Jewish Poverty Challenge

Business & Service Model

NETWORK of Jewish Human Service Agencies

STARTCo
1. Business Models
   a. Types
   b. Service/Program Market Fit
   c. Examples
2. Service Model
   a. From Mapping to the Delivery of the Value
3. When Introducing New Business & Service Models
1. Demystifying Scale
   a. Myths
   b. Levers
   c. Examples
2. Working Towards Greater Social Impact
Types of Funding Models

- Heartfelt Connector
- Beneficiary Builder
- Major Grants from Individuals or Foundations
- Member Model
- Government Service Provider (core services)
- Government Service Provider (dictated by changing policies)
- Beneficiary Broker
- Recycling In-Kind Resources
- Market Maker
- Local Nationalizer
1. What is it?
   a. Usually a tension between provider and client, funder, partner!!!
   b. Crossing the Chasm
2. Working towards it?
3. Did you ever achieve it?
Example Business Model: Selling Value to 3 Customers

- **Agency**
- **Funder**
- **Partner**
- **Beneficiary**

**Service Delivery**
Operating Model Canvas

Suppliers

Locations

Value Delivery Chain(s)

Value Proposition(s)

Process

Organization

Information

Management System
Service Model: Detail the Steps Along the Way

Agency

Intake/Assess → Recommend Plan → Service the Plan → Re-evaluate → Beneficiary
Agencies must sell the value of new interventions to the beneficiary, multiple funders, and multiple partners, and explain how it aligns and fits into their current programs and services in a way that it generates efficiencies, higher satisfaction, or new resources.
Balance Between Disruption & Collaboration

Disruption often includes:

● Repurposing dollars to a new technology or program model
● Outside strategic partner that catalyzes dramatic systemic and cultural shifts
● New pipelines for volunteer or donor goodwill

Collaboration could refer to:

● Public-private (nonprofit and for-profit) cooperation
● Integration of philanthropic dollars with public dollars with a coordinated focus on meaningful metrics and results
● Working across organizational boundaries
● Realignment of existing actors inside a social system
Top Down Versus Participatory Approaches

Top-Down

The top-down end approach represents a strong executive leadership model that relies on such tools as using the bully pulpit to elevate a reform agenda, driving new policy or rule changes, and challenging incumbent interest groups.

- Executive-level leadership
- Use the bully pulpit to elevate reform
- Drive new policy or rule change
- Challenge incumbent interest groups

Participatory

The participatory approach is more inclusive and is characterized for example by mechanisms for securing and incorporating client feedback, parent meetings, town halls, use of digital media to invite participation, and partnership with neighborhood organizations. It involves responding to public will—whether it is for change or the status quo.

- More inclusive, grassroots or bottom-up
- Incorporate client feedback
- Host parent, town hall and other meetings that encourage citizen voice
- Use digital media to invite participation
- Partner with neighborhood organizations
Will Funders Focus Dollars on Results

Trading Good Intentions for What Works

What public value are we purchasing?
Are the funded activities still the most relevant and material?
What change does the community want and what assets can it mobilize?
Are we funding a project or sustainable system change?
What will we measure?
Where are you on the path to social innovation?

Social Innovation

Social Enterprise

Social Entrepreneurship

Systemic

Inter-Organizational

Organizational

Interpersonal

Individual
Operationalizing Your Concept
Build Measure Learn (start small, then expand)
Incorporate Funders/Partners into the Process
Keep talking to all customer sets