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Data-Driven Portfolio Reviews

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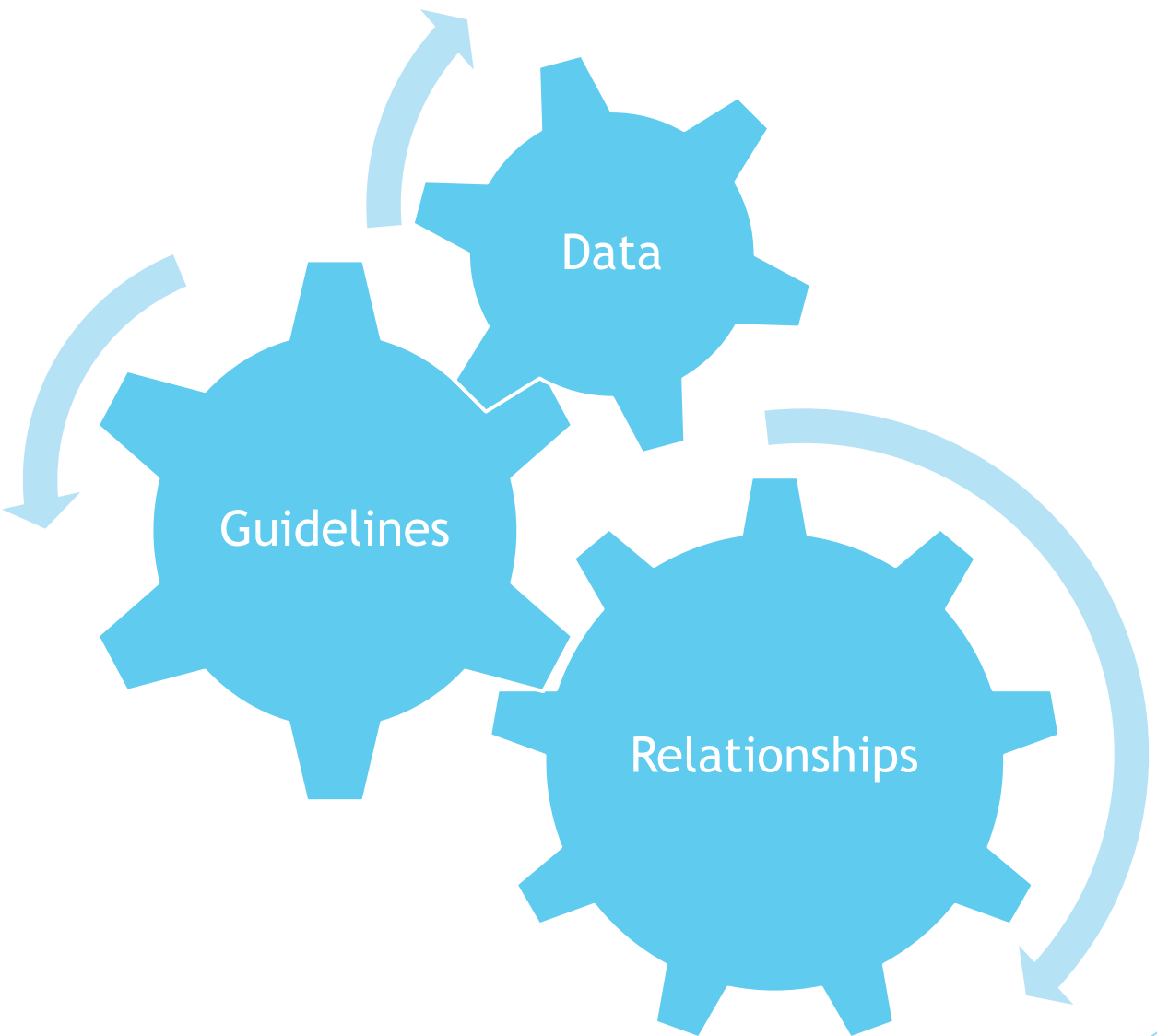


Today's agenda

- ▶ Demo of portfolio review tool (P.R.T.)
- ▶ Data-driven portfolio reviews and building a P.R.T.
- ▶ Where we are now and what's next?

Portfolio Review Tool Demo

Key parts to data-driven moves management



Portfolio reviews at DFCI

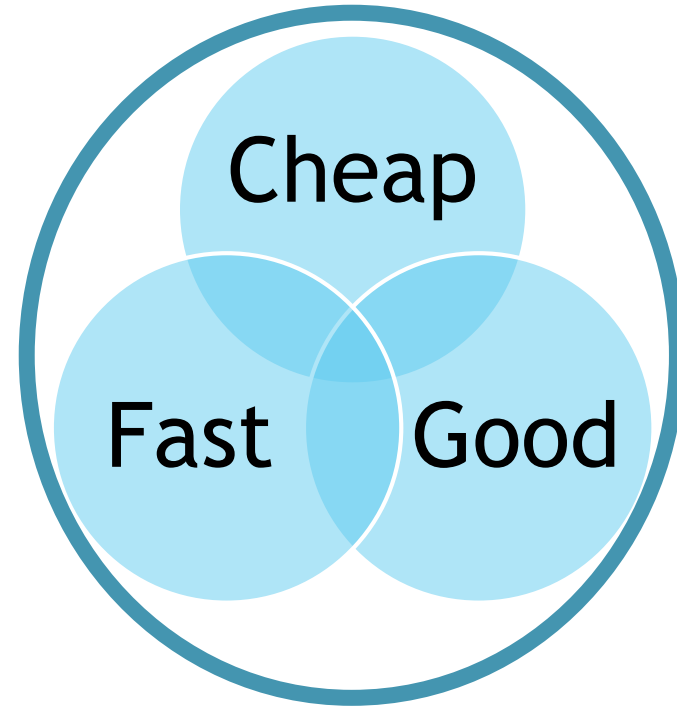
- ▶ Launched in FY 2014
- ▶ Bi-annual process supported by Major Gifts
- ▶ Portfolio dashboard report
- ▶ Detailed list of prospects
- ▶ Excel formatting macro
- ▶ 6 analysts review ~15 portfolios
- ▶ Reviews average 5-10 hours

Challenges for research

- ▶ Access to data
- ▶ Time-consuming
- ▶ Gift officers KNOW their portfolios
- ▶ Every portfolio is different

P.R.T. objectives

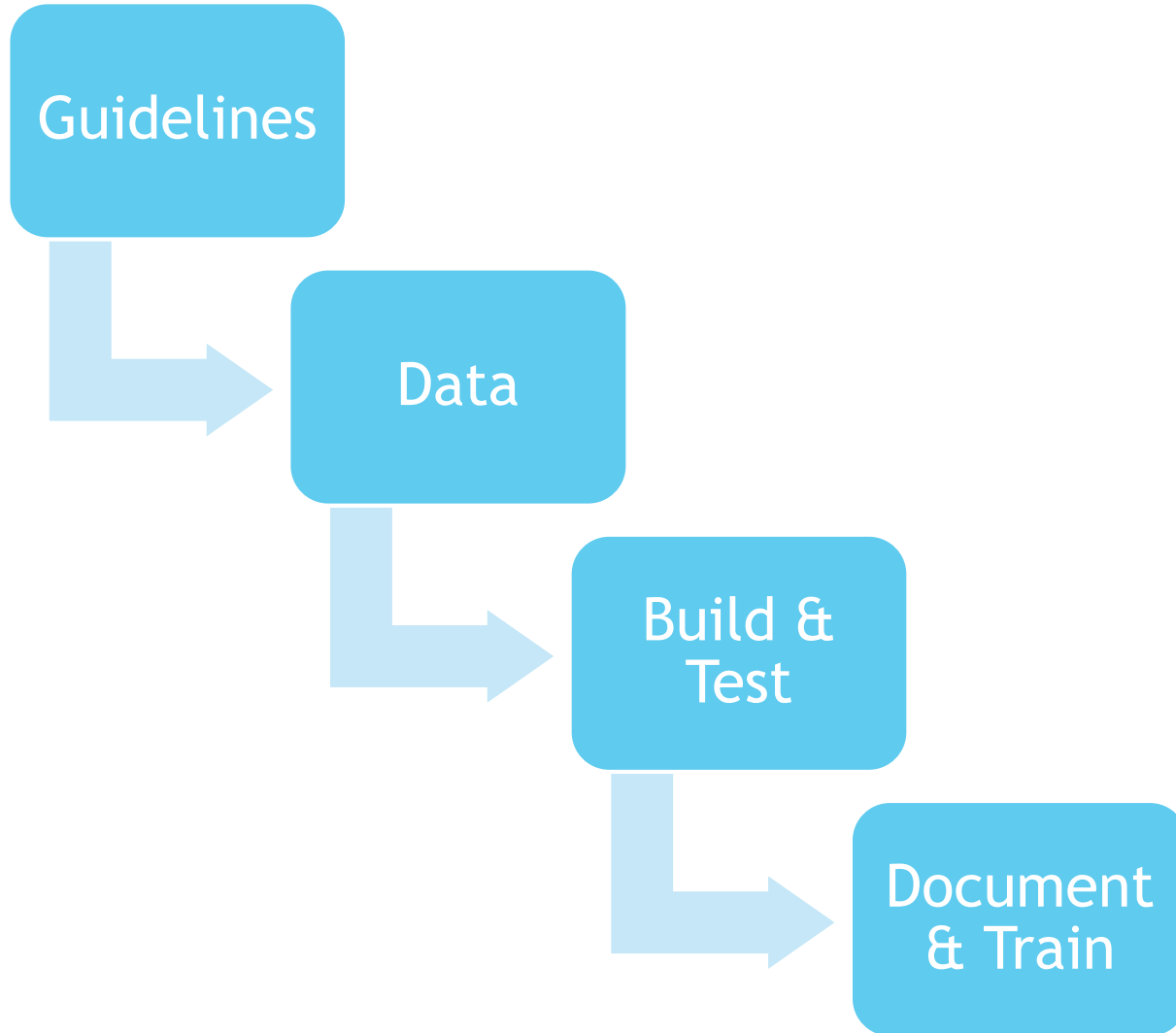
- ▶ Reduce analyst time spent
- ▶ Maintain (or improve) accuracy
- ▶ Standardize process and outcomes
- ▶ Adaptable to diverse portfolios



Prerequisites to building a P.R.T.

- ▶ Regular portfolio reviews
- ▶ Prospect management guidelines
- ▶ Larger shop (multiple analysts, many MGOs)
- ▶ Software skills (Excel, R, Python, SQL, etc.)
- ▶ Time to invest now to save time later

Steps to creating a portfolio review tool



Formalize and prioritize guidelines

- ▶ **Portfolio characteristics**
 - ▶ Ideal size
 - ▶ Capacity range
 - ▶ Maturity
- ▶ **Portfolio review objectives**
 - ▶ Prioritize - Identify top prospects
 - ▶ Remove - Identify prospects for removal

Identify and obtain data

Gift Officer Activity

- Assignment Length
- Actions/Contacts
- Proposal Status
- Prior Activity

Giving

- Direct
- Honor/Memorial
- Events
- Pledge Balance
- Last Gift/Payment

Wealth/Model Scores

- Capacity
- Engagement/Affinity
- Major Gift Model

List of potential recommendations (and ranking)

Recommendation	Note
Keep	P8 - Hold
	Recently Assigned
	Low DSCO & 0-1 Contacts
	High Giving
	P2 to P9
Review	P2 Limited/Older Giving
	P1 Assigned 6mo+ with 3+ Outreach
	PQ Assigned 6 mo+
	Limited/older giving
	Majority Giving in Memorial/Honor
	Majority Giving to Walk, Run, Golf, SE, PMC
	Low Capacity
Prioritize	P1 High Capacity - 0 Contacts
	P1 High Capacity - 1-2 Contacts
	\$50M Capacity and PQ,1,2
	High DSCO & 0-1 Contacts
	P6 Final Payment in Past 8mo
	P1 Assigned 6mo+ with 0-1 Contacts
Related	Check Primary Record

Build and test tool

Helpful Excel functions and tools

- ▶ IF (nested)
- ▶ ISNUMBER
- ▶ SEARCH
- ▶ ISBLANK
- ▶ NOT
- ▶ OR
- ▶ AND
- ▶ SUM
- ▶ VLOOKUP
- ▶ Pivot Table
- ▶ Absolute reference (F4)
- ▶ Macro

Build and test tool

- ▶ Test various scenarios
- ▶ Confirm recommendations are accurate
- ▶ Change data to check that formulas update
- ▶ Have someone else review and test

Document and train

- ▶ Instructions tab in P.R.T. template
- ▶ Group demo
- ▶ Individual support
- ▶ Guidelines documentation
- ▶ Formula documentation

P.R.T. Outcomes

- ▶ Reduce analyst time spent
 - ▶ Reduced by 50% - 75%
- ▶ Maintain (or improve) accuracy
 - ▶ Most recommendations confirmed by research & MGOs
 - ▶ New recommendations identified

P.R.T. Outcomes

- ▶ Standardize the process and outcomes
 - ▶ Results more consistent across portfolios and analysts
- ▶ Adaptable to diverse portfolios
 - ▶ P.R.T. effective for most portfolios
 - ▶ Exceptions to be addressed in next version

Where are we now?

Database report

Options

* PM1 code

This field is mandatory so you must enter data.

* DFCI Capability low capacity

* DFCI Capability high capacity

* Goal

* DSCO high score

Recommendation	ID Number	Last Name	First Name	PM1 Assigned	DFCI Capability	MGMS Score	DSCO Score
Prioritize - \$50M Capacity and PQ, P1, P2	59767	Forrest	April	11/17/2016	C012 - \$100M+	5	
Prioritize - High DSCO 0-1 Actions	93057	Allaire	Tara	4/18/2017	C006 - \$1M+	7	7
Prioritize - High DSCO 0-1 Actions	69133	Bonczek	Terri	2/2/2018	C007 - \$2.5M+	4	5
Review - Limited/Older Giving	30858	Bristol	Fannie	12/14/2016	C004 - \$250K+	9	9
Prioritize - High DSCO 0-1 Actions	86765	Corman	Doug	11/17/2016	C005 - \$500K+	8	7
Prioritize - High DSCO 0-1 Actions	62355	Desmarais	Felicia	10/11/2017	C004 - \$250K+	6	9
Review - Majority Giving In Memorial/Honor	21274	Devenyi	Heather	11/17/2016	C006 - \$1M+	3	5
Keep - High Giving	30914	Fallon	Barbara	2/12/2018	C003 - \$100K+	5	9

What's next?

- ▶ Adapting for other business units
- ▶ Additional portfolio customization
- ▶ Tracking recommendations over time
- ▶ Incorporating text data (contact reports)

Questions?

Let's chat

- ▶ Lindsay A. Brown

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- ▶ LinkedIn: <https://www.linkedin.com/in/lindsaybrown1/>

Appendix: P.R.T. Screenshots



Tab 1: Instructions

Instructions for the Portfolio Review Tool

Run the 6483 for the PM1

Copy the data in columns A-X from the Capacity tab of the 6483 then Paste (*Values & Number Formatting*) into columns E-AB of the PortfolioReviewTool tab in this document (start at row 1 if including headers, or row 2 if not including headers)

Additional fields from the most recent data export will automatically populate into the PortfolioReview tab

Enter the appropriate inputs for this PM1

From the PortfolioReviewTool tab, run the **Macro1_Prep** (Developer > Macros > Macro1_Prep) to automate additional data preparation.

Review the Preliminary Recommendations and Notes

To make changes to the recommendations provided by this program, overwrite the text in the Final Recommendation and Final Note columns

Refresh the pivot table data on the Pivot Summary tab to view summary of recommendations (Analyze > Refresh)

Confirm recommendations and make changes as necessary

Once finalized, run the **Macro2_Format** macro (Developer > Macros > Macro2_Format) to format for printing

Set print area to end at the last row that contains data

Save document as .xlsx to be able to send through email

Tab 2: Inputs

Please enter the following information to customize the review for this PM. Formulas will not run properly without this information.

Date	<input type="text"/>	<i>ex. 1/1/2017</i>
PM Low Capacity	<input type="text"/>	<i>ex. \$100,000</i>
PM High Capacity	<input type="text"/>	<i>ex. \$5,000,000</i>
Prioritize?	<input type="text"/>	<i>Yes/No; new portfolio, etc.</i>
High DSCO	<input type="text"/>	<i>ex. 7</i>

Date: Date of review or meeting

PM Low Capacity: Low end of this portfolio's capacity range

PM High Capacity: Notably high capacity for this portfolio (not a max)

Prioritize? Primary goal of this review to prioritize prospects (Y/N)

High DSCO: Threshold for high Discovery Score (engagement/affinity score)

Tab 3: Recommendations

Preliminary - Formulas generate recommendations; frozen to prevent overwriting

Final - Copy of preliminary; can be overwritten by analysts

Preliminary		Final	
Recommendation	Preliminary Note	Recommendation	Final Note
Review	Limited/older giving	Review	Limited/older giving
Review	Majority Giving in Memorial/Honor	Keep	Per MGO - considering MG in honor of mother
Prioritize	\$50M+ and PQ,1,2	Prioritize	\$50M+ and PQ,1,2
Keep	P8 - Hold	Keep	P8 - Hold
Prioritize	P1 Assigned 6mo+ with 0-1 Contacts	Prioritize	P1 Assigned 6mo+ with 0-1 Contacts
Keep	High Giving	Review	Per donor - has made last major gift
Review	Majority Giving to Walk, Run, Golf, SE, PMC	Review	Majority Giving to Walk, Run, Golf, SE, PMC
Keep	P2 to P9	Keep	P2 to P9
Prioritize	P1 Assigned 6mo+ with 0-1 Contacts	Prioritize	P1 Assigned 6mo+ with 0-1 Contacts

Tab 4: Pivot Summary

Summary of **final** recommendations and notes

Refresh to observe changes to inputs, final recommendations and notes

For research to evaluate balance of recommendations; may be shared with gift officers

Final Recommendation/Note	
--	2
Keep	
High Giving	12
P2 to P9	6
P8 - Hold	41
Recently Assigned	12
P3 or P4	9
Prioritize	
\$50M+ and PQ,1,2	1
P1 Assigned 6mo+ with 0-1 Contacts	4
Related	
Check Primary Record	14
Review	
Limited/older giving	23
Majority Giving in Memorial/Honor	8
Majority Giving to Walk, Run, Golf, SE, PMC	3
P1 Assigned 6mo+ with 3+ Contacts	1
P2 Limited/Older Giving	4
PQ Assigned 6mo+	8
Grand Total	148

Sample Recommendation Formula

```
=IF(DB2=1,"Related",IF(ISNUMBER(SEARCH("P8",O2)),"Keep",IF(AND(ISNUMBER(SEARCH("Yes",  
Inputs!B$5)),CD2<2),"Keep",IF(AND(R2=0,ISNUMBER(SEARCH("Yes",Inputs!$B$5)),NOT(ISBLANK(  
L2)),CB2>=Inputs!$B$4,ISNUMBER(SEARCH("P1",O2))),"Prioritize",IF(AND(R2>=1,R2<3,ISNUMBE  
R(SEARCH("Yes",Inputs!$B$5)),NOT(ISBLANK(L2)),CB2>=Inputs!$B$4,ISNUMBER(SEARCH("P1",  
O2))),"Prioritize",IF(AND(OR(ISNUMBER(SEARCH("PQ",O2)),ISNUMBER(SEARCH("P1",O2)),ISNU  
MBER(SEARCH("P2",O2))),NOT(ISBLANK(L2)),CB2>=50000000),"Prioritize",IF(AND(ISNUMBER(SE  
ARCH("Yes",Inputs!$B$5)),R2<2,N2>=Inputs!$B$6),"Prioritize",IF(AND(ISNUMBER(SEARCH("Yes",In  
puts!$B$5)),R2<2,N2<Inputs!$B$6),"Keep",IF(AND(ISNUMBER(SEARCH("P6",O2)),AL2=0,CM2<=8),  
"Prioritize",IF(AND(BY2-  
AX2>=100000,OR(CM2<=60,CL2<=60)),"Keep",IF(CD2<=6,"Keep",IF(OR(ISNUMBER(SEARCH("P3"  
,O2)),ISNUMBER(SEARCH("P4",O2))),"Keep",IF(AND(ISNUMBER(SEARCH("P2",O2)),SUM(AY2,AZ  
2,BA2,BC2,BD2,BE2,BG2,BH2,BI2)<1000,SUM(BY2,AL2)<10000),"Review",IF(CZ2=1,"Review",IF(C  
P2=1,"Review",IF(AND(SUM(AY2,AZ2,BA2,BC2,BD2,BE2,BG2,BH2,BI2)<1000,SUM(BY2,AL2)<1000  
0),"Review",IF(OR(CV2>=0.5,CW2>=0.5),"Review",IF(OR(CX2>=0.75,CY2>=0.75),"Review",IF(DE2=  
1,"Keep",IF(AND(ISNUMBER(SEARCH("P1",O2)),R2<2,CD2>6),"Prioritize",IF(AND(NOT(ISBLANK(L  
2)),CB2<Inputs!$B$3),"Review", "--"))))))))))))))))))))))))))))
```

Thank you.
Please use your
FRDNY app
<http://crowd.cc/s/f5yk>
to fill out the session
survey