



COVID-19: Rethinking Your Business

Risk
&
Your Competitive Landscape





PART TWO:
RISK
&
YOUR
COMPETITIVE
LANDSCAPE

1. *Last Webinar Recap*
2. *Setting Some Context with the Pandemic*
3. *Competitive Pressures*
4. *Risk Mitigation*
 - a. *Ignorable Risks*
 - b. *Nuisance Risks*
 - c. *Insurable Risks*
 - d. *Company Killers***
5. *Questions & Discussion with Guests*
6. *Coherence Premium*
7. *Driving Towards Value Creation*
8. *Due Diligence*
9. *Questions & Discussion with Guests*





What We Did Last Time

1. *Level Setting the Business*
2. *Assessment to Know Where You Are*
3. *What Has Changed*
 - a. *Business Concept*
 - b. *Customer Relations*
 - c. *Operations*
 - d. *Organization*
4. *Zero Based Entrepreneurship*



Uncertainty Landscape

Problem

Solution

Adoption

Consequence

Identity

Managerial

Competitive Pressures

Existing Competition

Threats of New Products & Services

Bargaining Power with Suppliers

Bargaining Power with Purchasers

Threat of Substitution

Risk Types & Mitigation

Likelihood

Low

High

Consequences

Low

Ignorable Risks

Flat Tire

Nuisance Risks

Printer is Out of Ink

High

Insurable Risks

Earthquake Hits Office

Company Killers

Major Competitor Enters

Example Risk Mitigation Table

Risk	Type	Likelihood	Consequences	Mitigation Tactics	Mitigation Costs	Status
Manual processes crippling the firm	Operational	High	Can't scale the business	Operations review; tech & automation thru processes & systems	Tech systems, conversions, training	Not Begun
Customer eliminated due to COVID-19	Market, Systemic, Regulatory	High	80% of business gone	Identify new customer, learn behavior, adjust service, sell	Startup costs, new tools & methods, marketing	Underway
Supply chain disrupted eliminating clients	Systemic	High	Cannot afford to keep human capital	Repurpose labor to other revenue generating areas	Design, training, trial and error	Underway

Outside Voices in the Conversation

Discussion
with

Tim Smith of Bee Partners
Gebre Waddell of Soundways

Question & Answers

THE COHERENCE PREMIUM

CAN WE STATE IT?	DO WE LIVE IT?
Way to Play	Way to Play
Are we clear about how we choose to create value in the marketplace?	Are we investing in the capabilities that really matter to our way to play?
Capabilities	Capabilities
Can we articulate the 3-6 capabilities that describe what we do uniquely better than anyone else? Have defined how they work together in a system?	Do all our businesses draw on this superior capabilities system? Do our organizational structure and operating model support and exploit it? Does our performance management system reinforce it?
Product & Service Fit	Product Service Fit
Have we specified our product and service “sweet spot”? Do we understand how to leverage the capabilities systems in new or unexpected areas?	Do most of the products and services we sell fit with our capabilities systems? Are new products and acquisitions evaluated on the basis of their fit with the way to play and capabilities system?

FROM VALUE PROPOSITION TO VALUE CREATION

DO WE KNOW THE DIFFERENCE



We Sell Value Proposition When We Are Unsure



We Sell Value Creation When We Can Show the ROI



The Next Step is Working Towards Being Coherent Across the Organization

Factoring Into Due Diligence

- ❑ Too many times singular focused just on technology or the solution being built and deployed
- ❑ Not considering enough, risk & how to combat

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Question & Answers

Scale-Up Pitch Challenge

Application Open: <https://www.f6s.com/scale-uppitchchallenge/apply>

- Application link can be found on nbmbaa.org

Apply by: August 1st

- 1st Place: \$50,000
- 2nd Place: \$10,000
- 3rd Place: \$2,500
- One on One business support offered to selected teams
- Tip session on submitting the best application: July 1st

Please reachout to Leann Grabski @ leann@neverstop.co to RSVP for Tip Session or for additional information



ENTREPRENEURSHIP TOOLKITS

WWW.NEVERSTOP.CO

