

A Celebration of Poetry
 1531 W. Girard Avenue
 (c) 2004 City of Philadelphia Mural Arts Program / Parris Stancell
 Photo by Jack Ramsdale



CASE STUDY

Developing Earned Income for an Arts-Focused Nonprofit Organization



“The team empowered us with the information and tools that we will use to pursue and secure significant sources of earned income for our program.”

-Kathryn Ott Lovell, Director of Development

Client Profile

A public-private initiative of the City of Philadelphia’s Managing Director’s Office and the nonprofit Mural Arts Advocates, the Mural Arts Program (MAP) works with communities to create murals that reflect the culture, history, and vision of Philadelphia’s neighborhoods. Since 1984, MAP has facilitated creation of over 3,000 murals, reclaimed thousands of empty lots, and educated over 20,000 young people.

The Project

MAP engaged Fox Management Consulting (Fox MC) to identify, evaluate, and develop earned income strategies for the organization.

Recommendations

Fox MC found that MAP could leverage its reputation, organizational competencies, and large catalog of images to generate unrestricted operating dollars for the organization, as illustrated by the graph below. This additional revenue would offer increased financial flexibility, allowing MAP staff to focus on delivering its core program.

Based on these findings, Fox MC recommended that MAP deliver interactive experiences of community art by offering Mural Arts Tours, produce mementos that showcase popular murals, and develop a coordinated marketing campaign.

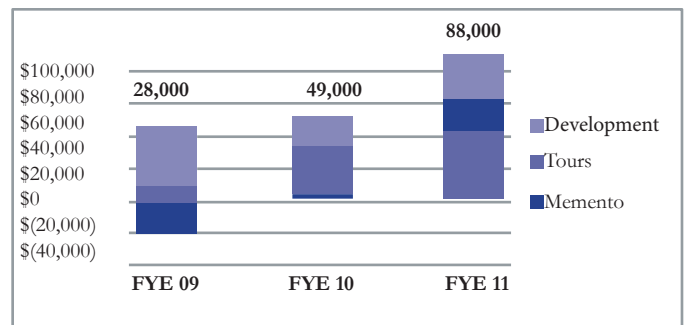


Figure One: Net Income Projections (Conservative Scenario)

Results

Based on Fox MC’s recommendations, MAP received a \$500,000 grant and hired two additional staff members to expand its Mural Arts Tour program. In addition, MAP launched a new retail store in Fall 2011, which was inspired by recommendations from Fox MC.