Hello, we are inwithforward.

We like to build teams **in** homes, neighborhoods and systems **with** people, professionals, and policymakers. To make, test, and realize interventions that get to the bottom of social challenges and move lives **forward**.

This is our biz model info sheet.

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Our business model, *explained*

**We're trying hard to practice what we preach.
One of our core beliefs is: No consultancy projets!**

We initiate projects by bringing multiple partners – not clients – together. We don't bill by the hour, or the day. Nor do we deliver recommendations for others to implement. We build local teams and seed longer-term movements, directing project monies to folks in the community rather than just to external experts.

We take the initiate part pretty seriously. We look to invest in on-the-ground work around a group of people, and a place, we feel is left out, on the margins, and not experiencing great outcomes.

Of course we can't do that alone. We look to build partnerships with organizations and services. But we don't ask them to hire us. Instead, we ask them to work alongside us. To facilitate their staff to participating in the process. This enables us to keep an independent view - and to not be tied to a single organizational perspective.

From the on-the-ground work, we develop lots of materials that enable organizations to learn, evaluate their services, improve their own practices, and develop totally new ones. We sell these materials, and the learning experiences to organizations. And that's how we make a living.

Case study: **Apeldoorn Starter Project**

In Apeldoorn (The Netherlands), we're working on a project about domestic violence with Kennisland & the Federation of Shelters. Through the ethnographic research, we identified a range of new actors we wouldn't have predicted at the start. The most interesting one is the Housing Association. Because of the business model, we now have the freedom to involve them in prototyping new solutions.

Why do we think it's good to work in this way?

What organizations get:

- Tangible deliverables plus a license to use these materials - story sets, book of scenarios, films, tested research tools, apprenticeships (see inset), process documentation
- Participation in the process, to learn in context, on the job
- Connections with other organizations who work with their user group, locally as well as (inter)nationally
- Less risk - because InWIthForward takes the upfront financial risk. And no one organization takes on the whole development costs.

What InWithForward gets:

- More flexibility - because we can bring multiple organizations into the project all along the way as we learn about the different systems & services at play. We think this enables us to move towards our goal of systemic change. Rather than just organizational change.
- Greater reach - because we actively seek out and license our research materials to organizations around the world as a way to recoup costs.
- Bigger network - as we try and meet organizations who have a stake in the issues and want to engage in longer-term prototyping work. Getting to prototyping is our goal.

How do we get to these products?

Activities:

- Choose a place/ group of people that's left out
- Look for organizations interested in the topic (around the world)
- IWF does fieldwork & shares the process with partners (local)
- IWF writes up stories and produces the research 'products'
- IWF looks for prototyping partners & builds momentum

Timing:

2-3 months   2-3 months

Outputs:

Potential other buyers for future research products

- Scenarios for solutions
- Bespoke research tools
- Training materials

Interesting research question + enthusiastic local partners

- Staff apprenticeships
- Visual process report

Multiple working prototypes

So how does this way of working lead to more good work?

We want to see full projects happen and we're willing to invest upfront. Therefore we're trying out a business model that is not uncommon in the software or music industry: we get paid for the research 'products' we deliver - stories, learning materials, and films. Not for the amount of hours we spend. Pay for the product, and get the process for free.

This allows us to spend all the time we think is needed to do grounded research. It also allows us to use the deliverables for business development for a prototyping project. Which is important, because too often our partners don't have the resources to do this.

Comparison: **Les Mills**

Les Mills has developed a popular worldwide fitness program. They invest in making athletic music videos. What's sold is the product and the certified training that gyms around the world use.

Packages

Prototyping
€ 100 - 250K
All materials and insights. This also includes learning experiences, scenarios, events and networks - all you need to get a project going

Apprenticeships
€ 2-5K per person
Joins us the project team to learn in context

Ethnographic story set
€ 10 - 25K
(10% goes back to users themselves, this is a big ethical principal of ours).
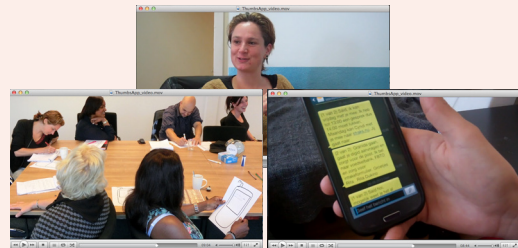
Products

Story sets *Stories are about the lived realities of people we meet during the ethnographic research. A set typical has 10-20 stories, that surface disconnects between people and systems. They provide different lenses of interpretation. Stories are 3,000 - 5,000 words.*

Bespoke research tools *During the research we design, make, and test new methods to get to the bottom of social challenges. We like them to be used more widely.*

Book of scenarios *Our research does not stop with recommendations. We use our observations & conversations with people to come up with concrete ideas and get feedback. These scenarios are the starting point for full prototyping projects.*
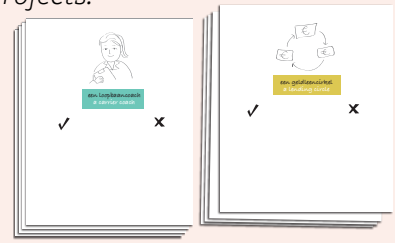
Videos *We make short videos about the people we meet & the process we use. So you can get a feeling for what it's like to be on-the-ground.*

A visual process overview *We document the decisions we make - and why. To get more people understanding what's behind the scenes.*