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



Designed for: Designed by:

8

Date:

Version:

Key Partners



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

MEDIALDONA FOR ANATHERS HER

Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities

Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

What Key Resources do our Value Propositions require?

Our Distribution Channels? Customer Relationships?

Our Distribution Channels?

Revenue streams?

Production Problem Solving History/Network

What Key Activities do our Value Propositions require?



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?

Brand-Status Price Cost Medication Alak Anduction

business model?

How costly are they?

Dedicated Personal Assistance Set Service Automated Services Communities Co-creation

and maintain with them? Which ones have we established?

How are they integrated with the rest of our

Customer Relationships



Customer Segments



What type of relationship does each of our For whom are we creating value? Customer Segments expect us to establish Who are our most important oustomers?

Aiche Market Segmented Diversified Auto-sided Platform

Members Membersance Customization "Getting the Jeb Done"

Channels

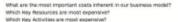


Through which Channels do our Customer Segments mart to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best?

Which ones are most cost-efficient? How are we integrating them with customer routines?

- How do see nation awareness about our company's products and services?
- Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?
- You do we allow customers to purchase specific products and services?
- Oelivery
 rew do we deliver a libbue Propesition to sustaneers?
 After sales. How all we provide peak parchase continuer support?

Cost Structure



Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Economies of scale Economies of scape



Revenue Streams



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?

Accept spile Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nes

List Price Product feature dependent Customer segment House dependent

STREET, PRICES. Megabistion (bergaining) Hold Management Real-time-Market



Designed by:

Version:

Key Partners



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

MEDIALDONA FOR ANATHERS HER Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities

Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

Our Distribution Channels?

Revenue streams?

Production Problem Solving History/Network

What Key Activities do our Value Propositions require?



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?

Members Membersance Customization "Getting the Jeb Done" Brand-Status Price Cost Medication Alak Anduction

Designed for:

Customer Relationships

What type of relationship does each of our

Customer Segments expect us to establish

How are they integrated with the rest of our

and maintain with them? Which ones have we established?

business model?

Personal assistance Declicated Personal Assistance Self-Service Automated Services Communities Co-creation

How costly are they?



Customer Segments



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

Aliche Market Segreeted Diversified Multi-sided Mattore





What Key Resources do our Value Propositions require? Through which Channels do our Customer Segments mart to be reached? Our Distribution Channels? Customer Relationships? 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?

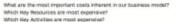
How do see nation awareness about our company's products and services?

Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?

You do we allow customers to purchase specific products and services?

 Delivery:
 row do we deliver a librar Propestion to suctamens?
 After sales. How all we provide peak parchase continuer support?

Cost Structure



Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Pronomies of scale Economies of scape



Revenue Streams



How are they currently paying?

How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

Accept spile Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nes

List Price Product feature dependent Customer segment Holone placendent

STREET, PRICES. Megotistion (bargaining) Hold Management Real-time-Market



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



Designed by:

Date:

Version:

Key Partners



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

MEDIALDONA FOR ANATHERS HER Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities Our Distribution Channels?

Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

What Key Resources do our Value Propositions require?

Our Distribution Channels? Customer Relationships?

Revenue streams?

Production Problem Solving History/testwork

What Key Activities do our Value Propositions require?



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?

Designed for:

Members Membersance Customization "Getting the Jab Dane" Brand-Status Price Cost Medication Alak Anglyction

8

Customer Relationships

What type of relationship does each of our

Customer Segments expect us to establish

How are they integrated with the rest of our

and maintain with them? Which ones have we established?

business model?

Personal assistance Dedicated Personal Assistance Set Service Automated Services Communities Co-creation

How costly are they?



Customer Segments



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

Aliche Market Segreeted Diversified Multi-sided Mattore

Channels



Through which Channels do our Customer Segments mart 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?

- How do see nation awareness about our company's products and services?
- Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?
- How do we allow customers to purchase specific products and services?
- Delivery
 How do we obliver a libbue Propestion to sustamers?

 B. After sales

How all we provide peak parchase continuer 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?

Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Economies of scale Economies of scape



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?

Canding Menting/Calasing

LAT PRICE Product feature dependent Customer segment Holone placendent

STRAME PRESS. Awardistler Swoaming Hold Management Neal-brise-Market

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



Designed f

Designed by:

Date:

Version:

Key Partners

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

MEDIALDONA FOR ANATHERS HER

Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities

Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

What Key Resources do our Value Propositions require?

Our Distribution Channels? Customer Relationships?

Our Distribution Channels?

Revenue streams?

Production Problem Solving History/Network

What Key Activities do our Value Propositions require?



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?

Nevness Perforcance Customination
'Getting the Jeb Dane' BranchStatus Price Cost Mediuction Alak Anduction

Customer Relationships

What type of relationship does each of our

Customer Segments expect us to establish

low are they integrated with the rest of our

and maintain with them? Which ones have we established?

isiness model?

pw costly are they?

led Personal Assistance



Customer Segments



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

Aiche Market Segmented Diversified Auto-sided Platform

Channels



Through which Channels do our Customer Segments. mart to e reached? How are we reaching them now?

How an our Channels integrated? Which was work best? nes are most cost-efficient?

we integrating them with customer routines?

over notice awareness about our company's products and services?

atour do une Andro cuadomiero evaliuado con organizacionio Malue Propesitiani

can do se obliver a libbur Propestition to subtamens?

w do we provide past parchase sustainer 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?

Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Economies of scale Economies of scape

Revenue Streams

e our oustomers really willing to pay? they currently pay?

they currently paying? How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

Accept spile Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nes

List Price Product feature dependent Customer segment House dependent

STREET, PRICES. Megabistion (bergaining) Hold Management Real-time-Market





Designed by:

Date:

Version:

Key Partners



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

METVALTIONS FOR PARTNERSHIPS

Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities



Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

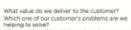
What Key Resources do our Value Propositions require?

Our Distribution Channels? Customer Relationships?

Production Problem Solving History/Network

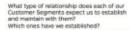
Value Propositions

Designed for:



What bundles of products and services are we offering to each Customer Segment Which customer needs are we satisfying?

Customer Relationships



How are they integrated with the rest of our business model?

How costly are they?

Personal assistance Declicated Personal Assistance Self-Service Automated Services Communities Co-creation

Customer Segments

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

Aliche Market Segreeted Diversified Multi-sided Mattore

Channels



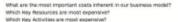
Through which Channels do our Customer Segments mart to be reached? How are we reaching them now?

How are our Channels integrated? Which ones work best? Which ones are most cost-efficient?

How are we integrating them with customer routines?

- How do see nation awareness about our company's products and services?
- Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?
- Delivery:
 row do we deliver a librar Propestion to suctamens?
 After sales.
- How do we provide past purchase customer support?

Cost Structure



Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Pronomies of scale Economies of scape



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?

Asset sain Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nes List Price Product feature dispendent Customer segment House dependent

STREET, PRICES. Megabistion (bergaining) Hold Management Real-time-Market



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?



Designed for: Designed by: Date:

Version:

Key Partners

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

MEDIALDONA FOR ANATHERS HER

Optimization and aconomy Reduction of risk and oncertainty Acquisition of particular resources and activities

Key Activities



What Key Activities do our Value Propositions require? Our Distribution Channels?

Production Problem Solving History/Network

Revenue streams?

Key Resources

Intellectual Covered patients, copyrights, distall

Revenue Streams?

TYPES OF RESOURCES

What Key Resources do our Value Propositions require?

Our Distribution Channels? Customer Relationships?

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?

Members Membersance Customization "Getting the Jeb Done" Brand-Status Price Cost Medication Alak Anduction

Customer Relationships

What type of relationship does each of our

Customer Segments expect us to establish

How are they integrated with the rest of our

and maintain with them? Which ones have we established?

business model?

Personal assistance Declicated Personal Assistance Self-Service Automated Services Communities Co-creation

How costly are they?



Customer Segments



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

Aiche Market Segmented Diversified Auto-sided Platform

Channels



Through which Channels do our Customer Segments mart 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?

- How do see nation awareness about our company's products and services?
- Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?
- Delivery:
 row do we deliver a librar Propestion to suctamens?
 After sales.

How all we provide peak parchase continuer 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?

Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Enonormes of scale



Revenue Streams



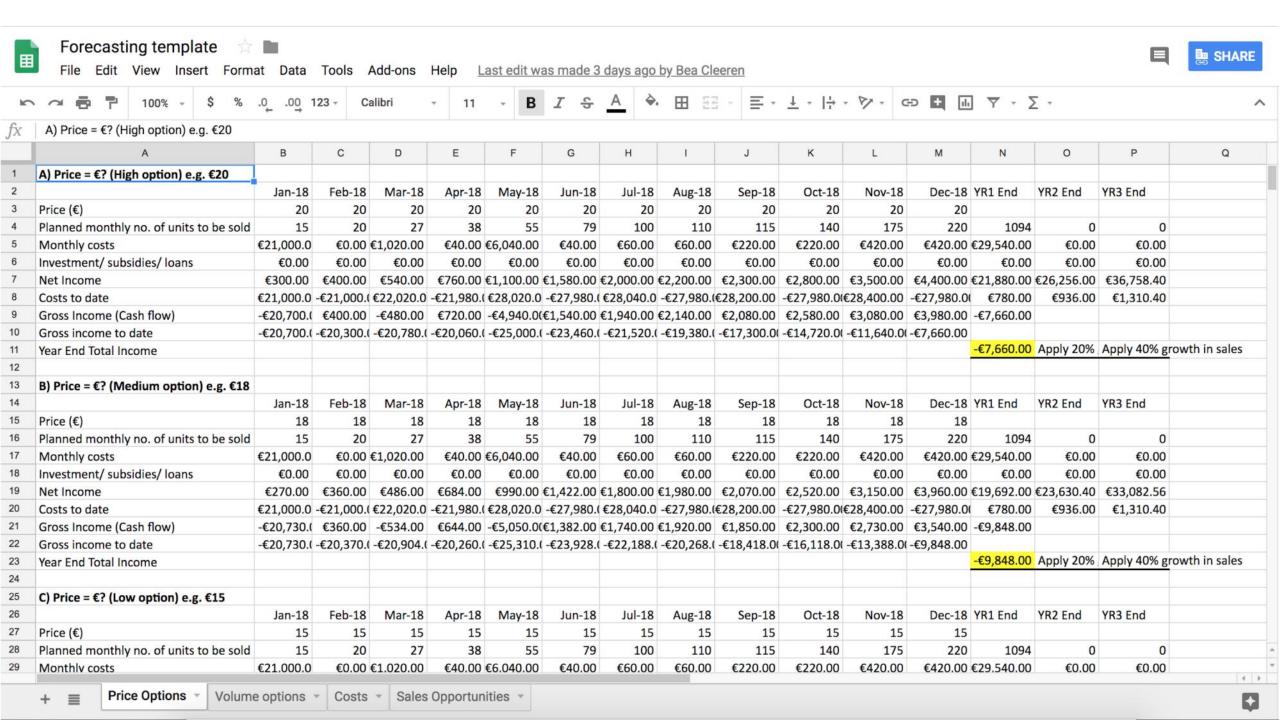
for what do they currently pay? low are they currently paying?

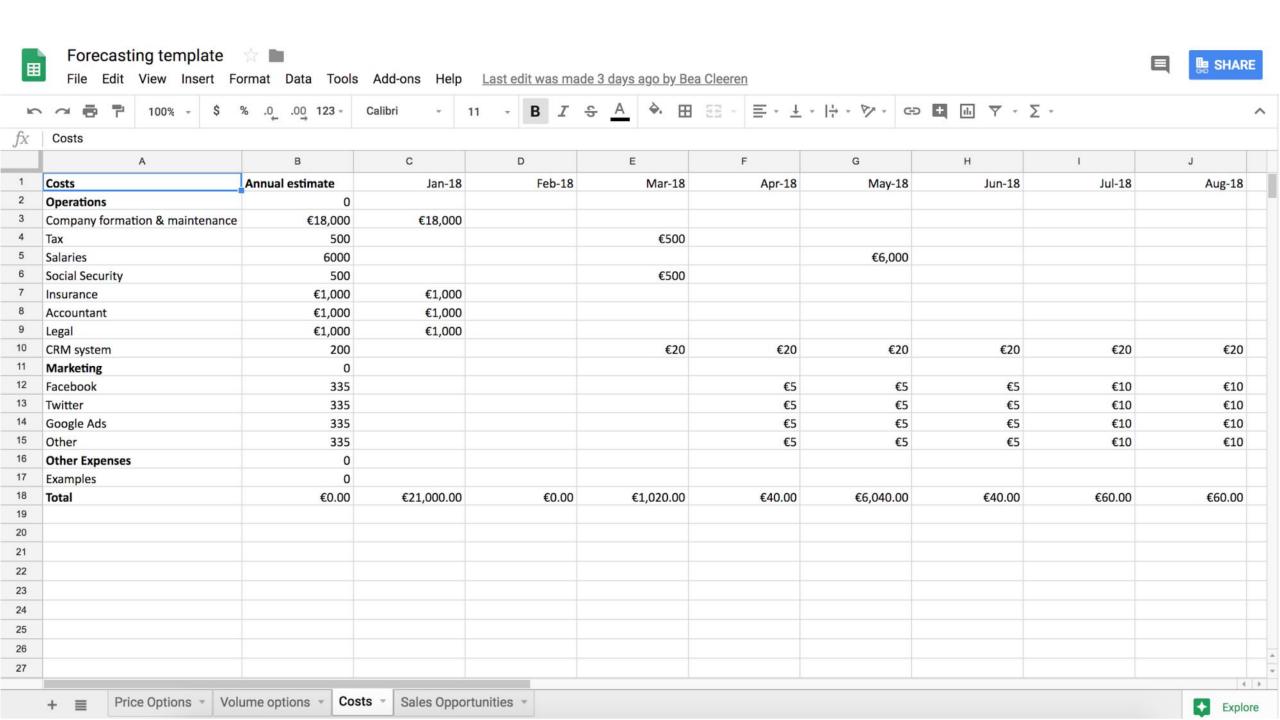
tow would they prefer to pay? ow much does each Revenue Stream contribute to overall revenues?

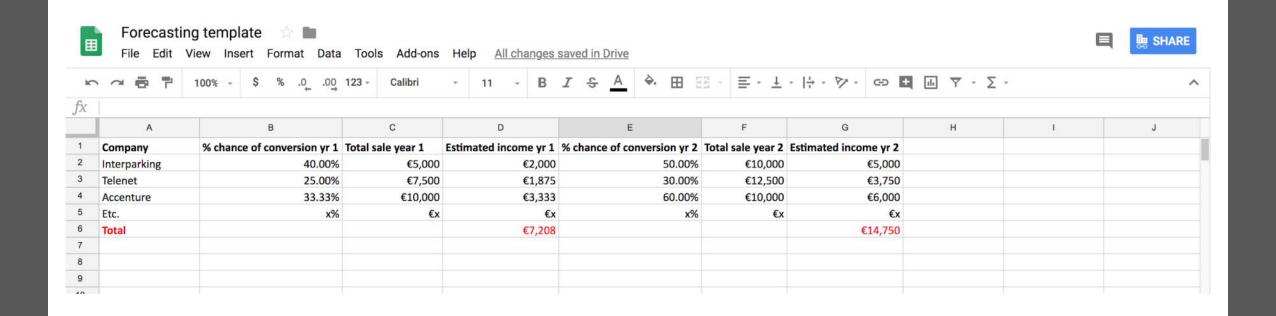
List Price Product feature dependent Customer segment Landing Menting/Leasing Licensing Brokerage files Holone placendent

STRAME PRESS. Megabistion (bergaining) Hold Management Real-time-Market









Designed for:

Designed by:

Date:

Version:

Key Partners

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

MEDIALDONA FOR ANATHERS HER

Optimization and economy Reduction of risk and uncontainty Acquisition of particular resources and activities



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

Production Problem Salving History/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?

 \checkmark

Attentos Automonos Customization "Getting the Jeo Dane" design Brand-Status Price Cost Medication Alak Anglyction

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?

Personal assistance Dedicated Personal Assistance Said Service Automated Services Communities

Customer Segments

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

Arche Market Segmented

AT IS MISSING?

Key Resources

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

TYPES OF RESOURCES

Intellectual Strains' patients, copyrights, distall



Channels

Through which Channels do our Customer Segments: mant 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?

- How do see nation awareness about our company's products and services?
- Enshablee How shows holp condumers evaluate our organization's Value Proposition.
- 4. Delivery True do se deliver a libra. Propestion to sustamers?
- E. After sales
- How do we provide peop purchase continues augment?

Revenue Streams

What are the most important costs inherent in our business model? For what do they currently pay?

Which Key Resources are most expensive? Which Key Activities are most expensive?

Cost Structure

Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Enonorsies of scale



For what value are our customers really willing to pay?

How are they currently paying? How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

Usage fee Subscription Pees Canding Menting/Calasing

LAT Price Product feature dependent Customer segment Holone placendent

STRAME PRESS. Awardistler diargaining Hold Management Neal-brise-Market



Designed for:

Designed by:

Date:

Version:

Key Partners



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

MEDIALDONA FOR ANATHERS HER

Optimization and economy Reduction of risk and uncontainty Acquisition of particular resources and activities

Key Activities

Our Distribution Channels?

Revenue streams?

Production Problem Salving History/Network

What Key Activities do our Value Propositions require?



Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we

What bundles of products and services are we

offering to each Customer Segment

Which customer needs are we satisfying?

helping to solve?

Customization 'Getting the Jsb Done'

Attentos Automonos

design Brand-Status Price Cost Medication Alak Anglyction



Customer Relationships



Customer Segments



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?

Personal assistance Declicated Personal Assistance Self-Service Automated Services Communities

For whom are we creating value?

Who are our most important oustomers?

Arche Market Segmented

COMPETITORS!

Key Resources



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

TYPES OF RESOURCES

Intellectual Strains' patients, copyrights, distall

Channels



Through which Channels do our Customer Segments: mant 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?

- How do see nation awareness about our company's products and services?
- Enshablee How shows holp condumers evaluate our organization's Value Proposition.
- 4. Delivery
- rices do set deliver a libble frequestran to sustainers?

 8. After sales
- How do we provide peop purchase continues augment?

Cost Structure



Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Pronorsies of scale

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?

Asset sain Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nee

List Price Product feature dispendent Customer segment Holone placendent

STRAME PRESS. Awardistion Swroaining





2017 EUROPEAN SCALEUPS REPORT





Check lists i.e. top cleantech startups in Europe

Crunchbase, Angelist, F6S

Ask your potential customers

Search portfolios of incubators, accelerators & VCs

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 <u>library</u> databases

Trends Top

Twitter

National public database

Back of a napkin calculation

Designed for: Designed by:

Key Partners

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

MEDIALDONA FOR ANATHERS HER

Optimization and economy Reduction of risk and uncontainty Acquisition of particular resources and activities

Key Activities

Our Distribution Channels?

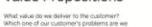
Revenue streams?

Production Problem Solving History/testwork

What Key Activities do our Value Propositions require?



Value Propositions

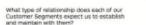


helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?

Attentos Automonos Customization 'Getting the Jsb Done' Brand-Status Price Cost Medication Alak Anglyction

8

Customer Relationships



Which ones have we established? How are they integrated with the rest of our business model?

How costly are they?

Personal assistance Dedicated Personal Assistance Set Service Automated Services Communities

BMC 2.0

Key Resources



TYPES OF RESOURCES

Intellectual Covered patients, copyrights, distall

Channels



Through which Channels do our Customer Segments mant 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?

How do see nation awareness about our company's products and services?

Enablaction How sto we Antip conformers evaluate our organization's Value Proposition?

You do we allow customers to purchase specific products and services? 4. Delivery

recention we deliver a libbue Proposition to continuous?

E. After sales

How do we provide past purchase conforms 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?

Cost Driver Searced cost structure, few price valve preposition, maximum automation, extensive outcourcing) trace prives (focused on valve creation, premiure valve proposition).

Variable costs Pronorsies of scale



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?

Asset sain Usage fee Subscription Fees Landing Menting/Leasing Licensing Brokerage Nee

List Price Product feature dispendent Customer segment Holone placendent

STRAME PRESS. Awardistler Swoaming

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

Customer Segments

Version:

Arche Market Segmented

Date:







Start it @KBC: A YEAR LONG PROGRAMME



Any questions?

anna@startit.be

@akthomlinson