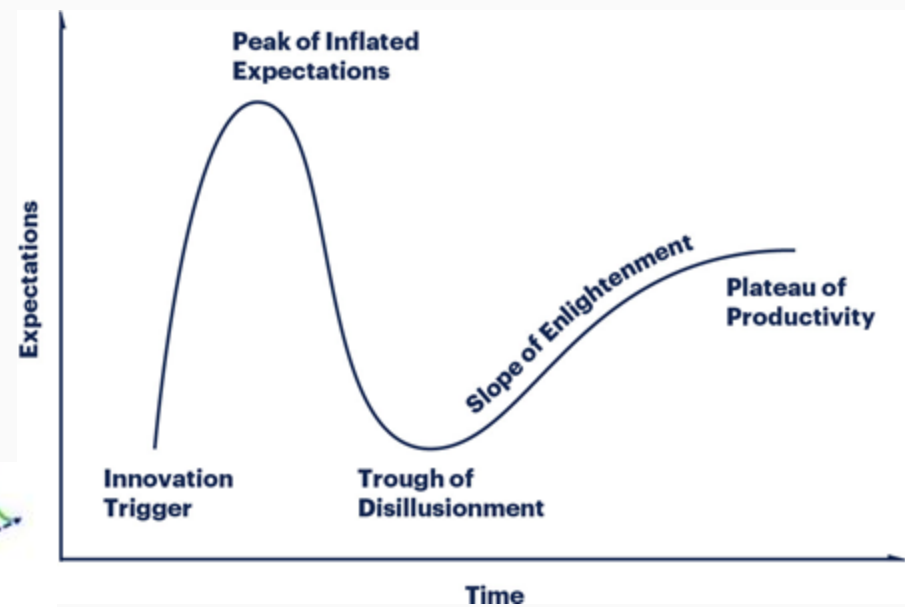
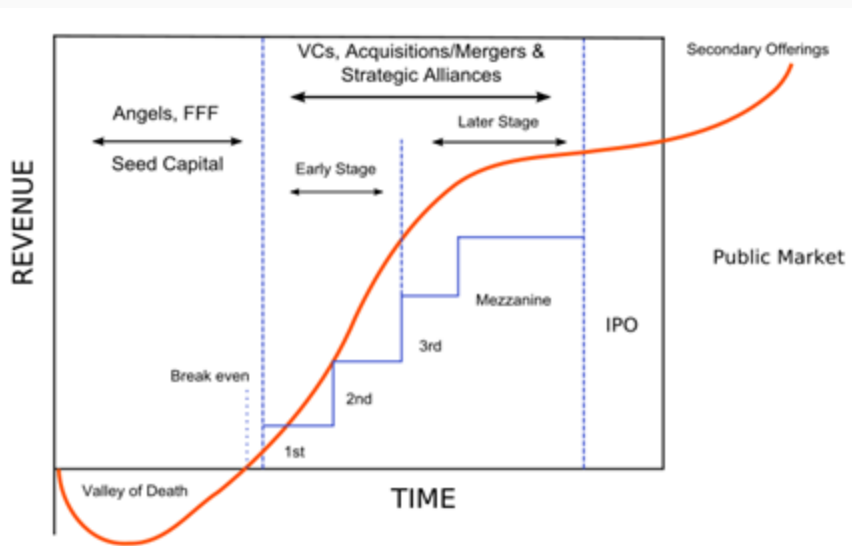


Business Strategy

Philippa Martinelli - UNICEF Business Mentor






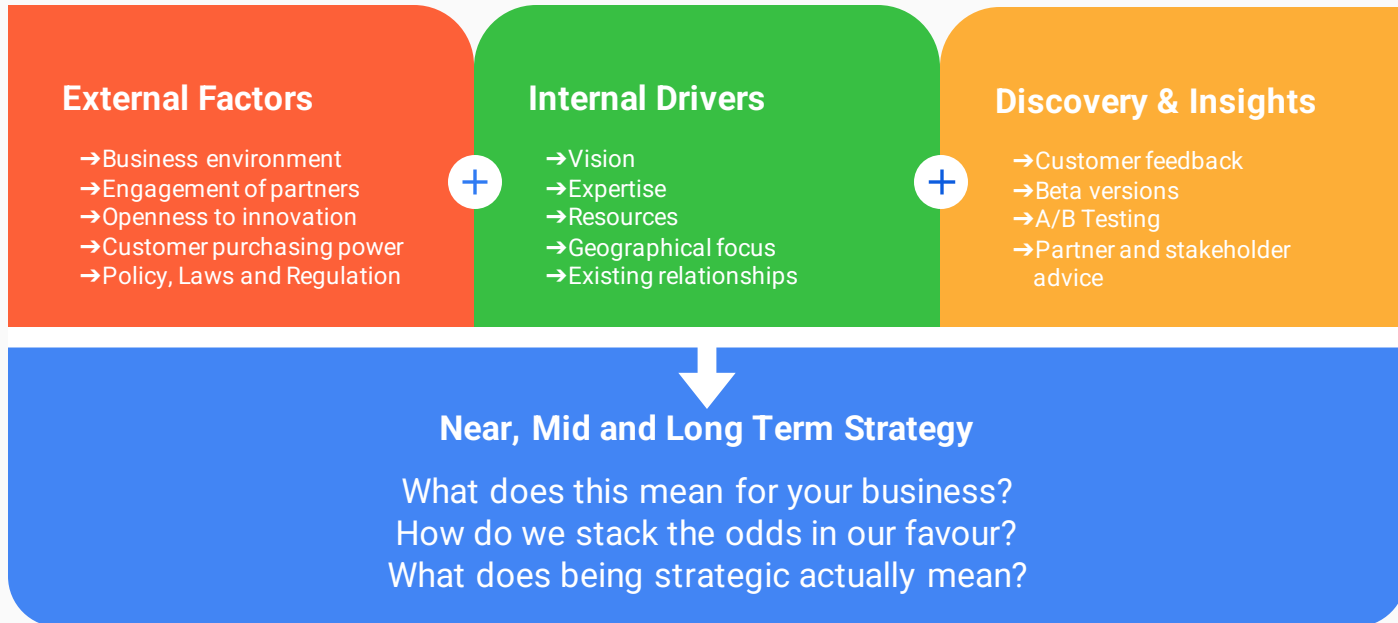


What we are told the market will do (to us!) over time

Balancing Vision with achieving your Mission statement

The background of the image is a blurred laptop screen. On the screen, there is a line graph with a blue line showing an upward trend, and a pie chart with a green slice. The text is overlaid on the left side of the screen.

Key considerations



Strategy must evolve as your business grows

Early Stage

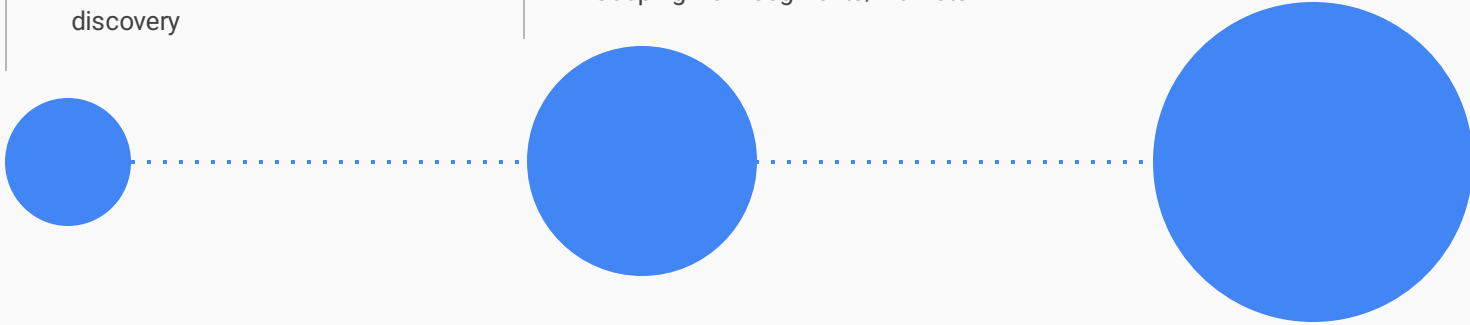
- Ideation to MVP
- Emerging structure
- Customer & market discovery

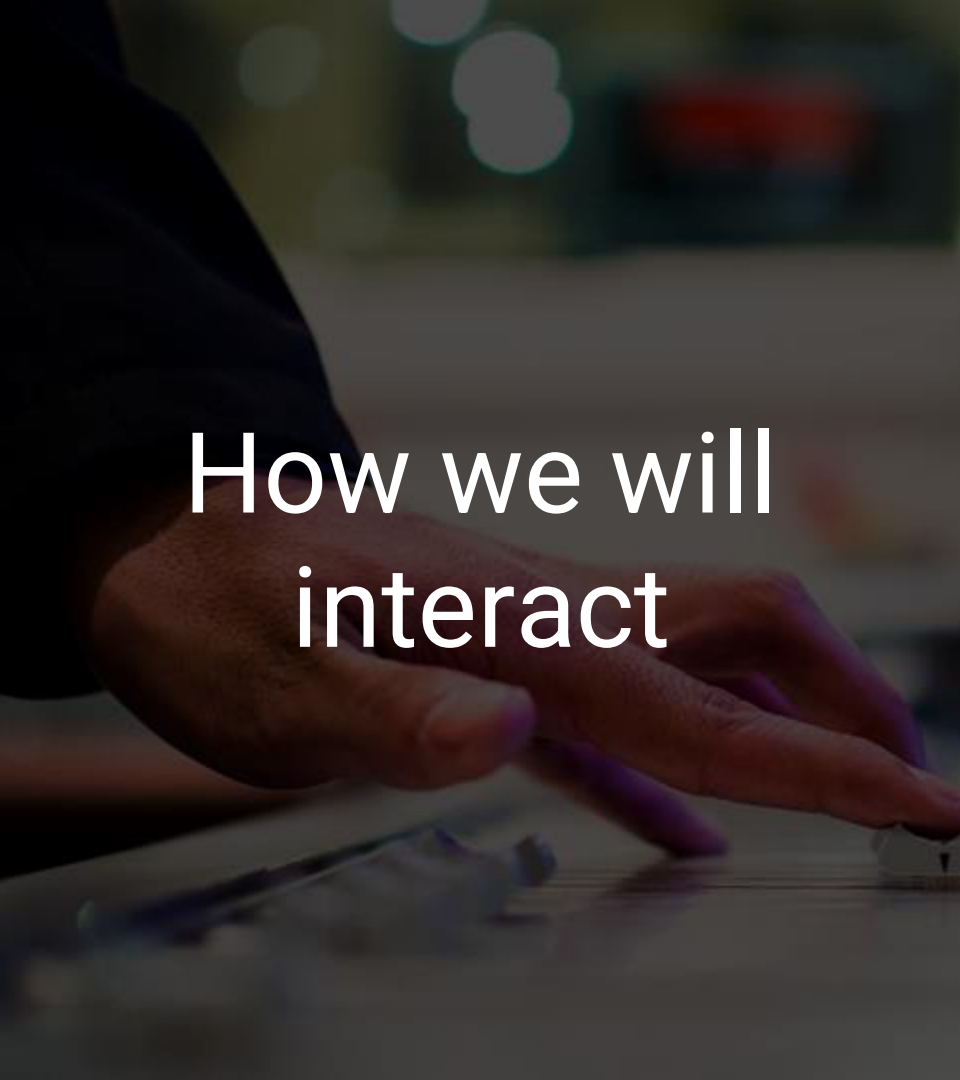
Growth Stage

- Established customer base
- Structured, process driven approach, ready to scale
- Scoping new segments/markets

Established

- Customers across multiple segments/markets
- Highly structured organisation
- Brand loyalty and positioning



A close-up photograph of a person's hand holding a stylus, interacting with a tablet. The background is blurred, showing what appears to be a workshop or classroom setting with various tools and materials. The text 'How we will interact' is overlaid in white on the left side of the image.

How we will interact

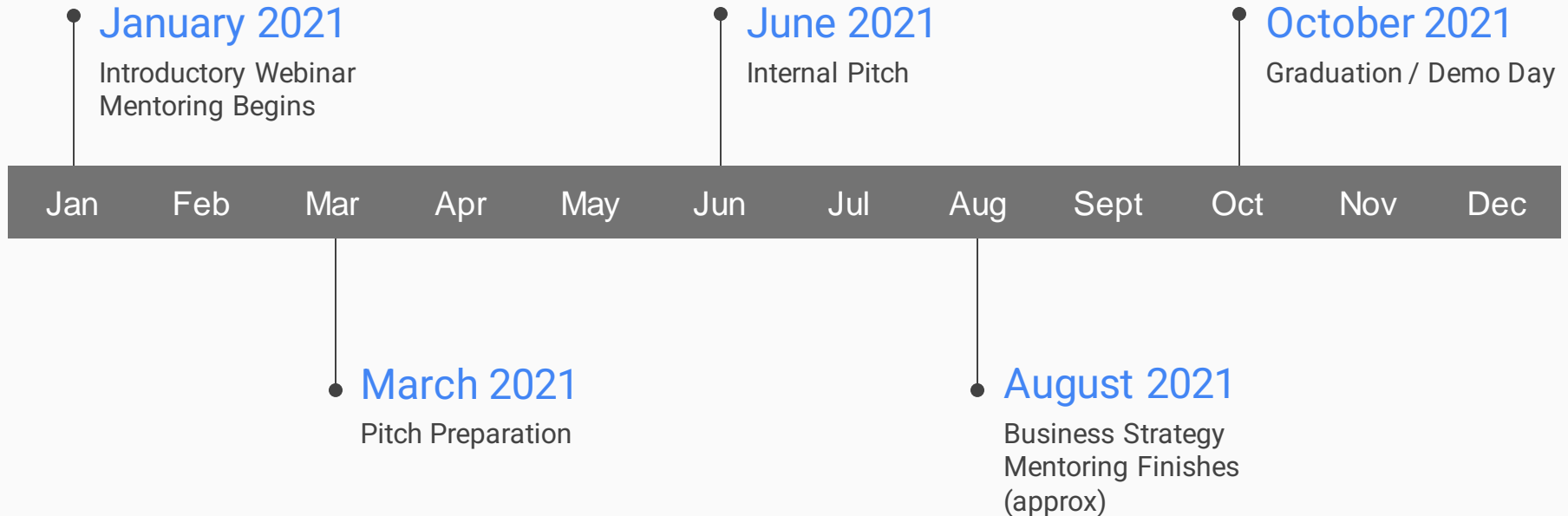
1-2 sessions per month

60 minutes Learning Session

Video or Audio Calls

Milestones

Business Mentoring Timeline





Design With the User



Understand the Existing
Ecosystem



Design for Scale



Build for Sustainability



Be Data Driven



Use Open Standards,
Open Data, Open Source,
and Open Innovation



Reuse and Improve



Address Privacy &
Security

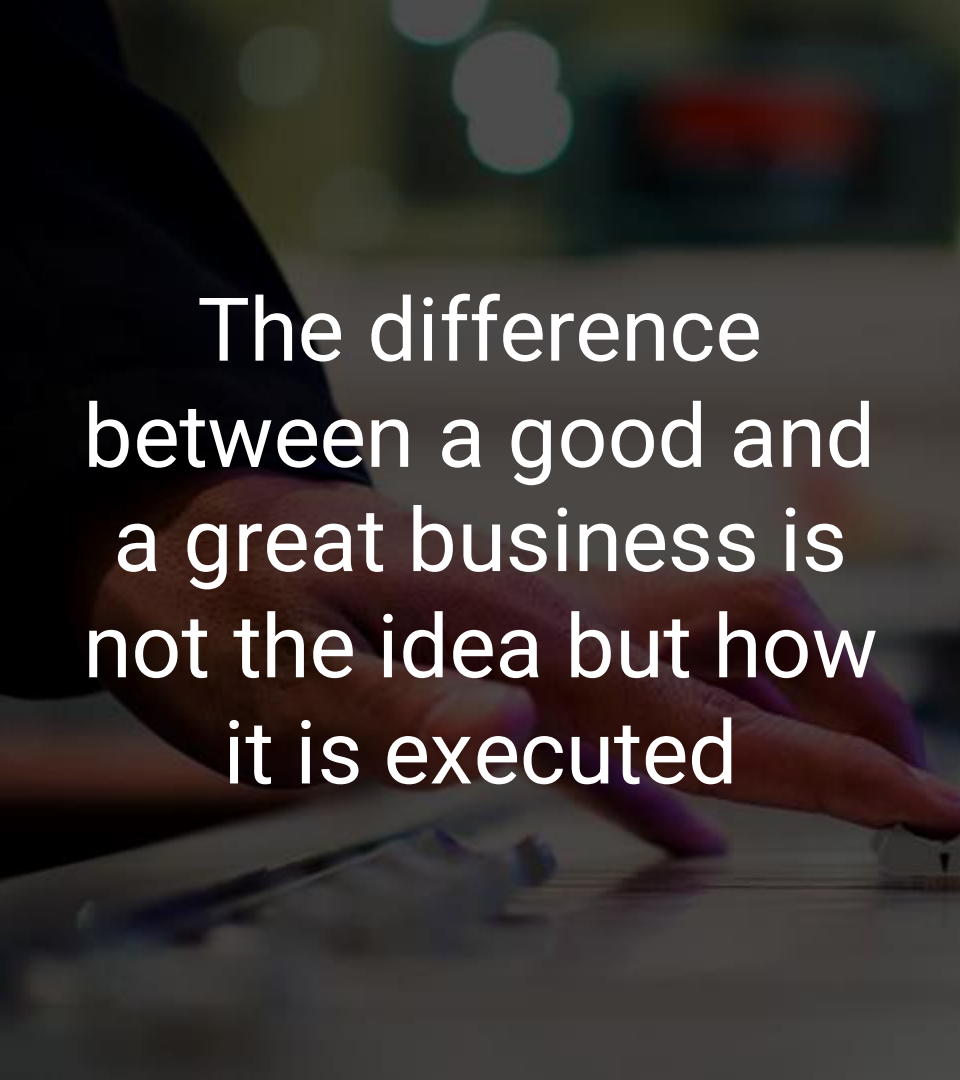


Be Collaborative

Principles for Digital Development

Team Example

Saphron - Case Study

A close-up, slightly blurred photograph of a person's hand holding a white marker, drawing on a whiteboard. The background is dark and out of focus, showing some bokeh light effects. The text is overlaid on the left side of the image.

The difference
between a good and
a great business is
not the idea but how
it is executed

1. Strategy Review / Check-in
2. Customer-centric design
3. Value Proposition & Revenue Model
4. Channels & Customer acquisition
5. Sales & The Pitch
6. Brand & Understanding the competition
7. BPM & Repeatable sales
8. Scaling

Stages of Mentoring

1

Strategy Review



Stages of Mentoring

2

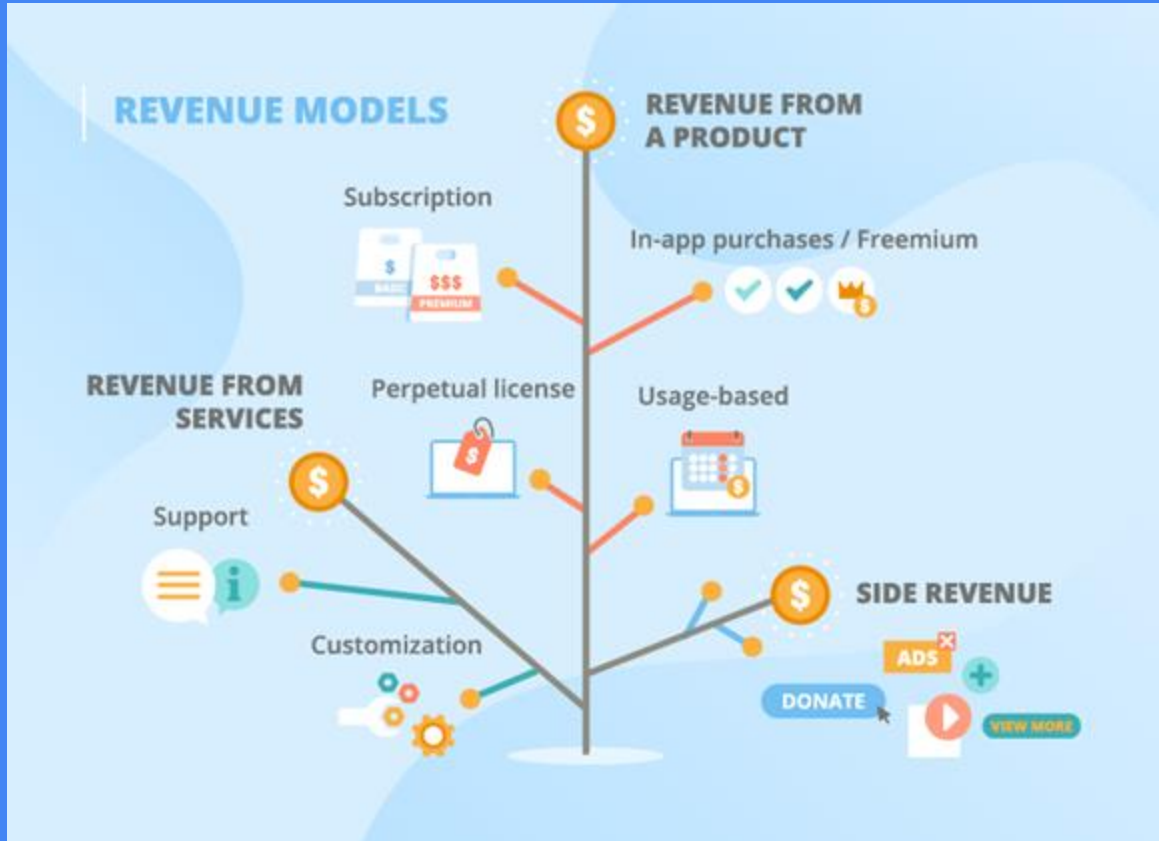
Customer Centric Design



Stages of Mentoring

3

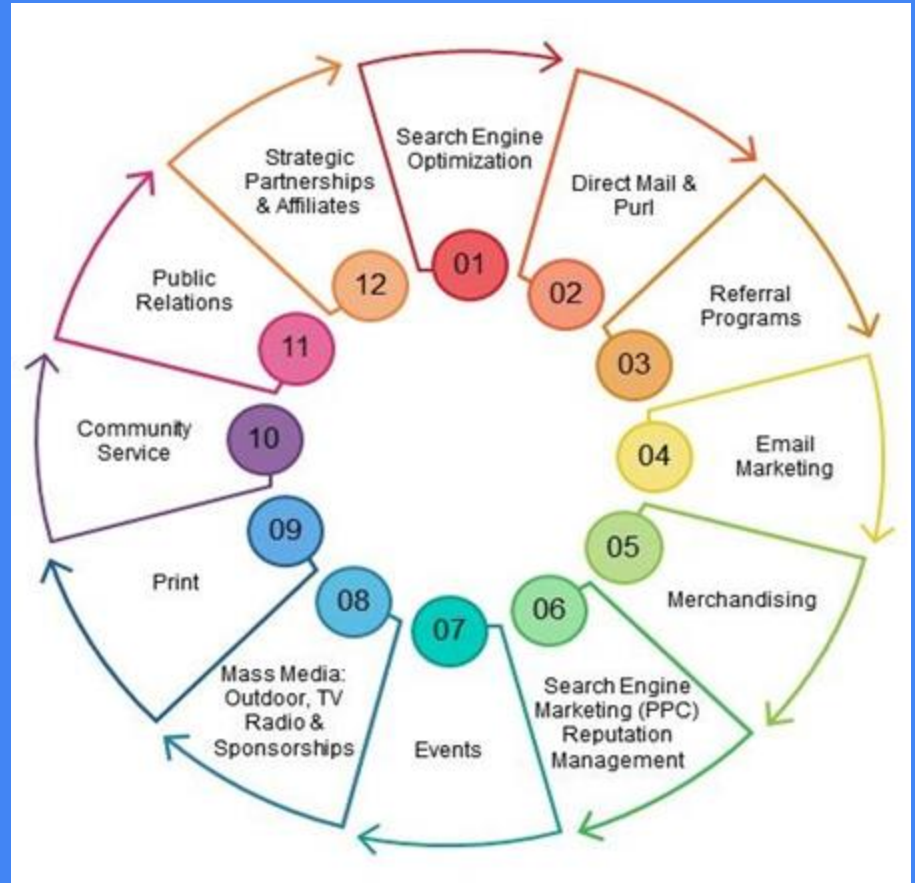
Value Proposition & Revenue Model



Stages of Mentoring

4

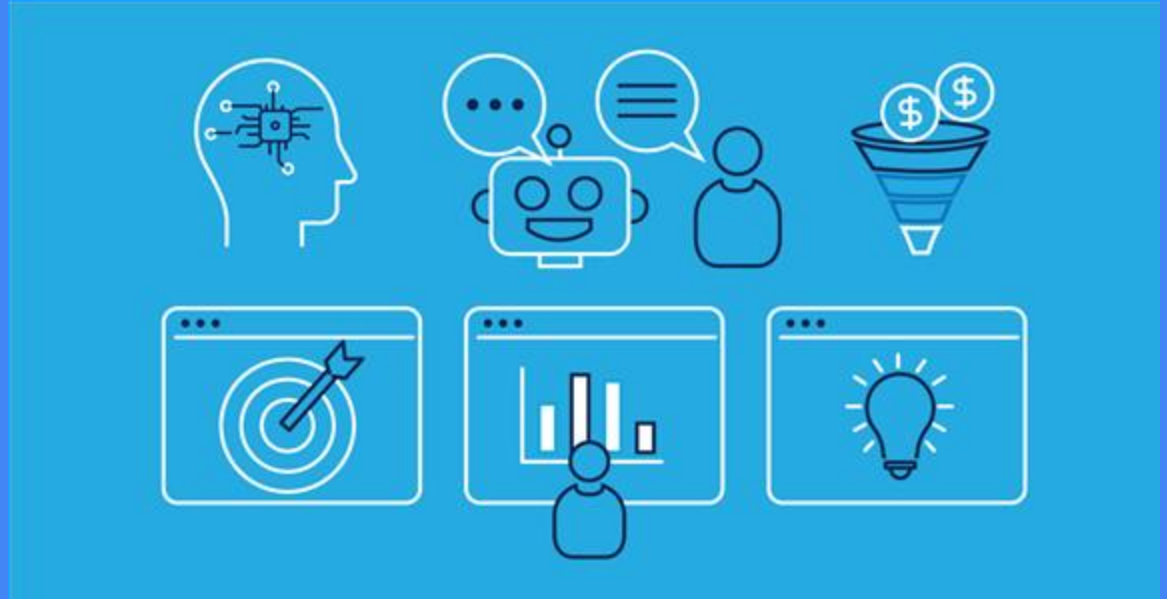
Channels & Customer acquisition



Stages of Mentoring

5

Sales & The Pitch



Stages of Mentoring

6

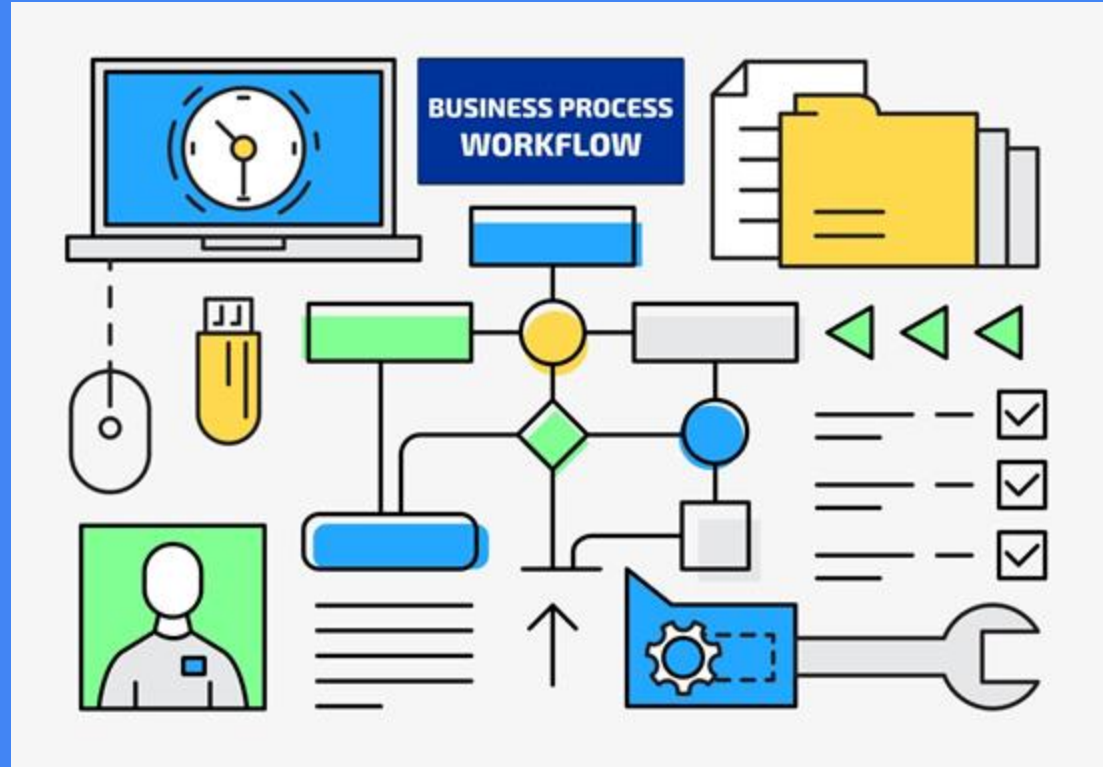
Brand & understanding
the competition



Stages of Mentoring

7

Business Process Modeling & Repeatable Sales



Stages of Mentoring

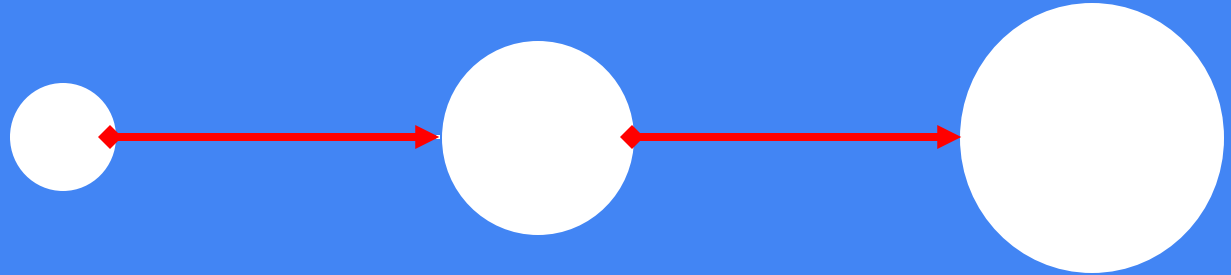
8

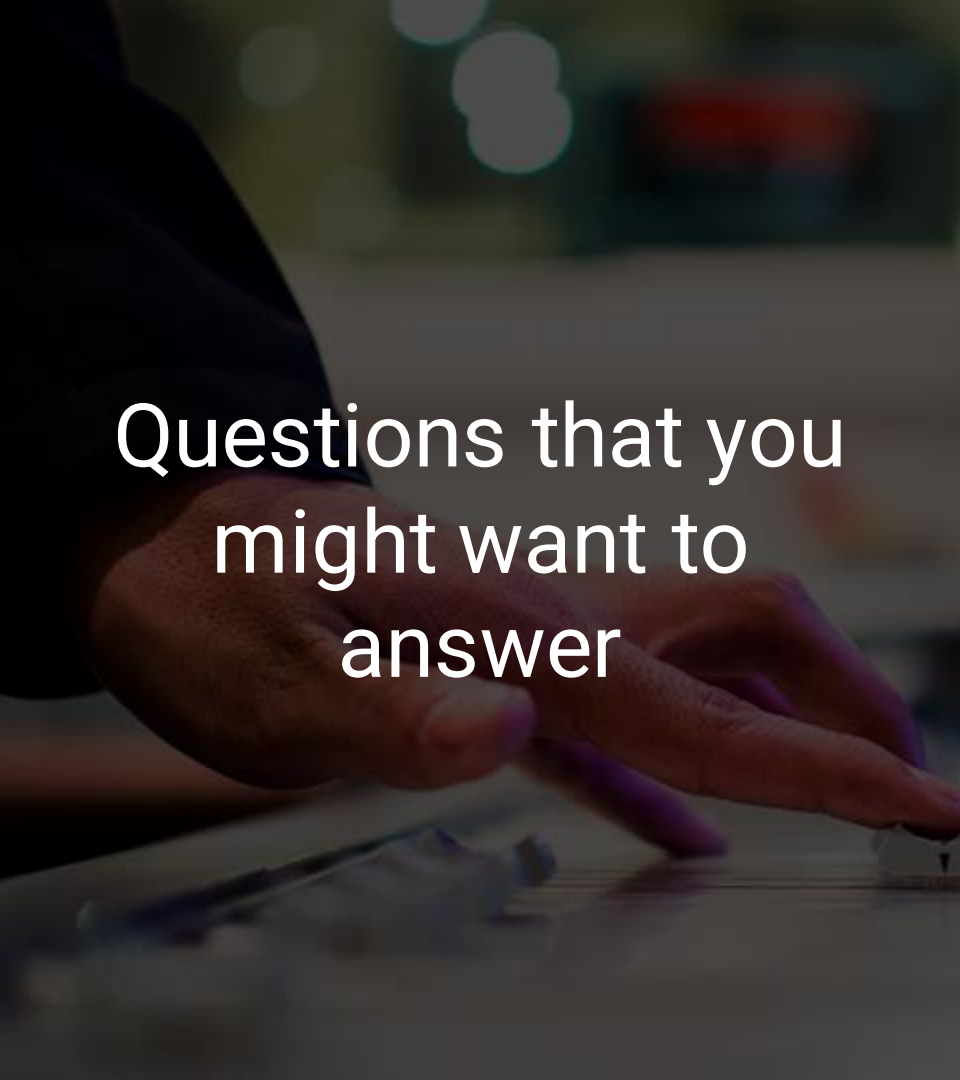
Scaling

Early Stage

Growth Stage

Established





Questions that you might want to answer

How to grow customer base and revenues

How to balance growth, investment and funding

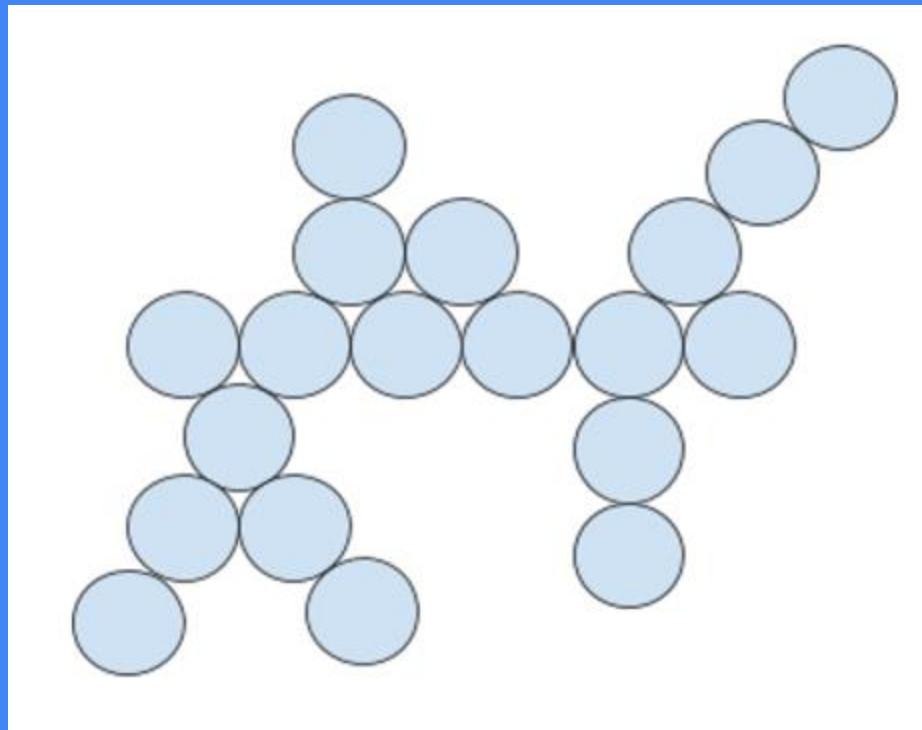
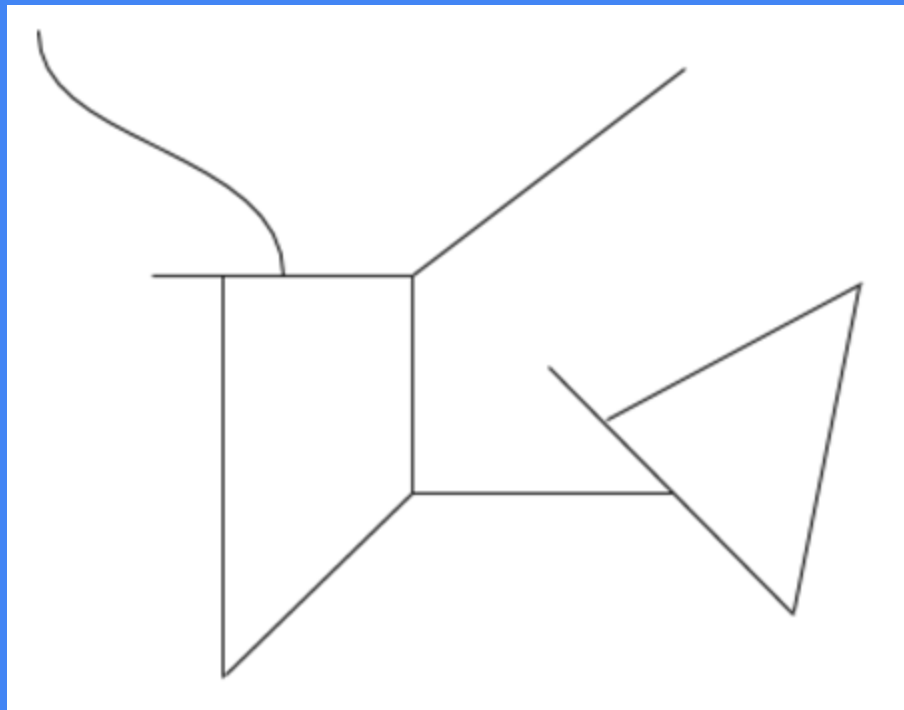
How to prioritise opportunities

How to identify and secure key partners

When, where and how to scale

An aerial photograph of the New York City skyline at dusk. The Empire State Building is prominently featured in the center, with its top illuminated in green and red. The city lights are visible, and the sky is a mix of dark blue and orange from the setting sun. The text "Interactive Session: Strategy First Principles" is overlaid in white, sans-serif font on the left side of the image.

Interactive Session: Strategy First Principles



A close-up photograph of a person's hands working on a wooden surface. The person is wearing a dark long-sleeved shirt. Their right hand is holding a pencil, and their left hand is holding a small, thin tool, possibly a pin or a small screwdriver. They appear to be working on a wooden board or a piece of furniture. The background is blurred, showing some greenery and a red object.

Break-out

How did you approach the challenge?

Did anyone ask questions?

What did you or your partner say/ask that was particularly informative?

What learnings can be taken away?

Total Addressable Market

Serviceable Addressable Market

Serviceable Obtainable Market



A close-up photograph of a person's hand holding a pen, drawing on a blueprint. The background is blurred, showing some lights and a dark object. The text 'Break-out' is overlaid on the image.

Break-out


How might you calculate/deduce the TAM?

What considerations might you take into account for SAM and SOM?

Team Example

reach52 - Case Study

Balancing Vision with achieving your Mission statement

The background of the image is a blurred laptop screen. On the screen, there is a line graph with a blue line showing an upward trend, and a pie chart with a green slice. The text is overlaid on the left side of the screen in a large, white, sans-serif font.

Match these examples

A: To accelerate the world's transition to sustainable energy.

B: Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

C: We believe that buying glasses should be easy and fun. It should leave you happy and good-looking, with money in your pocket. We also believe that everyone has the right to see.

D: We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.

E: Founded with a rebellious spirit and a lofty objective: To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

F: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

G: To create a better everyday life for the many people.

H: To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

I: We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

J: Spread ideas.

Match these examples

Mission statement 1: To accelerate the world's transition to sustainable energy.

Mission statement 2: Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

Vision 3: We believe that buying glasses should be easy and fun. It should leave you happy and good-looking, with money in your pocket. We also believe that everyone has the right to see.

Vision 4: We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.

Mission statement 3: Founded with a rebellious spirit and a lofty objective: To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

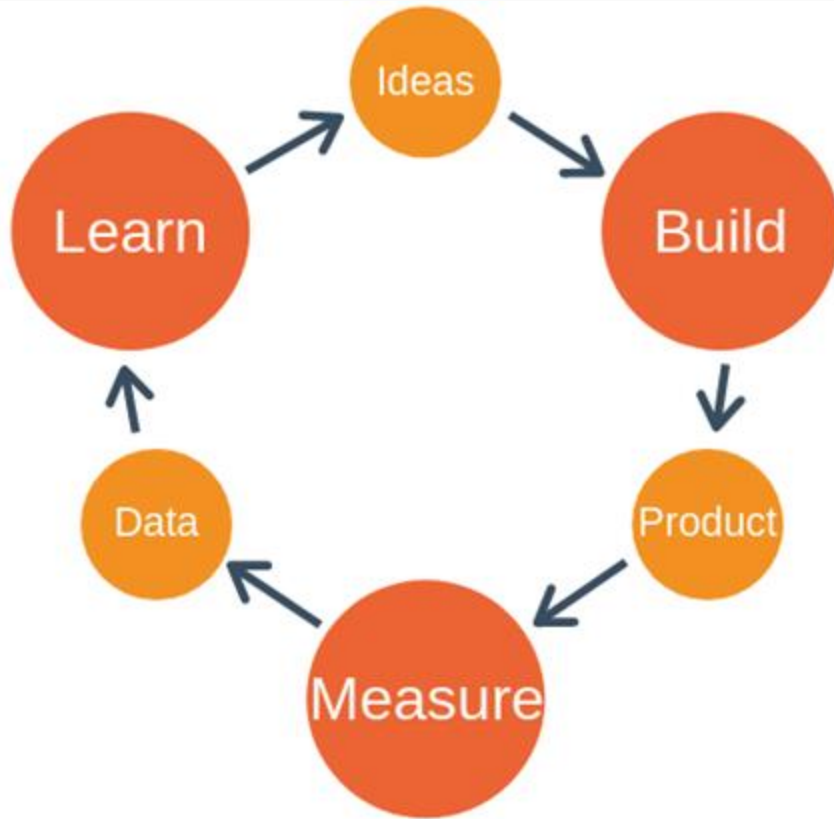
Vision 5: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

Vision 2: To create a better everyday life for the many people.

Vision 1: To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Mission statement 5: We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

Mission statement 4: Spread ideas.

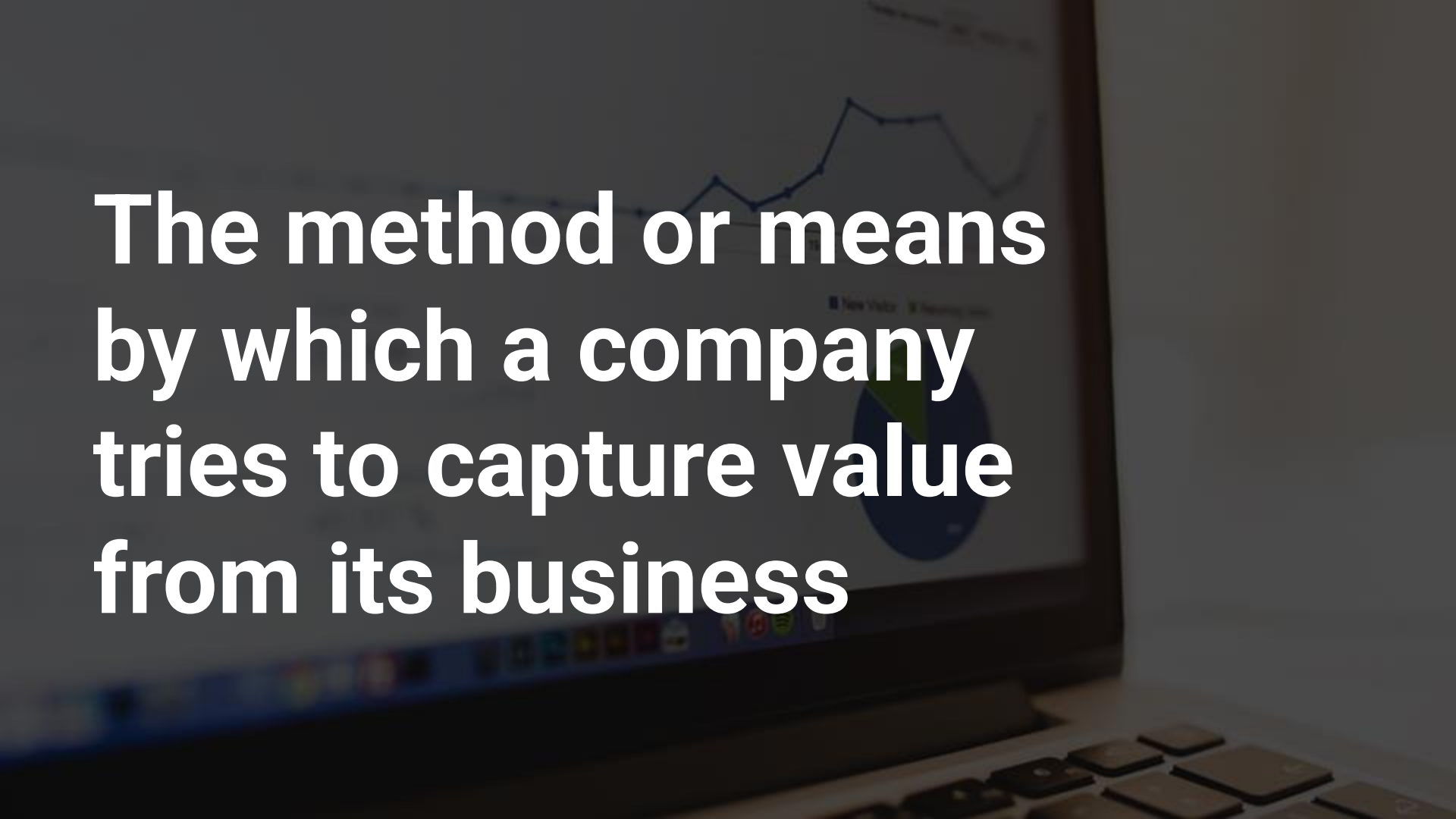


LEAN Startup
(minimise time through the loop)

**Effectual
Entrepreneurship**

Team Example

InvestEd - Case Study



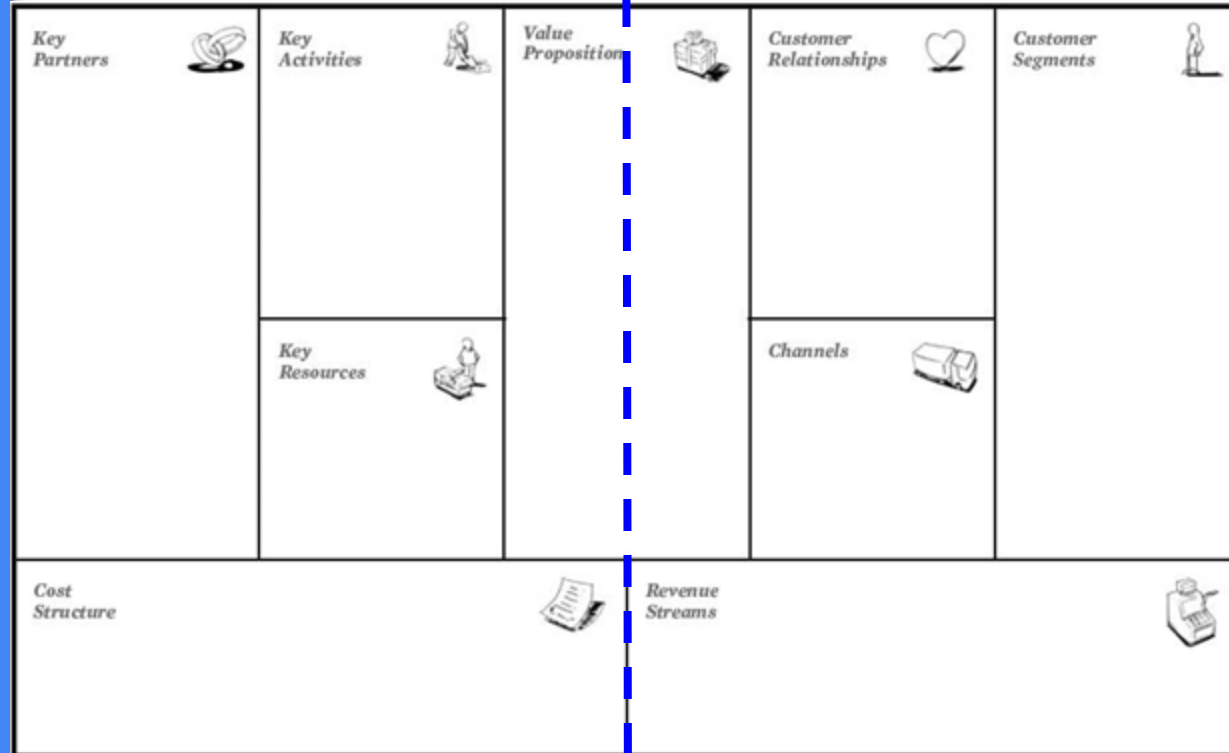
**The method or means
by which a company
tries to capture value
from its business**

BMC Journey

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partnerships
9. Cost Structure

Can you build it?

Should you build it?



Match these examples

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partnerships
9. Cost Structure

Discover, Watch & Learn on demand
Broadcast content for free (& make money)
Reach a targeted audience

Web & App
Integrations (social media, websites)

Predominantly automated
Communities & Favourite Channels
Creator-specific resources

Viewers
Creators
Advertisers

Advertising
Freemium/add-free
Prioritised/promoted content

Team/staff
IT Operations
Marketing
IP & Legal

Platform
Algorithms & data
Human
Technical

Platform development
Optimising advertisements
Reviewing Content
Upholding community rules/standards

Other Google platforms &
services e.g. AdSense
Content creators
Social media platforms e.g.
Facebook

Match these examples

1. Customer Segments
2. Value Proposition
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partnerships
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Discover, Watch & Learn on demand
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Viewers
Creators
Advertisers

Advertising
Freemium/add-free
Prioritised/promoted content

Team/staff
IT Operations
Marketing
IP & Legal

Platform
Algorithms & data
Human
Technical

Platform development
Optimising advertisements
Reviewing Content
Upholding community rules/standards

Other Google platforms &
services e.g. AdSense
Content creators
Social media platforms e.g.
Facebook

A close-up photograph of a person's hands using a purple marker to draw on a whiteboard. The background is blurred, showing some office equipment and lights. The text 'Break-out' is overlaid in white on the left side of the image.

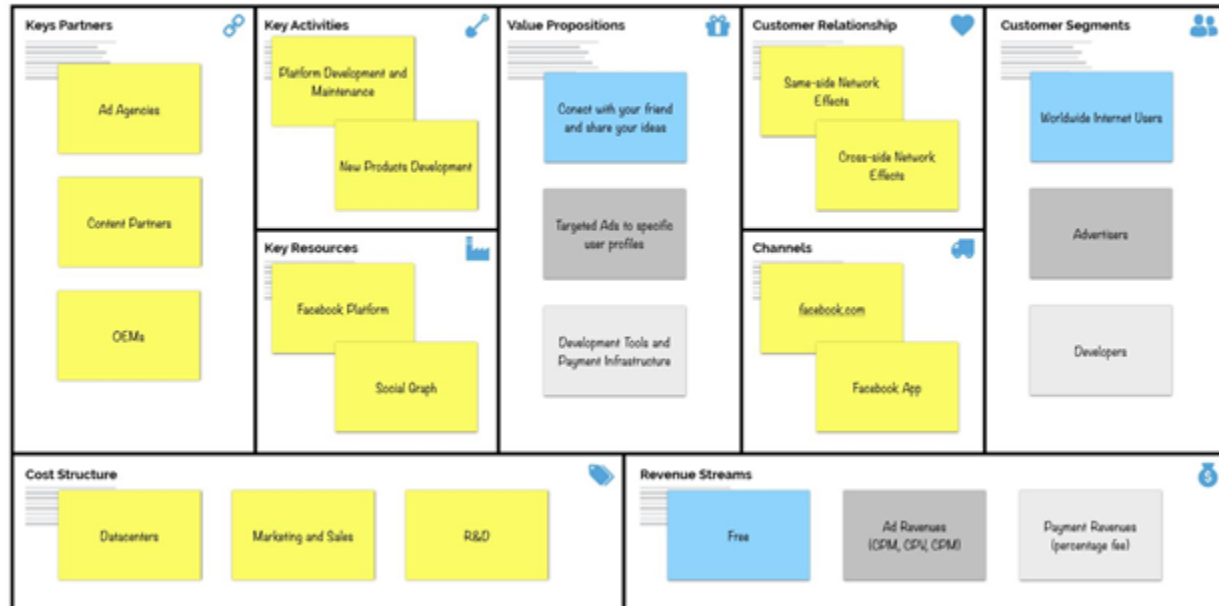
Break-out


Consider Facebook's Business Model

How would their BMC look?

Potential Solution

facebook - Business Model Canvas





Open Source Revenue Models

Freemium / Open-core / Hybrid

SaaS

Hosting

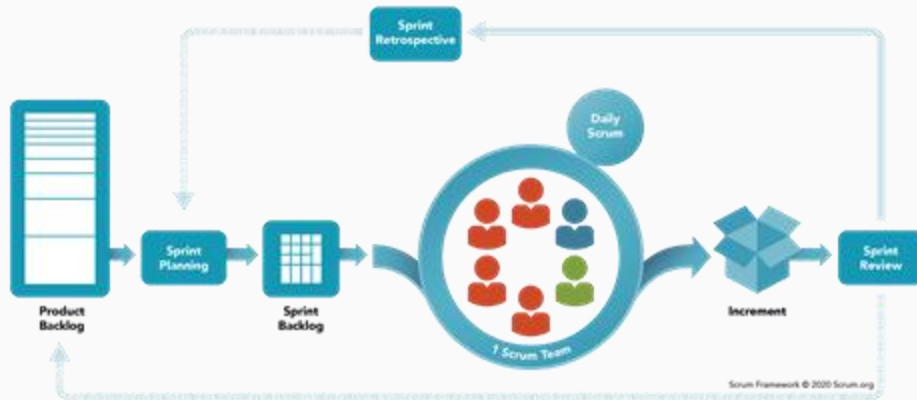
Professional Services / Support

Ad-Revenue

Agile Development

- ✓ *Iterative, adaptive development*
- ✓ *Incremental, high quality delivery*
- ✓ *Collaborative*
- ✓ *Cross-functional teams*
- ✓ *Aligned to customer needs/goals*
- ✗ *Waterfall project management*
- ✗ *High overheads*
- ✗ *Long build periods without tests*

SCRUM



STORY ID:

STORY TITLE:

User Story:

As a <role>
I want to <goal>
So that I can <purpose>

Importance:

Acceptance criteria:

I know I am done when...

Estimate



CUSTOMER

- More responsive to requests
- High-value features
- Delivered more quickly with short cycles



DEVELOPMENT TEAMS

- Enjoy development work
- Work is valued and used
- Reduced non-productive work



SCRUMMASTER

- Planning/task-level tracking in daily meetings
- Tremendous awareness of project state/status
- Catching and addressing issues quickly



VENDOR

- Focused development on high-value features
- Increased efficiency
- Reduce wastage and decreased overhead



PRODUCT OWNER

- Development work aligns with customer needs
- Frequent opportunities to re-prioritize work
- Maximum delivery of value



PMOS AND C-LEVEL EXECUTIVES

- High visibility of daily project development
- Adjust strategies based on hard information
- Plan effectively with less speculation

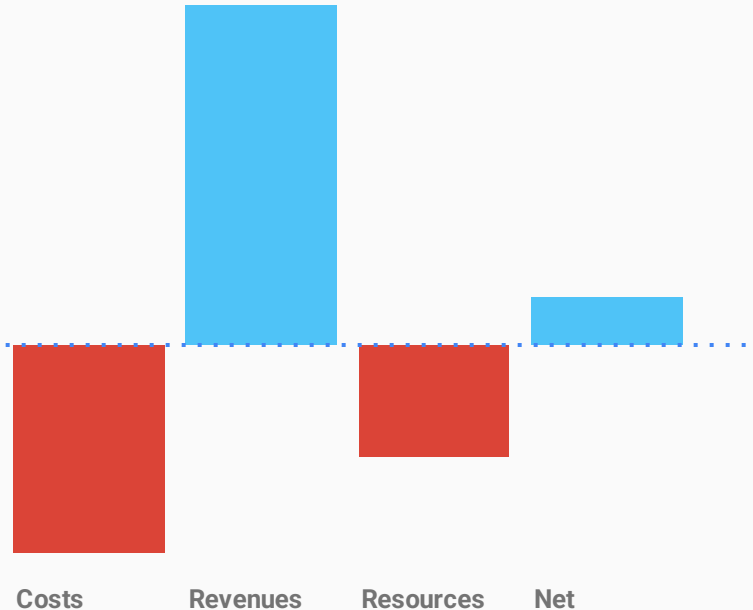
Benefits of Agile

Team Example

BeamAndGo - Case Study

Costs, Resources and Revenues

Properly assessing your resource needs and managing costs is essential to building and growing a sustainable business



Team Example

Agrabah - Case Study

Delivery Model

Founder attendance required

Homework will help you get the most out of your mentoring experience

Regular Mentoring
(Founder must attend)

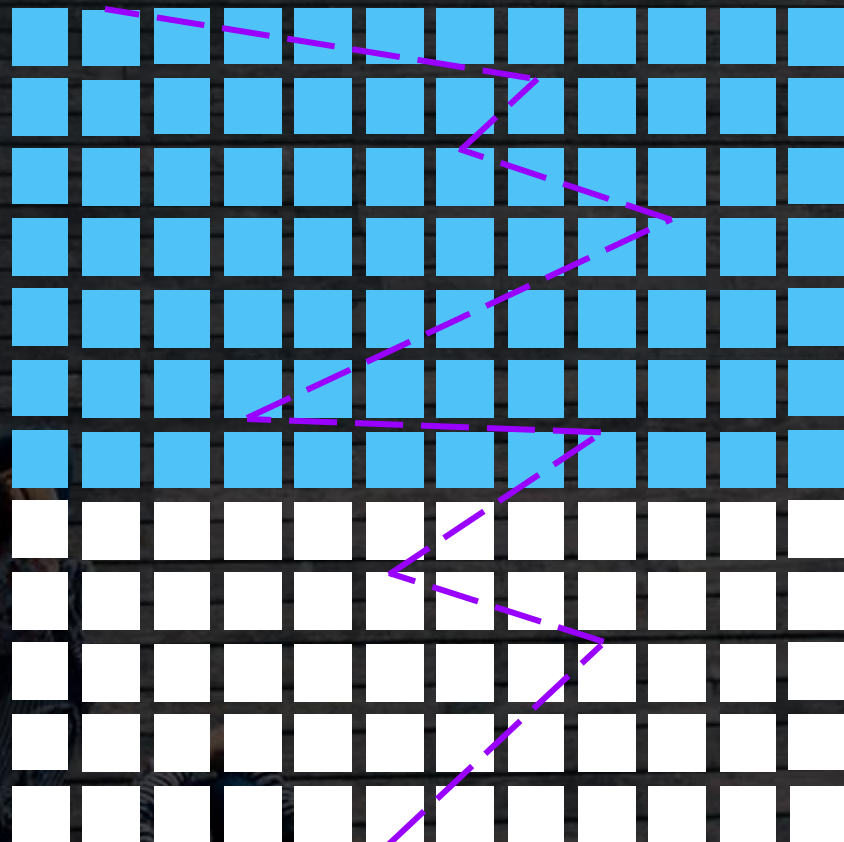
Homework / Self Learning

Q&A Sessions

Where are you now?

Homework to bring to first 1-2-1 session

- Vision & Mission Statement
- TAM SAM SOM
- BMC
- Checklist
- Questions!



Resources

Business Strategy Terms of Reference

Online/Learning

- [Digital Principles](#)
- [Customer Journey](#)
- [Open source business models](#)
- [AGILE Manifesto](#)

Books

- *Lean Startup - Eric Ries*
- *SCRUM - Jeff Sutherland*
- *Principles - Ray Dalio*
- *Never Split The Difference - Chris Voss*

Session 1 - Customer Centric Design

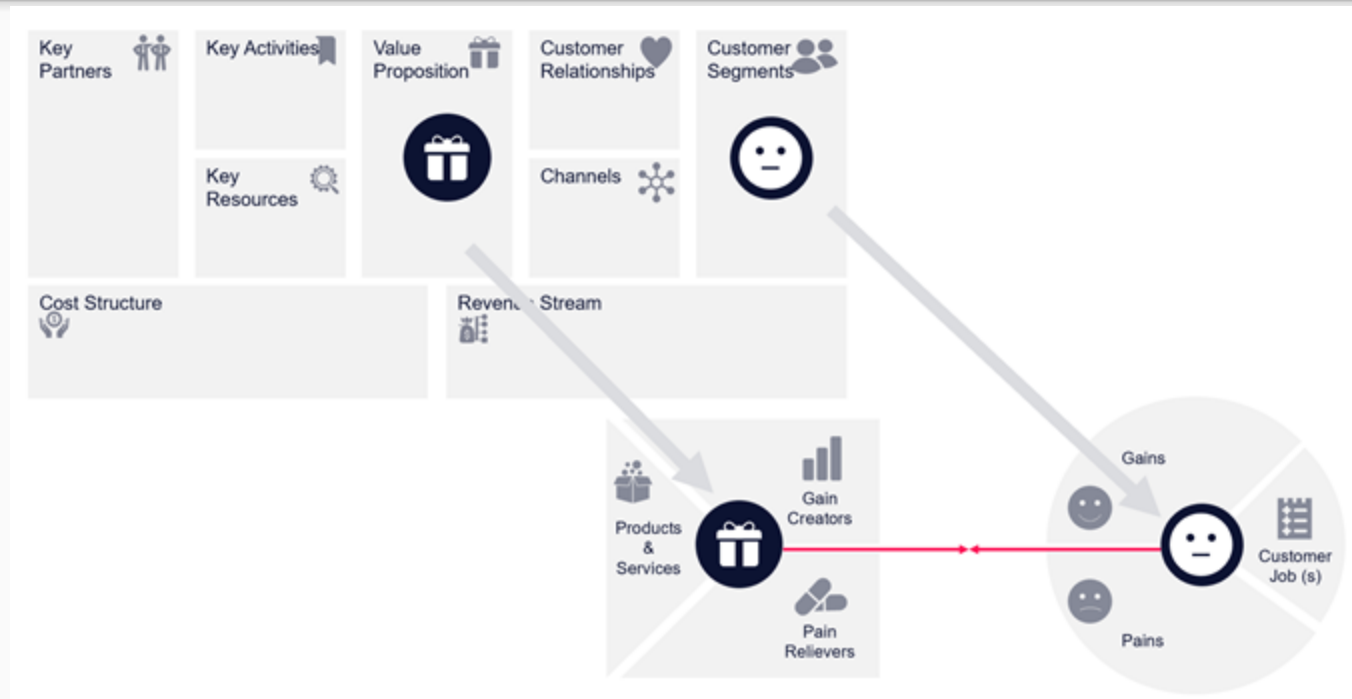
An aerial photograph of a city skyline at dusk. The sky is a mix of dark blue and orange, with scattered clouds. The city is densely packed with skyscrapers, many of which are lit up with warm yellow lights. The Empire State Building is prominently featured in the center, with its top illuminated in green and red. Other notable buildings include the Chrysler Building and the United Nations Secretariat Building. The overall scene is a vibrant and detailed representation of a major urban center.

Learning review

TAM SAM SOM

BMC

Value Proposition Canvas



Implementing the Principles for Digital Development



Design With the User



Understand the Existing
Ecosystem



Design for Scale



Build for Sustainability



Be Data Driven



Use Open Standards,
Open Data, Open Source,
and Open Innovation



Reuse and Improve



Address Privacy &
Security



Be Collaborative

Customer Centricity - Why do we care?



Focus activities and development objectives

Avoid subjectivity

Validate via research and testing

Improve engagement, conversion and revenue

Much more granular than your target market

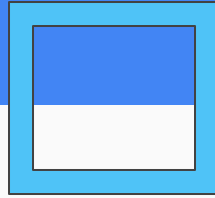
Your Personas

...a realistic description of a person who represents one segment of your customer base



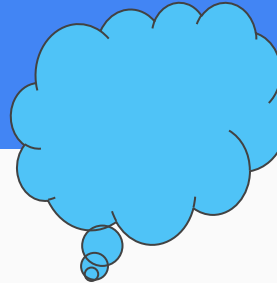
Your Existing Knowledge

[Users
Awareness
Approach]



Customer Psychographics

Demographics
Lifestyle
Values
Activities
Interests
Pain Points



Typology & Characteristics

Motivations
Mindsets
Means of Engagement
Decision Drivers



Customer Suitability Profile

Needs
Time
Experience
Budget
Personal Win

Constructing a Persona

Segment leads & design marketing to appeal to your target segments

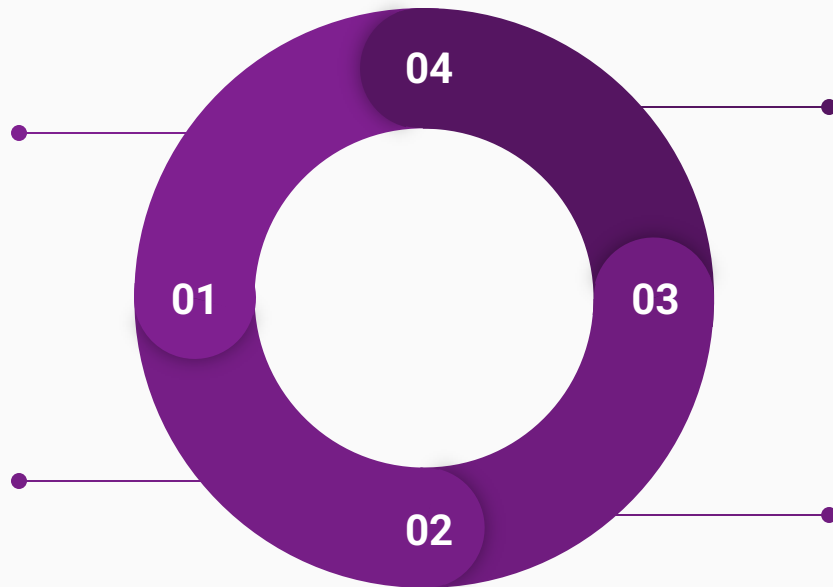
Use your profiles to construct your messaging and reach target segment (early adopters)

This is an ITERATIVE process, of continued customer validation. As your product evolves so may your audience - particularly once you acquire 'all' the early adopters

Research your audience

Collect data on your existing customers and social audience through surveys and interviews

Consider psychographics, typology and characteristics



Identify trends & create profiles

From steps 1 & 2 you should have a lot of raw data. Begin to identify common themes from this across your customer base. Construct personas (including real life quotes) representing some of these individuals and themes

You can also create non-personas i.e. a profile of someone who would not be a good client, this can help with targeting

Identify their goals & pain points

This can be through social listening, tracking reviews of your or competitors' products, sales team experience, interviews etc.

You want to get fully in to the headspace of your potential user

Coffee Shop Marketing Persona



Sarah Student

"I need to be able to go somewhere to relax, re-focus, and get inspired without drinking the bank."

A DAY IN THE LIFE OF SARAH

- Early mornings, late nights describes her daily routine, so she lives on coffee
- She goes to school all day, studies at nights and works freelance jobs
- She has a cat that keeps her grounded with a sense of responsibility
- She's a carefree college student
- Her house is never in order, her fridge is empty and she's always buried in a book or her laptop
- She takes the train and litters everywhere

BACKGROUND

- 30 years old
- Single
- Lives in San Francisco, CA
- Full Time Interior Design Student, Part Time Worker

FINANCES

- Household income of \$30,000
- She's super conscious about what she spends her money on
- Prefers to use her credit / debit cards

ONLINE BEHAVIORS

- Facebook is her life line
- Active on Twitter, Instagram, and Pinterest
- Looks for coupons and good deals on cool, new experiences or restaurants

WHAT SHE'S LOOKING FOR

- A place to decompress after a hectic week
- A quiet place to study where she's not distracted by her noisy room
- A good deal to make her feel better about purchases
- A sense of stability in her chaotic world
- Cool, new experiences or adventures

WHAT INFLUENCES HER

- Her friends and colleagues
- Magazines, blogs, articles, and design publications

BRAND AFFINITIES

- Starbucks, H&M, Forever21, American Eagle, Target

HOPES & DREAMS

- Become a reputable interior designer
- Travel the world
- Have the flexibility to be able to pick up and go as she pleases
- Not have to worry about finances

WORRIES & FEARS

- Not being able to pay her bills
- Getting stuck somewhere and not being able to travel
- Not having enough time with her cat
- Not being able to pay back her school debt

MAKE HER LIFE EASIER

- Family atmosphere that's inviting and relaxing
- Deals and coupons
- Provide a job-board inside the coffee shop for freelance jobs
- Cosy seating with plenty of charging stations
- Order drinks to go online or through an app
- Social media engagement incentives for discounts

Persona Examples & Tools

- [Personapp](#) (B2C)
- [Uxpressia](#) (B2C & B2B)
- [Hubspot](#) (B2B)

EMPATHY MAP CANVAS



BUYER PERSONA



Millennial Molly

age
23
mid to late 20s - late 30s

location
medium to large urban city

education
college degree, possibly masters

sector
professional industry, like finance, marketing, etc.

social media
Heavy Instagram user. Also checks Twitter or Facebook

Basic understanding of social ads & social media marketing

personality

Molly is a young millennial woman who likes to explore her city, travel, and spend time with her friends and her dog.

hobbies and habits

- enjoys being active and staying healthy
- frequently stays on top of trends, pop culture, and health news
- does a lot of after work and weekend activities, leaving her with little time for errands

goals and objectives

- eat healthy fresh food
- find a way to quickly and easily plan meals for the week

pain points

- lacks the time or desire to plan meals for the week
- not sure where to start when planning her meals nutrition-wise

job position

Works at the manager or director level in a professional industry like marketing, banking, professional services, etc.
Makes a competitive salary for her city, but would like to earn more.

research method

Millennial Molly does her main research online and through social media.

tools used during research

- Influencer recommendations via Instagram and YouTube
- Friend recommendations via Facebook and Instagram
- Online research on Google and YouTube

how can we support them as a company?

Millennial Molly is looking for a way to eat more fresh food, but lacks the time to plan meals herself. As a fresh meal kit delivery service, we can provide Molly with fresh, healthy, and preplanned meals so that she doesn't have to spend her time on planning anymore. Every week she can choose the meals she wants to receive, send her the ingredients and recipes, and schedule the deliveries.

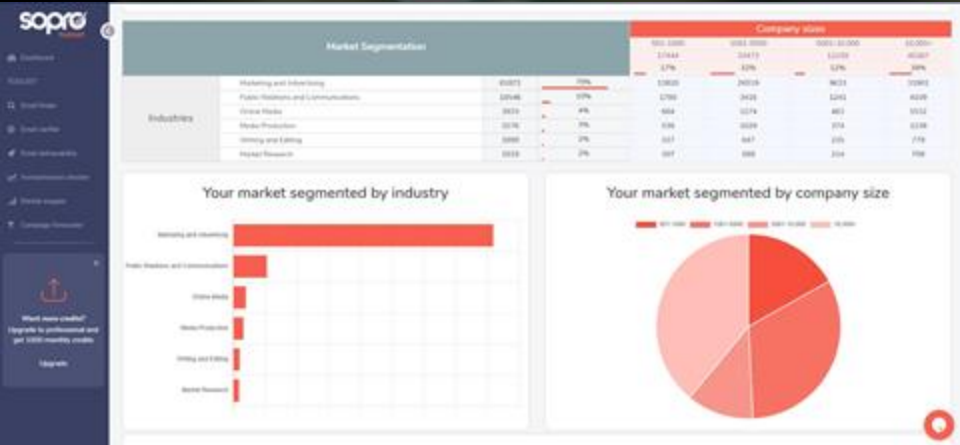


Personas

1. Psychographic

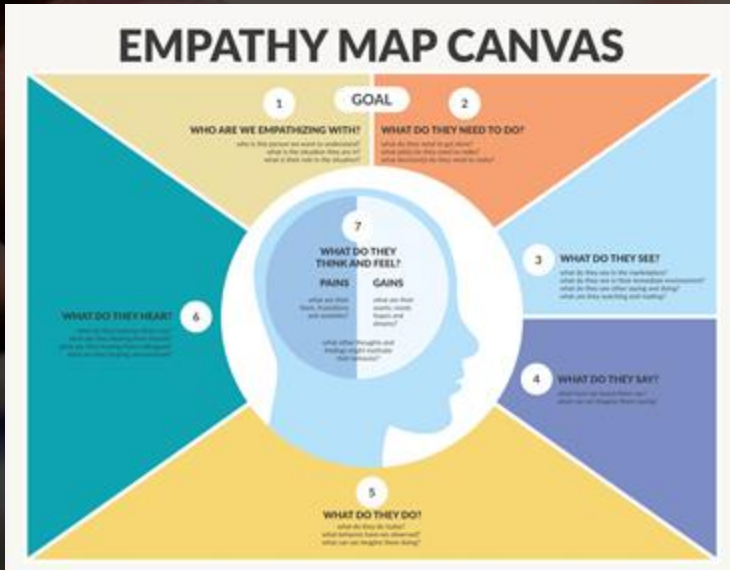
1. Consumer Typology

1. Consumer Characteristics

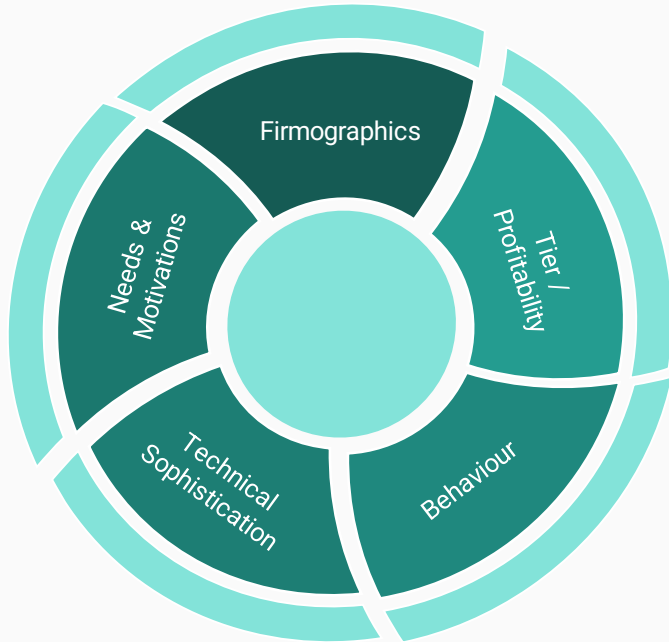


Persona Examples & Tools

- [Personapp](#) (B2C)
- [Uxpressia](#) (B2C & B2B)
- [Hubspot](#) (B2B)



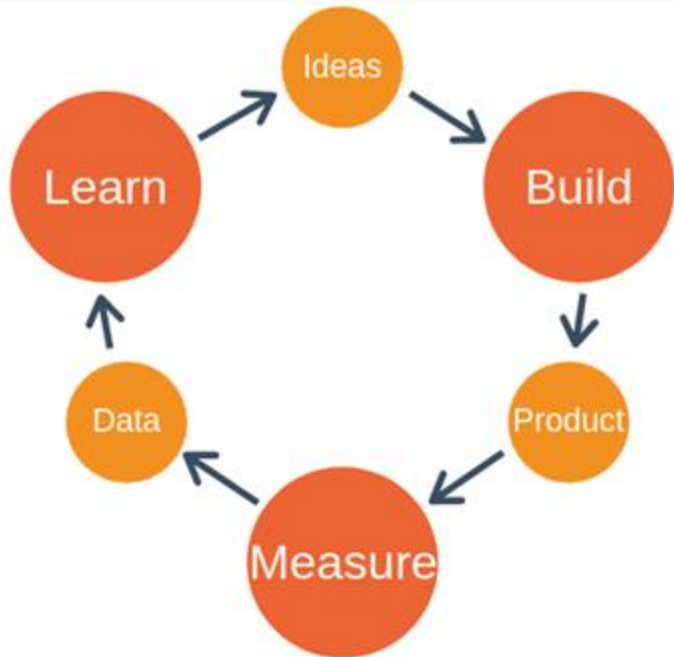
B2B Segmentation Methods



Process

1. Analyse your existing client base & gather quantitative and qualitative data
2. Add segmentation characteristics to customers & prospects
3. Identify trends and highlight segments
4. Identify key decision makers
5. Develop customer 'profiles'
6. Iterate

Back to...LEAN Startup



What is the most critical assumption?

How do we build this into a hypothesis?

What is the most effective type of test?

What are the best questions to ask?

Who is the appropriate audience?

Hypotheses & Testing

Hypothesis

We believe that...

Test Outline

To validate the hypothesis we will...

Metric

And we will measure

Criteria

We were right if...in...*(include a timeframe!)*

Constructing Hypotheses

[persona] exists and they [problem], they currently [existing solution], if we [action], then we will observe []

If [], then [], because [], we will know we are right if []

Persona Hypothesis

- Does this persona exist?
- Can you name or find 5-10 examples?
- Can you identify them out in the real world?
- Do you understand them, their motivations and how they relate to your area of interest?

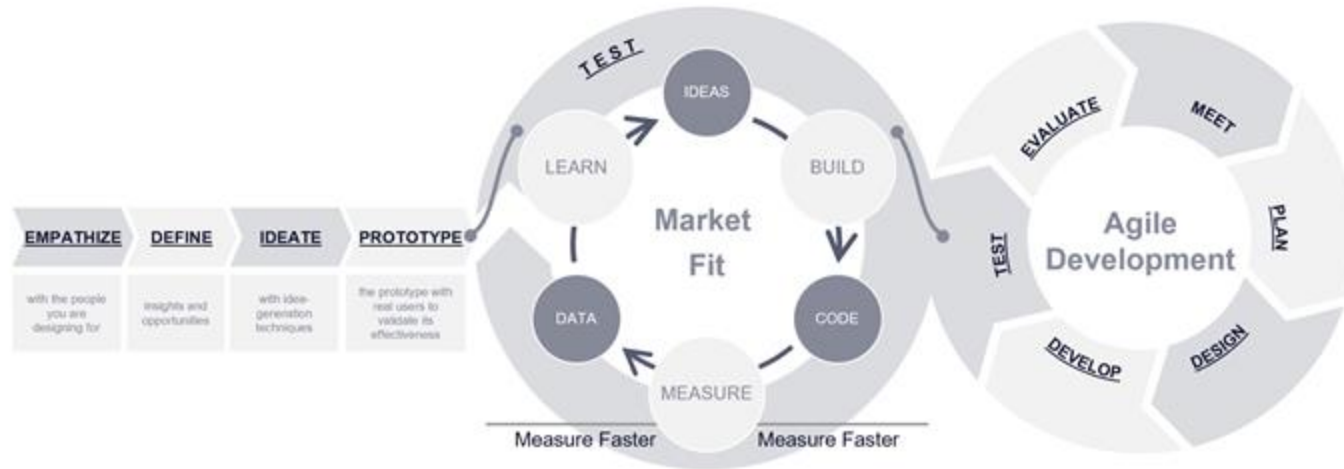
Product Hypothesis

- Do the problems you're solving really exist?
- Is it more of a 'job to be done' or a need, desire?
- How important is the problem or problems?
- How is the customer solving them now? With what alternatives?

Value/Motivation Hypothesis

- How much better than the best alternative is your product at delivering on the problem?
- How obvious is that to the customer?
- How will you test that without just asking 'do you want this?' (because that doesn't work)

Connected Playbook



Design Thinking

How to approach a problem?

CUSTOMER PROBLEM

Lean Startup

How to develop and test your solution?

CUSTOMER SOLUTION

Agile

How to make and scale your solution?

Constructing your hypotheses

Aim for:

- Simplicity
- Clarity
- Causality
- Conclusiveness

Try this checklist


We believe that customers will be willing to buy books online. We will test this by setting up a Concierge MVP where customers can order books.

When customers order, we will then go to the bookshop, buy the books, and send them to the customer. We are right if x customers per month over six months order a book from us

There are HR Managers in charge of recruiting technical talent, and they need to screen recruits for the specific technical skills in a job description. Currently, they do their best by checking references and asking a few questions, but if we offer a way to automate quizzing for a specific job description, then we'll observe HR Managers creating and using quizzes and standardizing on use of the platform for new hires.

Because we know our customers prefer colder lemonade in warmer weather, if we add ice to each cup of lemonade we sell, we expect higher customer satisfaction and more sales.

If we are correct, we would also expect that customer surveys would also validate a preference for ice, that we might be able to run tests to find the quantity of ice that maximizes sales, and that our Net Promoter Score would increase. *(If we are wrong, it might indicate that customer preference for cold lemonade might be influenced by other factors such as the precise ratio of ice to lemonade, the exact temperature outside, the quantity of sugar, lemon juice, and water in our recipe, or the price of a drink from your competitor down the street.)*



Designing your metrics

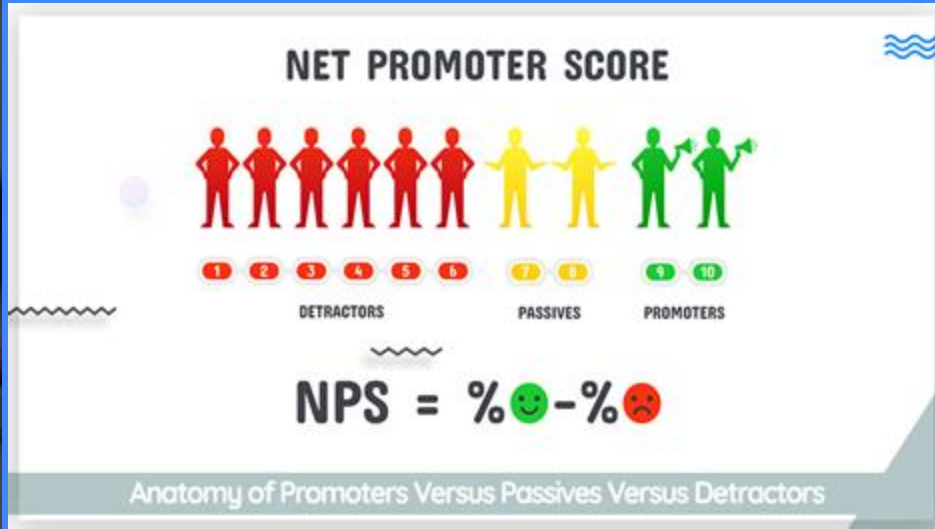
Actionable Accessible Auditable

Cohort level / Traceable

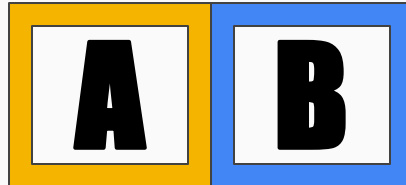
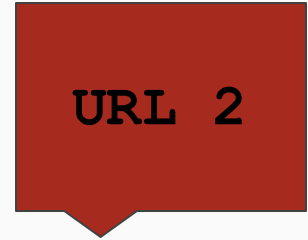
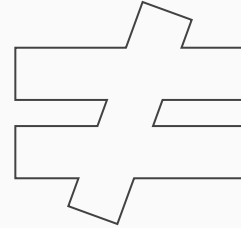
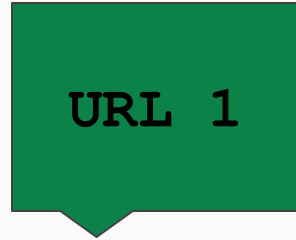
Clarity & Quality

“How likely are
you to
recommend
[brand/product]
to a friend?”

$$\text{NPS} = 100 \times \frac{(\text{Promoters} - \text{Detractors})}{\text{Total Respondents}}$$

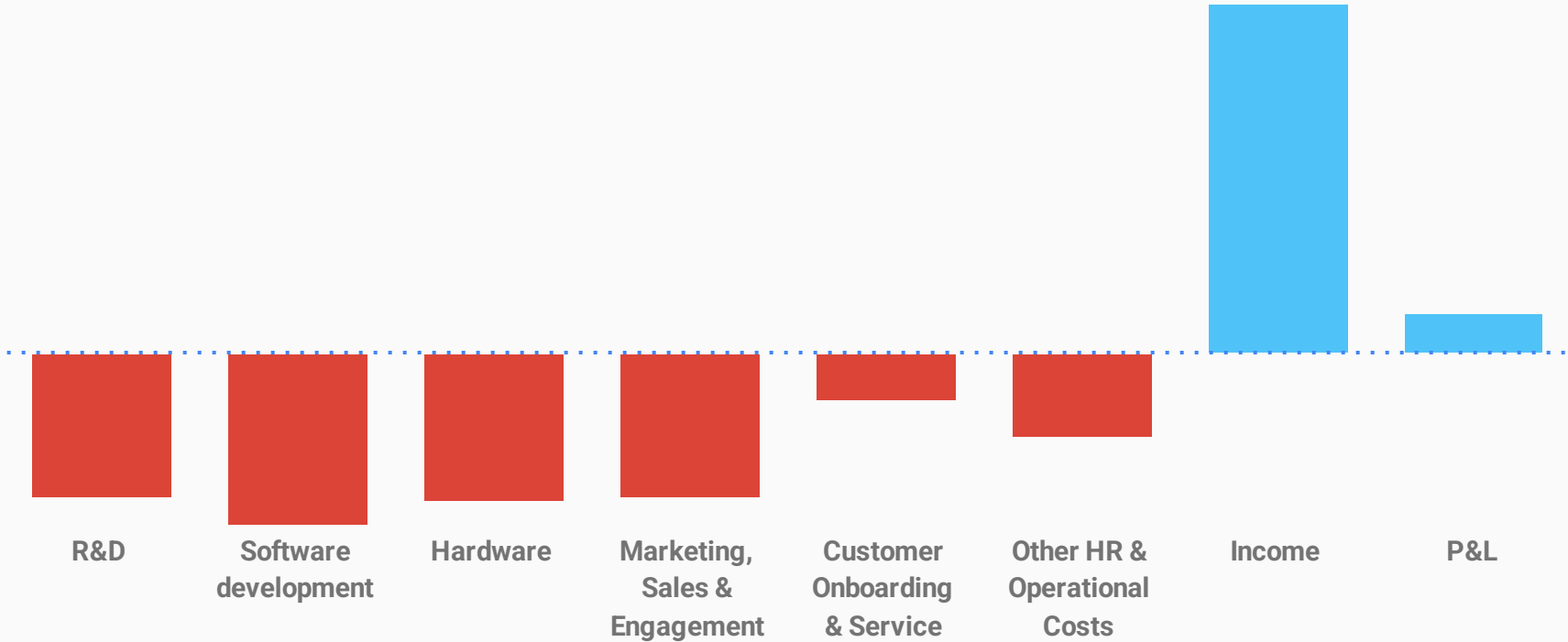


Types of test



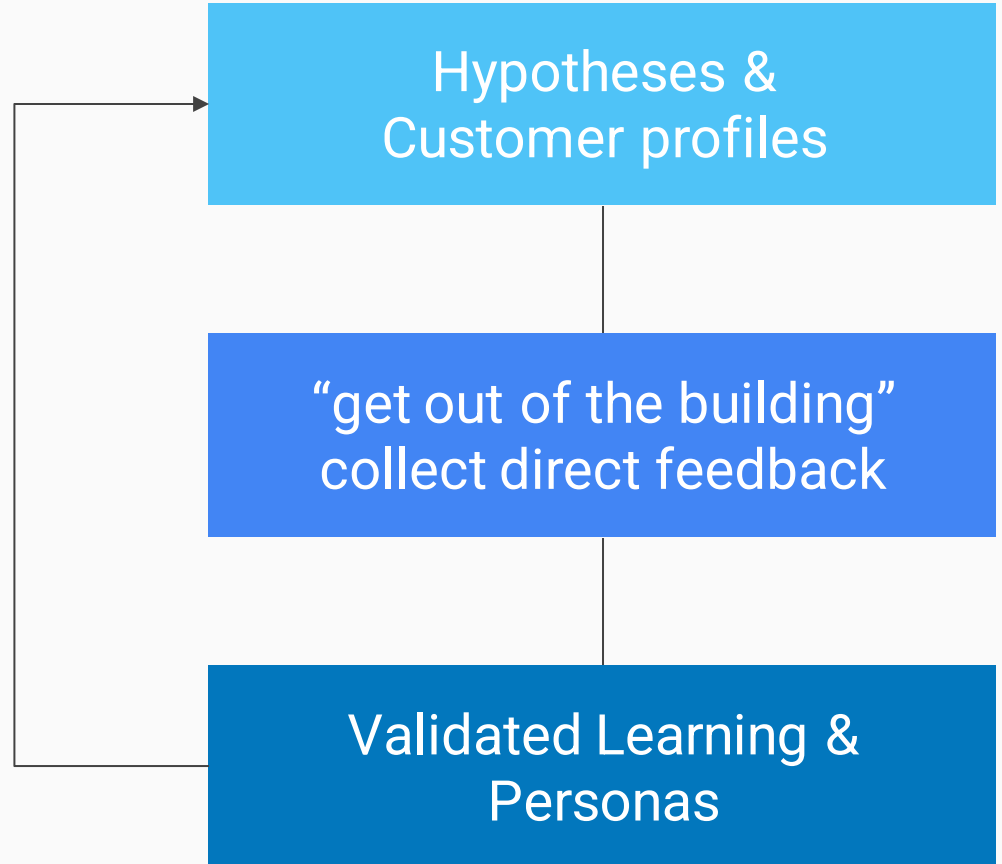
Multi-

Cost Considerations



Homework

Build hypothesis testing into
your pilots



Session 2 - Value Propositions & Revenue Models

An aerial photograph of the New York City skyline at dusk. The sky is a mix of dark blue and orange, with scattered clouds. The city lights are visible, and the Empire State Building stands out prominently in the center. The title 'Learning review' is written in a large, white, sans-serif font across the middle of the image.

Learning review

Competitive Strategies



A laptop screen is shown in the background, displaying a line graph with a blue line and a pie chart. The text 'Direct & Indirect Competitors' is overlaid on the screen in a large, white, sans-serif font.

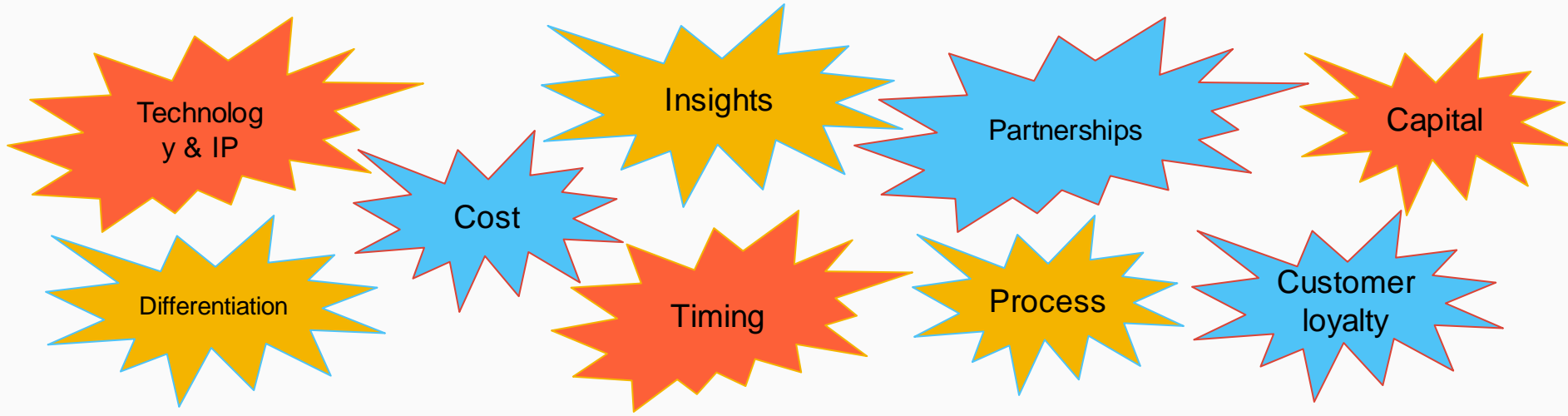
Direct & Indirect Competitors

- Product/Service
- Audience/Customers
 - Mindshare
 - Walletshare
- Offering
 - Automation
 - Transparency
 - Technology

The Moat

What do you have or do that makes it difficult for others to replicate your solution and its reach?

What would you consider your competitive advantages?



Repositioning for Growth

The venerable product life cycle curve describes the growth trajectory most products take from introduction to decline. But by changing products' positioning in the marketplace, companies can propel their products backward or forward into the lucrative growth phase.

Breakaway Positioning

By combining features of products in distinctly different categories, companies can reposition a mature product for growth.

Reverse Positioning

By stripping away attributes consumers expect in a mature product, and adding some surprising new ones, companies can shift a product backward from maturity into the growth phase.

Stealth Positioning

By associating a "tainted" product with a category consumers embrace, a company can overcome consumer resistance and advance the product from introduction to growth.



	INTRODUCTION	GROWTH	MATURITY	DECLINE
Focus	Educate the market and build brand identity	Refine the product and build brand preference	Augment and differentiate the product and build brand reputation	Phase out weak models, reduce costs, and milk the brand
Market Segmentation	Latent	Emerging	Fragmented	Eroding
Competition	Limited	Growing	Fierce	Fading

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Constant Innovation and Staying Relevant

Validated Learning

Personas + Empathy

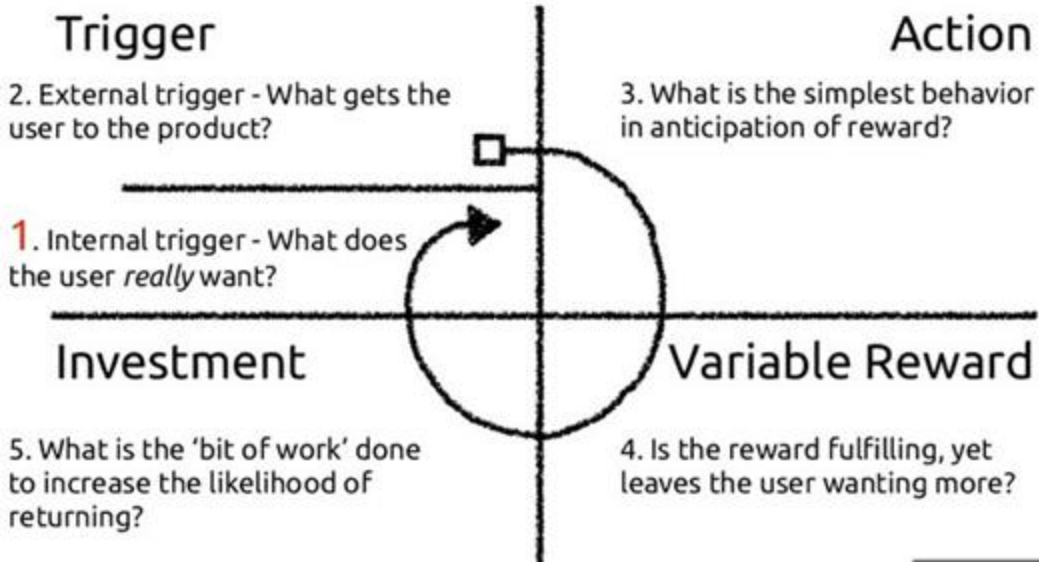
Engagement

Actions

Data

Brands and Social Trends






Hook Model

User intentions & Goals
Behavioural Triggers
Repeat Engagement



Embedding Motivating Factors

- Seeking pleasure
- Avoiding pain
- Seeking hope
- Avoiding fear
- Seeking acceptance
- Avoiding rejection




Customer Stickiness - A *stepping stone to loyalty through genuine value and satisfaction*

- Problem Frequency
- Time to Value
- Nudges
- Usability
- Simplicity
- Education
- Automation
- Feedback

Benefits of ARR (or MRR)

01	Predictability	<ul style="list-style-type: none">• Accurate forecasting• Dampens cyclical market effects
02	Visibility	<ul style="list-style-type: none">• Of growth trajectory• Of granular business performance metrics
03	Scalability	<ul style="list-style-type: none">• Servicing existing clients is less resource intensive• Leverage additional capacity to grow client base, develop products or upsell
04	Durability	<ul style="list-style-type: none">• Start each month with non-zero income• Focus on reducing risk and churn
05	Cost Management	<ul style="list-style-type: none">• Align future investments with income• Simple, regular P&L tracking



Open Source Revenue Models

Freemium / Open-core / Hybrid

SaaS

Hosting

Professional Services / Support

Ad-Revenue

Revenue Sources

 LT	Core Product	<ul style="list-style-type: none">• Legal reasons / avoid OS• Certification of embedded use
 LT	Whole Product	<ul style="list-style-type: none">• Open-core or Freemium model in place
 HT	Operational Comfort	<ul style="list-style-type: none">• Tailored support• Bespoke requirements
 HT	Consulting Services	<ul style="list-style-type: none">• Implementation & Training• Documentation



Pricing Strategy

Use A/B Testing

Link charges to value metrics

Provide tiers but validate first

Continuously re-evaluate

Pricing Strategies

Cost Plus

Simple
Consistent Return
Limited Information

- No customer consideration
- Can limit quality and drive

Competitor Based

Simple
Low Risk
Tested

- Short term thinking
- Limits competition
- Limited customer consideration

Value Based

Data Driven
Product Quality
Customer Centric

- Resource Intensive
- Continuous process, not an exact science

Cost Plus

**Sales, Marketing,
Customer
Acquisition**



**Customer
Success/Service**

Lorem ipsum dolor sit
amet, consectetur
adipiscing elit, sed do
eiusmod tempor.

Build Costs

Lorem ipsum dolor sit
amet, consectetur
adipiscing elit, sed do
eiusmod tempor.



**Technical Teams &
Development**

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amet, consectetur
adipiscing elit, sed do
eiusmod tempor.

Fixed costs



Other Staff Costs

Lorem ipsum dolor sit
amet, consectetur
adipiscing elit, sed do
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Commercially Successful

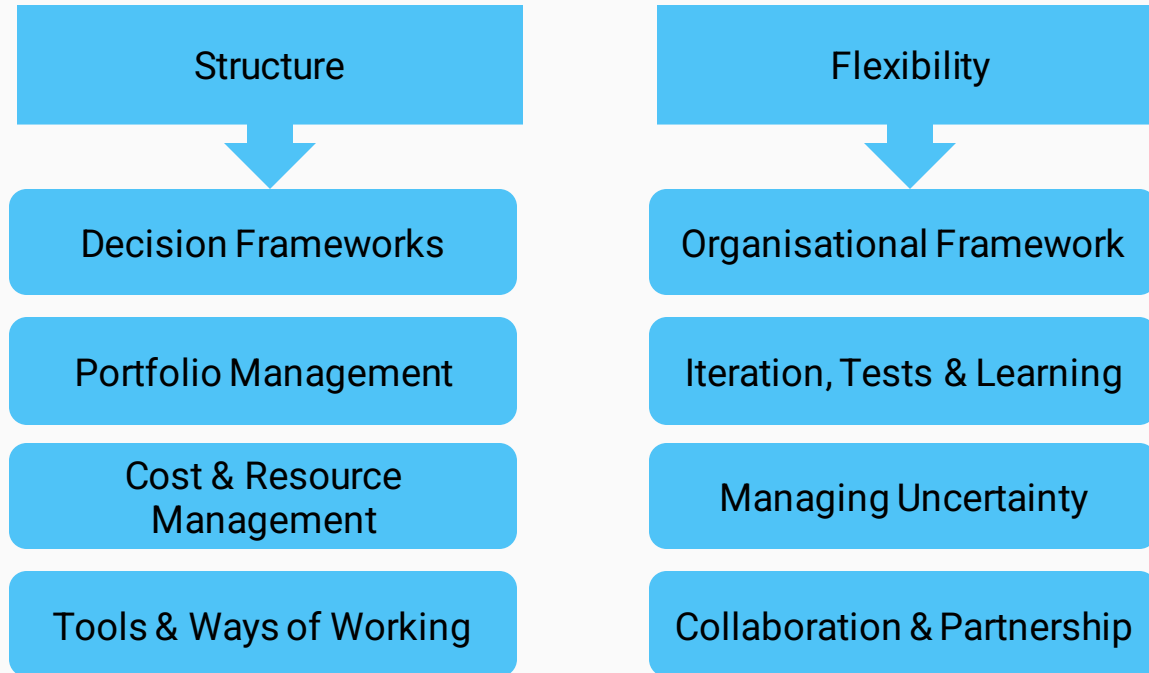
Delivering Positive Impact

Adaptable

Modular

What does a
sustainable
business look
like?

Building sustainability



CUSTOMER JOURNEY MAP

Example of an online grocery store

STAGE	AWARENESS	CONSIDERATION	DECISION		DELIVERY & USE			LOYALTY & ADVOCACY	
CUSTOMER ACTIVITIES	Hear from friends, see offline or online ad, read from newspapers	Compare & evaluate alternatives	Add groceries to shopping cart	Make an order	Receive or pick up on order	Contact customer service	Enjoy groceries	Order again and/or order more	Share experience
CUSTOMER GOALS	No goals at this point	Find the best solution to buy food	Find and select products easily, get inspired	Order effortlessly	Receive or pick up an order effortlessly and when needed	Get help if problems appear, request for refund	Have the right and good quality ingredients	Repeat good customer experience	Share feelings, give feedback
TOUCHPOINTS	Word of mouth, traditional media, social media	Word of mouth, website, brick & mortar store, social media		Website, app, order confirmation email	Delivery service, packing, messages (email, SMS, phone call)	Phone, email, chat	Food products, packages, other materials		Word of mouth, social media
EXPERIENCE	 <i>Interested, curious</i>	 <i>Requires effort but excited</i>	 <i>Excited</i>	 <i>"Payment is painful"</i>	 <i>Requires effort, happy when received</i>	 <i>Frustrated</i>	 <i>Satisfied</i>	 <i>"This is easy"</i>	 <i>"I have to share this"</i>
BUSINESS GOAL	Increase awareness and interest	Increase number of website visitors	Increase shopping cart value & conversion rate	Increase online sales and conversion rate	Deliver on time and minimise the delivery window	Increase customer service satisfaction, minimise waiting time	Make products to match expectations	Increase retention rate and order value and/or frequency	Turn customers into advocates, turn negative experiences into positive
KPIs	Number of people reached	New website visitors	Shopping cart value, conversion rate	Online sales, conversion rate	On time delivery rate, average delivery window	Customer service success rate, waiting time	Product reviews	Retention rate, order value and frequency	Customer satisfaction
ORGANISATIONAL ACTIVITIES	Create marketing campaigns and content both offline and online, PR	Create marketing campaigns and content both offline and online	Optimise grocery shopping experience	Optimise online purchase funnel, order handling	Picking & delivery	Organise customer service	Develop products & product range	Target marketing, make re-ordering easy, upselling and/or cross-selling	Manage feedback and social media, develop sharing / inviting possibilities
RESPONSIBLE	Marketing & Communications	Marketing & Communications	Online development, Customer service	Online development, warehouse, logistics	Warehouse, logistics	Customer service	Product development, purchasing	Marketing, online development	Customer service, online development
TECHNOLOGY SYSTEMS	CRM, analytics, programmatic buying platform, social media	CRM, analytics, CMS, marketing automation	CRM, analytics, CMS, ecommerce platform, PIM	CRM, analytics, CMS, ecommerce platform, PIM, inventory system, marketing automation	CRM, analytics, order & delivery system, marketing automation	CRM, analytics, help desk, ticketing system, chat	CRM, analytics, vendor management system, PIM	CRM, analytics, marketing automation, ecommerce platform	CRM, analytics, marketing automation, ecommerce platform, social media analytics



Business Process Modelling




Continuous
Innovation
Board


Strategic Drivers


Value Goals


Lean Budgeting


Business
Owners


Organizational
Change

ORGANIZATION
LEVEL


Innovation
Coach


Idea
Generation

 WFIF
Portfolio
Management




Innovation
Metrics


Continuous
Improvement

PORTFOLIO
LEVEL


Innovator


Idea


Validation


SWITCH


PITCH Week


SWITCH


PITCH Week + Innovation Day


SWITCH


PITCH Week


Scaling Up Experiments


Innovation
Team


CIB Ambassador
SCALING UP

Architecture
Competencies
Processes
Partnerships

INNOVATION
LEVEL

IDEATION

VALIDATION

EXPERIMENTATION

SCALING UP

EMBEDDING



Channels for
customer
acquisition

Session 3 - Channels & Customer Acquisition

An aerial photograph of the New York City skyline at dusk. The sky is a mix of dark blue and orange, with scattered clouds. The city lights are visible, and the Empire State Building stands out prominently in the center. The title 'Learning review' is written in a large, white, sans-serif font across the middle of the image.

Learning review

Routes to Market

B2G

Partnership with, or direct sales to,
local or federal government

- Challenges: Pace of change, political, complexity of structures
- Benefits: May be only route to widespread community adoption
- Markets: ?

B2B

Partnership with, or direct sales to,
private emptying companies

- Challenges: Competition, longevity of solution
- Benefits: Purchasing power, pace of change
- Markets: ?

B2P

Partnership with NGOs, Charities etc
who support WASH activities

- Challenges: Dependence on partners
- Benefits: Leverage wide networks, potential to translate to sustainable model
- Markets: ?

Models, Channels & Challenges

B2C	Direct sales to consumers	<ul style="list-style-type: none">• Challenges: Not inherently sticky business and CAC can be high in the initial phase, segmentation and testing are essential• Benefits: Low ticket price and the ability to experiment with incentivisation can mean users are willing to 'try' and forgive• Markets:
B2B	Partnership with, or direct sales to, enterprises	<ul style="list-style-type: none">• Challenges: Competition, time to close• Benefits: Purchasing power, pace of change• Markets:
B2B2C	Partnership with NGOs, Charities etc who support aligned activities	<ul style="list-style-type: none">• Challenges: Dependence on partners• Benefits: Leverage wide networks, potential to translate to sustainable model• Markets: ?

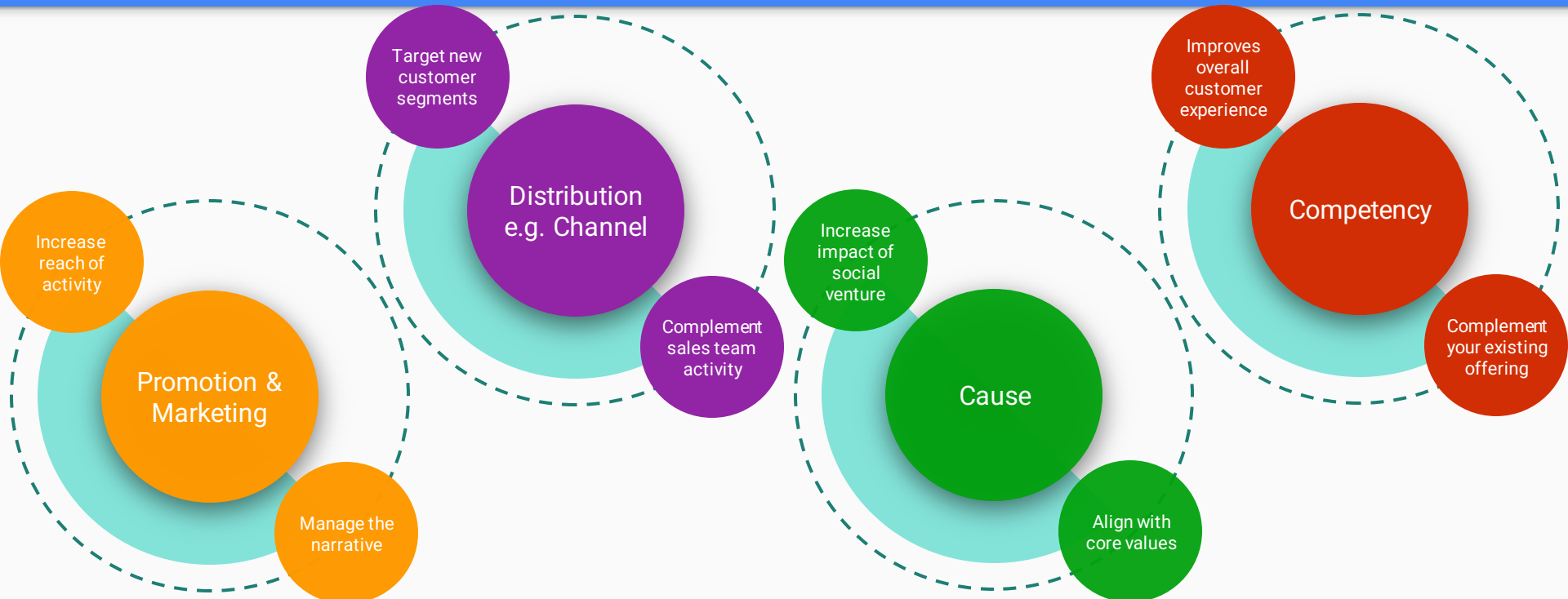
A close-up photograph of a person's hands writing on a document with a pen. The image is dark and serves as a background for the text on the left side of the slide.

Identifying the right partners &

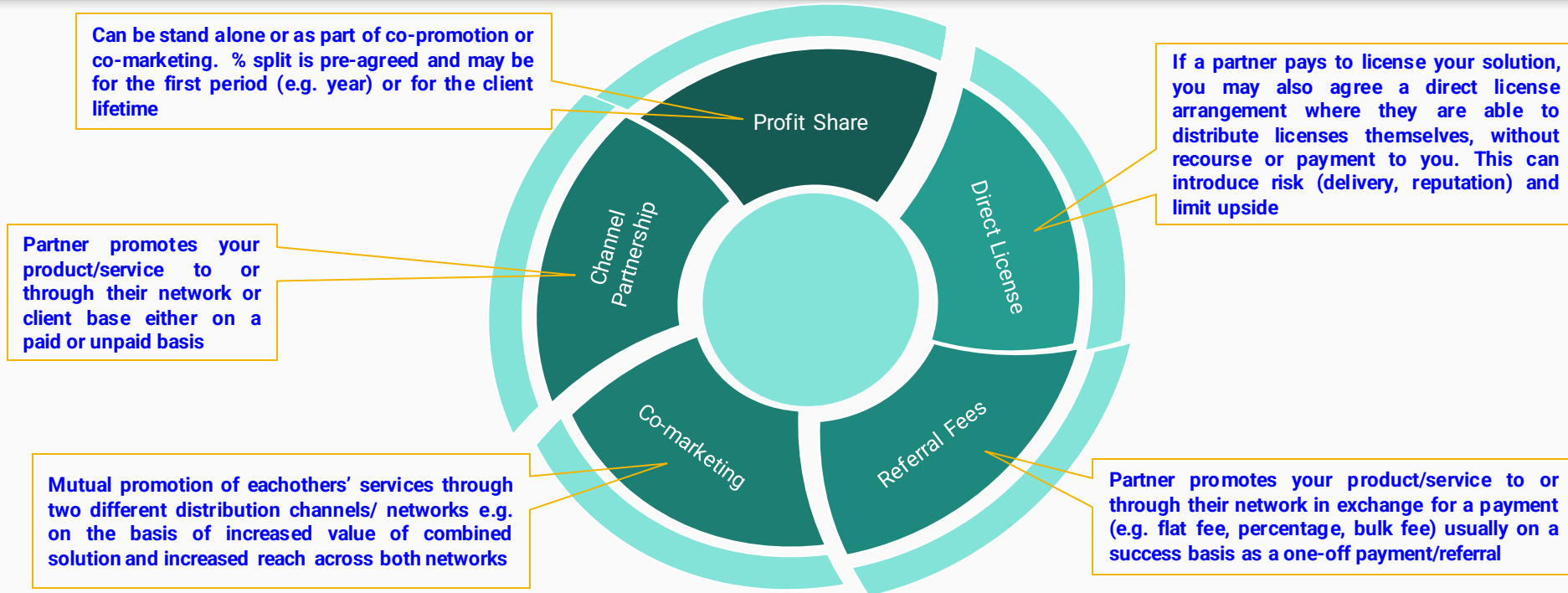
making a partnership work

- Shared goals & outcomes
 - Reputational benefit
 - Alignment of vision and values
 - Resources & competence
 - Commitment
-
- Clearly identified roles & tasks
 - Transparency
 - Good communication
 - Continued relationship building

Reasons to Partner



Partnership Structures



Relationships & Approach

Customer	Transactional use of platform/solution Little or no co-creation Limited upside from further data/network sharing	<ul style="list-style-type: none">• Pricing and relationship clearly documented• Contractual delivery items, commitment/standards
Partner	Clear value in joint activity Common values and desired outcomes	<ul style="list-style-type: none">• Mutual agreement on partnership process and deliverables• Regular assessment of value and benefits, re-negotiation where necessary
Co-Creation	Collaborative development of a solution which can be used by / benefit both sides	<ul style="list-style-type: none">• Clear and defined roles & responsibilities• Requires information sharing, an identified outcome and agreement of future use/limitations



Value Considerations

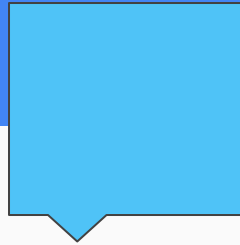
- Direct cost
- Internal value & loss of benefit through sharing
- Value/upside to 'partner' e.g. revenue
- Secondary benefits from their usage
- Contractual structure

Data Driven Sales & Prospecting



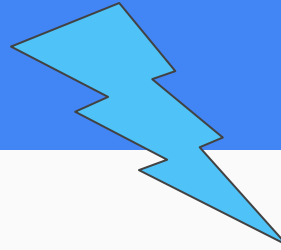
Match rate with Ideal Customer Persona

Created an ICP from validated insights
Measure compatibility
Rank prospects



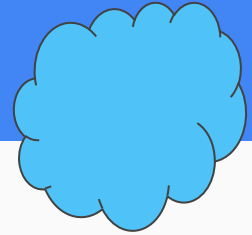
Track activity and impact

Success rate of different outreach methods
Engagement of clients
Time-to-close & T-t-v



Monitor Buying Signals

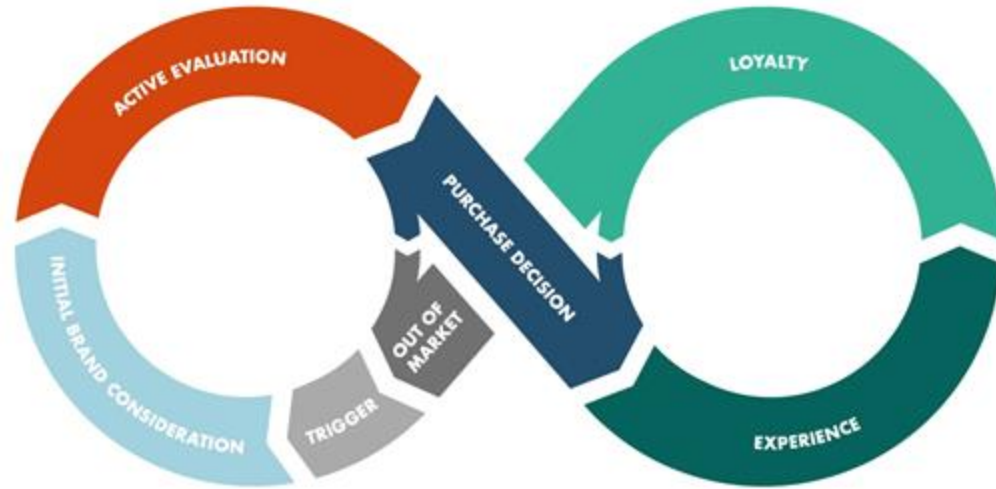
Hiring
New Partnerships
Funding Rounds
Business Growth



Hone your outreach strategy

Ensure you understand the customer
Take the first step
Iterate

Customer Journey



Setting up and performing tests

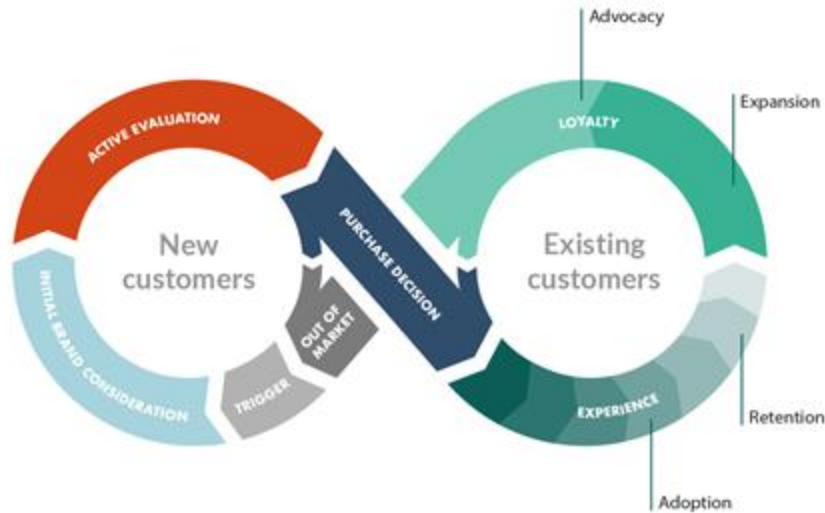
A/B	Test changes to front end using existing customer traffic	<ul style="list-style-type: none">• Understand existing engagement data• Formulate and rank hypotheses• Determine test parameters and metrics• Create variants to test
S-URL	Split-URL tests are used where more significant design changes are being tested	<ul style="list-style-type: none">• Set-up URLs• Establish conversion goals and duration• Launch test• Analyse metrics
MVT	Multivariate testing layers multiple changes and establishes which combination works best	<ul style="list-style-type: none">• Establish hypotheses• Determine variants to test and all different permutations• Establish metrics and test
MPT	Multipage testing used effectively can determine broader impact of a small change	<ul style="list-style-type: none">• Conventional - tests changes to a recurring feature (button/item...) across all sales funnel pages• Funnel - Create a new version of each page of the sales funnel and test against the control



Dos and Don'ts

- ✓ Set up hypotheses carefully
- ✓ Follow an iterative process
- ✓ Establish appropriate metrics
- ✗ Test too many elements at once
- ✗ Ignore statistical significance
- ✗ Stop tests early or change midway
- Measure
- Prioritise
- Test & Learn

Customer Journey + Sales Funnel



Session 4 - Sales & The Pitch

1

What action do they take?

2

What are they thinking and feeling?

3

**How does this link to their persona
(pain points, goals)?**

4

**What part of the product/service are
they interacting with?**

5

**What are the triggers to encourage a
certain action?**

Customer journey mapping

Questions to ask at each step

Web 2.0 Go-to-Market Strategy

Web 3.0 Go-to-Market Strategy



Purpose

Why do you exist?



People

Who are the stakeholders?



Governance

What is the legal and
organizational structure?



GTM Strategy

What inspires your
community and potential
users to engage

What are you asking of
them in return

Are they owners,
shareholders, users?
What are their roles?

What do we know about
them?

How does this map to
the community you are
creating?

(How) Will it evolve over
time?

Go-To-Community

***“Is the group of people
integral to realizing the
end product or the end
impact?”***

.....

***If they're not, then it's
not a community.”***

Community ≠ Marketing

Value creation vs. Value Capture

Nurturing not firefighting

Indirect (second order) vs. direct

Start with keen participants

Identify where incentives align

Inspire co-creation

Layer on hypotheses

Growing a community

Purposeful

Build "WITH" not "FOR"

Participatory

SPOTLIGHT USERS AND CHAMPIONS.

Consistent

CREATE LEADERS

Start with things that don't scale, transition to community-driven value

Web 3 Metrics

Layer 1	Number of Github stars	Number of unique developers contributing to the protocol	Number of integrations
	Number of forks	Total value locked	

Marketplaces and Exchanges	Number of listings	Average price per listing	Active users
	Number of transactions made	Total transaction volume	

SaaS Companies	Tracking leads by sales cycle stage and retention/velocity through the sales cycle	Customer acquisition cost and channel analysis
	Revenue per customer	Customer churn rate

DeFi DAOs	Number and quality of exchange listings	Number of unique token holders	Number of integrations
	TVL (total value locked)	Protocol revenue	

Social DAOs	Community member retention (week over week)	Community member engagement (visiting/reading channels or talking/commenting in channels)

Sales Models

Pre-sales/Prospecting

Customer Profiling
Target Lists
Marketing
Initial qualification

- Need
- Budget
- Authority
- Timing

(NEAT, ANT)

Qualification & Sifting

Segmenting leads

- Product interest
- Customer type
- Demographics

Relationship Building/Selling

Trials
Education
Empathising
Personalisation
Solving

Closing

Negotiation
Final terms
Personal styles
Engagement levels

Servicing & Feedback

Improve CX
Gather insights
Build on success
Eliminate waste

Assessing Customer Fit

		Direct Offer	Partnership Offer	
1	Technical Fit	✗	✓	<ul style="list-style-type: none">• What tech must they have to get value from our solution• Can we integrate or provide through partnership?
2	Functional Fit	✗	✓	<ul style="list-style-type: none">• Which features are essential for their success• Do we have these already? Will they pay to build them?
3	Resource Fit	✗	✓	<ul style="list-style-type: none">• Can they invest what is required to make this a success?• This includes time, money, energy etc.
4	Competence Fit	✗	✓	<ul style="list-style-type: none">• Do they have the internal capabilities required?• Can we train them if not?
5	Experience Fit	✗	✓	<ul style="list-style-type: none">• Does our UX from prospecting to success management fit with their needs and desired outcome?
6	Cultural Fit	✗	✓	<ul style="list-style-type: none">• Do our views and business approaches align?• Do they treat partners, customers and providers well?

Sales Models



Target Account

- Communication
- Consistency
- Relationship Quality

Sandler

- Build and grow the relationship
- Qualify the prospect
- Close the deal

Value / Solution

- Customer needs/benefits centered
- Why over What

Inbound

- Marketing delivers qualified leads
- Sales takes on a consulting role
- Attract, Connect, Engage, Delight

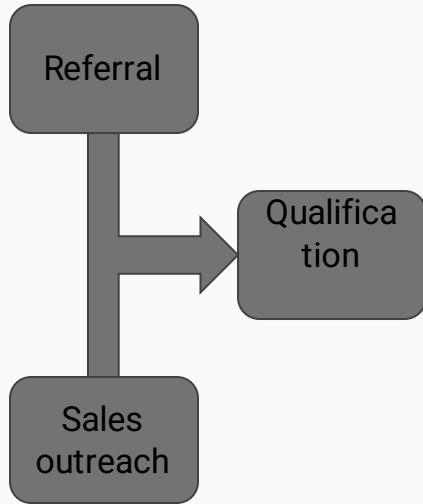
SPIN


- Situation
- Problem
- Implication
- Need/Payoff

SNAP

- Simple
- iNvaluable
- Align
- Priority

Business Process

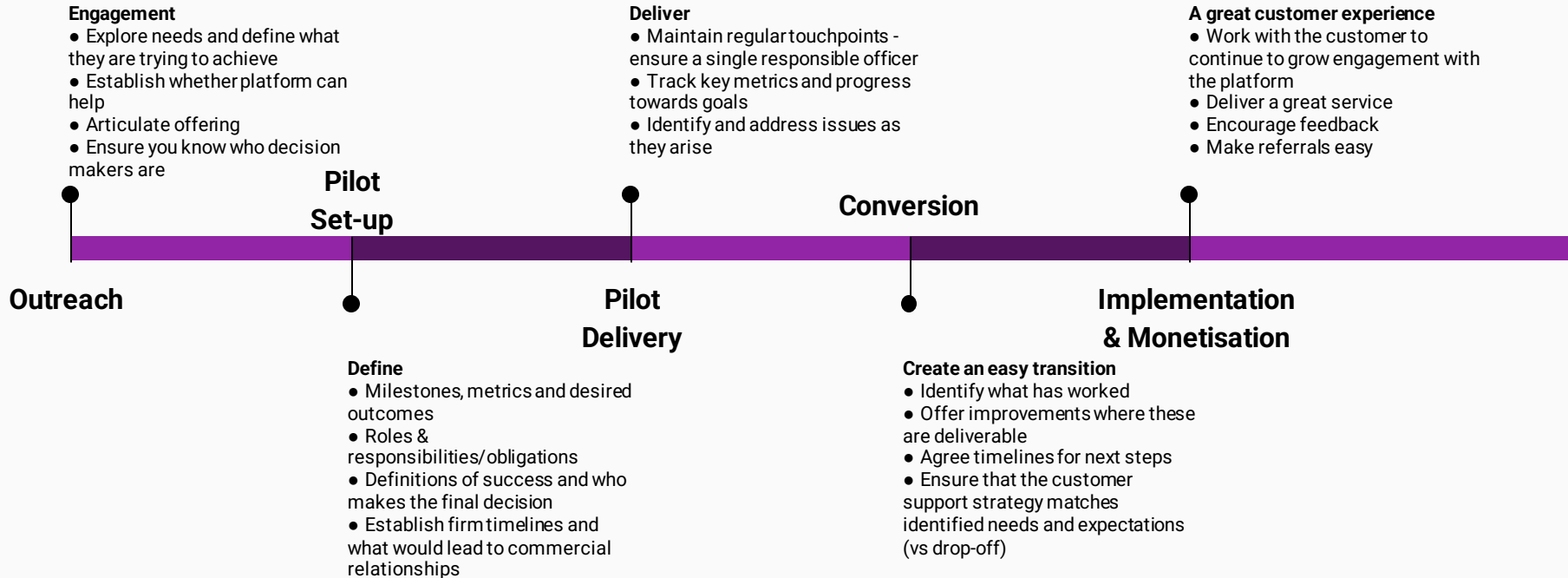




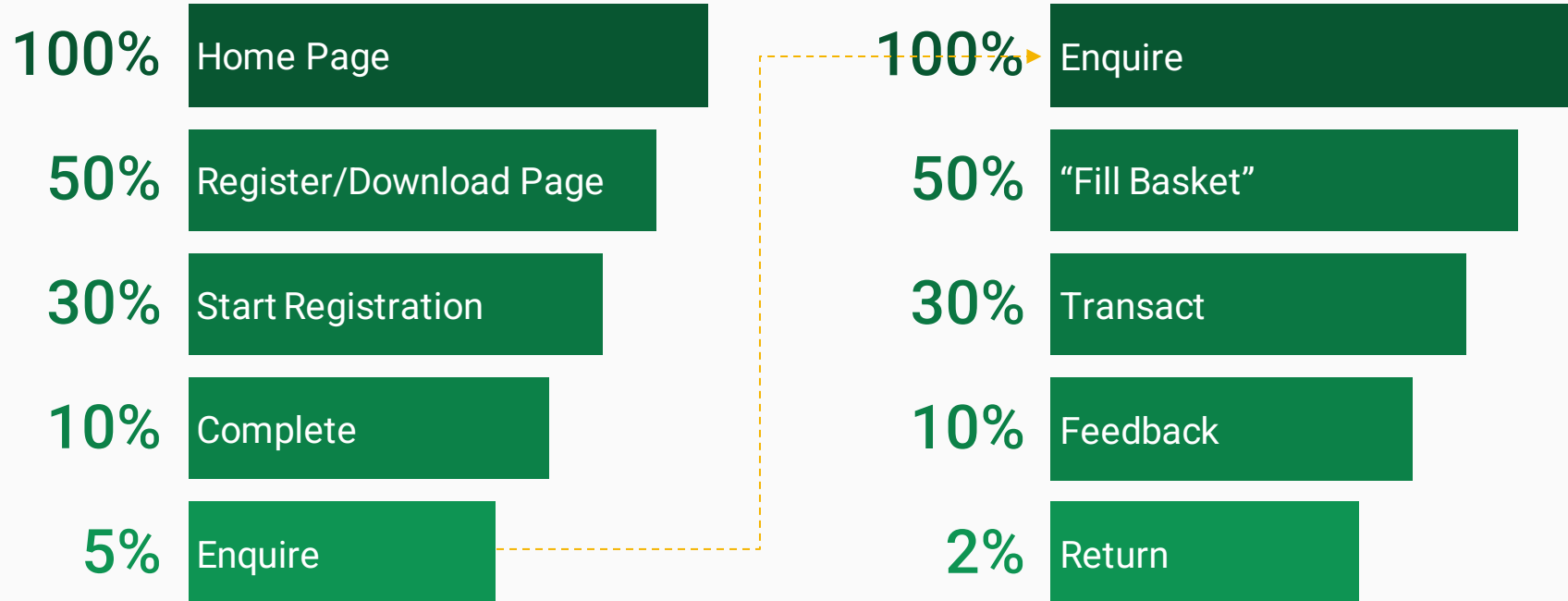
Pilot Considerations

- Rights, expectations, usage
- Obligations (feedback, engagement)
- Timelines
- Desired outcomes (both sides)
- A specific touch point
- Measurements/metrics to gauge success
- Next steps

Pilot timeline



Funnel



Customer Success

 CUSTOMER SUCCESS	 CUSTOMER SERVICE
Proactive	Reactive
Customer Goal Achievement	Issue/Contact Resolution
Driving Customer Value from Product	Driving Customer Satisfaction
Long-term Perspective	Short-term Perspective
Revenue Generating	Cost Center
Cross-team Effort Between Sales, Support, Service and Product	Owned by a Single Function

7 Customer Retention Strategies

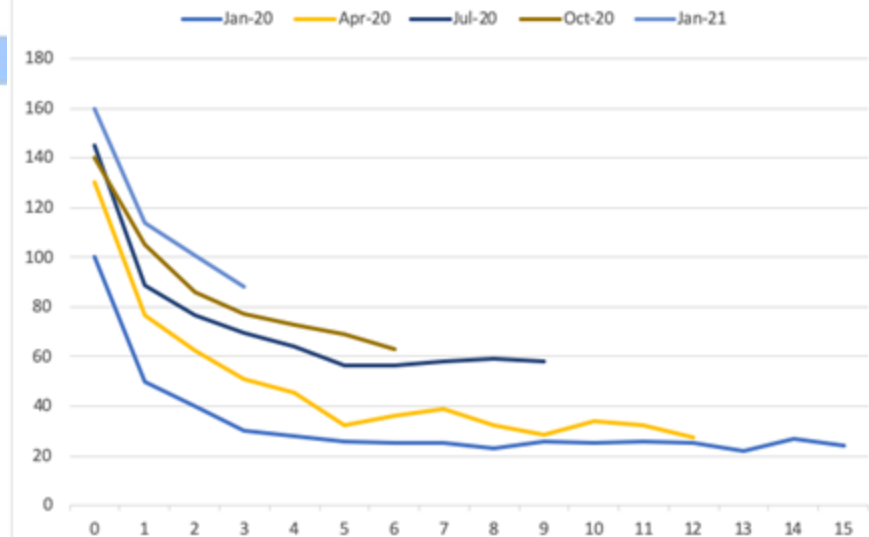


Cohort Analysis

% of active users X days after signup

	1	2	3	4	5	6	7	8	14	21	28
28 days ago	45.9%	23.0%	19.3%	18.9%	32.8%	21.7%	25.4%	11.5%	10.7%	23.0%	11.1%
21 days ago	30.0%	22.3%	35.2%	31.6%	34.0%	27.5%	13.8%	17.8%	15.0%	19.4%	
14 days ago	29.1%	31.5%	23.5%	Of the 242 users who signed up on April 24, 59 (24.4%) were active on April 28.				29.9%	25.1%	23.9%	
8 days ago	24.0%	20.2%	19.7%					18.5%	17.2%		
April 24	24.0%	14.5%	27.3%	24.4%	27.3%	24.4%	25.2%				
April 25	20.3%	22.0%	17.6%	22.9%	28.6%	25.6%					
April 26	46.5%	54.3%	48.1%	60.8%	57.4%						
April 27	43.3%	43.3%	61.6%	50.4%							
April 28	44.5%	50.0%	66.8%								
April 29	42.4%	61.6%									
April 30	59.1%										

Cohorts retention (monthly payers)



Session 5 - Pitch Training



Key Considerations

- Who is your audience
- What motivates them (profile)
- What is the desired outcome
(for you and for them)
- What is the key message you
want them to take away
- Will there be Q&A

Common Mistakes

**Not
focusing
on the
audience**

**Lacking
clarity on
the ask /
next steps**

**Making
statements
you can't
support**

**Overselling
the
product**

**Not asking
questions**

**Getting too
stuck in
the details**

**Under-
preparing**

**Assuming
the level of
subject
knowledge**

**Not
critically
assessing
positioning**

Session 6 - Brand & Understanding the competition

Your Brand

- What do customers know you for
- Have you created a niche
- Are your customers loyal
- How will you gain market share
- How will you expand to new niches
- How will the messaging change whilst retaining your brand and current customers

Reputation



Creating Champions

Product & Service

- Effectiveness & “value”
- Acting on feedback
- Seamless experience

Rewards

- Promotion and profiles
- Financial
- Celebration & personalisation



Engagement

- Interact regularly
- Proactively listen
- Multi-channel strategies

Trust

- Demonstrate alignment with values & trusted voices
- Act on commitments

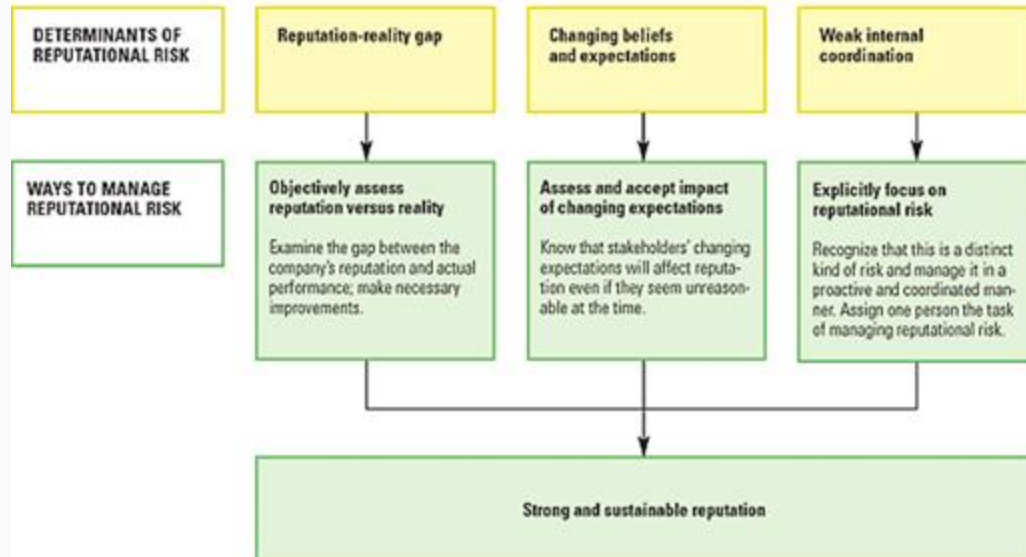
Identifying & Leveraging Champions

- Metrics including NPS
- Identifying motivations
- Clear & simple asks
- Resources
- Low friction referrals
- Time bound?

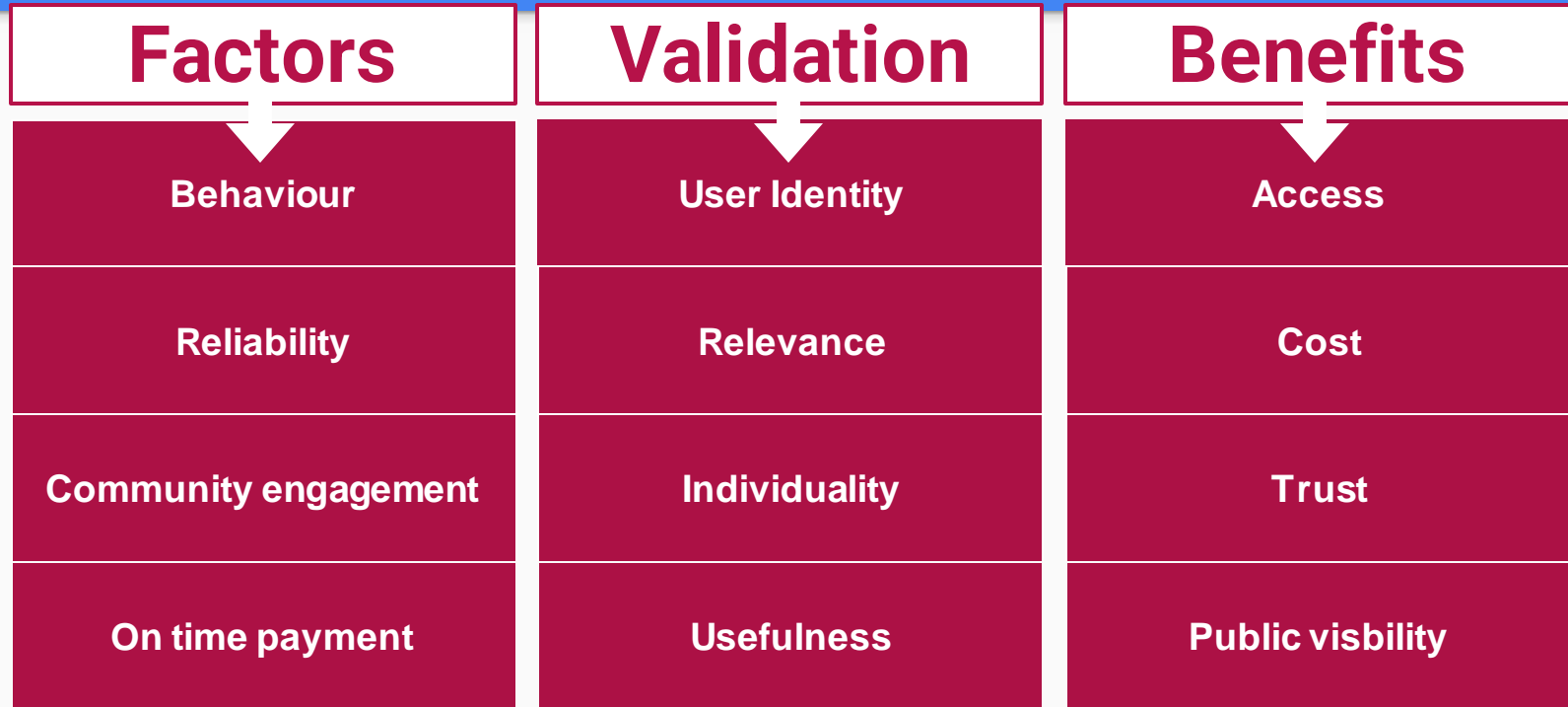
Reputation

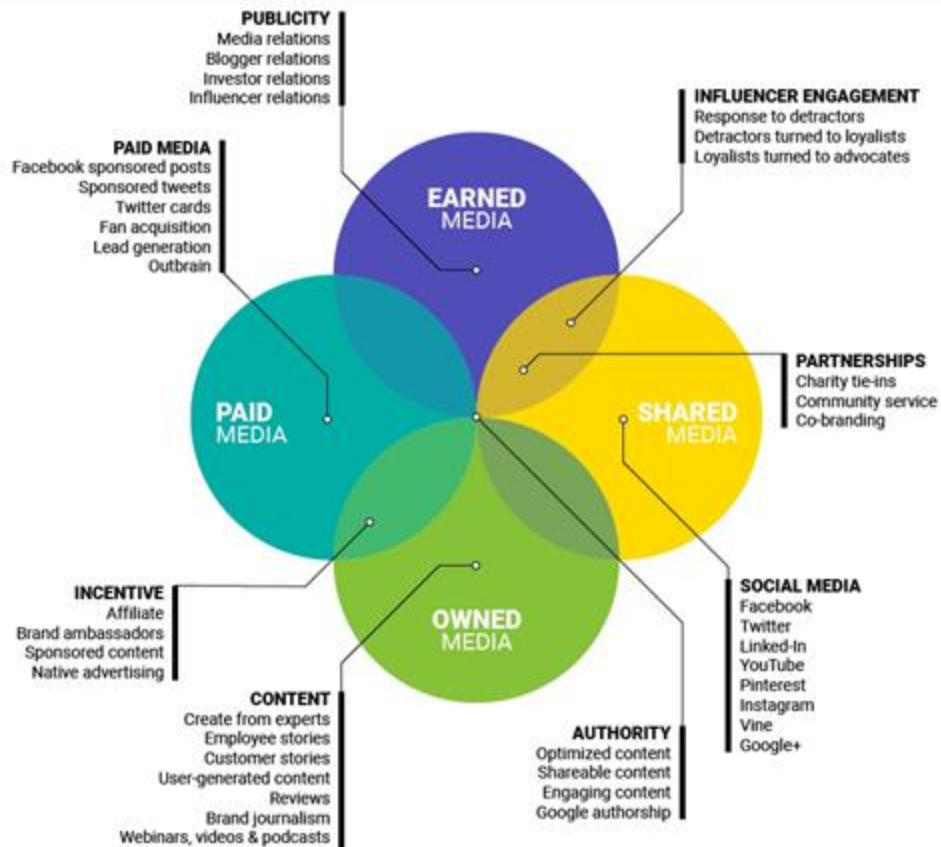
A Framework for Managing Reputational Risk

Understanding the factors that determine reputational risk enables a company to take actions to address them.



User Reputation System





The Content Marketing Pyramid™



→ PURPOSE: Broader vision, long term goal, contextualise

→ GOALS: Specific, actionable objectives

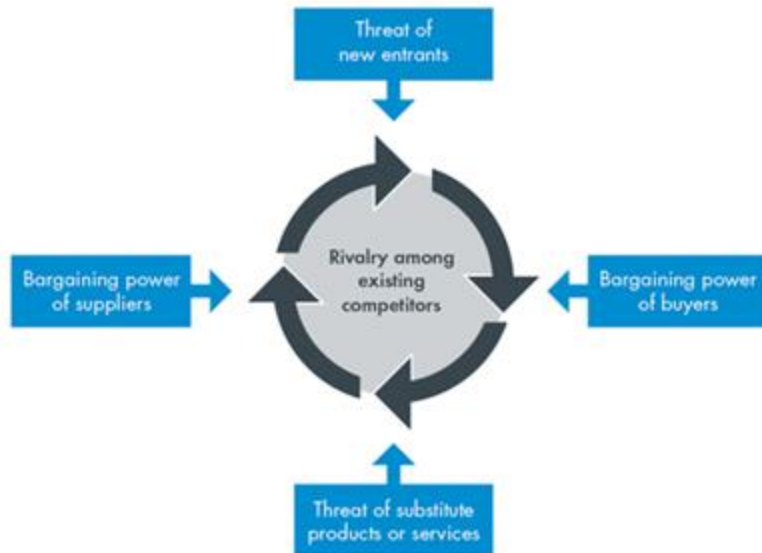
→ METRICS: What & How to measure
When will you know you have succeeded



Thought Leadership

- ✓ Consistent messaging
 - ✓ Build brand and display expertise
 - ✓ Align platforms with desired customers, partners or investors
 - ✗ Participation at the cost of business sustainability
-
- Conferences & Events
 - Blogs & Social Media
 - Whitepapers & Publications

Porter's 5 Forces



Threat of new entrants	Bargaining power of suppliers	Bargaining power of buyers	Threat of substitute products or services	Rivalry among existing competitors
<ul style="list-style-type: none">- Barriers to entry- Economies of scale- Brand loyalty- Capital requirements- Cumulative experience- Government policies- Access to distribution channels- Switching costs	<ul style="list-style-type: none">- Number of suppliers- Size of suppliers- Uniqueness of each supplier's product or service- Focal company's ability to substitute- Switching costs	<ul style="list-style-type: none">- Number of customers- Size of each customer order- Differences between competitors- Price sensitivity- Buyer's ability to substitute- Buyer's information availability- Switching costs	<ul style="list-style-type: none">- Number of substitute products available- Buyer propensity to substitute- Relative price performance of substitute- Perceived level of product differentiation- Switching costs	<ul style="list-style-type: none">- Number of competitors- Diversity of competitors- Industry concentration- Industry growth- Quality differences- Brand loyalty- Barriers to exit- Switching costs

Session 7 - Business Process Modelling & Management

Key Business Attributes

Present

What are your current/immediate needs

At an early stage the focus is on proving the model, establishing a loyal customer base and iterating the approach to identify a route to scale

- Customer growth
- Sufficient risk management
- Highly agile, limited processes
- Low cost
- Regular validation points

Near Future

What should you be aware of/planning for

As you move towards a more established state it is important to have appropriate frameworks to support rapid growth - think about this early on

- Robust processes and governance
- Established feedback mechanisms
- Appropriate company structure
- Well defined culture
- Valued partner network

Scale

Will future needs require complete transformation?

A large business with significant footprint carries many points of risk - effective management, consistency of CX and ongoing innovation are key

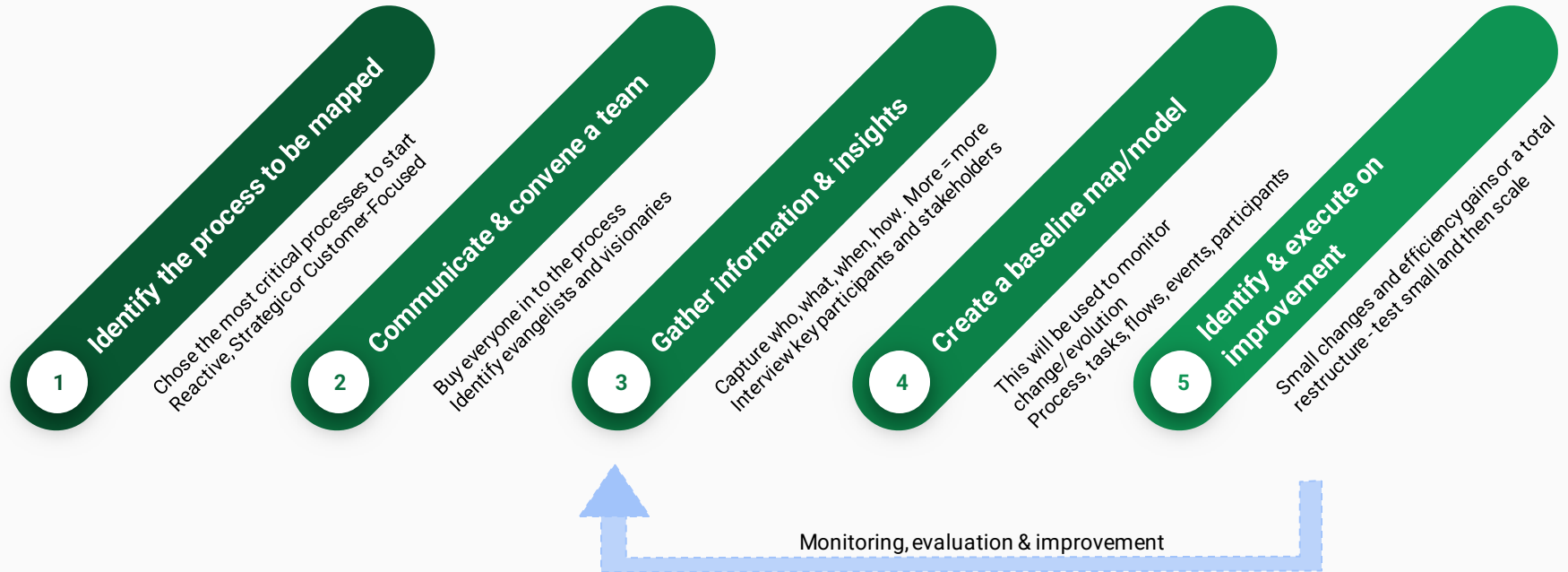
- Nuanced and localised strategy
- Holistic strategic view balanced with empowered teams
- Revised innovation approach
- Stress testing and compliance

A close-up photograph of a hand holding a purple marker, drawing on a whiteboard. The background is blurred, showing some office equipment and lights. The text 'Why use BPM?' is overlaid on the left side of the image.

Why use BPM?

- Visualise roles and tasks
- Solve problems or bottlenecks
- Manage risk & compliance
- Establish best practice
- See the bigger picture
- Create stability & repeatability
- Improve efficiency & quality

Stages of BPM



Ask yourselves

? What are you currently doing

*? What are you currently doing that is
not necessary*

*? What are you currently doing that
can be improved*

*? What are you not doing that you
know you should be doing*

*? What are you not doing that you
don't know you should be doing*

Types of BPM

BPM Notation

- Representation of tasks and workflows through a series of columns and steps
- Versatile, useful for collaborative work

- Objects - Flow, Connecting
- Swim Lanes
- Artifacts

Flow Charts

- A graphic representation of a process showing steps and relationships
- Simplistic, particularly for complex processes / simultaneous activities

- Processes
- Decisions
- Data

Unified Modelling Language

- Object oriented method created by software developers
- Can be difficult to interpret due to use of 14 different diagram types

- Object Lanes
- Processes
- Flows

Data Flow Diagrams

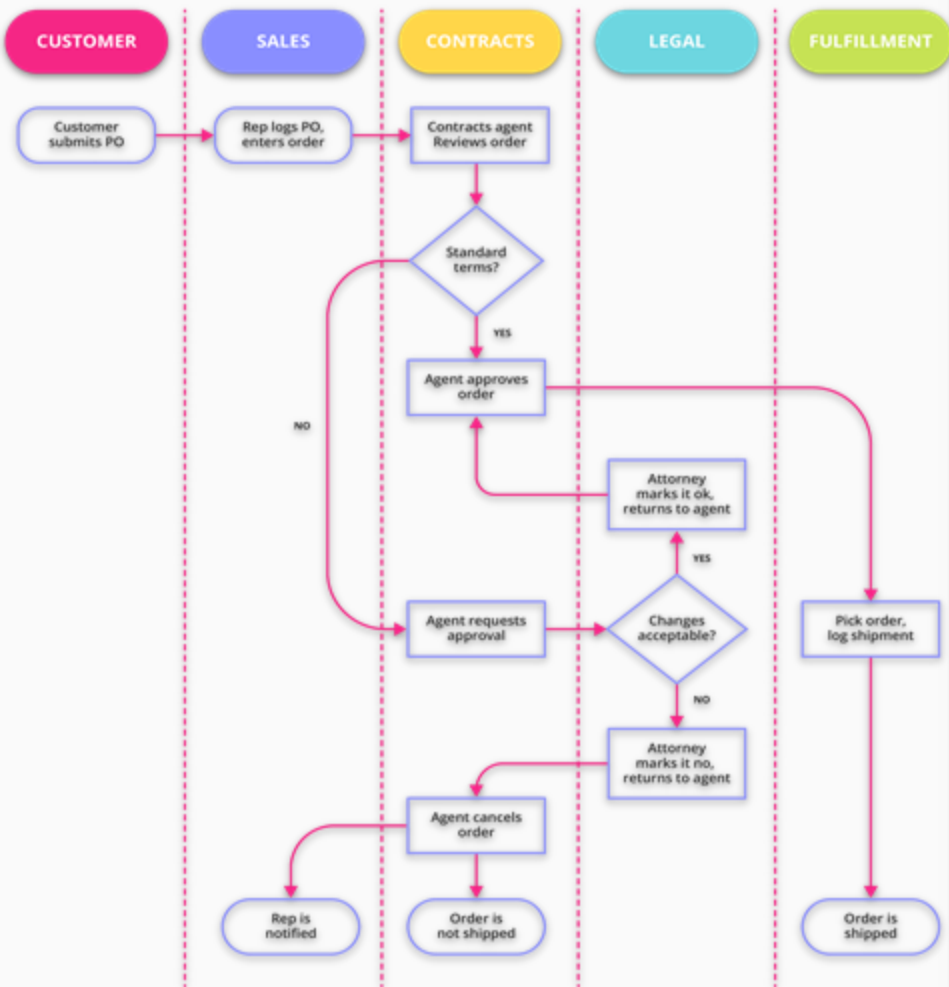
- Illustration of how data enters, moves within, and is stored in, a system
- Information rather than action focused, can be challenging to map stakeholders

- Data Sources/destinations (Squares)
- Data Processing (Rounded rectangles)
- Data Stores (Open-ended rectangles)

Role Interaction Diagrams

- Interaction of processes within a system
- Sequence - show object function, order
- Collaboration - show roles and responsibilities of objects

- Objects
- Processes (Arrows)



Session 8 - Scaling

Routes to Scale

Timing

- Have you evidenced that the innovation works?
- Have you established a model for financial sustainability?
- Can you fund the scaling process whilst still managing the existing business?
- Does the framework have resilience and translatability?

Questions to ask

- Where is the greatest market opportunity?
- What relationships and partnerships are vital to success?
- How will you fund the scaling process?
- What are the skills, knowledge and capacity gaps to address?

Approach

- Assess the opportunity
- Construct hypotheses
- Test with potential customers, partners
- Validate cost and revenue structure
- Establish method and goals
- Build relationships
- Begin implementation

Identifying & Assessing Opportunities



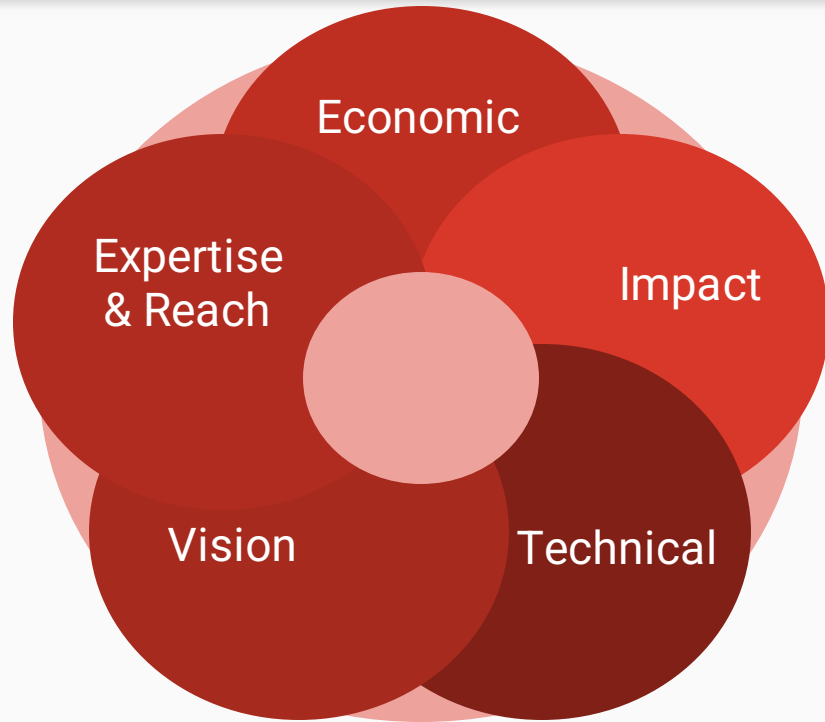
Evaluate Growth Experiments with HIPE

Hypothesis
Interest
Precedent
Experience

growthengblog.com



Identifying & Assessing Opportunities



Opportunity Scoring - Ask questions about

1. Current challenges experienced with a product or service
2. The satisfaction they have with current workarounds or other ways to overcome the challenge
3. The frequency with which they experience that challenge

Calculate % of respondents who answered 4 or 5 to both importance and satisfaction. Insert these percentages in the Opportunity Score formula:

$$\text{OpScore} = \text{Importance} + \max(\text{Importance} - \text{Satisfaction}, 0)$$



Evaluation

DEMAND

- Revenue Opportunity
- Impact Opportunity
- Competitive Landscape

COMPLEXITY

- Translatability
- Risks
- Resource Requirements
- Legal & Regulatory Environment
- Capabilities
- Impact on Core Business

Fundraising

Vestibulum congue tempus

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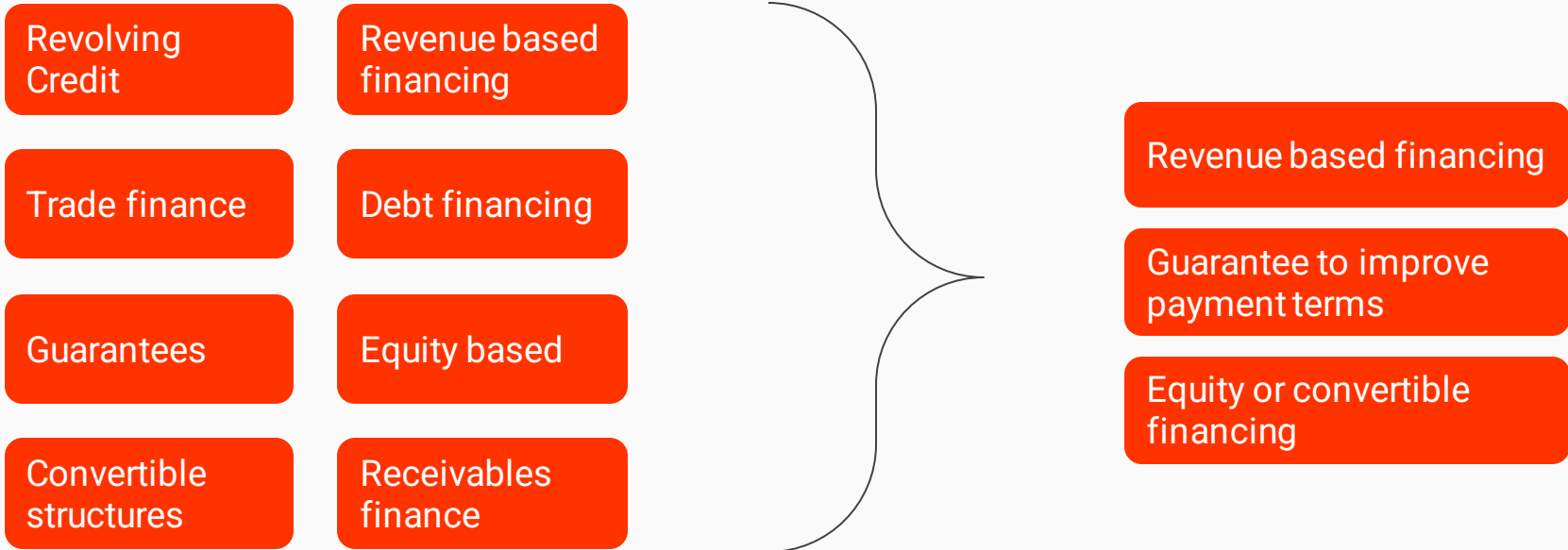
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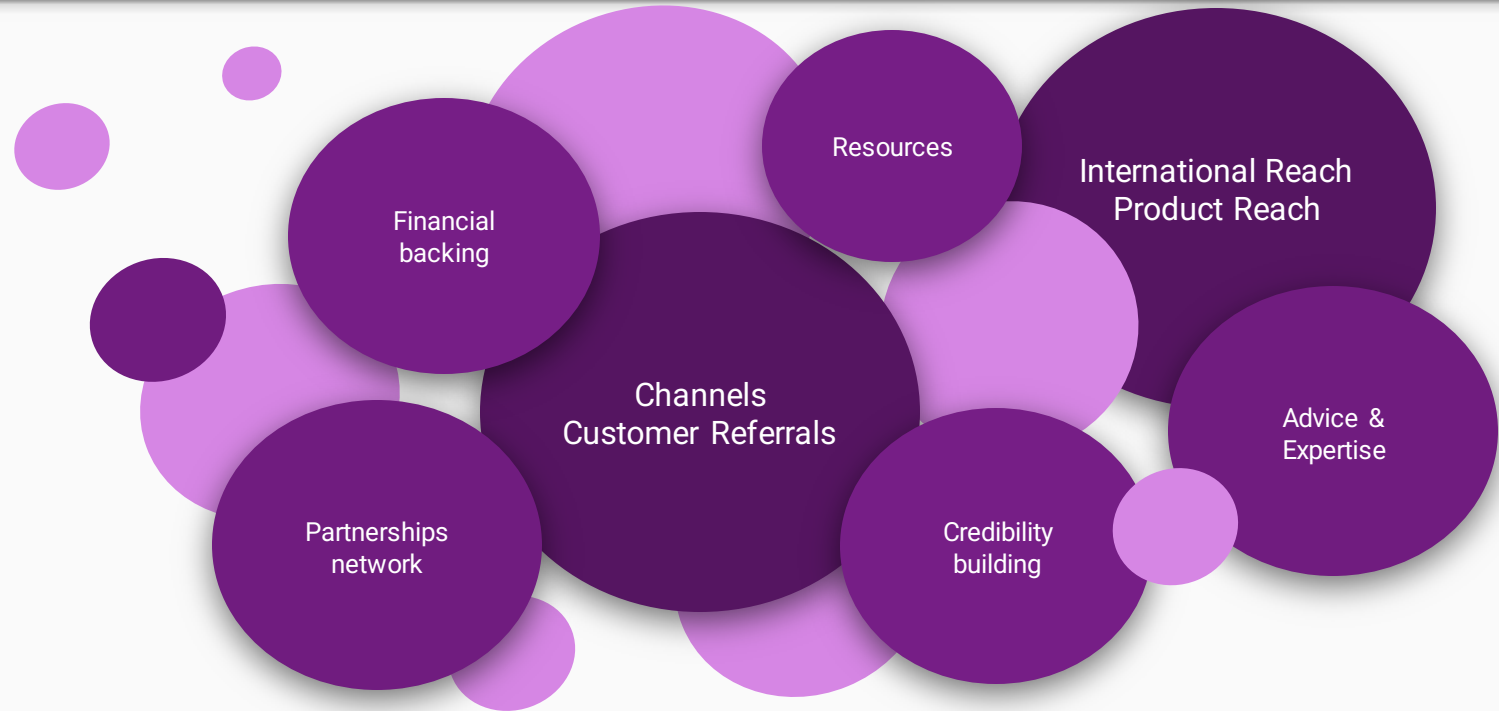
Fundraising

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Potential financing structures



Strategic Investors



Key Metrics

Revenue, ARR
Users (% paying)

- Product-market fit (per product)
- Sustainability

Burn Rate
Runway

- Efficiency, use of funds

Churn (Cohorts)
Quick Ratio

- Customer retention
- Growth efficiency

Growth (T2D3)
LVR, NDR

- Likelihood of meeting return targets
- Valuation growth 1m->100m in 5-7 years

CAC Payback, LTV
Magic Number

- Sales efficiency
- ARR per S&M dollar spent