

Creating a Sustainable Business

Art Works for Virginia

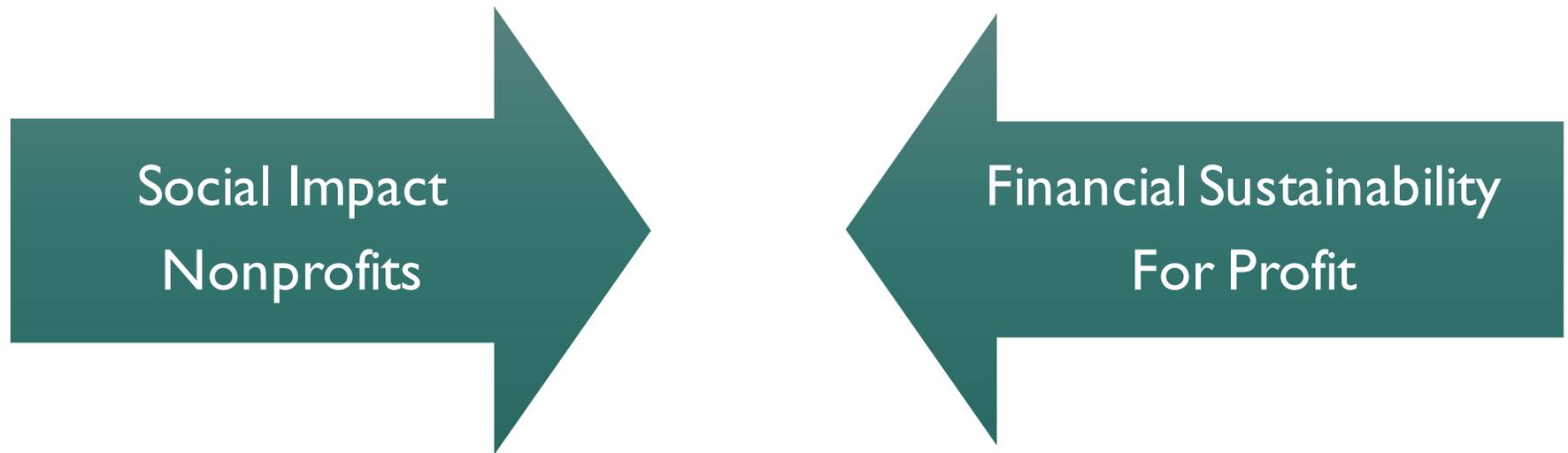
Workshop Presentation

Virginia Commission for the Arts

Russell Willis Taylor

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How the spectrum of business is changing



The Changing Spectrum

Traditional Nonprofit

Nonprofit with Earned Income

Hybrid Forms

L3C/ B-Corp

For profit with social mission

Traditional For Profit



Business Model Canvas



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How to fail in business without really trying

Rule Number 1

Keep fixed costs as high as possible, and variable costs as low as you can.

How to fail in business without really trying

Rule 2

Confuse core values with core competencies.

How to fail in business without really trying

Rule 3

Believe that growth only means getting bigger and more expensive.

How to fail in business without really trying

Rule 4

Never make empirical decisions. Ignore data.



How to fail in business without really trying

Rule 5

Create more value for employees than customers.

How to fail in business without really trying

Rule 6

Fear new technologies of all kinds.

How to fail in business without really trying

Rule 7

Pretend that liquidity doesn't matter – a lot.

How to fail in business without really trying

Rule 8

Blame your customer.

How to fail in business without really trying

Rule 9

Pursue transactions rather than relationships.

How to fail in business without really trying

Rule 10

Compete rather than collaborate.

How to fail in business without really trying

Rule 11

Ignore the global pro-am revolution.

How to fail in business without really trying

Rule 12

Don't accept that uncertainty is the price of innovation.

You can charge less than a NASCAR grandstand seat for an opera premiere and it won't much alter the demographic profile of either spectacle.

Mark Kingswell, Harpers, November 2009

The ultimate test of your organization is whether
it has a life beyond you.

Jon Washburn

Founder, Vancouver Chamber Choir

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The unforgiving minute

