THIRD EDITION

Nonprofit Trends Report

Introduction

COVID-19 hit vulnerable and marginalized communities especially hard. The nonprofit organizations that serve these communities have been forced to quickly adapt. We set out to uncover how these organizations have responded, as well as the role technology has played to help them build resilience.

We partnered with the Urban Institute to develop and field the survey in North America and Europe that was used to generate this report. The goal was to advance an understanding of how nonprofits are overcoming new challenges, tackling new opportunities, and leveraging technology to support their missions.

This survey generated considerable insights on the digital maturity of nonprofit organizations and how digital maturity impacts nonprofit success metrics. **We define digital maturity as an organization's ability to leverage data to inform decision-making, reach new audiences, personalize communications, and forecast fundraising income.**

The survey addressed three main topics:

- **Digital Experience:** challenges and opportunities associated with an with organizations' use of technology.
- **Managing Through Change:** organization strategies and challenges related to the global pandemic.
- **Planning for the Future:** concerns and optimism about organizations' ability to achieve their missions in the months ahead.

We found that there was a connection between the organizations with high digital maturity and those with the most innovative and confident responses to change. In an increasingly digital world, it's more important than ever for nonprofits to have the modern digital tools necessary to be efficient, effective, and successful.

Contents

About the Survey

Organizations surveyed ranged in size from 1 employee to more than 250 employees. We collected data online from online surveys during July and August 2020. For details, please see the Appendix.

Respondents by Revenue Size

(U.S. Dollars)

Less than $1 Million	36%
$1 Million – $5 Million	30%
$5.1 Million – $10 Million	11%
More than $10 Million	16%
Did not state	7%

867
nonprofit professionals

6
countries

The Digital Maturity Index

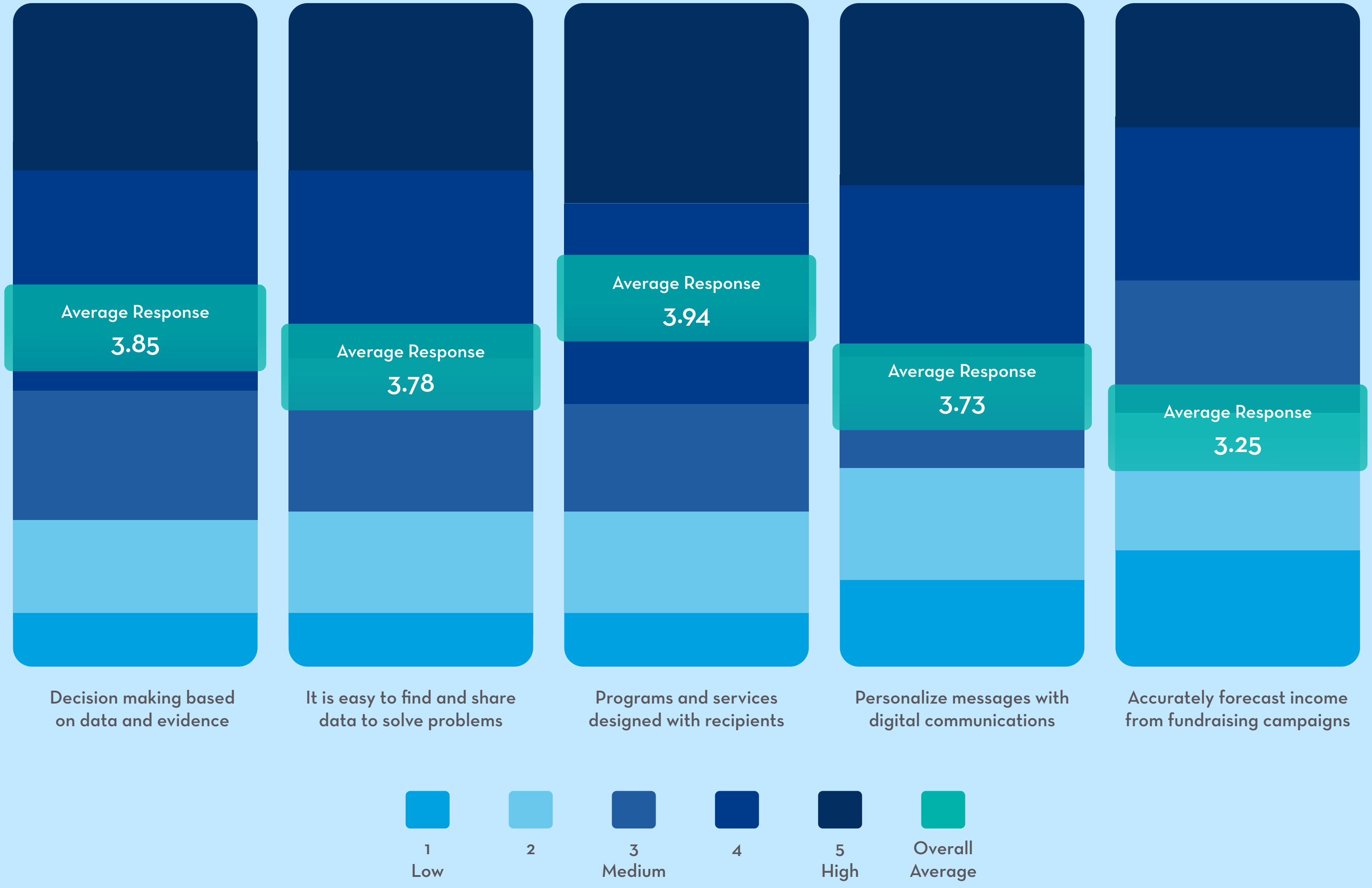
Nonprofits' Responses on Digital Maturity

We define digital maturity as an organization's ability to leverage data to inform decision-making, reach new audiences, personalize communications, and forecast fundraising income.

In order to evaluate how advanced nonprofits are when it comes to using data for their work, we created the Digital Maturity Index, asking nonprofits to self-assess the extent to which data guides their operations. To create the Digital Maturity Index, we combined the responses to the following five areas. The average of an organization's score across these five questions produces an overall measure of digital maturity for a respondent's organization.

Nonprofit cause areas, location, and organization sizes did not significantly affect digital maturity.

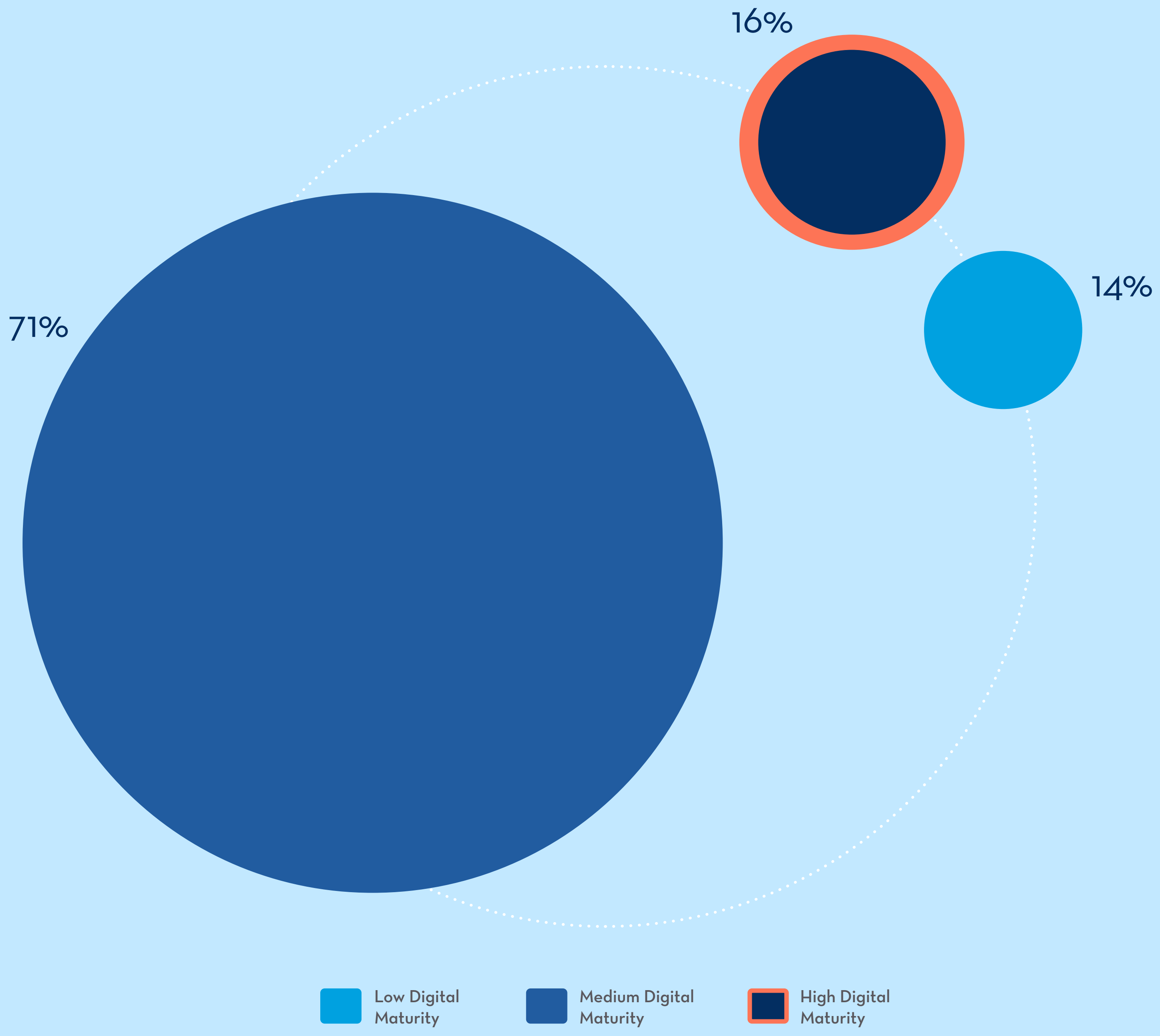
Average Global Responses on Digital Maturity Questions



Categorizing Nonprofits Based on Digital Maturity

Based on nonprofits' responses, we categorized organizations into three categories: low digital maturity, medium digital maturity, and high digital maturity. After nonprofits rated themselves on a scale of 1 to 5 across five questions, we created average scores to categorize them. An average across these five questions of less than 3.0 was low digital maturity, an average of between 3.0 and 4.5 was medium digital maturity, and an average of over 4.5 was high digital maturity.

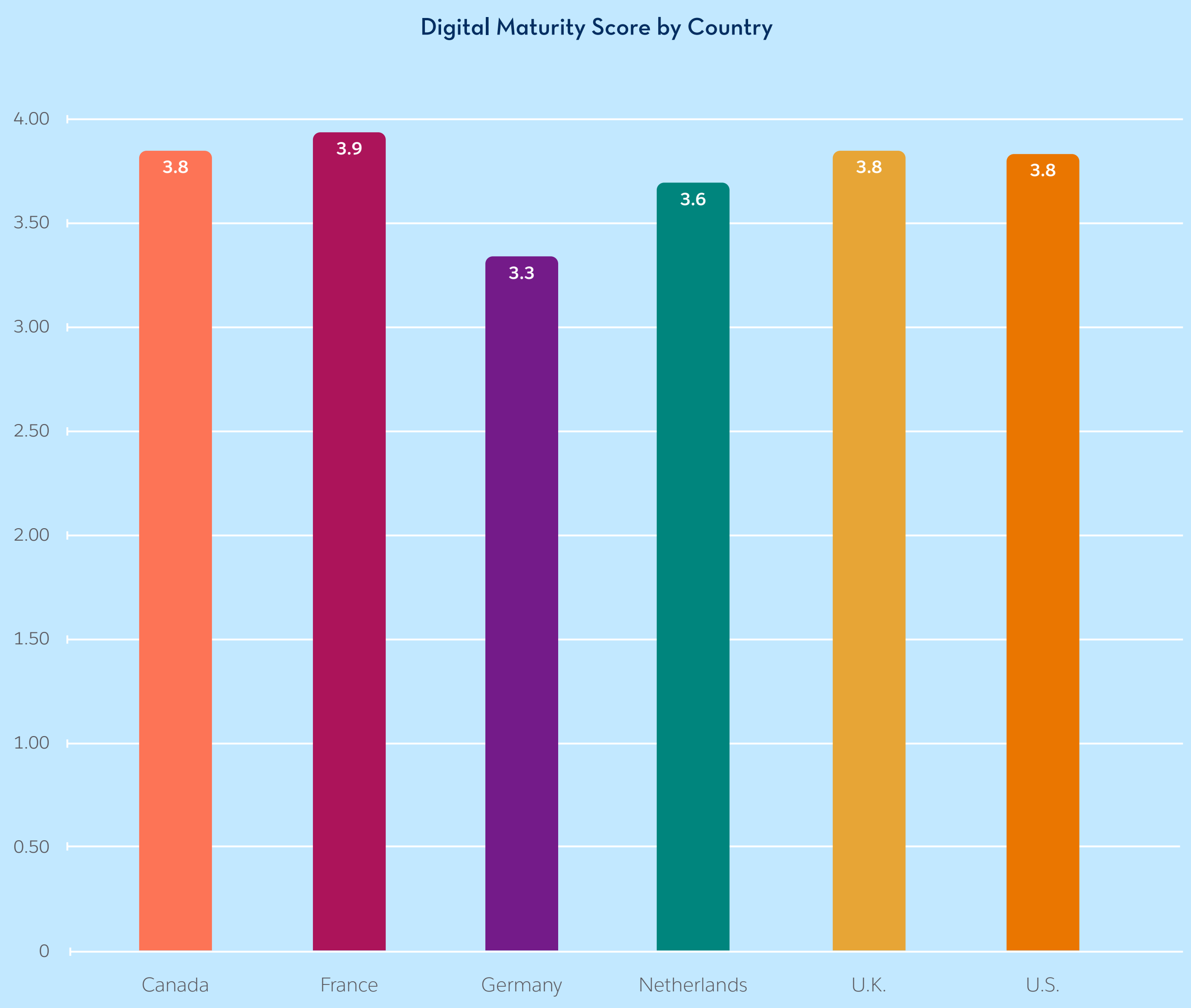
The majority of nonprofits were medium digital maturity, but about 16% of respondents were leaders, with a high level of digital maturity.



Digital Maturity by Country

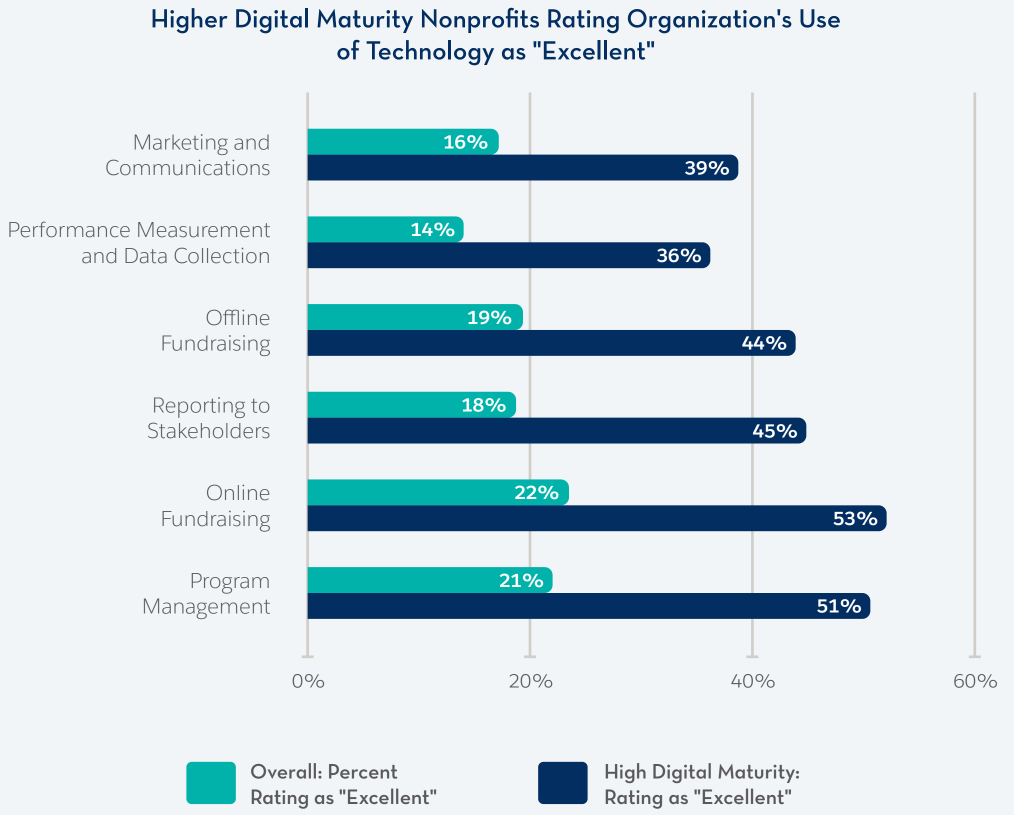
Nonprofits' digital maturity was largely similar across cause areas, number of employees, countries, and organization ages. For example, across countries, trends in meeting goals were fairly similar.

This suggests that the level of digital maturity is influenced more by a specific nonprofit's priorities and management rather than by where it is or what it does. That is good news, because it means that all nonprofits can take **strategic steps** to improve their digital maturity.



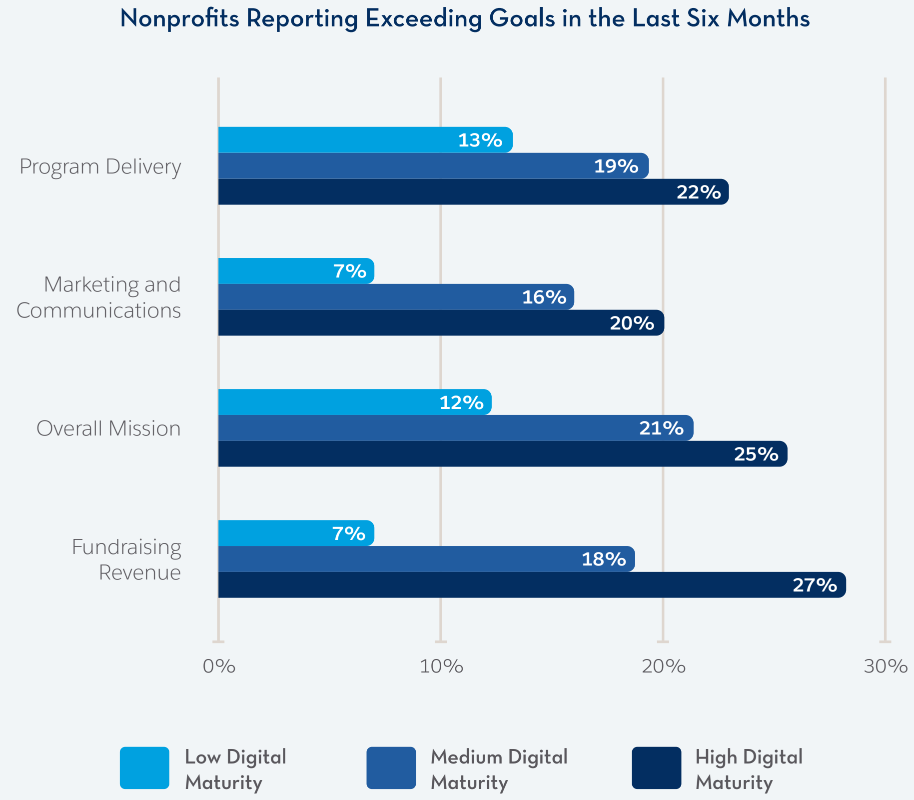
Digital Maturity and Use of Technology Ratings

Compared to organizations overall, nonprofits with high digital maturity rated their use of technology for marketing, fundraising, program management, performance management, and reporting as "Excellent" at a far higher rate.



High Digital Maturity Nonprofits Exceed Goals at Higher Rates

Leading nonprofits were more likely to have exceeded their goals across program delivery, marketing, fundraising, and their overall mission in the last six months. High digital maturity was related most strongly to exceeding fundraising goals (27% for leading organizations versus 18% overall).



Organizational Comfort with Technology

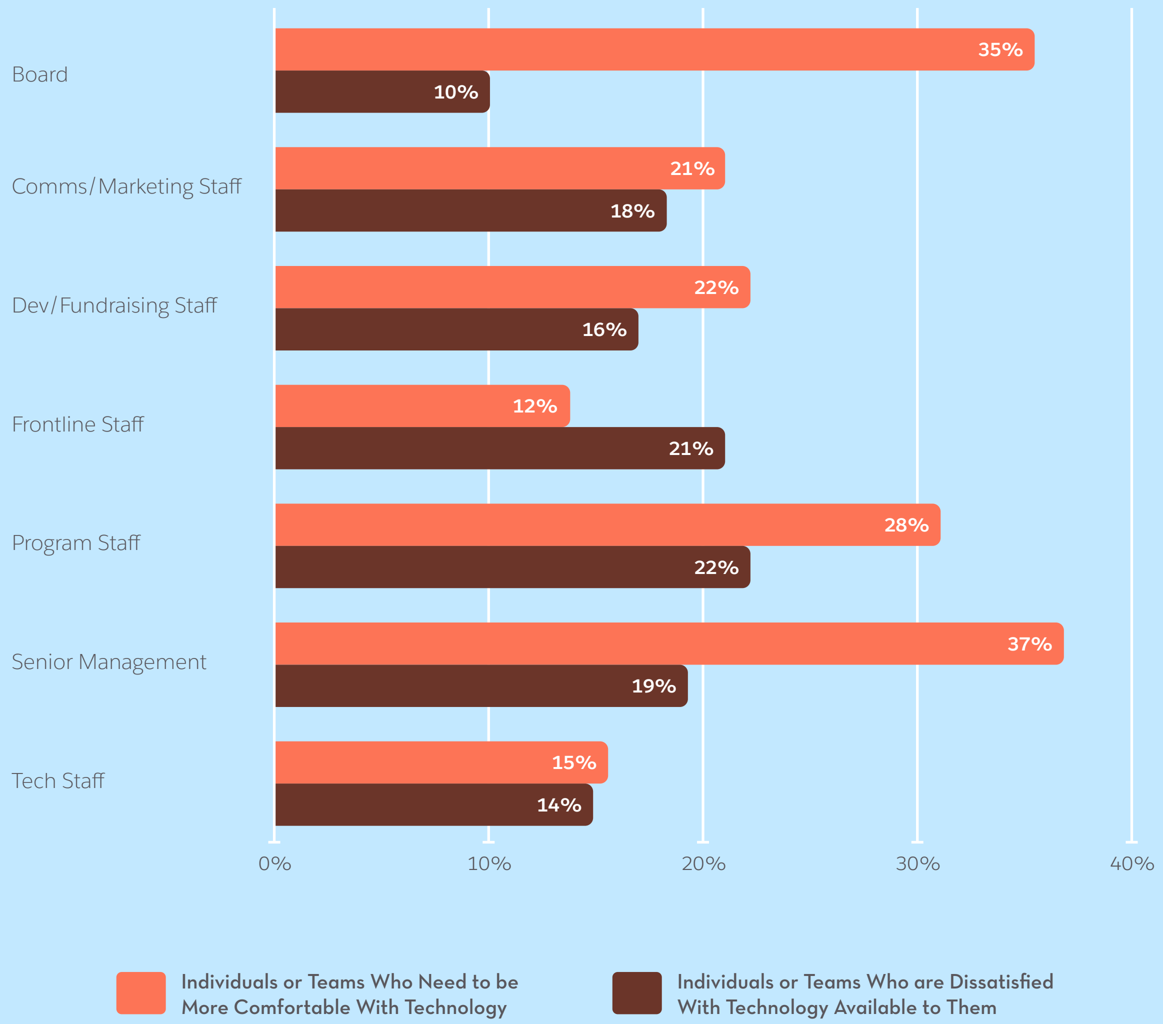
By definition, being digitally mature means an organization is able to leverage data to inform decision-making, reach new audiences, personalize communications, and forecast fundraising.

Digital maturity begins with being comfortable using technology. We asked: which individuals or teams in your organization do you think need to become more comfortable using technology?

Senior management and board members are the top people that nonprofits we surveyed said need to be more comfortable with technology. Interestingly, frontline staff seemed to be the most comfortable with technology.

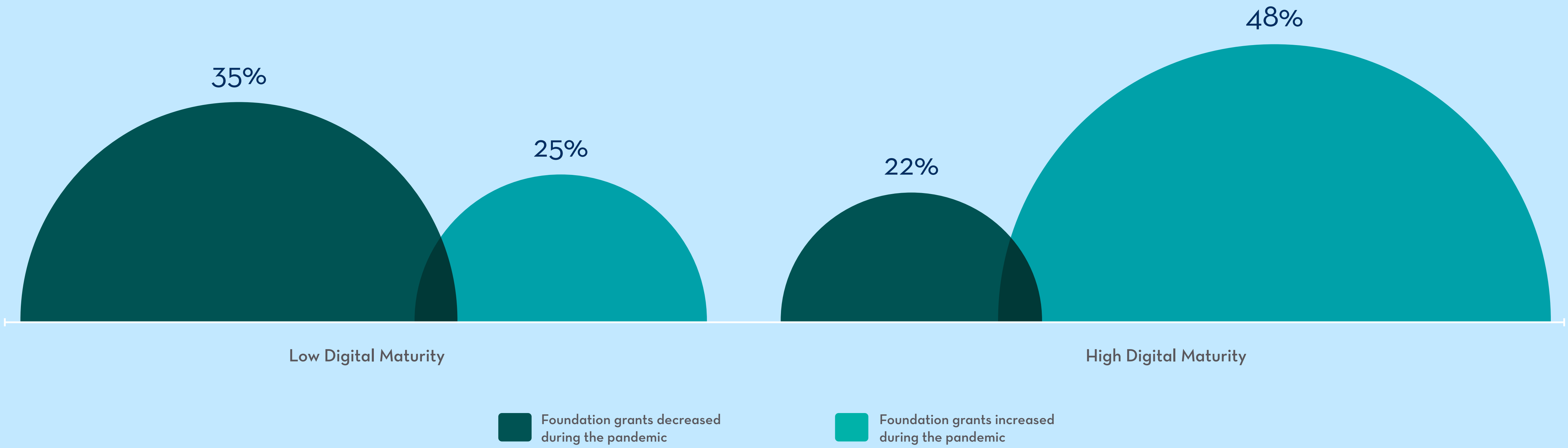
Although frontline staff were some of the most comfortable with technology, they were also the most dissatisfied with the technology available.

Which individuals or teams in your organization do you think need to be more comfortable using technology?



Digital Maturity Helped Nonprofits Win More Grants

High digital maturity (leading) nonprofits were nearly twice as likely to say that revenue from foundations increased during the pandemic. This is in contrast to the general trend during the pandemic – a third of nonprofits said they saw a decrease in grants from foundations.



What is Your Organization's Digital Maturity Level?

Answer the following questions and calculate your score. On the scale from 1 to 5, with 1 being none of the time and 5 being all of the time, please indicate the degree to which you feel your organization engages in the following activities to the right.

Total less than 15: your organization has **low digital maturity**

Total between 15 and 22.5: your organization has **medium digital maturity**

Total more than 22.5: your organization has **high digital maturity**

Low Digital Maturity

Medium Digital Maturity

High Digital Maturity

	Score between 1 and 5
We make decisions based on data and evidence.	
When there is a problem to solve that involves different departments across my organization, it is easy to find and share data.	
We design our programs and services using information about and engagement with the recipients of our programs/services.	
We are able to personalize messages to specific subgroups of our supporters with our digital communications.	
We are able to accurately forecast income from our fundraising campaigns.	
Total Score:	

DIGITAL MATURITY

Findings by Department

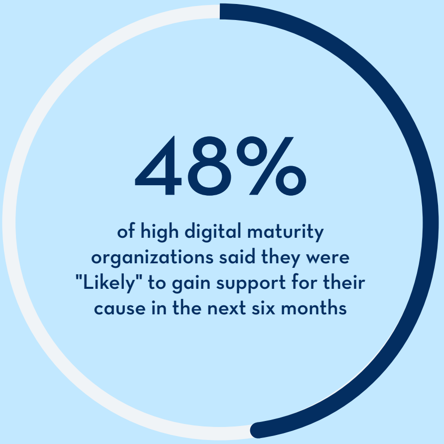
Leading nonprofits did better at marketing, fundraising, and program management, even amidst challenges wrought by the pandemic.

Leading Nonprofits are Confident in Fundraising

Across the board, nonprofits with high digital maturity were also leading the way in marketing, while low digital maturity nonprofits were behind in key areas. Leading nonprofits were confident about nurturing relationships and gaining support, which is impressive given the numbers of changes nonprofits have experienced as a result of the pandemic.

- Nearly half (**48%**) of high digital maturity nonprofits said they were “Likely” to gain support for their cause over the next six months, versus nearly one in five low digital maturity organizations
- A similarly stark gap exists between high and low digital maturity nonprofits when it comes to confidence in nurturing relationships with supporters digitally, which is especially important as so much moves online: **55%** of high digital maturity nonprofits said they were likely to be able to nurture and strengthen relationships with supporters digitally, versus 31% of low digital maturity nonprofits
- **81%** of leading nonprofits said they met or exceeded their goals in marketing and communications, compared to 62% of low digital maturity nonprofits

“More publicity and more donations”
– A survey respondent from the Netherlands, when asked about priorities coming out of the crisis



1 in 5

low digital maturity organizations said they were "Likely" to gain support for their cause in the next six months

Relationship Maturity

Digital maturity is associated with nonprofits' ability to cultivate relationships and gain support, even during the pandemic.

Low Digital Maturity | Medium Digital Maturity | High Digital Maturity

High digital maturity nonprofits were more likely to rate their marketing and communications as "Excellent"

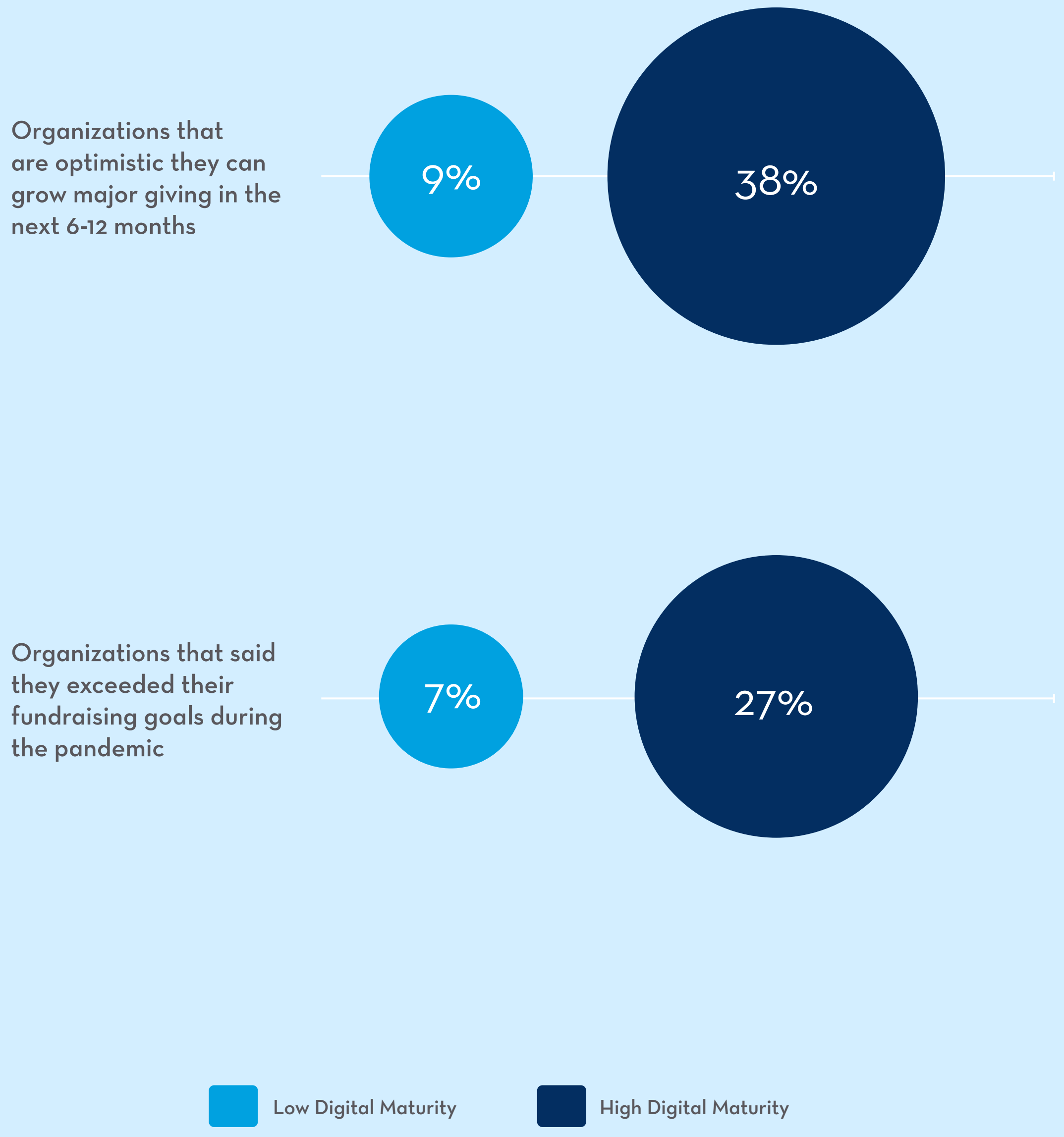
- High Digital Maturity: 39%
- Medium Digital Maturity: 16%
- Low Digital Maturity: 6%

They are more "Likely" to be able to gain support for their cause over the next six months

- High Digital Maturity: 48%
- Medium Digital Maturity: 29%
- Low Digital Maturity: 22%

They are more "Likely" to be able to nurture and strengthen relationships with supporters digitally

- High Digital Maturity: 55%
- Medium Digital Maturity: 39%
- Low Digital Maturity: 31%



Leading Nonprofits are Strengthening Relationships Digitally

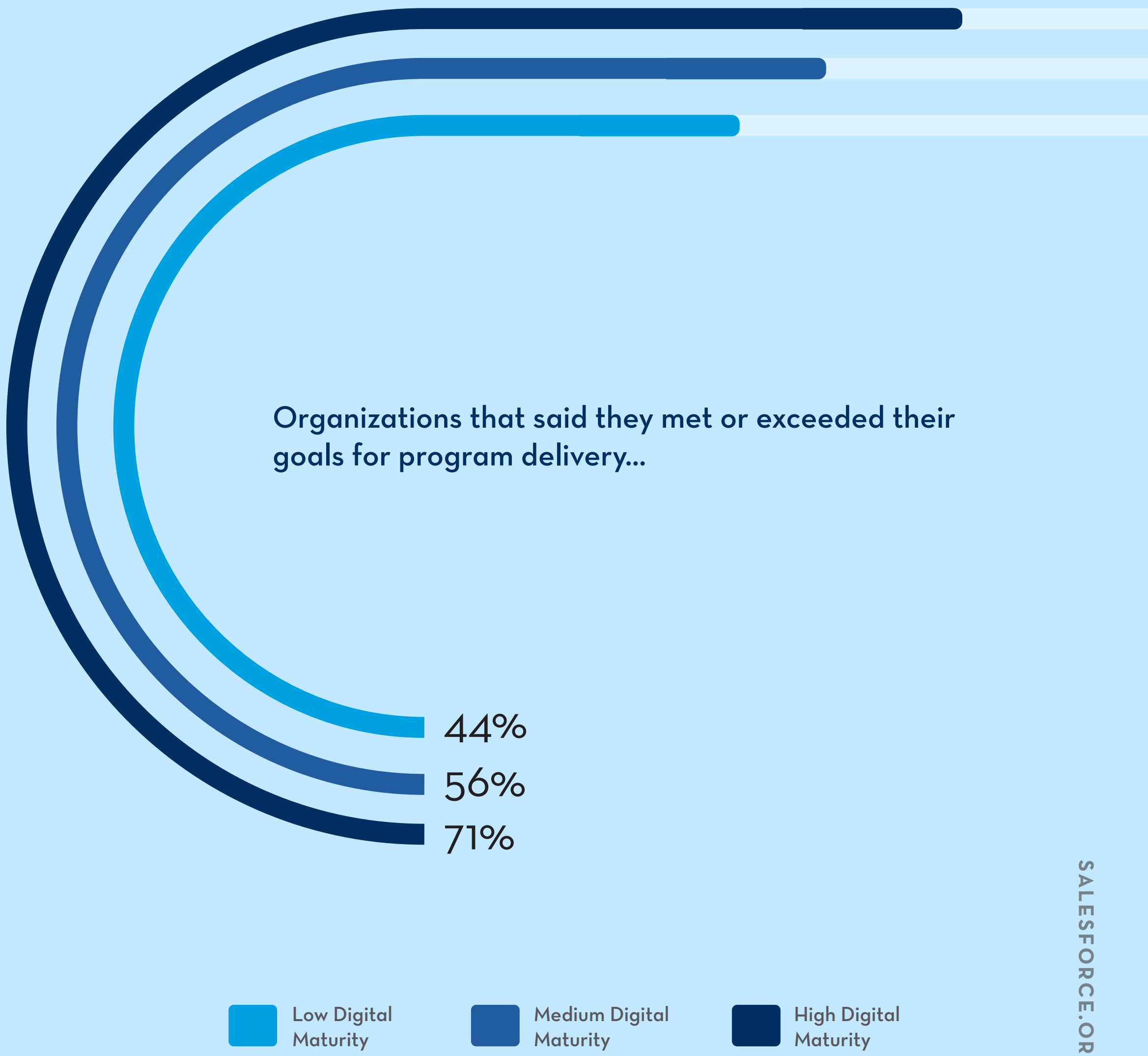
With more people relying on nonprofit services, fundraising is more important than ever. Unfortunately, the cancellation of many in-person events, along with donors losing disposable income, has made it more difficult to meet fundraising goals. The good news is that leading nonprofits are more likely to have confidence in their fundraising abilities – even in the midst of the pandemic.

- **44%** of leading nonprofits rated their organization as “Excellent” at offline fundraising, versus just 10% of low digital maturity nonprofits
- **85%** of high digital maturity nonprofits were more likely to have met or exceeded their fundraising goals, compared to 66% of low digital maturity nonprofits
- When asked to describe their level of optimism for the next 6-12 months, **38%** of high digital maturity nonprofits said it was “likely” that they could grow major giving in the next 6-12 months, versus just 9% of low digital maturity nonprofits
- When asked to describe their level of optimism for the next 6-12 months, **39%** of leading nonprofits said it was likely that they could grow planned giving over that time period, compared to just 13% of low digital maturity nonprofits

Digitally Mature Nonprofits are Innovating in Program Management

Leading nonprofits shared that technology helps them be more effective at their work.

- **71%** of high digital maturity organizations said they met or exceeded their goals for program delivery, versus 56% of medium and 44% of low digital maturity organizations
- Leading nonprofits have more enthusiastic sentiment about technology for their work in program management: **42%** at high digital maturity organizations strongly agreed that "Program managers have the right software they need to manage program delivery effectively," versus a small minority at lower maturity organizations (7% at low and 15% at medium digital maturity organizations).
- Confidence in technology for service delivery was also stark across maturity levels; **51%** of leading nonprofits thought their technology was "Excellent" for service delivery, versus 20% for medium and 6% for low digital maturity nonprofits



Building Resilience Through the Pandemic

"Ensuring a financially healthy organization."
– A survey respondent from the Netherlands, when asked about priorities coming out of the crisis

The Pandemic was a Catalyst for Change

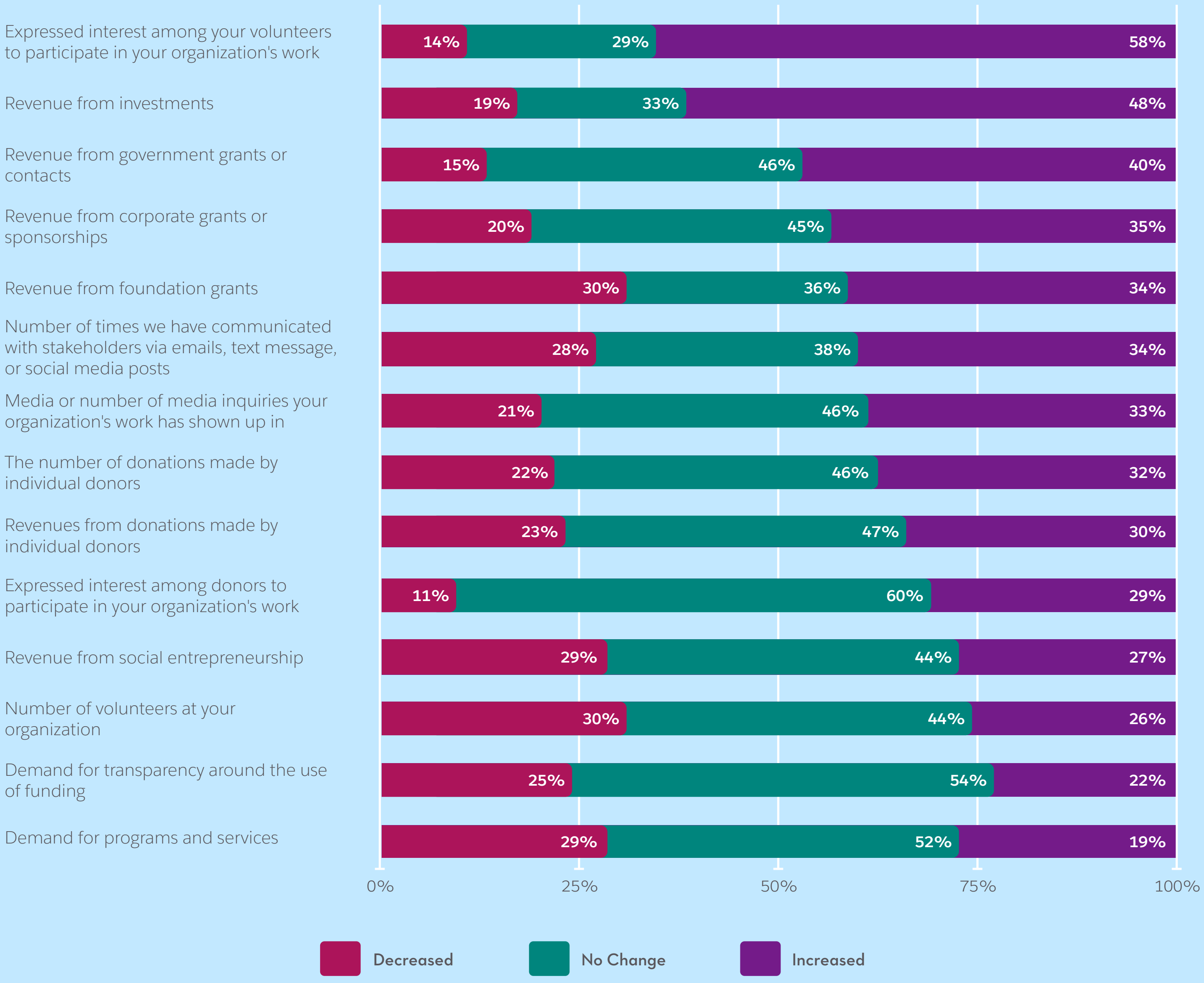
To assess the impact of the pandemic on nonprofits, we analyzed overall trends separately from trends related to digital maturity.

While many nonprofits had to shift their operations and focus in response to the pandemic, many also experienced an influx of support. Overall, nearly **60%** of survey respondents said their organizations had seen an increase in interest from volunteers to participate in their organization’s work.

More organizations reported increased donations from both individuals and corporate donors in July and August 2020. But a third of nonprofits said they saw a decrease in grants from foundations, as this chart on the impact of the pandemic on nonprofits shows.

Why do these general trends matter? A crisis can motivate people to be more involved in nonprofits’ work at a point in time. To go from having one-time to recurring donors or volunteers, and to engage supporters digitally, are critical to a nonprofit's ability to thrive in the long term.

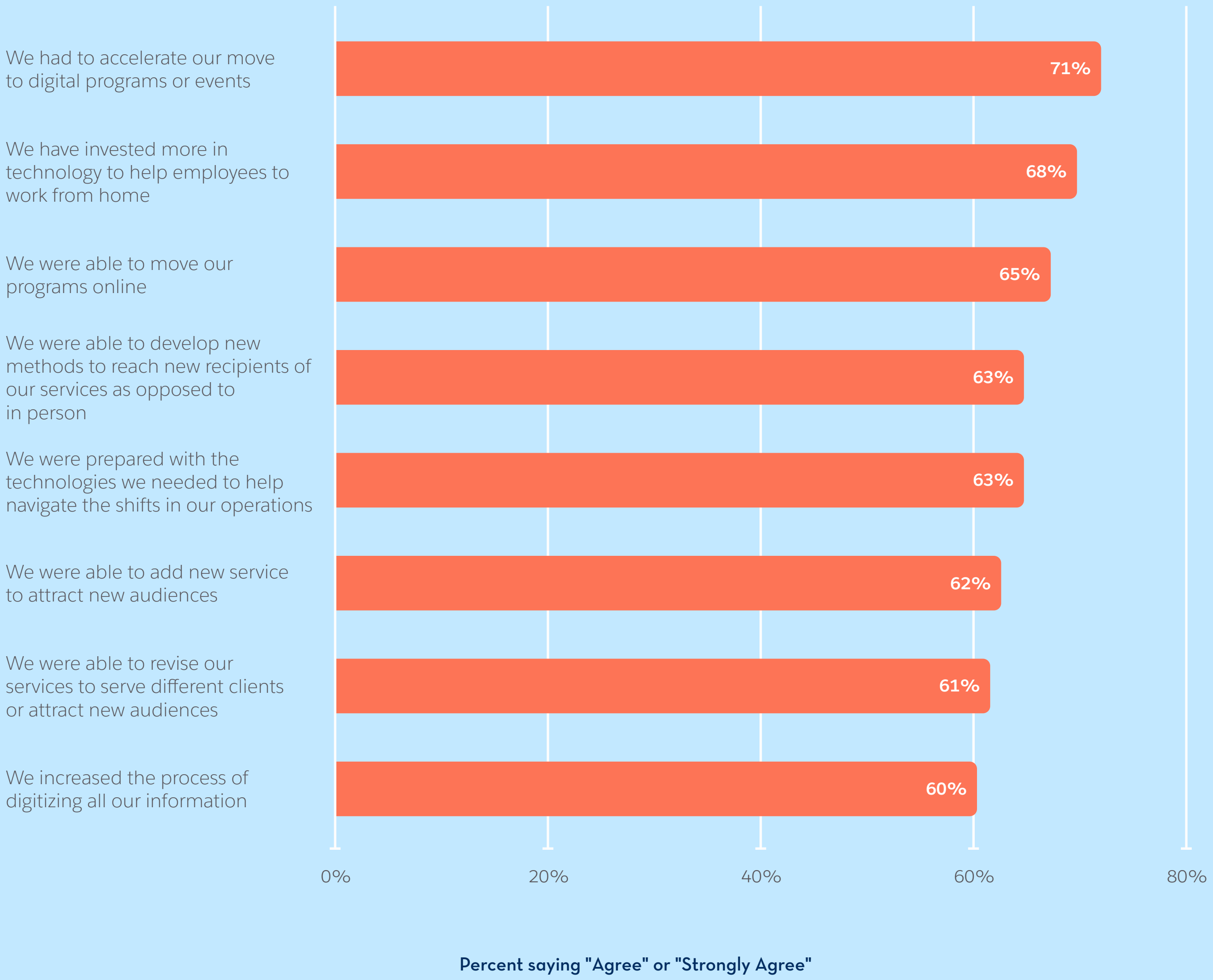
To what extent have the following factors changed in the last six months?



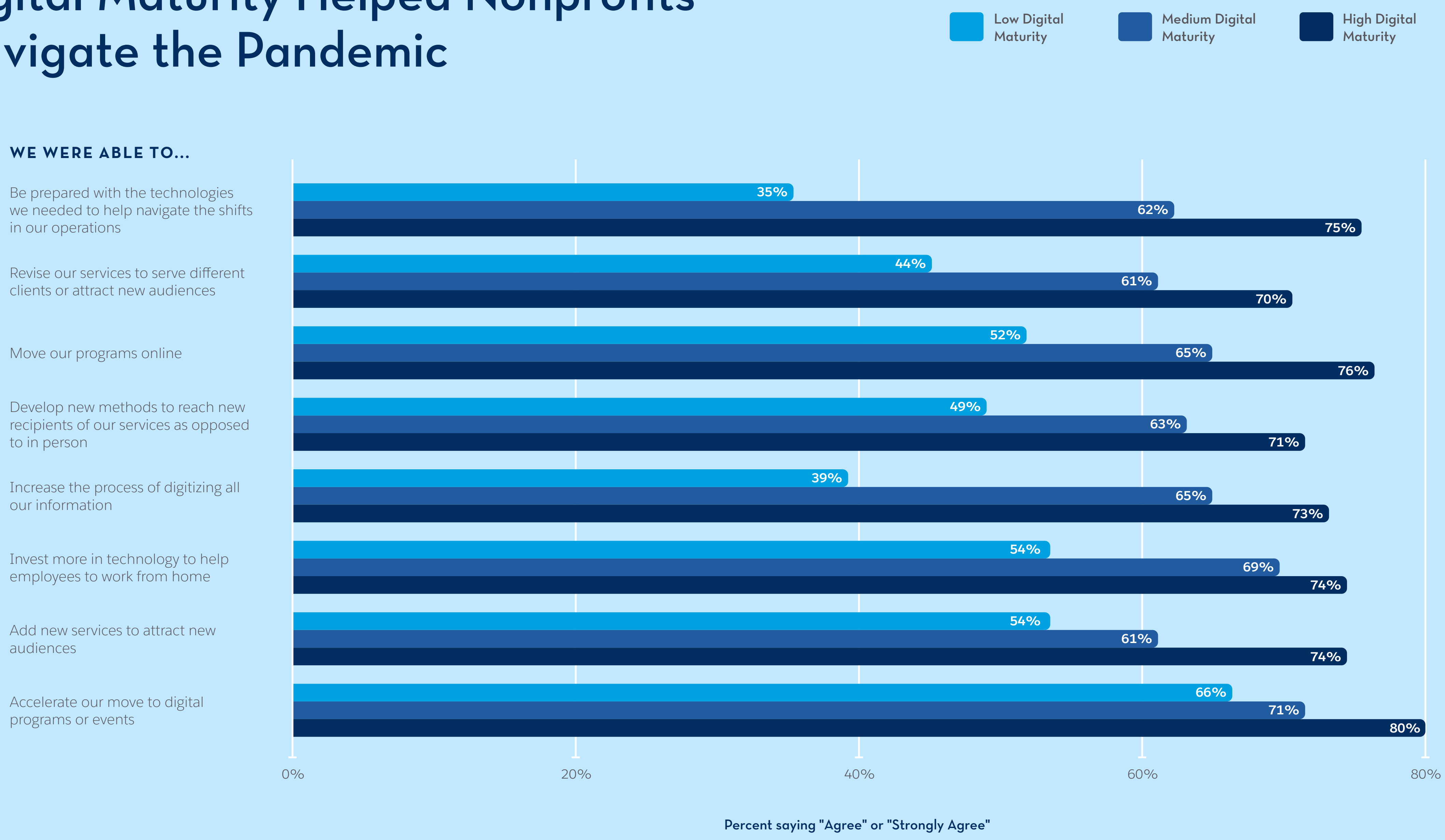
Digital Transformation Accelerates During the Pandemic

As we've seen, nonprofits with high digital maturity did better during the pandemic. Overall, digital transformation is key to success. When we asked how nonprofits tackled the pandemic, **moving to digital and investing more in technology** were the top two changes that nonprofits made, with 56% of nonprofits reporting they accelerated their move to digital programs. Nearly half of nonprofits reported they invested more in technology during this time. This is good, because advancing digital maturity means nonprofits can make changes to sustain themselves in the long run, such as moving one-time volunteers to long-term engaged supporters.

To what extent was your organization able to pursue each of the following adaptive strategies in the context of the social distancing requirements related to the global pandemic?



Digital Maturity Helped Nonprofits Navigate the Pandemic



NONPROFIT PRIORITIES

Stabilize, Reopen, Evolve

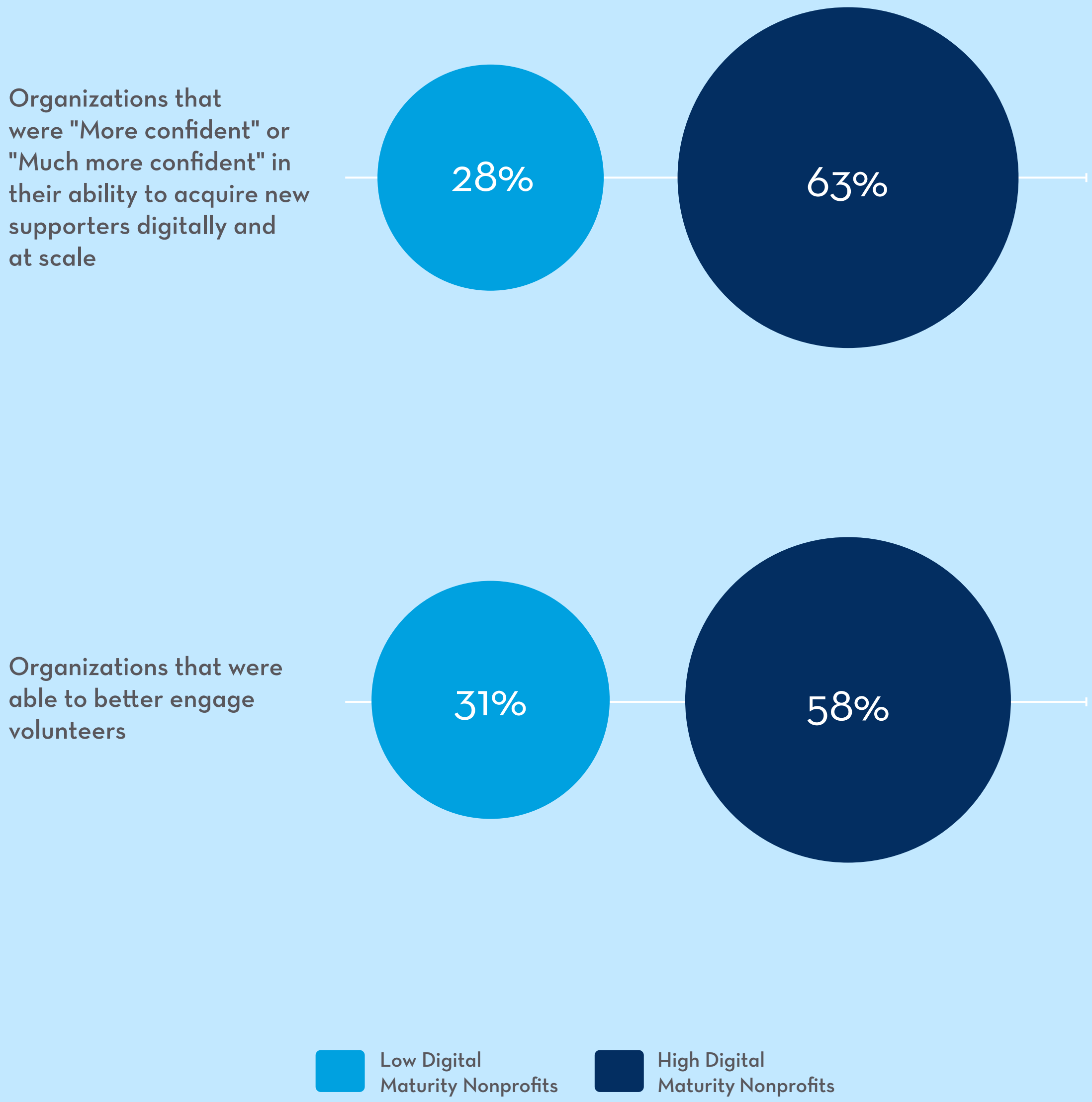
We asked nonprofits: “What are your top priorities coming out of the crisis?” We found that nonprofits worldwide are looking to stabilize, reopen, and evolve.

High Digital Maturity Organizations are More Confident in the Future

In times of change, digital maturity helps. 30% of leading nonprofits were much more confident that they will be better able to handle fluctuations in revenue, versus 24% of nonprofits overall.

When compared to low digital maturity nonprofits, leading organizations are:

- "More confident" or "Much more confident" in their ability to acquire new supporters digitally and at scale (63% high digital maturity nonprofits vs. 28% for low digital maturity organizations)
- More confident in their capabilities in online donations (53% for high digital maturity nonprofits, vs. 32% for low digital maturity organizations)

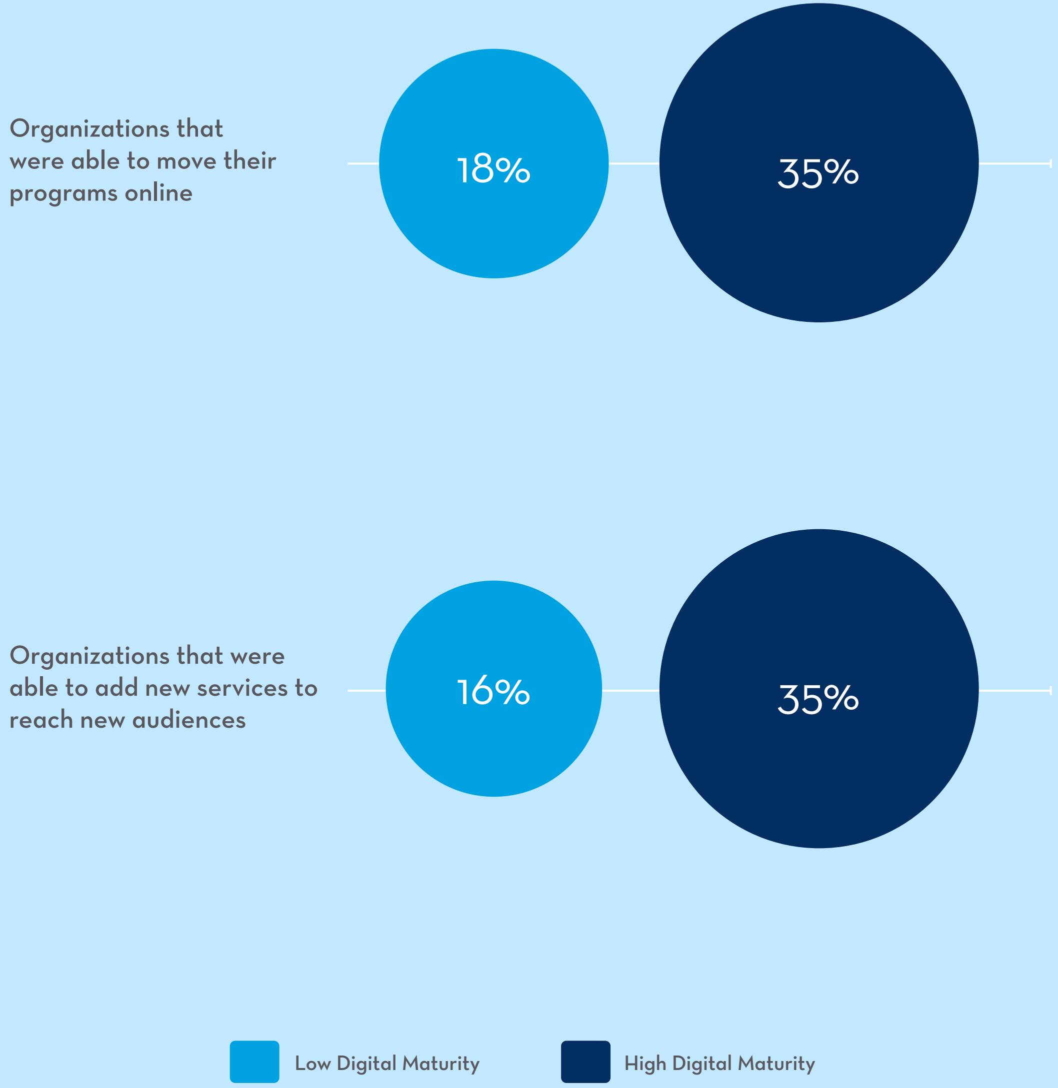


Leading Nonprofits Adapted Through the Pandemic

We asked nonprofits: To what extent was your organization able to pursue each of the following adaptive strategies in the context of the social distancing requirements related to the global pandemic?

Those with higher digital maturity did significantly better across the board, especially when it came to innovating to better serve their clients.

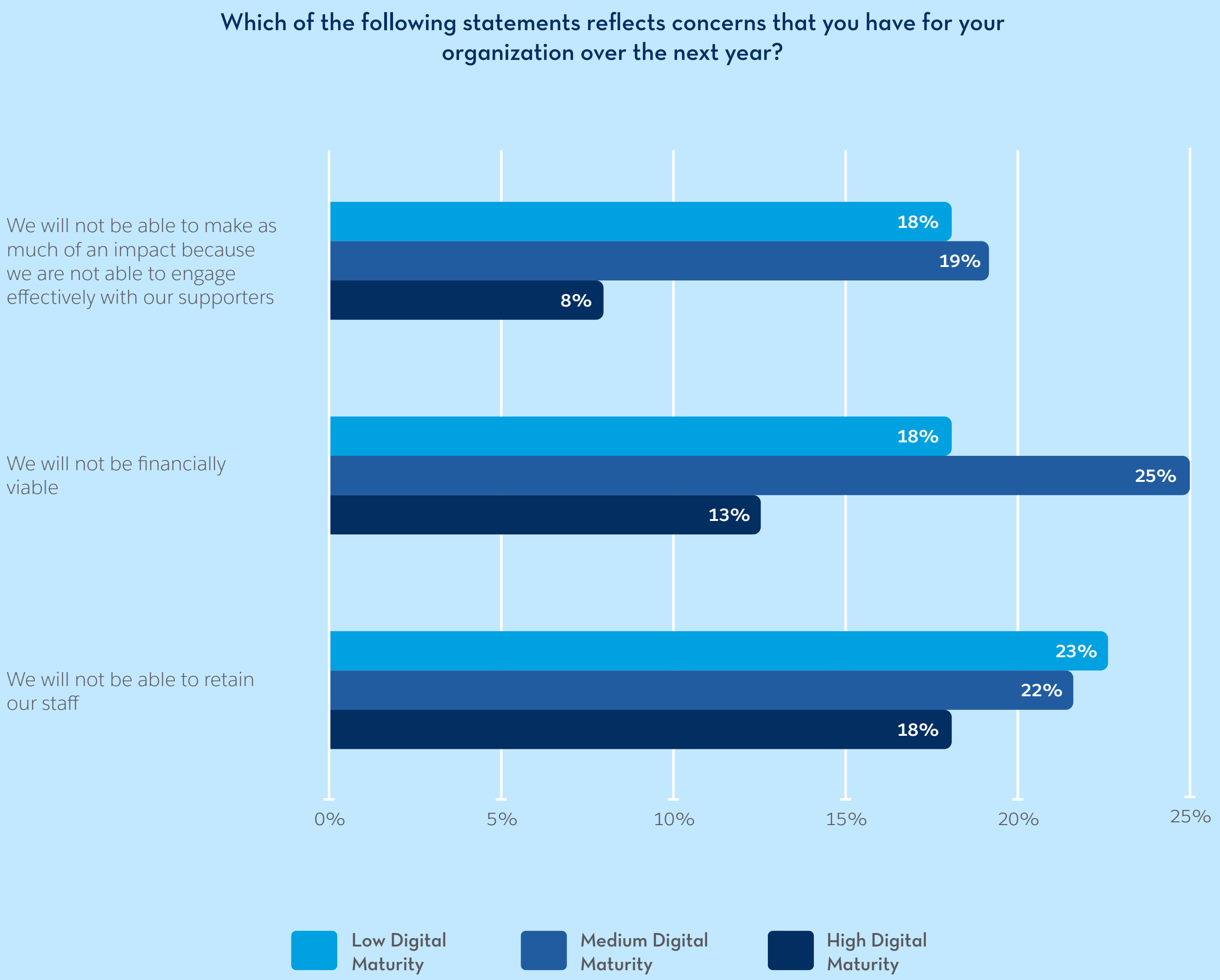
- 34% of organizations with high digital maturity strongly agreed that they were prepared with the technologies they needed to help navigate the shifts within their operations, versus 6% of low digital maturity nonprofits that strongly agreed with this
- 38% of leading organizations strongly agreed that they were able to revise their services to serve different clients or new audiences, versus 8% of low digital maturity organizations
- 35% of organizations with high digital maturity strongly agreed that they were able to move their programs online, versus 18% of low digital maturity organizations
- 38% of leading organizations were able to develop new methods to reach new recipients of their services as opposed to in-person, versus 12% of low digital maturity organizations
- 35% of organizations with high digital maturity were able to add new services to attract new audiences, versus 16% of low digital maturity organizations



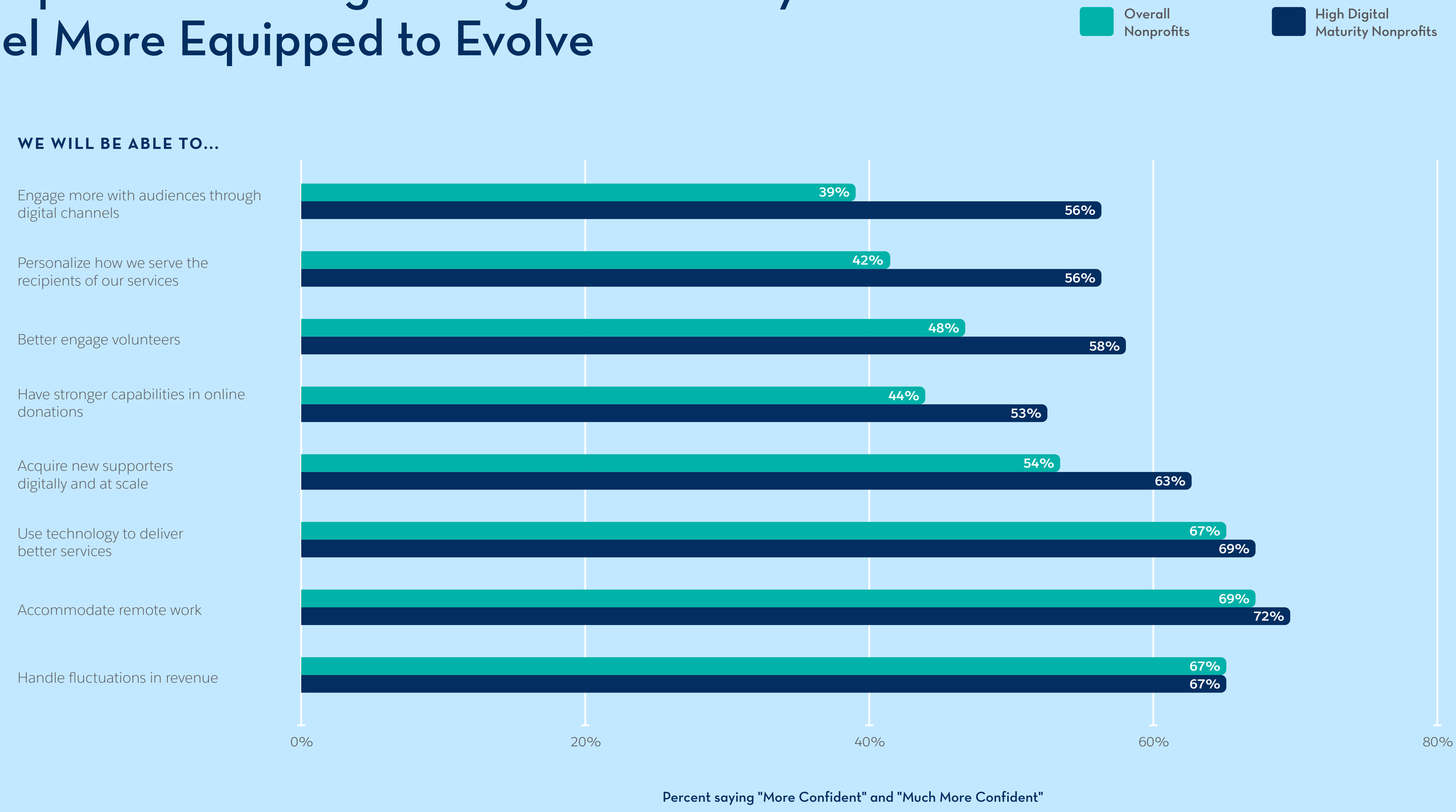
Leading Nonprofits Have Fewer Fears for the Future

Higher maturity organizations were far less likely to express fears about the future in responses to three questions which related to critical areas: supporter engagement, financial viability, and staff retention.

When it comes to fear of not having long-term impact because of a lack of donor support, leading organizations expressed minimal fear at less than half the rate of low and medium digital maturity nonprofits.

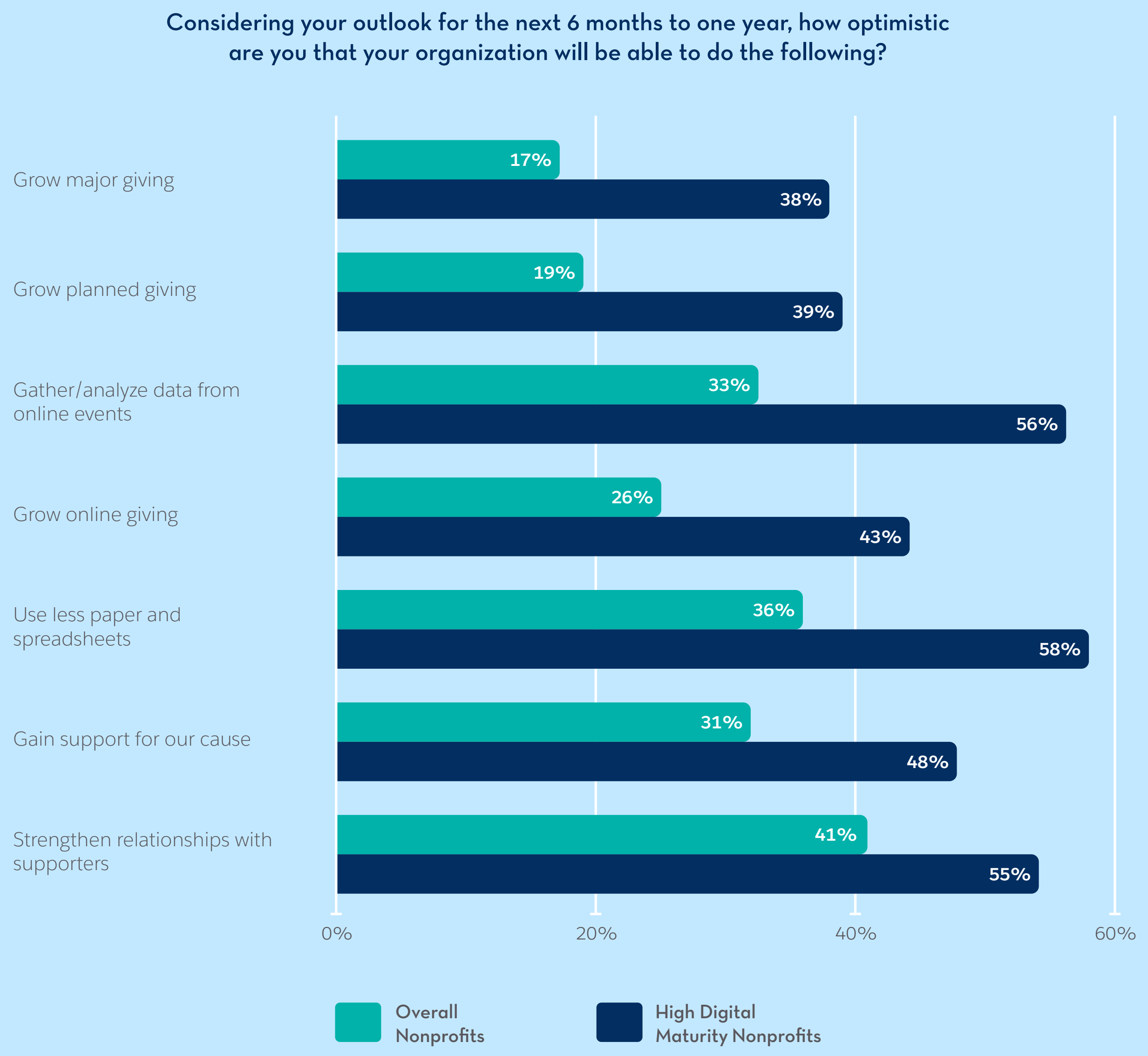


Nonprofits with Higher Digital Maturity Feel More Equipped to Evolve



Digitally Mature Nonprofits are Positioned for Success

Leading nonprofits were the most likely (55% agree) to say that they are able to help strengthen relationships with supporters, use less paper and spreadsheets (58%), gather/analyze data from online events (56%) and have other indicators of success in their work.



Top Priorities Coming Out of the Pandemic

We saw similar themes across nonprofits around their goals of stabilizing financially and operating in a safe way, resuming their programs and maintaining constituent engagement, and eventually moving to recruiting and retaining staff and volunteers to grow their impact.

Stabilize

Sustainable Health and Safety

- "Providing a safe environment for children and educators" (Canada)
- "Keeping employees healthy" (Germany)
- "Safety and hygiene control" (France)
- "That our clients can come back to health" (Netherlands)
- "Having a safe environment for people to enjoy the arts and our innovation labs" (U.K.)
- "To continue to provide services to people in need particularly housing and energy assistance while navigating safety around COVID-19" (U.S.)

Financial Stability

- "Focusing on money and mission" (U.K.)
- "Ensuring a financially healthy organization" (Netherlands)
- "Reconstruction of reserves" (Germany)
- "Financial viability and sustainability" (Canada)
- "Get out of debt" (France)
- "Avoid budget cuts, layoffs, furloughs" (U.S.)

Reopen

Resuming Programming/Returning Back to "Normal"

- "Getting teaching [sic] back to schools" (U.K.)
- "Get out of the crisis" (France)
- "Continue our work" (Netherlands)
- "Normality" (Germany)
- "To be able to run our programs and events like we have in the past" (Canada)
- "Return to the normal business and its practices" (U.S.)

Maintain Community/Constituent Engagement/Support

- "Maintain contact with our donors and clients" (Canada)
- "Be there for our clientele further and in the same way or better and help them" (Germany)
- "Customers" (France)
- "Attract and retain more good students" (Netherlands)
- "To ensure no-one needing our service is excluded" (U.K.)
- "Continuing to meet the needs of our vulnerable service populations." (U.S.)

Evolve

Staff/Volunteer Recruitment, Retention, Engagement

- "Finding more volunteers to do our work" (Canada)
- "More staff" (Germany)
- "Do not fire." (France)
- "Staff recruitment to key rolls [sic]" (U.K.)
- "Keeping people." (Netherlands)
- "That we will still have competent, enthusiastic staff and that capacity to serve as many people as possible." (U.S.)

Technology for Leading Through Change

How can you become a digitally mature nonprofit? Here are a few areas to explore. As respondents said when asked about priorities coming out of the crisis:

"Stay ahead of the curve. Prioritize, create long term strategies, and communicate them to the stakeholders."
– A survey respondent in Germany

"Enhance technology to continue to serve an increasing number of clients."
– A survey respondent in the U.S.

"Stock up on technology."
– A survey respondent in Germany

DIGITAL TRANSFORMATION

By Country

Pandemic Responses by Country

Overall, location was not a major factor in digital maturity. However, there are some slight differences in how nonprofits responded to the pandemic by country in specific areas, such as moving events online or changing programs and services. Nonprofits in Germany increased the process of digitizing information. In France, more nonprofits agreed that they were prepared with the technologies they needed. Nonprofits in the U.S. stood out among the countries we surveyed in accelerating their move to digital events.

Different Countries Had Different Strengths in Responding to the Pandemic

UNITED STATES
83%
We had to accelerate our move to digital programs or events

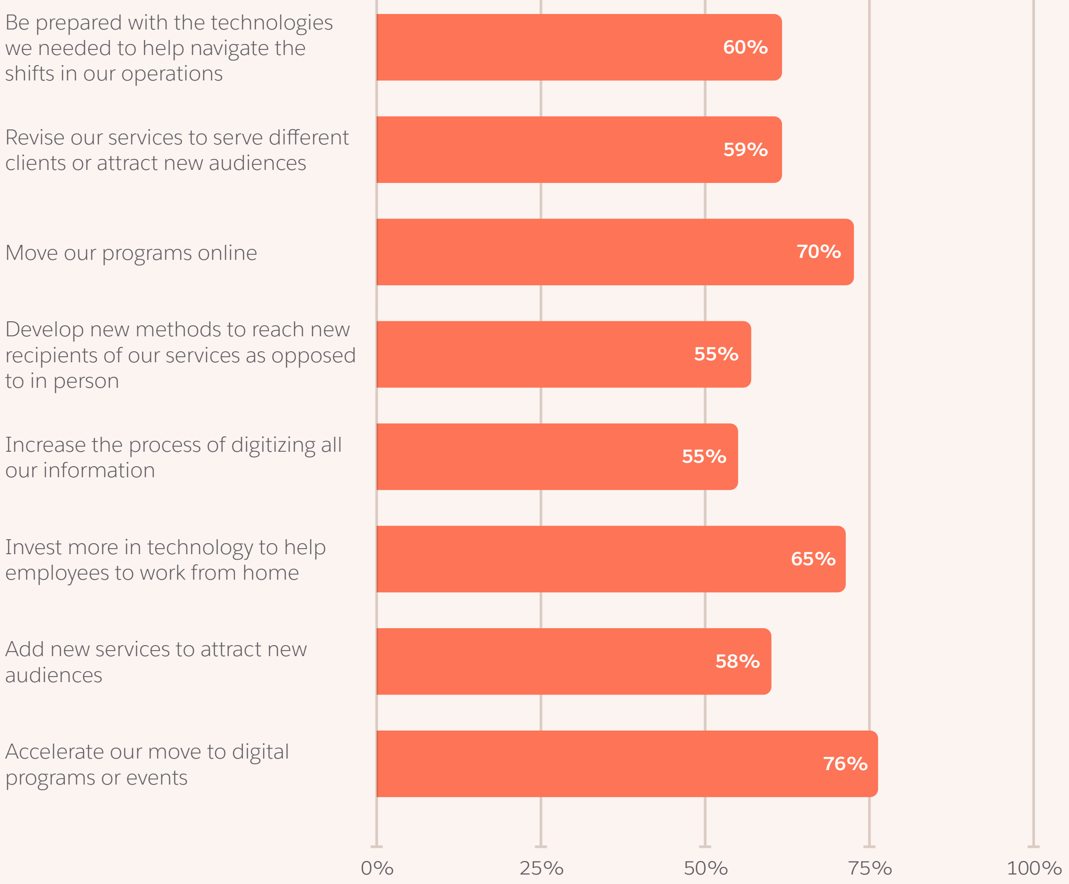
GERMANY
74%
We increased the process of digitizing all our information

FRANCE
70%
We were prepared with the technologies we needed to help navigate the sudden, massive shifts in our operations

Canada

Pandemic Response

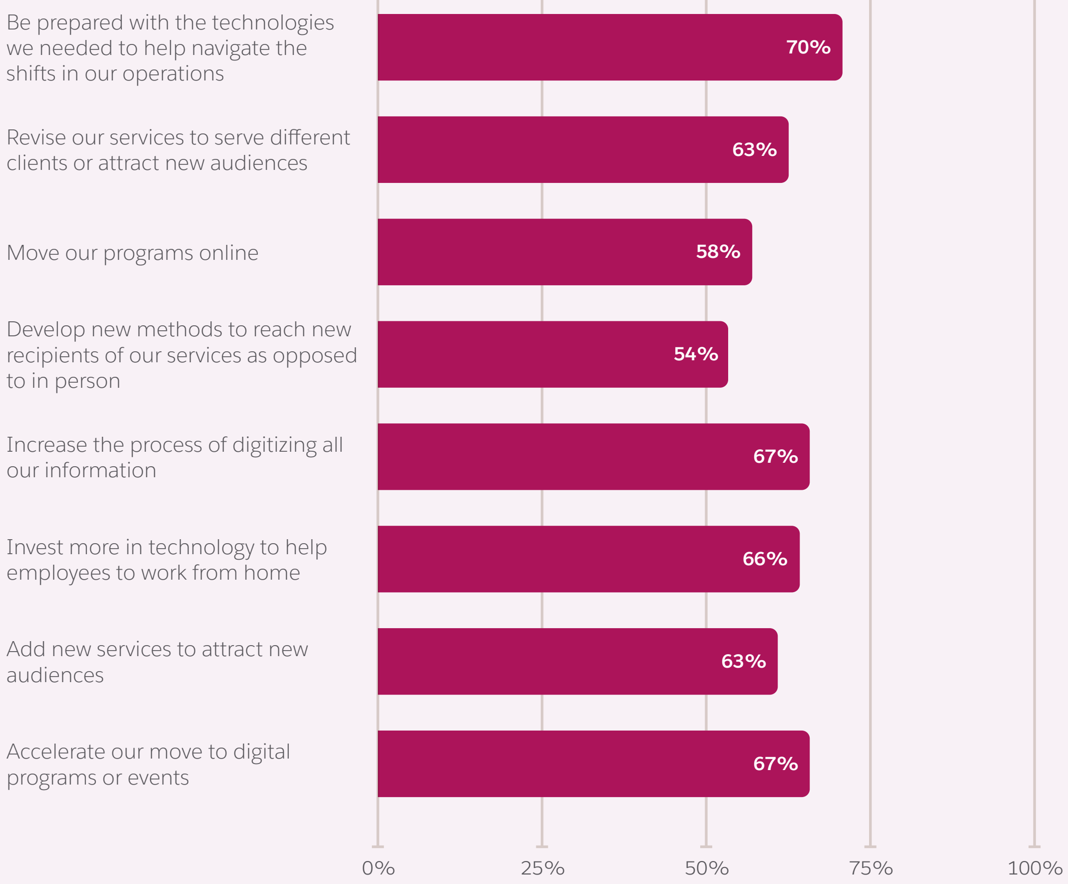
WE WERE ABLE TO...



France

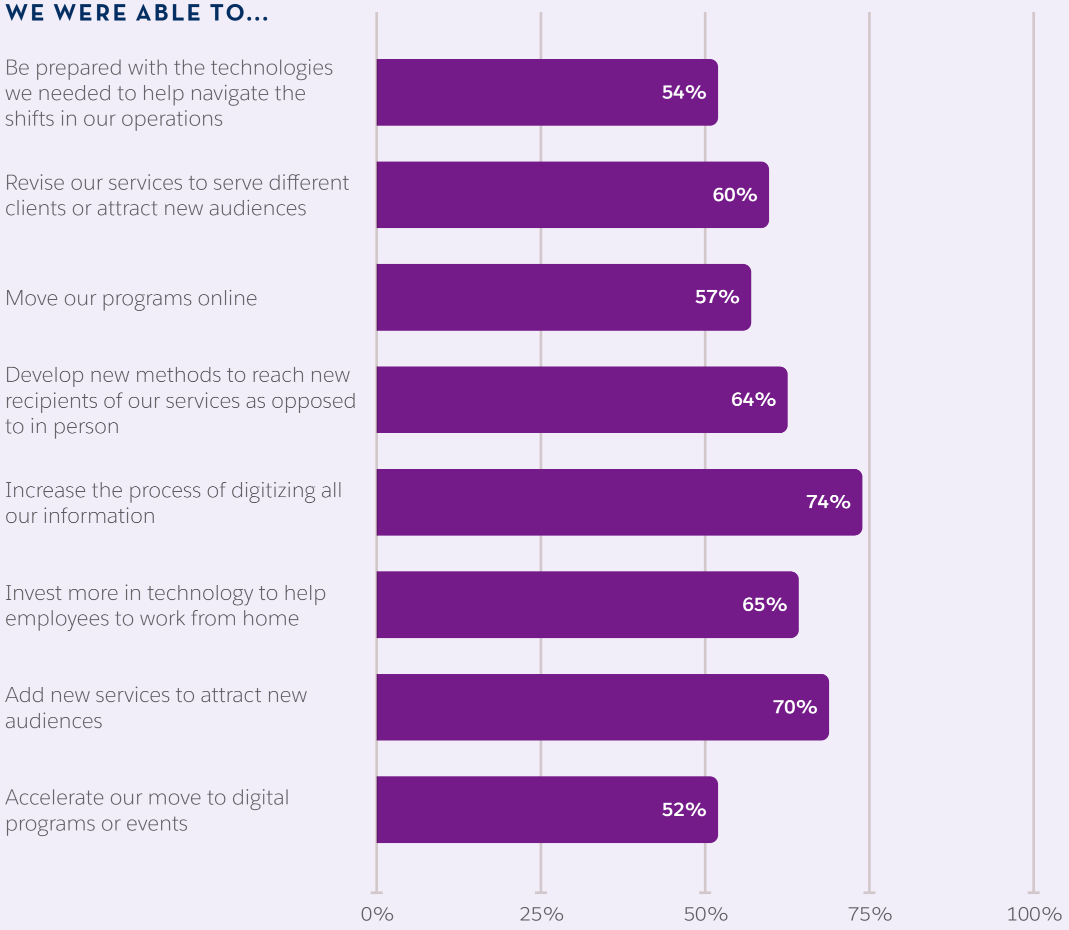
Pandemic Response

WE WERE ABLE TO...



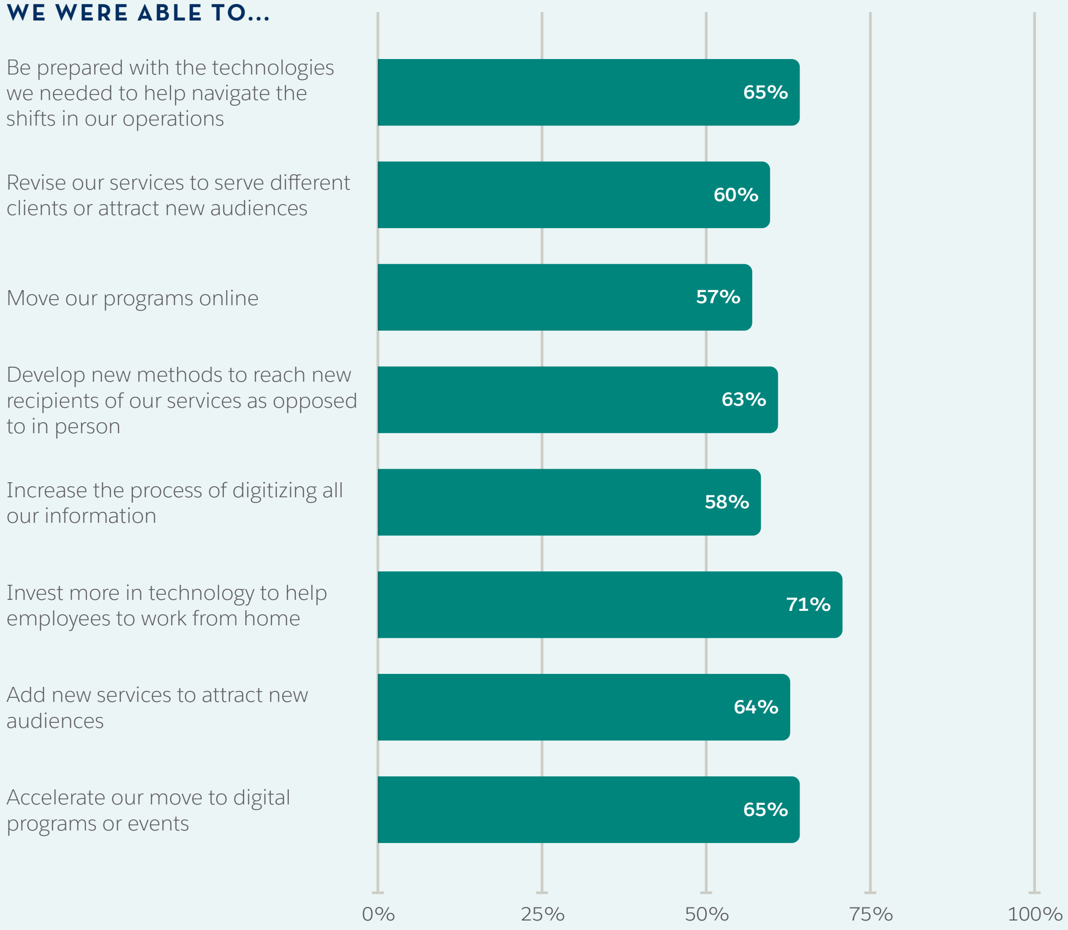
Germany

Pandemic Response



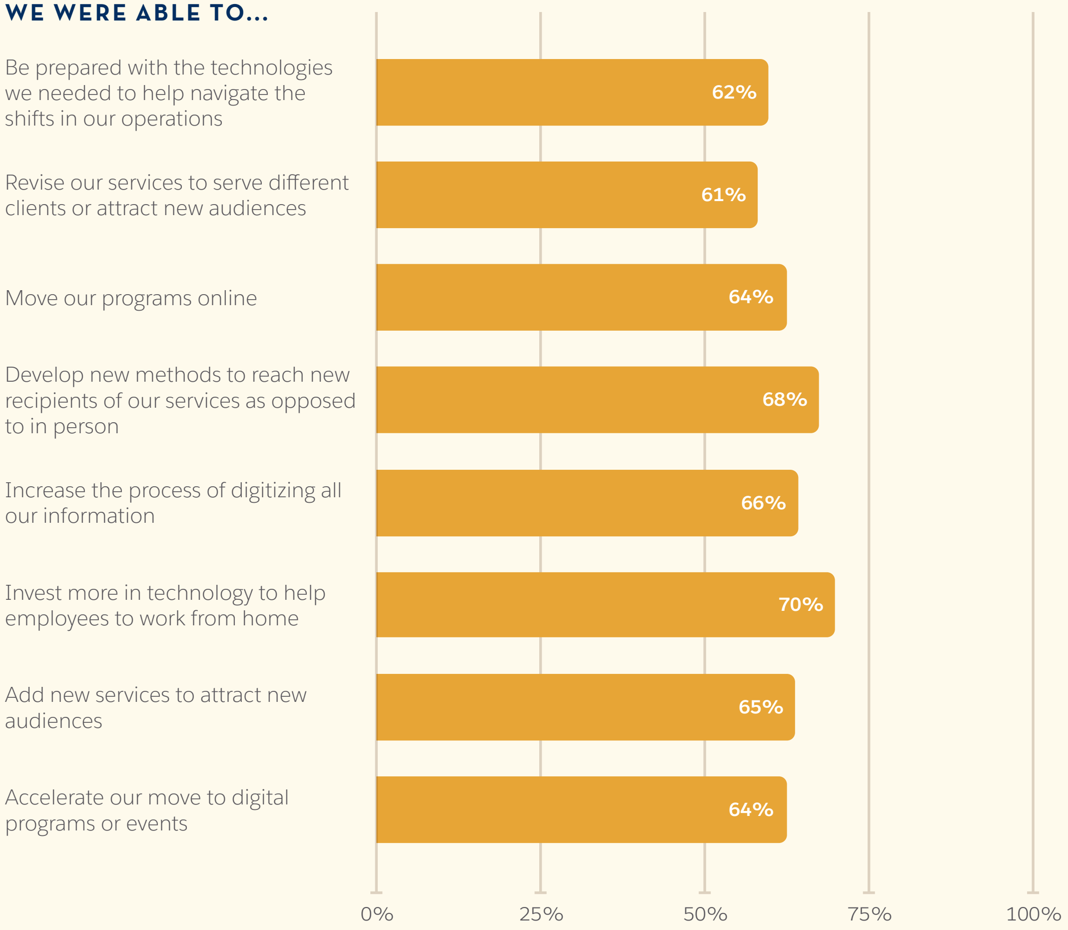
Netherlands

Pandemic Response



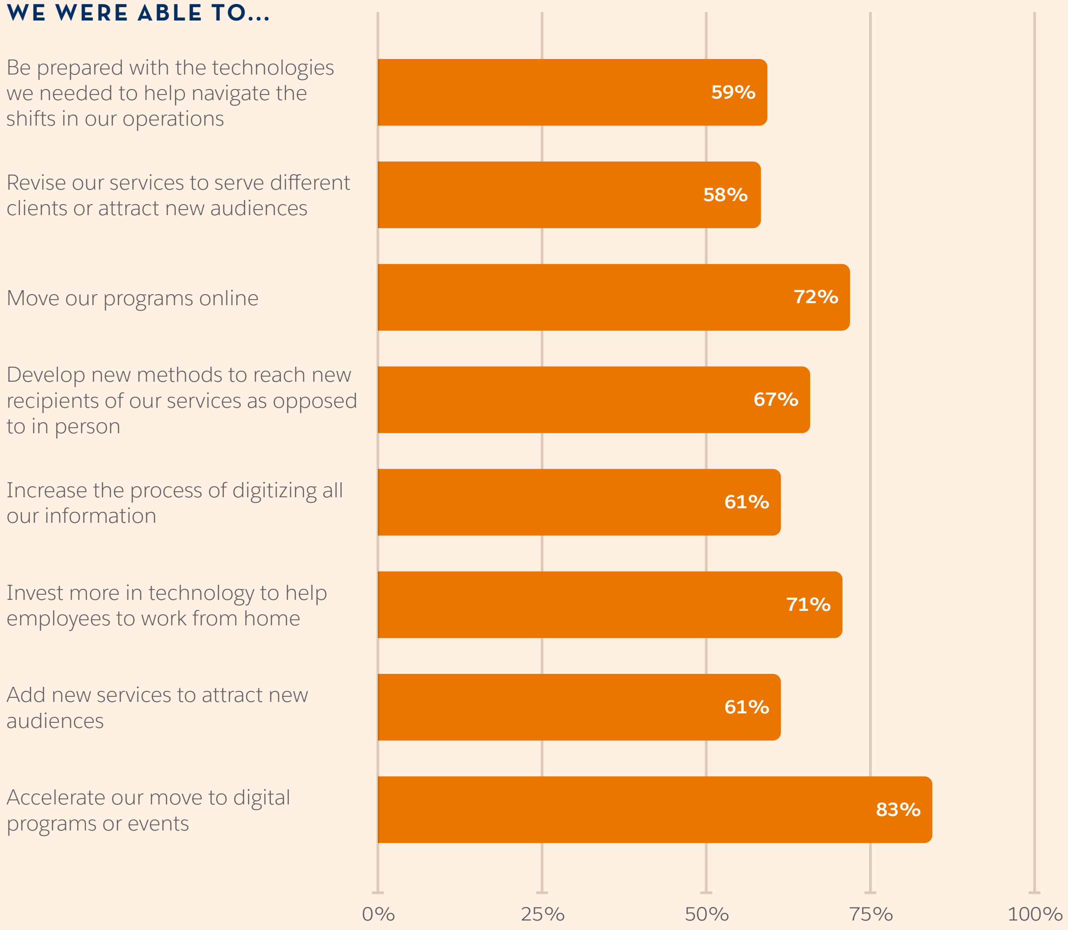
United Kingdom

Pandemic Response



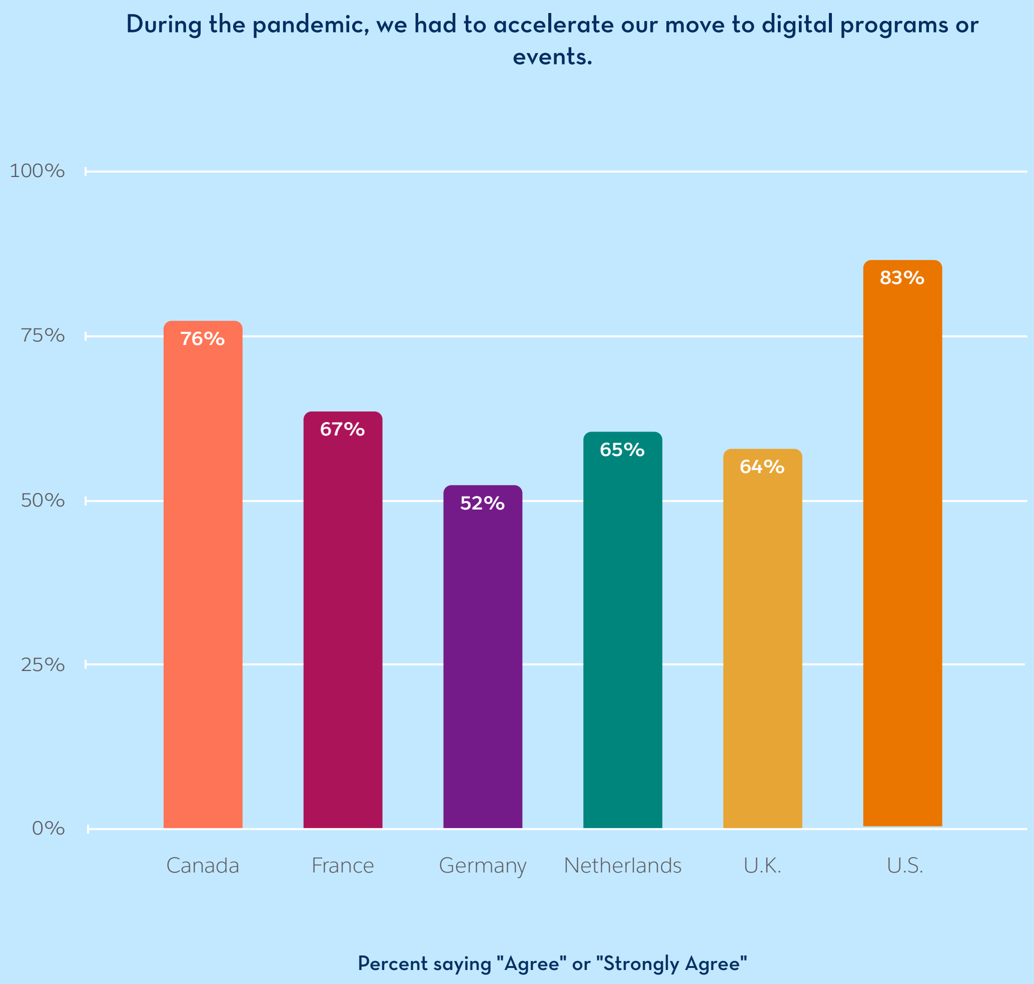
United States

Pandemic Response



Events and Programs are Going Digital

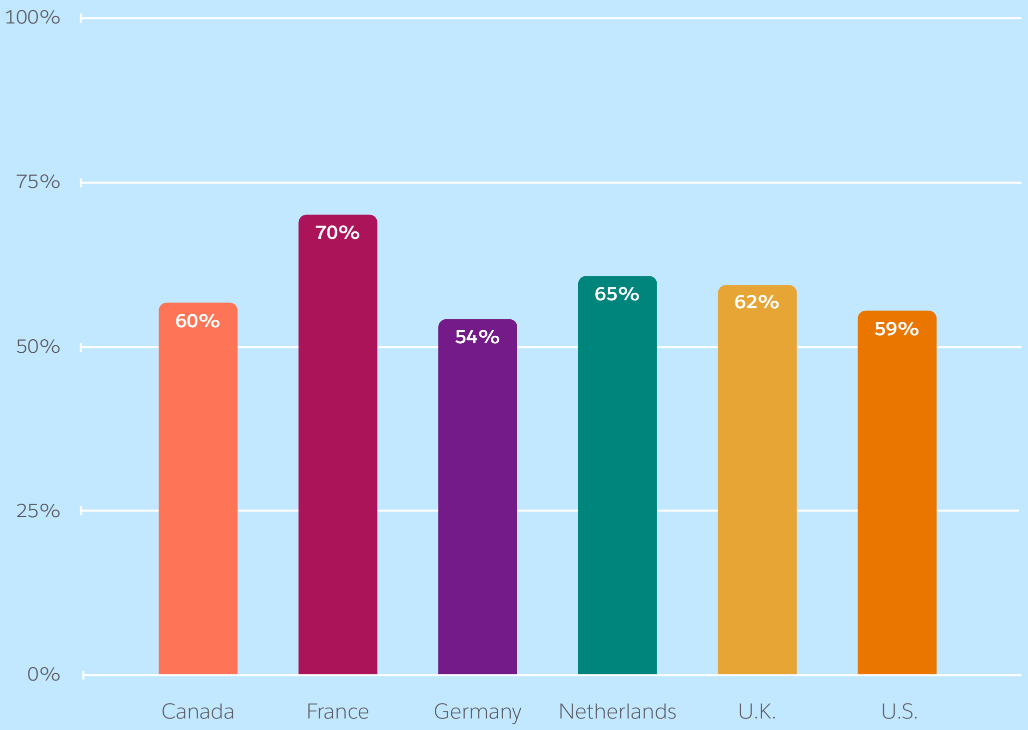
Compared to other areas of digital transformation, more nonprofits accelerated their move to digital programs or events. In this area, the U.S. was the leader with nearly four in five (83%) of nonprofits reporting that they accelerated their move to digital programs or events, with Germany at nearly half (52%).



Technology Enables Operational Agility

More nonprofits in the Netherlands and France agreed that they were prepared with the technologies they needed to help navigate the shifts in their operations.

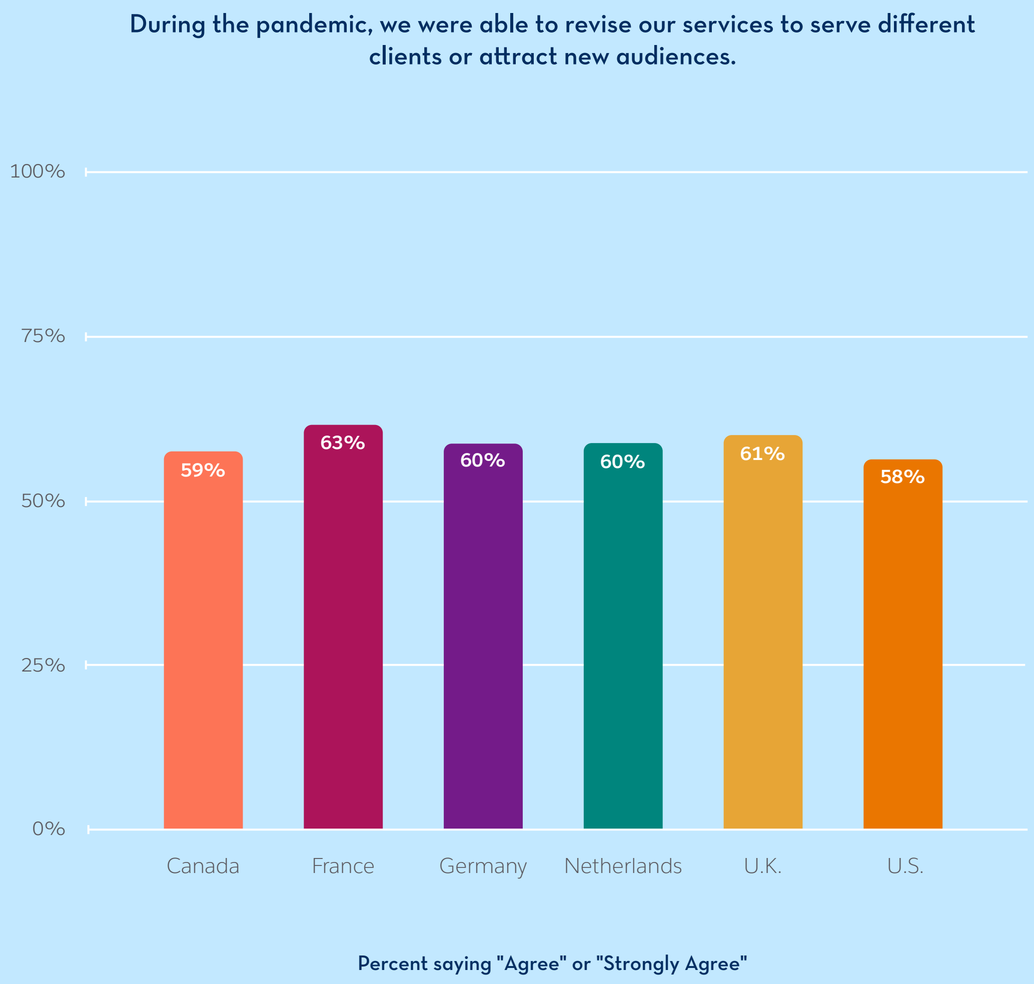
During the pandemic, we were prepared with the technologies we needed to help navigate the sudden, massive shifts in our operations.



Percent saying "Agree" or "Strongly Agree"

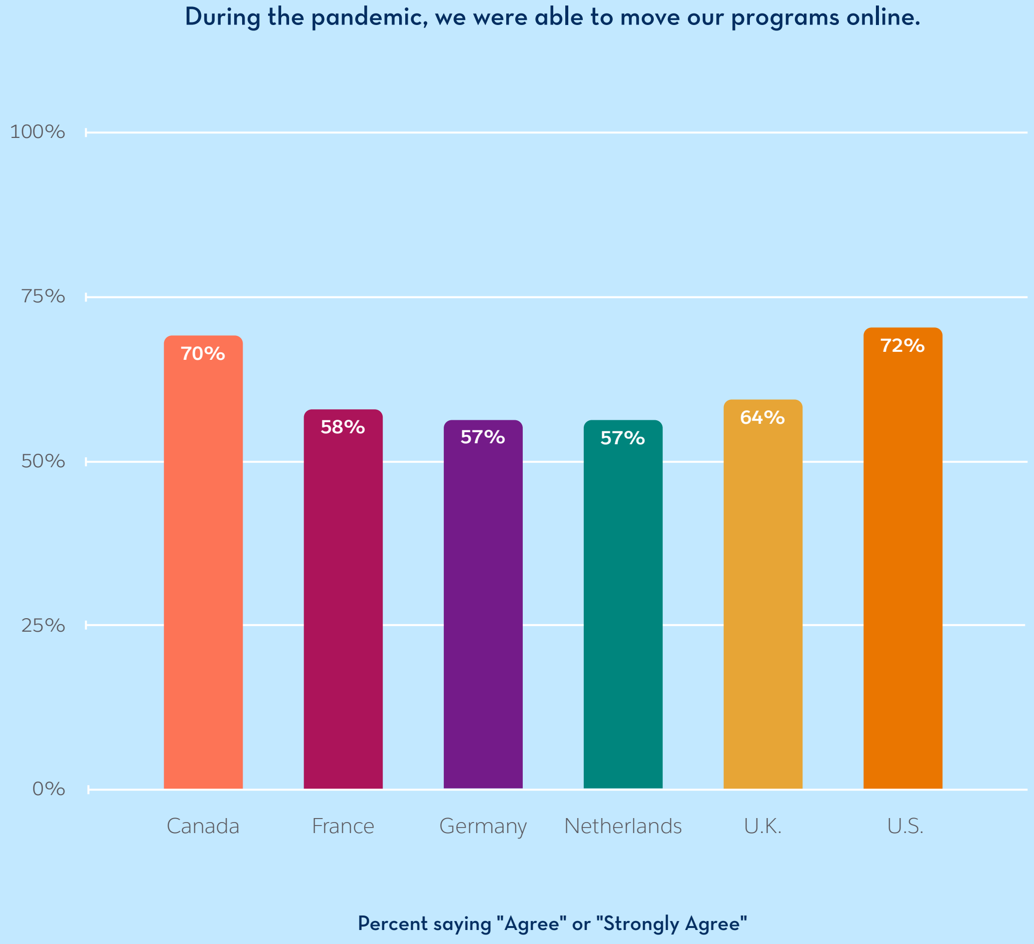
Revised Services Expand Reach

Over half of nonprofits across countries agreed that they were able to revise their services to serve different clients or attract new audiences.



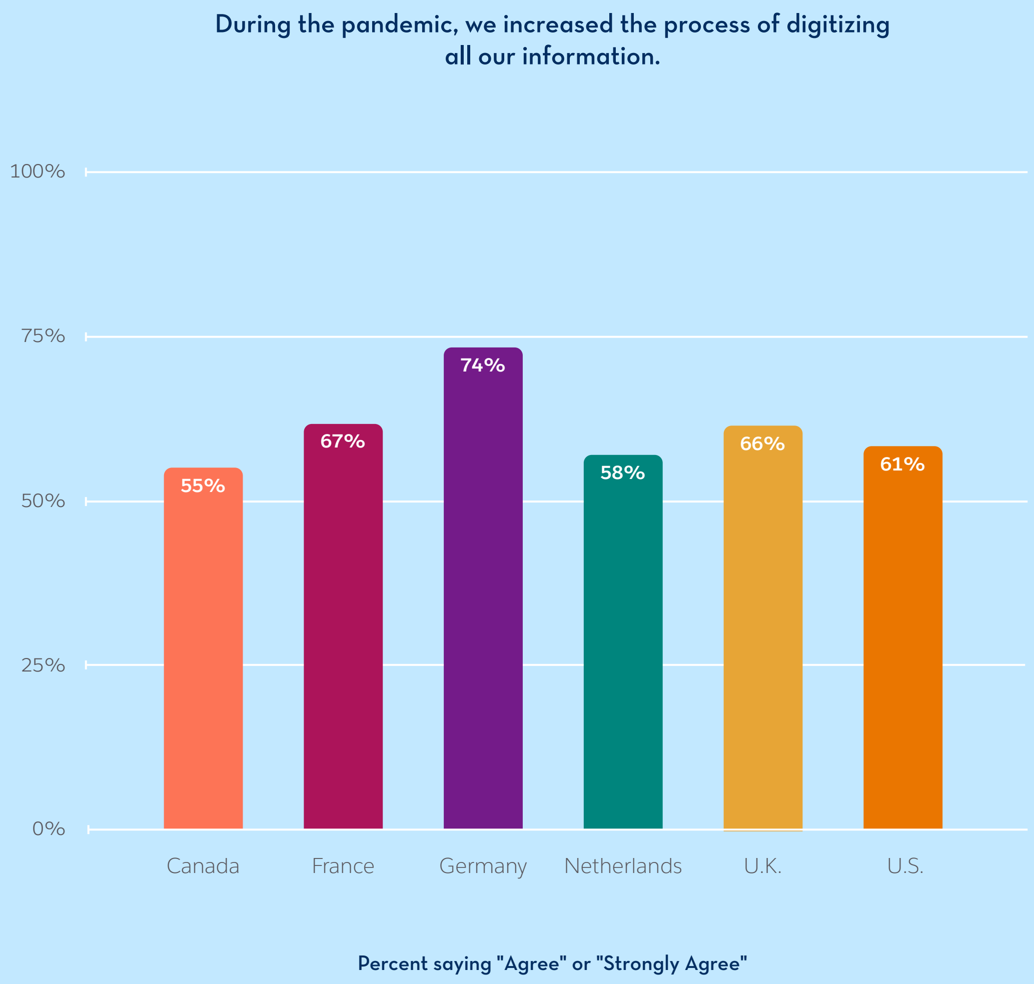
Programs Shift Online Globally

Nonprofits in the U.S. were the leader in agreeing with the statement, “We were able to move our programs online” in response to the pandemic.



The Pandemic Accelerates Digitizing Information

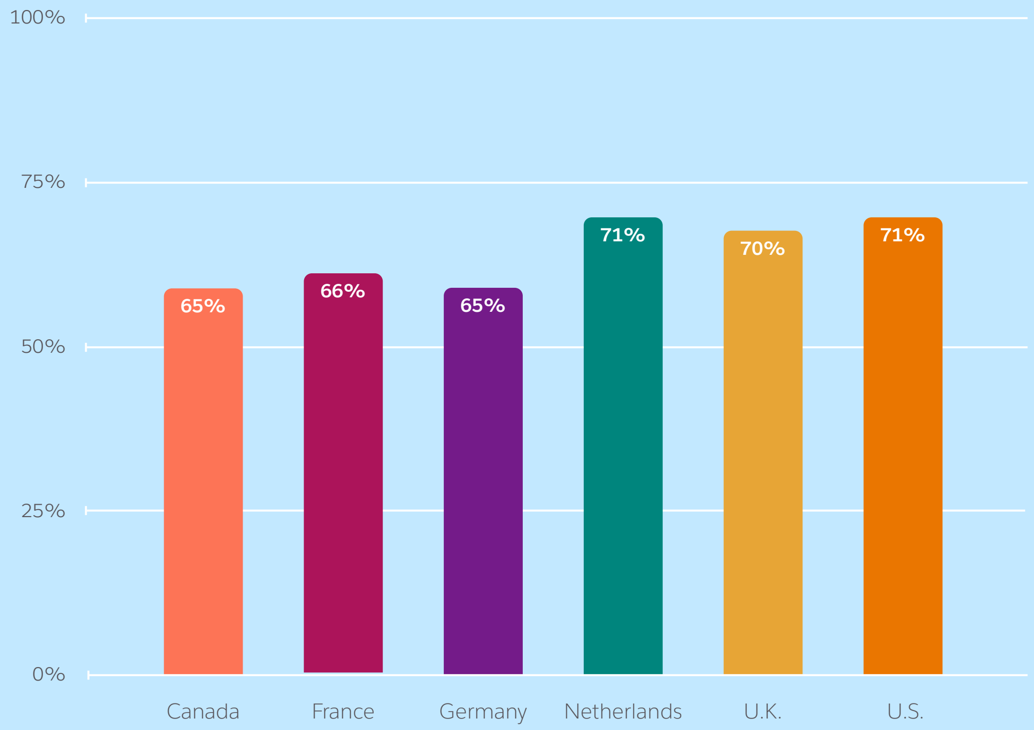
While nonprofits in Germany led in digital transformation with regard to agreeing with the statement "We increased the process of digitizing all our information," France and the U.K. were fairly similar and Canada lagged behind.



Technology Powers Remote Work

Nonprofits in the Netherlands and the U.S. were leaders at investing in remote work, with 71% agreeing with the statement: "We have invested more in technology to help employees to work from home."

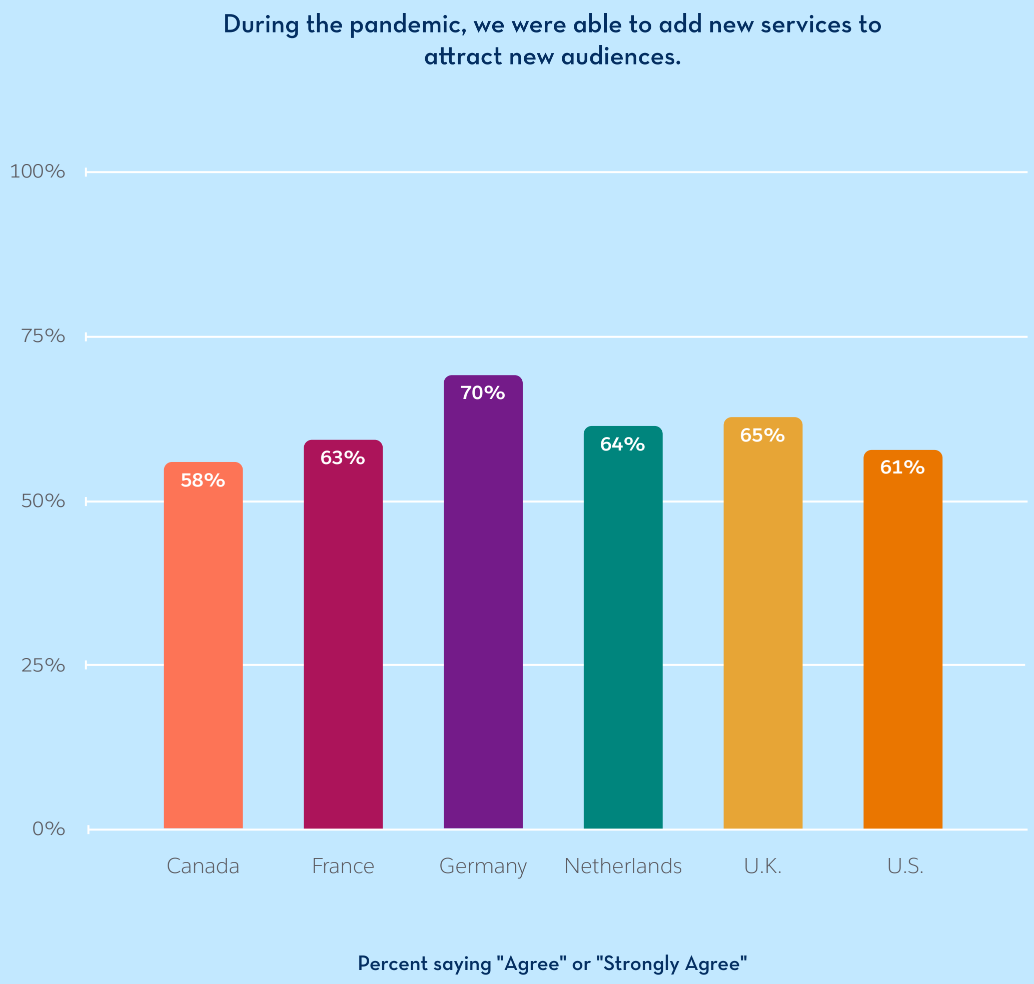
During the pandemic, we have invested more in technology to help employees to work from home.



Percent saying "Agree" or "Strongly Agree"

New Services Attract New Audiences

Nonprofits in Germany innovated during the pandemic in 2020, while nonprofits in the U.S. and Canada were behind. 70% of nonprofits in Germany agreed that they were able to revise their services to serve different clients or attract new audiences, compared to just 58% in Canada.



DIGITAL MATURITY

Conclusion

The Choices You Make Matter

"Focus on innovation"
– A survey respondent from the France, when asked about priorities coming out of the crisis

The clear correlation between the organizations with high digital maturity and those with the most positive response rates illustrates the digital imperative for nonprofits. In an increasingly digital world and with the vital role nonprofits play, it's more important than ever for organizations to have the modern digital tools necessary to be efficient, effective, and successful.

Leading organizations were significantly more likely to exceed their goals, even during the pandemic. Digitally mature nonprofits were also better able to understand their environment and plan for the future. Higher digital maturity among nonprofits is associated with success and confidence, even amidst rapid and unprecedented change. Leading nonprofits were less anxious about financial viability, less concerned about retaining staff, and less uncertain about making long-term impact.

Digital maturity is affected by the choices an individual organization makes. That means that the choices you make matter.

Navigating change means getting comfortable with technology and empowering staff with the best tools to do their work effectively. As the saying goes, the best time to plant a tree for shade is twenty years ago; the second best time is now. The same is true of digital transformation: the best time to have the digital maturity to handle change is before a crisis; the next best time is now.

What You Can Do to Improve Your Digital Maturity

Data is the fuel for digital transformation and agility

To make decisions based on data, data has to be collected in a standardized format in one place. To find and share data across departments, colleagues across departments need to be able to use the same system for their work. Thus, a platform with a common data model that can power marketing, programs, and fundraising is especially helpful here, rather than having multiple systems for each department.

Designing programs and services using information about and engagement with recipients involves incorporating input into a system of record that can then be shared among staff.

Personalizing messages to subgroups of supporters means going beyond "batch and blast" emails to communicate with supporters on the channels they prefer, and having relevant messages where they want to receive them.

Forecasting income from fundraising campaigns also requires having a single source of truth about your fundraising, whether it's from online donations, major gifts, or digital events, along with analytics tools to identify trends.

When information about your programs, donations, grants, volunteers, and impact data are all in separate places, it takes a lot of time to create simple reports, and even it's harder to show ROI on your programs. And when it comes to having some data on paper, you know it can take days to get information that should take just minutes. By making the shift away from data silos towards what we call an Impact Platform, organizations can improve their digital maturity.

Five Aspects of Digital Maturity

We define digital maturity as doing these five things well

1. Making decisions based on data and evidence.
2. When there is a problem to solve that involves different departments across the organization, making it easy to find and share data.
3. Designing programs and services using information about and engagement with recipients.
4. Personalizing messages to specific subgroups of supporters with digital communications.
5. Accurately forecasting income from fundraising campaigns.

Appendix

While we received more than a thousand responses to the survey, we excluded respondents who completed none of the key questions. This report is based on 867 responses.

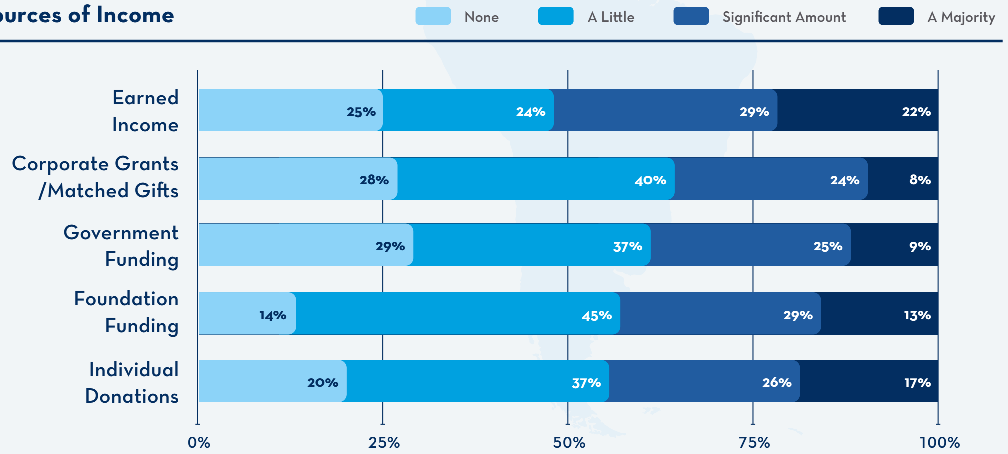
Global

Organization Sizes, Causes, & Department Details

Totals

Role Within Organization	Percent
Owner or Founder	5%
Board of Directors, Chairman, or Equity Owner	7%
President, CEO, or Executive Director	16%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	8%
Vice President or Equivalent	2%
Director or Equivalent	9%
Manager or Equivalent	14%
Analyst or Equivalent	2%
Generalist, Staff, Associate, or Equivalent	7%
Coordinator, Administrator, or Equivalent	1%
Other	4%
Self-employed, Consultant, or Contractor	2%
N/A (did not say)	19%

Sources of Income



Cause Area	Percent
Arts	9%
Culture	1%
Education	21%
Emergency	0%
Environment	5%
Food	3%
Foundations	2%
Health	12%
Human Services	12%
Humanitarian Aid	2%
International	2%
Philanthropic Intermediary	0%
Public Benefit	9%
Religion	1%
Social Services	2%
N/A, Unknown, Other	17%

Organization Revenues (U.S. Dollars)	Percent
Less than $1 Million	36%
$1 Million – $5 Million	30%
$5.1 Million – $10 Million	11%
More than $10 Million	16%
N/A (did not say)	7%

Years in Operation	Percent
Less than 5 years	10%
5 – 15 years	20%
16 – 25 years	17%
More than 25 years	47%
N/A (did not say)	7%

Canada

Organization Sizes, Causes, & Department Details

222 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	8	4%
Board of Directors, Chairman, or Equity Owner	15	7%
President, CEO, or Executive Director	66	30%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	14	6%
Vice President or Equivalent	2	1%
Director or Equivalent	14	6%
Manager or Equivalent	14	6%
Analyst or Equivalent	4	2%
Generalist, Staff, Associate, or Equivalent	9	4%
Coordinator, Administrator, or Equivalent	15	7%
Other	9	4%
Self-employed, Consultant, or Contractor	0	0%
N/A (did not say)	55	25%

Cause Area	Base	Percent
Arts	22	10%
Education	39	18%
Environment	9	4%
Food Service/Free Food Distribution	5	2%
Foundations	5	2%
Health	24	11%
Human Services	40	18%
International	8	4%
Public Benefit	3	1%
Religion	42	19%
Unknown	25	11%
N/A (did not say)	0	0%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	134	61%
$1 Million – $5 Million	69	31%
$5.1 Million – $10 Million	5	2%
More than $10 Million	14	6%
N/A (did not say)	0	0%

Years in Operation	Base	Percent
Less than 5 years	3	1%
5 –15 years	40	18%
16 – 25 years	49	22%
More than 25 years	130	59%
N/A (did not say)	0	0%

Department	Base	Percent [2]
Fundraising	59	27%
Grants Management	51	23%
HR/Office	76	34%
Marketing/Communications	59	27%
Programs	65	29%
Technology	44	20%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

France

Organization Sizes, Causes, & Department Details

87 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	11	13%
Board of Directors, Chairman, or Equity Owner	6	7%
President, CEO, or Executive Director	7	8%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	9	10%
Vice President or Equivalent	3	3%
Director or Equivalent	4	5%
Manager or Equivalent	18	21%
Analyst or Equivalent	7	8%
Generalist, Staff, Associate, or Equivalent	9	10%
Coordinator, Administrator, or Equivalent	7	8%
Other	1	1%
Self-employed, Consultant, or Contractor	5	6%
N/A (did not say)	0	0%

Cause Area	Base	Percent
Arts	5	6%
Education	22	25%
Environment	4	5%
Food Service/Free Food Distribution	8	9%
Foundations	5	6%
Health	12	14%
Human Services	9	10%
International	7	8%
Public Benefit	10	11%
Religion	0	0%
Unknown	5	6%
N/A (did not say)	0	0%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	31	36%
$1 Million – $5 Million	26	30%
$5.1 Million – $10 Million	16	18%
More than $10 Million	14	16%
N/A (did not say)	0	0%

Years in Operation	Base	Percent
Less than 5 years	7	8%
5 – 15 years	24	28%
16 – 25 years	19	22%
More than 25 years	37	43%
N/A (did not say)	0	0%

Department	Base	Percent [2]
Fundraising	18	21%
Grants Management	14	16%
HR/Office	23	26%
Marketing/Communications	11	13%
Programs	12	14%
Technology	28	32%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

Germany

Organization Sizes, Causes, & Department Details

121 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	6	5%
Board of Directors, Chairman, or Equity Owner	18	15%
President, CEO, or Executive Director	16	13%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	11	9%
Vice President or Equivalent	1	1%
Director or Equivalent	7	6%
Manager or Equivalent	16	13%
Analyst or Equivalent	1	1%
Generalist, Staff, Associate, or Equivalent	7	6%
Coordinator, Administrator, or Equivalent	5	4%
Other	8	7%
Self-employed, Consultant, or Contractor	4	3%
N/A (did not say)	21	17%

Cause Area	Base	Percent
Arts	7	6%
Education	24	20%
Environment	6	5%
Food Service/Free Food Distribution	3	3%
Foundations	4	3%
Health	9	7%
Human Services	11	9%
International	10	8%
Public Benefit	12	10%
Religion	4	3%
Unknown	11	9%
N/A (did not say)	20	17%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	45	37%
$1 Million – $5 Million	23	19%
$5.1 Million – $10 Million	9	7%
More than $10 Million	23	19%
N/A (did not say)	21	18%

Years in Operation	Base	Percent
Less than 5 years	6	5%
5 – 15 years	37	30%
16 – 25 years	18	15%
More than 25 years	41	34%
N/A (did not say)	19	16%

Department	Base	Percent [2]
Fundraising	17	14%
Grants Management	17	14%
HR/Office	28	23%
Marketing/Communications	19	16%
Programs	25	21%
Technology	25	21%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

Netherlands

Organization Sizes, Causes, & Department Details

85 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	10	12%
Board of Directors, Chairman, or Equity Owner	8	9%
President, CEO, or Executive Director	7	8%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	10	12%
Vice President or Equivalent	1	1%
Director or Equivalent	2	2%
Manager or Equivalent	10	12%
Analyst or Equivalent	4	5%
Generalist, Staff, Associate, or Equivalent	9	11%
Coordinator, Administrator, or Equivalent	4	5%
Other	3	4%
Self-employed, Consultant, or Contractor	1	1%
N/A (did not say)	16	19%

Cause Area	Base	Percent
Arts	7	8%
Education	12	14%
Environment	6	7%
Food Service/Free Food Distribution	3	4%
Foundations	0	0%
Health	21	25%
Human Services	3	4%
International	2	2%
Public Benefit	9	11%
Religion	1	1%
Unknown	5	6%
N/A (did not say)	16	19%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	21	25%
$1 Million – $5 Million	24	28%
$5.1 Million – $10 Million	6	7%
More than $10 Million	18	21%
N/A (did not say)	16	19%

Years in Operation	Base	Percent
Less than 5 years	7	8%
5 –15 years	20	24%
16 – 25 years	15	18%
More than 25 years	27	32%
N/A (did not say)	16	19%

Department	Base	Percent [2]
Fundraising	12	14%
Grants Management	9	11%
HR/Office	13	15%
Marketing/Communications	8	9%
Programs	19	22%
Technology	18	21%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

United Kingdom

Organization Sizes, Causes, & Department Details

129 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	7	5%
Board of Directors, Chairman, or Equity Owner	14	11%
President, CEO, or Executive Director	18	14%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	17	13%
Vice President or Equivalent	1	1%
Director or Equivalent	11	9%
Manager or Equivalent	31	24%
Analyst or Equivalent	1	1%
Generalist, Staff, Associate, or Equivalent	5	4%
Coordinator, Administrator, or Equivalent	8	6%
Other	4	3%
Self-employed, Consultant, or Contractor	2	2%
N/A (did not say)	10	8%

Cause Area	Base	Percent
Arts	11	9%
Education	28	22%
Environment	6	5%
Food Service/Free Food Distribution	1	1%
Foundations	3	2%
Health	17	12%
Human Services	10	8%
International	5	4%
Public Benefit	20	16%
Religion	8	6%
Unknown	10	8%
N/A (did not say)	10	8%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	50	39%
$1 Million – $5 Million	27	21%
$5.1 Million – $10 Million	15	12%
More than $10 Million	26	20%
N/A (did not say)	11	9%

Years in Operation	Base	Percent
Less than 5 years	10	8%
5 – 15 years	31	24%
16 – 25 years	17	13%
More than 25 years	61	47%
N/A (did not say)	10	8%

Department	Base	Percent [2]
Fundraising	23	19%
Grants Management	29	23%
HR/Office	30	23%
Marketing/Communications	35	27%
Programs	32	25%
Technology	23	18%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

United States

Organization Sizes, Causes, & Department Details

223 Nonprofit Professionals

Role Within Organization	Base	Percent
Owner or Founder	0	0%
Board of Directors, Chairman, or Equity Owner	3	1%
President, CEO, or Executive Director	25	11%
Other Executive Management (CMO, CTO, CIO, CFO, etc.)	10	4%
Vice President or Equivalent	9	4%
Director or Equivalent	42	19%
Manager or Equivalent	33	15%
Analyst or Equivalent	4	2%
Generalist, Staff, Associate, or Equivalent	19	9%
Coordinator, Administrator, or Equivalent	11	5%
Other	8	5%
Self-employed, Consultant, or Contractor	1	0%
N/A (did not say)	58	26%

Cause Area	Base	Percent
Arts	26	12%
Education	44	20%
Environment	9	4%
Food Service/Free Food Distribution	5	2%
Foundations	2	1%
Health	14	6%
Human Services	58	26%
International	5	2%
Public Benefit	22	10%
Religion	6	3%
Unknown	21	9%
N/A (did not say)	10	5%

Organization Revenues (U.S. Dollars)	Base	Percent [1]
Less than $1 Million	34	15%
$1 Million – $5 Million	88	40%
$5.1 Million – $10 Million	46	21%
More than $10 Million	44	20%
N/A (did not say)	11	5%

Years in Operation	Base	Percent
Less than 5 years	52	23%
5 – 15 years	20	9%
16 – 25 years	25	11%
More than 25 years	115	52%
N/A (did not say)	11	5%

Department	Base	Percent [2]
Fundraising	43	19%
Grants Management	29	13%
HR/Office	32	14%
Marketing/Communications	29	13%
Programs	69	31%
Technology	32	14%

[1] Noting that totals may not sum to 100 due to rounding.
[2] Will not sum to 100% since respondents could select more than one department.

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