

A landscape photograph featuring a rolling green hill in the foreground, dotted with small yellow wildflowers. In the background, a line of trees and a few buildings are visible under a bright blue sky. The word 'change' is written across the sky in a large, stylized font, where each letter is composed of white, fluffy cloud-like shapes.

# change

## Reviewing and resetting for growth

Neil Shearer 19-08-20



**Hello!**

**This is about significant change**

**..... and about being resilient**

# What I do

- Mentor senior managers
- Provide support and advice
- Assist organisations to change and grow
- Develop financial and business plans
- Mentor at Cambridge University Judge Business School Social Venture programmes

# Agenda

## Reviewing and resetting for growth

- **Having a clear vision**
- **Understanding the new environment**
- **Does the business model need to change**
- **Business and financial plan**
- **Making effective use of technology**

# Do you have a clear vision?

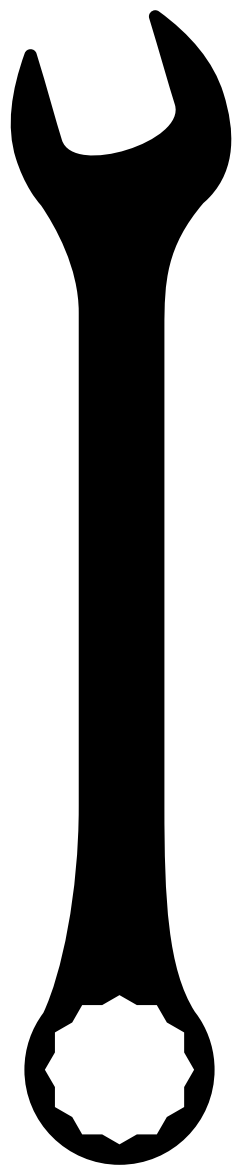
# Clear vision

- **Do you have a long term vision of where you want to get to, say in 5-10 years?**
- **Does it need to change?**
- **What is your core purpose?**

# What's changed in the new environment?

**Do some analysis**

**Use some tools**





# Review the environment

## Strengths

- What is it that you do well?
- What advantages do you have over your competitors?
- What makes you different from your competitors?

- Can you do anything better?
- Do you do anything badly?
- What should be avoided?
- What causes problems or complaints?

## Weaknesses

## Opportunities

- Basis of further analysis of the EXTERNAL environment
- Useful opportunities can come from such things as:
  - Changes in technology and markets on both a broad and narrow scale.
- Interesting trends

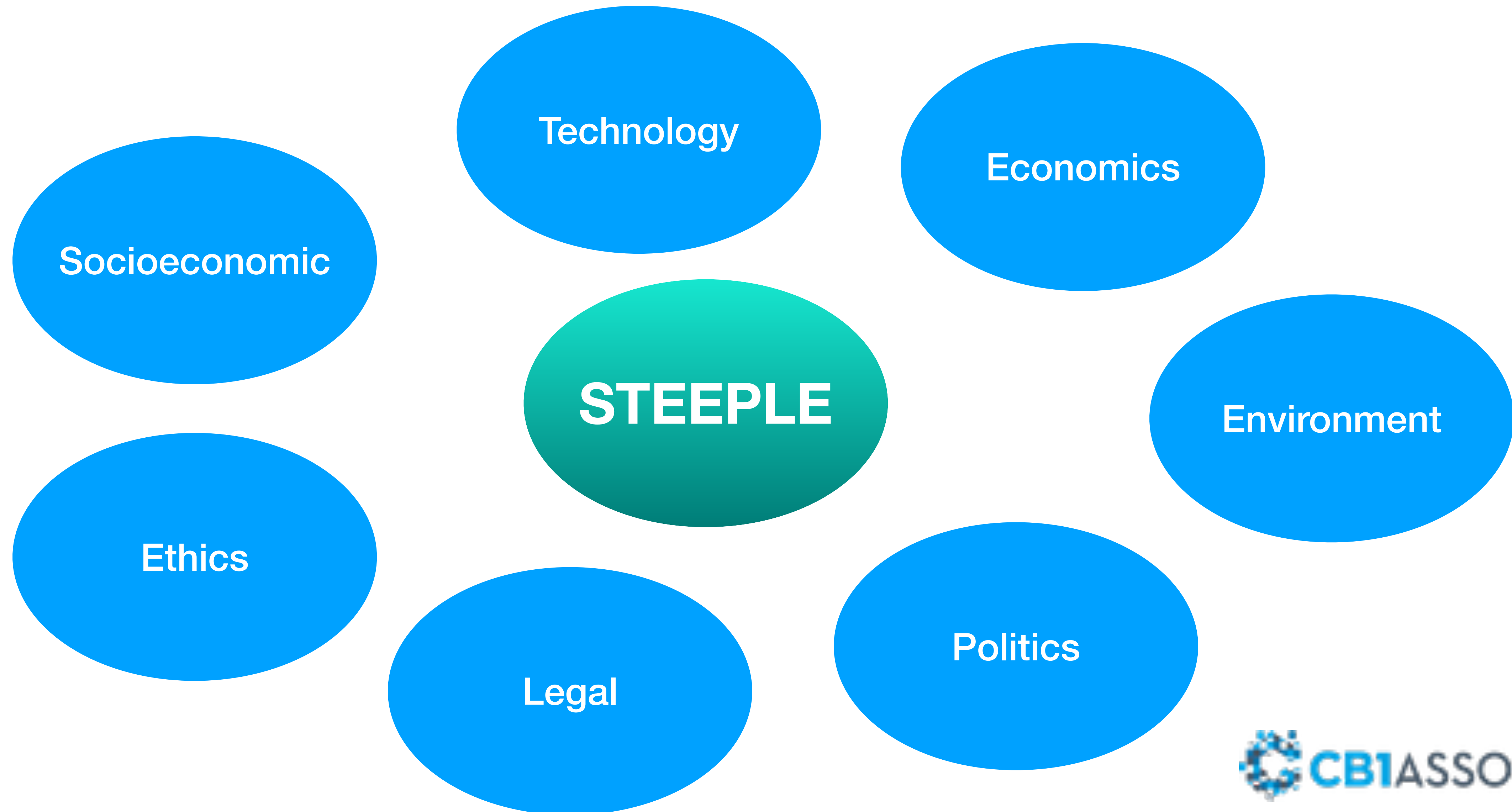
- What obstacles face your business?
- What are your competitors doing?
- Are there any changes in products, services or technology which could threaten your business?
- Do you have any financial

## Threats





# What's changed in your environment



# Business model

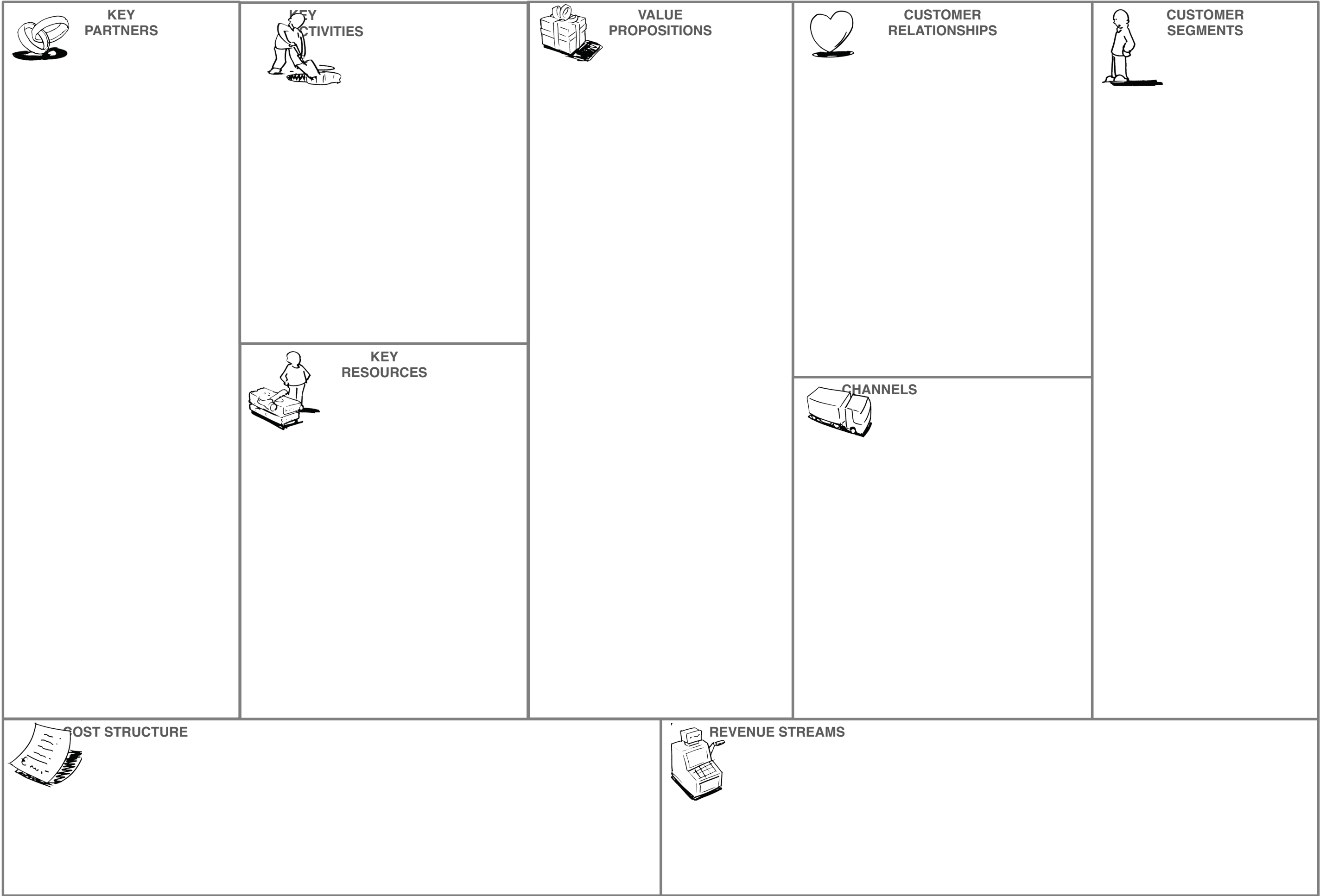
Does the model need to change?

Business model canvas



# Business model canvas

← back office → ← Customer facing →



# Business model canvas definitions

1. **Customer Segments:** Who are the customers? What do they think? See? Feel? Do?
2. **Value Propositions:** What's compelling about the proposition? Why do customers buy, use?
3. **Channels:** How are products/services promoted, sold and delivered? Why? Is it working?
4. **Customer Relationships:** How do you interact with the customer through their 'journey'?
5. **Revenue Streams:** How does the business earn income from the value propositions?
6. **Key Activities:** What uniquely strategic things does the business do to deliver its proposition?
7. **Key Resources:** What unique strategic assets must the business have to compete?
8. **Key Partnerships:** What can the company avoid doing, so it can focus on its Key Activities?
9. **Cost Structure:** What are the business' major cost drivers? How are they linked to revenue



# Business model canvas - example

The Metro  
Free  
Paper

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Public Transport Networks	Write & produce paper Advertising Distribution	Ad space in free paper	Acquisition Retention	Advertisers Commuters
Distrib <sup>n</sup> agreements	KEY RESOURCES Brand Distribution Network Logistics	Free City Paper	CHANNELS Ad sales force Public transport	
COST STRUCTURE Content, design & print ad sales		REVENUE STREAMS Free paper Advert fee		

# Financial and business planning

What can you do differently?

Can you reduce or eliminate costs?

Have you reviewed business risks ?



# Manage cash

- Monitor and project cash flow
- What payments can be deferred?
- Avoid or reduce costs
- Invoice promptly
- Direct credit for regular invoicing?
- Funding opportunities

# Risk

**Likelihood ... it could happen**

**Impact ... risk could have**

- Identify business risks
- Score **impact** on business of each say 1-5
- Score **likelihood** of happening also 1-5
- **Gross risk** = impact X likelihood
- Rank high to low
- Plan **mitigation actions** where possible, or **eliminate risk** or **plan** for it!



# Can you be using technology more effectively?

Simplifying communication

e-commerce

e-delivery

Can back office be more effective

# Technology - some examples

- Video conferencing using Zoom, Teams, Google Meet
- Using Slack or MS Teams for internal messages and projects
- You tube for video training and “how to”, instead of face-to-face
- Collaborative file sharing, use Dropbox, One Drive, Google drive
- Convert to e-documents and share folders, e.g policies, operating practices
- CRM to manage customer/ client contact and relationships
- Using task manager eg Trello

**Use off the shelf tools**



# Summary

- Have a **vision**
- Understanding the impact of the **new environment**
- Review the **business model**
- Update the **business and financial plan and cashflow**
- Can you make better use of **technology**

**Reviewing and resetting for growth**

**Questions?**



# How to get in touch

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