

## Plan 10X – MW’s Strategic Plan EXECUTIVE SUMMARY



To better meet our vision of ending immobility in the world, I propose we implement ways of dramatically increasing production & distribution. We should think in terms of helping 10 times as many people annually as opposed to working toward an unimpressive increase of say, 10%. With 70 million people in need of mobility, a more ambitious goal will get us closer to our vision. This won't be achieved quickly or easily, but the plan that follows- **Plan 10X** - is designed to help guide us toward a more enterprising objective.

Our laser-like focus on providing Mobility Carts for those in need is obstructing our potential. Our current product line works for some, but many more could be served with different assistive devices like conventional wheelchairs, crutches, canes, leg braces or physical therapy lessons. Furthermore, our current business model limits us. We slowly and carefully handcraft each cart and our current supply chain depends on Affiliates procuring parts independently with no centralized warehouse capacity.

It's not realistic to think we can dramatically increase production and distribution with more work shifts or longer hours or even by establishing more Affiliates. Instead, we must embrace mass production methods as we build a larger network of device suppliers and distribution partners.

To achieve this vision, we must:

1. Strengthening our **human resources team** by recruiting the right people with the skills, education, energy and focus to make a bold surge forward to help more people.
2. **Manufacturing or procuring** 10X the number of assistive devices including carts.
3. Planning out a **logistics** model that delivers an increased number of mobility aids.
4. Expanding or enlarging the **distribution network**.
5. **Collecting data** to improve products and introduce new assistive devices.
6. Broadening our **fundraising strategy** to include infrastructure and capacity building.

Each of these steps contain several components which will require additional companion plans. This strategy was shared with several key stake holders and partners who have expressed interest in moving forward together. The plan was then reviewed by Mobility Worldwide's national Board of Trustees and was unanimously approved.



## Plan 10X

Problem statement: Mobility Worldwide's current business model is ill-equipped to satisfy our vision of ending immobility in the world. Despite our best efforts, we appear to be losing ground. To date, we have barely scratched the surface of helping the millions of people in the developing world who are unable to walk. Currently, we manufacture and distribute approximately 7,000 Mobility Carts annually. To better meet the need, we must find a way to boldly and aggressively increase our production & distribution rather than be satisfied with a tepid gain. Instead of settling for a mere 10% increase, MW should strive to boost production and distribution by 10X and serve 10-times as many people. No longer satisfied with helping 7,000 people a year, this plan lays out a pathway to help as many as 70,000 people annually.

People who are leg-disabled are not a homogenous group although our product line treats them that way. We must recognize the fact that each individual has differing resources and needs. MW's current product line satisfies a niche market, but other potential recipients may need different assistive devices or approaches to increase their mobility. Instead of a Mobility Cart, they might need conventional wheelchairs, crutches, canes, leg braces or physical therapy lessons. Furthermore, we have limited ourselves by adhering to our current business model of slowly, handcrafting each component of the Mobility Cart through the use of volunteer labor. And our current supply chain, whereby Affiliates procure parts independently should be examined to discover whether or not a collective parts supply chain and warehousing system might work better.

These factors must all be taken into consideration because it's not realistic to think we could increase production and distribution 10X by simply working longer hours, adding more shifts or establishing more Affiliates. Instead, we must embrace mass production methods and build collaborations to move forward in a substantial way.

To get there, we need to be mindful of several important steps which are strongly linked together and overlap. These steps may include:

1. Strengthening our **human resources team** by recruiting the right people who possess the proper skills, education, energy and focus to make a dramatic surge forward to help 10X as many people.
2. **Manufacturing** or procuring 10X the number of assistive devices.
3. Planning out a **logistics** model that can efficiently deliver this increased number of Mobility Carts and other aids.
4. Expanding or enlarging the **distribution network**.
5. **Collecting data & using the data** to improve product lines and introduce new assistive devices and methods.
6. Broadening our **fundraising strategy** to embrace appeals to fund infrastructure including research and development, field tests, and logistics.

Each of these steps contain several activities which will aid us in this journey. The following list will play a role in helping to achieve our aggressive goals. They are:

1. **Build a team** with the right skills by redoubling efforts to drive R&D, logistics & production, and marketing efforts.
  - a. Identify and recruit industry and nonprofit representatives to serve on committees with the highest priority being the R&D committee, the Marketing Committee and the Logistics & Production committee.
  - b. Ensure 50% or more of committee members are not associated with MW so an outsider's perspective is added to the conversation.
  - c. Attend tradeshow or advertise/promote in periodicals popular among the targeted professional populations to attract talent
  - d. Hire an additional fundraising staff member
  - e. As products mature into general production, be disciplined by moving their supervision to the D&S Committee to control its future.
  
2. **Manufacture/procure 10X** the number of assistive devices.
  - a. Identify and recruit organizations that manufacture, collect or distribute other mobility assistive devices and form collaborations
  - b. Move forward with testing the feasibility of adding a plastic cart to our line of products.
  - c. Recruit (4)+ affiliates willing to **test** local finishing and distribution of plastic and bicycle based carts along with other assistive devices.
  - d. Work with all affiliates in ways to increase production of current product line of Mobility Carts
  - e. Explore the possibility of opening more affiliates which concentrate exclusively on plastic carts or bicycle based carts and other mobility assistive devices.
  
3. Develop a more efficient **logistics model** to deliver more carts and devices.
  - a. Determine warehousing/staging needs & requirements to ship 10X
  - b. Ramp up delivery of our existing collectively purchased components.
  - c. Continue to ramp up software (SalesForce) needed to track production and forecasting: develop portal for test affiliates to use for inventory
  - d. Recruit international transportation company reps to serve on our Logistics Committee (i.e. UPS, FedEx, Maersk, etc.)
  
4. Expand **distribution network**.
  - a. Recruit additional non-governmental organizations (NGOs) as distribution partners.
  - b. Investigate the viability and appropriateness of attracting DPs from private enterprise which may include for-profit businesses and corporations
  - c. Offer incentives to DPs to increase distribution of carts and assistive devices.
  - d. Test bulk shipments versus boxed shipments for best results.

5. **Design data needs and collection methods** and then do it.
  - a. Review current data collection methods and associated challenges to collecting the data and then design a realistic model
  - b. Identify teams or distribution partners to reliably collect data
  - c. Incorporate data into the design of the next phase of product(s)
  - d. Establish a test facility in the US to test ideas and reliability of products
  - e. Promote more prepared teams from Affiliates to travel to delivery sites to collect feedback from consultation and observation and record recipients in photos/videos for analysis and promotion in the US.
  
6. Within **fundraising** strategy, include messaging for needs beyond cart parts.
  - a. Develop messaging that inspires donors to consider funding for R&D, logistics, and administration & management
  - b. Shop proposals to corporations and major donors
  - c. Invest in methods to substantially increase our base of donors
  - d. Hire a staff person that focuses exclusively on raising funds
  - e. Continue to seek national exposure through faith-based & secular media
  - f. Design mini-fundraising campaigns with key milestones to fund infrastructure needed to expand production and logistics

Finally, this plan is written to augment our current business model. This means that the current way of doing business will NOT be replaced but rather enhanced. Volunteers and staff should not be concerned that MW will no longer handcraft carts in the manner they enjoy. We simply aim to build upon that idea. Also, Affiliates will be encouraged to join in the effort as much as they desire. Affiliates will NOT be forced to implement this plan if they wish to continue the way they operate if that alternative is more comfortable for them. However, we hope that each Affiliate will consider how we can work together to help many, many more people in our effort to end immobility in the world.