

# Theory of Change

Maps the current challenge/opportunity to the actions and outputs that will help achieve the companies intended outcomes.

Themes	Current Conditions	Change Actions	Outputs	Immediate Outcomes	Intermediate Outcomes	Impact Goals
High Level Impact Topic	What is contributing to the challenges & opportunities?	What actions will you take to overcome challenges?	What do your actions produce?	What near term goals can be achieved?	What mid-term goals can be achieved?	What are the ultimate goals that can be achieved?

Suggested design steps:

- Identify the long-term impact goal(s) of your company
- Work backwards to identify what outputs and initial outcomes are needed to achieve those goals
- Describe the change activities that lead to those necessary outputs and outcomes
- Create a theory of change summary statement

**GoodNature Life**

See mission statement for "GoodNature Life" example on next slide

*Example*

Themes	Current Conditions	Change Actions	Outputs	Immediate Outcomes	Intermediate Outcomes	Impact Goals
US Low Income Poor Health	<ul style="list-style-type: none"> <li>• Lack of affordable healthy foods for US LMI communities</li> <li>• Limited understanding of relationship between food and disease</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new line of affordable organic foods</li> <li>• Educate through packaging and messaging</li> </ul>	<ul style="list-style-type: none"> <li>• Greater consumption of organic foods</li> <li>• Demand increase for healthy products/services</li> </ul>	<ul style="list-style-type: none"> <li>• Small perceived health benefits to beneficiaries/ customers and new basic understanding of benefits leads to subtle changes in food purchasing habit</li> </ul>	<ul style="list-style-type: none"> <li>• Greater demand for healthy foods leads to more supply</li> <li>• Early adopters begin influencing food purchasing habits around those around them</li> </ul>	<ul style="list-style-type: none"> <li>• Massive change in eating habits drives demand and consumption for new affordable food options and beneficiary communities' risk factors diminish</li> </ul>

## TOC Statement

Reduce the health risk factors in LMI communities by providing affordable healthy food products & creating awareness campaign that together result in greater consumption of healthy foods & knowledge of their benefits.

# Mission Statement

**A mission statement provides stakeholders with clarity on the direction of the company.**

An effective mission statement is one that conveys all the necessary information, can be easily understood and easy to recall. Mission statements can evolve, but generally endure for an extended strategic planning cycle.

Mission statements should include four key elements:

**WHY:** Why are you doing it? (derived from Stakeholder Problem Statement)

**WHO:** Who are the priority stakeholder(s) you are serving? (derived from Stakeholders)

**WHAT:** What is your intended outcome? (derived from Theory of Change)

**HOW:** How will the company achieve their intended outcome. (derived from Value Proposition)

## GoodNature Life

*Example*

**WHY:** Reduced access to organic foods contributes to poor health outcomes

**WHO:** Economically challenged low income to lower middle class families in the United States.

**WHAT:** Greater understanding and consumption of organic foods will improve target customers overall health

**HOW:** Manufacturing and marketing of affordable organic consumer product goods

**We provide affordable food products & services [HOW] that improve the health [WHAT] of families in the United States whose economic challenges [WHO] have limited their consumption of organic foods [WHY] .**