

Creating a  
**Big Great Ideas List**

Capturing potential for my future business

What is our great opportunity in the midst of challenge?

What could our 'post-COVID-19' business look like?

**Action: Start exploring potential futures, new scenarios and strategic options for my business.**

### 1. Create a “Big Great Ideas List”.

The goal is to come up with as big a list as possible. Don't worrying about how good or bad the ideas are. None are right or wrong. You are simply looking for as many as you can get.

To create your list, engage the team and work through the following series of questions designed to prompt and provoke to get you thinking.

***'Open slather' brainstorming:***

- If there were no constraints, no limitations—if anything was possible—what would we love to change about the business?

Put every response and idea on your Big Great Ideas List.

***Reflect back on the business pre-COVID-19.***

- What lessons can be learnt?
- What was good? What was not so good?
- What should be kept the same? What should be done differently?

Add every idea or concept to the Big Great Ideas List.

***Imagining the long-term future questions:***

- What might the best businesses in the industry be doing in 10 years' time?
- What problem will they be solving for customers?
- How will they be providing needed value?
- How will they be achieving great customer feedback?
- What will they look like?
- How will they be winning?

Add these to the Big Great Ideas List.

### ***Business assessment questions:***

- Customers
  - How do we create customer value? What do customers value most?
  - What might customers value in a post-COVID-19 world?
- Core strengths
  - What are our core strengths? What do we do better than anyone else?
  - How could we 'turbo boost' these in a post-COVID-19 world?
- Weaknesses & shortcomings
  - What have been our key weaknesses? Where have we struggled the most?
  - How could these be rectified in a post-COVID-19 world?
- Competitiveness
  - What will be the factors critical for success? What is our ability to beat the competition?
  - How could these change in a post-COVID-19 world?
- Threats
  - If I was to leave the business today, what would I need to do tomorrow to compete against it and win?
  - How could this be implemented in a post-COVID-19 world?

Again, add every idea or concept to the Big Great Ideas List.

### ***Imagining changes post-COVID-19 questions:***

Here, we are looking for the potential opportunity each change could bring. Again, add these to your Big Great Ideas List.

What are all the ways COVID-19 might impact the big picture we operate in? What might the changes look like?

- Big picture changes: social, technological, environmental, economic, political, regulatory, ethical and demographic.
- Big picture markers could be:
  - Empathy, values, togetherness has made a comeback
  - Comfort with technology accelerated even more so
  - Working from home has an established routine
  - Remote collaboration now working
  - New politically correct hygiene standards
  - Online education now established
  - Home delivery now an integrated part of life
  - Government stimulus
  - Prediction of global recession, if not depression
  - Increasing unemployment, falling housing prices
  - Loss of confidence especially in optimistic young adults
  - Mental health

How might COVID-19 impact our industry? What might the changes look like?

- Industry changes: customers, supplier chain, market shape, competitors and alternatives.
- Industry markers could be:
  - Customer needs, problems, solutions
  - Sales channels
  - Distribution channels
  - Supplier chain
  - Market positioning
  - 4Ps of product, place, price & promotion
  - Technology
  - New markets or products
  - New competitors or alternatives
  - Success factors & competitive advantage

## **2. Consolidate Big Great Ideas List into themes and statements of customer value.**

At this point, consolidate the Big Great Ideas List by combining similar ideas into one, then grouping points into themes. During this exercise, discarded any points that by consensus are deemed unrealistic.

Once the rough theming complete, start to discuss how each could be created into a strategy option for the business to thrive in the future.

There are 2 helpful tools:

- SWOT analysis (strengths, weaknesses, opportunities and threats)
  - Fit each point into a SWOT matrix. Cross match each opportunity and threat with relevant corresponding strengths and weaknesses.
- Customer value statement
  - Take each point and try to turn it into a customer value statement.

## **3. Refine into a short-list.**

To create a short list, we assessed each on the basis of our ability to add strong value to our target customers, cross matching our belief that we could be super competitive executing that option in the post-COVID-19 marketplace.

## **4. Clarify assumptions.**

Having clear assumptions helps us know how to refine our plans as any situation changes and more becomes known into the future.

***Next Action: Broad planning and testing ideas and early steps.***

Pulling together high level plans, particularly thinking of ways we can start testing your short-list ideas with existing and target customers. This is a reality check.