

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

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

☐ *The Problem*

☐ *The Solution*

☐ *Value Proposition for your Targeted Customer/Client*

☐ *Competition and their Gaps*

☐ *Strategic Competitive Advantage*

☐ *Your Business Model Assumptions (from discovery)*

☐ *Your Business Model – How do you Monetize*

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

☐ *Financials:*

☐ *Startup & Operating Cost/Budget Estimates*

☐ *Revenue Projection Summary*

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

☐ *Major Project Milestone Timeline / Phases*

☐ *Strategic Marketing Plan Elements*

☐ *Investment Request; Detailed Use of Funds*

☐ *The Team*

☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

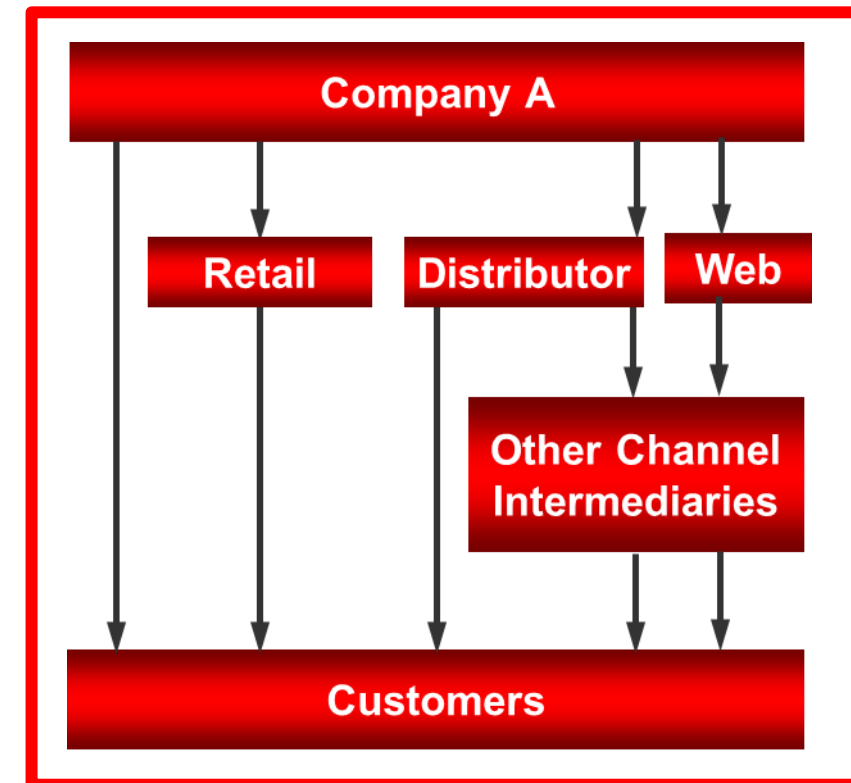
❑ ***Your Path (Channels) to your target Customer/Client***

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

❑ **B:B ?**

❑ **B:C ?**

❑ **B:G ?**



Key Notes & Assumptions:

Baseline Revenue Model				
Category, AVERAGES	Coffee Shop	Beer & Wine	Roasted Coffee	Totals
Transactions per Hour	16	8	--	
Customers per Day	200	32	18	
Food Conversion	25%	25%	--	
Daily Revenue	\$849	\$514	\$250	\$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

- 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 !

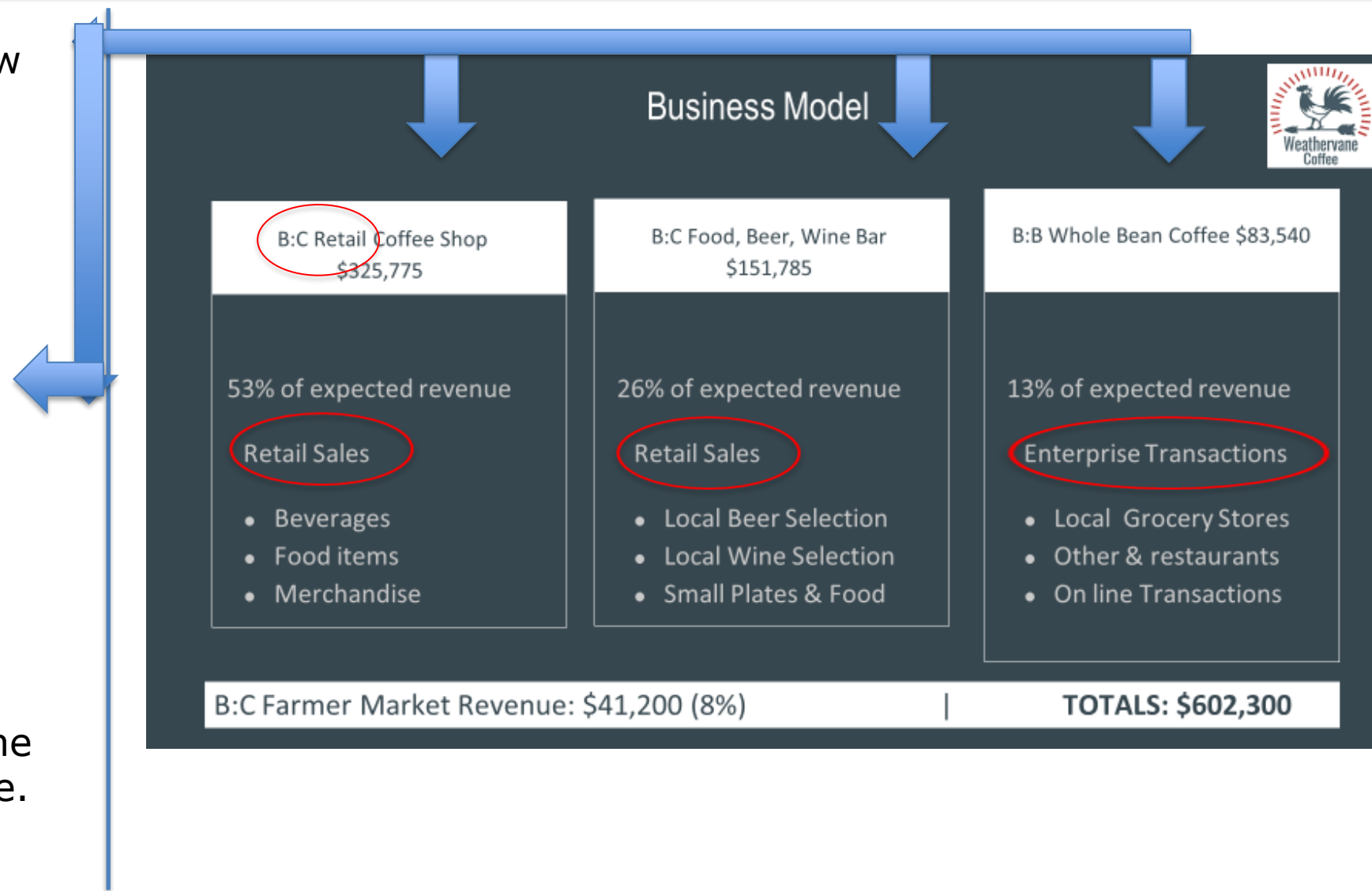
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- Business Model refers to how you will make money
- Think of your “sources” of incoming revenue like small “streams” feeding a bigger river
 - clearly identify each “stream”
- Label and summarize the streams
 - offer a bit of detail for each
- Be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



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

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



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☐ ***Financial 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*

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❑ **Financial Projections Summary**

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



3-Year Revenue Estimates

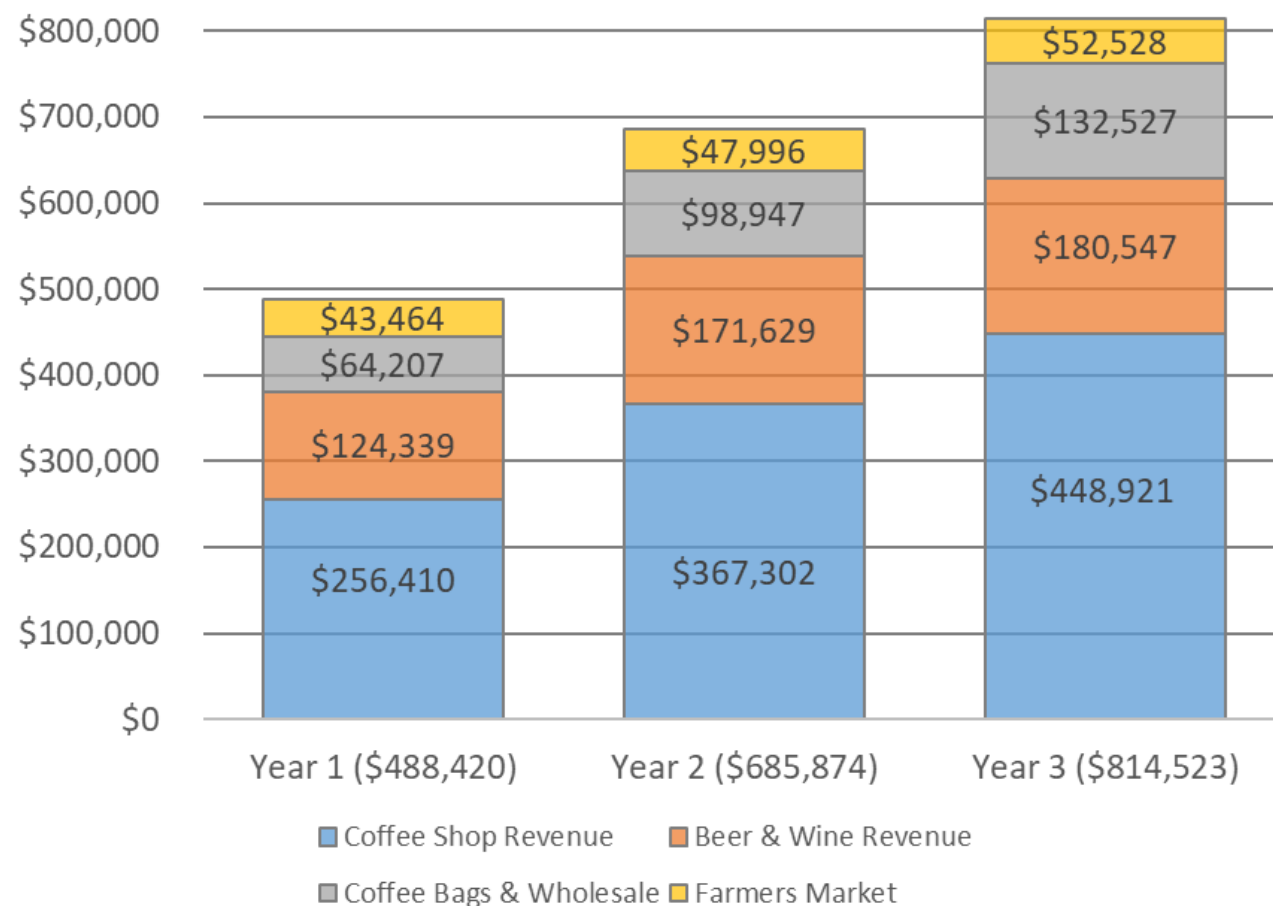
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3-YEAR REVENUE ESTIMATES, BY INCOME STREAM



Profit and Loss Model

Category	Year 1	As Percent	Year 2	As Percent	Year 3	As Percent
Coffee Shop Revenue	\$256,410	52%	\$367,302	54%	\$448,921	55%
Beer & Wine Revenue	\$124,339	25%	\$171,629	25%	\$180,547	22%
Coffee Bags & Wholesale	\$64,207	13%	\$98,947	14%	\$132,527	16%
Farmers Market	\$43,464	8.9%	\$47,996	7.0%	\$52,528	6.4%
less returns	(\$15,647)	-3.2%	(\$22,148)	-3.2%	(\$25,869)	-3.2%
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%

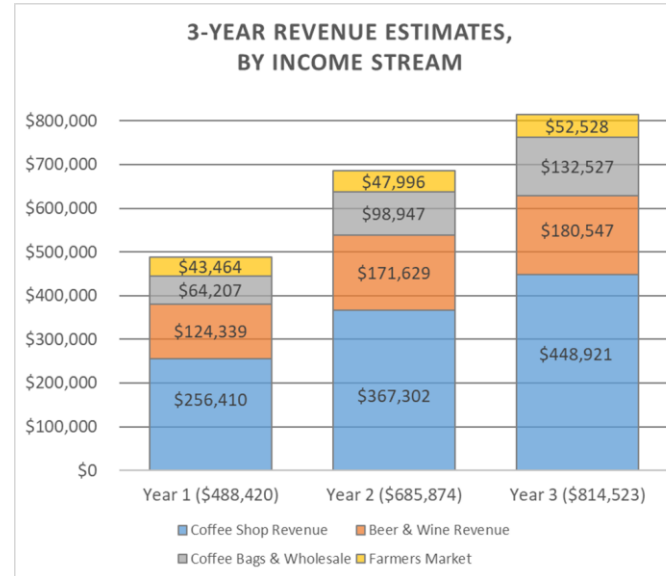
2 year
cash flow



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
Coffee Beverages	\$2,810	\$2,909	\$3,435	\$3,653	\$3,776	\$4,215	\$4,587	\$4,770	\$4,862	\$5,438	\$5,290	\$5,620	\$4,280	\$51,365
Coffee Shop Food	\$1,254	\$1,241	\$1,380	\$1,389	\$1,408	\$1,478	\$1,537	\$1,596	\$1,555	\$1,702	\$1,626	\$1,702	\$1,489	\$17,870
Retail Merchandise	\$315	\$325	\$384	\$410	\$420	\$473	\$516	\$531	\$545	\$608	\$590	\$630	\$479	\$5,745
Beer & Wine Sales	\$1,605	\$1,605	\$1,926	\$2,087	\$2,043	\$2,408	\$2,685	\$2,605	\$2,738	\$3,050	\$2,918	\$3,210	\$2,408	\$28,899
Food & Small Plates	\$1,496	\$1,420	\$1,594	\$1,623	\$1,558	\$1,708	\$1,806	\$1,658	\$1,760	\$1,900	\$1,786	\$1,921	\$1,694	\$20,332
Retail Coffee Bags	\$455	\$472	\$557	\$592	\$613	\$683	\$711	\$714	\$788	\$881	\$858	\$910	\$693	\$8,321
Wholesale Coffee	\$988	\$1,024	\$1,208	\$1,284	\$1,330	\$1,482	\$1,611	\$1,680	\$1,710	\$1,913	\$1,862	\$1,976	\$1,506	\$18,069
Other Rev. (Farmers Market)	\$1,280	\$1,454	\$1,469	\$1,318	\$1,664	\$1,344	\$1,187	\$1,712	\$1,382	\$1,570	\$1,584	\$1,421	\$1,449	\$17,386
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
Salaries & Waged	\$13,867	\$13,457	\$14,177	\$13,867	\$13,767	\$13,867	\$13,917	\$14,127	\$13,507	\$14,177	\$13,457	\$13,867	\$13,838	\$166,050
FICA Taxes	\$2,122	\$2,059	\$2,169	\$2,122	\$2,106	\$2,122	\$2,129	\$2,161	\$2,067	\$2,169	\$2,059	\$2,122	\$2,117	\$25,406
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
Accounting & Legal	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Marketing/Advertising	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Rent	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$4,250	\$51,000
Utilities	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
Debt Servicing	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$26,400
Website Expenses	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$42	\$504
Internet/Phone	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$1,500
Insurance	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Merchant Fees (2.75% net sales)	\$716	\$725	\$846	\$893	\$905	\$1,010	\$1,095	\$1,118	\$1,139	\$1,265	\$1,221	\$1,304	\$1,020	\$12,236
Office Supplies	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
Vehicle/Travel	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Miscellaneous	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
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



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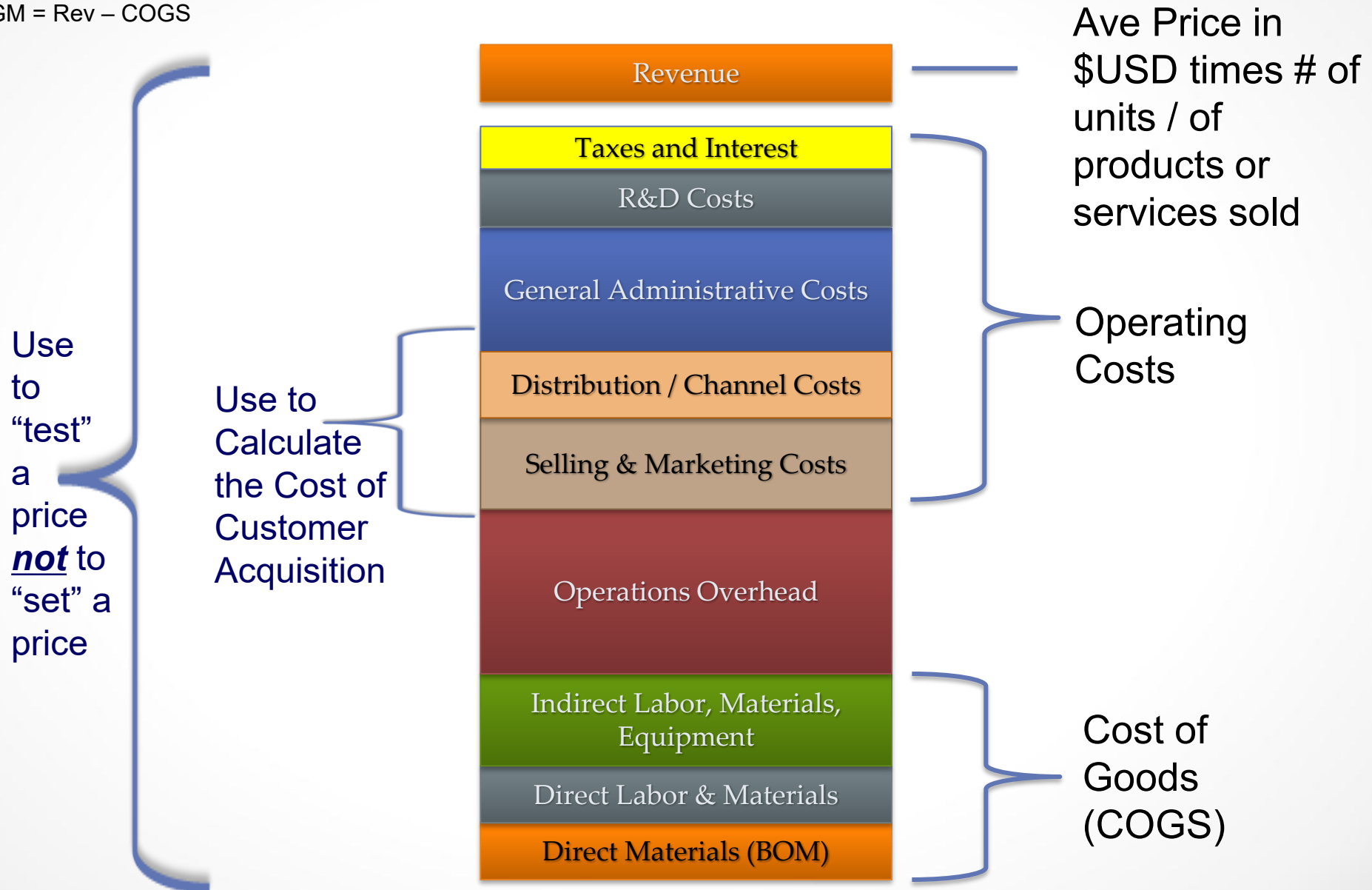
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Revenue (Rev)
Rev = Price X # Units

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”



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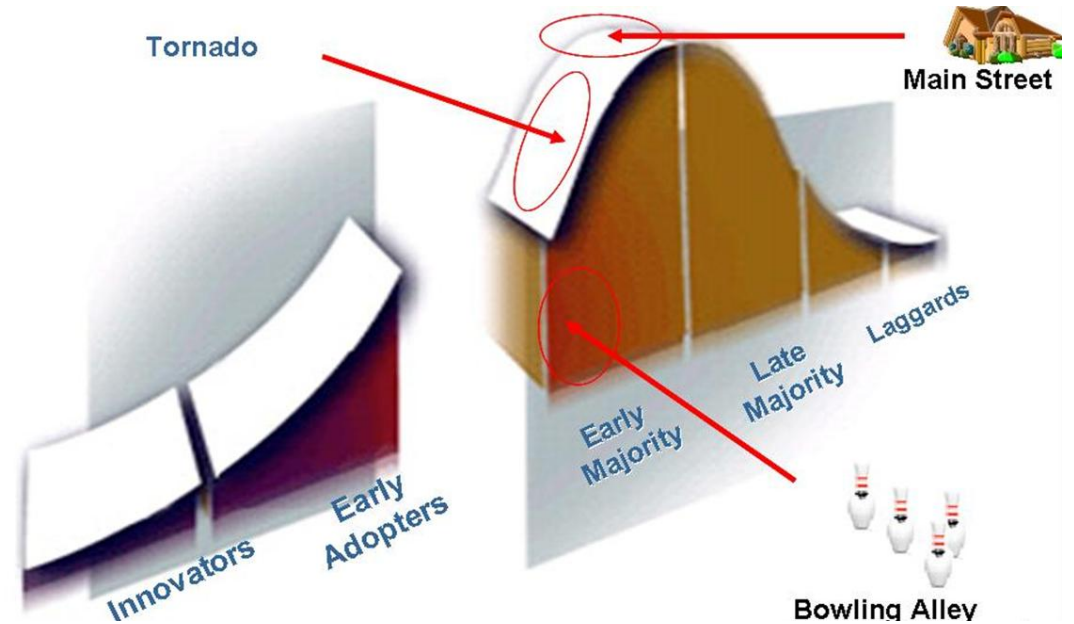
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☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

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

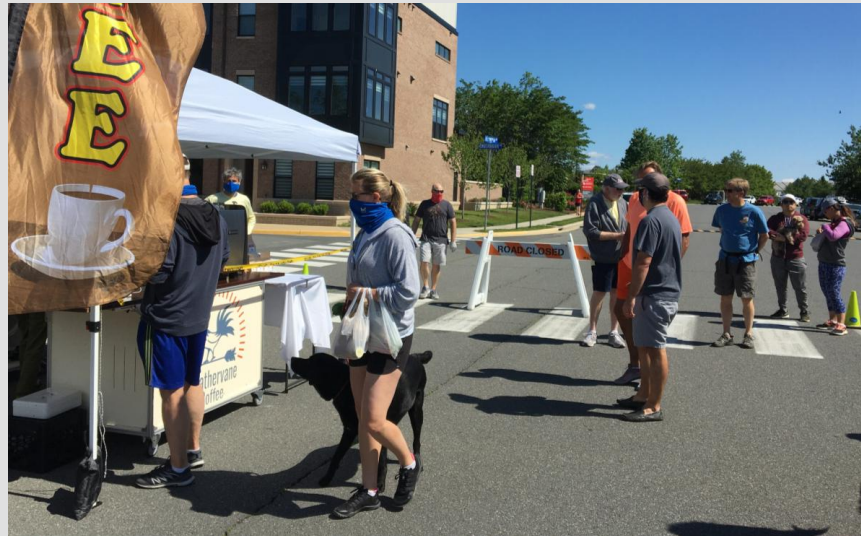
- ❑ who are your pilot / early adopter customers
- ❑ what is your current sales
- ❑ logos of current customers
- ❑ any testimonials
- ❑ what is the state of your sales pipeline; summarize your sales year to date
- ❑ who are your early wins ; types of customers
- ❑ what did you learn



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



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

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

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☐ *Investment Request; Detailed Use of Funds*

☐ *The Team*

☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

Major Operating Milestones



Launch

- Currently under construction
- Grand opening September 2020

Establish a Base

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

Achieve Steady Growth

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

Expand Business Offerings

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

- Lay out the road ahead for the business growth
- **Include visibility into any logical “phases” as part of your plan forward**
 - “MVP1”
 - “MVP2”...
 - “MVP3” ...
- 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



**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



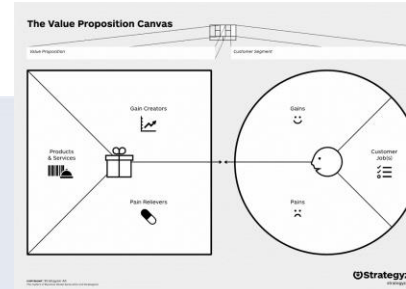
8 Differentiate from competition



9 Outperform competition substantially on at least one dimension



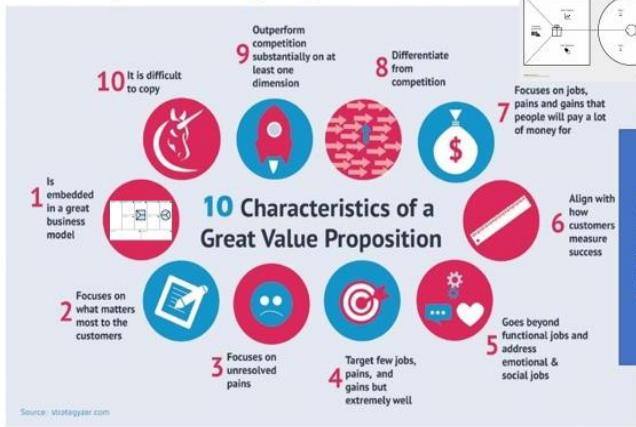
10 It is difficult to copy



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

Value Proposition Design Importance Re-visited



Inform strategy and tactics

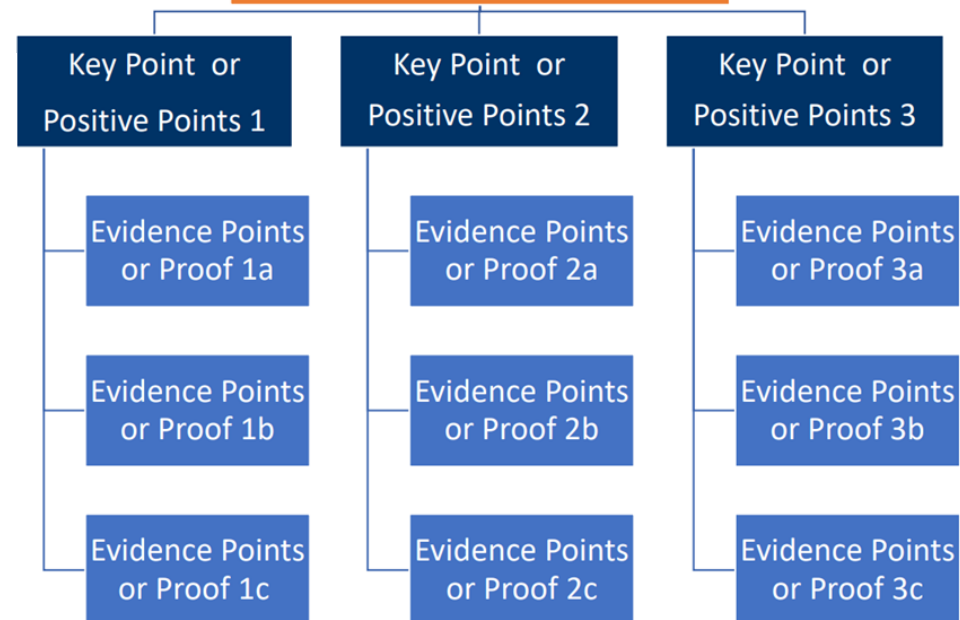
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Message mapping is a **strategic and tactical framework** that enables building and then **“activating” your brand**. It is critical to attracting and retaining your intended targeted audience.

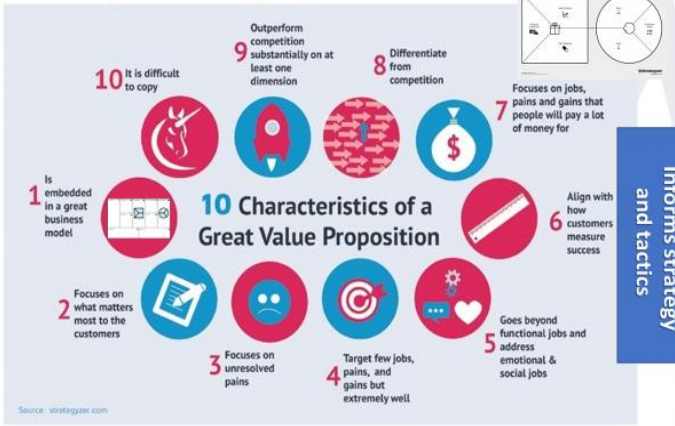
Message Map



Basic Message Map



Value Proposition Design Importance Re-visited



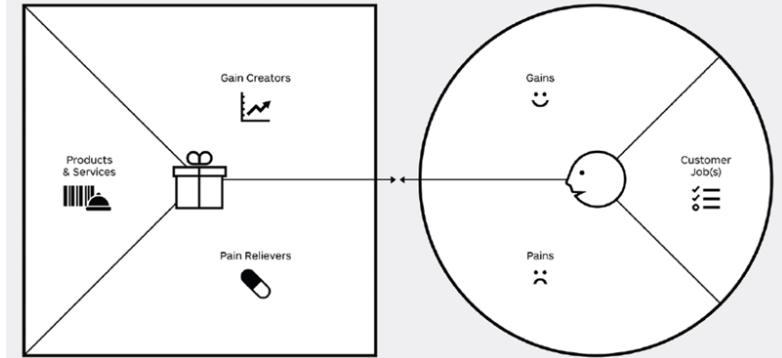
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- Organic Search Tags ...and more

How VPD, Message Mapping and Marketing Plans are interrelated

Value Proposition Design (VPD)

by Alex Osterwalder



Basic Message Map

Key Point or Positive Points 1

Evidence Points or Proof 1a

Evidence Points or Proof 1b

Evidence Points or Proof 1c

Key Point or Positive Points 2

Evidence Points or Proof 2a

Evidence Points or Proof 2b

Evidence Points or Proof 2c

Key Point or Positive Points 3

Evidence Points or Proof 3a

Evidence Points or Proof 3b

Evidence Points or Proof 3c

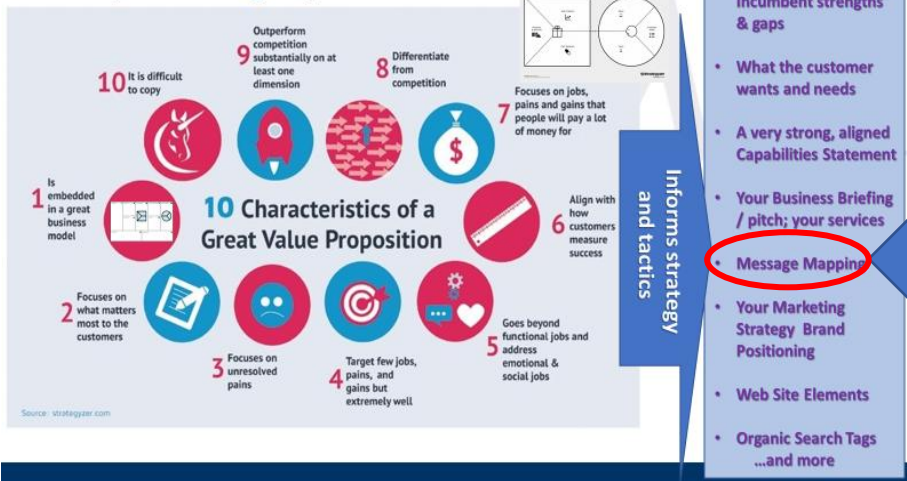
Aim of Content Marketing:

To Create and Distribute Valuable, Relevant and Consistent marketing material, to Attract and Retain an intended Targeted Audience

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

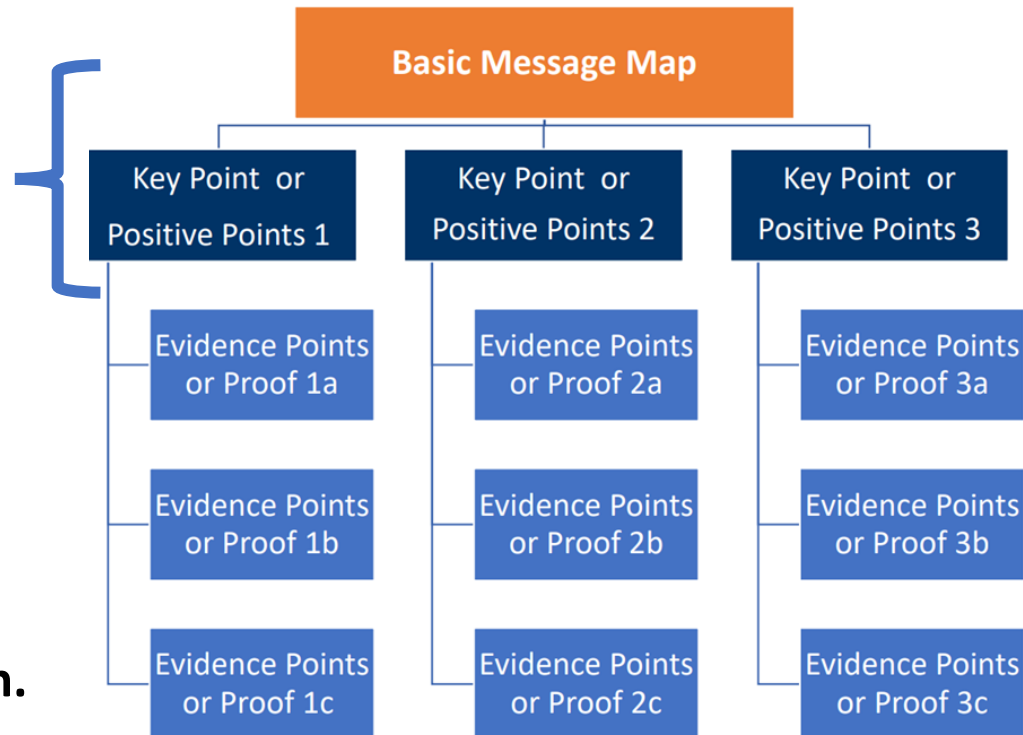
Content is developed into “themes”, then deployed via social media “channels”, paths to market, as part of a tactical marketing execution plan.

Value Proposition Design Importance Re-visited



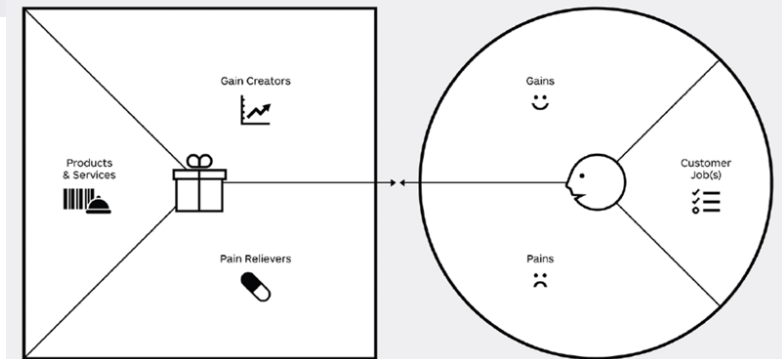
Start with Key elements, 3 “core” attributes, commitments, values you always want associated with your brand. (the positioning strategy).

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

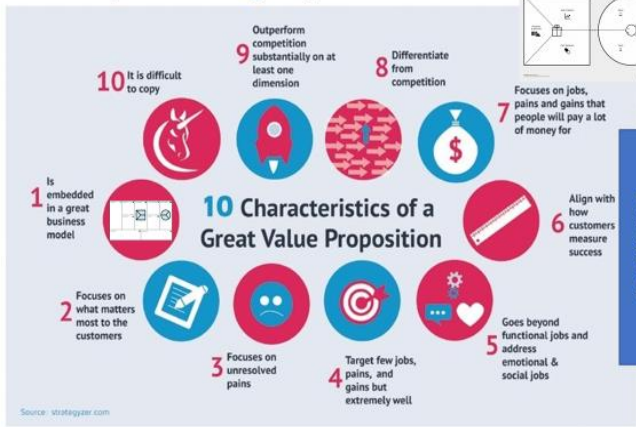


Value Proposition Design (VPD)

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Value Proposition Design Importance Re-visited

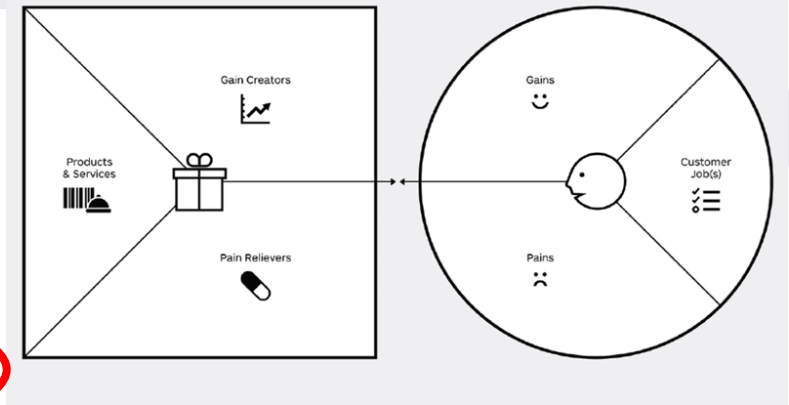


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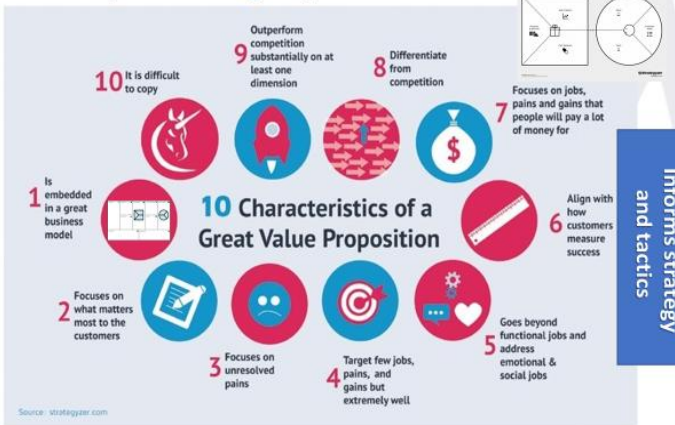
Evidence Points or Proof 3c

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!

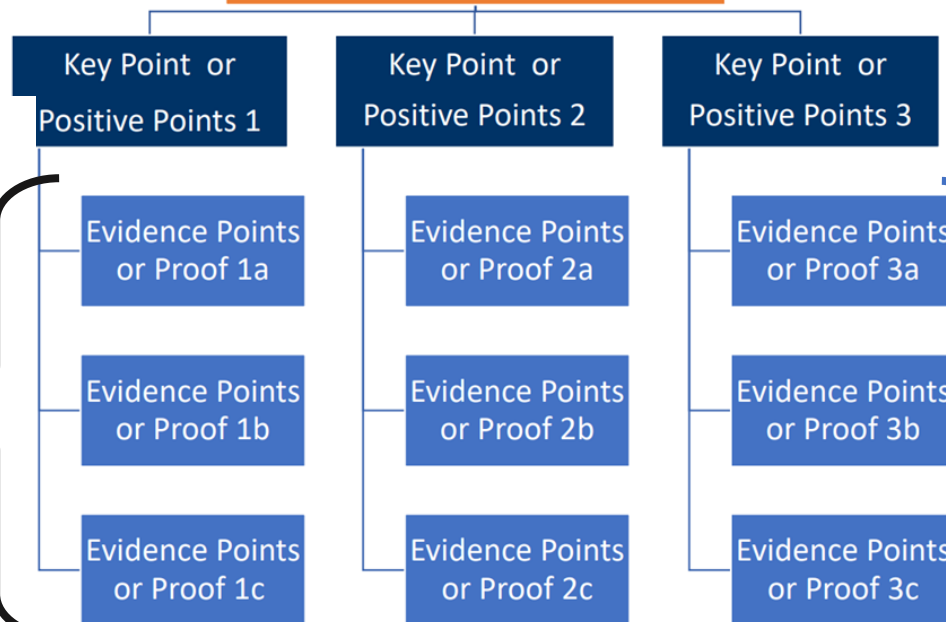
Value Proposition Design Importance Re-visited



Inform strategy and tactics

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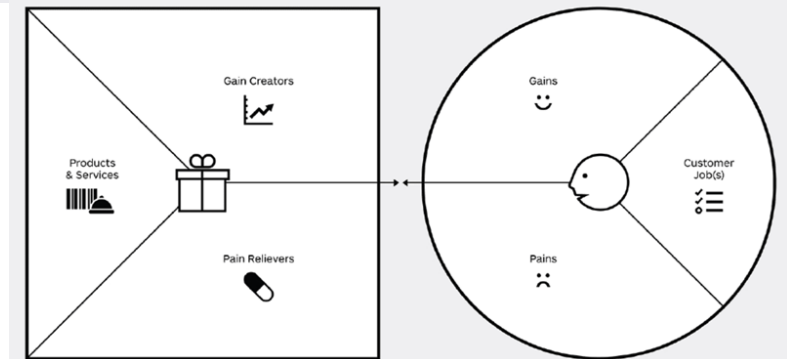
Basic Message Map



How VPD, Message Mapping and Marketing Plans are interrelated

Value Proposition Canvas

by Alex Osterwalder



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

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)

Value Proposition Revisited

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

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

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

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





Weatherovane Coffee

Message Mapping Draft Example

Rational element

Rational element

Emotional element

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

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

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

Grew up in South America on coffee plantation

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

We started our business with a popup tent near our 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

3 "Pillars"

Supporting themes

3 Pillar Message Mapping Framework

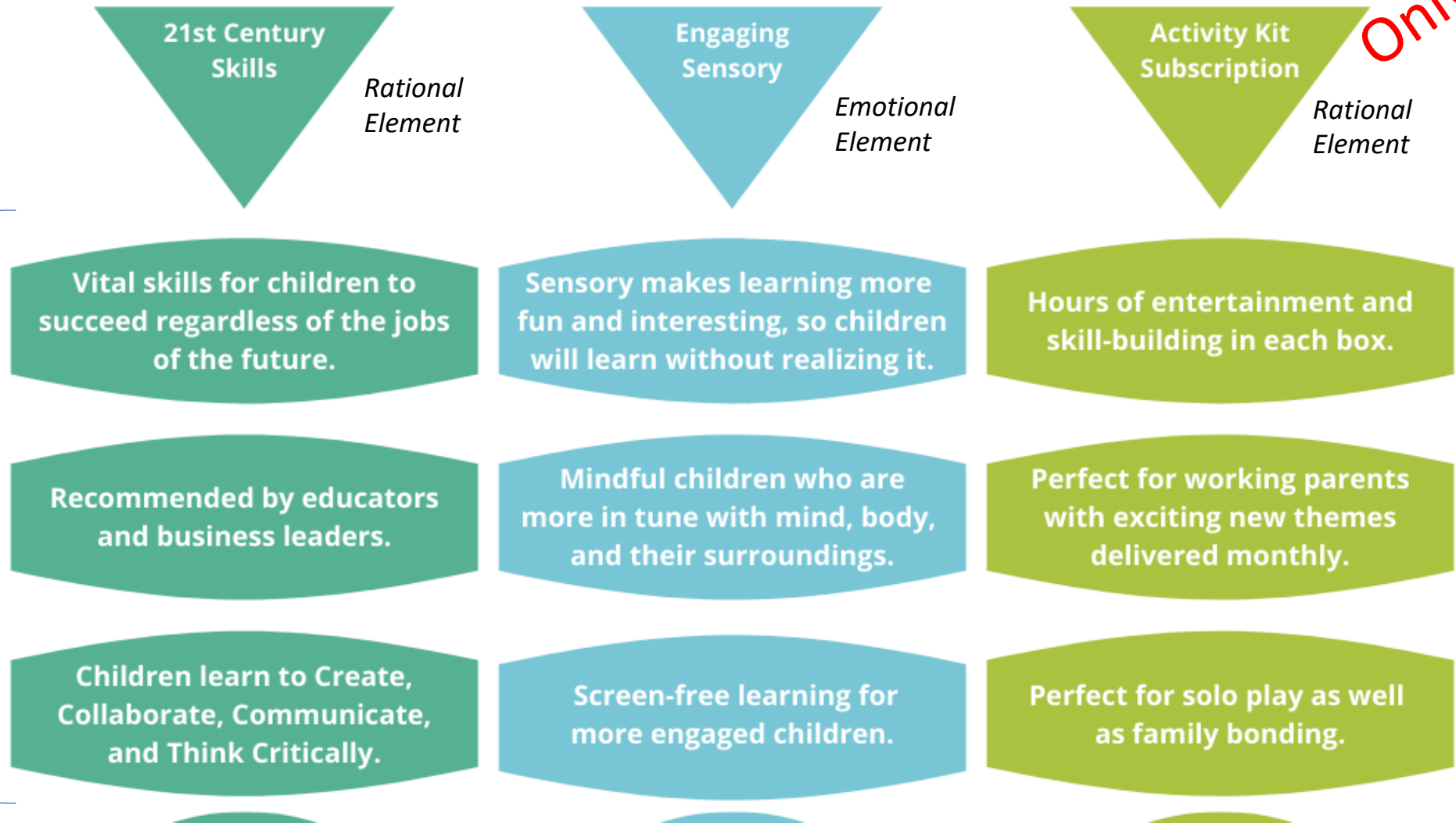
Generic Client Example Context : Children's Activity Kit base on our Senses

Illustrative
Only

3 Core Pillars
The "True North"

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

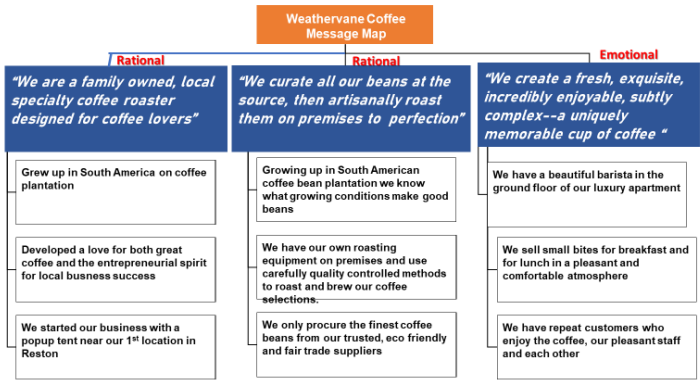
Themes for Content Development



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



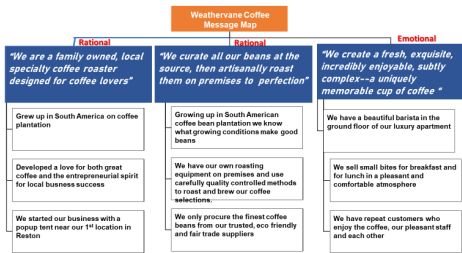
Strategic Marketing Execution Plan Summary for 2H2022

Tactics / Category	Jul	Aug	Sep	Oct	Nov	Dec
Press Releases: <ul style="list-style-type: none">soft launchhard launchmajor eventswebsitetestimonialsnew marketsbyline articlesother						
Major Events <ul style="list-style-type: none">TradeshowsConferencesSpeaking OpsNetworking						
Digital Footprint <ul style="list-style-type: none">Website<ul style="list-style-type: none">SEOAnalyticsFacebook<ul style="list-style-type: none">AdsInstagram<ul style="list-style-type: none">PostsBlogsOther						
Collateral Materials <ul style="list-style-type: none">PostersBanners						
Sales Development <ul style="list-style-type: none">Lead GenerationEmail pushother						

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

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		
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 Blogs Other 		Video Blog on website				
Collateral Materials <ul style="list-style-type: none"> Posters Banners 						
Sales Development <ul style="list-style-type: none"> Lead Generation Email push other 			1 st Email Drip		2 nd Email Drip	

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



Marketing Strategy

Immediate Physical Area:

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

Digital Outreach Area:

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

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

Lets take a look at our next outline element



**Participant
Engagement!**

**Pause for
Questions**



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

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

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☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*

The “ASK” page in your pitch; don’t Squander the Opportunity!!!

This page is meant to do something pretty straightforward: **Explain how much money a startup may be raising or need to raise and how they will spend it/deploy those resources.**

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!!!

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

Here are the most common mistakes:

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

The fundraising stage(s) 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



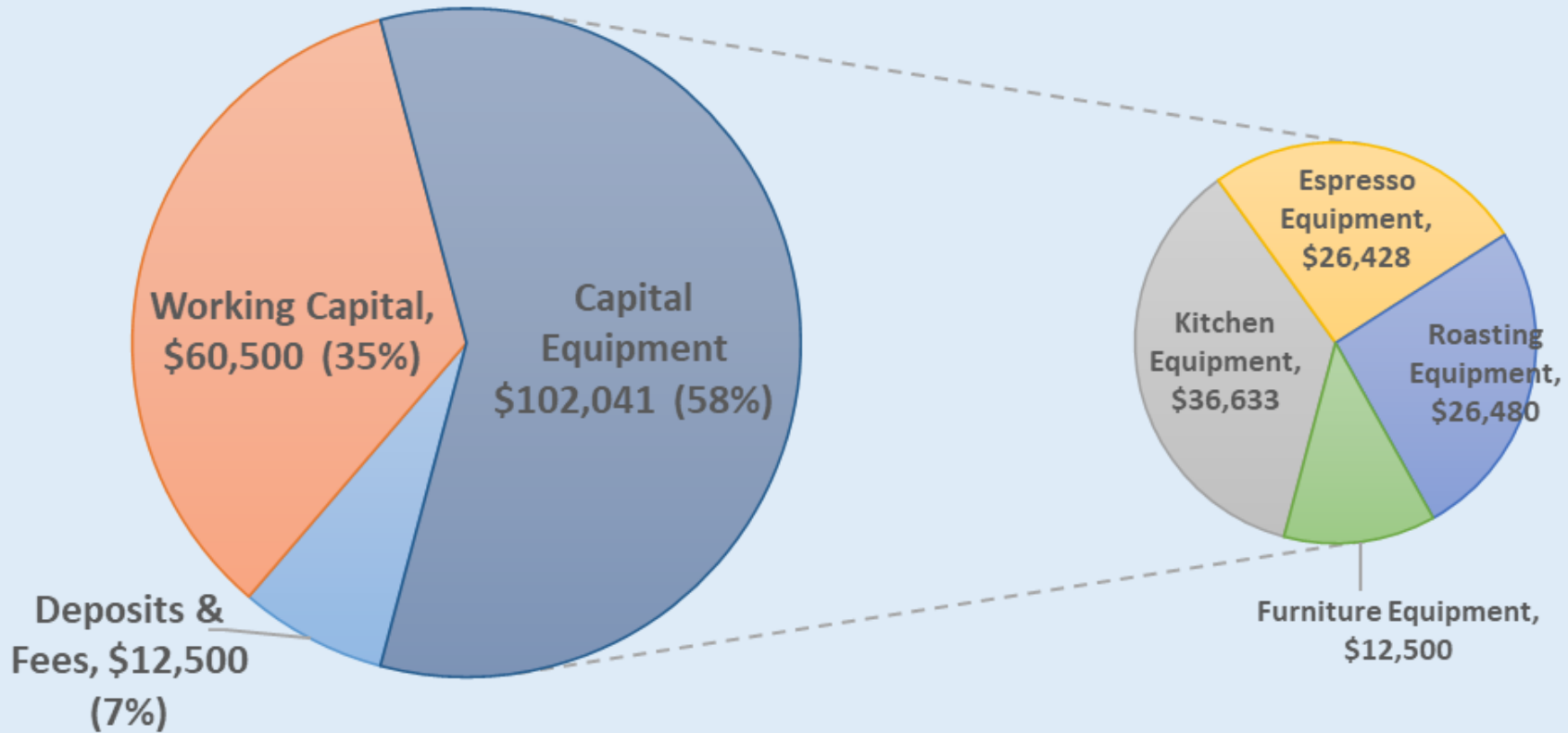
Back to our anatomy of a successful business briefing or “pitch”



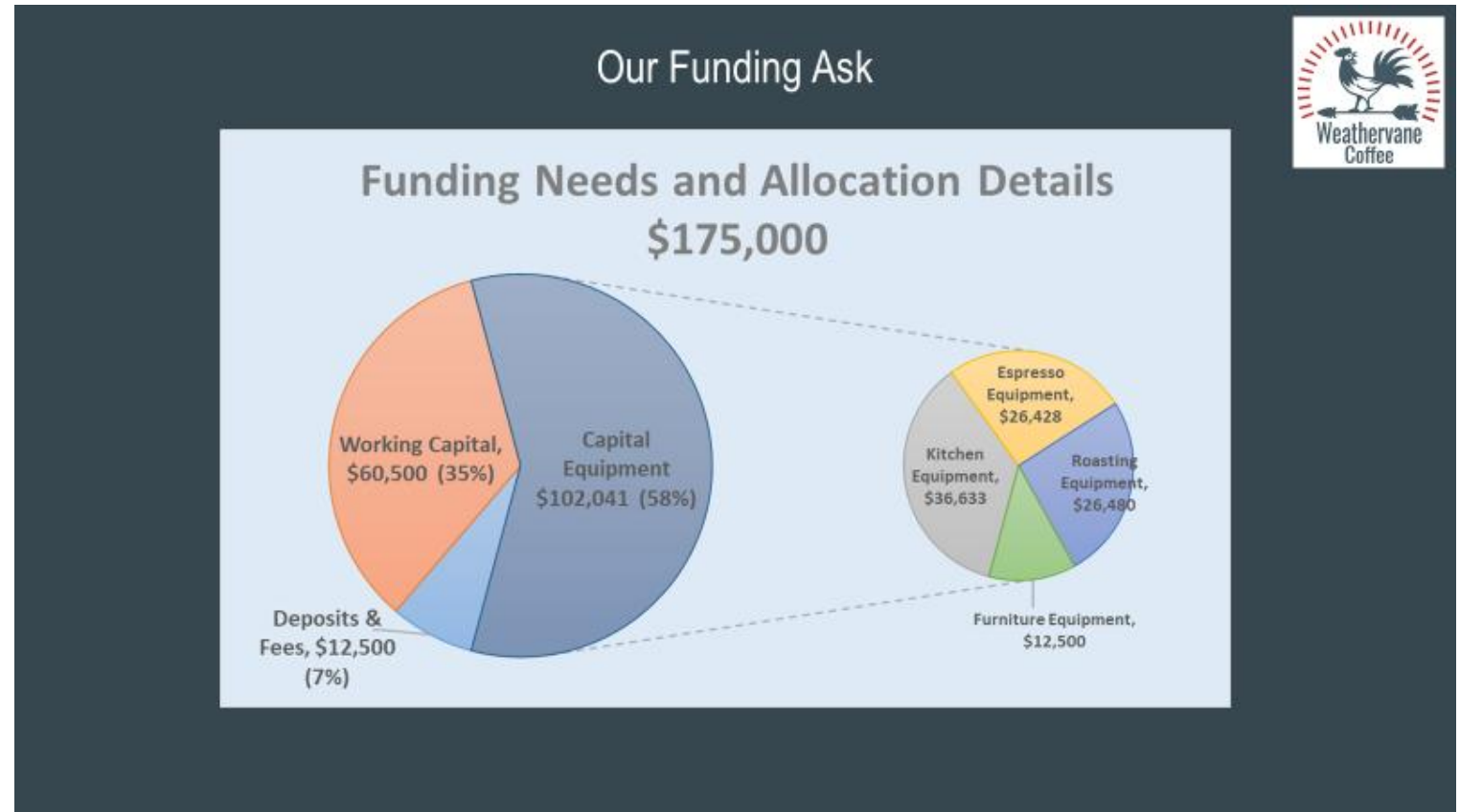
Our Funding Ask



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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☐ *Scene Set, Context, Statistics, Facts*

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☐ *Risk Mitigation*

☐ *Call to Action / Points of Contact*



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




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)

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

How ?

Let look at the next outline element.



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

☐ *Investment Needs Summary*

☐ *Scene Set, Context, Statistics, Facts*

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☐ *The Team*

☐ ***Risk Mitigation***

☐ *Call to Action / Points of Contact*

5 Elements of Risk with Mitigation Plans



1. Business risk, get tired

1. *Fully committed, signed the lease providing a personal guarantee*

2. Financial risk, not make my numbers

1. *Conservative revenue models. Currently strong and growing demand.*

3. Legal Risk, someone gets hurt, lawsuit

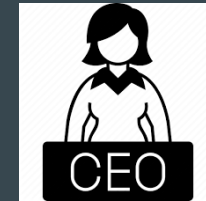
1. *Insurance*
2. *Incorporated as an LLC*

4. Cyber Risk, mitigation

1. *Using Square as my POS and they assume the risk*

5. Uncertainty/Ambiguity/Other Risk, COVID/Tariffs, etc. : how to mitigate

- o *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
 - Tarrffs (recent)
- Briefly:
 - Summarize the relevant risk for your business
 - Briefly summarize how you intend to mitigate risk category

Risk Mitigation



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

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"*

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☐ *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

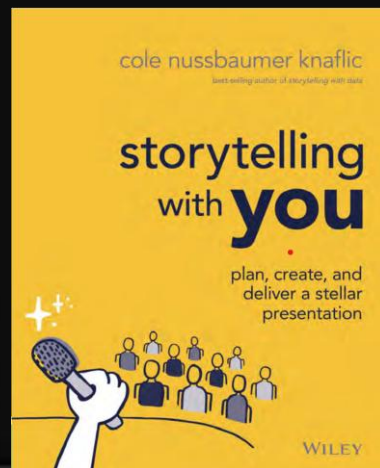


Creating a Memorable Visual Presentation

[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 —

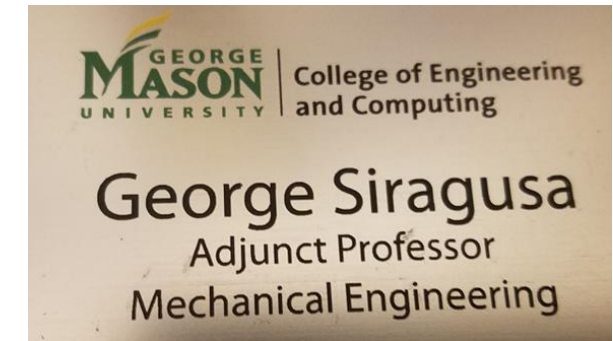


Workshop Summary



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***



Q&A: Lets open the dialog !

Thank
you!



HELLO
my name is

"Coach S."

George Siragusa
Senior
Business
Adviser

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

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

Mason SBDC
10306 Eaton Place
Suite 180

Fairfax, VA 22030
(703) 261-4105

Our Website:

www.masonsbd.org

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

AMERICA'S
SBDC
VIRGINIA
MASON



NO COST 1:1 business guidance in 4 optional venues

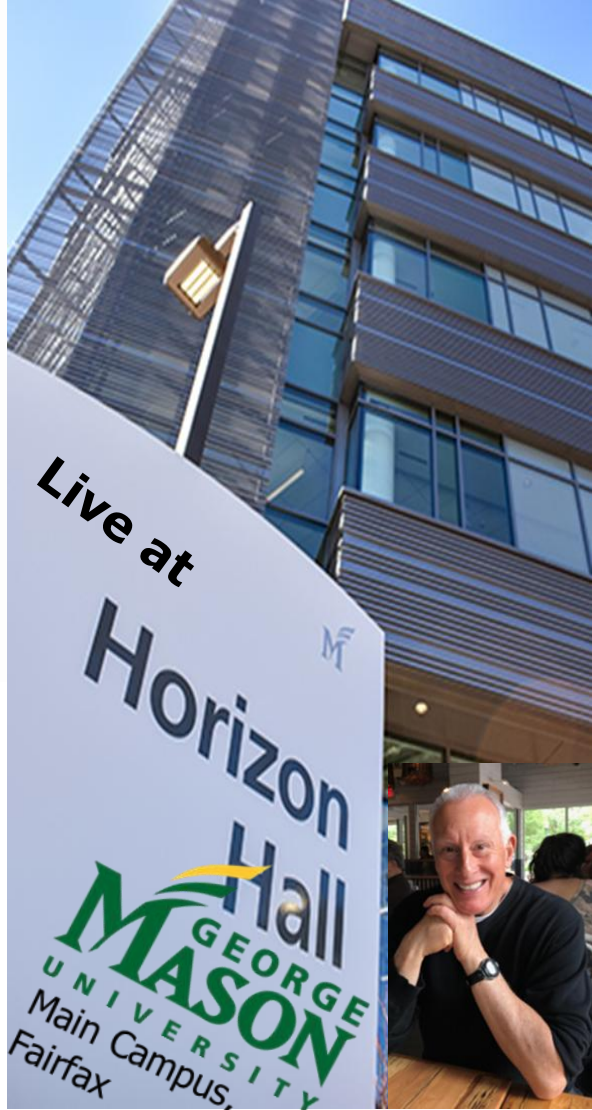
**Live at
Mason Enterprise Center, FFX**



Downtown Manassas



At Networking event most Wednesdays!



Via Zoom Invitation

Made possible by our Sponsors and Community Partners:



WHY STARTUPS FAIL

A NEW
ROADMAP FOR
ENTREPRENEURIAL
SUCCESS ✖

TOM EISENMANN

"EISENMANN'S BOOK IS A MUST-READ FOR ANYONE WHO
WANTS TO START A BUSINESS. IT'S A GUIDE TO THE
COMMON MISTAKES THAT STARTUPS MAKE AND
HOW TO AVOID THEM."

—Steve Blank, author of *The Four Stages of Entrepreneurship*

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

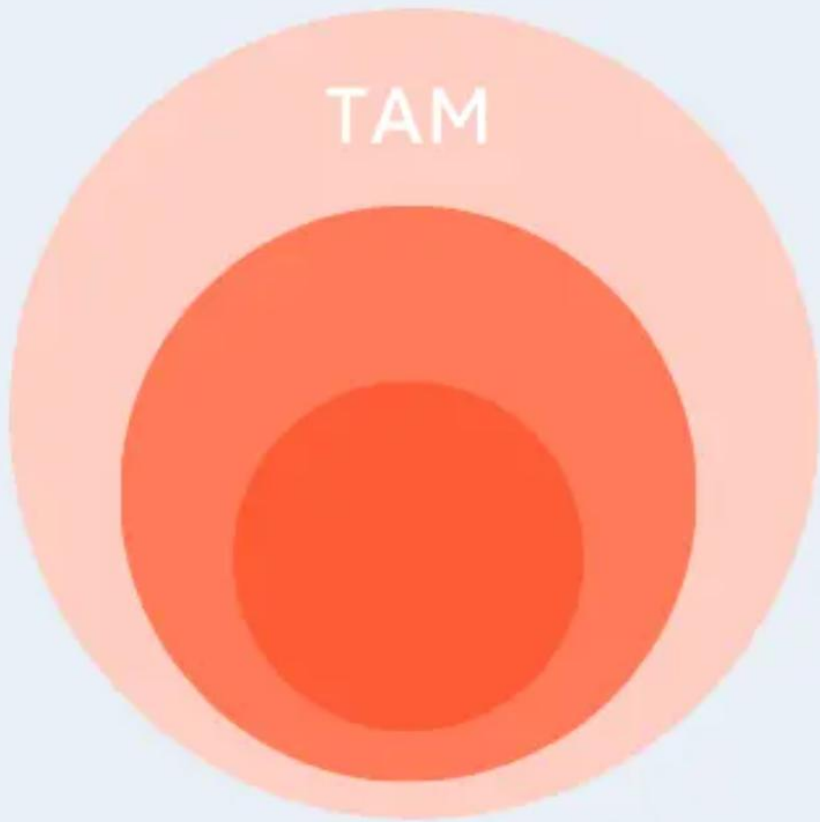
The Six Stages of the Buyer Experience Cycle

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

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

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

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.”

A AgriBio Company

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

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

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



“Taking sprint coaching on a digital transformation journey into the 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





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

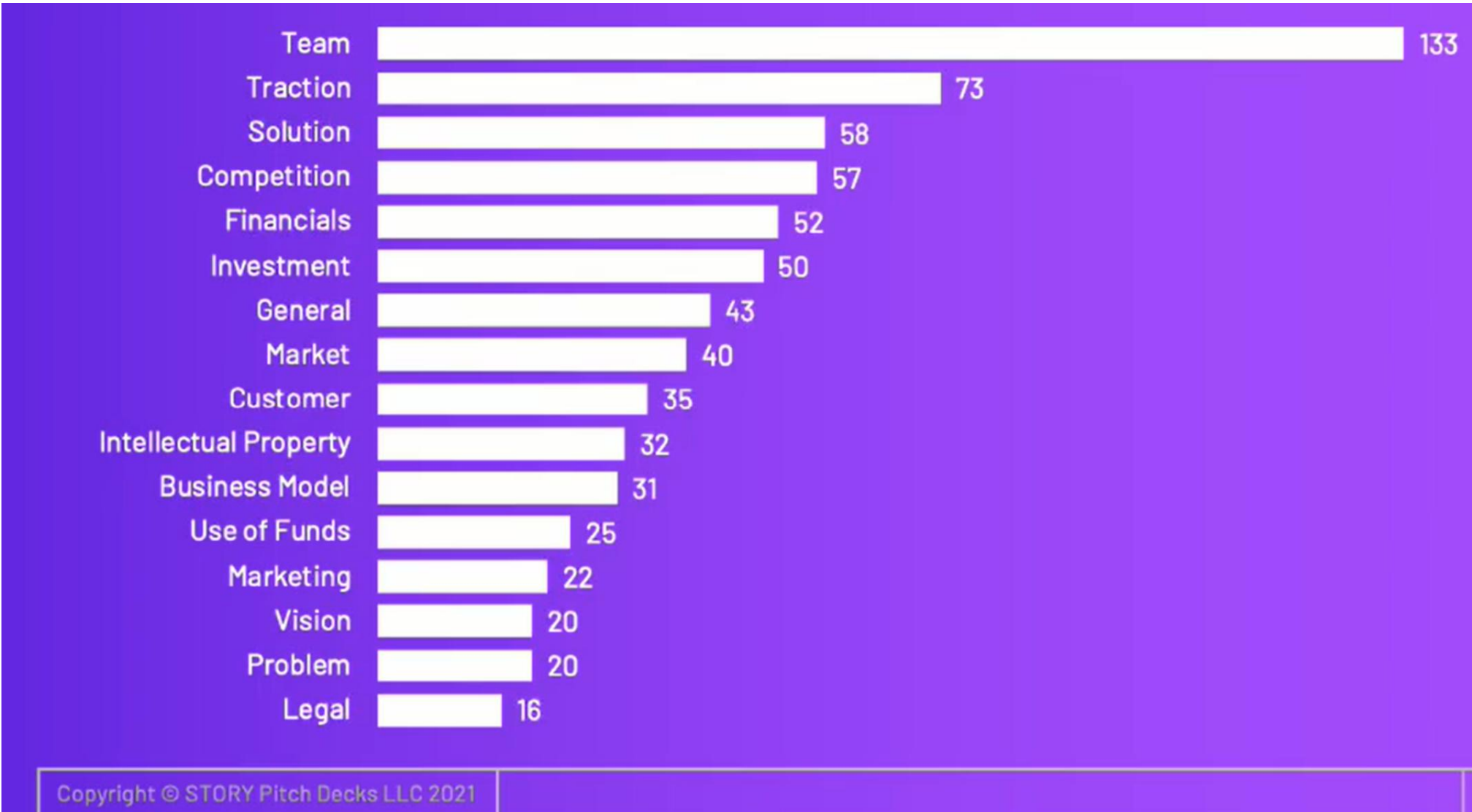
[Services |
Startup
Pitch Deck
Writing and
Design
\(storypitchdecks.com\)](https://storypitchdecks.com)



[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 \(fairfaxcounty.gov\)](https://www.fairfaxcounty.gov/a-z-online-resources), USA Spending, Google Maps, B2B Yellowpages
 - USA Stats
 - [USAFacts | Nonpartisan Government Data](https://www.usafacts.gov/)
 - [Pew Research Center | Numbers, Facts and Trends Shaping Your World | Pew Research Center](https://www.pewresearch.org/)
 - <https://data.gov/>
 - IBIS World BY Industry or by DATA
 - [Market Size Statistics - United States | IBISWorld](https://www.ibisworld.com/market-size-statistics-united-states/)
 - [Our World in Data](https://www.ourworldindata.org/)
- 

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>

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

Use competitive analysis to find a market advantage

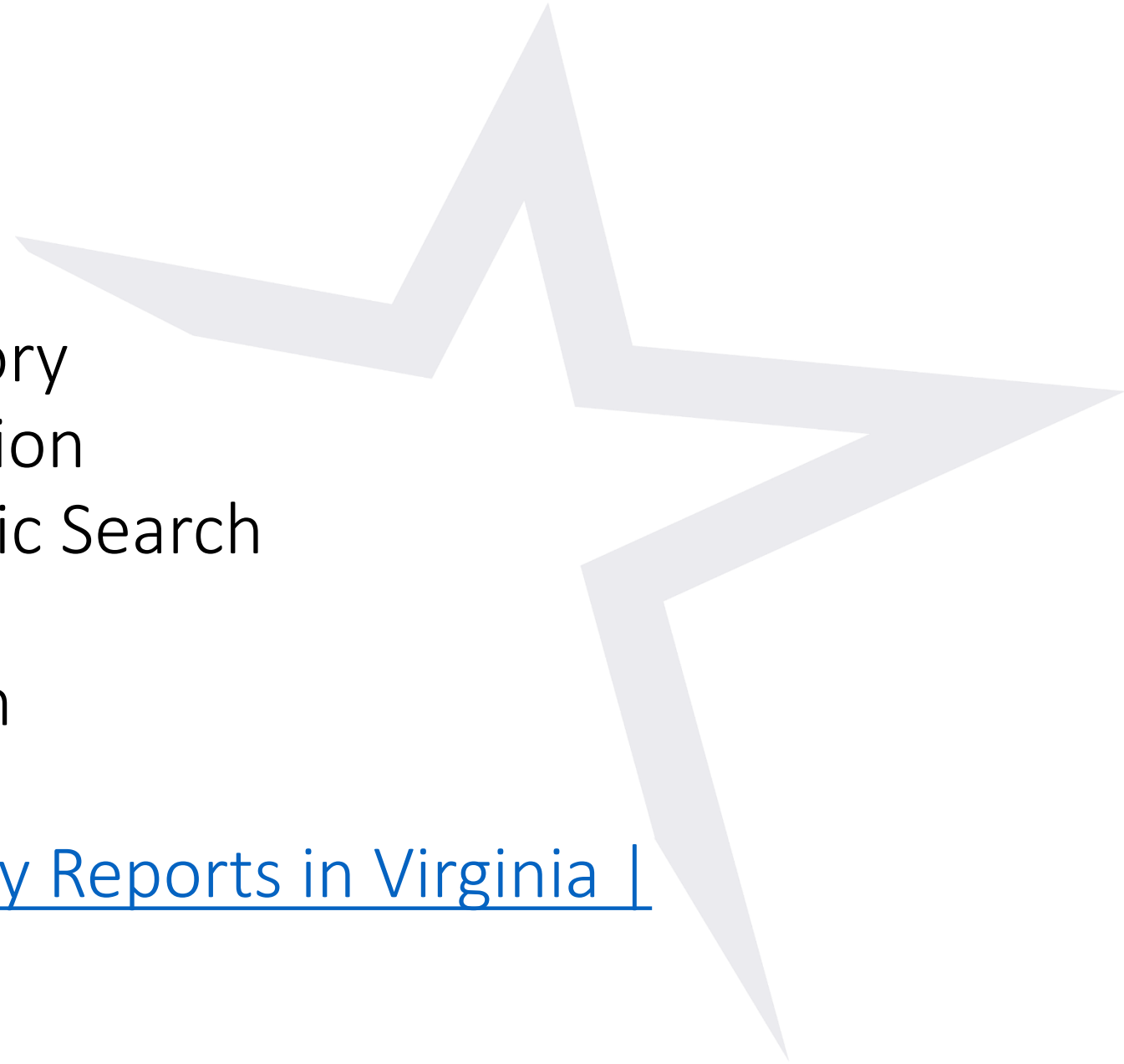
Competitive analysis helps you learn from businesses competing for your potential customers. This is key to defining a competitive edge that creates sustainable revenue.

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

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

Competitive Analysis

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

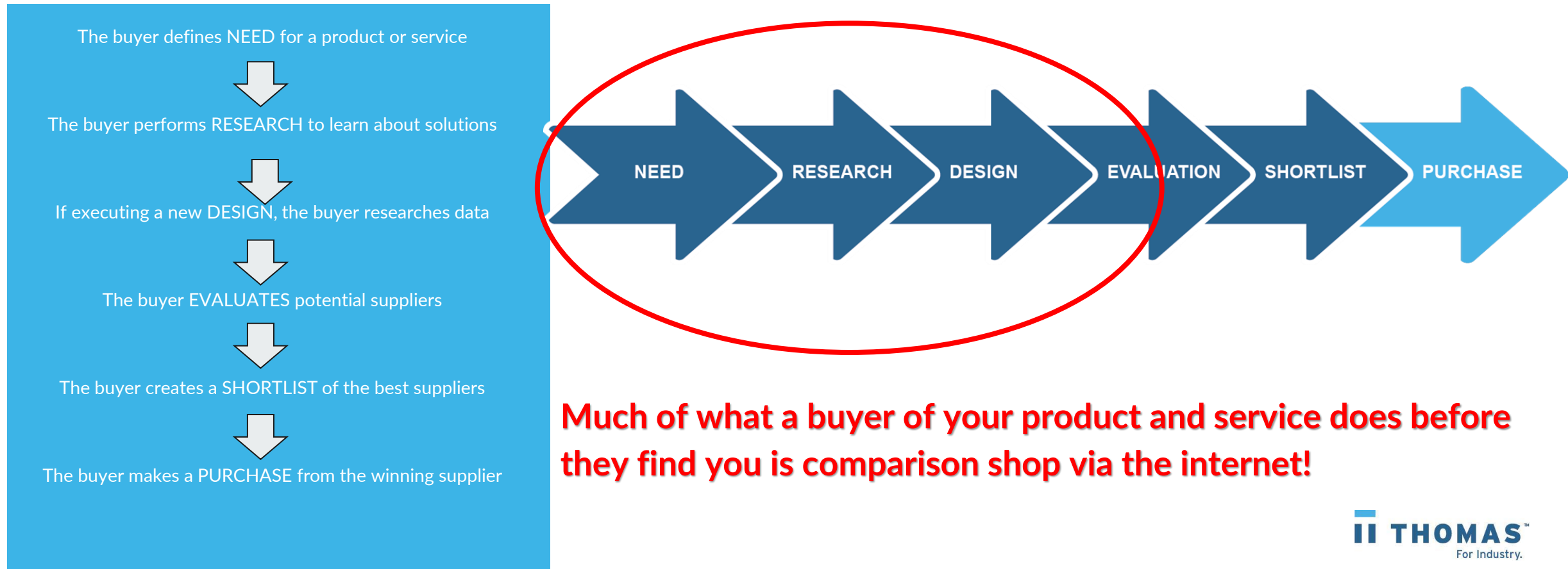
But what about them? What jobs do those buyers have to do, and what goals would they like to accomplish? What pain points would they like to remove?

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:





America's Seed Fund Agency Resources (americasseedfund.us)



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



Illustrative Only



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





United States
Environmental Protection
Agency

Search EPA.gov

Environmental Topics Law & 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](#)



SEED

Helping Innovators Turn Discovery Into Health

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

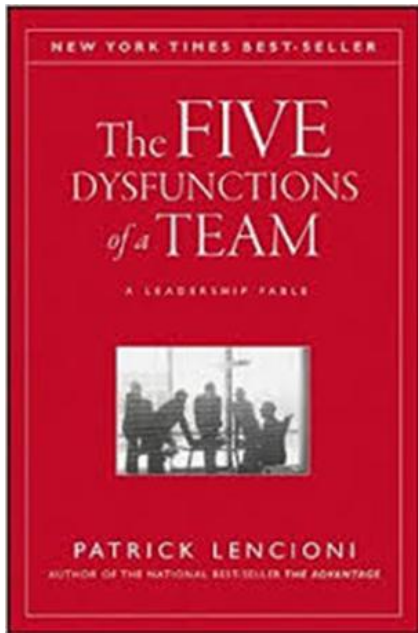
\$0.5M

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

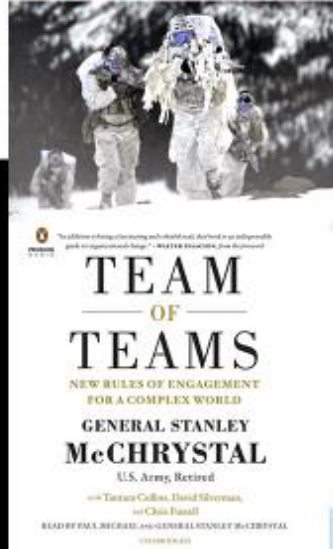
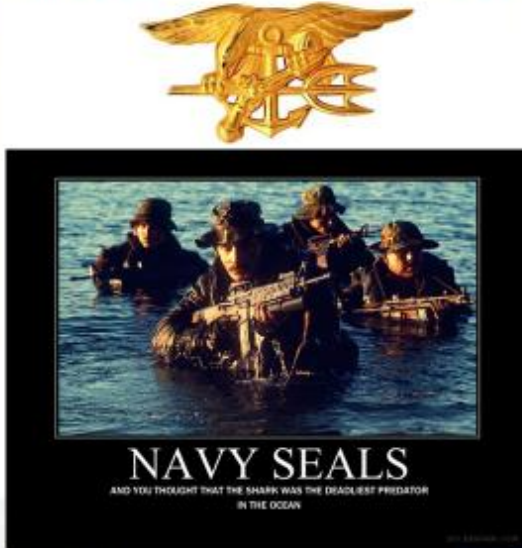
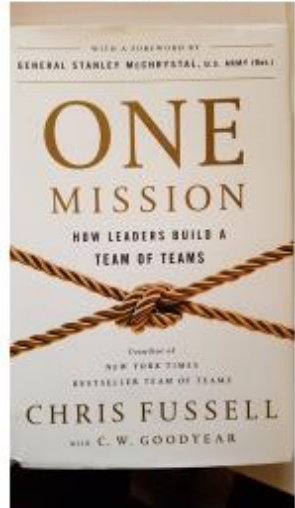


Company Culture

❑ *Story about "Performance and Trust"*



Consummate example of teamwork, dedication and professionalism



Consummate example of teamwork, dedication and professionalism

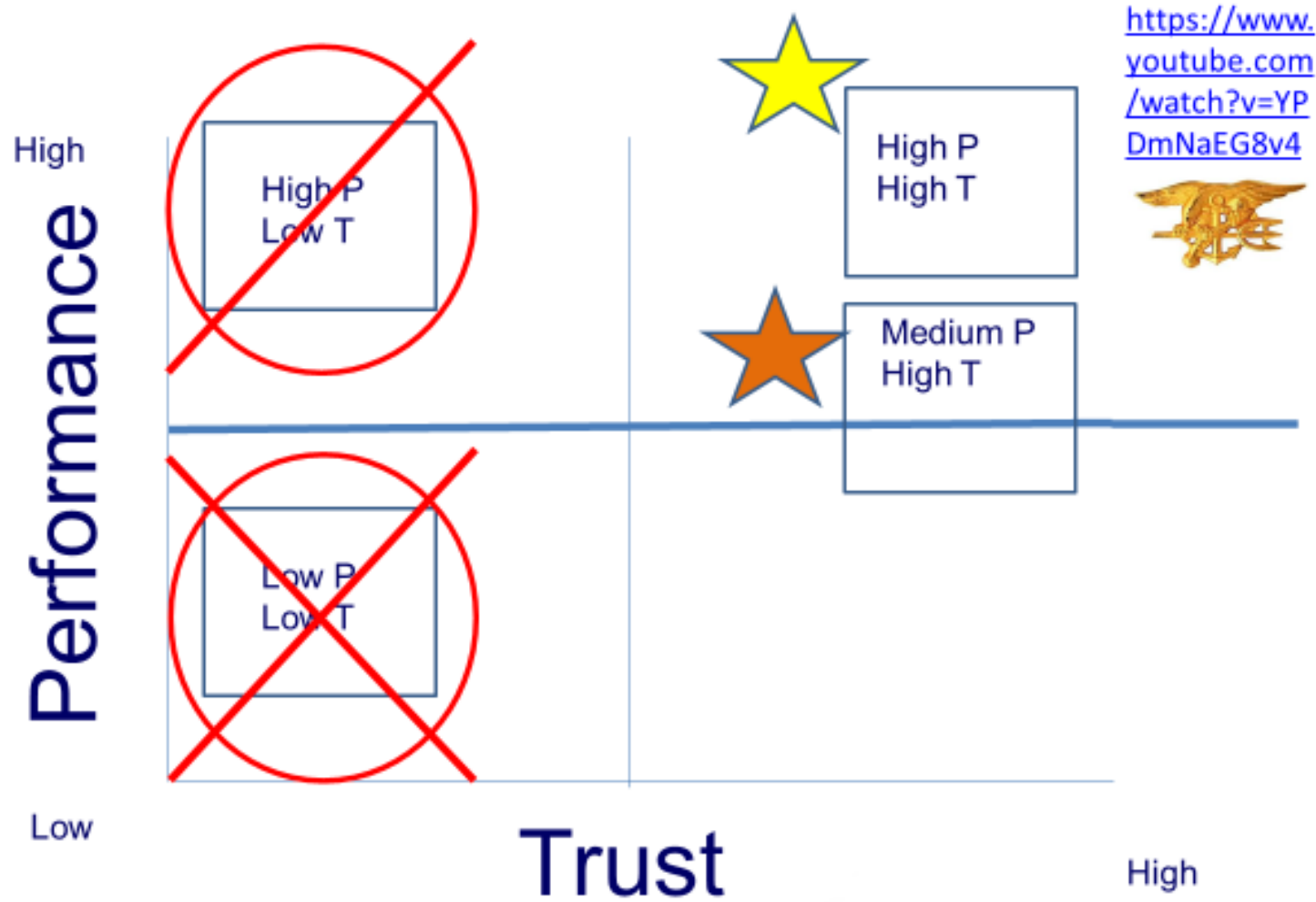
US Navy Blue Angels



<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

