

# IT'S YOUR CONFERENCE

## FIA CONFERENCE 2022

YOUR PASSION ◦ YOUR PEOPLE ◦ YOUR PLACE



# HOW FOSTERING COLLABORATION AND INNOVATION GREW BLACK DOG INSTITUTE'S PARTNERSHIPS BY 400%.

COMMUNITY, EVENTS & CORPORATES

TASMAN CASSIM

BLACK DOG INSTITUTE

TRACK SPONSORED BY

*HomeMade*<sup>™</sup>



# TODAY'S SESSION

- Overview of Black Dog Institute's growth and the lessons we've learnt.
- Presented by Tas Cassim, Head of Partnerships.

# ACKNOWLEDGEMENT OF COUNTRY

I acknowledge the Aboriginal and Torres Strait Islander peoples as the first inhabitants of this nation, and the Bidjigal and Gadigal people of the Eora Nation as the traditional custodians of the lands on which we meet and work.

I recognise their continuing connection to land, water and community. We pay respects to all Aboriginal and Torres Strait Islander Elders past, present and emerging from all nations across this country.



# LET'S CALL OUT THE OBVIOUS!



**Black Dog**  
Institute

Celebrating  
**20**  
YEARS

- Black Dog Institute is a well known and trusted mental health charity.
- Mental health is a key issue to emerge from the pandemic for workplaces.

# MARCH 2020; COVID PANDEMIC BEGINS

- 3 people in the Corporate Partnerships team.
- Delivering 300k a year.
- Corporate partners freeze budgets.
- Revenue decreases 90%.



## APRIL 2020; BLACK DOG RESPONDS

“We won’t ask you for money for 6 months”



“How can we help?”

# APRIL 2020; THE MARKET RESPONDS

- Specific COVID content and guidance partners can use to support their teams.
- Readily available and easily digestible.
- Staff engagement.
- Not fundraising.
- Mental health tools and support.



# MAY 2020; INVEST IN CONTENT

- Interviewed every Black Dog Institute researcher on how to cope with COVID.
- Produced the Settling the Mind Series.
- Designed for every Australian, re purposed for partners.
- Collaborated closely with Marcoms from the beginning.
- Offered our free mental health tools.
- Defined Black Dog Institute's space in the pandemic.



1 May 2020

## Managers, here's how to support your staff during COVID-19

Workplace changes, coupled with the ongoing health and economic threat of COVID-19, can have a significant impact on employee wellbeing. Here's how to support your staff, particularly those struggling with stress and other emotions.

# MAY 2020

- Partners loved it and wanted more!
- Black Dog Institute became a trusted ally, free of agenda.
- Increased content to weekly in varying formats (blogs, researcher videos, webinars, podcasts, social tiles etc.).
- We still weren't making any \$'s.



# JUNE 2020; FUNDRAISING

- Fundraising across Black Dog Institute down by 70–80%.
- Whatever this is, it's not going away soon.
- Partners told us they wanted to relate to their teams during lock down and championing social purpose was essential.
- Exercise seemed to be a common factor.



# JULY 2020; COLLABORATION

- Championed collaboration and addressed the revenue problem as a fundraising team.
- Broke down silos – we're all on the same team – didn't matter which team got the \$'s (really)!



# AUGUST 2020; ONE FOOT FORWARD CONCEPT BORN

- Show solidarity for Australians experiencing mental illness.
- Walk 20–100km during the month of October and ask your friends and family to support you.
- No unique partner offering.

**ONE FOOT  
FORWARD**  
the walk for mental health

# AUGUST 2020; ONE FOOT FORWARD CONCEPT BORN

- Collaborated with Elevate Fundraising (amazing 😊) to create the concept and deliver the framework, content and coms.
- Together we took it from a deck to launch in 4 weeks.
- Corporate Partnerships and Community fundraising drained all our budgets and put it on OFF!
- Got the board behind it (made them take part).
- Forecasted revenue of 500k and 3,000 participants.

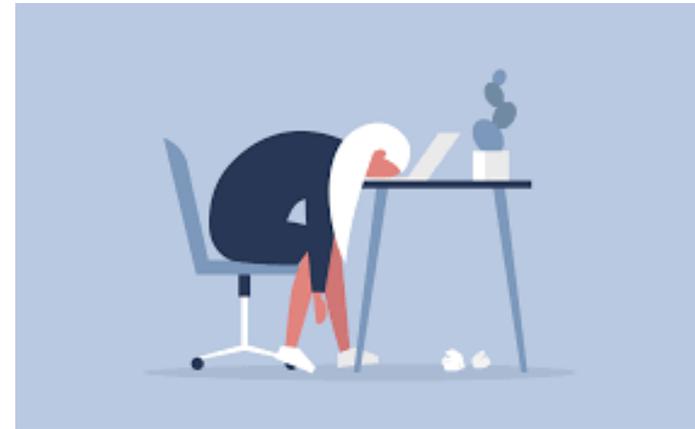


# SEPTEMBER 2020; THE PARTNERSHIP ASK

“We’ve supported you and now  
we need your help”

# OCTOBER 2020; A GOOD PROBLEM TO HAVE

- Most of our partners and some new organisations take part.
- Resourcing is a massive problem – we can't keep up.
- 500 –700 e-mails a day + a demanding Facebook group.
- The Fundraising team collaborates and all we do for 8 weeks is One Foot Forward.
- Team starts to really burn out and we're struggling.



# NOVEMBER

- 6.2m raised!
- 35,000 participants.
- 100 new corporate partner leads.
- We're absolutely exhausted!



# ONE FOOT FORWARD LEARNINGS



## What worked

- Easy and accessible.
- Don't have to climb a mountain, most people can walk.



## What didn't work

- We were late, some of our big partners were doing Steptember.
- No workplace donor journey.
- Resourcing.
- Telling donors what we'll do with their money.

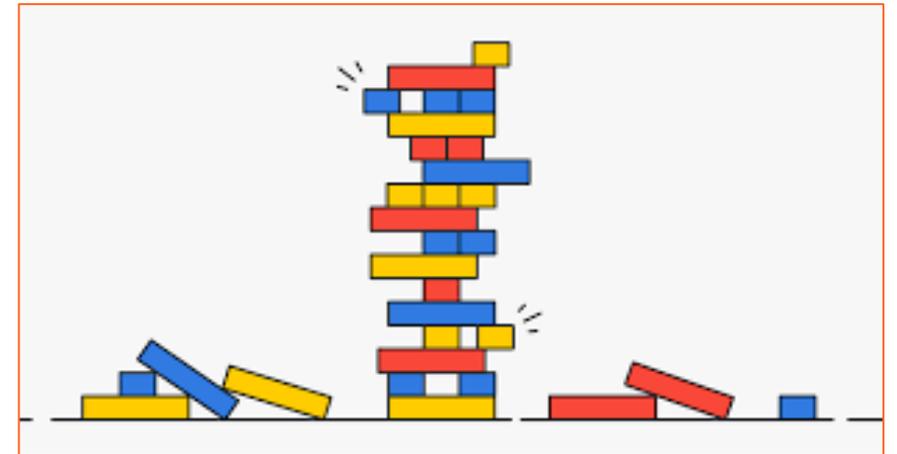
# 2021; CEO SKYDIVE

- Secured partnership with Experience Co.
- They didn't have any \$ but they had skydives!
- Leaders / CEO's must now lead with social purpose.
- Co-designed the CEO Skydive for Mental Health with Experience Co.
- Invested in content production.
- 17 CEO's joined (about half from our partners) and raised 201k.



# 2021; BLACK DOG INSTITUTE INVESTS IN PARTNERSHIPS

- Split the team into AM's and BDM's.
- Grew the team from 3 to 12 in 7 months.



# 2021; FIXED OUR PROCESSES

## Problem

- Data not able to accurately reflect a partner's support.
- No internal brief or socialization process.
- No evidence-based decision-making process for new partners or understanding of who has the final approval.
- No risk matrix.
- No value on the brand.
- No knowledge sharing across Black Dog Institute.
- Everyone is a partner – no minimum value!



## Solution

- Bring in a dedicated partnerships process and systems manager for 8 months.
- Build it for scale.

# 2021; ONE FOOT FORWARD

- Launched late (July).
- Segmented data and journey by individual v company.
- Invested in grass roots video content for scale.
- Goal was 100 workplaces, we achieved 970 workplaces who raised 2.8m.
- Whole One Foot Forward campaign raised 11.3m.
- Dedicated workplace team to service the demand – again nowhere near enough.
- 100 new corporate partner leads.



# 2021; USP

- Evidence based, scientifically proven workplace education training.
- Helping partners to be mental health leaders in their sector.
- Co-designed mental health coms plans.
- Evidence based mental health content in snackable form.
- Digital mental health tools.
- Employee engagement by taking part in our signature events, Mullets for Mental Health and One Foot Forward.
- Exclusive access and insights to our research, specifically workplace mental health.



# WHAT WE LEARNT AND ARE STILL LEARNING - BUDGETS



# LINKEDIN



- Created a template for partnership announcements.
- Collaborated with Marcoms to realise the opportunity and scheduled partner announcements.
- Initially only offered it to our top 5 partners as a surprise and delight.
- I post a lot on LinkedIn in support of social purpose and our partners.

# CORPORATE PARTNERS SPEAKING PROGRAM

- Our partners kept asking us to present to their teams.
- In response we designed the corporate partner speaking program.
- 10 mins on Black Dog Institute and 20 mins lived mental health experience.
- Online and accessible.
- Only for partners or organisations who raise over 10k.



# CENTRALISED PARTNERSHIPS

- Centralised partnerships across Black Dog Institute providing a 360-degree view and customer centric focus.
- Closed the silo's implementing cross department KPI's.
- Part of a 5-year strategy which when completed will see partnerships managed centrally.
- Discovered the tangible things our teams need to deliver their work which opens new partnership discussions.

# FOLLOW THE MONEY

>50k = corporate partner and can be comprised of commercial fees and fundraising.

<50k = corporate supporter.



# INVESTED IN TRAINING AND DEVELOPMENT

- FIA
- F&P
- BIG 4
- Stellar Partnerships
- Joe Waters
- Accelerist
- Third Sector



# WHAT DIDN'T WORK

- Big tech trying to fix the mental health system in 24 hours.
- Listening to the squeaky wheel.
- One Foot Forward – linking km's to # of death by suicides in Australia.
- Lack of resourcing.
- 14 days your way.
- Lack of process and procedure.
- Once we took money off the table, we found it hard to get it back on.
- Reports – we still don't have them.
- Telling our donors how we intend to spend their support.
- High partner churn rate (40–50%).



# KEY SUCCESS FACTORS

- The incredible Black Dog Institute Partnerships Team
- Collaboration across Black Dog Institute.
- Board buy in.
- Appetite for risk and failure.
- Innovation a core quality of Black Dog Institute's culture.
- Support and backing from our director.
- Flat management structure = fast decision making.



# THANK YOU

## IT'S YOUR CONFERENCE

COMMUNITY, EVENTS & CORPORATES TRACK SPONSORED BY *HomeMade*<sup>™</sup>

