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Selling Your Impact Core Concepts

Know Your Value

- 4-H has **valuable assets and capabilities** like vast volunteer networks and a highly recognizable brand.

- The 4-H Healthy Living programs like Health Rocks! also create **valuable outcomes**. For example, they improve health of youth and decrease youth use of alcohol, tobacco and other drugs.

- There are organizations that value these outcomes, assets, and capabilities

  In fact, they may be in **need** of them.
Selling Your Impact Core Concepts
A New Set of Stakeholders

We have an opportunity to consider a new set of stakeholders: Impact Buyers.
Selling Your Impact Core Concepts
Identifying Impact Buyers

We have an opportunity to position our work to address their needs or pain points.

1. Who directly or indirectly benefits from the outcomes we produce?

2. What if our organization did not exist? Who would care?

3. Who is willing to pay for our outcomes?

4. Who is in pain because they’re not getting what we produce?

5. Who has a financial incentive to help us?
Selling Your Impact Core Concepts
Change the Conversation

We tap into this market by **changing the conversation**; by understanding their need to buy, telling our story differently, and by showing our value.

**OUR NEED TO SELL**
*Case for Support*

- *Our* approach, program and services
- *Our* impact
- *Our* accomplishments

**THEIR NEED TO BUY**
*Business Case*

- *Their* need or pain
- The value you can offer *them*
- Evidence that you can meet *their need*
Selling Your Impact Steps

By following the steps below, we can build a value proposition to potential Impact Buyers and drive sustained investment in our programs.

1. **Identify Outcomes, Assets, and Capabilities**
   - Capture the impact we have

2. **Identify Impact Buyers**
   - Determine who values our work and why

3. **Conduct Market Research**
   - Research and Impact Buyer engagement

4. **Build Your Value Proposition**
   - Build a business case for investment

5. **Present Your Value Proposition**
   - Frame your business case
Identify Outcomes, Assets, and Capabilities

Identify Your Outcomes, Assets, and Capabilities

Answer These Guiding Questions

• What are the organization’s **highest value outcomes**?
• What changes are we creating where we work and for the people we serve?
• What are the organization’s greatest **assets and capabilities**?
  • What sets us apart? What is **unique** about our work, **relationships** or **structure**?
  • What do our partners value most about us?
  • What do our participants value post about us?
  • What do the communities where we work value most about us?

Sources and Tools

• **Outcomes, Assets, and Capabilities Inventory** developed during our working session with 4-H staff

Tips

• **Don’t forget intangible resources** like **relationships** and **experience**. These can often be our most valuable assets.

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Identify Impact Buyers
Identify Your Impact Buyers

Answer These Guiding Questions

• Who directly or indirectly benefits from the outcomes we produce?
• What if our organization did not exist? Who would care?
• Who is willing to pay for our outcomes?
• Who is in pain because they’re not getting what we produce?
• Who has a financial incentive to help us?

Sources and Tools

• Outcomes, Assets, and Capabilities Inventory** developed during our working session with 4-H staff
• Potential 4-H Impact Buyer and Pain Point Inventory** developed during our working session with 4-H staff

Tips

• Think creatively, consider all the indirect benefits your organization produces
• Don’t rule out current philanthropic investors; by changing the conversation you can transform them into Impact Buyers

**Indicates a Selling Your Impact tool or resource
Identify Impact Buyers
Identify Your Impact Buyers

Ask: Which organizations have a need to buy and the ability to pay?

- Who has a need for 4-H’s outcomes, assets, or capabilities?
- Who has the ability to pay for those outcomes, assets, or capabilities?
- Identify the Sweet Spot: Who has both a need to buy and the ability to pay?

<table>
<thead>
<tr>
<th>Need to Buy</th>
<th>Ability to Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
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<td></td>
<td>High</td>
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<td>High</td>
<td></td>
</tr>
</tbody>
</table>

Partnership
Impact Buyer
Philanthropic Investor
1. Create a hypotheses about possible pain points and value propositions. Use **secondary research** to refine your hypotheses (**source new or different pain points**) and gain a better understanding of your impact buyers (**show you have done your homework**)

2. Confirm or source new pain points by **having conversations with contacts** at your Impact Buyer or with those familiar with your Impact Buyer
Conduct Market Research
Identify Pain Points, Consider Possible Value Propositions

Answer These Guiding Questions

• What do we think the Impact Buyer’s current business / organizational challenges are?
• What needs or pain points might they have? How have they tried to address these challenges?
• What are some of the key outcomes, assets, and capabilities we identified?
• How might our outcomes, assets, and capabilities address their needs?

Sources and Tools

• Market Your Impact Worksheet**
• Outcomes, Assets, and Capabilities Inventory** and Potential 4-H Impact Buyer and Pain Point Inventory** developed during our working session with 4-H staff

Tips

• Use the Market Your Impact Worksheet; write out the challenges / pain points you think your Impact Buyers face. This can help clarify what your value proposition might be and spark ideas about what secondary research you may need to conduct to get more information.

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Conduct Market Research
Conduct Secondary Research

**Get Context and Background**

- How is this organization structured?
  - Who oversees it and who are its stakeholders? Does it have any strategic partners?
  - What are its key areas of focus and service lines? Where is its production located?
- What changes has this organization made recently?
- How can we “speak the language” of the impact buyer? What are the key industry terms and acronyms we should know and use when talking to them?
- What initiatives are they currently pursuing that may be relevant to 4-H? (e.g. other positive youth development investments)?

**Understand Pain Points**

- What are the key challenges/risks this organization is facing?
  - How is it responding to industry trends and opportunities?
  - What are its strategic priorities? What progress has it made towards achieving those strategic priorities?
  - What organizational or industry wide challenges does it face in achieving those priorities?
- What are the big things on the mind of company leadership?
  - What issues are most prominently mentioned when researching this organization in the news?
  - What does the public think of the company?

**Indicates a Selling Your Impact tool or resource**
Conduct Market Research
Conduct Secondary Research

Sources and Tools

• Organization’s Website (including Investor Relations and News/Media sections)
• Organization’s Annual Reports
• Organization’s Strategic Plans
• Public news sources (e.g. Google finance, news)
• Company 10K (a publically available filing to the SEC), Risks and Opportunities Section
• Market Research Databases (Hoovers, Dun & Bradstreet, Thompson ONE)
• Business Journals (e.g. Managed Care Outlook)
• Professional Association Websites (e.g. Healthcare Financial Management Association)
• White Papers
• Previous engagement with the impact buyer (e.g. conversations, emails, RFPs)

Tips

• Focus on the business situation (as opposed to their philanthropic focus)
• Use your university’s resources – many may provide access to electronic market research databases
• Be more inclusive rather than less inclusive
• Keep an eye out for areas where our inventory might add value or solve a pain point
Conduct Market Research
Use Conversations to Confirm Pain Points

Ask These Guiding Questions

- What are the **key (business) objectives** or goals of your organization?
- What are the **key challenges** you face as you work to meet your business or organizational goals and objectives?
- Are there any other **pain points, industry trends, risks or liabilities** that you and your colleagues worry about?
- If you had to prioritize those challenges, what would be your **top three**?
- Are there ways in which our organization can help to address some of these challenges?

Sources and Tools

- **Impact Buyer Background Research** and additional **secondary research**
- **Impact Buyer Sample Outreach Talking Points**
- **Sample Impact Buyer Conversation Questions**

Tips

- **Start where you have relationships** or where you your contacts can make an introduction. This will make your market research easier.
- **Use your secondary research** during the conversation. Show you have done your homework by using key industry terms.
- **Guide the conversation back to their needs** and focus on **pain points that are most relevant to 4-H**. This will help you make the best possible business case.

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**Build Your Value Proposition**

**Build Your Value Proposition**

**Answer These Guiding Questions**

- What are your Impact Buyer’s **top (business) objectives or organizational needs**? Which of these organizational objectives and/or pain points or needs can 4-H address **most directly**?
- Are there reasons this organization might have a **financial incentive** to help 4-H?
- In what areas can both 4-H and the impact buyer benefit? What outcomes, assets and capabilities will support **shared value** for 4-H and the Impact Buyer?
- What is the **menu of outcomes, assets, and capabilities** 4-H can offer to the impact buyer? Which strategies/activities will be **most valued** by the impact buyer?
- Which **outcomes, assets, and capabilities** is 4-H best positioned to deliver?

**Sources and Tools**

- **Value Proposition Worksheet**
- **Outcomes, Assets, and Capabilities Inventory**
- Market research findings
  - **Secondary research, Impact Buyer Background Research**
  - Data from **conversations with your Impact Buyer**

**Tips**

- **Focus on areas of alignment** between the impact buyer and 4-H strategic objectives
- Focus on areas where 4-H can offer the most value
- Think creatively

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**Notes:**

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Build Your Value Proposition
Prioritize Your Value Propositions

Ask: Where do market needs meet the core competency of 4-H?

- What are the highest value outcomes for Impact Buyers?
- What are 4-Hs’ strongest outcomes, assets and capabilities?
- Identify the Sweet Spot: Where do the strongest Impact Buyer pain points align with 4-Hs’ strongest outcomes, assets and capabilities?
Build Your Value Proposition
Sample Value Propositions from Preliminary 4-H Market Research

National 4-H’s Outcomes or Assets

- Research based, effective healthy living curriculum that meets national standards

Fact: Health Rocks! Curriculum meets the National Health Education Standards

- Ability to provide staff and resources that engage students and parents

- Effective programming that drives youth to make healthy decisions

Fact: A longitudinal analysis shows 4-H participants are 1.6 times as likely to report healthy habits such as exercising as non 4-H participants

- Effective healthy living programming
  - Strong, national brand associated with youth development

Healthy Living Programming

- Need to provide healthy living programming and supports
  - Need improve ability to pursue funding

Impact Buyer’s Pain

- Need to meet state health and wellness mandates
  - Looking for effective curriculum that meets state and national standards

Provide Effective Health and Wellness Education

Engage Students and Parents

Improve Youth Health/Reduce Youth Obesity

Sources: Florida 4-H. http://florida4h.org/projects/HealthRocks/2012Grant.shtml

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**Build Your Value Proposition**

**Additional Sample Value Propositions**

### 4-H’s Outcomes or Assets
- Vast volunteer network
- Extensive and diverse network of community relationships
- Relationship with the University
- Network of program alumni

### Shared Value/Value Proposition
- Deepen Relationship with Rural Community

### Impact Buyer’s Pain Points
- **Company with Rural Customer Base**
  - Need access and connections with key customers to support customer bonding
  - Need relationships to open doors, generate leads and open new markets

- **Governor’s Office**
  - Need to address youth engagement and youth obesity in their state
  - Need to create a web of supports and services to mobilize resources and advance goals

- **Company with**
  - Need to align engagement efforts with company values or mitigate risk of their products or services

### Additional Sample Value Propositions
- **Activate Youth to Achieve Public Health and Wellness Goals**
  - Youth ready to be activated in policy discussions around healthy living
  - Youth voice to talk to other youth, parents, and other stakeholders
  - Youth leaders who act as leaders and influencers in their communities
  - Highly engaged youth

- **Promote and Improve Youth Health and Wellness**
  - Highly recognizable and strong brand associated with health and wellness
  - Effective programs with demonstrated results
Present Your Value Proposition

1. **Target** your pitch to the right contacts at your Impact Buyer

2. **Frame** your Value Proposition using terms that matter to your Impact Buyer

3. **Ask** for the amount that matches the value you bring to your Impact Buyer
Present Your Value Proposition

Answer These Guiding Questions

• **Who** should we approach at the impact buyer?
  - Which departments/roles at the impact buyer have the **most to gain** from your value proposition?
  - Where do we have existing relationships?

• **What measures** would show we are addressing their pain points?
  - What metrics / Key Performance Indicators does the Impact Buyer talk about when discussing pain points?
  - What measures would demonstrate value to the impact buyer?

• **How much** should we ask for?
  - What value are we creating for them? What are they currently spending to address a similar pain point?

Sources and Tools

• [Value Proposition Worksheet]**
• [Sample Agenda for the Conversation]**
• [Conversation Guide for Framing the Value Proposition]**

Tips

• **Show how 4-H’s strategies and activities address the Impact Buyer’s organizational objectives or pain points** as opposed to describing our approach and programs

• Discuss the **metrics that matter to your Impact Buyer**. Measures for the Impact Buyer may not necessarily be the same indicators that define success for 4-H

• **Use value pricing, not cost plus**. In other words base the amount you ask for on the value you are creating for the impact buyer, not the cost of running programs

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[National 4-H Council | July 2012](#)
SELLING YOUR IMPACT TOOLS
## 4-H Outcomes

<table>
<thead>
<tr>
<th>Youth</th>
<th>Health</th>
<th>Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build youth character and confidence</td>
<td>Build youth communication and presentation skills</td>
<td>Improve health of youth and their families</td>
</tr>
<tr>
<td>Build youth leadership skills</td>
<td>Build youth confidence</td>
<td>Strength youth and adult partnerships</td>
</tr>
<tr>
<td>Build youth leadership skills</td>
<td>Build youth confidence</td>
<td>Increase youth physical activity</td>
</tr>
<tr>
<td>Strengthen youth decision making skills</td>
<td>Increase youth self awareness</td>
<td>Improve youth healthy habits</td>
</tr>
<tr>
<td>Build youth resistance skills</td>
<td>Increase youth empowerment (e.g. teaching others)</td>
<td>Decrease youth use of alcohol, tobacco and other drugs</td>
</tr>
<tr>
<td>Build youth organizational skills</td>
<td>Build youth advocacy and influence skills</td>
<td>Improve youth eating habits</td>
</tr>
</tbody>
</table>

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# 4-H Assets and Capabilities

## Program
- **Research-based curriculum**
- Commitment to measurement and evaluation
- Effective programs with demonstrated results
- Workable, replicable & flexible program structure/model
- Fun, hands on and accessible program
- Aligned with education standards
- **Trained staff and professionals**
- Access to diverse audience
- Reach

## Reputation
- Highly recognizable and strong brand
- Credibility of university relationship

## Youth
- Strong, articulate youth voices on key issues
- Youth ready to be activated in policy discussions around healthy living
- Youth voice to talk to other youth, parents, and other stakeholders
- Youth leaders who act as leaders and influencers in their communities
- Highly engaged youth

## Relationships
- Vast volunteer network
- Extensive and diverse network of community relationships
- Relationship with the University
- Network of program alumni
# Potential 4-H Impact Buyers

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Companies with youth as a target consumer</strong></td>
<td>• Need youth constituent/stakeholder input, feedback and/or endorsement</td>
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</tr>
<tr>
<td><strong>Companies with a rural customer base</strong></td>
<td>• Need to engage customers and their families</td>
<td>• Monsanto</td>
</tr>
<tr>
<td></td>
<td>• Need to generate new leads in order to drive sales and grow market share</td>
<td></td>
</tr>
<tr>
<td><strong>Companies with a healthy living focus</strong></td>
<td>• Need to align engagement efforts with company values or mitigate risk of their products or services</td>
<td>• Kraft</td>
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<tr>
<td></td>
<td></td>
<td>• Dole</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Coca-Cola</td>
</tr>
<tr>
<td><strong>Companies</strong></td>
<td>• Talent pipeline of future business leaders with key skills needed to support the work</td>
<td>• Banking</td>
</tr>
<tr>
<td></td>
<td>• Employees with good work ethics, soft skills</td>
<td>• Union Pacific</td>
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<tr>
<td></td>
<td></td>
<td>• Agriculture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Toyota</td>
</tr>
</tbody>
</table>
## Potential 4-H Impact Buyers

### Hospitals / Health Care Companies

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Health Insurance Companies         | • Want healthy kids because they better school achievement are more successful adults and reduce the cost of health care  
• Need market intelligence from significant customer base | • Molina Healthcare  
• BCBS  
• CIGNA  
• United Health |
| American Dietetic Association      | • Need to get their continuing education via 4-H                                      |                           |
| Medical professionals              | • Need preventative health and improved healthy living among patient population        | • Pediatricians           |
| Hospitals                          |                                                                                        | • Greenville Hospital System |
## Potential 4-H Impact Buyers

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
</table>
| **Private Foundations** | • Investing in research based and effective programs  
                          • Investing in youth development and healthy living initiatives and outcomes | • O. Wayne Rollins Foundation  
                          • Children’s Trust Fund |
| **Corporate Foundations** | • Investing in research based and effective programs  
                          • Investing in youth development and healthy living initiatives and outcomes | |
| **Family Foundations** | • Investing in research based and effective programs  
                          • Investing in youth development and healthy living initiatives and outcomes | |
## Potential 4-H Impact Buyers

### Community Organizations

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Afterschool Programs</strong></td>
<td>• Need a curriculum to support their healthy living goals for youth served by the program</td>
<td>• YMCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Boys &amp; Girls Clubs</td>
</tr>
<tr>
<td><strong>Camps</strong></td>
<td>• Need a curriculum to support their goals for youth served by the program</td>
<td></td>
</tr>
<tr>
<td><strong>Community Based Organizations</strong></td>
<td>• Need a reliable and research based curriculum to teach these skills</td>
<td>• School Nurses Association</td>
</tr>
<tr>
<td><strong>Churches</strong></td>
<td>• Need a curriculum to support their goals for youth served by the program</td>
<td></td>
</tr>
<tr>
<td><strong>Community Centers</strong></td>
<td>• Need a curriculum to support their goals for youth served by the program</td>
<td></td>
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</tbody>
</table>
Potential 4-H Impact Buyers

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governor’s Office/State Government</strong></td>
<td>• Need to address issues in their state related to healthy living and obesity issues (crisis in some places)</td>
<td></td>
</tr>
</tbody>
</table>
| **Department of Education** | • Need to advance success of youth living in rural areas  
  • Need to meet health education standards/mandates | • Georgia State Board of Education |
| **Departments of Health and Human Services** | • Need nutrition education as part of their mandate  
  • Need to do something to manage Medicaid costs  
  • Need to manage pressure from the legislature to control costs | |
## Potential 4-H Impact Buyers

### Schools

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>What They Need/Value</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private and parochial schools</td>
<td>• Need a curriculum that works to support their goals for students</td>
<td>• Catholic Schools</td>
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<td>• Private Schools</td>
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<tr>
<td>Public Schools</td>
<td>• Need a curriculum that works to support their goals for students, including health, student engagement and leadership</td>
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</tr>
<tr>
<td>School Districts</td>
<td>• Need kids to be healthy and live healthy to improve academic results</td>
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</tbody>
</table>
Research Guide

Key Questions:
• What are the impact buyer’s strategic priorities?
• What are key challenges/risks (or pain points/needs) the impact buyer is facing?
• What are the big things on the mind of impact buyer leadership?
• What does the public think of the impact buyer?
• Which of these issues are relevant to 4-H? (Or Are there ways that 4-H could potentially use its assets, capabilities or outcomes to solve, address or mitigate a key challenge, risk, pain point or need for the impact buyer?)

Sources Review:
• Company / Organization Websites
• News
• Market Research Databases (Hoovers, Dun & Bradstreet, Thompson ONE)
• Business Journals (e.g. Managed Care Outlook)
• Professional Association Websites (e.g. Healthcare Financial Management Association)
• White Papers
### Market Your Impact Worksheet

<table>
<thead>
<tr>
<th>Impact Buyer</th>
<th>Need to Buy</th>
<th>Value Proposition</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What are our top impact buyers?</strong></td>
<td><strong>What is their pain point or need?</strong></td>
<td><strong>How can we solve or address their pain point or need?</strong></td>
<td><strong>What data will tell the story of success?</strong></td>
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Impact Buyer Sample Outreach Talking Points

As you start to think about your Impact Buyers, here are some sample talking point options to consider using in your outreach to each Impact Buyer.

• Our team is exploring ways in which we can support our partners and identify ways to add new or more value to the work that we have done together.

• We’d welcome the opportunity to engage with you to talk about your goals and objectives and identify ways that we can add more value and/or help you advance these goals.

• We’d like to engage you, one of our partners, to inform our thinking on how we can add more value to our partnership and/or identify new partners.
Sample Impact Buyer Conversation Questions

1. What are the key (business) objectives or goals of your company or organization?

2. What are the key challenges you face as you work to meet your business or organizational goals and objectives?
   
   – *Follow up:* Are there any other pain points, industry trends, risks or liabilities that you and your colleagues worry about?

3. The key challenges I heard you describe seem to be around [replay back the key challenges mentioned in the previous question]. How have you and your company thought about addressing each these challenges?

4. Are there ways in which our organization can help to address some of these challenges?
Value Proposition Worksheet

National 4-H’s Outcomes or Assets

- Research based, effective healthy living curriculum that meets national standards

Fact: Health Rocks! Curriculum meets the National Health Education Standards

Shared Value

Provide Health and Wellness Education

Impact Buyer’s Pain

- Need to meet state health and wellness mandates
- Looking for effective curriculum that meets state and national standards

Sample
### Conversation Guide for Framing the Value Proposition

<table>
<thead>
<tr>
<th>Component</th>
<th>Role in the conversation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>• Use as needed throughout the conversation to show understanding of the business</td>
</tr>
<tr>
<td>Pain Points</td>
<td>• Outline the key needs of the impact buyer that 4-H can help them solve</td>
</tr>
<tr>
<td></td>
<td>– This portion of the conversation is to set up a frame for the value you can offer them</td>
</tr>
<tr>
<td></td>
<td>• Let the impact buyer signal which pain points are most pressing for them</td>
</tr>
<tr>
<td>Shared Value</td>
<td>• Share the areas where 4-H can help the impact buyer address the pain points described</td>
</tr>
<tr>
<td></td>
<td>• (If appropriate) Highlight the shared value – that they can address pain points while also</td>
</tr>
<tr>
<td></td>
<td>achieving a social mission</td>
</tr>
<tr>
<td>Strategies to Add Value</td>
<td>• Share the ways 4-H can deliver on the shared value</td>
</tr>
<tr>
<td></td>
<td>• Highlight the benefits to the impact buyer of the strategies, activities and assets proposed</td>
</tr>
<tr>
<td></td>
<td>• Let the impact buyer signal which strategies, activities and assets are most compelling</td>
</tr>
<tr>
<td>Measures</td>
<td>• Share with them how the measures demonstrate the value of the partnership</td>
</tr>
<tr>
<td></td>
<td>• Discuss potential ways the measures can be implemented by 4-H or the impact buyer</td>
</tr>
<tr>
<td>ROI to the Impact Buyer</td>
<td>• Share what you think that partnership can accomplish and the value that creates for the</td>
</tr>
<tr>
<td></td>
<td>impact buyer</td>
</tr>
<tr>
<td>Framing the Value Proposition</td>
<td>• Make your proposition with confidence, using measurement and ROI to support it</td>
</tr>
</tbody>
</table>
## Sample Agenda for the Conversation

<table>
<thead>
<tr>
<th>Agenda Items</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Introductions</td>
<td>• Use what you know about context and pain points to lay the groundwork of the conversation</td>
</tr>
<tr>
<td>• Goals of the Meeting</td>
<td>• Share the potential value propositions developed including the business objective you can help solve, the shared value and the strategies/activities/assets you can offer</td>
</tr>
<tr>
<td>• Potential Partnership Opportunities</td>
<td>• Engage in a conversation about which ones are most compelling to the impact buyer</td>
</tr>
<tr>
<td>• Next Steps</td>
<td>• This work can take more than one conversation. Next steps can include continuing the conversation to refine the value proposition with the impact buyer based on the discussion or continue the discussion of measures and ROI</td>
</tr>
</tbody>
</table>