

# **Revenue Business Development Plan**

## **2009 Strategic Actions and Impacts**

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### **Introduction**

It is imperative that the Internet Society create additional revenue streams in order to expand overall operating capacity and achieve a healthy balance between the contributions from PIR and other sources of revenue. The 2009 revenue business development program aims to aggressively establish new sources of revenue while achieving '09 budget objectives. Given the economic climate, this will be a challenging goal.

The revenue generation will come from new areas such as Grants, new sponsorship opportunities, geographic expansion of corporate partnerships, extension of ISOC's value and relevance to different types of organizations, creation of an annual-giving program, and leverage of existing relationships with current donors and partners.

The economic climate notwithstanding, early positive indicators are confirming that the initial phases of the revenue generation program are on the right track. Outreach to "non-classic" organizations has been positive, while Grant research and consultations have confirmed that ISOC has a strong reputation and track record which reinforces the foundation for partnership and support.

The Internet Society is a tremendous resource of knowledge, educational programs, development projects, policy understanding, and technical prestige. The accelerated revenue generation programs will leverage ISOC's established credibility and relevance to attract new partners, organizational members, and sponsors. The primary areas of focus are as follows:

### **Grant Development Program**

Our 2009 objective is to achieve \$250,000 in awarded Grants to ISOC (in addition to \$50,000 in general sponsorships). To achieve this objective, we will target Grant-giving foundations, associations, individuals, corporations, governments, and other charitable entities. We are investigating and pursuing partnerships for operations and programs that will attract new funding opportunities.

A fundamental aspect of this investigation is mapping ISOC's differentiation and attractiveness to entities with which we have overlapping interests and objectives. Additionally, a plan to identify potential and existing initiatives will be implemented, likely with global, regional, and/or local partners. To this end, and in collaboration with the ISOC Communications Department, an awareness program will be conducted to reach out to select US and global organizations' and institutions in order to communicate ISOC's quality of Internet knowledge and influence.

With High Impact Partners, a Grant consultancy, we are conducting an external environmental assessment of ISOC's positioning with developing country Internet initiatives and identifying existing contributors, partners, and fund giving organizations. It is our objective, following our initial research and assessment, to begin bidding for funds and partnerships in Q2 seeking to attain funds in the second half of 2009. Early efforts have already shown success.

### **Enhanced Organizational Member Contributions**

The Internet Society has a strong track record of organizational support. This strength gives ISOC a key asset in accelerating revenues in two areas in which ISOC is under-represented largely due to reach and resource issues:

- Expanding the engagement and partnership of corporations in all geographical areas with a particular focus in 2009 on Europe and the Middle East and
- Extending ISOC's relevance and engagement with "non traditional" non-high tech organizations.

In the first area, ISOC has many examples and case studies whereby corporate participation and funding of ISOC has proved to be beneficial and valuable. In the simplest terms, we can take these examples further afield geographically (e.g. if large high tech based organizations in one region find value in supporting ISOC there is no reason similar companies based in other regions cannot relate to the same benefit). To more effectively cover the globe simply requires more reach. To that end, we have hired a multi-lingual Senior Manager of Organizational Members based in Europe, thereby giving ISOC additional bandwidth on European opportunities. Whereas the existing formula for account renewals (presently on track for 2009) and tiered membership (Platinum, Gold, etc) will continue to be applied, an aggressive outreach, communication, and marketing initiative will be executed on an on-going basis.

In the second area, given the rapidly expanding critical nature of the Internet in areas of development and e-commerce, ISOC can engage other types of organizations which haven't been previously approached (e.g., large international enterprises with high commitment and interest in developing countries as a result of philanthropy or criticality of supply chain stability). In many of these organizations there exist philanthropic areas (e.g. Nestle Corporation and its Shared Values Program) where an experienced and credible partner such as ISOC can add value to existing programs and open up broader opportunities of continued development in the Internet space. Both areas of focus will underpin our existing emphasis and development of our Advisory Council.

### **Individual Member Annual Giving Program**

In order to achieve increased revenue from our dedicated and supportive Membership base we must re-build and enhance our Annual Giving program. Not only will this re-invigoration add funding to ISOC, but it will provide the foundation for future revenue generation programs such as endowments and Planned Giving. We plan to have an efficient, accurate, and consistent program in place by Q3 2009 to take advantage of the "donation and gift" period in November and December. Significant funds are not expected in 2009; rather we will lay the groundwork for 2010. To that end, we have started an "inventory process" to clean up our existing database information, invoicing procedures, and communication strategies to existing donors

and Sustaining Members. Additionally, we are designing an annual program whereby the member has a choice to opt in to higher levels of contributions and specifically target a broader range of programs and projects.

### **IETF Funding and Enhanced Sponsorship**

There are three areas of focus and execution commenced in late 2008 in order to generate more interest and revenue in IETF. Firstly, and with early success, an IETF “Hospitality” Sponsorship program has been launched. The concept is attractive to sponsors who wish to be present and supportive of IETF but who are not the primary host. This program is essential for incremental revenues and for developing and co-opting future hosts. We are projecting \$100,000 in hospitality funds in 2009. Presently we are investigating Hospitality sponsorship opportunities (“Welcome Receptions”) for both Stockholm and Hiroshima.

Secondly, in collaboration with S&T, we are framing IETF-related value-added content packaging opportunities in order to generate additional revenues and increase awareness of IETF activities. Presently an evaluation is under way of how we could monetize and cost-effectively distribute such content.

Thirdly, we are launching a “reconnection” program whereby we are reaching out to former IETF participants and contributors who are no longer active with the IETF. We believe the importance of IETF is as significant as it has ever been; therefore, a renewal of awareness and relevance can re-engage a portion of the past supporters. Although we do not have 2009 revenue attributed to the reconnection program, we believe it’s an important building block for 2010 sponsorship.

### **Summary**

We remain optimistic about the outlook for achieving the aggressive 2009 budget objectives. To date, our Org Membership renewals are on track with the addition of 5 new Members. Our challenge will be to maintain the previous years’ level of commitment from current Members. Our success with new geographical expansion will depend on rapid and early traction before the end of Q2.

For newly created sponsorship targets, we calculate a minimum 6-month cycle to secure sponsorships, creating a challenge for our newly hired Org Member staff and the subsequent ramp-time in terms of knowledge and pipeline.

Our Grants program presents a similar timing concern. On a positive note we have started this program well within Q1 and are expecting early traction and on-target results in 2009. While we remain cautious about the 2009 results, the foundations in place for 2010 will significantly impact future revenue attainment.

The 2009 and 2010 outlook for non-PIR revenue is reflected below:

	2009 Budget	2009 Forecast	% Variance	2010 Forecast
Organizational Membership/Platinum Sponsorships	\$1,300,000	\$1,300,000	0%	\$1,900,000
Individual Member Dues & Donations	8,000	20,000	150%	45,000
NDSS Registrations and Sponsorships	100,000	88,000	-12%	110,000
Grants	250,000	275,000	10%	350,000
General Sponsorships (including Postel)	50,000	50,000	0%	50,000
IETF Meeting and NOC Sponsorships	885,000	885,000	0%	975,000
<b>Total non-PIR Revenue (excluding IETF)</b>	<b>\$2,593,000</b>	<b>\$2,618,000</b>	<b>1%</b>	<b>3,430,000</b>

The focus and programs which are being rapidly devised and implemented are exactly what ISOC needs to do in order to create multiple avenues of revenue generation in expanded geographies. We remain convinced that the Internet Society brings value to new organizations, partners, and associations.