



Global Good Sustainability Webinar

January 31, 2020

Agenda

- Welcome, Announcements, Introductions – Amanda (10 minutes)
- Background on Gates-funded OpenLMIS sustainability planning activity – Brian (5 minutes)
- Macro view of global good sustainability work – Heath (5 minutes)
- Live Poll (5 minutes)
- Sustainability planning activities – Brandon, Kim, Emily, Rebecca
- Lessons learned – Brandon (3 minutes)
- Q&A – Facilitated by Rebecca (15 mins)
- Support you can pursue – Brian & Heath (5 mins)

Digital Square Announcements

- Reflections from Global Good Innovator Meeting
– report forthcoming
- Updates to Global Good Community Engagement in 2020
- Notice E

Introductions



Brandon Bowersox-Johnson, Director & Team Lead, Digital Solutions, VillageReach. Brandon leads the Digital Solutions team, providing direction on technology innovation to improve health care delivery at the last mile. He is responsible for a global team of technologists and a portfolio of projects that are developing creative ICT solutions to support VillageReach programs around the globe.



Brian Taliesin, Director, OpenLMIS. Brian serves as part of a small team of experts in supply chain management and software development whose goal is to ensure the quality of the OpenLMIS software and promote the uptake of OpenLMIS at a global scale. Brian also leads a global, multi-disciplinary team in Kenya as part of the Living Labs initiative for human centered design, amplifying the voice of frontline health workers, co-creating solutions, and rapidly prototyping solutions.



Emily Clayton, Senior Manager, Resonance Global. Emily is an experienced growth strategy and business modeling consultant, and has worked in the international realm for 10+ years leading and supporting analytical projects. She provides market-based solutions for companies and foundations operating across Africa to increase economic and environmental resilience.



Heath Arensen, Director of Business Sustainability for Open Source Software at the UN Foundation's Digital Impact Alliance (DIAL). Heath has spent 15+ years founding and scaling tech-driven startups in Africa, the Middle East and Asia. Prior to joining DIAL, Heath oversaw iHub Nairobi's innovation hub launch of an internal software consulting unit and talent development platform. Prior to iHub, he led the East Africa portfolio for impact investment firm Invested Development.



Kim Couri, Technology Consultant, Resonance Global. Kim has a decade of experience leading and supporting multi-disciplinary projects that fuse business and IT. With a strong background in transformation strategy, process improvement, and the enhancement of cloud-based software solutions, Kim brings a passion for sustainable ICT4D initiatives that bridge the digital divide, empower economic growth, and drive social impact.



Rebecca Alban, OpenLMIS Community Manager. Rebecca has a background in international public health program implementation and supply chain management. She manages the OpenLMIS open source community including partner coordination, comms/advocacy, and supporting the sustainability efforts to ensure the OpenLMIS product and community continue to have a lasting impact.

Exploring models for sustainability of digital global goods



Open**LMIS**



OpenLMIS Initiative-Strength in numbers

Trusted Partners



Community Members



Through 10
implementations



OpenLMIS manages
logistics processes for
over 11,000 health
facilities across Africa

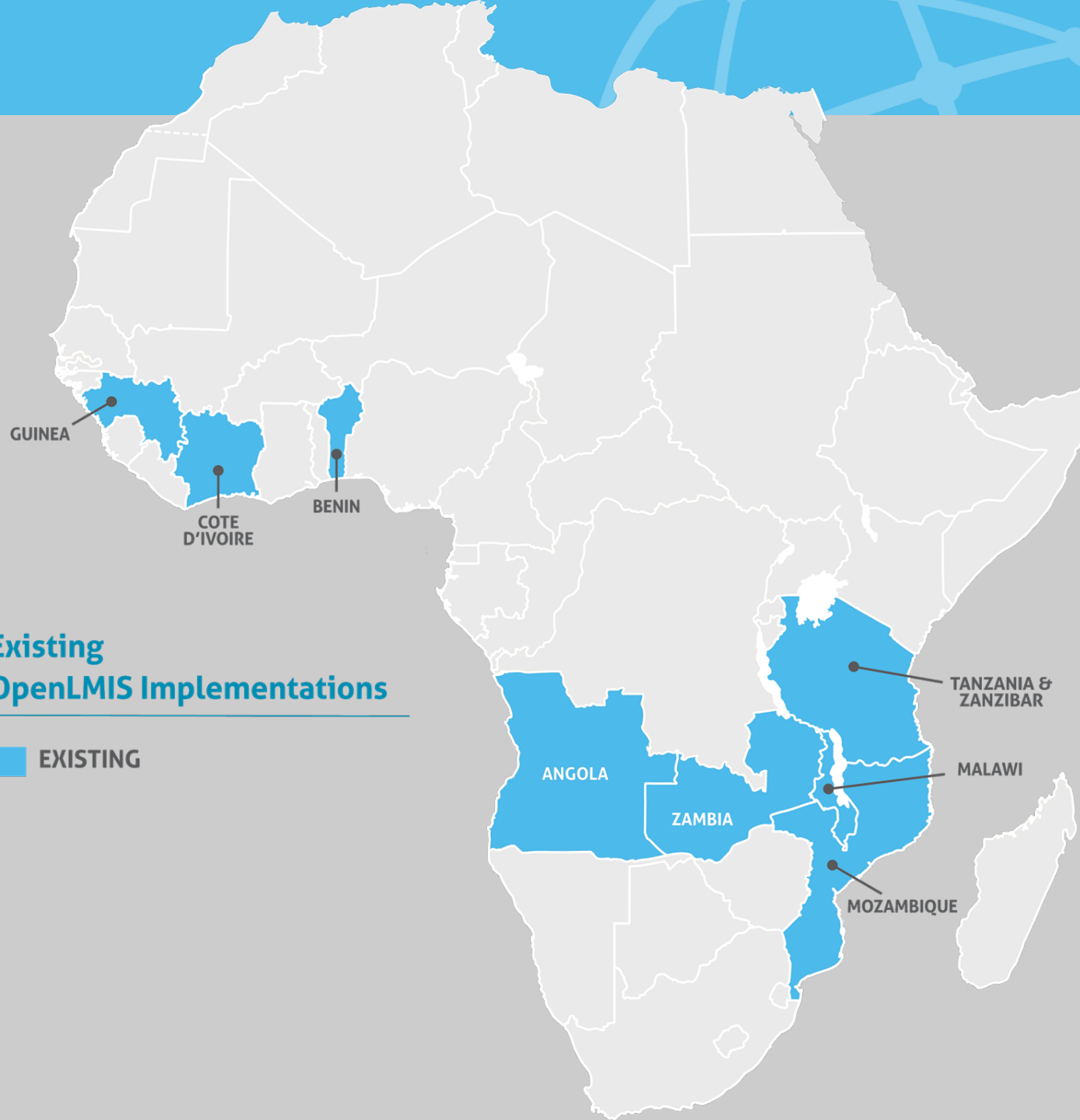


Increasing
data visibility and
timeliness

Reducing
stockout frequency
and duration

Existing OpenLMIS Implementations

 EXISTING





DIAL Open Source Center

A Macro View of Global Goods Sustainability

dial Digital
Impact
Alliance



BILL & MELINDA
GATES foundation



Sustaining Global Goods – What they Need

1

Fiscal Sponsorship: The OSC, Software Foundation, or other legal sponsor to provide legal entity to facilitate legal and funding.

2

An Organizational Home: The primary maintainer of the project with a role in community management, product road map, governance, etc.

3

Advisory and Technical Assistance: Access to resources and consultants to solve project specific challenges.

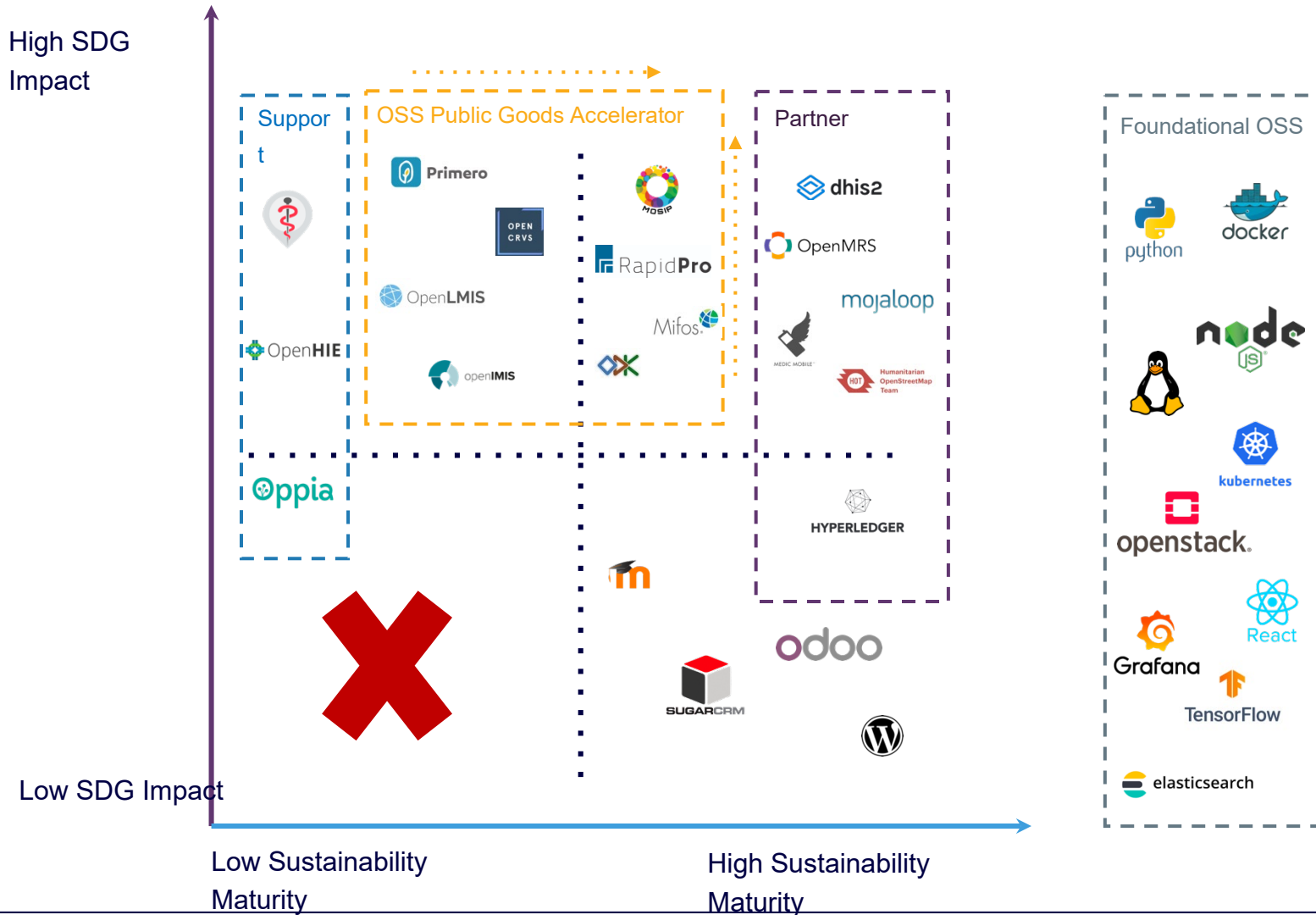
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Access to Funding: Stable sources of funds to support core product development. Both grants and internally generated revenue.

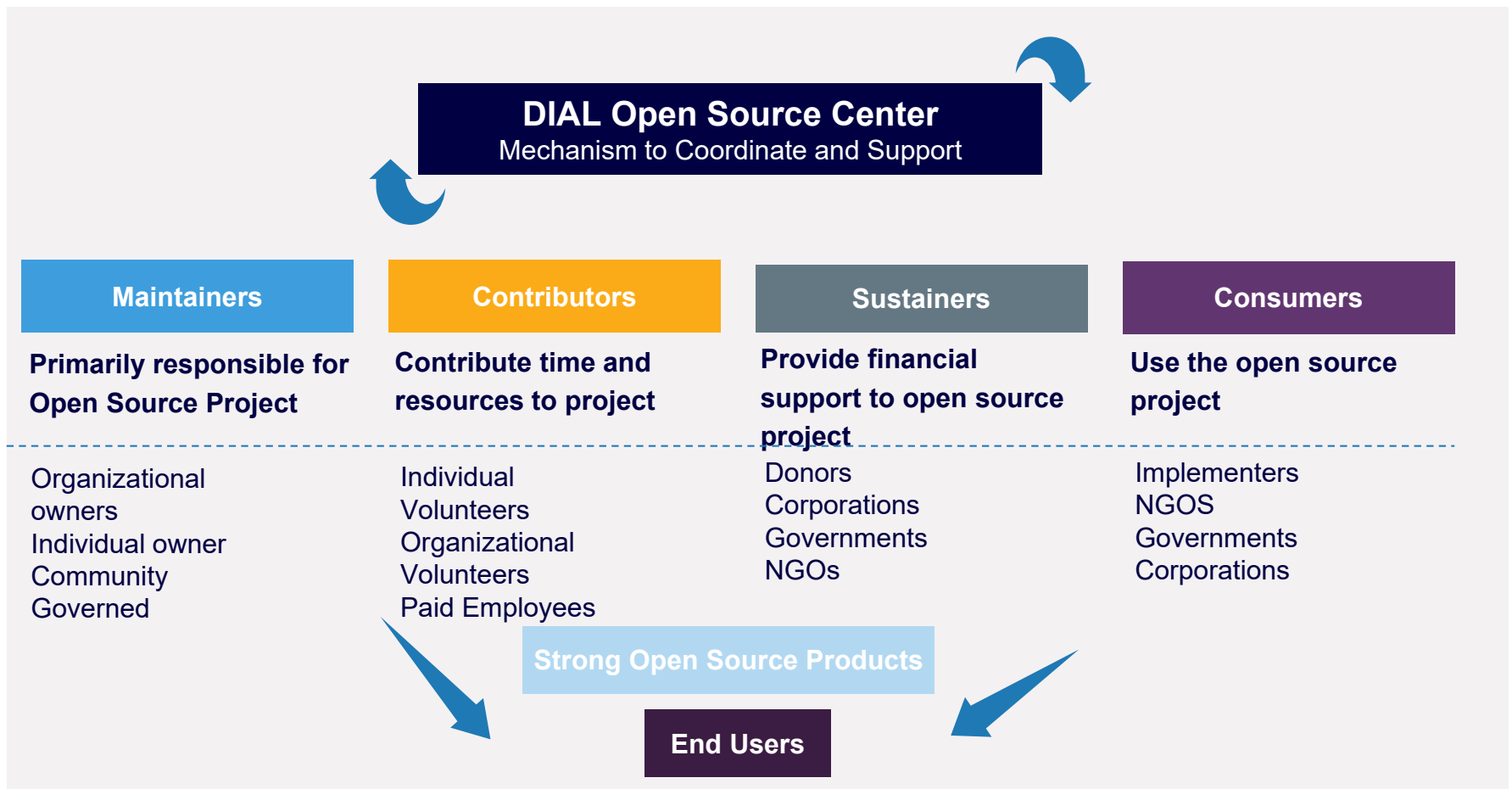
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Connection to a community of Practice: The value of being connected to and collaborating with others solving similar challenges.

Global Goods Sustainability Maturity Matrix



Coordinating a Global Goods Ecosystem



*Ecosystem Categories from: <https://sustainoss.org/summit/2017/>

Assigning Critical Responsibilities for Global Goods

Legal Fiscal Sponsor

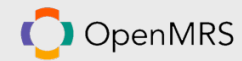
A legal entity that can hold the intellectual property and licenses while being able to accept funding on behalf of the project.

Primary Maintainer

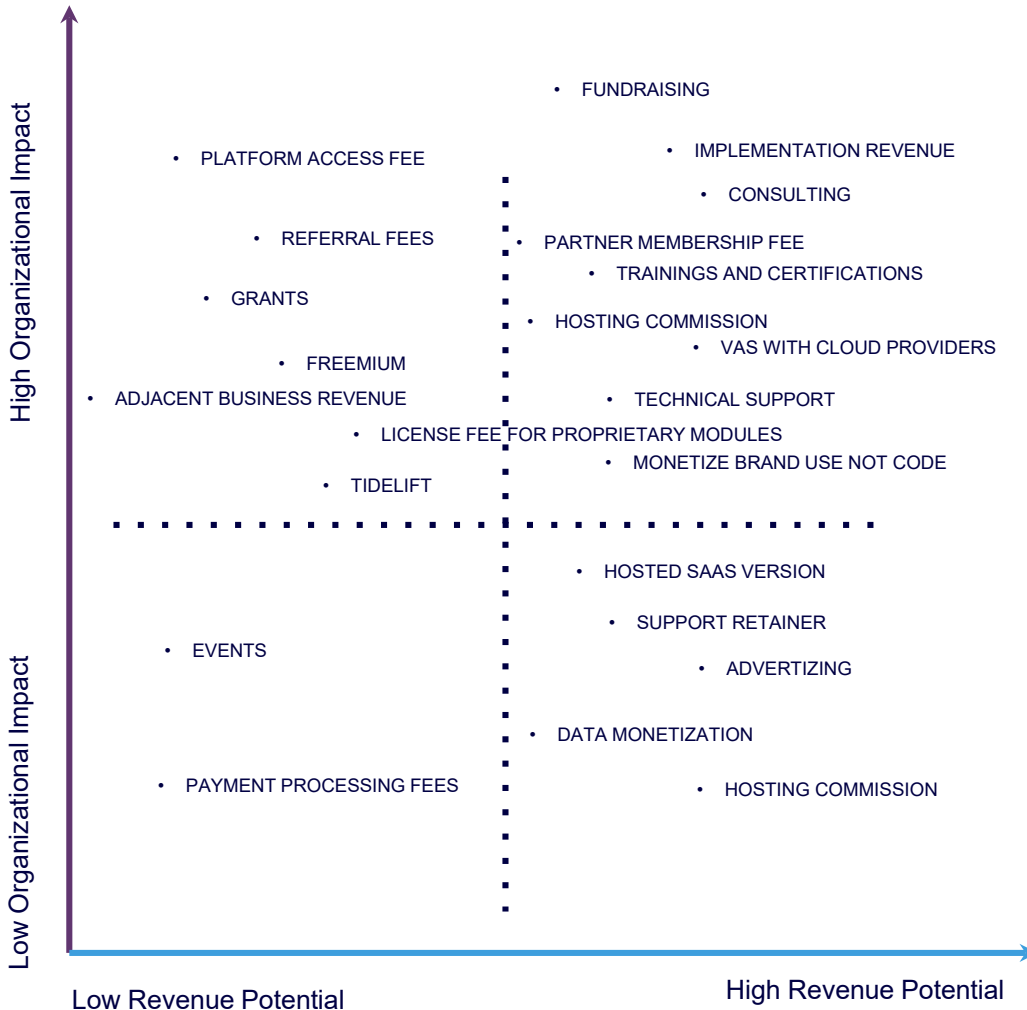
The primary organizational owner of the project with a role in community management, product road map, community governance, etc.

Operational Activities

Operational Activities necessary to support the project including core development, partnership development, etc. Can be spread across multiple organizations in Community.



Identifying Revenue Sources for Global Goods



Non-Revenue Considerations

Cost Offsets

Volunteer contributors

Corporate volunteer contributors

Corporate sponsorships

Achieve economy of scale

Tactical Considerations

Bounties

Partner revenue share

Professional services

Flexible pricing

Differential pricing (non-profit vs. corporate)

Merger

Affiliate marketing

Commercial product subsidizes social product

Project A pays for Project B

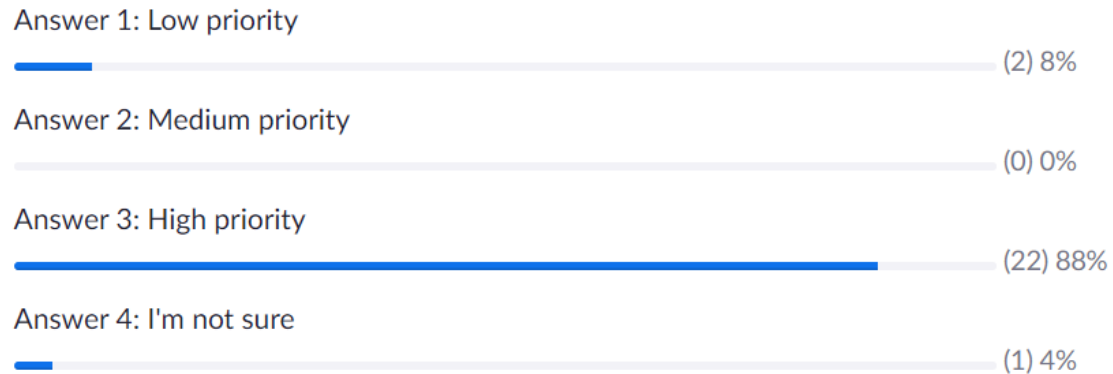
Live Poll:

- 1) Is sustainability a topic that your organization is actively discussing? (i.e., is it a current priority?)**
- 1) If you and your organization walked away today, how long would your global good be sustained?**



Live Poll Results:

1. Is sustainability a topic that your organization is actively discussing? (i.e., is it a current priority?) (Single Choice)



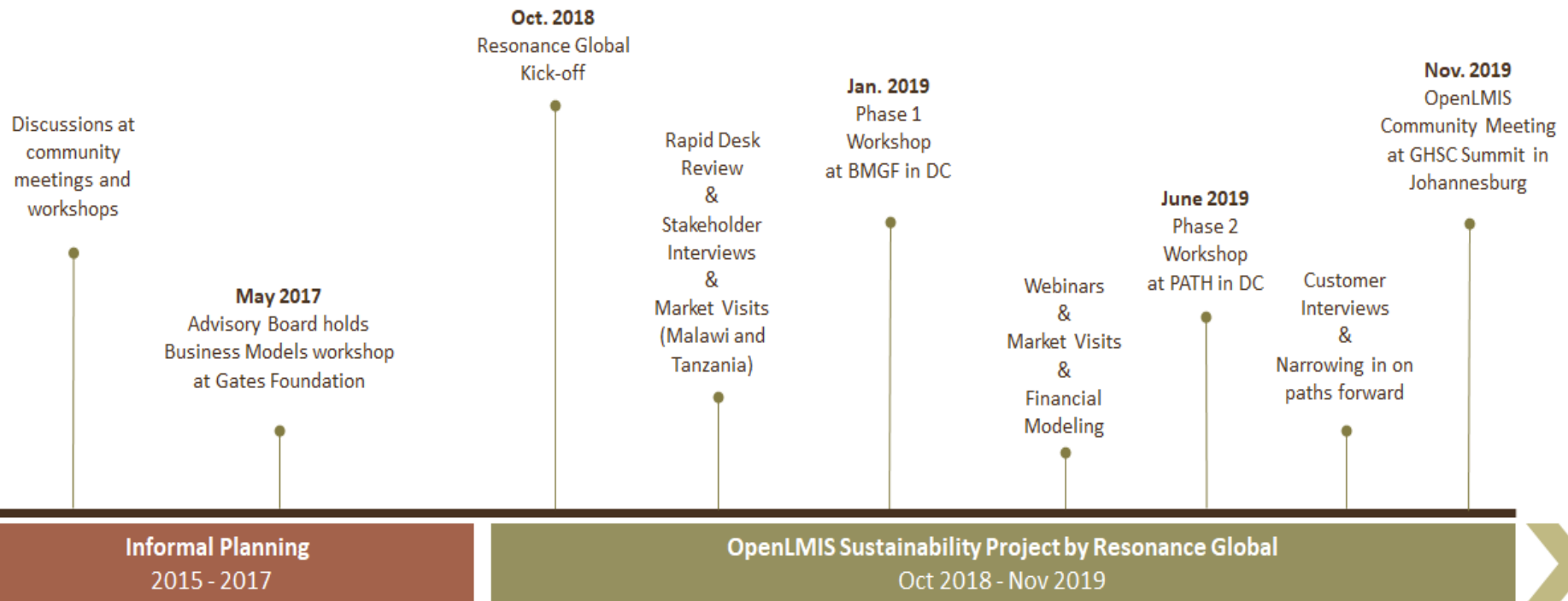
2. If you and your organization walked away today, how long would your global good be sustained? (Single Choice)



Sustainability journeys take many shapes



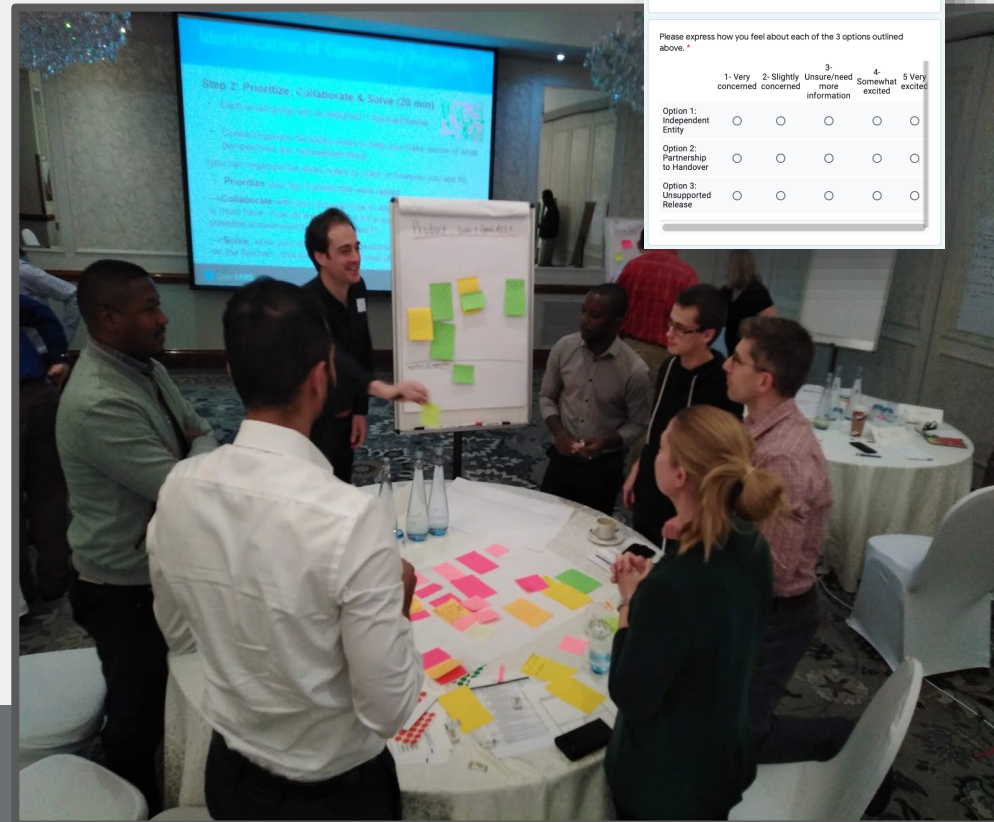
OpenLMIS Sustainability Journey




Community Engagement

Create opportunities for proactive community engagement, decision-making, and future state planning

- Workshops, webinars, and other meetings
- Surveys and/or voting
- Process for roles and decision-making
- Transparent & consistent communications



 **OpenLMIS**

OpenLMIS Future State Partner Engagement Survey

Voting members of the OpenLMIS Governance Committee are asked to complete this survey between November 12-19th, 2019. Responses will inform conversations at the Community Meeting and help to gauge partner engagement for the future-state planning of OpenLMIS.

* Required

Overview of the 3 Options for the Future State of OpenLMIS:

1 Independent Entry

- Partner with existing providers, including existing providers, to provide services to the community.
- Provide services to the community through existing providers.
- Provide services to the community through existing providers.
- Provide services to the community through existing providers.
- Provide services to the community through existing providers.

2 Partnership to Handover

- Partner with existing providers, including existing providers, to provide services to the community.
- Provide services to the community through existing providers.
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3 Unsupported Release

- Release the program to the community.
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What did we decide to do?



1 Independent Entity

- Create a new non-profit entity to manage software & stewardship
- Keep public health implementations active and pursue a parallel product in private health
- Transition public health to include routine contributions
- Seek initial seed stage funding followed by impact investor funding



2 Partnership to Handover

- Partner with a private organization and gradually transition software & stewardship over 1-2 years
- Keep public health implementations active and product open source
- Let partner drive which business opportunities to pursue
- Collaborate on contract terms
- Seek initial seed stage funding



3 Unsupported Release

- Release the IP and licensing
- Leave future software enhancements and stewardship up to the open source community
- No funding for core community, product management, or maintenance
- No mechanism for partners to guide the future of OpenLMIS





resonance
Frontier Market Solutions

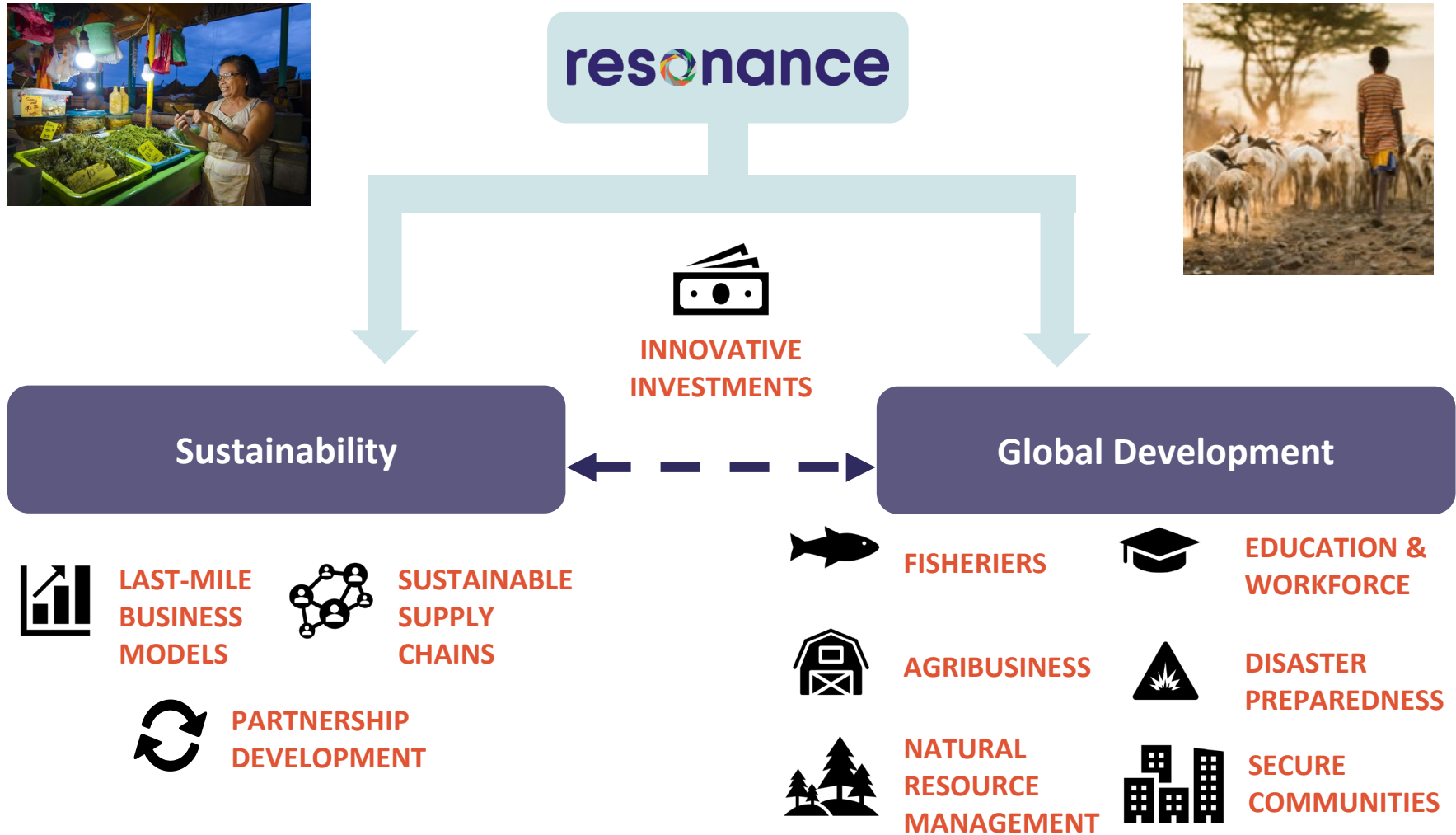
OpenLMIS Sustainability Project Overview

October 2018 - November 2019



Resonance helps **companies, donors, and investors** unlock frontier markets to achieve lasting results.

The Intersection of Business and Development



Global Partners & Clients



BARRICK



NETHOPE



**BILL & MELINDA
GATES foundation**



PEPSICO



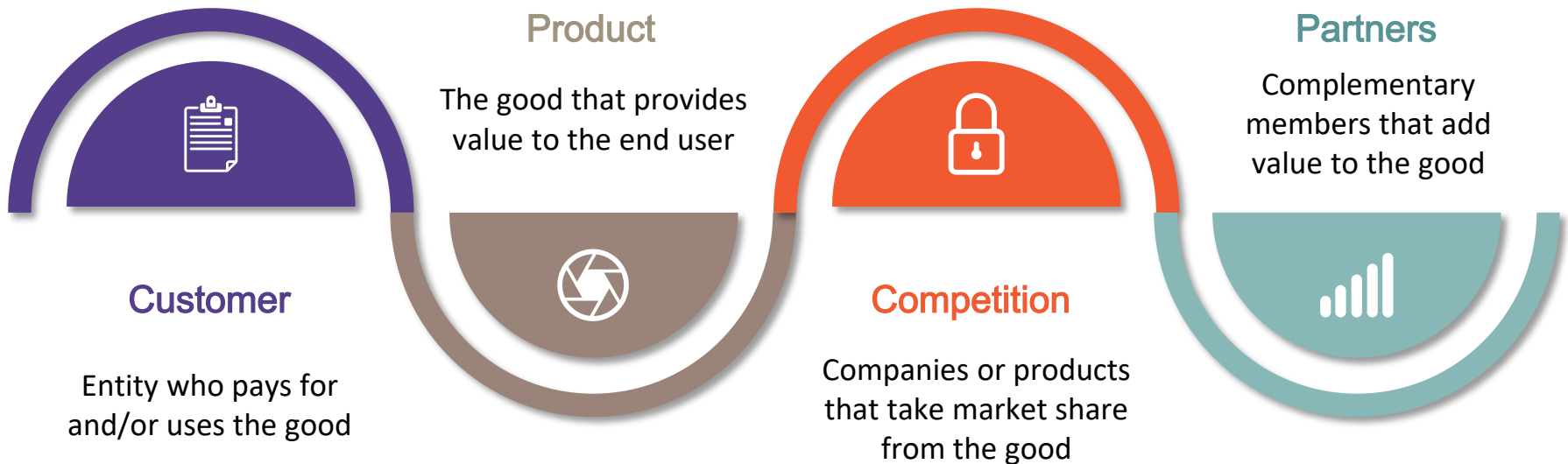
Schroders



Microsoft

Solving for Sustainability

Opportunities are endless for revenue generation, including from different products, customers, and sectors. Determining feasibility and creating a business model that fits the product's unique value is key.





Overview

The Resonance Approach:



Key Insights:

- Depth of investigation depends on the global good and circumstance
- Activities can be based on applicability, funding, and resources
- The global goods ecosystem is ripe for new operational models and partnerships

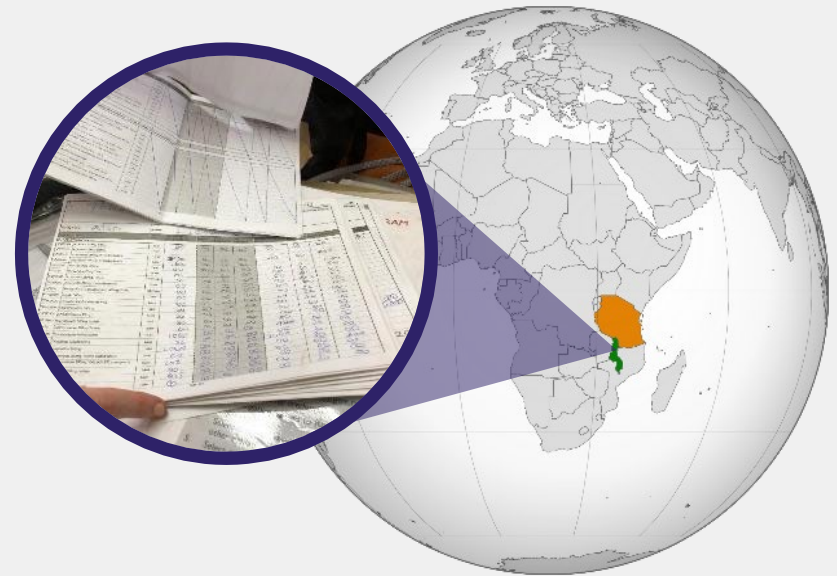


Mapping & Valuation

Initial research to understand the value of your global good, determine its key stakeholders, and map the broader ecosystem.

Activities:

- Desk research
- In-country research
- Internal interviews
- External interviews
- Ecosystem mapping
- Analysis and insights



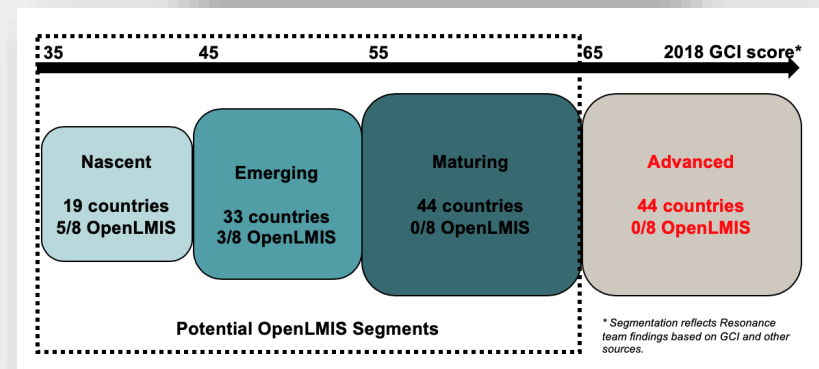


Assessment of Growth Strategies

Evaluate potential avenues on the path to sustainability, recognizing the complexity of this challenge and encouraging participation and alignment within your community.

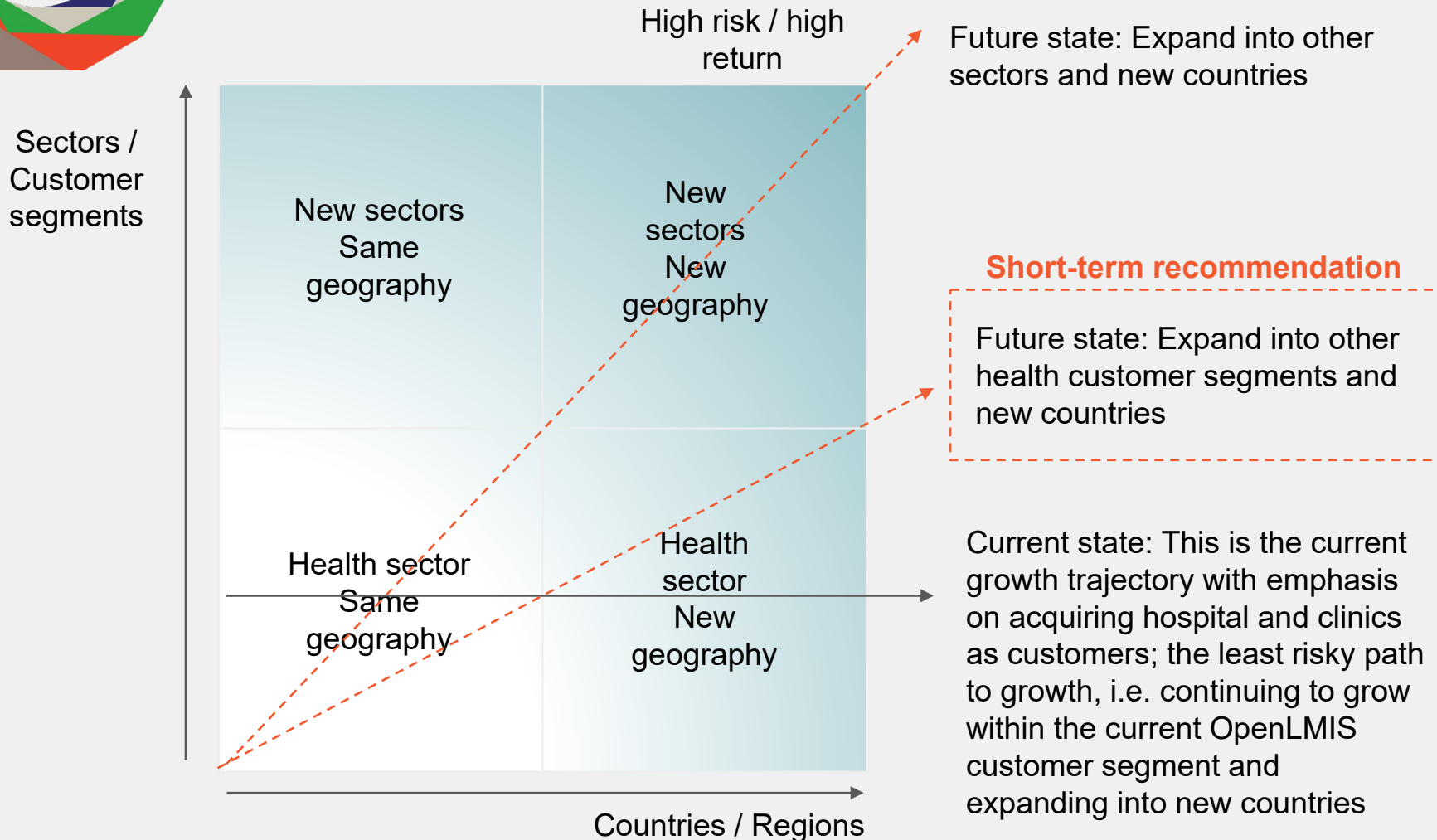
Considerations:

- Short vs. long-term trajectories
- Intended outcome(s)
- Timing needs
- New customers vs. new markets
- Competitive landscape
- Go-to-market strategy
- Risk & probability of success





Short vs. Long-Term Strategy





Partnerships & Financial Modeling

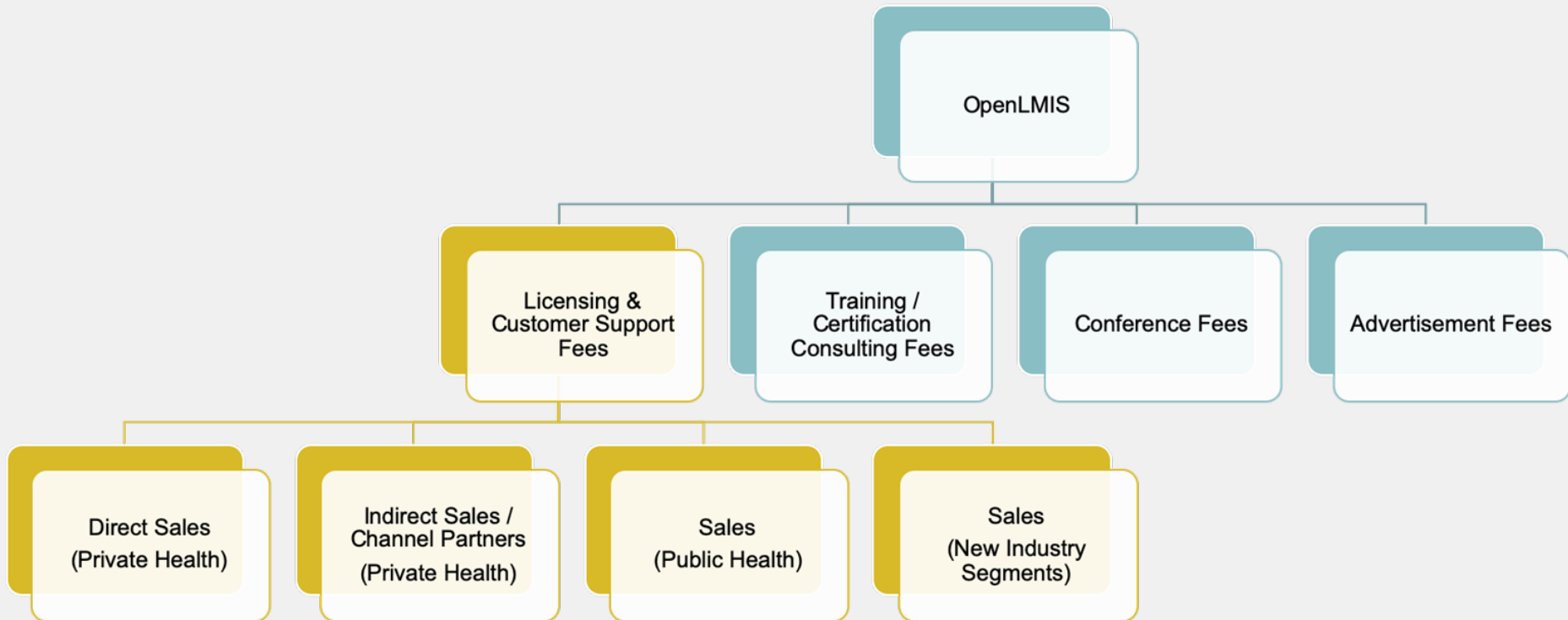
Assess potential new partners to identify opportunities and create a financial model that captures future-state scenarios.

Activities:

- Evaluate partner types and organizational structures
- Assess current and future costs
- Analyze potential market share
- Forecast revenue and break-even point
- Understand funding opportunities and investor types
- Develop a pitch deck as needed



Potential Revenue Streams



Thank You!

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We want to hear from YOU!

Let's pause for Q&A.
Please type questions into the chat



Lessons Learned

Lessons for your sustainability process

1. Talk about the WHY

Lessons for your sustainability process

1. Talk about the **WHY** *early and often*

Why does OpenLMIS exist as an open source tool?

- To fill a temporary gap until private solutions serve these markets?
- To allow multiple organizations to collaborate on a reusable solution and stop reinventing the wheel?
- To avoid vendor-lock in?
- To give countries ownership and freedom to customize?
- To get developer contributions and solve sustainability?

Lessons for your sustainability process

- 1. Talk about the WHY**
- 2. Establish clear decision-making**

Lessons for your sustainability process

- 1. Talk about the WHY**
- 2. Establish clear decision-making**
- 3. Mix entrepreneurial thinkers with global health/development experts**

Lessons for your sustainability process

3. Mix entrepreneurial thinkers with global health/development experts

MPH / Global development	MBA / Entrepreneur
Theory of Change	Target market size
M & E Plan	Impact Investment and Venture Capital
Indicators and Outcomes	Business models and revenue streams

Lessons for your sustainability process

- 1. Talk about the WHY**
- 2. Establish clear decision-making**
- 3. Mix entrepreneurial thinkers with global health/development experts**
- 4. No one-size-fits-all approach**

Lessons for your sustainability process

4. No one-size-fits-all approach

Learnings from Resonance Global:

- ✓ Most likely, there is not one revenue stream that will unlock long-term sustainability
- ✓ The global goods ecosystem is ripe for new operational models and partnerships

Lessons for your sustainability process

- 1. Talk about the WHY**
- 2. Establish clear decision-making**
- 3. Mix entrepreneurial thinkers with global health/development experts**
- 4. No one-size-fits-all approach**

Where to pursue support?

- **Your colleagues! Start a dialogue in your own open-source community, or amongst other global goods**
- **Resonance Global and other consultant/expert organizations**
- **DIAL OSC**
 - insights, framing, linkages to resources
- **OpenLMIS sustainability documentation**
 - on our wiki (we will circulate link)

Thank you



OpenLMIS

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