

SVA Fundamentals for Impact: are you doing good?

Appendix 1

Helmig, Ingerfurth, and Pinz (2014) determinants of success and failure¹

- 67 articles that identified strategy as an important determinant of success and failure
- 41 articles that considered human resource management critical for success and failure
- few studies that examined the role of leadership as a determinant of success and failure
- 51 articles that identified ownership type and governance characteristics, such as board practices, as determinants of success
- 21 articles that found financial problems as a cause of an organisation folding, and
- several studies which found collaboration and integrating themselves into a network integration helped organisations survive.

¹ Helmig, B, Ingerfurth, S., & Pinz, A. (2014). Success and Failure of Nonprofit Organizations: Theoretical Foundations, Empirical Evidence, and Future Research. *Voluntas* 25:1509–1538