



ENTERPRISE & PHILANTHROPY

BUILDING RELATIONSHIPS TO FUND MUSEUMS



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Peter Maple

Visiting Lecturer, London South Bank University
& St Mary's University



How is the face of philanthropy
changing?

And what can fundraisers do to
capitalise on those changes?

With particular regard to baby boomers, regarded by
Francis Becket as "the luckiest generation"

Some questions and answers

- A look at some recent research
- Suggesting some possible ways to affect growth
- A look at some of the common errors and how to improve fundraising by avoiding them

Introduction

- Essential to invest in individual fundraising:
 - Big source of unrestricted funds
 - Not just widows but men, with children and....
 - ... Baby boomers passing from this world from 2016/18 onwards so invest in legacy fundraising now!
- Baby boomers:
 - Wealth and numbers
 - But: confident and demanding
 - choice and control
 - Individualistic / idealistic and cynical
 - Support different causes: open competition!

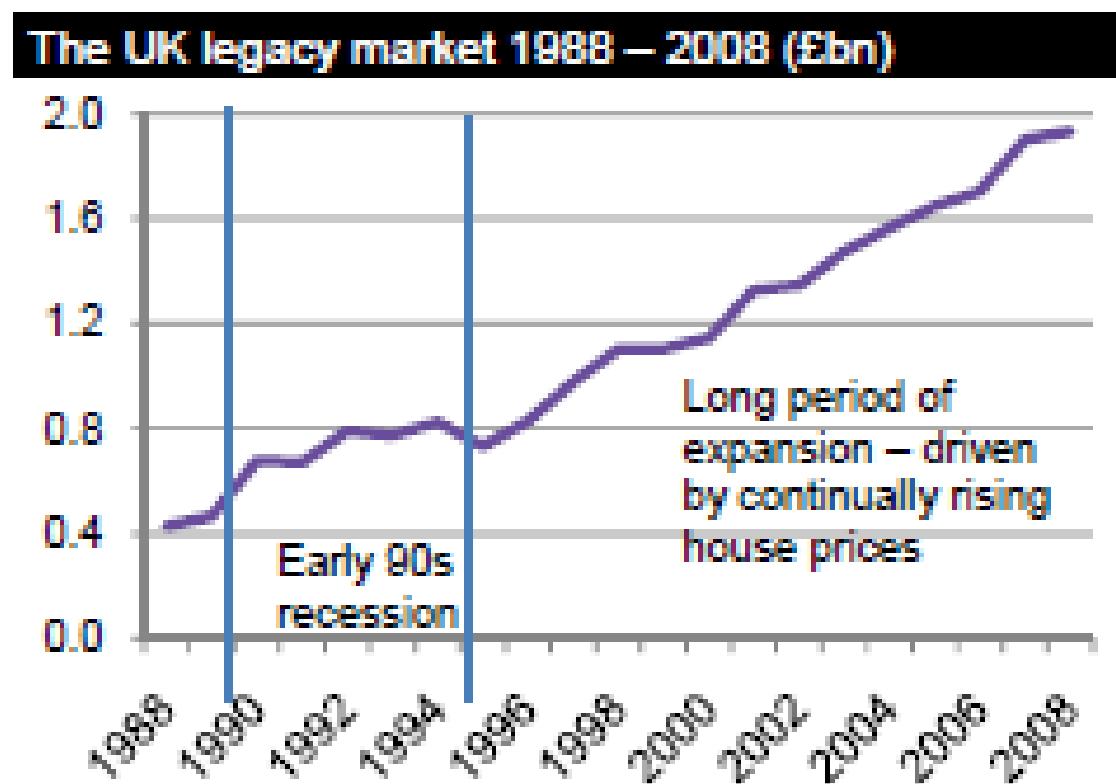
Review of Research

- Atkinson, Backus, & Micklewright, 2009
- Sanders, M, 2013
- Schuyt, T, Bekkers, R, & Smeets, P, 2015
- Maple, P, 2009, 2011, 2013, 2014

Review of Research 1

- Atkinson, Backus and Micklewright
- “Charitable Bequests and Wealth at death in Great Britain”
 - Propensity to give a charitable bequest increases with wealth!

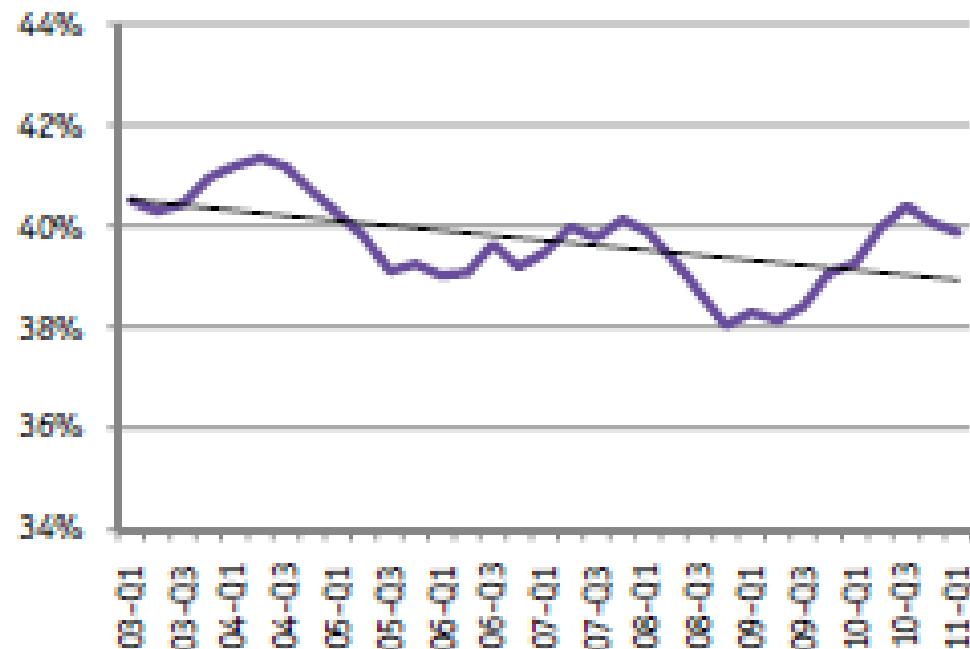
And what are they worth?



And what's changing?

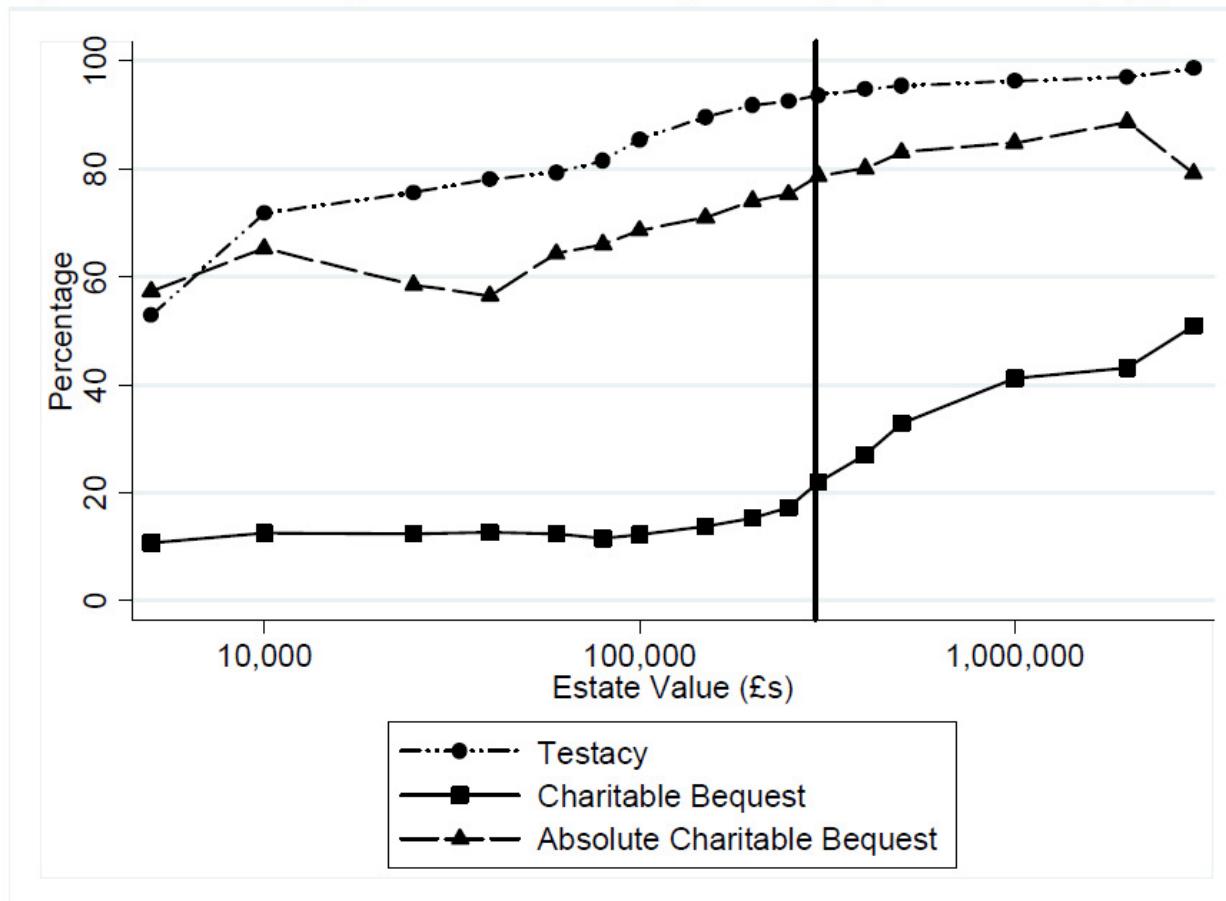
Residuals' share of total notifications (%)

Q1-03 to Q1-11



Source: Legacy Monitor Consortium

Figure 2A. Three stages in charitable bequeathing by estate size (logs)



Note: percentages are taken from Table 3 and plotted against the minimum value of each range. The vertical line is at £300,000, the threshold for 2007/8 above which IHT may be payable.

Review of Research 2

- Schuyt, T, Bekkers, R, & Smeets, P,
 - Towards a Geronto Philanthropy
 - The demographics of giving
 - Capacity and propensity to give increases with age
but up to 80 not 65!

Review of Research 3

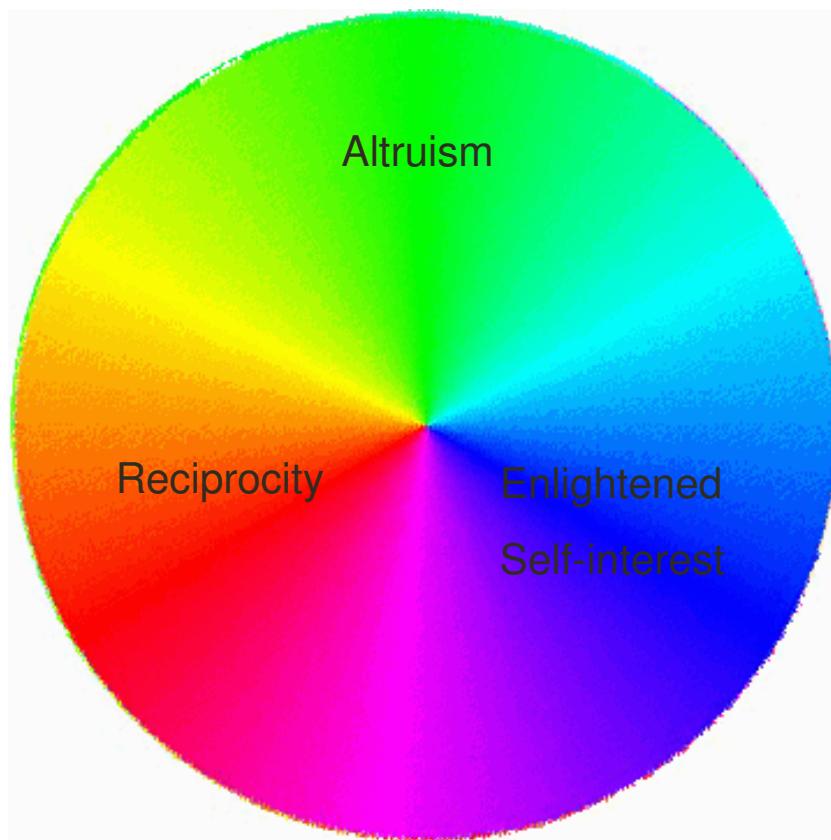
why do people give to charity?

1. Prince and File (1994) [Seven Faces of Philanthropy](#)
2. Lloyd & Breeze (2013) [Why rich people give](#)
3. Andreoni (1998) [Is Altruism Rational?](#)
4. Dawkins (1976 and 2006) [The Selfish Gene](#)
5. Darwin (1781) [The descent of man](#)
6. Sargeant & Shang (2009) [Philanthropic Psychology](#)

and many more

Review of Research 3

- Spectrum of Philanthropy



“We are situational givers – depending primarily on who asks and how”

- Maple (2012)

Some Research Suggestions

- Philanthropic Psychology (Sargeant and Shang)
- Behavioural Insights (Sanders 2013)
- The Space Between (Gilbert and Orlans (2011))
- Get to know and understand the Baby Boomers!
(The case for support)

2- Need and Case

‘Message about the organisation and its work can open up the potential giver’s heart...

... An effective link opens up the potential giver’s wallet.’

3- Need and Case

A story about Peggy Maple
(and some relationships)



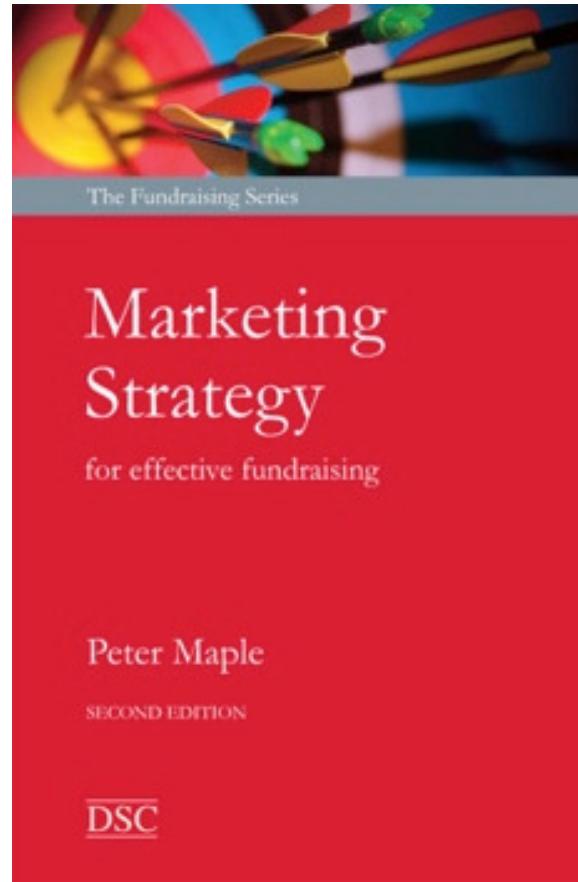
Visions and Missions

- The NASA story

**“To reach
the stars”**



4- Marketing Strategy for Effective Fundraising!



10 of the most common and costly fundraising mistakes

- Believing it's about the money

You think it's about the money?

It's not. It's about people and what they believe.

You need to help them believe that:

- Your organization is effective in trying to achieve its mission.
- They know what to expect from your organization with each interaction.
- Givers must always get timely a thank you. You cannot thank people too often.
- Givers get plenty of opportunities to make their views known.
- They are given the feeling of being part of a really important cause and that their involvement is appreciated.
- Givers receives information showing who is being helped by whom and how.
- Don't try to impress your new givers into repeat giving by boasting, It simply doesn't work.
- As a fundraising you have two ears and one mouth, use them in that proportion.

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you

You think it's about your story and the way you fundraise? It's not. It's about how you relate to people and what they think about that interaction.
You need to help them TRUST that:

- Your organization is effective in trying to achieve its mission.
- Their donations will have an impact and you will tell them how.

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
- Neglecting the case for support

It's too easy to neglect the case for support:

- Things change. Givers change. Can you?
- Can you do the elevator pitch?
- What do you do?
- Why do you do it?
- Why should I support you?
- VISION → MISSION → STRATEGIC OBJECTIVES
- An Achievable Dream
- Inspiring
- Aspirational
- Not Self-limiting

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
- Neglecting the case for support
- A lack of curiosity

You're not curious about what might work better?
Whilst curiosity might kill the cat lack of it leads to complacency

- The Tate Experience.
- Words givers ignore: helping, fundraising, raffle, fundraiser, charity, and – by a long way.....donate.
- Testing the most exciting thing you can do with your clothes on.
- Create an innovation budget and expect to lose money

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
- Neglecting the case for support
- A lack of curiosity
- Believing all the hyp about the next big thing

So it's all about Crowd Funding (or whatever):

- Things change but there few new ideas under the sun.
- Everything needs testing – to see if it might work for you.

10 of the most common and costly fundraising mistakes

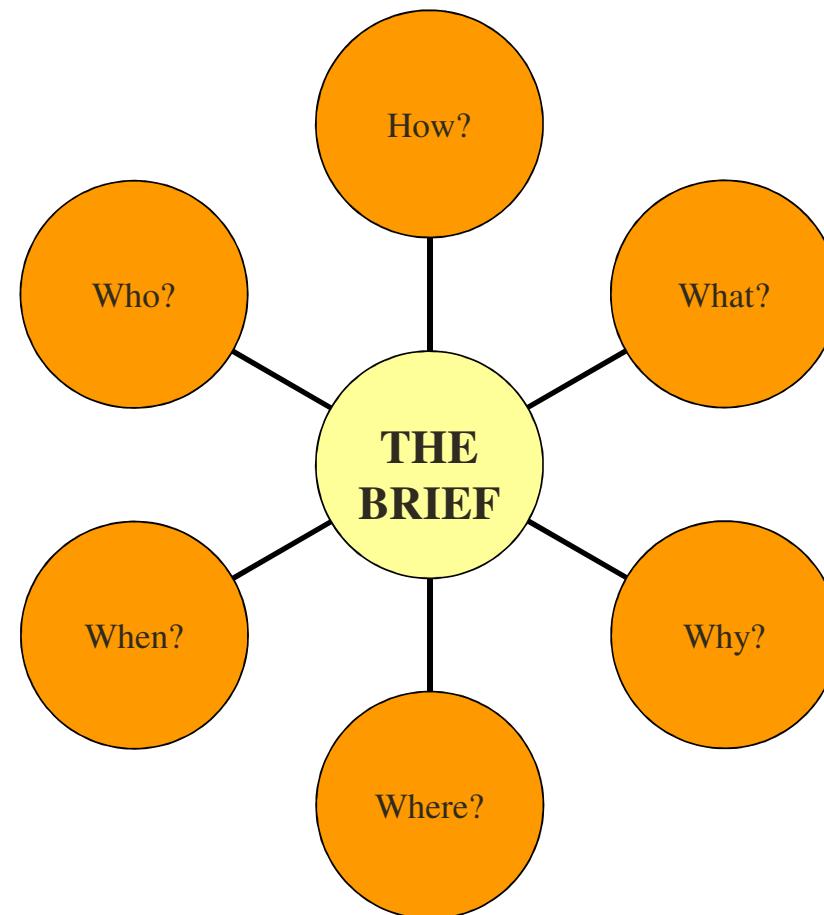
- Believing it's about the money
- Thinking it's about you
- Neglecting the case for support
- A lack of curiosity
- Believing all the hyp about the next big thing
- Thinking you know what needs to be done

You think you know but you haven't
done any research:

- Think strategically act tactically.
- Research doesn't have to cost much not doing it costs a lot more
- The brief

You think you know but you haven't done any research:

- Managing Research



10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
- Neglecting the case for support
- A lack of curiosity
- Believing all the hyp about the next big thing
- Thinking you know what needs to be done
- Not having a clear call to action

Your website has got lots of donate now buttons but where is the call to action?

- What objectives have you set ?
- What do you expect your social media actually to achieve?
- Your call(s) to action

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
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- A lack of curiosity
- Believing all the hyp about the next big thing
- Thinking you know what needs to be done
- Not having a clear call to action
- Not knowing where you are going

Have you got a clear strategy that plans for your charity to get where you want to be, and have contingencies built in?

- The Cheshire Cat
- Have a plan
- Where are we now
- Where are we going
- How are we going to get there

10 of the most common and costly fundraising mistakes

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- Believing all the hyp about the next big thing
- Thinking you know what needs to be done
- Not having a clear call to action
- Not knowing where you are going
- **Being risk averse**

It's not about risk reduction. It's about managing risk

- Testing
- Innovation
- Making mistakes
- Crisis UK (investment)

10 of the most common and costly fundraising mistakes

- Believing it's about the money
- Thinking it's about you
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- A lack of curiosity
- Believing all the hyp about the next big thing
- Thinking you know what needs to be done
- Not having a clear call to action
- Not knowing where you are going
- **Being risk averse – remember.....**



Remember, everyone has dreams!

Thank you

Peter Maple – LSBU and St Mary's University
peter@kewquorum.co.uk

Association of Grumpy Old Fundraisers

And founder of – The museum of Philanthropy!

TEN TOP TIPS TO HIT THE TARGET:

- Develop an agreed, achievable plan and stick to it.
- That said, always have a plan B
- Present a compelling case for support.
- Provide leadership. If you are not passionate how can you expect others to be?
- Ask. Not asking is the cardinal sin, but remember you have two ears, one mouth
- Speak to givers about their interests, their lives, their passions - develop relationships.
- Record gifts and collect the pledges, thank all gifts, you cannot thank people too often
- Announce results, gives recognition and thank donors and volunteers – celebrate success.
- Overcommunicate - ensuring everyone knows the campaign objectives and targets.
- Review and assess all campaigns to improve the next ones. Test new ideas constantly.

Or as Alyce Lee Stansbury puts it:

- **First, fundraising fails when there's no comprehensive fundraising plan.** I know lots of nonprofits who host a gala or auction in the spring, golf tournament in the fall, luncheon in May, and send a year-end appeal letter in December. This is not a fundraising plan. This is a series of fundraising strategies strung together throughout the calendar year with little or no thought to what happens before and after each strategy. Namely, how do we engage donors in our mission? In addition to solicitation strategies, the best fundraising plan includes outreach, engagement, education, stewardship, retention, and ongoing board development.
- **Second reason fundraising fails - when the board has no ownership of the fundraising plan.** As long as staff are the only ones writing, overseeing and implementing the plan, they are the only ones who are invested in its' outcome. Boards should be an equal partner in crafting the organization's development plan. This includes discussing, adopting and engaging in an ongoing evaluation of the plan on a regular basis. Be sure it includes a robust stewardship and donor retention program in addition to asking for new gifts. All of these strategies are ideal ways to involve and engage board members in the fundraising process.
- **Thirdly fundraising fails is because the fundraising goals are unrealistic from the start.** Too often, fundraising goals are set based on the gap between existing funding and what still needs to be raised to meet the budget. It's a lot like using a dart board to set your fundraising goal and hoping you hit the target with one strategy or the other. This goal setting method has little or no connection to the number of existing donors, their giving capacity, the number of staff dedicated to fundraising, the size of the organization, the number of years in existence, public awareness of the organization, and visibility of and respect for staff and board leaders. These factors have a tremendous impact on the organization's ability to raise funds. The higher the goal and shorter the time frame, the more critical it is these conditions for success be in place.
- **The fourth reason fundraising fails is simply because no one is asking.** No matter how worthy, important or urgent the cause, people have to be asked for a gift. Occasionally an unexpected gift or two can arrive in the mail. These are the exception. The ability to meet and exceed fundraising goals year after year is directly related to the ability of the nonprofit to ask for money. One thing I know for sure: if you're not asking, someone else is.
- **The fifth reason fundraising fails is because the organization is not telling its best story.** The best story is one that describes the role a donor is playing in the lives of people the organization serves. Too often, fundraising appeals are all about the organization, it's needs, recent budget cuts, program statistics, staff, etc. The best story a nonprofit can tell is always how donors are changing or saving lives as a result of their gift. To be successful in fundraising, always make the donor the hero of the story.
- **The sixth and last reason I believe fundraising fails is lack of CEO involvement.** When it comes to asking for and receiving big gifts and renewing gifts, there is simply no substitute for donors knowing and trusting the staff leader. Even at modest levels, donors want to know and trust the person responsible for spending their gift in accordance with their wishes and the nonprofit's mission. When EDs turn the fundraising task completely over to other staff or volunteers, it greatly reduces the likelihood of success. EDs are the face the organization and critical to its fundraising success.
- To avoid this column being a total downer, here are a few happy thoughts about why fundraising works. According to Independent Sector, 90 percent of U.S. households donate to charity, 56 percent were asked to give, and 95 percent gave when asked. The power of asking is clear. As an example, I know of two organizations that each sought to raise big bucks in a fairly short amount of time. One project was to expand their capacity, programs and grow their endowment. The second organization's project was to raise several hundred thousand or risk closing its doors. Both groups were small and only one had any paid staff. The former campaign was a long time in the planning while the other was an urgent call to action. I'm happy to say both projects exceeded their goals in the time allotted. In my view, there were three reasons for the success of both campaigns: (1) the boards of each organization were highly engaged in the effort; (2) each board had a clear, unequivocal vision for the future of the organization and communicated it to donors; and (3) both board and staff were willing to ask for gifts.
- Alyce Lee Stansbury, CFRE is President of Stansbury Consulting. Her column writing partner is Kelly Otte, Executive Director of PACE Center for Girls. Together, they co-write and edit the column and love to hear from you at notesonnonprofits@gmail.com.

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