

# *Hidden Risks*

*Workshops for startups – turn barriers to scale  
into your biggest growth opportunities*

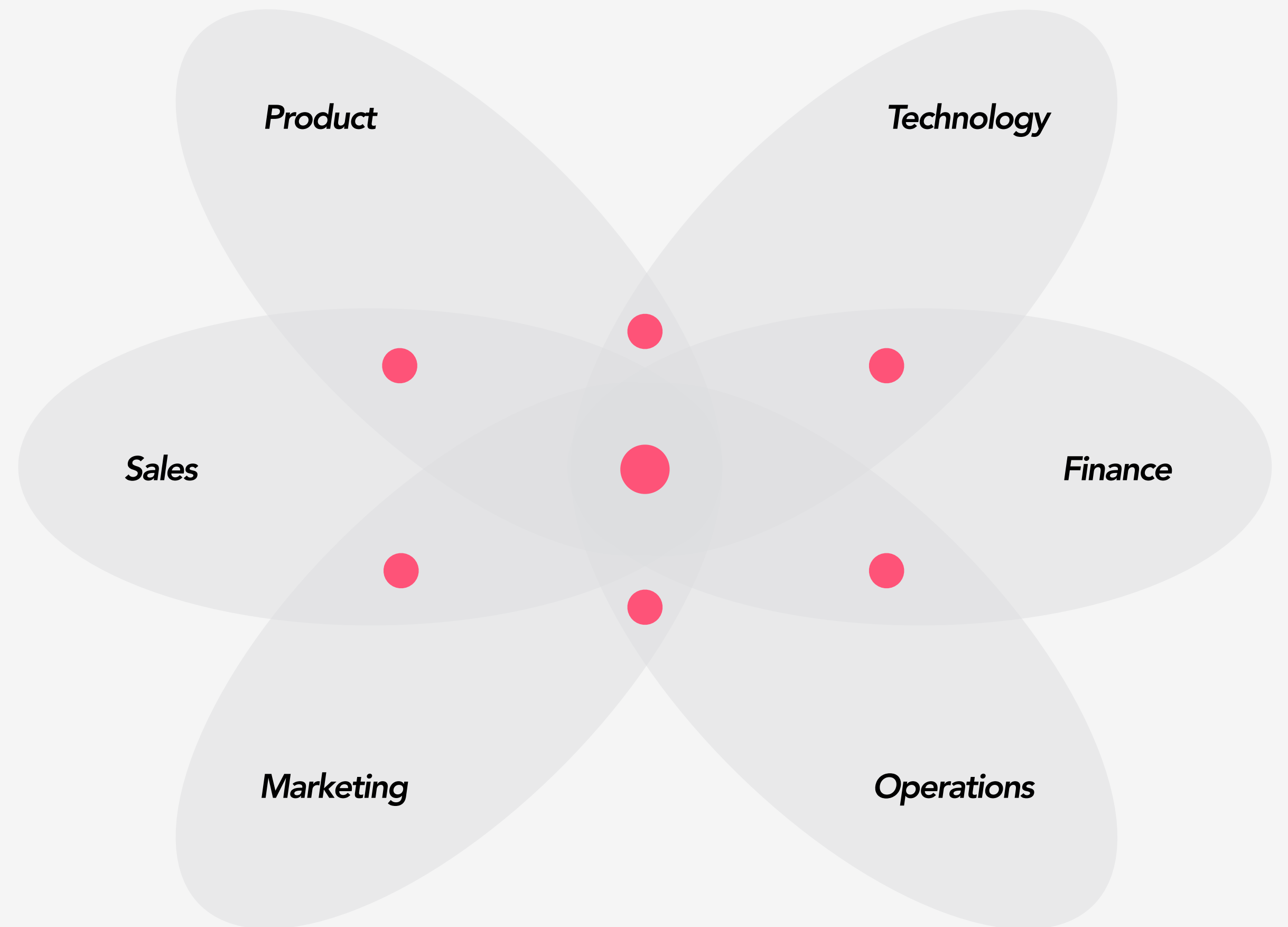
***Your business wont scale  
and it will fail if you don't  
address the hidden risks.***

# ***Risks are hiding between your teams***

You've gained traction, your business is growing, and you have great teams – but they're working at pace.

It's hard bringing them together to consider all the inter-dependencies in their strategies and roadmaps.

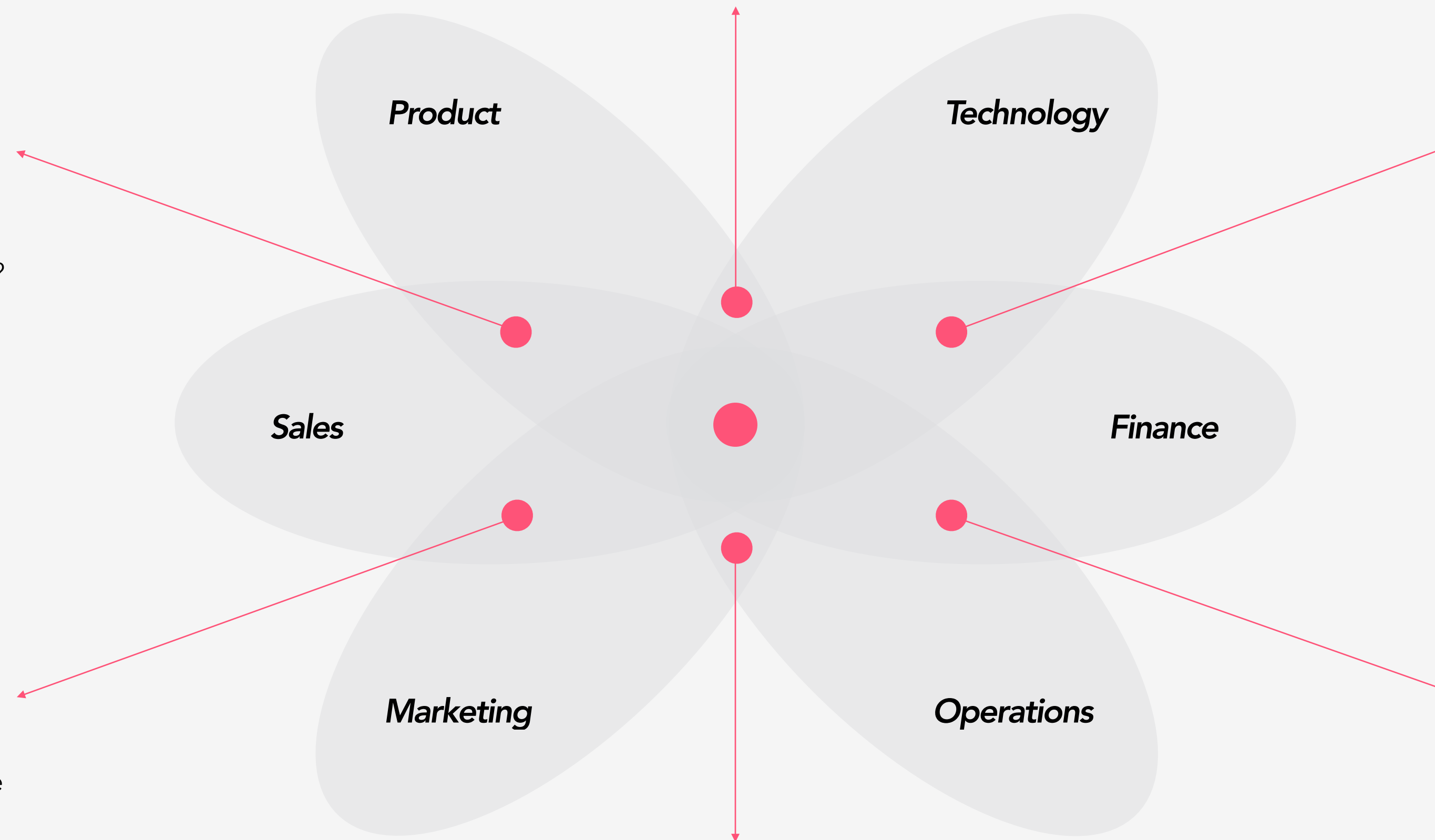
This creates risky **assumptions, gaps in thinking, and misalignments** that hide between your teams.



# For example...

- Is our **product roadmap aligned to sales** targets and priority verticals and buyers?
- Is our sales strategy aligned to our real **user needs and product expectations?**
- Does our product team have access to our **buyers and users for better discovery**, etc.?

- Are our sales and marketing teams fully **aligned to drive the growth we need?**
- Are they aligned on the growth positioning, **offerings, messaging, and campaigns?**
- Are their **activities joined-up** to ensure we're maximising our team's efforts?



- Is our product roadmap aligned with our tech team on the **development effort vs reward?**
- Do teams know how much flex they have for **feature variations and implementations?**
- Have we considered the scope of 'unhappy paths' our **business will need to deal with?**

- Are our tech (and all) teams aligned on the **top-line targets** they need to support?
- Are our tech (and all) teams aligned on the **costs for mid-term** delivery and support?
- Are our tech (and product) roadmaps optimised for both mid-term **growth and profitability?**

- Do our teams have the financial support needed to **scale their ways of working?**
- Do our teams have the budgets they need to **scale their teams** with the right talent?
- Are we confident that we have balanced our ability to **scale vs profitability?**

- Does our marketing (and sales) team have the **resources and assets** needed to be effective?
- Is our **marketing strategy fully aligned** to the sales, product, and technology strategy?
- Do we have **clear metrics** for measuring marketing performance and ROI?

# Hidden risks create barriers to scale



## Business model issues

Not looking at the holistic business model in sufficient depth to optimise it for scale



## Slow customer growth

Not 'reaching the majority'; marketing too little, too late; retention issues; unclear KPIs and ROIs



## Infrastructure can't scale

Not having the systems, processes, operations, technology, etc., to support a business at scale



## Unprofitable

Not enough revenue vs. costs to serve and run the business; financial mismanagement



## Product bloat

Too many features; over customising; support burdens; implementation effort; tech obstacles



## Being outcompeted

Not keeping up with competition; not hitting product design and experience benchmarks



## Internal misalignment

Team silos; strategies/roadmaps not joined up; overpromising; under-delivering; comms issues



## Regulatory challenges

Blocking the businesses; the time and costs involved in compliance and legal issues

# Hidden risks cause a spectrum of pain

From bad to worse



**Wasted effort**

Time, money, and other resources are spent without seeing the return.



**Errors / Re-dos**

Mistakes that could have been avoided, leading to costly work to deal with.



**Bad top-line**

Not getting the revenue that you need, which is slowing down growth.



**Bad bottom-line**

Costs to serve and other expenses are impacting profitability too much.



**Missed chances**

Didn't capitalise on opportunities to push the growth needle.



**Missed targets**

Business isn't delivering on its promise and the runway is running out.



**Lost confidence**

Investors are cautious and it's harder to raise the funds needed to survive.



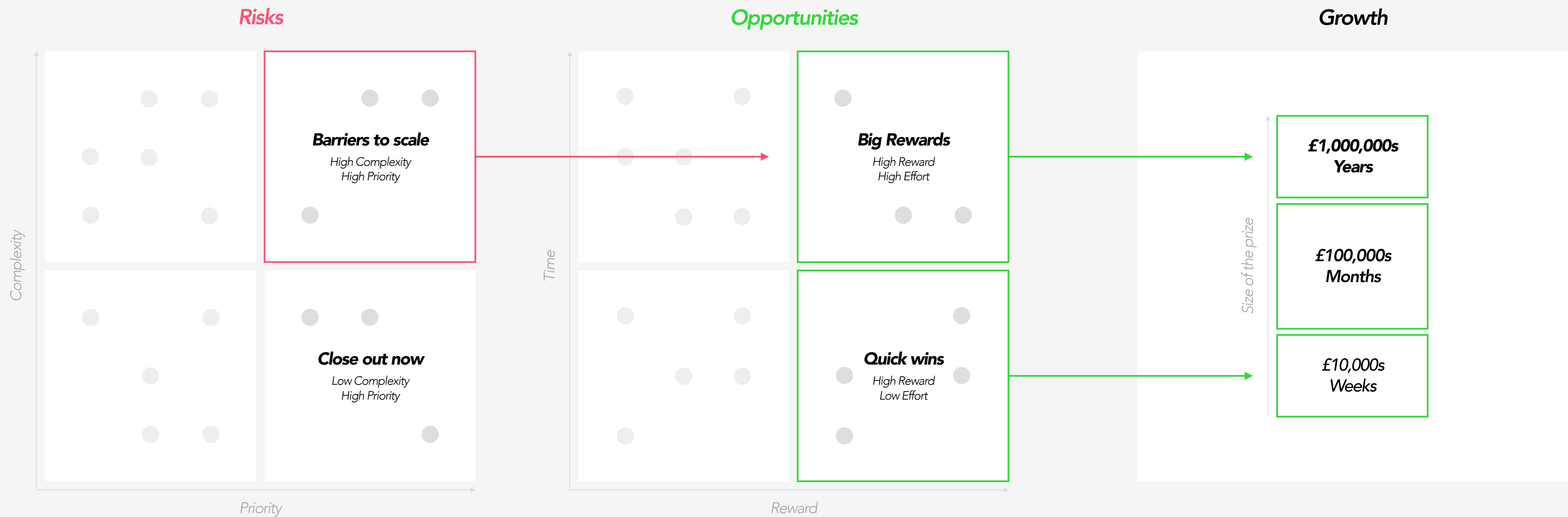
**Business failing**

The end of the runway is fast approaching and your future is uncertain.

Lost £10,000s / Runway shrinking

Lost £1,000,000s / Runway gone

# We turn risks into growth opportunities



# Then build a joined-up plan for growth

From bad → to worse



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**Efficiency gains**

Better decision making and optimised ways of working, delivering results.

**Smooth ops**

Roadmaps, teams, and ways of working are efficiently aligned

**Capturing value**

Identifying opportunities early and acting quickly to capture more value.

**Revenue gains**

Hitting and exceeding targets, speeding up your growth journey.

**Profitable**

Well optimised cost structures are helping to increase profitability.

**Smashed targets**

Business is going above and beyond its targets, it's on a great trajectory.

**Happy investors**

Investors are excited and want to invest more to see a great return.

**Business scaling**

Business is fast heading towards a big milestone and return on investment.

+ £10,000s / Runway healthy

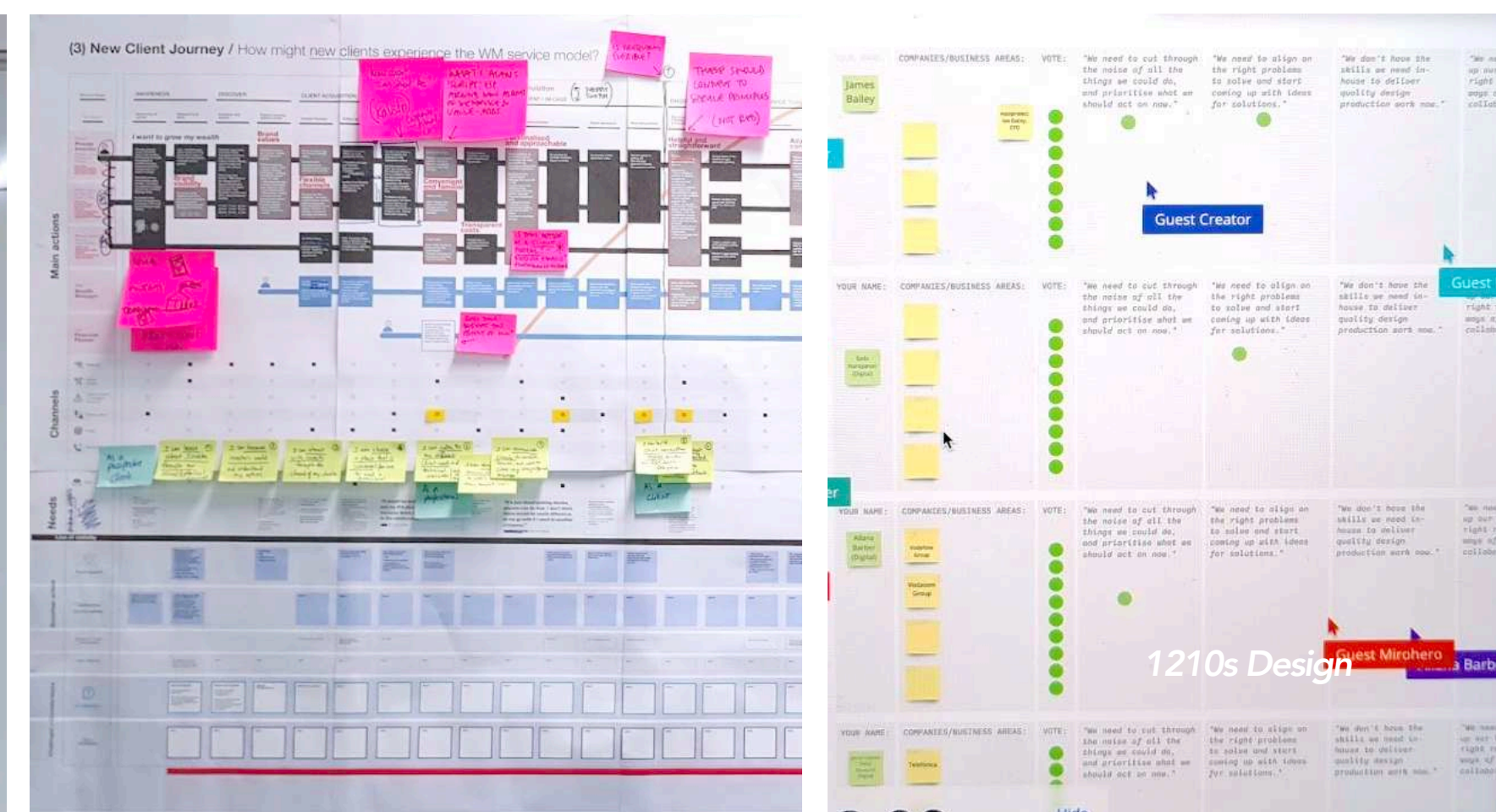
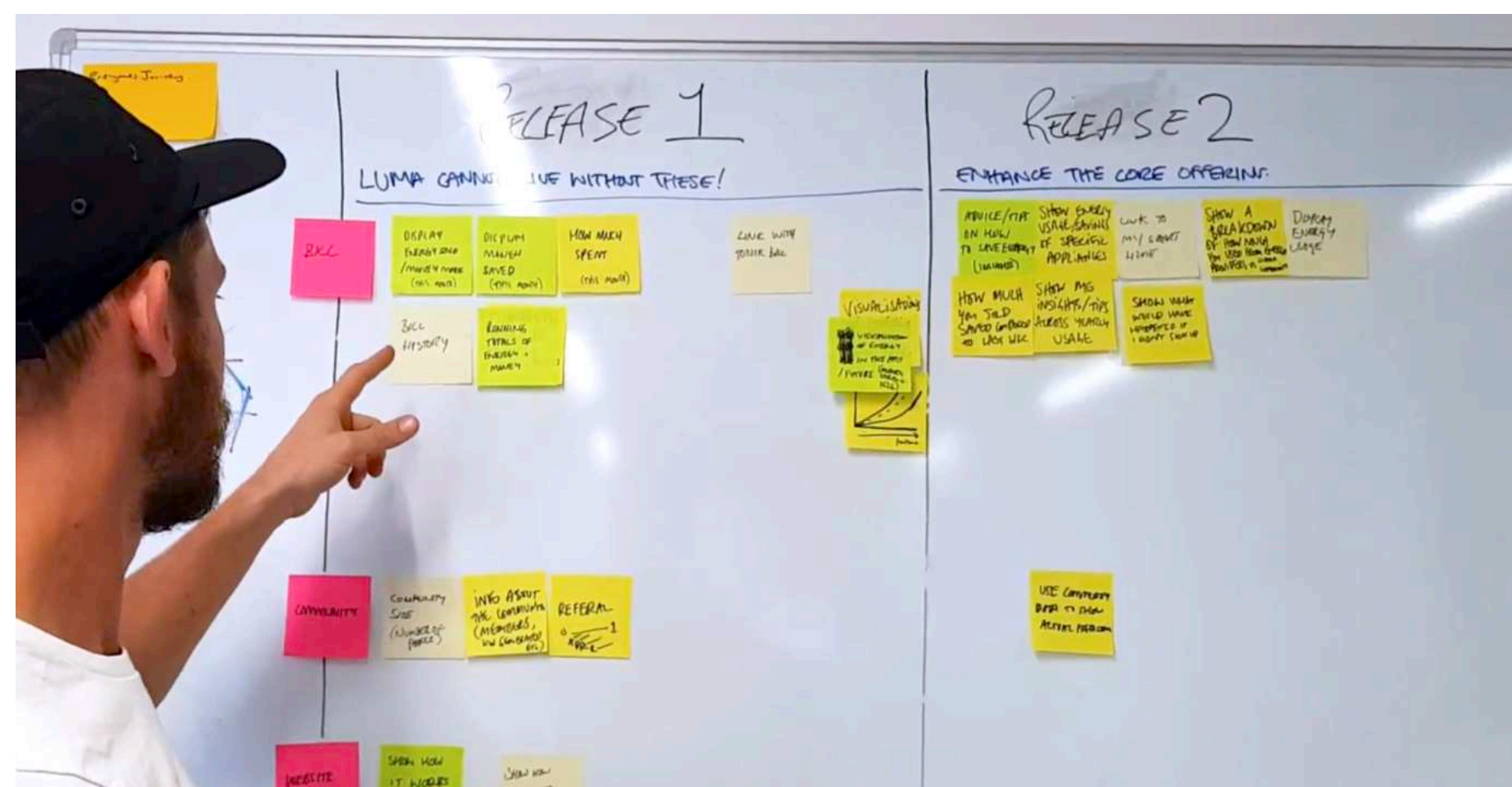
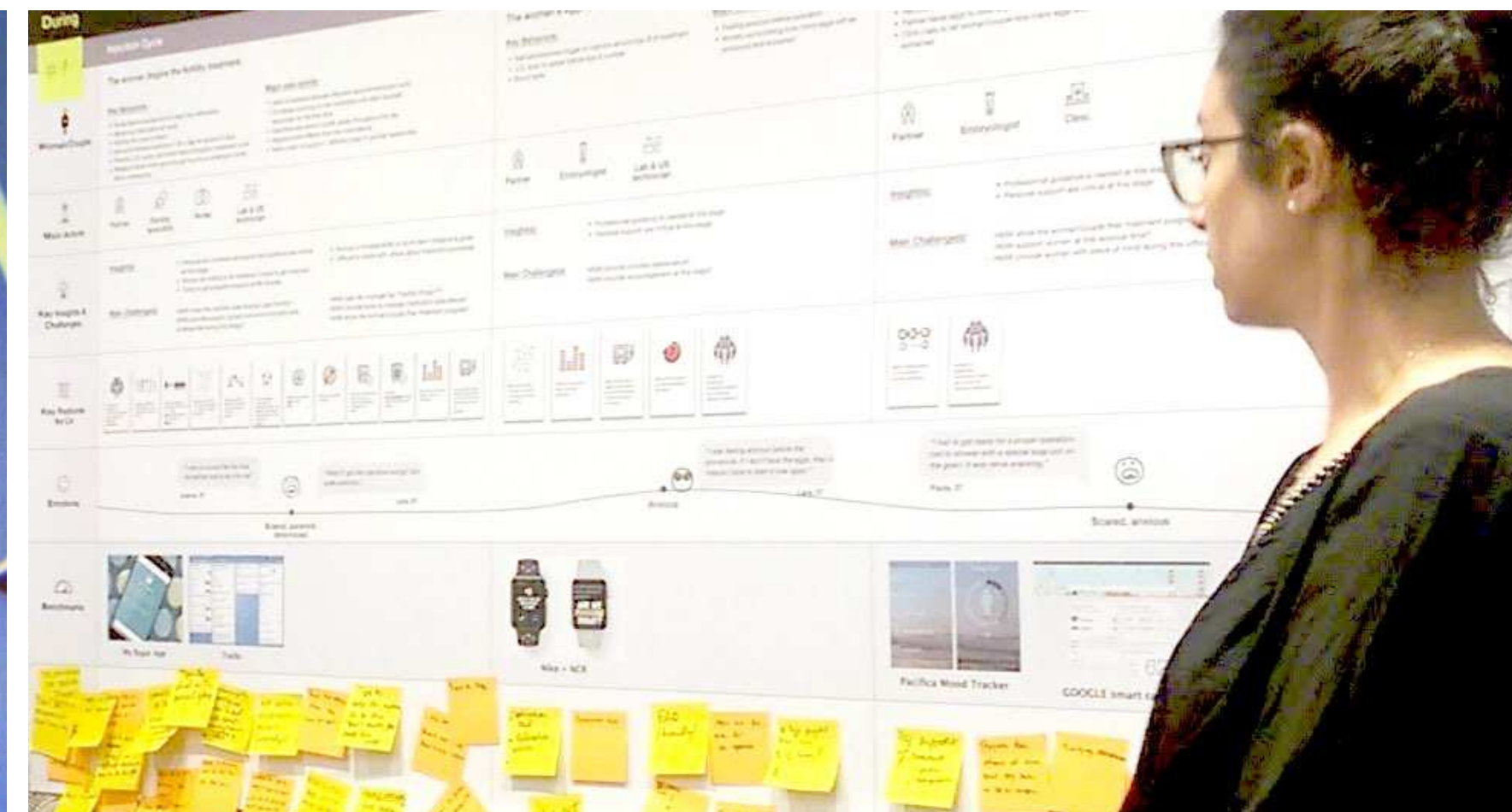
+ £1,000,000s / Runway growing

***We offer a rapid series of workshops  
to find hidden risks between teams,  
turn them into growth opportunities,  
and build a joined-up plan for growth.***

# Experts at workshops

We deliver hands-on workshops that drive action and real results.

- Certified coaches and facilitators
  - 1,000s hours workshop experience
  - Both remote and in-person
  - Invented new methodologies
  - Masterclasses at global events
- 
- ✓ Create safe spaces free of judgement
  - ✓ Hands-on, high energy, creative activities
  - ✓ Objective critique, analysis, consultancy
  - ✓ Facilitated group discussions and debriefs
  - ✓ Highly practical outputs that drive action
  - ✓ Clear alignment between teams



# ***What do you want us to focus on?***



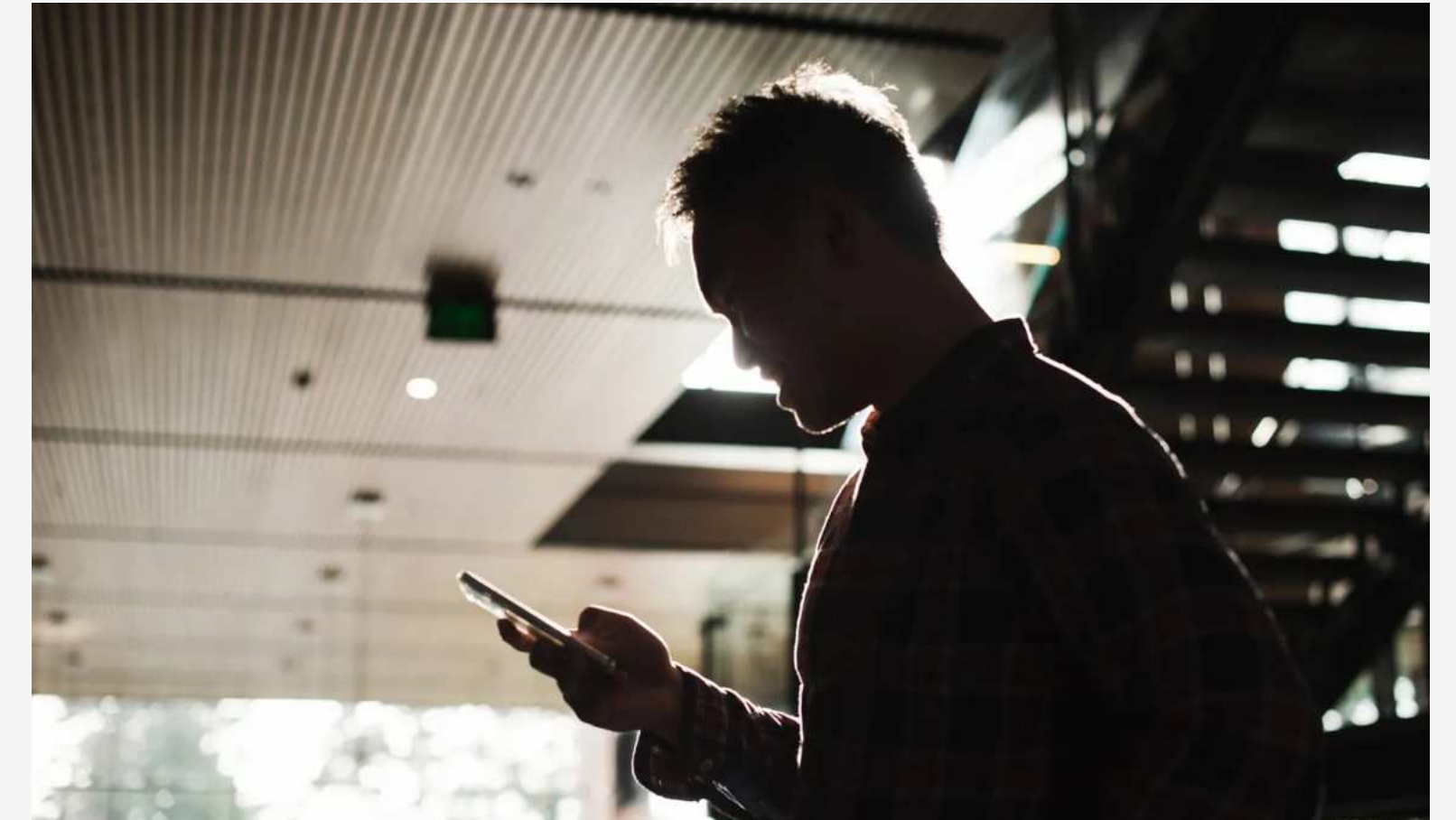
## **1. Strategies / Roadmaps**

- ✓ **Holistic investigation** to find hidden risks that exist between the core teams of your business
- ✓ **Focus on inter-dependencies** between your team's strategies and roadmaps
- ✓ **Identify business-wide barriers** to scale that can be turned into major growth opportunities



## **2. Unhappy paths**

- ✓ **Deep dive investigation** to find hidden risks that exist in your product roadmap or a specific feature
- ✓ **Focus on worst case scenarios** that can impact both your end-user and business in the mid-term
- ✓ **Identify specific barriers** to scale that will require co-ordination between your teams to address



## **3. Mounting debt**

- ✓ **Business-wide investigation** to find hidden risks in the short-term decisions your teams had to make
- ✓ **Focus on mid-term impact** that the sum of these decisions will have on your growth ambitions
- ✓ **Identify mid-term barriers** to scale that can't be ignored and need you to start planning for now

# Rapid series of workshops

- Workshops for 10–12 people run remotely or in-person, 3-hours long each
- Spread over 3–4 calendar weeks to accommodate your team’s availability
- Requires perspectives from Product, Tech, Sales, Marketing, Ops, Finance

## Hidden Risks



### Risks

Surface as many hidden risks as possible by looking at all the inter-dependencies between your team’s strategies and roadmaps.

### Barriers

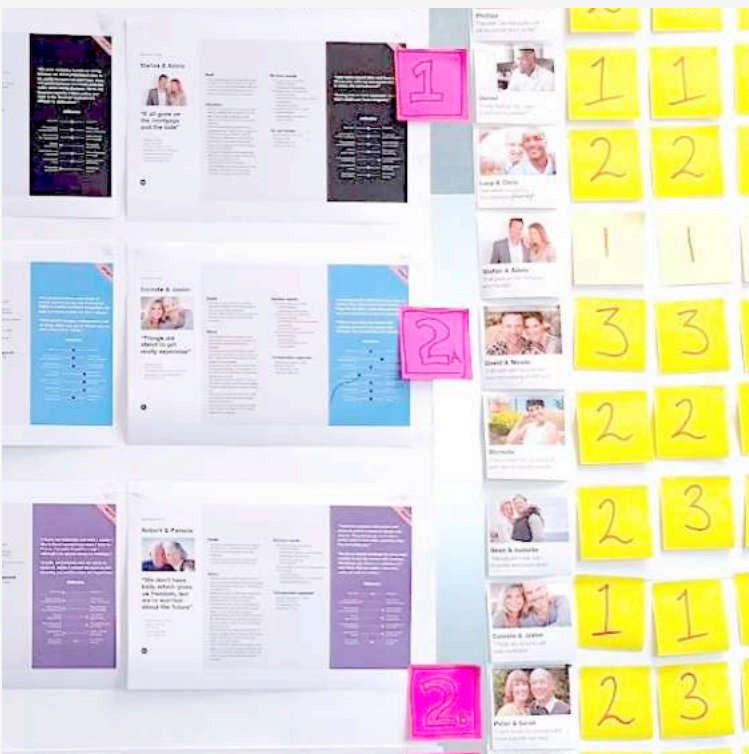
Consolidate the risks into barriers to scale challenges, mapping them out to identify the most important and complex to solve.



### Ideas

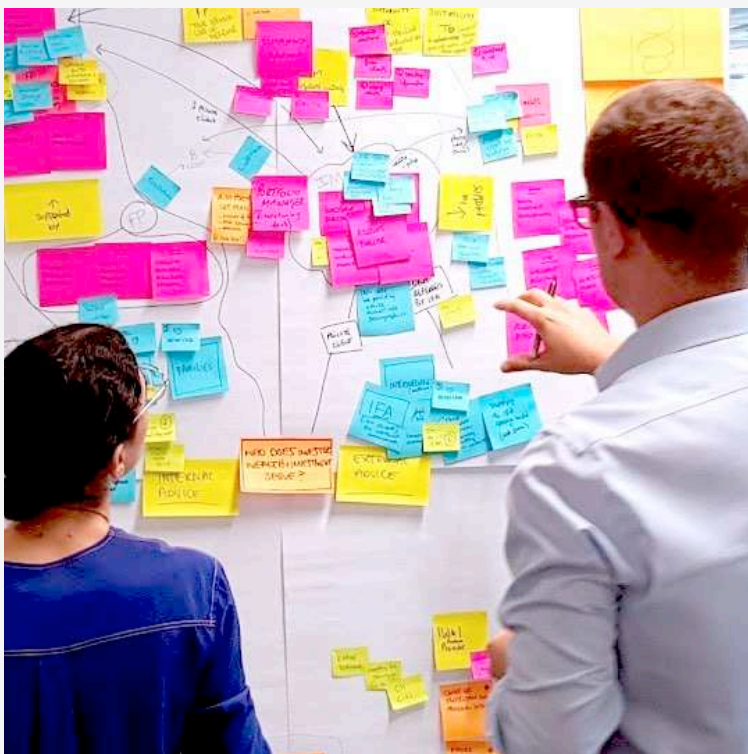
Flesh out details in the prioritised challenges, then generate early ideas for how we might turn them into serious growth opportunities.

## Joined-up plan



### Opportunities

Consolidate, refine, and prioritise the growth opportunities and early ideas, to identify the biggest rewards versus time needed.



### Initiatives

Generate ideas for how to capitalise on the opportunities, consolidating these ideas into ‘initiatives’ to consider further.



### Joined-up plan

Prioritise the initiatives to identify the strongest to act on, drafting a joined-up plan with high-level milestones and actions.

Continuous value-add *analysis and consultancy* after each workshop

# Highly practical outputs



## 1. Hidden risks

All the hidden risks that we surfaced from between your teams and their growth strategies and roadmaps.



## 2. Barriers to scale

Master set of barriers to scale challenges, created by consolidating your hidden risks, prioritised by how critical / complex they are.



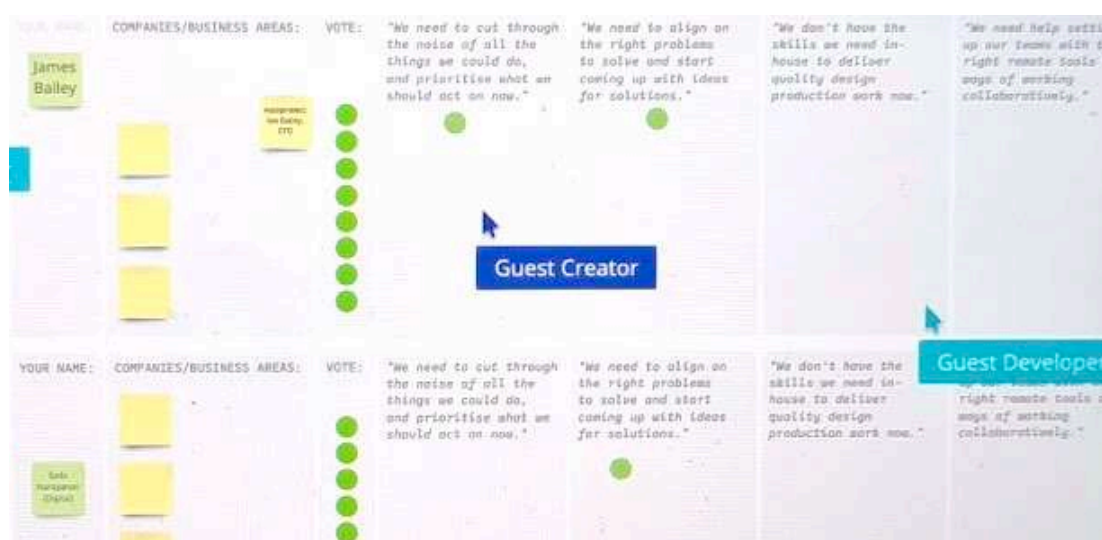
## 3. Growth opportunities

Master set of growth opportunities, derived from your hidden risks and the challenges to solve, prioritised by reward / time.



## 4. Joined-up plan

First draft of your joined-up growth plan, with high-level milestones and actions, for your teams to own and drive forwards.



### Outputs packaged up and delivered throughout:

- ✓ **Concise deck** that documents key outputs, takeaways, and next steps
- ✓ **Raw content** from the workshops, e.g. Miro boards, physical canvases
- ✓ **Structured content** from our analysis and consultancy, e.g. Miro board



# ***High value outcomes***



## ***Surfaced hidden risks and barriers to scaling***

We surfaced major risks and barriers to scaling that were hiding between your teams



## ***Turned these into major growth opportunities***

We turned your biggest risks and barriers to scaling into your biggest opportunities for growth



## ***Worked as one-team on a joined-up plan***

We started to build a joined-up plan for how to go after the biggest growth opportunities

# ***Delivered by our expert facilitators and practitioners***

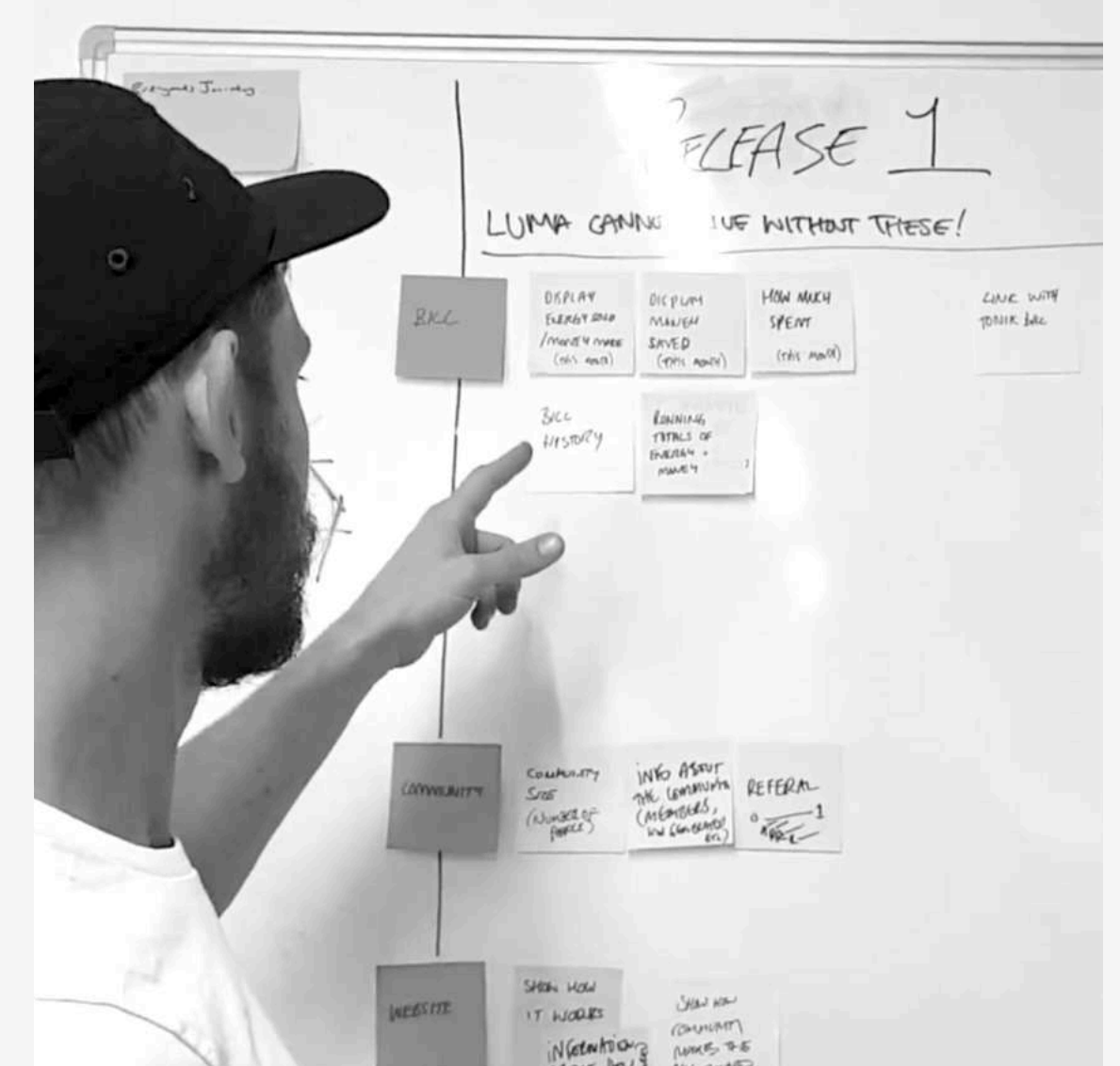


## ***James Bailey***

*Director 1210s Design*

15+ years experience helping businesses to unlock more value from their products, services, and business models to drive real growth.

- ✓ Certified design coach and workshop facilitator
- ✓ Masterclasses at iXDA and SDN global conferences
- ✓ Rare strategic + service + product design skillset
- ✓ 25+ businesses helped over 75+ engagements
- ✓ Experience across many verticals, B2B and B2C
- ✓ Proven business development and sales specialist
- ✓ Research Domain Lead at Designit UK
- ✓ UXQB® Certified Usability and User Experience



## ***+ Additional Expert***

*Hand picked to your needs*

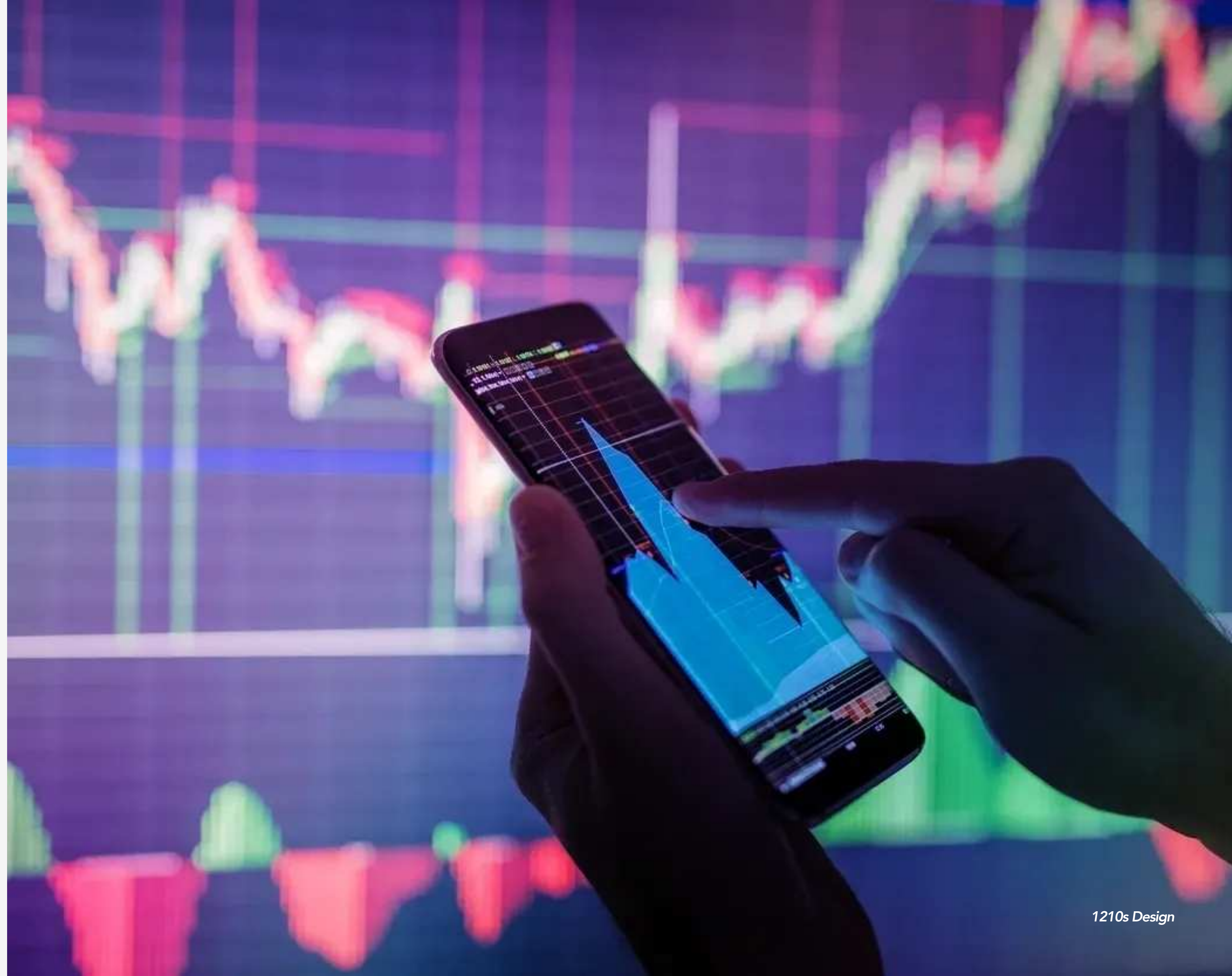
We leverage our network of industry leading practitioners from the worlds of innovation, ventures, strategy, consultancy, and more.

- ✓ Co-deliver all workshops and outputs with James
- ✓ Bring an additional value-add skillset into the mix
- ✓ Elevate our thinking and outputs even further
- ✓ Ensure you get maximum value from us

# Let's get started!

We start with a call to discuss your business, our workshops, and to align on the value we will deliver. Then we will get into the practicalities for your **FREE workshop**

1. Pick workshop date and place (3-hours)
2. Confirm participants and availability
3. Review background materials and prep



***Interested?***  
***Let's chat!***

**James Bailey**

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