

# How Greenpeace doubled its major gifts, and how benchmarking helped

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# Contents

- How does benchmarking help you to improve?
- The 2023 Benchmarking Study - key results
- ‘Growing with purpose’ at Greenpeace - our strengths
- Conclusions and learnings
- Your questions



# **What measures are important comparisons?**

- Total MG Program Income (gross and net)
- Total Active Major Donor Count
- Average annual total per Major Donor
- Return on Investment (gross income/costs)
- Retention (count and value)



# How might benchmarking help?

- Which comparisons?
  - Same sector
  - Similar scale
  - Same \$ thresholds (for average comparisons)
- Are top benchmarks attainable for us?
- If we are below average, why?



# **Australian major gifts benchmarking study**

- 22 organisations in 2023
- Statistics, but not individual transactions or donors
- Organisations' statistics mutually identified
  
- Greenpeace participation 2018 to 2023
  - Relevant comparisons e.g. WWF, Australian Conservation Foundation, Bush Heritage Australia



# Australian Major Gifts Benchmarking Study

Thanks to the 2023 participants:

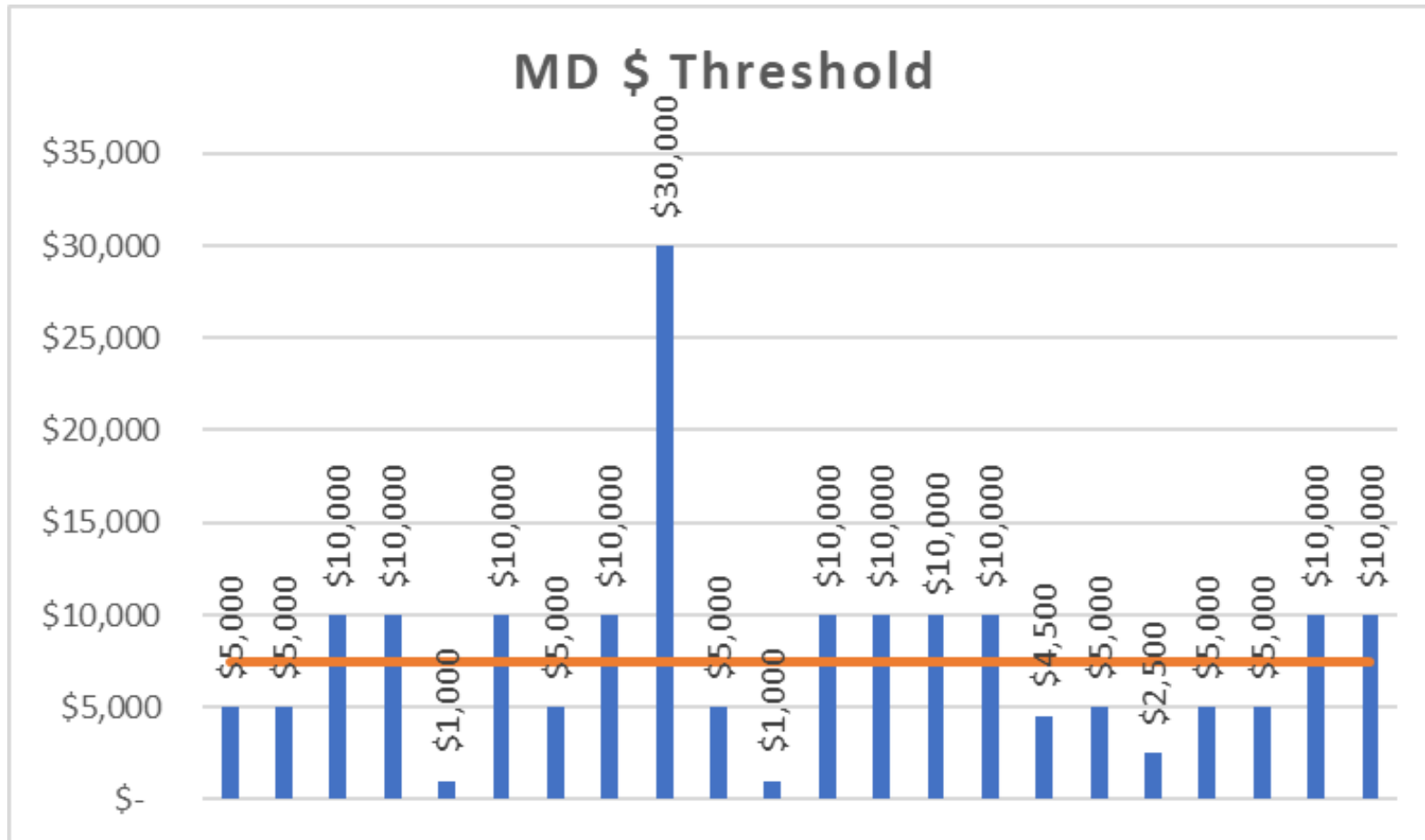
Anglicare Sydney [Australian Conservation Foundation](#) Baptist World Aid Australia  
[Bush Heritage Australia](#) Cancer Council NSW [Compassion Australia](#)  
Eastern Health [Foundation for Australia's Most Endangered](#) Greenpeace  
[Guide Dogs Western Australia](#) Jesuit Mission [LifeLine Australia](#)  
Medecins Sans Frontieres [Mission Australia](#) North Foundation  
[Peter MacCallum Cancer Foundation](#) Plan International Australia  
St Vincent's Curran Foundation & Hospitals NSW [St John of God Foundation](#)  
Wesley Mission Queensland



# Australian Major Gifts Benchmarking Study

- Definitions of major donors
- Sources of new prospects
- Average gift sizes for different methods of major gifts
- Untied, thematic, specific purpose gifts
- Retention
- ROI

# Definitions - 2023 Study



Not correlated to success, except to average gift

Multiple counting rules

Select by reverse engineering





# Top Sources\* of Major Donors

2019 Study	2023 Study
1.Other	1.Website
2.Direct Mail	2. Unknown (historical)
3.Unknown (historical)	3. Referral
4.Unsolicited	4. Unsolicited
5.Telemarketing	5. Direct Mail



# **Average Per Major Donor Per Year\***

All major donors \$29,900

Individual solicitation \$40,100

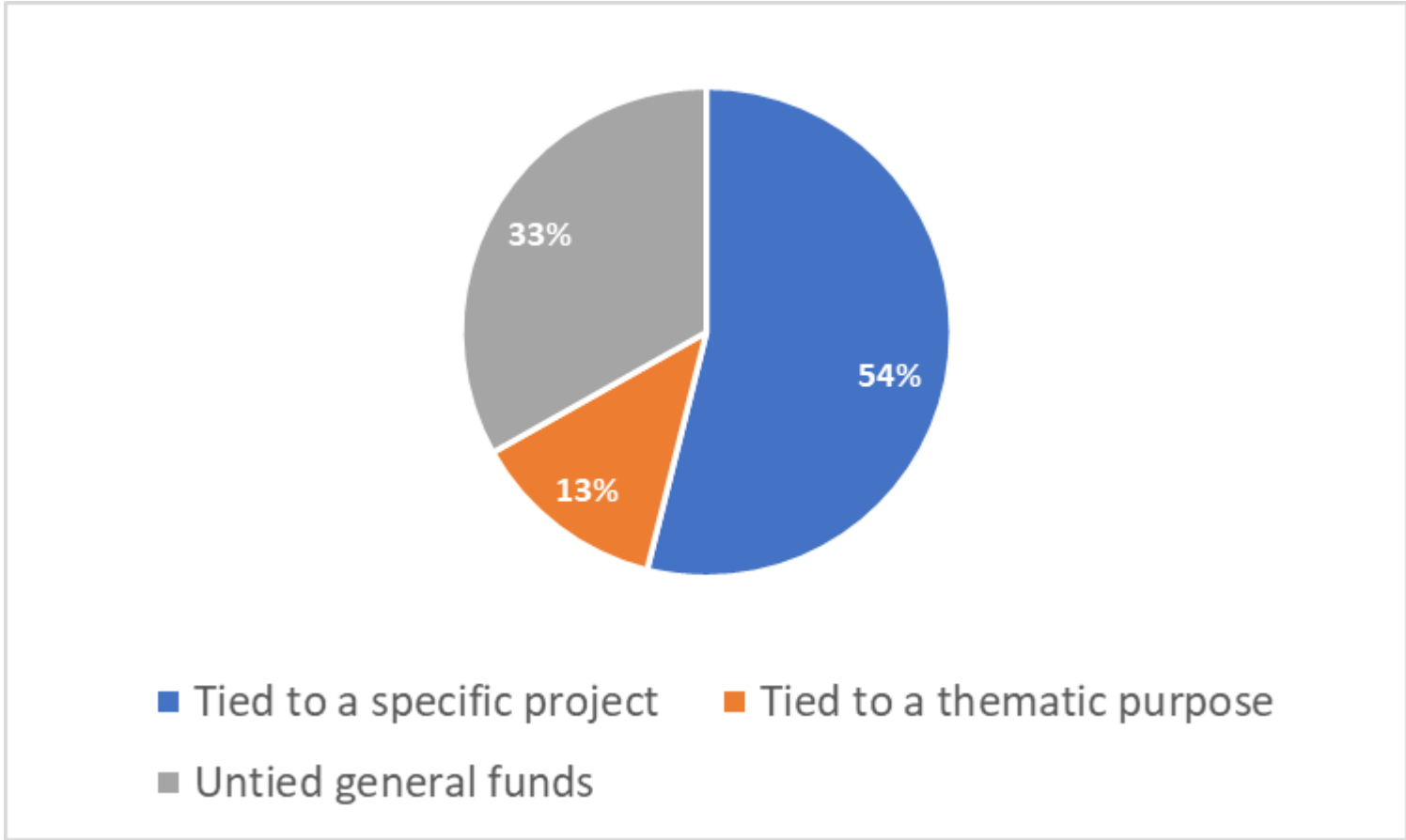
Direct marketing \$15,500

Events \$15,200

Unsolicited \$11,000

\*All participants, 2023

# Major Donor Directed Donations 2023





# Major Donor Directed Donations 2023

- Highest value donors quartile (largest donors) have average 64% as “tied to specific project”
- Lowest value donors quartile have average 42% as “tied to specific project” ....BUT
- Test whether “tied” is necessary for the donor and to maximise gifts
- Test “thematic” alternatives



# Major Donor Retention 2023\*

- Retention by count
  - Range 93% - 47%
  - Average 72%
- Retention by value
  - Range 172% - 25% (big donations create big YOY variance)
  - Average 91%

\*Static cohort measured (major donors in 2022, same donors only in 2023)



# Major Donor Program ROI 2023\*

- Range 32.0 x to 2.9 x
- Median 10.0
- Favourable factors: size of total fundraising program, longevity of fundraising program
- No clear association: longevity of major gifts program, cause sector, major gifts as a share of total fundraising



# **Concluding...Using Benchmarking with Management and Boards**

- Caution about “simple” extrapolation - average gift per MD example
- Need to explain meanings - thematic donations product example
- Need to explain context - ROI example

## ‘Growing with purpose’

- In six years to CY2023, Greenpeace increased its major gift income from \$1.8m to \$5.8m. In this period we invested heavily in the organisation and will now look to maintain our current scale and impact in the world.
- By 2026 we hope to be raising \$10m per year in major gifts (\$27m in total between 2024-2026).





# Case for support

# GREENPEACE

- We are a global, independent environmental campaigning organisation.
- In 2024 our core campaigns include:
  - WA Gas: Protecting whales off the coast of WA from the biggest fossil fuel project currently proposed (Woodside's Burrup Hub)
  - Forests: A corporate engagement campaign to end deforestation in Australia
  - Pacific: Amplifying Pasifika voices in support of an Advisory Opinion on climate consequences at the International Court of Justice and;
  - global campaigns, including oceans protection.

*"If Greenpeace uses our **unique set of capabilities** in deep collaboration with allies to **clear the path of blockers** and **advocate clear solutions**, then we will catalyse **systems change** to enable Australia to transition away from fossil fuels and ecological destruction at emergency **speed and scale**."*



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# Greenpeace benchmarking findings from 2018 to 2023

	2018	2023
Total MD income	\$1.77 mill	\$5.82 mill
ROI	7.6 x	17.1 x

## What changed, and how?

	2018	2023
average p.a. per MD	\$3,800	\$129,500 (or \$86,300 excluding largest single major donor)
MD retention count*	73%	74%
MD retention value	65%	154%
MDs - appeals share by value	4%	11%
MDs - relationship management by value	86%	88%
MD staff FTE*	2	2.6

# **Our strengths, and next steps**





# Summary



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# Useful Insights on Your Program

- Compare with this Study average and range
  - Retention rates
  - Average gift per major donor per year
  - Proportions of general, thematic and specific project funds
  - Return on investment multiple

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**Thank you**



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