

Organisation:

Version:

To Sell or Not to Sell by Jose Rodriguez

WHY? OUR PURPOSE

Purpose / Mission
Why do we exist?
What do we do?

Desired Impact and Legacy
What impact do we want to have?
What value do we want to bring?
What will our legacy be?

Success Metrics
How do we measure our impact and success?
What are the targets for our goals?

WITH WHOM? OUR PEOPLE

Staff and Volunteers
Who is working for us, and how?
Who are our volunteers, why do they support us, and what do we offer them in return?

Artists
Who are they, how do we engage with them, and how do we ensure the best possible conditions for them?

Audiences
Which are the main target groups for our core services and products?
What are their main characteristics?

Funders and Donors
Who is funding our activities through grants, subsidies or other form of public or private support?

Other Stakeholders
What other stakeholders are key to our mission: community, customers of non-mission related service, public institutions not directly supporting the arts, policy makers, suppliers...?

Needs / Wants
What exactly do our stakeholders need or want?
Why is it important for them?
How often do they expect our services to be delivered?
What quality are our stakeholders expecting from us?
What will happen if our stakeholders don't have our services?

Value Proposition
What exactly do we offer to our stakeholders?
How does it meet our stakeholders' needs or wants?
What value does it provide to our stakeholders?
What is so unique about it?

WHAT? OUR WORK

Key Activities and Value Chain
What are the key activities we have to perform in order to deliver our services? How are these activities sequenced?

Research & ideation	Production	Distribution (B2B Marketing)	Programming	Exhibition	Promotion (B2C Marketing)	Education
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HOW? OUR REVENUE MODEL

Income Streams | Earned Income

Mission-Related
What is our income derived from services rendered and products sold which are related to our core mission (tickets sold, registration fees, memberships, government contracts, etc.)?

Mission Non-Related
What is our income derived from services rendered and products sold which are not related to our core mission (catering services, facilities renting, merchandising, consultancy, etc.)?

Key Resources and Cost Structure

What resources (tangible and intangible) are needed or involved in performing our key activities?
Which key activities represent a significant expense to our organisation?
What are the key fixed costs derived from our activities?
What are the key variable costs derived from our activities?

Income Streams | Contributed Income

Monetary contributions
What cash is given to the organisation in form of grants or gifts?

Non-monetary contributions
What contributions are given to the organisation without involving any monetary exchange (volunteering, bartering, etc.)?

Channels

How do we communicate with our stakeholders?
How will our stakeholders hear from us?
How do we deliver our services and products?
How will they purchase them?

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TO SELL OR NOT TO SELL?