Major Gifts & Moves Management
An introduction to Donor Centered Techniques for Major Donor Fundraising

Guy Mallabone, MA, CFRE
President & CEO Global Philanthropic (Canada)

Nov 21, 2017
14:00 – 17:00
The Major Gift Fundraising Game

You decide to explore the possibility of major donor fundraising and moves management.

You attend the 2017 AFP Fundraising Congress to seek out ideas and best practice.

You understand how 1:1 relationship focused fundraising can be effective …

… but are not sure if it’s going to work with your organization.

You discover how passion can help you become a more effective major donor fundraiser.

You recognize how “moves management” can take you to the next level.

You can’t get over your “anxiety” around asking face-to-face.

Ineffective case is being used.

Competing priorities rob you of time to invest on major donor relationship building.

Difficulty in finding sufficient major donor prospects.

Data management problems prevent you from properly providing L.A.I. intelligence.
Session Description

• a two-part primer on moves management and major donor fundraising
• a summary of the key principles and techniques required for success
• provide practical, timely guidance in building and using strong donor relationships
• exploration of identification and qualification of major gift prospects, how to engage them with effective cultivation, and how to prepare for effective solicitation
Learner Outcomes

1. Recognize and understand your unique role in major gift fundraising
2. Understand the fundamentals of moves management and how to apply them to major gift fundraising
3. Understand how to plan and prepare a major gift cultivation plan
What is “Major”?

• Major
  ○ A relative term
  ○ Larger amount of money compared to normal
  ○ Major to YOUR organization
  ○ Individual vs corporate definitions
  ○ Level of gift which warrants one-on-one time and attention
  ○ Potential to be transformational to your organization
  ○ Major donor vs Major gift – is there a difference?
My declared Bias
Guy Mallabone

• Donor-centered relationships are the key to raising major gifts for charitable organizations.
• Those who practice major donor fundraising without appreciating the importance of donor-centered relationships are poor stewards of philanthropy.
• But the reverse is even more true – those who talk about donor-centered relationships without mastering the techniques of major donor fundraising (moves management) do a disservice to themselves, their organisations, and philanthropy overall.
Common Framework: Pyramid of Giving

Reverse the Pyramid

Donors

Dollars
You and Major Gift Fundraising
Exercise #1: YOU and Major Gift Fundraising
Which Tool Best Describes Your Communications Style as a Fundraiser
Characteristics of a Successful Major Donor Fundraiser

Catalyst =

Engaging others in the cultivation and solicitation process

“The role of the development officer tends to be that of a background person … the officer is an enabler – one who, realizing the paramount important of volunteers, enables them to perform their fundraising assignments with ease and dispatch. The officer does not solicit, but prepares the way for the solicitor”

Characteristics of a Successful Major Donor Fundraiser Salesperson = Dedicated to securing the gift.

“The most effective fundraisers, I find, are motivators – men and women who inspire others to give at the very highest level ... great fundraisers have the glorious capacity to touch the heart and set the stands roaring”.

The Case
Passion vs Logic

The essential difference between emotion and reason is that emotion leads to action and reason leads to conclusions

( Donald Calne, a neurologist)
Emotion and Movement

• “There can be no transforming ... of apathy into movement without emotion”
  ◦ Carl Gustav Jung
Wealthy giving is deterred by three factors:

- uncertainty around how long wealth will last;
- shaky markets; and
- lack of passion for a specific cause.
Moves Management Concept
Mallabone’s Fundraising Truth

- People give their money to things in their life that they are closest to …
- If you believe in this fundamental truth, then our job as fundraisers is all about one key thing

BRINGING PEOPLE CLOSER TO OUR ORGANIZATION
I didn't know our relationship was supposed to be going anywhere.
Donor Cycle

- Identification
- Stewardship
- Qualification
- Solicitation
- Cultivation

Diagram illustrating the Donor Cycle with steps: Identification, Stewardship, Qualification, Solicitation, and Cultivation.
… about the term “Moves Management”

• David Dunlop … “I avoid the term ‘moves management’ for this relationship-building process because it sounds manipulative, even though it’s not. I don’t apologize for trying to be organized and energetic in the institution’s relationships with its friends. It’s both natural and appropriate. It’s only the label that I would change”.
Moves Management Definition

- A system of planned initiatives that “move” an individual through the cycle and further a potential donor’s relationship with the organization to the point of making a major gift.
Move Definition

• A **planned call** (ie: consciousness penetration with the prospect) with a **predetermined and specific** objective and **fixed action**, that brings a prospect/donor **closer to making a major gift** to your organization;

• A significant enough contact that you would **follow up by submitting a call report**;

• Accomplished by **letter, telephone or personal visit** – but almost always in person;

• Completed by the fundraising officer personally, or by another person **facilitated** by the fundraising officer;
Five Types of Moves

1. Discovery Call
   ○ Initial contact; no prior contact in past 24 months

2. Cultivation Call
   ○ Non initial; pre-solicitation contact; engaging and maintaining interest

3. Solicitation/Ask Call
   ○ Single predetermined act of presenting the ask

4. Ask Follow-up Call
   ○ Ongoing process of reinforcing and solidifying the original ask

5. Stewardship Call
   ○ Seeking to worth of continued philanthropic support
Completing a Move
(In Six Easy Steps)

1. Review the prospects current relationship with the organization
2. Plan appropriate initiatives to advance prospect’s awareness, knowledge, interest, caring, involvement, and commitment
3. Coordinate the initiative
4. Execute the initiative
5. Evaluate the initiative
6. Report and Record results of the initiative
Non-Moves vs Moves

- Non-Moves
  - Passive
  - Includes mass e-mail, newsletters, and sending an article of interest, or a birthday card for example
  - Designed to enhance the relationship with the prospect but does not contribute directly to solicitation
  - Administrative steps to prepare for a move

- Moves (non-passive)
  - Intentional
  - Actions designed to help cultivate the prospect, uncover answers to the ‘five key questions’, and present and close the gift
  - Could include visits with a prospect or key advisor, a meeting with the CEO of your organization, and the actual ask
The Donor Cycle & Funnel

1. Lead

The Donor Funnel

2. Assigned for Action
   - End
   - 1. Get Ready
   - 2. Identified for Action
   - 3. Discovery

3. Discovery
   - 5. To Be Asked
   - 6.1 Asked-Pending
   - 7.1 Verbal Commitment
   - 7.2 Written Commitment
   - 7.3 Stewardship

4. Cultivation

5. To Be Asked

6.1 Asked-Pending

7.1 Verbal Commitment

7.2 Written Commitment

7.3 Stewardship

Stewardship

Identification

Qualification

Solicitation

Cultivation
### Managing the Donor Cycle

<table>
<thead>
<tr>
<th>Description</th>
<th>Accountable</th>
<th>$ Gift Type</th>
<th>$ Gift ($)</th>
<th>$ Proj Area 1</th>
<th>$ Account Status</th>
<th>$ Status Date</th>
<th>Flag Date</th>
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**Current Gift activity located in main database for easy accessibility and reporting capacity.**

**Donor Funnel milestones displayed**

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E.H. Guy Mallabone, MA, CFRE
Major Gift Donors
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Key data fields required for department activity tracking and analysis are colour coded to prompt entry at appropriate stage in development cycle.

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E.H. Guy Mallabone, MA, CFRE  
Major Gift Donors

‘Temperature’ gauge

At-a-glance activity status
Prospect-to-Solicitation Ratio

11:8:5:3:1 Profile

- Identification
- Qualification
- Cultivation
- Solicitation
- Stewardship
Moves
Management
Process
Overview of the Moves Process

- Step 1: Identify and List Major Gift Prospects
- Step 2: Qualify and Classify Prospects
- Step 3: Design Cultivation Strategy
STEP 1: Identify and List Major Gift Prospects

- Unqualified vs Qualified
- Categories of potential donors
- Prospect Management List
- Building a List
Rosso’s Concentric Circles
Categories of Donors

• Individual
• Corporation
• Foundation
• Association
Prospect Management List

• Regular activity... you need a tool to track names
• Identify prospects actively involved in your organization already
• Identify prospects with some relationship but not involved
• Identify prospects with a natural inclination but no relationship or involvement
Prospect Management Committee
STEP 2: Qualify and Classify Prospects

- Rating of names
- Ranking of names
- Sorting of lists
  - Suspect list (research)
  - Prospect list (cultivation plan)
  - Key prospects (solicitation plan)
Prioritizing Prospects

- Linkage
- Interest
- Ability
Linkage (Connection)

Has an active link such as:

• Role on a board or committee
• Supplier or advisor
• Relationship with CEO or project leader
• Closely linked to a key volunteer
Interest (Concern)

• Personally or professionally linked to the project to the funded
• Supports the issue elsewhere
• Has called for issue to be addressed
• Over time identify exactly what aspect of the project is of interest to the prospect.
Ability to Give (Capacity)

- Salary or remuneration
- Shareholdings
- Property: how many do they own and what are they worth?
- Trusts
- Inheritance
- Luxury goods
Using Rating Scores To Develop Strategy

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<th>Prospect name</th>
<th>Linkage (0-5)</th>
<th>Ability (0-8)</th>
<th>Interest (0-5)</th>
<th>Rating (0-18)</th>
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<tr>
<td>Mr Smith</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>7</td>
<td>- candidate for volunteer role, bequest prospect</td>
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<td>- Strengthen the connection, then ask for a gift</td>
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<td>5</td>
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<td>1</td>
<td>9</td>
<td>- Research interests, inform, make the case</td>
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STEP 3: 
Design Cultivation Strategy

- Key Relationship Manager
- Chess Master
- Five key questions
- “Campaign-for-One”
Key Relationship Manager

- What should be the primary role of a Key Relationship Manager (KRM)?
- Who should be a KRM?
- What should be the key responsibilities of a KRM?
- How should a KRM be assigned?
Concept of “Chess Master”
Concept of “Campaign-for-one”
When is it time to Ask?

1. Amount
2. Timing
3. Project
4. Who’s Asking
5. Who’s Being Asked
Exercise #2: Designing a Campaign-for-One
Discussion

Cultivation Plan discussion