Before we get started.....please mute your audio once we get started!

Please merge your audio and video, if you are calling via phone and computer.

Session will be recorded and available after the session

Use Chatbox for Q&A, Commenting, and Technical Questions

We recommend starting with “Speaker View”, with the Chat box open, and then shifting to “Gallery View” for the Q&A & Open Dialogue Session.
Amplifying Impact: Strategic Alliances in Uncertain Times
We help leaders make better decisions.
Today’s Speakers

Anne Yurasek, Principal
Anne has been an organizational development consultant and trainer for over twenty years in the nonprofit and private sector. She is the managing partner of Fio Partners.

Anne has an MBA in Management from Columbia University and a Bachelors Degree in Psychology from Wellesley College.

Cynthia Rojas, Consultant
Cynthia’s career spans over two decades and includes senior nonprofit leadership roles, most recently at Clifford Beers Clinic.

Cynthia has an M.S. in Research Methods from Hunter College and is pursuing a doctorate in Organizational Development and Strategic Leadership from Southeastern University in FL.

And you!
Introduce Yourself in the Break Out Room
Name, Role, Organization.... and today’s #pandemic Bright Spot!
Poll: What Brought You Here Today
Our Objective for Today’s Session
Our Objective

To highlight innovative ways nonprofit leaders and Board members can continue to have the impact they have been experiencing before the pandemic.

To explore our assumptions and beliefs regarding the various types of partnerships that could serve our communities better.
Agenda for Today

• Context for Our Discussion
• What is a Strategic Alliance?
• Importance of Leadership
• Understanding Your Current and Future Organizational Health
• Moving Forward
Context for Our Discussion
State of Nonprofits in CT (July 2020)

- 65% delivering services in a moderately or severely reduced capacity
- 52% loss of fee for service revenues
- 67% loss revenue due to cancellation of fundraising events

4 out of 5 concerns were revenue based
State of Nonprofits in CT  (July 2020)

1 out of 3 nonprofits reported they were struggling.

91% Reported new or adapted program development

1 out of 5 nonprofits is or will be conducting an executive search.
<table>
<thead>
<tr>
<th>Connecticut</th>
<th>Rhode Island</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>64%</td>
</tr>
<tr>
<td>Delivering services in a moderately or severely reduced capacity</td>
<td></td>
</tr>
<tr>
<td>67%</td>
<td>76%</td>
</tr>
<tr>
<td>Loss of revenue due to cancellation of fundraising events</td>
<td></td>
</tr>
<tr>
<td>29%</td>
<td>40%</td>
</tr>
<tr>
<td>Reported they were struggling</td>
<td></td>
</tr>
</tbody>
</table>
What We Are Hearing From Leaders

- Organizations are having to delve into things that are not their expertise (e.g. technology, training).

- “We can’t provide online services if our population cannot access the internet.”

- Don’t have the infrastructure. We do everything on paper.

- Everything takes twice as long to accomplish because we have to build a system for it.

Chat Box Reflection: What Is Keeping You Up At Night?
What is a Strategic Alliance?
Strategic Alliance Continuum: Coordination to Consolidation

Coordination
Verbal Agreements

Collaboration
Increasing central authority
Reduction in autonomy

Consolidation
Mergers
Strategic Alliance Continuum

Merger or acquisition
Parent Corporation
Service Networks
Management Service Organizations
Joint venture or partnership
Coordination & Collaboration

High risk, high cost to create, reduced autonomy

Lower risk, lower cost to create, retained autonomy
Importance of Leadership
This journey begins with you.
Small Group Discussion:

What comes to mind when you think of strategic alliances and partnerships?

What are your core assumptions, beliefs, or prior experiences that inform your perspectives?

What would it take for you to consider a deeper partnership if you found it to be a strategically and financially viable?
Small Group Report Out
What is true for you is...

true for your partner.
Understanding Your Current and Future Organizational Health
Current State

Early Warning Tool: to assess your organization and determine if strategic alliances can help your mission.
Financial Health

Assess financial red flags to assess financial vulnerability in anticipation of revenue loss
Assessing Your Programs
Understanding Your Relationships

Current State
Leading with impact.

Think-Pair-Share: What Is The Impact You Hope to Have in the Coming Year?
Future State

- Scenario Planning
- Financial Forecasting
Moving Forward
Considering Your Options

Financially Vulnerable?
- Assess Your Programs
- Consider retrenchment, partnership and/or consolidation

Financially Healthy?
- Maintain Operations
- Consider options for partnership, collaboration, and/or merger of smaller organization

Not sure where/how you could partner?
- Assess current programs and look for opportunities to partner
- Build internal clarity around opportunities
Engage Your Board of Directors
Create Internal Clarity
Prioritize Key Relationships & Cultivate
Power of Trust

- Competence
- Communication
- Contractual
Support for Organizations

- Board & Staff Training
- Building Internal Clarity
- Partner Search and Feasibility
- Partnership Design
- Developing Agreements
- Supporting Implementation & Transition Planning
Q & A
Thank you!
Keep in touch!

www.fiopartners.com