

# Exploring Strategic Growth Opportunities

## February 12<sup>th</sup> Webinar

### Presented by Pear Associates

**Thanks for joining us! A few instructions before we begin:**

- You may **join the audio** by selecting the radio button for either “Telephone” or “Mic & Speakers.” If you are using telephone, please dial in with the conference line and audio pin provided.
- If you are having any technical issues, please let us know in the chat box.
- We will have time for **Q&A**. Please enter your questions in the chat box at any time.
- This webinar is being recorded, and we will distribute the **recording** after the webinar.



**Madeleine Morgan**  
Programs and Services Manager



# Exploring Nonprofit Organization Growth Opportunities



PRESENTED BY  
ALISON GLASTEIN GRAY  
[AGRAY@PEARASSOCIATES.COM](mailto:AGRAY@PEARASSOCIATES.COM)  
781-975-1033

# Goals for today's session

---

- Why should organizations explore growth opportunities?
- What do we mean by growth?
- What should you consider as you think about growing your organization?
- How should you go about the exploratory process?

Why should  
organizations explore  
growth opportunities?

# Why should organizations explore growth opportunities?

---

- Why is growth important for your constituents/clients?

# Why should organizations explore growth opportunities?

---

- Why is growth important for your constituents/clients?
- Why is growth important for your employees?

# Why should organizations explore growth opportunities?

---

- Why is growth important for your constituents/clients?
- Why is growth important for your employees?
- Why is growth important for your communities/neighborhoods?

# What do you risk by not growing?

---



# What do you risk by not growing?

---

- You will not bring new/innovative programs and services to clients

# What do you risk by not growing?

---

- You will not bring new/innovative programs and services to clients
- Your may lose great employees who want new challenges

# What do you risk by not growing?

---

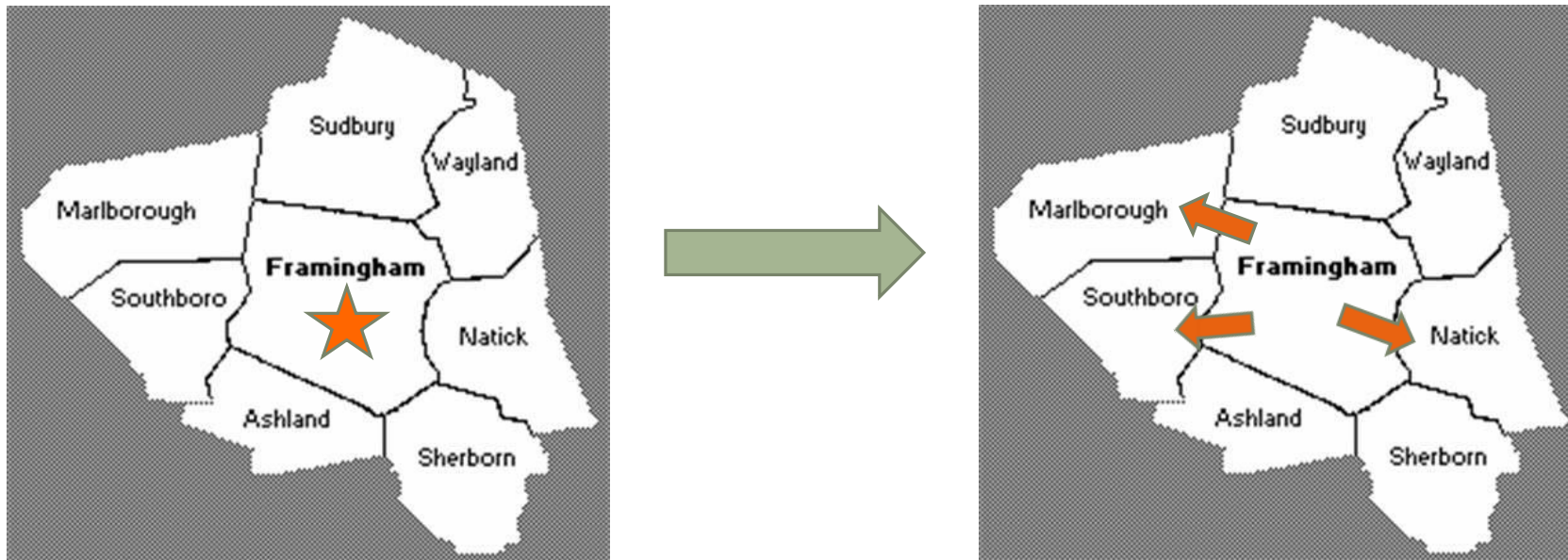
- You will not bring new/innovative programs and services to clients
- You may lose great employees who want new challenges
- You may be left behind in your field as your competition grows

What do we mean by  
growth?

# What do we mean by growth?

---

- Identification of new markets
  - New geographies



# What do we mean by growth?

---

- Identification of new markets
  - New locations



Pilot-tested School-based program

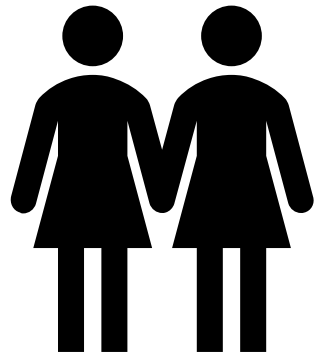


Replicate program across a school district

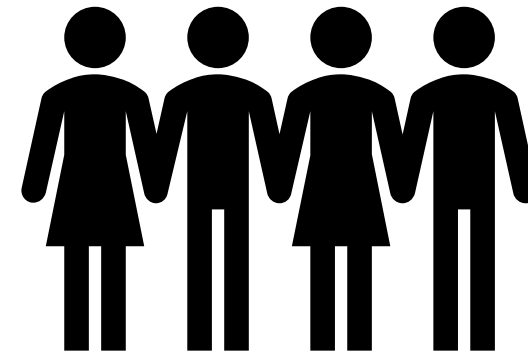
# What do we mean by growth?

---

- Identification of new markets
  - New Populations



Girls-Only Programming



Gender-Inclusive Programming

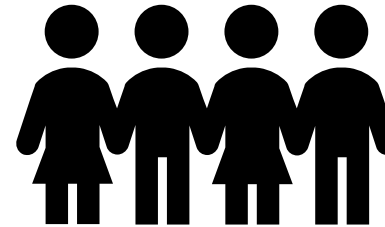
# What do we mean by growth?

---

- Identification of new markets
  - New Populations



Preschool Children



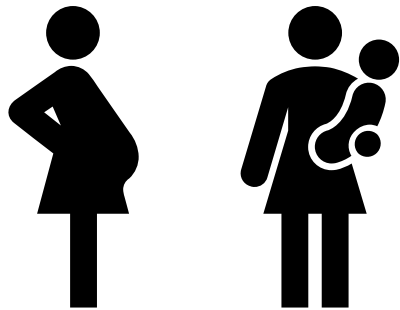
School-Age Children



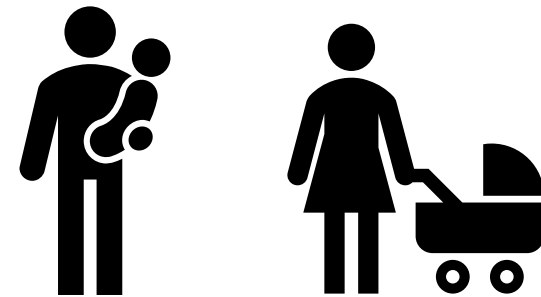
# What do we mean by growth?

---

- Identification of new markets
  - New Populations



Pregnant and Parenting Women



All Parents

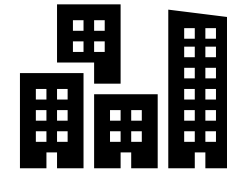
# What do we mean by growth?

---

- Creation of new programs and services



- Emergency Shelter
- Housing Search



- Emergency Shelter
- Housing Search
- Permanent Housing

# What do we mean by growth?

---

- Creation of new programs and services



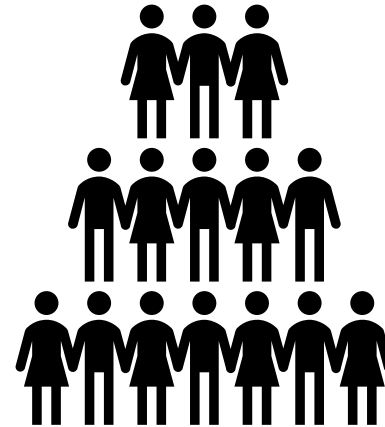
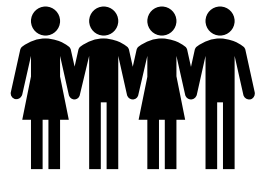
- Individual mental health counseling

- Individual mental health counseling
- Group therapy
- Family therapy

# What do we mean by growth?

---

- Increasing market share



# Review- What do we mean by growth?

---

## New Markets

- Same program or service, new audience

## New Program

- Same audience, new service or resource

## Larger Market Share

- Same audience, same service, serve greater numbers

What should you consider  
as you think about growing  
your organization?

# Identification of New Markets

---

- ✓ Who else can benefit from the services you offer?
- ✓ Is there anyone else doing what you do in the area?
- ✓ Are you missing an opportunity to meet a population need?
- ✓ Are there other organizations that are closing or decreasing their services?
- ✓ Does this new market align with your mission?

# Creation of New Programs and Services

---

- ✓ What expertise do you have on staff that you can leverage?
- ✓ What do you do well that you can expand upon?
- ✓ What needs are you hearing about?
- ✓ What gaps do you know about?
- ✓ How can you better serve your current constituents?
- ✓ What does the latest evidence tell you about serving your constituents?
- ✓ Does this new program align with your mission?



# Increasing Market Share

---

- ✓ How do you promote your program and service?
- ✓ How can you increase visibility and credibility?
- ✓ Who are your referral partners?
- ✓ Do you have the capacity to reach more people, or will you require additional resources?

# What are the financial opportunities?

---

- ✓ Are there government grants available for this expansion?
- ✓ Are foundations and corporations supporting this market, population, or type of program?
- ✓ Is this program/service reimbursable through a third-party?
- ✓ Can we charge a program fee for this program/service?

How should you go  
about the exploratory  
process?

# Do your homework

---

## Understand your marketplace and competition

- Conduct an environmental scan of providers in your area
- Review publicly-available data to determine current needs and trends

## Understand your constituency

- Conduct surveys or focus groups of current constituents
- Rely on anecdotal feedback to enhance the data

## Consider the political and economic landscape

# Cultivate Partnerships

---

## □ Partnerships can help your organization to

- Expand your reach
- Leverage resources
- Refer new clients/constituents

## □ Types of Partners

- Community-based providers
- Academic institutions
- Government agencies
- Schools

# Cultivate Partnerships

---

## ✓ Informal

- Networking meetings
- Presentations
- Sharing of information

## ✓ Formal

- Memorandum of understanding
- Referral incentives
- Data sharing agreements

# Business Planning Process

---

- Business Plan vs. Strategic Plan
- Short-term, action focused
- What will it cost to set up the program?
- What will it cost to operate the program?
- What resources do you need to make this happen?

# What is Your Marketing Strategy?

---

- What are your key messages?
  - ✓ Organization
  - ✓ Program-specific
- What channels do you use to promote yourself?
  - ✓ Social media outlets
  - ✓ Paid advertising
  - ✓ Thought leadership



# What is your value proposition?

---

- What do you do *really* well?
- What makes you unique?
- What distinguishes you from other providers?
- What do your clients say about you?
- What do your funders say about you?

# What is branding and why does it matter?

---

- Branding = Value
- Logo, colors, symbol, font, look, and feel
- Create unique and engaging reputation
- How your clients and partners know you

# What is branding and why does it matter?

---



# Case Example

## Case Example

---



A meals delivery program that serves low-income, homebound clients in a large urban area is exploring the idea of ***expanding its geographic market*** by delivering meals to suburban communities.

# Case Example

---



- What does the organization need to know as part of its exploratory process?

# Case Example

---



- ❑ What does the organization need to know as part of its exploratory process?
  - Who else provides similar services in the area
  - Demonstrated need in the community
  - Licensing or regulatory issues in targeted communities

# Case Example

---



- What are some key messages the organization would want to bring to the potential markets?



# Case Example

---



- ❑ What are some key messages the organization would want to bring to the potential markets?
  - Experience as a meal delivery organization
  - Proven ability to provides customized services
  - Track record of high-quality products

# Case Example

---



- Who are some potential partners for this expansion idea?

# Case Example

---



- What are some potential partners for this expansion idea?
  - Elder services organizations
  - Hospitals and health care organizations
  - Food pantries/food access programs

# Case Example

---



- What marketing channels would be effective to promote this service?

# Case Example

---



- ❑ What marketing channels would be effective to promote this service?
- Grassroots community-building
- Local health fairs/community fairs
- Social Media

# Case Example

---



- What funding mechanism should the organization explore?

# Case Example

---



- What funding mechanism should the organization explore?
  - Foundation grants
  - Third-party reimbursement

Putting it all together



# In sum, you can grow your business by...

---

- **Expanding your marketplace**
  - ✓ Geographic expansion
  - ✓ Services expansion
- **Expanding your customer base**
  - ✓ Patients/clients (new populations or more of the same)
  - ✓ Referral partners
- **Developing new relationships**
  - ✓ Collaborative partnerships
  - ✓ Funders

# You will be successful if you...

---

- Know **why** you are expanding and **how** you will expand
- Develop a business plan that is time-specific and action-oriented
- Know your value proposition and can communicate your value to multiple audiences
- Create and implement a multi-channel marketing and outreach strategy

# Thank you

---



[www.pearassociates.com](http://www.pearassociates.com)