

Optimizing outreach in the face of intense growth and change

The Challenge

How do you build upon success and growth when that growth is demanding massive organizational change, increased risk, and unprecedented impact? And, how do you make

these changes while sustaining relationships with essential donors, supporters, and external champions? All too often, success and growth trajectories tend to plateau or collapse under the weight of so much change. This was certainly the risk for one small organization that found itself in the wake of George Floyd's murder, with a surge of millions in donations per year. At the beginning of 2020, they had a small staff of only 1-2 FTEs and limited budget. **Following Floyd's murder, support swelled to over 600,000 unique donors, and heavy expectations were thrust upon them to organize and lead across the Movement for Black Lives.**



The PTKO Approach

Our approach was to work closely with M4BL to understand their unique culture and office philosophy. Empathy and trust were essential to this project, as we would often have to act and make choices on M4BL's behalf when examining and triaging data. This meant reimagining how "typical" business systems might work. For example, we helped them translate their non-hierarchical organizational structure into their **first enterprise CRM in the organization's history**. Even with limited time, they were empowered to prioritize newly discovered data by leveraging an evaluation pipeline we created for them.



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