

Words you hope you will hear

Be specific, what do you hope people will say about your brand. What will be the experience that made them care enough to say anything at all.

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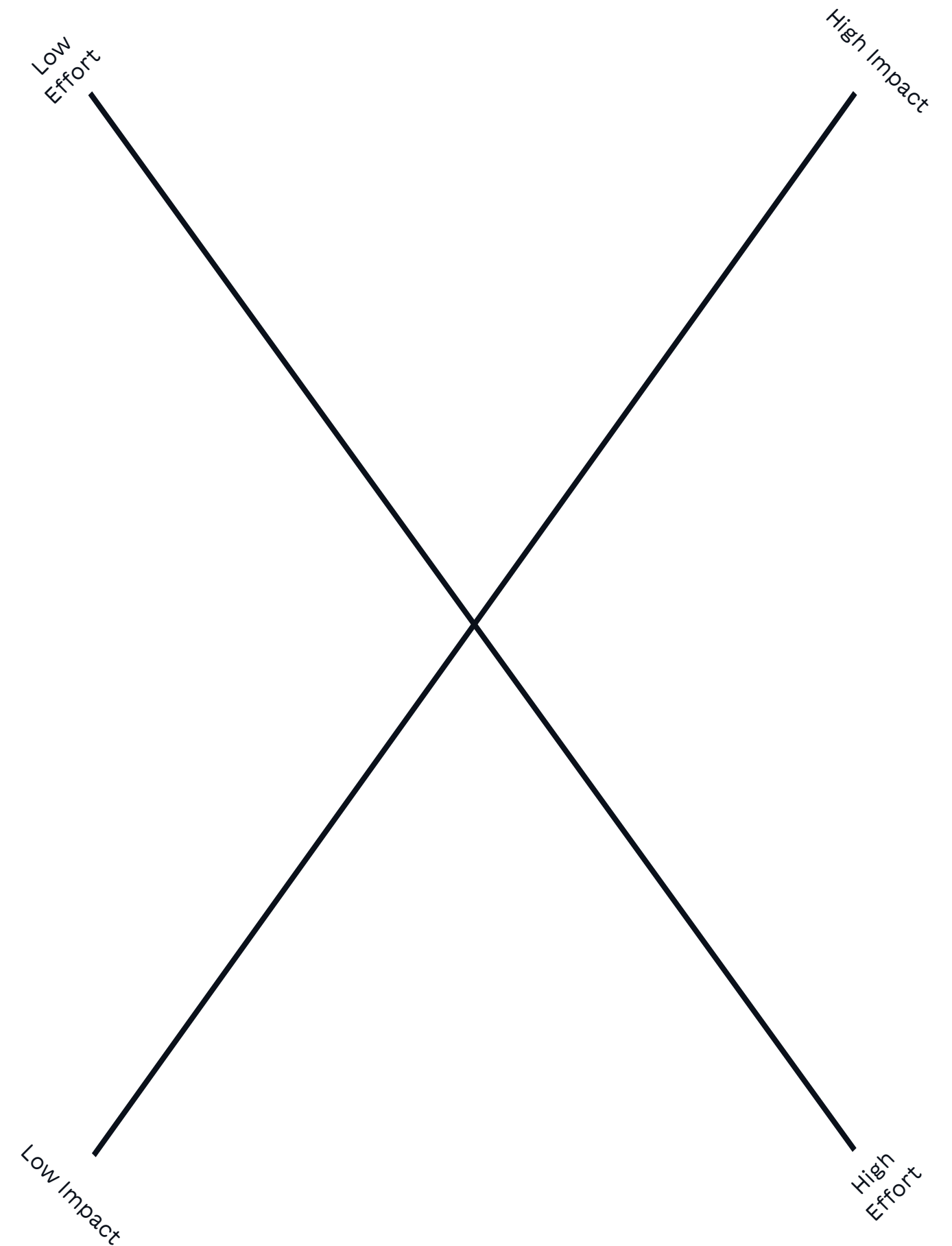
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Where to focus

What could you commit to changing, that will ensure people say, what you hope they'll say about the experience of your brand.

Rank those changes based on how much effort they will take (which might be time or money) and the impact you think they will have.



Take or trash

Using the shortlist of changes you think you might need to make (to hear what you want to hear), think through the brand (or experiences) that already exist, that people already talk about in ways you hope they'll talk about your brand.

For each item be clear, is there anything you could take and anything that it's important you are clear you want to avoid.

Be specific about what it does.	How could you make it your own.	What would you throw in the trash.
Brand + example	Take	Trash
Brand + example	Take	Trash
Brand + example	Take	Trash
Brand + example	Take	Trash

Business model

Based on your thinking, let’s build a wall of ideas that define the future state business model.

We’ve included key questions to guide your thinking, but don’t be limited.

Capture anything that gives your brand the business model in terms that you (and your team) understand.

Be bold and ambitious in how you define this wall, it’s a broad vision so don’t let current mission / business limitations define how far you push.

How does the brand add value for customers?

How does the brand make revenue?

What is the market opportunity?

What is the competitive environment?

What is your competitive advantage?

What is your market strategy?

How will your brand develop it’s organization?

Skills on (and missing) from the management team?

Start, Stop, Continue

To accelerate how this brand becomes the brand you want, what needs to change.

Again, try not to be limited by resources or time considerations that guide your mission decisions, but give yourself space to think broader on what needs to start, stop or continue to really deliver the vision you’ve started to outline.

Start	Stop	Continue
Start	Stop	Continue
Start	Stop	Continue
Start	Stop	Continue
Start	Stop	Continue

One ③

Based on that insight, what sort of business model accelerates your success. Separate things you *need* to survive from things you *want* to thrive.

If you’re going through this and are clear on which model — go winner!

If you’re seeing seeds of many business models ‘kinda’ work for your future state go through what needs to change to reduce confusion.

Think consciously about if the confusion is coming from your team internally or a misunderstood in how you would articulate the business externally.

Work at getting really clear on one business model that you can go all in on.

Business model	Which means	<div>① =Do not go here ① = You are here ② = You want this ③ = You need this</div>
Manufacturer	Assemble parts into a product	<div>①②③④</div>
Bricks-n-clicks	Physical spaces and digital stores	<div>①②③④</div>
Advertising	You have a community, you sell access too	<div>①②③④</div>
Marketplace	You bring suppliers and buyers together	<div>①②③④</div>
Subscription	You have customers who commit	<div>①②③④</div>
Direct Sales	You get your product direct to consumers.	<div>①②③④</div>
On Demand	You provide instant access to something	<div>①②③④</div>