



DECISION SUPPORT MODEL

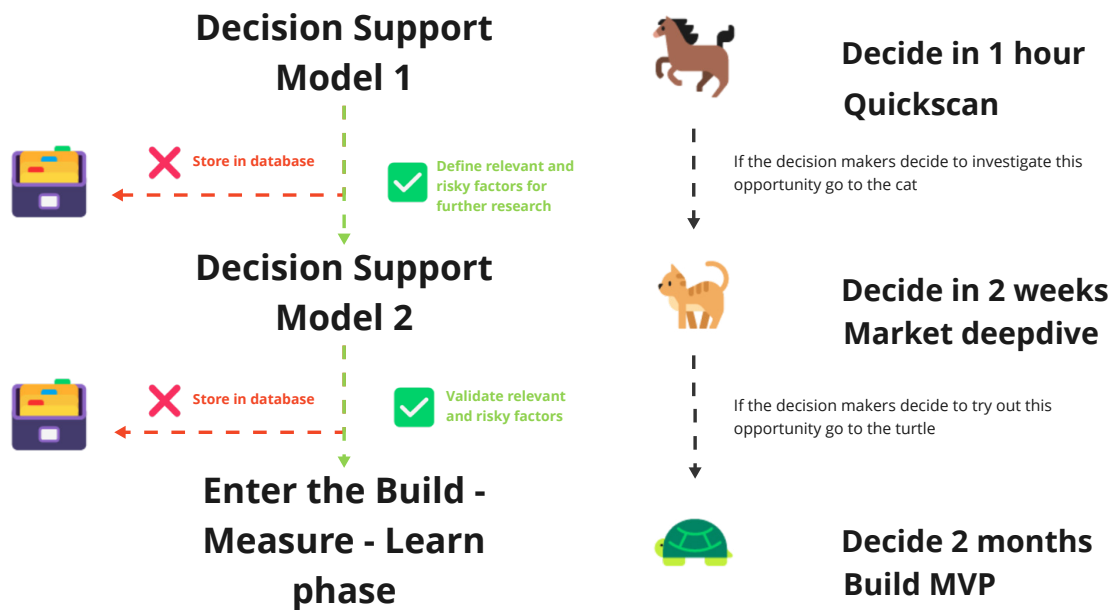
INTRODUCTION

Process of decision-making

Using the Decision Support Model

The decision support model (DSM) is used at different stages of the decision-making process within Unifix Care. In Round 1, known as the Horse - Quicksan, the DSM is employed to assess the initial potential of an opportunity. This quickscan typically takes around one hour and is based on existing knowledge, despite the presence of uncertainties. The outcome of Round 1 helps identify the most relevant and risky factors that require further investigation in subsequent rounds.

If Round 1 yields a positive outcome and the team decides to invest more time and resources into the opportunity, the DSM is utilized in Round 2 - The Cat. During this stage, known as the Market Deepdive, the team conducts in-depth research to reduce uncertainty and provide more specific answers to key questions. If the outcome remains positive in Round 2, the team proceeds to Round 3: The Turtle. This signifies that the opportunity has been adopted into the Build-Measure-Learn loop.



Round 1

When to use the horse?

When Unifix Care sees an opportunity they need to decide with all decision makers if they are going to investigate this opportunity any further

Round 2

When to use the cat?

The opportunity is relevant enough to spend 2 weeks of time and resources to further investigate with the provided tools (market research, competitor mapping, interviews etc.)

Round 3

When to use the turtle?

supplier outreaches etc, build MVP, reach out to potential agents.

Steps of utilization

Decision support model

Why will it be used?

The DSM serves several essential purposes within Unifix Care. Firstly, it guides the decision-making process regarding whether to invest in a particular opportunity. By providing a structured framework, the DSM simplifies complex decisions and ensures that key facets within the expansion categories are taken into account. This, in turn, increases the efficiency and effectiveness of decision-making.

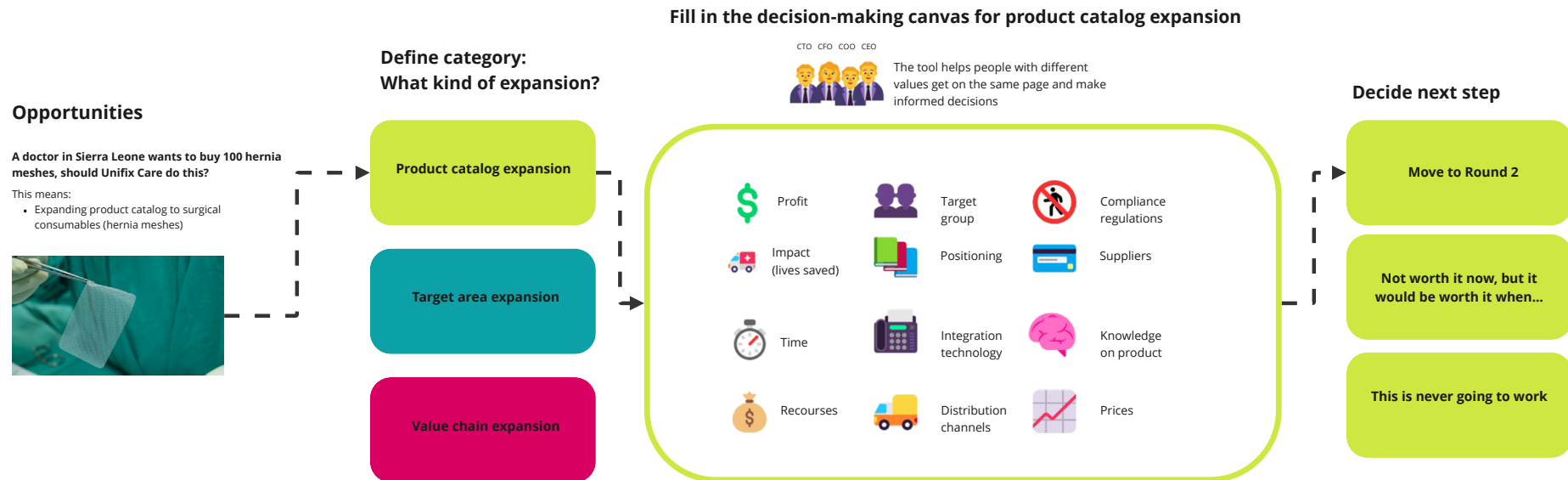
Furthermore, the DSM fosters consensus among participants with differing values and opinions. By utilizing the model, the team can align their perspectives and make collective decisions that align with the company's strategy. Additionally, the DSM creates a database of choices, enabling easy retrieval of past opportunities and the reasons behind declining them. This promotes knowledge sharing within the team, preventing redundant assessments of the same opportunity and facilitating informed decision-making.

Who will use it?

The DSM is designed to be utilized by various individuals within the company, particularly the founders in the case of Unifix Care. However, it is not limited to them alone. Other employees can also benefit from using the DSM, as it enables the whole team to be involved in the decision-making process. By incorporating multiple perspectives, the DSM promotes a comprehensive and inclusive approach to decision-making.

Where will it be used?

The DSM can be used both in the office with the printed version and online on platforms such as Miro. The choice of medium depends on the preferred mode of collaboration and accessibility for the team members. Whether in-person or virtual, the DSM serves as a reliable tool for decision-making, ensuring consistency and providing a shared reference point for the team.



Round 1 - Quick scan

Decide in 1 hour



When to use the horse?

Unifix Care employs this model to assist in determining whether or not to pursue a given opportunity before constructing an MVP. The model addresses key factors that impact the decision-making process.

How to use the horse?

Part 1: Questions (90 minutes)

This tool consists of 18 questions that the team must answer as comprehensively as possible within a 5-minute timeframe for each question. At the bottom of each box, a rubric is available, enabling you to mark your progress on the green bar.

Part 2: Decide (30 minutes)

Review all the information you have recorded and attempt to address the following inquiries:

- What will be the overall investment in terms of time and resources?
- What will be the reward in terms of impact and profit?

Ultimately, answer the final question:

- Does the potential reward justify the investment?

If yes, move to Round 2 - The Cat

If no, record this file for later.

1. CHOOSE

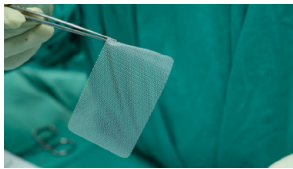
1. Which category does the presented opportunity belong to?

Example opportunity

A doctor in Sierra Leone wants to buy 100 hernia meshes, should Unifix Care do this?

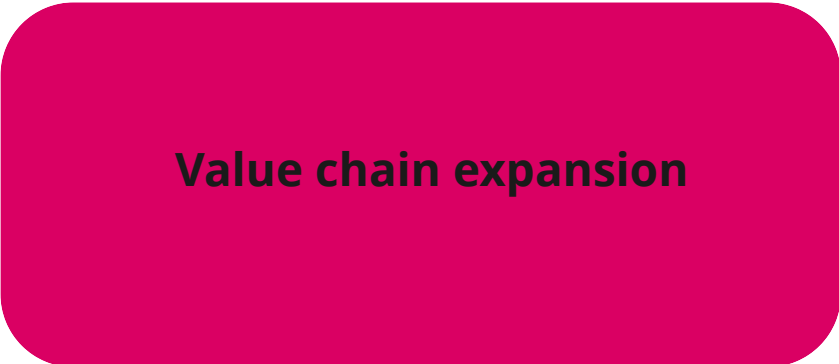
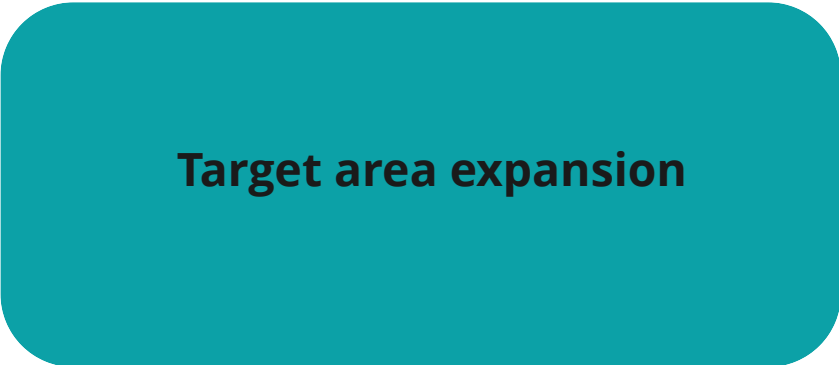
This means:

- Expanding product catalog to surgical consumables (hernia meshes)



2. Complete the canvas for the designated category

- If an opportunity spans across multiple expansion categories, complete the canvases corresponding to each category included in the opportunity.



2. UNDERSTAND

PRODUCT CATALOG EXPANSION

Is the target group similar?

Does the company want this?

Explain here

0 1 2 3 4 5 6 7 8 9 10

Completely new target group: The organization has no prior knowledge or experience with this target group. There is a lack of understanding of the target group's preferences, behaviors, and values, and significant research and resources are required to effectively engage with them.

Neutral familiarity with target group: The organization has a general understanding of this target group and their preferences and behaviors. Communication barriers may still exist, but they can be overcome with some effort and resources.

Exactly similar target group: The organization has extensive knowledge and experience with this target group, and communication barriers are minimal or nonexistent. The organization has established effective communication strategies and messaging that resonate with this target group.

How does the product's positioning compare to the current catalog?

Does the company want this?

Explain here

0 1 2 3 4 5 6 7 8 9 10

New product in conflict with the current catalog: The new product is fundamentally different from the existing products in the catalog, and may not appeal to the same target audience. There may be significant confusion or even resistance from customers who are used to the current product offerings.

Neutral relationship between the new product and current catalog: The new product is a distinct offering that does not conflict with or overlap with the existing products in the catalog. There may be some overlap in the target audience, but there is no inherent tension or confusion between the products.

New product highly complementary to the current catalog: The new product is a natural extension or complement to the existing products in the catalog, and is likely to appeal to the same target audience. The organization may already have established marketing and sales channels that can be leveraged to effectively promote and sell the new product to existing customers.

How does the product integrate with current technology and systems?

Does the company want this?

Explain here

0 1 2 3 4 5 6 7 8 9 10

New product requires completely new technology and operating system: The new product is fundamentally different from the existing products, and requires a completely new technology and operating system to be sold to the customer. Significant investment in R&D and infrastructure will be required to develop and support the new product.

Neutral relationship between the new product and technology/operating system: The new product can be sold using the same technology and operating system as the existing products, with no significant changes or upgrades required. The organization already has the necessary infrastructure and resources in place to support the new product.

New product can be sold using the same technology and operating system: The new product is a natural extension or complement to the existing products, and can be sold using the same technology and operating system. The organization already has established sales channels and infrastructure that can be leveraged to effectively promote and sell the new product to customers.

What distribution channels are utilized?

Does the company want this?

Explain here

0 1 2 3 4 5 6 7 8 9 10

New product requires completely new distribution methods: The new product is fundamentally different from the existing products, and requires completely new distribution methods to transport the product to the customer. This may include developing new supply chain channels, creating new warehousing and storage facilities, and investing in new transportation infrastructure. Significant investment in R&D, logistics, and infrastructure will be required to develop and support the new distribution methods.

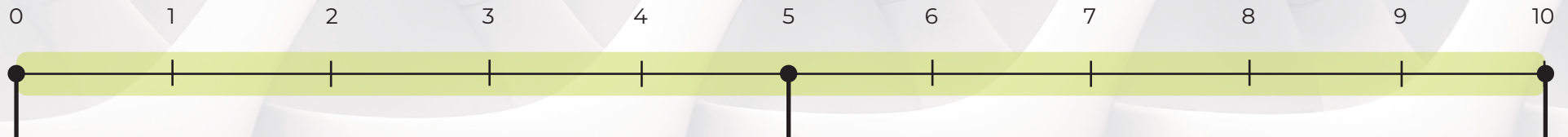
Neutral relationship between the new product and distribution methods: The new product can be transported to the customer using the same distribution methods as the existing products, with no significant changes or upgrades required. The organization already has the necessary logistics infrastructure in place to support the new product. However, there may be some additional considerations for specific logistics factors such as transportation modes, lead times, and order quantities.

New product can be transported using the same distribution methods: The new product is a natural extension or complement to the existing products, and can be transported to the customer using the same distribution methods. The organization already has established logistics and distribution channels that can be leveraged to effectively transport and deliver the new product to customers. However, there may still be logistics considerations such as inventory management, order fulfillment, and last-mile delivery that need to be optimized.

Is the organization in compliance with regulations?

Is the organization equipped to launch this product?

Explain here



New product does not comply with regulations and faces many unexpected obstacles: The new product does not comply with local regulations or standards, and there are many unexpected obstacles that may stand in the way of approval. The process for obtaining approval is long and bureaucratic, requiring significant investment in R&D, testing, and regulatory compliance. Significant additional resources and time will be required to overcome these obstacles.

Neutral relationship between the new product and regulatory compliance: The new product can be imported and distributed locally with minimal additional regulatory compliance requirements. The organization already has the necessary regulatory and compliance infrastructure in place to support the new product. However, there may still be regulatory considerations such as labeling requirements, import/export regulations, and product safety standards. Some additional resources and time will be required to address these requirements.

New product is approved for import and local distribution: The new product is fully approved for import and local distribution, and complies with all local regulations and standards. The organization has successfully navigated the regulatory approval process, and can proceed with importing and distributing the new product without significant additional investment or regulatory compliance requirements. Little to no additional resources or time will be required to distribute the new product.

Do we have a partner capable of providing this product?

Is the organization equipped to launch this product?

Explain here

0 1 2 3 4 5 6 7 8 9 10

No suppliers can provide the new product: There are currently no suppliers that can provide the new product that meet the organization's requirements for affordability, quality, reliability, consistency, and trustworthiness. This will require significant investment in research and development to either develop a new supplier or manufacture the product in-house.

Limited choice of suppliers: There are a limited number of suppliers that can provide the new product that meet the organization's requirements for affordability, quality, reliability, consistency, and trustworthiness. However, the organization has identified several options and can choose from a limited pool of potential suppliers. This may require some additional investment in research and development to identify and develop relationships with these suppliers.

Wide variety of suppliers to choose from: There are many suppliers that can provide the new product that meet the organization's requirements for affordability, quality, reliability, consistency, and trustworthiness. The organization has a wide variety of potential suppliers to choose from and can select the best option based on their specific needs and preferences. This will require some investment in research and development to evaluate and select the best supplier for the organization, but the process is not significantly resource-intensive.

How easy is it to acquire knowledge about the product?

Is the organization equipped to launch this product?

Explain here

0 1 2 3 4 5 6 7 8 9 10

Acquiring information and expertise is very difficult: There is limited information available on the new product, and it requires a high level of expertise to understand and effectively sell it. The organization does not have the necessary knowledge and expertise in-house and must rely on hiring consultants or specialists to acquire sufficient knowledge on the product. This requires significant investment in time and resources.

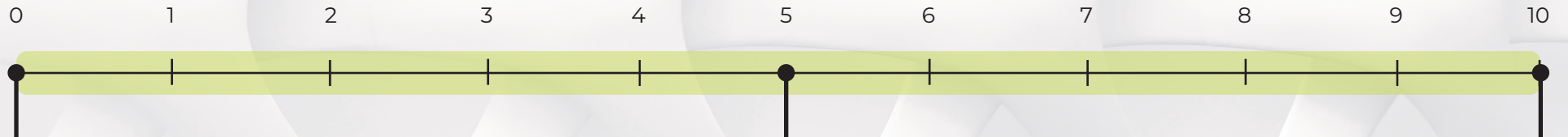
Acquiring information and expertise is moderately difficult: There is a moderate amount of information available on the new product, and it requires a moderate level of expertise to understand and effectively sell it. The organization has some knowledge and expertise in-house but may need to hire consultants or specialists to acquire additional knowledge on the product. This requires a moderate investment in time and resources.

Acquiring information and expertise is easy: There is a wealth of information available on the new product, and it requires minimal expertise to understand and effectively sell it. The organization has a strong level of knowledge and expertise in-house or has advisors on board who can provide the necessary expertise. This requires minimal investment in time and resources.

Can the organization generate sustainable revenue with this product?

Is this product expected to be viable?

Explain here



Highly competitive suppliers: The suppliers of the product are very competitive, resulting in low profit margins and making it very difficult to provide a cheaper price than the competitors.

Balanced supplier competition: The suppliers of the product are balanced in terms of competition, with reasonable profit margins, allowing for competitive pricing in line with other competitors.

Extremely profitable competitors: Competitors of the product are extremely profitable, with very high profit margins, allowing for significant price reductions of up to 50% or more compared to competitors.

VALUE CHAIN EXPANSION

What are the potential opportunities in this area?

What is the market demand?

Explain here

0 1 2 3 4 5 6 7 8 9 10

Identifying consumer needs is very difficult and uncertain. There are few clients to talk to and demand for products is low, or it is unclear whether there is any demand at all. Finding a partner to run a pilot is challenging, and the outlook for the business is uncertain.

Identifying consumer needs is possible, but still somewhat challenging. There are some potential clients to talk to, but demand for products is still moderate, or it is uncertain whether there will be demand in the future. Finding a partner to run a pilot may be possible, but it requires significant effort and resources.

The market is coming to the organization. High potential clients are actively reaching out to the company to provide products. Demand is very high and promising for the future. There are lots of opportunities to do pilots with local facilities that are willing to work and develop together with the organization.

Is it feasible to distribute in that area?

What is the state of the existing infrastructure and network in that area?

Explain here

0 1 2 3 4 5 6 7 8 9 10

Very difficult to distribute in this area: Area is geographically distant and hard to access with current logistics network Language barrier makes communication with local suppliers, partners, and customers challenging Cultural differences in business practices and norms require extensive research and adaptation Local currency is different from the company's home currency, leading to additional financial and legal complexities Different healthcare system may require additional regulatory compliance, certification, and training

Neutral: Area is not significantly different from the company's current operating area in terms of logistics, language, culture, currency, or healthcare system Some adjustments may still be necessary, but the overall impact on distribution is expected to be minimal

Very easy to distribute in this area: Area is seamlessly connected to the company's current logistics network, requiring minimal investments in transportation and storage Same spoken language and cultural norms allow for effortless communication and business practices Same currency simplifies financial transactions and eliminates legal complexities Healthcare system similarities allow for easy regulatory compliance and certification

Is there a trustworthy local representative or partner in that area?

What is the state of the existing infrastructure and network in that area?

Explain here

0 1 2 3 4 5 6 7 8 9 10

No links or partners available: In this scenario, Unifix Care would need to invest significant time and resources to establish connections with potential partners in the area. This could involve extensive networking and research to identify potential partners, as well as building relationships and trust over time.

Some potential partners available: If there are a few potential partners in the area that have expressed interest in working with Unifix Care, this may require less time and resources to get started. However, it would still be important to vet these potential partners and ensure that they are a good fit for the company's goals and values.

Strong existing partnerships with multiple trusted partners in the area, with a proven track record of successful collaboration. Resources needed: Continued effort to maintain and strengthen existing partnerships, ongoing investment in the local market and resources to expand operations.

What is the current status of the area?

Future viability of the area

Explain here

0 1 2 3 4 5 6 7 8 9 10

The area is characterized by political unrest and corruption, frequent civil strikes, and high rates of poverty. The economy is unstable and there is a high inflation rate. Starting a business in this area would require significant resources and time, as there are few stable institutions or infrastructure to rely on. Investors would need to be prepared for potential losses and delays, and may need to allocate significant funds to security measures.

The area is politically stable and economically stable by African standards, but job opportunities may still be limited. Starting a business in this area would require a moderate amount of resources and time, as there is some existing infrastructure and institutions to rely on. Investors may need to focus on developing local supply chains and partnerships to create jobs and stimulate economic growth.

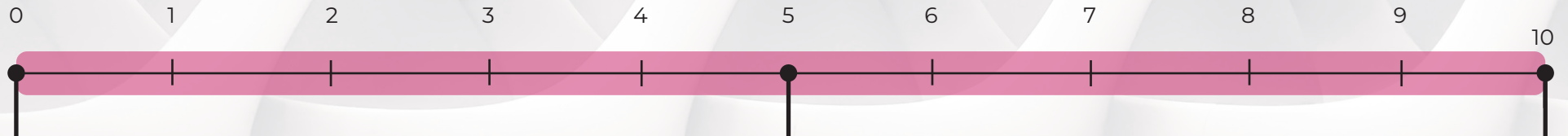
The area is politically and economically stable, and there are lots of job opportunities available due to the presence of a highly educated young population. Starting a business in this area would require a relatively small amount of resources and time, as there is existing infrastructure and institutions to rely on. Investors may need to focus on building partnerships with local stakeholders and developing innovative products or services to meet the demands of the local market.

VALUE CHAIN EXPANSION

Is there a demand for improvement that could lead to potential opportunities?

How can the status quo be improved?

Explain here



Very small opportunity landscape and no demand for improvement: In this scenario, there is little to no opportunity for value chain expansion, and there is no demand for improvement of this segment now or in the future. Significant time and resources would need to be invested to explore alternative segments with more potential for expansion.

Some opportunities and strong demand for improvement: If there are some opportunities for value chain expansion and a clear demand for improvement, resources would need to be invested in developing and testing new products or services that meet the needs of current users. This could involve partnering with existing stakeholders or seeking new collaborations to leverage expertise and resources.

Rich opportunities and urgent demand for improvement: If the segment is very rich in opportunities and there is an urgent demand for improvement and innovation from current users, significant resources would need to be invested to quickly develop and launch new products or services. This could involve establishing partnerships or collaborations with key stakeholders, leveraging existing expertise and resources, and prioritizing the most promising opportunities for value chain expansion.

Will the expansion contribute to the objective of making quality healthcare accessible to all?

How can the status quo be improved?

Explain here

0 1 2 3 4 5 6 7 8 9 10

The expansion of the value chain is too far away from the core proposition. It does not align with the organization long-term objective of making quality healthcare accessible for all, and it may confuse clients and weaken the brand. Resources needed: Significant resources would be required to reposition the brand and realign the company's strategy with its core proposition.

The expansion of the value chain strengthens the core proposition and is somewhat in line with the long-term objective of making quality healthcare accessible for all. Resources needed: Some resources would be required to ensure that the expansion aligns with the core proposition and that the company's resources are allocated effectively.

The expansion of the value chain perfectly aligns with organization long-term objective of making quality healthcare accessible for all, and it strengthens the brand accordingly. Resources needed: Minimal resources would be required to ensure that the expansion supports the core proposition and that the company's resources are allocated effectively.

Does the organization have disruptive technological innovations?

Does the organization have the capacity?

Explain here

0 1 2 3 4 5 6 7 8 9 10

No innovations available: The organization does not currently have any technological innovations that could disrupt the current market in this segment. In order to enter this market, the organization may need to invest significant time and resources in research and development to create new and innovative solutions.

Some innovative solutions available: The organization has a few high-tech solutions available that could potentially disrupt the market. However, in order to be successful in this segment, the organization may still need to invest in further development and marketing of these solutions.

Many innovative solutions available: The organization has a wide range of high-tech solutions available that could significantly disrupt the market. With the right resources and strategic planning, the organization could establish itself as a leader in this segment and set new industry standards.

Does the organization possess in-house expertise?

Does the organization have the capacity?

Explain here

0 1 2 3 4 5 6 7 8 9 10

The organization has no in-house expertise and relies on consultants and other experts to acquire information. This expansion is very complex and niche, requiring a significant investment of time and resources to train current staff or hire new employees with the necessary expertise.

The organization has some in-house expertise in this new segment and is capable of operating in it with moderate resources and time investment. However, there may still be a need to hire additional experts or provide additional training to fully maximize the potential of this expansion.

The organization has extensive in-house expertise in this new segment, and is recognized as a leading expert in the industry. This expertise can be leveraged to create new opportunities and further expand the value chain, with little to no additional investment of time and resources.

What is the target group for this expansion?

How does the expansion integrate with the organization's current systems?

Explain here

0 1 2 3 4 5 6 7 8 9 10

The expansion targets only a small segment of clients in a limited geographic area, and may weaken the brand of Unifix Care.

The expansion targets a wide range of clients in multiple geographic areas, and is expected to significantly strengthen the brand of Unifix Care.

The expansion targets a vast and diverse group of clients across numerous geographic areas, and is expected to revolutionize Unifix Care's service offerings, and potentially even disrupt the broader healthcare market.

How does the integration with current products, technology, and systems take place?

How does the expansion integrate with the organization's current systems?

Explain here

0 1 2 3 4 5 6 7 8 9 10

The new value chain expansion requires a completely new system, technology, and infrastructure that is not compatible with the current products and systems, and does not complement existing services. It will require a significant amount of resources and time to develop new systems and technologies.

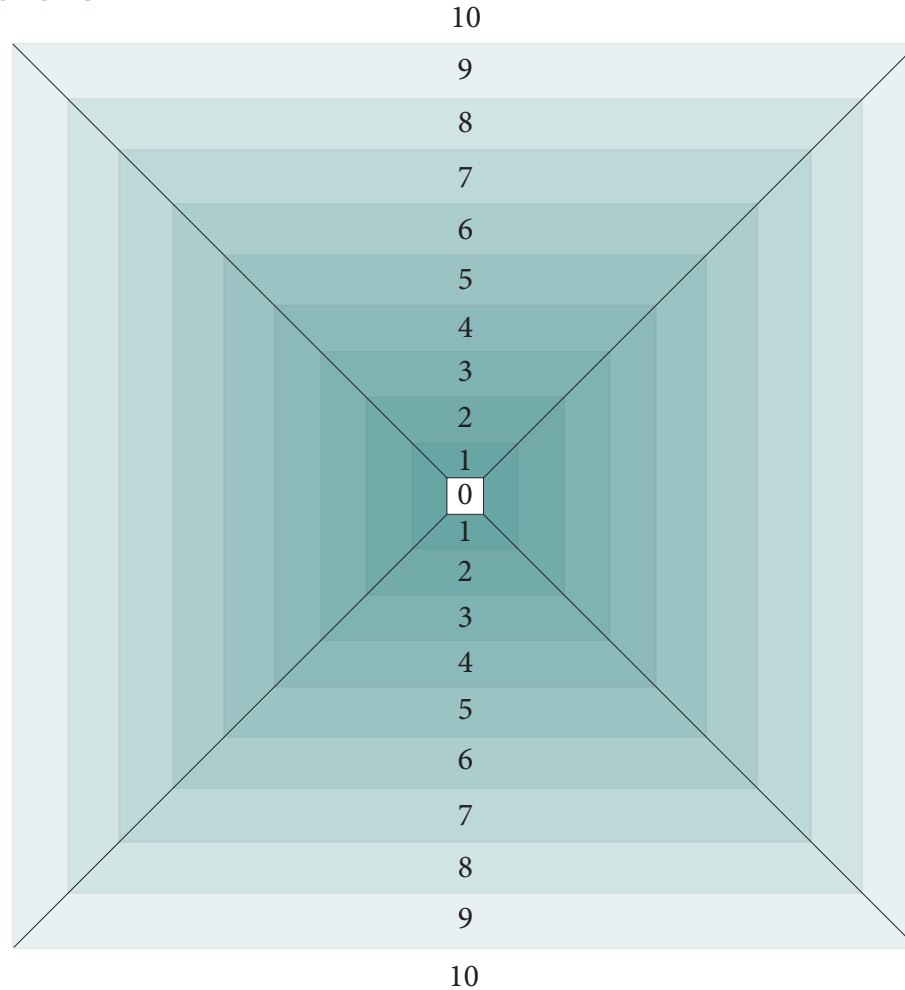
The new value chain expansion requires new systems and technologies that can be integrated with the current products and systems, and it complements existing services in the catalog. It will require some resources and time to integrate new systems and technologies with the current ones.

The new value chain expansion requires new systems and technologies that can be seamlessly integrated with the current products and systems, and it is a highly complementary service that strengthens the current infrastructure, network, and existing and future partnerships. It will require minimal resources and time to integrate new systems and technologies with the current ones.

3. DECIDE

Is there a trustworthy local representative or partner in that area?

What is the current status of the area?



What are the potential opportunities in this area?

Is it feasible to distribute in that area?

Can the organization generate sustainable revenue with this product?

How easy is it to acquire knowledge about the product?

Is the organization in compliance with regulations?

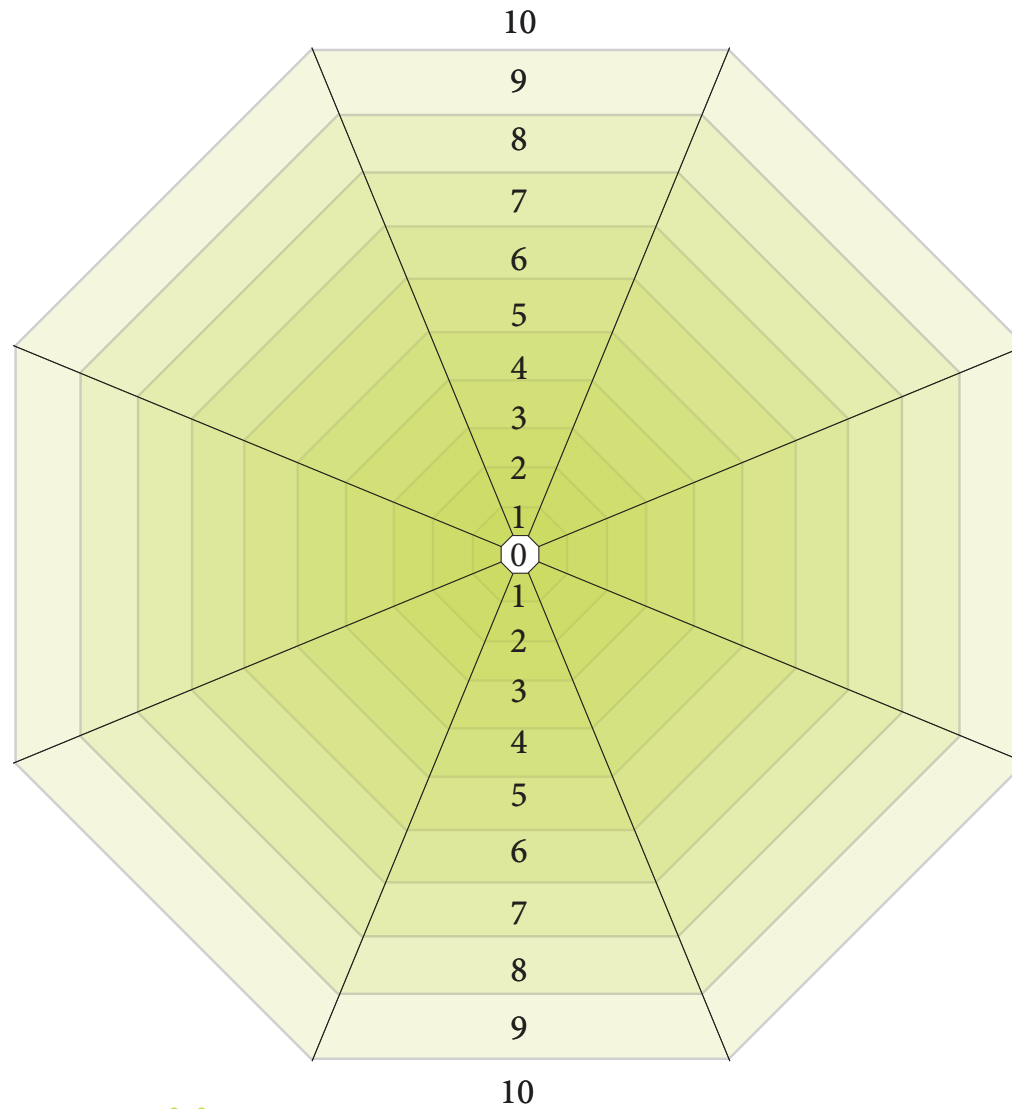
How does the product integrate with current technology and systems?

Is the target group similar?

How does the product's positioning compare to the current catalog?

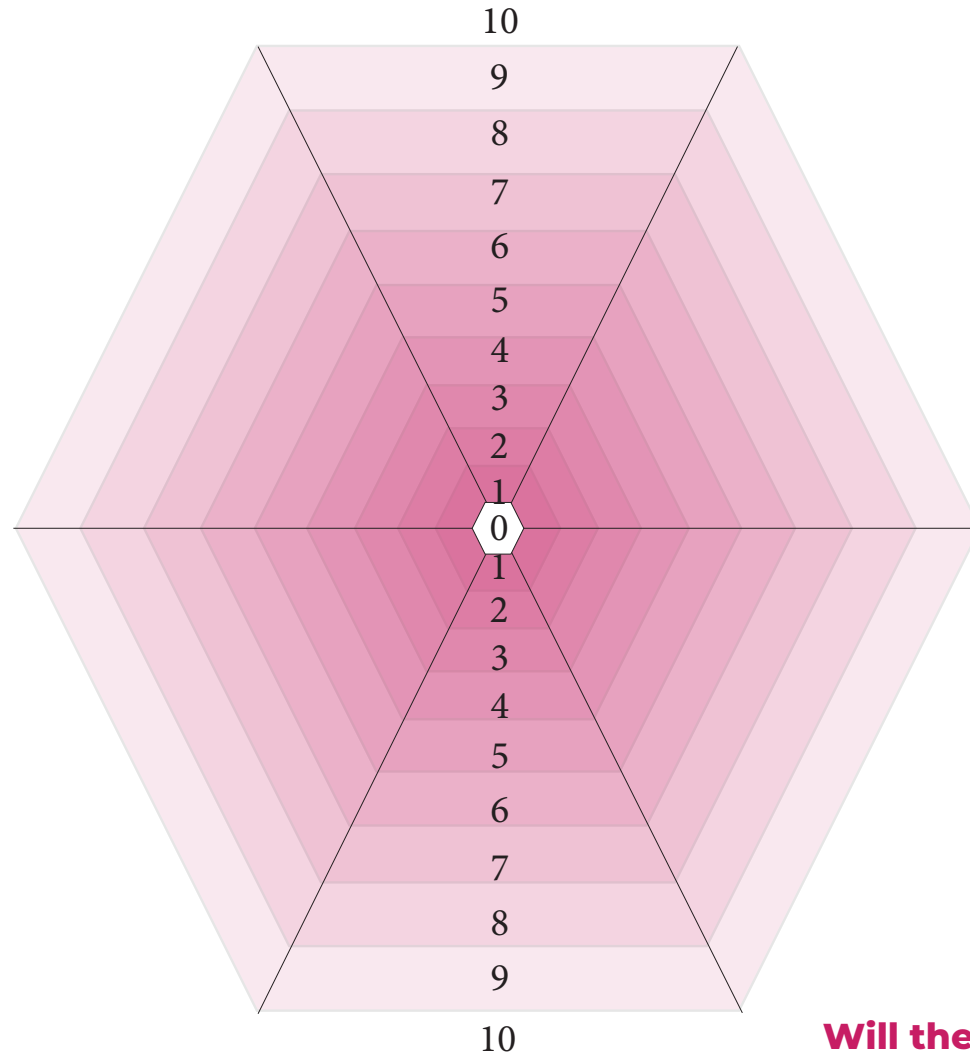
Do we have a partner capable of providing this product?

What distribution channels are utilized?



How does the integration with current products, technology, and systems take place?

Is there a demand for improvement that could lead to potential opportunities?



Does the organization have disruptive technological innovations?

Does the organization possess in-house expertise?

What is the target group for this expansion?

Will the expansion contribute to the objective of making quality healthcare accessible to all?