## Discovery phase (Research phase)

In order to develop a programme that would meet the needs of SMEs in New Zealand, PwC and MBIE conducted research with stakeholders and small and medium business owners (SMEs) to better understand:

- · how their behaviour and mindset impacted on the uptake of digital,
- · what SMEs 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 action in regards to digital.

We captured the identified needs, motivations, business priorities, and technology barriers of the target audiences in four Personas that span across all three industry sectors: The Initiator, The Follower, The Sceptic and The Delayer as well as a journey map that illustrates how SMEs move along a process from awareness to commitment in using digital technology.

The outputs from this research form a foundation that would enable MBIE to develop a sustainable solution that would meet the needs of SMEs and encourage long term behaviour and mindset change, resulting in increased digital uptake, as well as can be scaled to a greater number of businesses, beyond the industries first targeted.

For full details, please refer to the "MBIE Building digital capability for small businesses" research report or the MBIE website www.mbie.govt.nz/info-services/digital-economy/reports-and-research.



Small business personas