

CASE STUDY: Hybrid Program Architecture & Digital Enablement for Nonprofit Transformation



The Diehl Group | Consulting-Led Integration

EXECUTIVE SUMMARY

This master case study showcases how **The Diehl Group**, led by **Ellora Diehl, MBA**, partnered with **OCCUR**, the **San Francisco Foundation**, and **A Model Built on Faith** to reengineer traditional, location-bound service models into a resilient **Hybrid Program Architecture**. Through strategic program design, governance-led technology enablement, and sector-facing thought leadership, the engagement empowered nonprofit and faith-based leaders to expand reach, strengthen funding pathways, and establish future-proof operating systems in a post-pandemic environment.

This work positions The Diehl Group as a bridge between high-level strategy and technical execution—translating complexity into structured, scalable impact for mission-driven institutions.

CLIENT OVERVIEW

The engagement served a cohort of nonprofit and faith-based leaders in the San Francisco Bay Area and beyond, delivered in partnership with **OCCUR (Oakland Citizens Committee for Urban Renewal)**, the **San Francisco Foundation**, and **Carmen Bogan, MBA** of **A Model Built on Faith**. These organizations were navigating a “new normal” marked by increasing community needs, declining in-person participation, and heightened expectations from funders for measurable, data-backed outcomes.

Ellora Diehl, MBA, brought over 15 years of cross-industry leadership experience (Telecom, Corporate Retail, Energy, Healthcare, and Biotech) to the engagement, blending corporate discipline with mission-aligned consulting to elevate nonprofit operating maturity.

THE CHALLENGE: LIMITATIONS OF TRADITIONAL PROGRAM MODELS

As organizations emerged from the pandemic, leaders faced a systemic cycle of constraints that limited sustainable impact:

- **Geographic Constraints** — Impact was capped by physical facilities and immediate neighborhoods.
- **Digital Fragmentation** — A lack of standardized tools led to inefficient communication, manual reporting burdens, and data loss.
- **Funding Vulnerability** — Difficulty demonstrating scalable, data-backed impact to modern donors who prioritize tech-enabled reach.
- **Technology Adoption Gaps** — Leaders felt pressure to innovate but lacked confidence in tool selection and technical literacy.

- **Resource Strain** — Small, volunteer-driven teams struggled to manage hybrid demands without clear operational blueprints.

Leaders required more than tactical fixes—they required a strategic operating framework to reimagine how programs could be designed, delivered, and funded in a hybrid world.

THE STRATEGIC APPROACH: THE HYBRID PROGRAM ARCHITECTURE

The Diehl Group introduced an integrated, governance-led framework through a two-part workshop series titled: **“Introducing Hybrid Program Planning: Using Technology to Build Programs, Change Lives, and Get Funded.”**

Ellora Diehl, MBA, served as co-facilitator and strategic lead for program architecture, technology enablement, and funding-readiness design. The framework unified four core dimensions:

1. Strategic Program Architecture

Organizations were guided through modern program design fundamentals, reframing programs as systems that connect mission to outcomes:

- **The Five P’s Alignment:** Ensuring every program is built on a foundation of **Problem, Promise, People, Process, and Pricing/Funding**.
- **Logic Modeling:** Mapping the flow of inputs, processes, outputs, and impact.
- **Continuous Improvement:** Establishing cycles tied to data-driven feedback.

2. Governance-Led Technology Enablement

Rather than positioning technology as a trend, the framework embedded digital tools within a governance lens:

- **VMG Alignment:** Ensuring all technology decisions support the Vision, Mission, and Goals.
- **Risk Reduction:** Standardizing platforms to prevent data silos and operational "firefighting."
- **The Programmatic Tech Stack:**
 - **Infrastructure:** Trello, Slack, Google Workspace.
 - **Engagement:** Zoom, YouTube, Facebook Live.
 - **Funding:** Donorbox, Givelify, PayPal, and hybrid fundraising platforms.

3. Capacity Building & Change Enablement

To ensure long-term adoption, the engagement incorporated:

- **Leadership Coaching:** Addressing technology confidence gaps and "tech-fear."
- **Operational Playbooks:** Creating repeatable "Plug-and-Play" blueprints for volunteer-heavy teams.

- **Metric Governance:** Translating raw engagement data into compelling, funder-ready narratives.

4. Strategic Funding & Sustainability Readiness

Organizations were equipped with:

- **Hybrid Fundraising Models:** Strategies for virtual galas and digital campaigns.
 - **Modern Donor Engagement:** Aligning systems with contemporary giving behaviors across generations (Millennials to Boomers).
 - **Grant Positioning:** Using performance metrics to strengthen competitive grant applications.
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THE RESULTS: AMPLIFIED REACH & OPERATIONAL MATURITY

The collaboration delivered measurable strategic and operational value:

- **Expanded Constituent Reach:** Organizations engaged “people they had never even met,” extending services beyond physical walls and across new geographies.
 - **Operational Maturity:** Transitioning from manual tracking to digital dashboards reduced administrative “noise” and increased leadership visibility.
 - **Sustainable Funding Pathways:** Leaders adopted diversified giving platforms and data-backed donor storytelling models.
 - **Future-Proof Program Infrastructure:** Participants left with a repeatable framework ensuring continuity even during future environmental or economic disruption.
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CONSULTING VALUE PROPOSITION

This engagement demonstrates **The Diehl Group’s** unique ability to:

- **Translate Complexity into Action** — turning disruption into structured opportunity.
- **Bridge Mission and Technology** — aligning purpose-driven work with modern operating models.
- **Build Future-Proof Governance** — creating the blueprints that keep organizations relevant, funded, and operational.
- **Lead with Credibility** — combining executive-level discipline with mission-aligned empathy.
- **Deliver Influence through Partnership** — leveraging thought-leadership platforms to drive sector-wide advancement.

To explore how this framework can be applied to your organization, contact **The Diehl Group**.

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