



Business Direction Tutorial Resources: **Horizon 3 Checklist**

Business name:

Date:

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Horizon 3: Rebuild Leadership

	Yes	No	Comments	Actions
<p>Is there clarity around your purpose?</p> <p>Have you reviewed and communicated the mission & values?</p> <p>Do you need to?</p>	YES	NO		
<p>Does everyone in the team know what is expected of them?</p>	YES	NO		
<p>Do you need to build more trust among your team and stakeholders?</p>	YES	NO		
<p>Do you have enough external challenge to guide and support any decisions and changes?</p> <p>Are you engaging with external advisors such as your board, business networks and government agencies?</p>	YES	NO		

Horizon 2: Recover Leadership

	Yes	No	Comments	Actions
Are you accurately monitoring progress and reviewing your action plan?	YES	NO		

Horizon 3: Rebuild Innovation

	Yes	No	Comments	Actions
Have you developed or reviewed your customer personas?	YES	NO		
Have you mapped or reviewed your customer journeys?	YES	NO		
Have you completed a value proposition canvas for each of your customer segments?	YES	NO		

Horizon 3: Rebuild Innovation

	Yes	No	Comments	Actions
<p>Have you conducted market research to understand:</p> <ul style="list-style-type: none"> • general economic and specific market trends • customer buying habits • the level of demand for your offering • your competitors – what they offer and how they market themselves. 	YES	NO		
<p>Have you explored the process of managing innovation in your business, covering each of the steps in the innovation framework?</p> <ul style="list-style-type: none"> • Ideation • Selection • Development and Testing • Commercialisation or Implementation 	YES	NO		

Horizon 3: Rebuild Innovation

	Yes	No	Comments	Actions
<p>Have you considered whether innovation in your internal processes could improve your business? Consider:</p> <ul style="list-style-type: none"> • sales • customer relationships • delivery channels • partnerships • resources • operations 	YES	NO		
<p>Have you reviewed your business model canvas?</p>	YES	NO		

Horizon 3: Rebuild Building Resilience

	Yes	No	Comments	Actions
What strengths and weaknesses emerged in your response to the pandemic?	YES	NO		
What do you need to build or improve on?	YES	NO		
Have you created contingencies for further economic shocks, such as EU Exit?	YES	NO		
Have you considered the likely future scenarios for your customers, company, suppliers and competition?	YES	NO		

Horizon 3: Rebuild Building Resilience

<p>Is your business model still relevant in light of these scenarios?</p>	YES	NO		
<p>Do you have the skills required to meet the demands of the future? Think about developments such as:</p> <ul style="list-style-type: none"> • digital transformation • emergence of artificial intelligence • industry 4.0 	YES	NO		
<p>What is your workforce development strategy?</p>	YES	NO		