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Community Awareness Strategies to Increase Donations to Sustain Nonprofit Organizations' Operations

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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,
and that any and all revisions required by
the review committee have been made.

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Walden University
2020

Abstract

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Organization Operations

by

Susan McKeon

MBA, Long Island University, 1996

BFA, Long Island University, 1986

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2020

Abstract

Many nonprofit organization (NPO) leaders who face financial challenges due to reduced government funding and increased competition lack community awareness strategies to increase donations to sustain operations. Grounded in the resource-based view of competitive advantage theory, this qualitative single case study explored community awareness strategies NPO leaders use to increase donations to sustain NPO operations. The study participants were three senior leaders from a charitable organization with 37 service locations throughout Scotland, United Kingdom. Data used as evidence for the study consisted of personal conversations, semistructured interviews, publicly available documents, and organizational document data. Thematic analysis of data showed the importance of (a) a well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources as key themes that support NPO leaders in the development of community awareness strategies to increase donations to sustain operations. A key recommendation is that organizational leaders use the strengths and opportunities identified in the Baldrige evaluation to continue the (a) development of strategies to increase the effectiveness of the workforce, (b) development of synergistic relationships within the fundraising and marketing teams, and (c) exploitation of digital and social media platforms. The implications for positive social change include the potential to expand services to individuals and families in need of specialized services and improve the quality of life for those with special needs.

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Dedication

To my husband, soulmate, and best friend, William, for his never-ending love, support, and sacrifice. Your presence in my life means more to me than you will ever know. Thank you for continually reminding me that I cannot surround myself with turkeys if I want to soar like an eagle. You are my eagle and my inspiration. I thank God every day for putting you in my life. You are the hardest working person I know, and your encouragement, reassurance, and occasional tough love guided me through the times that my determination to complete this journey wavered.

To my son, Matthew, for your love, encouragement, and support. You truly are my gift from God, and I am so proud of the man you have become. Remember that you are in control of your destiny and can achieve anything you desire.

To my parents, Peter and Irene, who instilled in me a strong faith and a love of education and who provide me with ongoing support. You both continue to be my biggest cheerleaders.

And, finally, to my Walden University professors and doctoral cohort peers, who provided constructive feedback and support through my doctoral journey. I praise God for all the blessings in my life—I am truly blessed.

Acknowledgments

I want to thank Dr. Denise Land, my chair, for her dedication to my success and guidance throughout my doctoral journey. Thanks to my second committee member, Dr. Jorge Gaytan, for his additional insight, support, and guidance. I would also like to acknowledge Dr. Robert Hockin for inviting me to participate in the DBA consulting capstone, may he rest in peace. I also extend my thanks to my URR, Dr. Rocky Dwyer, for providing final review and approval for my study. To my cohort, especially Adrienne Adkins-Provost, Mark Howard, and Peterson Mirville, thank you for all your insight, motivation, and concern. I could not have completed this journey without each of you. Finally, I want to thank my NPO client leaders, especially Participant 1, the fundraising manager, for providing the information and allowing me to offer recommendations for achieving organizational excellence. I am incredibly blessed and grateful for this experience.

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Section 1: Foundation of the Study

The 2019–2020 Baldrige Performance Excellence Program (2019) is the framework for this research study related to community awareness strategies nonprofit organization (NPO) business leaders use to increase donations to sustain operations. As stipulated by Walden University's consulting capstone program (Walden University, 2020), I served as both the researcher and consultant for this study. In Section 1, I focus on establishing the study's foundation, while Section 2 contains an in-depth discussion of the project. Finally, in Section 3, I evaluate my client organization using the Baldrige criteria and present my findings.

Background of the Problem

Autism and autism spectrum disorders (ASD) are a global problem. The estimate of individuals with ASD varies based on the country, with an average prevalence rate of 1% globally, while Scotland's rate is slightly higher at 1.1% or 58,000 people (Scottish Government, 2018). In Scotland, a continually growing number of individuals with ASD has led government leaders to declare autism a national priority (Scottish Government, 2018). Government officials have recognized that ASD affects the whole life experience of people and their families. In 2011, policies that financially supported a wide range of services, such as social care, education, housing, employment, and other community-based services, were established (Scottish Government, 2018). Despite the high priority set by the local authorities, demand for services consistently exceeds annual funding allocations (Clifford, 2017).

Financial struggles are a reality for many NPOs. Nonprofit business leaders face the challenge of delivering mission-critical services despite reliance on government funding streams, which are diluted by increased competition (Reilly, 2016). Reduced funding becomes even more problematic during times of increased donor expectations and growing demand for client services (Faulk et al., 2017). In the United Kingdom, government grants provide nearly one third of the revenue in the nonprofit sector; yet, the amount allocated to charitable organizations continues to decline (National Council for Voluntary Organisations, 2019). Nonprofit business leaders attempt to address the funding gap by developing fundraising strategies that target individuals, foundations, and businesses (Cheng & Yang, 2019). Foundation X is an NPO in Scotland seeking to develop fundraising strategies to increase donations through community awareness activities. When organizations establish a strong presence and awareness of their mission within the local community, it creates a competitive advantage that can lead to ongoing relationships with potential donors (Choi et al., 2019). The problem's background has been provided, and the focus will now shift to the problem statement.

Problem Statement

Business leaders of NPOs experience significant challenges to sustainability resulting from funding reductions, increased donor expectations, and growing demand for client services (Faulk et al., 2017; Reilly, 2016). Between 2010 and 2015, government funding for NPOs in the United Kingdom decreased by 33%, resulting in a loss of £3.8 billion in revenue (Clifford, 2017). The general business problem is that a lack of donations could adversely affect the ability of an NPO to provide services to support its mission. The specific business problem is that some NPO business leaders lack community awareness strategies to increase donations to sustain operations.

Purpose Statement

The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain NPO operations. The target population for this study comprised of five senior leaders from a single NPO located in Scotland, who have implemented successful community awareness campaigns, which have led to an increase in donations. The implication for social change includes the potential to expand services to individuals and families in need of specialized services and to raise community awareness of the struggles experienced by individuals with special needs. Heightened community awareness may lessen society’s burden, reduce the need for government funding, and improve the quality of life for those with special needs.

Nature of the Study

When designing a research study, independent scholars chose among qualitative, quantitative, or mixed methods to determine the methodology used in conducting the study, the type of research strategies employed, and the philosophical approach of the researcher (Alase, 2017; Christianson & Gutierrez, 2016; Taguchi, 2018). The qualitative approach was compatible with this study because in the qualitative method researchers seek to understand phenomena within a specific context. When using the qualitative research approach, the researcher produces a detailed, contextual description of the participants’ feelings, opinions, and experiences (House, 2018; Rahman, 2017). Other methods considered for this study were the quantitative and mixed-method approaches.

Researchers apply the quantitative research method to test hypotheses about variables' relationships or groups' differences (House, 2018; Rahman, 2017). Researchers using the mixed-method approach combine both qualitative and quantitative research techniques, methods, and concepts into a single study (Alavi et al., 2018). Both the quantitative and mixed-method approaches require the development and testing of a hypothesis to test the variables' relationships or groups' differences (Turner et al., 2017). Multiple variable testing requiring a hypothesis was not a part of this study; therefore, the quantitative and mixed-method approaches were not appropriate.

The research design for this study was a qualitative single case study. In business research, researchers use case studies to interpret strategies, develop potential best practices, or analyze complex phenomena within their organizational context (Herron & Quinn, 2016; Yin, 2018). Both single and multiple case studies explore the perceptions, feelings, and concerns of individuals as they relate to an organization or organizations. I explored the strategies used by NPO leaders in a single organization; thus, a multiple case study was not appropriate. Other qualitative research design approaches, such as ethnography and phenomenology, did not meet the needs of this study. According to Bass and Milosevic (2018), researchers use an ethnographical approach to provide an in situ understanding of the social phenomena of groups' cultures through prolonged participant observations. Ethnography was eliminated as a design approach because the customs of cultures were not explored in this study. Researchers use phenomenological designs to describe and interpret participants' lived experiences (Alase, 2017). A phenomenological approach was eliminated because leadership strategies, not understanding the participants' lived experiences, were the focus of the study. For these reasons, a single qualitative case study was the appropriate research design to explore the community awareness strategies NPO leaders use to increase donations to sustain operations.

Research Question

The central research question for this study was as follows: What community awareness strategies do NPO leaders use to increase donations to sustain NPO operations?

Interview Questions

1. What strategies do you use to increase community awareness about your organization's mission activities to attract donations to sustain operations?
2. How do you leverage internal resources to increase community awareness about your organization's mission activities to attract donations to sustain operations?
3. What other issues do you consider when developing a strategy to increase community awareness about your organization's mission to attract donations?
4. How do you measure the effectiveness of the community awareness strategies used to attract donations?
5. What were the key barriers or challenges you experienced when implementing your organization's successful community awareness strategies?
6. How did you address the key barriers or challenges you experienced when implementing your organization's successful community awareness strategies?
7. What else could you share about community awareness strategies used to increase donations to sustain operations?

Conceptual Framework

The conceptual framework for this study was the resource-based view (RBV) of competitive advantage. Penrose (2009) introduced the original concept of RBV, arguing that a firm's growth is based mainly on its ability to increase the efficient use of its resources. *Resources* refers to physical capital, human capital, financial capital, and social capital used by the organization in its daily operations (Brown et al., 2016). Penrose's work was extended by Wernerfelt to identify the internal resources an organization uses to achieve a distinct and sustainable competitive advantage (Wernerfelt, 1984). Firms using the RBV framework can achieve a sustainable competitive advantage when they attain resource superiority (Jensen et al., 2016). Organizational leaders develop strategies to achieve resource superiority, which is the potential for resources to leverage value, rarity, inimitability, and nonsubstitutability (VRIN) to generate sustained competitive advantage (Otubanjo, 2018). Competitive advantage enables the organizational leaders to offer products or services with either perceived superior value or lower cost (Arik et al., 2016; Kabue & Kilika, 2016).

Researchers have applied the theory of RBV to a variety of different industries seeking to achieve a competitive advantage, including NPOs (Arik et al., 2016). The RBV theory was an appropriate conceptual lens through which business leaders can select a strategy to exploit the internal resources and capabilities relative to external opportunities. I selected RBV for this study because of its focus on using an organization's internal resources as the primary source of competitive advantage. The goal of RBV is to implement a value-creating strategy that competitors are not using and will have difficulty imitating (Barney, 1991). Additionally, the concept of dynamic capabilities is core to RBV and matches the conditions many nonprofits currently experience as they adapt to new situations and requirements (Rosenberg Hansen & Ferlie, 2016). Through the lens of RBV, business leaders could use the findings of this study to gain insight into the strategies used by NPO leaders to maximize their internal resources when seeking to increase community awareness of organization mission activities to increase donations to sustain operations.

Operational Definitions

The following terms and concepts require definition to add clarity to this study:

Baldrige criteria for performance excellence framework: A business excellence model nonprofit business leaders may use to improve and sustain quality performance management strategies (Raharjo & Eriksson, 2017). The main criteria are leadership, information and analysis, strategic planning, human resource development, management of processes, results, and customer satisfaction (Baldrige Performance Excellence Program, 2019).

Commissioners: Individuals within the Scottish government responsible for regulating organizations in the third sector. Commissioners are involved in assessing needs, designing services, sourcing services, monitoring facilities, and evaluating the performance of service providers (Body, 2019; National Audit Office, 2019).

European Foundation for Quality Management (EFQM): A business excellence model developed in 1990 to help organizations examine the effectiveness of their strategy development and implementation. Like the Baldrige criteria for performance excellence, EFQM is a framework used to assess an organization's current state of competitiveness, suggest improvements, and sustain excellence (Raharjo & Eriksson, 2017).

Third-sector organization: A term used to describe a range of value-driven NPOs in the United Kingdom that operate in neither government nor private sectors (Bach-Mortensen et al., 2018). Third-sector organizations are generally specialized service providers, such as charities, religious organizations, social services, and cooperatives (Cook & Burchell, 2018).

Assumptions, Limitations, and Delimitations

Assumptions are conditions and premises related to a study that researchers accept as accurate, even though they are unverified (Marshall & Rossman, 2016). The statement of assumptions is essential to frame a study's findings, such that a researcher can then mitigate potential unwanted influence that may emerge from assumptions (Rahi, 2017). I identified four assumptions that could influence the outcome of this study. The first assumption was that the Baldrige criteria for performance excellence were the appropriate tool to use when evaluating performance and developing improvement strategies. Because nonprofit business leaders use the Baldrige framework to improve and sustain quality performance management strategies, I determined the criteria were the best framework to assess strategies in this case study (see Raharjo & Eriksson, 2017). The second assumption was that a single case study was the most appropriate research design. Researchers in the past used a single case study effectively when they sought to develop a deeper understanding of a subject organization (Yin, 2018). Based on the previous success of case studies, I chose a case study as the design for this doctoral study.

The third assumption was that the participant selection process was vigorous and ensured that all participants had a thorough understanding of community awareness strategies used to increase donations to sustain NPO operations. One of the most critical aspects of the study design phase is the identification and selection of appropriate participants who can best answer the research question and impart their knowledge and understanding of the phenomenon under study (Guetterman, 2015). Thus, I made selection decisions based on the research question, conceptual theory, and work experience of the participants. The fourth assumption was that participants were honest, forthcoming, and provided unbiased responses when discussing their experiences regarding community awareness strategies used to increase donations to sustain NPO operations. To encourage truthful answers, I ensured confidentiality at three points in the research process: data collection, data cleaning, and dissemination (see Surmiak, 2018).

Limitations are aspects of a study that cannot be controlled by the researcher, but which represent potential weaknesses that can affect the study's outcome (Marshall & Rossman, 2016). This study had three limitations. The first limitation was that the data gathered from the sample of three participants might not be sufficient to reach data saturation. Researchers determine data saturation when comments are repetitive, and no new themes emerge (Fusch & Ness, 2015). Although a sample of three participants was assumed, interviews continued until no new information appeared. The second limitation was that this was a single case study of an NPO in Scotland. As such, the findings may not be generalizable to other NPOs either inside or outside the United Kingdom. However, when seeking to understand phenomena from the participants' perspectives, researchers use single case studies (Yin, 2018). The use of a single case study helps researchers develop practical knowledge responsive to the client's environment (Herron & Quinn, 2016; Marshall & Rossman, 2016). Thus, while the data may not be generalizable, a single case study was the best way to gather data for this study. Finally, the third limitation was that there might be unknown conditions in the organization that could bias the participants' responses. In qualitative research, bias affects the validity and reliability of findings (Yin, 2018) and, consequently, may affect the results of the study.

Delimitations describe the scope and boundaries of the study and align with the researcher's choices related to the research question, design, methodology, and conceptual framework (Marshall & Rossman, 2016). The scope of this single case study was delimited by experience, geographic location, and population. The first delimitation was only business leaders with significant experience developing strategies to increase donations in an NPO qualified as candidates for an interview in this study. The second delimitation was that the participants were all employed by a single NPO in Scotland. Finally, the delimitations related to experience and geographic location limited the population, resulting in a small sample size of three members of a single NPO's senior management team.

Significance of the Study

Contribution to Business Practice

Sustainability is a strategic concern for NPO leaders. Organization leaders who engage in community activities raise awareness of their mission and enhance their community profile (Browning et al., 2018). This study's findings could be significant to business practice by potentially identifying strategies that enable NPOs to establish relationships with the community to increase revenue through private and corporate donations to sustain operations. By strengthening the interface with their local communities to create mission awareness to increase revenue, NPO leaders may achieve greater sustainability for their organization.

Implications for Social Change

The influence of the results of this study can extend beyond the single case as other NPO leaders use the findings to develop strategies that will increase donations to sustain their organizations, thus continuing to extend the ability of NPOs to provide services, goods, and resources to those in need. However, the implications for positive social change from this study extend beyond the business environment to benefit the individuals and families in need of specialized services. NPOs play a vital role in society by providing services, goods, and resources to meet the needs of communities (Brown, 2017). By enhancing community awareness of mission-related activities, NPO leaders have the potential to reach more individuals in need who previously were unaware of service availability.

A Review of the Professional and Academic Literature

Academic scholars explore professional and academic literature related to their study to demonstrate a comprehensive and critical understanding of the topic (Marshall & Rossman, 2016; Onwuegbuzie & Weinbaum, 2017). Researchers perform systematic reviews of relevant literature to critically analyze the problem and synthesize the knowledge gained to create a strong foundation upon which to base the findings of the study (Baker, 2016; Hammad & Hallinger, 2017; Snyder, 2019). By synthesizing information from various sources—such as peer-reviewed journals, seminal scholarly books, and government reports—the researcher gathers data that support the basis of their findings (Snyder, 2019). The synthesis of the viewpoints put forward in primary and recent literature provides an informed perspective and a comprehensive overview of the knowledge available on the topic (Onwuegbuzie & Weinbaum, 2017). Scholars write a detailed overview in such a way as to provide clarity and promote understanding by the reader (Baker, 2016). Researchers perform a significant examination of the literature to demonstrate in-depth knowledge, identify gaps in research, and support the need for the study (Baker, 2016). The purpose of this literature review was to critically analyze and synthesize relevant and salient scholarship related to community awareness strategies used by NPO business leaders to increase donations to sustain their organizations' operations.

Overview of the Literature Review

The context of the literature review uses the conceptual framework theory as a lens to analyze the purpose statement and research question. The conceptual framework for this study was the RBV of competitive advantage. Business leaders use RBV theory to identify organizational resources as potential sources of competitive advantage (Jensen et al., 2016). The first portion of the literature review details the strategy I used when searching for literature and identifying resources. Next, I establish the conceptual framework of the study, an RBV of competitive advantage, by building on Penrose's (see 2009) seminal work as it applies to strategies used to develop community awareness strategies to increase donations to sustain NPO operations. Supporting and contrasting theories from relevant literature established the appropriateness of using the RBV of competitive advantage for this study. Analysis of the concepts of VRIN and value, rareness, imitability, and organizational specificity (VRIO) occurred within the context of the NPOs' view of resources.

Literature Search Strategy

For this qualitative single case study, I reviewed literature focused on the community awareness strategies NPO leaders use to increase donations to sustain NPO operations. I used the Thoreau Multi-Database Search tool to identify and access journal articles in the Walden University Library databases. Online databases searched included EBSCOHost, Emerald Publishing, Pearson Education, ProQuest Central, Sage Journals, Sage Premier, and Science Direct for December 2017 to March 2020. I supplemented these search efforts by using Google Scholar to identify additional relevant information and gained access through the Walden University Library. Researchers perform keyword searches to narrow their search to relevant literature (Torraco, 2016). I developed a strategy that employed the use of keywords and phrases. The keywords and phrases used in my search were *nonprofit*, *non profit, non-profit*, *not-for-profit, third sector, charity sector, competitive advantage*, *resource-based view, resource-based view of competitive advantage*, *RBV, RBV theory*, *community awareness, community engagement, fundraising, nonprofit funding sources*, and *nonprofit revenue*. Additionally, filters were applied to limit results to specific timeframes and peer-reviewed status.

For all professional and academic resources, I maintained an Excel spreadsheet to track the full citation entry, year of publication, type of publication, peer-review status, and whether the source appeared in the body of the study or in the literature review. When research articles did not include a digital object identifier (DOI), I investigated whether the International DOI Foundation assigned one after publication by checking the title and author on www.crossref.org. I checked all journal articles for peer-reviewed status using Ulrich’s Periodicals Directory. In the rare instances that Ulrich did not include a listing, I searched the journal’s website for evidence of a peer-review process.

The Doctor of Business Administration (DBA) program at Walden University recommends that 85% of professional and academic source references in the capstone study come from peer-reviewed sources (Walden University, 2020). Information appearing in magazines, trade publications, summary textbooks, websites, and blogs is prohibited. Additionally, to ensure the researcher uses topical and relevant literature, Walden encourages 85% of the sources to have a publication date within 5 years of the anticipated study completion date (Walden University, 2020). To adhere to the guidance provided, I researched 220 academic sources for this doctoral study, of which 84% were peer-reviewed, and 90% were from the period 2016 to 2020. Within the literature review section, there are 101 sources referenced, of which 84 (83%) were peer-reviewed, and 89 (88%) had publication dates between 2016 and 2020. Table 1 provides a detailed breakdown of the literature review source content.

Table 1

Literature Review Source Content

Literature review content	Total #	# within 5-year range (2016–2020)	% within 5-year range (2016–2020)	% Peer-reviewed
Peer-reviewed articles	84	77	91%	100%
Non-peer-reviewed articles	1	0	0%	0%

Application to the Applied Business Problem

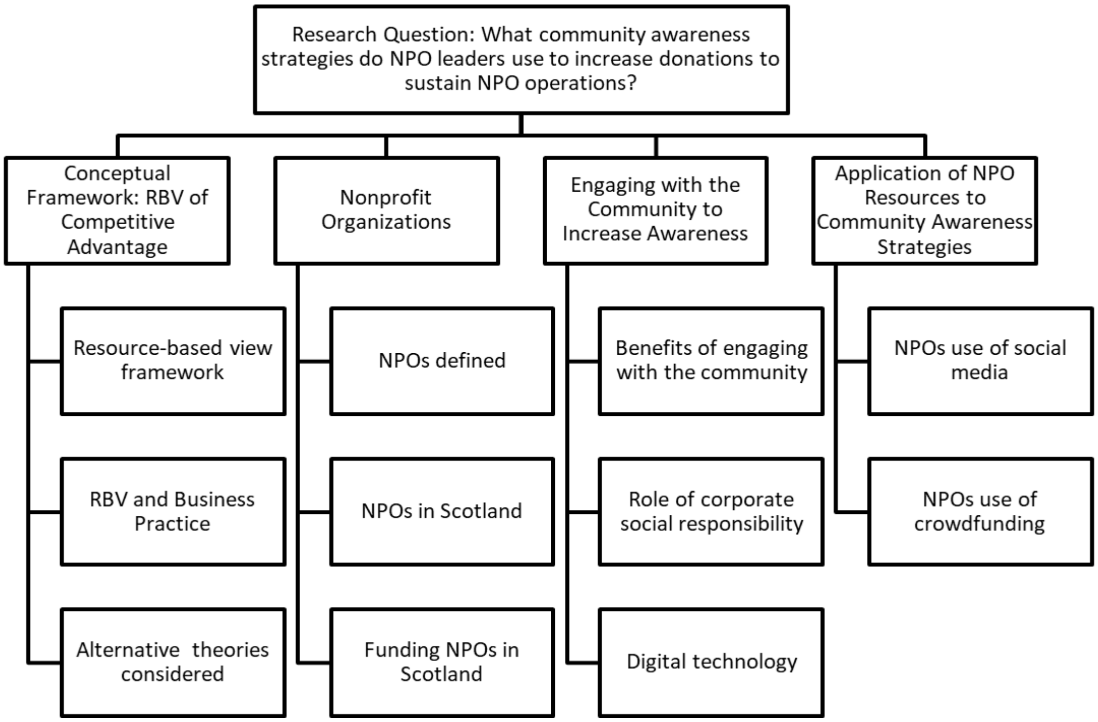
The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain NPO operations. Funding reductions, along with increased donor expectations and growing demand for client services, create challenges for NPO business leaders (Faulk et al., 2017). Using the framework established in the Manual for the DBA Consulting Capstone (see Walden University, 2019) and the Baldrige Performance Excellence Program (see U.S. Department of Commerce, 2019), I gathered and analyzed data to help Foundation X develop strategies to increase donations and gain a competitive advantage in their sector.

Structure of the Literature Review

The review, analysis, and synthesis of seminal and current literature led to the identification of four main focus areas: (a) RBV framework, (b) nonprofit organizations, (c) engaging with the community to increase awareness, and (d) application of organizational resources to community awareness strategies. The RBV framework section includes a discussion of the evolution of RBV theory, its application to business practice, and alternative approaches considered. The NPO section contains subsections describing the role of NPOs, the definition of an NPO in Scotland, and how NPOs obtain funding in Scotland. The third section, engaging with the community to increase awareness, is focused on explaining the benefits of engaging with the community to increase awareness and strategies used by NPOs to engage with the community to increase donations. The fourth section, the application of resources to community awareness strategies, includes a discussion on how various NPOs have applied community awareness strategies using digital technologies, such as social media and crowdfunding, to increase community awareness and engagement and the organizational resources required for successful implementation of such strategies. The literature review section concludes with a discussion on the emergent themes and their application to the research question and conceptual framework. Figure 1 illustrates a structural overview of the literature review.

Figure 1

Structure of the Literature Review



Conceptual Framework: RBV of Competitive Advantage

Researchers use the conceptual framework as a lens through which to frame the goals, research questions, and methods, as well as to identify the risks related to the phenomenon under study (Marshall & Rossman, 2016). The conceptual framework for this study was RBV of competitive advantage. The application of RBV to community awareness efforts demonstrates the way NPO leaders can use internal organizational resources to gain a competitive advantage, which may sustain operations through increased donations.

RBV Theory

Penrose (2009) introduced the concept of RBV and argued that efficient use of organizational resources fuels a firm's growth. Penrose posited that organizations have a unique set of resources that create opportunities for growth when a dynamic management process is employed. Scholars have identified resources as a collection of assets (physical, human, financial, and organizational) used by the firm in its daily operations (Brown et al., 2016; Burvill et al., 2018; Kay, 2018). Penrose's work was extended by Wernerfelt (1984) to include the internal resources an organization uses to achieve sustainable competitive advantage. Wernerfelt advanced the idea that resources are a potential source of competitive advantage and result in differentiation of performance levels. The RBV provides a framework to help researchers understand how to maximize an organization's internal resources to exploit competitive advantage (Jensen et al., 2016; Kay, 2018). The use of RBV in the current study supported the evaluation of internal resources to develop community awareness strategies to increase donations to sustain operations.

RBV of Competitive Advantage

Organization leaders using the RBV framework can achieve a sustainable competitive advantage when they attain resource superiority (Jensen et al., 2016; Kay, 2018). Barney (1991) used the RBV theory to examine the types of resources capable of providing a competitive advantage. According to Barney, two tenets of RBV emerged as requirements to achieve competitive advantage: resource heterogeneity and resource immobility. When resources are both heterogeneous and immobile, business leaders can create sustainable competitive advantage by applying RBV to determine whether they provide an edge in the marketplace (Jensen et al., 2016; Kay, 2018). Organization leaders develop strategies to achieve resource superiority by using internal resources, capacity, and processes to create and sustain performance differences (Barney, 1986; Burvill et al., 2018). Performance differences, or competitive advantage, provide the potential for resources to leverage value (Kay, 2018; Otubanjo, 2018). The core precept of RBV highlights organizational resources and competencies as the origin of competitive advantage.

Organizations leaders strive to develop strategies to use their organizational resources to differentiate themselves from others in the same industry. Business leaders use RBV to increase understanding of the relationship between firm resources and organizational competencies in achieving competitive advantage (Burvill et al., 2018). Competitive advantage enables the organization’s leaders to enhance their products or services to obtain superior value or lower cost (Arik et al., 2016; Kabue & Kilika, 2016). RBV proponents argued that valuable, rare, inimitable, and nonsubstitutable (VRIN) resources are sources of competitive advantage (Barney, 1991; Peteraf, 1993; Tamzini et al., 2016). Barney (1991) developed the concept of VRIN by describing resources as having value, rareness, imitability, and organizational specificity (VRIO). The change in focus accounted for the vital role of the organization in exploiting resources and capabilities (Burvill et al., 2018; Peteraf, 1993). Foundation X differentiates itself from the competition through its reputation among key stakeholder groups, staff specialization, board expertise, and partnerships and collaborations with organizations throughout Scotland.

To distinguish themselves from their competition, business leaders develop strategies to exploit VRIO resources (Barney, 1991). One way that business leaders develop and sustain competitive advantage is through the development of unique organizational resources that competitors are unable to duplicate (Barney, 1991; Jensen et al., 2016; Peteraf, 1993; Tamzini et al., 2016). According to Tamzini et al. (2016), the inherent capability in an organization's resources allows for competence, and it is this competence that sets the stage for competitive advantage. The use of the organization's internal resources enables the business leaders to create a strategy that limits its weaknesses or increases its superiority over the competition. Business leaders of NPOs, like Foundation X, focus on building strategies that capitalize on VRIN resources to gain competitive advantage.

Resources in the Context of RBV of Competitive Advantage

The effective use of an organization's resources and capabilities is the cornerstone of RBV for competitive advantage. Within the RBV framework, organizations possess a broad spectrum of resources and capabilities, such as assets, processes, attributes, and information (Bacq & Eddleston, 2018; Khan et al., 2018). Penrose (2009) focused on ways physical resources, such as facilities, land, equipment, and raw materials, as well as human capital resources, fueled growth within a firm. Barney (1995) expanded Penrose's discussion of physical and human capital resources to include financial and organizational resources. According to Barney (1991, 1995), an organization's resources include all tangible assets and intangible capabilities used to develop, manufacture, and deliver their product or service.

Tangible assets, like cash, inventory, marketable securities, property, plant, or equipment, as well as intangible assets, such as trade secrets, goodwill, brand equity, and intellectual property, allow business leaders to create and implement the organization's strategies (Clarke & MacDonald, 2019; El Ebrashi, 2018; Rezaee & Jafari, 2016). The effective use of organizational resources enables the development of strategies to improve overall efficiency and performance (Khan et al., 2018). An organization's ability to develop unique proficiencies related to its resources increases the potential to leverage the VRIO qualities that contribute to sustainable advantage (Barney, 1991). Empirical research indicated that RBV of competitive advantage draws on various theories to explain how organizations use the ownership and management of resources to maximize performance to achieve a sustainable edge over their competition (Jensen et al., 2016; Rezaee & Jafari, 2016). An organization gains a competitive advantage when it leverages resources in a manner that is unlike those used by competitors

NPOs' View of Resources in the Context of RBV of Competitive Advantage

Nonprofit organizations need to effectively use their internal and external resources to fulfill their mission. As competition in the nonprofit sector intensifies due to (a) increases in the numbers of NPOs, (b) reductions in governmental support, and (c) entry of for-profit organizations into traditional third-sector markets, NPOs have adopted strategies traditionally used by for-profit organizations (Topaloglu et al., 2018). Whether through innovation, organizational learning, or acquisition, organizations strive to use their resources to achieve a better position in the marketplace (Brem et al., 2016; Topaloglu et al., 2018). Regardless of whether an organization operates as nonprofit or for-profit, the organization strives to create a mix of resources that enable the production of valuable product or service offerings for its customers (Álvarez-González et al., 2017). Providing products or services that are valuable to the customer is one method organizations use to differentiate themselves from their competition to create a competitive advantage.

Like profit-making organizations, NPOs gain competitive advantage by differentiating themselves from similar organizations through the effective use of their resources. In describing the VRIN criteria within the RBV framework, Barney (1991) posited that only intangible resources meet these criteria. Tangible resources, such as cash, land, equipment, machinery, and inventory, are critical in both for-profit and nonprofit organizations. However, intangible resources have a more significant impact on the ability of an NPO to create value and differentiate itself from other organizations providing similar services (Castillo, 2018; Kamasak, 2017). Intangible assets, such as reputation, trust, and program effectiveness, are essential for an NPO to fulfill its mission (Akinlade & Shalack, 2017). These intangible resources enhance stakeholder's perception of the organization. Stakeholders of NPOs include constituents, donors, government and private grantees, volunteers, managers, and employees (McHugh et al., 2018). By focusing on stakeholder perception, NPO leaders leverage resources to achieve superior social value and competitive advantage (Charles & Kim, 2016). Organizations that make effective use of its resources can enhance community awareness, which leads to a competitive advantage (Berrone et al., 2016). By using resources to increase community awareness, Foundation X can create value for its stakeholders and encourage donations.

RBV and Business Practice

Business leaders apply RBV to their unique resource mix to develop a strategy that provides a competitive advantage. Researchers have reviewed the applicability of RBV to a variety of different industries seeking to achieve a competitive advantage, including nonprofits (Arik et al., 2016; Kabue & Kilika, 2016; Rosenberg Hansen & Ferlie, 2016). Business leaders use the RBV of competitive advantage theory to select strategies that exploit the organizations' internal resources relative to external opportunities. The RBV was the appropriate framework for this study because it establishes a process by which researchers focus on how an organization uses its internal resources, or competencies, as the primary source of competitive advantage. The goal of RBV is to implement a value-creating strategy that competitors are not using and will have difficulty imitating (Assensoh-Kodua, 2019; Hitt et al., 2016). Although organizations within an industry may be heterogeneous, the way leaders use their internal resources creates differentiation, leading to competitive advantage.

The concept of dynamic capabilities is core to RBV and matches the conditions many nonprofits experience as they adapt to new situations and requirements (Rosenberg Hansen & Ferlie, 2016). Drawing on the RBV theory of competitive advantage (Barney, 1991; Wernerfelt, 1984), Assensoh-Kodua (2019) performed a cross-sectional qualitative study and found that NPOs may enhance their physical, human, financial, and organizational resources by creating, sharing, and using organizational knowledge. Using the lens of RBV of competitive advantage, the current study may help researchers gain insight into the strategies used by NPO leaders to maximize their internal resources when seeking to raise community awareness of organization mission activities to increase donations to sustain operations.

The RBV theory was an appropriate conceptual lens to view community awareness strategies to increase donations to sustain NPO operations. Foundation X's goal was to use their existing internal resources to increase community awareness related to autism to increase private and corporate donations. Penrose (2009) posited that organizations could use human capital resources, as well as financial resources, to differentiate themselves and create a competitive advantage. Foundation X had developed an extensive program that included a website with information about autism, community awareness days, and autism walks, as well as a social media campaign to raise awareness about autism. Foundation X invested financial resources in developing a donation platform on its website and Facebook page, making it easy for the community to donate money to the organization. Because of Foundation X's focus on using internal resources to increase community awareness to generate donations, RBV was an appropriate conceptual framework for this study.

Alternative Theories Considered

Qualitative researchers select a conceptual framework for a study based on alignment with the research problem, objective, and research question (Alavi et al., 2018; Gale et al., 2013; Marshall & Rossman, 2016). Researchers could use other frameworks to study the application of community awareness strategies to increase donations to sustain NPO operations. Before selecting RBV of competitive advantage as the conceptual framework, I evaluated social marketing theory, transformational leadership theory, and Porter’s five competitive forces theory to determine the best framework for this study. Although elements of these alternative theories addressed specific aspects of the study, the RBV theory of competitive advantage was unique. It addressed the resources and capabilities available to the organization, which differentiates it from the competitors when creating community awareness to increase donations. The following subsections highlight the main aspects of the alternate theories considered, their relevance to the research question, and the rationale for eliminating them from consideration.

Social Marketing Theory

The social marketing theory was one of the theories considered for the conceptual framework for this study. Researchers using the social marketing theory strive to influence the target audience behavior by applying the same marketing tools, techniques, and principles used by commercial entities to create, communicate, and deliver a message promoting the socially beneficial concepts of social welfare (Kotler & Zaltman, 1971; Manikam & Russell-Bennett, 2016; Rundle-Thiele et al., 2019). According to Kotler and Zaltman (1971), leaders apply marketing principles, such as product, promotion, place, and price, to understand facets of individual behavior that give rise to resistance to social change. Proponents of the social marketing theory attempt to influence the behavior of individuals by establishing a symbiotic relationship between social and commercial management theories (Kotler & Zaltman, 1971; Manikam & Russell-Bennett, 2016; Rundle-Thiele et al., 2019).

Many researchers have used social marketing theory when exploring social change programs. A critical review of the literature revealed that researchers apply social marketing theory when focused on changing behavior for the good of society through the analysis and segmentation of the target audience (see Kotler & Zaltman, 1971). Additionally, researchers use social marketing to explain, predict, and modify individual behavior to create societal value (McHugh et al., 2018; Rundle-Thiele et al., 2019). The use of marketing principles to enhance communication to engage with the community is in alignment with this study. When the strategies implemented fail to change the behavior of the target audience, it provides a general awareness of the issue (Manikam & Russell-Bennett, 2016). However, I did not find evidence that social marketing theory would promote an increase in donations.

Researchers use the social marketing theory to focus on the services provided by the organization as a resource, rather than the internal resources of the organization being used to contribute to changed behavior of the community to create a competitive advantage (Leo & Zainuddin, 2017; Luca et al., 2016). Researchers using the social marketing theory focus on increasing the acceptability of a social ideal rather than examining resources available to facilitate competitive advantage (Luca et al., 2016). Foundation X planned on increasing donations by using their internal resources, such as exploiting the synergy between the marketing and fundraising departments to expand the use of social media and to plan community events that spread awareness of autism and the services they provide. It is for this reason that social marketing theory was not appropriate for the current study.

Transformational Leadership Theory

Another theory considered as a conceptual framework for this study was transformational leadership. Transformational leaders motivate organizations and individuals to produce significant and positive change (Faupel & Süß, 2019; Jensen et al., 2019). Burns (2012) introduced transformational leadership in 1978. In the seminal work, *Leadership*, Burns posited that transformational leaders inspire followers to change their expectations, perceptions, and motivations to work towards a common goal. Bass (1985) extended Burns’ work to identify four components of transformational leadership (a) idealized influence, (b) inspirational motivation, (c) individualize consideration, and (d) intellectual stimulation. Meanwhile, Bennis and Nanus (1985) expanded on Burns’ theory by introducing four strategies used by leaders to transform organizations. These strategies included (a) developing a clear vision of the future state, (b) promoting the leader as the social architect of the organization, (c) establishing trust through clarity of purpose, and (d) knowing the strengths and weaknesses of the organization. Since the original publication of the theory of transformational leadership, researchers have applied the concept to various management problems, including NPO performance and outcomes (Megheirkouni, 2017; Witmer & Mellinger, 2016).

Transformational leaders engage the followers by satisfying higher-level needs that revolve around elements of social justice and altruistic behavior to drive change (Campbell et al., 2016). The primary activities of NPOs use these same elements to engage with their customers and stakeholders (Megheirkouni, 2017; Witmer & Mellinger, 2016). Independent scholars agreed that the transformational framework supports change initiatives in which both the leader and follower play essential roles (Faupel & Süß, 2019; Jensen et al., 2019; Megheirkouni, 2017; Witmer & Mellinger, 2016). By understanding and using employee's emotions, values, ethics, standards, and long-term goals, transformational leaders motivate followers to optimize performance (Delegach et al., 2017). In scholarly studies, researchers often use transformational leadership as a conceptual framework to guide their understanding of the role leaders play in developing strategies to motivate employee behaviors in NPOs (do Nascimento et al., 2018; Peng et al., 2019). This understanding allows managers to develop strategies to influence performance and outcomes within the NPO to improve organizational productivity and increase profitability (Brimhall, 2019).

The basis for considering transformational leadership as a possible conceptual theory focuses on the ability of transformational leaders to motivate individuals to embrace change initiatives to optimize organizational performance. However, transformational leaders seek to modify the behavior of individuals internal to the organization to drive change (Delegach et al., 2017; Faupel & Süß, 2019). Foundation X's primary focus was not changing the public's behavior related to autism but instead using the organizations' internal resources to increase community awareness to increase the frequency and desire to donate. Therefore, the transformational leadership theory was not an appropriate conceptual framework for this study.

Five Competitive Forces Theory

Another theory considered as the conceptual framework for this study was Porter's five competitive forces theory. Porter (1980) proposed a business analysis model using competition intensity, attractiveness, and profitability to analyze the effect of external forces on an organization's competitive environment (Kabue & Kilika, 2016; Mahat, 2019). Factors such as ease of exit and entry into the market, bargaining power of customers, bargaining power of suppliers, the threat of substitute products or services, and rivalry among competitors influence the basis, nature, and degree of competition between organizations (Porter, 1980). The five competitive forces framework helps an organization make deliberate decisions based on a strategic analysis of the environmental factors which affect their competitive position (Mahat, 2019).

Porter's (1980) five competitive forces theory helps business leaders evaluate the strengths and weaknesses of an organization so they can focus their efforts on developing appropriate strategies to gain competitive advantage (Levine Daniel & Fyall, 2019). Although NPOs do not operate in the same business environment as for-profit organizations, NPO business leaders must understand the context in which they operate to gain competitive advantage (Mahat, 2019; Maier et al., 2016). The five forces model provides a strategic framework through which business leaders can gain insight into the competitive landscape and evaluate their position within an industry (Mahat, 2019; Topaloglu et al., 2018). Nonprofit business leaders use the knowledge obtained to develop strategies that influence performance and increase profitability (Kabue & Kilika, 2016). Although NPO leaders seek to understand their unique markets when assessing financial stability, there was not sufficient evidence that using the five forces model is effective in changing the behavior of potential donors through community awareness activities. Because Foundation X's focus was to increase donations by engaging with the community to raise autism awareness, Porter's competitive forces theory was not the most appropriate conceptual lens for this study.

Nonprofit Organizations

Researchers identify NPOs by using a variety of terms. Depending on the geographic location and context, descriptions such as nonprofit, charitable nonprofit, public charities, third sector, voluntary sector, or public sector are used (Internal Revenue Service [IRS], 2019a; National Council of Nonprofits, 2019; Office of Scottish Charity Regulator, 2019b). Regardless of the term used, the primary purpose of an NPO is to promote public good rather than making a profit for its owners or shareholders (Charity Commission for England and Wales, 2019; Duquette, 2017; Macedo et al., 2016; Prentice, 2018). Instead, management reinvests funds raised from subscriptions, donations, fundraising activities, government grants, legacies, and the like, which exceed operating expenses in the organization's capital fund, into activities that further its core mission (National Council of Nonprofits, 2019; Witesman, 2016). Many of the differences between these terms are a result of their tax-exempt status. Foundation X, the NPO studied for this paper, operated at various locations throughout Scotland. Therefore, it was vital to understand the similarities and differences between organizations within the United States and Scotland.

In the United States, the IRS provides criteria for designating an organization as nonprofit and eligible for tax-exempt status. Section 501(c)(3) of the Internal Revenue Code (IRC) is specific about charitable organizations, including religious, educational, scientific, political, and public safety organizations, private foundations, and other nonprofits (IRS, 2019a). Social welfare organizations are in the category of other nonprofits, which have further requirements for exemption codified in IRC section 501(c)(4). Generally, NPOs have tax-exempt status because they either support social causes or perform services that benefit the public (IRS, 2019b; Prentice, 2018). Nonprofit organizations operating in the United States must maintain compliance with the IRS requirements to preserve their tax-exempt status.

Nonprofit Organizations in Scotland

Scottish organizations that do not meet the criteria established for public or private organizations fall into the third sector. Third-sector organizations generally are classified as nongovernmental, value-driven, not-for-profit organizations (Pennerstorfer & Rutherford, 2019). The third sector includes organizations such as charities, social enterprises, and voluntary groups focused on providing services that improve the well-being of their clientele. Nonprofit organizations operating as charities in Scotland must register with the Office of the Scottish Charity Regulator (OSCR). To be considered a charity, an organization must operate only for charitable purposes, must provide services that benefit the public, cannot use any of their assets for noncharitable purposes, cannot be governed or directed by government Ministers, and cannot be associated with a political party (Office of Scottish Charity Regulator, 2019a). Being granted charitable status by OSCR requires organizations to meet certain the financial reporting obligations codified in the Charities and Trustee Investment (Scotland) Act 2005 (Office of Scottish Charity Regulator, 2019a). Like NPOs in the United States, Scottish organizations registered with OSCR generally gain relief on income, value-added, and property taxes, as well as having access to funding opportunities available only to organizations deemed charities (Office of Scottish Charity Regulator, 2019a). Foundation X met the criteria of a charitable third-sector organization under the guidelines set forth by OSCR.

Funding Nonprofit Organizations in Scotland

The charity sector faces financial challenges. Although the demand for the services provided by the charity sector continues to maintain an upward trend overall (McDonnell, 2017), new regulations and competition are limiting funding available to support these activities (Cunningham et al., 2016; Scottish Council for Voluntary Organisations, 2019). Charitable organizations in Scotland receive funding for operations from various sources, including independent trusts and foundation, lottery funders, statutory funders, private businesses, individual philanthropists, and social investors. Despite the increased demand for their services, Scottish charities are still experiencing the economic effects of the 2008 recession that led to the implementation of policies to reduce public spending for the provision of social welfare and well-being (Clifford, 2017; Cunningham et al., 2016). The decline in public funding of charities makes fundraising a much more critical component of an NPOs overall strategy.

Since the recession of 2008, many charitable organizations have experienced declines in donations from individuals and reductions in public funding of their services.

An analysis of individual contributions in the United Kingdom in 2018 indicates a steady decrease in the proportion of people providing financial support to charities through donations or sponsorships from 69% in 2016 to 65% in 2018 (Charities Aid Foundation, 2019). According to the Scottish Council for Voluntary Organisations (2019), the key challenges facing the charitable sector focus on financial viability - funding pressures within the sector, as well as with the local and national government, inability to plan for the future, increasing competition for diminishing resources, staffing costs and recruitment and retention, lengthy, complicated, and bureaucratic funding applications, and difficult monitoring and evaluation reporting requirements. The combined impact of increased demand, new regulations, competition from companies outside of the sector, and reduced funding provided the need for NPOs, like Foundation X, to develop new strategies to engage with the community to increase private donations.

Engaging with the Community to Increase Awareness

Community engagement presents an opportunity for organizations to develop a relationship with supporters, partners, and prospective donors. Engagement and interaction activities are vital to increasing awareness about the social issues charitable NPOs address (Berrone et al., 2016). Nonprofit organizations provide outreach to the people they serve based upon strong community relationships and an intimate understanding of their needs and how best to provide them (Aldashev et al., 2018). In an era of increasing demand for services, while simultaneously funding is restricted or declining, NPOs find it more difficult to sustain operations. Strong, well-resourced NPOs that connect with the decision-making infrastructure and stakeholders in their communities can catalyze growth and opportunity (Choi et al., 2019; Kim, 2017). The use of internal resources to leverage community connections leads to a competitive advantage.

When organizations establish a strong presence and awareness of their mission within the local community, it creates a competitive advantage that can lead to increased donations. Leaders of NPOs that develop engagement strategies that help the public differentiate providers of similar services and create a connection with the organization experience increases in the levels of charitable giving (Carroll & Kachersky, 2019). Foundation X operated 37 service locations in Scotland and was a recognized leader of autism-specific services. Their reputation had established a strong presence in the autistic community. Many leaders and staff participated in community activities and had developed partnerships with local businesses and other charitable organizations, which helped them maintain their ability to attract donations.

Corporate Social Responsibility

Corporate social responsibility (CSR) programs are one-way NPOs engage with the community to create mission awareness. Many organizations dedicate resources to CSR to gain economic, social, and environmental benefits for their stakeholders (Shier & Handy, 2016). Study results indicated that NPOs promote community awareness and engagement through programs and activities that collaborate with individuals and organizations within and beyond the community (King, 2017; Rak & Spencer, 2016). Communities are central to enabling NPOs to address complex social problems effectively (Berrone et al., 2016). The connections formed through these engagements provide a myriad of opportunities to develop ongoing relationships with prospective donors. Foundation X sought to differentiate itself from its competition by tailoring partnerships that focused on the CSR objectives of local businesses while maximizing staff and community engagement to increase donations.

Digital Technology

Nonprofit organizations rely on multiple sources of funding, including donations from corporations and individuals. Robust fundraising programs include a wide variety of activities, such as targeting specific individuals or groups, cultivating prospects, soliciting donations, and recognizing the donors (Lee & Shon, 2018). Because of the vital role fundraising plays in NPOs' organizational priorities, significant research into factors that encourage donations and how individuals determine what organizations to support exists. Recent studies focus on using digital media as a way to increase awareness of the mission of the organization, as well as eliminate barriers to donation (Park & Rhee, 2019). Foundation X continued to integrate its fundraising and marketing organizations to enhance community awareness and increase donations. By effectively using its internal resources to increase awareness within the local community, NPOs can increase the willingness of the public to support its activities.

Application of Resources to Community Awareness Strategies

The way NPO leaders use organizational resources in their community awareness campaign is a critical component when developing strategies to increase donations. Researchers conducted studies to understand how NPOs use social media (Feng et al., 2017; Huang & Ku, 2016; Shin & Chen, 2016) and crowdfunding (Levenshus et al.,

2019) to support its fundraising strategy. Based on the results of these studies, researchers using quantitative and qualitative methods found that in the highly competitive environment of NPOs, organizations that use their resources to engage with the community establish a higher intention to donate. However, the challenge is developing a strategy that transforms the intention to give into actual donations. In Scotland, NPOs are increasingly reliant on public donations, as the competition among similar organizations increases, and funding available from local authorities shrinks (Charities Aid Foundation, 2019). By applying the results of these studies, Foundation X can develop strategies that maximize the use of its resources to address funding challenges by increasing public contributions.

As the competition among NPOs grows, organizations' intangible resources, such as positive reputation and brand identity, become increasingly important as a means of differentiating one organization from the others to gain competitive advantage. Organizational leaders who optimize the use of the internet and internet-based activities can build or strengthen relationships with the community, leading to a willingness for people to donate time and money (Di Lauro et al., 2019). Social media and crowdfunding are strategies that NPO leaders use to develop relationships with donors to increase community awareness about their mission while, at the same time, growing donations.

Social Media

The use of social media is one-way organizations engage with the community. Nonprofit organizations widely use social media to connect with the public (Sun & Asencio, 2019). When seeking to understand the impact of social media applications like websites, Facebook and Twitter accounts, blogs, and other social platforms, researchers conducted studies on the effects of social media usage on donations (Feng et al., 2017; Mainardes et al., 2017; Shin & Chen, 2016). Feng et al. (2017) surveyed 240 followers of the largest NPO in China's social media accounts to determine the impact its social media posts had on establishing trust to increase donation intention. Using the quantitative method based on empirical evidence, Feng et al. concluded that NPOs could use social media strategies to affect consumer confidence in the mission of the organization, which led to increases in donations.

Similarly, Shin and Chen (2016) examined website content communication practices used by NPOs listed as the top 100 in the United States to correlate the role communication played in increasing charitable giving. The researchers found that using social media to disseminate information, establish communication, and establish accountability and trust was positively associated with fundraising. Based on these findings, Shin and Chen concluded that the effective use of social media should be an integral part of an NPOs fundraising strategy.

Other researchers focused on the benefits NPOs derive from social media campaigns but did not directly link these benefits to their impact on public donations. Di Lauro et al. (2019) reviewed 62 global studies conducted by researchers between 2012 and 2018 to quantitatively evaluate the NPOs' use of social media as a communication tool to increase the involvement and engagement of donors. Based on this analysis, the researchers established the benefits of using social media, including increasing brand identity and mission awareness. Di Lauro et al. defined social media engagement with the public as posts to websites, Facebook activity, tweets, and blogs. As competition amongst service providers continues to grow, NPOs may use social media to differentiate it from the other similar organizations in the mind of the public.

Despite NPOs' use of social media as a communication tool to create a competitive advantage in the minds of consumers, few organizations are embracing its full capacity as a fundraising vehicle (Abel et al., 2019; Agozzino & Fleck, 2016). According to Agozzino and Fleck (2016), although many highly recognized NPOs use social media platforms to communicate and create community awareness around their mission, they do not use it as their primary way of raising funds. The researchers found that although only 8% of the NPOs using Facebook as their primary communication tool mention fundraising in their posts, nearly all NPOs have a donation button directly on their social media pages (Agozzino & Fleck, 2016). Similarly, a study of 500 English-language Facebook groups related to autism finds that only 0.8% (4/500) had a stated purpose of attracting financial resources for the organization through events, products, or services (Abel et al., 2019). The use of social media increases the ability of an NPO to engage and interact with the community strategically and confers an advantage in terms of donations (Bhati & McDonnell, 2020). For Foundation X to effectively use social media to develop community awareness strategies that increase public contributions, it will need to correlate the results of its activities to fundraising results.

Crowdfunding

Crowdfunding is another way organizational leaders use digital media to engage with the community to create awareness about their activities and increase donations.

Organizations use crowdfunding to involve online communities in eliciting feedback on new product ideas, supporting awareness efforts, and encouraging monetary contributions (Levenshus et al., 2019; Li et al., 2018; Salido-Andres et al., 2019). Levenshus et al. (2019) performed a qualitative case study using purposeful sampling to analyze the role of innovation and organizational adoption of crowdfunding activities at a university in the United States. Based on the results of the study, the researchers concluded that the internal communication strategy, as well as senior management's commitment to communicating with social networks, determined the success of crowdfunding activities. Although the research performed by Levenshus et al. is not generalizable, it does offer transferable guidance regarding the importance of the organizations' ability to support clear and transparent communication with external stakeholders. The importance of a clear, transparent flow of information from an organization was relevant to this study because communication is a resource that will allow Foundation X to differentiate itself from the competition when seeking donations.

Digital applications and the use of social media provide new opportunities for NPOs to reach potential donors. While NPOs have traditionally funded charitable causes by targeting individual donors, the global reach of the internet dramatically increases the range of crowdfunding initiatives. Salido-Andres et al. (2019) performed an exploratory quantitative analysis using donation-based crowdfunding data from 360 small, medium, and large Spanish NPOs in the Microdonaciones database over a 5-year timeframe spanning 2012–2017. The results of Salido-Andres et al.'s study indicated that individuals showed a higher incidence of donating to small goal campaigns that they viewed as achievable. Nonprofit organizations use charitable crowdfunding, also known as donation crowdfunding, to merge social media technology with fundraising techniques.

If NPO leaders expect to derive financial benefits from crowdfunding, they must understand the factors that support donor intention to donate. According to Li et al. (2018), the success of charitable crowdfunding models is dependent upon an NPOs ability to instill a sense of trust in potential donors to trigger donation behavior. Li et al. examined the factors which trigger donor intention to participate in NPO crowdfunding projects by distributing web-based surveys to 350 users of the Tencent charitable crowdfunding platform in China. Using structural equation modeling, the researchers found that crowdfunding projects that create a sense of trust led to significantly higher donor intention levels (Li et al., 2018). A consumer’s perceived level of trust and satisfaction with an organization determines the likelihood that social media, including crowdfunding, will trigger their donation intention (Breeze & Jollymore, 2017; Feng et al., 2017; Li et al., 2018). Research results showing the relationship between trust and satisfaction are relevant to this doctoral study because Foundation X was a trusted, well-known, and respected Scottish NPO. The leaders of the organization can use this trust to their advantage when implementing a crowdfunding strategy that creates a competitive advantage in its environment.

Nonprofit organizations have begun to embrace crowdfunding as part of their fundraising strategies. Research findings related to crowdfunding activities stress the importance of communication skills in influencing the effectiveness of the campaign

(Levenshus et al., 2019). Internal resources must be devoted to raising internal and external awareness and visibility of the project. Innovative fundraising approaches, like crowdfunding, require an ongoing commitment to communication and integration with other social media channels (Shin & Chen, 2016). Due to its geographic disparity, Foundation X may find it necessary to develop additional resources to establish a clear communication strategy to support crowdfunding activities.

Themes Based on Professional and Academic Literature Review

The primary focus of this qualitative single case study and literature review was to explore nonprofit fundraising strategies used by NPO leaders that leverage community awareness with increases in the publics' intention to donate. The RBV theory of competitive advantage provided the opportunity to evaluate how NPO leaders can use organizational resources to differentiate themselves from other service providers in the sector. Research showed that a variety of strategies are used by NPOs to engage with the community as part of their fundraising activities. By exploring the funding challenges posed in the research question, and its application to community engagement, a consistent theme regarding the use of digital technologies for fundraising became evident.

Research findings indicate that NPOs using social media, such as websites, Facebook, Twitter, and blogs, to interact with their communities experienced an increased intention to donate among their constituents (Feng et al., 2017). Additionally, researchers identified the need for strong communication channels to reinforce social media messages (Agozzino & Fleck, 2016). However, existing literature does not address strategies NPOs leaders use to maximize internal or external resources to gain a competitive advantage when seeking donations. Applying the lens of RBV for competitive advantage to the research findings showed that Foundation X could use digital technologies, such as social media and crowdfunding, as part of its fundraising strategy. To differentiate itself from the competition, Foundation X must maximize its use of internal resources, such as marketing, communications, brand identity, and goodwill, to create a strong connection with the community. The use of the RBV theory of competitive advantage, therefore, supported the process of using organizational resources to enhance potential donors' intention to donate.

Transition

In Section 1, the Foundation of the Study, I identified the purpose of this single qualitative case study, which is to explore community awareness strategies used by NPO leaders to increase donations to sustain operations. The RBV of competitive advantage was the conceptual framework, and an in-depth review of professional and academic literature provided an overview of scholarly information on the subject, adding credibility to the study. I discussed my thought process leading to the selection of RBV of competitive advantage by evaluating social marketing theory, transformational leadership theory, and Porter's (1980) five competitive forces theory to determine the best framework to use for this study. Although scholarly research indicated each of these alternatives had been used in studies related to NPOs, they did not appropriately address my research question, and therefore, were eliminated. A review of the scholarship and literature associated with NPOs led to a comparison between the operational environment of NPOs in the United States and Scotland. Finally, I showed how research evidence supporting successful strategies used to develop community awareness strategies to increase donations applied to my business problem.

Section 2 contains a detailed overview of the design and plan for this qualitative single case study. I identify the role of the researcher as the primary data collection instrument, acknowledge the ethical research challenges created by researcher bias and error, and establish processes for mitigation through the development of an appropriate population and sampling schema. A description and justification of the research method and research design are presented, including a plan for achieving data saturation. Section 2 concludes with the identification of the data collection instruments, data collection techniques, data organization techniques, and data analysis methods used, and the process used to maintain the reliability and validity of the study.

In Section 3, using a comprehensive application of the 2019 Baldrige Performance Excellence Program, I present my evaluation and findings for Foundation X. I evaluated the organization based on company documents and regular conversations with a member of the senior leadership team using the key factors worksheet, the leadership triad, and the results triad documents to develop an organizational profile based on an exploration of the organization’s leadership, processes, performance, and effectiveness. Finally, I present the culmination of the data gathered in the collection, analysis, and preparation of the results section. Key themes are summarized, and research contributions and recommendations are presented.

Section 2: The Project

Purpose Statement

The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain NPO operations. The target population for this study comprised of five senior leaders from a single NPO located in Scotland, who had implemented successful community awareness campaigns, which led to an increase in donations. The implications for positive social change include the potential to expand services to individuals and families in need of specialized services and to raise community awareness of the struggles experienced by individuals with special needs. Heightened community awareness may lessen the burden on society, reduce the need for government funding, and improve the quality of life for those with special needs.

Role of the Researcher

When performing qualitative studies, the researcher is the primary instrument for data collection and analysis (Marshall & Rossman, 2016). The role of the researcher centers on exploring, describing, explaining, documenting, and archiving the data collected in an ethical manner (Karagiozis, 2018; Yates & Leggett, 2016). As the primary instrument for data collection, the researcher determines what will be studied, designs the methodological approach, identifies participants, prepares interview questions, conducts interviews ethically, maintains documentation, validates the data through transcript reviews or member checking, performs document analysis, ensures data saturation, and presents the findings without bias (Yin, 2018). According to Clark and Vealé (2018), focus, interpretive thinking, and reflection are skills used by researchers to minimize inherent assumptions and biases while collecting and analyzing data. In this qualitative single case study, I was the primary instrument for data collection. Using the framework established in the Manual for the DBA Consulting Capstone (Walden University, 2019) and the Baldrige Performance Excellence Program (2019), I gathered and analyzed data from my nonprofit client organization to help the senior leadership team overcome strategic challenges to increase their overall fundraising performance through community awareness activities.

According to Sahir and Brutus (2018), consultants provide invaluable assistance in the form of knowledge to help organizations achieve sustainable improvements. I have interacted with numerous faith-based and educational NPOs over the past 20 years as a volunteer, although no prior personal or working relationship existed with the participants in this study. My role in these organizations focused on providing spiritual, educational, and financial support to families in need of clothing, housing, basic medical care, and food. My strong educational and professional background in finance, leadership, and change management allowed me to provide much-needed support to these organizations. Before beginning my consulting agreement, I had a general awareness of the services required by autistic people and their caregivers. Although I had no previous experience working as a consultant in this nonprofit sector, I articulated a set of metrics to guide my client in achieving a high-performing, customer-focused outcome by following the Baldrige framework.

Researchers must be concerned with the ethical aspects of their research study. Ethical concerns are especially important to researchers when the target population includes human subjects (Loe et al., 2016; Ngozwana, 2018). When determining the design of a research study, scholar consultants consider how to gain access to the data required and potential ethical concerns they may encounter (Wallace & Sheldon, 2015). The Belmont Report highlights three fundamental ethical principles, which are respect for persons, beneficence, and justice, as well as corresponding guidelines, which are informed consent, assessment of risks and benefits, and selection of subjects that govern the moral conduct of human subject research (Adashi et al., 2018; National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Wallace and Sheldon (2015) posited that researchers who exhibit merit, integrity, and respect in obtaining participant consent ethically mitigate risk when gathering data. I followed the guidelines and principles of the Belmont Report throughout my research study activities by (a) allowing participants to determine whether they wished to participate in the study (respect for persons), (b) taking steps to protect the anonymity of participants and the client organization (beneficence), and (c) creating a fair balance between the people who participate in the study and those who will benefit from it (justice).

Researchers need to address and mitigate the potential biases their own life experiences and personal lens bring to the research study and implement strategies to minimize this influence during data collection and analysis (Fusch et al., 2018). Researcher bias is possible in all research designs, is challenging to eliminate, can occur at any stage of the research process, and affects the validity and reliability of study findings (Yin, 2018). Because it is essential to maintain objectivity when conducting a research study, researchers reduce the impact of bias by acknowledging possible sources and using a variety of methods, such as triangulating data from multiple sources, developing interview protocols, and establishing a process of member checking (Fusch et al., 2018).

In this study, I reduced the potential for researcher bias by gathering the data from multiple sources and triangulating it methodologically. Data sources for my research included personal interviews, public data, and internal site documentation. The triangulation of numerous sources of data can enhance the reliability of the study results and data saturation (Fusch et al., 2018; Gibson, 2017; Joslin & Muller, 2016; Marshall & Rossman, 2016; Noble & Heale, 2019).

I also used an interview protocol (Appendix A) to mitigate the potential for researcher bias in this study. Interview protocols provide structure by ensuring the interview questions align with the research question and construct an inquiry-based conversation (Castillo-Montoya, 2016; van de Wiel, 2017). Castillo-Montoya (2016) stressed the importance of an interview protocol to provide a systematic framework for developing and refining the process qualitative researchers use to collect data. The interview protocol keeps qualitative researchers focused on collecting and analyzing the data in a manner that limits bias (van de Wiel, 2017).

Other methods researchers use to mitigate biases are transcript review and member checking. Transcript review is a process in which the participants read the interview transcripts and provide clarification or additional information to ensure accuracy (Thomas, 2017). Member checking, the final step in the interview protocol, can be used to confirm the accuracy of a researcher's synthesis, reduce researcher bias, increase participant trust, and ensure data saturation (Marshall & Rossman, 2016). Member checking is an iterative process occurring after an interview that allows the researcher to obtain in-depth and accurate information (Birt et al., 2016; Morse, 2015). Member checking enhances the academic rigor and credibility of a study (Marshall & Rossman, 2016). As detailed in the interview protocol (Appendix A), I performed member checking as part of my interview process. After the interviews, I reviewed the transcripts and succinctly interpreted the responses to each question. The participants received a verbatim transcript of the interview to review for accuracy and my interpretations of their responses. Errors resulting from dialect and accent barriers were corrected, and any additional clarifying information was added to verify interpretive accuracy and mitigate bias.

Participants

The selection of participants in a research study is one of the most important tasks undertaken by the researcher (Boddy, 2016). Participants must possess the knowledge and the experience relevant to the research question to provide a unique insight into the topic (Fleet et al., 2016). The participants in this study were members of Foundation X's senior leadership team whom I interviewed to discuss community awareness strategies to increase donations to sustain nonprofit operations. To be eligible for this consulting case study, the participants had to work at my client organization in a strategic decision-making capacity. Additional criteria included having a proven success record in developing and implementing strategies to increase donations in NPOs that have sustained operations. These criteria ensured that participants had expert knowledge relevant to the research question.

I collected data for this research study from members of the senior leadership team of a nonprofit provider of services for autistic people located in Scotland. As a scholar-consultant, I was assigned a specific client organization and client leader after acceptance into the program by Walden University. The Institutional Review Board (IRB) for Ethical Standards in Research approved my IRB application before any interaction with the clients took place. Upon receipt of IRB approval, I contacted my primary client via email to establish a schedule of weekly Skype/MS Teams meetings. Study participants expanded to include two other senior managers based on their knowledge and direct experience with the strategy and measurement, analysis, and knowledge management of Baldrige criteria.

Establishing a relationship of rapport and trust between the interviewer and interviewees is essential to obtain a rich and detailed account of their lived experiences (Yin, 2018). Researchers use a variety of strategies to establish a working relationship with participants. The process of building rapport and developing comfortable interactions starts before any interviews take place (McGrath et al., 2019). Before the first Skype meeting, I sent an introductory email detailing my professional and educational expertise and proposing expectations for the term of the consulting agreement. A standard meeting time was selected based on the client’s schedule. I mailed a copy of the agenda and an outline of the discussion topics to the client two days before each meeting. I also respected the client's time by ensuring the meetings did not run over the allotted time.

The use of email, voice, or online communication methods may affect a researcher's ability to establish rapport during qualitative interviews (Lo Iacono et al., 2016). Nonverbal cues, such as facial expressions, gestures, and body language, add to the richness of qualitative data and the ability of researchers to connect with participants. Because my client organization was located in Scotland, communication had to take place online or by telephone. I chose to use Skype and MS Teams video conversations during my data collection to overcome the lack of nonverbal communication and deepen the understanding between researcher and participant. Skype meetings enhance the ability of the researcher to build rapport because the researcher can use their facial expressions to convey knowledge and emotion (Lo Iacono et al., 2016). Another benefit of using Skype or MS Teams meetings over other types of long-distance communications comes from the ease with which participants can exchange information on the screen during conversations (Lo Iacono et al., 2016).

As the client and I developed the organizational profile using the Baldrige Performance Excellence Program (2019) criteria, we continued developing a working relationship based on trust and respect. To increase the client's trust, I explained the process used to keep their information confidential and shared draft versions of the organizational profile to ensure accuracy. According to McGrath et al. (2019), researchers who exhibit an open and curious attitude toward the client's point of view create an atmosphere of trust and rapport essential with their clients.

Research Method and Design

Research Method

The research methodology used in this study was qualitative. Choosing the appropriate research method for a study is essential because it provides a framework for research design and data collection (Yin, 2018). Researchers consider the appropriate methodology for a research study based upon its applicability to addressing the research question (Bass & Milosevic, 2018; Kozleski, 2017). The three types of research methodologies considered for this research study were qualitative, quantitative, and mixed method. According to Clark and Vealé (2018), researchers use the qualitative research method to understand people through the social and cultural contexts in which they exist. Qualitative studies allow the researcher to explore the complexities of the research question using an interpretive and naturalistic approach through direct observation, interviews, and archival and public documentation (Park & Park, 2016; Rahman, 2017).

Qualitative research provides a depth of understanding about phenomena not achieved using other methods (Yin, 2018). Researchers use the qualitative methodology to develop an in-depth understanding of phenomena within a specific context to answer questions relating to what, how, and why (House, 2018; Rahman, 2017). By using the empirical data collected through the qualitative research methodology, the researcher explores the role perspectives, settings, and techniques have on the research question

(Kozleski, 2017). Qualitative researchers focus on gaining a more in-depth insight into the phenomena under study by exploring the meaning and effect of actions (Rahman, 2017).

In contrast, researchers use the quantitative research methodology to test hypotheses based on numerical data (House, 2018; Rahman, 2017). When using a deductive approach, researchers develop hypotheses based on a theory, which they test to determine whether specific evidence supports the findings (Taguchi, 2018). Quantitative methods usually involve formally designed experiments and carefully controlled dependent and independent variables. Researchers use quantitative research methods when they seek to generate numerical data collected from questionnaires, surveys, and measurements to explain observations (Christianson & Gutierrez, 2016). Researchers then numerically tabulate data collected and characterize the results through statistical analysis. Researchers also use quantitative research methods to generalize the findings to a large population (Park & Park, 2016). The quantitative research method was not an appropriate choice because my study focused on the leadership strategies of the participants and targeted the findings to my client organization versus an examination of quantitative variables. Additionally, I used interviews, public data, and internal organizational documentation, as opposed to statistical analysis for my research.

The mixed-method approach combines both qualitative and quantitative techniques, methods, and concepts into a single study (Alavi et al., 2018). The basic premise of this methodology is that integration of the qualitative and quantitative techniques permits a synergistic use of data that overcomes the deficiencies in each method (McKim, 2017). Researchers argued that studies using the mixed-method approach gain a more in-depth, broader understanding of the phenomenon than studies that do not use both the quantitative and qualitative approach (Alavi et al., 2018; Christianson & Gutierrez, 2016; McKim, 2017). However, the mixed method was not suitable for my research study because it lacks a quantitative component.

I chose the qualitative methodology for my study after evaluating the benefits and drawbacks of quantitative and mixed-method approaches as they related to my research question. Researchers use the qualitative methodology to collect data that provide contextual information and contributes to creating a deeper understanding of the phenomena (House, 2018; Rahman, 2017). The qualitative methodology is appropriate when exploring the perceptions and experiences of individuals by using interviews, public data, and internal site documentation (House, 2018). My research study focused on exploring community awareness strategies NPO leaders use to increase donations to sustain NPO operations. Because I sought to develop an in-depth understanding of the strategies used by leaders in my client organization using semistructured interviews of employees, publicly available data, and internal organizational documentation, the qualitative method was appropriate for my study.

Research Design

According to Marshall and Rossman (2016), researchers using the qualitative method align the research question to the methodology. Case studies, phenomenological, and ethnographical are common research designs used to support the qualitative research methodology. Researchers use case studies to perform an in-depth investigation of a contemporary phenomenon in a real-world context when unclear boundaries exist (Guetterman & Fetters, 2018; Morgan et al., 2017; Runfola et al., 2017). In business research, researchers use case studies to interpret strategies, develop best practices, or analyze internal and external influences on an organization (Yin, 2018). According to Runfola et al. (2017), a case study is an effective way to gather information through archival data and interviews in a real-life setting. Researchers use a multiple case study design to gain a better understanding of the richness of thought from a variety of organizations; however, a single case study provides greater flexibility (Yazan, 2015). Interviews with senior leaders of the NPO, as well as copies of policies, procedures, and other archival documents, were the basis for the study. Therefore, a single case study design was most appropriate for this study.

Phenomenology and ethnography are two other qualitative research designs considered for this study. Researchers use a phenomenological design to explore the lived experiences of individuals and groups, and it provides a deep understanding of these experiences from their perspective (Cypress, 2018; Yin, 2018). Phenomenological research involves the exploration, description, and interpretation of life as the participants experience it (Nazir, 2016). Data collected by researchers using a phenomenological approach present the participant's point of view. This method effectively allows the researcher to apply normative assumptions to determine the individual experiences and perceptions of participants (Qutoshi, 2018). The focus of my study was the community awareness strategies NPO leaders use to increase donations to sustain nonprofit operations rather than the personal lived experiences of individuals. The phenomenological design did not align with my research question because my study sought to interpret strategies, develop best practices, and analyze influences on the organization, rather than study the lived experiences of individuals or groups.

Researchers using an ethnographic design rely on the prolonged observation of individual practices and interactions, carefully designed interviews, and collection of archival data to provide a meaningful and deep understanding of the experiences of a cultural group or organization (Bass & Milosevic, 2018). Researchers using an ethnographic research design collect rich data through direct and sustained interaction with individuals in the context of their daily lives (Iloh, 2016; Marshall & Rossman, 2016). Researchers using an ethnographic approach immerse themselves in the culture of the organization as an active participant, recording observations with detailed field notes (Felix, 2018). Geographic distance between myself and the client and the inability to embed me in their organization made the ethnographic design impractical.

Data saturation is a critical element in determining the quality and validity of the qualitative study (Boddy, 2016). How and when a researcher attains data saturation varies based on the type of research and its design (Fusch & Ness, 2015). Despite the importance of achieving data saturation in qualitative research, there is a lack of consensus on the process and inconsistencies in its application (Elman et al., 2016; Saunders et al., 2018). Data or thematic saturation occurs when no new information or issues emerge, and further data collection becomes redundant (Hennink et al., 2017). For this single case study, I used the design parameters to ensure that research supported the collection of rich (quality) and thick (quantity) data. When researchers ask the same questions of participants in interviews, it is possible to achieve data saturation with a smaller sample size (Fusch & Ness, 2015). As themes emerged from the interviews, I triangulated them with information collected from public websites, archival data. Data continued to be collected until no new themes emerged. I reached data saturation with three participants.

Population and Sampling

Researchers use case studies to perform an in-depth investigation of a contemporary phenomenon in a real-world context when unclear boundaries exist between the two elements (Guetterman & Fetters, 2018; Morgan et al., 2017; Runfola et al., 2017). Researchers use the qualitative research method to ensure the findings are representative of the population (Palinkas et al., 2015). The population for this single-case study consisted of five senior leaders from a single NPO located in Scotland. Fleet et al. (2016) noted that participant selection requires a clear rationale and must address the research purpose and question. Researchers use purposeful sampling to actively select participants from the target population who will provide the best opportunity to offer a unique insight into the research question (Fleet et al., 2016; Serra et al., 2018). Purposeful sampling is a nonprobability sampling technique when the researcher selects participants based on specific characteristics in a population and the objective of the study (Serra et al., 2018; Sharma, 2017). I used purposeful sampling to evaluate the population selecting only participants in strategic decision-making roles who possessed knowledge and experience in developing and implementing strategies to increase donations to sustain NPO operations. Based on the specific participant criteria, the total population for my single case study included the following positions: chief executive officer, fundraising manager, brand manager, deputy chief executive, and quality and risk manager.

Using purposeful sampling in qualitative studies provides alignment between the data collected and the research purpose and question. Purposeful sampling, also known as judgmental sampling, selective sampling, or subjective sampling, draws on the judgment of the researcher when selecting participants to study (Sharma, 2017). Researchers use purposeful sampling in qualitative research for the identification and selection of participants uniquely qualified to provide rich information regarding the research topic (Palinkas et al., 2015). The resulting sample size using purposeful sampling is small compared to probability sampling techniques. According to Boddy (2016), there is a lack of consensus on the sample size for qualitative research.

In a qualitative study, the number of participants needed to answer the research question adequately determines the sample size (Boddy, 2016; Gerring & Cojocaru, 2016). I selected three participants from my total population of five as the sample to take part in the semistructured interviews for my study. Data saturation commonly determines the sufficiency of the purposeful sample size (Hennink et al., 2017). Researchers attain data saturation when data collection yields no new data, information becomes redundant, and new themes do not emerge (Marshall & Rossman, 2016). If I had not reached data saturation with my initial sample size, I would continue to interview other participants until no new information emerged.

When conducting interviews, the time and location must be convenient for the participants and create a relaxed atmosphere. A comfortable interview setting, devoid of distractions, improves the rapport and comfort of the participants, possibly encouraging the disclosure of more in-depth information (McGrath et al., 2019; Miller, 2017). I conducted the interviews via Skype, MS Teams or telephone based upon the participant's preference. When possible, Skype and MS Teams were the preferred method because they allowed visual interaction with the participant. Skype and MS Teams meetings enhance the ability of the researcher to build rapport because the researcher can use their facial expressions to convey understanding and emotion (Lo Iacono et al., 2016).

Ethical Research

Ethical concerns are especially important to researchers when the target population includes human subjects (Loe et al., 2016; Marshall & Rossman, 2016). It is the researcher's responsibility to apply basic ethical principles to protect participants and address concerns when performing research involving human subjects (Adashi et al., 2018; Wallace & Sheldon, 2015; Yin, 2018). To ensure ethical conduct of research involving human subjects, institutions establish an IRB to protect the rights and welfare of human subjects from research risks and to help guide researchers with maintaining compliance with federal regulations (Liberale & Kovach, 2017). Yin (2018) identified five actions researchers take to protect the rights of their participants: use informed consent, do not undertake actions that may cause harm, protect privacy and confidentiality, protect vulnerable groups, and ensure equitable sampling. Wallace and Sheldon (2015) posited that researchers who exhibit merit, integrity, and respect in obtaining participant consent mitigate risk when gathering data.

Before any interaction with my client organization occurred, I obtained IRB approval indicating that the proposed study was within the parameters of Walden University's DBA Consulting Capstone Program. The Walden University IRB approval number for this study is 09-13-18-0757704. Upon obtaining IRB approval, I began interactions with my client organization to collect and analyze data from senior leaders. Compensation or incentives for participation in research studies may increase coercion and increase biased results (Largent & Lynch, 2017). Participants received no payment or incentives for taking part in this study beyond the consulting services provided during the 40-week data gathering period. By way of introduction, and per participant compliance guidelines, I sent an email to my client that included the informed consent form. The Belmont Report authors outlined the requirements of the informed consent process to include three elements: information, comprehension, and voluntariness (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Each participant consented via email to the informed consent form. Additionally, the client organization and Walden University mutually agreed to the terms detailed in the DBA Research Agreement. During my first conversation with the client, I reviewed the details of the consent form to ensure they had a complete understanding of its contents, the process the would be participating in, and their rights.

As agreed upon in the Consent Form for Senior Leader Interviews form and reiterated during the introduction of the interview protocol (Appendix A), participants understood involvement in the study was voluntary. The participants could withdraw, without consequence, at any point via Skype, MS Teams, telephone, or email communication with the researcher. If the participant was uncomfortable contacting the researcher directly, they could contact Walden University directly using the contact information included in the consent form. Regardless of individual participant continuation with the study, I maintained a consistent level of confidentiality.

Maintaining confidentiality to protect participants' rights is the responsibility of the researcher (Adashi et al., 2018). All conversations and interviews were conducted virtually using Skype in a private office setting to minimize distractions and allow for privacy. I recorded and transcribed all conversations and interviews to ensure the accuracy of information. Participants knew they were being recorded and knew of the option to review transcripts. To protect the confidentiality of the client organization and participants, I assigned a pseudonym Foundation X to the organization and referred to the participants as Participant 1, Participant 2, and Participant 3. Any transcript, report, presentation, or publication related to this study only described general patterns rather than specific information from the data. I redacted any information that potentially identified individual participants or partner organizations. To further protect the rights of the participants, I used a password-protected thumb drive to store all electronic data. The thumb drive, along with hard copy documents, was kept in a locked file cabinet. After a minimum 5-year retention period, all electronic and paper documentation related to the study will be destroyed.

Data Collection Instruments

In qualitative research studies, the researcher is the primary data collection instrument (Fusch & Ness, 2015; Marshall & Rossman, 2016; Yazan, 2015). When collecting data, the researcher’s primary focus centers on exploring, describing, and documenting valid and reliable information (Yates & Leggett, 2016). For this qualitative single case study, I was the primary instrument for data collection. The researcher is responsible for determining how data will be collected and what information is relevant and aligns with the research question (Yin, 2018). Researchers undertaking a qualitative study can collect data from various sources, including public documents, archival records, interviews, direct observations, participant observation, and physical artifacts (Clark & Vealé, 2018; Cypress, 2017; Yin, 2018). The use of multiple sources of data in qualitative studies ensures the validity and reliability of information (Cypress, 2017; Fusch & Ness, 2015; Reichow et al., 2018). I used semistructured interviews, publicly available documents, and organizational document data provided by the client organization.

Using the process and objectives outlined in the Manual for the DBA Consulting Capstone (see Walden University, 2019) and the Baldrige Performance Excellence Program (2019), I selected and interviewed three members of the total population for the study using purposeful sampling. Additionally, Skype and MS Teams conversations with the fundraising manager assigned as my point of contact took place over 2 years. Each interview lasted 45 to 60 minutes following the Baldrige Performance Excellence Program (2019) guidelines. According to Malterud et al. (2016), researchers who maintain clear and candid communication with participants establish a trusting relationship, which leads to in-depth dialogue. My client organization provided access to company documentation, such as financial records, employment statistics, business plans, and strategic initiatives.

The use of semistructured interviews, along with data collected through other documentation, bolsters the validity and reliability of data and helps support data saturation (Clark, & Vealé, 2018; Cypress, 2017; Fusch & Ness, 2015; Yin, 2018). The semistructured interviews with three senior leaders provided insight into community awareness strategies used to increase donations to sustain competitive advantage. The interviews followed the interview protocol (Appendix A) and consisted of seven open-ended questions. Researcher use of an interview protocol helps ensure consistency between the interviews while allowing the participant the freedom to freely respond to the question and the researcher to delve deeper into the emerging themes by constructing an inquiry-based conversation (Castillo-Montoya, 2016; van de Wiel, 2017). The interview protocol provided a script for the interviews. It reiterated the overarching research question, acknowledged receipt of the consent form, reviewed consent form details and confidentiality procedures, requested permission to record the interview, and outlined the member checking process.

According to Fusch and Ness (2015), transcript review and member checking are methods used by researchers to enhance the reliability and validity of qualitative research studies. Researchers use transcript review and member checking to confirm the accuracy of data collected (Birt et al., 2016; Marshall & Rossman, 2016; Thomas, 2017). Transcript review is a process in which researchers provide a verbatim transcript of the interview to allow participants the opportunity to verify the accuracy and give clarifications on intent (Thomas, 2017). Transcript review takes place before coding and analysis of the interview.

I used member checking to confirm the accuracy of synthesis, reduce researcher bias, increase participant trust, and ensure data saturation. Member checking is an iterative process, which not only helps the researcher ensure validity and data saturation but also may uncover new data (L. Birt et al., 2016; Marshall & Rossman, 2016; Morse, 2015). According to Birt et al. (2016), member checking enhances the credibility of the research by validating the researcher's interpretation of the information gathered during the interview. After completing each interview, I scheduled a follow-up meeting to review a summary of my understanding of their responses for accuracy. During this phase of member checking, I provided participants a copy of the transcript and a summarized version of my interpretation of their responses and asked them to verify the accuracy of such interpretations. The participant and I also discussed emerging findings of the study at this time. Finally, throughout the time I consulted with my client organization, I submitted incremental drafts of my research study, as well as the final version, for their comments and to validate the accuracy of the information.

Data Collection Technique

Upon receiving IRB approval #09-13-18-0757704, interaction began with the client to collect data exploring community awareness strategies used by NPO leaders to increase donations to sustain the NPOs' operations. Guided by the Baldrige Performance Excellence Program (2019), I explored the organization's strengths and opportunities for improvement using semistructured interviews, publicly available documents, and organizational data provided by the client organization leadership. A purposeful sample of senior leaders guided the selection of participants for the semistructured interviews. Researchers often use pilot studies to develop a methodology and enhance their skills, while at the same time gathering preliminary data for the research (Marshall & Rossman, 2016). Because I was following the process and objectives outlined in the Manual for the DBA Consulting Capstone (see Walden University, 2019) and the Baldrige Performance Excellence Program (2019), I did not conduct a pilot study.

An advantage of interviews as a data collection technique is gaining insight into participants' perceptions and experiences as they relate to a specific phenomenon (Clark, & Vealé, 2018; Hennink et al., 2017). The semistructured interviews followed the interview protocol (Appendix A) and consisted of seven open-ended questions, which aligned with the research question. According to Castillo-Montoya (2016), ensuring alignment between the interview questions and the research question helps the interviewer exhibit their interest in understanding the lived experiences of the participants and the meaning they make of that experience. Each participant answered the same questions; however, follow-up questions provided the opportunity to probe deeper for the participant's unique insight into their lived experiences. Marshall and Rossman (2016) indicated another advantage of using interviews to collect data is the researcher can gather information quickly and easily follow-up for clarification when necessary. A third advantage researchers experience when using semistructured interviews is the freedom experienced by the researcher and the participant when responding to open-ended questions (Castillo-Montoya, 2016). Marshall and Rossman pointed out that despite the advantages, a lack of trust between the researcher and participant may result in the participant being unwilling to share information or providing untrue statements.

I recorded the interviews on both an iPhone 10 and a 6th generation iPad to avoid loss of data in the event of technology failure. Tsatsou (2016) emphasized using multiple recording devices to afford researchers a fail-safe method of preventing data loss during interviews. I recorded and transcribed the conversations on the Temi application and stored the electronic files in a secure, password-protected file. As detailed in the interview protocol, both transcript review and member checking occurred. Participants received a verbatim copy of the interview transcript, along with a short synthesis of their responses for review.

Also, I examined internal and external documentation to support the validity and reliability of this qualitative single case study. The advantage researchers have in using archival documentation is the ability to triangulate the data against evidence from other sources to increase reliability and validity (Clark, & Vealé, 2018; Cypress, 2017; Fusch & Ness, 2015; Yin, 2018). A disadvantage of using archival documentation provided by the client is that the researcher may introduce personal viewpoints and bias when evaluating the data (Sarma, 2015). My client provided access to various internal archival documentation and organizational systems including current and past business and strategic plans, 5 years of staffing and financial records, access to training systems and staff training records, listings of service offerings, and competitor information. External documents included the websites of the client organization, their competition, and numerous government agencies. I analyzed the documentation using the Baldrige Performance Excellence Program (2019) to guide my evaluation of the organization.

I used member checking and triangulation to mitigate the disadvantages cited in data collection. Member checking with the participants from my client organization presented them the opportunity to clarify their responses and validate my interpretation of the data. Member checking occurred throughout the consulting engagement. As described in the data collection methods, member checking involved the interview participants, as well as providing my client with draft reports of Section 3 components for review and initial approval.

Data Organization Techniques

Organization techniques are essential when dealing with a large volume of data (Marshall & Rossman, 2016). Proper organization and documentation of research data allows the researcher to explore, describe, document, understand, and store the study data (Fusch et al., 2017; Fusch & Ness, 2015; Marshall & Rossman, 2016; Yates & Leggett, 2016). The data collected in this study were primarily electronic files, with minimal hard copy documentation. Additionally, I used a written research log to keep track of data, jot down study notes for further action, and document my insights. Qualitative researchers use a research journal to examine their role in the research process and understand how their biases and decisions may affect their data (Orange, 2016). To ease the research, keep the electronic information organized, and facilitate analysis, I used Microsoft Office products on a Windows operating system to manage a filing system based on the category or theme. I established individual folders for documentation relating to financial records, strategic initiatives, business plans, and correspondence on a password-protected computer, which served as a data repository.

Additionally, a copy of the data were stored on an encrypted thumb drive. Likewise, all audio recordings and transcripts of interviews were saved in a password-protected file on my computer and backed up to the encrypted thumb drive. I stored the thumb drive, along with any printed material, in a locked file cabinet at the researcher's residence. To protect the identity of participants, I assigned pseudonyms to each participant (Participant 1, Participant 2, and Participant 3), created a fictional name for the organization (Foundation X), and redacted all personally identifiable information from the data before final storage. According to Walden University's IRB requirements, data must be stored for 5 years after completing the doctoral study (Walden University, 2017). After 5 years, I will destroy the data by shredding any hard copy material, permanently erasing electronic files from the computer by reformatting the disk and crushing the thumb drive.

Data Analysis

Qualitative researchers performing case studies use methodological triangulation and multiple methods or sources of information to develop a rich understanding of a phenomenon. Researchers use methodological triangulation to gain an in-depth understanding of the data collected, to analyze the data to uncover new information, and to determine when they achieve data saturation (Fusch et al., 2018; Fusch & Ness, 2015; Gibson, 2017; Harrison et al., 2017). Denzin (1978) identified four types of triangulation used in data collection: methodological triangulation (within a method or between method), data triangulation, investigator triangulation, and theory triangulation. According to Fusch et al. (2018), methodological triangulation refers to the process by which a researcher collects and examines data from a variety of sources using the same method.

In this study, I cross-validated data provided from the client, such as company documentation, financial records, employment statistics, and strategic plans, information obtained through semistructured interviews, and material gathered through research using methodological triangulation. In case study research, methodological triangulation occurs when researchers collect data from at least three of six possible sources: documentation, archival records, interviews, direct observations, participant observation, and physical artifacts (Clark & Vealé, 2018; Cypress, 2017; Gibson, 2017; Yin, 2018). Each data source has strengths and weaknesses. When researchers gather data from more than three different sources, triangulation can help develop converging lines of inquiry to create a more convincing and reliable study (Fusch et al., 2018; Joslin & Muller, 2016; Kori, et al., 2018; Yin, 2018). By triangulating information gathered through interviews against other sources of data, information is validated and researchers' increase the richness of understanding of the phenomena (Kori, et al., 2018). Therefore, the use of multiple sources of data increases the likelihood the resulting study will be of high quality, as judged by the validity and reliability of the information through cross-validation (Cypress, 2017; Fusch & Ness, 2015; Morse, 2015; Reichow et al., 2018; Yin, 2018). By using methodological triangulation, I maintained the integrity of the research study.

Data analysis for this study occurred logically and sequentially using the framework method of qualitative data presentation and analysis. According to Gale et al. (2013), Ritchie and Spencer (2002) identified seven stages to guide data analysis using the framework method: (a) transcription, (b) familiarization, (c) coding, (d) developing an analytical framework, (e) applying the analytical framework, (f) charting data into the framework matrix, and (g) interpreting the data. After collecting organizational data, interviewing participants, transcribing the interviews using the editing tools available in the Temi speech-to-text software application, and performing member checking, the process of coding began. I gathered information from the interview transcripts and analyzed the data using a thematic approach. According to Nowell et al. (2017), the six steps of thematic analysis include (a) familiarization with the data; (b) generating initial codes; (c) searching for themes; (d) reviewing themes; (e) defining and naming themes; and (f) producing the report. The goal of the thematic analysis was to identify common themes and patterns, based on this study's conceptual framework of RBV of competitive advantage and to ensure data saturation.

Before beginning the coding of data, a review of the recordings and transcripts helped me gain a deeper understanding of the content. I entered the content of the interview transcripts in a Microsoft Excel spreadsheet in preparation for coding. Analysis of the responses established a meaningful set of data, which I then thematically coded using common words. Thematic analysis is an iterative process. To ensure the reliability and validity of the findings, researchers adjust and modify their analysis many times as additional data and patterns emerge (Nowell et al., 2017). I assigned each emerging theme a unique color to simplify the categorization. As the review of the specific codes proceeded, patterns became apparent, and overarching themes emerged. As the classification continued, data from other sources, such as archival records, reflective journals, and other documentation enhanced understanding and controlled researcher bias.

Reliability and Validity

Critics claim that qualitative research lacks the rigor of quantitative research (Birt et al., 2016; Yin, 2018). Traditional tests and measures used in quantitative research do not apply to qualitative research (Fusch et al., 2017; Marshall & Rossman, 2016). To address the criticism that qualitative research lacks transparency in analytical procedures and personal opinions form the basis of findings, which are subject to researcher bias, researchers rely upon the tenets of reliability and validity (Birt et al., 2016; Denzin, 2017).

Reliability in a qualitative study refers to the dependability of the quality of the processes of data collection and data analysis (Abdalla et al., 2018). The criteria for dependability in a qualitative study are not measurable; therefore, researchers implement methods such as member checking and triangulation to establish the thoroughness of the research performed in relation to the application and appropriateness of the methods undertaken and the integrity of the conclusions (Abdalla et al., 2018; Cypress, 2017; Denzin, 2017; Marshall & Rossman, 2016). According to Yin (2018), researchers enhance the dependability of qualitative research by minimizing bias and errors.

I ensured the dependability of this study by addressing validity through a logical and sequential process that included purposeful sampling, member checking, and methodological triangulation. The first step in developing a qualitative case study involving interviews is to select participants using purposeful sampling. The use of purposeful sampling in qualitative studies provides alignment between the data collected and the research purpose and question (Sharma, 2017). Researchers use purposeful sampling in qualitative research for the identification and selection of participants uniquely qualified to provide rich information regarding the research topic (Palinkas et al., 2015). Although researchers cannot extrapolate the data gathered from a purposeful sample to an entire population, it can form the basis of generalized findings for that particular sample (Etikan et al., 2016). In this single case study, the use of purposeful sampling was logical and increased the validity of the findings.

After coding and analyzing the interviews, member checking confirmed the accuracy of synthesis, reduced researcher bias, increased participant trust, and ensured data saturation. Qualitative researchers use member checking to verify the accuracy of the researcher’s interpretation of the participants’ answers to interview questions (Abdalla et al., 2018; Birt et al., 2016; Thomas, 2017). During member checking, participants validate whether the themes uncovered make sense, and if the summarized accounts are an accurate interpretation of the interview questions (Birt et al., 2016). After the completion of charting and mapping, participants received a concise, five-page report of synthesized data for their review and validation. Feedback from the participants based on the member checking exercise was incorporated into the final analysis to minimize bias and errors and increase the dependability of the study.

Finally, I collected and analyzed data from several sources, such as interviews, publicly available documents, and organizational document data provided by the client organization, for this study using data triangulation. Triangulating data from multiple sources of data enhances the validity and reliability of information (Abdalla et al., 2018; Cypress, 2017; Fusch & Ness, 2015; Reichow et al., 2018). According to Fusch et al. (2018), data triangulation is the convergence of multiple sources of data that corroborate the formation of themes in a study. Researchers who engage in data triangulation use multiple methods of data gathering, such as observation, interviews, and document review, resulting in improved analysis and understanding of their research question (Yin, 2018).

Validity in qualitative research reflects the appropriate use of tools, processes, and data to adequately address the research question (Cypress, 2017; Kozleski, 2017; Yin, 2018). When ensuring the validity of a qualitative study, the researcher concentrates on proving the soundness of the research methodology and certifying the results follow generally accepted natural laws and phenomena, standards, and observations (Hayashi, Abib, & Hoppen, 2019). In the context of a qualitative study, validity refers to the credibility, transferability, and confirmability of the findings (Abdalla et al., 2018; Yin, 2018).

To enhance the credibility of this qualitative single case study, I conducted transcript review, member checking, and methodological triangulation. Credibility as an element of validity in qualitative research involves the researcher's ability to establish that the results are believable and accurate from the viewpoint of the participant (Abdalla et al., 2018; Birt et al., 2016). According to Birt et al. (2016), researchers used member checking to validate the interpretation of the participants' interview answers before data analysis begins. Qualitative studies demonstrate transferability by providing a rich and full understanding of the research phenomenon (Marshall & Rossman, 2016; Sarma, 2015). I demonstrated transferability in this study by using the interview protocol and continuing interviews until no new information emerged to ensure data saturation. By providing the context of the study, readers can make their transferability judgments. Researchers enhance confirmability in qualitative studies by confirming that the data collected accurately reflect the participants' viewpoints (Abdalla et al., 2018). Researchers' techniques to demonstrate confirmability in research studies include asking probing questions during interviews, performing member checking, and triangulation (Abdalla et al., 2018; Marshall & Rossman, 2016).

Transition and Summary

In Section 2, I presented a detailed overview of the design and process for this qualitative single case study. As the primary data collection instrument, I acknowledged the challenges of potential researcher bias and the need to enhance the validity and reliability of the study. To accomplish this, I established processes for mitigation that included the use of an interview protocol, transcript review, member checking, and data triangulation. The Baldrige Performance Excellence Program guided the collection of data. Additionally, application of the ethical principles found in the Belmont Report criteria - respect for persons, beneficence, and justice, as well as corresponding guidelines - informed consent, assessment of risks and benefits, and selection of subjects, which govern the moral conduct of human subject research mitigated ethical risk when gathering data. Three members of the client-organization’s senior leadership team, chosen through purposeful sampling, participated in data gathering and semistructured interviews focused on community awareness strategies they employed to increase donations to sustain NPO operations. Finally, I supported my use of the qualitative single case study as an effective way of gathering information through archival data and interviews in a real-life setting.

In Section 3, I present my evaluation and findings for Foundation X, based on a comprehensive application of the Baldrige Performance Excellence Program (2019). I evaluated the organization based on company documents and regular conversations with a member of the senior leadership team using the key factors worksheet, leadership triad, and results triad documents to develop an organizational profile based on an exploration of the organization’s leadership, processes, performance, and effectiveness. Finally, critical themes identified through data collection and analysis, validated through methodological triangulation, are presented.

Section 3: Organizational Profile

The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain the NPO operations. The Baldrige Performance Excellence Program (2019) provided a framework to gain an understanding of how an organization operates and the key challenges it faces (U.S. Department of Commerce, 2019). The framework provides a starting point for identifying gaps in knowledge, which allows the researcher to develop an understanding of organizational performance to determine areas that need improvement (Mai et al., 2018).

The forthcoming components include my evaluation of Foundation X using Baldrige's key factors worksheet, leadership triad, and results triad criteria. I developed a profile of the organization based on an exploration of the organization's leadership, processes, performance, and effectiveness. The organizational profile provided a context for the study and identified vital information about the organization, as well as its challenges and strategic environment (Baldrige Performance Excellence Program, 2019). Using RBV of competitive advantage as the conceptual framework, I identified critical themes and recommendations for improvements through data collection and analysis, validated them through methodological triangulation, and presented them within this context for Foundation X leaders to use in developing future strategic plans. Thematic analysis of the data uncovered the following themes required for the development of strategies to enhance community awareness to increase donations: (a) well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources.

Key Factors Worksheet

Organizational Description

Foundation X is a charitable organization with 37 service locations throughout Scotland. A group of parents founded the organization in 1968. It continued to grow and, in 1988, registered with OSCR as a charitable organization limited by guarantee incorporated in the United Kingdom. The leaders of Foundation X strive to offer a wide range of services for children and adults with autism. The primary activities of Foundation X are (a) to ensure the best possible education, care, support, and opportunities to people of all ages with autism in Scotland; (b) to support families and develop best practices among caregivers and providers; and (c) to improve understanding of autism in the community. As a recognized subject matter expert in autism-specific services in Scotland, Foundation X is a leading authority and advocate for autism best practices.

Foundation X provides education, care, support, and opportunities for people with autism and their families; improves the understanding of autism in society; and develops best practices for the care of people living with an autism spectrum condition. Foundation X's primary focus is on improving the quality of life for children and adults with autism. Individuals with autism spectrum disorder can face social isolation, difficulties with activities of daily living, unemployment, and mental and physical issues (Scottish Government, 2018). In a recent study, Lorenc et al. (2017) suggested autistic individuals without intellectual impairment benefit from support services by gaining practical and social skills, improving well-being and employability, preventing mental problems, and enabling individuals to live more independent lives. The organization's service philosophy has three major strategic focus areas, which are providing educational services; providing support and enabling services for children; and delivering a suite of services focused on quality and risk management, practice research and development, thought leadership, and community engagement. The first two strategic focus areas are supported primarily through government funding, while the third is dependent on donations and fundraising activities. Foundation X's dependency on donations and fundraising activities aligns with the business purpose of this research study, which is that a lack of donation can adversely affect the ability of an NPO to provide services to support its mission.

Organizational Environment

Product Offerings. Foundation X provides a wide range of specialized services aimed at improving the quality of life for children and adults living with autism in Scotland. Foundation X operates in 37 locations throughout Scotland, and its services address the needs of autistic children and adults, as well as providing support to their families. Foundation X develops personalized support services based on individual needs, keeping in mind the outcome each client hopes to achieve. Partnerships in health, education, social work, and housing have allowed for the expansion of Foundation X's services over the past 5 years (Table 2).

The program that Foundation X developed for children supports and maximizes each child's learning potential through a combination of residential and day school programs. The organization promotes a flexible learning experience, including stress reduction plans, transition support, art and music therapy, sensory rooms and gardens, outdoor gyms, and a curriculum that prepares the child for life outside of school. Supported living arrangements for adults take place in small group settings or individual or shared housing units. The organization provides housing support and residential care for clients requiring assistance 24 hours per day, 7 days per week. Daycare and respite assistance are also available. Foundation X's programs teach autistic adults how to live on their own by emphasizing the development of everyday skills, such as money management, self-care, housekeeping, laundry, and cooking. Residents are encouraged to interact with the community, use public facilities, and access educational and social opportunities.

Foundation X offers information and advice about autism and the types of support services available for people with autism and their families. The organization interacts with other groups and agencies to form a network to respond to the needs of the autistic community. Services include an online support program for parents and caregivers that focuses on the challenges encountered when children are newly diagnosed or during times of transition. Also offered are educational forums to deliver practical information on issues affecting quality of life and a direct response support line for those seeking information, advice, and support.

Table 2

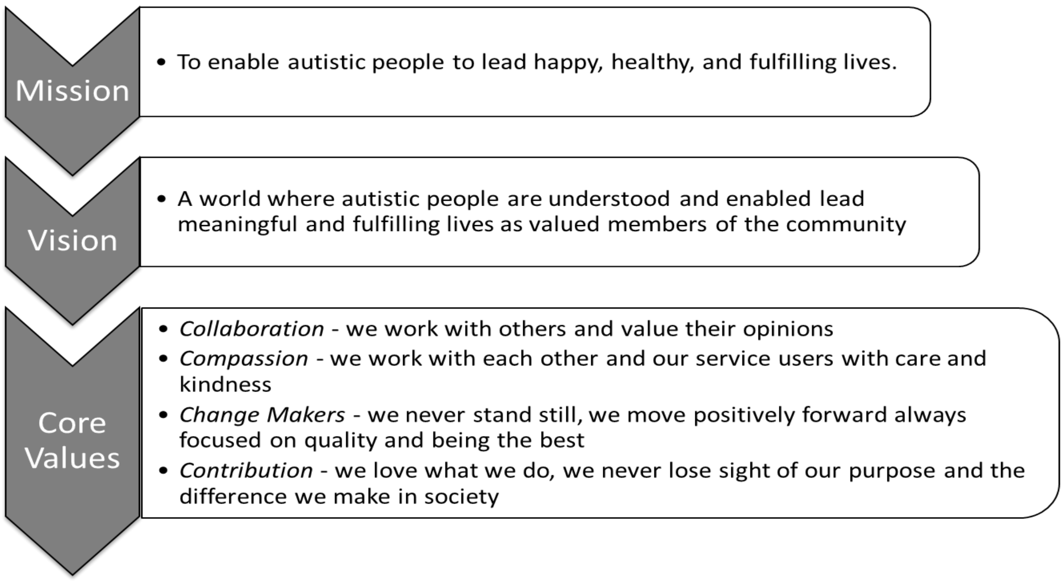
Services Provided by Geographic Location

	Service locations								
	National	South West	Central	W. and N. Scotland	Fife	Lothian	Tayside	Orkney	New Struan
Educational									*
Day service			*	*	*	*	*		
Vocational services		*	*						
Support in home		*	*	*	*	*	*	*	
Outreach	*	*	*	*	*	*	*	*	*
Residential services		*	*			*			*
Respite									*
Transition & assessment	*	*							

Mission, Vision, and Values. The mission of Foundation X is to enable autistic people living in Scotland through their whole journey of life. The organization's vision statement sets the aspirational goal of creating a world where all autistic people can lead meaningful and fulfilling lives and receive recognition as valued members of the community. The organization focuses on the viewpoint of the service user, parents, caregivers, and commissioners when defining the beneficiary of its services. Foundation X has stated core values that directly support the mission of the organization (Figure 2). The organization articulates the key concepts that underpin the mission, the vision, and values, such as inclusion, potential, citizenship, individualism, progression, responsibility, and leadership.

Figure 2

Mission, Vision, and Core Values



Workforce Profile. As of October 2019, Foundation X employed 951 personnel comprised of executive, management, and support staff to handle the daily operations at its 37 locations. Despite financial challenges presented by legislative changes and employment judgments dictated by Scotland's National Minimum Wage related to sleepover staff and holiday pay, staffing levels continue to increase (Tables 3 and 4). Staffing includes 414 permanent employees and 537 temporary or contract employees. Table 5 depicts the job categories of the staff as of October 2019. All permanent staff members receive paid vacation time and sick leave, contributions to pensions, and the option of medical and dental insurance.

Table 3

Full-Time Staffing Levels for the Years Ending March 31, 2015–2019

Full-time equivalent employees	2015	2016	2017	2018	2019
Care	536	631	668	683	699
Teaching	15	14	10	8	8
Administration	94	95	89	97	104
Ancillary	14	15	13	13	14
Total	659	755	780	801	825
Percentage increase year over year		12.72%	3.21%	2.62%	2.91%

Table 4

Salary and Other Staff Cost for the Years Ending March 31, 2015–2019

Salaries and other staff costs	2015	2016	2017	2018	2019
Wages & salaries	£ 15,412	£ 16,796	£ 18,113	£ 19,356	£ 20,181
Social security costs	£ 937	£ 926	£ 1,310	£ 1,428	£ 1,486
Defined benefit pension costs	£ 2,394	£ 3,446	£ 3,232	£ 4,702	£ 4,161
Defined contribution pension costs	£ -	£ -	£ -	£ 16	£ 92
Total salaries and other staff costs	£ 18,743	£ 21,168	£ 22,655	£ 25,502	£ 25,920
Percentage increase year over year		11.46%	6.56%	11.16%	1.61%

Note. £ in millions

Table 5

Job Categories as of October 2019

Job type	Total employees
Senior management team	5
Regional managers	5
Service managers	20
Senior autism managers	66
Other managers	12
Autism practitioners	191
Support workers	543
Other staff	109
Total	951

Before employment, all staff, regardless of employment position, must show proof of clearance to work with children and protected adults through the Protecting Vulnerable Groups (PVG) membership scheme. PVG performs ongoing criminal background checks on all members and notifies employers immediately of any change in status. Regardless of their role, all staff attend orientation training and specific autism training, and practice courses are necessary for the service staff (Figure 3).

Figure 3

Required Training Classes by Job Function

The staff operates as a cohesive team to develop a participatory practice and engage in research that puts autistic people and their views as their primary focus. The work of the staff aligns with the organization's mission, vision, and value statement (Figure 2) as well as the critical success factors outlined in its business plan. Workforce demographics are highlighted in Figures 4 and 5.

Figure 4

Number of Staff Employed by Age Range as of October 2019

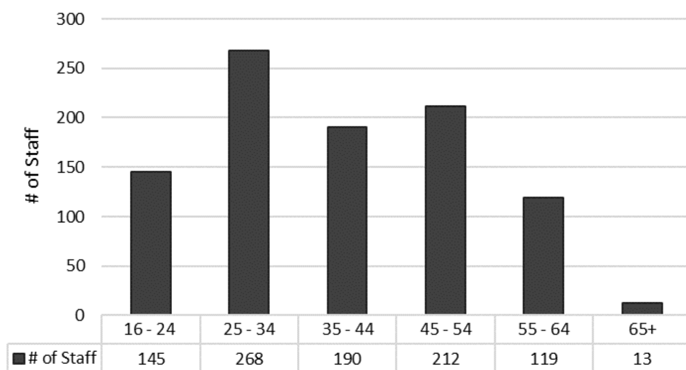
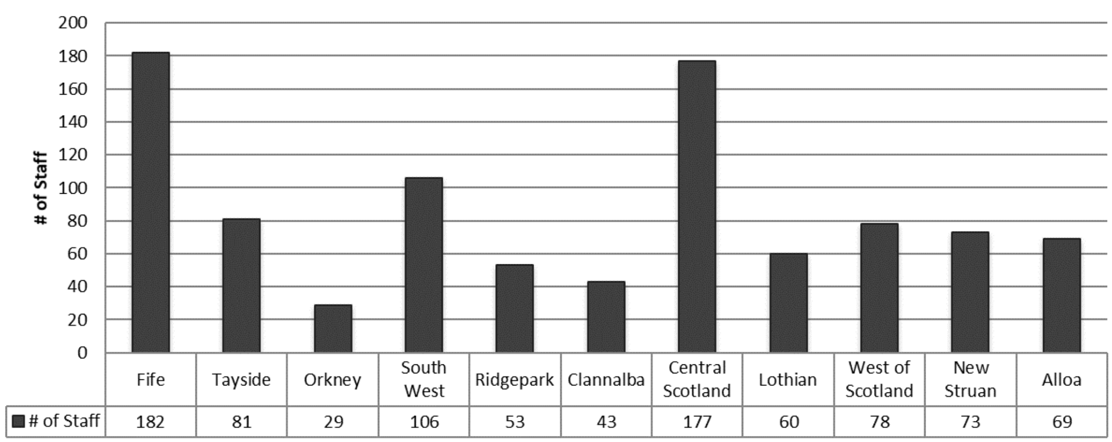


Figure 5

Number of Staff by Geographic Location as of October 2019



Assets. Foundation X maintains operations in 37 locations throughout Scotland. Its assets include residential properties (houses and flats), nonresidential properties (offices, school, resources bases), properties currently under development, and surplus properties. The organization’s leaders view the organization’s real property as a strategic asset. As of March 31, 2019, Foundation X had net assets of £11,973M, excluding its pension fund deficit. Foundation X developed a property management strategy to implement a planned maintenance program across the entire property portfolio. Table 6 represents the property and maintenance costs from the years ending March 31, 2015 through 2019.

Other major assets include information technology (IT) assets, including hardware and software. The enterprise resource planning system provides access to human resources (HR), learning and development (L&D), finance, and payroll systems for all staff members. The customer relationship management system includes a service user database used by the financial, IT, payroll, and procurement staff, as well as systems used by fundraising, marketing, and the customers accessing the advice lines. Additionally, productivity tools available to most staff members include email, office applications, internet and intranet access, collaboration tools, and a variety of dashboards. Finally, additional assets include office and housing furniture and equipment, school supplies and materials, a variety of outdoor playground and sensory apparatus, and transport vehicles.

Table 6

Property and Maintenance Costs for the Period Ending March 31, 2015–2019

Property and maintenance costs	2015	2016	2017	2018	2019
Care & education	£ 1,609	£ 1,601	£ 1,609	£ 1,693	£ 1,744
Training & advisory	£ 61	£ 70	£ 66	£ 47	£ 63
Total property and maintenance costs	£ 1,670	£ 1,671	£ 1,675	£ 1,740	£ 1,807
Percentage increase year over year		0.06%	0.24%	3.74%	3.71%

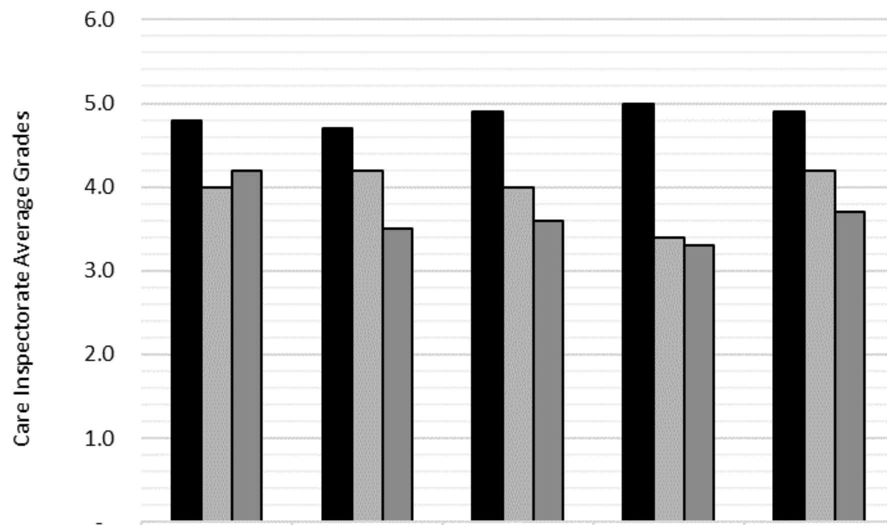
Note. £ in millions

Regulatory Requirements. In 1988, Foundation X registered with OSCR as a charitable organization limited by guarantee incorporated in the United Kingdom. OSCR is a nonministerial department that is the independent regulator responsible for performing periodic assessments of charities to ensure they meet the requirements of Scottish charity law. Foundation X must provide financial and operational reports annually to OSCR to maintain its status as a charitable organization.

The Care Inspectorate is another regulatory body responsible for the registration, inspection, complaint investigation, and enforcement of the National Care Standards. The Care Inspectorate officers assess the quality of care and support, environmental conditions, staffing, general management, and leadership through scheduled and unannounced visits to facilities. In April 2018, the National Care Standards expanded its charge to include early learning and childcare, children's services, social work, and community justice (Care Inspectorate, 2020). Foundation X has consistently achieved very positive (4 - Very Good or 5 - Excellent) ratings and feedback from the Care Inspectorate at all its locations. The data in Figure 6 provide a competitor analysis of average Care Inspectorate grades with two other autism-specific care providers in Scotland (Care Inspectorate, 2020).

Figure 6

Care Inspectorate Grades for the Period 2015–2019



	2015	2016	2017	2018	2019
Foundation X	4.8	4.7	4.9	5.0	4.9
Organization 1	4.0	4.2	4.0	3.4	4.2
Organization 2	4.2	3.5	3.6	3.3	3.7

Organizational Relationships

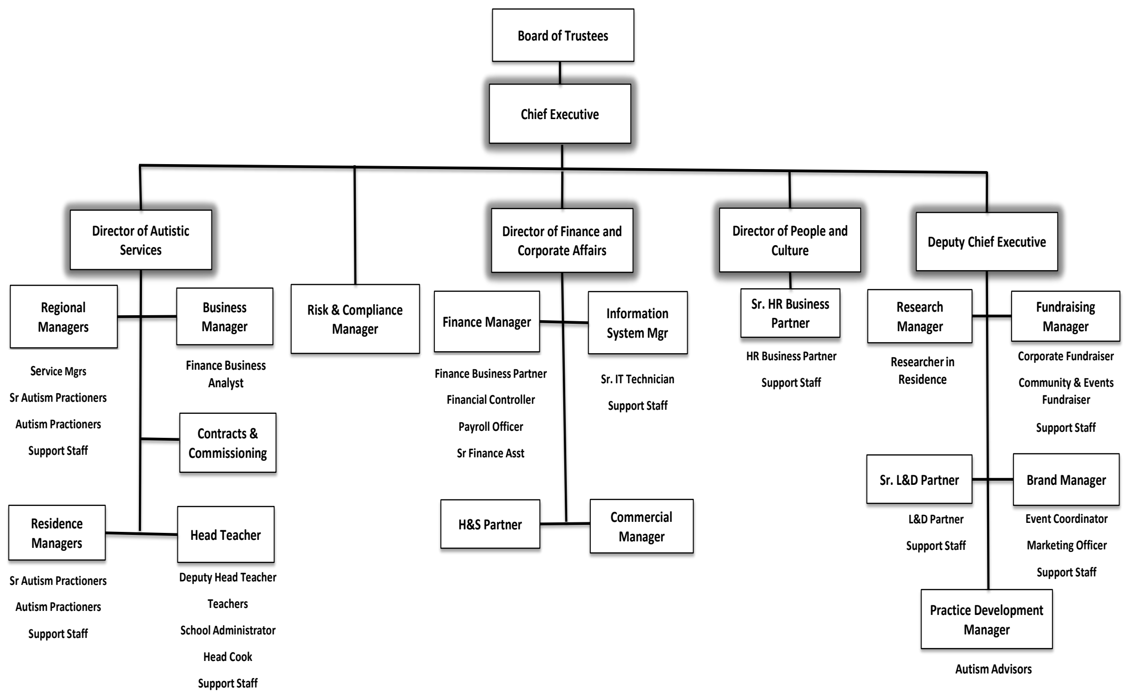
Organizational Structure. Foundation X is a charitable organization registered in the United Kingdom with OSCR operating under the Companies Act of 2006. The organization operates under a limited guarantee and does not have share capital. According to Foundation X's articles of association, the board of trustees is responsible for carrying out the activities of the organization to advance the education, health, well-being, equality of opportunity, and relief of disadvantage of people living with an autism spectrum condition. Foundation X trustees nominate and appoint new members to the board of trustees. The trustees meet 10 times per year and are responsible for reviewing performance against stated targets and setting the strategic and administrative objectives for the organization.

Foundation X's senior leadership team (SLT) consists of the chief executive and four senior managers with decision-making responsibility related to day-to-day operations. Additionally, the SLT develops and executes the organization's strategic planning and performance management processes, providing updates on the status and progress of critical issues to the board of trustees 10 times per year. Standing committees, such as health and safety, finance, remuneration, and education, monitor performance regularly. The chief executive chairs the health and safety committee, which consists of management and employee representatives. The finance, remuneration, and education committees function as subcommittees of the board of trustees, although senior managers and others may participate in the activities.

The organization has five functional areas: autism services, information governance, quality and risk management, finance and corporate affairs, and office of the deputy chief executive, which handles strategy and growth (Figure 7). A member of the SLT leads each section and has specific responsibilities aligned with the organization's mission.

Figure 7

High-Level Organizational Chart for Foundation X



Note. Highlighted positions represent members of the SLT.

Customers and Stakeholders. The principal customers of Foundation X are individuals in Scotland living with autism and their families and care providers. Foundation X has two central customer populations: autistic individuals of all ages and the autism community. The autism community refers to families, professionals, and others with interest in supporting autistic people. Foundation X develops its service offerings and marketing strategies with the needs of each customer population in mind. Figure 8 provides the expectations of each of the customer groups and the services provided.

Figure 8

Customer Groups, Expectations, Segments, and Services Provided

Customer	Expectations	Segment	Services
Autistic Individuals	Personalized service aligned with MVV with an emphasis on wellbeing and happiness	Children	Residential & day school programs
	To be supported in an environment that meets and supports physical and mental welbeing, inclusive of sensory needs		Flexible learning experiences
	To be involved in decisions which affect them		Stress reduction plans & transition support
	To have a voice and to exercise choice across all environments with which they engage		Art/musical therapy, sensory rooms/gardens
	To have access to a range of activities and opportunities, as well as to develop and engage in personal interests	Adults	Supported living arrangements
	To have access to and be part of the community in which they live		Individual or shared housing
			Daycare or respite assistance
Autism Community	To be a reliable source of information and support	Familes	Online support programs
	To promote a positive and contemporary view of autism		Respite and vacation arrangements
	To use participatory approaches in service development, research, and other activities that impact autistic people	Care Providers and others	Workshops, seminars, conferences
	To be consultative and to ensure accurate representation of the views and concerns of the community in policy or campaigning activity		Direct response line for information and advise

The key stakeholders of Foundation X include the Scottish Commissioners, Scottish local authorities, staff, service users, parents, and care providers. The SLT views the responsibility and accountability of the organization as a fundamental value of Foundation X. Figure 9 includes each of the stakeholder groups expectations of Foundation X. Stakeholders and partners are an integral component of the organization’s overall strategy. The organization recognizes the importance of social inclusion and diversity for the people it supports and the staff.

Figure 9

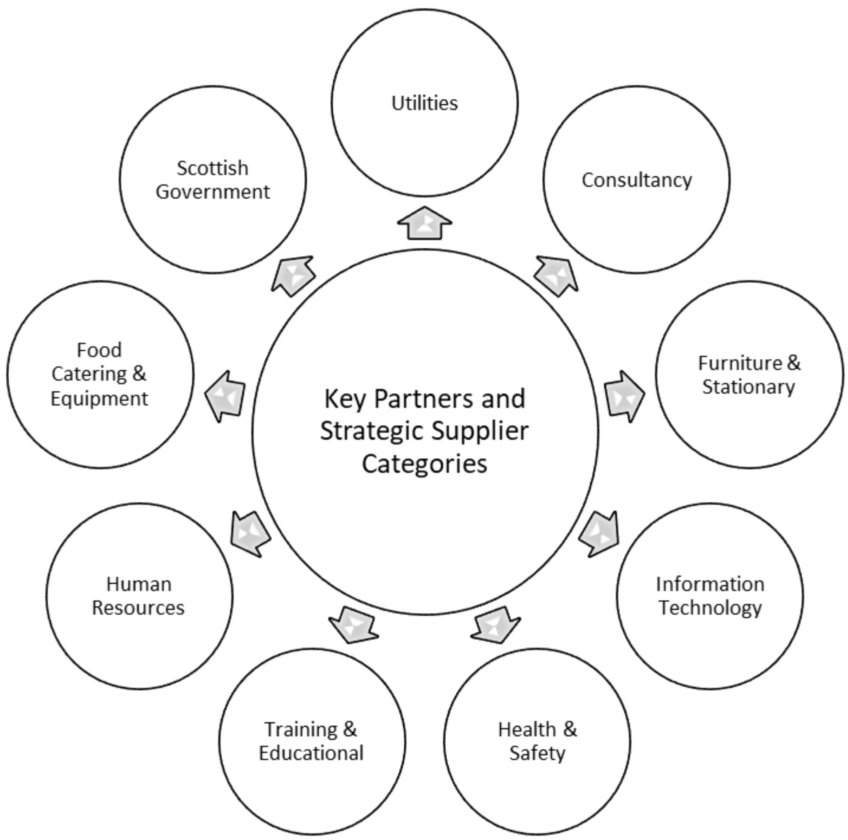
Stakeholder Expectations

Stakeholder	Expectations
Commissioners/ Scottish government	Quality services that comply with expectations of regulatory bodies
	Services as specified in contractual agreements
	Value added to services and service delivery
	Review of and improvement to quality services in response/partnership with comissioners and regulatory bodies
Staff	A modern, safe, and supportive work environment
	Access to relevant learning and development
	Fair and equal treatment
	Access to internal and external support in relation to their wellbeing
	A consultative and engaging approach
	Robust and supportive people management processes
Service Users	Opportunities to exercise informed choices, through education and experience
	Engagement in their own lifestyle
Parents & Care Providers	Quality of life for the child
	Quality of the parent or care providers own life
	Shared experiences with other families and care providers
	Education, advice, and "How To" guidance
	Access to support
	Engagement with the autism community

Suppliers and Partners. Foundation X's SLT pays close attention to its relationships with suppliers, partners, and collaborators. Companies that execute supplier development strategies build internal capabilities that improve organizational performance (Yawar & Seuring, 2018). The SLT has alliances with other charities in both public and private sectors, as well as third sector organizations, such as the Scottish and local authorities. The relationship between Foundation X and the Scottish government provides access to buying arrangements that reduce costs to the organization. Figure 10 reflects the categories of key partners and strategic suppliers. Communication with suppliers, both formal and informal, occurs regularly through face-to-face meetings during weekly/monthly, quarterly or annual supplier visits, conference calls, and emails.

Figure 10

Key Partners and Strategic Suppliers

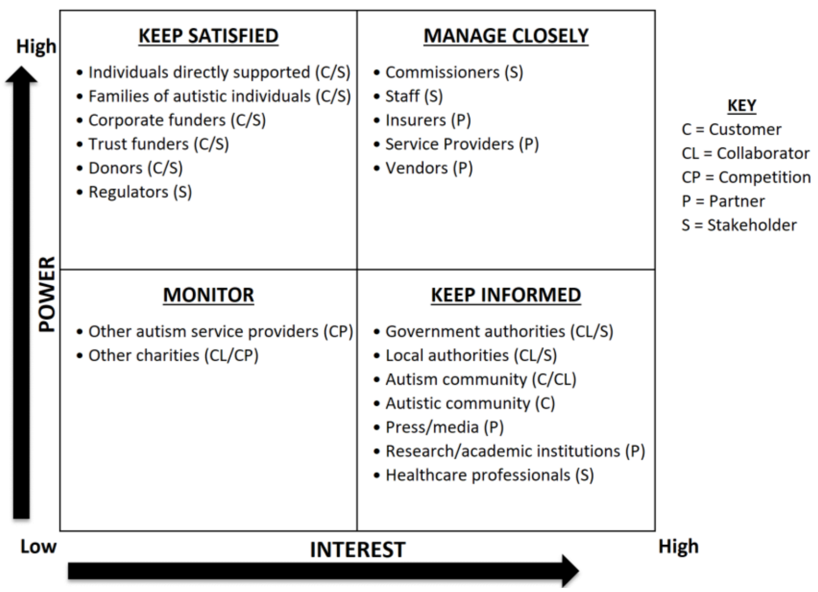


Partnerships and collaborations with other organizations are yet another way Foundation X's SLT seeks to improve organizational performance. Strategic connections exist with organizations, such as the Scottish Council for Voluntary Organisations and the Autism Alliance of the United Kingdom, to exchange information and best practices.

Senior leaders exhibit a commitment to quality excellence through their membership with Quality Scotland and participation in the Excellence Model established by EFQM, which helps drive forward organizational improvements. Relationships with customers, stakeholders, collaborators, partners, and competition use a graded process of engagement based on the influence they have on Foundation X in terms of power and interest (Figure 11). The SLT views engagement as an essential component of the organization's mission.

Figure 11

Customer, Stakeholder, Collaborator, Partner and Supplier Engagement



Organizational Situation

The general business problem addressed by this study is that a lack of donations can adversely affect the ability of an NPO to provide services to support its mission. The current environment in Scotland requires NPOs to look for new ways of increasing donations to sustain operations and support customers. Foundation X seeks to gain a competitive advantage by using existing resources to develop community awareness and engagement strategies to increase donations to sustain operations. Business leaders who use specific organizational resources to maximize performance can achieve a sustainable edge over their competition (Barney, 1991). The business impact Foundation X will experience is in the financial stability and sustainability of the organization.

Foundation X is dedicated to enriching the lives of autistic people. The organization provides a wide range of innovative support services for children and adults. Across all its services, there is a focus on improving the quality of life. The organization creates personalized support plans based on an individual's strengths. The organization seeks to share its knowledge and expertise with parents, care providers, and other professionals to support the development of skills and strategies needed to provide the best care and support for autistic people.

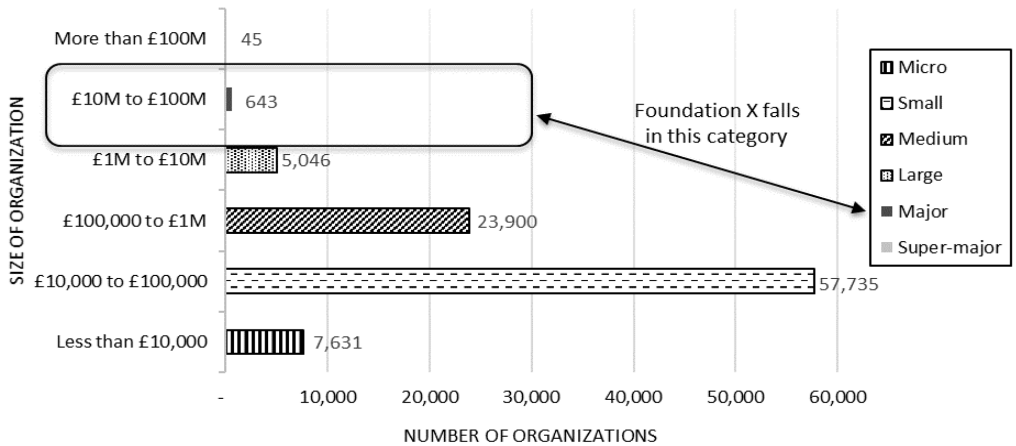
Competitive Environment

Competitive Position. Foundation X operates in an environment where recognition, visibility, marketing, and promotion act as differentiators among the competition. The organization faces competition on three different levels. First, as a provider of service to the autistic community, Foundation X competes with other organizations providing education, care, support, and opportunities for people with autism and their families. Secondly, Foundation X competes with other organizations for funding from the United Kingdom government and Scottish local authorities. Finally, Foundation X increasingly must compete with other charitable organizations for fundraising revenue. Business leaders using the RBV of competitive advantage theory select strategies that exploit the organizations' internal resources relative to existing opportunities. Foundation X differentiates itself from the competition through its reputation among key stakeholder groups, staff specialization, board expertise, and partnerships and collaborations with organizations throughout Scotland. By exploiting existing internal resources to increase community awareness related to autism, Foundation X can develop strategies to address its goal of increasing private and corporate donations. The following paragraphs detail Foundation X's competitive position in each of these areas.

The NCVO categorizes third sector charitable organizations into six bands based on income levels (Figure 12). Data published in 2019 suggested that more than 166,000 charities operated in the United Kingdom in 2016–2017, with the majority falling into the micro and small categories (National Council for Voluntary Organisations, 2019). Third sector charitable organizations with an annual income of over £1M make up less than 4% of all this type of organization registered with NCVO. In addition, NCVO categorizes organizations into six income brackets: (a) micro – less than £10,000; (b) small – £10,000 – £100,000; (c) medium – £100,000 – £1M; (d) large – £1M – £10M; (e) major – £10M – £100M; and (f) greater than £100M. Based on Foundation X's financial reports for the year ending March 31, 2017, Foundation X is classified as a major organization by the NCVO. Foundation X, along with the other organizations classified in the major category, compete against each other for the limited government funding opportunities.

Figure 12

Organizations in the Charity Sector as of 2016/2017



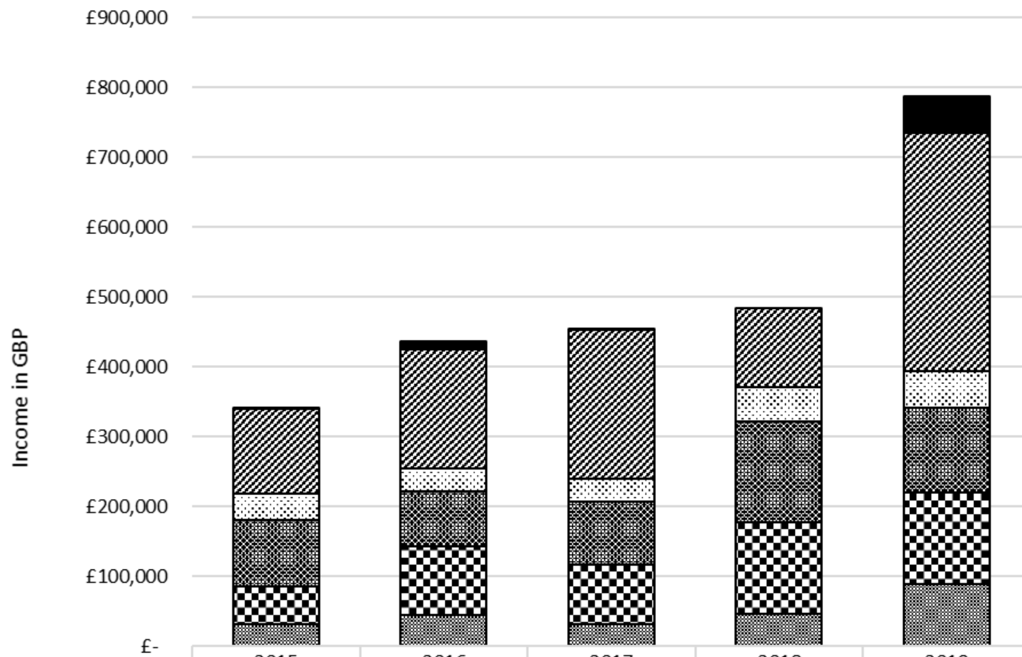
Although Foundation X is counted among the charitable organizations reported by the NCVO and competes for government funding at the national level, it operates primarily within the confines of Scotland. Its direct competition as a service provider competing for local authority funding was viewed within that context. Scotland's third sector encompasses over 40,000 voluntary organizations that contribute to the well-being of people and communities across all parts of the country (Scottish Council for Voluntary Organisations, 2019). A subset of these organizations requires registration through OSCR and employs nearly 107K paid staff and 1.4M volunteers (Office of Scottish Charity Regulator, 2019b; Scottish Council for Voluntary Organisations, 2019). Foundation X is a charity registered with OSCR, is recognized as a leader of autism-specific services in Scotland, and is known as an authority and advocate for good autism practice.

A keyword search for the term autism in the OSCR database on October 24, 2019, lists fifty-one charitable organizations that provide autism-specific services in Scotland and the United Kingdom. Many of these charities are small, localized organizations that only address single issues, such as advice, peer or parent support groups, awareness-raising, or specific local projects. When the search criteria are further limited to autism-specific service providers whose operations cover all or most of Scotland, only two other organizations emerge as competitors. Despite this small pool of direct competitors, Foundation X must compete for local authority funding of service placements with other Scottish agencies and organizations, along with an increasing number of generic for-profit service providers that are marketing themselves as providers of autism-specific services.

Finally, as government funding available to third sector organizations continues to decline, the competition for local authority funding remains a challenge. As Foundation X competes for local authority service placements, it faces increasing competition from other agencies and organizations that do not specialize in autism services. Fundraising activities are one-way third sector organizations in Scotland attempt to bridge the funding gap. According to the Charities Aid Foundation (CAF; 2019), approximately two-thirds of the people in Scotland took part in charitable activities, with the top three causes being children and young people, medical research, and animal welfare. The same report indicates that although there was no increase in the number of individual donors between 2016 and 2018, the average donation has nearly doubled. The fundraising income stream characterizes the types of competition for donations. Figure 13 summarizes Foundation X's fundraising revenue by six income streams: (a) community, (b) corporate, (c) domestic/overseas events, (d) individual/personal gifts, (e) trusts and foundations, and (f) legacies. Based on CAF data, because fundraising revenue did not double between 2016 and 2018, Foundation X lagged behind the competition in individual/personal donations.

Figure 13

Fundraising Revenue by Income Stream



	2015	2016	2017	2018	2019
Legacies	£500	£11,162	£1,000	£-	£52,883
Trusts & Foundations*	£120,908	£170,386	£213,146	£114,235	£341,059
Individuals/ Personal Gifts	£36,615	£33,209	£33,750	£47,948	£52,262
Domestic/ Overseas Events	£95,657	£78,667	£89,949	£144,822	£120,493
Corporate	£54,354	£96,902	£84,205	£130,318	£131,763
Community	£31,048	£44,972	£31,696	£46,634	£88,679

Competitiveness Changes. The competitive landscape described above continues to evolve in the third sector in Scotland. Foundation X's strategic plan for the period 2019 - 2024 includes threats that its leaders must address to maintain a competitive advantage. The first threat is a lack of commitment by local and central government authorities to the goals of the Scottish Strategy for Autism, which is exhibited by their prioritization of basic care rather than enabling preventative and lower-level support.

Secondly, the growth of generic for-profit service providers requires Foundation X to focus on projecting its brand and brand values to establish visibility and recognition consistent with its capability and ambitions. The SLT needs to continue to exploit and maximize the organization's critical operational differentiators, which are recognition, visibility, marketing, and promotion, to maintain its leadership position.

Finally, although data are not yet available to support this, the United Kingdom's exit (Brexit) from the European Union on January 31, 2020, and the COVID-19 global pandemic in Spring 2020, could result in an economic downturn driving a continued reduction in government funding. Many economists predict Brexit will result in a decline in the pound, increased inflation, rising prices, and supply chain disruption in the longer term (Scottish Government, 2019). Leaving the EU may also result in a loss of ties to charitable institutions and funding streams, currently estimated to be at least £258M per year (National Council for Voluntary Organisations, 2020a). The COVID-19 pandemic resulted in a 3-month long nationwide stay-at-home order and the closure of all nonessential businesses. The financial uncertainty brought about by Brexit, as well as the COVID-19 global pandemic, could, directly and indirectly, impact the competitive environment in the United Kingdom and Scotland. Reductions in government and local authority funding will increase the competition for such funds from other charitable organizations. An economic downturn will likely reverse the upward trend of individual giving, making it more difficult for Foundation X to meet its fundraising targets.

Comparative Data. Leaders of Foundation X routinely use comparative data related to the organization's resources and services to sustain quality and contribute to gaining a competitive advantage. The chief executive officer of Foundation X, in collaboration with the board of trustees and SLT, uses publicly available data from the Scottish government, OSCR, and NVCO to analyze performance against other organizations in the sector. Given the unique nature of the competitive environment, no single, authoritative source of comparative data is available. Many of the KPI's do not have direct comparative data with the competition, and the SLT tracks them against self-assessments and historical experience. Also, leaders use data regarding the current state of autism in Scotland to make informed decisions regarding the scope of services needed. The combined data set is essential for leaders of Foundation X to determine the appropriate business strategies to remain competitive while simultaneously meeting the mission of the organization.

Strategic Context

Foundation X's strategic plan functions as a fundamental document that helps business leaders accurately focus their ideas, set objectives, and monitor progress against their goals. In December 2019, the appointment of a new chief executive officer and two new trustees added a different viewpoint to the leadership team. Following the organization's established business planning cycle, the board of trustees and SLT formulated the strategic plan for the period 2019 through 2024, making sure to include feedback and engagement from the various staff teams. The plan is forward-looking and addresses the competitive challenges the organization faces in providing services for autistic people and issues related to funding, recruitment of staff, and political change. In the plan, the board of trustees and SLT identified five strategic objectives, each with corresponding outcomes and KPIs that will allow the organization to achieve its stated mission (Figure 14). The head office distributes the plan to all staff, and the chief executive communicates organizational successes through monthly vlogs, staff conferences, forums, and team meetings.

In addition to the comprehensive strategic plan, the various business-section teams also develop operational and individual strategic plans that describe the actions needed to support Foundation X’s strategic objectives. Section leaders ensure each of the operational plans aligns with Foundation X’s overarching strategic plan. Figure 15 reflects the supporting operational and individual section plans that are either in place or in development. All KPIs identified in the strategic plans are monitored closely and reported on regularly by the team managers, SLT, and trustees.

Figure 14

Strategic Objectives, Outcomes, Key Performance Indicators, and Reporting Frequency

Objective	Outcomes	Key Performance Indicators	Frequency of Reporting
To achieve growth through the diversification and expansion of services to support autistic people in a range of settings	Increase the amount of services provided beyond those provided in 2019	Add one new service for different/ new service user segment	Annual
		Add one new service type	Annual
		> 5% growth of existing services (service users)	Quarterly
To enable sustainable societal change by campaigning and influencing government and decision makers	Autistic people are met with greater acceptance in their communities and society	Story conveying engagement with local and national strategy/policy makers	Quarterly
To drive innovation and improvement of service and staff development	Our services are of a high standard	> 80% service user satisfaction	Annual
		100% Care Inspectorate grades 4 and above	Quarterly
	Our people take part in and are positive about learning and development opportunities	>80% staff satisfaction with learning and development opportunities	Annual
		3 APIF reviews completed	Annual
		>75% autism services staff engagement with VIP	Annual
To enhance our reputation as a leading employer within the sector	People choose to work with us and stay with us	<22% staff turnover	Quarterly
		>80% staff satisfaction with Foundation X as a place to work	Annual
		>75% of all internal appointments are internal promotions	Annual
To make Foundation X as the definitive autism organization in Scotland	People come to us first for our views on autism	> 1 press article	Quarterly

Figure 15

Operational and Individual Plans Supporting Foundation X's Strategic Plan

Operational/Individual Plans in Place

- Autism Services (individual plans for each region)
- Research Strategy
- Fundraising Strategy
- Corporate Procurement Strategy
- Healthy Working Lives Strategy

Operational/Individual Plans Under Development

- External Engagement
- Internal Communications
- Learning & Development
- People Strategy
- Information Systems & Technology

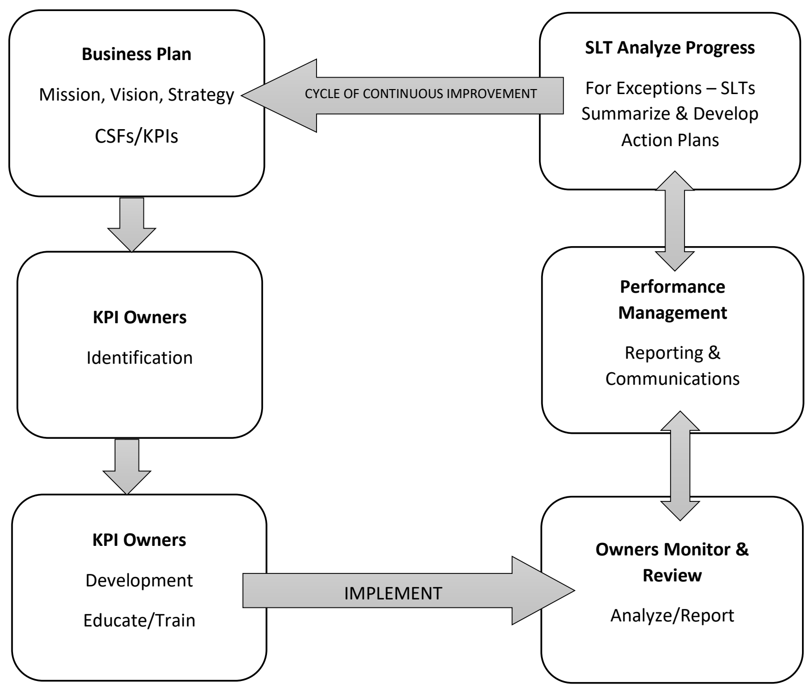
Performance Improvement System

The trustees and SLT have instilled a drive for continuous improvement in the culture at Foundation X. The organization strives to achieve excellence as an employer and in the services provided to people with autism across Scotland. The organization's performance management report is the primary source of information identifying and tracking CSF's and KPI results against stated targets. The information in the report is manually gathered, reviewed regularly by the SLT, and disseminated to the entire organization via an internal communication tool quarterly (Figure 16).

Foundation X uses the EFQM framework as an overarching management tool where assessment teams focus on identifying areas of strength and areas for improvement and then create action plans to deliver those improvements. All identified areas for improvement feed directly into the organization's performance management system. Foundation X employs eight EFQM assessors who facilitate internal assessments and participate in all external assessments. The organization's leaders are committed to performance improvement. As a result of the actions taken by the SLT and validation of its drive for quality, EFQM awarded Foundation X the Committed to Excellence Award in 2013, the Recognized for Excellence 3 Star Award in 2015, the Recognized for Excellence 4 Star Award in 2017, and the highest honor, the Recognized for Excellence 5 Star Award, in 2019.

Figure 16

KPI Implementation and Review Framework



Leadership Triad: Leadership, Strategy, and Customers

The leadership triad contains three categories, which are leadership, strategy, and customers. The categories, taken together, emphasize the vital role leadership has on establishing the strategy and customer focus of an organization. Senior leaders who set the strategic direction of an organization based on the needs, expectations, and requirements of the customer establish a foundation of performance excellence (Baldrige Performance Excellence Program, 2019). The categories within the Baldrige Excellence framework and RBV of competitive advantage align in that both focus on using resources and capabilities to maximize performance.

Baldrige uses the term core competencies to describe strategically important resources and capabilities that are difficult for others to imitate and provide a strategic advantage (Baldrige Performance Excellence Program, 2019). According to the Baldrige Excellence Framework, organizational leaders develop strategic advantage by building and expanding core competencies and leveraging external relationships and partnerships (Baldrige Performance Excellence Program, 2019). Similarly, RBV of competitive advantage provides the conceptual framework for selecting strategies that exploit the organizations' resources or competencies as a primary source of competitive advantage. Business leaders using the RBV of competitive advantage establish processes that use internal resources relative to existing external opportunities (Barney, 1995). In the leadership triad, I explore the way Foundation X emphasizes the importance of a leadership focused on strategy and customers to achieve strategic advantages based on organizational resources. I evaluated each factor based on the approach, deployment, learning, and integration factors Foundation X exhibited for the criteria.

Leadership

Senior Leadership

The SLT of Foundation X consists of the chief executive, deputy chief executive, director of autism services, director of finance and corporate affairs, and director of people and culture. These senior managers, along with the board of trustees, are responsible for developing, communicating, and driving the organization's MVV to achieve competitive advantage and sustainable success. The senior leadership component contains evidence of how the SLT (a) determines the way the SLT approaches the process of developing actions to reinforce Foundation X's values; (b) deploys the MVV to the workforce, suppliers, partners, customers, and other stakeholders; (c) learns through the implementation of a continuous improvement cycle; and (d) integrates the MVV throughout the organization making sure that the approach aligns across all processes in support of the organizational goals.

Mission, Vision, and Values. Foundation X codifies the MVV (Figure 2) in the business plan, and it is the responsibility of the SLT to communicate the information contained therein to the individual management teams. To reflect Foundation X’s stated core values of collaboration, compassion, change-makers, and contribution, the SLT uses a systematic approach to guide organizational activities and decisions. The SLT reviews the mission and vision statements every 3 years as part of the business planning process (Figure 17). The strategy, plan, and progress that results from the business planning process align with the MVV, and the SLT disseminates it to the workforce, customers, partners, suppliers, and other stakeholders through a variety of actions identified in the communications plan.

In 2019, under the guidance of the new chief executive, the SLT and board of trustees modified the MVV to reflect Foundation X’s current operating environment and future direction of the organization. The revised statement highlights Foundation X’s commitment to helping those diagnosed with autism lead meaningful and fulfilling lives and become valued members of the community. It incorporates the strategic objectives and focuses on five overarching themes that align all management decisions and reflect the MVV. The SLT measures success against the themes through the organization’s CSFs and KPIs to ensure continual improvement.

Figure 17

Business Planning Process

Another facet of Foundation X's MVV is a commitment by the SLT to create an organizational culture that is supportive of legal and ethical behavior. It is the responsibility of leadership to model legal and ethical behavior through their actions and expectations. The legal and ethical environment at Foundation X permeates all aspects of the organization, beginning with the workforce. The development and implementation of an effective human resource (HR) strategy are fundamental to the successful alignment of MVV within an ethical framework. By establishing an HR engagement strategy that sets the expectations for new staff members and outlines management's role in the development of staff, the SLT shows their commitment to the organizational values focused on ethical and legal behavior.

The leadership team views the workforce as its greatest asset and understand the essential role staff play in establishing and maintaining a competitive advantage. The importance the SLT places on ethical behavior is exemplified by the policies established to promote equality and diversity in the workforce. Leaders expect all staff members to participate in and follow the HR training, policies, and procedures instituted by the SLT (Figure 18). Leaders at all levels of the organization discuss and manage expectations regarding interactions with staff members, customers, suppliers/partners, and other stakeholders regularly.

Figure 18

Policies, Training, Surveys, and Reporting to Support Ethical Behavior

Communication. A successful business planning process requires the engagement of staff, customers, and stakeholders. Operational and individual performance plans need to align with the strategic objectives of the organization. The SLT monitors progress on the operational and strategic plans detailed in Figure 15 and presents their status at the bi-annual manager’s meetings. Management provides all staff with either an electronic or hard copy of the strategic plan and posts it on the internal website for easy reference. Throughout the year, the SLT communicates successes against the plan to staff through the chief executives' monthly Vlog, eZines, staff conferences, forums, and team meetings. Results of KPIs are reported to and discussed with staff quarterly.

Foundation X follows a comprehensive communication plan to build confidence and trust with the staff, customers, and various stakeholders. The organization's mission and vision statements are displayed across the organization and discussed during staff onboarding, team meetings, staff forums, one-on-one meetings, social media forums, and working groups. Additionally, the SLT encourages staff engagement associated with the MVV by attending meetings held in the organization's different locations and actively communicating directly with staff members. Upgrades to the communications infrastructure have enhanced the IT accessibility of staff via the use of computers, mobile devices, and data packages. MS SharePoint sites are used throughout the organization to allow staff easy access to company documents and information. Foundation X uses its intranet to promote current initiatives and stories to keep the workforce engaged and informed. The SLT maintains a clear and consistent communication plan (Table 7), which articulates and supports the vision and values of the organization through knowledge sharing with staff, customers, and stakeholders.

Table 7

Communication Methods for Workforce Suppliers/Partners, Customers, and Other Stakeholders

Segment/Communication method	Frequency	Direction of communication
Workforce		
All Hands meeting	Quarterly	1-way: top down
Senior leadership team meetings	Biweekly	2-way
Staff meetings	Monthly	2-way
Regional managers forum	Monthly	2-way
One-on-one meetings	Monthly	2-way
Performance evaluations	Annually	2-way
Vlogs	Monthly	1-way: top down
On-boarding sessions	One time	1-way: top down
Suppliers/Partners		
Monthly meetings	Monthly	2-way
Calls	Weekly	2-way
Emails	Weekly	2-way
Customers		
Community group sessions	Quarterly	2-way
One-on-one meetings	Weekly	2-way
Calls	Weekly	2-way
Emails	Weekly	2-way
Newsletter	Monthly	1-way: top down
Social media sites	Ongoing	2-way
Website	Ongoing	1-way: top down
Other Stakeholders		
Advisory board meetings	Quarterly	2-way
Commissioning monitoring meetings	Quarterly	2-way
Board of Trustee meetings	10x/year	2-way
Board briefings	Weekly	2-way
Subcommittee meetings	Monthly	2-way
Knowledge management system meetings	Monthly	2-way
Annual reports	Annually	1-way: top down

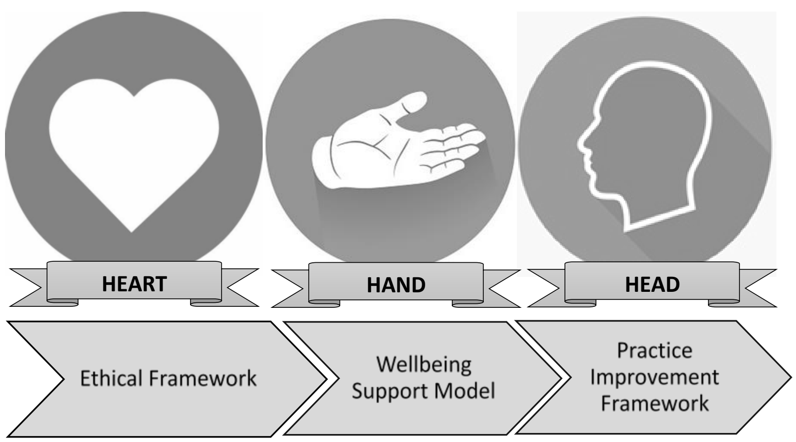
In addition to traditional communication methods of meetings, emails, and phone calls, Foundation X's website and social media accounts act as a window into the services and events available to autistic individuals and provide advice and support to families, care providers, and professionals. Members of the internal marketing team, with support from an outside agency, manage the website. The digital marketing strategy relies on Google advertising to direct internet traffic to the website, and statistics generated through Google Analytics allow the marketing team to make adjustments that result in increased exposure among Foundation X's customer base. The strategic use of social media as a communication method enables strong engagement with new and existing audiences. Social media provides a platform for raising awareness of autism and the services and support Foundation X provides.

The SLT holds regularly scheduled meetings with various stakeholders, including the commissioners of services, the Care Inspectorate, Education Scotland, the Scottish Social Services Council (SSSC), Coalition of Care and Support Providers in Scotland, and the Scottish government. Information gathered by the SLT from the quarterly SSSC and Coalition of Care and Support Providers in Scotland meetings is disseminated to Foundation X's extended management team for integration into operations as part of the drive for continuous improvement. By communicating the MVV, organizational priorities, CSFs, and KPIs through the business plan, annual reports, social media channels, website, various meetings, and community events, the SLT obtains feedback to continue the growth and development of Foundation X's service offerings. Stakeholder feedback is used in the development of action plans and provides input to the follow-on planning cycles.

Mission and Organizational Performance. By understanding the critical success factors and organizational priorities identified in the business planning process, the SLT creates a process that encourages the growth of employees, customers, suppliers/partners, and other stakeholders and supports continuous improvement and sustainability. Foundation X's autism practice model (Figure 19) contains three interrelated components, referred to as the heart, hand, and head of the organization, that reinforce its values and guide decision making processes.

Figure 19

Autism Practice Model



The first component relates to the organization's ethical framework and reflects what the SLT considers to be core to good autism practice. The second component consists of a well-being support model that identifies the guiding principles Foundation X uses to develop programs that promote quality of life and support people reaching their potential and experiencing life in a positive and meaningful way. The well-being component of the autism practice model includes a continuous learning element that addresses ways to apply and share knowledge. The final component of the autism practice model is a continuous improvement framework based on the EFQM methodology. The EFQM framework drives practice improvement and development, as well as knowledge exchange and organizational learning. The SLT uses the autism practice model to guide and inform all aspects of their practice, thus learning from the experiences and improving future service offerings.

Creating an Environment for Success. The leaders of Foundation X are committed to using their resources to maximize its ability to enable autistic people to lead happy, healthy, and fulfilling lives. To create an environment for success, the SLT focuses on quality of service provision, rather than price. EFQM is at the core of Foundation X's quality assurance strategy. By using the EFQM framework as an overarching management tool, the SLT can focus on identifying areas of strength, as well as areas for improvement, and then create action plans to monitor progress and deliver those improvements. As validation of the SLT's commitment to sustainable excellence, Foundation X achieved the Committed to Excellence Award in 2013 and have built on that success culminating in 2019 with the achievement of EFQM's highest honor, the Recognized for Excellence 5 Star Award, as well as the Good Practice Award for Adding Value for Customers and the Scottish Award for Business Excellence.

Financial security is another aspect of creating an environment for success. According to the strategic plan developed by the SLT, Foundation X intends to grow its service offerings through diversification and expansion of services, and fundraising activities are an essential component of the financial strategy to ensure success. Fundraising events and activities play a significant role in projecting the organization's brand and brand values to ensure the profile and visibility of the organization are consistent with its organizational capability and stated ambitions. The fundraising team manages a diversified income stream portfolio, including revenue from community, corporate, domestic/oversees events, individual/personal gifts, trusts, foundations, and legacies. Most of the income streams are supported by a unique strategy aligned with crucial added value initiatives and targets the market segment.

For the period 2019–2022, the fundraising manager identifies the business unit goals linked to the overall organizational strategy as (a) establishing a culture of fundraising that involves the Board, SLT, staff, and volunteers; (b) sustaining and increasing annual fundraising income from £787,139 in 2018/2019 to £875,000 by 2021/2022 through growth in all income streams; and (c) diversifying the donor base to find larger donors and obtain multi-year grants. Table 8 reflects actual, planned, and projected fundraising revenue by income stream. Each month the fundraising manager provides a high-level status report on fundraising targets to the director of finance and corporate affairs, with an in-depth review provided by the entire fundraising team scheduled every quarter. The way the SLT visibly supports fundraising activities is an enabling factor when creating an environment for success.

Table 8

Projected Fundraising Growth by Income Stream

Income Stream	2018/19 actual	2019/20 budget	2020/21 projected	2021/22 projected
Community	£ 88,679	£ 130,000	£ 150,000	£ 170,000
Corporate	£ 131,763	£ 155,000	£ 170,000	£ 185,000
Domestic/oversees events	£ 120,493	£ 150,000	£ 165,000	£ 180,000
Individual/personal gifts	£ 52,262	£ 40,000	£ 50,000	£ 60,000
Trusts & foundations	£ 52,883	£ 40,000	£ 50,000	£ 60,000
Legacies	£ 341,059	£ 200,000	£ 210,000	£ 220,000
Total	£ 787, 139	£ 715,000	£ 795,000	£ 875,000

Note. Budget decrease in 2019/20 due to a lack of large-scale projects.

Focus on Action. Foundation X's SLT creates a focus for action to achieve the organization's mission through the systematic business planning process developed within the EFQM framework. The SLT communicates the strategic objectives and the work needed to deliver them to the workforce, customers, suppliers/partners, and other stakeholders in terms of five overarching themes summarized as engagement, risk appetite, values, leadership, and financial position. These themes align with the MVV, and the entire organization recognizes the role they play in driving organizational decisions. The SLT monitors performance and activity measures regularly and develops action plans when needed to maintain progress against target strategic and operational objectives.

Governance and Societal Responsibilities

Organizational Governance. Foundation X is both a charity and a company limited by guarantee with the Scottish government. As such, the organization must comply with regulations from Companies House and OCSR. Directors are appointed by nomination and approved by the board of trustees. The board is responsible for the overall strategy and administration of Foundation X, while the day-to-day operational decision making resides with the SLT. The SLT is responsible for developing a strategic planning process and performance management system that reinforces the MVV of the organization. The SLT aligned performance management to EFQM and embedded the reporting systems across the entire organization. Each performance management system has an owner identified, and they are responsible for collecting, analyzing, and reporting on results and progress against the plans according to the schedule defined in the compliance framework. Performance information is incorporated into the planning process to determine priorities and enable continuous improvement.

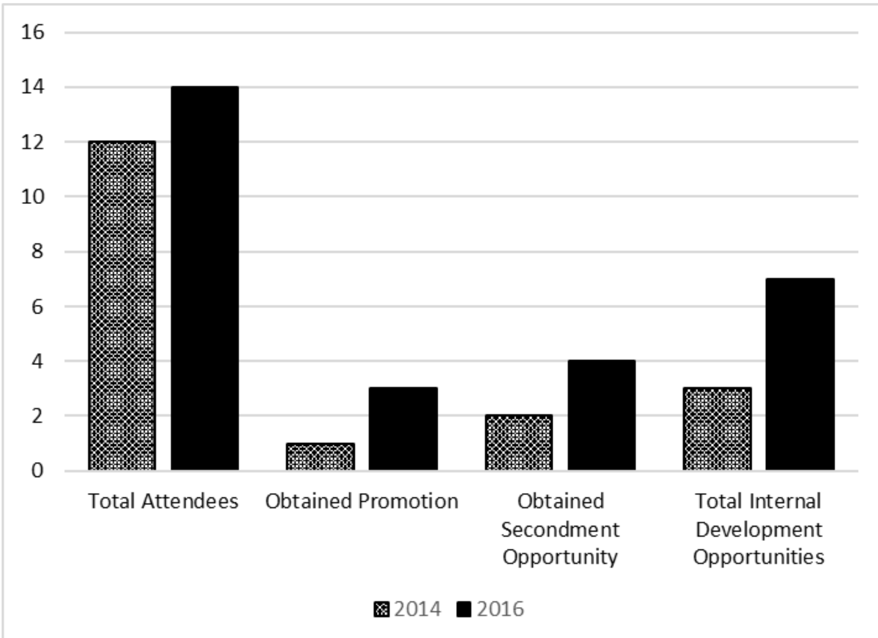
Performance Evaluations. Performance evaluations of the workforce and the work processes are an integral component of Foundation X’s governance and management structure. The HR strategy focuses on staff engagement to demonstrate the SLT’s commitment to delivering the organizational values to the workforce. Performance evaluations are one component of the overall staff development strategy. Managers and staff rely on a structured competency framework to provide a clear set of behaviors and expectations, reflective of Foundation X’s vision and values for all job roles. The SLT measures the effectiveness of the competency framework through KPIs, which align with the organizational strategy (Figure 14). Results from staff surveys performed in 2011, 2013, 2016, and 2018 provide additional input when measuring the effectiveness of the competency framework (Figures 16–19).

The Employee Performance Review Policy outlines the structure of the evaluation process and offers role-specific guidance and support to the managers in implementing the competency framework. Managers work together to develop targets relevant to the staff member's specific role. One-on-one meetings between staff and supervisors occur every quarter, during which discussions regarding progress on established targets and objectives occur. A formal performance review occurs annually and includes input and feedback from the staff to improve engagement. Additionally, managers and supervisors provide informal support to the staff through team meetings, on-the-job coaching, mentoring, and group observations.

Using the competency framework, managers identify high potential individuals for inclusion in management training. The creation of a leadership pipeline is the direct result of an issue raised as part of the staff surveys regarding retention issues, succession planning, and recruitment challenges. Championed by the deputy chief executive and the director of human resources, the Leadership Development Programme enhances the skills, competencies, and knowledge of internal talent to prepare them for future leadership roles. The program offers training on a range of management and leadership skills based on the participant's individual needs. Two cohorts, one in 2014 and the second in 2016, with a combined total of 26 staff members have completed the program. Figure 20 depicts the internal development opportunities gained by the attendees since participating in the program.

Figure 20

Leadership Development Program Outputs



Legal and Ethical Behavior. Foundation X's SLT regularly reviews practices, policies, and governance procedures through a process of internal scrutiny by a policy subgroup to ensure compliance with all applicable laws, regulations, and best practices for a third sector charity in Scotland. The board, together with the SLT, ensures the organization's governance structure and function and provides useful tools for addressing governance risk. The Legislative and Compliance Framework (Figure 21) establishes a process for evaluating how Foundation X's actions address the board's oversight responsibilities.

Figure 21

Legislative and Compliance Framework

Legislation	Responsibility	Evidence	Frequency
Trustees/ Governance	Board of Trustees Responsibility delegated to: Director of Finance & IT; Charity Secretary	- OCSR Annual Return	Annually
		- OSCR Monitoring Return	
		- Companies House Annual Return	
		- Accounts submitted to OSCR and Companies House	
		- Conflict of Interest policy and declaration forms	
		- Register of Directors	
		- Register of Person with Signficant Control	
		- Register of Mortgages & Charges	Update as required
		- Fit & Proper Person declarations (HMRC)	
Corporate Risk Management	Board of Trustees Responsibility delegated to: Director of Development; Quality & Risk Manager	- Risk Strategy, Policy & Guidelines	Update 3 yearly
		- Health & Safety Risk Assessments	Quality assurance checks monthly
		- Asset Risk Assessments	
		- People Risk Assessments; Service user/pupils & employees	
		- Strategic Risk Assessments	
		- Scrutiny & Governance Risk Assessments	
		- Financial Risk Assessments	
		- Corporate Risk Register	Twice per year
		- Quality Assurance Audit & Reports	Monthly
		- Performance Management Reports	Quarterly
Health & Safety/ Property	Director of Human Resources; Director of Finance; Health and Safety Business Partner/all staff, as required; Property Business Partner	- Care Inspectorate Reports	Majority of compliance is evidenced through ongoing operational processes
		- Health & Safety Executive documents	
		- Health & Safety Representatives & Committee meetings/ minutes	
		- Health & Safety Reports to the Board	
		- Maintenance schedule & compliance reports	
		- Accident books	
		- RIDDOR reports	
		- Fire Risk Assessments	
		- COSHH documentation	
		- Testing compliance	
		- Check under Food Hygiene Regulations	
		- All other required Health & Safety documentation and records	
		- ROSPA certificates	Update annually
		- Training records	Upon hire and as required
		- Health & Safety Passport	As new legislation arises or every 3 years
		- Health & Safety policies	
		- Health & Safety Action Plans	Annually
Human Resources	Director of Human Resources; Human Resources team	- SSSC registration	Majority of compliance is evidenced through ongoing operational processes
		- Disclosure and PVG scheme membership	
		- Human Resources policies	
		- Safer Recruitment	
		- Risk Assessments recorded, as necessary	
		- Reports on absence/turnover/training/etc. KPIs	Quarterly
		- Working Time Directive Records	Annually
		- Performance Management (Appraisal and ERP system)	Ongoing
Care & Education	Director of Autism Services/staff; Principal; Services Staff; Learning & Development team	- Registration documents	Majority of compliance is evidenced through ongoing operational processes, inspections, reviews, Personal Learning Plans, etc.
		- Care Inspectorate reports and evidence of implementation recommendations	
		- HMIE reports and evidence of implementation recommendations	
		- Appropriately qualified staff/SSC registration	
		- Support Plans/Personal Learning Plans for each service user	
		- Educational and Care Reviews involving relevant stakeholders	
		- Appropriate levels of Disclosure/PVG (in conjunction with HR)	
		- Staff appraisals/supervision/training reports	
		- Appropriate staff training (CALM, communications, etc.)	Annually
		- Administration of Medication documents	Annually through Child Protection training
		- School Improvement Plans	
		- SSSC Process policy	
Data Protection & IT/ Communication	Entire SLT IT Manager; Brand Manager; Senior HR Business Partner; All staff	- Registration with Information Commissioner's Office (ICO)	Annually
		- Data Protection Policy	Reviewed every 3 years or as required
		- Record Retention Policy	
		- Required OSCR and Companies House references	Systems maintained regularly to ensure compliance
		- Systems comply with data protection and access requirements	
		- Records storage complies with data protection and insurance requirements	
Financial	Director of Finance & IT; Finance team	- Budgets, accounts and returns	Set annually; reforecast mid-year
		- Salaries, insurance, taxes paid in timely manner	Monthly
		- Financial policies and procedures	Refreshed when appropriate
		- Procurement Strategy	
		- Management accounts reported to Board	Quarterly
Fundraising	Director of Finance & IT; Fundraising Manager; Fundraising team	- Local Authority returns regarding lotteries/raffles	Within 3 months
		- Compliance with Institute of Fundraising regulations and guidelines	Ongoing
		- Accuracy of donor information, donations andrestricted/unrestricted funds	
		- Compliance with Gift Aid and other tax relief rules	

All policies are reviewed every 3 years, or earlier in response to updated legislation, practice changes, or updates to the strategic direction of the organization. During the quarterly board meetings and monthly SLT meetings, the SLT monitors and reviews organizational performance. The organization’s internal Performance Management Framework captures KPI results and is part of communicating outcomes with the entire extended management team.

Societal Contributions. Foundation X’s leaders demonstrate the importance placed on societal impact through its vision of creating a society that supports people with autism to lead productive and satisfying lives and be recognized as valued members of society. The SLT takes on an active role in the global autism community and, along with members of the workforce, often undertaken voluntary training and support for other parent and autistic lead organizations throughout Scotland and Europe. For example, the deputy chief executive holds a position on the Council for Administration for Autism Europe, an organization that seeks to deliver societal change for autistic people across Europe. Foundation X works with a range of commercial and other organizations to improve their understanding of autism and to increase the accessibility of autistic people in a range of settings, such as shopping centers, sporting events, and libraries. As indicated in Foundation X’s autism practice model (Figure 19), the SLT uses the well-being support model to develop programs that promote quality of life for autistic people and helps them reach their potential while experiencing life in a positive and meaningful way.

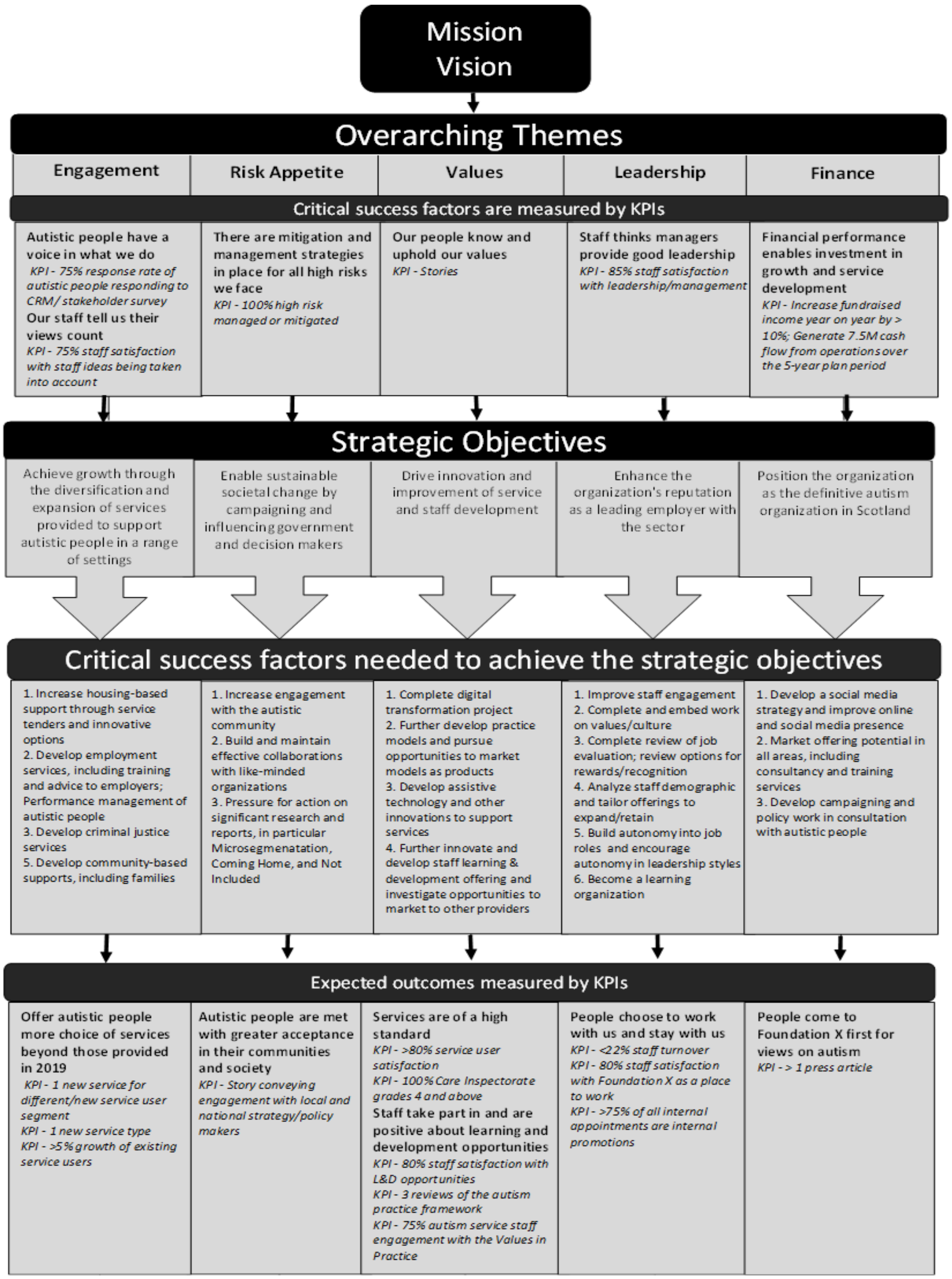
Strategy

Strategy Development

Foundation X follows the strategic planning process identified in the EFQM criterion. According to EFQM (2019), excellent organizations implement the MVV by developing strategies that (a) understand the needs of stakeholders, as well as the impact the external environment has on operations; (b) analyze operational performance trends against internal performance and capabilities; (c) develop supporting policies that integrate sustainability; and (d) communicate and monitor the processes and strategies to ensure alignment with established goals. The SLT uses an established 5-year strategic planning process to focus their ideas, develop goals, set objectives, and monitor progress against established targets. The strategic plan for the period 2019 through 2024 is a forward-looking plan that addresses the competitive challenges the organization faces in providing services for autistic people, as well as issues related to funding, recruitment of staff, and political change. The plan contains the revised MVV, a description of service offerings, operating environment, and stakeholders and partners, and identification of the overarching themes and strategic objectives and corresponding action plans with KPIs that guide the organization in the achievement of its stated mission (Figure 22).

Figure 22

Overarching Themes, Strategic Objectives, Action Plans, and Measures



The appointment of a new chief executive in December 2018 brought renewed rigor to the strategic planning process. For example, the modifications made to the MVV in the 2019–2024 strategic plan more clearly reflect Foundation X's approach to autism as a model based on well-being rather than changes to behavior. The SLT indicated their awareness of the importance of organizational buy-in of the revised MVV in the strategic planning process by communicating the changes to all staff through a series of meetings and roadshows. The following sections describe the process the SLT uses to develop, implement, measure, and modify Foundation X's strategic objectives and action plans.

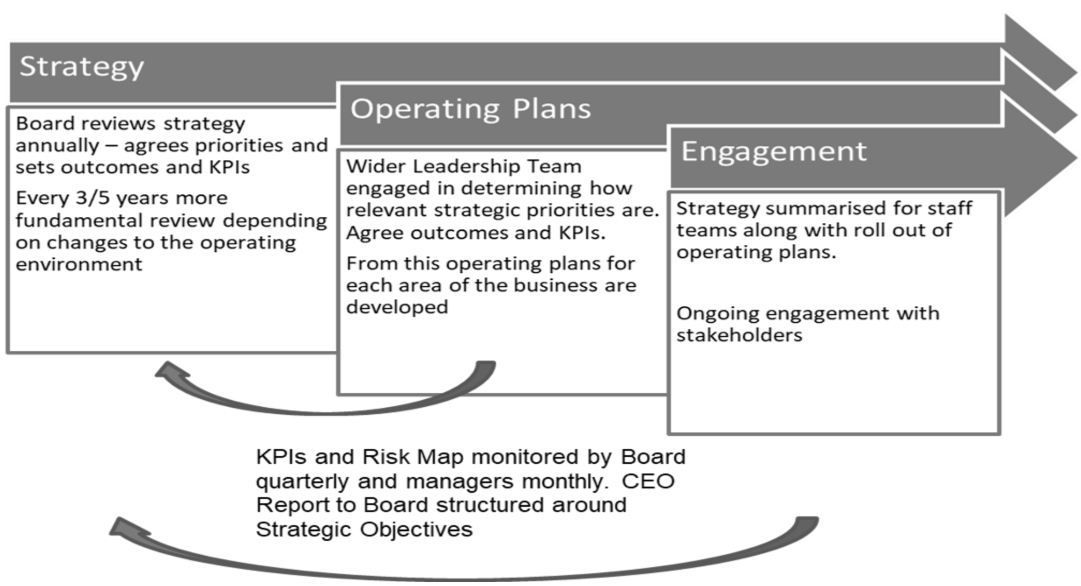
Strategy Planning Process. Foundation X's strategic planning process is continually evolving, and the approach used includes a review of (a) the service market in which the organization competes, (b) the appropriate level of investment, (c) the functional area strategies which need development in order to compete effectively in the chosen service market, and (d) an analysis of the resources or capabilities underlying the strategy that provides a sustainable competitive advantage. The overarching principle that guides the SLT is developing a strategy based on differentiation rather than cost. The approach is one that positions Foundation X so that even at the higher end of the price spectrum, customers perceive the services provided by Foundation X as representing the best value for the money.

The strategic planning process depicted in Figure 23 is an iterative process that focuses on determining Foundation X's position in the marketplace through stakeholder engagement, developing a strategy, establishing a plan, and managing performance. The process begins with an in-depth review by the SLT of the action plans, action plans, and

KPIs from the previous planning cycle to assess the effectiveness of the strategy and identify emerging strategic priorities. Foundation X staff members collect customer and stakeholder feedback using various satisfaction surveys and the communication channels identified in Table 7. To determine the position of the organization in the market, the SLT not only evaluates the trends identified in the data collected internally from customers and stakeholders, but also considers relevant input from external sources related to changes in the competitive, political, technological, legal, and economic environments. The SLT uses data from external sources to populate a political, economic, sociocultural, technological, environmental, and legal (PESTEL) analysis identifying key drivers of change in Foundation X's strategic environment (Appendix B). The SLT uses this information to identify opportunities and threats that are inputs to the organization's strengths, weakness, opportunity, and threat (SWOT) analysis (Appendix C).

Figure 23

Strategic Planning Process



The next step in Foundation X's strategic planning process is to develop the strategy by setting specific objectives. To develop the organization's strategic objectives, the SLT first articulates the vision for the future and evaluates whether the existing mission and values are in alignment with Foundation X's customer and stakeholder expectations, as well as organizational resources and capabilities. As part of setting strategic objectives, the SLT uses the data from the SWOT and PESTEL analyses to identify differentiators that create a competitive advantage. By applying the conceptual lens of RBV of competitive advantage, Foundation X's business strategy aims to achieve a competitive advantage through the effective use of organizational resources. The SLT carefully considers what resources are available and how they create value through the strategic planning process.

The SLT underpins the strategic objectives by establishing corresponding organizational priorities, CSFs, KPIs, and goals to enable success (Figure 14). After establishing the organizational goals that align with the MVV, the SLT communicates the strategic objectives to regional managers and individual staff members. The relevant strategic objectives form the basis of the operational and individual service unit plans (Figure 15), which describe the actions needed to support Foundation X's strategic plan. Service units use a standard template that aligns with the organizational strategy, links to the EFQM (2019) framework, supports the recommendations included in the Charter for Involvement (National Involvement Network, 2019), and reflects the Keys to Life (Scottish Government, 2019a) guidance. Additionally, service unit supervisors set team member performance goals based on the strategic objectives identified in each section plan.

The final step in Foundation X's strategic planning process focuses on managing performance against the plan. To effectively manage performance, the SLT first deploys and communicates the applicable strategic objectives, organizational priorities, CSFs, KPIs, and goals with the associated timelines for progress reviews to the workforce, suppliers/partners, customers, and other stakeholders using the methods identified in Table 7. An internal performance management system captures performance against targets, and KPI results are reported to the extended management team every month. The SLT and extended management team regularly monitor progress, organizational performance, financial impact, and effectiveness. Additionally, all meetings with the board of trustees and SLT include a standing agenda item to monitor performance.

Strategic Objectives. The Baldrige Performance Excellence Program (2019) defined strategic objectives as both internally and externally focused actions an organization undertakes to address significant customer, market, service, or technological opportunities and challenges. Organizations set strategic objectives to frame the action plans required to guide resource allocation to gain a competitive advantage and ensure long-term sustainability (Baldrige Performance Excellence Program, 2019; Jensen et al., 2016). The effective use and management of an organization's resources and capabilities to achieve a sustainable edge over the competition is the cornerstone of RBV of competitive advantage (Rezaee & Jafari, 2016). The SLT of Foundation X employs a repeatable and iterative strategic planning process to define its strategic objectives and the action plans required to achieve them.

As described in the strategic planning process, the SLT underpins the strategic objectives by establishing corresponding organizational priorities, action plans, KPIs, and goals to enable success (Figure 22). The SLT identified five strategic, long-range objectives in Foundation X’s 2019–2024 Strategic Plan that are critical to enabling autistic people to lead happy, healthy, and fulfilling lives. The strategic objectives identified in the plan provide focus on Foundation X’s overarching themes of engagement, risk appetite, values, leadership, and finance. While the strategic objectives are long-range, with an expected 5-year timeframe, the SLT establishes a 2-year review process for more immediate priorities to focus and build the foundational actions required to attain the organization’s vision.

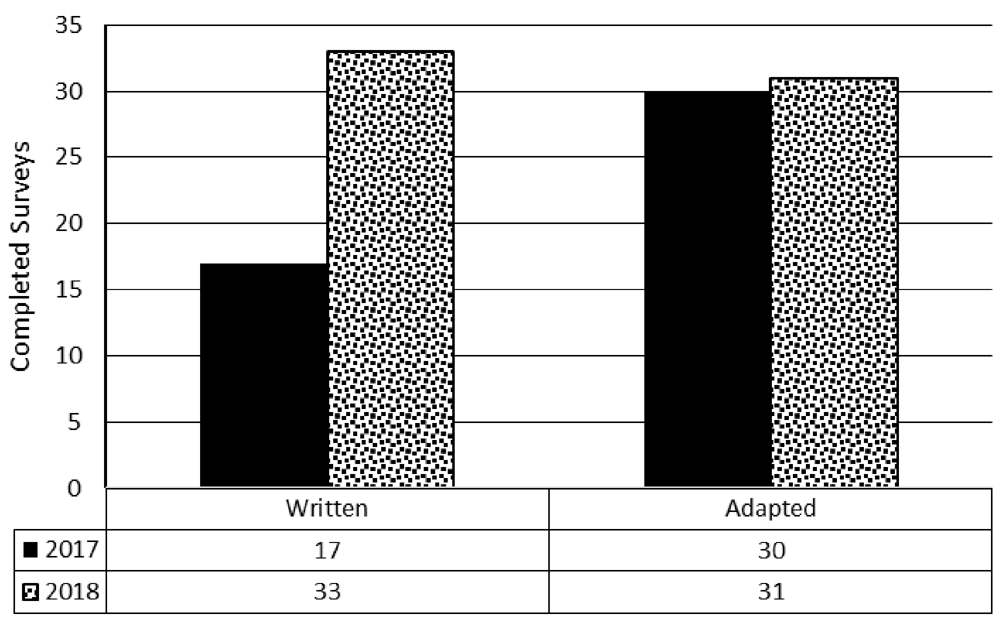
Strategy Implementation

Viewing the strategic objectives through the overarching themes, the SLT addresses the needs of customers, stakeholders, and the organization. The SLT realizes that customers, stakeholders, and staff must be actively engaged to ensure organizational success. To emphasize the importance engagement has to the organization, the SLT identified two CSFs and corresponding KPIs that are critical for organizational success – one focused on the engagement with autistic people and the other focused on engagement with staff. The process owners store data collected informally through customer, stakeholder, and staff interactions and formally through surveys in the organization’s internal performance management system, and managers review KPI results and report statuses to the SLT during monthly meetings.

One example of the implementation of the strategy is the service user survey. The service user survey is an extensive annual engagement process begun in 2017 that, given the individual needs of the target population, requires adaptation for some of the participants based on their unique support profile. Due to the COVID-19 pandemic, which resulted in a 3-month long nationwide stay-at-home order and the closure of all nonessential businesses, data from the 2019 survey is pending compilation. The SLT communicates results with staff and develops action plans to address areas for improvements. The number of participants involved in the survey is one of many KPIs tracked to measure customer engagement (Figure 24).

Figure 24

Service User Experience Survey Participants



The SLT uses the survey to capture service users' views about the service they receive and then inform the strategic planning process by developing specific action plans. By analyzing the data provided by the SUES and other communication and engagement activities identified in Table 7, the SLT assesses operational performance trends to understand Foundation X's current and potential capabilities and capacities needed to achieve the strategic goals. Application of the RBV of competitive advantage framework identifies how the effective use of internal and external resources enables the implementation of valuable service offerings for the customers (Álvarez-González et al., 2017). By providing services that are valuable to the customer, Foundation X can differentiate themselves from the competition to create a competitive advantage identified in its strategic objectives.

Customers

As a charitable organization providing education, care, support, and opportunities to people with autism and their families, nurturing a positive relationship with customers is a primary impetus for Foundation X's SLT. The SLT identifies its customer base as individuals living with autism and their families and care providers. Within this grouping are two distinct populations. The first population includes supported individuals of all ages, the autistic community, and those who commission services to support them. Supported individuals are those service users who are the direct recipients of the support services provided by Foundation X. The autistic community represents autistic people, as well as their families and care providers, who access Foundation X's online and other support resources.

Commissioners of services primarily include Scottish local authorities, health boards, and autistic individuals and their families who access the organizations' services. The other population is the autism community. The autism community includes other social care or education providers that purchase training or consultancy services from Foundation X. To understand the needs and expectations of each population, the SLT gathers customer feedback through a variety of formal and informal methods, including a variety of surveys, feedback from local authorities, and social media interactions.

Customer Expectations

The evaluation criterion in both Baldrige and EFQM highlights the importance of achieving and sustaining customer results that meet or exceed customer needs and expectations when seeking organizational excellence. Baldrige uses the term voice of the customer to describe how organizations use customer-related information as inputs into a process that allows for the proactive, continuous improvement of products and services to address stated, unstated, and anticipated customer needs and expectations (Baldrige Performance Excellence Program, 2019). By developing processes that elicit an ongoing dialogue between organizational leaders, regional managers, care providers, and the customers, the SLT develops an understanding of how Foundation X's actions and service offerings affect customer's purchasing and engagement decisions.

Listening. The importance the SLT places on the listening to the needs and expectations of the customer is evident in the MVV and cascades through the overarching themes, CSFs, strategic objectives, and KPIs that guide their decisions. As identified in the organizational profile (Figure 8), Foundation X's primary customers are Scottish individuals living with autism and the autism community. By following the framework established by EFQM, organizations strive for excellence by understanding, anticipating, and fulfilling their customer's needs and expectations (EFQM, 2019). Based on the customer population, the leaders of Foundation X modify the approach used to develop strategies to address and anticipate their needs and expectations.

The SLT understands that listening to the needs and expectations of individuals with autism is an essential component of fulfilling Foundation X's vision of a world where autistic people are understood and enabled to lead meaningful and fulfilling lives as valued members of the community. Eliciting feedback from a customer population with a diverse range of communication styles required the implementation of an innovative thought process. A multidisciplinary team consisting of participants from Autism Services, L&D, and the Practice Innovation Center teams created two versions of the survey. The team used a standardized, written questionnaire for those individuals identified as being capable of using this format. The questionnaire was also available using an adapted process that asked individualized core questions based on the communication needs of the service user.

The first annual organization-wide SUES occurred in 2017, with further enhancements made to the style and questions in subsequent years. The survey measures the service users' assessment of the support they receive across seven domains: (a) health and well-being, (b) low-stress environments, (c) understanding autistic thinking, (d) user involvement, (e) social opportunities and community participation, (f) continuous learning for everybody, and (g) shared understanding. The domains align with

Foundation X’s framework for ethical practice to ensure the organization is meeting its stated MVV. The survey team presents findings from the surveys, recommendations for action plans based on the data, and reflections on the process to the board of trustees and SLT as inputs into the strategic planning process. The survey team also shares results with the service users and staff, as well as any area identified as needing to develop an action plan to address improvements.

Foundation X leaders can use more traditional methods to understand the needs and expectations of its second customer population, the autistic community. The SLT, extended management team and care providers monitor the needs and expectations of the customers using a variety of interactions identified in Table 7. In addition to annual surveys, the SLT gathers data from one-on-one meetings, calls, emails, community group sessions, social media sites, and the website. Data collected are included in the performance management system to track trends, monitor progress against stated targets, make strategic decisions, and develop future action plans. Leaders at all levels of the organization use the data and information collected from customers to improve processes and service delivery. The quarterly Corporate Performance Management Report contains the results for the customer KPIs identified in the strategic plan. The SLT uses the results of the KPIs during the strategic planning process to identify areas for improvements or strategic differentiation to gain a competitive advantage.

Customer Segmentation and Service Offerings. Foundation X’s business strategy is driven forward by the strategic objective for market growth through the diversification and expansion of services provided to support autistic people in a range of settings. The SLT and board of trustees use data collected from customers to expand service offerings, identify new opportunities, and influence Foundation X's strategic objectives and action plans. The principle customer populations, autistic individuals, and the autism community are further broken down into customer segments with unique service offerings (Figure 8).

The customer segments include children and adults with autism and families, social and educational care providers, and other professionals interested in providing support for autistic people. Further segmentation occurs based on the service center's geographic location. The SLT and regional managers hold regular commissioning monitoring meetings with the local authorities who commission services from Foundation X. The purpose of the meetings is to monitor the overall performance of the services and identify areas of improvement. As part of the 2019 strategic planning process, the SLT performs extensive SWOT and PESTEL analyses to understand its operating environment and to ensure the strategy responds to it by maximizing opportunities and mitigating the risks posed by threats (Appendices C and D).

Customer Engagement

Organizations market products and services to customers through engagement activities to build positive relationships. Positive customer perceptions of an organization's value directly affect the amount and quality of customer engagement (Itani et al., 2019). By developing successful customer engagement strategies, organizations can gain a sustainable competitive advantage and create value (Kumar & Pansari, 2016). The RBV theory of competitive advantage posits that the effectiveness of developing and deploying rare, valuable, inimitable, and nonsubstitutable resources into capabilities determines organizational performance (Barney, 1991). In Foundation X’s 2019–2024 Strategic Plan, the SLT developed strategic objectives and action plans that provide opportunities for the workforce to engage with Foundation X’s customer population in various ways. The SLTs identification of engagement exemplifies the importance the SLT places on customer engagement as one of the overarching CSFs required to attain Foundation X’s strategic objectives.

Customer Relationships and Support. The SLT’s use of a graded process of engagement based on power and interest to determine the most effective engagement strategy highlights the critical role customers play in developing the organization’s strategy (Figure 11). The customer relationship falls in the high quadrant for both power and interest. As such, the SLT devotes a significant amount of organizational resources to understand and measure customer perceptions of reputation, service value and delivery, support, and loyalty. Customer engagement is also crucial in addressing strategic financial objectives related to fundraising.

Foundation X’s approach to customer engagement begins with its digital presence. The website provides customers an overview of the services available to autistic individuals and provides advice and support to families, care providers, and professionals. The SLT allocates financial resources to improve the website functionality and produce content that is new and relevant to the customer base. A 2016 redesign of the website made it fully responsive, allowing for bidirectional communication with the customers. The marketing team manages the website with support from an external digital marketing firm. The team recognized that visits to the website alone did not indicate successful engagement and undertook an initiative using Google Advertising to improve the quality of web traffic.

Further, the SLT promotes and markets its services by applying for national awards, which highlight its services and provides exposure to potential customers (Table 9). The award applications provide recognition to staff for their efforts and achievements. The Marketing team publicize the awards internally on Foundation X's website and newsletters, as well as externally on the radio, in local press publications, in Quality Scotland's magazine, Excellence Now, and during the tendering process with new customers. The leaders actively seek award opportunities and apply their growing knowledge and experience to refine their application process.

Table 9

Awards Listing 2013–2019

Year	Award	Applied for	Shortlisted	Awarded
2013	EFQM Committed to Excellence Award	*		*
2013	Care Knowledge Awards	*		*
2014	Laign Buisson Independent Specialist Care Award	*	*	
2014	NAS Professional Awards	*	*	
2014	Scottish Social Services Council Care Accolades	*	*	
2014	TalkTalk Digital Hero Award	*		*
2015	EFQM Recognized for Excellence 3 Star	*		*
2015	Not for Profit Organization of the Year	*		*
2017	EFQM Recognized for Excellence 4 Star	*		*
2018	Scottish Social Services Awards	*	*	
2018	Clacks 2018 Business Award	*		*
2018	Gold Healthy Working Lives Award	*		*
2019	EFQM Recognized for Excellence 5 Star	*		*
2019	Scottish Award for Business Excellence	*		*
2019	RoSPA Gold Award for Health and Safety Practices	*	*	
2019	Autism Professional Award	*		*

Customer Satisfaction and Engagement. Foundation X’s customer engagement activities include actively encouraging customer participation in individual support planning activities, key worker meetings, weekly planning meetings, service user forums, communication groups, and service user agreements. Foundation X’s care providers regularly engage with the service users to assist participation and choice/decision making regarding the services provided. Customer engagement also occurs through the active promotion of a wide range of internal and external events throughout Scotland. The SLT designs events to share knowledge and experience related to good autism practice. Customer engagement through participation in exhibitions, such as the Scottish Learning Festival, Kidz Scotland, NHS Scotland, and Social Work Scotland promote Foundation X's brand and highlights new services and initiatives to local authorities, parents, caregivers, and autism professionals.

The approach Foundation X uses to inform the strategic planning process based on customer engagement is exemplified in two of the CSF's called out in the 2019–2024 Strategic Plan. Customer engagement is also an essential component of Foundation X's stated strategic objectives to (a) achieve growth through the diversification and expansion of services provided to support autistic people in a range of settings, (b) enable sustainable societal change by campaigning and influencing government and decision-makers, and (c) positioning the organization as the definitive autism organization in Scotland. For each of the strategic objectives, specific CSFs and KPIs are established and tracked regularly (Figure 22).

One way the SLT measures customer engagement is by tracking social media and website statistics. Social media analytical data identified an untapped audience in 2015. The SLT set strategic growth targets to broaden Foundation X's community awareness and build brand awareness. Similarly, as part of the ongoing review of digital services, the SLT targeted website traffic as an opportunity for improvement. The RBV of competitive advantage provides the basis for using the organization's financial resources to differentiate itself from others in the sector based on performance levels (Wernerfelt, 1984). Realizing a lack of internal resources with the necessary digital experience to gain a competitive advantage, the SLT used the organization's financial resources to contract with an outside agency to manage Foundation X's social media content to redesign the website, develop a donation platform, and improve the quality of traffic.

Results Triad: Workforce, Operations, and Results

The results triad contains components that focus on an organizations' workforce and operational processes and their performance results. The components emphasize the critical role leaders play in developing an engaged workforce, creating operational efficiencies and delivering results that further the organization's mission (Baldrige Performance Excellence Program, 2019). I assessed Foundation X's processes using four dimensions, which are approach, deployment, learning, and integration. Repeatable processes that emphasize analysis, innovation, and sharing of information and knowledge are hallmarks of performance excellence. Highly functioning organizations use an integrated approach in which strategic and operational goals align with the organization's needs (Baldrige Performance Excellence Program, 2019).

Within the context of RBV for competitive advantage, organizational leaders seek to use resources as a potential source of competitive advantage through differentiation of performance levels (Wernerfelt, 1984). Resources include strategic capabilities, operational resources, and human capital resources. Strategic capabilities are reflected in an organization's ability to organize, reconfigure, and renew its resources in response to the changing competitive environment. Examples of strategic capabilities include innovation, market orientation, networking, market analysis, and the sharing of information (Carraresi et al., 2016). Organizations with dynamic operational resources can modify their processes to meet changes in strategic and competitive challenges and outperform competitors despite significant changes in the business environment (Manikas et al., 2019). The strategic management of human capital resources, such as workforce experience, diversity, intelligence, and culture, shapes an organization's unique nature and contributes to competitive advantage (Assensoh-Kodua, 2019; Miethlich & Oldenburg, 2019). One way that business leaders generate sustained competitive advantage is to develop strategies that manage and exploit the potential of human capital resources (Barney, 1991). In the following subsections, I evaluate the workforce focused processes, key operational processes, and performance results based on the approach, deployment, learning, and integration factors Foundation X exhibited for each of the Baldrige Performance Excellence Framework criterion.

Workforce

As of October 2019, Foundation X's workforce included 951 permanent, temporary, and contract staff members responsible for the daily operations of its 37 locations throughout Scotland. The job categories for full-time staff include care, teaching, administration, and ancillary, with significant growth in the care and administration categories between 2015–2019 (Table 3). Foundation X's board of trustees and SLT acknowledge the vital role of the workforce in achieving the organization's mission by citing the development of staff and the importance of being viewed as a leading employer in the sector within the strategic objectives of the organizations (Figure 22). The director of people and culture is responsible for establishing the policies and procedures related to staffing, national workforce matters, collaborative working, and strategic change, focusing on culture and values. She is committed to the voluntary sector, enabling people, and inclusion. Inclusion and creating an organization supportive of a diversity of ideas and thinking are inherent in Foundation X's vision statement, and the SLT is committed to equality and values diversity within the workforce.

Both RBV of competitive advantage and the Baldrige Performance Excellence Program view people as a valuable resource to the organization that has the potential to generate and maintain competitive advantage (Baldrige Performance Excellence Program, 2019; Collins, 2020; Delery & Roumpi, 2017). The development and implementation of strategies to build a workplace environment that effectively supports the staff is critical when seeking high organizational performance and competitive advantage. Leaders who understand the relationship between the workplace environment and the drivers behind workforce engagement develop strategies that help staff reach their full potential to become valuable resources of the organization (Delery & Roumpi, 2017). The Baldrige Framework provides business leaders with a process to evaluate the alignment of the workforce with the MVV and strategic objectives of the organization. The following subsections contain an evaluation of Foundation X's workforce environment and workforce engagement based on the approach, deployment, learning, and integration factors exhibited for the category.

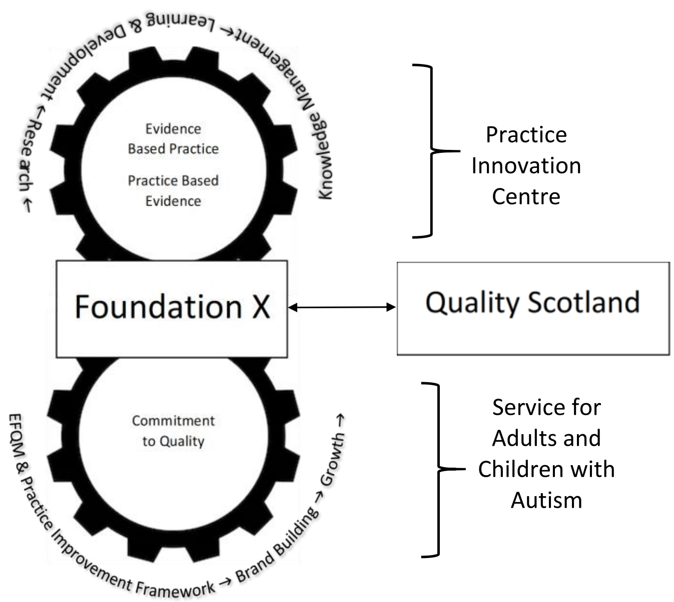
Workforce Environment

Workforce Capability and Capacity. Successful organizations rely on the knowledge, skills, abilities, and competencies of its workforce to build and sustain relationships with customers, develop new services, and meet changing business and regulatory demands. Researchers use the RBV framework to argue that a high commitment HR strategy leads to a competitive advantage by strengthening employee-based resources that are rare and valuable (Collins, 2020). Foundation X leaders identify the organization's people as one of their greatest assets, and they acknowledge that having a fully engaged, effective, and efficient workforce is essential to maintain the highest quality standards in service delivery. The SLT recognizes the connection between the organization's strategic skills and the development of the brand to gain a competitive advantage comes from a well-trained and motivated workforce.

Leveraging a strong partnership with Quality Scotland, EFQM's national partner in Scotland, Foundation X integrates the EFQM aspects of quality and results aspects into its business practices. Figure 25 reflects the relationship between knowledge management, learning and development, systems for continuous improvement, and the development of the brand. As such, the SLT is committed to the growth and development of all staff members and offers a wide range of internal and external opportunities to enable learning and continuous professional development. Standardized job descriptions exist for most positions, and the HR team reviews them regularly. The HR and L&D business partners, in conjunction with the regional managers, determine the required competencies, skills, and certifications and incorporate them into the job descriptions for each position. As part of the hiring process, the recruitment team evaluates the candidate's skills, education, and certifications against the job requirements. Upon hire, HR enters a training profile for the staff member and enters the data into the employee's personnel file.

Figure 25

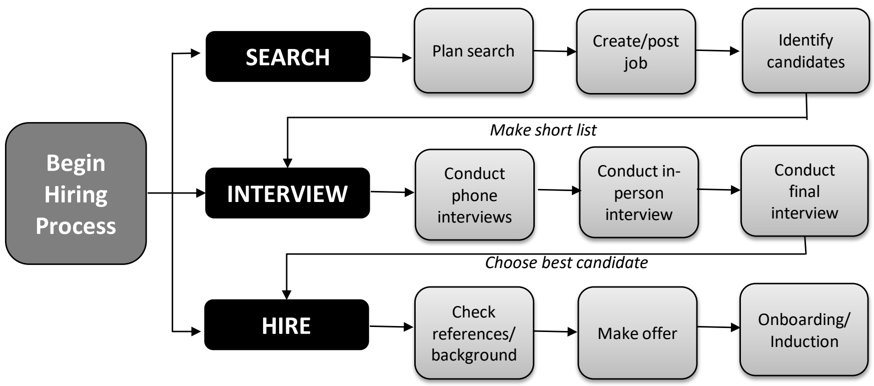
Business Drivers



Recruitment and Onboarding. To attract the best candidates to the organization, the senior leaders of Foundation X are committed to carrying on an open, fair, and transparent recruitment process. The hiring process (Figure 26) consists of three distinct phases, which are search, interview, and hire. All hiring actions take place using a collaborative approach between the hiring manager and the HR business partners acting under the guidance of the director of people and culture. Using an established process outlined in Foundation X's recruitment policy, the hiring committee reviews the job requirements and description and creates a job advertisement. Job descriptions include an overview of Foundation X’s services, the office location, reporting chain, key tasks, and general and specific responsibilities of the position

Figure 26

Hiring Process



The HR business partners post open job positions on Foundation X’s website, social media platforms, and digital industry job boards, such as Indeed, totaljobs.com, LinkedIn, and CareerBuilder. Partnerships exist with colleges and universities to serve as a talent pipeline for students attending courses on the care of individuals. Depending on the position, managers hold recruitment information evenings for all potential applicants to provide information regarding the roles and requirements. The HR business partners actively encourage the participation of service users and their families in the recruitment process, although final decision-making rests solely with Foundation X staff.

Applicants submit resumes and applications through Foundation X’s internal applicant tracking system. The system allows for the effective management of the hiring process by the recruiting manager and the HR business partners. Recruiting managers can track suitable candidates and quickly arrange interviews. The system also allows the HR business partners to see which online job sites effectively reach qualified candidates. The director of people and culture uses information gathered from the applicant tracking system to make strategic decisions on the most effective use of advertising resources related to recruitment. Recruiting applicants with the right skills and values is key to a successful job appointment. Job advertisements emphasize Foundation X's values and highlight the benefits package to attract high-quality candidates. Researchers design interview questions to allow assessment of the required competence and values needed for a role. All potential employees must meet the minimum certifications and skills required for the position and show proof of clearance to work with children and protected adults through the PVG membership scheme.

Inclusion and Diversity. The SLT is committed to creating a work environment that is inclusive and values diversity. The SLT demonstrates its commitment to inclusion and diversity (I&D) through its day-to-day working practices, employee policies and procedures, and relevant training and guidance. As part of the induction process, all new employees receive copies of Foundation X's policies, including Employee Performance Management, Complaints Handling, Equality and Diversity, Dignity at Work, and Flexible Work. The first day of induction starts with a required training session titled Principles of Professional Practice that reinforces the expected values and behaviors of all staff (Figure 3). The managers of all new employees establish performance targets and objectives that align with those of the organization within the first 6-months of employment. The organization shows its commitment to equality and valuing diversity through Foundation X's Equality and Diversity Policy, Dignity at Work Policy, Equality

Impact Assessment Policy, Flexible Working Policy, values-based training programs, staff surveys, HR KPIs, and analysis of complaints data.

The policies put forth by the SLT promotes working relationships based on courtesy, civility, and respectful communication. This commitment calls for a workplace where staff at all levels value each other and treat each other with respect, even in urgent and high-pressure situations. Managers, supervisors, and others in positions of authority are required to act as role models in promoting such an atmosphere while holding employees accountable for effective performance. All staff can discuss issues of concern without fear of retaliation from any other employee or manager. A clearly defined process exists for staff to raise concerns to management for resolution. The SLT tracks employee perceptions related to I&D, work-life balance, and fair and equitable treatment through questions and responses on the Staff Survey.

Workforce Climate. Another aspect of the workforce environment assesses how organizational leaders maintain a climate that is conducive to the well-being and growth of all workers. Researchers attribute well-being at work to the psychosocial work environment, including work climate, work recognition, and social support (Nielsen et al., 2017). Using the RBV framework, scholars argue business leaders who encourage staff to build and contribute skills that support high levels of innovation, customer service, and operational efficiency establish a climate conducive to competitive advantage (Collins, 2020). Workplace climate is a comprehensive measure that describes an organization's culture and employee well-being.

Environment, Safety, and Health. At Foundation X, the health and safety of staff are a priority for the entire organization, including the SLT and board of trustees. The chief executive chairs the health and safety committee, and membership includes the director of people and culture, the health and safety officer, and staff member representatives from all locations. The SLT recognizes its ethical responsibility under the health and safety laws of Scotland to assess and take measures to control risks from work-related stress for all staff members. Foundation X uses a collaborative approach between HR, L&D, and health and safety to understand better team requirements, issues, strategic matters, and day-to-day safety concerns. Foundation X actively promotes good working practices through Scotland's public health program, Healthy Working Lives. Foundation X set a 3-year target for all service locations to achieve or work towards the Healthy Working Lives Gold Award. Progress towards the attainment of the award is tracked quarterly in the Corporate Performance Management Report.

In compliance with the Health and Safety at Work Act of 1974, all employers in the United Kingdom must ensure the health, safety, and welfare of staff members through the maintenance of plant and systems, provision of instruction, training, and supervision, and preparation, distribution, and ongoing review of a safety policy (Health and Safety Executive, 2020). All members of the workforce have access to occupational health, employee counseling, and a variety of health and well-being awareness training programs, such as Scotland's Mental Health First Aid training. In 2016 Foundation X implemented its Well-being policy, and a review in 2018 ensured alignment with organizational values. The quarterly Corporate Performance Management Report's

Sickness, Absence, and Well-being and Health & Safety sections include results for the health and safety KPIs identified in the Healthy Working Lives strategic plan (Table 10).

Table 10

Environment, Safety & Health KPIs and Measures

Key performance indicator/Target	Measure/Indicator
Sickness, absence, and well-being	
Sickness reasons	# of occasions of absence by illness type
Working days lost to sickness	Average number of days lost per employee
Sickness monitoring	# of employees on live sickness monitoring warnings
Employee discipline actions	# of employee relation cases by discipline action/ location
Health and safety	
Review of health and safety policies	% of health and safety policies created/reviewed per plan
	New fire risk assessments designed
Fire safety management	Existing fire risk assessment reviewed and revised
	Personal emergency evacuation plans reviewed (min 4/quarter)
Accident reporting	# of accidents by service users and staff
Accidents reportable to RIDDOR	# of RIDDOR reportable accidents by service users/staff
Near miss events	# of near misses as defined by United Kingdom health & safety executive
Vehicle accidents	# of fleet vehicle accidents
Lost time due to accidents	# of workdays lost due to accidents

Compensation and Benefits. Employee compensation and benefits are critical components of the HR strategy to develop and retain a motivated workforce. The SLT and board of trustees understand the impact employee compensation and benefits have on the organization’s ability to attract and retain a capable workforce. Success in this area aligns with Foundations X’s strategic objective to enhance its reputation as a leading employer within the sector. Foundation X leadership provides permanent staff members with competitive wages, vacation and sick leave, pension contributions, noncontributory life insurance, access to a 24/7 Employee Assistance program, sector leading training to complete Scottish Vocational Qualifications Level 3 certification, and an HSF health cash plan to cover dental, optical, and other healthcare expenses. In Scotland, healthcare is provided free to all residents, and not considered an employer-provided benefit.

Foundation X is committed to paying all staff members the Scottish Living Wage (SLW) instead of the mandated National Living Wage, which is also known as the National Minimum Wage. Foundation X’s bases its compensation system on an incremental salary and grading system, which awards increases based on merit. The SLT recognizes the individual performance of staff members through the annual performance review process. The implementation of the SLW required two salary adjustments for the Grade 2 staff since 2016. Disparities in pay differential between salary grades resulted, and the SLT committed to reviewing all salary levels and grades throughout the organization to rectify the situation. The HR team tracks employee reaction to and satisfaction with the salary actions using the annual staff survey.

While the benefits package offered is comparable to other employers in the sector, the SLT is committed to retaining current staff and attracting new talent through the provision of the right employment arrangements and making each staff member feel that their contributions are valued through the compensation they receive for the work they perform. Staff responses to the 2018 Staff Survey allowed the SLT to identify several additional benefits and perks that enhance Foundation X's reputation as a leading employer in the sector. The SLT added a rewards program to provide discounts for high street shops, cinemas, and gym memberships, childcare vouchers to offset daycare costs, and an employee assistance program offering counseling, online resources, and help in achieving a healthy work-life balance. Status reports measure the usage rates, and the SLT correlates the data to staff turnover as an indicator of success. Foundation X also offers and funds Scottish Vocational Qualifications and Leadership Management Certification qualification to all staff that directly support service users or pupils. The SLT uses the L&D Performance Management Report to monitor the completion rates of qualifications and certification awards closely.

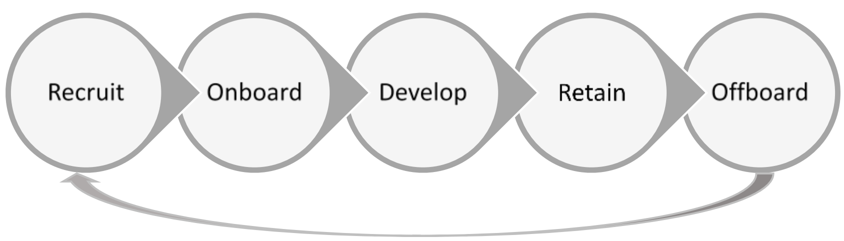
Workforce Engagement

Assessment of Engagement. Employee engagement refers to the emotional and intellectual commitment a staff member exhibits toward accomplishing work in a manner that is reflective of the mission, vision, and values of the organization (Baldrige Performance Excellence Program, 2019). Leaders of excellent organizations develop strategies to create a culture of creativity and innovation while aligning staff with its strategic objectives (EFQM, 2019). Because Foundation X views the workforce as an important asset of the organization, the SLT recognized improving staff engagement as a CSF needed to achieve the strategic objective of enhancing the organization's reputation as a leading employer within the sector in its 2019–2024 Strategic Plan (Figure 22).

Foundation X's SLT understands that opportunities for employee engagement at all stages of the employee life cycle and the strategies they develop during the strategic planning process seek to maximize these areas. The employee life cycle encompasses various stages in the career of an employee, beginning with recruitment and concluding with offboarding (Figure 27). As previously described, the recruitment process includes opportunities for potential candidates to find out about the organization through the job descriptions and recruitment information evenings. During the onboarding process, the HR Business Partner provides new staff members with training and copies of policies that reinforce behaviors they exhibit Foundation X's culture. The SLT emphasizes Foundation X's commitment to I&D, ethical behavior, and establishing a respectful workplace is throughout the employee life cycle.

Figure 27

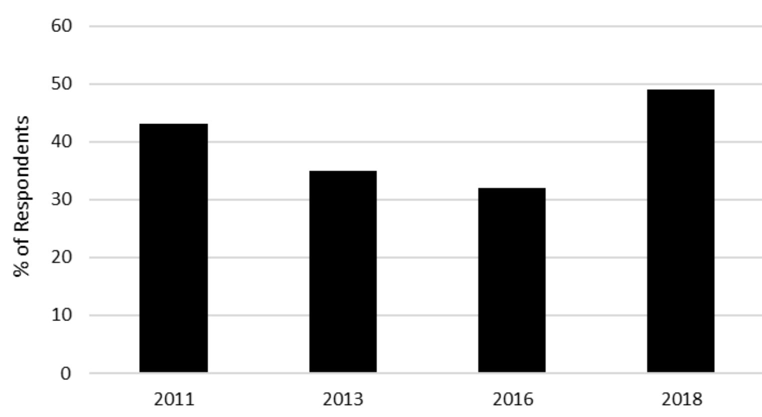
Employee Life Cycle



The SLT and board of trustees use the Staff Survey and HR KPIs as a gauge to understand the effectiveness of the actions taken to increase employee engagement. Measurements of overall job satisfaction, access to training and career development opportunities, staff relationship with their managers, connection to Foundation X's MVV and strategic goals, and perception of the SLT are collected and compared to previous results to determine trends and establish opportunities for improvement. The SLT conducted staff surveys in 2011, 2013, 2016, and 2018. Staff participation in the survey is critical to understanding the staff's views and is a critical KPI for the SLT. Figure 28 reflects the response rate for each of the surveys. As the SLT identified opportunities for improvement, they developed action plans and adjusted future surveys to determine whether the action plans achieved the desired goal. For example, the data trend for survey response rate indicated a downward trend between 2011 and 2016. To address this challenge, the SLT increased communications about the survey and the role it plays in making strategic decisions that impact the workplace environment. The communication strategy improved staff engagement, and the 2018 Staff Survey response rate increased to its highest level since implemented.

Figure 28

Percent of Respondents to Staff Survey by Year



Organizational Culture. Throughout an employee's tenure with Foundation X, the SLT's goal is to create an atmosphere where the employee feels connected to the organization and understands their role in its success. Communication and interaction with staff occur at all levels of the organization (Table 7). The diverse geographic location of the staff and the variety of positions require the SLT to develop individualized methods of engaging with the workforce. The SLT uses meetings to engage with individual employees and hear directly from staff regarding any issues or concerns. Also, the SLT communicates with staff through staff newsletters, team meetings, staff forums, subgroup activities, social media forums, and working groups. Both in-person and digital communications support employee engagement and create a cohesive organizational culture reflective of Foundation X's MVV. Analysis of the data collected through the staff survey and anecdotal information gathered through various communication avenues helps the SLT in the decision-making process.

As part of the 2016–2018 Business Plan, based on employee feedback, the SLT and board of trustees realized the IT systems and supporting infrastructure were needed to provide accessibility in all locations. The long-range IT strategy includes computers, mobile phones, data packages, and hot-desking to support employee productivity. The implementation of the IT action plan supported new ways for the SLT to engage with and receive feedback from staff in all regions. Standardized computing software applications, such as SharePoint and MS Teams, allow staff in different locations to more easily collaborate and share ideas. Foundation X's internal computing network is now the primary tool used for internal communications and for sharing material and news with employees. Foundation X leaders post the MVV and strategic plan on the website for easy access and distribute both digital and hard copies to all staff members. The home page banner promotes current organizational initiatives and good news stories from all regions to engage staff.

Performance Management and Development. Performance management relates to how an organization's strategy, policies, and processes establish performance expectations and how the processes in place monitor and measure the results. Within Foundation X, performance management occurs at the individual contributor level and the organizational level. Managing workforce performance against defined goals is essential to workplace success and incorporates a complete system of compensation, rewards, recognition, and incentive practices that support high performance (Baldrige Performance Excellence Program, 2019). Leaders of excellent organizations develop and implement HR and L&D practices and policies to manage recruitment, career development, mobility, and succession planning, ensuring fairness and equal opportunities for all staff members (EFQM, 2019). A comprehensive performance management system can play a strategic role in attracting and retaining key employees

Performance Management. Performance evaluations are one component of the overall staff management and development strategy at Foundation X. Within the first 6 months of hire, each member of the workforce has goals that align with their job responsibilities and the strategies contained in their business unit's strategic plan. Managers and supervisors recognize individual performance against established goals through the annual performance review process. A structured competency framework provides managers and staff with a clear set of behaviors and expectations, reflective of Foundation X's vision and values for all job roles. The SLT measures the effectiveness of the competency framework through KPIs, which align with the organizational strategy. Results from staff surveys performed in 2011, 2013, 2016, and 2018 provide additional input when measuring the effectiveness of the competency framework.

Staff Development and Succession Planning. The L&D business partners are responsible for developing and delivering training programs to all staff members and keeping records of training and compliance up to date. Information from the 2016 Staff Survey indicated that Foundation X's disperse geographic locations often made training difficult to accomplish for staff members. Based on this feedback, the L&D team developed an e-learning platform, iLearn, that allows employees to access training programs from their work location, rather than the head office. A key focus of the system is on compliance courses, although it serves as a data repository for all training and skill information related to staff. The L&D team regularly updates the iLearn system with current requirements and new training courses. The L&D business partners set an annual target of 70% of staff completing 24 hours of continuing professional development training. Training statistics are collected within the iLearn system. Managers can access employee training records through a manager dashboard at any time, and organizational status is reported quarterly to the SLT via the Corporate Performance Management Report.

Further opportunities for career development exist for managers who are new to Foundation X, as well as high potential internal candidates. To support this initiative, the L&D business partners applied for and received funding from Scotland's Flexible Workforce Development program, a government program that funds organizations to address priority skills gaps by creating tailored training programs in conjunction with local colleges. Foundation X partnered with Fife College and other organizations to create short training modules that are used during manager meetings to increase accessibility. The partnership with the college not only increased the availability of the skill training modules to allow access to all managers but further created a connection with the community that could lead to increased brand awareness. The program includes offerings in project management, IT skills, and general administration. The SLT tracks the success of the program as part of the quarterly Corporate Performance Management Report.

In line with the growth and development plans for staff in the rest of the organization, the SLT made a strategic decision to focus on the development and growth of potential of senior managers to address issues of recruitment and succession planning. In 2014 the L&D team established a leadership development program. The modules within the 18-month program use formal and informal learning methods to enhance skills, competencies, and knowledge. External providers offer training in a range of management and leadership skills in response to the identified needs of the participants. Two cohorts have completed the program. Based on participant feedback, the L&D team adjusted the program to increase networking opportunities, maximize attendance, and target specific settings.

Operations

The way organizations implement strategies to manage, improve, and innovate critical products, services, and work processes leads to improved operational effectiveness to deliver customer value and achieve ongoing organizational success (Baldrige Performance Excellence Program, 2019). Within the framework of RBV of competitive advantage, organizational processes are a resource that can differentiate an organization from its competitors (Brown et al., 2016; Jensen et al., 2016). The development of effective operational procedures that increase efficiency depends on controlling cost and maintaining reliable, secure systems (EFQM, 2019). The leaders of Foundation X focus on developing strategies that establish work processes to increase the capability and efficiency of the organization. The following subsections explore how Foundation X approaches, deploys, learns from, and implements strategies and action plans that can lead to competitive advantage

Work Processes

Service and Process Design. Foundation X has a diverse and wide-ranging portfolio of services designed to meet the needs and expectations of its customers. Using data from the performance management tracking system, the SLT uses an approach that follows the established KPI implementation and review framework (Figure 16) to support the delivery of the strategic objectives set out in the 2019–2024 Strategic Plan (Figure 22). Staff from all levels and locations have a role in meeting the strategic objective to achieve growth through the diversification and expansion of services to support autistic people in a range of settings.

As identified in the strategic plan, the expansion of services depends on the CSFs and supporting work processes (Figure 22). Personalized support services are developed based on individual needs to maximize learning potential. A formal process exists to gather input from staff, commissioners of services, service users, and families. The SLT then uses the data from all these sources to plan services and programs to meet the customer's needs. As a specialized support provider, the SLT's service design goals are to develop programs that deliver personalized outcomes for each of the individual service users. To achieve this goal, the SLT developed a flexible practice model that could be adapted to respond to the individual needs of the users and build on their unique skills and talents. To maintain Foundation X's leadership position over the competition, the SLT encourages participation from staff, commissioners, service users, and families to develop new innovative services.

Process Management and Improvement. The SLT has embedded a performance management reporting system across all areas of the organization. Using the organization-wide performance tracking system, KPI owners collect, analyze, and report data for review by the risk and compliance manager. Business unit managers receive monthly status reports, and the SLT assesses progress against targets during the quarterly Corporate Performance Management Report review. The SLT uses the performance information and results to determine organizational priorities and enable continuous improvement.

The procurement process is one example of how the SLT uses its strategic planning process to embed process management and improvement in all aspects of the organization. The PESTEL analysis performed at the start of the strategic planning process reinforced two areas of concern relating to procurement. When discussing the political environment, the SLT highlighted that commissioners often base procurement decisions on rules and cost, rather than the needs of the service user. Additionally, the economic review identified the cascading effect of the financial pressure on funders limiting the ability of Foundation X to recover inflationary costs. These two factors reinforced the SLT's resolve to focus on improving Foundation X's procurement process.

Foundation X's procurement process supports the organization's ability to deliver on the MVV by ensuring procurement activities align with its strategic objectives. The SLT's efforts in procurement focus on achieving value for money, procuring products and services that are the appropriate fit for purpose, and entrenching principles of sustainability and positive environmental contribution into all aspects of the procurement process. The process to manage and improve efforts for procurement are evident in Foundation X's strategic planning, training, and development program, financial oversight, and supplier management processes. Supplier perceptions have a significant influence on Foundation X's ability to deliver services to its users effectively and efficiently.

In 2012, the SLT identified the lack of purchase orders as a barrier to supplier satisfaction, compliance with regulations, and cost savings. Staff training and the implementation of a supplier management process dramatically improved supplier relationships. Further enhancements to the procurement process occurred in 2016 with the Procurement Management Tracking System (PMTS) introduction. PMTS allows the Finance and Procurement team to monitor and audit all purchases for compliance daily. Based on the daily data from PMTS, team members can immediately contact internal personnel and external suppliers regarding noncompliant situations to enact solutions.

The SLT tracks and monitors compliance against the KPIs established during the strategic planning process (Table 11). To further ensure operational excellence, the Finance team benchmarks procurement compliance against data from Foundation X's closest competitor.

Table 11

Procurement KPIs and Owners

Owner	Key performance indicator	Method	Reporting frequency
Finance manager	Purchase order in place	PMTS	M
	Procurement compliance	PMTS	M
	Procurement core local suppliers	PMTS	A
	Procurement cost savings	PMTS	A
Commercial manager	Supplier perception	Meetings	M/Q
		Survey	A
Learning & development	Staff procurement training	iLearn	M

Note: Method: PMTS = Procurement management tracking system, Reporting Frequency: M = monthly, Q = quarterly, A = annually

Operational Effectiveness

Foundation X leaders are committed to achieving operational excellence, as demonstrated by their active participation in the EFQM quality model. The SLT understands that service efficiency and effectiveness are directly related to the skill and responsiveness of Foundation X's workforce and the facilities in which they operate.

The condition of Foundation X's physical assets supports its ability to deliver its mission. Foundation X maintains operations in 37 locations throughout Scotland, and its property assets include residential properties, offices, schools, and resource bases, as well as properties either under development or surplus. Within RBV, physical assets, such as buildings, equipment, and materials, are classified as tangible assets that provide less competitive advantage because competitors can easily replicate them (Barney, 1991). However, physical assets are valuable to an organization in that they provide the foundation upon which leaders can develop strategies to exploit marketplace opportunities (Jensen et al., 2016). Therefore, such resources are necessary for competition in the industry but not sufficient for producing a competitive advantage (Barney, 1995). Foundation X leaders implemented an ongoing process to ensure buildings are maintained cost-effectively, taking account of user’s needs, whole life cycle costs, and sustainability issues.

In 2012, the SLT contracted with a property consultant to establish a baseline report on the condition of the facilities. The outcomes of the review established Foundation X’s property strategy by setting the maintenance policy, surveying the condition status of all real property, and creating the initial design for an asset management system. The initial plan projected the activities and funding required for planned maintenance by location through 2021. The property management plan identified strategic investments necessary to facilitate the MVV, which the SLT and board of trustees incorporated into the strategic planning cycle. Progress against the Property Management Strategy (Figure 29) is the responsibility of the property business partner, who ensures the asset management system contains up-to-date status on the properties and presents this information to the SLT during the strategic planning cycle.

Figure 29

Property Management Strategy

Property Strategy: *Enhancing autism services through effective property management*

Purpose
To ensure through good planning, Foundation X has the right accomodation, in the right place, at the right time & at the right costs to support the strategic corporate & service goals, objectives, & demonstrate the "brand"

Portfolio of Assets			
Residential properties - houses & flats	Non-residential properties - office, school, resources bases, etc.	Properties under development	Surplus properties

Strategic Objectives			
To ensure Foundation X has effective property solutions	To manage property risks	To ensure staff have access to necessary information	To demonstrate compliance & performance of the portfolio

Planning Context

Change drivers affecting Foundation X

National	Local
- Political & financial climate	- Needs and expectations of service users and funders
- Government legislation (energy & carbon)	- Foundation X's strategic objectives
- Care Inspectorate	- Historic property portfolio
- HMIE	

Actions			
Develop & systemize the approach to property & property maintenance	Carry out analysis of property risks and prioritize actions	Develop a simple property asset management system	Demonstrate continuous improvement of the property portfolio

Outcomes							
Improved condition & suitability of portfolio	Increase scrutiny and management of lease renewal dates	Clarify internal responsibilities & put greater pressure on landlords	Reduce maintenance backlog	Introduce planned maintenance programs & reduce unplanned maintenance	Reduce energy consumption	Dispose of surplus property	Attract addional funding

Critical Success Factors
Monitoring improvements using performance indicators
Client, users & staff satisfaction with facilities they use
Care Inspectorate and commissioners reports

Physical and Cyber Security. Foundation X's SLT recognizes the importance of managing physical and electronic data, information, and critical operational systems in accordance with its legal and regulatory responsibilities. Foundation X uses a risk-based approach to manage information as a natural part of the staff's day-to-day business and operational activities. All staff are made aware of their responsibilities as part of their onboarding training, management discussions, policy update notifications, and various email reminders. Foundation X's security policies encompass the regulations outlined in the General Data Protection Regulation, the Freedom of Information Scotland Act, the Environmental Information (Scotland) Regulations 2004, and follow industry best practices.

The SLT uses a framework of policies to secure Foundation X's physical and digital information security that encompasses asset management, physical security, human resource security, identity and access management, IT operational security, records management, information security incident management, and regulatory compliance. Figure 30 depicts the areas that each policy covers, the SLT member responsible, and the function. The information security group, sponsored by the chief executive, oversees the policy and ensures communication of revised or new procedures and information about training to managers for dissemination to staff. The information security group develops and reports relevant KPIs to the SLT through the quarterly Corporate Performance Management Report.

Figure 30

Physical and Cybersecurity Policies, Owners, and Function

Area	Owner	Function
Information Security Policy	Chief Executive	
- Asset Management		Maintain Information Asset Register (IAR) for IT infrastructure, hardware, software, and licenses
- Physical Security		Protect all Foundation X sites, equipment, and information using appropriate controls based on level of risk. Physical security measures include CCTV, swipe cards, digital or physical locks/keys, and lockable storage
- Human Resource Security		Carry out appropriate identity, reference, and other employment checks based on regulatory compliance Provide information security and general risk management training
- Security of Access to IT Systems		Set up role-based access to IT systems for all staff; manage encrytion (email and devices)
- IT Operational Security		Manage security processes and procedures (backups, firewalls, virus protection, upgrades, etc.)
Records Management	Chief Executive	Manage records lifecycle in accordance with regulatory bodies and statutory requirements
Data Protection & Freedom of Information Policy	Chief Executive	Defines the responsibilities of all staff in ensuring the compliance with GDPR, FOISA (educational facilities only), and EIR
IT Usage Policy	HR Director	Defines appropriate business use of organizational resources (email, telephones, mobile phones, electronic data, internet, wi-fi, licenses, social networking/online forums, computing equipment)

Safety and Emergency Preparedness. The physical safety of Foundation X's staff, customers, information, and assets are foremost in the SLT's decision-making process. Within the HR strategy, the SLT and board of trustees set health and safety as an organizational priority. As previously discussed, the chief executive chairs the health and safety committee with the director of people and culture, the health and safety officer, and representatives of staff from all locations. A review of accident and incident management reporting in 2016 identified that processes and systems used to track incidents were ineffective and did not facilitate a proactive safety approach toward accident and incident investigations or development of corrective actions. The Health and Safety Committee designed an accident and incident management system (AIM), which tracks accidents, incidents, and near-misses, notifies line management and the Health and Safety Committee of items in need of immediate corrective actions, and generates monthly reports for review by the SLT. The AIM system makes it easier for staff to comply with legal, insurance, and Care Inspectorate reporting requirements. All leaders use the analytical data from the AIM system to identify and track patterns of behavior and develop proactive corrective measures.

In addition to the physical health and safety of the workforce and service users, Foundation X's leaders are responsible for planning how the organization will continue operating during an unplanned disruption in service. By formulating a strategy for business continuity that addresses unplanned events, business leaders protect the organization in terms of time, money, and reputation (Zeng & Zio, 2017). The Business Continuity Management Policy is reviewed and updated every 3 years by members of the Crisis Management Team (CMT), or as required. The plan not only addresses disaster recovery of operations, but also contains contingencies for situations impacting business processes, assets, staff, service users, and stakeholders.

Foundation X's business continuity plan describes the process for handling incidents in two broad categories, crisis management and recovery management. The plan focuses on the following objectives (a) to have a straightforward process for responding to each emergency, (b) to identify a CMT for each emergency, (c) to define and prioritize the business-critical functions based at the head office (HO), and (d) to analyze the associated risks to the HO. The SLT uses a risk-based approach to business continuity management, identifying risk types, impacts, risk weighting, controls (Table 12), key processes (Table 13), and communication protocol. The CMT oversees the development of business continuity plans for each identified risk. The specific plans include impact, CMT lead, functions affected, priority for restoration, resources required to deliver the function, and a timeline with associated actions and owners.

Table 12

Risk Types, Impacts, and Controls

Risk	Impact	Risk weighting	Controls
Fire	Whole building inaccessible	M	Fire detection system
	Part of the building inaccessible	H	Building compartmentalized to prevent the spread of fire
Flood	Whole building inaccessible	L	Water in bathrooms and kitchens above each other to minimize the impact of a localized flood
	Part of the building inaccessible	H	
Utility failure	Loss of heating No electricity No water Lift failure	M	Regular supply testing by Ceteris
Weather	None or few staff	H	None
Transport failure	None or few staff	L	None
Pandemic	None or few staff	M	None
IT failure (hardware/ software/network/ telecom failure/cyber attack	No IT systems	H	Penetration testing Physical security Regular server backups Sophos security software in place
Structural failure	Whole building inaccessible	L	Relatively new building
	Part of the building inaccessible	L	Inspections by Ceteris

Note. Risk weighting identifies the likelihood of the risk materializing and having the specified impact: L = Low, M = Medium, H = High.

Table 13

Risks to Business-Critical Functions

Business critical functions	Processes	Type
Finance	Payroll	E/M
	Purchase ledger	E
	Invoicing	E
	Management accounts	E
	Debtor and creditor controls	E
	Banking	E
Information technology	Hardware	
	Business systems	PA
	Infrastructure	
Human resources	Recruitment	E
	Employee relations, e.g., disciplinaries, grievances	E
	Absence management	E
Health and safety	Policies	E
	Audit checklists	E
	Service contracts, e.g., fire alarm servicing	E
Public relations	Communication	E
	Internal	E
	External	E
Quality	Risk register	E
	Audit tools	E
	Compliance data and info, e.g., EFQM	E
Fundraising	Contacts and customer relationship management	E
	Events logs	E
Admin	Main telephone line response	E
	Reception response	M
Chief executive	Corporate governance	E
Central area services	Management	E
	Administration	E/M

Note. Type: E = Electronic, M = Manual, PA = Physical asset

Measurement, Analysis, and Knowledge Management

The measurement, analysis, and knowledge management category contains two categories: (a) measurement, analysis, and knowledge management; and (b) information and knowledge management. The categories, taken together, describe the approach the leaders use to measure, analyze, manage, and improve organizational assets, such as data, information, and institutional knowledge, to achieve sustainable performance excellence (Baldrige Performance Excellence Program, 2019). The categories within the Baldrige Excellence Program and RBV of competitive advantage focus on creating sustainable competitive advantage by measuring, analyzing, and managing data to identify ways to maximize organizational performance.

The Baldrige Excellence Framework uses the terms measures and indicators to describe information leaders use to quantify the input, output, and performance of processes, services, and programs in relation to organizational outcomes when assessing operational excellence (Baldrige Performance Excellence Program, 2019). Leaders using RBV of competitive advantage focus on the strategic positioning of the organization by enhancing its performance to gain a competitive advantage (Mahdi et al., 2019).). The resources and capabilities that enable the development of strategies to improve overall efficiency and performance include assets, processes, attributes, and information (Bacq & Eddleston, 2018; Khan et al., 2018).

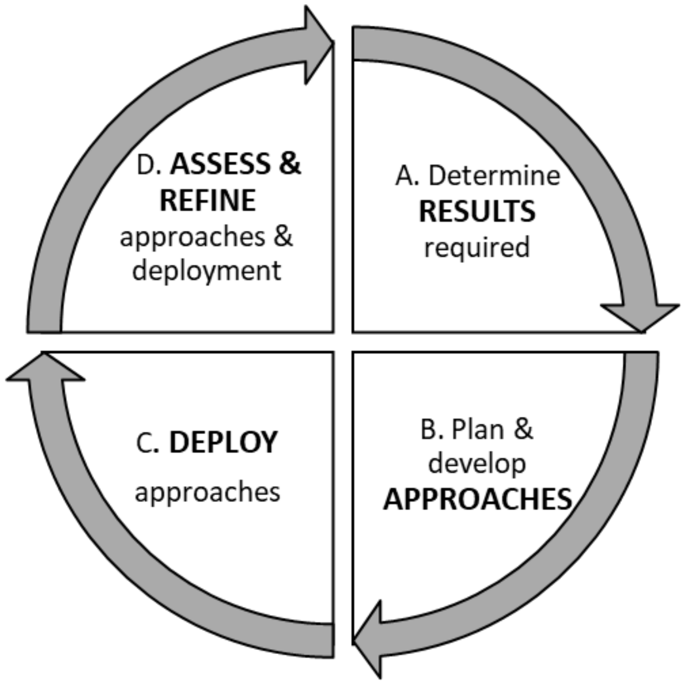
In the measurement, analysis, and knowledge management category, I evaluate how Foundation X’s SLT emphasizes the importance of using quantitative data to improve performance. The section begins with a description of the SLT’s approach when monitoring organizational performance against CSFs and KPIs. Next is a discussion of how the SLT uses comparative data to develop strategies that lead to continuous improvement and competitive advantage. The section concludes with an evaluation of the processes used to ensure the accuracy, integrity, and reliability of financial information and the collection and transfer of institutional knowledge. Each element was evaluated based on the approach, deployment, learning, and integration factors Foundation X exhibited for the criteria.

Measurement, Analysis, and Improvement of Organizational Performance

Performance and Quality Management. A drive for continuous improvement is embedded in Foundation X's culture as the SLT strives for excellence in the services they provide and as an employer. Foundation X's SLT follows a structured approach when evaluating performance against the CSFs and KPIs established in the 2019–2024 Strategic Plan. The SLT added concepts based on EFQM's RADAR logic into Foundation X's performance management system to help them understand the cause and effect relationship between actions taken by leaders and the resulting outcomes. RADAR logic uses four elements - results, approach, deployment, and assess/refine (Figure 31) to outline how leaders (a) plan the results needed to achieve the strategic objectives, (b) develop an integrated set of approach across all activities to deliver required results, (c) ensure effective implementation of the action plans through a structured deployment, and (d) assess and refine approaches based on monitoring and analysis to ensure continuous improvement (EFQM, 2019). The EFQM framework drives practice improvement and development, as well as knowledge exchange and institutional learning.

Figure 31

EFQM RADAR Logic Model



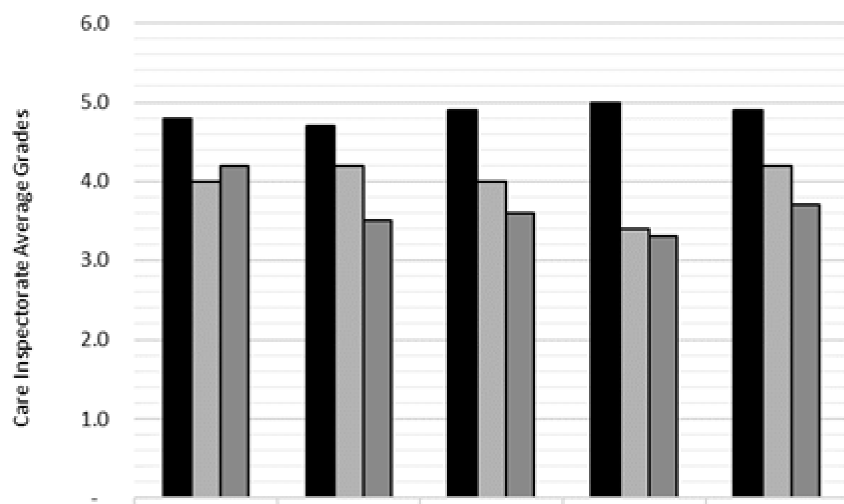
Foundation X employs eight EFQM assessors who facilitate internal assessments and participate in all external assessments. Data from the assessments and other organizational inputs, such as HR information, surveys, customer feedback, and Google analytics, are collected in the performance management system to identify areas of strength and improvement. The performance data provides the SLT with input for the development of action plans. The risk and compliance manager oversees the quality and performance management process and is responsible for creating and delivering the quarterly Corporate Performance Management Report to the SLT. Also, the risk and compliance manager ensures that Foundation X has all necessary risk and compliance arrangements in place and manages and delivers a coordinated approach to information governance that is compliant with Scottish law and industry best practices. As a result of the actions taken by the SLT, and as validation of its drive for quality, Foundation X has received a variety of awards targeted towards operational, business, workplace, and autism service excellence (Table 9).

Foundation X uses a robust risk management system to ensure the board of trustees, external regulators, parents, families, and care providers that the SLT understands, considers, and manages uncertainty to achieve proactive decision-making. The risk management process is an integral component of quality improvement (Mishra et al., 2019). The SLT has embedded risk management across all aspects of Foundation X's activities, from strategy planning to daily practice, to comply with current health and safety legislation, codes of practice, external regulators, national standards, and other relevant legislation. The quality and risk manager developed, and the SLT and board of trustees approved, a risk strategy that focuses on the identification and effective management of an acceptable level of risk, rather than risk avoidance.

Comparative Data, Customer Data, and Measure Agility. The senior leaders of Foundation X rely on internal and external data and benchmarks to determine the effectiveness of processes and the progress made on CSFs and KPIs that support the strategic objectives. As stated in the competitive position section, the NCVO categorizes Foundation X as a major third sector charitable organization. When searching for comparative data, the SLT and extended management team use publicly available data from the Scottish government, OSCR, and NVCO to analyze the organization's performance in comparable areas, such as procurement compliance. Another area in which comparative data are available to the SLT is related to the quality of care reported by the Care Inspectorate (Figure 32). By comparing Foundation X's Care Inspectorate grades to other autism-specific care providers in Scotland, the SLT assesses its level of competitive advantage. The SLT establishes organizational KPI targets by reviewing Foundation X's past performance, the performance of the competition, and their aspirations for the organization, as outlined in the MVV.

Figure 32

Average Care Inspectorate Grades versus Competitors



	2015	2016	2017	2018	2019
Foundation X	4.8	4.7	4.9	5.0	4.9
Organization 1	4.0	4.2	4.0	3.4	4.2
Organization 2	4.2	3.5	3.6	3.3	3.7

The SLT also uses comparative data when analyzing workforce recruitment strategies, compensation levels, employee performance, and website data analytics. Historical and current data from the applicant tracking system provide the HR business partners with an understanding of the best way to target recruitment efforts to strengthen the pool of applicants for new job postings. Foundation X compensates all staff members at least at the SLW and offers a competitive benefits package. As identified in the PESTEL analysis, changes to the SLW, and other issues with employment law, have a significant impact on Foundation X's pay grades and staff retention. As such, the SLT regularly reviews the compensation practices at other third sector organizations using information compiled by the NCVO (2020) to ensure that Foundation X's salaries are competitive and pay disparities addressed. The HR team also monitors the industry standards for employee productivity as measured by staff turnover and absenteeism. Another example of effective use of comparative data is how the internal marketing team and the external marketing consultant rely on Google Analytics to understand Foundation X's website traffic. The combined teams use the data analytics information to develop strategies that maximize the understanding of how service users interact with the organization (Table 14). Foundation X's website is often the first exposure service users have to the organization. The marketing team and consultant developed an evolving strategy to capitalize on the reach of the website to engage with Foundation X's existing and potential customers.

Table 14

Comparison of Website Analytics for the Period January 2018–August 2020

Metric measured	Foundation X	Competitor C
Sessions	555,129	45,333
Average page duration	2 min 4 sec	2 min 2 sec
Average page sessions per visitor	1.44	1.34

Performance Analysis, Review, and Improvement. The SLT completes a robust analysis and review process to assess organizational success, financial health, and overall performance against the strategic objectives and action plans identified in the 2019–2024 Strategic Plan. Using the strategic planning process identified in the EFQM criterion, outlined in Foundation X's business planning process (Figure 23), and supported by the KPI implementation and review framework (Figure 16), the SLT develops a set of overarching themes and strategic objectives (Figure 22 and 14) required to achieve operational excellence. The KPI owners, SLT, and board of trustees monitor and analyze progress on a daily, monthly, quarterly, and annual, and they share the results with staff and key stakeholders for input and validation. The Corporate Performance Management Report is the primary source of performance evidence for the organization. The SLT distributes the performance reports to all staff members through the internal communications network.

The performance management reporting system implemented by the SLT is in use throughout all areas of Foundation X. Key performance management owners collect, analyze, and report data every month, and business unit leaders take immediate corrective action if needed. The KPI owners report progress against targets and any corrective actions to the quality and risk manager quarterly, which he then presents to the SLT. The SLT uses the performance information to determine progress on existing strategic objectives and base decisions when setting new priorities that enable continuous improvement.

Information and Knowledge Management

Organizational information and knowledge are valuable resources that can lead to competitive advantage (Nagano, 2020). Knowledge is an intangible resource that contributes to an organization's ability to innovate and compete (Assensoh-Kodua, 2019). Organizational knowledge exists within the skills of the workforce and the culture of the organization (Ahmad et al., 2017). According to RBV, competitors cannot easily imitate an organization's unique workforce skills and knowledge, leading to a sustainable competitive advantage (Barney, 1991). Foundation X's SLT recognizes the strategic importance of investing in the workforce and managing knowledge to maintain and sustain competitive advantage. By implementing an integrated approach to the creation, transfer, and use of organizational knowledge, the SLT seeks to enhance Foundation X's effectiveness within the sector to maintain its leadership position.

Data and information systems are internal organizational resources that create a competitive advantage by facilitating cost and differentiation advantages (Gupta et al., 2018). Information is an important asset for Foundation X, and the SLT identified the potential for the organization to deliver more accessible IT systems for the staff and service users in the SWOT analysis. The SLT reviews and approves the policies, processes, and procedures designed to manage the technology portfolio using industry best practices to support the organization's strategy and projects, while addressing the collaboration and communication needs of the geographically diverse workforce. Foundation X's leaders have implemented a strategic framework that facilitates the identification, analysis, and dissemination of knowledge throughout the organization.

Project Blue Light (a pseudonym) and the creation of the Practice Innovation Center (a pseudonym) are critical elements of this framework and support the sharing of operational knowledge and knowledge relevant to autism practice.

To facilitate the digital transformation of the organization, the SLT initiated Project Blue Light, a comprehensive information management system. Project Blue Light is critical for Foundation X to achieve its strategic objectives successfully. The interconnected nature of the system's modules will improve the delivery of quality services to the customers, engage staff, and improve support activities. Based on feedback received from the Staff Survey and EFQM's Recognized for Excellence, the SLT identified many areas of duplication across the organization. Project Blue Light is an enterprise architecture project that, when complete, will deliver a new integrated IT system for finance, HR, training, payroll, customer relationship management, and time and schedule management. The overall goal of Project Blue Light is to provide a single view of Foundation X with real-time access to information.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain the NPO's operations. Using RBV of competitive advantage as the conceptual framework, I addressed the following research question: What community awareness strategies do NPO leaders use to increase donations to sustain NPO operations? Organizations that establish a strong presence and awareness of their mission within the community can create a competitive advantage that can lead to ongoing relationships with potential donors (Choi et al., 2019). Foundation X, the focus of the study, is an NPO in Scotland seeking to develop fundraising strategies to increase donations through community awareness activities. Using data from multiple sources, such as internal organizational documents, the organization's website, government documents, publicly available information, and semistructured interviews with three members of the SLT, I used the tenets of RBV of competitive advantage within the Baldrige Excellence Framework to identify areas of strength and opportunities for improvement. Thematic analysis of the data uncovered the following themes necessary for the development of strategies related to increasing community awareness to increase donations (a) well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources.

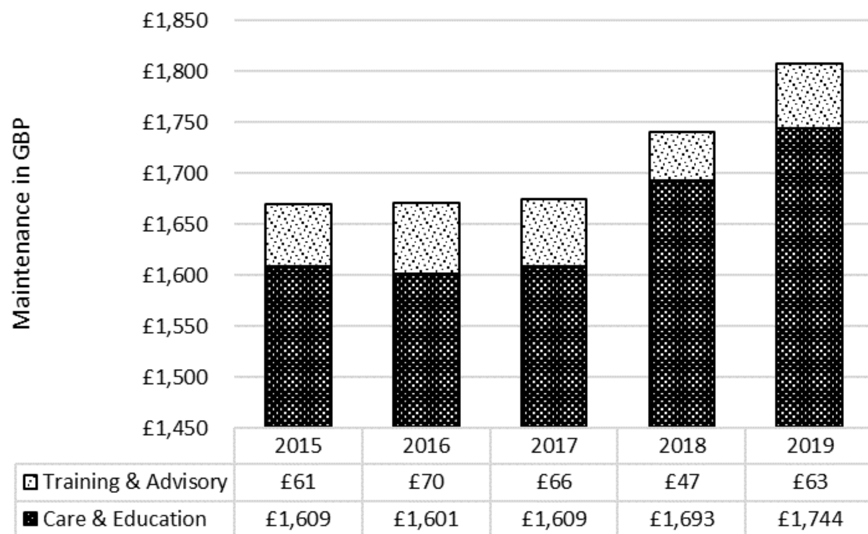
Product and Process Results

Property Management

The effective use and maintenance of Foundation X's property and equipment supports its ability to provide quality services. To ensure the facilities are fit for the intended purpose, the SLT established an ongoing process to maintain buildings cost-effectively, considering the user's needs, whole life cycle costs, and sustainability issues. Using the property strategy developed in 2013 (Figure 29), the SLT and property manager rely on Foundation X's policies and procedures to manage the buildings and equipment in a compliant and efficient manner. The SLT implements the property strategy through inspections, reporting, and meetings with occupants. The property manager uses data from the property asset database to outline short, medium, and long-term objectives for the facilities. The SLT and board of trustees review annual funding requests for maintenance as part of the annual budget cycle. Figure 33 reflects the upward trend in maintenance funding allocated to the care and education facilities reflective of the SLT's focus on improving the condition of the buildings.

Figure 33

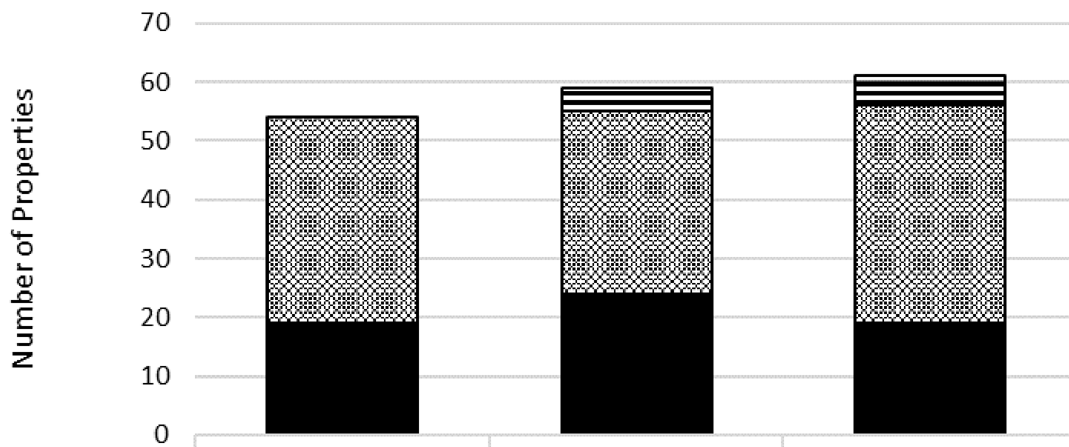
Property and Maintenance Costs by Area for the Period Ending March 31, 2015–2019



As part of the inspection process, assessors assign each property a condition category to target investments based on need. Properties listed as category A are in good condition that is suitable for the intended purpose, while those in category D are in very poor condition and not suitable for the use. However, despite the investment, there is little change in the condition of property between 2013 and 2018. In fact, the number of properties in category C has increased over this period (Figure 34). The incumbent vacated the property manager position in 2020, and the SLT are exploring moving to a decentralized approach of facility management to achieve more significant improvement in the property conditions.

Figure 34

Condition and Number of Properties



	2013	2016	2018
Category D	0	0	0
Category C	0	4	5
Category B	35	31	37
Catergory A	19	24	19

Note. Category A = Good/Suitable, Category B = Satisfactory, Category C = Poor, Category D = Vary Poor/Not Suitable

Safety and Emergency Preparedness

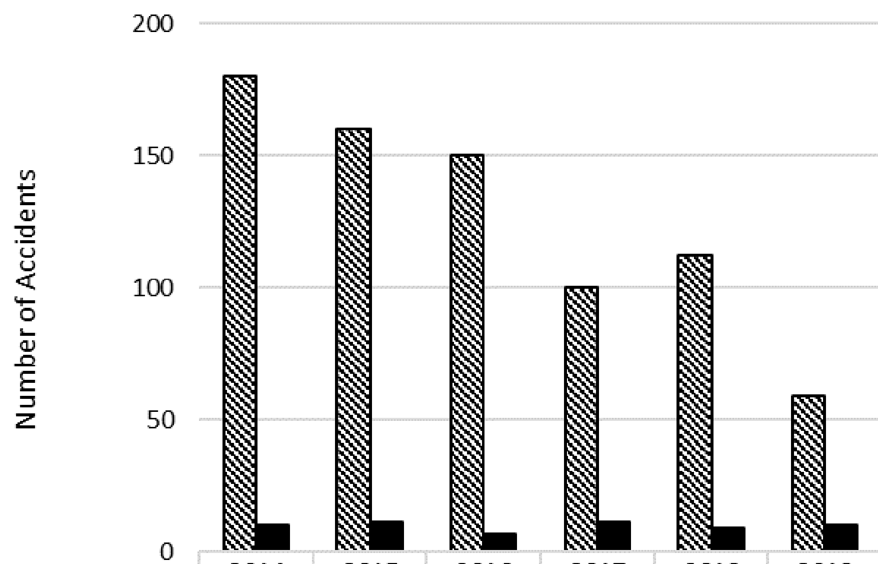
Foundation X leaders and staff have embedded a culture of safety throughout the organization. The health and safety policies of the organization each have a regular review cycle with progress assessed and reported each quarter to the SLT (Appendix D). The importance the SLT places on the safety of staff and service users is evidenced by 100% of the safety and health policies being reviewed and updated by the target date.

Staff can access the most current digital copies of all policies, including health and safety-related procedures, on Foundation X's intranet, Corus (a pseudonym). An automated process sends a notification to each staff member's computer dashboard whenever process owners make a change to a policy or a procedure and a direct link to the document.

Foundation X has formal processes to access the effectiveness of the safety processes implemented that use the AIM system, iLearn, and the Staff Survey. Data from the AIM system indicate a year over year reduction in Foundation X's workplace accidents involving staff and service users. While Foundation X establishes targets for many of the KPIs and CSFs measured to determine progress, no target is set for workplace reportable accidents but rather make comparisons against previous years to audit the success of the health, safety, and accident prevention program. A comparison of accidents that are reportable under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations 2013 (RIDDOR) and total workplace accidents between 2014 and 2019 indicates a 77% reduction in total accidents (Figure 35). The downward trend indicates the positive results of the proactive approach employed by the SLT resulting from increased awareness, training, audits, and reporting. However, there is little change in the more severe RIDDOR reportable accidents, resulting in lost time due to accidents.

Figure 35

Health and Safety Total Workplace Accidents and RIDDOR Accidents Reportable to HSE

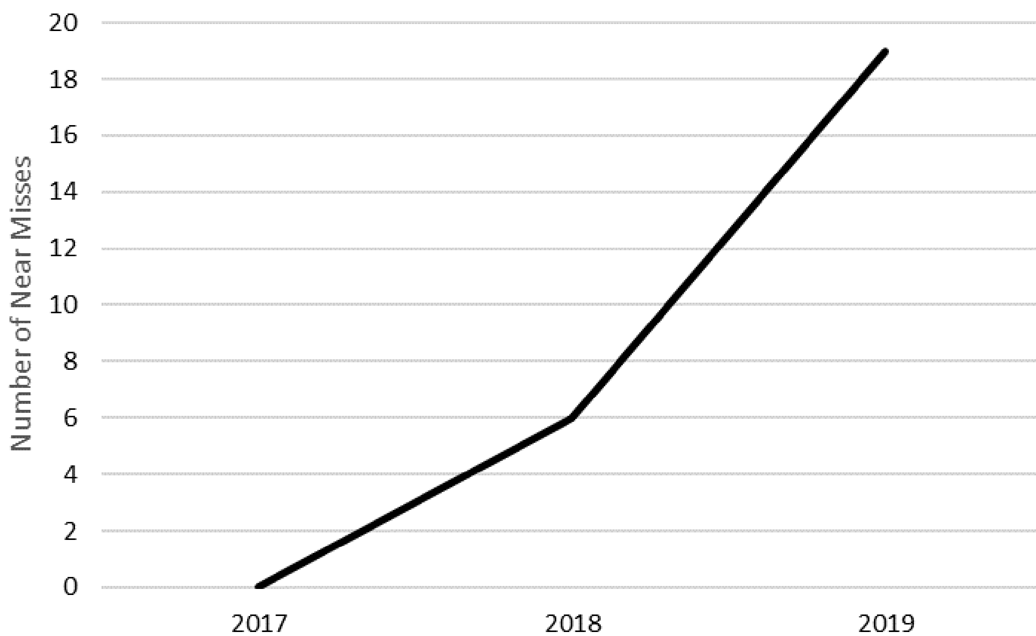


	2014	2015	2016	2017	2018	2019
Total Accidents	180	160	150	100	112	59
RIDDOR Reportable Accidents	10	11	7	11	9	10

The AIM system also facilitates the quarterly reporting of near-miss events to the SLT via the Corporate Performance Management Report. The United Kingdom's Health and Safety Executive (2020) defined a near miss as an event not causing harm but can cause injury or ill-health. Reporting on near misses provides the SLT proactive leading indicators that support the development of a prevention culture (Zwetsloot et al., 2020). The SLT emphasizes the importance of reporting near misses as part of Foundation X's safety culture through staff training, meetings, and messages from the SLT. The safety and health officer began tracking near-miss data in 2018, and the data in Figure 36 confirm the expected increase in reporting between 2018 and 2020. The upward trend in reporting provides the needed precursor information that allows the safety and health officer and health and safety committee members to develop and implement proactive strategies to mitigate more severe accidents.

Figure 36

Near Misses by Year



Foundation X's SLT realizes that an effective safety training program must be available to the staff to instill a strong safety culture in the organization. The data collected from the staff surveys, as well as the feedback and training statistics in the iLearn system, provide insight into the effectiveness of staff training related to safety. Two questions on the staff survey focus specifically on the employees understanding of the safety and health policies at Foundation X. Employee responses to the questions *I am aware of issues that affect my health and safety at work*, and *I am aware of accident/incident reporting responsibilities*, consistently indicate a high level of agreement (Table 15).

Table 15

Safety and Health Staff Survey Responses

Overall job satisfaction	2011 agree	2013 agree	2016 agree	2018 agree	Overall trend
I am aware of issues that affect my health and safety at work	98.9%	98.8%	98.0%	97.8%	⇔
I am aware of accident/incident reporting responsibilities	N/A	98.0%	95.9%	97.6%	⇔

Note: Changes of +/- 2% from 2011 to 2018 are indicated as upward or downward trends. Changes of less than 2% are indicated as no material change.

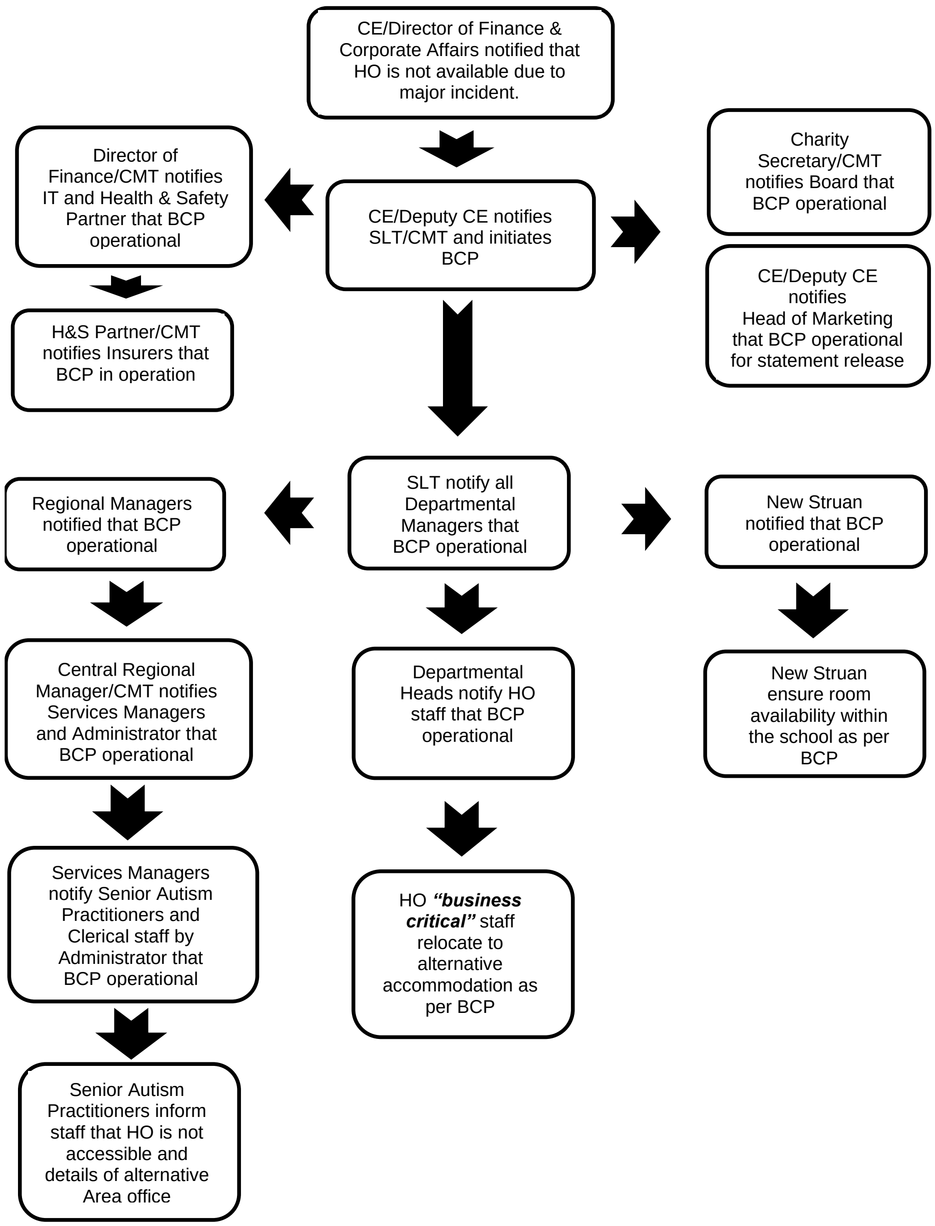
In the Spring of 2020, the COVID-19 global pandemic tested the effectiveness of Foundation X's business continuity plan. To comply with Scotland's nationwide stay-at-home order and the closure of all nonessential businesses, Foundation X's SLT immediately activated the CMT and implemented the actions identified under the Pandemic category in the Business Continuity Plan. The Business Continuity Plan ensures that critical business functions and the health, safety, and well-being of the workforce and supported individuals are core to the SLT's decision making process throughout the pandemic. The CMT includes the chief executive, deputy chief executive, director of autism services, director of finance and corporate affairs, risk and compliance manager, health and safety partner, learning and development manager, brand manager, and two members of the board of trustees. Also, subject matter experts occasionally join the CMT meetings on an ad hoc basis to provide input and guidance.

With service locations spread across Scotland, the SLT relied on Corus, the internal communications network, to inform staff of COVID-related developments and support their mental health and well-being. The SLT recognizes that the organization's response to a crisis influences the public perception of Foundation X's reputation as a leading employer within the sector and provider of services to support autistic people. In RBV of competitive advantage, intangible assets, like brand recognition and reputation, meet the VRIO criteria, and as such, are a source of sustainable competitive advantage (Barney, 1991). Foundation X differentiates itself from the competition through its reputation.

Using the communication flowchart (Figure 37) outlined in the Business Continuity Plan, the SLT seeks to protect its brand. The board of trustees also established a series of monthly meetings during which the SLT provided status updates on services. The SLT and CMT met daily during the initial phases of the lockdown, gradually decreasing the frequency. Staff communications from the SLT and the extended managers included frequent meetings, emails, a weekly staff e-zine that include a vlog from the chief executive, and postings on the internal website. Management encouraged staff to use the employee assistance program to manage the mental anxiety and other challenges resulting from the pandemic.

Figure 37

Crisis Communication Flowchart



Note. CE = Chief executive, HO = Head office, BCP = Business continuity plan, CMT = Crisis management team, SLT = Senior leadership team

Customer Results

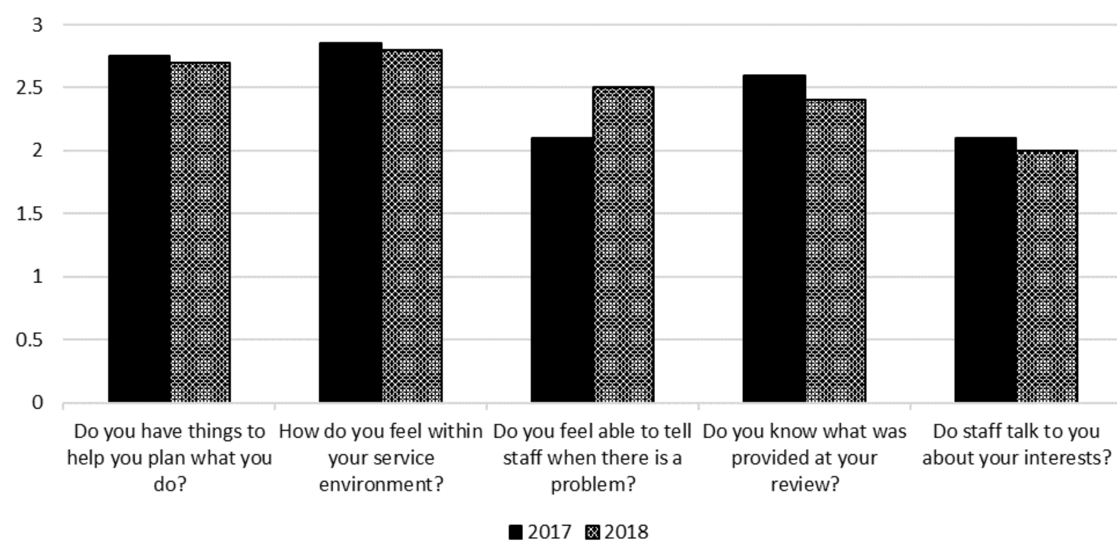
Foundation X's leaders seek to nurture a positive relationship with their two primary customer populations: autistic individuals of all ages and the autism community. The SLT develops its service portfolio and marketing strategies with the needs and expectations of the customer in mind. The evaluation criterion in Baldrige highlights the importance of achieving and sustaining customer results that meet or exceed expectations when seeking operational excellence (Baldrige Performance Excellence Program, 2019). Establishing processes that allow the SLT to measure customer perceptions of services is essential to understanding the overall effectiveness of the organization. A resource is any attribute, including processes that enable an organization to generate and implement strategies to improve its marketplace performance (Barney, 1991).

Foundation X leaders piloted a SUES in 2017 to measure customer satisfaction. Based on the information gathered, the multidisciplinary survey development team incorporated further adaptations into the 2018 survey. The survey measures the service users' assessment of the services they receive across seven domains that align with Foundation X's stated values and framework for ethical practice: (a) health and well-being, (b) low-stress environments, (c) understanding autistic thinking, (d) user involvement, (e) social opportunities and community participation, (f) continuous learning for everyone, and (g) shared understanding. The intent of the service user survey is not to survey all customers, but rather a representative sample drawn from all service areas.

Figure 38 provides a comparison of the 2017 to 2018 weighted scores for questions related to the service user's perception of the services provided by Foundation X. The survey team shared results with the SLT, service users, and staff. Areas where the survey team noted opportunities for improvement and worked with the service providers to develop corrective action plans. After the 2018 survey, the SLT, in consultation with the survey team, decided a biannual survey would be more practicable and capture changes in a more actionable way. The next survey is scheduled for late 2020, but may be delayed due to competing priorities resulting from the COVID-19 pandemic.

Figure 38

Service User Experience Survey Perception of Services



Another way Foundation X gauges customer needs and expectations is through social media engagement. In 2017, the SLT used data from customer feedback and published social media marketing trends to identify an opportunity for increased engagement with the autistic community by developing a social media strategy and improved online presence. Although the historical data collected show significant year on year growth in the social media audience, the SLT identified an opportunity to increase customer engagement. Working with an external marketing agency, Foundation X developed a social media strategy that now includes the use of Facebook, Twitter, Instagram, and LinkedIn to increase customer engagement. Table 16 reflects the results of the external marketing agencies targeted management of the platforms had on growth as measured by likes or followers.

Table 16

Social Media Growth Since Baseline

	Facebook likes	Twitter followers	Instagram followers	LinkedIn followers
Baseline	17,836	6,899	2,160	1,651
as of August 2020	26,647	10,300	2,678	2,270
% increase since baseline	49.4%	49.3%	24.0%	37.5%

Note. Baseline dates: Facebook and Twitter, January 2018; Instagram, January 2020; LinkedIn, August 2019

The increased use of digital and social media by Foundation X’s customer populations provides the SLT an opportunity to connect with them in unique ways. During the COVID-19 pandemic, Foundation X’s website and social media platforms provided a wide range of COVID-19 related topics to facilitate awareness, offer solutions, and help service users deal with the disruption to services. The website’s rolling banner featured separate sections for autistic individuals and parents or care providers. The sections feature COVID-19 information, well-being, and educational resources targeted to the specific customer population. The website also highlighted a

COVID-19 Autism Alert Card, available in a printed version or a digital application for smartphones. The Autism Services team, with the approval of the SLT, created the Autism Alert Card as an innovative way to provide proof of exemption to the lockdown and mask requirements imposed by the Scottish government. The Facebook and Twitter sites featured many postings to increase the outreach to the customer populations during the lockdown. The Marketing team, together with Autism Services, developed many live Q&A sessions providing COVID-19 updates, online activities and events, advice on returning to school, and support services on Facebook and Twitter.

Workforce Results

The SLT recognizes the critical role Foundation X's workforce plays in achieving its MVV and strategic objectives. The Baldrige Performance Excellence Program (2019) and the RBV of competitive advantage theory identify people as a valuable resource that can generate and sustain competitive advantage (Collins, 2020; Delery & Roumpi, 2017). Throughout the strategic planning process, the SLT highlights the importance of the workforce in the overarching themes, strategic objectives, and the required critical success factors (Figure 22). Organizational leaders identified the relationship between the staff and service users and their values, long service, pride, passion, and loyalty as strengths in the SWOT analysis (Appendix C). By implementing processes that enhance employee satisfaction and support the effectiveness of the workforce, the SLT seeks to increase the overall effectiveness of the organization. Foundation X leaders use a staff survey to measure staff perceptions on many topics, including overall job satisfaction, relationship with direct management, engagement, and the effectiveness of Foundation

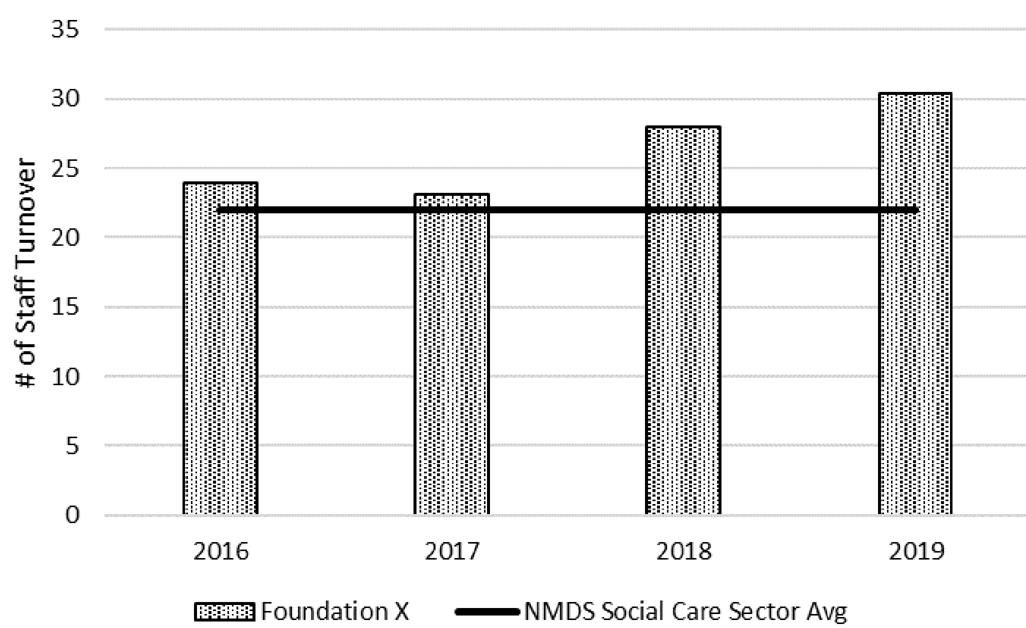
X’s learning and development programs. Also, data provided by the HR and iLearn systems provide insight into the skills and well-being of the workforce.

Job satisfaction is one component of the overall workforce strategy Foundation X’s leaders use to assess the capability and capacity of the workforce. According to Bloice and Burnett (2016), job satisfaction is a primary driver of employee retention. A structured competency framework, introduced during the onboarding process and reinforced through a staff member’s tenure, provides staff with a clear set of behaviors and expectations that reflect Foundation X’s vision and values. The SLT measures the effectiveness of the competency framework through KPIs, which align with the organizational strategy. Staff turnover and absenteeism are metrics used by the SLT to gain an understanding of the workforce. In the SWOT analysis (Appendix C), the SLT cited Foundation X’s high turnover rate as a threat to its ability to accomplish its strategic objectives. These data points, combined with employee feedback from the staff surveys, help the SLT assess the effectiveness of the action plans designed to enhance Foundation X’s reputation as a leading employer within the sector through effective leadership and engagement.

Staff turnover can indicate job dissatisfaction and a disengaged workforce (Bloice & Burnett, 2016). The SLT benchmarks Foundation X’s staff turnover rate against other social care organizations in the National Minimum Data Set for Social Care (NMDS-SC) database. Foundation X’s turnover is higher than the average in NMDS-SC and trending upward (Figure 39). A high turnover rate influences operational effectiveness and the ability to achieve strategic outcomes. Foundation X’s SLT monitors turnover closely, segmenting data on voluntary, involuntary, and support worker separations from other staff to obtain a better understanding of the factors driving the turnover. The HR team tracks the KPIs and targets quarterly and reports them to the SLT in the Key Performance Indicator and Management Report. Staff turnover in 2019 reached a high of 30.4%, of which 27.3% were voluntary, 3.1% were involuntary. Support Workers accounted for 19.6% of the staff turnover in 2019. Foundation X's turnover rate is significantly higher than the NMDS-SC average of 22.

Figure 39

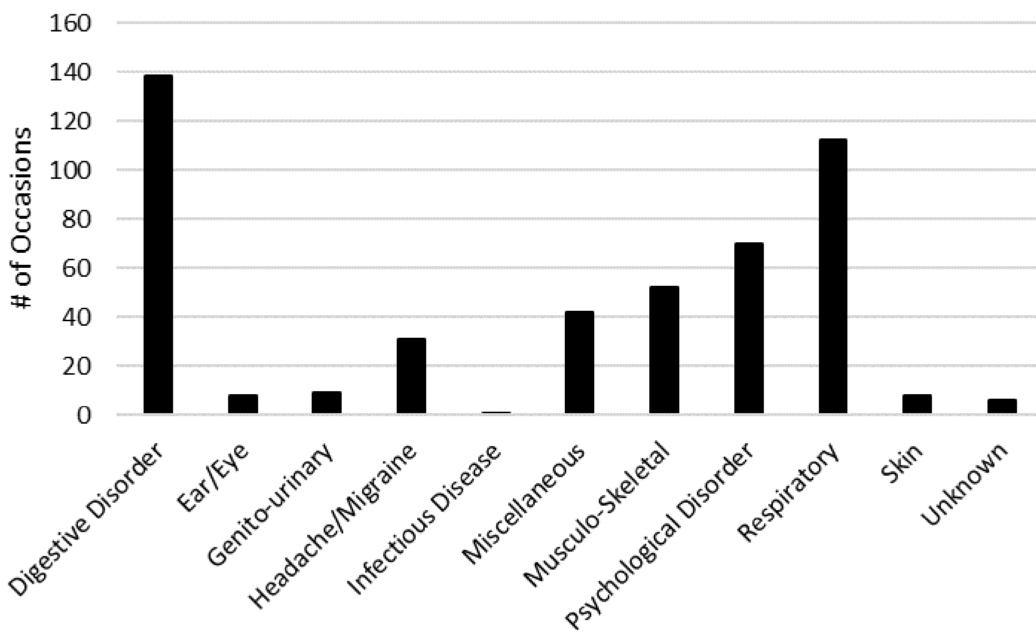
Staff Turnover by Year



Employee absenteeism is another indicator of job satisfaction and operational effectiveness tracked by the SLT. The 12-month average rolling percent for the period April 2018 through March 2019 was 7.8% or a total of 14.7 days lost per employee. Foundation X benchmarks its absenteeism against the Chartered Institute of Personnel and Development (CIPD) and Coalition of Care and Support Providers in Scotland (CCPS) averages, which show days lost averages of 10.8 and 10.4 days lost per employee, respectively. Foundation X not only tracks working days lost to sickness but also the reasons behind the sickness (Figure 40). The SLT uses data related to employee absenteeism and its related causes when developing action plans to increase operational effectiveness by reducing the number of workdays lost. All staff members have access to occupational health services, employee counseling, and various well-being awareness training programs through its well-being policy.

Figure 40

Absence Reasons for the Period January 2019–March 2019



Having a skilled workforce that is professionally and personally satisfied is crucial for developing the CSFs supporting Foundation X's strategic objectives. Results from staff surveys performed in 2011, 2013, 2016, and 2018 provide additional input when measuring the effectiveness of the competency framework. The survey queries staff members on overall satisfaction, engagement, relationship with their manager, learning and development opportunities, and inclusion and diversity.

The staff survey questions related to overall job satisfaction indicate that the workforce has a generally high level of satisfaction. The results indicate that more than 90% of employees enjoy their job, know what leaders expect of them, and have the necessary skills to do their job effectively (Table 17). However, nearly 25% of the staff did not believe their job description reflects their job responsibilities, and nearly one-third of the staff did not have sufficient time and equipment to carry out their expected responsibilities. In all years of the survey, the staff thinks they have the right skills to perform their jobs, but when correlated to the responses in the Learning and Development section (Table 19), there are opportunities for improvement in career development. Using trending data from the staff surveys, the SLT, together with the extended management team, implemented action plans to increase staff satisfaction to enhance Foundation X's reputation as a leading employer within the sector.

Table 17

Staff Survey Results 2011, 2013, 2016, and 2018 - Job Satisfaction

Overall job satisfaction	2011 agree	2013 agree	2016 agree	2018 agree	Overall trend
I enjoy my job	96.5%	94.1%	97.1%	93.9%	⇩
I know what is expected of me in my job	98.2%	94.8%	96.0%	96.6%	⇩
I believe my job description reflects my job role	N/A	78.1%	77.7%	78.2%	⇩
I have sufficient time and equipment to carry out what is expected of me in my job	66.7%	65.7%	54.8%	64.0%	⇩
I have the skills I need to do my job effectively	96.8%	98.0%	97.2%	95.2%	⇔

Note. Changes of +/- 2% from 2011 to 2018 are indicated as upward or downward trends. Changes of less than 2% are indicated as no material change.

Given the critical role staff members play in attaining Foundation X’s strategic objectives, the SLT has established opportunities for employee engagement throughout the entire employee life cycle. The staff survey questions that focus on staff engagement and awareness of organizational mission indicate that the workforce connects strongly to the mission of the organization (Table 18). However, the SLT’s efforts to cascade the business plan down to the staff is an opportunity for improvement. The results for questions regarding staff awareness of the business plan and its connection to their day-to-day activities indicate that less than 70% of the staff agree. Based on the analysis of the staff survey responses, the SLT established a communication strategy to cascade Foundation X’s organizational goals and objectives to the regional managers and team members by creating individual staff performance goals that align with the strategic objectives.

Table 18

Staff Survey Results 2011, 2013, 2016, and 2018 - Employee Engagement

Engagement	2011 agree	2013 agree	2016 agree	2018 agree	Overall trend
I understand the organization's overall mission statement, objectives, and vision	93.8%	93.9%	99.2%	96.9%	⇧
I am aware of the Foundation X Business Plan	N/A	64.2%	66.0%	69.1%	⇧
I understand the link between the Foundation X Business Plan and my day-to-day role	N/A	N/A	N/A	64.1%	⇔
I feel loyalty to Foundation X	85.8%	86.1%	90.6%	85.1%	⇔
I understand that I have a role to play in upholding Foundation X's reputation	N/A	99.6%	99.1%	98.5%	⇔

Note. Changes of +/- 2% from 2011 to 2018 are indicated as upward or downward trends. Changes of less than 2% are indicated as no material change.

The SLT is committed to offering the necessary learning and development resources to provide staff with the most current skills, knowledge, and professional qualifications to enable them to perform their duties and responsibilities effectively. Career development is an integral element of the learning and development program, and the SLT provides opportunities for staff to develop skill flexibility that prepares them for potential career advancement within Foundation X. The SLT uses the staff survey to determine whether the workforce perceives Foundation X as a learning organization. Table 19 reflects the evolution of employee sentiment from 2011 to 2018. General questions regarding the onboarding program, discussions with managers regarding training needs, and the learning environment consistently have a favorable rating of more than 80%. However, the SLT noted the low scores associated with the manager's discussing career development with staff.

The learning and development team offers staff in-house training, both in-person and via iLearn, to provide continuing professional development. The SLT tracks and makes strategic management decisions based on the quality of the continuing professional development and the number of staff participating in the training who attain and maintain required certifications. A satisfaction survey is conducted immediately upon completion of each class to evaluate the reaction of the participants and assess its quality. To ensure the quality of the training offered, the SLT requires the learning and development team to reevaluate any session scoring less than 80% positive reviews for applicability and clarity (Figure 41).

Table 19

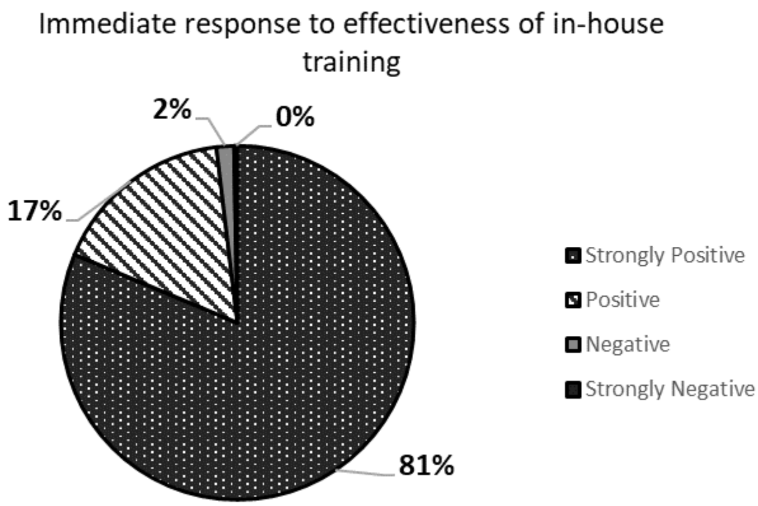
Staff Survey Results 2011, 2013, 2016, and 2018 - Learning & Development Opportunities

Learning and Development	2011 Agree	2013 Agree	2016 Agree	2018 Agree	Overall Trend
My manager and I have discussed my L&D needs	N/A	79.4%	80.9%	80.1%	⇔
My manager and I have discussed Career Development within Foundation X	N/A	61.9%	64.7%	62.6%	⇔
The organization provides an environment that encourages learning amongst staff	73.6%	78.0%	81.9%	79.7%	⇧
The organization's onboarding program is well-structured, and the training is beneficial	N/A	N/A	87.4%	85.7%	⇔

Note. Changes of +/- 2% from 2011 to 2018 are indicated as upward or downward trends. Changes of less than 2% are indicated as no material change.

Figure 41

Training Satisfaction Survey Results for the Period January–March 2019



The SLT promotes a workplace where all staff members are treated fairly and respectfully through its day-to-day work practices, employee policies and procedures, and relevant training and guidance. Using the iLearn system, the Learning and Development team tracks completion of the required I&D training within the probation period to ensure 100% compliance. Additionally, the SLT measures employee sentiments related to training and fair and equitable treatment through specific questions on the staff survey. Results show that over 80% of staff completing the survey feel Foundation X's managers and staff treat each other with fairness and respect (Table 20).

According to Morley (2018), organizations that establish an organizational culture that is supportive of I&D experience tangible and intangible benefits. The tangible benefits include (a) potential increase in market share with access to a more diverse customer base, (b) ability to maximize productivity and innovation, and (c) enhanced ability to attract and retain staff. The intangible benefits include (a) increased brand awareness and reputation as an employer, (b) a positive work environment, and (c) opportunities for employee growth and development. By developing strategies to increase staff perceptions of I&D, the SLT can make further progress on two of the strategic objectives in the 2019–2024 Strategic Plan: (a) drive innovation and improvement of service and staff development, and (b) enhance the organization's reputation as a leading employer within the sector.

Table 20

Staff Survey Results - Equality and Diversity 2011, 2013, 2016, 2018

Equality and diversity	2011 agree	2013 agree	2016 agree	2018 agree	Overall trend
Staff are generally treated with fairness and respect	81.3%	79.8%	85.2%	83.2%	⇔
I have taken part in value-based training	60.8%	58.2%	79.9%	84.9%	⇧
I have had adequate Equality and Diversity training	58.7%	60.8%	75.1%	79.2%	⇧

Note. Changes of +/- 2% from 2011 to 2018 are indicated as upward or downward trends. Changes of less than 2% are indicated as no material change.

Leadership and Governance Results

Foundation X's SLT and the extended management team understand their responsibility to act as models for the behaviors codified in the core values of the organization. Two of the CSFs needed to achieve the overarching theme of leadership focuses on staff views of the SLT. Table 21 depicts the historical response to the questions focused on staff perception of whether the SLT makes a positive contribution to the organization and whether innovative ideas and suggestions are considered by the SLT when determining the direction of the organization. The SLT set KPI targets of 85% staff satisfaction with leadership and 75% staff satisfaction in their ability to share ideas and suggestions with the SLT. Despite years of effort and tracking, the SLT has made little progress on increasing the workforce perception of the management team.

Table 21

Staff Survey Results - Senior Management Team Effectiveness 2011, 2013, 2016, and 2018

Effectiveness of the SLT	2011 agree	2013 agree	2016 agree	2018 agree	Overall trend
The SLT makes a positive contribution to the organization	76.0%	74.2%	80.4%	76.4%	⇔
There are adequate opportunities to get my ideas and suggestions passed to the SLT	60.2%	65.1%	63.3%	62.7%	⇧

Under the leadership of the new chief executive, the SLT and key members of the extended management team took part in a strategic planning session to begin the development of the 2019–2024 Strategic Plan. During this Manager’s Strategy Day, the SLT reviewed and updated the MVV and held open discussions about what success looks like to Foundation X and ways to measure progress meaningfully. The chief executive focused the SLT on updating the strategic objectives and identifying barriers. As part of the strategic planning process, organizational leaders created a PESTEL (Appendix B) and SWOT (Appendix C) analysis to help identify objectives, challenges, and barriers to achieving success. The strengths, weaknesses, opportunities, and threats to Foundation X, coupled with the potential effects of the political, economic, social, technological, environmental, and legal environment, provided a frame of reference for the leadership team as they developed the 2019–2024 strategic plan.

The board of trustees exercises management control through the chief executive, who has day-to-day authority over the operations of Foundation X. The chief executive implemented financial and operational governance processes that include delegated responsibilities as defined in the Schedule of Authorities. The authorization hierarchy under normal circumstances applies in the following order: board of trustees, chairman of the board, chief executive, and SLT. The board of trustees approves the Schedule of Authorities, which is reviewed and updated every 3 years, or as changes are necessary.

As previously stated, Foundation X is an NPO and raises funds for various purposes, including supporting charitable activities, funding capital appeals, and to provision sensory rooms, gardens, music therapy, communication aids, and other equipment deem useful in their support. Charitable fundraising is a heavily regulated activity governed by the United Kingdom and Scottish legislation (Figure 42). Foundation X subscribes to the Fundraising Guarantee, which is overseen by the Scottish Fundraising Standards Panel. The fundraising manager directs all aspects of Foundation X's fundraising program and is ultimately responsible for ensuring the program operates in a legal, honest, open, transparent, and accountable manner and adheres to the Fundraising Regulator's Code of Fundraising Practice.

Figure 42

Fundraising Legislation

United Kingdom	Scotland
General Data Protection Regulation (GDPR) Data Protection Act 1998	Charities & Trustees Investment (Scotland) Act 2005
Privacy and Electronic Communications Regulations (PECR)	Charities & Benevolent Fundraising (Scotland) Regulations 2009
Equality Act 2010	Civic Government (Scotland) Act 1982
Gambling Act 2005	Food Hygiene (Scotland) Act 2006
Gambling Commission License Conditions and Codes of Practice	Public Charitable Collections (Scotland) Regulations 1984 and 1988

Financial and Market Results

Accurate, timely, and complete financial data are necessary for the SLT and board of trustees to assess Foundation X's financial health and performance. According to the RBV perspective, an organization's ability to manage its financial needs effectively promotes financial and nonfinancial sustainable competitive advantage (Khan et al., 2018). Financially stable organizations can more easily adopt strategies to expand services into new markets to gain a competitive position (Memon et al., 2019). Foundation X's director of finance and corporate affairs is ultimately responsible for providing the SLT and board of trustees with valid and reliable financial information upon which to make decisions impacting the organization's operations. An external auditor reviews the financial statements each year to ensure they accurately portray the state of the organization per the United Kingdom Generally Accepted Accounting Practice and the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act of 2005, and Regulation 8 of the Charities Accounts

(Scotland) Regulations 2006 (Table 22). For the period examined for this study, all of Foundation X's financial statements and the financial reporting framework used in their preparation meet the applicable laws and United Kingdom Accounting Standards.

Table 22

External Auditor's Opinion of the Financial Statements for the Period Ending March 31, 2015–2019

External auditor's opinion	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Accurate and fair view of Foundation X's income and expenditures	Yes	Yes	Yes	Yes	Yes
Prepared per the United Kingdom Generally Accepted Accounting Practice	Yes	Yes	Yes	Yes	Yes
Prepared per Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006	Yes	Yes	Yes	Yes	Yes
Findings or comments	Nothing to report	Nothing to report	Nothing to report	Nothing to report	Nothing to report

To maximize ownership and buy-in from the budget owners, the director of finance and corporate affairs delegates his responsibility to each business unit. The finance team and business unit managers use a participative annual budget and reforecast process to establish the funds needed to meet the operational and strategic plans, strategic objectives, CSFs, and KPIs for the year. The director of finance and corporate affairs presents the budget request, along with variance analyses and commentary, to the SLT and the finance committee, and then to the board of trustees for final review and approval.

The SLT reviews financial results against the strategy to ascertain progress against the goals and overall health of the organization. Organizational income derives from charitable activities, donations and legacies, fundraising activities, investment income, and other income (Table 23). Charitable activities, Foundation X's most substantial income stream, represents fees from service contracts with local authorities, trusts, and grants used to fund supported services. Foundation X successfully pursued an income growth strategy, with 25.2% growth from 2014 through 2019. The director of finance and corporate affairs reviews the financial metrics monthly and reports progress to the SLT during the quarterly review of the Corporate Performance Management Report. Foundation X's financial health is also the main topic at the Board of Trustee meetings.

Table 23

Sources of Income

Sources of income	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Charitable activities	£ 22,477,527	£ 24,596,947	£ 26,158,777	£ 27,350,025	£ 28,140,461
Donations and legacies	£ 174,416	£ 287,441	£ 229,999	£ 292,554	£ 588,624
Fundraising activities	£ 157,610	£ 122,225	£ 121,275	£ 192,511	£ 209,172
Investment income	£ 47,232	£ 49,849	£ 39,386	£ 33,802	£ 14,760
Other income	£ 89,580	£ 11,151	£ 10,650	£ 45,735	£ 52,884
Total income	£ 22,946,365	£ 25,067,613	£ 26,560,087	£ 27,914,627	£ 29,005,901

In addition to annual planning, the director of finance and corporate affairs maintains a rolling 10-year financial forecast to optimize the use of resources, ensure competitiveness by allocating resources promptly to long-range needs, and inform long-term asset investment decisions. The 10-year financial forecast aligns with the 2019–2024 Strategic Plan (Figure 43). After the SLT and finance committee review and accept the proposal, the board of trustees grants final funding authorization. Outputs from the planning and authorization process include regular reporting on financial KPIs and the expected trending and evolution against the plan. The director of finance and corporate affairs and the finance team update the 10-year model annually after the audit of the prior year's financial statement. Additional updates occur whenever material changes in Foundation X's financial circumstances warrant.

Figure 43

Financial Strategy - 10-year Model KPIs

Financial KPI's	Actual			Planned								
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Income Growth (%)	6.0%	4.9%	1.7%	6.1%	4.9%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Staff costs as a % of income	83.0%	84.0%	83.0%	83.0%	82.0%	82.0%	81.0%	80.0%	79.0%	78.0%	78.0%	78.0%
Pension costs as a % of income	12.6%	13.1%	12.9%	12.9%	12.7%	12.4%	11.1%	10.0%	9.0%	81.0%	74.0%	68.0%
Cost savings delivered (£ K)	N/A	£ 268	£ 335	£ 283	£ 297	£ 310	£ 324	£ 336	£ 349	£ 363	£ 378	£ 394
Net surplus/(deficit) (£ M)	-£ 0.2	£ -	£ 0.1	£ 0.4	£ 0.6	£ 0.7	£ 1.1	£ 1.6	£ 2.0	£ 2.4	£ 2.8	£ 3.2
Net surplus/(deficit) %	-0.1%	0.1%	0.3%	1.4%	1.8%	2.2%	3.3%	4.3%	5.2%	6.0%	6.6%	7.3%
Cash flow from operations (£ M)	£ 0.1	£ 0.4	£ 0.6	£ 1.0	£ 1.1	£ 1.4	£ 1.8	£ 2.3	£ 2.7	£ 3.2	£ 3.6	£ 4.1
Cash balance (£ M)	£ 6.4	£ 6.4	£ 4.4	£ 4.9	£ 5.4	£ 6.3	£ 7.3	£ 9.3	£ 11.5	£ 14.1	£ 17.3	£ 21.3
Free reserves as number of months' expenditures	2.5	2.3	1.4	1.6	1.8	2.1	2.4	3	3.6	4.3	5.1	6.0

Note. Net deficit in 2017 is a result of large investments made for Project Blue Light and is not indicative of poor financial health

Charitable activities represent the largest portion of Foundation X's income stream and are driven mainly by service contract established with local authorities. The SLT recognizes the critical role procurement management has in supporting Foundation

X's growth agenda, and therefore, implemented an aggressive compliance procedure to increase the effectiveness and operational efficiency of procurement. By creating KPIs with target levels that address both the supplier's perceptions of Foundation X and internal compliance with procedures, the SLT ensures the action plans support the strategic objective of achieving growth through the diversification and expansion of services.

To gather supplier perceptions, the Commercial Service Manager meets with all core preferred suppliers monthly, quarterly, and annually to assess the ongoing relationships. Using an internal management reporting system, suppliers respond to a series of questions to determine their satisfaction with Foundation X and the accuracy and timeliness of payments. Figure 44 indicates that since 2012 supplier satisfaction has increased from 75% to 90%. The increase in supplier satisfaction correlates to the actions undertaken internally by Foundation X's SLT to increase compliance (Figure 45). The SLT compares Foundation X's procurement compliance rate with the competition and views the effectiveness of its program as a differentiator leading to competitive advantage.

Figure 44

Suppliers Perception

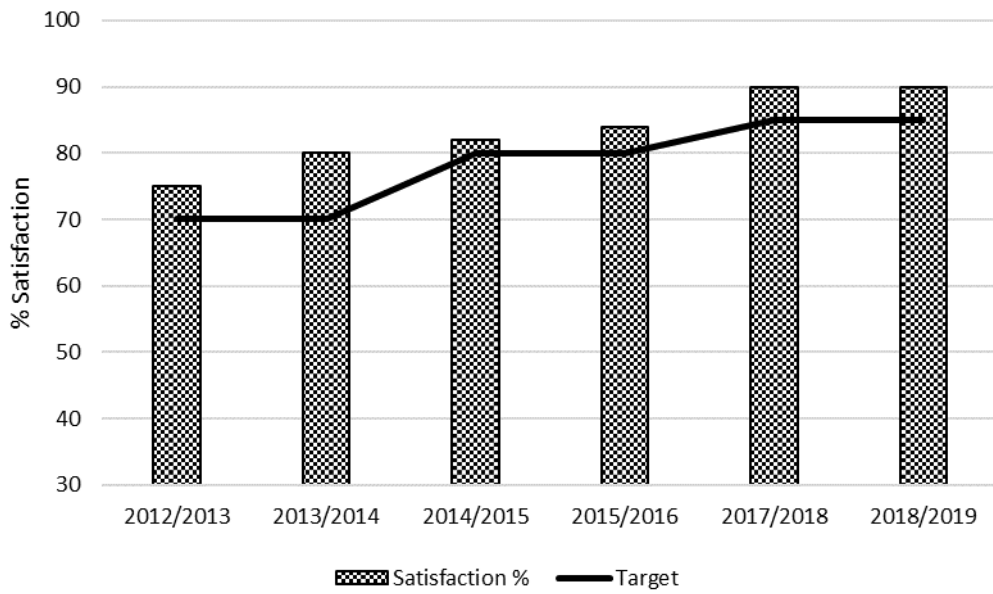
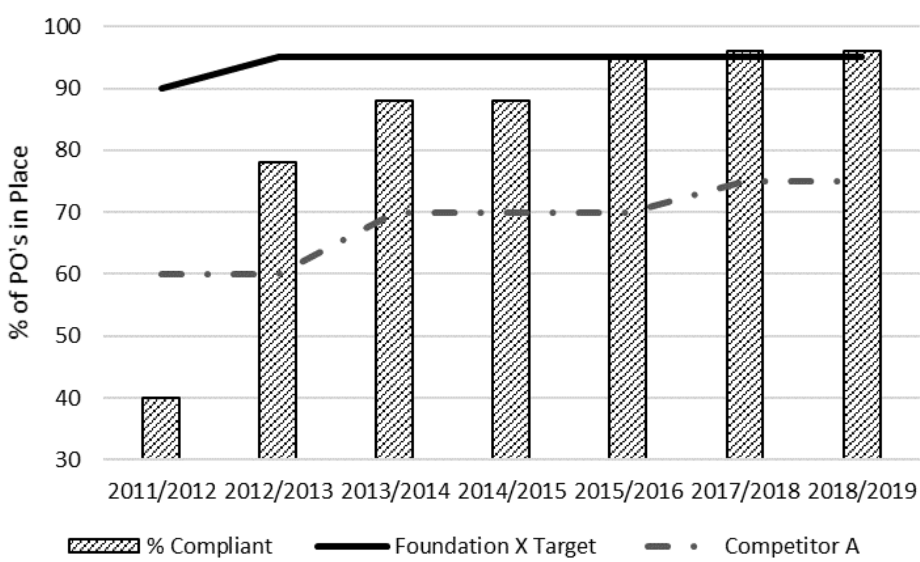


Figure 45

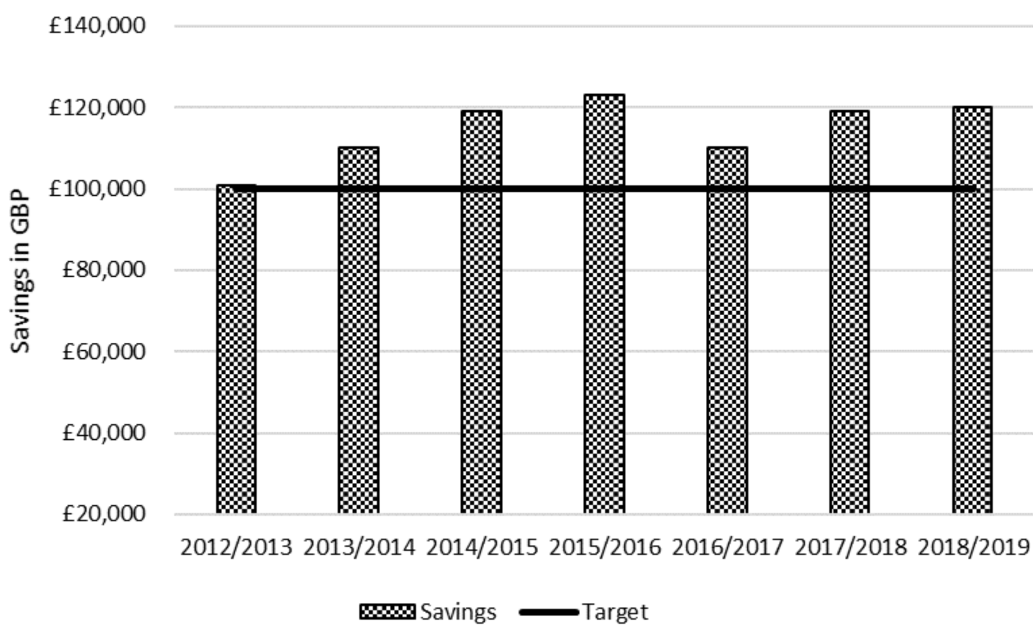
Procurement Compliance



Although the SLT focuses on a differentiation strategy based on quality rather than cost, they recognize that monitoring and reducing cost is an essential factor in operational excellence. Achieving cost savings contributes to Foundation X's financial health and supports the strategic objective of growth through diversification and expansion of services by increasing cash flow. As such, the SLT tracks a financial KPI of the annual savings achieved through effective negotiations with suppliers. Figure 46 displays the results of annual cost savings against the target of £100K per year.

Figure 46

Procurement Savings



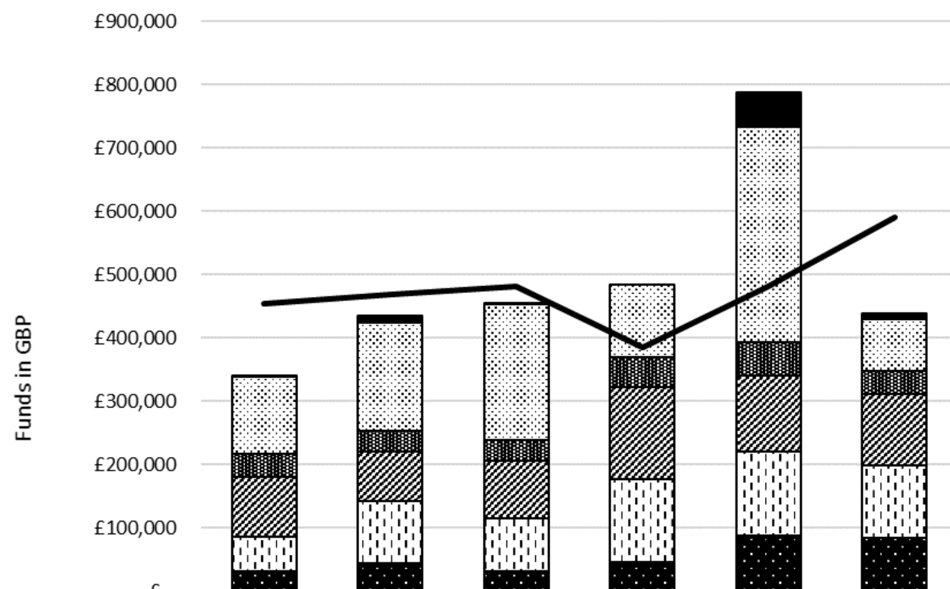
After charitable activities, donations and legacies and fundraising activities represent the next largest source of revenue for Foundation X. Both of these areas fall under the responsibility of the fundraising manager. Given the significant role fundraising has in Foundation X's ability to deliver its strategic objectives, the SLT devotes a substantial amount of resources to developing aggressive growth targets and measuring progress against the goals identified in the strategic plan. As identified in the 2019-2022 Fundraising Strategy, the business unit goals that link to the overall organizational strategy are (a) establish a culture of fundraising that involves the board, SLT, staff, and volunteers; (b) sustain and increase annual fundraising income from £787,139 in 2018/2019 to £875,000 by 2021/2022 through growth in all income streams; and (c) diversify the donor base to find larger donors and obtain multi-year grants.

The fundraising manager manages a diversified income stream portfolio, including revenue from community, corporate, domestic/oversees events, individual/personal gifts, trusts, foundations, and legacies (Figure 47). The fundraising team develops unique fundraising strategies targeted to each specific market segment. In October 2019, the fundraising team consisted of four full-time staff members – a fundraising manager, a trust and foundations fundraiser, a corporate fundraiser, and a community and events fundraiser. The team also received support from a part-time marketing assistant and a part-time administrator.

Historical fundraising data show that income exceeded annual targets in both 2017/2018 and 2018/2019 for all segments of the fundraising portfolio except legacies. Analysis of the data indicate that while trusts and foundations are generally the largest income streams, the income is unreliable and difficult to plan. Anticipated decreases in trusts and foundations result in the fluctuation of target fundraising levels in 2017/2018. The 2018/2019 revenue demonstrates strong growth over the prior year in the corporate, individual/personal, and community segments with a combined increase of 21.4%. The community segment alone experienced a 90% increase in revenue between 2017/2018 and 2018/2019. Income from fundraising events is another area that experiences significant growth due to the strategic focus and stewardship of the fundraising team.

Figure 47

Fundraising Income Streams for the Period 2015–2020

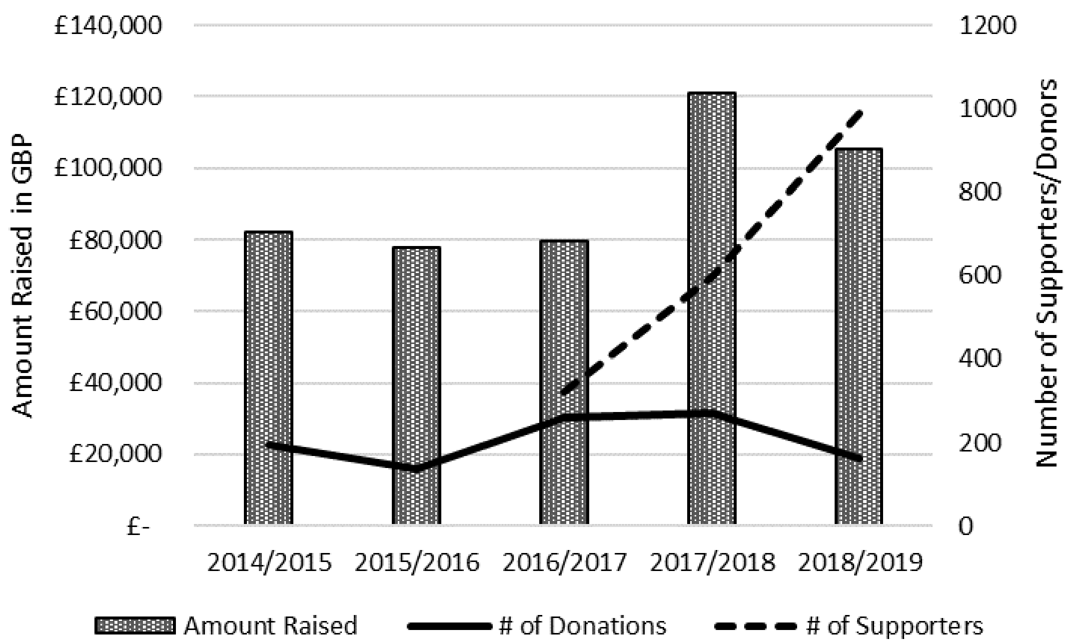


	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Legacies	£500	£11,162	£1,000	£-	£52,883	£8,502
Trusts & Foundations*	£120,908	£170,386	£213,146	£114,235	£341,059	£82,834
Individuals/Personal Gifts	£36,615	£33,209	£33,750	£47,948	£52,262	£35,766
Domestic/Overseas Events	£95,657	£78,667	£89,949	£144,822	£120,493	£112,879
Corporate	£54,354	£96,902	£84,205	£130,318	£131,763	£113,688
Community	£31,048	£44,972	£31,696	£46,634	£88,679	£85,133
Target	£454,500	£468,500	£481,600	£385,800	£480,800	£590,500

Based on the analysis of fundraising metrics in 2016, the fundraising team recognized the difference between a supporter and a donor and the impact targeted strategic interactions with each population have on donations. Supporters are individuals who engage with Foundation X at events to support the organization and its mission, while donors are supporters who contribute to the organization monetarily. By developing strategies to communicate and market to each population directly, the number of supporters at events between 2016/2017 and 2017/2018 doubled (Figure 48). However, although the number of donors remains relatively stable during this period, the total revenue received increased by 50%. To capitalize on the opportunity for growth in fundraising events, the fundraising team planned several domestic and international events in 2018/2019 that failed to materialize due to economic and political uncertainty surrounding Brexit.

Figure 48

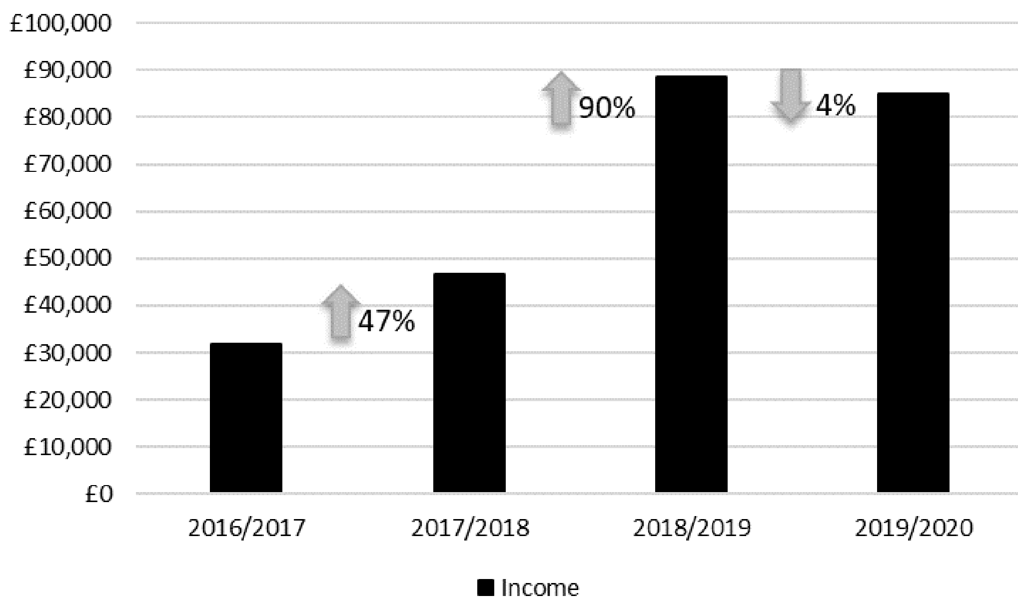
Domestic Events: Amount Raised Compared to Number of Supporters and Donations Received



Additionally, between 2017/2018 and 2018/2019, the community segment of fundraising income experienced year over year growth of 90% (Figure 49). In the 2019–2022 Fundraising Strategy, the fundraising manager attributed the majority of the growth to the introduction of Facebook fundraising, which accounted for 36% of the increase in community income. Analysis of the return on investment (ROI) Foundation X experienced in the community segment of 2.92% versus the ROI for the charity sector of 4.46% (Charity Financials, 2019). Despite the high year over year increase in income, the fundraising manager developed action plans to maximize income growth as part of Foundation X's strategic planning process.

Figure 49

Community Fundraising Income



The overall objective of community fundraising is to increase brand visibility and awareness of autism to increase the income stream. The fundraising manager developed an action plan to enhance the community's awareness of and interaction with Foundation X by increasing the targeted use of social media and engaging with local schools, colleges, universities, and community groups, and holding community events. To address the modifications to the fundraising strategy, the fundraising manager identified the need for a dedicated community fundraiser to implement strategy changes and maximize community fundraising income fully. The potential of further exploiting the opportunity presented by engaging with the community to increase awareness to increase donations from this segment led the fundraising manager to suggest identifying “What community awareness strategies do NPO leaders use to increase donations to sustain operations?” as the research question for this paper.

Unfortunately, the economic and political uncertainty due to Brexit, coupled with a lack of significant capital appeals, negatively affected donations in 2019/2020 (Figure 47). The decline in donations was not specific to Foundation X but applied to the entire charity sector. Analysts report that for the year ending 2018/2019, donations to the largest 100 United Kingdom charities fell by 2.7% year-on-year, a £92 million loss after inflation compared to the year before (Charity Financials, 2019). Despite the decrease, corporate and event donations continued as Foundation X’s top income streams representing 52% of the income generated, and community fundraising only fell by 4% off of 2018/2019 levels. Additionally, the Institute of Fundraising (2020) predicts a 48% reduction in voluntary donations to charitable organizations in the United Kingdom due to the COVID-19 global pandemic. I present possible actions Foundation X can take to address the paradigm shift resulting from Brexit and COIVD-19 in the Recommendations for Action section of this paper.

Presentation of Thematic Findings

To evaluate Foundation X's organizational strengths and opportunities for improvement, I needed to understand all aspects of the organization and how it operates. To accomplish this, Foundation X provided internal organizational documentation, such as financial records, employment statistics and demographics, leadership presentations, management reports, EFQM submissions, business plans, and strategic initiatives. Also, I had numerous conversations over 2 years with the fundraising manager, obtained clarifying information from the SLT and select business unit managers, researched publicly available information on Foundation X's website, as well as the websites of its competitors, and held semistructured interviews with three senior leaders to gain a complete understanding of the organization and its processes. I used RBV of competitive advantage theory to establish a conceptual framework through which I analyzed strategies Foundation X could use to exploit its internal resources and competencies relative to external opportunities to achieve competitive advantage.

I used the information to address the research question, What community awareness strategies do NPO leaders use to increase donations to sustain NPO operations? Thematic analysis of data show the importance of (a) well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources, as key themes that support NPO leaders in the development of community awareness strategies to increase donations to sustain operations. The presentation of the thematic findings provides Foundation X's SLT with insight that may be useful in enhancing the operational excellence of the organization.

Theme A: Well-Developed and Engaged Workforce

People are a valuable resource for organizations seeking to achieve and maintain operational excellence to generate a competitive advantage (Baldrige Performance Excellence Program, 2019; Collins, 2020). To develop and implement strategies that support creating a highly effective workforce, leaders must establish a work environment that encourages staff to reach their full potential (Delery & Roumpi, 2017). Foundation X leaders identify the workforce as one of its greatest assets, and they acknowledge the essential role a fully engaged, effective, and efficient workforce has in delivering high-quality services. The SLT, along with Participants 1, 2, and 3, emphasized the need to focus on high-quality people management skills for leaders, successful recruitment processes, improved learning and development opportunities to provide organizational results in terms of the retention and motivation of staff.

The board of trustees and SLT cite the importance of staff development and satisfaction in achieving the strategic objective of enhancing Foundation X's reputation as a leading employer within the charitable sector (Figure 22). Discussions with Participant 2, Chief Executive, before the Manager's Strategy Day in 2019, highlighted her strategy related to workforce development. To successfully meet the CSFs aligned with this strategic objective, Participant 2 led an interactive session with the extended management team to promote ideas of (a) improving staff engagement, (b) embedding the organization's values in the culture, (c) analyzing the staff demographics to tailor offerings to encourage diversity in the workforce and improve staff retention, (d) building autonomy into job roles to encourage leadership, (e) developing the organization and its staff as thought leaders, and (f) establishing a process of learning within the organization. Participant 2 described the process as, “We need to think ahead and innovatively in these areas, which means taking risks, as we might do things differently from our peers and challenge our own assumptions.” Participant 2 stressed the need for improved staff retention and engagement as one of the performance indicators of success.

The strategic management of human capital resources, such as workforce experience, diversity, intelligence, and culture, contribute to the organization’s ability to achieve competitive advantage (Assensoh-Kodua, 2019; Miethlich & Oldenburg, 2019). Participant 1 identified the importance of continued staff development in the Fundraising Strategy 2019–2022 document. In the Key Strategies for Fundraising category of the strategy document, Participant 1 indicated the importance of:

> Develop[ing] the knowledge and skills of the fundraising team, and increase[ing] resource[s], if required. Roles should be fluid, so team members can work jointly on fundraising projects and support each other when needed. To be successful as a team, the fundraising manager should be focused on strategic developments and projects, with a team of experienced fundraisers who can manage and develop income streams.

The SLT highlights staff development as an essential component of Foundation X’s workforce strategy.

Finally, workforce engagement and connection to the mission of the organization plays a role in the ability to create community awareness to increase donations to sustain operations (Di Lauro et al., 2019). Leaders of excellent organizations develop strategies to create a culture of creativity and innovation while aligning staff with its strategic objectives (EFQM, 2019). Beginning with staff members onboarding, in the message from the chief executive, employees learn about Foundation X's MVV and the strategic objectives and priorities. Additionally, the SLT establish the expectation of engagement in the concluding paragraph of the Induction Packet Welcome Note:

> The Board and Senior [Leadership] Team are keen to engage with you, and you will find lots of opportunities to tell us what you think – we have an annual staff conference, face-to-face, as well as survey consultations, and of course, you can also contact us through the Tell SMT link on Corus.

By creating opportunities for employee engagement at all stages of the employee life cycle, the SLT may increase job satisfaction leading to reductions in absenteeism and turnover.

Theme B: Strategic Engagement with Social Media

The strategies leaders develop to exploit an organization's internal resources or competencies relative to external opportunities are the primary source of competitive advantage (Arik et al., 2016; Rosenberg Hansen & Ferlie, 2016). Organizations can use a mix of human capital resources, as well as financial resources, to differentiate themselves and create a competitive advantage (Penrose, 2009). Sun and Asencio (2019) found that social media is one-way organizations connect with the community. By using social media to disseminate information, establish communication, and gain trust, organizational leaders can increase charitable giving (Shin & Chen, 2016). Foundation X's SLT identified the development of a social media strategy and improved online, and social media presence as a CSF needed to position the organization as the definitive autism organization in Scotland.

Agozzino and Fleck (2016) found that although many NPOs use social media platforms to communicate and create community awareness around their mission, they do not use it as their primary way of raising funds. Participant 3 described Foundation X's strategy regarding the use of social media as an attempt to target a younger demographic, many of whom. ". . . are actively involved in fundraising for what they believe to be good causes. So, it's about connecting with them and giving them something that makes it easy. And then, to put on an event that raises funds for us." Similarly, when discussing the potential challenges of using social media to increase community awareness, Participant 2 warned of, "The real danger that we engage in vanity PR, which makes us (the organization) feel good about ourselves, but it doesn't make anyone (in the community) else feel good about us." To obtain quantifiable measures of effectiveness associated with social media strategies aimed at increasing funding from the community, the SLT will need to correlate the community events and fundraising activities with donations.

Engagement and interaction activities are vital to increasing awareness about the social issues charitable NPOs address (Berrone et al., 2016). When discussing the fundraising strategy, Participant 1 focused on the need for strategic alignment between the "online community and raising awareness." As a follow on, Participant 1 added,

> Strategically there are a number of different marketing activities, and so it's like a website, social media, community awareness activities, and trainings, fundraising

> events, and things create funders, community events, all [those] types of things, as well. We help target audience with them . . . Our Facebook fundraiser raised over a third of our income through community fundraising last year.

Foundation X needs to maintain alignment with its strategic objectives to send a consistent message across all digital and social media platforms.

Strong communication channels and a targeted message increases competitive advantage when seeking donations (Agozzino & Fleck, 2016). Participant 2 noted a lack of focus in Foundation X's marketing communications around fundraising and other issues. Participant 2 stated:

> The marketing team focuses more on traditional methods of marketing, or historical methods of marketing with a slight focus on the social media, but not really fully using it to its highest potential by leveraging existing staff and their connections to push the message, whether it be the fundraising message or any other message we want to get out.

When NPOs use social media, such as websites, Facebook, Twitter, and blogs to interact with their communities, there can be an increased intention to donate among their constituents (Feng et al., 2017). By aligning a targeted social media strategy with the strategic objectives of the organization, Foundation X leaders can raise community awareness that may lead to increased donations.

Theme C: Effective Use of Organizational Resources

Organizations possess a broad spectrum of resources and capabilities, such as assets, processes, attributes, and information that leaders can use to gain competitive advantage (Barney, 1991; Jensen et al., 2016; Kay, 2018). When leaders maximize performance differences by leveraging internal resources and processes, they create opportunities for strategic resources that have value, rareness, imitability, and organizational specificity (Burvill et al., 2018). In terms of increasing donations through community awareness to sustain operations, developing strategies that support collaboration between resources to maximize competitive advantage is essential (Carroll & Kachersky, 2019). Foundation X's leaders recognize the connection between its strategic skills and the development of the brand to achieve differentiation requires a well-trained, synergistic, and motivated workforce that can lead to competitive advantage. Figure 25 exemplifies Foundation X's view of the interconnectedness between the processes of knowledge management, learning and development, systems for continuous improvement, and the development of a brand that occur across all functions in the organization.

When discussing Foundation X's use of internal resources to increase community awareness about its mission to attract donations, all participants cited the benefits. According to Participant 1, resources from the marketing team support the fundraising team in terms of creating brand identity and focusing the marketing message to highlight fundraising events. When discussing barriers to the successful implementation of community awareness strategies, Participant 1 noted:

> I think we need to have an internal drive from the Board to think strategically. I think there are a lot of good ideas we have here [in all areas of Foundation X], but the different teams need to be brought together as an action plan, under the new

> strategy of developing or diversifying our offerings of services [and objectives]. I think that's how we address alignment and the desired outcomes.

Further discussion focused on how the use of organizational resources across functional boundaries could increase the effectiveness of the fundraising strategy. In describing barriers considered by the SLT during the 2019–2024 strategic planning sessions, Participant 2 stated, "We've got a marketing strategy, and we've got a fundraising strategy, but what we don't really have is a communications strategy. We've got a weakness around how much branding, PR, and marketing are targeted to our organizational priorities." A cohesive communications plan is key to the development of an effective social media strategy.

To meet the objectives outlined in its MVV, the SLT must effectively use its internal and external resources. Organizations that make effective use of its resources can enhance community awareness, which leads to a competitive advantage. By using resources to increase community awareness, Foundation X can create value for its stakeholders and encourage donations.

Analysis of Processes and Results

The following sections contain an evaluation of Foundation X's processes related to leadership, strategy, customers, and workforce in terms of strengths and opportunities for improvement using the Baldrige factors of approach, deployment, learning, and integration (ALDI). Using ADLI to evaluate organizational processes provides an assessment of the organization's overall performance (Baldrige Performance Excellence Program, 2019). Following that is an evaluation of Foundation X's results related to processes, customer, workforce, leadership and governance, and financial and market results in terms of strengths and opportunities for improvement using the Baldrige factors of levels, trends, comparisons, and integration (LeTCI). Evaluation of organizational results using LeTCI provides leaders insight into how well an organization achieves its expected outcomes (Baldrige Performance Excellence Program, 2019).

Process Strengths

The Baldrige Performance Excellence Program (2019) defined processes as the methods an organization uses to do its work and by which it moves towards operational excellence. The approach describes how an organization performs a process and whether it is appropriate and effective (Baldrige Performance Excellence Program, 2019). The evaluation of the deployment of processes focuses on how consistently an organization has applied the approach throughout the relevant work units (Baldrige Performance Excellence Program, 2019). Learning encompasses the continuous improvement cycle as an organization modifies the approach sharing innovations throughout the organization and workforce (Baldrige Performance Excellence Program, 2019). Finally, integration refers to the extent to which an organization brings processes, plans, measures, and actions together in support of its strategic objectives and goals (Baldrige Performance Excellence Program, 2019). In the following subsections, I applied the ADLI evaluation method, supported by the RBV of competitive advantage theory and the existing body of knowledge on effective business practice to analyze process strengths.

Strategy. As described in the Strategy category, Foundation X’s strategic planning process is continually evolving. The SLT’s approach includes a review of (a) the service market in which the organization competes, (b) the appropriate level of investment, (c) the functional area strategies which need development in order to compete effectively in the chosen service market, and (d) an analysis of the resources or capabilities underlying the strategy that provides a sustainable competitive advantage. The strategic planning process (Figure 23) is an iterative process that focuses on determining Foundation X's position in the marketplace through customer and stakeholder engagement, developing a strategy, establishing a plan, and managing performance.

The process starts with a review of the action plans and KPIs from the previous planning cycle to assess the effectiveness of the strategy and identify emerging strategic priorities. The SLT solicits customer and stakeholder feedback and incorporates industry trends, as well as changes in the competitive, political, technological, legal, and economic environments into its planning process. The SLT sets the strategic objectives with the organization's MVV in mind. Organizations set strategic objectives to guide effective resource allocation needed to gain a competitive advantage and ensure long-term sustainability (Baldrige Performance Excellence Program, 2019; Jensen et al., 2016).

Foundation X's strategic planning process supports competitive advantage through the effective use of organizational resources. According to Rezaee and Jafari (2016), using RBV of competitive advantage to develop strategies that focus on the effective use and management of an organization's resources and capabilities can lead to competitive advantage. After establishing Foundation X's goals, the SLT communicates the strategic objectives, organizational priorities, CSFs, KPIs, and goals, along with associated timeframes, to all members of the organization. Finally, the leaders use a robust performance management system to capture performance against targets and report KPI results regularly.

Foundation X's SLT has an effective, systematic approach to strategic planning that is well-deployed with no significant gaps. The chief executive continues to refine the improvements to the planning processes to include enhanced communication and more direct alignment and cascading of the strategic objectives to all staff. The strength of the strategic planning process is critical to the development of community awareness strategies to increase donations because leaders that develop engagement strategies that help the public differentiate providers of similar services and create a connection with the organization experience increases in the levels of charitable giving (Carroll & Kachersky, 2019). The process is fact-based, with multiple points for evaluation and learning. The organization learns and adjusts its action plans based on the KPI statuses provided during the quarterly Corporate Performance Management Reports. Overall, Foundation X has an effective strategic planning process that will support the SLT's efforts to address themes A, B, and C when developing strategies to increase fundraising income through community awareness activities.

Customer. As described in the Customer category, the SLT understands that the needs and expectations of Foundation X's customer population are an essential component of fulfilling the organization's vision of a world where autistic people are understood and enabled to lead meaningful and fulfilling lives as valued members of the community. The SLT engaged a multidisciplinary team from the business units to elicit feedback from a customer population with a diverse range of communication styles that required the development and implementation of an innovative surveying process. Baldrige and EFQM highlight the importance of understanding, anticipating, and fulfilling customer needs and expectations when seeking organizational excellence (Baldrige Performance Excellence Program, 2019; EFQM, 2019). The SUES provided a process by which Foundation X obtained meaningful information regarding its customer's needs.

The SLT used internal subject matter experts to create customized surveys to ensure they received input from customers, regardless of the communication challenges of the service user. According to Tamzini et al. (2016), the inherent capability of an organization's resources allows for competence, and it is this competence that is supportive of competitive advantage. Foundation X's innovative use of internal resources to obtain feedback from an often overlooked population differentiates it from the competition. The findings and recommendations of the survey inform the strategic planning process, and the SLT incorporates it into future service offerings and strategic objectives. The process is manual and time-consuming, limiting the frequency of the surveys and Foundation X's ability to analyze the information.

Customer engagement is also an essential component of Foundation X's stated strategic objectives to (a) achieve growth through the diversification and expansion of services provided to support autistic people in a range of settings, (b) enable sustainable societal change by campaigning and influencing government and decision-makers, and (c) positioning the organization as the definitive autism organization in Scotland.

Foundation X developed a process to use its digital presence to provide an overview of the services offered and facilitate bidirectional communication with existing and potential customers. Organizations that develop successful customer engagement strategies can gain a sustainable competitive advantage and value (Kumar & Pansari, 2016). Barney (1991) posited that the effectiveness of developing and deploying rare, valuable, inimitable, and nonsubstitutable resources into capabilities determines organizational performance.

Based on Baldrige's ALDI process evaluation guidelines, Foundation X has a partially effective process for listening to the customer and determining the services that best meet their needs, which will be discussed in the Process Opportunities category. However, Foundation X's communication and customer engagement approach is a mature, effective process that signifies operational excellence and may lead to competitive advantage. Strong communication and customer engagement are necessary to support community awareness that may support the development of fundraising strategies to increase donations. By exploiting the strength of Foundation X's communication processes and customer interactions and expanding their use in social media, the SLT can address theme B when developing strategies to enhance community awareness to increase donations to sustain operations.

Workforce. As described in the Workforce category, Foundation X's workforce operates as a cohesive team whose work aligns with its MVV and the CSF outlined in the business plan. The SLT has developed a process that acknowledges the vital role of the workforce in achieving the organization's mission. Staff members are considered a valuable resource who, with appropriate development, can generate and sustain competitive advantage (Collins, 2020; Delery & Roumpi, 2017). Throughout the entire employee life cycle (Figure 27), the SLT emphasizes Foundation X's commitment to staff development, I&D, ethical behavior, safety, and establishing a respectful workplace. Baldrige and EFQM highlight the importance of leaders developing a skilled and competent workforce to deliver operational excellence (Baldrige Performance Excellence Program, 2019; EFQM, 2019).

The SLT has successfully implemented processes that enhance employee satisfaction and support the effectiveness of the workforce. Examples include the SLT's efforts to increase bilateral communication through All-Hands meetings, roadshows, chief executive vlogs, one-on-one meetings, the use of MS Teams and Zoom as a method of meeting, distribution of the strategic plan, enhancements to the website, and providing all staff members access to the internal communication network. Perception measures are in place to determine the successful deployment of the SLT's strategy and supporting policies. The Staff Survey includes specific questions related to job satisfaction that consistently indicate a positive workforce experience, such as I enjoy my job, I know what is expected of me, and I have the skills I need to do my job. Despite establishing a process to measure various aspects of workforce satisfaction, the SLT has not implemented strategies that effectively increase employee responses related to having sufficient time and equipment to carry out their job responsibilities (Table 17). Workforce satisfaction is an area for improvement.

Based on Baldrige's ALDI process evaluation guidelines, Foundation X has an effective process for building an effective and supportive workforce environment. However, the process for engaging with the workforce for retention and high performance is only partially effective and will be discussed in more detail in the Process Opportunities category. Employee retention and high performance are essential for Foundation X to address theme A to support Foundation X's leaders in developing strategies to enhance community awareness to increase donations to sustain operations.

Measurement, Analysis, and Knowledge Management. As discussed in the Measurement, Analysis, and Knowledge Management category, the SLT has embedded a performance and quality management reporting system across all areas of the organization. Using the organization-wide performance tracking system, KPI owners regularly collect, analyze, and report organization data. Business unit managers receive monthly status reports, and the SLT assesses progress against targets during the quarterly Corporate Performance Management Report review. The leaders of excellent organizations develop measurement and analysis processes to effectively manage change and focus process improvement (EFQM, 2019). The SLT uses the performance information to determine organizational priorities, and core results enable continuous improvement.

The SLT's have developed a fact-based, knowledge-driven system that provides the basis for management and strategic decisions. Measurements should derive from the needs and strategy of the organization and provide critical information about processes, outputs, results, and competitor performance (Baldrige Performance Excellence Program, 2019). Foundation X's overarching themes, strategic objectives, and KPIs align with the MVV of the organization to effectively measure and analyze performance. Based on Baldrige's ALDI process evaluation guidelines, Foundation X has an effective measurement, analysis, and knowledge management system that will support developing strategies to enhance community awareness to increase donations.

Process Opportunities

Process opportunities represent areas that Foundation X can improve to drive continuous improvement and achieve operational excellence. The ADLI evaluation method not only identifies an organization's process strengths, but it can highlight opportunities for improvement. Although Foundation X exhibited process strengths in the areas of strategy, customers, workforce, and measurement, analysis, and knowledge management, they exhibited partially effective processes in leadership. Additionally, there are areas of concern that could affect some aspects of the effective customer and workforce processes if not addressed by the SLT.

Leadership. As described in the Leadership category, the SLT and the board of trustees are responsible for developing, communicating, and driving the organization's MVV to achieve competitive advantage and sustainable success. The role of senior leaders is to establish an organization's vision for the future, create customer focus, serve as ethical role models, and set performance expectations for the workforce (Baldrige Performance Excellence Program, 2019). Effective leadership facilitates innovation, strategic formation and execution, organizational renewal, change management, and positive performance outcomes, all of which promote competitive advantage (Imran et al., 2016). The SLT's approach to leadership includes a robust process for developing actions to reinforce the MVV, deploying the MVV to the workforce, suppliers, partners, customers, and other stakeholders, implementing a continuous improvement cycle, and integrating and aligning the MVV across the entire organization in support of performance goals.

Although the SLT developed a leadership approach that includes repeatable processes with evaluation and improvement steps, staff survey results consistently ranked the effectiveness of the SLT in making a positive contribution to the organization in the mid 70% range (Table 21). The reasons for low ratings related to the SLT's contribution to the MVV, especially when correlated to responses the very positive response rate to the questions, *I understand that I have a role to play in upholding Foundation X's reputation*, and *I understand the organization's overall mission statement, objectives, and vision*, should be investigated. The SLT has failed to develop action plans to improve staff perception of its effectiveness. For this reason, the process for engaging with the workforce for retention and high performance is only partially effective, and opportunities exist to improve workforce processes to increase Foundation X's competitive advantage.

Another opportunity for improvement for leadership is to challenge the KPIs and targets they establish for measuring success. Foundation X has established a robust process of tracking and reporting on performance metrics, often against predetermined targets. In some instances, like staff turnover (Figure 39) or absenteeism, the process owner uses comparative data when setting the target. However, the targets for some KPIs, such as procurement savings (Figure 46), seem arbitrary and do not enhance the strategic decision-making process.

Based on Baldrige's ALDI process evaluation guidelines, the leadership processes exhibited by Foundation X are in the beginning stages of an aligned approach. Repeatable processes exist that are evaluated regularly for improvement. However, not all learning opportunities related to leadership factors are shared and integrated into the strategic planning process to address key strategies and organizational goals (Baldrige Performance Excellence Program, 2019). Capable leaders who set the vision, create customer focus, service as role models, and set performance expectations are essential for Foundation X to address themes A and C when developing strategies to enhance community awareness to increase donations.

Customer. As described in the Strategy Implementation and Customer Listening categories, the process developed to interact with and understand the needs and expectations of the customer is a strength of the organization. The approach used by the SLT to gather customer feedback through the SUES is innovative and provides valuable data regarding the needs and expectations of individuals living with autism. The findings from the surveys, recommendations for action plans based on the data, and reflections on the process are presented to the board of trustees and SLT as inputs into the strategic planning process. The survey team also shares results with the service users and staff, as well as any area identified as needing to develop an action plan to address improvements. The information gathered from the 2017 survey provided useful information that the SLT incorporated into service offerings, modifications to the services provided, and further adaptations to the 2018 survey.

The process developed for surveying service users and analyzing the results is labor-intensive and time-consuming. As a result, although the survey team administered the updated SUES in 2018, tabulated the data, and included it in the 2019 EFQM submission, the data were never analyzed, thoroughly reported, or incorporated into the 2019 strategic planning process. During 2019, the SLT and survey team decided to perform the survey biennially with the next survey scheduled for 2020. However, the furloughing of staff and other challenges due to the COVID-19 pandemic delayed the administration of the 2020 SUES.

A customer-focused organization addresses the service characteristics that meet the needs and expectations of the service users, while also developing unique features that differentiate the organization from competitors (Baldrige Performance Excellence Program, 2019). Organizations that create a mix of resources that enable the creation of valuable product or service offerings that are valuable to the customer is one method used to create a competitive advantage (Álvarez-González et al., 2017). Without the data provided from the SUES, Foundation X’s leaders are missing a significant opportunity to differentiate themselves from direct nonprofit autism-specific service providers, generic for-profit organizations marketing themselves as providers of autism-specific services, and other agencies and organizations that do not specialize in autism services but target the same customer base. Based on Baldrige’s ALDI process evaluation guidelines, Foundation X has a partially effective process for listening to the customer and determining the services that best meet their needs and an effective customer engagement process.

Workforce. As stated in the Process Strengths - Workforce subsection, the SLT successfully builds an effective and supportive workforce environment. Viewed in isolation, the very positive job satisfaction responses to the staff survey (Table 17) indicate a high level of satisfaction. However, a consistent job satisfaction rate of more than 90% does not correlate with higher than industry average staff turnover and absenteeism. Complete integration of data from the staff survey and other metrics collected can provide the SLT an opportunity to improve workforce processes and increase workforce retention and high performance. Thus, the process for engaging with the workforce for retention and high performance is only partially effective, and opportunities exist to improve workforce processes to increase Foundation X's competitive advantage.

Based on Baldrige's ALDI process evaluation guidelines, although Foundation X has an effective process for building an effective and supportive workforce environment, there are opportunities to improve workforce processes that lead to increased staff retention and reduced absenteeism. As previously stated, employee retention and high performance are essential for Foundation X to address theme A to support Foundation X's leaders in developing strategies to enhance community awareness to increase donations to sustain operations.

Results Strengths

The Baldrige Performance Excellence Program (2019) defined results as the outputs and outcomes an organization achieves based on the evaluation of four factors: (a) levels, (b) trends, (c) comparisons, and (d) integration (LeTCI). According to the Baldrige Performance Excellence Program (2019), levels reflect an organization's current level of performance, while trends provide evidence of sustainability and indicate the rate of improvement. Comparisons provide organizational leaders with the ability to understand their performance relative to benchmarks established by competitors or industry leaders. Finally, integration focuses on the alignment of the results with organizational goals, objectives, or requirements.

By evaluating an organization's ability to provide evidence of the performance in the categories of product and process results, customer results, workforce results, leadership and governance results, and financial and market results, Foundation X's leaders can identify areas of strength and opportunities for improvement. In the following subsections, I applied the LeTCI evaluation method, supported by the RBV of competitive advantage theory and the existing body of knowledge on effective business practice, to analyze Foundation X's results strengths.

Product and Process – Safety and Emergency Preparedness. The leaders of Foundation X have successfully embedded a culture of safety throughout the organization, and the results support their actions in this area. Application of the LeTCI evaluation criteria to the outcomes Foundation X measures and reports for safety and emergency preparedness indicated beneficial results. The SLT has established formal processes to assess the effectiveness of the safety program that uses the AIM system, iLearn, management discussions and meeting, and the Staff Survey. The data presented for workplace accidents (Figure 35) reflect a downward trend in total accidents of 77% between 2014 and 2019. Directly correlated to the reduction in total accidents is the SLT's emphasis on reporting near misses (Figure 36) to provide precursor information to the safety and health officer and health and safety committee to develop and implement proactive strategies to mitigate more severe accidents. Safety metrics are compared against industry standards established by RIDDOR. The SLT further evaluates staff feedback regarding the effectiveness of the safety program. Questions on the staff survey indicate a consistent awareness of over 95% (Table 15) related to workplace hazards and the employee's awareness of accident and incident reporting procedures. The safety and emergency preparedness program is an excellent example of how Foundation X can use multiple internal resources to achieve operational excellence. The SLT can incorporate knowledge gained from the successful implementation of the safety and emergency preparedness program to address Theme C and support increasing community awareness to increase donations.

Customer Engagement. As detailed in the Customer Results category, senior leaders demonstrated an understanding of the importance of achieving and sustaining customer results that meet or exceed expectations when seeking operational excellence. An evaluation of Foundation X's customer engagement results indicated beneficial LeTCI related to their use of digital and social media. Based on a comparison with industry trends, the SLT identified an opportunity to enhance Foundation X's engagement with the autistic community by developing a social media strategy and improved online presence. The SLT hired an external marketing agency to work with the internal marketing team to develop a strategy inclusive of Facebook, Twitter, Instagram, LinkedIn, and its website. Overall, customer engagement results using digital and social media is a strength for Foundation X because (a) the measured KPIs of social media followers or likes, and website analytics provided quantifiable indicators of success; (b) KPI's reflect a significant growth trend in each social media platform since the baseline (Table 16); (c) the SLT used comparative data to inform the organization's decision-making process; and (d) as mentioned by Participant 2, the SLT acknowledged the need to integrate the social media strategy fully by leveraging existing staff and their connections to push the MVV and strategic objectives, including fundraising. Foundation X's leaders can apply this strength to Theme B when developing strategies to increase community awareness to increase donations to sustain operations.

Governance. The board of trustees, SLT, and extended management team demonstrated strong governance results measured by quantitative data results. Charitable fundraising (Figure 42), social services, and educational facilities (Figure 21) are heavily regulated by the United Kingdom and Scottish government authorities, including the Care Inspectorate. Foundation X provided evidence of compliance with all laws and regulations applicable to their industry. An evaluation of Foundation X's governance results indicated beneficial LeTCI based on (a) consistent average Care Inspectorate grades of more than 4.7 since 2015; (b) good Care Inspectorate grades relative to other autism-specific care providers in Scotland (Figure 3); and (c) integration of the processes that ensure compliance, as evidenced by individual Care Inspectorate grades throughout all locations.

Financial and Market. As discussed in the Financial and Market category, accurate, timely, and complete financial data are necessary for an organization to manage its financial needs effectively to maintain a competitive advantage (Khan et al., 2018). Application of the LeTCI evaluation criteria to the outcomes Foundation X measures and reports for the financial and market processes indicated beneficial results. The SLT and director of finance and corporate affairs have established formal processes to assess the effectiveness of the financial systems that use internal controls, external review, and comparative data. The data presented indicate a high level of compliance with the applicable laws and United Kingdom accounting standards (Table 22), with no major findings or comments on the financial statements between 2014 and 2019. The board of trustees and SLT rely on several financial reports to assess Foundation X's financial health and track actual results against a rolling 10-year financial forecast linked to its strategy (Figure 43). Trending data indicate a positive cash flow with adequate reserves to address the strategic needs of the organization.

Procurement. Because charitable activities, driven by service contracts with local authorities, make up the largest portion of Foundation X's income, the results of procurement KPIs are an essential component of the SLT's decision-making process. Procurement results are another area of strength for Foundation X. The KPIs for Supplier's Perception (Figure 44), Procurement Compliance (Figure 45), and Procurement Savings (Figure 46) all show a positive upward trend, which aligns with the strategic implementation of a multifaceted approach to controls using supplier surveys, staff training, and process redesign. Additionally, internal targets are established using both historical and comparative benchmarks.

Fundraising. Fundraising is another important income stream for Foundation X, and the SLT uses the results of the fundraising KPIs during the strategic planning process. Application of the LeTCI evaluation criteria to the outcomes Foundation X measures and reports for fundraising indicated positive results. The trend was disrupted in 2019/2020 due to a considerable reduction in legacy, trust, and foundation revenue. The fundraising manager incorporates comparative data from the marketing teams' social media analytics into the fundraising strategy planning process. As a result of the introduction of Facebook fundraising in 2018, the community income stream experienced growth of 36% from Facebook alone. Overall, fundraising results are a strength that Foundation X's leaders can apply to Theme B and C when developing strategies to increase community awareness to increase donations to sustain operations.

Results Opportunities

Results opportunities represent areas that Foundation X can improve to drive continuous improvement and achieve operational excellence. The LeTCI evaluation method not only identifies an organization's results strengths, but it can highlight opportunities for improvement. Although Foundation X exhibited results strengths in safety and emergency preparedness, customer engagement, governance, and financial and markets, they exhibited partially effective processes in customer satisfaction and workforce that could affect organizational excellence if not addressed by the SLT.

Customer Satisfaction. Despite the SLT's positive results related to customer engagement, there is an opportunity to improve the results related to customer satisfaction. An evaluation of Foundation X's customer satisfaction results indicated opportunities for improvement based on LeTCI related to their administration of the SUES. The leaders of Foundation X developed an innovative process for collecting customer feedback from the service user population using a multidisciplinary development team of subject matter experts. The SUES supplemented information gathered informally through customer and staff interactions to help leaders understand the needs and expectations of the customer. The survey team administered the survey twice, in 2017 and 2018. However, because the review and interpretation of the data are labor-intensive, the survey team has not thoroughly reviewed and reported the results from 2018. The 2019 EFQM submission included raw data results from the SUES, but there was no evidence of analysis or incorporation into the planning process. Given the unique nature of the survey and lack of critical analysis of the raw data, trending between the two surveys cannot be validated, and there is insufficient evidence of the integration of the results to address organizational goals.

Workforce – Absenteeism and Staff Turnover. Foundation X leaders use job satisfaction metrics to assess the capability and capacity of the workforce. Job satisfaction is a primary driver of employee retention (Bloice & Burnett, 2016). Foundation X's leaders gather significant data related to the workforce through the HR system, iLearn, and the annual staff survey. An evaluation of Foundation X's workforce results indicated opportunities for improvement based on LeTCI related to developing strategies to address employee absenteeism and staff turnover.

The staff survey queries the workforce on overall satisfaction, engagement, the relationship with management, learning and development opportunities, and inclusion and diversity. Many of the questions, such as staff members having enough time and equipment to carry out job responsibilities (Table 17), manager's holding discussions about L&D needs and career development (Table 19), staff perceiving Foundation X leadership as promoting fair and respectful treatment of all employees (Table 20), and the belief that the SLT makes a positive contribution to the organization (Table 21), have either declined or shown no change in rating since the first survey in 2011. Meanwhile, staff turnover (Figure 39) has increased by 29% since 2016 and is 45% higher than the NMDS Social Care Sector average. Likewise, absenteeism continues to trend 37% higher than the industry benchmarks provided by CIPD and CCPS. To achieve the objectives identified in Theme A, the SLT need to focus on developing strategies that provide organizational results in terms of the retention and motivation of staff

Project Summary

Financial struggles are a reality for many NPOs. Reductions in funding levels become even more challenging as the expectations of potential donors and the needs of service users continue to increase (Faulk et al., 2017). In this study, I used the 2019–2020 Baldrige Performance Excellence Program criteria to analyze Foundation X's organizational profile, the maturity of the critical business processes, and the organization's level of performance to assess its resource availability and capability to develop strategies focused on community awareness to increase donations to sustain operations. Guided by the criteria questions in Baldrige's organizational profile, leadership, strategy, customers, measurement, analysis, and knowledge management, workforce, operations, and results categories, I gathered information directly from Foundation X and indirectly through publicly available information to understand the organization's strengths and opportunities for improvement. Semistructured interviews with three senior leaders provided additional insight into Foundation X's existing fundraising strategies. The data gathered were synthesized and viewed through the lens of RBV of competitive advantage to demonstrate how NPO leaders can use internal organizational resources to gain a competitive advantage, which may sustain operations through increased donations.

The primary thematic findings showed that organizations seeking to develop strategies to enhance community awareness to increase donations require (a) well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources. The strengths and opportunities exhibited provided the basis for recommendations for future actions the SLT can implement to develop strategies to increase fundraising income through community awareness activities. Additionally, the research contained in this study, and the subsequent findings and recommendations, could help Foundation X's SLT improve the operational efficiency of its core business functions.

Contributions and Recommendations

Nonprofit business leaders face the challenge of delivering mission-critical services despite the dilution of government funding streams by increased competition (Reilly, 2016). Government grants provide nearly one-third of the revenue in the United Kingdom's third sector; however, funding allocated to charitable organizations continues to decline (National Council for Voluntary Organisations, 2019). To address the funding gap, NPO leaders attempt to develop fundraising strategies that target individuals, foundations, and businesses (Cheng & Yang, 2019). Organizations that create awareness of their mission within the local community may establish ongoing relationships with potential donors (Choi et al., 2019). Some NPO leaders, such as those in Foundation X, seek strategies to maximize the use of internal resources to create operational excellence that may lead to competitive advantage.

The purpose of this qualitative single case study was to explore community awareness strategies NPO leaders use to increase donations to sustain operations. Although single case studies are not generalizable (Yin, 2018), NPO leaders may use the recommendations I provided to Foundation X as a starting point for developing community awareness strategies to increase donations, thereby improving their financial sustainability while maintaining their ability to provide service to their customers. The primary themes uncovered focused on the importance of (a) a well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources as key themes that support NPO leaders in the development of community awareness strategies to increase donations to sustain operations.

Application to Professional Practice

The findings of this study, along with the results of the research based on the conceptual framework and evaluation of evidence using the Baldrige Performance Excellence Program, add to the existing body of knowledge of community awareness strategies NPO leaders use to increase donations to sustain operations. NPO leaders in the United Kingdom and worldwide who seek strategies to use internal resources to enhance community awareness to increase donations may benefit from the findings and recommendations in this study.

The results contained in this study may add to the body of knowledge on NPO fundraising. Additionally, the findings and research may fill gaps in the academic literature related to the application of RBV of competitive advantage in the nonprofit sector. NPO leaders facing financial challenges may review my recommendations for Foundation X to determine applicability to their situations. The recommendations include (a) development of strategies to increase the effectiveness of the workforce, (b) development of synergistic relationships within the fundraising and marketing teams, and (c) exploitation of digital and social media platforms. Lastly, nonprofit and for-profit organizational leaders may review this study’s use of the Baldrige Performance Excellence Program Framework to identify areas of strength and opportunities for improvement within their organizations.

Implications for Social Change

The implications for positive social change based on this single case study extend beyond the leaders and service users of Foundation X. Other NPO leaders may use the findings to evaluate their internally available resources and capabilities to enhance competitive advantage when developing strategies to increase donations to sustain their organizations. NPOs play a vital role in society by providing services, goods, and resources to meet the needs of communities (Brown, 2017). Business leaders who develop strategies of increasing community awareness to increase donations to sustain operation extends the organization’s ability to provide services, goods, and resources to those in need. There are also positive social change implications that extend beyond the business environment to include the individuals and families needing specialized services provided by NPOs. By enhancing community awareness of mission-related activities, NPO leaders have the potential to reach more individuals in need who previously were unaware of service availability. Increased community awareness may not just lead to increased donations, but it may also create more opportunities for individuals in need of specialized service, reduce the need for government funding, and improve the quality of life for those with special needs.

Recommendations for Action

Based on the findings of this study and the evidence exhibited by Foundation X, I present my recommendations for action by the SLT to improve organizational processes and community awareness strategies to increase donations to sustain operations. The thematic analysis of data showed the importance of (a) well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources, as key themes that support NPO leaders in the development of community awareness strategies to increase donations to sustain operations. Using the

Baldrige criteria as a framework to leverage the process and results from strengths and continue development in areas of opportunity, I recommend Foundation X's leaders continue: (a) development of strategies to increase the effectiveness of the workforce, (b) development of synergistic relationships within the fundraising and marketing teams, and (c) exploitation of digital and social media platforms. The following subsections will provide additional detail regarding each of these recommendations and describe how the results and recommendations may be disseminated to a wider audience.

Foundation X's leaders recognize the role of a well-developed and efficient workforce in achieving the organization's strategic objectives. Significant time and effort are spent gathering HR data, tracking KPIs, and administering surveys so the SLT can develop strategies to improve workforce efficiency and effectiveness. Foundation X's results related to absenteeism and staff turnover dilute the organization's successful strategies related to staff development. Staff turnover and absenteeism result in increased costs of recruiting and onboarding new staff, low morale amongst remaining staff, and possible disruption in service delivery (Bloice & Burnett, 2016). According to Skhosana (2020), personal and organizational factors, such as remuneration, benefits, growth opportunities, and dissatisfaction with working conditions, contribute to high staff turnover. Foundation X's leaders need to develop a strategy to help them understand the drivers behind their higher than average turnover and absenteeism rates. As a first step, I recommend further breakdown of the staff survey data using demographic information, such as location, job function, gender, and age, be incorporated into the data analysis to determine if the problems are systemic or localized. An investigation into the reasons behind the decline or lower ratings may provide the SLT insight into staff turnover and absenteeism.

The emerging paradigm shift in the workforce due to the COVID-19 pandemic is another recommended area of focus for the SLT. During the stay-at-home order, Foundation X’s leaders furloughed some members of the fundraising staff and others. Almost overnight, working remotely from home became a requirement for the remaining team members. According to Participant 1, while the current fundraising strategy had focused on specialization within the team, the reduction in staffing required staff to adapt to a more generalized approach quickly. Moving forward, Foundation X needs to evaluate the workforce strategy to understand better the challenges and opportunities that now exist. Developing innovative strategies to embrace remote work and virtual fundraising events will require the support and integration of processes and results from the entire organization.

Regarding the integration of processes and results to address the changes in the work environment, I recommend further expansion of the synergistic relationship between the fundraising and marketing teams. Drawing on the concepts of RBV of competitive advantage, organizations create a mix of resources that enable the production of valuable service offerings to differentiate themselves from the competition (Topaloglu et al., 2018). Foundation X has a strong strategic planning process that can support this recommendation. Organizations that effectively manage internal resources to leverage community connections can achieve a competitive advantage (Choi et al., 2019; Kim, 2017). Therefore, I recommend developing a joint marketing and fundraising strategy with combined and aggressive strategic objectives and KPI’s to ensure a consistent and focused message that aligns with Foundation X’s strategic goals and objectives.

Finally, regarding the SLT’s plan to develop community awareness strategies to increase donations to sustain operations, I recommend implementing a robust digital and social media campaign. Engagement and interaction activities are vital to increasing general awareness about the social issues charitable organizations address (Berrone et al., 2016). According to Park and Rhee (2019), organizations that develop strategies focused on using digital media increased awareness about the organization’s mission and services, created a willingness in the community to support its activities, and eliminated many of the perceived barriers to making donations. Social media fundraising and crowdfunding are two strategies Foundation X should consider as part of the joint social media strategy for fundraising. Research findings stress the importance of communication skills in influencing the effectiveness of a digital or social media strategy. I recommend the processes Foundation X successfully used during the COVID-19 pandemic, to not only communicate internally with staff but also externally with the customers, be incorporated into the digital and social media strategies to ensure consistent messaging that aligns with organizational goals and priorities.

The findings from this study may influence the strategies developed by Foundation X’s SLT, researchers, and other NPO leaders, as they explore ways to develop synergistic approaches that use internal resources to increase community awareness and increase individual intent to donate. During my consulting relationship with Foundation X, I regularly shared best practices and recommendations for improvement. At the conclusion of the research study, I plan to provide Foundation X leaders a copy of the study, along with an overview that can be shared with the extended management team. In the future, Foundation X may share the results and recommendations contained in this study with other NPO leaders contemplating the use of internal resources to increase donations. Based on my consulting experience, I will offer my services to local NPOs, such as GiGi's Playhouse, the Independent Group Living Home, and Autism Speaks, to discuss my findings and explore potential benefits it may provide their organizations. I will reach out to academic institutions and professional organizations, such as the Long Island Association, to share the results and recommendations as a guest speaker. Finally, I will seek to disseminate the findings and recommendations through industry publications and academic journals.

Recommendation for Further Research

The findings, conclusions, and recommendations from this study may contribute to existing and future research regarding the strategies NPO leaders use to increase community awareness to increase donations to sustain operations. Because this single case study was limited to a single NPO located in Scotland, I recommend that future researchers undertake a study based in a different geographic region to determine how location influences the results. Additionally, this study was limited to a single NPO located in Scotland and the business leaders. The findings from a single case study may not be generalizable to other NPOs either inside or outside of Scotland. Future researchers may choose to expand the findings by performing a multiple case study to validate the findings for a broader base.

Further, I recommend that future researchers explore how leaders can view the research question using an alternative conceptual framework, such as social marketing theory, transformational leadership theory, or five competitive forces theory. Using an alternative theory to explore the strategies NPO leaders use to increase community engagement to increase donations to sustain operations may provide different insight for business leaders on the subject. Finally, the NPO that was the focus of this study was categorized as a major charitable organization by the NCVO, with an annual income of £29M and 951 staff members. Additional research could replicate this study in the NVCO categories of various sizes, such as micro, small, medium, large, and greater than £100M.

Reflections

The doctoral consulting capstone study offered by Walden University provided me the opportunity to evaluate a nonprofit organization's performance using the 2019 - 2020 Baldrige Performance Evaluation Program. As a scholar-consultant, I gained experience in consulting and coaching while also providing my client organization information on best practices and insight into methods that would help them achieve their strategic objectives. Consultants provide invaluable assistance in the form of knowledge to help organizations achieve sustainable improvements (Sahir & Brutus, 2018). Throughout the research process, I was aware of the need to address and mitigate my personal biases so as not to affect the validity and reliability of the study findings. Early in the project, I recognized that language and cultural barriers and biases existed between myself and my client. I found that the meaning of common words in the United States often had a different context in Scotland. Member checking enhances the academic rigor and credibility of the study (Marshall & Rossman, 2016). To confirm the accuracy of my synthesis, reduce bias, and increase trust, we established a process of member checking.

The DBA consulting doctoral study process has taught me much about my personal needs and expectations. I underestimated the level of commitment required to complete the doctoral journey successfully. Throughout the process, I felt challenged academically and personally, and I learned time management skills that allowed me to manage my home, work, and doctoral study responsibilities simultaneously. I enjoyed interacting with my client, my chair, and my doctoral candidate peers, and they all contributed to my professional and personal growth. Lastly, I learned the necessity of taking breaks to reenergize. I will carry the academic and personal knowledge gained with me to all my future endeavors.

Conclusion

The purpose of this qualitative single case study was to provide NPO leaders with strategies to enhance community awareness to create a connection between the individual and the organization's mission to encourage their intention to donate. Increasing community awareness of an NPO's mission through the development and implementation of a targeted digital and social media strategy can lead to increased donations through various fundraising activities and events, which sustain operations. Thematic analysis showed the importance of (a) a well-developed and engaged workforce, (b) strategic engagement with social media, and (c) effective use of organizational resources in the development of community awareness strategies to increase donations to sustain operations. The findings and recommendations resulting from this study have implications for positive social change, in that they offer NPO leaders the potential to expand services to individuals and families in need of specialized services and improve the quality of life for those with special needs.

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Appendix A: Interview Protocol

Interview Protocol	
What I will do	**What I will say—script**
Schedule the interview	1. Send each participant a calendar invitation for the agreed date and time. Include the Skype link on the invitation. 2. Send an email reminder to each participant the day before the interview.
Introduce the interview and set the stage—accomplished via Skype - State the overarching research question - Acknowledge receipt of the consent form and review details - Review confidentiality procedures - Request permission to record the interview - Outline member checking process	<u>Script:</u> Hello (*Participant's name*), I want to start by thanking you for agreeing to participate in my doctoral study on community awareness strategies to increase donations to sustain nonprofit operations. I want to confirm that this time is still good for our discussion. (*If not, reschedule at participant's convenience*) I have received the email confirming your consent to this interview. Do you have any questions regarding the form or the study? (*Answer questions, if any*) We will be discussing your experiences related to developing and implementing strategies to increase community awareness to increase donations to sustain nonprofit operations. I want to assure you that our conversation will be kept confidential, and I will not be sharing your personal information with anyone. All data will be anonymized and held in strict confidence. As we discussed, I will be recording our discussion, and you are free to stop the interview at any time. I will later transcribe and analyze the interview as part of the study. I will send a copy of the transcription to you for verification of the accuracy of your meaning. Please return the transcript to me with your approval and any comments. Do you agree with the details I have described? OK, let's begin.
• Watch for nonverbal queues	1. What strategies do you use to increase community awareness about your organization's mission activities to attract donations to sustain

• Paraphrase as needed • Ask follow-up probing questions to get more in-depth	operations? 2. How do you leverage internal resources to increase community awareness about your organization's mission activities to attract donations to sustain operations? 3. What other issues do you consider when developing a strategy to increase community awareness about your organization's mission to attract donations? 4. How do you measure the effectiveness of the community awareness strategies used to attract donations? 5. What were the key barriers or challenges you experienced when implementing your organization's successful community awareness strategies? 6. How did you address the key barriers or challenges you experienced when implementing your organization's successful community awareness strategies? 7. What else could you share about community awareness strategies used to increase donations to sustain operations?
Wrap up interview thanking participant - Thank the participant and ask if they have any questions - Review schedule for member checking	Script: That was our last question. Thank you for participating in my study. Do you have any questions? (*Answer questions, if any*) As I mentioned earlier, I will be transcribing the interview and sending a written copy of it to you via email by (*1 week after the interview*) for verification of the accuracy of your meaning. Feel free to amend the response to clarify your answer further. Once I receive your revisions, I will summarize your response to each question and provide a printed copy to confirm the accuracy of my understanding. Finally, I will arrange a quick phone call to validate the summaries. If you have any questions, feel free to contact me. Thank you again for your time.

Appendix B: PESTEL Analysis

Political	Economic	Social
• Post Brexit impact – staffing and funding • Potential Scottish independence • Professionalism of the workforce • Government preference towards healthcare vs social care • Disconnect between Scottish government and LA funding • Scottish government autism strategy updates • Low priority of autism in political context • Procurement decisions by commissioners based on rules vs need • Scottish/National Living Wage (SLW/NLW)	• LA and Health & Social Care Partnership funding threatens spot purchasing • Rising inflation and wages/impact of SLW • Low interest and inflation rates • Financial pressures on funders limit the ability to recover inflationary costs • Potential economic downturn due to Brexit • Property prices increasing • Volatility of markets impact on investments • Trend towards privatization of health and other services	• Aging population • Expectations of younger workforce – mobility, flexibility • Autistic people and those that work to support them are not valued • Maintaining balance between compliance with status quo and challenging outdated policies • Competition between public/private sector bodies to be viewed as 'autistic friendly' • Presence of social media • Influence of autistic/autism communities
Technological	**Environmental**	**Legal**
• Smart technology – AI to robotics to care practice • Flexible cloud-based/SAAS type environment	• Move towards increasing use of renewable energy - legislatively and social pressure • Climate change – risk of flooding and drought • Use of gas powered vehicles	• Care Inspectorate – new standards and inspection processes • Changes to employment law • Pending review of presumption of mainstreaming • Regulation and legislative pressures • SLW – impact on pay grades and staff retention • Scottish social Services Council (SSSC) registration

Appendix C: SWOT Analysis

Strengths	**Weaknesses**
✓ Outward looking – good reputation in/beyond Scotland ✓ Evidence including external and research-based practice models very mature – supports differentiation strategy, demonstrates added value ✓ Application of EFQM quality model ✓ Good staff survey results – genuine participation, involvement, and consultation ✓ Staff – values, long service, pride, passion, loyalty, and relationships between staff and service users ✓ Innovative service developments ✓ Stable leadership ✓ Financially solid – substantial reserves/cash ✓ Service user involvement ✓ Capacity view of autistic people, positive reputation with communities ✓ Stakeholder/commissioner/funder relationships and partnerships – high regard in the autism field ✓ Increasing publications profile ✓ Service growth through local authorities' spot purchase services ✓ Care Inspectorate grades in Autism Services are consistently good ✓ Some examples of collaborative, cross-organization working ✓ Most risks are well-known, well-managed ✓ Committed, supportive, challenging, knowledgeable Board	✗ Unfocused growth - may result in missed opportunities ✗ Geographical coverage – need clear strategy on expansion ✗ Finance IT – dependence on Excel ✗ Staff retention/career progression limited ✗ Pay and benefits – approach to recruitment and retention ✗ Limited focus on efficiency ✗ Culture and processes may not support desired fundraising outcomes ✗ Scale of organization makes embedding initiatives a challenge ✗ Communications – internal and external, including website ✗ Key roles are unique within the organization or rely on current skillset ✗ Staff work in silos ✗ Lack of organizational visibility/ positioning on key issues critical to autistic people and their families ✗ Tenders are often a conglomerate of learning disabled mixed in with autism. ✗ Services delivered to only a small % of autistic population in Scotland ✗ Lack of income diversity ✗ Poor practice in management of data ✗ SLT all the same age ✗ Some poor governance practices ✗ Few autistic staff members
Opportunities	**Threats**
✓ Maximize preview pay/benefits ✓ Influence policy/raise profile as an autism expert with Scottish government ✓ Increase respite services	✗ High turnover of newer staff ✗ Competition – cheaper, more innovative ✗ Impact of living wage if local

✓ Focus PR/marketing on individuals, as well as commissioners ✓ Innovative offerings for aging service users ✓ Innovation/experimentation to develop ways of engaging with more of the autistic population ✓ Reputation with the wider autistic community ✓ National and international networks ✓ Microsegmentation and Not Included report recommendations ✓ Support autism features in MSP caseload ✓ Use property investments to facilitate service growth ✓ Deliver more accessible IT system for staff ✓ Brand management - reinvigorate ✓ Partnerships to better enable service delivery ✓ New technologies ✓ Increase in diagnosis.	authorities backslide on income increases ✗ Implications of defined benefit pension costs ✗ Societal perceptions of “care” services ✗ Recommendations regarding behavior-led commissioning ✗ New Care Inspectorate model piloted in older people’s services extended to adults ✗ Impact of financial pressures on objectives ✗ Erosion of specialism in services ✗ Local authorities taking services back in-house ✗ Increasing pressure on contractual rates ✗ Sustainability of unfunded service activities ✗ Cybercrime and data loss ✗ Trial by social media

Appendix D: Foundation X Policy Listing

Type	Title	Date Issued	Review Date
Finance	Capitalization & Depreciation Policy	Mar-16	Mar-19
Finance	Investment Policy	Mar-17	Mar-20
Finance	Travel and Expenses Policy	Dec-17	Dec-20
Finance	Schedule of Authorities	Oct-19	Sep-22
Finance	Procurement Policy	Dec-19	Dec-22
Finance	Credit Card Policy	New	New
Fundraising	Fundraising Policy	Apr-19	Mar-22
Health & Safety	Driving Safely at Work Policy	Oct-17	Oct-20
Health & Safety	Water Management Policy	Nov-17	Nov-20
Health & Safety	Smoking in the Workplace	Jun-20	Dec-20
Health & Safety	Working with Display Screen Equipment	Dec-17	Dec-20
Health & Safety	Health & Safety Training Policy	Mar-18	Mar-21
Health & Safety	Health, Safety and Well-being Policy	Mar-18	Mar-21
Health & Safety	Electricity at Work Policy	Jul-19	Apr-22
Health & Safety	First Aid Policy	Jun-19	Apr-22
Health & Safety	Fire Safety Policy	Jul-19	May-22
Health & Safety	Control of Substances Hazardous to Health (COSHH)	Jul-19	Jun-22
Health & Safety	Lifting Operations & Lifting Equipment Requirements Policy	Jul-19	Jun-22
Health & Safety	Personal Protective Equipment	Jul-19	Jun-22
Health & Safety	Provision of Workplace Equipment & Use (PUWER)	Aug-19	Jul-22
Health & Safety	Lone Working Policy	Aug-19	Aug-22
Health & Safety	Adverse Weather Policy	Sep-19	Aug-22
Health & Safety	Asbestos	Sep-19	Aug-22
Health & Safety	Food Safety & Nutrition Policy	Sep-19	Aug-22
Health & Safety	Infection Control Policy (inc Pandemic Guidelines)	Sep-19	Aug-22
Health & Safety	Safe Systems of Work	Sep-19	Aug-22
Health & Safety	Use of Contractors	Sep-19	Aug-22
Health & Safety	Working at Heights	Sep-19	Aug-22
Health & Safety	Safeguarding People at Work Policy	Apr-20	Mar-23
Health & Safety	Accident & Incident Reporting	Jun-20	May-23
Health & Safety	Manual Handling	Jun-20	May-23
Human Resources	Performance Management	Aug-14	Aug-17
Human Resources	Learning & Development Policy	Jul-16	Jul-19
Human Resources	Flexible Working	Jan-17	Jan-20
Human Resources	Attendance Management	Mar-17	Mar-20
Human Resources	Casual Worker Policy	Jun-17	Jun-20
Human Resources	References Policy	Jun-17	Jun-20

Type	Title	Date Issued	Review Date
Human Resources	Secondment Policy	Jun-17	Jun-20
Type	**Title**	**Date Issued**	**Review Date**
Human Resources	Redundancy	Jul-17	Jul-20
Human Resources	Variation of Contractual terms	Jul-17	Jul-20
Human Resources	Disciplinary	Aug-17	Aug-20
Human Resources	Grievance	Aug-17	Aug-20
Human Resources	Alcohol and Substance Misuse	Sep-17	Sep-20
Human Resources	Retirement Policy	Sep-17	Sep-20
Human Resources	Dignity At Work Policy	Sep-17	Sep-20
Human Resources	Equality & Diversity	Sep-17	Sep-20
Human Resources	Recruitment & Selection	Oct-17	Oct-20
Human Resources	Temporary & Fixed Term contracts	Oct-17	Oct-20
Human Resources	Disclosure/ PVG Policy	Nov-17	Nov-20
Human Resources	Paternity Leave Policy	Jan-18	Jan-21
Human Resources	Adoption Leave Policy	Jan-18	Jan-21
Human Resources	Complaints Handling Policy	Apr-18	Apr-21
Human Resources	Employee Performance Review Policy	Jun-18	Jun-21
Human Resources	SSSC Policy	Sep-18	Aug-21
Human Resources	Exit Interview Policy	Oct-18	Oct-21
Human Resources	Leave Policy	Mar-19	Mar-22
Human Resources	Working Time Regulations Policy	Mar-19	Mar-22
Human Resources	Maternity Leave Policy	Apr-19	Mar-22
Human Resources	Transgender Policy	Mar-19	Mar-22
Human Resources	Time Off for Training	Jun-19	Apr-22
Human Resources	Probation Policy	May-19	May-22
Human Resources	Shared Parental Leave Policy	Jun-19	Jun-22
Human Resources	Whistle Blowing	Jun-19	Jun-22
Human Resources	Long Service Awards	Sep-19	Aug-22
Human Resources	Personal Relationships at Work	Mar-20	Feb-23
Human Resources	Home Working Policy	Mar-20	Mar-23
IT/ Human Resources	IT Usage Policy	Apr-17	Apr-20
Marketing	Social Media Policy	Feb-20	Jan-21
School	NS Communication	May-17	May-20
School	NS Sustainability Policy	Apr-18	Apr-21
School	NS Professional Update Policy	Jan-20	Dec-22
School	NS Exclusion Policy	Feb-20	Jan-23
School	NS E-Safety Policy	May-20	Apr-23
School	Anti-Bullying	May-20	Apr-23
School/Operational	Absconding	Jul-19	Jun-22
Operational	Relationships and Sexual Well-being Policy	Sep-16	Sep-19
Operational	Participation & Involvement Policy	Jul-17	Jul-20

Type	Title	Date Issued	Review Date
Operational	Transition	Oct-17	Oct-20
Operational	Minimizing the Use of Restrictive Practice Policy	Mar-18	Mar-21
Operational	Cash Handling Policy	Nov-18	Nov-21
Operational	Service Users Finance & Assets Policy	Jan-19	Jan-22
Operational	Administration of Medication	Jan-19	Jan-22
Operational	Well-being Policy	Apr-19	Mar-22
Operational	Adult Support & Protection Policy	Apr-19	Apr-22
Operational	Child Protection Policy	Apr-19	Apr-22
Operational	Relationships with Service Users	Jul-19	Jun-22
Operational	Teachers Working Time Agreement Policy	Apr-20	Mar-23
Operational	Visitors Policy	Apr-20	Mar-23
Organizational	Corporate Social Responsibility	May-16	May-19
Organizational	Equality & Privacy Impact Assessment Policy	Sep-16	Sep-19
Organizational	Information Security Policy	May-17	May-20
Organizational	Risk Management Policy	May-17	May-20
Organizational	Security Incident Procedures	May-17	May-20
Organizational	Anti-Bribery Policy	Aug-17	Aug-20
Organizational	Volunteering Policy	Jan-18	Aug-20
Organizational	Research Governance	Oct-17	Oct-20
Organizational	Duty of Candor Policy	Apr-18	Apr-21
Organizational	Data Protection & Freedom of Information Policy	May-18	May-21
Organizational	Policy Development Framework	Oct-18	Oct-21
Organizational	Business Continuity Plan	Feb-20	Jan-22
Organizational	Trustee Appraisal Policy	Mar-19	Mar-22
Organizational	Quality Policy	Jul-19	Jun-22
Organizational	Lobbying Policy	Aug-19	Jul-22
Organizational	Records Management	Oct-19	Oct-22
Organizational	Conflict of Interest Policy	Feb-20	Jan-23
Organizational	Induction Policy for Trustees	Feb-20	Jan-23
Organizational	Business Continuity Management Policy	May-20	Apr-23
Organizational	Car Allowance Policy	May-20	Apr-23
Organizational	Code of Conduct	May-20	Apr-23