



# RESOURCES

## Phase II: Diversification



### Activity: Adjusting Existing Revenue Streams

#### Goals

1. Identify revenue-generating activities that can be improved
2. Develop strategies for improvement

#### Prerequisites

[Resources Activity: Diversifying Revenue Streams](#)

#### Who Should Participate?

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

#### Length

90 minutes

#### Activity Instructions

1. For each revenue stream identified in Activity: Diversifying Revenue Streams to explore improving, transfer the results of the SWOT Analysis to the below “TOWS” template. A TOWS chart helps make connections among the quadrants of your SWOT, moving from information gathering to creating strategies for action.
2. As a group, discuss each new element of the analysis and try to identify one to two strategies per box to explore further. The strategies you identify might include entirely new activities, ways to improve efficiency of existing activities, ways to repurpose existing resources to be more effective, etc.
  - a. What are our strengths? What are our opportunities? How can we apply our strengths to make use of available opportunities?
  - b. What are our strengths? What are the major threats we identified? How can we use our strengths to avert threats?
  - c. What are our weaknesses? What are our opportunities? How can we minimize our weaknesses by taking advantage of our opportunities?
  - d. What are our weaknesses? What are our threats? How can we minimize weaknesses to avoid threats?
3. Determine as a group which strategies to move forward with. Depending on the nature of the strategy, you may need to:
  - a. Write a proposal for the change including the results of this activity and [Diversifying Revenue Streams](#) and present to members of leadership for approval.
  - b. Complete a market scan to gather data about how the strategy will be received; for example, if you would like to parlay your strength in one market to another related market. If you (or your home org) do not have a standard market scan workflow, the Library of Congress’s Small Business Hub (US) has an excellent [resource guide](#).
  - c. Complete a pilot proposal to lay out how you will test the efficacy of the new strategy. If you (or your home organization) do not have a standard piloting process or workflow, you can use the **Activity: Pilot Project Plan Template**.



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### TOWS Template

	Opportunities (external, positive)	Threats (external, negative)
Strengths (internal, positive)		
Weaknesses (internal, negative)		