

# RESOURCES

## Phase II: Diversification



### Activity: Diversifying Income Streams

#### Goals

1. Identify strengths and weaknesses of your program's current revenue-generating activities
2. Identify revenue-generating activities to improve or discontinue

#### Prerequisites

None

#### Who Should Participate?

Program leadership (strategic thinkers), Program management (tactical thinkers)

#### Length

90 minutes

#### Activity Instructions

1. As a group, complete a "SWOT" analysis for each of your program's current revenue streams. Examples of revenue streams include paid memberships, grants, professional services, and hosting. Template included below (page 2).
  - Strengths: The aspects that are working well in a project or situation and which people are proud to talk about.
  - Weaknesses: The aspects that do not work so well.
  - Opportunities: Ideas on how to overcome weaknesses and build on strengths.
  - Threats: The elements that constrain or threaten the range of opportunities for change.
2. Based on the results of the analysis, decide as a group whether you would like to continue on as currently implemented, continue with changes, or explore discontinuing.
  - The Gradients of Agreement chart below (page 3) may help your group achieve consensus. Instructions for the Gradients of Agreement are provided with the chart below.
  - Example proposals for this activity might be: "Program should discontinue membership" or "Program should continue with the registered service provider program but make changes to the fee structure."
3. Move to the next step based on your decisions:
  - a. If the decision was made to keep all revenue streams as is, summarize and document the conversation and close the activity.
  - b. If the decision was made to continue a revenue stream with adjustments, move to [Activity: Adjusting Existing Revenue Streams](#).
  - c. If the decision was made to explore discontinuing a revenue stream, move to [Activity: Discontinuing Existing Revenue Streams](#).
  - d. If members of the program team would like to explore entirely new revenue streams, move to [Activity: Understanding Financial Resource Models](#).



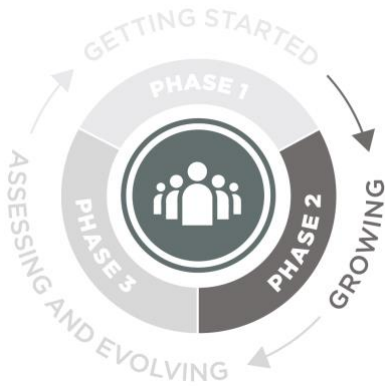
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<b>Strength</b>	<b>Weakness</b>
<b>Opportunity</b>	<b>Threat</b>



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### GRADIENTS OF AGREEMENT

1	<b>Endorsement</b>	
2	<b>Endorsement with minor point of contention</b>	
3	<b>Agreement with reservations</b>	
4	<b>Abstain</b>	
5	<b>Stand aside</b>	
6	<b>Formal disagreement, willing to go with majority</b>	
7	<b>Formal disagreement, desolved of responsibility</b>	
8	<b>Block/veto</b>	

Tally votes  
in each box

To use the Gradients of Agreement chart:

- Record the proposal being used (e.g. on a flipchart or virtual whiteboard/document)
- Confirm that everyone understands the proposal, and make any necessary changes
- Read through the gradient definitions, from Endorsement to Veto
- Poll the participants to see where everyone stands. Note that the results show the level of support for a proposal, final decisions will take the results into account but are not based solely on the poll