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Nashville 2023

AMERICA'S
SBDC

ANNUAL CONFERENCE

THE BUSINESS PLAN IS DEAD. LONG LIVE THE BUSINESS PLAN!

(ASBDC Conference - September 2023)



WIDENERSBDC



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WWW.WIDENERSBDC.ORG

tmdaniel@widener.edu

Let's write a
business plan
based on a song
about margaritas...

Great idea! Us
parrots heads
have about
\$2,200,000,000 to
spend.



Agenda

- Introduction & Housekeeping
- Opening Poll
- I've Got A Great Idea —> Burn the biz plan!
- Introducing the Business Model Canvas - *Hands-on exercise*
- BMC Mastery & Variations
- Second Poll
- Introducing the Value Proposition Canvas - *Hands-on exercise*
- Testing Business Ideas
- Wrap up

Who is this guy...

STENCIL CRAFT

January 24, 1982

Dr. Robert A. Gennels
 10000 N. 10th Avenue, Suite 100
 Greenwood, AZ 85024

Dear Bob:

I hope you are well. I have been thinking about you and the work you are doing. The people we know at Stencil Craft are very interested in the work you are doing. I would like to see the work you are doing and the people you are working with. I would like to see the work you are doing and the people you are working with.

I would like to see the work you are doing and the people you are working with. I would like to see the work you are doing and the people you are working with.

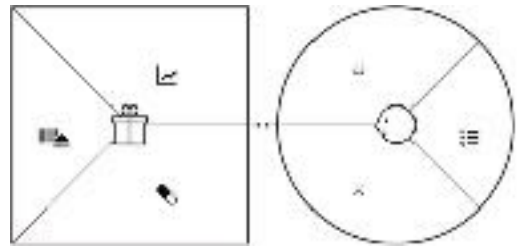
The work you are doing is very interesting. I would like to see the work you are doing and the people you are working with.

Then

patientwing

A better way to connect patients with study teams

irlocums



Now

A well-written business plan is the key to a successful business.

Very Much Agree
or Pretty Much Agree
or Somewhat Disagree
or Very Much Disagree

Share your answer and why you chose that answer with another participant. **One minute** each.



o [redacted]@aol.com>

Monday, September 4, 2023 at 7:54 AM

To: @ Timothy M Daniel

This message is flagged for follow up.

[Mark Complete](#)

Hi Mr. Daniel

This is the business plan I came up with so far. Needing some guidance. Should add more? What should I add? Is it structured appropriately, if not how should I structure it?

Assistant Living Business Plan

Executive Summary:

Our business plan outlines the establishment of a senior assistant living home, designed to provide high-quality care, comfort, and support to elderly individuals who require assistance with daily living activities. Our senior assistant living home aims to create a safe and nurturing environment that promotes independence, social engagement, and overall well-being for our residents. I have been a bedside nurse for over 15 years, and have enjoyed caring for other. I genuinely love seeing all my patient succeed on whatever journey they undergo. Establishing and assistant living will facilitate me continuing to do what I do best and what I love, with is to help other overcome their difficulties.

Business Concept

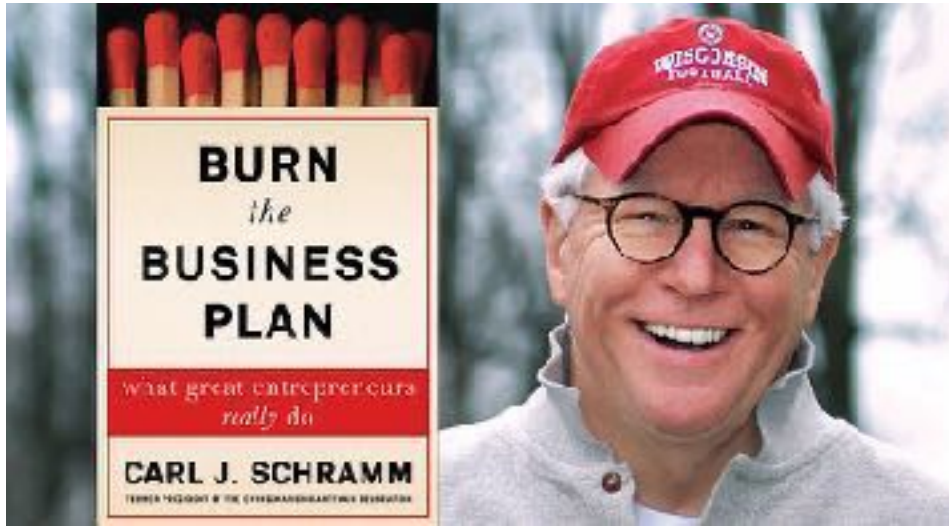
Residential Assisted Living is a growing trend across America. The general population is aging, and there is a higher demand for quality care and high quality places for the aging to reside with care needs. This concept is a home that is 4-12 beds, mostly private rooms, but some shared rooms, in a small space different from a big box facility. This environment provides a home-like feel, personalized attention to care, and all of the resident needs being met. It's mentally stimulating because the residents see and are around other residents, staff, families, and third party providers all the time, as opposed to being isolated to an apartment style room in a larger facility.

Objectives: 1. Provide exceptional quality care: Our primary objective is to deliver personalized and top-notch care services to our residents. This includes assistance with daily activities, medication management, healthcare coordination, and emotional support.



xtranaival

<https://youtu.be/WnPjqt6vEzA>



Carl J. is University Professor at Syracuse University and former president of the Ewing Marion Kauffman Foundation.

Business schools teach that the most important prerequisite for starting a business is a business plan. Nonsense, says Carl Schramm in *Burn the Business Plan*...

...Microsoft, Apple, Facebook, and Google are just a few of the companies that began without one.



“The *last* thing which you should concern yourself now - during the earliest stages of your business – is writing lengthy plans or long-winded executive summaries.”

from chapter “Business Plans Suck”



“ Our age of anxiety is the result of trying to do today’s jobs with yesterday’s tools. ”

– **Marshall McLuhan**, philosopher



HOW CAN YOU HANDLE BOTH WORLDS AT THE SAME TIME?



BUSINESS PLANS DON'T WORK IN THIS PHASE!



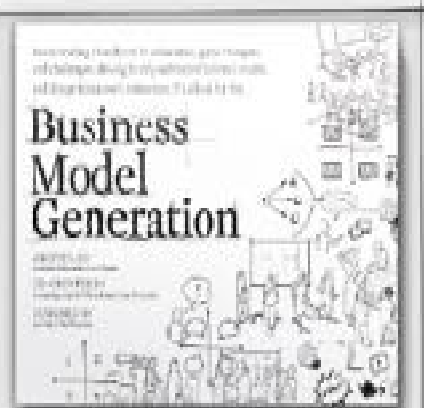
#DESIGN
#BUDGET

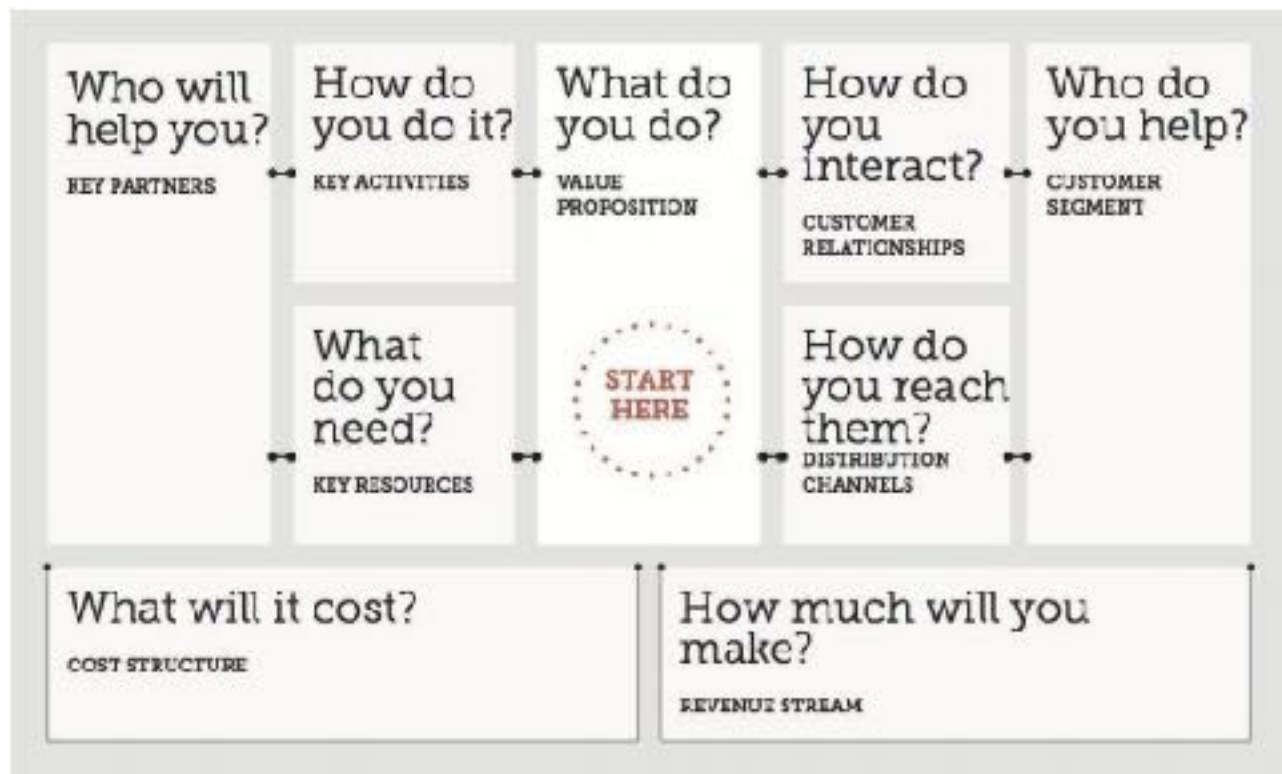
@ALBERTOBERNARDI
@HOLGERKILSPORN

The Business Model Canvas



tells the story of how you create, deliver, and capture value (for your organization)





Business Model Canvas versus a Biz Plan

- Canvas is quicker to do and helps to surface critical assumptions for testing.
- A Canvas has nine components, each one can be a section in the business plan.
- Not suitable if you are looking for bank funding but is a good intro for investors.
- Distills ideas to concepts and lets you focus on what is important.
- Lets you capture and visualize complex businesses.
- Looking at a Canvas makes your business easier to understand.

...would have zero impact on my business



Leigh Burns (She/Her) • 1st

23h ...

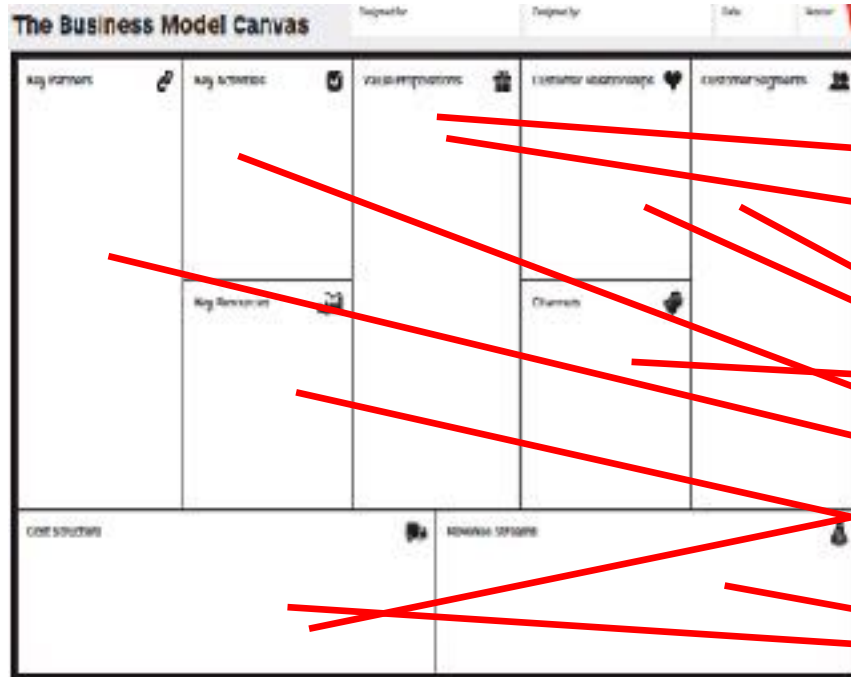
Entrepreneur, experienced global executive

Very interesting! I have done all of the key pieces - target market/sizing, personas/buyer profiles, competitors, market sizing, channels, SWOT, etc, but as I am the first mover in a new market, to go more deeply into financial modelling or other analysis would be for the sake of doing it and would have zero impact on my business.



LACUNA
SPORTS

Each the nine BMC components corresponds to one or more sections of a traditional business plan



1) Executive Summary

- Concise, succinct, and effective as a standalone overview of the plan

2) Company Overview

- Basics of concept
- History and current status
- Overall strategy and objective of the venture

3) Products and Services

- Description of your product or services: key features, benefits to customers, and pricing
- Comments on development, test stages, and proprietary position

4) Marketing

- Description of your potential customers in terms of size and core position
- Sales and promotion strategy
- Assessment of competitors through SWOT analysis and competitor analysis

5) Operations

- Production and delivery of product or service
- Product costs and margins
- Potential obstacles and risks, and corresponding alternate courses of action

6) Management

- Organizational structure and a summary of how the skills and backgrounds of management will enable venture to execute strategy

7) Summary Financials

- Projected cash flow statement, income statement, and balance sheet
- Amount of funding needed to move forward, if any, and the intended usage of capital

Example: Mobile Cellphone Repair



The Business Model Canvas

<p><u>Key Partners</u></p> <ul style="list-style-type: none">• Who are our key partners?• Who are our key suppliers?• Which key resources are we acquiring from our partners?• Which key activities do partners perform?	<p><u>Key Activities</u></p> <ul style="list-style-type: none">• What key activities do our value propositions require?• Our distribution channels?• Customer relationships?• Revenue streams?	<p><u>Value Proposition</u></p> <ul style="list-style-type: none">• What value do we deliver to the customer?• Which one of our customers' problems are we helping to solve?• What bundles of products and services are we offering to each segment?• Which customer needs are we satisfying?• What is the minimum viable product?	<p><u>Customer Relationships</u></p> <ul style="list-style-type: none">• How do we get, keep and grow customers?• Which customer relationships have we established?• How are they integrated with the rest of our business model?• How costly are they?	<p><u>Customers</u></p> <ul style="list-style-type: none">• How do we get, keep and grow customers?• Which customer relationships have we established?• How are they integrated with the rest of our business model?• How costly are they?
<p><u>Key Resources</u></p> <ul style="list-style-type: none">• What key resources do our value propositions require?• Our distribution channels?• Customer relationships?• Revenue streams	<p><u>Cost Structure</u></p> <ul style="list-style-type: none">• What are the most important costs inherent to our business model?• Which key resources are most expensive?• Which key activities are most expensive? <p><u>Revenue Streams</u></p> <ul style="list-style-type: none">• For what value are our customers really willing to pay?• For what do they currently pay?• What is the revenue model?• What are the pricing tactics?			

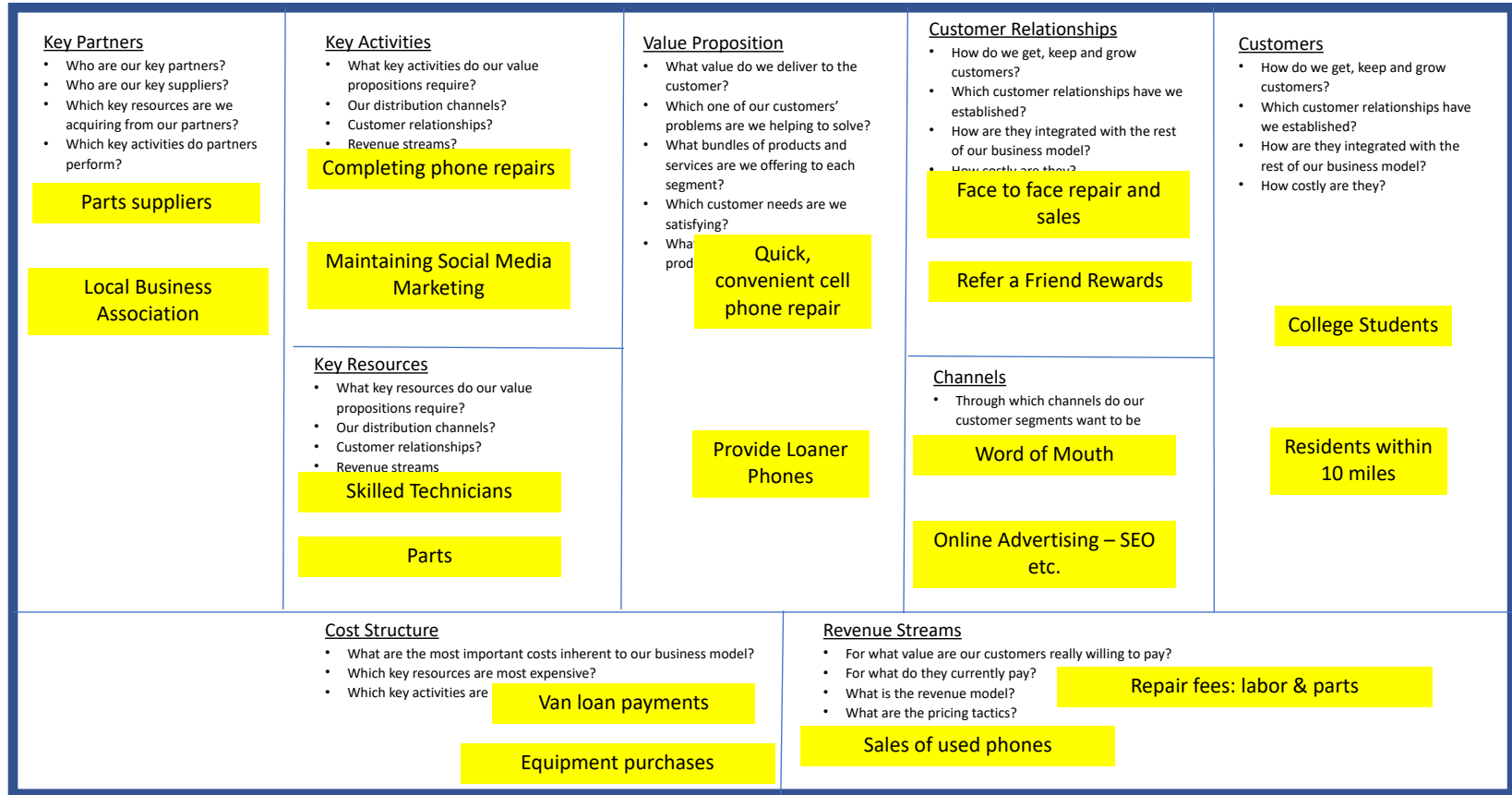


Work in teams of three or four to complete a business model canvas for a Mobile Cell Repair business. Use the sheet of removable labels to get started.

We're halfway!
How are you doing?
Raise your hand if
you need help.



Mobile Cellphone Repair Business Model Canvas





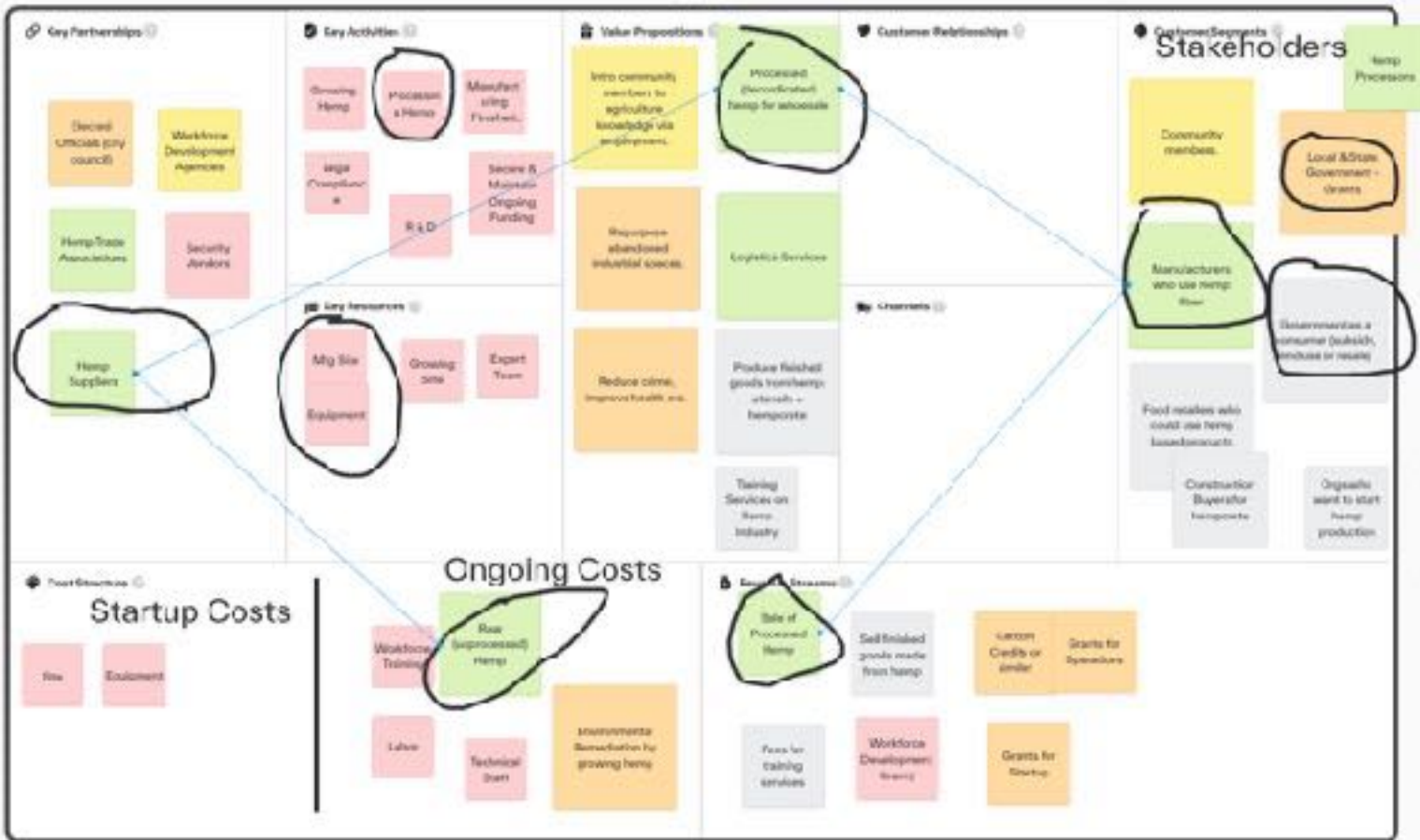
BLAH

BLAH

BLAH



PHB Hemp



Using the Canvas to "plan"...



Deposit Photos: 12510712

Using the Canvas to "diagnose"...



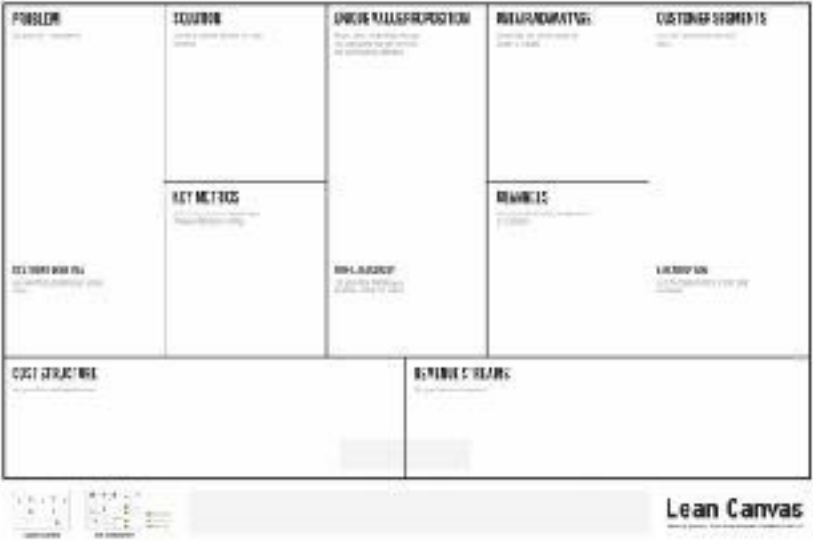
Source: Unknown

Using the Canvas to "teach"...



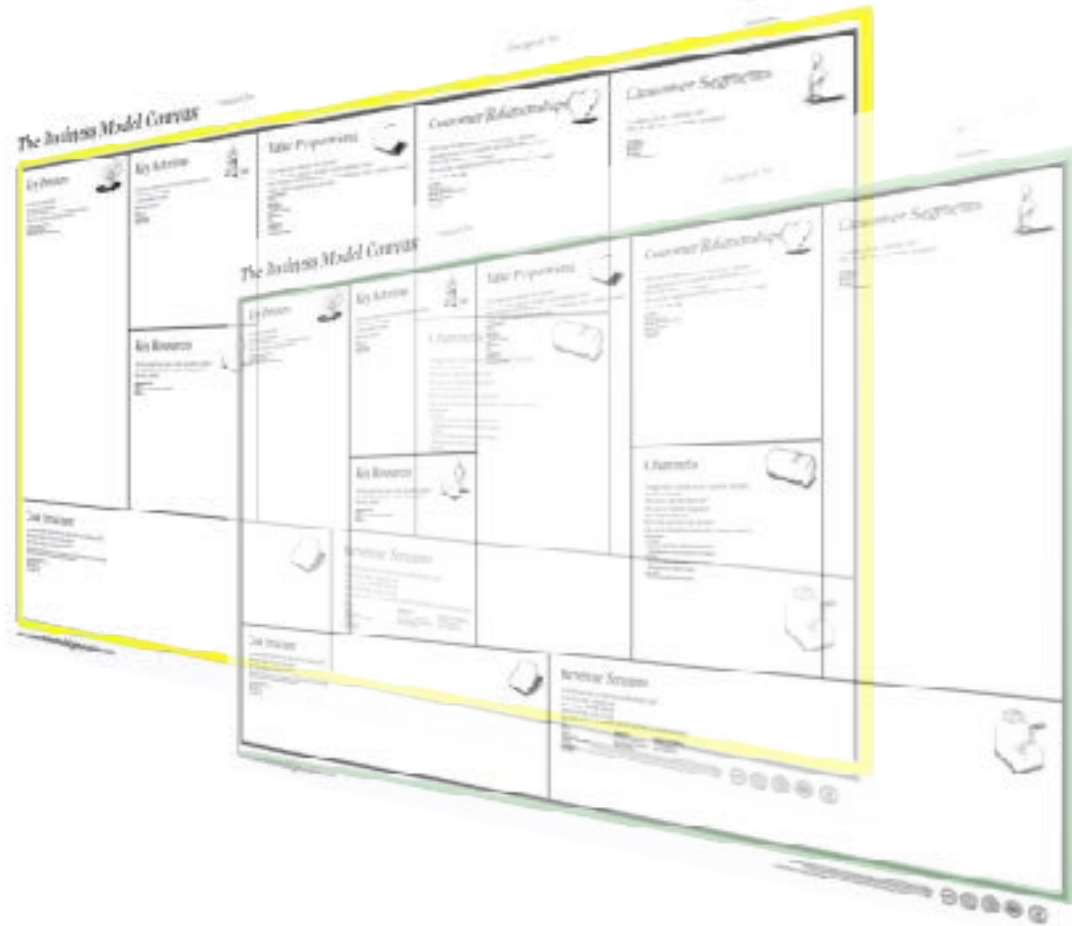
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BMC Alternatives and/or complex examples



Business Model Transformation

Current
as-is



Future
to-be

BMC & Growth Wheel



Future Model(s)

SWOT Analysis

Opportunities & threats

Strengths & weaknesses

Current Model





Match the relevant patterns to one or more of the businesses*.

- A. Offer distinct value propositions that are distinct that are hard to find or impossible to copy.
- B. Target an underserved market.
- C. Create a disruptively low cost structure.
- D. Change how to reach and acquire a large number of customers.
- E. Configure product or services to match the exact specifications of customers.
- F. Generate recurring revenues.
- G. Eliminate the most costly resources, activities, and partners from your business model, even if that means limiting your value proposition.
- H. Make it difficult for customers to leave or switch to competitors.

*Not every pattern has a strong matching business.

Become a BMC Expert



BEGINNERS (checklist)



LEVEL 1 STRATEGIES

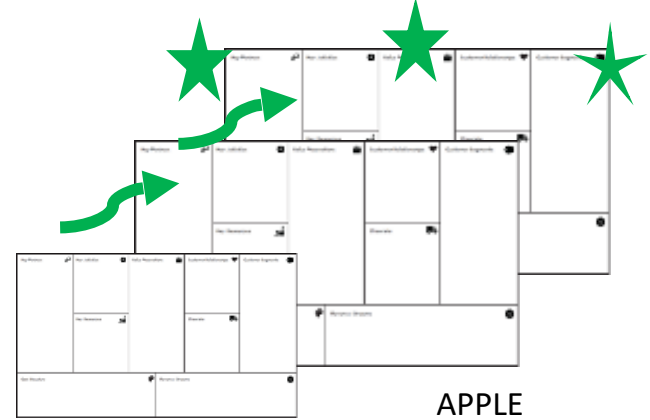
THE MASTERS (story)



LEVEL 2 STRATEGIES

DELL
WII
NESPRESSO

THE INVINCIBLE



APPLE
AMAZON

LEVEL 3 STRATEGIES

Follow on Masterclass series

Advanced Business Model Canvas: multi-sided models, patterns & best practices

Advanced Value Proposition Canvas: Jobs-To-Be-Done, Mapping Pains & Gains

Derisking a business idea or model:
Assumption mapping and testing techniques

Using AI (ChatGPT): for business planning and testing

Register at:



<https://bit.ly/481ljbS>

They're free!

Who is this guy #2



The First Mate.

The New York Times

'I Was Stuck for So Long':
How 4 'Disconnected'
Youths Got Help



Giving back.



Change is hard.



Captain.



My Design Thinking Mentors.



Asking for help is even harder.

Product feasibility is the number one reason
businesses fail.

Very Much Agree
or Pretty Much Agree
or Somewhat Disagree
or Very Much Disagree

Share your answer and why you chose that answer
with another participant. **One minute** each.

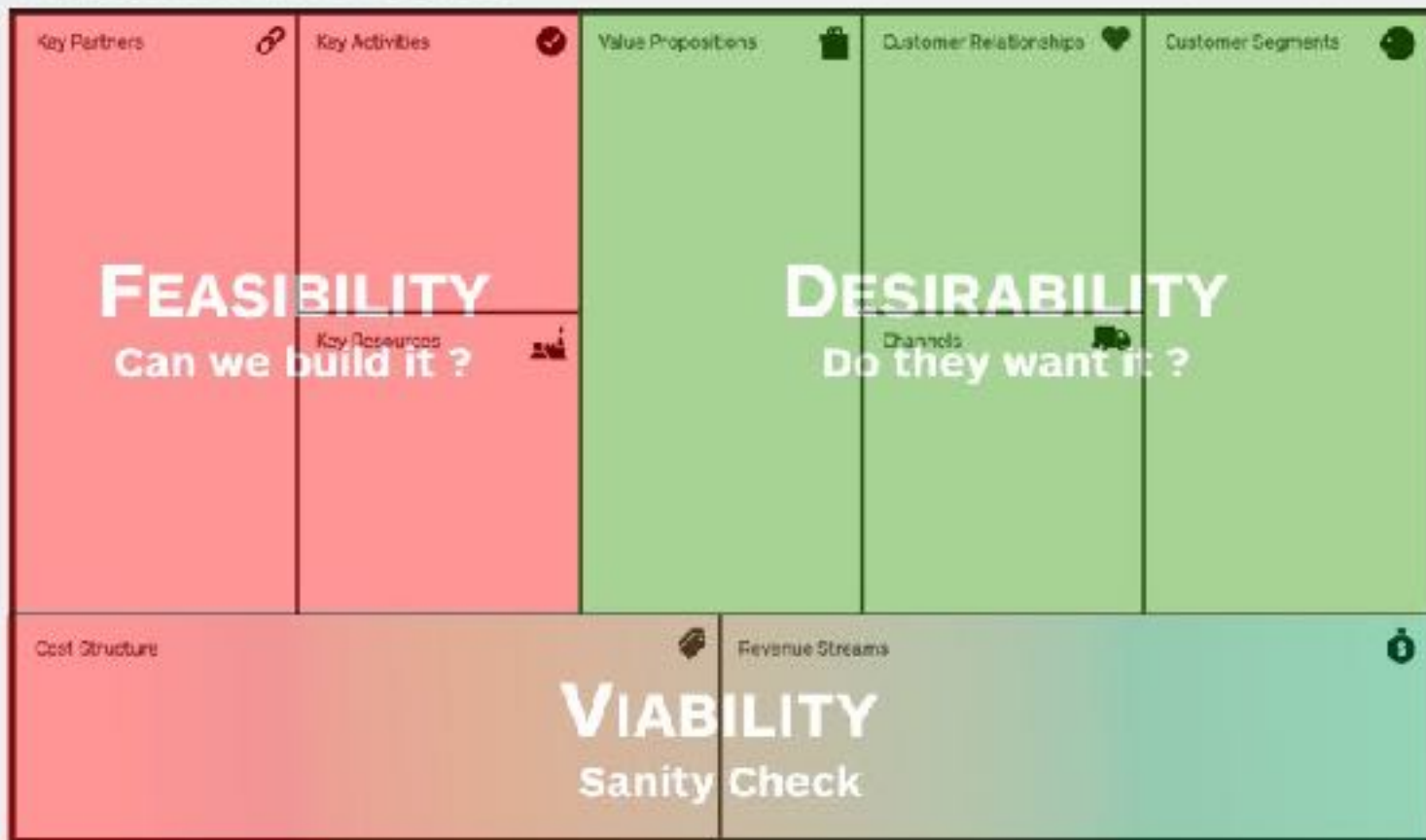
The Business Model Canvas

Designed for:

Designed by:

Date:

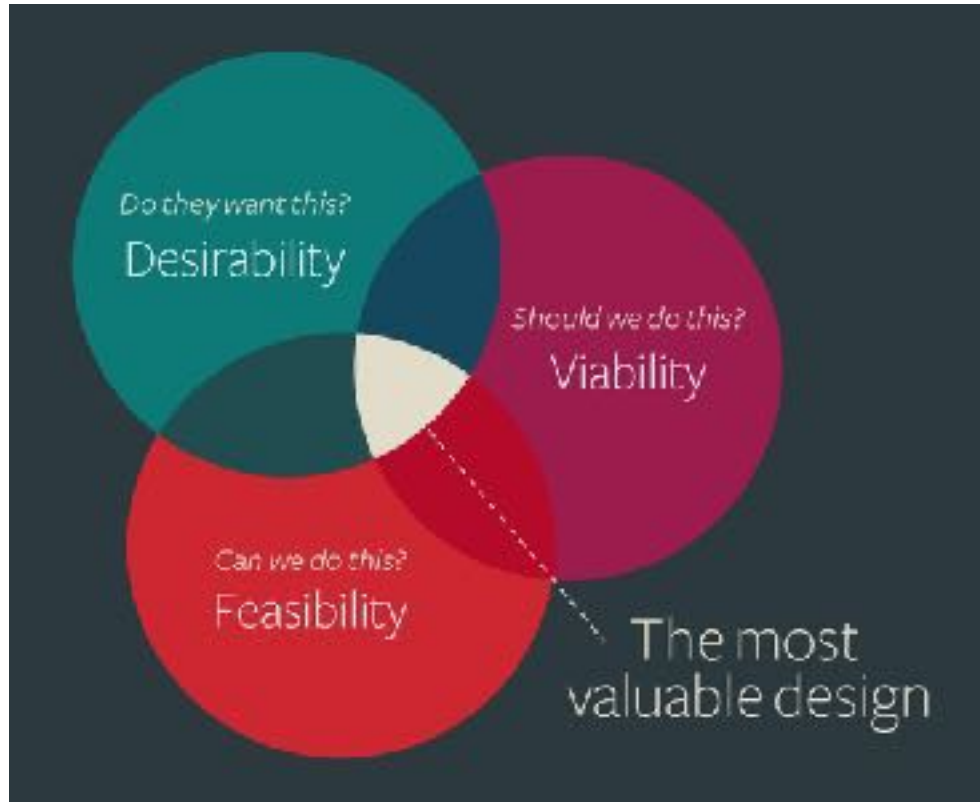
Version:

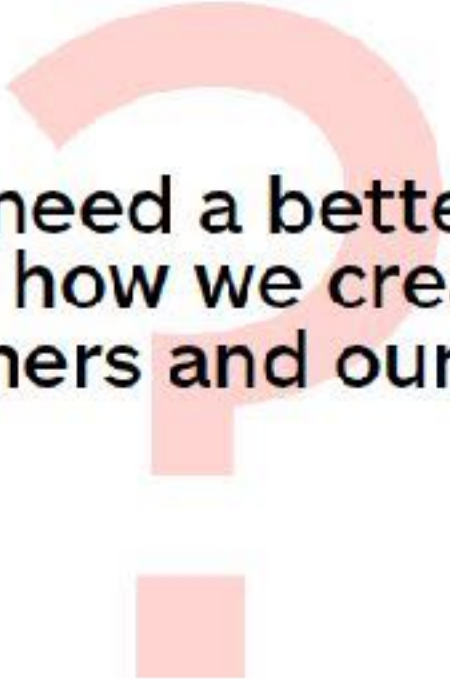


Top 20 reasons startups fail

1. No Market Need (42%)
2. Ran Out of Cash (29%)
3. Not the Right Team (23%)
4. Get Outcompeted (19%)
5. Pricing/Cost Issues (18%)
6. User Unfriendly Product (17%)
7. Product without a Biz Model (17%)
8. Poor Marketing (14%)
9. Ignore Customers (14%)
10. Product Mis-Timed (13%)
11. Lose Focus (13%)
12. Disharmony w/Team/Investors (13%)
13. Pivot gone Bad (10%)
14. Lack Passion (9%)
15. Failed Geographical Expansion (9%)
16. No Financing/Investor Interest (8%)
17. Legal Challenges (8%)
18. Didn't Use Network (8%)
19. Burn Out (8%)
20. Failure to Pivot (7%)

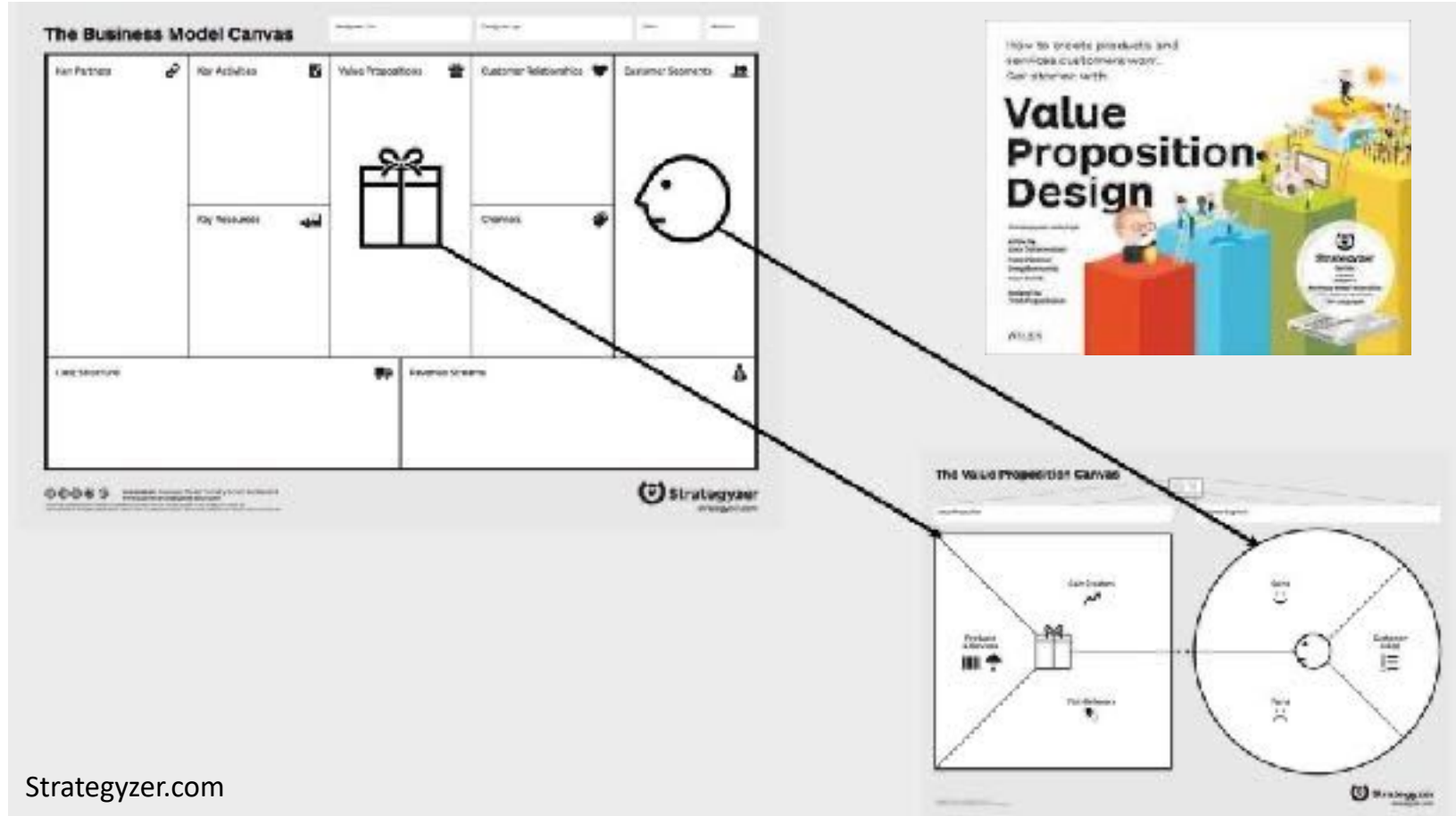
The balancing act: which comes first?





**Why do we need a better way to tell
the story of how we create value for
our customers and our company?**

From Business Model Canvas to Value Proposition



Value Map

The Value Proposition Map describes the features of a specific Value Proposition in your business model in a more structured and standard way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

All of the **Benefits** and **Pain Relievers** in your proposition is built around

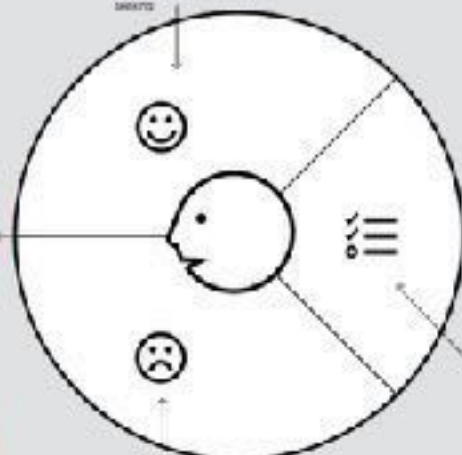


Gain Creators describe how your products and services create customer gains.

Pain Relievers describe how your products and services alleviate customer pains.

Fit

Goals describe the customer segments you want to address and the customer benefits they are seeking.



Customer Jobs describe what customers are trying to get done in their work and in their lives (e.g., in their own minds).

Wants describe how a person, role, and situation related to customer jobs.

Customer Profile

The Customer (Segment) Profile describes a specific Customer Segment in your business model in a more structured and standard way. It breaks the customer down into their customer jobs, pains, and gains.

Customer Fit: when your Value Map meets your Customer Profile, it means you are addressing customer needs and pain points the most and it meets jobs, gains, and pains that are important to your customer.

A great value proposition starts with a deep understanding of customers...

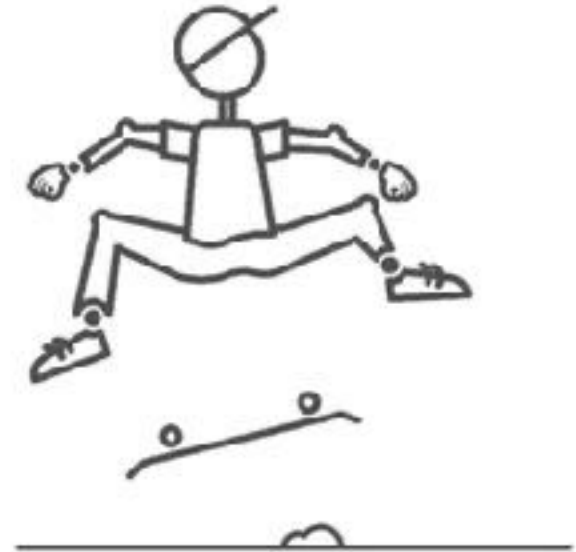
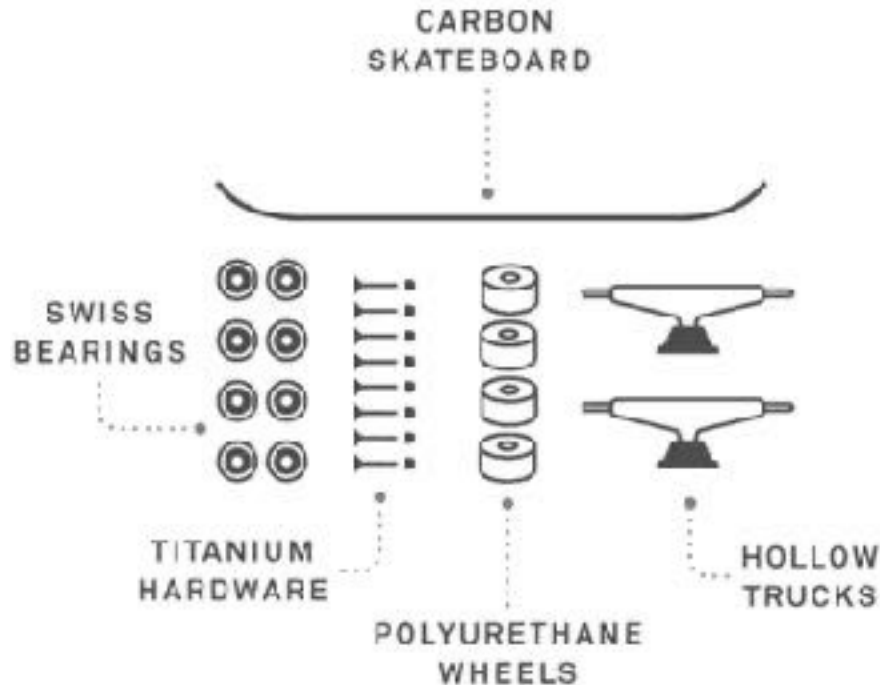


Put yourself in the customer's shoes!

Customer Job(s)

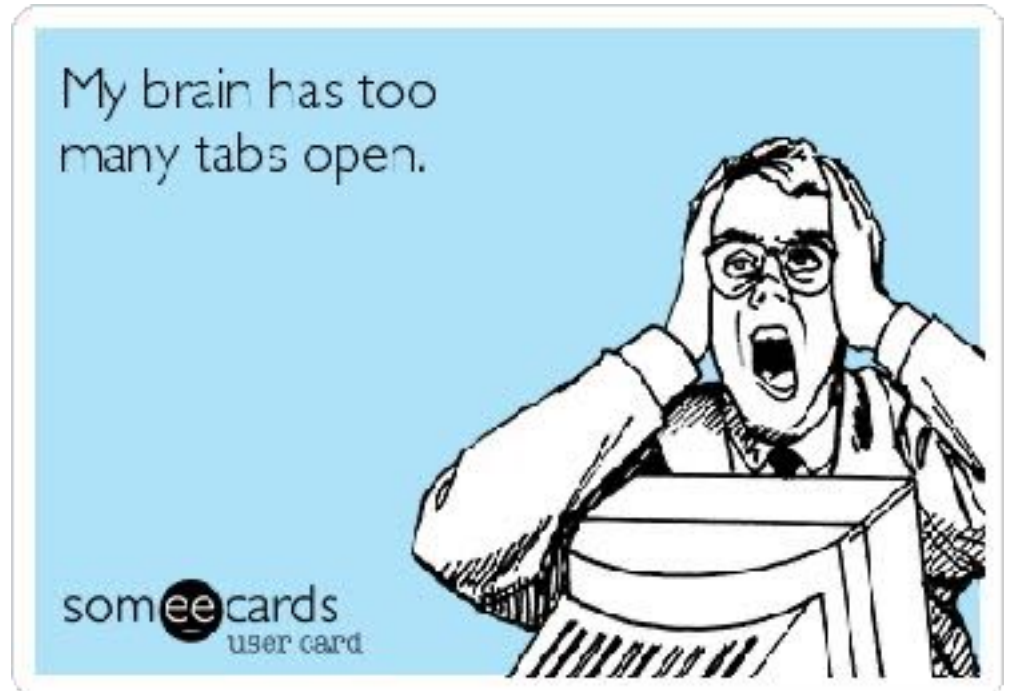
Even though customers buy this...

...they *really* want this.





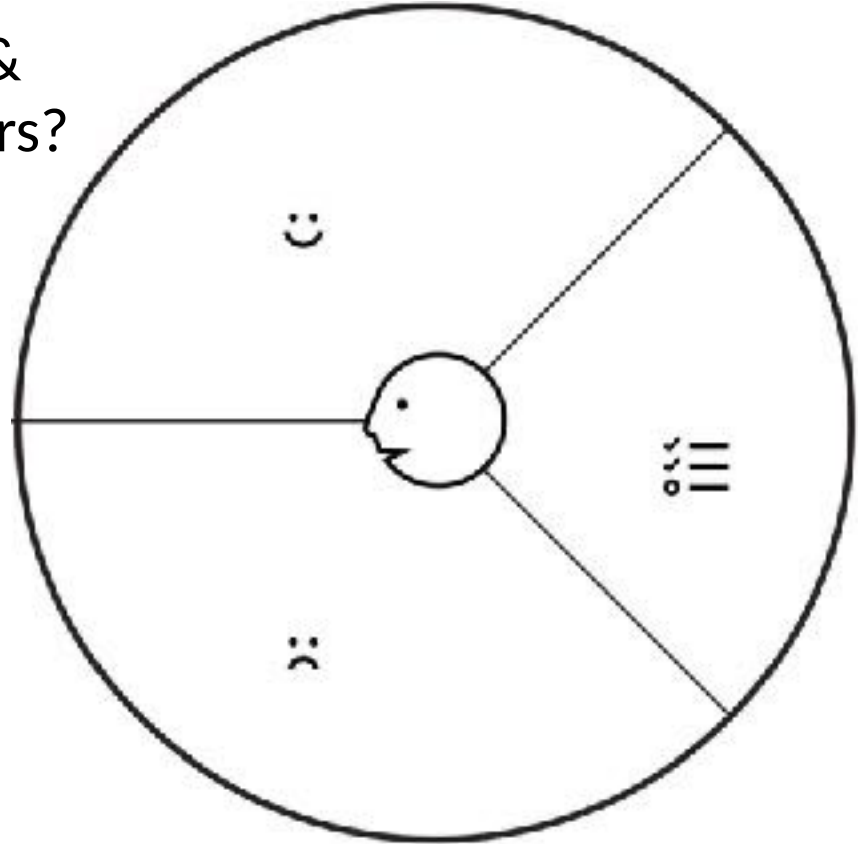
Compelling jobs usually persist over time!



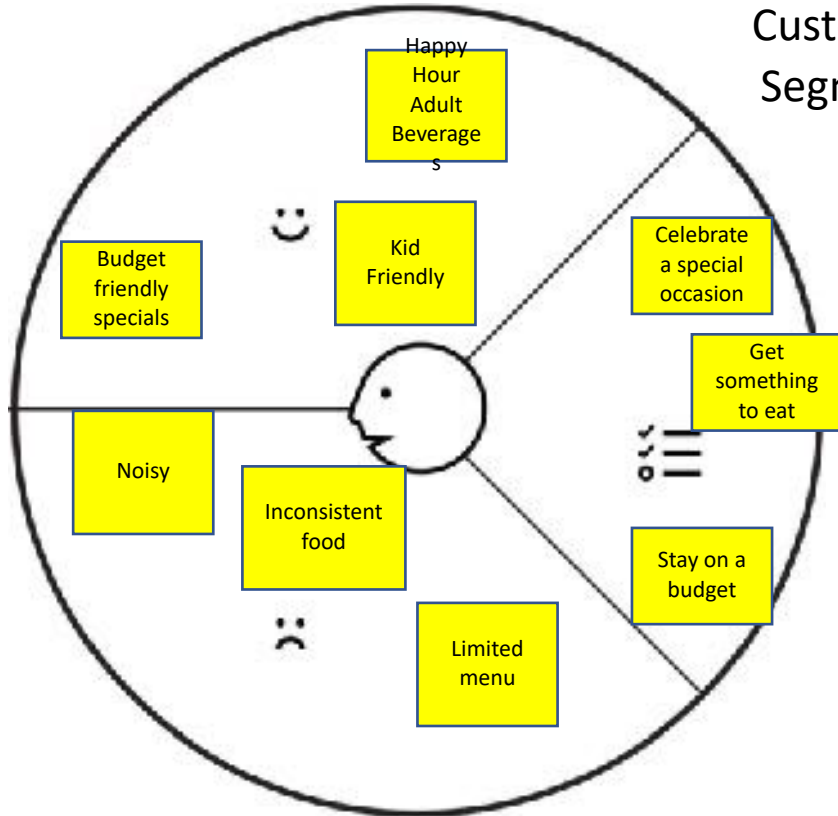


Jobs can be functional, emotional or social.

What are the jobs-to-be done, pains & gains for a pizza restaurant's customers?



Customer Profile for Pizza Restaurant

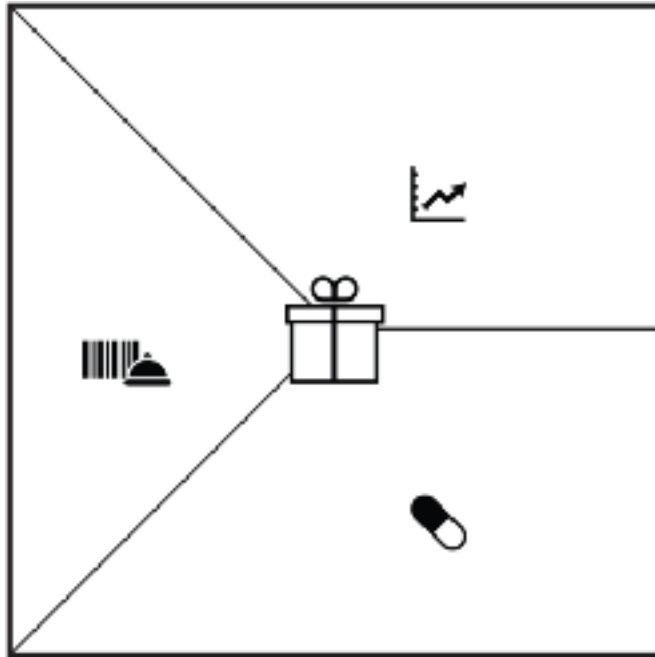


Customer Segment

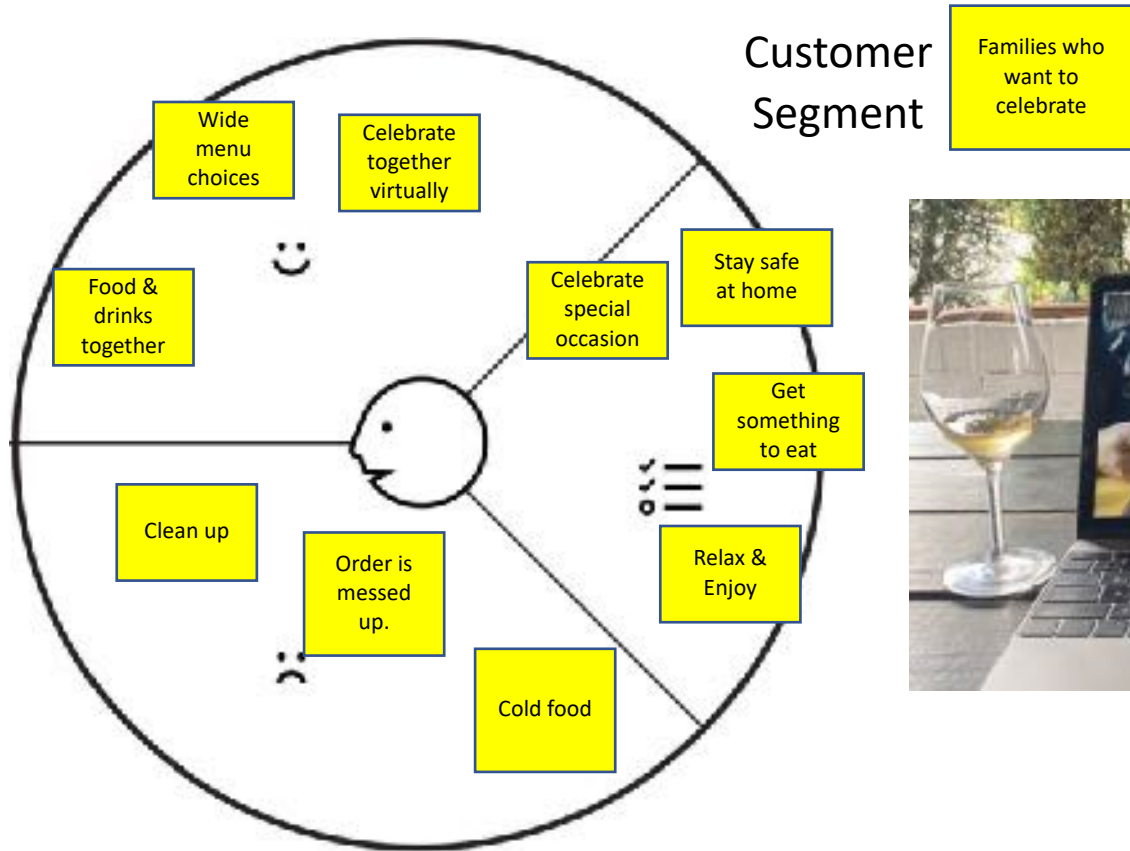
Neighborhood Families



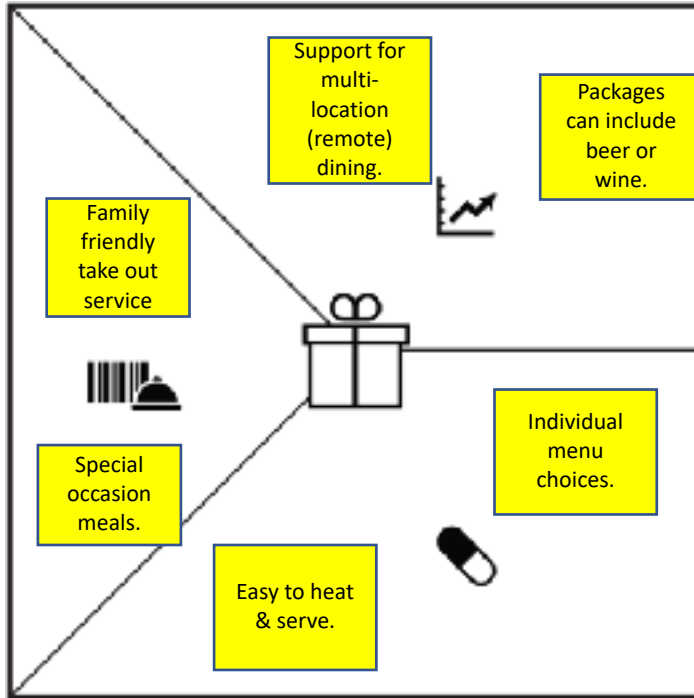
What are the products & services, gain creators and pain relievers offered by our pizza restaurant?



Covid Customer Profile



New value map

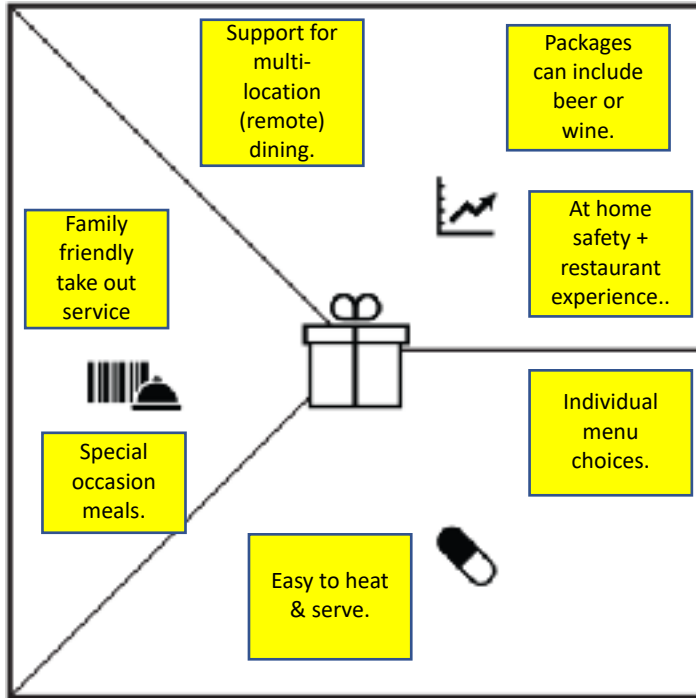


Value Map

At home safety + restaurant experience..

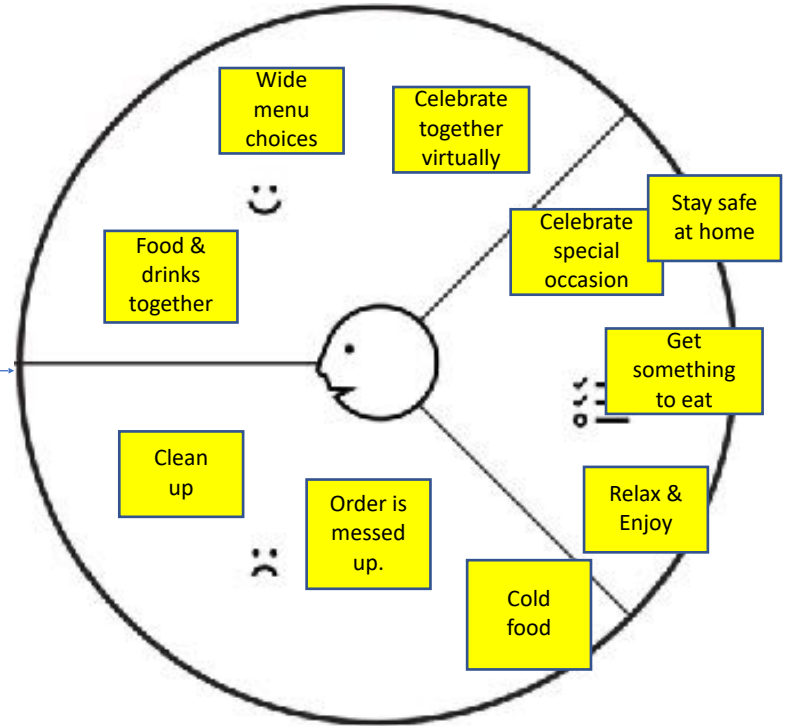


New Value Proposition



Value Map

FIT?



Customer Profile



Work in teams of three or four to complete a value proposition canvas for a Mobile Cell Repair business. Use the sheet of removable labels to get started.

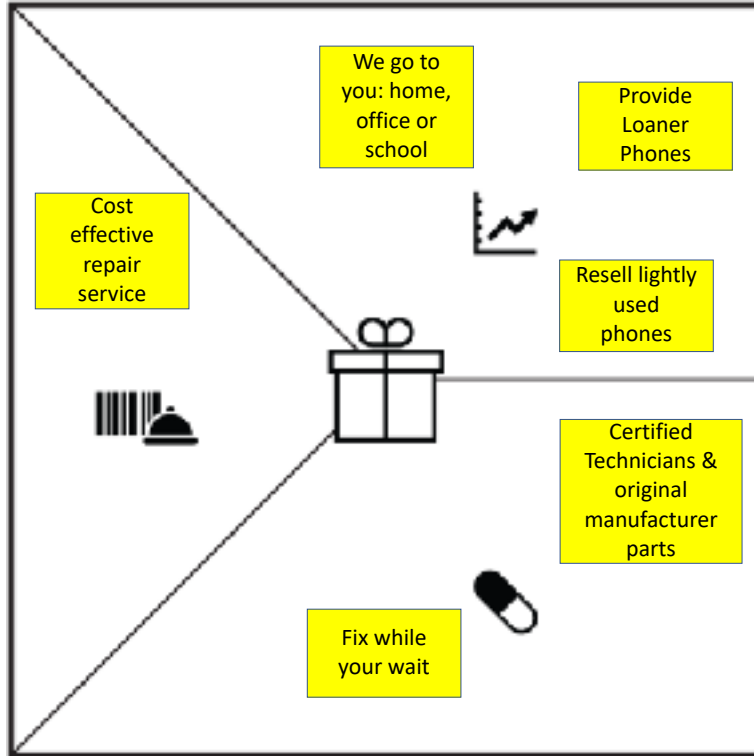
We're halfway!
How are you doing?
Raise your hand if
you need help.



Completed Canvas

Value Map

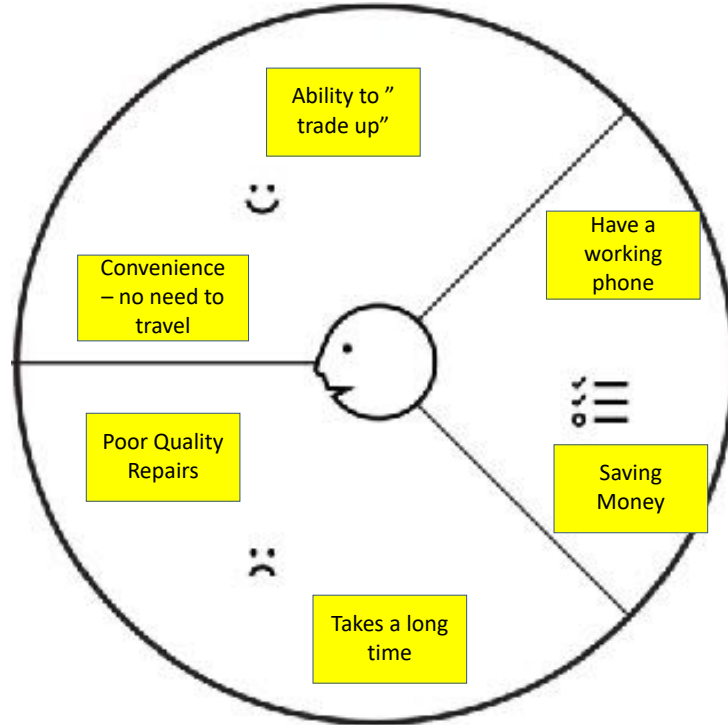
Mobile Cell
Phone Repair



Customer Segments

Residents
within 10
miles

College
Students





100%
uncertainty



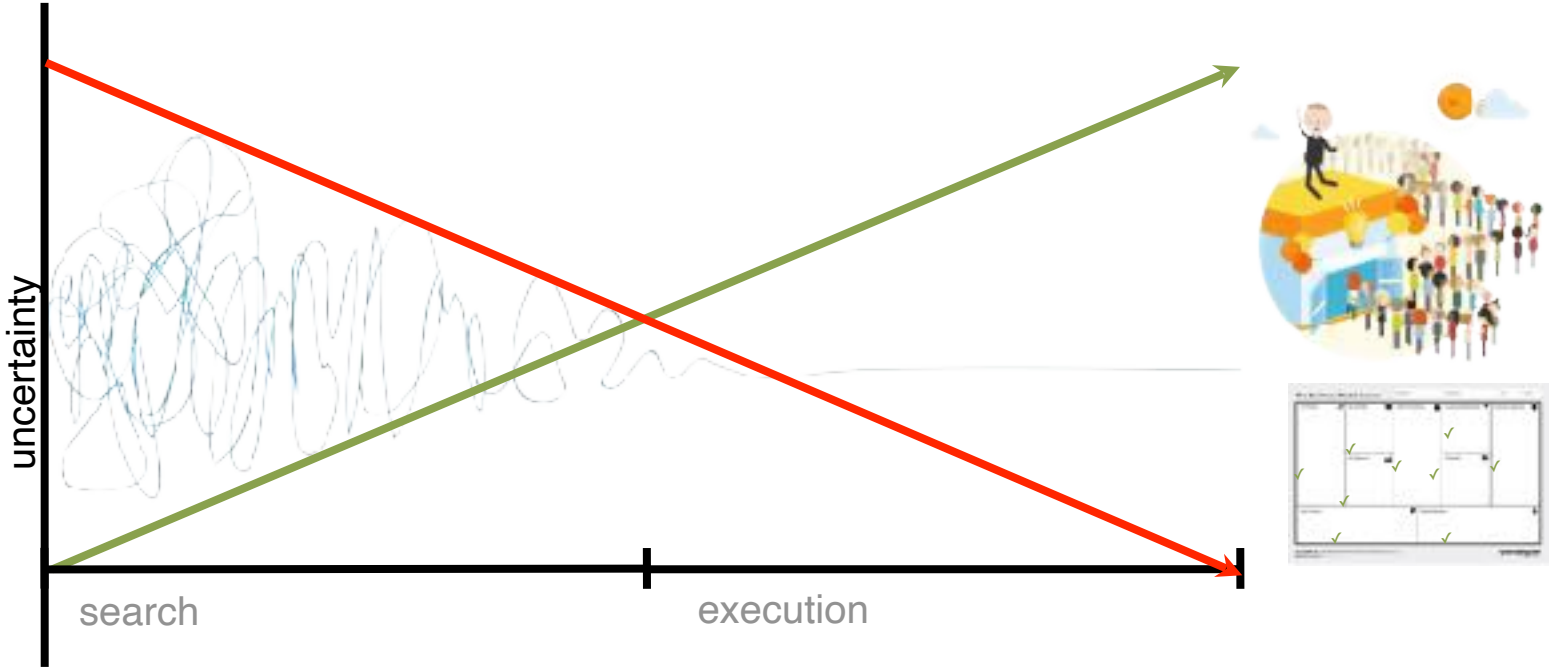
Desirability



Viability



Feasibility



100%
certainty

You're holding a field guide for rapid experimentation.
Use the 44 experiments inside to find your path to scale.
Systematically win big with small bets by...

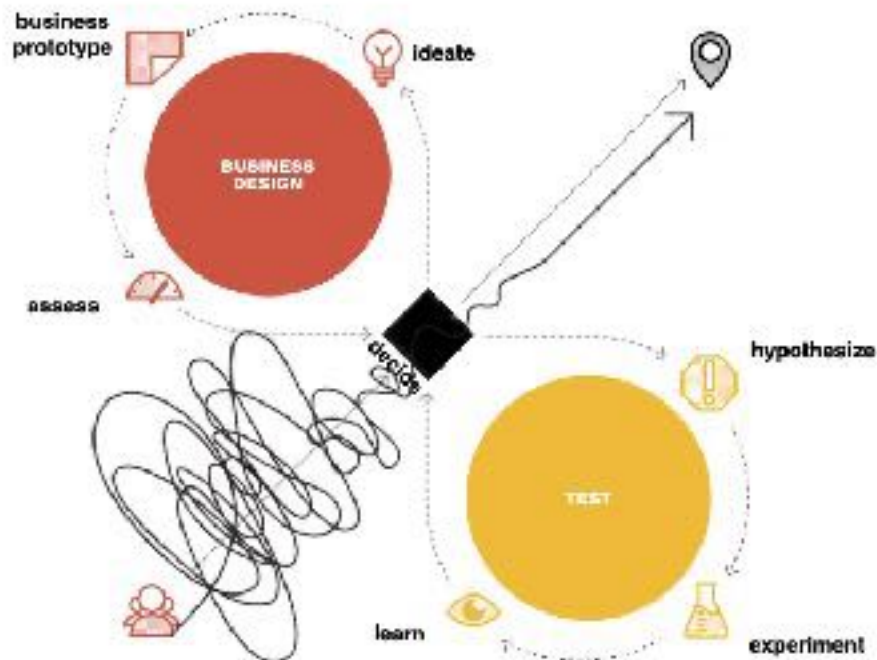
Testing Business Ideas

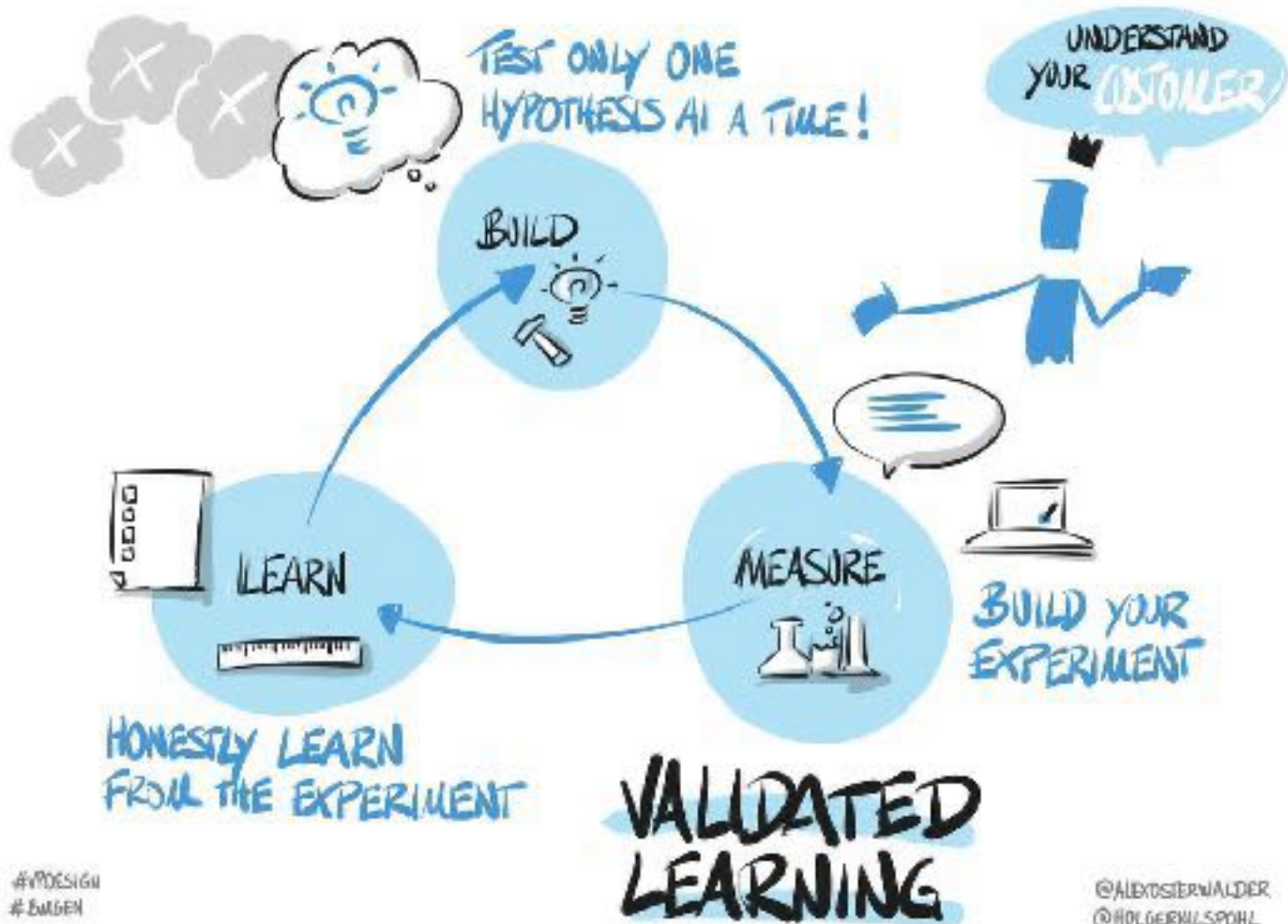
strategyzer.com/te

EDITED BY
David J. Hand
AND Peter Walder

WITH AN AFTERWORD BY
Alan Smith
TRISH PAPADAKIS

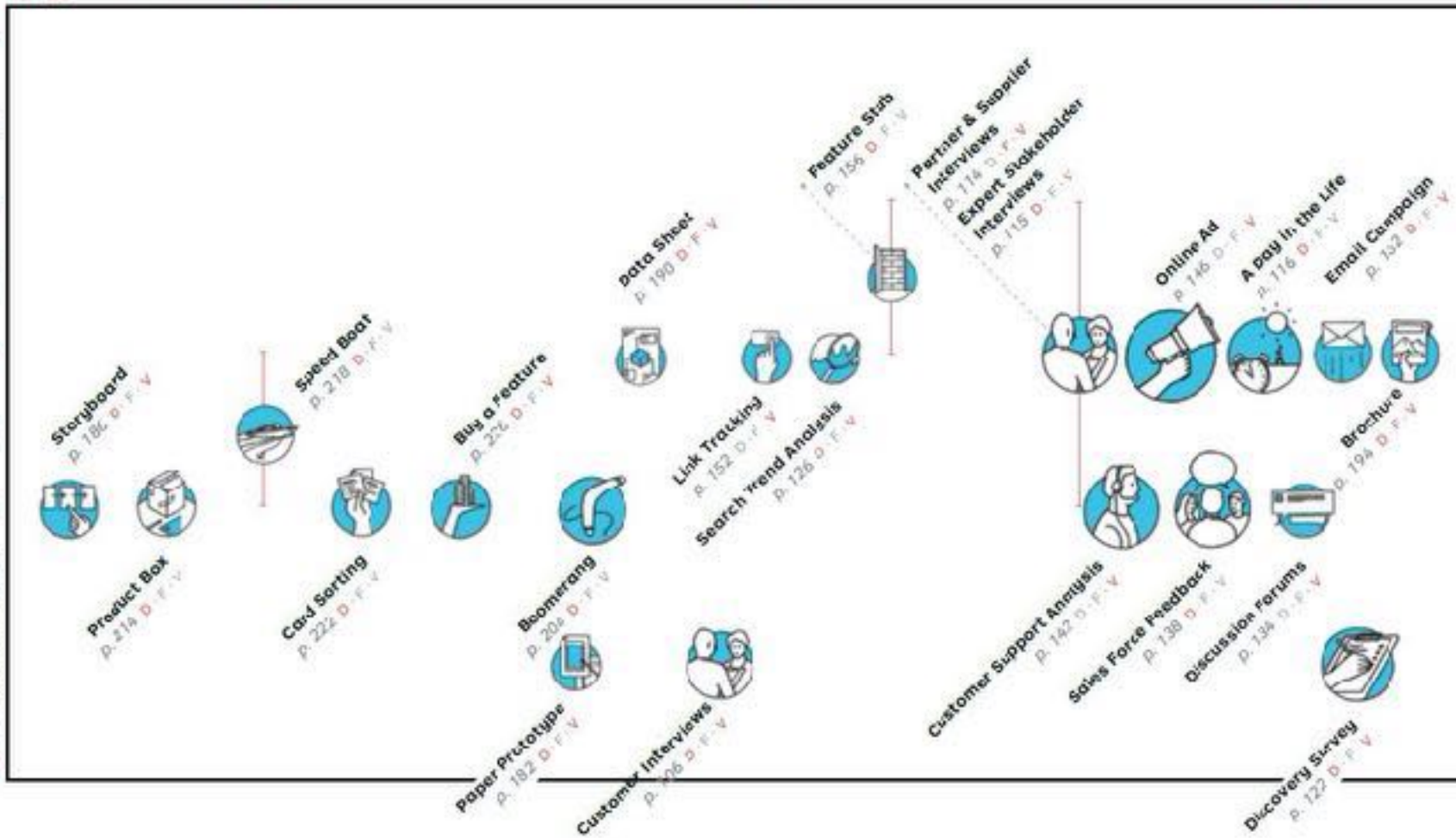
WILEY





EXPERIMENTS

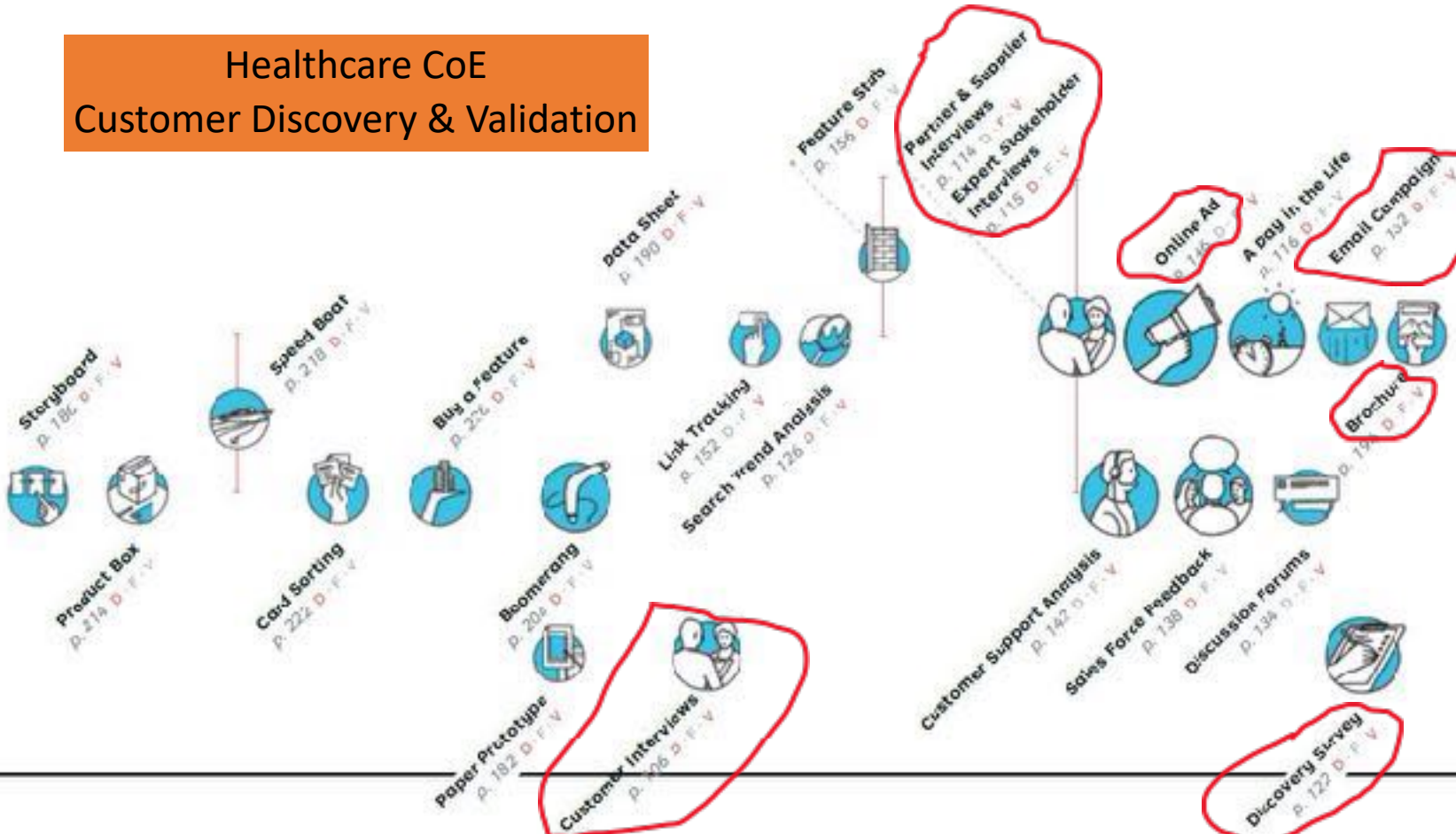
EVIDENCE STRENGTH



Healthcare CoE Customer Discovery & Validation

EXPERIMENTS

EVIDENCE STRENGTH



Assessment Canvas



ACCELERATORS!



Idea

Model

Skills

Resources

BRAKES!

IF I WERE OUR TEENAGE
GIRL TARGET, I WOULD
LOVE OUR NEW PRODUCT.

HAVE YOU ACTUALLY
TALKED TO ANY TO
MAKE SURE?

WHAT? AND
LEAVE THIS
ROOM?



TOM
FISH
BURNE

Consultant, Coach, or Guide?

Consultant



Deposit Photos: 563310148

Coach



Deposit Photos:194379942

Guide



[Orion River Rafting](#) – Guide Training

“Nashville had not been kind to Buffett...”

... who struggled to achieve commercial success. He recorded two solo albums. One didn't sell many copies at all and the other was shelved by his record label and not released for several years”.

- Putnam told Buffett that **if he wanted to make records about the ocean, "you have to get next to the ocean."** The duo ventured to Miami at Criteria Studios, brought in a group of world-class musicians and went to work on "Changes in Latitudes, Changes in Attitudes."
- Anchored by "Margaritaville," the album propelled Buffett's 50-year run of smashing success that coupled his music with a beachy business empire.



The New York Times

Take Aways

1. Design Thinking Trajectory as a consulting practice
2. BMC as a first step towards a formal Biz Plan (if one is needed)
3. VPC as a first step towards crafting marketing messages
4. Increase impact by utilizing BMC/VPC alongside Growth Wheel, SWOT, etc.

Wrapping Up...



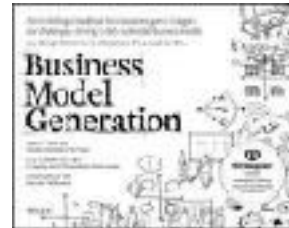
Adopt a Beginner's Mind

Kaufman Foundation Videos,

<http://fromideatobusiness.strategyzer.com>

Business Model Generation & The Invincible Company books, online learning, blog etc.,

www.strategyzer.com



Get a “starter pack” of Biz Model & Value Prop blank templates, & supporting materials: email your snail mail address to tmdaniel@widener.edu

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Advanced Business Model Canvas: multi-sided models, patterns & best practices

Advanced Value Proposition Canvas: Jobs-To-Be-Done, Mapping Pains & Gains

Derisking a business idea or model:
Assumption mapping and testing techniques

Using AI (ChatGPT): for business planning and testing

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Please complete the Workshop Survey!

•*Step-by-step Instructions:*

- Open Conference App or open the web version of the Conference App.
- Log in, if not already logged in.
- Click Agenda/Schedule
- Ensure you are registered for this workshop
- Click on the Workshop you are currently in
- Scroll to the Surveys
 - Click on the Workshop Survey
 - Complete Survey – Add Comments
 - Once Completed – Submit Survey



Thank you!

