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GENERATING AND SUSTAINING NONPROFIT EARNED INCOME

A GUIDE TO SUCCESSFUL ENTERPRISE STRATEGIES

EDITED BY

**Sharon M. Oster, Cynthia W. Massarsky, and Samantha L. Beinhacker
of the Yale School of Management–The Goldman Sachs Foundation
Partnership on Nonprofit Ventures**

"You've got questions? This book has the answers. It is thorough, practical and chock full of practitioner's wisdom. It's a great resource."
Ed Skloot, Executive Director, The Surdna Foundation

"We live in a world that begs for the creation of new models of economic justice and opportunities. This book provides valuable information to support the efforts of nonprofit entrepreneurs to succeed in creating and operating ventures that are both sustainable and replicable while meeting economic and societal needs. Go for it!"
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"State-of-the-art advice from a stellar collection of experienced voices in the field of nonprofit social venturing. Nonprofit managers, students of social enterprise, philanthropists and social venture competition entrants, take note: you need to read this book."

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and Faculty Advisor, Global Social Venture Competition, Columbia Business School**

"This book offers up critical advice and insights to help even the most experienced social entrepreneurs improve upon enterprise performance. A critical addition to any practitioner resource library."
Jed Emerson, Lecturer in Business, Stanford Business School

"Having been there myself, I can say with great confidence that this book will provide the framework for the planning, launch and operation of a successful and sustainable nonprofit enterprise."

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Generating and Sustaining Nonprofit Earned Income: A Guide to Successful Enterprise Strategies

Edited by Sharon M. Oster, Cynthia W. Massarsky, and Samantha L. Beinhacker

"This book will provide you with important information on the prerequisites for success, including fit with your organization's mission and distinctive expertise, a skilled management team, board and staff buy-in, market demand, and many others. Whether you are a nonprofit practitioner, academic or student, funder or investor, I believe that this information will help you make the right decision for your organization and give you access to the expertise and knowledge you need to get going."

From the Foreword by **Bill Bradley**

Generating and Sustaining Nonprofit Earned Income is the essential hands-on guide for helping your organization achieve greater financial stability through a diversified stream of revenue. In conjunction with the Yale School of Management – The Goldman Sachs Foundation Partnership on Nonprofit Ventures, this important resource identifies best practices for generating a reliable earned income stream and ultimately freeing your organization from excessive dependence on foundations and other donors.

In this book, editors Sharon M. Oster, Cynthia W. Massarsky, and Samantha L. Beinhacker collect the best thinking from the business, nonprofit, and government sectors on how to establish and manage an earned income venture. *Generating and Sustaining Nonprofit Earned Income* is filled with concrete lessons and sound business strategies that can significantly benefit your organization's internal capacity and financial health.

The Editors



Sharon M. Oster is the Frederic D. Wolfe Professor of Management and Entrepreneurship and Director of the Program on Social Enterprise at the Yale School of Management, and serves as the co-faculty director for the Yale School of Management – The Goldman Sachs Foundation Partnership on Nonprofit Ventures.

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Samantha L. Beinhacker is the co-deputy director of the Yale School of Management – The Goldman Sachs Foundation Partnership on Nonprofit Ventures, and managing partner of Langbaum Associates, a management consulting firm specializing in new business development and organizational capacity building.

The book covers a wealth of topics including:

- Leadership strategies for managing a nonprofit enterprise
- Targeting the market and developing a marketing plan
- Techniques for pricing goods and services
- Legal and tax considerations
- Securing financial capital
- Pitching your venture
- Forming strategic alliances
- The fundamentals of implementation
- Deploying resources effectively
- Assessing social impact and financial return
- Taking your venture to the next stage of development

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