

# OPERATIONS OF HIGH-PERFORMING CHARITIES: A QUALITATIVE STUDY

## **Anton Shevchenko**

John Molson School of Business, Concordia University  
Address: 1450 Guy St., Montreal, QC H3H 0A1, Canada  
anton.shevchenko@concordia.ca

## **Sara Hajmohammad**

Telfer School of Management, University of Ottawa  
Address: 55 Laurier Ave. E., Ottawa, ON K1N 6N5, Canada  
hajmohammad@telfer.uottawa.ca

## **Mark Pagell**

Michael Smurfit Graduate Business School, University College Dublin  
Carysfort Avenue, Blackrock, Co. Dublin, Ireland  
mark.pagell@ucd.ie

## **ABSTRACT**

Donation giving to charitable causes is a modern norm. Yet, donors rarely follow up on how their donations help improve societal well-being. In fact, it is often unclear whether charities are effective at alleviating societal ills. Operations management (OM) is concerned with developing organizational capabilities that lead to more effective use of resources. Therefore, studying charities through the OM lens holds a promise for improving their performance. This qualitative study investigates the operations of six high-performing charities known for their effectiveness to create a framework of organizational practices that can allow charities to have a tractable positive societal impact.

**Keywords:** Charity operations, NGOs, Social impact