



Lead To Win

Lead to Win 2024 Orientation

Agenda

- Lead To Win (LTW)
 - What LTW is
 - How LTW works
 - What do I pitch?
 - Next steps

What LTW is

- Support for TIM student entrepreneurs
- Catalyst to create new companies and jobs
- TIM and community supported
- Regional economic development

What LTW is

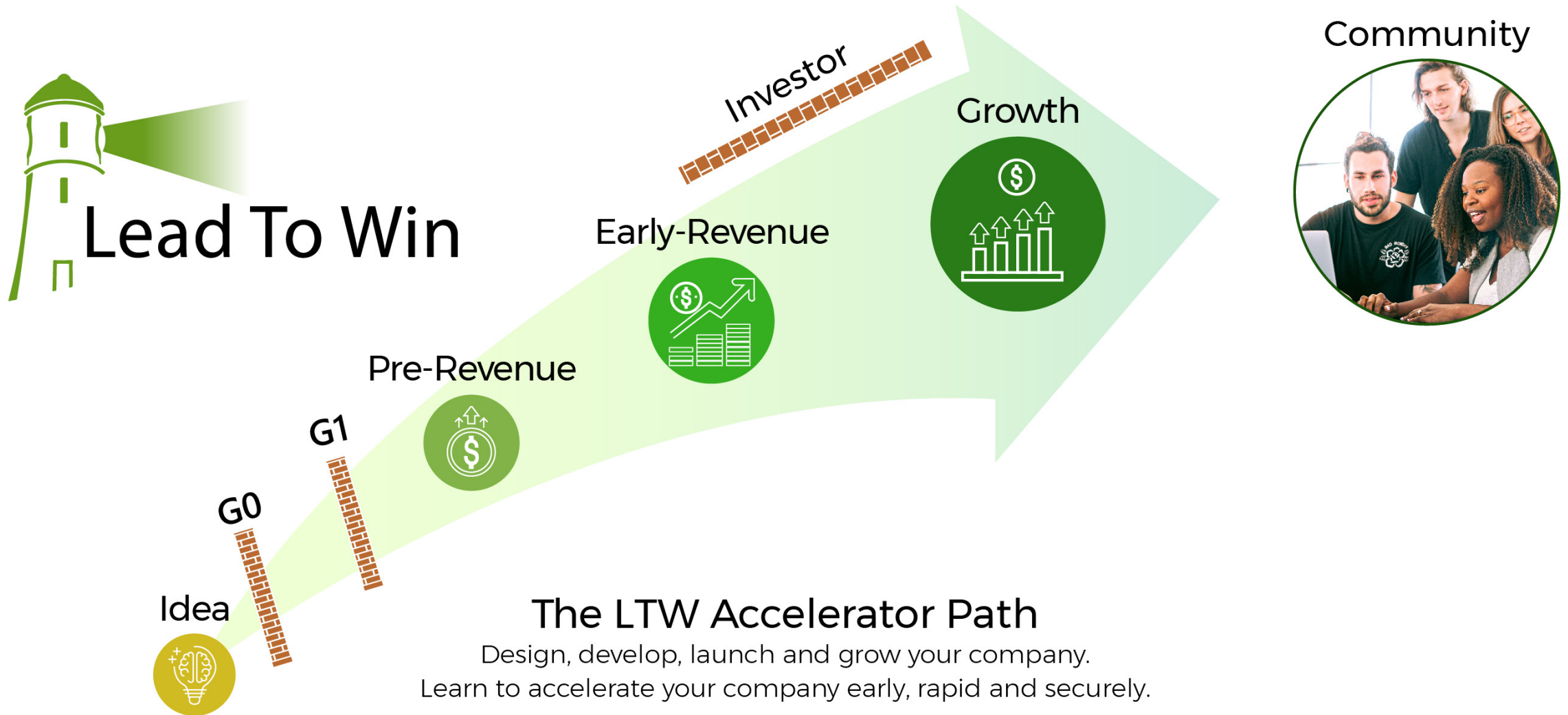
- Established in 2002
- Awarded top 10 incubators in 2015
- Evolving and adaptive

Lessons that we have learned

- Strong ecosystem
- Needs to be money
- Value is what people pay for
- Quality creates value

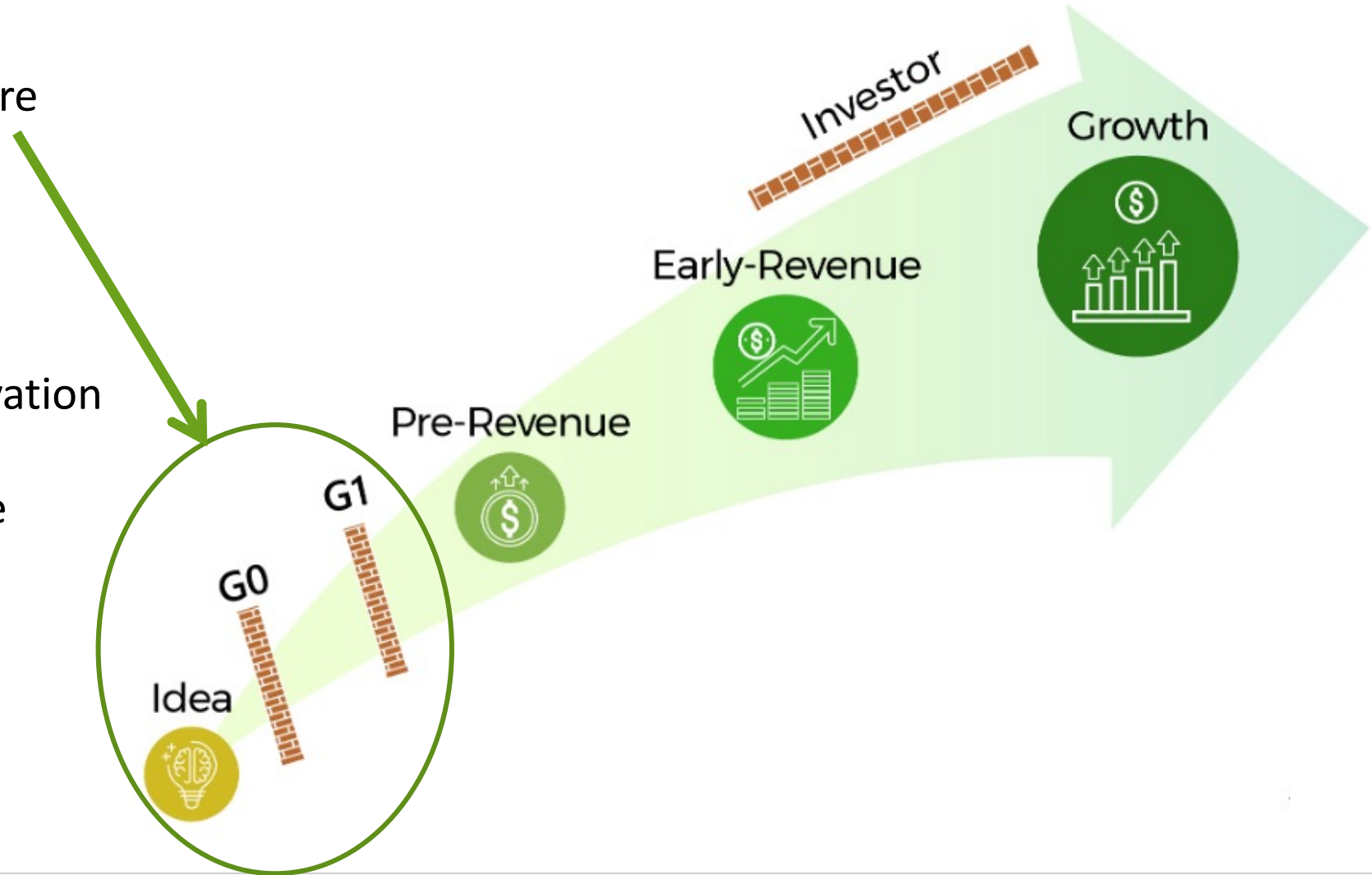


How LTW works



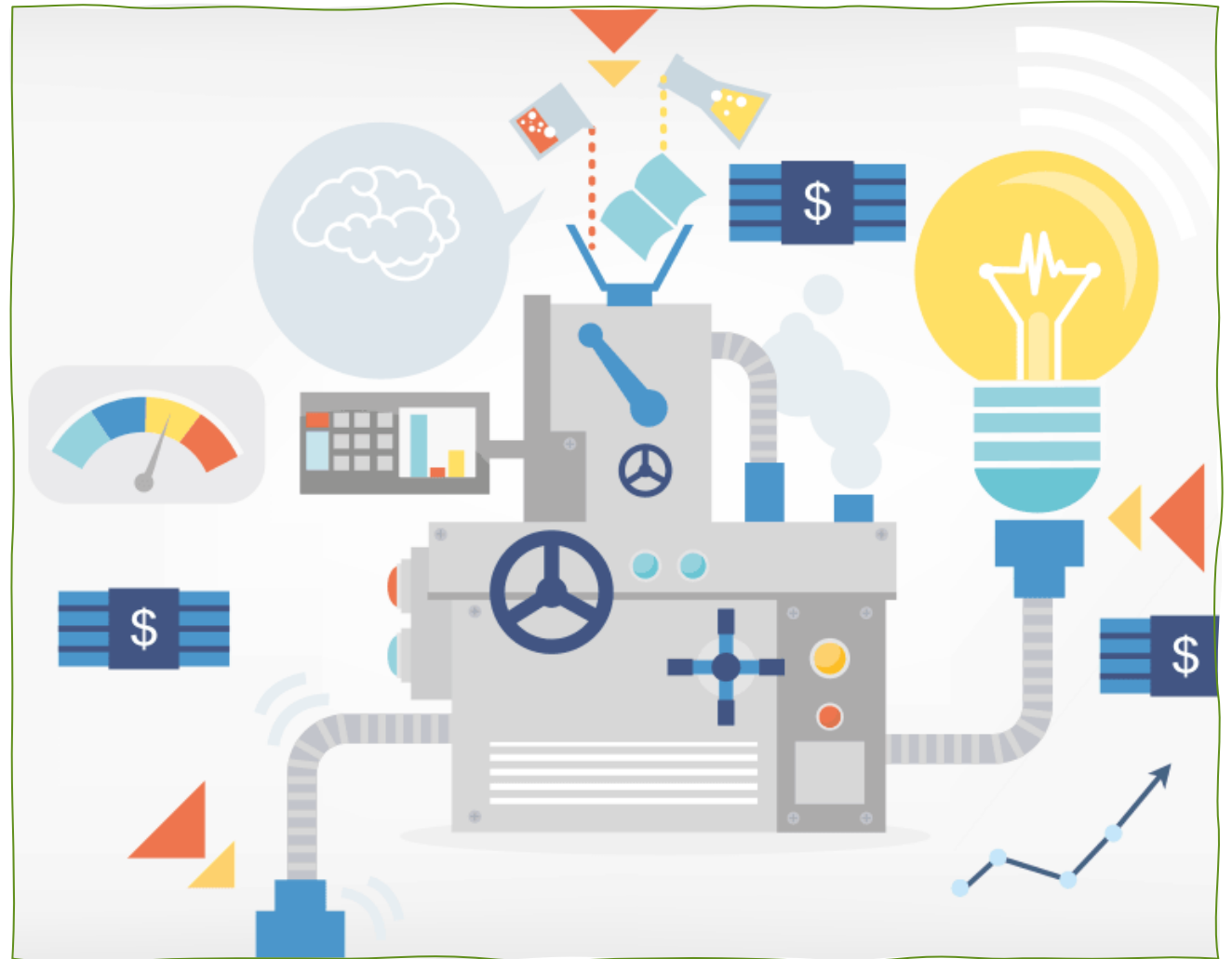
Opportunity review

- Opportunity review is your starting point
- This is how G0 and G1 are implemented
- Friday, January 26th
- 9 a.m. – 12 p.m. – Innovation Hub
- Schedule confirmed one week ahead



Opportunity review

- Presentation: 10-minute + 5 minutes of Q&A
- Closed door – reviewers only
- Reviewers are from the business community – diverse skills and perspectives
- Assessments include scoring and written feedback – we use this to assess G0/G1
- Report with results sent to founders within 48 hours



Opportunity review

- This is not a technology or intellectual property review
- No NDAs
- Share what you would tell a potential customer, employee, partner, reporter, etc.



Reviewers

angels
government
Itw-veterans
tech-executives
lawyers
marketeters
investors
financial-exec
founders
regional-development
profs

Feedback

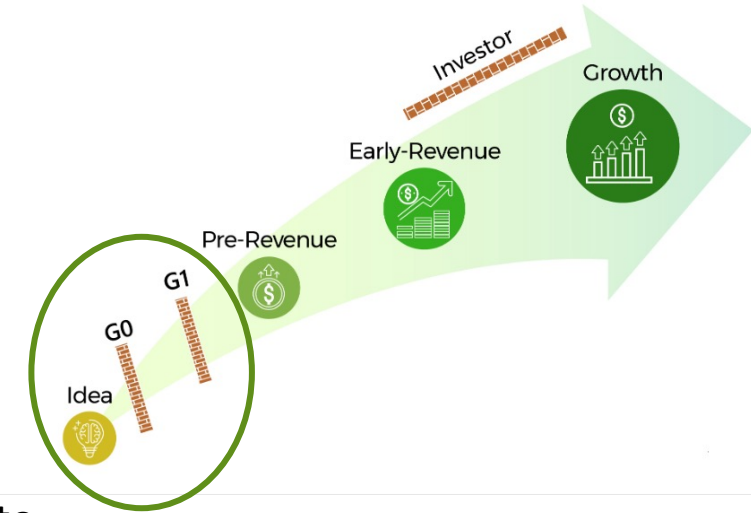
- Parts A, B, C
- xN reviewers

A	B	C
Dimensions	Green	Opportunity is ready for next stage.
Customer Value	Yellow	Opportunity needs to be improved, however the likelihood that it can be improved by the next Opportunity Review is good.
Competitive	Red	Opportunity is not ready for the next stage and requires a significant rethink to be ready.
Partner Value		
Growth		
Financial		
Team		
Resources		

Comments

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Gated vetting process



Entry level idea

Opportunity proponents work to develop a solid understanding of their business opportunity and how to articulate it.

Gate 0

Opportunity clearly articulated

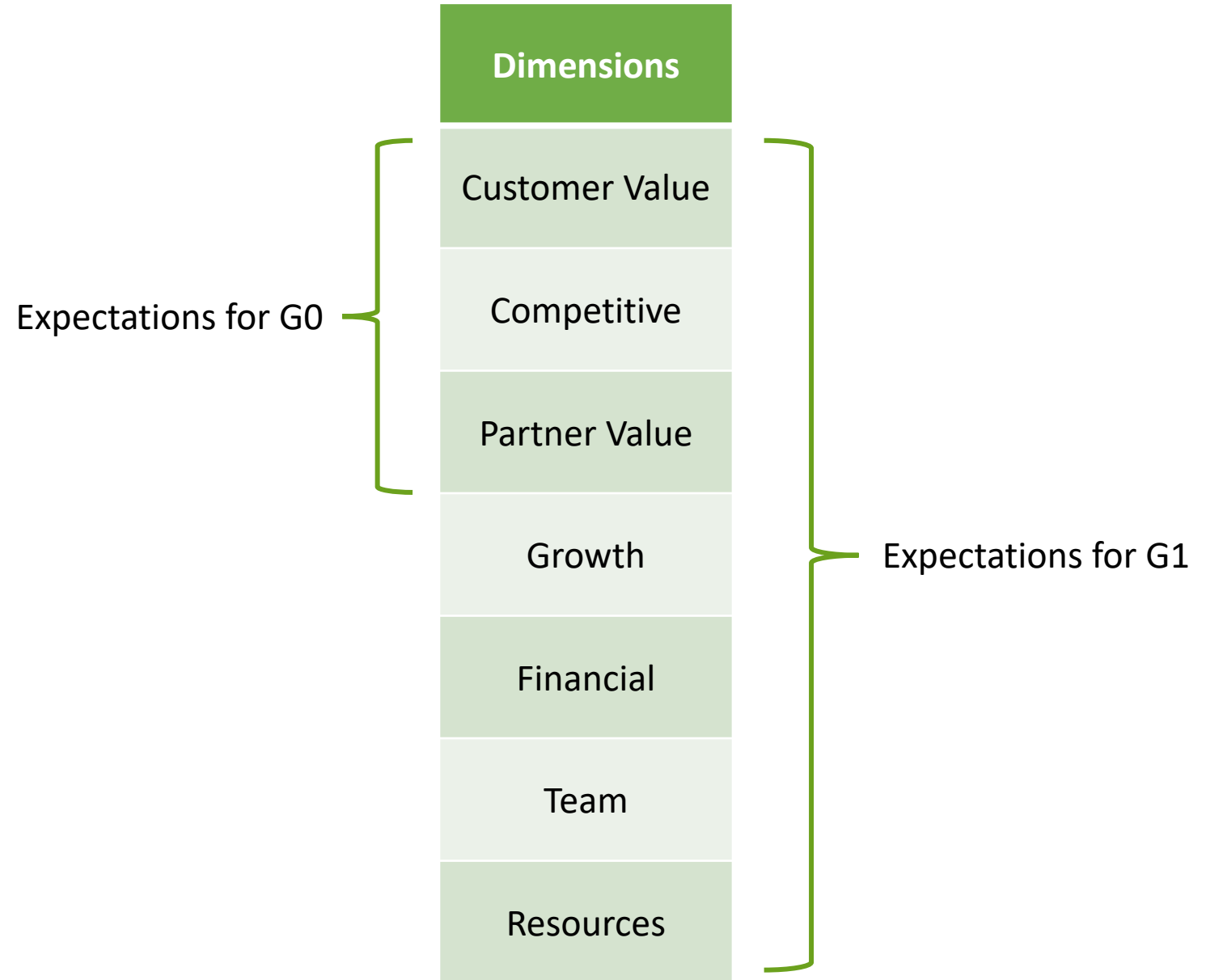
Opportunity proponents work to strengthen their opportunity and develop a growth plan to exploit the opportunity for commercial ends.

Gate 1

Opportunity plus credible plan clearly articulated

Opportunity proponents work to shape and execute their plan to grow a company to achieve annual revenue of \$1,000,000 in three years.

What do I pitch?



(No, there isn't a template)

Customer Value

“Company’s market offer solves a problem or pain that is significant to identifiable target customers.”

Customer value

- Explain the customer's pain or problem right up front. Use examples to illustrate what failed and why. Be vivid – make the reviewers feel the customer's pain.
- Make clear what you will sell to customers. Identify the customers you target and provide a simple explanation of what customers will buy from you – avoiding jargon and buzzwords.
- Describe how your offer fixes the customer's pain or problem. Use examples to illustrate how your solution makes the customer's pain go away or solves the problem.
- Where required, identify the value of your offer to various customer stakeholders who are part of the purchasing decision. These could include: user; economic buyer; infrastructure gatekeeper; organization that buys; etc. Value to users may be important, but value to other stakeholders may matter more.
- Focus on value to customers, not on describing what your product does or what you are doing to build it.

Customer Value

- Loose talk is easy
- Trying to say a lot is easy
- What are the key, “resonating focus” value points about your offer?

	All Benefits	Favorable Points of Difference	Resonating Focus
Consists of:	All benefits customers receive from your offer	All favorable points of difference your offer has relative to next best alternative	Few points of difference whose improvement will deliver the greatest value to customer
Answers customer question:	Why should customers buy your offer?	Why should customers buy your offer instead of your competitor’s?	What is <u>most</u> worthwhile for customers to keep in mind about your offer?
Requires:	Knowledge of your own market offer	Knowledge of your own market offer and next best alternative	Knowledge of how your own market offer delivers superior value to customers compared with next best alternative

Competition

“Company’s market offer delivers more value to target customers when compared to alternatives and alternatives are well understood.”

Competition

- Identify your offer's points of difference for which customers will pay.
- Identify your competitors and what are your offer's differentiators and why customers will be willing to pay for these differentiators.
- Competitors include those who provide offers like yours, offers that are quite different from yours but solve the customer's pain, and the alternative of "doing nothing".
- Explain how your differentiators are sustainable and will differentiate you from your competitors in the future.
- Why buy from you? Make clear what will motivate customers to purchase from you rather than purchase from others or, alternatively, do nothing.

Partner Value

“Company will provide value to those channels and partners that help bring its market offer to customers.”

Partner value

- Know who you need as partners.
- Identify the value of your offer to various partnership stakeholders.
- Clearly illustrate the benefits you will provide your partners who will help take your offer to market.
- Use examples to ensure that the benefits to all stakeholders associated with the partnering arrangement are clearly understood and explain why these benefits are compelling – partners can choose to partner with your competition or not to partner at all.

Growth

“Company has a sound growth plan that first focuses on a single customer segment that the company can quickly establish leadership in.”

Growth

- Describe the plan to enter the market. Clearly describe your market entry strategy and why it will be successful.
- Act on global opportunities, even if your entry focus is a niche. Do not limit your thinking to small or local opportunities.
- Declare what your next steps will be. State what you know and what you do not know and what you plan to do about it.

Financial

“Company has a sound financial plan to achieve annual revenue of \$1,000,000 in three years. Founders have a sound plan to feed their families until company generates sufficient cash to pay themselves.”

Financial

- Identify your business model. Clearly describe the business model that you will use to grow and provide examples of successful companies that use a similar business model.
- Identify your key financial metrics and targets. Describe when you expect to achieve those targets.
- Often, a simplified spreadsheet can be effective. This may not be necessary, depending on your business model.

Team

“Core team has what it takes to achieve its objectives over the next three years.”

Team

- Who do you have?
- Who do you need and what is your plan? Is this an "ask"?
- Keep in mind that everyone pitches that they have the best people.

Resources

“Company has the skills, people, contacts, processes, and infrastructure required to achieve its objectives over the next three years or has a good plan to acquire them.”

Resources

- What do you have?
- What do you need and what is your plan? Is this an “ask”?

What if you don't know something?

- Don't make stuff up
- This isn't a TIM assignment
- Share what you know
- Share what you don't yet know
- Make an ask, offer a plan

Dimensions

Customer Value

Competitive

Partner Value

Growth

Financial

Team

Resources

Slides

- Remember that your audience is external and business-oriented
- Use fewer than 10 slides in a 10-minute presentation
- The slides are not your presentation; they should not say everything that you will
- Face the reviewers and do not simply read the slides to the reviewers
- Practice your pitch and ensure that you have tested your computer setup in advance



Importance of LTW

- Transformational moment in time
- Success strengthens everyone
- Resources and alignment
- Overcomes barriers
- Gets stronger over time

Thank you!



Lead To Win



Technology Innovation
Management