

Small Business Pivots

Economic Resilience Amidst the Pandemic

Barbara Wyckoff
Milka Lopez Mercado

Agenda

- Resiliency & Our Current Change Framework
- Keys to Pivoting
- Where to Pivot: Spotting Opportunities
- Lessons Learned Across Appalachia
- Questions

Economic Resilience & Our Pivot Environment



Economic Resilience & Our Pivot Environment

- Limited occupancy gathering & events.
- Reduced local and state revenue.
- Lower levels of consumer confidence, less investment available, and many markets moved online.
- The pandemic has affected our supply chains, shrunk global markets and reduced consumerism.
- Population shifts from urban areas to rural communities.

Economic Resilience & Our Pivot Environment

Dictionary

Search for a word



re·sil·ience

/rəˈzɪljəns/

noun

noun: **resiliency**

1. the capacity to recover quickly from difficulties; toughness.

Economic Resilience & Our Pivot Environment

Why is small businesses retention an essential
element of community resilience?



Economic Resilience & Our Pivot Environment

RED ZONE

- Reactive, emergency mindset
- *What does this look like?*
 - Assisting neighbors
 - Stabilizing businesses

GREEN ZONE

- Proactive mindset
- Connection to our passions and goals
- Allow us to continue after emergencies

Economic Resilience & Our Pivot Environment

Where is Your Business?

is your businesses in the red zone? The green zone?
Or somewhere in between?

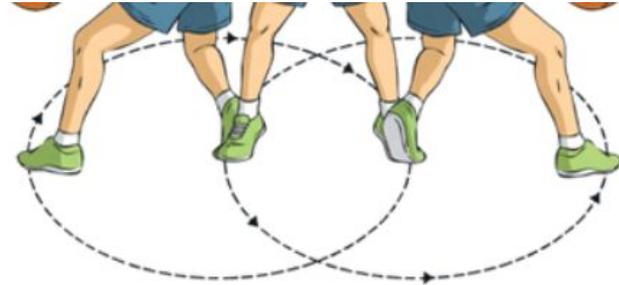


Fundamentals to Pivoting

“Our pivot foot is our anchor foot and it is so important it stays grounded, no matter what kind of catch we do.”

Coach Jason Crafton

- In business, this means keeping one foot rooted in your green zone while you reposition/pivot!



Supporting Business Pivot Solutions

A Framework



4 Keys to Pivoting

1. *Understand & build on what you have.*

Use the 8 capitals as a framework to identify resources!

- Individual Capital: You and your workforce
- Intellectual Capital: Ability to think out of the box and to lead
- Built Capital: Physical resources – including broadband
- Social Capital: Community trust, reputation, and partnerships
- Political Capital: Ability to impact the flow of resources
- Financial Capital: Ability to raise capital and investment
- Natural Capital: Access to sustainable, productive natural resources
- Cultural Capital: Access to cultural community and resources



4 Keys to Pivoting

2. Understand & respond to customers' current needs.

Let go of what you think you know and learn and listen to what is actually happening. How can you discover community demands/needs?

Ways to check assumptions:

- Throw spaghetti at the wall – see what sticks!
- Test with an MVP – get feedback.
- Ask the customer, research, and observe.
- Use financials to see what is working.



4 Keys to Pivoting

3. Diversify products to balance risk.

While we always say businesses need to focus, pivots require you to diversify, while keeping one foot planted on the ground. You don't want to have all of your eggs in one basket, given the rapid rate of change.

Think about:

- New delivery systems that meet accessibility needs.
- Different ways to use existing resources.
- Your supply chain – how can you bring it home?
- Identify missing 1-2 pieces for success and partnerships to form.
- Cost efficiencies – reducing expenses.



4 Keys to Pivoting

4. Build partnerships that advance win-win solutions.

Recognize this is what many are doing!

To find win-win solutions:

- Identify other businesses' interests – What is your value proposition to get them to engage?
- Remember, the pie is growing – not limited. This is a positive sum environment!
- Start with obvious collaborations.

Where to Pivot: 6 Opportunities for Innovation

- Redesign supply chains.
- Build on partnerships.
- Modify products.
- Make price adjustments.
- Adjust delivery systems.
- Reach new customers.



Appalachia Stories & Application

Check out our website for 10 stories of Appalachian Innovation!

<http://createdisruptors.com/pivot-profiles/>

Lessons Learned

Remember to keep one foot planted in the green zone!

This is the connection to your passions and goals. While pivoting, like in basketball, we want to keep one foot planted in our green zone. Does the pivot align with your organizational values? What do you already do best? What resources do you already have to support the pivot?

Lessons Learned

Dig deep to find the resources to build on and spend time to understand customers current needs and desires.

Rely on “unlikely suspects” and find win-win solutions. Now more than ever, it is important to see the pie as growing, not as limited. Don’t go it alone – engage new partners!

Lessons Learned

Understand the time frame.

You will need to keep people employed, pay rent, and maintain current services flowing in the short-term, all while you are developing a new business model. Understand how much time is needed to execute pivots.

Are you pivoting to survive or exploring new business outlets and opportunities? or both? Investing more time into developing and learning new systems only makes sense if you are going to incorporate pivots into the long-term business strategy.

Lessons Learned

There is a thin line between a pivot and a new business model.

While you want to focus on a pivot, you may very well end up needing a new business plan and financials. Be sure to be conscious of whether your pivot ventures out beyond your present business model.

Lessons Learned

This downtime is *an opportunity for entrepreneurs to re-evaluate their business model, organization goals, and financials.*

Stay calm! We will figure this all out together, as long as we are open to collaboration.

Planning for the *Normal*



Make a plan and be willing make changes.



Understand your numbers and your logistics.



Take steps today, and pivot again

Questions & Discussion

For more information call 301-367-2406, or email us!
Barbara@createdisruptors.com | Milka@createdisruptors.com

Check us out on the web!

CreateDisruptors.com | [Facebook.com/Creative Disruptors](https://Facebook.com/CreativeDisruptors)