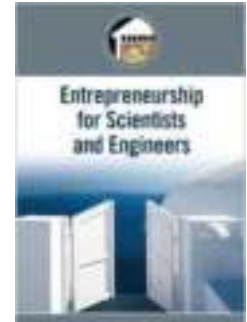




# Hello!



**Presents:**  
***Best Practices***  
***in***

## ***Preparing your Business Plan Briefing***

*Your Presenter for today's discussion:*



Senior Business Adviser SBDC  
Growth Wheel Int'l Cert. Biz Adviser  
Adjunct Professor @ GMU's  
School of Engineering  
GMU Mentor in Residence

Mentor @ 3 NoVA Tech Accelerators  
Entrepreneur, Investor  
Co-Founder Marketing Strategy Firm

Retired U.S. Navy Captain  
BS Engineering U. S. Naval Academy  
Masters CMU  
Former Executive, ExxonMobil  
Kellogg, Thunderbird Schools  
Lean Process GBelt  
Published





# Hello again to:

**Pre-Venture & Startup Companies!**

**Growth and Venture Companies !**

**Mature Businesses!**

# Welcome!



Please call me...

**"Coach S."**

<https://www.linkedin.com/in/georgesiragusa/>



*Best Practices  
in Preparing your  
Business Plan Pitch!"*



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Lean Process GBelt  
Published

*Sponsored by:*



*Presented by: George Siragusa  
Sr. Business Advisor, Mason SBDC*



## Fortune 5 Company Executive;

- C-Suite Business,
- Strategy, Financials,
- Process Disciplines



EXXON Mobil



**Fusing together “street-wise”  
startup principles with the perspectives of  
process disciplines and proven leadership**



<https://www.linkedin.com/in/georgesiragusa/>

## Small Business Co-Founder;

- Lean Start-up Principles;
- Coaching/Mentoring for > 200 clients
- Businesses; Coach



Mason Enterprise Center



**Unique Blend  
of Diverse,  
Relevant  
Perspectives**

## Adjunct Prof. 10yrs

- How Adults Learn
- Prof. Development
- Coaching
- Consulting
- University Mentor



## U.S. Naval Officer – 29 years

- High Performance Team Building
- Essential Qualities of Leadership
- Ethics

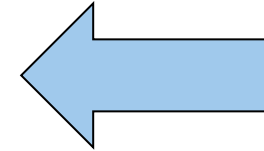






## Mission

To advance Virginia's diverse economy by providing small businesses the expertise and resources to succeed.



## Vision

To be the premier business support provider and a leading partner in economic development across Virginia.

## Values

Our commitment to small businesses, the SBDC team, stakeholders and partners is to uphold these values:

**Integrity**

**Trust**

**Respect**

**Continuous Improvement**

# Small Business Development Centers

- over 1000 Centers Nation-Wide
- 27 Virginia SBDC Centers

Visit <https://americassbdc.org/>



[Find Your SBDC - America's SBDC \(americassbdc.org\)](https://americassbdc.org/)

# Examples of Mason SBDC Services-at-a-Glance

## Mason Small Business Development Center

Serving:

- Fairfax, Arlington,  
Prince William,  
Loudon Counties

Guidance: to turn your  
ideas into an  
enterprise

Aim: positively impact  
our regional economy!





# SBDC Services / Economic Impact

- **NO COST, one-on-one confidential business counseling**
- NO COST webinars
- Small group training seminars for teams
- Practical resources, referrals at community, area, state, private sector, federal and university levels

Differentiator



**JOBS**

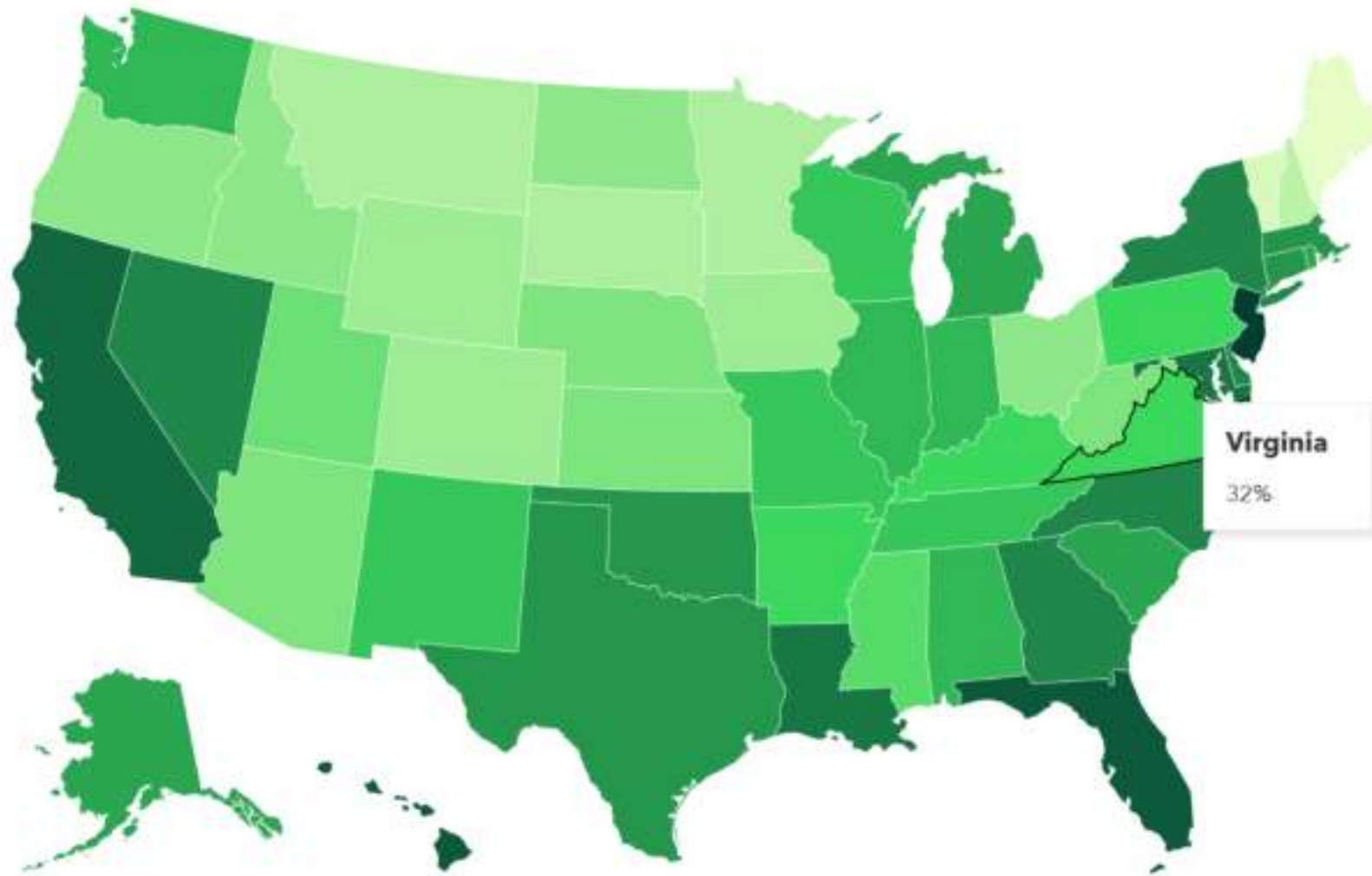
**SALES GROWTH**

**CAPITAL INVESTMENT**

**NEW BUSINESS STARTS**

M  
e  
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s

Proportion of adults in each state who say they want to start new businesses in 2023



Sample: 15,200 US adults age 18+

Source: [Online survey commissioned by Intuit QuickBooks in December 2022](#) • [Get the data](#) • [Embed](#)



[New Business Insights: Side-hustle surge predicted in 2023 - Article \(intuit.com\)](#)

# 2023 Full Year!

**10 MILLION+**  
NEW SMALL BUSINESS  
APPLICATIONS

Source: WH.gov



# Mason Small Business Development Center

January – December 8, 2023

## Scorecard



UNIQUE CUSTOMERS SERVED 2643



CAPITAL FORMATION \$31,528,289



TRAINING ATTENDEES 1823



JOBS CREATED 331



BUSINESS STARTS 39





# ASBDC National Impact Survey

- 22.53% response rate (national average 13.45%)

Virginia SBDC client businesses

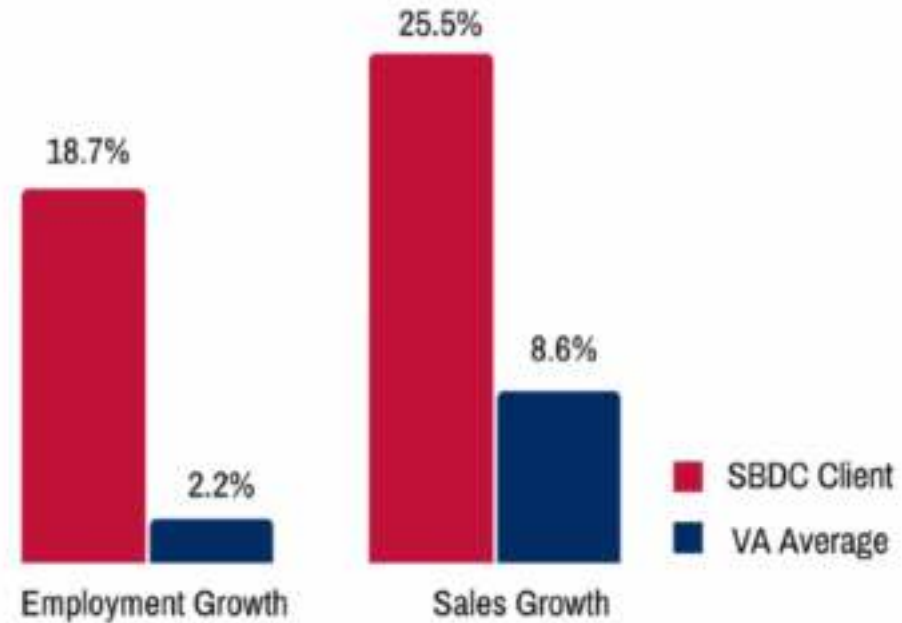
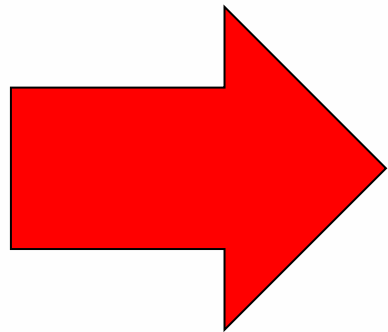
***GROW faster***

and

***CREATE more jobs***

than the average

Virginia business



# Mason SBDC Webinars

<https://masonsbdc.org/workshops/>

---

- Legal & Admin Steps to Starting a Business
  - Value Proposition Design
  - Small Business Financing
  - Marketing 101
  - GovCon 101
  -  ***Prepare your Business Briefing / Pitch***
  - Digital Marketing – SEO and Social Setting
- Accounting and Financial Management
  - Performance Management – Guide to KPIs, Dashboards
  - Business Operations – Taxes, HR, Legal, Real Estate
  - Small Business Cyber Security

In Summary...Mason SBDC can offer:

- Perspectives / Coaching / Advising
- Resources
- Education
- Access to Capital
- Mentorship
- Guidance along your Journey





Please go to Poll #1:

*What is The Business (industry) you are in ?*

Please go to Poll #2:  
*How many years  
have you been in Business?*

## Poll #3:

*How many Full Time and or Part  
Time Employees  
do have you been in Business?*



## Building your Business Briefing : Highlights & Learning Objectives



*During today's webinar you will.....*



- ...*become **aware of "5 scenarios"*** in the life of a business **when a business briefing may be needed**



*During today's webinar you will.....*



- ...*become **aware of "5 scenarios"*** in the life of a business **when a business briefing may be needed**



- ...*use a **5 step checklist*** to ensure your business is built on solid **Lean Foundational Principles**

## Building your Business Briefing : Highlights & Learning Objectives



*During today's webinar you will.....*



- ...become **aware of "5 scenarios"** in the life of a business **when a business briefing may be needed**



- ...use a **5 step checklist** to ensure your business is built on solid **Lean Foundational Principles**



- ...see how to use a **framework, with 5 basic "themes"**, to test the **critical business hypotheses**



*During today's webinar you will.....*



- ...*become **aware of "5 scenarios"*** in the life of a business **when a business briefing may be needed**



- ...*use a **5 step checklist*** to ensure your business is built on solid **Lean Foundational Principles**



- ...*see how to use a **framework, with 5 basic "themes"***, to test the **critical business hypotheses**

- ...*obtain an **actionable, easy to use, step by step outline*** that forms the **basis of a "Story Board"**



*During today's webinar you will.....*



- ...*become **aware of "5 scenarios"*** in the life of a business **when a business briefing may be needed**



- ...*use a **5 step checklist*** to ensure your business is built on solid **Lean Foundational Principles**



- ...*see how to use a **framework, with 5 basic "themes"***, to test the **critical business hypotheses**



- ...*obtain an **actionable, easy to use, step by step outline*** that forms the **basis of a "Story Board"**
- ...*receive an **actual business briefing file example from a local business***, complete with **speaker notes** and **section-by-section explanations**



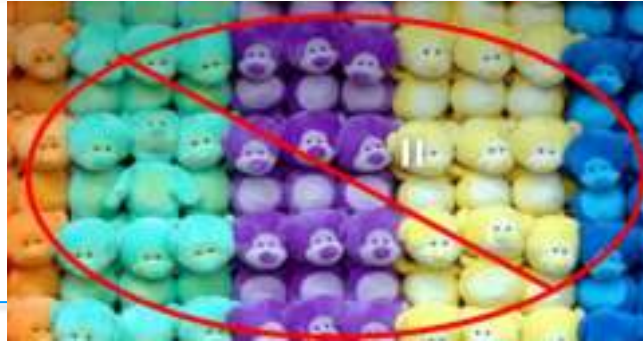
Registered Participants received  
3 documents in their email:

1. Today's Presentation
2. Suggested Pitch Outline
3. Actual Client Pitch/Business Briefing

Your Business Briefing  
is the *Compelling Narrative*  
that *Communicates* the  
*Problem you are Solving*  
and therefore the  
*Value you are Creating*  
in the Marketplace...  
...and is your *de facto business plan*



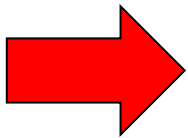
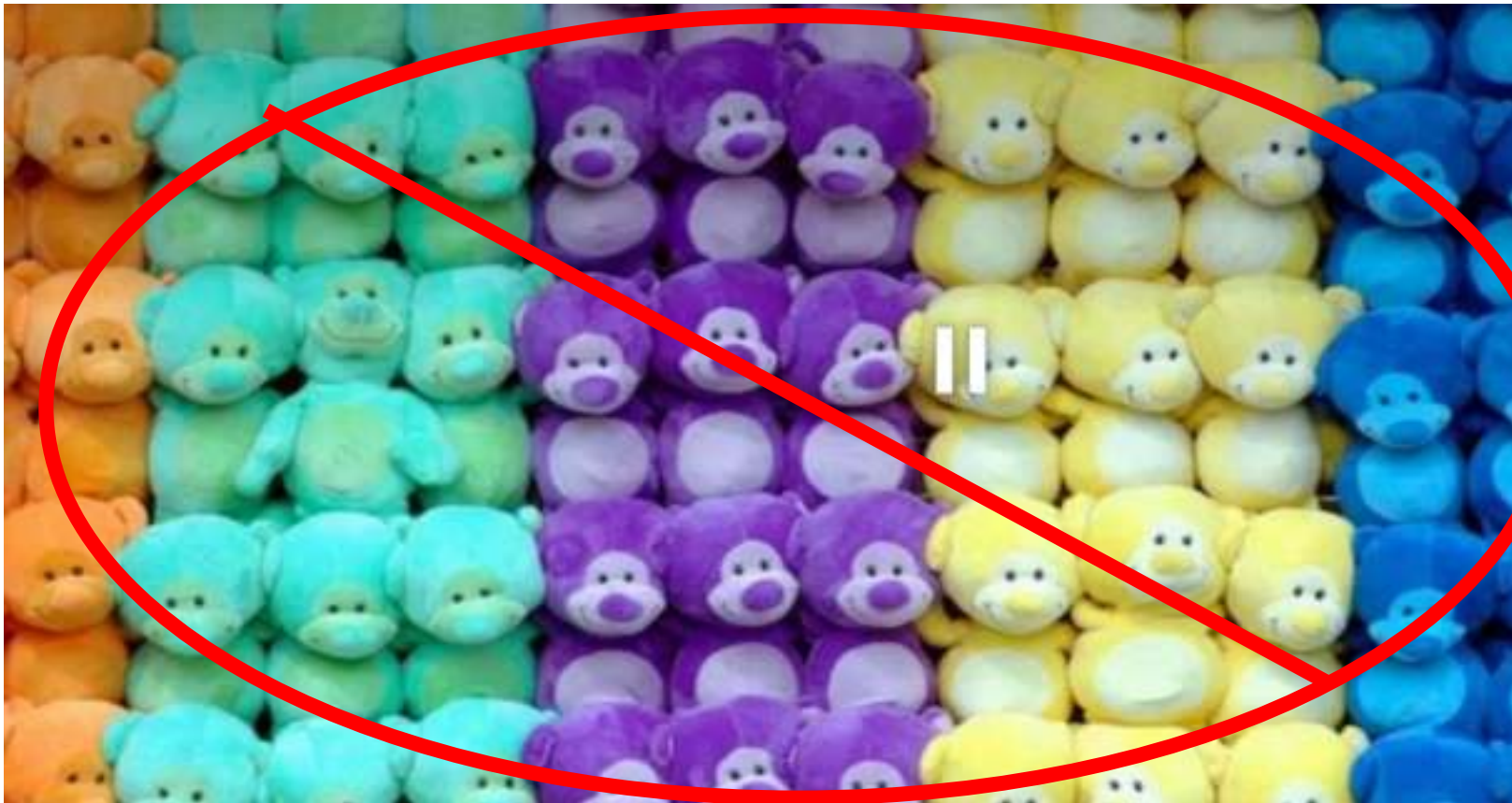
# Real World Business Coaching Perspective



- This is not a “squishy” “academic” exercise
- Pitch narrative reflects the clarity of the value proposition
- Perfecting your “pitch” is critical to funding/sales success
- Founders / CEOs are “coached” to create and deliver compelling narratives above their novel solution/benefits

The Mason SBDC is here to help with all of this!

There is NOTHING “*squishy*”  
about Preparing your Business Plan Briefing



***Please be prepared to dedicate time and focus to  
developing your business briefing / its compelling narrative***

There is NOTHING “squishy” about Preparing your  
*Business Plan Briefing*

**Prepare Yourself to  
become a  
Subject Matter Expert,  
an *SME*!**





# Context: My SBDC Clients Currently Developing their Business Plan Briefings



- Professional Services Consultancy
    - for Sales / Customer Acquisition
  - Non Profit Human Services Co.
    - Presentation to Major Donor(s)
  - Fintech Financial Technology Co.
    - Seeking VC Funding for IT DevOps
  - SaaS Software as a Service Co.
    - Seeking Lender for IT Dev Ops
  - Construction Company
    - Seeking Lender for Capital Equip.
  - Distillery Company
    - Seeking Lender for Capital Equip
  - Bakery/Food Company
    - Applied for Microloan - Kitchen Equip.
  - GMU BioTech Engineering Team
    - Seeking Seed capital for BioTech research
  - Beauty and Cosmetology Company
    - Seeking Lender for Capital Equip
  - Educational Services Company
    - Seeking Govt. Grant for development
- ...clients selling their businesses and others!

# Pitch Related References



[Startups, here's everything you need to know to raise VC funding | TechCrunch](#)

[EC Pitch Deck Teardowns | TechCrunch](#)

***More context:***

***Q: What is the Usefulness or the Applications  
for a Business Briefing?***

# Q: Usefulness / Applications of the Business Brief ?

- ?
- ?
- ?
- 
- 
- 
- 
- 
- 

CLUE:  
Your “deliverable can  
often be *5 different*  
“versions” of this  
business briefing,  
depending on your  
“audience” and  
“circumstances”.

1. ? Mmm???

2. ?

3. ?

4. ?

5. ?

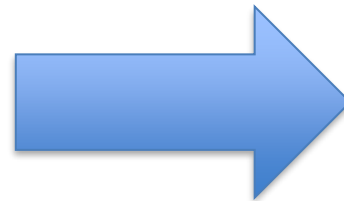


# A Point of Emphasis

As a Business Owner, Business Leader,  
CEO, Startup, part of a Business Venture...

...you are your company's best  
"Ambassador" and so you are  
**ALWAYS** in a sense, "Selling"

...and the Business Briefing is an Enabler !



1. Seek Funding
2. Proposal Response
3. Product/Service Sales
4. Purely Informational
5. Networking



# A: Usefulness / Applications of the Business Brief :

To:

- ✓ Introduce yourself and your business
- ✓ Raise awareness for your company, product, service
- ✓ Deliver a Proposal / Sell something
- ✓ Initiate a partnership
- ✓ Discovery to understand stakeholders, ecosystem
- ✓ Call to action (e.g. to get next appointment, etc.)
- ✓ In response to a request / interest from someone
- ✓ As an onboarding tool
- ✓ As a tool for follow-up campaigns
- ✓ Seek Funding –Bank or Investor
- ✓ Other uses

## Suggested “Purposes/Aims”

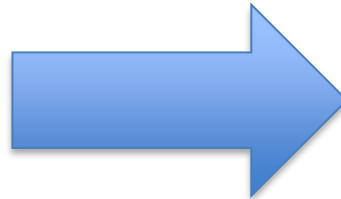
1. Seek Funding
2. Proposal Response
3. Product/Service Sales
4. Get Appointment
5. Informational

# A Point of Emphasis

As a Business Owner, Business Leader,  
CEO, Startup, part of a Business Venture...

...you will need several  
“versions” depending on the  
Situation.

Suggested and Possible “versions”  
of your pitch:



1. **The teaser deck.**
2. **The send-ahead deck.**
3. **The presentation deck.**
4. **The leave-behind deck.**

# Perspective on the importance of your business briefing

- ***Your business briefing “pitch deck” is the new business plan***
- ***The deck is the “lingua franca” (i.e. adopted as a common language between speakers whose native languages are different) of modern startup investment.***
- ***People will ask for it constantly. So be prepared to deliver it.***
- ***Your “pitch deck” is your business calling card When you send it to someone, you expect a call back, second look, a chance to explain your business.***

Source: Venture Capitalist Guy Kowowalski

# Perspective on the importance of your business briefing

***“In order to build conviction, we rely on founders to tell us a compelling story, almost always in the form of slides.***

***We’ve funded companies almost entirely because of the quality of their seed decks.***

***Poor deck? We’ll likely pass on the opportunity.”***

From a VC speaking to



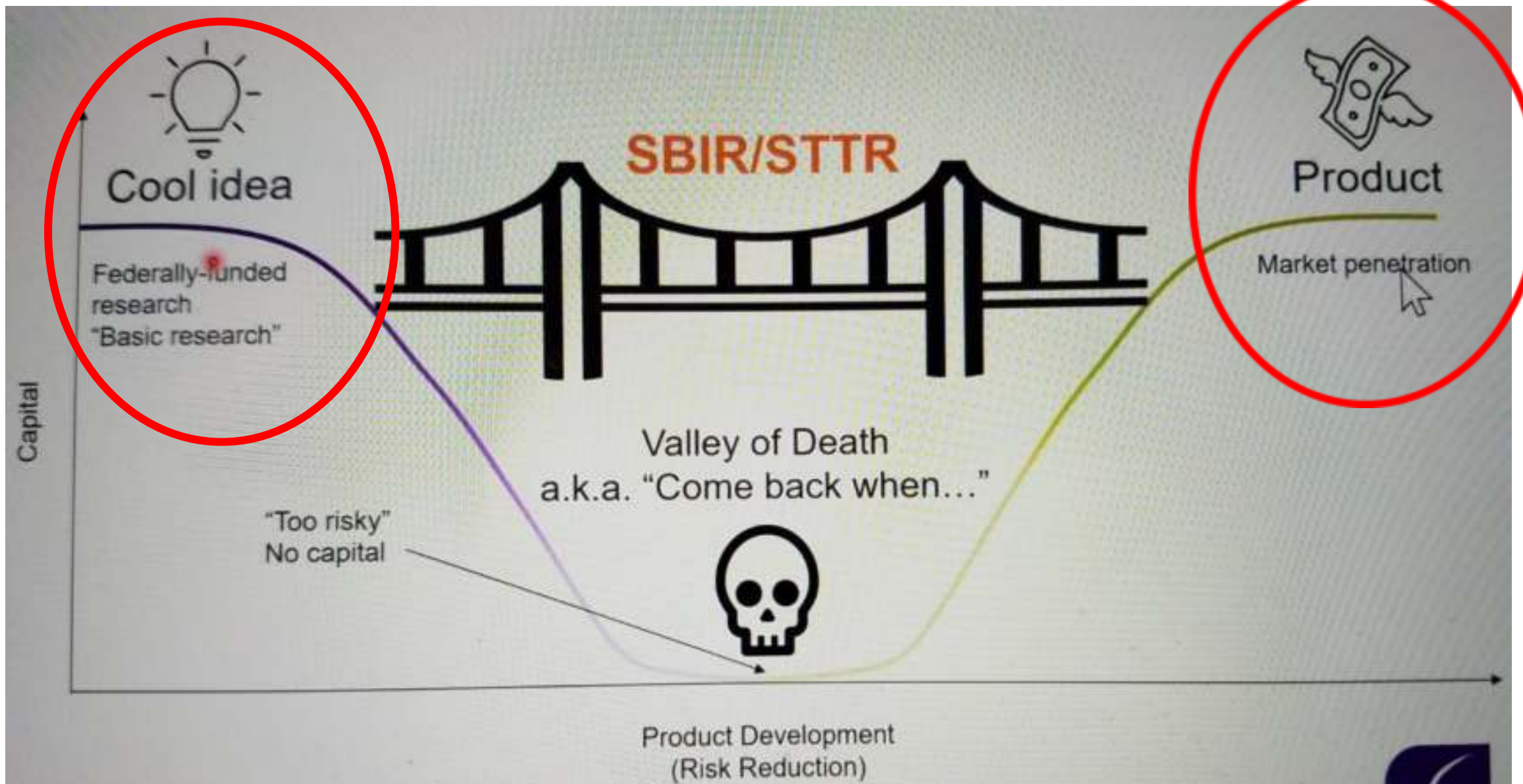
For GovCon...

Q: What is the Relevance of your  
Business Briefing  
(and its elements)  
in a Government Contracting  
Scenario / Context?



A: Your “*Pitch*” is an essential commercialization element!





The Small Business Innovation Research (SBIR) program is a United States Government program, coordinated by the Small Business Administration, intended to help certain small businesses conduct research and development. Funding takes the form of contracts or grants. The recipient projects must have the potential for commercialization and must meet specific U.S. government R&D needs. The Small Business Technology Transfer Research Program



Chapter 3 / Proposal Preparation Instructions and Requirements

...

Sec. 3.4 Phase II Proposal Requirements

3.4.4 Technical Proposal

Part 7: Commercialization and Business Planning *(Required minimum of 2 pages; no more than 8 pages)*

***NASA is requiring Phase II offerors to provide commercialization and business planning information in the proposal*** and is enforcing a requirement that firms provide a minimum and a maximum amount of information as required by page length. Firms that do not meet this requirement may be considered nonresponsive to this requirement and the proposal may not receive a score under Section 4.4.2: Factor 4: Commercialization and Business Planning, which could result in an overall lower score for the proposal.

The Commercialization Plan should provide the following information to communicate and validate that the firm has the knowledge and ability to commercialize the innovation being proposed and to validate the company's future viability and financial viability.

Example of Commercialization Language

“ Below are a minimum set of specific requests for information that firms should provide in the Commercialization Plan. The Commercialization Plan should validate that a **quantitative market analysis** has been completed and that the innovation has a **convincing value proposition**. The Commercialization Plan should demonstrate that **pro forma financial projections** for the firm have been **developed and validated** to confirm **the stability of the company**.

The Commercialization Plan should also **address how to protect intellectual property (IP) that results from the innovation** and **whether the firm plans to receive any assistance and mentoring**.

Example of Commercialization Language

## Commercial Potential—Quantitative Market Analysis

Describe the market segment and potential commercial total addressable market (TAM) that is appropriate to the proposed innovation.

- Indicate how the market was validated and what assumptions were used in the analysis.
- Indicate the market size by providing the scope in dollars if possible.
- Indicate market segmentation and/or TAM in dollars if possible.
- Indicate the projected percentage of the offeror's market share in 2 to 3 years after entry into the identified market.

Describe the proposed innovation in terms of target customers (e.g., NASA, other Federal agency, or commercial enterprise).

Describe the competitive landscape, by identifying potential competitors.

- Indicate potential competitors by company name within the identified market.
- Discuss the barriers to entry and how many years it would take a competitor to enter this segment in terms of capitalization, technology, and people.
- Describe how the proposed innovation is different from current and future competitors.

## Commercial Intent—Value Proposition

Describe the commercial development.

- a. Include the development **timeline** to bring the innovation to market.
- b. Describe the **applicable business model** (spin-out, license, original equipment manufacturer (OEM), etc.) the offeror would use to bring the innovation to market.
- c. Indicate the **channels of distribution** (direct sales, distributors, etc.) that would be used in bringing the innovation into the identified market.
- d. Indicate the **pro forma 2- to 3-year revenue dollar projections** based on the proposed *innovation's penetration of the identified market*.
- e. Describe any follow-on development (long term > 5 years) plans to expand your proposed innovation's market presence.

Describe the **risks to the commercial development plan and what mitigations**, if any, can be taken over a reasonable period of time to lessen the risks.

Chapter 3 / Proposal Preparation Instructions and Requirements

...

Sec. 3.4 Phase II Proposal Requirements

3.4.4 Technical Proposal

Part 7: Commercialization and Business Planning *(Required minimum of 2 pages; no more than 8 pages)*

Example of Commercialization Language

## Commercial Capability—How Will the Innovation Enter into a Market?

Describe the current and future company capitalization efforts.

- Provide a pro forma forecast based on income statements, balance sheet(s), and statement of cash flows. These forecasts should indicate current and projected revenues, expenses, and other items that are calculated as a percentage of future sales.
- Discuss the operations/manufacturing and business staff conducting the project and how they will be utilized to achieve commercialization.
- Describe the physical plant, including facilities and the capital equipment, tooling, and test equipment used to conduct the investigation and how they will be utilized to achieve commercialization.
- Discuss consultants, incubators, and research institutions that will be utilized to achieve commercialization.
- Indicate how the innovation will enter into production (i.e., in house or through a licensee or other means) and what changes (if any) will be made to company capitalization for commercialization.

As applicable, describe the approach, path to market, and revenues from past commercialization(s) resulting from SBIR/STTR awards disclosed in the Commercial Metrics Survey (CMS). (Companies with no SBIR/STTR awards or only fairly recent SBIR/STTR awards will not be penalized under past performance for the lack of past SBIR/STTR commercialization.)





Example of Commercialization Language

## Assistance and Mentoring

Describe the existing and future business relationships in terms of any formal partnerships, joint ventures, or licensing agreements with other companies/organizations.

Describe the plans for securing needed technical or business assistance through mentoring, partnering, or through arrangements with state assistance programs, **Small Business Development Centers (SBDCs)**, Federally-funded research laboratories, Manufacturing Extension Partnership centers, Federal programs, or other assistance providers.



# Questions Thus far ?



---

Lets take a quick look at some cautionary steps needed **BEFORE** beginning to develop your Business Briefing.



# CAUTION



## **Solid Foundation Needed !**

- ***Validated Value Proposition Design?***
  - Products/Services create and communicate value / benefits
- ***Validated Problem -Solution -Market Fit?***
  - Differentiated Products/ Services Relieve customer “pain profile”
- ***Validated Business Model?***
  - Products / Services will capture value, help monetize, grow, scale

Lean Principles apply to :

- aspiring businesses
- start-ups
- early and seed stage business
- established / mature businesses

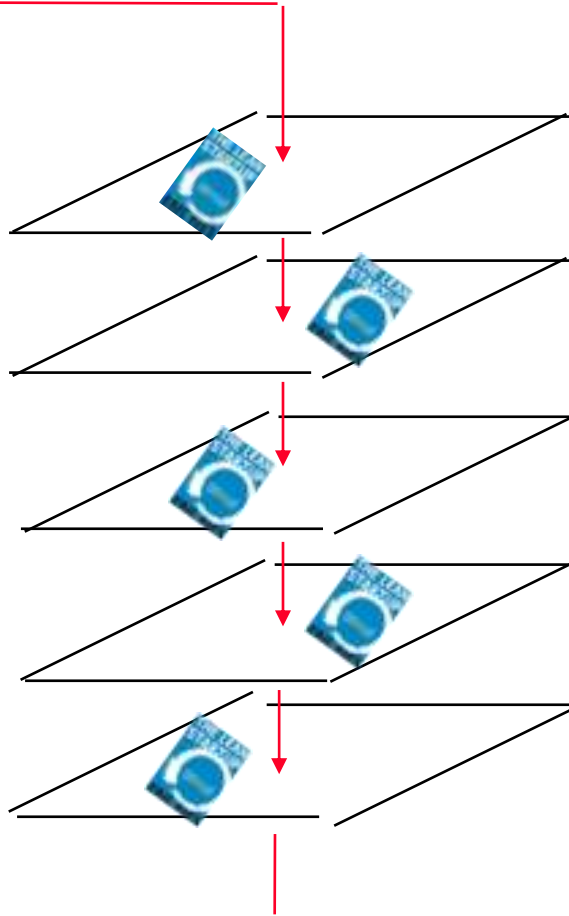
# Lean Startup Principles - “*Filters*” for Developing the Business Briefing

*Q: Have we taken those “foundational steps” **prior to** building our “Pitch” ?*

**CAUTION**

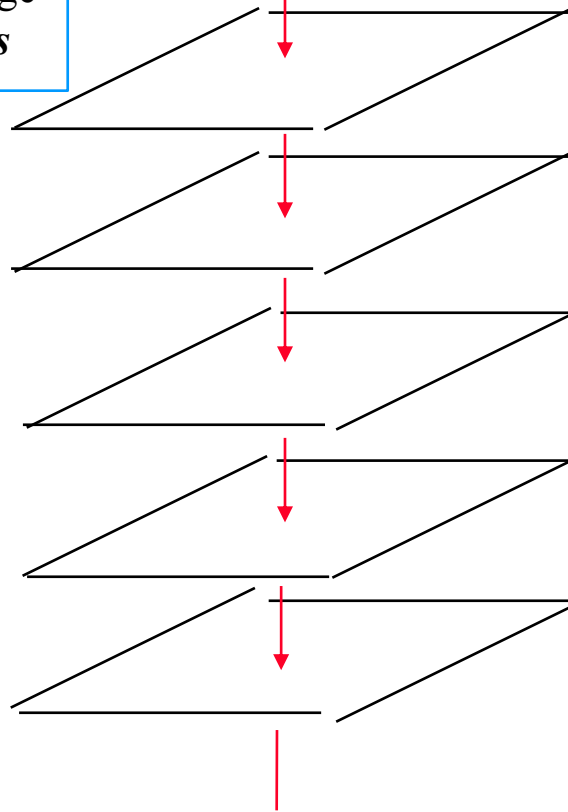
Lean Principles apply to :

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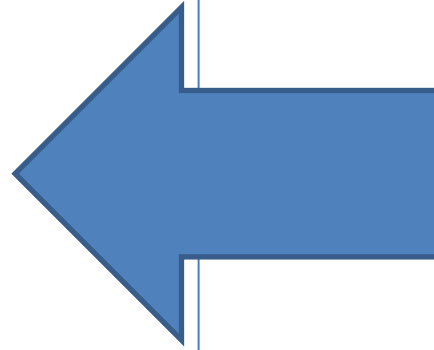
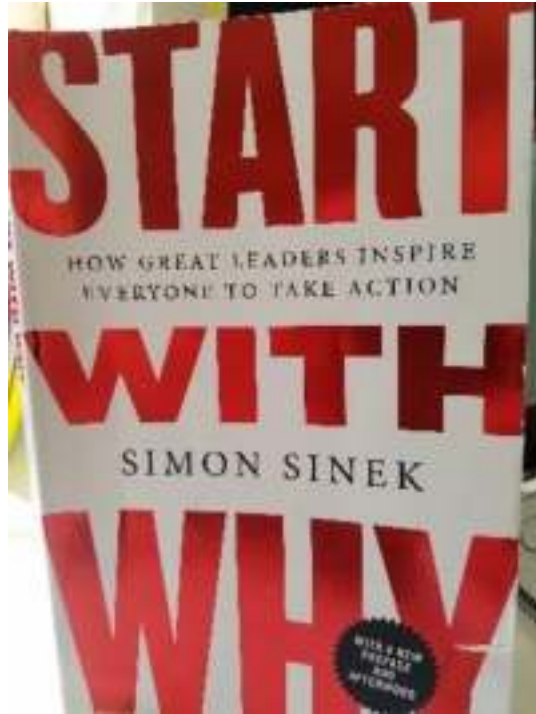


# Lean Startup Principles - Filters Prior to Developing the Business Briefing

We can describe in clear and compelling language company *values* and “*why*” our company exists







*What purpose, cause or belief underpins your Business ?*

*Why did you start this ?*

*Why do you do what you do ?*

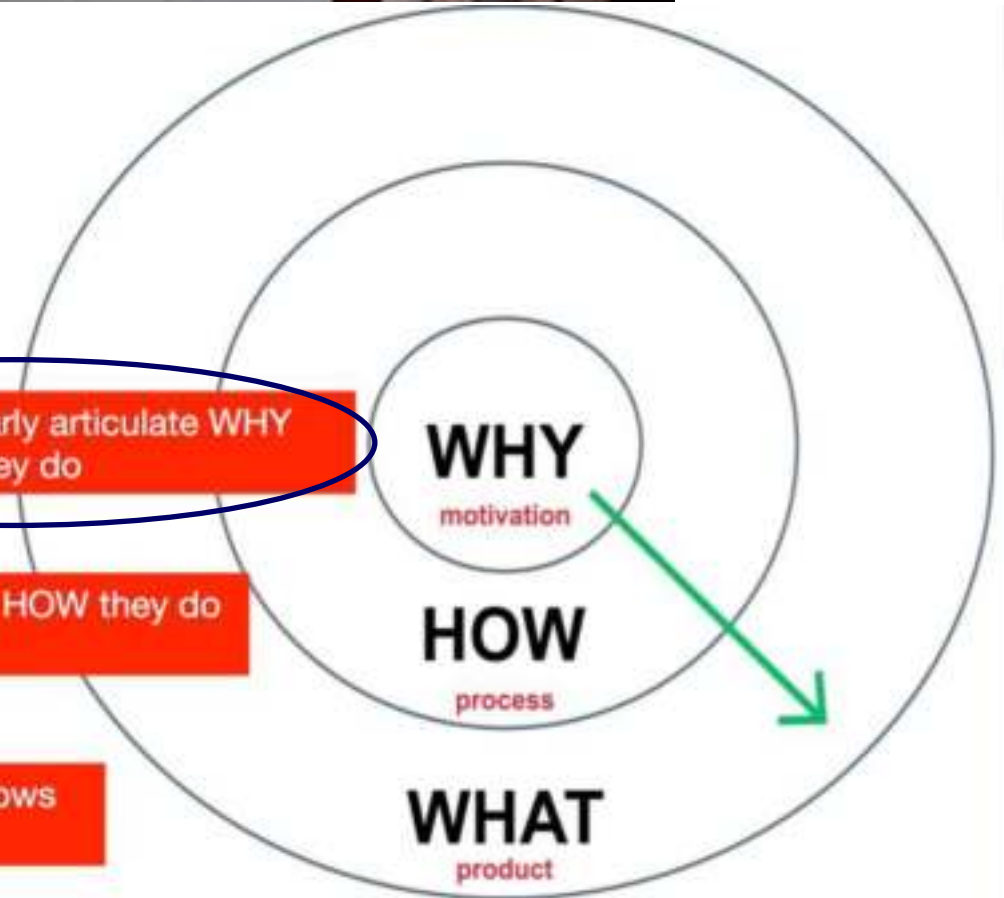
*What is your company's Core Values which you will never stray from ?*



Very few can clearly articulate WHY they do WHAT they do

Some companies know HOW they do WHAT they do

Every company on the planet knows WHAT they do.

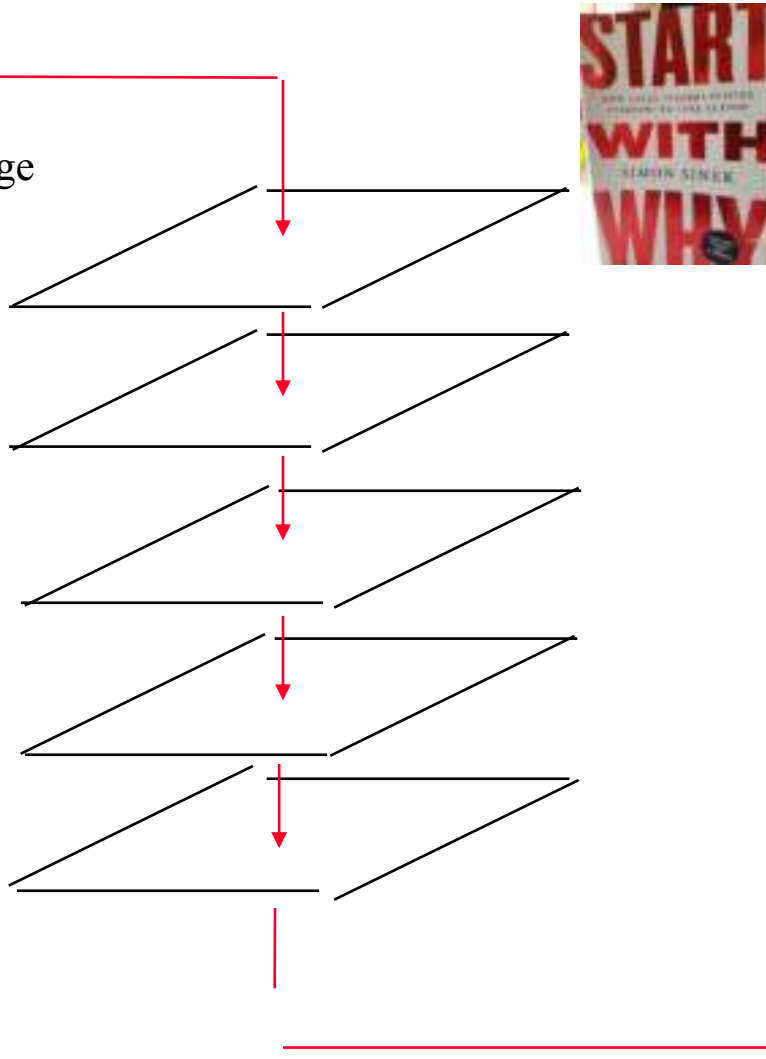




# Lean Startup Principles - Filters Prior to Developing the Business Briefing

We can describe in clear and compelling language the *values* and “*why*” our company exists

We have a validated and can communicate a *differentiated customer-market-centric Value Proposition*



# *A Value Proposition Perspective*



“Value proposition is **essential** for achieving **business success**.”

“By understanding your target customers, analyzing the competition, and creating a compelling and unique value proposition, you can **differentiate your business**, **attract and retain customers**, and drive long-term **growth**.”

“Continuously **refine and optimize your value proposition** (product or service) based on customer feedback and market trends **to ensure it remains relevant and impactful**.”

Source: Clive Keyte at Intrafocus Limited

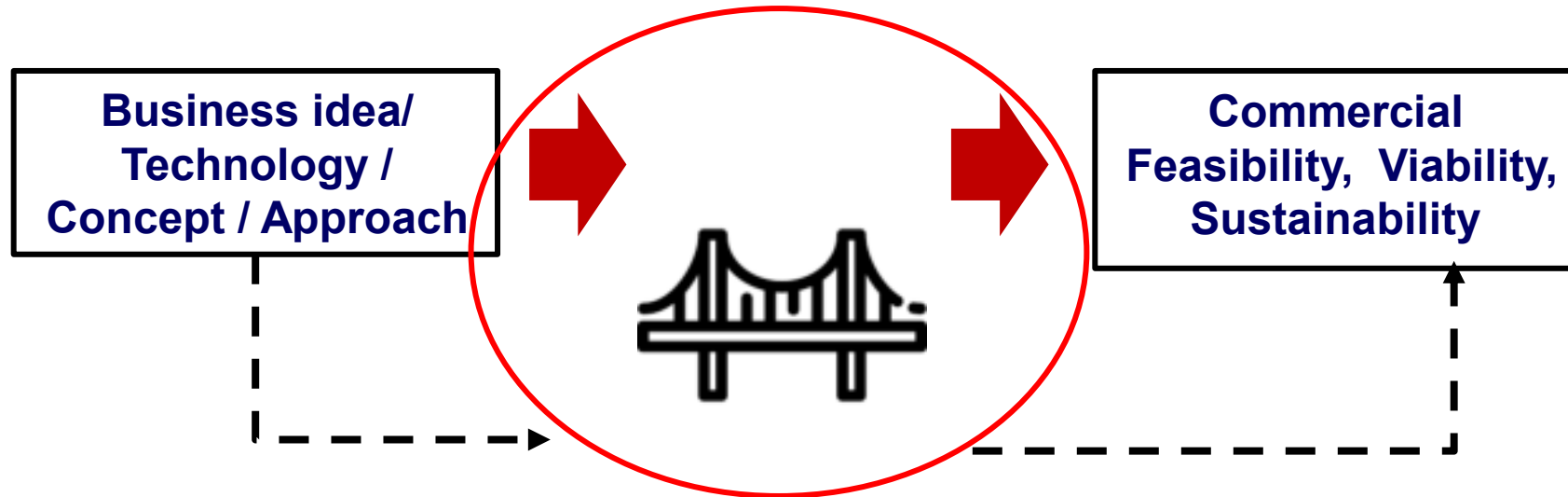
[Value Proposition - A Comprehensive Guide - Intrafocus](#)

The VPD forms a rock solid business foundational platform.

It is a framework to better position and align your capabilities to your customers' needs.

It helps you create real value...which attracts buyers.





**Business must aspire to**  
**1)Create, 2)Communicate, 3)Deliver,**  
**and 4)Capture (Market) Value...**

**...to ensure we get across the valley of death!**

# ...and the Value Proposition Design (VPD) is at the heart of the Business Model Canvas

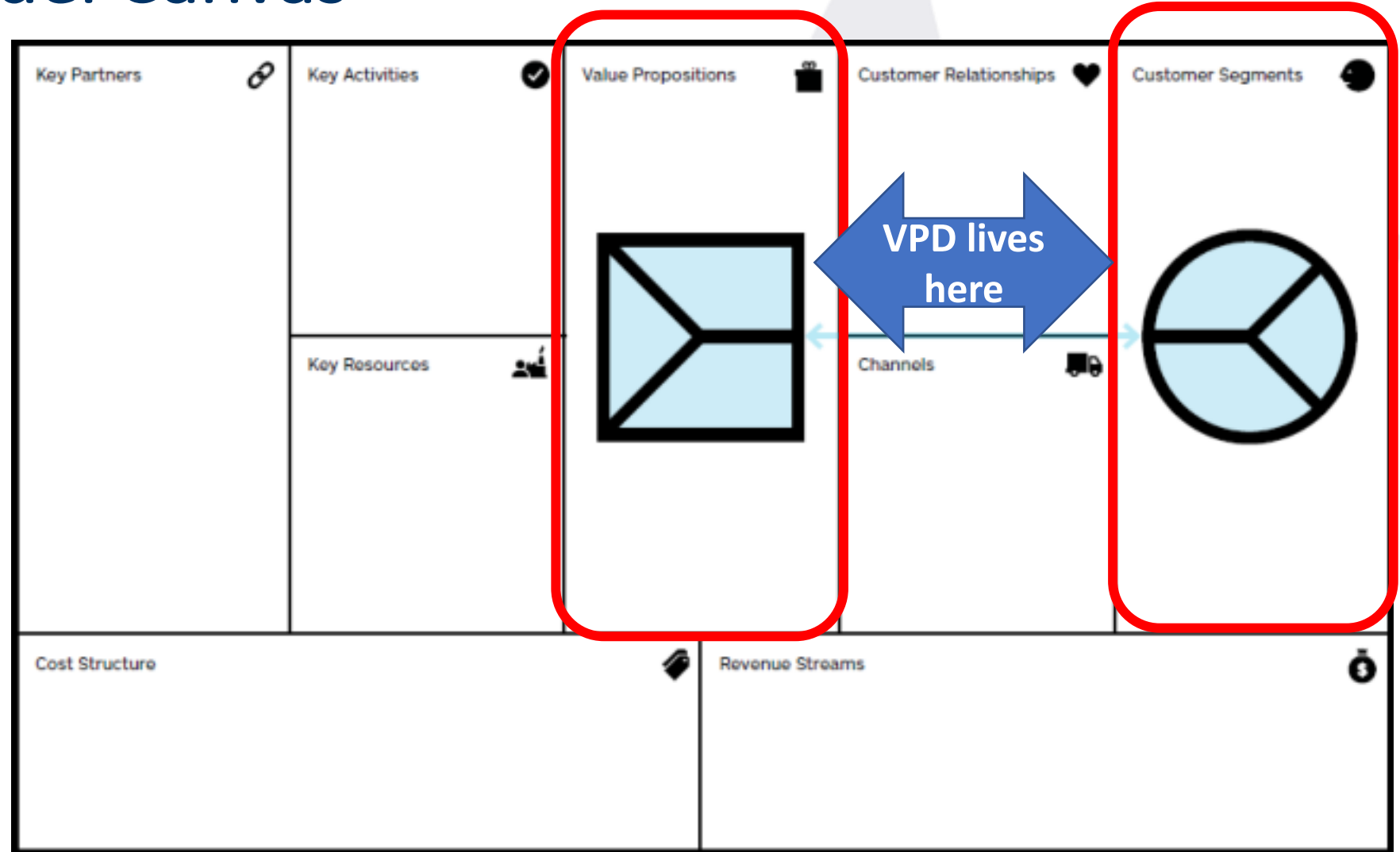
It is a strategic management and lean template for developing new (or documenting existing) business models.

It is a simplified visual map having 9 elements describing a firm's product's / service value proposition, relationships, customers, and financials.

It creates common language and a shared understanding around the firms' business approach.

It is an alignment tool that helps firms manage highly inter-related activities.

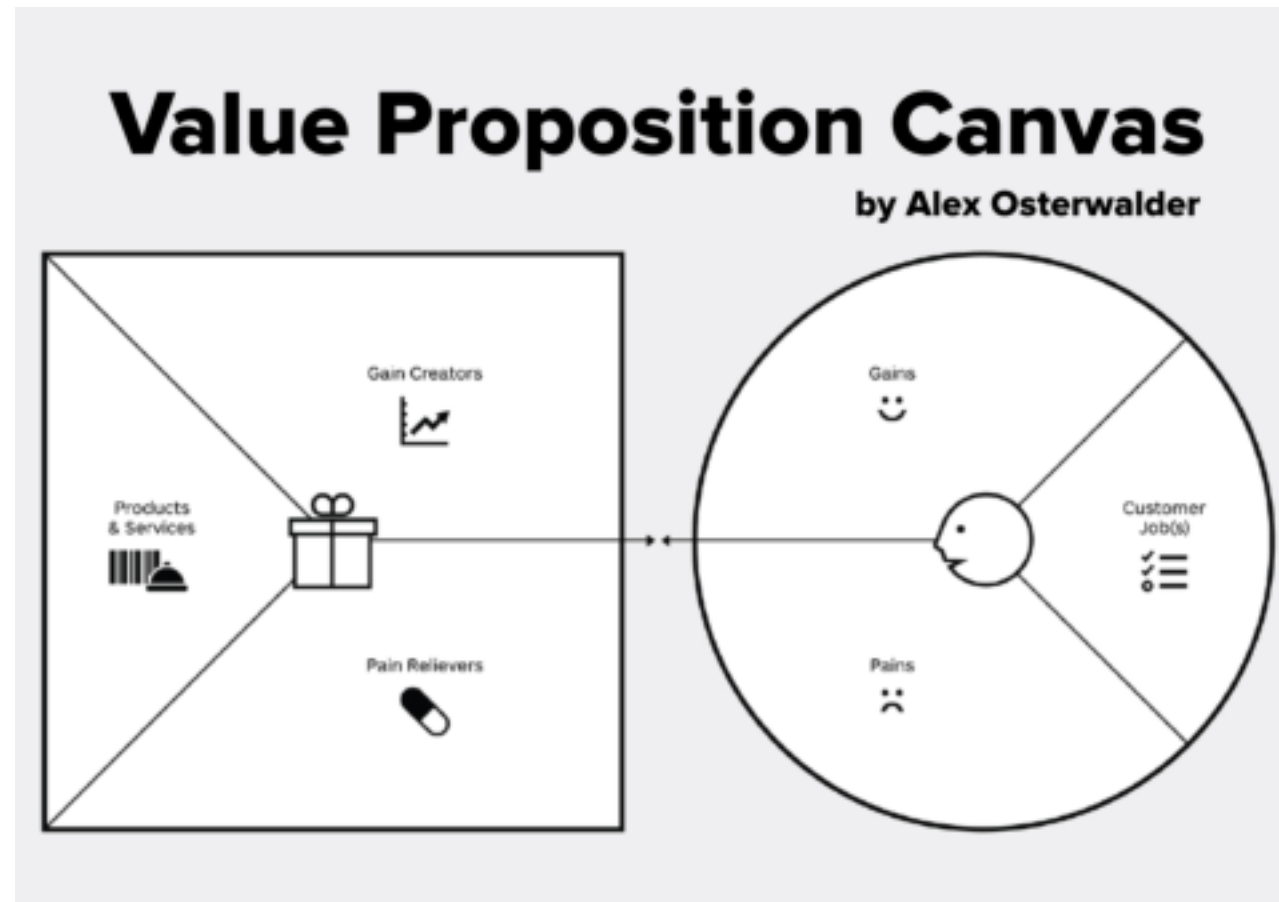
[Source: en.wikipedia.org](https://en.wikipedia.org)



# A clear value proposition **is at the core** of every good business model and business briefing

Defining your Value Proposition clearly can take your business to the next level

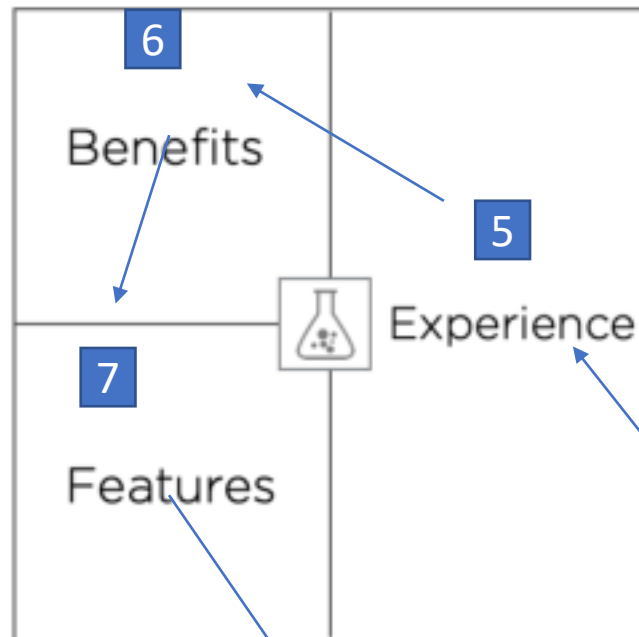
- **Your Value Proposition** drives new customer acquisition and fosters customer loyalty over time





# Value Proposition Canvas

## Your Product/ Service



Company:  
Product:  
Ideal customer:

8

## Customer



Substitutes  
**Competition?**

Start on the Customer Side  
...steps 1-4

Value Proposition  
Design starts with a  
*focus on :*  
*customer jobs to be*  
*done, needs, and*  
*available*  
*substitutes...*

*...competitors,*  
*incumbents*

Based on the work of Steve Blank, Clayton Christensen, Seth Godin, Yves Pigneur and Alex Osterwalder. Released under creative commons license to encourage adaption and iteration. No rights asserted.

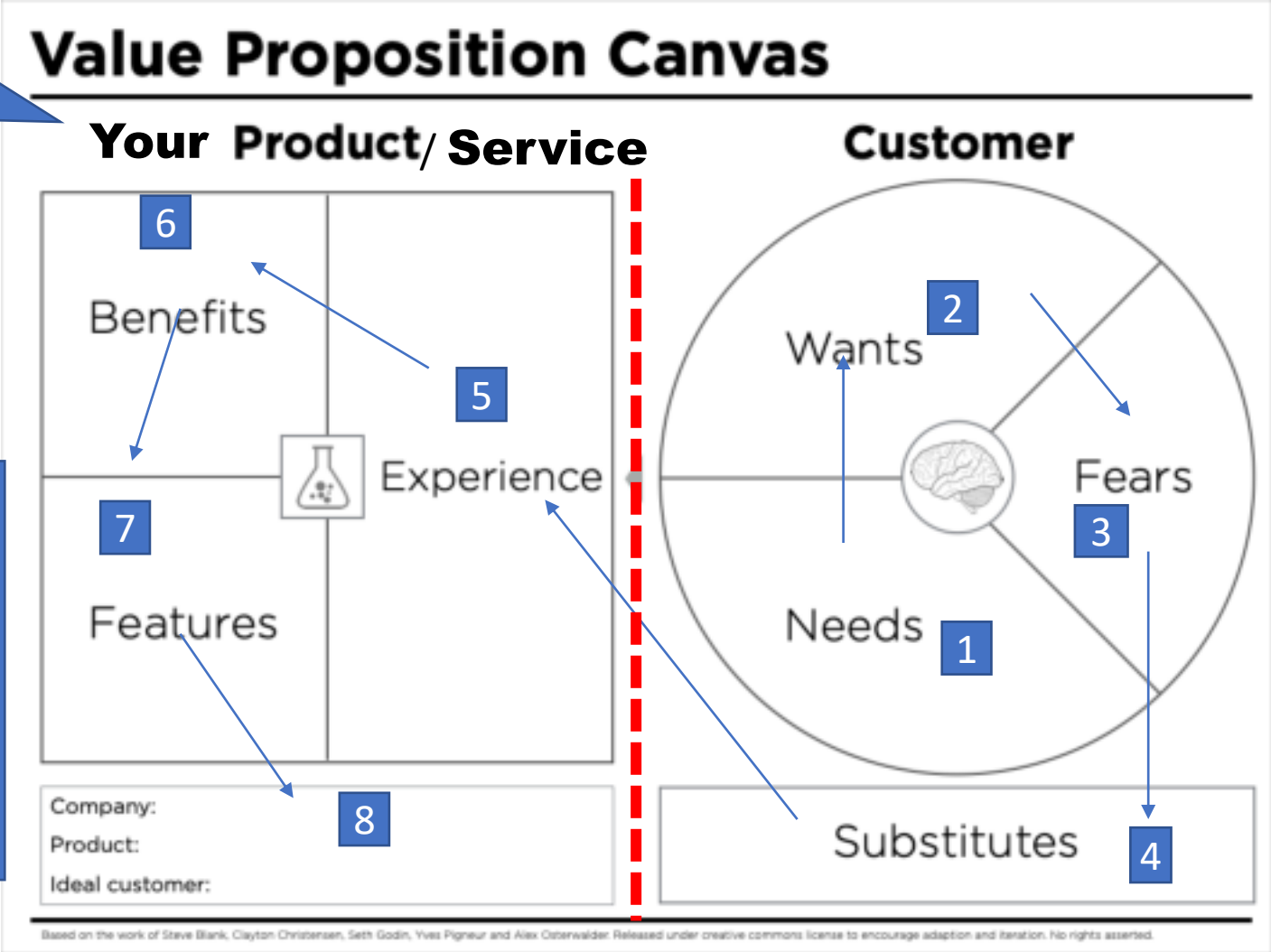
VPD continues by examining the level of *alignment between your (hopefully) differentiated market offering and your segmented, targeted client/customers' needs*

**Move to your Offering Side.**  
...steps 5-8  
Synthesize your findings and align it with your products/ service offering



Your Product /  
Services Offer/ Cap  
Statement / Website

Benefits  
Features  
Points of  
Differentiation



# Word Frame to build your Value Prop Statement V1.0

Value Proposition for \_\_\_\_\_

- Our \_\_\_\_\_ *offer*
- help(s) \_\_\_\_\_
- who want to \_\_\_\_\_
- by \_\_\_\_\_
- and \_\_\_\_\_,
- *enabling them to* \_\_\_\_\_.

Methodology reference source: [Strategyzer](#)

# Example value proposition statements

---

***“Apeel Sciences” exists to reduce food waste and feed the future.”***

A AgriBio Company

We work with nature to create longer, lasting fruits and vegetables that builds resiliency in our global food system

“We are materials scientists and innovators who figured out how to extend the shelf life of produce in a way that works with nature (not against it). Better for the planet.

More profitable for farmers and retailers.  
Fresher for you.”



---

***“Taking sprint coaching on a digital transformation journey into the 21<sup>st</sup> century” . We will disrupt the current sprint training methodology !***

“SPRINT LLC” provides High School, NCAA College and Professional Track and Field Sprint Coaches an integrated digital SaaS platform that will disrupt current sprint training methodology. “

“ Sprint LLC” is a Software as a Service (SaaS)  
Platform that disrupts conventional sprint coaching techniques via data analytics.” p

Hardware and Software  
as a Service Company



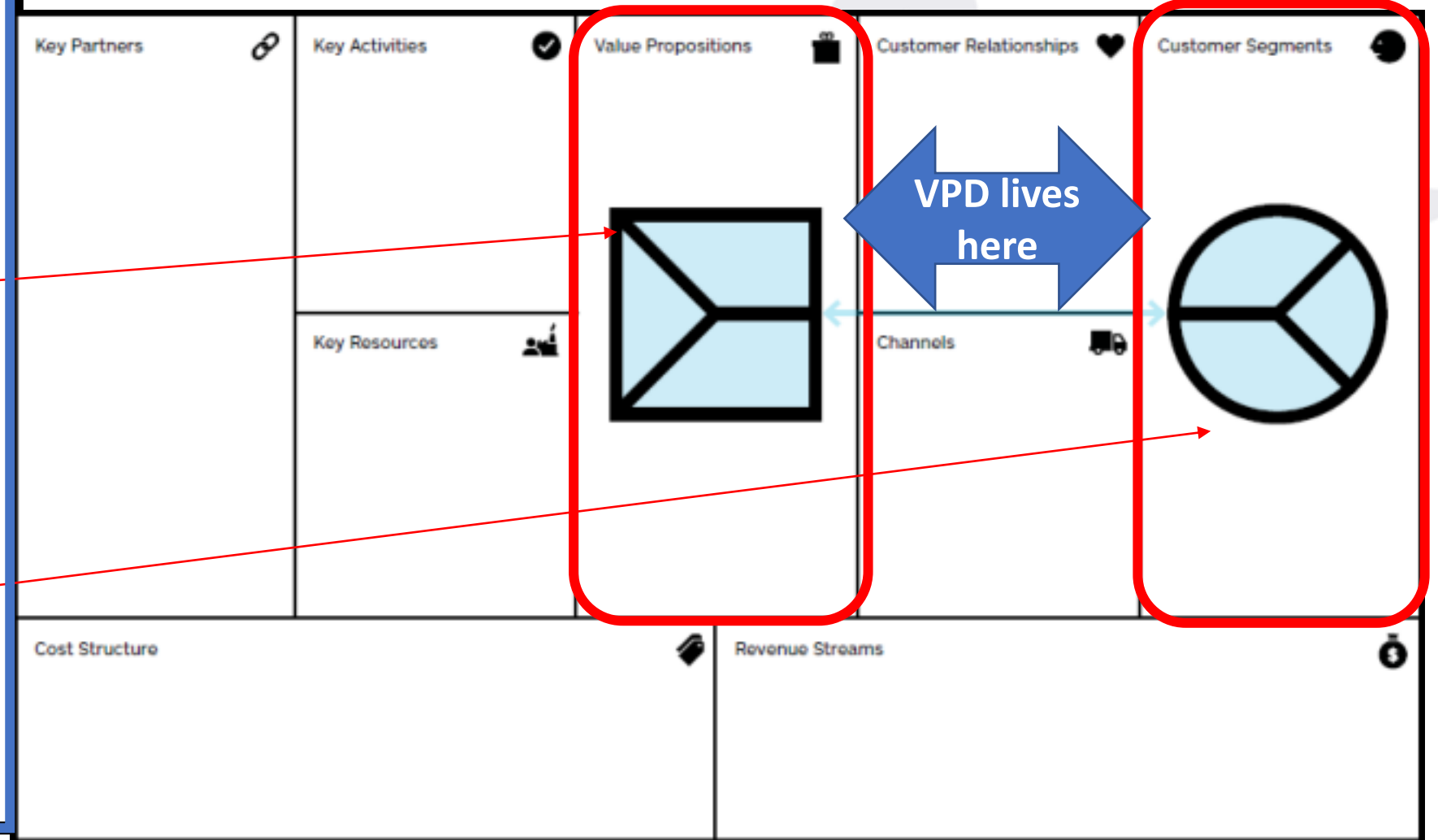
# We can't overstate importance of *VP Design*



Informs strategy  
and tactics

- Competitive Incumbent strengths & gaps
- Subtle differences in what the customer wants and needs
- A very strong, aligned Capabilities Statement
- Your Business Briefing / pitch
- Your Marketing Strategy Brand Positioning
- Web Site Elements
- Organic Search Tags
- ...and more

NOTE:  
You do not have a sustainable business unless you have a product/service offering (square) that creates real value that a specific client or customer (circle) will pay for.





# NO COST Value Proposition Design Webinar !

May 15 2024

BUILDING YOUR VALUE PROPOSITION DESIGN (VPD) –  
\*WEBINAR (LIVE)\* – PW

**Wednesday, May 15<sup>th</sup>,  
10am to Noon**

## **Webinar Learning Objective**

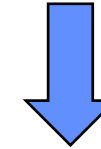
Please join Senior Business Counselor, and Adjunct GMU Professor George Siragusa, as he guides you through a step-by-step process of building your Value Proposition Design which is invaluable to startups, early stage companies, growth, or even mature businesses! The Value Proposition Design (VPD) is a **framework** that enables businesses to **develop** and **solidify their foundational ideas** for how they will **create, communicate, deliver and then extract marketplace value** for a **differentiated product or service** intended to **solve a specific problem aligned with a specific customer need** while **delivering tangible benefits**, for an **intended potential customer segment** in a **domain space or industry sector**. It lives inside something called the **Business Model Canvas**, another important foundational business framework.

# Lean Startup Principles - Filters Prior to Developing the Business Briefing

We can describe in clear and compelling language the *values* and “*why*” our company exists

We created a Value Proposition Design and can communicate a *differentiated customer-market-centric Value Proposition Offer to the market*

We are *subject matter experts* in the issues and statistics of our industry and can *place our offering into that bigger context* ?



Q: Are you a “SME”, a Subject Matter Expert in the Domain Space you play in ?

---

Have you put your “story” into a larger context ? Use statistics from reputable sources ? ....

- ...“Market” is very large
  - \$s revenue is \_\_\_\_\_
- ...“Market” is growing
  - x% yr-on-yr (CAGR)
- ...***you know your competitors***
  - ***gaps, weaknesses...***
- ...you have cited references!

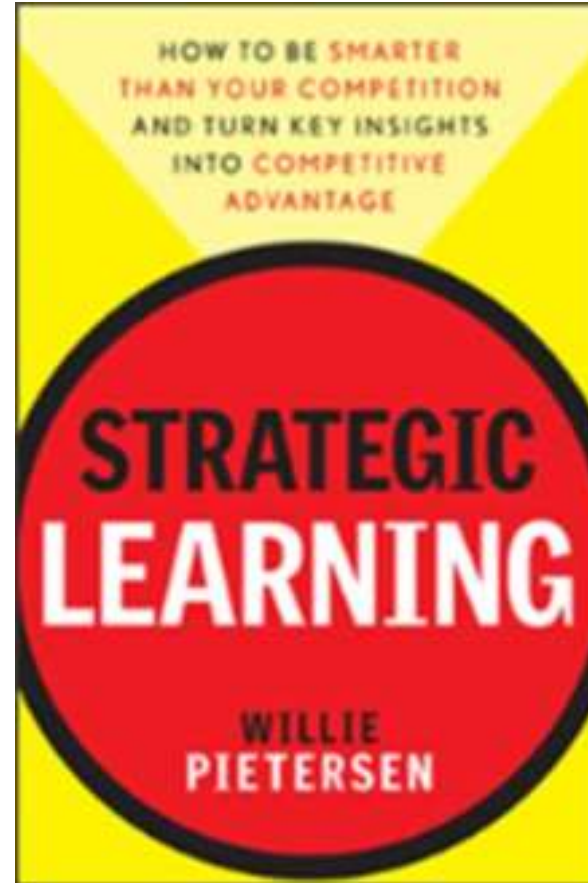
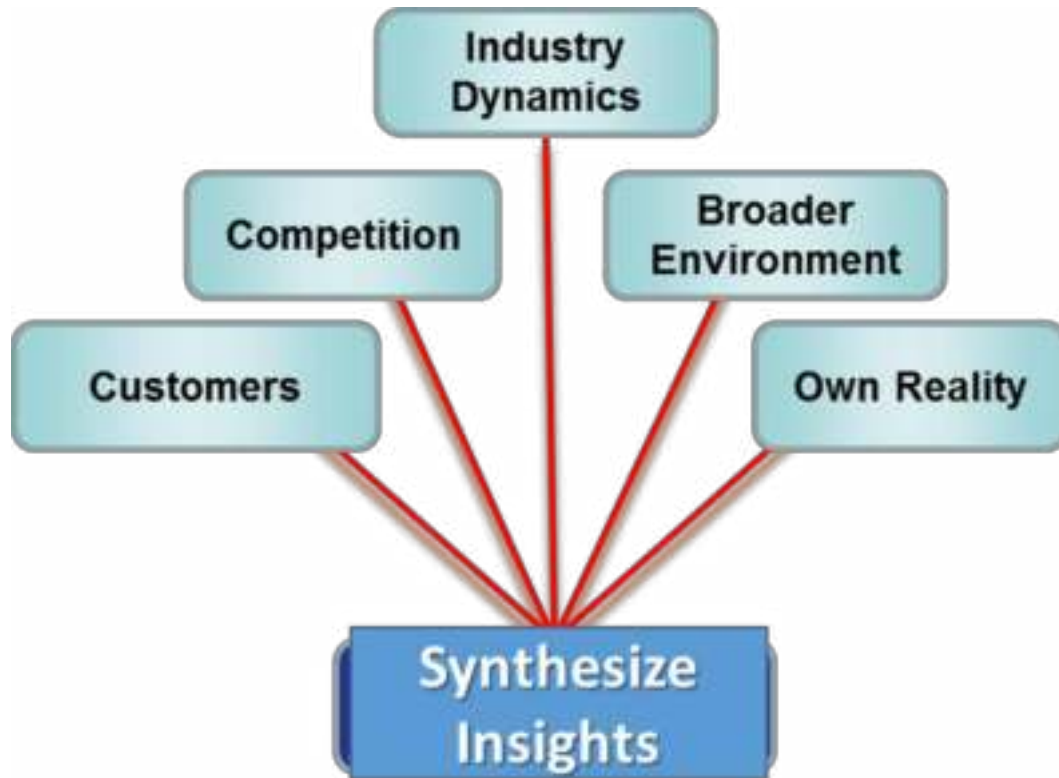


You've done the ***homework*** to be trusted and credible !

---

Q: Are you a “SME”, a Subject Matter Expert in the Domain Space you play in ?

---



Q: Have you “mined” for insights making you trusted and credible?

Q: Have you tested / validated your business hypothesis?

---





Do You Really

KNOW YOUR  
CUSTOMER



?

Do You Really

?

KNOW YOUR

Government  
Customer







Do You Really

KNOW YOUR  
CUSTOMER



Segmentation ?



Do You Really

KNOW YOUR  
CUSTOMER



Persona?

Do You Really  
**KNOW YOUR**  
**COMPETITORS**

---







# Do You Really KNOW YOUR

Points of Differentiation?  
Strategic Advantage?  
Your Secret Sauce?

?





# Do You Really KNOW YOUR

Market or Customer  
Feedback?

?





Do You Really

KNOW YOUR  
CUSTOMER



?



- ☐ what domain space, industry sector, segment they are in?
- ☐ how big in US Dollars is the market for the products and services sold into this domain or industry sector or segment?
- ☐ what is the “persona” / personality of the customer/client in this sector/segment?
- ☐ who are these customer / clients by title and function inside their organization?
- ☐ who specifically in the organization, by name, has the (budget) authority to make purchasing decisions?
- ☐ what is their budget for these products or services they seek?
- ☐ what specific solutions do they seek from the marketplace?
- ☐ from which supplier(s) do they purchase those products or services now?
- ☐ how many competitive suppliers are there in this ecosystem, industry sector/segment?
- ☐ what are their fears if they can not find solutions to their problems?
- ☐ what benefits do they perceived as valued?
- ☐ where do they go to learn about products and services?
- ☐ ....and.....more



Do You Really

?

KNOW YOUR

Government  
Customer





## DOE/NNSA Sites



Illustrative Only



## What DOE Buys

### Top 5 NAICS\* Codes – Prime

- 562910 – Remediation Services
- 541611 – Administrative Management and General Management Consulting Services
- 541330 – Engineering Services
- 561210 – Facilities Support Services
- 541513 – Computer Facilities Management Services

### Top 5 NAICS Codes – Subcontracting

- 541330 – Engineering Services
- 541990 – Professional Services
- 541715 – Research and Development in the Physical, Engineering, and Life Sciences
- 562910 – Remediation Services
- 611710 – Educational Services

\* North American Industry Classification System Codes



## Acquisition Forecast Opportunities

DOE Headquarters and Federal Field Office Acquisition Forecast

<https://www.energy.gov/osdbu/acquisition-forecast>

- ❖ Provides list of headquarter **prime** forecast opportunities
- ❖ Provide hyperlinks to the various DOE laboratories for **subcontracting** opportunities. (You must search each lab individually for its opportunities).
- ❖ Supply Chain Management Center (SCMC): <https://thescmcgroup.com/>

<http://smallbusiness.energy.gov>







Do You Really

KNOW YOUR  
CUSTOMER



Market Size ?

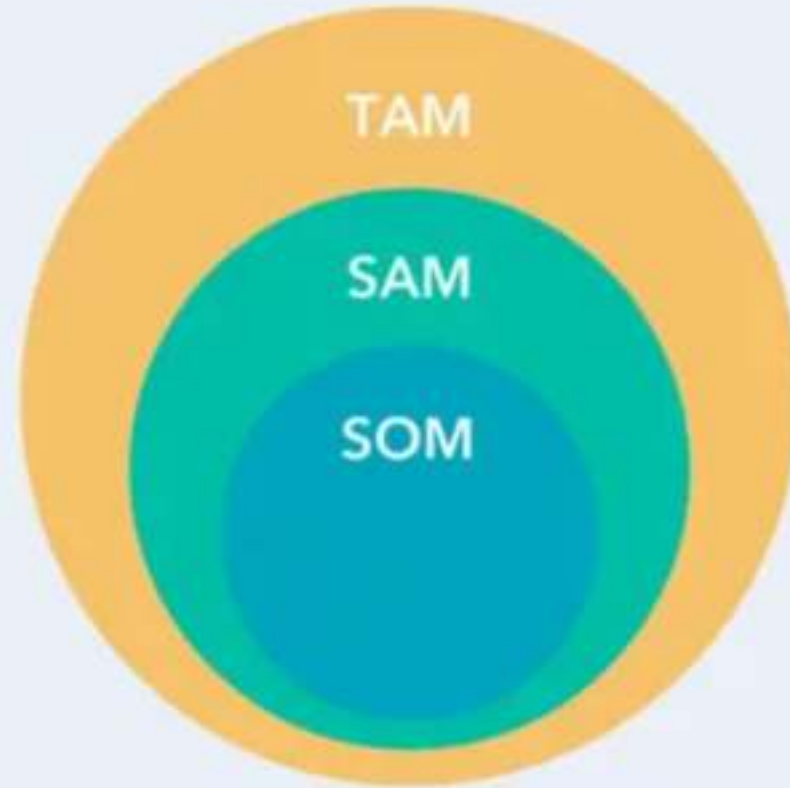
# TAM SAM SOM

## Total Addressable Market

Total market for your product.

## Serviceable Obtainable Market

Percentage of SAM you can realistically capture.



## Serviceable Available Market

Portion of the market you can acquire based on your business model (your targets).



Do you know the “TAM, SAM, SOM for the business EcoSystem you are operating in?

[TAM SAM SOM: What Do They Mean & How Do You Calculate Them? \(hubspot.com\)](https://www.hubspot.com/marketing/tam-sam-som)



Do You Really

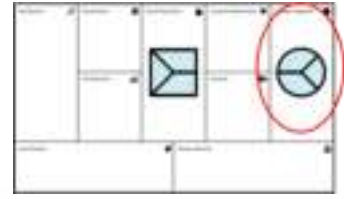
KNOW YOUR  
CUSTOMER



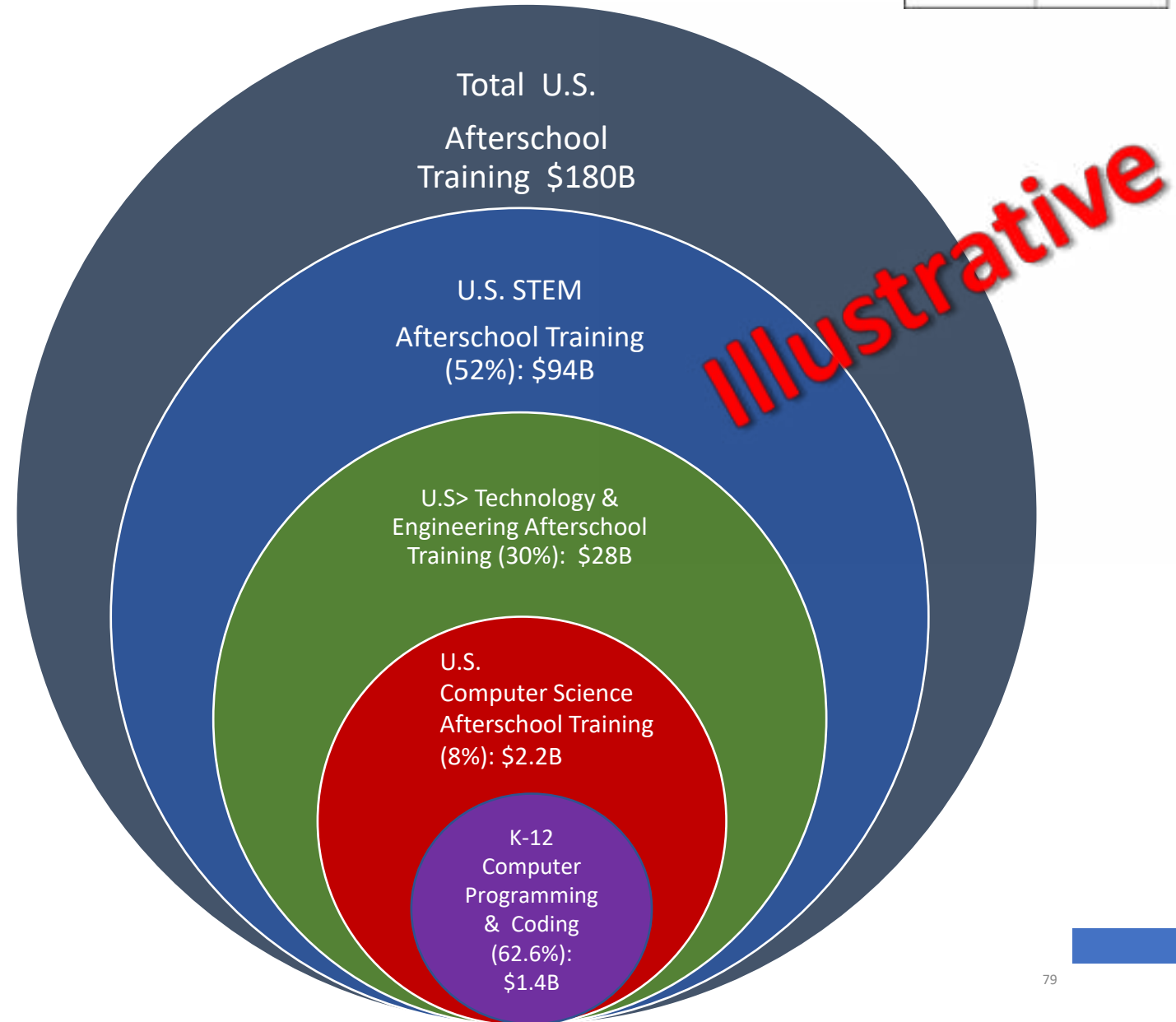
Segmentation ?



# Customer Segmentation for An Afterschool Learning Company focused on Computer Coding



- *Students demand for afterschool training is about 30M **growing 14% Year on Year***
- **10.2 million of students K-12** participate in afterschool programs
- *19.4 million of students K-12 not currently in an afterschool program would be enrolled in a program if one was available to them*
- **Parents pay an average of an average of ~ \$450 per month** on afterschool programs
- Typical afterschool program serves an **area of about 250,000 residents**





Do You Really

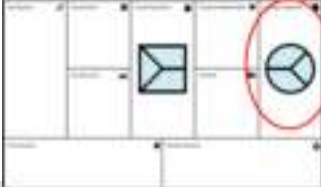
KNOW YOUR  
CUSTOMER



Persona?



# The BMC/VPD suggests you develop a customer “Persona”




### Demographics

**Profile:**

- 45 years old, male
- Oversees entire fleet operation
- 10-15 years experience in transportation industry; started as a driver
- Lives and works in a suburban location (along a trucking route) in the Midwest
- Considers trucking a lifetime career
- Has both technical expertise and project management skills
- Strong passion for his business - likes to be a part of legacy/history
- Grew with the company- worked his way up to manager

**Company Profile:**


- Small Medium Size Fleet between 100 and 200 trucks
- Uses multiple brands of OEMs for trucks; has direct relationships with OEMs across categories



**Daniel**

Heavy Duty Fleet Maintenance Manager

USA



### Behaviors & Attitudes

- Highly loyal in all aspects of life; generally reluctant to change
- Driven by data when making important decisions
- Open to new technology and willing to try new things as long as others have seen proved benefits
- Treats other employees like family
- Very active on social platforms (e.g. LinkedIn), sharing information and seeking advice
- Reads or subscribes to industry publications to better understand new trends
- Has a strong local network of industry peers
- Eager to learn from larger fleets
- Likely to solely source motor oil from one supplier

### Needs

- To maximize up time for vehicles in his fleet
- To maintain fleet efficiency by managing metrics like fuel economy and total cost of ownership
- To evaluate all key factors in maintaining vehicle efficiency (e.g. coolants, filters)
- To closely monitor the condition of his trucks
- To see value in any increased cost of supply
- Qualified and informed drivers to handle equipment properly
- Access to research conducted by the manufacturers for proof of product performance
- Strategic relationships with service center hubs
- Education on implications of regulatory changes (e.g. PC-11)

**Bold = Future State**

Illustrative Only





*How does your customer solve the problem today?*

*What are the alternatives? Substitutes, Solutions? Incumbent Suppliers / providers ?*

## Exactly who are your direct and indirect competitors?

What are their strengths and weaknesses ?  
What are the “gaps” in their market offering and value proposition ?

## What is their secret sauce/points of differentiation?

## What insights can you obtain from understanding this ecosystem?



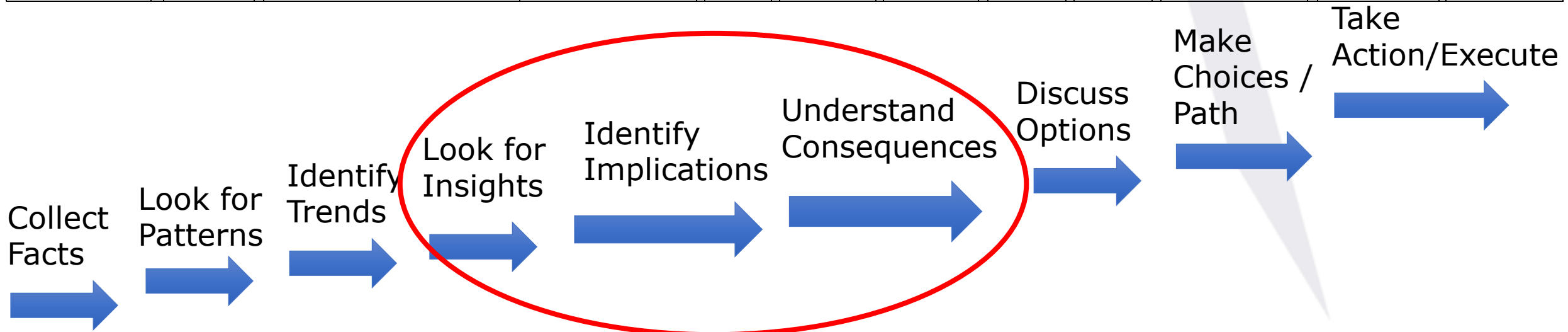
# Competitive Comparative Matrix Insights Exercise Template

NOTE: Create in Excel; minimum of 5 competitors; modify columns as applicable



Competitor Businesses	Website URL Link	Industry/ Sector / Segment Competitor is in	Location Geographic Reach	Phone #	Est. Sales \$USD	Unique Branding	Feature #1	Benefit #1	Point(s) of Differentiation	Sell Through Channels?	Relevant Comments
Competitor # 1											
Competitor # 2											
Competitor # 3											
Competitor # 4											
Competitor # 5											

**It is a Side by Side collection of facts, patterns, themes, etc. that lead to insights, implications and then actions**





# Find Gaps Compare Best in Class Competitors' Websites



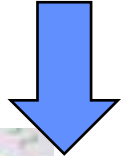
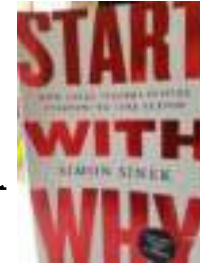
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We have a validated and can communicate a *differentiated customer-market-centric Value Proposition*

We are *subject matter experts* in the issues and statistics of our industry and can *place our offering into that bigger context* ?

We can *describe the problem we are solving*, and *how the solution works to create benefits* for a *specific* group of *clients and customers*



# What (Specific) Problem are you solving for whom ?

**Your Value Proposition (products/services)**

**Given the specific “problem/job” what “pain points” do you remove ? What are the benefits ? Would they pay you ?**





# Do You Really KNOW YOUR

Points of Differentiation?  
Strategic Advantage?  
Your Secret Sauce?

?



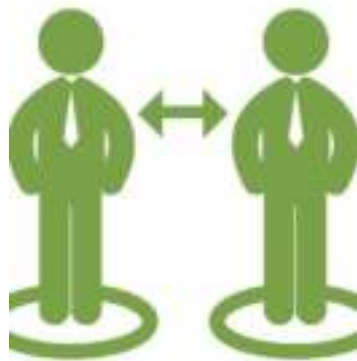
**A company can outperform rivals only if it can establish a difference that it can preserve.**

Michael E. Porter

Source: [Harvard Business Review: What Is Strategy? \(hbr.org\)](https://hbr.org/2001/01/what-is-strategy)



*Value Proposition Design asks you to think about this equation:*



*Your Service / Product Points of Parity*



*Your Service / Product / Business  
Points of Differentiation*

*(communicated with clarity), equals...*

*...some level of tangible value created in the Mind of your Customers*

Q: How can your businesses' perceived market value optimized?



***The Value Proposition Design asks:***

***“How (specifically and measurably) is your product or service as good as the next best available (or incumbent) alternative?”***



***Typical Points of Parity***

- ☐ Strict Compliance with all Requirements
- ☐ Cost Competitiveness; Priced Competitively
- ☐ Technical Capability
- ☐ Financially Sound
- ☐ Prior Experience with Customer is favorable
- ☐ Seen as “Easy to do business with”
- ☐ Favorable reviews

***The Value Proposition Design also asks:***  
***“How (specifically and measurably) is your product or service capabilities / offering, better than the next best available (or incumbent) alternative?”***

### **Typical and Potential Points of Differentiation**

- ☐ Company/Brand is seen as Strategic, Innovative
  - ☐ Leader, among the best
- ☐ Product / Service is:
  - ☐ low risk, high convenience, environmentally friendly, simple to use
- ☐ Strategic Mission aligns well with client
  - ☐ Shared values, attributes, outlooks
- ☐ Management Team is credible, believable
- ☐ Organization has capacity, competency
- ☐ Offering Benefits are tangible, quantifiable
- ☐ Brand is Professional with market presence



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We have a *validated that our price points create and communicate value* to our target customers and that our business is sustainable / scalable





# Do You Really KNOW YOUR

Market or Customer  
Feedback?

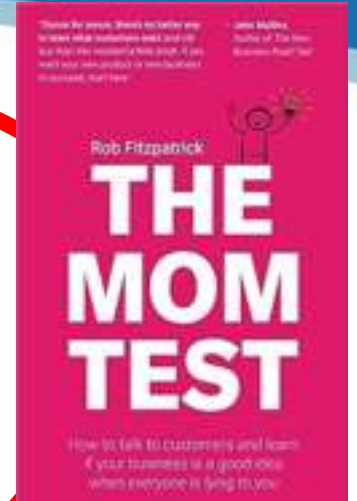
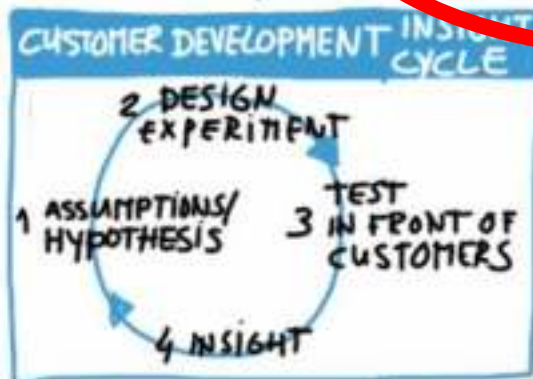
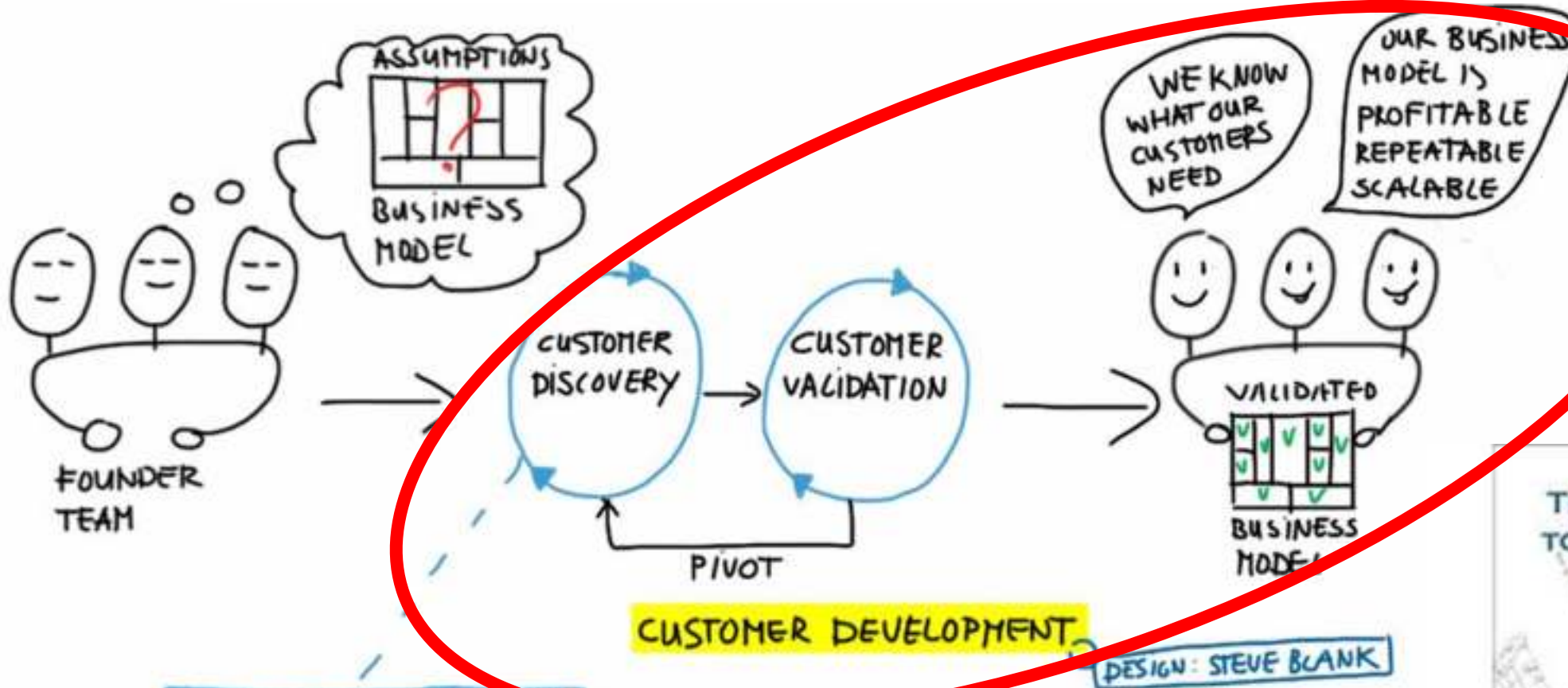
?







# VPD Development, Search for a Validated BMC and Customer Discovery Process Iteration





## Good Questions

- ✓ What did your customers do?
- ✓ When did they do it for the last time?
- ✓ Why did they do it?  
What problems were/are to solve?
- ✓ What else did they try?
- ✓ Why didn't they try potential other options?
- ✓ What **frustrations** do they feel possibly?

## Wrong Questions

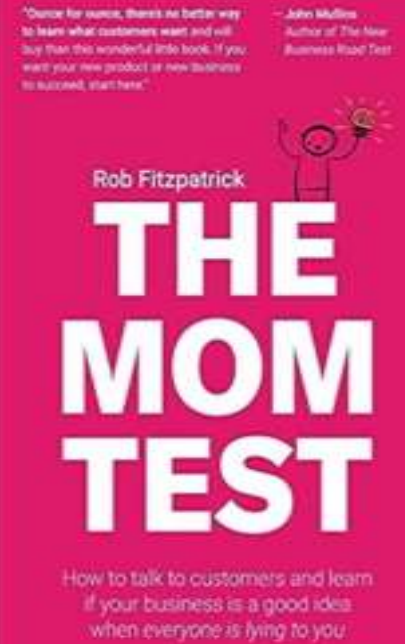
- ✗ Do you think this idea is good? – That's the worst question you can ask. The reason for this can be found in the main problem discussed at the beginning.
- ✗ How much would you pay for XY? – The known problem applies to this question too. If you want to find out whether your customer would buy your product, you can offer them Early Access with a discount or some other incentive, if they pay a little amount of the price in advance. The goal of this "experiment" isn't selling but getting the customer into a buying mindset that feels as real as possible to them.

### Possible questions:

- Explain your workflow to me.
- Did you have problems with XY in the last time?
- Did you try to approach those problems?
- If yes: What solutions did you try?
  - Did they work? What did you like about them?
  - If they didn't work out: Why not?
  - If no: Why haven't you looked any further for solutions?

### Mistakes to avoid

- **Empty compliments** – Those are a warning signal during the conversation. Direct the conversation away from you and back to the customer.
- **Pitches or hints on your product** – Those must be avoided, because the conversation isn't about you or your product.



Read this article: [The Mom Test: How to learn insights from customers when everyone is lying to you | MyCustomer](#)

Please consider buying the book on Amazon or Kindle called [The Mom Test: How to talk to customers & learn if your business is a good idea when everyone is lying to you: Amazon.co.uk: Fitzpatrick, Rob: 9781492180746: Books](#)

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We have a *validated that our products and services, at our published price points, create and communicate value* to our target customers and that our business is sustainable / scalable



? Can we can answer these critical questions?







**Participant  
Engagement!**

# Pause: Questions thus far ?





*Lets Build  
Our Business Brief  
v1.0 !!!*

---



From my Technology and Mainstreet USA Client portfolio(s) ...and...  
from my Engineer Entrepreneurs

What perspectives  
can we share in  
hindsight from  
listening to > 200  
investor pitches,  
that might help your  
business briefing  
development ?



<https://www.liveplan.com/blog/how-to-deliver-a-powerful-10-minute-investor-pitch/>

## From Investors / Lenders at “PitchBook”

---

*“In order to build conviction, we rely on founders to tell us a compelling story, almost always in the form of slides.*

*We’ve funded companies almost entirely because of the quality of their seed decks.*

***Poor pitch deck? Poor Business Briefing? We’ll likely pass on the opportunity.”***

# Helpful “Pitch” Perspectives

- **Strong Value Proposition, validated through “Discovery Phase”, is vital**
  - **Bedrock of Lean Startup Principles – “Problem-Solution-Market Fit”**
- Business Briefings will vary – many variables:
  - audience, domain space, circumstance, etc.
- Iterative process
  - can take 3-6 iterations / sessions to get a working draft; financials are key
- Resources / Advisors / Mentors can offer perspectives
  - business owner / CEO must “own” the final product and “tell the story”
- One-on-One sessions, small group “timed” rehearsals optimal
  - can require discussion, re-alignment, further refinement
- Need to be an “S.M.E.” in the domain
  - subject matter expertise lend credibility

NOTE: Today’s webinar is one way to “jumpstart” the process !

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- Resources / Advisors / Mentors can offer diverse, “cold eyes, and “dispassionate” viewpoints
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**That's great "Coach" ...but what does an actual, finished Business "Pitch" look like ?...**



Q: So what does a finished  
Business “Pitch” look like ?...

A: Each of you have: :

- suggested outline
- entire “pitch”
  - w/speaker notes !
- and
- back-up pages !





# About Our “Example Pitch”

- **Not often we get permission to publicly share a “Pitch Deck”\***
- Forget that this “feels like” B:C *(in reality it is both B:C and B:B)*
- Everywhere you see “Weathervane Coffee” think “My Industry” / “My Business”
- Using a “coffee example” allow us to be customer centric – not “tech centric
- Suggested framework outline and “flow” is relevant for any business
- Remember this is modular – built to be relevant for your target audience:
  - Customer / Client
  - Investor
  - Employees (On-Boarding)
  - Interested Parties / Informational



**NOTE:**

SBDC has written Permission from a recent SBDC client to share his business briefing \*

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  - Employees (On-Boarding)
  - Interested Parties / Informational

**NOTE:**

SBDC has written Permission from a recent SBDC client to share his business briefing \*



# About Our “Example Pitch”

- Not often we get permission to publicly share a “Pitch Deck”\*
- Forget that this “feels like” B:C *(in reality it is both B:C and B:B)*
- Everywhere you see “Weathervane Coffee” think “My Industry” / “My Business”
- Using a “coffee example” allow us to be customer centric – not “tech centric
- Suggested framework outline and “flow” is relevant for any business
- **Remember this is modular – built to be relevant for your target audience:**
  - Customer / Client
  - Investor
  - Employees (On-Boarding)
  - Interested Parties / Informational



**NOTE:**

SBDC has written Permission from a recent SBDC client to share his business briefing \*

**...now can we break it down and take a closer look ...**

**...at the anatomy of a Best Practice Business briefing or “pitch” ?**



**Let take that deep dive...**



**Lets use that outline as a roadmap...**

**Let go page by page !**

**NOTE:**

**Written Permission from a recent SBDC client  
to share his business briefing**



# Suggested DRAFT Storyboard Outline Flow for your “Pitch”

- ***useful starting point*** PowerPoint template to create a compelling “story” that can be made relevant for a variety of targeted audiences (i.e. Investor, Bank, Customer, Client, etc.)
- It describes how your story will unfold and proceed
  - ***modify pages*** depending on presentation objectives and ***type of audience***
  - ***create a draft*** for review, iteration and edit
    - ***make each bolded “theme” its own page title***
    - ***build 3 bulleted phrases per Power Point page to reflect key points to emphasize***

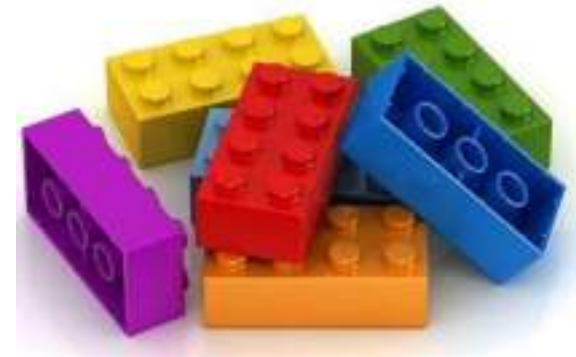


“There’s a godawful number of pitch deck templates out there, and there’s one thing that most of them get wrong:

***They forget to mention that the template is (meant to be) flexible!***



In this webinar training module we continuously emphasize the need for your pitch deck flow to be flexible and modular...



...and get some help and guidance too!



# Suggested DRAFT Storyboard Outline Flow for your Investor Pitch Deck



- useful *starting point* PowerPoint template to create a compelling “story” that can be made relevant for a variety of targeted audiences (i.e. Investor, Bank, Customer, Client, etc.)
  - modify pages depending on presentation objectives and type of audience
  - create a draft for review, iteration and edit
    - *create the template by making each bolded element its own page title*
    - *build 3 bulleted phrases per PowerPoint page to reflect key points to emphasize*

- 
- |  |  |
|--|--|
| <input type="checkbox"/> <b><i>Intro: What do you do ? + your “WHY”</i></b>  | <input type="checkbox"/> <b><i>Route / Path to Market</i></b>  |
| <input type="checkbox"/> <b><i>Investment Need Summary</i></b>               | <input type="checkbox"/> <b><i>Financials: Startup &amp; Operating Cost/Budget Estimates; Revenue Projection Summary</i></b> |
| <input type="checkbox"/> <b><i>Scene Set, Context, Statistics, Facts</i></b> | <input type="checkbox"/> <b><i>Traction/Early Adopter Sales/Proof of Concept</i></b>   |
| <input type="checkbox"/> <b><i>The Problem</i></b>                           | <input type="checkbox"/> <b><i>Major Milestone Timeline / Phases</i></b>   |
| <input type="checkbox"/> <b><i>The Solution and Value Proposition</i></b>    | <input type="checkbox"/> <b><i>Strategic Marketing Plan Elements</i></b>   |
| <input type="checkbox"/> <b><i>Competition</i></b>                           | <input type="checkbox"/> <b><i>Investment Request; Detailed Use of Funds</i></b>   |
| <input type="checkbox"/> <b><i>Strategic Competitive Advantage</i></b>       | <input type="checkbox"/> <b><i>Risk Mitigation</i></b>   |
| <input type="checkbox"/> <b><i>The Team</i></b>                              | <input type="checkbox"/> <b><i>Call to action / Points of Contact</i></b>  |
| <input type="checkbox"/> <b><i>Your Business model</i></b>                   |  |

☐ ***Intro: What do you do ? + your "WHY"***

☐ ***Investment Needs Summary***

☐ ***Scene Set, Context, Statistics, Facts***

☐ ***The Problem***

☐ ***The Solution***

☐ ***Value Proposition for your Targeted Customer/Client***

☐ ***Competition and their Gaps***

☐ ***Strategic Competitive Advantage***

☐ ***Your Business Model Assumptions (from discovery)***

☐ ***Your Business Model – How do you Monetize***

☐ ***Route / Channel(s) / Path to Market***

☐ ***Financials:***

☐ ***Startup & Operating Cost/Budget Estimates***

☐ ***Revenue Projection Summary***

☐ ***Traction: BETA / DEMOS / Early Adopter Sales/Proof of Concept***

☐ ***Major Project Milestone Timeline / Phases***

☐ ***Strategic Marketing Plan Elements***

☐ ***Investment Request; Detailed Use of Funds***

☐ ***The Team***

☐ ***Risk Mitigation***

☐ ***Call to Action / Points of Contact***

Suggested Storyboard Outline

**Participant  
Engagement!**

**Pause: Questions thus far ?**



❑ ***Intro: What do you do ? + your "WHY"***

❑ *Investment Needs Summary*

❑ *Scene Set, Context, Statistics, Facts*

❑ *The Problem*

❑ *The Solution*

❑ *Value Proposition for your Targeted Customer/Client*

❑ *Competition and their Gaps*

❑ *Strategic Competitive Advantage*

❑ *Your Business Model Assumptions (from discovery)*

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**Weathervane  
Coffee**

**Coffee with Soul**



# □ ***Intro: What do you do ?***

**Your Introductory Cover Page -  
Best practice says it would  
contains 4 “Branding” Elements:**

- 1. Logo**
- 2. Tagline or Positioning  
Statement**
- 3. Color Palette**
- 4. Font Selection**



# □ ***Intro: What do you do ?***

Your Introductory Cover Page - Usually contains  
4 “Branding” Elements:

1. Logo
2. Tagline or Positioning Statement
3. Color Palette
4. Font Selection



***“You have 90sec to make an impact in your pitch. Show expertise and confidence.”***

***Source: Robert Hjerjavec  
Shark Tank***



# □ **Intro: What do you do ? + your "WHY".**

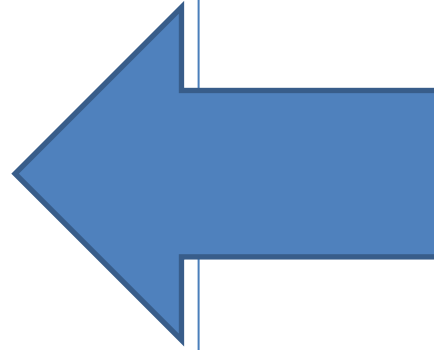
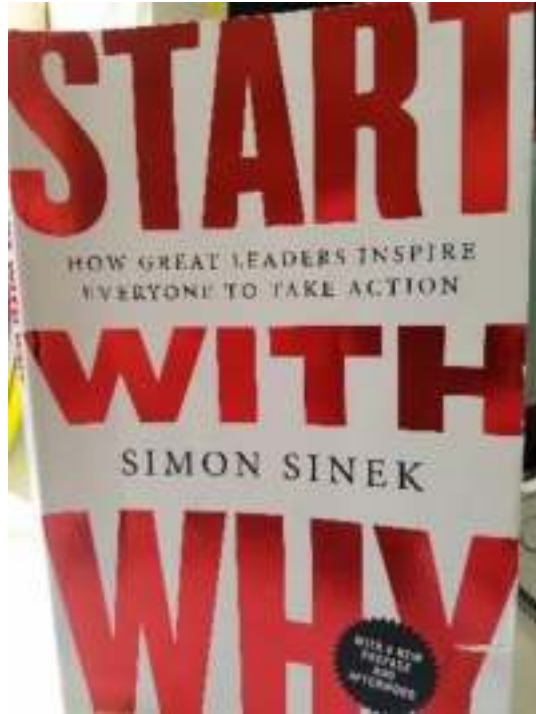
Your Introductory Cover Page - Usually contains 4 "Branding" Elements:

1. Logo
2. Tagline or Positioning Statement
3. Color Palette
4. Font Selection

- "elevator pitch" or Value Proposition Statement as part of the introduction of your Company
- quick story about "*Why You*" "*why Now*" (this is your "Start with a quick "Why" / emotional moment) ; this is your humanizing and emotional "hook"
- People don't buy what you do, they buy why you do it ! - Simon Sinek

**...in < 90 seconds!!!!!!**





*What purpose, cause or belief underpins your Business ?*

*Why did you start this ?*

*Why do you do what you do ?*

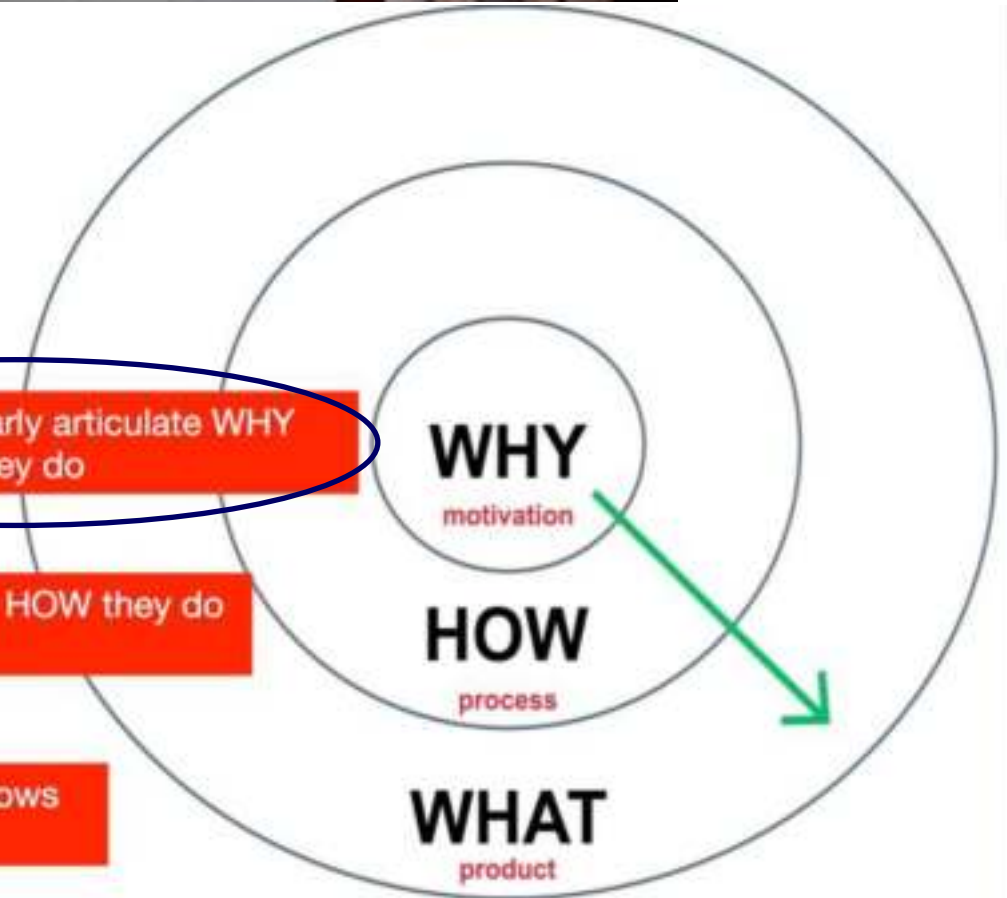
*What is your company's Core Values which you will never stray from ?*



Very few can clearly articulate WHY they do WHAT they do

Some companies know HOW they do WHAT they do

Every company on the planet knows WHAT they do.



# Example value proposition statements – What Do You Do ?

---

***“Apeel Sciences” exists to reduce food waste and feed the future.”***

A AgriBio Company

We work with nature to create longer, lasting fruits and vegetables that builds resiliency in our global food system

“We are materials scientists and innovators who figured out how to extend the shelf life of produce in a way that works with nature (not against it). Better for the planet.

More profitable for farmers and retailers.  
Fresher for you.”



---

***“Democratizing sprint coaching via a digital platform transformation, taking it into the 21<sup>st</sup> century” .***

“SPRINT LLC” provides High School, NCAA College and Professional Track and Field Sprint Coaches an integrated **digital SaaS platform that will disrupt current sprint training methodology.** “

“ Sprint LLC” is a Software as a Service (SaaS)  
Platform that disrupts conventional sprint coaching techniques via data analytics.”

Hardware and Software  
as a Service Company





**OK....back to the  
anatomy of a  
successful  
business briefing  
or “pitch”**



# who we are-

We are a specialty coffee roaster

# what we are doing-

Currently operating at the Brambleton Farmers Market and online webstore

# what's next-

Establishing a retail location in Ashburn, VA; Goose Creek Village



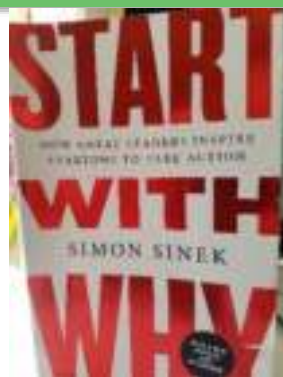
---

Coffee with Soul

# Brambleton Farmers Market

- Located a few miles south of the planned location
- Strong revenue growth as compared to last season
- Experiencing a strong demand





...Started  
with his  
“WHY” in his  
“who are we”  
section...

## who we are-

We are a specialty coffee roaster

## what we are doing-

Currently operating at the Brambleton  
Farmers Market and online webstore

Starts with his “WHY”

## what's next-

Establishing a retail location in Ashburn, VA; Goose  
Creek Village



— Coffee with Soul

...visually  
shares what  
he does....

...and speaks  
with passion  
about why he  
does it.

...continues with his passion

## Brambleton Farmers Market

- Located a few miles south of the planned location
- Strong revenue growth as compared to last season
- Experiencing a strong demand



The slide features a presentation for Weatherlane Coffee at the Brambleton Farmers Market. At the top right, a red-bordered box contains the text "...continues with his passion". Below this, the title "Brambleton Farmers Market" is displayed in a large, bold, dark font. To the right of the title is a logo for Weatherlane Coffee, which depicts a rooster standing on a branch with leaves, enclosed within a circular border of small vertical lines. Below the logo, the words "Weatherlane Coffee" are written in a smaller font. Under the title, there is a bulleted list with three items: "Located a few miles south of the planned location", "Strong revenue growth as compared to last season", and "Experiencing a strong demand". At the bottom of the slide, there are two photographs. The left photograph shows a white pop-up stall with a yellow banner that has the Weatherlane Coffee logo and name. A person is visible behind the counter. The right photograph shows a group of people walking on a paved path, with a large yellow bag of coffee in the foreground.



...continues with his “WHY”

# Passion & Hard Work, Meet Opportunity

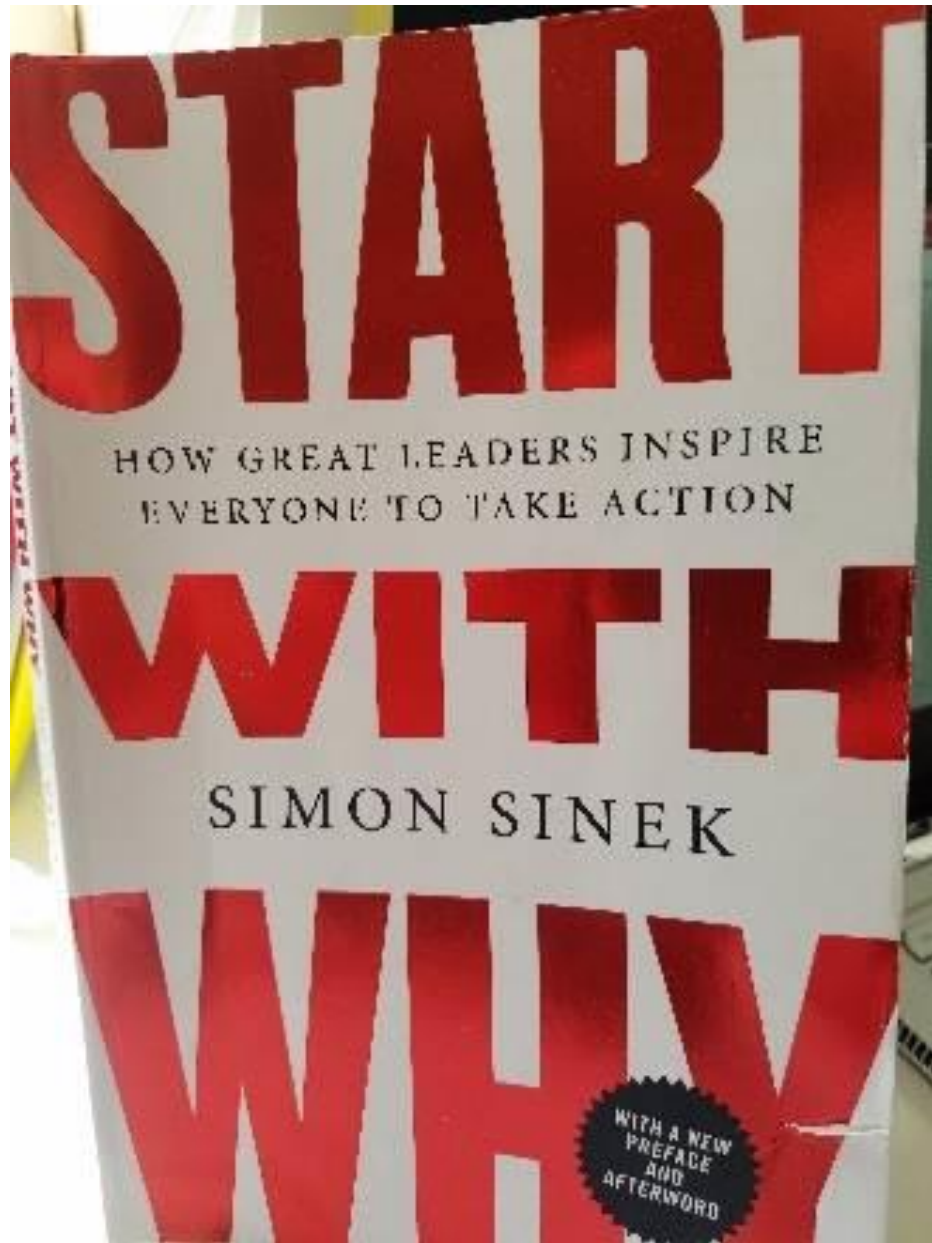


...expresses his "WHY" as he explains his desire to share his love for specialty coffee in a bigger way, with others who share his passion as well.

## Passion & Hard Work, Meet Opportunity

...continues with his "WHY"





# Two Notable *“WHYS”*

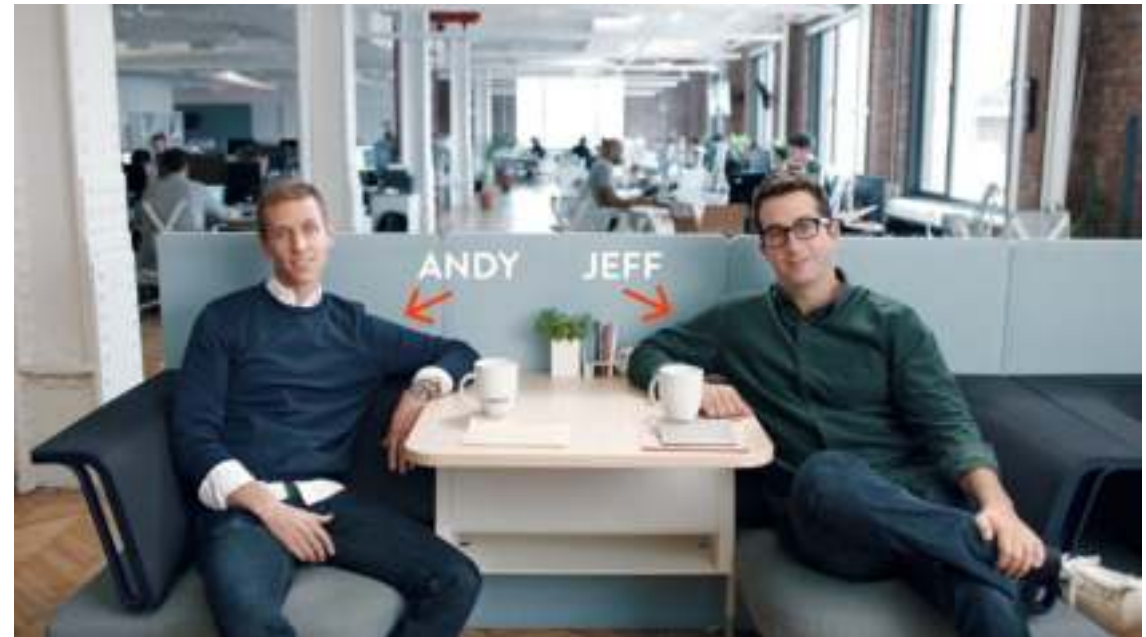


**Jeff** Raider created **Harry's** in 2012 because he was sick and tired of overpaying for overdesigned **razors**.

**He was tired** of standing around waiting for the person in the drugstore to unlock the cases so they could actually buy them.

He wanted to serve people in a real way. **His “WHY” was a question :**

- ***“Should it really take over 10 minutes and cost \$25 for a few razor blades and some shaving cream?”***



<https://www.forbes.com/sites/alejandrocremades/2019/04/14/the-entrepreneur-behind-warby-parker-and-harrys-founded-not-one-but-two-billion-dollar-companies/#5d4e4e76193f>

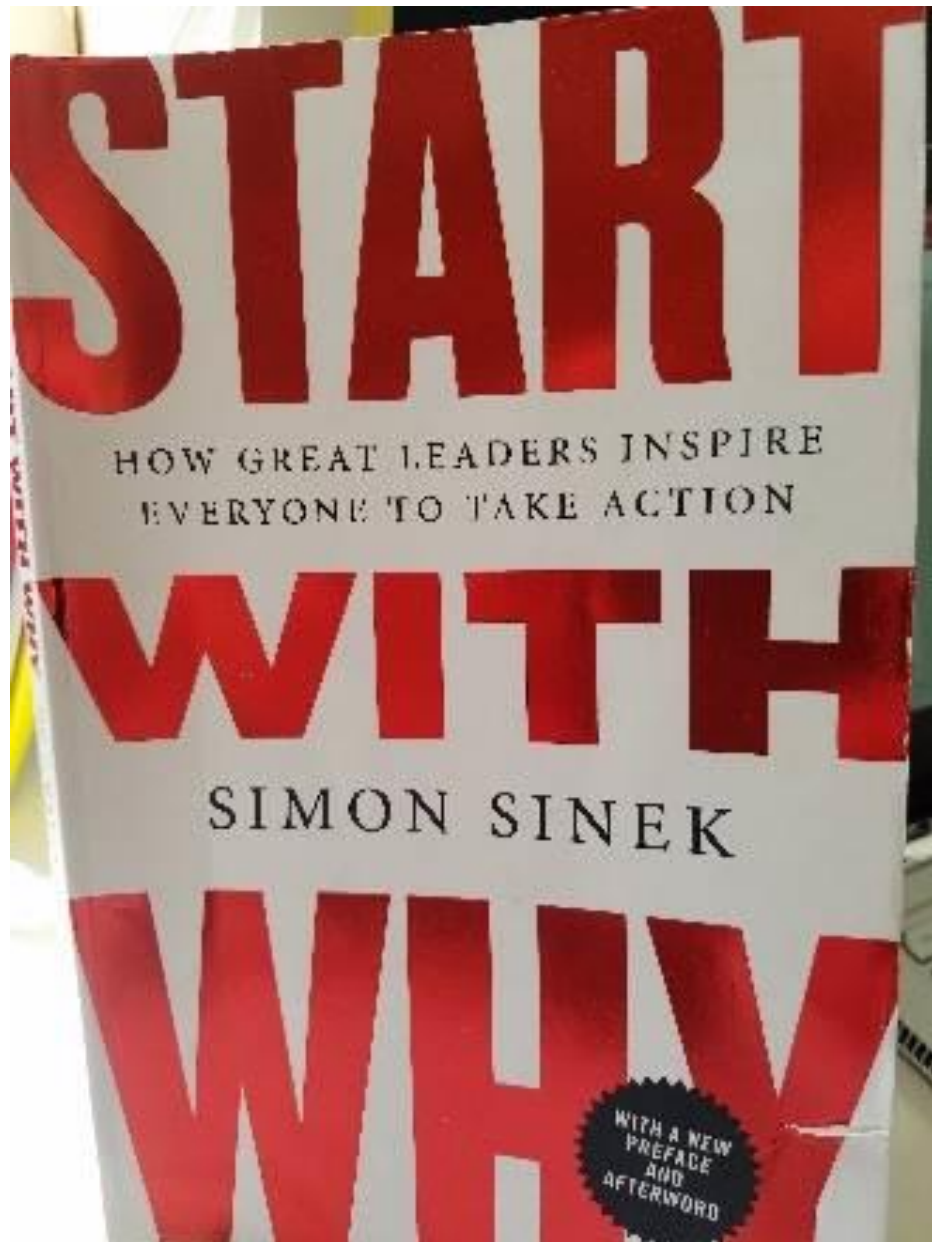
**Bombas** launched in 2013, after **founders** Randy Goldberg and David Heath learned that socks are the most requested clothing item in homeless shelters.

**Their “WHY” was to establish the brand's mission to donate one pair of socks for every pair purchased.**

By April 2020, **Bombas** had donated 35 million pairs of socks.







Who on the  
call wants to  
share their  
“WHY” ?

**OK....back to our  
outline ...and the  
anatomy of a  
successful  
business briefing  
or “pitch”**



☐ *Intro: What do you do ? + your "WHY"*

☐ ***Investment Needs Summary***

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

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☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

***NOTE: Investment Need Summary is Highly Dependent on the Audience***

***If your audience is a Banker....  
(ha ha J.P. Morgan).....***



***...and not a (VC or Angel) Investor...  
(...we can only wish its Warren Buffet)...***



***...it is not necessarily to place this page upfront. (note: sometimes investors are impatient)***

***..if it comes up...in your voiceover you say later in the brief you will speak to "HOW" you will spend those investment dollars***

# ***Back to our business briefing outline***





☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☒ ***Scene Set, Context, Statistics, Facts***

☐ *The Problem*

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## ❑ ***Setup & Context.***

---

- ❑ Context / Background / Provide a topside and large context
- ❑ – a “setup” - for your problem using credible research ;
- ❑ in what domain do you operate ?
- ❑ What are the statistics, trends and dynamics of this industry space or domain ?
- ❑ In what portion of that market do you play in; is it growing ? By how much year on year;
- ❑ Who comprises the “ecosystem”....supply chain, customers, distributors, etc ?





# Specialty Coffee in the US

- Specialty coffee house sector generated \$26.3B (2018);
  - expected to grow to \$85B (2025); 18% YoY growth rate
- Strong growth rate & profitability:
  - Drive towards higher quality good
  - Drive to individualize and curated shopping experience
  - Drive to more community based businesses
- For context, a typical medium volume Starbucks:
  - 75-150 transactions per hour
  - \$3,000-\$5,000 in daily deposits

## Sources:

- Statista
- Alegra World Coffee Portal
- Daily Coffee News
- Marketing Week
- Specialty Coffee Association
- Personal conversations with employees & managers



# Societal Trends Towards Specialty Coffee

## Away from commodity coffee and towards specialty coffee

- Drive to higher quality
- Drive to individualized preferences and personalized shopping
- Specialty coffee accounts for the majority of the industry growth

## Away from chains and towards community based businesses

- 43% surveyed state that they tend to go the closest coffee shop
- 32% state that they would prefer to not go to a chain coffee shop

### Sources:

- Marketing Week
- Specialty Coffee Association

- Harvard Business Review
- McKinsey & Co

Statistics, Background tell the Audience ....

The “Market” is big in \$s  
Market is growing yr-on-yr  
References “known” Citations

Be a “SME”, a **S**ubject **M**atter **E**xperts in the Domain Space he plays in - - coffee !



## Specialty Coffee in the US

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### Sources:

- Statista
- Alegria World Coffee Portal
- Daily Coffee News
- Marketing Week
- Specialty Coffee Association
- Personal conversations with employees & managers



Continuing to make the case to believe that specialty coffee is a trend that is here to stay



## Societal Trends Towards Specialty Coffee

### Away from commodity coffee and towards specialty coffee

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#### Sources:

-Marketing Week  
-Specialty Coffee Association

-Harvard Business Review  
-McKinsey & Co

**We have set the scene, now let us take flow logically to the next “theme” in our outline**



# Pause for Questions



**Participant  
Engagement!**

☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ ***The Problem...The Gap...***

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

☐ *Strategic Competitive Advantage*

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*“Your solution is a simple explanation of what your product is and how it’s going to solve the problem laid out in your prior slide.*

*Be mindful of how you present this information—you want it to be a direct response to the problem, perhaps even visually linking the two slides so that your solution is immediately understood.”*

Next, we segmented the investor opinion poll around what they want to see in problem-solution-fit page into 8 buckets:

- 25% - Visualization
- 15% - Concise and Powerful
- 7% - Proprietary Technology
- 7% - Customer-centric
- 7% - Miscellaneous
- 6% - Competitive Advantage
- 4% - Product Tie-In



# Location, Location, Location

- ***Coffee Dessert***

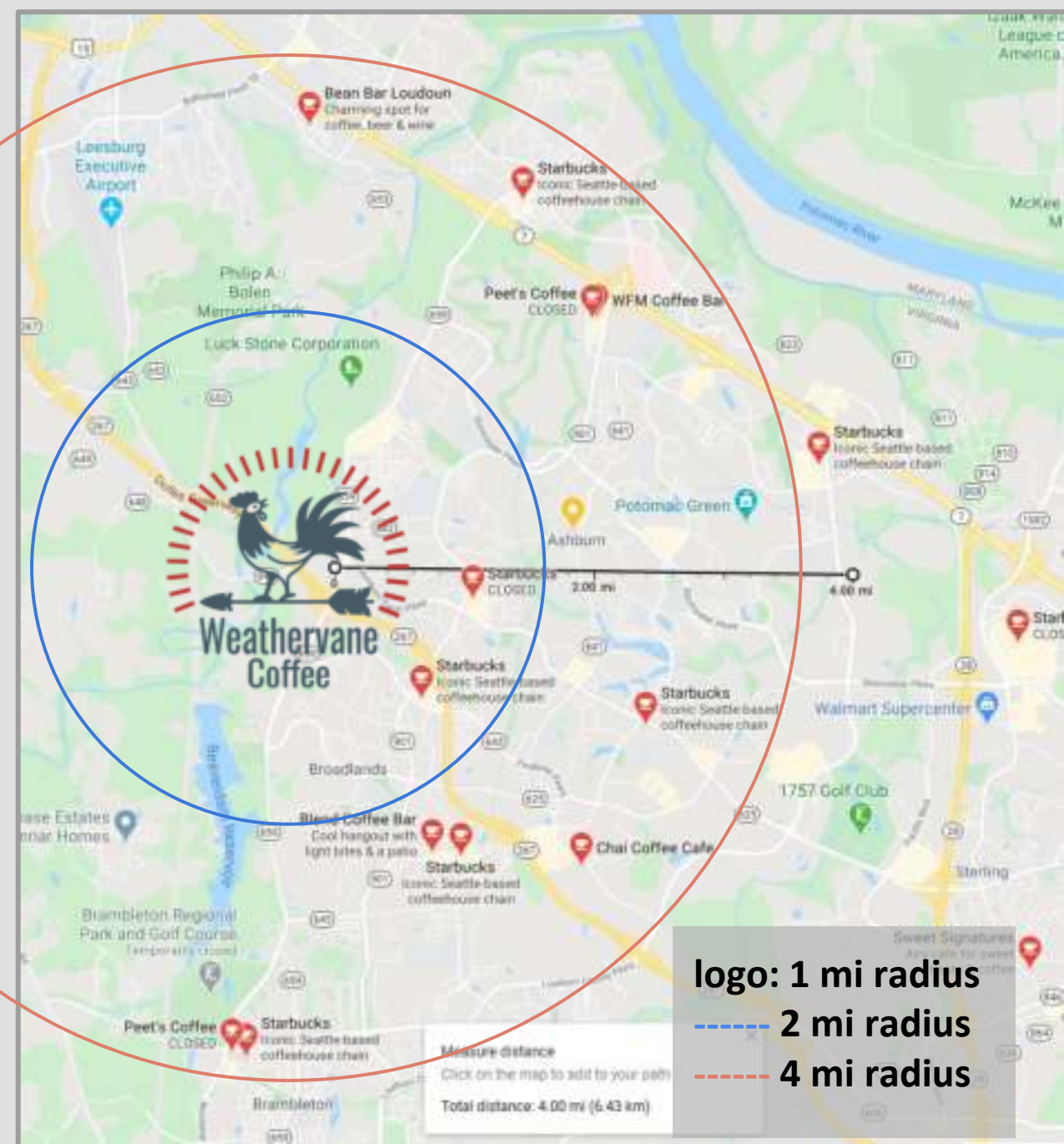
- 1 mi radius: ZERO coffee shops
- 3 mi radius: Five coffee shops (3 Starbucks\*)

- **High Demand**

- 1 mi radius: 13K residents, Avg. Income \$190K
- 3 mi radius: 81K residents, Avg. Income \$176K

- **High Growth**

- Immediate Neighborhood development
- Extensive new residential & business construction





# Demographics

- Fact based
- Grounded in reality
- Supports the problem-solution-fit

- 80+ tenants at the Ashburn Collective Co-Working
- 230 Luxury apartment Units
- 650 Luxury townhouses
- Multiple businesses & offices in the immediate area (80)
- Greater Region (5 mi radius)

DEMOGRAPHICS	1 MILE	3 MILES	5 MILES
Total Population	9,686	72,158	170,457
2010 Population	7,582	58,955	124,808
2024 Population	10,972	81,385	194,341
Employees	2,340	13,958	49,755
Total Businesses	292	1,421	4,602
Average Household Income	\$189,016	\$176,128	\$165,316
Median Household Income	\$166,300	\$150,265	\$139,923
Total Consumer Spending	\$129.72M	\$969.4M	\$2.2B
Median Age	35.3	35.4	36
Households	2,921	23,520	57,370
Percent College Degree or Above	34%	35%	34%
Average Housing Unit Value	\$601,751	\$591,692	\$580,635

COLLECTION STREET	CROSS STREET	TRAFFIC VOL	YEAR
Belmont Ridge Rd	Ashburn Farm Pkwy, NE	18,245	2018
Ashburn Farm Pkwy	Sycolin Rd, NW	8,778	2018
Ashburn Farm Pkwy	Farmingdale Dr, SE	8,300	2016
Ashburn Farm Pkwy	Gardengate Cir, SE	11,154	2018

## Relevant Statistics Support Gaps

### Fact Based “Reason to Believe you

- ❑ put the issues, industry dynamics, etc. into (a relevant) context
- ❑ understand the potential “stakeholders” in the ecosystem
- ❑ prepare to position your company and its “Problem-Solution Fit”
- ❑ make it visually compelling
- ❑ say where this is all going (future state)



### Demographics

- 80+ tenants at the Ashburn Collective Co-Working
- 230 Luxury apartment Units
- 850 Luxury townhouses
- Multiple businesses & offices in the immediate area (50)
- Greater Region (5 mi radius)

DEMOGRAPHICS	2000	2002	2005
Total Population	9,886	73,358	218,207
2000 Population	7,583	58,995	134,808
2004 Population	22,972	81,585	296,343
Employment	2,340	13,888	48,770
Total Businesses	282	1,421	4,402
Average Household Income	\$185,054	\$176,128	\$165,130
Median Household Income	\$166,390	\$150,245	\$137,921
Total Consumer Spending	\$114,724	\$968,484	\$3,296,521
Median Age	35.3	35.8	36
Households	2,001	23,533	17,170
Percent College Degree or Above	34%	30%	34%
Average Housing Unit Value	\$205,754	\$191,800	\$180,670

COLLECTION STREET	CROSS STREET	TRAFFIC VOL	YEAR
Belmont Ridge Rd	Ashburn Farm Place, SE	18,245	2018
Ashburn Farm Place	Spotsylvania Rd, NW	8,178	2018
Ashburn Farm Place	Penningsdale Dr, SE	8,388	2018
Ashburn Farm Place	Sudborough Cir, SE	11,158	2018

- Fact based
- Visually compelling
- Supports the problem-solution-fit

### Location, Location, Location

#### • Coffee Dessert

- 1 mi radius: 25/30 coffee shops
- 3 mi radius: Five coffee shops (5 Starbucks)

#### • High Demand

- 1 mi radius: 13K residents, Avg. Income \$185K
- 3 mi radius: 51K residents, Avg. Income \$176K

#### • High Growth

- Immediate Neighborhood development
- Extensive new residential & business construction



- Fact based
- Grounded in reality
- Supports the problem-solution-fit



To do this work, you need a discovery phase to have “*harvested insights*”.



You would have become an “SME” - a **S**ubject **M**atter **E**xpert in your Domain Space !



### Targeted Customer / Market Discovery

Key Hypothetical: “Themes” to “harvest” deep marketplace insights

**Main Hypothesis Theme #1:**  
 - Q: What is the strength of our business’ Value Proposition?

**Main Hypothesis Theme #2:**  
 - Q: What do you think about my initial proposed range of products and services?

**Main Hypothesis Theme #3:**  
 - Q: My points of differentiation vs competitors are “X”, “Y” and “Z” (be specific here). Reasons?

**Main Hypothesis Theme #4:**  
 - Q: My proposed “best path” to market is “Direct to Consumer” or “Business to Business”? How Specifically?

**Main Hypothesis Theme #5:**  
 - Q: Is my Business Model (my price points and how I charge customers) a good approach?

- Fact based
- Visually compelling
- Supports the problem-solution-fit

### Location, Location, Location

- **Coffee Dessert**
  - 1 mi radius: 25/30 coffee shops
  - 3 mi radius: Five coffee shops (5 Starbucks)
- **High Demand**
  - 1 mi radius: 13K residents, Avg. Income \$129K
  - 3 mi radius: 37K residents, Avg. Income \$179K
- **High Growth**
  - Immediate Neighborhood development
  - Extensive new residential & business construction

Logo: 1 mi radius  
2 mi radius  
4 mi radius



### Demographics

- Fact based
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- Supports the problem-solution-fit

- 60+ tenants at the Ashburn Collective Co-Working
- 230 luxury apartment Units
- 650 luxury townhouses
- Multiple businesses & offices in the immediate area (80)
- Greater Region (5 mi radius)

DEMOGRAPHIC	2010	2015	2020
Total Population	9,480	72,148	170,451
2010 Population	7,040	58,950	134,809
2020 Population	30,971	81,949	194,343
Employees	2,190	15,958	49,730
Total Businesses	781	1,421	4,600
Average Household Income	\$109,078	\$176,178	\$181,118
Median Household Income	\$106,389	\$150,180	\$155,823
Total Consumer Spending	\$178.72M	\$665.4M	\$2.1B
Median Age	35.3	35.4	36
Households	7,921	35,520	87,176
Percent College Degree or Above	54%	58%	64%
Average Housing Unit Value	\$161,701	\$291,691	\$388,630

COLLECTION STREET	CROSS STREET	TRAFFIC VOL	YEAR
Bellmont Ridge Rd	Ashburn Farm Pkwy, NE	18,245	2018
Ashburn Farm Pkwy	Spoutin Rd, NW	8,779	2018
Ashburn Farm Pkwy	Farmington Dr, SE	8,300	2018
Ashburn Farm Pkwy	Gardenside Cir, SE	11,034	2018

**Participant  
Engagement!**

# Pause: Questions thus far ?





We have laid out  
the context...you  
found an unsolved  
problem...lets see  
what flows next.



☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts, Market*

☐ *The Problem*

☒ ***The Solution / Opportunity***

☐ *Value Proposition for your Targeted Customer/Client*

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☐ *Call to Action / Points of Contact*

Being able to clearly outline the problem is a crucial first step toward explaining why people might want a solution.

Explaining **succinctly and clearly** what the problem is can be surprisingly hard for some companies, while others have a much easier path toward a problem statement.

- “Internet connectivity is poor in many parts of the world” so our solution? [Iridium's satellite hotspot](#) “

- “Satellites, once launched into space, are either stuck in their predefined orbits or need to bring complex propulsion systems and fuel with them. That is why we started [Atomos space tug boats](#).”

- “Dry cleaning is inconvenient and slow so we have a solution, our [Presso's at-home dry-cleaning robot](#).”

# Problem Solution Fit => Value



## Problem Solution Fit

You validated with MVP and prospects that a specific solution will solve a known problem to such a degree that customer will buy it.

Brant Cooper

**Value assumption** – test whether a product or service really delivers value to specific customers once using it.

Is the identified problem real?  
Will the target customer pay?  
Can the problem be solved?

# Need meets Opportunity:

- Co-Locate in the Ashburn Collective coworking space
  - Captive market with exclusive supply contract
  - Full service coffee shop
  - Beer, wine, & small plates
  - Extended hours to serve customer base
- Strong Community Support & Customer Base
  - Located on the ground floor of a luxury apartment building
  - Community space with outdoor seating
  - Adjacent to a dense townhouse community, office space, and retail space



Coffee with Soul



# Weathervane Coffee & Co-Working space

- 24 Seats inside
- 32 Seats outside

Outdoor Space  
included in ABC license



- ❑ Lean Principles of Discovery will give you insights required to determine how well your idea fits the reality of the customer's situation
- ❑ your “problem-solution fit” must be customer, not tech focused
- ❑ align your solution with your client/customer's jobs to be done/pain
- ❑ you validated your “pain relievers” and “Gain Creators” during Discovery Phase



## The Opportunity:

- Co-Locate in the Ashburn Collective coworking space
  - Captive market with exclusive-supply contract
  - Full service coffee shop
  - Beer, wine, & small plates
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Coffee with Soul



## Weathervane Coffee & Co-Working space

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Outdoor Space included in ABC license



# Back to our anatomy of a successful business briefing or “pitch”



☐ *Intro: What do you do ? + your "WHY"*

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# Value Proposition

WeatherVane coffee is a *specialty coffee roaster for coffee lovers.*

We offer *customers who care about their coffee* an inviting, convenient location, that sources, roast, and brews specialty coffee in a way which brings the soul back into coffee.

Specifically, we use only premium coffees that have been *carefully curated at the source*, and then *artisanally roasted*, quality controlled, and ultimately brewed by us to perfection.

The coffee is *fresh, exquisite, incredibly enjoyable, subtly complex*--a uniquely memorable experience.





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- Value “Prop” can be here or earlier up front (style issue)
- Statement should “*speak*” to your targeted client / customer
- ...emphasizes importance of clearly understanding who your “targeted” customer / client is
- aligns with your core value, your “why”, your reason for doing
- has a rationale & emotional benefit components

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# Pause for Questions

**Participant  
Engagement!**





**Our journey  
through our  
business briefing  
or “pitch” outline  
continues.**



☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

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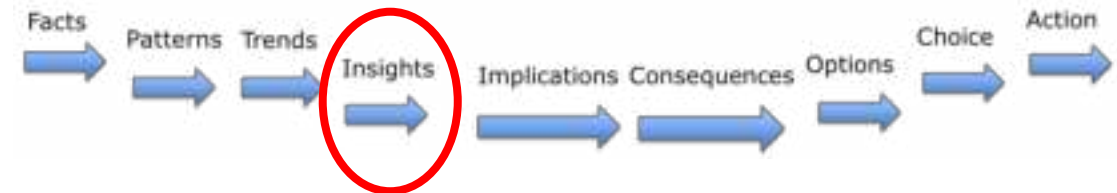
☐ *The Team*

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# ❑ *The Competition*

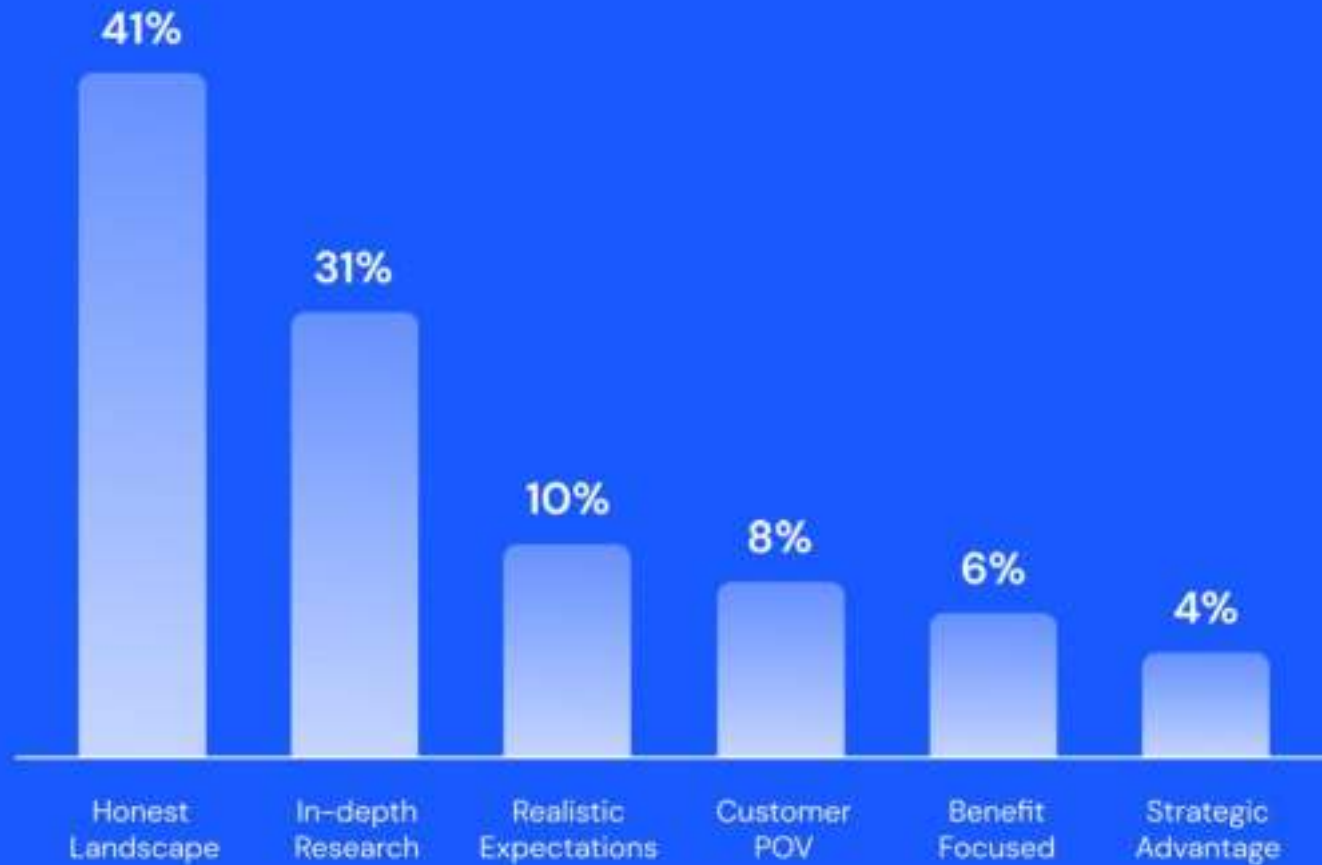
- ❑ who is your direct competition
- ❑ are there other competitors in adjacent industries
- ❑ fair and balanced compare and contrast
- ❑ if there are credible competitors, what “gap” do you fill that they missed
- ❑ what capability do you have they do not have
- ❑ what are their business models
- ❑ what is their unique selling proposition



**What insights did you identify during Discovery Phase of Lean Startup ?**

# What Investors want to see in Your Competitive Page

[7 Types of Competitor Analysis Frameworks | Similarweb](#)



# Competition

## Direct:

- [Weird Bros. Coffee; Herndon, VA \(12 mi\)](#)
- [Caffe Amouri, Vienna; VA \(20 mi\)](#)

## Indirect:

- [Starbucks \(x2\); Ashburn, VA \(1.5 mi\)\\*](#)
  - [Brew LoCo; Ashburn, VA \(3.7 mi\)](#)
  - [Blend Coffee Bar; Ashburn, VA \(4 mi\)](#)
  - [Chai Coffee & Cafe, Ashburn, VA \(4.3 mi\)](#)
-



- Balanced and Factual comparisons
- No “bashing”
- Strengths and Weaknesses summarized
- ***Relevant Gaps Identified***
  - ***Starbucks wanted to build a café in this location !***

## Competition

### Direct:

- Weird Bros. Coffee; Herndon, VA (12 mi)
- Caffè Amouri, Vienna; VA (20 mi)

### Indirect:

- Starbucks (x2); Ashburn, VA (1.5 mi)\*
- Brew LoCo; Ashburn, VA (3.7 mi)
- Blend Coffee Bar; Ashburn, VA (4 mi)
- Chai Coffee & Cafe, Ashburn, VA (4.3 mi)

**Participant  
Engagement!**

# Pause: Questions thus far ?



**There are times in your business briefing or “pitch” you will need to give your target customers rationale “reasons to believe”...and transact with you.**



**Let us go to our outline.**

☐ *Intro: What do you do ? + your "WHY"*

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# ☐ **Strategic Competitive Advantage.**

## **Your Underlying "Magic" / Secret Sauce**

- ☐ why (specifically) would customers spend \$ purchasing your solution/ product/services
- ☐ why (specifically) would they buy from you
- ☐ how is your solution:
  - ☐ superior
  - ☐ differentiated
  - ☐ unique
  - ☐ faster
  - ☐ cheaper

- ☐ **TEST:** *Ask yourself: how (SPECIFICALLY) am I better than the next best existing competitive alternative or substitute ?*







### **Captive & built in market base**

- Co-Located in the coworking space
- Attached to The Heights luxury apartments
- Already have a strong local following

### **More than just coffee:**

- Food: breakfast, lunch, small plates
- Beer and wine
- Outdoor seating

### **In-House coffee roasting:**

- Lower COGS
- Curated, diverse, & seasonal coffee line-up
- Unique customer experience

### **Wholesale coffee markets**

- Coffee supplier for other shops
- Local grocery stores

# Strategic Competitive Advantage

---

- Identify the top 2-4 reasons you are better than the next best alternative
- List “Points of Differentiation” ...not “Points of Parity”
  - e.g. do not list “*we are experienced*”
- Your advantage(s) should be tangible benefits and your approach should not be easily duplicated
- CAUTION: Low price is usually not a point of differentiation

#### Captive & built in market base

- Co-Located in the coworking space
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#### Wholesale coffee markets

- Coffee supplier for other shops
- Local grocery stores



## Strategic Competitive Advantage

## Participant Engagement!

Lets Take  
a Quick Break  
and  
any  
Questions  
when we  
return



**Lets pick up our deep  
dive where we left  
off....**

**...and take a close  
look at the second  
half of the business  
briefing, again, page  
by page**



# Financial Cost and Revenue Projection Summary:





☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

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---

☐ ***Your Business Model – How do you Monetize***

☐ ***Your Business Model Assumptions (from discovery)***

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☐ ***Summary Profit and Loss (plus backup pages)***

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# NOTE:

Depending on your audience you may want to “*skip*” over the Financial Revenue and Cost/Operating Budget Projection Summary Section...



# ❑ ***Your Business Model***

- ❑ how does your product and services create customer value
- ❑ what is your revenue model ; how do you make money
- ❑ who do you sell to;
- ❑ are there channel partners who sell to end use consumers / customers
- ❑ are you selling direct or sharing margin through the value chain
- ❑ how would you scale your product / service offering



Remember this from Lean Principles ?



☐ *Intro: What do you do ? + your "WHY"*

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# ❑ ***Your Path (Channels) to your target Customer/Client***

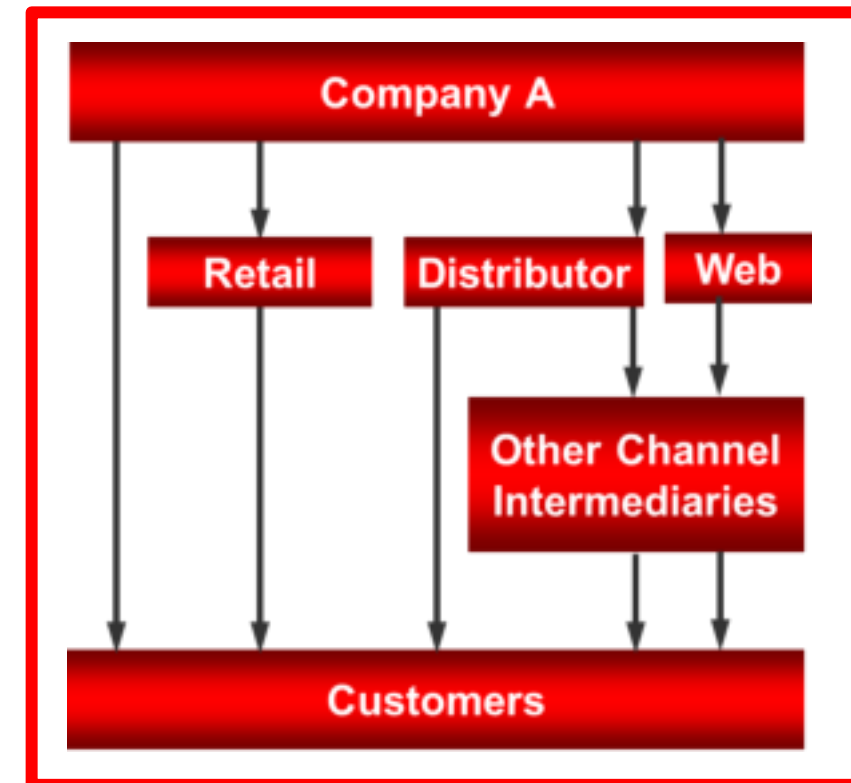
---

- ❑ what are your channels to the targeted markets / customers
- ❑ are there intermediaries
- ❑ why is your path a good fit
- ❑ are you aligned with your partner companies / with the end client
- ❑ does your path help you grow / achieve scale
- ❑ what is the revenue sharing model through the channel(s)

❑ **B:B ?**

❑ **B:C ?**

❑ **B:G ?**





# Key Notes & Assumptions:

## Baseline Revenue Model

Category, AVERAGES	Coffee Shop	Beer & Wine	Roasted Coffee	Totals
Transactions per Hour	16	8	--	
Customers per Day	200	32	18	
Food Conversion	25%	25%	--	
Daily Revenue	\$849	\$514	\$250	<b>\$1,613</b>
Monthly Revenue	\$25,465	\$15,422	\$7,507	<b>\$48,394</b>
Yearly Revenue	\$305,579	\$185,064	\$90,082	<b>\$580,725</b>

- Increase our Farmers Market presence
- Year 1 will start at 50% capacity; operating in the red for 5 months
- 48% growth overall in YR2
- 24% growth overall in YR3

# Business Model



B:C Retail Coffee Shop  
\$325,775

53% of expected revenue

Retail Sales

- Beverages
- Food items
- Merchandise

B:C Food, Beer, Wine Bar  
\$151,785

26% of expected revenue

Retail Sales

- Local Beer Selection
- Local Wine Selection
- Small Plates & Food

B:B Whole Bean Coffee \$83,540

13% of expected revenue

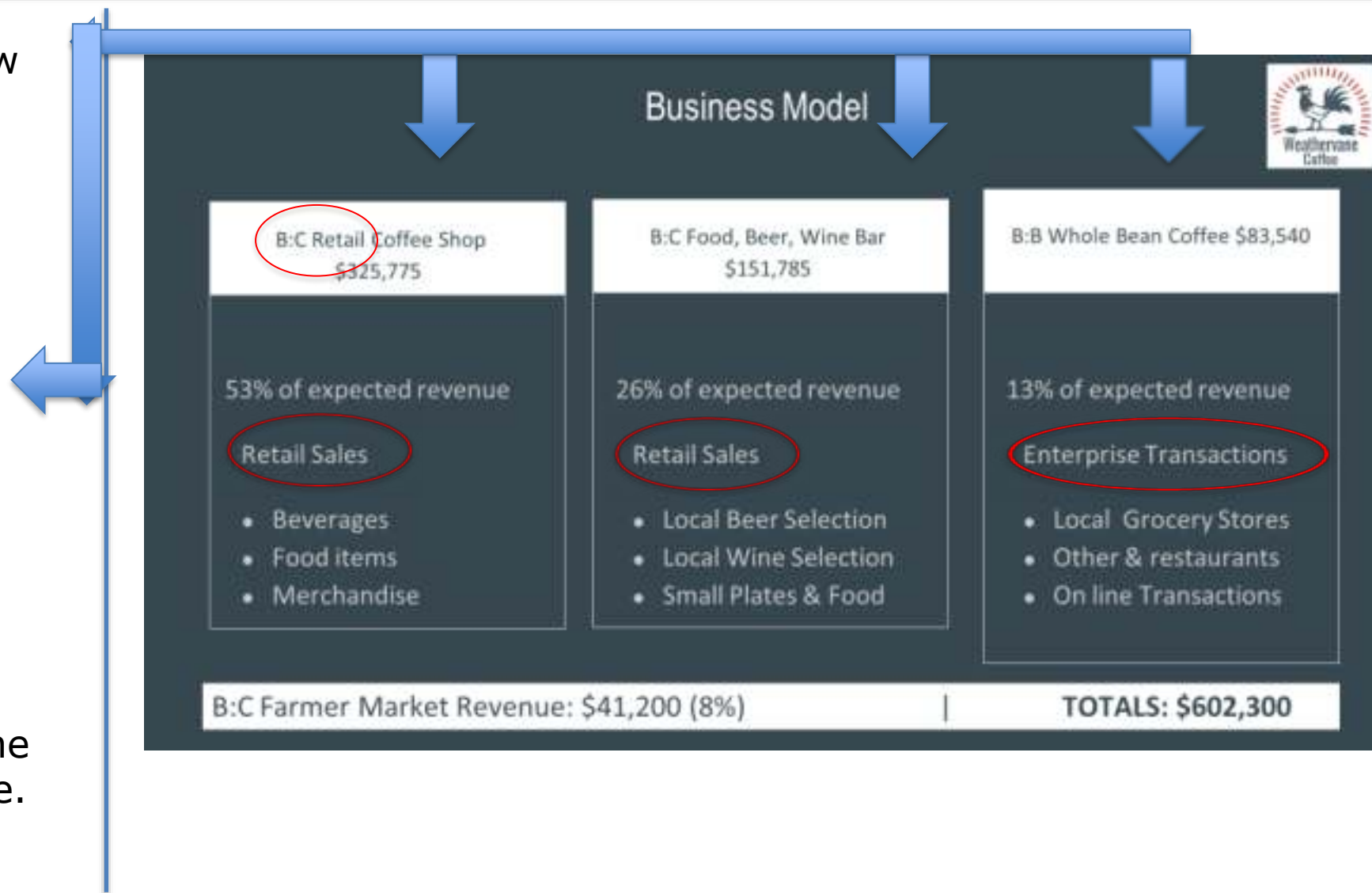
Enterprise Transactions

- Local Grocery Stores
- Other & restaurants
- On line Transactions

B:C Farmer Market Revenue: \$41,200 (8%)

**TOTALS: \$602,300**

- Business Model refers to how you will make money
- Think of your “sources” of incoming revenue like small “streams” feeding a bigger river
  - clearly identify each “stream”
- Label and summarize the streams
  - offer a bit of detail for each
- Be sure to describe “how” the customer will be charged, i.e. retail sale, subscription, etc.



- Develop Revenue estimates at the “grassroots” level;
  - How many ?
  - At an average price of “X” \$ / unit/ (~\$4.20/transaction)
- Data Assumptions validated and “ground-truthed” via discovery
- Projections also “vetted” against industry standards and/or “common sense”
- Assumptions underpin annual summary estimates / projections
- If we can believe the basic assumptions, the rest is just math !

### Key Notes & Assumptions:

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**A successful business briefing or “pitch” to an investor / banker will speak to “*the numbers*”, the next element in our outline.**





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# ❑ **Financial Projections Summary**

- ❑ what are your major **underlying cost** and **revenue assumptions** ?
  - ❑ what is the annualize growth assumptions
  - ❑ what are the inflection points / forces that drive growth
- ❑ are your assumptions too aggressive ? Too conservative ? unrealistic ?
- ❑ have you developed your **"Cost Stack"** – all your projected costs for the contract period
- ❑ what are your revenue assumptions; developed bottom up or top down ; margin assumptions
- ❑ what is your "burn" rate ; when do you become profitable



# 3-Year Revenue Estimates

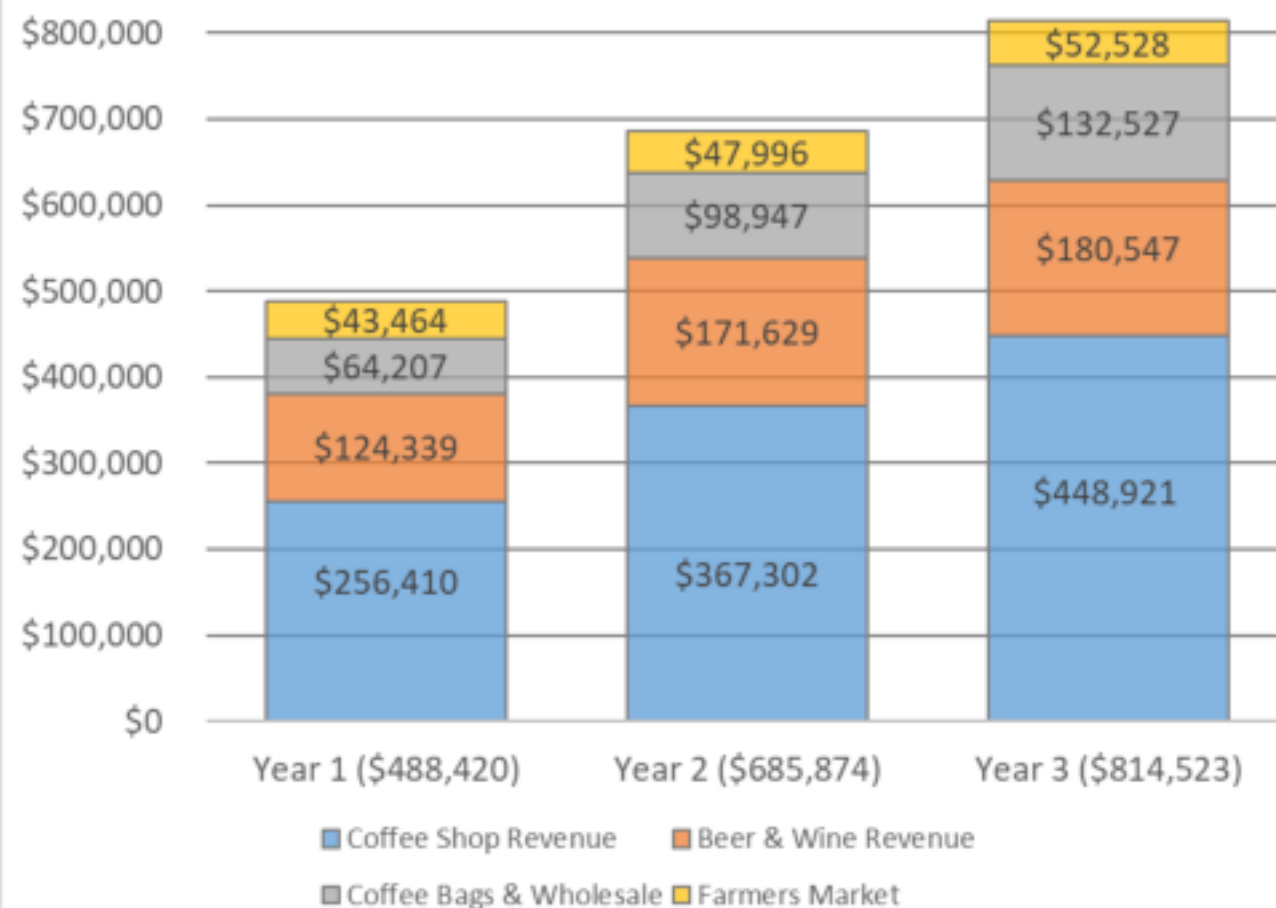
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## 3-YEAR REVENUE ESTIMATES, BY INCOME STREAM



# Profit and Loss Model

Category	Year 1	As Percent	Year 2	As Percent	Year 3	As Percent
Coffee Shop Revenue	\$256,410	52%	\$367,302	54%	\$448,921	55%
Beer & Wine Revenue	\$124,339	25%	\$171,629	25%	\$180,547	22%
Coffee Bags & Wholesale	\$64,207	13%	\$98,947	14%	\$132,527	16%
Farmers Market	\$43,464	8.9%	\$47,996	7.0%	\$52,528	6.4%
less returns	(\$15,647)	-3.2%	(\$22,148)	-3.2%	(\$25,869)	-3.2%
<b>TOTAL Revenues</b>	<b>\$488,420</b>		<b>\$685,874</b>		<b>\$814,523</b>	
<i>Costs Of Goods Sold</i>	<i>\$167,987</i>	<i>34%</i>	<i>\$234,189</i>	<i>34%</i>	<i>\$277,165</i>	<i>34%</i>
<i>Payroll Expenses</i>	<i>\$191,456</i>	<i>39%</i>	<i>\$223,034</i>	<i>33%</i>	<i>\$296,741</i>	<i>36%</i>
<i>General &amp; Administrative</i>	<i>\$117,140</i>	<i>24%</i>	<i>\$122,446</i>	<i>18%</i>	<i>\$125,859</i>	<i>15%</i>
<b>TOTAL Expenses</b>	<b>\$476,583</b>	<b>98%</b>	<b>\$579,669</b>	<b>85%</b>	<b>\$699,764</b>	<b>86%</b>
<b>GROSS PROFITS</b>	<b>\$11,838</b>	<b>2%</b>	<b>\$106,205</b>	<b>15%</b>	<b>\$114,758</b>	<b>14%</b>

# Year 1 Profit & Loss Model

EXPENSES	January	February	March	April	May	June	July	August	September	October	November	December	Avg. Montly	Annual
<b>Costs Of Goods Sold</b>	<b>\$10,203</b>	<b>\$10,450</b>	<b>\$11,953</b>	<b>\$12,356</b>	<b>\$12,811</b>	<b>\$13,791</b>	<b>\$14,671</b>	<b>\$15,425</b>	<b>\$15,360</b>	<b>\$17,063</b>	<b>\$16,514</b>	<b>\$17,391</b>	<b>\$13,999</b>	<b>\$167,987</b>
Coffee Beverages	\$2,810	\$2,909	\$3,435	\$3,653	\$3,776	\$4,215	\$4,587	\$4,770	\$4,862	\$5,438	\$5,290	\$5,620	\$4,280	\$51,365
Coffee Shop Food	\$1,254	\$1,241	\$1,380	\$1,389	\$1,408	\$1,478	\$1,537	\$1,596	\$1,555	\$1,702	\$1,626	\$1,702	\$1,489	\$17,870
Retail Merchandise	\$315	\$325	\$384	\$410	\$420	\$473	\$516	\$531	\$545	\$608	\$590	\$630	\$479	\$5,745
Beer & Wine Sales	\$1,605	\$1,605	\$1,926	\$2,087	\$2,043	\$2,408	\$2,685	\$2,605	\$2,738	\$3,050	\$2,918	\$3,210	\$2,408	\$28,899
Food & Small Plates	\$1,496	\$1,420	\$1,594	\$1,623	\$1,558	\$1,708	\$1,806	\$1,658	\$1,760	\$1,900	\$1,786	\$1,921	\$1,694	\$20,332
Retail Coffee Bags	\$455	\$472	\$557	\$592	\$613	\$683	\$711	\$714	\$788	\$881	\$858	\$910	\$693	\$8,321
Wholesale Coffee	\$988	\$1,024	\$1,208	\$1,284	\$1,330	\$1,482	\$1,611	\$1,680	\$1,710	\$1,913	\$1,862	\$1,976	\$1,506	\$18,069
Other Rev. (Farmers Market)	\$1,280	\$1,454	\$1,469	\$1,318	\$1,664	\$1,344	\$1,187	\$1,712	\$1,382	\$1,570	\$1,584	\$1,421	\$1,449	\$17,386
<b>Payroll Expenses</b>	<b>\$15,988</b>	<b>\$15,516</b>	<b>\$16,346</b>	<b>\$15,988</b>	<b>\$15,873</b>	<b>\$15,988</b>	<b>\$16,046</b>	<b>\$16,288</b>	<b>\$15,573</b>	<b>\$16,346</b>	<b>\$15,516</b>	<b>\$15,988</b>	<b>\$15,955</b>	<b>\$191,456</b>
Salaries & Waged	\$13,867	\$13,457	\$14,177	\$13,867	\$13,767	\$13,867	\$13,917	\$14,127	\$13,507	\$14,177	\$13,457	\$13,867	\$13,838	\$166,050
FICA Taxes	\$2,122	\$2,059	\$2,169	\$2,122	\$2,106	\$2,122	\$2,129	\$2,161	\$2,067	\$2,169	\$2,059	\$2,122	\$2,117	\$25,406
<b>General &amp; Administrative</b>	<b>\$9,458</b>	<b>\$9,467</b>	<b>\$9,588</b>	<b>\$9,635</b>	<b>\$9,647</b>	<b>\$9,752</b>	<b>\$9,837</b>	<b>\$9,860</b>	<b>\$9,881</b>	<b>\$10,007</b>	<b>\$9,963</b>	<b>\$10,046</b>	<b>\$9,762</b>	<b>\$117,140</b>
Accounting & Legal	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Marketing/Advertising	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Rent	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$51,000
Utilities	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Debt Servicing	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$26,400
Website Expenses	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$504
Internet/Phone	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,500
Insurance	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Merchant Fees (2.75% net sales)	\$716	\$725	\$846	\$893	\$905	\$1,010	\$1,095	\$1,118	\$1,139	\$1,265	\$1,221	\$1,304	\$1,020	\$12,236
Office Supplies	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
Vehicle/Travel	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Miscellaneous	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
<b>Total Expenses</b>	<b>\$35,650</b>	<b>\$35,432</b>	<b>\$37,887</b>	<b>\$37,979</b>	<b>\$38,331</b>	<b>\$39,531</b>	<b>\$40,554</b>	<b>\$41,572</b>	<b>\$40,815</b>	<b>\$43,415</b>	<b>\$41,992</b>	<b>\$43,426</b>	<b>\$39,715</b>	<b>\$476,583</b>
<b>Income Before Taxes</b>	<b>(\$6,414)</b>	<b>(\$5,446)</b>	<b>(\$3,439)</b>	<b>(\$2,228)</b>	<b>(\$1,279)</b>	<b>\$563</b>	<b>\$2,241</b>	<b>\$3,348</b>	<b>\$4,075</b>	<b>\$6,501</b>	<b>\$6,355</b>	<b>\$7,559</b>	<b>\$986</b>	<b>\$11,838</b>
<b>Income Tax Expense</b>	<b>(\$981)</b>	<b>(\$833)</b>	<b>(\$526)</b>	<b>(\$341)</b>	<b>(\$196)</b>	<b>\$86</b>	<b>\$343</b>	<b>\$512</b>	<b>\$623</b>	<b>\$995</b>	<b>\$972</b>	<b>\$1,157</b>	<b>\$151</b>	<b>\$1,811</b>
<b>NET INCOME</b>	<b>(\$5,432)</b>	<b>(\$4,612)</b>	<b>(\$2,913)</b>	<b>(\$1,887)</b>	<b>(\$1,083)</b>	<b>\$477</b>	<b>\$1,898</b>	<b>\$2,836</b>	<b>\$3,452</b>	<b>\$5,506</b>	<b>\$5,383</b>	<b>\$6,403</b>	<b>\$836</b>	<b>\$10,026</b>



- Project your grassroots assumptions (i.e. #units/services @ \$x/unit or per hr, etc.) out 1 month and then years 1, 2, 3
- Graph the “sources” of revenue
- “Memo” your units sold, % increases, staff, assumptions
- Develop a Profit and Loss Model
- Develop Cash Flow as required
- Know your costs
  - Startup
  - Cost of Goods Sold
  - Fixed
  - Operating



Profit and Loss Model

Category	Year 1	As Percent	Year 2	As Percent	Year 3	As Percent
Coffee Shop Revenue	\$256,410	52%	\$367,302	54%	\$448,922	55%
Beer & Wine Revenue	\$124,339	25%	\$171,629	25%	\$180,547	22%
Coffee Bags & Wholesale	\$64,207	13%	\$38,947	14%	\$152,527	19%
Farmers Market	\$43,464	8.9%	\$47,996	7.0%	\$52,528	6.4%
Less returns	(\$15,647)	-3.2%	(\$22,148)	-3.2%	(\$25,866)	-3.2%
<b>TOTAL REVENUES</b>	<b>\$488,420</b>		<b>\$685,874</b>		<b>\$814,523</b>	
Costs Of Goods Sold	\$267,887	54%	\$294,189	44%	\$277,565	34%
Payroll Expenses	\$281,456	58%	\$223,034	33%	\$296,742	36%
General & Administrative	\$177,540	36%	\$122,446	18%	\$125,859	15%
<b>TOTAL EXPENSES</b>	<b>\$426,583</b>		<b>\$539,669</b>		<b>\$600,166</b>	
<b>GROSS PROFITS</b>	<b>\$111,838</b>	24%	<b>\$106,205</b>	15%	<b>\$114,758</b>	14%

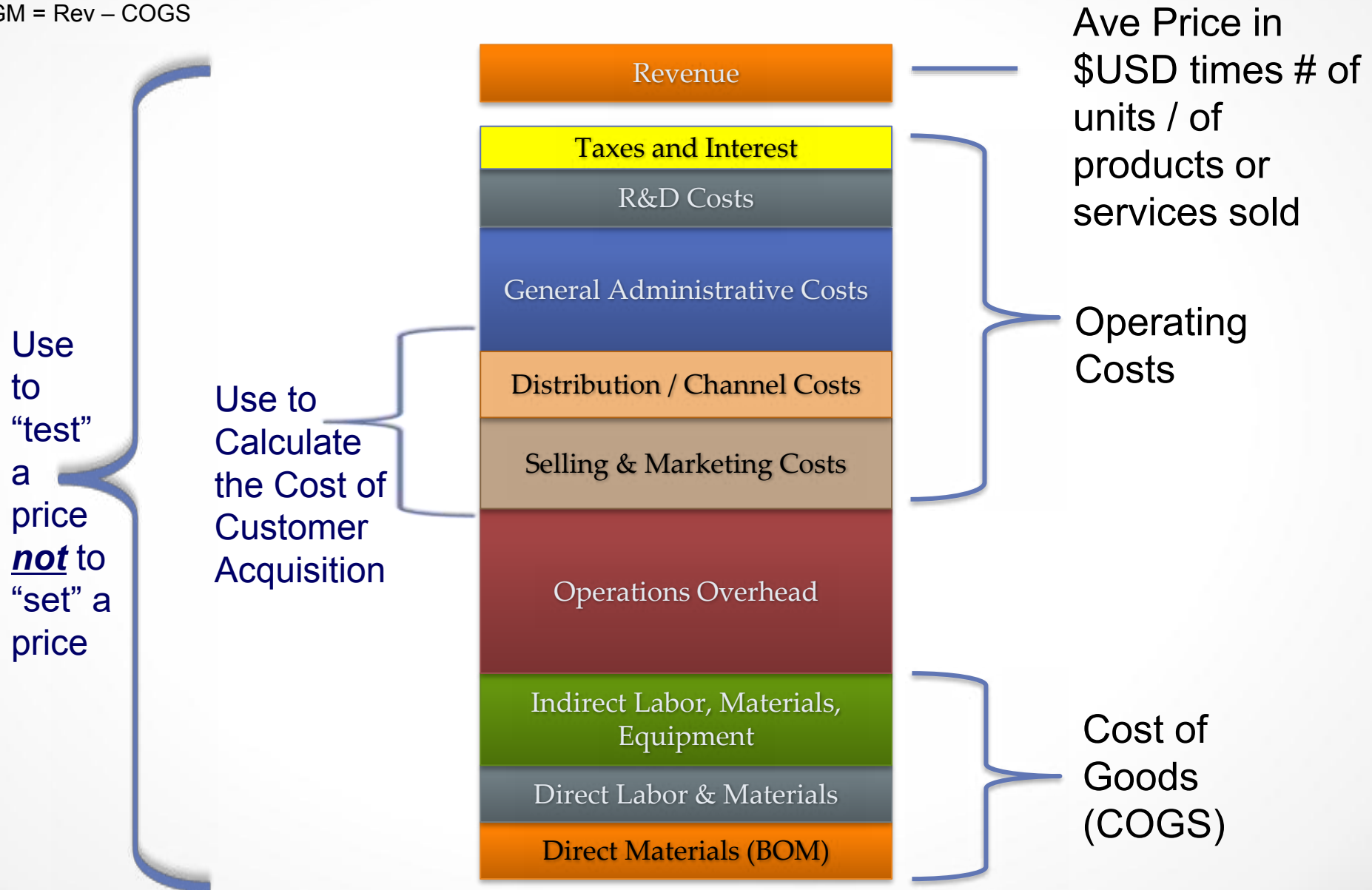
Year 1 Profit & Loss Model

Category	Startup	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year Total
Revenue	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420	\$488,420
Costs Of Goods Sold	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887	\$267,887
Payroll Expenses	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456	\$281,456
General & Administrative	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540	\$177,540
Less returns	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)	(\$15,647)
<b>TOTAL REVENUES</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>	<b>\$488,420</b>
<b>TOTAL EXPENSES</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>	<b>\$426,583</b>
<b>GROSS PROFITS</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>	<b>\$111,838</b>

**Revenue (Rev)**  
Rev = Price X # Units

**Gross Margin (GM)**  
GM = Rev – COGS

# The “Cost Stack”



**Participant  
Engagement!**

Pause  
again  
for  
Questions



**NOTE:**

**We will proceed to the section  
on current customers, client  
satisfaction and  
“traction”  
in the marketplace”.**





***“Got Customer Sales ?”***

**Back to the next element in our anatomy of a successful business briefing or “pitch”**





☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

☐ *Strategic Competitive Advantage*

☐ *Your Business Model Assumptions (from discovery)*

☐ *Your Business Model – How do you Monetize*

☐ *Route / Channel(s) / Path to Market*

☐ *Financials:*

☐ *Startup & Operating Cost/Budget Estimates*

☐ *Revenue Projection Summary*

☐ *Summary Profit and Loss (plus backup pages)*

☐ ***Traction: BETA / Early Adopter Sales/Proof of Concept/ Delighted Customers***

☐ *Major Project Milestone Timeline / Phases*

☐ *Strategic Marketing Plan Elements*

☐ *Investment Request; Detailed Use of Funds*

☐ *The Team*

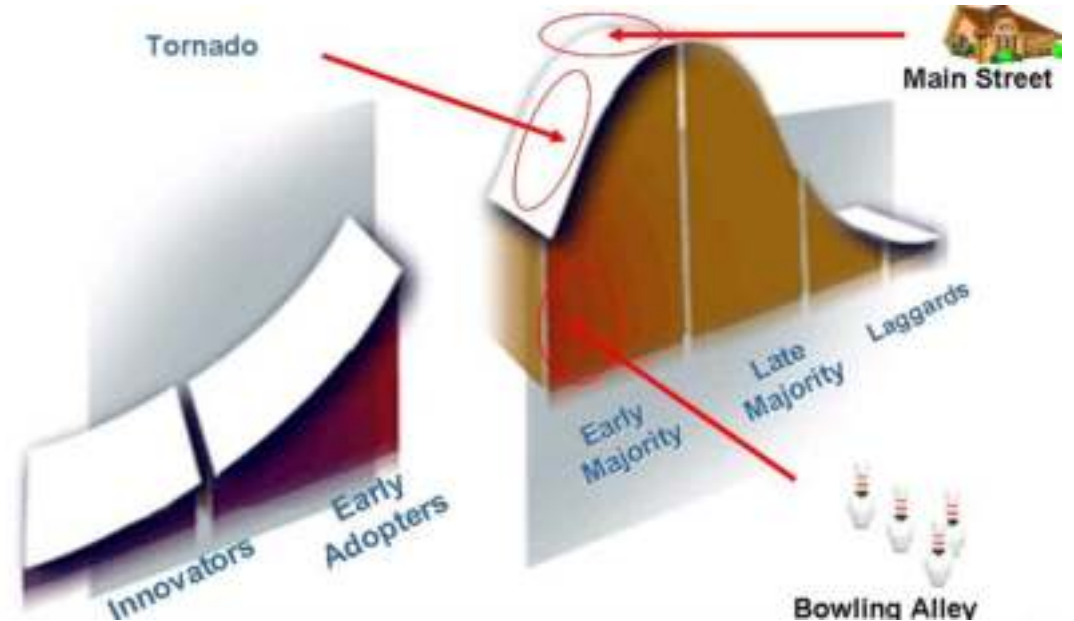
☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

# ❑ ***Traction / BETA Customer(s) / Current Customers***

---

- ❑ who are your pilot / early adopter customers
- ❑ what is your current sales
- ❑ logos of current customers
- ❑ any testimonials
- ❑ what is the state of your sales pipeline; summarize your sales year to date
- ❑ who are your early wins ; types of customers
- ❑ what did you learn



# Brambleton Farmers Market



- *Farmer Market Revenue: \$41,200 in 2019*
- Located a few miles south of the planned location
- Experiencing a strong demand



- If you are a growth company, discuss your current sales success and sales pipeline
- If you are established, show or speak to customers / clients you have sold (show logos)
- Speak to what you've learned
- Explain conditions that would lead to "scaling", expanding into new markets
- Demonstrate there is pent up demand, following of early adopters, etc.
- Discuss any testimonials

## Brambleton Farmers Market

- *Farmer Market Revenue: \$41,200 in 2019*
- Located a few miles south of the planned location
- Experiencing a strong demand



**The anatomy of a successful business briefing or “pitch” would include the path forward – a “roadmap”**





☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

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☐ *Startup & Operating Cost/Budget Estimates*

☐ *Revenue Projection Summary*

☐ *Summary Profit and Loss (plus backup pages)*

☐ *Traction: BETA / DEMOS / Early Adopter Sales/Proof of Concept*

☐ ***Roadmap / Phases / Major Milestone Timeline***

☐ *Strategic Marketing Plan Elements*

☐ *Investment Request; Detailed Use of Funds*

☐ *The Team*

☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*



# Major Operating Milestones

## Launch

- Currently under construction
- Grand opening September 2020

## Establish a Base

- Secure a loyal customer throughput
- Advertise, build collaboration, & a following

## Achieve Steady Growth

- Create luxurious & premium experience
- Network & expand social footprint

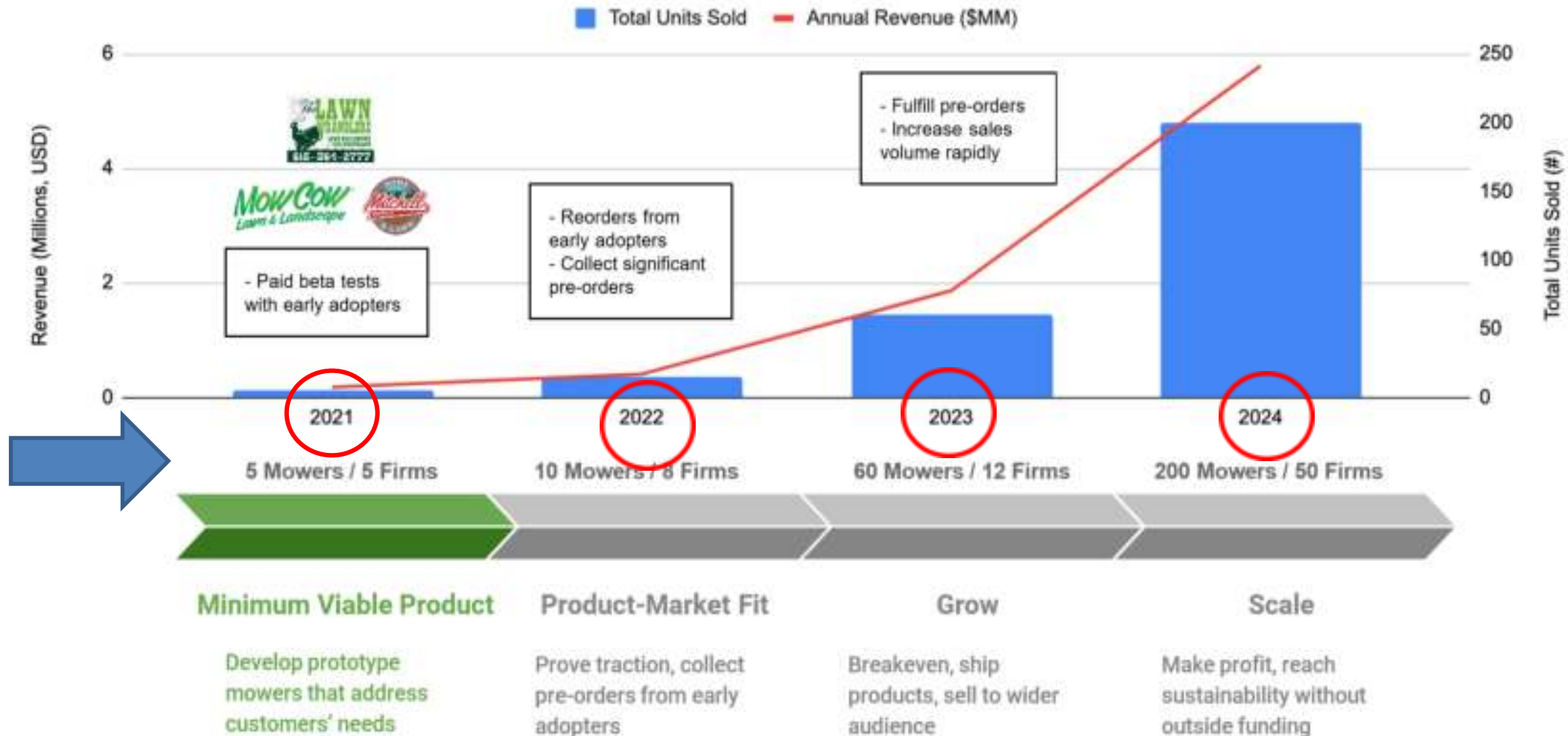
## Expand Business Offerings

- Actively pursue additional wholesale accounts
- Explore options for future locations

- Lay out the road ahead for the business growth
- Include visibility into any logical “phases” as part of your plan forward
- Good to place months/yr on your roadmap
- Find the right level of detail
- Plan forward would roughly parallel your seed round plus 1-2 years



# Major Milestone Timeline & Revenue Projections



**Our “business pitch”  
should speak to one of  
the drivers of growth.**

**Lets take a look at the  
next element.**





**Participant  
Engagement!**

# Pause: Questions thus far ?



☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

☐ *Strategic Competitive Advantage*

☐ *Your Business Model Assumptions (from discovery)*

☐ *Your Business Model – How do you Monetize*

☐ *Route / Channel(s) / Path to Market*

☐ *Financials:*

☐ *Startup & Operating Cost/Budget Estimates*

☐ *Revenue Projection Summary*

☐ *Summary Profit and Loss (plus backup pages)*

☐ *Traction: BETA / DEMOS / Early Adopter Sales/Proof of Concept*

☐ *Roadmap / Phases / Major Milestone Timeline*

☐ ***Strategic Marketing Plan Elements/Guidance***

☐ *Investment Request; Detailed Use of Funds*

☐ *The Team*

☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

Your Strategic Marketing Plan should address details in all 4 basic elements of the “Marketing Mix”

★  
*1 part of the mix “Extracts” Value*



# Marketing Plan Objectives

Your Strategic Marketing Plan should identify your aims



BUILDING YOUR BRAND.



CREATING COMMUNITY.



GENERATING SALES.

BUILDING YOUR REPUTATION.



GENERATING LEADS.





# Your Strategic Marketing Plan should align with business and financial objectives and your Marketing “Maturity”

- ☐ *the maturity level/core competencies of your team ?*
- ☐ *your allocated budget ?*
- ☐ *the tactical promotional plan elements you intend to build, execute ?*
- ☐ *other factors ?*



## **Social Selling**

- Drive Revenue Generation
- Channel Engagement
- Micro Content Delivery
- Relationship Building

-----Revenue Creation-----

## **Social Media Marketing**

- Channel Management
- Brand Awareness
- Audience Building
- Macro Content Building



## **Digital Marketing**

- Website
- SEO (web optimization)
- SEM (what is trending)
- Message Maps
- Marketing Campaigns

Lower

**LEVELS OF MARKETING MATURITY**

Higher



# Value Proposition Design Importance Re-visited

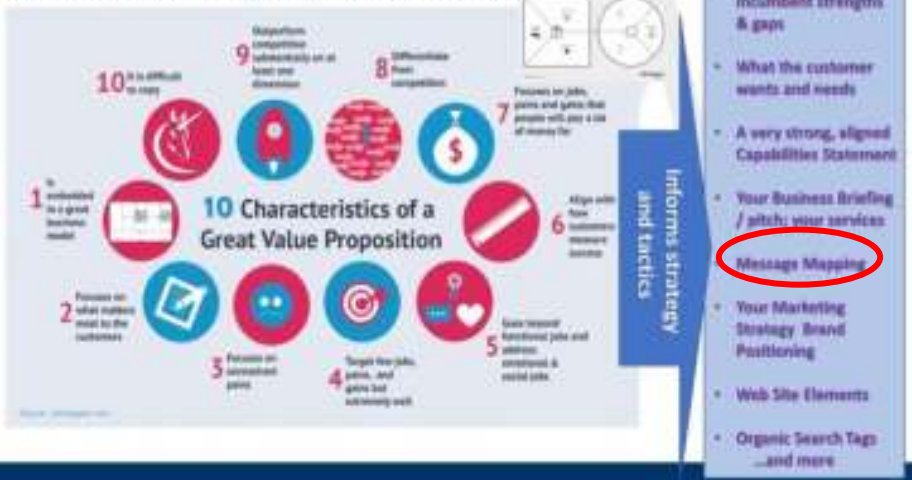


Source: strategyzer.com

Informs strategy  
and tactics

- Competitive Incumbent strengths & gaps
- What the customer wants and needs
- A very strong, aligned Capabilities Statement
- Your Business Briefing / pitch; your services
- **Message Mapping**
- Your Marketing Strategy Brand Positioning
- Web Site Elements
- Organic Search Tags ...and more

## Value Proposition Design Importance Re-visited

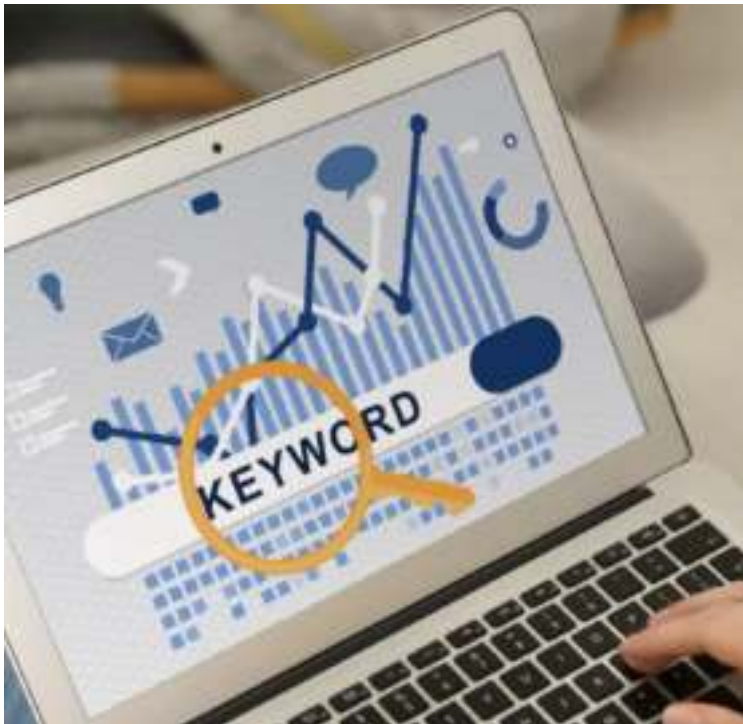
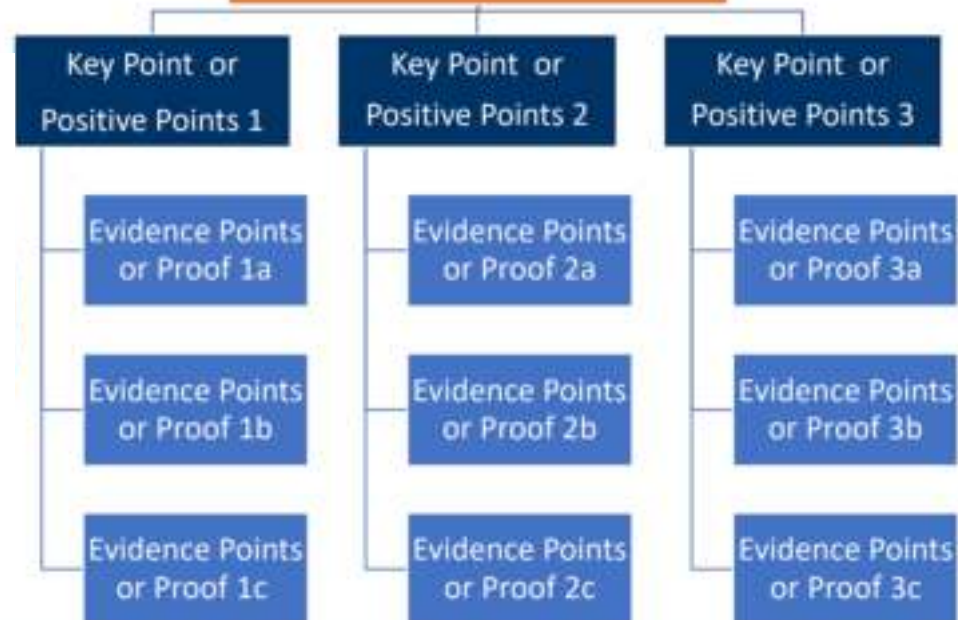


Message mapping is a strategic and tactical framework that enables building and then “activating” your brand. It is critical to attracting and retaining your intended targeted audience.

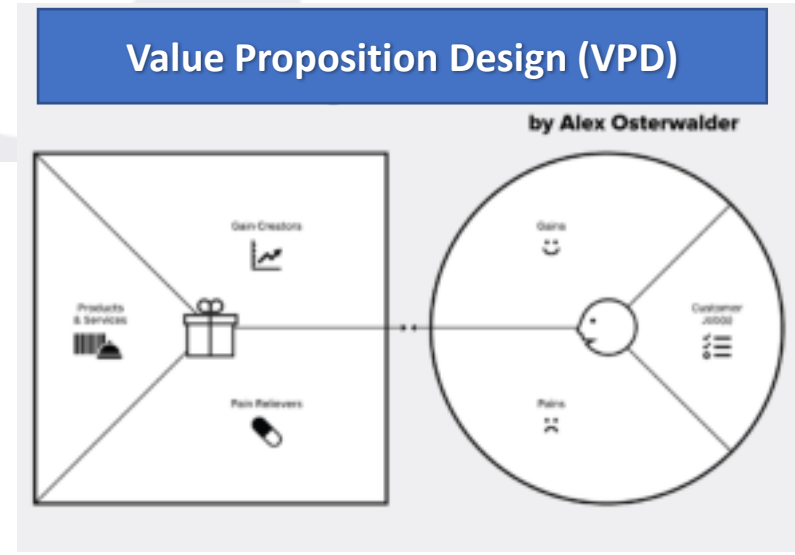
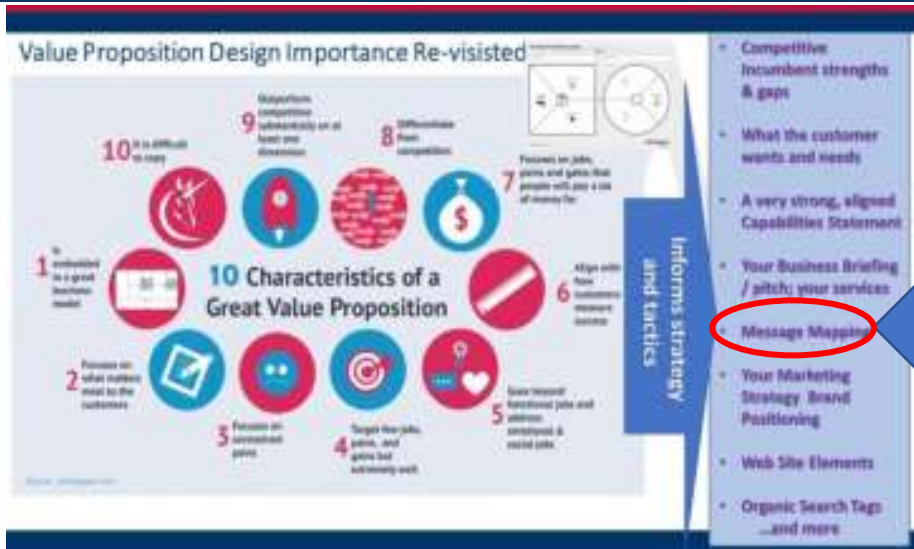
## Message Map



### Basic Message Map

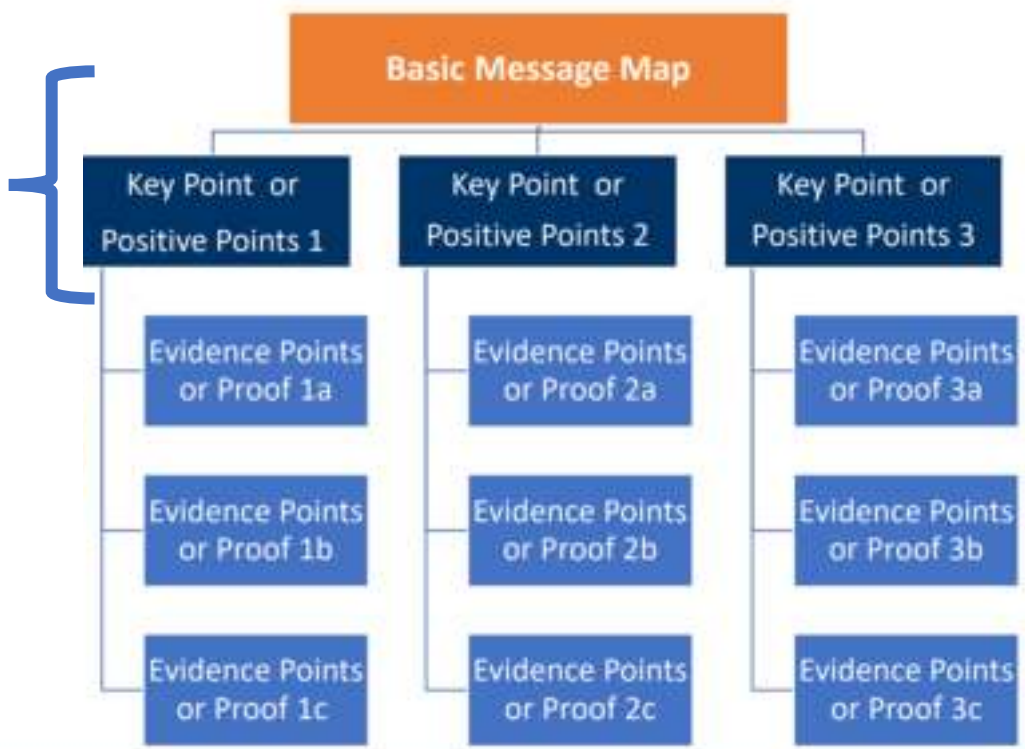




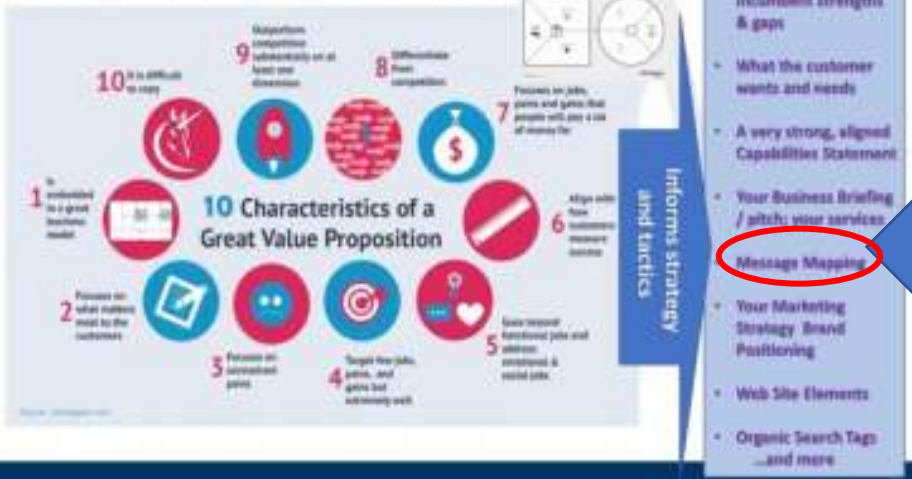


Start with Key elements, 3 “core” attributes, commitments, values you always want associated with your brand.

These “pillar” should flow naturally from your Value Proposition Design.

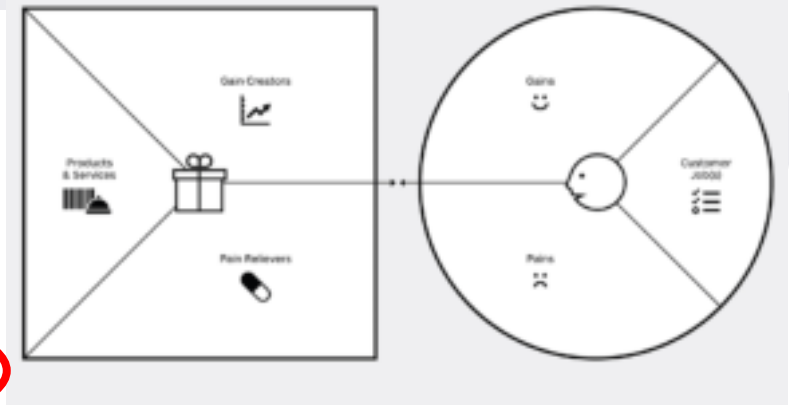


## Value Proposition Design Importance Re-visited



## Value Proposition Design (VPD)

by Alex Osterwalder



## Basic Message Map

Key Point or Positive Points 1

Key Point or Positive Points 2

Key Point or Positive Points 3

Evidence Points or Proof 1a

Evidence Points or Proof 1b

Evidence Points or Proof 1c

Evidence Points or Proof 2a

Evidence Points or Proof 2b

Evidence Points or Proof 2c

Evidence Points or Proof 3a

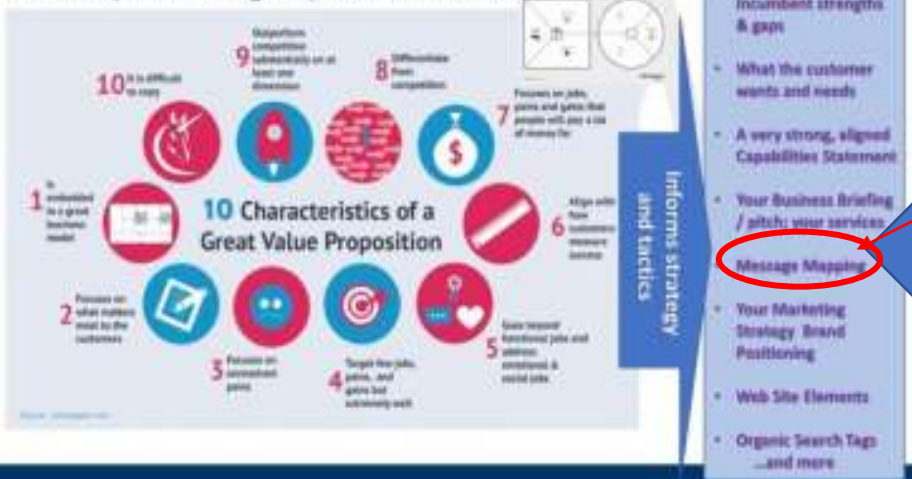
Evidence Points or Proof 3b

Evidence Points or Proof 3c

The Pillars should be a “mix” of both rational and emotional elements, attributes, values, commitments, etc.

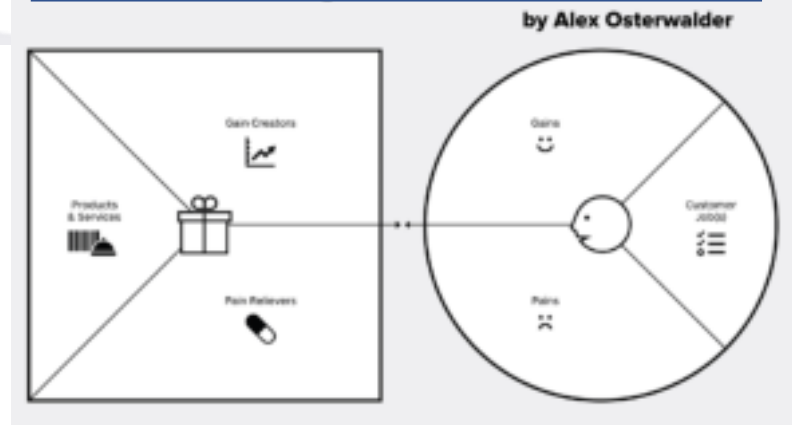
Those “3 pillars in your messaging mapping strategy” then becomes your “true north” for brand positioning, brand personality and brand identity .

## Value Proposition Design Importance Re-visited

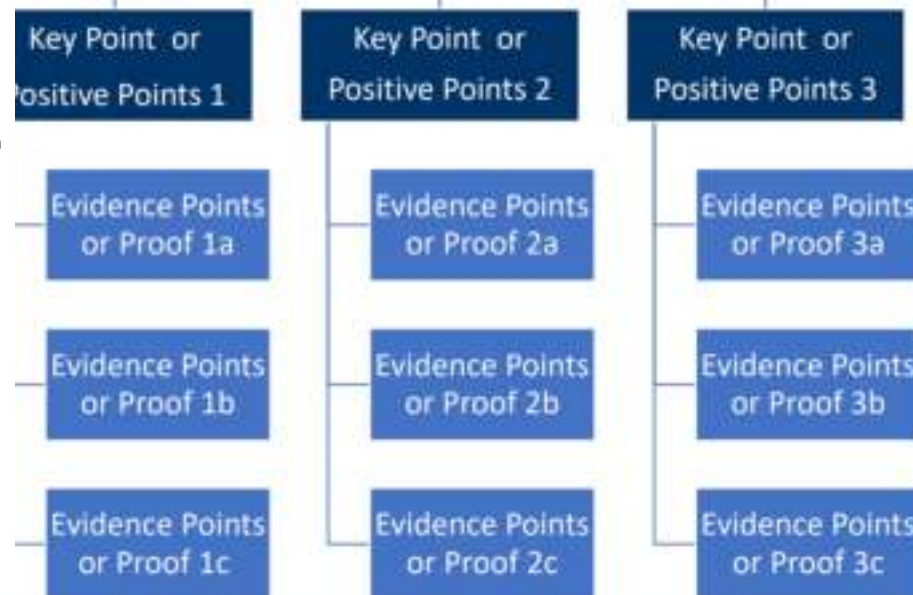


How VPD, Message Mapping and Marketing Plans are interrelated

## Value Proposition Design (VPD)



## Basic Message Map



**Aim of Content Marketing:**  
*To Create and Distribute Valuable, Relevant and Consistent marketing material, to Attract and Retain an intended Targeted Audience*

Marketing content, can (website, blogs, videos, posts, pictures, etc.), designed to support the 3 pillars.

Content is developed into “themes”, then deployed via social media “channels”, paths to market, as part of a tactical marketing execution plan.



# Value Proposition Revisited

WeatherVane coffee is a *specialty coffee roaster for coffee lovers*.

We offer an inviting, convenient location and experience, that *sources, roast, and brews specialty coffee in a way which brings the soul to our coffee* for customers who care about their coffee

Specifically, we use only premium coffees that have been *carefully curated at the source*, and then *artisanally roasted*, quality controlled, and ultimately brewed by us to perfection.

The coffee is *fresh, exquisite, incredibly enjoyable, subtly complex*--a uniquely *memorable experience*.





# Weatherovane Coffee

## Message Mapping Draft Example

### Rational element

### Rational element

### Emotional element

*"We are a family owned, local specialty coffee roaster designed for coffee lovers"*

*"We curate all our beans at the source, then artisanally roast them on premises to perfection"*

*"We create a fresh, exquisite, enjoyable, subtly complex and memorable cup of coffee "*

Grew up in South America on coffee plantation

Developed a love for both great coffee and the entrepreneurial spirit for local business success

We started our business with a popup tent near our 1<sup>st</sup> location in Reston

Growing up in South American coffee bean plantation we know what growing conditions make good beans

We have our own roasting equipment on premises and use carefully quality controlled methods to roast and brew our coffee selections.

We only procure the finest coffee beans from our trusted, eco friendly and fair trade suppliers

We have a beautiful barista in the ground floor of our luxury apartment

We sell small bites for breakfast and for lunch in a pleasant and comfortable atmosphere

We have repeat customers who enjoy the coffee, our pleasant staff and each other

3 "Pillars"

Supporting themes

# Content Calendar Execution Plan

Month November: THEME 1.

# Week 1: Theme 1 topic 1

## Week 2: Theme 1 topic 2

## Week 3: Theme 1 topic 3

## Week 4: Theme 1 topic 4

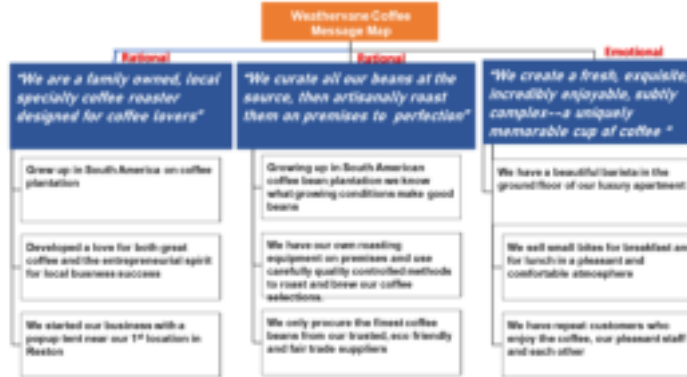
Month December: THEME 2.

# Week 1: Theme 2 topic 1

## Week 2: Theme 2 topic 2

## Week 3: Theme 2 topic 3

## Week 4: Theme 2 topic 4



## Strategic Marketing Execution Plan Summary for 2H2022

Tactics / Categories	Jul	Aug	Sep	Oct	Nov	Dec
<b>Press Releases:</b> <ul style="list-style-type: none"> <li>• soft launch</li> <li>• hard launch</li> <li>• major events</li> <li>• website</li> <li>• sustainability</li> <li>• new markets</li> <li>• byline articles</li> <li>• other</li> </ul>						
<b>Major Events</b> <ul style="list-style-type: none"> <li>• Trade Shows</li> <li>• Conferences</li> <li>• Speaking/Op</li> <li>• Networking</li> </ul>						
<b>Digital Footprint</b> <ul style="list-style-type: none"> <li>• Website               <ul style="list-style-type: none"> <li>- SEO</li> <li>- Content</li> <li>- UX</li> </ul> </li> <li>• Facebook               <ul style="list-style-type: none"> <li>- Ads</li> </ul> </li> <li>• Instagram               <ul style="list-style-type: none"> <li>- Posts</li> </ul> </li> <li>• Blogs</li> <li>• Other</li> </ul>						
<b>Collateral Materials</b> <ul style="list-style-type: none"> <li>• Posters</li> <li>• Brochure</li> </ul>						
<b>Sales Development</b> <ul style="list-style-type: none"> <li>• Lead Generation</li> <li>• Email push</li> <li>• other</li> </ul>						

Month November: THEME 1-4

## Week 1: theme 1 topic 1

## Week 2: theme 2 topic 1

## Week 3: theme 3 topic 1

## Week 4: theme 4 topic 1

Month December: THEME 1-4

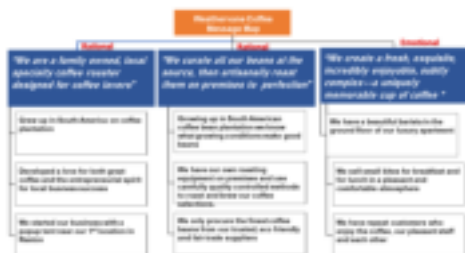
## Week 1: theme 1 topic 2

## Week 2: theme 2 topic 2

## Week 3: theme 3 topic 2

## Week 4: theme 4 topic 2





- 3 “Pillars are Strategic
- Supporting Element themes become your content
- Content Calendar aids in determining, directing, distributing
  - identifies channels
  - Facilitates campaign timing execution

## Strategic Marketing Execution Plan Summary for 2H2022

Tactics / Category	Jul	Aug	Sep	Oct	Nov	Dec
<b>Press Releases:</b> <ul style="list-style-type: none"> <li>• soft launch</li> <li>• hard launch</li> <li>• major events</li> <li>• website</li> <li>• testimonials</li> <li>• new markets</li> <li>• byline articles</li> <li>• other</li> </ul>				Post to FB		
<b>Major Events</b> <ul style="list-style-type: none"> <li>• Tradeshows</li> <li>• Conferences</li> <li>• Speaking Ops</li> <li>• Networking</li> </ul>						
<b>Digital Footprint</b> <ul style="list-style-type: none"> <li>• Website               <ul style="list-style-type: none"> <li>- SEO</li> <li>- Analyt</li> <li>- IoT</li> </ul> </li> <li>• Facebook               <ul style="list-style-type: none"> <li>- Ads</li> </ul> </li> <li>• Instagram               <ul style="list-style-type: none"> <li>- Posts</li> </ul> </li> <li>• Blogs</li> <li>• Other</li> </ul>		Video Blog on website				
<b>Collateral Materials</b> <ul style="list-style-type: none"> <li>• Posters</li> <li>• Banners</li> </ul>						
<b>Sales Development</b> <ul style="list-style-type: none"> <li>• Lead Generation</li> <li>• Email push</li> <li>• other</li> </ul>			1 <sup>st</sup> Email Drip		2 <sup>nd</sup> Email Drip	





# Marketing Strategy

## Immediate Physical Area:

- "Coming Soon" banners on Apt. Building
- Flyers mailed to Apt & Townhouse residents
- Handouts & sign at current Farmers Market

## Digital Outreach Area:

- Paid ads in "Ashburn Magazine" & partner sites
  - Update article in 'The Burn' Website
  - Paid ads in Instagram & Facebook
  - Email marketing to customer base via Square
-



**Your briefing or “pitch” can be used to ask investors / bankers for seed/working capital to get started or to support company growth.**

**Lets take a look at our next outline element**



**Participant  
Engagement!**

Pause for  
Questions



- ☐ *Intro: What do you do ? + your "WHY"*
- ☐ *Investment Needs Summary*
- ☐ *Scene Set, Context, Statistics, Facts*
- ☐ *The Problem*
- ☐ *The Solution*
- ☐ *Value Proposition for your Targeted Customer/Client*
- ☐ *Competition and their Gaps*
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- ☐ ***Investment Request; Allocated Use of Funds***
- ☐ *The Team*
- ☐ *Risk Mitigation*
- ☐ *Call to Action / Points of Contact*

# The “ASK” page in your pitch – Advice from the Pros?: Don’t Squander the Opportunity!!!

This page is meant to do something pretty straightforward: Explain how much money a startup is raising and for what.

Here are the most common mistakes:

- Forgetting to include the slide altogether.
- Not naming a specific dollar amount you are raising.
- Omitting what the funds will be used for.
- Failing to estimate a specific “runway”, i.e., “This will keep us running for 18 to 24 months.”

**The fundraising stages are not about dollar values — they’re about risk** — source: Tech Crunch

You’re not trying to increase the value of your company; that’s a fool’s errand. Instead, focus on de-risking your startup.

# Next Steps

## Next Steps

- Finalize product development
- Execute go-to-market strategy
- Launch an aggressive marketing campaign
- Sign partnership with a bank partner
- Create patent portfolio



These are forward looking projections and can't be guaranteed.

**\$1M**

Seed Round

**\$0.5M**

Successfully Raised Angel Investments

Example  
of an  
“ASK”  
Page  
format!



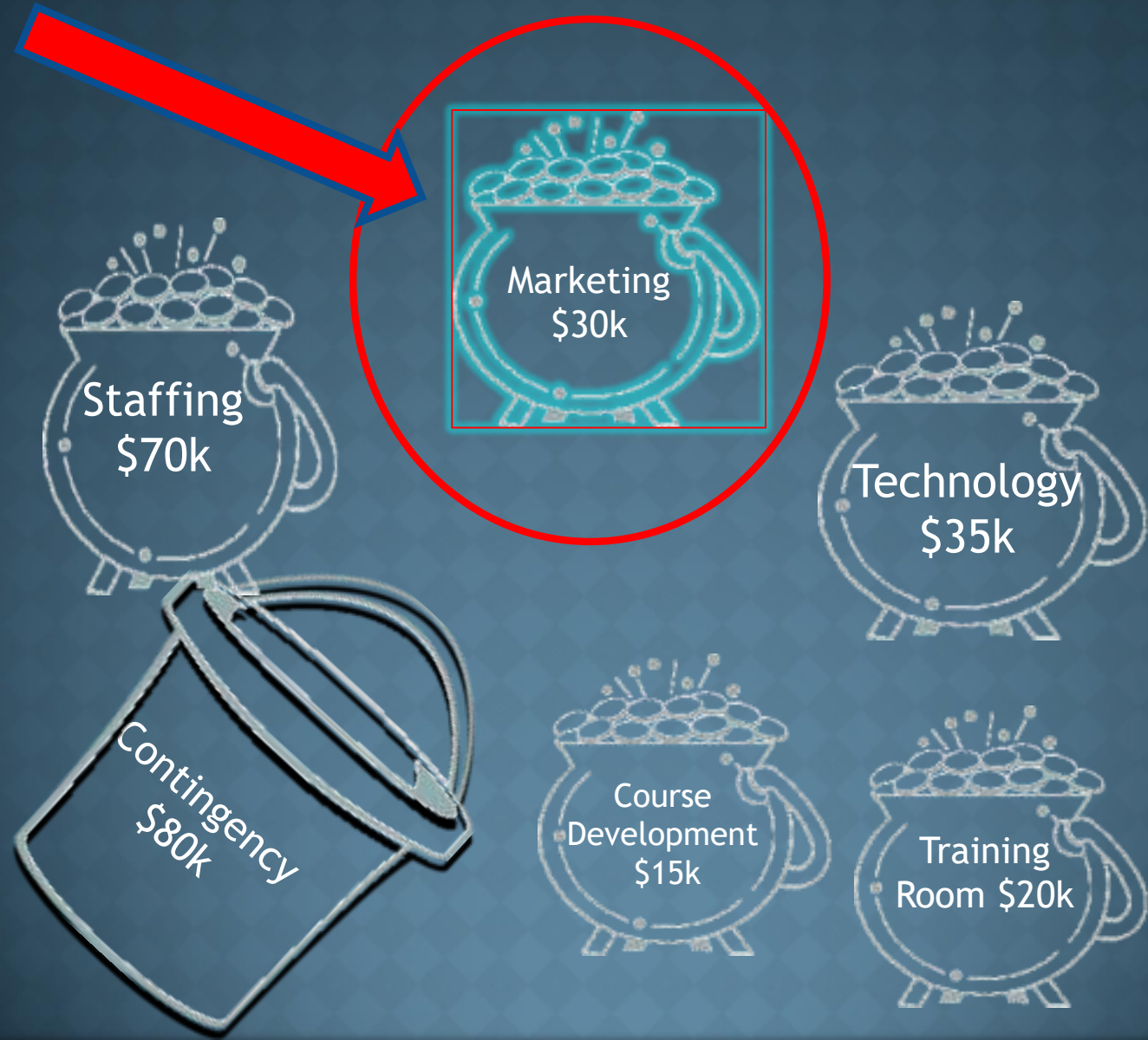
...Lets put Marketing (which we just talked about) for example, into a context.

In our business plan, reflected in our pitch presentation, we would have allocated \$XYZs to Strategic Marketing as one of our investment “buckets” of capital we are seeking.

*Our  
Funding  
Ask...*

*“XYZ LLC” is looking for \$250k*

**+ \$100K LINE OF CREDIT SECURED BY A/R**



# ☐ ***Investment Request / Deployment of Funding***

---

- ☐ communicate :
  - ☐ how much you need
  - ☐ how working capital might be structured
    - ☐ term loan
    - ☐ line of credit
  - ☐ where / how will you deploy the working capital
    - ☐ Sales Acquisition
    - ☐ Strategic Marketing
    - ☐ Product Development
    - ☐ other
  - ☐ how long will it last you



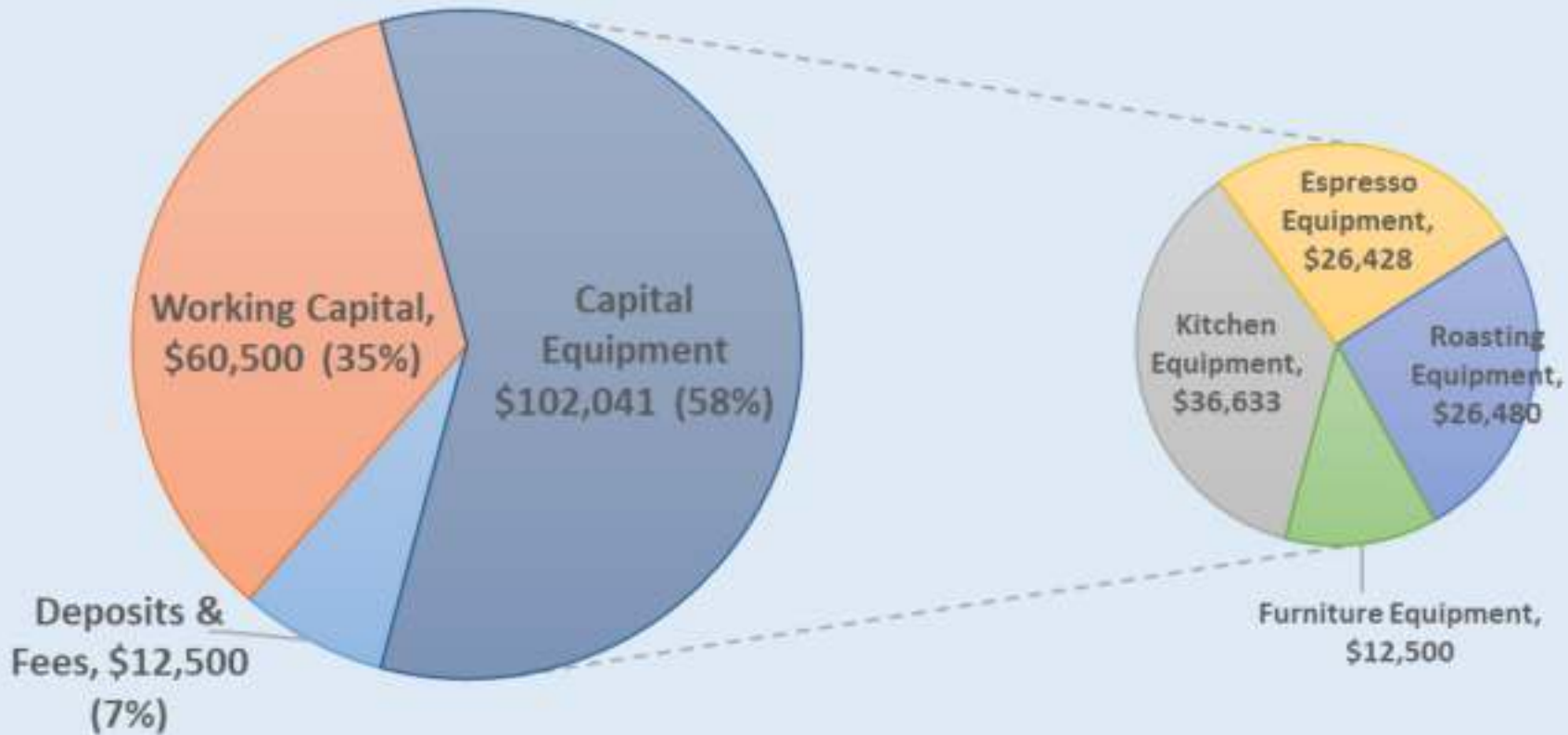
# Back to our anatomy of a successful business briefing or “pitch”



# Our Funding Ask



## Funding Needs and Allocation Details \$175,000



- “Seed” capital (usually) less than \$300k; any “traction” ?
- Explain how (in some detail) you will spend the funding
- Know how long the investment will last (“runway”)
- Banker may ask for collateral and other documents
  - 2 Years - Business & Personal Tax Returns
  - Detailed Financial Statements
  - Cash Forecast (Excel version)
  - Personal Financial Statement
  - Business Brochure/Capability Statement
  - Operating Agreement
  - Other as requested





**Back to the anatomy  
of a successful  
business briefing or  
“pitch”**

**Lets see what is next**



**Participant  
Engagement!**

**Pause: Questions thus far ?**



☐ *Intro: What do you do ? + your "WHY"*

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

☐ *Strategic Competitive Advantage*

☐ *Your Business Model Assumptions (from discovery)*

☐ *Your Business Model – How do you Monetize*

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☐ *Roadmap / Phases / Major Milestone Timeline*

☐ *Strategic Marketing Plan Elements*

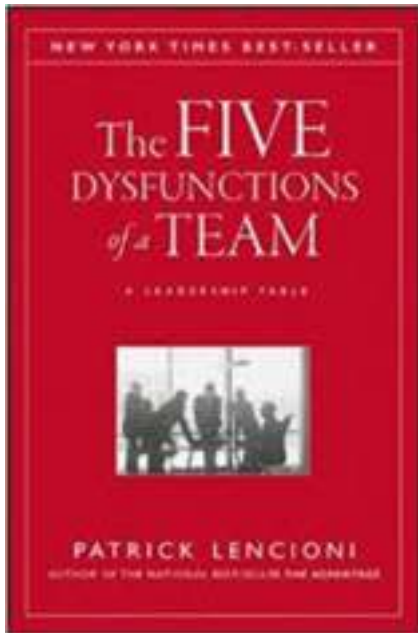
☐ *Investment Request; Allocated Use of Funds*

☐ ***The Team***

☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

# Team Dynamics can be important



*If you could get everyone in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time*  
– P. Lencioni



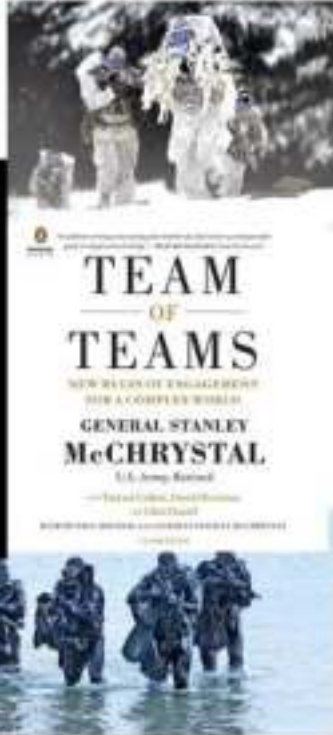
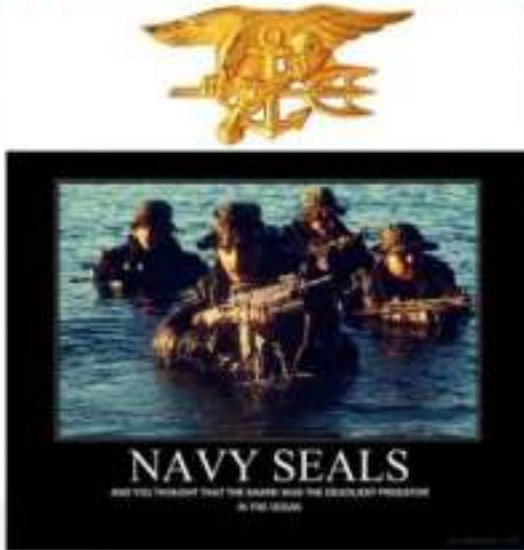
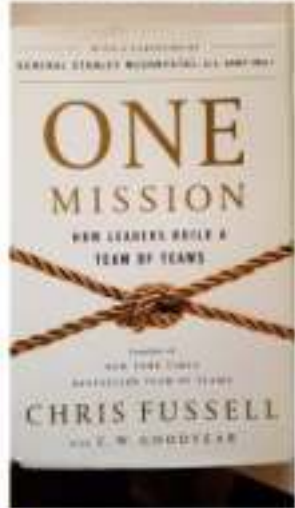
Company Culture



# ❑ *Story about "Performance and Trust"*



*Consummate example of teamwork, dedication and professionalism*



*Consummate example of teamwork, dedication and professionalism*

**US Navy Blue Angels**

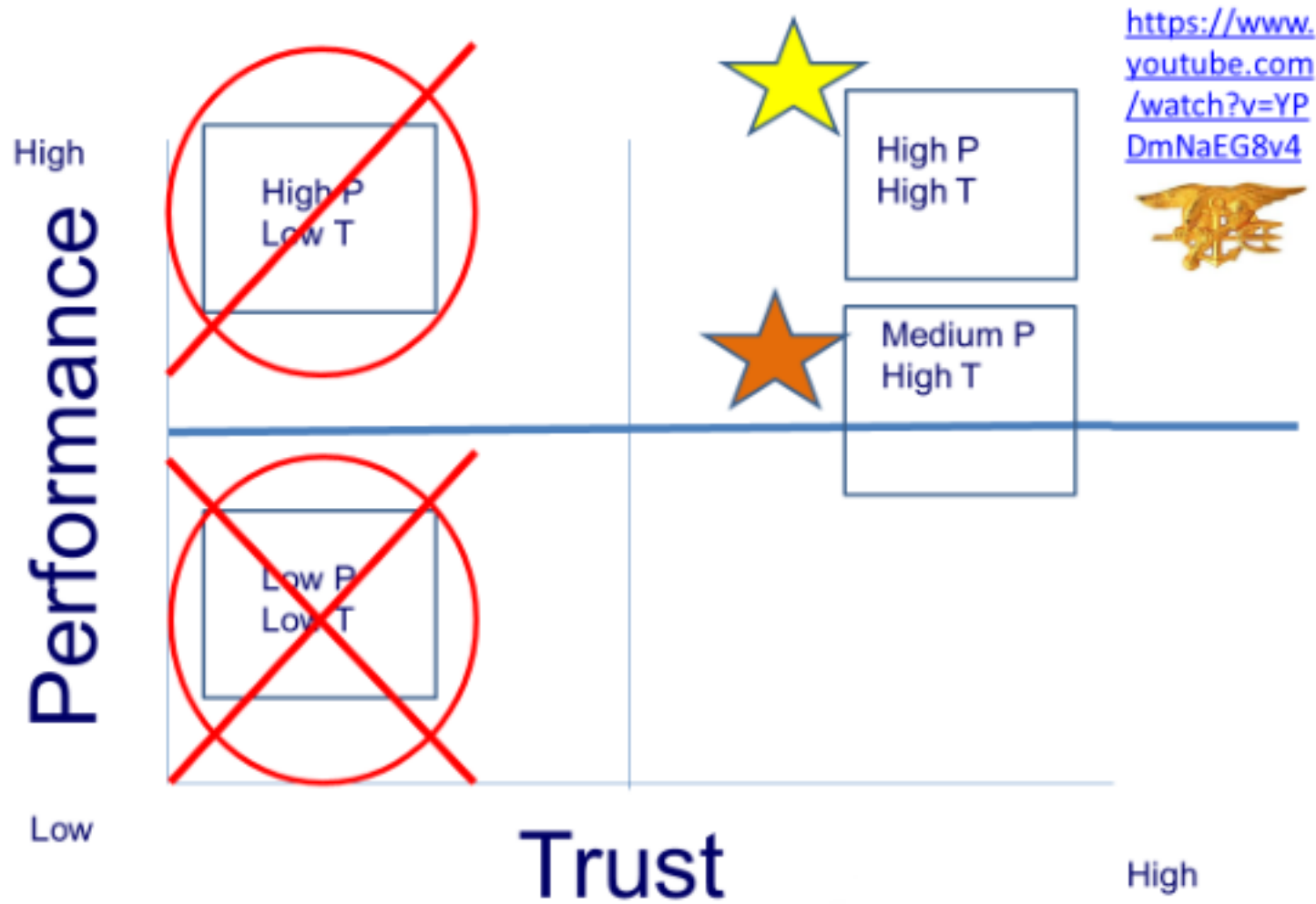


<https://www.youtube.com/watch?v=u4D0yx4DvBk>





# ❑ *Story about "Performance and Trust"*





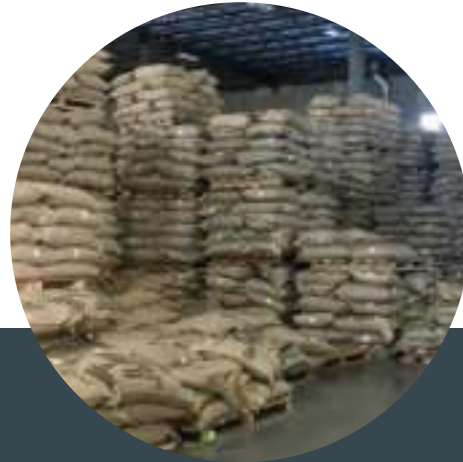
# The Team



Paul

---

Founder,  
Coffee Roaster, Barista,  
Business Developer, Manager



Specialty Coffee Importers

---

We have teamed up with  
several Specialty Coffee  
importers to bring in the best  
coffee



George Siragusa

---

Business Advisor  
Mason Small Business  
Development Center (SBDC)

- ❑ brevity in credentialing is key
- ❑ “right” # of team members
- ❑ members speak with “one aligned voice”
- ❑ listing/showing advisers can lend credibility
- ❑ outsiders will look at your management team to assess strengths and make sure members have ***diverse, complementary skill sets***



 The Team

		
<b>Paul</b>	<b>Specialty Coffee Importers</b>	<b>George Siragusa</b>
Founder, Coffee Roaster, Barista, Business Developer, Manager	We have teamed up with several Specialty Coffee Importers to bring in the best coffee	Business Advisor Mason Small Business Development Center (SBDC)

**Back again to our business briefing or “pitch” anatomy speaking briefly to managing expectations.**

**How ?**

**Let look at the next outline element.**



- ❑ *Intro: What do you do ? + your "WHY"*
- ❑ *Investment Needs Summary*
- ❑ *Scene Set, Context, Statistics, Facts*
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- ❑ ***Risk Mitigation***
- ❑ *Call to Action / Points of Contact*



# Risk, Mitigation Plans



- **Business risk, get tired**
  - *Fully committed, signed the lease providing a personal guarantee*
- **Financial risk, not make my numbers**
  - *Conservative revenue models. Currently strong and growing demand.*
- **Legal Risk, someone gets hurt, lawsuit**
  - *Insurance*
  - *Incorporated as an LLC*
- **Cyber Risk, mitigation**
  - *Using Square as my POS and they assume the risk*
- **Other, COVID: how to mitigate**
  - *Flexible business model which can be quickly adapted*



- Every business faces 5-6 major “themes” of risk
  - Business
  - Financial
  - Legal
  - Cyber Security
  - Brand Reputation
  - Covid19 (Recent)
- Briefly:
  - Summarize the relevant risk for your business
  - Summarize how you intend to mitigate risk category

## Risk Mitigation



- **Business risk, get tired**
  - *Fully committed, signed the lease providing a personal guarantee*
- **Financial risk, not make my numbers**
  - *Conservative revenue models. Currently strong and growing demand.*
- **Legal Risk, someone gets hurt, lawsuit**
  - *Insurance*
  - *Incorporated as an LLC*
- **Cyber Risk, mitigation**
  - *Using Square as my POS and they assume the risk*
- **Other, COVID: how to mitigate**
  - *Flexible business model which can be quickly adapted*

---

“Difficult to see.  
Always in motion is the  
future.”

- - Master Yoda

**OK. Let us now end as strong as we began.**

**Lets look at the last element in our anatomy of a successful business briefing or “pitch”**



- ❑ *Intro: What do you do ? + your "WHY"*
- ❑ *Investment Needs Summary*
- ❑ *Scene Set, Context, Statistics, Facts*
- ❑ *The Problem*
- ❑ *The Solution*
- ❑ *Value Proposition for your Targeted Customer/Client*
- ❑ *Competition and their Gaps*
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- ❑ *The Team*
- ❑ *Risk Mitigation*
- ❑ ***Call to Action / Points of Contact***



## ☐ ***Call to Action / POC info***

---

☐ end on an optimistic, humbly confident note

☐ Say thank you

☐ ask for:

☐ next meeting date

☐ meeting with \_\_\_\_\_

☐ demo with decision makers

☐ trial product/service

☐ purchase

☐ objections to moving forward

☐ include your:

☐ Picture

☐ contact Info

☐ company logo and website URL



# Weathervane Coffee & Wine Bar

- Invest in us; coming September 2020
- Currently available online:
  - [www.weathervanecoffee.com](http://www.weathervanecoffee.com)
- See me in action, Sundays:  
Brambleton Farmers Market
- [Me@XYZcoffee.com](mailto:Me@XYZcoffee.com)
- Phone 8275309



- Ask for the next appointment, meeting
- Ask investors to join your journey
- List your POC info
- Chances are that this brief package might be sent both ahead of the briefing and again after the briefing .....so your POC info is key

## Weathervane Coffee & Wine Bar

- Invest in us; coming September 2020
- Currently available online:
  - [www.weathervanecoffee.com](http://www.weathervanecoffee.com)
- See me in action, Sundays: Brambleton Farmers Market
- [Me@XYZcoffee.com](mailto:Me@XYZcoffee.com)
- Phone 8275309



Questions about  
the last part of  
the Briefing ?



# Final Thoughts for Consideration

[Services | Startup Pitch Deck Writing and Design \(storypitchdecks.com\)](#)



[Free Guide: How to Build a Winning Pitch Deck - BaseTemplates](#)

[Website Traffic - Check and Analyze Any Website | Similarweb](#)



# Briefing Engagement Reminders

- ✓ In Person
- ✓ Virtual
- ✓ Phone

## WARMTH

- Smile
- Your “Why”
- Comfortable Body Language
- Confident Stance
- Conversational Tone
- Enthusiasm
- Authenticity



Strive to Convey Both !

## COMPETENCE

Poise  
Focus / Emphasis  
Clarity  
Credible  
Believable  
Trustworthy  
Details  
Accomplishments  
Professionalism

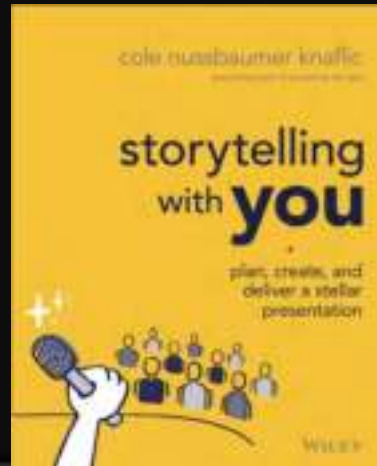


Creating a Memorable Visual Presentation

[A Non-Designer's Guide to Creating Memorable Visual Slides by Visme.pdf](#)

The greatest art in the world is  
art of storytelling.

— Cecil B. DeMille —



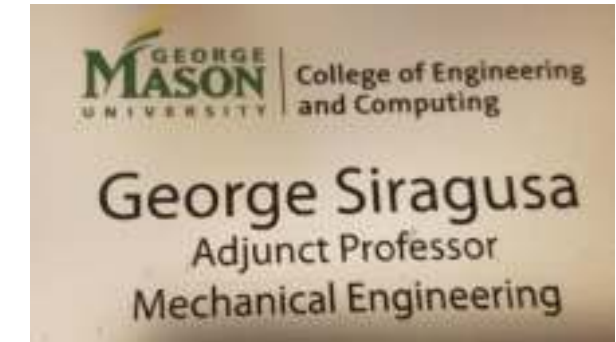
# Workshop Summary



***Upon completion of this workshop you should now be able to:***

- ✓ ***...be aware of "5 scenarios" in the life of a business when a business briefing may be needed***
- ✓ ***...use a 5 step checklist to ensure your business is built on solid Lean Foundational Principles***
- ✓ ***...begin to use a framework, with 5 basic "themes", to test the critical business hypotheses***
- ✓ ***...get started using a templated outline forming the step by step basis to build a "Story Board"***
- ✓ ***...use the actual business briefing file example from a local business, complete with speaker notes and section-by-section explanations as your guide***
- ✓ ***...know how to register for additional "Coaching" - - - [help@masonsbdc.org](mailto:help@masonsbdc.org)***





Q&A: Lets open the dialog !

Thank  
you!



HELLO

"Coach S."

George Siragusa  
Senior  
Business  
Adviser

<https://www.linkedin.com/in/georgesiragusa/>

Seeking our ***NO-COST*** Business  
Assistance?

Mason SBDC  
10306 Eaton Place  
Suite 180

Fairfax, VA 22030  
(703) 261-4105

Our Website:

[www.masonsbd.org](http://www.masonsbd.org)

- **Resources:** <https://www.virginiasbd.org/>
- **Contacts:** [help@masonsbd.org](mailto:help@masonsbd.org) or (703) 261-4105
- **1:1 Counseling:** <https://clients.virginiasbd.org/reg.aspx?mode=counsel&center=46110&subloc>
- **Workshops:** <https://masonsbd.org/workshops/>







# No Cost 1-on-1 Business Counseling !

## Mason Enterprise Center, FFX



Want to take your business to the next level ?  
George Mason Enterprise Centers' Small  
Business Development (SBDC) services.

Wide Range of Business Assistance:

- Lean Startup Principles
- Market Sizing / Segmentation
- Strategic & Tactical Marketing
- Financial Modeling / Investor Prep.
- Pricing / Customer Acquisition
- ...and many more valued services.

Spread the word. We want to  
help grow your business !

How:

Register at [masonsbdc.org](http://masonsbdc.org)

Contact:

[help@masonsbdc.org](mailto:help@masonsbdc.org); (703) 277-7747

Made possible  
by our Sponsors:





# No Cost 1-on-1 Business Counseling !



**Via  
Zoom  
Invitation**

Want to take your business to the next level ?  
George Mason Enterprise Centers' Small  
Business Development (SBDC) services.

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Made possible  
by our Sponsors:





# No Cost 1-on-1 Business Counseling !

**Downtown Manassas**



Spread the word. We want to help grow your business !

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*Contact:*

[help@masonsbdc.org](mailto:help@masonsbdc.org); (703) 277-7747 SBDC CenterFuse



Made possible  
by our Sponsors:







George Siragusa

- Senior Business Adviser
- **MIX Mentor in Residence**

<https://www.linkedin.com/in/georgesiragusa/>

- **Website:** [www.masonsbdc.org](http://www.masonsbdc.org)
- **Contacts:** [help@masonsbdc.org](mailto:help@masonsbdc.org) or (703) 261-4105
- **1:1 Counseling:** <https://clients.virginiasbdc.org/reg.aspx?mode=counsel&center=46110&subloc>
- **Workshops:** <https://masonsbdc.org/workshops/>

## NO-COST Business Mentoring Assistance !

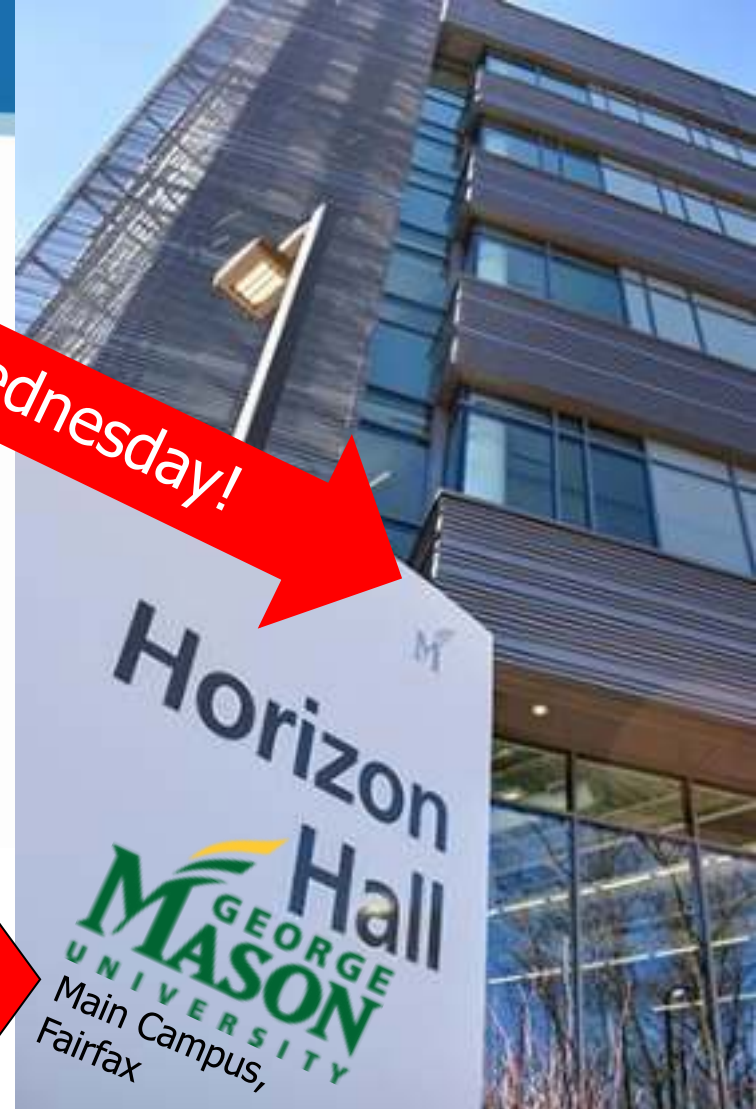
Mason SBDC  
(703) 261-4105

Appointments for 1:1

**Confidential Business Counseling:**

<https://clients.virginiasbdc.org/reg.aspx?mode=counsel&center=46110&subloc>

Mix Incubator Every Wednesday!



# Additional Resources



## TAM (Total Addressable Market)

---



- Total market demand for a product or service
- Represents maximum market potential
- Helps estimate potential for growth

Total addressable market is most useful for businesses to objectively estimate a specific market's potential for growth. This data also helps companies figure out product market fit.

## SAM (Serviceable Addressable Market)

---



- Specialized or limited market demand for a product or service
- Represents segment market potential
- Helps estimate targets for revenue and audience

Serviceable addressable market is most useful for businesses to objectively estimate the part of the market they can acquire to figure out their targets.

## SOM (Serviceable Obtainable Market)

---



- Demand for a specific product or service
- Represents estimated audience potential and place in competitive landscape
- Helps estimate short-term growth

Serviceable Obtainable market is most useful for businesses to determine short-term growth targets. It can also help with competitive awareness and strategizing.

# Pitch Deck Teardown | TechCrunch





I reviewed 1,000+ pitch decks. These are the most common mistakes | TechCrunch



# More Resource Reading

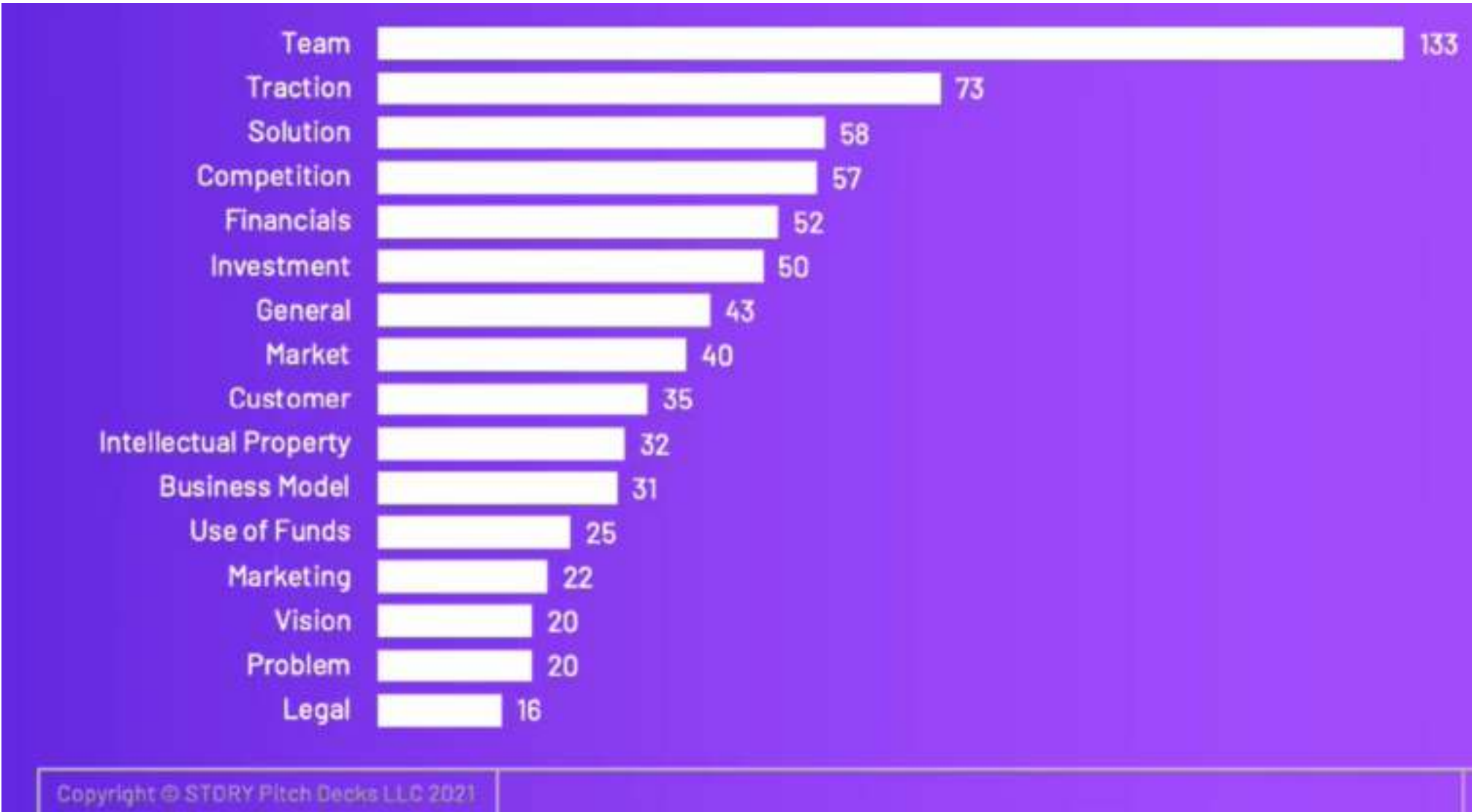
[A Quick and Must-read Guide to Startup Pitch Decks | Stride Blog \(stride-co.com\)](#)

[50 Questions Angel Investors Will Ask Entrepreneurs \(forbes.com\)](#)

[Noun Project: Free Icons & Stock Photos for Everything \(thenounproject.com\)](#)



# Survey of Most Asked Questions Categories from Investors



Utility perspectives  
around your  
product/service  
offering  
vs  
Stages of the  
customers' buying  
experience

The Six Stages of the Buyer Experience Cycle							
		Purchase	Delivery	Use	Supplements	Maintenance	Disposal
The Six Utility Levels	Customer Productivity						
	Simplicity						
	Convenience						
	Risk						
	Fun and Image						
	Environmental Friendliness						

**Useful Matrix Framework**  
to help identify specific  
**attributes of**  
Product or Service  
**Differentiation**

**Useful Matrix Framework**  
to help identify specific  
**attributes of**  
Product or Service  
**Differentiation**

Source: Chan Kim and Renee Mauborgne, "Knowing a Winning Business Idea When You See One", <https://hbr.org/2000/09/knowning-a-winning-business-idea-when-you-see-one/ar/1>, September 2000

***Your Business / Technology Innovation Venture  
can be defined by  
the strength of your  
Market Offering  
and its***

***Value Proposition...through the lens of clients/customers...in the marketplace.***

***Your Value Proposition, is the combination of your Market Offering's ability to reduce  
the customer's pain profile,  
solve "the problem", generate benefits and  
be superior in some relevant way to the next best available competitive alternative.***

***Your Market Offering and Value Proposition exist at a price point  
and method of payment  
that is attractive to your ("Ideal") Targeted Customers / Clients  
who are operating in the targeted domain space,  
Industry Sectors, Segments, Sub Segments  
where your problem-solution (story) represents the best fit.***

# Targeted Customer / Market Discovery

Key Hypothetical “Themes” to “harvest” deep marketplace insights

## Major hypothesis Theme #1:

- Q: What is the Strength of our businesses’ Value Proposition ?

## Major hypothesis theme #2:

- Q: What do you think about my initial proposed range of product(s) and Services ?

## Major hypothesis theme #3:

- Q: My points of differentiation vs competition are “X”, “Y” and “Z” (be specific here). Reactions ?

## Major hypothesis theme #4:

- Q: My proposed / best path to market is: Direct to Consumer? or Business to Business?  
How Specifically ?

## Major hypothesis theme #5:

- Q: Is my Business Model (my price points and how I charge customers) a good approach?



# Research Tools to Support Customer and Competitive Data Search

# Market Size – Nationwide or Local

- Consumer
  - US Census, IBIS World, Vertical IQ, BizMiner
- Business
  - A to Z Database [A–Z Online Resources \(fairfaxcounty.gov\)](#), USA Spending, Google Maps, B2B Yellowpages
- USA Stats
  - [USAFacts | Nonpartisan Government Data](#)

# SBA Market Research Tools

- <https://www.sba.gov/business-guide/plan-your-business/market-research-competitive-analysis#section-header-4>

Focus	Goal	Reference
General business statistics	Find statistics on industries, business conditions.	<a href="#">NAICS, USA.gov Statistics, U.S. Census Business Builder</a>
Consumer statistics	Gain info on potential customers, consumer markets.	<a href="#">Consumer Credit Data, Consumer Product Safety</a>
Demographics	Segment the population for targeting customers.	<a href="#">U.S. Census Bureau, Bureau of Labor Statistics</a>
Economic indicators	Know unemployment rates, loans granted and more.	<a href="#">Consumer Price Index, Bureau of Economic Analysis</a>
Employment statistics	Dig deeper into employment trends for your market.	<a href="#">Employment and Unemployment Statistics</a>
Income statistics	Pay your employees fair rates based on earnings data.	<a href="#">Earnings by Occupation and Education, Income Statistics</a>

## Use competitive analysis to find a market advantage

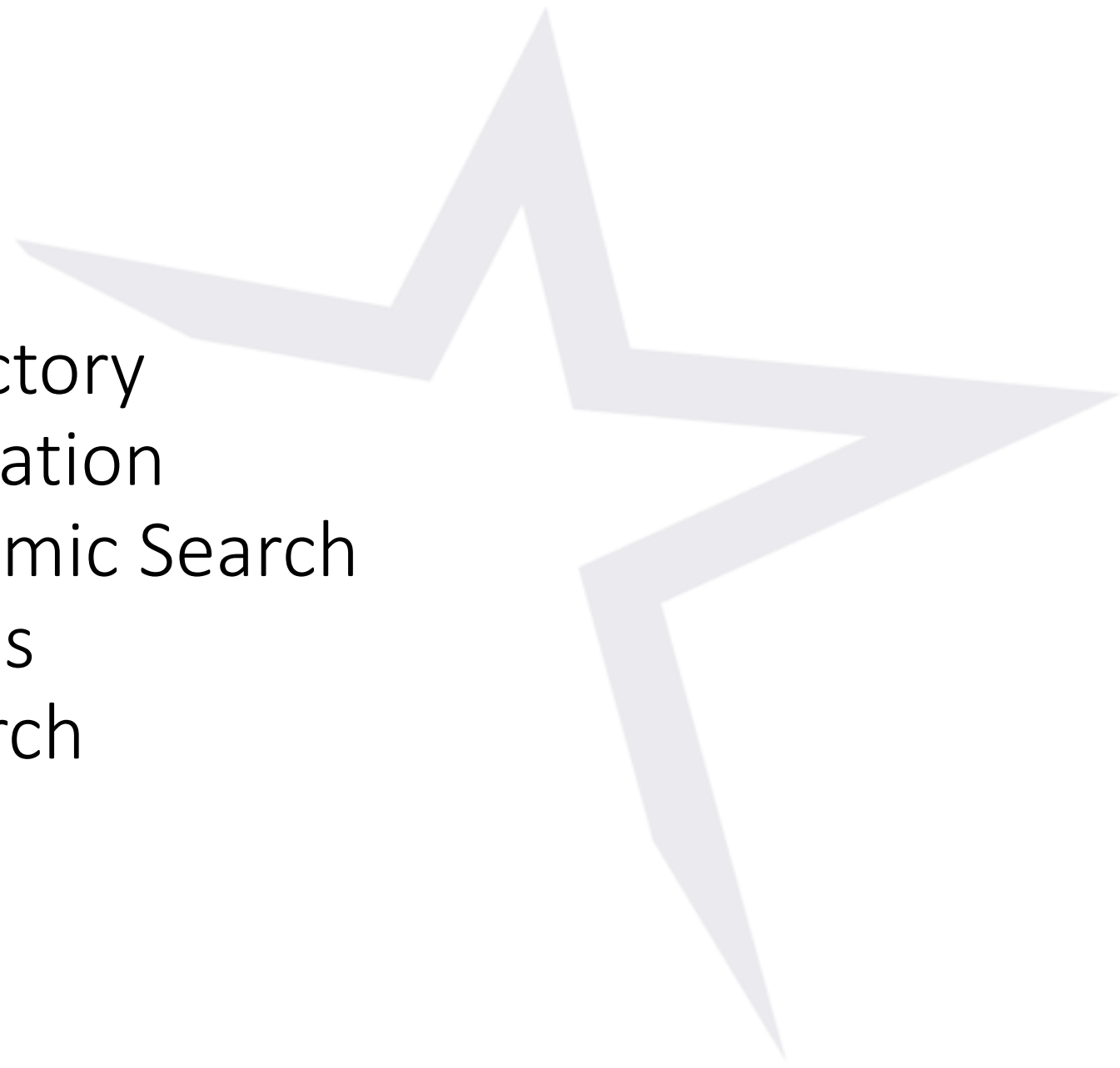
Competitive analysis helps you learn from businesses competing for your potential customers. This is key to defining a competitive edge that creates sustainable revenue.

Your competitive analysis should identify your competition by product line or service and market segment. Assess the following characteristics of the competitive landscape:

- Market share
- Strengths and weaknesses
- Your window of opportunity to enter the market
- The importance of your target market to your competitors
- Any barriers that may hinder you as you enter the market
- Indirect or secondary competitors who may impact your success

# Competitive Analysis

- Google Key Word Search
- Associations – Gale Directory
- A to Z – NAICS Code, Location
- SBA Small Business Dynamic Search
- Chamber/EDA Directories
- WhiteSparc Citation Search
- Statista
- Ibis World



# Customer Discovery Interview List

- Google Key Word Search
- A to Z – NAICS Code, Location
- LinkedIn
- Your Personal Networks
- Chambers/Networking Groups
- Trade Shows






# Patent Search

- [Google Patents](#)



# Needs and Wants without Interviews

- Request for Proposals – Statement of Work
  - Mission/Vision of Target Customers
  - Amazon and other Product Review Sites
  - Review Aggregators
  - News Articles
  - Buzzsumo
- 

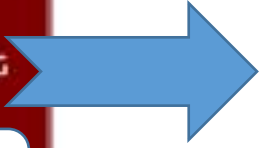
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Lets take a quick look at a typical Business or GovCon scenario:

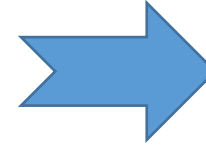




Organic  
Search ;  
client  
finds you



or by email

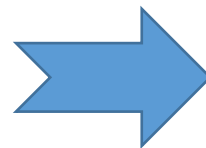
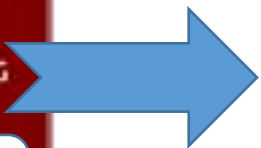


***“XYZ” Company wants to influence  
a positive (proposal) outcome***

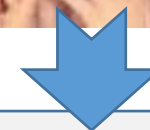
- Simplicity, clarity of well communicated **Value Proposition**  
**...and demonstrate they have followed...:**
- Adherence to **Lean Principles** resulting in deep mkt insights



Initial  
Interest;  
Organic  
Search



Prospective  
Client /  
Customer



***“XYZ” Company can influence  
a proposal outcome***

- Simplicity, clarity of well communicated **Value Proposition**
- Adherence to **Lean Principles** resulting in deep mkt insights

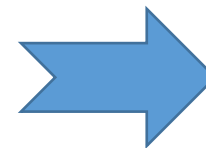
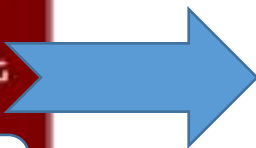
**Points of Parity**

- ☐ Strict Compliance with all Requirements
- ☐ Cost Competitiveness; Price Competitively
- ☐ Technical Capability / Financially Sound
- ☐ Ethical with Positive Reviews / Referrals

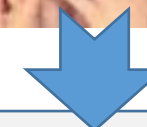




Initial  
Interest;  
Organic  
Search



Prospective  
Client /  
Customer



***“XYZ” Company can influence  
a proposal outcome***

- Simplicity, clarity of well communicated **Value Proposition**
- Adherence to **Lean Principles** resulting in deep mkt insights

**Screening : Points of Parity?**

- ☐ Strict Compliance with all Requirements
- ☐ Cost Competitiveness; Price Competitively
- ☐ Technical Capability / Financially Sound
- ☐ Ethical with Positive Reviews / Referrals



**Appointment**

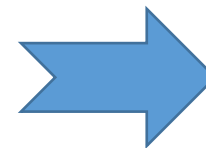
**Personal. Rational. Clear. Professional. Aligned.**

Your Business Briefing





Initial  
Interest;  
Organic  
Search



Prospective  
Client /  
Customer

***“XYZ” Company can influence  
a proposal outcome***

- Simplicity, clarity of well communicated **Value Proposition**
- Adherence to **Lean Principles** resulting in deep mkt insights

**Points of Parity**

- ☐ Strict Compliance with all Requirements
- ☐ Cost Competitiveness; Price Competitively
- ☐ Technical Capability / Financially Sound
- ☐ Ethical with Positive Referrals

Possible  
Outcome? :



**Potential Points of Supplier Differentiation**

- ✓ Seen as Strategic and Innovative
- ✓ Strategic Mission aligns well
- ✓ Mgmt. Team is credible, believable
- ✓ Organization has capacity, competency
- ✓ Brand is Professional with mkt presence
- ✓ Reputation: “easy to do business with”
- ✓ ***Solution better than next best alternative***

**Professional. Rational. Clear. Aligned. Personal.**

Your Business Briefing

May we  
Have your  
Business ?

Procurement  
Manager



- ☐ what domain space, industry sector, segment they are in?
- ☐ how big in US Dollars is the market for the products and services sold into this domain or industry sector or segment?
- ☐ what is the “persona” / personality of the customer/client in this sector/segment?
- ☐ who are these customer / clients by title and function inside their organization?
- ☐ who specifically in the organization, by name, has the (budget) authority to make purchasing decisions?
- ☐ what is their budget for these products or services they seek?
- ☐ what specific solutions do they seek from the marketplace?
- ☐ from which supplier(s) do they purchase those products or services now?
- ☐ how many competitive suppliers are there in this ecosystem, industry sector/segment?
- ☐ what are their fears if they can not find solutions to their problems?
- ☐ what benefits do they perceived as valued?
- ☐ where do they go to learn about products and services?
- ☐ ....and.....more





## Put Yourself In Their Shoes

Whether you are in operations, sales, marketing, or even the HQ suite, **one of your primary jobs** (and primary goals) is **to attract more buyers**.

But what about them? What jobs do those buyers have to do, and what goals would they like to accomplish? What pain points would they like to remove?

Answering these questions is essential **if you want to stand out amongst a sea of competitors and position yourself as a trusted partner** and supplier of choice.



# A Lot Goes Into Being A Customer/Buyer



It may seem like a simple question — they buy products and services. At a high level, their process looks like this:





# Workers Quit Jobs in Drove To Become Their Own Bosses

Seeking flexibility, employees are discovering their inner entrepreneur

By JOSH MITCHELL AND KATHRYN DILL

The pandemic has unleashed a historic burst in entrepreneurship and self-employment. Hundreds of thousands of Americans are striking out on their own as consultants, retailers and small-business owners.

The move helps explain the ongoing shake-up in the world of work, with more people looking for flexibility, anxious about covid exposure, upset about vaccine mandates or simply disenchanted with pre-pandemic office life. It is also aggravating labor shortages in some industries and adding pressure on companies to revamp their employment policies.

The number of unincorporated self-employed workers has risen by 500,000 since

the start of the pandemic, Labor Department data show, to 9.44 million. That is the highest total since the financial-crisis year 2008, except for this summer.

The total amounts to an increase of 6% in the self-employed, while the overall U.S. employment total remains nearly 3% lower than before the pandemic.

Entrepreneurs applied for federal tax-identification numbers to register 4.54 million new businesses from January through October this year, up 56% from the same period of 2019, Census Bureau data show.

That was the largest number on records that date back to 2004. Two-thirds were for businesses that aren't expected to hire employees.

Please turn to page A14

Among people who quit work without a new job in hand, close to half (47%) chose to return to the workforce — but only 29% went back to a traditional, full-time job. 18% of people either found a new role with reduced hours through temporary, gig or part-time work or decided to start their own business. Over the course of the pandemic, new business applications grew by more than 30%, with almost 10 million new applications in 2022!

Competition for talent after the Great Resignation | McKinsey



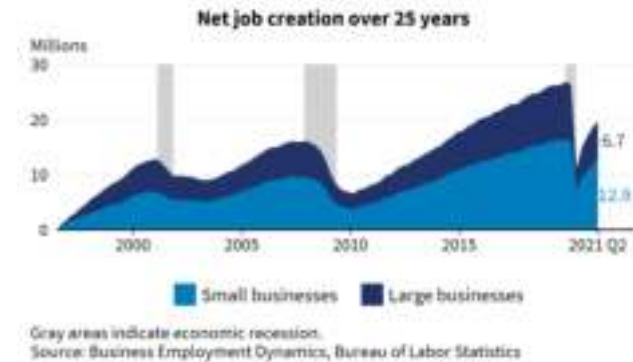
9.8

5.4

20



## Small businesses have accounted for 2 out of every 3 jobs added in the past 25 years

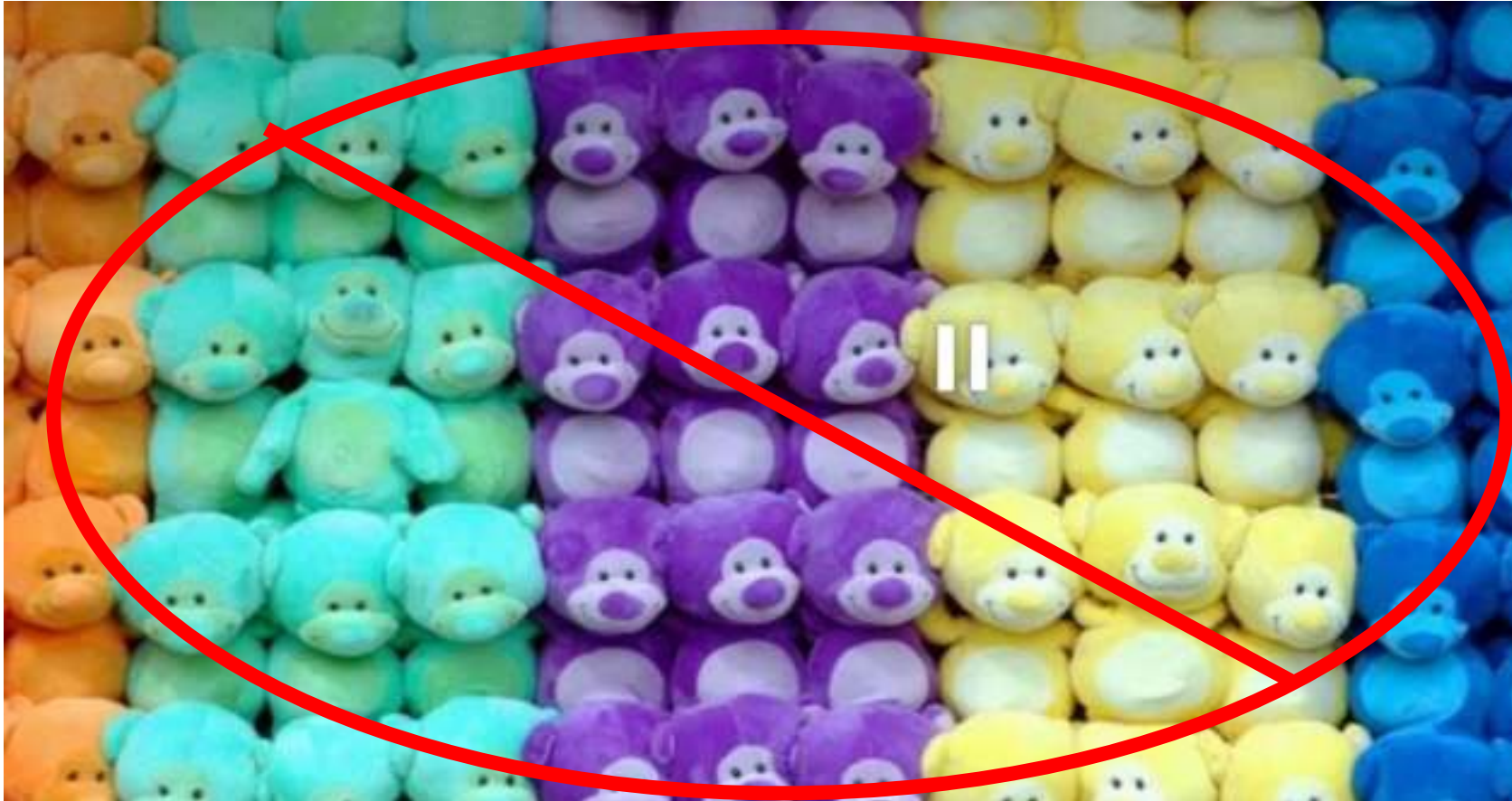


### Small businesses create majority of employment growth

Large businesses, those with 500 or more employees, also had big employment declines during the recession. However, their recovery was more limited. During the first two quarters of 2020, employment by large businesses fell by 6.8 million. In the four quarters following the recession, employment by large businesses rose by 3.1 million, offsetting 46 percent of the decline. Despite the jobs lost during the recession, large businesses generated 6.7 million net new jobs over the past 25 years.

During the same period, small businesses generated 12.9 million net new jobs, meaning small businesses have accounted for 66 percent of employment growth over the last 25 years.

There is **NOTHING** *"squishy"* about Preparing your Business Plan Briefing





- All the great leaders and organisations communicate the same way...

- It's the WORLD'S simplest idea

- YOUR PURPOSE (not PROFIT)

- YOUR CAUSE

- YOUR BELIEF

Why should anyone care?

The GOLDEN circle



# START

## WITH WHY

Simon Sinek

[www.startwithwhy.com](http://www.startwithwhy.com)

TED TALK

People don't buy WHAT you do, they buy WHY you do it.

DO BUSINESS with people who believe what you believe

IT LINKS DIRECTLY to how our BRAIN works

Few People or ORGANISATIONS know WHY they do what they do.

INSPIRED leaders and organisations communicate from the INSIDE OUT

We KNOW How we do it

We KNOW WHAT we do...

MARTIN LUTHER KING

I BELIEVE

• LAW of DIFFUSION of INNOVATION



by [www.lynnecazaly.com](http://www.lynnecazaly.com)

# America's Seed Fund Agency Resources ([americasseedfund.us](http://americasseedfund.us))

Illustrative Only



### U.S. Department of Energy's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs

Eileen Chant, PhD  
Outreach Program Manager  
[eileen.chant@science.doe.gov](mailto:eileen.chant@science.doe.gov)



### NIFA

#### USDA Small Business Innovation Research & Small Business Technology Transfer



### US Department of Education (ED) Institute of Education Sciences (IES) Small Business Innovation Research Program (SBIR)

ED/IES SBIR provides up to \$1.25M for Phase I & II projects for the R&D and evaluation of new commercially viable EDTECH products for students, educators, or administrators in education.

FY 2024 solicitations will be released in late 2023 or early 2024 with submission 60 days later for Phase I/II proposals for R&D of a new prototype & for Direct to Phase II proposals to ready existing evidence-based research for use at scale.

For more information, visit <https://ies.ed.gov/IEIR> or contact [Edward.Metz@ed.gov](mailto:Edward.Metz@ed.gov)





### Small Business Innovation Research (SBIR) Program

CONTACT US

### SBIR Funding Opportunities

There are currently no EPA SBIR solicitations open at this time. The next EPA SBIR solicitation is anticipated to open in June 2024. Please check back for updates or sign up for the [EPA SBIR](#) [Library](#) to receive notifications of new funding opportunities.

#### Featured Resources

- [Basic information about Human Subjects Research](#)



### NIH SEED

Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs

### Access \$1.3 Billion in Small Business Funding from NIH's Seed Fund

Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs

For more information, visit [https://nih.gov/seed](#)