FUNDRAISING GUIDE

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Contents

1. What is FR?

1.1. Who is doing fund raising (FR)?

- Non-governmental organizations (NGO)
- More general, non profit organizations are doing FR because this is their main way of supporting their activities
- IAAS is doing fund raising
- Companies are NOT doing FR

1.2. Why do we do FR?

- We don't do FR for fun

Keep in mind that FR has always a purpose and, although the purpose can be quite different form one NGO to another, it always exists and it drives the whole planning of the FR activity.

- FR is the main activity that brings us resources to support our activities
- FR is for supporting day-to-day life of the organization and events
- FR ≠ begging

1.3. What is FR?

Fund raising is the activity that is performed by non-profit organizations in order to support their needs. Fund raising can provide an NGO the means for their existence:

- money
- products and services
- facilities for activities and events
- knowledge (trainings), etc.

Every member of an NGO can do fund raising. FR does not imply inborn exceptional qualities.

But, very importantly, a person who is ready for FR needs to have at least some knowledge, needs an attitude and an understanding of the environment he is working in in order to compensate the possible lack of experience.

2. Identity of the Fund Raiser

2.1. What is a fundraiser?

A fundraiser is not only a person that takes an offer and sells its best points according to the client, but he/she has to

- know the whole process of FR

A good fundraiser also brings an attitude. Based on his knowledge and force, he/she can bring inside his/her organization not only the money, but the whole idea of success based on the outcomes of FR. So...

- a fundraiser not only brings money, but brings an attitude

2.2. Behaviour of a fundraiser

The possible lack of experience can be compensated in a great percentage by a set of driving principles that define the behavior of the FRer:

- dignity
- self esteem
- self confidence
- believes in what he/she is doing

Remember that FR is not begging, but selling. The fundraiser and the company/university/foundation person are on the same level of respect. Business partners are always equal, no matter if one is company representative and the other one is a first year student.

Selling is not shameful, therefore FR is not shameful.

If one does not have dignity and self respect, no other person can offer him his or her respect. Any normal business relation is based on respect. Therefore, without self esteem, the success of the FR activity is compromised and it also destroys that persons self confidence.

To do FR without believing that you can be successful is like moving towards a certain failure. If you are not convinced, it is not possible to convince your party that your offer is strong and that he needs it.

The respect of your party is not something you have by default, it is something that comes with your interaction, it is something you need to earn. Having self esteem and self confidence is the first step towards gaining the other one's respect. Respect is the first step of a successful deal.

2.3. Selling an image

What we are selling to companies (and other sources of FR; from now on, we shall not enumerate anymore all the sources of FR, when we say companies we refer to all the sources of FR) is an image that we create for the product/service we are trying to sell.

There are several steps in selling an image:

- Creating an image for yourself

What you are selling is usually a service. First, you need to create a positive image of the service for yourself.

- Believe in the image

The image you create must be your positive vision of the service you are selling and you are the first one who has to strongly believe in it.

- No bullshit!

The image has to stay realistic. Do not try to over evaluate the service you are offering. Do no lie. Try to emphasize the qualities, do not invent new ones.

- Sell this image, it is easier than selling the actual product/service

2.4. The fundraiser believes in…

- There is no success without dedication and hard work

The attitude is not enough. There must be a certain amount of time for learning and preparations in order for your FR to be successful

- Every NO takes you close to a YES

In job fair during WOCO 2015, Switzerland, there were 250-300 companies contacted, out of which only 15 said yes. It was considered a big success.

GRAPH

- I know what I want and how to get it, I am flexible enough to change my strategy when needed

The way of fundraising is different when approaching a company guy or a professor, a man or a lady, a young open-minded person and a 70 years old director.

A good fund raiser is able to change his strategy on the fly and is also able to learn and continue after taking a NO.

FRers don't take NO for an answer (before all the approaching ways are closed).

- There are no failures, there are just different types of outcomes

Making no mistakes leads to no improvement. So, since there is always room for improvement, there is room for mistakes. A perfect presentation can be rejected as well as a below average presentation can be successful. If the needs of the two parties coincide and the understanding is mutual, the outcomes are positive; otherwise, they are negative.

Learning from our mistakes is the key to become better FRers.

- I somebody else can do it, I can do it, too!

You will be a fundraiser, because all this can be learned if YOU want!! It's up to you...

3. IAAS- know it and present it

3.1. IAAS is...

IAAS (International Association of Students in Agricultural and Related Sciences) is a global, non-political, independent, non-profit organization, run by students and recent graduates of institutions of higher education. Its members are interested in world issues, agriculture, food management, the exchange of knowledge, ideas and leadership. Since 1957 we provide communication, cooperation and exchange of students, in the most important Life Science Faculties and Universities all over the world. We are a global network of youth that is pursuing excellence by sharing experiences and knowledge and creating future leaders of agriculture today!

Through 108 offices called Local Committees in 49 different countries we are growing as a well-organised, powerful, young and innovative student network.

One of the main aims of IAAS is to develop activities to help students of life sciences worldwide to become more internationally minded, by reaching a better understanding of world cultures and developing capacities to work on an international basis. This is achieved through services called **IAAS Seminars and IAAS Congresses**, events lasting a week to 14 days, which take place across the world during the whole year. Participants get closer to the crucial problems and latest achievements in *Agriculture, Bioscience and Food Technology.*

At all times, it is our priority to offer quality and do as much as we can for students at home and all over the world; With **IAAS Exchange Program**, the youth and students are given the opportunities to work and learn trough living experiences and practical work developing them both personally and professionally by giving a crucial experience for their professional development.

We also want to give valuable input in order to improve continuously the educational system in the world. The **IAAS Study Abroad Programme** offers a wide range of educational opportunities to IAAS students. The platform allows institutions of higher education to reach students, drives major University awareness, premier youth insight, visibility, as well a direct link with students.

Active members of IAAS are also attending and organising many other IAAS events (seminars, conferences, congresses,...) and meetings (workshops, trainings, symposiums, general meetings, ...) where they gain a lot of knowledge and experience (project management, team work, organising skills, communication).

3.2. How to describe IAAS

Some keywords...

Focus your presentation around some keywords. What keywords you use depends on the people you are presenting to. To present IAAS and a cooperation to a company, suitable keywords could be:

- IAAS Network
- 108 universities covering about 10.000 students, and we have only one reference point, coordinating the whole work.
- Students of agriculture and related sciences (Food Sciences, Bioscience, Environmental Sciences,...)
- What services to the students of our Universities
- We offer Companies the opportunities to create bonds with agricultural students
- Why you want a cooperation and why you think is useful for them
- As a Students organisation, we don't earn any money (no profit)
- Exchange Weeks can be mentioned but ... Focus more on local groups organising events as Conferences, Company Presentations/Seminars/Job Fairs…
- Don't forget to mention the Partners of IAAS, it will help in giving a more professional and credible image

You may also use a laptop with IAAS PowerPoint Presentation. But always bring with you the Annual Report of IAAS, that can be used to help you in making the presentation.

Why are IAAS members special?

We often say that through the experience in IAAS we gain a lot of knowledge and experience, useful for our future career and future life in general. But what exactly makes an IAAS member special?

- *Innovation*: Our projects and events aim at increasing the understanding and opening the conversation on sustainable innovation in our sector.

- *Transversal competences*: from HR to oral presentation, analysis/project management, leadership, teamwork, budgeting, negotiation…

- *Mobility*: IAAS members are used to work "on the road" and travel around the world on short time notice

- *International experience*: In every IAAS event we have, on average, 14 different countries. At the end of his involvement, an IAAS member has visited at least 5 different countries, and participated to 10 different events. We are not just internationally minded, we are internationally rooted

- *Long term vision of their projects*: starting from the current situation, evaluating all the variables and other concurrent activities until reaching a bigger view. And...in our IAAS life we always work on real projects that have outcomes in the real world

- *Knowledge sharing*: In IAAS we know how to share our knowledge, even when we communicate between very different cultures. Example: a successful strategy implemented in Indonesia, is immediately shared and implemented in Kenya, Spain, Ecuador,...

- *Passion*: hard work in IAAS while keeping studying at University

Thanks to the extra skills acquired during their IAAS experience, our Alumni are now in some of the biggest and most prestigious corporations: FAO, Unilever, Cargill, BASF, AVA Consulting Partners, Monsanto, Rosneft, Kleffmann Group, CIMMYT, IMEC, NXP Semiconductors, Lactalis, Agragold, Adecoagro, AVEBE…

3.3. How to describe your National Committee

As much as a IAAS presentation can be interesting for your "client", remember that they will have to work with your National Committee. In order to describe your NC, make a short list by answering to the following questions:

- Why is your NC special?
  (You may be located in one of the most important Universities of the country, you may have a 10 years activity on your back, you may have a strong and big working team...)

- Why they should trust you, and not the other student association next door?

- What is the impact of the activity you are asking on Local territory/ Local Students?

- What have been the activities of your NC/LC in last 2 years?

- What Companies/Institutions have you been working with?

- How many members are working in your NC/LC?

- How many students in your University? How many application through IAAS? How many people come in touch with IAAS in your University?

After answering all these questions, and keeping in mind some of the key words already mentioned above, you are ready for the meeting.

3.4. How to "sell" IAAS

3.4.1. If the target is a Company…

It's not a secret that Companies have lost the connection with students, and very often don't know how to seduce them anymore. They are looking for bond with students and the chance to get the best quality and value in exchange of money (the less the better). This is one of the reasons that brings Companies to student associations like us.

Always remember to sell the advantages that a Company has in cooperating with you. Try to put yourself in their place, understand their needs and then explain why a cooperation with your NC/IAAS will be worth spending money for.

Company people don't have a lot of time and they don't like hearing useless information. So try to give the information that is useful for them to understand what you are trying to present and stick to the point.

It is not our aim to turn IAAS into a professional organization, however in certain situations we have to behave more professional. Contact with companies is one of those situations, because companies prefer to work with efficient people. Show professionalism in the way of what you say, how you say it, but remember we stay student organisations and don't be afraid to say so

Among the things you can offer there are:

- Recruitment opportunities (Presentations, Job Fairs, Seminars, Case Studies…)
- Promote their projects (with posters, mailing lists, flyers…)
- Have a feeling of the students market (give them feedback and tips on how to become more popular among the students)
- Contact with students, preferably exceptional students
- Actions to improve the company image, how the company is perceived by students

When making a proposal to companies, remember to stress:

- Cost cutting in marketing and PR (we are usually cheaper than other sources)
- Efficient advertising of their activity, since you will promote them with a marketing campaign made *from* students *for* students
- Association of image with a strong Student network
- Reliability: past events organized, successful cooperation with other Companies and results achieved
- We are flexible and dynamic, there are many cooperation opportunities you can evaluate together

3.4.2. If the target is an Institution or a Foundation…

Public institutions, Foundations and similar organizations usually have a fixed budget to spend on yearly basis, to support activities organized on local level.

The guys form the foundation are obliged to give the money away, it is not their money, but they need to justify why they send the money to you..

The aspects they are looking for, when evaluating your activity, are:

- Impact of the activity on Local level: which Institutions will involve, what changes will cause
- Return of image
- Number of people that your activity will reach
- Quality of the event
- New and innovative events/projects
- How reliable you are

Therefore, remember to stress:

- We are no-profit, and we work on a voluntary basis
- Other organizations involved in the event (University, professors, cultural institutions, research centres..)
- Previous achievements and events organized (it shows continuity and reliability)
- Your yearly budget (reliability)
- Number of people that your activity will reach or involve (the more, the better)
- How your activity influences the local students, community and improves the image of your territory

4. Steps in Fundraising

4.1. FR Materials

Materials Strategy

Before putting yourself (and your Team) to work on making super materials, it could turn out very useful to have a Team kick-off meeting. During this meeting you not only motivate everybody to do a great FR job, you can also talk about several topics such as:

- How has FR-contacting been done before and is there a need to change our way of working? During this part you also ensure that all members of the FR team have the same background knowledge.
- According to the general FR strategy you decided upon, what materials will you need to do the FR? You need to decide upon the number of materials, how you will present them, how you'll make them, … For the kind of materials, possibilities are for example a brochure of your NC, a specific brochure/paper of the event, a folder, a PowerPoint presentation, calendar of your NC events, separate offer, contract & invoice, standard e-mail/fax, website, newsletter/newspaper, presentation USB, business cards, contact card … Non of

these materials is the best, what materials to use depends completely on the situation of your NC.

- What language will you use for the materials? English, local language, …
- How will you make the materials, what computer program will you use? Here it is important to think about continuity. For example it is good to use a program that many of your members are familiar with, so you don't have to start over again every year.
- How will you present offers to companies? Will you include one or more fixed offer(s) in the brochure? Will you attach one or more offer(s) as separate document to the brochure? Will you send materials without offer?
- How will you send the materials? According to the way of sending (snail mail, e-mail, fax, …) the layout can/should be different. For example for fax you better don't use high quality pictures, while for e-mail you can work with complex layout things while you should take care not to make the file too big.
- For different FR sources you'll also need different materials.

The offer, the making of

Ok, in this stage you should have a clear idea for what project you are doing FR and what FR strategy you'll use. Now it is time to think about what you can offer and what tactic you'll use to persuade the company.

For the tactic there are some questions to answer first:

- How many offers to send?
  Will you send several offers to the company for them to choose or you prefer to choose yourself and offer the company just one offer and let them say yes or no.
- Offers ↔ events
  Do you send one company only offers from one event, you send them several offers from several events for them to choose or you combine several events into one offer? Each of these strategies has advantages and disadvantages and the right one depends on the situation you are in.
- What to offer? What would you like to get if you would be the guy from the company? Be reasonable in what you ask. Don't exaggerate but also don't beg by giving things away.

What can we offer?

There are many different options for things to offer to companies, depending on the type of company and cooperation you want (events, annual support, …)

The options mentioned can be split mainly in three categories being promotion/advertisement, recruitment and information gathering (info from students for companies, for example in a case study where they gather ideas from students)

Options:

- Direct contact with internationally minded students
- Promotional material
- Recruitment possibilities – local students
- Visibility
- Promoting image (brand building)

- Promoting products/services
- Speeches
- Contact with university
- case study, company visits
- Company visit
- Promotion through the title IAAS gives them
- Information in media (web)
- IAAS Exchange Program– user package
- Taxes advantages
- Development Fund investment
- Logo & t-shirt
- Training
- Image promotion towards other Companies
- Discount on other packages
- ...

4.2. Telephone call

Possible aim of the telephone call

- Get a contact person
- Obtain a meeting
- Find out immediately needs and possible buy-in of the client

Steps to follow in a phone conversation

HOW TO...

1. Prepare
2. Present yourself
3. Get to the right authority
4. Get the name of a person
5. Get past the receptionist
6. Speak when referred by someone else
7. Speak when calling someone you know
8. Get a meeting
9. Ask three times for a meeting
10. Arrange a time
11. Find solutions

1. **Prepare**
   Before even thinking of making a phone call, you should consider what you are asking and offering ! After that developing a good strategy starts by a good preparation of making a phone script. First think about your phone call :

   - Who am I calling to ?
   - Why am I calling ?
   - When do I call ?
   - What do I ask ?
   - How do I express myself ?
   - How would I like it ?

   Put all the information of companies together in a database. Every time you get new information during next calls, add it there, so everybody in the NC can follow the evolution. This is important if someone gets sick.

   Once having an idea of what the talk will be about, it is advised to **practice**, especially if you are not so experienced in making calls. If this turns out okay, you are ready to start calling. But you need to know how to use effectively the phone script you have developed to make a killing phone call !!

2. **Present yourself**
   Always start a phone call by presenting yourself ! Say clearly your name, which organisation you represent (IAAS), your function (fundraising responsible, secretary), and the purpose of calling:

" Good morning, I am Muhammad Ali, secretary of the international students' organization IAAS Louisville, can I speak with the PR responsible please ? "

3. **Get to the Right Authority**
   You need to get directly to the person you want to talk to, so ask for him/her! Depending on the type and size of the organization you're calling, you should have a pretty good idea of the title of this person. In a small business you might ask to speak to the "person in charge". In a larger one, you would ask for the name of the person who is in charge of a particular department, probably Recruitment/ PR/ R&D/…

4. **Get the Name of a Person**
   If you don't have the name of the person you will speak to, ask for it. For example, ask for the name of the person in charge of the PR department . Usually, you will be given the supervisor's name and your call will be transferred to him or her immediately. When you do get a name, get the correct spelling and write it down right away. Then you can use that person's name in your conversation.

5. **Get Past the Receptionist**
   In some cases, you won't speak immediately to your contact person, but you have to pass first receptionists and secretaries who will try to screen out your call. (i.e. if your contact

person is executive director …) If they find out you are looking for money, they may say he is in a meeting or on a business trip. Even if they ask you to send more information, the chance they will really read it is quite small!
Here are some things you can do to keep from getting screened out:

- **Call Back:** Call back a day later and say you are getting ready to send some correspondence to the person who manages the department you are interested in. You want to use the correct name and title and request that they give you this information. This is true since you will be sending them something soon. And this approach usually gets you what you need. Say "thank you" and call back in a day or so. Then ask for the supervisor or manager by name.
- **Call When the Secretary Is Out:** You are likely to get right through if you call when that receptionist is out to lunch. Other good times are just before and after normal work hours. Less experienced staff members are likely to answer the phones and put you right through. The boss also might be in early or working late.

6. **Speak when Referred by Someone Else**
   It is always best to be referred by someone else. If this is the case, immediately give the name of the person who suggested you call. For example, say:
   "Hello, Ms. Beetle. John Doe, suggested I give you a call." If the receptionist asks why you are calling, say: "A friend of Ms. Beetle's suggested I give her a call about a personal matter."

   When a friend of the employer recommends that you call, you usually get right through. It's that simple. So go and find your NC a godfather ☺

7. **Speak when Calling Someone You Know**
   Sometimes using your telephone script will not make sense. For example, if you are calling someone you know, you would normally begin with some friendly conversation before getting to the purpose of your call. Then, you could use your phone script by saying something like this:
   "The reason I called is to find a way to collaborate between your company and the organisation I am part of, and I thought you might be able to help. Let me tell you a few things about this organisation. IAAS stands for International Association … . " (Continue with the rest of your phone script here).

   There are many other situations where you will need to adapt your basic script. Use your own judgment on this. With practice, it becomes easier!

8. **Get a meeting**
   Once you are speaking with the right person, the main part of the call starts! The primary goal of the phone contact is to explain your request and ask for a collaboration. A real meeting is more personal, so preferable, but most of the time they will ask you to send info by snail-mail or e-mail. This with the danger of not being read! So, try to set up a meeting. To succeed you must be ready to get past the first and even the second rejection.

9. **Ask Three Times for a Meeting**
   You must practice asking three times for the meeting! Here is an example:

You: *When may I come in for a meeting?*
PR: *Our budget for this year is already fully spent.*

You: *That's OK, I'd still like to come in to talk to you about the possibility of future openings.*
PR: *I really don't see the point of this; We don't have any money left*

You: *Then I'd like to come in and learn more about the company. I'm sure there are more possibilities of cooperation between your company and our organisation.*

Although this approach does not always work, asking the third time works more often than most people would believe! It is important to learn how to do this, since overcoming initial rejections is a very important part of getting to "Yes."

10. **Arrange a Time**
If the person agrees to a meeting, arrange a specific date and time. If you are not sure of the correct name or address, call back later and ask the receptionist. It is preferable to have this meeting in the afternoon, so the person you are meeting are not pressed with time and you'll have enough time to explain everything.

11. **Find solutions**
Sometimes you will decide not to ask for a meeting. The person may not seem helpful or you may have caught him or her at a busy time. If so, you can find other solutions:
    - **Get a Referral:** Ask for names of other people who might be able to help you. Find out how to contact them. Then add these new contacts to your company database.
    - **Ask to Call Back:** If your contact is busy when you can, ask if you can call back. Get a specific time and day to do this, and add the call to your to-do list for that day. If you do call back, the person may see this as positive interest. And he/she may agree with a meeting for just that reason.
    - **Ask to Call Back From Time to Time:** Ask if you can keep in touch. Maybe the contact person will hear of an opening or have some other information for you. You get the best leads from a person you have checked back with several times. Especially in the beginning, call back to see if he has really read your information file and is looking for options.

Tips & tricks

- Don't use jargon
- Warm up your voice, don't yell and don't whisper
- Make sure there is silence around you
- Have a paper with steps and goals in front of you
- Visualization, positive image
- Evaluate and emulate volume, tone, communication style of your client (Mirroring)
- Introduce just a small part of your offer. Ask if they already use that service.
- Propose a meeting: say date and time, plus fall-back solution
- If the telephone call goes bad, agree on a future call, or send him material, or thank you mail…

4.3. After a phone call - writing an email

Email structure

- Dear Dr. …
- Say who you are and who/what you represent (IAAS)
- I am writing to you to…
- SHORT summary of phone call
- Description of the offer
- Sincerely yours…
- Signature (Full name + position + contact info)

Tips & tricks

Don't give a complete view of the event/offer, leave room for imagination

Highlight the strong points, quantifiable, of IAAS/your NC

Put the offer in attach, no prices

Remember…they can keep copy of the mail, for future use.

4.4. Meeting day

Prepare yourself

- Don't do this just because the FR responsible told you to do it. You have to be eager to meet the company and set up a partnership. If you are not motivated enough better let somebody else do it and try to find the **motivation** for yourself as well.
- It is very important to have a **positive attitude**. Remember always that the enthusiasm is contagious and it's a great tool for negotiation and for getting an agreement
- **Believe** in what you are presenting to the company. If you don't then try to understand why and ask questions about the offer, the events and about the content of the materials. Go to the meeting only if you think and believe that those things are achievable and a real benefit for the company.
- You have to know by heart everything that is inside the **materials** you give/send to companies. You also have to know more and to be prepared for the questions they might ask. Try to find some possible questions and of course answer them. Present this to somebody outside IAAS and see what are they asking.
- Usually the persons you meet at the companies wear **formal clothes**. If you want to be as equal to them as possible, you have to wear the same type of clothes (quite formal, but not exaggerated)

Start-up

- **Arriving in time.** Make sure you prepare in advance practical things like how to get to the place and how to make sure you'll be on time. To make a good impression, it is recommended to arrive at the reception of the company 10 to 15 min before the start of the meeting.
- In the beginning, it is recommended to have some **small talk**, which is discussing on some things not connected at all with the topic of the meeting (i.e. weather, the trip if the meeting is in another town, the town etc.) usually this small talk is started by the host, but sometimes is good for you to start it as well. It is very good to establish a more relaxed ambient and to loosen up the tension which normally appears before a meeting
- When you got to the point it is necessary to **present the agenda** of the meeting together with the goals and duration of the meeting. This is done to agree together with the people from company on everything, because it might happen that they don't have all the time you would like. This will avoid the situation in which you're in the middle of the presentation and they say "I have 5 more minutes for you, go to the point" and you might not have enough time to explain them everything you'd like to.
- **Who's leading the meeting?** You actually have to be prepared for both situations. First one is when you have the lead. The advantage is that you can present whatever you want risking on the other hand to provide the company with useless information. If you are leading, try to tell them what you're going to present and on the way ask for feedback, so you can direct your attention on what is important for them. In the second situation (when people from company are leading the meeting) the advantage is that you will present them only what is important for them and what they want to hear, on the other hand you don't have the freedom to point out the things you want.

What do we say?

- Remember that everything you say must be according to the strategy you presented before the meeting. When there are two persons going, don't forget as well that each of you has a role, so try to stick to it and don't interfere in the other's parts of the meeting. It is also very important that you know everything that is written in the materials and you should be capable to answer all kind of questions.
- Remember as well that company people don't have a lot of time and they don't like hearing useless information. So try to give the information that is useful for them to understand what you are trying to present and stick to the point, underline very clearly the important points.
- If you forget to say something, don't say "I forgot to say …", because they have no idea about what you are going to tell them. If it is something really important, you can later say "I want to add something …"

How do we say it?

- Vocabulary: simple, easy to understand words & phrases. Don't get into complicated details, especially if the meeting is not in your own language.
- Pronunciation: very clear, neither too loud nor silent. When the meeting is held in English try to so speak as slow and as clearly as possible because we aren't native English speaking people and sometimes the accent can lead to misunderstandings.
- Rhythm: moderate, in such a way that you keep the person interested. This might be a way to underline some important things which we want to be remembered.

Nonverbal communication

- Body language is very important and can give you a lot of "hidden" information about the other participants because it is something that you cannot control if you don't know about it. Sometimes people express feelings through body language without knowing and that is something that you can use in your advantage. For instance if a person has the hands crossed then it means that he/she has something to hide, it's a defensive position, while a person who has the arms on the table denotes sincerity. It is also very good to support your speech with gestures so you can express better your ideas. On the other hand, when listening, it is recommended to stay with the hands down near you, in a relaxed and opened position. Always try to find a comfortable position, otherwise after a while you'll feel tired and uncomfortable, which is not recommended.
- Have a straight position! It inspires a trustworthy person. You also have to identify the most important person from the company side and direct yourself towards that person, even if usually he/she is not the one who speaks the most.
- Try to have permanent eye contact with the person you are speaking with. If you cannot look directly in the person's eyes, try to look on the forehead between the eyes because he/she won't realise that.
- Be enthusiastic! It is really good to show them that you really believe in what you are saying. And don't forget: enthusiasm is contagious ☺

How do you act?

- Be as natural as possible; don't try to pretend that you are somebody else because a "trained eye" can see that. In the same time try to relax and think that the person in front of you is also human and has nothing against you. There is no need to be nervous, the fact they have a meeting with you means that they think you have something interesting to offer them.
- Avoid habits (i.e. scratching your head, playing with the pen, "I don't know" phrase etc.)
- Use body language (see above)

Active listening

- don't interrupt
- show interest in what he/she is saying
- pay attention, by listening good you can get a lot of information that can help you to figure out what they want to hear from you
- take notes
- ask for clarification
- rephrase, so you are sure that you understood correctly

How many meetings, what to say where?

Usually, for a big contract, more than one meeting is needed. This also depends on the strategy you decided to use. If you decided not to include any offer in the materials for the first meeting they will probably ask you "how much". You can use this opportunity to obtain another meeting and prepare it even better, where you can have in the materials exactly the points they are interested in, including also the offer for everything.

If you plan from the beginning to have more than one meeting, then the second meeting should be used to set up the details of the collaboration, sign the contract, set up the action plan.

How flexible can you be?

- What can you change at the offer? This depends if you often have a flexible offer, or you have one offer for all the companies you are collaborating with. On the other hand, you can discuss this issue in your NC before the meeting and agree together on the changes that can be done. Normally another meeting is suggested in this kind of situations.
- What are your decision powers? It is more or less connected with the previous question. Depending on the company and on the situation you might be able to take some decisions which might affect the work and the activities your NC will do. Again, the suggestion is to postpone the decision to another meeting, so you can ask your NC about it.

Answering questions?

As it was said before, you have to know very good the offer and the materials used. It is also recommended to prepare in advance some questions and answers, even to include some answers in the materials.

When you get a question, there are certain steps you can take. First check if you understood the question right, rephrase and ask for confirmation. Then if you don't immediately know the answer, don't be afraid to take your time to think it over.

In case you don't have an answer, don't be afraid to say so. Tell them you'll discuss it inside the NC and that you'll come back with an answer later. Keep your promise and phone them later on with an answer.

Take notes of the questions you get. They might help you and other NC members on other meetings with companies. They might even lead to changes in the materials you have.

When getting a no

- don't give up
- ask why: the answer on this questions can be a way of feedback for you, so don't accept too fast the answer 'we don't have money left'. Try to find out if there is some other reason too. According to the answer you can judge whether you have to adapt your materials or not.

What materials to take on a meeting?

As it was said before, it is good to send some materials in advance (agenda of the meeting, short IAAS presentation, short event presentation). Before the meeting ask how many persons from the company will be there. This helps you know how many copies of the materials you need to take at the meeting. Take with you more detailed materials, use IAAS international materials (annual report, IAAS brochure) and use IAAS folders to put the materials inside. Be careful at the quality of the printer/copy machine you use, because the quality of materials reveals the quality of the people/organisation who uses those materials.

Professionalism?

It is not the aim to turn IAAS into a professional organization, however in certain situations we have to behave more professional. Contact with companies is one of those situations, because company people prefer to work with efficient working people.

- use a PowerPoint presentation: It is absolutely not a must, but if you can do it, it makes a professional impression if you use a good PowerPoint presentations. But be CAREFUL, check in advance if there will be the necessary equipment, because depending on a presentation and then having technical problems won't help your professional image.
- Show professionalism in the way of what you say, how you say it, but we stay student organisations and you shouldn't be afraid to say so.

4.5. Follow up

Communication to NC, keeping track of what happens

After the meeting is over you should record everything you've done:

- if there is a FR responsible in the NC or for a specific event, tell him/her everything
- update your NC companies database with the new data, if needed (if contact person or phone no. changed etc.)
- it is good that the contact with one company is made by two persons, who can cover each-other if they cannot do it both, but without overlapping. Try to maintain the same two people going at the same company for at least one year. If it's a big partner, then it's recommended to have a meeting for take over by the next responsible from IAAS. The same if the company contact person changes.

Communication with company

- after a meeting write a report with what happened and with the next steps to follow and send it to the contact person for approval.
- keep them interested by notifying them about your events/projects and invite them to official openings, cocktails and other similar events.

5. Meeting tips & tricks

Few things to start with…

Whenever you think about selling, remember that:

- Selling is always emotive
- People hate Selling….but love Buying!
- When talking to people, don't just HEAR what they say…but UNDERSTAND what they mean
- There are no difficult clients…just inflexible sellers

Non-verbal communication

From a study made in 1967, professor A..Mehrabian established this classic statistic for the effectiveness of spoken communication:

- 7% of meaning is in the words that are spoken.
- 38% of meaning is paralinguistic (the way that the words are said).
- 55% of meaning is in facial and body expression.

The important outcome of this study, is that when conveying a message, we must take into account factors other than words alone.

Map vs Territory

Take as example a geographical Map showing a part of your country, city or town: as far as it can be detailed and well printed, it will never be a perfect and complete representation of the Territory it is supposed to show.

Every person perceives the external world through its own senses and filters, creating an internal representation (map) of the reality (territory). Every map is unique and different from person to person.

Therefore, when "selling" your product or service remember that the other person will perceive it according to its own Map. You must be flexible enough to "forget" your own opinions and personal belief, and focus on what is really important for the other person, according to his point of view.

5.1. How to create Rapport

What is the meaning of the word Rapport? Here two explanations of the word Rapport:

- Two or more people being in sync. Getting along well and agreeing on what is currently going. Mirroring each other in some fashion and communicating. Understanding each other.
- "Rapport is the ability to enter someone else's world, to make him feel that you understand him, that you have a strong common bond. It's the ability to go fully from your map of the world to his map of the world. It's the essence of successful communication." ... *Anthony Robbins*

When there is Rapport between two people they feel on the same side, they start sharing the same view of the world…or the same feeling about a product or an idea.

Look for things you have in common

When meeting a person for the first time, the few minutes we spend on introductory talks are crucial for establishing Rapport.

One of the easiest ways to create Rapport, is by underlying things you and the other person have in common: hobbies (you like travelling? Skiing? Listening to rock music?), fields of study, past experiences, drinking coffee with milk…or you may know few words of the other person mother tongue…

Mirroring

A very effective way of establishing rapport is called Mirroring: it means matching another person's nonverbal and / or verbal behaviour.

As previously explained, when communicating a message we use verbal (7%), paralinguistic(38%) and body language (55%). By mirroring these 3 aspects of a person you will be able to get on his same level, creating a bond of trust and powerful interaction between you and her.

Behaviours you can mirror include:

- Body Posture
- Hand Gestures
- Facial Expressions
- Weight Shifts
- Breathing
- Movement of Feet
- Eye Movements

Mirroring the body language

The easiest way to mirror a person is by imitating his body posture, position of arms and legs, the way she is sitting on the chair and so on. You should be able to do it naturally, without seeming artificial. This mirroring is very effective in one to one meeting. Remember…smiling is something we tend to mirror as well. ☺

Mirroring the paralinguistic language

Try to adopt the same volume, tone and speed of voice of the other person. This mirroring is very effective when the two people can only talk to each other, like in a telephone call.

Mirroring the verbal language

People tend to use some words more often than others. They usually attach to these words a specific meaning, or structure their talks in a certain way. This is the most difficult mirroring, because it implies a certain knowledge of the person that may come only after some phone calls and meetings.

Once you have created the Rapport…

After having created rapport with the other person (points in common + mirroring) you will have established a kind of harmony and synchronization between you and her. If you will start changing your position, she will tend to follow you. If you start changing your tone and speed, she will do the same.

Therefore, you will be able to influence her behavior. For example, cross your arms and stand back, lower your voice if you want to create a gap. Or take an open posture (open arms, body laying towards her, smile, talk faster and put emphasis on your words) to lead her into enthusiastic and dynamic states, where she will feel ok in going along with your decisions/proposals.

5.2. Representational systems

Every person processes the inputs coming from the external world according to his Representational System, which is the internal representation of the inputs coming from the five senses.

There are 3 main representational systems and they are:

- Visual (seeing, images)
- Auditory (hearing)
- Kinaesthetic (feeling, tasting, smelling…)

Every person uses all these 3 systems. However, one or two are likely to predominate.

How to identify and use them

People often use words and vocabulary according to their preferred system. Paying attention to their words will help you to identify which one they prefer.

You can't tell what a person is thinking but you can have a good idea of how they are thinking! Some of the words people use when communicating, will help you to identify which Representation Systems they are using:

VISUAL	AUDITORY	KINESTHETIC
imagine see show colourful illustrate insight picture look	talk over listen tune in loud call resonate hear sound	walk through heavy pass over touch upon get a hold of feel numb …
I see what you mean Looks good to me. I get the picture. …	I hear you. It rings a bell. Sounds good. …	It feels right to me. I can't get the point. …

For instance a very 'visual' person will see a lot of pictures in their mind's eye and will use words like those in the visual column above -- *see, look, view*. A mostly 'auditory' person will make use of internal dialogue and will use words such as --*hear, listen, speak.*

Example visive: << Let me show you how a partnership with IAAS works. First, let's have a look to…>>

Example auditive: << Listen, I'd like to tell you how a partnership with IAAS works… >>

Example kinesthetic: << Mr. Beetle, if you feel comfortable with it I'd like to go through these 4 points that are the main reasons for your Company to cooperate with IAAS… >>

By using their same representational system, you will be able to better communicate and persuade the person about your points and ideas.

Every person uses all these 3 systems. However, one or two are likely to predominate.

In order to make your message stronger and more persuasive, you may start with the predominating system, and then make the person experience the same event/proposal with the other 2 systems.

A practical example…

Conversation 1: John is talking to Lucas (who is a visual person) NOT using his representational system

Lucas: John, I don't see how this partnership may be useful to my company. Can you show me some other good reasons to accept your proposal?

John: Lucas, I really don't know what to say more than this. Sounds like you are not ready to take this great opportunity

Lucas: Well, that's not completely true. It's just that this partnership doesn't seem to bring any advantages for my recruiting plans.

John: Listen, I do believe that this cooperation plan can higher the number of people you hire per months, by reaching students in 67 Universities that will hear about your company in every IAAS presentation.

Lucas: It doesn't look like this to me.

Conversation 2: John is talking to Lucas (who is a visual person) using his representational system

Lucas: John, I don't see how this partnership may be useful to my company. Can you show me some other good reasons to accept your proposal?

John: Sure. Look what happens when the students will see your logos around. First thing they will note [...]

Lucas: Well, it's the first time they show me something this wide. Anyway, this partnership doesn't seem to bring any advantages for my recruiting plans.

John: Let's find it out together. Imagine you are a student, and you see this company logo associated with the one of your most trusted student organization. What would you think?

Lucas: Well, I would think that this company must be close to students' needs and is willing to offer them opportunities.

5.3. The use of Questions

Asking questions is a powerful way to influence the other person way of thinking...or better, the things the other person is focusing on.

See how the focus of the person may change, depending on the question you will ask:

Example 1: Mr Buzz, do you think your Company can afford to pay this price for a Partnership with IAAS?

Example 2: Mr Buzz, which advantages do you see for your Company, if you manage to find the financial resources to sign this Partnership?

It also helps to understand her real needs, and by listening carefully to the answers you will have the necessary elements to identify which Representational System she uses.

What...more than Why

One of the main mistakes is to always using "Why" instead of using "What".

By asking WHY, you will receive a motivation but, in many cases, no useful information to use. On the other hand, by asking WHAT you will bring the focus of the person on some specific elements, receiving information that will help understand what you can change in our approach.

Q1: Mr Buzz, why you think this proposal is too expensive?

A1: Well, what you are offering me is something I can find for much less from other suppliers

Q2: Mr Buzz, what aspect of this proposal brings you to say that it's too expensive?

A2: Well, this putting logos around: I can do it by myself, for few euros.

Example of conversation

John, company guy. His main representation system is visual. His second one is auditive.

John: Jane, I don't see how this partnership may be useful to my company. Can you show me some other good reasons to accept your proposal?

Jane: Look John, there are many good reasons to start the Partnership. During my presentation I have shown you some of them. What exactly are the needs of your Company in next 6 months?

John: We are planning to hire 45 Agronomists in next 6 months. The HR resources are not enough to deal with the promotion and selection, that's why we are looking for services of outside organization like IAAS.

Jane: Indeed, I see your point. You should know that many activities like putting posters around, promoting your next Presentation and the available internships can be taken care by IAAS. What would the students say about your Company, if they hear other students speaking good about it?

John: I'm not a student, but I suppose it will sound good to them.

Jane: And how would you feel if you knew that we can create a marketing campaign in the University, made by students for students?

John: Well, extremely happy! That may help us cutting down marketing costs as well as the making of PR material.

Jane: You see? We have just found out another 2 good reasons to sign the Partnership. Can you imagine how many advantages may be waiting for your Company, once we will know each other better after a 6 month cooperation?

5.4. How to deal with Objections

You have met your "client", you have found many points in common, you have created rapport (you breathe, move and speak like you are synchronized with each other), you have explained him why a partnership and what the advantages are, he is happy about it BUT…

He starts making objections. BE HAPPY! Objections are what is called "signals of buy-in"

First things to do after the objection has been made…

1. **Lower the emotional intensity**. Smile, take a breath. Use your body language and establish rapport with him.
2. **Repeat and re-formulate the objection in a positive way**. It will help you to check that what you understood is that he really meant. It will also give him the feeling that you share his concerns.
3. **Make a question to narrow the field of the objection**

Remember, behind an objection there is always a positive intent that the person has: maybe…she is not greed with money, she just wants to invest it well!

EXAMPLE

Mr.Buzz: This Partnership it too expensive. We cannot afford it.

Jane (smile, breath): Indeed, I understand your willingness to invest your money only if it really worth it. Which specific aspect of the Partnership you cannot afford?

Small signals…

Before coming to the point of an objection or a final answer, there are some signals that suggest in which way the person is reacting to your proposal.

There are signals of "buy-in", meaning that the person likes what you are saying or what she is thinking:

- They deal mainly with the MOUTH. Example: touching the lips with the fingers, biting them with the teeth…

There are also signals of rejection, meaning that the person dislikes what you are saying/proposing. Eventually, she may end with an objection:

- They deal mainly with the NOSE. Example: touching the nose with the fingers, or hand…

If you identify a signal of rejection, stop talking and ask the person if she has questions about any point you exposed, or if she feels doubting about some aspects of your proposal.

6. Negotiation

6.1. Negotiation styles

There are four basic negotiation styles. Do not consider them as the complete "truth" as there is not a good/wrong one. You can be using a combination of different ones. The goal is set some areas to work on in the future to improve your style.

Dominant/ Aggressive

You can be a very tough negotiator, and probably proud of the fact. You know what you want and are prepared to do whatever you need to get it. You are very good at closing deals but may attempt to push the other person into closing, or fail to take their needs or feelings into consideration. You may end up with "I win: you lose" outcomes, which can create problems if the relationship needs to be ongoing.

Areas to work on

- When preparing for the negotiation, pay more attention to uncovering the other party's expectations and needs.
- In the initial phase, ask more open questions (that is, questions that cannot simply be answered with "yes" or "no").
- Practice reading other people's body language so that you are more aware of their unspoken feelings and attitudes.
- Spend more discussion time investigating what the other person needs from the agreement

Analytical/ Conservative

You probably prepare well for negotiations. You know what is important and you take care to find out the other person's position and are prepared to be flexible to reach agreements on both sides. However, people may find you somewhat formal and clinical in your dealings. They may be intimidated by your style and so hesitate to express their concerns.

Areas to work on

- Try to spend a little more time during the initial discussion developing a personal rapport with the other party.
- Be aware of your own body language, and make sure that it accurately reflects your flexible and open-minded approach to the negotiation.
- If you think the other side is not saying what is on their mind, ask.
- Relax! Let the other side know that you are satisfied with the way the negotiation is progressing.

Supportive/ Understanding

You probably give away too much in negotiations in an effort to avoid conflict, and may have a tendency to use tentative or unassertive language. You may get "you win: I lose" outcomes more often than you would like.

Areas to work on

- In the preparation phase, decide what it is that you must have from the deal and ensure that those needs are met.
- Think through what are you asking for and why it is important to you so that you can communicate this clearly to others.
- Always prepare a structured agenda –this will help you to ensure that you cover all the issues.
- Work on your body language so that it agrees with your verbal message. Otherwise you may come across as tentative and uncertain.
- Try to see conflict as productive – both sides have to express their conflicting demands before agreement can be reached.

Flexible/ Compromising

People probably enjoy doing business with you – you strive to deal with people in a friendly and relaxed manner. There is a danger, however, that you will give too much away for the sake of the relationship and fail to focus on those areas which are important to you.

Areas to work on

- Structure your negotiations so that all the points are dealt with in detail, and you are not tempted to let something go.
- Be honest about your concerns. Remember, the point of establishing a good relationship with the other party is that it should be beneficial to both sides.
- Do not be afraid to express disagreement. Differentiate between saying "no" to the request and "no" to the person.

6.2. Anticipate problems

Any potential difficulty can be turned upside-down and transformed into a help. By anticipating possible problems and preparing for them, you will help yourself achieve the best possible outcome. The following checklist is designed to help you consider all the possible difficulties.

History

- If there is an existing relationship with your company, set aside any preconceptions about the other person and decide to make your own mind up based on your experience of them.
- If you are meeting the person for the first time, work on making the best possible first impression. Be friendly and make it clear that you want to work with them.

Limits

- Get a clear briefing as to what your authority levels are and what criteria the deal has to meet to be successful.
- Ask the other person if they can actually agree to the deal.

Language

- Check your own language for any company jargon. Aim to communicate simply and clearly.
- Never hesitate to ask the other person to explain any terms that you don't understand.

Time

- Allow enough time for the process, remembering to build in time for reflection on the implications of the proposed deal.
- Offer the other person thinking time – it shows you have confidence in the deal.

Conflicts

- If there is conflict, ask yourself what the basis for the disagreement might be.
- Try to see things from the other person's point of view in order to reduce conflict.
- Be gracious at the end. If you have spent time building up a rapport with the other person and creating common understanding, you want to be able to maximize this in any future negotiations.

6.3. Preparation

All negotiations have a life cycle – a series of stages that need to be gone through to ensure that the criteria for a good agreement are met. Applying a structure to the negotiation process can help you ensure that you avoid potential dangers and that you have addressed all your requirements – and those of the other party – in detail. Before entering into any negotiation, you need to consider the five questions given below.

1. What is your objective?
    - What should a good agreements include?
    - What can you not do without?
    - What are your expectations of the other party in the negotiation?
2. What are your limits?
    - What level of authority do you have?
    - Will you need to get final clearance prior to final agreement?
    - What is non-negotiable?
3. Who are you negotiating with?
    - What do you know about them already?
    - What can you find out about them?
    - What might their requirements be?
    - Will they bring any non-negotiable areas to the discussion?

4. Are you dealing with the person who can "sign off" the deal?
   - Will they have the authority to sign the contract?
   - Will they have any limits on what they can agree to?
   - Will they need to get clearance from someone else before they can sign an agreement?
   - If so, how can you help them to recommend the deal?
5. What would be unacceptable?
   - At what point would you walk away from the deal?
   - At what point would any short-term benefits from the deal be outweighed by the long-term costs?

CRITICAL ANALYSIS QUESTIONS

Another step in your preparation is to ask yourself the Critical Analysis Questions

Why?	**When?**
Who?	**What?**

Why?

The first of the critical questions, "why?", actually should be broken down into two questions: "Why am I doing this? " and "Why me?".

Why am I doing this?

You need to be quite clear what your desired outcome is for negotiation. If you haven't identified clear objectives for the discussion, then the probability of your needs being met is diminished. You also need to have specific requirements for the deal.

Why me?

The second question to ask yourself is "why am I the best person to conduct this negotiation? ". Think about the skills, experience, knowledge that you will bring to the negotiating table. Does your relationship with the person you will be dealing with make you particularly suitable? For example, have you dealt with them successfully before or will you be responsible for the agreement during its implementation?

When answering this second "why" question, you also need to consider the limits of what you can achieve. Consider whether other people would be able to help. Would it be helpful to have other people to consult prior to the final assignment? Who will need to be informed once the agreement has been reached?

Who?

You may be entering into a negotiation with someone you have encountered before, or with someone who has no history with you or your National Committee. Either way, you should take the time to find out something about the person or people you will be dealing with.

If there is an established relationship with the other party, do all you can to find out about them and what they are likely to bring to negotiation. Know who you are dealing with.

- What do you know about them or what can you find about?
- Whom should you ask? Is your source's view likely to be colored by personal concerns?
- What are the interests, needs and concerns of the person you will be dealing with?
- What is the history of the relationship?

If there have been problems in the part, it may be wise to acknowledge these openly in the beginning, stressing that you have taken steps to avoid similar problems in the future, rather than hope that they don't bring them up. On the other hand, if they had a good business relationship with one of your colleagues, acknowledge that relationship and stress that your intention is to continue it.

Where?

Location may not seem like a very important issue but it can be crucial. The fundamental questions is: "your place or mine?"

The general rule is that if you are selling, you should go to the customer – you should seen to be the one making the most effort.

This is not simply matter of courtesy. Visiting the customer on their own territory can work in your favor. Surprisingly, people are usually easier to sell to when they are on their home ground. They feel more comfortable and are therefore more receptive.

People are also inclined to be politer when you are a guest in their office or home. Many people think, wrongly, that the best thing to do is to invite prospective customers to their location so that they can show them hospitality. This is advisable for the second meeting but rarely for the first one.

When?

Timing is crucial. The best time for negotiation to begin is when everybody has been fully briefed and knows what to expect. Make sure that you, your colleagues and the other party have all been given a brief outline of the issues you will want to cover and let them know when you intend to call or meet them.

Do not be pressured into a negotiation before you have had time to prepare. Reschedule if you are not ready. Equally, you should resist the urge to pressure the other side just because you are ready. This is particularly important over the phone – always check that it is convenient for the other person to deal with the matter at that time. If you interrupt them or catch them unprepared, it can make them less inclined to cooperate.

What?

The next question in your critical analysis is simple: what do you want to achieve? The answer to this may be simple –"I want to get free T-shirts for the summer course". – or it may be more complex, involving a willingness to have a long-term relationship with the company.

<u>What do I need?</u>

If your negotiation is of the more complex kind, make a checklist of what you need from the agreement. Concerns might include:

- sponsorship in money (amount)
- sponsorship in "goodies"
- giving a lecture
- asking for a company visit
- asking for a training
- arranging dates, topics, number of people attending
- attendance to a job shop
- delivery of material, technical, software support

What is the most important to me? What am I prepared to give?

The next step is to prioritize your checklist into what you must have, what would be useful to have and what would simply be nice to have. These will depend on the situation.

An additional area to think about is what are you prepared to concede in order to do the deal. You might decide to offer certain advantages to the company, such as the logo in the web page, ...

How?

The last of your critical analysis questions is "How? " There are so many means of communication now that you have more choice than even before. You can negotiate:

- face to face
- over the telephone
- in writing – by letter, fax, or e-mail

Face to face

Meeting face to face can provide you with vital evidence as to how the person you are dealing with feels about the situation. This evidence –provided by tone of voice, facial expression and body language- is missing in any other form of communication.

Over the phone

Because nonverbal signals are missing when you talk to someone on the telephone, it may be best to reserve this method for negotiating with people you know well. It is usually helpful, however, to supplement face-to-face discussion with telephone calls just to confirm details or check progress.

In writing

Face-to-face dialogue may be best, but written communication still plays a vital part in negotiations. Written briefs, summaries of proposed agreements and minutes of meetings all have their role to play.

A disadvantage of written communication, however, is that your tone can be easily misinterpreted. For example, if the recipient has had a bad day, he may take offence at a message that you believed to be neutral in tone when you wrote.

6.4. The escape hatch

Having considered all of the critical analysis questions, you also need to think about the point at which you might decide that agreements will not be reached. It may seem negative to think about what would kill the deal, but preparing for it and having your "fall back" position ready, can help you to feel and behave confidently.

If you reach deadlock in a negotiation, your main objective should be to exit with dignity. You should leave the other party with the message that even though doing business is not possible at this time, you would be happy to do business at a later day.

Even if you feel that your time has been wasted, you will need to keep your cool –a display of temper is unlikely to create the desired effect. If the other party has behaved badly and you feel you never want to do business with them again, you should still treat them with respect. Remember that your behavior should reflect well on you and on your company.

The negotiation

6.5. Setting the agenda

Your preparation, if you have done it thoroughly, will provide you with a comprehensive agenda –a list of areas that need to be covered for you to get the deal you require. You will also have recognized why these things are important to you and so will be able to communicate your needs in a clear, convincing and confident manner.

A shared agenda

Once you have drawn up your own agenda, it is a good idea to set it up in writing and give the other party a copy in advance of the meeting. If you are doing this, you may also wish to indicate what is not on the agenda: issues that you feel are outside the scope of the negotiation.

The point of sending the agenda to the other party is not to take control of the discussions, but to allow them to contribute. Emphasize that the agenda is still a draft at this stage and that they can add items to it. Inviting their input in this way means that you can create a climate of agreement even before the discussions begin.

Creating a structure

While it may seem very formal, an agenda can help to give your discussions a structure. Setting out your concerns will help the other party to think through theirs, if they haven't done so already. Once you have agreed the key areas where the agreement need to be reached, you are in a better position to set the pace of the discussion.

Making the agenda work for you

When you are preparing the agenda, aim to place items that you think will be easy to agree at the top of the list.

There are two advantages to do this. The first is that it gets everybody into the right frame of mind –one of mutual agreement. If you place contentious items at the beginning, you can develop a negative atmosphere in which all points will be contested.

The second advantage is that, as the negotiation progresses, the more areas of agreement that are established, the more willing people will be to compromise on the more contentious points. Because they have already invested time and energy in the discussion, their emotional need to resolve conflict increases.

The last minute

Even if everyone has already seen the agenda, it is a good idea to recap it briefly at the outset of the meeting. This allows for last-minute changes and focuses attention on the coming discussion.

6.6. The middle ground

You have to uncover the interests that lie behind your opening positions. Once you have done so, you can move to a stage of bidding and proposing. In order to reach a WIN:WIN outcome, both sides will need to be prepared to compromise.

Moving towards agreement

At this stage it should be clear that you are only exploring possibilities –neither side is required to give a firm commitment.

You are asking the other party to consider what a good deal would need to look like. If you make a proposal and they cannot accept it, ask, "why not?" By getting them to explain what is unacceptable about the proposal, you may be able to think of an alternative that would overcome their objections or concerns. Ask "what if" questions as a way to move forward.

If this approach fails to uncover their reservations, you may need to establish boundaries by asking direct questions: "What would be the minimum sponsorship quantity that you could agree to? "

Don't concede – exchange

During the stage of trading and bartering to reach the middle ground, it is wise to ensure that whenever you agree to a concession in the other person's favour, you get something back in return. It is well known that people tend to place little or no value on things they feel that they got for nothing. The exchange does not have to be of equal value –what is important is that both sides have shown flexibility in order to keep the discussion in balance.

6.7. Agreement

You are now in a position to start closing the deal. You have covered all the issues and explored the possibilities, and are broadly in agreement. You will have been taking notes of points agreed throughout the discussion. The closing should be a question of confirming the specifics.

On each point it can be helpful to go through a process of restating what the want or need was and to summarize what was finally agreed. Keep checking that the other party is satisfied with the summary.

The act of writing down each point agreed can act as a positive reinforcement of the negotiation process. It shows the other party that the discussion has moved into a new phase, away from exploration and towards resolution. After the discussion you should type down your handwritten notes and send a copy to the other party as a confirmation.

If you are not negotiating face-to-face at this stage, it is even more important to let the other party see the current agreement in writing rather than just going over it on the phone. Seeing the agreement in writing may prompt some final questions that are best dealt with at this stage.

Checklist for closure

- Make a complete list of issues for both sides.
- Prepare a draft framework for agreement –stress that it is only a framework at this stage. The draft should mention areas which still need to be agreed, leaving the details to be completed.

- Firm up the agreement by tackling any outstanding details.
- Record each point as it is agreed.
- Agree a procedure for dealing with complaints or problems that arise.

7. How to Apply for Grants

Establish your objectives

Having a clear vision of measurable objectives is essential to achieving conceptual goals. It is important to know how your objectives and goals fit in with the philosophy and mission of your particular agency.
Be sure to adopt your objectives to the grant that you are trying to get. ;-)

Research potential funders

The first step you have to make is to find a suitable funder (institution that gives out a call for the grant). Use a foundation directory to start researching potential funders (from public libraries, or organizations, such as Foundation Center). If you don't have this, use internet or any other mean of information.

Verify availability of funding

To ensure that your application will not be pointlessly submitted, verify that funding is still available. Ensure that the funding schedule and the application deadline match your project's time constraints.

Review successful applications

If you have an option, review successful applications from other grant seekers from previous years, whose projects are similar to yours. Examining other applications will generate ideas for your submissions and provide an understanding of the competition.

Know the funder

This is one of the most important parts that will help you decide if you are appropriate for the grant. A simple call to the funder office will not only tell you if you stand a chance in getting the grant, but also give you the idea what the funder wants to hear in the application. ;-)
At some Foundations they also offer help with the preparation, you can go and talk to them personally to see if your application fits to their grant and also, if it's properly prepared.

Don't miss the submission deadline

Make sure that you submit the application before the deadline. Usually the funders make no exceptions – if you are too late, all the time spent on the grant goes to waste.

Read the instructions

When dealing with any funder, remember to read the instructions carefully before applying. Simple as it may sound, this advice is very important. Because grant makers receive so many applications, they are often quick to discard those that do not comply with the instructions. Although the remaining applications may not be the best of those submitted, they have made it over that all-important first hurdle. Follow instructions!

Organize you own records

Maintain a file with standard information like your organization's staff resumes and community statistical data. Keep this information current and complete so that, when the time to apply arrives, you can concentrate on the specific grant information needed. It is common for a funder to call and request information; this information should be readily available and current.

Present your budget

Your budget may be the first thing in your proposal that a funder will review. It must be realistic and lend credibility to your entire proposal. Present the budget separately from the rest of the application. Use tables to convey the information concisely, yet completely. A short narrative may be helpful to explain unusual line items in the budget. Make sure the figures are correct and the budget accurately reflects your needs.
Keep a record of how you arrived at your costs. Continue to maintain these records as you develop your proposal; they can provide useful information in your negotiations with the funder. The records are also a valuable tool for monitoring the project once it is underway and for reporting on the project after the grant is complete.

Include a cover letter

Grant seekers often underestimate the importance of the original contact letter. In many cases, this letter may be your first and only chance to make a good impression. Reevaluate your logo and letterhead. Most funders prefer organizations that appear professional not cute. Limit the length of your cover letter to one page. Make your presentation as strong as possible and keep it to the point. Check (and double-check) for typographical errors, and ensure that the name of the foundation and your contact are correctly spelled. Above all, submit a clear and readable letter.

Keep your chin up

If your proposal fails to win immediate support, stay calm. Never berate funding officials or grant reviewers. Politely attempt to get more information and ask whether it would be worth submitting a revised application in the future, perhaps during the next funding period. Go back over your proposal with care and determine where it could be stronger. Refrain from frequently calling a funder who rejected your proposal. To increase your odds for acceptance, submit proposals to more than one potential funder

8. Useful links

Please, for more information about IAAS and the right way to expose it to the external world, refer to the **Annual Report of IAAS**, available on the Public website www.iaasworld.org

You can also download the **PowerPoint presentation of IAAS**, that will give you a short but comprehensive overview of our organization.

More useful material can be found in National Committee Group Files, accessible through the official committee emails on the shared OneDrive.