

# Design & Flow

- Titles of slides should be context <Problem> and <Solution> (not PROBLEM)
- Step 1 – check all the boxes
- Step 2 – find a story arc and narrative
- Design – if you're a plumber, you shouldn't do interior design (sorry) go to Fiverr before final pitches <please don't assault the senses>

# Story Arc

- Every great story has a beginning, middle, end
- Builds some tension, resolution

True North:

- What's your customer's life like before your product
- What's your customer's life like after your product

# Famous Pitch Decks

- 30 Famous Pitch Decks
  - Facebook, LinkedIn, etc
  - Early to later stage
  - Not all had great graphics
- Uber, AirBnB, Facebook examples

# Week 1 - Session 2

# Session 2 Agenda

- Research & Competitive Analysis
- Value Propositions
- Market Sizing
-

# Research & Competitive Analysis

# Research

- You are not the customer
- Methods of Research
  - Blue Ocean
  - Gartner Magic Quadrant
- Documentation and Analysis
  - Google Search – what are the keywords someone would type to find your solution
  - Crunchbase Search – funding, timing, categories
  - Competitive Product/Service pricing







# Pattern Matching

- Stage
- Customer Type
- Categories

Companies

[+ Add Companies filter](#)

**Search** 1-50 of 100,000+ results in 0.009s

<input type="checkbox"/>	Organization Name <input type="text"/>	Categories <input type="text"/>	Headquarters Location <input type="text"/>
<input type="checkbox"/>	1.  <a href="#">Xiaomi</a>	<a href="#">Consumer Electronics</a> , <a href="#">Mobile</a> , <a href="#">Internet</a>	<a href="#">Beijing, Beijing, China</a>
<input type="checkbox"/>	2.  <a href="#">SeedInvest</a>	<a href="#">Crowdfunding</a> , <a href="#">Association</a> , <a href="#">Venture Capital</a>	<a href="#">New York, New York, United States</a>
<input type="checkbox"/>	3.  <a href="#">Kickstarter</a>	<a href="#">FinTech</a> , <a href="#">Finance</a> , <a href="#">Crowdsourcing</a> , <a href="#">Crowdfunding</a>	<a href="#">Brooklyn, New York, United States</a>
<input type="checkbox"/>	4.  <a href="#">Lenovo</a>	<a href="#">Mobile</a> , <a href="#">Manufacturing</a> , <a href="#">Computer</a> , <a href="#">Hardware</a>	<a href="#">Morrisville, North Carolina, United States</a>
<input type="checkbox"/>	5.  <a href="#">Virgin Hyperloop One</a>	<a href="#">Transportation</a> , <a href="#">Manufacturing</a> , <a href="#">Travel</a>	<a href="#">Los Angeles, California, United States</a>
<input type="checkbox"/>	6.  <a href="#">Singapore Post</a>	<a href="#">Retail</a> , <a href="#">Supply Chain Management</a> , <a href="#">Logistics</a>	<a href="#">Singapore, Central Region, Singapore</a>

startups.com

Summary

Financials

People

Technology

Signals & News

## About

Startups.com helps over 1 million startup companies find customers, funding, mentors, and world-class education.

 Columbus, Ohio, United States

 101-250

 Private

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

 84,722

 ADD TAGS

## Highlights

Acquisitions

3

Contacts

17

Employee Profiles

8

## Recent News & Activity

 News · Jul 12, 2021

TECHCOMMUNITY.MICROSOFT.COM – Microsoft 365 Dev Podcast - Building an Application on the Microsoft 365 Platform with Elio Struyf

 News · Jul 5, 2021

SaaSStock – What are SaaS metrics, and why are metrics important for SaaS companies / Startups?

 News · Jun 21, 2021

Tech in Asia – 500 Startups joins pre-series A round of Indonesian social commerce startup

[VIEW ALL](#)

Find More Contacts for Startups.com

 Recommended Companies

# Crunchbase

<https://www.crunchbase.com/>

# Research

- Create a Google Sheet with your research
- One tab for research, one for competitors
- Who has written about your market
  - Professionals, bloggers, others
- Who has raised capital in this market
- What's the state of the "Wave?"

# Competitor List & Notes

Competitor	URL	Crunchbase Link	Amount Funded	Team	Features	Notes

# Specific Competitors

- Feature List
- Product positioning
- Gaps
- Pricing
- Target customer/profile
- Marketing approach

# Getting Data

- Right Mouse click
  - Keywords, meta data
- Pull keywords for competitors – Google Sheet
- Tools
  - <https://www.semrush.com/>
  - <https://topics.seomonitor.com/query>
  - Google Keyword tool
- Social
  - <https://www.rivaliq.com/>

# Getting Data – B2C

- Playstore/App Store
  - One Star
  - Four Star

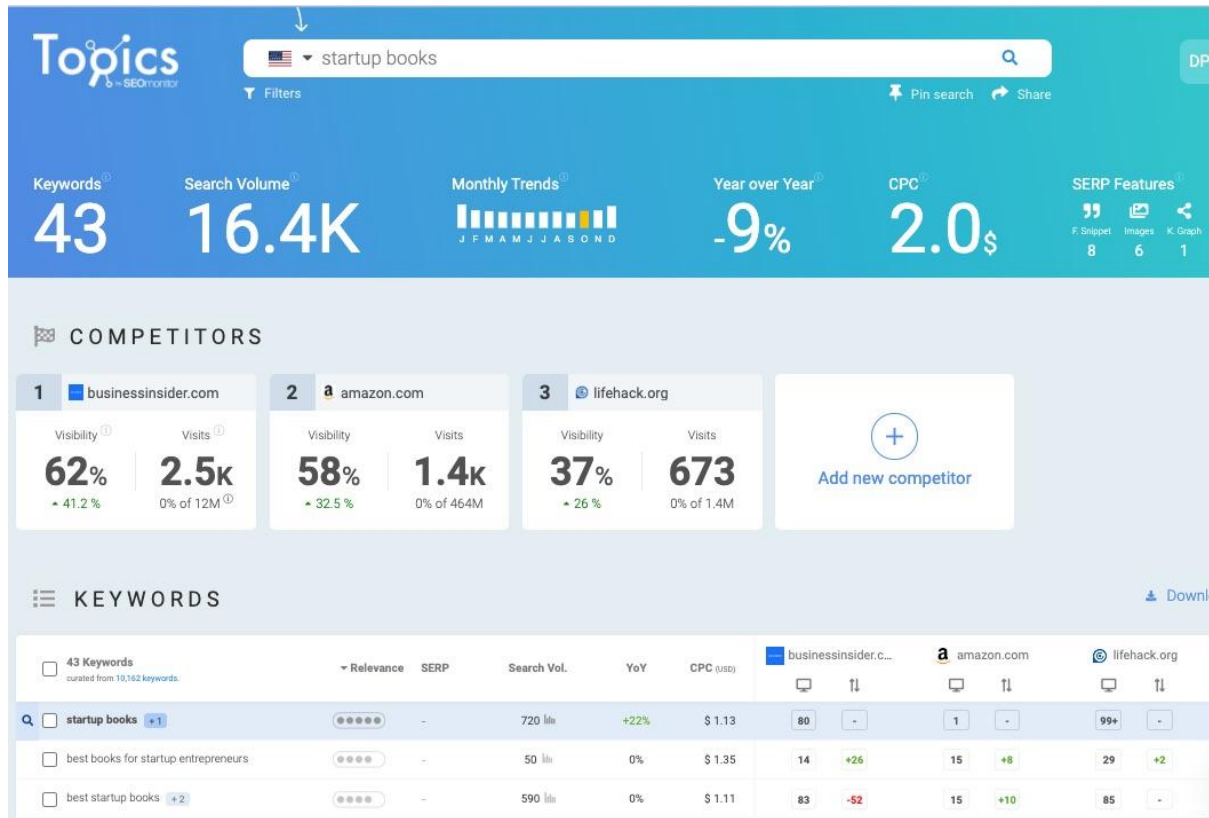
# Keyword Planner

The screenshot shows the Google Ads Keyword Planner interface. At the top, there's a navigation bar with 'Google Ads | Keyword Planner' and icons for 'SEARCH', 'REPORTS', and 'TOOLS & SETTINGS'. Below this is a notification bar: '2 / 2 > Your account isn't active - Your ads aren't running because your account has been canceled.' The main content area features a 'Discover new keywords' dialog box with two tabs: 'START WITH KEYWORDS' and 'START WITH A WEBSITE'. The 'START WITH A WEBSITE' tab is active, showing a text input field with 'https://', a dropdown for 'English (default)', and a location dropdown for 'United States'. There are two radio buttons: 'Use the entire site' (selected) and 'Use only this page'. A 'GET RESULTS' button is at the bottom left of the dialog.

This screenshot shows the results page in the Google Ads Keyword Planner. The search criteria are 'Site: https://www.startups.com', 'United States', 'English', and 'Google'. The results show 1,143 keyword ideas available. A table lists several keyword ideas with their respective metrics.

Keyword	Avg. monthly searches	Three month change	Competition	Ad impression share	Top of page bid (low range)	Top of page bid (high range)
<input type="checkbox"/> sole proprietors	100K - 1M	+900%	Low	-	\$1.26	\$5.07
<input type="checkbox"/> venture capitalist	10K - 100K	0%	Low	-	\$2.38	\$12.34
<input type="checkbox"/> grants to small businesses	10K - 100K	0%	High	-	\$1.17	\$9.99
<input type="checkbox"/> investor angel	10K - 100K	0%	Medium	-	\$2.03	\$8.47
<input type="checkbox"/> company startups	1K - 10K	0%	Low	-	\$1.45	\$5.44
<input type="checkbox"/> startup a company	1K - 10K	0%	Medium	-	\$3.50	\$15.54
<input type="checkbox"/> funded startup	1K - 10K	0%	Medium	-	\$4.14	\$13.02

<https://ads.google.com/>



# Topic Explorer

<https://topics.seomonitor.com/>



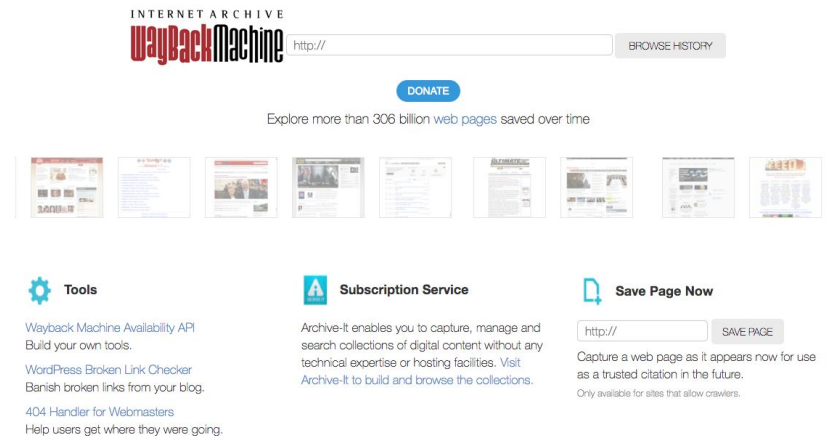
## Keywords Everywhere

KeyWords Everywhere

<https://keywordseverywhere.com/>

# Who has tried this before?

- ? What about Analyst report?
- ? Why did they fail?
- ? Use [Wayback Machine](#) to look back



The screenshot shows the Wayback Machine homepage. At the top, it says "INTERNET ARCHIVE" and "WayBackMachine". There is a search bar with "http://" and a "BROWSE HISTORY" button. Below the search bar is a "DONATE" button and the text "Explore more than 306 billion web pages saved over time". A row of ten small thumbnail images shows various web pages from the archive. Below this are three sections: "Tools" with a gear icon, "Subscription Service" with a blue 'A' icon, and "Save Page Now" with a blue 'D' icon. Each section has a brief description of its services.

**Tools**  
Wayback Machine Availability API  
Build your own tools.  
WordPress Broken Link Checker  
Banish broken links from your blog.  
404 Handler for Webmasters  
Help users get where they were going.

**Subscription Service**  
Archive-It enables you to capture, manage and search collections of digital content without any technical expertise or hosting facilities. Visit Archive-It to build and browse the collections.

**Save Page Now**  
Capture a web page as it appears now for use as a trusted citation in the future.  
Only available for sites that allow crawlers.

# Looking Back

- ? Feature List – then and now
- ? Product Positioning
- ? Pricing changes over time



http://

BROWSE HISTORY

# Competitive Tech Stack

- ? [Builtwith](#)
- ? [Mixpanel](#)
- ? [StackShare](#)
- ? [Siftery](#)
- ? [Ghostery](#) – MarTec Stack

# Updates

- Subscribe to Google Alerts
  - Competitors
  - Thought leaders
  - Analysts
- RSS Reader
  - Specific pages within competitors

# A Note Regarding Biases

## Decision-making, belief, and behavioral biases [\[ edit \]](#)

Many of these biases affect belief formation, business and economic decisions, and human behavior in general. They are characterized by:

Name	
Ambiguity effect	The tendency to avoid options for which missing
Anchoring or focalism	The tendency to rely too heavily, or "anchor", on
Anthropocentric thinking	A tendency observed in children to use human e
Anthropomorphism or personification	The tendency to characterize animals, objects, e
Attentional bias	The tendency of our perception to be affected by
Automation bias	The tendency to depend excessively on automa
Availability heuristic	The tendency to overestimate the likelihood of e be. <sup>[17]</sup>
Availability cascade	A self-reinforcing process in which a collective b
Backfire effect	The reaction to disconfirming evidence by streng
Bandwagon effect	The tendency to do (or believe) things because
Base rate fallacy or Base rate neglect	The tendency to ignore base rate information (g
Belief bias	An effect where someone's evaluation of the log
Ben Franklin effect	A person who has performed a favor for someo
Berkson's paradox	The tendency to misinterpret statistical experime
Bias blind spot	The tendency to see oneself as less biased than
Cheerleader effect	The tendency for people to appear more attracti
Choice-supportive bias	The tendency to remember one's choices as bel
Clustering illusion	The tendency to overestimate the importance of

Questions?  
Where to source your data for  
your research?

# Competitive Slide Examples

## 4. Square

### Competition and Defensibility

Its established presence and niche market give Square a competitive edge



8 of 20



# Value Proposition

# Positioning

- Positioning is holding a place in your customer's mind – not as everything, what's memorable?
- Who is the initial customer
- Think about limiting service and customer first – before you expand
  - You're not precluded from selling other services or products
- What claim or promise will you make?

# Don't Bury the Lead

- Think of this like journalism
- What's the headline?
- What's the Lead?
- What's the Story?

# Testing

- Each pitch is a rapid A/B testing
- Look for 1:Many opportunities to test your value proposition
  - Trade shows
  - Peers
- Test tag lines

# Taglines

- The one sentence summary
- Pull from the Madlibs Pitch
- Benefits to customer – not features
- Simple
- Evolve with the company

# Branding

- You don't have a big budget – so you can't afford brand advertising
- Start with brand neutral and build
- Memorable
- Phonetically easy to spell
- Avoid double letters, etc

# Exercise

- Write out:
  - What makes you different?
  - Why should people buy from you?
- Write your websites tagline and opening paragraph
- What claim/promise will you make
- Write your DRAFT Unique Selling Proposition
- Compare this to your Pitch

# Dave's Madlibs Pitch

Hi, I'm <your name here>, and my company <your Company name here> the problem I'm solving is <insert problem here>. Our product <insert product info here> is designed for our target customer of <insert target customer here>. We make money by <insert method here> and our team is the right team because <insert why you're awesome here>. I need help with <insert help needed here>.

# Markets

# Market Sizing

- How big is the market
  - Cairo
  - GCC
  - MENA
  - Global
- How do you put a BD amount to it?

# Ideal Customer Profile

## B2B

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- Company type
- Vertical
- Size/Stage
- Buyer profile
- User profile

## B2C

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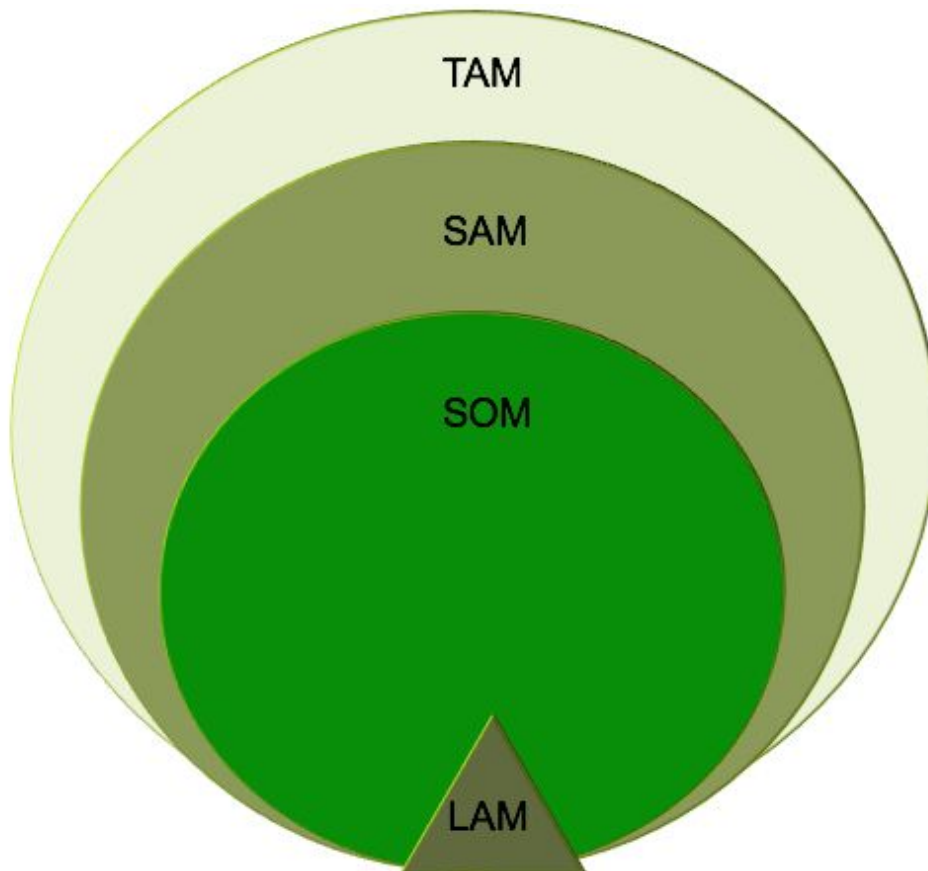
- Profile
- Demographic
- “Name”

# Target Market & Customer

- ? Who's your ICP
- ? How big is the market

# The Academic Exercise

# Who is the Market & Customer



**TAM** – Total Addressable Market  
**SAM** – Service Addressable Market  
**SOM** – Service Obtainable Market  
**LAM** – Launch Addressable Market.  
Who can buy your product at MVP?

# Total Addressable Market

- Also called Total Available Market
  - Think global – launch local
  - The Upside
- Calculating – bottom up, Total number of customers X Annual Revenue for your product
  - Direct Data
    - Explicate data
  - Indirect Data
    - Implicit data
  - Triangulation Data
    - A combination of different data sources

# Service Addressable Market

- Or Serviceable Available Market
- The part of the market that can actually be reached
  - Sales and Marketing driven
  - With the features you have now
  - With the product roadmap you have
  - Competition
- Not everyone that might use it, if they found it, if it was in their language and currency

# Service Obtainable Market

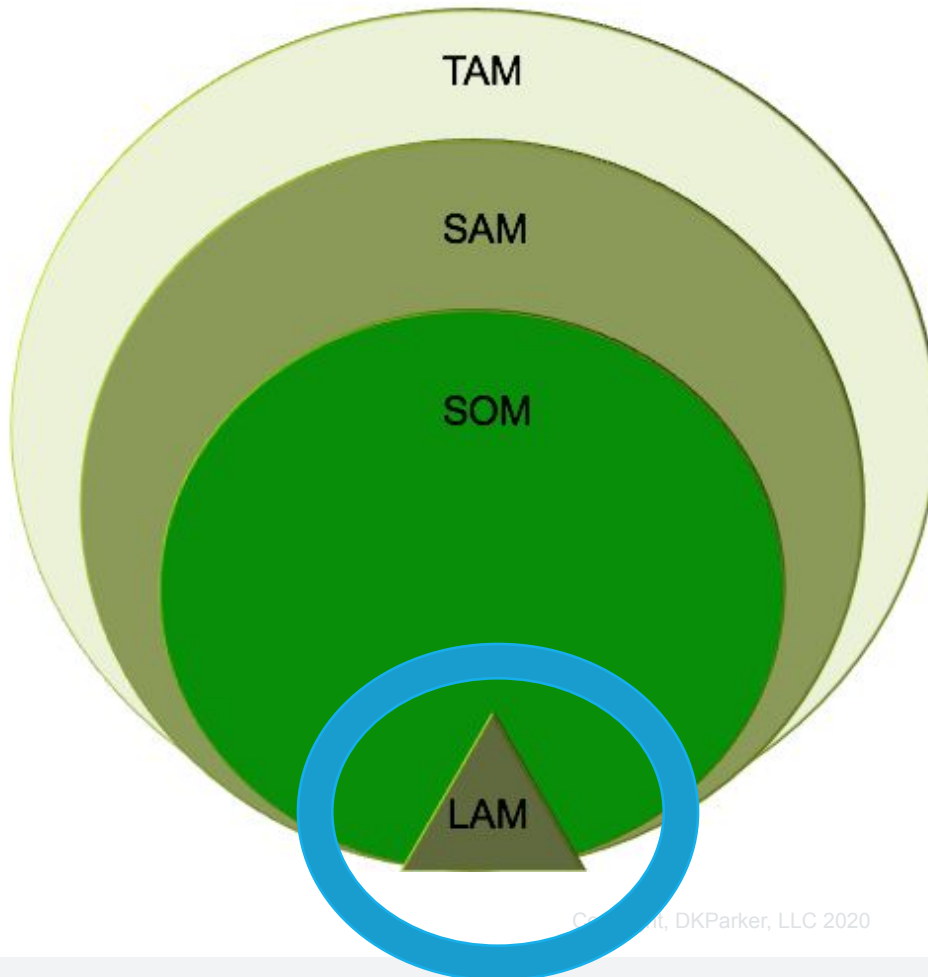
- The subset of the market you can capture
- A proxy for short term upside
- Not Aspirational

# Real World Market Size

# Launch Addressable Market

- Given you TAM, SAM and SOM – WHO is the customer?
- And limited features
- Who can you sell to today?
  - B2B
  - B2C
  - Buyer profile
- What features will you need to launch to expand your market and price?

# Who is the Market & Customer



**TAM** – Total Addressable Market  
**SAM** – Service Addressable Market  
**SOM** – Service Obtainable Market  
**LAM** – Launch Addressable Market.  
Who can buy your product at MVP?

# 10, 100, 1000 Customers

- Have a plan for how you get your first customers
  - 10 – it's you and your co-founder
  - 100 – still you, maybe one inside salesperson, forming a process to scale
  - 1000 – not you, scalable process
- Your LAM maps to your Go-to-Market (GTM)
  - Customer
  - Value Prop
  - Pricing
  - Marketing Spend and Sales effort

# Market Conditions

- Nascent/New market
  - Uber, AirBnB
- Large markets - >\$100M or \$1B
  - Large market provide “at bat” opportunities
  - Small markets suck
- Headwinds or tailwinds?
  - Covid

# Who is your customer?

- Product vs. Services
  - Product is something you can deliver or ship – can you make \$\$ while you sleep
  - Services require people to deliver on the value and promise – consulting or a restaurant
- Who pays the bill?
  - A business
  - The Consumer
- The product user and who pays can be different as in Facebook or Google that make money on advertising

# Why/How do they buy?

- Make Money vs. Save Money?
- Searching for product
- Needs to be sold

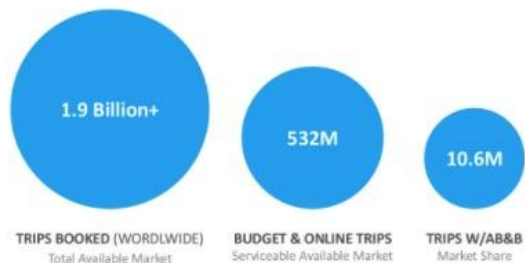
# Bottoms Up Market Size

- ? How many people can buy your product – given current features/limitations
- ? How many companies can buy your product – given current features/limitations
- ? Market Growth
  - ? Location
  - ? Region
  - ? Global

# Market Size Examples

## 2. Airbnb

### Market Size

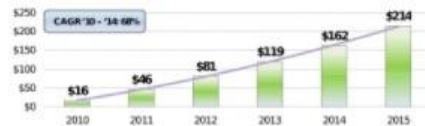


5

## 4. Square

### The Market

Mobile payments is a massive, rapidly growing but underpenetrated industry



Dollar Amount of Mobile Payments in The U.S. (billions)\*

**Opportunity**

- Traditional card readers are **unfriendly & expensive**
- Difficult for small business owners to use card services
- Alternative online services are **expensive**

**Market Changes**

- Rapidly burgeoning interest in mobile payments
- NFC tech adoption but credit card usage prevails
- Capturing a loyal user base has huge revenue potential

**Square Positioning**

- First mover advantage
- Scalable across multiple platforms
- Low costs address target customer needs

\*Source: Ate Group

## UberCab

## Overall Market

- \$4.2B annually and growing
- Top 4 players combined only 22% of revenues

### 7.25 THE UNITED STATES

Year	Taxi and Limousine Service (US \$ mln): The United States 2004 - 2014		
	The United States	% of Region	% of Globe
2004	3,858.07	89.89%	22.70%
2005	3,942.95	89.85%	22.42%
2006	4,029.70	89.82%	22.13%
2007	4,118.35	89.78%	21.85%
2008	4,208.95	89.74%	21.56%
2009	4,301.55	89.71%	21.29%
2010	4,396.19	89.68%	21.03%
2011	4,492.90	89.64%	20.76%
2012	4,591.75	89.61%	20.49%
2013	4,692.76	89.57%	20.22%
2014	4,796.00	89.53%	19.95%

Source: Philip M. Parker, INSEAD, copyright 2008, [www.iscomgroupsonline.com](http://www.iscomgroupsonline.com)

# Exercise - How Big is Your Market

# Dave's Madlibs Pitch

Hi, I'm <your name here>, and my company <your Company name here> the problem I'm solving is <insert problem here>. Our product <insert product info here> is designed for our target customer of <insert target customer here>. We make money by <insert method here> and our team is the right team because <insert why you're awesome here>. I need help with <insert help needed here>.

# Awkward Co-Founder Discussions

# Everyone Has Expectations

- Set up a process to get the expectations out in the open
- Pre-Incorporation
  - Meeting 1 of 2
    - Why do you want to do this
    - Capital in vs out
    - Timing of life
    - Passion
  - Go to Startup Equity Calculator

# Co-Founders – Part 1

## Startup Equity Calculator - To Get Started

Welcome to the [Co-Founder Equity Calculator](#)! It is based on almost 3 years of one-on-one discussions with entrepreneurs through the co-founders meetup and 8 editions of the [startup conference](#).

Fill out as many of the questions below as possible. If the question doesn't apply to your situation, leave the answer blank. For questions where selecting multiple founders is allowed, try to limit your selection to one or two founders, not everyone.

What this calculator doesn't do: it doesn't handle salaries, co-founders who invest significant cash, or co-founders who join long after the first version of a product has shipped.

For projects that are heavily design-oriented, it's ok to replace the questions about development by design, but keep in mind that you need developers as well.

This calculator is experimental. If you don't like the results, [drop me an e-mail](#) with details and I'll try to make improvements. Thanks!

Also try the [Venture Capital Funding Calculator](#): will VCs invest in your startup or not?

If you need legal advice for your early-stage startup, I recommend [Grelas Shah](#) in Silicon Valley. That firm was founded by one of the more respected [commenters](#) on Hacker News.

Other good stuff to read: [Startup Trends 2017](#) / [Google salaries hurting startups](#) / [Famous Co-Founder Issues](#)

## The Questions

Question	Founder 1	Founder 2	Founder 3	Founder 4
Who is the CEO?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which founders are coding most of the site/app?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Who had the original idea and told the others?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you could magically hire a few developers, would one of the founders become their manager, and if so, who?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which founders are working part-time and will join full-time once you get funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If this founder left, it would severely impact your chances of raising funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If this founder left, your development schedule would be severely impacted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Co-founders, part 2

- Meeting 2 of 2
  - Print out a copy- bring it to the meeting
  - How far off are you? What responsibilities?
- At Incorporation
  - Reverse vesting schedule
  - What happens when someone leaves?
- Option pool 20%
- Why 50/50 is the only wrong decision

# Post Incorporation

- ? Milestones/Deliverables
- ? Slicing Pie
  - ? Market rates
    - ? Don't over inflate
  - ? Track time and contribution
  - ? Regular meeting
    - ? Weekly standups
- ? Make HR changes fast – they won't get easier



David Parker  
CEO  
Last active few seconds ago  
Slices: 0  
Well: 0%  
Well Balance: 0 USD  
Pie: 0%

- ✓ Add Contribution
- Time
- Expenses
- Supplies
- Equipment
- Sales
- Royalty
- Facilities
- Finder's Fee
- Other

# Dave's Madlibs Pitch

Hi, I'm <your name here>, and my company <your Company name here> the problem I'm solving is <insert problem here>. Our product <insert product info here> is designed for our target customer of <insert target customer here>. We make money by <insert method here> and our team is the right team because <insert why you're awesome here>. I need help with <insert help needed here>.

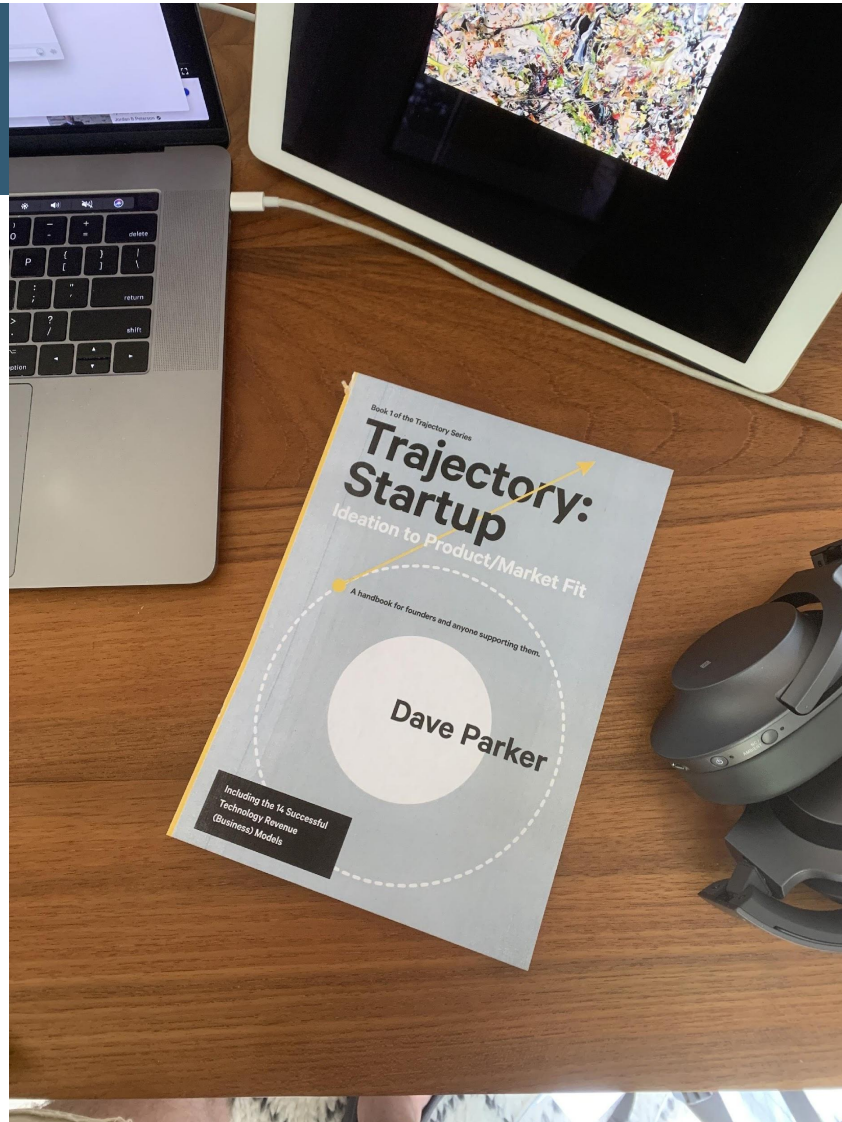
# Week 1 Deliverables

- Track your Venture Ready Score Before/After
  - What can you do over the next 90 days to improve
- Start drafting your 13 slides
- List your research, competition and sources
- Outline your Market including your TAM, SAM, & SOM (hint, it's a number)
- Write is your pre-mortem – if you were to fail, why would you fail
- Draft your value proposition
- Outline your existing and required Customer Development data
- Have your awkward co-founder discussion

# Week 1 Deliverables

- 1. Title, Value Proposition, Contact Info**
  2. Traction
  - 3. Problem/Solution**
  - 4. Market – TAM, SAM, SOM**
  - 5. Timing/Competition**
  6. Product Roadmap/Demo
  7. How You Make Money/Key Metrics
  8. Go-To-Market
  9. Secret Sauce/Moat/IP
  - 10. Team**
  11. Clear Ask
- Supporting Slides – Roadmap, etc.

[Blog Post](#)



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THANKS!