

## Earned Income Learning Lab Descriptions



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**Lab #1: *Nonprofit is a Tax Status, Not a Business Model...Why Nonprofits Should Care About Earned Income***

**Thursday, February 7<sup>th</sup>, 2019 / 3 Hour Lab**

### Description

For-profit companies and nonprofit organizations may have different goals, but they share a common need to develop sustainable business models. That's why it's incumbent on nonprofits of all types to explore new ways to build thriving organizations with diverse revenue sources that sustain and extend their capacity to do good.

One way for nonprofits to diversify revenue is to leverage and sell existing "assets of value" as earned income offerings in the form of products and services. These offerings may take many forms, including trainings and workshops, consulting and technical assistance, curriculum, retail operations, public speaking and thought leadership, food service, venue rentals or any number of other activities. These may be existing ventures that have potential for growth, or opportunities that are currently being given away for free or sold at low cost.

Presented by the *Edyth Bush Institute for Philanthropy & Nonprofit Leadership at Rollins College* in partnership with expert consultants Larry Clark and Michael Oxman from *No Margin, No Mission*, this inaugural half-day learning lab in a series of four will explore "thrivability" through the basics of earned income during a highly engaging, interactive, and informative session. Participants will gain insight into earned income through understanding its most fundamental principles in addition to its unique value and benefits. The session will also include a variety of compelling examples, interactive exercises, and suggested action steps to pursue the topic further.

As an added benefit, all attendees at this kickoff session will learn how they can attend three subsequent learning labs designed to address different aspects of earned income.

By the end of this session, attendees will:

- Understand the role that earned income might play in their revenue mix;
- Appreciate that products, services, and/or knowledge they have can become a source of revenue;
- Learn how to manage the internal challenges with offering an earned income product or service;
- Find a balance between earned income and providing services for free or at a reduced rate.

**Lab #2: Exploring Earned Income Possibilities...Identifying Opportunities to Do Good and Do Well**

**Thursday, March 14<sup>th</sup>, 2019 / 3 Hour Lab**

**Description**

When nonprofits decide to consider earned income opportunities, they are often unsure of how to identify, assess, and prioritize options for products and services to sell. The key to starting this process is to look within an organization to inventory possibilities that may already exist in the form of programs, products, and/or services offered free of charge or at a nominal fee.

Presented by the *Edyth Bush Institute for Philanthropy & Nonprofit Leadership at Rollins College* in partnership with the earned income experts from *No Margin, No Mission*, this second in a series of four informative, engaging, and interactive workshops is designed for those who have an expressed interest to explore possibilities for earned income.

Appropriate for all types of nonprofits, participants will gain insight into the wide array of earned income options that are available within most organizations. Many examples will be shared to illustrate the wide array of products and services being sold by nonprofits to help increase their revenue and mission impact. These offerings take many forms including retail stores, consulting services, food service operations, e-commerce ventures, trainings, curriculum, public speaking, among many others.

There will also be an opportunity in this workshop for organizations to brainstorm earned income possibilities for their own nonprofit, share them with colleagues and other participants, and seek comments/feedback to help improve and build upon those ideas. After exploring earned income possibilities, information will be shared about how to assess those products and service ideas and begin to put them through a process to determine their viability.

By the end of this session, attendees will:

- Learn how to inventory a nonprofit organization's existing assets that may exist in the form of products and/or services currently being given away for free or at low cost;
- Understand how to brainstorm ideas for new earned income offerings;
- Understand the process to prioritize earned income ideas and determine which ones are most viable for an organization;
- Utilize workshop participants as a sounding board to provide feedback, comments, and ideas to enhance and improve the brainstormed list of product and service possibilities.

**Lab #3: Ready for Earned Income? 5 Important Characteristics to Consider Before Jumping In.**

**Thursday, April 25<sup>th</sup>, 2019 / 3 Hour Lab**

## Description

Often times, nonprofit leaders jump into earned income because an opportunity presents itself that seems worth pursuing. While sometimes this may prove successful, more often than not, it ends in failure. Why? Because launching an earned income venture requires organizational preparedness that often times is overlooked due to lack of information and/or understanding.

Presented by the *Edyth Bush Institute for Philanthropy & Nonprofit Leadership at Rollins College* in partnership with the earned income experts from *No Margin, No Mission*, this engaging and interactive half-day session is based on real life results from organizations that have launched a new or grown an existing earned income venture.

This third in a series of four learning labs is designed for nonprofit leaders who have an expressed desire to understand the 5 key characteristics that are essential to succeed at an earned income venture – leadership, willingness, readiness, capacity, and culture – also known as LWRCC.

Appropriate for all types of nonprofits, participants will have the opportunity to assess the degree to which LWRCC exists and is aligned within their own organization. Strengths and deficiencies in one or more characteristic(s) can be noted during the workshop so they can be addressed as part of a brainstorming exercise to plan and prepare for an earned income venture that is poised for success.

By the end of this session, attendees will:

- Learn about the 5 key characteristics of earned income preparedness (leadership, willingness, readiness, capacity, culture) and why they are important to a successful endeavor;
- Understand how to assess the 5 key characteristics of earned income preparedness for their own organization and determine whether alignment exists prior to undertaking an earned income endeavor;
- Identify and consider specific action steps that may be required to strengthen alignment in 1 or more of 5 key preparedness areas prior to undertaking an earned income endeavor that is poised for success.

<b>Lab #4: <i>Business Planning for Nonprofits...Developing a Blueprint for Earned Income Success</i></b>
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**Thursday, May 16<sup>th</sup>, 2019 / 6 Hour Lab**

## Description

When nonprofits determine that earned income is worth pursuing to boost revenue and mission impact, they proceed with enthusiasm, but often without a business plan. While entrepreneurial spirit is desirable, it is not going to ensure a successful endeavor. This

educational Lab will educate nonprofits on the importance of developing a thoughtful business plan as a blueprint for success.

During this interactive and engaging full-day session, the earned income experts from *No Margin, No Mission*, in partnership with the *Edyth Bush Institute for Philanthropy & Nonprofit Leadership at Rollins College*, will share reasons why business planning is so needed and important. In addition, a software-based template will be introduced to provide an explanation for all key components of the business plan, including the executive summary, product / service overview, market analysis, competition, marketing strategy, sales strategy, and financial projections.

Numerous examples will be shared from nonprofits that have successfully developed and implemented their business plans. There will also be an opportunity for group brainstorming and discussion to jump-start business plan thinking for workshop participants and their organizations.

By the end of this session, attendees will:

- Learn why a business plan is important for any nonprofit that plans to pursue an earned income venture;
- Understand all the components that are part of an earned income business plan, along with examples from nonprofit organizations that have completed them;
- Gain insight into the process required to develop a thoughtful and comprehensive earned income business plan;
- Participate in group brainstorming and discussion to jump-start business plan thinking for participants and their organizations.