

JJF Emergent Strategy

An Overview

Agenda



Introduction

Origin Story
Strategy Review



Emergent Overview

Why (Opportunity)
What (Mandate)
How (Approach)
Emergent Summary



The Common Eras Tour

Debut: 2021-22
Fearless: 2023-24
Speak Now: 2025-26



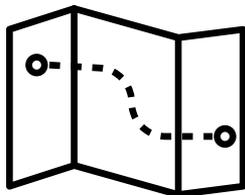
Unpacking the Eras

Driving Questions
Primary Activities
Key Learnings

Introduction

**Origin Story &
Strategy Review**

Deliberate



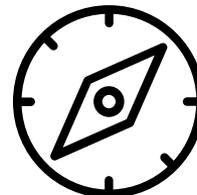
Proven program models
and talent

Mainstream and alternative
institutions

Reaching those
affiliated (30%)

Low risk tolerance

Emergent



Test new ideas, attract
new talent

Outside of J-institutions/
organizations

Reaching majority
unaffiliated (70%)

High risk tolerance

Emergent Overview



Why (The Opportunity)

Majorities of Jews in North America are not being served by today's institutions.

94% are proud to be Jewish, but they do not join synagogues, attend Jewish schools, summer camps, etc.

This is the untapped opportunity.



What
(Mandate)

**A sustained effort to
research and develop
new opportunities
to best serve the
unaffiliated majority.**





How
(Approach)

**Identify new talent,
research opportunities,
run experiments and
provide strategic funding**

**Support R&D culture,
practice and ecosystem by
inspiring philanthropic and
practitioner partnerships**

JJF Emergent Strategy

Who we are

A team to ensure JJF is future-forward to best serve needs of today & tomorrow

Our audience

Majority of proud US Jews who are not served or are underserved

Our goals

Establish a functional R&D operation to discover new impact areas & seed opportunities

Support broader R&D culture & practice

What we do

Source New Talent & Ideas, Research & Experimentation, and Fund

The Common Eras Tour



2021

2022

2023

2024

2025

2026

(Debut) Getting Started

- ▶ Operational Design
- ▶ New Talent Identification
- ▶ Initial Research
- ▶ Early Experimentation

(Fearless) Operation Established

- ▶ Assembled Team
- ▶ Talent Network Launch
- ▶ Functional R&D Engine
- ▶ Branding & Comms

(Speak Now) Full Speed Ahead

- ▶ Sustainable R&D Engine
- ▶ National Network Leverage
- ▶ National Reach & Impact
- ▶ Growth Capital & New Ecosystem



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Getting Started

Driving Questions



Has anyone done this before?



How do we engage a new pool of top-tier talent?



How should we focus our efforts?



How do we design this new strategy?



What will be the hook for new talent?



What are the behaviors and attitudes of young American Jews?

2021

2022

2023

2024

2025

2026

Getting Started

Primary Activities



Crafted Strategy Forward

- Mapped Innovation Ecosystem
- **Learned from other R&D Precedents**
- Deliberate & Emergent Collaboration
- **R&D Building Blocks: New Talent, Process & Portfolio**
- Established R&D Committee



Engaged & Collected New Talent

- **Crafted New Story: Our Why**
- **Networked to source new talent and partners**
- **Engaged and activated talent pool**



Conducted Initial Research

- Who are these majority of Jews and how do they live Jewishly, otherwise?
- **Where do they finding meaning, connection and purpose?**
- **What are possible new opportunity areas for this demographic: spirituality, media, technology, culture, etc?**



Ran First Experiments

- **8 large experiments: spirituality, media, branding, etc.**
- **60 small experiments: tested talent, ideas, innovation processes, etc.**
- Captured key learning and insights to inform future directions and build R&D engine

2021

2022

2023

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2026

Getting Started

Key Learnings



The Right Story Matters

The right messaging can attract exciting new talent.



The 94% Opportunity

The underserved are not apathetic, but rather, very interested. Yet, they expect Jewish life to be relevant and shareable.



Learning Thru Doing

There is no replacement for a bias towards action and trying stuff out in the world.



Permission & Support

“Jewish futures” is a new concept—we need to grant permission and support.



Open Calls Don't Work

Not yet, anyways. Attracts the same talent who struggle to design for those not served.

Innovation comes from the edges.



The Long Game

Existing Jewish organizations will need some time to evolve and embrace change.

2021

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(Debut)
Getting
Started

(Fearless)
Operation
Established

(Speak Now)
Full Speed
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Operation Established

Driving Questions



What kind of team do we need?



What is needed for a sustained R&D engine?



How to communicate a fast moving emergent strategy?



How to sustain and leverage great new partners?



How to build the plane while flying?



What is our brand and sharing strategy?

2021

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2026

Operation Established

Primary Activities



Assembled a Team

- Collected exceptional talent, new to Jewish space; venture capitalism, entrepreneurship, food, rabbinics, communications, operations at scale, systems administration
- Established portfolios with team leads



Created a New Talent Network

- 100+ project leads
- 650+ in extended network
- Digital community launched
- In-person convenings on both coasts
- Cross-pollinated projects, research and expertise
- New national partnerships established



Built an R&D Engine

- Created protocols, processes and assets to support operation
- Established focus areas: **New Communities, Leadership & New Ways of Learning**
- Full “churn” of the engine: **Over 40 projects ran through engine, some possible for next stage funding outside of engine**
- Established operational KPIs across strategy



Launched Branding & Communications

- Established branding and consistent messaging
- Launched Common Era website
- Launched internal quarterly newsletter
- Established social media channels
- Sharing research, insights and projects externally
- Established strategic partnership with Crown Foundation

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Operation Established

Key Learnings



Yes, We Can Engage Real Talent

Our work attracts top talent from a variety industries and expertise.



Focus Areas & Opportunity Mapping

Creating focus areas was incredibly helpful, and will now benefit from mapping specific opportunity areas.



What it Takes to Run an Engine

We have gained a strong operational understanding of running an R&D lab. No silver bullets.



New Language & Brand

The Jewish brand and lexicon are not neutral, and come with inherited associations that can be obstacles.



Invaluable Collaborations

The Deliberate team is very helpful for sharing our work with the field.



New Talent Marketplace

From scratch, it is a heavy and slow lift to attract and engage new talent.

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Full Speed Ahead

Driving Questions



What will be new measurements for learning?



What are the criteria to be considered for growth support?



Can we establish consistent operational costs for engine?



How to sustain an R&D mindset & practice?



How best to engage the R&D committee and board?



What are future strategies for sharing with the field?

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Full Speed Ahead

Anticipated Activities



Build New Metrics to Measure Learning



Stay Current on the Exponential Changes to Society and the Jewish People



Horizon Thinking & Planning



Develop Strategic Operational Dashboard & Accountability Tools



Update R&D Committee Work



Develop a Strategy & Process for Growth Funding

Thanks

