

THE
BOOK
THE



Startup Weekend

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Toolkit

Startup Weekend - [City]

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NAME:

RE-USING AND IMPROVING



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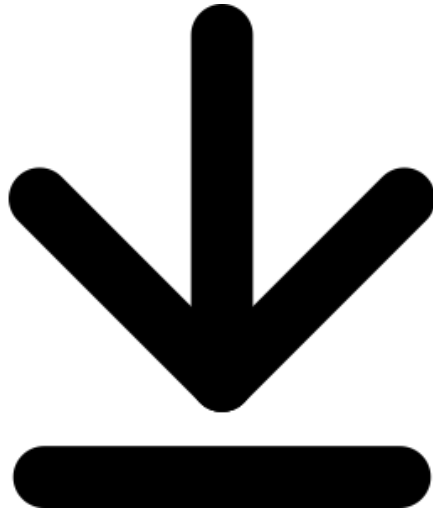
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<http://support.strategyzer.com/knowledgebase/articles/506842-can-i-use-the-business-model-canvas-or-value-propo>

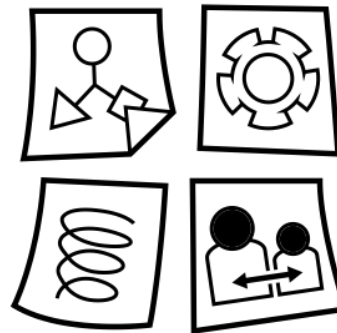
USING THE TOOLKIT

The toolkit guides your thinking

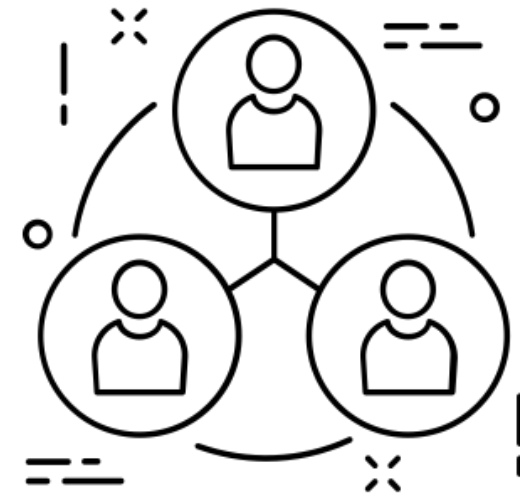


Download your own copy into a Google Drive account. Then you can make copies of all the tools.

startupscience.com



Use post-it notes to build up the tools. The Google Drive version includes digital post-its around each tool.



When working as a team, complete your version first and then share perspectives.

MODULE INDEX



INCEPTION

BUSINESS
MODELLING

EXPERIMENTING

CUSTOMERS

UNIVERSAL PITCH
DECK

#BUILDING

INCEPTION

GOLDEN CIRCLE

Customers buy why you do it, not what you do.

VERSION:

Why?

e.g. We believe that renewable energy can power the entire world.

How?

e.g. We use the latest technology to deliver low cost, high efficiency solar power to consumers.

What?

e.g. We make solar panels that look like tiles to harvest the sun's energy and gorgeous batteries to use it at night.

#MASSIVE CANVAS

VERSION:

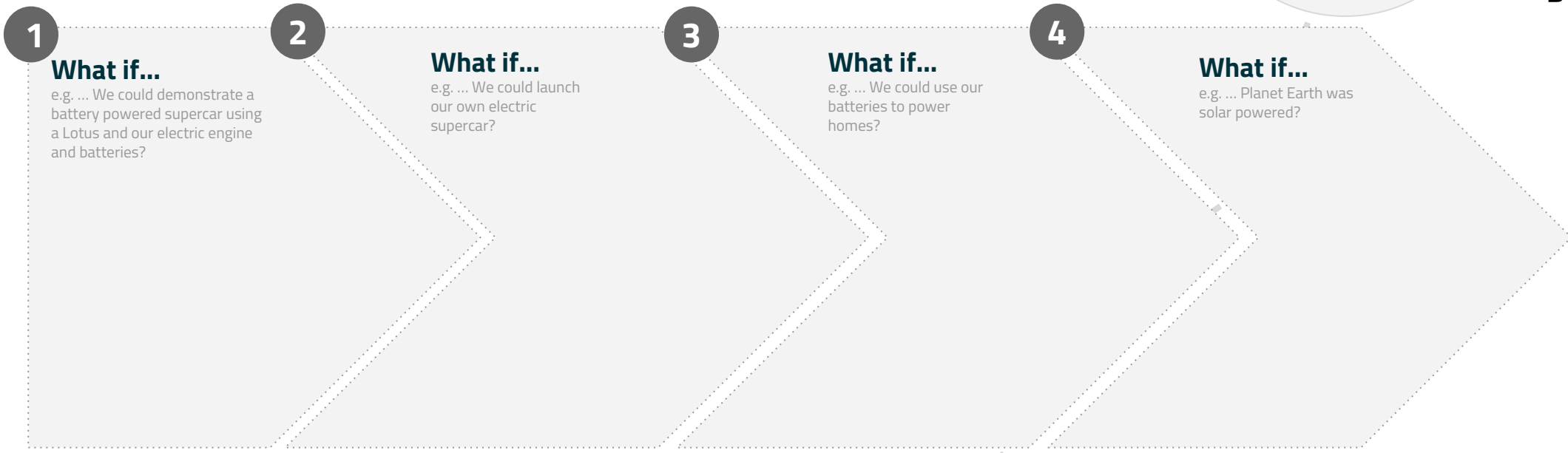
How we get to our future?



startupscience.com



Pollenizer Global Pty Ltd



The small monopoly that we can measure and build upon. Your minimum viable product.

"The North Star" that is never forgotten. If you can't imagine how you will get there yet, then you are thinking big enough.



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Path to #MASSIVE?™ Pollenizer

PIXAR CANVAS

VERSION:

Transform your #MASSIVE Canvas into a story. What will the world say when you are done? Think about how each stage creates the conditions for the next to happen.



Once upon a time...

e.g ... Planet Earth was destroying itself with fossil fuels.

One day...

e.g ... Tesla created a car that was electric powered and demonstrated what is possible with batteries.

Because of that...

e.g ... Tesla was able to raise the money it needed to make its own electric cars

Because of this...

e.g ... Tesla drove down the cost of batteries while exciting the world about the opportunity for renewable energy.

Until finally...

e.g ... Every home, office and car on Planet Earth was powered by cheap, powerful renewable energy.

TOOLKIT

BUSINESS MODELLING

LEAN CANVAS INSTRUCTIONS

PRODUCT		MARKET		
<p>Customer Problem</p> <ul style="list-style-type: none"> List top 3 problems you believe your customer is experiencing Describe these assumptions as they were speaking with their own voice <p>Today's alternatives</p> <ul style="list-style-type: none"> What workarounds do they have / find today? What competitors are there available today? 	<p>Solution</p> <ul style="list-style-type: none"> Bullet list the things you need to make E.g. Device, website, team, a way to take money, a submission form, a database, etc. <p>Metrics</p> <ul style="list-style-type: none"> What will you measure to know if on track? E.g. Actions / Week / User 	<p>Unique Value Proposition</p> <ul style="list-style-type: none"> Write a 1-sentence 'pitch' that outlines customer, problem, promise, how you do it, and how you're special E.g. AirBnB helps middle-aged holiday travellers find quality home accommodation, by matching travellers with homeowners to rent their empty spaces 	<p>Unfair Advantage</p> <ul style="list-style-type: none"> The one thing you have that cannot be easily copied or bought? E.g. Celebrity backing, exclusive data source <p>Channels</p> <ul style="list-style-type: none"> Where will you reach your end customers? Who are your partners to commercialise it? E.g. Corporates, CSIRO direct, research bodies 	<p>Customer</p> <ul style="list-style-type: none"> List the types of end customers that will benefit from your idea. Be specific. Use company names, position titles or contact names.
<p>Cost</p> <ul style="list-style-type: none"> Variable Costs: E.g. Marketing, cost paid per unit, utilities 		<p>Revenue</p> <ul style="list-style-type: none"> Direct Revenue. E.g. Price paid per customer, tiered pricing. Opt: Indirect Revenue. E.g. Grants, sell your usage data. Opt: Channel Revenue. E.g. Can a partner sell for you for a fixed price, commission, or license fee? 		

LEAN CANVAS

VERSION:

PRODUCT

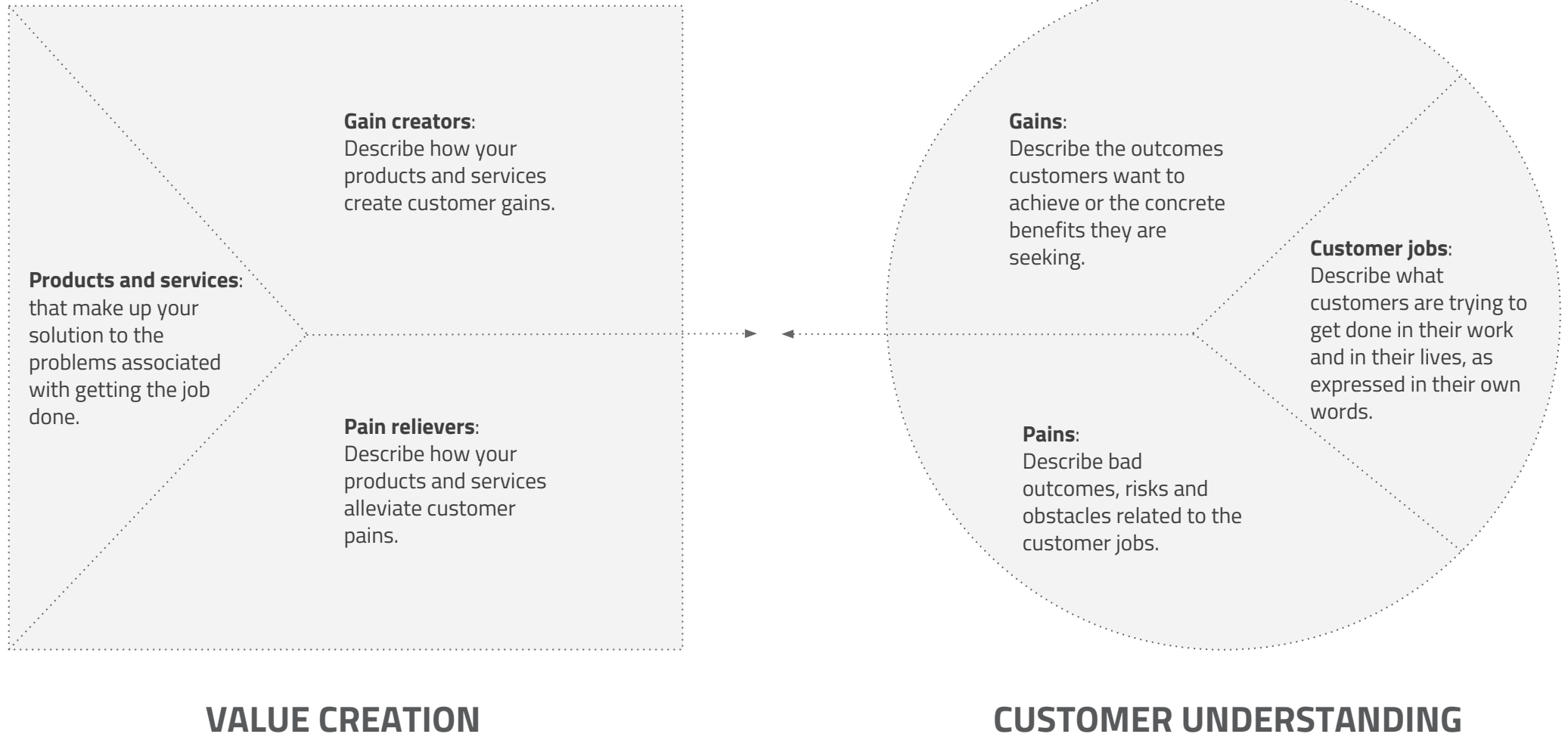
MARKET



VALUE PROPOSITION INSTRUCTIONS



Map what you will build to what the customer will value and need



GAINS AND PAINS TIPS



Customer Pains

What does your customer find too costly?

Takes a lot of time, costs too much money, requires substantial effort...

What makes your customer feel bad?

Frustrations, annoyances, things that give them a headache...

How are current solutions underperforming for your customer?

Lack of features, performance malfunctioning...

What are the main difficulties and challenges your customer encounters?

Understanding how things work, difficulties getting things done...

What negative social consequences does your customer encounter or fear?

Loss of face, power, trust or status...

What risks does your customer fear?

Financial, social, technical risks, or what could go awfully wrong...

What's keeping your customer awake at night?

Big issues, concerns, worries

What common mistakes does your customer make?

Usage mistakes

What barriers are keeping your customer from adopting solutions?

Upfront investment, learning curve, resistance to change

Customer Gains

Which savings would make you customer happy?

Time, money and effort...

What outcomes does your customer expect and what would go beyond?

Quality level, more of something, less of something

How do current solutions delight your customer?

Specific features, performance, quality

What would make your customer's job or life easier?

Flatter learning curve, more services, lower cost of ownership...

What positive social consequences does your customer desire?

Makes them look good, increase in power, status...

What are customers looking for?

Good design, guarantees, specific or more features...

What do customers dream about?

Big achievements, big reliefs...

How does your customer measure success and failure?

Performance, cost...

What would increase the likelihood of adopting a solution?

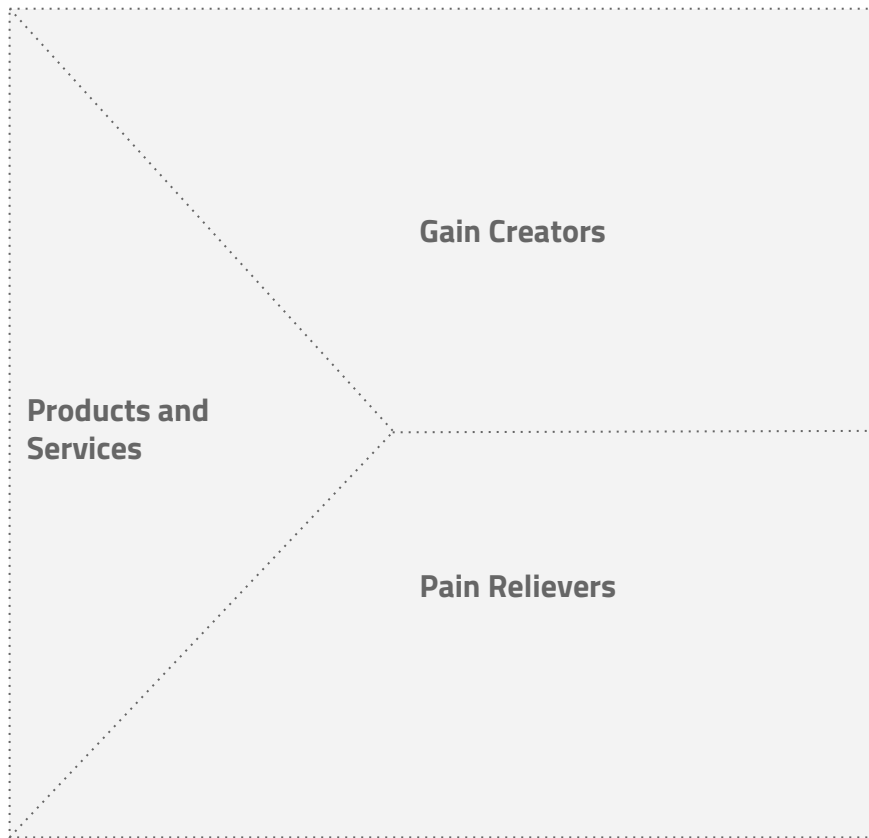
Lower cost, less investments, lower risk, better quality, performance, design...

Source: Strategyzer (www.strategyzer.com)

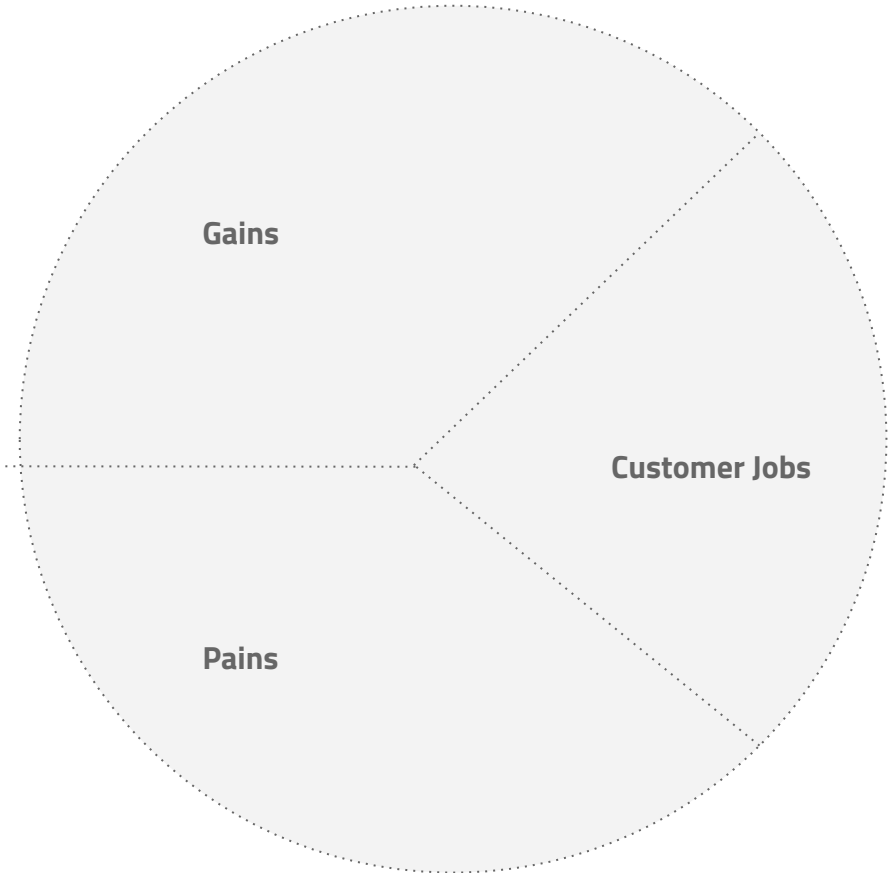
VALUE PROPOSITION

VERSION:

Map what you will build to what the customer will value and need

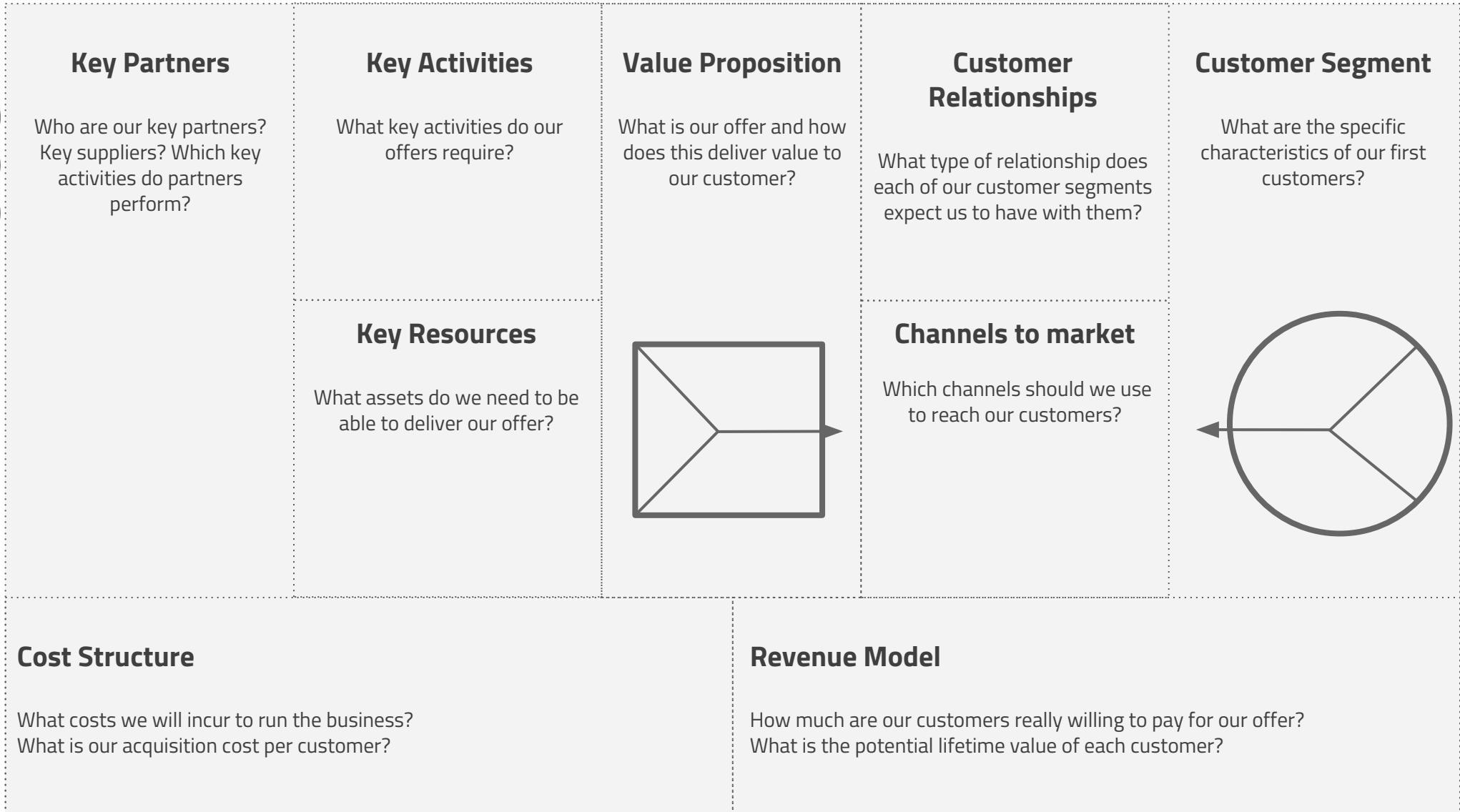


VALUE CREATION



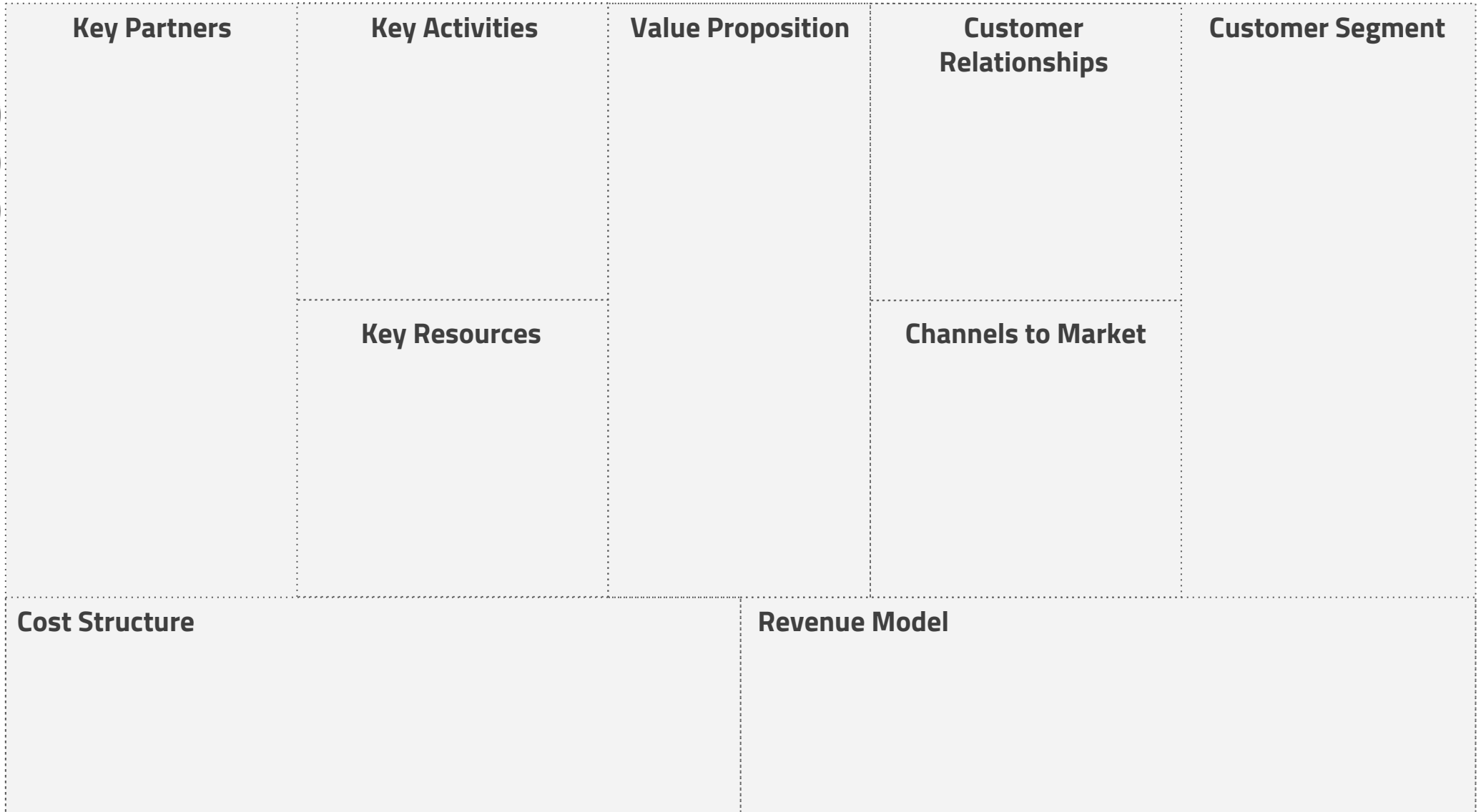
CUSTOMER UNDERSTANDING

BUSINESS MODEL CANVAS INSTRUCTIONS



BUSINESS MODEL CANVAS

VERSION:



MISSION MODEL CANVAS

VERSION:



VALUE CHAIN CANVA

VERSION:

Who do we help or hinder? Who will love us? Who will hate us?



Organisation

Impact

Severity

😊 😞

Organisation

Impact

Severity

😊 😞

Organisation

Impact

Severity

😊 😞

TOOLKIT

EXPERIMENTING



EXPERIMENT DESIGNER

Describe what we need to be true for our business to work, then design a test to measure if it is.

Hypothesis

A statement or assumption about the business.

e.g. Tech community influencers will promote a renewable future if they see that it is not a decision for lower performance.

Test

How will you test customer behavior against your HYPOTHESIS? This is not a survey asking for opinion, it is creating conditions to observe your customer.

e.g. Add an electric engine to a Lotus and demo to 100 Silicon Valley bloggers.

Expected Behaviour

If our hypothesis is correct, what do we expect to see? Ideally as a metric.

e.g. 50 attendees will blog enthusiastically about what we demo.

Observed Behaviour

What actually happens. What did you measure?

e.g. 80+ posts and 10 orders for the car!

Insight

Given the outcome, what is our shared learning/insight as a team?

e.g. Posts were about the new age of renewable power and what is possible. Tech community will be a good channel for us.

EXPERIMENT DESIGNER

VERSION:

Describe what we need to be true for our business to work, then design a test to measure if it is.



Hypothesis

Test

Expected Behaviour

Observed Behaviour

Insight

PASS

FAIL

CUSTOMERS

TARGET CUSTOMER

VERSION:

Who has the problem more acutely than anyone else?

#	Target customer or segment	Job to be done Big or small?	Need Must have vs nice to have?
1			
2			
3			



INTERVIEW CONTEXT PLANNER

Cheat Sheet

Simple Customer Interview Guide

- First, introduce yourself... *Hi, I'm from*
- Introduce what you need... *(E.g I understand you may know about Bather Protection. Could I ask some quick questions about your job?)*

Are they your target early adopter?

- If they aren't the target, but share a lot, are they a better customer?
- If they're the target, but don't want to chat, is there a better time?
- Can they refer you to someone else who does the targets job?

How will you introduce yourself...?

INTERVIEW QUESTION TIPS



Which ones are useful to you?

"What is it about that?"	Yes / No
"Why do you think that is"	Yes / No
"That's really interesting. I never knew that." Pause...	Yes / No
"Can you describe a little more about how that works?"	Yes / No
"Does that happen every time or just some of the time?"	Yes / No
Is there anything else you'd like to add?	Yes / No
What else is relevant?	Yes / No
What is the relationship between and	Yes / No
How would this impact	Yes / No
Who else may have this problem?	Yes / No
Is solving this problem high on your priorities?	Yes / No

INTERVIEW DISCUSSION PLANNER



Questions for customers ...

Write your questions here ...

Always ask open ended questions...

1. *What's the hardest part about <problem context>?*
2. *Can you tell me about the last time that happened?*
3. *Why was that hard?*
4. *What, if anything, have you done to solve that problem?*
5. *What don't you love about the solutions you've tried?*

More Tips

- **Do NOT** talk about your idea until you KNOW recurring big problems
- **Do NOT** ask about the future (never use "would").
E.g. Would you pay for something that did x?
Would you like x more if it did y?
- Top priority is to be engaged with them, so they open up and share more. If taking notes, ask them to pause as want to write that down.

Source: Justin Wilcox

INTERVIEW NOTES

VERSION:

What did you hear?

CUSTOMER: Who most commonly faces the problems? How often?

PROBLEMS: What actions? Where? How often? Did they volunteer your hypothesis?

INSIGHTS: What did you hear that you hadn't thought of?



JOB TO BE DONE

VERSION:

As a...

As a...

As a...

When I am...

When I am...

When I am...

I want to...

I want to...

I want to...

So that I can...

So that I can...

So that I can...

Feature A

Feature B

Feature C

THE PROBLEM AS A COMI

VERSION:

DRAW IT

**Where and when
does the problem
happen?**

DESCRIBE IT

DRAW IT

**Steps taken to try
to solve it?**

DESCRIBE IT

DRAW IT

**Why they are left
unsatisfied?**

DESCRIBE IT



THE SOLUTION AS A COM

VERSION:

DRAW IT

Where and when does the problem happen?

DESCRIBE IT

DRAW IT

Steps taken to try to solve it?

DESCRIBE IT

DRAW IT

Why they are left unsatisfied?

DESCRIBE IT



TOP LEFT

UNIVERSAL PITCH DECK

DECK INSTRUCTIONS

A starter kit for pitching your business



- Slides illustrate. Tell a story in a picture. Don't use text that you will read or lots of data that people will try to understand instead of listening to you.
- What is your story? How does it flow from one image to the next?
- What phrases/imagery can you repeat as a theme?
- Could you present it to anyone and they would understand and be excited about what you do?
- Big pictures not small. Words and patterns not sentences.
- Feel free to make more slides if you need to to tell your story.

#TIPS



Pitch language

Passive (avoid)	Awesome
We are planning to... We hope to...	Next month we are... We are in the process of...
We think that...	We know that...
Our aim is to...	We will be...
We are considering...	We are investigating...
We have had interest from <industry>.	We have had interest from <company>
Customer interviews have validated that...	We have tested <this> with potential customers and have <this traction>



THEME / ORIENTATION



An intriguing hook or detail

 Short sentence, word pattern, image. All needs to be consumed in 1 second.



Option #1

Option #2

INVESTOR'S MIND

What might they be thinking?
What is distracting them instead
of listening to you? What do they
want to know?

You can delete these bubbles.

INTRODUCE YOURSELF

Startup name and your catchy introduction...



Name

Value proposition

INVESTOR'S MIND

Interesting name and value proposition... but what is it...?
I'm interested but sceptical.
Tell me more.

BTW, give me a moment for your UVP to sink in before you woosh me to the next slide.

THE PROBLEM WE ARE SOLVING



A story that sizes the scale and impact

 You may need a couple of slides...



Perspective #1

Perspective #2


INVESTOR'S MIND

I can see that there is a problem here even though it is not in my field. But that is a massive problem to solve and I am sceptical that you can.

WHAT IF IT COULD BE SOLVED?



With us it can like this!

 You may need a couple of slides... can you show me? Help me picture it.



Result #1

Result #2

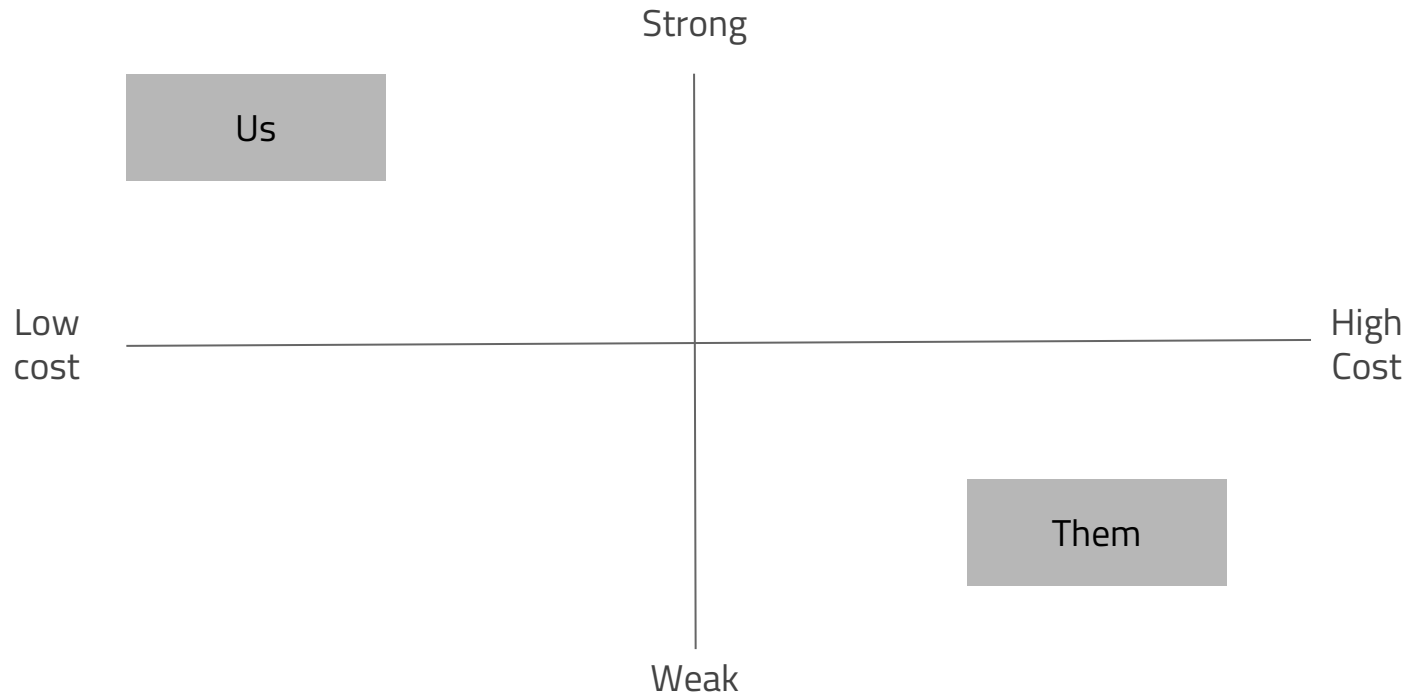
INVESTOR'S MIND

Click... boom... amazing...
wow. Surely others are doing
it? If not, why not? If they are,
how are you unique?

HERE'S THE COMPETITION



Can you see how unique we are? Find a single visual.



INVESTOR'S MIND

I can see how these are the important factors that customers think about when choosing a supplier and how you guys stand out...

Sounds great but how do you make money out of this?

WHY US?

Here's our extraordinary team



Picture of team. Why are you the best people in the world to deliver this?



Team member #1
Why you?

Team member #2
Why you?

Team member #3
Why you?

Team member #4
Why you?

INVESTOR'S MIND

I need to know that you have the experience to figure this business out and that you are obsessed with making it happen.
Passionate. Unstoppable.

Sounds like you are... but where's the proof...?

STATUS



We are unstoppable. We do the right things in the right order.



INVESTOR'S MIND

You will deploy resources well to increase value and decrease risk. I'd better get on the train because you will go ahead whether I am on it or not.

THE ASK

Here's the transaction



What's in it for both sides? When?



Option #1 and timeframe

Option #2 and timeframe

INVESTOR'S MIND

I can see how I can get involved.

THE 'NEW BLISS'

The world with us will be different



Restate UVP?

Option #1

Option #2

INVESTOR'S MIND

I want to talk more to these people...

TOO IVIT

startupsience.com

#BUILDING SUPERPOWER

—



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JOBS

VERSION:

As a...

As a...

As a...

When I am...

When I am...

When I am...

I want to...

I want to...

I want to...

So that I can...

So that I can...

So that I can...

Feature A

Feature B

Feature C



BUILD + MEASURE

VERSION:

IDEA 1

What will you build? (MVP)

What will they do that you can measure?

e.g.

- Online landing page
- Online form

IDEA 2

What will you build? (MVP)

What will they do that they can measure?



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