

Jewish Poverty Challenge

Assessing the Value Delivery
System





What We Did Last Time

1. *The Toolkit*
2. *Talking Uncertainty*
3. *The Self Assessment*
4. *The Problem Statement*
5. *Discovery*





Assessing the Value Delivery System

1. *Client Journey*
2. *Business Model Canvas*
3. *Operating Model Canvas*
4. *Value Chain Analysis*



Making Some Notes

USAID- Pathways Out of Poverty: Applying Key Principles of the Value Chain Approach to Reach the Very Poor

Business Model Canvas- Alexander Osterwalder of Strategizer

Operating Model Canvas- operatingmodelcanvas.com

Client Journey

- ❑ Visualize what a day, a week, a month, a year looks like
- ❑ Don't think about your touchpoints yet
- ❑ Think through behavior, mood, and tendencies
- ❑ Illogical decision making
- ❑ What are the circumstances that create an inbound call for you
- ❑ What is really going on
- ❑ Are they being touched by other resources and programs
- ❑ Who is in their lives; how do they factor in both good and bad
- ❑ Think through what destruction is happening in their lives before we get to what you can possibly create

Better assess what you are up against before intervening



GROWTH WHEEL

20 Components
of the
Organization



Mapping Your Service/Solution

What happens from your first touch point until you last touch point; is that even the right set/mix of touchpoints for success?

- ☐ Start drawing or writing on paper the steps
- ☐ Organize the steps
- ☐ Rearrange the steps
- ☐ Visualize the client, employee, or partner journey
- ☐ The more elementary the better; in the beginning don't leave anything out
- ☐ What is needed to execute the steps (time, money, resources, people)
- ☐ Process of subtraction from there
- ☐ Unknowns lead to more research and homework
- ☐ Go talk to people

The Business Model Canvas

Key Partners



Who are our Key Partners?
 Who are our key suppliers?
 Which Key Resources are we acquiring from partners?
 Which Key Activities do partners perform?

Key Activities



What Key Activities do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue streams?

Key Resources



What Key Resources do our Value Propositions require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue Streams?

Value Propositions



What value do we deliver to the customer?
 Which one of our customer's problems are we helping to solve?
 What bundles of products and services are we offering to each Customer Segment?
 Which customer needs are we satisfying?

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
 Which ones have we established?
 How are they integrated with the rest of our business model?
 How costly are they?

Channels



Through which Channels do our Customer Segments want to be reached?
 How are we reaching them now?
 How are our Channels integrated?
 Which ones work best?
 Which ones are most cost-efficient?
 How are we integrating them with customer routines?

Customer Segments



For whom are we creating value?
 Who are our most important customers?

Cost Structure

What are the most important costs inherent in our business model?
 Which Key Resources are most expensive?
 Which Key Activities are most expensive?

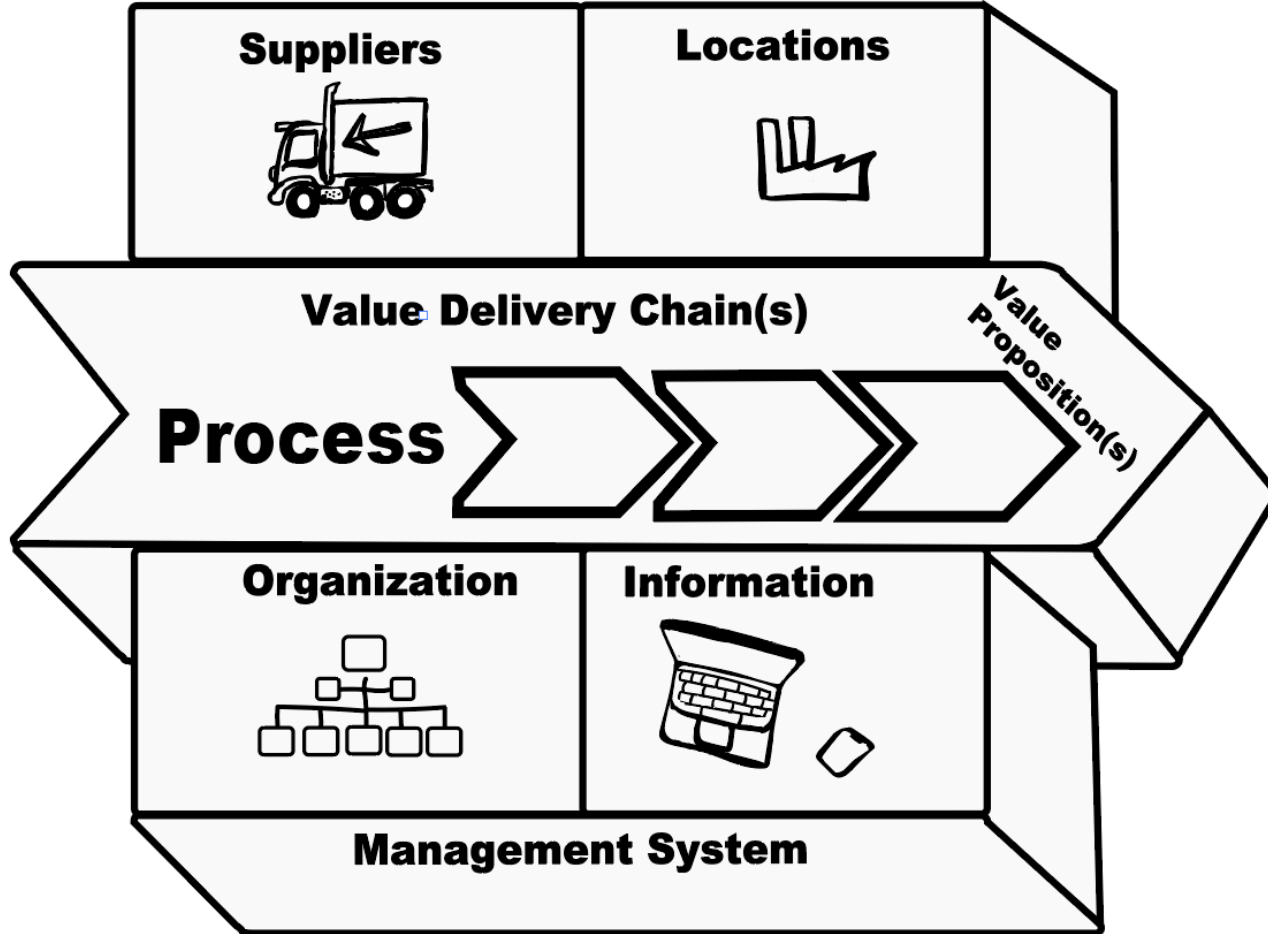


Revenue Streams

For what value are our customers really willing to pay?
 For what do they currently pay?
 How are they currently paying?
 How would they prefer to pay?
 How much does each Revenue Stream contribute to overall revenues?



Operating Model Canvas



The Business Model Canvas with Operating Model Canvas

Suppliers



Locations



Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
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Customer Segments



For whom are we creating value?
Who are our most important customers?

Value Delivery Chain(s)

Process



Value Proposition(s)

Organization



Information



Management System

Channels



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The diagram illustrates the Design Thinking process as a funnel model, structured into four phases: Discovery, Define, Develop, and Deliver. The funnel is divided into 'Diverging' (expanding) and 'Converging' (narrowing) stages. Key activities include Research, Synthesis, Ideation, and Implementation. The diagram also includes a vertical axis for uncertainty, ranging from 'Don't Know' to 'Should Be'.

Activity	Discovery	Define	Develop	Deliver
Phase	Research	Synthesis	Ideation	Implementation
Funnel Stage	Diverging	Converging	Diverging	Converging
Key Activities	Rip The Brief, Cluster Topics, Primary Research, Secondary Research	Insights, Themes, Opportunity Areas, HMW	Ideation, Evaluation, Ideas	Build, Test, Iterate, Out
Uncertainty Level	Don't Know	Don't Know	Don't Know	Do Know
Output	Question, Challenge, Client Brief	Unstructured Research Findings	Final Brief HMW-Question	Ideas
Final Output				Answer, Product, Solution

Value Chain: Program Design & Analysis


Who is Doing These Things?

Very Poor Stabilize	Use evidence based design
	Take a holistic, market systems perspective
Poor Smooth	Design and advance a vision for sustainability
	Address underlying constraints
Less Poor Expand	Look to end markets to define opportunities and risks

Where Do You Fit?

Value Chain: Program Implementation

Who is Doing These Things?



Very Poor Stabilize	Look for catalytic and system changing interventions
Poor Smooth	Understand, create and leverage incentives to drive growth and change
	Foster mutually beneficial relationships
Less Poor Expand	Design and use subsidies strategically

Where Do You Fit?

The Calendar

October Crafting or Re-crafting Your Intervention(s)

Content: Exploring types of Interventions, rethinking the landscape; capturing knowledge, generating efficiencies, and adapting solutions - the coherence premium.

Recommended Action: Design & Frame Solutions

November- Risk Factors & Competitive Landscape

Content: Risk Mitigation

Recommended Action: risk table

December- Talking Scale

Content: train the trainer, technology implementation, scaling operations, modifying the service model, creating/enhancing partnerships

Recommended Action: create a scale strategy

January- Business & Service Model

Content: business development and fundraising; reaching, engaging, and retaining clients; onboarding and relationship management; working towards stability; pitching

Recommended Action: construct business model and prepare pitches

Things You Can Be Doing

Further Define Your Problem with Data & Pain Points

Business Model Canvas

Operating Model Canvas

Keep Talking to Clients & Partners to Get Feedback on:

- Problem
- Solution
- Behavior
- Funders or Payers

Think Through the System Players in the Value Chain

Make Adjustments to Your Concept

Jewish Poverty Challenge

Crafting or Recrafting Your
Intervention(s)

October 14 @ 1 p.m. EST

