SYSTEM REQUEST - DONOR ENGAGEMENT SYSTEM

Project Sponsor: Matt Scelza, Regional Executive Director of Build

Business Need: This system has been initiated to engage donors by connecting the 3,000 donors to the 300 student teams so that donors can draw a clear line between their gift and positive impact.

Business Requirements:
- Engaging and personalized quarterly updates/ thank-letters to donors
- Tracking system to show the progress of student project and where donors' money goes
- Interaction channel between donors and student groups

Business Value:
We expect this donor engagement system to lead to improved donor satisfaction and increased brand recognition due to increased donor engagement. Implementation of this system is also expected to boost both donation amount and donation frequency.
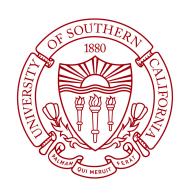
Conservative estimates of tangible value to the organization include:
- $7,000 in donation from new donors
- $10,000 in donation from existing donors

Special Issues or Constraints:
- The project sponsor views this as a strategic system that will add value to the organization and will also provide donors with increased satisfaction.
- The cost of the system has to be maintained low due to limited budget, so the system has to be easy to be managed, or automated.
- Increased staffing will be needed to operate the new system from both the technical and business operations aspect.
- The system should be implemented in phases with the quarterly updates in place within four months.

BUILD Business Case

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1   Executive summary

The BUILD L.A. process improvement has been concluded that it is possible to use one or a few improvements to better achieve its goals and expand its donor ranges.

We have conceived multiple different ways to adjust and add processes into BUILD L.A.'s current business model, including processes such as student interns hiring and social media communication. They each have costs and benefits that are listed in sections below, balancing the costs and benefits would help BUILD L.A. to grow and expand in a rapid and healthy way. Most of the focuses are on how to maximize the value of our project and show them to our customer while trying to control the financial and manpower cost in a relatively low standard, as we do not have access to abundant resources in an early expanding phase.

To fully achieve their goals, some of the BUILD L.A. team members may need to spend hours learning to use some new tools as well as training recruited student interns. But as they are mostly one-time or yearly investments, we believe that the staff could control such investment in an affordable range.

2 Purpose

BUILD is expanding its organization to Los Angeles, aiming to copy its successful projects of providing entrepreneurship education to inspire high school students to college and career success.

The goal of our project is to help BUILD L.A. to build better donor feedback loop.
The purposes are:
1. Enhance donor-project interaction, helping donor to engage more in the activities.
2. Allow the donors to receive a more detailed and customized feedback.
3. Broaden donor range and attract more donors to contribute to the BUILD L.A. project.
4. Increase donor satisfaction, as well as let more donor to subscribe to a monthly or quarterly donation plan.

3 Approach

The approach of our business case is to find an applicable and feasible solution to the problem we are facing. Within certain amount of budget, we analyzed the solution alternatives we come up, including risk assessment and option assessment. We will also evaluate how our solution will be align with BUILD's company value and benefits BUILD in the long term.

The process of BUILD business case includes following steps:

Step 1. Conduct research about BUILD.org

We studied about the history, vision, and value of BUILD. Because this is the first year for LA BUILD office, we do not have a clear as-is process.

Step 2. Identify the problem

We learned about the challenge BUILD LA office in our meeting and following phone discussions - to improve donor engagement.

Step 3. Identify different solutions

Based on the information we collected, we came up with several alternatives and discussed with BUILD manager. We chose the optimal ones to further develop our analysis.

Step 4. Conduct risk assessment and option assessment for different solutions

For each alternative, we analyze its benefit and risk in terms of organization, technology and economy.

Step 5. Analyze different stakeholders and the cost/benefit to them

We also conduct change management analysis and figure out what will be the cost and benefit for our key stakeholder groups.

Step 6. Analyze the strategic alignment

We will analyze how the technology change align with BUILD's value and goal.

Step 7. Conclude our recommendation

4 Business Case

4.1 Project description and objectives

This project aims to build a donor engagement system to connect the 3,000 donors to the 300 student teams so that donors can draw a clear line between their gift and positive impact. The solution includes hire student intern reporter to create reports and take photos, and use Facebook social media to create connections with donors.

We expect this donor engagement system to lead to improved donor satisfaction and increased brand recognition due to increased donor engagement. Implementation of this system is also expected to boost both donation amount and donation frequency.

4.2 Risk Assessment

Organizational:
- Our project includes adding more staff -- the student interns to the system, which would means increasing the system complexity and difficulties for the management team to handle the cooperation between different teams.
- As student interns are not very experienced or well-trained, it is necessary to expect delays and potential problems related to student interns' professionality.

Economic
- There should be extra budgets in training student interns as well as their equipments for photography and reports writing, would give some pressure to the financial department.
- Purchasing software licenses would need quite some spendings.

Technological
- Account safety of the BUILD L.A.'s new organizational social media account need to be taken extra care of.
- Staff may need additional training to be able to organize the new social media accounts and forms.

4.3 Option Assessment

Option 1: letting students report
Organizational

- Would need considerable extra manpower to organize and train students to write letters or reports to donors.
- Such increase is very hard for BUILD L.A. as its current team is small.

Economic
- Need budget to recruit and train more volunteers or hire more staff in order to cover the

Technological
- Few new technologies is needed except for group emailing.

Option 2: Intern & Social Media

Organizational
- Will add new schedules to team members, as well as hiring interns, which would make it more difficult to manage.
- The major part of the current process remains unchanged.

Economic
- A considerable sum of extra cost is expected, would not be a good choice if the organization is very tight in budget.
- However, better interaction with social media would potentially bring new donor to the organization, thus alleviate the problem.

Technological
- New technologies would make BUILD L.A. keep pace with some of its potential opponents and broaden its donor range.
- Some staff needs training to get used to manage new social media accounts.

4.4 Stakeholders

(Appendix: table of cost and benefits for key stakeholder groups)

Key Stakeholder Group #1 - Donors.

This group contributes to the student projects with its donations, and it directly receives services & benefits from the Donor Engagement System. This group receives quarterly updates on the progress of student projects from the system. This group is key to the operations of BUILD & its student projects, since donation is the only source of funding for BUILD.

Key Stakeholder Group #2 - BUILD management.

This group's objective is to make sure donors feel engaged and satisfied. This group manages funds and allocates them to student projects. It also match donors with students.

Key Stakeholder Group #3 - Students.

This group receives academic assistance and funding from BUILD. In return, this group should come up with workable sales projects, which will be reported by BUILD staff to the donors. We,

as business analyst, are concerned whether this group is willing to share information such as their personal information and photos with donors. It is critical to request permission in advance.

Key Stakeholder Group #4 - BUILD Staff.
This group travels across the schools to take photos and collect relevant information to write reports on the progress of student projects. It then sends the reports to donors on a quarterly basis. It is critical that this group performs its jobs well. This group needs to have the capability to use various technologies such as social media and Mail Chimp to deliver the updates to donors.

4.5 Strategic Alignment

The goal of BUILD-Los Angeles at current stage is to build a more sustainable engagement system before the system is launched in fall. Playing the role both as a startup nonprofit with a team of three and a part of a national, renowned organization, BUILD has to relaunch the existing models, try to improve the business process while at the same time accommodating resources (labor/money) constraint.

The student intern would be well aligned with the company goal and value in the short run:
- Engage more with the donors and continue to keep them donating
- Engage more with the student groups
- Get students project updates for marketing and expansion purpose
- Try to save money and time for the BUILD executive team
    To sum up, student interns would be a more cost effective change for the system, and it can achieve all of the goals for BUILD as it starts its student entrepreneurship program.

4.6 Recommendation
Due to current limitation on budget and manpower at BUILD, we recommend that BUILD starts with a simpler system for the first few years and gradually switches to a more established system. This phased development can help to quickly get a useful system in place. As donors, staffs, and students begin to work with the system sooner, they are more likely to identify important additional requirements, which will help to develop future versions of the system. As BUILD gradually grows its scale, the simplified system can be further developed to include more functions.

6 Appendix: costs and benefits for key stakeholder groups

	As-is costs	As-is benefits	To-be costs	To-be benefits
Organization	Weak communication with donor; return of donation is low	Devotion of efforts is low	Spending on salary pay for student interns; supervisors are needed to monitor students' work	Communication will donor will be strengthened; better reputation; high rate of returning donation
Donors	Limited access to project information	No follow-up with donees	Overly exposure to information	Updated information about project progress
Schools	Limited funding available	Transparency is not required	Cooperation with interns for reporting purpose	Increased funding and increased projects
Students	Limited funding available	No need to worry about transparency	Cooperation with interns for reporting purpose	Strengthened relationship with donors