Activity 9: Discontinuing Existing Revenue Streams

Goals

1. Identify revenue-generating activities that can be discontinued

2. Develop a plan for gaining approval from governance / leadership

Prerequisites

Resources Activity: Diversifying Revenue Streams

Who Should Participate?

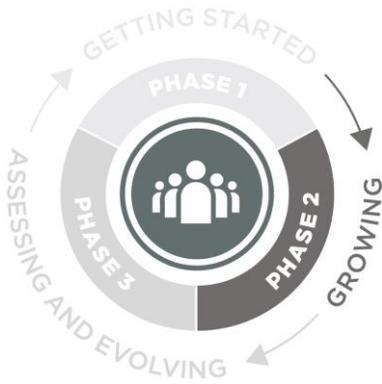Program leadership (strategic thinkers), Program management (tactical thinkers)

Length

90 minutes

Activity Instructions

1. Choose one revenue-generating activity identified in **Activity: Diversifying Revenue Streams** to explore discontinuing.

2. Review the results of the SWOT Analysis and answer the following questions:

   a. How much revenue is the activity generating for the program annually? What percentage is this of our overall revenue?

   b. What revenue goals was the activity supporting? What alternatives are there to support our revenue goals?

   c. What human, financial, and/or technical resources does this activity require? Is it proportionate to the revenue?

   d. Does this activity add to or distract from our program mission?

   e. Does this activity have any strengths (internal positives)? If we discontinue it, can we apply those strengths to other revenue streams?

   f. What are the core weaknesses of the activity (internal negatives)? Is there a way to counteract or use opportunities to minimize our weaknesses?

   g. Are there opportunities around this activity? Does it make sense to explore them, or do other ideas have more potential?

   h. What are the threats (external negatives) to this activity? Do these threats apply to other revenue streams? Does minimizing the weaknesses of this activity have any effect on the threat level?

3. Based on the results of the above analysis, discuss and make a recommendation to discontinue / do not discontinue / evolve the activity.

   a. 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.

   b. Example Gradients of Agreement proposals for this activity might be: "Program should discontinue membership" or "Program should evolve hosting."
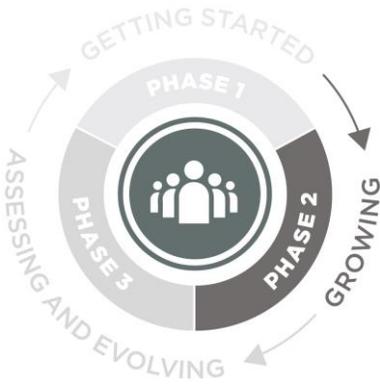
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4. If, after the above elements are complete, the decision is made to discontinue a revenue-generating activity, move on to:

   a. Gain approvals from the appropriate governance / leadership representatives.

   b. If necessary, develop a discontinuation communication plan.

      i. See **Activity: Developing an End-of-Life Communications Plan** for help.

   c. Communicate changes to stakeholders

      i. Internal - ensure all program team members are aware of the change and the key details - why, when, alternatives. Update documentation (website, etc.) to ensure that the activity is no longer being advertised or promoted.

      ii. External - if necessary, reach out to affected users with a simple, concise message - enough detail so that nothing is unclear, date the activity will be discontinued, and recommendations for alternatives. Be sure to reach out via different channels and monitor feedback.

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GRADIENTS OF AGREEMENT

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

Tally votes
in each box

To use the Gradients of Agreement chart:

1. Record the proposal being used (e.g. on a flipchart or virtual whiteboard/document)
2. Confirm that everyone understands the proposal, and make any necessary changes
3. Read through the gradient definitions, from Endorsement to Veto
4. 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