

BEYOND BUSINESS BASICS

(STRATEGIC TOOLS FOR DESIGNERS)

WORKSHOP TEMPLATES:

1. Environmental Analysis
2. Competitive Analysis
3. (SWOT)
4. Positioning
5. Operational Positioning
6. Meaning Strategy

Excel (or Numbers) spreadsheet/tools:

nathan.com/tools

But first, I need to extract a promise from you:

I, _____ promise to actually research customer decision drivers, using qualitative research techniques and not to simply make assumptions, use other's likely false conclusions, or otherwise guess at what the real decision drivers are for my users and customers.

I acknowledge that for the purposes of this workshop, I'll have to do just this. But, in my company and client work, I know I'll need to discover these and, likely, drive the research itself to discover what really matters to people.

Signed...

15 May 2015

- Industry-specific:**
1. 3.
 2. 4.
 3. 5.

Note: This must come from (qualitative) research!

Example:

	Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Total	Average
Your Solution	5	4	1	3	3	2	4	3	25	2.78
Competitor 1	3	3	1	2	5	4	4	2	24	2.67
Competitor 2	1	3	4	4	5	5	2	1	25	2.78
Competitor 3	4	5	5	4	2	1	1	1	23	2.56
Competitor 4	3	2	1	1	2	4	4	5	22	2.44
Competitor 5	2	3	2	1	3	3	3	2	19	2.11
Competitor 6	5	3	1	2	2	3	3	3	22	2.44
Competitor 7	3	2	4	2	1	3	2	1	18	2.00
Competitor 8	2	1	1	3	3	4	3	1	18	2.00
Competitor 9	4	3	1	5	5	4	4	3	29	3.22
Competitor 10	3	3	2	1	3	2	1	3	18	2.00
Average (of compe	3.00	2.80	2.20	2.50	3.10	3.30	2.70	2.20	21.80	2.42
Strengths	Strength	Strength					Strength			
Weaknesses			Weaknes			Weaknes				
Opportunities	Opportur	Opportur		Opportur			Opportur	Opportunity		
Threats			Threat		Threat	Threat				
Deviation	1.67	1.43	0.45	1.20	0.97	0.61	1.48	1.36		

STEP 2: Rank these and list the most important 8:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

2: Competitive Analysis Template:

STEP 3: Rate your solution (0-5, 5 being best) against your competitors:

STEP 4: Calculate Totals, Averages, and Deviations

STEP 5: Identify your Strengths (any issue over 3.5) and Weakness (any issue under 2.5)

STEP 6: Identify your Opportunities (any strength with a high deviation) and Threats (any weakness with a high deviation)

3: (SWOT Analysis) Template:

STEP 7: (Only now can you) list your most important Strengths, Weaknesses, Opportunities, and Threats

Strengths:

Weaknesses:

Opportunities:

Threats:

4: Positioning Template:

STEP 8: Plot your and your competitors' values on the issues with your most important Opportunities and Strengths

This should highlight which customer decision drivers give you the strongest position

4: Positioning Statement:

STEP 9: Using your most important drivers, complete this positioning statement:

For <type of customer/audience>
that <need/care about...>,
our <product, service, company>
delivers <biggest opportunities>.

Unlike, <list weak competitor(s)>,

our <product, service, company>
delivers <biggest strengths>.

5: Operational Positioning Statement:

For <type of customer/audience>
that <need/care about...>,
our <product, service, company>
delivers <biggest opportunities>.

Unlike, <list weak competitor(s)>,

our <product, service, company>
delivers <biggest strengths>.

6: Meaning Strategy:

STEP 1: List the top 5 core meanings in each area:
(again, this needs to come from qualitative research, especially through interviews and laddering)

Customer	Comp/Brand	Team/You	Competitors
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5

Core Meanings:

Accomplishment
Beauty
Creation
Community
Duty
Enlightenment
Freedom
Harmony

Justice
Oneness
Redemption
Security
Truth
Validation
Wonder

STEP 2: Circle any core meanings that appear in more than one column

STEP 3: If there are 3-4 core meanings in common in the first three columns, your meaning strategy is strong. If not, meaningful strategy will be difficult. Any overlap should be the focus of your organization's strategy.

WHAT IF:

- **You have 2-3 core meanings in common?**

- › You're in great shape!

- **You have 1 or no core meanings in common?**

- › This is a sign that this may not be the best strategy. At the very least, it will take a lot of time, money, and other resources to successfully create meaningful connections with customers.

- **You have the same core meanings as your competitors?**

- › You can still be successful (this is common). This means you'll need to differentiate yourself with the triggers you choose to create and communicate products, services, events, and places.