The Essential PIVOT Checklist and Workbook

The complete action plan to turn failure into success.

AUGUST 2014
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THE RESISTANCE HEADQUARTERS
The PIVOT Checklist + Workbook

This checklist and workbook is designed to help you turn business failure into breakout success. This is meant for people who have instigated projects that didn’t work and want to see if there’s a way to turn it around. There often is and these are the steps you need to take to make it happen. Good luck.

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Describe your business or project (in 3 sentences or less):

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____________________________________________________________
____________________________________________________________
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After Action Review

What happened (describe what happened when you tried to launch your business, product, project, etc.)?

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____________________________________________________________
____________________________________________________________

What was SUPPOSED to happen (before you instigated, you should have had an idea of results...what did you want those results to be?)?

____________________________________________________________
____________________________________________________________
Sustains (What worked? What did you do well? What would you do again in a similar situation?):
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________

Improve (What failed? What didn’t work or could have worked better? How can you improve for the next iteration?):
1. ____________________________________________________________
2. ____________________________________________________________
3. ____________________________________________________________
The 3 Step Pivot Evaluation Method

The “What, Who, How” Biz Model Hypothesis Technique (adapted from Ash Maurya’s blog\footnote{http://practicetrumpstheory.com/2010/06/pivot-before-productmarket-fit-optimize-after/}). These are questions that need to be answered. These answers will dictate what course of action to take for your pivot.

1. **What’s the Problem?**
What is the problem or pain point that needs fixing? What are you trying to solve?

2. **Who’s the Customer?**
Who has this pain or problem or “job to be done”? Who would hire your product or service to solve their problem?

3. **How does the Product fit the Market?**
How do you propose to solve this problem? What is the “job to be done”?

How many people are in your market? How many people actually need your solution?

How do you reach these people? How do they find you? How much will you charge (and how much are your expenses)?
Target-Pivots: Where to Focus Your Attention

The following are a list of 10 pivots from Eric Ries via Forbes² (for the full article, see the footnote). These Target-Pivots provide examples of where and what you can change in your business to find product-market fit. For your purposes, review all of them, then focus in on one Target-Pivot you can put into action today.

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□ **Zoom-in pivot.** In this case, what previously was considered a single feature in a product becomes the whole product. This highlights the value of “focus” and “minimum viable product” (MVP), delivered quickly and efficiently.

□ **Zoom-out pivot.** In the reverse situation, sometimes a single feature is insufficient to support a customer set. In this type of pivot, what was considered the whole product becomes a single feature of a much larger product.

□ **Customer segment pivot.** Your product may attract real customers, but not the ones in the original vision. In other words, it solves a real problem, but needs to be positioned for a more appreciative segment, and optimized for that segment.

□ **Customer need pivot.** Early customer feedback indicates that the problem solved is not very important, or money isn’t available to buy. This requires repositioning, or a completely new product, to find a problem worth solving.

□ **Platform pivot.** This refers to a change from an application to a platform, or vice versa. Many founders envision their solution as a platform for future products, but don’t have a single killer application just yet. Most customers buy solutions, not platforms.

□ **Business architecture pivot.** Geoffrey Moore, many years ago, observed that there are two major business architectures: high margin, low volume (complex systems model), or low margin, high volume (volume operations model). You can’t do both at the same time.

□ **Value capture pivot.** This refers to the monetization or revenue model. Changes to the way a startup captures value can have far-reaching consequences for business, product, and marketing strategies. The “free” model doesn’t capture much value.

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□ **Engine of growth pivot.** Most startups these days use one of three primary growth engines: the viral, sticky, and paid growth models. Picking the right model can dramatically affect the speed and profitability of growth.

□ **Channel pivot.** In sales terminology, the mechanism by which a company delivers its product to customers is called the sales channel or distribution channel. Channel pivots usually require unique pricing, feature, and competitive positioning adjustments.

□ **Technology pivot.** Sometimes a startup discovers a way to achieve the same solution by using a completely different technology. This is most relevant if the new technology can provide superior price and/or performance to improve competitive posture.
Pivot Execution Framework

This framework is designed to guide you through your first (or 500th) pivot. Feel free to expand as necessary:

1. **Write Out the Hypothesis for Your Pivot**
   (What do you want to happen and how do you plan for it to happen? What, step by step, do you need to do to pivot? Write that out here)

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   ______________________________________________________________

2. **What Metrics are You Using to Measure?**

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   ______________________________________________________________
   ______________________________________________________________
   ______________________________________________________________

3. **What is Success?**
   (500 signups in 1 month? $1,000 in monthly reoccurring revenue? Etc.)

   ______________________________________________________________
   ______________________________________________________________
   ______________________________________________________________

4. **What is Failure?**
   (How much less than success is failure? 100 or less signups? Less than $200 in reoccurring revenue? Etc.)

   ______________________________________________________________
   ______________________________________________________________
   ______________________________________________________________

5. **Execute**
   Get to work. That means actually executing on your plan above.
Wrapping Up

Thanks for reading!

I hope this checklist and workbook helps you pivot your way to success.

If you have any questions or feedback, please email me: tom@tommorkes.com. I’m always looking to improve the products and resources I provide my readers and customers.

Thanks and until next time:

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