

A slide with a large light gray triangle on the left side. The text is centered on the right. At the top right, there is a logo consisting of a gray square with a blue triangle pointing right, followed by the text 'ILJA DE COSTER MInstF(Cert)' and 'SUPPORTING FUNDRAISING' in a blue box. The main title 'Fundraising strategy' is in blue, and the subtitle 'Thinking that makes the difference' is in black. At the bottom, there is a blue bar with a white triangle pointing right.

ILJA DE COSTER MInstF(Cert)
SUPPORTING FUNDRAISING


Fundraising strategy

Thinking that makes the difference

1

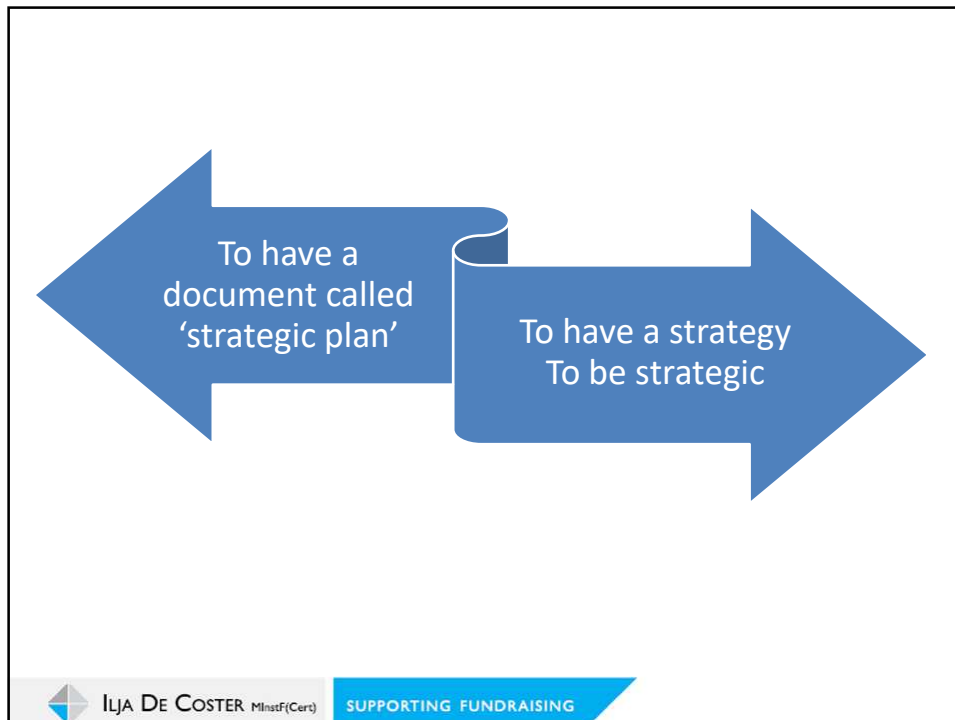
The Chatham House Rule

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

A footer bar with a gray square containing a blue triangle pointing right, followed by the text 'ILJA DE COSTER MInstF(Cert)' and 'SUPPORTING FUNDRAISING' in a blue box.

ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

2



4

What makes great fundraising?

*In our view, however, what seemed to us to elevate good fundraising to outstanding fundraising was the **quality of the thinking** each leader was able to generate. Neither the ideas nor the considerable experience of our directors alone could have given rise to the fundraising success they created. The real difference these leaders were able to make occurred as a consequence of the way in which they understood and coped with the complexities of everyday decision making.*

The Great Fundraising Report, Adrian Sargeant & Jen Shang, 2013

ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

5

Strategy ?!

The pattern of **decisions** that determines or otherwise sets the **direction** of an organisation and determine what its **results** are.

-mc



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

6

Setting the scene

Quotes on strategy and planning



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

7



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

In preparing for battle I have always found that plans are useless, but planning is indispensable.

Eisenhower

No plan survives first contact with the enemy.

Moltke

Designing a winning strategy is the art of asking questions, experimenting and then constantly renewing the thinking process by questioning the answers. No matter how good today's strategy is, you must always keep reinventing it.

Constantinos Markides



8

The essence of strategy is choosing what not to do.

Michael Porter

Strategy is simply resource allocation. When you strip away all the noise, that's what it comes down to. Strategy means making clear cut choices about how to compete. You cannot be everything to everybody, no matter what the size of your business or how deep its pockets.

You can have anything you want – you just can't have everything you want.

Anonymous



9



In reality strategy is actually very straightforward. You pick a general direction and implement like hell.

Jack Welch

Without strategy, execution is aimless.
Without execution, strategy is useless.

Morris Chang

Execution is the ability to mesh strategy with reality, align people with goals, and achieve the promised results.

Larry Bossidy

Let's execute along this strategy, but know that we'll probably get some of this wrong, so be open to changing it.

A.G. Lafley



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

10

However beautiful the strategy, you should occasionally look at the results.

Sir Winston Churchill

Be real and adjust your strategy according to honest results.

Charles Caleb Colton

There is nothing so useless as doing efficiently that which should not be done at all.

Peter Drucker



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

11



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Excellence is not a single event, but a habit.

Aristotle

We tend to meet any new situation by reorganizing, and a wonderful method it can be for creating the illusion of progress, while producing confusion, inefficiency, and demoralisation

Caius Petronius, AD 66



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

12

Like a human being, a company has to have an internal communication mechanism, a 'nervous system', to coordinate its actions

Bill Gates, co-founder Microsoft

The result of bad communication is a disconnection between strategy and execution

Chuck Martin, former Vice President IBM

Dear Executives, execution commitment is not for sale. You have to earn it.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

13



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage

Jack Welch

Don't measure your performance by what you have accomplished, but by what you should have accomplished within your capabilities

Jeroen De Flander



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

14

10 lessen

Uit 20 jaar fondsenwerver

www.iljadecoster.be/10jaar20lessen



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

15



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Les 1: Bij het werven van fondsen is geld niet de eerste zorg

Les 2: Uiteindelijk moet het toch vooral geld opbrengen

Les 3: Niets menselijks is de schenker vreemd

Les 4: Fondsenwerfers zijn ook mensen, met hun sterktes en zwakheden

Les 5: Praten werkt echt, praatbarakken werken niet

Les 6: Focus én flexibiliteit voorop!

Les 7: Zonder uitvoering ... voer je niks uit

Les 8: Fondsenwerving is een marathon, geen reeks sprint(je)s

Les 9: Bezint (en onderzoek) voor je begint

Les 10: En dan gewoon doén, 'met de handen uit de mouwen in de modder'

Epiloog en Proloog: de maatschappelijke context van fondsenwerving

Mental models for strategic fundraising thinking



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

18

Mental Models?

“Mental models are deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting. Very often, we are not consciously aware of our mental models or the effects they have on our behavior.”

Peter Senge
The Fifth Discipline

(some of the mental models might be only in Ilja's mind, but they drive all what he does...)



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

19



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

7 mental models

1. It up to you.
2. Fundraising is a profession.
3. Best practise is crap.
4. Knowledge as strategic asset.
5. Who does everything, does nothing.
6. Bridging what should be and what can be now.
7. Through dessert to the promised land.

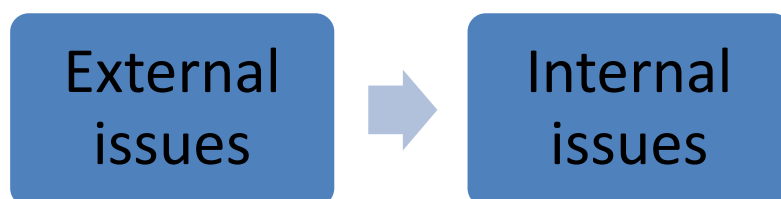


ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

20

1) It is up to you



Most systems implode
because of **internal factors and dynamics**, not
because of attacks by external enemies.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

21



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

1) It is up to you

– Mental shifts needed:

- From Calimero to David.
- From complaining about external issues to fixing internal issues.
- Do not lament on what other do wrong, start working on what you can do good.
- Together if possible, alone if needed.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

22

1) It is up to you

***If not you,
who?***

Tony Elischer



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

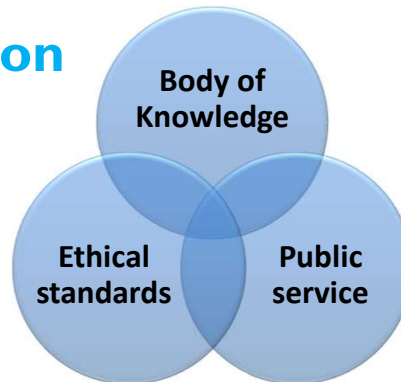
23



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

2) Profession



A profession is a disciplined group of individuals who adhere to ethical standards and who hold themselves out as, and are accepted by the public as possessing special knowledge and skills in a widely recognized body of learning derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Professions Australia

24

Body of Knowledge?

– What.

- Academic research.
- Books, papers and blogs by leading practitioners.
- Conference presentations.
- Cumulated tests and experiments.
- Networking and exchange between peers.

– But.

- Contradictions and quality levels.
- Multiple and decentralised sources.
- Separating the chaff from the grain.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

25



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

3) Best practice is crap

In the UK, charitable giving is estimated to be around one per cent of gross domestic product and while there are annual variations, this figure has proved remarkably static over time. Despite the best efforts of governments, philanthropists and a generation of fundraisers, the needle hasn't moved much on giving since data were first recorded.

(...)

Forty years of increasingly sophisticated fundraising practice, the development of regular (monthly) giving, the appearance of the Internet and the rise of new digital channels have seemingly done little to increase our generosity.

Prof. Adrian Sargeant,
A Report on the July 2011 Growing Philanthropy Summit



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

26

3) Best practice is crap

*The next big thing in fundraising
is doing the basics better.*

Ilja De Coster

- **Key ideas:**

- Sustainable growth will not come from *just copying* so called best practise, but from *reinventing* fundraising basics.
- We should push the fundraising techniques we use to a higher quality level than so far known in the sector.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

27



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

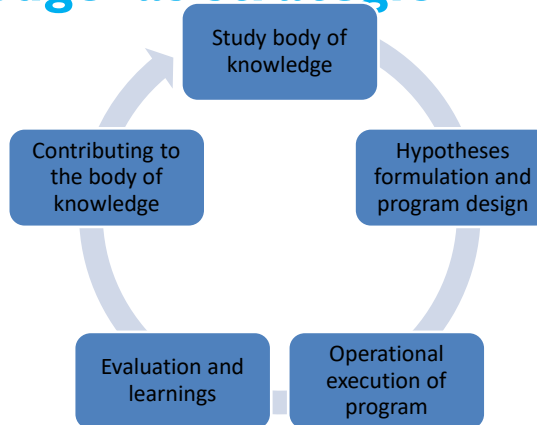
4) Knowledge as strategic asset.

It is the uniqueness of organizational “know-how”, coupled with the ability to utilize that knowledge that are the greatest influencers of success. Hence it is of considerable importance to organizations to systematically develop competitively advantageous insights in a way that will aid their decision making processes.

Andrew Banasiewicz
paraphrasing Quinn, Anderson and Finkelstein

28

4) Knowledge as strategic asset.



- **Key ideas:**
 - What we do should start from the body of knowledge and contribute to the body of knowledge.
 - We are doomed to life long learning through ongoing doing, failing, studying, analytics and testing.

29

5) Who does everything, does nothing.

- **We can't do everything at the same time.**
 - Better do to a limited number of things really well, than a lot of thing on a mediocre level.
- **We need to be clear on what we will do and what we will not do.**
 - The importance of focus and planning.
 - The importance of the *parking*.
- **Self-discipline against distraction.**
 - Success comes from a boring 'stick to the plan'.
 - Is an opportunity really an opportunity, or just a distraction?
 - Saying no to (perceived) external pressure.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

30

6) what should be and what can be now

- **Only a lot of little steps bring the end goal closer.**
 - Living only in what should be results in frustration about reality.
 - Living only in what can be results in mediocracy and status quo.
- **Enduring an ever stretching cap.**
 - Mental strength for *visionary pragmatism*.
 - Dare to start, even with imperfect first steps.
 - Avoid paralysis when other are paralysed.
 - Balancing “it is good enough now” with “it should always be better”.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

31



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

7) Through desert to the promised land.

*Human progress is neither automatic nor inevitable...
Every step toward the goal of justice requires sacrifice,
suffering, and struggle; the tireless exertions and
passionate concern of dedicated individuals.*

Martin Luther King, Jr.

When the Going Gets Tough, the Tough Get Going.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

32

Core pillars

For a good fundraising
strategy



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

33



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Core pillars

1. Growing in stages.
2. The logic order of development.
3. Focus on improving quality.
4. Donor centricity.
5. The acquisition-retention twins.
6. The front-back office twins.
7. Capacity to execute.

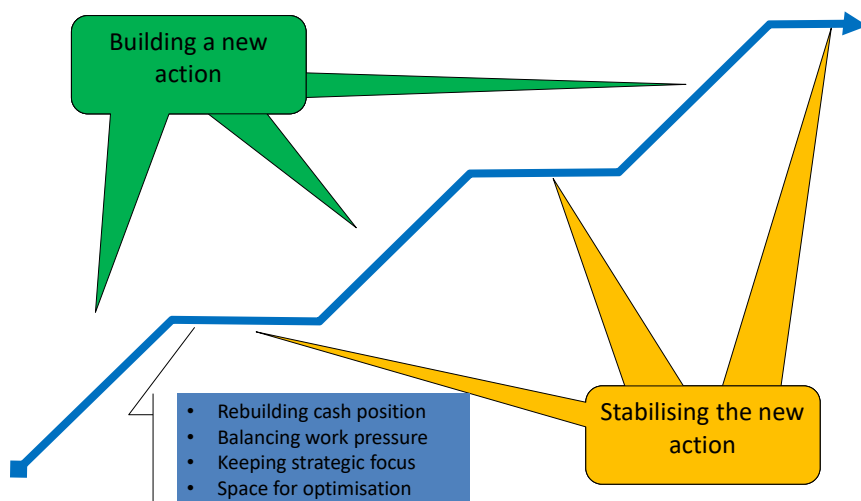


ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

34

1) Growing in stages



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

35



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

1) Growing in Stages

- **A step by step increase.**
 - Focus on doing something well, instead of doing too much.
 - Alternate times of (income) growth with (income) stabilisation.
- **Why:**
 - Growth efforts drain financial and human resources.
 - Stabilisation period regenerates financial and human resources.
 - Time to evaluate and optimise.



36

2) The logic order of deployment

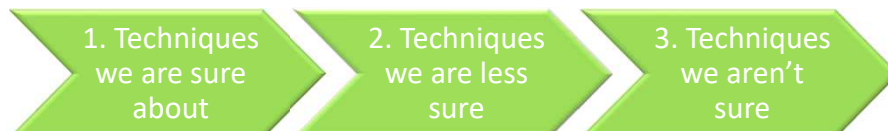
Condition

- What needs to be done first before we can undertake that activity?



Activity

- What action do we need to undertake?



37



2) The logic order of deployment

- Start with some ‘good old techniques’ and do them better than used in the sector.
- Start only later with innovative experiments on new techniques everybody is still discovering.
- Don’t do the techniques you like or believe in, you do the techniques that work.
- Study the body of knowledge before launching a technique.



2) The logic order of deployment

- Doing what is sure first, guarantees the financial based to do all the rest.
- Securing cash cows is always the first priority.
- Any innovation can only come next.
- In order to survive after tomorrow, you’ll first need to stay alive tomorrow.



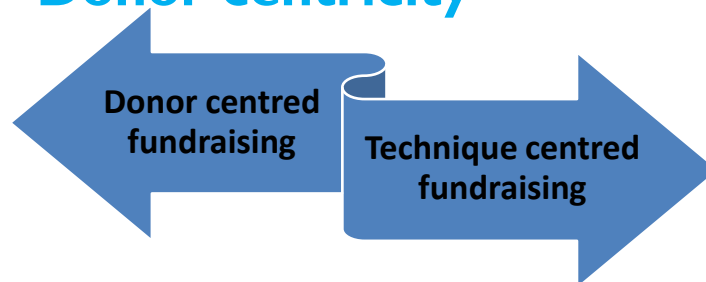
3) Focus on improving quality

- **What is Quality in Fundraising?**
 - Donor retention & Donor experience
 - Rentability.
- **Continuous improvement.**
 - Quality isn't black and white.
 - Reaching quality is a step by step process.
 - Build in learning in everything we do.
- **No blind fundraising.**
 - Monitor what happens and intervene as needed.
 - Analytics lead to insights that improve what you do.
 - Data as key to quality analytics.



40

4) “Donor centricity”



- **Key ideas:**
 - Focus on donor needs, commitment, satisfaction.
 - Techniques are just a mean to reach donors.
 - A donor relationship will be cross channel.
 - Avoid technique silos in the way you work.
 - This does not mean the donor is “the boss”.
 - *Community centricity*



41



5) The acquisition-retention twins.

- **Key understandings:**
 - Acquisition is costly, but is needed for volume growth.
 - Retention is what makes fundraising rentable.
- **Principles:**
 - No acquisition effort should be started as long as retention effort isn't in place.
 - Retention efforts should be based on understanding of donors.
 - Retention efforts shouldn't be one size fits all.
 - Data is the key to mass scale donor centred customisation.



6) The front-back office twins.

- **Key ideas:**
 - Good fundraising requires integration of front and back office.

Front office	Back office
<ul style="list-style-type: none"> • Good stories, well told. • Branding. • Cross channel & volume. • Well trained fundraisers in the 'field'. 	<ul style="list-style-type: none"> • Automated data processes. • Work procedures. • Live monitoring results. • Well trained staffing for admin work.



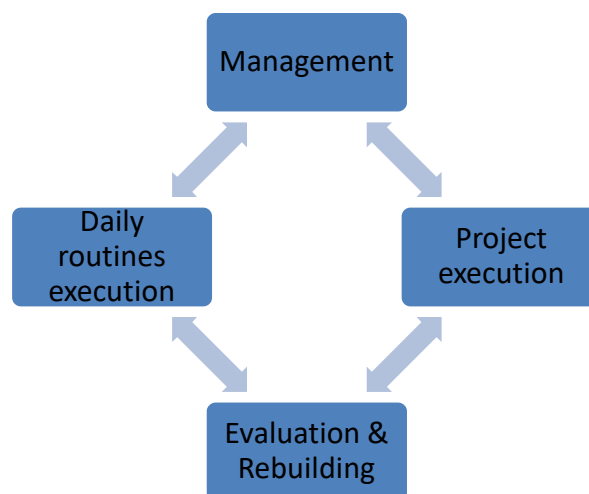
7) Capacity to execute.

- **Nice to have nice ideas...**
 - nicer to execute them.
- **Planning.**
 - A strategic framework allowing flexibility within.
 - Rolling operational planning: periodical reassessment on what to do next.
- **A team of generals and soldiers.**
 - Clear roles and role differentiation within team.
 - Management vs. Leadership vs. Operational Execution.
 - Seniors vs. Juniors.



44

7) Capacity to execute.



45



7) Capacity to execute.

- **Internal cooperation.**
 - Task division by logic competencies, not FR silos.
 - Delegation & follow up.
 - Cooperation tools.
- **External cooperation.**
 - Partners: we are in it together & balance of power.
 - Outsourcing isn't a time saver.
- **Being aware: the risk of overstretching.**
 - Realistic planning.
 - The human aspect. *Work hard – Party hard.*



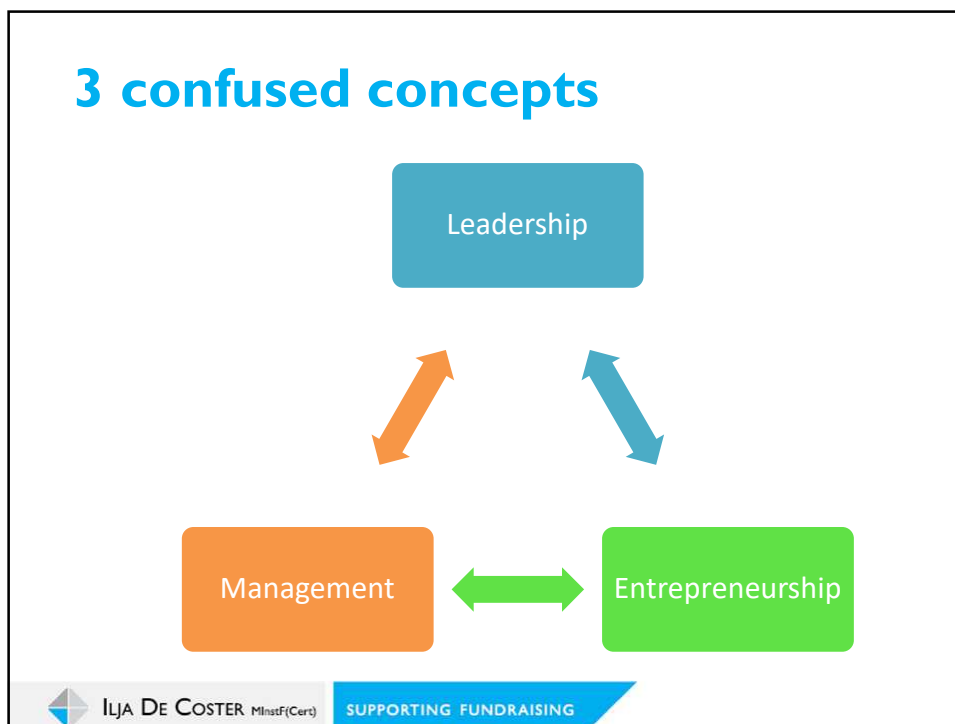
46

**Elements for a
fundraising strategy**
Pick the relevant issues

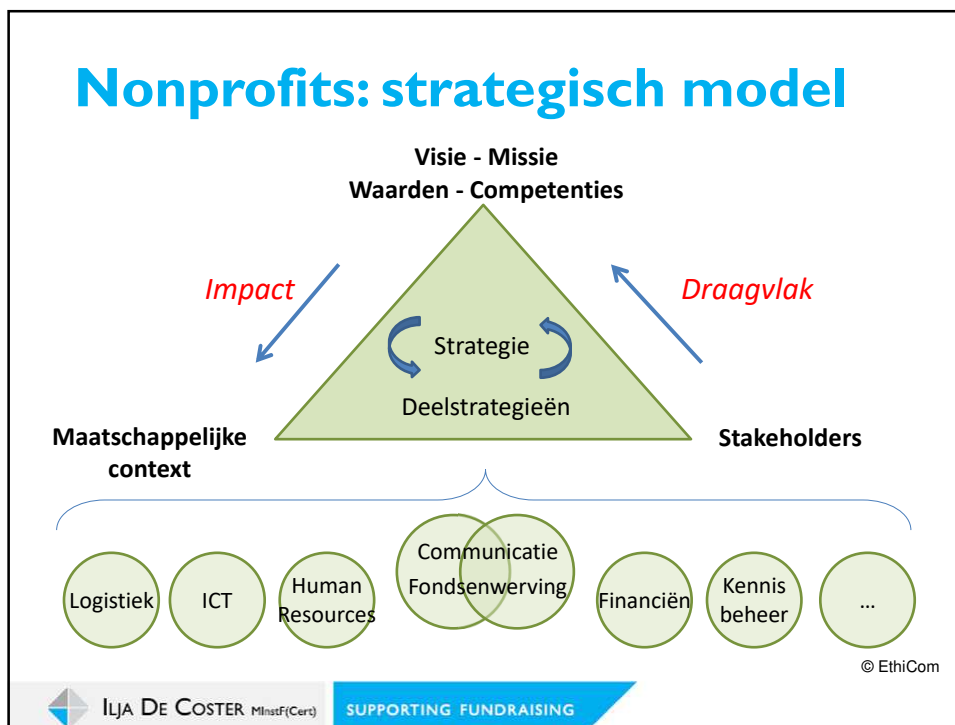


47





48




49

The Why


Van draagkracht naar draagvlak voor slagkracht...


Karen Moeskops, ex-directeur Amnesty Vlaanderen

 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

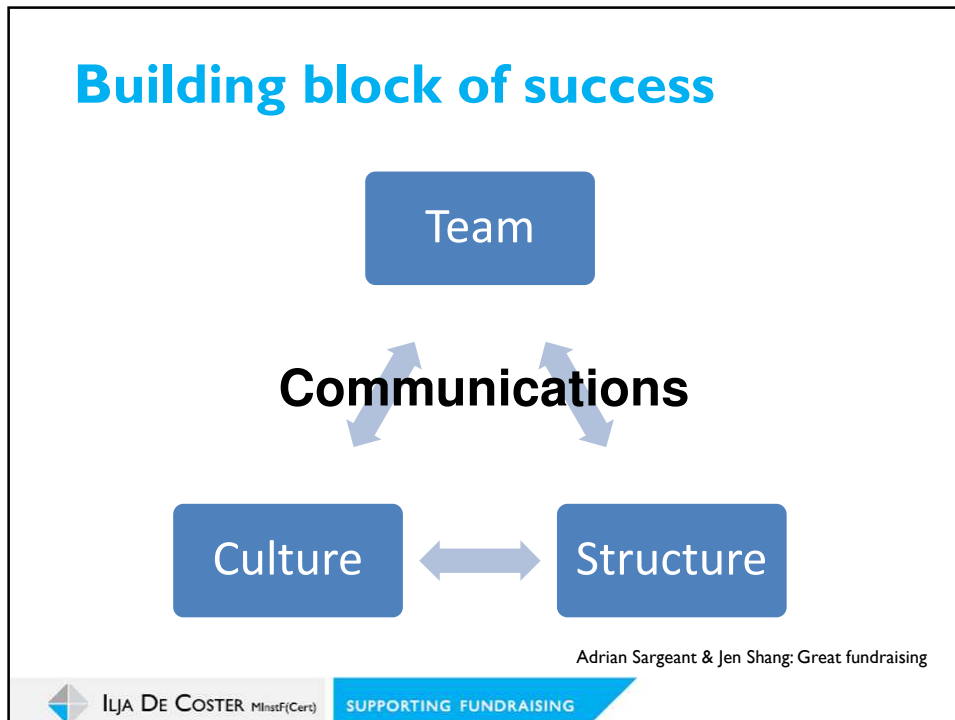
50

Based on open discussion



 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

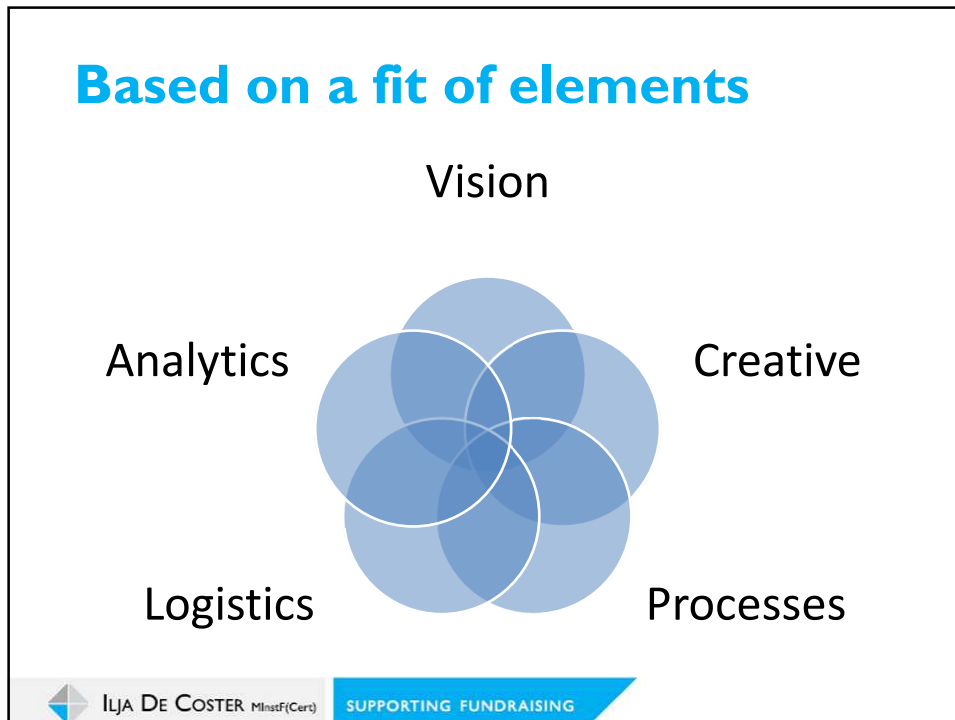
51



52



53



54

The four critical relationships

First: Within your organisation

- Creating infrastructure that produces a healthy organisation

Second: With your community

- Ensuring your organisation's relevance

Third: With your constituents

- Nurturing relationships to build loyalty

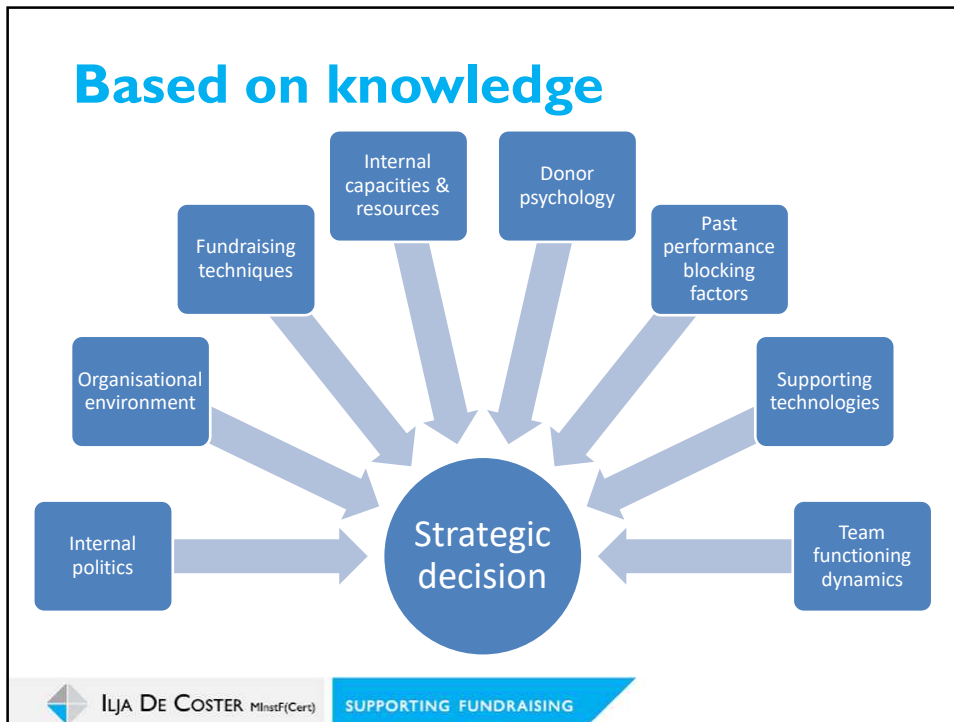
Fourth: With your volunteers

- Enabling them to take meaningful action on behalf of your organisation

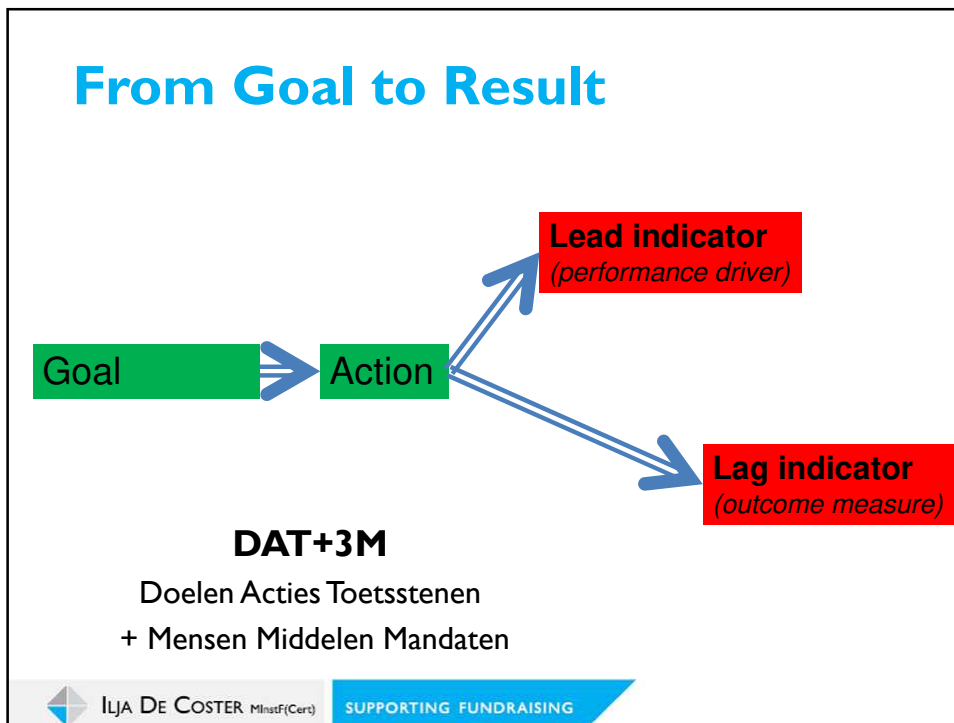
Simone Joyaux, Strategic Fund Development

ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

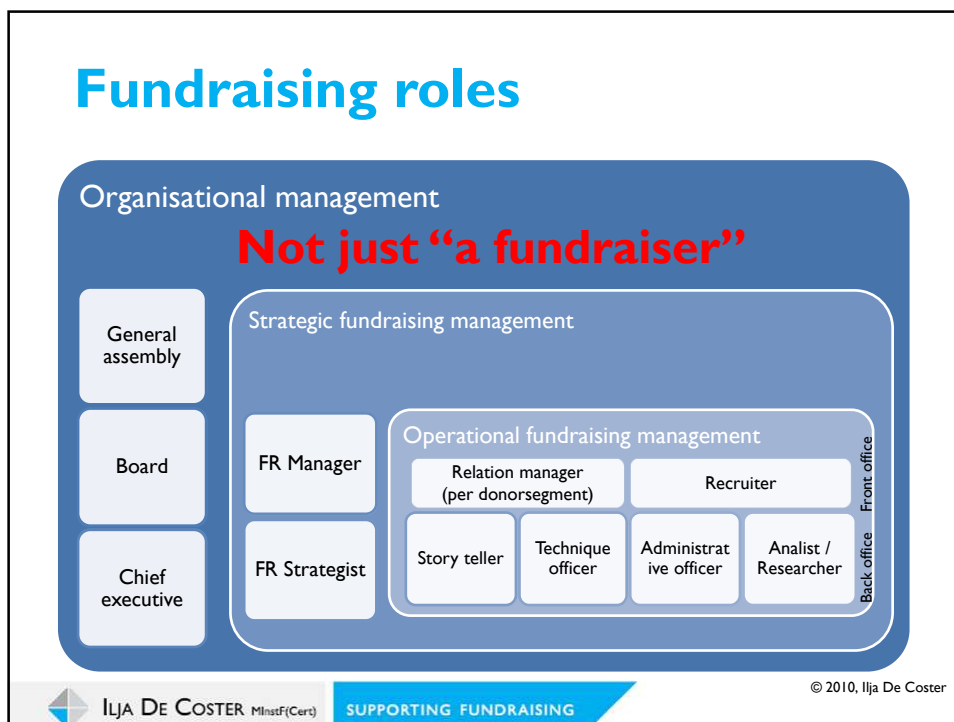
55



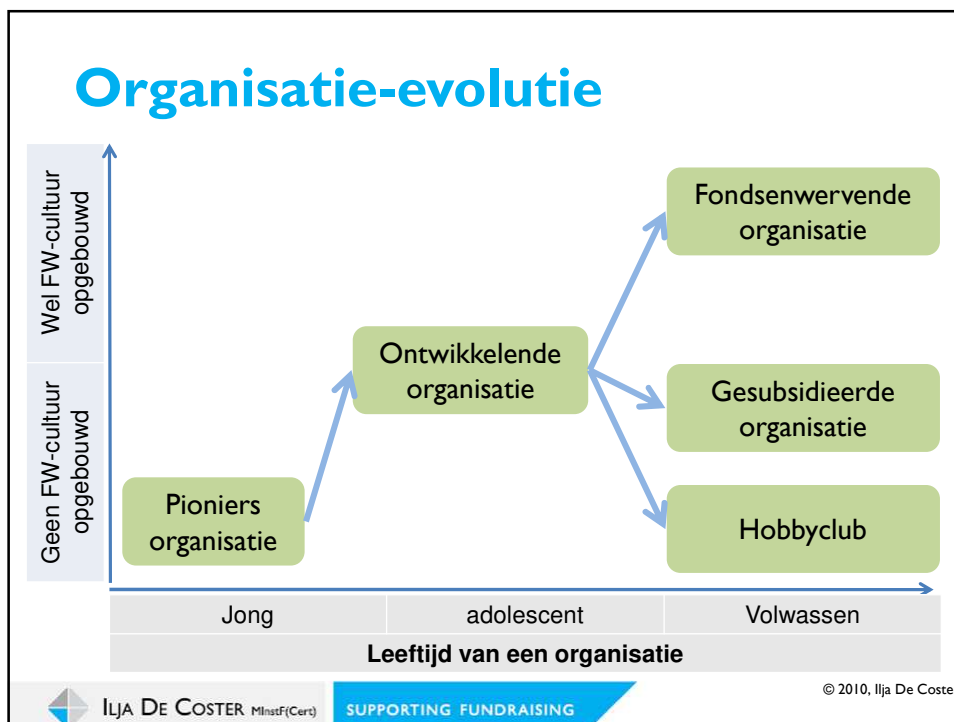
56



57



58



59

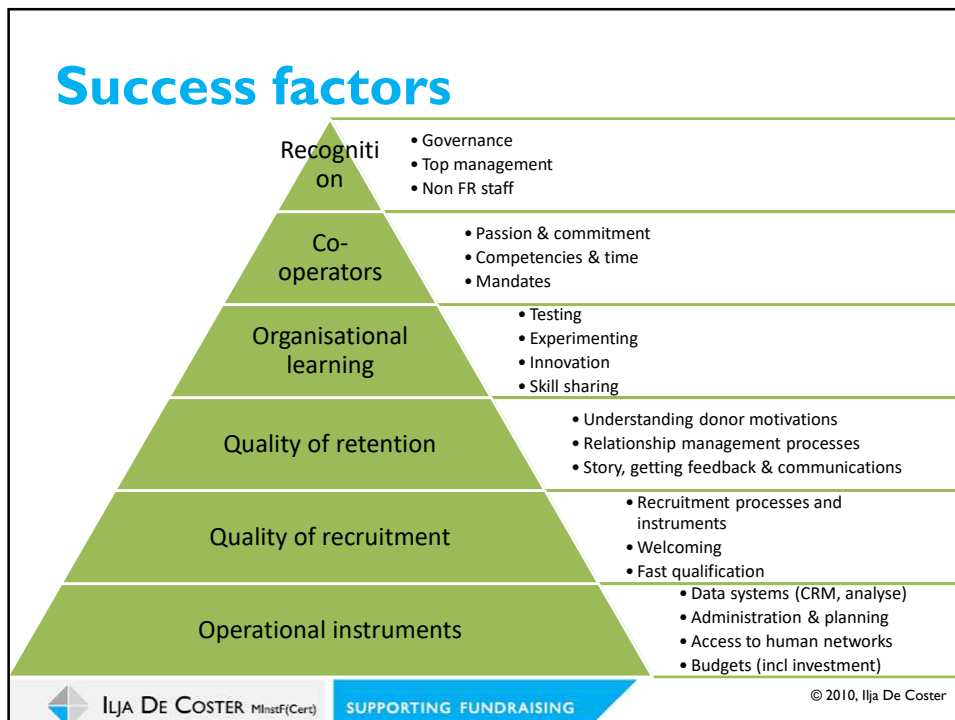
Fondsenwervingsuitdagingen

Pioniersorganisatie	<ul style="list-style-type: none"> • Durven en doorgaan • Geduld en systematiek
Ontwikkende organisatie	<ul style="list-style-type: none"> • Professionalisering • Keuzes maken
Fondsenwervende organisatie	<ul style="list-style-type: none"> • Routine doorbreken • Innovatie
Gesubsidieerde organisaties	<ul style="list-style-type: none"> • Totaal andere aanpak • Klein herbeginnen als grote
Hobbyclub	<ul style="list-style-type: none"> • Relevantie • Wat na ons

© 2010, Ilja De Coster

Ilja DE COSTER MInstF(Cert)
SUPPORTING FUNDRAISING

60



61

Boston & Ansoff Matrix

Making choices

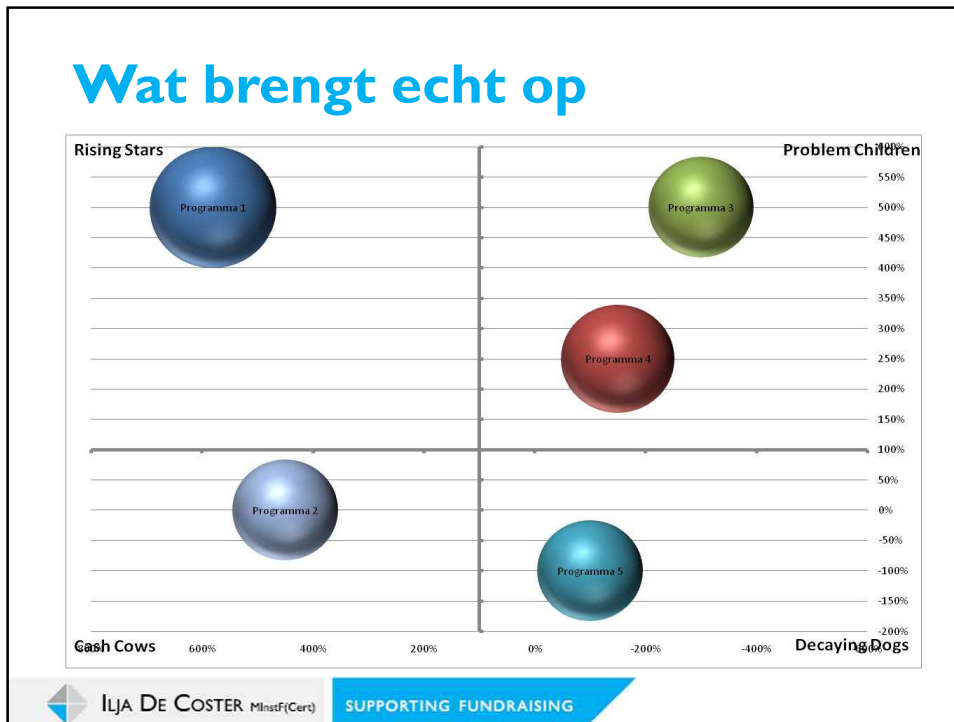
62

Boston Matrix: Wat brengt echt op?

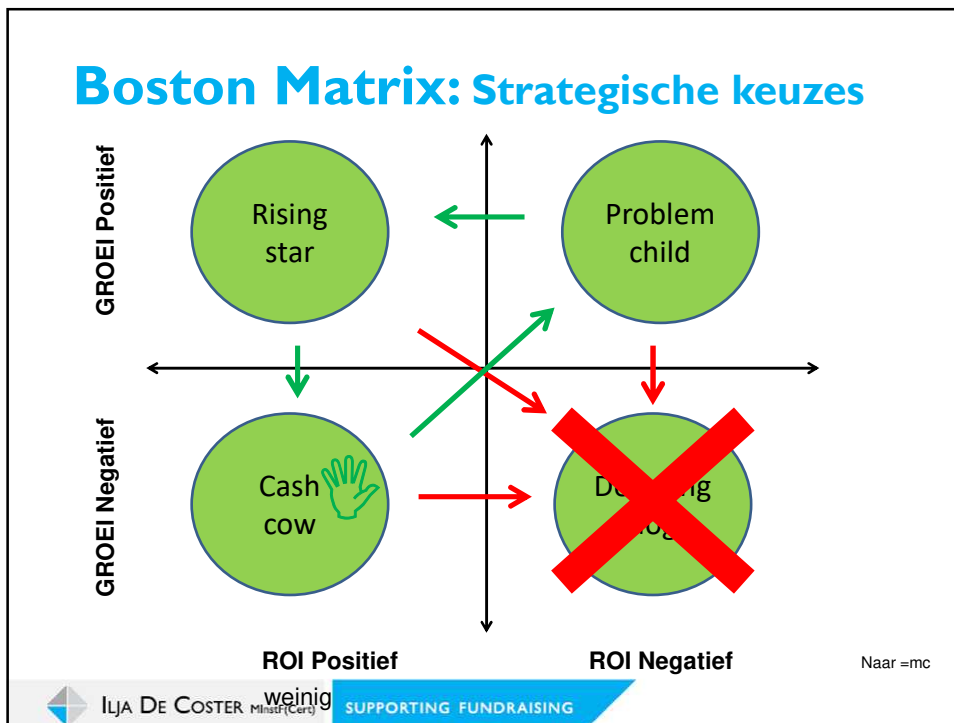
GROEI Positief	Rising star	Problem child
GROEI Negatief	Cash cow	Decaying dog
	ROI Positief	ROI Negatief

Naar =mc

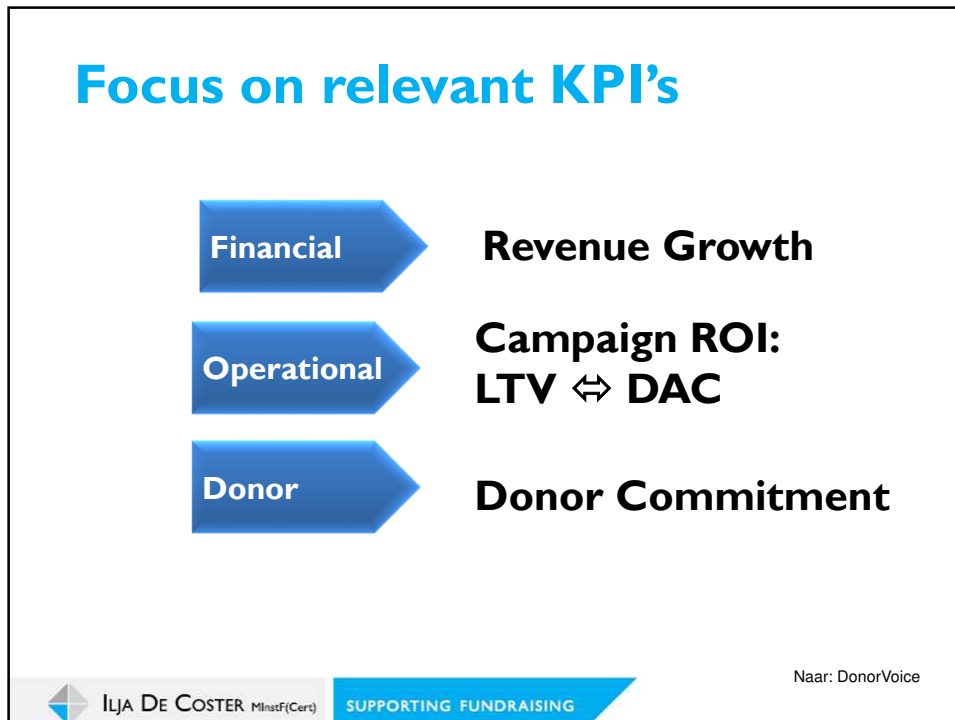
63



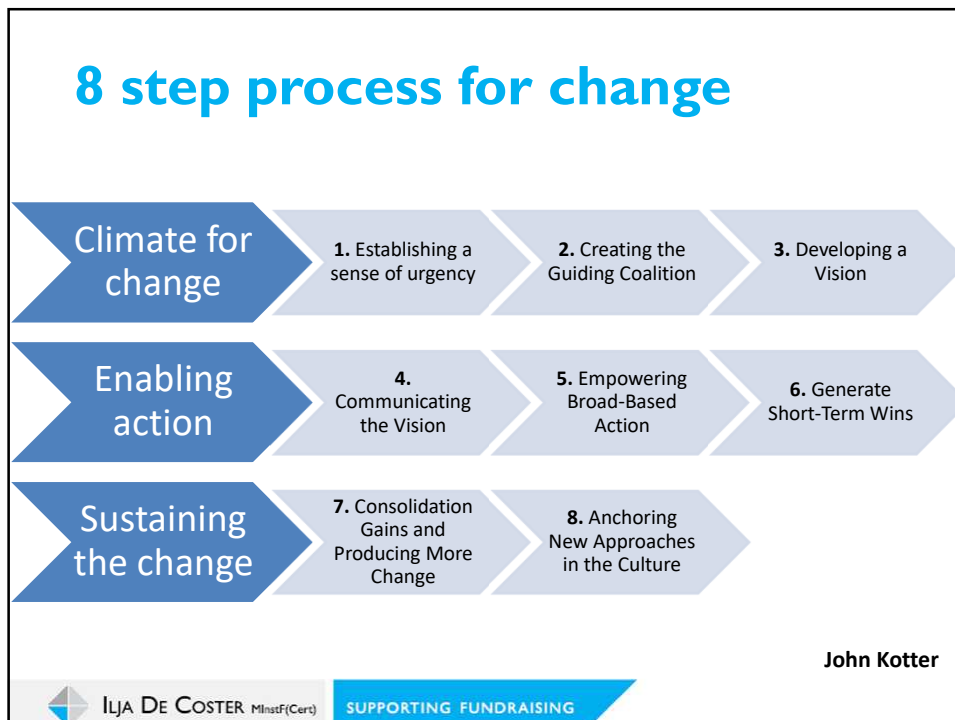
64



65




66



67

From the literature
Some unstructured thoughts


 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

68

What is strategy?

Michael E. Porter

HBR reprint 96608

 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

69

What is strategy?

Operational effectiveness


Strategic positioning

 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

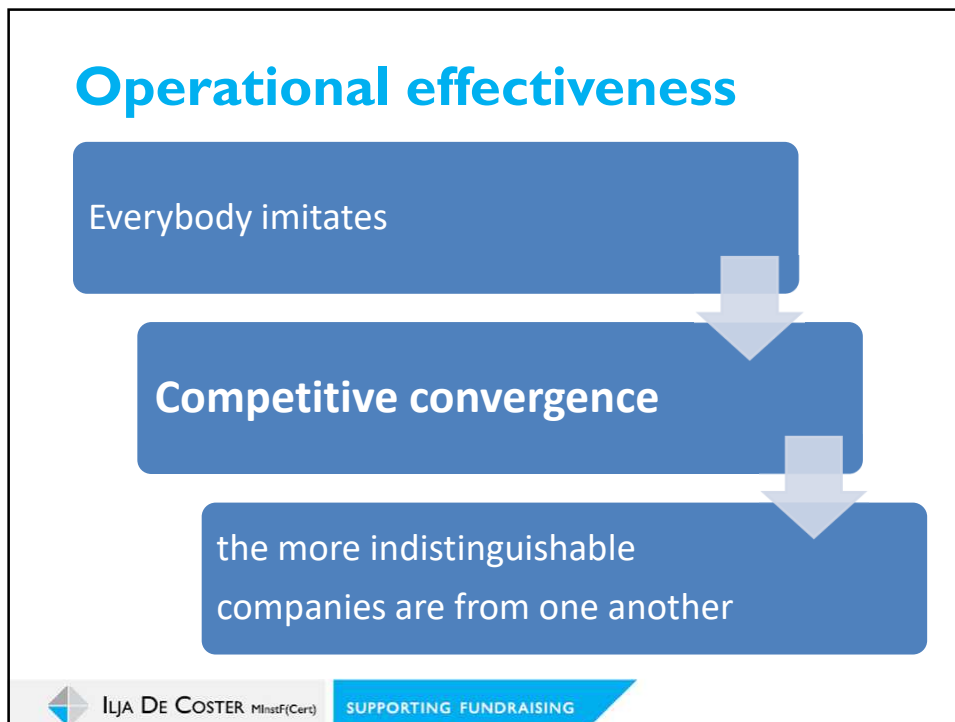
70

Operational effectiveness

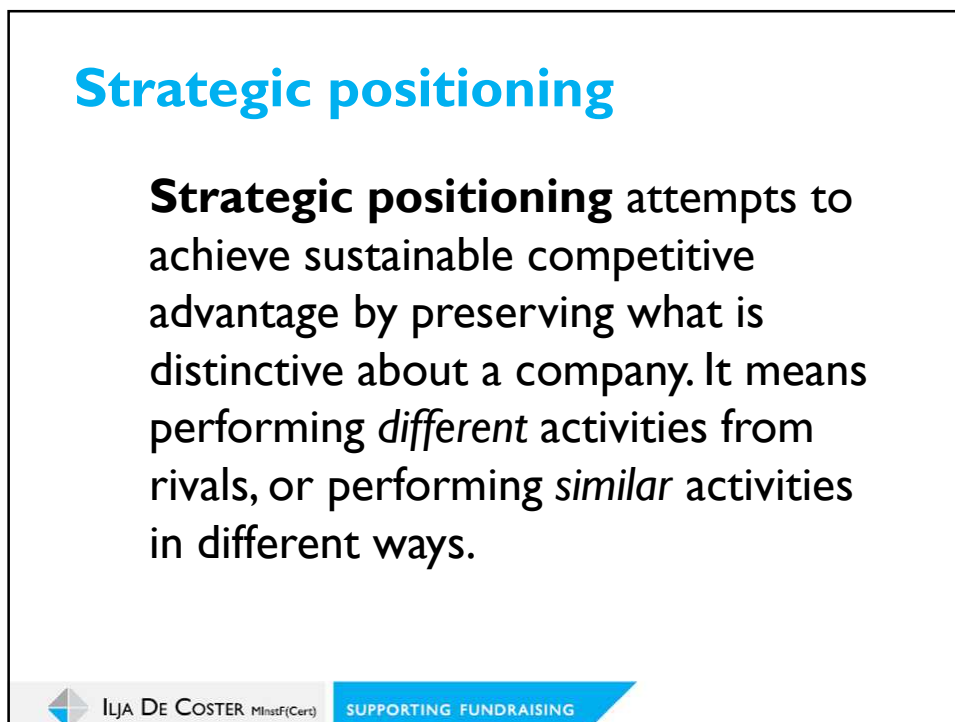
- Performing activities better than rivals.
that is, faster, or with fewer inputs and defects.
- Productivity frontier:
the maximum value a company can deliver at a given cost, given the best available technology, skills, and management techniques.

 ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

71



72



73

Key elements of strategy: 1

Strategy is the creation of a unique and valuable position, involving a different set of activities.

- Customers
- Market
- Activity type
- Vision
- Methodology
- ...



74

Key elements of strategy: 2

Strategy requires you to make trade-offs in competing—to choose what not to do.

- You can't do everything.
- Focus.
- Resist distractions.
- Whom to listen to.



75



Key elements of strategy: 3

Strategy involves creating “fit” among a company’s activities.

- The ways a company’s activities interact and reinforce one another.
- Organizational silos.
- Fundraising technique silos.
- Integration.



76

Transforming Corner-Office Strategy into Frontline Action

Orit Gadiesh and James L. Gilbert

HBR reprint R0105D

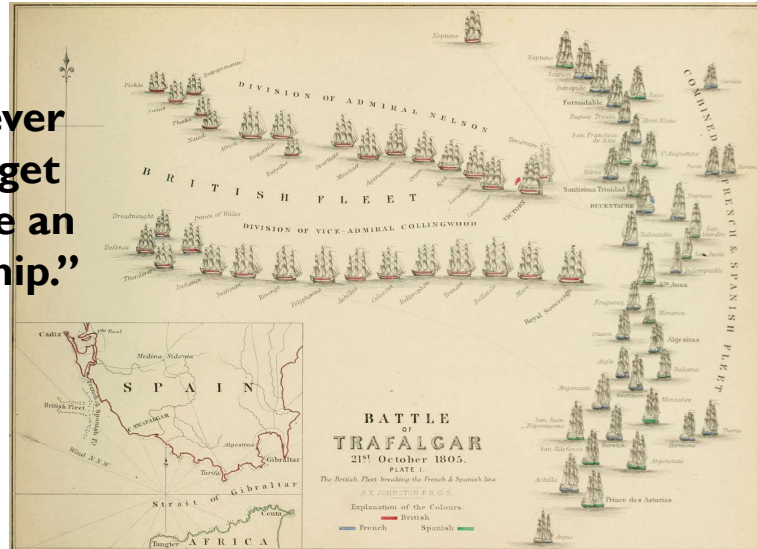


77



Nelson's winning strategy

“Whatever you do, get alongside an enemy ship.”



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

78

A strategic principle

In today's rapidly changing world, companies must integrate decentralized decision making with coherent, strategic action. A well-crafted, skillfully implemented strategic principle lets them strike that delicate balance.

**pithy, memorable,
actionoriented phrase**



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

79



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Defining attritutes

- It forces trade-offs between competing resource demands;
- It tests the strategic soundness of a particular action;
- It sets clear boundaries within which employees must operate while granting them freedom to experiment within those constraints.



80

Turning Great Strategy into Great Performance

Michael C. Mankins and
Richard Steele

HBR reprint R0507E



81



Strategic planning and execution are inextricably linked

Most companies' strategies deliver only 63% of their promised financial value. Why? Leaders press for better execution when they really need a sounder strategy. Or they craft a new strategy when execution is the true weak spot.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

82

Rules successful strategy execution

Keep it simple.

Avoid drawn-out descriptions of lofty goals. Instead, clearly describe what your company will and won't do.

Challenge assumptions.

Ensure that the assumptions underlying your long-term strategic plans reflect real market economics and your organization's actual performance relative to rivals'.



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

83



ILJA DE COSTER MInstF(Cert)

SUPPORTING FUNDRAISING

Rules successful strategy execution

Speak the same language.

Unit leaders and corporate strategy, marketing, and finance teams must agree on a common framework for assessing performance.

Discuss resource deployments early.

Challenge business units about when they'll need new resources to execute their strategy.



Rules successful strategy execution

Identify priorities.

Delivering planned performance requires a few key actions taken at the right time, in the right way.

Make strategic priorities explicit, so everyone knows what to focus on.

Continuously monitor performance.

Track real-time results against your plan, resetting planning assumptions and reallocating resources as needed. You'll remedy flaws in your plan and its execution—and avoid confusing the two.



Rules successful strategy execution

Develop execution ability.

No strategy can be better than the people who must implement it. Make selection and development of managers a priority.



86

The Secrets to Successful Strategy Execution

Gary L. Neilson, Karla L. Martin, and Elizabeth Powers

HBR reprint R0806C



87



Implementation is key

A brilliant strategy may put you on the competitive map. But only solid execution keeps you there. Unfortunately, most companies struggle with implementation. That's because they overrely on structural changes, such as reorganization, to execute their strategy.



88

Two far more powerful:

- Clarifying decision rights
For instance, specifying who “owns” each decision and who must provide input
- Ensuring information flows where it's needed
Building lateral networks needed for the cross-unit collaboration critical to a new strategy



89



Decision making is key:

– Who Has the D?

How Clear Decision Roles Enhance Organizational Performance

Paul Rogers and Marcia Blenko (Reprint R0601D)

– The Decision-Driven Organization

Forget the org chart—the secret is to focus on decisions, not structure.

Marcia W. Blenko, Michael C. Mankins, and Paul Rogers (Reprint R1006B)

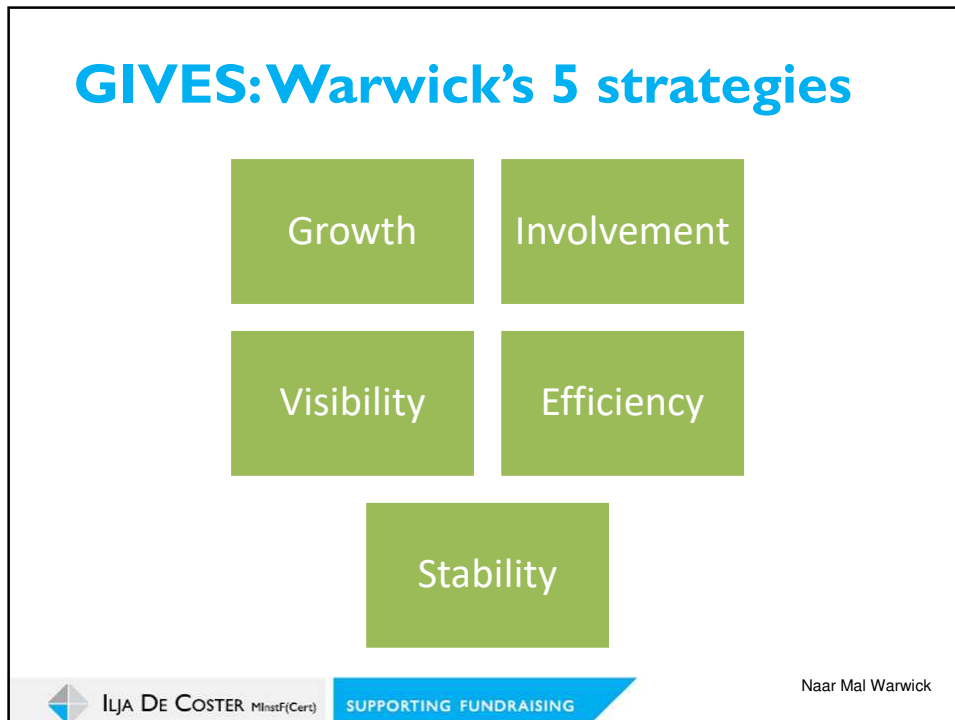


5 Strategies

Mal Warwick

The five strategies for fundraising success, Jossey Bass, 2000





92

GIVES: kenmerken & keuzes

	Groei	Betrokkenheid	Zichtbaarheid	Efficiëntie	Stabiliteit
Kenmerken	Dynamisch Ambitieuze doelstellingen Gedurfd leiderschap Zware investering financieel	Belonend Vrijwilligers programma's Dialoog Activeren Zware investering in tijd	Bekendheid Brede publieke interesse Relaties vele stakeholders Zware investering financieel	Kostprijs-bewust Zuinig	Duurzaamheid Kapitaalsreserves
Bruikbare technieken	Direct marketing	Vrijwilligers programma's Lokale activiteiten Direct Phone Multiple engagement nieuwsbrieven	TV / radio en pers Publiek adverteren Special events Cause-related marketing	Planned giving Direct debit Subsidies	Endowment funding Inkomsten diversificatie Automatisch betalingen
Kerncijfers	Aantal nieuwe schenkers Groei %	Activiteitsgraad % Participatie activiteiten % Share of wallet Donor commitment	Naambekendheid Spontane naamsvermelding Aantal publieke views in media (eye balls)	Kostratio's Return on investement	Inkomstspreading Aantal maanden autonomie

SUPPORTING FUNDRAISING

93

GIVES: kenmerken & keuzes


Link missie	Breed bereik Grote impact.	Belang publieke participatie	Belang publieke bewustwording en begrip thematiek	Focus op zuinigheid	Stevige financiële basis – focus op verre toekomst.
Externe communicatie	Massacommunicatie om meer, nieuwe mensen te bereiken. Enkelrichting	Meer communicatie naar bestaande achterban. Tweerichting	Massacommunicatie om breed publiek te bereiken. Enkelrichting	Minder inzetten op brede communicatie. Vooral focus op rendabele communicatie	Minder op inzetten. Vooral bestaande achterban als doelgroep
Wat is moeilijk	Meer aandacht geven aan bestaande schenkers Kostefficiëntie hoog houden Kapitaalsreservers aanhouden	Investeren in meer nieuwe schenkers Kostefficiëntie hooghouden	Meer aandacht aan bestaande schenkers Kostefficiëntie hoog houden	Zwaar investeren in nieuwe zaken	Zwaar investeren vanuit eigen kapitaal



94


Strategy maps

Norton & Kaplan




95

3 elements




Strategy Map

describes the overall business logic and direction



Scorecard

describes how success will be tracked and measured



Implementation Plan

describes how time, tasks and talent are organised

=mc

IlJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

96

Balanced scorecard: 4 dimensies waarop je moet werken

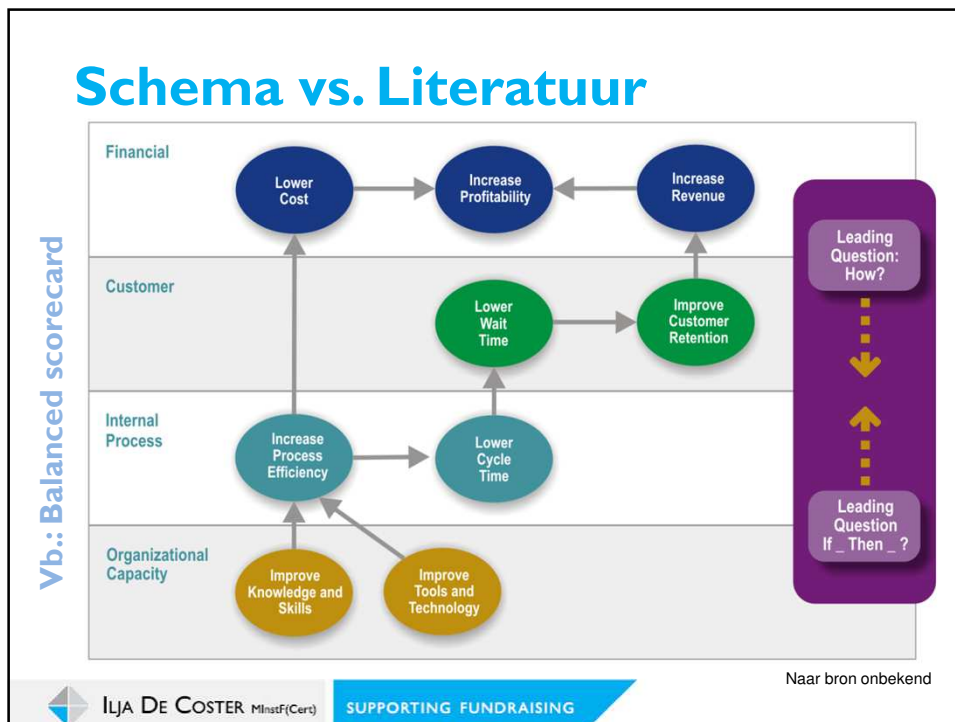
Financieel

Begunstigden Donoren → **Central Circle** → Interne processen

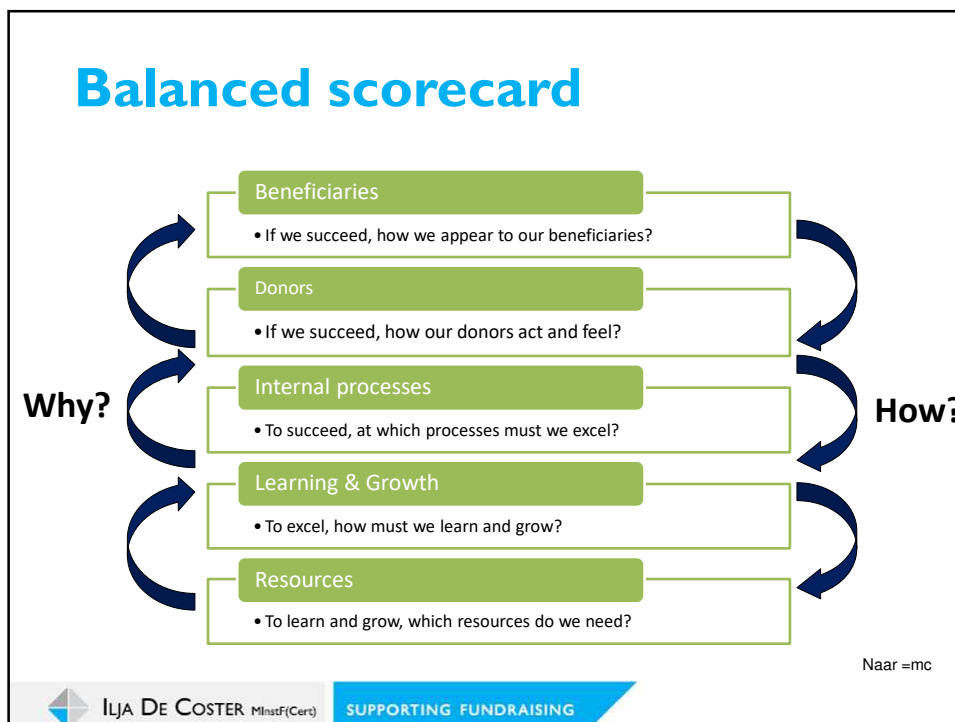
Organisatie capaciteit
Leren

IlJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

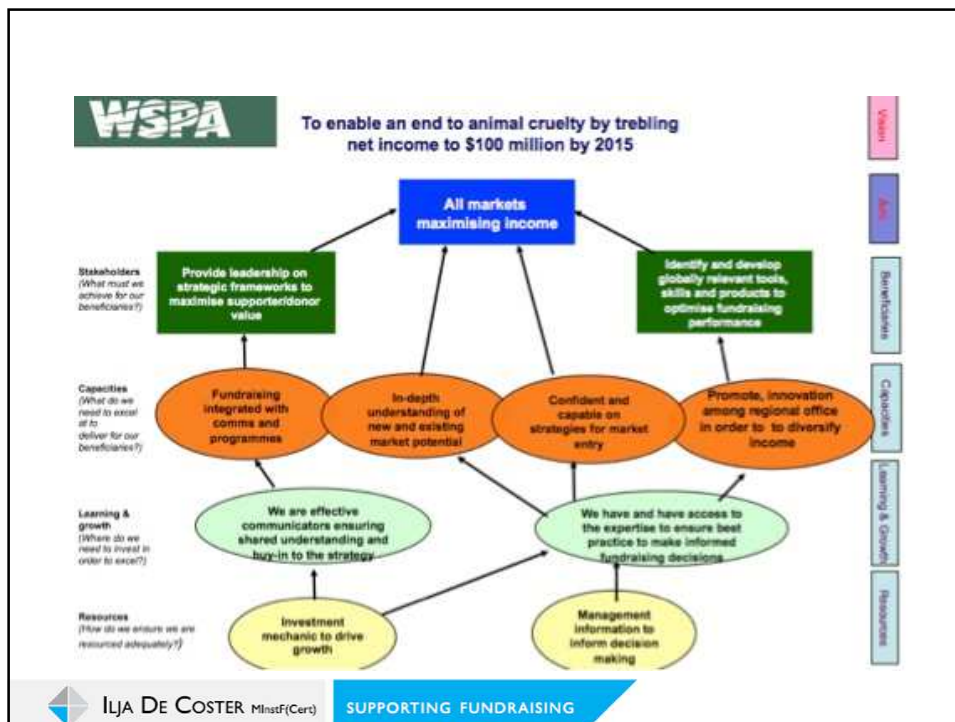
97



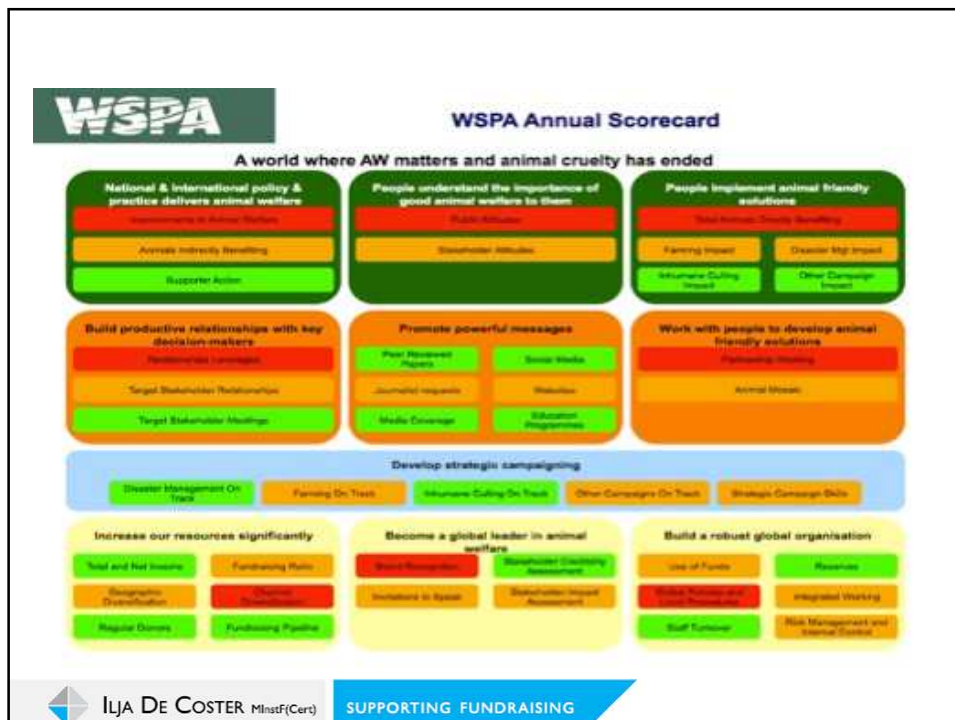
98



99





101



102

Doelstelling -> actie -> meten



Doelstelling	Initiatieven / Acties	Indicator	Targets
Wat willen we bereiken?	Welke acties moeten we concreet doen om dit te bereiken?	Hoe gaan we succes meten?	Hoeveel moeten we verbeteren?

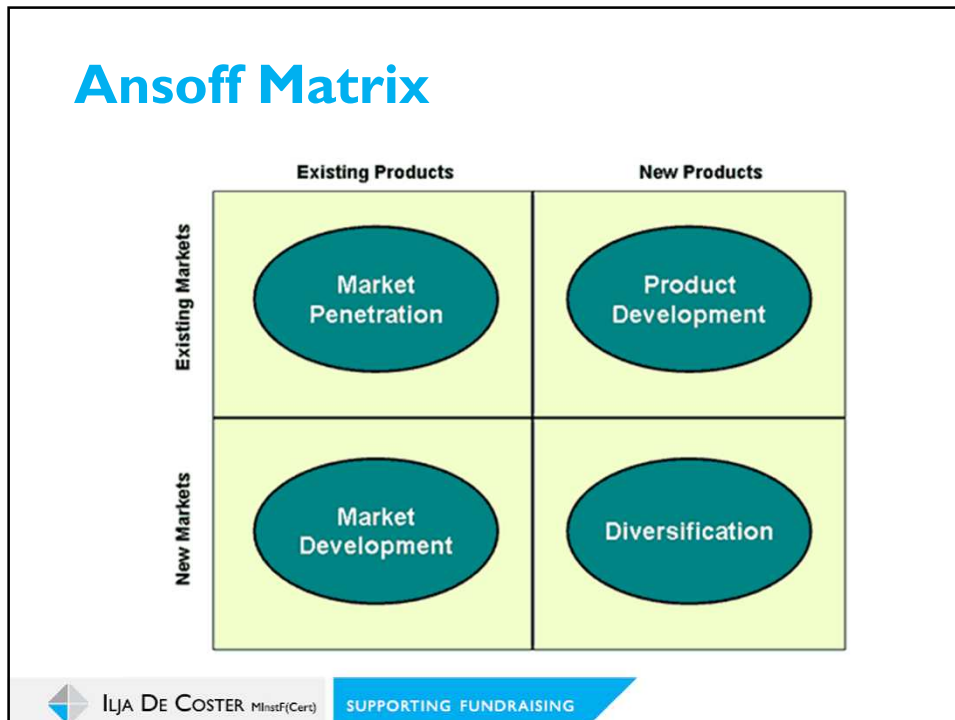
104

Doelstelling -> actie -> meten

Doelstelling	Initiatieven / Acties	Indicator	Targets
Hogere donortrouw	<ul style="list-style-type: none"> • Uitvoeren donor survey • Opzetten schenkernieuwsbrief • Opzetten donor care service 	<ul style="list-style-type: none"> • Net Growth Index • Donor Commitment Score[®] 	<ul style="list-style-type: none"> • 85 → 130 • 53 → 70
Bestuursleden werving grote giften	<ul style="list-style-type: none"> • Training case statement • Training netwerking • Maandelijks agendapunt bestuursvergadering 	<ul style="list-style-type: none"> • # bestuurder dat training deelneemt • # gesignaleerde leads per bestuurder per maand • # nieuwe donoren aangetrokken door bestuurders 	<ul style="list-style-type: none"> • 0 → 15 • 0 → 1 • 0 → 5

105



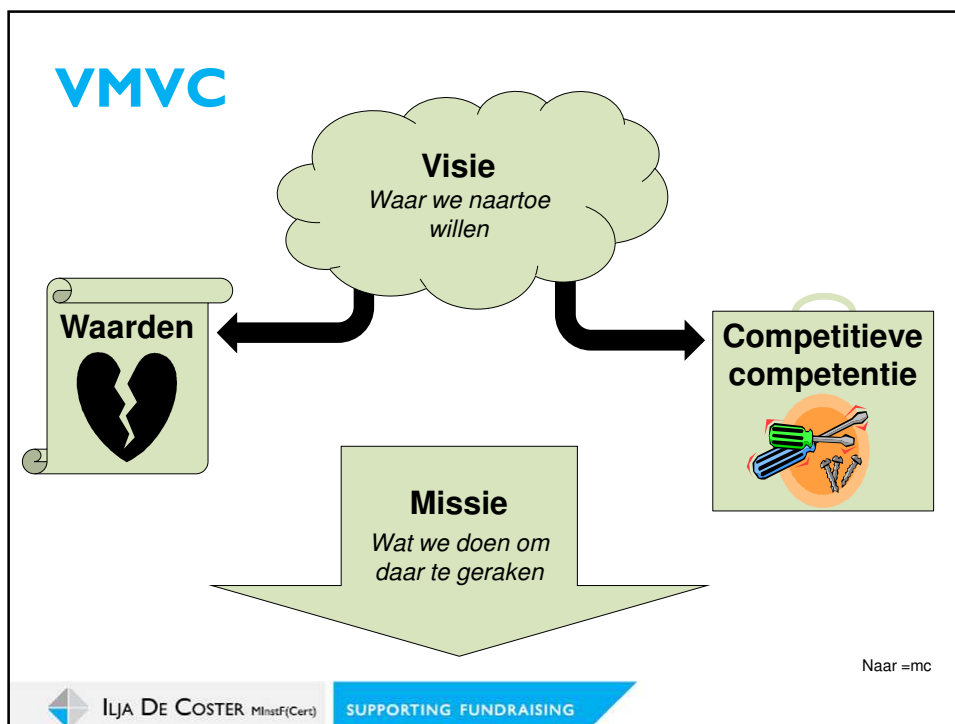
106

More elements for a fundraising strategy

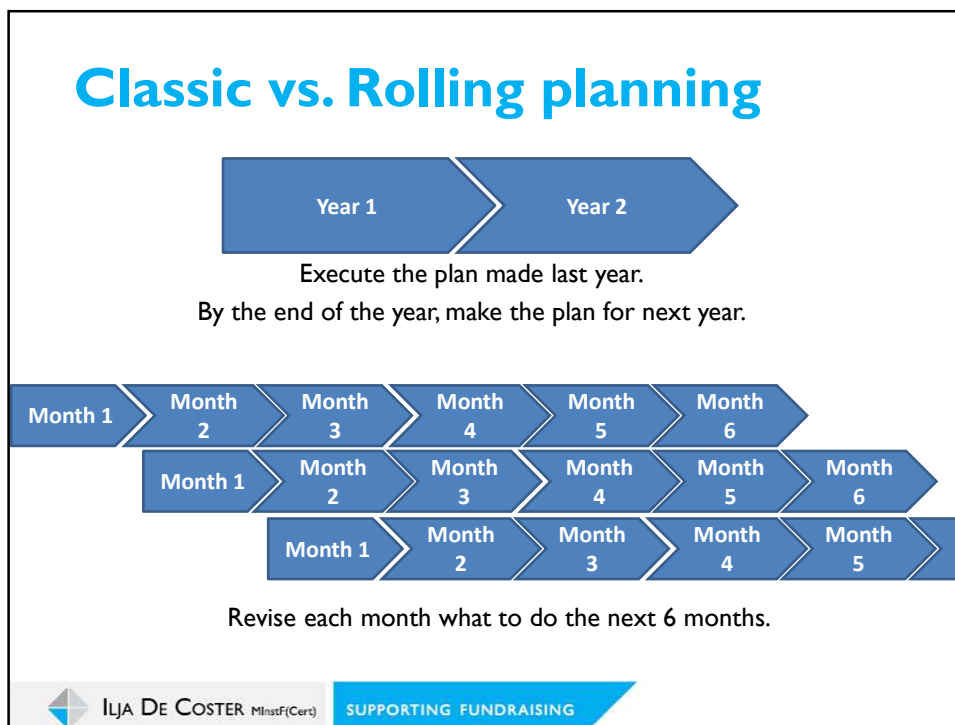
Ilja De Coster

ILJA DE COSTER MInstF(Cert) SUPPORTING FUNDRAISING

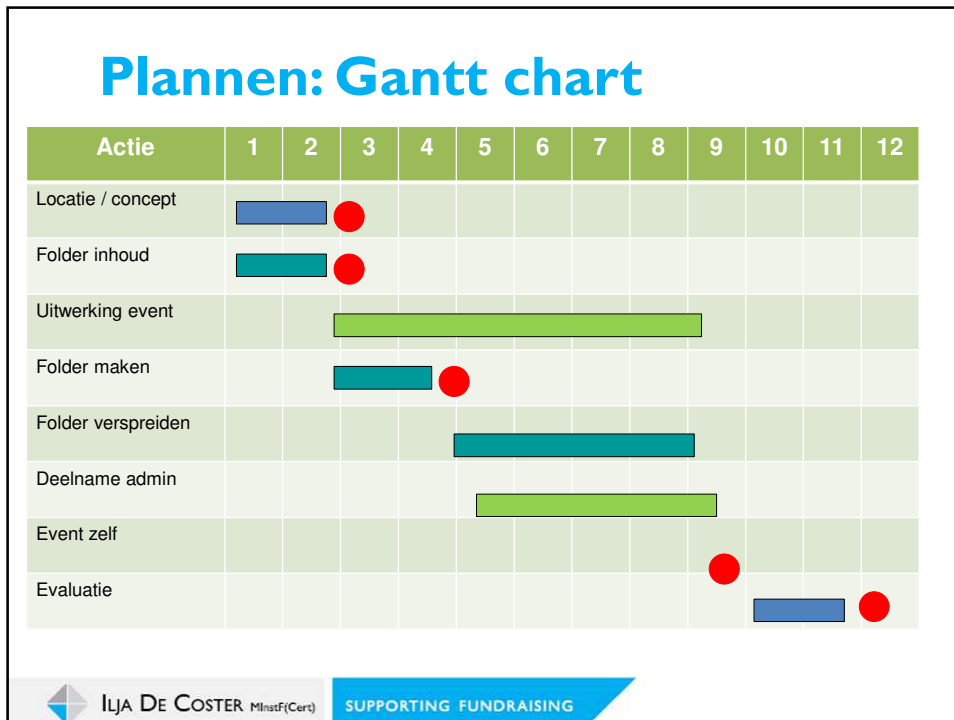
107



108



109




110




111

Kernelement positionering

Daarom wij

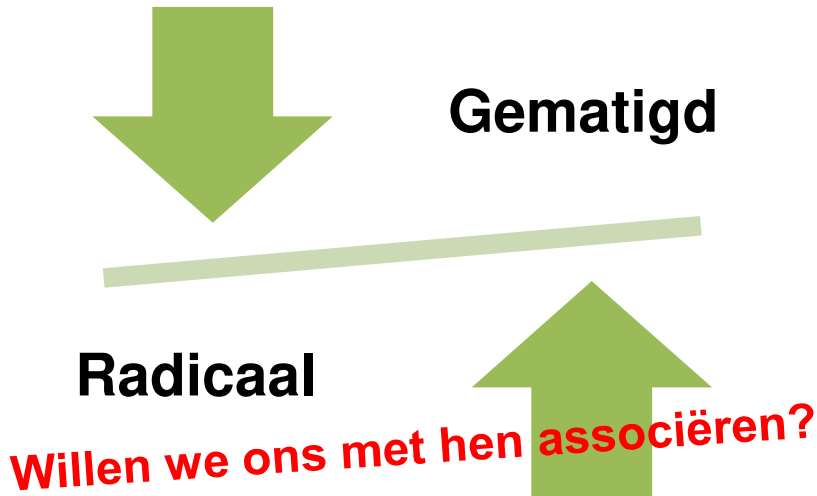


USP: Unique Selling Proposition

 ILJA DE COSTER MInstF(Cert) **SUPPORTING FUNDRAISING**

112


Kernelement positionering



Gematigd

Radicaal

Willen we ons met hen associëren?

 ILJA DE COSTER MInstF(Cert) **SUPPORTING FUNDRAISING**

113

Kijken naar fondsenwerving

← Wie is de donor die geeft?

→ Welke techniek zetten we in?




114

Overzicht vormen en technieken



Donor

- Publieke sector**
 - Overheden
 - Lokaal
 - Regionaal
 - Nationaal
 - Internationaal
 - Publieke rechtspersonen
 - Overheidsinst.
- Private sector**
 - Private rechtspersonen
 - Stichtingen
 - Organisaties
 - Bedrijven
 - Particulieren
 - Hoog verm.
 - Gemid. verm.
 - Laag verm.

Techniek

- lobbyen
- Formele relaties
 - Subsidielijnen
 - Regels kennen
 - Procedure volgen
 - Vraag indienen
 - Rapporteren
- Informele relaties
 - Netwerken
 - Contacten
 - Gesprekken
 - Dossiers
 - Stewardship
 - VIP-event
- Persoonlijk
 - Direct mail
 - Direct dialogue
 - Direct phone
 - Direct email
 - Door2door
 - Website na login
- Standaard
 - Evenementen
 - Advertenties
 - Collectes
 - Website

© 2010, Ilja De Coster

115

	Een-op-eenrelaties	Massacommunicatie
Voordelen	<ul style="list-style-type: none"> • Relatief lage financiële investering. • Weinig waste • Laag risico irritatie. • Inhoudelijke communicatie diepgaander. • Crisisbestendige relaties. • Relatief snel rendabel. 	<ul style="list-style-type: none"> • Relatief lage tijdsinvestering. • Gemakkelijk te delegeren of uit te besteden. • Onafhankelijk van aanwezige netwerken. • Risico spreiding over meerdere kleinere donoren.
Nadelen	<ul style="list-style-type: none"> • Relatief hoge tijdsinvestering. • Moeilijk te delegeren of uit te besteden. • Centrale rol topfuncties organisatie. • Afhankelijk van aanwezige netwerken. • Afhankelijk van beperktere groep grotere donoren. 	<ul style="list-style-type: none"> • Hoge financiële investering. • Veel waste • Hoog risico irritatie. • Inhoudelijke communicatie simplistisch. • Crisisgevoelige relaties • Pas op lange termijn rendabel.

116