Evidence-based Strategic Planning for Non-profits

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For the Community Foundation of Jackson Hole
Lean Startup Method

1. Enumerate assumptions
   • Systematic coverage of business idea
   • Framed as testable, falsifiable hypotheses
   • With metrics for consideration and revisitation

2. Get out of the building
   • Informal, open-ended conversations
   • Re-assess topics and assertions
   • “Rough” search

3. Launch a minimum viable product
   • Isolated experiments
   • Data for hypotheses
   • Opportunities to pivot (and return to Step 1)
Value Proposition for Beneficiaries

Relationship with Beneficiaries

Channel to Beneficiaries

Segmentation for Beneficiaries

Value Proposition for Donors

Relationship with Donors

Channel to Donors

Segmentation for Donors

Revenue from Donors and Activities
Exercise: Interpretive Center for Miller Sheep
Step 1 A: Who

If majority in Jackson:
• List and prioritize the Segmentation of Beneficiaries

Otherwise:
• List and prioritize the Segmentation of Donors

1) Geography, 2) Demography, 3) Psychography

Avoid tautologies: “we will serve anyone who likes our service.”
Step 1 B: Why

• List and prioritize the Value Propositions for Beneficiaries/Donors

1) What problems do they have this non-profit could solve and 2) what benefits could this non-profit provide (even if not addressing a problem)?
Step 1 C: How

- List and prioritize the Channel to reach Beneficiaries/Donors

1) How will you find them? 2) How will you interest them? 3) How will you keep them? 4) How will you do this differently than other JH non-profits?
Step 1 D: Hypothesize

• Construct a single hypothesis about a value proposition:

If we do X, Y will occur.

Ok: If we ask 20 people in their cars in Miller Butte watching sheep…

Better: If we ask 20 people at Albertsons if they know about Miller Butte, 25% will say “yes”, another 25% will say “no, but please tell me more”, 25% will say “no” and 25% will refuse to respond.
Step 2: Talk

(No exercise at this time.)

- Conduct multiple interviewers: board and staff.
- Let the conversation wander beyond “do you want A or B?”
- Ask E.D. to compile notes
- Ideally have entire board search for patterns
Step 3: Experiment with MVP

(If time allows…)

• How could you design an experiment for Beneficiaries/Donors?

1) At less than $5/response
2) mapped to each hypothesis
Lean Startup Method for *Refining* Strategy

- Collect data on efficacy of existing strategy
- Compare to data on alternatives
- Share findings with other non-profits
- Record findings for subsequent ideas