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Strategies to Grow and Expand a Nonprofit Business

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Abstract

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by

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MBA, University of Liverpool, 2013

B.Agric., Ogun State University, 1998

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Nonprofit organizations make significant contributions to individuals, organizations, communities, the environment, and societies, but many do not survive in the long run. This study is important to business leaders in for-profit and nonprofit organizations who want to implement strategies for the long-term survival of their business, improve business performance, and effect positive social change. Grounded in Penrose’s theory of growth, the purpose of this qualitative single-case study was to explore strategies leaders used to grow and expand a nonprofit business in the midwestern region of the United States. The participants comprised 5 nonprofit leaders with recorded success at growing and expanding their business. Data were collected from semistructured interviews and document reviews involving the governance system, programs, strategies, operations, partners, and budget. Thematic analysis was used to analyze the data. Four themes emerged: strategic planning cycle, effective fundraising planning and strategy, resource and financial assessment, and team development and positive working conditions. A key recommendation includes that nonprofit leaders seeking growth and expansion engage in effective strategic planning. The implications for positive social change include the potential for leaders of nonprofit organizations to provide growth and expansion strategies to increase their organizations' capacity for positively transforming communities by maintaining or improving available opportunities and services.

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Dedication

I dedicate this great Doctor of Business Administration (DBA) study to the Almighty God in whom we live, move, and have our being. To Him alone be all the glory, honor, and adoration. To my loving wife, Omolara, for always showing me deep understanding and love that made this project a reality. To our sons, Oreoluwa and Oluwatimilehin, for always engaging me in worthwhile discussions. I am full of appreciation to you for the inspirational role you played in making this doctoral study a reality.

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Section 1: Foundation of the Study

Nonprofit organizations make significant contributions to every society. In this study, I explored strategies to grow and expand a nonprofit business. I used the 2019-2020 Baldrige Excellence Framework and Criteria as a systems-based tool to holistically evaluate the processes and performance outcomes of my client organization. In the holistic assessment, I explored strategies used by leaders to develop strategies to grow and expand their nonprofit business. I served as both the researcher and the consultant for this consulting capstone study based on the degree requirements of my program with Walden University. Section 1 of this study includes a discussion of the (a) background of the problem; (b) problem statement; (c) purpose statement; (d) nature of the study; (e) research question; (f) interview questions; (g) conceptual framework; (h) operational definitions; (i) assumptions, limitations, and delimitations; and (j) comprehensive literature review.

Background of the Problem

Nonprofit organizations have become very important in every society because of their significant contributions. They are civil society actors because of their roles in policy making, innovation, cost effectiveness, their ability to work with local communities, and the public benefits they offer (Appe, 2019). Stork and Woodilla (2008) noted that nonprofit organizations experienced explosive growth in total organizations, employment, revenues, organizational mix, and assets with registration that grew by 30% to 1,409,628 between 1996 and 2006. There are many challenges associated with the operations of nonprofit business. Kim, Charles, and PettiJohn (2019) identified two key challenges associated with the performance management of nonprofit organizations, which are lack of resources and lack of analytical capacity, while lack of support from the board of directors is considered as a low issue.

In addition, the main drivers supporting the use of performance data are leadership support, stakeholder involvement, support capacity, innovative culture, measurement-system maturity, and goal clarity (Kim et al., 2019). The researchers highlighted that nonprofit leaders do not fully understand what to measure and how to generate insights from the results because performance management has become very complex (Kim et al., 2019). The use of performance management data is very important for the growth and expansion of nonprofit business. Hence, leaders in nonprofit organizations lack strategies on how to grow and expand their business. The data from this study might provide some supporting evidences that will indicate the immense benefits associated with the growth and expansion of a nonprofit business.

Problem Statement

A significant percentage of small- and medium-sized enterprises go out of business within 5 years of establishment (Ifekwem & Adedamola, 2016). Fifty percent of the nonprofit businesses in the United States cease operations in fewer than 5 years (U.S. Small Business Administration [SBA], 2018). The general business problem is that some leaders of small and medium-sized nonprofit enterprises lack effective strategies to help ensure sustainable growth and expansion. The specific business problem is that some leaders of nonprofit enterprises lack effective strategies to grow and expand their business.

Purpose Statement

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit enterprise use to grow and expand their business. The targeted population was leaders of a nonprofit organization located in the midwestern region of the United States who desire to develop effective strategies to grow and expand their nonprofit business. The implications for positive social change include the potential for creating effective strategies to grow and expand business, thus increasing the capacity to positively transform the lives of children and single mothers such nonprofit organizations seek to serve.

Nature of the Study

Researchers use qualitative methods to address the social aspect of research and explore problems thoroughly through in-depth exploration of a subject (Rutberg & Bouikidis, 2018; Saunders, Lewis, & Thornhill, 2015). Identifying and exploring the organization's and participants' experiences forms the focus of this study to understand the effective strategies that business leaders adopt to grow and expand a nonprofit business. Therefore, I chose the qualitative method for this study. Researchers use the quantitative method, in which standardized or structured questionnaires and a range of statistical techniques are used, to examine the relationships among dependent and independent variables (Rutberg & Bouikidis, 2018; Saunders et al., 2015). Because I did not examine variables' relationships or groups' differences, the quantitative method did not fit the purpose of my study. Researchers use the mixed method to collect and analyze data and information, combine findings, and draw inferences using both qualitative and quantitative methods (Rutberg & Bouikidis, 2018). I did not use quantitative analysis because a mixed method did not fit the purpose of this study.

A qualitative case study is an in-depth inquiry into a topic or a phenomenon that can generate insights in a real-life context (Saunders et al., 2015). I used qualitative single case study design for this study because this design leads to detailed description and deeper analysis, which is what I needed to gain an understanding of how and why effective strategies leads to business growth and expansion. In contrast, multiple case study design involves cross-case analysis that reveals the differences and similarities among cases and how they affect findings (Ridder, 2017); this design was not appropriate for my study. Ethnography is used to study the social world of a group investigating the shared meanings that influence the behavior of the group or the way culture is defined within the group (Rutberg & Bouikidis, 2018; Saunders et al., 2015). Ethnography did not fit the purpose of my study because I did not seek to understand a specific group's or organization's culture. Phenomenology is used to explore meanings from a person's lived experiences with a phenomenon (Qutoshi, 2018; Rutberg & Bouikidis, 2018). Phenomenology did not fit the purpose of my study because I did not describe participants' personal lived experiences.

Research Question

What effective strategies do leaders of a nonprofit organization use to grow and expand their business?

Interview Questions

1. What, if any, strategies have been successful in growing your business?

2. What, if any, strategies have not been successful in growing the business?
3. How do you assess the effectiveness of strategies to grow your business?
4. How do you assess the effectiveness of strategies to expand your business?
5. What led to unsuccessful strategies for business growth based on your experiences?
6. What key barriers have you encountered in implementing strategies for business growth?
7. How has your organization addressed the key barriers to business growth?
8. What key barriers have you encountered in implementing strategies for business expansion?
9. How has your organization addressed the key barriers to business expansion?
10. What additional information can you provide related to growing and expanding your nonprofit business?

Conceptual Framework

Penrose (1959) developed the theory of growth of firms, which has significantly affected strategic management research (Kor, Mahoney, Siemsen, & Tan, 2016; Lockett & Wild, 2013). Penrose's theory of growth is applicable to all firms seeking organic and acquisitive growth for expansion (Kor et al., 2016; Lockett & Wild, 2013). Human motivations, economic principles, franchising, and innovation are used to explain the theory of growth of firms (Kor et al., 2016; Lockett & Wild, 2013). This theory aligned with the purpose of this study to explore effective strategies that business leaders use to grow and expand businesses because the intent was to explore economic principles and human motivation via managerial resources for catalyzing organizations' growth and expansion.

Operational Definitions

Expansion: A firm positioning itself in a new market segment (Andriani, Samadhi, Siswanto, & Suryadi, 2018).

Growth: An increase in firm size from one period to another (Nason & Wiklund, 2018).

Innovation: The ability of an organization to create new products / services or improve existing ones and successfully bringing them to the market (Mokhber, Khairuzzaman, & Vakilbashi, 2018).

Motivation: A process that reflects the factors that influence the drive, intensity, and actions of an individual to achieve a goal (Ncube & Zondo, 2018).

Strategy: The ability of an organization to successfully take advantage of its competitiveness in the marketplace (Van Genderen, 2013).

Assumptions, Limitations, and Delimitations

Assumptions are facts about a study that are the researcher's views on what they know and assume to be true, but they cannot confirm (Myers, 2013; Scotland, 2012). Limitations are aspects of the study that are beyond the control of the researcher and could influence the validity or interpretation of the data (Myers, 2013). The delimitations are the restrictions that researchers use to define the boundaries and scope of a study and these include participant exclusion criteria and geographical boundaries (Myers, 2013).

Assumptions

Assumptions are conceptualized views that researchers do not explicitly state or interpret but underpins the study and relies on a shared understanding of readers (Kirkwood & Price, 2013). Assumptions are generally understood beliefs, considerations, and expectations that are taken for granted about how the world works (Nkwake & Morrow, 2016). Researchers must identify and address potential assumptions to avoid distortions and any form of misrepresentation (Armstrong & Kepler, 2018). Failure to identify and address assumptions could cause questions to be raised about the research results.

The first primary assumption of this study was that the participants would provide honest answers to the questions and to the best of their ability. This is because participants possess the potential for introducing bias through their responses to the research questions knowing the purpose of the study and providing what they believe the researcher wants to hear. The second assumption was that a single case study would provide sufficient data and information about the phenomenon of developing strategies to grow and expand a nonprofit business to gain insight and to address the research question.

Limitations

Researchers include limitations in their studies because they are circumstances that restrict the conditions that surround the study which are outside the influence of the researchers but must be taken into consideration for proper interpretation of the areas that are investigated and those that are not (Svensson & Doumas, 2013; Willems, Boenigk, &

Jegers, 2014). The inclusion of limitations in a study allows for further research and the reduction of wasteful allocation of resources (Reddy & Bhadauria, 2019). The first limitation of this study was that the participants might withdraw at any time during the interview period and hence, the remaining participants might not be representative of the population. The second limitation was that the scope of this study was limited to a single case study of a nonprofit organization in the midwestern region of the United States, implying that the findings are unique to this organization. The third limitation was the small sample size of the organization's senior leaders.

Delimitations

Delimitations reduce or narrow the scope of studies as researchers apply interview questions that the interviewees have the knowledge and experience to provide appropriate responses (Venkatesh, Brown, & Bala, 2013). The first delimitation of this study was that nonprofit leaders participated in this study. The second delimitation was that senior leaders of a nonprofit organization located in the midwestern region of the United States participated in this study.

Significance of the Study

Contribution to Business Practice

The study can be of value to the practice of business because business leaders might be better equipped with effective strategies to (a) grow and expand their firms to achieve set business objectives and (b) improve the performance of the business through the effective and efficient use of resources.

Implications for Social Change

The implications for positive social change include the potential for creating effective strategies for growth and expansion of enterprises, thus increasing the capacity for positively transforming the lives of more children, single mothers, and women in more communities. This can be achieved by maintaining or increasing the opportunities available to these enterprises for offering services in these communities.

A Review of the Professional and Academic Literature

The literature review is a critical component of a research study that a researcher uses to support relevant topic (Marshall & Rossman, 2016). The process adopted in selecting the literature represents the current knowledge that is associated with the topic (Marshall & Rossman, 2016). Hence, in this case study, the intent of the literature review was to explore information regarding the topic on strategies to grow and expand a nonprofit business. Using a key search term emphasis for the literature review, I considered business growth and expansion. The literature review also includes a synthesis of literature relating to the theory of growth of firms to identify ways that nonprofit businesses can grow and expand.

I organized the literature review relevant to themes related to the conceptual framework of the theory of growth of firms. The literature for this study included the human motivation and economic principles' concepts of the theory, and information related to small businesses. The databases used in the literature search included Google Scholar, ScienceDirect, ProQuest Central, Management & Organization Studies, book, and governmental websites, that includes the SBA, and SAGE Premier. I gathered scholarly literature using keywords associated with the strategies that nonprofit organizations use to grow and expand. The key search words included *business growth, business expansion, business growth and expansion, Penrose theory of growth, Penrose, small business,* and *nonprofit business or organizations*.

The literature and articles I found consisted of various sources, such as peer-reviewed journal articles, government sources, books, and other scholarly sources on the phenomenon of the theory of growth of firms. I included 136 peer-reviewed sources in this literature review. Of these, 132 were published less than 5 years ago from 2016 to 2020, representing 97%.

Conceptual Framework: Theory of Growth of Firms

I selected the theory of growth of firms as the conceptual framework for this study. Penrose (2009) covered in *The Theory of the Growth of the Firm*, in 1959, the productive opportunity of the firm, expansion through or without merger and acquisition, diversification, and the rate of growth of a firm. I considered Penrose because of the contribution of the book, *The Theory of the Growth of the Firm* to strategic management research (Kor et al., 2016). Kor et al. (2016) presented 14 key ideas of the theory, their implications for operations management research, and the impact of the book on mathematical models. Kor et al. noted that the theory helped to develop the resources approach, and hence, considers the resource-based view of the firm in its approach. The resource-based view (RBV) is a theory that supports Penrose theory of growth. RBV builds on a perspective that a firm is a bundle of resources and products (Burvill, Jones-Evans, & Rowlands, 2018). Researchers use the RBV to explain performances among firms. Gruber, MacMillan, and Thompson (2012) highlighted that the RBV accounts for the performance differences of firms because of the heterogeneous resources they own.

Penrose theory of growth of the firm is important for businesses that desire growth and expansion. Penrose identified two modes of growth for a firm, which are organic growth and acquisitive growth for expansion (Kor et al., 2016). Penrose identified the motivation of managers and the deployment of economic principles as the underlying factors for business growth and expansion (Lockett & Wild, 2013). Almeida and Pessali (2017) noted that Penrose considered an entrepreneur as someone who uses productive resources to generate productive services to exploit productive opportunities. An entrepreneur makes profit by exploiting available productive opportunities. Furthermore, Gjerløv-Juel and Guenther (2019), using Penrose's theory of growth, highlighted in their research that early employment growth will lead to higher survival in the long run when employee turnover is low. Kor et al. (2016) noted that Penrose adopted rich inductive, deductive, and abductive reasonings in her approach; the research process highlights experiences, diversity of knowledge, and interests are required to initiate the development of innovative research; and that a genuine connection to managerial problems can aid scientific discovery by organization and management science researchers.

Barnean resource-based logic and government policy can be used to explain the levels of growth in firms. Researchers found that the versatile resources that are reflected in Penrose's theory of growth are associated with higher levels of growth while Barnean resource-based logic that is identified with valuable, rare, inimitable, and nonsubstitutable (VRIN) resources are not (Nason & Wiklund, 2018). Dagnino, King, and Tienari (2017) noted that Penrose's theory of growth is still relevant highlighting the importance of human capital involving recruiting and training the right people and developing managerial capabilities to deploy limited resources to more productive uses and, in addition, that government policy and venture capital not identified by Penrose should be considered for growth of firms. The theory of growth of firms is frequently cited in scholarly research. The theory is worthy of academic research for the growth and expansion of a nonprofit business.

Human motivations. Organizations are artificial beings that require human beings to run these firms on a daily basis. Grillitsch, Schubert, and Srholec (2019) in a study to determine processes that drive various forms of innovation to establish a relationship with firm growth involving small and medium-sized firms in Sweden, found that significant positive effects existed of the three knowledge types on firm growth and that even slow-growth firms benefited from the combination of knowledge bases. In another study to explore the influence of environmental challenges of business on the growth of informal business in Uganda, the researchers found that a significant and positive direct relationship between the internal environment and the growth of informal business, but a significant negative relationship between external environment and the growth of the firm (Struwig, Krüger, & Nuwagaba, 2019). The internal environment of a firm is influenced by the human interactions therein. Castaño, Méndez, and Galindo (2016) highlighted that potential competition positively affects product innovation and indirectly affects internationalization of entrepreneurs in the service sector. Companies that have competent personnel and new technologies have more innovations and internationalize within their first year of operation, which in turn, positively affects business growth expectations.

There are additional growth factors that are associated with businesses. Powe (2018) highlighted that small- and medium-sized enterprises (SMEs) can be leading firms within low-income settlements and helped to stabilize but not revive their fortunes, while non-amenity factors like landscape; culture and heritage helped with the recruitment and retention of skilled workers. Hence, this could imply that the skilled workers revived the fortunes of the firms with amenity business growth. To describe an account for the entrepreneurship levels that influence high growth of businesses, Queirós, Braga, and Correia (2018) found that high growth of business is positively related to the size of firms and the power distance index. This is related to the various solutions to the problems of human inequality but negatively related to masculinity, which is related to the emotional roles of men. Kuntonbutr and Kulken (2017) highlighted that business intelligence has a direct impact on business growth as the deployment of information technology (IT) across the organization will support information accessing, decision making, and marketing activities that will impact a firm’s human capability, new product development, market growth, and satisfactory operating results. The researchers noted that the marketing activities will impact business intelligence that supports business unit strategy through competitor information, encouraging product differentiation export to foreign markets, international operation planning, international activities, the capability of their employees in international operations, and business strategy and international operations that will yield business growth (Kuntonbutr & Kulken, 2017). Stoian, Dimitratos, and Plakoyiannaki (2018) found that the following are required by micro-multinational organization: (a) in-depth worldwide network knowledge needed to identify and work closely with collaborators, (b) a deep understanding of the sector and visionary outlook for the future, (c) hands-on foreign market knowledge needed to conduct business in foreign markets or overseas daily, and (d) international set-up knowledge for setting up abroad beyond exporting.

Previous researchers have identified several growth factors in firms. Gilbert (2019) noted four incentives for managers to improve productivity: (a) pay; (b) advancement; (c) avoidance of disapproval, recognition; and (d) quality improvement, not quality control. Improvement in the productivity of employees, including managers, will lead to the growth of businesses. Feng, Morgan, and Rego (2017) examined three key firm capabilities: (a) marketing, (b) research and development (R&D), and (c) operations, and found that firms' R&D (operations) capabilities positively (negatively) influence the effects of marketing capabilities on firm growth and the effects vary across different marketing conditions. Researchers noted that growth is likely to bring (a) personal gain and prejudices to welfare, and (b) the possibility of being satisfied and surviving with current limits because of the owners' or managers' choice to remain small in order to maintain control of the business, to maintain the traditional characteristics of the business, and for conservatism and risk avoidance (Rodriguez de Souza & Seifert, 2018). Rodriguez de Souza and Seifert (2018) highlighted that business growth will likely bring into existence the association between biological owner's life and business lifecycle because of the disassociation between business growth and business success. In addition, Zampetakis, Bakatsaki, Kafetsios, and Moustakis (2016) conducted an empirical study to explore the effects of gender role and cultural identity, as masculinity and femininity in men's and women's business growth intentions can vary in firms that are established. The authors found that gender identity mediates the influence of sex on business growth intentions and is contingent on entrepreneurs' independent self-construal. The results also indicated that women make decisions on growth of a business using a different process than men.

Moreover, different aspects of human motivations have been considered, but there are more studies to be explored on the growth and expansion of businesses. In a study to review how companies grow, the researchers highlighted four stages of growth capacity which are exploiter, performer, accelerator, and sustainer; six general growth capabilities, which are to focus and align on growth, scale development, drive external orientation, leverage strategic assets, execute growth processes, and instill a growth culture; and HR and marketing partnership (Eyring & Consuegra, 2017). Wennberg, Delmar, and McKelvie (2016), in a study to outline and test a decision-making theory of new venture growth and survival, found that entrepreneurs whose ventures face threats to survival are more likely to seek growth opportunities to restore performance instead of cutting losses and terminating their ventures as they age. In another study to demonstrate the value of employer-employee relationship in the growth and performance of a business and the role of job satisfaction in ensuring good relationship between the parties with guidelines on how to manage the relationship, the researchers noted that management must understand the underlying factors affecting employees' emotions (Ansah, Osei, Sorooshian, & Aikhuele, 2018). Additionally, that leaders should be attentive to employees' emotions to (a) increase performance; (b) reduce conflict; (c) reduce performance issues; and (d) increase satisfaction, participation, retention, efficiency, compliance, and commitment (Ansah et al., 2018). Cotei and Farhat (2018) conducted a study to consider the merger and acquisition (M&A) exit behavior of new, young businesses and how this behavior is shaped by their innovative capabilities and employment growth. The authors found that the form of organization is an important determinant of startup growth and that new and young firms with the corporation form of organization and possessions shared startup characteristics as more assets, more employees, high innovation ability, and more business debt had higher growth potential in addition to different acquisition outcomes due to innovation and employment. Reifferscheidt and Dan (2018) found that a dynamic mix of workforce with an average age of 36 years; a strong vision signaling a strong supplier and client orientation with a strong human development practices; a functional sales function consisting about 40% of the employees with appropriate structure; dedicated and centralized purchasing. Warehousing and service functions accounted for the growth of the firm by nine times the initial growth level.

In addition, dense networks in early internationalizing of firms in different phases of internationalization are not beneficial to the transfer of novel knowledge (Bembom & Schwens, 2018). Ren and Zhu (2016) found that family business learning involves personal learning of the interactions between the family and the business,

business growth, and business innovation. Work experience and motivations are the key factors that might affect the growth of micro and SMEs through upgrading which is substantial growth via innovation (Laguir & Besten, 2016). Peters, Kallmuenzer, and Buhalis (2019) identified six factors of wellbeing, which are social wellbeing, mental wellbeing, physical wellbeing, material wellbeing, regional wellbeing, and civilian wellbeing. Peters et al. found that all the factors, except mental wellbeing and regional wellbeing, had positive impact on business growth and that hospitality entrepreneurs ‘quality of life approvers’ had strong confidence in marketing, human resource management, human resource development, complaint management, quality management, and product development than the disapprovers.

Activities in organizations are organized in functional units for ease of administration. Good human resource management practices involving human resource planning, training and development, and employee compensation enhances employee satisfaction and supports superior business performance (Nwachukwu & Chladková, 2017). Employees are the service providers in a service-oriented organization and hence, must be treated as valuable resources. Cooperation among functions on technical and material supply activities involving the organization of specialized functions to operate efficiently within a firm contributes to profit growth (Urban & Puiu, 2018). There is no function in any organization that can exist alone. Burch, Tocher, and Krumwiede (2018) highlighted that the acquisition of new location of business significantly improved business results. The geographical location of an organization can affect its mode of operation, which has cost and revenue implications. Jensen (2017) noted that incentive programmes as tax holidays, subsidized loans, worker retraining grants, and infrastructure improvements do not have observable impact on firm's expansion through job creation. Researchers must explore the other factors with observable impact on the expansion of must be recognized. Family business learning that ensures that family acquires knowledge and skills to manage the rapidly changing business environment impacts positively on business growth and innovation (Ren, 2016). Business leaders require employees with appropriate knowledge and skills to effectively and efficiently manage the rapidly changing business environment.

Capelleras, Contin-Pilart, Larraza-Kintana, and Martin-Sanchez (2019) found that the growth aspirations of experienced entrepreneurs increase with social approval of entrepreneurship and role models while those of the more educated entrepreneurs are impacted by role models. The design management capability of an entrepreneurial organization must be developed to ensure business growth because of its contribution to competitive advantage and strategic flexibility (Xihui Liu & Rieple, 2019). Xihui Liu and Rieple (2019) highlighted five design management skills that entrepreneurs should acquire to ensure business growth and these are: (a) basic skills, (b) specialized skills, (c) involving others, (d) organizational change, and (e) innovation skills. In another research, the researchers found that professional services firms prioritize customer participation to have flexible service operations to meet the different needs of key customers without aligning with the strategic plan needed for business growth (Barreto & Martins, 2018). The researchers also identified four factors causing variability among customers of professional services firms as the diagnosis of needs, customer arrival, delivery value analysis, and production and implementation of the solution (Barreto & Martins, 2018).

Colucci and Visentin (2017) highlighted that the determinants of a buyer's intention to expand a mature business-to-business relationship is the absence of a formal agreement with the seller. The researchers also noted the perception of the seller's goodwill to have overcome two detrimental forces as demand uncertainty and the availability of alternative suppliers (Colucci & Visentin, 2017). Trust in a mature relationship and formal control have beneficial effects in a business-to-business relationship (Colucci & Visentin, 2017). Shalender and Yadav (2019) suggested that flexible strategies in marketing, services, and information system will have a positive impact on firm performance in addition to helping a firm to maintain its competitive edge because of the pressure from globalization. The researchers also documented the effect of globalization on firms in the use of customer relationship management (CRM) that helps organizations to maintain long-term relationships with its customers through the development of products and services that meet customers' needs (Shalender & Yadav, 2019).

Economic principles. Business leaders use available resources for the running of business operations. Ramdani, Primiana, Kaltum, and Azis (2018) found that dynamic capability and supply chain management did not only influence business performance but also have a major impact on collaborative strategies by enhancing effectiveness, but that collaborative intelligence did not significantly influence business performance. Cyron and Zoellick (2018), conducted a study to challenge the dominant assumptions in business growth literature by considering post-growth economies as an organizational context characterized by natural resource scarcity and a lack of macro-level economic expansion. Cyron and Zoellick (2018) revised six assumptions and redefined business development based on the forces operating in the post-growth economies, which is characterized by the absence of macro-level economic expansion and scarcity of natural resources. Matalamäki, Vuorinen, Varamäki, and Sorama (2017), conducted a study to determine whether selected large companies grew by adapting to the situation and responding to market demands with their available resources or followed previously determined plans. Matalamäki et al. found that the companies grew by adapting the situation to market demands and previously developed plans.

Furthermore, in a study to examine the institutional determinants on the growth of SMEs using Kosovo as an emerging economy and country in transition based on international business perspective, the researcher found that the barriers caused by low levels of professionalism and ethics of officials in institutions, as well as the frequent changes in complicated laws and regulations, have significant impact on increasing transaction costs which is a direct obstacle to the continued growth of SMEs (Peci, 2017). Organizations that want to grow via expansion need to use their resources to some extent. Vaughan and Koh (2017) found that available resource slack reduces the negative impact of rapid internationalization to achieve higher firm value in their study to investigate the relationship that exists between rapid expansion or internationalization and firm value in U.S. restaurant firms and to identify the moderating role that available slack, potential slack, and recoverable slack had on the relationship. Bi, Davison, and Smyrnios (2017) noted that IT resource, strategic IT alignment, business partnerships, market orientation, and business partnerships contribute significantly and indirectly to SME performance through the development of business process competence and the development of e-business capability. Additional research on the use of grassroot data to grow support the growth and retention of business in Minnesota under a program called *Grow Minnesota!* (*Grow MN!)* revealed that the program provided support and statewide economic development (O'Neil, Schaff, & Riffe, 2017).

Moreover, researchers found that news strategies and developing a comprehensive small business plan are what small businesses need to grow rather than focusing on the traditional economic development perspective with focus on large business attraction and retention in an empirical research to determine the extent to which the growth of small businesses influence jobs and the environment (Zeuli & O'Shea, 2017). Another economic principle involving the determinant of entrepreneurial outcomes in emerging markets considering the role of initial conditions, no significant difference in the growth rates of small and large firms that enter an industry in the first 8 years in addition to having established that average start-up size is strongly affected by the quality of the financial system and labor regulations and hence, the firms remain the same over their entire life cycle (Ayyagari, Demirguc-Kunt, & Maksimovic, 2017). In addition to existing studies, Kar (2017) highlighted the adoption of total quality management (TQM) philosophy leads to improvement in performance, globalization has brought challenges and opportunities, culture is an important improvement in ensuring the success of TQM, and that TQM awards provide a framework of excellence in a study to understand the

TQM philosophy and its impact on firms and everybody's life. Wada (2019), on a study to determine the impact of diversification via the launching of a new business on firms, noted that the existing declining business decreased the allocation of resources to the launching of a new business which creates sustainable growth with the experience of the second better than the first. Another study, conducted to examine the effects of high employment growth on the survival of new establishments and the survival pattern of fast-growing, young establishments after a high-growth period, revealed that the current size of a business and the high employment growth early in the year are critical characteristics of reducing the risk of failure and that high employment growth is nonlinear (Choi, Rupasingha, Robertson, & Leigh, 2017).

In a review involving more studies based on growth and expansion of firms including nonprofit businesses, more relevant findings were observed. Mohr and Batsakis (2017) noted positive effects of rapid internationalization on firm performance beyond the performance of firms that internationalize gradually in their research on the speed with which firms expand their operations internationally and how this affects their performance. Also, in a study to model, test, and compare the effects of small accommodation businesses (SABs) on financial performance and guest experiences in highly dynamic rural destination in the north of China's Zhejiang Province, the researchers found that there was a trade-off between enhancing guest experience and firm performance as SAB increase (Ye, Xiao, & Zhou, 2019). Hirvonen, Laukkanen, and Salo (2016), in their study to examine the relationship between brand orientation and business growth in business-to-business (B2B) small-to-medium scale enterprises (SMEs) in

Finland moderated by factors that are internal to the firm, highlighted that brand orientation contributes to business growth through brand performance and customer relationship performance in a relatively small measure and that internal firm-related factors like firm size, firm age, and industry type, are moderators to brand performance-business growth relationship while market life cycle moderates brand orientation-brand performance relationship.

Sell, Walden, Jeansson, Lundqvist, and Marcusson (2019), in research conducted to discover how microenterprises carry out channel expansions from a business model perspective and the characteristics that emerge from two national samples, found that the microenterprises struggled to balance customer demands, business, customer demands, competence, resources, and technology and that a lack of strategic planning led to a situation whereby the positive and negative outcomes of channel expansions were largely unexpected. In a study to analyze the relative growth performance of small and young firms in the German Mittelstand in the crisis experienced in 2009, highlighted that small firms showed a relative growth advantage when compared to large firms during stable and crisis times but that young firms that showed stronger growth in stable times are negatively and disproportionally affected by crisis and hence, concluded that crises are detrimental to entrepreneurship (Bartz & Winkler, 2016). Coleman, Manago, and Cote (2016), conducted a study to examine the literature on social media in emerging markets to determine the opportunities and challenges confronting North American companies whose owners want to expand their operations. The Coleman et al. study findings showed that there is a great opportunity in the emerging markets to engage in social media to build identity, relationships, awareness, and revenue. Research conducted to discuss the conditions that affect the growth of business groups in Brazil using four categories of data which are origin of growth, historical relationships, business group's scope, and the use of specific political strategies, found that no set of variables could explain growth by expansion (Gama, Bandeira-de-Mello, & Spuldaro, 2018). These are key expansion strategies documented in recent articles.

In addition, in a study to examine the present status of e-commerce industry in Bangladesh and to find out comprehensive model as solution for the expansion of the expansion of the sector, the researchers found that channel conflict and e-commerce intermediation are the challenges in e-commerce business expansion because the prices of products and services increased but these products and services could not reach the mega cities (Islam & Eva, 2019). In another study, the researchers noted that the business retention and expansion (BRE) metrics as businesses expanded, assisted, and retained; job retained; the amount of financing provided; the ratings of the local business climate; the retention and growth of at-risk businesses; the factors that explain variation in the BRE performance measurement among economic development organizations (EDOs) such as organizational structure, number of economic development services provided, and to a lesser extent the type of jurisdiction and community they serve (Morgan & Morphis, 2017). The researchers highlighted that there is a disconnect between strategic planning and BRE performance measurement probably because of the data gathered and that the success factors in the implementation of BRE programs are the ability to collect meaningful data and information from existing businesses and systematically use them to improve the BRE programs (Morgan & Morphis, 2017). Greenberg, Farja, and Gimmon (2018) conducted a study to explore the development of local small businesses in rural peripheral regions compared to business in urban settings, the impact of local business location, and the level of embeddedness on its growth that is measured by the number of employees. The researchers found that double-layered embeddedness that is employed by rural business owners who are within and outside the regions helped to enhance the growth of SMEs (Greenberg et al., 2018). Zahoor and Sahaf (2018) noted that learning and growth positively influence internal business processes which influence customer perspectives and has positive influence on financial performance; internal business processes mediate the relationship between employee learning and growth and customer perspective; and customer perspective significantly mediate the relationship between internal business processes and financial performance.

Moreover, in another study to understand the firm-level financial variables affecting the growth of SMEs, the researchers highlighted that the influence of long-term debt on growth is negative and significant but for ordinary least squares and random effects models, the influence is positive on growth (Kachlami & Yazdanfar, 2016). Senderovitz and Evald (2016) found that growth has a negative association for the firm when it is perceived to be problematic using different coping strategies as prioritizing existing customers, but the firm only take on new customers if there is available sufficient capacity. Southern (2016) found five aspects of a business to consider before starting a business and these are funding for entrepreneurship, small business growth in a weak economy, the funding of the business, factors to consider while choosing a funding method for the new or existing business that is growing, and labour. In another study, the researchers noted the leakage of technological assets of the SMEs have negative impact on their survival because these SMEs have fewer main technologies and their dependence on these technologies is higher when compared with that of the large companies (Sohn, Hong, & Lee, 2017). The leakage of technological assets can be prevented when business leaders establish better policies to protect their technologies (Sohn et al., 2017). Hence, finance, technology, and the time of commencement of a business, have an impact on the growth and expansion opportunities available to an organization.

Entrepreneurs use bank loans as well as personal savings to finance their business. Cole and Sokolyk (2018) found firms that obtained business bank credit at startup outperformed other firms in revenue growth and firm survival. Mishra and Deb (2018) noted that capital deployment efficiency, current asset management efficiency, firm size, long-term solvency, and asset management efficiency are positively affecting sales growth in decreasing order of importance while short-term solvency has an insignificant impact reflecting almost a negative impact of excess cash holding on sales prospects. M. Gancarczyk and Gancarczyk (2018) highlighted SMEs can benefit by considering the rationale and outcomes of the recognition of strategic options and choosing the options that match the firm's capability base and strategic objectives for international competitive strategies for firm growth. Entrepreneurs who perceive the venture to have not met or have exceeded growth expectations subsequently internationalize more than entrepreneurs who perceive growth expectations to have just been met and this is common among micro-sized ventures that are highly innovative with capability and urgency to respond through internationalization (McCormick & Fernhaber, 2018). Osakwe (2016) noted that small business practitioners should prioritize their scarce resources by investing in branch-supporting capabilities like entrepreneurial capability, decision-making rationality, internet technology orientation, and market orientation, and structural capital that induce superior customer-centric performance outcomes for firms. Leaders of small businesses require these principles or factors for their firm growth.

Furthermore, the trans-pacific partnership (TPP) will contribute significantly to the economic development of the Asia-Pacific region which will provide opportunities for overseas expansion for SMEs (Amari, 2016). Eaves, Kumar, and Parry (2018) found that understanding the needs and expectations of customers which processes that include the customers, deploying the necessary IT for internal and external digital systems' integration; creating digital business while reconfiguring value delivery models and rethinking value propositions, and fostering digital culture alongside the identification of critical success factors and focus on organizational structures and processes. Chen, Chang, and Hsu (2017) found that board capital, which is comprised of boards' international experience, directors' industry-specific responses, and directors' board appointments, is positively associated with internationalization, and that board co-working experience has positive moderating influence on the board capital-internationalization relationship. In another study, the researchers found that external factors as distribution facilities, local regulation, exchange rates, and cultural differences, are perceived to be important for the performance of business expansion, at both domestic and host markets (Fornes & Cardoza, 2019). Biloshapka and Osiyevskyy (2018) highlighted in their study that there are drivers underpinning growth and these are the introduction of new products and services, the increase in sales to existing customers, the acquiring of new customers, and benefitting from the overall market growth. These studies covered how growth and expansion can be affected through careful consideration of matters affecting customers, board of directors, product features, culture, regulation, and IT.

Moreover, three factors which are balanced view of value of the different stakeholders, a continuous expansion of the ecosystem, and the use of the emergent strategies to take advantage of the unexpected opportunities and organizational agility (Ali, Mancha, & Pachamanova, 2018). Cole, DeNardin, and Clow (2017) highlighted that the higher the level of education, the lower a person's attitudes to advertising, and that a positive relationship exists between satisfaction with blog or social media marketing strategy and attitude toward advertising. In addition, there is a lot of doubt and fear associated with uncertainty in international markets due to the international risks and controls in addition to self-doubt (Li, 2019). Bethel (2018) noted that firms should not be afraid to ask their customers for help, consider outsourcing when appropriate, and negotiate for profit for the firm as well as benefits for the customers to avoid financial distress. Systemic renewal cluster of the relationships among process, structure, culture, and person, as well as their analyses in small and medium-sized enterprises (SMEs) in Viennese hotel sector found clusters consisting of the innovation types except startup as systematic renewal, systematic improvement, and adaptation (Binder, Mair, Stummer,

& Kessler, 2016). Carlson, Zivnuska, Harris, Harris, and Carlson (2016) found that the intensity of social media use resulted in greater task-oriented social media behaviors, increased relationship building behaviors, and more unproductive social media behaviors.

Cater and Young (2016), in addition, found three expansion operations, which are single-unit operations, firms with multiple units in a trade area, and firms with multiple units in multiple trade areas. Researchers found that promotion-focused individuals tended to believe that small business growth led to more positive consequences while prevention-focused individuals tended to believe that small business growth led to less positive or more negative consequences (Prasastyoga, van Leeuwen, & Harinck, 2018). In another study, the researchers noted that the characteristics such as the strategic leadership of the entrepreneur, intimate knowledge of products and business operations, networks, and the firm's strategy of branding and market diversification contributed to the prosperity of small firms (Williams & Ramdani, 2018). Badger and Helfand (2017) found that health systems should develop a Medicare strategic planning process for the senior markets, engage in data-driven segmentation to properly profile their customer segments, address the economic value of the senior market segments at the patient-level, review the firm's mix of products and contracts to align with segments, and the deployment of consumer outreach and navigation strategies for the execution of the plan for them to transform their growth strategies. Serrasqueiro and Nunes (2016) found that for lower levels of size, the small and medium-sized hotels grew faster than the large ones; age and the financial crisis of 2008 restricted growth; government subsidies, cash flow, and labour productivity are positive determinants of growth for these hotels. The management of coopetition is highly formalized in micro-firms, the separation of competition and cooperation outside of the firm, and individual-level dimensions of coopetition increased with decreasing firm size (Grants, Lasch, Le Roy, & Dana, 2018).

Similarly, significant and positive role of IT capital labour productivity and the impact of IT on productivity have improved recently when compared to the 1990s (Shahiduzzaman, Kowalkiewicz, & Barrett, 2018). Vereecke, Van Steendam, and Van den Broke (2016) noted the seven Cs of supply chain management needed for growth and expansion as connect, create, customize, coordinate, consolidate, collaborate, and contribute. Brooks (2016) found some consumer marketing insights as cross-departmental collaboration, willingness to evolve research, and permission to fail which are some of the key strategies to follow to meet the expectations in the stages of decision-making process for growth and expansion. Micro, small, and medium enterprises (MSMEs) have potentials for growth provided they have access to adequate bank credit (Kaveri, 2017). Kaveri (2017) identified some of the challenges inhibiting MSMEs' growth as inadequate access to bank credit and lack of collaterals, promoter's contributions, and knowledge and skills; document submission difficulties, challenges associated with the rehabilitation of nonperforming MSMEs, compliance issues with postsanction formalities, inadequate information for credit sanction, poor loan recovery from MSMEs, poor government involvement, and poor performance of MSMEs. Knowledge management strategy can be used with an organization's growth stage to grow the firm (Andriani et al., 2018). Also, urbanization, population density, rural-urban transformation, favorable business environments, and economic status are drivers of growth for food retail business (Bahn & Abebe, 2017).

Pehrsson (2016) highlighted that experiences in the local market have direct influence on the ability of a firm to expand. Geographic scope strengthens the propensity of a firm to expand (Pehrsson, 2016). Also, the reputation of business groups is important for growth in home markets (Mukherjee, Makarius, & Stevens, 2018). There are more research works that considered other factors that influence the growth and expansion of a business. Zuelke and Kirwan (2016) noted that exporting firms are likely to be innovative, reduce unemployment, survive, and survive during economic downturn. Business survival is important to every organization because of the going concern assumption that business leaders make hoping that their firms will exist into the foreseeable future. Corruption has negative effect on growth and a decline in corruption is associated with higher levels of financial sector development (Cooray & Schneider, 2018). Ma and Ren (2018) found that the managers of publicly-traded insurers who prefer market's preference through the delivery of favourable growth performance to investor's preference obtain abnormal return in the short-term. In addition, corporate social responsibility (CSR) practices covering the customers, environment, employees, community, and suppliers build the reputation of firms and enhance financial performance (Nejati, Quazi, Amran, & Ahmad, 2017). These growth and expansion factors are important for business leaders to consider when taking decisions.

Although business leaders keep take decisions for the growth and expand their business, they must continuously consider more factors to achieve these objectives.

Product's experience, knowledge, and appreciation have both market-expanding and business-stealing effects on businesses, but typical food products specifically have market-expanding effect (Alderighi, Bianchi, & Lorenzini, 2016). Zhao, Yang, Nie, and Russo (2019) found that the use of the modified value engineering model which uses financial analysis and functional analysis can result in an organization to improve its functions with the lowest cost and risk. Prize promotions are credible, costless, and better than using excess capacity and second sourcing when a firm is making expansionary commitment (Tamura, 2017). Patil and Syam (2018) highlighted that steadily growing sales progression in a sales period is associated with period-end success than a path that is relatively flat early but with a sharp spike in the later period. Business growth and expansion strategies are not limited to product's experience, knowledge, value engineering practices, prize promotions, and the timing of sales promotion.

Knowledge of products, process, and market is sought by customers based on their needs in addition to how their needs can be met. Eugenia and Aurel (2018) found that several e-commerce providers are expanding their offers online because of the use of an important payment method via card options as credit card, debit card, charge card, and prepaid card. The researchers also documented some of the challenges associated with online transactions involving the use of cards and categorized them as financial cyber attacks as phishing pages, malicious attempts on the websites of legal financial institutions, and the use of custom-made virus scams (Eugenia & Aurel, 2018). Business leaders are taking advantage of opportunities provided by technological advancements to reach their customers. Galan (2016) highlighted that investment in research and development by companies tends to help companies to expand their operations internationally. The international expansion is also possible because research and development support continuous development in companies (Galan, 2016). In addition to the benefits of research and development, business leaders need to consider other relevant determinants of business growth and expansion. Trademarks are used as economic indicators involving product variety and innovation by firms (Castaldi, 2018). Business owners often ignore the importance of trademarks to their business. Shopping values of customers are influenced by both hedonic and utilitarian factors, which are selection, monetary saving, convenience, and customized products for utilitarian values; and exploration; entertainment; social status on customer satisfaction; and place attachment for hedonic values (Kesari & Atulkar, 2016). Business owners need to show interest in the factors that influence the behavior of customers and other business practices.

Furthermore, corporate social responsibility (CSR) practices of organizations will impact on their reputation and hence, business performance. Demir, Cagle, and Dalkılıç (2016) documented that economic activities increase with CSR activities. Wedgwood (2019) noted eight levers targeted at sales generation and business growth that business leaders must know and pull gradually to generate positive outcomes for their business. The researcher identified the eight levers represent corresponding levels as: (a) improve your close rate, (b) increase the value of each client, (c) increase the volume of new clients, (d) increase the volume of your activity, (e) be more targeted in your activity, (f) increase your volume of new sales, (g) increase your value per sale, and (h) develop slipstreams (Wedgwood, 2019). Positive signs of growth emerged with changes in policies, political restructuring, strategies, and increased infrastructural development through which crises as lack of capital, lack of infrastructural development, lack of policies, and political issues stunting growth were addressed in tourism industry (Taumoepeau, 2016).

Researchers have identified the role of marketing activities and other service functions in business growth and expansion. Marketing is a function that can enhance business growth (Stoica & Stancu, 2017). The researchers further identified the marketing activities that can trigger business growth as marketing research, advertising, sales, cybermarketing, and distribution (Stoica & Stancu, 2017). Ganapathy (2018) found that service excellence is the only means to grow business in an insurance market that resembles a red ocean with fierce competition between public and private sectors. The researcher further identified service excellence models that can be used to measure service satisfaction and loyalty (Ganapathy, 2018). Ganapathy (2018) documented service excellence models as the Net Promoter Score of customer loyalty, European Foundation for Quality Management (EFQM) Model, the Kano Model of product development and customer satisfaction, and the Kaufman's Service Excellence Model. In another research, differences in growth potentials in startups are associated with heterogeneity in demand characteristics of goods (Sedláček & Sterk, 2017). De Melo Celidonio, Werner, and Dias Bernardes Gil (2019) found that soyabean business expansion has strong association with soyabean field presence and warehouses located within 50 to 100 kilometres. The researchers further highlighted that soyabean expansion is likely to occur in locations with high conservation value (de Melo Celidonio et al., 2019).

The role of capital structure and dividend policy decisions in business growth must be considered when considering business growth influencers or factors. Imelda and Sheila (2017) highlighted the impact of capital structure, ownership structure, and dividend policy on firm value. The researchers found that a strong relationship exists between capital structure and ownership structure toward firm value in firms with high growth potential (Imelda & Sheila, 2017). Khan and Quaddus (2017) suggested in their study that entrepreneurial orientation and sustainable performance are reflective of an organization's knowledge, skills, and ability while financial capital, social capital, human capital, and business environment are formative. The researchers subsequently noted that a combination of these reflective and formative factors is needed to have a better understanding of the resources and capabilities that affect the sustainable growth of microfirms (Khan & Quaddus, 2017). Oh, Kim, and Shim (2019) categorized firms into three paths of international expansion as institution-driven, capability-driven, and linkage-driven, and found that the firms in the institution-driven industry mostly expand their mainstream activities internationally but with limited geographic scope while firms in capability-driven industry expand their downstream activities internationally beyond a regional geographic boundary. Oh et al. highlighted that firms that are in the linkage-driven industry are likely to expand both their upstream and downstream activities internationally. Ajayi and Olaniyan (2019) highlighted their research on entrepreneurial leadership and business development that most of the small business entrepreneurs always fail to embark on succession planning and stunt their firms' growth when they refuse to change their role as the business grows. Rozalia and Aurel (2019) noted that the performance indicators showing the extent of expansion of the activities of multinationals are assets, sales, and employment.

Franchising. Business leaders can make different arrangements to grow and expand their business. Business arrangements can be partnership, buy the market, ongoing relationships, strategic alliance, and upstream integration (Michela & Carlotta, 2011). Sichel (2018) highlighted that franchising contract allows the internationalization of local trademarks in a study on the development of franchising agreements for trademark expansion from local, national to international levels in the fashion industry in the United States of America, Europe, and China. Hoffman, Munemo, and Watson (2016), in a study to examine how the institutional environment of a country affects the international expansion activities of U.S. franchise company, found that the climate of a country's business including entry regulations, taxes, communications infrastructure, and favorable political governance, is an important predictor of the expansion of a foreign franchise firm into that country.

Moreover, in another study to examine the international failures experienced in five service companies that opened branches in foreign countries, the researchers noted that the failures were as a result of rapid expansion, supply chain issues, stiff competition, prices were too high, inability to understand the customer, slow and dispersed geographic expansion, poor marketing campaign, higher operating costs than competitors, bad timing, store location issues including the purchase of pre-existing locations, and difficulties in establishing a reliable supply base (Yoder, Visich, & Rustambekov, 2016). The researchers highlighted the reasons for international expansion successes which are low cost and value strategy, built presence before entering the market, flexible and responsive supply chain, top management focus and commitment, fast design process, understanding of the customers, local sourcing, local management and business partners, supplier development or training, adaptive store format, slow start but concentrated geographic expansion, listening to its customers, underserved market niche, and store locations linked to customer financial status (Yoder et al., 2016). Kang, Asare, and Brashear-Alejandro (2018) found that the proportion of outlets that have been franchised and brand reputation have strong relationships with geographic dispersion, age and proportion of outlets franchised have the strongest relationships with outlet growth rate, and size has the strongest relationship with the number of new outlets are moderated by three research characteristics as data source, time frame, and industry context.

Innovation. Business leaders require innovation for their firms to survive in the long-term. Muhammad et al. (2019), in their research on the role of innovation in creating competitive advantage and improvement in organic textile products to develop organic textiles business in global markets in Pakistan, noted four critical success factors which are quality, certification, customer services, and brand image. Binder, Mair, Stummer, and Kessler (2016) identified four types of innovation results, which are systematic renewal, systematic improvement, adaptation, and startups, and that systematic renewal resulted from all combinations of all the dimensions of organizational innovativeness, which are willingness to innovate, ability to innovate, and possibility of innovation.

Innovation culture is another indicator of a firm's ability to grow and expand their business. Researchers found a direct and positive influence of perceived environmental dynamism on the innovativeness and proactiveness of the strategic business units (Zhu & Matsuno, 2016). Kleber and Volkova (2016) noted that there are linkages between the value innovation frameworks and the underlying logic which together ensure superior customer responsiveness. Organizations need to be innovative for them to survive in the long-term. Reed (2019) highlighted in another study that an organization needs to meet its financial goals, expand into new services or markets, be innovative, roll out valuable initiatives, and retain quality employees. Also, new themes are associated with the operation of innovative firms as financing is an important part in the operation of large and mature firms as well as the fact that agency costs with costs and benefits have impact of the innovative capabilities of firms (Diaconu, 2016). Finance is a good consideration for firms to be continuously innovative.

Organizations require additional factors beyond finance to be innovative continuously. The mindset of an environmental entrepreneur provides an organization with growth-focused perspective that promote individual's flexibility, creativity, innovation, and renewal (Outsios & Kittler, 2018). Appropriate skills are required for innovation to be fostered. Kumaza (2018) documented that business innovative technology and new thinking capabilities enhance the growth of corporations. Furthermore, Hockman and Jensen (2016) noted that statisticians are required to foster innovation beyond quality improvement to foster innovation to develop new products and services for business growth. Alacrity's model seeks to foster innovation efficiency through the provision of institutional environment enhances business growth in addition to helping firms to create entrepreneurial behavior and managing associated risks (Huggins, Waite, & Munday, 2018). The role of innovation in business cannot be limited to innovation culture and new product development.

There are more research works on the role of innovation in business growth and expansion. Björkdahl and Holmén (2016) found that innovation audits help firms to improve their business processes, improve competitiveness and performance, and the firm's ability to innovate. A U-shaped relationship exists between product innovation and organizational innovation and the extent of international expansion of firms in developing markets (Bortoluzzi, Kadic-Maglajlic, Arslanagic-Kalajdzic, & Balboni, 2018). The value of innovation to firms cannot be over-emphasized. Also, researchers found an inverse U-shaped relationship between marketing innovation and the level of international expansion, and in addition, a strong positive link between firm performance and international expansion (Bortoluzzi et al., 2018). In another research, the implementation of innovation and customer-focused measures in the Balanced Scorecard enhance growth and prosperity of firms (Baird & Su, 2018). Business leaders need to begin to explore ways of fostering innovation in their organizations.

The existing articles cover growth and expansion of businesses. These businesses are mainly businesses that cannot be categorized as small. The scope of operation of the businesses addressed in the articles is for large firms with financial muscles and established structures. Few research articles exist for growth and expansion of nonprofit firms. Hence, this research on strategies to grow and expand a nonprofit business is deemed necessary.

Transition

Section 1 includes the problem statement that some leaders of nonprofit organizations lack strategies to grow and expand their business. Section 1, I introduced the basis of the research and the background of the topic selected for the study. I also included the purpose statement, nature of the study, the description of the significance of the study, followed by a review of the professional and academic literature to conclude the section. The problem statement included a description of the general and specific business problem, and the purpose statement, a description of the research method, research design, and the sample of the participants. A review of the literature provided support for the presentation and reasoning of the research problem and also included orientations of human motivations, economic principles, franchising, and innovation.

Section 2 of this study includes a comprehensive description of the research methodology and design, population and sampling, and data collection instruments and techniques that were used to complete the study. Section 2 also includes a description of the role of the researcher and the steps I took to adhere to ethical research guidelines for this study. Section 2 also includes a detailed description of how I selected the participants for this study based on some eligibility criteria, data collection instruments, data organization techniques, and the methods used to achieve study credibility, the transferability of research findings, the acknowledgement of confirmability, and the recognition of saturation.

In Section 3, I include a review and summary of the purpose of the study and the research question. I discuss the results of the study and present the findings and applications to professional practice. From there, I conclude with a discussion on the implications for social change, reflections, and my recommendations.

Section 2: The Project

Section 2 includes a discussion of the purpose statement, the role of the researcher, the participants, the research method and design, the population and sampling, and an account of the actions I took to ensure ethical considerations and protections during the study to include Walden University institutional review board (IRB) administration approval. I explain my data collection instruments, data collection technique, data organization techniques, data analysis, and the steps I took to ensure the reliability and validity of data. I justify my selection of qualitative research methodology and case study design to develop strategies that nonprofit leaders can use to grow and expand their business.

Purpose Statement

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit enterprise use to grow and expand their business. The targeted population were leaders of a nonprofit organization located in the midwestern region of the United States who desire to develop effective strategies to grow and expand their nonprofit business. The implications for positive social change included the potential for creating effective strategies to grow and expand business, thus increasing the capacity to positively transform the lives of children and single mothers such nonprofit organizations seek to serve.

Role of the Researcher

The researcher is the primary instrument for data collection and analysis (Karagiozis, 2018). I served as the primary collection instrument in data collection. The researcher must possess the ability to develop a trustful relationship with the participants, be aware and sensitive to ethical issues associated with the study, as well as protect the research participants, understand the perspectives of each participant, and respect the individuality of each participant (Cumyn, Ouellet, Côté, Francoeur, & St-Onge, 2018; Karagiozis, 2018). My role included determining the research methods and gathering data accurately. I developed an interview protocol, contacted the participants, and asked participants the interview questions without allowing my views to influence my gaining a deeper understanding of the situation. I analyzed the data collected and identified patterns and themes through computer software. I am familiar with the topic because I have acquired skills and knowledge on business growth based on my work experience as an internal regulator in different companies operating in different industries in the financial services sector. I did not know any of the participants before this study. The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1979) highlighted that researchers gather accurate data as specified in the Belmont Report, and that they must reduce bias throughout the data collection process. Researchers play a very significant role in every study.

Research bias reduces the quality of research. Yin (2014) noted that researchers must take note of their thoughts and reflections of the data. I used interviews to explore strategies senior leaders used to grow and expand their nonprofit business. Chenail (2011) highlighted that one of the major challenges confronting qualitative researchers who employ interview as a data collection method is bias management. I recorded the interviews I had with the participants, obtained supporting documents, and took notes on the Baldrige Excellence Framework and Criteria sections to prevent personal biases. The interview process, involving a step-by-step process, must be documented (Jacob & Furgerson, 2012). I sent my biography, the interview questions, and the data collection and analysis process to the participants based on their request to maintain trust with them (see Appendices A and C). I also mitigated personal bias in this study by adopting member-checking of interview analyses with the participants.

An interview protocol or guide helps a researcher to understand the dynamics of an interview and helps to ensure that interviews are conducted consistently (Bourgeault, 2012; Granot, Brashear, & Motta, 2012). The interview protocol also helps ensure consistency, validity, and credibility of the findings. The trust established with the participants helped generate the needed facilitation. Interview protocols help researchers to generate facilitation of interactions to encourage participants to share rich information based on their experiences (Whiteley, 2012; Xu & Storr, 2012). I performed the role of the research instrument and used open-ended questions during the interviews to generate open discussions with the participants.

Participants

The participants in my study were senior leaders in the midwestern region who demonstrated the ability to grow and expand a nonprofit business. Qualitative researchers usually deal with a specific set of participants who are knowledgeable about the research topic (Elo et al., 2014; Sarma, 2015). The participants needed to have active employment as leaders in this nonprofit organization and they must have recorded success at growing and expanding the business. Yin (2014) highlighted that eligible and optimal participants in a case study design have past knowledge of the phenomenon. The participants in this study have sound knowledge of the operations of the business.

I used purposive sampling technique to select the participants in this study. Researchers use a purposive sampling technique for participant selection and background that is related to the research topic based on their knowledge (Oppong, 2013). To gain access to the participants, I spoke with one of the senior leaders of my client organization on several occasions to determine some of the organizational leaders who met the participation criteria and were involved in decision making involving the growth and expansion of the nonprofit business. The six senior leaders selected met the eligibility criteria for this study. H. J. Rubin and Rubin (2012) highlighted that an important consideration in a research is the accessibility of the participants. The researchers also noted that other considerations include the protection of the identity, an understanding of the fundamental rights of the participants, the risks as well as the benefits associated with the research, and the freedom to participate in this study by the participants (H. J. Rubin & Rubin, 2012). I emailed a consent form to each of the participants and obtained positive responses from them.

I obtained a signed service order agreement with the representative of the organization. Building trust during the research process is important (Anyan, 2013; Berger, 2013). To gain access to the participants I spoke with one of the leaders in the organization who helped me to identify the leaders who met the eligibility criteria. Then, I sent my bio and interview questions to the client’s contact who distributed it among the participants. I then emailed the consent form to the participants. The client’s contact also helped me to schedule interview dates with each of the participants. I was available to the participants before, during, and after the interviews.

Research Method and Design

Research Method

I used a qualitative research design to obtain rich data in this research. The research methodology is used to explore the research focus thoroughly (Rutberg & Bouikidis, 2018). Qualitative research methodology is a creative approach to conducting research that incorporates openness that would use multiple interpretation schemes (Konecki, 2019). The openness that comes with the use of qualitative methods helps researchers to access rich information from the participants' experiences. Qualitative methods reflect the actions, interactions, and rich understanding of experiences as well as beliefs of participants in a study (Coenen, Stamm, Stucki, & Cieza, 2012). Researchers can gain access to the beliefs, views, and experiences of participants who are given the freedom to express themselves. Petty, Thomson, and Stew (2012) noted that participants' responses are captured in their words to express their personal views and perceived associations under qualitative methodology. I used qualitative research to explore the personal views of the participants. In qualitative research, researchers gather data by asking open-ended questions during interviews and analyze the data (Trotter, 2012). Asking open-ended questions allows researchers the opportunity to capture the views and experiences of the participants. I selected a qualitative research method for this study when compared with other methodologies. Qualitative method was preferable because it aligned better for this study. The quantitative and mixed methods did not match the expected explorative nature of this study.

I reviewed three research methods for this study before selecting one. Researchers use three methods, which are qualitative, quantitative, and mixed methodologies (Rowley, 2012; Rutberg & Bouikidis, 2018). I considered qualitative, quantitative, and mixed methodologies in this study. Theories are tested in quantitative research by evaluating data to explain variables (Petty et al., 2012). Researchers use deductive analysis to decide whether to accept or reject the null hypothesis. Deductive analysis is used in quantitative research and follows a formal logic (Evans & Thompson, 2004). Unlike the quantitative method, qualitative method reflects the experiences, beliefs, and actions of participants (Coenen et al., 2012).

The third research method I considered was mixed methods. Mixed methods study is comprised of both qualitative and quantitative methods (Rutberg & Bouikidis, 2018). Mixed methods approach allows researchers to collect two sets of data (Rutberg & Bouikidis, 2018). Researchers gather data for qualitative method and another set of data for quantitative method. Trotter (2012) highlighted that mixed methods approach is useful because it allows researchers to combine their understanding of the rich meaning and experiences of participants with numerical data. Rutberg and Bouikidis (2018) noted that mixed methods approach has several advantages as complementary, practicality, enhanced validity, incrementality, and collaboration because of the use of qualitative and quantitative methods. Mixed methods also provides researchers the opportunity to compare variables by gathering information to evaluate each of the variables (Starr, 2014;

Yin, 2014). A mixed methods approach was not appropriate for this study because I did not need to integrate the participant's meanings, beliefs, and experiences with numerical data. I used a qualitative method approach in this study to develop strategies to grow and expand a nonprofit business.

Research Design

There are various types of designs in qualitative research. Case study design is used to investigate a real-life phenomenon in-depth (Ridder, 2017). I chose the case study design because the case is of interest to gain a better understanding of issues. Researchers use case study design to explore issues or happenings to understand the how and why of those issues or happenings (Ridder, 2017; Rutberg & Bouikidis, 2018). Yin (2014) highlighted that researchers use case study research because it makes robust inquiry into a complex phenomenon within its real-world context possible. Researchers can explore issues and proffer solutions with case study design.

Case study researchers use single-case study design and multiple-case study design. Single-case study design enables researchers to have in-depth study and gain detailed understanding of a phenomenon, but multiple-case study design helps researchers to gain a broader understanding (Mukhija, 2010). The research design for this study was a single-case study design to gain an in-depth study and rich understanding of the strategies that business leaders use to grow and develop their nonprofit business. Whitehurst (2013) highlighted that single-case study design is useful because of its simplicity of design, ease of use in multiple settings, and the applicability to a small number of participants unlike multiple case study design. In this study, I considered interviewing six participants but reached saturation after five interviews. A multiple case study design is used where multiple cases are used to illustrate a major issue or concern (Stake, 2013; Yin, 2014).

Rutberg and Bouikidis (2018) highlighted that qualitative research is made up of several designs which are case studies, phenomenology, ethnography, and historical research. Ethnography is a research design that I considered for this study. This research design is used by ethnographers who focus on the culture of groups, organizations, and communities by immersing themselves in the research and the daily lives of the participants for a lengthy period and using multiple data collection methods (Marshall & Rossman, 2016; Phakathi, 2013). Researchers use ethnography to investigate the shared meanings that influence the behaviors of a group of people (Rutberg & Bouikidis, 2018; Yin, 2014). I disregarded ethnography for this research because my goal was to explore strategies to grow and expand a nonprofit business rather than seek to investigate or understand the culture of a group, an organization, or a community.

Phenomenological design is one of the qualitative designs considered in this study. Researchers use phenomenology to understand the lived experiences of people and make sense of these experiences (Rutberg & Bouikidis, 2018). O’Reilly and Parker (2013) documented that phenomenology is appropriate for a deep understanding of a phenomenon or context with a large participant base. Phenomenology is also used to capture the way individuals think (Tomkins & Eatough, 2013). I did not use phenomenological approach for this study because, in addition to the small sample size, I did not intend to understand the lived experiences of people or the way they think but to explore strategies to grow and expand a nonprofit business.

Historical research design is also one of the qualitative research designs considered in this study. Historical research design that deals with the what, when, why, and how of events that are dead past (Langtree, Birks, & Biederman, 2019; Yin, 2014). He highlighted that historical research cannot be used when direct observation of events being studied is not possible and when there is no relevant person to report an occurrence (Yin, 2014). In historical research, researchers use recorded data or photographs of the past (Rutberg & Bouikidis, 2018). My research focus was to explore strategies that can be used to grow and expand a nonprofit business and had nothing to do with the dead past. Hence, historical research would not be appropriate for this study.

Data saturation is another consideration I gave to this study. Data saturation is one of the determinants of the quality of research (Fusch & Ness, 2015). Yin (2014) noted that data saturation occurs when there is no new data to include in a study. I achieved data saturation when I found that there was no new research data to collect. Fusch and Ness (2015) highlighted that the selection of a research design to achieve data saturation is important for a valid study because failure to reach data saturation has a negative impact on the reliability, validity, and transferability of a study. Data saturation is achieved when a pattern is repeated and no more new information is gathered (Marshall & Rossman, 2016). I assured data saturation in this study after interviewing five participants, reviewing company websites, and company documents to explore strategies to grow and expand a nonprofit business.

Population and Sampling

The population of this study was nonprofit leaders in one midwestern region of the United States who have knowledge of growth and expansion of nonprofit business. Robinson (2014) noted that purposive sampling is a strategy that some researchers use to ensure that particular samples are present in a study. The purposive sample of my study included six senior leaders who are actively involved with the day-to-day running of the business. A researcher has an opportunity to select a small number of participants who will provide relevant information necessary for analysis (Yilmaz, 2013). The sample consisted of senior leaders who have strategies to grow and expand a nonprofit business. Berman (2016) highlighted that senior leaders who are involved in setting vision, annual goals, and corporate priorities could influence the performance of a firm.

There are techniques that researchers use in qualitative designs. Purposive sampling technique, which is one of the two widely used techniques in qualitative designs, allows researchers to choose subjects based on identified research problems (Oppong, 2013). The selection criteria for participants is vital for qualitative research. Purposive sampling is a nonprobabilistic process whereby units selected from the target population to address the purpose of the study, and specific inclusion and exclusion criteria (McQuarrie & McIntyre, 2014). Qualitative researchers select participants who have knowledge of the research topic (Elo et al., 2014). The purposive sample type and targeted participants are leaders of a nonprofit organization located in the midwestern region of the United States who desire to develop effective strategies to grow and expand their nonprofit business. Saunders and Townsend (2016) noted that the number of participants in a qualitative research depends on the balance between representativeness and quality of responses.

In this study, data saturation occurred when information gathered became repetitive. The understanding of when data saturation occurs within a study is very important (Fusch & Ness, 2015). Data saturation is achieved when there is no new information obtained from interviews and the review of documents. Palinkas et al. (2015) highlighted that data saturation in a case study research is achieved when no new relevant information is acquired. I believe I reached data saturation after interviewing the fourth participant because there was no new significant information, but I interviewed a fifth participant just to make sure.

Ethical Research

I initiated the Institutional Review Board (IRB) preapproval process at the inception of this doctoral study. My IRB-issued approval number for use in this study is 05-29-19-0979372 and this signifies that my research request met specified requirements of IRB. I used the Consent Form with the Service Order provided by Walden University during the consulting capstone. I also explained to my participants that they would take part in telephone interviews that would be recorded.

The researcher must conduct the research ethically and abide by the principles of the Belmont Report protocol (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). The Belmont Report protocol has three basic ethical principles that must be considered when conducting research and these are respect for persons, beneficence, and justice (National Commission for the Protection of

Human Subjects of Biomedical and Behavioral Research, 1979). I followed the principle of respect for persons by ensuring that the participants were given confidential treatment and that they had the right not to respond to questions that they were not comfortable with as well as the right to withdraw from the interview. I adhered to the principle of beneficence when I obtained the permission of the participants through a consent form.

The identity of the participants was not mentioned during the interviews. I maintained electronic versions of all the data and information obtained during this study. I stored all the recorded interviews, data documents, and information in a separate folder in Onedrive with managed access. There are no sharing links to the folder, and I am the only one with direct access to it. I will maintain these data, documents, and information for a period of 5 years based on Walden University protocol and will be destroyed after the IRB critical time period to protect the privacy of the participants. Final publication of this study will not include the names of the participants or the name of the organization.

Data Collection Instruments

The researcher is the data collection instrument in a qualitative study (Doody & Noonan, 2013; Rowley, 2012). I served as the primary data collection instrument. Qualitative researchers can be data collection instruments (Houghton et al., 2013; Peredaryenko & Krauss, 2013). Yin (2014) highlighted that data collection sources include interviews, documentation, archival records, direct observations, participant-observation, and physical artifacts. I used interviews and documents review involving the governance system, programs, strategies, operations, partners, budget, and other stakeholders as data collection sources in this study.

Researchers use case study research design because it helps to investigate a contemporary phenomenon in its life context especially when the boundary between the context and the phenomenon is unclear (Xiao & Smith, 2006). In interviews, the participants are given the opportunity to freely share their experiences in response to research questions asked by the interviewer (Elmir, Schmied, Jackson, & Wilkes, 2011). I used interviews to collect data to explore strategies for growth and expansion from some leaders of a nonprofit business. Interviews give researchers the opportunity to ask and suggest explanations on how and why of key events and generate insights from the perspectives of the participants (Yin, 2014). I sent my bio, the interview guide, and the purpose ahead of the meetings in addition to agreeing to the date and time of each of the meetings to solidify the interview arrangements. We agreed on the date and time of each of the meetings. I recorded these sessions with my mobile phones and used the recorded interviews as a method to triangulate the data I collected with other documentary evidences. My bio and the interview guide contained 10 open-ended interview questions (see Appendix A).

Yin (2014) noted the importance of addressing the design challenges as reliability and validity associated with case studies. I conducted transcript review with my participants for the verification of the accuracy of the interview transcripts before coding and analyzing. Transcript review and member checking are two validation techniques that researchers use to improve the credibility, accuracy, reliability, and validity of a qualitative study (Crifo & Mottis, 2016; Marshall & Rossman, 2014). Transcript review allows participants to read their transcribed interviews to ensure that they were accurately recorded and credible (Hagens, Dobrow, & Chafe, 2009). I sent copies of the transcribed interviews to the respective participants to acknowledge and respond to their own words. In transcript review, copies of the transcribed interviews are sent to the participants to review, acknowledge, and provide response (Drabble, Trocki, Salcedo, Walker, & Korcha, 2016; Houghton et al., 2013). I could only transcribe five of the six interviews because the responses were inaudible on the sixth interview. There was no new and relevant information from the participants after the fourth interview.

Data Collection Technique

Data collection occurs from interviews and review of company documents. Yin (2014) noted that obtaining documentary evidence is advantageous and helps to recall names and details of events. I used interviews to collect data from the participants in this study. The participants received a copy of the interview questions alongside my biography for their review before the interview sessions (see Appendix A). Open-ended interview questions help to facilitate discussions between the interviewer and the interviewee (Zander, Eriksson, Christensson, & Müllersdorf, 2015). Open-ended questions allow participants to express their thoughts freely (Kendall & Kendall, 2010). Open-ended questions provide opportunities for the researcher to probe further or ask additional questions (Yin, 2014). I used open-ended questions during the interview sessions.

There are processes to be followed when collecting data. Researchers must review instruments during the interview to ensure proper process is followed and avoid facial expressions or personal comments (Hyden, 2014). I conducted the interviews virtually, recorded them, and used member-checking to reach saturation. Member-checking is used to improve the credibility of a study (Houghton et al., 2013). I reviewed the recorded and transcribed interviews to make sense of the identified themes and then sent the analyses or interpretations to the participants for member-checking. Harper and Cole (2012) highlighted that member-checking can reduce the probability of giving false or ambiguous data. Member-checking improves the quality of research results. Carroll and Huxtable (2014) noted that member-checking continues until no new data or theme appeared to reach data saturation. The interview process included gathering information on strategies to grow and expand a nonprofit business.

Data Organization Techniques

Yin (2014) documented some principles for data collection, which are to have multiple sources of evidence, create a case study database, maintain a chain of evidence, and exercise care when using data from social media sources. Properly formatted, labelled, and categorized interview notes are appropriate for data analysis (Irvine, Drew, & Sainsbury, 2013). The recorded interviews were saved with reference codes based on the timing of the interviews for the confidentiality of the participants.

I stored all the recorded interviews, transcribed interviews, and documents in electronic format in OneDrive with controlled access rights. The data will be stored on OneDrive for 5 years. I will delete stored data and documents 5 years after completion of the study.

Data Analysis

There are many methods that can be used to analyze data within a research study. To answer the research question on strategies to grow and expand a nonprofit business, I used open-ended interview questions. Yin (2014) noted that data analysis involves the exploring of data through themes generated to categorize the data so that the researcher can explore meanings. I analyzed the interviews I conducted on the participants to generate meanings. One of the ways of exploring the meaning of data is to use coding and theme analysis as they are frequently used in qualitative studies (Maguire & Delahunt, 2017; Saunders et al., 2015; Woolf & Danahy, 2017).

Triangulation is one of the methods of assessing the quality of a research. Triangulation is a strategic plan that researchers use to affirm that data interpretations are valid (Marshall & Rossman, 2016). Carter, Bryant-Lukosius, DiCenso, Blythe, and Neville (2014) highlighted that there are four types of data triangulation which are (a) data source triangulation, (b) methodological triangulation, (c) investigator triangulation, and (d) theory triangulation. I used methodological triangulation in this study. Methodological triangulation provides the best fit for the research study because it captures and analyzes multiple data sources (Denzin & Lincoln, 2011). I transcribed the audio interviews for analysis for member checking.

Qualitative researchers use software packages for data analysis and to capture, store, and analyze data. Bazeley and Jackson (2013) noted that software for qualitative data analysis offer tools for rich data analysis. NVivo 12 is a qualitative data software used by qualitative researchers to collect, organize, analyze, and visualize unstructured or semi-structured data. NVivo 12 is used to analyze data obtained from interviews and to generate meanings of the qualitative data (Jamil & Muhammad, 2019). I used NVivo 12 to categorize, code, and analyze the data collected. Madara and Cherotich (2016) documented that NVivo software was used to code and analyze data that are related to gender challenges.

I generated the code, patterns, and themes using NVivo 12. Yin (2014) noted that researchers use coding to identify themes from interview transcripts to ensure credibility, reliability, and validity. I compared the data analysis results with current literature to determine if the orientation themes as human motivations, economic principles, franchising, and innovation assist leaders of a nonprofit enterprise to grow and expand their business. I used NVivo 12 to generate codes, patterns, and identify themes from the interview transcripts to generate strategies that business leaders use to grow and expand a nonprofit business. I completed the last step in data analysis process by writing the findings for presentation.

Reliability and Validity

Reliability

Reliability is important in research studies because researchers use it to build trust. Reliability is the ability of a researcher to obtain the same results should the study be repeated (Morse, 2015). Reliability also refers to the ability of a researcher to replicate the processes and results of a study (Leung, 2015). Yin (2018) noted that a research instrument is reliable when the results of the study are reproduced using similar methodology. The reliability risk of a qualitative study is associated with the source who is the researcher that will analyze the data. I ensured reliability in this study when I allowed participants to respond to the same questions. Also, I verified the accuracy of data collected when I reviewed documentary evidences, information from interviews, and other information from multiple sources.

Dependability refers to the stability of data (Houghton et al., 2013). Dependability is achieved through triangulation, audit trail, and stepwise replication involving the splitting of data and duplication of analysis (Morse, 2015). Ali and Yusof (2011) highlighted that dependability involves the tracking of variability to sources that can be identified. Ali and Yusof noted that some of the strategies that are used to satisfy the criterion are inquiry audit or audit trail, peer examination, triangulation, low-inference descriptors, and mechanically recorded data. In this study, I maintained an audit trail to ensure dependability. I offered sufficient data and information on data collection and analysis. I also adopted methodological triangulation to satisfy the dependability criterion of rigor in qualitative research.

Validity

Validity refers to the accuracy of the data used for the research (Yilmaz, 2013). Bowen (2008) noted that dependability, transferability, credibility, and confirmability are criteria that must be examined in a qualitative research study to build the extent of trustworthiness of a study. Researchers increase the credibility of their study by describing their experiences and verifying their research findings with the participants (Cope, 2014).

Transferability refers to the ability of findings to be applied or transferred to another similar context without altering the meanings and inferences of the study (Houghton et al., 2013). Høyland, Hagen, and Engelbach (2017) highlighted that transferability assumes that the researcher plays the role of documenting the time and the context in which the findings are true while the reader needs to determine the extent to which the findings may be applied in another similar context. Thick description and purposeful sampling are some of the strategies or practices that are used to examine transferability (Ali & Yusof, 2011; Houghton et al., 2013). I made detailed descriptions for readers to make informed decisions about whether the results of this study were transferable to other contexts.

Credibility refers to the value and the extent to which the findings can be relied upon (Houghton et al., 2013). Credibility includes truth-value of the evidence, be believable to others, and be trustworthy (Cope, 2014; Frambach, van der Vleuten, & Durning, 2013; Houghton et al., 2013). Credibility also ensures that what is measured aligns with what is intended and reflects the social reality of the participant (Maher, Hadfield, Hutchings, & de Eyto, 2018). To ensure credibility, I used methodological triangulation of the data I collected from participants' interviews and organizational documents to get a detailed view of the phenomenon and through member checking, ensured a reliable assessment of the findings.

Confirmability is another strategy for determining the rigour of a research. Confirmability refers to the acknowledgement of an investigator's bias to minimize it (Maher et al., 2018). Comfirmability is simply likened to objectivity in quantitative research (Maher et al., 2018). I ensured confirmability in this study through member-checking and methodological triangulation. I emailed the interview responses and analyses to the participants to provide them the opportunity to evaluate the responses and analyses and received positive responses from the five participants. I ensured data saturation by obtaining data from the company website, company documents, and the interviews of five participants to explore strategies to grow and expand a nonprofit business.

Transition and Summary

Section 2 of this study included the purpose of the study topic, the role of the researcher, the participants, research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data organization techniques, data analysis, and reliability and validity. I conducted telephone interviews with six senior leaders of a nonprofit organization in the midwestern region of the United States to explore strategies to grow and expand a nonprofit business. I continued the interview until data saturation occurred. The senior leaders of the client organization did allowed access to organization documents that I needed for review for methodological triangulation.

I created electronic data files to organize my collected information. I was able to improve the objectivity of my research to ensure that I all the factors that influenced organizational performance were considered by gathering performance data from several sources such as organizational documents and GuideStar.

I used the 2019-2020 Baldrige Excellence Framework and Criteria and interviews to collect data for this study. The criteria from the 2019-2020 Baldrige Excellence Framework and Criteria are tools that help researchers to assess the strengths and opportunities that are available for improvement. Section 3 begins with XYZ Company's organizational profile, with detailed analysis of the following categories (a) leadership; (b) strategy; (c) customers; (d) measurement, analysis, and knowledge management; (e) workforce; (f) operations; and (g) results. Section 3 also contains the executive summary of the themes, project summary, and contributions and recommendations for future research.

Section 3: Organizational Profile

One of the tools used by business leaders globally is the Baldrige Excellence Framework and Criteria. Baldrige Excellence Framework and Criteria is used as a management tool for improving business performance through a systems perspective (Bailey, 2015). The Baldrige Excellence Framework and Criteria consists of the organizational profile, performance systems, which is made up of six categories, and the results items as the seventh category. Professionals use the organizational profile section of the framework to understand an organization, its operations, and to help them address areas of concerns based on responses received (Baldrige Excellence Framework, 2019).

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit enterprise use to grow and expand their business. The data collected in this study were thematically analyzed. The themes that emerged are (a) effective strategic planning cycle, (b) effective fundraising planning and strategy, (c) resource and financial assessment, and (d) team development and positive working conditions.

Key Factors Worksheet

Organizational Description

XYZ is a pseudonym used for the client organization in this study. Established in 1993, XYZ is a nonprofit organization located in the midwestern region of the United States. The organization began when a group of community leaders were concerned about the level of poverty due to the growing number of children being parented by single mothers. These community leaders pooled resources together to build a second campus and for the first time, expanded operations in 2007. The community leaders desire that families of these single parents will be transformed from poverty to prosperity. The leaders of XYZ are currently seeking opportunities for growth and expansion of their operations.

Organizational environment. The following sections contain a discussion of various factors of organizational development, including (a) product offerings; (b) mission, vision, and values; (c) workplace profile; (d) assets; and (e) regulatory requirements.

Product offerings. Leaders of XYZ offer services packaged as programs to single mothers and their children within the communities they serve. XYZ is a dominant player in the industry. The services the leaders offer are an education program, an empowerment program, a life skills program, and a safe and affordable housing program. During their enrollment, the single women (a) attend classes; (b) have access to life coaching to develop their self-worth, responsibility, integrity and honesty, and self-management; and (c) are provided affordable housing. The life skills training helps them in career development, developing economically, physically, emotionally, and positive parenting. The children of these women are provided early childhood education.

The early childhood education program is designed for children of certain age and it runs through pre-school. The education program for the children is to help them to develop skills and sound values in preparation for their future. This preparation is possible with the assessment of each child and the creation of developmental plans tailored to their individual assessment. Also, a low staff-child ratio is maintained to cater for the specific needs of each of these children. The women and children graduate and leave the program to start a new life but with continuous support from the program.

Mission, vision, and values. The leaders of XYZ have clearly defined the mission and vision statements and the values for the firm. The mission of XYZ is to end poverty for the single mothers and their children in their communities. The leaders of XYZ ensure the achievement of this goal through the programs that they run for the qualifying single mothers and their children.

The vision of XYZ is to seek the prosperity of single mothers and their children in their communities. The XYZ mission aligns with its vision in eradicating poverty and causing families to prosper. The employees of XYZ operate on five distinct values, which are empowerment, innovativeness, inclusiveness, collaboration, and being family-focused. One of the participants referred to these values as SHERO values defined as stewardship, healthy relationships, entrepreneurship, respect, and outcomes. These values drive the behavioral patterns within the firm.

Workforce profile. XYZ is comprised of three workforce groups consisting of the 20 board of directors (BOD), 40 staff, and an average of 1,300 volunteers. These workforce groups have different educational requirements from associate degree, bachelor’s degree to master’s degree. There is no bargaining unit or union among the workforce groups. To work in XYZ, you must be healthy and mentally stable. Most of the workforce groups are comprised of full-time employees and there are very few contracts. In XYZ, teleworking is allowed with clients, different internal and external campuses, national office, partners, and potential partners.

The BOD is the governing body in XYZ and the minimum educational requirement for a BOD member is a bachelor's degree. The BOD members participate in meetings, decision-making, networking, and the provision of advisory services and direct support for legal services. The minimum educational requirements for staff vary from associate degree to master's degree. These staff members are involved in the day-to-day running operations and function in the finance, teaching, social work, counselling, IT, strategic planning, business growth, program coordination, and human resources and administration units of XYZ. The requirement for volunteers in XYZ is to pass the background checks irrespective of their qualification.

Assets. The assets of XYZ include furnished buildings, office equipment, software, intellectual properties, and human capital. Similar asset categories are in the six campuses.

Regulatory requirements. Nonprofit organizations register with the government to operate. XYZ registered with the government. Accreditations and licenses are required to offer some teaching and counselling programs, and to advance some programs especially volunteer services programs. Furthermore, Certifications are available for the employees in the various departments. XYZ operates in environments with industry standards, environmental regulations, product regulations, and financial requirements including filing for taxes. The programs of XYZ are licensed by the social services industry.

Organizational relationships. The following sections contain a discussion of various factors of organizational relationships, including (a) organizational structure, (b) customers and stakeholders, and (c) suppliers and partners.

Organizational structure. The governing body for XYZ is the BOD whose members formulate policies that are used to run the business. The president or chief executive officer (CEO), who is a member of the BOD, also reports to the BOD. The executive director (ED) reports to the COO. The chief operating officer (COO) reports directly to the CEO, and the chief advancement officer and the human resources (HR) director report to the ED. There are heads of departments (HODs) who oversee activities in the various functions within the business and they report to the ED at various levels. The BOD, CEO, COO, ED, the chief advancement officer, HR director, and the HODs form the senior leadership team.

Customers and stakeholders. There are many parties with interests, influence, or stakes in XYZ and these parties are the stakeholders. These stakeholders are the families, government, board members, volunteers, partners or donors, and staff. The firm and its programs are licensed by the government and benefits from their grants. The volunteers offer their services freely for the benefit of the families. Some of the partners are institutional donors and they offer facilitation and other services for XYZ. The families consisting of single mothers and their children represent the customers who benefit from the programs of XYZ.

Suppliers and partners. The suppliers of XYZ are individuals and firms offering services in various forms including those involved in the construction of the safe and affordable housing units for families. The partners and collaborators include the donors who are comprised of individuals and institutions. The strategic partnership between

XYZ and some of these institutions makes it possible for single mothers who have graduated to be gainfully employed with them. These suppliers and partners are part of the stakeholders of the firm.

Organizational Situation

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit enterprise use to grow and expand their business**.** The leaders of XYZ operate in an industry known for positive social change programs by nonprofit organizations in various communities and hence, are confronted with competition for survival. The limited resources at different levels available to XYZ to function at optimal capacity pose major challenges for its leaders in gaining competitive advantage. However, there are several strategic advantages at the disposal of XYZ's leaders and opportunities that can be exploited to the benefit of the firm.

Competitive environment. The following sections contain a discussion of various factors of competitive environment, including (a) competitive position, (b) competitive changes, and (c) comparative data.

Competitive position. There are so many nonprofit organizations in the United States, and they are known to make significant contributions including offering public benefits in their communities and economy (Appe, 2019). XYZ is a medium-sized nonprofit organization with an average annual revenue of USD 4 million. It is unknown how many and what types of competitors the organization has. One of the leaders of XYZ believes that the firm is a dominant player offering unique programs in their various locations and that the competitors cannot match their competitiveness for funding. The strengths, weaknesses, opportunities, and threats (SWOT) of XYZ are continuously assessed by its leaders. The leaders scan the business environment frequently for strategic opportunities to exploit.

Competitiveness changes. The leaders of XYZ do not see any major changes that will alter the existing competitive landscape. They expect that the only source of change is the government because of changes to tax laws and the ability of the firm to exist in the foreseeable future. These leaders are constantly seeking growth opportunities in different communities. This drive for growth is the result of the effectiveness of the BOD. No changes for opportunities to foster innovation and collaborate are foreseen by the leaders of XYZ.

Comparative data. There are data available concerning the operations of nonprofit organizations. The leaders of XYZ collect and compare data within the industry. Apricot, Volunteer Hub, and Share Point are databases maintained within the firm. Minnesota Association for Volunteer Administration (MAVA) is a data source, which is external to the firm. Internal comparison of data among campuses is one of the practices within the organization. In addition, the leaders do not foresee any limitations to their ability to obtain or use comparative data because the firm has been operating for over 20 years.

Strategic context. XYZ has been in operation for more than 20 years within the industry and the leaders have learnt from happenings and knowledge sharing among the campuses. XYZ’s strategic advantages are: (a) knowledgeable donors and volunteers, (b) the expertise of the staff, and (c) growth from one campus to six campuses. The strategic challenges are: (a) not enough manpower; (b) limited financial resources; and (c) limited intellectual capacity pertaining to human, relational, and structural capital.

Performance improvement system. There are meetings at every level of the firm on periodic basis. There are weekly and monthly one-on-one meetings between individuals and among team members. There is also an annual performance review session. With leaders, there are check-in meetings with managers every 2 weeks. In these meetings, performances compared with work plans, challenges, and lessons learnt are reviewed for continuous improvement. The leaders of XYZ ensure that this established performance improvement system runs effectively within the firm.

Leadership Triad: Leadership, Strategy, and Customers

Leadership

Senior leadership. The senior leadership of XYZ is made up of the BOD, CEO, EDs, COO, chief advancement officer, HR director, and the HODs. The BOD provides overall governance for the organization through the formulation of policies. The senior leaders developed the organization's mission, vision, and values (MVV) and run the organization with these guiding them. The senior leaders of XYZ lead by example with the SHERO values by ensuring that respect, stewardship, visionary and thinking big through innovative programs and projects. For the workforce, every employee is given a chance to speak-up in meetings, exposed to empowerment programs, and diversity is promoted. The senior leaders not only ensure that the partners, who have a strategic relationship with the firm, uphold the values of the firm but focus on promoting an inclusive structure.

Senior leaders are driven by the vision of XYZ and build the capacity of the BOD, workforce, including volunteers through continuous education and training. Families attend coaching classes and are given access to platforms to freely express themselves so that their voices can be heard. Suppliers as well as donors can tour the buildings and write progress reports. The senior leaders demonstrate commitment to the values by engaging everyone instead of assuming, giving all of themselves everyday, using resources wisely, and being mindful of the business environment. These leaders continue to review their performance against targets and return on investment (ROI), and periodically review their strategy for appropriateness and relevance. These senior leaders foster innovation by providing enabling environment for the generation of new ideas to foster a climate of success into the future.

Governance and societal responsibilities. Senior leaders of XYZ ensure responsible governance in several ways. These leaders ensure that everything they do aligns with formulated policies and that project charters define the scope of work and timelines. In-bound, out-bound services, and the treatment of staff are continuously evaluated. These ethical considerations are reviewed during weekly meetings with staff, teams, and leaders in XYZ. The senior leaders of XYZ promote ethical behavior through regular audits, reporting, end-of-year reviews, policies, discussions during team bonding, training on ethics, and professional development.

The senior leaders of XYZ are concerned about the societal well-being and benefits of their stakeholders considering their strategy and daily operation. Internally, these leaders promote work-life balance with no work on weekends, effective consultation and training, organizing empowerment programs for staff to attend for 12 weeks, and setting up committees to review the welfare of staff. Externally, the leaders of XYZ also partner with religious organizations, academic institutions, and government leaders and institutions to ensure societal well-being. The leaders actively support and strengthen their key communities by inviting community leaders to events with active participation, partnering with community leaders for mutual benefits, and abiding by the requirements of the society.

In XYZ, performance evaluation of the governing board and the senior leaders is conducted. The performance evaluation of the BOD was conducted via self-assessment within the past 3 years. The assessment of the senior leaders is conducted on an annual basis with their supervisors. Performance reviews are conducted for the senior leaders in their meetings with their supervisors.

Strategy

Strategy development. Business leaders engage in strategic planning because of the rapidly changing business environment due to globalization (Hagiu & Barbulescu, 2017). The leaders of XYZ hire a strategy consultant at the campus level, which is the local level, to moderate their strategy sessions and write a report at the end of the meeting. The consultant divides the participants into groups, administers questionnaires, asks questions, and brainstorms. The strategy planning session in XYZ occurs every 5 years at the national level, which is the head office with no campus activity, and the outcome is handed-over to the officers at the local level. At the local level, the leaders, two representatives of the Board of Trustees, and a consultant organize a retreat to review the national plan and develop their strategic initiatives that align with those at the national level. The participants at the local level include EDs, Director of Family Services, Director of Development, Volunteer Manager, and the Program Manager.

The leaders of XYZ work toward achieving their 5-year plan by developing strategic initiatives. The current three strategic initiatives developed at the head office are retention, growth, and leveraging technology. These initiatives are based on the immediate, short-term, and long-term needs of the firm. In XYZ, strategic opportunities are proposed at the national level, but some are brainstormed during local sessions, and the local leaders might not adopt the proposed opportunities. The opportunities identified at the national level are based on impact evaluation and growth capacity considerations. During the strategy session, data from databases as volunteer data, donors' data, and other relevant data are analyzed for insights.

The leaders also consider key elements of risk in their strategy planning process. These risk elements are identified and assessed through questionnaire administration, exit interviews for those leaving the program, and the consideration of potential changes in the regulatory and external environment. The leaders do not maintain databases for their competitors. Furthermore, potential blind spots in the strategic planning process when identify key risks are identified during brainstorming, researching information, and reviewing previously gathered data and trends. The leaders assess the firm's ability to execute the strategic plan by developing plans A, B, and C, after considering the available resources and capabilities.

The leaders consider three determinants as capacity, finance, and trajectory to determine which of the key processes that the workforce, suppliers, partners, and collaborators will accomplish. These leaders also determine the future core competencies and work systems that will sustain the firm by considering their core values and strategic initiatives. XYZ’s leaders considered licensing requirements and funding as potential key changes during their strategy session.

Strategy implementation. Action plans are some of the outcomes of strategic planning in XYZ. Current action plans focus on opportunities to serve more families, improve retention of families, and leverage technology systems. The leaders convene a meeting of the stakeholders to inform and engage them via deliberations, and jointly agree on the action steps that will translate these actions into reality. Budgetary allocations, identification of potential funders, and applying the grants to identified projects are the three key measures for the achievement of the action plans. The leaders ensure that regular reports are prepared, audits are conducted, and levels of approvals are complied with to manage the risks associated with the achievement of the action plans. The leaders make workforce plans, develop relevant performance measures to track effective achievement of the action plans, develop performance projections, and identify the gaps between their projections and those of their competitors or comparative organizations for necessary adjustment.

The key workforce plans are recruitment of staff and volunteers, capability and capacity development, performance management and development, engagement, and fostering an enabling workforce climate. These workforce plans align with the short and long-term plans of the firm and support the achievement of the firm's strategic objectives. Also, in XYZ, the indicators that are used to track the achievement and effectiveness of action plans are timelines for action plans, outcome or output metrics, budgetary control, and periodic monitoring of these measures.

Customers

Voice of the customer. The senior leaders of XYZ ensure continuous interactions and engagement of their customers. The workforce listens and interacts with the customers through their services, feedback, check-ins, exit interviews, and meetings with the coaches on weekly and monthly bases. They conduct surveys and assessments on the single mothers and the families respectively. Social media and web-based technologies are two virtual methods used when interacting with customers. XYZ leaders also consider customer lifecycle in designing how they listen to their customers and the lifecycle consists of pre-sale period, relationship building, active business relationship, and exit. The listening methods do not vary across customer lifecycle. The leaders ensure that these methods are effective and efficient.

On application by potential customers, Academic Coordinators meet with them on bi-weekly basis to discuss the eligibility criteria and provide information on the programs. Information is gathered from former customers through alumni programs and alumni services. There is only one customer group in XYZ because only single mothers aged 18 years and above with a minimum of 50% custody of a child or children under the age of 8 years, and are enrolled or have at least an acceptance letter at the time of application are considered for enrollment. The leaders of XYZ review data on databases for insights and use them for recruitment and update or change of programs. These programs were designed based on the vision and mission of XYZ. The leaders determine their customers' and market needs during coaching classes and life skills and empowerment sessions.

The leaders of XYZ ensure that the needs of their customers are met and exceeded by updating their programs with insights from data analysis, complying with laws, rules, and regulations, considering best practices, and acting within their pillars. These pillars are the provision of safe and affordable housing, early childhood education, life skills and empowerment, career talk education, and having a supportive community. These leaders consider their data for insights, best practices, partners, funding, and capacity in adapting their programs to new markets and in determining product offerings.

Customer engagement. Customer engagement behaviors strengthen the relationships between the firm and customers (Ajiboye, Harvey, & Resnick, 2019). The workforce of XYZ builds customer relationship through quality service delivery, coaching, inviting families and relating with them when recruiting donors. In addition, the workforce builds relationships with their customers by conducting surveys, discussing with the teachers, and during life skills classes. Through word-of-mouth, recruitment events, social media, partnerships, rolling admission, and through research, the workforce of XYZ market new customers and build market share. At the national office, the CEO and other officers engage organizations, funders, and partners, and sometimes, the website is used. Customers seek information and support via emails, telephones, and by visiting our offices as walk-ins.

Customers' key support requirements are determined during coaching classes and this information is documented in their case notes. The leaders of XYZ have established an effective customer complaint management system by formulating a policy, an emergency or safety plan, and having designed processes that must be followed from the attendants to those in senior positions. These complaints are addressed immediately as they are lodged on case-by-case basis by setting up meetings for their resolution. In XYZ, customer's confidence after a complaint is lodged is built by listening to them, creating a sense of urgency, and adhering to the policy. The extent of customer satisfaction, dissatisfaction, and engagement are determined during coaching classes and by conducting surveys; and the outcome is used to effect necessary changes.

The leaders of XYZ conduct research via interviews, use standards, conduct surveys, and obtain feedback to collect data to assess their customer satisfaction relative to other organizations. Also, these leaders use the data they gather for decision-making, develop policies, effect changes in program, and alumni are invited to share their experiences with the firm to build a more customer-focused culture. The leaders of XYZ are yet to conduct customer satisfaction evaluation externally.

Results Triad: Workforce, Operations, and Results

Workforce

Workforce environment. Human capital is an important asset class in any organization. In XYZ, the leaders have established a sound, effective, and supportive climate for their workforce. The leaders have put in place a standard of communication, framework for meetings at team and departmental levels, professional development, continuous review of job descriptions, and HR team that ensures their alignment with the strategic direction of the business. These leaders assess their workforce capability and capacity needs through continuous evaluations, periodic reporting, comparison of performance with industry leaders or other organizations, and considering the future direction of the firm. Also, these leaders assess the workforce skills and competencies by understanding the qualities or expectations needed in the firm to the determine the required skills set and considering the skills set of their workforce. New workforce members are recruited or hired in XYZ through agencies for executive positions and for other positions through word-of-mouth.

The managers conduct the interviews asking questions around the needs of the firm, culture, the communities, and the hired candidate is taken through the onboarding process. The candidate is continuously trained, and attends seminars and meetings. Communication, key stakeholders' meeting, training, announcements, and the modalities of change implementation take place before any changes take place in XYZ. The leaders balance the needs of their workforce and those of firm by promoting work-life balance, setting realistic goals, obtaining feedback, and effecting necessary changes. Furthermore, workforce growth is effectively managed by planning in advance, setting priorities, realigning priorities with plan, and executing the plan. XYZ is organized in departments and the various roles have clearly defined job descriptions containing expectations and competencies.

The leaders of XYZ have welfare programs like health insurance for the workforce. These leaders also match the compensation packages and benefits of other organizations and provide flexible working for the workforce. In addition, the leaders make provision for safe and affordable housing and job security for staff. There five pillars are the performance measures or metrics defined for assessing the environmental factors in XYZ. The leaders ensure that the workforce is treated fairly.

Workforce engagement. Business leaders create environment that fosters workforce engagement. Workforce engagement is comprised of organizational practices, work attributes, and supervisory support and it improves organizational performance in the financial and customer dimensions (Schneider, Yost, Kropp, Kind, & Lam, 2017). Leaders of XYZ promote workforce engagement through open dialogue, obtaining feedback and effecting necessary changes, training and professional development, and creating a conducive work environment. Surveys and data analysis of at least finance, graduating mothers, and volunteers' statistics are used to determine the key drivers of and workforce engagement and its assessment. In XYZ, the leaders set-up formal and informal meetings with the managers and conduct satisfaction surveys to determine the extent of workforce satisfaction and engagement. Also, the leaders conduct continuous workforce engagement practices of other organizations for their consideration, learning and adoption.

The organizational climate in XYZ supports effective workforce engagement. The leaders have open lines of communication, conduct check-in meetings with subordinates, have confidential channels of lodging complaints, and keep getting feedback from their workforce. This organizational climate is reinforced through continuous evaluation, continuous discussions, trainings, and the exemplary behavior of the leaders of XYZ. The workforce is empowered via training, teaching, mentoring, coaching, and providing support for them even when they make mistakes. Furthermore, the leaders designed recognition programs, salary increment, and promotion as part of the performance management system. The leaders reinforce intelligent risk taking and ensure a holistic focus through coaching, data analysis, and continuous assessment of the risk metrics.

Moreover, in XYZ, the budgeting for skills set development, meetings for training sessions, feedback mechanisms, gap analysis and management, and professional development are used to support workforce development and meet organizational needs. The learning and development system does not consider the future needs of the organization via capacity planning. The leaders conduct research, organizational comparison for best practices, and obtain feedback in assessing the effectiveness of learning and development in XYZ. In XYZ, the career development of the workforce is managed through continuous coaching, creation of career paths for career growth, career counselling, and learning and development.

Operations

Work processes. In every organization, processes are designed for daily activities to be efficiently and effectively performed. In XYZ, requirements for key product and work processes are identified during strategic planning, research and assessment, and the mission of the firm. The work processes are organized into the finance team, development, program delivery, HR department, marketing department, and administrative department. The administrative department is made up of the CEO, COO, EDs, and strategy unit. The requirements for the work processes are the workforce, polices, operations, performance measures, and evaluation and results. The leaders designed the work processes in XYZ based on the outcome of research, feedback, gap analysis, and regulatory requirements.

New technologies and changes are affected via integration of the various processes within the firm. The leaders ensure continuous improvement of work processes by defining quantitative and qualitative performance metrics, obtaining feedback, reviewing performance against industry standards, and researching best practices. The key support processes in XYZ are continuously defined based on needs analysis, desired goals, available tools, industry best standards and practices, and assessments. These key support processes are innovation, HR, finance team, campus support team, IT and facility team, administrative team, operations team, and risk team, and these processes are assessed for their effectiveness on an ongoing basis. In XYZ, the supply-network is managed based on the information in databases, meetings, service performance evaluation, and evaluating competition for standards. Also, selection criteria are defined for onboarding these suppliers and these are industry standards, experience, negotiations, regulatory requirements, policies, and the philosophies of the firm.

Furthermore, the leaders promote alignment and collaboration of the supply network by creating platforms for them to work interdependently, exemplary leadership, effective communication of performance expectations via contracts, memorandum of understanding (MOU), emails, phone, and meetings; conducting research and applying their findings; and stakeholder assessment with feedbacks. In XYZ, the leaders decide to discontinue seeking strategic opportunities that are not supported by statistics or analysis, cannot meet expectations, cannot be funded, cannot be supported with the current capacity, and are not supported by the outcome of feasibility studies. Also in XYZ, innovation is managed by continuous scanning for opportunities for innovation, conducting an assessment for value, putting plans in place to exploit the opportunities, setting up teams to review the processes and other areas identified for innovation, setting up a pilot phase, and making adjustments based on observations, and launching.

Operational effectiveness. Business leaders seek effectiveness and efficiency of operations because they lead to improvement in organizational performance. In XYZ, the leaders adopt budgetary control, evaluation against program requirements, and evaluation against defined objectives to run business operations effectively and efficiently. In preventing poor service delivery in XYZ, leaders engage in continuous education and training, proffering solutions to problems or challenges, constantly evaluating standards for conformance and adoption, engaging the services of consultants, conducting performance audits, and communicating with and engaging the workforce. In XYZ, the network and sensitive data are secured with the use of passwords, policies and confidentiality agreement, controlled computers, data backup, access rights, and the approval of information to be shared by managers. The leaders of XYZ ensure that cybersecurity incidents are reported immediately, reviewed, and information about the events including control weaknesses and actions taken are communicated to every staff by the IT team.

XYZ leaders have prepared the firm for emergencies, disasters, or disruptions. The leaders have put in place internal and external emergency plans, emergency policies, data backup with cloud services, fire alarm system, fire drills, sprinklers, Call Tree Diagrams, and Muster Points. Continuous education and aware sessions, data test restore, and auditing take place in XYZ to ensure that the emergency system runs effectively and efficiently. There are insurance policies, non-disclosure agreements (NDAs), continuous troubleshooting, running of patches, upgrading of systems, scanning for trends in the industry, budgeting, and matching systems capacity with future needs to ensure an effective emergency preparedness system.

Measurement, Analysis, and Knowledge Management

The foundation of the Baldrige systems perspective is Measurement, Analysis, and Knowledge Management. Information in this section is critical to effective management and leadership, and to a fact-based, knowledge-driven, agile system for improving performance and competitiveness. By describing processes for Measurement, Analysis, and Knowledge Management, you support the Leadership Triad and the Results Triad.

Measurement, analysis, and improvement of organizational performance.

XYZ has an effective system for managing measurement, analysis, and knowledge. There are applications that are deployed to track organization performance. There are databases that are maintained within the firm for storing data collected on daily basis and these databases are managed in the national office. The leaders have designed the performance progress tracking to run effectively and efficiently by reviewing work plans on quarterly basis, meeting with supervisors for progress review on bi-weekly basis, holding leadership meetings, and continuous review of progress reports for managing challenges and decision-making. The organizational performance measures are defined based on the firm's SHERO values and the performance measures are tracked on bi-weekly, monthly, quarterly, and annual basis.

Database management is outsourced in XYZ. Service level agreements (SLAs) are executed with the outsourcing companies and these agreements contain expectations, challenges, confidentiality clauses, and cover regulatory expectations. Leaders obtain data from the databases, analyze the data, compare performance at the local and national levels, identify variances, and develop changes to be effected within the system. The analyses or review outcomes are used for decision making and during strategy sessions for strategic planning. In XYZ, mixed methods involving qualitative and quantitative methods because interviews are conducted for single mothers and other stakeholders while a review of the numbers is conducted for other measures.

XYZ has a strategic committee that is comprised of the governance board members who perform oversight functions in this committee through their advisory role. Opportunities and priorities are deployed at the local and national levels through partners that will be engaged by finance department, family department, and volunteer department. The systems in XYZ are built with effective validation controls, escalation mechanism, access rights configuration, with appropriate administrative controls. These systems are supported with cloud services. The leaders of XYZ build an organizational knowledge through trainings, research, information on the website, word-of-mouth, community fares, and information in advertisements.

Furthermore, data from new sources are built into new knowledge via monthly dashboard and reports that are shared with management and BODs on monthly basis. The leaders scan the business environment for best practices, which are shared with the workforce via email by the CEO every Monday morning and review of past records highlighting best practices. In XYZ, high performing organizational units or operations are identified through research, participation in fora, and comparison of performances with other firms. The knowledge from the insights and assessments is implemented as new learning within the system.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit enterprise use to grow and expand their business. The central research question was what effective strategies do leaders of a nonprofit organization use to grow and expand their business? Data collected for this study consisted of interview responses, internal or organizational documentation, and public documentation. These data were thematically analyzed for themes as effective strategic planning cycle, effective fundraising planning and strategy, resource and financial assessment, and team development and positive working conditions.

Product and Process Results

XYZ is a nonprofit firm operating in the midwestern region of the United States for 27 years. The owners established the firm in communities to eradicate poverty in families. XYZ has grown from one campus to six campuses. The leaders of XYZ are exploring strategies to grow and expand the business.

The key performance measures are the SHERO values, as measured by the percentage of housing units filled and process efficiency and effectiveness. The data show that the leaders of XYZ provides safe and affordable accommodation for the families they enroll and expose them to planned coaching classes. Also, single mothers are empowered with skills they need to become self-sustained and their children exposed to quality education in preparation for the future. XYZ leaders ensure that there are healthy relationships among the stakeholders in an atmosphere of mutual respect. Furthermore, the established work processes are functioning effectively and efficiently because of the discipline around adopting best practices, industry standards, conducting research, implementation of appropriate safety and emergency procedures, sound supply-network management practices, and data analysis.

In XYZ, the leaders recorded process efficiency of over 80% for their key word and support processes, including productivity, and 100% for their safety and emergency preparedness. For process effectiveness involving cycle time, the leaders recorded over 80% of the target. Over 80% of the housing units were occupied by families.

Customer Results

XYZ leaders have established effective and efficient systems for quality service delivery and listening to customers. The establishment of these systems is driven by the vision and mission of XYZ. The practices are also driven by the SHERO values developed by the leaders. There are platforms like Facebook, Google, Instagram, and the firm’s website developed for ensuring that voice of customers are heard with effective engagement. There are platforms for advertising agencies and leadership summits for information provision and engagement.

In XYZ, there are clearly defined measures for tracking and assessing customer satisfaction and dissatisfaction. The data show that the leaders have practices in place for ensuring customer retention and satisfaction. There are also practices within XYZ for ensuring effective customer engagement because best practices are adopted for engaging customers. The leaders are continuously seeking avenues to keep fostering better customer engagement. The platforms for listening to customers for their engagement are functioning effectively and efficiently.

Specifically, the leaders of XYZ recorded good results concerning their customers. The leaders recorded that 100% of the single mothers passed their examinations. Eighty-eight percent of the children in the development centers performed above developmental benchmarks. The firm achieved 80% of the coaching target. The firm achieved above 80% for customer satisfaction and over 70% for donor retention. These results were in addition to over 80% of the target as referrals recorded from single mothers and 90% customer retention rate against a target of 87%.

Workforce Results

The leaders of XYZ are interested in engaging and developing their workforce. These leaders are passionate about the organizational culture of the firm. The leaders always consider their workforce capability and capacity.

The measures for assessing workforce capability, capacity, climate, engagement, and development are clearly defined and in XYZ. In XYZ, 100% of the volunteer opportunities were filled. For volunteer diversity involving professional and academic skills, the leaders achieved over 70% of the target. The leaders recorded 94.4% for staff retention against the target of 80% and 87% for staff engagement based on a survey conducted. The firm is operating at 92.5% of its staffing capacity. The leaders noted that they have highly motivated staff and low staff turnover. There is a continuous assessment of the capability and capacity of XYZ's workforce for appropriate skills and staffing. The leaders ensure that continuous assessment of the organizational culture to support improvement in organizational performance. The workforce in XYZ are continuously engaged for self-motivation and developed for future needs of the firm.

Leadership and Governance Results

The BODs is responsible for the oversight function over XYZ and they formulate policies for running the firm. The leaders are involved in the day-to-day running of business operations. These leaders are involved in strategic planning and the communication of the outcome to the workforce and other stakeholders. A part of the leaders' responsibilities includes the engagement of the stakeholders. Compliance with rules and regulations on audit, tax, child development centers, social workers, employee working conditions, and the terms and conditions in the SLAs are ensured within the firm. The leaders record a minimum of 80% strategy implementation status on an annual basis.

Ethically, the leaders of XYZ have established processes and procedures for sound business operations and dealings with the stakeholders. The indicators for assessing leadership communication, engagement, ethical dealings, compliance with laws, rules and regulations, and for societal well-being are clearly defined. Equity and inclusion practices are overseen by a committee. Best practices are adopted in business processes within XYZ. The leaders of XYZ have functional Facebook groups, community programs for families, joint events, and resident meetings within the communities where they operate. The leaders achieved over 80% of the target for ethical practices and no litigation or dispute for 3 years.

Financial and Market Results

Business leaders are always interested in the financial and market results of their firms. In XYZ, the leaders have established measures for tracking the financial performance and their performance in the marketplace. These leaders are reviewing the implementation status of their strategic initiatives. The measures or indicators for measuring the financial performance, market performance, and strategy execution are clearly defined in XYZ.

The financial goals of XYZ are met with some challenges at times. These goals include those for the company and the programs. The targets for cost efficiency, increasing the number of donors, grants, and partnerships are significantly met every year. The leaders continuously monitor the extent of the execution of the strategic initiatives planned for every financial year and have always achieved over 80% implementation status. The leaders of XYZ can serve more families, open more campuses, and record a high occupancy rate for their buildings.

The leaders of XYZ had a revenue budget of USD 4.2 million in 2019, which they achieved except for 2018 financial year where they achieved 85% of the target. In XYZ, every USD invested in a family generates a return of four USD to the society through first generation benefits reducing dependence on public assistance, increased taxable earning from the family, increased second-generation lifetime earnings, and cost savings from crime reduction. Every USD invested in early childhood education saves a minimum of seven USD in social costs.

Key Themes

An essential element of this study is an understanding of what essential processes the leaders of XYZ are using and the effectiveness of the processes. The key themes incorporate the process strengths and process opportunities for process improvement using the four factors for evaluating a process, which are approach, deployment, learning, and integration. These themes for process improvement were arrived at after using categories 1-6 of the 2019-2020 Baldrige Excellence Framework and Criteria. The key themes from the results strengths and results opportunities for results improvement are derived from using four evaluation factors which are levels, trends, comparisons, and integration.

An approach is comprised of methods that are used for discharging a process and must be appropriate, effective, and repeatable with necessary information (Baldrige Performance Excellence Program, 2019). Deployment is the extent to which an approach can be used across processes and learning involves using insights for effecting continuous changes while being shared among various units within an organization (Baldrige Performance Excellence Program, 2019). The alignment of an approach with organizational needs and the extent to which measures, plans, processes, and other elements are harmonized within the firm is integration (Baldrige Performance Excellence Program, 2019). Levels and trends are the measurable performance and rate of performance improvement respectively (Baldrige Performance Excellence Program, 2019). Comparison of across organizations and the extent to which the result measures applies across various processes, actions, products, and customers are comparison and integration respectively ((Baldrige Performance Excellence Program, 2019).

Process strengths. There are so many process strengths in XYZ. The mission, vision, and values of the firm support every process that supports the customers, workforce, partners, collaborators, and other stakeholders. The leaders support the workforce, partners, suppliers, and other stakeholders. These leaders promote sound ethical and legal behavior, and responsible within the firm. The leaders provide full support and strengthen their key communities.

The processes in XYZ are designed to support the achievement of strategic objectives, identify and exploit strategic opportunities. The processes support and provide help to the workforce to maximize the firm's strategic advantages to the realization of set objectives. In addition, the leaders achieve a continuous successful implementation status of the strategic initiatives. The processes are properly designed to help leaders in effective usage and allocation of the firm's resources. The performance measures or metrics are defined for the workforce, strategic partners, communities, customers, operations, leadership, knowledge management, service or programs, and results; and these measures and metrics are effective.

Moreover, the voice of the customers, needs identification and assessment, and meeting the needs of these customers are possible because the processes are designed to run efficiently and effectively. The processes around diagnosing, designing, assessing, and delivering quality programs to customers are properly defined in XYZ and are found to be effective in addition to aligning with the firm's objectives. Also, in XYZ, there are sound processes for continuous learning and performance improvement across the organization. The workforce in XYZ are properly motivated, engaged, and satisfied because of the process efficiency and effectiveness in place. The processes defined for workforce safety, accomplishment, and of accessing benefits are effective and efficient.

Process opportunities. Processes are properly defined to support the achievement of organizational goals in XYZ. The leaders have continuously ensured that internal evaluation of the firm's processes, strategy, systems, customers, programs, and comparing competitors' performance evaluation with the firms takes place but need to maintain clipping services of competitors and their activities. Clipping services provide leaders with a comprehensive coverage of competitors' activities in thousands of trade journals, newspapers, press releases, magazines, and other publications at a lower rate than maintaining a database (Tyson, 1988). The leaders should consider conducting external assessments. Customer satisfaction drives competitiveness, business survival, and growth in firms (Jones, 1996).

Furthermore, the leaders have instituted a sound strategic management planning and implementation processes in XYZ. A strategic management tool like Balanced Scorecard should be adopted for a holistic view of organizational performance. Also, the learning and development system in XYZ should be designed to consider the future needs of the organization. This consideration of future needs will strengthen the existing capability and capacity planning initiatives within the firm. In addition, the learning and development system within XYZ is effective; however, due consideration should be given to changes in the knowledge, skills, and attitudes of the workforce to prepare them for the rapidly changing business environment and to meet future organizational needs.

Results strengths. The leaders of XYZ have effective systems for measuring and evaluating results. The program performance and process effectiveness results are always achieved. Targets for safe and affordable housing units, coaching classes, and volunteer opportunities are always met. There is no observable variance on the safety and emergency procedures results in XYZ because of the effectiveness of the firm’s safety and emergency plans and executions by external relevant authorities including frequent fire drills.

Furthermore, there are sound performance measures for supply-network management as revealed by the reviews and audits in XYZ. The customers’ results for single mothers, referrals, customer satisfaction and dissatisfaction, volunteer retention, and donor retention are significantly achieved on yearly basis. Expectations for customer engagement in social media handles comprising of the likes on Facebook and Instagram, hits on the firm’s website, and advertisement are significantly achieved on a yearly basis. The welfare, benefits, and remuneration of the workforce are competitive. In addition, XYZ leaders invest in continuous development of the workforce.

The leaders closely monitor the organizational culture. The organizational climate in XYZ is continually assessed by the leaders and the organizational climate is conducive for the workforce and other stakeholders to support the achievement of organizational performance. Also, the governance, ethical, and regulatory climates are continuously assessed based on established measures and there is no record of non-compliance, misconduct, or violation of regulatory requirements. The leaders monitor the strategy, financial, and market performance results and these are significantly achieved every year. The positive impact of the positive social change programs in the communities with the firm's operations is felt by the residents because families are transformed from poverty to prosperity.

Results opportunities. XYX leaders have effective and efficient systems running within the firm. The leaders need to define results for its comparable competitive position target with other organizations within their industry. The leaders have measures for assessing customer satisfaction internally but need to define the target for external customer satisfaction. In addition, the leaders need to define the target for the workforce future capacity and capability needs. For the learning and development system, a framework for diagnosing changes in workforce's knowledge, skills, and attitudes need to be developed by the leaders of XYZ. These targets will drive the leaders towards achieving these ingredients of survival and growth.

Project Summary

Nonprofit organizations contribute significantly to the development of communities and their benefits to the public. These benefits to the society are through their positive social change strategies or programs they run (Stephan et al., 2016). Ifekwem and Adedamola (2016) noted that the majority of SMEs go out of business within 5 years of establishment. The leaders of XYZ wants to grow and expand the firm. In this study, I explored strategies that business leaders use to grow and expand a nonprofit business. The four themes that emerged were strategic planning, fundraising planning and strategy, resource and financial assessment, and team development and positive working conditions. Nonprofit business leaders can use the information from this single-case study to develop and implement strategies to grow and expand their business.

The results of the data collected from the five participants supported aspects of the 2019-2020 Baldrige Excellence Framework and Criteria that are important to organizational performance improvement which are: (a) leadership; (b) strategy; (c) customer; (d) measurement, analysis, and knowledge management; (e) operations; and (f) results. Business leaders who review this case study may increase their understanding of the strategies they can use to grow and expand a nonprofit business. Leaders who use the results of this study to implement the strategies may grow and expand their business and improve organizational performance and survival. With the survival strategies nonprofit leaders recommend in this study, the leaders can continue to effect social change strategies that could benefit individuals, organizations, communities, the environment, and society.

Contributions and Recommendations

The results of this study contribute to positive social change by providing leaders of nonprofit organizations with strategies for growth and expansion of their business, which are needed for long-term survival. Nonprofit organizations are civil society actors with significant impact on communities bringing innovation, cost effectiveness, policy making, local communities' participation, and public benefits (Appe, 2019).

Growth and expansion strategies ensure long-term survival for nonprofit firms. The leaders of a nonprofit firm in this study noted that nonprofit leaders seeking growth and expansion need to engage in effective strategic planning cycle. An effective strategic planning cycle is comprised of focus or purpose determination, environmental scanning, definition of long-term objectives and short-term goals, definition of an implementation strategy, and evaluation and control of the resultant changes (Paradies, 2010; Roth, 2015). Fundraising planning and strategy are parts of the strategies the participants identified for growth and expansion of a nonprofit business. Sargeant and Shang (2017) noted that fundraising helps a nonprofit organization to achieve its mission and that a fundraising plan is made of three elements which are (1) where are we now?, (2) Where do we want to be?, and (3) How are we going to get there? Also, the researchers highlighted the components of a fundraising strategy as the overall direction, segmentation, and positioning (Sargeant & Shang, 2017).

In addition, fundraising strategies map out how a fundraising plan can be achieved. Any nonprofit firm seeking to achieve its mission of making meaningful impact in the society must have an effective fundraising plan and strategy. Physical resource and financial assessment is another strategy leaders use to grow and expand a nonprofit business. Human resource is one of the physical resources that organizes other categories of resources to provide products. Assessments are needed for quality improvement in any organization (Gökalp & Demirörs, 2017). Leaders of nonprofit organizations need to be assessing their physical and financial resources continuously to continue to effect quality improvements within their firms.

Nonprofit business leaders use team development and positive working conditions as strategies to grow and expand their business. Team development and team performance are components of team effectiveness. Northouse (2016) highlighted that team effectiveness leads to effective use of resources, improved productivity, increased creativity, increased innovation, increased motivation, better problem solving, better decision making, and better quality products and services. Leaders of nonprofit organizations seeking growth and expansion or survival need to give team development a priority. Suprapto (2017) highlighted that team development leads to communication, collaboration, and effectiveness of work teams. The researcher noted that organizational performance improves when team effectiveness is combined with communication and cooperation in the workplace (Suprapto, 2017).

Furthermore, good working conditions influence employee morale. Positive working conditions cause employee job satisfaction, and this leads to employee loyalty (Böckerman & Ilmakunnas, 2019). Researchers have established a relationship between employee loyalty and organizational performance. Blanaru and Medeleanu (2017) noted that employee loyalty leads to outstanding organizational performance.

The strategies for growth and expansion of a nonprofit business can help sustain a business into the foreseeable future and effect positive social change in individuals, organizations, communities, the environment, and society. The implications for positive social change include providing growth and expansion strategies leaders of nonprofit organizations can use to increase the capacity for positively transforming communities by maintaining or increasing available opportunities and services to individuals and firms. These strategies align with some of the orientations of the theory of growth of the firm, which is the conceptual framework. The strategies align with the economic principles and human motivations orientations of the theory.

In the future, I recommend researchers explore how business leaders use an alternative conceptual framework such as RBV to explore how nonprofit leaders use growth and expansion strategies to sustain their business into the foreseeable future. The use of the RBV may give a totally different perspective to the study. Also, researchers may consider the use of a multiple case study design to confirm the strategies that nonprofit leaders use to grow and expand their business. The use of a multiple case study design will help researchers to gain a broader understanding of the strategies to grow and expand a nonprofit business in the midwestern region of the United States, which will help in positively transforming individuals, organizations, communities, the environment, and societies.

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Appendix A: My Bio and Interview Questions

I am Segun Awode, a Nigerian, with a passion for providing solutions to problems and ensuring that businesses operate at the optimum levels available to them. I graduated from Ogun state University with a Second Class (Hons.) Upper Division and hold a Master's degree in Business Administration from University of Liverpool. I am currently running my Doctor of Business Administration (DBA) program with specialization in Leadership with Walden University. I am a Fellow of the Institute of Chartered Accountants of Nigeria (FCA), an associate member of the Chartered Institute of Stockbrokers (ACIS), a Member of Charterd Management Institute (UK), an alumnus of New York Institute of Finance, and Harvard Business School Publishing.

I started my career in Pannell Kerr Foster (PKF) International, a professional accounting firm and have worked on three banks including an investment banking firm before joining my current employer in 2006 where I set up the Internal Audit Dept. I have acquired and applied the skills in the various employments, qualifications, and trainings in the course of my auditing career. I have audited the various departments and units in the financial services industry in my career as Information Technology Department, Human Resources and Admin. Department, Finance Department, Customer Service Department, Relationship Management Unit, Operations Department (Treasury Operations, Domestic Operations, Foreign Operations, Fund Accounts Unit, Contribution Processing Unit, Data Management Unit, and Reconciliation Unit), Benefits Administration Department, Business Administration Department, Corporate Strategy Department, Business Development Department, Investment Management Department, Compliance Department, Risk Management Department, and branch operations' reviews. I have traded as a stockbroker and have used the experience to help set-up effective controls.

This planned interview is meant to help collect relevant data on the research with focus on strategies for growth and expansion of a nonprofit business that will be needed for analysis which will serve as the basis for the research results. The interview will last between 15 and 20 minutes and will be recorded. The transcribed version of the interview will be sent to you for your confirmation of whether it is as you stated or otherwise. Every data and information that will be collected will be kept confidential and the privacy of the participants will be respected.

The interview questions are:

1. What, if any, strategies have been successful in growing your business?
2. What, if any, strategies have not been successful in growing the business?
3. How do you assess the effectiveness of strategies to grow your business?
4. How do you assess the effectiveness of strategies to expand your business?
5. What led to unsuccessful strategies for business growth based on your experiences?
6. What key barriers have you encountered in implementing strategies for business growth?
7. How has your organization addressed the key barriers to business growth?

8. What key barriers have you encountered in implementing strategies for business expansion?

9. How has your organization addressed the key barriers to business expansion?

10. What additional information can you provide related to growing and expanding your nonprofit business?

Thank you for your support and anticipated cooperation.

Appendix B: Service Order Agreement

Project Proposal

This Project Proposal has been drafted by Mr. Olusegun Awode for [redacted] and is dated December 2, 2019.

Scope of Work

- [describe internship expectations and outcomes/deliverables]

Work Phase	Estimated Time Required
Online interactions: The development of strategies to grow and expand the nonprofit business.	16 weeks.
Outcomes/Deliverables: Strategies to grow and expand the nonprofit business.	
Additional Services Provided if Requested: Effectiveness in driving improvements and sustainable high performance within the firm.	This is planned to be concluded within 40 weeks.
Total	56 weeks

Services Summary	Length of Engagement
To develop strategies that the nonprofit organization can use to grow and expand their business. Also, the design of an effective system in driving improvements and sustainable high performance.	56 weeks.

Terms of confidentiality and compliance:

In all reports (including drafts shared with peers and faculty members), the student is required to maintain confidentiality by removing names and key pieces of information that might disclose an Institution's/individual's identity or inappropriately divulge proprietary details. If the Institution itself wishes to publicize the findings of this project, that is the Institution's judgment call.

The student will publish the case study in Proquest as a doctoral capstone (with site and participant identifiers withheld). The case study will be based upon interviews with non-vulnerable adults on the topic of the Institution's business operations, review of public records, and review of internal records/documents related to the Institution's operations that the Institution deems appropriate for sharing with the student.

The doctoral student will not use these data for any purpose other than the project outlined in this agreement.

Interview recordings and full transcripts will be shared with any interviewee (upon request), and the doctoral student will provide opportunities for clarifying previous statements. Transcripts with identifiers redacted may be shared with the doctoral student's university faculty, peer advisors, and site leadership (upon request).

The doctoral student is responsible for understanding and complying with all of the Institution's policies and regulatory requirements.

Ethical Conduct in this Consulting Relationship

The Code of Conduct in the Walden University 2019-2020 Student Handbook and the ethical requirements for IRB compliance described in the Manual for

the DBA Consulting Capstone bind DBA students in the consulting capstone.

Also, DBA students are required to uphold professional principles in fulfilling their roles as consultants and coaches to client organizations. Beyond the confidentiality requirements outlined above, three principles are key to ensuring ethical conduct in consulting relationships.

Principle 1: Protect the integrity of Walden University

- Not representing conflicting or competing interests or positioning themselves such that their interest may be in conflict or may be perceived to be in conflict with the purposes and values of Walden University
- Not intentionally communicating false or misleading information that may compromise the integrity of Walden University and of the consulting capstone experience

Principle 2: Exhibit professional conduct at all times

- Respecting the climate, culture, values, and regulatory requirements of client organizations and client workforce members

Principle 3: Protect the promise of confidentiality

- Not using or adapting client organization's data and information after the capstone experience, unless the information has been publicly shared by the client
- Not conducting telephone conferences with the client organization in public places where information may be overheard

This Project Proposal has been approved by [redacted]

[redacted]

SIGNATURE

The terms of this Project Proposal have been agreed to by Mr. Olusegun Awode:

[redacted]

SIGNATURE

Document date: December 2019

Appendix C: Interview Protocol

Interview Title: Strategies to Grow and Expand a Nonprofit Business

1. I will send a copy of my biography and interview procedure with interview questions to the participants.
2. The interview procedure will state information on the length of each interview to be within 15 and 20 minutes.
3. The interview will begin with a greeting, introduction, and a thank you for participation.
4. I will brief each of the participants of confidentiality, their rights including the right to refuse to respond to any questions, recording of interview, and respect of their person and privacy.
5. I will confirm the understanding of the participants concerning their rights, confidentiality, recording of interview, and privacy concerns.
6. Each participant is asked the open-ended interview questions and allowed enough time to answer.
7. When all questions are asked and answered, I will express my appreciation again and remind the participant that I will email the transcribed interview transcript and after confirmation, the associated analysis containing the themes for review and confirmation.
8. I will turn off the recording device.