



Strategy handout

In an environment of Arts Council England and local authority budget cuts there is increasing pressure on museums to secure funding from other sources. When it comes to fundraising it is the organisations that approach this in a strategic way that will prosper. Below, we outline the =mc strategic model and the seven steps to strategic success.

1. Make the case
2. Analyse and plan
3. Choose your structure
4. Do your research
5. Create your packages
6. Make the ask
7. Develop the relationship

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1. Make the case

At the heart of your fundraising strategy is your 'case for support'. The purpose of the Case is to provide a solid basis for communicating the need for your work and the reasons why a potential supporter should donate. A good case for support should answer these questions:

- What is the **need** for your work?
- What **evidence** is there that your work is **urgent**?
- Why are you the **right organisation** to address this need?
- What will be the **positive benefits** if you are successful, and **for whom**?
- What will be the negative consequences if you fail, and for whom?

As a museum your work can be framed in many different ways. For example, you are a heritage organisation but you also respond to education, social and health needs. You need to consider all the different needs you address.

The case then needs to be shared, agreed and adopted by everybody working on fundraising within your organisation to ensure there is a consistent message.

2. Analyse and plan

You are not fundraising in isolation. Once you've defined your case you need to understand what is going on around you – both within your organisation and further afield – that will influence your fundraising. There are a number of tools you can use to help with this:

PEST analysis

A PEST analysis identifies the external factors that will have an impact on your work. You need to consider the Political, Economic, Social and Technological environment that you are working in but that you cannot control. You can think of these as 'the rules of the game, for the league you are in.'

SWOT analysis

A SWOT analysis examines your own ability for fundraising within this wider context by identifying the things you can control or respond to. You need to honestly appraise your current Strengths and Weaknesses as well as the upcoming Opportunities and Threats drawn from your PEST analysis.

Competition analysis

Understanding your competition enables you to set yourself apart, while also learning from what they do well. You should consider your competitors on three levels:

- Brand – who are you directly compared to? How do potential supporters view you in comparison with these organisations?
- Offering – who else is responding to similar needs? For example, other educational organisations, tourist offers or local amenities.
- Budget – which budgets are you competing for? Who (or what) else is competing for the same budget?

Cycle time analysis

Fundraising from different streams takes time and investment. How much time you have to raise the funds you need, and how much you can invest to get the result you need?

| Fundraising Stream | Timeframe (average) | Investment Needed |
|--------------------|---------------------|-------------------|
| Trusts | 6-9 months | Low |
| Corporate Support | 18-24 months | Medium |
| Mass Appeal | Almost instant | High |
| Major Donors | 3 years | High |
| Legacies | 4.4 years | Medium |

3. Choose your structure

You need to consider what organisational structure is most appropriate for your fundraising. In the UK, there are advantages to having charitable status when it comes to fundraising. This could be a Registered Company with charity status or a Charitable Incorporated Organisation.

You may also want to have a separate organisation through which to manage your fundraising. There are some advantages to this. For example, it might enable you to carry out a new activity not currently permitted under your current structure. It could also help you access new sources of funding, limit the liability and the risk to your existing organisation and help you change brand to make your organisation more attractive to certain supporters.

4. Do your research

Having demonstrated the need for your work and why people should support you, you now need to identify the people and/or organisations most likely to provide that support.

There are a number of sources you can use for your research:

- Your own networks – who do you know? Who could you get to?
- Competitors – who supports similar organisations?
- Published directories – such as the DSC publications
- Funders' own websites
- Prospect researchers – such as Giving Insight or Factory
- Partners – who can your partners introduce you to?

Once you have a long list of potential supporters you then need to shortlist, prioritising those:

- With a demonstrable interest in supporting work of a similar nature
- With the capacity to give at the level you require
- Within your reach

How else can we help?

This download has been adapted for SHARED Enterprise from =mc's **National Arts Fundraising School** workbook, the UK's leading fundraising development programme for the arts and culture sector.

In its 29 year history more than 1,300 fundraisers have benefited from the School and so far the learning they've gained has helped them raise over £300M.

To find out more about the School, and how it can transform your fundraising, visit www.nationalartsfundraisingschool.com or call us on 020 7978 1516.

=mc Consultancy

Whether you're facing challenges at an individual, team or organisational level, or looking to develop particular skills or plans, we have 29 years of experience in offering solutions tailor made for the arts, charity and public sectors.

Our offerings come in three key areas:

Fundraising

Our experienced fundraising team can help with every kind of project from a global strategy across 27 countries, to advice on approaching a specific high value donor, to launching a capital campaign.

Learning & Development

Our L&D team focus on leadership, personal effectiveness and change, bringing together a range of approaches designed to challenge and improve performance for teams and individuals.

Management Consultancy

Our consulting team works in three areas - innovation, change and strategy. Talk to us about fashioning a new strategy, developing a sustainable business model - including earned income, or creating radical new initiatives.

To find out more about =mc's consultancy services, visit www.managementcentre.co.uk or call us on 020 7978 1516.

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