

Nonprofit Hacks for Thriving in Tough Times.

Accelerating growth, performance and impact for nonprofits
and social enterprises around the world.

The logo for ALTRUIST features the word in a white, sans-serif, all-caps font. To the left of the text is a stylized icon consisting of a white upward-pointing triangle above a dark downward-pointing triangle, creating a diamond-like shape. The background of the slide is a composite image: the left side is a solid dark blue, while the right side shows a view of Earth from space with city lights and a bright blue orbital ring or light streak.



Biggest Hack of all: The Altruist Impact System. Nonprofits gain >\$1M in revenue and >25% to their social impact in first year of deployment.



Effective.
Not easy.

25% median growth, 6-9 months after deployment

Smart
investment.

\$25 in new, sustained annual revenue
for every \$1 in Altruist fees

Must-have foundational elements for a thriving ~~nonprofit~~ social impact enterprise

Components

- ✓ each is technical and specific- get the details wrong and they won't work
- ✓ each element has 2 sub-components that align teams and ensure good process



**BUSINESS
PLAN**



**REVENUE
ENGINE**

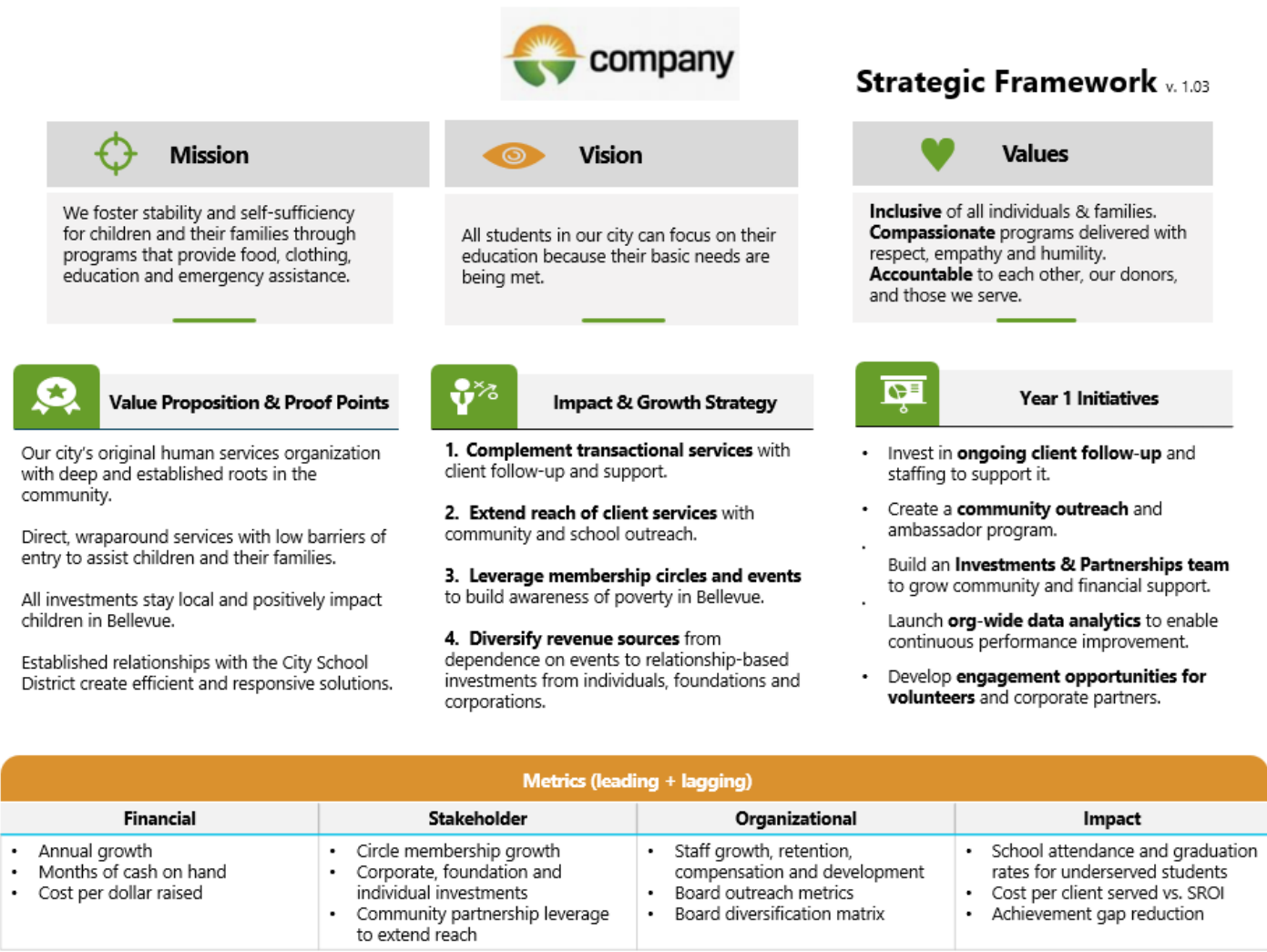


**EXECUTION
DASHBOARD**

Business Plan

Components

- ✓ “Strategic Plans” rarely work
- ✓ Needs initial alignment phase, the Business Plan Framework



Business Plan

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. <i>Our goal is to put a man on the moon and return him safely to earth by the end of the decade.</i> The best BHAGs require both building for the long term AND a relentless sense of urgency.” (Jim Collins)
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: <i>Your Strategic Plans Probably Aren’t Strategic or Even Plans - Many Strategies Fail Because They Aren’t Actually Strategies.</i>)
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: <i>Specific, Measurable, Aspirational, Relevant, Timed</i>
METRICS	Small set of robust KPIs (3-5) for financial, stakeholder, program, and organizational development. Differentiate between leading and lagging indicators . 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 ; just use bullet points in this document.)
REVENUE	Summarize best-practice strategies 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 .)
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.

Process



Components

- ✓ ED/CEO leads
- ✓ Board & CEO -> framework; staff -> plan
- ✓ Bias to speedy action and experiment, NOT analysis and reflection

Success

1. When asked, board and staff respond with aligned answers on your KPIs
2. Continuously updated, rapidly at first and then less so
3. The Swiss Army Knife – roadmap, governance tool, fundraising prospectus, messaging library, recruitment doc

Resources

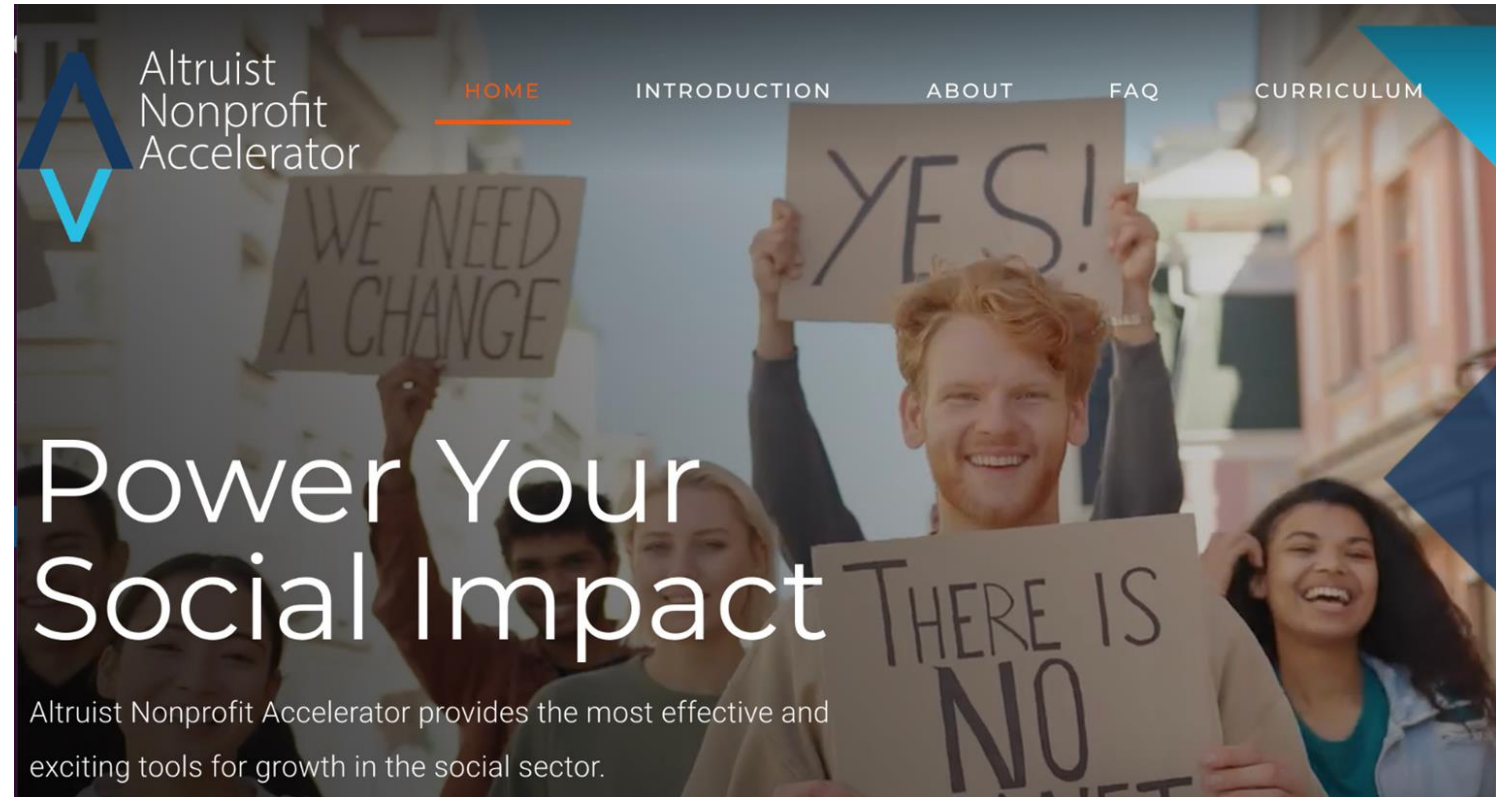
1. Business planning [framework](#) and [template](#)

Affordable implementation support: Altruist Nonprofit Accelerator

altruistaccelerator.org

About ANA

- ✓ The first nonprofit accelerator for all mission types
- ✓ Self-paced, community supported, expert guidance





The complete toolkit for accelerating growth and impact

Need help?

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