

Agenda: Mar 22, 2.05pm – 2.50pm (45 mins)

| Schedule | Time | Agenda | PIC |
|-----------------|---------|---|---|
| 2.05pm - 2.35pm | 30 mins | Presentation by Empact <ul style="list-style-type: none">• Donor Engagement Insights• Ka-Ching Donation Tool | Reuben, Empact |
| 2.35pm - 2.50pm | 15 mins | Hearing from the MCs: <i>How their OTG journey has been</i> | Daniel, The Theatre Practice William, Singapore Book Council |
| | | Q&A | All |

Note to readers:

This is the actual presentation deck that was shared during NAC's Annual Engagement with the wider Arts Community on March 22, 2022

Sharing Snapshot: Donor Insights + Ka-Ching Implementation

22 March 2022

Note to readers:

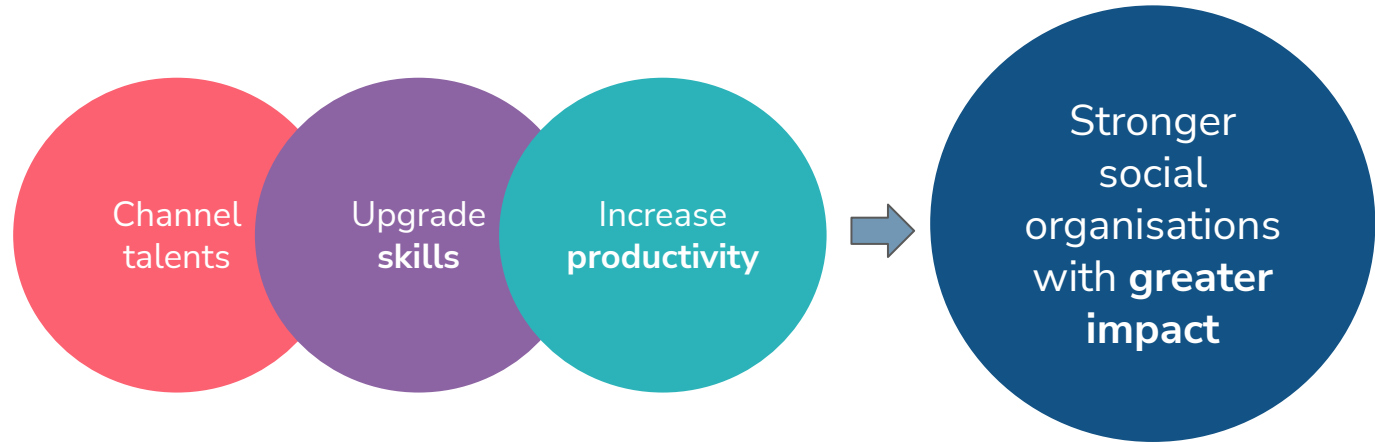
The donor insights are based the pilot project with the 5 Major Companies; this context may not apply to all arts organisations.



EMPACT: Empowering Greater Impact

Registered as a social enterprise in 2011, EMPACT serves as **Capacity Builder for Social Organisations - nonprofits, social enterprises, etc.**

By acting as an intermediary, we **bridge the gap between the needs of the social sector and grant makers, corporates, govt agencies & volunteers.**



Project Background

As part of NAC OTG grant application support, Empact consulted a group of 10 Major Companies (MCs) to talk about their challenges in fundraising and financial sustainability.

Through the consultation, there was alignment on the challenge statement and project scope. 5 MCs participated in this project with the OTG funding support.

Challenge
Statement:

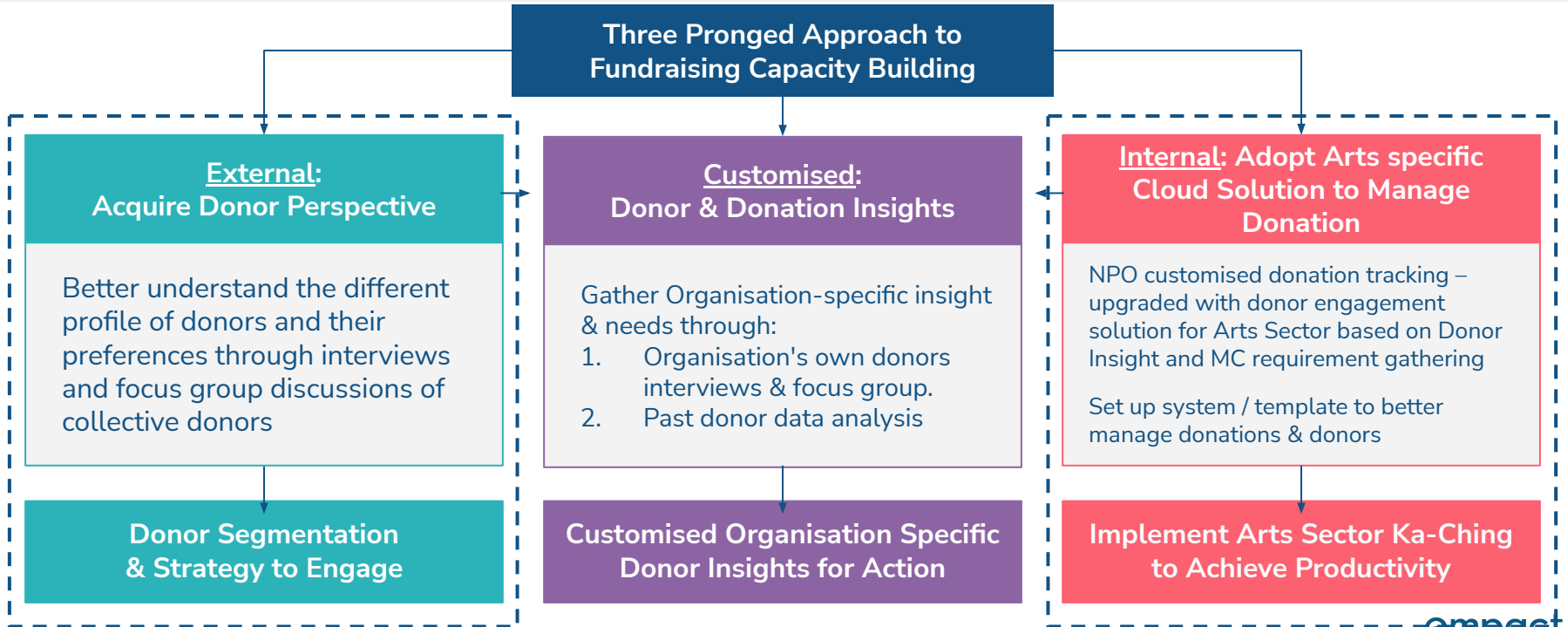
How do we build up the fundraising capability and strategy of the arts sector to ensure our long-term sustainability?



Approach and Scope of Work

Challenge Statement:

How do we build up the fundraising capability and strategy of the arts sector to ensure our long-term sustainability?



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Do you have a differentiated approach for different types of donors?

① Start presenting to display the poll results on this slide.

Starting with the MCs needs

In a focus group discussion (FGD) with Empact, the 5 MCs expressed their desire to understand the following:

| Existing donors | Prospective Donors |
|--|--|
| <ul style="list-style-type: none">• <i>Why do they support us (in the first place)?</i>• <i>How could we strengthen our relationship with them?</i> | <ul style="list-style-type: none">• <i>What segments of donors exist, and how might we engage them?</i>• <i>What forms of non-monetary support might they be able to provide?</i>• <i>How might we better communicate our value / social impact to them?</i> |



Interviewing over 20 donors & external stakeholders

| Donor Type | Sample Group of Donors (nominated by MCs + sourced by Empact) | Description |
|--|--|--|
| Individuals | 9 Individuals | <ul style="list-style-type: none">• Audience members, arts enthusiasts, arts practitioners & volunteers• Donate through online channels (giving.sg) or in-person events |
| Corporations | 4 Corporations | <ul style="list-style-type: none">• CSR divisions of multinationals• Heads of Singaporean SMEs |
| Foundations & Grantmakers <i>('Foundations', for short)</i> | 5 Foundations | <ul style="list-style-type: none">• Community foundations• Family offices• Government grantmakers• Grant administrators |
| External stakeholders | 5 External stakeholders | <ul style="list-style-type: none">• Grant administrators• Fundraising experts• Arts researchers |

Limitations of Research

The qualitative insights in this report are largely based on the interview panel of the MCs' nominated donors and other funding intermediaries in Empact's network.

As such, its limitations are:

- It may not include the perspective of donors that have **stopped, or ended their relationship** with the MCs
- It may **not be fully representative** of donors in the wider arts sector
- **It is donor-centric in nature;** it does not account for the views held by the MCs on the donee side

Our Findings

Our panel of donors reflected on why they give.



Individuals



Corporations



Foundations

What emerges are **the most common themes in motivation within each donor type**, which small-medium arts organisations should be aware of in the arts funding landscape.

Donor Motivation



Donor Motivation: **Individuals**

Why Individuals give?

Personal Values

- Raised from young in a culture that values the arts
- Subjective preferences existing in relation to:
 - Art form
 - Artistic value and/ or
 - Artistic vision

Covering the Funding Gap

- Keen to support smaller organisations vs. well-funded, mainstream arts
- Government grants only provided partial coverage

Contributing to Public Good

- See art as having a positive impact on its beneficiaries

“Some of the art they put out needs to be seen, though it’s not easily chargeable”

Donor Motivation: Corporations

Why Corporations give?

Pre-existing Relationships at the Top

- Between the corporation & the art organisation's executive team / board of directors as key reason for sustained giving

Advancement of CSR Goals & Business Interests

- Motivated to fulfill their CSR interests, e.g. STEM education
- Win-win opportunities such as publicity for their brand & capabilities

Affinity for their Local Community (SMEs)

- Driven by the personal experiences of the founders & affinity for the local community that they operate in, e.g., Chinese-speaking community

“Donations are not just for the sake of giving - they must be multifold and benefit society at large”

Donor Motivation: Foundations

Why Foundations give?

Partnering to Achieve Social Impact

- Approach arts organisations with a strategic lens - provide grants (vs. donations) to collectively achieve its social impact goals
- Hope their funding achieves outcomes - reach, quality, beneficiaries served

“We don’t go for artistic merit or excellence. We look at how art groups use arts to communicate to the public, to send our messages and reach out to groups beyond artistic outcomes”

Belief in Organisation’s Capabilities & Leadership

- Example - increased donation amount after successful track record of growth
- Example - an executive’s unique talent in understanding both artistic and business considerations

“Leadership is an important evaluation criteria, especially for the mid-sized organisations. Having experienced leaders at the helm of the organisation is reassuring”.

Donor Engagement



Donor Engagement

Our donors **dive deep into their experience of supporting the MCs.**
In the spirit of sharing constructive feedback and supporting arts organisations' development, they spoke about:



What the MCs have done well in engaging them



What they would like to see more of from the MCs

For small-medium arts organisations, these are **considerations to be taken when engaging different donor types.**

Donor Engagement: **Individuals**



What Has Worked Well

Communications & Activities that Foster Connection

- Baseline - comprehensive and consistent updates on programmes across platforms (website, email, socials)
- Activities - events, volunteering and training helps put a face to the organisation

Personal Touches

- Thank you emails, special invitation to events and priority for ticket sales



What They Would Like to See More of

Explicitly Making The Ask

- Mindset shift: don't be *paiseh*; frame an ask = creating an opportunity to give
- Arts organisations could:
 - Be more upfront, e.g., upon receipt of IPC status
 - Better communicate the impact of their work, '*\$X will create X impact on X people*'

Deeper Engagement to Foster Loyalty

- More intimate connection:
 - E.g., fireside chats & behind-the-scenes opportunities
- Volunteering their skills e.g., book design; advocacy, to develop a closer connection with arts organisations = deeper loyalty & recurring donations

Donor Engagement: Corporations



What Has Worked Well

Win-Win Partnerships

- Consideration for their interests, e.g., crafting proposals that account for CSR goals & how both sides can mutually benefit
- Collaboration, e.g., including STEM elements into art form

Keeping them Informed & Involved

- Example - transparency in communicating last minute changes, or usage of funds outside of a previously agreed area
- Share periodic reports - once every six months, or by size of donation



What They Would Like to See More of

More Employee Engagement Opportunities

- Example:
 - Volunteering & interaction opportunities with end beneficiaries,
 - Meeting the artists

“Donors enjoy being in the presence of artists a lot. It takes them out of their ordinary lives of profits and losses”

More Evidence of Long-Term Sustainability

- Aspire that small arts organisations supported will be able to mature
- Display confidence in communicating long-term plans & resourcefulness in back-up plans

Donor Engagement: Foundations

Note: As strategic funders, foundations share many similarities with corporations in their preferences for donor engagement.



What Has Worked Well

Ability for Long-Term Strategic Planning

- Able to clearly articulate what they do, their intended social impact & a set timeline
- Able to discuss social impact outcomes, beyond just art
- 2-3 year partnerships with a clear exit plan

Openness to Working with them

- Value arts organisations that are:
 - Receptive to feedback and willing to co-create
 - Open to foundation's processes, governance and measurement requirements
 - Make an effort to build a personal relationship with them (*not just "money bags"*)



What They Would Like to See More of

More Evidence of Long-Term Strategic Planning

- Having clear goals on what a partnership entails, e.g., purpose, impact, potential to "shift public / systemic lenses"
- Showcasing larger plans, beyond programmes only

Balancing Artistic Goals with Foundations' Priorities

- Being more structured in defining the intended outcomes of their work, *even if it seems unnatural to the arts*

Being Better at Defining the Social Impact of your Work

- Learning to measure and communicate impact and outcome to convince stakeholders
- Know the unique value of your art for social impact, e.g., choral singing = helps people with dementia

Summary Table of Donor Insights

| Donor Type | Motivation | What Works Well | Would Like to See More Of |
|--|--|--|---|
|  Individuals | <ul style="list-style-type: none"> • Personal Values • Covering the Funding Gap • Contributing to Public Good | <ul style="list-style-type: none"> • Communications & Activities that Foster Connection • Personal Touches | <ul style="list-style-type: none"> • Explicitly Making The Ask • Deeper Engagement to Foster Loyalty |
|  Corporations | <ul style="list-style-type: none"> • Pre-existing Relationships at the Top • Advancement of CSR Goal & Business Interests • [SMES] Affinity for Local Community | <ul style="list-style-type: none"> • Win-Win Partnerships • Keeping them Informed & Involved | <ul style="list-style-type: none"> • More Employee Engagement Opportunities • More Evidence of Long-Term Sustainability |
|  Foundations | <ul style="list-style-type: none"> • Partnering to Achieve Social Impact • Belief in Organisation's Capabilities & Leadership | <ul style="list-style-type: none"> • Ability for Long-Term Strategic Planning • Openness to Working with them | <ul style="list-style-type: none"> • More Evidence of Long-Term Strategic Planning • Balancing Artistic Goals with Foundations' Priorities • Being Better at Defining the Social Impact of your Work |

Each Donor Type has different interests to be accounted for when engaging them.

The Big Picture



Individual



Corporations



Foundations

Type of money

Donations

Grants

Motivation

Cause & Value

Impact

Expectation

Clear articulation of why & what they can help with

Low risk & offer win win benefits for corp objectives

Long-term strategic & sustainable focus

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After hearing today's insights, would you target the different donor types differently?

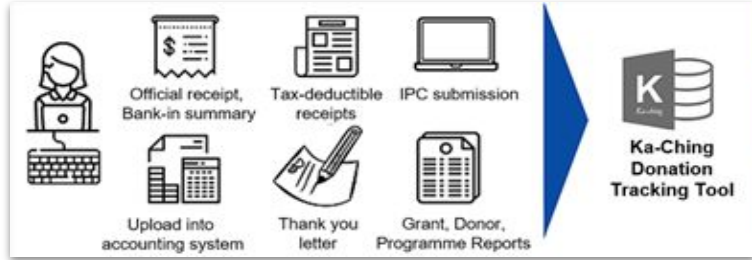
① Start presenting to display the poll results on this slide.

Ka Ching Implementation

Sharing of Ka Ching success implementation stories in the social sector and its transformation journey to the arts sector. How its key features are enhanced and benefits the Major Companies.

About Ka-Ching | Its success stories in the Social Sector and transformation journey to the Arts Sector


- Commissioned by NCSS 
- Donation Management Productivity
- > 50 SSAs Onboarded
- > 50% Increase in Productivity

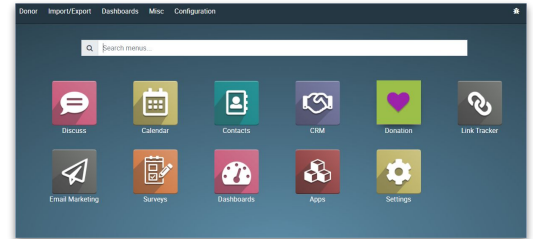


Reduce duplication of data entry

Efficient processing of donations

Improved accuracy of reporting

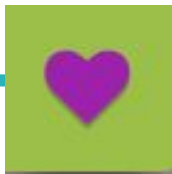
- Pilot OTG by NAC 
- Upgraded with Donor Management Modules
- Art Sector Focus (CMF, GIFT Mgmt)
- ~70% Increase in time saving and ~50% manual processes eliminated*



2016 2022

The Arts Sector Ka-Ching | Key Integrated Modules*

Reports & Analytics function are **integrated and automated** in all modules to provide insights for Arts Organisations in **customising their donor engagement strategy**



Donation

- Donor Profile Mgmt
- Donation Tagging
- Tax Deductible Receipt
- Thank You Letter
- Email Integration
- Donor Gift Mgmt
- Giving.SG/GIVE.asia Donation Import
- IRAS Donation Submission
- **Reports & Analytics**



CRM/Fundraising

- Fundraising Pipeline Mgmt
- Opportunity Tagging/Priority
- Consolidated Donor Communications
- Fundraiser Tracking
- Opportunity to Donation Tracking
- **Report & Analytics**



Email Engagement

- Campaign Mgmt
- Targeted Mailing Contact/List Mgmt
- Rich Content HTML EDM Design
- EDM Response Tracking
- Campaign to Opportunity Tracking
- **Report & Analytics**



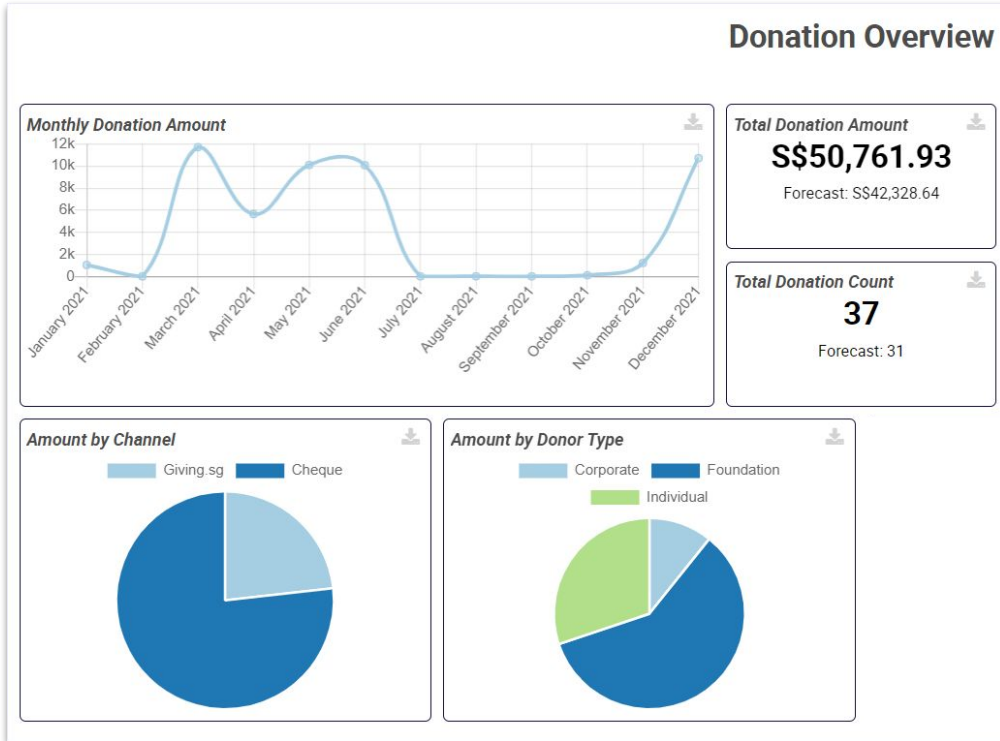
Survey

- Rich Data Type
- Flexible User Experience Configuration
- Mobile Friendly Survey Layout
- Public or Invitation Only Survey
- Survey Invitation Email Templates
- **Report & Analytics**

**developed based on the operating settings and needs of Arts Major Companies in this project*

Ka-Ching Reports & Analytics Dashboards

Provide donor insights based on various cutting analysis to support Arts Organisation make decision on targeted donor engagement



Hearing from the MCs: How their OTG journey has been + Q&A

THANK YOU

Follow us on LinkedIn

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