

Dr Claire Routley

FUNDRAISING STRATEGY



welcome

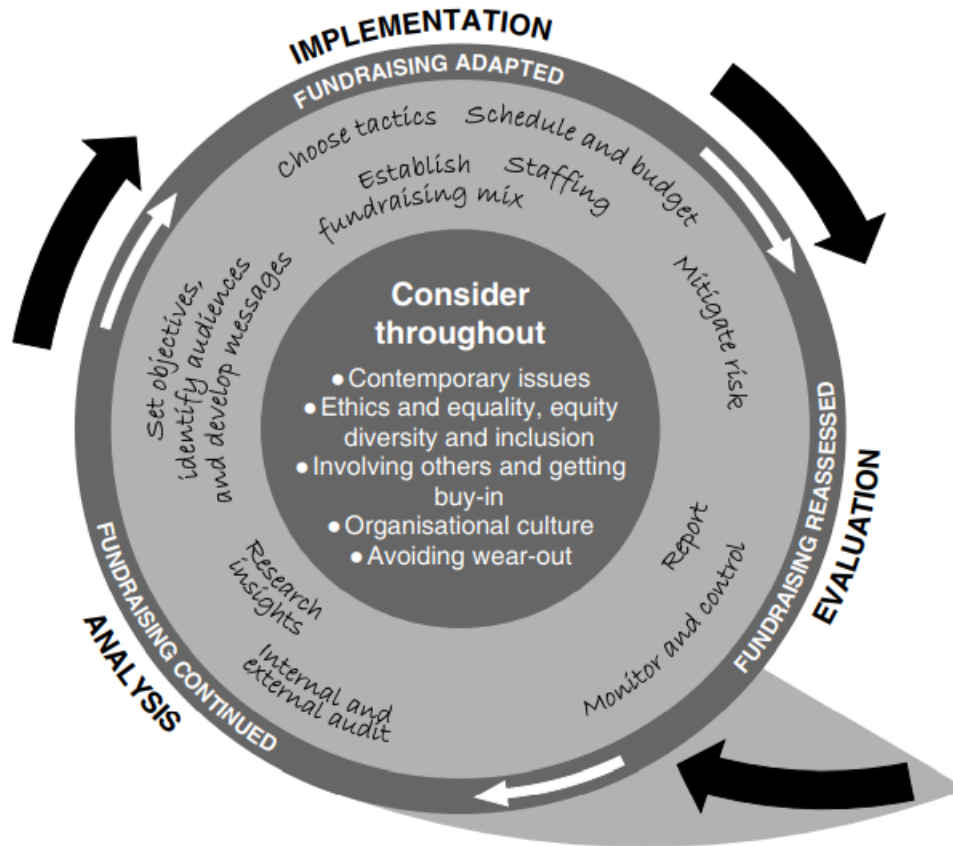
Today:

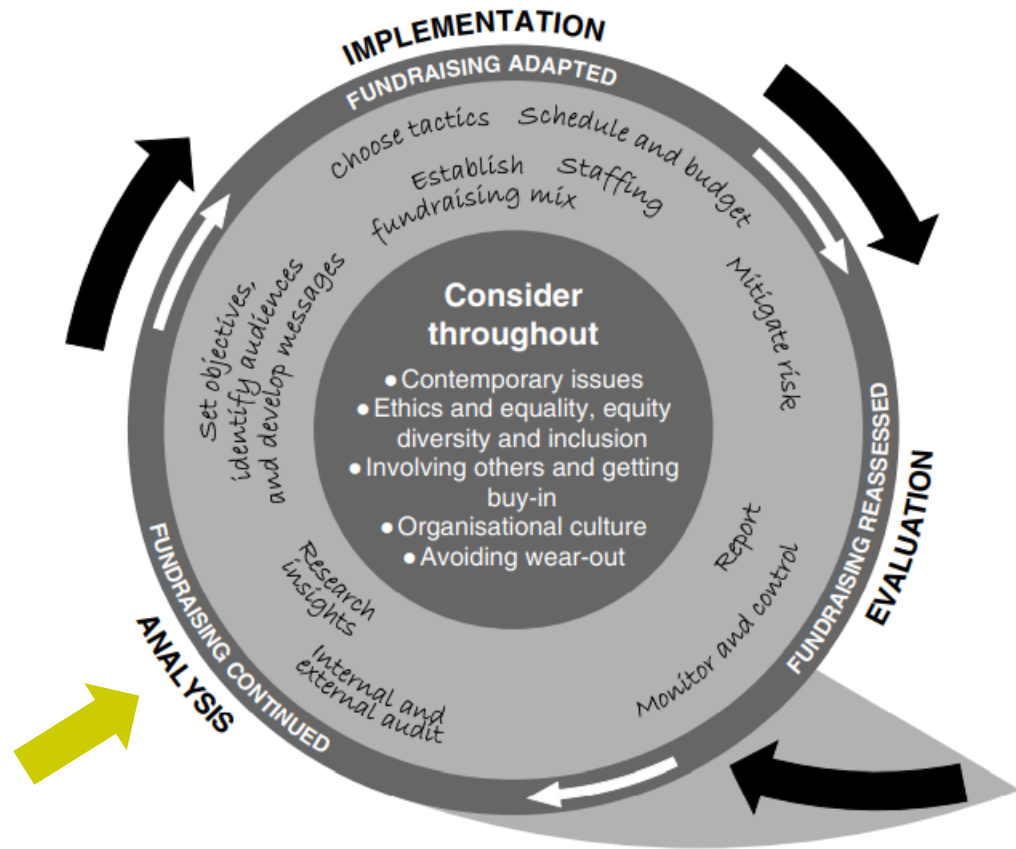
- Auditing the environment in which you're operating
- Using the audit results to set your objectives
- Finding your strategic direction
- Choosing your tactics
- Keeping your strategy relevant over time

Why invest time and effort?

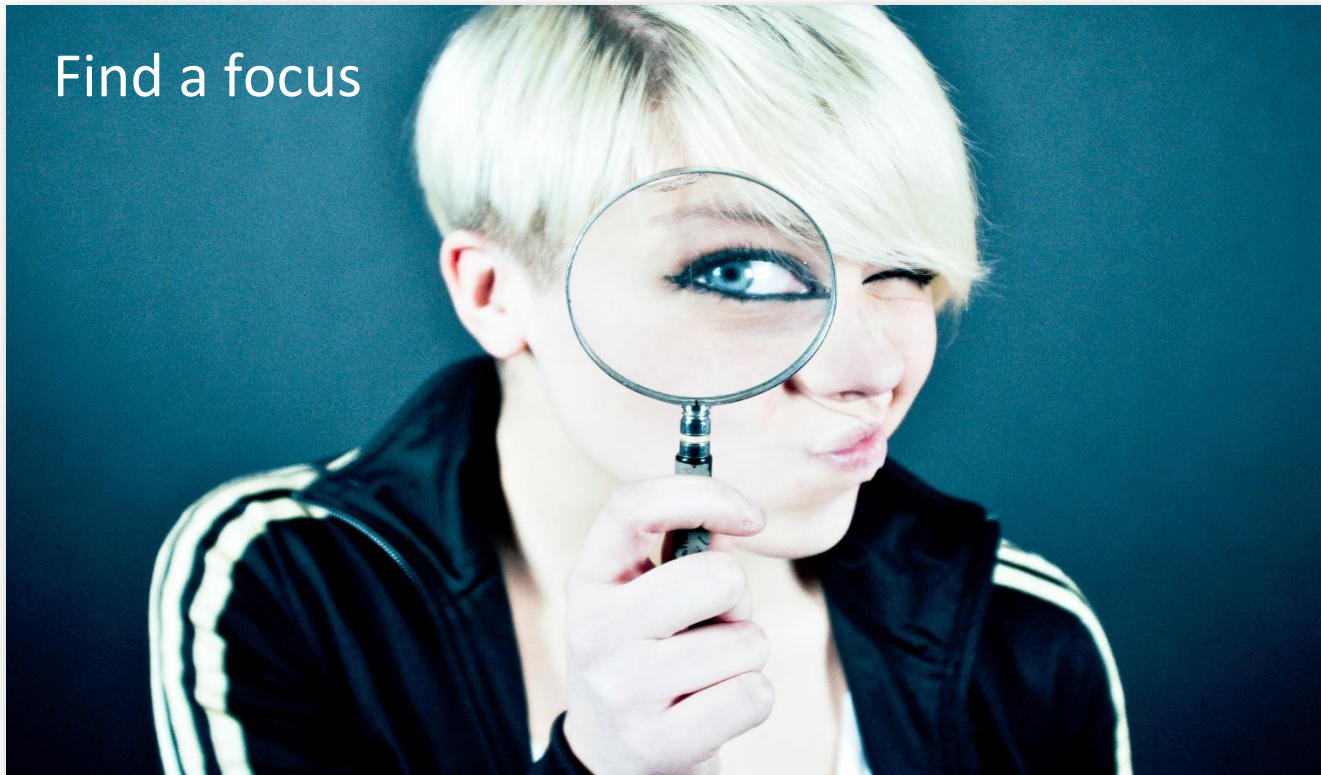
- 95 per cent of respondents said that they believed that fundraising planning was an immensely valuable process
- 90 per cent said that having a formal fundraising plan increased their effectiveness
- Organisations with a plan had higher levels of donor retention; were more likely to have increased income in the last two years (whilst being less likely to have decreased income)
- The more the plan adhered to good practice (i.e. there was a plan in place, including strategies and tactics; the plan was integrated in the organisational budget and had resource allocated to it; senior management were involved; fundraisers were held accountable and team members committed), then the more confidence the organisation had in achieving its targets

Sargeant and Carpenter 2020

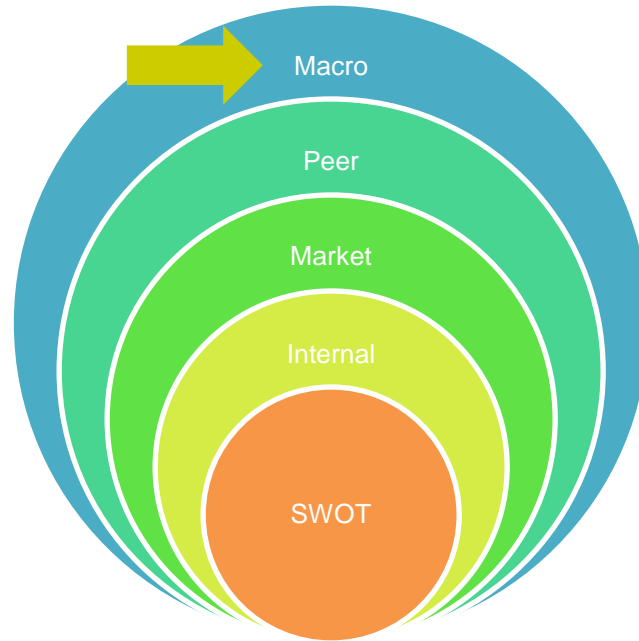




Find a focus



Fundraising Audit Framework



WHY?

PEST analysis

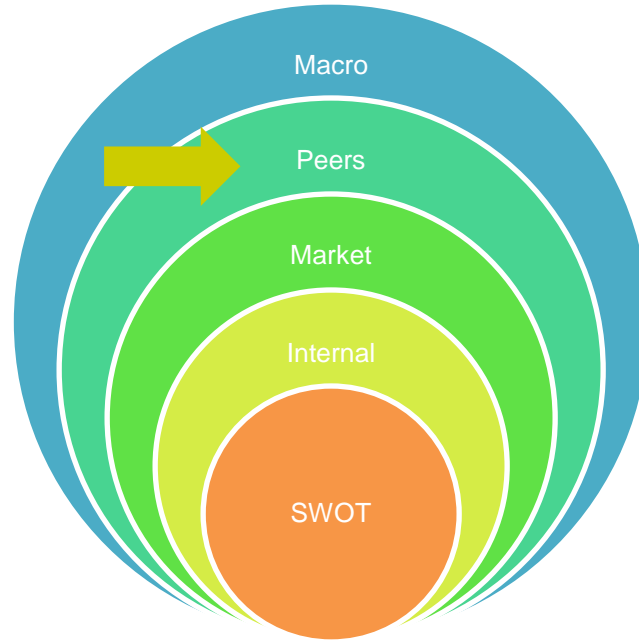
- Political / Legal
- Economic
- Social
- Technological

What are the key trends?

What does this mean for me?



Fundraising Audit Framework

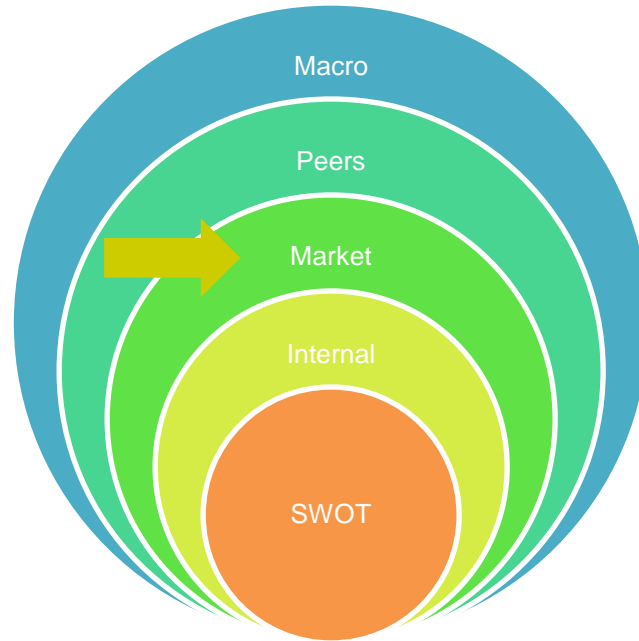


WHY?

Peer analysis: what to include?

1. **Who** can teach me the most for my fundraising strategy?
2. What **results** have they achieved?
3. What are the broad underlying reasons?
Strategy and tactics?
4. What does this mean for me?

Fundraising Audit Framework

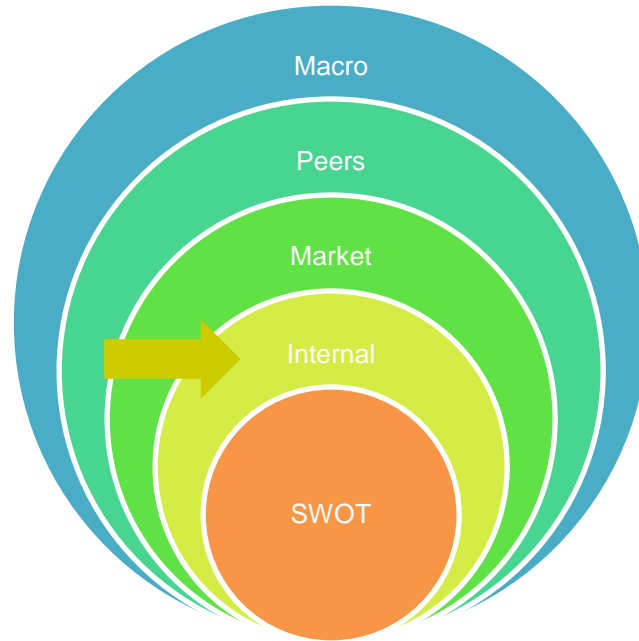


Market analysis: what to cover?

1. Who is my market(s)?	e.g. alumni or cyclists or women aged 45-64 (etc etc)
2. What do I already know about them from internal data?	Who, what, why, where, when, how questions
3. What can I add from external research?	
4. What are the trends in my area(s) of fundraising?	e.g. growth in virtual events, value exchange

What does this mean for me?

Fundraising Audit Framework



WHY?

Results

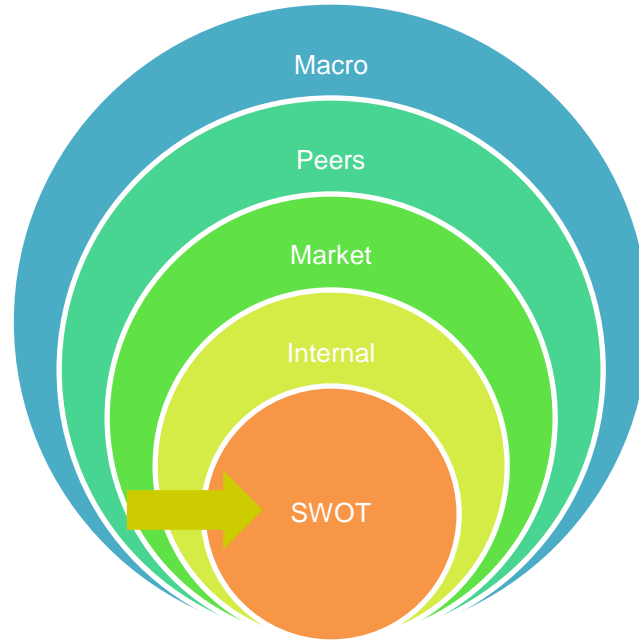


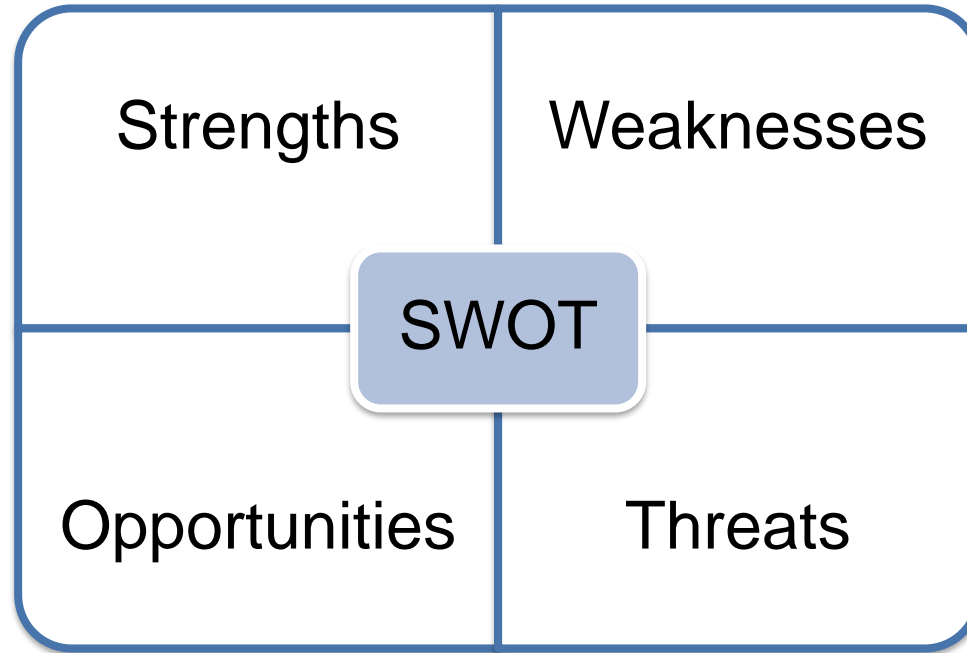
The 5 Ms

- Men
- Money
- Machines
- Minutes
- Mission



Fundraising Audit Framework



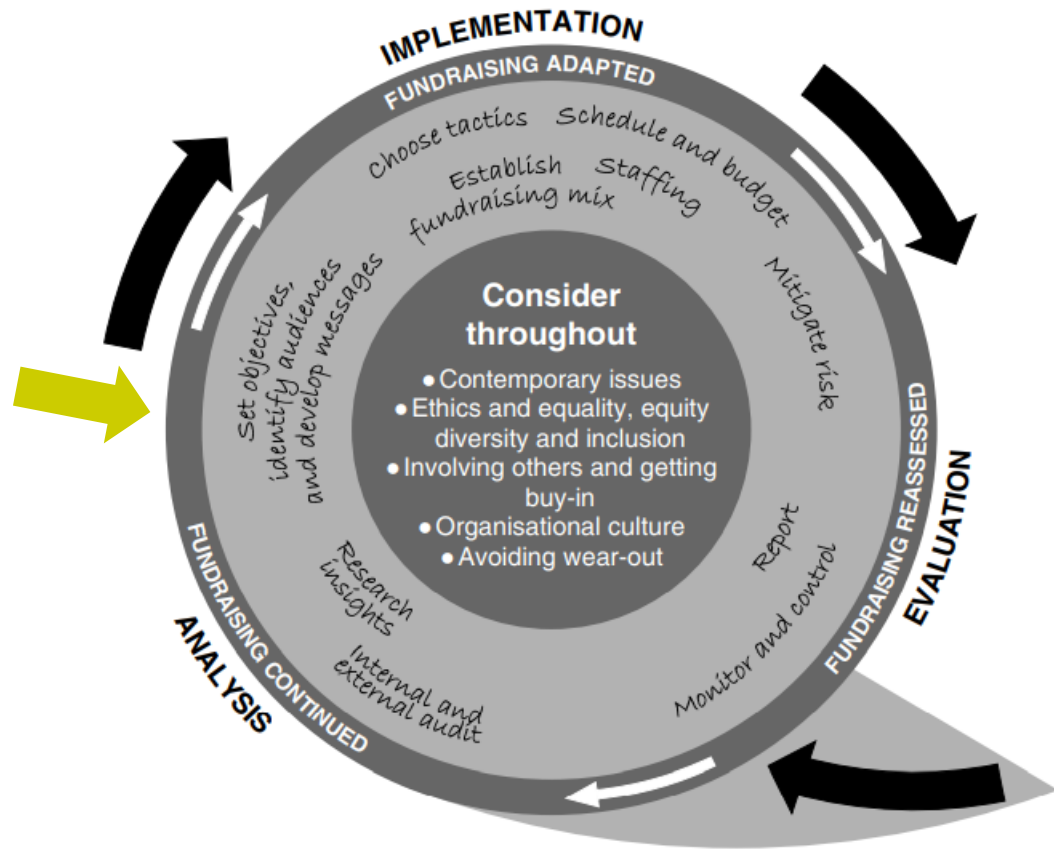




SWOT ANALYSIS

	Strengths 1. 2. 3. 4.	Weaknesses 1. 2. 3. 4.
Opportunities 1. 2. 3. 4.	Opportunity-Strength strategies <i>Use strengths to take advantage of opportunities</i> 1. 2.	Opportunity-Weakness strategies <i>Overcome weaknesses by taking advantage of opportunities</i> 1. 2.
Threats 1. 2. 3. 4.	Threat-Strength strategies <i>Use strengths to avoid threats</i> 1. 2.	Threat-Weakness Strategies <i>Minimize weaknesses and avoid threats</i> 1. 2.





Objectives



“Objectives are a critical part of the plan as they are the only mechanism by which its success can be measured. If a plan achieves its stated objectives we might reasonably conclude that it has been a success. Without them, one can only speculate as to the planner’s original intent and the effectiveness of the activities undertaken. Valuable resources (donated by donors!) could be being wasted, but the organization would have no mechanism for identifying that this was in fact the case.”

Professor Adrian Sargeant

S

M

A

R

T



Specific



Measurable



Attainable



Relevant



Time Based

Am I SMART?

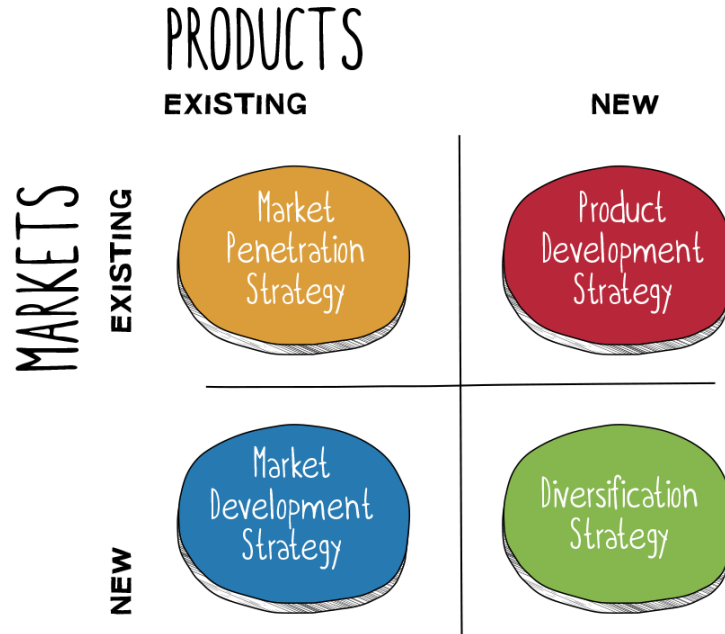
- To raise awareness of the charity in 2022
- To grow our events programme by September 2022
- To raise £5000 from a new corporate partner
- To recruit 400 new donors by June 2022

Strategy



Who? What?

THE ANSOFF MATRIX



CREATED BY: IGOR ANSOFF, 1960 ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/SMARTMODELS](http://bit.ly/smartmodels)

Segmentation

...is the process of splitting [donors], or potential [donors], in a market into different groups or segments, within which [donors] share a similar level of interest in the same, or comparable, set of needs satisfied by a distinct marketing proposition

McDonald and Dunbar 2004



1. Define the market



2. Identify the best segmentation criteria

To do a successful segmentation you need to **chose the variable that is the most predictive of profitable behaviour** by your audience to your brand(s).

(CIM Marketing Expert)

MARKET SEGMENTATION APPROACHES



GEOGRAPHICAL

- continent
- country
- country region
- city
- density
- climate
- population
- subway station
- city area



DEMOGRAPHIC

- age
- gender
- family size
- occupation
- income
- education
- religion
- race
- nationality

PSYCHOGRAPHIC

- lifestyle
- social class
- AIOs (activity, interest, opinion)
- personal values
- attitudes

BEHAVIORAL

- occasions
- degree of loyalty
- benefits sought
- usage
- buyer readiness stage
- user status

Webographics e.g. internet experience, computer experience, usage level (time spent), access device, access place, web skill and type of data plan

Digital

Campaign type	Audience type
Display	<ul style="list-style-type: none">• Affinity: Reach users based on what they're passionate about and their habits and interests.• Custom audiences: Depending on your campaign goal, reach users based on what they're passionate about, their habits and interests, and reach users based on their recent purchase intent. You can learn more About custom audiences.• Detailed Demographics: Reach users based on long-term life facts.• Life Events: Reach users when they are in the midst of important life milestones.• In-market: Reach users based on their recent purchase intent.• Remarketing: Reach users that have interacted with your business.• Customer Match: Reach your existing customers based on your CRM data.• Similar audiences: Reach new users with similar interests to your website visitors or existing customers.• Learn more by reading Reach the right audience at the right moment.
Search	<ul style="list-style-type: none">• Affinity: Reach users based on what they're passionate about and their habits and interests.• Detailed Demographics: Reach users based on long-term life facts.• In-market: Reach users based on their recent purchase intent.• Remarketing: Reach users that have interacted with your business.• Customer Match: Reach your existing customers based on your CRM data.• Similar audiences: Reach new users with similar interests to your website visitors or existing customers.
Video	<ul style="list-style-type: none">• Affinity: Reach users based on what they're passionate about and their habits and interests.• Custom audiences: Depending on your campaign goal, reach users based on what they're passionate about, their habits and interests, and reach users based on their recent purchase intent.• Detailed Demographics: Reach users based on long-term life facts.• In-market: Reach users based on their recent purchase intent.• Remarketing: Reach users that have interacted with your business.• Customer Match: Reach your existing customers based on your CRM data.• Similar audiences: Reach new users with similar interests to your website visitors or existing customers.

3. Apply the segmentation criteria and divide the market



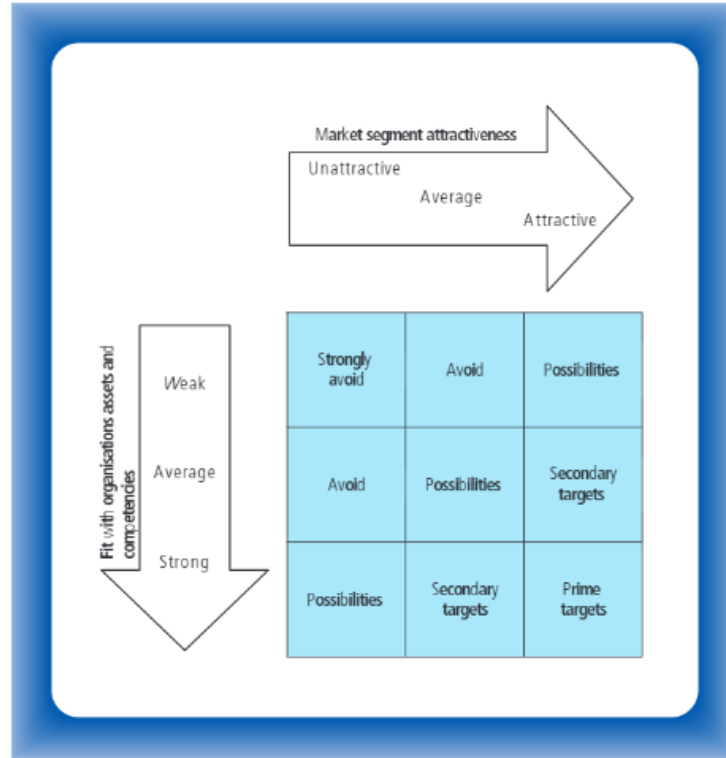


Figure 9.5
Adapted Shell
directional policy
matrix applied to
target market
selection (Source:
Shell, 1975)

5. Evaluate

- Measurable
- Accessible
- Substantial
- Stable
- Appropriate
- Unique
- Sustainable



Positioning



Case for support

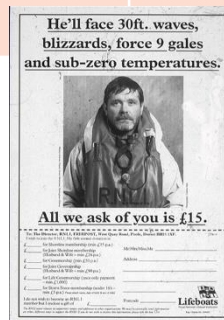
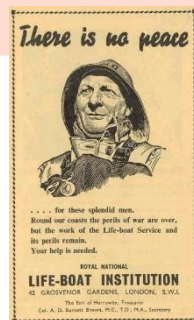
- Lets break the ho-hum barrier
- We're relevant in a broad context
- We're proud of our history
- Please read on...this is what's special about us
- A compelling future vision that deserves your attention
- What's in it for you?
- Do it now please...

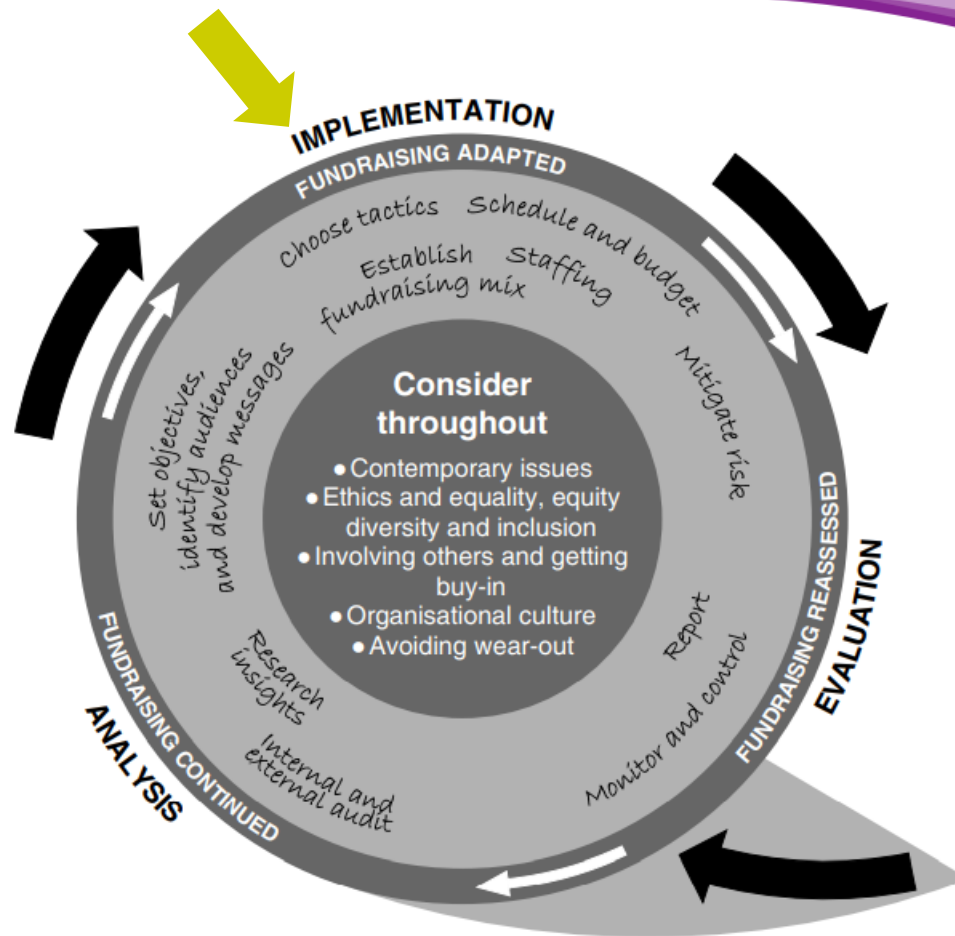
Adapted from Raise-funds.com

The case statement has four pillars...

- Vision
- Enemy
- Hero
- Recipient

Vision	Enemy	Hero	Recipient
No deaths at sea	The cruel sea	Tough, bearded, volunteer crewman	Silly day-sailor who fell off their boat



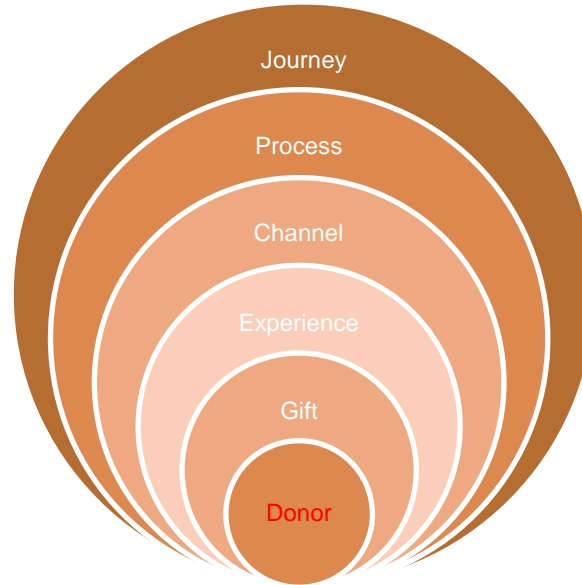


Good tactics?

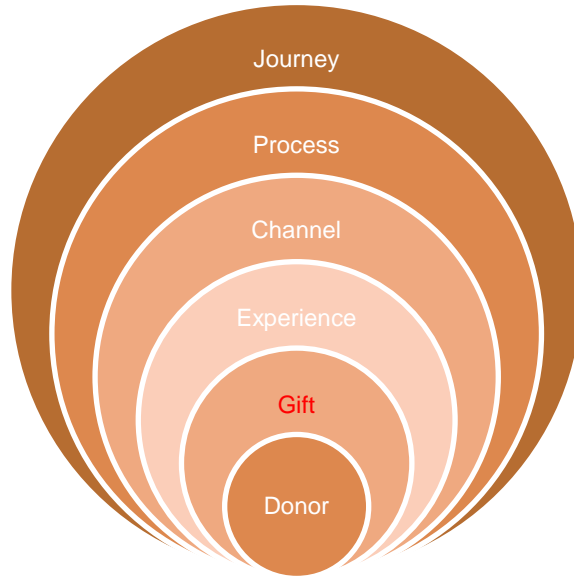
- Meet objectives and ROI requirements
- Relevant to strategic decisions
- Reflect our audit results
- Trends in type of fundraising activity
- Reflect best practice and evidence
- Realistic resource



Tactics



Gift



Hertford Town Council Community Grants

Grants of £50 to £1,200 are available to groups, clubs and individuals for projects that benefit the residents of Hertford.

Forms are available for download from www.hertford.gov.uk/community-grants
Deadlines for completed applications will be 29th September,
15th December 2017 and 23rd February 2018.



For further information please contact the Finance
Team: 01992 652888 or grants@hertford.gov.uk
For guidelines, criteria & application form visit
www.hertford.gov.uk/community-grants/

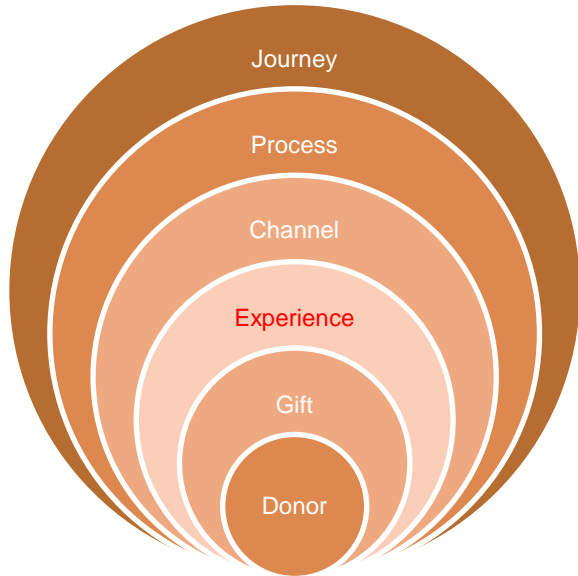


HERTFORD TOWN COUNCIL

Sainsbury's
Local Charity of the Year



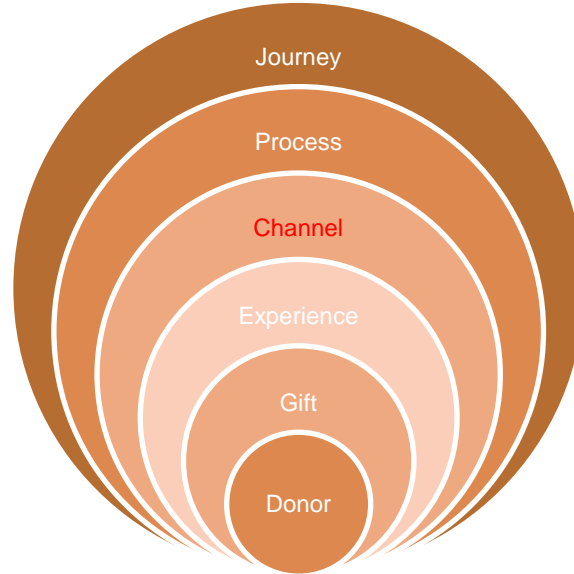
Experience



Experience – the cycle



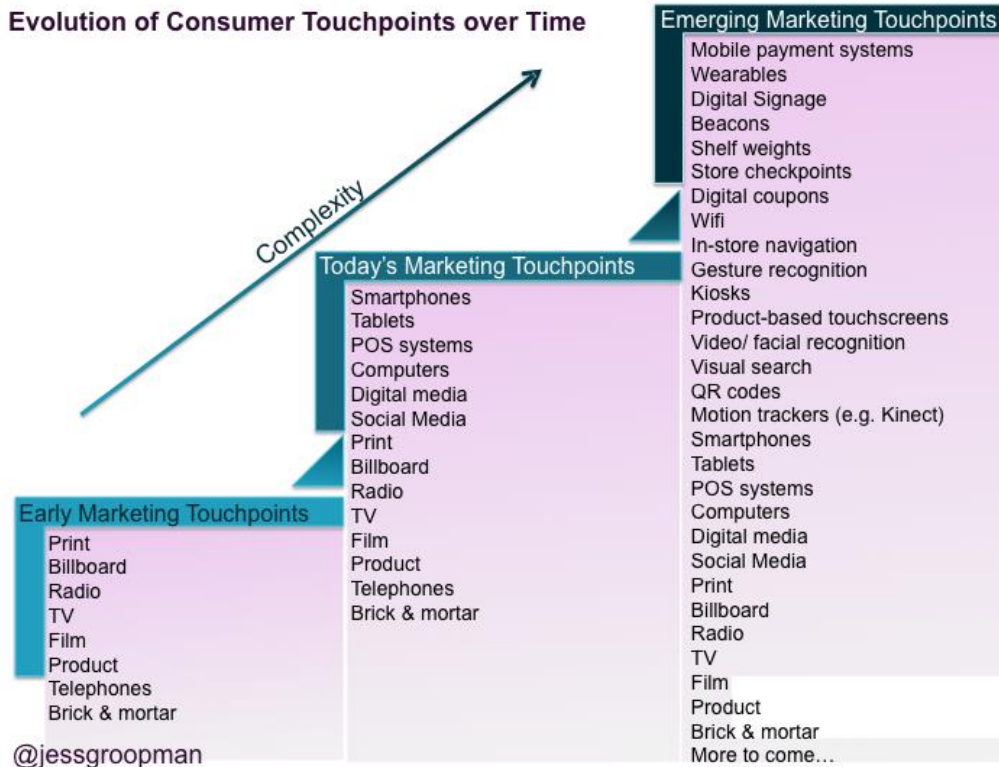
Channel



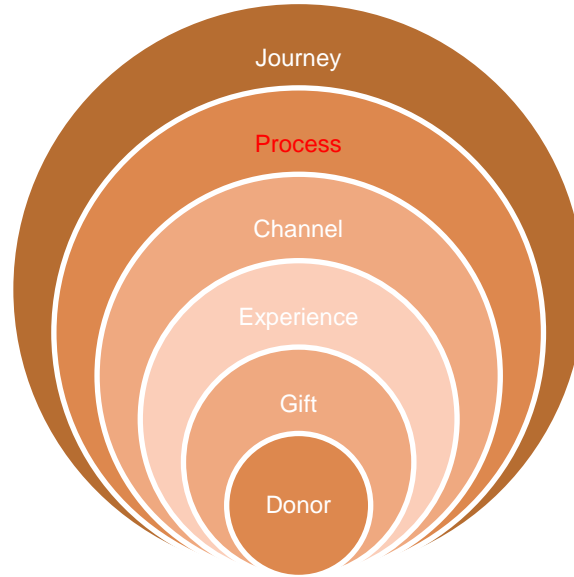
Some channels...

- Personal communication
- Direct mail
- Email
- PR
- Online advertising
- SEO
- PPC
- Social media
- Billboard advertising
- Inserts
- Shops
- Text
- Telephone
- Face to face/door to door
- DRTV
- Presentations
- Trade shows
- Newspaper/magazine advertising
- Website/blog
- Influencers

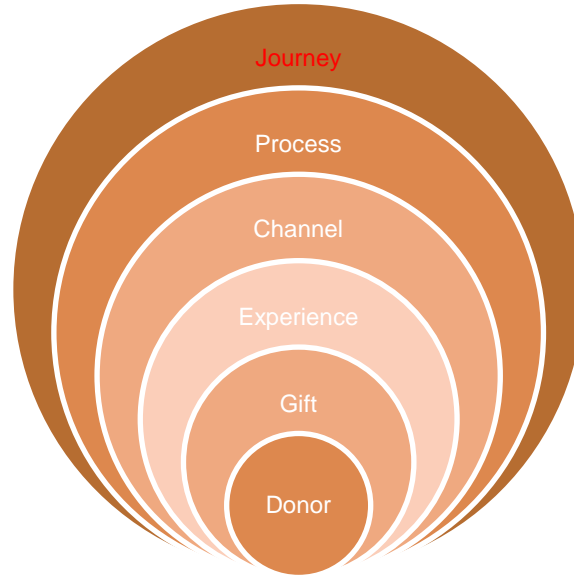
Evolution of Consumer Touchpoints over Time



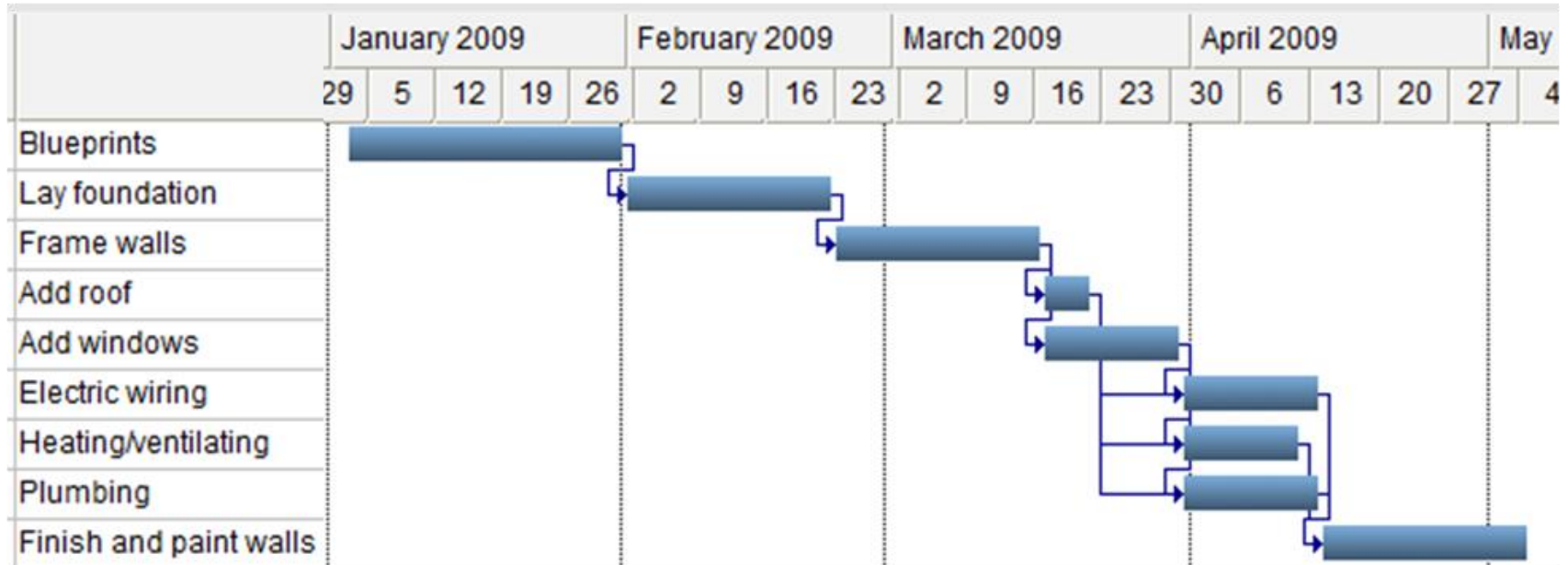
Process



Journey

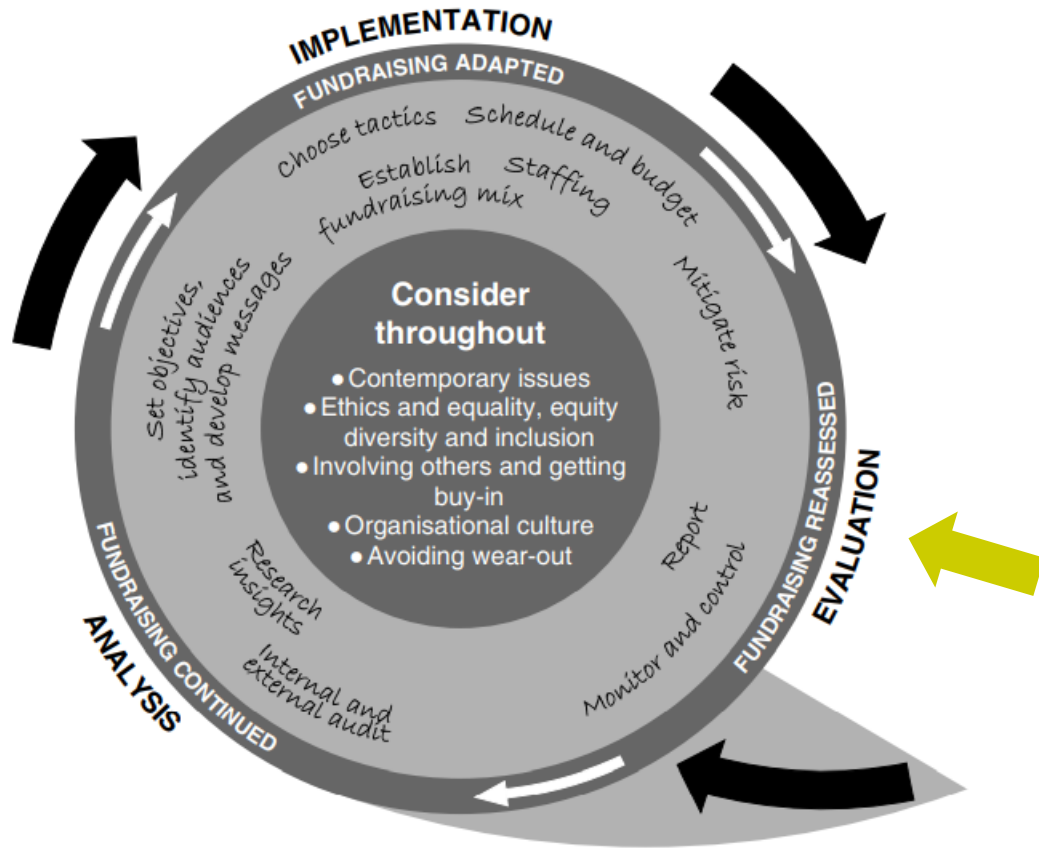


Schedule



Budget

Item	Detail	Expenditure
Creative costs	Copywriter & Designer	£5000
Leaflet printing	10k x 2p	£2000
Postage	100 batches @ £0.90	£90
Online advertising	7 sites	£5000
Internal costs	Processing returns	£250
Total		£12,340
Item	Detail	Income
Joint membership x 34	34 x £800	£27,200
Single membership x 16	16 x £500	£8,000
Total		£35,200
ROI		2.85



Measurement

- What will you measure? And why?
 - What are your metrics and KPIs?
- Who will measure it?
- How will they measure it? Do you have processes in place?
- Where will it be measured e.g. a dashboard in the CRM?
- When (how often) will it be measured?

Ultimately, what went wrong and what went right? And why?

Types of risk

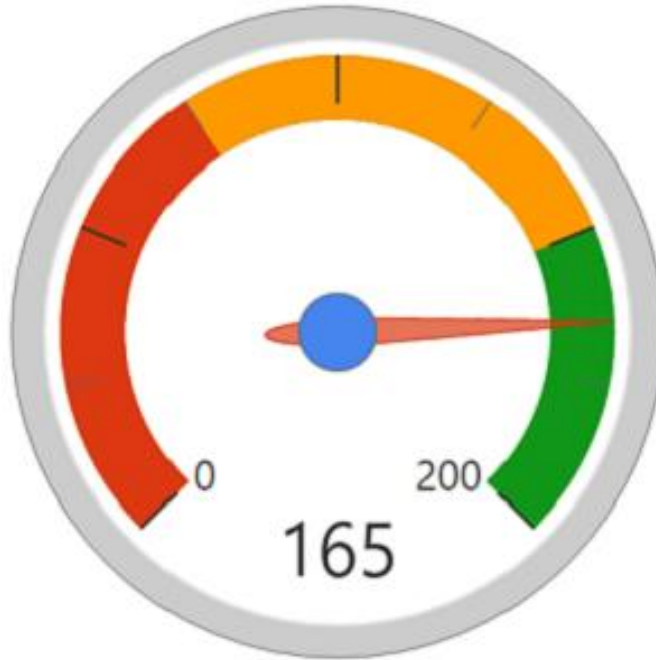
- Strategic
- Financial
- Logistical
- Reputational
- Relational
- Compliance and/or ethical
- Other e.g. weather

		A	B	C	D	E
		Negligible	Minor	Moderate	Significant	Severe
E	Very Likely	Low Med	Medium	Med Hi	High	High
D	Likely	Low	Low Med	Medium	Med Hi	High
C	Possible	Low	Low Med	Medium	Med Hi	Med Hi
B	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
A	Very Unlikely	Low	Low	Low Med	Medium	Medium

Will you?

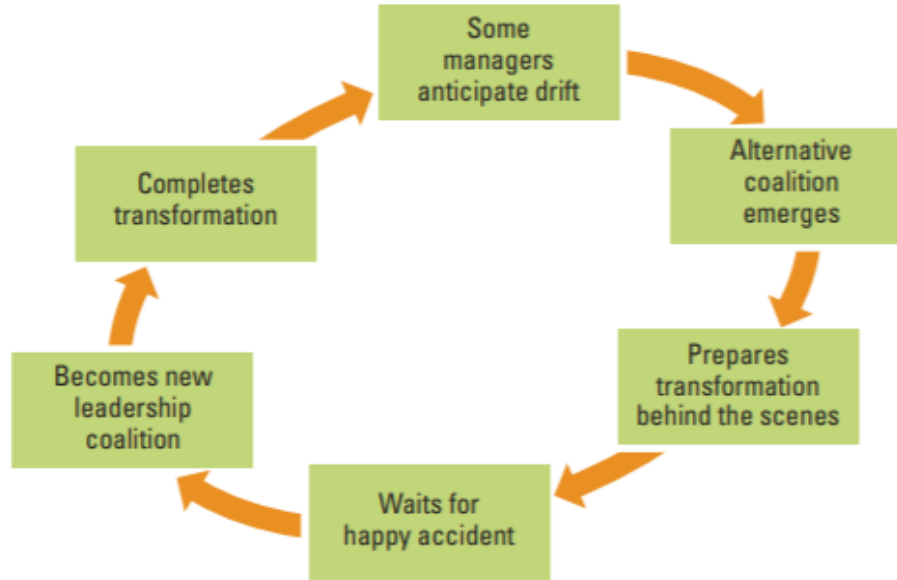
- Tolerate
- Terminate
- Treat
- Transfer

Avoiding strategic wearout



But...

- Signals can be missed
- Signals can be misinterpreted
- It might be difficult to change
- People might refuse to change



Johnson et al 2012

Emergent strategy

- Creating an initial hypothesis about the market
- Testing it quickly, and assessing the feedback
- Change either the strategy, or the way it is executed
- Revise plans and budget, then communicate changes to the organisation, and monitor the execution of the revised strategy



Jones 2020

Thank you so much!