

# How do you cope with success?

English National Ballet's  
Individual Giving journey







# **In the beginning...**

**An ageing Friends scheme and not much  
else...**

# Getting started

- Data interrogation - challenge as a touring company
- Inventory of all possible benefits – creating packages
- Testing the levels
- Incorporating the feedback
- Launch of new schemes

## KEY LEARNINGS

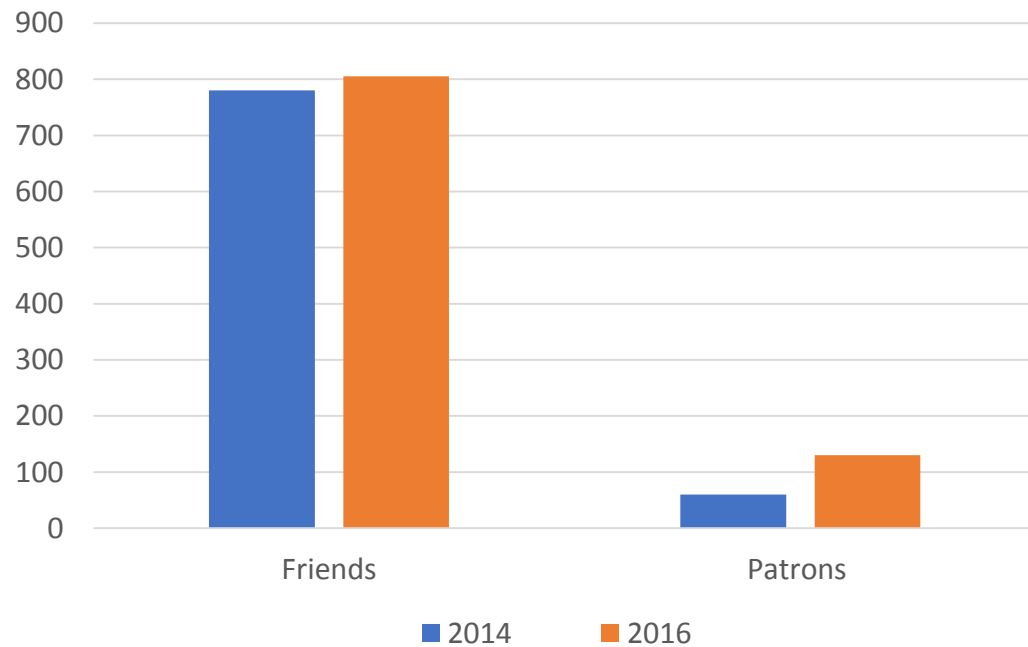
1- Own it

# Our new offer:

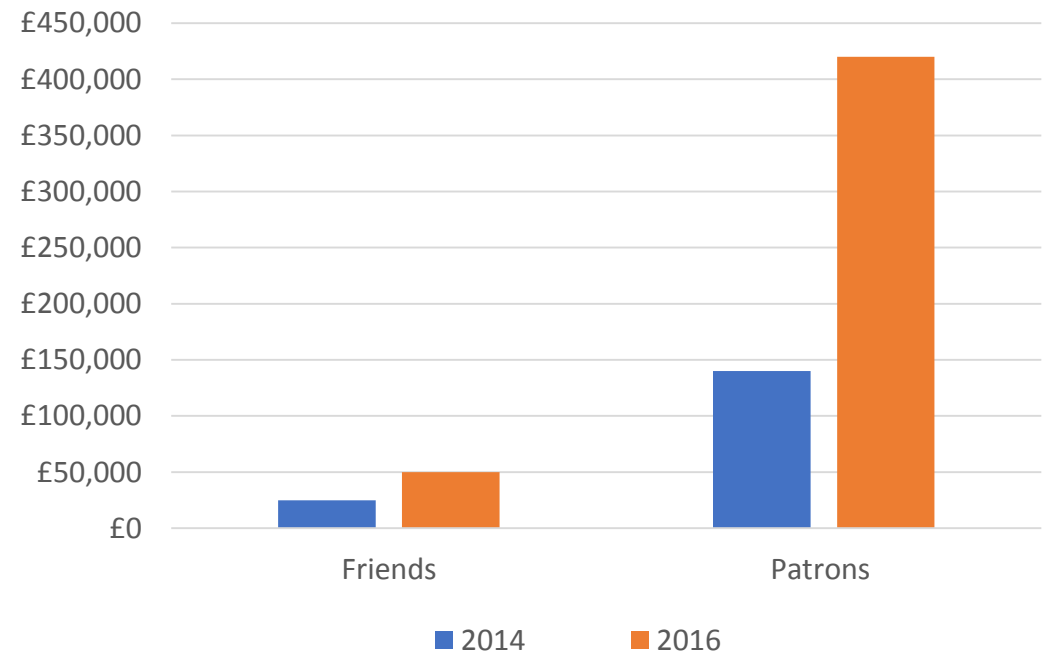
- Clear distinction between levels and between Friends and Patrons
- Addressed lack of awareness through social media and onsite campaigns during performances
- Heavily encouraged engagement through
  - increase in supporters' events,
  - generous ticket discounts (difficult to deliver)
  - personalised, regular communications

# The results are in

## Number of supporters



## Revenue









# Three years on the cracks start to show: the system is clogged

- Too much admin generated by need to fulfil benefits
- No budget for additional resources
- Donors are too focused on benefits
- We are too reliant on benefits to recruit new donors

# A half-hearted attempt: Diversifying the offer

- Production syndicates
- Appeals
- Support a dancer

**But is it really addressing the problem?**

## KEY LEARNINGS

1- Own it

2- Take stock with  
no fear

# **New Approach for Friends and Patrons**

## Making space (for the big stuff)

- Declutter admin – investing in new systems
- Build a team of fundraisers, not administrators
- Restructure benefits offer and delivery
- Example: no more Ballet Buddies





## KEY LEARNINGS

1- Own it

2- Be honest with  
yourself

3- Be ruthless

## The next level

- Focus on philanthropic giving, not transactional benefits
  - Telling the story
  - Highlighting successes
  - Using our assets
- New networks – global donors
- Building assets for the future of English National Ballet





# Discussion

