



# Earned Income Update with Kate Barr - Propel

An extension of NPOQ's *Mastering the  
Nonprofit Business Model* series.

#NPQAdvance

# Logistics for Live Session

- Be ready for the polls!
- Use the Q&A box (not chat or raised hand, please).
- On social media, use #NPQAdvance.
- We need your feedback; 2-minute pop-up survey.
- Become a Member on our homepage, upper right.

# Guest Faculty

**Kate Barr**

President & CEO




[www.propelnonprofits.org](http://www.propelnonprofits.org)





# Agenda

1. Grounding & Context
  2. Adaptation & Risk
  3. Leadership
- 



# Grounding & Context

Part One





POLL NO.1





# “Mastering the Nonprofit Business Model”

1. Earned income
2. Foundation
3. Government
4. Donative
5. Membership/Association

- Dynamics
- Capital
- Leadership
- Infrastructure
- Culture
- Metrics
- Diversification

For each revenue model, we explored 7 factors.

Find the series here:  
<https://store.nonprofitquarterly.org/products/business-model-series-introduction>

# Understanding Context

- Covid/SIP
- Economic downturn
- Uprising for race equity

Some key forces pre-date Covid.

We have not yet gained certainty.







# Adaptation and Risk


Part Two





## REVISIT THE FUNDAMENTALS

A fee income  
opportunity for a  
nonprofit ideally  
meets three  
criteria:

1. You know how to produce and deliver this product/service with excellence;
  2. There is demand in the market that is willing to pay a price that meets your financial requirements; and,
  3. Producing and delivering the product/service moves you further towards your mission.
- 



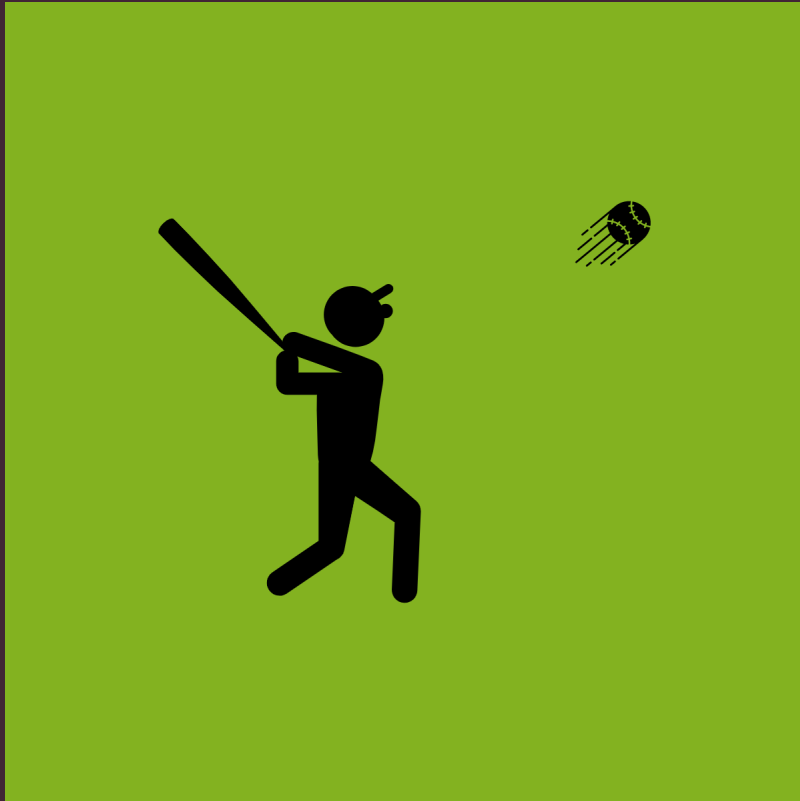
POLL NO.2



# 5 Points of Adaptation

1. Need for the product and the ways it is delivered
2. Target market and marketing requirements
3. Pricing
4. Cost (including one-time and ongoing Covid-related)
5. Production capacity

# Embracing Risk & Learning



- Not all homeruns
- Experimentation as way of doing business
- What can you afford to lose?
- Real human risks / safety
- Testing and lean start-up tools



POLL NO.3



# Race Equity & Earned Income



- Who is your audience?
- Product design
- Marketing
- Product staffing
- Rationale of pricing structure
- Organizational culture and leadership





POLL NO.4





# Leadership

Part Three



# Your Board



- Previous understanding of your business model?
- High anxiety now.

Live out loud with test-learn-test...

Lean into board folks with business experience.

# Decision-making



- Reimagine annual budget and reporting
- Recognize staff struggle/capacity
- Ask: What can we put on hiatus or downsize?
- Concurrently speeding up / slowing down products, production, delivery

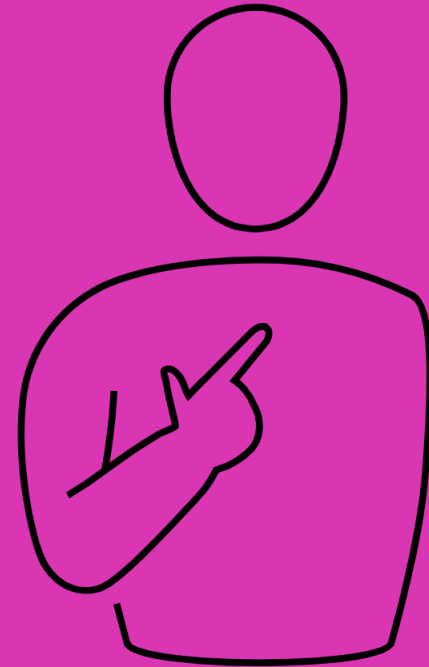
# You

What does this time call for from me?

New muscles and practice with uncertainty over a long period.

Transforming planning.

Holding the short, medium, and long view.



# Thank You for Joining Us

TAKE YOUR POP-UP  
EVALUATION NOW!

