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| **WORKSHEET – MISSION REVENUES MATRIX – EXTRA CREDIT PREWORK FOR SESSION 4** | | |
| A business model statement explains how an organization’s program strategy fits with its financial strategy in a way that creates a financially sustainable organization.  **Instructions:**  *1. Review every program and initiative of your organization and determine whether it has a high or low correlation with your mission. Map each accordingly on the matrix.*  *2. Review every program and initiative of your organization and determine whether it generates a high or low contribution to revenues. Map each accordingly on the matrix.*  *3. Summarize the insights in one page, in matrix form, and reflect on the implications.*  *4. Share with planning team members in advance of Session 4.* | | |
| **MATRIX** | **Low contribution**  **to revenues** | **High contribution**  **to revenues** |
| **High correlation**  **with mission** | *May be the “soul of the agency,”*  *but they require subsidy.* | *Can sustain the agency, and subsidize needs in the upper left quadrant.* |
| **Low correlation**  **with mission** | *Can drain the agency,*  *and they require subsidy.* | *Can distract the agency, but subsidize needs in the upper left quadrant.* |