



Reimagining Strategy

Session 2: Market Analysis & People Strategy

spectrum
nonprofit services

 **NH Center for
NONPROFITS**

1



2

Our Cohort

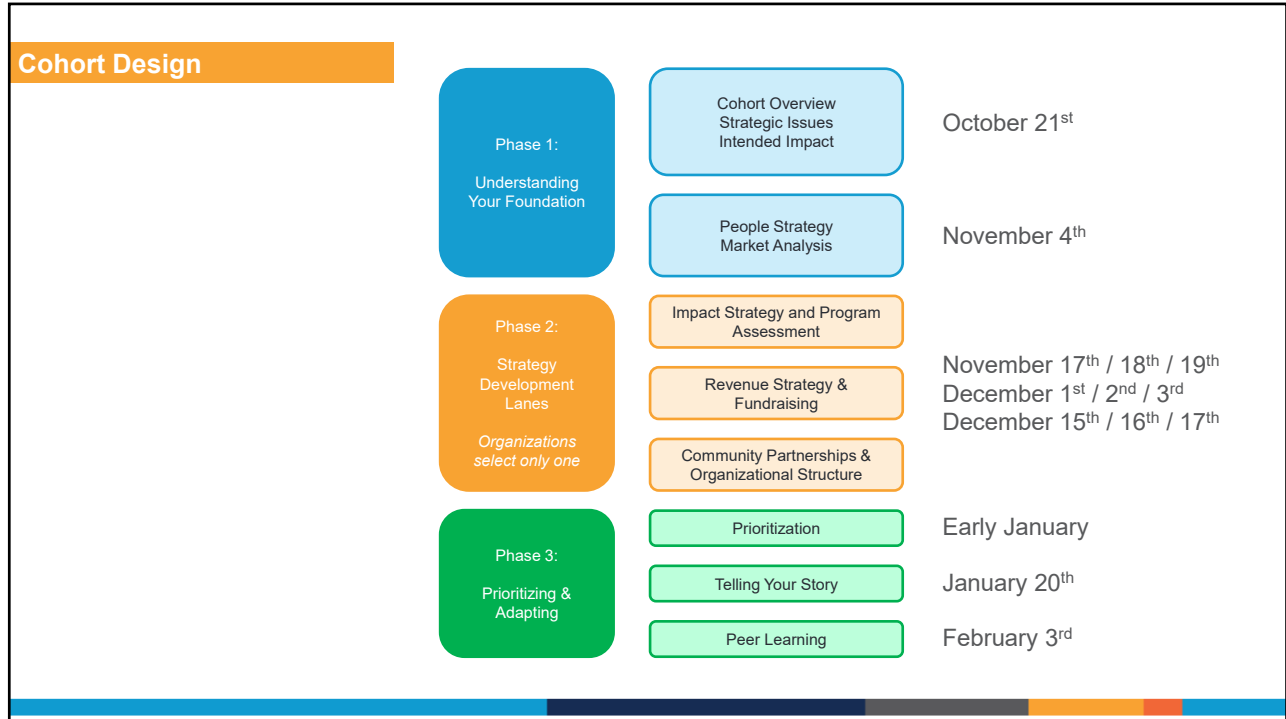


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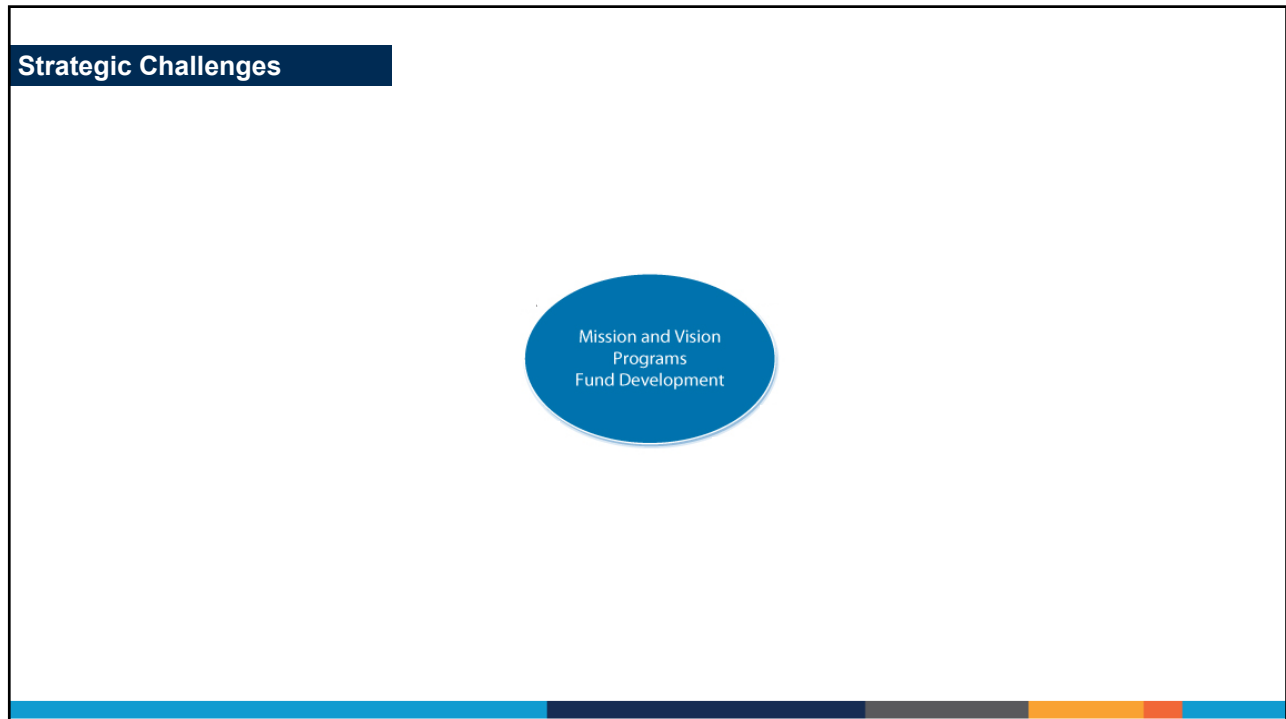
Our conversation

- ✓ Welcome and Recap
- ✓ Components of the Nonprofit Market
- ✓ Engaging Community Voice
- ✓ Next Steps

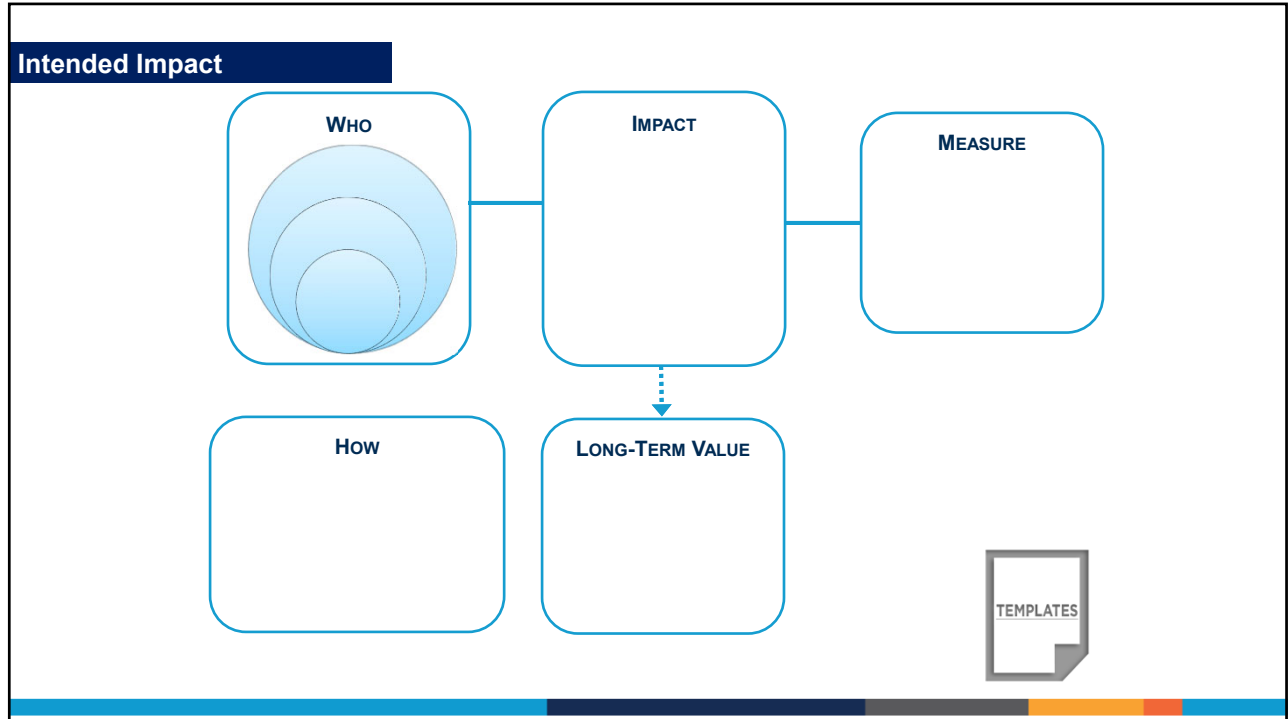
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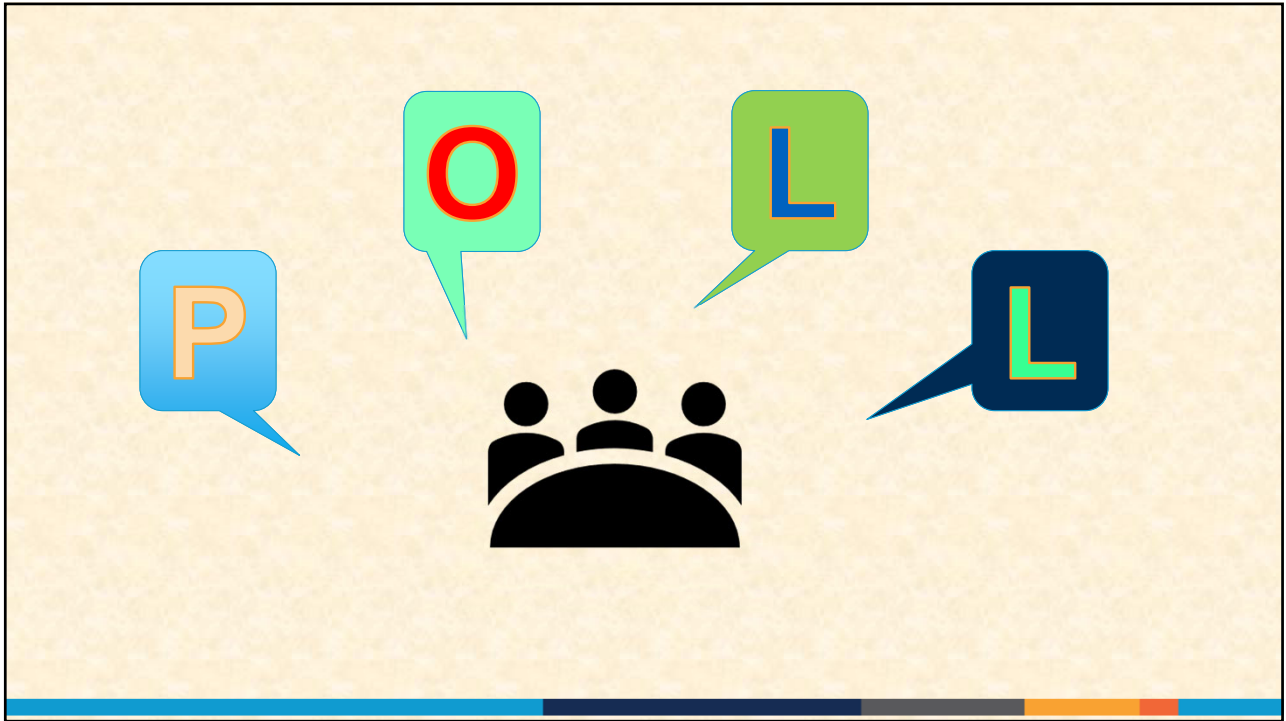
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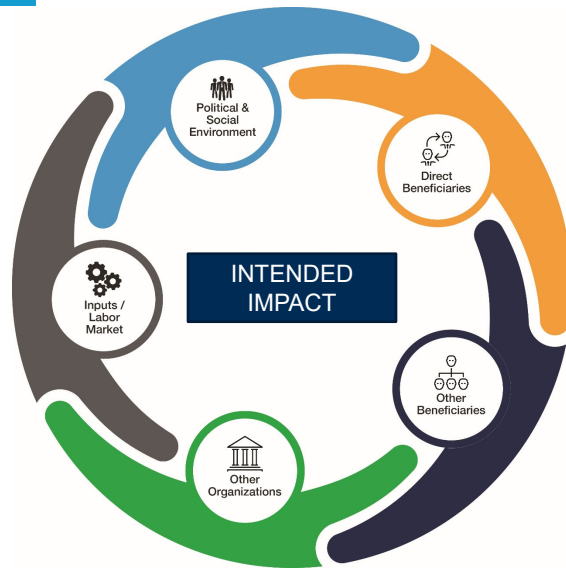


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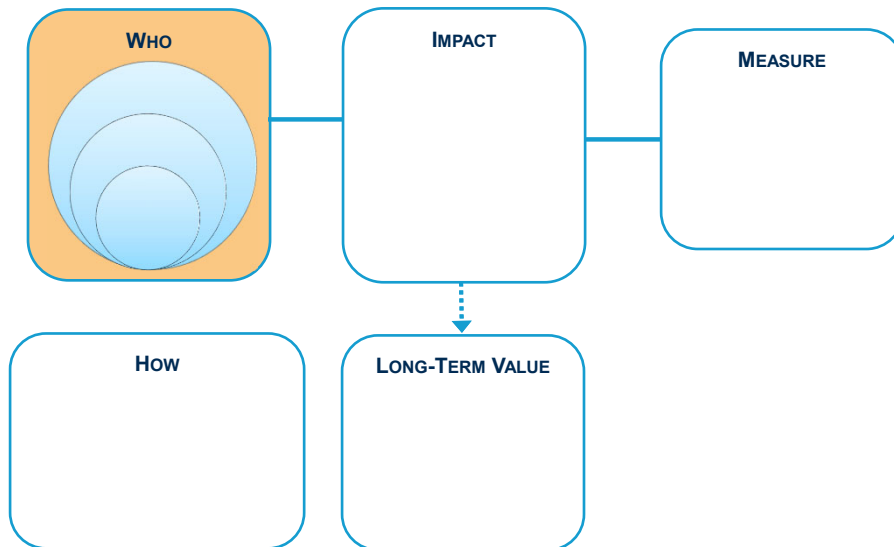
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The Nonprofit Market



11

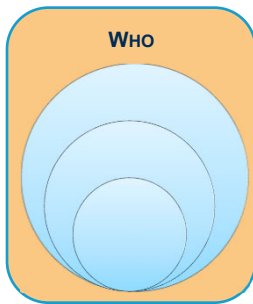
Direct Beneficiaries



12

Market Analysis

Direct Beneficiary Analysis



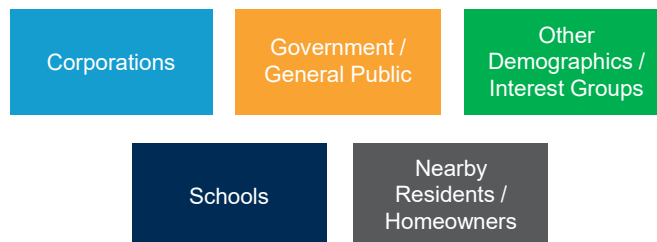
- How have their needs changed since the pandemic started?
 - Were these changes happening prior to the Pandemic?
- How quickly are the demographics or needs of this group evolving?
- Who else do they turn to for assistance or who else are they involved with?

13

Other Beneficiaries

What is an “Other Beneficiary?”

Those who benefit from a nonprofit’s impact



14

Other Beneficiaries

Example

Homeless Youth Shelter

1. Families
2. Court system / Government
3. Neighborhood
4. Schools
5. Counselors
6. Businesses

Youth Symphony Orchestra

1. Schools
2. Families
3. Music teachers
4. Music businesses
5. Corporations (school activities)

15

Market Analysis

Other Beneficiary Analysis

- How do they benefit? What are their needs?
- Have their needs changed since the pandemic? If so, how?
- Who else do they partner with?

16

The Nonprofit Market



17

Other Organizations

Example

Competition



Collaboration



18

Market Analysis

Other Organizations Analysis

Complementary Programs

- Have we partnered with them in the past?
- How might we better serve our mutual constituents and achieve greater impact?
- What can we learn from each other?

Substitute Programs

- How do our programs or services differ or how do we differentiate ourselves?
- What is the community perception of them?
- Would we be stronger together?

19

The Nonprofit Market



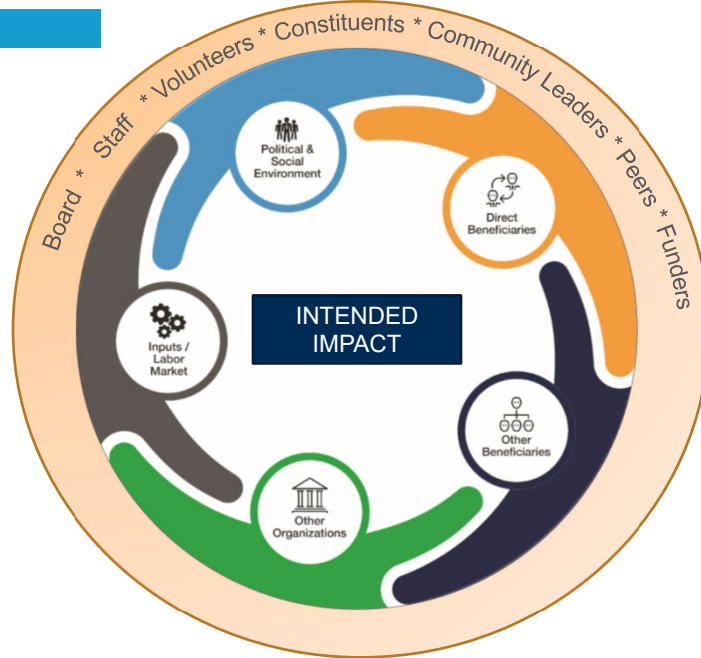
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Your Turn



21

People Strategy



22

For real integrity, an organization's sense of purpose must derive from the ecosystem that the business inhabits – the full diversity of employees, customers, neighbors, partners, and leaders who are touched by its work. Otherwise it lacks both authority and impact.



Margaret Heffernan
 How the Best Leaders Answer “What Are We Here for?”
Harvard Business Review HBR.org October 27, 2020

23

People Strategy

Community Voice

Stakeholders

- Constituents
- Funders
- Volunteers
- Staff
- Board
- Community Leaders

Key Question

- How do we have their voice as part of the process?
- Do we truly understand needs?
- Are they reflected in our strategy group?

24



Community Voice

Stakeholders

- Direct Beneficiaries / Constituents
- Other Beneficiaries / Funders
- Other Organizations
- Staff
- Volunteers
- Board
- Community Leaders
- Other

Key Question

- What information do we already have?
- What do we need to know?
- How do we engage?

25



Community Voice

Stakeholders

- Direct Beneficiaries / Constituents
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- Other

Key Question

- What information do we already have?
- What do we need to know?
- How do we engage?

26

“Participation is not a choice. We have no choice but to invite people into the process of rethinking, redesigning, restructuring the organization. We ignore people’s need to participate at our own peril. If they’re involved, they will create a future that already has them in it.”



Margaret Wheatley



Myron Kellner-Rogers

27

Recap

K rz # lz h#v#khv#B

What do we want to accomplish and what challenges do we face?

Market Analysis

In our pathways as we explore both revenue strategy and our programs, it will be helpful to know who benefits and how that has changed from the pandemic.

People Strategy

We don’t want to create strategy in a vacuum. Rather, as we proceed, we should be mindful of how we bring other voices into our process. This may be done by reviewing surveys and data we have, or we may need to reach out directly to them and invite them to be part of the process.

28

Homework

- ✓ Review and complete the market analysis and people strategy
- ✓ Send them to Spectrum by November 16th
 - Reimagining@spectrumnonprofit.com

29

Cohort Design

Lists of orgs in each pathway here



30

Change always involves a dark night when everything falls apart. Yet if this period of dissolution is used to create new meaning, then chaos ends and new order emerges.



Margaret Wheatley

31

Need Help? Contact Us

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**Templates and Recordings Available at:
www.spectrumnonprofit.com/reimaginingcohort**

32



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Reach Out!

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