



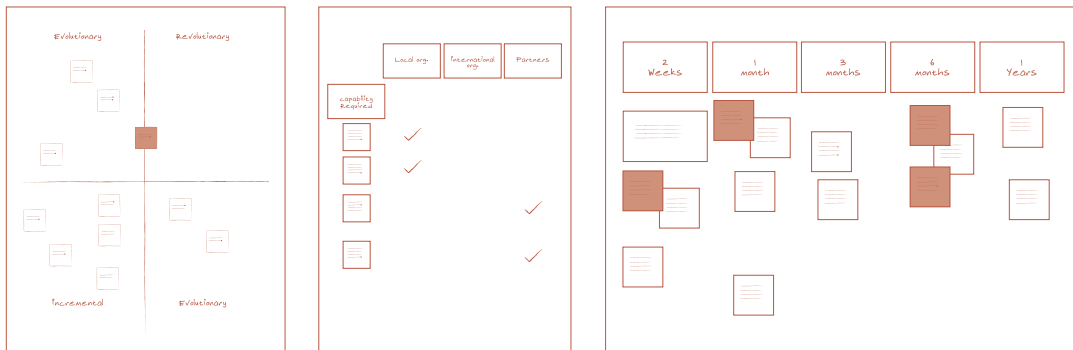
DELIVER: GOALS

Once the design team has created many desirable solutions, it is time to consider how to make these feasible and viable. The Deliver phase will catapult your top ideas toward implementation. The activities offered here are meant to complement your organization's existing implementation processes and may prompt adaptations to the way solutions are typically rolled out.

In the Deliver Phase, your team will:

- » **Identify required capabilities**
- » **Create a model for financial sustainability**
- » **Plan an innovation pipeline**
- » **Iterate prototypes & plan pilots**

DELIVER: OUTPUTS



In the Deliver phase, you will produce:

- » Feasibility assessment
- » Viability assessment
- » Innovation pipeline
- » Implementation plan



DELIVER: THEORY

By making solutions tangible early in the design process, prototyping can help you get feedback and roll out solutions at a rapid pace. This might fit well with the way your organization currently works, or it may challenge you to stretch you out of your comfort zone by engaging customers in feedback or partners in collaboration earlier than usual.

Delivering solutions starts with creating low-investment, low-cost ways of trying out your ideas in a real-world context.

The team can design a handful of mini-pilots that precede and inform the full pilot program. Mini-pilots might engage actors who are different from the group of stakeholders for the envisioned final implementation. For example, in a mini-pilot, the NGO or social enterprise might play certain roles that will ultimately be held by partners in order to gain a deeper understanding of how the system should work and to be more informed when soliciting and training partners.

Mini-pilots can also enable the design team to test and understand different aspects of Desirability, Feasibility and Viability before bringing them all together. It is possible to isolate specific issues, for example around distribution mechanisms or pricing models, by varying prototypes. **Implementation is an iterative process that will likely require many prototypes, mini-pilots and pilots to perfect the solution and support system.**

Prototyping an idea before it goes to market not only allows you to understand the solution better, but also helps you identify what it will take for your organization to deliver that idea to the market. Every organization is optimized to achieve what it currently gets. If you want to achieve different outcomes, you often need to do things differently than you know and do right now—whether it is about finding new talent, developing new skills, building new external partnerships, or creating new processes.

The Human-Centered Design process doesn't limit the solution by the current constraints of the organization. **This process invites you to work in the belief that new things are possible,** and that you can evolve both the solutions that you deliver and the way your organization is designed, simultaneously.



DEVELOP A SUSTAINABLE REVENUE MODEL

The long-term success of solutions depends upon the intentional design of a revenue stream that can sustain the offering over time. Let the value provided to the end customer be your entry point as you design the support systems around the solution. For this Viability Assessment, answer the following questions for each solution:



TIP

1. Customer Value Proposition

- » What is the value proposition for the end customer? Refer back to prototypes and customer feedback, highlighting the aspects customers found most important.
- » How much is this worth to the end customer?

2. Revenue Sources

- » Is the solution a product, a service or both?
- » How much do customers pay?
- » How do customers pay: in cash, in kind, in labor, in other?

3. Stakeholder Incentives

- » How does this solution deliver value to each stakeholder involved?
- » What are the stakeholders' incentives to participate? What are challenges or disincentives? How might we adapt the solution to avoid these disincentives?

Facilitator Notes

 **Time:**
30-45 mins.

 **Difficulty:**
★★★★★

Focus on one solution at a time and take the team through the following exercise. Alternatively, the larger team can be split into smaller teams of two or three, with each smaller team focusing on one solution.

Step 1: On a board or flip chart, write "Customer Value." Ask the team to identify how each solution will provide value to the end customer. Write everything down. Ask the team to answer the question: "How much is this worth to the end customer?" Write down the figure on the chart.

DEVELOP OF A SUSTAINABLE
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Step 2: On a separate board or flip chart, write "Revenue Sources." Ask the team to identify who will pay for the product or service. How much will each actor pay? How will the payments be received? Use the example fee models in the "Try" text box to help.

Step 3: On another board or flip chart, write "Stakeholder Incentives." Ask the team to identify all stakeholders or players in the value chain who will be affected by the solution. Go through each actor and ask: "What is this group's incentives to participate in or help this solution?" If there is a group that has a disincentive to participate in the solution, ask: "How might we adapt the solution to encourage their participation?"

Step 4: If the team has split into smaller teams, have the group come back together to share.



TRY

Consider the following fee models to inspire your thinking. One exercise is for the design team to go down the list of models and ask:

"What would our solution look like if it were offered by: ...?"

- » Membership/Subscription
- » Gift it, Share the income produced
- » Give the product, sell the refill
- » Subsidize
- » Give the product, sell the service
- » Service only
- » Pay-per-use



For the Today's Market prices solution, the design team identified the desirability of payment-in-kind options through customer feedback:

Customer Value Proposition

- » Connection to privatized extension agent with real-time market pricing to inform where to sell large-quantity crops.
- » Connection to traders who collect from farms and sell crops at selected markets.

Revenue Sources

- » Payment in kind per use (price deducted from sales of crop at each collection)
- » Mobile phone provided a no cost (through phone donation program)
- » Free calls to designated number of Privatized Extension Agent

Stakeholder Incentives

- » Privatized Extension Agent receives fee per information request
- » Crop Collector expands his farmer clientele and receives a % from crops sold
- » Mobile provider is paid for calls made to PEA numbers; expands potential customer base for calls/SMS sent outside the free number

IDENTIFY CAPABILITIES

Facilitator Notes

🕒 Time:
30-45 mins.

☆ Difficulty:
☆☆☆☆

Focus on one solution at a time and take the team through the following exercise. Alternatively, the larger team can be split into smaller teams of two or three, with each smaller team focusing on one solution.

Step 1: Write "Distribution" on a board or flip chart. Have the team identify all the possible actors who could deliver this solution. Write each actor on a post-it note. Ask the team to list the pros and cons of each of the different delivery possibility.

STEP 2

IDENTIFY CAPABILITIES REQUIRED FOR DELIVERING SOLUTIONS

The capabilities of your organization and partners will help inform the feasibility of solutions. Begin by thinking about the experience of the end customer—where and how the farmer or end-user will purchase or experience this solution. Then identify the range of capabilities required for making this real. A challenge for the design team is to identify a multiplicity of possible models for delivery that leverage different partners and channels. To identify the capabilities required to make each solution feasible, answer the following questions for each solution:

IDENTIFY CAPABILITIES REQUIRED FOR DELIVERING SOLUTIONS

IDENTIFYING CAPABILITIES REQUIRED FOR DELIVERING SOLUTIONS

1. Distribution

- » Where, when, how, and why might the customer experience this solution?
- » Which actors and channels will touch the solution?
- » What other channels could be used to reach customers?
- » What is the range of possible ways could this solution be delivered?

2. Capabilities Required

- » What human, manufacturing, financial, and technological capabilities are required for creating and delivering this solution?
- » Which of these capabilities do we have in our country location? Which do we have in our international location? And which capabilities will need to be found in partners?
- » Would we need to grow any capabilities on this list?

3. Potential Partners

What organizations or individuals have capabilities that we do not? What is our relationship with them currently? How might we reach out to them and show the value of engaging with our organization on this solution?

Step 2: Write "Capabilities" on a separate board or flip chart. List the human, manufacturing, financial, and technical capabilities that will be required for each solution. Indicate if the capability exists in your local organization, if it exists somewhere else in your network, or whether you will have to partner.

Step 3: For the solutions that you will need to partner, create a list of potential partners. Narrow to a smaller set of partners. Ask the team to list the first step they would take to pursue the top partners identified.

Step 4: If you have split into smaller groups, ask the teams to come together to share their thoughts.

SOLUTION TODAY'S MARKET PRICES

STEP 2
IDENTIFY CAPABILITIES REQUIRED FOR DELIVERING SOLUTIONS

CAPABILITY REQUIRED	LOCAL ORGANIZATION	INTERNATIONAL ORGANIZATION	PARTNER ORGANIZATION
1. MARKET INFORMATION COLLECTOR			X GOV. A UNIVERSITY BHS
2. DATA AGGREGATION	X (M-TE)		
3. INFO DISSEMINATION	X		X ENT (if automated)
4. IT INFRASTRUCTURE	X		X
5. FARMER CONNECTION			X P.E
6. PRICE MODELING	X		X ECONOMIC INSTITUTION

CASE STUDY D

In Cambodia, the design team created a solution called “Today’s Market Prices,” real-time market crop price information to farmers. The team identified one model to deliver this to customers involving two key partners: Privatized Extension Agents and Crop Collectors.

Distribution

- » Centralized information gathering & distribution
- » Information distributed by Privatized Extension Agents (PEAs) upon request of the farmer
- » Farmer requests info by mobile phone provided with free calls to PEA
- » Crops & fee collected by Crop Collector

Capabilities Required

- » Market price information collection daily (or multiple times a day)
- » Market price information aggregation & distribution to Privatized Extension Agents
- » Communication channels between farmers & PEAs via mobile phone
- » Crop collection & sales
- » Fee collection

Potential Partners

- » Government market information sources
- » Privatized Extension Agent
- » Mobile phone donor program
- » Mobile service provider
- » Crop Collector

STEP 3

PLAN A PIPELINE OF SOLUTIONS

To understand how new solutions will move and grow your organization, map each solution to the matrix provided. As you are mapping solutions, ask whether each solution is targeted at your current customer group or whether it expands the group of customers you serve.



WATCH OUT

This refers to the category of customers, such as \$1-2 per day farmers vs. greater than \$2 a day farmers, not \$1-2 per day farmers who are current customers of your organization vs. \$1-2 per day farmers who are not yet customers.

Determine whether the solutions extend or adapt an existing offer, or create a new offer. Analyze this information from the context of your investment strategy, mission, priorities and appetite for risk. Also identify which solutions fit naturally into programs already underway within your organization.

Facilitator Notes

Time:
30-45 mins.

Difficulty:
★★★★☆

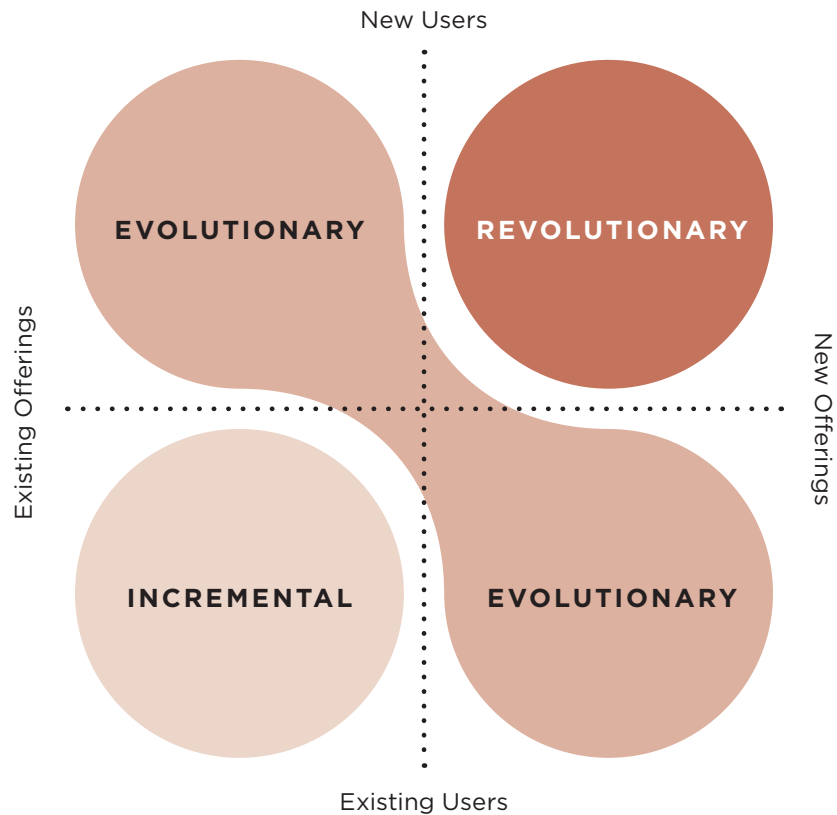
Step 1: Draw the matrix on a large sheet of flip-chart paper.

Step 2: Write each solution on a post-it note and place in the appropriate position on the matrix.

Step 3. Analyze if the team is happy with the distribution of solutions from Incremental to Revolutionary.

Step 4. If the team wants to add solutions to one of the quadrants, develop a HMW...? statement and brainstorm new solutions.

PLAN A PIPELINE OF SOLUTIONS

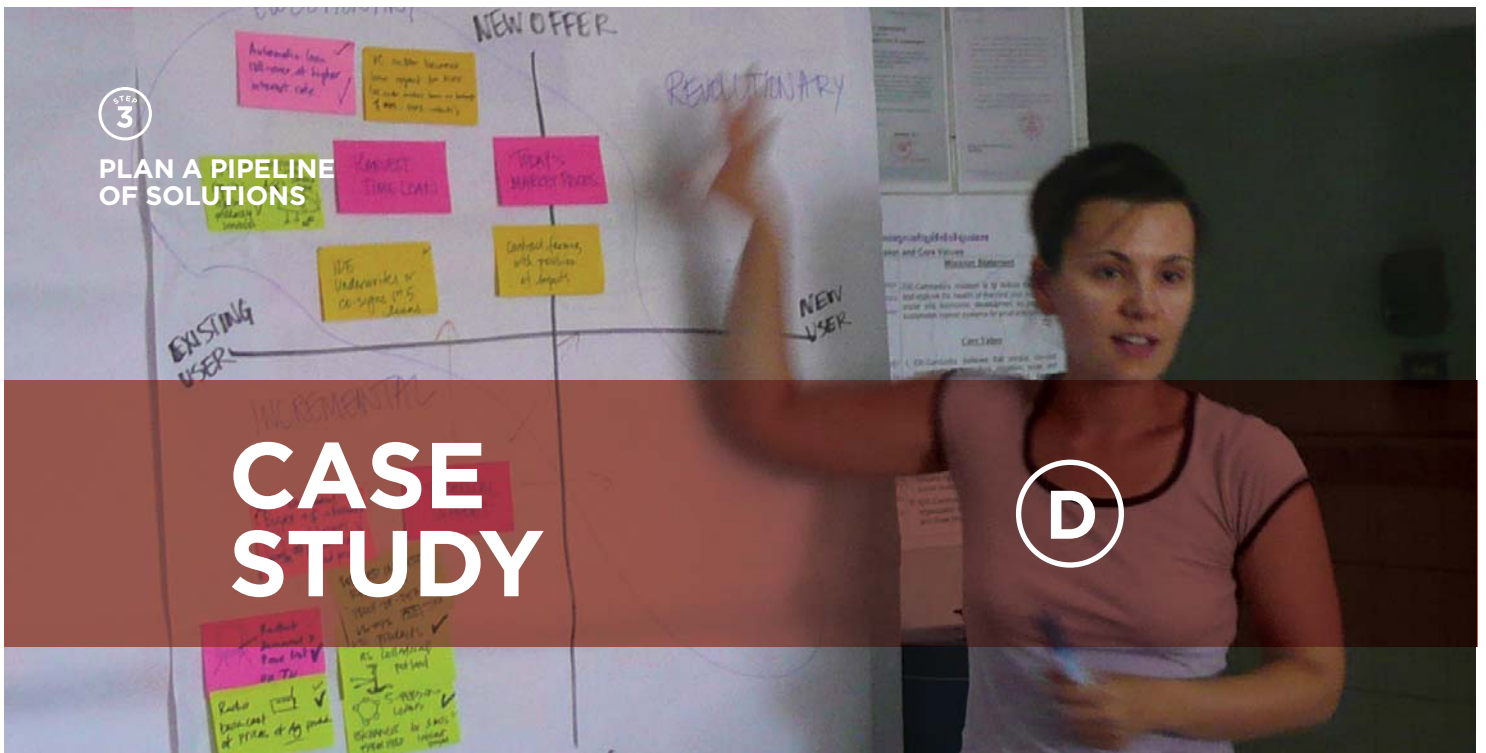


The lower left quadrant represents Incremental innovation as these solutions build on existing offerings with familiar users. Evolutionary innovation is about extending into either new offerings or new users while holding the other constant. Revolutionary innovation means tackling both new users and new offerings.



TIP

Look at the spread of solutions to reveal the gaps in your pipeline of solutions. Are parts of the matrix blank and others full? If so, determine if it is desirable for your organization to go back to Brainstorming in order to develop solutions that will intentionally fill that gap.



CASE STUDY

In Cambodia, the design team noticed that most of the solutions fell on the the “existing user” side of the matrix since the organization has a highly defined target group. Yet the solutions spanned the range from those that fit within current projects and programs to new areas of offerings. The team also identified solutions that would start in the lower left corner with adaptations to existing solutions with existing customers, but over time would help the organization migrate into the other quadrants. While many organizations are initially attracted to the idea of “Revolutionary” innovations, in reality an innovation pipeline that focuses on existing capabilities or target customers can be the strongest strategy for the near term.

STEP 4

CREATE AN IMPLEMENTATION TIMELINE

Map solutions to a timeline of implementation, with those in the Incremental innovation category early in the timeline and Revolutionary innovations further out.

Look at relationships of solutions to see whether initiating one solution will build the relationships and partners needed for another solution. You may also need to take into account which solutions can be explored within the scope of currently funded programs and which solutions suggest the proposal of new grants.

Facilitator Notes

Time:
15-30 mins.

Difficulty:
☆☆☆☆

Step 1: Create post-it notes for timeline (such as 2 weeks, 1 months, 3 months, 6 months, 1 year) and post them along a large blank wall in your office or erasable surface.

Step 2: Post the Feasibility Assessments or post-it notes for each solution along the timeline.

Step 3. Assign champions to pursue the next steps.



TIP

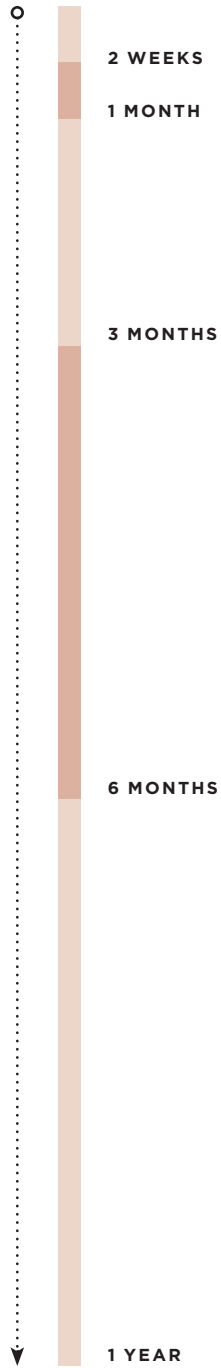
Assigning an individual within your organization as a champion for each solution will help maintain momentum and increase the likelihood of implementation.



TRY

Break each solution down into a series of steps that build toward implementing the final solution. Challenge the team to do something toward implementing each solution in the next two weeks. For some solutions, a pilot can be launched in two weeks. For others, two weeks might be the amount of time required for further study or for the first steps to connecting with partners.

CREATE AN IMPLEMENTATION TIMELINE



STEP
5

PLAN MINI-PILOTS & ITERATION

For each solution in your pipeline, it is important to identify simple, low-investment next steps to keep the ideas alive. One way to keep iterating and learning is to plan mini-pilots before large-scale pilots or full-scale implementation.

For each mini-pilot, ask three questions:

- » What resources will I need to test out this idea?
- » What key questions does this mini-pilot need to answer?
- » How will we measure the success of this mini-pilot?

Facilitator Notes

⌚ Time:
45-60 mins.

☆ Difficulty:
★★★★☆

Step 1: Get into small groups per solutions and fill out the worksheet on the next page.

Step 2: Cross-share mini-pilot plans with the team and give each other feedback.

Step 3. Identify who will enact the most immediate next steps and establish the first check-in date.



GENDER

When planning mini-pilots, pilots, and implementation plans, it often makes sense to understand how these may differ by gender. By understanding these differences early on, the solution can be iterated or transformed to make sure that the roles and needs of both men and women are being appropriately addressed. For example, in planning the mini-pilot, consider how women’s roles in implementation might differ from men’s. For each solution, ask how women could play a role as:

- » client
- » resource
- » beneficiary
- » partner

Do any of the answers differ in the ways women would play these roles versus men? If so, iterate your solution to incorporate this finding.

PLAN MINI-PILOTS & ITERATION

MINI-PILOTS



TRY

Use the Mini-pilot worksheet to plan next steps for each solution.

After each mini-pilot, it is important to reconvene the design team to understand what went well and where there was customer dissatisfaction or system obstacles. Use the worksheet provided to continuously iterate the mini-pilots, trials, and success measures.

See the full-size worksheet on the next page.

MINI-PILOT WORKSHEET			
SOLUTION NAME	PROBABLE USER	CHECKER DATE	DESIGNER DATE
1. PROBABLY STATE: DESIGN, PROBLEMS & SOLUTIONS	1. USER PERSONALITY		
2. PROBABLY STATE: DESIGN, PROBLEMS & SOLUTIONS	2. USER PERSONALITY		
3. PROBABLY STATE: DESIGN, PROBLEMS & SOLUTIONS	3. USER PERSONALITY		
4. PROBABLY STATE: DESIGN, PROBLEMS & SOLUTIONS	4. USER PERSONALITY		

MINI-PILOT PLANNING WORKSHEET

SOLUTION NAME:

TEAM MEMBERS:

CHECK-IN DATE

CHECK-IN DATE

CHECK-IN DATE

» **CONTEXT (WHO, WHERE, WHEN) & TIME**

What's a low-cost, low-investment way to try out this solution? What can you do in 2 weeks?

» **KEY LEARNINGS:**

» **KEY LEARNINGS:**

» **KEY LEARNINGS:**

» **RESOURCES:**

What resources (people, funds, permissions) would you need to try this out?

» **NEW RESOURCES:**

» **NEW RESOURCES:**

» **NEW RESOURCES:**

» **QUESTIONS TO ANSWER:**

What key questions do you have about this concept and its desirability for your customer?

» **NEW QUESTIONS:**

» **NEW QUESTIONS:**

» **NEW QUESTIONS:**

» **HOW TO MEASURE SUCCESS:**

How will you know if your solution was successful? Successful for whom?

» **NEW MEASURES:**

» **NEW MEASURES:**

» **NEW MEASURES:**