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

BUSINESS CONCEPT
- Business Idea
- Product Portfolio
- Business Model
- Customer Portfolio
- Market Position
- Ownership and Board

CUSTOMER RELATIONS
- Network
- Marketing
- Sales
- Communications and PR
- Branding
- Management Accounting
- Financing
- Production and Project Management

ORGANIZATION
- Employees
- Partnerships
- Business Processes
- Legal Issues
- Facilities

OPERATIONS
- IT Systems
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?

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?

Customer Segments
For whom are we creating value?

Who are our most important customers?

Key Resources
What Key Resources do our Value Propositions require?

Our Distribution Channels?
Customer Relationships?
Revenue Streams?

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?

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

Suppliers

Locations

Value Delivery Chain(s)

Value Proposition(s)

Process

Organization

Information

Management System
The Business Model Canvas with Operating Model Canvas

Value Delivery Chain(s)

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

Organization

Information

Management System

Cost Structure
- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
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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?
Where Are You Today?

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
<th>Designing the Right Thing</th>
<th>Designing Things Right</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>Research</td>
<td>Diverging</td>
<td>Converging</td>
</tr>
<tr>
<td>Discovery</td>
<td>Research</td>
<td>Primary Research</td>
<td>Synthesis</td>
</tr>
<tr>
<td>Discovery</td>
<td>Research</td>
<td>Rip The Brief</td>
<td>Clustering</td>
</tr>
<tr>
<td>Discovery</td>
<td>Research</td>
<td>Secondary Research</td>
<td>Insights</td>
</tr>
<tr>
<td>Define</td>
<td>Define</td>
<td>Converging</td>
<td>Ideation</td>
</tr>
<tr>
<td>Define</td>
<td>Define</td>
<td>Final Brief Question</td>
<td>Idea Evaluation</td>
</tr>
<tr>
<td>Develop</td>
<td>Develop</td>
<td>Diverging</td>
<td>Build, Test, Iterate</td>
</tr>
<tr>
<td>Deliver</td>
<td>Deliver</td>
<td>Converging</td>
<td>Build, Test, Iterate</td>
</tr>
</tbody>
</table>

Don’t Know

Could Be

Question, Challenge, Client Brief

Unstructured Research Findings

Final Brief HMW - Question

Ideas

Answer, Product, Solution
## Value Chain: Program Design & Analysis

### Who is Doing These Things?

<table>
<thead>
<tr>
<th>Level</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Poor</td>
<td>Use evidence based design</td>
</tr>
<tr>
<td></td>
<td>Take a holistic, market systems perspective</td>
</tr>
<tr>
<td>Poor</td>
<td>Design and advance a vision for sustainability</td>
</tr>
<tr>
<td>Smooth</td>
<td>Address underlying constraints</td>
</tr>
<tr>
<td>Less Poor</td>
<td>Look to end markets to define opportunities and risks</td>
</tr>
<tr>
<td>Expand</td>
<td></td>
</tr>
</tbody>
</table>

### Where Do You Fit?
### Value Chain: Program Implementation

#### Who is Doing These Things?

<table>
<thead>
<tr>
<th>Stage</th>
<th>Action</th>
</tr>
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<tbody>
<tr>
<td>Very Poor</td>
<td>Look for catalytic and system changing interventions</td>
</tr>
<tr>
<td>Stabilize</td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td>Understand, create and leverage incentives to drive growth and change</td>
</tr>
<tr>
<td>Smooth</td>
<td></td>
</tr>
<tr>
<td>Less Poor</td>
<td>Foster mutually beneficial relationships</td>
</tr>
<tr>
<td>Expand</td>
<td></td>
</tr>
<tr>
<td>Less Exp</td>
<td>Design and use subsidies strategically</td>
</tr>
</tbody>
</table>

#### 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
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