



**October 10, 2016**

**Business Development: Sharing Successful Tips on Generating New Clients**

Participants

- Craig Kowalski – Cinti (Facilitator)
- Michael Towers – New York (note taker)

Contributors:

- Vicky Foxworth – S. Cal
- Julie Crockford – Boston
- Paul Moore – Okla City
- Darlyne Koretos – Cinti
- Tom Mongeon – New Hampshire
- Burt Hering – Houston
- Yvonne Haitzma – Pittsburgh
- Craig Kowalski - Cinti

No show:

- Amber Cotes – Colo Springs
- X John Annis – Sarasota
- xSue Pollack – Broward Co
- xSteve Brennan – New York

**Vicky Foxworth – Southern California**

- Vicky is the VP of Organizational Consulting.
- Her clients are primarily repeat customers. The ESC does not do cold calling.
- The ESC does engage in a questionnaire process in which they ask the client if there are any other needs. The questions are usually asked over the telephone, although face-to-face meetings are preferred. The questions are fielded by senior consultants are also project advisors who call on both clients and consultants. The interviewer not part of the team, making the arrangement ideal for consultants who may not have time to handle a whole project, or who may have relocated. Vicky will share questionnaire documentation with Darlyne will put them on the ESC website.
- The ESC has done a good job of re-orienting the consultant to look out for new opportunities. In the past, the ESC feared turning off consultants with the implication that they were also salespeople.
- There are two consultant training institutes, which proactively make sure that the attendees understand the ESC's full range of services. Vicky mentioned the marketing truism of "repeat and repeat".

**Paul Moore – Oklahoma City**



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- As a promotional tool, the ESC awarded a prize of a full consultation consisting of both evaluation and recommendations (the value of which is approximately \$7,500). They did a structural analysis, six months of coaching for the CEO and a fundraising program.
- The promotion is advertised now and awarded in the spring. Since not-for-profits are in challenging times, they get a lot of applications, which are evaluated by a team of consultants. A plaque goes with the award (it is mounted in the office).
- The ESC then works on the non-selected clients and try to convert them to clients. This year, 9 out of 11 were converted to clients. Paul found that it is also a win-win to align the nine with foundation partners, making the process an easy marketing piece. These nine pay some token amount (\$500/\$1,000 on a \$7500 project), the rest subsidized by foundations. Winners do not pay anything.

**Burt Hering – Houston**

- Houston tried awarding a scholarship to prospective clients for their Developing Development program. After the first year, there was no not enough client interest to carry on with the project even though a scholarship was being offered.
- Houston is one of the last of the ESCs to charge for services.
- The ESC has some special program with the University of Houston Business School, working with a professor of IT Project Management by bringing him not-for-profit clients. Students then form teams to handle various projects. Houston does not charge for this program, although it does provide a mentor for each. This semester, the program consists of 30 projects. Houston ESC is working with the professor on the best way to monetize the program, perhaps selling the program to a foundation which can then provide support.
- In the past, Houston charged for seminars, but is now finding that free seminars are a good way of getting their name out, reaching such groups as SCORE, United Way, and various Chambers of Commerce.
- The ESC is now entering a new territory in SW Houston. 70 people turned out for a seminar in which the ESC offered four quickie consultations. No one has claimed them yet.
- Houston is struggling to get more projects. There are 50 consultants and can't keep them busy. Told the coordinators that they are not to lose a project because of price.

**Julie Crockford – Boston**

- There are university-based institutes for nonprofit CEOs so ESC Of New England doesn't offer a nonprofit leadership institute. ESCNE has started a facilitated peer coaching program called Nonprofit Executive RoundTable, in which CEOs gather for two hours each month on a fixed date. Group size limited to ten. Cost is \$925. Some pay full rate; the rest are on scholarships.



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- First cohort started in September, and inquiries continued so they started a second group and have 9 enrolled. More of the second group are paying the full rate. Hope this will lead to more business. Did get one bite (from a former client). Use professional facilitators, provide drop box accounts, offer breakfast/lunch as appropriate and facilities. First group is already sharing documents on governance and other topics.
- Each month, the group picks a topic, and also have a round robin on emergency topics (first 15 minutes). Groups last for 10 months. Only CEOs are invited. Emphasize that this is not a drop-in program. Expectation is that participants stay for whole span.
- Boston does an eNews letter to 3,000 people: former clients, alumni consultants, etc. This week, the Nonprofit Executive RoundTable was announced in the newsletter of the Massachusetts Nonprofit Network. Tight agenda for first session: Las Vegas rules, etc. –i.e. all is confidential. Agenda for second session already predetermined by the first.
- Has a facilitator who guides the groups who is a coach and former Executive Director with deep experience in not-for-profit leadership. She is an ESCNE consultant and is not paid.
- Here's a [link](http://www.escne.org/nonprofits/nonprofit-executive-roundtable/) to the program description for ESCNE's Nonprofit Executive RoundTable.

<http://www.escne.org/nonprofits/nonprofit-executive-roundtable/>

**Yvonne Haitsma – Pittsburgh**

- As a business development opportunity, The Bayer Center for Nonprofit Management hosts quarterly free HR roundtables over morning coffee, where nonprofit employees with the HR task can hear a 45 minute HR topic and then have peer networking. Same with Technology topics. (Bagels & Bytes).

**Tom Mongeon – New Hampshire**

- Nothing new except for cold calling. 60% are repeats or referrals. Fair amount of traffic on website. Networking –gets one or two leads per event.
- Kevin gets a call list, which the objective to get potential clients to agree to a 30 minute meeting with Tom, who has converted about 10%. Tom got face-to-face meeting with five clients out of fifteen, of whom four were converted to substantial projects. Kevin is paid for each phone contact which results in a face-to-face with Tom - \$200 whether or not there is a conversion to a project. Challenge is finding someone who will be the right fit.
- Tom is concerned about implications of cold calling, but did get good response. Tom does travel to the client (usually with annual budgets of \$500K and \$3-\$4 million). Tom states that it is all about timing. Client has to be ready. Not really based on seasonality

**Craig Kowalski – Cinti (Facilitator)**



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- Cincinnati is also dependent on high percent of clients paying fee and have been fortunate to have a high repeat rate.
- We also generate projects from our Nonprofit Leadership Institute, which has 24 students per year. This is often the students' first exposure to ESCC and through the class, we hope to generate a more complete of understanding that ESC Cincinnati has the resources to help, then resulting in a spinoff project engagement.
- We have also given out coupons to be used toward a project fee, but no bite for 6 months. Likes idea of a formal media announcement of project coupon awards and then at project completion - sounds like a great way get noticed.

**Nancy Long – Washington**

Some tips to pass on regarding targeted marketing:

- You can get a list of all nonprofits in your state from their Secretary of State and also from the IRS.
- We use the IRS list because that gets you only the tax exempt orgs. In our state there are 54,000 nonprofits but only 19k are active public charities and only 7k of those have incomes over \$50,000 (data based on IRS filings). We remove the athletic groups, religious orgs and large medical and research orgs from that and get to a target of 5100 orgs in our state. Doing this allows you to focus in on the organizations that are likely interested in your services and able to pay.