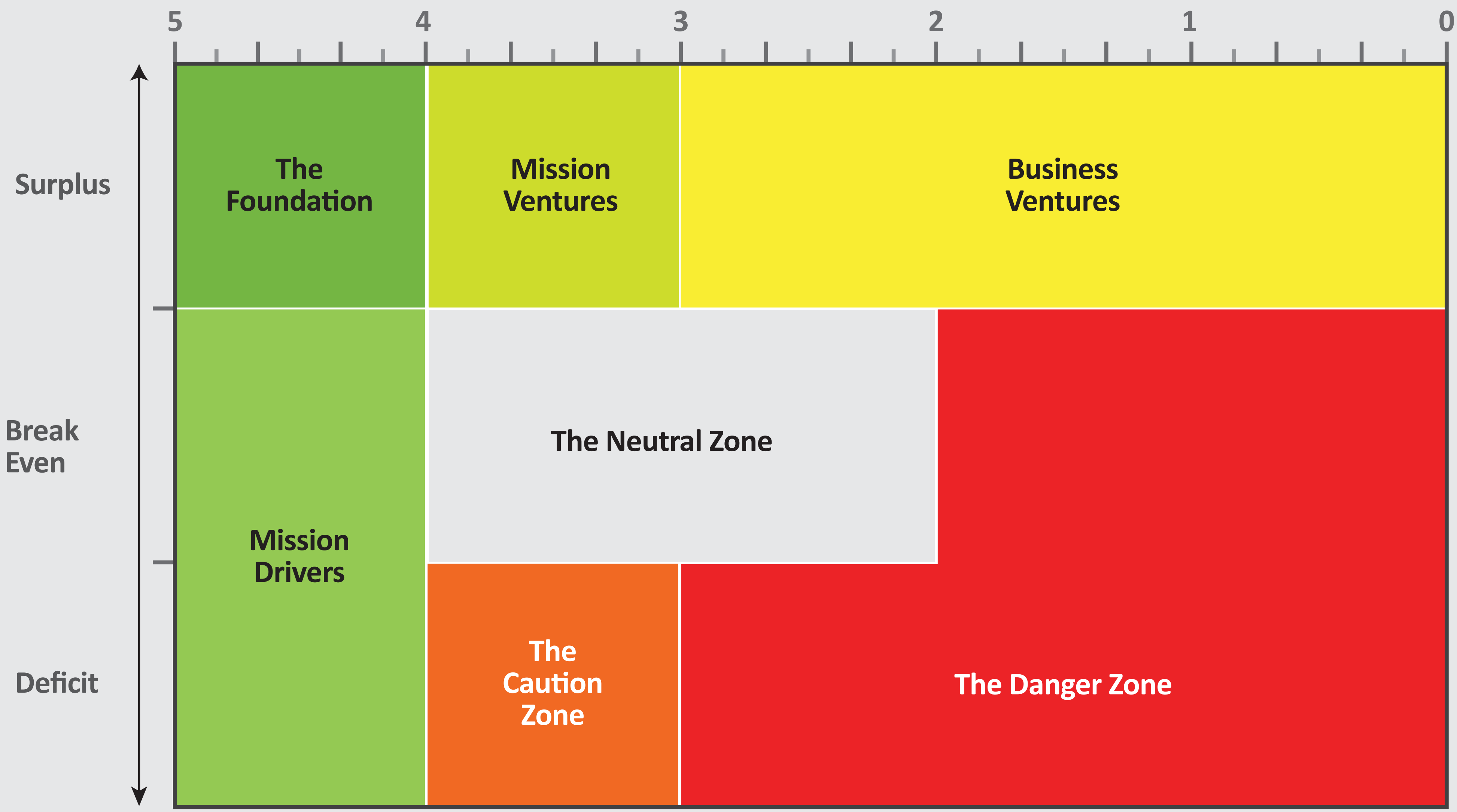
NONPROFIT PROGRAM
STRATEGY ZONES

Nonprofit strategic positioning is all about balancing the dual interests of mission impact and financial responsibility.



Zone	Analysis	Considerations
The Foundation	The strong core score and positive financial performance hit the strategic bull's eye, which makes the program ideal for growth.	• Is there unmet need among our core clientele? • Do we have capacity to grow the program? • Is program funding accessible and reliable? • If we want to grow the program, do we know: o Who is providing similar services? o What is our competitive advantage?
Mission Drivers	The strong core score makes this program a priority for subsidy. Because the program loses money, maintaining program quality is a higher priority than program growth.	• Can the current subsidy be sustained? • Can the program be delivered for less cost? • Are there opportunities to deliver the program through a collaboration or partnership?
Mission Ventures	Though the program is profitable, it likely is weaker on one aspect of the organizational core than those Mission Driver programs. It is important that the purposes of the program are clear, and performance is measured accordingly.	• Is the program an exception to the core strategy? If so, by what criteria are exceptions made? • Is the program an enhancement to the core strategy? If so, is the organization prepared to move in a new strategic direction?
The Neutral Zone	The weaker core score and lack of profitability means this program provides little to no strategic value. Some movement is required.	• Does the program provide any collateral benefits to the organization (e.g., access to new clients or funding sources)? • Does the program have the potential to generate a surplus? • Can the program be better aligned with our core?
Business Ventures	Typically, programs in this category are launched as part of a revenue strategy. However, the profitability of this program must be weighed against the weak core scores. Growth should be approached carefully.	• Is program funding accessible and reliable? • Is the program providing the expected level of profitability? • If we want to grow the program, do we know: o Who is providing similar services? o What is our competitive advantage? • What are the opportunity costs associated with growth? • What are the parameters for program growth?
The Caution Zone	It is likely that the program either: a) began as a Mission Driver and drifted due to decreased program quality, or b) began as part of The Foundation but has become unprofitable. Because profitability would be difficult to achieve, the focus is on the potential for program improvement.	• Can the program be delivered more efficiently, perhaps through a partnership? • Does the program, when delivered well, address a priority need of your core clientele? • What are the opportunity costs associated with program improvement?
The Danger Zone	The trade-off for the low core score is the expectation for high profitability. If the program does not meet this expectation, the program provides no strategic value to the organization and, in fact, is a detriment to your core work.	• Does the program provide any collateral benefits that justify its continuation? • What would it take to make the program profitable? • What opportunity costs are associated with making the program profitable? • If necessary, how can we exit the program without disrupting services to our clients?