

Building better support for startups:

2 frameworks to help guide startups, support better program design and enhance ecosystem collaboration

AUTM
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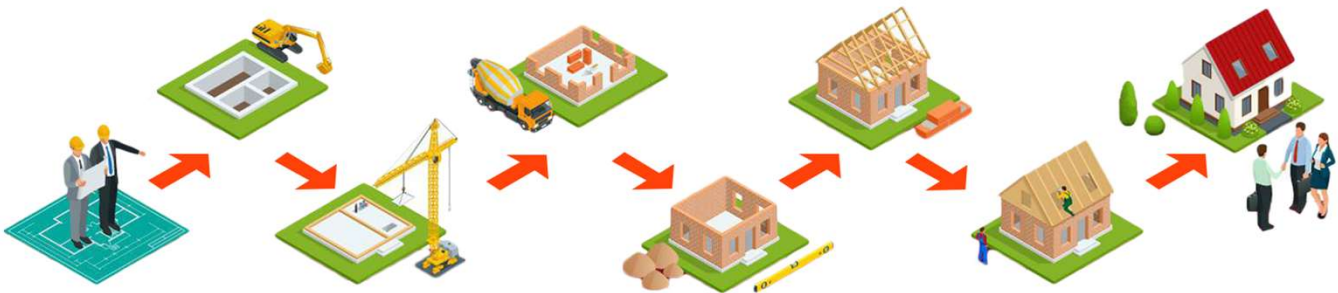
Why are you here?

1. I am wondering how this might support program design?
2. I am wondering how this might support program delivery?
3. Other?

Who do you serve?

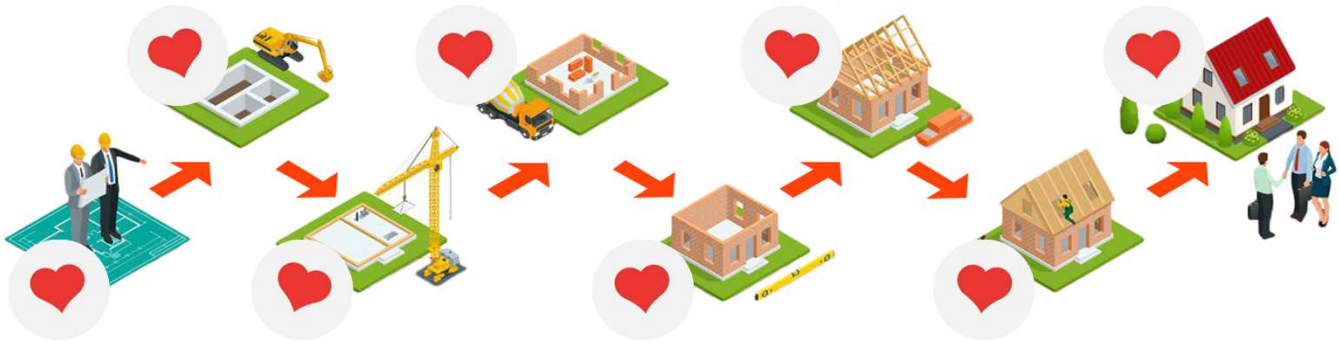
1. I primarily work with undergraduate students.
2. I primarily work with graduate students.
3. I primarily work with entrepreneurs.
4. Other?

Building a startup is like building a house.



1. There are stages that every house-build (or startup-build) goes through.
2. There are different jobs-to-be-done that require a different quality and type of support, at each stage of the build.

Startups can benefit from support at every stage of the build.



The challenge is to provide the right support, at the right time.

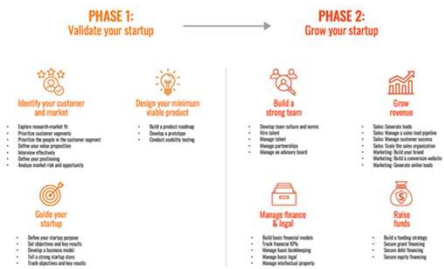
Introducing 2 frameworks to help you better support people exploring entrepreneurship



The Startup Journey[®]

The focus is on the business progress

1. Guide startups to focus on driving right-sized business outcomes
2. Design programs driving right-sized business outcomes
3. Collaborate better with ecosystem partners

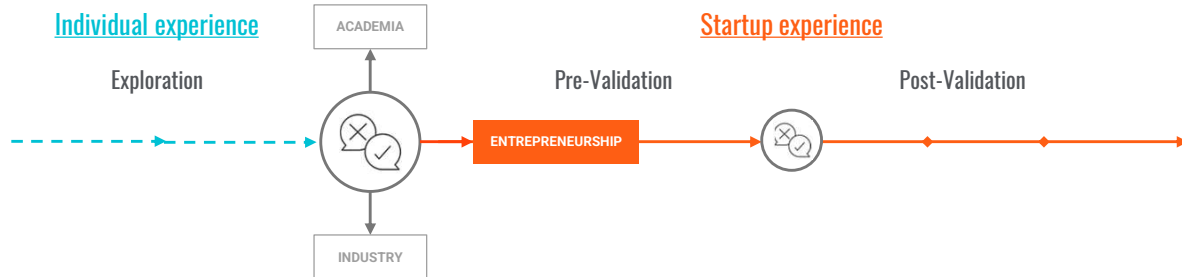


The Startup Entrepreneur Competency Model[®]

The focus is on the progress on the individual as an entrepreneur

1. Guide founders to focus on driving right-sized learning outcomes
2. Design programs driving right-sized learning outcomes
3. Collaborate better with ecosystem partners

Use **The Startup Journey**® as a simple shared frame of reference

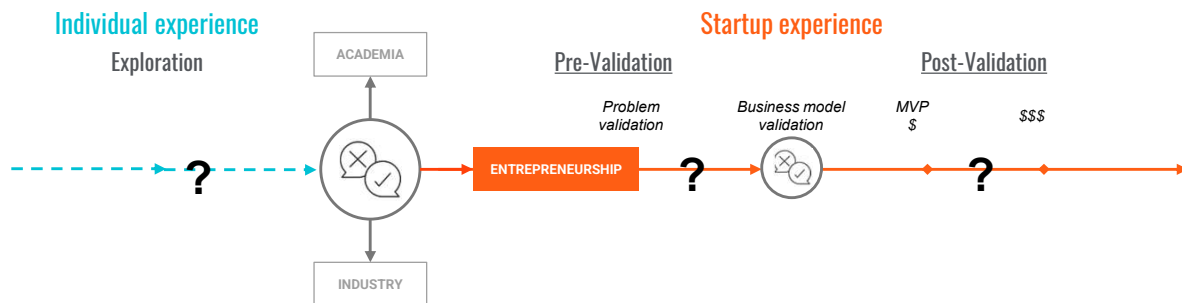


Outcomes focused on evolving the entrepreneurial mindset of the individual

Outcomes focused on the success of the company

to support the startup where they are, with right-sized love.

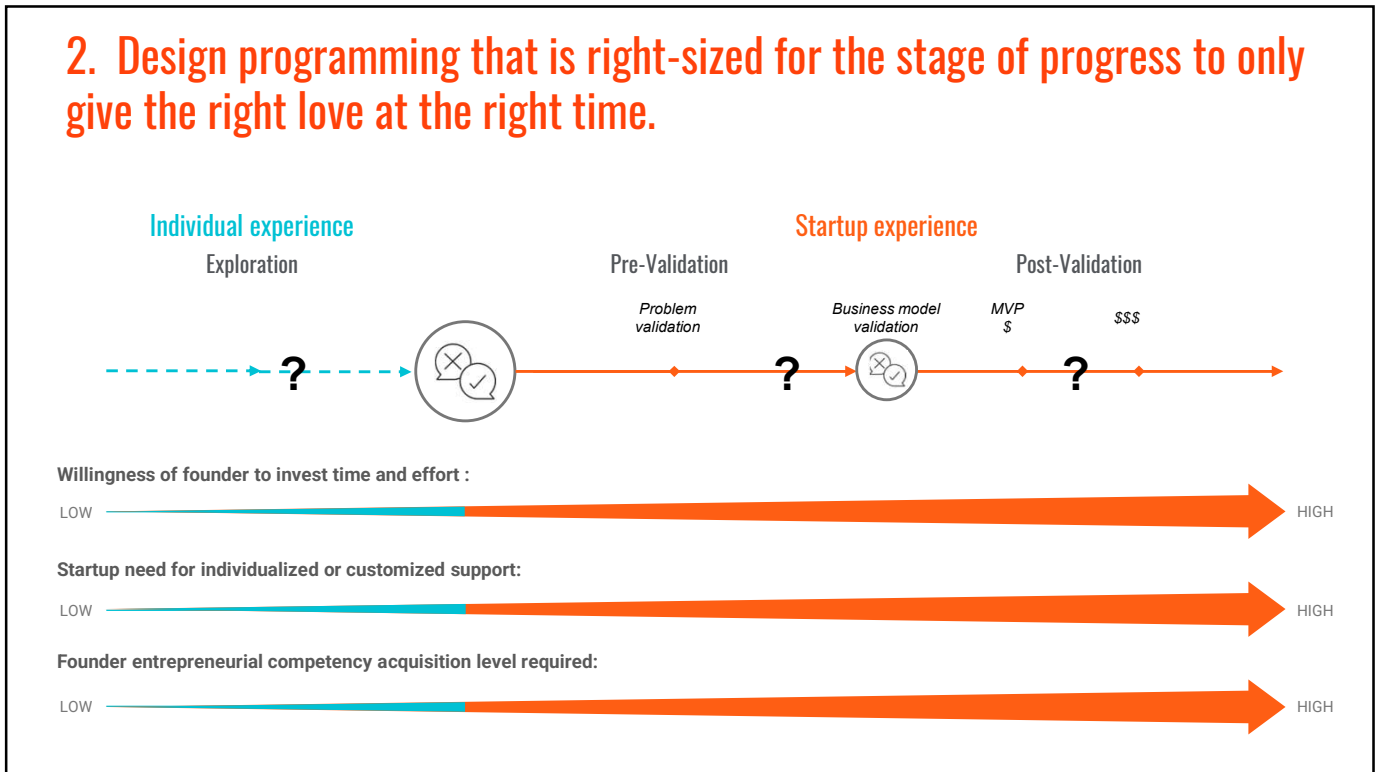
1. Pinpoint with confidence where the startup is on their journey with simplified startup business progress milestones.



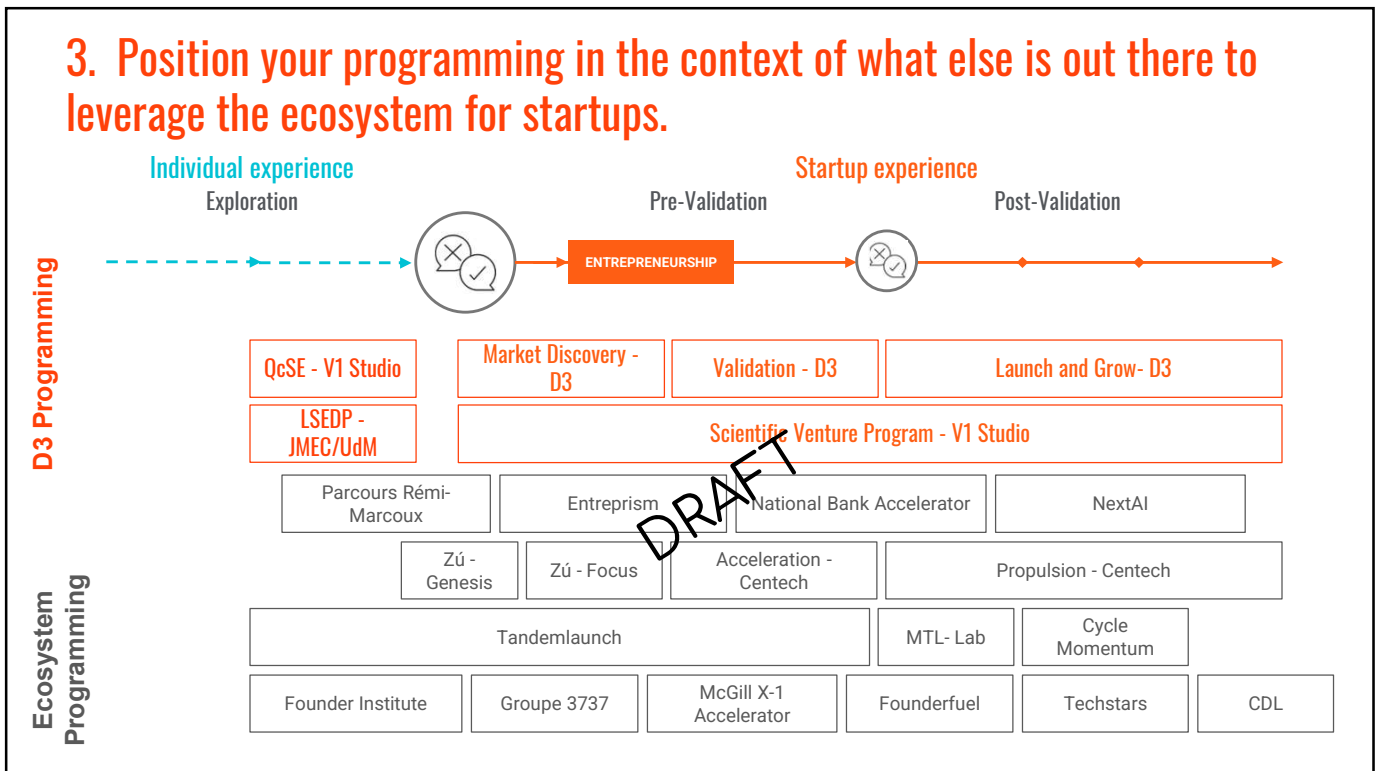
- Simplified linear design
- 2 simple-to-understand phases with 2 key decision points

- Simple-to-understand milestones around *relevant traction*:
 - Customer
 - Funding
 - Product

2. Design programming that is right-sized for the stage of progress to only give the right love at the right time.



3. Position your programming in the context of what else is out there to leverage the ecosystem for startups.



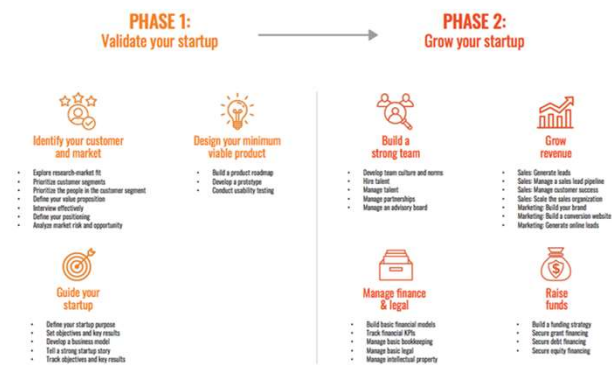


5 min

Activity #1:

Position your program on the Startup Journey.

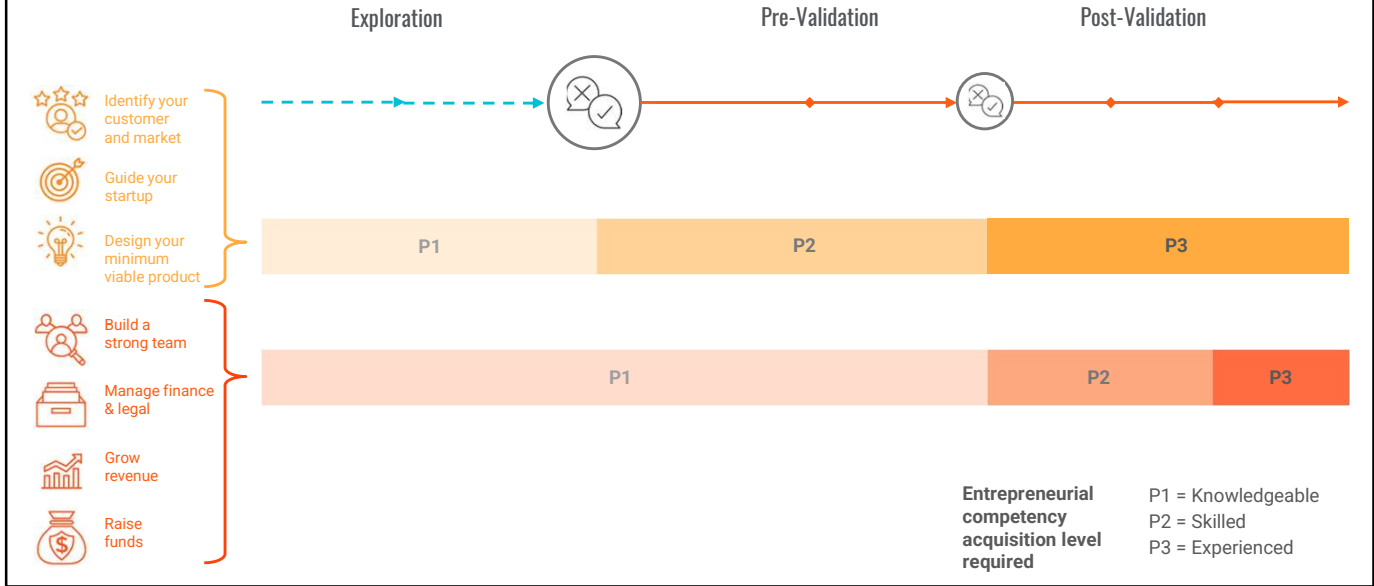
Use the Startup Entrepreneur Competency Model[®] (SECM) to support right-sized entrepreneurial competency acquisition



A simplified, minimal set of competencies designed for startup entrepreneurs

- 7 categories of competencies (minimum viable)
- Competencies categorized into 2 phases (Pre-Validation and Post-Validation)

1. Align entrepreneurial competency acquisition targets to startup progress.



2. Design for practical learning outcomes using the detailed descriptions included in the model.

PHASE 1: Validate your startup idea

Competency	Level 0: Unknowledgeable	Level 1: Knowledgeable (KNOWLEDGE acquisition)	Level 2: Skilled (SKILL acquisition)	Level 3: Experienced (ATTITUDE acquisition)
Identify your customer and market				
1.1 Explore research-market fit	No knowledge.	I can describe how a unique innovation can be applied to solving problems for customers in different market segments.	I can define the uniqueness of my innovation - my startup "super powers", or how I do what I do differently. I can describe multiple potential market segments where my innovation could help to solve problems.	I regularly evaluate the potential to leverage my innovation into new markets.
1.2 Prioritize customer segments	No knowledge.	I can differentiate between a customer segment and a single customer. I can describe the difference between an initial market and total market.	Using data from primary and secondary research, I can specify the characteristics and potential of different customer segments for my startup.	I regularly update and refine my understanding of my prioritized customer segments, to support my short term and longer term operational decisions.
1.3 Prioritize the people in the customer segment	No knowledge.	I can describe the difference between a 'decision maker' and an 'influencer' in my customer segment. I can describe what a customer persona is.	I can identify the key characteristics of and the relative importance of the 'decision makers' and 'influencers' in my customer segment.	I regularly update and refine my understanding of the people in my prioritized customer segment, to support better decision making around sales and marketing activities and product iterations.
1.4 Define your value proposition	No knowledge.	I can explain the 2 key elements in a value proposition - the key benefits (not features) and the "vehicle" through which we deliver value (hardware? software? services? other?).	I can define and quantify the value proposition for my target customer segment - this helps me identify the key features of my startup and product.	I regularly review and update my value proposition. My decisions around changes to the 'features' of my business model, operations or product/service offering are made in the context of how those changes enhance or diminish the value proposition.
1.5 Interview effectively	No knowledge.	I can explain the difference between a customer discovery interview and a sales pitch.	I plan and run effective customer discovery interviews. I can extract actionable insights from my interviews.	I regularly conduct customer discovery interviews. I use customer interviews as a key input to help me make better, more informed decisions around all elements of my startup strategy.
1.6 Define your positioning	No knowledge.	I can describe the types of features that help to differentiate one company or solution from their competition.	By analyzing how my offering compares to my most significant competitors, I can position the uniqueness of my solution in the context of my competition. I can identify the key features in my business model and solution that deliver my value proposition.	I regularly review my unique value add in the context of my competition and adjust my messaging to highlight my key differentiators.
1.7 Analyze market risk and opportunity	No knowledge.	I can describe the 3 external drivers (macro-economic trends, customer behaviours, competitor behaviours) that create both risks and opportunities for my startup idea.	I can identify the most important external drivers that impact the design of my business model, and specify both the significance and potential impact on my business success (positive and negative) in terms of the market size, the ability to capture market share, and the profitability potential in an industry.	I systematically and regularly scan the market to analyze changes to the external drivers that might affect the success of my startup. I use this information to drive decisions in my business model.

Detailed competency descriptions

3 levels of proficiency acquisition per competency

1. Knowledgeable (P1)
2. Skilled (P2)
3. Experienced (P3)

3. Help founders drive their own competency acquisition, with intention and confidence.



District 3

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08/2021
 Year 1

District 3 Entrepreneurship Competency Self-assessment

Step 1: Validate your idea

1. Identify your customer and market

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
1.1 Explore research-market fit			✓	
1.2 Prioritize customer segments			✓	
1.3 Prioritize the "people" in my customer segment			✓	
1.4 Define your value proposition			✓	
1.5 Interview affectively			✓	
1.6 Define your positioning			✓	
1.7 Analyze market risk and opportunity		✓		

2. Guide your startup

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
2.1 Define your startup purpose			✓	
2.2 Set objectives and key results		✓		
2.3 Develop a business model			✓	
2.4 Tell a strong startup story		✓		
2.5 Track strategic initiatives and key results		✓		

3. Design your MVP (Minimum viable product)

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
3.1 Build a product roadmap		✓		
3.2 Develop a prototype			✓	
3.3 Conduct usability testing		✓		

Step 2: Grow your startup

4. Build a strong team

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
4.1 Develop team culture and norms			✓	
4.2 Hire talent		✓		
4.3 Manage talent		✓		
4.4 Manage partnerships		✓		
4.5 Manage an advisory board		✓		

5. Manage finance & legal

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
5.1 Build basic financial models	✓			
5.2 Track financial KPIs		✓		
5.3 Manage basic bookkeeping		✓		
5.4 Manage basic legal		✓		
5.5 Manage intellectual property (IP)		✓		

6. Grow revenue

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
6.1 Sales: Generate leads		✓		
6.2 Sales: Manage sales lead pipeline		✓		
6.3 Sales: Manage customer success		✓		
6.4 Sales: Scale the sales organization		✓		
6.5 Marketing: Build my startup brand	✓			
6.6 Marketing: Build a conversion website			✓	
6.7 Marketing: Generate online leads		✓		

7. Raise funds

Competency/skill	Level 0: Don't know	Level 1: Informed	Level 2: Practiced	Level 3: Applied
7.1 Build a funding strategy		✓		
7.2 Secure grant financing		✓		
7.3 Secure debt financing		✓		
7.4 Secure equity financing		✓		

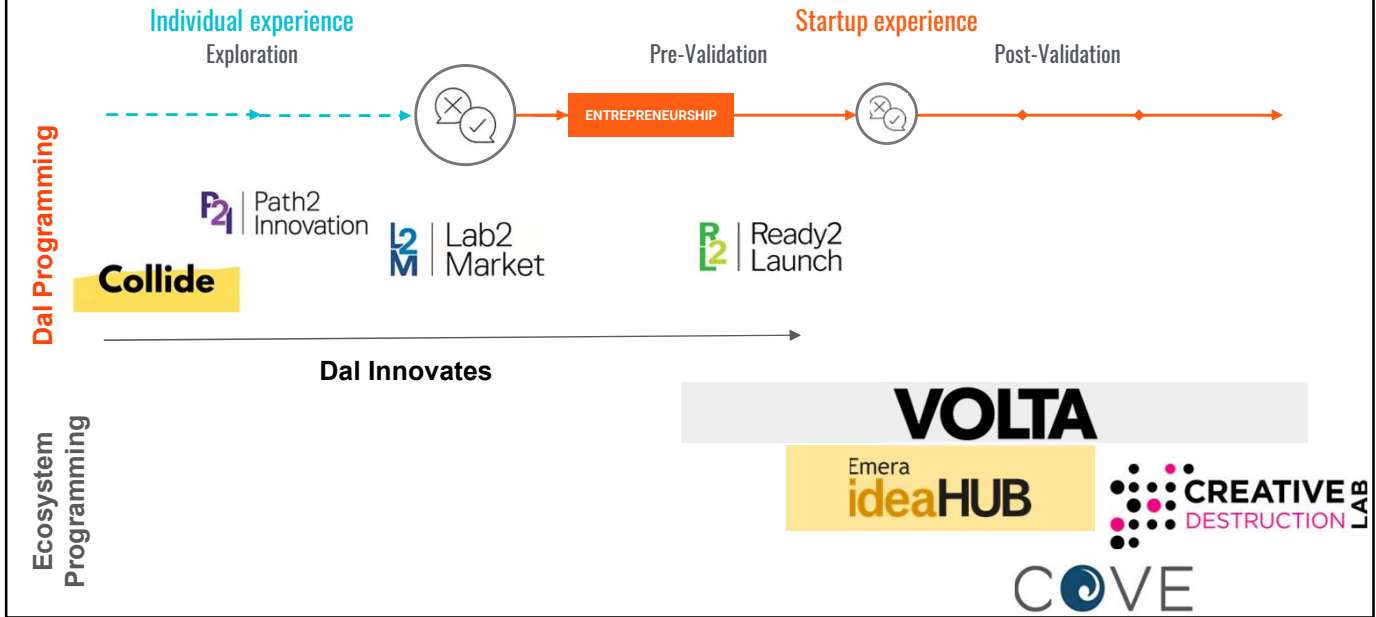
Startup Entrepreneur Competency Model by R. Jana Senerville, District 3, Concordia University is licensed under [CC BY-NC 4.0](https://creativecommons.org/licenses/by-nc/4.0/)

Value for the founder

1. Demystifies and frames the competency development journey
2. Supports decision making about program participation
3. Supports team discussions about skill gaps

Using the frameworks to support intentional program design

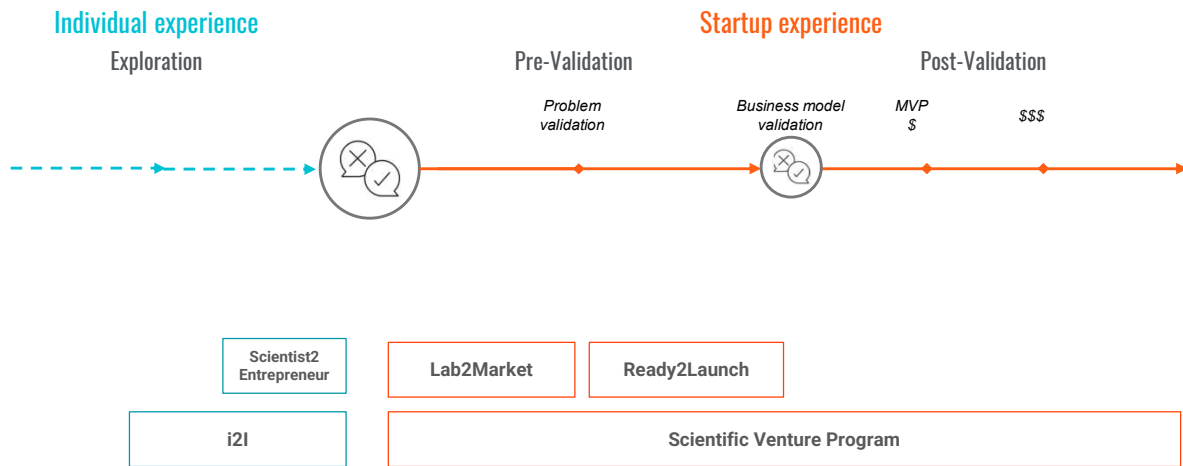
A Case Study using the Startup Journey Framework - Dalhousie University



A Case Study - How the Dalhousie Programs used the model

2. Guide your startup				
2.1 Define your startup purpose	No knowledge.	I can explain the purpose and value of the vision statement and the mission statement of my startup.	I can write a 1 sentence vision statement (capturing the startup's larger purpose), and a 1 sentence mission statement (capturing what we actually do, for whom, to deliver on the vision) that characterize my startup's purpose.	I ensure my vision and mission statements reflect my up-to-date startup purpose. I craft and share with my team and other stakeholders. These statements help with focus and alignment across our startup.
2.2 Set objectives and key results	No knowledge.	I can differentiate between objectives and key results (OKRs) and I can explain the importance of having focus and clear measures of success for my startup.	I can articulate my high-level objectives - where I need to go - this doesn't contain a number; and associated key results - how do I know if I am getting there- this is always quantifiable.	I have solid OKRs that I review, update and share with my team every 30 days. These OKRs help keep our startup activities focused on both our short and longer term change ambitions, to deliver on my startup purpose.
2.3 Develop a business model	No knowledge.	I can describe the different elements in a business model, and can describe how the business model connects to my vision and mission statements.	I can build a solid business model based on validated hypotheses, that tells the story of desirability, feasibility and viability of my startup.	My business model is my startup's strategy map. I always use the business model with my team as a framework for thinking about any proposed change to any element of my business strategy.
2.4 Tell a strong startup story	No knowledge.	I can describe the approach required to craft and pitch a story that will make any listener care about the problem I want to solve, and believe that I have what it takes to solve it.	I can craft and pitch a good story about my startup idea that any listener could easily understand -- whether I have 30 seconds, 3 minutes or 30 minutes.	I refine my startup story regularly. I use storytelling and pitching with intent to give the people I meet the words they need to spread my story -- so I can get outside support -- from investors, advisors or talent.
2.5 Track objectives and key results	No knowledge.	I can describe the different elements in a strategic plan. I can describe the governance structure that connects a managed list of short and longer term initiatives to the successful achievement of my objectives and key results (OKRs).	I can easily create a strategic plan defining key initiatives over time, linked to both short and longer term OKRs. I can set up to operationally execute on that plan.	I run my startup with my team according to a regular planning and review cycle, with regularly updated tracking documents.

A Case Study of National Collaboration in the I-INC network: 5 organizations, 5 programs, coordinated design of one suite of complementary programs with the ambition to accelerate scientific entrepreneurship across Canada

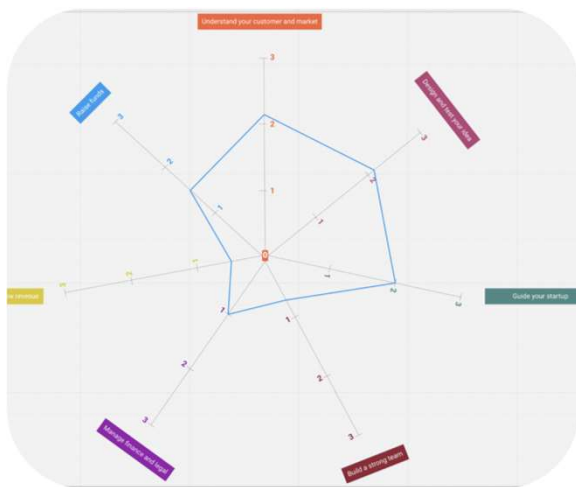


A Case Study of National Collaboration in the I-INC network: 5 organizations, 5 programs, alignment on competency outcomes in one suite of complementary programs with the ambition to accelerate scientific entrepreneurship across Canada

2.3 Develop a business model	No knowledge.	I can describe the different elements in a business model, and can describe how the business model connects to my vision and mission statements.	I can build a solid business model based on validated hypotheses, that tells the story of desirability, feasibility and viability of my startup.	My business model is my startup's strategy map. I always use the business model with my team as a framework for thinking about any proposed change to any element of my business strategy.		
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2.5 Track objectives and key results	No knowledge.	I can describe the different elements in a strategic plan. I can describe the governance structure that connects a managed list of short and longer term initiatives to the successful achievement of my objectives and key results (OKRs).	I can easily create a strategic plan defining key initiatives over time, linked to both short and longer term OKRs. I can set up to operationally execute on that plan.	I run my startup with my team according to a regular planning and review cycle, with regularly updated tracking documents.	Toronto	
3. Design your minimum viable product						
3.1 Build a product roadmap	No knowledge.	I can explain the purpose and value of a product roadmap. I can describe the difference between a prototype, a minimum viable product (MVP), and future versions of a more robust product.	I can create a timeline of my product/solution evolution from prototype, to MVP to important future versions. I can describe the logic behind that proposed evolution.	I refine my product/solution roadmap regularly to reflect my short and longer term business objectives.		
3.2 Develop a prototype	No knowledge.	I can describe the different types of prototypes that can be used along the journey from the initial idea to the first viable product.	I have the skills to create a prototype to help me with usability testing on my product/service. I can identify the key questions that my prototype will help me answer - around my product's design, usability and functionality.	I have the reflex to use a prototype to test a product idea to save time and money.		

Using the frameworks to support program delivery

Help participants understand competency gaps in the context of the current needs of their business/project

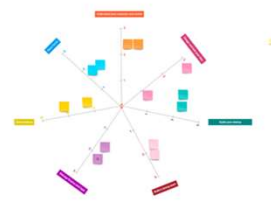


What is the next business/project milestone to achieve?

3 main categories for any business or project:

1. Customer traction
2. Funding traction
3. Product traction

Help participants understand their team challenges -- again in the context of the next business/project milestones



2024 Startup Enterprise Competency Model

PHASE 1: Foundational Skills

PHASE 2: Core Business Skills

PHASE 3: Specialized Skills

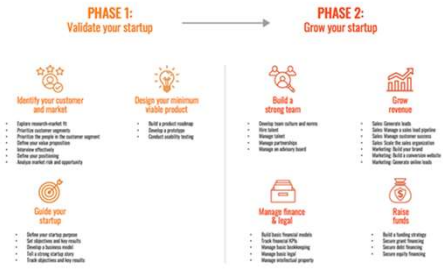
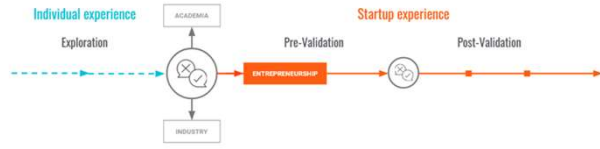
Competency	Foundational Skills	Core Business Skills	Specialized Skills
1. Business Model Development	1.1. Identify market needs and opportunities.	1.2. Develop a value proposition and revenue model.	1.3. Conduct market research and competitive analysis.
2. Financial Literacy	2.1. Understand basic financial statements (income statement, balance sheet, cash flow statement).	2.2. Calculate key financial metrics (gross profit, operating profit, EBITDA).	2.3. Develop a financial forecast and budget.
3. Marketing and Sales	3.1. Identify target audience and market segments.	3.2. Develop a marketing strategy and plan.	3.3. Implement and evaluate marketing campaigns.
4. Operations Management	4.1. Understand the supply chain and production process.	4.2. Develop a production plan and schedule.	4.3. Monitor and control production costs and quality.
5. Customer Relationship Management	5.1. Understand customer needs and expectations.	5.2. Develop a customer service strategy and plan.	5.3. Implement and evaluate customer service initiatives.
6. Human Resource Management	6.1. Understand the roles and responsibilities of team members.	6.2. Develop a recruitment and hiring strategy.	6.3. Implement and evaluate human resource management practices.
7. Legal and Compliance	7.1. Understand basic legal concepts (contracts, intellectual property, trademarks).	7.2. Develop a legal strategy and plan.	7.3. Implement and evaluate legal and compliance practices.
8. Risk Management	8.1. Identify potential risks and threats to the business.	8.2. Develop a risk management strategy and plan.	8.3. Implement and evaluate risk management practices.

What tools/frameworks are you using to drive intentional program design?

What tools/frameworks are you using to drive support right-sized, just-in-time entrepreneurship competency acquisition?

Other comments?

2 frameworks to help you deliver better support along the entrepreneurship journey



The Startup Journey®

<https://district3.co/startup-journey/>

The Startup Entrepreneur Competency Model®

<https://district3.co/SECM/>