

Jewish Poverty Challenge

Risk & Your Competitive Landscape
November 11, 2020





PART TWO:
RISK
&
YOUR
COMPETITIVE
LANDSCAPE

1. *Last Webinar Recap*
2. *Competitive Pressures*
3. *Risk Mitigation*
 - a. *Ignorable Risks*
 - b. *Nuisance Risks*
 - c. *Insurable Risks*
 - d. *Company Killers***
4. *Coherence Premium*





What We Did Last Time

1. *Stating the Service/Solution*
2. *The Double Diamond*
3. *Mapping the Service/Solution Delivery*
4. *Other Interventions Needed to Be Successful*
5. *Funder PowerPoint*



Uncertainty Landscape

Problem

Solution

Adoption

Consequence

Identity

Managerial

Competitive Pressures

System Partners & Their Alignment

Threats of New Products & Services

Bargaining Power with Partners/Suppliers

Bargaining Power with Clients/Funders

Threat of Substitution

Risk Types & Mitigation

Likelihood

Low

High

Consequences

Low

Ignorable Risks

Flat Tire

Nuisance Risks

Printer is Out of Ink

High

Insurable Risks

Earthquake Hits Office

Agency Killers

Major funder pulls out

Example Risk Mitigation Table

Risk	Type	Likelihood	Consequences	Mitigation Tactics	Mitigation Costs	Status
Manual processes crippling the agency	Operational	High	Can't scale the work	Operations review; tech & automation thru processes & systems	Tech systems, conversions, training	Not Begun
Client eliminated due to COVID-19	Market, Systemic, Regulatory	High	Virtual drop out rate of 20%	Identify new client or better engage old client, learn behavior, adjust service, sell	Startup costs, new tools & methods, marketing	Underway
Supply chain disrupted eliminating clients	Systemic	High	Cannot afford to keep human capital	Repurpose labor to other revenue generating areas	Design, training, trial and error	Underway

THE COHERENCE PREMIUM

CAN WE STATE IT?	DO WE LIVE IT?
Way to Play	Way to Play
Are we clear about how we choose to create value in the marketplace?	Are we investing in the capabilities that really matter to our way to play?
Capabilities	Capabilities
Can we articulate the 3-6 capabilities that describe what we do uniquely better than anyone else? Have defined how they work together in a system?	Do all our businesses draw on this superior capabilities system? Do our organizational structure and operating model support and exploit it? Does our performance management system reinforce it?
Product & Service Fit	Product Service Fit
Have we specified our product and service “sweet spot”? Do we understand how to leverage the capabilities systems in new or unexpected areas?	Do most of the products and services we sell fit with our capabilities systems? Are new services, programs, and partnerships evaluated on the basis of their fit with the way to play and capabilities system?

FROM VALUE PROPOSITION TO VALUE CREATION

DO WE KNOW THE DIFFERENCE



We Sell Value Proposition When We Are Unsure



We Sell Value Creation When We Can Show the ROI



The Next Step is Working Towards Being Coherent Across the Organization

Factoring Into Due Diligence

- ❑ Too many times singular focused just on the program, service, or the solution being built and deployed
- ❑ Not considering enough the risks and social landscape & how to navigate them

The Calendar

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

Risk Table

Funder Deck

Storytelling Exercise

Plan Your Launch

Keep Talking to Clients & Partners to Get Feedback

ENTREPRENEURSHIP TOOLKITS

WWW.NEVERSTOP.CO

