



Evidence-based Strategic Planning for Non-profits

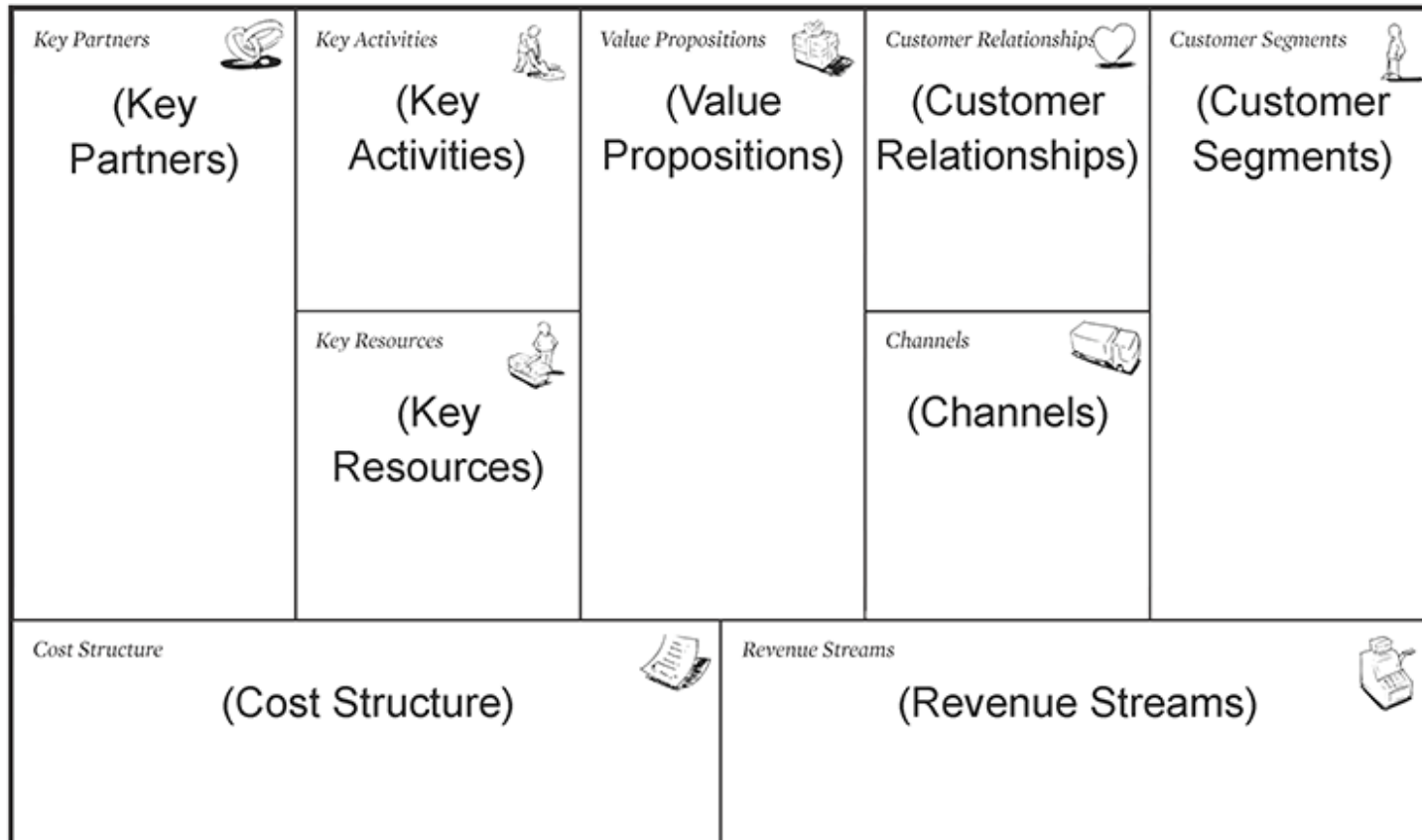
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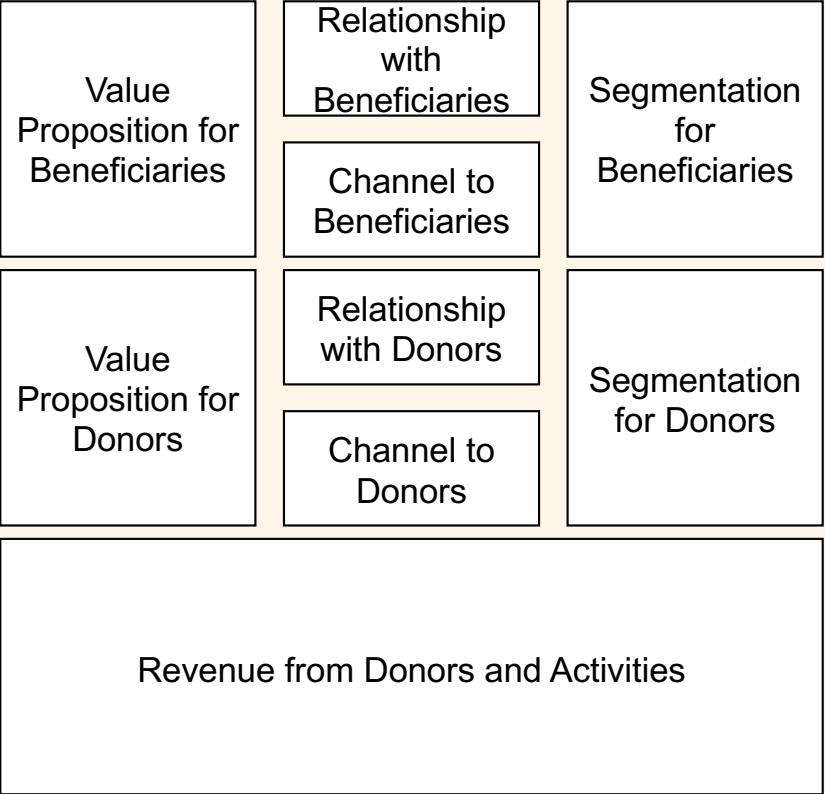
For the Community Foundation of Jackson Hole

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)





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