



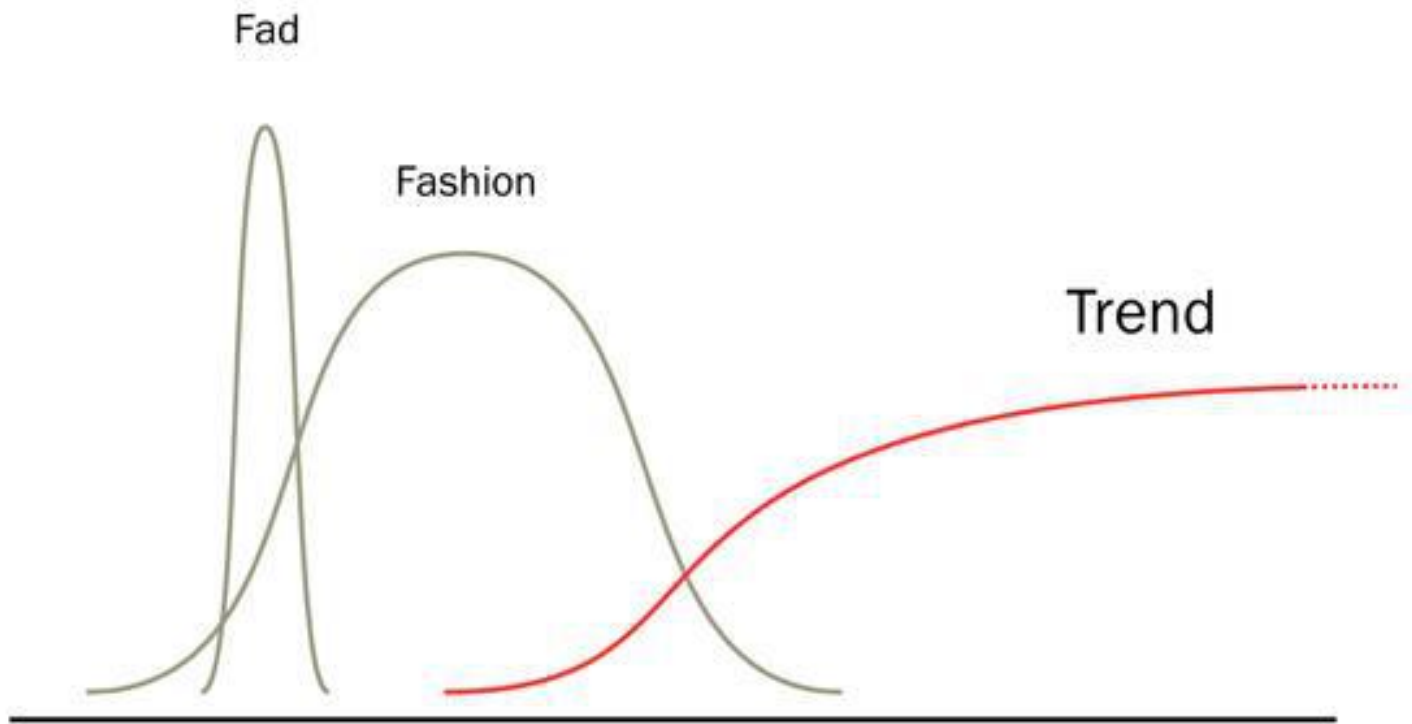
Minding the Market:

Understanding Trends to Inform Strategy Shifts

Sheila Bravo
sbravo@delawarenonprofit.org

What is a Trend?

A pattern of gradual change in a condition, output, or process



Why Watching Trends Matter

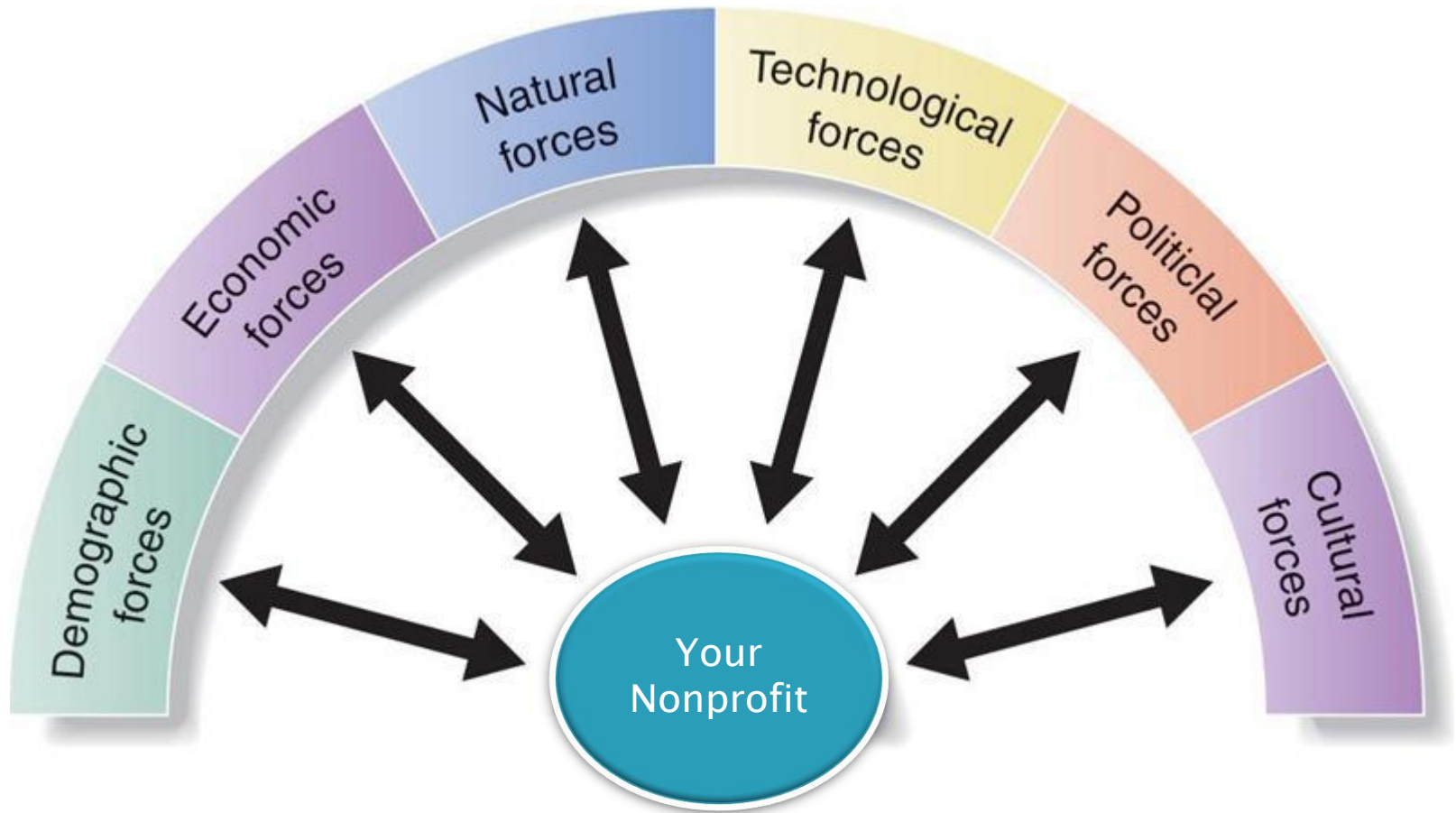
▶ Trends can impact Risk Management

- Funding disruptions
- Client services
- Cost Increases

▶ Trends can impact Innovation

- New service opportunities
- New funding streams
- Cost Reductions

Which Trends Matter?



What trends did your organization capitalize on when it was first formed?

Does that environment still exist and is it growing or shrinking?

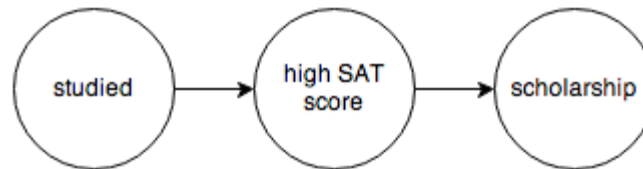
Some Trends are Easier to see than others

- ▶ Population
- ▶ Building Stats
- ▶ Joblessness
- ▶ Consumption Trends
- ▶ GDP
- ▶ Technology
- ▶ Affordable Housing
- ▶ Employee Turnover
- ▶ Service Usage
- ▶ Regulation

Which Trends would most likely influence your organization's future?

The Past can help inform the future

- ▶ Causal data (if this happens...then this happens)

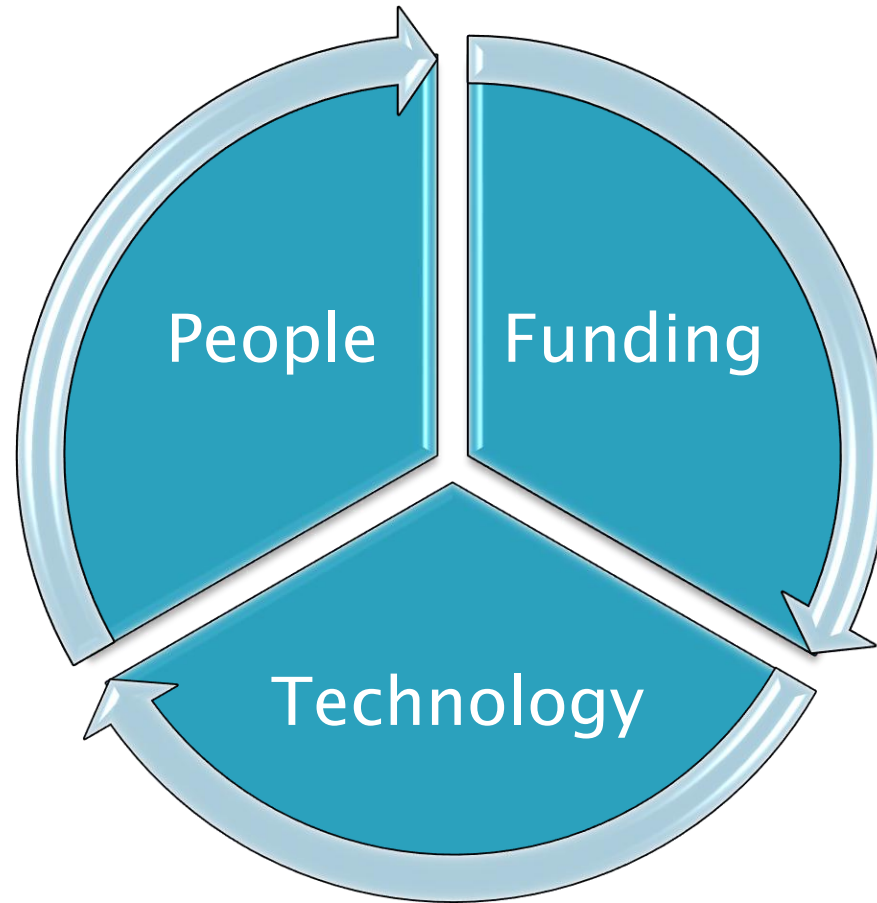


- ▶ Historical behaviors (an event like this.. People typically respond like this..)



What causal/historical data do you currently use to inform planning?

Three Areas for Trend Discussion



People

- ▶ Customers
- ▶ Employees
- ▶ Donors

- ▶ Demographics
- ▶ Culture Shift
- ▶ Leadership



Delaware Demographic Shift in 10 years



Youth (age 0–17) decline by 1%

Seniors (65+) will increase by 57,000 or 35%



Hispanic workforce age (18–64)
increase by 18,000 or 31%

Culture Shift

- ▶ **Baby Boomers** (born 1946–1964) retiring, but not exiting workforce completely
 - Gig Jobs/new careers
 - Part-time
 - Volunteer

- ▶ **Millennials** (born 1981– 1996)
 - More agile organizations
 - Collaborative culture
 - Flexible work environment
 - Tech Savvy



Leadership

- ▶ Shared (network)
Leadership vs Top Down
- ▶ Succession and internal
talent pool
- ▶ Movement vs
Organization
- ▶ Shifting Competition



People Trend Implications

Customer population growth or decline impacts demand for nonprofit services

- Rethink service offerings
- Downsize
- Expand

Workforce shift may require different ways to operate

- Workforce diversity (multiple languages?)
- Mobile workforce with flexible scheduling
- Shifting from a top-down leadership model to distributed leadership
- Different training/development services