



Developing Shared Understanding

VALUE CHAIN ANALYSIS

WHAT A method for uncovering disconnects or disincentives for delivering better outcomes across a value chain.

WHEN This method usually applies when a better product or service needs to be delivered to consumers, citizens, or institutions (e.g. healthier school food).

WHO This method is most effective when the participants represent the various “players” along the value chain, because we ultimately need to learn how to design things so that everyone gets a good deal.

HOW Start by writing a working goal at the top of the sheet of paper. Then use the extra-large post-its to identify key players along the value chain—these might include farmers, processors, distributors, importers, food service companies, schools, or other groups depending on your situation. Note that it’s often most efficient to have a “scribe” to write contributions from the group on post-its. The post-its are more legible and the facilitator can summarize the discussion quickly for the notetaker.

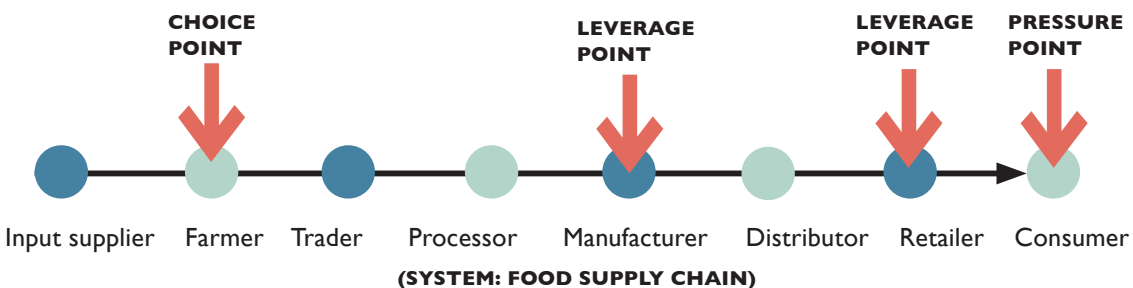
Instructions to participants:

1. Let’s start with key players at the beginning of this value chain (e.g., with farmers). As we move toward our goal, what, if anything might be a barrier for these folks? [Capture these on yellow post-its.]
2. Now, what solutions, resources, or opportunities might help reduce these barriers (e.g., for farmers)?
3. [After the group has done these for each key player] Looking across the whole value chain, where do things seem to be most stuck?
4. Okay, so value chains work most effectively when there are clear “signals” from the demand side to the supply side. How well are those signals coming across here? What can we do to strengthen them?

WHY Benefits of Value Chain Mapping:

- It’s a very focused way to think about the value that each player involved in delivering better outcomes is receiving, and how to improve the value proposition for them.
- The results are specific and can be refined and tested with other stakeholders as you move forward.

WHAT’S NEXT Using the value chain map, we can identify the critical actors who represent key leverage points and whose current and desired experience we need to better understand in order to deliver a better solution, and then focus on how to make a better value proposition for them.



MATERIALS

Medium Post-it notes
(green and yellow)

Extra-large Post-it notes
from thinkingtools.net

Sharpie markers
(one for each participant)

Long wall or paper