

Powerful Questions Canvas

EXAMPLE

<p>“As is” – the situation to change Unwanted symptoms, or the unrealised opportunity</p> <p>Our business is lacking customer opportunities that would sustain business competitiveness and growth beyond the short term.</p>	<p>The change to create The measure and quantum of change, its location and timing</p> <p>Year-on-year growth in the short and medium-term pipeline of profitable opportunities from all business divisions.</p>	<p>“To be” – the desired future Desired benefits, stated in the words of beneficiaries</p> <p>“An ongoing suite of exciting growth opportunities to choose from” that will attract talent, investment and retain profitability.</p>
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Investigate	Tool?	Design	Tool?	Engage	Tool?	Advance	Tool?
What attributes of competitor services have customers most valued and why?		What new customers could benefit most from our services and capabilities?	System map	How will we secure the skills, technologies and resources we need to succeed?	5 Hows	Who will determine when a new offering is ready to take to market and how?	Prototyping
How will our customers' greatest needs continue to evolve over time?	Issues Wheel	What criteria must be met in designing new, high-value customer services?		What schedule must we meet to achieve a reliable pipeline of customer opportunities?	Project plan	How will we assess and continue to enhance the value of new customer offerings?	Dream F'work
What shift in our practices needs to occur to gain more and better customer insights?	5 Whys	What process and criteria will be used to prioritise opportunities for pursuit?	MCA	What investment criteria must be met to secure finances for new service development?	Business case		

Rank **Question-storming**

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	Who are the best customers to serve?		What do we need to do now to prevent this situation happening again?
	Are there unmet needs our customers aren't telling us about?		Can we afford to divert the attention of our staff to develop new offerings?
	What do customers want most of all?		What will it take to secure the resources and investment we need?
✓	How have our competitors gained market share?		Do we have the people and skills to answer these questions?
	What are our competitors planning to offer?	✓	Do we have the people and skills to develop new customer offerings?
✓	Are there parts of our customers' businesses that we are not serving well?		Can we gain ideas and people from other parts of our business?
✓	How will customers' needs continue to evolve?		Should we be partnering with R&D organisations?
	Do customers really know what they want in future?	✓	How big does our ongoing pipeline of opportunities need to be?
	Should we be looking to other customers and markets?	✓	What sort of new customer offerings are investors willing to buy into?
✓	How will we know when we have a compelling new customer offering?		How do we need to change our business processes to achieve ongoing innovation?
✓	What new capabilities and technologies will we need to deliver new services?		Who has allowed this situation to exist and why?
	Can we partner or buy our new offerings from other companies?	✓	What process will we use to prioritise opportunities for investment?
	What would make us an attractive business partner in new customer offerings?	✓	Who will determine when a new offering is ready to take to market?
✓	By when do we need new customer offerings to survive?		What new services would be easiest for us to deliver to existing customers?
	Would it be better for shareholders to sell our business?		