

DISCOVER THE 3 SECRETS ALL GREAT
DISRUPTORS
HAVE IN COMMON

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THREE KEYS TO BEING A



Purpose
Obsessed



Entrepreneurial
Culture



Unique Customer
Experience

DISRUPTOR

DISRUPTOR CHALLENGE

No industry wants to lose its edge and end up sinking in the marketplace or, quite possibly, end up in a graveyard.

Start thinking about how you can challenge your business to be a disruptor in the marketplace. There are six questions to guide you on this journey.

INSTRUCTIONS:

1. Read each question (an example of a pizzeria is provided).
2. As a group, brainstorm your own thoughts for each question.

Brainstorming rules apply – just write down ideas. Your team can evaluate them later.
3. At the end of the session, you'll share some of your ideas with the larger group.
4. You have 45 minutes for this exercise. Remember, brainstorm.

Q1. Identify your industry's purpose. Consider not just what your industry does, but what it achieves for the customer. — Provide fresh and hot pizza to customers quickly (under 30 minutes) and by their preferred delivery method.	Q2. What are your underlying assumptions as you do business today? — It's a crowded marketplace with little differentiation among competitors. — Our value proposition is focused on convenience and timeliness – we must offer both pickup and delivery. — We must meet basic expectations on taste and price. — We must have multiple locations throughout our defined territory to deliver in under 30 minutes. — Customers can order by phone or on the website.	Q3. What assumptions can you challenge and still achieve your purpose? — What if we only focus on delivery (our true distinction in the market) and eliminate pickup? Does this violate purpose? — Focus on taste. — Focus on price. — How can we eliminate locations and still meet our commitment to timeliness? — Would a focus on increasing customer satisfaction improve our market share? What would drive that? — Our delivery drivers are the wild cards in our business and our success is often made or broken by them. How can we improve the quality of our drivers?	Q4. What am I really sick of? (Think about this from a customer perspective. What changes would they like to see?) — Need cash to pay and tip driver. Would like to use a card to pay for delivery. — Often, the order isn't accurate, but it'll take another 30 minutes to correct the problem. — The person on the phone doesn't pay attention and is constantly interrupted by other incoming calls. — The website is challenging to navigate and requires too many steps to simply order a pizza. — Ordering through the website assigns my order to the closest store, which may not be my preferred store.	Q5. We know that simply maintaining the status quo is not an option. Consider your responses to questions 3 and 4. What can your business do to disrupt the marketplace? — Offer an online app that allows customers to order pizza easily and pay for it. — Eliminate in-store pickup. — Focus on taste to drive customer demand. — Extend delivery menu options beyond pizza and breadsticks. — Make delivery a unique experience. — Compete on price and offer delivery; we increase volume enough to offset decrease in profitability. — Focus on customer service while ordering to ensure accuracy.	Q6. What are your next steps? What will you do with the ideas generated? What's your call to action? Your commitment? — Analyze customer feedback and preferences. — Determine the drivers of customer loyalty. — Conduct a market analysis of the competition. — Determine the cost of a storefront. — Inquire about app/improved website design. — Compare other delivery companies' best practices.
					