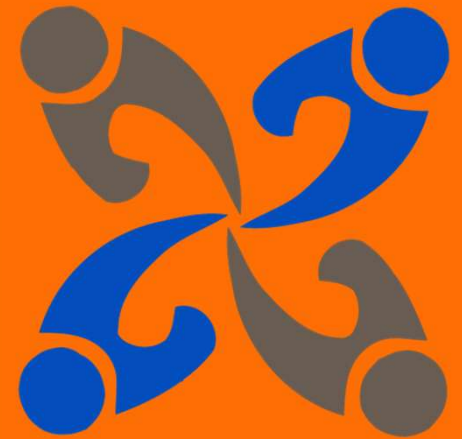


DIMAGI: BUSINESS DEVELOPMENT FOR ICT4D

ANTHONY CONNOR
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JASON KASS
DIRECTOR OF FINANCE



While We Get Ready...

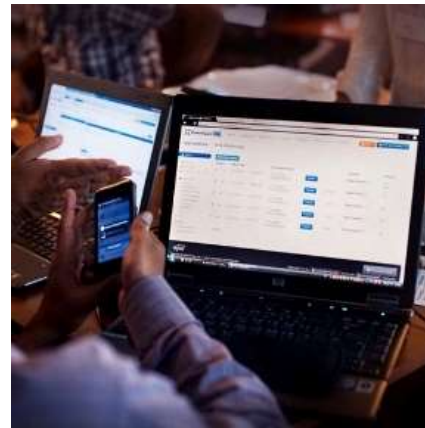
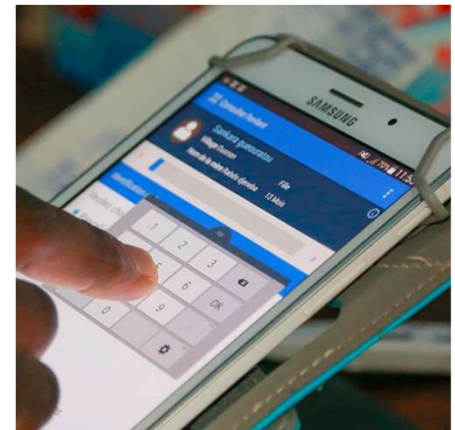
**Please go to tinyurl.com/DimagiBDTool
and download and open the toolkit!**

Agenda

1. About Dimagi
2. Problem
3. Dimagi's Past Financial Challenges
4. Introduction to BizDev Toolkit
5. Exercises!
6. BizDev Pipeline in Action



- Socially conscious software company created in 2002 out of Harvard and MIT
- Experience implementing hundreds of projects in 60+ countries
- Team of 135+ engineers, scientists, agriculture and public health experts, and project implementation staff
 - Offices in the United States (HQ), Senegal, Indian & South Africa
- Makers of CommCare (www.commcarehq.org), a leading open-source mobile platform for the last mile



The Problem: Not having a diversified portfolio can create challenges in creating a sustainable business model for a social enterprise.

Past Financial Challenges as a Social Enterprise



Challenge 1

Heavily concentrated revenues and spikey cash flows

Challenge 2

Hard to have confidence & visibility into longer term financials, making it difficult to make financial decisions

Challenge 1

Heavily concentrated revenues and spikey cash flows



Challenge 2

Hard to have confidence & visibility into longer term financials, making it difficult to make financial decisions

Past Financials to Guide the Future

- In the past when we received a large amount of funding from one donor we'd know we could then survive for the next few years, and as a result would assume that we were in good shape based on a snapshot of our year to date P&L
- Using a snapshot of the past financials though we realized wasn't giving us a very accurate projection into the future, making it difficult to make financial decisions such as increasing salaries or making new investments.

Modeling the Future

- We started looking at a **Future** model that projected 12 months, which then became a model projecting out 36 months and beyond, allowing us to make better long term financial decisions
- A key component to our forward focused models was being able to measure our future revenue and cash, our BizDev Pipeline

BD Tool Kit

Name	Business Unit	Channel	Owner	Stage	Prob	Start	Duration	Amount	Stage 3 Prob	Stage 3 Amount
Wands International in Azkaban for secrets	Hufflepuff	Innovation Grants	Susan Bones	Closed - Lost	0.2	9/30/2016	12	\$ 200,000	0.2	\$ 200,000
Durmstrang in Azkaban for scrofungulus	Hufflepuff	Pre-Bid	Susan Bones	Closed - Lost	0.15	9/1/2016	60	\$ 320,000	0.15	\$ 320,000
St Mungo's Hospital in Grimmauld Place for jinxes	Ravenclaw	Innovation Grants	Michael Corner	Closed - Lost	0.75	8/1/2014	24	\$ 10,000	0.75	\$ 10,000
Ministry of Magic in Nurmengard for scrofungulus	Slytherin	Innovation Grants	Tom Riddle	Closed - Lost	0.2	9/30/2016	24	\$ 54,365	0.2	\$ 54,365
Durmstrang in Londinium for curses	Ravenclaw	Innovation Grants	Luna Lovegood	Closed - Lost	0.4	9/1/2013	60	\$ 250,000	0.4	\$ 250,000
Wizards Relief in Grimmauld Place for vanishing sickness	Hufflepuff	Innovation Grants	Cedric Diggory	Closed - Lost	0.3	9/1/2013	60	\$ 250,000	0.3	\$ 250,000
Beauxbatons in Grimmauld Place for secrets	Ravenclaw	Innovation Grants	Luna Lovegood	Closed - Lost	0.01	9/1/2013	60	\$ 1,000,000	0.01	\$ 1,000,000
Wands International in Nurmengard for jinxes	Ravenclaw	Innovation Grants	Luna Lovegood	Closed - Lost	0.02	8/30/2016	24	\$ 250,000	0.02	\$ 250,000
Ministry of Magic in Hogsmeade for curses	Gryffindor.	Innovation Grants	Seamus Finnigan	Closed - Lost	0.03	9/1/2013	12	\$ 35,000	0.03	\$ 35,000
Wands International in Nurmengard for dragon pox	Hufflepuff	Innovation Grants	Cedric Diggory	Closed - Lost	0.03	8/31/2016	24	\$ 1,500,000	0.03	\$ 1,500,000
Wizards Relief in London for scrofungulus	Hufflepuff	Pre-Bid	Cedric Diggory	Closed - Lost	0.1	8/31/2016	60	\$ 258,025	0.1	\$ 258,025
Beauxbatons in Forbidden Forest for splinching	Hufflepuff	B2B	Hannah Abbott	Closed - Lost	0.1	8/1/2015	24	\$ 35,000	0.1	\$ 35,000
Ministry of Magic in Hogsmeade for splinching	Gryffindor.	Innovation Grants	Sirius Black	Closed - Lost	0.1	8/1/2014	24	\$ 50,000	0.1	\$ 50,000
Ministry of Magic in Azkaban for scrofungulus	Ravenclaw	Innovation Grants	Michael Corner	Closed - Lost	0.1	8/1/2013	36	\$ 50,000	0.1	\$ 50,000
St Mungo's Hospital in London for scrofungulus	Hufflepuff	B2B	Hannah Abbott	Closed - Lost	0.2	9/19/2014	12	\$ 15,000	0.2	\$ 15,000
Beauxbatons in Hogsmeade for curses	Slytherin	B2B	Tom Riddle	Closed - No Go	0.2	9/30/2016	12	\$ 10,000	0.2	\$ 10,000
Beauxbatons in Azkaban for dragon pox	Gryffindor.	B2B	Seamus Finnigan	Closed - No Go	0.75	9/15/2016	72	\$ 36,000	0.75	\$ 36,000
World Wizards in Hogsmeade for splinching	Slytherin	B2B	Severus Snape	Closed - No Go	0.25	9/1/2015	12	\$ 35,000	0.25	\$ 35,000
St Mungo's Hospital in London for vanishing sickness	Gryffindor.	B2B	Neville Longbottom	Closed - No Go	0.1	8/30/2016	12	\$ 32,000	0.1	\$ 32,000
Wands International in Nurmengard for secrets	Hufflepuff	B2B	Susan Bones	Closed - No Go	0.9	8/15/2015	12	\$ 10,000	0.4	\$ 10,000
Distressed Witches Fund in Londinium for secrets	Slytherin	B2B	Tom Riddle	Closed - No Go	0.9	8/1/2016	72	\$ 36,000	0.9	\$ 36,000
St Mungo's Hospital in Forbidden Forest for jinxes	Slytherin	Innovation Grants	Tom Riddle	Closed - No Go	0.05	7/15/2016	12	\$ 15,000	0.05	\$ 15,000
World Wizards in Nurmengard for scrofungulus	Slytherin	B2B	Tom Riddle	Closed - No Go	0	8/24/2015	12	\$ 25,000	0	\$ 25,000
Beauxbatons in Londinium for secrets	Ravenclaw	B2B	Michael Corner	Closed - No Go	0.05	8/31/2015	24	\$ 20,200	0.05	\$ 20,200
Wands International in Nurmengard for splinching	Ravenclaw	B2B	Luna Lovegood	Closed - No Go	0.05	8/31/2015	12	\$ 5,000	0.05	\$ 5,000
World Wizards in Grimmauld Place for splinching	Ravenclaw	Innovation Grants	Michael Corner	Closed - No Go	0.05	8/25/2015	12	\$ 15,000	0.05	\$ 15,000

Is this generalizable?

Key Terms

- Stage – Talking / Prospect / Negotiating / Closed
- Close Date - When funding will hit your account once won
- Probability – Between 0 and 100% - the chance you'll win a grant or opportunity.
 - Competitive Bid / Innovation Grant / Post Award – all different probabilities
- Expected Value – Probability x Value divided from the close date outward

Stages and Probabilities

Dimagi:

- We have 6 internal stages – 3 help our staff organize, 3 have financial implications!
- Stage 4+ goes into financial projection reports

BD Toolkit:

- 4 Stages only
 - Stage 1: Discussing
 - Stage 2: Developing
 - Stage 3: Deciding
 - Stage 4: Negotiating
- Stage 2+ have implications

Exercises!

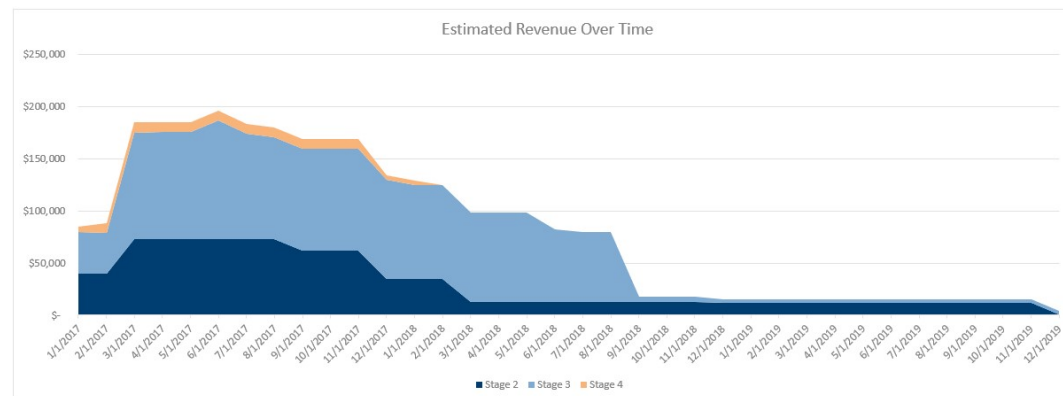
Break into 3 groups

Digest the opportunity sheets for your group

Let us see your financial projections from the BD toolkit projection and explain your reasoning for 5 mins.

Revenue Projection

Stage	1/1/2017	2/1/2017	3/1/2017	4/1/2017	5/1/2017	6/1/2017	7/1/2017	8/1/2017	9/1/2017	10/1/2017	11/1/2017	12/1/2017	1/1/2018	2/1/2018	3/1/2018	4/1/2018	5/1/2018
Stage 2	\$ 39,528	\$ 39,528	\$ 73,028	\$ 73,028	\$ 73,028	\$ 73,028	\$ 73,028	\$ 73,028	\$ 62,194	\$ 62,194	\$ 62,194	\$ 35,111	\$ 35,111	\$ 35,111	\$ 12,444	\$ 12,444	\$ 12,444
Stage 3	\$ 40,686	\$ 39,486	\$ 102,263	\$ 102,958	\$ 102,958	\$ 113,624	\$ 100,720	\$ 97,581	\$ 97,581	\$ 97,581	\$ 97,581	\$ 94,581	\$ 89,414	\$ 89,414	\$ 85,847	\$ 85,847	\$ 85,847
Stage 4	\$ 4,914	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 9,534	\$ 4,620	\$ 4,620	\$ -	\$ -	\$ -	\$ -



Limitation and Extensibility

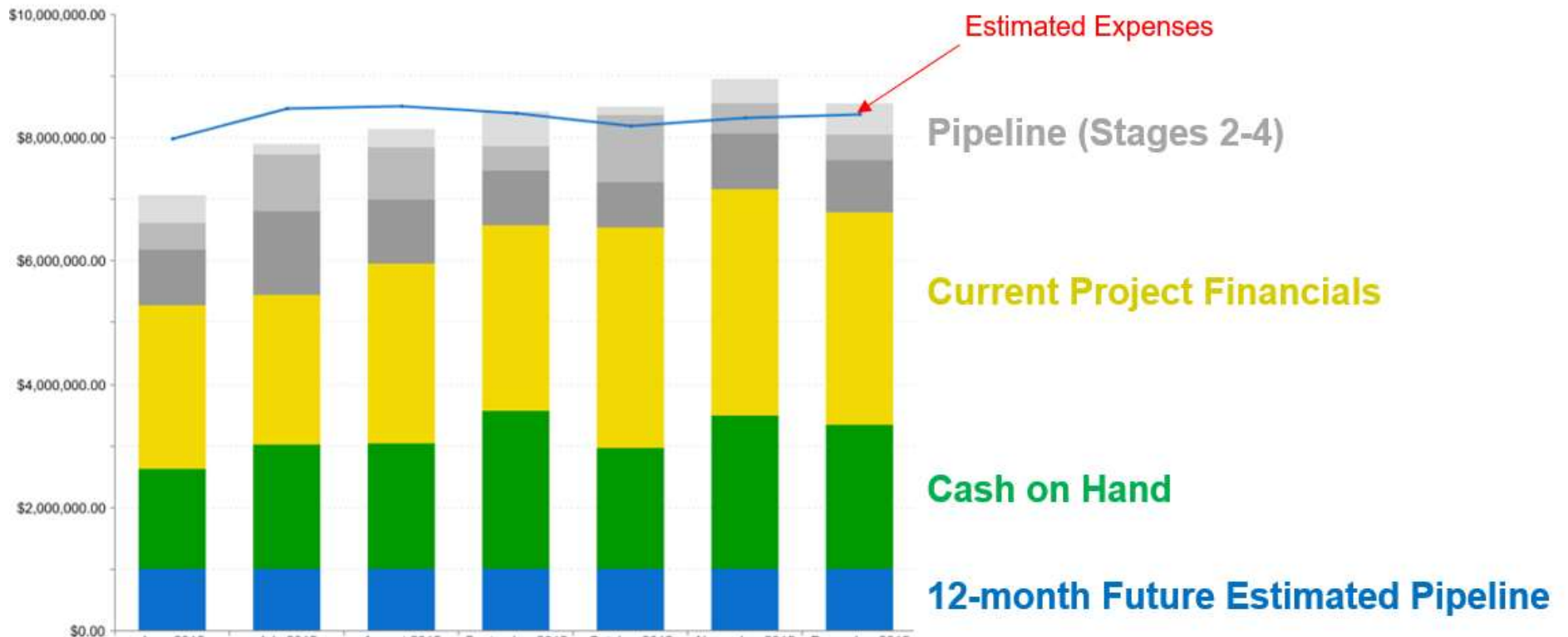
Limitations:

- Duration and “smoothing” won’t necessarily be reflected if there is frontloading or T&M contracting. Everything is divided out evenly over time
- Largely revolves around probabilities which can be subjective

Extensibility

- Dimagi has rebuilt this in Salesforce to connect to other systems
- Expenses / CRR are usually juxtaposed
- Staffing needs and resourcing is kicked off by certain triggers in this system

BizDev Pipeline & Long Term Sustainability and Growth



Thank you

Anthony Connor
Jason Kass

For more information on Dimagi, please visit www.dimagi.com
For more information on CommCare, please visit www.commcarehq.org
Questions? Email us: aconnor@dimagi.com // jkass@Dimagi.com

