



**The Story of
Fundraising.
And More.**

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Stories lie at the heart of persuasive fundraising.

Some of the most memorable stories are those we hear and read as children. We carry with us their values, emotions and aspirations – all powerful concepts for philanthropy – and offer them to the next generation. To illustrate how More Partnership can help you we have drawn on some of those special stories.

An Introduction

More Partnership helps organisations – typically universities, charities, hospitals, theatres, museums and schools – to be more effective in their work and to raise more money. We are experts in philanthropic fundraising and in creating the conditions for giving to flourish. With over 20 consultants and some 350 years of experience between us, we understand the challenges you face.

Clients from Liverpool to London, Milan to Melbourne, St Abbs to Singapore, often start by asking us these questions: How good are we *really* at fundraising? How do we get better, much better?

The business of philanthropy can seem highly complex. Yet at its heart fundraising is simple. It's about the story you tell. It's about the audience you tell it to. And it's about the infrastructure that makes all this happen.

Here are some of the services we offer to help make your fundraising complexities a little simpler. The happy ending will include satisfied donors, more confident organisations and – thanks to philanthropy – a better world for our children.



A Fresh Look

How can you choose where to go unless you know where you are today? Many of our new clients request a formal reality check or assessment. Sometimes we review the whole fundraising operation. Other times we focus on one aspect – like regular giving or an ongoing campaign. Occasionally we do fully bespoke benchmarking with comparable organisations. And *always*, we make sure our review is just the start – complete with suggestions for the next chapters in your story of effective fundraising.

Le Festival d'Aix en Provence (recently named the world's best opera festival) wanted to take their philanthropic revenue up a gear. They invited More Partnership to run a thorough appraisal of their fundraising at all levels, covering both corporate and individual donors.

They tell us that we not only asked great questions but listened intelligently to their answers, understood their culture and grasped the big picture. Our guidance enabled them to restructure their department – and to unlock their fundraising potential.



“Si tu réussis à bien te juger, c’est que tu es un véritable sage”

“If you succeed in judging yourself rightly, then you are indeed a man of true wisdom.”

Antoine de Saint-Exupéry, *Le Petit Prince*

Telling Your Story

When it comes to generating philanthropy, there's nothing more powerful than an authentic story well told – with logic and emotion intertwined. In other words, a compelling “Case for Support”. The trouble is, it's hard to see the story when you're part of it. More Partnership will run workshops and interviews to tease out your priorities and messages. We will even write and design your “case”. And then we will test your story with potential donors to make sure it resonates far and wide.



“This, O my Best Beloved, is a story - a new and a wonderful story - a story quite different from the other stories...”


Rudyard Kipling, *Just So Stories:
The Butterfly that Stamped*

More Insight

“Donors don’t give to places like us.” “We don’t have the right tax regime here.” “It’s impossible to recruit fundraisers with experience.” When stories turn into unhelpful myths, you need evidence. Hence our range of “More Insight” services. We supply data, analyse data and review databases. We find lost friends and recover lost tax. We make analytics sing and write reports that are a pleasure to read. From prospect research to policy research, bespoke benchmarking to sector-wide surveys, we will help you to see things the way they really are.

The **Higher Education Funding Council for England (HEFCE)** needed a research partner to embark on a review of philanthropy in UK higher education. After a comprehensive tender process they chose More Partnership to provide research, analysis and expert opinion. Dame Shirley Pearce says we helped the review to be

“imaginative in structure and content and confident in its recommendations”. The influential “Pearce Report” (2012) was the result... and More Partnership (alongside Richmond Associates) has since worked with HEFCE on a second major report: *An emerging profession: The higher education philanthropy workforce (2014)*.



“‘But the Emperor has nothing on at all!’
cried a little child.”

Hans Christian Andersen,
The Emperor’s New Clothes

Major Gifts

The biggest gifts are magical in their effect. But unlocking them is a matter of discipline, persistence – and the occasional flash of inspiration. This is our specialist subject at More Partnership. Whether your organisation has a long history of philanthropy on a grand scale or is still on page one, we will help you find the missing key to new major gifts. We will help you to identify potential donors, research your prospects and plan your approach. We will even talk to them on your behalf. In short, we will reveal the secrets of major giving.

SOAS, University of London had received a few big one-off gifts but a professional fundraising function had never become truly embedded. More Partnership came in, first to work on a proposal for Iranian Studies (which resulted in gifts totalling £2.4 million) and then to help build the development department. Six years later, we are still

by the team's side and in November 2013 SOAS received a £20 million gift from the Alphawood Foundation – one of the largest ever donations to humanities in the history of UK higher education. "Fundraising is now central to institutional strategy", says Fiona McWilliams, Director of External Relations and Development.




"It was the lock of the door that had been closed ten years, and she put her hand in her pocket, drew out the key, and found it fitted the keyhole. She put the key in and turned it. It took two hands to do it, but it did turn."

Frances Hodgson Burnett, *The Secret Garden*

Building the Base

Regular giving... whether that means “alumni”, “friends” or “members” to you, this is the ABC of your fundraising operation. It’s not just that every little helps. It’s that small donations often inspire bigger donations. And small donors sometimes grow into very big donors indeed. They are the “pipeline” (as the jargon has it). Here at More, we offer techniques, tools and tricks of the trade to increase the numbers of people giving at *all* levels... and arguments to convince your colleagues why this matters so much.



“No act of kindness, no matter how small,
is ever wasted.”

Aesop, *The Lion and The Mouse*

A Campaign?

Campaigns are often portrayed as the be-all and end-all of fundraising. But they can also be the big bad wolf. Are you ready to take the leap? Is your target realistic? Does your case for support convince? Do you have enough potential supporters? A More Partnership feasibility study will take the pain out of the word “campaign” before you start. And we will continue to guide you through the pitfalls from planning to launching to celebrating... and then to deciding what comes next.

Cancer Research UK was about to launch the largest ever appeal in its history. It was clearly time for a feasibility study. But who was to run it and how? “While other consultancies came in with very set ideas, More Partnership listened,” says Russell Delew, who heads up appeals. “Their experience and professionalism also

made them credible with our senior management. They won the pitch hands down.” Then, throughout the project, “they told it like it was,” as Delew puts it, “rather than giving us what we wanted to hear.” More continues to provide ongoing advice for the £100m Create the Change Campaign that followed.



“The moment you doubt whether you can fly,
you cease for ever to be able to do it.”

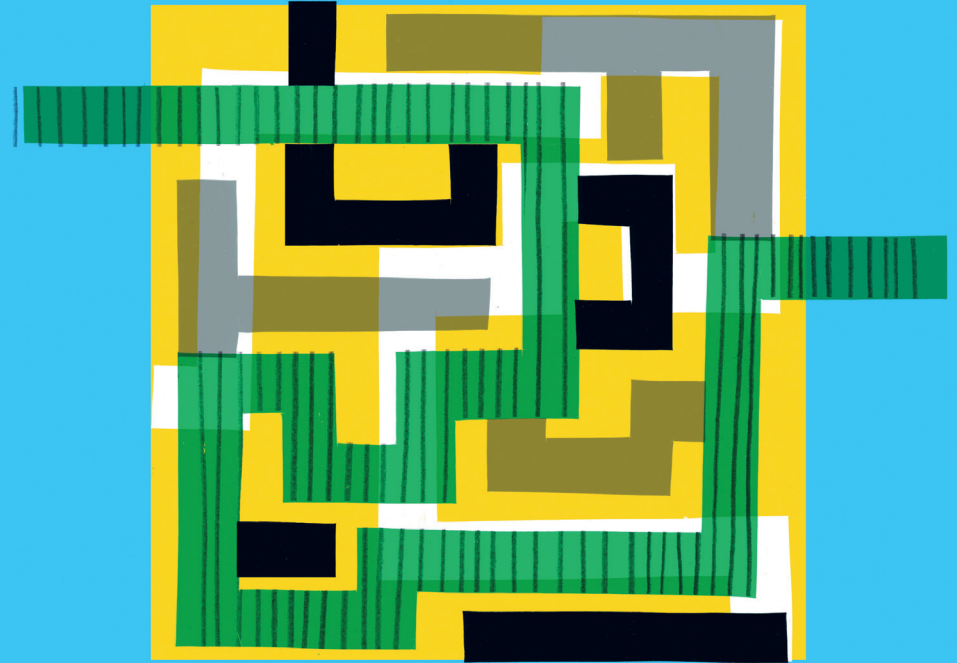
J. M. Barrie, *Peter Pan*

Interim Management

It's an all too common tale. Your fundraising is going well. Then a vital member of staff leaves – temporarily or for good – and you can't get the right replacement in time. Or maybe you need a fundraising wizard – just for a short spell, during that tricky start-up phase. Either way, you urgently need someone to fill in. Enter More Partnership. One of our experts will be with you for up to three days a week to keep (or put) the show on the road.

Stephen Perse Foundation had never fundraised seriously but knew they had a great story to tell. So More Partnership came in roughly half time for about six months to provide interim management. We kick-started the school's fundraising operation, put systems in place, set up a database, formed

a development committee... and fitted in perfectly, according to Tricia Kelleher, Principal. Within a year, Stephen Perse Foundation had a professional fundraising office. Within two years, they'd run a telephone campaign and had pledges totalling a quarter of a million pounds.



"Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!"

Lewis Carroll, *Alice's Adventures in Wonderland*

Learning More

Strengthening and embedding a culture of philanthropy in your organisation needs to happen at many levels – and over time. Through “Learning More” we provide bespoke activities for three principal audiences: engaging institutional leaders; developing the skills and confidence of fundraising and alumni relations teams; and mentoring and coaching for key people. Some of this happens one-to-one; some of it through workshops. All of it is interactive, enjoyable – and effective.




“Just as soon as you attain to one ambition you see another one glittering higher up still. It does make life so interesting.”

L. M. Montgomery, *Anne of Green Gables*

Ongoing Support and Strategic Counsel

If you think you're flying along and don't need us any more, we'll write ourselves out of your story – at least for the next chapter. But we know from our own experience that being a fundraising leader or a one-person team can be lonely. We also know we will add value, even where there's no well defined “consultancy project”. That's why nearly all of our clients ask us for continuing support of some kind. From down-to-earth data to soaring strategy, you don't need to do this on your own.



“It happened one day, about noon, going towards my boat, I was exceedingly surprised with the print of a man's naked foot on the shore, which was very plain to be seen in the sand. I stood like one thunderstruck, or as if I had seen an apparition.”

Daniel Defoe, *Robinson Crusoe*



“Please, sir, I want some more.”

Charles Dickens, *Oliver Twist*

And finally...

If like *Oliver Twist* you want some
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AMREF

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Birkbeck, University of London
Breast Cancer Campaign
Brighton Dome and Festival
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Cambridge University Boat Club
Cancer Research UK
CASE

The Causey Development Trust
CEFR – Comité d'Entraide aux Français Rapatriés
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Columbus Association
Costa Foundation

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Visible Theatre Ensemble
Wadham College, Oxford
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Antoine de Saint-Exupéry
Rudyard Kipling
Hans Christian Andersen
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J. M. Barrie
Lewis Carroll
L. M. Montgomery
Daniel Defoe
Charles Dickens

More

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And More.**

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