Run a design thinking-led workshop to envision innovative scenarios with the highest impact.

Align process, technology, and organizational change management plans into a common, time-phased roadmap.

Implement process reengineering, technology solutions, and organizational readiness.

DREAM

DESIGN

DELIVER
Welcome + Intros
Introduction; dream, design, deliver framework; methodology, approach

Context Setting
Compassion’s vision & dreams

Understanding (Outside-In)
Panel & activities to gain insight by looking at case studies outside Compassion

Human Centred Design Primer
Introduction to humanizing data to create “Living Services”

Understanding (Inside-Out)
Defining principles to guide the workshop vision & activities

Ideation
Activities to develop target personas & outline current or future state journeys

Ideation
Identifying opportunities through “How Might We” statements

Human Centred Design Primer
Introduction to humanizing data to create “Living Services”

Vision & activities
Defining principles to guide the workshop vision & activities

Ideation
Translating opportunities into ideas through Creative Matrix & Round Robins

Ideation
Identifying opportunities through “How Might We” statements

Creative Matrix & Round Robins
Translating opportunities into ideas through Creative Matrix & Round Robins

Vision & activities
Defining principles to guide the workshop vision & activities

Vision & activities
Defining principles to guide the workshop vision & activities

Voting for top ideas and building concept posters

Pitching concepts, and gathering feedback from other teams through RTB

Identifying key stakeholders and actions to be taken over the next 30-60-90 days

Reflecting on session outcomes and learnings
How might we harness the power of data to **START A MOVEMENT, IGNITE PASSIONS**, and develop a platform that is a **FORCE MULTIPLIER FOR ACTION**?
**WHAT WE ACCOMPLISHED**

<table>
<thead>
<tr>
<th>1</th>
<th>UNDERSTAND COMPASSION’S “AS IS”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viewed the challenge from the inside-out, and outside-in:</td>
<td></td>
</tr>
<tr>
<td>▪ Considered how other organizations are succeeding in transforming in this new digital world.</td>
<td></td>
</tr>
<tr>
<td>▪ Understood the key participants in the dream.</td>
<td></td>
</tr>
<tr>
<td>▪ Described the experience key participants have with Compassion International today.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>EXPLORE + IDEATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Centered on the “right” questions to ask: design-led vs. data-led ideation.</td>
<td></td>
</tr>
<tr>
<td>▪ Developed ideas that together will ignite passions and generate a force multiplier for change.</td>
<td></td>
</tr>
<tr>
<td>▪ Prioritized ideas based on their importance to Compassion’s mission and future vision.</td>
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</table>

<table>
<thead>
<tr>
<th>3</th>
<th>COMPASSION DREAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Defined 4 ideas with strong potential to be taken forward into the design phase.</td>
<td></td>
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</tbody>
</table>
We started by understanding each other, the people connected to Compassion’s mission and how others inside and outside the development sector are harnessing data to accomplish their mission.
Our Fundamental Truth
When Jesus ignites compassion in our hearts, we share his love through action.

Our Role
Ignite compassion to release children from poverty into their full potential in Jesus Christ.

The Compassion International Outcomes Framework

YOUTH OUTCOMES
Youth are disciples of Jesus Christ, developing their God-given potential, making a difference in their communities

- Growth in Christ
  • Truth, commitment, contribution
- Well-being
  • Physical, mental, self-identity, relationships
- Youth agency
  • Vision, skills, character
- Capacity for economic self-sufficiency
  • Motivation, skills, education

CHURCH OUTCOMES
Implement effective holistic child and youth development programs that consider and address unique issues in the local context

- Ownership
  • Local church mobilized
- Capacity
  • Program and staff capacity activated
- Resources
  • Influencers and resources engaged
What are we trying to solve?

<table>
<thead>
<tr>
<th>SITUATION</th>
<th>PROPOSED KEY QUESTIONS</th>
<th>COMPLICATIONS/KEY DRIVERS</th>
</tr>
</thead>
</table>
| Compassion International is the world’s leading authority in holistic child development through sponsorship. Founded in 1952, CI’s impact today spans 25 countries and the lives of nearly 2 million children living in poverty. But the need—and the potential for further impact—is great. There are 476 million children living in poverty and a population of 576 million potential sponsors. CI dreams of harnessing the power of data—their own and that of 3rd parties—to start a movement, ignite passions, and develop a platform that is a force multiplier in driving action. As the operating landscape becomes more complex, CI dreams of having data available to identify and someday predict optimal interventions as well as data to help determine where and how we reach the world’s children most in need and release them from poverty. | 1. How might we **heighten the culture** of empowerment and continuous experimentation/learning?  
2. How might we use data to **identify creative access models**, understand where we can operate effectively, and identify when risks might impact our operations?  
3. How might we **gather, verify (quality), understand and apply data** in a holistic, efficient and timely manner?  
4. How might we **supplement internal data** with third party data?  
5. How might we use more sophisticated data analytics to increase program insights and **identify new intervention mechanisms**?  
6. How might we **engage people** to be the force multiplier for change? | • Improved data capture in the field must **INCREASE** time available to engage meaningfully with children.  
• Efforts may encounter internal resistance as the culture shifts to an “open” view on data and knowledge sharing.  
• Partners engaged in the field have limited capacity, often struggling to keep up with demand for services/support.  
• Field work is sometimes conducted in areas with little connectivity.  
• Limited internal resources available and skilled in the analytics & data science area, as well as limited funding.  
• Limited market penetration and tools to gather data about potential sponsors and donors. |
Our first set of activities focused on collecting thoughts from the team on Compassion’s strengths, challenges and areas of untapped potential, then clustered those thoughts to reveal common themes.
We then established defining principles

These principles outlined what characteristics were important to the future vision of Compassion, and created guideposts for innovation throughout the workshop.

<table>
<thead>
<tr>
<th>EFFECTIVE</th>
<th>EXPERIMENTAL</th>
<th>PERSONALIZED</th>
<th>OPEN</th>
<th>DISRUPTIVE</th>
</tr>
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<tbody>
<tr>
<td>High Impact</td>
<td>Different</td>
<td>Segment of One</td>
<td>Flexible</td>
<td>Different</td>
</tr>
<tr>
<td>Results-Driven</td>
<td>Innovative</td>
<td>Understands Individual</td>
<td>Shareable</td>
<td>Game-changer</td>
</tr>
<tr>
<td>Data Informed</td>
<td>Fail Fast</td>
<td>Nuances</td>
<td>Not insular</td>
<td>Breakthrough</td>
</tr>
<tr>
<td>High Quality Data</td>
<td>Start, Stop, Adjust</td>
<td>Many Pieces of Data to One</td>
<td>Inclusive</td>
<td>Second Mover</td>
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<td></td>
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<td>Person</td>
<td>Invites Others</td>
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<td></td>
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<td>Serve me</td>
<td>Partnership</td>
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<th>MEANING</th>
<th>HIGH IMPACT</th>
<th>RESULTS-DRIVEN</th>
<th>DATA INFORMED</th>
<th>HIGH QUALITY DATA</th>
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<td>Value</td>
<td>Integrity</td>
<td>Success</td>
<td>Engagement</td>
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<tr>
<th>BENEFITS</th>
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<tr>
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<td>Integrate Learning Culture</td>
<td>Trained Models</td>
<td>Predictive</td>
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<td>Special</td>
<td>Stickiness</td>
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<td>Scale</td>
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<td>Customise</td>
<td>Speed</td>
<td>Ownership</td>
<td>Survival</td>
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<td></td>
<td>Reduce Cost</td>
<td>Lower Individual</td>
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<th>LEADERS</th>
<th>AMazon</th>
<th>MICROsoft</th>
<th>Tele-health (doctor e-visits)</th>
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<td>Google</td>
<td>Special</td>
<td>Wordpress</td>
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<td></td>
<td>Google</td>
<td>Give Directly</td>
<td>Stickiness</td>
<td>Open Source Movement</td>
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<td>Starbucks</td>
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<td>Missing Maps</td>
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<td>Nordstrom</td>
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<td>Clouds (Google, Azure,</td>
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<td>Rent the Runway</td>
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<td>Microsoft)</td>
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<td>Netflix</td>
<td>Uber</td>
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</table>
We explored 5 persona groups...

**BENEFICIARIES**

**Yoslin**
8yo

Yoslin is hoping to break the cycle of poverty through a deep relationship with Christ. She sees the chance to improve her future, progress and give back. She is influenced by her peers, family, teachers, and the media. She’s aware of the stigma and stories that are told and sees her family’s needs and obstacles. She works to stay healthy and learn to help her family. Working with Compassion she feels hope – safe, loved and accepted.

**SUPPORTING CHURCHES**

**Pedro - Pastor**
38yo

Pedro wants to share the love of Jesus in tangible ways and increase church membership. He’s influenced by God, his community and government officials, and tensions between various groups. He works to preach, pray, teach, and build his church while being fiscally responsible and providing for his own family. He feels joy at times and overwhelmed at others. He deals with training and financial constraints while also facing community hostility.

**INDIVIDUAL SPONSORS**

**Milena - Advocate**
31yo

Milena seeks to influence others to make a difference for Jesus. She feels faith in action, being connected to others by building relationships. She is influenced by inspirational guides such as her pastor and small group leader. She works to make connections by creating a circle of influencers that can help people take the first step towards becoming involved in these efforts. She is present in her service to the Lord. She feels eager but frustrated when she doesn’t always know where to start.
...to center around humans...

**Front Line Staff**

**Maria – Tutor**
22yo

Maria believes she is answering a call for God’s purpose to serve the youth as a tutor. She is influenced by the church, her pastor, the community, and is compelled by the poverty of her environment to take action. In addition to teaching, she also translates, socializes, monitors, and follows requirements for supporting and caring for the beneficiary. Maria feels purposeful and proud in her work, but regularly faces pain points as varied as natural disasters, violence, corruption and religious persecution.

**Supporting Pastors**

**William – Tutor**
47yo

William is of mixed descent, and is the pastor of a non-denominational church. His goal is to grow the church in depth, relevancy, and scale – he wants to establish a legacy for the church. He is influenced by Jesus, music, culture and local issues. He feels passionate about seeing out his vision, and faces challenges with resource constraints and competing visions with other stakeholders.
...and evaluated their journeys.
We then started to dream

The team brought together their ideas to create “How might we” statements that address the pain points or opportunities identified in the journeys. The team then created affinity clusters from which they selected the top four statements that resonated with Compassion’s “Dream” to take forward in the process.

**TRANSFORM CHILD OUTCOMES**
- How might we enable stronger supporter-child relationships?
- How might we digitize child protection?
- How might we know what makes this child smile, and repeat that in their context?
- How might we enable supporters to see the bigger “ecosystem” (e.g., connect them with stakeholders other than the child)?
- How might we educate children to greater enable their participation in a digital economy?
- How might we reduce the risks of child slavery?

**HARNESS DATA**
- How might we seamlessly collect high value and quality data from the field?
- How might we measure a “movement”?
- How might we best identify and understand the roadblocks to a child’s potential?
- How might we predict program needs?
- How might we best identify and understand the roadblocks to a child’s potential?

**IGNITE COMPASSION**
- How might we make Compassion a household name?
- How might we measure a “movement”?
- How might we expand our definition of a supporter?
- How might we do holistic child development without sponsorship?

**EMPOWER CHURCH PARTNERS**
- How might we reduce the administrative workload for individual church partner staff?
- How might we enable supporters to see the bigger “ecosystem” (e.g., to connect with stakeholders other than the child)?
- How might we enable churches to develop and enable child champions?
- How might we transform supporters from passive to active champions?
- How might we do holistic child development without sponsorship?
We generated 179 ideas!

Using the four “how might we” questions selected, the team generated 179 ideas for ways to address those questions. These ideas were based on enablers such as Technology & Data, People & Partnerships, Hotspots & Hangouts (the digital and physical places we can find our key stakeholders) and Internal Programs & Processes. To help challenge our orthodoxies, we also considered how our external “superheroes” might attack the challenges.

*Pictures available for each creative matrix in the appendix.*
We further developed 12 ideas into concepts

The team chose concepts that spoke to them, and worked together in “Round Robin” reviews to evolve their ideas into stronger concepts.

Concepts* developed include:

• Wearable Child Protection Stigma-free Technology
• Text Me
• Supporter-Beneficiary Re-engagement
• Mesh Sensor Network
• Local Church Blastoff
• In Touch
• Geo-Fence Giving
• Flame-Hawk Shadowfax 100
• Champion-Generating Church-ICP Pairing
• Beyond Sponsorship
• Barrierless Reality
• Data for Compassion

*Pictures detailing each concept available in the appendix.
We then prioritized the ideas

We first ordered the ideas based on their importance to Compassion’s vision to grow from 2 million children sponsored to reach the 400 million in need. We then ordered them on a second axis of difficulty to implement.
We voted on concepts to develop further

As we entered the final phase of our dream workshop, the team was given the opportunity to select any idea from the creative matrix OR the concepts mapped on the importance-difficulty matrix as options that would be developed into concept pitches. Each person was given two votes, and four clear winners emerged.

The four teams further developed their concepts and presented them to the group. The teams not presenting were able to contribute to each concept by offering feedback in Rose, Thorn, Bud format.
Final Concepts
HOW DOES IT WORK?

REAL-TIME INSIGHTS
Automated metrics tracking with bracelets or kiosks at CDCs to collect real-time data on the children (e.g. attendance, interest in lessons)

INFORMED CONNECTIONS
Utilize data to deepen the relationship between a child and their sponsor, while still protecting the child’s privacy

BEHAVIORAL ANALYTICS
Refine methodologies to have more efficient, engaging classes

PROGRAMMATIC OUTCOMES
Access to quality data that will enable CDC staff & Compassion to better monitor and measure the impact of their programs

WHAT’S THE BIG IDEA?
Build a platform through which Compassion can access deep, but relevant data on child development that will drive greater transparency and success in areas such as:
• Acquisition & attrition rates
• Wait times for sponsorship
• Child/Sponsor relationships
• Programmatic or learning outcomes

WHO IS IT FOR?
Child Development Centers (Children, Tutors, Social Workers, Project Directors)
National Office
Global Program
Sponsors (Marketing)

HOPE REVEALED
**BENEFITS**

- Access to intense, real-time data pools that can inform better development programs + build better relationships with stakeholders
- Technology can free up time for tutors, social workers, and other staff by automating metrics collection or reporting processes
- Ability to implement complete data compliance

**FEATURES**

- Automated & real-time data collected
- Direct engagement with the children
- Opportunity to scale & adapt technologies across different contexts or programs (e.g. videos, gamification methods)

**WHY MIGHT IT FAIL?**

- Lack of connectivity or appropriate infrastructure in communities
- Risk of low engagement from the children
- Lack of trust from families which can prevent data collection on their child
- Risk of technology being stolen if taken outside the centers

**HOW MIGHT WE MEASURE SUCCESS?**

- Time gained by CDC Team
- Program refinement for increased efficacy
- Enhanced relationships between children & sponsors

**HOW MIGHT WE PROTOTYPE AND TEST?**

1. Refine Insights
2. Define MVP
3. Build MVP
4. Test & Iterate Design
5. Launch & Scale
GLOBAL GROWTH ANALYTICS

WHAT'S THE BIG IDEA?
Create a data platform to help Compassion:
• Build & grow from our foundation
• Serve 10s and 100s million kids
• Serve the “Right” children, “right” time
• Create a sustainable model
• Consider input from partners (e.g. Hillsong)
• Achieve a quick win to prove the value of data science

WHO IS IT FOR?
CEO
Board
Global Executive Team

DATA SOURCES
External
• EconomI
• Control
• Risk
• OSAP
Partner
• UN
• Nethope
Internal
• ICP
• Children
• GMC
• GPAS
Examples: Poverty trends
Government sentiment
Church and faith (not enough churches, growth)

HOW DOES IT WORK?

PROGRAM INPUTS
Where do we grow?
Where/how efficient?
How do we identify needs/affinity?
Does data inform new products?

MACHINE LEARNING & HUMAN LEARNING
• Create a smarter engine to…
• Make better decisions, identify needed data…
• So we can ask better questions
WHAT PROBLEM DOES IT SOLVE?

- Inform where we grow by country and smaller geographical areas
- Inform business decisions
- Be more open
- Get ahead of risk

WHY MIGHT IT FAIL?

- Lack of ownership
- Not enough internal input
- Over reliance on data/False conclusions
- Sources not available

HOW MIGHT WE MEASURE SUCCESS?

- Have an owner
- Adopted by CEO Board, Global Executive Team
- Continues to mature
- Drives the right decisions

HOW MIGHT WE PROTOTYPE THE IDEA?

June Board
See IT Innovation Team for prototype
Assign owner (prioritized)
Decision
Delivery Prototype(s)

Phase 1: Data Collab
Phase 2: Church Selection
Phase 3: Into. 10
Phase 4: Marketplace

Design
- IT team
- Owner
- Accenture
- Net Hope/Microsoft
OPTIMIZING INTERVENTIONS FOR SCALE

WHAT'S THE BIG IDEA?
Create a data and reporting platform for internal programs to help identify ways to:
• support more churches
• doing the right interventions
• with less financial support from Compassion
Allow churches to request funding through a Marketplace
Monetize the platform by joining anonymous data with others for research (e.g., Universities, other non profits)

WHO IS IT FOR?
All children in need around the world
Country Program Strategy

HOW DOES IT WORK?

01 GATHER DATA FROM INTERNAL PROGRAMS
Data types may include:
• Daily Activity
• Daily Speaking
• Child Actions
• Pastor activities
• Demographics
• Church Info
• Family Info

02 EVALUATE DATA TO INFORM STRATEGY
• Church selection
• Intervention identification

03 CREATE A MARKETPLACE
• Invite other organizations to participate with Compassion oversight
• Compassion selectively invests in local church initiatives
• Other organizations can “subscribe” to Compassion data and augment data with their own datasets
WHY MIGHT IT FAIL?

- Low Quality Data
- Lack of Change + Data Access + $$

WHAT PROBLEM DOES IT SOLVE?

- Effectiveness
- Sustainability
- Scalability

WHAT SHOULD WE PROTOTYPE AND TEST?

Data Collection (Child & Church)  →  While it iterates – Marketplace Starts  →  May require large of Interaction to get to vision  →  Evaluate insights into which interventions + which churches  →  Scale

Phase 1: Data Collab
Phase 2: Church Selection
Phase 3: Into. 10
Phase 4: Marketplace
DATA TO INVITE PARTICIPATION FOR MULTIPLICATION

WHAT’S THE BIG IDEA?
Use data to pinpoint champions needed for our movement

WHO IS IT FOR?
A person (or collection of people) who may or may not know of Compassion

HOW DOES IT WORK?

01 THE NEW SPONSOR
Once upon a time Jenn was invited to a short term missions trip

02 WORKING WITH COMPASSION
She meet Samantha who love walking with compassion and invited Jenn in

03 LIVING THE EXPERIENCE
Jenn created a “thingamajig” that allowed her to live her story and bring others along

04 SHARE THE STORY
Since then, Jenn was able to engage 300 people with her “thingamajig”

05 ENGAGE MORE PEOPLE
Mine the data from the platform to identify new products and experiences
WHY MIGHT IT FAIL?

- Too limited or too broad definition of which people we should invite to engage
- Low quality datasets
- High variance in child champion attributes = low model calibration

HOW MIGHT WE MEASURE SUCCESS?

- Conversion rate
- Viral coefficient
- Increased brand recognition / awareness
- Increased number of child champions and engaged advocates
- More children served

WHAT SHOULD WE PROTOTYPE AND TEST?

- Who resonates with Compassion?
- How do we find and engage more people like them?
- How do we flag potential advocates?

- Use supervised learning to identify people like Jenn
- As Sam’s engage, evolve the learning model
- Use machine learning to enable Sam to identify and engage her idea through the platform
- Use resulting data product API to engage people who have never heard of our mission
- More children served
Preparing for the journey ahead

The Compassion team took time at the end of the workshop to reflect on their progress, and set goals for what they wanted to achieve internally over the next 30, 60, and 90 days.

Within **30 days**, I will...

<table>
<thead>
<tr>
<th><strong>Work with...</strong></th>
<th><strong>To achieve...</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>The Data Science Department</strong></td>
<td>Identify information available on supporters, and look to open it up for senior leadership</td>
</tr>
<tr>
<td><strong>My Team (Myself)</strong></td>
<td>1. Present risk dashboard to CI board 2. Follow up with Jimmy/GET 3. Assign ownership</td>
</tr>
<tr>
<td><strong>The Innovation Team (Cross-Functional)</strong></td>
<td>Define project priorities &amp; focus areas</td>
</tr>
</tbody>
</table>

**CONCEPTS KEY**

- Hope Revealed
- Global Growth Analytics
- Optimizing Interventions for Scale
- Data to Drive Participation for Multiplication
Preparing for the journey ahead

The Compassion team took time at the end of the workshop to reflect on their progress, and set goals for what they wanted to achieve internally over the next 30, 60, and 90 days.

Within **60 days**, I will...

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<tr>
<th><strong>Work with...</strong></th>
<th><strong>To achieve...</strong></th>
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<tbody>
<tr>
<td><strong>The Data Science Department</strong></td>
<td>Understand if someone in the Data Science CoP can create a PoC model based on existing data</td>
</tr>
<tr>
<td><strong>My Team (Myself)</strong></td>
<td>Define regular cadence for the Data Science Community of Practice</td>
</tr>
<tr>
<td><strong>The Innovation Team (Cross-Functional)</strong></td>
<td>Begin supervised learning activities with existing data</td>
</tr>
</tbody>
</table>

CONCEPTS KEY

- Hope Revealed
- Global Growth Analytics
- Optimizing Interventions for Scale
- Data to Drive Participation for Multiplication
Preparing for the journey ahead

The Compassion team took time at the end of the workshop to reflect on their progress, and set goals for what they wanted to achieve internally over the next 30, 60, and 90 days.

**Within 90 days, I will...**

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<tbody>
<tr>
<td><strong>The Data Science Department</strong></td>
<td>Build data products for model that can be mapped against larger data</td>
</tr>
<tr>
<td><strong>My Team (Myself)</strong></td>
<td>Establish Data Science Mentors</td>
</tr>
<tr>
<td><strong>The Innovation Team (Cross-Functional)</strong></td>
<td>Develop a learning lab (ICP, churches, supporters, etc)</td>
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</tbody>
</table>

**CONCEPTS KEY**
- Hope Revealed
- Global Growth Analytics
- Optimizing Interventions for Scale
- Data to Drive Participation for Multiplication
Our session by the numbers

- **3 Days**
- **4 Organizations**
- **5 Guest Speakers**
- **15 Participants**
- **179 Ideas**
- **5 Defining Principles**
- **5 Journeys and Personas**
- **12 Concepts**
- **4 Pitches**
THANK YOU FOR DREAMING WITH US!