



Mission impossible? Integrating campaigning, communication and fundraising

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This handout is a summarized text only version of the full presentation

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Summary

The purpose of this workshop is to increase the understanding of integration and to learn from each other and our different experiences. It concentrates on how to integrate campaigning, communication and fundraising but the theories can be adapted to fit other areas too.

There's no simple model to take home and just implement. Integration is about hard work, hard work and hard work. And then it's about people, the people responsible for it. What is it that we do that makes the process of integration complicated and what can we do to make it easier in the future?

Integration is about sending out one strong message. It's about reinforcing the same message over and over again and making sure we're not creating a cacophony of a lot of different voices. Integration is about making sure all the different areas within an organisation works together in order to create maximum impact.

Integration does not mean doing everything together at all times. It's more of a thought we should have in the back of our heads at all times. A mindset reminding us to always think of what we can do to support and work together with the other areas in our organisation in order to create stronger impact.

Introduction

"In some organisations fundraisers are the outsiders, the latecomers and interlopers; their integration into the organisation will reflect this attitude and can seriously affect their ability to do the job... Fundraising works best when closely integrated and reporting in at a high level. The fundraiser cannot be hived off as if they did not exist and must be valued and trusted as much as any other functional part of the organisation."

Sam Clarke, in *The Complete Fundraising Handbook*

"Thinking across boundaries, or integrative thinking, is the ultimate entrepreneurial act. Call it business creativity. Call it holistic thinking."

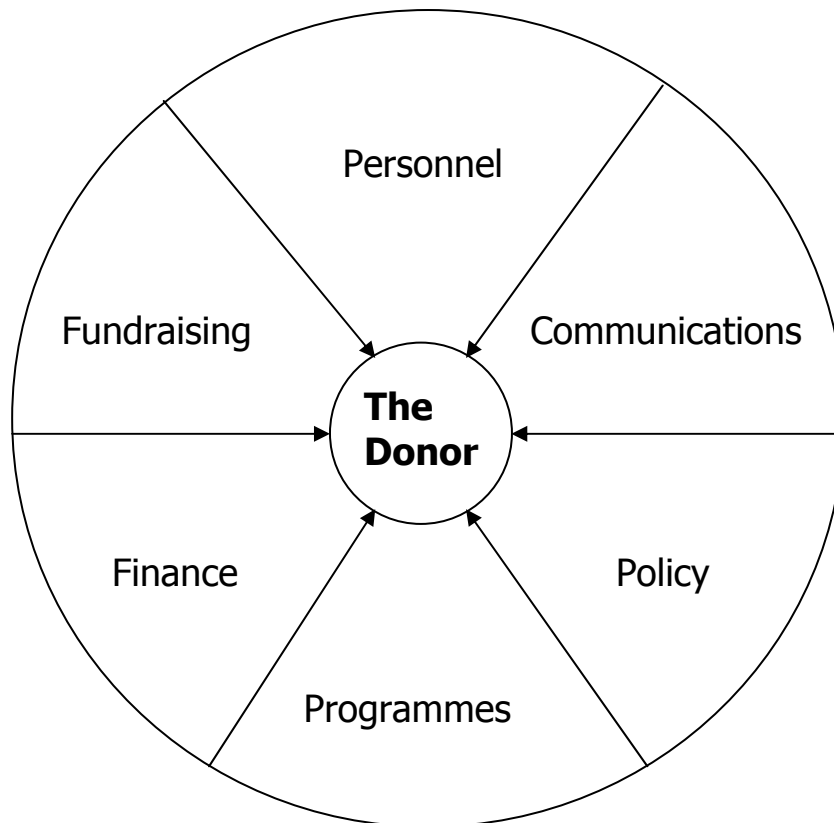
Dr Rosabeth Kantor, Harvard Business School

Definitions:

Campaigning is a planned set of activities that people carry out over a period of time, in order to achieve something such as social or political change. Campaigning can also be called policy, advocacy work or programme work.

Integrating campaigning, communication and fundraising is the process of strategically developing and controlling or influencing all messages and activities used to build or nourish relationship with supporters and other stakeholders. It's about working together in order to create maximum impact.

So first of all we have to think of who in our organisation are sending out messages which reach donors and potential donors? The answer is "everyone". See the diagram below.



Campaigning, communications and fundraising are linked to each other in very many ways:

- Campaigning need \$
- Communication need \$
- Campaigning deliver content to fundraising
- Communication is an important part of relationship building with donors
- Communication builds public awareness → a climate of giving
- etc

The key to integration

- Hard work
- Planning
- People
- Culture

Why is integration difficult?

- Prestige
- Unclear responsibilities
- Lack of leadership
- Culture
- Different targets
- Ad hoc
- Lack of understanding

Enemy number 1 is silo thinking. We're normally good at integration within one area, within one silo. A lot of organisations are fantastic at integrating different techniques and channels within a fundraising campaign; internet, e-mail, telephone, Direct Mail, events, etc. But we have to improve the integration between the different areas. We have to stop silo thinking!

Integration often fails because of a lack of certain things.

Lack of:

- Time
- Leadership
- Respect
- Knowledge
- Shared vision
- Shared planning
- Clear benefits

Benefits of integration

A key thing in successful integration is to understand the benefits. People need to see clear benefits before they invest time and energy into integration. Some of the most important and maybe clearest benefits are:

- Stronger brand
- Reinforcing messages ...not cacophony
- Effective and efficient use of funds
- Satisfied supporters
- Satisfied staff

Tools

Shared Strategic Planning Process:

1. Strategic Aim
2. Strategic Objectives
3. Impact

- a. Internal
- b. External
- 4. Feasibility to achieve
- 5. Feasibility to integrate
 - a. Fundraising
 - b. Campaigning
 - c. Communication
- 6. Risk
- 7. Relation to:
 - a. Fundraising
 - b. Campaigning
 - c. Communication
- 8. Decision
 - a. Yes
 - b. No

Shared Activity Plan:

Activity	Target/Aim	Responsibility	Who's affected	Possibility to integrate	Date	Information to	Target group

Audience Analysis:

Audience inventory	Traditional comm.	Outcomes	Needs and motivators	Contact Points	Risks	Priority	Responsibility -internal

Success Factors

- Shared Planning Process
- Leadership
- Training
- People
- Clear goals
- Shared focus
- Implementation

The end

Everything works out in the end. If it hasn't worked out, it's not the end.

Unknown

The integration health check

This is a way of checking out the integration situation in your own organisation. The idea is to give you a hint of where you are. This is not intended to be a complete analysis. It's more of a "fun" test to give you an idea of what it looks like right now and what you can do to change things.

Tick the box if the statement applies to your organisation

- Campaigning includes the message that the organisation needs financial support and provide the opportunity for people to give that support.
- Fundraising activities promote as much as possible the current campaigning objectives.
- Fundraisers, campaigning and people from communication are involved in the organisational strategic planning process.
- Fundraising, campaigning and all other communications portray a consistent image.
- We are making fundraising appeals to take advantage of a high campaigning profile or right after our work has received wide publicity.
- We are raising our campaigning and communications profile at the important times of year for fundraising appeals.
- Fundraising, campaigning and communications are all planning their activities in a shared activity calendar.
- We have defined the specific benefits of integration for our own organisation and these benefits are clearly communicated to all staff.
- We have cross-functional teams, formally or informally, working to improve integration.
- Our fundraising staff is trained to understand the fundamentals of campaigning and communications.
- Our campaigning staff is trained to understand the fundamentals of fundraising and communications.
- Our communications staff is trained to understand the fundamentals of campaigning and fundraising.
- Someone is formally responsible for the process of integration and is leading the work.
- People responsible for fundraising are involved in action planning discussions, brainstormings etc within the other two disciplines.
- People responsible for campaigning are involved in action planning discussions, brainstormings etc within the other two disciplines.
- People responsible for communications are involved in action planning discussions, brainstormings etc within the other two disciplines.
- Integration is one thing we look at when we measure the performance of our staff in the supervision/performance appraisal process.
- Campaigners (programme/advocacy/policy people) and fundraisers are always working together on applications to trusts and foundations.

Source: Some of the information in this health check is taken from *Amnesty International Campaigning Manual*

AFP Greater Toronto Chapter Congress 2005

How many boxes have you ticked?

√ More than 20

Are you sure? You're either cheating or really bad at maths. There are only 18 questions! ☺

√ More than 14

Congratulations! It looks like you've reached integration nirvana. Keep up the good work and be proud of what you're doing.

√ 7 to 14

You're doing well, very well, but you can probably do more. Define the areas where you can improve and make sure your work is implemented throughout the organisation.

√ 3 to 6

You've started something, but if you're serious about integration you need to do more. Involve the right people and let the things you've done so far strengthen your efforts to do more. It's worth it.

√ Less than 3

Oh dear. Are you sure you can benefit from integration? If the answer is yes you better take the initiative to do something. Now! You have a lot of work ahead of you but you can make it. You'll soon see the benefits.