



2020 Nonprofit **LEADERSHIP IMPACT STUDY**

UNDERSTANDING HOW TRADITIONAL
NONPROFIT STRATEGY MEETS
TODAY'S MODERN ERA

BY NHU TE

NonProfitPRO
powered by **NAPCO RESEARCH**



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I. EXECUTIVE SUMMARY

For the third year in a row, NonProfit PRO is proud to bring you our annual nonprofit leadership study. Since 2018, we have made it our goal to bring you data that reflects the trends, opportunities and challenges that nonprofit leadership teams face on a day-to-day basis. The “2020 Nonprofit Leadership Impact Study” will uncover insights around organizational challenges, fundraising strategy, donor engagement strategy and technology trends.

Nonprofit leadership teams are facing new challenges as they navigate an increasingly crowded sector. Organizations in the U.S. are sitting in a pool with [more than 1.5 million](#)¹ other nonprofits, many of which have overlapping missions. On top of that, nonprofits of all sizes are facing the same challenges of understanding which fundraising strategies are best suited for their organization; learning how to improve donor retention to combat increasing attrition; and sifting through hundreds of technology solutions to find the best fit for their organization.

This year, our research finds that nonprofits are still struggling with a lack of resources; still aren't prioritizing strategic planning; and are more interested in adopting more digital platforms than previous years, despite budget constraints.

II. KEY FINDINGS

1. Insufficient resources continue to be a major challenge for nonprofits.

- 47% percent of survey respondents report that the key challenge facing their leadership team is a lack of resources. While this is a significant number, it is an 8% decrease from 2019 and a 16% decrease from 2018.
- 60% of survey respondents report that the biggest challenge in managing staff is providing staff members with fair compensation.

2. Most nonprofits are not prioritizing strategy, potentially costing them revenue.

- 53% of survey respondents fail to outline an in-depth strategic plan for all fundraising initiatives, while 47% indicate that they do. The 47% of nonprofits that are strategizing reflects a 4% decrease from 2019 (51%), showing no improvement on a year-to-year basis.

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- 59% of study respondents fail to outline a donor engagement strategy at the start of each fiscal year, while only 40% indicate that they do.

3. Major gifts and direct mail remain the top revenue-producing fundraising strategies.

- 38% of study respondents report that major gift fundraising is their organization's top revenue-producing fundraising strategy.
- 33% of study respondents report that direct mail fundraising is their organization's top revenue-producing fundraising strategy.

4. While nearly all organizations are interested in investing in a new technology, most are unable to afford it.

- 89% of study respondents have looked for a new technology investment.
- 64% of study respondents cannot afford a technology investment due to budget constraints.

III. INTRODUCTION

Leadership teams of nonprofit organizations don't have the same luxuries of for-profit companies. Nonprofits are typically strapped for resources. For instance, two-thirds of nonprofits bring in [less than \\$1 million annually](#),² and most organizations are understaffed. But this is just one of the many challenges that nonprofits face.

Similar to the previous leadership studies that we have conducted, we are still asking the same questions of, "What challenges are nonprofit leadership facing?" and "How has nonprofit leadership progressed since last year's study?" — but this year, we're looking at the finer details and viewing them through a deeper lens. While our sector does face many challenges, we also want to unveil insights on the opportunities that nonprofits are not seizing that could take their organizations to new heights, potentially solving many challenges in board development, staff management, fundraising strategy and donor engagement strategy. Additionally, we want to provide our take on how technology is impacting the sector and changing the way nonprofits do business.

IV. BACKGROUND

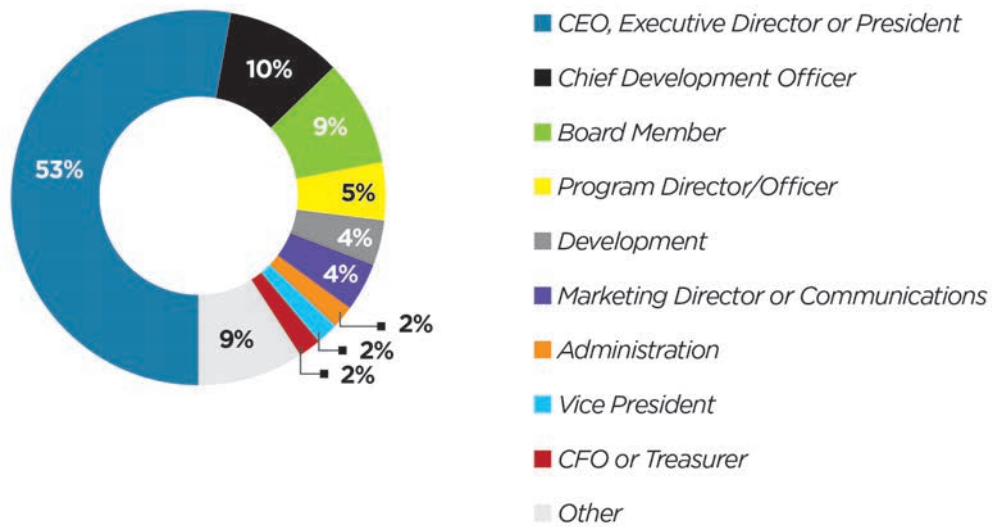
For this year's nonprofit leadership study, we targeted leaders of nonprofit organizations. Specifically, we narrowed it down to those who hold a manager job title and above at organizations at all levels — small, midsize and large.

Fifty-three percent of our study respondents hold an executive role of either CEO, executive director or president, and 10% are chief development officers (Figure 1).

Methodology

In February 2020, NonProfit PRO sent an online survey to leaders of nonprofits to identify key trends, opportunities and challenges facing today's nonprofit leadership. Within a three-week period, 412 people completed the survey.

Figure 1: Breakdown of Study Respondents by Job Title

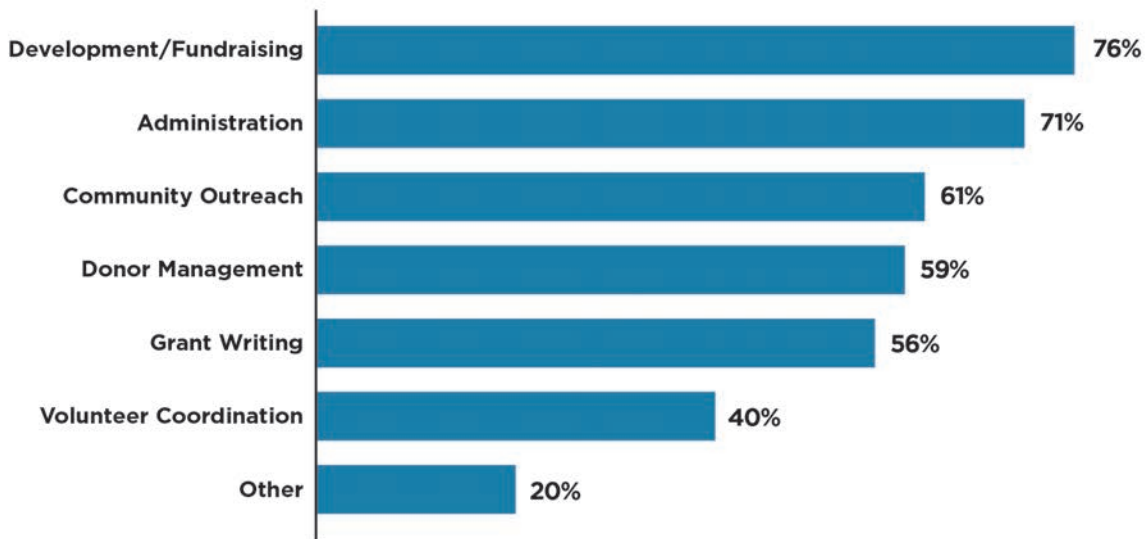


Q: What is your role at your organization?
(n = 292)



Of the survey respondents, 76% are responsible for development and fundraising, 71% are responsible for administration, 61% are responsible for community outreach and 59% are responsible for donor management (Figure 2).

Figure 2: Breakdown of Study Respondents by Job Responsibility

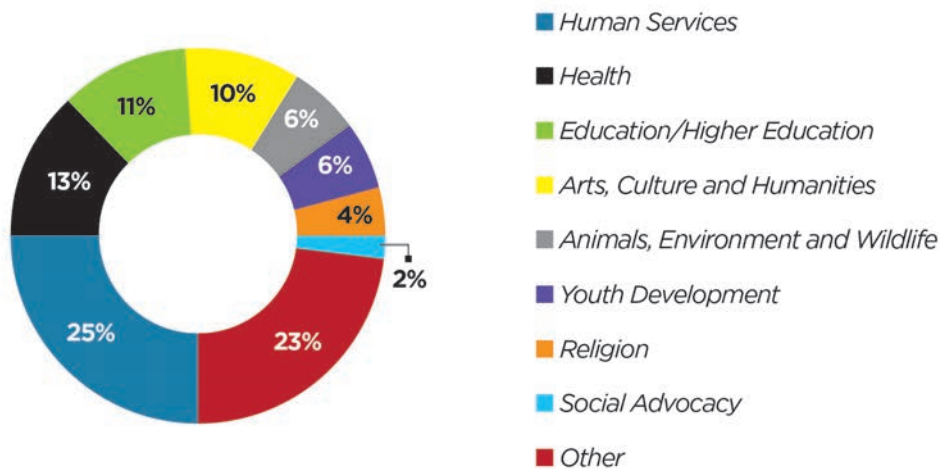


Q: Which of the following are you responsible for? (Select all that apply)
(n = 292)



Further, we targeted nonprofits from all different subsectors, with hopes of getting a good variety of respondents from all across the field (Figure 3). The highest number of respondents came from human services nonprofits (25%), followed by health-related nonprofits (13%) and education/higher education nonprofits (11%). Twenty-three percent defined their nonprofit as “Other.”

Figure 3: Breakdown of Study Respondents by Nonprofit Category



Q: What category does your nonprofit fall into?
(n = 292)

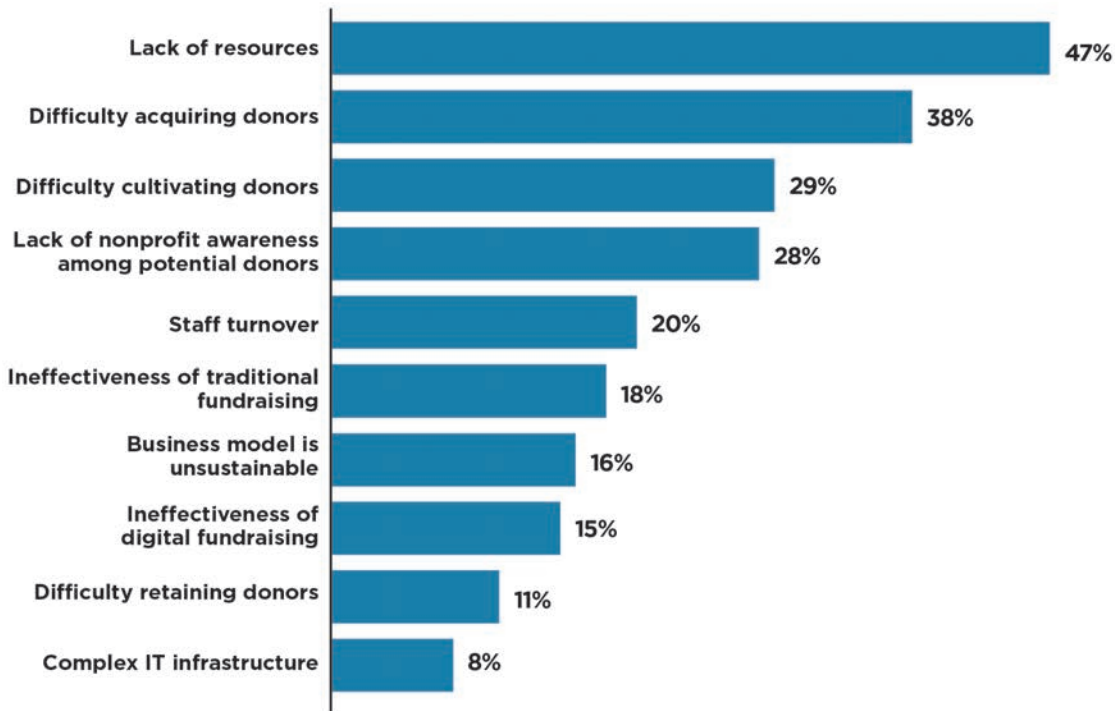
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V. NONPROFITS STRUGGLE WITH SEVERAL INTERNAL ORGANIZATIONAL CHALLENGES

Nonprofits Lack Resources

Nonprofits still battle with finding adequate resources for their organization. But the silver lining here is that it seems to be less of a burden each year. This year, 47% of respondents identified “lack of resources” as the key challenge facing their leadership teams (Figure 4). While this is a staggering number, it’s an improvement from years past — 54% in 2019 and 62% in 2018.

Figure 4: Biggest Challenges Facing Nonprofit Leadership Teams

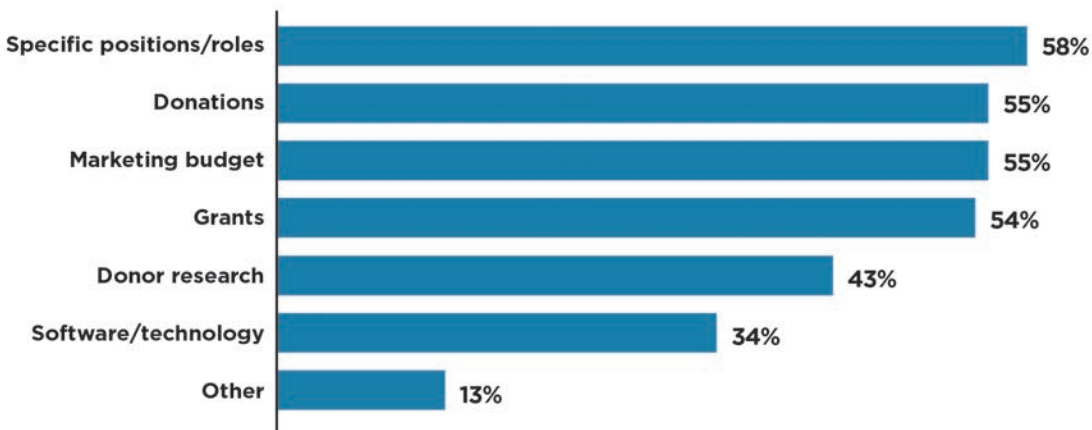


Q: Which of the following are you responsible for? (Select up to three)
(n = 412)

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This year, we wanted to take a deeper dive into what “lack of resources” really means for nonprofits. We surmised that it is a combination of cash flow, time and staff members. What we found was that 58% of nonprofits need more specific positions/roles, 55% struggle with receiving donations, 55% don’t have the marketing budget they need and 54% struggle with obtaining grant money (Figure 5).

Figure 5: Types of Resources Nonprofits are Lacking



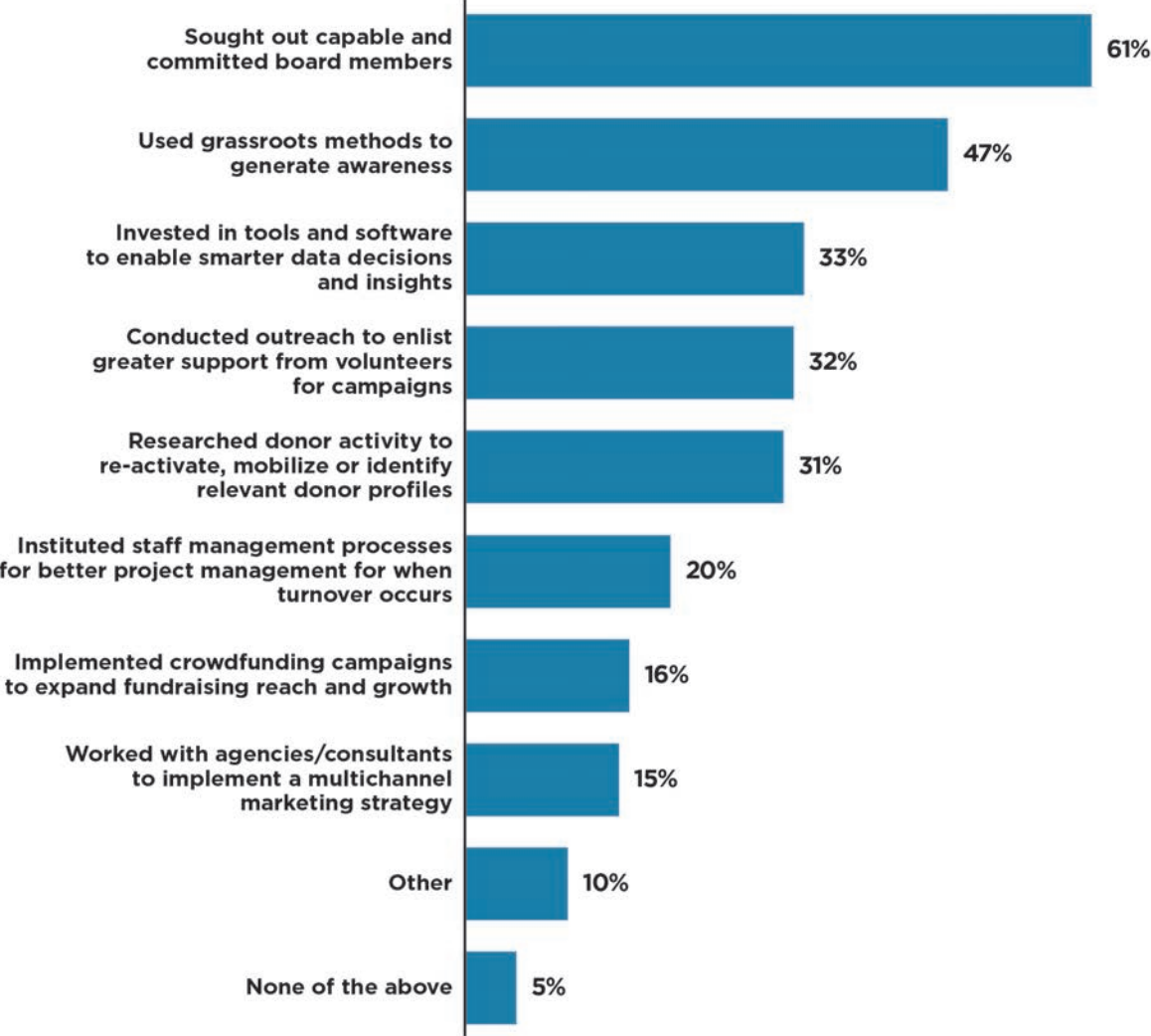
Q: What type(s) of resources are you lacking? (Select all that apply)
(n = 190)

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Board Development

To combat these challenges, 61% of respondents report that they have sought out capable and committed board members (Figure 6). This finding is in line with last year's 58% who reported the same thing. When a nonprofit has an effective board of directors, it's an enormous benefit for the organization. Unfortunately, the reality for nonprofits is that many active boards are ineffective.

Figure 6: Methods Used to Address Challenges Facing Nonprofit Leadership

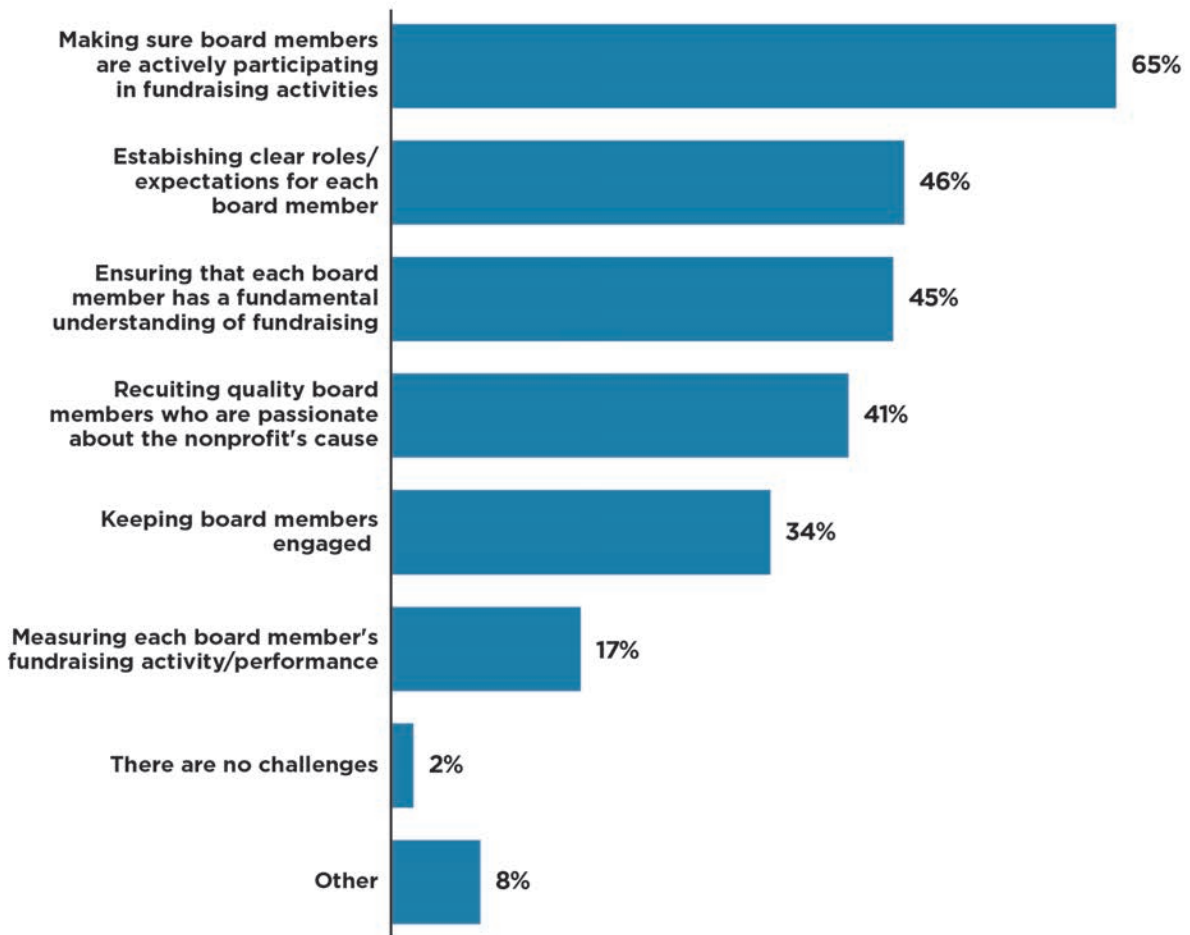


Q: What methods has your nonprofit implemented to address these challenges?
(Select all that apply)
(n = 328)



Nonprofits face their share of hurdles when it comes to managing and developing a board. The biggest hurdles include making sure board members are actively participating in fundraising activities (65%), establishing clear roles and expectations for each board member (46%), ensuring that each member has a fundamental understanding of fundraising (45%), recruiting quality board members who are passionate about the nonprofit's cause (41%), keeping board members engaged (34%) and more (Figure 7).

Figure 7: Top Challenges Influencing Board Effectiveness



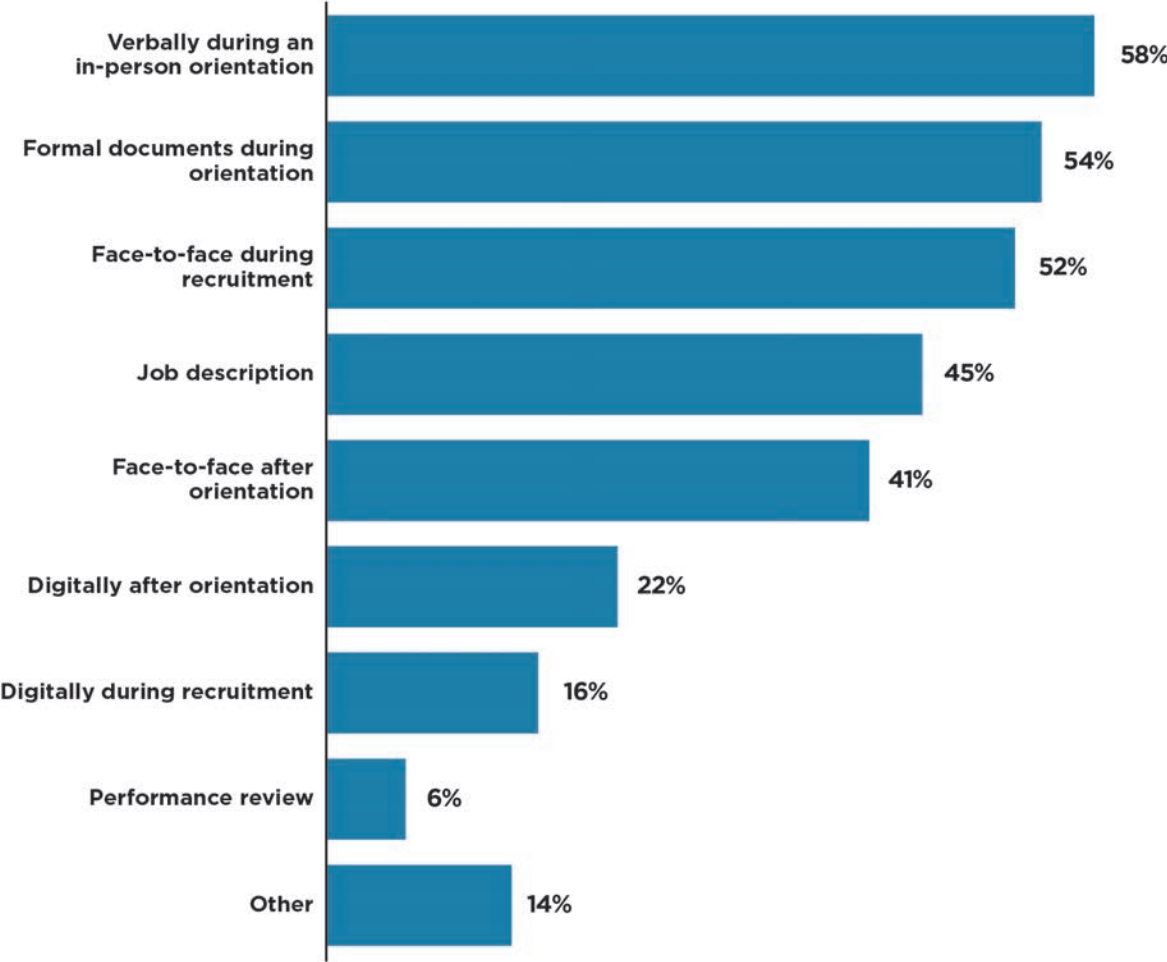
Q: What are the top challenges influencing the effectiveness of your board of directors?
 (Select up to three)
 (n = 329)



So what's the disconnect here? And why do nonprofits struggle so much with setting expectations and finding board members who live up to those expectations? It all boils down to how organizations are communicating to board members during recruitment, during orientation and throughout their term as a board member.

When it comes to how nonprofits are communicating roles, responsibilities and expectations to board members, 58% do so verbally during an in-person orientation, 54% do so through formal documents during orientation and 52% do so face-to-face during recruitment (Figure 8).

Figure 8: How Nonprofits Communicate Board Roles, Responsibilities and Expectations



Q: How do you communicate roles, responsibilities and expectations to board members? (Select all that apply) (n = 329)



From our findings, it seems that, for many organizations, any kind of discussion regarding board roles, responsibilities and expectations is done through a conversation during or after recruitment. Our recommendation is to implement a vetting process during board member recruitment that includes a formal application and requests for references.

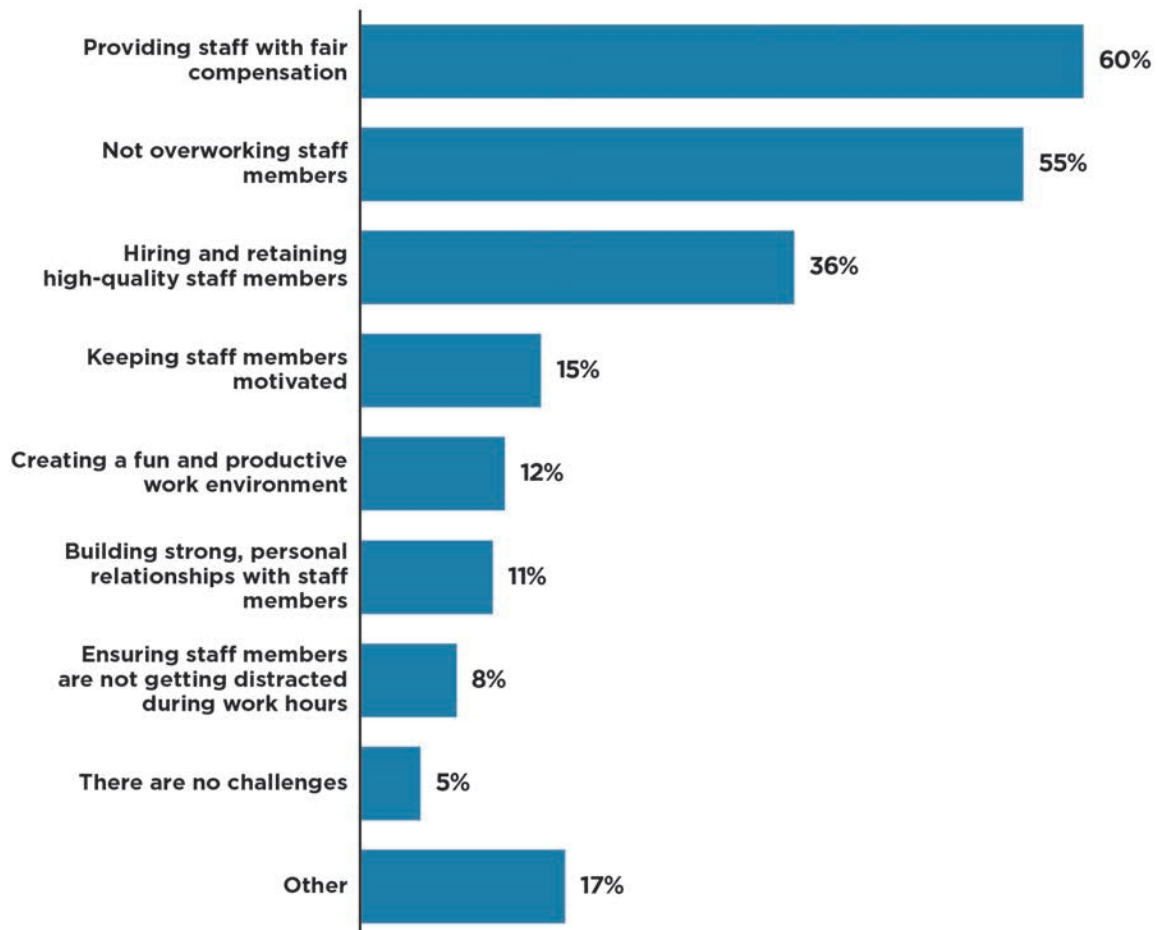
While board members are volunteers — and you appreciate any time that is volunteered — they have legal fiduciary duties and often steer the boat on how the organization is advancing its mission.



Staff Management

When it comes to staff management (Figure 9), nonprofits struggle the most with providing staff members with fair compensation (60%), not overworking staff members (55%) and retaining high-quality staff members (36%).

Figure 9: Top Staff Management Challenges



Q: What does your nonprofit struggle with the most in managing its staff? (Select up to three)
(n = 329)

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While staff turnover is a problem that occurs in every industry, it's particularly concerning in the nonprofit sector. In fact, [according to Bloomerang](#),³ the turnover rate in the nonprofit industry is 19%, with most people leaving their job roles every 16 to 18 months. And researcher Penelope Burke found that it costs a nonprofit about \$127,650 in direct and indirect costs to replace a fundraiser.

The big question is how can nonprofits retain more high-quality employees and prevent such a high turnover rate? The key may be to create a culture of philanthropy that reflects what you have created for your donors. Those who work in the nonprofit sector do so because they are altruistic, and they actually want to promote social good.

But if a staff member is feeling overworked, underappreciated and/or disrespected, odds are that they will either leave your organization for another organization or they will make their way back into the for-profit space, where the salaries are bigger.

While your organization's mission comes first and the work you're doing is very important, it's equally important to take a step back and celebrate the people who work day in and day out to achieve that mission. Be sure to create a culture and a community every staff member (and donor) wants to be a part of.

VI. NONPROFITS NEED TO PRIORITIZE FUNDRAISING STRATEGY

Impact Reporting Is Important to Your Donors

Proof of impact is becoming more and more of a requirement for every nonprofit organization. But what does impact really mean for nonprofits? Truthfully, impact varies from organization to organization. But for donors, impact is becoming a rising concern when they research charitable organizations to donate to.

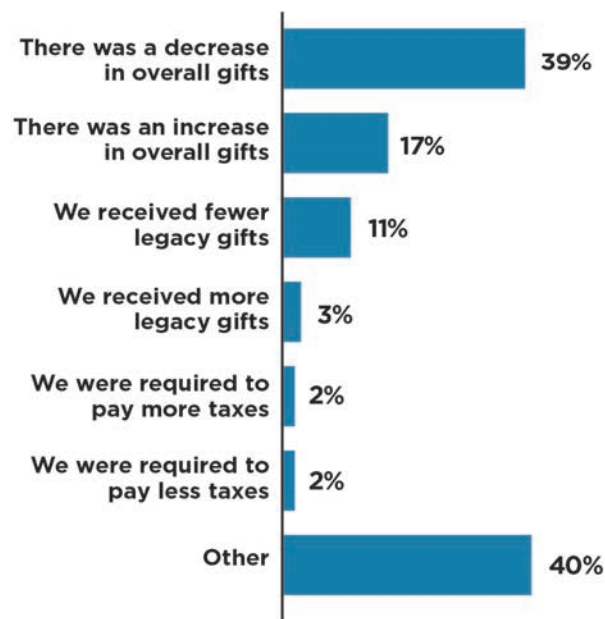
Mainly, donors want to know what kind of social good the organization is doing. For instance, for an organization like Charity: Water, potential donors want to know how many people the organization has provided clean water to. And the organization makes it crystal clear [when people donate](#).⁴ When a donor decides to join its monthly giving program, The Spring, they can choose how much they want to donate per month. If a donor is to donate \$60 per month, the online donation form shows "Your \$60 monthly donation can give 18 people clean water every year." This is the kind of information potential donors want to know about.

Another way a nonprofit can show how much impact it's making is by publishing an annual impact report. Generally, an impact report shares additional details about the organization, what initiatives they are taking to advance their mission and several measurable metrics — such as how many people they served and how many donations they received the year prior.

HOW TAX LAW CHANGES AFFECTED GIVING

In 2017, the Trump administration imposed the Tax Cuts and Jobs Act that was predicted to have a significant impact on giving. In reality, 38% of respondents saw a decrease in overall gifts in 2019, only 17% saw an increase in overall gifts and 11% received fewer legacy gifts.

Impact of the Tax Cuts and Jobs Act in 2019



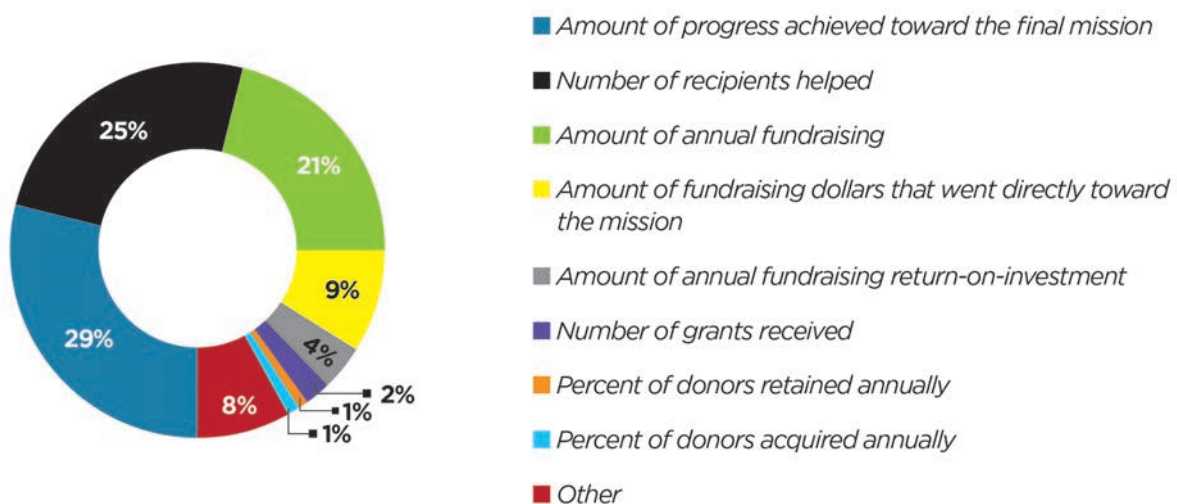
Q: How has the Tax Cuts and Jobs Act impacted giving overall in 2019?
(n = 329)

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As an example, Active Minds, an organization that brings forth the importance of mental health, does a great job at creating its [annual impact report](#).⁵ In its latest report, it shared some staggering statistics — including that 50% of mental issues start at age 14 and two-thirds of people with anxiety and depression don't seek treatment. The report also explained how the organization is taking action to solve this problem — more than 7.3 million students are impacted by Active Minds' presence on campus and 155,199 mental health resources are distributed to campuses through awareness campaigns.

Knowing that the expectations for nonprofits to share their impacts are increasing and that there are nonprofits out there doing a great job at proving their impact, we were curious to find out what the most important metric for measuring impact is. And what we found is that 29% of respondents believe the amount of progress achieved toward the final mission was the most important outcome when measuring for impact (Figure 10), followed by the number of recipients helped (25%) and amount of annual fundraising (21%).

Figure 10: Top Outcomes for Measuring Impact



Q: What does your nonprofit consider to be the most important outcome when measuring for impact?
(n = 329)



While impact reporting may seem like a recent growing trend among people who are looking to support charitable organizations that have similar interests and passions as them, impact reporting is not a new idea to nonprofits. For decades, nonprofits have used impact strategies to market their cause and bring in new donations.

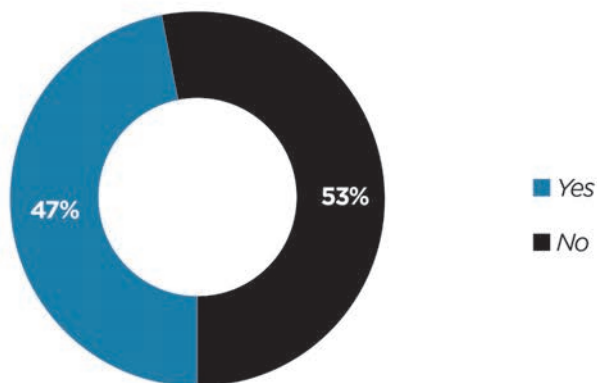
Fundraising Strategy Falls by the Wayside

Impact reporting falls in line with having a detailed fundraising strategy. It's a line item for nonprofits that are strategizing at the end of each fiscal year. But therein lies the problem: Are nonprofits really taking fundraising strategy seriously?

Having an in-depth plan in place for all fundraising initiatives provides a guideline of action steps to take in order to achieve the ultimate fundraising goal. Whether your fundraising goal for a campaign is \$5,000 or \$50,000, it's critical to plan months — or even a year — in advance to ensure that your organization is taking the appropriate steps to reach that fundraising goal.

The answer to our question “Are nonprofits really taking fundraising strategy seriously?” falls somewhere in the middle. What we found this year is that 47% of respondents do outline an in-depth strategic plan for all their fundraising initiatives and 53% do not (Figure 11). While we have seen similar results in years past, this year’s numbers show that a lower percentage of nonprofits are strategizing compared to 51% from last year.

Figure 11: Nonprofits that Develop Strategic Plans for Fundraising Initiatives



Q: At the start of each fiscal year, does your team outline an in-depth strategic plan for all of its fundraising initiatives?
(n = 316)

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Why aren't more nonprofits strategizing their fundraising campaigns? We believe that it goes back to nonprofits' lack of resources. Specifically, many nonprofits lack the time required to outline strategic plans with the fundraising team. But we also believe that by not developing strategic plans, nonprofits are doing a disservice to their organization and are missing out on untapped fundraising revenue.

A Peek Into How Other Nonprofits Are Strategizing Their Fundraising Programs

In the survey, we asked our respondents to share their recommendations for planning a fundraising strategy. Here is what some of them said:

.....

"To develop and implement comprehensive fundraising strategies to support our mission and our program priorities. We understand that donors are essential to the success of our mission and value a donor-centric fundraising approach. Goals [are] to build the pipeline to increase operating revenue and number of donors and to grow donor retention to increase operating revenue and number of donors."

.....

"We utilize the organizational strategic framework and build in goals that primarily address that plan, with a few that may fall outside of it. We typically amass approximately eight to 10 fundraising-specific goals and address the cost for implementation; amount we expect to raise; project leads; project deadline; and the overarching, time-bound action steps for achievement."

.....

"Major emphasis on individual giving, especially major gifts. Also effort to build membership in a 'legacy society.' Added more grant writer hours to continue to boost foundation income and will focus on corporations to increase percentage support. Single big fundraising event in the fall with high-profile honoree. Also doing a number of small cultivation events to bring in new donors."

.....

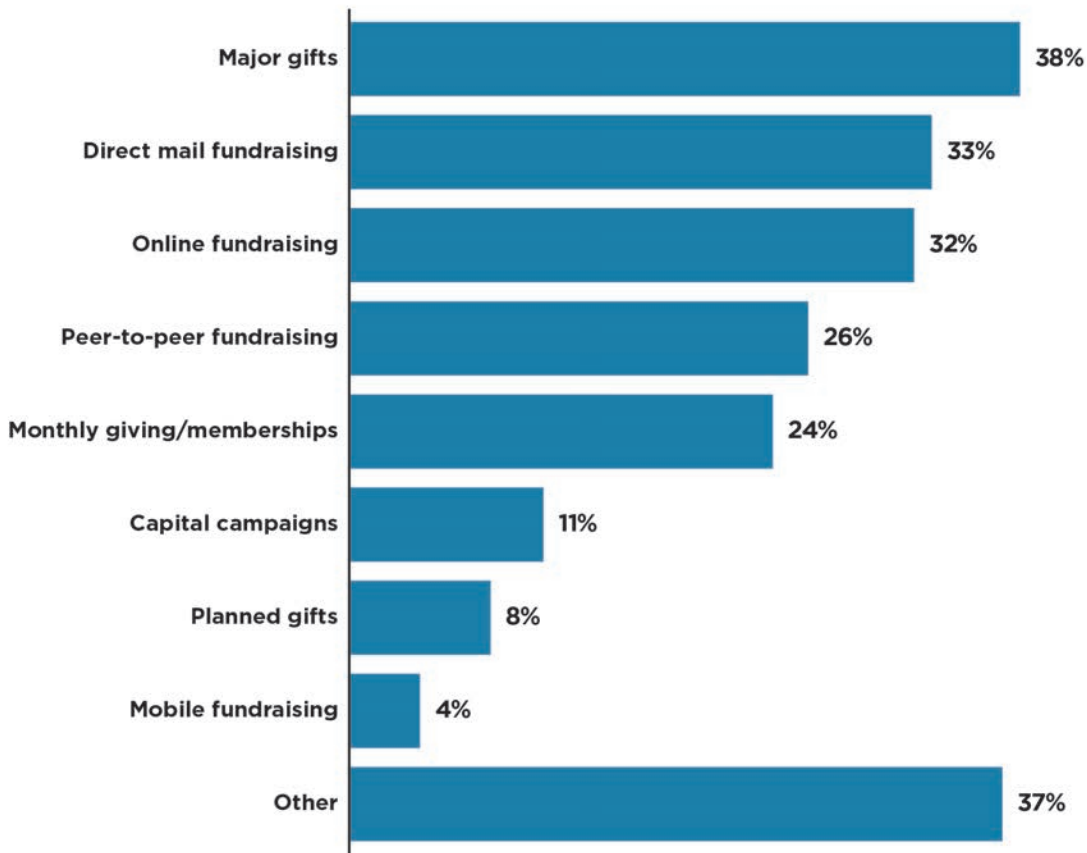
"The strategic plan outlines our strategies and tactics for achieving our fundraising goals and donor retention. It includes specific activities and success measures (KPIs) for each of the fundraising segments (major donors, planned giving, corporate partnerships, grants, events, volunteers, etc.)."

.....

"We have a new initiative to cultivate donors through a series of high-touch, educational events. We also have created videos with stories of our most inspiring clients. We have set goals for grant renewals and new grants targeting general support funding and project funding. We have a plan to train board, fellows and volunteers in fundraising."

To help nonprofits achieve their fundraising goals, we questioned our audience to find out what the top-performing fundraising methods were. It comes as no surprise to us that traditional fundraising prevails over more modern methods. Thirty-seven percent of respondents report major gift fundraising is their top revenue-producing fundraising strategy, and 33% report direct mail fundraising (Figure 12). While these two traditional methods were at the top of the list, online fundraising followed closely behind, with 32% saying it was their top revenue-producing strategy.

Figure 12: Top Revenue-producing Fundraising Strategies

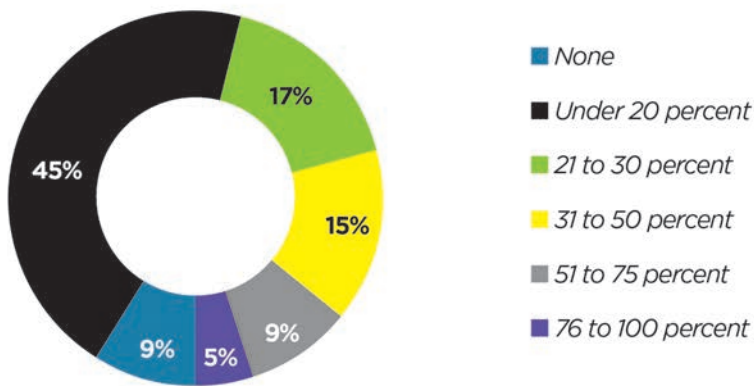


Q: What are your organization's top revenue-producing fundraising strategies? (Select up to three)
(n = 297)

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As the nonprofit sector continues to move forward, we believe online fundraising and digital programs will grow at an exponential rate. Right now, nonprofits are not taking full advantage of their digital programs, with 45% of respondents reporting that digital fundraising makes up less than 20% of their total fundraising budget (Figure 13). While traditional fundraising tactics, like direct mail and face-to-face interaction, still reap more personal relationship-building benefits, online communication and fundraising can be more effective at reaching more donors. For nonprofits, strategizing in a way that incorporates the benefits of both traditional and modern fundraising tactics will prove to be more impactful than choosing one over the other.

Figure 13: Percentage of Digital Fundraising



Q: What percent of your fundraising is digital?
(n = 297)

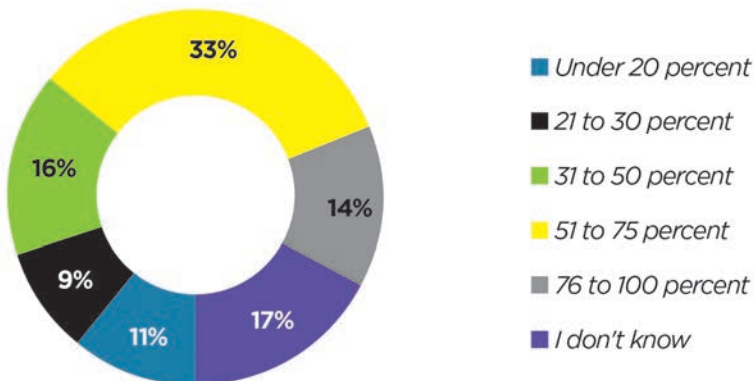


VII. DONOR ENGAGEMENT DRIVES BETTER FUNDRAISING

Is Donor Retention Still an Uphill Battle?

Donor retention remains one of the biggest challenges nonprofits face. Our survey found that 33% of donors reported retaining 51% to 75% of their donors in 2019, while nearly 16% reported retaining 31% to 50% of donors and nearly 11% reported retaining under 20% of donors (Figure 14).

Figure 14: Donor Retention in 2019

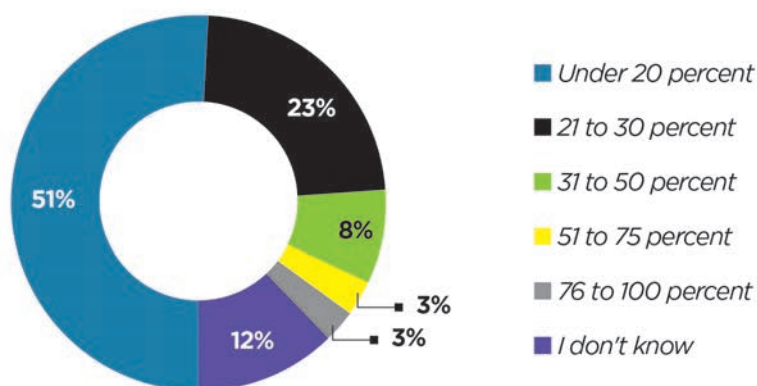


Q: Looking at your nonprofit's total donors in 2019, what percent of donors were retained?
(n = 316)



Our results show that nonprofits lost a good chunk of donors last year. What's even more concerning is that 17% of respondents don't even know their retention rate. To combat the loss of donors, nonprofits typically look to acquire new ones. But we found that 51% of nonprofits report that under 20% of their total donors were newly acquired in 2019, 23% report that 21% to 30% were newly acquired and 8% report that 31% to 50% were newly acquired (Figure 15). Additionally, 12% of nonprofits are unsure of their new donor acquisition rate.

Figure 15: Donor Acquisition in 2019



Q: Looking at your nonprofit's total donors in 2019, what percent of donors were newly acquired?
(n = 316)



How can nonprofits improve retention and acquisition rates? The solution lies in putting more efforts into building donor loyalty.

Focus on Donor Loyalty

In today's population of [more than 1.5 million nonprofits](#)¹ spread across the country, donors are more valuable than ever. Because of this, organizations should strive to encourage donors to give more frequently. While one-time donations are still valuable and add to an organization's revenue stream, recurring donations are even better because it shows that donors have some kind of loyalty to the organization.

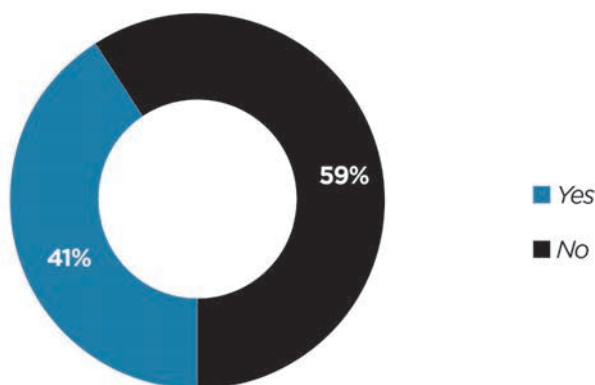
In order to encourage donors to donate to their favorite nonprofits on a recurring basis, organizations need to focus on donor cultivation and stewardship. Donor cultivation is the process of engaging donors and building better relationships with them. During cultivation, nonprofits are typically opening up a dialogue with donors, asking them questions while telling them more about the good work that the organization does. This is the relationship-building phase — a phase that bridges a connection between supporter and organization, which can lead the supporter to donate on a more frequent basis.

Once the relationship with a supporter is established — and they give your organization their first gift — this is where donor stewardship comes along. Communication does not stop once you receive the first gift. For your organization to build a long-term relationship with a donor, it's even more important that your organization continue communicating with donors in between gifts. A good strategy to use to communicate with donors to encourage more gifts is sharing impact stories of the people, places or things that your organization serves. For instance, how many meals did you provide the homeless with the donor's \$100 donation? As we discussed earlier — donors want to know how their dollars are making a difference, and you strengthen your relationships with donors when you share that kind of information.

Many Nonprofits Are Skipping Out on a Donor Engagement Strategy

These are the reasons it's important to outline a donor engagement strategy. Similar to earlier results of how many nonprofits are not strategizing their fundraising programs, we found that 59% of nonprofits are not outlining a donor engagement strategy at the start of each fiscal year (Figure 16).

Figure 16: Nonprofits that Develop Strategic Plans for Donor Engagement



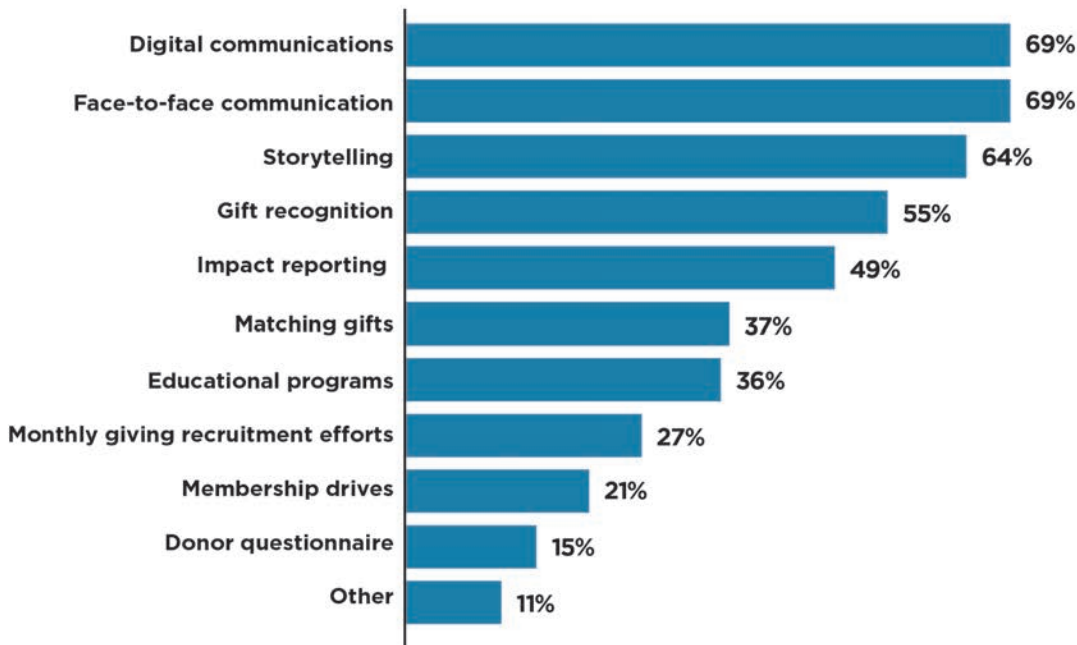
Q: At the start of each fiscal year, does your nonprofit outline a donor engagement strategy?
(n = 326)

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Without a donor engagement strategy in place, nonprofits are not taking the appropriate steps to ensure that they are continually building and maintaining relationships with their donors. And without a strategy, attrition occurs — donors slip through the organization's cracks and find another organization to support.

For the 41% of nonprofits that are crafting donor engagement strategies, their top strategies (Figure 17) are digital communications (69%), face-to-face communication (69%) and storytelling (64%).

Figure 17: Donor Engagement Strategies Nonprofits are Using



Q: Which strategies has your nonprofit utilized to engage donors? (Select all that apply)
(n = 316)



VIII. DIGITAL ADOPTION ON THE RISE

Nonprofits Need to Better Understand Online Fundraising

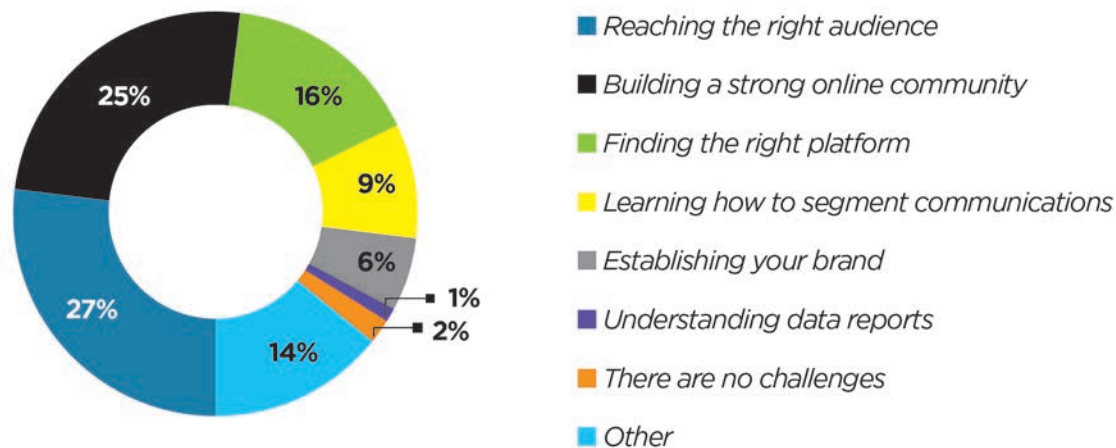
In a hyperdigital world, nonprofits have been known to lag behind. While technology has the potential to transform nonprofits, helping them operate more effectively and efficiently, few nonprofits understand the need for technology investments. In fact, only 34% of nonprofits believe that they need more technology resources (Figure 5, page 6), and only 32% of nonprofits believe online fundraising is a top revenue-producing fundraising strategy (Figure 12, page 15). Further, [online giving grew 6.8% in 2019](#).⁶

If you remember from earlier in the report, 45% of nonprofits admit that under 20% of their organization’s fundraising is digital (Figure 13, page 16). This number was exactly the same in last year’s study, which brings into question ... why aren’t more nonprofits putting more into their online fundraising efforts?

The answer to that, we believe, is that many nonprofits lack a full understanding of how to optimize online fundraising efforts. Online fundraising is many donors’ preferred way to donate, especially Millennials. Establishing a relationship with them is the key to getting the most out of online fundraising. But that comes with a price. Because many younger generation donors, and even some Baby Boomers, research an organization before they donate.

So if your online branding isn't consistent or if you don't have a strong online presence, there's a good chance that donors will look for an organization that has more consistency and recognition. We found that 27% of nonprofits struggle with finding the right audience, 25% struggle with building a strong online community and 16% struggle with finding the right platform (Figure 18).

Figure 18: Top challenges in Moving Fundraising Efforts Online



Q: What is the biggest challenge related to moving more of your fundraising efforts online?
(n = 297)

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To optimize online fundraising efforts, nonprofits need to understand who their target audience is and what those donors are looking for in an organization. In order to do that, it's recommended that organizations analyze their donor data to find out more information about their donors. The data can tell organizations how old their donors are, where they come from, what they are passionate about and which platforms they are most active on.

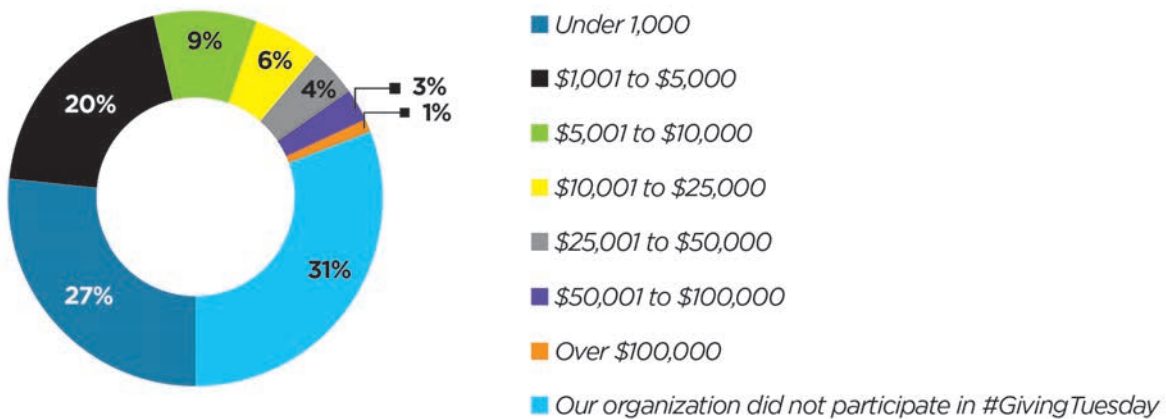
Another course of action is to look for an organization that does a great job at reaching their audiences on the right platforms and is having success in their online fundraising programs. Don't be afraid to seek out their counsel and pick their brain about how to best build out your online brand and fundraising programs. After all, the nonprofit sector is overall altruistic, and many organizations want to lend a helping hand to lift other organizations up.

Many Nonprofits Do Not Participate in #GivingTuesday

#GivingTuesday is considered one of the most important giving days of the year. For many nonprofits, it takes months and months of planning and promotion. Last year alone, [\\$511 million was raised online on #GivingTuesday in the U.S.](#)⁷ — that number jumps to \$1.97 billion for both online and offline giving on #GivingTuesday.

Remarkably, we found that more than 30% those who participated in our survey admit that their organization did not participate in #GivingTuesday in 2019, while 27% of nonprofits report that they raised under \$1,000 and 20% said that their organization raised between \$1,001 and \$5,000 (Figure 19).

Figure 19: Amount Raised on #GivingTuesday in 2019



Q: During #GivingTuesday 2019, how much did your nonprofit raise?
(n = 297)



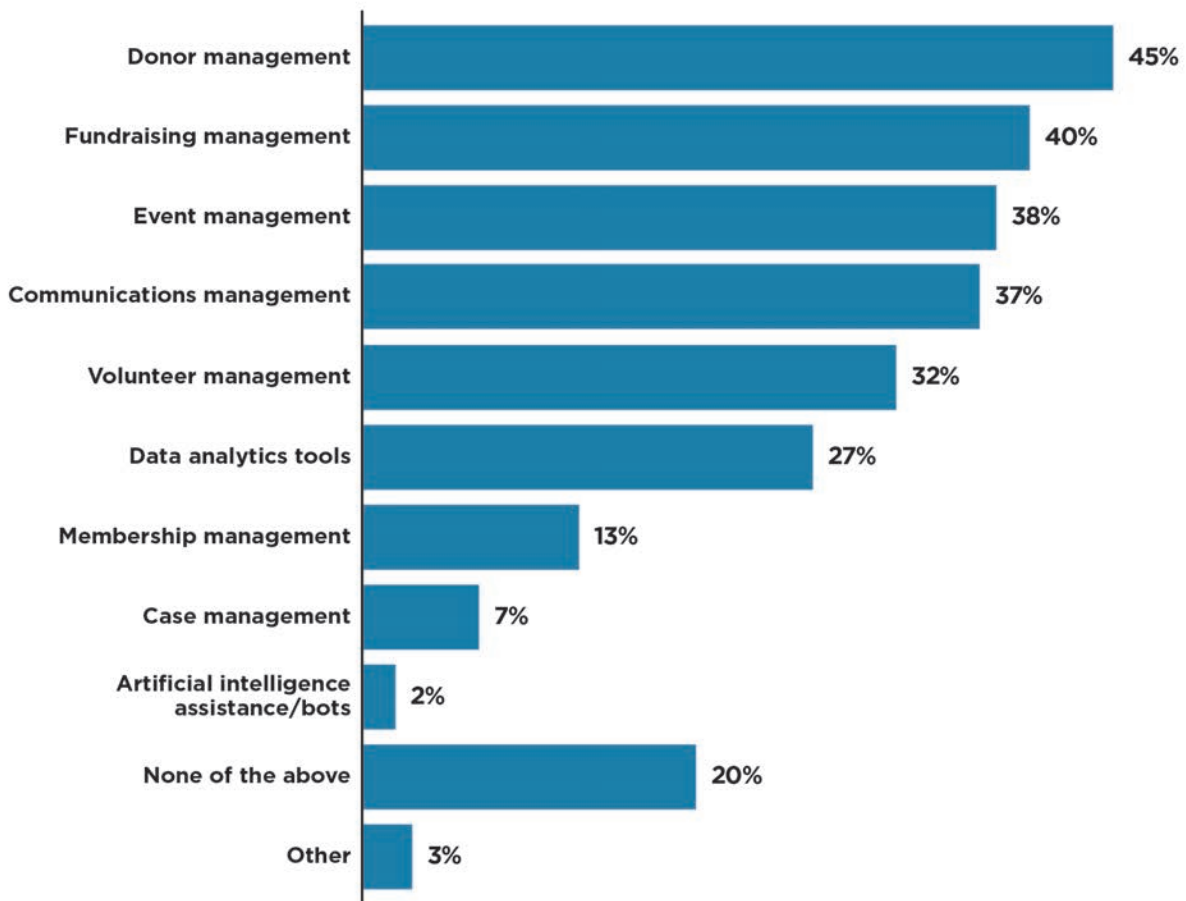
If nonprofits are interested in testing out online fundraising, #GivingTuesday is a great way to do so. During that time of year, donors are feeling especially charitable and will give to organizations that fit their passions and interests.

But nonprofits should not consider #GivingTuesday participation as easy money. In order for a #GivingTuesday campaign to be successful, organizations should begin planning and strategizing months — even a year — in advance to prime donors and let them know about the organization’s #GivingTuesday initiatives.

Once nonprofits have a good online fundraising program in place, it may be time to invest in a technology solution to help further engage donors. It goes without saying that a new technology is a big investment. Nonprofits should conduct thorough research on potential new technology investments and, further, find a technology vendor that acts as more of a partner and adviser, rather than a salesperson.

According to our findings, 45% of nonprofits use a donor management software to help improve donor relationships, while 40% use a fundraising management software and 38% use an event management software (Figure 20).

Figure 20: Types of Technology Used to Improve Donor Relationships

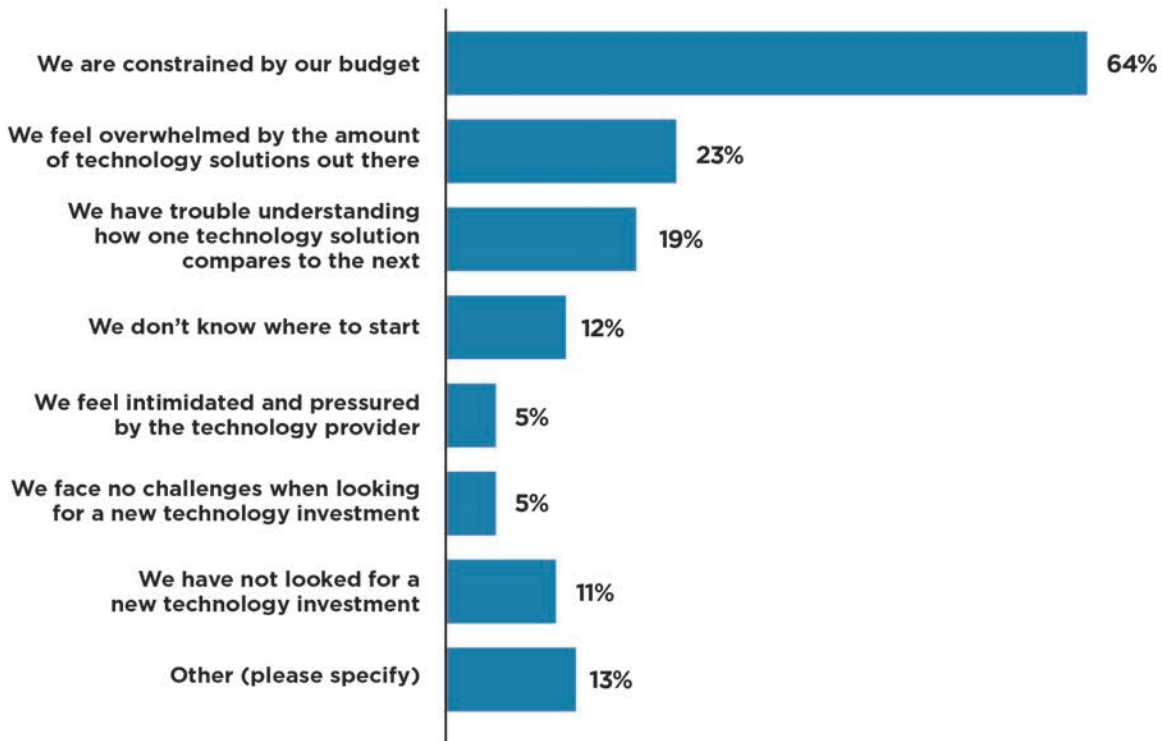


Q: Which of the following technologies has your nonprofit used to improve donor relationships? (Select all that apply)
(n = 316)

NonProfitPRO

A technology investment can benefit every nonprofit, but many nonprofits are constrained by their budget and can't afford to invest in a new technology solution. Sixty-four percent of nonprofits feel constrained by their budget, while 23% feel overwhelmed by the technology solutions out there and 19% have trouble understanding how one technology solution compares to the next (Figure 21).

Figure 21: Top Challenges When Looking for a New Technology Investment



Q: When looking for a new technology solution to invest in, what are your organization's biggest challenges? (Select up to three)
n = 297

NonProfitPRO

For nonprofits that are overwhelmed by the number of technology options out there and want to compare different technology solutions, [CabinetM](#)⁸ breaks down hundreds of platforms designed specifically for nonprofits. For nonprofits that are constrained by their budget, our best recommendation is to ask around to see which technology vendors are willing to work with your budget.

IX. CONCLUSION

As the nonprofit sector grows in size and scope, organizations will continue to face rising challenges. Nonprofits will continue to struggle with allocating adequate resources to keep organizations running — all while attempting to achieve bigger fundraising goals.

Our recommendation to nonprofit leadership is to prioritize strategy. We understand that nonprofits have limited time and staff, but having a strategic plan in place for your fundraising efforts will help guide you down the path toward success. And the best thing about having a plan in place is that it is adaptable — meaning, if your fundraising program isn't performing as well as you thought it would, you and your team can reevaluate and rebuild your strategic plan.

And if your budget allows, look for technology solutions to help your organization streamline its operations. The most important factors to consider are finding a technology solution that best fits the needs of your organization and finding a technology vendor who puts your organization's needs first.

X. REFERENCES

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1 Insufficient resources continue to be a major challenge for nonprofits.

2 Most nonprofits are not prioritizing strategy, potentially costing them revenue.

3 Direct mail and major gifts remain the top revenue-producing fundraising strategies.

4 While nearly all organizations are interested in investing in a new technology, most are unable to afford it.

WHO WE ARE

NonProfitPRO

NonProfit PRO is the go-to source for nonprofit management and strategy. Developed for thought leaders and innovators, we cover an array of topics focused on leadership management, development, fundraising strategy, technology and much more. We offer a magazine, website and daily e-newsletter, NonProfit PRO Today, with a fresh look and quick, hard-hitting content as the go-to source for modern nonprofit professionals. NonProfit PRO also offers a wide range of tools, including a live multiday conference, webinars, video, custom publishing, research and more.

NAPCORESEARCH

Led by a former Forrester Research analyst, the NAPCO Research team crafts custom data-centric solutions that leverage our highly engaged audiences across the markets in which we operate, our industry subject matter experts and in-house research expertise. We partner with our clients to identify their unique business problem and create solutions that enable deeply informed decision-making. Contact research@napco.com for a research consultation.



Neon One was founded with the mission of becoming the most authentic end-to-end technology ecosystem for nonprofits. The team has worked with more than 30,000 organizations over the last several decades, bringing them an unparalleled level of industry expertise. Neon One is actively transforming the way nonprofits support their missions through its growing suite of best-of-breed products. To date, the company has facilitated over \$9 billion in fundraising efforts for nonprofits around the world. Backed by FTV Capital and Blue Star Innovation Partners, Neon One is expanding its footprint, and currently has offices in San Francisco, Los Angeles, Chicago, Denver, Dallas and New York.

