

Planning for success preventing the 'FlopStarter'

Anna Thomlinson

Managing Director Start it @KBC

@akthomlinson

Accelerators, incubators, UK government
fund, university department for
entrepreneurship

6 years in the London startup scene until
moving to Brussels in 2017

Worked with businesses in all sectors; many
high growth models

Why is planning important?

Money

Time

Family & friends

Motivation












The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>																								
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>																									
		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="1"><thead><tr><th>TYPES</th><th>FIXED PRICING</th><th>DYNAMIC PRICING</th></tr></thead><tbody><tr><td>Asset sale</td><td>List Price</td><td>Negotiation/Bargaining</td></tr><tr><td>Usage fee</td><td>Product feature dependent</td><td>Paid Management</td></tr><tr><td>Subscription Fee</td><td>Customer segment dependent</td><td>Real-time Market</td></tr><tr><td>Licensing/Leasing</td><td>Volume dependent</td><td></td></tr><tr><td>Licensing</td><td></td><td></td></tr><tr><td>Brokerage fees</td><td></td><td></td></tr><tr><td>Advertising</td><td></td><td></td></tr></tbody></table>			TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation/Bargaining	Usage fee	Product feature dependent	Paid Management	Subscription Fee	Customer segment dependent	Real-time Market	Licensing/Leasing	Volume dependent		Licensing			Brokerage fees			Advertising		
TYPES	FIXED PRICING	DYNAMIC PRICING																										
Asset sale	List Price	Negotiation/Bargaining																										
Usage fee	Product feature dependent	Paid Management																										
Subscription Fee	Customer segment dependent	Real-time Market																										
Licensing/Leasing	Volume dependent																											
Licensing																												
Brokerage fees																												
Advertising																												










The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>																								
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>																									
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="1"><thead><tr><th>TYPES</th><th>FIXED PRICING</th><th>DYNAMIC PRICING</th></tr></thead><tbody><tr><td>Asset sale</td><td>List Price</td><td>Negotiation/Bargaining</td></tr><tr><td>Usage fee</td><td>Product feature dependent</td><td>Paid Management</td></tr><tr><td>Subscription Fee</td><td>Customer segment dependent</td><td>Real-time Market</td></tr><tr><td>Licensing/Merch/Leasing</td><td>Volume dependent</td><td></td></tr><tr><td>Licensing</td><td></td><td></td></tr><tr><td>Brokerage fees</td><td></td><td></td></tr><tr><td>Advertising</td><td></td><td></td></tr></tbody></table>			TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation/Bargaining	Usage fee	Product feature dependent	Paid Management	Subscription Fee	Customer segment dependent	Real-time Market	Licensing/Merch/Leasing	Volume dependent		Licensing			Brokerage fees			Advertising		
TYPES	FIXED PRICING	DYNAMIC PRICING																										
Asset sale	List Price	Negotiation/Bargaining																										
Usage fee	Product feature dependent	Paid Management																										
Subscription Fee	Customer segment dependent	Real-time Market																										
Licensing/Merch/Leasing	Volume dependent																											
Licensing																												
Brokerage fees																												
Advertising																												

Who is your customer?

B2B – big or small

B2C – age, ethnicity, early tech adopter,
offline/ online buyer

B2B2C – will the business represent you
well/ do you need to educate them?
Swimming pool example











The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>																					
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>																						
	<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="1"><thead><tr><th>TYPES</th><th>FIXED PRICING</th><th>DYNAMIC PRICING</th></tr></thead><tbody><tr><td>Asset sale</td><td>List Price</td><td>Negotiation/Bargaining</td></tr><tr><td>Usage fee</td><td>Product feature dependent</td><td>Paid Management</td></tr><tr><td>Subscription Fee</td><td>Customer segment dependent</td><td>Real-time Market</td></tr><tr><td>Licensing/Merchandise</td><td>Volume dependent</td><td></td></tr><tr><td>Licensing</td><td></td><td></td></tr><tr><td>Brokerage fees</td><td></td><td></td></tr><tr><td>Advertising</td><td></td><td></td></tr></tbody></table>	TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation/Bargaining	Usage fee	Product feature dependent	Paid Management	Subscription Fee	Customer segment dependent	Real-time Market	Licensing/Merchandise	Volume dependent		Licensing			Brokerage fees			Advertising		
TYPES	FIXED PRICING	DYNAMIC PRICING																							
Asset sale	List Price	Negotiation/Bargaining																							
Usage fee	Product feature dependent	Paid Management																							
Subscription Fee	Customer segment dependent	Real-time Market																							
Licensing/Merchandise	Volume dependent																								
Licensing																									
Brokerage fees																									
Advertising																									

What do your customers do today & what will they do tomorrow?

Are customers still joining the market & will this change?

Do they buy via 3rd parties & what future technologies will be used to enable sales? e.g. Amazon












The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners  Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? CATEGORIES Production Problem Solving Platform/Network	Value Propositions  What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability	Customer Relationships  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation	Customer Segments  For whom are we creating value? Who are our most important customers? MARKETS Mass Market Niche Market Segmented Diversified Multi-sided Platform			
	Key Resources  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial		Channels  Through which Channels do our Customer Segments want to be reached? How should we reach them now? How do our Channels integrate? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? After sales How do we provide post-purchase customer support?				
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope		Revenue Streams  For what value is our customers really willing to pay? For what are they currently paying? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? <table border="0"><tr><td>TYPES Asset sale Usage fee Subscription/Paid Licensing/Leasing Licensing Brokerage fees Advertising</td><td>FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent</td><td>DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market</td></tr></table>			TYPES Asset sale Usage fee Subscription/Paid Licensing/Leasing Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market
TYPES Asset sale Usage fee Subscription/Paid Licensing/Leasing Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market					

A red rectangular block sits on a white rectangular base. Several red petals are scattered around the base. In the background, a hammer is visible, suggesting the block was just struck. The scene is set against a light gray background.

**Does your offering meet
their needs?**

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
Newness
Performance
Customization
"Conquering the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Customer Segments



For whom are we creating value?
Who are our most important customers?

MARKET TYPES
Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand, patents, copyrights, data)
Human
Financial

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

Cost Structure



What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams



For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES	FIXED PRICING	DYNAMIC PRICING
Asset sale	List Price	Negotiation/Bargaining
Usage fee	Product feature dependent	Paid Management
Subscription Fee	Customer segment dependent	Real-time Market
Licensing/Marketing/Advertising	Volume dependent	

How will they find you & you find them?

Website – how much needs investing into it?

Online adverts - will they click on them?

Social media – do they read about their industry in leisure time?

Industry events – do the decision makers attend?

On the phone – who will make the call?

Agents – can someone reach your audience better than you can?












The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	Key Activities  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	Value Propositions  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	Customer Relationships  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	Customer Segments  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>			
	Key Resources  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		Channels  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>				
Cost Structure  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		Revenue Streams  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"><tr><td>TYPES Asset sale Usage fee Subscription Fee Licensing/Leasing/Advertising Licensing Brokerage fees Advertising</td><td>FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent</td><td>DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market</td></tr></table>			TYPES Asset sale Usage fee Subscription Fee Licensing/Leasing/Advertising Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market
TYPES Asset sale Usage fee Subscription Fee Licensing/Leasing/Advertising Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Yield Management Real-time Market					



Forecasting template



File Edit View Insert Format Data Tools Add-ons Help Last edit was made 3 days ago by Bea Cleeren



SHARE

100% ▾

\$ % .0 .00 123 ▾

Calibri ▾

11 ▾

B *I* A

A) Price = €? (High option) e.g. €20

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	A) Price = €? (High option) e.g. €20																
2		Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	YR1 End	YR2 End	YR3 End	
3	Price (€)	20	20	20	20	20	20	20	20	20	20	20	20				
4	Planned monthly no. of units to be sold	15	20	27	38	55	79	100	110	115	140	175	220	1094	0	0	
5	Monthly costs	€21,000.0	€0.00	€1,020.00	€40.00	€6,040.00	€40.00	€60.00	€60.00	€220.00	€220.00	€420.00	€420.00	€29,540.00	€0.00	€0.00	
6	Investment/ subsidies/ loans	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	
7	Net Income	€300.00	€400.00	€540.00	€760.00	€1,100.00	€1,580.00	€2,000.00	€2,200.00	€2,300.00	€2,800.00	€3,500.00	€4,400.00	€21,880.00	€26,256.00	€36,758.40	
8	Costs to date	€21,000.0	€21,000.0	€22,020.0	€21,980.0	€28,020.0	€27,980.0	€28,040.0	€27,980.0	€28,200.0	€27,980.0	€28,400.0	€27,980.0	€780.00	€936.00	€1,310.40	
9	Gross Income (Cash flow)	€20,700.0	€400.00	€480.00	€720.00	€4,940.00	€1,540.00	€1,940.00	€2,140.00	€2,080.00	€2,580.00	€3,080.00	€3,980.00	€7,660.00			
10	Gross income to date	€20,700.0	€20,300.0	€20,780.0	€20,060.0	€25,000.0	€23,460.0	€21,520.0	€19,380.0	€17,300.0	€14,720.0	€11,640.0	€7,660.00				
11	Year End Total Income													€7,660.00	Apply 20%	Apply 40% growth in sales	
12																	
13	B) Price = €? (Medium option) e.g. €18																
14		Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	YR1 End	YR2 End	YR3 End	
15	Price (€)	18	18	18	18	18	18	18	18	18	18	18	18				
16	Planned monthly no. of units to be sold	15	20	27	38	55	79	100	110	115	140	175	220	1094	0	0	
17	Monthly costs	€21,000.0	€0.00	€1,020.00	€40.00	€6,040.00	€40.00	€60.00	€60.00	€220.00	€220.00	€420.00	€420.00	€29,540.00	€0.00	€0.00	
18	Investment/ subsidies/ loans	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	
19	Net Income	€270.00	€360.00	€486.00	€684.00	€990.00	€1,422.00	€1,800.00	€1,980.00	€2,070.00	€2,520.00	€3,150.00	€3,960.00	€19,692.00	€23,630.40	€33,082.56	
20	Costs to date	€21,000.0	€21,000.0	€22,020.0	€21,980.0	€28,020.0	€27,980.0	€28,040.0	€27,980.0	€28,200.0	€27,980.0	€28,400.0	€27,980.0	€780.00	€936.00	€1,310.40	
21	Gross Income (Cash flow)	€20,730.0	€360.00	€534.00	€644.00	€5,050.00	€1,382.00	€1,740.00	€1,920.00	€1,850.00	€2,300.00	€2,730.00	€3,540.00	€9,848.00			
22	Gross income to date	€20,730.0	€20,370.0	€20,904.0	€20,260.0	€25,310.0	€23,928.0	€22,188.0	€20,268.0	€18,418.0	€16,118.0	€13,388.0	€9,848.00				
23	Year End Total Income													€9,848.00	Apply 20%	Apply 40% growth in sales	
24																	
25	C) Price = €? (Low option) e.g. €15																
26		Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	YR1 End	YR2 End	YR3 End	
27	Price (€)	15	15	15	15	15	15	15	15	15	15	15	15				
28	Planned monthly no. of units to be sold	15	20	27	38	55	79	100	110	115	140	175	220	1094	0	0	
29	Monthly costs	€21,000.0	€0.00	€1,020.00	€40.00	€6,040.00	€40.00	€60.00	€60.00	€220.00	€220.00	€420.00	€420.00	€29,540.00	€0.00	€0.00	





Forecasting template



File Edit View Insert Format Data Tools Add-ons Help

Last edit was made 3 days ago by Bea Cleeren



SHARE

100% \$ % .0 .00 123 Calibri 11 B I S A

fx

Costs

	A	B	C	D	E	F	G	H	I	J	
1	Costs	Annual estimate	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	
2	Operations	0									
3	Company formation & maintenance	€18,000	€18,000								
4	Tax	500			€500						
5	Salaries	6000					€6,000				
6	Social Security	500			€500						
7	Insurance	€1,000	€1,000								
8	Accountant	€1,000	€1,000								
9	Legal	€1,000	€1,000								
10	CRM system	200			€20	€20	€20	€20	€20	€20	
11	Marketing	0									
12	Facebook	335				€5	€5	€5	€10	€10	
13	Twitter	335				€5	€5	€5	€10	€10	
14	Google Ads	335				€5	€5	€5	€10	€10	
15	Other	335				€5	€5	€5	€10	€10	
16	Other Expenses	0									
17	Examples	0									
18	Total	€0.00	€21,000.00	€0.00	€1,020.00	€40.00	€6,040.00	€40.00	€60.00	€60.00	
19											
20											
21											
22											
23											
24											
25											
26											
27											



Price Options

Volume options

Costs

Sales Opportunities



Explore










The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>															
	<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>																
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="1"><thead><tr><th>TYPES</th><th>FIXED PRICING</th><th>DYNAMIC PRICING</th></tr></thead><tbody><tr><td>Asset sale</td><td>List Price</td><td>Negotiation/Bargaining</td></tr><tr><td>Usage fee</td><td>Product feature dependent</td><td>Paid Management</td></tr><tr><td>Subscription Fee</td><td>Customer segment dependent</td><td>Real-time Market</td></tr><tr><td>Licensing/Marketing/Advertising</td><td>Volume dependent</td><td></td></tr></tbody></table>			TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation/Bargaining	Usage fee	Product feature dependent	Paid Management	Subscription Fee	Customer segment dependent	Real-time Market	Licensing/Marketing/Advertising	Volume dependent	
TYPES	FIXED PRICING	DYNAMIC PRICING																	
Asset sale	List Price	Negotiation/Bargaining																	
Usage fee	Product feature dependent	Paid Management																	
Subscription Fee	Customer segment dependent	Real-time Market																	
Licensing/Marketing/Advertising	Volume dependent																		

WHAT IS MISSING?

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<h3>Key Partners</h3>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h3>Key Activities</h3>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h3>Customer Relationships</h3>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>																								
<h3>Key Resources</h3>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>		<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>																										
<h3>Cost Structure</h3>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="1"><thead><tr><th>TYPES</th><th>FIXED PRICING</th><th>DYNAMIC PRICING</th></tr></thead><tbody><tr><td>Asset sale</td><td>List Price</td><td>Negotiation/Bargaining</td></tr><tr><td>Usage fee</td><td>Product feature dependent</td><td>Paid Management</td></tr><tr><td>Subscription Fee</td><td>Customer segment dependent</td><td>Real-time Market</td></tr><tr><td>Licensing/Merch/Leasing</td><td>Volume dependent</td><td></td></tr><tr><td>Licensing</td><td></td><td></td></tr><tr><td>Brokerage fees</td><td></td><td></td></tr><tr><td>Advertising</td><td></td><td></td></tr></tbody></table>			TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation/Bargaining	Usage fee	Product feature dependent	Paid Management	Subscription Fee	Customer segment dependent	Real-time Market	Licensing/Merch/Leasing	Volume dependent		Licensing			Brokerage fees			Advertising		
TYPES	FIXED PRICING	DYNAMIC PRICING																										
Asset sale	List Price	Negotiation/Bargaining																										
Usage fee	Product feature dependent	Paid Management																										
Subscription Fee	Customer segment dependent	Real-time Market																										
Licensing/Merch/Leasing	Volume dependent																											
Licensing																												
Brokerage fees																												
Advertising																												

COMPETITORS!



2017

EUROPEAN SCALEUPS REPORT



**How do you know who
your competitors are?**

- ❑ Check lists i.e. top cleantech startups in Europe
- ❑ [Crunchbase](#), Angelist, F6S
- ❑ Ask your potential customers
- ❑ Search portfolios of incubators, accelerators & VCs

The background of the slide features three stylized, low-poly cartoon figures standing in a hallway with a striped floor and a red rope barrier. The figures are rendered in a flat, geometric style with muted colors. The central figure is a blonde woman in a brown dress, flanked by two other figures, one with brown hair and one with dark skin and brown hair. They are all holding red heart-shaped objects.

Speed
Customer Service
Innovative/ new
Price (doesn't have to be
cheaper, can be payment terms)
Ease of use

Why are you better than the alternative(s)?

So two big questions remain:

Is the market big enough to bother?

How will what you've learned
change your product?



Putting a number on the market size

Ask a venture capitalist

Public [library](#) databases

[Trends Top](#)

[Twitter](#)

National public [database](#)

Back of a napkin calculation










The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners  Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? CATEGORIES Production Problem Solving Platform/Network	Value Propositions  What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Novelty Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability	Customer Relationships  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation	Customer Segments  For whom are we creating value? Who are our most important customers? ALIAS MARKET Niche Market Segmented Diversified Multi-sided Platform			
	Key Resources  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial		Channels  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?				
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope			Revenue Streams  For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? <table border="0"><tr><td>TYPES Asset sale Usage fee Subscription/Paid Licensing/merch/leasing Licensing Brokerage fees Advertising</td><td>FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent</td><td>DYNAMIC PRICING Negotiation/Bargaining Pricing Management Real-time Market</td></tr></table>		TYPES Asset sale Usage fee Subscription/Paid Licensing/merch/leasing Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Pricing Management Real-time Market
TYPES Asset sale Usage fee Subscription/Paid Licensing/merch/leasing Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation/Bargaining Pricing Management Real-time Market					

BMC 2.0

Excel

Pimento Map

Asana, Trello, Jira



Start it @KBC: A YEAR LONG PROGRAMME

Kick - Off

Oct 17

Hurray

Made it!

Bootcamp

Oct 17/18

Compulsory

Get a Head
Start!

Boardroom

AFTER 3
MONTHS

Compulsory

First
Assessment

How can we
help?

Boardroom

AFTER 6
MONTHS

Voluntary

Second
Assessment

What do you
still need?

Exit

Oct
2020

Tools to
grow

Ready to
conquer the
world!

Any questions?

anna@startit.be

@akthomlinson