lead conversion archive, 2022 to 2025. Actions can include repeat submissions by the same person. The archive total includes 2025, which is not shown as its own column. The client-level archive does not fully match its overall total.

The lead-to-phone cost per donor only counts first-call donors

The cost per donor is counted at the first call. Most people recruited are still on the list, and some give later.

$393
blended illustration, first-call monthly donors

$157 advertising plus $236 calling, from different populations.

2.06%
of digital actions became an initial donor (per reported action)

88% of them gave monthly.

4.4% to 6.4%
of a new lead list gave within a year

4.4% of policy-action leads and 6.4% of all leads in one advocacy case.

10.3%
of leads had given within five years

The same case, following the original list.

Why the first-call cost overstates the price of a donor

The $393 spreads the full recruitment and calling cost across only the people who said yes on the phone. People who give later by email, mail or a later call show up in other reports, so their recruitment cost is never matched to their gifts.

Read longer-term cost as an illustration

In one case, about 10% of recruited people gave within five years. Spreading the cost across all of them would lower the cost per donor, but that view leaves out calling and ongoing fundraising costs, and many later donors give one-time gifts.

Sources: PO digital lead conversion archive (planning cost at about $41 per calling hour), and one advocacy case study [P06]. Actions may include repeat submissions, so the case study rates use unique leads. USD, converted from CAD.

Many donors give later than a campaign window measures

One national advocacy organization followed its leads for several years.

About 43%
of eventual donors first gave after one year

19.8%
first gave after two to five years

8.3%
first gave after more than five years

$7.79
one-time revenue per non-donor lead within 24 months

Follow-up interval	Cumulative conversion of leads
Within 12 months	6.4%
Within 24 months	7.8%
Within five years	10.3%

What to do

Follow the original unique leads, including people who have not given. Test ongoing digital fundraising against a control group where you can, and measure revenue after costs per original lead.

The four shares above split eventual donors by when they first gave. The table divides by every original non-donor lead, as reported by the source. The two use different bases, so they will not add up against each other.

Cumulative revenue per non-donor lead in mature 2015 to 2023 groups was USD $19.42. Revenue excludes monthly giving and ongoing fundraising costs. Converted from CAD.

SECTION 2 / OBSERVED

More welcome emails did not mean more monthly donors by phone

Monthly results per phone conversation, by number of welcome emails sent before the call.

Welcome emails before the call	Reported monthly outcomes	Monthly outcome per conversation
None	2,230	14.06%
One	934	14.88%
Two or three	2,683	14.15%
Four or more	11,315	12.73%

Why it varies

Audience, content, topic and time before the call could all explain the pattern. Small client-run groups reported about 19.5% for two or more emails, but those groups were set up differently, so they cannot be compared fairly.

What the data says

Longer sequences did not convert more conversations. The comparison cannot separate content from timing.

Check your own file

Check how long people wait between sign-up and the call, and what the welcome tells them to expect.

What to do next

Compare sequences within one campaign. Follow first payments, ongoing giving, opt-outs and complaints.

Similar reach, a stronger response from leads

Measure	Digital leads	New one-time donors
Supplied records	12,628	7,431
Reported contacts	3,018	1,791
Monthly commitments	374	101
Contact rate	23.90%	24.10%
Monthly commitments per contact	12.39%	5.64%
Monthly commitments per supplied record	2.96%	1.36%

What it suggests

The two campaigns reached almost the same share of records. Digital leads made monthly pledges about 2.2 times as often per contact. The audiences and reporting periods differ, so this shows a pattern to follow through first payments, ongoing giving and costs. It does not prove that digital recruitment caused the difference.

Digital leads reported through 13 September, New Cash through 4 October.

SECTION 2 / CASE STUDY

List-first donors gave again at about twice the rate

One advocacy organization's 2022 to 2025 donors, second gift within 12 months.

28.2%

List first

Joined the list before donating.

13.7%

Donation first

First known interaction was the gift.

Caution

Donation-first includes several routes. Some systems create a record only at the first gift.

What the data says

The gap held in each reporting period, though its size varied.

Check your own file

Separate established subscribers making a first gift from donors whose first contact is the gift.

What to do next

Test a welcome that recognizes the earlier relationship. Measure second gifts over the same period.

Mail can prompt a gift that arrives online

The prompt, the follow-up and the payment channel can all differ.

More than 1 in 3

surveyed donors gave in response to mail

Two-thirds completed those gifts online. Good Works, Changing Tides [E05].

+11.9%

relative response lift

Targeted Facebook ads added to a direct-mail recruitment campaign. NextAfter experiment [E06].

+28.43%

higher email revenue after a mail drop

Five organizations, four weeks after mail. The two moved together, but the study does not show the mail caused the rise. Blueprint [E23].

What to do

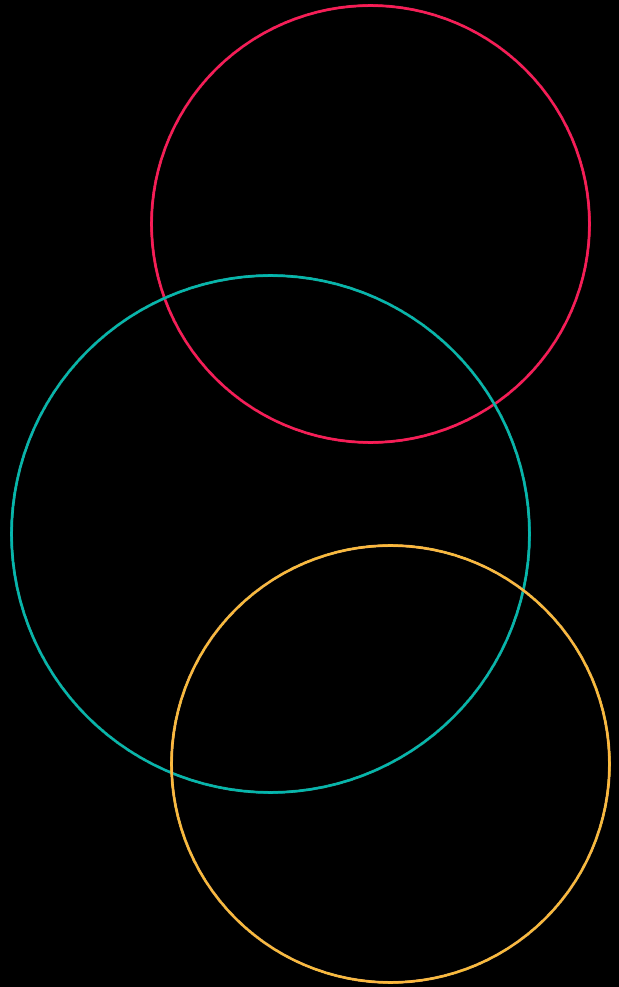
Record the mail prompt and the payment destination separately. Read online gifts against the full campaign calendar before moving budget between mail and digital.

PUBLIC OUTREACH

Section 3

LTV by Channel Benchmarks

Measuring to manage



SECTION 3 / OBSERVED

A filled source field can still hide how someone arrived

Channel and Origin fields mixed up the source, later appeals and payment processors. An upgrade can overwrite the original source.

Keep separate	What it tells the next team
Original recruitment channel and source	The verified route and campaign that first brought the person in
First gift	Date, amount and whether it was monthly or one-time
Later appeals and responses	Email, mail, phone and web interactions after the first gift
Transaction processing	Payment processor, gift code and clearing status
Permissions and preferences	Consent and the donor's chosen contact frequency

Count it once, keep both views

A later email gift belongs in email results. Its recruitment history belongs in the donor record. Keep the verified original source and carry it into later giving reports.

Source: Public Outreach review of Channel and Origin fields in ten donor submissions.

The same donors, a different channel comparison

Value against all donors in each organization, then against donors who first gave in the same year.

Recorded channel	Donors	All-history, pooled	Same first-gift year, pooled	Same year, median org
Direct mail	547,020	5% higher	13% lower	9% lower
Digital / online and leads	587,627	28% lower	3% higher	3% lower
Face to face	180,205	36% higher	65% higher	10% higher
Phone / telefundraising	32,607	29% lower	11% higher	12% higher
Event / peer to peer	131,303	10% higher	13% lower	8% higher
Other / unclear	480,419	15% higher	10% lower	1% lower

Face to face stays above the reference in every view. Mail and digital swap places once donor tenure is matched. In four channel groups, one contributor supplied more than half the records, up to 94% for event and peer to peer.

Donors with giving above $0 and a valid first-gift date, 11 organizations. Channel shares use the full donor-file history rather than the latest audited file. Values are capped at the 95th percentile of each comparison group. The median column only uses groups with at least 100 records.

Long-term value by original channel

Donors whose first gift was in 2018 to 2022, counting only donors who gave more than $0. Source labels were grouped into face-to-face, phone, web, mail + event.

Original source	Donors	Capped mean USD	Uncapped mean USD	Uncapped vs capped	Value index
Face-to-face	36,629	$753	$952	1.26x	1.76x
Phone / TM	6,178	$456	$633	1.39x	1.07x
Web / online / digital	173,178	$329	$435	1.32x	1.07x
Mail / DM	150,623	$249	$825	3.31x	0.80x
Event / peer	27,188	$213	$316	1.48x	0.85x

Why we show both

The capped mean trims very large gifts, so channels are easier to compare. The uncapped mean keeps them in. For mail, that lifts the average from $249 to $825 per donor in this group.

A higher uncapped mean shows that a few donors gave a lot, and it does not predict future value. The value index compares each group with donors from the same organization and first-gift year, so its order can differ from the means. It covers 2018 to 2022 only, which is why it differs from page 25. Another 92,501 donors have no resolved original source.

Source: 11 anonymized CRM summaries. Averages are weighted by donor. Capped values use each organization and year's 95th percentile. Giving is counted up to each data extract, so this is a different measure from a fixed 36-month lifetime value. USD at 0.706539 per CAD.

SECTION 3 / METHOD

How capped LTV is calculated

Use the same group of donors, time window and cap for every channel you compare. Decide what you are dividing by before you read the result.

1. Fix a cohort

Use first gift year for donor-only LTV. For a contact-first cohort, start with Date Created. If the first gift came before that date, use the earlier date.

2. Find the cap

Within one organization and cohort year, find the 95th percentile of lifetime giving among donors who gave more than $0. For a fixed time window, repeat this at 12, 24 and 36 months.

3. Cap each donor

For each donor, use whichever is smaller: their total giving so far or that percentile. Keep $0 records at zero. Cap each donor, never the grand total or the mean.

4. Keep both views

Show capped and uncapped means for donors and original contacts separately. Count every original contact, including those who gave $0, in both lead calculations.

Real 2025 sign-up example

23,880 original contacts, 180 donors

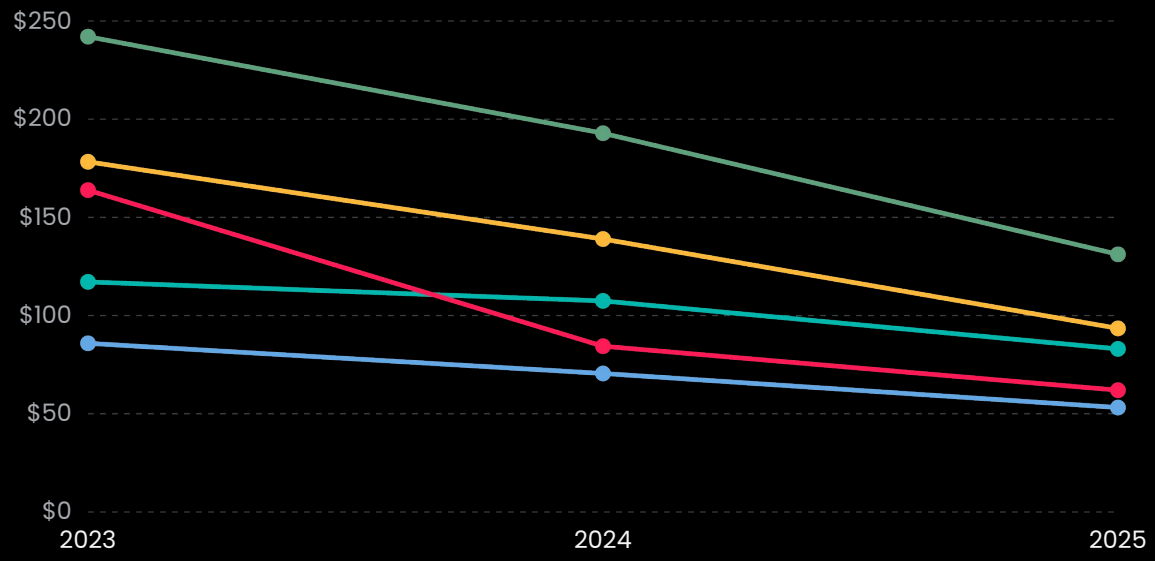
95th percentile cap: CAD $566.80

	Capped	Uncapped
Total CAD	$26,644	$28,968
Per donor USD	$104.58	$113.71
Per sign-up USD	$0.79	$0.86

Without all non-donors, donor value would be wrongly reported as value per original sign-up.

Recent donor cohorts: capped value

Donors whose first gift was in 2023, 2024 or 2025. At the 2026 extracts, these groups have had about three, two and one year to give.



How to read this

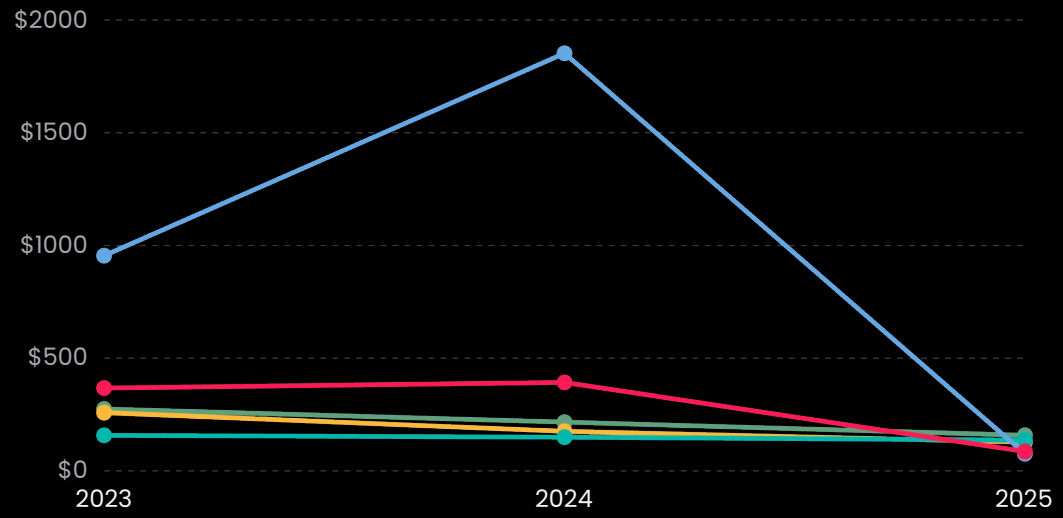
A falling observed lifetime total is expected when newer vintages have fewer months of giving.

Source: 11 anonymized donor summaries. Average per donor, capped at each organization and year's 95th percentile. Uncapped comparisons appear on page 29.

SECTION 3 / DONOR-ONLY

Uncapped LTV reveals the upper tail

The same donors as page 28, with very large gifts left in. Giving is counted up to the 2026 extracts rather than a fixed 12, 24 or 36 month window.



Read this with page 28. The uncapped view shows every large gift, and the capped view gives a steadier comparison. Neither one forecasts future major gifts.

Uncapped mean USD

	2023	2024	2025
F2F	$274	$216	$158
Phone/TM	$258	$176	$128
Web	$158	$149	$137
Mail/DM	$955	$1,852	$76
Event	$368	$392	$86

Mail, 2024

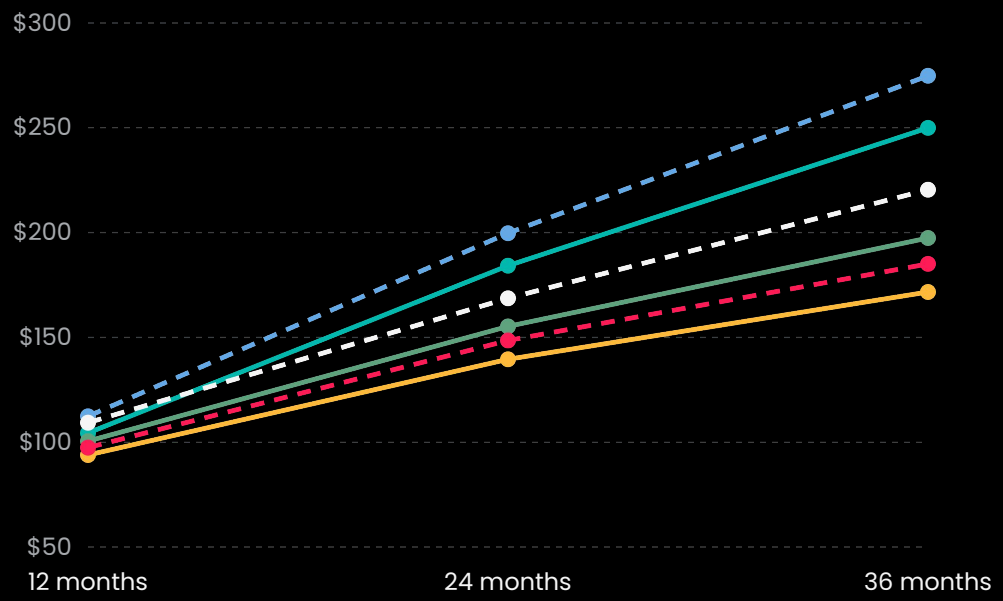
$1,852 raw vs $70 capped. Exceptional gifts or source coding can dominate the uncapped mean.

Source: 11 anonymized CRM donor summaries. Uncapped giving per donor, USD. The $1,852 mail average for 2024 is driven by a few large gifts.

SECTION 3 / FIXED HORIZON

What 12, 24 and 36 months actually show

Donors whose first payment was January to August 2023, the one group in this ledger with all three windows complete. Groups are by first recorded fundraising campaign, which may differ from how the donor was first recruited.



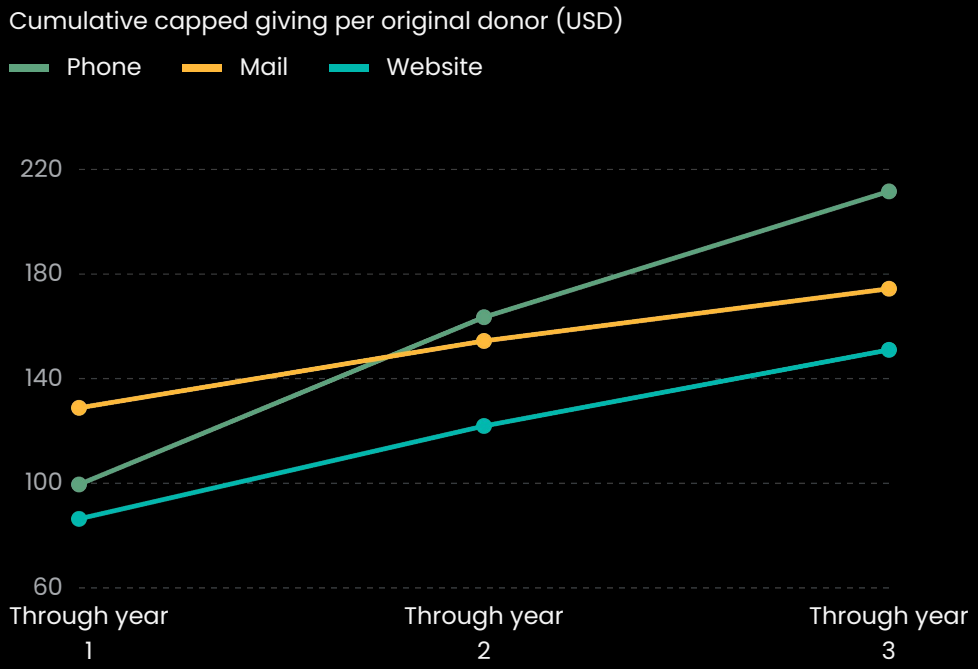
Campaign and view	12m	24m	36m
Phone, capped	$104	$184	**$250**
Phone, uncapped	$112	$200	**$275**
Annual giving, capped	$101	$155	**$197**
Annual giving, uncapped	$109	$169	**$220**
Direct response, capped	$94	$140	**$172**
Direct response, uncapped	$97	$149	**$185**

Solid lines are capped at the 95th percentile. Dashed lines are uncapped. Phone 635 donors, direct response 196, annual giving 159.

SECTION 3 / CASE STUDY

Phone passes mail by year two

The same fixed group of donors in one advocacy organization, by first recorded payment method.



Route	Year 1	Year 2	Year 3
Phone	$99.54	$163.49	$211.59
Mail	$128.83	$154.39	$174.34
Website	$86.40	$121.89	$150.99

Why it matters

Mail led in year one, and phone overtook it in year two. A one-year view would have ranked the routes the other way round. Payment method can differ from how the donor was first recruited.

Source: dated payment ledger, 29,872 donors with a first payment on or before 31 December 2022 [P01]. Capped at USD $600.56 per donor. This shows giving per donor, before recruitment cost.

2025 new donors: blended gift size

Total giving divided by number of gifts, for donors whose first gift was in 2025. Gifts made in 2026 are included. Monthly and one-time gifts are mixed together here.

Acquisition source	Mean observed gift (USD)	Gifts per donor
Web / online / digital	$76.04	1.8
Event / peer	$63.38	1.4
Mail / DM	$48.15	1.6
Phone / TM	$35.22	3.6
Face-to-face	$23.53	6.7

Face-to-face donors give smaller gifts, but many more of them. These averages mix monthly and one-time payments. Page 35 splits them using a dated gift ledger.

Source: 11 anonymized CRM summaries. Lifetime gift counts do not separate recurring from one-time gifts. Page 35 shows 2025 gifts by type.

2025 recurring + one-time gift size

Actual dated payments, sorted by gift type. Campaign labels show the fundraising activity, which may differ from how the donor was first recruited. We could not confirm that every recurring payment was monthly.

First recorded campaign grouping	Recurring payments	Avg recurring USD	One-time payments	Avg one-time USD
Phone	53,621	$13.54	295	$48.67
Direct response	2,446	$18.19	5,158	$71.05
Annual giving (mixed)	6,893	$16.86	1,361	$64.01
Other campaigns	1,469	$34.00	1,340	$692.60
All campaign groupings	64,429	$14.53	8,154	$171.21

What recruitment leaves you to work with

Share of donors with email, postal address and phone all present on the record.

Recorded recruitment origin	National health organization	Canadian Red Cross
Face to face	92.8%	87.8%
Online	60.3%	62.5%
Mail	7.8%	9.7%

1.63x
matched value ratio, full vs low contact

1.00
phone present vs absent, with email and address

What the data says

Fuller records went with higher value in 124 of 148 matched comparisons. A phone number alone showed no difference.

Check your own file

Check whether contact details were collected at sign-up or added later in the relationship.

What to do next

Test optional, required and later phone collection at random. Count people who leave the form.

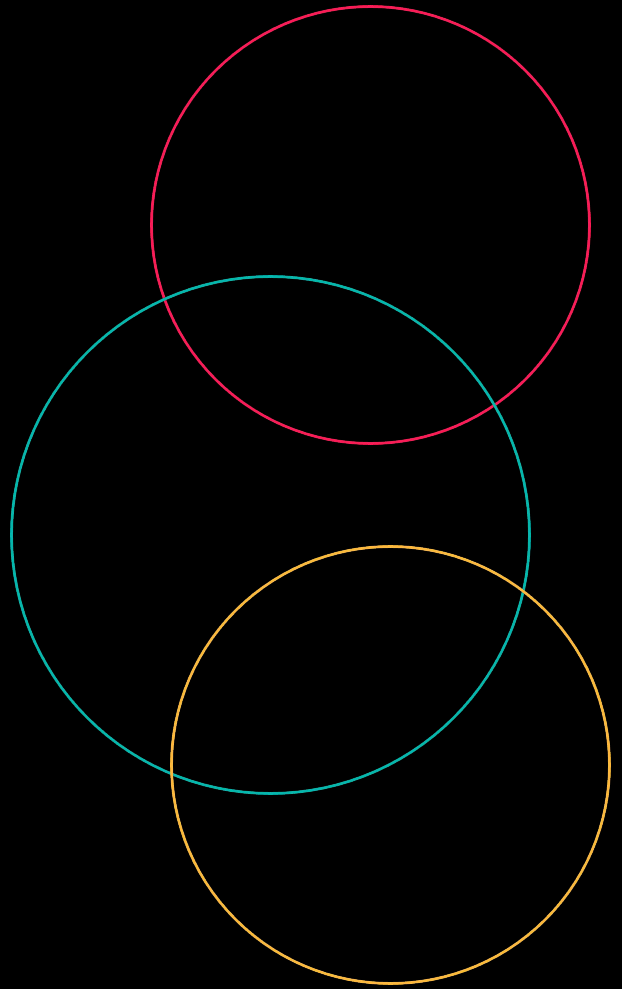
Matched within organization, first-gift year, channel, source and monthly giving history: 278,604 records in nine organizations. Having a detail on file does not mean the donor agreed to be contacted that way.

PUBLIC OUTREACH

Section 4

Multichannel Resiliency

The future is fickle



Concentration affects resilience more than it predicts value

Across eleven donor files, more diverse recruitment did not consistently mean higher value.

34.3%
median share from the largest recorded category

24.6% to 74.3%
range of largest-category share

35%
fall in organic search traffic, 24 nonprofit sites, 2025
Blue State [E17].

83%
Of 2025 direct digital outcomes explicitly classified as monthly or one-time, approximately 83% were one-time gifts.

What the data says

The link between diversity and value was weak and changed direction across views. Heavy reliance on one route still leaves a program open to price or reach changes.

Check your own file

Measure your largest recorded-origin share and your unknown-source share in comparable first-gift years.

What to do next

Identify which routes could replace lost recruitment and test their economics before committing more budget.

Shares exclude catch-all and unknown categories. Median effective recorded categories: 3.74.

A concentrated source of new monthly donors

Most new monthly donors at Canadian Red Cross still come through face to face, while monthly revenue arriving through digital has grown.

92%
of new-to-file monthly donors came face to face
12,038 of 13,150 in fiscal 2026.

7.2%
came online
953 donors. Other routes: 159.

$22.38M
monthly gross revenue, fiscal 2026
119,437 annual active monthly donors.

+308%
digital-channel monthly revenue, FY18 to FY26
USD $0.72M to $2.94M.

A question about capacity

Face to face is working. The question is how much new monthly giving would be lost if one route changed in price or reach, and what it would take to build a second route that can grow. Digital-channel revenue shows where gifts arrived. It does not follow a verified group of recruited donors.

Source: Canadian Red Cross case study and fiscal 2026 extract [P08]. USD, converted from CAD.

Each route brings a different audience

Environics PRIZM neighbourhood profiles over a separate fiscal 2026 extract. Treat these as patterns to test. They describe neighbourhoods rather than individual donors.

Route and gift type	Donors	Neighbourhood profile (hypothesis)
Face to face, monthly	12,039	Suburban families and established couples, middle to upper-middle income, ages 25 to 54 and 65+
Mail, one-time	23,078	Older suburban, rural and small-town homeowners, low to upper-middle income, ages 55 to 75+
Mail, monthly	107	Traditional senior and rural loyalists, lower-middle to middle income, ages 55 to 75+
Online, one-time	14,249	Affluent seniors and young urban professionals, middle to high income, ages 55 to 64 and under 35
Online, monthly	886	Young, university-educated, multi-ethnic urban neighbourhoods, ages under 35 and 25 to 54

Each route reaches a different part of the community, so losing a route can mean losing contact with an audience.

Source: Canadian Red Cross PRIZM profiling extract [P08], Environics Analytics [E20]. Counts differ slightly from the new-to-file extract because the sources differ.

One donor relationship depends on several teams

Recruitment, communications, phone, donor care and finance shape one donor experience. When information or decisions are separated, the risks are inappropriate follow-up, missed preferences, duplicated contact and incomplete revenue credit. These are ways things go wrong, and we have not estimated what they cost.

60%

of customers say it feels like dealing with separate departments, not one company

Salesforce, 5th edition, 16,936 people in 29 countries [E27].

32%

more predictive of churn: journey performance vs single touchpoints

McKinsey, 27,000 US consumers [E28].

Nearly 40%

of lapsed donors pointed to poor communication

Sargeant, Indiana University study of 2,800 people [E30].

Mirroring

what an organization makes reflects how it is organized

Harvard Business School test of matched products [E29].

What it means

83% of customers say they are more loyal to companies that are consistent across departments, and nonprofits ranked near the bottom of sectors for meeting expectations [E27]. Donors judge the whole relationship. The fix sits in shared records, agreed handoffs and one owner for each step in the donor's journey. The source-quality and cross-channel reporting gaps in this report show the same problem.

Commercial and older studies, used as context. The mirroring study concerns product design, the principle known as Conway's law.

SECTION 4 / EXTERNAL, FOR-PROFIT

Better collaboration goes with better performance

Nonprofit evidence is still building. For-profit research has tested each link in this chain for decades.

TEAMS THAT SUPPORT EACH OTHER

64% longer

Stanford experiment: participants who felt they worked collaboratively persisted 64% longer than those working alone [E39]. It measured how long people stuck with a task rather than how efficient a team was.

PEOPLE WHO STAY

21% to 51%

lower turnover: 21% lower in high-turnover organizations and 51% lower in low-turnover organizations, reflecting different environments (Gallup [E36]).

CUSTOMERS AND REVENUE

23%

higher profitability and 18% higher sales productivity, (Gallup 2024 meta-analysis [E36]).

How to read it

External workplace findings, mostly commercial. Read them as associations or experimental results within their populations. Each link uses a different measure, such as collaboration, engagement or job satisfaction, so the chain brings related findings together and is not one tested path. Not hard projections, but

How staff satisfaction relates to organization performance

Satisfaction and performance move together in one 2026 study, but the design cannot show cause.

Source	What was found	How to read it
Digital Outlook Report 2025 [E16]	Cross-functional teams report higher staff satisfaction, longer tenure and stronger fundraising than siloed peers	Self-reported nonprofit survey. Shares quoted for cross-functional teams vary within the report (37%, 42%, 65%)
McKinsey, agile organizations [E31]	Cross-functional transformations raised employee engagement and customer satisfaction by 10 to 30 points in 22 organizations	Commercial sample of successful cases. Only about 30% of transformations succeed
SiriusDecisions, now Forrester [E32]	Aligned sales, marketing and product functions grew revenue 19% faster with 15% higher profitability	B2B firms, vendor research, association rather than proof
Tabrizi, Harvard Business Review [E33]	75% of cross-functional teams were dysfunctional. With strong governance, 76% succeeded, against 19% with moderate support	95 teams in 25 corporations. Governance made the difference

The practical reading

Asgeirsson, Gudlaugsson and Adalsteinsson (2026) [E40]: 23 organizations, 1,532 self-reported employee responses collected 2015 to 2022. Satisfaction explained 36% of variation in perceived performance and 31% in perceived customer satisfaction. These are survey-based associations. Coordination, trust and clear roles are plausible routes to a better donor experience.

Donor wellbeing belongs beside revenue

A person may keep giving while asking to hear less often. That preference is part of the result.

20.1%
of new leads unsubscribed within three months

One advocacy case.

Identity

Does the supporter feel recognized as the kind of person who helps?

Connection

Do they feel part of the cause and the people involved?

29.1%
had unsubscribed within twelve months

Same case.

Competence

Can they see that their contribution made a difference?

Autonomy

Can they choose how often, and through which channels, they hear from you?

The unsubscribe pattern does not show that message volume caused fatigue. The four questions are prompts for discussion. We did not measure their effects.

Sources: advocacy program case study [P06], Institute for Sustainable Philanthropy, Philanthropic Psychology [E19].

What we observed, what we modelled, and five questions to ask

Show what has been observed and make missing information obvious before a budget changes.

Observed

Current total value, past conversion, collected receipts and retention at the ages the group has reached.

Modelled or unverified

Future retention and value, the gain from extra contact, and any ideal budget share by channel.

1. What has changed, and for which donors?
2. Which handoff could explain it?
3. Could the change add pressure or take away the donor's sense of choice?
4. Can it be tested against a fair comparison?
5. Once costs are counted, does the result justify the cash at risk and the experience it creates?

APPENDIX A

Definitions

Term	Definition used in this report
Origin source	First qualifying recruitment source. Kept unchanged after a verified correction.
Observed lifetime value	Recorded cumulative giving to the extract date. No future giving is projected.
Retention	Retained donors divided by the group old enough to reach that month.
Value index	Mean capped value for a group divided by the mean for the same organization and first-gift year.
Return per $1	Total giving from a recruited group divided by its first recruitment cost. Servicing costs not subtracted.
Full contact	Email, postal address and phone all present. Having these details does not mean permission to use them.
Pooled and median organization	Pooled weights every record. Median organization shows the typical participant.
Effective origins	How many channels a file really relies on: one divided by the sum of each channel's squared share.
Revenue after stated costs	Collected revenue less stated recruitment and servicing costs at a fixed age. Costs left out are listed.

Published channel reference points

Editions and definitions differ. Canadian figures converted to USD.

Source	Scope	Reference
Good Works 2026 [E04]	43 Canadian charities	Renewal 55.6%, average multichannel gift approx US$93 and mail-only gift approx US$80 (converted from CAD $131 and $113)
M+R 2026 direct mail [E10]	US sample	Average gift $120, ROI active $4.51, lapsed $0.90, prospect $0.41
M+R 2026 advertising [E09]	US sample	Cost per lead $2.81, Meta $3.64, other channels $1.59
M+R 2026 email and web [E11][E12]	US sample	Email response 0.05%, $54 per 1,000 emails, 1.6% of web visitors donate
CIOF 2025 [E22]	60 UK charities, 16 agencies	685,150 confirmed face-to-face sign-ups in 2024
NextAfter, Digital First [E34]	Independent US benchmark	Website donation conversion 0.61%, main donation page 13.53%, first-year value of new online donors $88.32

APPENDIX C

Sources

Each reference opens the original study or publisher page.

E04 Good Works, 2026 Canadian Direct Mail Benchmarks
E05 Good Works, Changing Tides
E06 NextAfter, co-targeting mail acquisition with Facebook
E09 M+R Benchmarks 2026, Advertising
E10 M+R Benchmarks 2026, Direct Mail
E11 M+R Benchmarks 2026, Email Messaging
E12 M+R Benchmarks 2026, Website Performance
E13 Assist Digital, WWF welcome case
E14 Peukert and colleagues, The Editor and the Algorithm
E15 MissionWired and Tatango, Text Messaging Insights 2024
E16 Digital Outlook Report 2025 (hjc and Fundraise Up)
E17 Blue State and Candid, organic search analysis
E18 Fundraising.AI, Donor Perceptions of AI 2025
E19 Institute for Sustainable Philanthropy, Philanthropic Psychology
E20 Environics Analytics, PRIZM
E22 Chartered Institute of Fundraising, F2F Benchmarking Report 2025
E23 Blueprint, mail versus email analysis
E24 Johnson Center, Public Trust in Transition
E25 Independent Sector, Trust in Nonprofits and Philanthropy 2026
E27 Salesforce, State of the Connected Customer, 5th edition (2022)
E28 McKinsey, The three Cs of customer satisfaction
E29 MacCormack, Baldwin and Rusnak, mirroring hypothesis
E30 Chronicle of Philanthropy, Solicited Advice (Sargeant study, 2001)
E31 McKinsey, Enterprise agility
E32 Forrester, The Economics of Alignment
E33 Tabrizi, 75% of Cross-Functional Teams Are Dysfunctional
E34 NextAfter, Digital-First Fundraising Benchmark 2024
E36 Gallup, Q12 Meta-Analysis, 11th edition (2024)
E37 Edmans, job satisfaction and firm value (2012)
E38 Rucci, Kirn and Quinn, Employee-Customer-Profit Chain at Sears
E39 Forbes, collaboration and task persistence
E40 Asgeirsson, Gudlaugsson and Adalsteinsson, employee satisfaction and performance (2026)

Public Outreach first-party evidence: telephone campaigns, retention reports, return worksheets, weekly campaign reports, digital lead archive, donor files and practice survey. Participant names and file names remain confidential.

PUBLIC OUTREACH

GET IN TOUCH

Thank you

If you want help with your own results, with following a donor group from start to finish, or with building a steady recruitment plan, Public Outreach would be glad to hear from you. We'd love to explore what this could look like for your team.

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