


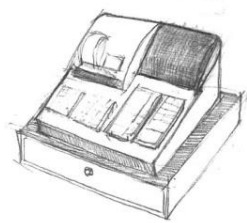


## Business Model Risk Self-Assessment Questions

A nonprofit's business model can be simply described as: *Who* we serve; *What* we do; *Where* we do it; and *How* we pay for it. Consider the kinds of questions below to surface vulnerabilities or opportunities in your organization's current business model.\*

|   |   |
|---|---|
| <p><b>Who:</b></p>                       | <ul style="list-style-type: none"> <li>▪ How are the needs and assets of our primary constituents being impacted by economic and policy changes?</li> <li>▪ How effectively are we responding?</li> </ul>   |
| <p><b>What:</b></p>                     | <ul style="list-style-type: none"> <li>▪ How does our programming address the root causes and/or immediate effects of the issues we care about?</li> <li>▪ Might we need to adjust in either direction?</li> </ul>  |
| <p><b>Where:</b></p>                   | <ul style="list-style-type: none"> <li>▪ Is our geographic scope/reach right-sized to the challenges, opportunities, and resources at hand?</li> <li>▪ Should we think and act either more locally or increasingly globally?</li> </ul>   |
| <p><b>How we will pay for it:</b></p>  | <ul style="list-style-type: none"> <li>▪ How vulnerable are we to a decrease in government funding?</li> <li>▪ How dependent are we on donors who are probably itemizers and beginning this year no longer will be?</li> <li>▪ Have we experienced a "Trump Bump" in fundraising since the 2016 election, and are we prepared for it to pass?</li> <li>▪ How strong are our reserves?</li> <li>▪ How much flexibility do we have in our cost structure if we experience a decrease in funding?</li> </ul> |

\* Developed to accompany La Piana's April 2018 Learning Link Special Edition e-newsletter on new tax policy.