## 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.*

| **Who:** | ▪ How are the needs and assets of our primary constituents being impacted by economic and policy changes?  
▪ How effectively are we responding? |
| --- | --- |
| **What:** | ▪ How does our programming address the root causes and/or immediate effects of the issues we care about?  
▪ Might we need to adjust in either direction? |
| **Where:** | ▪ Is our geographic scope/reach right-sized to the challenges, opportunities, and resources at hand?  
▪ Should we think and act either more locally or increasingly globally? |
| **How we will pay for it:** | ▪ How vulnerable are we to a decrease in government funding?  
▪ How dependent are we on donors who are probably itemizers and beginning this year no longer will be?  
▪ Have we experienced a “Trump Bump” in fundraising since the 2016 election, and are we prepared for it to pass?  
▪ How strong are our reserves?  
▪ How much flexibility do we have in our cost structure if we experience a decrease in funding? |

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