Reinvent your business during COVID-19

The Yoco Small Business Pivot Guide:

Identify new opportunities and develop new business models

1 Identify new opportunities

EXPLORE YOUR STRENGTHS

NEW BEHAVIOURS & NEEDS

BRAINSTORM NEW OFFERS

Explore your strengths

The first step is to identify which building blocks you already have, your assets, to build a new business model with. You will likely still have to add a block here or there but using what you have will allow you to pivot much faster.

Instructions

1. Start by either printing Canvas A on the next page or simply copying the template on a piece of paper.

2. In the middle circle write down your name and 8 - 10 keywords that represent what you enjoy in life.

3. The second circle represents your own building blocks: write down anything you currently have that you think could be useful for building something new. Don't just think about your current business(es), think about yourself, your hobbies, your home, etc.

4. Then think about your family and friends, communities, neighbours and other connections, and think about their assets, who has something that may be useful which you could use? You don't need to figure out how yet or make any decisions.

5. Share your finished map with someone close to you, a (work or life) partner, and ask for feedback, people close to you will point out things about yourself which you may take for granted.
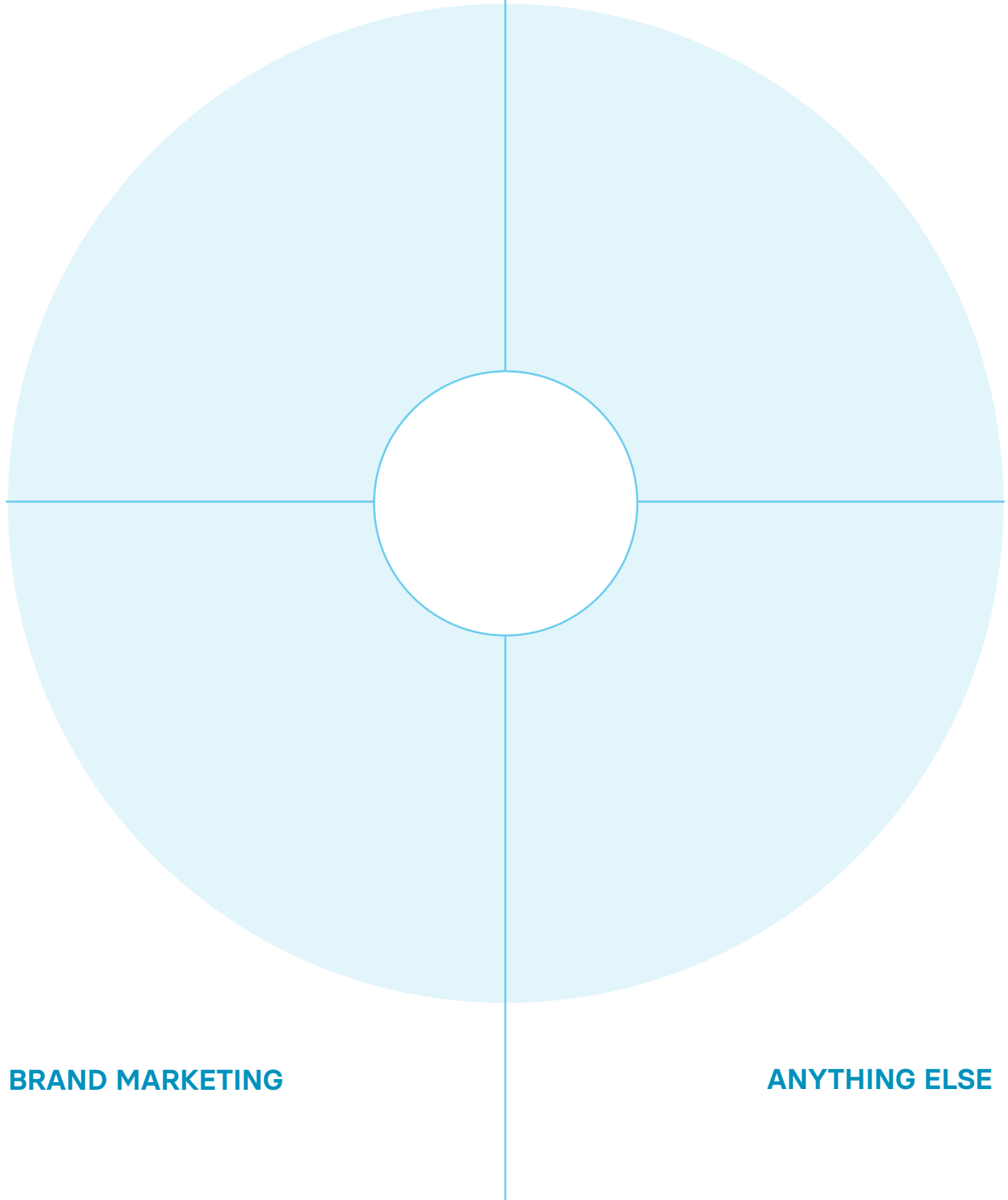
Output

A comprehensive list of your readily available building blocks, your available assets, to build your new business model.

Now put this aside, we'll use this sheet again in step 2

"Do this exercise together with another business owner in a different industry, you will likely inspire each other!"

SPACES & THINGS

KNOWLEDGE & SKILLS

BRAND MARKETING

ANYTHING ELSE

New behaviours and needs

The second step is to identify how the world around you has changed and, like domino effect, is changing people's behaviors and needs. Some behaviors are forced, by the levels of lockdown or fear, others were created through new experiences, self-reflection on what is important in life or simply not having the spending power you had before the COVID-19 crisis.

Instructions

1. Start again by either printing Canvas B on the next page or simply copying the template on a piece of paper.

2. Write down the big things that have changed in your friends', customers' or family's lives. How? Go and ask them: "What has changed for you?" For example: "I am now working from home."

3. Then find out how that impacts their behavior: "How have you changed the way you do things?" For example: "I am now making my own coffee, I do yoga before I start my day, I dress for comfort rather than looks now"

4. Finally, did they need anything new to support that new behavior: "Did you have what you needed to make coffee at home / do yoga at home / dress comfortably?"

5. It is also important to identify if this is a need your current customers have or if you would create an offer to solve this need, you'd have a very different group of customers.

Output

A comprehensive list of new behaviors and needs to respond to.

"One sheet is not going to be enough! Also, ask your customers these questions through Instagram or Facebook, you will quickly learn a lot."

CHANGES IN DAILY LIFE

	NEW BEHAVIOUR	NEW NEEDS	NEW CUSTOMER

CHANGES IN DAILY LIFE

NEW BEHAVIOUR **NEW NEEDS** **NEW CUSTOMER**

(blank worksheet with dotted fill-in lines and checkboxes)

Brainstorm new offers

The previous two exercises have helped us look both at the building blocks you have readily available and new needs you can potentially respond to. Now we are ready for an inspired brainstorm! This step is about quantity rather than quality: you first produce a minimum of 100 ideas, and then you cluster and select the best ones.

Instructions

1. If you have a few blocks of post -its: great! If you don't: just take a stack of other paper and cut them into pieces of paper roughly the size of post-its. It's a bit of work but it will help you in the next steps.

2. Start by putting template B in front of you: your new behaviors and needs. Go through each 'need' one by one and write down as many crazy ideas as you can. Don't worry about your assets, imagine anything is possible at this stage. One idea per post-it or piece of paper.

3. When your creativity on one 'need' is exhausted, move on to the next 'need' and start over. Go through your entire list. Any unrelated ideas that pop up in the meantime: write it down on a post-it as well.

4. When you are done writing down ideas (you're not allowed to stop before 100), start clustering them. Which ideas are related? Spread them out over the table, spend max 15 minutes clustering.

Output

A big range of ideas, clustered and ready to be selected and refined.

"Get friends and family involved at this stage: more brains leads to more ideas. But don't share any of the ideas until you're at stage 4!"

② Reinvent your business

DEVELOP NEW VALUE PROPOSITIONS

DESIGN YOUR NEW BUSINESS MODEL

Choose and further define 5 - 8 new value propositions

Step 4 is all about choosing and refining your best ideas. In this step we go from over 100 ideas to 5 to 8 new value propositions.

Instructions

1. First you need to choose which ideas to take forward. This is where we suggest you use two other people to help you. Give both a color marker and ask them to choose three ideas per person. They leave a colored dot on those post-its. You do the same, make sure you have a different color.

2. Choose first, then at the same time put the dots down. Multiple dots can go on one post-it, you may also choose a group or cluster of post-its. Use this method to narrow down your selection to 5 to 8 ideas.

3. Now either print Canvas C on the next page or simply copy the template on a piece of paper.
NB: make one canvas per selected idea.

4. Start on the right side, the Customer Segment, by describing what tasks a specific customer of yours is trying to get done. For example: "start my day with a special cup of coffee."

5. Define pains and gains: describe the negative experiences (pains) in trying to get that job done now, and all the positive experiences you could potentially bring with new ideas (gains).

6.Now move to the left: explain the new products and services. Then describe how it either creates gains, or takes away pains,

Output

5 to 8 value proposition canvasses defining your best ideas.

"Starting from the user helps define a customer-centric new product or service value proposition."

CUSTOMER SEGMENT

Gain

Jobs

Pains

VALUE PROPOSITIONS

Gain Creators

Products and Services

Pain Relievers

Develop 3 - 4 new business model variations and choose

Step 5 is all about building your potential new business model. This is where we bring in all your previous work to develop a range of models.

Instructions

1. Put your D canvasses next to your B and A canvasses and identify which value propositions have most potential: choose 3 to 4 to develop further.

2. Criteria to keep in mind: real needs are better than luxuries, more people with a need is better than few, and finally, go for value propositions you can likely put together quickly rather than ones that need a long time to set up.

3. Now either print Canvas E on the next page or simply copy the template on a piece of paper. NB: make one (or multiple) canvas per selected idea.

4. Start sketching out one future business model by creating notes in each of the 9 areas. You can use post-its or write on the canvas directly. Start from the Customer Segment and Value Propositions defined on your Canvas D sheets, then use your Canvas A and B for reference for the other areas.

5. When you have put one business model down, put it to the side and design the next one. Develop a minimum of 3 or 4 models.

6. Decide which one you want to take forward, and remember: real needs, larger customer base and a quicker setup are desirable.

Output

A range of new potential business models based on customer needs, and one model to take forward and start executing on.

"You can keep using this canvas to iterate on your model as you learn on the way!"

Key Partners

Key Activities

Key Resources

Value Proposition

Customer Relationship

Channels

Customer Segment

Cost Structures

Revenue Streams