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### Revenue Enhancement Opportunities

R.E.O. – What Is It?

- Overview
- “War Stories”
- PollEv, SurveyMonkey – “Safety Features”
- Ground Rules

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### Revenue Enhancement Opportunities

Revenue Enhancement – Why Do It?

- One Product Organization
- The Hedgehog Concept
- The Golden Circle
- We Need... Funding, Passion, A Spark, etc. (PollEv – fill in the blank)

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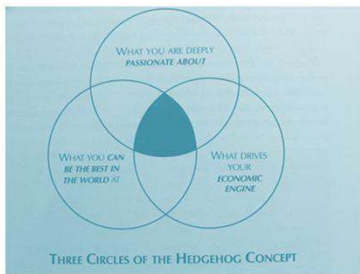
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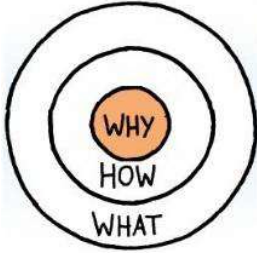
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Act, Think & Communicate from the **INSIDE OUT!**



**WHY - Your Purpose**  
Your motivation? What do you believe?

**HOW - Your Process**  
Specific actions taken to realize your Why

**WHAT - Your Result**  
What do you do? The result of Why. Proof

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**Revenue Enhancement Opportunities**

Reasons for Innovation

1. Build Competitive Advantage
2. Increase Profitability
3. Build a Reputation for Excellence
4. Counteract the Effects of Downsizing
5. Creating Exportable Products for Developing Countries

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**Revenue Enhancement Opportunities**

- Corporate Preparation
- PRAYER! (CFO, CDO, Other)
- 1 Samuel 17
  - 3-D = Defeatists, Detractors, Difference Makers
- James Bond!

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### Revenue Enhancement Opportunities

START WITH A "COMPOSITE COMPANY"

- Table groups: Best thing about your organization
- Two initiatives you do or would like to see done
- Where you most like/want to work

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### Revenue Enhancement Opportunities

Opportunities – Unique to US!

**1 Samuel 14:6-14**

<sup>6</sup> Then Jonathan said to the young man who bore his armor, "Come, let us go over to the garrison of these uncircumcised; it may be that the LORD will work for us. For nothing restrains the LORD from saving by many or by few."

<sup>7</sup> So his armorbearer said to him, "Do all that is in your heart. Go then; here I am with you, according to your heart."

<sup>8</sup> Then Jonathan said, "Very well, let us cross over to these men, and we will show ourselves to them." <sup>9</sup> If they say thus to us, "Wait until we come to you; then we will stand still in our place and not go up to them." <sup>10</sup> But if they say thus, "Come up to us," then we will go up. For the LORD has delivered them into our hand, and this will be a sign to us."

<sup>11</sup> So both of them showed themselves to the garrison of the Philistines. And the Philistines said, "Look, the Hebrews are coming out of the holes where they have hidden." <sup>12</sup> Then the men of the garrison called to Jonathan and his armorbearer, and said, "Come up to us, and we will show you something."

Jonathan said to his armorbearer, "Come up after me, for the LORD has delivered them into the hand of Israel." <sup>13</sup> And Jonathan climbed up on his hands and knees with his armorbearer after him; and they fell before Jonathan. And as he came after him, his armorbearer killed them. <sup>14</sup> That first slaughter which Jonathan and his armorbearer made was about twenty men within about half an acre of land.

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### Revenue Enhancement Opportunities

Uniquenesses

Institutional

- Where to Find? (Form 1023, 990, Website, Mission/Vision, Appeals, Annual Report, MD&A...)
- Geography
- History
- Assets
- Intangibles

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### Revenue Enhancement Opportunities

#### Uniquenesses

##### Individual

- 5-Question Survey (SurveyMonkey)
- SKE! (Skills, Knowledge, Experience)

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### Revenue Enhancement Opportunities

#### Corporate Prayer

- Passions, Skills, BELIEFS!
- Two or three sentences – include Scripture – that define our purpose, work, and needs

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### Revenue Enhancement Opportunities

#### Boundary Lines (Psalm 16:5-7)

LORD, you alone are my portion and my cup;  
you make my lot secure.

The boundary lines have fallen for me in pleasant places;  
surely I have a delightful inheritance.

I will praise the LORD, who counsels me;

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### Revenue Enhancement Opportunities

Consider the Cost (Luke 14:28)

<sup>28</sup> "Suppose one of you wants to build a tower. Won't you first sit down and estimate the cost to see if you have enough money to complete it?"

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### Revenue Enhancement Opportunities

Generating Ideas

- One-day Culture
- Not a "One Day" Culture
- One-on-One (A Top Three Positive Thing That has Happened in Your Career)

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### Unrelated Business Activities

- UBI to one organization is not UBI to all
- Check stated exempt purpose and activities on application for exemption (Form 1023)
- Focus on how money earned, not how money used
- Watch new activities reported on Form 990, Part III

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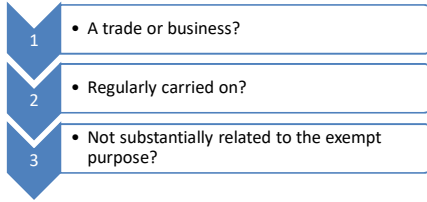
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### Unrelated Business Activities

- Key is to FAIL one of the tests to avoid UBI



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### Unrelated Business Activities

#### Substantially Related?

- Contributes importantly to accomplishing exempt purpose
  - Other than production of income
- Size and extent of activity should be considered
- Determination very fact specific; depends on facts and circumstances
- There is no bright-line percentage

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### Where Can UBIT Hide?

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Property Rentals</li> <li>• Services</li> <li>• Websites (banner ads &amp; "click-thru")</li> <li>• Goods/Products</li> <li>• Facilities</li> <li>• Catering</li> <li>• Advertising</li> <li>• Trade Shows (Virtual)</li> <li>• Cell Phone Towers</li> <li>• Sports Sponsorships*</li> </ul> | <ul style="list-style-type: none"> <li>• Shops, Bookstores</li> <li>• Cafeterias, Coffee Shops</li> <li>• Stadiums, Gyms, Arenas, Chapels, Theatres</li> <li>• Health/Recreational Facilities</li> <li>• Golf Courses (Frisbee)</li> <li>• Storage Facilities</li> <li>• Parking Lots/Garages</li> <li>• Farms, Groves, Orchards</li> <li>• "Boutique Hotel"</li> <li>• "Commerciality"</li> </ul> |
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### Revenue Enhancement Opportunities

Phase One: Brainstorming

- Rules of the Road!
- Most Important Piece!
- *Christian Academia* Magazine article

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### Revenue Enhancement Opportunities

Phase One: Brainstorming

*In the Lean Six Sigma philosophy of improvement, "brainstorming" is viewed as a technique to "elicit a large number of ideas from a group using their collective thinking power."*

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### Brainstorming: "House Rules"

- All ideas are valid, although maybe not equal
- Thou shalt always take a collaborative viewpoint
- Thou shalt not criticize other leader's ideas, verbally or by gesture
- Thou shalt not hesitate to suggest an idea because it sounds "silly." (Many times, such an idea can lead to a great idea.)
- Thou shalt not allow the group to be dominated by one or two people
- Thou shalt not let brainstorming become a gripe session
- In accordance with 1 Samuel 17, we want difference makers – no defeatists nor detractors allowed

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### Revenue Enhancement Opportunities

Phase Two: Implementation

- Lean Six Sigma Green Belt Team (Workhorses)
- Champion
- 25% Involvement (Part-time)
- Commitment - Matrix/Calendar/Gaant Chart (GAALENDRIX)
- Step-by-Step
- Dates
- Call Signs/Initials

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### Revenue Enhancement Opportunities

Phase Three: Continuous Improvement

- Single-Member LLC? (or other structure)
- DMAIC
- Next?

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### QUESTIONS



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**THANKS FOR ATTENDING!**

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