

**Learn how your
organization can
start earning
money—instead of
always asking
for it.**

NATIONWIDE SCHEDULE
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Earned Income Strategies
WORKSHOP

THE
GRANTSMANSHIP
CENTER.

EARNED INCOME STRATEGIES WORKSHOP

In the current economic climate with government support for nonprofits declining and with grants and contributions harder to get your organization needs to find new ways to diversify its funding base. Many organizations are developing earned income strategies.

By generating unrestricted funds from earned income activities, your organization can remain aligned with its core mission, while becoming less dependent on grants and contributions.

In our *Earned Income Strategies* workshop, you will examine a wide variety of real life examples everything from fees-for-service to manufacturing and product sales, licensing and rental opportunities, cause-related marketing, for-profit subsidiaries, and more.

TOPICS INCLUDE:

- Turning your agency's strengths into business opportunities
- Financing options to start a venture
- How to develop realistic income expectations
- Tax implications and safeguarding your nonprofit status
- How to do feasibility testing and business planning

This three-day training combines structured analysis, focused discussions, and small-group work. You will receive expert feedback about your own plans and programs concrete strategies, not vague abstractions. Expect to come away with a wealth of practical knowledge.

Our *Earned Income Strategies* workshop is designed to give you a much better understanding of what it takes to develop a viable business and how to do it while supporting your agency's core mission. It will help you sort through the issues involved in developing a venture, demystify the process, and let you decide if venture development is, in fact, appropriate for *your* agency.



Some of us are keen on developing an earned income venture, but others in our organization aren't so sure. Can this workshop help us make the case?

You will learn what it takes to champion the venture development process within your own organization. You will also learn how market-based activities can drive your organization to improve the services it already delivers making it more efficient and more competitive. And whether or not you are in a position to launch a new venture immediately, your organization can apply the principles you will learn to the work that you and your colleagues do every day.

Where do we find the start-up resources we would need for an earned income venture?

You have access to some of the same sources of capital that for-profit entrepreneurs use, such as the Small Business Administration (SBA). You may also qualify for special programs that are available only to nonprofits, including program-related investments or other kinds of low-interest loans. This workshop will introduce you to the range of financing options that are available to nonprofits like yours. It will also show you how to capitalize on your organization's internal capabilities, and how to decide if they are strong enough to warrant moving forward.

Starting a venture will be challenging for us. Why should we make the investment of time and effort?

When government is burdened with huge deficits, state and federal agencies slash the funding they ordinarily provide to nonprofits. When the stock market declines, so does the support you get from foundations and corporations. Earned income can reduce your organization's dependence on outside funders, making it less vulnerable to external forces over which you have no control. For many nonprofits, that means greater stability. For others, it's the key to long-term survival.

THE GRANTSMANSHIP CENTER is the leading source of fund development training and information in the world. Since 1972, we have conducted more than 4,000 workshops covering the full range of funding issues for nonprofit and public agencies. These include The Grantsmanship Center's signature *Grantsmanship Training Program* the most widely attended training program in nonprofit history.

The Grantsmanship Center pioneered instruction in enterprise development for nonprofits. Our first business ventures workshop, launched in 1981, was among the most influential programs ever presented on the subject. Today The Grantsmanship Center's *Earned Income Strategies* workshop carries on that tradition with a practical, cutting-edge curriculum designed to meet the special challenges facing 21st century nonprofits. It has been developed in cooperation with prominent experts who also share the actual training.



Rolfe Larson, formerly an executive at Minnesota Public Radio and currently an affiliate professor at Regis University in Denver, earned his MBA in marketing and finance from the Yale School of Management. He is the author of *Venture Forth!*, widely recognized as the best "layman's" manual on the subject of nonprofit enterprise. Rolfe also serves on the board of the Social Enterprise Alliance.

"I came to the workshop expecting to listen and learn—and now I'm developing a full plan that opens new revenue streams for my nonprofit. I don't think I could have spent a more profitable three days!"

*Suzanne Shoemaker, Director of Business Development
International Family Film Festival
Santa Clarita, CA*

"Amazingly, I can see these concepts being used in all our planning—not just for business ventures, but for fundraising and program design as well."

*Wanda Powless, Executive Director
Klamath Crisis Center
Klamath Falls, OR*

"I came away from this workshop with a very feasible set of venture ideas for my organization, plus a whole host of potential customers and contacts. I really think I understand the process now—and that is something that will stay with me for the rest of my professional life."

*Amy Seiter, Deputy Program Manager
The Community College Foundation
Los Angeles, CA*

Participants in this workshop don't just sit back and take notes. The program includes business planning exercises and small group activities, all designed to show how you can maximize your own agency's earned-income capacity.



Highlights of the Workshop

Your Organization's Culture and Capabilities

- Earned-income opportunities and goals
- What it takes to manage an enterprise
- How to research and evaluate venture ideas

Making the Most of Your Marketable Assets

- Honing your core competencies
- "Hard assets"—uncovering hidden opportunities
- "Soft assets"—capitalizing on reputation and brands

Developing Your Customer Base

- Analyzing your organization's current customers
- Turning constituents into customers
- How to cultivate new customers

Screening Venture Ideas

- Expanding your current earned-income activities
- Developing new or related products
- Diversifying into entirely new areas

Feasibility Testing

- Assessing your competitive advantage
- Describing your business model
- Performing a quick market test
- Preparing an action plan for your top venture idea

The Grantsmanship Center's programs are held in partnership with local agencies around the country. For a complete nationwide schedule or to access our free resources, visit us online at www.tgci.com

EARNED INCOME STRATEGIES WORKSHOP

Registration Form

\$575 (\$525 for each additional registrant from the same organization)

Please photocopy this form for each additional registrant.

CITY OF WORKSHOP _____

DATE OF WORKSHOP _____

NAME _____

TITLE _____

ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

OFFICE PHONE _____ FAX _____

OTHER PHONE (IN CASE OF EMERGENCY) _____

E-MAIL _____

REGISTRATION FORM must be accompanied by a check, purchase order, or authorization letter. Make check payable to THE GRANTSMANSHIP CENTER and write name of person attending and the city and date of the training program on the check, purchase order or authorization. Our training programs, which are limited to 30 participants, frequently fill to capacity, so we encourage you to register early.

To **TRANSFER** from one training program to another, you must notify The Grantsmanship Center at least five working days before the original program. There is a \$50 fee per transfer, and no more than two transfers will be accepted. Prior to the start of the training, you may designate another person to attend in your place; there is no fee for this.

To receive a refund (minus \$100 administrative fee), you must notify The Grantsmanship Center of your **WITHDRAWAL** at least five working days before the start of the training program. All refund requests must be faxed to The Grantsmanship Center Registrar. If you withdraw less than one week before the start of the program, you will not receive a refund or transfer option. No-shows will not receive a refund or transfer option.

The Grantsmanship Center is not responsible for participants' **EXPENSES** related to attendance at its programs.

If you have **SPECIAL NEEDS**, please notify the Registrar at least three weeks prior to the workshop. Our programs are handicapped accessible.

SEND TO:

The Grantsmanship Center

Attn: Registrar • P O Box 17220 • Los Angeles, CA 90017

Phone (800) 421-9512 • (213) 482-9860 in CA

Fax (213) 482-9863 • www.tgci.com