

Pivots (+ project variations)

V1.0.0

Pivots (+ Project Variations)

What is it?

A Pivot is when a Project Team recommends they change ('pivot') the way they are working to better achieve the desired outcome. They are **data-driven** (quantitative and qualitative). Food Agility CRC actively supports teams to pivot if it will deliver greater impact.

How Pivots help teams

- Give the freedom to change tack as they discover more about the problem they are trying to solve.
- Focusses the team on the outcome rather than activities.
- Saves time and money by focussing work on what will achieve impact.

How to pivot

- Start by setting great OKRs (Objectives + Key Results). These will provide the data you need to decide whether you're on track, or you need to pivot.
- Treat an activity as an 'experiment' that will deliver on your objective. If it doesn't deliver, the experiment has failed and you can consider other approaches.
- Review your lean canvas to understand where you could adapt to create the outcomes you want.
- Contact your Innovation Manager to discuss project pivots.

Types of pivots

- **Zoom-In:** Focus on one aspect of the project and drop everything else to deliver the minimal viable product as fast as possible.
- **Zoom-Out:** Expand the project if data shows the original scope is not big enough to meet the needs of end-users.
- **Customer Segment:** Change end-user focus if necessary after learning more about who they are and where the real value is.
- **Customer Need:** Find a different problem to solve if end-user feedback indicates the problem isn't as important as thought.
- **Platform/technology:** Change the format of the proposed solution (e.g. website, app, hardware) if it will deliver better for end-users.
- **Business Structure:** Adapt the project plan to better support commercial scale-up.
- **Partner / team:** Bring in different partner(s) or people if gaps are identified in skills and capabilities.