



# MAKING STRATEGY COME TO LIFE AT A NONPROFIT



## INTRODUCTION

This case study explores the transformative journey of a nonprofit organization located in the Midwest. The organization, under the leadership of its Executive Director and Board President, embraced change to overcome several challenges and breathe new life into its strategic vision.



## THE STORY

This Midwest nonprofit organization is dedicated to enriching lives through inspiring performances, inclusive education programs, and innovative community partnerships.



## THE CHALLENGE

The organization faced a series of pressing challenges that prompted the need for strategic reevaluation and revitalization. Board members had limited exposure to peer organizations within the industry, which hindered ideation and the desire for change. The organization also struggled with fragmented feedback loops and key stakeholders in the community, which resulted in misalignment and a lack of clarity throughout the organization overall.



## THE CHOICE

In response to these challenges, the organization partnered with [Bâton Global \(B|G\)](#) to foster new relationships and capitalize on existing ones. [B|G](#) conducted thorough quantitative and qualitative research about peer and aspirant organizations, diving into various subjects such as finances, structure, governance, and programming. They also administered a four-part survey to gather anonymous feedback and ideas from a wide range of stakeholders such as board members, staff, volunteers, and patrons. [B|G](#) distilled the research, feedback, and ideas into a strategic plan consisting of focus areas, objectives, measures, and targets. A 22-person virtual retreat with staff and board members assisted in clarifying the strategic plan and establishing ownership.

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## MAKING STRATEGY COME TO LIFE AT A NONPROFIT

A Midwest nonprofit organization that enriches lives through inspiring performances and inclusive education programs embarked on a transformative journey to address roadblocks to advancement. With board members' limited access to the industry and fragmented feedback loops, they engaged **Bâton Global (B|G)** for guidance on how to move the organization forward.

B|G conducted extensive research to better equip the organization in understanding its external and internal environment. They gathered quantitative and qualitative research about peer and aspirant organizations including details across a variety of subjects such as finances, structure, governance, and programming. A four-part survey was also administered, which gathered anonymous feedback and ideas from board members, staff, volunteers, patrons, and other key stakeholders in the community.

Distilling this research and feedback was a key component in the formulation of a strategic plan with focus areas, objectives, measures, and targets. B|G facilitated a 22-person virtual retreat with staff and board members to refine the strategic

plan, create ownership, drive excitement for the future, and highlight key activities that would sustain momentum.

B|G equipped the board and staff to confidently embrace change with a level of detail and clarity not seen before in the organization's history. The Board President kindly shared with the project team, "You are worth far more than we could ever pay you. Thank you so very much!"

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THAT ACHIEVES YOUR GOALS.



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