**Mission: Why you exist & what you hope to achieve**

<table>
<thead>
<tr>
<th>Market</th>
<th>Programs</th>
<th>Revenue</th>
<th>Expense</th>
<th>Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who receives services? Who pays for services?</td>
<td>How do you work towards your mission?</td>
<td>How do you make money to achieve your goals?</td>
<td>How do you spend money, and on what?</td>
<td>How do you reach your markets?</td>
</tr>
</tbody>
</table>

The business model is how an organization raises and spends money to fulfill its mission and strategic goals. A sustainable business model that provides reliable revenue to cover the full cost of doing business is crucial to a nonprofit's ability to provide services effectively and grow to its potential. Use this worksheet to help articulate components of your nonprofit's business model—a useful step in helping to determine whether your organization is fully covering costs and balancing mission, capacity, and capital.
Business Planning Resources

Especially in times of recession, funding declines, and changes in the predictability and reliability of funding, it’s critical to step back and look at what drives your organization’s business model. But this can be difficult, especially if your organization is already stretched thin. There are a variety of resources online to help you through the process. NFF can also help! Visit us at nff.org to get in touch and learn more.

Business Model Resources

- **Nonprofits Assistance Fund**: nonprofitsassistancefund.org

- **Stanford Social Innovation Review**: www.ssireview.org
  “Ten Nonprofit Funding Models”: http://www.ssireview.org/articles/entry/ten_nonprofit_funding_models
  “Finding Your Funding Model”: http://www.ssireview.org/articles/entry/finding_your_funding_model

- **MIT Sloan School of Management**: ccs.mit.edu

- **The NonProfit Times**: thenonprofittimes.com

- **Blue Avocado**: blueavocado.org

- **Google Business Templates**: https://docs.google.com/templates?category=2&sort=hottest&view=public
  If you have a google account, you can use Google’s simple Business Model Canvas to map out components of your business model in and share it with others: https://docs.google.com/previewtemplate?id=102mOZQmMxs0CslmNsPZ5KCNQwAh9rh4baYgT0VWNAA&mode=public

- **Innovative Nonprofit Magazine**: innovativenonprofit.com

- **Stanford Social Innovation Review**: www.ssireview.org
  “Ten Nonprofit Funding Models”: http://www.ssireview.org/articles/entry/ten_nonprofit_funding_models

- **National Council of Nonprofits**: councilofnonprofits.org
  “Strategic and Business Planning for Nonprofits”: http://www.councilofnonprofits.org/strategic-business-planning-for-nonprofits

- **Small Business Administration**: sba.gov

- **Jossey Bass Publishing**: josseybass.com

- **NorthSky Nonprofit Network**: northskynonprofitnetwork.org