

BEGINNERS' BOOTCAMP: RESEARCH ESSENTIALS



CANADA CONFERENCE

OCTOBER 17-19, 2018

John Hermans, Executive Director,
Prospect Management & Advancement
Research, University of Toronto

SESSION DATE: October 17, 2018

SESSION TIME: 11:00am

AGENDA

- Prospect Development – Definitions
- Major Gift Fundraising and Prospect Stages – The Context
- Reactive Research – Profiles
- Profile Elements and Resources – The Essentials
- Moving Beyond Profiles – Other Services
- Proactive Research – Prospect Identification and Information ‘Push’ Services
- Working with your Development Colleagues – Prospect Management, Portfolios and Metrics
- Professional Development – Apra!






Prospect Development – Definitions

- Prospect Research: the process of learning more about a individuals' personal background, past giving history, wealth indicators, and philanthropic motivations, to evaluate their ability to give (capacity) and warmth (affinity) toward an organization.
- Prospect Management: the discipline of managing, tracking, and reporting on an organization's activity (cultivation, solicitation, stewardship) with its constituents and prospects.
- <http://www.aprahome.org/page/definition-of-prospect-development>

Prospect Development – Definitions

Good prospect research speaks to a major gift prospect's:

- Affinity 
- Interests 
- Capacity 
 - And sometimes...
 - Influencers
 - Motivators

Major Gift Fundraising and Prospect Stages – The Context

THE FUNDRAISING PYRAMID



Major Gift Fundraising and Prospect Stages – The Context

PROSPECT STAGES

- Identification / Qualification

Identifying new major gift prospects through various resources, and collecting initial information on their affinity and capacity

- Cultivation

Fundraising officers begin engagement of a qualified prospect, and may request more detailed information on their interests and capacity

- Solicitation

Fundraising officers have moved the relationship forward and are ready to 'make the ask'

- Stewardship

With a major gift secured, fundraisers thank and recognize the donor, and assess when the relationship is ready for the cultivation of the next gift

Reactive Research – Profiles

PROFILE TYPES / FORMATS

- In-Depth Profiles
- Short Bios
- Discovery Bios
- VIP/Event Memos
- Wealth Indicators

Profile Elements and Resources

PROFILE ELEMENTS

- Relationship to / history with your institution
- Career
- Wealth Indicators
- Community Volunteerism
- Philanthropic Giving
- Biographical Notes of Interest

Profile Elements and Resources

PROFILE RESOURCES

SEDAR

- The System for Electronic Document Analysis and Retrieval
- Search for Company Documents -
http://www.sedar.com/search/search_form_pc_en.htm
- If your prospect is a Director or Senior Executive of a publicly-traded company, search for the Proxy Circular (also known as a Management Information Circular)

Profile Elements and Resources

Summary compensation table

The table below shows the compensation earned in fiscal 2017, 2016 and 2015 by CIBC's five Named Executive Officers.

Name and Principal Position	Year	Salary ⁽¹⁾ (\$)	Share-based Awards ⁽²⁾ (\$)	Option-based Awards ⁽³⁾ (\$)	Non-equity Annual Incentive Plan Awards ⁽⁴⁾ (\$)	Pension Value ⁽⁵⁾ (\$)	All Other Compensation ⁽⁶⁾ (\$)	Total Compensation (\$)
Victor Dodig CEO	2017	1,000,000	4,445,280	1,111,320	2,381,400	496,000	2,250	9,436,250
	2016	1,000,000	4,364,360	1,091,090	2,338,050	396,000	2,250	9,191,750
	2015	1,000,000	3,717,819	929,455	2,502,376	387,000	2,250	8,538,900
Kevin Glass CFO	2017	750,000	1,214,752	303,688	650,760	247,000	2,250	3,168,450
	2016	750,000	1,190,280	297,570	637,650	212,000	2,250	3,089,750
	2015	750,000	1,040,000	260,000	700,000	209,000	2,250	2,961,250
Harry Culham Group Head, CM	2017	500,000	4,186,477	1,046,619	2,242,754	146,000	2,250	8,124,100
	2016	500,000	4,166,008	1,041,502	2,231,790	111,000	2,250	8,052,550
	2015	500,000	3,562,000	890,500	2,397,500	134,000	2,250	7,486,250
Larry Richman ⁽⁷⁾ Group Head, US Region, President and CEO, CIBC Bank USA	2017	483,345	1,108,589	277,147	593,885	66,000	10,721,500	13,250,466
Deepak Khandelwal ⁽⁸⁾ Group Head, Client Connectivity and Innovation	2017	184,726	1,246,728	311,682	667,890	0	9,852,086	12,263,112

Profile Elements and Resources

PROFILE RESOURCES

SEDI

- System for Electronic Disclosure by Insiders
- www.sedi.ca
- Searchable database of trading in securities (shares, options, deferred share units) by public company insiders

Profile Elements and Resources

PROFILE RESOURCES

- Canada Revenue Agency (CRA)
- <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities-listings.html>
- Search for a charitable foundation by name
- Review its most recent T3010 filing, using the “Full View” option

Profile Elements and Resources

PROFILE RESOURCES

- iWave / Prospect Research Online (PRO) - www.iwave.com
- CharityCan - <https://charitycan.ca/>
- Grant Connect - <http://www.imaginecanada.ca/grant-connect>
- Metasoft / FoundationSearch and BIG Database - www.foundationsearch.ca / www.bigdatabase.ca
- Dow Jones / Factiva - <https://www.dowjones.com/products/factiva/>

Moving Beyond Profiles – Other Services

- Relationship Mapping
- Reputational Analysis
- Briefing Notes for Prospect Meetings
- Benchmarking Research
- Environmental Scans and Tracking Fundraising Trends

Proactive Research – Prospect Identification

Prospect Identification – Classic Techniques

- Mining your existing donors – who is ready to move up from annual giving to major giving?
- Relationship mapping and peer review – who is in your donors and volunteers' networks?
- Donors to similar institutions and causes – who are the notable donors to causes like yours?

Proactive Research – Prospect Identification

Analytics – Prior Giving

- RFM Scoring
 - Recency of giving
 - Frequency of giving
 - Total Monetary Value of giving
 - Scored out of 100, with constituents assigned to quintiles for sorting

Proactive Research – Prospect Identification

Analytics – Demographic Wealth Screening

PRIZM and WealthScapes

- <http://www.environicsanalytics.ca/>
- PRIZM postal code lookup tool - <http://www.environicsanalytics.ca/prizm5>
- PRIZM quick reference guide - http://downloads.esri.com/esri_content_doc/dbl/int/Environics-PRIZM5-Segment-Side.pdf

Proactive Research – Information ‘Push’ Services

Media Monitoring - The proactive distribution of information relevant your institution, its interests and its goals

- Sources – Google Alerts, Factiva, Proquest
- Coverage – donor/prospect news, gifts to other institutions, news about your institution?
- Content – emails, newsletters?
- Frequency – daily, weekly?

Working with your Fundraising Colleagues

Prospect Management – Prospect Portfolio Construction

	Identification	Qualification	Cultivation	Solicitation & Ask	Gifts & Stewardship
MG Prospect Ratios	11	8	4	3	1
# MG Prospects	330	240	120	90	30
Max'm Days in Stage	60	120	180	180	As Donor MOU

Working with your Fundraising Colleagues

Performance Goals for Major Gift and Planned Giving Officers				
Weekly Contact Goal for Individual Fundraiser = Total Number of Donors/Prospects Under Management divided by 4.				
CONTACT (MOVES) OBJECTIVES AND MIX				
(In order to provide a model, we use the number "100" as an example of the contacts under management.)				
Standard	Qualifying Contacts	Cultivation Contacts	Solicitations or Asks Needed	Stewardship Contacts
New Fundraiser	70% of Contacts (18 per week)	20% of Contacts (5 per week)	5% of Contacts (1 per week)	5% of Contacts (1 per week)
Experienced Fundraiser (3 to 5 years)	25% of Contacts (5 per week)	50% of Contacts (13 per week)	15% of Contacts (4 per week)	10% of Contact (3 per week)
Very Experienced Fundraiser (5 years and longer)	5% of Contacts (1 per week)	65% of Contacts (16 per week)	20% of Contacts (5 per week)	10% of Contacts (3 per week)
<ul style="list-style-type: none"> • A reasonable target for gifts secured is 6 per month by whatever method. Depending upon the organization and the giving constituency, this could result in \$1 million per year. • A contact (move) has an objective. It may be accomplished by letter, telephone, or personal visit. • With good prospects, one contact (move) per month (12 per year) is desired, with 4 to 5 per year in the form of personal visits. • The number of personal visits will be somewhat determined by the geographical distribution of your contacts— the more dispersed the group, the more likely the difficulties in making the 4 or 5 personal contacts a year. 				

Working with your Fundraising Colleagues

HOW TO BE A STAR!



- Know your institution – its history, fundraising priorities, top donors, volunteers and prospects
- Know your fundraisers – what problems they face, how their success is measured, and how you can help them succeed
- Know your profession – be the local expert on as many aspects of your work as possible; be the one that your colleagues come to for answers

PROFESSIONAL DEVELOPMENT - APRA

APRA: Association of Professional Researchers for Advancement

- Conferences, publications, symposiums, mentors, webinars, networking and resource materials

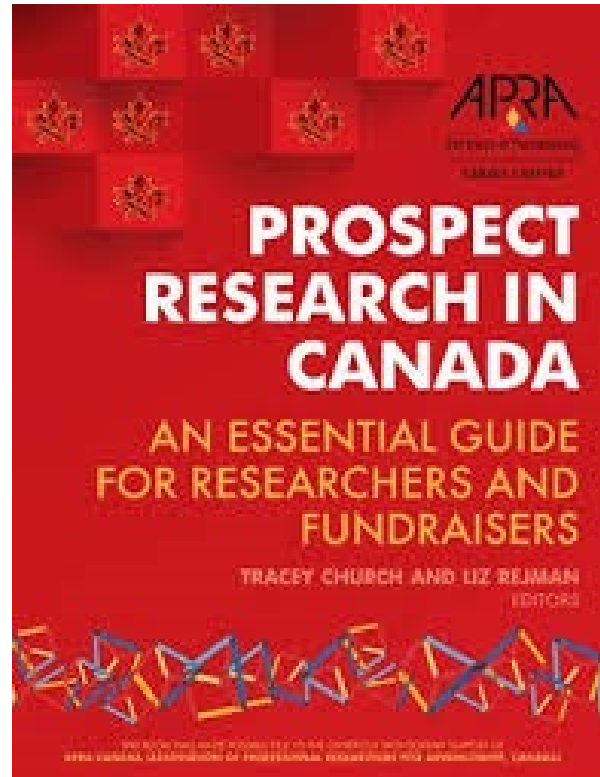
APRA International

- www.aprahome.org (US \$225/year)

APRA-Canada

- www.apracanada.ca (\$45/year)

PROFESSIONAL DEVELOPMENT - APRA



<http://hilborn-civilsectorpress.com/products/prospect-research-in-canada>

Now available by chapter in PDF format!

THANK YOU!

**QUESTIONS AND
COMMENTS?**

john.hermans@utoronto.ca

[https://www.linkedin.com/in/
john-hermans-1091414/](https://www.linkedin.com/in/john-hermans-1091414/)

