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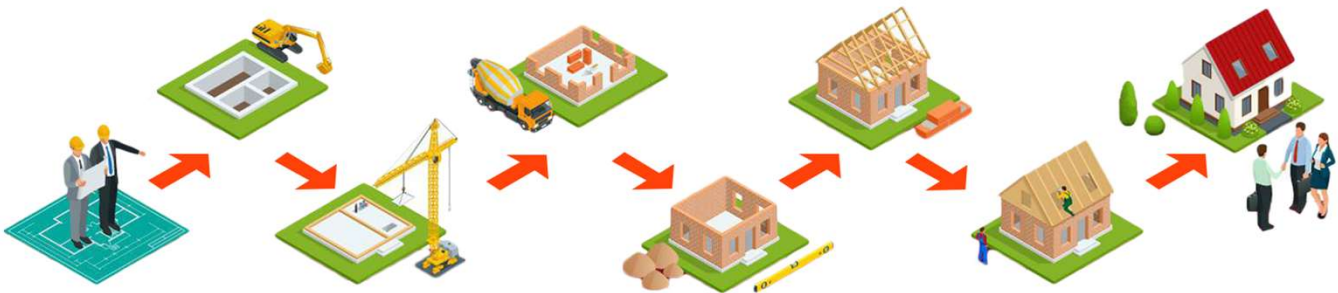
1. There are stages that every house-build (or startup-build) goes through.
2. There are different jobs-to-be-done that require a different quality and type of support, at each stage of the build.

Startups can benefit from support at every stage of the build.
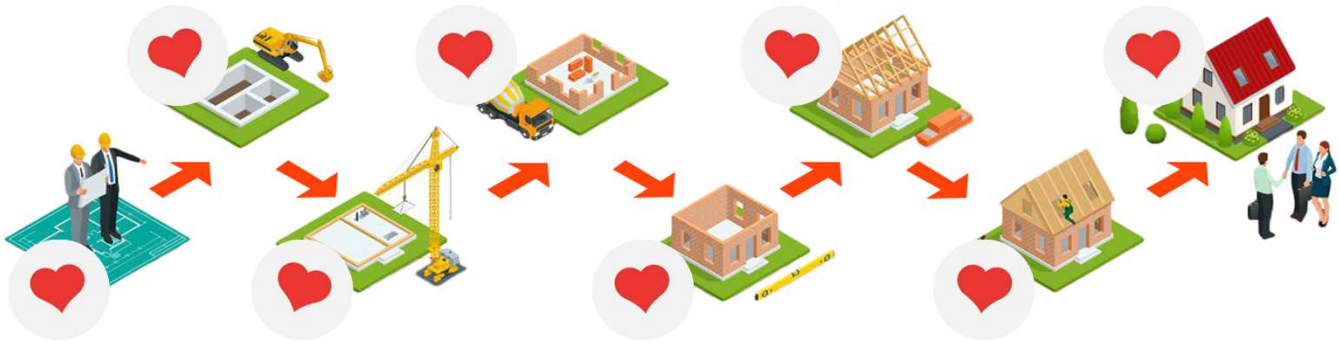
## The challenge is to provide the right support, at the right time.

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
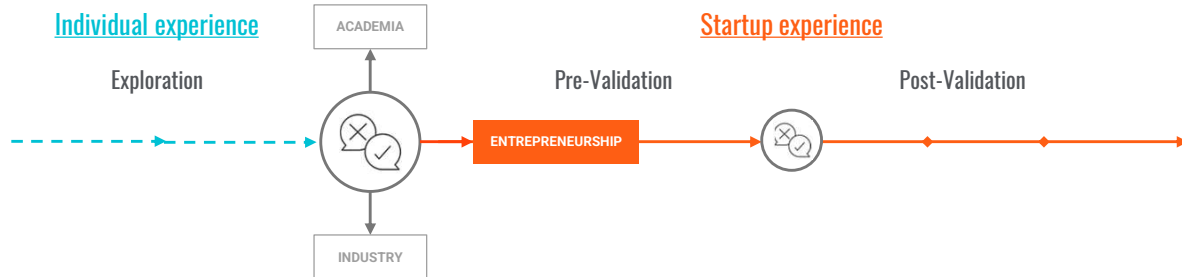3. Collaborate better with ecosystem partners
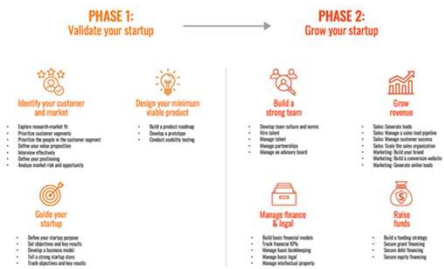
The Startup Entrepreneur Competency Model©

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

Individual experience

Startup experience

Exploration

ACADEMIA

Pre-Validation
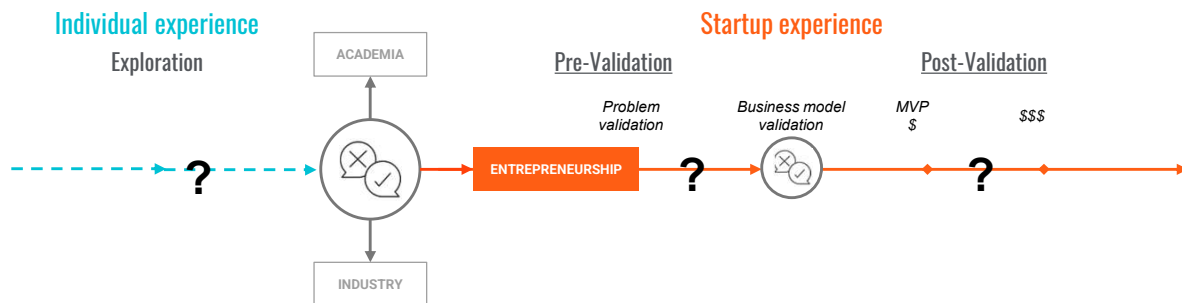
Post-Validation

ENTREPRENEURSHIP

INDUSTRY

Outcomes focused on evolving the entrepreneurial mindset of the individual

Outcomes focused on the success of the company

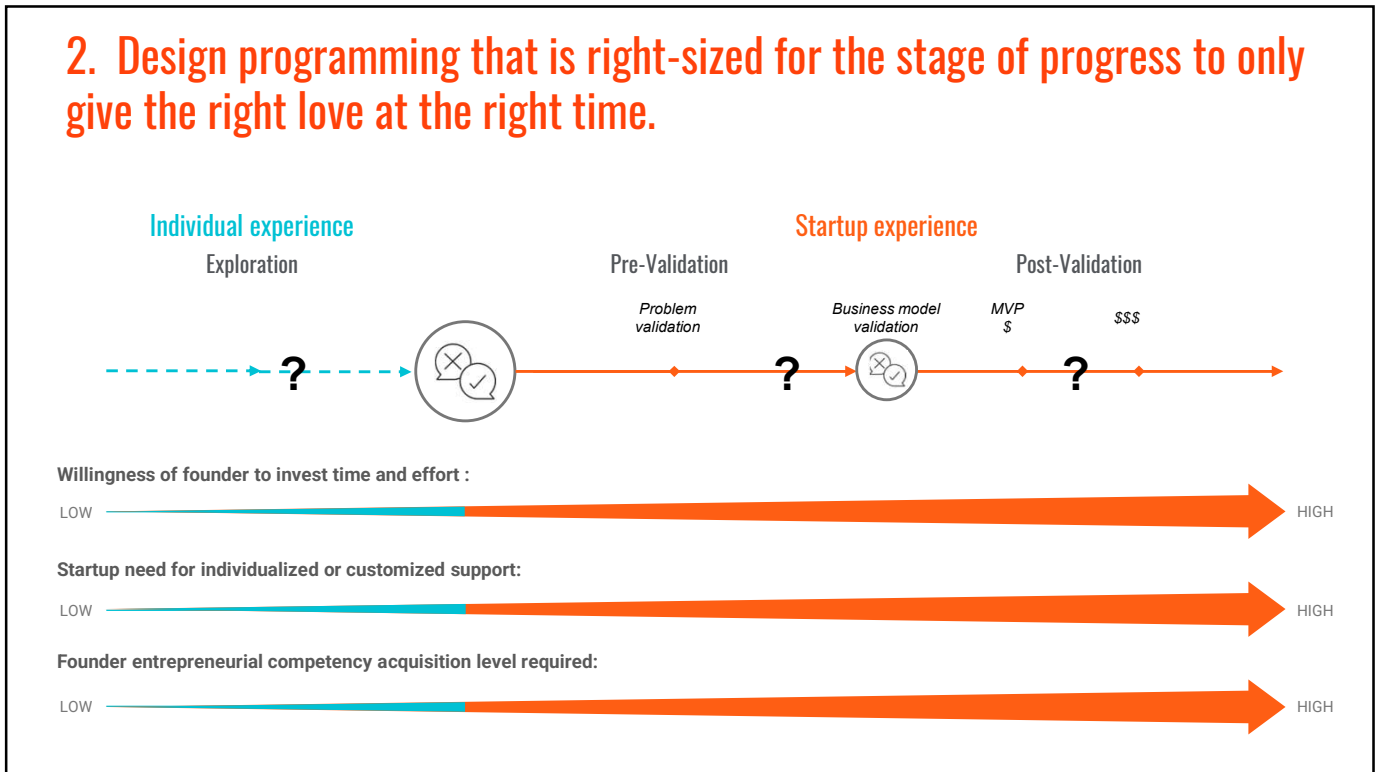### to support the startup <u>where they are</u>, with <u>right-sized love.</u>

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

Individual experience

Exploration

ACADEMIA

Startup experience

<u>Pre-Validation</u>

<u>Post-Validation</u>

Problem validation

Business model validation

MVP $

$$$

?

ENTREPRENEURSHIP

?

?

INDUSTRY

- 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.

Willingness of founder to invest time and effort :

LOW — HIGH

Startup need for individualized or customized support:

LOW — HIGH

Founder entrepreneurial competency acquisition level required:

LOW — HIGH

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.

Exploration   Pre-Validation   Post-Validation

Identify your customer and market
Guide your startup
Design your minimum viable product

Build a strong team
Manage finance & legal
Grow revenue
Raise funds

P1   P2   P3

P1   P2   P3

Entrepreneurial competency acquisition level required

P1 = Knowledgeable
P2 = Skilled
P3 = Experienced

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

PHASE 1: Validate your startup idea

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.

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

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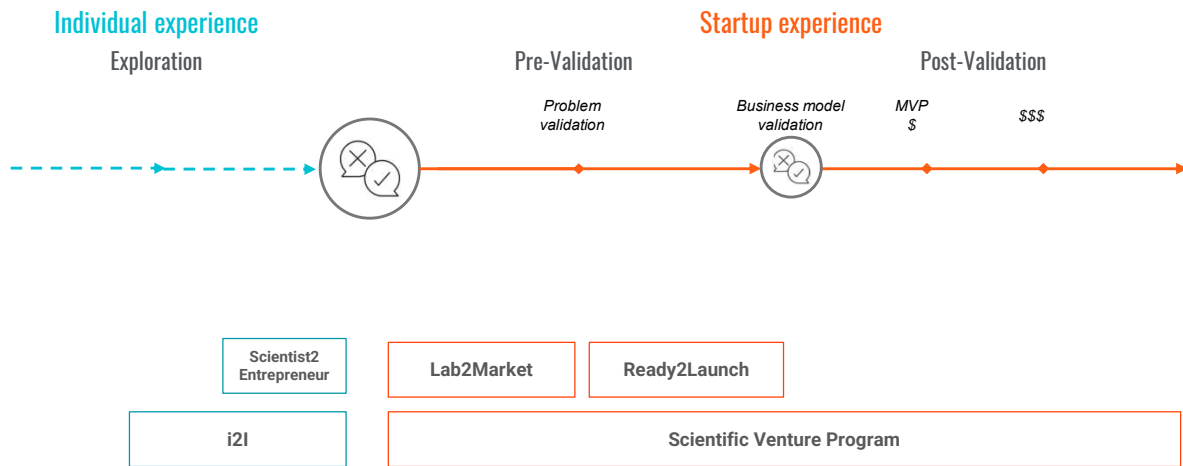5 organizations, 5 programs, coordinated design of one suite of complementary programs with the ambition to accelerate scientific entrepreneurship across Canada

Individual experience **Startup experience**

Exploration Pre-Validation Post-Validation

Problem validation *Business model validation* *MVP $* *$$$*
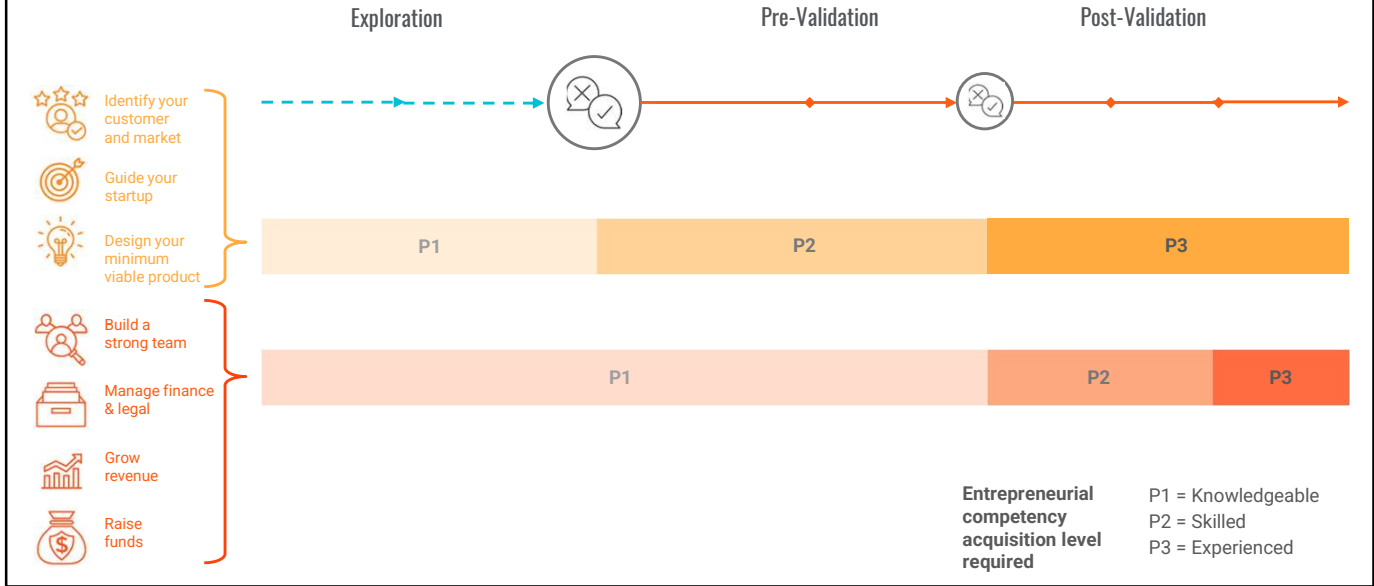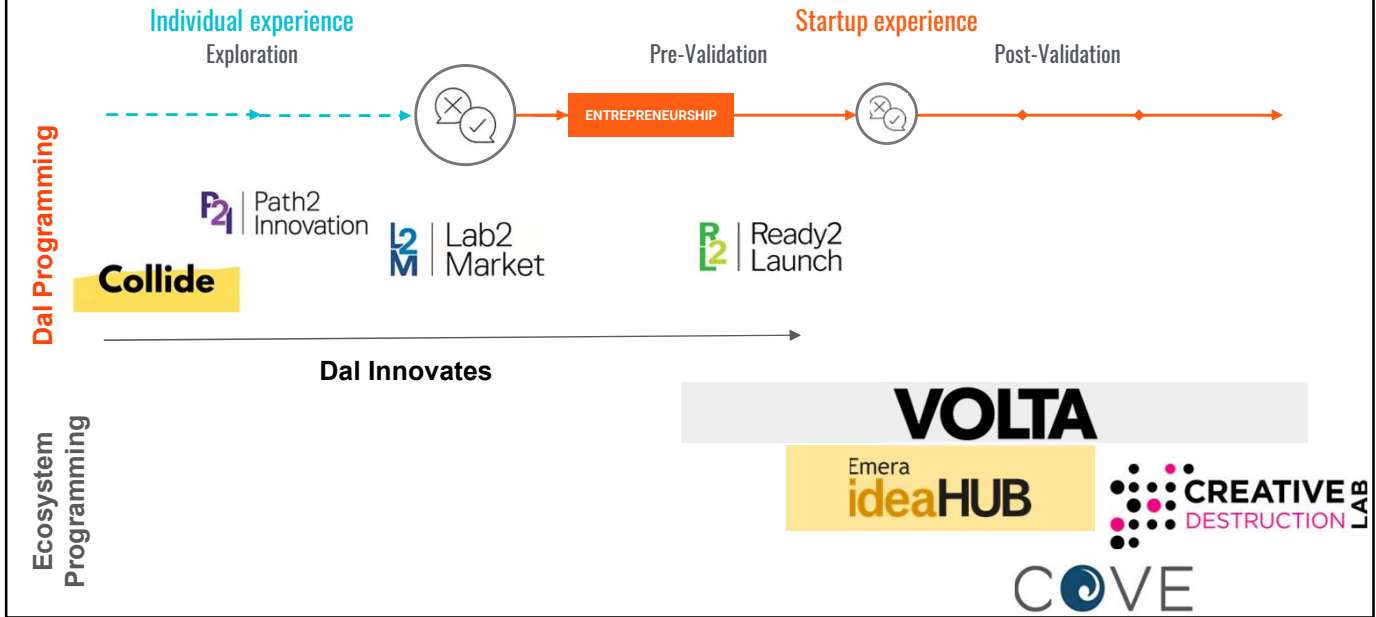
| Scientist2 Entrepreneur | Lab2Market | Ready2Launch |
| i2I | Scientific Venture Program |

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.	
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.	Halifax / Toronto & Halifax
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
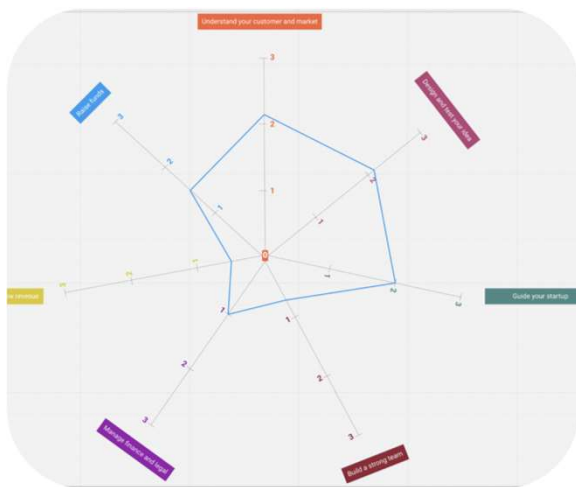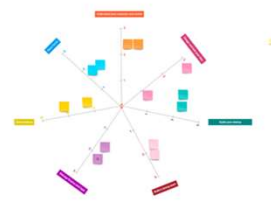

What is the next business/project milestone to achieve?

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

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©
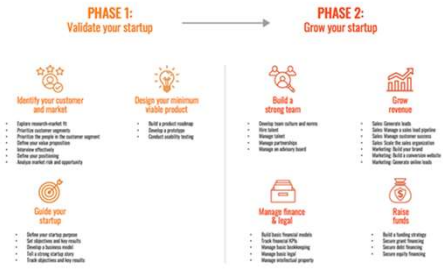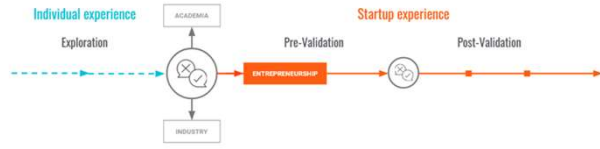
https://district3.co/startup-journey/

The Startup Entrepreneur Competency Model©

https://district3.co/SECM/