



# The Duke MBA Global Consulting Practicum 2010

## Project Summary

**Project Title:** Financial stability plan for South African nonprofit organization involved in Orphaned and Vulnerable Children's health and welfare

### Client Information:

**Client name:** The Bigshoes Foundation

**Website:** <http://www.bigshoes.org.za/>

**Main point of contact:** Mr. Luke Lamprecht, National Executive Director

**Period of Performance:** December 2009 - April 2010

### Duke MBA Team:

- Christina Augustine (The Fuqua School of Business, Class of 2010)
- John Klitsch (The Fuqua School of Business, Class of 2011)
- Tanuj Mehra (The Fuqua School of Business, Class of 2011)
- Kunal Mitra (The Fuqua School of Business and the Duke University School of Medicine, Class of 2011)
- Satya Neppalli (The Fuqua School of Business, Class of 2011)

**Instructor:** Matt Nash

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### Partner Description:

Bigshoes is a nonprofit organization that is active in 4 primary program areas: first-responder readiness for abandoned babies, training for children's home and community organization workers, medical clinics focused on HIV/AIDS care and check-ups for children awaiting adoption, and pediatric palliative care. The head office is in Johannesburg and there are branches in Cape Town and Durban.

### Problem Statement:

Bigshoes currently operates as an independent nonprofit organization, but this autonomy is newfound because it was under the purview of the Wits Health Consortium until a couple of years ago. The newly separated organization continues to provide its core services to the public but requires a streamlined model for financial stability and fundraising. In the current fundraising environment, it is necessary for Bigshoes to develop creative, systematic methods of raising capital in a consistent and sustainable process. The ultimate goal is to achieve financial sustenance and independence for Bigshoes, to enable the organization to comfortably serve its beneficiaries. Additionally, Bigshoes also has an unclear brand image, needs heightened brand awareness, and is facing an unpredictable pattern of employee turnover.

### Objectives:

- Analyze Bigshoes' existing fundraising plan and identify obstacles to financial stability and potential areas for improvement
- Develop a strategic plan for future fundraising by diversifying donor base
- Analyze the current Training program earned income model for Bigshoes and explore potential expansion of this model
- Evaluate Bigshoes brand positioning and suggest ways of modifying brand image to attract target donors

### Approach / Methodology:

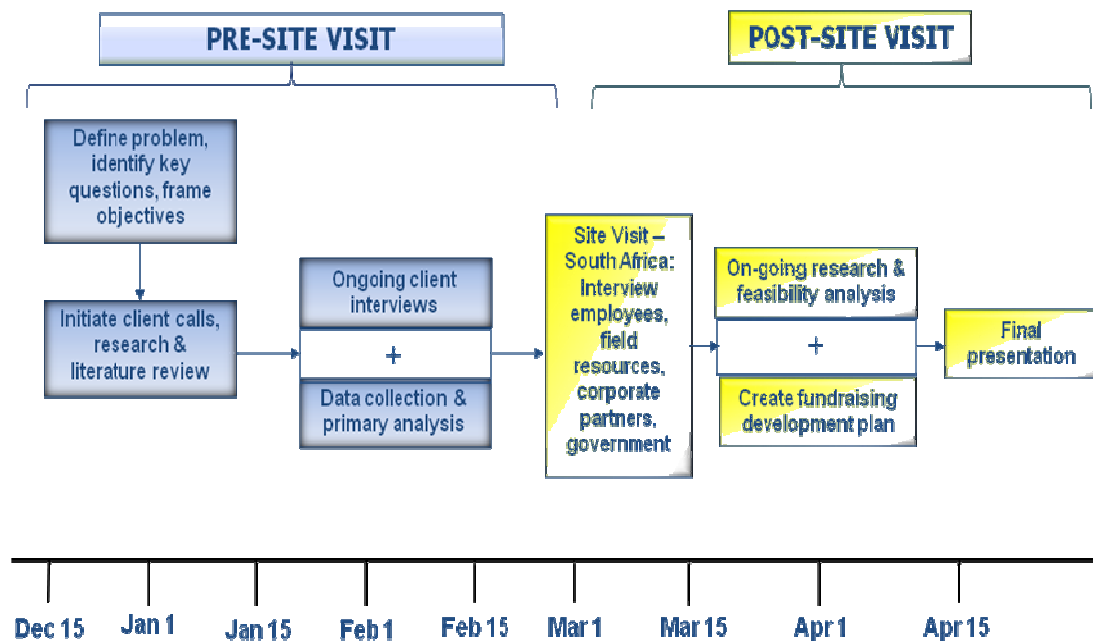
The project spanned 5 months and we approached it through the following categories:



**Pre-site visit:** Understanding the problem and acquainting the Fuqua team with the client. Skype calls were used to initiate contact and familiarize ourselves with the operations and functions of Bigshoes. The problem definition, project objectives and work plan were framed, which both the client and the GCP team agreed on. With this basic understanding, primary online research and literature review was performed to learn broadly about the non-profit and fundraising environment in South Africa.

**Site Visit:** The Fuqua team spent 2 weeks in Johannesburg to conduct interviews with a variety of internal and external stakeholders and perform further on-site research. High level recommendations were presented to the client at the end of this visit. The Fuqua team left with the client's feedback and prioritization of recommendations to strategize further.

**Post Site Visit:** The Fuqua team returned to the U.S. to analyze the feasibility of the recommendations that were prioritized on site. Detailed research was performed to identify various new donor suggestions for diversifying the funding streams. We also consulted with CASE guest speaker Dan Heath to develop a plan for rebranding Bigshoes and suggest ideas for a new branding strategy.



#### Final deliverables

- On-site PowerPoint presentation of high-level strategy and recommendations for initial feedback and discussion
- Fundraising Development Plan with supporting analysis and feedback on existing methods and suggestions for diversifying donor base and suggested new process flow diagram
- Rebranding suggestions to give Bigshoes a simple and memorable brand image, with toolkit items for immediate use if approved
- Connection established between Bigshoes and Boston University students for discussion on redesigning website
- Final narrative report encompassing all the research, analysis and recommendations

#### Recommendations:

- Develop an organized approach to fundraising with a well-defined process flow for each donor segment.
- Strategically approach companies for corporate engagement based on aligned interests and priorities.
- Expand individual donor pool through direct mails, online donations and payroll giving.

- Enhance online presence by redesigning website and strategically using it as a marketing and fundraising tool. Optimize usage of social media and ensure its impact.
- Improve the delivery of training services but wait and watch before trying to develop this into a profit-generating business.
- Explore opportunities for event-based fundraising and cause marketing. Find a media partner and celebrity endorser.
- Use new emotional, compelling and memorable rebranding story which unifies the various program areas of the organization to cohesively position Bigshoes in a manner that attracts new donors and partners.

### **Results Achieved:**

Implementation of recommendations has not yet taken place, but will be monitored over the coming months.

