# DISCOVERY PHASE
RESEARCH PHASE

In order to develop a programme that would meet the needs of small businesses in New Zealand, PwC and MBIE conducted research with stakeholders and small businesses to better understand:

› how their behaviour and mindset impacted on the uptake of digital,

› what small businesses saw as their personal and business priorities,

› what prevented them from taking steps to increase their digital uptake/use,

› And what might motivate them to take digital uptake actions.
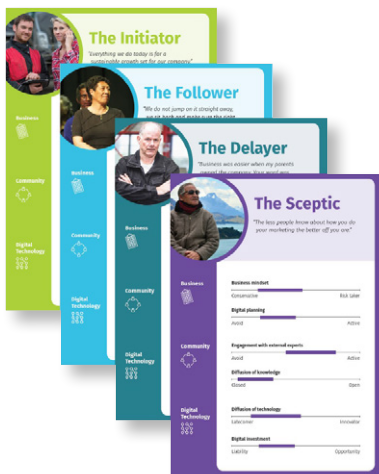
We identified and captured the needs, motivations, business priorities, and technology barriers of the target audiences and described these using four Personas that spanned all three industry sectors: The Initiator, The Follower, The Sceptic and The Delayer. We also developed a journey map that illustrates how small businesses move along a process from awareness to commitment in using digital technology.

The outputs from this research provided a foundation that would enable MBIE to develop a sustainable solution that would meet the needs of small businesses and encourage long term behaviour and mindset change, resulting in increased digital uptake. The solution can also be scaled up to more businesses, beyond the industry sectors first targeted.

To see details of the personas and also the emergent digital journey map, please go to www.mbie.govt.nz/four-personas and www.mbie.govt.nz/emergent-journey-map

ALPHA PHASE
CO-DESIGN PHASE

The purpose of the Alpha phase was to develop and test a wide range of ideas and concepts for potential solutions with partners, stakeholders, and target audiences, as well as explore existing solutions, nationally and internationally, including some services and resources owned or supported by MBIE.

We brought partner and stakeholder knowledge and insights together early to ensure we built shared understanding and considered:

› the current landscape, wider context and regional initiatives

› priorities and key building blocks to lift digital capability

› required capacity and capabilities (including funding) to deliver any future programme successfully

› knowledge of what's worked and what hasn't that can support the design of any future programme

We used the research outputs produced in the Discovery phase to establish where along the emergent 'digital' journey any future programme can have the greatest effect and highest impact for which target audiences, with particular focus on decisions and common touch points,.

We assessed the possible solutions resulting from the Alpha phase based on their feasibility, viability and desirability.

The output from this phase was a concept for a scalable and sustainable solution that could be tested and evaluated in the Beta phase.

4
co-design workshops with business advisors and digital experts

15-20
interviews with small business owners and business advisors

27
refined solution propositions, assessed based on feasibility, viability and desirability

BETA PHASE
PILOT PROGRAMME PHASE

In the Beta phase, we produced a **working pilot programme prototype that could be applied to and tested in a real environment with the target audiences.**

Business advisors told us that they needed support that would enable them to both have informed client conversations about digital, and run successful and effective local events leading to behaviour and mindset change amongst small businesses and business advisors. The type of support they were looking for was:

› **Access to digital content:** Data and facts to benchmark their clients' businesses; international trends and how they apply in the New Zealand context;

› **Professional networks:** Connections and access to experts with the right digital knowledge

› **Event support:** Supporting participants to take the right action after attending an event, e.g. a talk about how to improve their productivity with digital uptake; better designed events which would support more detailed learning and then, increased uptake of digital.

The aim of the Beta phase was to assess the needs of the target audiences, and assess the value of the pilot programme in order to make informed decisions about the development and iteration of any future interventions which would support increased digital capability.

We tested the pilot programme by approaching stakeholders (people and organisations) within the three target industry sectors and inviting them to participate in the Beta phase.

PRIORITIES FOR SMALL BUSINESS OWNERS

Ensure it's easy to use

Enable digital advisory with industry knowledge

Build trust through peers

Build a community

Build trust through trusted advisors

Provide evidence on metrics that matter

Enable gradual or bite sized change

Ensure ongoing support is there

BUILDING BLOCKS OF THE PILOT PROGRAMME CONCEPT:

› **EVENTS**

› **SOCIAL MEDIA**

› **NETWORKING**