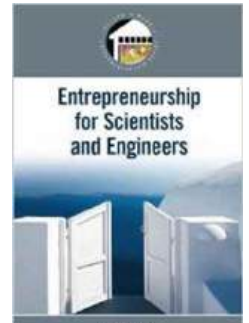




Hello!

Please call me...
"Coach S."



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



Thanks to Our Community Sponsors



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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Sponsored by:

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



FYI: Small Business Development Centers

- over 1000 Centers Nation-Wide
- 27 Virginia SBDC Centers
- Guidance, Coaching, Resources, Education, Access to Capital and more!

No Cost 1-on-1 Business Counseling!



U.S. Small Business Administration



American Samoa

Pacific Islands (Guam)

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U.S. Virgin Islands



George Mason SBDC
Home - Mason SBDC

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

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

Mason SBDC
10306 Eaton Place
Suite 180

Fairfax, VA 22030
(703) 261-4105



HELLO
my name is

"Coach S."

George Siragusa
Senior
Business
Adviser

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

Our Website: 

www.masonsbdc.org

- Resources: <https://www.virginiasbd.org/>
- Contacts: help@masonsbdc.org or (703) 261-4105
- 1:1 Counseling: <https://clients.virginiasbdc.org/reg.aspx?mode=counsel¢er=46110&subloc>
- Workshops: <https://masonsbdc.org/workshops/>



- *Anatomy of a Typical Small Business Entrepreneurial Journey (NEW!) *
- *Legal & Admin Steps to Starting a Business*
- *Value Proposition Design*
- *Small Business Financing*
- ➔ ***Preparing your Business Briefing / Narrative / Pitch***
- *Marketing 101*
- *Government Contracting 101*
- *Digital Marketing – SEO and Social Media Marketing*
- *Accounting, Budgeting, Financial Management;*
- *Performance Management – Guide to Key Performance Indicators / Biz Dashboards*
- *Business Operations:*
 - *Taxes, HR, Legal, Real Estate,*
 - *Management, Leadership*
- *Cyber Security for Small Business*

[Find events | U.S. Small Business Administration \(sba.gov\)](#)

In Summary...Mason SBDC can offer:

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





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



- ...*become **aware of "5 scenarios"*** in the life of almost any business **when a business plan briefing may be needed and very useful**



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

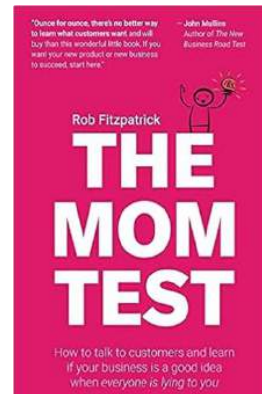
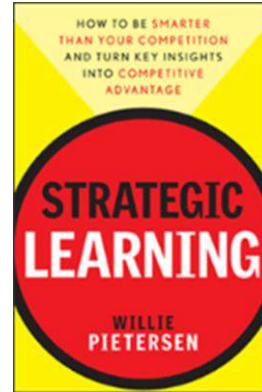
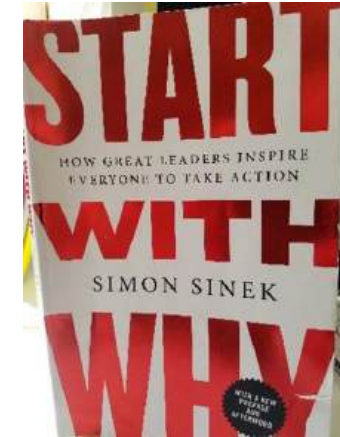
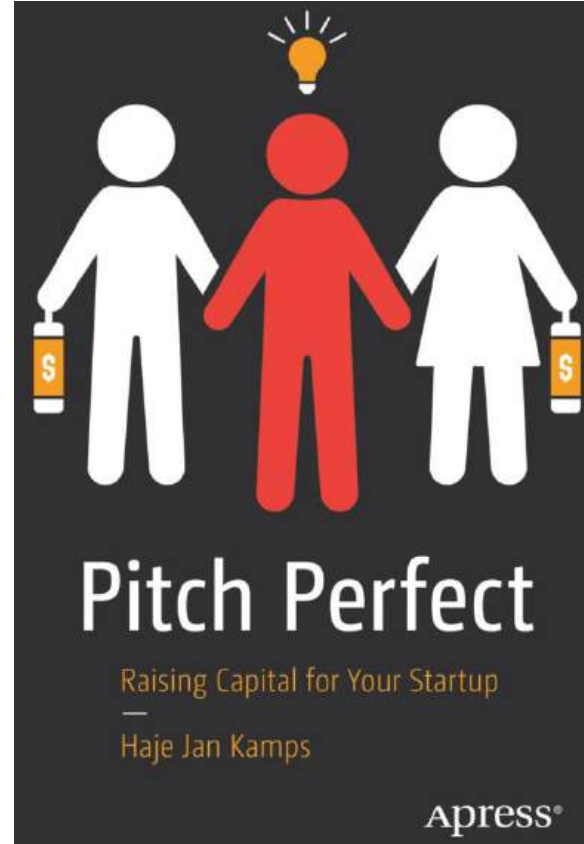


- ...*obtain an **actionable, easy to use, step by step outline*** that forms the **basis of a "Story Board"** to help you create your compelling narrative!



- ...*receive an **actual business briefing file template / example you can follow that came from a local business***, complete with speaker notes and section-by-section explanations

Pitch Related References



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

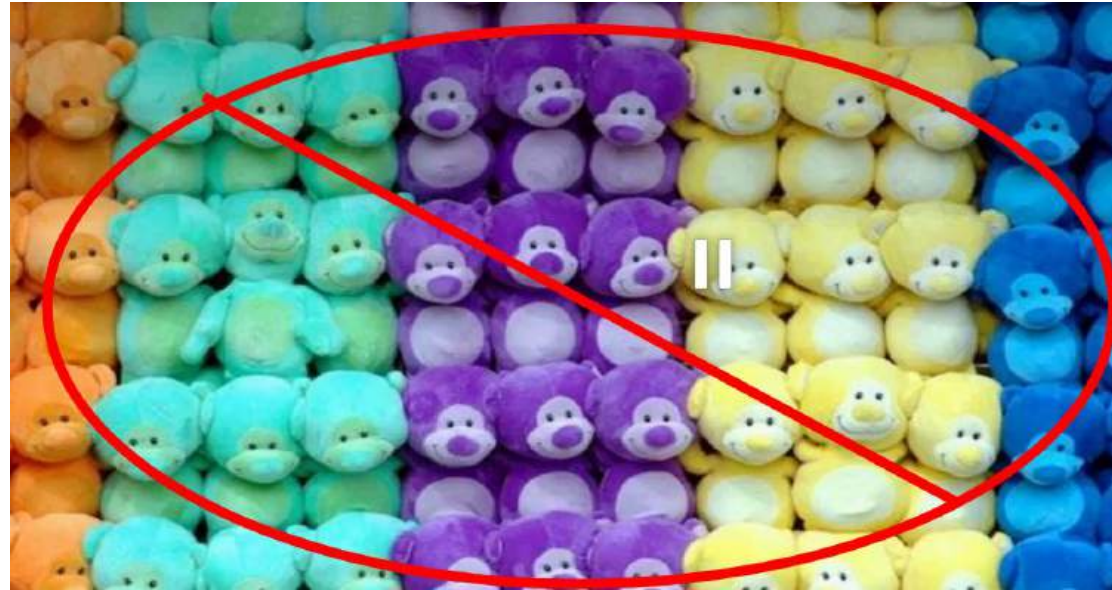
As a reminder....
Registered Participants received
3 documents in their email:

1. Today's Video and Presentation Package
2. Suggested Business Plan 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...
...which then becomes
your *de facto business plan*

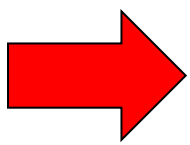
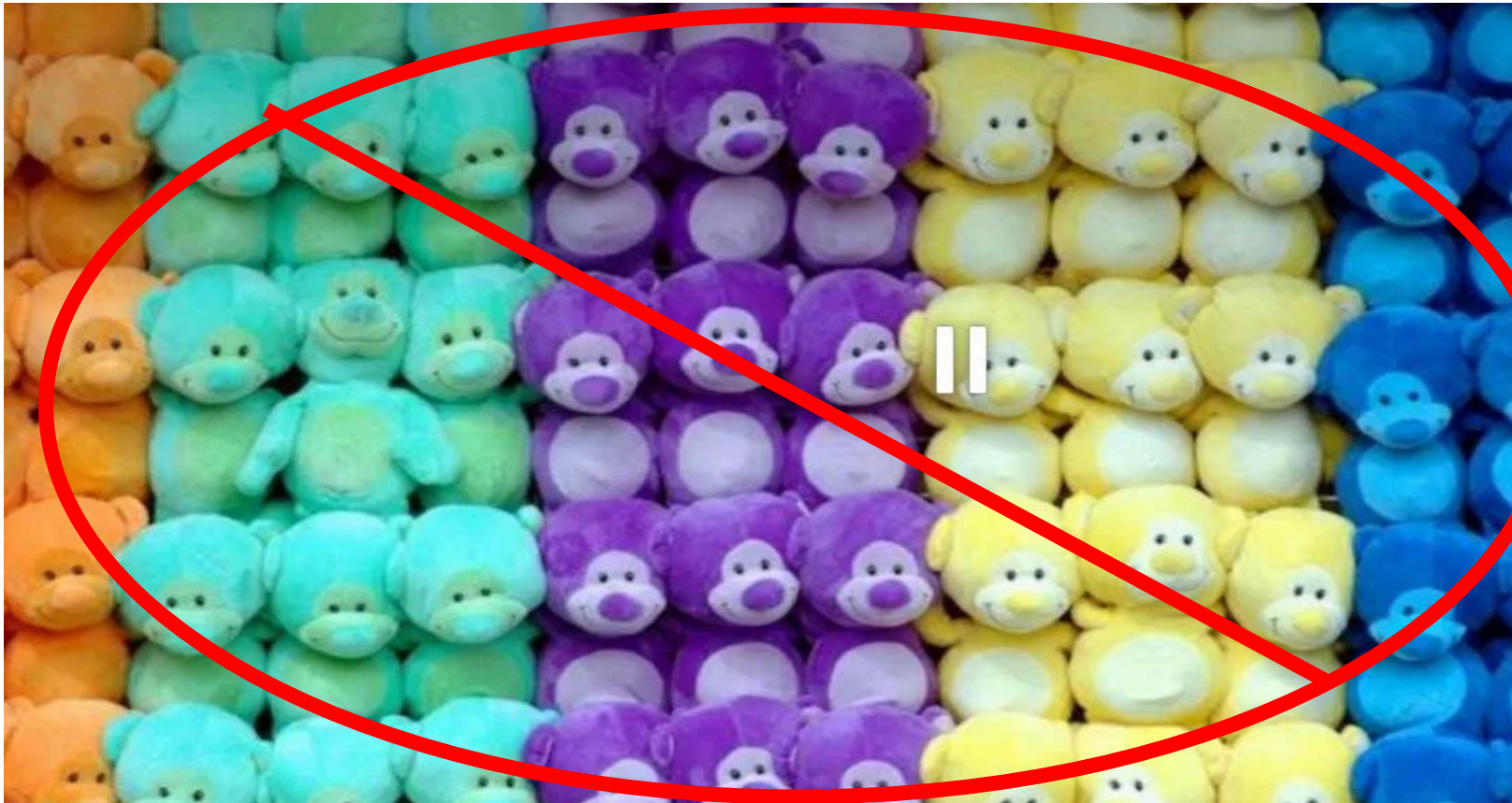


Real World Business Coaching Perspective



Building your Business Narrative
is not a
“squishy, academic” exercise!

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

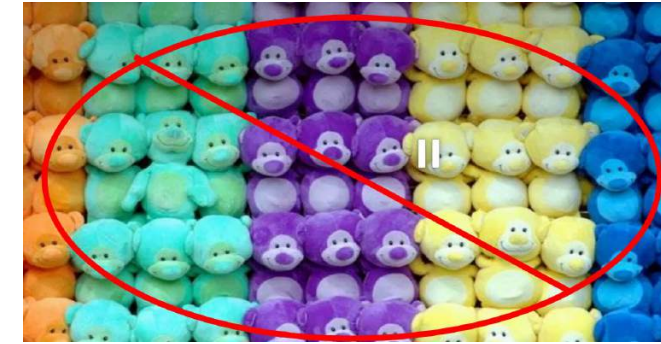


***Please be prepared to dedicate time and focus to
developing your business briefing and its compelling narrative***

Real World Business Coaching Perspective

- This is not a “squishy” “academic” exercise

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



- Pitch narrative ***reflects the clarity of your value proposition***
- Perfecting your “pitch” is critical to funding/sales success
- Founders / CEOs are coached to create/deliver a compelling narrative that speaks to their unique solutions/benefits/market fit
...AND...
- It’s a later step along the path of your entrepreneurial journey

**Prepare yourself by
dedicating some focused
time to become a Subject
Matter Expert, an *SME*,
*in all things related to your
business ecosystem!***



This "Typical" Entrepreneurial Journey Map Features:

1 Develop the Vision / Find a Mentor Proficiency 1 2 3 4 5	2 Crystallize your Hypothesis using the BMC / Value Proposition Design Proficiency 1 2 3 4 5	3 Conduct Customer Segmentation / Identify the persona of your early adopter intended targeted customers / sub segments Proficiency 1 2 3 4 5	4 Draft your Minimal Viable Product or Service that you intend to offer/sell to the marketplace Proficiency 1 2 3 4 5	5 Establish/buy a domain name then consider creating a legal entity Proficiency 1 2 3 4 5	6 Think through your Go to Market approach: B:B, B:C, B:G then map the stakeholder ecosystem, partner organizations, customer types and competition; register with SAM.gov if applicable Proficiency 1 2 3 4 5	7 Identify the first 10 intended targeted customers / early adopters by NAICS codes, title, name, POC for discovery and sales Proficiency 1 2 3 4 5	8 Establish the partnering, sales structure you will use; identify required retail space, warehouse, manufacturing, office space if relevant Proficiency 1 2 3 4 5
---	---	--	--	--	---	--	---


Vision, Startup, Legal Entity Choices, Value Proposition Design, Customer Segmentation, Eco System Stakeholder Mapping, Competitive Analysis

24 Prepare for growth, hyper growth, scaling and / or exiting or negotiating the sale of the business ; succession planning; plans for sale, or exit Proficiency 1 2 3 4 5	23 Ensure business is HR compliant; ensure business has the appropriate set of Cybersecurity measures for compliance; set up self audit schedule Proficiency 1 2 3 4 5	22 Begin using the structure, approach, frequency of stewardship and key performance metric reporting frequency using the metrics that matter; make business course corrections based on data insights Proficiency 1 2 3 4 5	21 Develop Business Imperatives for a two year outlook; develop a suite of the fewest correct, simple metrics, conduct stewardship and reporting on regular frequency to track progress . Proficiency 1 2 3 4 5
---	---	---	--

Strategic Imperatives, Metrics, Cybersecurity

Self Assessed Proficiency – From Subject Matter Expert to Needing Mentorship

5 = Excellent (We do this regularly, systematically, and with continuous improvement)
 4 = Good (We do this regularly and systematically)
 3 = Average (We have some skills in this area)
 2 = Poor (We do this irregularly and in an ad hoc manner)
 1 = Nonexistent (We do not have these skills at all)



Your Pitch is ~Step 14 in this journey!!!

Customer Discovery, Validating the Hypothesis, Early Adopter

9 Launch Customer Discovery Process ; ask "is Intellectual Property" relevant? List / assess discovery lessons learned Proficiency 1 2 3 4 5	10 Using learnings from 10-30 discovery interviews/discussions, assess the need to "pivot" or stay the course toward your vision Proficiency 1 2 3 4 5	11 Determine if licenses, certifications are needed/required; apply for appropriate SDBVOB, SWAM, 8a or other designations would be beneficial Proficiency 1 2 3 4 5	12 Develop full cost stack budget estimates per unit being sold; develop rough 1st draft of year 1 revenue projections by month using projected pricing Proficiency 1 2 3 4 5
---	---	---	--

Developing the Business Plan "pitch" Narrative, Financial Projections (Rev. / Cost), Risk, Funding the Business Stages of Marketing Maturity, Business Development, Sales, Operations , Scaling

20 Consider venture growth staffing needs; internships, training, onboarding; prioritize staffing for growth, i.e. business development, operations, etc. Proficiency 1 2 3 4 5	19 Identify, assess 5 elements of business risk and build risk mitigation steps for each as relevant; update pitch Proficiency 1 2 3 4 5	18 Determine need for access to capital, funding, and how it would be spent; explore grants if appropriate; reflect any loan repayment in cash flow; ref build cap table if relevant; update pitch Proficiency 1 2 3 4 5	17 Validate / Refine / Adjust pricing strategy and tactics; revise revenue forecasts accordingly; update 2 year cash flow spreadsheet; update pitch; establish basic book of business accounting Proficiency 1 2 3 4 5	16 Refine then choose channels to market strategy; choose relevant channel design; plan to build and host website in accordance with pre-engineered templates and sound hosting platforms Proficiency 1 2 3 4 5	15 Create draft marketing plan based on master branding / positioning, product / service brand current and future products/service architecture; conduct message mapping exercise for social media content creation themes executed via editorial calendar execution plan Proficiency 1 2 3 4 5	14 Develop a compelling business narrative; synthesize financial projections into modular pitch suitable for multiple business purposes, i.e. sales, raising capital; iterate, refine. Proficiency 1 2 3 4 5	13 Build/Refine Revenue Projections, COGs, Operating Expense Budget into 2 year cash flow spreadsheet; determine sales milestones Proficiency 1 2 3 4 5
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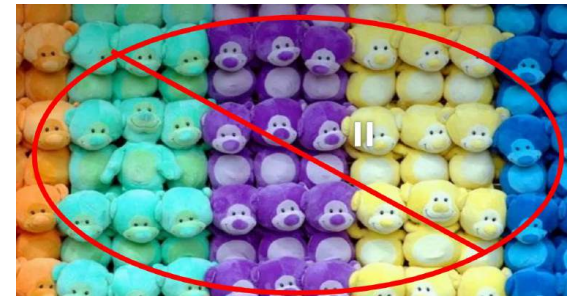
"Typical" Roadmap

4 Broad "themes"

24 Work Blocks or "Action" Elements

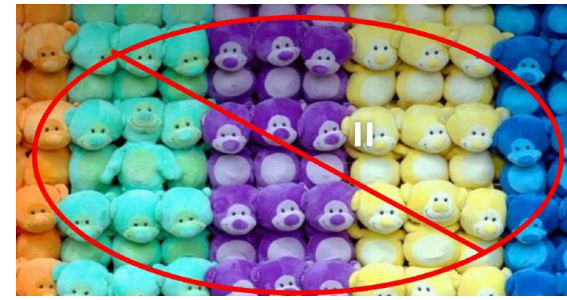
Self - Assessment "Proficiency Rating"

Context and Perspective: My SBDC Clients Currently Developing their Business Plan Briefings



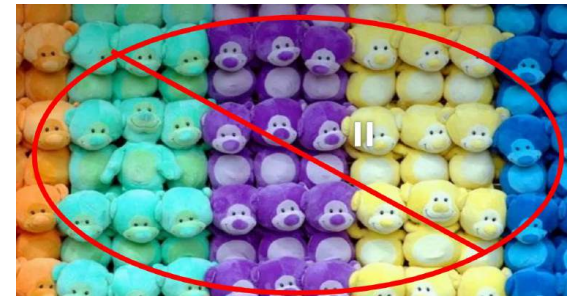
- Professional Services Consultancy – *for Sales / Customer Acquisition*
- Non Profit Human Services Co. – *Presentation to Major Donor(s)*
- Fintech Financial Technology Co. – *Seeking VC Funding for IT DevOps*

Context and Perspective: My SBDC Clients Currently Developing their Business Plan Briefings



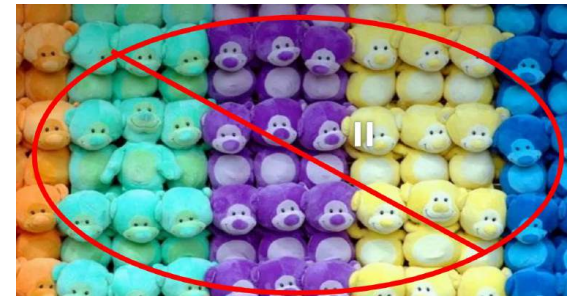
- Professional Services Consultancy – for Sales / Customer Acquisition
- Non Profit Human Services Co. – Presentation to Major Donor(s)
- Fintech Financial Technology Co. – Seeking VC Funding for IT DevOps
- **Ai-enabled SaaS Company – *Seeking VC Funding for IT Dev Ops***
- **Construction Company – *Seeking Lender for Capital Equip.***
- **Distillery Company – *Seeking Lender for Capital Equip***

Context and Perspective: My SBDC Clients Currently Developing their Business Plan Briefings



- Professional Services Consultancy
 - for Sales / Customer Acquisition
- Non Profit Human Services Co.
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 - Seeking VC Funding for IT DevOps
- Ai-enabled SaaS Company
 - Seeking VC Funding 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 R&D*
- Beauty and Cosmetology Company
 - *Seeking Lender for Capital Equip*
- Educational Services Company
 - *Seeking Govt. Grant for development*

Context and Perspective: 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

...even clients selling their businesses and many others!

Questions?



Context Question: How many different versions do I need?

Your business plan “pitch” might be built with **different “versions” in mind.**

The different “versions” will depend on your :

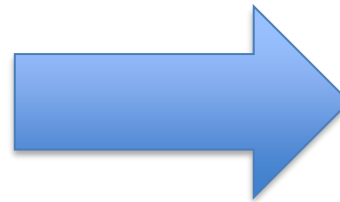
- Audience
- Purpose
- Circumstances



A Point of Perspective

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

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



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

We build different “Versions” for Different Objectives

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

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”

The Business Briefing is an Enabler !

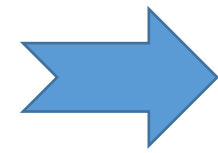
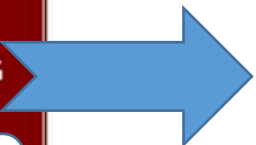
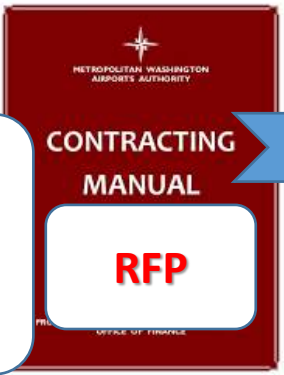
Slightly Different Emphasis for Different Use Cases:

- Introduce yourself and your business
- Raise awareness for your company, product, service
- Deliver a Proposal / Sell something
- Seek Funding –Bank or Investor
- To get a future appointment
- 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 for new employees
- To educate your targeted customer segment(s)
- As a tool for follow-up campaigns
- Other uses

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



Initial Interest; Organic Search



Prospective Client / Customer

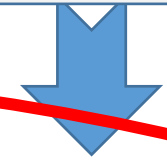


“XYZ” Company can influence a proposal outcome

- 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

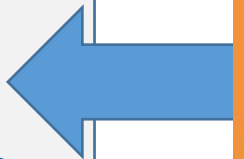


Possible Outcome? :



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.



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

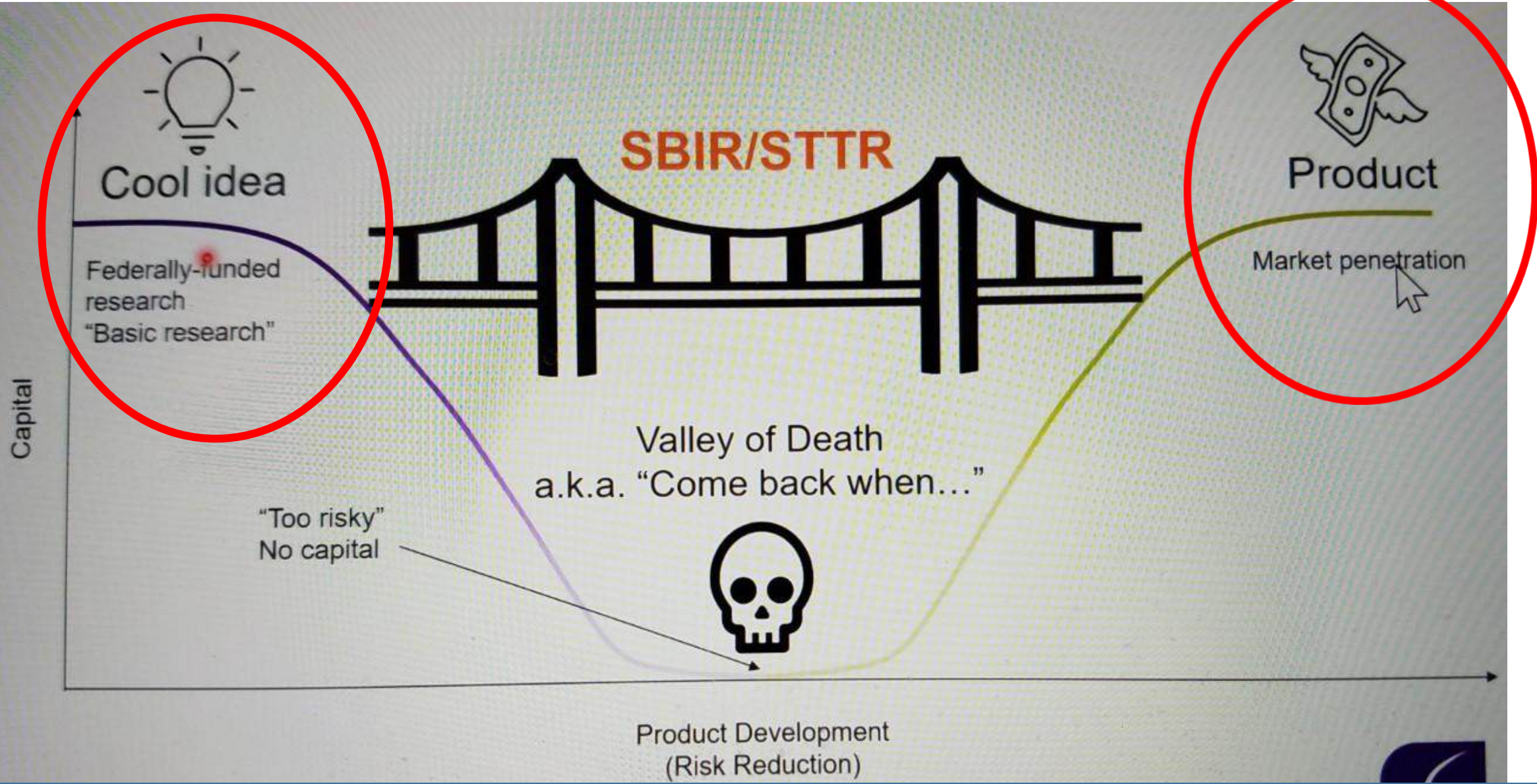
 **PitchBook**

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 Program

<https://sbir.nasa.gov/solicit-detail/66886>



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.

- a. Indicate how the market was validated and what assumptions were used in the analysis.
- b. Indicate the market size by providing the scope in dollars if possible.
- c. Indicate market segmentation and/or TAM in dollars if possible.
- d. 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.

- a. Indicate potential competitors by company name within the identified market.
- b. 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.
- c. Describe how the proposed innovation is different from current and future competitors.

Example of Commercialization Language

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.

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

Describe the current and future company capitalization efforts.

- a. 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.
- b. Discuss the operations/manufacturing and business staff conducting the project and how they will be utilized to achieve commercialization.
- c. 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.
- d. Discuss consultants, incubators, and research institutions that will be utilized to achieve commercialization.
- e. 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.)

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.

- *““Commercially viable, dual-use technologies that address strategic gaps in defense capabilities.””*
- *““Innovations that demonstrate potential for scalability, cost-effectiveness, and operational impact.””*

[About the Defense Innovation Unit](#)

The Defense Innovation Unit (DIU) strengthens national security by **accelerating the adoption of commercial technology** in the Department of Defense and bolstering our allied and national security innovation bases. DIU partners with organizations across the DoD to rapidly prototype and field dual-use capabilities that solve operational challenges at speed and scale. DIU is the Department’s gateway to leading technology companies across the country.

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

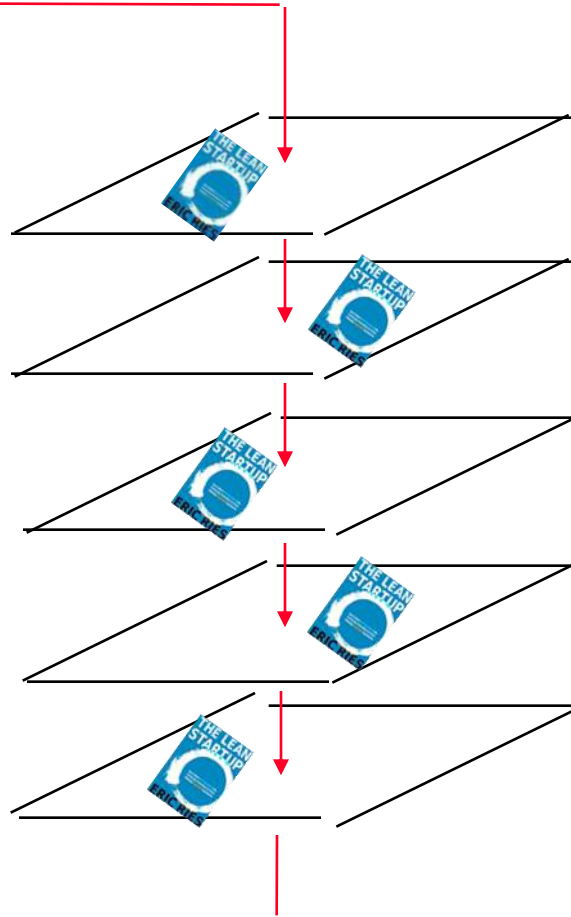
*Q: Have we taken those “foundational steps” **prior to** building our “Pitch” ?*



CAUTION

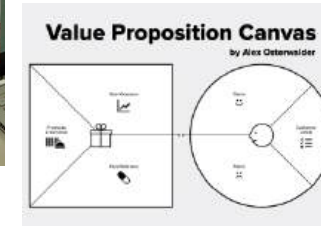
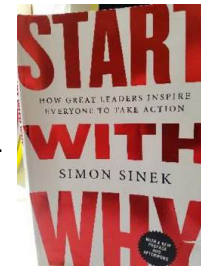
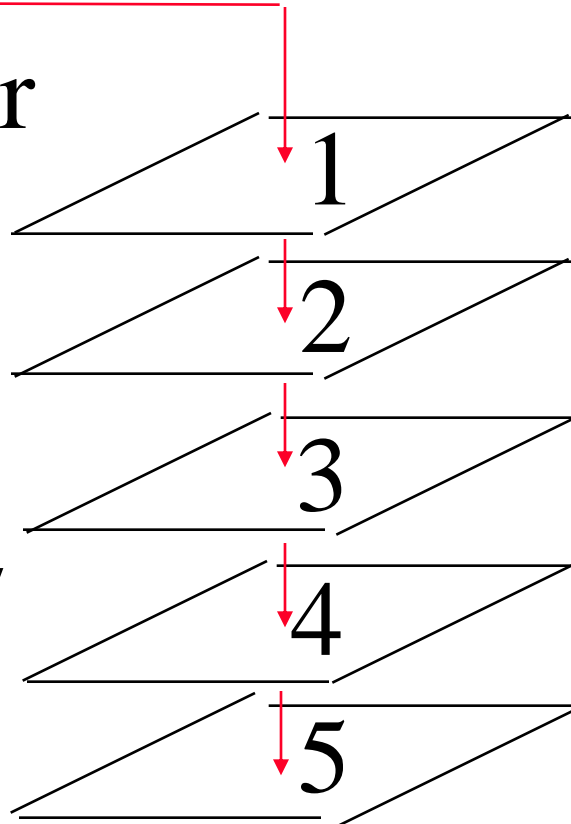
Lean Principles apply to :

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



Lean Startup Principles

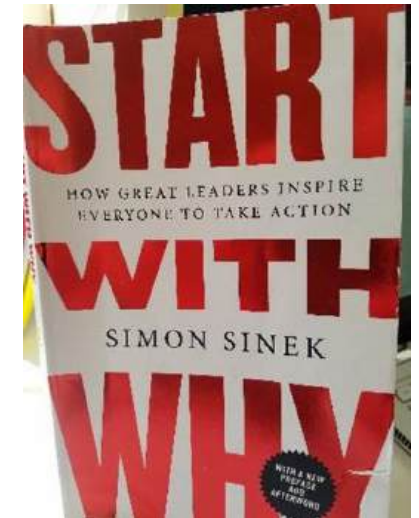
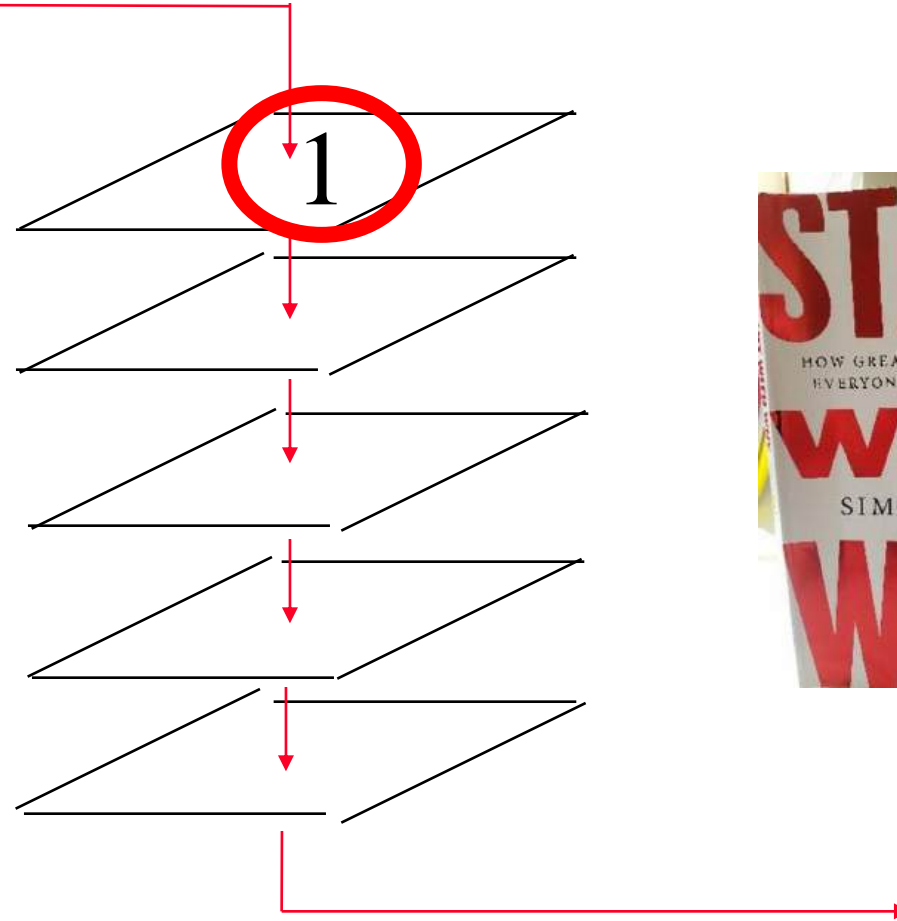
5 Filters to consider
Prior to
Developing
Your
Business Briefing /
Business Plan
Narrative :



How prepared are we to answer these critical questions?

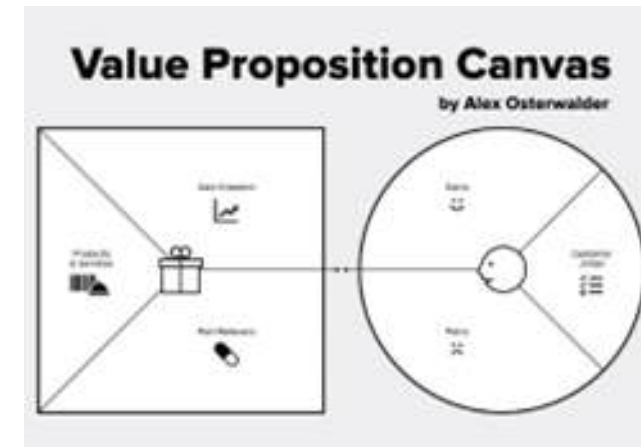
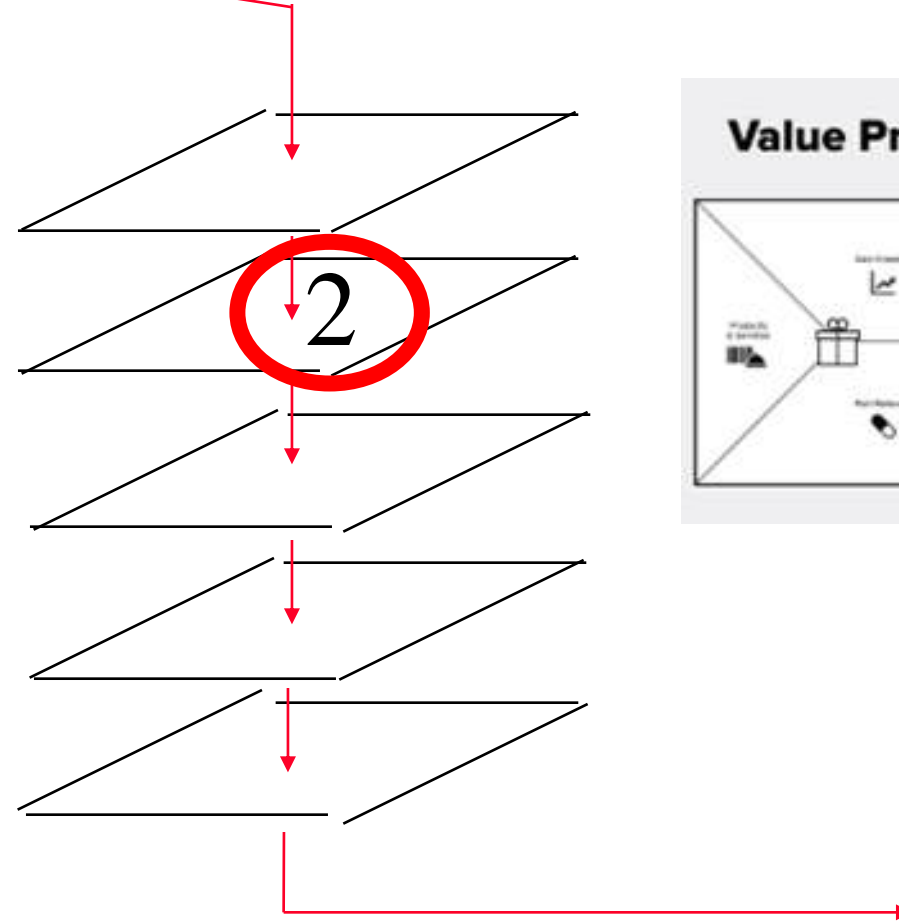
Lean Startup Principles - Filters Prior to Developing the Business Briefing

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



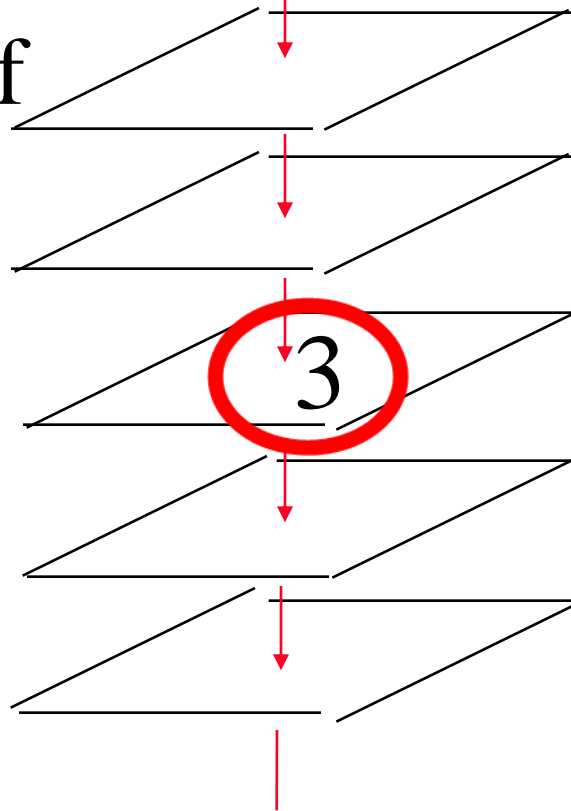
Lean Startup Principles - Filters Prior to Developing the Business Briefing

- We have a validated **Value Proposition Design (VPD)** worksheet.
- We know (with specificity) our targeted customer segments.
- We have a unique and differentiated solution to a market problem



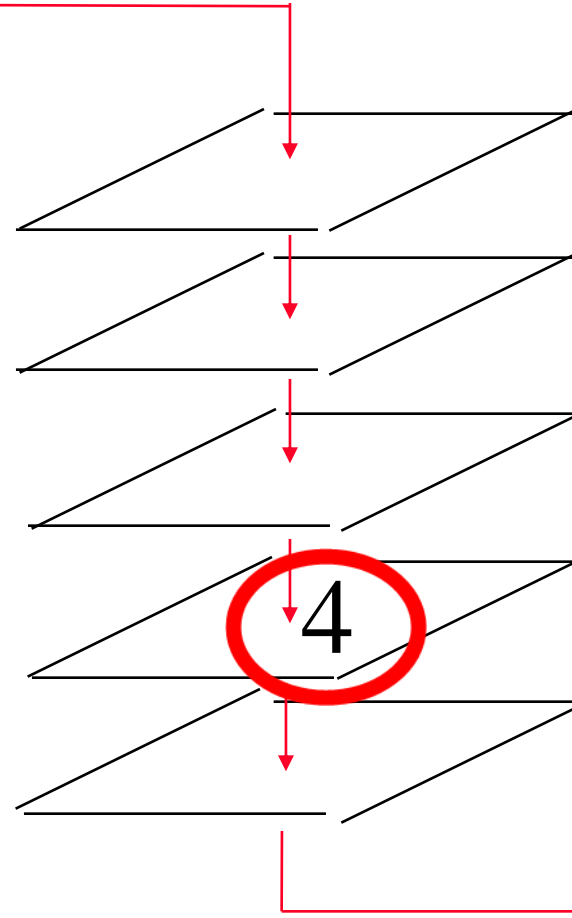
Lean Startup Principles - Filters Prior to Developing the Business Briefing

We are *subject matter experts (SMEs)* in the issues and statistics of our industry and can *place our offering in perspective and in context of the bigger industry ecosystem?*



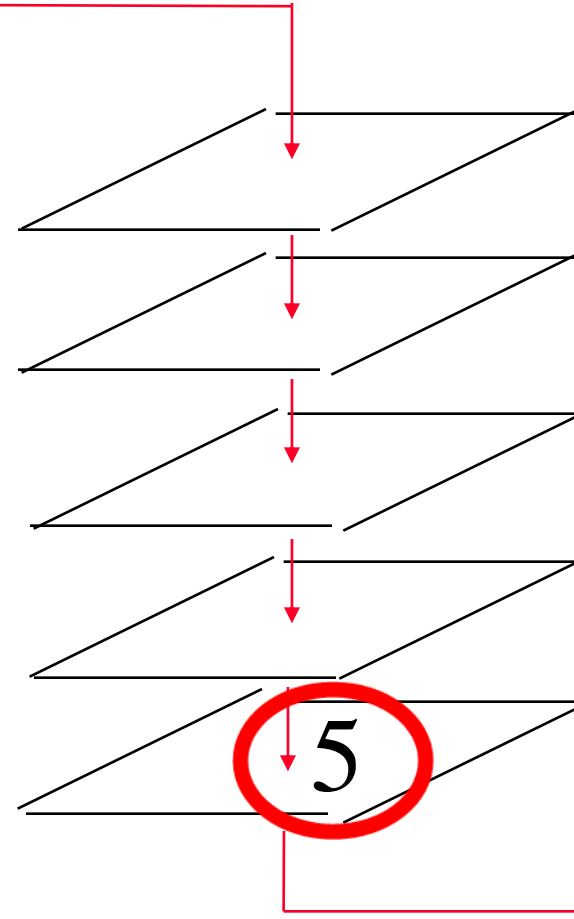
Lean Startup Principles - Filters Prior to Developing the Business Briefing

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



Lean Startup Principles - Filters Prior to Developing the Business Briefing

We have done market validation *that our products and services, our business model and price points, create and communicates value* to our specific target customer segments and our business is sustainable and scalable

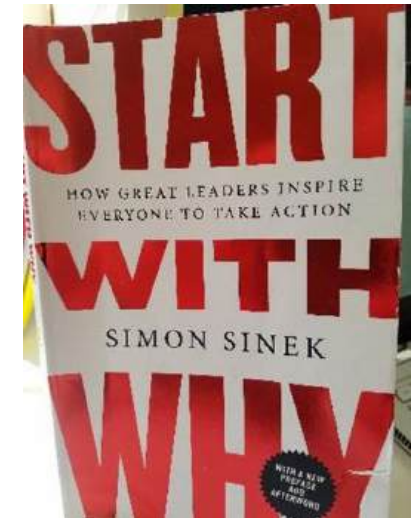
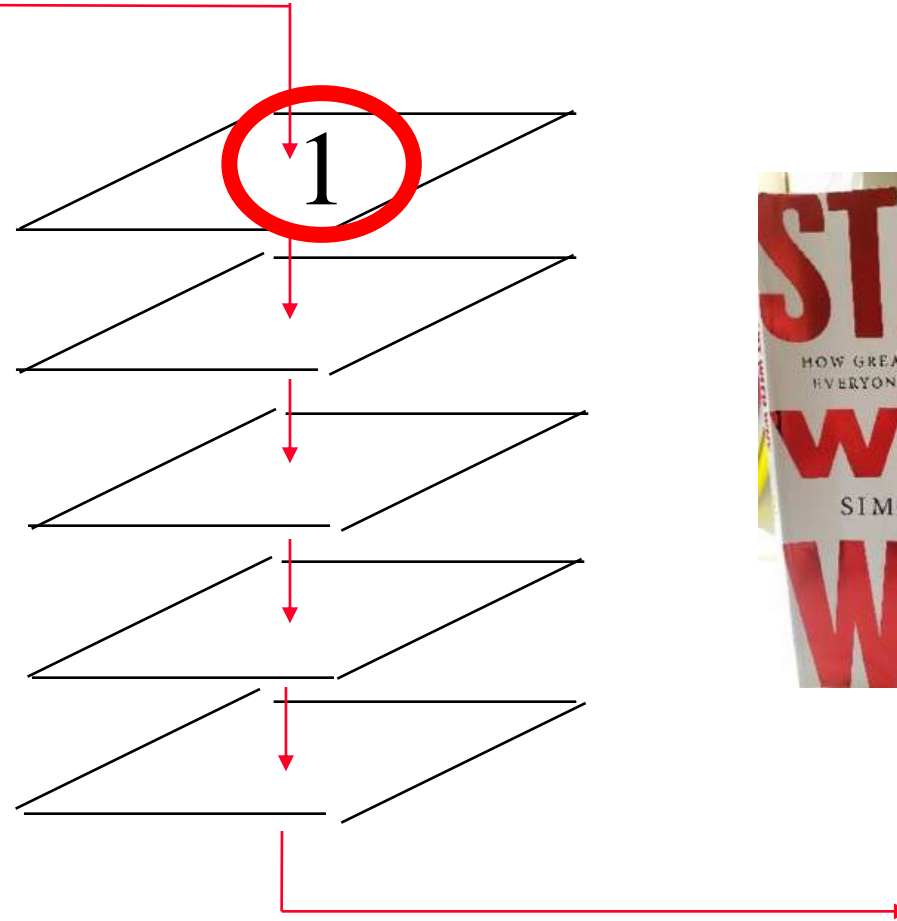


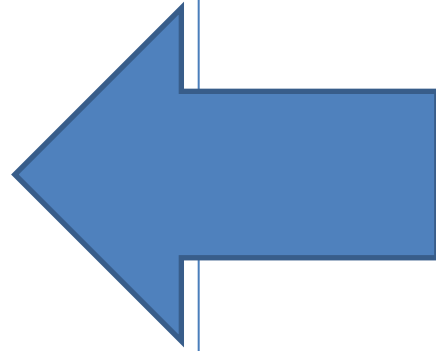
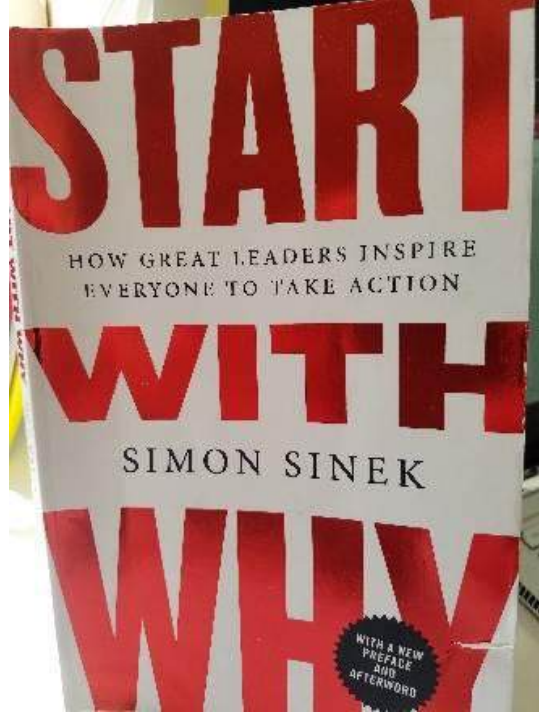
We have talked to 30 people in the Proposed “eco system”



Lean Startup Principles - Filters Prior to Developing the Business Briefing: A closer Look

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



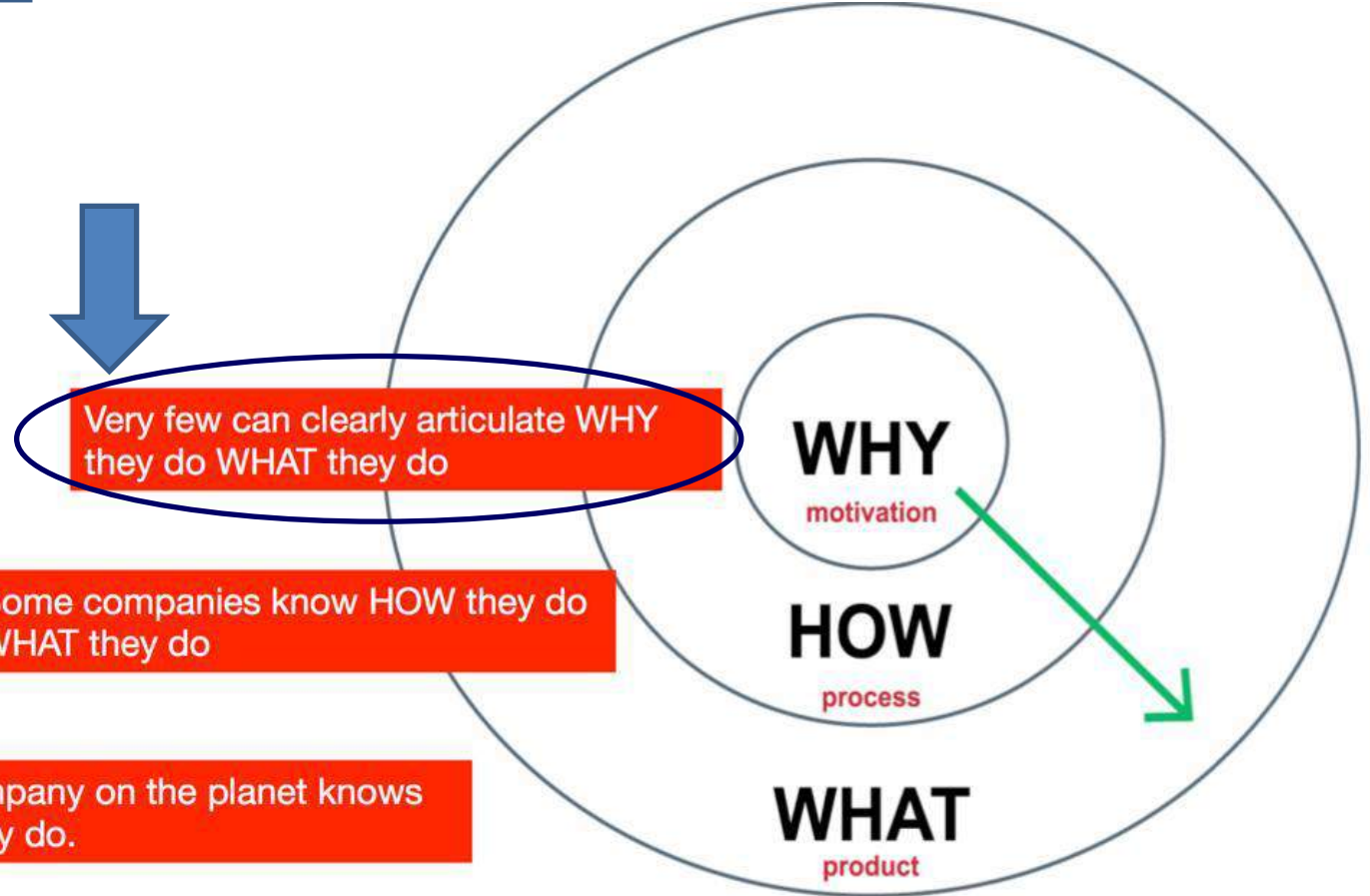


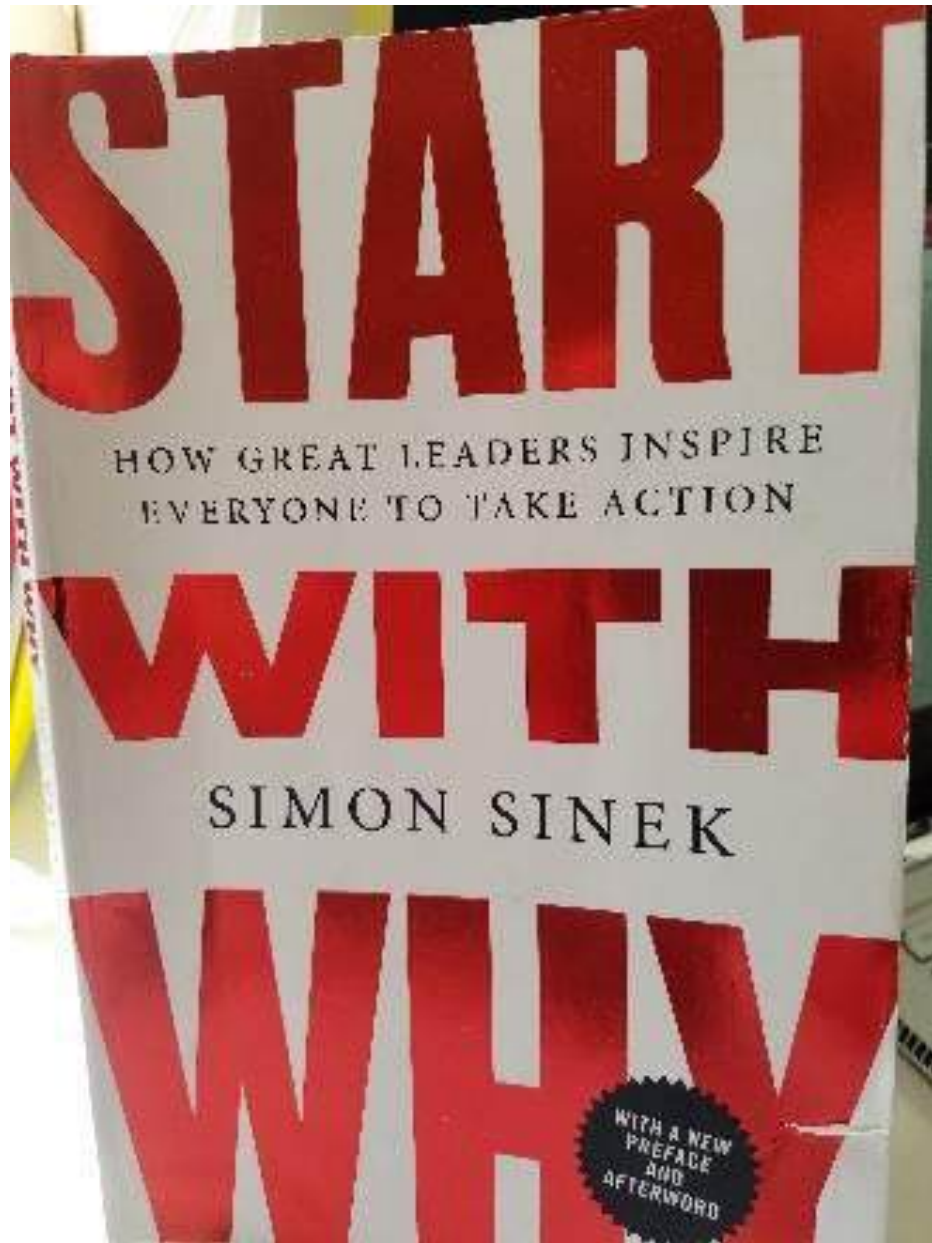
What purpose, cause or belief underpins your Business ?

Why did you start this ?

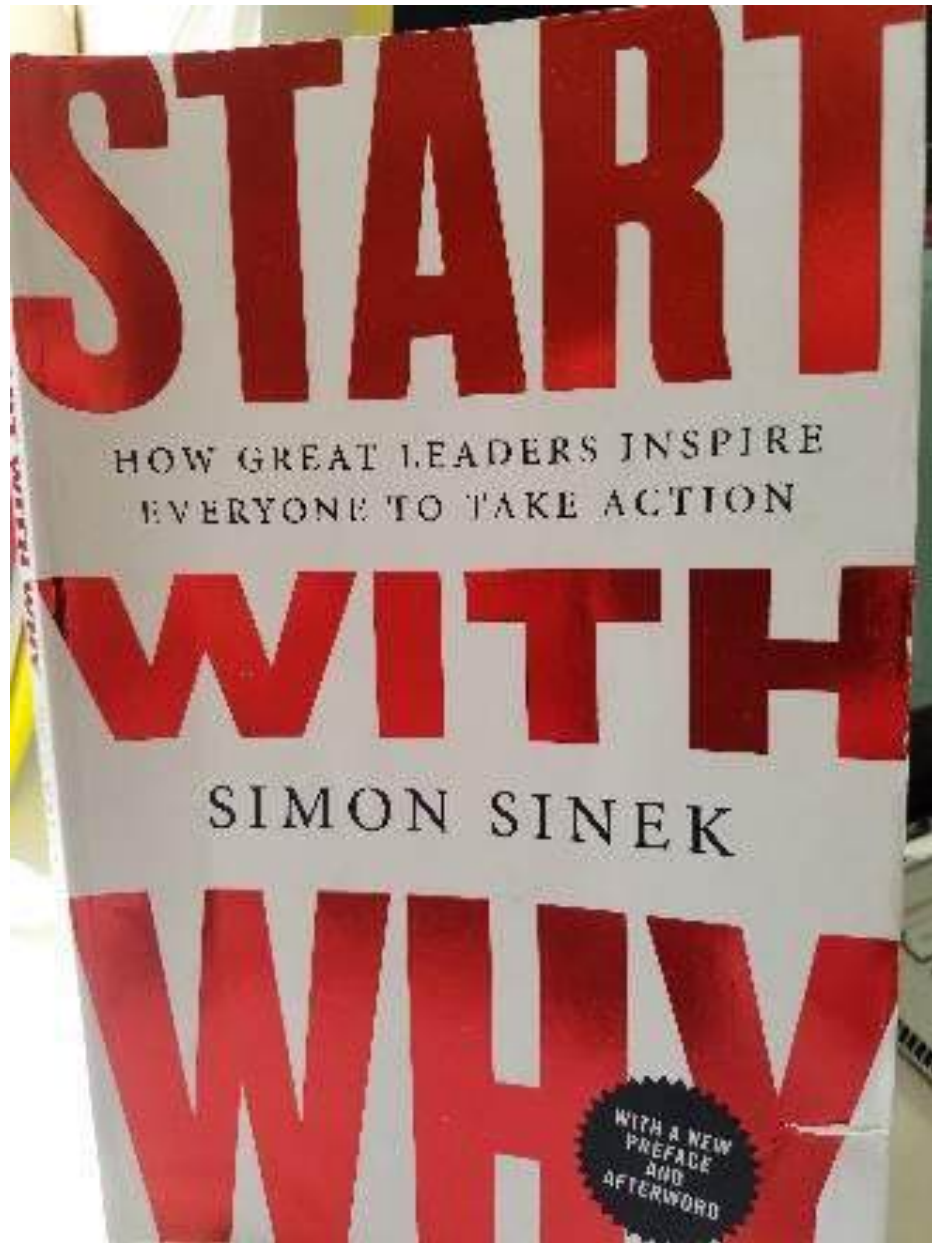
Why do you do what you do ?

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





Two
Notable
“WHYS”



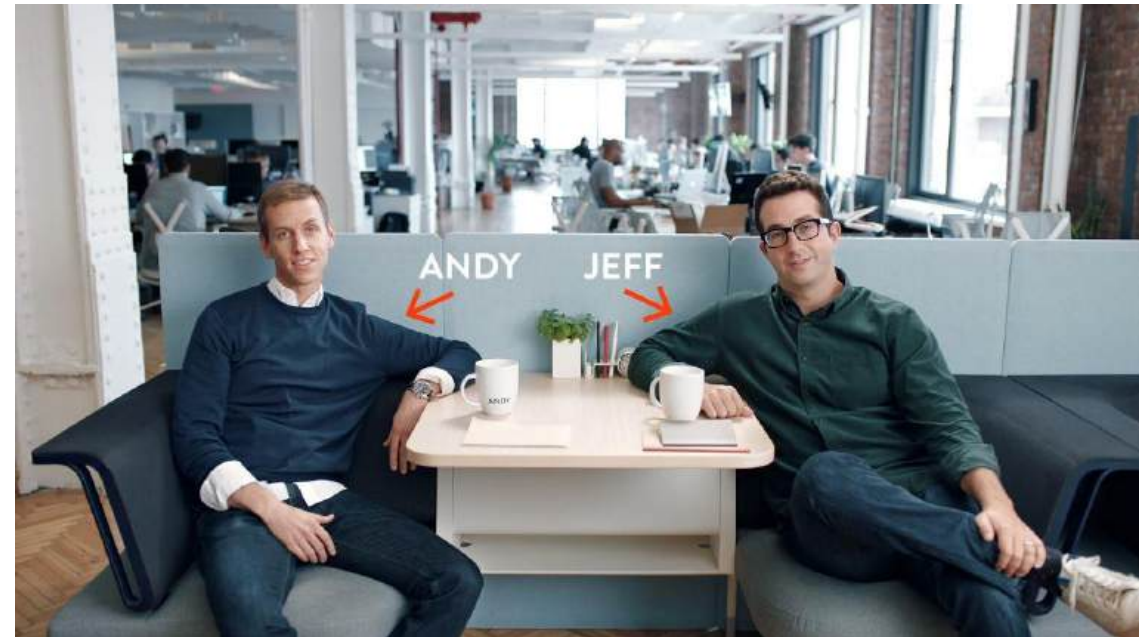
Two
Notable
“WHYS”

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.

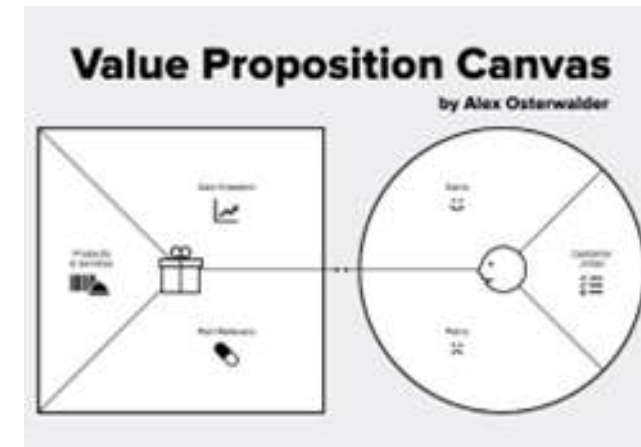
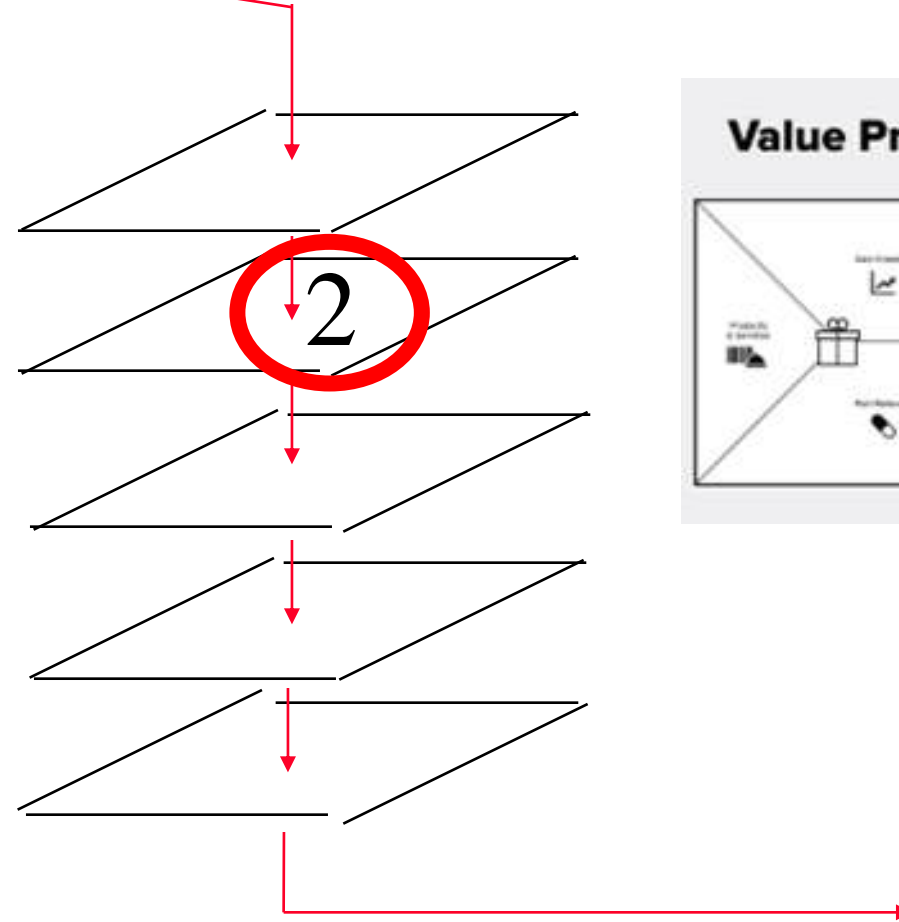
Their “WHY” was to establish the brand's mission to donate one pair of socks for every pair purchased.

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



Lean Startup Principles - Filters Prior to Developing the Business Briefing

- We have a validated **Value Proposition Design (VPD)** worksheet.
- We know (with specificity) our targeted customer segments.
- We have a unique and differentiated solution to a market problem



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

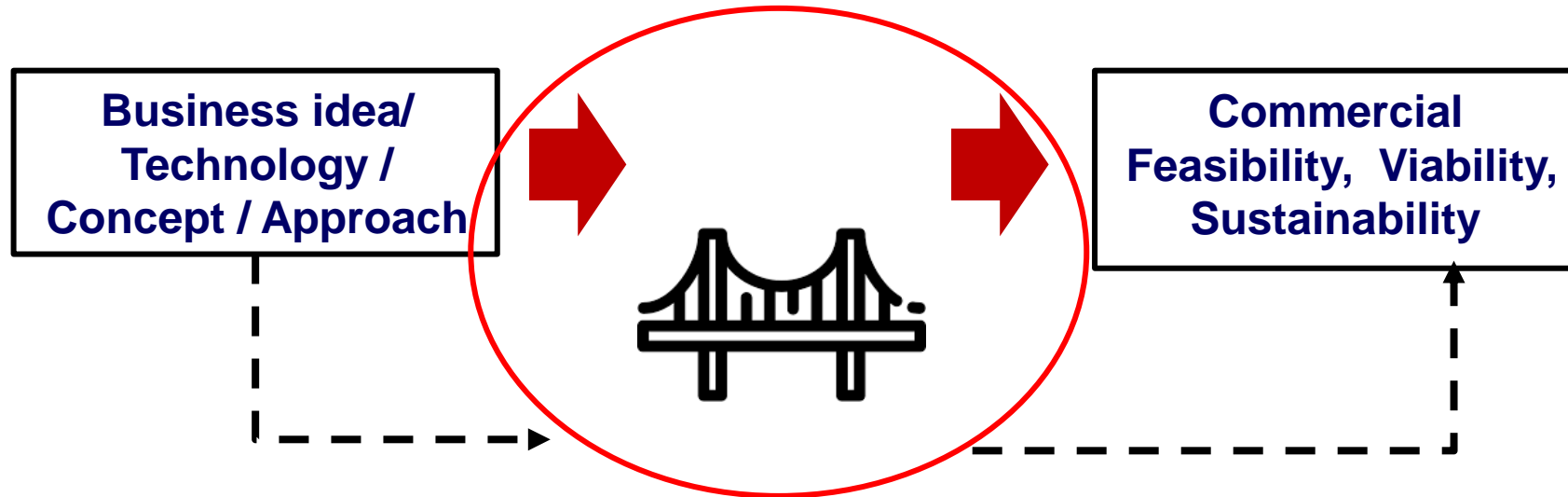
[Value Proposition - A Comprehensive Guide - Intrafocus](#)

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

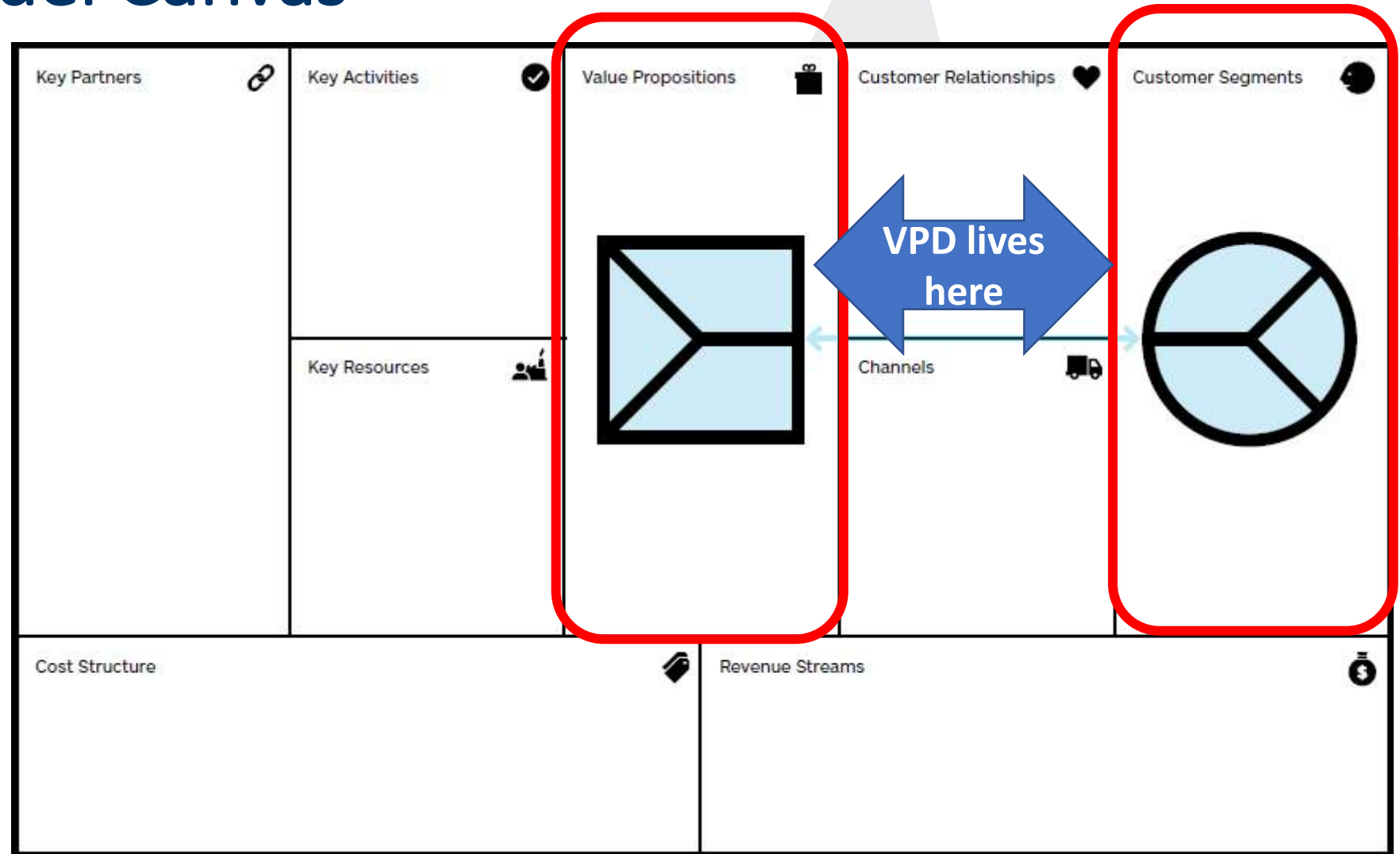
It is a strategic management and lean template for developing new (or documenting existing) business models.

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.

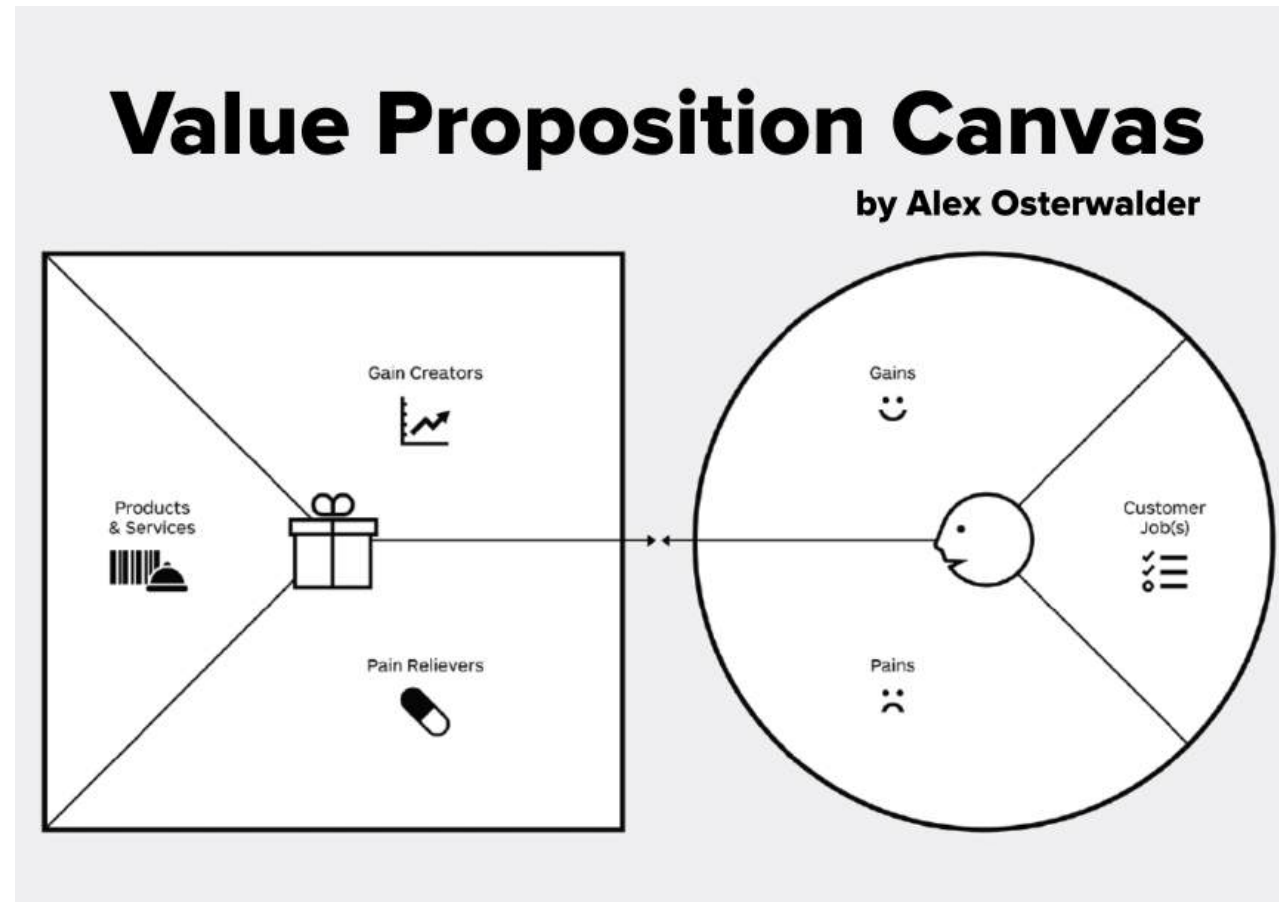
[Source: en.wikipedia.org](https://en.wikipedia.org)



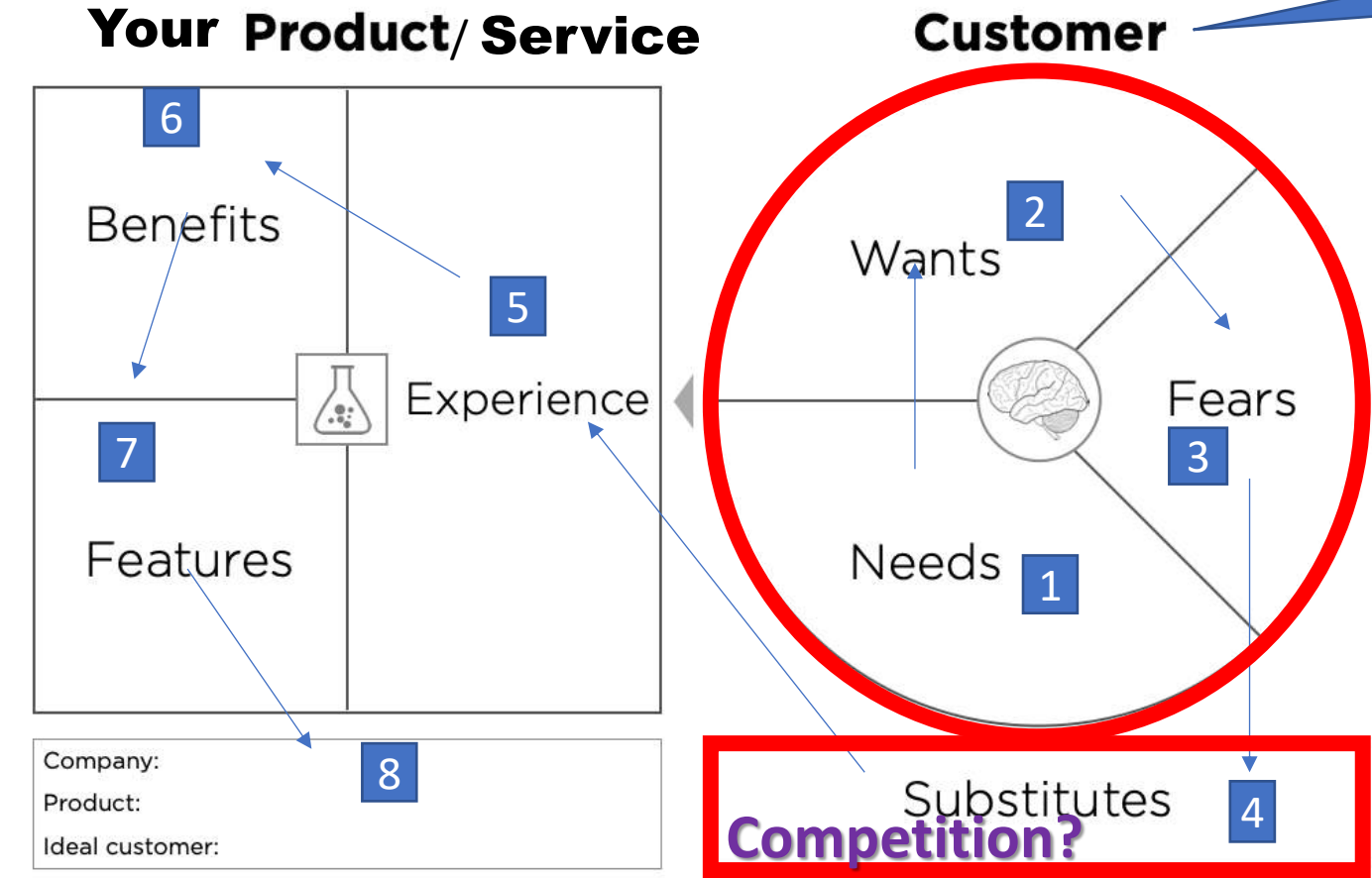
A clear value proposition is at the core of every good business model and business briefing

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



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

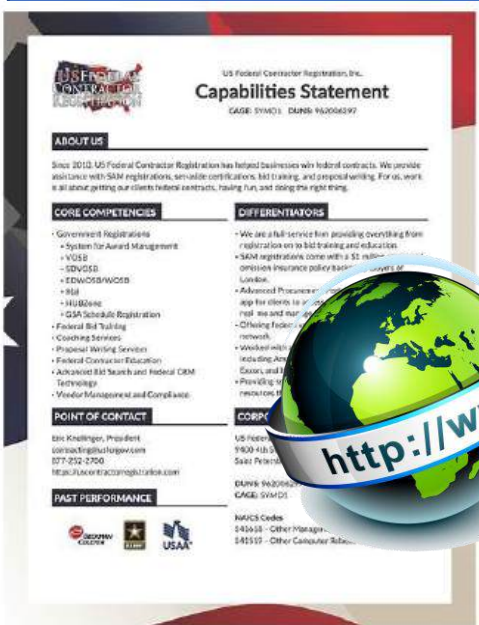
Based on the work of Steve Blank, Clayton Christensen, Seth Godin, Yves Pigneur and Alex Osterwalder. Released under creative commons license to encourage adaption and iteration. No rights asserted.

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

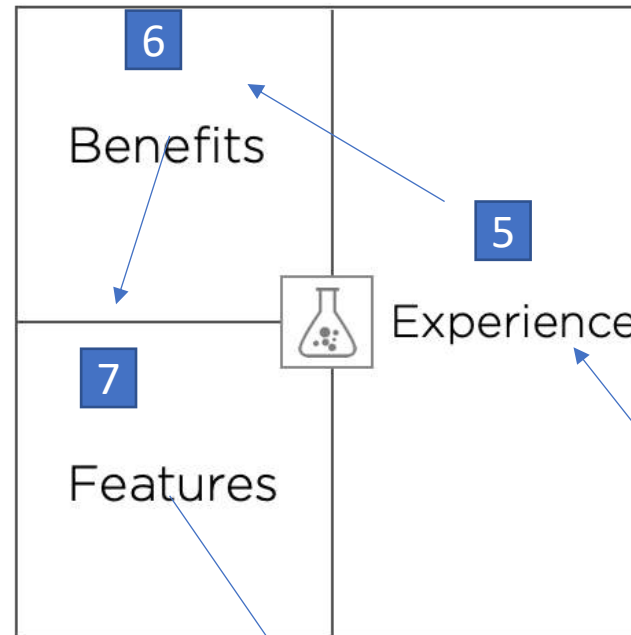


Your Product / Services Offer/ Cap Statement / Website

Benefits
Features
Points of Differentiation

Value Proposition Canvas

Your Product/ Service



Company:
Product:
Ideal customer:

8

Customer



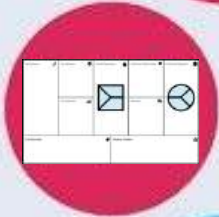
Substitutes

4

We can't overstate importance of *VP Design*

10 Characteristics of a Great Value Proposition

1 Is embedded in a great business model



2 Focuses on what matters most to the customers



3 Focuses on unresolved pains



4 Target few jobs, pains, and gains but extremely well



5 Goes beyond functional jobs and address emotional & social jobs



6 Align with how customers measure success



7 Focuses on jobs, pains and gains that people will pay a lot of money for



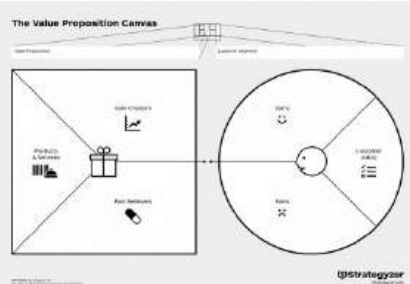
8 Differentiate from competition



9 Outperform competition substantially on at least one dimension



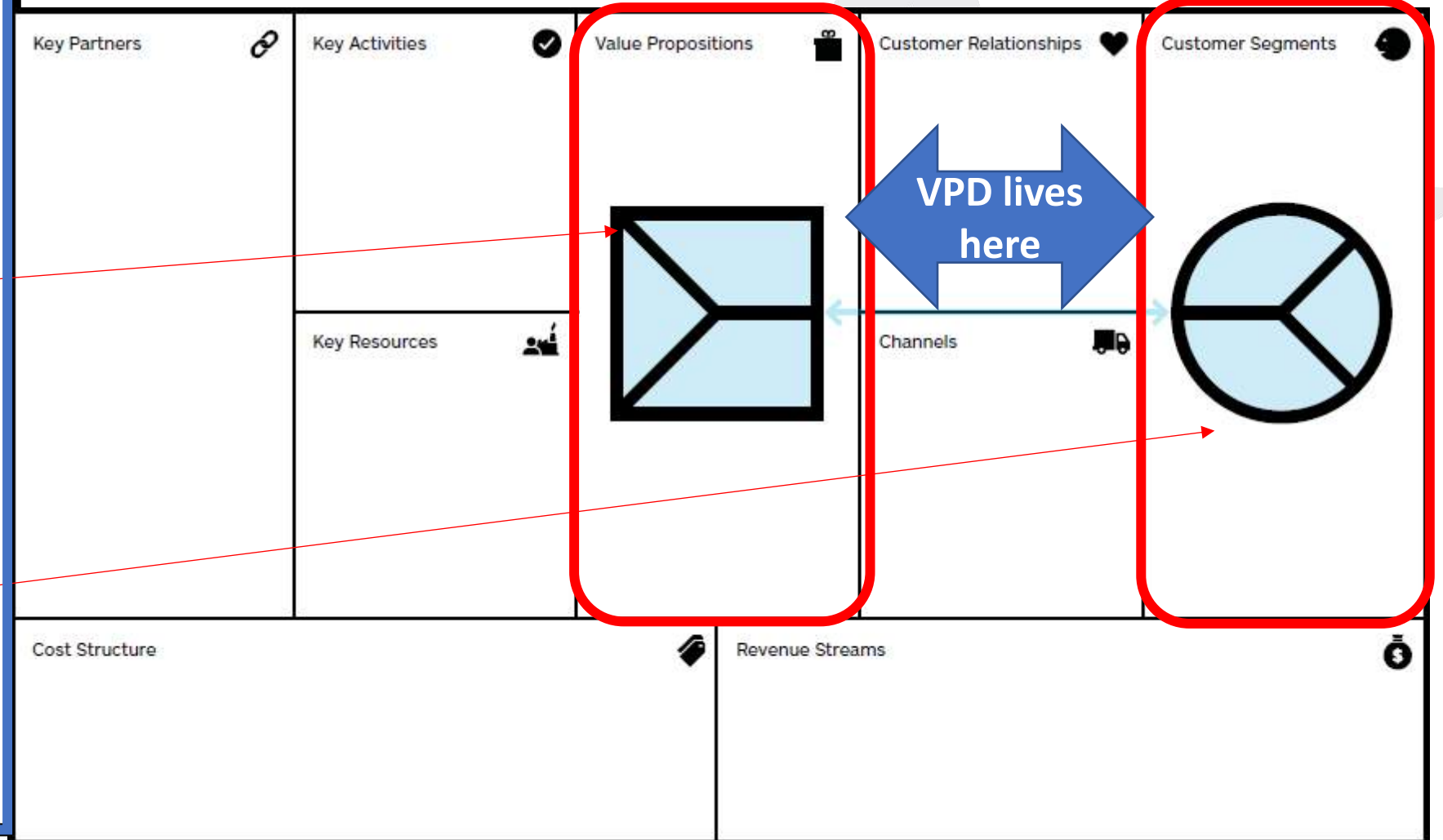
10 It is difficult to copy



and tactics
Informs strategy

- 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 !

Building Your Value Proposition Design (VPD) - *Webinar
(Live)* - PW

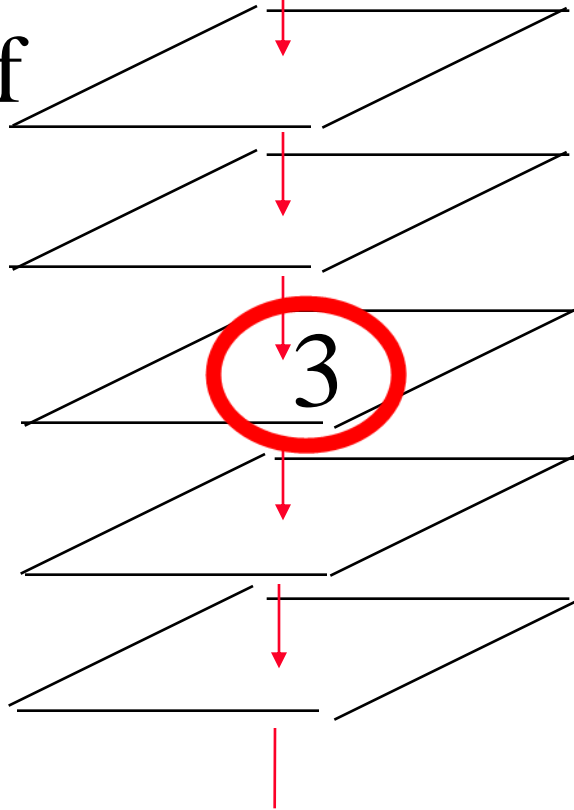
**Thursday, May 22,
10am to Noon**

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 are *subject matter experts (SMEs)* in the issues and statistics of our industry and can *place our offering in perspective and in context of the bigger vertical industry ecosystem?*



Q: Are you a “SME”, a **S**ubject **M**atter **E**xpert in the Domain Space you play in ?

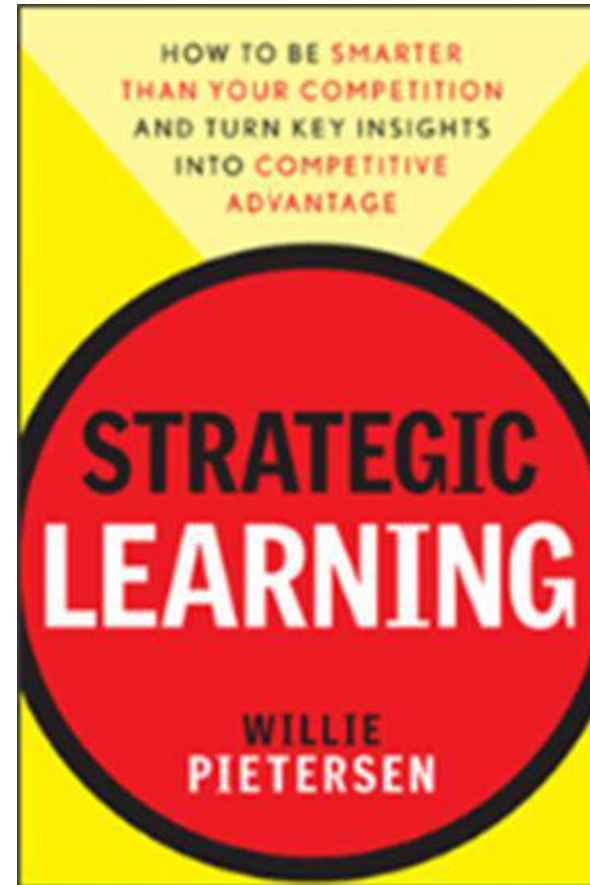
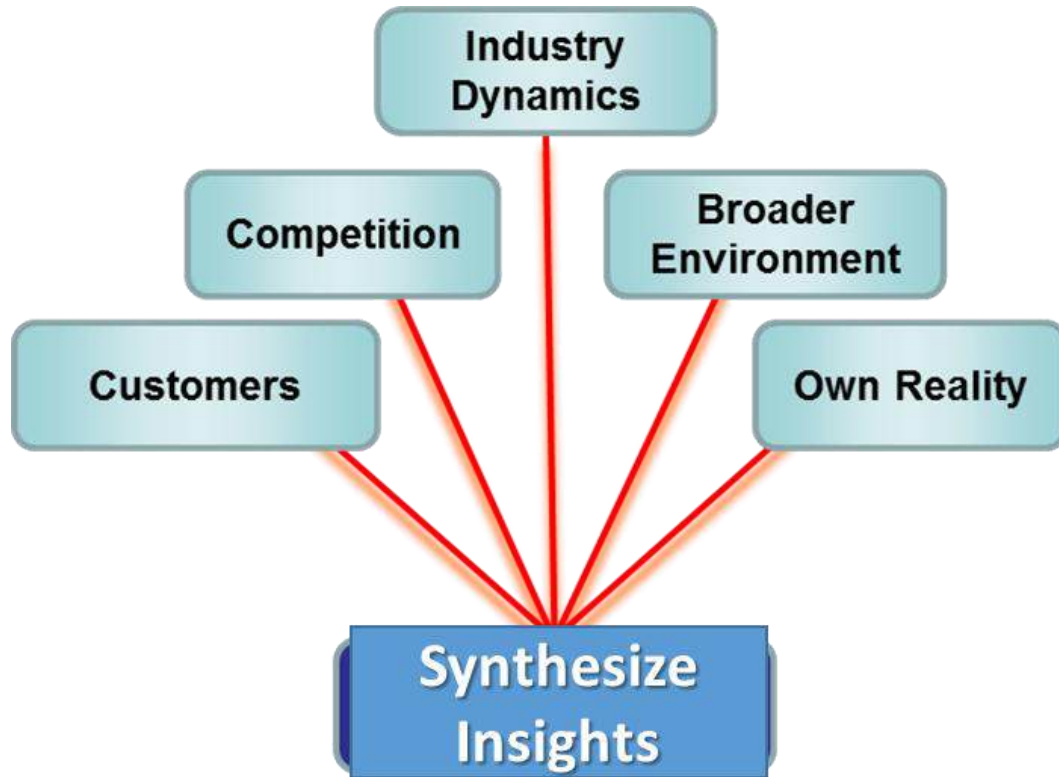
Have you put your “story” into a larger context ? Use statistics from reputable sources ?

- ...“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 **S**ubject **M**atter **E**xpert 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



U.S. DEPARTMENT OF ENERGY



http://smallbusiness.energy.gov



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

Acquisition Forecast
 Office of Small and Disadvantaged Business Utilization

The U.S. Department of Energy (DOE) Acquisition Forecast contains a list of upcoming contracting and subcontracting opportunities to help make it easier for small businesses to access for opportunities and navigate the Department's complex procurement environment.

Approximately 80% of DOE's annual procurement base is allocated to the Agency's Management and Operating Contractors (M&O), also commonly referred to as Facility Management Contractors (FMC).

The procurement opportunities include:

DOE HEADQUARTERS AND FEDERAL FIELD OFFICE ACQUISITION FORECAST
 Search the DOE Headquarters and Federal Field Office Acquisition Forecast for direct procurements with DOE to support DOE Headquarters and DOE Federal Field Offices.

DOE NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA) SITE FACILITY MANAGEMENT CONTRACTS
 Explore the list below of National Laboratories (M&O/FMC) procurements at DOE/NNSA contractor managed sites:

- Argonne Laboratory (AME)
- Argonne National Laboratory (ANL)
- Brookhaven Power Administration (BPA)
- Brookhaven National Laboratory (BNL)
- Carlsbad Field Office
- Central Idaho Cleanup Contract
- Sand Tennessee Technology Park (STTP) (S)
- Environmental Management Corporation Business Center (EMCBC)
- Fermi National Accelerator Laboratory (FNAL)
- Hanford Mission Essential Services Contract
- Idaho Cleanup Contract (IDCC)
- Idaho Cleanup Contract (IDCC) (S)
- Idaho Cleanup Contract (IDCC) (S)



Do You Really

KNOW YOUR
CUSTOMER



Market Size ?

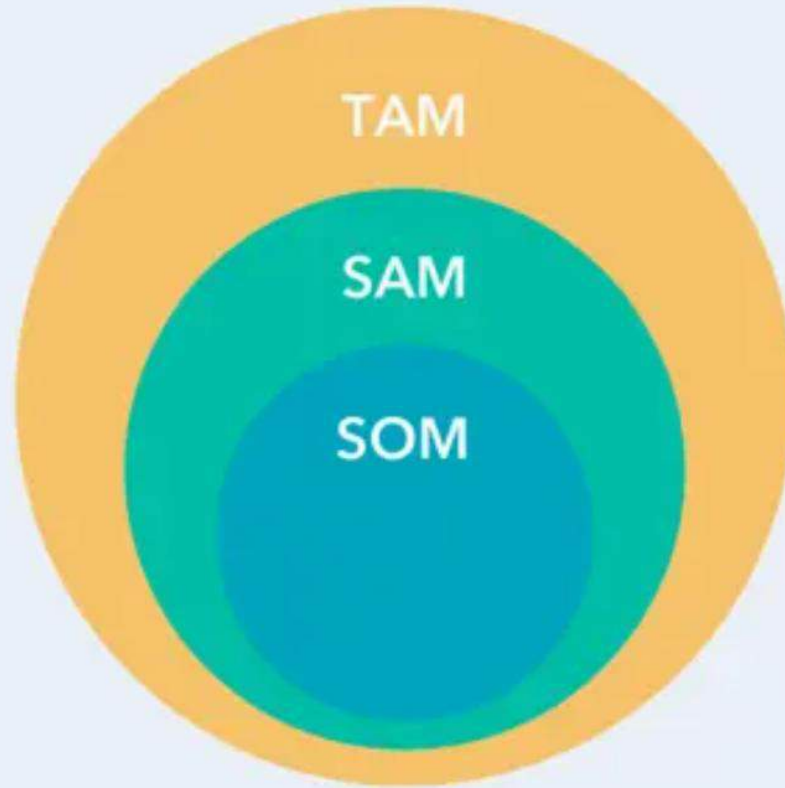
TAM SAM SOM

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/strategy/tam-sam-som)



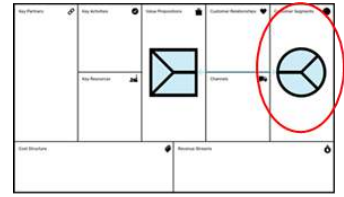
Do You Really

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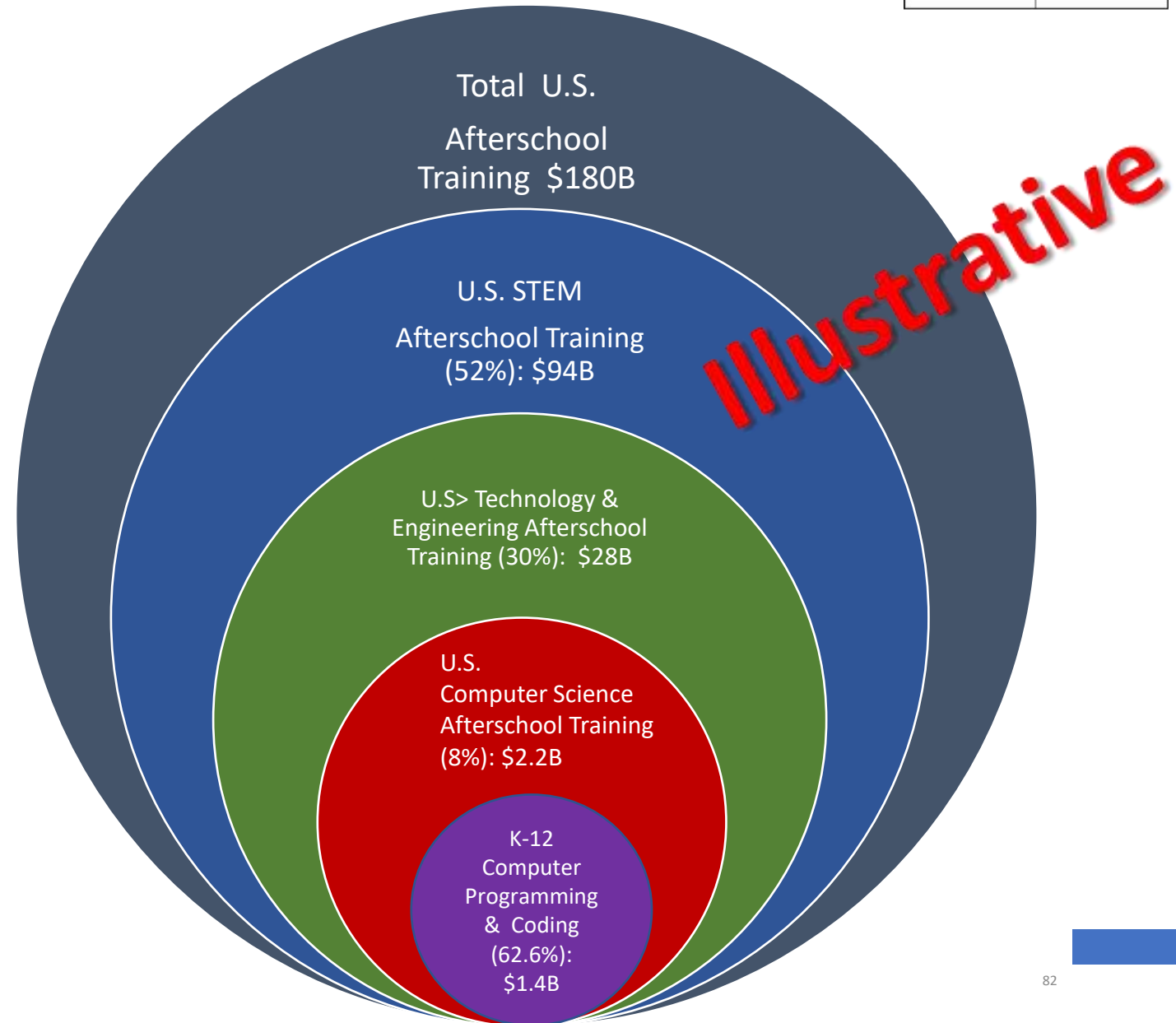


Segmentation ?

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**





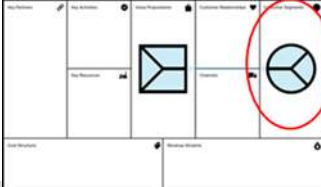
Do You Really

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 vehicles
- 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 work; 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

Find Gaps Compare Best in Class Competitors' Websites



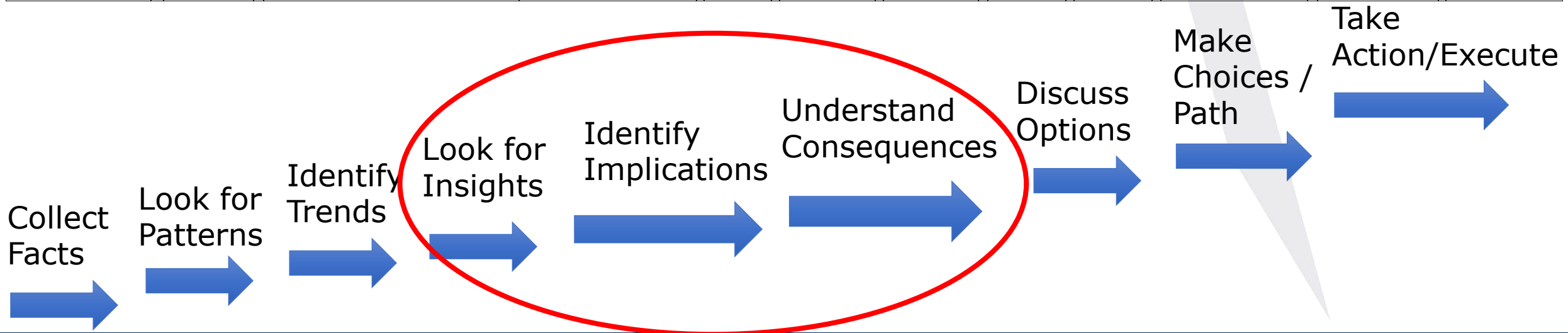
Competitive Comparative Matrix Insights Exercise Template

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



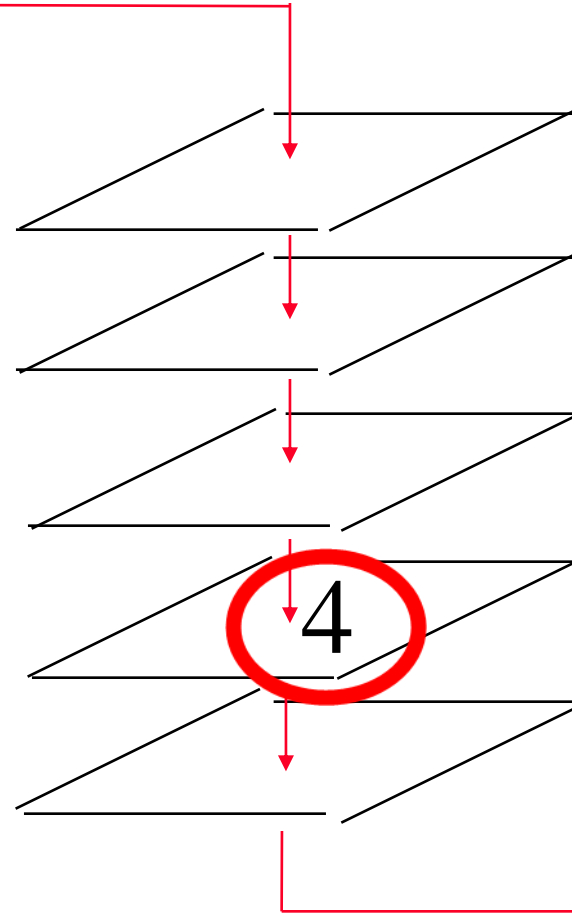
Competitor Businesses	Website URL Link	Industry/ Sector / Segment Competitor is in	Location Geographic Reach	Phone #	Est. Sales \$USD	Unique Branding	Feature #1	Benefit #1	Point(s) of Differentiation	Sell Through Channels?	Relevant Comments
Competitor # 1											
Competitor # 2											
Competitor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



Lean Startup Principles - Filters Prior to Developing the Business Briefing

We can *describe the problem we are solving*, and *how our unique, differentiated and novel solution, vs. competition, 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?

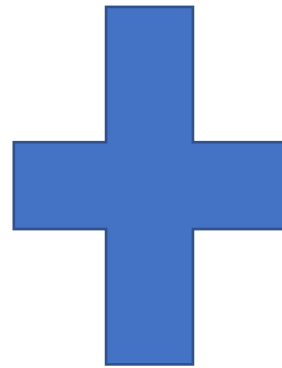


?

Value Proposition Design asks you to think about this equation:



Your Service / Product Points of Parity



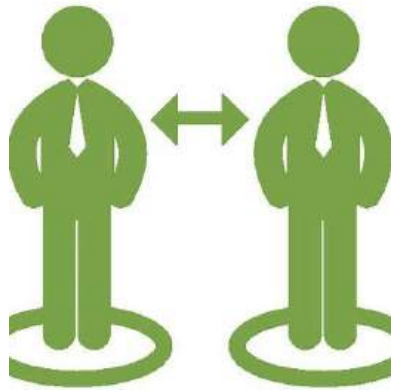
*Your Service / Product / Business
Points of Differentiation*

(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 are you the same as competition ? :



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 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



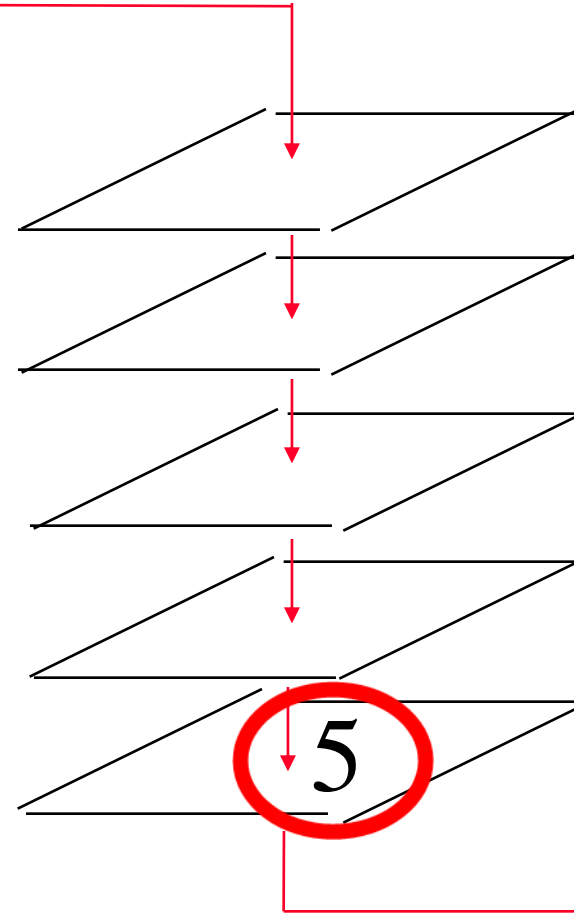
A company can outperform rivals only if it can establish a difference that it can preserve.

Michael E. Porter

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

Lean Startup Principles - Filters Prior to Developing the Business Briefing

We have done market validation *that our products and services, our business model and price points, create and communicates value* to our specific target customer segments and our business is sustainable and scalable



We have talked to 30 people in the Proposed “eco system”





Do You Really KNOW YOUR

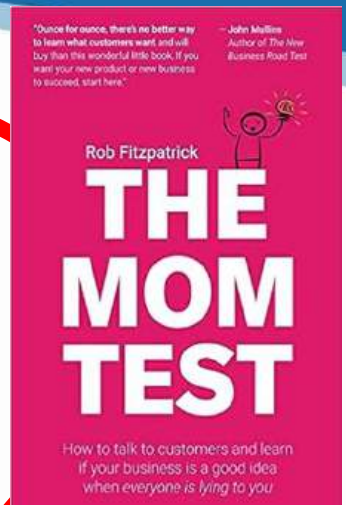
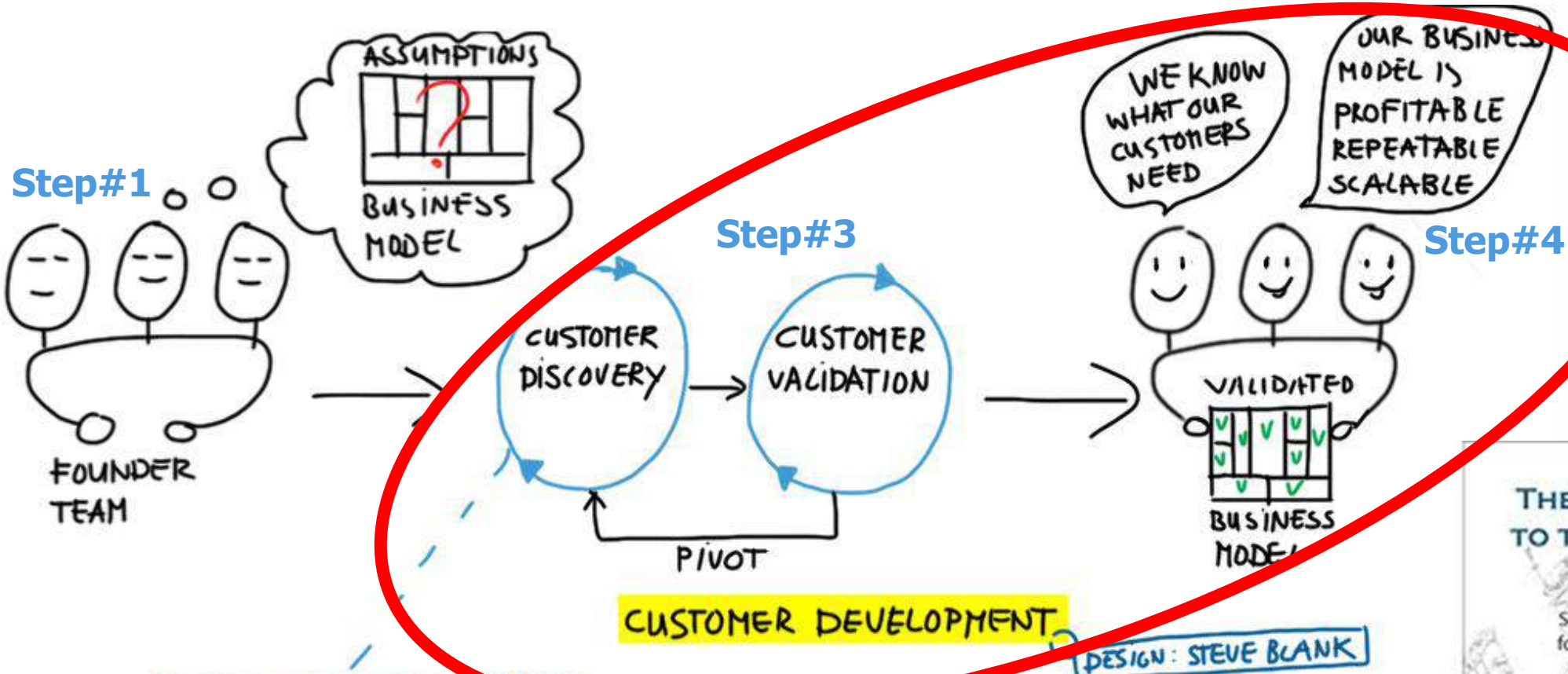
Market or Targeted
Customer Feedback?
Market Discovery?



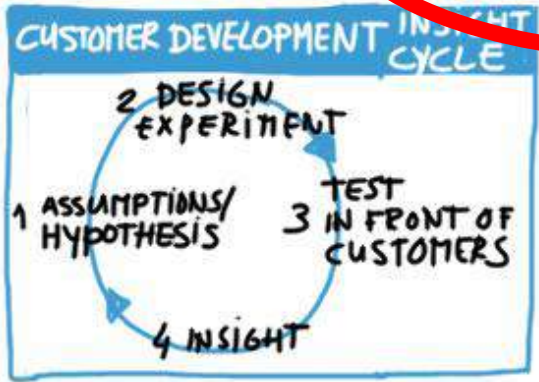
?



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



Step#2



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.



Consider 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](#)

EXAMPLE Process related questions to ask during discovery?

- Tell me about your journey from first thought to the adoption of your current solution?
- Please speak to the forces of progress” or the specific issues / challenges, risks that drove you towards your current solution?
- What were your expectations related to your current supplier or solution provider when they pitched their solution to you?
- What were some of constraints that may have limited you to make all the progress you wanted to make?
- What has been your experience with your current solution provider? \$ROI? CX Satisfaction?
- If you had a magic wand, what 2 things would you change about your current solution or provider?

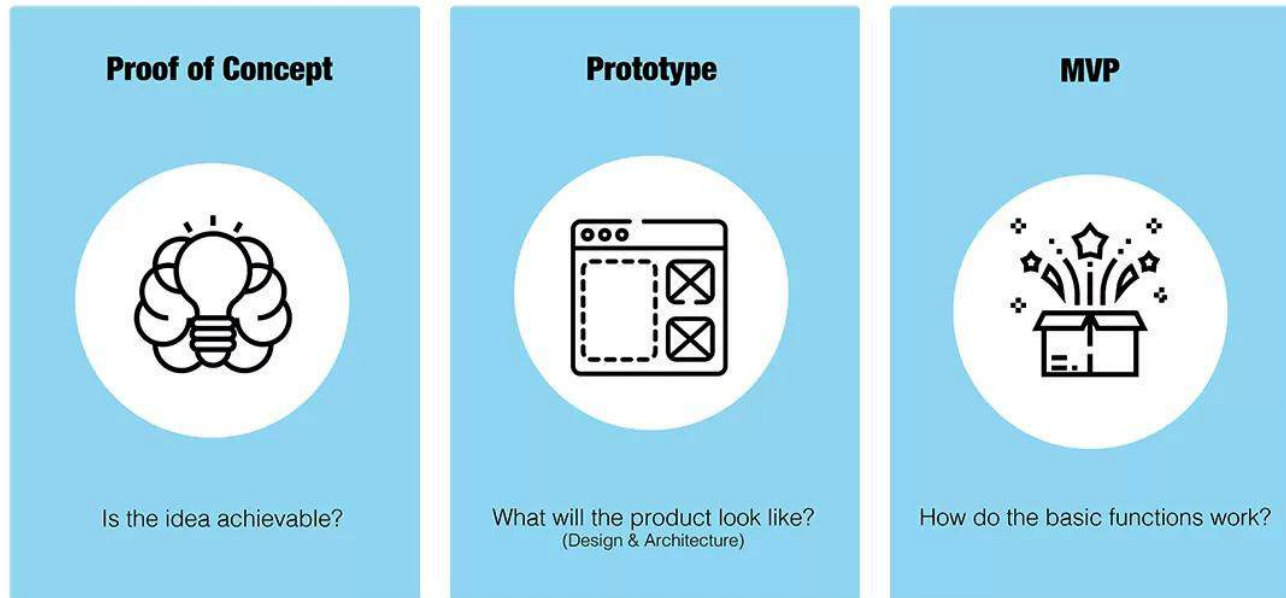


***Talk to 30 people
in the proposed
“EcoSystem” !***

Lean Startup Principles asks you for customer and market place feedback:

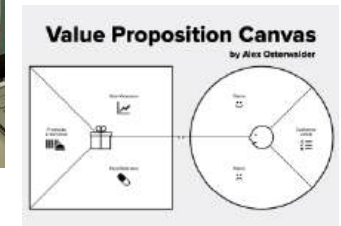
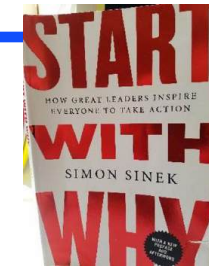
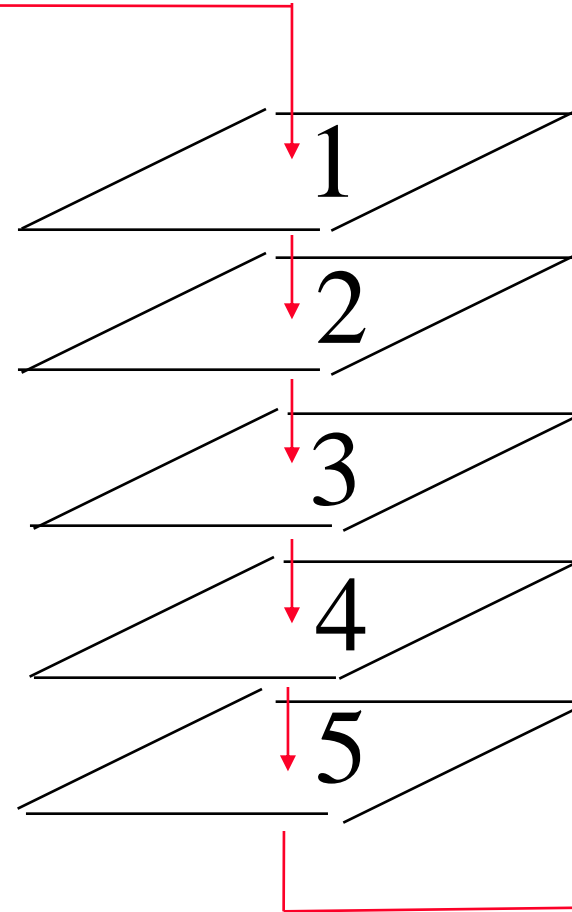
Talk to customers in your ecosystem. Ask about:

...how (specifically and measurably) might my Minimal Viable Product (MVP1) or Service offering, our working prototype, solve a problem, add value and delivers tangible benefits.



Lean Startup Principles - Filters Prior to Developing the Business Briefing

- ✓ We can describe in clear and compelling language our core *values and “why” our company exists*
- ✓ We have a validated Value Proposition Design (VPD):
 - ✓ *we know our targeted customer segments; we have a unique, differentiated solution to a market problem*
- ✓ We are *subject matter experts* in the issues and statistics of our industry and can *place our offering in perspective and in context of the bigger industry ecosystem?*
- ✓ We can *describe the problem we are solving*, and *how our unique and novel solution works to create benefits* for a *specific* group of *clients and customers*
- ✓ We have *validated that our products and services, our business model and price points, create and communicates value* to our specific target customer segments and our business is sustainable and scalable



✓ **OK. We can now answer these critical questions!**

**Participant
Engagement!**

Pause: Questions thus far ?





This "Typical" Entrepreneurial Journey Map Features:

- 1 Develop the Vision / Find a Mentor
- 2 Crystallize your Hypothesis using the BMC / Value Proposition Design
- 3 Conduct Customer Segmentation / Identify the persona of your early adopter intended targeted customers / sub segments
- 4 Draft your Minimal Viable Product or Service that you intend to offer/sell to the marketplace
- 5 Establish/buy a domain name then consider creating a legal entity
- 6 Think through your Go to Market approach: B:B, B:C, B:G then map the stakeholder ecosystem, partner organizations, customer types and competition; register with SAM.gov if applicable
- 7 Identify the first 10 intended targeted customers / early adopters by NAICS codes, title, name, POC for discovery and sales
- 8 Establish the partnering, sales structure you will use; identify required retail space, warehouse, manufacturing, office space if relevant

Vision, Startup, Legal Entity Choices, Value Proposition Design, Customer Segmentation, Eco System Stakeholder Mapping, Competitive Analysis

- 24 Prepare for growth, hyper growth, scaling and / or exiting or negotiating the sale of the business ; succession planning; plans for sale, or exit
- 23 Ensure business is HR compliant; ensure business has the appropriate set of Cybersecurity measures for compliance; set up self audit schedule
- 22 Begin using the structure, approach, frequency of stewardship and key performance metric reporting frequency using the metrics that matter; make business course corrections based on data insights
- 21 Develop Business Imperatives for a two year outlook; develop a suite of the fewest correct, simple metrics, conduct stewardship and reporting on regular frequency to track progress .

Strategic Imperatives, Metrics, Cybersecurity

Self Assessed Proficiency – From Subject Matter Expert to Needing Mentorship


5 = Excellent (We do this regularly, systematically, and with continuous improvement)

4 = Good (We do this regularly and systematically)

3 = Average (We have some skills in this area)

2 = Poor (We do this irregularly and in an ad hoc manner)

1 = Nonexistent (We do not have these skills at all)



Your Pitch is Step 14 in this journey!!!



- 9 Launch Customer Discovery Process ; ask "is Intellectual Property" relevant? List / assess discovery lessons learned
- 10 Using learnings from 10-30 discovery interviews/discussions, assess the need to "pivot" or stay the course toward your vision
- 11 Determine if licenses, certifications are needed/required; apply for appropriate SDBVOB, SWAM, 8a or other designations would be beneficial
- 12 Develop full cost stack budget estimates per unit being sold; develop rough 1st draft of year 1 revenue projections by month using projected pricing

Customer Discovery, Validating the Hypothesis, Early Adopter

Developing the Business Plan "pitch" Narrative, Financial Projections (Rev. / Cost), Risk, Funding the Business Stages of Marketing Maturity, Business Development, Sales, Operations , Scaling

- 20 Consider venture growth staffing needs; internships, training, onboarding; prioritize staffing for growth, i.e. business development, operations, etc.
- 19 Identify, assess 5 elements of business risk and build risk mitigation steps for each as relevant; update pitch
- 18 Determine need for access to capital, funding, and how it would be spent; explore grants if appropriate; reflect any loan repayment in cash flow; ref build cap table if relevant; update pitch
- 17 Validate / Refine / Adjust pricing strategy and tactics; revise revenue forecasts accordingly; update 2 year cash flow spreadsheet; update pitch; establish basic book of business accounting
- 16 Refine then choose channels to market strategy; choose relevant channel design; plan to build and host website in accordance with pre-engineered templates and sound hosting platforms
- 15 Create draft marketing plan based on master branding / positioning, product / service brand current and future products/service architecture; conduct message mapping exercise for social media content creation themes executed via editorial calendar execution plan
- 14 **Develop a compelling business narrative; synthesize financial projections into modular pitch suitable for multiple business purposes, i.e. sales, raising capital; iterate, refine.**
- 13 Build/Refine Revenue Projections, COGs, Operating Expense Budget into 2 year cash flow spreadsheet; determine sales milestones

"Typical" Roadmap

4 Broad "themes"

24 Work Blocks or "Action" Elements

Self - Assessment "Proficiency Rating"



*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/>

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 !

“Pitch” Perspectives

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- Iterative process
 - can take between 3-6 iterations / sessions to get a solid working draft
- Resources / Advisors / Mentors can offer diverse, “cold eyes, and “dispassionate” viewpoints
 - business owner / CEO must “own” the final product and “tell their own story”
- **One-on-One sessions, small group “timed” rehearsals are optimal**
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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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...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
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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***

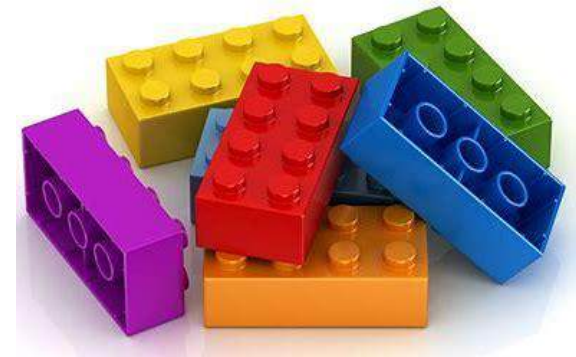


“There’s a godawful number of pitch deck templates out there, and there’s one thing that most of them get wrong:

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*

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

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- ❑ ***Value Proposition for your Targeted Customer/Client***
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- ❑ ***Strategic Competitive Advantage***
- ❑ ***Your Business Model Assumptions (from discovery)***

- ❑ ***Your Business Model – How do you Monetize***
- ❑ ***Route / Channel(s) / Path to Market***
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 - ❑ ***Revenue Projection Summary***
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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*

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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
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“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".**

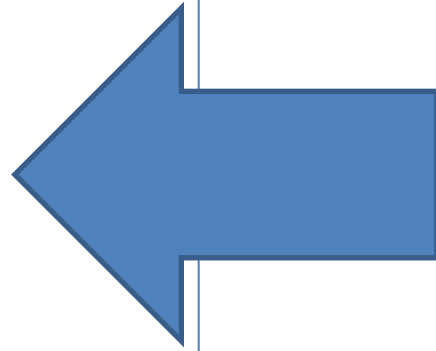
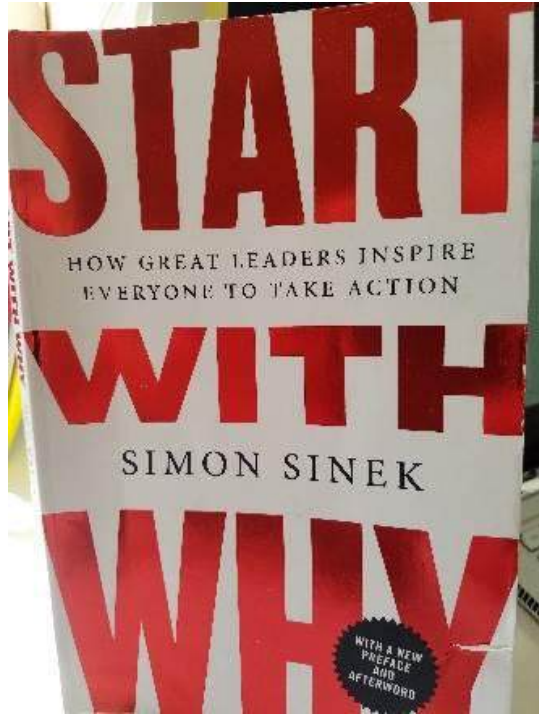
Your Introductory Cover Page - Usually contains 4 "Branding" Elements:

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- "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!!!!!!



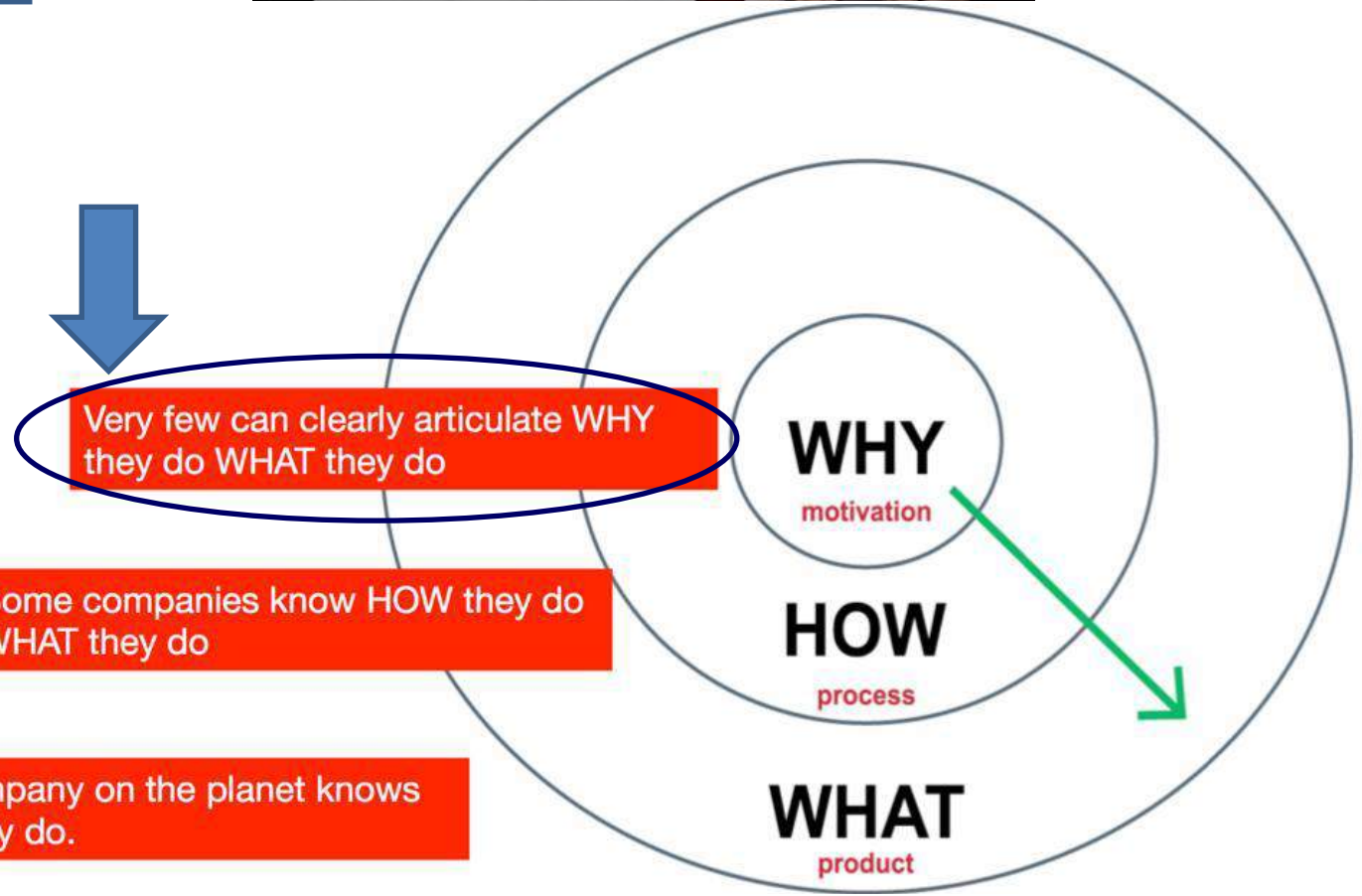


What purpose, cause or belief underpins your Business ?

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 21st century” .

Hardware and Software
as a Service Company

“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.”



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



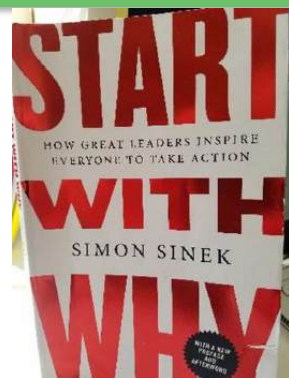
Coffee with Soul

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
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...continues with his "WHY"

Passion & Hard Work, Meet Opportunity

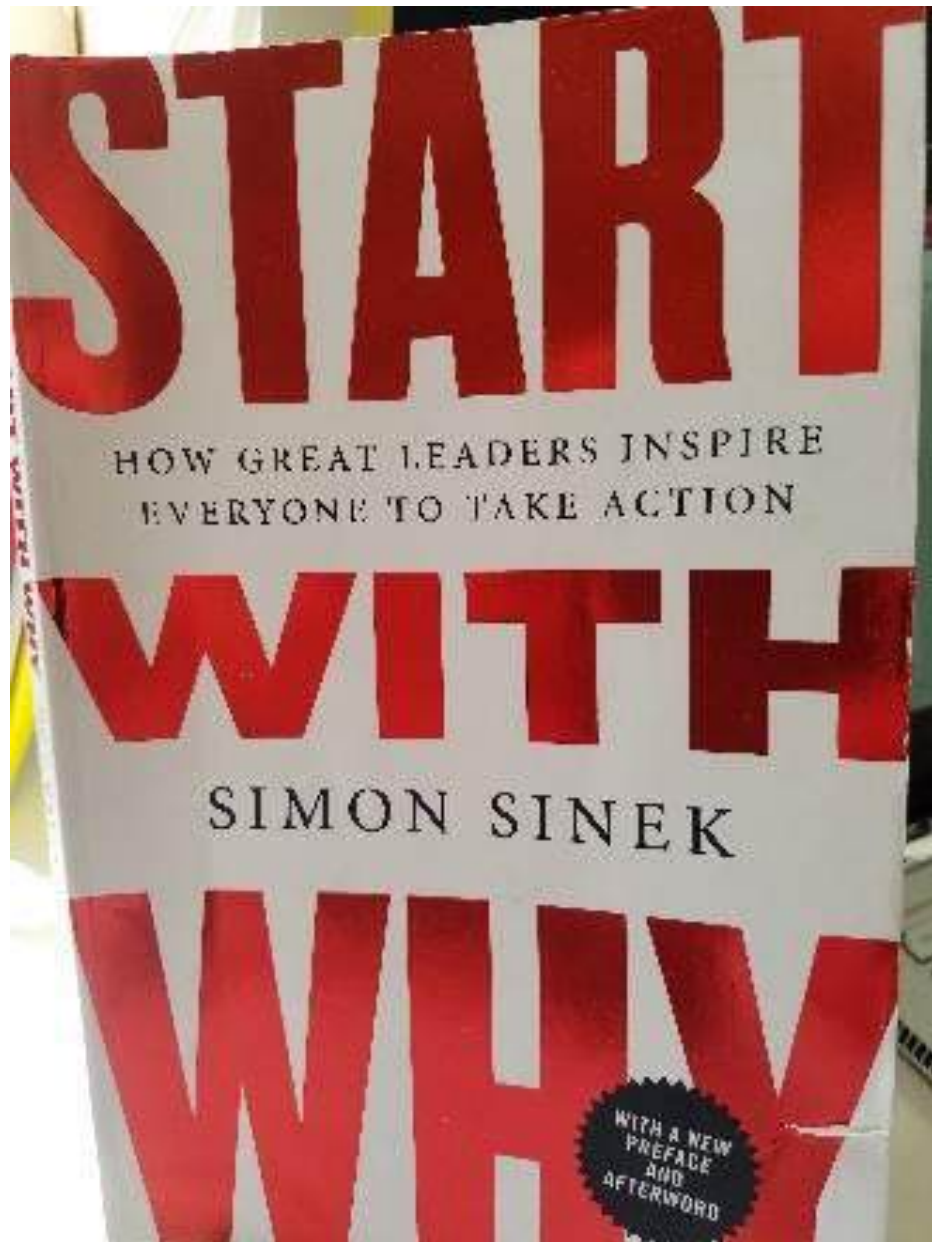


...expresses his “WHY” as he explains his desire to share his love for specialty coffee in a bigger way, with others who share his passion as well.

Passion & Hard Work, Meet Opportunity

...continues with his “WHY”





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*

❑ *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:*

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❑ *Investment Request; Detailed Use of Funds*

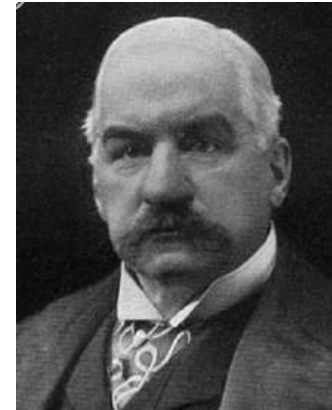
❑ *The Team*

❑ *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



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Call to Action / Points of Contact

❑ **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 ?



[How To Use Industry Research to Craft Compelling Pitches](#)





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 !



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



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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"*

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❑ *Scene Set, Context, Statistics, Facts*

❑ ***The Problem...The Gap...***

❑ *The Solution*

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Location, Location, Location

- **Coffee Dessert**

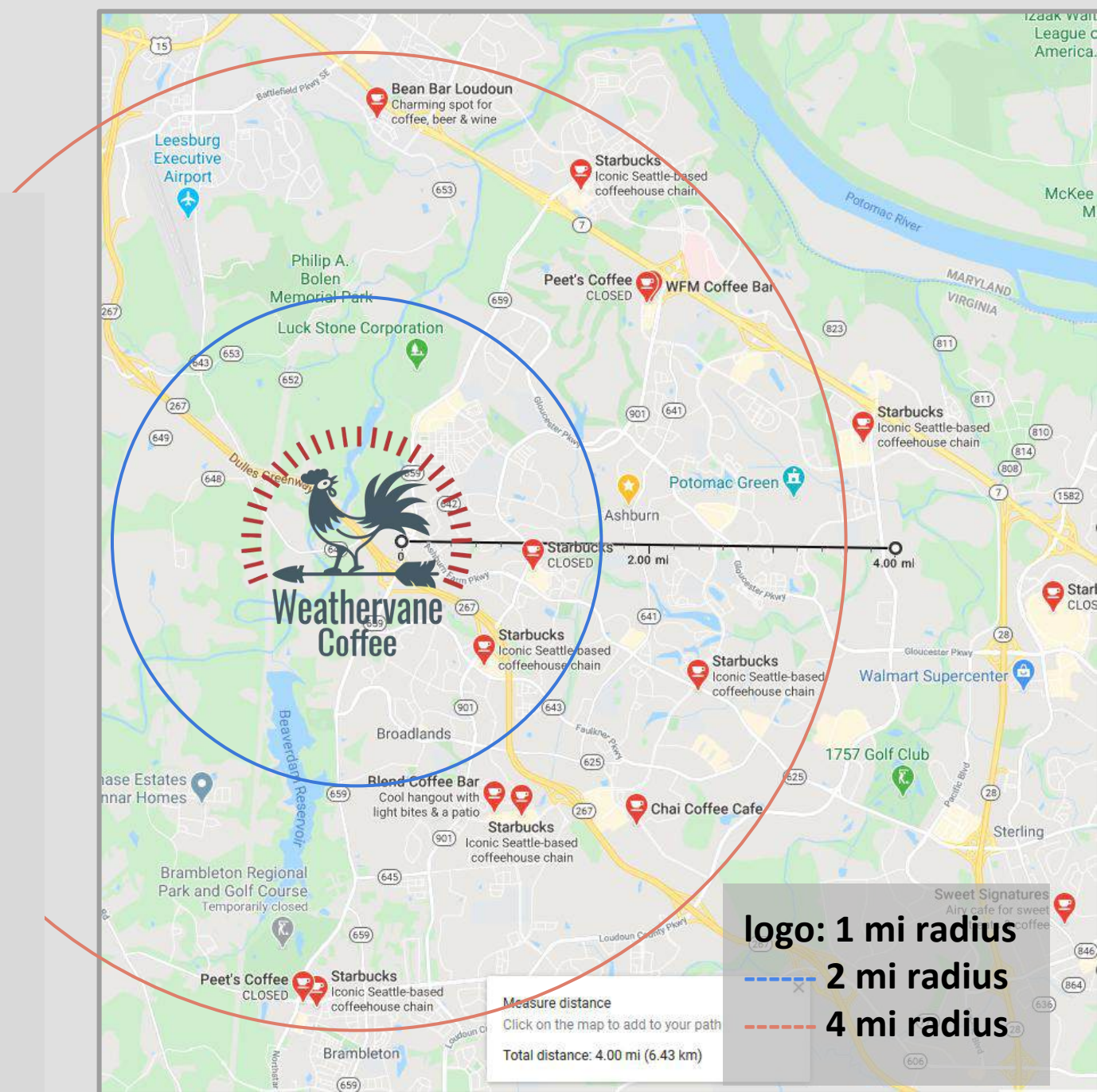
- 1 mi radius: ZERO coffee shops
- 3 mi radius: Five coffee shops (3 Starbucks*)

- **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)

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

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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 # of Interviews

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?



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**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"*
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- ❑ ***The Solution / Opportunity***
- ❑ *Value Proposition for your Targeted Customer/Client*
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- ❑ *Risk Mitigation*
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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? The [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](#).”

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

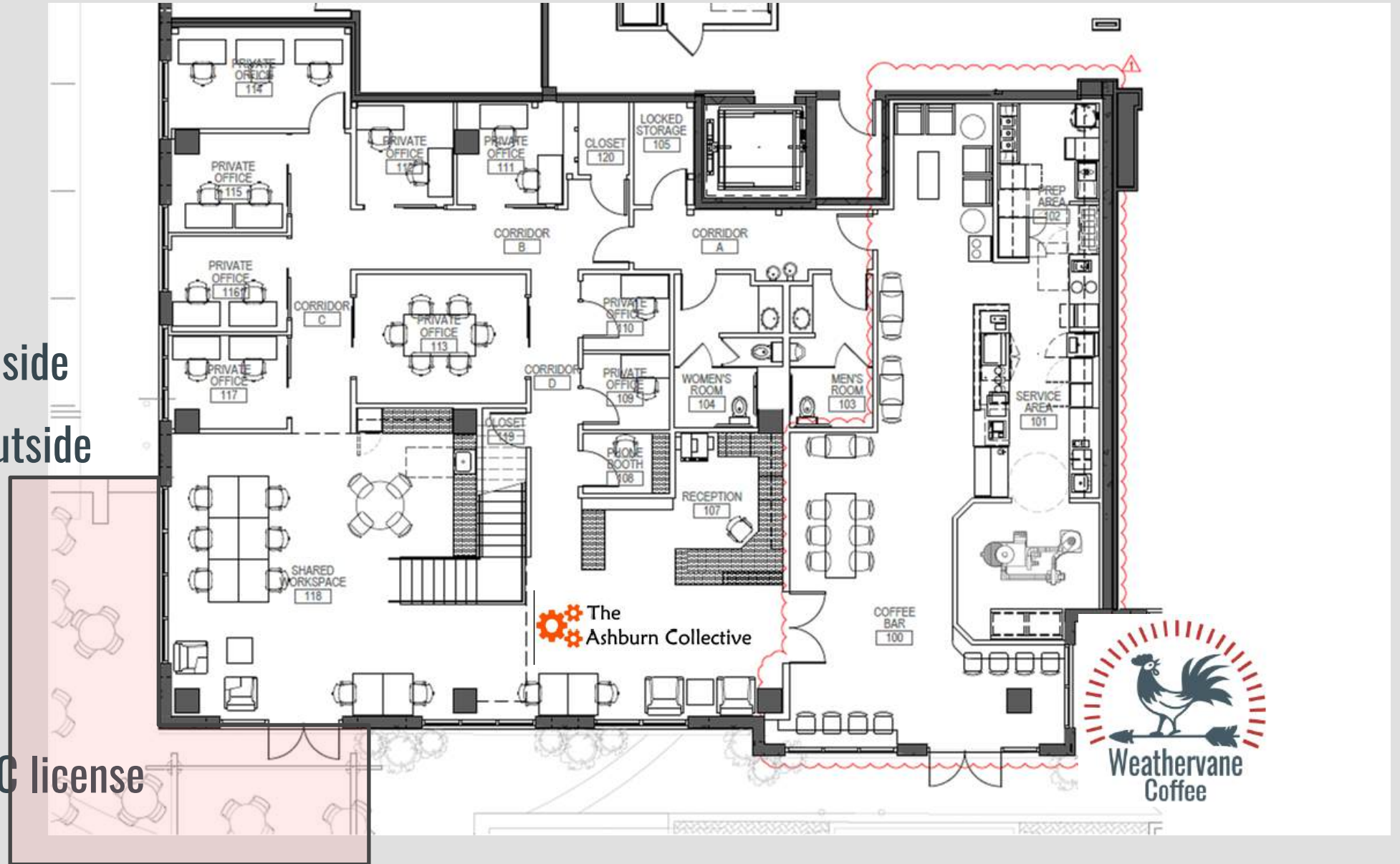


Coffee with Soul

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:

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



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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

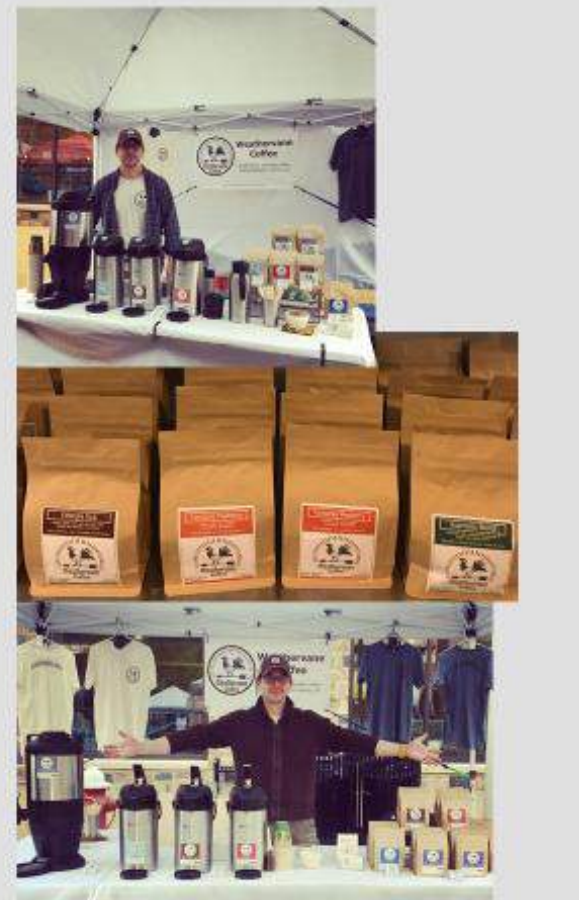
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Pause for Questions

**Participant
Engagement!**



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



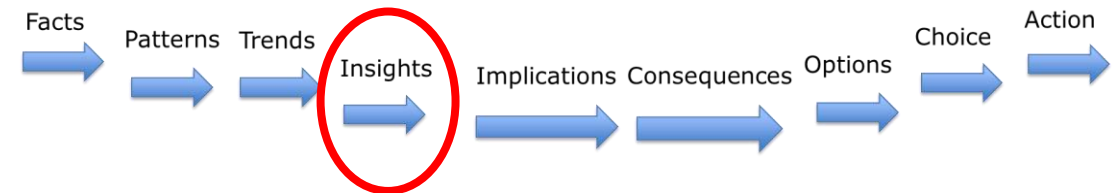
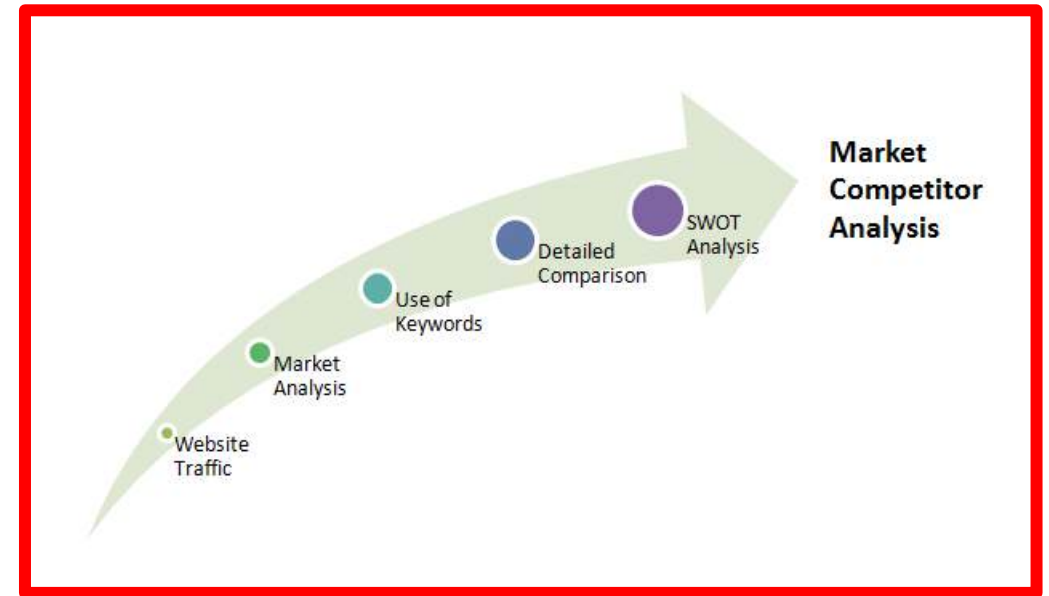
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❑ *The Competition*

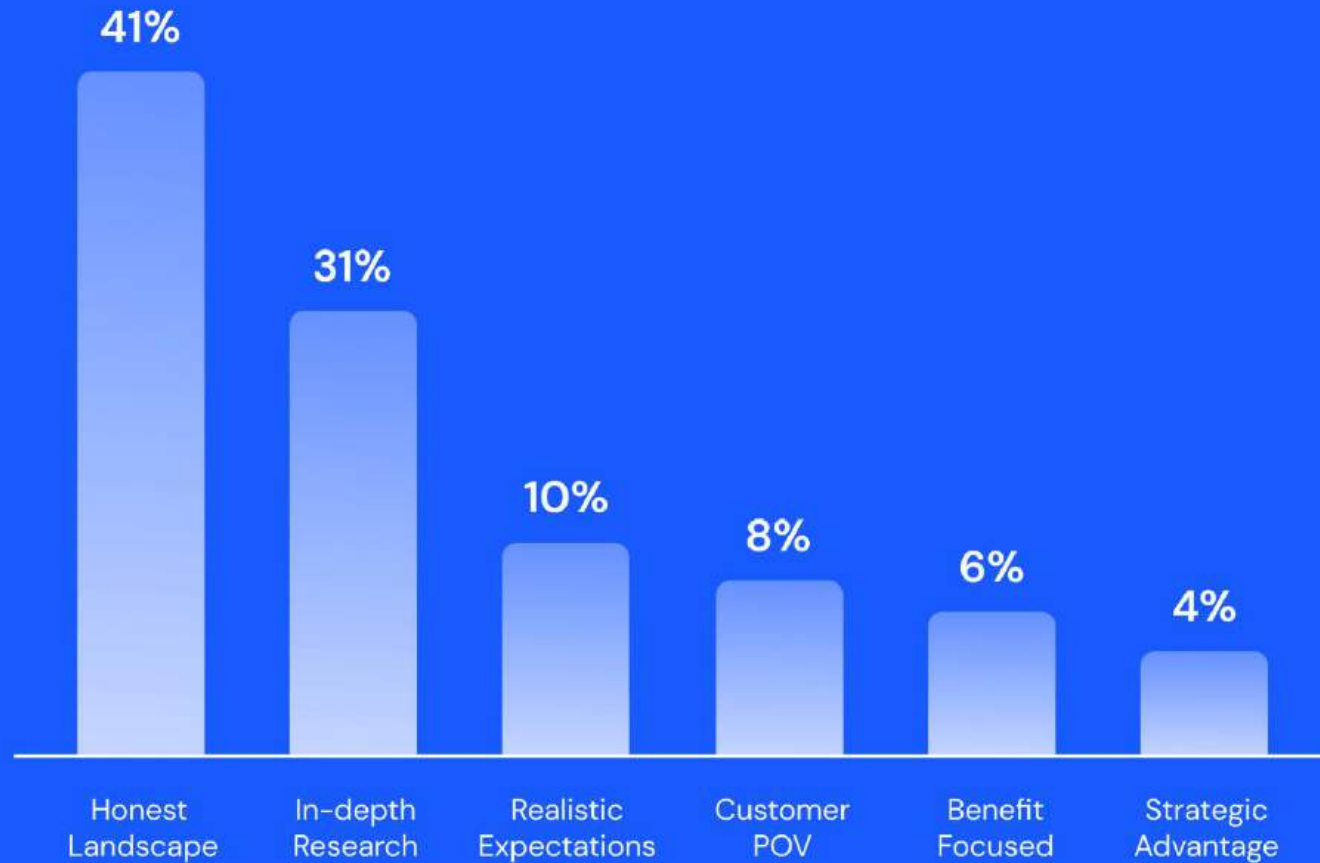
- ❑ who is your direct competition
- ❑ are there other competitors in adjacent industries
- ❑ fair and balanced compare and contrast
- ❑ if there are credible competitors, what “gap” do you fill that they missed
- ❑ what capability do you have they do not have
- ❑ what are their business models
- ❑ what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

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**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.

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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

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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

The Problem

The Solution

Value Proposition for your Targeted Customer/Client

Competition and their Gaps

Strategic Competitive Advantage

Your Business Model – How do you Monetize

Your Business Model Assumptions (from discovery)

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

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

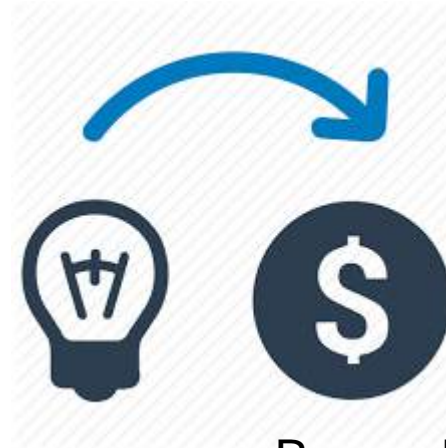
NOTE:

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 ?

Business Model Defined

At the most fundamental level, a startup must understand that a *business model* is composed of elements that

1)create, 2)deliver, and 3)capture value.

Customer Value Proposition
What we offer to stakeholders

Company Delivery Model
How we deliver value

Profit Formula
How we profit

Source:  INNOSIGHT

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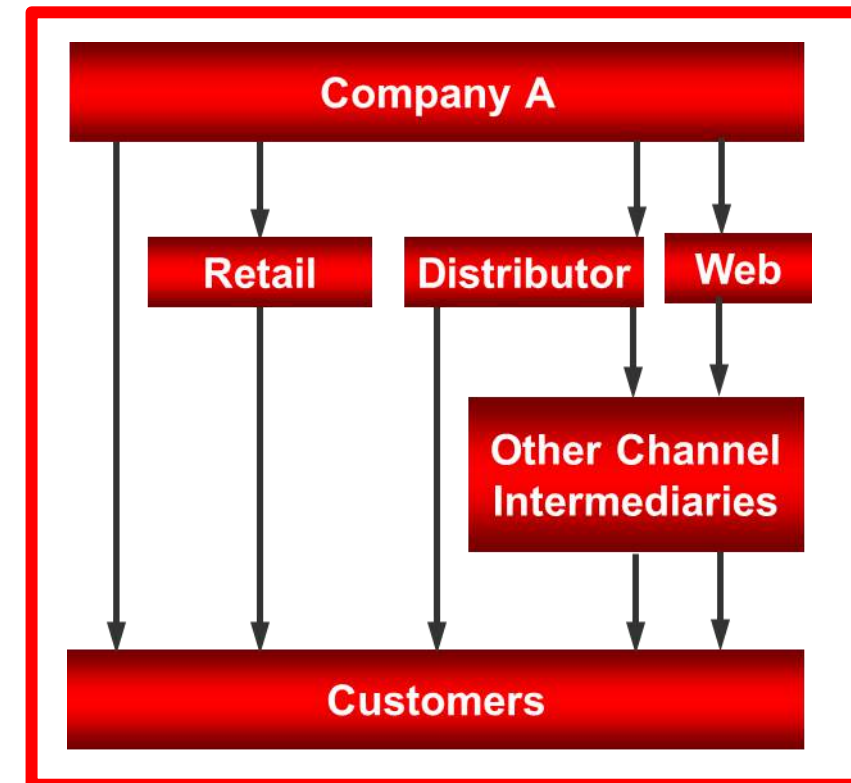
❑ ***Your Path (Channels) to your target Customer/Client***

- ❑ 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	
Transactions per Hour	16	8	--	Totals
Customers per Day	200	32	18	
Food Conversion	25%	25%	--	
Daily Revenue	\$849	\$514	\$250	\$1,613
Monthly Revenue	\$25,465	\$15,422	\$7,507	\$48,394
Yearly Revenue	\$305,579	\$185,064	\$90,082	\$580,725

- 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

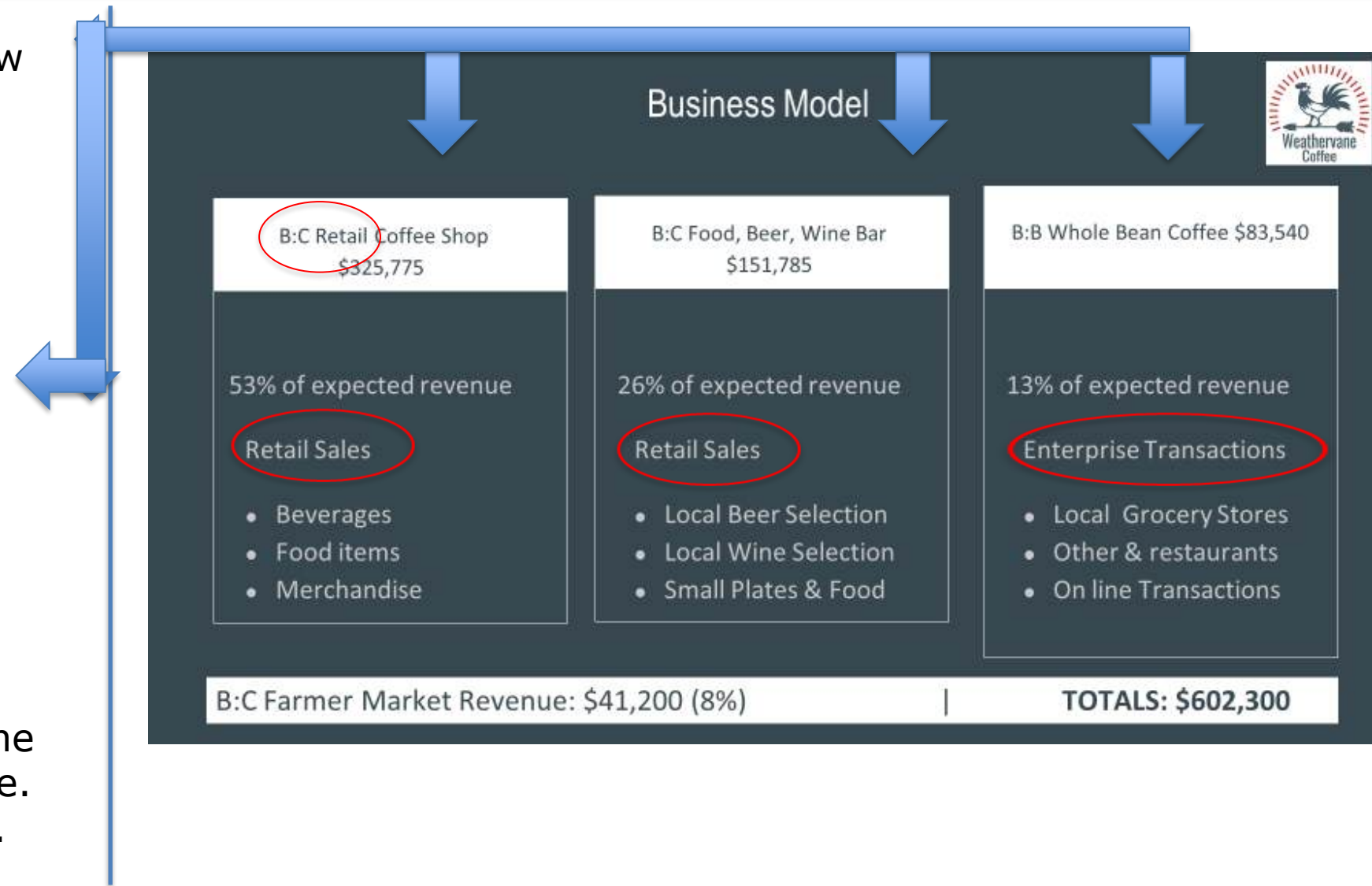
Enterprise Transactions

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

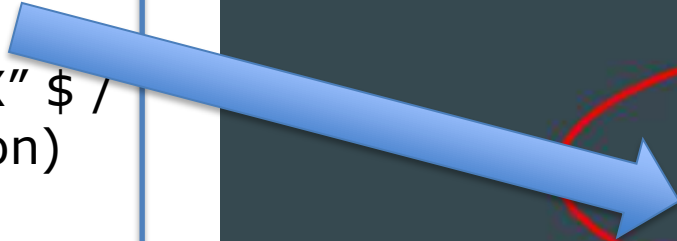
B:C Farmer Market Revenue: \$41,200 (8%)

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.



- ❑ *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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- ❑ *Your Business Model Assumptions (from discovery)*
- ❑ *Your Business Model – How do you Monetize*
- ❑ *Route / Channel(s) / Path to Market*
- ❑ ***Financial Summaries :***
 - ❑ ***Startup & Operating Cost/Budget Estimates***
 - ❑ ***Revenue Projection Summary***
 - ❑ ***Summary Profit and Loss (plus backup pages)***
- ❑ *Traction: BETA / DEMOS / Early Adopter Sales/Proof of Concept*
- ❑ *Major Project Milestone Timeline / Phases*
- ❑ *Strategic Marketing Plan Elements*
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- ❑ *The Team*
- ❑ *Risk Mitigation*
- ❑ *Call to Action / Points of Contact*

❑ **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

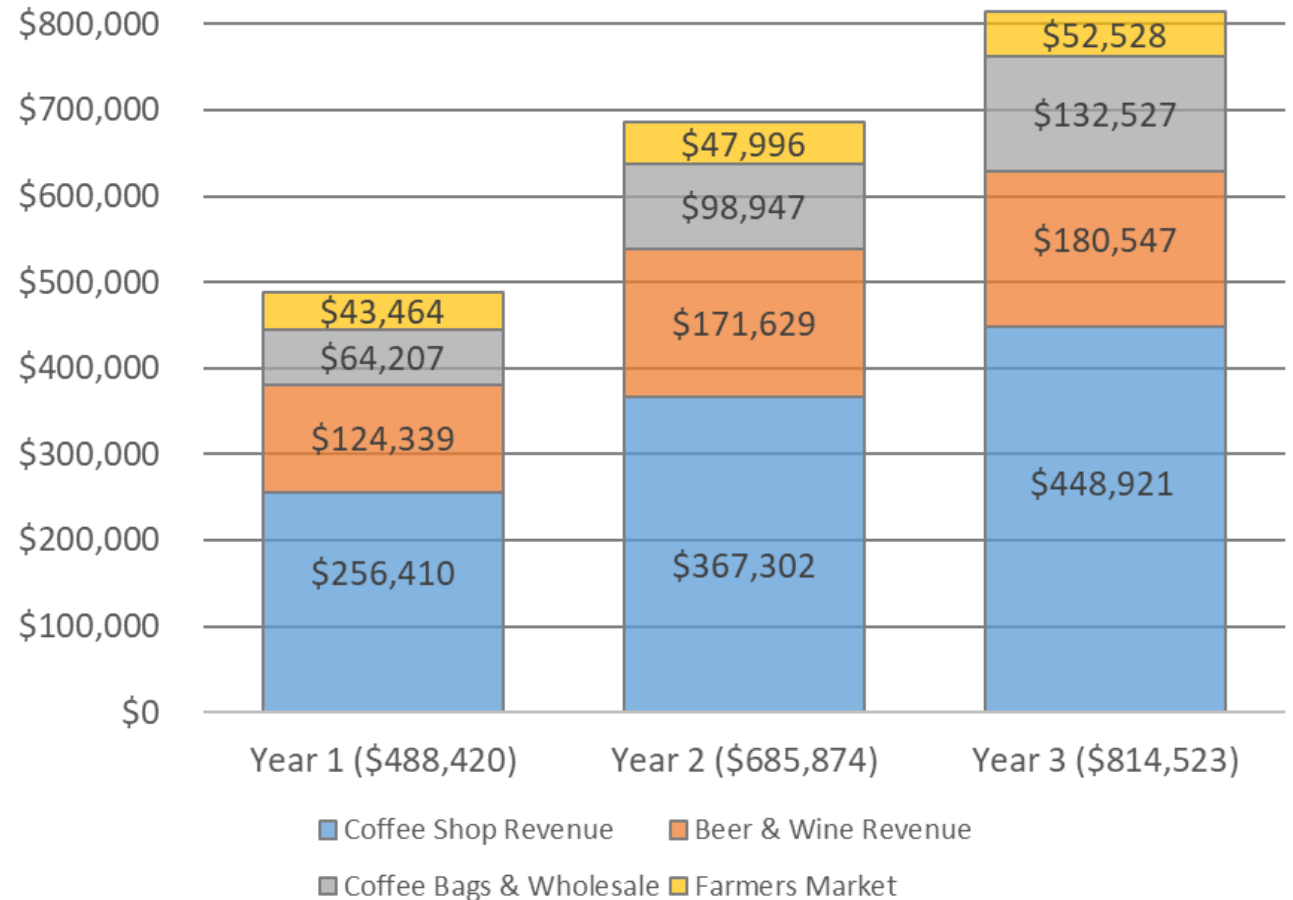
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Baseline Revenue Model

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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%
TOTAL Revenues	\$488,420		\$685,874		\$814,523	
<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 & Administrative</i>	<i>\$117,140</i>	<i>24%</i>	<i>\$122,446</i>	<i>18%</i>	<i>\$125,859</i>	<i>15%</i>
TOTAL Expenses	\$476,583	98%	\$579,669	85%	\$699,764	86%
GROSS PROFITS	\$11,838	2%	\$106,205	15%	\$114,758	14%



2 year
cash flow

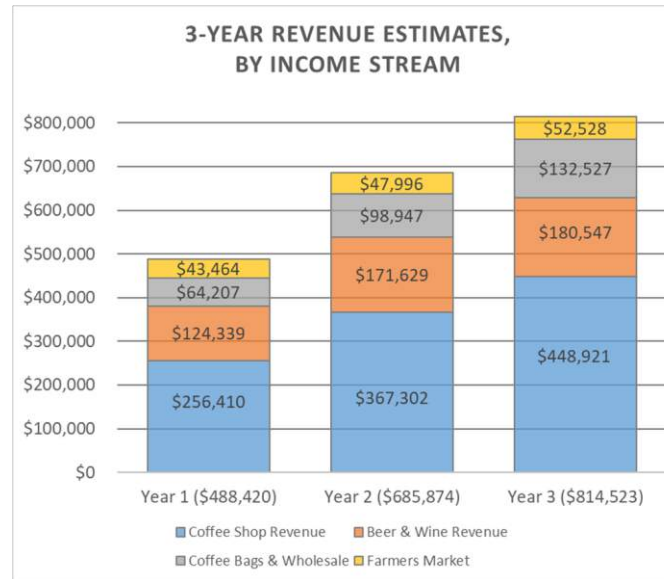
The background of this image features a grey field with various numbers floating around, including +1,687, +831, +970, +1,458, +1,225, +573, +370, +434, +247, +134, +673, +95, +70, -30, -75, -196, -29, -263, -319, -207, -25, -335, -451, -484, -521, -549, -677, and 850.



Year 1 Profit & Loss Model

EXPENSES	January	February	March	April	May	June	July	August	September	October	November	December	Avg. Montly	Annual
Costs Of Goods Sold	\$10,203	\$10,450	\$11,953	\$12,356	\$12,811	\$13,791	\$14,671	\$15,425	\$15,360	\$17,063	\$16,514	\$17,391	\$13,999	\$167,987
<i>Coffee Beverages</i>	\$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
<i>Coffee Shop Food</i>	\$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
<i>Retail Merchandise</i>	\$315	\$325	\$384	\$410	\$420	\$473	\$516	\$531	\$545	\$608	\$590	\$630	\$479	\$5,745
<i>Beer & Wine Sales</i>	\$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
<i>Food & Small Plates</i>	\$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
<i>Retail Coffee Bags</i>	\$455	\$472	\$557	\$592	\$613	\$683	\$714	\$774	\$788	\$881	\$858	\$910	\$693	\$8,321
<i>Wholesale Coffee</i>	\$988	\$1,024	\$1,208	\$1,284	\$1,330	\$1,482	\$1,611	\$1,580	\$1,710	\$1,913	\$1,862	\$1,976	\$1,506	\$18,069
<i>Other Rev. (Farmers Market)</i>	\$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
Payroll Expenses	\$15,988	\$15,516	\$16,346	\$15,988	\$15,873	\$15,988	\$16,046	\$16,288	\$15,573	\$16,346	\$15,516	\$15,988	\$15,955	\$191,456
<i>Salaries & Waged</i>	\$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
<i>FICA Taxes</i>	\$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
General & Administrative	\$9,458	\$9,467	\$9,588	\$9,635	\$9,647	\$9,752	\$9,837	\$9,860	\$9,881	\$10,007	\$9,963	\$10,046	\$9,762	\$117,140
<i>Accounting & Legal</i>	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
<i>Marketing/Advertising</i>	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
<i>Rent</i>	\$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
<i>Utilities</i>	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
<i>Debt Servicing</i>	\$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
<i>Website Expenses</i>	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$504
<i>Internet/Phone</i>	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,500
<i>Insurance</i>	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
<i>Merchant Fees (2.75% net sales)</i>	\$716	\$725	\$846	\$893	\$905	\$1,010	\$1,095	\$1,118	\$1,139	\$1,265	\$1,221	\$1,304	\$1,020	\$12,236
<i>Office Supplies</i>	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
<i>Vehicle/Travel</i>	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
<i>Miscellaneous</i>	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Total Expenses	\$35,650	\$35,432	\$37,887	\$37,979	\$38,331	\$39,531	\$40,554	\$41,572	\$40,815	\$43,415	\$41,992	\$43,426	\$39,715	\$476,583
Income Before Taxes	(\$6,414)	(\$5,446)	(\$3,439)	(\$2,228)	(\$1,279)	\$563	\$2,241	\$3,348	\$4,075	\$6,501	\$6,355	\$7,559	\$986	\$11,838
Income Tax Expense	(\$981)	(\$833)	(\$526)	(\$341)	(\$196)	\$86	\$343	\$512	\$623	\$995	\$972	\$1,157	\$151	\$1,811
NET INCOME	(\$5,432)	(\$4,612)	(\$2,913)	(\$1,887)	(\$1,083)	\$477	\$1,898	\$2,836	\$3,452	\$5,506	\$5,383	\$6,403	\$836	\$10,026

- 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
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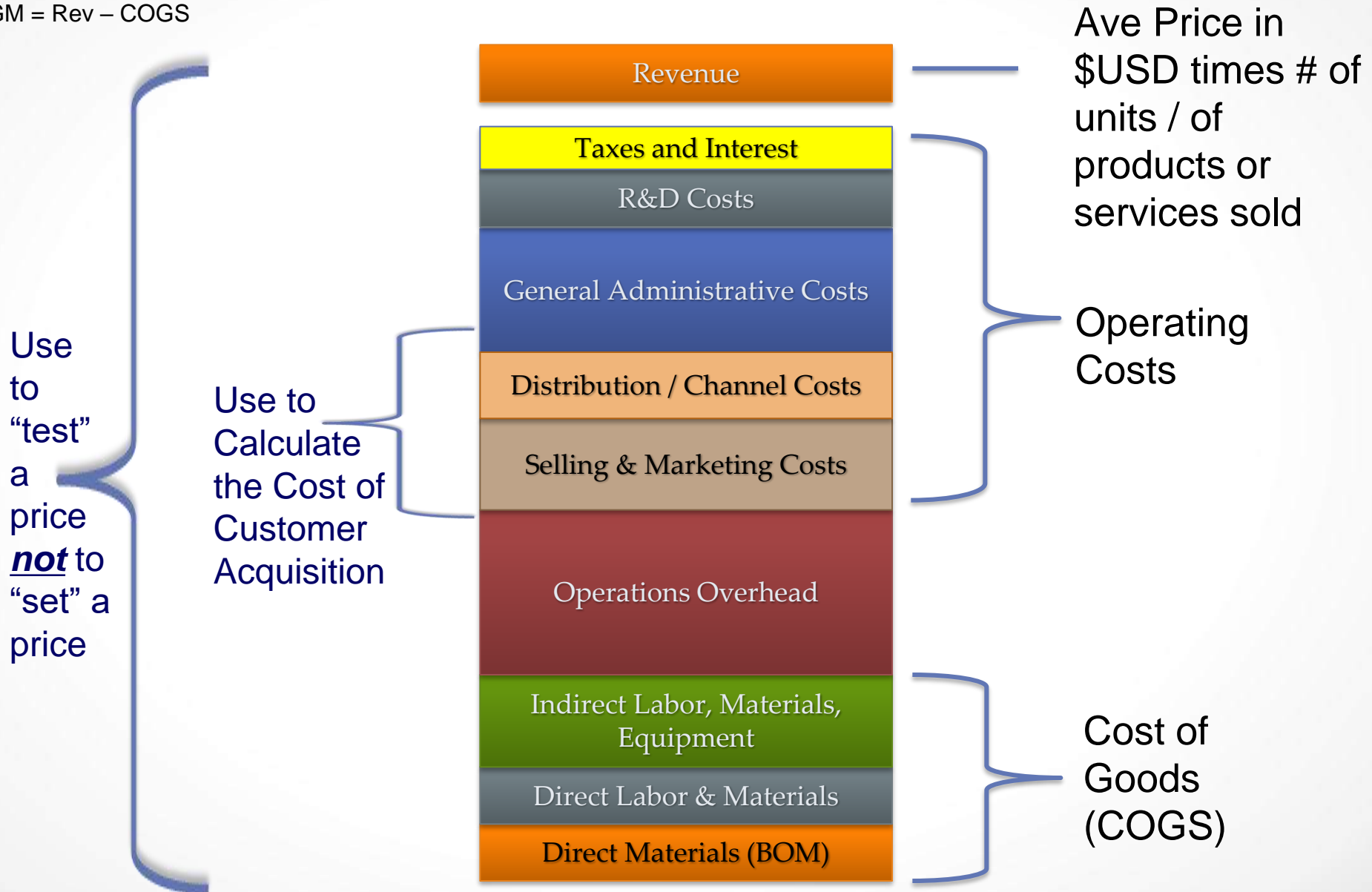
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Accounting & Legal	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Marketing/Advertising	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Rent	\$4,250	\$4,250	\$4,250	\$4,250	\$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
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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
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Income Before Taxes	(\$6,414)	(\$5,446)	(\$3,439)	(\$2,238)	(\$3,279)	\$563	\$2,241	\$3,348	\$4,075	\$6,501	\$6,355	\$7,559	\$986	\$11,838
Income Tax Expense	(\$981)	(\$833)	(\$526)	(\$343)	(\$196)	\$86	\$343	\$512	\$623	\$995	\$972	\$1,157	\$151	\$1,811
NET INCOME	(\$5,432)	(\$4,612)	(\$2,913)	(\$1,887)	(\$1,083)	\$477	\$1,898	\$2,836	\$3,452	\$5,506	\$5,383	\$6,403	\$836	\$10,026

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 ?”

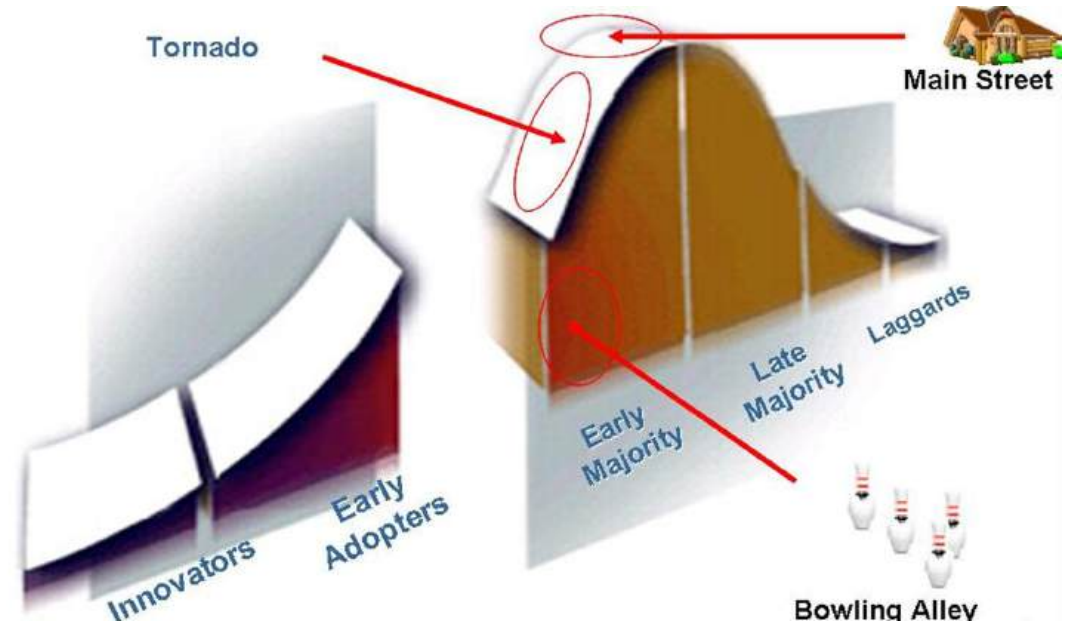
Back to the next element in our anatomy of a successful business briefing or “pitch”



- ❑ *Intro: What do you do ? + your "WHY"*
- ❑ *Investment Needs Summary*
- ❑ *Scene Set, Context, Statistics, Facts*
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- ❑ *The Solution*
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 - ❑ *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"*
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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 Operating Milestones

Launch	Dec 2020	<ul style="list-style-type: none"> • Currently under construction • Grand opening September 2020
Establish a Base	Aug 2021	<ul style="list-style-type: none"> • Secure a loyal customer throughput • Advertise, build collaboration, & a following
Achieve Steady Growth	Jan 2021	<ul style="list-style-type: none"> • Create luxurious & premium experience • Network & expand social footprint
Expand Business Offerings	Apr2022	<ul style="list-style-type: none"> • Actively pursue additional wholesale accounts • Explore options for future locations

**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"*
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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

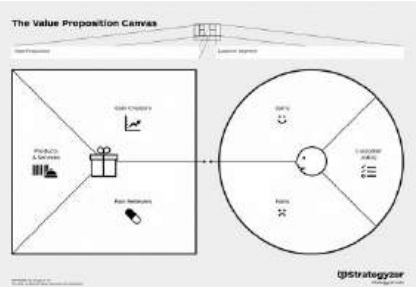
- Website
- SEO (web optimization)
- SEM (what is trending)
- Message Maps
- Marketing Campaigns

Lower

LEVELS OF MARKETING MATURITY

Higher

Value Proposition Design Importance Re-visited



10 Characteristics of a Great Value Proposition

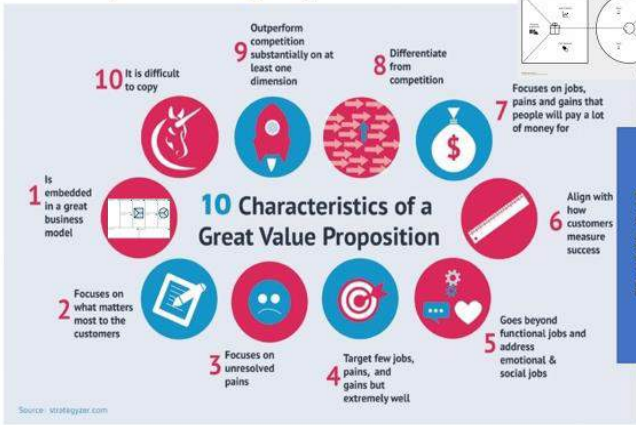
- 1** Is embedded in a great business model
- 2** Focuses on what matters most to the customers
- 3** Focuses on unresolved pains
- 4** Target few jobs, pains, and gains but extremely well
- 5** Goes beyond functional jobs and address emotional & social jobs
- 6** Align with how customers measure success
- 7** Focuses on jobs, pains and gains that people will pay a lot of money for
- 8** Differentiate from competition
- 9** Outperform competition substantially on at least one dimension
- 10** It is difficult to copy

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

Source: strategyzer.com

Value Proposition Design Importance Re-visited



Inform strategy and tactics

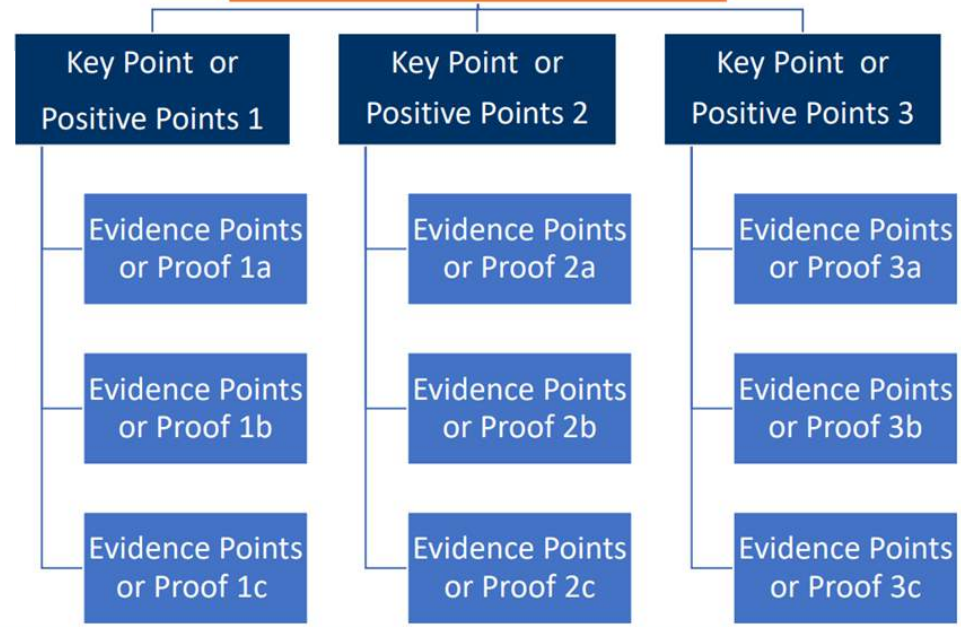
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Message mapping is a **strategic and tactical framework** that enables building and then **“activating” your brand**. It is critical to attracting and retaining your intended targeted audience.

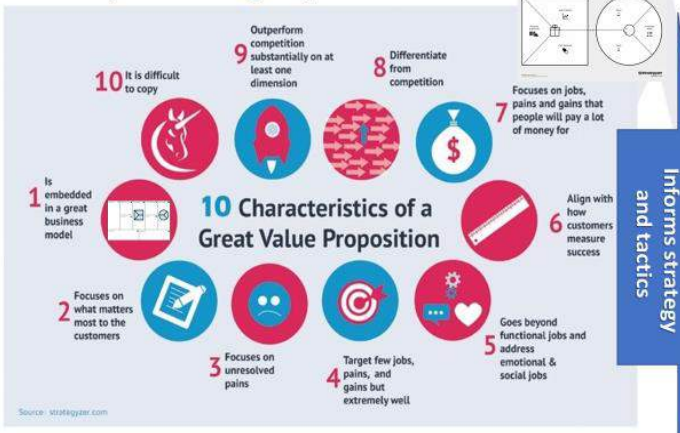
Message Map



Basic Message Map



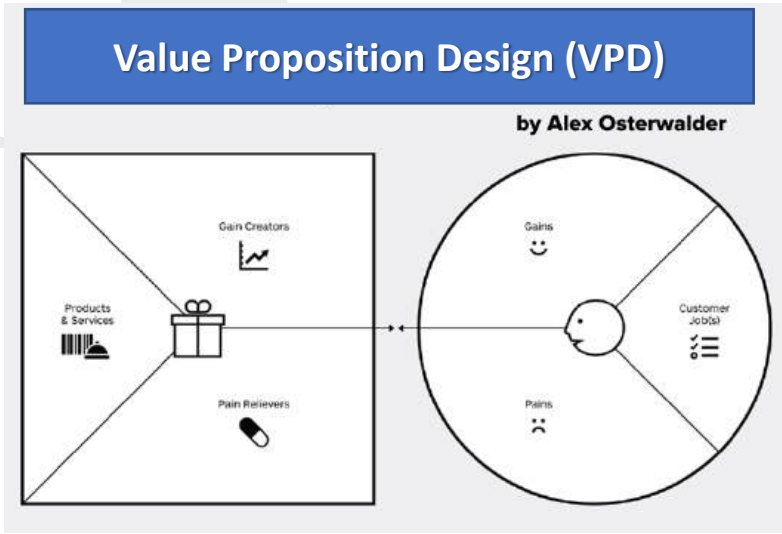
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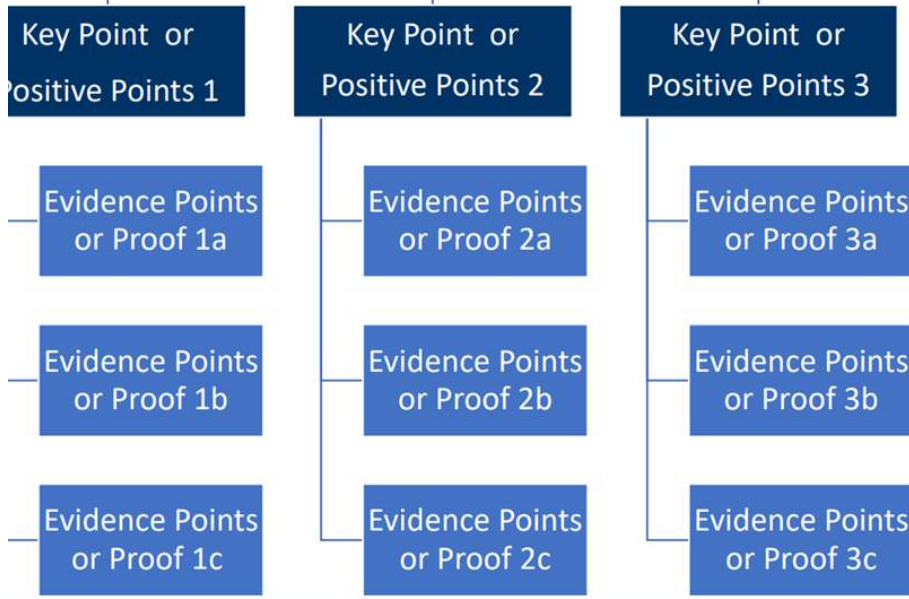
Inform strategy and tactics

How VPD, Message Mapping and Marketing Plans are interrelated



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

Basic Message Map



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

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

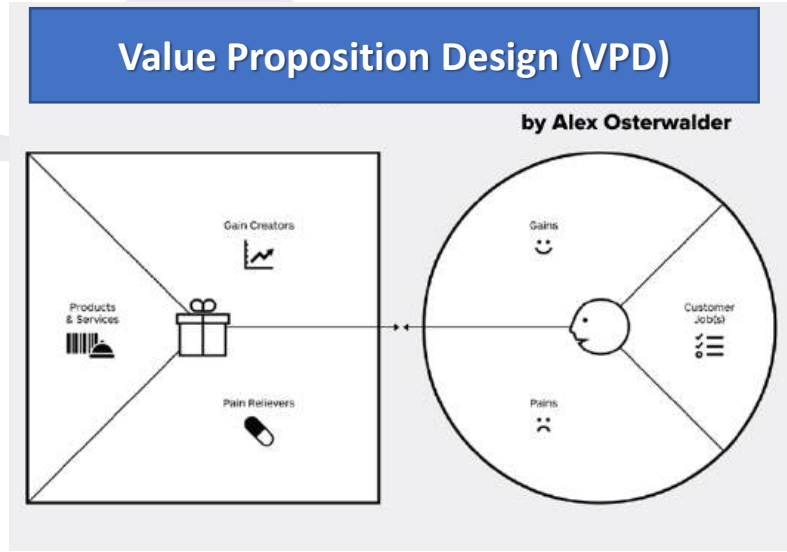
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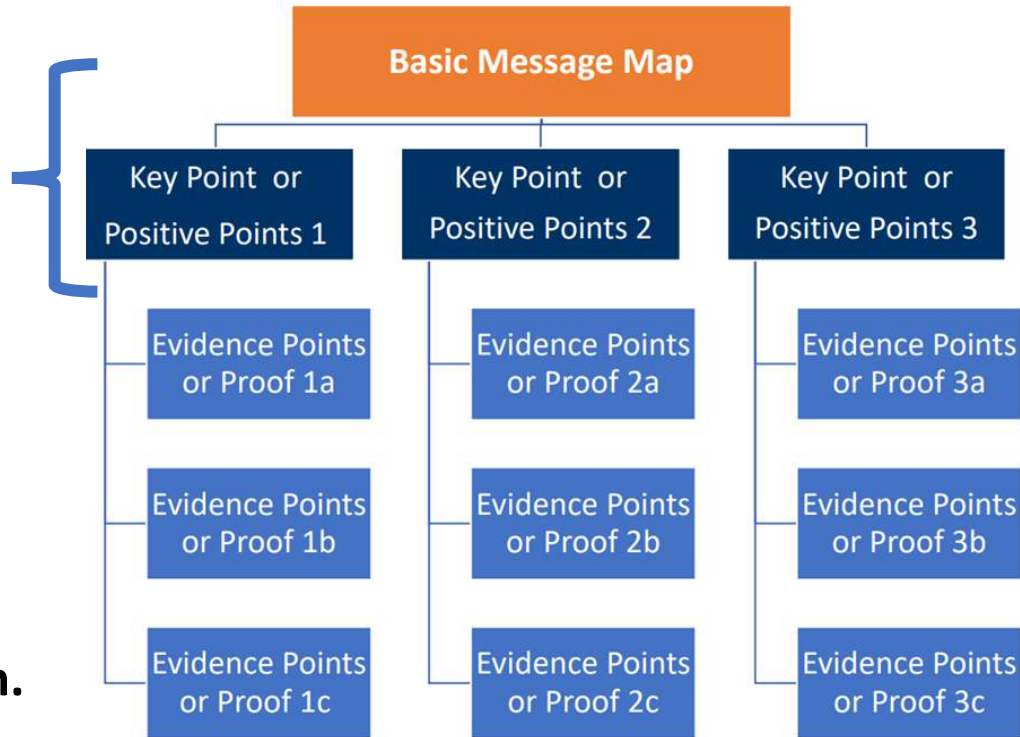
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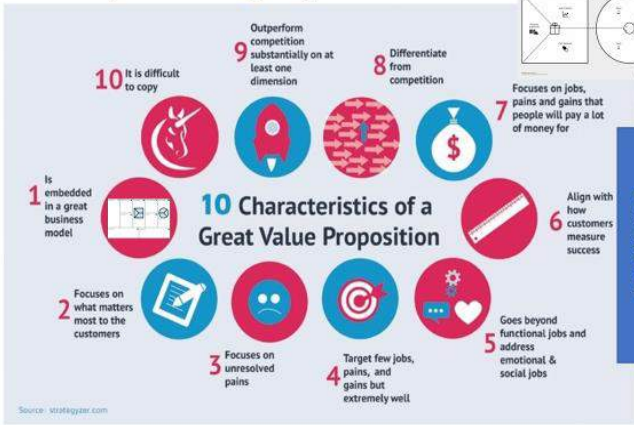


Start with Key elements, 3 “core” attributes, commitments, values you always want associated with your brand. (the positioning strategy).

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



Value Proposition Design Importance Re-visited

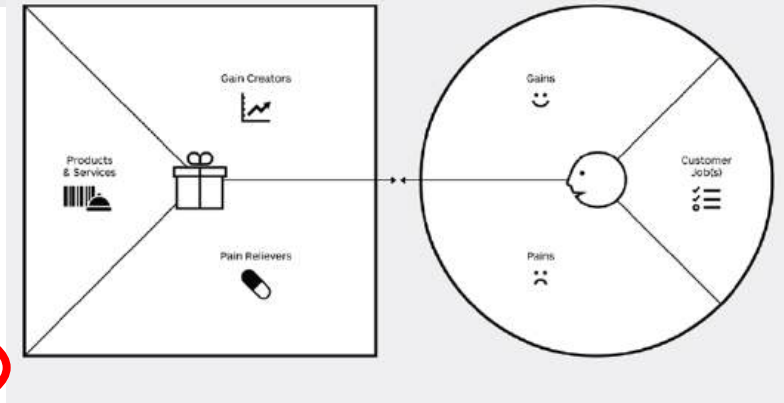


Inform strategy and tactics

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- Web Site Elements
- Organic Search Tags ...and more

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" becomes your "true north" for brand positioning, brand personality and brand identity .

(..and website elements too!

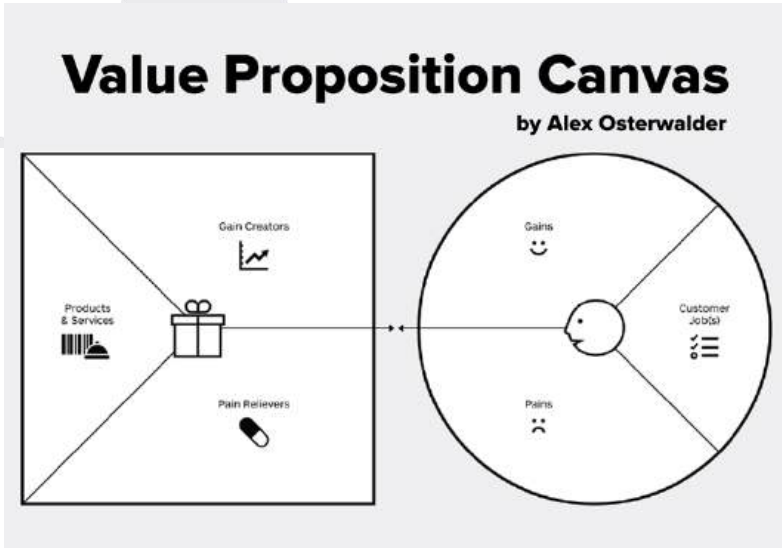
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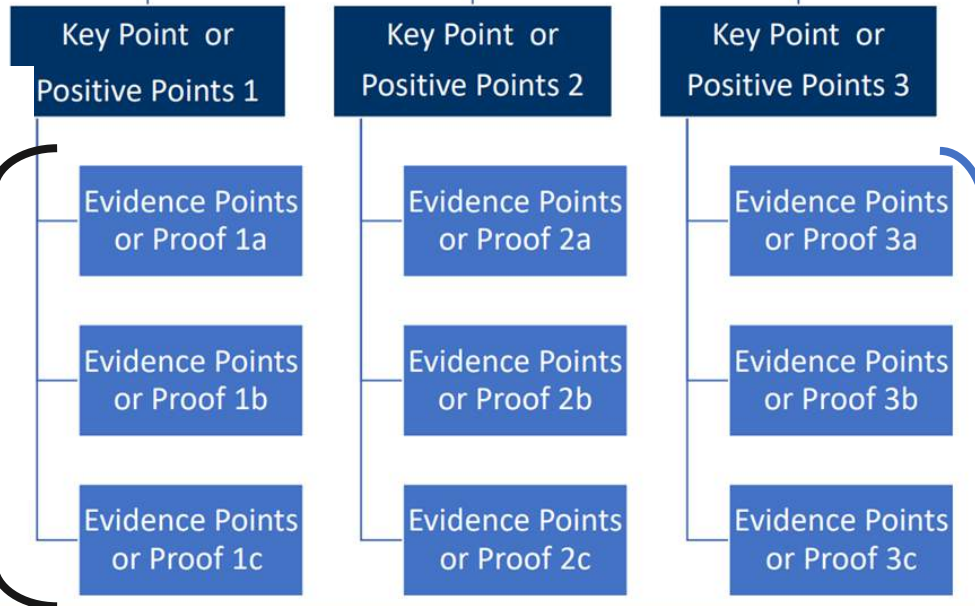
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Inform strategy and tactics

How VPD, Message Mapping and Marketing Plans are interrelated



Basic Message Map



Content is developed into "themes", then deployed via social media "channels", and other pathways to market, as part of the marketing execution plan. (the tactical elements)

Aim of Content Marketing:
Create and Distribute Relevant and Consistent marketing material, to Attract and Retain an intended Target Audience.

Content can be website, blogs, videos, posts, pictures, email campaigns, lead magnets, etc.), along with key words, designed to support each of the 3 pillars

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

3 "Pillars"

"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 1st 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

Supporting themes

3 Pillar Message Mapping Framework

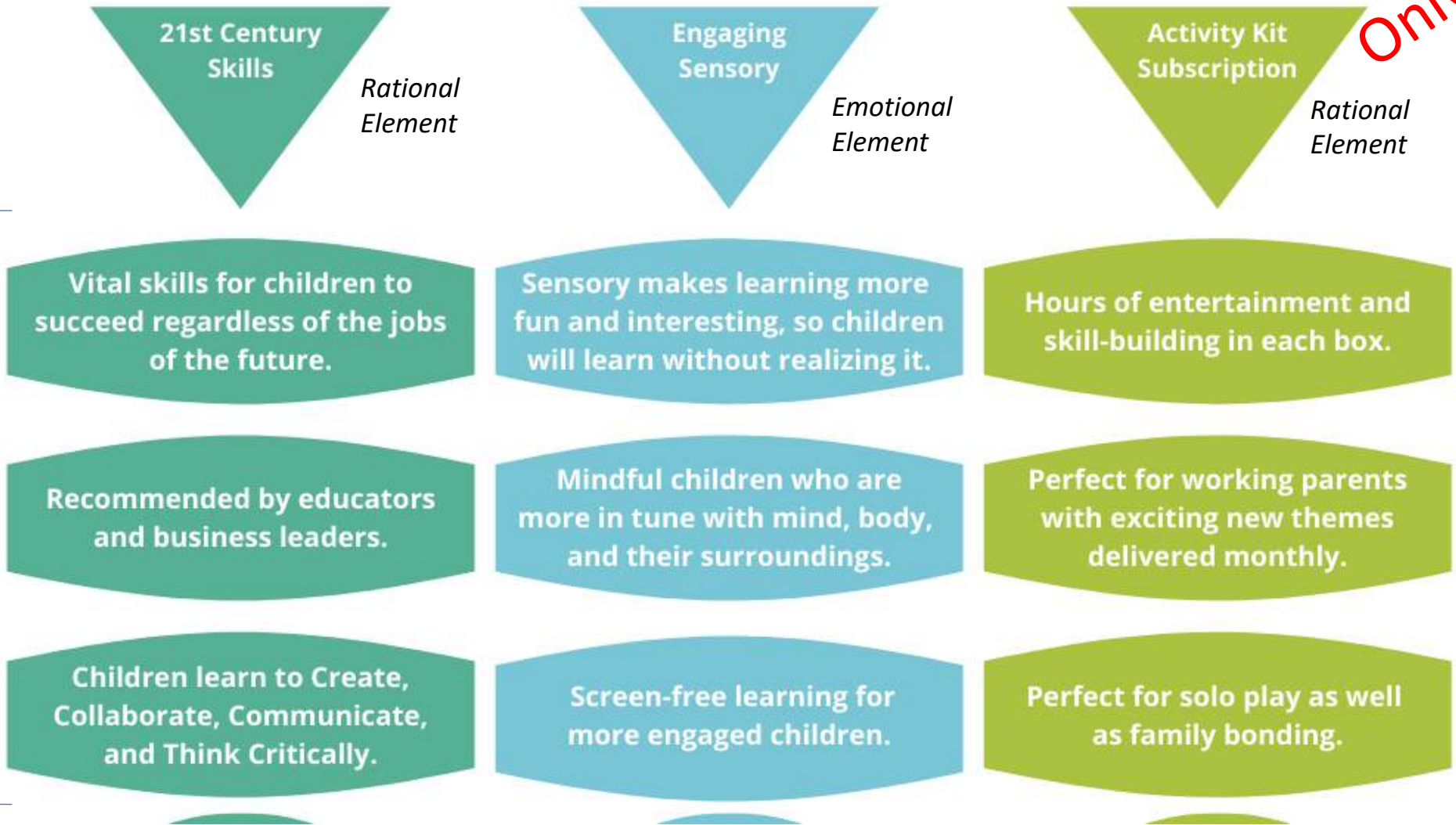
Generic Client Example Context : Children's Activity Kit base on our Senses

**Illustrative
Only**

**3 Core Pillars
The "True North"**

**Supporting
Messages
for each
core pillar;
opportunities
to blog, post,
create video,
other content**

Themes for Content Development



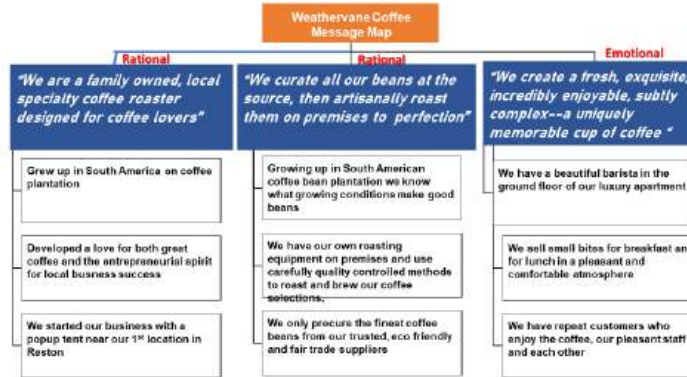
Content Calendar Execution Plan

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
Press Releases: <ul style="list-style-type: none"> soft launch hard launch major events website testimonials new markets byline articles other 						
Major Events <ul style="list-style-type: none"> Tradeshows Conferences Speaking Ops Networking 						
Digital Footprint <ul style="list-style-type: none"> Website <ul style="list-style-type: none"> SEO Analytics Facebook <ul style="list-style-type: none"> Ads Instagram <ul style="list-style-type: none"> Posts Blog Other 						
Collateral Materials <ul style="list-style-type: none"> Posters Banners 						
Sales Development <ul style="list-style-type: none"> Lead Generation Email push other 						

ILLUSTRATIVE ONLY

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





Strategic Marketing Execution Plan Summary for 2H2022

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

Tactics / Category	Jul	Aug	Sep	Oct	Nov	Dec
Press Releases: <ul style="list-style-type: none"> • soft launch • hard launch • major events • website • testimonials • new markets • byline articles • other 				Post to FB		
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Sales Development <ul style="list-style-type: none"> • Lead Generation • Email push • other 			1 st Email Drip		2 nd Email Drip	

ILLUSTRATIVE ONLY



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

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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 to your investor(s).*

❑ *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”

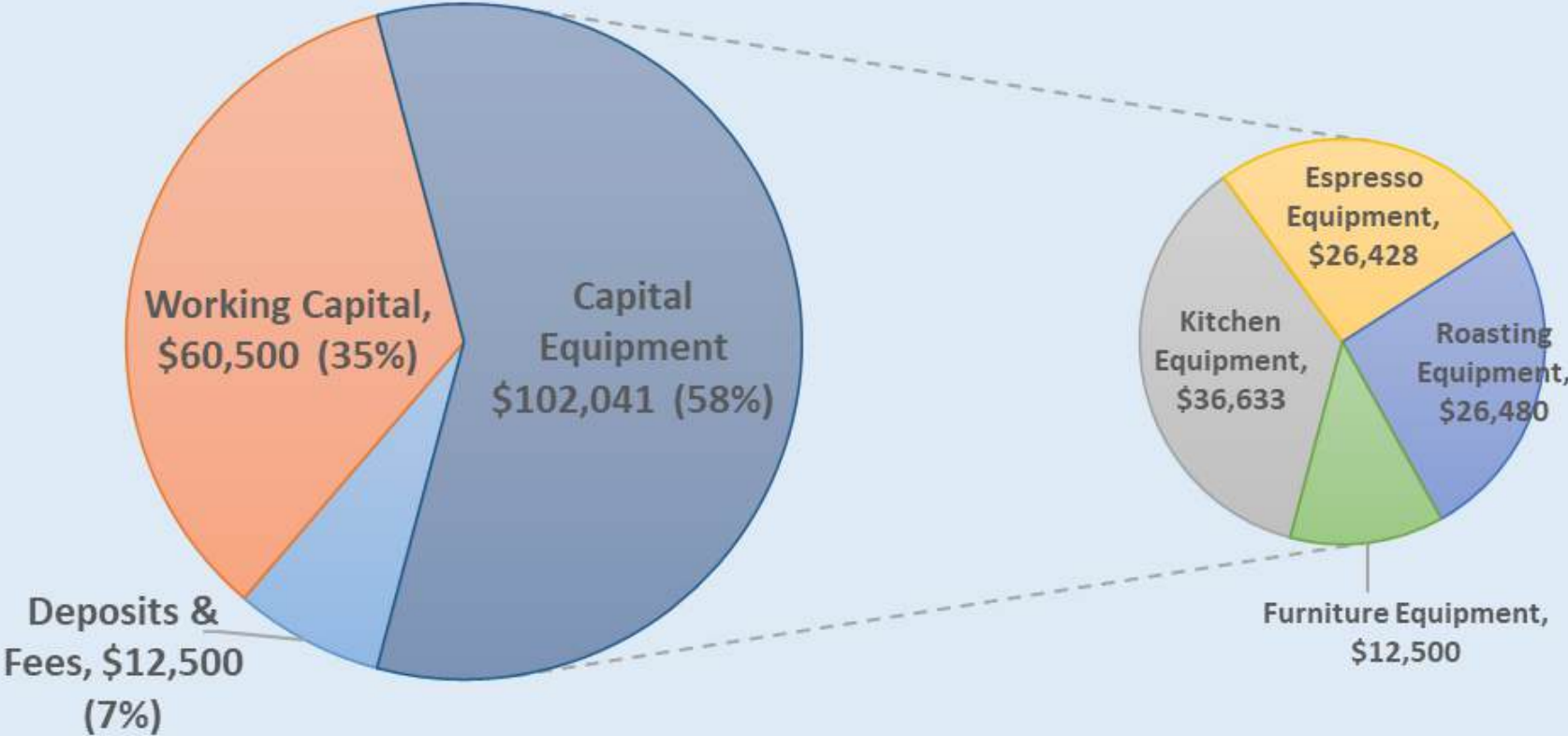


Our Funding Ask



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
 - 2 Yr Cash Flow 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"*
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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)

Investors often place a heavier emphasis on “The Team” with early-stage companies

- ❑ 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



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Founder,
Coffee Roaster, Barista,
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We have teamed up with
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George Siragusa

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*
- ❑ *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*
- ❑ *Investment Request; Allocated Use of Funds*
- ❑ *The Team*
- ❑ ***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.*
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 - *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*

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*
- ❑ *Strategic Competitive Advantage*
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- ❑ *The Team*
- ❑ *Risk Mitigation*
- ❑ ***Call to Action / Points of Contact***

Call to Action (CTA)



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

Clearly state what the next step is for your prospect.

Your CTA should stand out visually as well:

- **consider formatting it differently by using bold text**

Examples?:

- **Book a 15-minute call to discuss your needs. Include a booking link**
- **Reply with any questions. Make it easy for your prospect to get in touch**

Weathervane Coffee & Wine Bar

- Invest in us; coming September 20XX
- Currently available online:
 - www.weathervanecoffee.com
- See me in action, Sundays:
Brambleton Farmers Market
- Me@XYZcoffee.com
- Phone 1234567



- 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 briefingso your POC info is key

Weathervane Coffee & Wine Bar

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



Questions about
the last part of
the Briefing ?



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

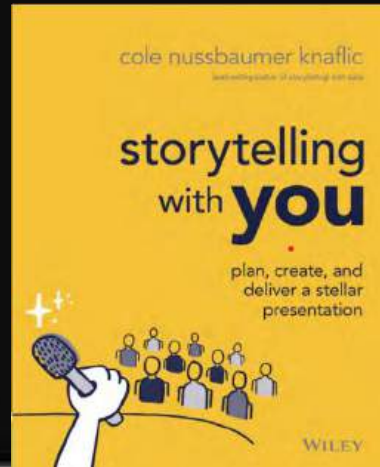


Creating a Memorable Visual Presentation

[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***
- ✓ ***...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***



"Coaches' Corner"

GEORGE MASON UNIVERSITY | College of Engineering and Computing

George Siragusa
Adjunct Professor
Mechanical Engineering

AMERICA'S **SBDC** VIRGINIA MASON

Mason SBDC
George Siragusa
Senior Business Adviser

SMALL BUSINESS ADVISORS



Q&A: Lets open the dialog !

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

Mason SBDC
10306 Eaton Place
Suite 180

Fairfax, VA 22030
(703) 261-4105

Our Website:

www.masonsbdc.org

<https://www.virginiasbd.org/>

help@masonsbdc.org or (703) 261-4105

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

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



Thank you!



HELLO
my name is

"Coach S."

George Siragusa
Senior
Business
Adviser

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

- Resources:
- Contacts:
- 1:1 Counseling:
- Workshops:

NO COST 1:1 business guidance in 4 optional venues

Live at
Mason Enterprise Center, FFX



Downtown Manassas



George Siragusa

Via Zoom Invitation

At Networking event most Wednesdays!

Made possible by our Sponsors and Community Partners:



WHY STARTUPS FAIL

A NEW
ROADMAP FOR
ENTREPRENEURIAL
SUCCESS *

TOM EISENMANN

"This is a must-read for anyone who is interested in entrepreneurship. It is a practical guide to the most common mistakes that entrepreneurs make and how to avoid them. It is a must-read for anyone who is interested in entrepreneurship."

—Tom H. Hanks, former CEO of Hanks & Hanks, Inc.

THE MOST COMMON ENTREPRENEURIAL

MISTAKES

AND HOW TO AVOID THEM

LISA J. MACDONALD

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

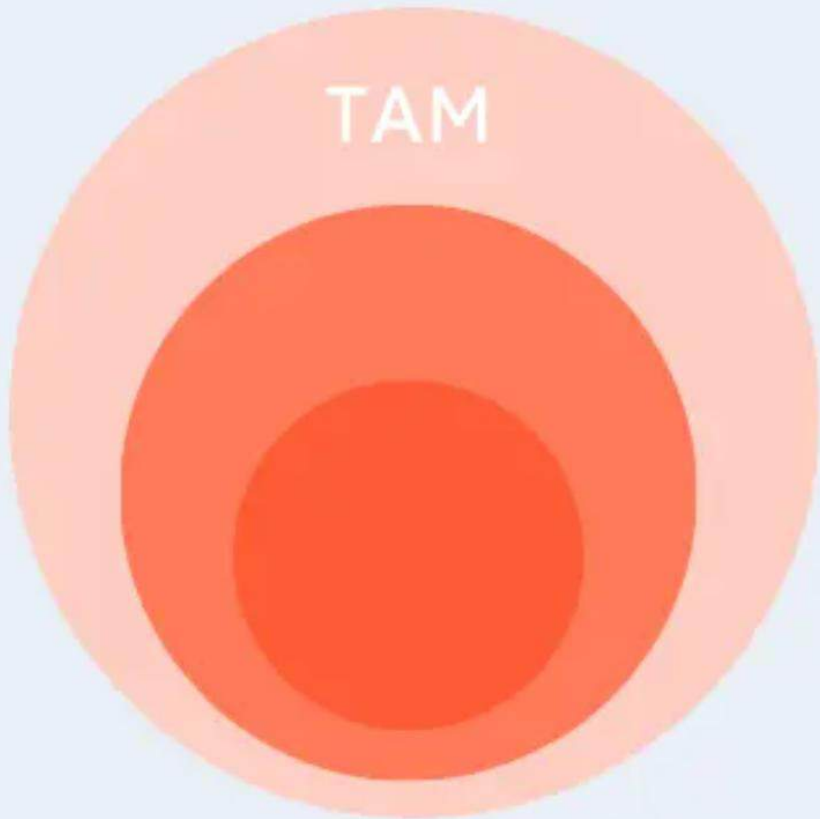
The Six Stages of the Buyer Experience Cycle

	Purchase	Delivery	Use	Supplements	Maintenance	Disposal
Customer Productivity						
Simplicity						
Convenience						
Risk						
Fun and Image						
Environmental Friendliness						

**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/knowing-a-winning-business-idea-when-you-see-one/ar/1>, September 2000

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.

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.”

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.”

A AgriBio Company



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

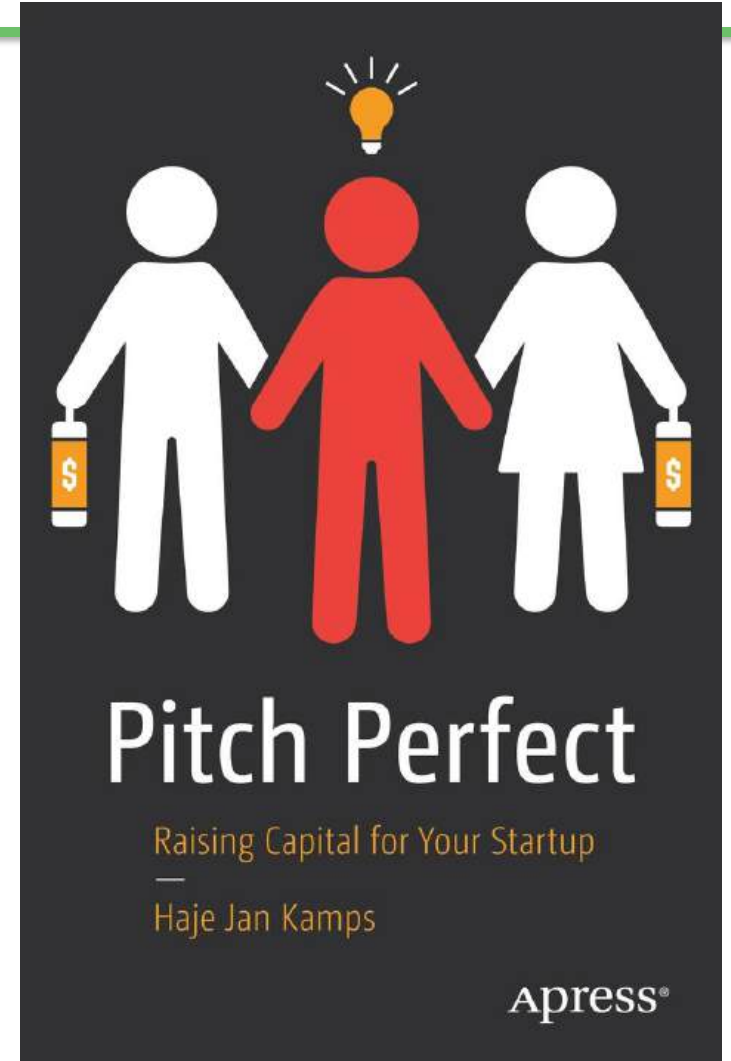
“SPRINT LLC” provides High School, NCAA College and Professional Track and Field Sprint Coaches an integrated digital SaaS platform that will disrupt current sprint training methodology. “

“ 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



Pitch Deck Teardown | TechCrunch



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 \(thenounproject.com\)](#)

[Raising Capital for Startups: 8 Statistics That Will Surprise You - Fundera Ledger](#)



Startup Funding Statistics Sources

- [Startup Costs Statistics](#)
- [Average Small Business Loan Amounts](#)
- [Small Businesses Failure Statistics](#)
- [Profit Margin Data](#)
- [Small Business Lending Statistics](#)

<https://news.gallup.com/businessjournal/175499/starved-financing-new-businesses-decline.aspx>

https://www.prweb.com/releases/kabbage_data_reveals_one_third_of_successful_small_businesses_started_with_less_than_5_000/prweb16017887.htm

<https://www.fundera.com/blog/small-business-statistics>

<https://www.entrepreneur.com/article/230011>

<https://medium.com/the-mission/state-of-seed-investing-in-2018-25eb28ac0e93>

<https://www.cbinsights.com/research/venture-capital-funnel-2/>

<https://www.inc.com/thomas-koulopoulos/5-of-the-most-surprising-statistics-about-start-ups.html>

Additional References for Consideration

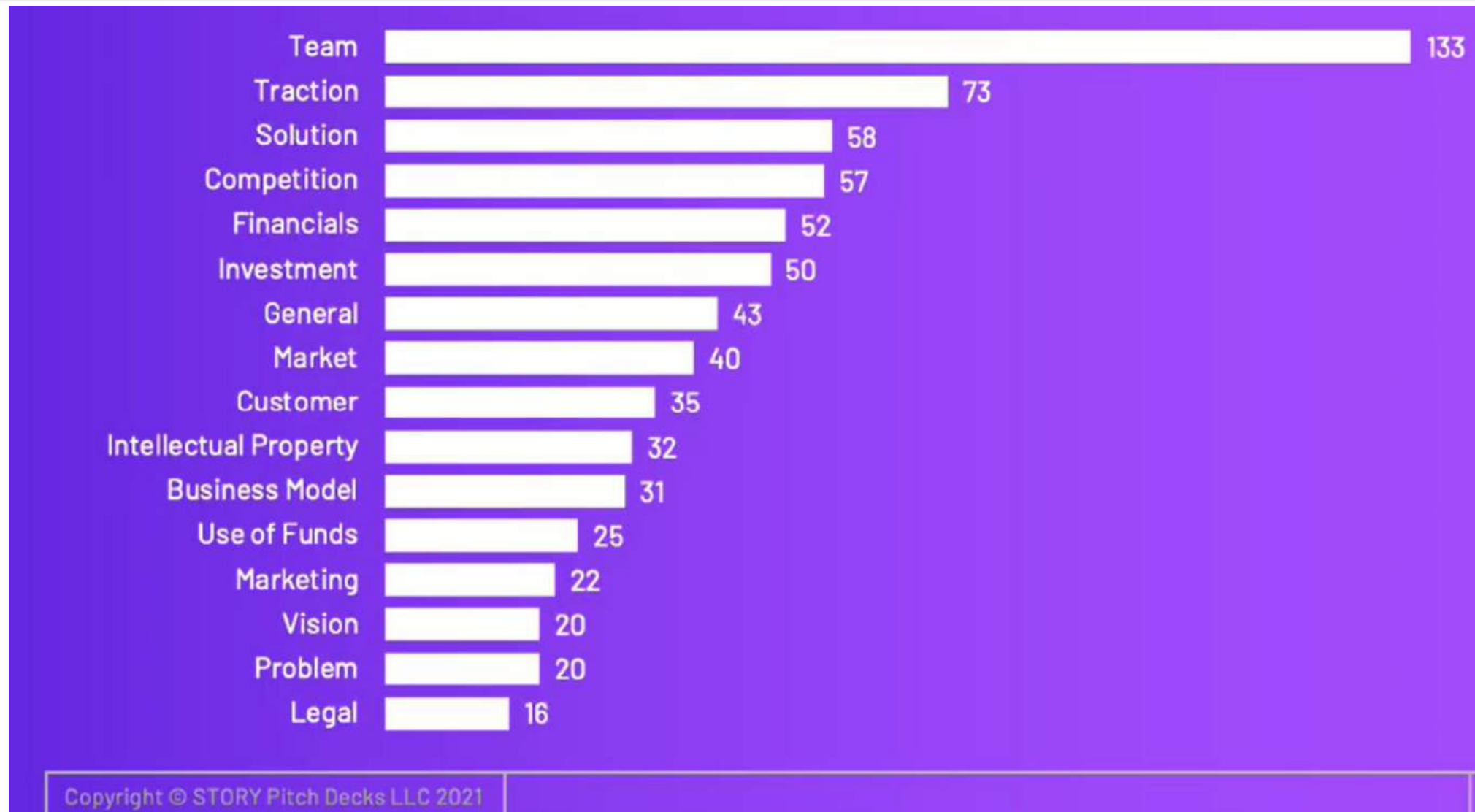
[Services | Startup Pitch Deck Writing and Design \(storypitchdecks.com\)](#)



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


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

Survey of Most Asked Questions Categories from Investors



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](#)
 - [Pew Research Center | Numbers, Facts and Trends Shaping Your World | Pew Research Center](#)
 - IBIS World BY Industry
 - [Market Size Statistics - United States | IBISWorld](#)
- 

SBA Market Research Tools

[The Resource Navigator - Fairfax CORE](#)

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

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.

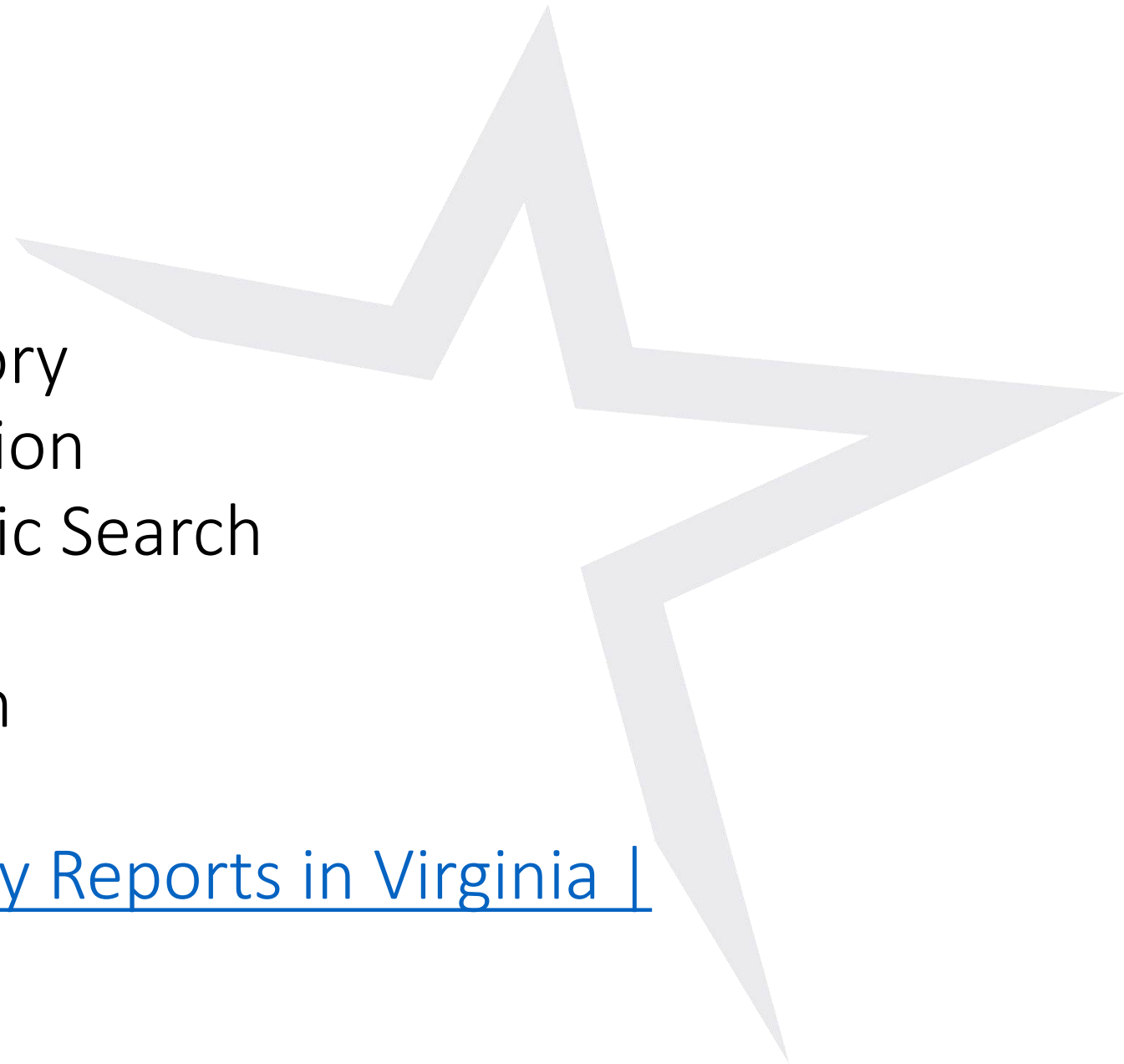
Your competitive analysis should identify your competition by product line or service and market segment. Assess the following characteristics of the competitive landscape:

- 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

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

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 [US State Industry Reports in Virginia | IBISWorld](#)



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
- 

- 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





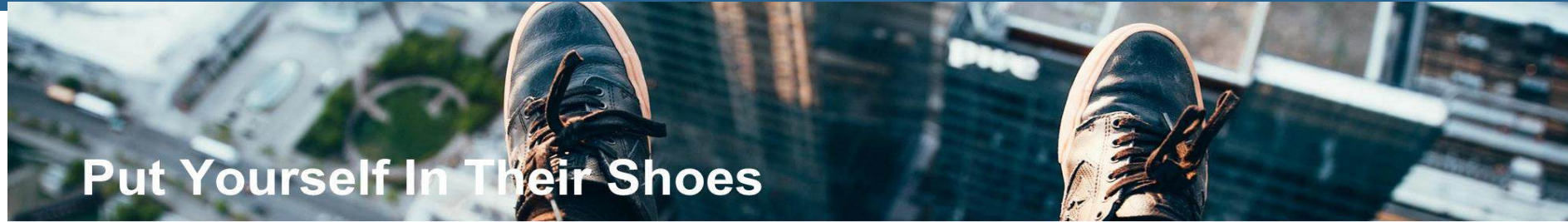
Put Yourself In Their Shoes

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*.

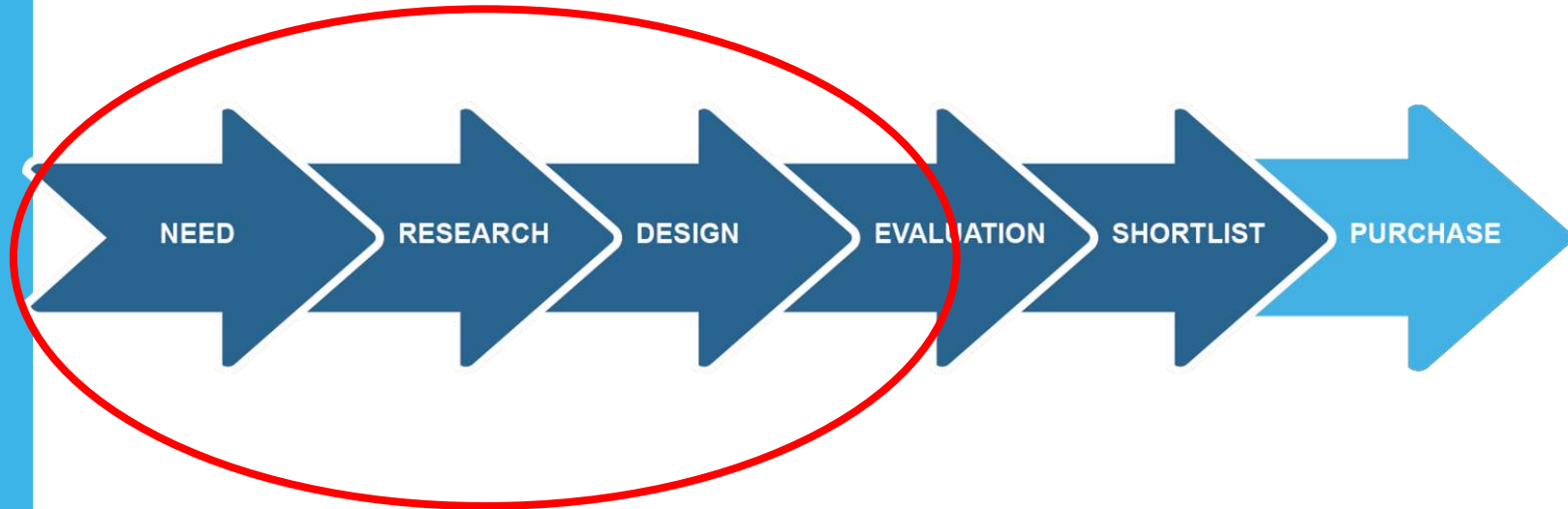
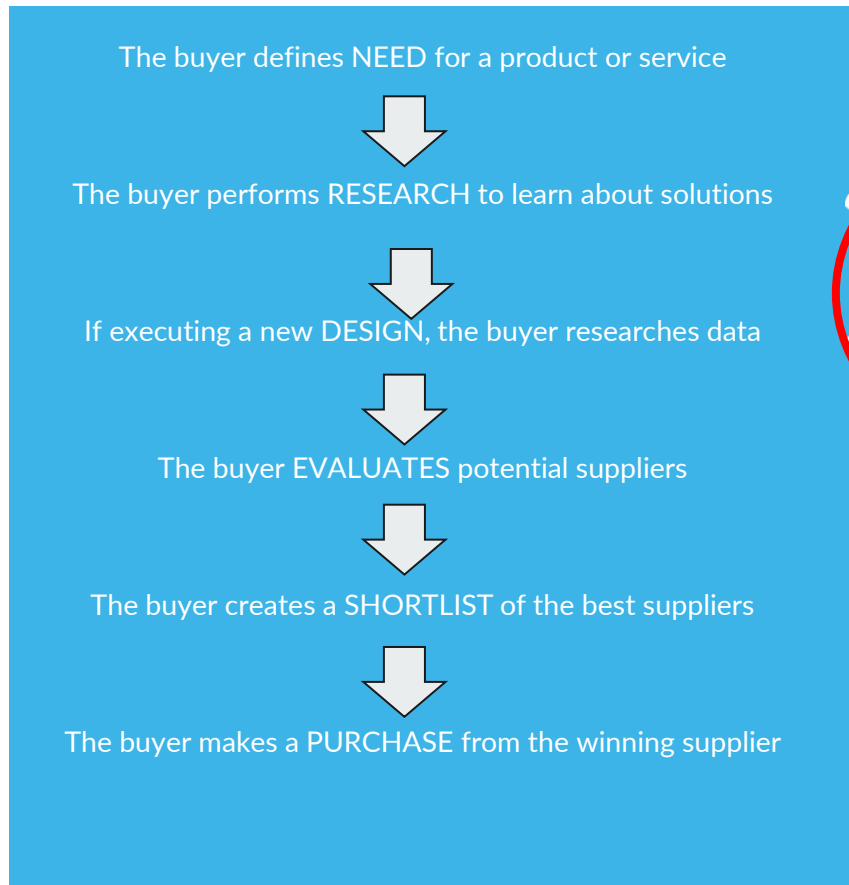
But what about them? What jobs do those buyers have to do, and what goals would they like to accomplish? What pain points would they like to remove?

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:



Much of what a buyer of your product and service does before they find you is comparison shop via the internet!

• 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

TED TALK

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

DO BUSINESS with people who believe what you believe

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

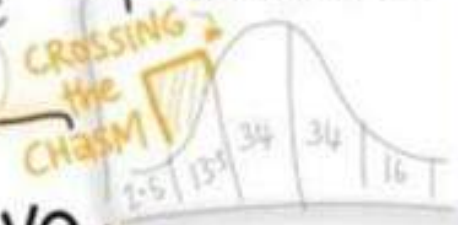
IT LINKS DIRECTLY to how our BRAIN works

INSPIRED leaders and organisations communicate from the INSIDE OUT

• LAW of DIFFUSION of INNOVATION

We KNOW How we do it

I BELIEVE



We KNOW WHAT we do...

MARTIN LUTHER KING

by www.lynnecazaly.com

America's Seed Fund Agency Resources (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



**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 IA/IB* 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/sbir> or contact Edward.Metz@ed.gov

EPA United States Environmental Protection Agency

Search EPA.gov

Environmental Topics | Laws & Regulations | Report a Violation | About EPA

Small Business Innovation Research (SBIR) Program

CONTACT US

- SBIR Home
- About SBIR Program
- SBIR Funding Opportunities**
- How to Apply for an SBIR Contract
- SBIR Awards
- Grantee Research Project Results
- About Research Grants

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 Listserv](#) to receive notifications of new funding opportunities.

Featured Resources

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



FAQs | NIH Staff | Contact & Help

Search

- SMALL BUSINESS FUNDING
- SUPPORT FOR SMALL BUSINESSES
- PROGRAMS FOR ACADEMICS
- PORTFOLIO
- ABOUT SEED
- APPLY

Small Businesses: Review this important update about [changes to the Internal Revenue Code on R&D Expenses](#) (Section 174)

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

[OPEN FUNDING OPPORTUNITIES](#)

Plus entrepreneurial and product development support for academic and small business innovators

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?

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

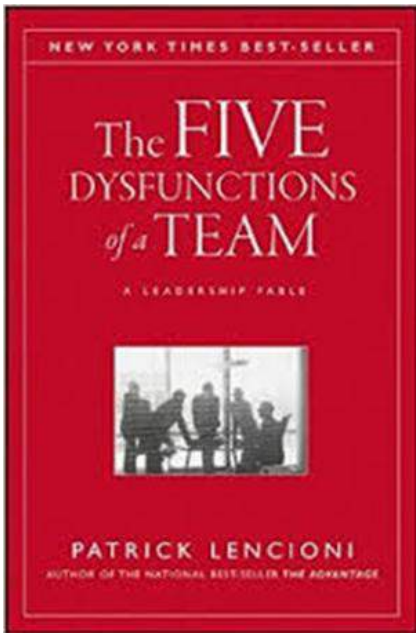
\$0.5M

Successfully Raised Angel Investments

Example
of an
“ASK”
Page
format!

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

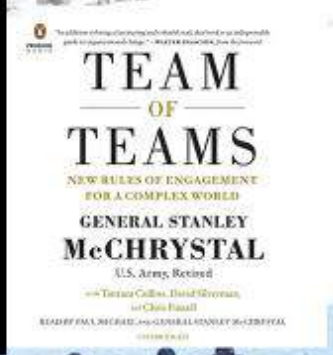
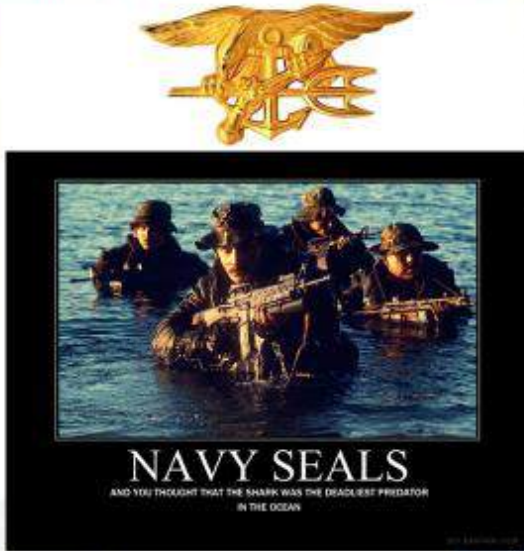
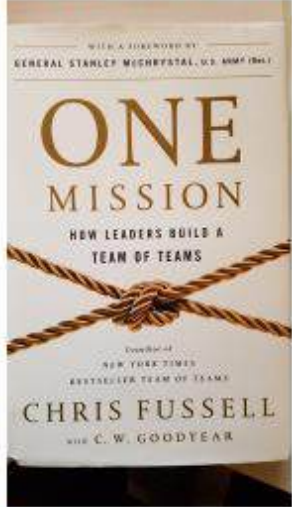


Company Culture

□ Story about "Performance and Trust"



Consummate example of teamwork, dedication and professionalism



Consummate example of teamwork, dedication and professionalism

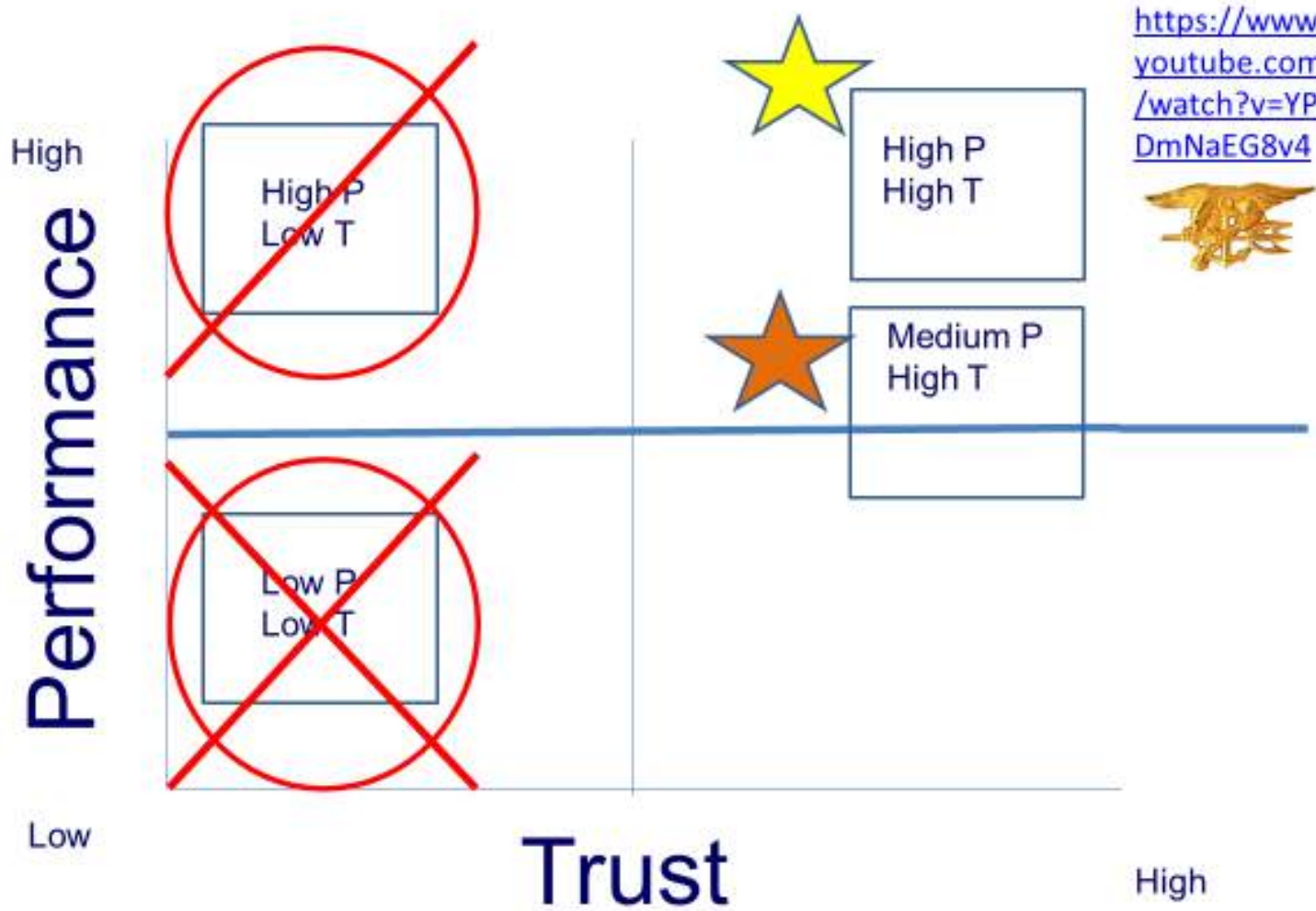
US Navy Blue Angels



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



□ Story about "Performance and Trust"



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

- - Master Yoda



Major Milestone Timeline & Revenue Projections

