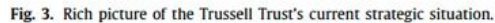


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**Fig. 3.** Rich picture of the Trussell Trust's current strategic situation.

# Rich Picturing Explanations

- You might have created a rich picture with different elements and identified issues that are logical and justifiable.

## Key features:

- A key feature of the rich picture is the “**more than food**” initiative. The mission of the Trust is to raise users out of poverty **not simply to feed them in times of crisis.** (The **cross** on the side of the Trust cube represents the **Christian Value** of the Trust).
- The Trust also engages in ‘**signposting**’ to help direct foodbank users toward advice groups such as debt, mental health, and alcohol and drug advice.
- In changing lives, the Trust also seeks to influence Government policy and to do this must engage with the media and gather research data to make its case.
- Potential **antagonism**(dissemination of some medias) toward foodbanks is depicted by the crossed swords symbol.
- There are more elements can be further investigated.....

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# Rich Picturing Explanations- CONT'D

## Strategic issues and priorities:

- The **first** of these is the issue of being able to cope with the rapid growth of the foodbank network over the last five years.
- The **second** is developing central IT services to support foodbank managers and foodbank network operations.
- The **third** is developing their data resource and gaining leverage through data analytics. This included recognition of the value of the data to their strategic objectives.
- The **fourth** is developing the concept of “more than food” to improve the impact of the network in terms of changing lives.
- The **fifth** is managing ongoing relationships with a wide range of stakeholders (corporate/ media/ policy/ research).
- The **last** is reassessing the goals and strategic direction of the organization.

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# Construct Root Definition

## Root Definition:

The Trussell Trust changes the lives of people in poverty

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**by** directing a coordinated set of operations [including a large, franchised network of foodbanks, a growing number of social enterprises, national media campaigns and the generation of a national data resource]

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**in order to** actualise Christian values and address the underlying causes of food poverty and social injustice.

Note: You may develop different root definitions by creating different scenarios based on the business model of the Trussell Trust

# Create Business Model Canvas (BMC)

G.A. Hindle, R. Vidgen / European Journal of Operational Research 268 (2018) 836–851

843

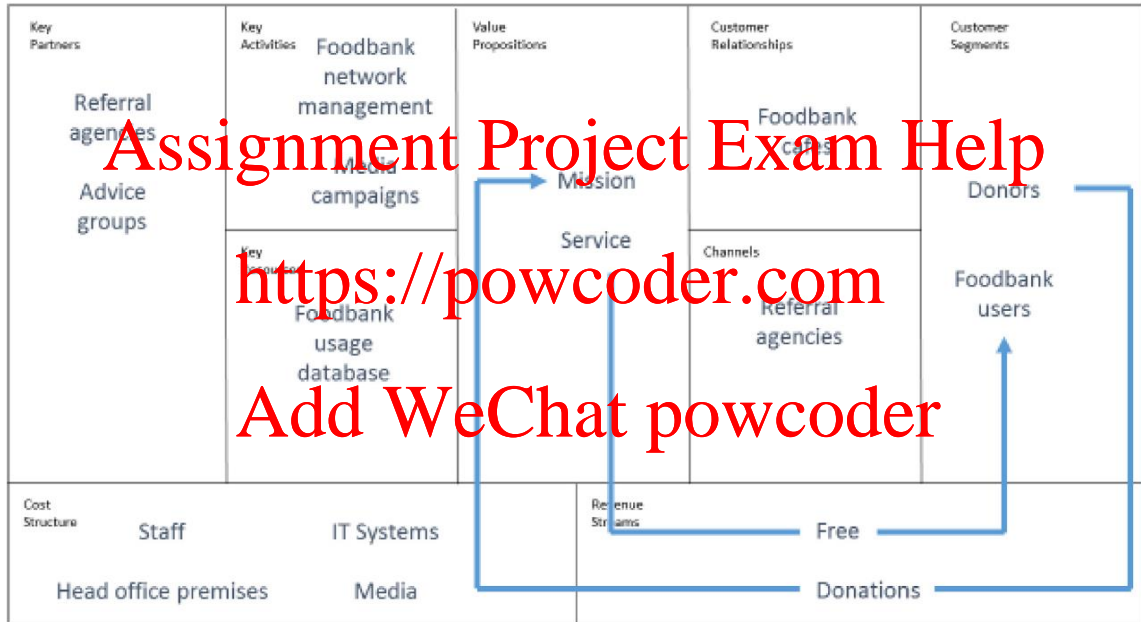


Fig. 5. Business model Canvas—Trussell Trust foodbank network.

# BMC Explanations

- **Customer segments (participators/users):** The first segment contains the service users – those people in food poverty and in need of emergency food provision. The second segment is the donors, who provide resources of different types (principally food and money) to support the mission of the Trust.
- **Channel:** Users access the foodbank service via referral agencies, who distribute foodbank vouchers.
- **Key activities:** Managing the foodbank network and media campaigns.
- **key resource:** The database of foodbank usage, which provides the data needed to produce reports and communicate effectively to stakeholders such as donors, the media, and Government.
- **Key partners:** Referral agencies (they issue the vouchers to users), and advice groups (they are where users are signposted to).
- **Cost Structure:** Head office and regional staff, head office premises, IT systems, and media campaigns.
- **Revenue stream:** There is no revenue stream associated with the provision of this service. (Donations).
- **Relationship:** Relationships are managed through interaction at foodbanks when food is collected in exchange for a voucher (e.g., signposting sessions conducted in the foodbank café).
- **Value proposition:** Mission/Service

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# Opportunity Matrix

Thorough analysis was conducted for both the front and back offices, highlighting the different types of analytics that could be applied by Trussell Trust to develop a more comprehensive understanding of their operations and users.

## Front offices

**Table 2**  
Front office business analytics opportunities matrix for foodbanks.

Canvas element	Business questions/issues	Potential application of analytics
<b>Customer segments:</b> service users and donors	Where are service users currently located in relation to individual foodbanks? What reasons do individuals give for their use of foodbanks? What segmentations of service user and donors might be possible? What need for foodbanks would we expect within geographical areas? Where are foodbanks located in relation to geodemographic features and need? What motivates individuals and corporates to donate?	Geospatial analysis and visualization of service users and foodbanks Predictive/explanatory models of foodbank use Geospatial analysis and visualization of expected need for foodbanks Service user and donor segmentation models Individual service user and donor behavioral models
<b>Value propositions:</b> mission and service	Are the lives of service users being changed? What are the underlying causes of food poverty and social injustice? Are donor philanthropic needs being satisfied? Are the wider aims of influencing policy being achieved?	Experimental design with control groups to test efficacy of interventions (e.g., co-locating financial advice services in foodbanks) Sign-posting models to provide effective advice to service users Donor satisfaction modelling Predictive/explanatory models of food poverty to expose underlying causes Modelling of Trust's impact on policy and society Donor prediction modelling and assessment of different fund-raising strategies
<b>Revenue streams</b>	Which donation strategies work best?	Modelling and assessment of different channels, e.g., online support, apps, and call centre advice lines Donor platforms effectiveness modelling
<b>Channels</b>	Are referral agencies the best way to access people in poverty? How can donors be reached?	Assignment of unique service user id would allow tracking of individual service users and building of personal relationships (requires changes to enterprise systems) Experimentation and modelling of relationship building, e.g., social media platforms Donor loyalty modelling
<b>Customer relationships</b>	How can service interaction be personalized? Is face-to-face interaction in foodbanks the best way of building relationships with service users? How can stronger relationships be built with donors?	



# Opportunity Matrix - CONT'D

## Back offices

**Table 3**

Back office (operational) business analytics opportunities matrix for foodbanks.

Canvas element	Business questions/issues	Potential applications of analytics
<b>Key activities:</b> Foodbank network management, media campaigns	Where should foodbanks be located? What reach do foodbanks have? How well are individual foodbanks performing? Do foodbanks have the right foodstuffs and products at the right time and right place? What makes an effective media campaign? Which ones work best?	Geospatial mapping of foodbanks to visualize coverage, location of service users, travel times, referral agencies, advice groups Geospatial analysis to predict where foodbanks are needed (incorporating open data sets on deprivation) Predictive models of future foodbank demand (e.g., time series analysis) Predictive modelling of individual foodbank performance Short-term predictive modelling of foodstuff demand Simulation of foodbank network operations to enable optimization Modelling of media strategies to identify which campaigns work
<b>Key resources:</b> Foodbank usage database	How should the foodbank database be developed?	Development of the data resource and sharing data with agencies to create a joined-up service. Inclusion of non-Trust foodbanks to build a more complete picture of food poverty. Modelling of data quality (e.g., completeness, accuracy, credibility).
<b>Key partners:</b> Referral agencies, advice groups	How well are referral agencies performing? How well are advice groups doing in tackling causes of food poverty?	Analysis of performance of foodbanks, referral agencies, advice groups
<b>Cost structure</b>	Can costs be reduced?	Modelling of cost structure

# Leverage Matrix

High

Potential for Analytics value creation

Quick Wins (high value potential, low difficulty): Proceed

- Geospatial analysis of foodbanks

Major Projects (high value potential, high difficulty): Investigate

- Predictive modelling of underlying causes of food poverty

Fill-ins (low value potential, low difficulty): Consider

- Behavioral modelling of donors

Hard Slogs (low value potential, high difficulty): Kill

- Modelling of media campaign effectiveness

Low

Analytics difficulty

High

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# Leverage Matrix Justifications

- **Quick wins:** The Trust has achieved considerable value from **geospatial analysis** and visualization as they had never before seen their data presented in this way and were able to use the geospatial analysis, combined with open data on poverty, to predict where food- bank need would be greatest. (using technologies and techniques that are tried and tested)
- **Major projects:** Understanding the **underlying causes** of food poverty is a difficult **modelling** challenge and might require partnering with research institutions to build a convincing and useful model. This work is vital and is under way but will not be a quick win. (long-term achievement)
- **Fill-ins: Behavioural modelling of donors** would be useful to the Trust but is not currently a business priority. (Merit inclusion)
- **Hard slog:** **Modelling the effectiveness of media campaigns** will likely be difficult to do and is not expected to add much by way of actionable insight.(best avoided)

Note: Please be free to assign other analytics projects to the quadrants as long as you can provide logical and convincing justifications.