**D-Rev Impact BMC**

**Your Venture:** D-Rev

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

|  |
| --- |
| **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 ManufacturersMedical Device Distributors Medical Device Servicers ResearchersMedical ProfessionalsGovernments/MOHsHospitals & ClinicsOther nonprofit field partners support regional and in-country presenceFinancial 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 scaleDesign products to meet customer needsIdentify and work with manufacturers to produce devicesDeliver to users in partnership with distributors Replicate the success of proven model to design and disseminate new productsMeasure impact to determine that the product is reaching the people and places who need itAdvocate 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 outcomesFor 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 empathyIterative and reciprocal engagement as hospitals and partners provide feedback through R&D processTechnical relationship with contract manufacturers or licensees to transfer technologyContracts with distributors to ensure integrity in supply chainKnowledge sharing and training relationship with device servicers to ensure quality and proper useReporting 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.)DoctorsHospitals and clinicsLicensees of our technologiesStaff and volunteersFunders |
| **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 healthR&D/prototyping materials and equipmentKnowledge of local markets for medical devicesTechnical knowledge about impact assessment and monitoring Relationships with manufacturers and distributorsSalaries 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 communitiesDirect SalesProduct pages on websiteWord-of-mouthPublishing results and thought leadership ConferencesMedia |
| **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 networkof 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/).