BIG AUDACIOUS GOALS IN FUNDRAISING
SETTING A FUNDRAISING STRATEGY THAT’S FIT FOR THE FUTURE
THE EXTRAORDINARY TIMES OF 2020
SO WHERE TO EVEN START…
OUR CHALLENGE OR OPPORTUNITY…

Income & expenditure trends 2008-2019

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Expenditure</th>
<th>Net</th>
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<tr>
<td>2018/19</td>
<td>£84.2</td>
<td>£24.8</td>
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</tr>
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</table>
OUR COMMITTED GIVING BASE...
THE TIME HAD NEVER BEEN WORSE...
WIN THIS HYUNDAI ELECTRIC CAR BUYERS MAGAZINE

EXCLUSIVE: PM to bow

NATIONAL LOCKDOWN NEXT

BORIS Johnson is expected to announce a national lockdown next week after his scientific advisers told him it was the only way to save Christmas. Relations data from the expert committee strongly supported that it was the best option. The Prime Minister, who has been told “significantly” better things than even their original “lockdown scenario” predictions, last night said he would act if needed. The new measures would come into force on December 23, and would be in place for at least two weeks. The Prime Minister and Chancellor Rishi Sunak discussed the measures in a meeting on Thursday. The new lockdown would cover parts of the UK where infection rates were high. It is expected to affect around 40% of the population.
Riding the Coronacoaster
A WORD OF ADVICE FROM VANESSA…

“Hope”
THE TIME HAD NEVER BEEN BETTER…
“Everyone needs a degree of certainty to be able to move forward. What helps is leaders creating what certainty they can, on vision, direction, priorities, even if based on assumptions. Better to decide, move and correct course, than paralysis”
OUR APPROACH TO THE TASK
Getting under the bonnet

- Understand past & current strengths
- Review current income streams
- Engage with internal & external stakeholders
- Benchmark performance & analyse external trends
- Begin to establish shared understanding of the art of the possible

Identifying growth potential

- Full team engagement needed in a bottom up process
- Focus on areas with most potential for long term transformational growth
- Identify gaps in portfolio & opportunities to diversify
- Identify opportunities to grow current income streams

Identifying clear priorities

- Project growth 10 years forward
- Model different scenarios to create choices
- Be clear about areas of focus in short & long term
- Outline what will stop as well as start & investment needed
- Pull together strategy with clear shared vision & that articulates the change needed
SIX TOP TIPS
1. FULL TEAM ENGAGEMENT
STRATEGIC QUESTIONS

- What is the scale of the growth opportunity for us?
- What are other charities doing in this area?
- What have we done to date in this area?
- What are the challenges to growth?

- What does best in class look like?
- What investment & resources would be needed?
- What would our KPIs be?
- What support would be needed from the charity?
THE KEY QUESTIONS

What is the scale of the growth opportunity for us?

What are other charities doing in this area?

What have we done to date in this area?

What are the challenges to growth?

What does best in class look like?

What investment & resources would be needed?

What would our KPIs be?

What support would be needed from the charity?

What might the different scenarios be, if we were being conservative, aiming for modest growth or going transformational growth?
2. LIBERATING LONG TERM THINKING

My own view is that every company requires a long-term view.

Jeff Bezos
• Over the next 10 years we will focus on the areas of greatest potential gain to transform the Charity’s fortunes
• Our strategy sets out a pathway to raise a net contribution of £912m over 10 years
3. FOCUS IS FUNDAMENTAL
IDENTIFYING FUTURE FOCUS

![Impact vs Implementation Matrix]

- **HIGH**
  - Hard
  - Medium
  - Easy

- **MEDIUM**
  - Hard
  - Medium
  - Easy

- **LOW**
  - Hard
  - Medium
  - Easy

7 figures
6 figures
5 figures
4. SCENARIO PLANNING

**Transformational Investment**

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<tr>
<th>Year</th>
<th>Gross income</th>
<th>Expenditure</th>
<th>Net contribution</th>
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**Modest Investment**

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<td>Y10</td>
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</table>
5. EVIDENCE & EXPERT OPINION
6. COLLABORATIVE CULTURE

Sign on wall of Ford's Strategy War Room:

CULTURE EATS STRATEGY FOR BREAKFAST

Not sure if Ford is cool... but the sign is! As after 4 yrs of Management Consultant, I agree.
TREASURE, BIN, BEGIN EXERCISE

What we should keep hold of & treasure…

What we have the opportunity to stop doing….

What we should start doing or do more of….
TEAM PRINCIPLES

One team
Extraordinary Experiences
Bigger Picture Focus
Support & Challenge
Brave & Ambitious
Agile & Innovative
6 X TOP TIPS

1. Bottom up planning delivers ambition
2. Long term view liberates thinking
3. Focus is fundamental to success
4. Scenarios give control
5. Evidence & expert opinion build confidence
6. Collaborative culture makes the magic happen
BACK TO GOSH....
Difficult roads often lead to beautiful destinations.
UNITED TO WIN PREMIER INN
Better to have a big goal and reach half of it than to have no goal and reach all of it.

Joyce Meyer
And so the adventure begins.
ANY QUESTIONS?