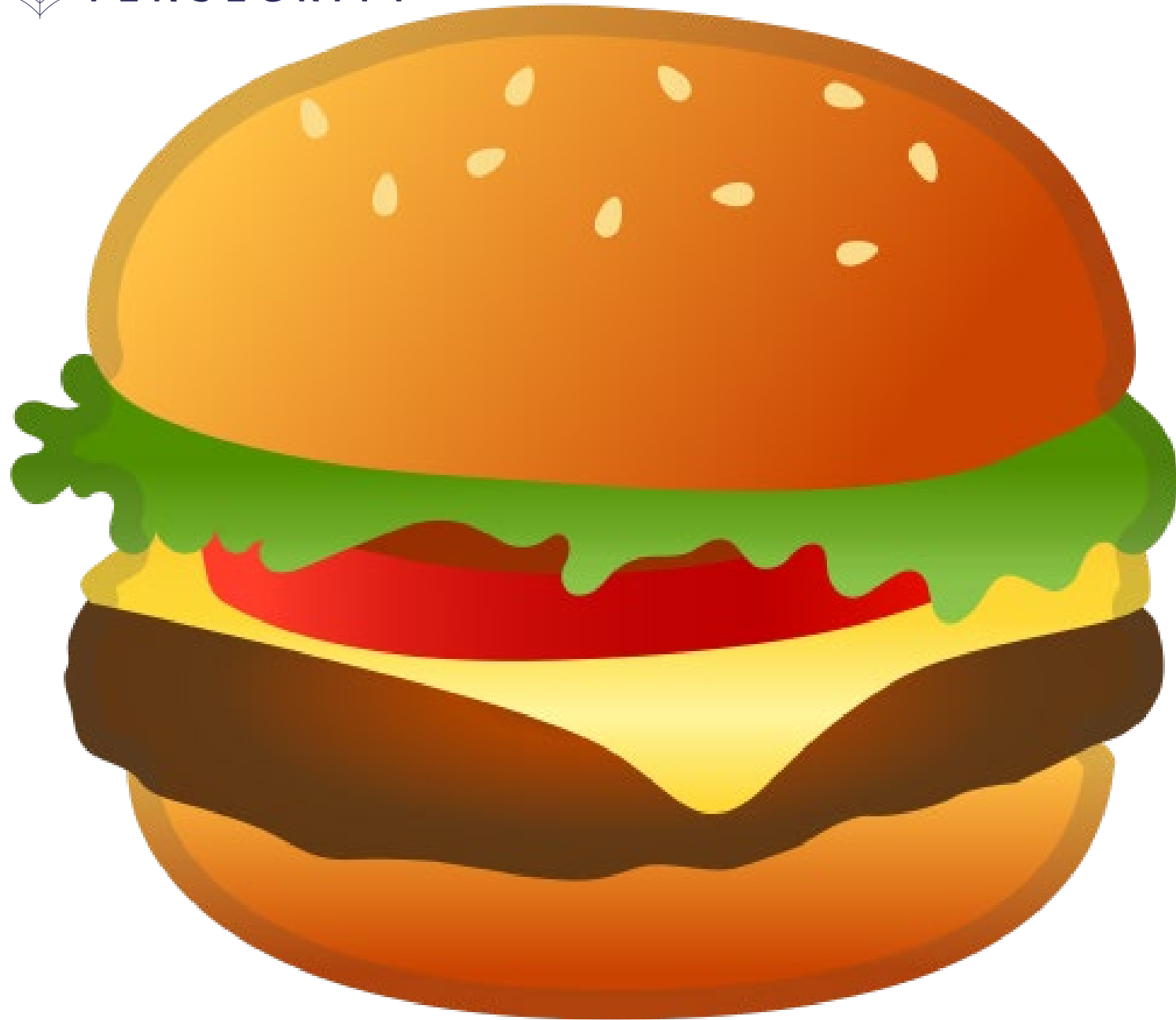


Strategic pivoting 101

THE icehouse Webinar

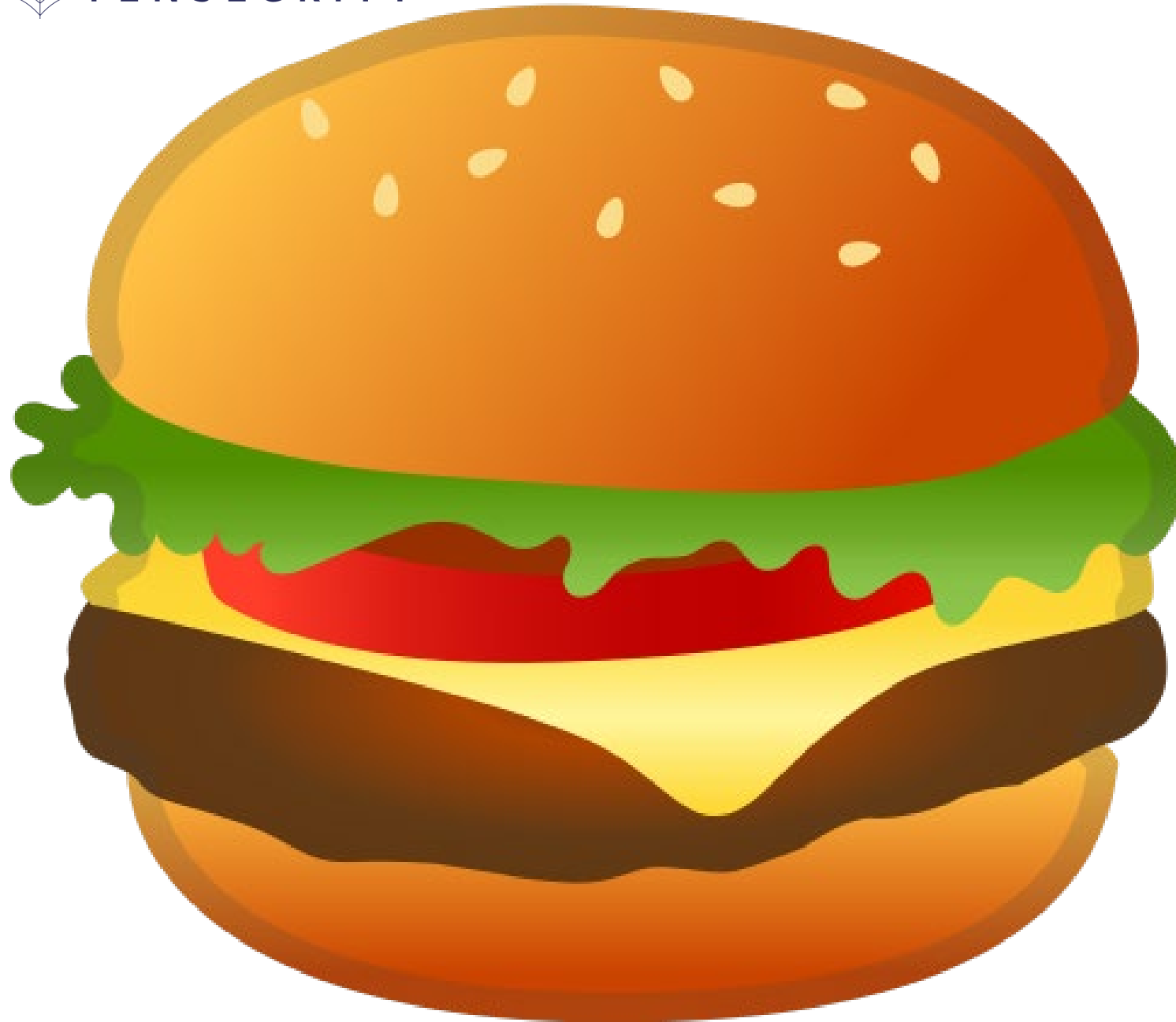
5th May 2020



1. CUSTOMERS

2. VALUE PROPOSITION

3. BIZ OPERATIONS



1. CUSTOMERS



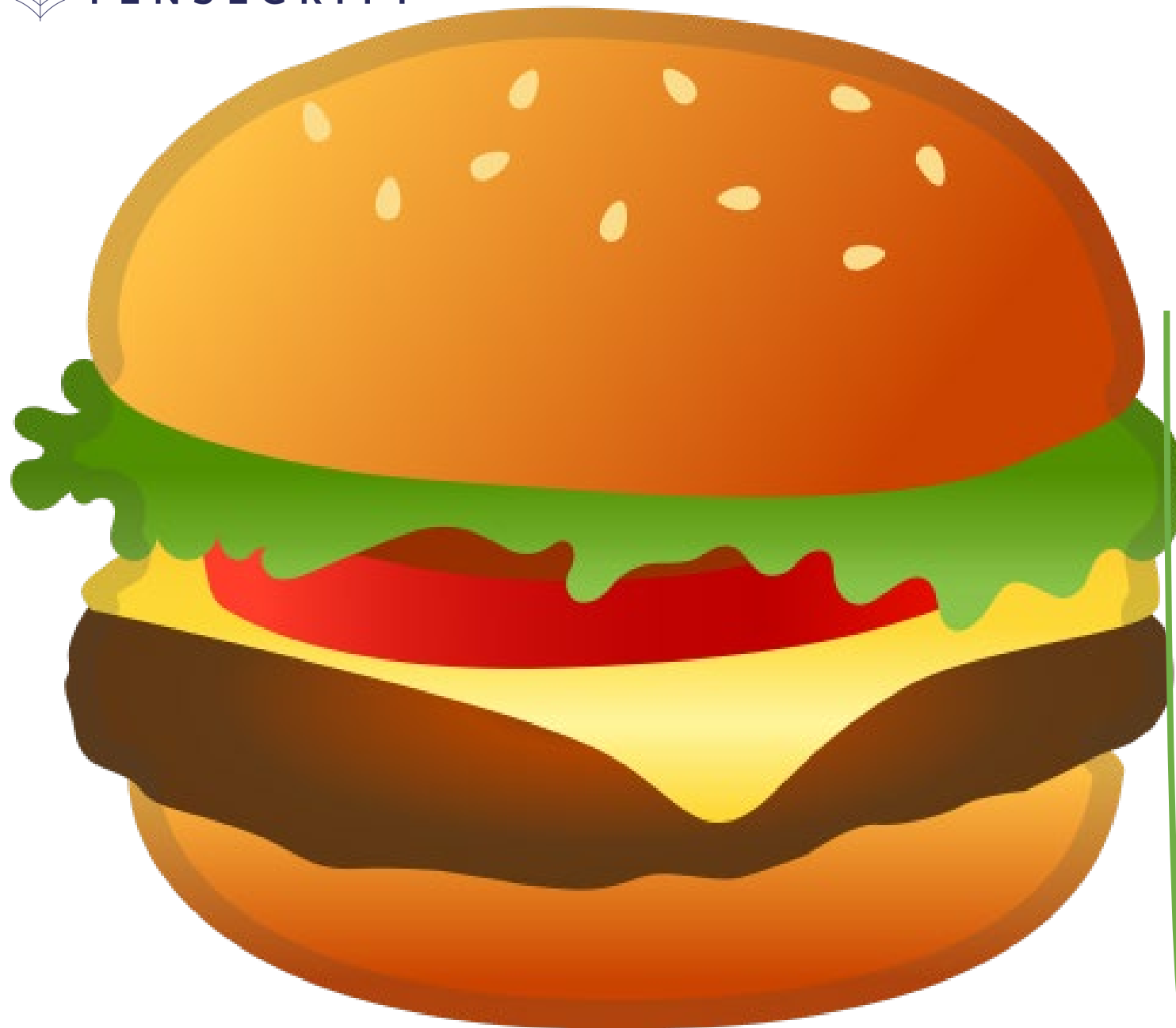
Product | Market fit
Right products sold in right way to right customers

2. VALUE PROPOSITION



Business Model
How you effectively monetise and operationalise

3. BIZ OPERATIONS



Sequencing

1. CUSTOMERS

Customer



Problem



2. VALUE PROPOSITION

Solution



Business model

3. BIZ OPERATIONS

Operating model





CUSTOMERS

1. WHAT's the problem you're trying to solve?

2. WHO has this problem?

This determines your Purpose, your focus

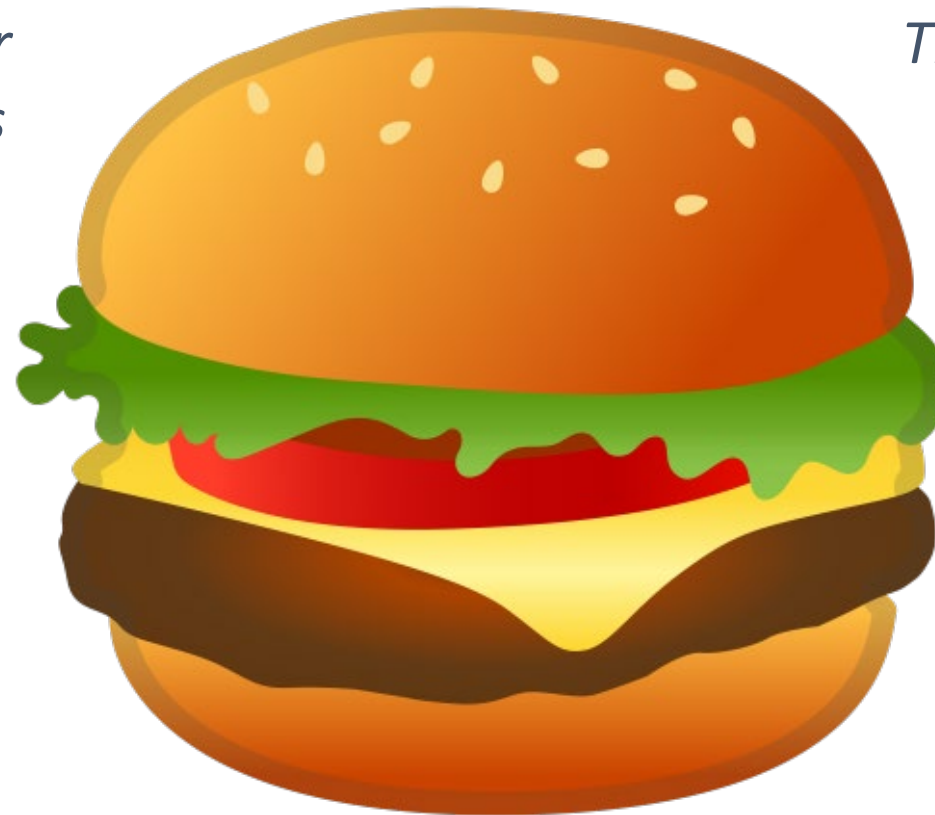
This determines the market you're in

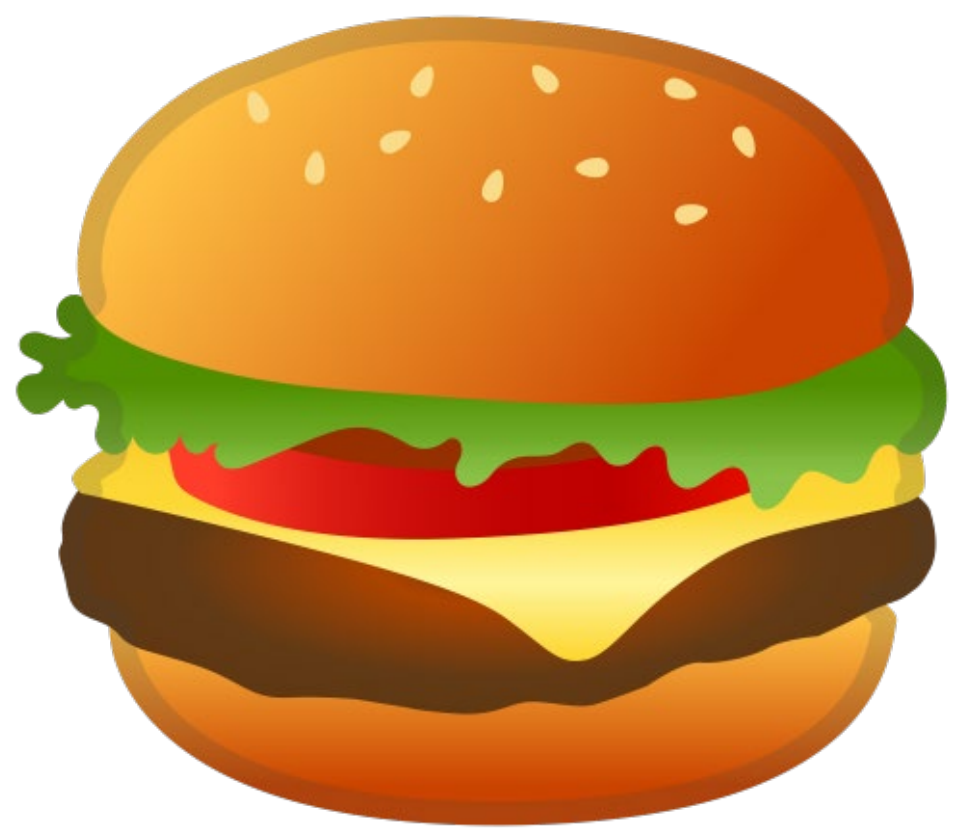
CURRENT NEEDS

CURRENT MARKET

NEW NEEDS

NEW MARKETS





WHAT solutions best address the problems your target customers have?

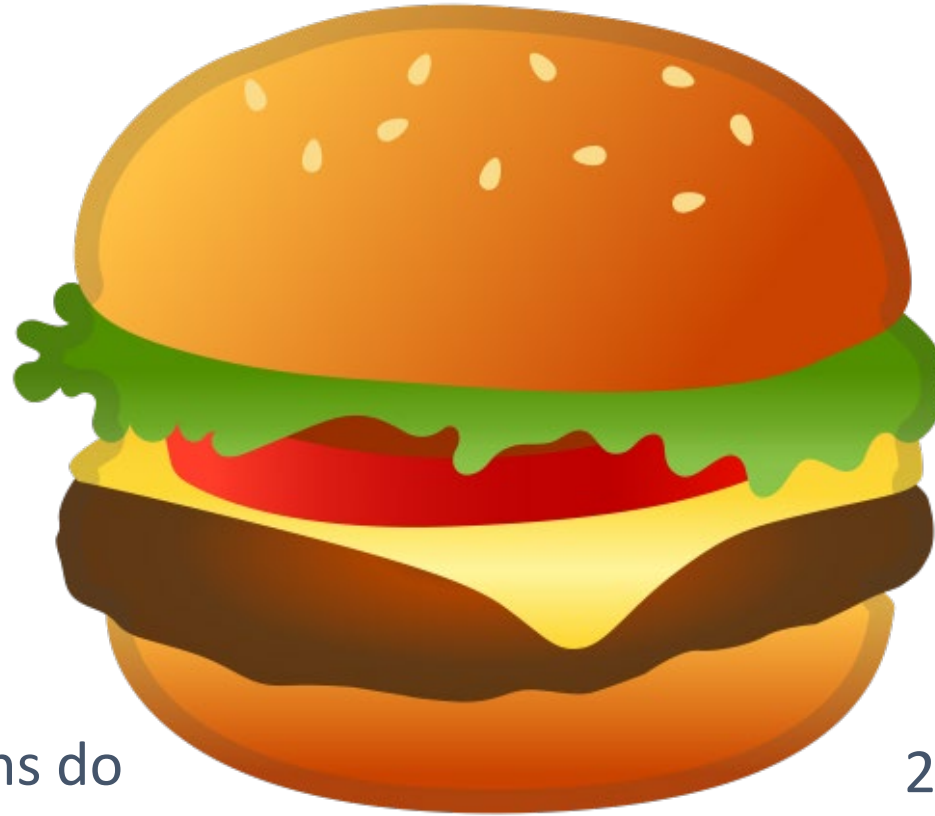
This determines the products and services you sell

VALUE PROPOSITION

CURRENT PRODUCTS / SERVICES / EXPERIENCES

NEW PRODUCTS / SERVICES / EXPERIENCES





1. WHAT assets / operations do you have that you can leverage?

2. WHAT assets / operations need changing?

INGREDIENTS / SUPPLY CHAIN / OPS / LOGISTICS / SYSTEMS / TECH / PEOPLE etc

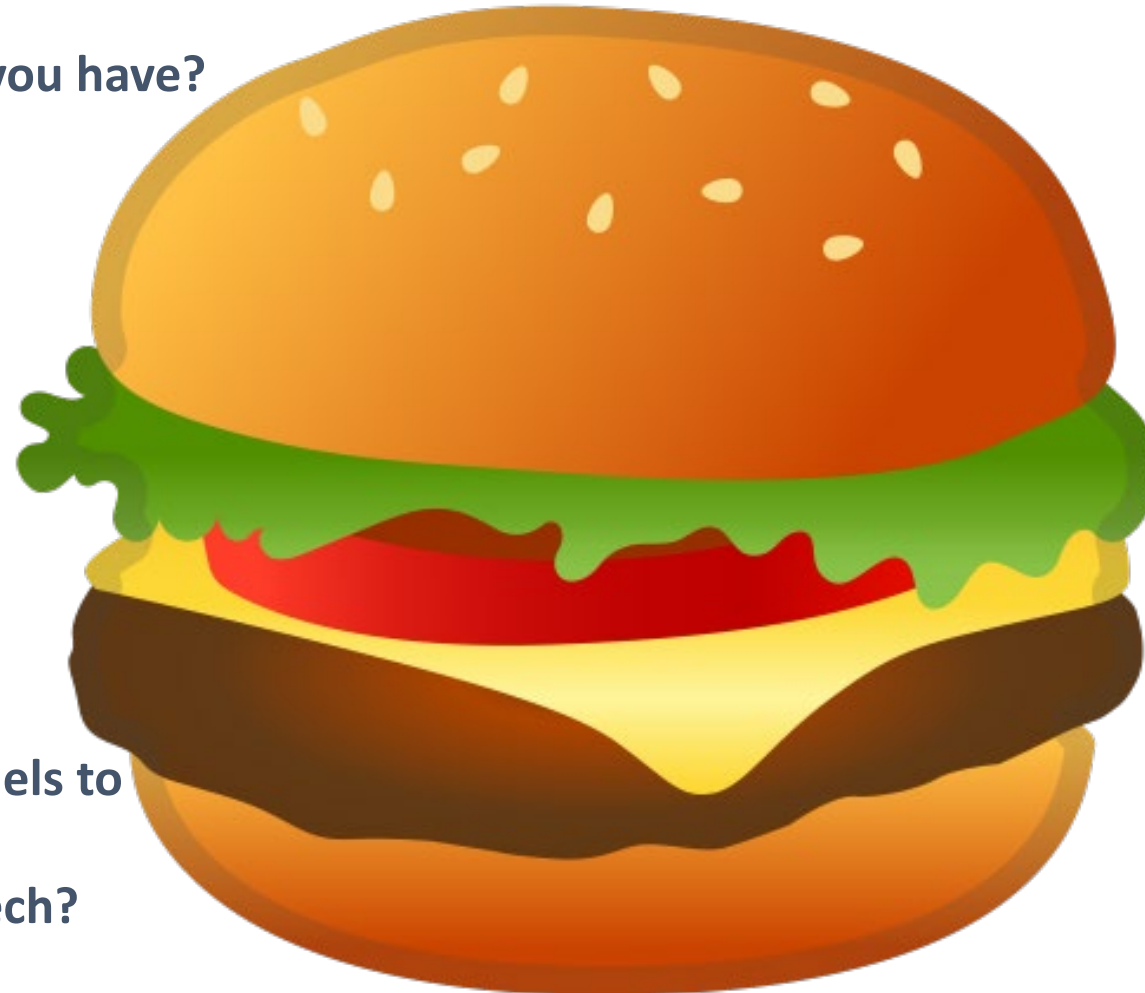
BIZ OPERATIONS

WHERE IS YOUR SECRET SAUCE?

In the customer relationships you have?
In the market you're in?

OR

In the ingredients, the supply
relationships you have?
In your operations, your channels to
market?
In your people, your IP, your tech?



*Know where your
leverage point is and
work out from this*

*What assets could you
utilise to meet new /
changing demand?*


Some Pivoting Tips and Traps

1. **Being adaptable is your biggest asset.** Things are changing daily so stay open and move where the market is. Charles Darwin “It’s not the strongest of the species that survives, nor the most intelligent. It’s the one that’s most adaptable to change”

2. You might think you need clarity first. Actually **you get clarity from the doing.** Test and learn.

3. **You can move quickly.** Short sharp sprints. The examples I’ve mentioned today are a case in point.

4. Before you go on the journey, it’s really important to **know where you stand.**



The lights are switched off	Landscape has fundamentally changed
Hunker down and survive the storm	You have no means to pivot in response. Quitting can seem like failure but it’s pragmatic. <u>Seth Godin</u> in <u>The Dip</u> , winners quit the right things at the right time

5. Once you’ve mapped your future model, you need to circle back and think about how you **protect essential assets in the transition**, and how you **eliminate the non essential assets** as quickly as possible. From a governance perspective, you want to **ensure the decisions made now are consistent with the future model you’re creating.** And be prepared to review those decisions as the landscape changes.



Text FREE TIPS for 10 top tips

With your name and email

1. Insight
2. Interpretation
3. Innovation

Melissa Wragge | 021 510 864

Upcoming virtual workshops

- | | |
|-------------------------|----------------|
| Wed 27th May, 9.30-1pm | Insight |
| Wed 10th June, 9.30-1pm | Interpretation |
| Wed 17th June, 9.30-1pm | Innovation |

Melissa@Tensegrity.co.nz