**Business Plan Template**

**PROBLEM** Define the problem you are solving (for arts/culture orgs, the joy you add) with concise descriptive statistics. What are the challenges?

**SOLUTION** What does total success look like in concrete, measurable terms? Vision statement here.

**VALUE PROP** State why your organization is the best solution to the problem and give concrete evidence (aka “proof points”) that they work.

**GOAL** Your 5 to 10 year Big, Hairy, Audacious Goal that makes progress toward your ultimate vision. “A BHAG is clear and compelling. People get it right away. *Our goal is to put a man on the moon and return him safely to earth by the end of the decade*. The best BHAGs require both building for the long term AND a relentless sense of urgency.” ([Jim Collins](http://www.jimcollins.com/concepts.html))

**MARKET** How many people or parts of the planet will this touch? Who are the other actors in the space? How does this effort compare?

**STRATEGY** How will you achieve your BHAG? What set of linked behaviors and choices will be made to achieve the goal? (Don’t get strategy wrong like most do:[*Your Strategic Plans Probably Aren’t Strategic or Even Plans*](https://hbr.org/2018/04/your-strategic-plans-probably-arent-strategic-or-even-plans) *-* [*Many Strategies Fail Because They Aren’t Actually Strategies*](https://hbr.org/2017/11/many-strategies-fail-because-theyre-not-actually-strategies).)

**MILESTONES** Measurable progress points toward the BHAG, often in a “crawl, walk, run” progression. Milestones are pieces of your bigger goal and show you have a pathway to get there. Like all goals, they should be SMART: **S***pecific,* **M***easurable*, **A***spirational,* **R***elevant*, **T***imed*

**METRICS** Small set of [robust KPIs](https://docs.google.com/document/d/1kZQgubfhhWpNSCVd-TTzlHZn9jY9vAw4hIGMhTDFVH8/edit?usp=sharing) (3-5) for financial, stakeholder, program, and organizational development. Differentiate between [leading and lagging indicators](https://www.franklincovey.com/the-4-disciplines/discipline-2-act/). Lags measure desired results; leads are the measurable causes, the activity or actions, that the organization believes will generate the lags.

**MARKETING** Define: 1) purpose of marketing efforts in relation to impact and growth; 2) audience segments and size; 3) how they will be reached; and 4) how they will be engaged to take action. (Develop a subsidiary [marketing plan](https://docs.google.com/document/d/1kZQgubfhhWpNSCVd-TTzlHZn9jY9vAw4hIGMhTDFVH8/edit?usp=sharing); just use bullet points in this document.)

**REVENUE** Summarize [best-practice strategies](https://www.altruistpartners.com/navigating-the-complex-nonprofit-revenue-landscape/) for maximizing contributed, earned and loaned revenue from individuals, foundations, corporations, government agencies, and impact capital sources.

**RISK** Nonprofits face financial, reputational, legal, governance, operational and other risks. How will you identify and mitigate them? (Learn robust nonprofit governance [here](https://www.weil.com/-/media/files/pdfs/2022/november/2022-guide-to-not-for-profit-governance.pdf).)

**ORG** Org chart showing current/future phased staffing expansion.

**FINANCIALS** Rolled-up five-year financial projections. Each business plan is also accompanied by an itemized (including salaries) financial projection on request.

**TEAM** Brief bios of the Board and Executive Team.