**D-Rev Impact BMC**

**Your Venture:** D-Rev

**Your Legal Structure:** Nonprofit medical device design company, targeting base of the pyramid market

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| **Problem Statement**  In low-income countries, there is a dearth of durable, context-appropriate medical devices. The World Health Organization states that less than 30% of donated medical equipment is ever turned on at its destination, and as little as 10% become operable. | | | | |
| **Mission Statement**  Close the quality healthcare gap by designing and delivering medical technologies for under-served, low-income populations. | | | | |
| **Key Partners**  What network of suppliers and partners make your business model work?  *(Strategic alliances, joint ventures, suppliers…)*  Medical Device Manufacturers  Medical Device Distributors  Medical Device Servicers  Researchers  Medical Professionals  Governments/MOHs  Hospitals & Clinics  Other nonprofit field partners support regional and in-country presence  Financial supporters (donors, foundations)  In-kind supporters (legal, etc.) | **Key Activities**  What are the most important actions you must take to make your business model work?  *(Production, service delivery, program management, impact measurement, …)*  Research health areas  Identify high-impact opportunities that can address health inequities at scale  Design products to meet customer needs  Identify and work with manufacturers to produce devices  Deliver to users in partnership with distributors  Replicate the success of proven model to design and disseminate new products  Measure impact to determine that the product is reaching the people and places who need it  Advocate for patient-and practitioner user-centered design at conferences and via the media | **Value Proposition**  What value are you creating? (How are you solving a problem, satisfying a need, or delivering benefits in a new way)?  *(Relevancy, quantified value/benefits, unique differentiation/ competitive advantage, …)*  For patients, doctors, and hospitals: Design and deliver disruptive medical technologies for patients in low-income countries to improve health and life outcomes  For donors: Leverage charitable dollars for medical device R&D to meet the needs of low-income patients that are overlooked by for-profit companies. Donor-funded R&D frees D-Rev from the pressures to generate shareholder profit, allowing it to sell its devices at a low price point its patients can afford. Keeping prices low enables sales that will be able to scale, supporting the organization increasingly through market forces.  (Note: each device/product line could have its own canvas to address diverse stakeholder needs) | **Stakeholder Relationships**  What type of relationship are you establishing with each stakeholder segment to deliver your value?  *(Personal assistance, self-service, automated service, community empowerment, co-creation, employee culture, reporting,…)*  Deep engagement with patients, doctors and hospitals to understand need and build empathy  Iterative and reciprocal engagement as hospitals and partners provide feedback through R&D process  Technical relationship with contract manufacturers or licensees to transfer technology  Contracts with distributors to ensure integrity in supply chain  Knowledge sharing and training relationship with device servicers to ensure quality and proper use  Reporting relationship with key partners and donors | **Stakeholder Segments**  For whom are you creating value?  *(Customers, employees, users, beneficiaries, volunteers, members, recipients, participants, communities, funders, regulators….)*  Patients in low-income countries segmented by need (amputees, babies with jaundice, etc.)  Doctors  Hospitals and clinics  Licensees of our technologies  Staff and volunteers  Funders |
| **Key Resources**  What are the most important assets required to make your business model work?  *(Physical, financial, intellectual, human)*  Staff with key expertise in medical device engineering and international health  R&D/prototyping materials and equipment  Knowledge of local markets for medical devices  Technical knowledge about impact assessment and monitoring  Relationships with manufacturers and distributors  Salaries and office space  Donated and earned revenue | **Channels**  How are you reaching your stakeholder segments to deliver your value?  *(Sales, distribution, communication)*  Partner relationships with hospitals and communities  Direct Sales  Product pages on website  Word-of-mouth  Publishing results and thought leadership  Conferences  Media |
| **Cost Structure**  What are the most important costs inherent in your business model and how can you work to drive them to a minimum?  *(Salaries, costs of production, customer service, evaluation, …)*  Program (75% in 2015)   * Research and development (donor funded) * Impact assessment (funded through device sales) * Salaries * Travel   Administrative (15% in 2015)  Fundraising (10% in 2015) | |  | **Revenue Streams**  What revenue(s) are you generating from each stakeholder segment for your value?  *(Gifts, grants, sponsorships, earned income, …)*  Foundations (60% in 2015)  Individuals (28% in 2015)  Bilateral (7% in 2015)  Corporate (4% in 2015)  Earned Revenue (1% in 2015)  As D-Rev scales sales of its devices, it aims to shift to more earned income and reduced reliance on philanthropic funding | |
| **Intended Impact** Our goal is to treat millions of people and solve critical health problems. In 2015, we continued to build local partnerships and grew our network  of users to 400 hospitals and 600 medical professionals in 20 countries. Reached 124,800 people. | | | | |

The Impact BMC leverages the Business Model Canvas by [Strategyzer.com](https://strategyzer.com/), which is licensed under [CC BY-SA 3.0](http://creativecommons.org/licenses/by-sa/3.0/).