Business Design

TOOLKIT

SOCIAL FABRIC

RIDE
THE
WAVE

Some say that running a business is like surfing. You need balance, patience and persistence. In fact what might be the most important thing is adopting a growth mindset by continuously learning. Just as a surfer learns to read the waves, the entrepreneur adapts in order to understand customers and the changing tides of markets.
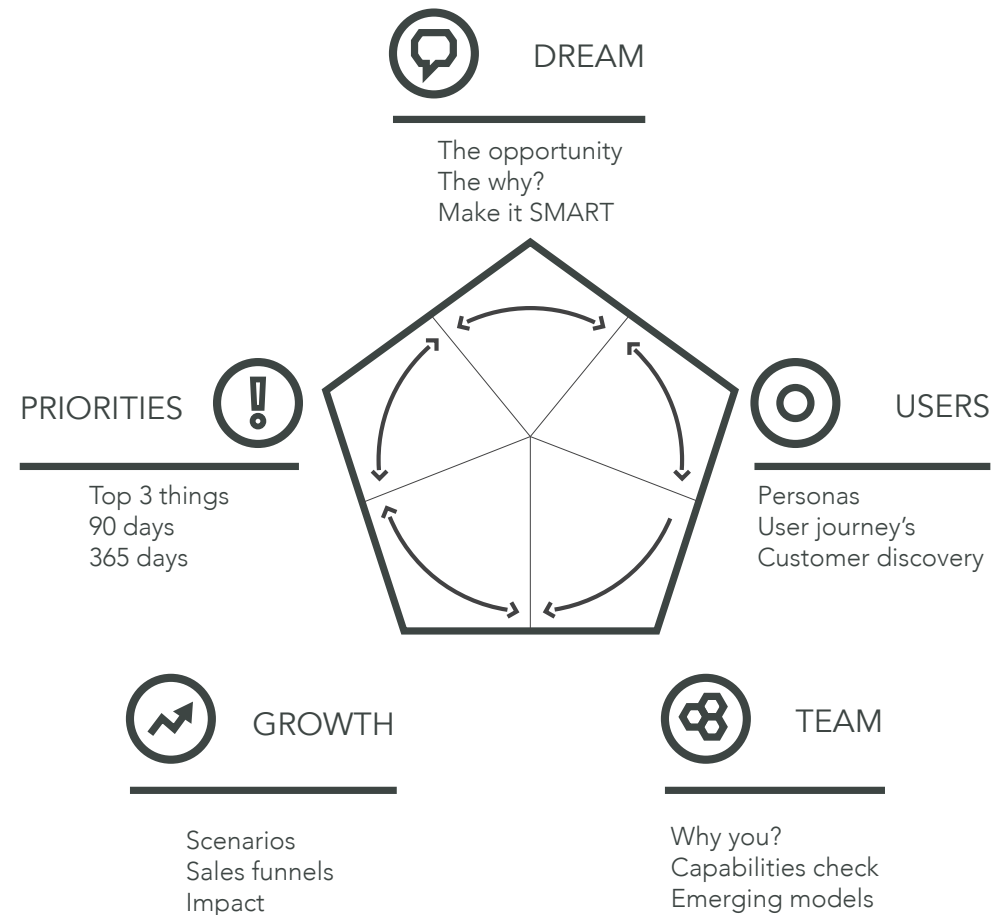
The tried-and-tested principles in this toolkit will aid you as you navigate the journey.
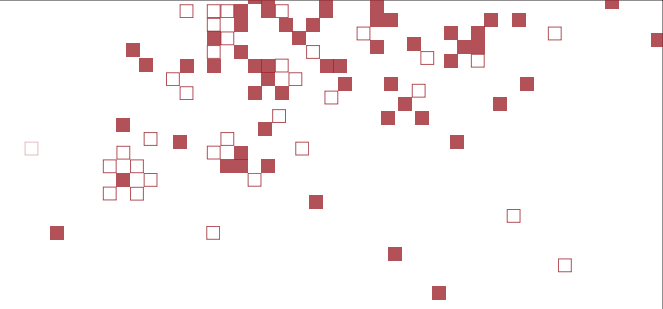
LET'S GET MOVING: HOW TO USE THIS TOOLKIT

Whether you're running a business, about to start-up, working for a large organisation or a small non-profit – this toolkit will provide you with an aerial view to help you gain a new perspective.

Our 5 questions are provocations to get you to step outside of your business. We encourage you to jump in with any question that feels like the right one to start with and simply move on from there.

Each section has additional resources allowing you to dive deeper whenever you like.

DREAM

The opportunity
The why?
Make it SMART

PRIORITIES

Top 3 things
90 days
365 days

USERS

Personas
User journey's
Customer discovery

GROWTH

Scenarios
Sales funnels
Impact

TEAM

Why you?
Capabilities check
Emerging models

1

DREAM

WHAT'S THE OPPORTUNITY?

PROMPTS

What exactly do you hope to accomplish?
Why do you want to build this business?
Who needs to be involved?
Which capabilities do you require to execute?

*Don't worry about the nitty-gritty detail, what's essential is getting down the desired future state of your business.

#TWITPITCH

If you got it nailed down then here's one for you, turn it into a 140 character

....

....

1 DREAM

SEE IT IN PRACTICE

Here's an example of how to articulate the dream in a SMART matrix

Whatsapp

Specific: target a specific area for improvement
Message or call anyone, anywhere, absolutely free

Measurable: quantify how you will measure success
When our company name becomes a verb

Achievable: state what results can realistically be achieved
1 billion active users sending a total of 50 billion messages a day

Realistic: articulate why it is a viable product or service, desirable to customers and technically feasible
Using data networks, we bring instant rich media messaging, and Voice over IP to the masses with high service quality, complete security and at no cost

Timely: specify when the results can be achieved.
Spring 2017
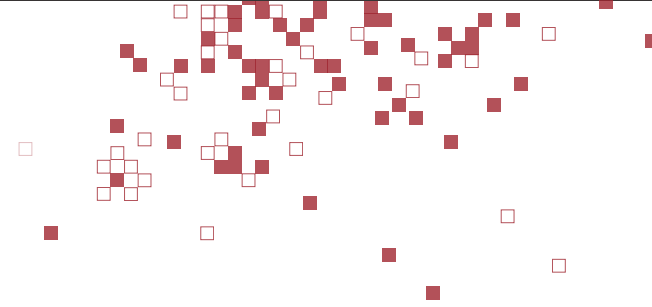
Dig Deeper

Watch this:
Where do good ideas come from?

Read this:
How to get Startup Ideas

Digest this:
Making Ideas Happen

Top Tip

Many people are worried or embarrassed about sharing their idea. Get over it. Great businesses start out with an idea that most will think is crap and it's almost certain your business will change and evolve.

2
USERS

WHO'S YOUR FIRST USER?

The only way to find out if you have a viable business, and to grow it for that matter, is by listening and learning with customers. Write down specifically who your first customers are, then go out and find them - and fall in love. You want to be wholly confident that they will use, and in many instances pay, for what you're peddling.

CREATE YOUR CUSTOMER PERSONAS

Your user persona is an archetypal character that represents a group of your customers who share common goals, attitudes and behaviors when interacting with your product. Personas capture the personality and motivations of your typical user. Try plotting at least 3 personas to give a broad enough picture of your different customer types.

B2B PERSONA CARD

Organisation:
- -

Decision maker (s):
- -

The organisation's or department's mission:
- -
- -

Circumstances: that make your proposal relevant to the organisation:
- -
- -

Other things:
- -
- -

2 ⊚
USERS

Think of this as CSI-style profiling where you creepily know absolutely everything about your first customer. When speaking with or interviewing any customers - be sure to use open-ended questions to discover if you are addressing an existing problem or something that's merely a nice to have. Whatever you do, avoid pitching your product or solution at this stage. Use little hacks to gain validation that your solution is going to resonate deeply as you continue to develop with your customers.

There are many methods you can use to help understand your customers including user experience journeys and a day in the life.

SEE IT IN PRACTICE

Citymapper (B2C)

Name: Billy Ray

Gender: Male

Age: 31

Job: DJ/Graphic Designer

Organisation: Self-Employed

Sector: Creative Industries

Likes/dislikes:

Likes sushi, cycling, craft beer. Dislikes the tube

Hobbies/Interests:

Ping Pong, traveling, guitar

What are they Looking for?:

The next cool thing, being at the right places / being 'seen'

What problem solved:

(providing the data) to get me where I wanna go the quickest and easiest way

What will be biggest barrier to purchase?:

Using Google maps or having a dumb phone.
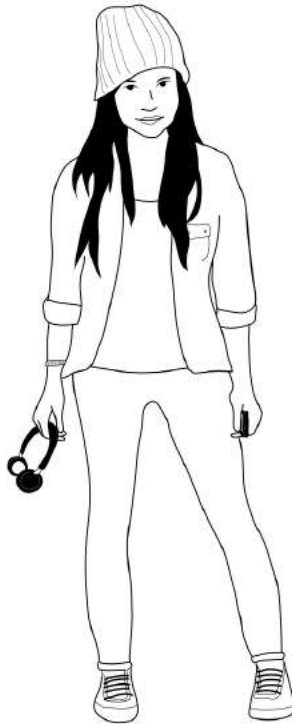
SEE IT IN PRACTICE II
GRATUITOUS PERSONA GAME:

Which brand does this persona belong to?	Urban Outfitters

DEMOGRAPHICS

- GENDER: FEMALE [+]
- AGE: 18-24 [+]
- SOCIAL GRADE: ABC_1 [+]

TOP REGIONS [+]

- **LONDON**
- CENTRAL SCOTLAND
- SOUTH COAST

POLITICS

LEFT   RIGHT

PROFESSIONS [+]

- **ADVERTISING/MARKETING**
- FASHION DESIGN
- CIVIL SOCIETY AND CHARITY

MONTHLY SPARE £ [+]

- **£1000 OR MORE**

*Pulled from a wonderful free persona tool at www.YouGov.co.uk

Dig Deeper

Watch this:

The Mum Test

Click this:

Transforming Airbnb from a failed startup to a billion dollar business

Read this:

Talking to Humans

3 TEAM

WHY YOU?

This refers to why your team is the right one for the job. Consider if you have the right capabilities and group them by individuals. Also identify if you have complimentary skillsets, big gaps in expertise or abilities and the capacity to execute.

ORGANISATIONAL CAPABILITIES

TECHNOLOGY

What technology stacks will you leverage?

....
....
....

DESIGN

How will you make customers feel?

....
....
....

MARKETING

How will you build awareness and lasting relationships?

....
....
....

INVESTMENT

What funding do you need and how will you raise it?

....
....
....

3 ___ TEAM

4 TYPES OF TEAM ALCHEMY

This will aid in you putting your team into categories, and appreciate that often one individual may take on several of these roles and often operate as a hybrid.

TEAM CAPABILITIES

| 4 TYPES FOR TEAM ALCHEMY			
GENERATOR	**EDITOR**	**MAKER**	**COLLABORATOR**
Continually comes up with groundbreaking ideas	Helps the team focus by picking out the best ideas to execute on	Implements the idea and meets market opportunities	Understands people and process and helps create alignment in the team

You can try the Belbin Team Roles or Strength Finder to help optimise your team dynamics

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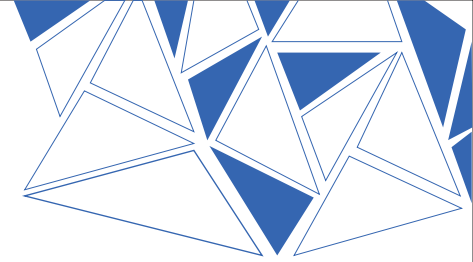
+ Dig Deeper

Watch this:

What is Customer Centricity?

Click this:

Build a High Performance Team

Read this:

Medici Effect

Top Tip

Leading research suggests that the optimum creative output for teams is achieved through a mix of old blood (folks who've worked together in the past) and with new blood (complete and utter strangers). When it comes to finding designers there is some great advice here, here and here. And there are also innovative platforms that can help you build out your team in those early stages

4 _____ GROWTH

HOW WILL YOU THRIVE?

These are the measurements that you need to set for your business concerning how you plan to acquire, keep and grow your customers. Think in terms of both how your product will win in the marketplace and how you will build enduring customer relationship. Map out what this actually looks - go wild.

SCENARIOS:

Scenarios are stories that describe a possible future event. Scenarios are used when concepts are being developed and validated.

1. Decide on the **key question** to be analysed
2. Determine the **goals** and **scope** of the scenario
3. Map basic **trends** and **driving forces**
4. Consider key **uncertainties**
5. Determine a **starting point**
6. Describe the **interactions**

SEE IT IN PRACTICE **BUFFER SCENARIO**

1. What if we could take what we learned from doubling an email list and apply it to getting more Buffer signups?

2. 1,500 new Sign ups from the blog alone within one month's time

3. Everyone in our industry are employing soft and hard selling tactics to grow

4. Our zero sell tactics have been working for us (ie. Using email marketing to share new blog content). But what if we mixed things up?

5. Let's replace all current email signup CTAs on the blog to actual CTAs to signups for the App

6. What happened? We now gain 350 new Buffer signup a week from the our blog alone.
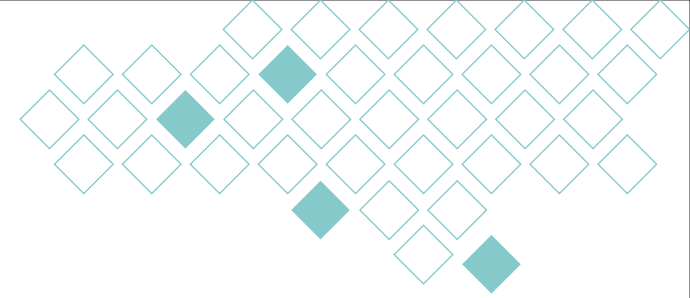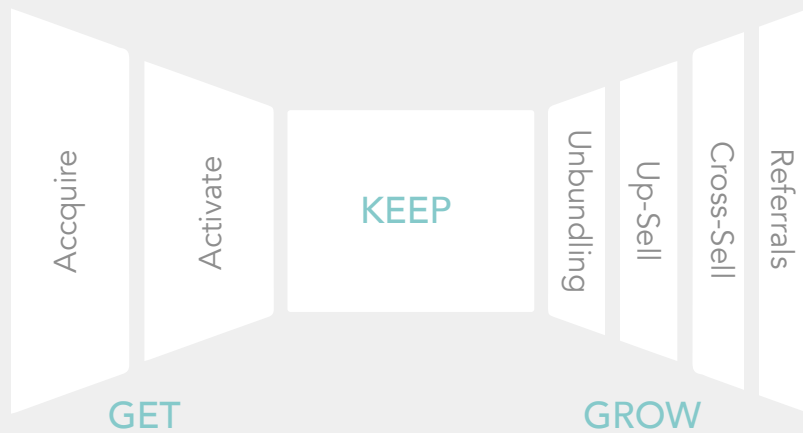
Learn more about this scenario at Bufffer's Blog

4 ___ GROWTH

Now map it against the funnel below and see how it looks with a bit more structure.

SALES FUNNEL

How you get, keep and grow your customers

Accquire | Activate | KEEP | Unbundling | Up-Sell | Cross-Sell | Referrals

GET   GROW

+

Dig Deeper

Watch this:

How to Build Products Users Love &

Steve Job's Crazy Ones Speech

Click this:

Come for the tool, Stay for the Network &

The Future of Branded Content

Read this:

Don't Make Me Think & **To Sell is Human**

Top Tip

Make it easy for your first customers to share your story. Intertwine this with your overreaching purpose so that people understand what motivates you and can align to it as it likely motivates you and by aligning - will do much of the marketing for you

5

PRIORITIES

WHAT NEXT?

This is all about why your business exists and how it creates value. The previous exercises can inform this last question, and with the vantage of time it should become easier. One way to aid the process is to look at your values and goals - these are specific measurements that you need to set.

BUSINESS GOALS

Now keeping in mind these values, align them with the business goals you will set for the next 90 and 365 days.

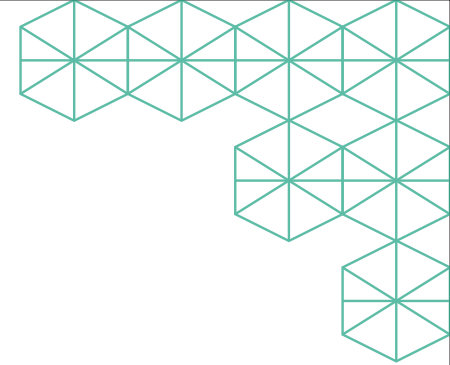**90 days** (List at least 3 goals coupled with the value each brings)

_____

_____

365 days (List at least 3 goals coupled with the value each brings)

_____

_____

+ Dig Deeper

Watch this:

Start with the Why

Click this:

The True Measures of Success &

Jobs of The Future

Read this:

Zero to One

Top Tip

Your business will be successful precisely to the extent that it does something others cannot. Make sure you can clearly articulate this today and know what you want your business to be recognised as

Further Resources of Inspiration

On Strategy:

1. A New Model for Scaling a Company
2. The Prosper Digital Framework
3. Digital Marketing Planning
4. Thinking about Strategy
5. Roger Martin's Questions
6. Building a Brand that Matters

On Product:

1. Resources for Being a Great Product Manager
2. Launching Your Product

On Design:

1. The Design of Business
2. Change By Design
3. Business Model Canvas
4. Design in Tech Report
5. Fjord Trends
6. Business Model Stories
7. Service Design Tools
8. Design Driven Innovation

On The Future of Work:

1. Brian Chesky on Culture
2. The Agency of the Future
3. 5 Ways Work Will Change in the Future
4. The Future of Work Report

On Teams:

1. Great Teams
2. Why Some Teams are Smarter than Others

On Customers:

1. Interviewing Customers
2. Getting Meaningful Customer Feedback
3. Fall in Love with Your Customers
4. Make Customers Fall in Love with your Business
5. User Journeys
6. Coffee with Startups

Newsletters & Blogs:

1. Ben's Blog
2. Both Sides of the Table
3. ChrisDixon
4. Sam Altman

On Entrepreneurship:

1. YC Playbook
2. 101 Free Startup Tools
3. The Ultimate Startup Marketing
4. Stack
5. Steve Blank Tools for Entrepreneurs

✉

Dive even deeper and get in touch to discuss us running a tailored workshop

🌐

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TOOLKIT

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