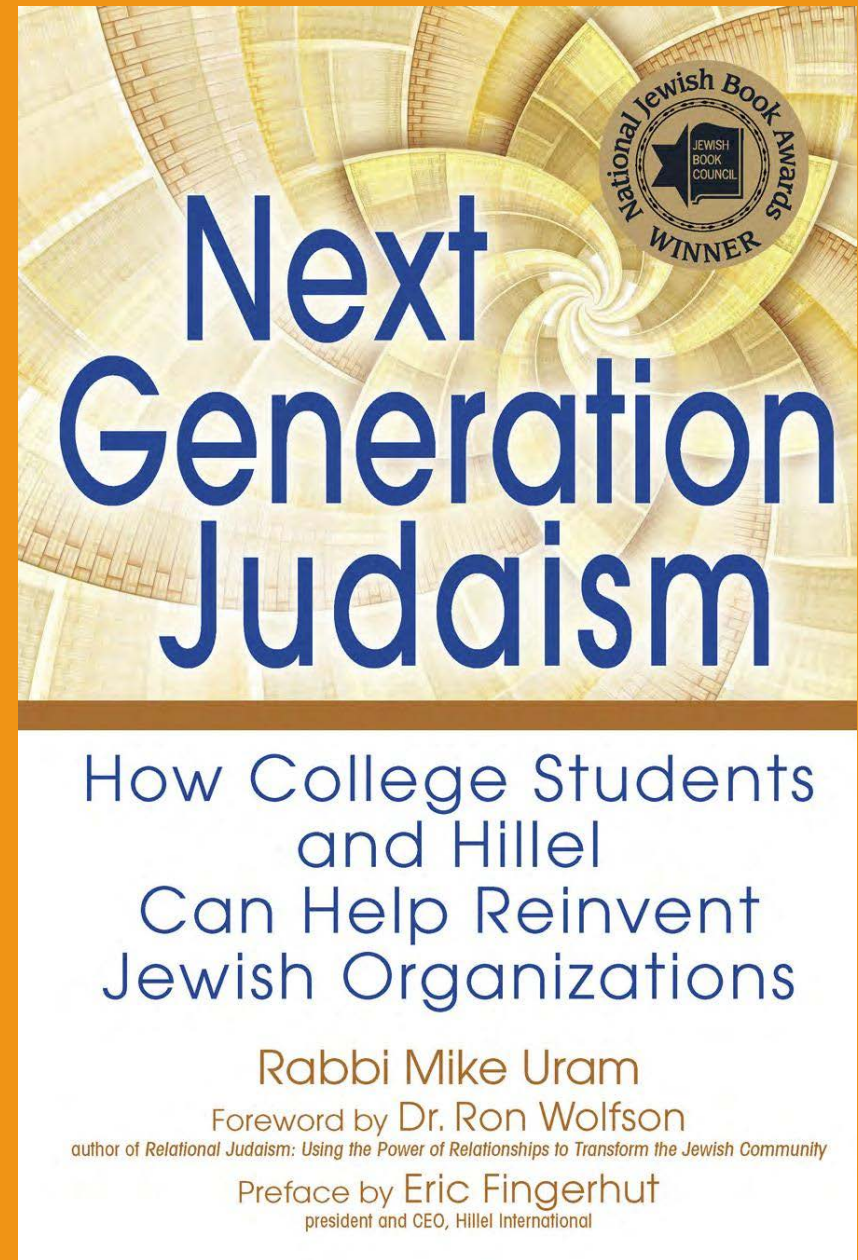


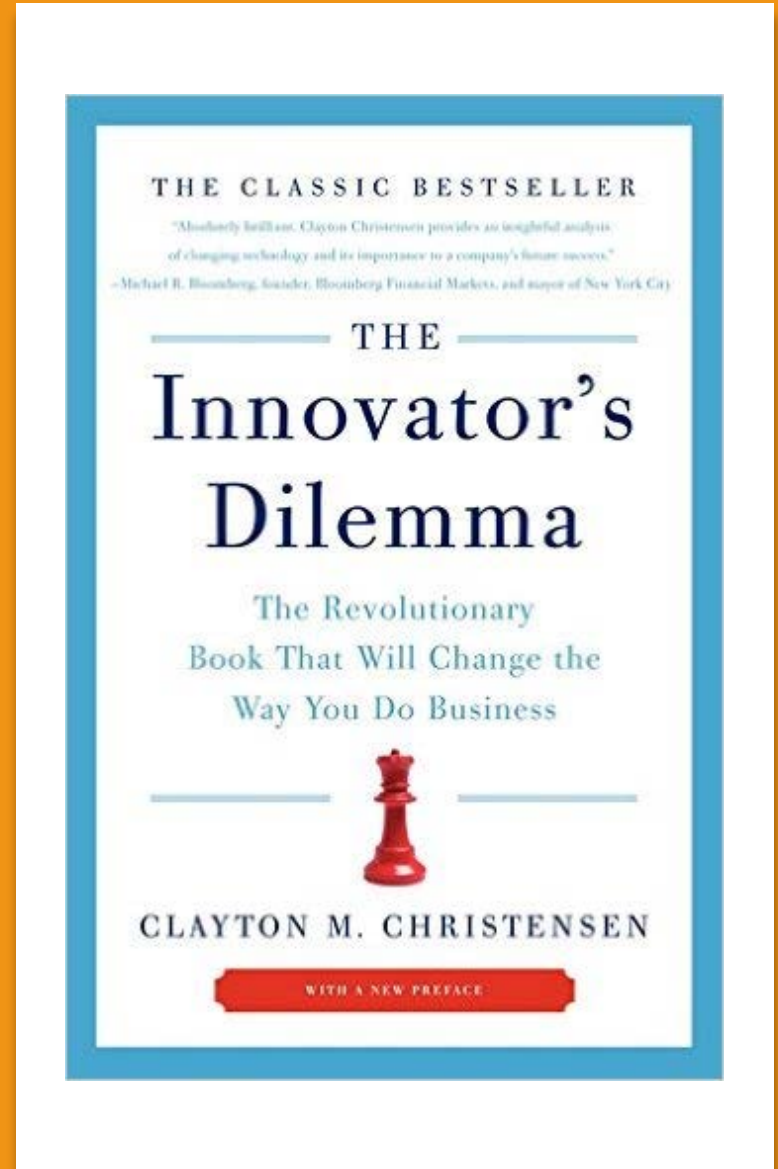
Seeding Change from Within: Disruptive Innovation

By Rabbi Mike Uram
Wexner Summer 2018



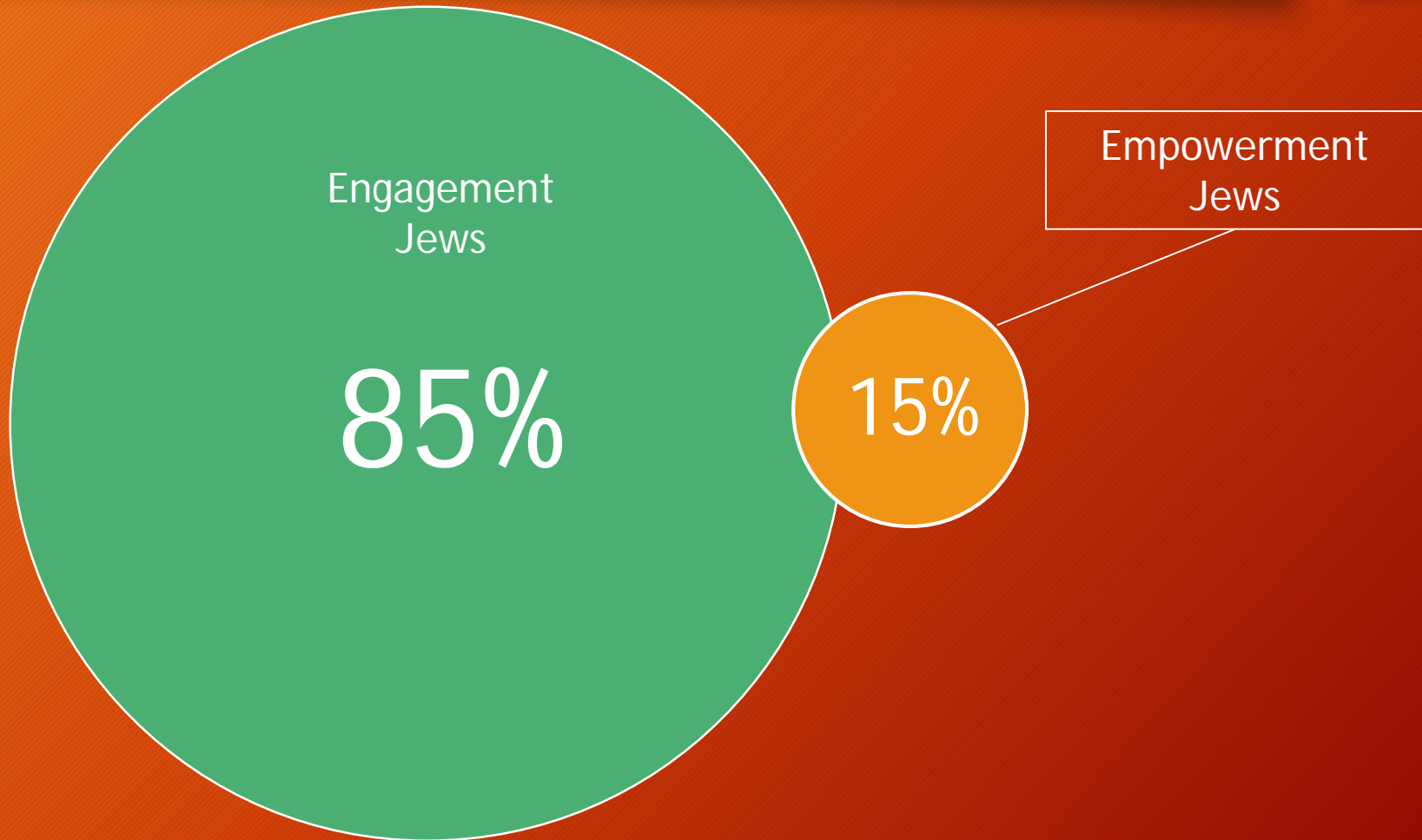
Why is innovation so hard?

- Why do good companies and organizations that seem to do everything right often get surpassed by newer, start-up organizations?
- How do establishment organizations with years of success learn to change?
- How can we be both the establishment and a start-up?



There is no such thing as THE JEWISH COMMUNITY

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Two Jewish Worlds

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- Different Jewish stories
- Different Jewish resumes
- Different language
- Different social networks
- Different neighborhood

How can we innovate & reach engagement Jews?

Why Do Good Companies Fail?

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- Play by by the rules
- Act carefully
- Care about their core markets
- Make great products
- Top Tier Federation in North America
 - Only 13.75% donate

We think we're innovating, but we're really just finding new ways to reach the same people

Understanding what we really do

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The diagram consists of two large, stylized arrows pointing towards each other. The arrow on the left is blue and points to the right, containing the text 'Sustaining Technology'. The arrow on the right is yellow and points to the left, containing the text 'Disruptive Technology'. The background is a solid orange color.

Sustaining
Technology

Disruptive
Technology

Sustaining Technologies

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- Well designed, high-quality products
- Focused on core market
- Reinforce the status quo
- Expensive
- Shrinking markets still demand quality products
- Leadership and market have a lot in common

How to seed change from within?

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Dayton Hudson vs. Woolworth

- Both want to get into the new discount retail space
- 1962 Woolworth launched Woolco
- Same year, Dayton Hudson launches Target
- Totally different outcomes. Why?

Disruptive Innovation at Penn Hillel

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- Different staff
- Different brand
- Different methodology
- Different donors
- Different culture



Vs.



Proof of concept

JEWISH RENAISSANCE PR★JECT

JRP Doubled Penn Hillel's Reach	
# of new initiatives	11
# of new leadership positions	2,329
# of new events	23,865
Engaged 9,842 total students	10,709
Engaged 1,638 unique students	1,496
Increased annual fundraising	\$650,000



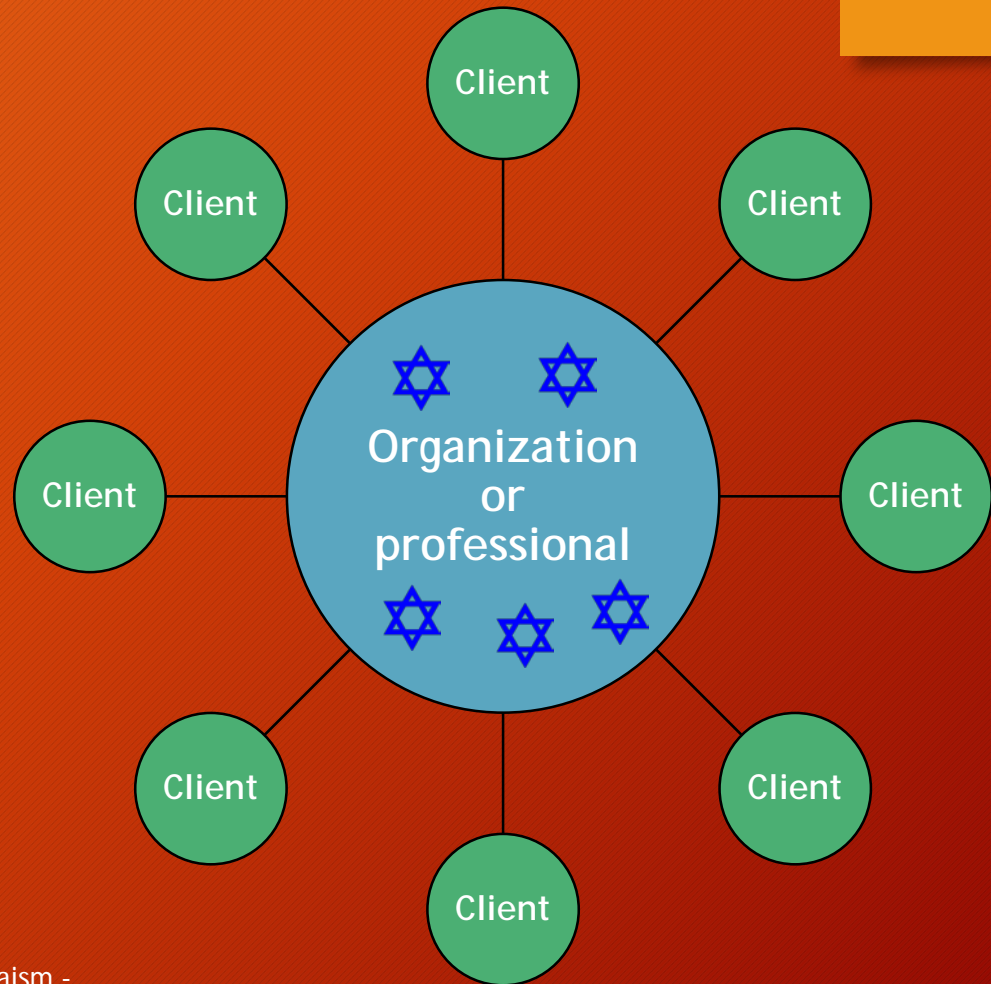
Additional Slides

Program Model

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Success is measured by...

- Number of clients
- Size of organization
- Retention of clients

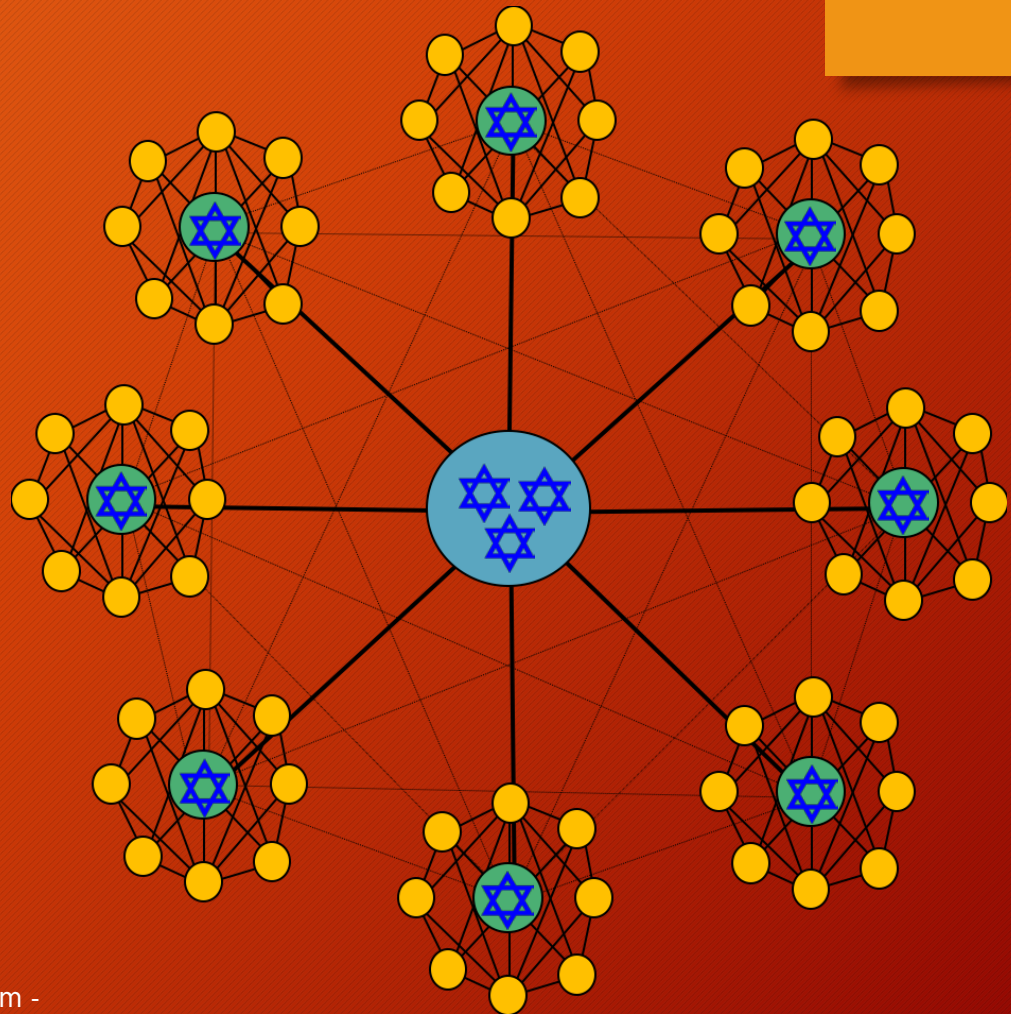


Engagement Model

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Success is measured by...

- Transforming clients into creators
- Number of relationships activated
- Connectivity between clusters
- Jewish impact





Passover Paradigm Vs. High Holiday Paradigm

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Swirl of Engagement

