

# Future-proof your organization!

How to prepare for success and protect against failure.

JUNE 22, 2019

CANDELA

Ideas With Intensity

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ENCC-TORONTO 2019

# Who are we?



- Farrah Rooney,  
Director of Strategy



- Chris Carter,  
President

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# What does Future Proofing mean?

From Wikipedia:

- *Future-proofing is the process of anticipating the future and developing methods of minimizing the effects of shocks and stresses of future events*



*No, we don't have the Terminator's arm to help predict the future of fundraising...*

# What does Future Proofing mean?

- Non-profit organizations often have restricted budgets and are held strictly accountable to stakeholders in their running.
- We will explore 5 tips that will help make your fundraising growth more predictable, allowing for responsible risk.



# The importance of Data

Future Proof tip 1

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Life as a silo is lonely



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# Organization channel silos



# Fundraising program silos





# Organization wide silos



# Overheard

Why did that report take so long to generate we need a new database!

But we flagged it in the special events Excel sheet why did sponsors get that email?

I know we don't have a database manager but we have a \$100k budget for amazing Facebook ads!

Why did our major giving donors receive that direct mail piece?

# It all starts with data

- People are multi-channel
- They don't think of organizations as siloed
- They see you as one organization regardless of whether they receive emails, direct mail, interact with you on social media or watch you on TV or get a phone call
- It is crucial therefore to look at how your data flows also what databases do you have in place and how do they interact

# Start thinking about where data lives

- This is a database...



# Start thinking about where data lives

- This is a database...



# Start thinking about where data lives

- This is a database...

The screenshot shows a Microsoft Excel spreadsheet titled "Food Inventory Sheet". The spreadsheet contains a table with the following columns: Item #, Description, Vendor, Category, Size, Unit, Starting Qty, Starting Value, Wk 1 Qty, Wk 1 Cost, Wk 2 Qty, Wk 2 Cost, Wk 3 Qty, and Wk 3 Cost. The data rows list various food items such as Turkey Sliced, Dressing Caesar Creamy, Margarine Liquid Oleo, LID PLAS Souffle Clear, LID PLAS 16SL Slotted, CUP FOAM 16OZ 1616, PAPRIKA, Mustard Prepared, CHEESE PARMESAN SHRED, EGG FRESH SHELL MED USDA AA, VINEGAR APPL CIDER 40GRAIN, LIME 12 CT, TOMATO DICED W/GREEN CHILES, Ice Cream Vanilla Cr 3 Gal, KETCHUP FANCY 3% SOLIDS, MUSHROOM WHITE SMALL BUTTON, CROUTON SEASONED HOMESTYLE, SAUCE LOUISIANA RED HOT, Onion Green Peeled W/Root, SUGAR BROWN LIGHT IN BAGS, Onion Yellow Jumbo, Pepper Red Crushed, and TUMBLER 20 OZ AMBER.

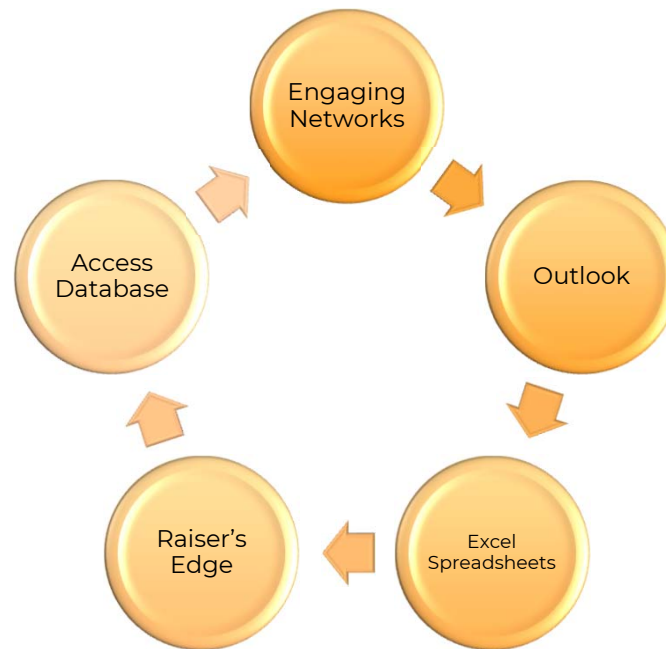
Item #	Description	Vendor	Category	Size	Unit	Starting Qty	Starting Value	Wk 1 Qty	Wk 1 Cost	Wk 2 Qty	Wk 2 Cost	Wk 3 Qty	Wk 3 Cost
492229	TURKEY SLICED .5 OZ	Ben E Keith	2 - FROZEN FOOD		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
662371	DRESSING CAESAR CREAMY	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
779243	MARGARINE LIQUID OLEO	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
815306	LID PLAS SOUFFLE CLEAR	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
860055	LID PLAS 16SL SLOTTED	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
860060	CUP FOAM 16OZ 1616	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
774704	PAPRIKA	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	1.00	\$ 5.79	0.00	\$ -
664005	Mustard Prepared	Ben E Keith	4 - GROCERY	512 fl oz		0	0.00 \$	1.00	\$ 3.75	0.00	\$ -	0.00	\$ -
750100	CHEESE PARMESAN SHRED	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	0.00	\$ -	1.00	\$ 13.27
250025	EGG FRESH SHELL MED USDA AA	Ben E Keith	1 - PRODUCE		0	0	0.00 \$	1.00	\$ 15.89	0.00	\$ -	0.00	\$ -
686034	VINEGAR APPL CIDER 40GRAIN	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	1.00	\$ 17.77	0.00	\$ -
29078	LIME 12 CT	Ben E Keith	1 - PRODUCE	12 ct		0	0.00 \$	2.00	\$ 8.99	0.00	\$ -	0.00	\$ -
650547	TOMATO DICED W/GREEN CHILES	Ben E Keith	4 - GROCERY		0	0	0.00 \$	1.00	\$ 18.88	0.00	\$ -	0.00	\$ -
286500	Ice Cream Vanilla Cr 3 Gal	Ben E Keith	5 - DAIRY	350 fl oz		0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
650474	KETCHUP FANCY 3% SOLIDS	Ben E Keith	4 - GROCERY		0	0	0.00 \$	1.00	\$ 20.69	0.00	\$ -	0.00	\$ -
140005	MUSHROOM WHITE SMALL BUTTON	Ben E Keith	1 - PRODUCE		0	0	0.00 \$	1.00	\$ 20.98	0.00	\$ -	0.00	\$ -
771131	CROUTON SEASONED HOMESTYLE	Ben E Keith	4 - GROCERY		0	0	0.00 \$	1.00	\$ -	1.00	\$ 22.30	0.00	\$ -
660409	SAUCE LOUISIANA RED HOT	Ben E Keith	4 - GROCERY		0	0	0.00 \$	1.00	\$ 11.24	0.00	\$ -	1.00	\$ 11.24
150015	Onion Green Peeled W/Root	Ben E Keith	1 - PRODUCE	32 oz		0	0.00 \$	1.00	\$ 8.29	1.00	\$ 8.29	0.00	\$ -
780009	SUGAR BROWN LIGHT IN BAGS	Ben E Keith	4 - GROCERY		0	0	0.00 \$	0.00	\$ -	1.00	\$ 27.69	0.00	\$ -
155030	Onion Yellow Jumbo	Ben E Keith	1 - PRODUCE	800 oz		0	0.00 \$	0.00	\$ -	1.00	\$ 13.99	0.00	\$ -
774173	Pepper Red Crushed	Ben E Keith	4 - GROCERY	52 oz		0	0.00 \$	0.00	\$ -	0.00	\$ -	0.00	\$ -
920919	TUMBLER 20 OZ AMBER	Ben E Keith	8 - EQUIP & SUPPLY		0	0	0.00 \$	0.00	\$ -	1.00	\$ 29.99	0.00	\$ -

# Start thinking about where data lives

- This is a database...

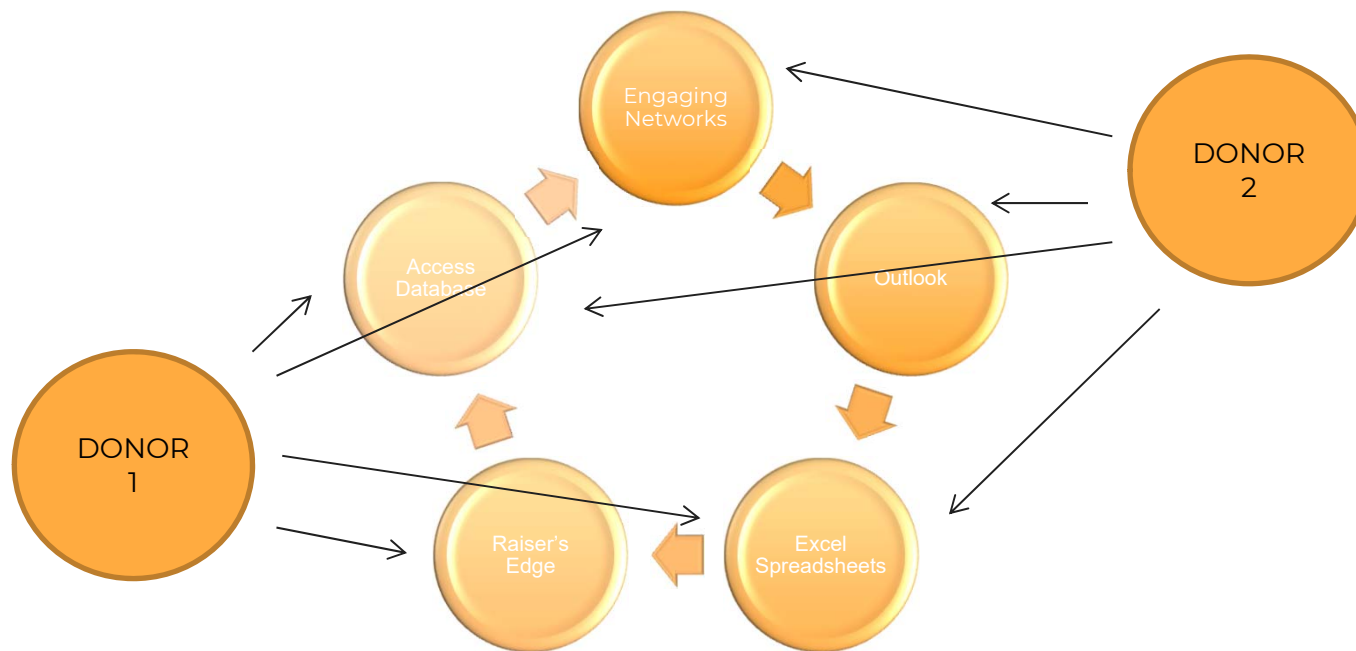


# Database Review Current



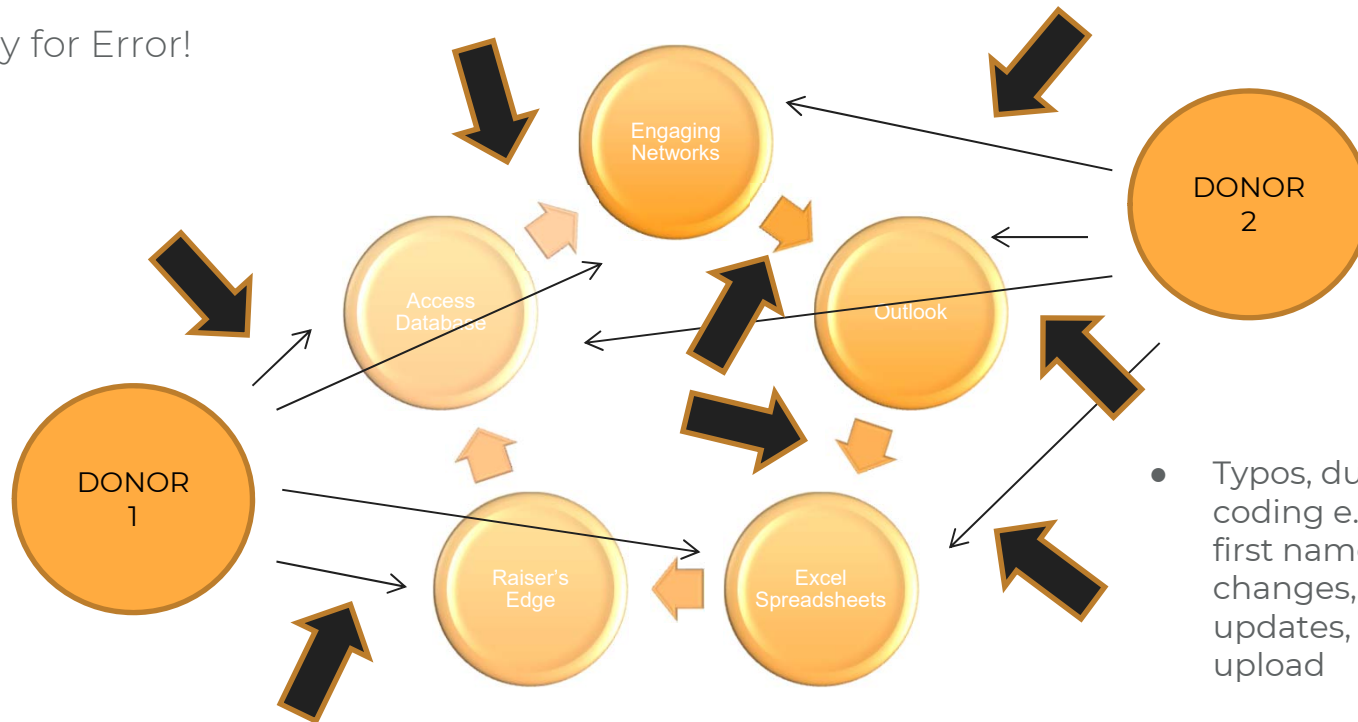


# Database Review Current



# Database Review Current:

Opportunity for Error!



- Typos, dupes, different coding e.g. first initial vs. first name, solicit code changes, address updates, missed an upload

# Database Review Goal

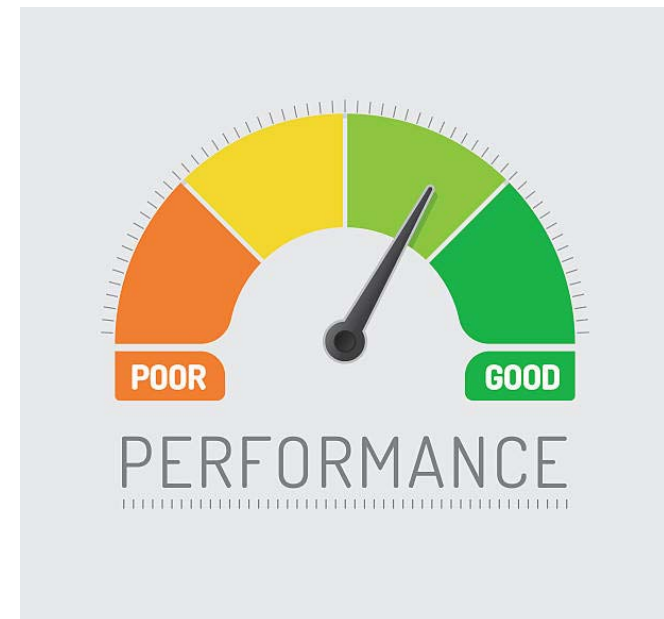


# Database Review Goals

- You're not going to be an effective organization particularly from an integrated marketing perspective without the right systems and processes in place.
- A successful review will:
  - Increase Fundraising Efficiency
  - Improve Analysis and Targeting
  - Improve Constituent Service and Stewardship
  - Respect Constituent Privacy and Wishes
  - Improve Donor Engagement

# Benchmarks: not always simple to find

- Benchmarks can be difficult to find if your non-profit has disorganized data or are not quite sure what to track.



# Benchmarks: measure with context

- Its always good to measure, but do you know your key performance indicators and is your historical data accurate?
- Are you measuring the right thing?

# Benchmarks: measure accurately

- Make sure you are measuring the same way. Comparing apples to apples. (e.g. renewal, acquisition, house)
- Make sure you are getting a full 360 view of your supporters.
- Don't just measure in silos.

# Benchmarks: not always simple to find

- Are you tracking what needs to be tracked?
  - Recency, Frequency, Monetary
  - Reactivations, why lapsed, origin source
  - Cross channel tracking and benchmarks



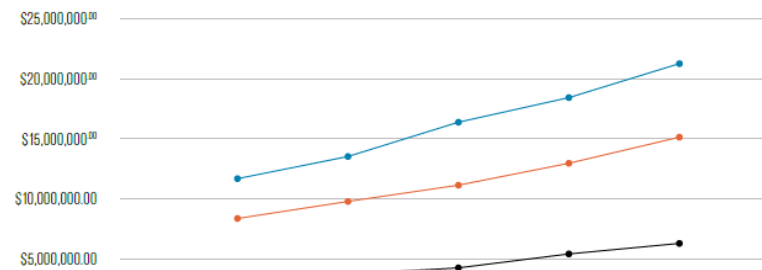
# Benchmarks: not always simple to find

- Industry benchmarks for all channels are difficult to find, particularly in Canada.
- There are some good digital benchmark reports that come out, including the M&R Benchmark Report.
- Benchmarks for Direct Mail, Telemarketing, DRTV and Face to Face can be a little bit more difficult to find, but looking at historical data and speaking to different vendors can assist.

# Benchmarks: the fundraising model

## SAMPLE CHARITY BUDGET MODEL

5 YEAR BUDGET MODEL SUMMARY



	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>TOTAL COST</b>	\$3,937,885 <sup>03</sup>	\$4,216,609 <sup>53</sup>	\$4,763,390 <sup>89</sup>	\$5,383,338 <sup>58</sup>	\$6,099,032 <sup>16</sup>
<b>TOTAL REVENUE</b>	\$11,985,549 <sup>98</sup>	\$14,016,485 <sup>22</sup>	\$16,236,442 <sup>64</sup>	\$18,594,445 <sup>11</sup>	\$21,154,926 <sup>34</sup>
<b>NET REVENUE</b>	\$8,047,664 <sup>94</sup>	\$9,799,875 <sup>69</sup>	\$11,473,051 <sup>64</sup>	\$13,211,106 <sup>52</sup>	\$15,055,894 <sup>18</sup>
<b>NUMBER OF DONORS (EOY)</b>	36,051	43,573	50,796	57,762	64,506
<b>NUMBER OF MONTHLY</b>	38,981	42,168	45,016	47,563	49,840

# Benchmarks: the fundraising model

	2019								
Channel / Activity	January	February	March	April	May	June	July	August	September
Total Active Donors	27088	27370	27361	28665	28657	28648	28640	29945	29937
<b>Existing Monthly Revenue</b>									
Number of Monthly Donors	575	857	849	840	832	823	815	807	
Avg Gift	\$17	\$17	\$17	\$17	\$17	\$17	\$17	\$17	\$
Total Revenue / Month	\$9,775	\$14,573	\$14,428	\$14,283	\$14,140	\$13,999	\$13,859	\$13,720	\$13,
Cumulative Revenue	\$9,775	\$24,348	\$38,776	\$53,059	\$67,199	\$81,198	\$95,057	\$108,778	\$122,
<b>DM Acquisition</b>									
Number of Pieces	75,000			75,000				75,000	
Cost Per Piece	\$1.10			\$1.10				\$1.10	
Response Rate	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.7
Number of Responders	1,313	-	-	1,313	-	-	-	1,313	-
Avg Gift	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.
Total Revenue	42,000	-	-	42,000	-	-	-	42,000	-
Total Cost	\$82,500	\$0	\$0	\$82,500	\$0	\$0	\$0	\$82,500	-
<b>DM Renewal</b>									
Number of Pieces	36,000	31,212		29,105					
Cost Per Piece	\$1.25	\$0.93		\$1.24					
Response Rate	19%	7.50%		6%					
Number of Responders	6,840	2,341		1,746					
Avg Gift	\$49	\$46		\$44					
Total Revenue	\$335,160	\$107,681		\$76,838					
Total Cost	\$45,000	\$29,027		\$36,090					
<b>DM Stewardship</b>									
Number of Pieces			38,429						41,
Cost Per Piece			\$1.50						\$1
Response Rate			4%						
Number of Responders			1,537						1,6
Avg Gift			\$44						\$

# Benchmarks: the fundraising model

	2019								
Channel / Activity	January	February	March	April	May	June	July	August	September
<b>DM Leadership Renewal / Special</b>									
Number of Pieces	504			433					
Cost Per Piece	\$2.00			\$1.50					
Response Rate	14%			6%					
Number of Responders	71			26					
Avg Gift	\$120			\$100					
Total Revenue	\$8,467			\$2,601					
Total Cost	\$1,008			\$650					
<b>DM Leadership Upgrade</b>									
Number of Pieces					3,528				
Cost Per Piece					\$1.50				
Response Rate					5%				
Number of Responders					176				
Avg Gift					\$80				
Total Revenue					\$14,112				
Total Cost					\$5,292				
<b>TM Conversion</b>									
Universe	36,000								21,600
Penetration Rate	40%								40%
Completed Calls	14,400								8,640
Cost/Call	\$5.00								\$5.00
Expenses	\$72,000								\$43,200
Response Rate to Monthly	2.00%								2.50%
Number of Monthly Donors	288								288
Avg Gift	\$17								\$
Monthly File	\$4,896								\$3,600
Cumulative Monthly Revenue	\$4,896	\$4,847	\$4,799	\$4,751	\$4,703	\$4,656	\$4,609	\$4,563	\$8,100
Response Rate to Single	6%								

# Benchmarks: the fundraising model

	2017								
Channel / Activity	January	February	March	April	May	June	July	August	September
<b>TM Reactivation</b>									
Universe	13,281								
Penetration Rate	40%								
Completed Calls	5,312								
Cost/Call	\$5.00								
Expenses	\$26,562								
Response Rate	6%								
Number Reactivated	319								
Avg Gift	\$35								
Total Revenue	\$11,156								
<b>Online Marketing/Web</b>									
Online	20,289	20,390	20,492	20,595	20,698	20,801	20,905	21,010	21,115
Response Rate (0.2% per email)	0.60%	0.60%	0.60%	0.40%	0.30%	0.30%	0.30%	0.20%	0.30%
Total Gifts	122	122	123	82	62	62	63	42	42
Average Gift	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Total Email Revenue	\$4,869	\$4,894	\$4,918	\$3,295	\$2,484	\$2,496	\$2,509	\$1,681	\$2,496
Online Marketing/Web Launch Expense	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
<b>Third-Party Event</b>									
Number of Registrants					259	517	259		
Revenue per Registrant					\$55	\$55	\$55		
Total Raised from Individuals					\$14,229.67	\$28,459.35	\$14,229.67		
Total Sponsorship					\$60,000				
TOTAL EVENT Revenue					\$74,229.67	\$28,459.35	\$14,229.67		
TOTAL COST				\$30,000	\$20,000				
<b>City Campaigns / F2F</b>									
Campaign Costs	\$0	\$49,500	\$49,500	\$49,500	\$0	\$0	\$0	\$0	
Set-up Costs	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	
Cost Per Monthly Donor	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325	\$325

# Benchmarks: the fundraising model

	2019								
Channel / Activity	January	February	March	April	May	June	July	August	September
Legacy									
Fulfilled Bequest	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Average Bequest	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297
Total Bequest (Fulfilled Revenue)	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70
Legacy Materials	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Legacy Prospect Mailings									
Pieces	5,418								5,987
Cost per piece	\$4.00								\$4.00
Total Cost	\$21,670.00								\$23,949.21
Response Rate (Info Request/Bequest Confirmation)	4%								4%
Responses	217								239
Staffing Costs	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800
Misc Costs (Travel etc)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Legal Costs	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Donor Cultivation Event/Allied Professional Events	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
TOTAL LEGACY COSTS	\$37,470.00	\$15,800.00	\$15,800.00	\$15,800.00	\$15,800.00	\$15,800.00	\$15,800.00	\$15,800.00	\$39,749.21
TOTAL LEGACY REVENUE	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70	\$90,923.70
NET LEGACY REVENUE	\$53,453.70	\$75,123.70	\$75,123.70	\$75,123.70	\$75,123.70	\$75,123.70	\$75,123.70	\$75,123.70	\$51,174.49
Major Gifts									
Number of Major Gifts	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Average Major Gift	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Total Revenue	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Major Gift Materials	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
Staffing Costs	\$11,700	\$11,700	\$11,700	\$11,700	\$11,700	\$11,700	\$11,700	\$11,700	\$11,700
Misc Costs (Travel etc)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Donor Cultivation Event/Allied Professional									

# Innovation and testing



Future Proof tip 2

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# How to test aka Innovation by stealth

- Testing is a lifestyle, be brave!
- Everything you do is a test if you iterate on it and improve it the next time
- Opportunity is everywhere – especially in failure
- It's always better to know than not know





# Testing with Engaging Networks

- Engaging Networks has some fantastic native testing functionality:
  - Split Email Testing

**Name of campaign:**

Please select which type of email campaign you will be sending



One Email Campaign



Split Test Campaign



Conditional Content

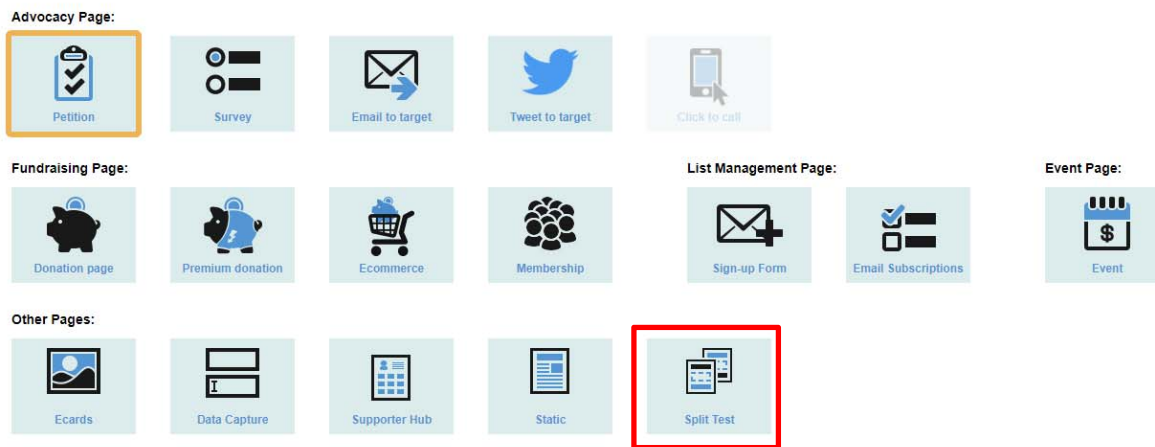


Split Test Conditional

[Go](#)

# Testing with Engaging Networks

- Engaging Networks has some fantastic native testing functionality:
  - Split Page Testing



# Quick testing options – Google Survey

- For a modest investment you can Future Proof against failure by trying to get a sense of how people respond to your creative ideas.
- These cost around \$225 USD for 1500 responses in Canada, which provides a statistical significance.

Please complete the following survey to access this premium content.

Which of these two statements would motivate you more to support an international charity?



OR

[↺ Show me a different question](#)

[↶ Skip survey](#)

Google

[INFO](#) [PRIVACY](#)

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# Finding New Donors

A photograph of a man in a life preserver looking out at the ocean. The man is in profile, looking towards the right. He is wearing a bright orange life preserver. The background is a clear blue sky and a blue ocean. There are some green plants in the foreground, including tall grasses and some broad leaves on the right side.

Future Proof tip 3

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# Acquisition: fueling your fundraising engine

- Future-proofing through multi-channel integration!
- If one channel is underperforming, you are protected by the success of other channels.



# Looking at the forest (through the trees)



- The key to Future Proofing is to bring your analysis together in a **full, integrated, high level** view to understand the big picture.

# The big picture?



- We know, the big picture can sometimes be very difficult to see.
- Teams are often siloed, and are so busy that they can only see the next deliverable for the next campaign.

# The big picture – start small

Can you bring your digital and direct mail teams together once a month to share information on what they are working on or start talking about how you measure to find alignment?

Can one person be assigned the task of plotting out all the campaigns into a shared calendar that are running in every vertical? (don't worry about coordinating them yet, just get a snapshot).



# The big picture – have more capacity?

Consider formalizing annual alignment with shared goals between marketing, fundraising, advocacy and program functions.

Consider integrated annual planning and cross functional working groups along with short daily (or weekly) team meetings to keep things on track.

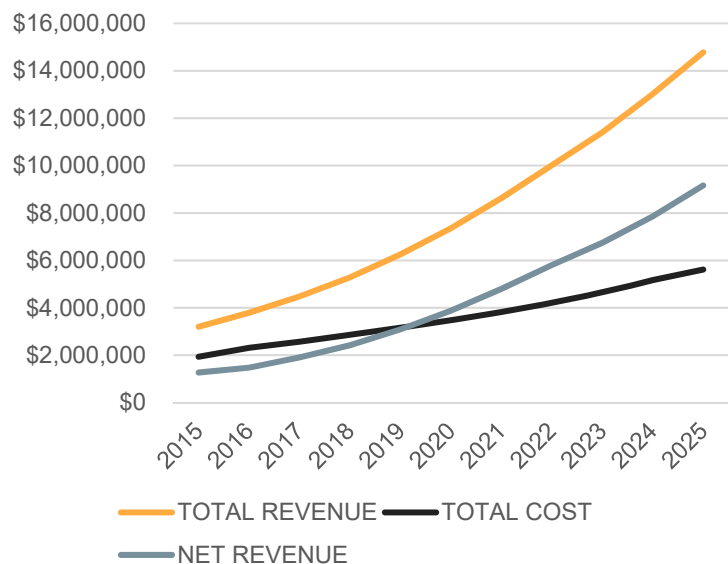
# The big picture – have more capacity?

Hiring an position to manage the integration of teams, project managing and overseeing the coordination of campaigns and/or owning cross channel reporting and analysis.

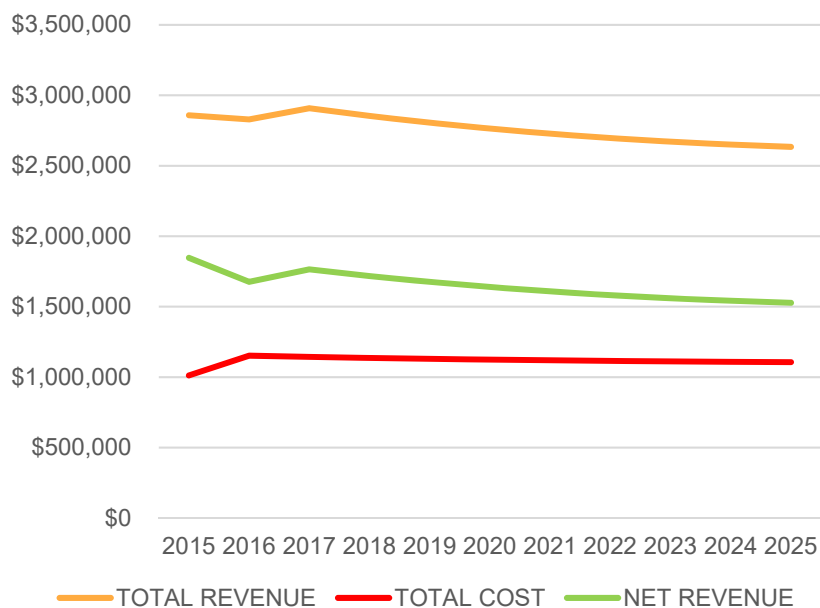
Consider hiring an position to manage the integration of teams, project managing and overseeing the coordination of campaigns and/or owning cross channel reporting and analysis.

# Acquisition: fueling your fundraising engine

Budget Model – With Investment

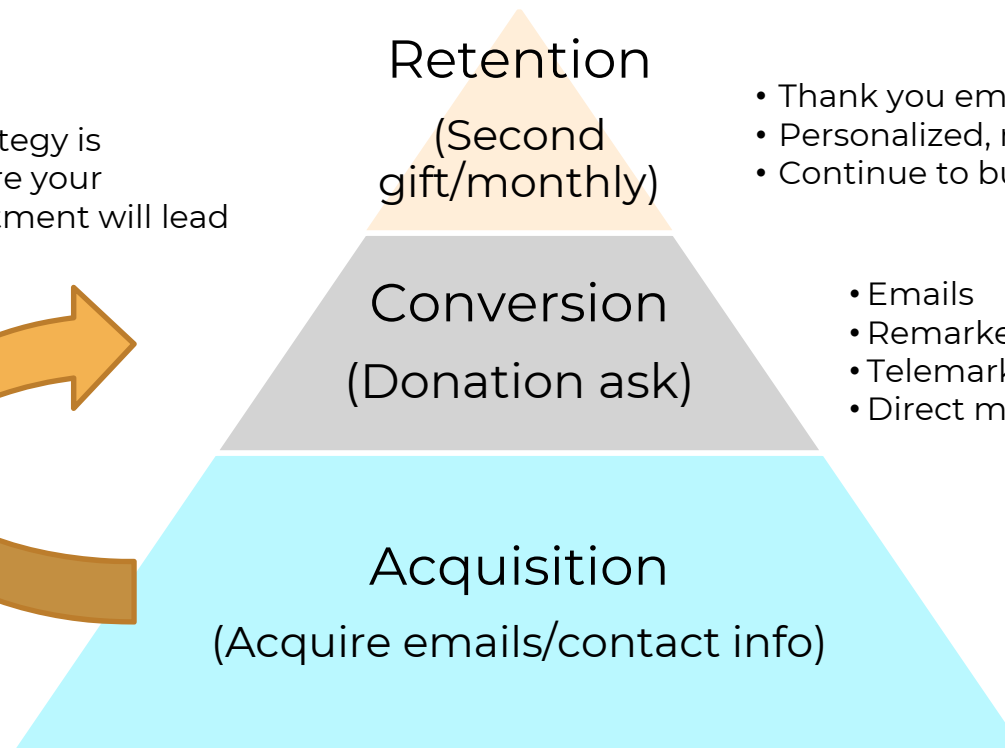
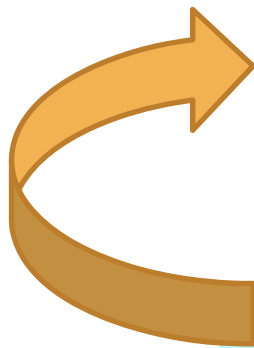


Budget Model – No Investment



# Low barrier asks, and conversion!

! A conversion strategy is essential to ensure your acquisition investment will lead to growth.



- Thank you emails, impact stories
- Personalized, relevant content
- Continue to build relationships

- Emails
- Remarketing donation asks
- Telemarketing
- Direct mail

- Facebook lead forms
- Gated online content
- Petitions (Care2)
- Mail list purchasing

# Evergreen pledges: Cause Change case study

- Around 3,500 leads in 16 weeks.



A screenshot of a sign-up form for Amnesty International Canada. The form includes fields for "First name" (filled with "Farrah"), "Last name" (filled with "Rooney"), "Email" (filled with "f\_rooney@hotmail.com"), and "Phone number" (filled with "CA +1 (416) 320-4798"). There is a "Cancel" button and a "Submit" button. A privacy notice is visible below the form.

# Petitions: PanCan and Care2

- 5,000 new leads in 8 days

care2 PETITIONS



## Tell Congress to Help Halt the Growing Threat of Pancreatic Cancer

by [Pancreatic Cancer Action Network](#)  
target: U.S. Congress



7,016 SUPPORTERS

8,000 GOAL

Pancreatic cancer is the third leading cause of cancer-related death in the U.S. – it will kill more people than breast cancer this year. Of the top five cancer killers, it has the lowest five-year survival rate at just 8 percent.

START A PETITION BROWSE sign in

### SIGN PETITION

FIRST NAME  
LAST NAME  
EMAIL

COUNTRY  
Canada

STREET ADDRESS

WHY IS THIS IMPORTANT TO YOU? (optional)  
In your own words, why are you speaking out to combat pancreatic cancer?

Share with my Facebook friends

Sign Now

don't display my name

[privacy policy](#)  
By signing, you accept Care2's terms of service.  
Having problems signing this? Let us know.

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# Petitions: Face to Face

- Petitions can be a very handy approach for in-person lead generation
- In addition to potentially serving a mission deliverable
- Volunteers are often more ready to collect signatures or offer a premium in exchange for contact information in person



# Alignment

## Future Proof tip 4

JULY 22, 2019



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# Alignment

- It's also important to built management strategies into your organization to establish a future-proofed foundation.



# Budgeting – Invest in retention and training

- A culture of innovation (or any culture) can deteriorate quickly, so invest to bake it into the culture with buy in for the whole team and make it routine (i.e. a monthly cross team meeting to brainstorm, innovation fund, which can lead into next point)



- Hiring and training on future-proofing tactics.



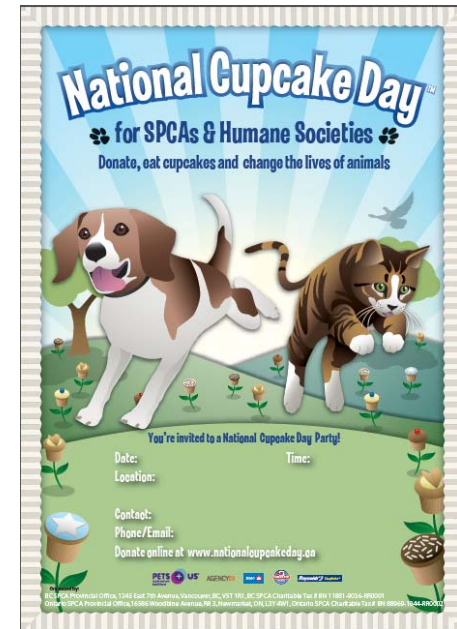
- Create an innovation fund, so staff aren't afraid to take calculated risks with funds.



- Hold monthly cross department brainstorming sessions to encourage communication and buy in.

# Budgeting – Innovation Fund National Cupcake Day

- National Cupcake Day was gifted to the BC SPCA from the Australian SPCA and ran it in the first year as a pilot (which took the pressure off... a bit)
- Created in 4 months (over year end!)
- Had \$15,000 budget and raised \$160K in the first year
- Since gone on to raise millions across Canada



# Let go of fear\*

\*within reason!

## Future Proof tip 5

JULY 22, 2019



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# New can be good

- By taking small steps, putting in process, integration and testing, you can establish the building blocks to take responsible risk.



# Be transparent in why

- Having the numbers in place can provide you with a clear path to invest in change and to fail quickly and responsibly.



# Thank You.

## STAY IN TOUCH

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