



## More Than the Sum of Our Parts:

**What the Latest P2P Fundraising Trends Reveal About Performance, Change, and Creating Lasting Impact**

By Jeff Shuck and Jennifer Mulholland, Plenty  
Visualizations by Claire Thomison  
Edited by Erin Fischer



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## The Peer-to-Peer Stock Market

Since 2007, the Peer-to-Peer Fundraising Thirty has been an important resource for peer-to-peer fundraising performance, and Plenty has been proud to be the analyst and key thought leadership partner of the study and the conference. The Fundraising Thirty is an index, similar to the Dow Jones Industrial Average — it does not catalog the entire expanse of the peer-to-peer universe, but rather follows a sample of some of the largest and most compelling campaigns in the space.

And like the stock market, the results are sometimes exciting, occasionally frustrating, and often inscrutable. Predicting which way the Fundraising Thirty will move is often as successful as predicting the weather. Some programs go up while others go down – without clear explanations. Some new and innovative activities seem to be catching fire, but in many cases basic and traditional activities like walks continue to grow. Some causes seem well-positioned to explode only to fizzle quickly – others capture support far larger than their impact on the population. Some stalwarts continue to grow; others falter. Some have fallen off of the index altogether, while others have emerged from literally nowhere to take a place on the stage.

In short, strong performance on the Fundraising Thirty, like the performance of companies on the stock market, is the result of a variety of factors. And, importantly, not all of those factors can be quantified. You might tell a friend that both Apple and HP sell “computers,” but in reality you understand there are huge differences in brand, leadership, quality, staff, and reputation of the two companies.

At no time has the complexity in the peer-to-peer landscape been more evident than this year. As we look at not only the 2015 results but the trending over time, it is clearer than ever that fundraising success is not just about the activity, the ask, or even the cause. People matter. Brands matter. And more than ever, leadership matters.



## WHAT IS PEER-TO-PEER?

Most of the nonprofit professionals we talk with understand peer-to-peer but don't know how to easily explain it. It's simple: Peer-to-peer fundraising is fundraising in which we ask our constituents to ask on our behalf. In peer-to-peer, instead of stewarding the end donor directly as we do in traditional fundraising, we steward a connector – a networker – who expands our mission through their circle of friends.

Peer-to-peer is also, increasingly, the way our entire world works. We're living in a new, interconnected age. Each of us not only has an ever-expanding network – but also the ability to mobilize that network more easily than ever. It's an age where our most powerful visions of possibility are within reach. Hierarchy is giving way to community, competition to collaboration, separation to wholeness, and head to heart.

In a peer-to-peer world, your strategy needs to be peer-to-peer as well. We ground our work in the power of networked communities, the possibility of person-to-person, and the major potential of creating more from many. For more about Plenty, the new age of peer-to-peer, and how we can help, download our free guide here: <http://www.plentyconsulting.com/passion>.

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## Last Year's Trends, Continued

In some ways, this year's results, shown below, offer more evidence of the trends we've been writing about over the past several years.

- ACS Relay for Life continues to dominate the index, nearly three times bigger than the second-largest program.
- However, traditionally strong programs such as Relay for Life are also suffering, and new, younger programs are growing at a faster rate. Relay used to be four times bigger than the second-largest program.
- In typically inscrutable fashion, about half of the programs grew over last year, and half declined – some dramatically so.
- The much-maligned fundraising walk continues to create success. Nine of the programs which grew as compared to last year are traditional, plain old fundraising walks.
- Hospital peer-to-peer fundraising continues to grow, with Dana-Farber, Memorial-Sloan Kettering, the OSU Comprehensive Cancer Center, and ALSAC/St. Jude Children's Research Hospital all posting strong gains again this year.
- Smaller, niche-focused causes are emerging as the world continues to move towards niche preferences and segmented interests.

For more on these trends and how to capitalize them, see our free e-book, "The Expansive Impact of Peer-to-Peer," here:

**<http://www.plentyconsulting.com/expansive-p2p>**.

# The Peer-to-Peer Fundraising Thirty 2015 Results



+/- GROWTH (2014 TO 2015)

WALK

RUN

RIDE

ENDURANCE

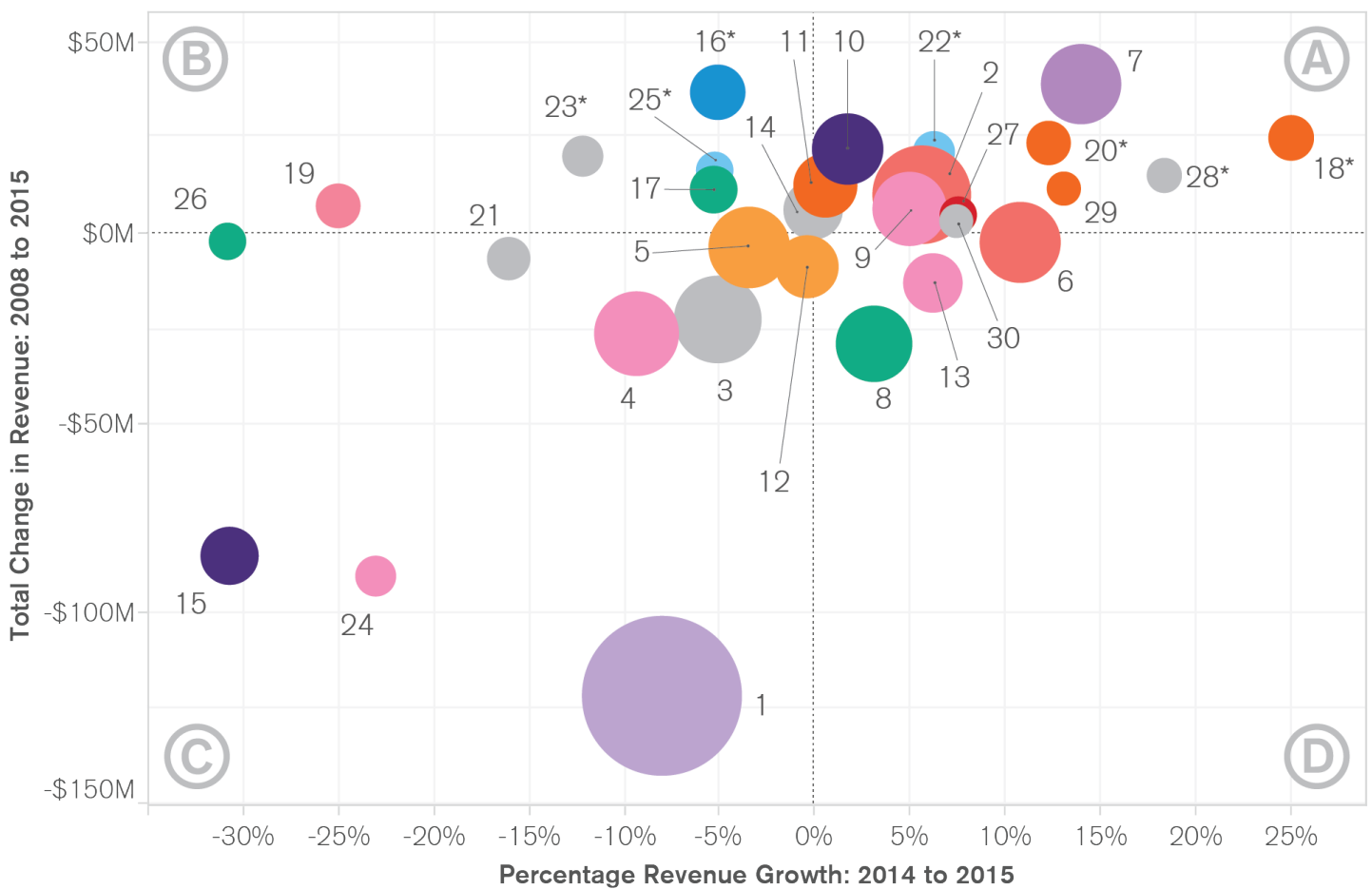
YOUTH

OTHER

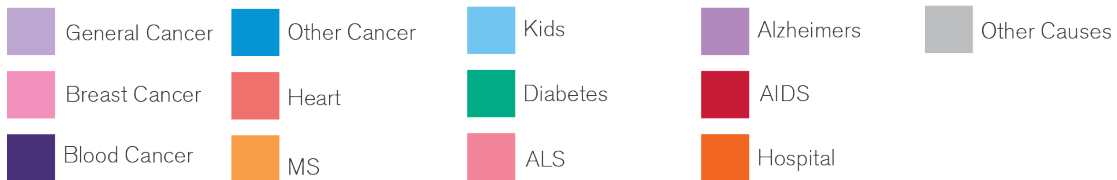
## A Look at a Sector in Transition

More interesting than just compiling a list, however, is to set each of the programs in the Fundraising Thirty against not only their past-year performance, but their performance since 2008. The accompanying plot does just that – the vertical axis shows the total change in revenue of each program over time in dollars, while the horizontal axis shows the one-year trending of each program as a percentage change. The size of each circle is the overall 2015 revenue total of the program, while the color of each dot indicates the cause area the program supports.

Looking at the data this way provides some surprising and provocative insights.



### Causes



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We can categorize each program in relation to the quadrant it inhabits on the matrix:

### THE STARS (A)

Programs in this quadrant have increased their overall revenue since 2008 and continued to grow over the past year. These programs have shown an ability to preserve gains and broaden their constituencies. Stars need to be wary of complacency, avoid cost cuts, and ensure they continue to invest in growth. This is an active area where younger and niche-focused events are gaining traction.

### THE LONG VIEWERS (B)

Programs in this quadrant have dropped since last year but have increased in the metric that most matters: long-term revenue growth. However, their one-year topline trend is concerning. Programs in this quadrant need to invest in re-tooling efforts immediately or risk eating away all of their long-term gains.

### THE CHANGING TIMES (C)

Programs here have lost significant revenue over the long-term and are trending poorly. Note that a number of the largest programs sit in this category. Notably, ACS Relay for Life, Komen 3-Day, Komen Race for the Cure, and LLS Team in Training raise \$325 million less each year than compared to 2008.

### THE TENACIOUS CLIMBERS (D)

The several groups in the Climbers category have lost revenue since 2008 but are trending back into the positive. Avon 39 and JDRF One Walk did so through massive re-engineering and reinvestment efforts. The Climbers provide a cautionary tale about how hard it is to reverse a downward trend – but also illustrate the fact that no program is a lost cause. These programs provide a roadmap to the campaigns in the Changing Times.

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1. American Cancer Society: Relay for Life
  2. American Heart Association: Heart Walk
  3. March of Dimes: March for Babies
  4. Susan G. Komen for the Cure: Race for the Cure
  5. National MS Society: Bike MS
  6. American Heart Association: Jump Rope/Hoops for Heart
  7. Alzheimer's Association: Walk to End Alzheimer's
  8. JDRF: JDRF One Walk
  9. American Cancer Society: Making Strides Against Breast Cancer
  10. The Leukemia & Lymphoma Society: Light the Night Walk
  11. Dana-Farber Cancer Institute: Pan-Mass Challenge
  12. National MS Society: Walk MS
  13. Avon Foundation for Women: Avon 39 The Walk to End Breast Cancer
  14. Cystic Fibrosis Foundation: Great Strides, Taking Steps to Cure Cystic Fibrosis
  15. The Leukemia & Lymphoma Society: Team in Training
  16. St. Baldrick's Foundation: St. Baldrick's Head Shaving Events
  17. American Diabetes Association: Tour de Cure
  18. Memorial Sloan-Kettering Cancer Center: Cycle for Survival
  19. The ALS Association: Walk to Defeat ALS
  20. OSU Comprehensive Cancer Center: Pelotonia
  21. Autism Speaks: Walk Now for Autism Speaks
  22. Big Brothers Big Sisters of America: Bowl for Kids' Sake
  23. Movember: Movember
  24. Susan G. Komen for the Cure: Komen 3-Day
  25. Junior Achievement USA: Junior Achievement Bowl-a-thon
  26. American Diabetes Association: Step Out: Walk to End Diabetes
  27. Los Angeles LGBT Center and the San Francisco AIDS Foundation: AIDS/LifeCycle
  28. American Foundation for Suicide Prevention: Out of the Darkness Community Walks
  29. ALSAC/St. Jude Children's Research Hospital: St. Jude Heroes
  30. National Down Syndrome Society: Buddy Walk

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## More Than the Sum of Our Parts: Everything Matters

Looking at the Fundraising Thirty in this way is striking, because it takes a static list and adds some depth and dynamism to it. While this visual doesn't provide easy answers, from contrasting the programs in the Tenacious Climbers category with the Changing Times category, we can conclude something just as profound: There aren't easy answers. Growth isn't just about choosing "walk" or "ride." In fact, more than ever, management, brand, and leadership matter.

Looking at the Changing Times, the programs with the biggest long-term losses and biggest one-year declines, we can see the need for engaged, self-aware, and forward-looking leadership – and the risks that come when that leadership is lacking. American Cancer Society infamously reorganized its Relay for Life staff several years ago, gutting decades of staff knowledge and volunteer relationships in the process. Susan G. Komen hasn't recovered from the spectacular Planned Parenthood public relations debacle it largely perpetrated on itself, which has left the organization and the larger breast cancer space in disarray and struggling to regain footing. Both of these organizations vastly underestimated their biggest asset: their own staff, volunteers, donors, and supporters.

Choices like this are hard to understand. It is even harder to understand how they are rationalized and justified on an ongoing basis. It is often tempting to think, as leaders, that we know best and that the world will come around. But organizational pride can be costly, and brands are fragile. Usually our constituents decide what they want for themselves. In the case of both ACS and Komen, perhaps their leadership decisions will pay off in the long run – but it is hard to imagine the amount of time and energy it will take to regain hundreds of millions of dollars in losses.

Leukemia and Lymphoma Society's Team in Training program, on the other hand, has been a victim of its own success, and, perhaps, its inability to adapt to the competition it created. Team in Training literally founded the marathon training space. As competition emerged, the organization was too slow to adapt to a landscape which is now very different than it was several decades ago. However, to its credit, LLS realized there was a long-term problem, and began re-allocating resources to its Light the Night series, which now sits in the Stars category. LLS provides a model for how to manage a shifting portfolio. There is still repair work to do, but the organization is on the right track.

In a similar way, the Avon 39 and JDRF One Walk provide a blueprint for how to create wide-ranging organizational change. Plenty is proud to have been involved in both turnarounds, and while the specifics are different, the general theme is the same: Everything matters; everyone plays a part; and sometimes, everything needs to be reassessed.



Here's the simple truth: to create multimillion dollar growth, there isn't one component that makes all the difference. In fact, the defining characteristic of long-term successes is that they are vigilant about improving on multiple fronts at the same time, in an ongoing way.

Yes, well-written segmented e-communications help, branding is critical, audience analytics can work wonders, and better targeting is indispensable. But while tweaking or even overhauling one of those items may create a more optimized program, double-digit growth on a program that is flat or declining requires turning over every single stone in a sustained, coordinated effort. This is even more critical in an economy that still shows some fundamental weaknesses – and in a charity space that is more competitive than ever.

The lesson of this year's Fundraising Thirty is that strong results are the product of more than fundraising software, event activity, and logistics. More than ever, fundraising is about people – the people you serve, the people who support you, and the people, most of all, who create your program. Leadership matters. Impact matters. Culture matters. Team alignment matters. The path to long-term results comes from aligning those people to their intrinsic passions; ensuring those passions correspond to a shared purpose; and then, together, building a collective vision of growth that reflects everyone's input and motivations.

It isn't easy. But neither is shrinking at 10% or more a year.

## THE PARTICIPATION GEARS

Just as multiple factors go into how you choose the products you buy, the place you live, and even the friends you spend time with, there are multiple factors that motivate your constituents to support you. Cause, community, and activity work together to drive the participation dynamics that fuel peer-to-peer fundraising success.

As a result of our hands-on work leading and improving peer-to-peer programs, we have found it useful to think of these three forces as interlocking gears:

- Sympathy for Cause
- Identification with Community
- Interest in Activity

Each of these gears has the power to work for or against the success of your peer-to-peer fundraising event or campaign. The gears describe the important questions your constituents are asking themselves during the process of choosing whether or not to participate and fundraise for you.

If you get one or all of them turning in the right direction, they can create incredible growth momentum. If one is out of sync — or worse, turning in the wrong direction — your campaign might stagnate or fail altogether. For more information about the participation gears and how to harness them, download our free guide here:

**<http://www.plentyconsulting.com/participant-gears-e-book>**

## ALL THE WAY TO ZERO

When we work with clients on revenue forecasts, it is rare to find an organization that collectively plans on contraction. When we pull up an organization's budgets, we almost always see that some number — 4%, 8%, 12% — has been added to last year's results as "baseline growth."

However, when we talk to the individuals within the organization, we get a different story. When we close the door and ask where the numbers came from, we invariably hear that they came from the C-suite. The more frustrated staff will roll their eyes; the ones plucky enough to play along will say, "Our normal expectation is growth."

As this year's Fundraising Top Thirty results illustrate, the normal state of things is not growth — it is decline. Your skin will not get better as you age; your 401K will not automatically double every five years; your Betamax video recorder will not be cutting edge technology indefinitely.

Even worse, it is very possible to take things **all the way to zero**. It happens often, actually. Remember Bear Stearns? Palm? Blockbuster? Small errors can create massive problems. Small issues can mushroom into monumental failures. Your house could end up being worth less than your mortgage.

We've all lived through a massive, ten-year economic example that demolition is quicker and more definitive than construction. And yet many of us may have missed the lesson.

The natural state of your program is decay. This is especially true in fundraising, where participant and donor retention might be 30% or less. In other words, we need to replenish 70% or more of our constituents **just to stay even**. Making no changes to your fundraising program — or worse, pulling funds and staff from it — will speed the deterioration.

This is a great time for fundraising — as the economy picks up, the results of the entire sector will pick up. But please don't let that lead you to believe things can be put on autopilot. "Organic growth" is seldom organic and almost never comes from just riding a wave. **Growth comes from hustle, ongoing investment, and constant innovation**. When we hear organizations say they are going to "take a conservative growth strategy" we get a nervous twinge, because it is usually code for "we're going to wait and hope."

Waiting and hoping is not conservative — it is incredibly risky, because it will almost certainly accelerate your decline. And it is a patently irresponsible strategy. It's time to get out of the bunker. Investment is always the most sensible approach.

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## When You're Ready to Repair All the Parts

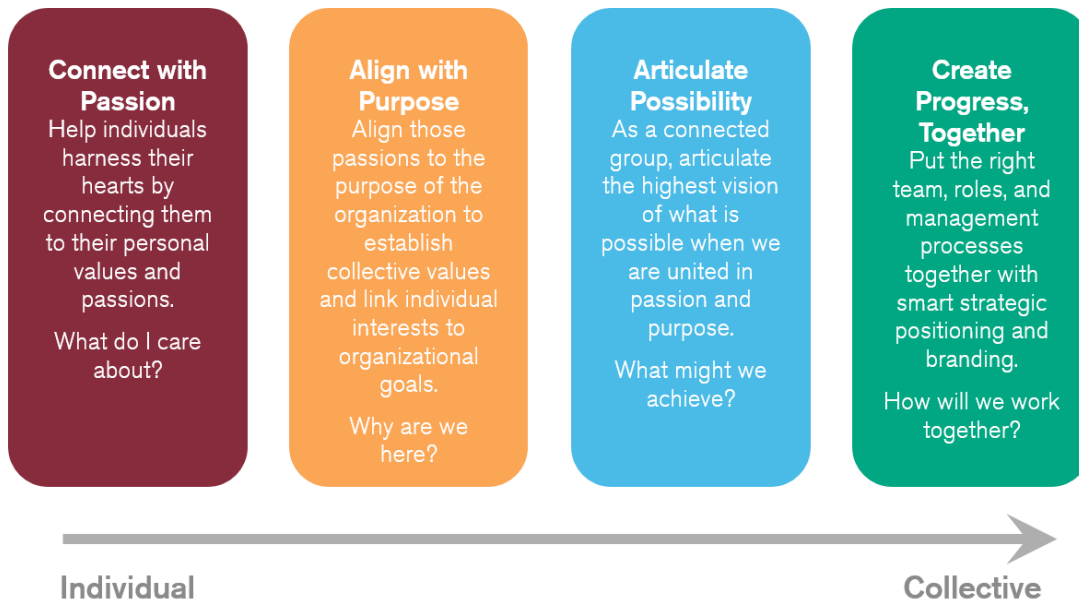
Okay, so you've heard the message – you can't just work at the fringes. You have to dive in and tackle all of the moving parts to set yourself, your team, and your organization on the right track for enduring success. So, where do you start? We've created a model designed to provide a framework for those efforts.

The model is rooted in our belief that we are entering a new era of authenticity – one in which how we show what we feel is becoming more important than how we say what we know. Nowhere is this more evident than in peer-to-peer fundraising, where increasingly constituents no longer feel compelled to participate in a campaign because they think they should. Rather, they seek to support ethical, modern, transparent organizations making true impact.

The traditional way of problem-solving and strategic planning needs to adapt to this new reality. The conventional model is generally group-centric and left-brained: we gather around a table, a white board, or a meeting room, and we think about what we all should do.

We don't believe that model works any more, if it ever did. In order to thrive in our new environment, we have to realize that our hearts are as important as our heads. What we know is incredibly important – we have to be smart, analytical, and rigorous – but we can't start there. We start with the heart. And, we have to embrace the idea that organizations are only as powerful as the people in them. To create successful organizations, we need to have visible, activated, and whole people. We start with individuals.

All of our engagements, whether two days or two years, are built on the same theory of change – a theory designed to unlock passion for transformative individual and organizational impact.

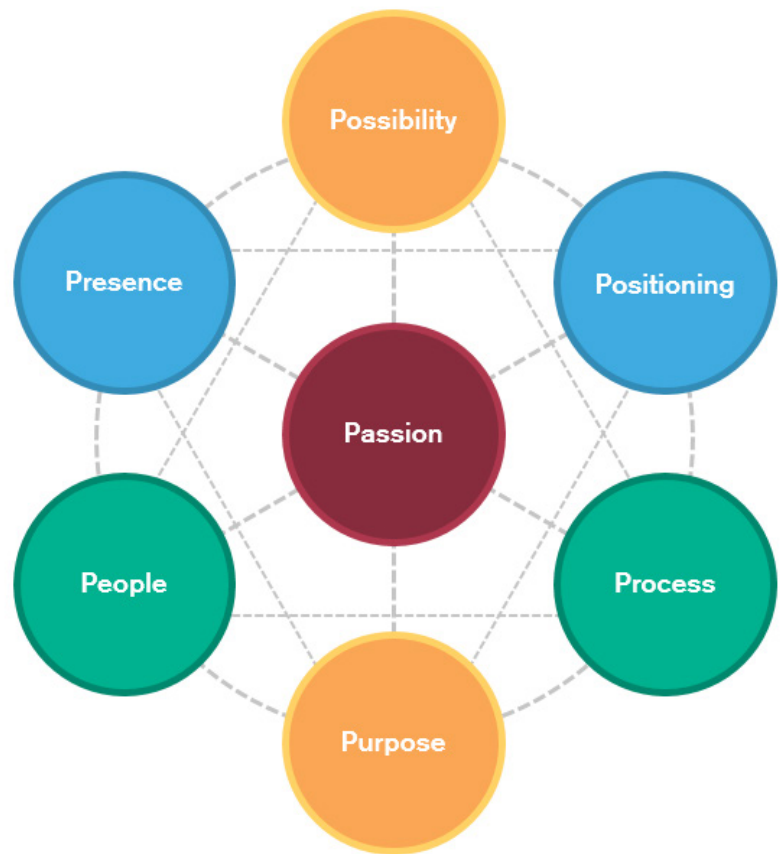


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## The Plenty Strategy Framework

Using that philosophy, we've built a seven-part strategy model to help teams, programs, and even entire organizations transform their results.

- Everything starts and ends with **passion**, which impacts all the components. We must align our work with our deepest passions, and then bring them alive in our actions. If we have passion, it infuses into everything we do. If we don't, no strategy, plan, asset, or team will be successful.
- **Purpose** outlines our core reason for being – why we do what we do.
- **Possibility** is our vision for change – the better world we are trying to build. It is the highest outcome of what we can all achieve working together.
- **Positioning** describes how we articulate our differentiators. It outlines how we set ourselves apart from the competition — and even how we define who the competition is.
- **Presence** describes our brand and place in the market. It dictates how we describe ourselves and what we want people to feel when they think of us.
- **People** are the core ingredient to everything every organization does. We can only create change in the world through people that embody the shared passion of the organization, and vice versa.
- **Process** represents the metrics, meetings, and infrastructure we use to achieve our strategy.



Passion, purpose, and possibility form the backbone of the model – these are the core pillars that define the organization's character. Positioning, possibility, and presence, at the top of the model, are externally facing, and set our tone for the outside world. People, purpose, and process at the bottom of the model are internally facing and characterize how operations are conducted.

And again, everything starts and ends with passion – what we care about, deeply, in our hearts.

## CREATING YOUR STRATEGY

Creating team alignment and organizational strategy is a process – the act of doing it, together, is in some ways as important as the result. When we use this model with teams, we usually facilitate it over several days, or in some cases, several months, so that consensus, ownership, and pride build.

**That said, there are things you can start to do today to create a more powerful future for your program.**



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## Passion

Passion sits at the center of strategy in our networked world. When access to information is uniform and everyone can mobilize their own network, what we know is less important than what we can show we authentically stand for. For that reason, we strongly believe that passion is the new competitive advantage.

The outcome of this conversation is a list of values, usually between four and seven, that reflect not only how your team wants to conduct itself professionally, but also reflect the core motivations of each of your team members. Ultimately, no one will support something that isn't exciting and fulfilling for them. This process is designed to help you articulate what "fulfilling" means, and set the expectation about how everything you do, internally and externally, will be conducted.

For example, let's consider the leadership team of a small fundraising walk for thyroid cancer. They may find out that they each care about growth, and that they were each good students in school. They enjoy making a difference for people in need, but they also realize that they are sometimes embarrassed to talk to their walkers because they can't always explain the actions of their grant-making staff. From that shared set of passions, the group could agree that their values are positivity, self-improvement, transparency, and intelligence – they want to act smartly, in a way that they are willing to make visible to their participants, challenge themselves to get better every day, and have fun in the process.



### ASK YOUR TEAM:

- What do you care most about, personally?
- What brings you the most joy?
- How do you see those values in our program and organization?
- What values can we agree on to guide how we act?

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## Purpose

Next, move to purpose. Purpose is like a mission – it articulates what you are there to do.

For purpose we're looking for a short statement or two that defines the focus of the team and organization. It should help define the boundaries of what you work on, and why. For example, our cancer fundraising walk team might succinctly say, "Our purpose is to create the best experience possible for families of those living with cancer, so that we can return the most net dollars to research as possible." Note how the purpose reinforces the values of positivity, self-improvement, transparency, and intelligence that the group chose in the first step.

### ASK YOUR TEAM:

- What is our core role?
- What are we here to do?
- If our team or organization had a job description, what would it be?

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## Possibility

Possibility comes after purpose and defines your vision for change – the better world you are trying to build.

Usually, the challenge here isn't thinking too big – the challenge is thinking too small. Push yourselves to articulate a worldview that is as big as it is compelling. This can be an exciting conversation, and sometimes tools like drawings and journaling are more helpful than talking and writing. Get all of your brain involved – as well as your heart!

In our example, our cancer fundraising team might say, "Our vision is a world in which our children only walk for fun, instead of for cancer – because there isn't a need to walk for cancer any longer." Notice, again, how the group's passions inform the possibility.

With passion, purpose, and possibility articulated, we have a core value-centered framework, built by the team, encapsulating their biggest beliefs and dreams. Don't underestimate the power – and need – for this kind of deep alignment.

Once your team is aligned on these three things, operational conversations that were previously tortured and contentious start to become a heck of a lot easier. You can start to say, "Well, what is in keeping with our values?" instead of, "What does our boss think we should do?"

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### ASK YOUR TEAM:

- What will it look like if we achieve our purpose?
- What is the better future we are trying to create?
- What is possible if everything were possible?

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## Positioning

After you have your core backbone established, it is time to move to positioning and presence. Positioning is hard-core strategy. It defines how we compete and how we win.

Like our entire model, positioning is partly left-brained and partly right-brained. Your strategic position has to reflect your values – you can't be cut-throat in the competitive space if you desire to be compassionate in your daily life! Similarly, you can't focus on mutually beneficial relationships if you value winning at all costs.

They may decide to start to focus the walk towards that audience, positioning it as a place where teen cancer patients and their families come to learn (intelligent), grow (self-improvement), and share (transparency). Notice again how passion is key!

Often, smart strategy is not about competing – it is about being so unique that there is no competition. In our example, our walk staff might realize that they have a high number of teenagers in their walk population, because that group doesn't feel at home at larger and more established events.

### ASK YOUR TEAM:

- Who is our competition?
- How do we relate in that competitive environment?
- How are we different?
- What is our strategy to defend those differentiators?
- Where is the open space where we could have no competition at all?





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## Presence

Presence defines the brand and then, literally, where we present the brand in the market.

This is often confusing for our clients, so imagine it this way: You can think of a computer company that is creative and artistic (Apple) and one that is more business-like and straight-laced (HP). The core “product” is the same, but the product executions and the brand presence is very different. Because of that, Apple and HP also target different audiences, and use different advertising techniques.

Presence, then, is the public way we make our passions known.

Often, defining presence comes with defining positioning. Our walk team might say their walk is going to be accessible, smart, and youthful – instead of serious, solemn, and hopeful. Both could work, but again, the idea here is for them to match their outward brand with their deepest passions. If one of their passions is positivity, then they don't want to be talking every moment about dying of cancer – they want to be talking about living beyond cancer. To target the teenagers they seek, perhaps they decide they are going to increase their use of Snapchat and Instagram in their advertising mix.



### ASK YOUR TEAM:

- If our passions were a person, what would he or she look like? Sound like? Act like?
- Who is our core audience? What do they want and need to hear? Where do they spend time?
- How can we align the two?

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## People

All change is about people – and specifically, all fundraising is about people. “Philanthropy” literally means “for the love of humanity.”

Our teams – and their passions – define whether or not we will be successful. At this stage in the process, your team should already be working more closely together. They’ve shared their joys, articulated their highest dreams, and spent time in the hard and stimulating work of thinking strategically.

Our fundraising walk team might decide they have all the people they need – but they need to make some time (and room in the budget) for continuing education to keep everyone inspired and at the top of their game.

### ASK YOUR TEAM:

- Who do we need to accomplish our possibility?
- Where can we find them?
- How should we support them?

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## Process

Once we’ve done all of the above, we get to process – which is, ironically, the place most of us are taught to start.

Process represents the metrics, meetings, and infrastructure we use to achieve our strategy. It’s where we get to excel spreadsheets, cool visualizations, interesting fundraising software, weekly goals, in-person reviews, and all of the other tools we use to monitor performance and share information. Process is incredibly important – but starting with process usually leads to tactical, short-term wins that are not sustainable or scalable. Doing the work of the other six areas first ensures your processes support smart strategy.

Often, adding tools – or meetings, or software, or even money – isn’t as beneficial as learning how to become as proficient as possible in what you already have. Software is almost always needed – but is almost never enough. Look for other organizations who have the toolset you have. What are they doing to innovate?

In the case of our example, the fundraising walk team may decide that they need to add a daily all-team 15-minute huddle during event season to ensure everyone is as up-to-date as possible. And, perhaps they decide that they need a simple project management solution like Basecamp or SmartSheet to better share information.

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### ASK YOUR TEAM:

- How can we share information?
- How should we manage progress?
- What tools are we using that are under-leveraged?
- What tools do we need to add?

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## Putting It All Together

Once you have gone through all the components of the model, you have a concise one or two-page playbook you can use on an ongoing basis to make sure your team stays aligned, on track, connected to their passions, and doing their best. Now comes the fun part – putting it all into practice. We recommend you revisit the playbook at least once every two weeks with your team, reviewing it, refining it, discussing it, and improving it.

**In our example, here's what their final playbook might look like:**

### Fundraising Cancer Walk Team Playbook

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#### **Passion**

We value positivity, self-improvement, transparency, and intelligence. We share information readily, and don't say or share anything we aren't ready to say or share with our walkers. We embody hope for our participants, strive to grow, and continually improve ourselves.

#### **Purpose**

Our purpose is to create the best experience possible for families of those living with cancer, so that we can return the most net dollars to research as possible.

#### **Possibility**

Our vision is a world in which our children only walk for fun, instead of for cancer — because there isn't a need to walk for cancer any longer.

#### **Positioning**

We focus on teenage walkers and their families. We are the only walk that does so. We strive to create a community where teen cancer patients and their families come to learn, grow, and share.

#### **Presence**

Our brand is accessible, smart, and youthful. We are a place of kindness and fun.

#### **People**

For this year, we will budget \$10,000 in continuing education to increase our knowledge of our fundraising software; improve our ability to make fundraising asks; and learn more about digital fundraising.

#### **Process**

We monitor progress in a few key ways:

- Daily 15-minute all-team huddles;
- Weekly goal reviews where we revisit regional progress using our Google sheet;
- Monthly discussions of our strategy playbook; and
- Daily use of Basecamp

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## Conclusion

Does this kind of framework really help create better long-term results? In a word, yes. The Plenty strategy model won't do anything by itself – rather, it is a way of looking at your program holistically so you can create long-term, defensible, scalable growth. But to create that kind of growth, you'll need to move beyond tactical discussions about one aspect of your program and get ready to go wide and deep. Your team, volunteers, peers, and management need to be aligned, responsible, and committed to your work in order for the organization to move forward. But most of all, they need to be proud to do it.

At the end of the day, our conclusion from the winners and losers of the 2015 Fundraising Thirty is that we are more certain than ever that success in peer-to-peer, like success in all fundraising, is about more than the event activity, the software platform, or even the cause that benefits. Branding, image, organizational support, and most of all, leadership — all of these matter more than ever before. To grow, you have to address these areas and any issues within them, and to address those issues, you need a coherent, values-centered framework. The Plenty strategy model can help.

Now, more than ever, fundraising is about people. It's about you. And as always, your head and heart are the two biggest resources you have.

Abundance is out there for you, waiting to be unlocked. We'd like to help. To find out how, visit: **[www.plentyconsulting.com](http://www.plentyconsulting.com)**.

INTERESTED IN WORKING WITH THE  
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