

# Ingredients for Organizational Sustainability

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1. Understand the Alliance's market
  - a. Health care market structure and dynamics
  - b. Key stakeholders (including partners and customers) and their priorities and resources
  - c. Competing and complementary organizations, including those able to assume responsibility for sustaining previous Alliance activities
2. Determine what the Alliance does especially well
  - a. Areas of differentiation that meet market needs
  - b. Areas that need to be bolstered
  - c. Areas to withdraw from or transition to other organizations
3. Develop a clear point of view on what the Alliance wants to do
  - a. Compelling vision to establish aspirational end state
  - b. Clear mission to provide guidance on goals and activities
4. Articulate a value proposition by identifying a scope of activities (*see visual representation*)
  - a. Identify "sweet spot" based on overlap of items 1, 2, and 3:
    - i. What Alliance can be supported to do (demand from stakeholders, partners, customers)
    - ii. What Alliance does well (capabilities)
    - iii. What Alliance wants to do (its mission)
  - b. Learn to monetize overlaps of capabilities and mission, e.g., by broadening stakeholder base
  - c. Learn to improve capabilities on overlaps between stakeholder demands and mission, e.g., by hiring or partnering
  - d. De-emphasize overlaps between capabilities and stakeholder demand, or use as a "cash cow" to fund mission-driven activities
5. Develop a return on investment (ROI) model to document the value proposition
  - a. Make benefits, investments and timeframes explicit for stakeholders
6. Identify an appropriate funding model
  - a. Evaluate dues, program funding, fee-for-service, royalties, grants, and donations
  - b. Consider the mix of revenue types, fit with stakeholders' budgets, and lifecycle of revenue sources
7. Increase organizational effectiveness
  - a. Become a high performance organization through improved planning, execution, adaptability, resilience, people development
  - b. Measure success along key dimensions: people centeredness, clarity of vision, leadership, trust/transparency, sense of personal responsibility for the enterprise, culture of innovation
8. Match governance to the Alliance's desired future state
  - a. Consider evolution from constituency board to one that focuses on the interests of the Alliance

- b. Add councils, committees and task forces to match overall strategy
- 9. Evolve over time as the environment changes
  - a. Develop appropriate mix of strategic commitment and flexibility
  - b. Keep close tabs on the environment to recognize when a shift is needed
  - c. Stay close to stakeholders

## Framework for Value Proposition Development

