

STRATEGY › ORGANIZATION › PEOPLE › MARKETING

Looking Forward

How Non-profits Can Emerge
Stronger From Covid-19



www.snowflakellc.com › info@snowflakellc.com › twitter: [@snowflakellc](https://twitter.com/snowflakellc)

Introduction



Looking Forward

How Non-profits Can Emerge Stronger From Covid-19



Tom Morley
President, Snowflake LLC

www.snowflakellc.com

Twitter: @snowflakellc

The Post-Covid World



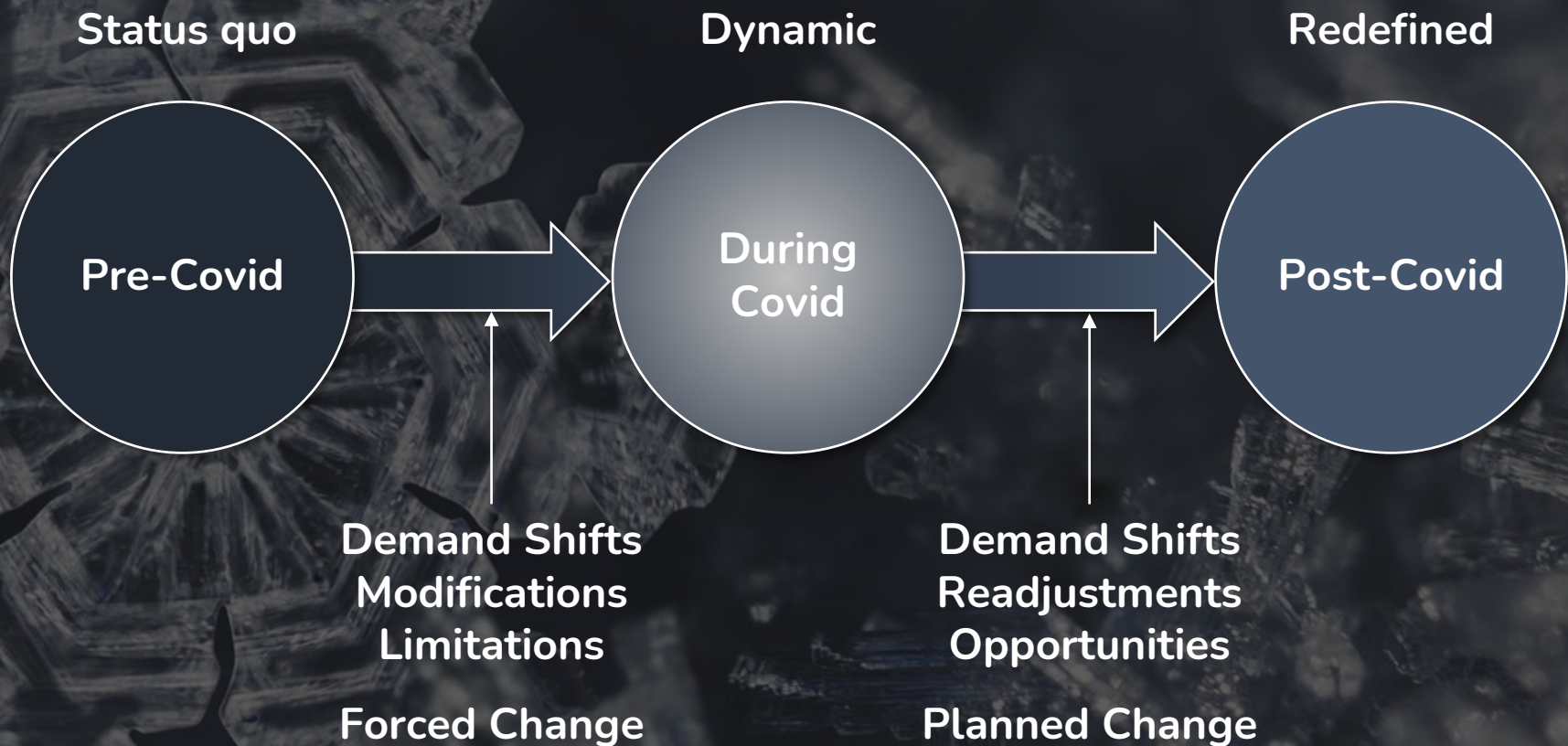
“Can’t we just go back to how it was?”



Yesterday's Gone



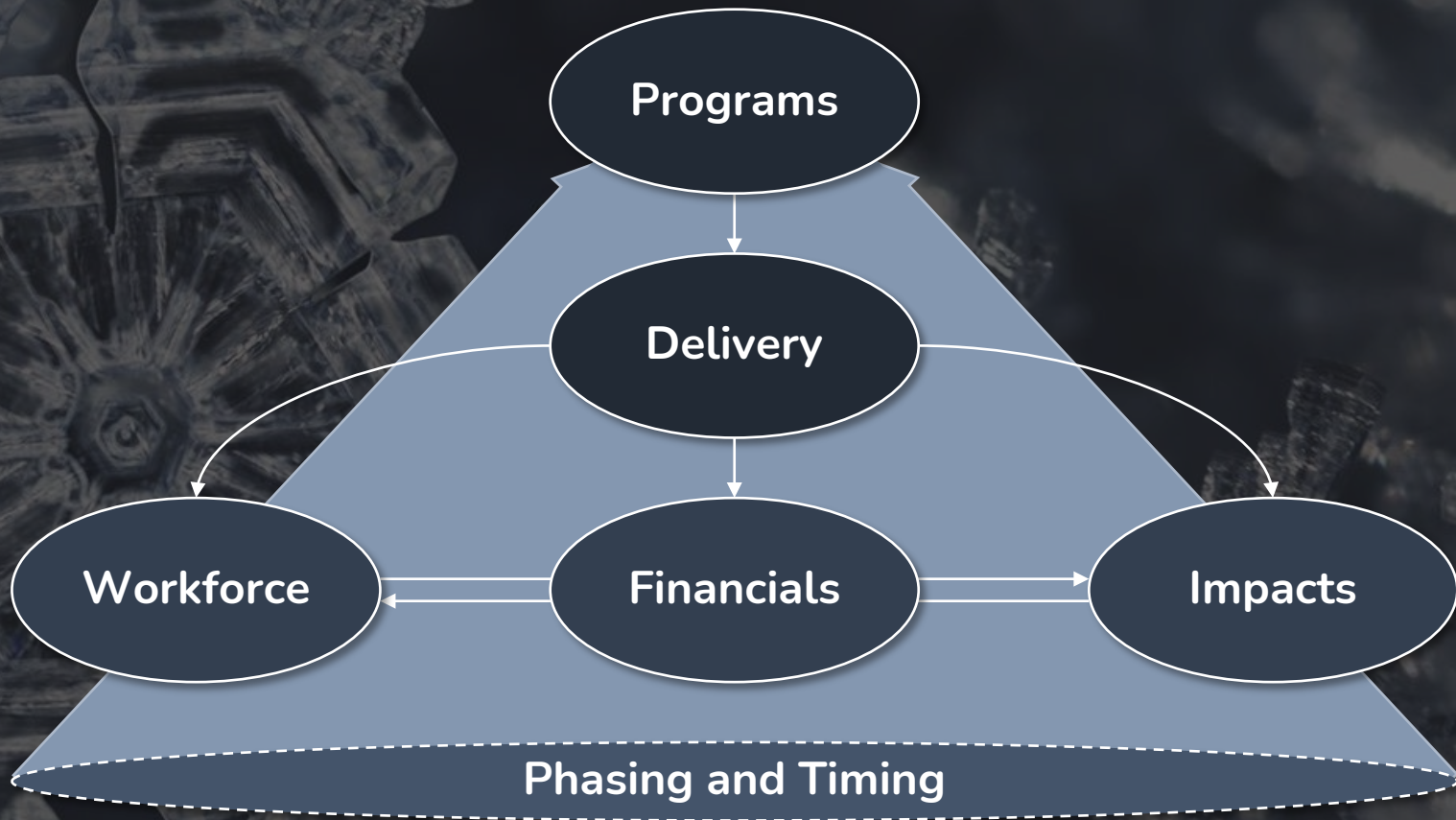
The future's not where you started



Elements of Change



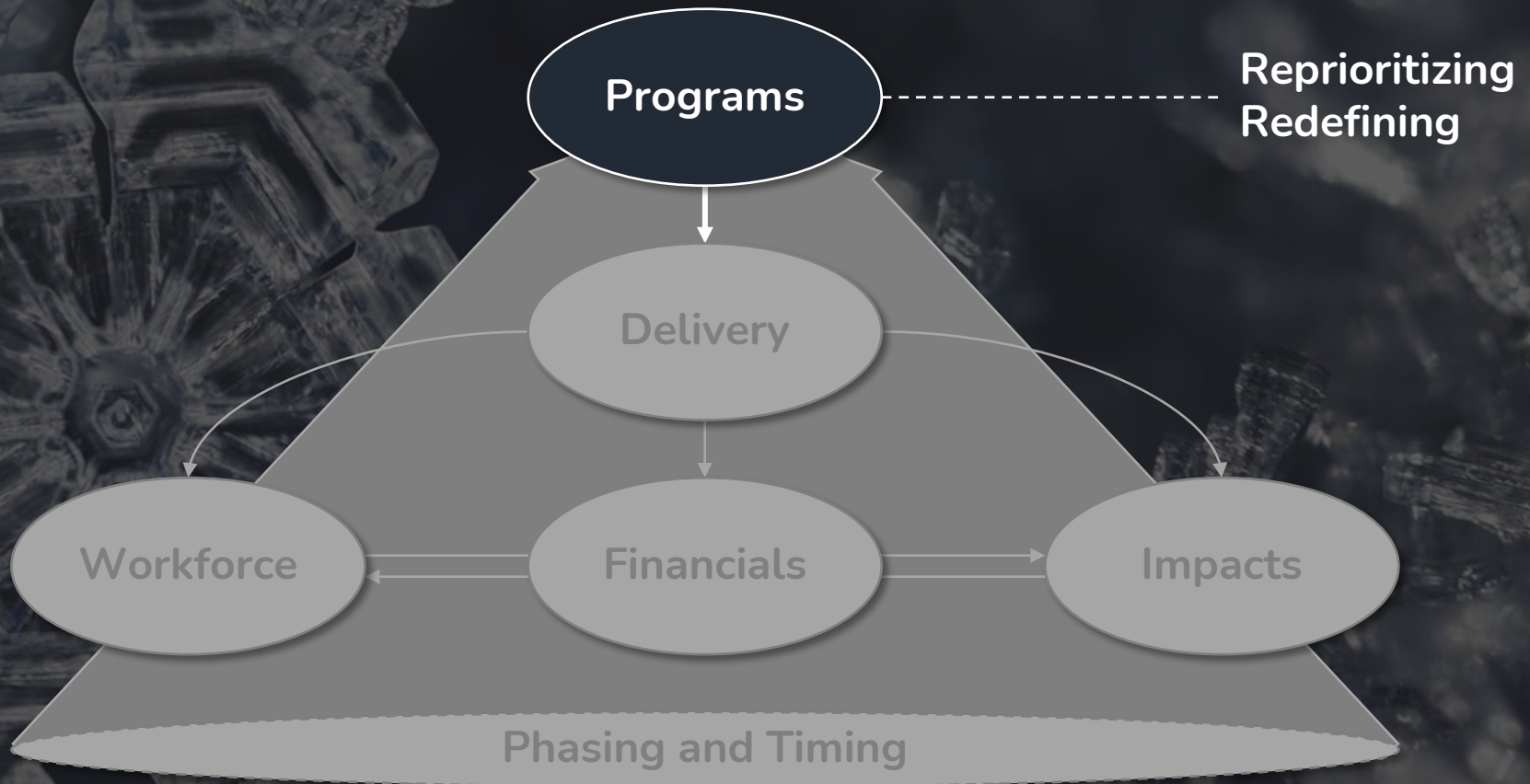
Areas for evaluation and decisions



Element: Programs



Relative emphasis and scale



Element: Programs



Situational review

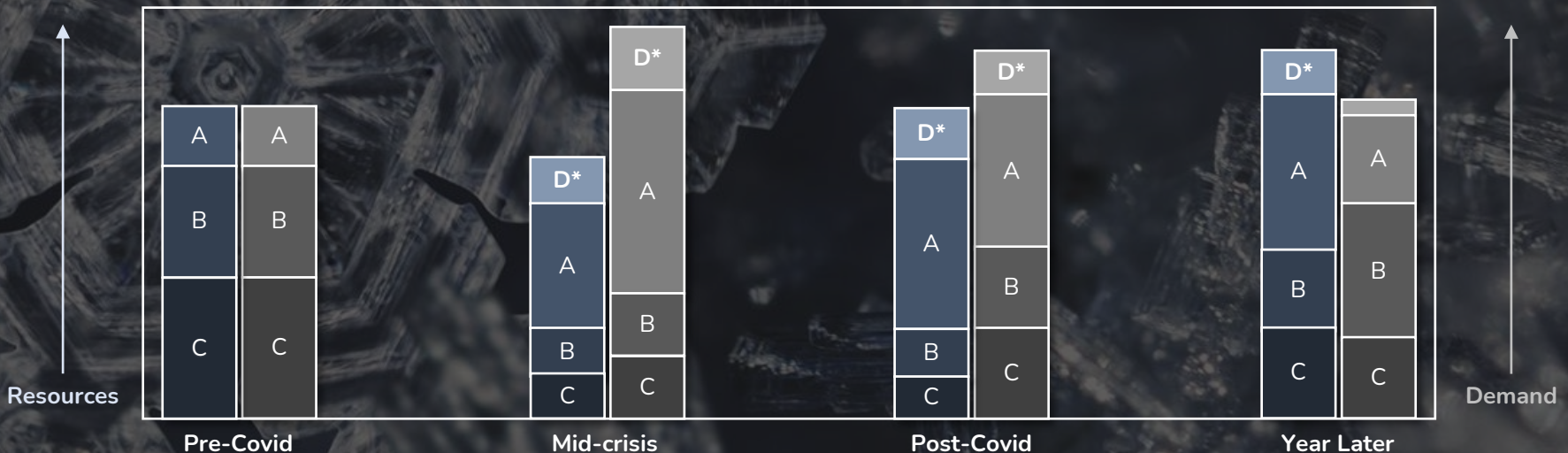
- › Throughout Covid, demand has been dynamic
- › Client volume and needs changed quickly
- › Non-profits adjusted services with the shifts:
 - Prioritized certain programs
 - Helped more people
 - Provided additional amounts
 - Launched new programs

Element: Programs



Demand-driven program profile

- › Change is likely to lag behind Covid-19 recovery
- › Regular “market” dynamics are also at work
- › Playing “catch-up” may result in an inappropriate mix



Element: Programs



Reprioritizing and redefining

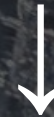
- › Evolution of client needs
 - Specific services
 - Relative demand
- › Alignment with the mission
 - Core programs
 - Collaborations
- › Program re-definition
 - Scope, extent, coverage
 - Resource distribution

Stronger

Understanding of
Demand



Alignment with the
Mission

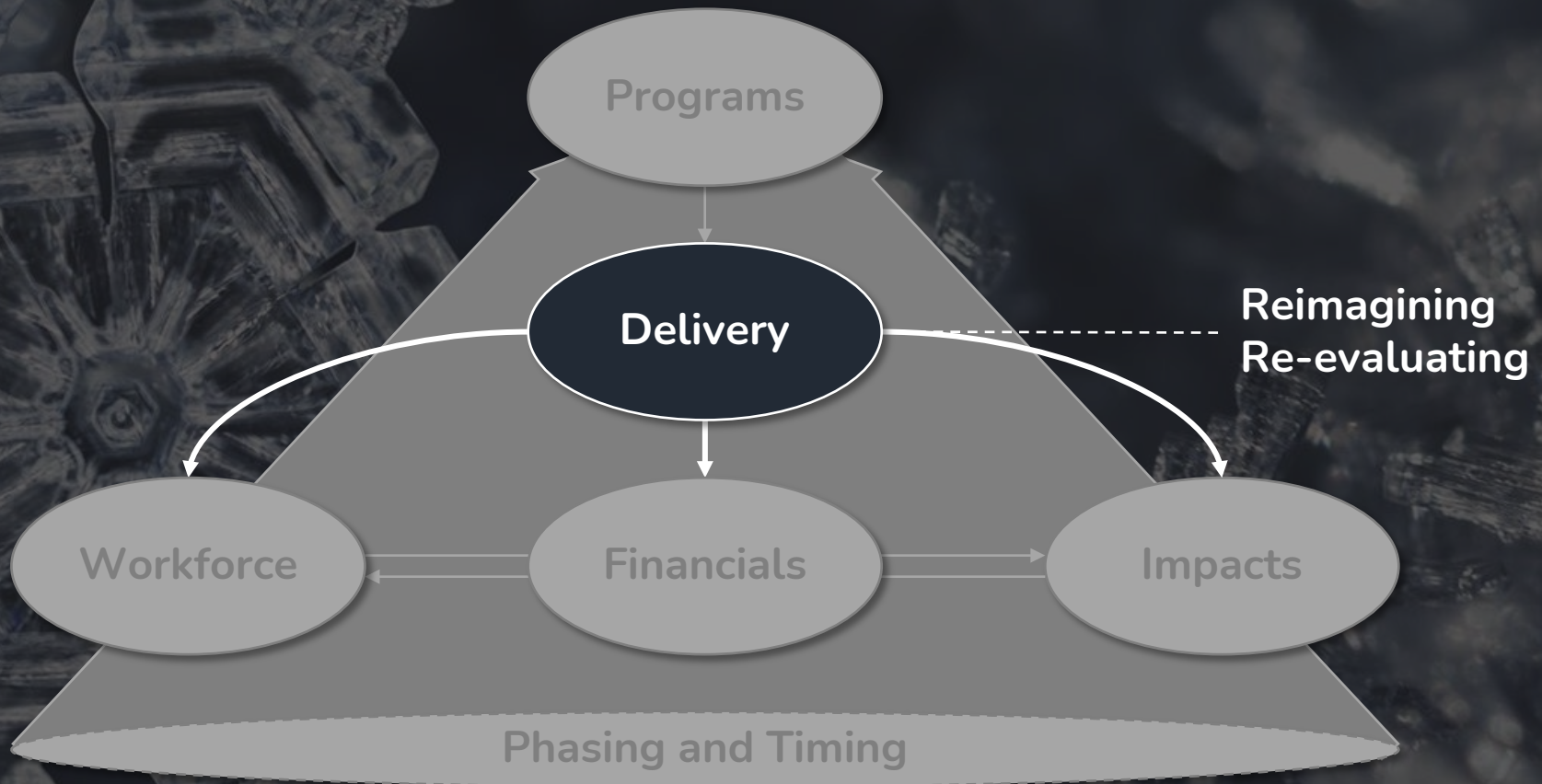


Responsive
Programs

Element: Delivery



Methods of providing



Element: Delivery



Situational review

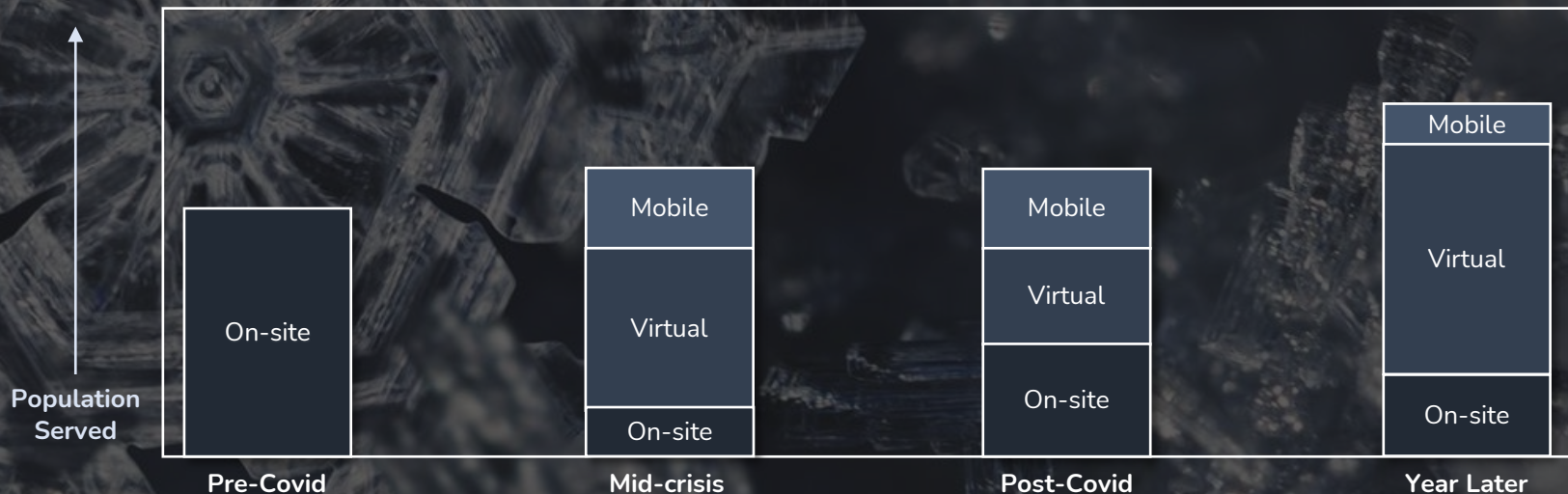
- › Service delivery changed during Covid-19
- › Conditions required immediate adaptations
- › Non-profits modified delivery in response:
 - Went “contactless”
 - Increased virtual interactions
 - Transitioned on-line
 - Introduced mobile services

Element: Delivery



Efficiency and effectiveness

- › New methods have specific costs and benefits
- › Clients may prefer new ways of interacting
- › Potential opportunities to serve more people



Element: Delivery



Reimagining and re-evaluating

- › Engagement
 - Likelihood of use
 - Expanse of access
- › Cost-effectiveness
 - Program outcomes
 - Resource requirements
- › Affordability
 - Infrastructure
 - Capital assets

Stronger

Increased
Capacity



Acceptable
Results



Absorbable
Costs

Element: Workforce



Who, what, and where



Element: Workforce



Situational review

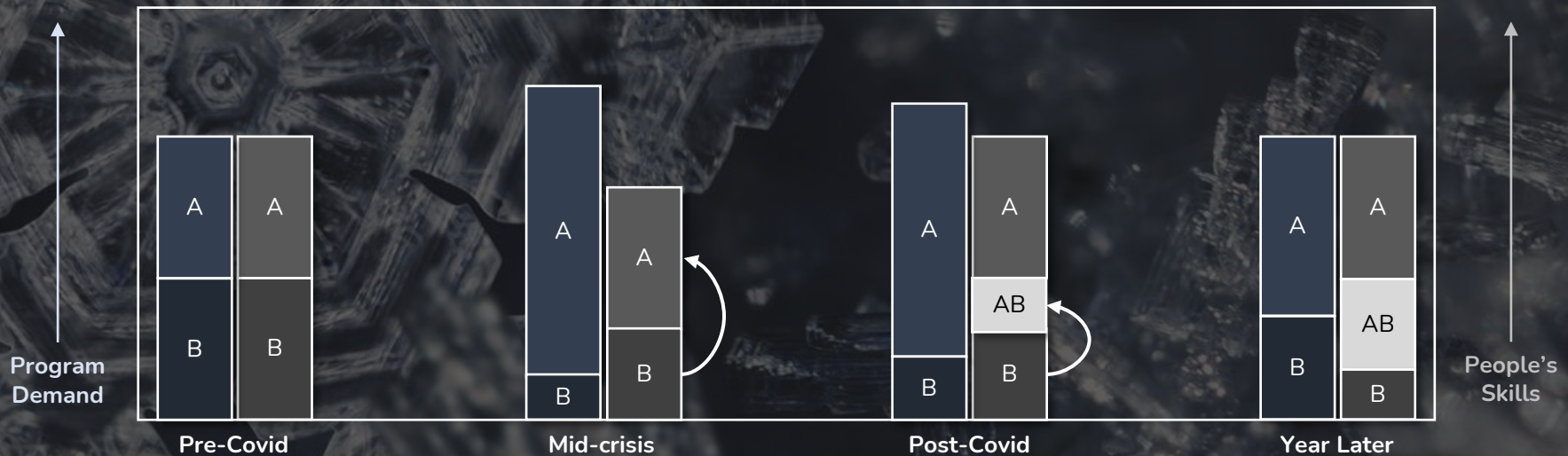
- › Covid-19 greatly affected staff and volunteers
- › Response time and resources were “limiting”
- › Many workforce challenges emerged:
 - Employee furloughs
 - Remote workplace
 - Need for repurposing
 - Volunteer shortages

Element: Workforce



People and places

- › Returning workforce needs to be re-integrated
- › “Virtual” can have both benefits and drawbacks
- › Composition may not be right for the future



Element: Delivery



Rebuilding and realigning

- › Adaptation
 - Cross-training
 - Dynamic application
- › Alignment
 - Reconfiguration
 - Long-term mix
- › Workplace
 - Environment impacts
 - Return on investment

Stronger

More
Flexibility



Optimal
Composition

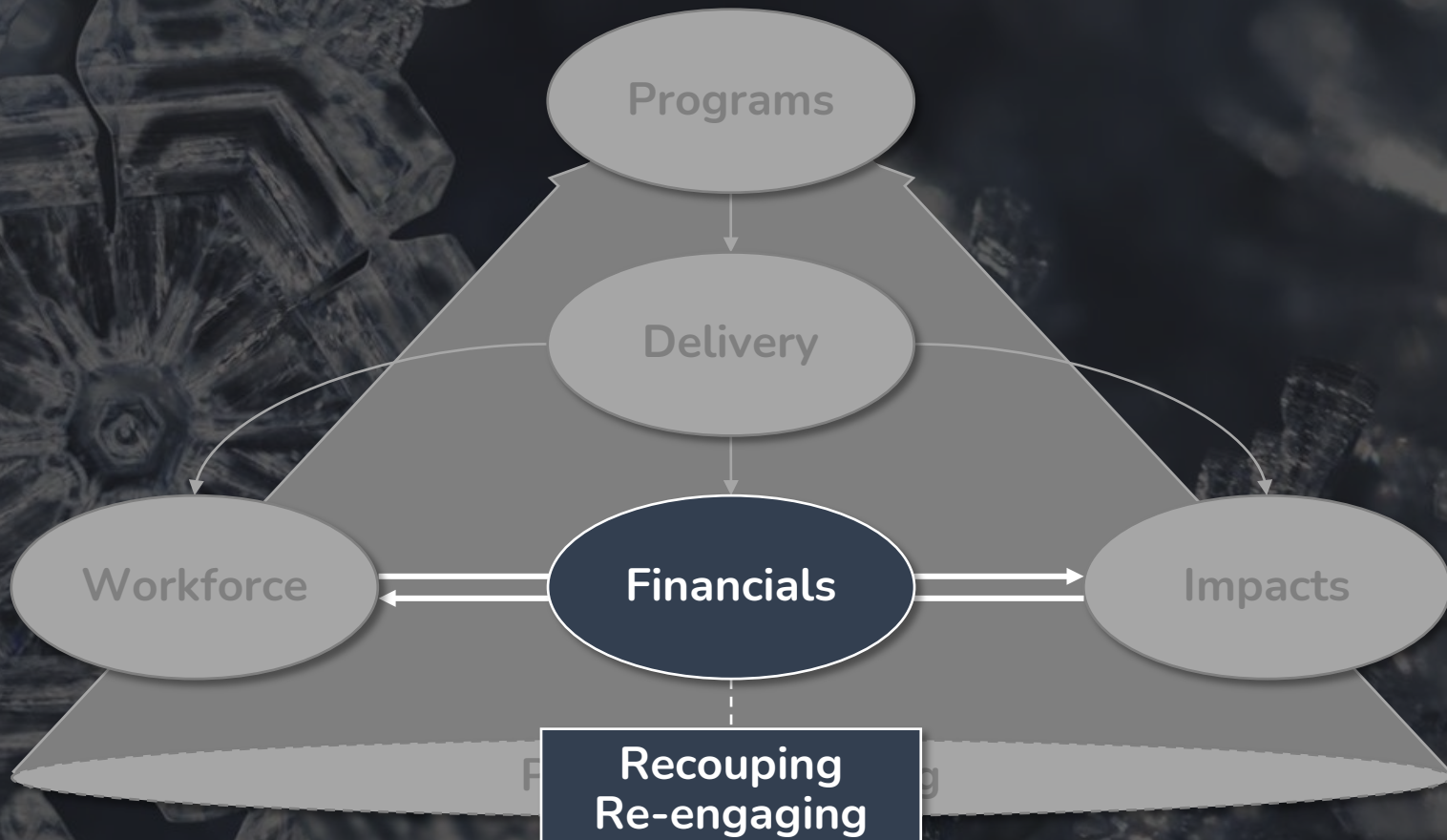


Cost
Savings

Element: Financials



The money problem



Element: Financials



Situational review

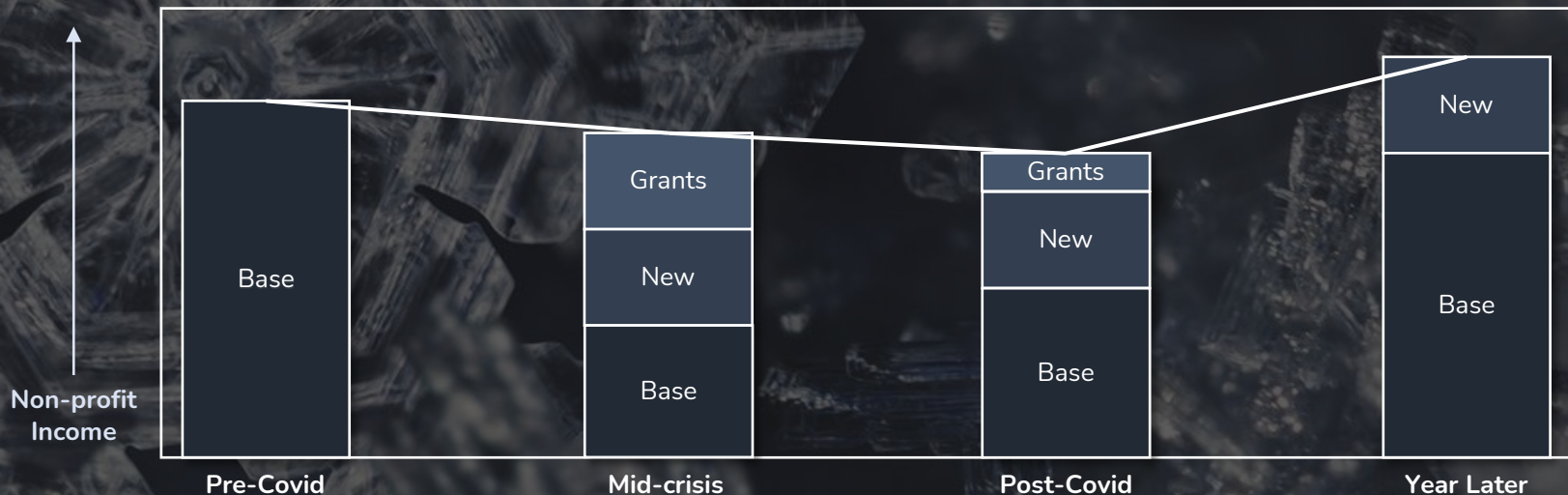
- › Budgets have been significantly impacted
- › This was a crisis for many, at least initially
- › Non-profits responded to challenges by:
 - Furloughing employees
 - Finding Covid-19 grants
 - Aggressively engaging donors
 - Taking sales on-line

Element: Financials



Monetary “ups” and “downs”

- › Economic conditions should gradually improve
- › Covid-specific grants will come to an end
- › Expenses may go up, but efficiencies may be gained



Element: Financials



Recouping and re-engaging

- › Commitment
 - Informed base
 - Other ways to help
- › Retention and expansion
 - Money and advocacy
 - New grants
- › Cost savings
 - Operational efficiencies
 - Facilities expenditures

Stronger

Rebuilt
Base



Retained
Growth



Expense
Reductions

Element: Impacts



Effects and implications



Element: Impacts



Situational review

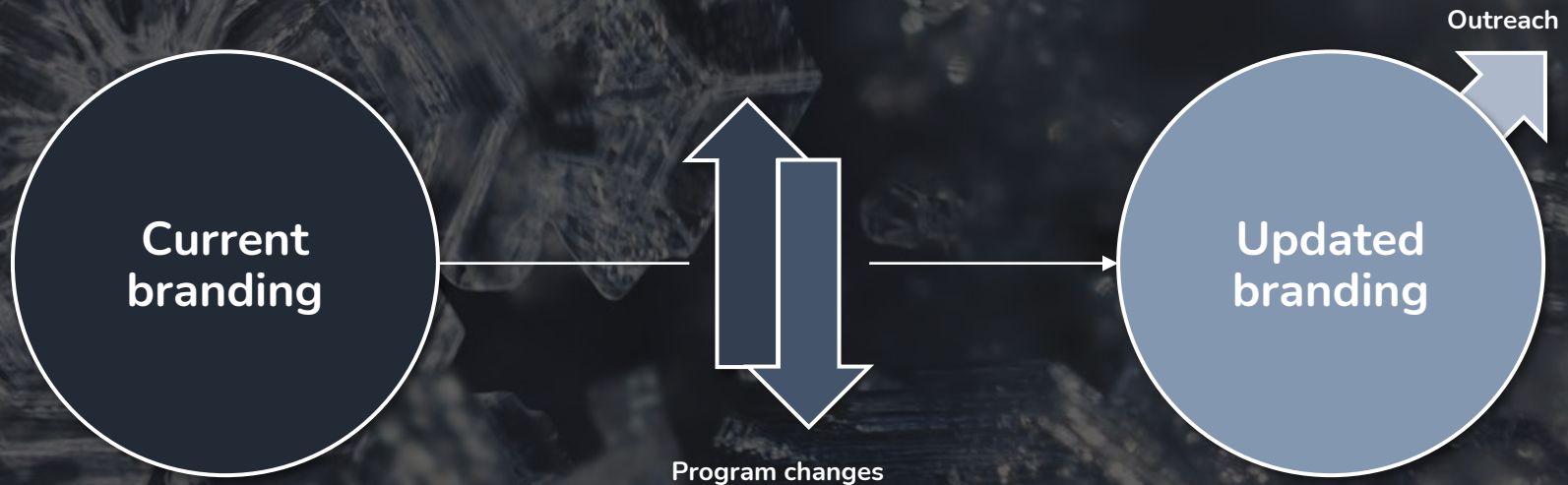
- › Covid-19 operations are full of risks
- › Some non-profits have changed what they offer
- › Organizations may be faced with:
 - Restoring client confidence
 - Addressing public perception
 - Informing clients and donors
 - Dealing with legal fallout

Element: Impacts



Image matters

- › Problems can raise long-term public concerns
- › Shifts in focus may become permanent
- › Client reach will be more important than ever



Element: Impacts



Recovering and recasting

- › Crisis management
 - Timely responses
 - Public relations
- › Resetting expectations
 - Name, logo, tagline, etc.
 - Benefits and needs
- › Proactive outreach
 - Donors, sponsors, clients
 - General population

Stronger

Positive
Image



Aligned
Brand



Public
Awareness

Phasing and Timing



Rolling out the changes



Phasing and Timing



Post-Covid isn't pre-Covid

- › What will be different?
 - Dynamic demand conditions
 - Ways of “doing business”
- › When should you “re-open?”
 - That’s not the right question!
 - It’s a question of “evolving”
- › How do you emerge?
 - Roll out and communicate changes
 - Build and realign resources

Practical Actions



Getting ready for what's next

Evaluate

- › What did we accomplish?
- › Did we advance our mission?
- › What changes were most effective?
- › What adaptations were efficient?

Ask

- › How can we do better for clients?
- › How do clients want to access us?
- › What does the public know?
- › What are other non-profits doing?

Ideate

- › How can we increase our value?
- › What changes should we retain?
- › How can we increase net income?
- › Are there ways to collaborate?

Prepare

- › Cross-train and realign jobs
- › Start building your infrastructure
- › Talk to current donors and sponsors
- › Initiate collaborative discussions

Strategy

Wrap-up



Questions and Comments

- › What questions do you have?
- › How is your non-profit getting ready for post-Covid?
- › What is one key thing you learned today?

Find out more!

Download Snowflake's FREE eBook
Practical Considerations for Non-profits During Covid-19
www.snowflake.com/covid-19/ebook

Our Company



Fun Facts About Snowflake

- › Launched in **2014** by former “Big 4” professionals
- › **Certified B Corporation®** since 2017

Mission

“Help organizations transform lives and communities.”

- › Strategy, Organization, People, and Marketing
- › Over **35 clients** across sectors and industries



Snowflake LLC

6 Wirt Street NW, Suite 100
Leesburg, Virginia 20176



www.snowflakellc.com



info@snowflakellc.com



(540) 329-8380



www.twitter.com/snowflakellc or [@snowflakellc](https://twitter.com/snowflakellc)



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