Resonance OpenLMIS Workshop

JANUARY 29, 2019

resonance
Frontier Market Solutions

Workshop Agenda

8:45 – 9:15AM:	Welcome & Introduction
9:15 – 9:30AM:	Resonance Project Timeline
9:30 – 10:15AM:	Phase One Findings
10:15 – 10:30AM:	Break
10:30 – 11:30AM:	Phase One Findings cont.
11:30AM – 12:30PM:	Framing Future State
12:30 – 1:30PM:	Lunch
1:30 – 2:15PM:	Criteria for Narrowing Business Models
2:15 – 3:30PM:	Business Models Presentation & Scoring
3:30 –3:45PM:	Break
3:45 – 5:00PM:	Business Models Presentation & Scoring cont.
5:00 – 5:30PM:	Next Steps

Introduction


What do you hope to get out of today?

What constitutes success for a sustainable future state OpenLMIS?

Ground Rules

1. Today’s workshop is meant to be collaborative, solicit feedback, and hear ideas from everyone

2. Please ask questions during sessions, but they may be addressed later (parking lot)

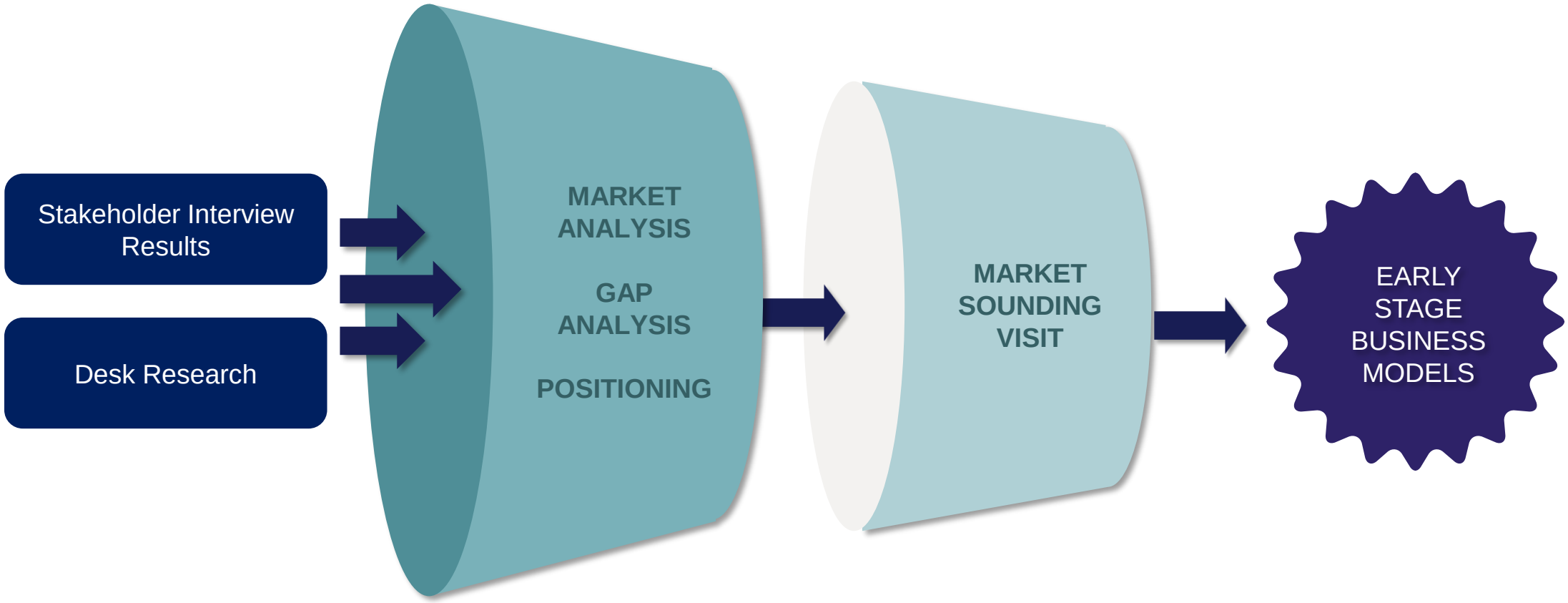
3. We understand that everyone is busy; please take non-Workshop related discussion or calls outside

4. We don't expect everyone to know everything about the new business models we'll be presenting

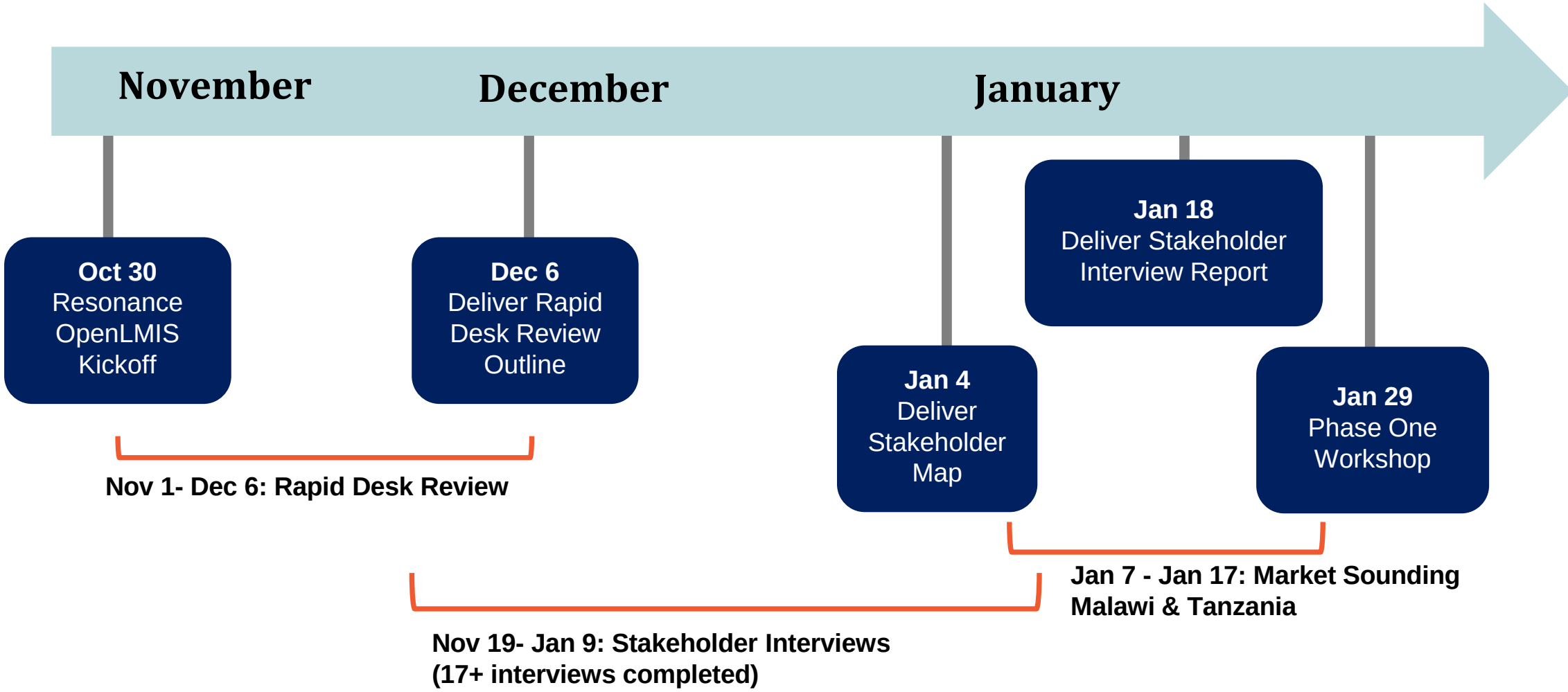
5. Be candid and transparent – we want to hear your opinions, even if they are dissenting!

Resonance
Project Timeline

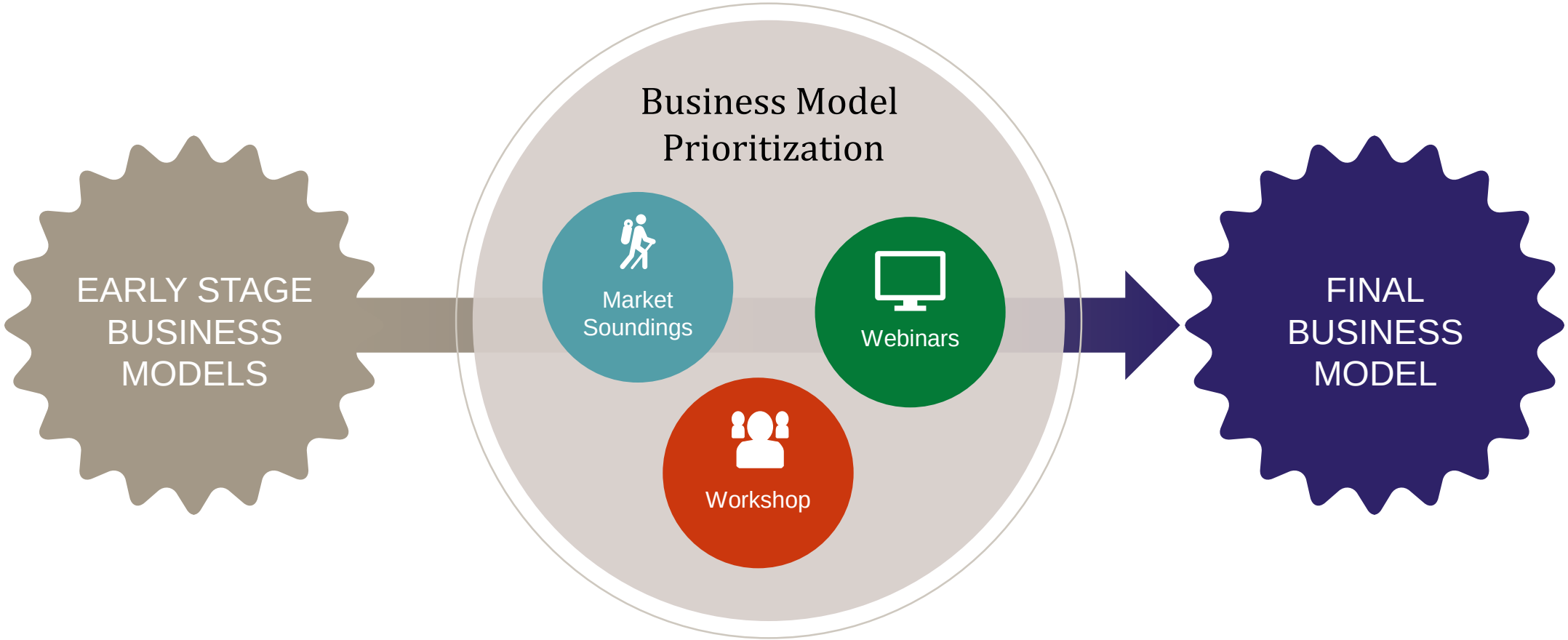
PHASE ONE: Early Stage Development



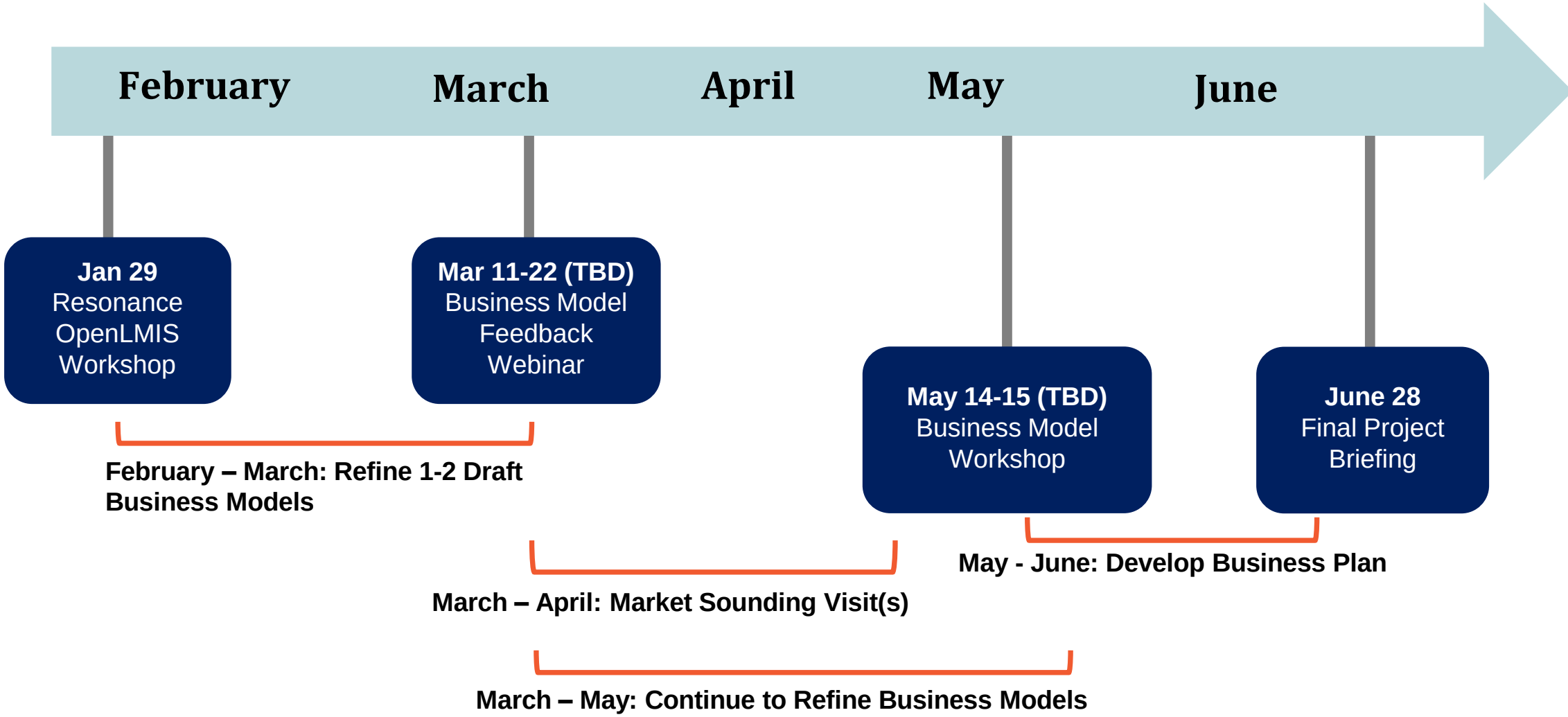
PHASE ONE: Timeline



PHASE TWO: Prioritization



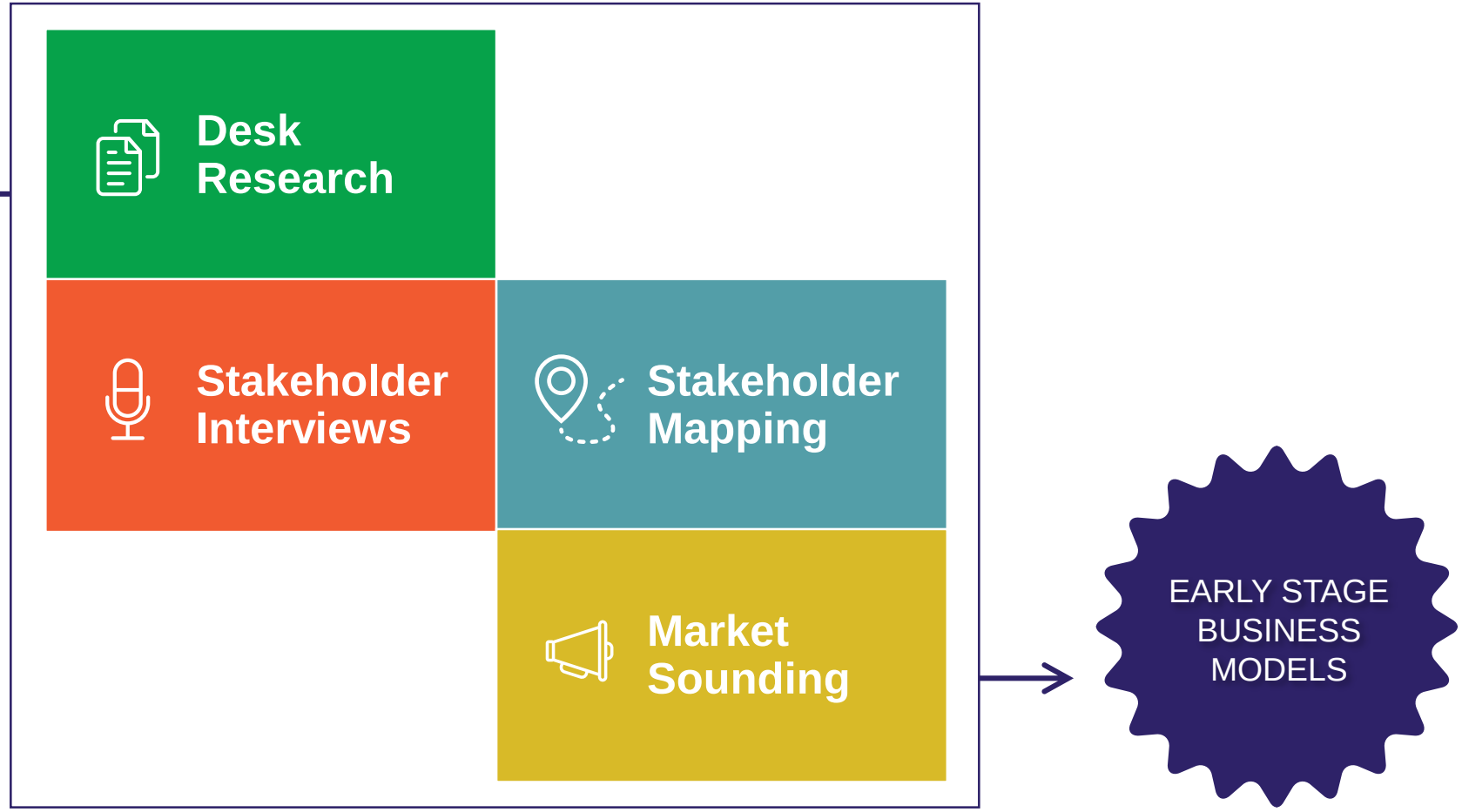
PHASE TWO: Timeline



PHASE ONE
Findings

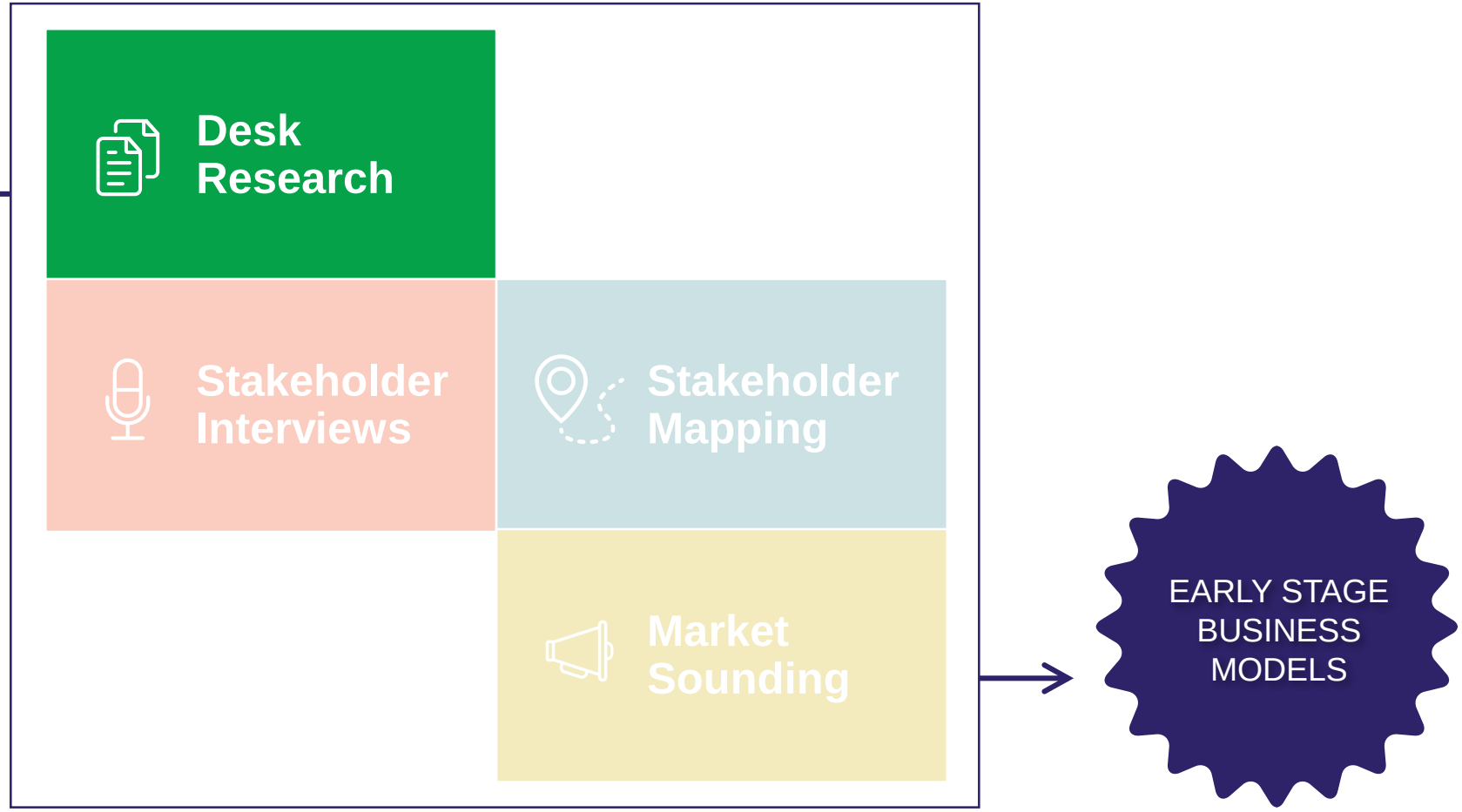
Introduction

Foundational Elements



Introduction

Foundational Elements



Desk Research

Desk Research

Pillar 1:
Synthesis of previous sustainability and adjacency studies

Pillar 2:
Review external literature to understand new opportunities for OpenLMIS

Pillar 3:
Develop a framework to analyze business models

Desk Research – Key Findings

Synthesis of Sustainability Studies

Brief Overview

- **Sustainability Business Models** (e.g Licensed Software; Partner Network; Merging Software Initiative; Multi-vertical Supply Chain Core; and Supply Chain Partners – Pay for Access)
- **Adjacency Industry Opportunities** (e.g. Multinational Pharmaceutical Companies; Logistics Companies; and Start-ups addressing last mile challenges)

External Literature Review

Key Findings

- African governments are slow to privatize health commodity distribution
- Warehouses are changing in size, number, and function
- Open source software is an attractive option for African companies
- Companies increasingly view supply chain analytics as critical to operations

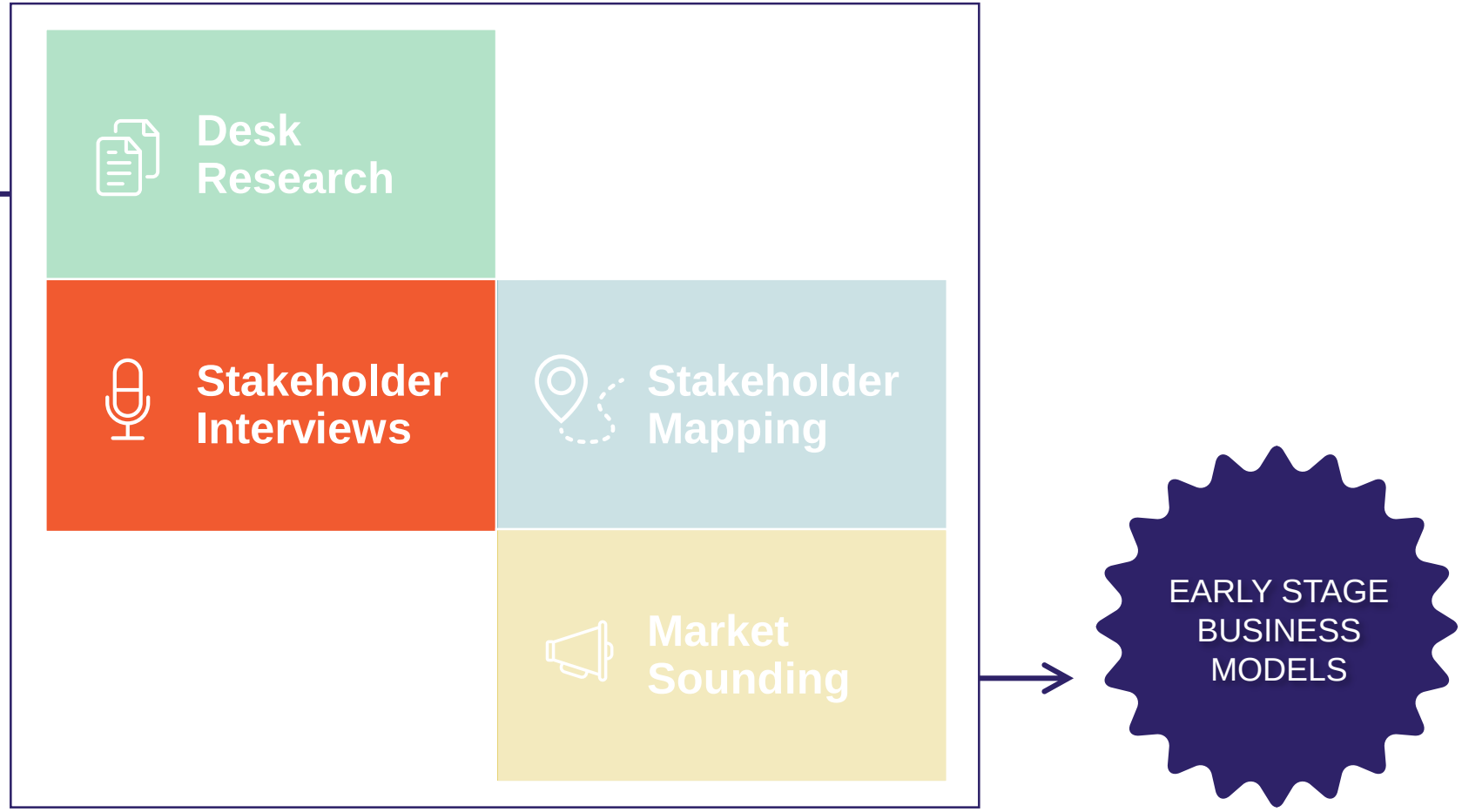
Desk Research – Framework

Prioritization Framework to analyze and narrow down business models:

Customer	Product	Competition	Profitability
• How many customers would be interested in this product? • Are customers are ready for and need this product? • Are customers are likely to pay for a product like this?	• How close is the current product to the use case requirement? • Could current technical architecture could support this model (back end)? • Does the product have a lifespan of more than 5 years?	• Is OpenLMIS well differentiated in this space compared to competitors? • Are barriers to entry navigable?	• What are the estimated fixed and variable costs? • What are the estimated revenues?

Introduction

Foundational Elements



Stakeholder Interviews

- Interviewed 20+ stakeholders
- Interviewees included Governance, Product, and Technology Committee members, and external stakeholders
- Global perspective of OpenLMIS history and possible future state, with an eye toward sustainability
- Emerging themes: community, customer, and technology

Stakeholder Interviews: Community

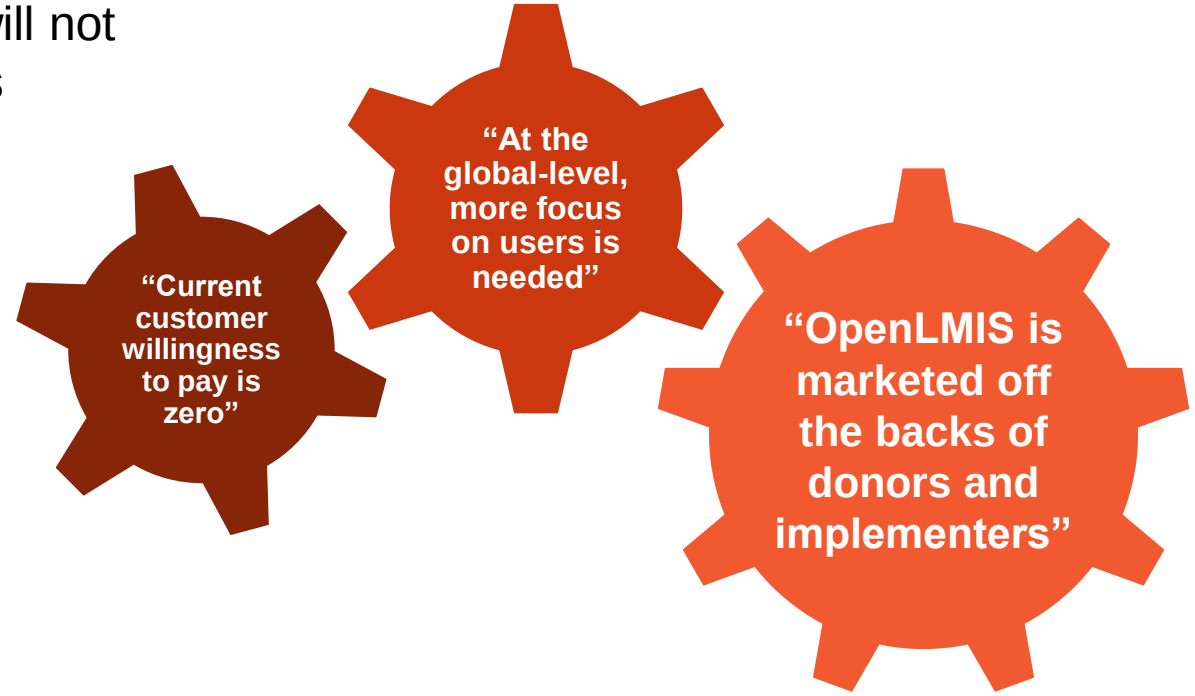
The Community is strong, with equally strong perspectives.

- OpenLMIS sustainability can have many definitions → Needs a single definition
- There are many value propositions within OpenLMIS → Needs a unifying value proposition
- Implementers may feel beholden to OpenLMIS → Implementers should be able to offer a range of global goods

Stakeholder Interviews: Customer

Customers are pleased with OpenLMIS, but improving customer and user outreach will be important in its future state.

- User-driven enhancements have not been fully integrated into global product design
- Long-term sustainability of OpenLMIS will not come directly from its current customers
- A word-of-mouth sales strategy leads to unrooted demand



Stakeholder Interviews: Technology

Technology decisions open some doors but close others.

Technology Decisions

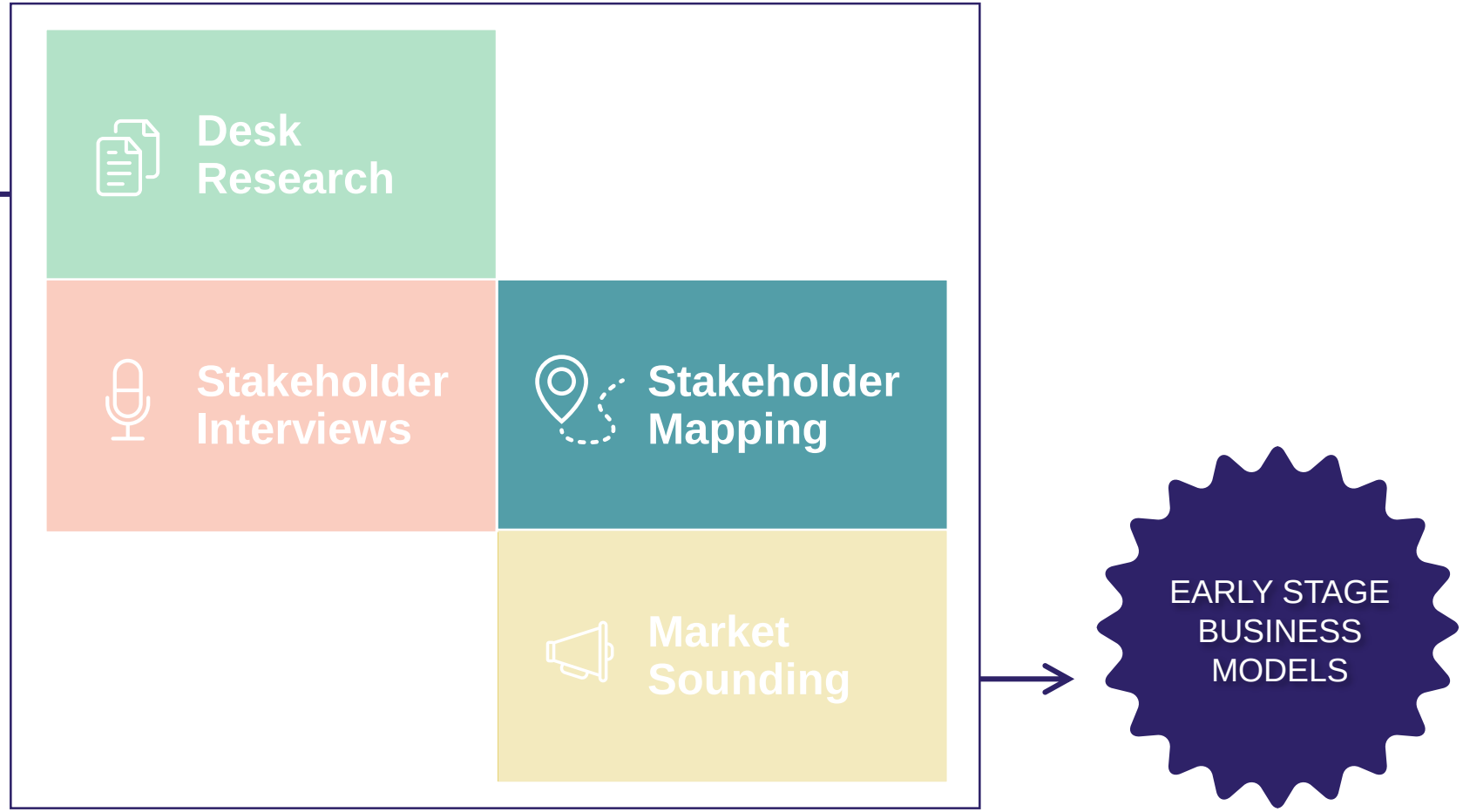
- Open source model limits centralized influence
- Deep customization limits universal upgrades
- Global community has not historically been able to fully capture nor utilize implementation data

The future of OpenLMIS will need to meet people where they are

Break

Introduction

Foundational Elements



Current OpenLMIS Ecosystem*

The OpenLMIS ecosystem is a collaboration of funders, distribution mechanisms, implementers, and tech partners.

Donors:

Bill & Melinda Gates foundation

USAID FROM THE AMERICAN PEOPLE

Other implementation-specific funders (e.g. Gavi)

Previous:
- *PEPFAR*
- *Life-Saving Commodities*
- *The Rockefeller Foundation*

Funds Distribution Mechanisms:

digital square

USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM PROCUREMENT AND SUPPLY MANAGEMENT

Other mechanisms (e.g. USAID MEASURE Evaluation Project)

Implementers:

VillageReach Starting at the Last Mile

Chemonics

JSI

Clinton Health Access Initiative

PATH

Technology Partners:

SolDevelo solutions development

ONA

JSI

VillageReach Starting at the Last Mile

SOFTWORKS

Integrations

OPENSRP

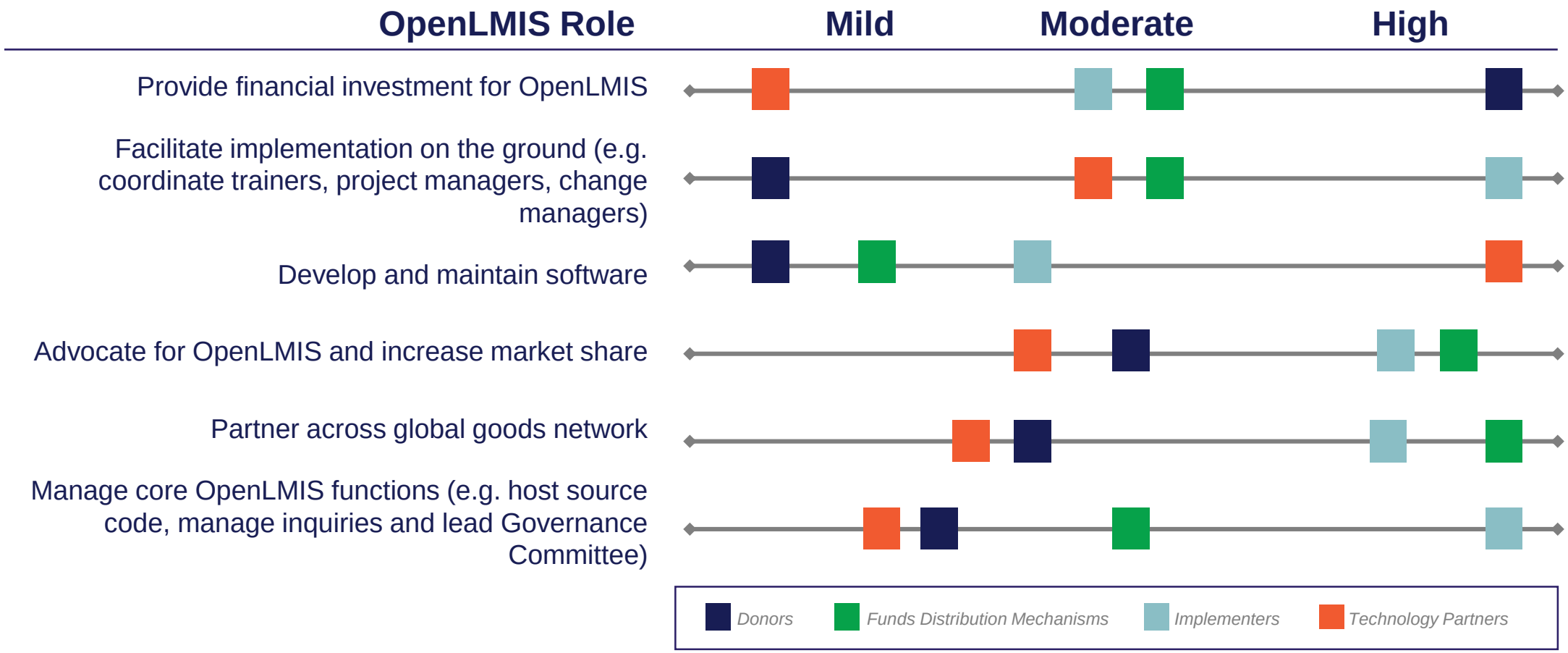
NEXLEAF ANALYTICS

Previous:
- *ThoughtWorks*

**Other partners include: BAO Systems, BrowserStack, UNFPA, AMP.*

Stakeholder Group Roles & Capabilities

In the current ecosystem, each of the four stakeholder groups have distinct roles and capabilities.



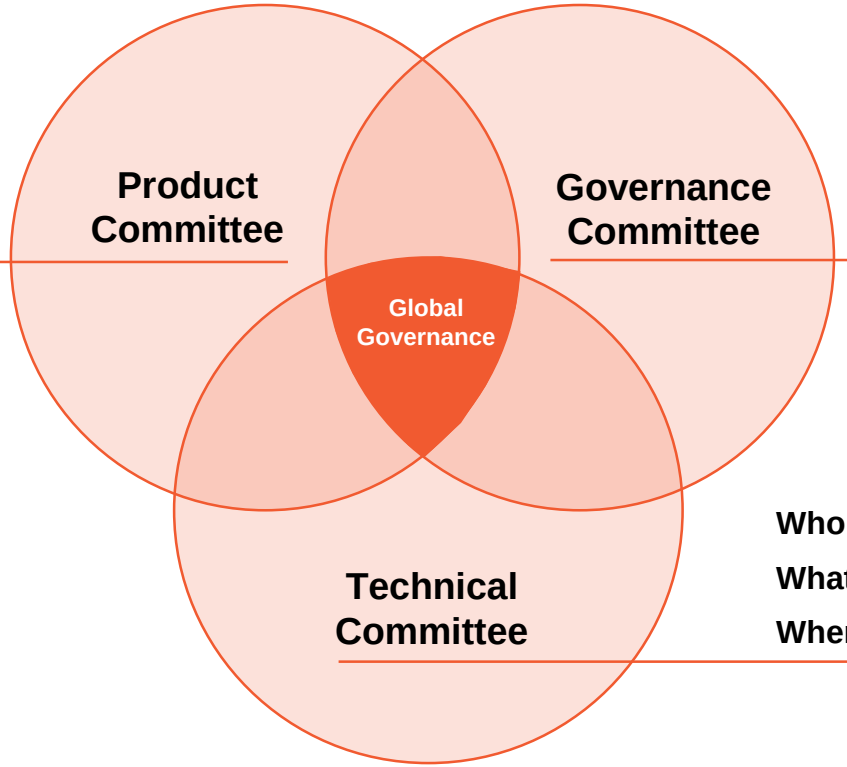
OpenLMIS Community

The community includes three committees and a country users group.

Who: Program managers, implementers

What: Improve user experience and update requirements and roadmap

When: Bi-weekly meetings



Who: Donors, program and supply chain managers

What: Provide strategically-focused leadership for the OpenLMIS community

When: Monthly meetings

Country Users Group*

Who: Current or future in-country users of OpenLMIS
What: Convey the user experience
When: Ad hoc meetings

Who: Developers/architects

What: Build and set standards for product code

When: Meetings 1-3 times per month

**The user perspective is extremely important, and the community has not yet found the right forum for consistent engagement.*

External Stakeholders

The OpenLMIS Community operates in a broader and evolving global goods landscape containing many related stakeholders.

Stakeholder Type	Examples
Users	Ministry of Health, District-Level Managers
Academia & Influencers	University of Dar es Salaam, Digital Impact Alliance (DIAL)
Multilaterals	Global Fund, PEPFAR, UNDP
Related Open-Source Solutions	District Health Information System 2 (DHIS2), Open Data Kit, OpenMRS, Logistimo
Potential Collaborators & Competitors	Kasha, Mojaloop, LogiNext Mile, Maisha Meds, Sokowatch

*The groups listed above are not meant to be an exhaustive list of potential external stakeholders.

OpenLMIS Funding Trails

There are two related, yet distinct "funding trails" that make up the current OpenLMIS ecosystem.

TRAIL A:
Core Funding

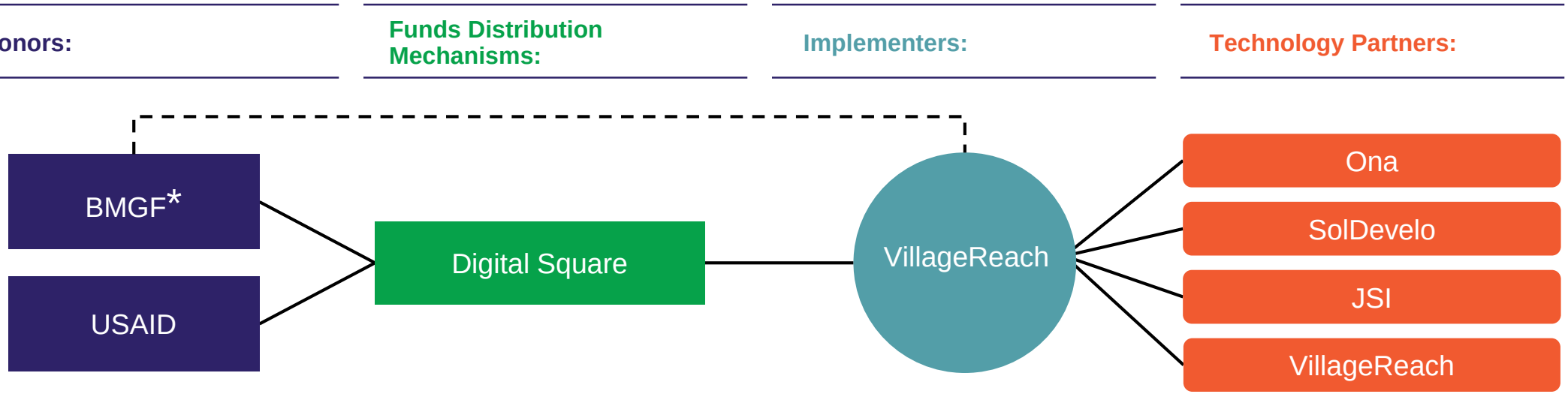
- Backbone of OpenLMIS
- Enables improvements to "current-state" functionality, including through the gap analysis project and re-architecture
- Enables stewardship through implementations
- Funds delivered through Digital Square, which manages funds distribution across global goods and advocates to donors for the funding of global goods
- Supports software development, hosting, VillageReach product management, advocacy, Governance Committee meetings, and travel

TRAIL B:
Implementation Funding

- More decentralized with funds coming primarily from USAID and additional support from other organizations (e.g., Gavi, DFID) depending on the implementation
- Additional funds through GHSC-PSM project & other projects
- Procure supplies for the Ministry of Health in each country
- The selection of a global good technology may be procured strictly by a relationship.
- The implementation funding supports both the implementation and technology partners.

TRAIL A: Core Funding

The first funding trail is simpler; as most core funding capital filters through Digital Square and is allocated to VillageReach, technology partners, and other global goods providers.



BMGF and USAID provide core funding to OpenLMIS, though funding from BMGF will change in April 2019.

Digital Square serves as the mechanism for funds allocation; they build a stronger capacity for implementation.

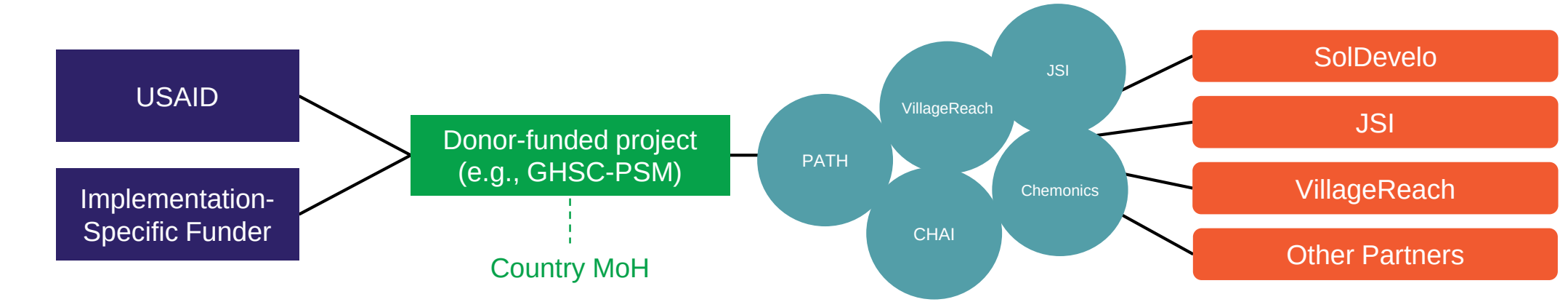
Manages both in-house and external software development; as well as hosting, inquiry management, advocacy and the Governance Committee.

VillageReach owns a contract with each of four technology partners who work together in sprint teams to make product improvements and resolve issues.

*Note: Core funding also supports salaries at JSI, SolDevelo, and Ona.

TRAIL B: Implementation Funding

Given the unique partner landscape in every country, each implementation funding trail is different.



Implementation funding comes from USAID in conjunction with a country-specific funder (e.g. Global Fund, GAVI, DFID, faith-based organization).

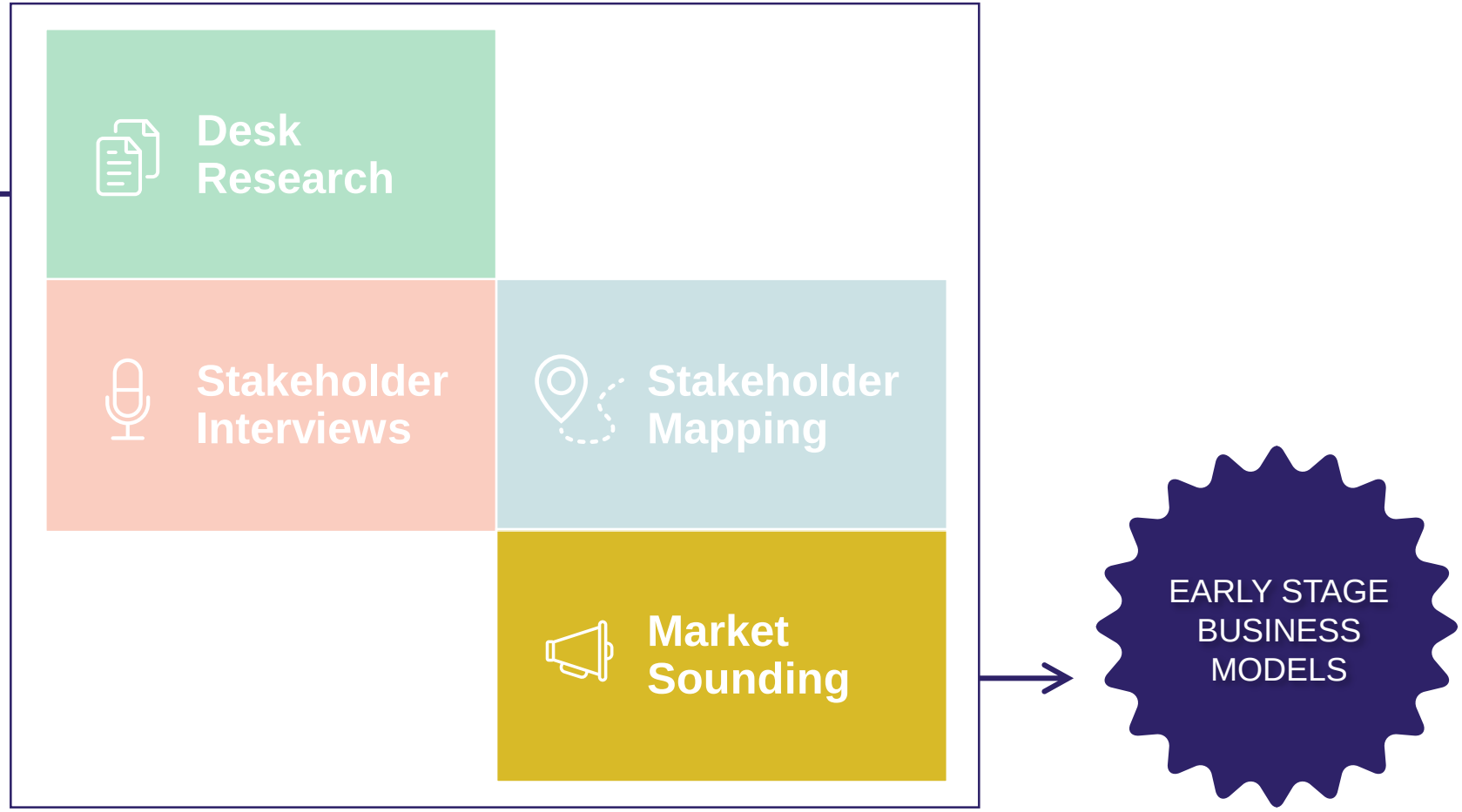
The donor-funded project procures supplies for the Ministry of Health.

The implementers orchestrate the implementation and typically have trainers, supply chain professions and project managers.

Technology partners work closely with the implementers, and can sometimes be the same as the implementer if there is dev support available.

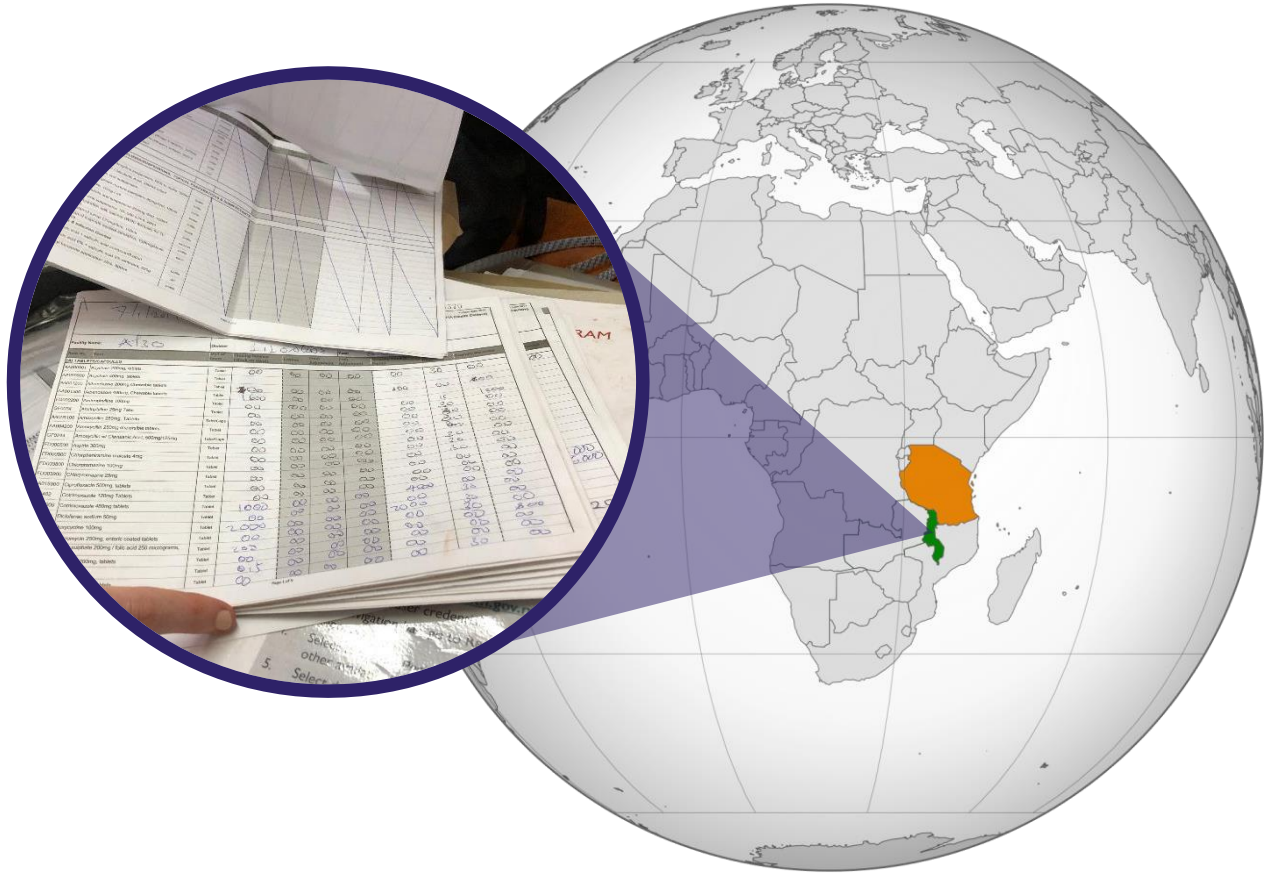
Introduction

Foundational Elements



January Market Sounding Visit

- Two countries: Malawi and Tanzania
- Three instances of OpenLMIS
- Four donor funded projects
- Users from seven different government entities
- 24 stakeholders interviewed



Market Sounding – User Response

Users were overwhelmingly positive about OpenLMIS.

"We have used eLMIS for 10 years and Tanzania has now graduated. We are now looking for more advanced capabilities."

~Tanzanian government

"I am now able to manage a stock out because I have the data I need to see other districts' stocks."

~District Health Office

"eLMIS is good for us. Despite the challenges, we have data. It was chaotic before."

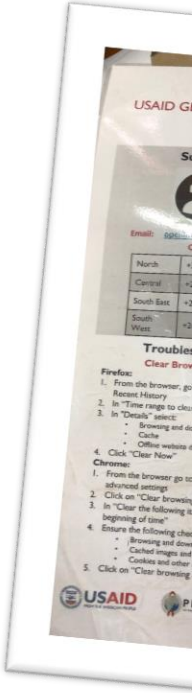
~Regional Medical Staff

"The project trainers did a very good job of walking us through the system and are even now available through WhatsApp to answer questions."

~Hospital

"We see a very high level of acceptance from users."

~Central Medical Store



When thinking about user-requested enhancements, it's important to consider how the request aligns with the global product roadmap and a desired future state.

What do users want to see?

Malawi

- Better offline capabilities
- Data capture at facility level
- More capacity for commodities
- Mirror of paper form
- Integration of expiry dates
- Integration with DHIS2

Tanzania

- Better offline capabilities
- Data capture at facility level
- More analysis and dashboard functionality
- Electronic ledger in eLMIS
- VIMS integration with immunization records at facilities

Malawi

Key Insights

- Interest by other areas of government to use OpenLMIS
- Donor funded landscape means that projects pay for all aspects of OpenLMIS implementation – training, connectivity, commodities delivery
- Offline capabilities are not as robust as advertised

OpenLMIS Engagement Profile

Throughout the month, facilities fill out paper ledger of commodities stock and distribution → By the 5th of each month, facilities submit paper ledgers to the their corresponding districts → Districts enter information into OpenLMIS, process and approve re-supply order requests → Approved orders go to the Central Medical Stores Trust (CMST) for re-supply

Quick Facts:

Deployment coverage: Nationwide
# of Facilities: 650+
Year of Implementation: 2017 - OpenLMIS v.3

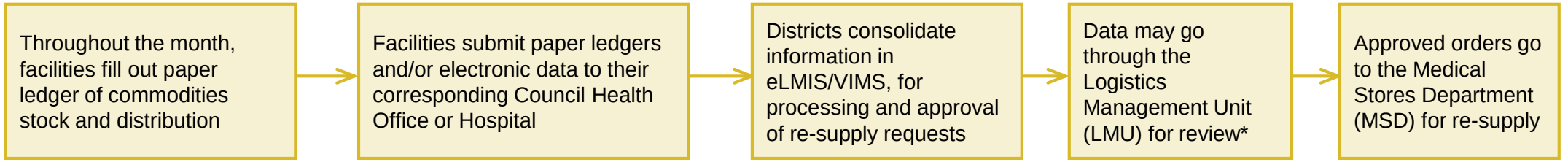
Version of OpenLMIS: v.3.5
Donor funded: Yes
Partners: Chemonics, VillageReach

Tanzania

Key Insights

- Low likelihood of government allowing OpenLMIS to use or sell data about OpenLMIS users or flow of commodities
- Opportunity to use OpenLMIS in other parts of government but only if it's rebranded – currently too tied to health
- Current push to increase capacity of technology development in Tanzania; MoH wants to transition ownership of OpenLMIS in house
- Opportunity to market VIMS for use in other countries

OpenLMIS Engagement Profile



**Note: There are some process flow differences between eLMIS and VIMS. LMU is currently being phased out through the redesign.*

Quick Facts:

Deployment coverage: Nationwide
# of Facilities: 6,000+
Year of Implementation: 2014 eLMIS, 2017 VIMS

Version of OpenLMIS: v.2
Donor funded: Yes
Partners: JSI, VillageReach, CHAI

Framing Future State

Framing Future State

1. Group Discussion

- First, let's discuss, as a group, what we are considering the key tenants of OpenLMIS that must be maintained in the future state
- Second, let's narrow down to a short-list of 5-10 tenants the group votes on

2. Voting

- Please take your green, yellow, and red stickers and place them on the key tenants listed on the flip chart
- *Green stickers* represent tenants you view as critical components of the future state
- *Orange stickers* represent tenants view as somewhat important attributes of the future state
- *Pink stickers* represent tenants that are not critical to the future state

OpenLMIS Future State – Core Attributes?

- Continue to help improve delivery of vaccines and medicines
- Remain a solution for low- and middle-income countries
- Strengthen the capacity of local and regional partners
- Be open-source
- Focus on health first, then adjacent markets
- Be available to humanitarian, agriculture, or other sectors
- Be free to governments
- Have a model for paying customers
- Be a way for Health Ministries or adjacent markets to automate paper systems

OpenLMIS

Lunch

Business Model Discussion Groups

Group 1 – (James)

- Lindabeth Doby, *USAID*
- Mahmudul Islam, *SoftWorks*
- Chris Opit, *John Snow, Inc.*
- David McCann, *Digital Impact Alliance*

Group 2 – (Zach)

- Ramy Guirguis, *USAID*
- Kaleb Brownlow, *Bill and Melinda Gates Foundation*
- Gaurav Bhattacharya, *Clinton Health Access Initiative*
- Ashraf Islam, *John Snow, Inc.*

Group 3 – (Kim)

- Brandon Bowersox-Johnson, *VillageReach*
- Carl Leitner, *PATH*
- Craig Appl, *Ona*
- Edward Wilson, *John Snow, Inc.*

Group 4 – (Emily)

- Kelly Hamblin, *Bill and Melinda Gates Foundation*
- Emily Bancroft, *VillageReach*
- Parambir Gill, *Chemonics GHSC PSM*
- Naomi Printz*, John Snow, Inc.*

Criteria for Narrowing Business Models

Business Model Prioritization Framework

Customer	Product	Competition	Profitability
• How many customers would be interested in this product? • Are customers ready for and need this product? • Are customers are likely to pay for a product like this?	• How close is the current product to the use case requirement? • Could current technical architecture support this model (back end)? • Does the product have a lifespan of more than 5 years?	• Is OpenLMIS well differentiated in this space compared to competitors? • Are barriers to entry navigable?	• What are the estimated fixed and variable costs? • What are the estimated revenues?

Desired Impact

Business Model Prioritization Framework

Use this prioritization framework to score OpenLMIS in is current state!

Focus Area	Statements	Score *Circle the score that represents how you feel about the statement.*				
		1 Strongly Disagree	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
Customer	Customers would be interested in this product.	1	2	3	4	5
	Customers are ready for and need this product.	1	2	3	4	5
	Customers are likely to pay for a product like this.	1	2	3	4	5
Product	The current features and workflows could be used in this model (front end).	1	2	3	4	5
	The current technical architecture of OpenLMIS could support this model (back end).	1	2	3	4	5
	Within this business model, the product has a lifespan of more than 5 years.	1	2	3	4	5
Competition	OpenLMIS is well differentiated in this space compared to competitors.	1	2	3	4	5
	Barriers to entry are navigable.	1	2	3	4	5

Explanation & Feedback:
Feel free to continue feedback on the back of this page.

Overall Impact:
Does this business model satisfy the core attributes?

Not at All *Somewhat* *Absolutely*

OpenLMIS Current State

Overview

OpenLMIS is a powerful, open source, cloud-based electronic logistics management information system (LMIS) purpose-built to manage health commodity supply chains.

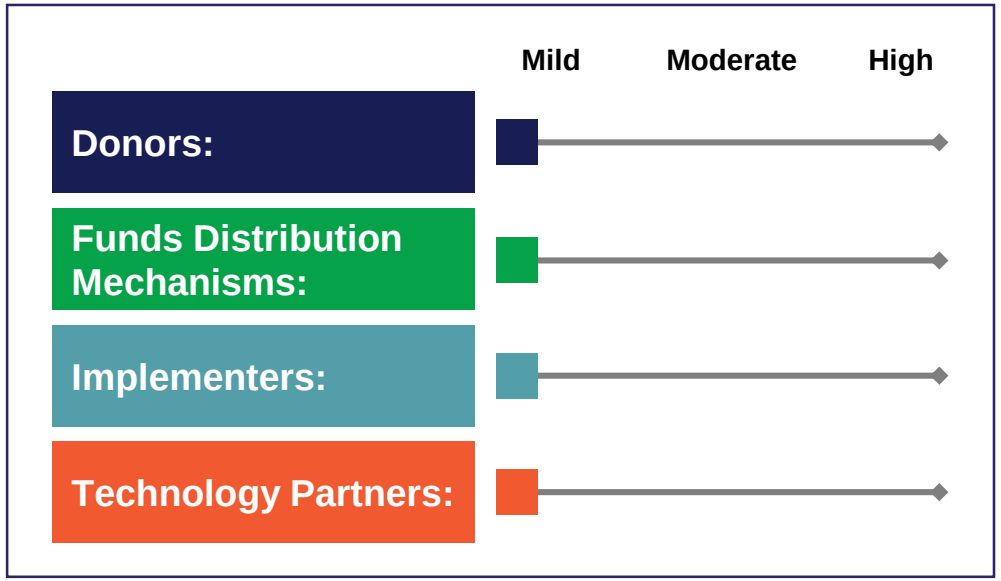
Key Questions

- Is the current state sustainable?

Delta from OpenLMIS Current State

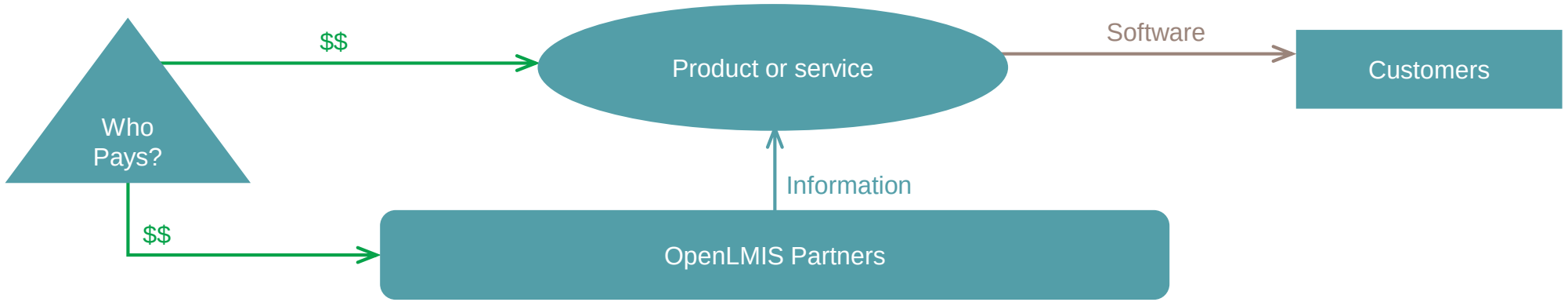
N/A

Anticipated Shift in Partner Roles



Business Plan Modeling Canvas - Key

Definitions for each section of the business model components.



Stakeholder

- **Partner:** Who are your main suppliers, partners, and alliances?
- **Client:** Who‘s your customer?

Product

- What is the product or service?
- How will the product or service reach the customer?

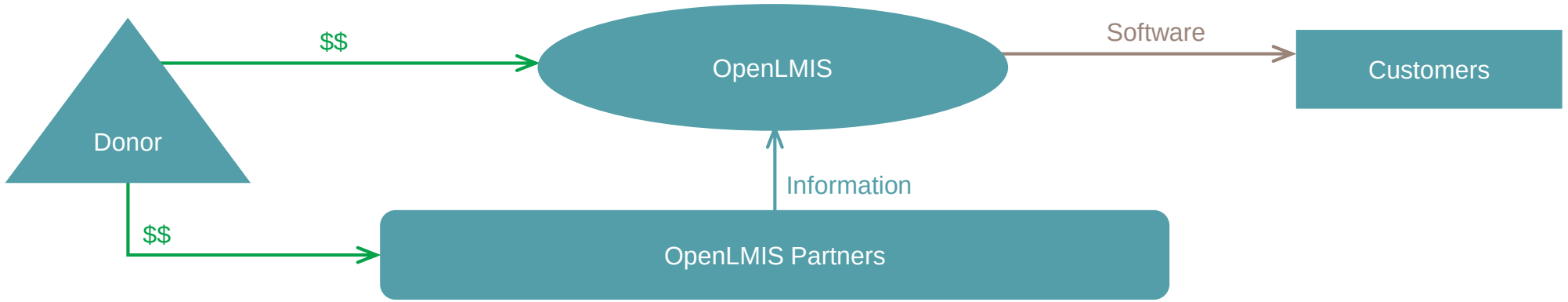
Profit Equation

- **Revenue streams:** How do you make money? For what are customers willing to pay?
- **Cost centers:** What is driving cost? What in the business model above is the most expensive?

Value prop: What products or services do you offer? What needs or problems do you help to solve?

OpenLMIS Current State

Open source, cloud-based electronic logistics management information system (LMIS).



Stakeholder

- **Partner:** *C*urrent OpenLMIS community
- **Customer:** MoH in low- and medium-income countries

Product

- Open source logistics management software that can be customized based on a country's needs
- Reach current customers through current implementations, word of mouth, logistics and supply chain forums

Profit equation

- **Revenue streams:** Donor-funded implementations
- **Cost centers:** *C*ustomization, hosting, maintenance, new implementations

Value prop: A one-of-a-kind logistic management software to help low- and middle-income countries manage public medicine

Business Model Presentation

Introduction

	Name of Business Model	Brief Description	Delta from OpenLMIS Current State
1	**Partner Network**	OpenLMIS becomes a new and independent entity offering its software through a network of partners	Low
2	**Training / Implementation as a Service**	Provide training, capacity-building, and general implementation support for supply chain management	Low
3	**Bundled Software Offering**	Bundle OpenLMIS with similar open source solutions to provide customers with a suite of services offering	Medium
4	**Multi-vertical Supply Chain Offering**	Target other supply chain customers outside of the health sector	Medium
5	**Supply Chain Partners – Pay for Access**	Offer transport companies and pharmaceutical suppliers access to the supply chain through a membership fee	Medium
6	**Collective Impact for Health Data**	Leverage OpenLMIS data alongside data from other partners to boost collective impact	Medium/High
7	**Open Source Tiered Model**	Tiered implementation, basic version is fully subsidized and customized versions are donor and/or government supported	Medium/High
8	**Licensed Software**	Paid license for use of future instances of OpenLMIS, with three tiers of pricing and support options	High

1. Partner Network

Overview

OpenLMIS becomes an independent entity offering its existing solution through a network of partners to carry out implementation, support, and hosting. In the Partner Network model, it is anticipated some customers will pay. Further, OpenLMIS could be offered to non-Ministry of Health entities.

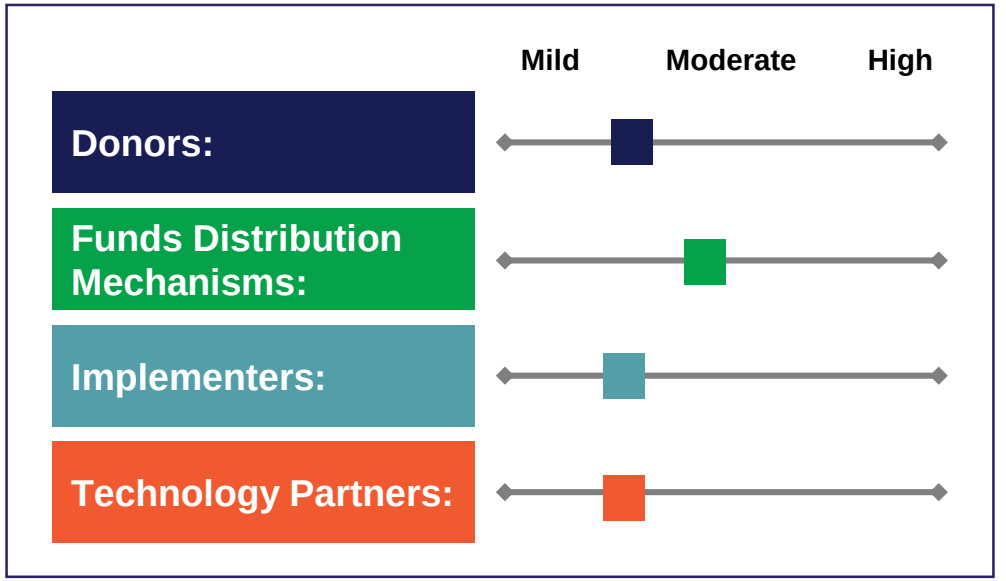
Key Questions

- What are the revenue drivers?
- Is this business model still donor funded?

Delta from OpenLMIS Current State

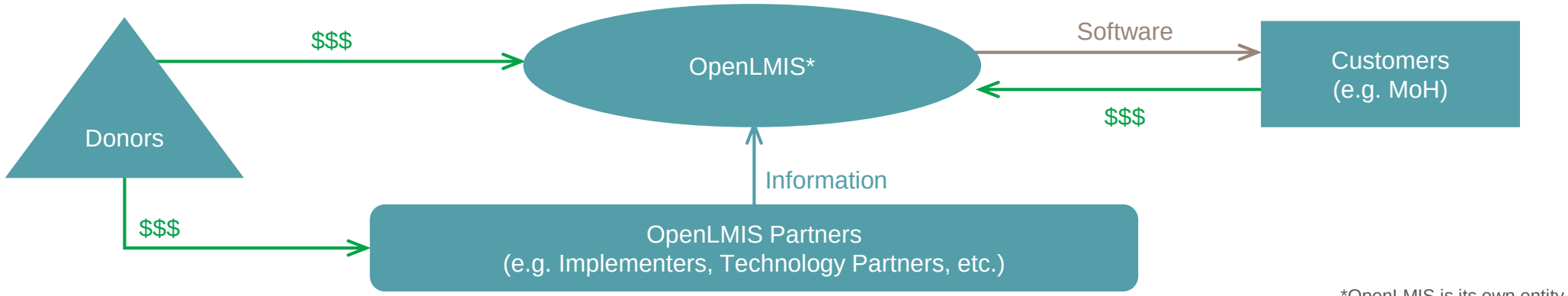
Low – essentially the current state but allows OpenLMIS to become its own entity (either a 501(c)(3), a social enterprise, or for-profit company).

Anticipated Shift in Partner Roles



1. Partner Network

OpenLMIS becomes a new and independent entity offering its software through a network of partners.



*OpenLMIS is its own entity

Stakeholder

- **Partner:** Current OpenLMIS community and new software solutions bundled with OpenLMIS
- **Customer:** Public sector agencies in low- and medium-income countries

Product

- OpenLMIS product maintains its current shape while becoming a stand-alone entity
- OpenLMIS to serve as a 501(c)(3), social enterprise, or for-profit company
- Relationships with the existing community and donors likely to remain in some capacity

Profit Equation

- **Revenue streams:** Donor funded implementations
- **Cost centers:** Customization, maintenance, legal and administration fees to maintain 501(c)(3) or for-profit business

Value prop: Provides a space for current state OpenLMIS to expand and grow while also exploring new revenue streams

2. Training/Implementation as a Service

Overview

Provide end-to-end implementation support of OpenLMIS including feasibility studies, management, data analysis and reporting trainings, and user support.

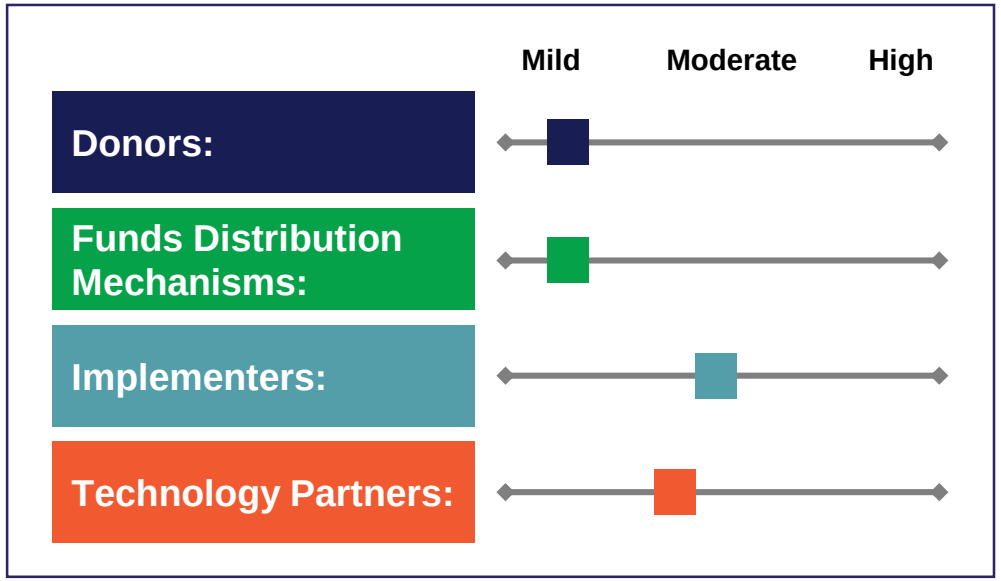
Key Questions

- Are implementers willing to outsource trainings?
- Is there a need for ongoing/repeated trainings given staff turnover and resourcing?

Delta from OpenLMIS Current State

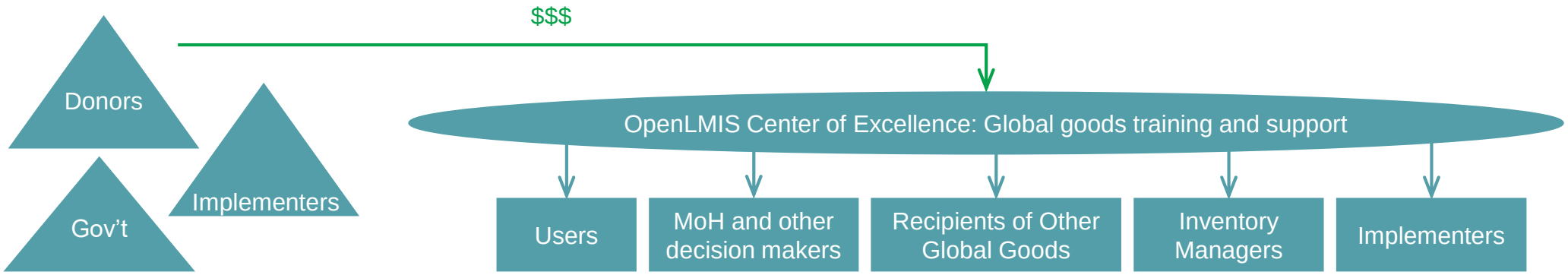
Low – this service is already offered through implementing partners; would need to develop a marketable curriculum.

Anticipated Shift in Partner Roles



2. Training/Implementation as a Service

Provide training, capacity-building, and general implementation support for supply chain management.



Stakeholder

- **Partner:** Current and/or new implementers and technology partners
- **Customer:** MoH and implementers, implementers of complementary products

Product

- Provide evaluation and market sounding, feasibility studies, capacity building, trainings, implementation support, best practices guide, reporting guidance
- Support would be heavier at the start of an implementation and then transition to periodic and/or as needed; could exist across complementary products

Profit Equation

- **Revenue streams:** Training and implementation services (and/or licensing) across global goods products
- **Cost centers:** Curriculum building, implementation experts, data management kits

Value prop: Improve decision making by training MoH managers, establishing data management protocols, and training users

3. Bundled Software Offering

Overview

OpenLMIS joins forces with similar donor-initiated information systems, allowing for a suite of services under a single umbrella. Note, this could include bundled offerings targeting industries outside of healthcare.

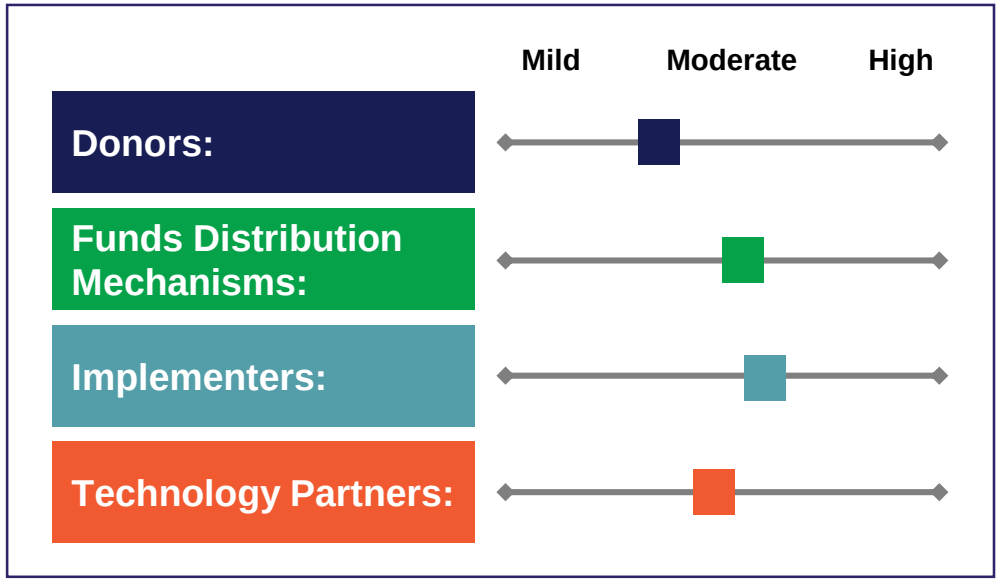
Key Questions

- Will this business model continue to be donor funded or will government's pay?
- What incentive do other software solutions have to merge with OpenLMIS?

Delta from OpenLMIS Current State

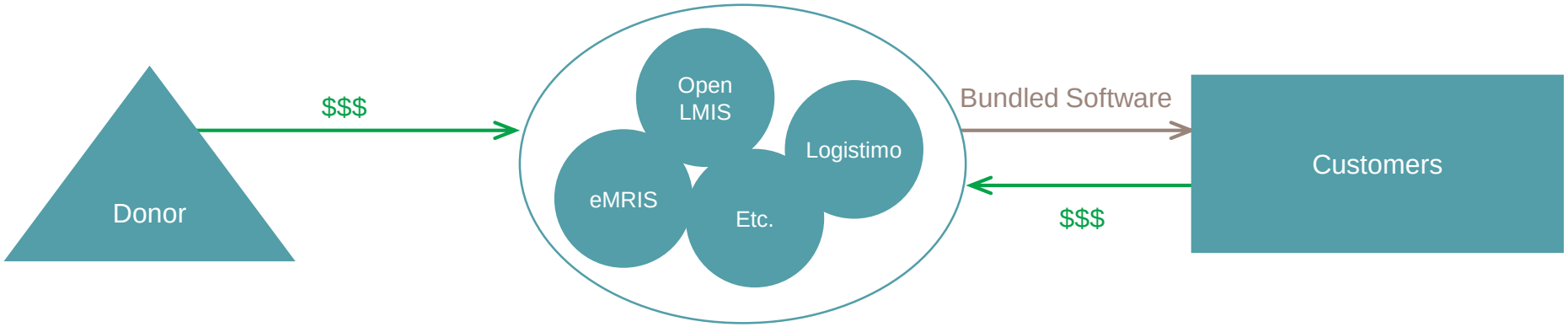
Medium – same target customers and same product but with the addition of related software solutions.

Anticipated Shift in Partner Roles



3. Bundled Software Offering

Bundle OpenLMIS with similar open source solutions to provide customers with a suite of services offering.



Stakeholder

- **Partner: C**urrent OpenLMIS community and new software solutions bundled with OpenLMIS
- **Customer:** Public sector agencies in low- and medium-income countries

Product

- OpenLMIS would bundle with similar software solutions (e.g. open source platforms) to offer a suite of services to customers
- This suite of services would likely still be somewhat funder/donor driven
- Opportunity to charge a varying amount depending on the services requested

Profit Equation

- **Revenue streams:** Public clients likely still donor funded
- **Cost centers: C**ustomization, maintenance, improving interoperability

Value prop: Provides customers with a one stop software solution to serve a multitude of needs

4. Multi-vertical Supply Chain Offering

Overview

Deploy industry-agnostic platform in multiple verticals and use-cases to spread costs across different industries and customers. Customers can be public or private.

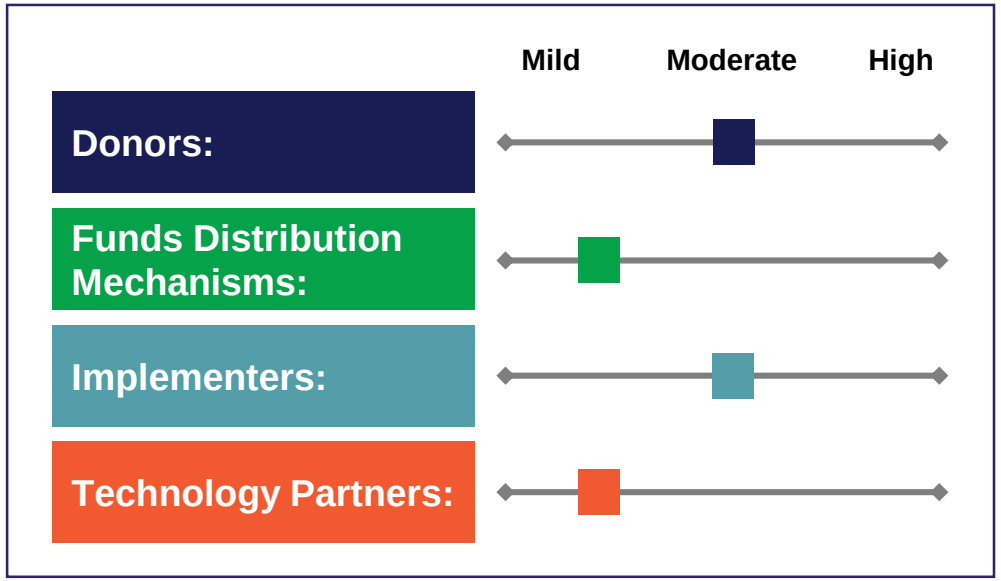
Key Questions

- What private companies would be interested in the software?
- Is the OpenLMIS brand too tied to the health sector?

Delta from OpenLMIS Current State

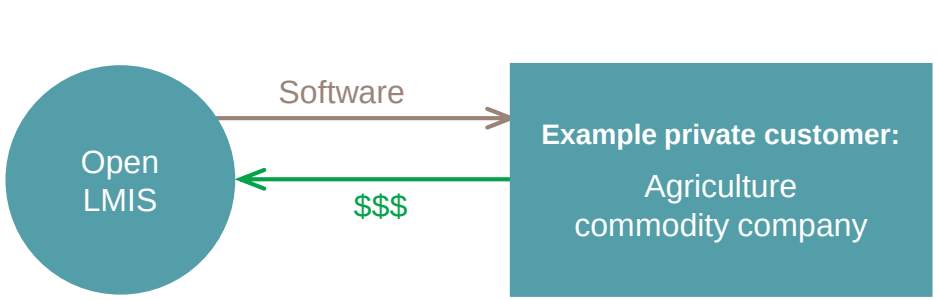
Medium – Work with different customer types and different industries.

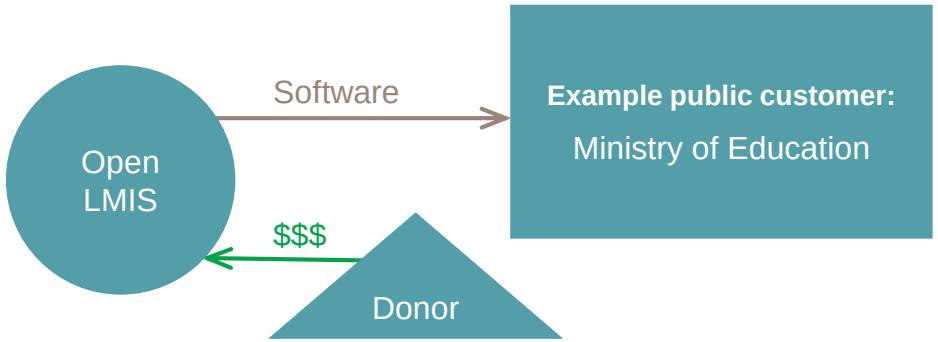
Anticipated Shift in Partner Roles



4. Multi-vertical Supply Chain Offering

Target other supply chain customers outside of the health sector.





Stakeholder

- **Partner:** OpenLMIS technology partners (implementation-specific customization), implementers, and donors
- **Customer:** Public (e.g., Ministry of Education) or private (e.g., agriculture commodities) in other sectors

Product

- OpenLMIS core software functionality is industry agnostic
- Reach customers through logistics management forums, referrals, current inquiries
- Initial customers may be wary about an unproven product for their industry

Profit Equation

- **Revenue streams:** Public clients: donor-funded. Private clients: two-part tariff (up front customization charge and monthly charge based on the size of the database)
- **Cost centers:** Customization, storage, implementation, training, partner ecosystem in non-health sectors

Value prop: Easily usable software for a low-resource setting that can be easily customized to match written systems

5. Supply Chain Partners – Pay for Access

Overview

Extract payments from other partners in the value chain, namely transport companies and pharmaceutical suppliers.

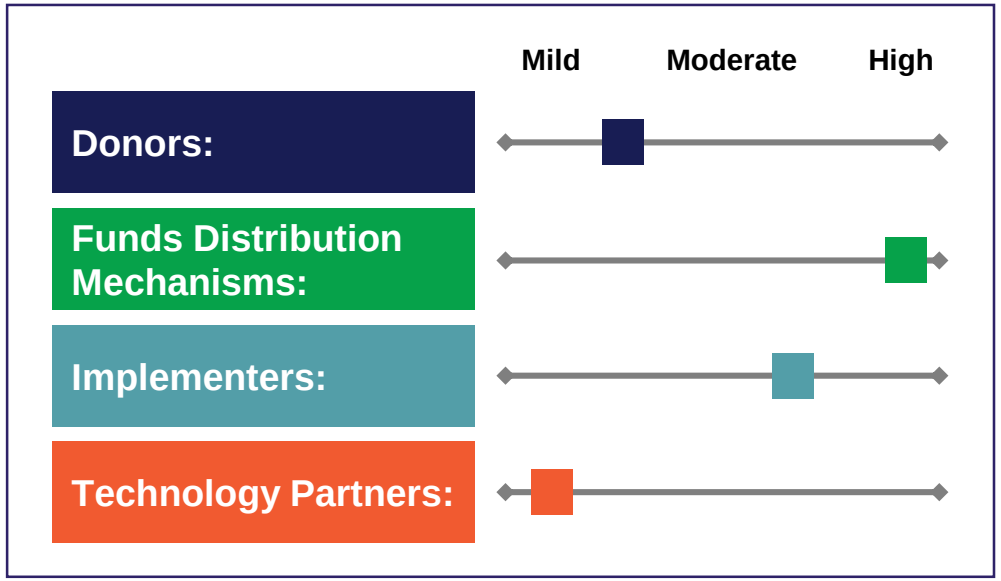
Key Questions

- Can other actors in the supply chain pay?
- Will there be buy-in from current donors, implementers, and customers?

Delta from OpenLMIS Current State

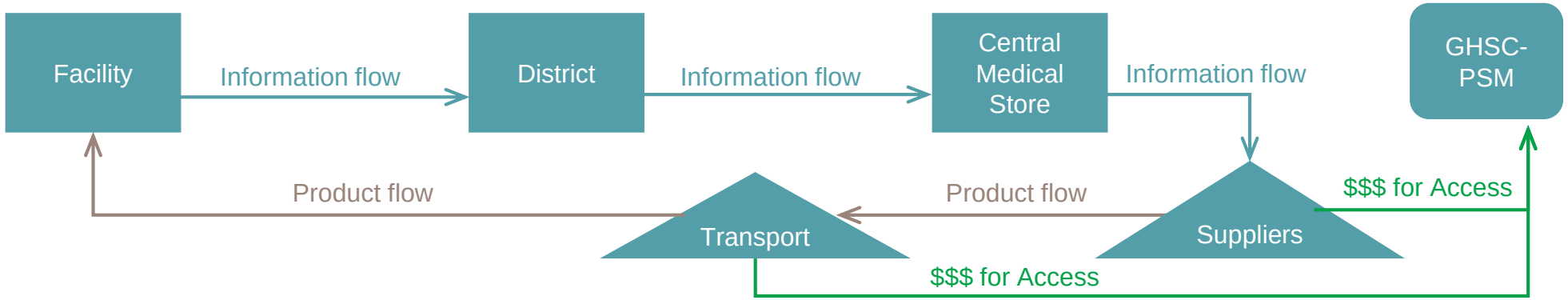
Medium – Same product as current state with an additional payment scheme.

Anticipated Shift in Partner Roles



5. Supply Chain Partners – Pay for Access

Offer transport companies and pharmaceutical suppliers access to the supply chain through a membership fee.



Stakeholder

- **Partner:** Current donors, implementers, and projects (funds distribution mechanisms); technology partners to add customization
- **Customer:** Companies within the public health supply chain (e.g., transport companies, suppliers)

Product

- All participants in the supply chain have (non-admin) access to the product, either linking to their internal systems or managing them
- Feature sets to provide value to the various members can be added to increase usage
- Reach customers through current and future implementations, especially through GHSC

Profit Equation

- **Revenue streams:** Membership payments to participate in the supply chain, or transaction fee based
- **Cost centers:** Same as current, potential for training of new users, customization

Value prop: Grant access to a country's public health supply chain

6. Collective Impact for Health Data

Overview

Leverage data for collective impact, creating a partner network that uses data to elevate the health supply chain network regionally or globally, especially in "data dark" markets.

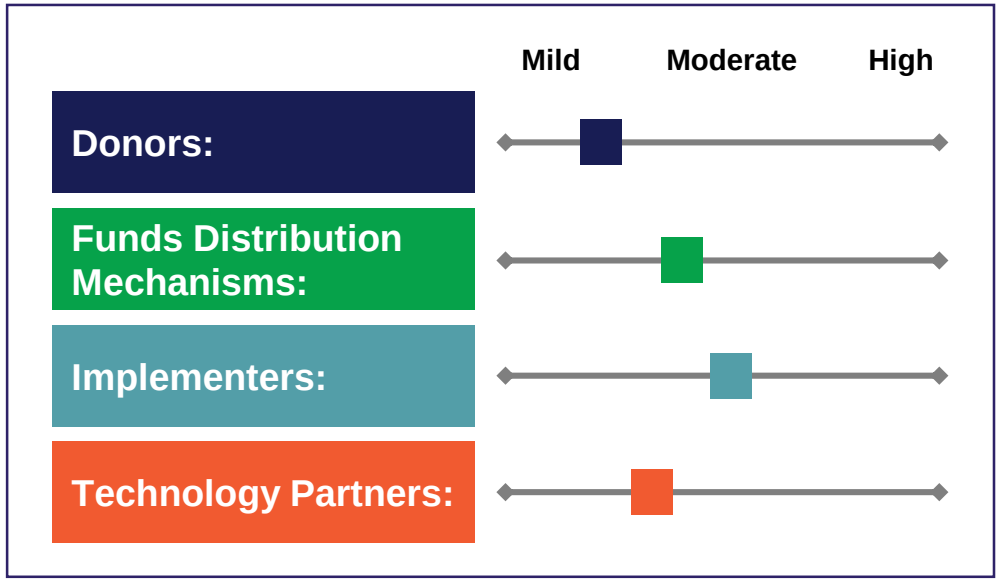
Key Questions

- Does data privacy or data ownership allow OpenLMIS to use the data in this way?
- Do interested parties have other ways of obtaining this data?

Delta from OpenLMIS Current State

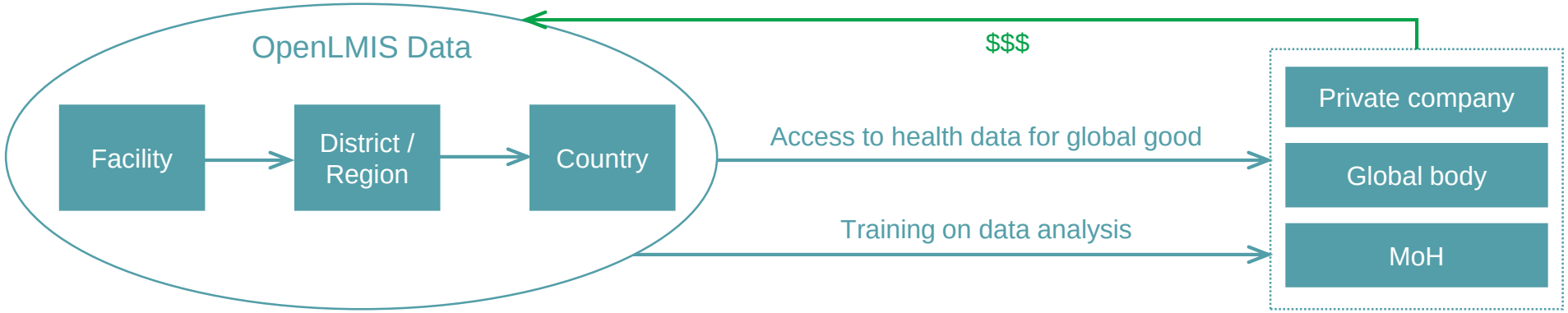
Medium/High – Currently MoH is protective of the data.

Anticipated Shift in Partner Roles



6. Collective Impact for Health Data

Leveraging OpenLMIS data alongside data from other partners to boost collective impact.



Stakeholder

- **Partner:** WHO, UN - Product Partners with open APIs
- **Customer:** MoH, academics, multi-lateral organizations, humanitarian organizations, businesses who want access to information

Product

- Create a cloud-based repository of data, which will spark a movement for better use of data in health
- Personal or identifiable data will be scrubbed
- Shared amongst partners and at UN convenings, DIAL, NetHope

Profit Equation

- **Revenue streams:** Annual fee structure/membership; charge organizations for data or reports
- **Cost centers:** Data management, storage, business intelligence, headcount for secretariat

Value prop: A unified network of regional or global partnerships who collectively enhance data visibility, insights, and efficiencies

7. Open Source Tiered Model

Overview

Tiered implementation model where basic version is fully subsidized, but customized and/or supported versions are donor and government supported.

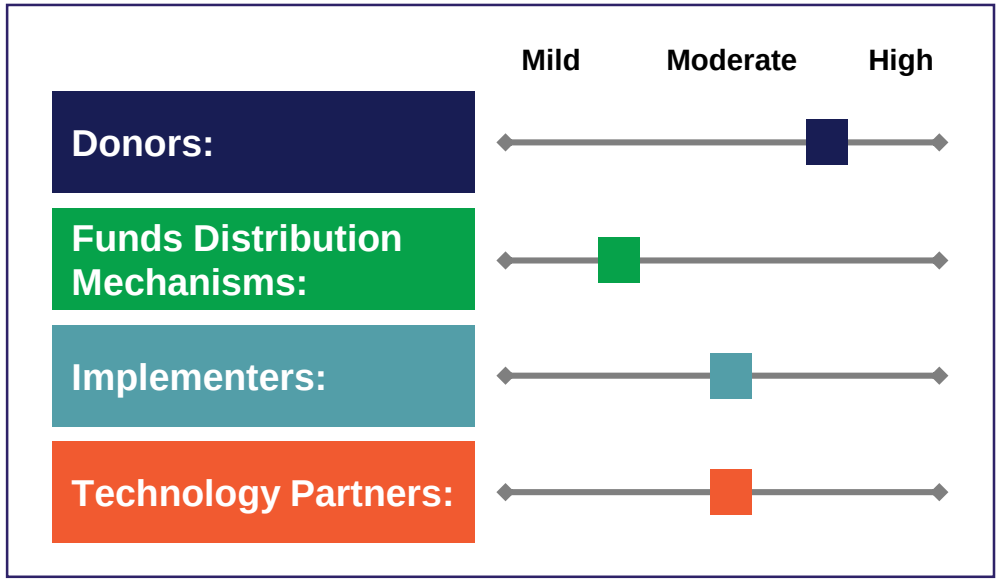
Key Questions

- Would any MoH opt for the plus/advanced donor/gov't-supported model?
- Is the basic version able to be fully subsidized in the long term?

Delta from OpenLMIS Current State

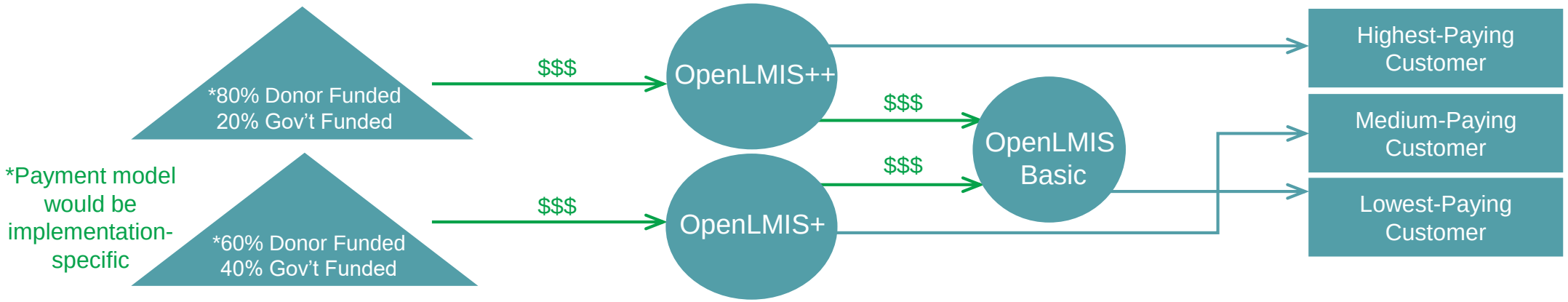
Medium/High – Current versions may remain the same.

Anticipated Shift in Partner Roles



7. Open Source Tiered Model

Tiered implementation model where fee is shared.



Stakeholder

- **Partner:** Countries, NGOs, donors, and implementers
- **Customer:** MoH

Product

- Provide tiers of software, where a basic version is subsidized by paid versions
- Both OpenLMIS+ and OpenLMIS++ version provide levels of support from implementing and technology partners

Profit Equation

- **Revenue streams:** Custom services and ongoing support
- **Cost centers:** Bill of materials and development costs / support for each version, sales team

Value prop: Versions of OpenLMIS that have paid services (e.g. OpenLMIS Basic, OpenLMIS+, OpenLMIS++)

8. Licensed Software

Overview

Departure from the current open source model, where the current release remains open source but all new code and module development is licensed.

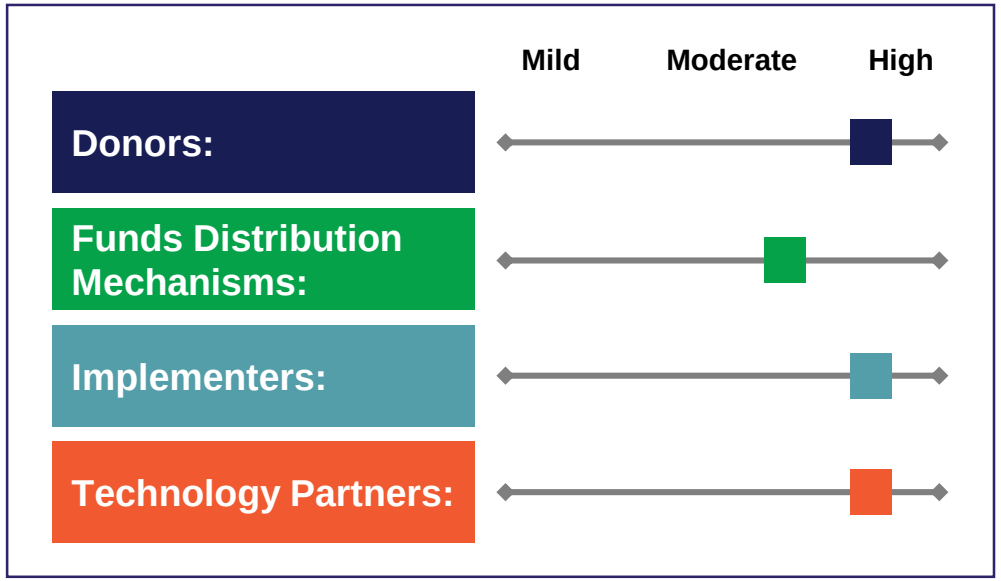
Key Questions

- Is it realistic for the MoH or others to fully or partially support the cost of licenses?
- Are current releases of OpenLMIS sustainable without new module development?
- Who would own the commercial license?

Delta from OpenLMIS Current State

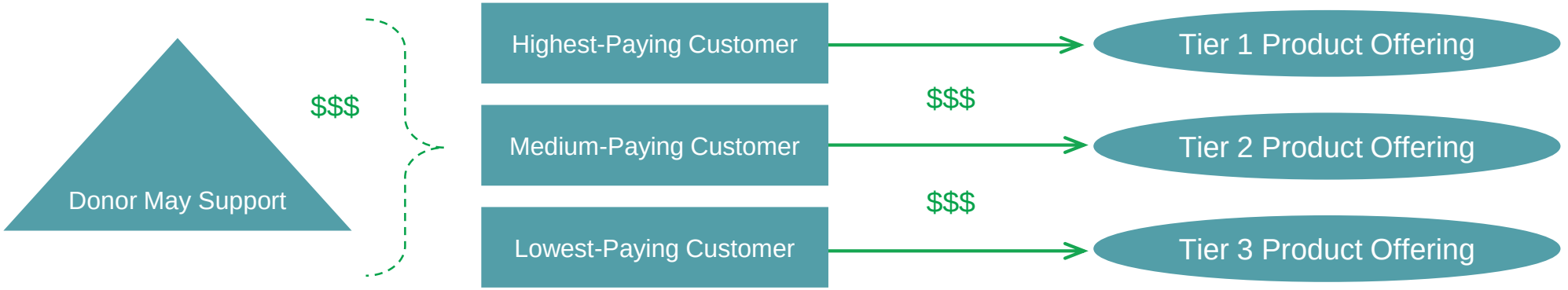
High – New iterations of OpenLMIS will only be available with licenses.

Anticipated Shift in Partner Roles



8. Licensed Software

Paid license for use of future instances of OpenLMIS, with three tiers of pricing and support options.



Stakeholder

- **Partner:** Commercial entities, country-specific technology and marketing companies
- **Customer:** MOH, any company that needs healthcare supply chain management

Product

- License all future instances of OpenLMIS
- Provide three different pricing tiers that offer versions of marketing, support, development, etc.
- Pay structure may be subscription based

Profit Equation

- **Revenue streams:** All versions generate revenue
- **Cost centers:** Highest tier pricing model is the most expensive, but not necessarily the highest driver of revenue

Value prop: Paid version(s) of a health logistics system with different tiers of support

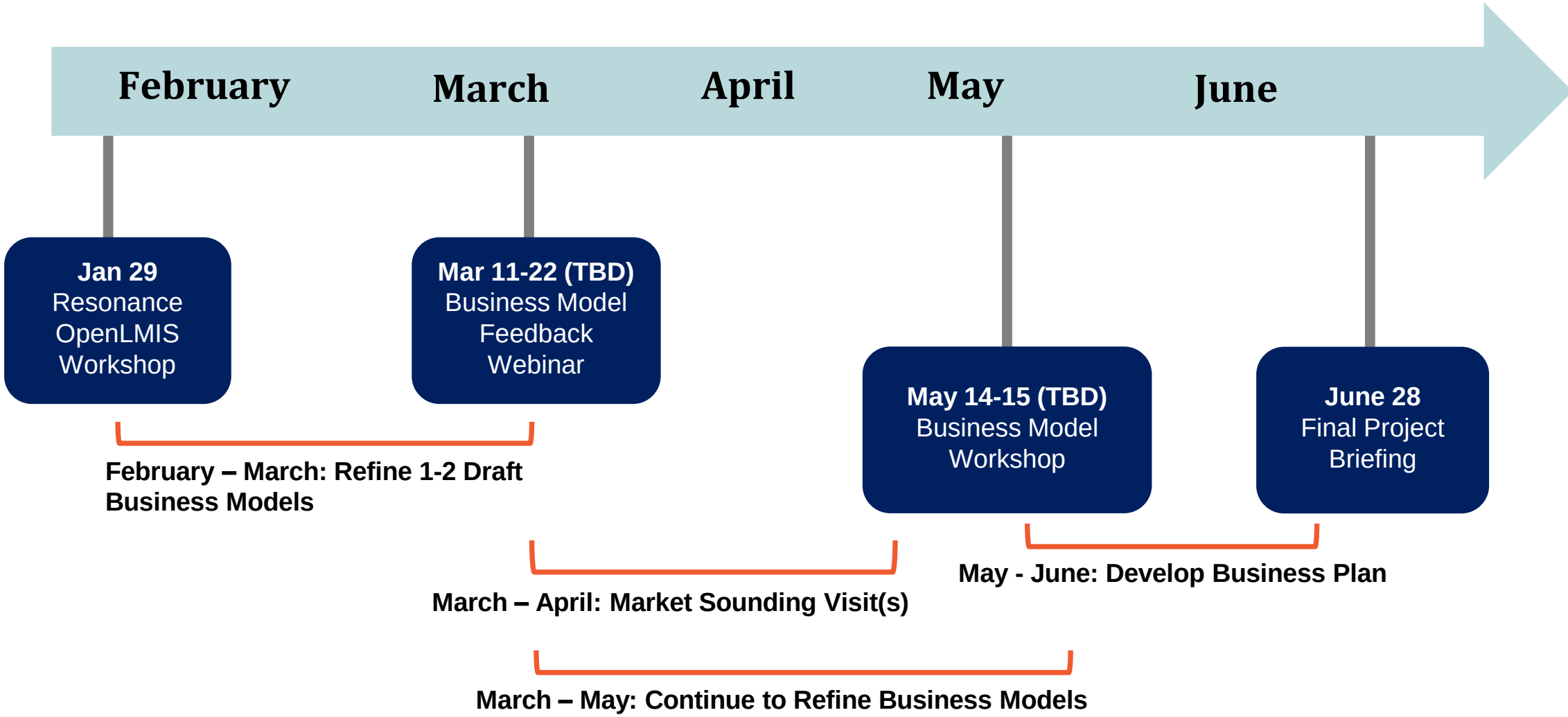
Group Recap

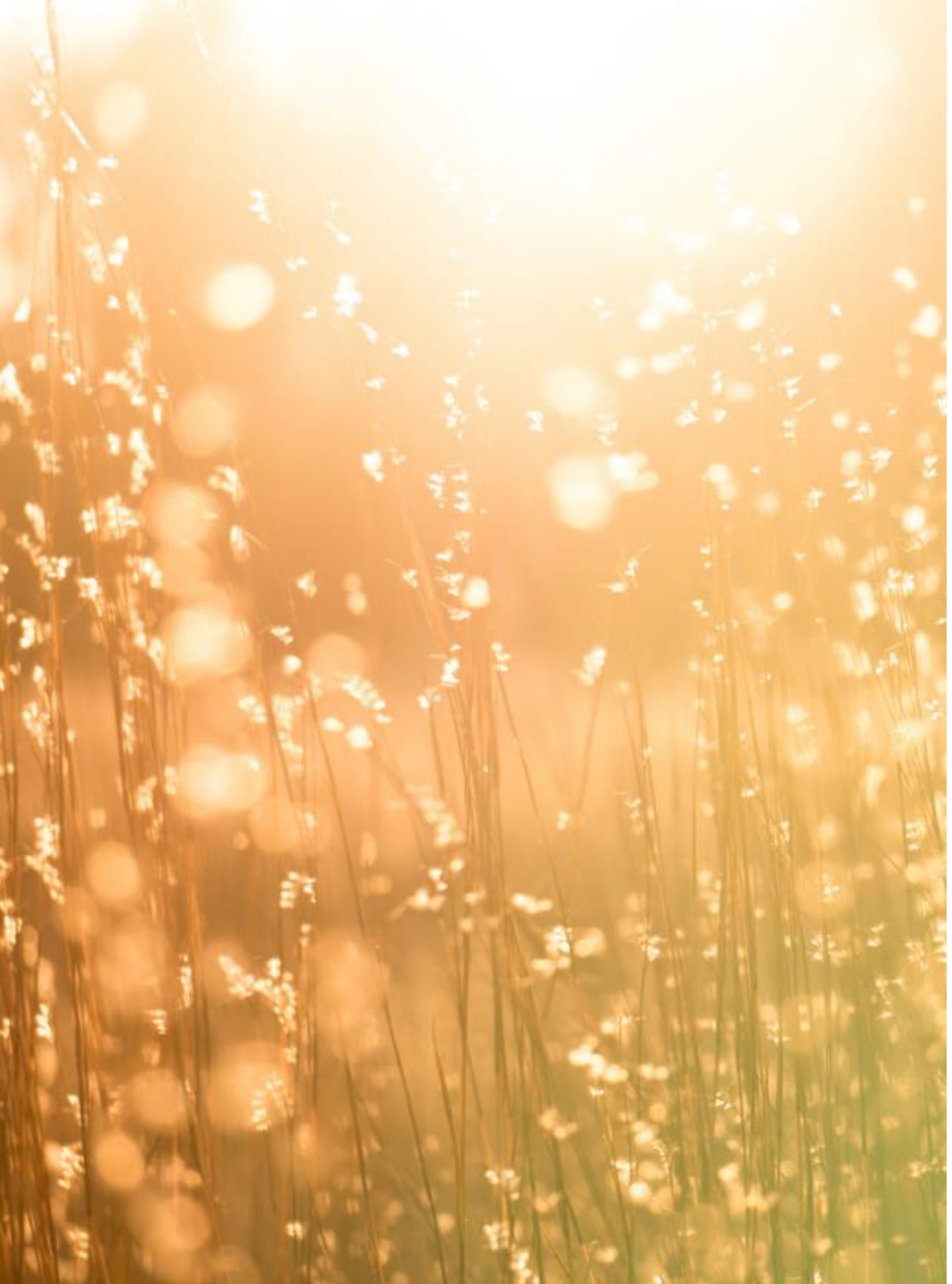
Tallying Votes

Ranking & Score		Name of Business Model	Desired Impact
1	3.77	1. Partner Network	0 green, **3 yellow**, 0 red
2	3.55	5. Supply Chain Partners – Pay for Access	**2 green, 1 yellow**, 0 red
3	3.52	7. Open Source Tiered Model	**1 green, 2 yellow**, 0 red
4	3.25	3. Bundled Software Offering	0 green, **2.5 yellow, 0.5 red**
5	3.22	4. Multi-vertical Supply Chain Offering	**1.5 green, 0.5 yellow**, 0 red
6	3.17	6. Collective Impact for Health Data	**1 green, 2 yellow, 1 red**
7	2.56	8. Licensed Software	0 green, 0 yellow**, 3 red**
8	1.90	2. Training / Implementation as a Service	0 green, **1 yellow, 1 red**

Next Steps

NEXT STEPS: Timeline





Next Steps

- Refine and develop 1-3 draft business models based on ranking and feedback from this Workshop
- Hold feedback webinar sessions to elicit feedback and insights to further refine and improve the business models
- Gain agreement on future market sounding location(s)
- Conduct interviews with potential customer segments by phone and through further market sounding visits
- Confirm dates for the May Business Model Workshop

One-Word Reflection

Thank You!

JAMES BERNARD
Director, Global Partnerships
jbernard@resonanceglobal.com

EMILY CLAYTON
Senior Manager
eclayton@resonanceglobal.com

KIM COURI
Senior Consultant
kcouri@resonanceglobal.com

ZACH HARRIS
Analyst
zharris@resonanceglobal.com