

NO MORE 'TRADITIONAL CAMPAIGNS'

Here are ways to **think/do** differently when it comes to the 'old' campaign model.

NO MORE FEASIBILITY STUDIES

Having watched hundreds (maybe even thousands) of 'NONPROFITS' do FEASIBILITY STUDIES... *I still don't get it!*

INTERNAL staff gets together. Agree they need more money. INTERNAL group decides to do a campaign to raise more money. INTERNAL leaders enlist EXTERNAL consultants to do a feasibility study... for justification, CYA and backup.

Think about this 'feasibility' scenario:

- No Sharing of Vision.
- No Engagement.
- No Dialogue.
- No Involvement.
- No Presentation of an Opportunity.

'CONSULTANT' to 'PROSPECT' SCENARIO:

"If 'XYZ NONPROFITORG' were to do a HYPOTHETICAL Campaign with a HYPOTEHETICAL goal... how much HYPOTEHETICAL money would you HYPOTHETICALLY give to this HYPOTHETICAL Campaign?"

DO LEADERSHIP CONSENSUS BUILDING

Get your **TOP STAKEHOLDERS INVOLVED** in building the PLAN... for both IMPACT and INCOME!!!

This OWNERSHIP will translate into a HUGE RETURN on the time, energy and resources you INVEST in this process.

I've chosen these 3 words carefully, and used this process effectively for the last 20 years.

1. **LEADERSHIP.** It is what it is. It is what it says. ENGAGE your best LEADERS in this PROCESS of MESSAGE CLARIFICATION, PRIORITIZATION, and the FUNDING PLAN.
2. **CONSENSUS.** CONSENSUS is about the RIGHT DECISION... NOT (necessarily) about 'UNANIMOUS' AGREEMENT on a politically correct, watered down, something- for-everyone MISSION STATEMENT/PLAN. CONSENSUS (on

Vision/Priorities/Goals) CREATES COMMITMENT... GENERATES MOMENTUM... and FORCES ENGAGEMENT (vs. passive participation).

Nota Bene: "PASSION IS CONTAGIOUS!"

3. **BUILDING.** This is the kicker. This is the 'action word' that makes this idea worth MILLIONS!!! You must provide a **FRAMEWORK** to let your STAKEHOLDERS help BUILD!!!

*This approach also serves as **THE** most powerful form of PREDISPOSITION:

🚫 **NO MORE CASE STATEMENTS**

These used to work ... in the early 70's! CASE STATEMENTS are almost always INTERNALLY DRIVEN. They're *Visions in a Vacuum. Priorities in Private. Decisions in the Dark.* They take 18 months to two years ... to decide that the organization would "like to have more endowment"! (No kidding?)

INVOLVEMENT BEGETS INVESTMENT!!! (Again)

Involving your entire STAKEHOLDER GROUP is the key to any successful Campaign Initiative. Use the **Leadership Consensus Building** process, **one-on-one visits** for **input and feedback**, **board meetings** and other normal **gatherings of stakeholders** to present the Vision, Message and Priorities. Then, use a 'MAPPING' process to create your AGENDA for the future.

The Suddes Group has known for almost 30 years that ***Leadership will underwrite a plan that they help write/create.***

🚫 **NO MORE FIVE-YEAR STRATEGIC PLANS** (Where we talk to ourselves.)

I am an admitted 'contrarian freak' on strategic plans and business plans. If you're looking for work of fiction prepared by 'left-brained', accountant types... in an undecipherable, unimaginative, unread, thick binder to use as a bookend on your shelf... then, by all means, do a STRATEGIC PLAN (or a FEASIBILITY STUDY).

DO 1,000-DAY ACTION PLAN

If, on the other hand, you are really, really into **VISION**, your **MISSION/MEANING/MESSAGE**... then do a 1,000-ACTION PLAN that provides FOCUS and DIRECTION (11 quarters, 33 months, almost three years)... and match it with a 1,000-day FUNDING PLAN!

🚫 **NO MORE FIVE-YEAR CYCLES**

The classic traditional model of 'CAMPAIGNS' is built around:

- Planning for two to three years...
- Running the campaign for five years...
- Provide a 'cooling off' period for two to three years...
- *Then 'doing it all over again!'

This five years on/five years off cycle misses so many opportunities, it's ridiculous.

DO FUND THE VISION... ALWAYS

IF you buy into the concept that the development/advancement/funding model is built on RELATIONSHIPS... then you would understand that RELATIONSHIPS are NOT CYCLICAL! You are ALWAYS building, enhancing and MAXIMIZING RELATIONSHIPS... whether you're in a campaign or not.

🚫 **NO MORE BUILDING/CAPITAL CAMPAIGNS**

Exclusively focusing on BRICKS and MORTAR/CAPITAL IMPROVEMENTS or BUILDINGS is perfectly fine... **IF YOU'RE IN THE REAL ESTATE BUSINESS!!!**

Nobody cares about your 'space.' They want to know how their INVESTMENT helps you **care** for those you **serve**.

DO THE BIG PICTURE

Listen very carefully. This is based on direct, hands-on involvement with more campaigns than you'll ever see in your lifetime.

If you're a For Impact organization, you MUST understand that it's not about the building, the space, or the complex itself. It's about WHAT and HOW these bricks and walls and campus will be used to... **IMPACT**.

EVERY 'CAMPAIGN,' built around FUNDING THE VISION, should include ALL of the OPPORTUNITIES available to help you deliver on your vision, goals, message!!! WE USE '**3 Circles**' or '**3 Buckets**' as the frame.

Think about PEOPLE, PROGRAMS and PLACES ...

Capital, Endowment and Operations...

Students, Faculty and Campus...

Research, Education and Service...

❌ **NO MORE SILENT PHASES/KICKOFFS/PUBLIC PHASES**

The reason everyone did a 'Silent Phase' was because if/when the Leadership or Champions didn't step up, you had to lower the goal!

Then, you would do a big dinner... and tell everyone what they already know:
"We're in a Campaign."

Then you would 'announce' how much you've raised to date... which either depresses (because it's so low) or discourages (because the goal is already pretty much done).

DO LEADERSHIP INVESTMENTS

We know that the bulk of the money is going to come from the 'Top of the Pyramid' (97% of our funding comes from 3% of our constituency. Axiomatic.) We end up spending huge amounts of time, resources and money to get to the 'bottom of the pyramid'. Leadership investments and membership societies are the alternative to that. In lieu of the Silent Phase, obtain TRANSFORMATIONAL GIFTS from your CHAMPIONS and PASSIONATE ADVOCATES.

MAXIMIZE THE RELATIONSHIP of your Best 3 Champions, your Next Top 10 Prospects and then the Next 20. (In essence, your Top 33.) Then, do the same thing with your Top 100.

Then, in lieu of the 'Kickoff', work really, really hard on a **clear, concise and compelling MESSAGE**... that can be **consistently delivered**... over and over and over again.

Finally, forget about the General Phase/Annual Fund conundrum.

Either re-design/re-emphasize existing funding levels or begin very specific new ones that are true MEMBERSHIP CIRCLES or SOCIETIES that:

Invite... Join... Refer.

This could be a 'LEADERSHIP SOCIETY' at the entry level to significant gifts (usually \$1,000 to \$2,000 annually); or a 'PRESIDENT'S CIRCLE' at \$10,000+ for innovation and unbudgeted opportunities; or 'LEGACY SOCIETY' to obtain **specific commitments** to the future. (Minimum investment \$100,000)

Special Note: 100 Members at \$1,000 is the equivalent impact of **\$2 Million** in your Endowment. 100 Members at \$10,000 is the equivalent impact of **20 Million** in your Endowment. 100 Members in your Legacy Society at \$100,000 minimum is \$10 Million that will go into your future Endowment or the equivalent of a return on a \$200 Million Endowment!

❌ NO MORE CAMPAIGN COMMITTEES

Campaign committees are all about 'length' (the more names we get the better) and 'depth' (lining up the names on the side of our stationery).

Are you getting people on your 'campaign committee' because:

- a) You don't 'like' the people on your board?
- b) You can't get these people on your board?
- c) You're hoping that they'd agree to be on your campaign committee so it will make it a lot easier to get a lot of money???

(Read this again and see if you'd like that to be published in your next 'campaign newsletter'.)

Special BOARD Note: Following is a direct quote from a 'FEASIBILITY STUDY' conducted by a very old and well-respected 'Consulting Firm.'

*"The Board must feel charged with the **BURDEN** (my bold/caps!) of the campaign's success." "Trustees are expected to give **SACRIFICIALLY** (again, my bold/caps)".*

WOW! '**BURDEN**'. '**SACRIFICE**'. Those two words alone should cause board members to **enthusiastically** and **passionately** engage in your 'campaign'. (Ugh!)

DO CHAMPIONS AND PASSIONATE ADVOCATES (C.P.A.)

Having done this a 'few' (500+) times, I can assure you that the best model for success is a **small group of truly committed CHAMPIONS and PASSIONATE ADVOCATES** that will help guarantee the success of Funding Your Vision! They can come from your board. They can be part of your development/ advancement committee. They can be key community leaders who are committed to your cause.

Call it a 'steering committee' or 'kitchen cabinet'. Just make sure this is NOT about meetings and reports. This is about your ability to pick up the phone or set up a visit with very little notice with leaders who really want to help you succeed!

***I cannot emphasize this enough.** Give me three CHAMPIONS on a Visionary Funding Initiative, and I'll trounce the 45-member campaign committee with 'titles' and 'boxes' and 'meetings' ... **by 100 fold!**

🚫 **NO MORE CAMPAIGN ORGANIZATIONAL STRUCTURE**

In all these years, I have looked at some Godawful campaign organizational structures.

They looked like they were put together by a 3-year-old with Legos (no offense to the 3-year-old!). If you think the old model of running (and supposedly delivering) a campaign is determined by the complexity of your 'organization chart'... just ask your best 10 investors what inspiration and motivation is generated from these 'boxes' on your 'org chart.' **WARNING:** Do not share this with H.R. or CONSULTING FIRMS. They will freak.

Note on Silos. As my buddy Tim Kight says, **"You are PERFECTLY DESIGNED to get the RESULTS you are getting."** Soooooo, if you have a planned giving office, a foundation office, a corporations office, an annual fund office, a grant-writing office, an alumni office, an IT office, etc., etc., etc., and a CAMPAIGN OFFICE... then you are designed (competitively) to not communicate, not collaborate and not play well together.

It should be a holistic approach, starting with the entire organizational TEAM... moves to the advancement/development TEAM... then, to the actual SALES TEAM!!!

CAMPAIGN TEAMS ('CIRCLES')

Think blueberry pancakes, pepperoni pizza, and the five Olympic circles! Before you blow this off as another Suddes whacky metaphor, I literally want you to think about **interconnected circles** as opposed to 'hierarchical,' 'who-reports-to-whom,' 'boxes.'

Ask any great leader who actually gets stuff done and I believe you'll find very few of them who are still operating under the old military-industrial complex **COMMAND** and **CONTROL** model. Rather, they wholeheartedly (I purposely use that word with 'heart' in it) embrace a **COLLABORATIVE** team model... **BUILT AROUND 'CIRCLES'.**

🚫 **NO MORE VOLUNTEER (PEER-TO-PEER) SOLICITATION**

Just ask yourself 3 questions:.

1. Would Cisco or General Electric or Microsoft or Apple or (insert your favorite 'business') leave their SALES and MARKETING effort to a bunch of 'VOLUNTEERS'?!!!*
2. Do any of your board members or volunteer leaders really, really, really LIKE/WANT to ASK their FRIENDS for money?
3. How does 'arm twisting,' 'chits' and 'trading dollars' further MAXIMIZE GIFTS

and CREATE GREAT RELATIONSHIPS?

Let me know if you still think this is the RIGHT MODEL!

*This was confirmed again, with a very successful wealth management unit of a large financial firm. They're still laughing about turning over SALES to 'VOLUNTEERS'!

DO PROFESSIONAL (SALES TEAM) PRESENTATIONS

STAFF are the key *Relationship Managers*. They are responsible for managing the relationship. **Volunteer leaders, board members, natural partners** are a very, very important part of the SALES TEAM, SALES PROCESS and the SALES PRESENTATION; but sending them out 'alone' to 'trade dollars' and 'not follow-up' ... could be one of the most asinine methodologies in the history of eleemosynary activities (read: 'Fundraising').

*Lucky me. I was brought up on the '**staff makes the presentation**' model at Notre Dame. My two bosses and mentors, Jim Frick and Brian Regan, built a model and a staff that was very, very, very good at these presentations. I didn't realize at the time, but Notre Dame was one of the few institutions/organizations that did NOT use their volunteers or board or campaign committee as the **primary 'solicitor.'** It worked then. It has worked for us for 30 years with The Suddes Group model. It will work for you.

❌ NO MORE CAMPAIGN BROCHURES

Huge, text-dense, award-winning campaign MATERIAL still works well... if you are 'presenting' to an 'old-line foundation' and want to 'overwhelm them' with 'stuff'!!!

It's safe to say, with very, very few exceptions, **I have never read a CAMPAIGN BROCHURE I liked.**

P.S. Your campaign 'piece' shouldn't hurt you back carrying it on a visit.

USE ENGAGEMENT TOOLS

You need to SIMPLIFY our entire presentation on one page.

"If you can't write your movie idea on the back of a business card, you ain't got a movie." (Samuel Goldwyn)

Einstein's Theory of Relativity was only 3 pages, 3 words and, ultimately, 3 letters!!!

You need three critical PRESENTATION TOOLS for your Funding Initiative.

1. A 'NAPKIN' (to summarize your Message and Vision and Purpose at the highest level.)
2. An ENGAGEMENT TOOL, a one-page, altitudinal flow sheet
3. ONE-PAGE Supplements that reinforce the Projects under your 3 Circles or 3 Buckets.

NO MORE CAMPAIGN FUNCTIONS

Sacred Cow. Baggage. Same old, same old.

Host. Invitations. Video with talking heads. Plea from organization leadership. "Please fill out the pledge form before you leave!" (UGH.)

MAKE MEMORABLE EXPERIENCES

Make every 'moment of truth' and 'point of contact' a truly MEMORABLE EXPERIENCE! Bring potential investors to WHERE you deliver your services or touch those whom you serve. Let them get INVOLVED. Have them leave thinking they were at the **Cirque du Soleil**, not some carnival tent with a zebra, an elephant and a guy in a really tall hat.

NO MORE LAME 'PSUEDO' CAMPAIGNS

These are desperate 'SURVIVAL' gimmicks disguised as a campaign. Somehow, we think that calling something a *campaign* makes it easier to raise a lot of money. Bullhonky.

MAKE EVERYTHING A PROJECT

It's certainly okay to run smaller initiatives around a **specific need**. I am a big believer in the EAP (Everything's A Project) model. Making a big deal of a specific program or opportunity is fine ... as long as it fits in the context of the overall VISION.

NO MORE TRANSACTIONS

If everything that happens in your campaign is a 'TRANSACTION'... built around pledge cards and invoices and 3 x 5 prospect cards... then you deserve what you get: a 'TRANSACTION.'

DO RELATIONSHIPS

Martha Rogers & Don Peppers, the two gurus of one-on-one marketing/relationships, say it best: “A **RELATIONSHIP** is (1) a continuing series of (2) collaborative interactions, (3) inherently unique to the individual participant.”

Everything in the For Impact Development Office model and Sales Process is built upon a foundation of LIFETIME **RELATIONSHIPS**.

❌ NO MORE CULTIVATION & STEWARDSHIP

I hate the word ‘cultivation’. It is the greatest single word excuse for NOT ASKING!

Remember: If you’re a farmer, the whole idea of ‘cultivation’ is when you spread manure on plants! (Probably not something our ‘donors’ want.)

‘Stewardship’ is a wonderful *church word*, but it belongs on the IMPACT side of the equation... not as a foundation for INCOME generation.

MAXIMIZE RELATIONSHIPS AT THIS GIVEN MOMENT.

Our mantra supercedes everything that you have heard, read or done on campaigns: **MAXIMIZE RELATIONSHIP... AT THIS GIVEN MOMENT.** (Not just when you’re ‘in’ a campaign!