



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Establishing a Corporate Fundraising Strategy at a Music Institution

SEPTEMBER 2022

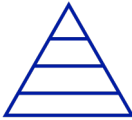
Research Questions

Primary Question: How can a performing arts institution structure new corporate support programs?



Corporate Fundraising Overview

- What is the current state of corporate support of arts organizations in Europe and the US?
- How do organizations typically structure their corporate fundraising programs?
- What proportion should corporate fundraising be in the overall contributed income mix?



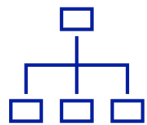
Corporate Fundraising Structures and Benefits

- How many corporate members/sponsors do peer institutions currently have?
- What are the giving minimums for memberships and sponsorships?
- Which corporate support structures appear to be most popular or provide the most revenue?
- Which corporate benefits are most used or most valued? Which do not seem to be as valuable?



Reputation Risks and Research

- How do arts institutions research potential corporate donors to prevent alliances with organizations that will upset other stakeholders?
- What do arts institutions do when corporate or other donors cause a scandal?

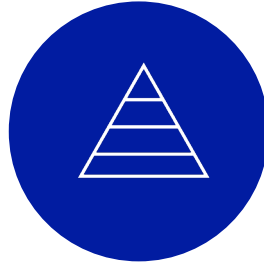


Team Structure and Best Practices

- How are teams structured to take advantage of corporate philanthropy? Is there a dedicated person for corporate sponsorship?
- Which corporate fundraising tasks take the team the most time?



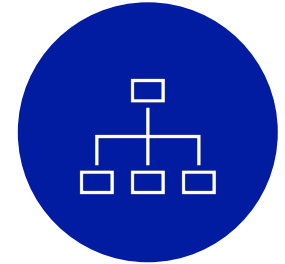
**1. Corporate Fundraising:
An Overview**



**2. Corporate Fundraising
Structures and Benefits**



**3. Reputation Risks and
Research**



**4. Team Structure and
Best Practices**

Institutions Included in Research

Scotland



Finland



PEGGY
GUGGENHEIM
COLLECTION

Netherlands



CENIKU
BOTÍN
CENTRE

Spain



THYSSEN-BORNEMISZA
MUSEO NACIONAL

Australia



North America



M Manhattan
School of Music



USC Thornton
School of Music











































**NEW
MUSEUM**

The State of European Corporate Philanthropy

A [report](#) conducted by StiftungSchweiz (an initiative of Philanthropy Services AG) on 2019 philanthropy trends among six European countries found that arts & culture was a top benefactor of corporate fundraising in France, Germany, and Spain.

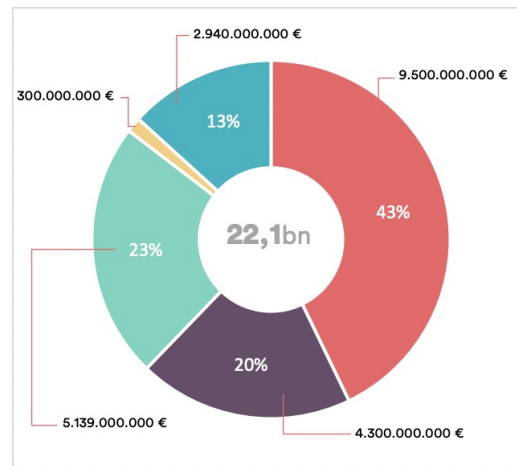
Of these, Germany had the largest proportion of corporate philanthropy, while in Spain only 8% of fundraising came from corporate entities.

GIVING VIA CORPORATIONS

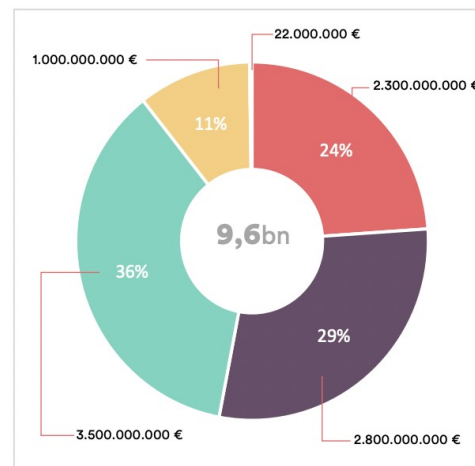
	Total number of companies	Total number of donor companies	Total donated (€)	Purpose	Notes
★ FRANCE	3.828.000	Data unavailable	2.300.000.000	      	*CredoFunding estimation, based on previous years' trend
★ GERMANY	3.279.136	2.700.000	9.500.000.000	      	
NETHERLANDS	665.795	352.871	1.895.000.000	      	*2018 Last available source
★ SPAIN	Data unavailable	11.287	320.000.000	      	
SWITZERLAND	608.952	Data unavailable	111.701.807	      	*2018 Last available source
UNITED KINGDOM	3.000.000	26	2.132.826.000	      	*According to FTSE100, see U.K report



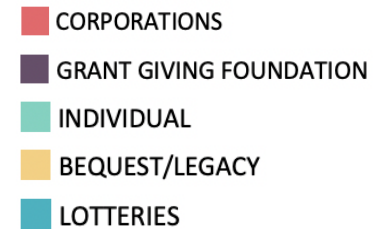
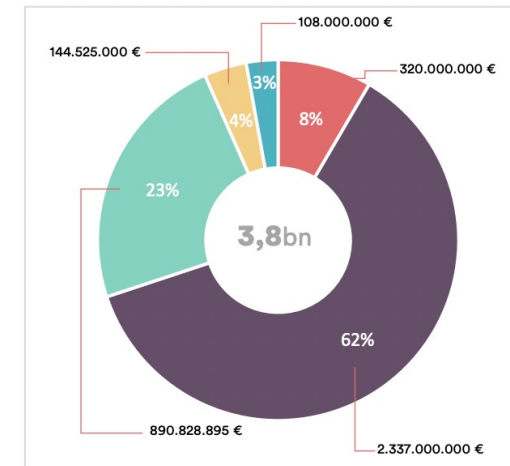
GERMANY



FRANCE



SPAIN



The State of United States Corporate Philanthropy

In Giving USA's 2022 report on philanthropy in the United States, corporate giving showed a **23.8% increase** between 2020-2021 – but is still only 4% of total philanthropy.

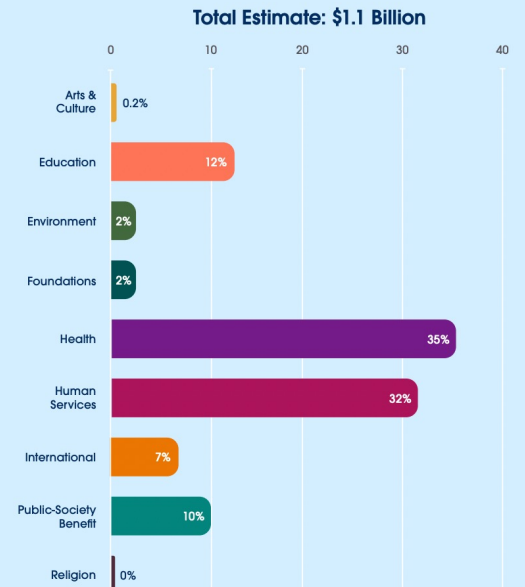
Contributions by Source



Source: [Giving USA](#)

While the arts & culture saw a 12.6% increase in overall giving between 2020-2021, only 0.2% of corporate dollars had been directed to the industry in 2020.

Figure 5. Donations from U.S. Corporations to U.S.-Based Nonprofits in Support of COVID-19 Relief Efforts by Subsector, 2020



Data Source: Candid

Source: [Salesforce / Indiana University](#)

Four Primary Components of Corporate Fundraising

Average gift size

Low

High

Special Events/ Rentals



Gift Purpose: Donation or membership in order to host their own event

Gift Type: Usually unrestricted gift/ part of membership annual fund

Main Goal: Hospitality and networking by hosting their own events on site

Gift Source: Special events/ corporate relations

Corporate Membership



Gift Purpose: Year-round support with member benefits & access

Gift Type: unrestricted gift/ part of membership annual fund

Main Goal: Employee benefits and engagement, with additional access benefits

Gift Source: HR or other employee-facing branch

Philanthropy



Gift Purpose: Supporting a specific project or program

Gift type: Restricted gift, often a grant

Main Goal: Supporting a cause in connection with corporate social responsibility

Gift Source: Foundation or grant giving branch

Sponsorships or Naming Rights



Gift Purpose: Supporting a specific event, project or space

Gift Type: Restricted gift

Main Goal: Marketing and brand visibility, strategic mission

Gift source: Marketing budget

Corporate Fundraising By Genre

Lower reliance on corporate fundraising

Higher reliance on corporate fundraising



Performing Arts Organizations



Music Schools



Museums

Most Common Corporate Structures	Naming Rights, Special Projects, Events	Memberships, Sponsorships, Naming Rights	Memberships, Naming Rights, Events
Dedicated Programs for Corporate Sponsors?	No. Typically companies have the opportunity to support initiatives. Occasionally, organizations set up corporate advisory boards.	Corporate support typically alongside foundation gifts. A few music schools have dedicated corporate programs..	Larger museums have corporate memberships with employee and entertainment benefits, as well as robust exhibit sponsorship opportunities.
Potential Benefits	<ul style="list-style-type: none"> • A backstage tour after a performance • Box seats for employees and clients • Support for education programs • Marketing visibility in performance programs 	<ul style="list-style-type: none"> • Corporate sponsorship of an instrument for a student • Special Performance by students at corporate events • Employee Education programs • Preferential tickets to school events/concerts 	<ul style="list-style-type: none"> • Guided tour for employees as an anniversary celebration • Discounted price on event space for annual company meeting • Marketing visibility in central gathering spaces and museum publications
Types of Partners	Local restaurants, hotels, and law firms	Larger banks, insurance, consulting, entertainment companies	Multi-national companies, big brands

Corporate Giving Not Major Part of US Music School Giving

While most US music schools solicit corporate giving, their programs are not publicized and typically are secondary to individual or alumni giving.

NEW ENGLAND CONSERVATORY > GIVING > CORPORATE PARTNERSHIP OPPORTUNITIES

Corporate Partnership Opportunities

Founded over 151 years ago, NEC is recognized internationally as a leader among music training musicians of all ages from around the world. Corporate Sponsorships at NEC meet the goals of your brand. Each package is tailored to meet your company's marketing and PR goals, leveraging the array of NEC's resources and talent and its longstanding as Boston's cultural institution.

With client entertaining, employee engagement, and event rental opportunities, NEC offers a dynamic way to satiate your needs for a single event sponsorship or in the Greater Boston area. Benefits that meet your needs.

Corporate partners include concertgoers, board members, entertainment opportunities, audience and patronage.



Corporate Giving

Connect your business to SFCM and receive specially tailored benefits and recognition. Contact Kathleen Nicely, Vice President of Advancement, at knicely@sfc.edu or 415-503-6303.

For more information on Corporate Partnerships, please contact:
Kelli Augustine
Leadership Gifts Officer
kelli.augustine@necmusic.edu

FOUNDATIONS & CORPORATIONS

Foundations and corporations from Cleveland and around the globe help CIM students achieve their full potential and realize their dreams in classical music. Through this support, CIM serves greater Cleveland with nearly 350 performances each year on campus and throughout Northeast Ohio, most of which are free.

CIM offers sponsorship packages that will delight your clients and/or employees while showcasing your company's community support. Packages include curated opportunities to engage with the future of classical music in action.

To support the future of classical music, please contact Nancy Stamer at [216.791.4473](tel:216.791.4473) or nstamer@clevelandorchestra.org

US Music Schools that do not specifically mention corporate giving on their webpage:

- Berklee College of Music
- Manhattan School of Music
- USC Thornton School of Music
- Yale School of Music
- Oberlin Conservatory

Most US schools simply acknowledge the opportunity for corporate giving

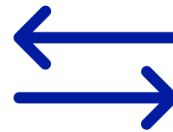
Key Evolutions in the Corporate Philanthropy Landscape

Companies expect more from arts sponsorship...



Companies are increasingly focused on social impact — meaning there are limits to sponsoring “art for art’s sake.”

“The strategy of corporations has changed: they are more focused on conservation and sustainability projects, for example. They also prefer money for social projects that involve the community, projects that are more engaging.”



Companies have demonstrated increased expectations of the return on their sponsorship investment.

“Lately, companies are more aware of their expected benefits — it’s more transactional in nature. Companies need clear justification for sponsorship.”

...but you still have power



With increased scrutiny on “artwashing,” you can — and should — be selective to identify companies that match your values.

“We have a rigorous research policy for any potential corporate partner, focused on identifying any history of greenwashing or scandal at the company.”



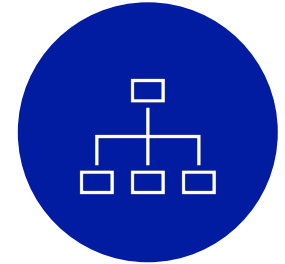
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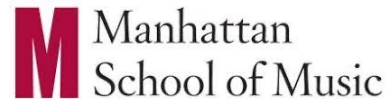
**4. Team Structure and
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Music Schools Receive Broad Range of Corporate Support

Universities offer a spectrum of sponsorship vehicles from one-time, low involvement gifts to larger investments of time and money that reflect a tighter relationship

Low level of Investment and Involvement

High level of Investment



One-Time, Lower-Value Contributions

Instrument Sponsorship

Sibelius Academy, University of the Arts, Helsinki: requests support for young students' studies through funding instrument acquisitions.

One-Time, Mid-level contributions

Hall Naming Rights

Manhattan School of Music is offering tax deductible naming opportunities for seats in the auditorium which are payable over 5 years. The price per seat is: \$3,000 for Balcony \$5,000 for Orchestra

Annual Contributions with Recognition

Professorial Chair Endowment

Sydney Conservatorium of Music, University of Sydney: seeks to offer permanent support to a professorial chair in each of the teaching and research units.

Annual Contribution with Networking and Advice

Leadership Advisory Board

McGill University, Canada: Corporate partners can join the Leadership Advisory Board as a member to get preferential access to a recruitment pipelines.

Broad Multi-Year Support

Multiple Sponsorships

Royal Conservatoire of Scotland has an ongoing relationship with the Gleneagles luxury resort, including naming a ballroom and concert venue, an annual gala concert, and sponsoring an annual scholarship

Source: <https://www.uniarts.fi/en/campaigns/donate-to-uniarts-helsinki/>; <https://www.sydney.edu.au/music/industry-and-community/support-us.html>; <https://giving.mcgill.ca/ways-give/more-ways-give/corporations?lang=en>; <https://www.savethemusic.org/take-action/brand-partnerships/>

Beyond Sponsors: Naming Rights & Philanthropy

At Escuela Superior de Música Reina Sofía, companies can add their name to the following elements by providing a donation or sponsoring their cost:

- Performance and academic chairs
- Orchestral ensembles
- Chamber groups
- Tuition subsidies
- Instruments

While classically naming rights have often been reserved for buildings, exhibits, and concert series, there are many possibilities for the named sponsorship of more discrete elements of your organization's artistic offering.

CHAMBER GROUPS

Quinteto Ricercata de EY

Corporate Membership Programs Have Much In Common

There is a common understanding of the purpose of corporate membership programs as well as consistent benefits that serve to fulfill those objectives.



Common purpose for memberships

- **Revenue generation:** primary aim is to generate unrestricted contributed income.
- **Starter partnerships:** corporate memberships are seen as a lower-stake entry path to sponsorship or other revenue
- **Boost to visitor numbers:** Organizations see the opportunity to increase visitor numbers thanks to corporate staff.



Consistent benefits for members

- Staff admission, guest passes & access days
- Hospitality & special event invitations
- Rental opportunities & entertaining
- On-site and remote activations
- Visibility & recognition
- Discounts

What might these look like at a performing arts institution?

- Employee invitations to concerts
- CEO networking opportunities for a corporate membership council
- Event hosting at the concert hall
- Marketing visibility in concert programs

Examples of Tiered Memberships at Music Schools

Most US music schools do not have a dedicated corporate membership program but many encourage corporate donors to participate in membership programs geared toward alumni, parents, or foundations.

Corporate-Only



Levels:

- Bronze (\$5,000)
- Silver (\$10,000)
- Gold (\$15,000)
- Platinum (\$20,000)
- Diamond (\$30,000)

Benefits include:

- Invitations to events
- Complimentary tickets
- Logo placements on website.
- Acknowledgement in published material.
- Private client hospitality event

Individuals, Alumni, Foundations (and allow Corporate Members)



Levels

- \$2,500-\$ 4,999
- \$5,000 - \$ 9,999
- \$10,000

Benefits

- Insider events and trips
- Lounge access, concierge service
- Early ticket access and reserved seating
- Voting Privileges in annual meetings
- Acknowledgement in published material
- Masterclasses and behind-the-scenes tours



Levels

- Aficionado – \$2,500
- Impresario – \$5,000
- Maestro – \$10,000
- Virtuoso – \$25,000
- Prodigio – \$50,000

Benefits:

- Invitations to exclusive events
- Preferential and reserved tickets
- Acknowledgement in published material
- Private concert by students upon event
- Membership in university-wide membership circles

Sources: <https://www.curtis.edu/support/corporate-giving/become-a-corporate-sponsor/>; <http://www.cim.edu/aboutcim/support/governingmembers>; <https://music.usc.edu/giving/annual/members/>

Corporate Advisory Council Showcase

One of the most valuable roles an arts institution can play for its corporate partners is as a networking facilitator, allowing CEOs and other company leaders access to other high-profile individuals. This can take the form of networking events or, as seen below, more involved advisory boards and councils.



Leadership Circle

At the highest levels of corporate support, the Museum of Fine Arts, Houston, offers a complimentary membership with the MFAH's premier individual giving society, the Leadership Circle. This exclusive access allows corporate partner executives to connect with other HNWI patrons at multiple private events throughout the year. This also allows the museum to create additional goodwill and strategic touch points with high-level partners who can engage with a broader breadth of the museum's projects and patrons.



"Guggenheim Intrapresae"

The "Guggenheim Intrapresae" is a select group of corporate supporters who have the opportunity to share in networking, special visits, and programs at the museum. They are treated with the same care and manner as high-net-worth individuals.

The group is framed around the shared value of **"the pursuit of inclusivity, social responsibility and impact, innovation, corporate welfare, social practice and attention to future generations."**



Business Council Group

At the Art Institute of Chicago, the top two levels of corporate memberships include access to the museum's exclusive Business Council group. This group welcomes other business leaders in the area committed to supporting the museums' work within the city of Chicago. Access to the Business Council expands networking opportunities for members; and provides further touchpoints for the museum to align corporate giving to wider civic objectives.

Co-Creation: Outside The Philanthropy Box

When corporate social responsibility (CSR) budgets are limited, some museums turn to the marketing department. Finding strategic ways to partner that draws in new marketing audiences for a company can be of huge value — and make the decision to spend easier.

New Museum + Apple: The [AR]T Initiative



When the New Museum partnered with Apple on an augmented reality art piece, the benefits were four-fold.

Benefits to the New Museum

With the virtual installations on view at Apple stores around the world, the Museum expanded its reach to new audiences and demonstrated its forward-thinking nature as an arts institution.

Benefits to Apple

By partnering with an esteemed museum, Apple could draw in new audiences and give its new technology a stamp of artistic authenticity and authority.

Benefits to Artists

The New Museum curated a group of artists with whom it had long-standing relationships to create the virtual art, giving them commissions and the opportunity to experiment with new, boundary-pushing technologies.

Benefits to Technologists

Apples AR technologists who supported artists in realizing their works also received a commission on the pieces, plus the opportunity to creatively enhance their field of work.

Maximizing the Corporate Partner Journey

Offering involvement in your organization's board is a strategic way to move corporate members into more involved sponsors.



Membership

Membership is the easiest point of entry into a relationship with your museum. Companies will often stay at the level at which they join, so it is key to build in opportunities to increase their connection to the institution.



Board Involvement

At some organizations, certain levels of corporate membership come with an invitation to join board meetings, allowing CEOs of corporate partners to gain a deeper, strategic understanding of the arts institution they support.



Customized Projects

Thanks to the closeness developed during these board meetings, companies with strong strategic or values-alignment can further their involvement through participation in customized projects.

Relationship Type

Transactional —●— Strategic

Relationship Type

Transactional —●— Strategic

Relationship Type

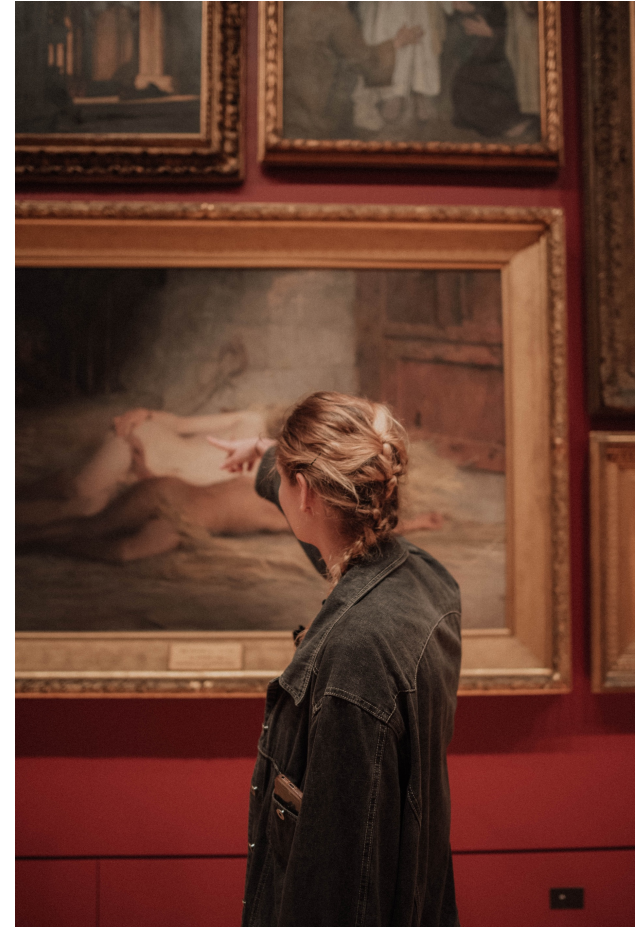
Transactional —●— Strategic

The Opportunity of Employee Engagement

While many arts organizations partner with companies' marketing departments for corporate fundraising initiatives, **there is a growing number who have found that HR is an effective in-road.**

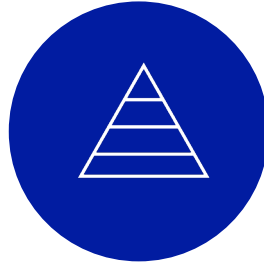
There are a wide range of helpful employee benefits your institution can help corporate partners offer to their staff members. Here are some we saw in the field, and how to make them special:

- **Private tours:** this is a common benefit offering and an easily scalable option for any museum, as one educator can accommodate many visitors.
 - *Tip: tie private tours to special moments, such as company anniversaries or employee recognition days.*
- **Training courses:** there are many leadership and creativity lessons to be learned from the arts, even for companies in different fields. Leverage your expertise to offer workshops.
- **On-site visits:** bringing presentations of your art to a company is a great way to reach potential new audiences who may not have taken the step to visit your halls.
 - *Tip: take the opportunity to speak with employees in a more organic setting to understand their interests and further inform the benefits you can offer.*





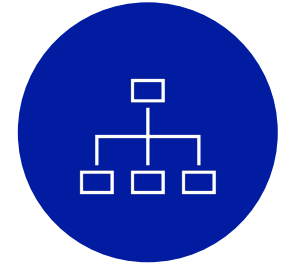
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The Risk of Corporate Funders



The P.A.I.N. protest at the Smithsonian's Freer Sackler Galleries. Images via Instagram @P.A.I.N. Prescription Addiction Intervention Now.



In recent years, arts institutions around the world have come under increased scrutiny for their perceived role in allowing corporations to repair damaged reputations through philanthropy. At times, these have led to high-profile protests.

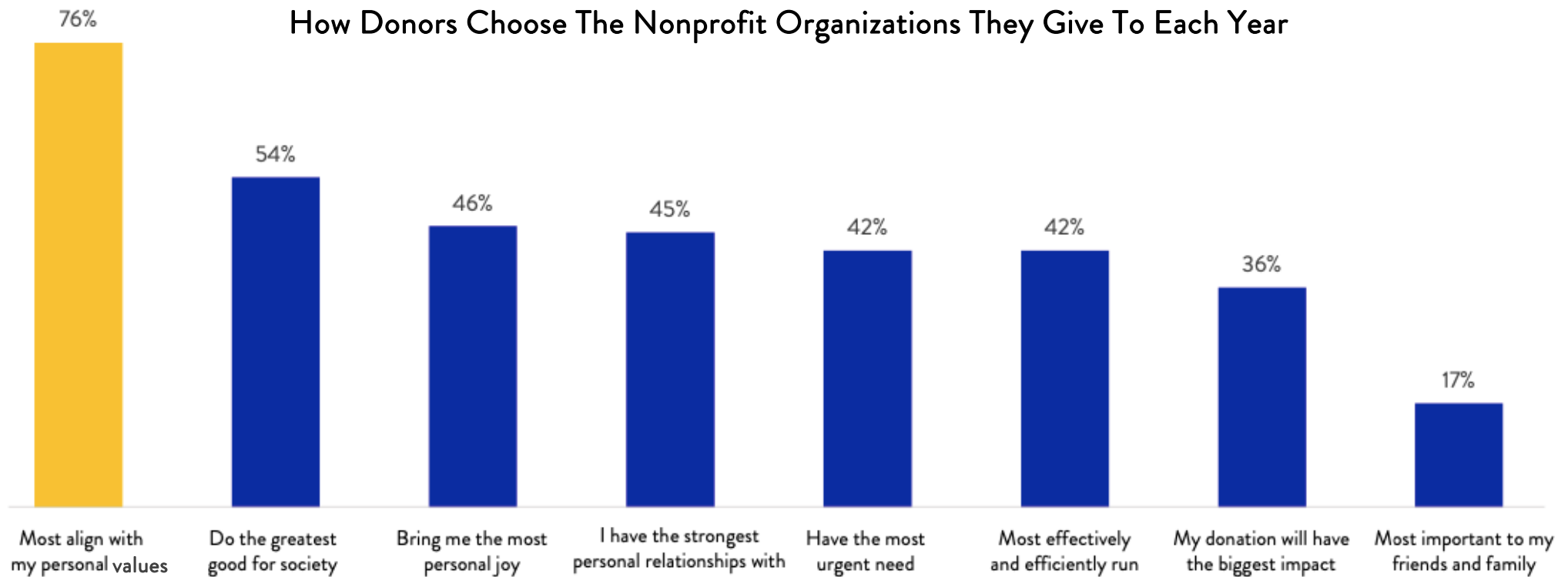
Arts institutions considering corporate support have an impetus to conduct thorough research into the potential “baggage” sponsors may bring with them.

As one arts development professional in our interviews stated:

“We have a rigorous research policy – we look for examples of greenwashing and scandal before engaging a potential new corporate partner.”

Donors Give To Charities That Share Their Values

It's not just a risk to public perception: when cultivating a donor ecosystem, the values your organization seems to stand for is an important deciding factor. Corporate partners who do not share your values puts this attraction at risk.



N= 5154
Thinking about the specific non-profit organizations you decide to donate to in a given year, which of the following best describes how you decide where and how much to donate? Please select all that apply. I give to the non-profit organizations that...

Reputation Considerations for Potential Corporate Sponsors

Once you have conducted research on a potential corporate sponsors or members, there are a few questions you can ask to determine whether potential risk is worth a new partnership. This will be key if a project involves a high degree of brand visibility for the partner.

When evaluating the reputational threat of a potential corporate sponsor to an organization's reputation, consider...

- What are this corporation's current (or past) practices that may go against societal trends?
- How large is any existing public protest and outrage against this corporation?
- Are the corporation's actions clear-cut in its wrongdoing?
- Can the association with the name be used as a teaching moment about our organization's values?
- Is there a middle ground? (*Warning: not likely*)
- Will this give future donors, students, or teachers pause?



Remember: the power is still in your hands as an institution with valuable benefit to offer a company. If the potential risk to your brand reputation is deemed too high, it can be worth declining a partner.

How To Deal With A Brand Crisis

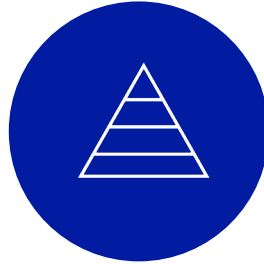
When the Massachusetts Institute of Technology faced a public reckoning over its [acceptance of significant donations from Jeffrey Epstein](#), their lack of formal policy around controversial donors made it difficult to resolve these financial commitments. The plan they put in place moving forward serves as a helpful guide for proactive planning in the case of unexpected scandals from a patron of your organization.

Four Steps: Moving Forward from Donor Controversy

1. Enact policies and processes to guide decisions on controversial donors
 - *“In the fall of 2020, two committees were launched – one to **define a set of values and principles to guide the assessment of outside engagements**, and the other to review and recommend improvements to MIT’s processes on soliciting and accepting gifts.”*
2. Foster a culture in which employees feel accepted, effective, and safe to speak out against unethical actions by current or potential funders
 - *“President Reif has instructed Vice President and General Counsel Mark DiVincenzo to lead an effort to strengthen MIT’s existing ... nonretaliation and confidentiality protections, and to explore new ways in which members of the community might safely and effectively share concerns.”*
3. Develop guidelines to address and prevent similar harm in the future
 - *The committee crafted “guidelines to keep the MIT community safe from visitors who pose a direct threat.”*
4. Create space for current students, faculty, and staff to process any harm done by the donor
 - *MIT held “an Institute-wide community process to address persistent issues in campus climate and culture.”*



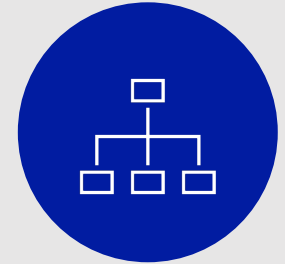
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Benchmark: Corporate Sponsorship Teams

Institutions we interviewed had a variety of team structures, but one finding became clear: many are working successfully with only a small number of personnel resources dedicated to corporate funding.

Organization	# of Corporate Fundraising Employees <i>*does not include individual giving</i>	Role Breakdown
Organization 1 (Performing Arts)	1.2	Team Lead (20% of time in Corporate) Project Manager (full-time dedication to Corporate) <i>Additional prospecting support from Director & Board Chair</i>
Organization 2 (Museum)	2	Manager of Corporate Partnerships + administrator <i>Additional support from learning, audience, and media teams</i>
Organization 3 (Museum)	2	Manager of Corporate & Memberships + assistant <i>Additional support from events team and seasonal interns</i>
Organization 4 (Museum)	3	Chief of Marketing, HR, & Fundraising Manager of Corporate + external consultant for prospecting
Organization 5 (Museum)	3	Corporate Project Coordinator Team member focused on administrative benefits Team member focused on production benefits
Organization 6 (Performing Arts)	11	5 PR Officers – ticket/backstage tour sales 6 Sponsorship Officers – corporate relations

Overall, most corporate fundraising managers found that their team of 2-3 was sufficient. Where they would desire more time/resources would be in dedicated time for prospecting.

Fostering Internal Communication

Especially when developing co-created projects with corporate partners, it is crucial to build a culture where members of all departments at your organization are thinking creatively about how to involve companies in their work.

Key tactics for cross-departmental collaboration include:

- **Emphasizing impact:** set the foundation for corporate fundraising by making sure all team members across the organization understand the concrete impact these funds and partnerships can have for your institution — the earlier the better.
- **Establishing structure:** make it easy for all teams to participate in corporate fundraising by creating a submission document for potential projects that includes all information the development team needs (timelines, photos, descriptions, etc.).
- **Setting key deadlines:** set dates throughout the year when project proposals are due to help manage volume and keep a steady pipeline of potential opportunities.
- **Sharing in success:** when projects succeed, let your organization know! Share internal communications around the continued impact of corporate partnership projects to keep motivation and investment high.

Example Tactic: Establishing a Corporate Fundraising “Catalyst Team”



A small team composed of representatives from different departments allows for focused communication around a specific goal, while making sure all teams’ views are heard and valued.

When the Rijksmuseum was embarking on its grand reopening in 2013, director Taco Dibbits formed **groups of 5-7 employees from different departments, each tasked with a different, specific project within the new vision.**

Each group had a chair, a project manager, and a three-month deadline to complete their task. Operating under this restriction led to inventive approaches to develop new ideas — which were then implemented over a longer period.

Three Methods of Co-Creation

Product Development Process

1

Creatively Fund Existing Projects: co-creation does not necessarily mean starting from scratch. Think creatively about ways to involve sponsors in the projects that are existing priorities for your institution.

Example: Museo Nacional Thyssen-Bornemisza partnered with the Mandarin Oriental hotel to market a crowdfunding campaign for a restoration project the museum was conducting.

2

Scale Strategically: identify project categories that your team can templatize and replicate, then combine these in unique ways to make partners feel that they are getting a personalized experience.

Example: During the pandemic, the Smithsonian Institution shifted many of their volunteering opportunities virtual. Realizing that these could be enticing for corporate employees, they turned this into a corporate membership benefit, giving employees of corporate partners the chance to volunteer virtually as groups.

3

Go All In: if you find a company whose values deeply align with yours, a high degree of personalization becomes worth it, as the resulting partnership can be long-term and lead to multiple high-impact projects. These partnerships will require a “top-down” approach, building a close relationship with leadership.

Example: MUSE and Lavazza found a strategic alignment around environmental sustainability that led to a three-year partnership with multiple projects.

Prospecting: Your Network Is Your Greatest Resource

While many organizations we spoke with conduct research on potential corporate sponsors via publicly available information on companies' strategic portfolios and financial solvency, some diverse methods for connecting emerged in our conversations.



Donors

Existing members of your donor community can be in advantageous positions to recommend potential partners.

“Local legal companies very helpful - they know what’s happening in the city, who to invite over for dinner.”



Board Members

Several museums shared that members of their board were influential in connecting them with corporate partners.

“Our board chair used to be on the city council, and she’s really dialed into what’s happening locally.”



Chambers of Commerce

Positive relationships with your chamber of commerce or city council are key to building your local network.

“We have a strong partnership with our city council and the local universities”

A Potential “Year 1”

Based on our interviews, we have developed a mock timeline for a potential first year of corporate fundraising, assuming a goal of 10 organizations in pipeline for memberships and co-created projects.

Start Y1

Develop strategic membership tiers: almost all participants shared how difficult it is to move corporate members up in giving levels, so ensure that your lowest level will provide you significant financial return.

Begin dual prospecting: identify local companies to join your membership, while simultaneously beginning to research regional/national companies who share strategic values for co-creation projects.

GOAL: OUTREACH TO 80-100 ORGANIZATIONS

Interviewees reported a typical conversion rate of 5-10%, so at least 100 contacts will be needed to maintain an active pipeline of 10 partners

CEO outreach: have organization leadership support with outreach efforts to company CEOs for initial introductions. Eventually, points of contact in marketing and HR departments will be necessary for day-to-day relationships but starting at the top is key.

Close agreements with clear outcomes: whether you are welcoming a company into a membership or creating a strategic partnership around a project, closing a deal will require clearly outlining the ways in which you will partner, timelines for your contracts/renewals, and stated desired outcomes from working together.

End Y1