



# Storytelling<sup>4</sup>

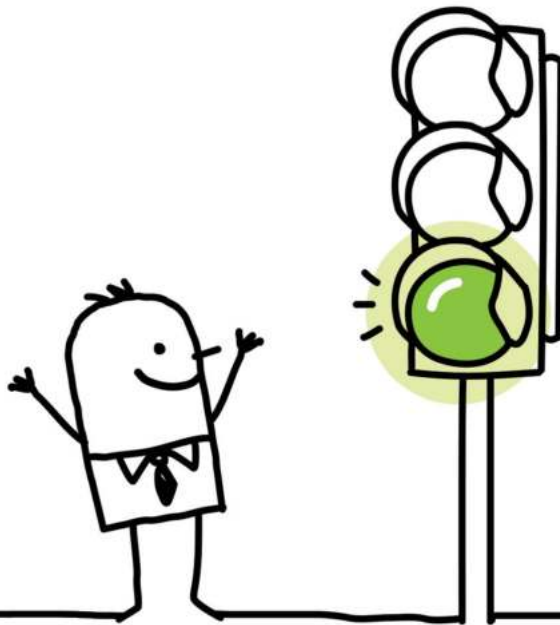
## Entrepreneurs Workbook



Kim McDonald

Create Business Stories People Will  
Care About, Remember and Share

# Workbook Table of Contents



**1. Storytelling Basics** . . . . . 1

    The Introduction . . . . . 2

    The Stories . . . . . 14

    The Structure . . . . . 26

    The Intention . . . . . 34

**2. Your Business Story Elements** . . . . . 47

    The Plot . . . . . 54

    The Characters . . . . . 66

    The Setting . . . . . 104

    The Magic . . . . . 158

**3. Building Your Business Story** . . . . . 185

    The Numbers . . . . . 188

    The Objectives . . . . . 204

    The Narratives . . . . . 220

    Elevator Pitch . . . . . 222

    Sales Presentation . . . . . 226

    Ad Storyboard . . . . . 246

    Business Strategy Summary . . . . . 252

**4. Infamous Last Words** . . . . . 258

PAGE  
COLOR  
KEY  
↓

<b>WHITE</b> Storytelling Thoughts	<b>GREY</b> Business Story Example	<b>GRAPH</b> Your Turn Worksheets
---------------------------------------	---------------------------------------	--------------------------------------

# Who is this workbook for?



## **Novice Entrepreneurs**

Determine next steps for your business idea.

## **Seasoned Entrepreneurs**

Review and clarify your business strategy.

## **ALL Entrepreneurs**

Improve communication with the people who can contribute to your business success.

This workbook will help you construct four versions of your business story:

### **Elevator Pitch**

What you do and how you do it, explained in 15 seconds or less

### **Sales Presentation**

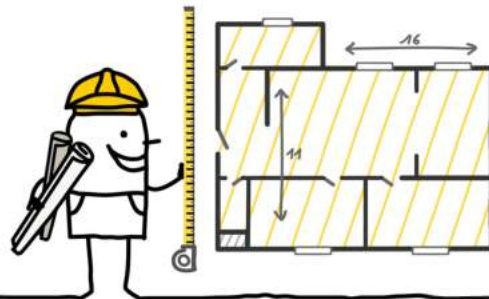
The value of your business to potential customers and partners

### **Ad Storyboard**

The outline of scenes that can be used in an advertisement

### **Business Strategy Summary**

A one-page overview of your current business strategy



**Storytelling**

A large, stylized white letter 'L' is positioned on the right side of the image, set against a solid red background. The 'L' is composed of two thick, rectangular segments. The word 'Basics' is written in a bold, white, sans-serif font, centered horizontally within the red area to the left of the 'L'.

**Basics**

# Introduction

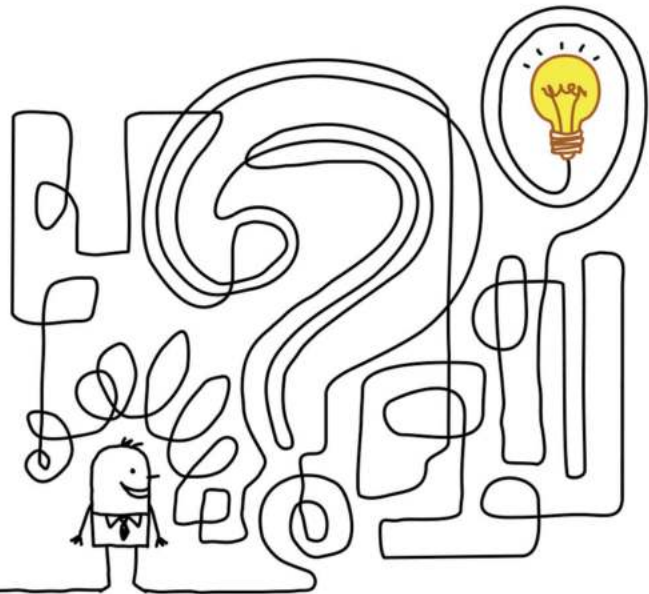
“You can have brilliant ideas, but if you can’t get them across, your ideas won’t get you anywhere.”

---

-Lee Iacocca

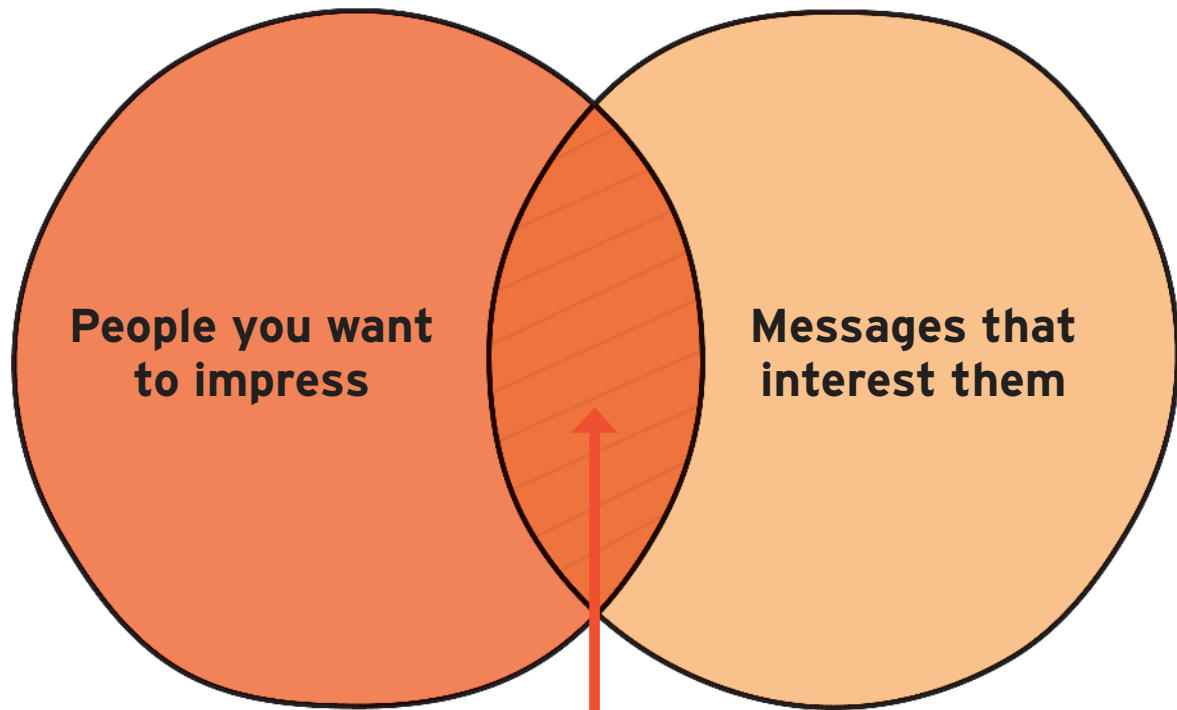


Communicate more clearly.



Aim more accurately.





**Storytelling4**

“When you begin to talk in stories, your black-and-white words turn into color. Your drab requests turn into a mission. People find you to be more compelling.”

---

- Annette Simmons

Be more engaging.



Raise interest with the right people.



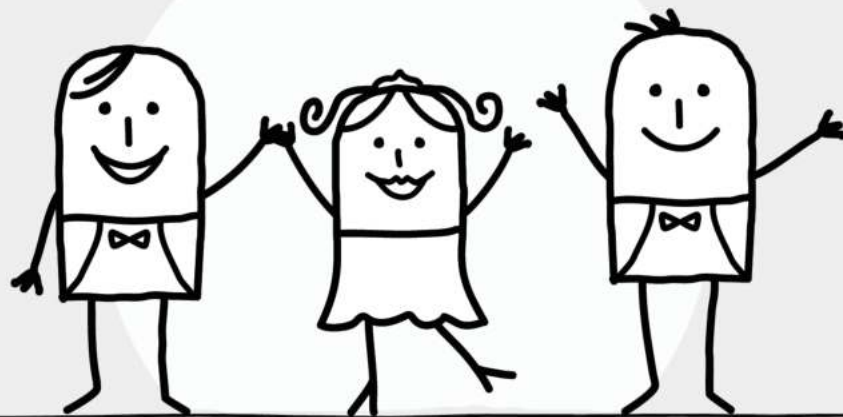
# Tell stories people want to hear.

This workbook helps you build stories about your business that clearly outline your strategy for success.

You can then share your vision with people who can help your business succeed: employees, customers and partners.



Tell your story in different  
styles to suit each audience.





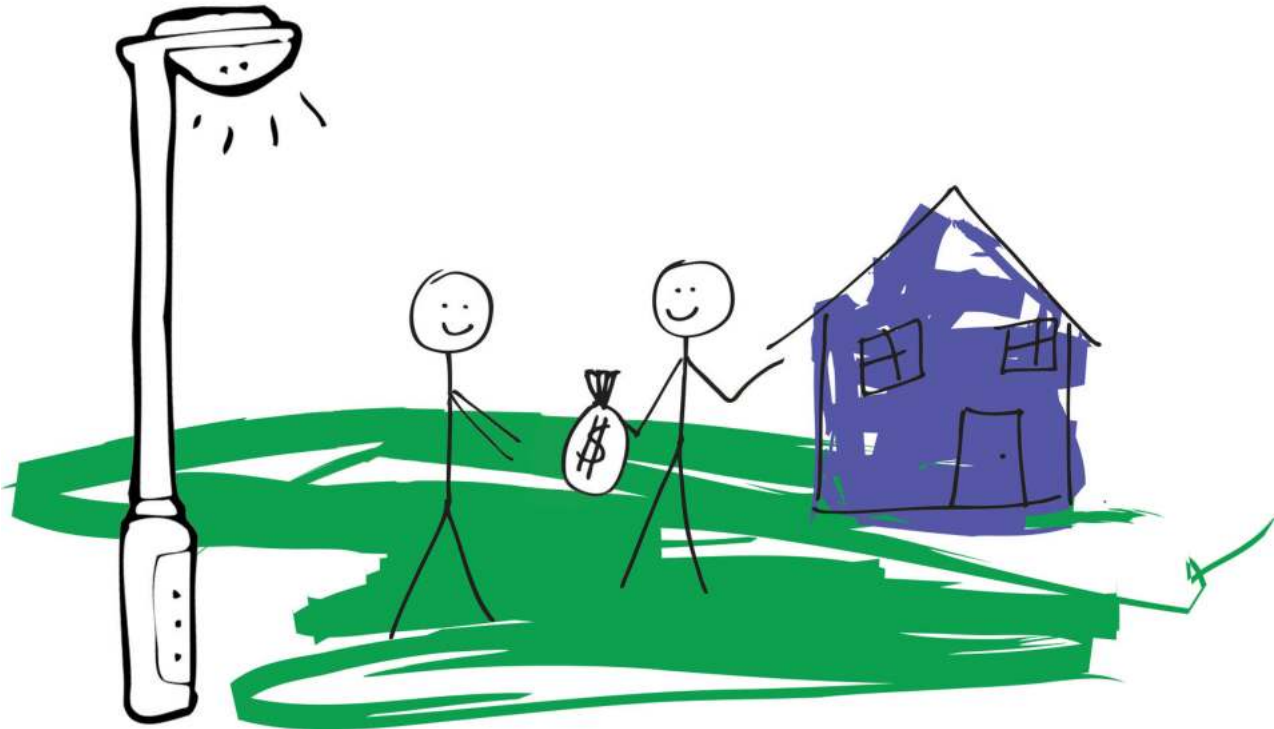
PITCH TYPE	Audience		
	PARTNERS	EMPLOYEES	CUSTOMERS
Elevator Pitch	X	X	X
Sales Presentation	X		X
Ad Storyboard		X	
Business Summary	X	X	



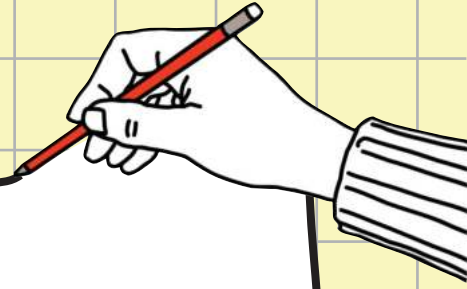
# Made-Up Work

Sunshine  
Heat  
Lamps

THIS IS THE EXAMPLE USED  
THROUGHOUT THE BOOK.

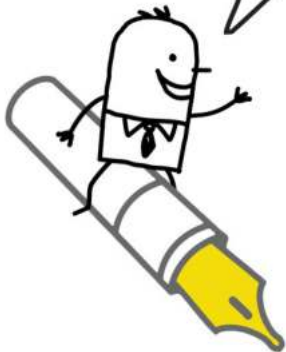


# Write and Draw in this Book



**Draw a picture of you at work.  
You don't need to be Picasso—just have fun with it!**

**Writing and drawing  
will help you remember  
concepts more effectively  
than reading alone.**



# Stories

Stories are ... natural.

“The human species thinks in metaphors and learns through stories.”

---

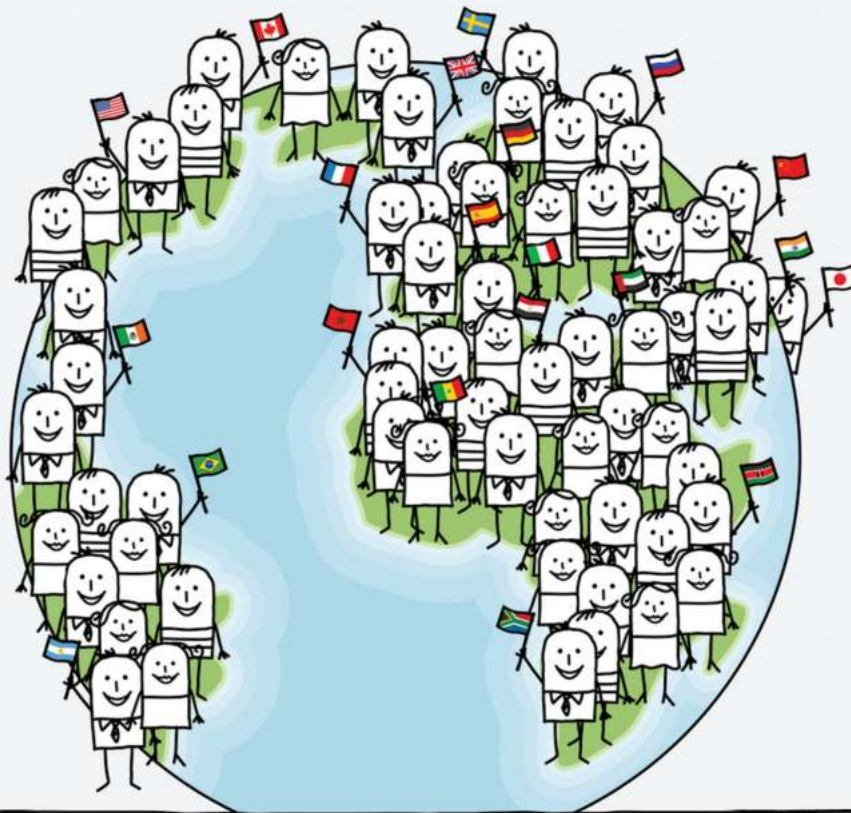
– Mary Catherine Bateson

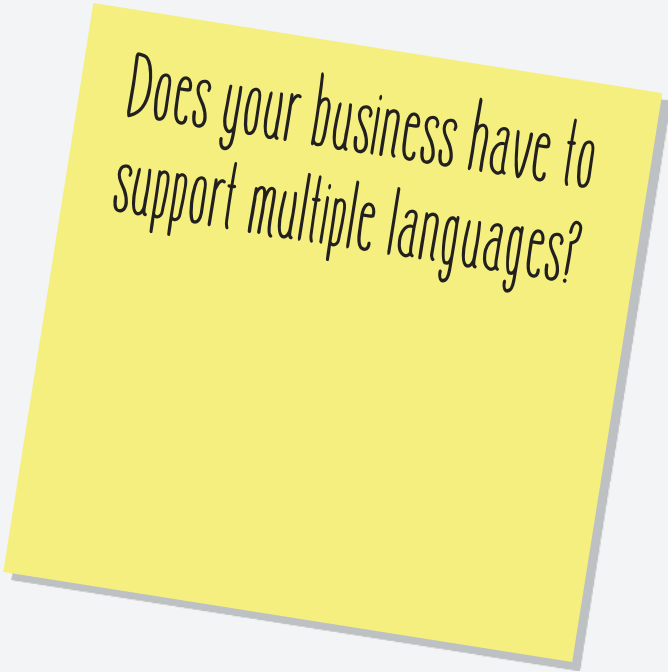
ANSWER THESE QUESTIONS

Where did you get the  
idea for your business?



... inclusive.





*Does your business have to  
support multiple languages?*

“Storytelling is among the oldest forms of communication.  
Storytelling is the commonality of all human beings, in all places, in all times.”

---

- Rives Collins

... shared.

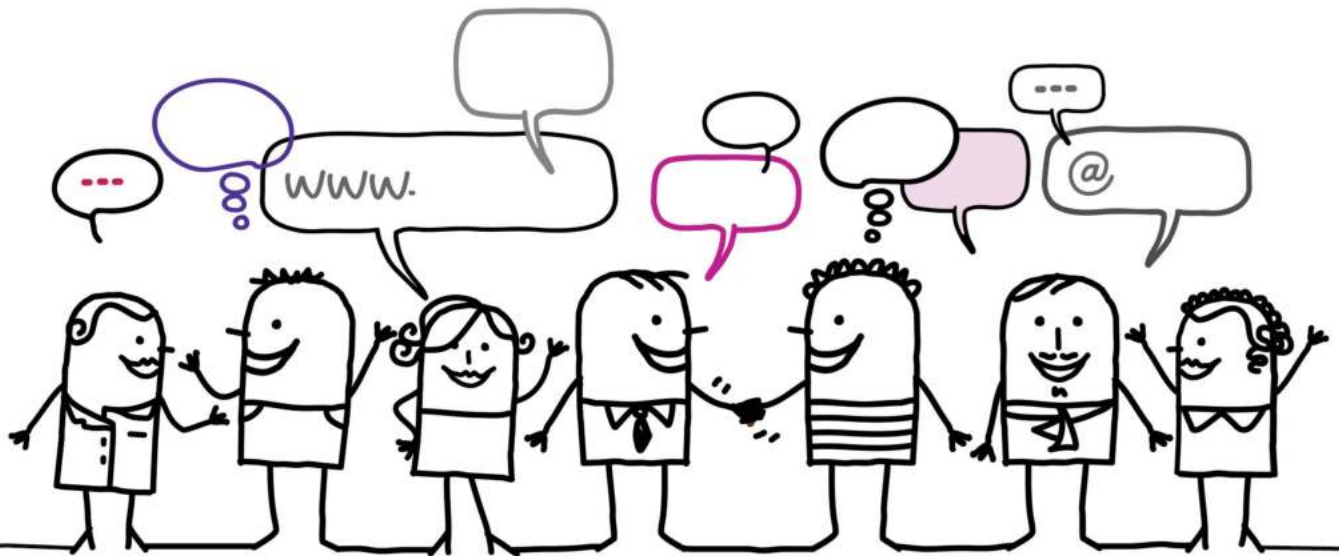
“Because there is a natural storytelling urge and ability in all human beings, even just a little nurturing of this impulse can bring about astonishing and delightful results.”

---

- Nancy Mellon



*How often do you talk to  
someone about your business?*



... engaging.





*What excites you the most  
about your business?*

*“...the great power of the story is that it engages us affectively as well as requiring our cognitive attention; we learn the content of the story while we are emotionally engaged by its characters or events.”*

---

**- Kieran Egan**

... influential.

---

“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.”

---

- Dale Carnegie

*What do customers like  
most about your business?*



# Made-Up Words

Sunshine  
Heat  
Lamps

Write five words or phrases that describe your business.

**Priority #1  
child safety**

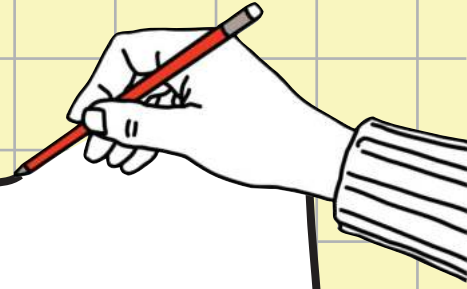
**Expert  
design**

**Reasonably  
priced**

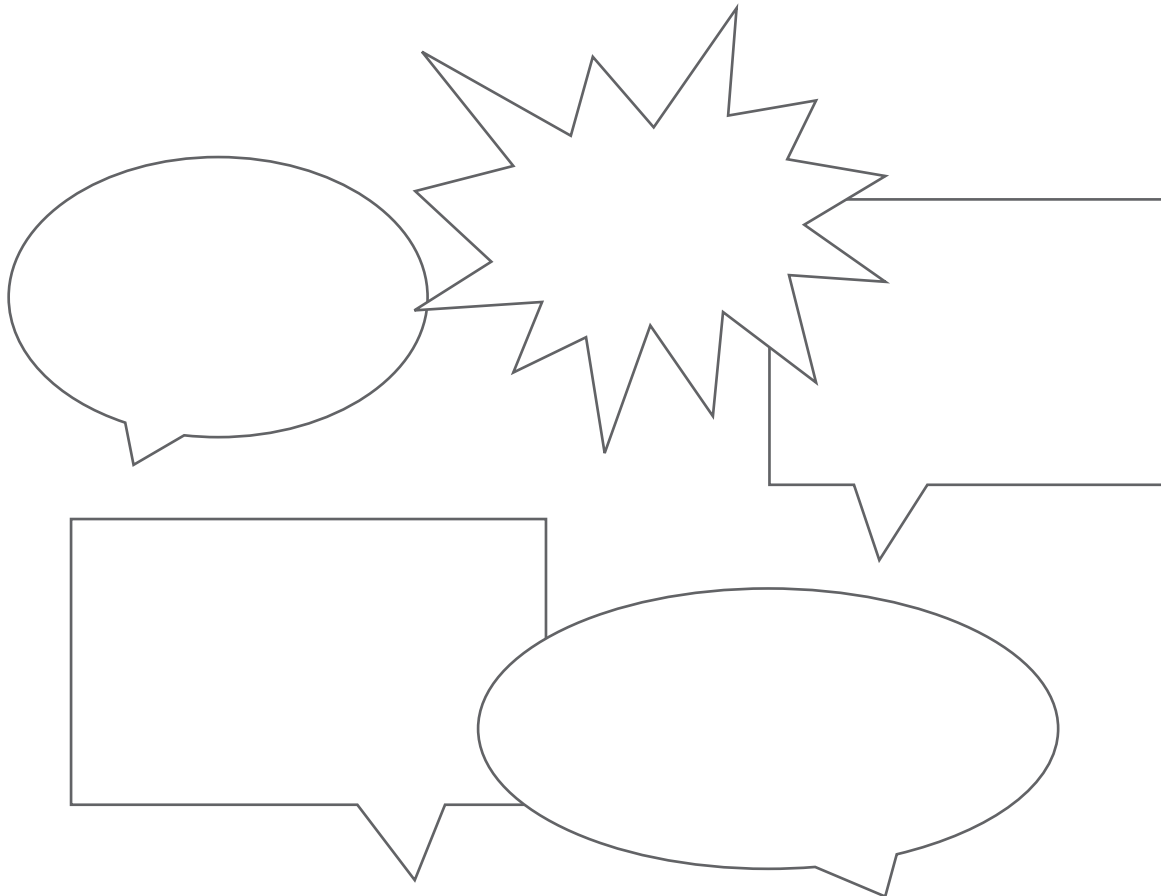
**Reliable and  
trustworthy**

**Green products:  
save energy and  
money**

# Your Turn: Words



Write five words or phrases that describe your business.



# Structure

There needs to be a game plan before the play! Get the hard strategizing out of the way so that the creative process can remain creative, fun and approachable.

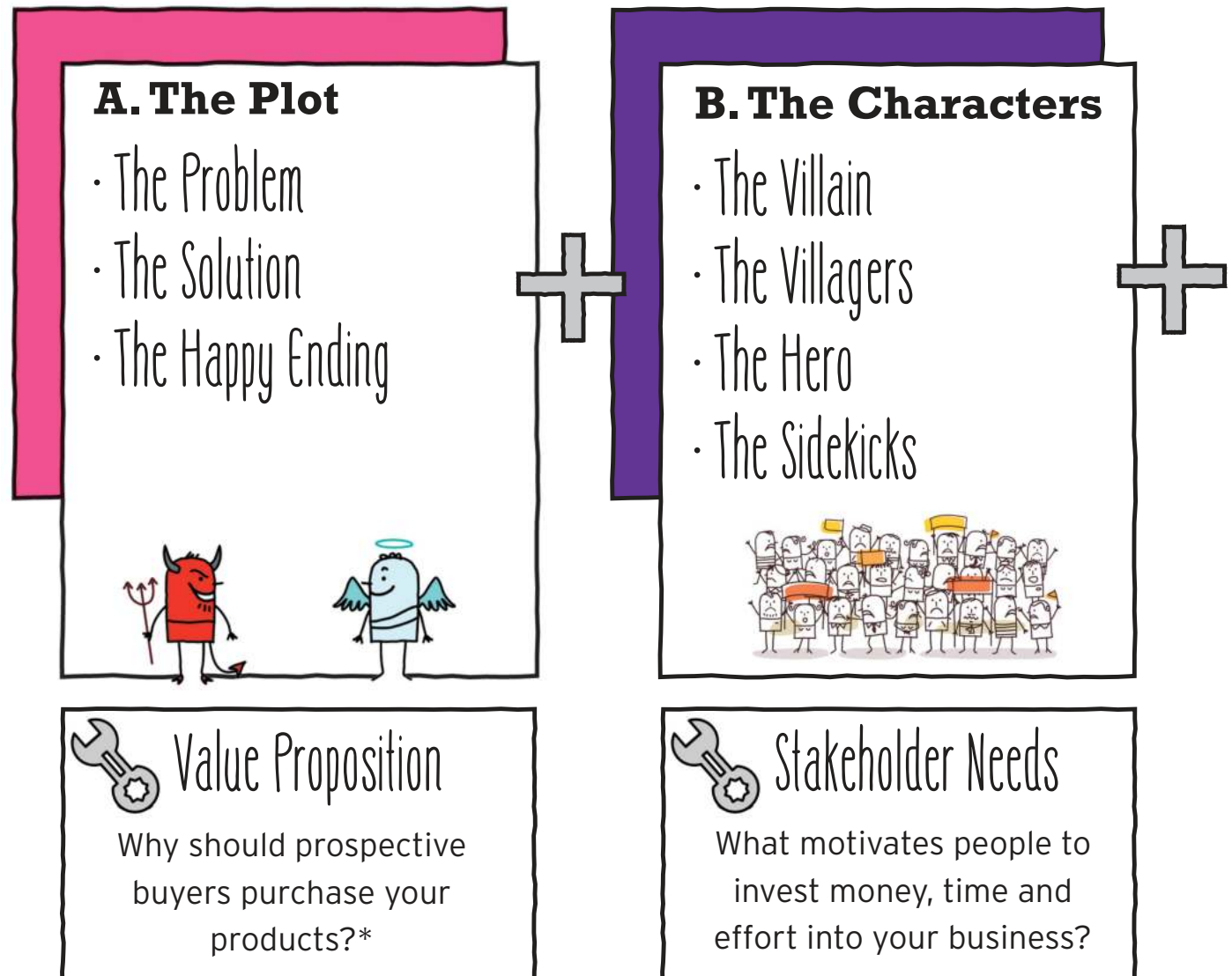
---

- K. L. Wightman

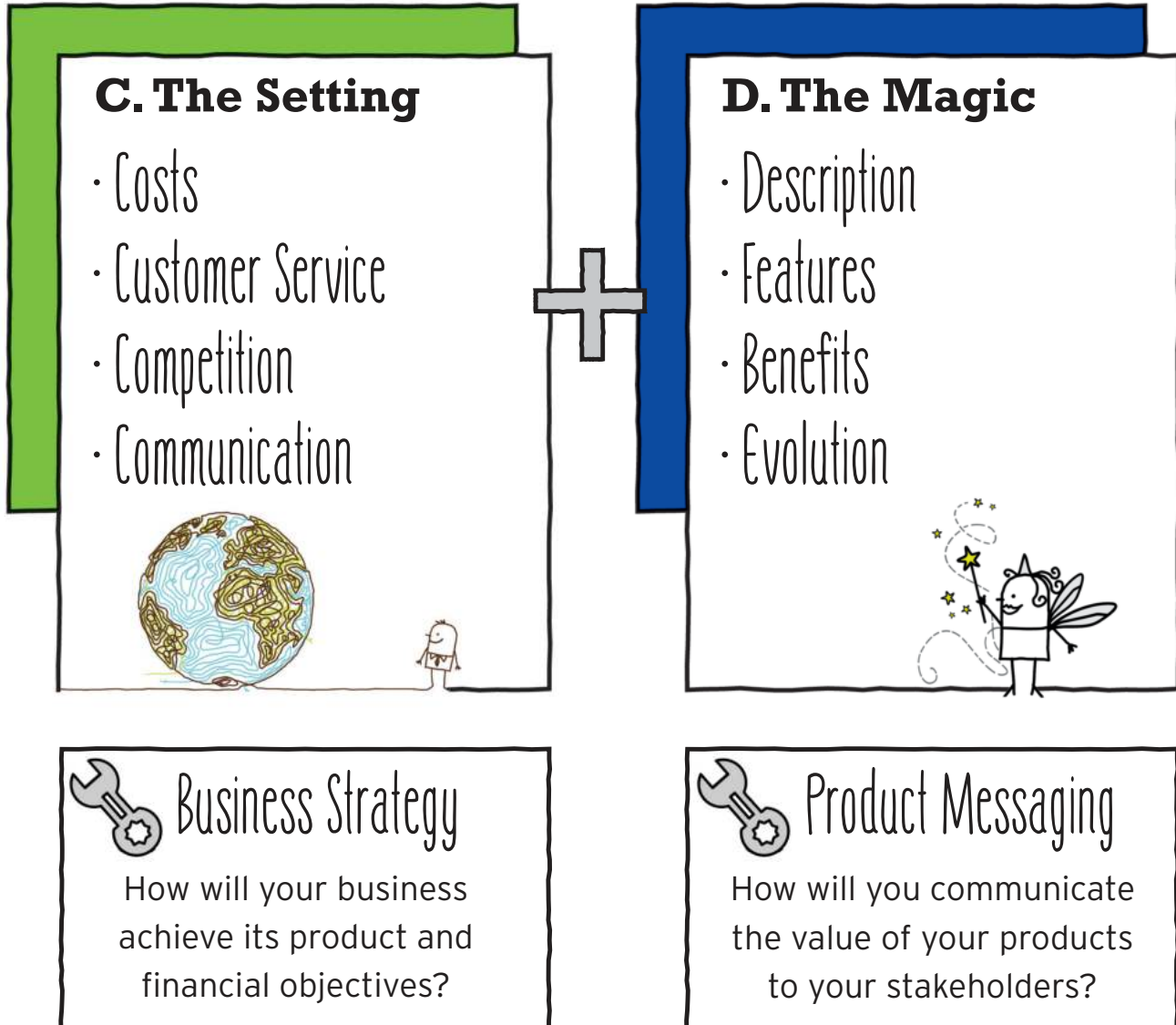




# Storytelling Outline with Business-Focused Content



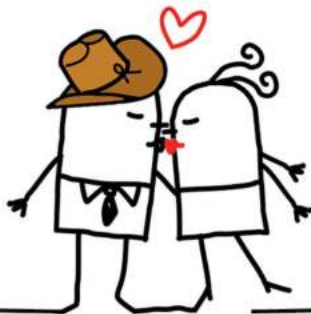
\*Services are considered a type of product in the *Storytelling4 Entrepreneurs Workbook*.  
A service is a product delivering value in units of time.



It's not about you.

Designing a presentation without an audience in mind is like writing a love letter and addressing it 'to whom it may concern.'

- Ken Haemer



X = care about a lot

X = interested

STORY COMPONENT	Audience		
	PARTNER	EMPLOYEE	CUSTOMER
Value Proposition THE PLOT	X	X	X
Stakeholder Needs THE CHARACTERS	X	X	X
Business Strategy THE SETTING	X	X	X
Product Messaging THE MAGIC	X	X	X

# Made-Up Audience

Sunshine  
Heat  
Lamps

Who are six people you need to talk to about your business?

In the **CIRCLES** write people's names  
(e.g. Lucy Jones, financial planner).

**Sue Jenson,  
my son's  
principal**

**Ted Phillips,  
local  
reporter**

**Ron Dumont,  
electrical  
engineer**

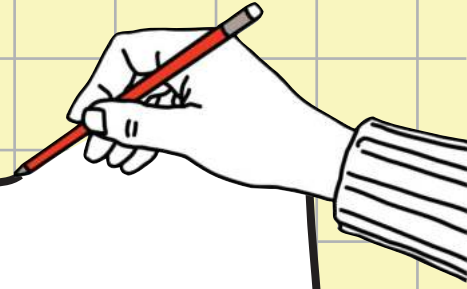
In the **SQUARES** think of different  
**types of people** (e.g. realtors).

**School  
district/division  
maintenance  
supervisors**

**School  
administrator  
associations**

**Schoolyard  
play  
equipment  
salespeople**

# Your Turn: Audience



Who are six people you need to talk to about your business?

In the **CIRCLES** write people's names  
(e.g. Lucy Jones, financial planner).

Three empty circles arranged in a triangular pattern: two at the top and one centered below them. These are intended for writing the names of six people.

In the **SQUARES** think of different  
types of people (e.g. realtors).

Three empty squares arranged in a triangular pattern: one at the top and two side-by-side below it. These are intended for thinking of different types of people.

# Intention

“Goals.  
There’s no telling what you can do when you get inspired by them.  
There’s no telling what you can do when you believe in them.  
There’s no telling what will happen when you act upon them.”

---

- Jim Rohn



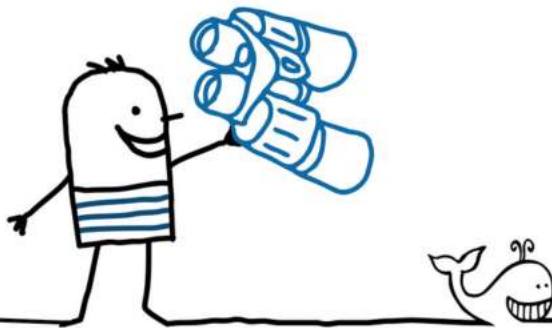
Define your success.



Think big.

“An optimist is someone who goes after Moby Dick in a rowboat and takes the tartar sauce with him.”

- Zig Ziglar



## Keep it simple.

“That’s been one of my mantras - focus and simplicity. Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.”

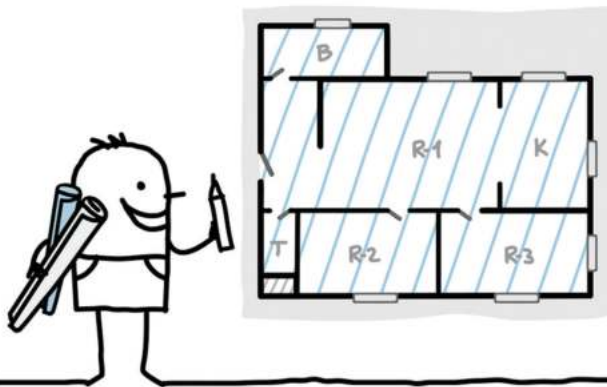
**-Steve Jobs**



## Inspire confidence and support.

“Define your business goals clearly so that others can see them as you do.”

- George F. Burns



# Create goals that can be easily and excitedly followed.

<b>S</b> pecific	Clear and concise
<b>M</b> easurable	Counted in currency, volume, time and/or experience
<b>O</b> ptimistic	Hopeful and positive
<b>A</b> ttainable	Can be accomplished



# Set various types of goals.

**Entrepreneur goals usually fall within five general areas:**

## **Service**

Related to improving customer service satisfaction or customer retention

## **Social**

Focus on giving back to the community, through philanthropy or volunteer organizations, for example

## **Profit**

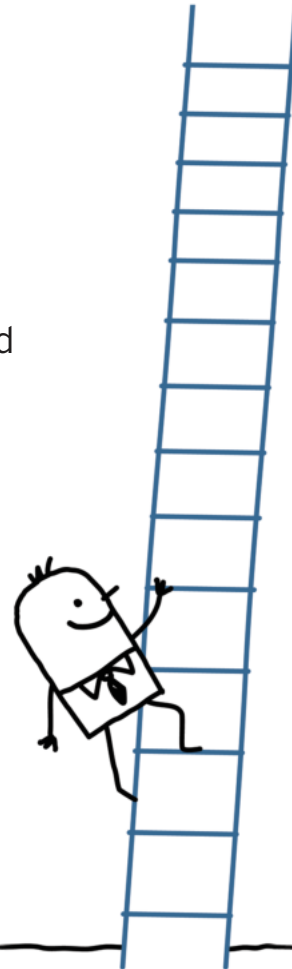
Set to increase profits by a certain percentage

## Growth

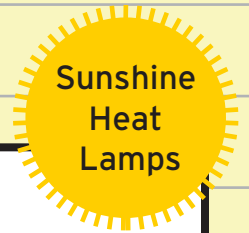
Related to the expansion of the company, through new employees, for instance

## Lifestyle

Focused on work/life balance, interests, and income



# Made-Up Goals



## My Top 5 Business Goals this year are...

Service - Respond to all inquiries within one business day

Social - Collect backpacks and supplies for local schools

Profit - Revenue of \$100,000

Growth - Mentioned in the press 10 times

Lifestyle - Work 35 hours per week, 4 weeks of vacation

## In Year 2 my business goals are...

Service - Implement customer referral program

Social - Collect backpacks and supplies for local schools

Profit - Revenue of \$200,000

Growth - 20 customer testimonials

Lifestyle - Work 30 hours per week, 5 weeks of vacation

## In Year 3 my business goals are...

Service - Implement frequent buyer program

Social - Collect backpacks and supplies for local schools

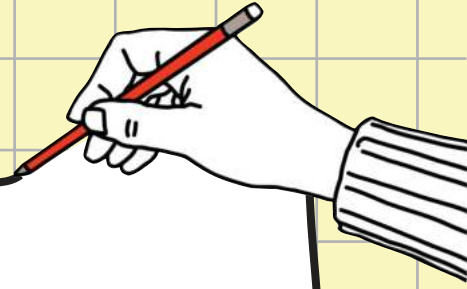
Profit - Revenue of \$300,000

Growth - Launch in new market

Lifestyle - Work 25 hours per week, 6 weeks of vacation



# Your Turn: Goals



## My Top 5 Business Goals this year are...

Service -
Social -
Profit -
Growth -
Lifestyle -

## In Year 2 my business goals are...

Service -
Social -
Profit -
Growth -
Lifestyle -

## In Year 3 my business goals are...

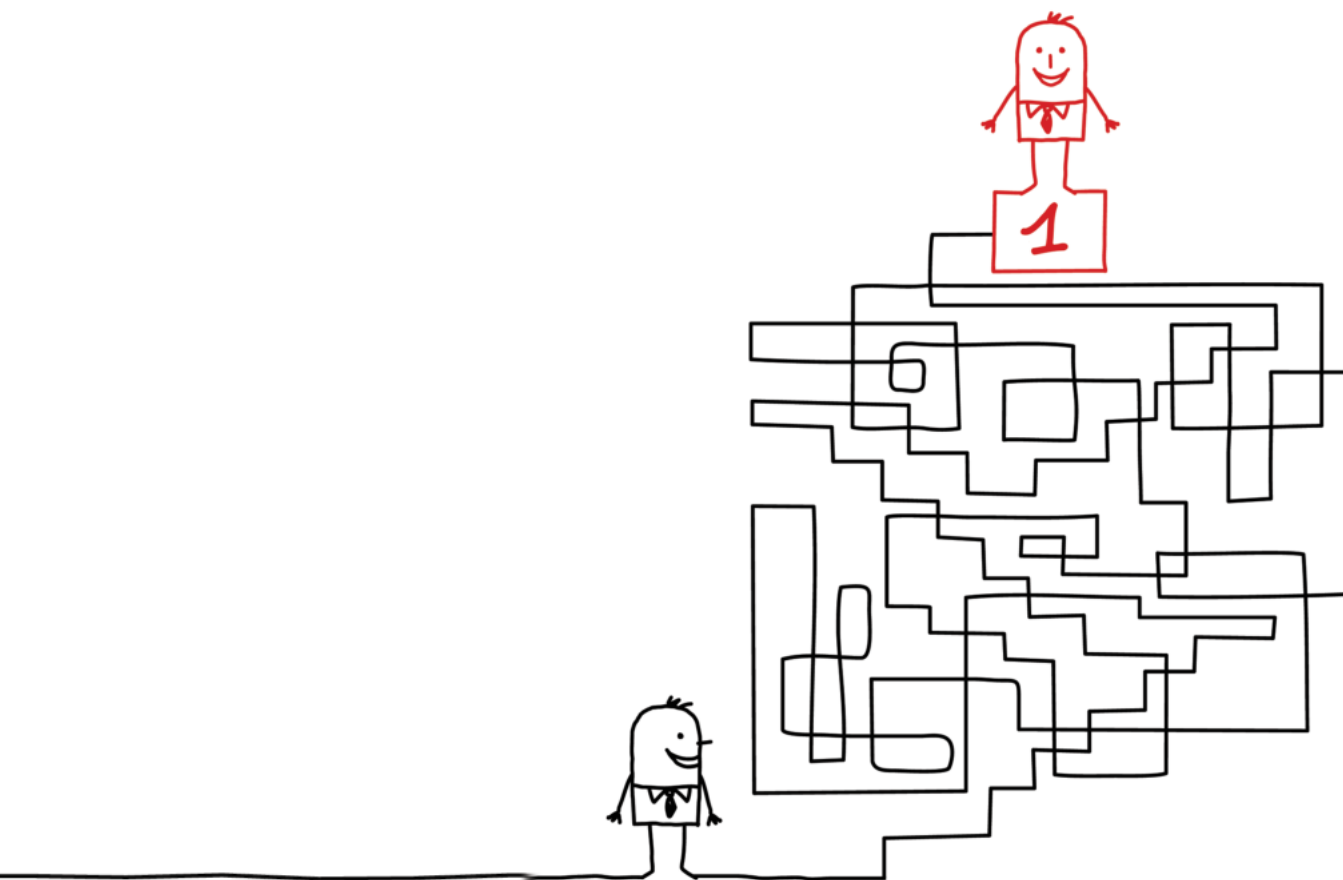
Service -
Social -
Profit -
Growth -
Lifestyle -

## Your Business Story, a.k.a. Your Plan

“Have a plan. Follow the plan, and you’ll be surprised how successful you can be. Most people don’t have a plan. That’s why it’s easy to beat most folks.”

---

- Paul “Bear” Bryant



# **Your Business Story**

A large, white, stylized number '2' is positioned on the right side of the image, set against a solid blue background. The number is thick and has a modern, sans-serif feel.

**Elements**

“The creation of a thousand forests is in one acorn.”

---

-Ralph Waldo Emerson

Describe the seed and  
how you will tend its growth.



# Made-Up Product

Sunshine  
Heat  
Lamps

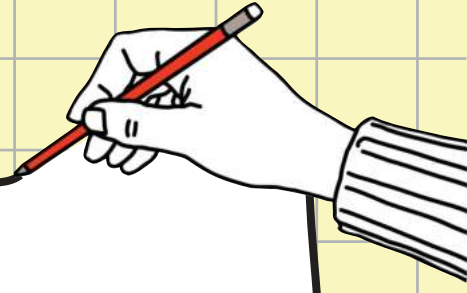
What do you sell? Draw a picture of your product.



Outdoor Heat Lamp



# **Your Turn:** Product



What do you sell? Draw a picture of your product.

## **A. The Plot**

- The Problem
- The Solution
- The Happy Ending



## **B. The Characters**

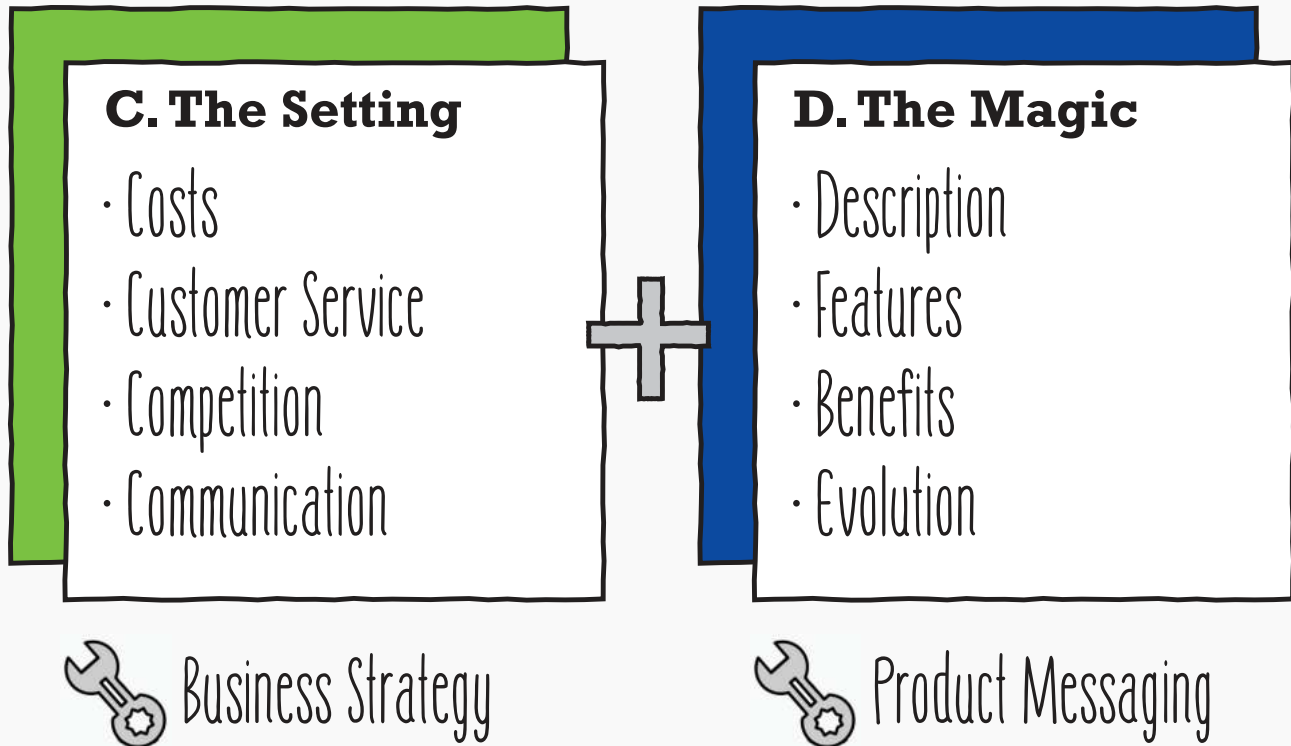
- The Villain
- The Villagers
- The Hero
- The Sidekicks



Value Proposition



Stakeholder Needs



## **The Plot**

- The Problem
- The Solution
- The Happy Ending



## **The Characters**

- The Villain
- The Villagers
- The Hero
- The Sidekicks



## **The Plot**

**a.k.a. Value Proposition**

## **The Setting**

- Costs
- Customer Service
- Competition
- Communication



## **The Magic**

- Description
- Features
- Benefits
- Evolution

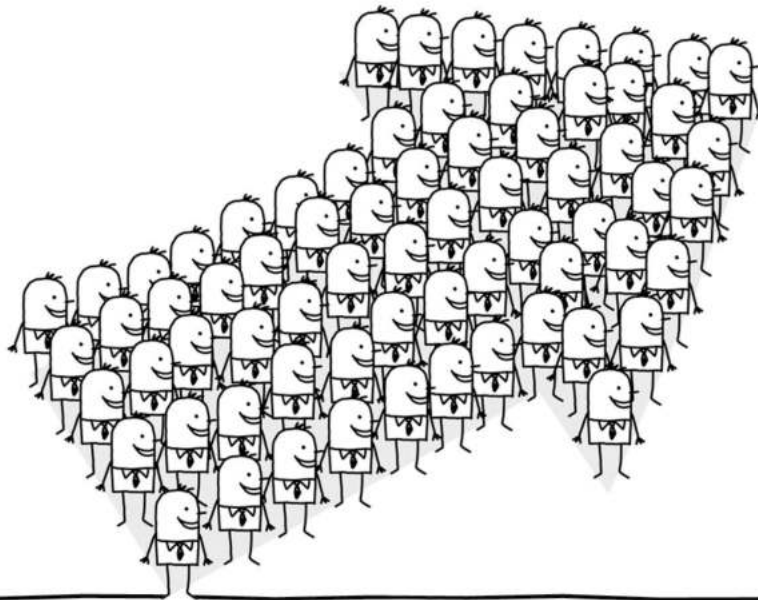
**Why should prospective buyers  
purchase your products?**

“Trace the connection between the characters and that way a story or plot emerges.”

---

- Anita Desai

The plot follows the people.



## Think *Jaws* meets *Batman* meets *Lord of the Rings*.

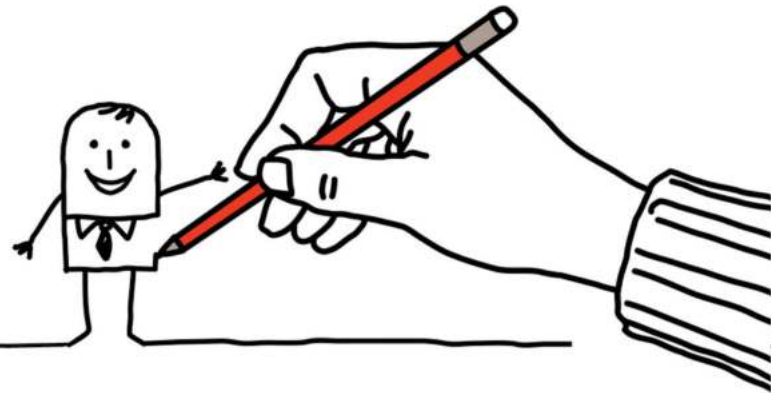
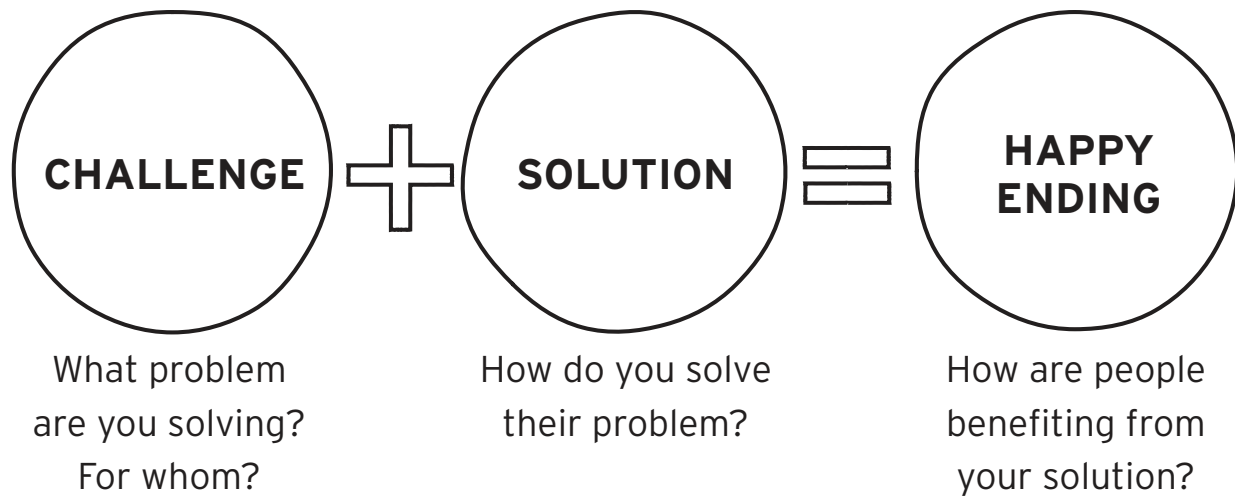
Some popular movie scenarios can inspire your plot:

1. People vs. Monsters
2. Superhero vs. Supervillain
3. Fallible Beings on Quests vs. Mythical Baddie





## Outline a clear opportunity.



# Made-Up Plot

Sunshine  
Heat  
Lamps

## CHALLENGE



What problem  
are you solving?  
For whom?

**School children are  
in danger in the  
schoolyard because of  
ice and snow.**

## SOLUTION



How do you solve  
their problem?

**Sunshine Heat Lamps  
melt the dangerous  
ice and snow.**

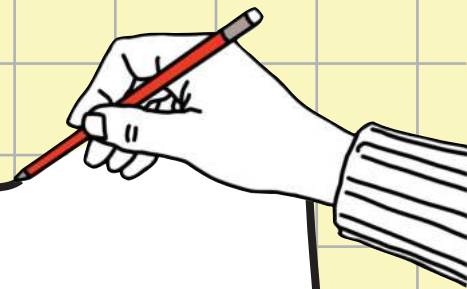
## HAPPY ENDING



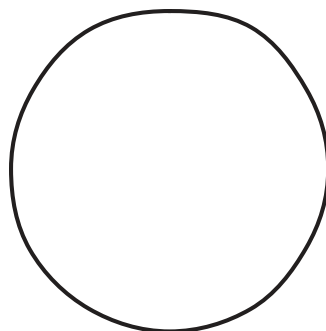
How are people  
benefiting from your  
solution?

**School children  
enjoy playing safely  
outside.**

# Your Turn: Plot



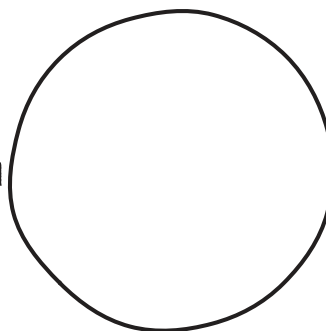
## CHALLENGE



What problem  
are you solving?  
For whom?



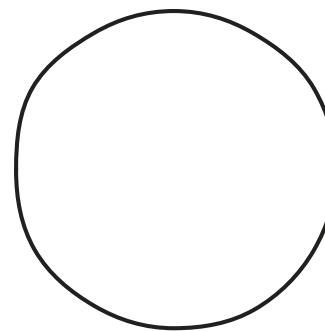
## SOLUTION



How do you solve  
their problem?



## HAPPY ENDING



How are people  
benefiting from your  
solution?

# The Kid Test

Kids are a great test audience for plot clarity because they:

- Have short attention spans
- Enjoy stories that they emotionally connect with
- Understand the simple dynamic of 'good vs. bad'
- Believe something magical may help
- Like pictures





# Made-Up Kid's Perspective

Sunshine  
Heat  
Lamps

How would you describe your business to a 9-year-old?  
Include pictures and simple words.



Ice can be dangerous  
because you can slip  
and fall.

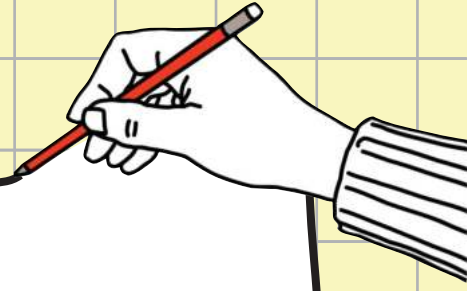


We make lamps that  
go outside, and warm  
up and melt the ice.



The ice melts away  
and it's safe to go out  
and play!

# **Your Turn:** Kid's Perspective



How would you describe your business to a 9-year-old?  
Include pictures and simple words.

## **The Plot**

- The Problem
- The Solution
- The Happy Ending



## **The Characters**

- The Villain
- The Villagers
- The Hero
- The Sidekicks



# B

## **The Characters**

**a.k.a. Your Stakeholder Needs**



## **The Setting**

- Costs
- Customer Service
- Competition
- Communication

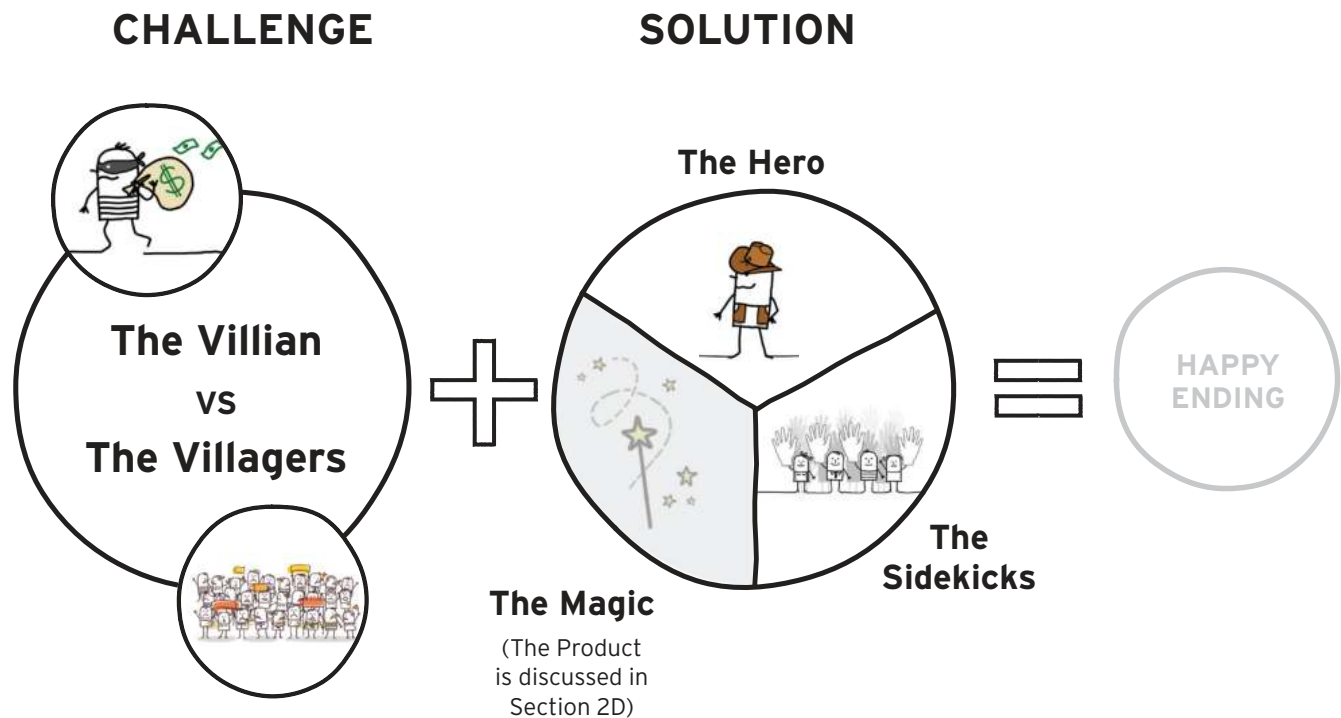


## **The Magic**

- Description
- Features
- Benefits
- Evolution

**What motivates people to invest money,  
time and effort into your business?**

## Follow the characters.



## CHARACTER

## BUSINESS EQUIVALENT

**The Villian**

**The Problem**



**The Villagers**

**The Target Market**



**The Hero**

**The Sales Channel**



**The Sidekicks**

**Influential Stakeholders**



## Personalize the problem.

Describe the problem you solve by turning it into a person. This provides human qualities to the problem, giving it a kind of *life*.



# The Villain, a.k.a. The Problem Your Business Solves

How would you describe the problem as a Villain with evil superpowers?

What are his strengths?

What are his weaknesses?

What are the results of his villainy?



# Made-Up Villian

Sunshine  
Heat  
Lamps



Name: **The Evil Snowman**

Occupation: **Frozen Dictator**

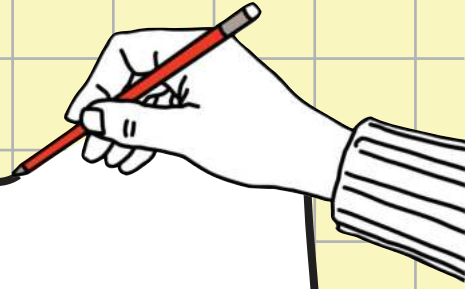
Superpower: **Able to create ice and snow instantly**

Strength: **Can appear out of nowhere**

Weakness: **Melts with heat when in solid form**

Motivation: **Competing for the World Record for Most Slippery Ice**

# **Your Turn:** Villian



**Name:**

**Occupation:**

**Superpower(s):**

**Strength(s):**

**Weakness(es):**

**Motivation(s):**

# The Frightened Villagers, a.k.a. Your Target Market(s)

What groups are affected by the Villain?

- Where are they?
- How many are there?
- Are they increasing or decreasing in number?
- Are they men or women?
- What age are they?
- What languages do they speak?

How are they suffering because of the Problem?

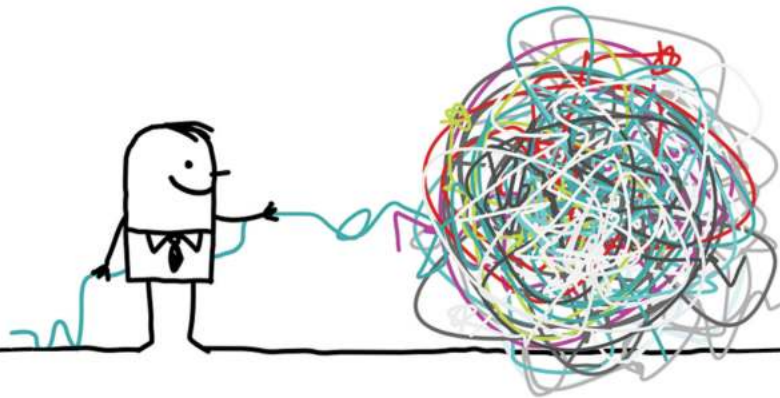




“Don’t waste your time trying to control the uncontrollable, or trying to solve the unsolvable, or think about what could have been. Instead, think about what you can control and solve the problem you can solve with the wisdom you have gained from both your victories and your defeats in the past.”

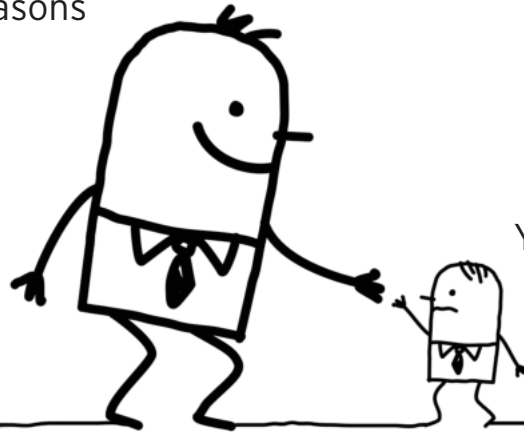
- David Mahoney

Solve a real problem  
for real people.



## Empathize with the Villagers' perspective.

Your Customers'  
Reasons



Your Reasons

“Customers buy for their reasons, not yours.”

---

- Orvel Ray Wilson

## Different Villagers have different values and motivations.

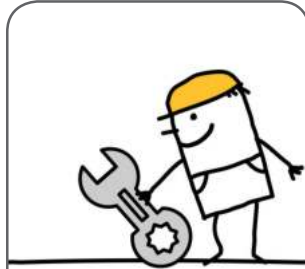


**End Users\***

**Usability**

**Time**

**Training**



**Implementers\***

**Installation**

**Support**

**Maintenance**



**Check Writers\***

**Return on  
Investment**

**Expertise**

**Community**

\*May be the same person or groups of each type.

# Made-Up Villagers

Sunshine  
Heat  
Lamps



## End Users

School Students =  
55 million in the  
United States

Stuck inside during  
the winter because of  
dangerous conditions



## Implementers

Custodians,  
maintenance and  
grounds workers =  
1 million in the  
United States

Has to clear snow and  
ice and manage the  
maintenance budget



## Check Writers

School Principals =  
150,000 in the United  
States

Responsible for the  
safety of students and  
staff; Maintenance  
budget of approx.  
\$1,200 per student

# Your Turn: Villagers

How many people are in each category of Villager?

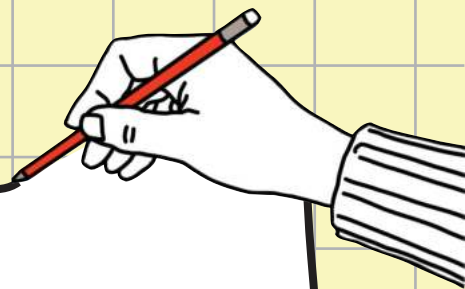
**Who are your end users?**



**Who implements your solution?**







**Who pays for your solution?**

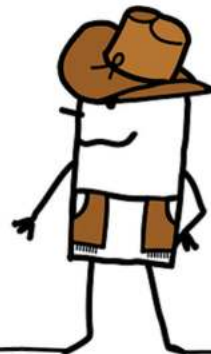
**NOTES:**

“You don’t close a sale, you open a relationship if you want to build a long-term, successful enterprise.”

---

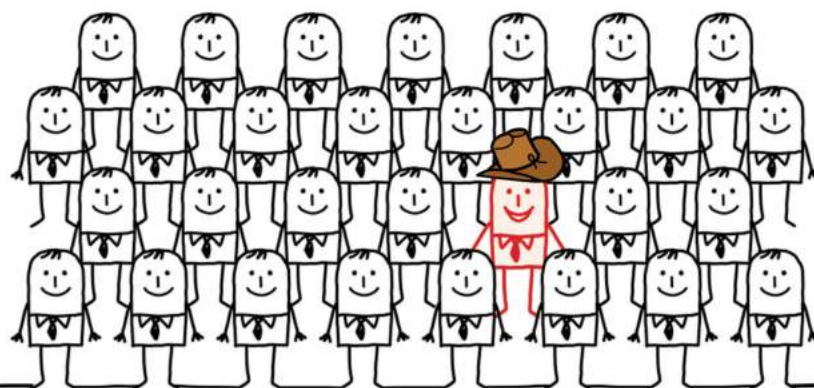
- Patricia Fripp

# The Hero, a.k.a. Your Sales and Distribution Channels



## Choose a Hero that can be happy and successful.

- Does your Hero know any of the Villagers?  
(eg. personal connections)
- What does your Hero know about the Villain?  
(eg. work experience and education)
- How will your Hero be trained?
- How will your Hero be compensated?



Most businesses utilize multiple sales channels.

## You save the Villagers.

### YOUR CORE TEAM

#### **Inside Sales**

(stay in the office)

Phone Sales

Online Sales

Bids and Tenders

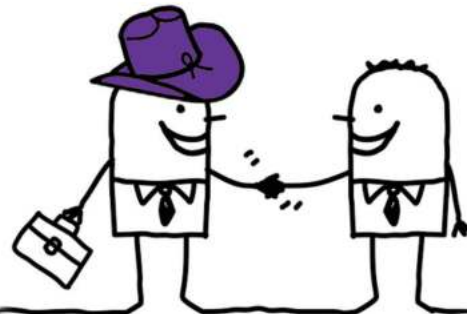
#### **Direct Sales Team**

(visit customers in person)

Sales Presentations

Product Demonstrations

Contract Negotiations



# They help you save the Villagers.

## YOUR EXTENDED TEAM

### **Affiliate Programs**

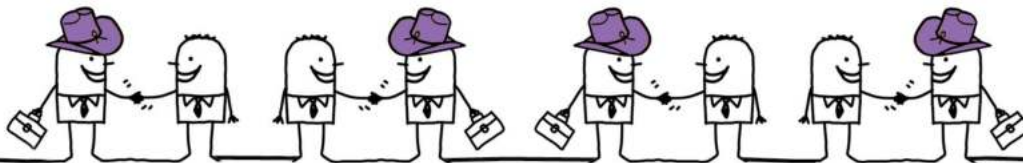
Performance-based marketing programs in which a business rewards partners for each customer brought about by the partners' marketing efforts.

### **Brokers**

People who serve as trusted intermediaries in commercial negotiations. Brokers are usually licensed professionals in fields where specialized knowledge is required, such as finance or insurance.

### **Distributors**

Companies that buy non-competing products and resell them to retailers or resellers. Most distributors provide manpower and monetary support to the manufacturer's promotional efforts.



# They save the Villagers.

## ON THEIR OWN TEAM

### **Sales Agents**

People who are authorized by a manufacturer to sell its products within a given territory, but who are in business for themselves and do not act as a representative for the manufacturer.

### **Resellers (including retail)**

Those who buy goods from a manufacturer and resell them to customers unchanged.

### **Value-Added Resellers (VAR)**

Companies that buy products in bulk from manufacturers and then “add value” to the original product. The VAR then markets and sells the customized product under its own name.



“To succeed in sales, simply talk to lots of people every day.  
And here’s what’s exciting - there are lots of people!”

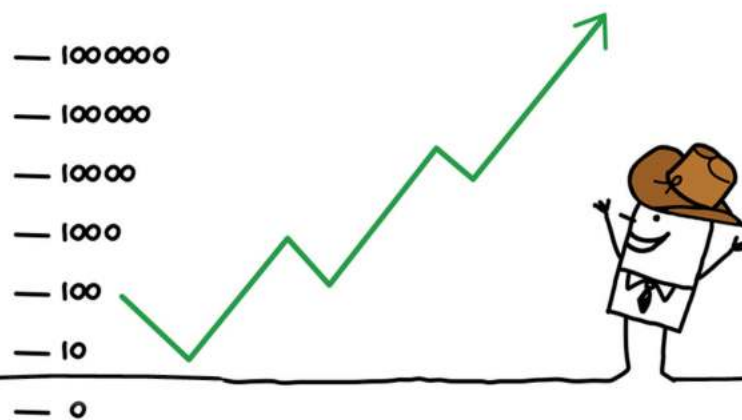
- Jim Rohn



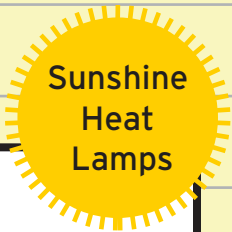
## Bestow the Hero's mission clearly.

Sales projections should be shared and explained as:

- A short-term projection of the first year, broken down by month, and
- A three-year projection, broken down by year.

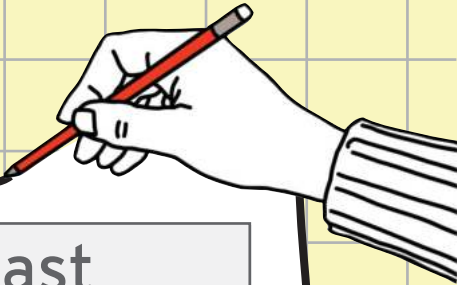


# Made-Up Heroic Expectations



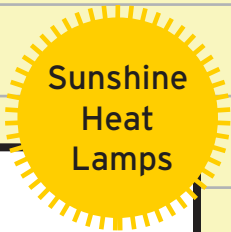
		Product Sales Forecast			
		SALES CHANNEL			Total
		Inside Sales	Online Sales	Catalog Sales	
Annual Target		125	75	50	250
MONTHLY TARGET	January	5	10	5	20
	February	5	5	5	15
	March	5	5	0	10
	April	10	5	5	20
	May	10	5	5	20
	June	10	10	5	25
	July	10	5	5	20
	August	10	5	5	20
	September	15	5	0	20
	October	10	5	5	20
	November	15	5	5	25
	December	15	10	5	30

# Your Turn: Heroic Expectations



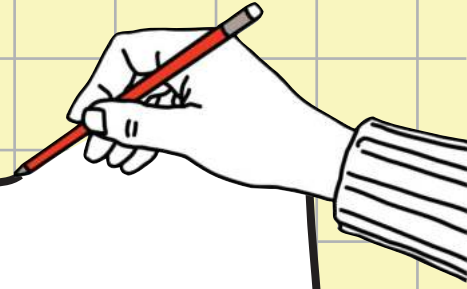
Product Sales Forecast				
		SALES CHANNEL		
		1.	2.	3.
MONTHLY TARGET	Annual Target			Total
	January			
	February			
	March			
	April			
	May			
	June			
	July			
	August			
	September			
	October			
	November			
	December			

# Made-Up 3-Year Expectations



	3-Year Product Sales Forecast		
	YEAR 1 UNIT SALES	YEAR 2 UNIT SALES	YEAR 3 UNIT SALES
Inside Sales	125	250	400
Online Sales	75	150	250
Catalog Sales	50	100	100
TOTAL	250	500	750

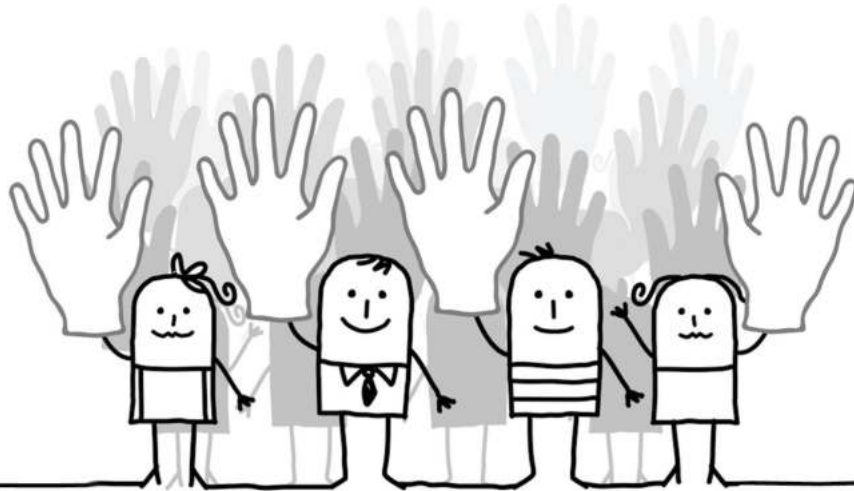
# Your Turn: 3-Year Expectations



## 3-Year Product Sales Forecast

	YEAR 1 UNIT SALES	YEAR 2 UNIT SALES	YEAR 3 UNIT SALES
Channel 1			
Channel 2			
Channel 3			
TOTAL			

## The Sidekicks, a.k.a. Your Business Stakeholders





“Bringing together the right information with the right people will dramatically improve a company’s ability to develop and act on strategic business opportunities.”

---

- Bill Gates

“You can’t know it all. No matter how smart you are, no matter how comprehensive your education, no matter how wide ranging your experience, there is simply no way to acquire all the wisdom you need to make your business thrive.”

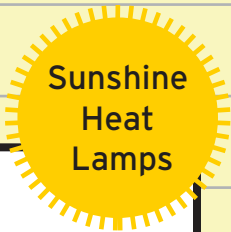
---

– Donald Trump

Accept help when offered.



# Made-Up Sidekicks



Sidekick	Their SUCCESS Measurement	Your Business Model INFLUENCE
Investors	Return on their investment	Capital, connections and credibility
Employees	Contribution, expertise, salary and benefits	Market education, availability and credibility
Suppliers	Revenue for products sold	Pricing and availability
Partners	Co-marketing opportunities	Market education, connections and credibility
Government	Statistics for organization assistance	Market education, connections and credibility
Media	Number of stories published or covered	Market education and credibility

# Your Turn: Sidekicks



Sidekick	Who are they?	How do they measure their success?	How do they influence your business?
Investors			
Employees			
Suppliers			
Partners			
Government			
Media			
Others			

## **The Plot**

- The Problem
- The Solution
- The Happy Ending



## **The Characters**

- The Villain
- The Villagers
- The Hero
- The Sidekicks



## **The Setting**

**a.k.a. Your Business Strategy**

## **The Setting**

- Costs
- Customer Service
- Competition
- Communication

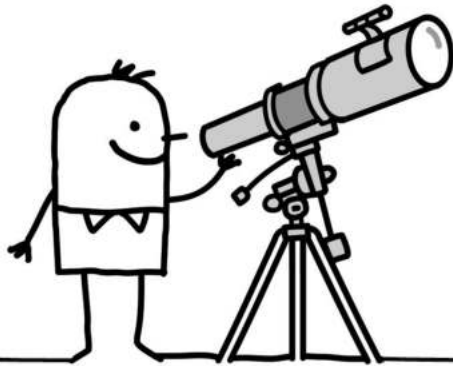


## **The Magic**

- Description
- Features
- Benefits
- Evolution

**How will your business achieve its product and financial objectives?**

How does your environment  
influence the plot?





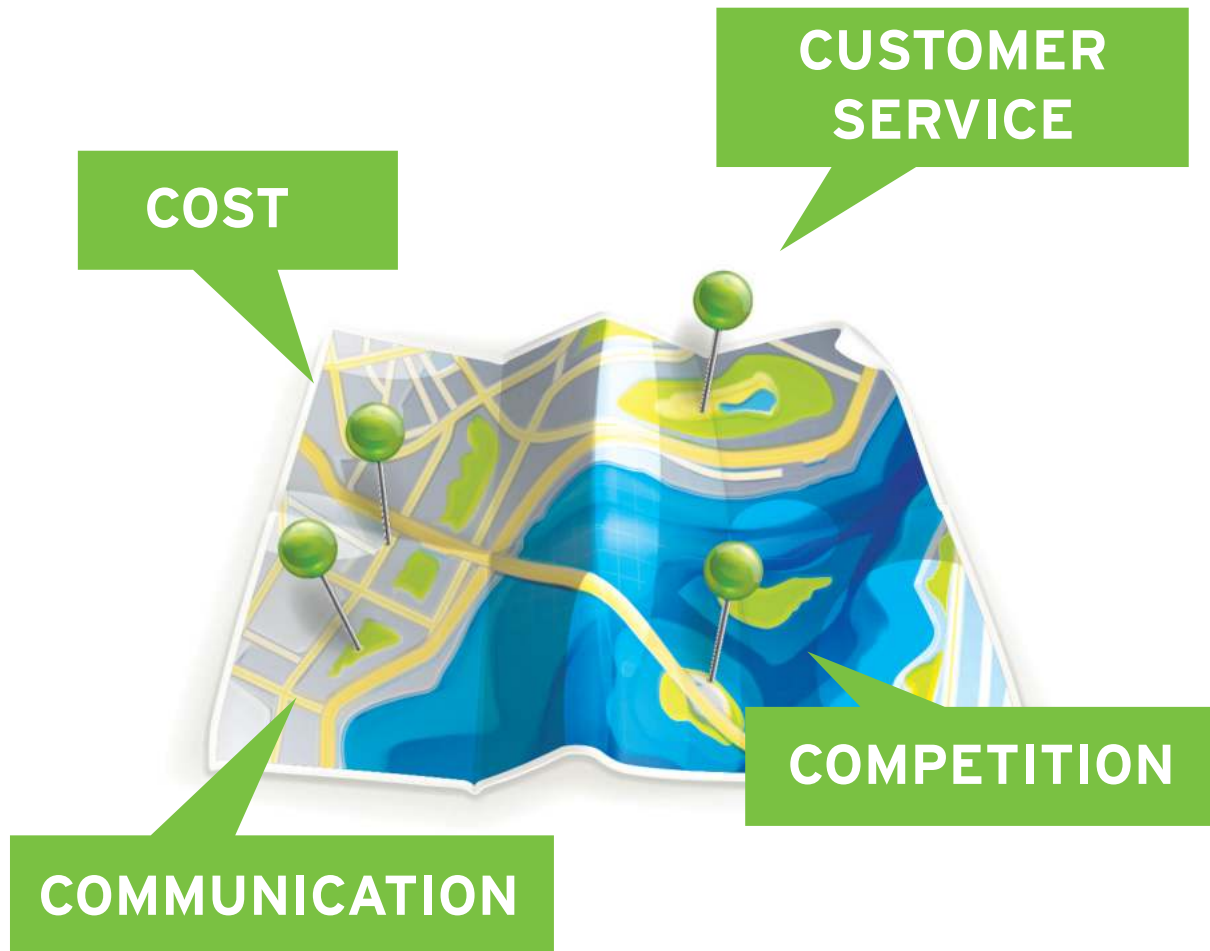


## Your customer has options.

“In the struggle for survival, the fittest win out at the expense of their rivals because they succeed in adapting themselves best to their environment.”

- Charles Darwin





# Customer Service

“Make your product easier to buy than your competition, or you will find your customers buying from them, not you.”

---

- Mark Cuban

Create a clear path to purchase.



It pays to make people happy.



“One customer well taken care of could be more valuable than \$10,000 worth of advertising.”

---

- Jim Rohn

# Be hassle free.

How easy is it for the Villagers to...

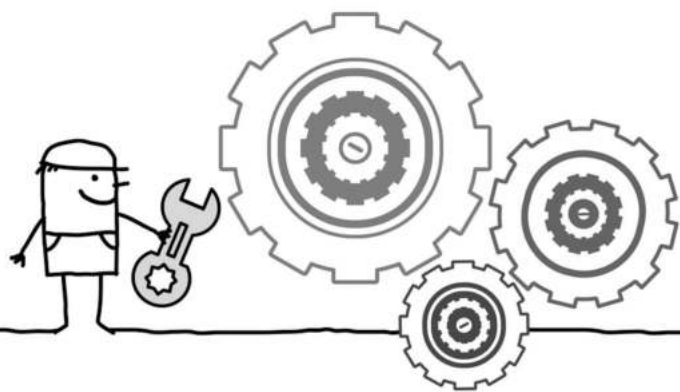
- Purchase
- Implement
- Maintain
- Support

... your product?

How can you simplify each process?

Where do your customers find support and reference information?

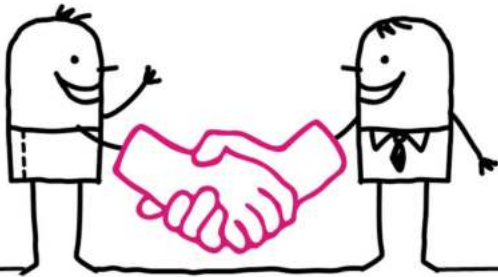




Remember, it's not about you.

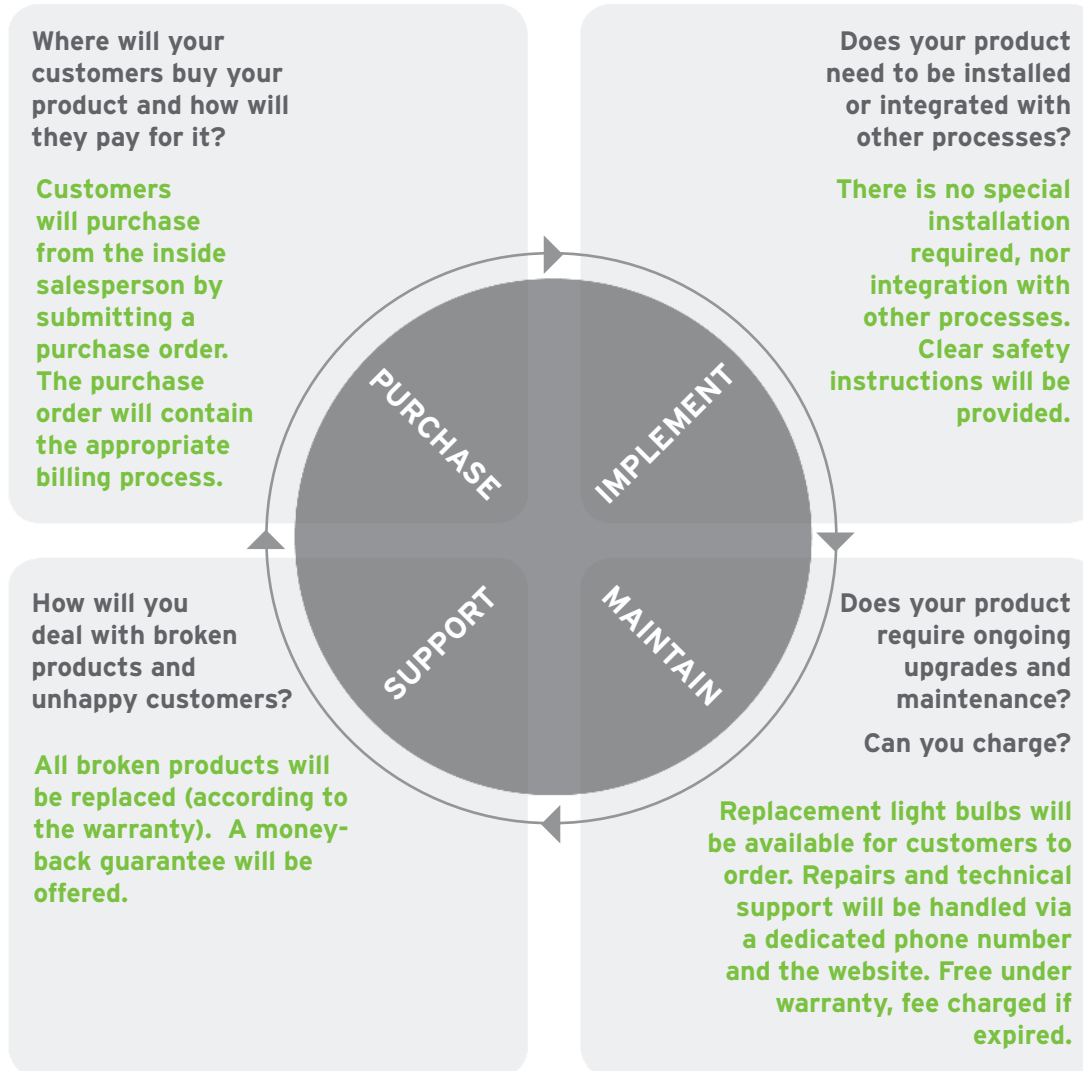
“A satisfied customer is the best business strategy of all.”

- Dr. Michael LeBoeuf



# Made-Up Customer Service

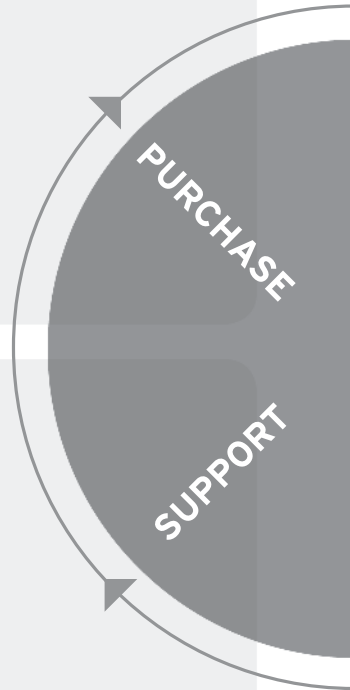
Sunshine  
Heat  
Lamps



# **Your Turn:** Customer Service

Where will your customers buy your product and how will they pay for it?

How will you deal with broken products and unhappy customers?





Does your product  
need to be installed  
or integrated with  
other processes?

Does your product  
require ongoing  
upgrades and  
maintenance?  
Can you charge?

# Competition

## Get to know your competition.

Who are their Heroes?

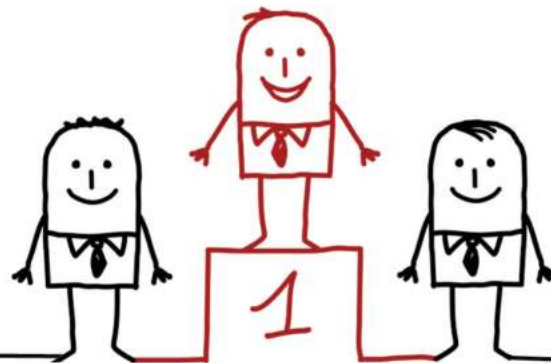
What are their 3C's:

- Cost
- Customer Service
- Communication

What is their Magic?

“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

- Jack Welch



Compete and cooperate.





“There is a tendency among some businesses to criticize and belittle their competitors. This is a bad procedure. Praise them. Learn from them. There are times when you can cooperate with them to their advantage and to yours! Speak well of them and they will speak well of you. You can't destroy good ideas. Take advantage of them.”

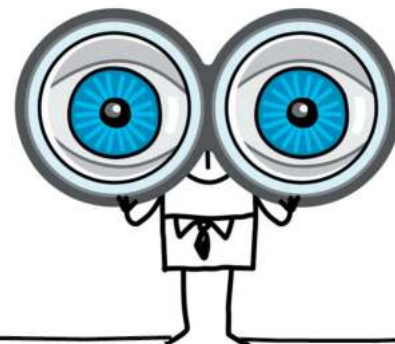
---

- **George Matthew Adams**

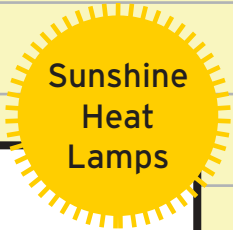
*Start with the Internet.  
A huge amount of information  
can be found online.*

## Where can you look for competitor info?

RESEARCH	READ	LISTEN
Annual Report & Accounts	Websites	Meeting with Suppliers
Pricing/Price lists	Social Media	Trade Shows
Analyst Reports	Press Releases	Seminars/Conferences
Regulatory Reports	Advertising Campaigns	Recruiting Ex-employees
Tenders	Promotions	
Patent Applications	Newspaper Articles	



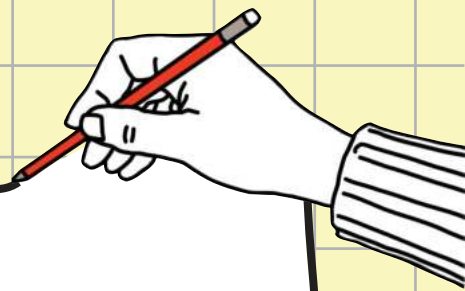
# Made-Up Competition



Company Name	Brian's Brightners	Claire's Lights	Sal's Sunbeams
Target Market	Public schools in the Pacific Northwest	National Elementary schools	National All schools
Value Proposition	Save the children, save the planet	Set them up once, use them when you need them	The cheapest way to happy children
Unique Product Features & Benefits	Made of 100% recycled materials	On/off timers	Free light bulb program
Sales Channels	Direct sales Phone sales Online sales	Direct sales Phone sales Online sales	Direct Sales Catalogs Phone sales
Pricing	\$300 per unit	\$325 per unit	\$195 per unit
Annual Revenue	\$500,000	\$350,000	\$100,000

# Your Turn: Competition

Company Name	1	2
Target Market		
Value Proposition		
Unique Product Features & Benefits		
Sales Channels		
Pricing		
Annual Revenue	\$	\$



## NOTES

3

\$

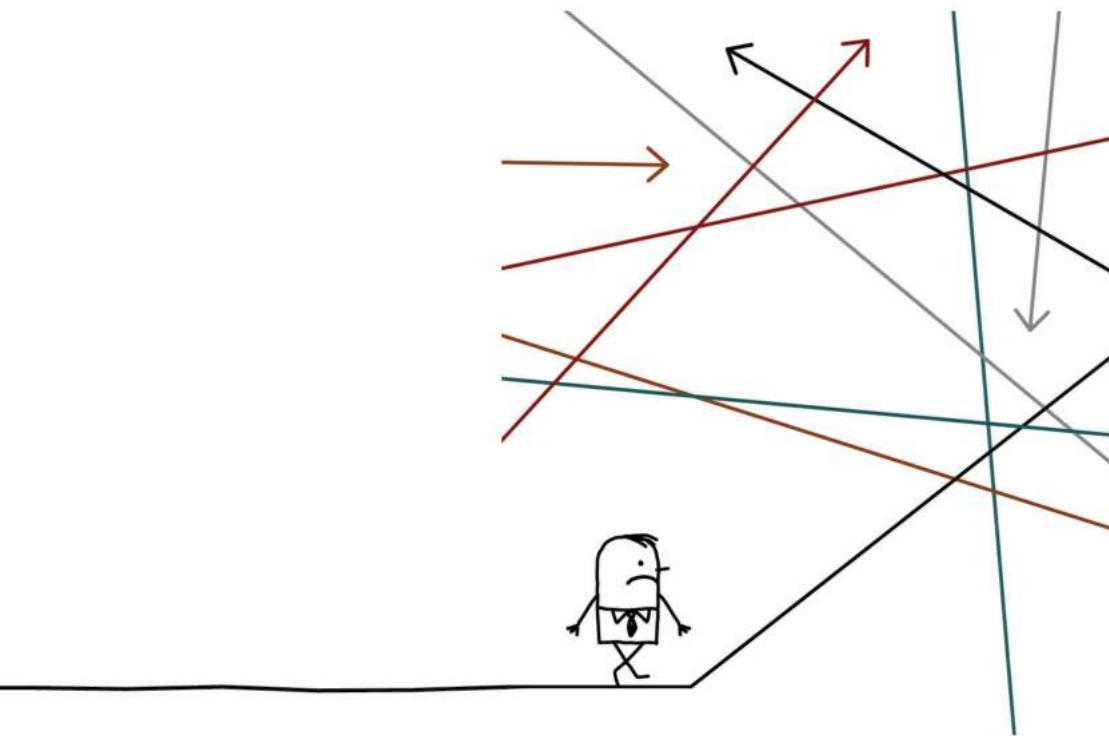
# Communication

“The result of bad communication is a disconnection between strategy and execution.”

---

- Chuck Martin

Communication directly  
impacts performance.



“If [you] can’t get a message across clearly and motivate others to act on it, then having a message doesn’t even matter.”

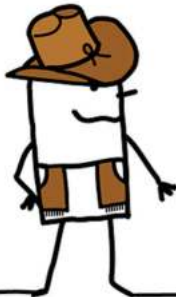
---

- Gilbert Amelio



Connect with all of your characters.

**The Hero**



**The Villagers**



**The Sidekicks**



## Some of the many communication avenues...

### **SOCIAL MEDIA**

Advertising

Blog

Email

Facebook

LinkedIn

Newsletters

Twitter

Webinars

Website

### **TRADITIONAL MEDIA**

Advertising

Conference Calls

Letters and Cards

Meetings

Newsletters

Phone Calls

Press Releases

Seminars

Sponsorships



“Build it, and they will come” only works in the movies.  
Social media is a “build it, nurture it, engage them, and  
they may come and stay.”

- Seth Godin

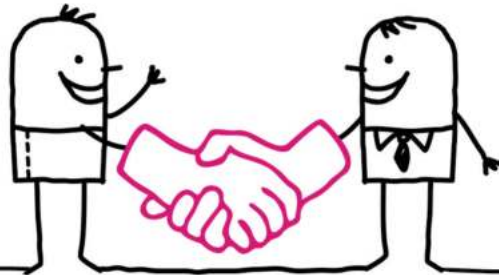


“Communicate unto the other person that which you would want him to communicate unto you if your positions were reversed.”

---

- Aaron Goldman

# The Golden Rule



# Communication Checklist

## PURPOSE

1. What's the reason for the communication?
2. Which characters and/or stakeholders need to receive the information?  
Why?
3. How do they prefer to receive information?
4. Does the message work best as a one-way or two-way communication?

## COMMUNICATION TYPE

### **One-Way** **Share information**

Informative  
More formal  
Specific occasions

### **Two-Way** **Encourage a conversation**

Interactive  
Familiar  
Consistent

## MEANS

5. What resources can be used to create and deliver the communication?
6. When does the communication need to occur? Why?

## LEVERAGE

7. Does the message require follow-up?
8. If yes, what type of follow-up? By whom?

## LEARN

9. How can you measure the effectiveness of the communication?
10. What else could be done to support the success of this message?



# Made-Up Communication Checklist

Sunshine  
Heat  
Lamps

## PURPOSE

1. What's the reason for the communication?

**New model that requires less power**

2. Who needs to receive the information?

**All current and potential customers**

**All business partners**

3. How do they prefer to receive information?

**Website and email**

4. Does the message work best as  
a one-way or a two-way communication?

**One-way**

## MEANS

5. What resources can be used to create and deliver  
the communication?

**Mailchimp**

6. When does the communication need to occur?

**Product launch on Jan. 7**

## LEVERAGE

7. What type of follow-up should be done?

**Phone calls to top 50 customers**

8. Can this information be used another way?

**Update website; Press release**

## LEARN

9. How can you measure the effectiveness  
of the communication?

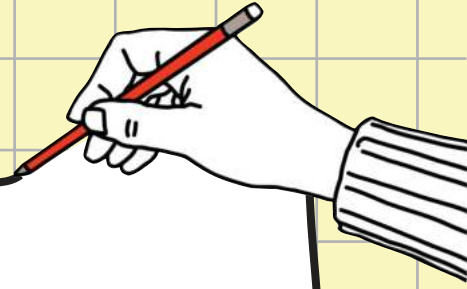
**Number of responses to unique email address  
and URL**

10. What else could be done to support the  
success of this message?

**Train sales staff two weeks before public mes-  
sage**



# Your Turn: Communication Checklist



## Purpose

1. What's the reason for the communication?

---

---

2. Which characters and/or stakeholders need to receive the information?

---

---

3. How do they prefer to receive information?

---

---

4. Does the message work best as a one-way or a two-way communication?

---

---

## Means

5. What resources can be used to create and deliver the communication?

---

---

6. When does the communication need to occur?

---

---

## Leverage

7. What type of follow-up should be done?

---

---

8. Can this information be used another way?

---

---

## Learn

9. How can you measure the effectiveness of the communication?

---

---

10. What else could be done to support the success of this message?

---

---

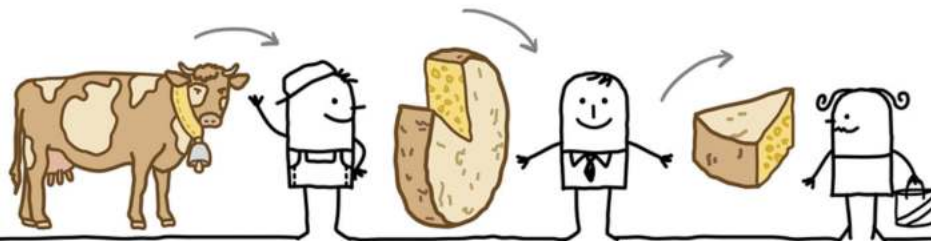
# Costs

“There is one rule for the industrialist and that is: Make the best quality of goods possible at the lowest cost possible, paying the highest wages possible.”

---

- Henry Ford

Practice mindful spending.



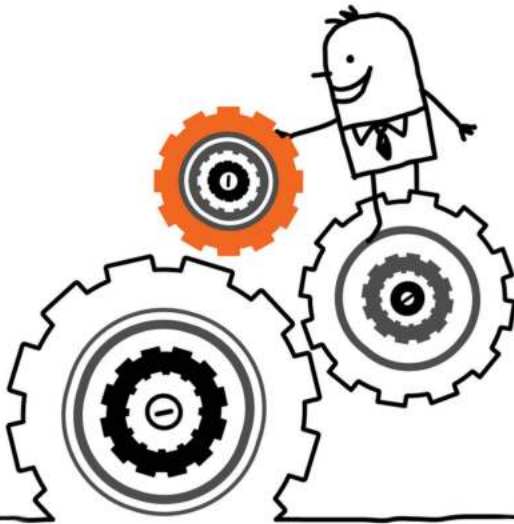
# Cost to Your Business: Operating Expenses

## **One-time Expenses, may include:**

- Branding
- Equipment
- Licenses
- Office Space Lease
- Remodeling

## **Operational Expenses, such as:**

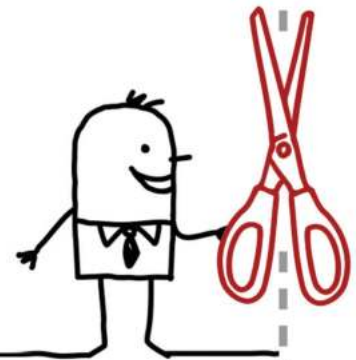
- Advertising and Promotion
- Accounting Fees
- Bank Fees
- Insurance
- Legal fees
- Phone and Communications
- Rent/Lease payments
- Research and Development
- Supplies
- Taxes
- Utilities
- Wages/Compensation/Benefits



# Cost to Your Business: Your Product

## Cost of Goods

The direct costs involved in producing a product, which can include labor, material, packaging and shipping.



# Cost to Your Business: Important Paperwork

## **Documentation**

*Cost of Research, Application and Legal Fees*

Registrations and Trademarks

Certifications

Patents

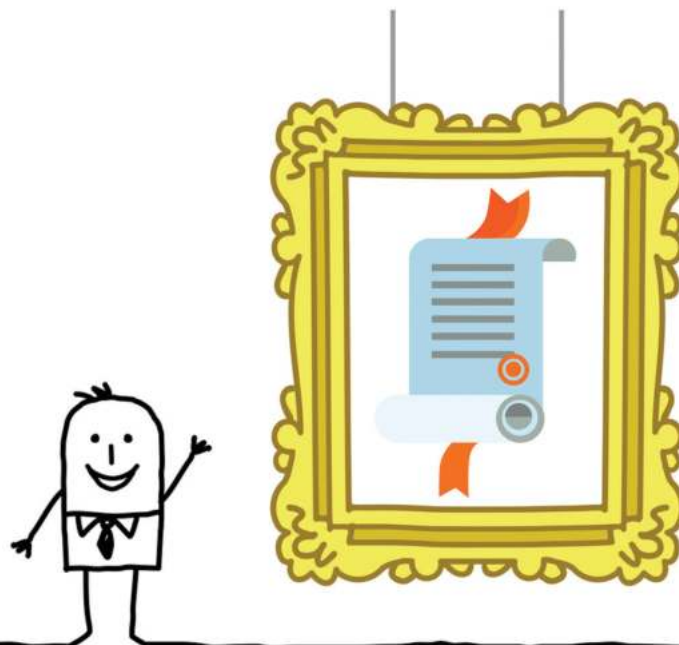
## **Reference**

*Cost of Creation and Printing*

Warranty Info

Installation Guide

User Manuals



# Made-Up Expenses

Sunshine  
Heat  
Lamps

## One-Time Start-up Expenses

Accounting Fees = \$2,000

Branding = \$5,000

Legal Fees = \$2,000

Rental Deposit = \$3,000

**TOTAL = \$12,000**

## Annual Product Expenses

Per Unit Product Cost = \$50

# Of Units Sold Annual = 1250

**Total Annual**

**Product Cost = \$12,500**

## Monthly Operating Expenses

Advertising = \$450

Bank Fees = \$50

Insurance = \$20

Rent = \$900

Supplies = \$150

Utilities = \$250

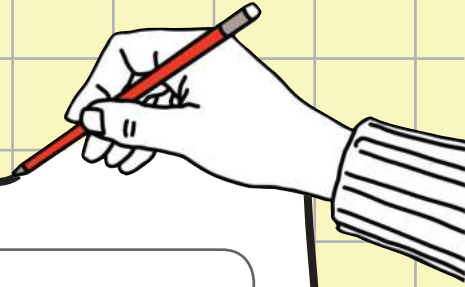
Wages = \$3,000

**TOTAL = \$5,000**

\*Taxes are not included in the example,  
but don't forget to pay your taxes!



# Your Turn: Expenses



## One-Time Start-up Expenses

Accounting Fees =

Branding =

Legal fees =

Rental Deposit =

**TOTAL = \$**

## Annual Product Expenses

Per Unit Product Cost =

# Of Units Sold Annual =

**Total Annual  
Product Cost = \$**

## Monthly Operating Expenses

Advertising =

Bank Fees =

Insurance =

Rent =

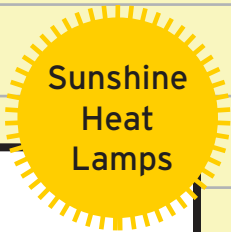
Supplies =

Utilities =

Wages =

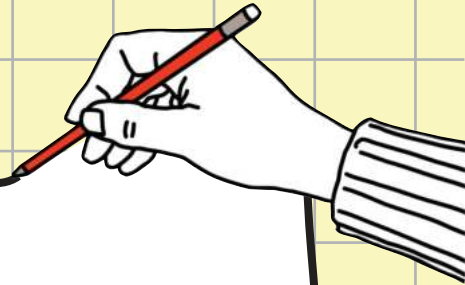
**TOTAL = \$**

# Made-Up 3-Year Expenses



	ONE-TIME	OPERATING	PRODUCT	YEAR TOTAL
Year 1	\$12,000	\$60,000	\$12,500	\$84,500
Year 2	\$5,000	\$60,000	\$50,000	\$155,000
Year 3	\$10,000	\$80,000	\$75,000	\$165,000

## Your Turn: 3-Year Expenses



	ONE-TIME	OPERATING	PRODUCT	YEAR TOTAL
Year 1	\$	\$	\$	\$
Year 2	\$	\$	\$	\$
Year 3	\$	\$	\$	\$

“Price is what you pay. Value is what you get.”

---

- Warren Buffett

It's about perception.



# Cost to Your Customers: Fee-Based Pricing Models

## **One-Time Payment**

Price is usually cost-based, but influenced by market competition, availability and perceived value.

## **Usage, Tiered or Volume Pricing**

Price by user group ranges, or volume usage ranges.

Doesn't typically apply to consumer products and services.

## **Subscription**

Monthly or annual fee for services or access to products.

## **Portfolio Pricing**

Relevant only if you have multiple products or services.

The objective is to make money with the portfolio, some with high mark-ups and some with low.



# Cost to Your Customers: “Free” Pricing Models

## **Free (Ad-Based)**

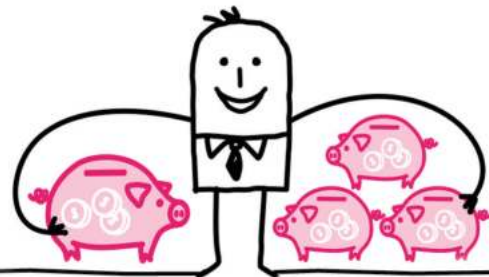
Product or service is free, revenue from advertising.

## **Free (Service-Based)**

Product is free, but you pay for services.

## **Freemium**

Basic services are free, but premium services are available for an additional fee.



“The moment you make a mistake in pricing, you’re eating into your reputation or your profits.”

---

- Katharine Paine



Price for value and return.



# Made-Up Pricing

A yellow circular logo with a sunburst border. Inside the circle, the text "Sunshine Heat Lamps" is written in a black, sans-serif font, arranged in three lines: "Sunshine", "Heat", and "Lamps".

Sunshine  
Heat  
Lamps

Step 1: What are your product expenses?

**\$100 per unit**

Step 2: Determine mark-up.

What prices are your competitors charging?

What advantages does your product/service have that justify a similar or higher price?

**Competition is selling their product for \$195 - \$325 per unit, but it is smaller and less energy efficient so it costs more to use. We could sell our product for \$350.**

Step 3: How will you compensate your sales channels?

**Inside sales person is paid salary, online sales require no compensation until affiliate marketing program in operation**

Step 4: What are your Annual Operating Expenses?

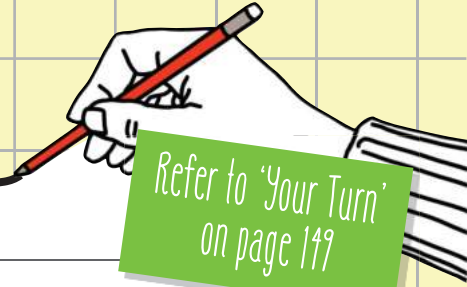
**\$60,000 per month**

Step 5: How much do you have to sell to break even?

**Annual Operating Expenses / (Product Price - Product Expenses)  
= Number of units to break-even**

**60,000 / (350 - 50) = 200**

# Your Turn: Pricing



Step 1: What are your product expenses? \_\_\_\_\_

Step 2: Determine mark-up.

What prices are your competitors charging? \_\_\_\_\_

What advantages does your product/service have that justify a similar or higher price? \_\_\_\_\_

\_\_\_\_\_

Step 3: How will you compensate your sales channels?

\_\_\_\_\_

Step 4: What are your operating expenses?

\_\_\_\_\_

Step 5: How much do you have to sell to break even?

\_\_\_\_\_

## **The Plot**

- The Problem
- The Solution
- The Happy Ending



## **The Characters**

- The Villain
- The Villagers
- The Hero
- The Sidekicks



# D

## **The Magic**

**a.k.a. Your Product**

## **The Setting**

- Costs
- Customer Service
- Competition
- Communication

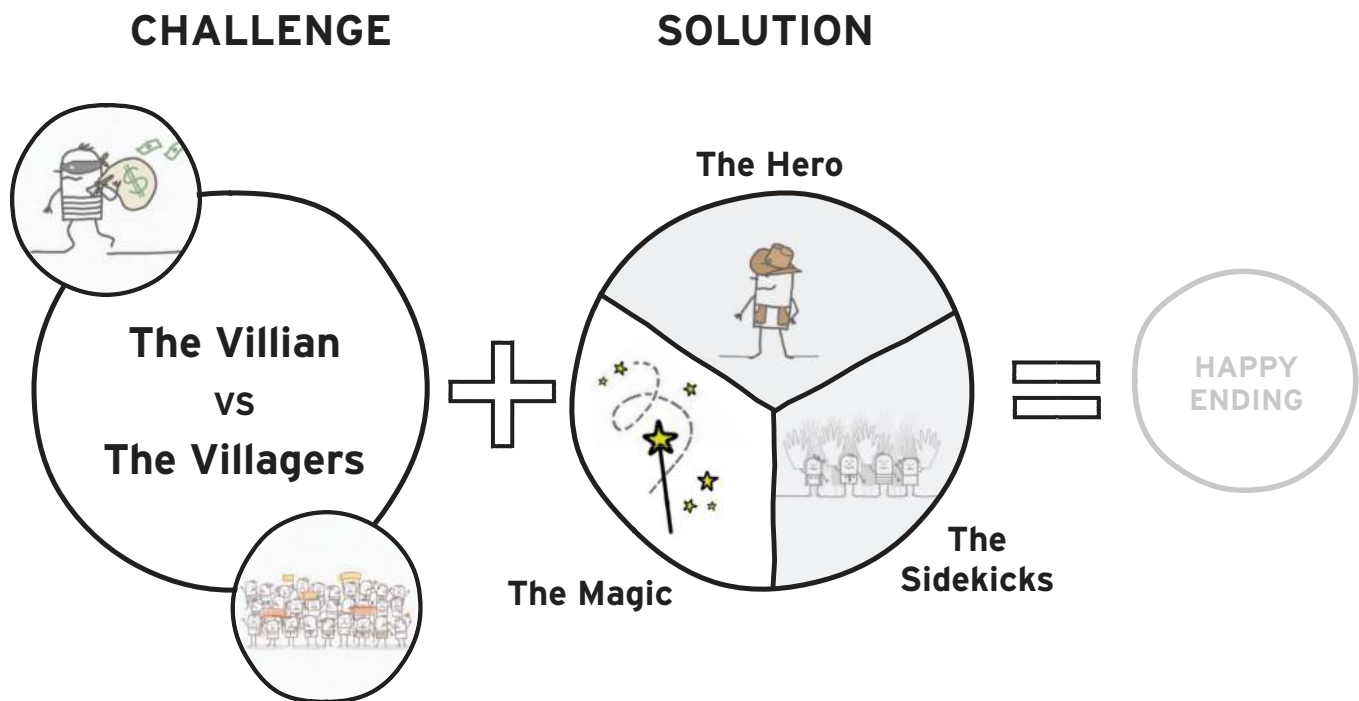


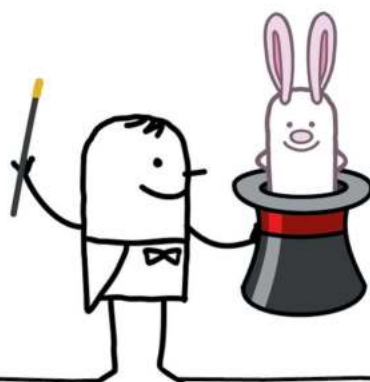
## **The Magic**

- Description
- Features
- Benefits
- Evolution

**How will you communicate the value of your products to your stakeholders?**

# Your astonishing products completes the solution.





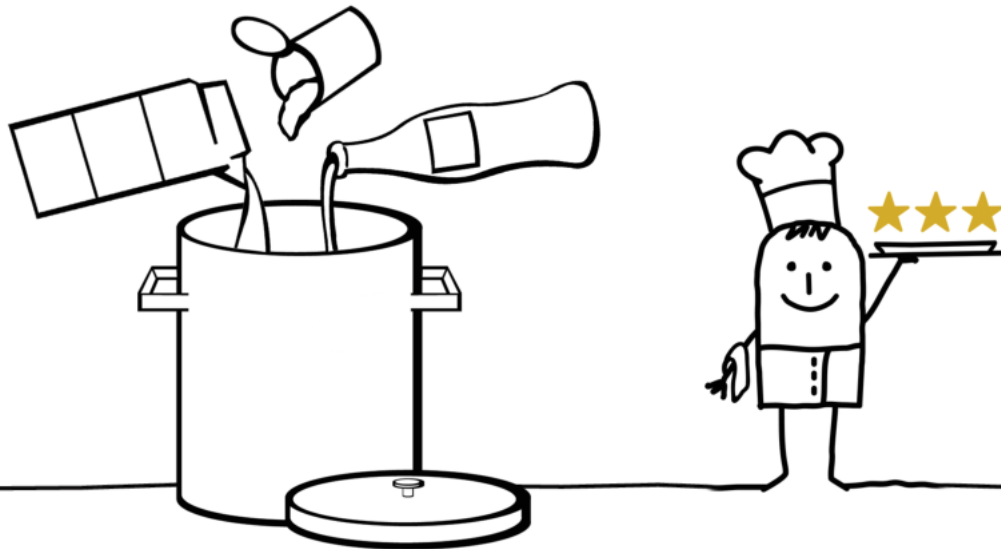
“The winner is the ‘chef’ who takes the same ingredients as everyone else and produces the best results.”

---

-Edward de Bono



# Project Iron Entrepreneur Tank



# Made-Up Product Description

Sunshine  
Heat  
Lamps

What are the unique ways your product solves the problem?

**Easy-to-install heat lamps**

**Melts ice quickly using less power than a snow blower**

**No chemicals**

**Safe to use around children**

How is your organization unique in each of these areas?



## EXPERIENCE

**Has been safely and  
effectively used in  
10 schools with over  
15,000 students**



## EXPERTISE

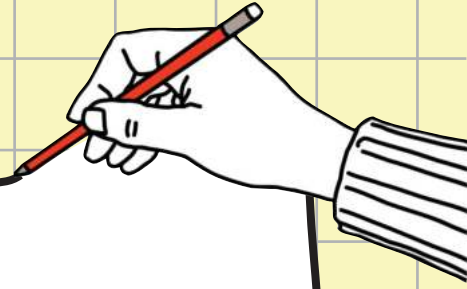
**Designed by  
professional engineers  
with over 25 years  
experience**



## TECHNOLOGY

**Patent pending on  
light bulb and power  
efficiency technology**

# Your Turn: Product Description



What are the unique ways your product solves the problem?

How is your organization unique in each of these areas?



EXPERIENCE



EXPERTISE



TECHNOLOGY

# Features = What You Deliver

## 1. Highlights

- Unique Approach
- Relevant Industries

## 2. Specifications

- Functions
- Intellectual Property

## 3. Support, such as:

- Certifications
- Warranties/Guarantees
- Training Options
- Maintenance and Support Agreements



# Benefits = Why Customers Care



## **HARD** (measure)

Sales  
Expenses  
Users



## **SOFT** (estimate)

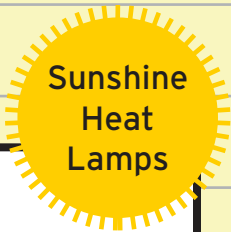
Time  
Productivity  
Reputation



## **SQUISHY** (describe)

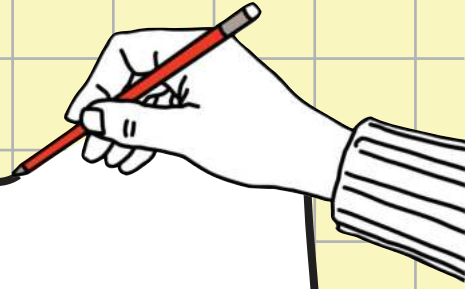
Quality  
Happiness  
Satisfaction

# Made-Up Features and Benefits



	FEATURE	BENEFIT
<b>HARD</b> What can be measured?	Unique power-saving technology  Energy efficient light bulbs	Uses less energy  Lower energy bills No use of chemicals
<b>SOFT</b> What can be estimated?	Ice-melting light bulbs  Certified	Less labor than chemical use  Industry-standard
<b>SQUISHY</b> What needs to be described?	Child-safe design	Safe children = Happy parents

# Your Turn: Features and Benefits



	FEATURE	BENEFIT
<b>HARD</b> What can be measured?		
<b>SOFT</b> What can be estimated?		
<b>SQUISHY</b> What needs to be described?		

## Imagine the possibilities.

“Traditional thinking is all about ‘what is.’  
Future thinking will also need to be about ‘what can be.’”

- Edward de Bono





## Next: The World!

Are you aware of other markets that could benefit from your product?

Do you have an idea for complementary products?

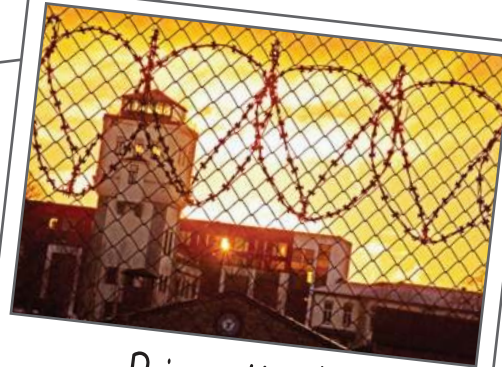


# Made-Up Future

Sunshine  
Heat  
Lamps

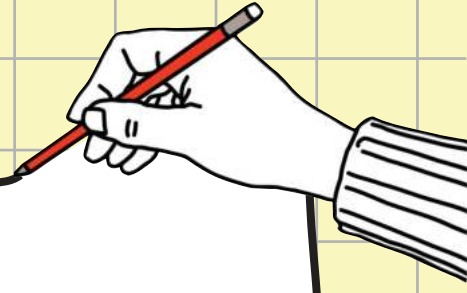


Dog Parks



Prison Yards

# **Your Turn:** The Future



What new products and markets do you see in your future?



# Magicians

“Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion.”

---

- Jack Welch

Leaders are communicators.



# The Magicians, a.k.a. The Management Team

What is each person's biggest strength?

What unique combination of skills, knowledge and experience do they have?

What is each person responsible for achieving?



# Made-Up Management Bio

Sunshine  
Heat  
Lamps



Name: **Dr. Sunshine**

Title: **President and CEO**

Responsible for:

**Operations and Finance**

Special skills:

**Optimistic and passionate about  
ice technology**

Education:

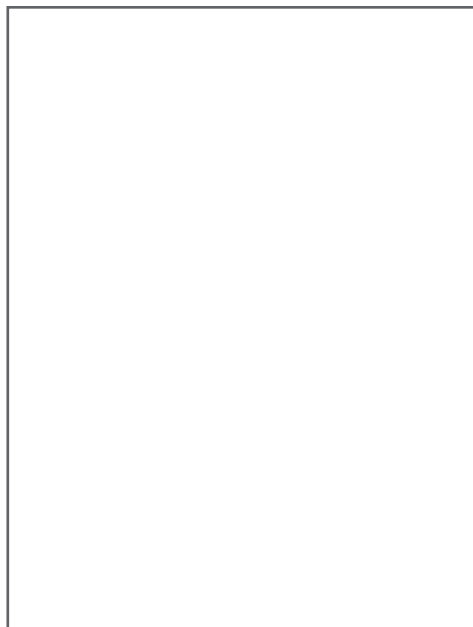
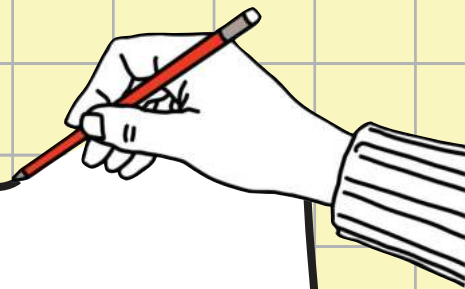
**Master's in Electrical Engineering**

Accomplishments/Experience:

**Holds 12 patents**



# Your Turn: Management Bio



Draw your portrait.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Responsible for: \_\_\_\_\_

\_\_\_\_\_

Special skills: \_\_\_\_\_

\_\_\_\_\_

Education: \_\_\_\_\_

\_\_\_\_\_

Accomplishments/Experience: \_\_\_\_\_

\_\_\_\_\_

“Success is neither magical nor mysterious. Success is the natural consequence of consistently applying the basic fundamentals.”

---

- Jim Rohn

## The Background, a.k.a. The Company Achievements



# Made-Up Background

A yellow circular logo with a serrated, sun-like edge. Inside the circle, the words "Sunshine", "Heat", and "Lamps" are stacked vertically in a black, sans-serif font.

Sunshine  
Heat  
Lamps

When was your company established?

**2012**

Who are your key team members?

**Kevin Jacobsen, Electrical Engineer**

**Marcia Walters, Head of Operations**

Name two of your company's most significant accomplishments.

**Sold 500 units the first month**

**5 patents pending**

Has your company received any rewards or recognition?

**Featured article in Lifestyle section of local newspaper**

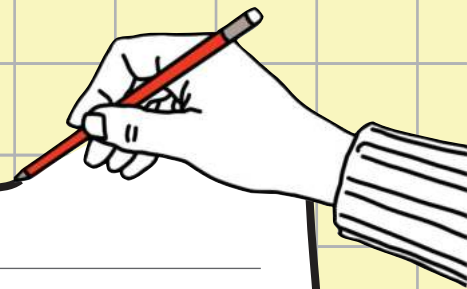
Name three of your company's most important customers.

**Bradley International**

**Greenlee Elementary**

**Teller Academy**

# Your Turn: Background



When was your company established? \_\_\_\_\_

---

---

Who are your key team members? \_\_\_\_\_

---

---

Name two of your company's most significant accomplishments. \_\_\_\_\_

---

---

---

Has your company received any rewards or recognition? \_\_\_\_\_

---

---

---

Name three of your company's most important customers. \_\_\_\_\_

---

---

---

**Building Your Busin**

**ess Story**

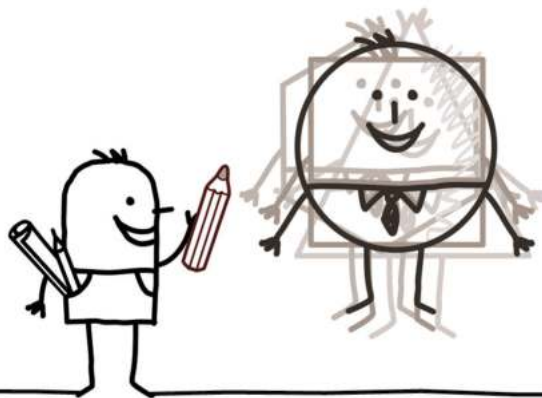
“It’s the story of why your customers need what you sell, how they find you and how you give them what they want. It’s the story of how you focus in on the most important parts of the business.”

---

- Tim Berry



Illustrate your purpose.



# The Numbers

“Only the wisest and stupidest of men never change.”

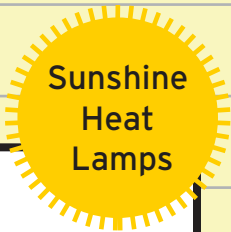
---

- Confucius

Double-check your assumptions  
and your math!

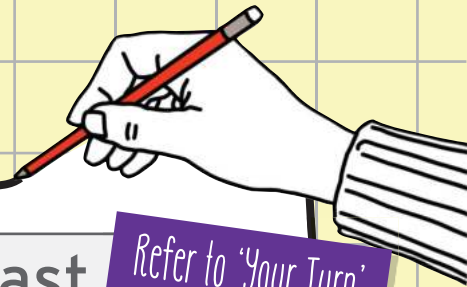


# Made-Up Heroic Expectations II



		Product Sales Forecast			
		SALES CHANNEL			Total
		Inside Sales	Online Sales	Catalog Sales	
Annual Target		200	125	75	400
MONTHLY TARGET	January	10	5	5	20
	February	10	5	5	20
	March	15	5	5	25
	April	15	10	5	30
	May	15	10	5	30
	June	15	10	5	30
	July	20	10	5	35
	August	20	10	5	35
	September	20	15	5	40
	October	20	15	10	45
	November	20	15	10	45
	December	20	15	10	45

# Your Turn: Heroic Expectations II



Refer to 'Your Turn'  
on page 95

## Product Sales Forecast

		SALES CHANNEL			Total
		1.	2.	3.	
MONTHLY TARGET	Annual Target				
	January				
	February				
	March				
	April				
	May				
	June				
	July				
	August				
	September				
	October				
	November				
	December				

# Made-Up Expenses II

## One-Time Start-up Expenses

Accounting Fees = \$2,000

Branding = \$10,000

Legal Fees = \$2,500

Rental Deposit = \$3,000

**TOTAL = \$17,500**

## Annual Product Expenses

Per Unit Product Cost = \$50

# Of Units Sold Annual = 400

**Total Annual**

**Product Cost = \$20,000**

## Monthly Operating Expenses

Advertising = \$500

Bank Fees = \$50

Insurance = \$250

Rent = \$900

Supplies = \$150

Utilities = \$250

Wages = \$3,500

**TOTAL = \$5,600**

# Your Turn: Expenses II

Refer to 'Your Turn'  
on page 147

## One-Time Start-up Expenses

Accounting Fees =

Branding =

Legal Fees =

Rental Deposit =

**TOTAL = \$**

## Product Expenses

Per Unit Product Cost =

# Of Units Sold Annual =

**Total Annual**

**Product Cost = \$**

## Monthly Operating Expenses

Advertising =

Bank Fees =

Insurance =

Rent =

Supplies =

Utilities =

Wages =

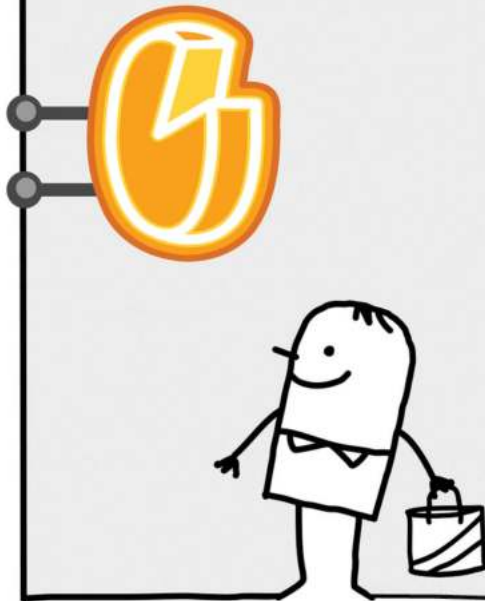
**TOTAL = \$**

“To open a shop is easy, to keep it open is an art.”

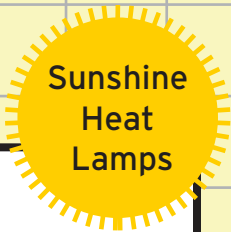
- Chinese proverb



It's a marathon, not a sprint.



# Made-Up 3-Year Expectations II



	3-Year Product Sales Forecast		
	YEAR 1 UNIT SALES	YEAR 2 UNIT SALES	YEAR 3 UNIT SALES
Inside Sales	200	300	400
Online Sales	125	200	300
Catalog Sales	75	150	225
TOTAL	400	650	925

## Your Turn: 3-Year Expectations II

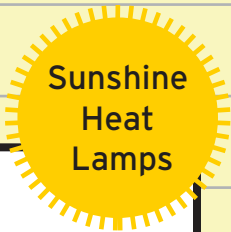


Refer to 'Your Turn'  
on page 97

### 3-Year Product Sales Forecast

	YEAR 1 UNIT SALES	YEAR 2 UNIT SALES	YEAR 3 UNIT SALES
Channel 1			
Channel 2			
Channel 3			
<b>TOTAL</b>			

# Made-Up 3-Year Expenses II



	ONE-TIME	OPERATING	PRODUCT	YEAR TOTAL
Year 1	\$17,500	\$67,200	\$12,500	\$97,200
Year 2	\$10,000	\$70,000	\$50,000	\$130,000
Year 3	\$20,000	\$90,000	\$75,000	\$185,000

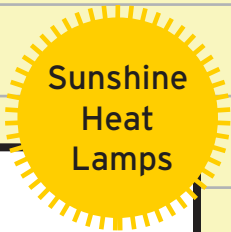
## Your Turn: 3-Year Expenses II



Refer to 'Your Turn'  
on page 149

	ONE-TIME	OPERATING	PRODUCT	YEAR TOTAL
Year 1	\$	\$	\$	\$
Year 2	\$	\$	\$	\$
Year 3	\$	\$	\$	\$

# Made-Up 3-Year Math



## YEAR 1

Revenue (Product Forecast x Price)	400 X 350 = 140,000
- Expenses	\$97,200
Profit	<b>\$42,800</b>

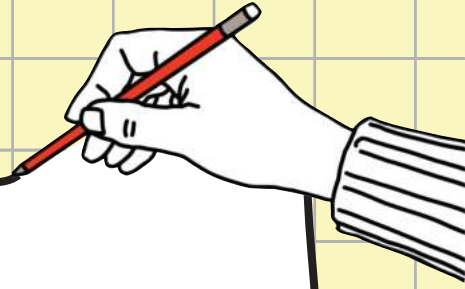
## YEAR 2

Revenue	650 x 350 = 227,500
- Expenses	130,000
Profit	<b>\$97,500</b>

## YEAR 3

Revenue	925 x 350 = 322,000
- Expenses	185,000
Profit	<b>\$137,000</b>

# Your Turn: 3-Year Math



**YEAR 1**

Revenue	_____ x \$ _____	= \$ _____
- Expenses		\$ _____
<hr/>		
Profit		\$ _____

**YEAR 2**

Revenue	_____ x \$ _____	= \$ _____
- Expenses		\$ _____
<hr/>		
Profit		\$ _____

**YEAR 3**

Revenue	_____ x \$ _____	= \$ _____
- Expenses		\$ _____
<hr/>		
Profit		\$ _____

# Everyone rejoices!

## PROCEEDS

Sales Commissions

Partner Returns

Returns to Investors

Well-Compensated Employees

## REPUTATION

Happy Customers and Partners

- Referrals
- Testimonials

Positive Press

Community Contribution





“I have found no greater satisfaction than achieving success through honest dealing and strict adherence to the view that, for you to gain, those you deal with should gain as well.”

- Alan Greenspan



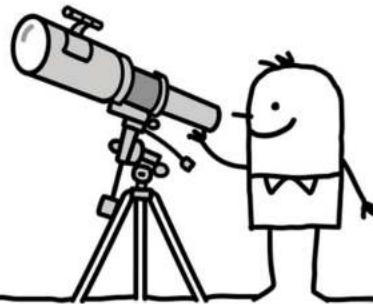
# The Objectives

“The real voyage of discovery consists not in seeking new lands, but in seeing with new eyes.”

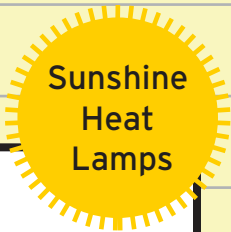
---

- Marcel Proust

Set even smarter goals.



# Made-Up Goals II



## My Top 5 Business Goals this year are...

**Service** - Respond to all inquiries within 1 business day

**Social** - Collect backpacks and supplies for local schools

**Profit** - Revenue of \$1 million

**Growth** - Mentioned in the press 10 times

**Lifestyle** - Work 35 hours per week, 4 weeks of vacation

## In Year 2 my business goals are...

**Service** - Implement customer referral program

**Social** - Collect backpacks and supplies for local schools

**Profit** -Revenue of \$2 million

**Growth** - 20 customer testimonials; Sign 3 distribution partners

**Lifestyle** -Work 30 hours per week, 5 weeks of vacation

## In Year 3 my business goals are...

**Service** - Implement frequent buyer program

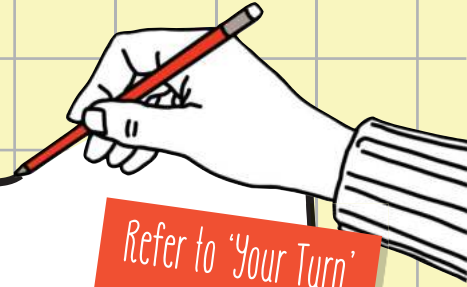
**Social** - Collect backpacks and supplies for local schools

**Profit** - Revenue of \$4 million

**Growth** - Launch in new market

**Lifestyle** - Work 25 hours per week, 6 weeks of vacation

# Your Turn: Goals II



Refer to 'Your Turn'  
on page 43

## My Top 5 Business Goals this year are...

Service -

Social -

Profit -

Growth -

Lifestyle -

## In Year 2 my business goals are...

Service -

Social -

Profit -

Growth -

Lifestyle -

## In Year 3 my business goals are...

Service -

Social -

Profit -

Growth -

Lifestyle -

### **A. The Plot**

- The Problem
- The Solution
- The Happy Ending



### **B. The Characters**

- The Villain
- The Villagers
- The Hero
- The Sidekicks



Put It All

### **C. The Setting**

- Costs
- Customer Service
- Competition
- Communication



### **D. The Magic**

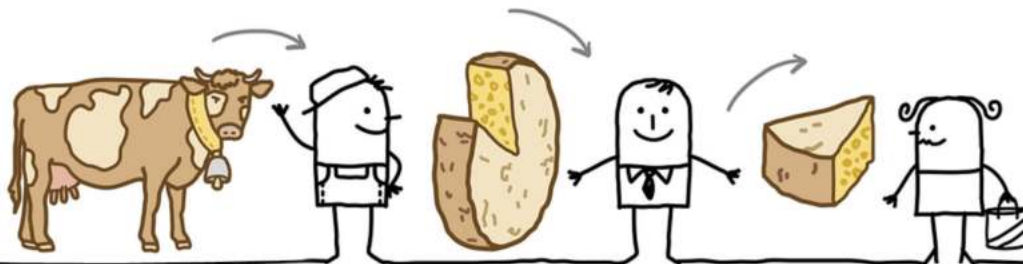
- Description
- Features
- Benefits
- Evolution

# Together

## Win-win-win.

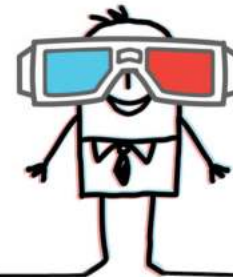
“I think one of the most misunderstood things about business in America is that people are either doing things for altruistic reasons or they are greedy and selfish, just after profit. That type of dichotomy portrays a false image of business. It certainly is a false image of Whole Foods. The whole idea is to do both: The animals have to flourish, but in such a way that it'll be cheap enough for the customers to buy it.”

- John Mackey



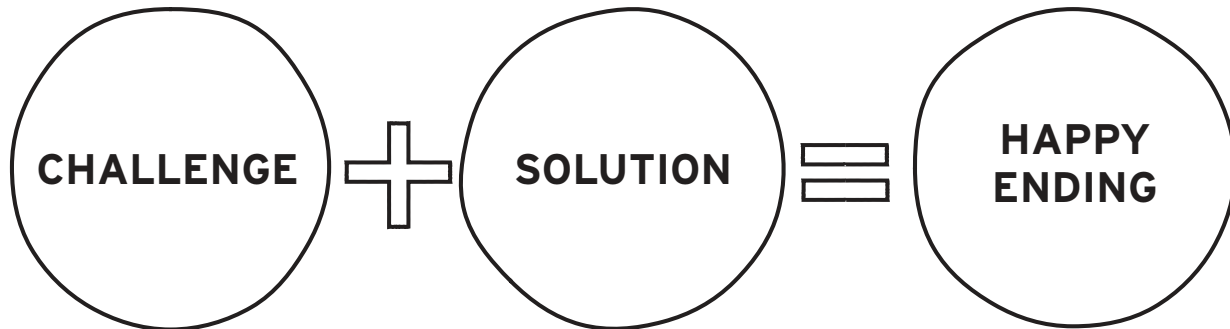


## Review the Plot: Now in 3-D!



# Made-Up Plot Development II

Sunshine  
Heat  
Lamps



What problem are you solving for each type of Villager (end user, implementer and check writer)?

1. School children - dangerous icy conditions cause accidents
2. School maintenance - hard labor using chemicals
3. School principal - high maintenance budget and liability for accidents on school property

How are you solving the problem?

What are the three pieces to your solution: the Hero, the Sidekicks and the Magic?

- Inside sales team, online sales and catalog sales
- Experienced employees
- Seasoned investors
- Outstanding suppliers
- Premium product with energy-saving, ice-melting technology

How are people benefiting from your solution?

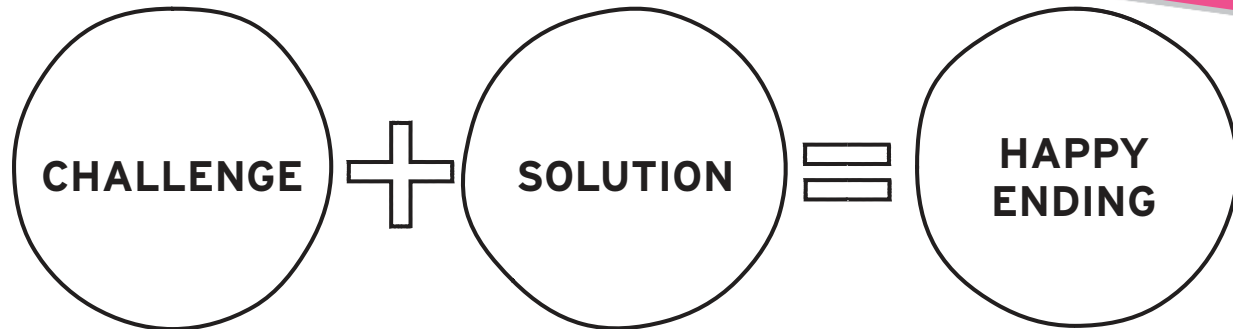
What are the hard and soft benefits to each of the Villagers?

1. Happy children - can play safely outside
2. School maintenance - no more chemicals, lower maintenance
3. School principal - lower maintenance budget and reduced liability

# Your Turn: Plot Development II



Refer to 'Your Turn'  
on page 61



What problem are you solving for each type of Villager (end user, implementer and check writer)?

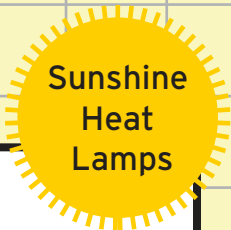
How are you solving the problem?

What are the three pieces to your solution: the Hero, the Sidekicks and the Magic?

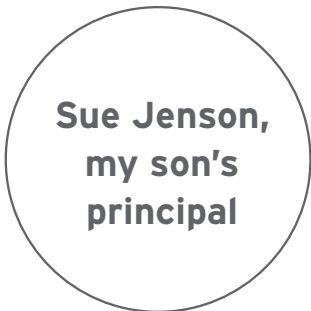
How are people benefiting from your solution?

What are the hard and soft benefits to each of the Villagers?

# Made-Up Audience View II



Remember each person you speak with will have their own perspective.  
What do you think each of your audience members will care about most?



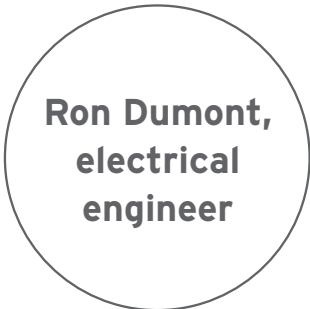
safety and cost



human interest story



ease of installation and maintenance



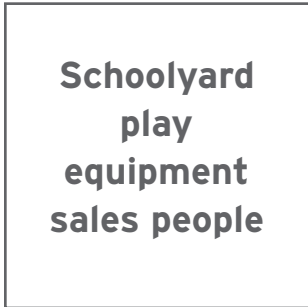
product power

saving design



child safety

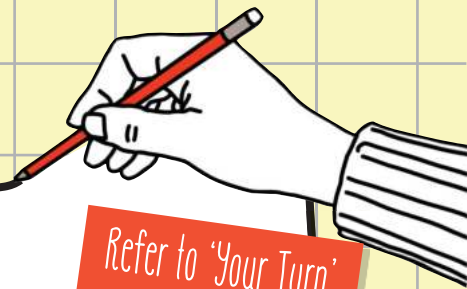
cost



product line

compatibility

# Your Turn: Audience View II



Remember each person you speak with will have their own perspective.  
What do you think each of your audience members will care about most?

*Refer to 'Your Turn'  
on page 33*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

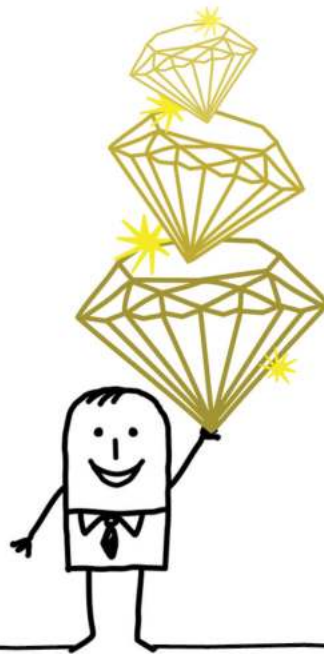
\_\_\_\_\_

“The finest language is mostly made up of simple unimposing words.”

---

- Mary Anne Evans (wrote as George Eliot)

Choose top-quality words.



# Made-Up Wiser Words

Sunshine  
Heat  
Lamps

Write five words or phrases that describe your business.

✓  
Priority #1  
Child Safety

✓  
Expert  
design

Reasonably  
priced  
Easy to maintain  
and install

✓  
Reliable and  
trustworthy

Green products:  
save energy and  
money  
Green products qualify  
for government grants

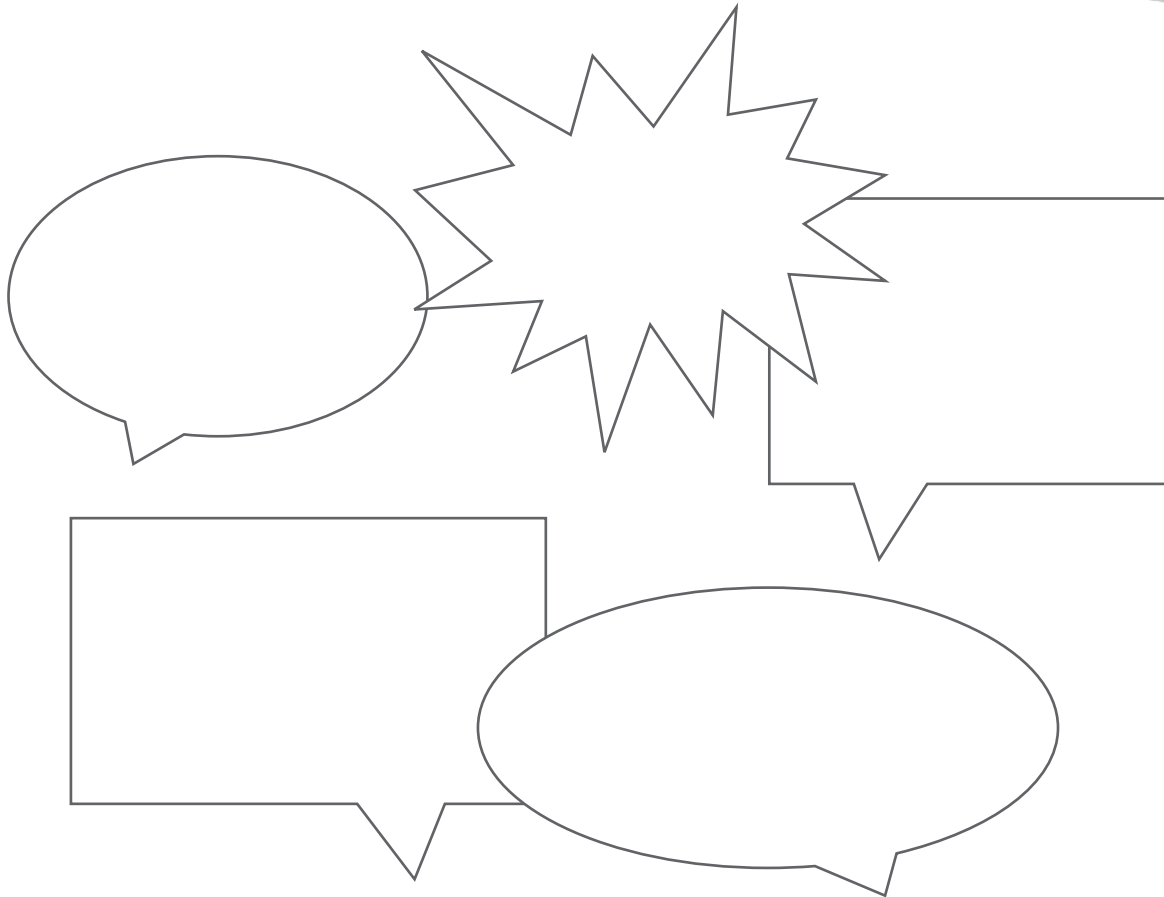


# Your Turn: Wiser Words



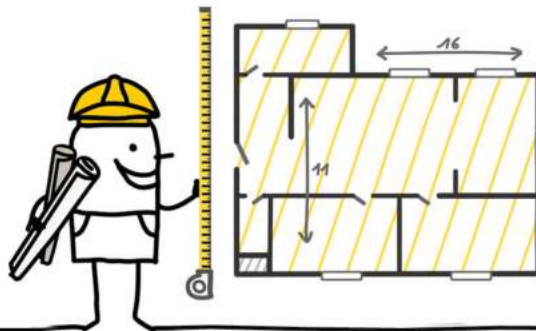
Write five words or phrases that describe your business.

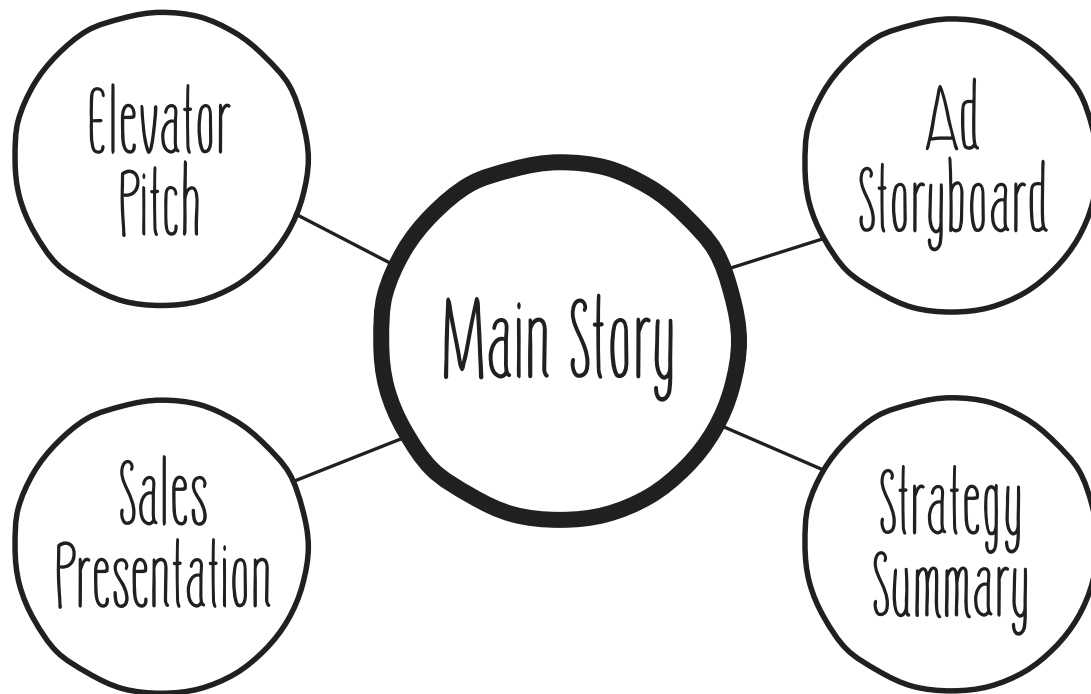
Refer to 'Your Turn'  
on page 25



# The Narratives

Create a consistent message using multiple formats.





# Elevator Pitch

“You’ve got fifteen seconds. Impress me.”

---

- Henry Jenkins

## Keep it short and sweet.

How would you explain your business and make a sale if fate placed you in an elevator with your dream prospect and you only had the time it takes to get from the bottom of the building to the top?



# Made-Up Elevator Pitch

Sunshine  
Heat  
Lamps

**CHALLENGE**



**SOLUTION**



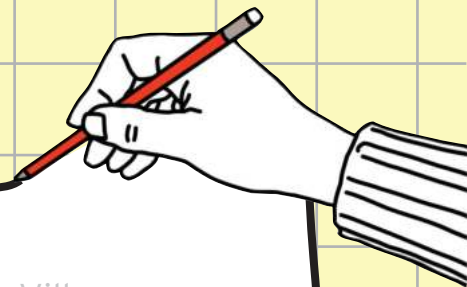
**HAPPY  
ENDING**

There are over **10 million school children in the U.S.** who are affected by **icy weather conditions**. **School children** can experience **schoolyard accidents** that can ultimately affect the **school's liability insurance and medical expenses**.

Our **Sunshine Heat Lamps** help **schools** solve their **ice** problems. We offer **energy-saving light bulbs** and a **child-safe design** based on our **electrical design expertise**, **real schoolyard experience** and **energy-saving technology**. And our **online ordering system** makes it easy to learn about and access our solutions.

Organizations who use our **Sunshine Heat Lamps** experience **happier children**, **use no dangerous chemicals** and **reduce their maintenance budget**.

# Your Turn: Elevator Pitch



**CHALLENGE**



**SOLUTION**



**HAPPY  
ENDING**

There are over     # of Villagers         Villagers      
who are affected by     the Villian    .  
    Villagers     can experience     Result of      
    Problem     that can ultimately affect the  
    Check Writer's     Bottom Line.

Our     Magic     help     Villagers      
solve their     Villian     problems. We offer  
    Feature 1     and     Feature 2     based on our  
    Expertise    ,     Experience     and     Technology    .  
And our     Hero     makes it easy to learn about  
and access our solutions.

Organizations who use our     Magic      
experience     End User Benefit    ,  
    Implementer Benefit     and     Check Writer Benefit    .

# Sales Presentation

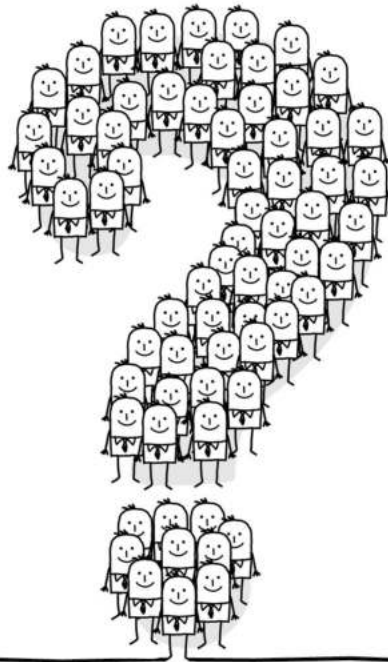
“During the presentation, you need to interact with your audience. One of the best ways to do this is to ask open-ended questions frequently throughout your presentation.”

---

- Nat Robinson



A great sales presentation  
is a conversation.



## Be clear and to the point.

“The reason you give a presentation is to make a sale. So make it. Don’t leave without a ‘yes,’ or at the very least, a commitment to a date or to future deliverables.”

- Seth Godin



# Rehearse, rehearse, rehearse.

## **“Practice out loud.**

Three to six times should do it.

## **Practice by recording yourself.**

Ask yourself, ‘Would I want to sit through this?’ If ‘No,’ then you need to change the presentation.

## **Practice in front of a real audience, similar to your target audience.**

Practice in front of people who are similar to the ‘real audience.’ If there are concepts that aren’t clear, it’s better to find out in front of this group.”

**- Marjorie Brody**

# Sales Presentation Outline (SLIDES 1 - 4)

SLIDE #	SLIDE FOCUS	STORYTELLING SECTION	SLIDE CONTENT
1	Cover Slide		<ul style="list-style-type: none"><li>• Company name</li><li>• Presenter name</li><li>• Date</li></ul>
2	Agenda		Presentation outline
3	Opportunity Overview	The Plot	<ul style="list-style-type: none"><li>• What problem are you solving? For whom?</li><li>• How do you solve their problem?</li><li>• How are people benefiting from your solution?</li></ul>
4	Opportunity Overview	The Magic	<ul style="list-style-type: none"><li>• Date established (if important)</li><li>• Highlights and successes</li><li>• Rewards and recognition</li></ul>

SLIDE SO WHAT?	OPEN-ENDED QUESTIONS	HINT
Our company is professional and polished.	What are you hoping to get out of today's discussion?	Presenters should introduce themselves and state their purpose for the meeting. Set a friendly tone.
Optional slide: Depends on personal style. If the presentation is long, it helps to share the structure with the audience. Set audience expectations.	Is there anything that you would like to ensure that we discuss?	Presenters should indicate that questions and comments are welcome throughout the presentation.
Our company understands there is a clear opportunity that we are set up well to exploit and help our customers.	How is The Problem effecting you?	Presenters should emphasize the part of the plot equation that is most important to their audience.
Our company is successful and has an excellent reputation.	How did you get involved in this industry?	Focus on recent accomplishments, not historical success. Emphasize why you have a good reputation.

# Sales Presentation Outline (SLIDES 5 - 8)

SLIDE #	SLIDE FOCUS	STORYTELLING SECTION	SLIDE CONTENT
5	Team Highlights	The Magic	<ul style="list-style-type: none"><li>• Leaders and key team members</li><li>• Achievements and successes</li><li>• Rewards and recognition</li></ul>
6	The Challenge	The Problem	<ul style="list-style-type: none"><li>• Description of the problem</li><li>• Who is it impacting?</li><li>• How is it impacting them?</li></ul>
7	Target Market Size	The Frightened Villagers	<ul style="list-style-type: none"><li>• Where are they?</li><li>• How many are there?</li><li>• Are they increasing or decreasing in number?</li></ul>
8	Target Market Needs	The Frightened Villagers	<ul style="list-style-type: none"><li>• End user needs and motivations</li><li>• Implementer needs and motivations</li><li>• Check writer needs and motivations</li></ul>

SLIDE SO WHAT?	OPEN-ENDED QUESTIONS	HINT
Optional slide - Will the reputation or accomplishments of your team member(s) increase credibility with your audience?	Who are your key team members?	It may be helpful for your customer to speak directly to your key members. Offer this access, if appropriate.
Our company understands the value of solving the problem.	How are you currently solving the problem? Ask about the cost of NOT solving the problem.	Presenters should indicate that questions and comments are welcome throughout the presentation.
There are a sufficient number of potential customers who can be communicated with.	Are these characteristics you can relate to?	Be cautious about making generalizations related to gender, age, race, etc..
Our company understands the needs of its customers.	Are these the most frustrating issues you are dealing with?	Ask if there are any needs that haven't been mentioned.

# Sales Presentation Outline (SLIDES 9 - 12)

SLIDE #	SLIDE FOCUS	STORYTELLING SECTION	SLIDE CONTENT
9	Product Descriptions	The Magic	<ul style="list-style-type: none"><li>• What are the unique ways your product solves through offerings, specifications and support?</li><li>• How is your company unique in experience, expertise and technology?</li></ul>
10	Product - Features and Benefits	The Magic	<ul style="list-style-type: none"><li>• Main features and how they deliver benefits that can be measured, estimated and/or described</li></ul>
11	Case Study #1 - Customer Success	The Magic	<ul style="list-style-type: none"><li>• Problem from the customer's perspective</li><li>• Solution you provided</li><li>• Happy Ending (tangible benefits) the customer experienced</li></ul>
12	Sales and Distribution	The Hero	<ul style="list-style-type: none"><li>• Main sales teams</li><li>• Extended teams (if applicable)</li><li>• On their own teams (if applicable)</li></ul>



SLIDE SO WHAT?	OPEN-ENDED QUESTIONS	HINT
Our product efficiently and effectively solves a real customer need.	What are you currently using to solve The Problem?	The main purpose of your product is to solve a problem for them.
Our product offers tangible benefits that your customers care about.	Which benefits would be most important to you?	Customize the benefits to your audience.
Our company has had meaningful and relatable success with real customers.	What about this situation do you relate to?	Use customer success stories that your audience will relate to.
Our sales team understands your needs and is easy to access.	Are there other ways you prefer to learn about and purchase solutions?	Focus on the sales team's main objective with to solve their problem.

# Sales Presentation Outline (SLIDES 13 - 16)

SLIDE #	SLIDE FOCUS	STORYTELLING SECTION	SLIDE CONTENT
<b>13</b>	<b>Customer Service</b>	The Environment	How easy is it for Villagers to... <ul style="list-style-type: none"> <li>• Implement</li> <li>• Maintain</li> <li>• Support</li> </ul> ...your product?
<b>14</b>	<b>Competition</b>	The Environment	<ul style="list-style-type: none"> <li>• What are their products?</li> <li>• What are their sales and distribution channels?</li> <li>• What is their approach to: cost, customer service and communication?</li> </ul>
<b>15</b>	<b>Customer Pricing</b>	The Environment	<ul style="list-style-type: none"> <li>• Product pricing structure</li> <li>• Return on Investment for customers (if possible)</li> </ul>
<b>16</b>	<b>Product Demonstration</b>		<ul style="list-style-type: none"> <li>• Product or deliverable image</li> </ul>

SLIDE SO WHAT?	OPEN-ENDED QUESTIONS	HINT
Our company understand how to support our customers through outstanding customer service.	Are there particular areas of service that we have not touched on?	Reassure the customer that your goal is win-win. Both of you need to be happy to have a successful, long-term relationship.
Our company is well positioned in the competitive marketplace.	Have you had any experience with these organizations?	Create a simple table to compare your company to your competition. Mention any opportunities you have found to work with your competition.
Our company provides excellent value.	How can this pricing structure work with your budget and expected results?	Discuss warranties or guarantees, if applicable.
Our company offers tangible benefits.	Is there a particular feature you would like to see?	If your product is a service, bring samples of your deliverables such as reports and research.

## Sales Presentation Outline (SLIDES 17 - 20)

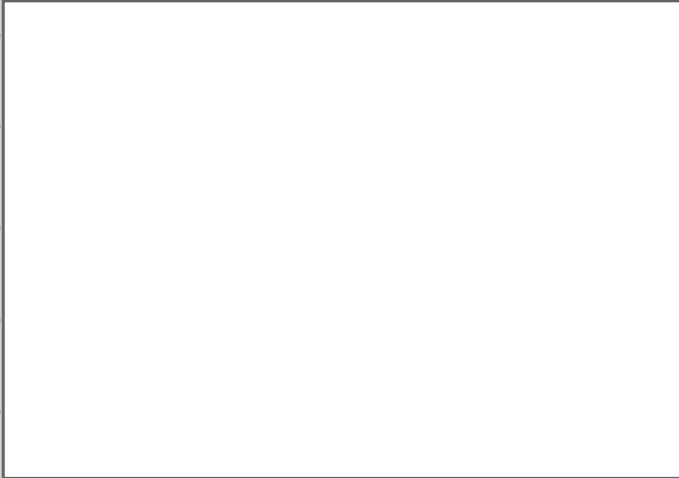
SLIDE #	SLIDE FOCUS	STORYTELLING SECTION	SLIDE CONTENT
<b>17</b>	<b>Case Study #2: Customer Success</b>	The Magic	<ul style="list-style-type: none"><li>• Problem from the customer's perspective</li><li>• Solution you provided</li><li>• Happy Ending (tangible benefits) the customer experienced</li></ul>
<b>18</b>	<b>Summary</b>	The Plot in 3-D	<ul style="list-style-type: none"><li>• Problem size and urgency</li><li>• Solution value and uniqueness</li><li>• Happy Ending benefits and return received</li></ul>
<b>19</b>	<b>Next Steps</b>		<ul style="list-style-type: none"><li>• Specific next steps, and related time frames that are expected to take place after this presentation</li></ul>
<b>20</b>	<b>End Slide</b>		<ul style="list-style-type: none"><li>• Company name</li><li>• Presenter name</li><li>• Contact Information</li></ul>

SLIDE SO WHAT?	OPEN-ENDED QUESTIONS	HINT
Your company has had meaningful and relatable success with real customers.	What about this situation do you relate to?	If possible, use customer success stories that your audience will relate to.
Our company can confidently solve your problem for an excellent price based on the expected return.	Are there any other questions or concerns that you would like to discuss?	Review the value proposition and customize the Happy Ending for your customer.
Make sure you and your prospect are “on the same page.”	Is there anything else we can do to help you out?	Don't forget to thank them for their time and offer to send them a copy of the presentation.
Ensure that your prospect has your contact information.	Is there any other information we can provide you?	Remind them that you will be following up with them as per the agreed upon Next Steps.



# **Your Turn:** Sales Presentation

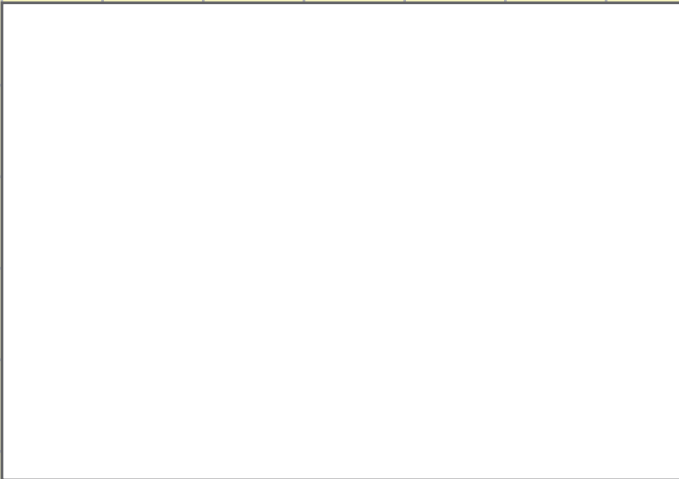
1. Cover Slide



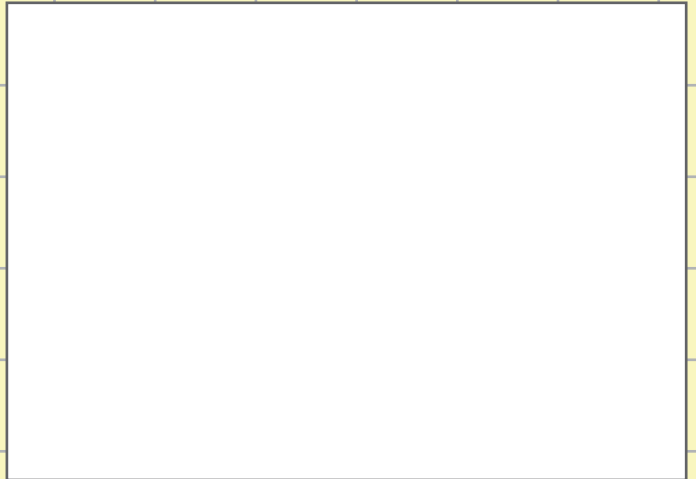
2. Agenda



3. Opportunity Overview

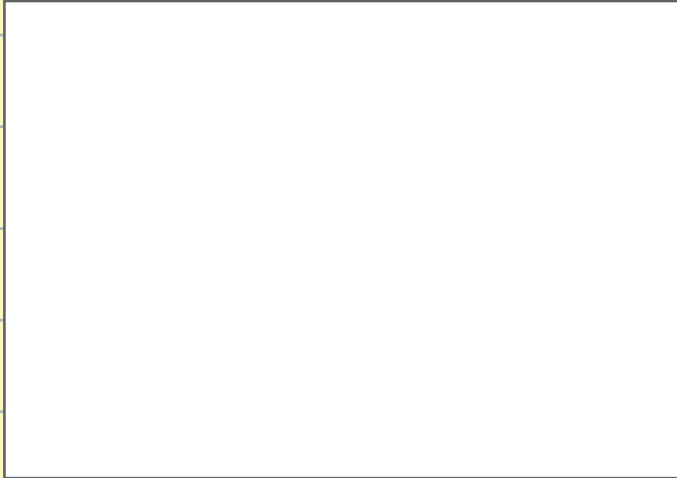


4. Company Overview

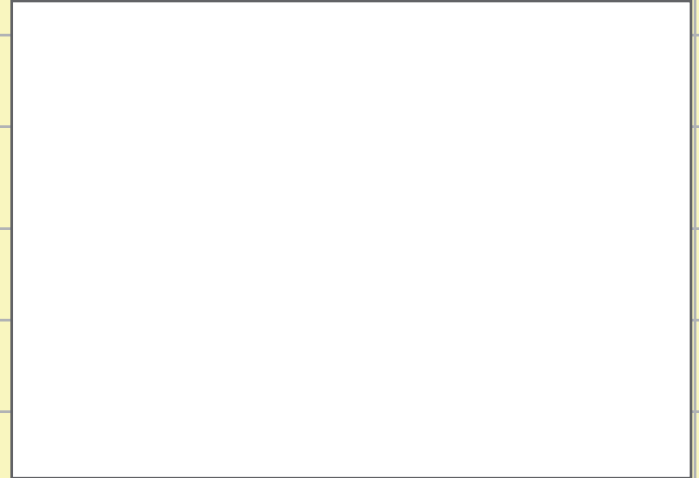


# **Your Turn:** Sales Presentation

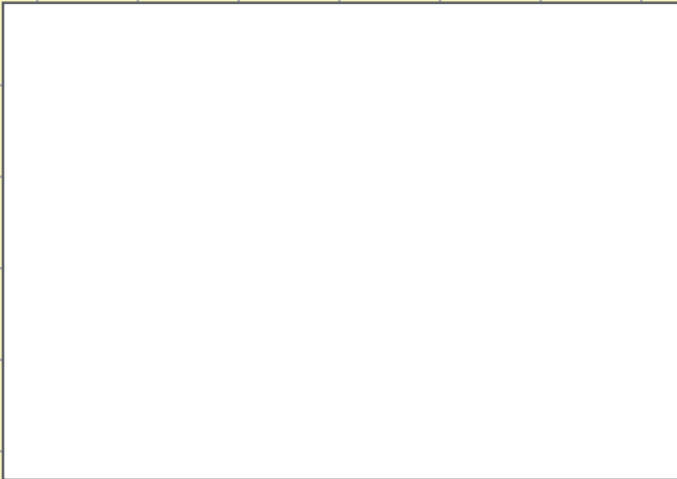
## 5. Team Highlights



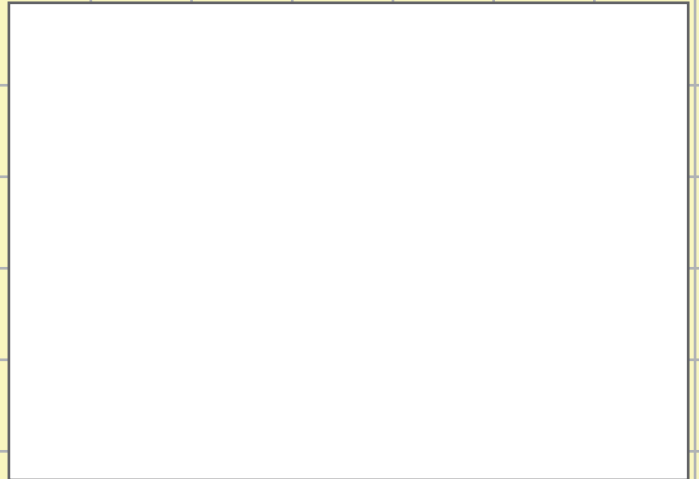
## 6. The Challenge



## 7. Target Market Size



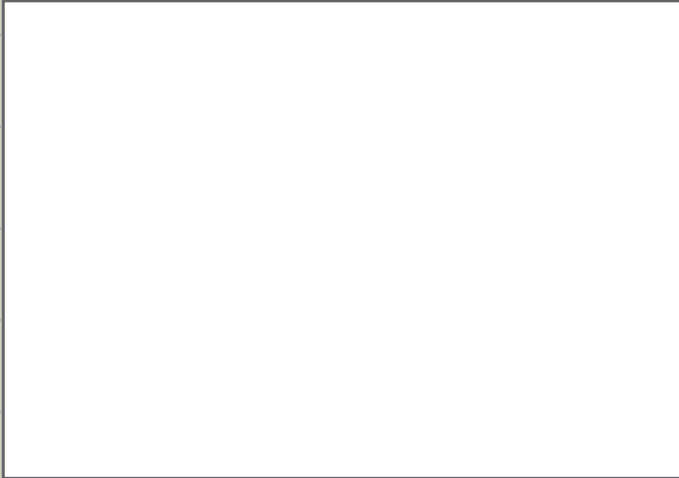
## 8. Target Market Needs



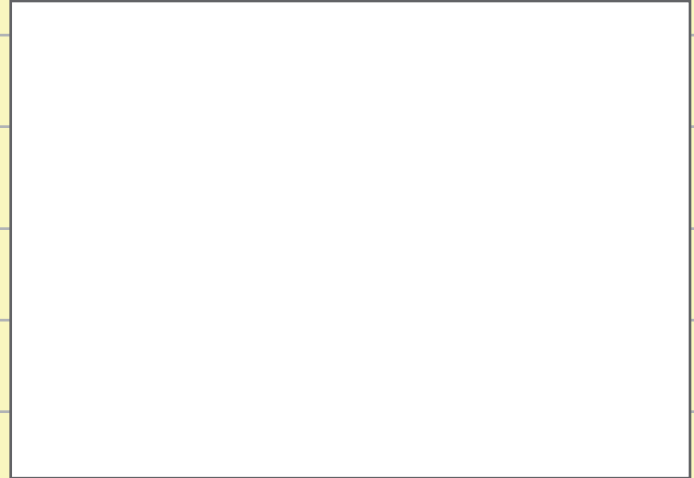


# **Your Turn:** Sales Presentation

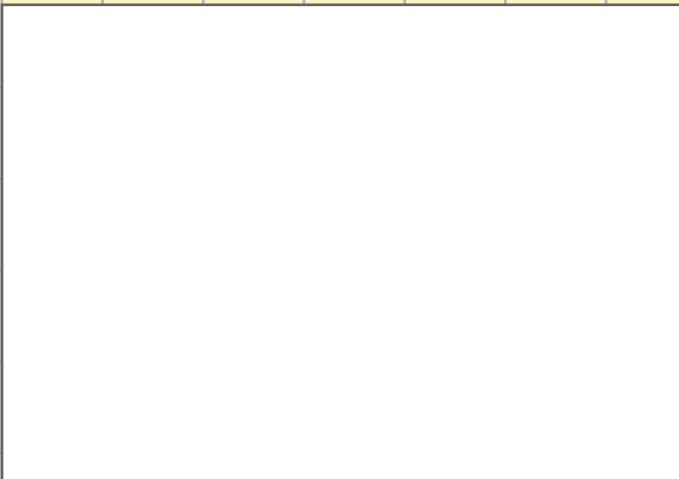
## 9. Product Description



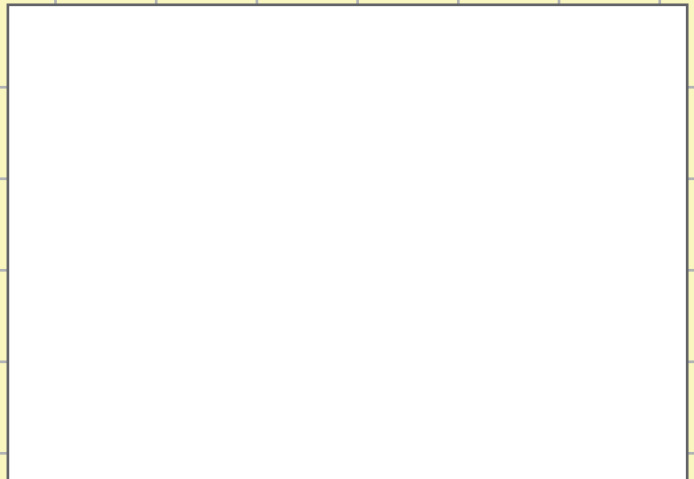
## 10. Product: Features and Benefits



## 11. Case Study #1: Customer Success

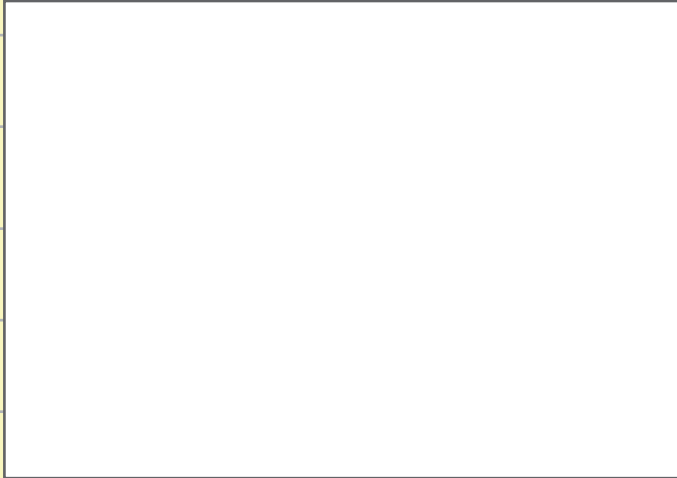


## 12. Sales and Distribution

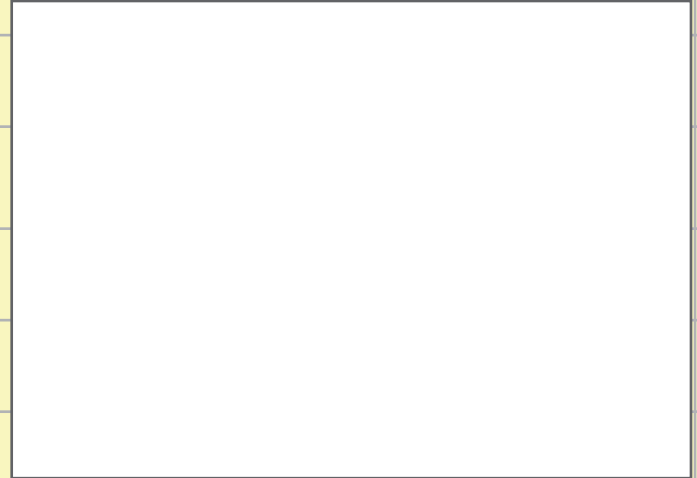


# **Your Turn:** Sales Presentation

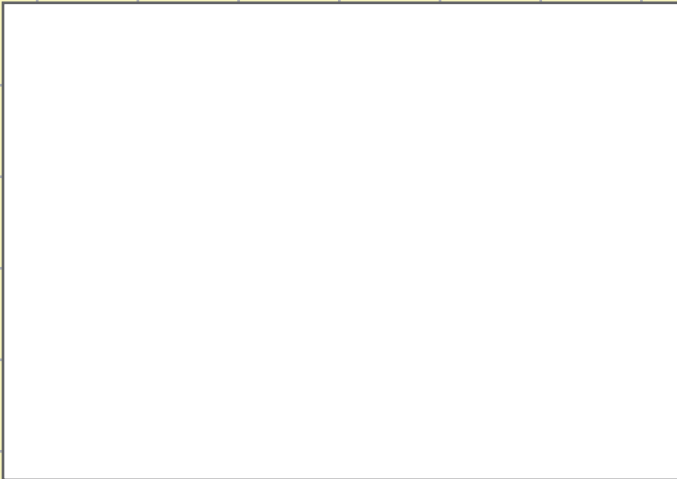
## 13. Customer Service



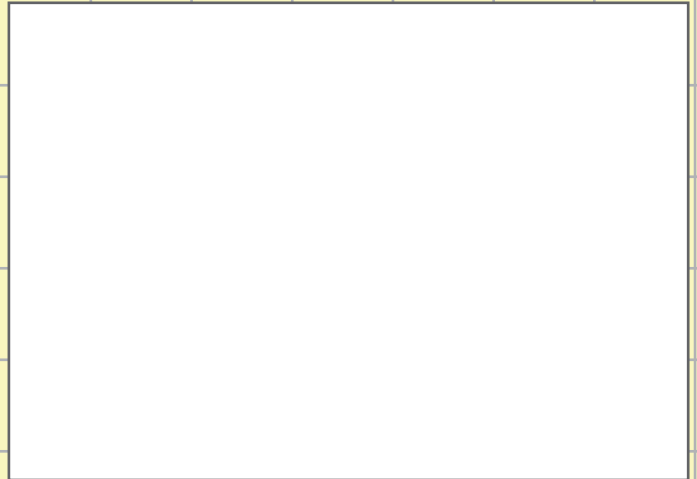
## 14. Competition



## 15. Customer Pricing

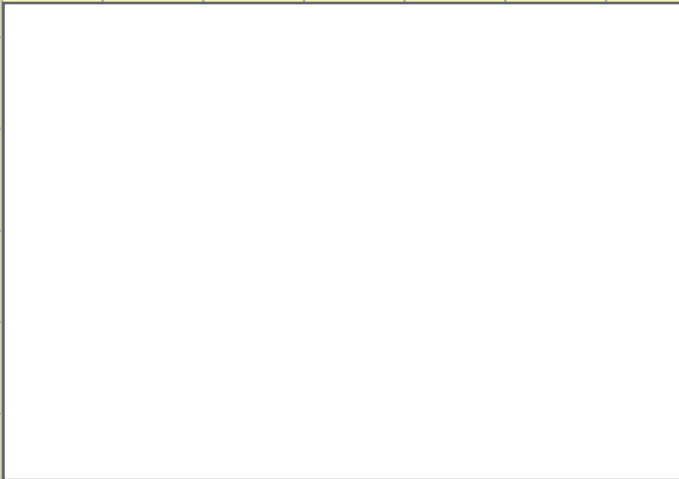


## 16. Product: Demonstration

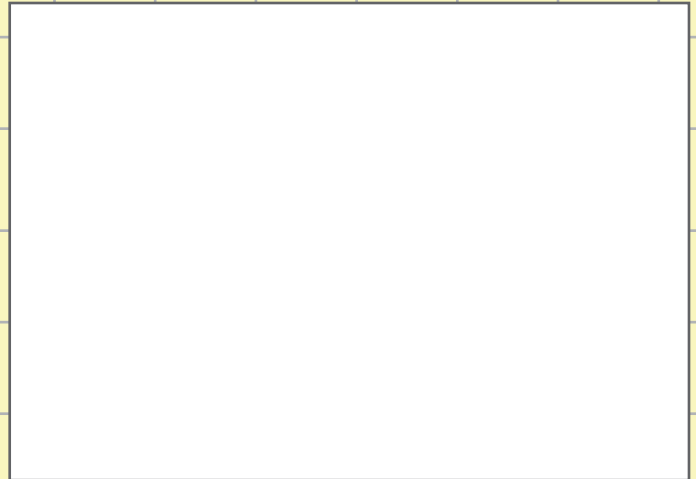


# **Your Turn:** Sales Presentation

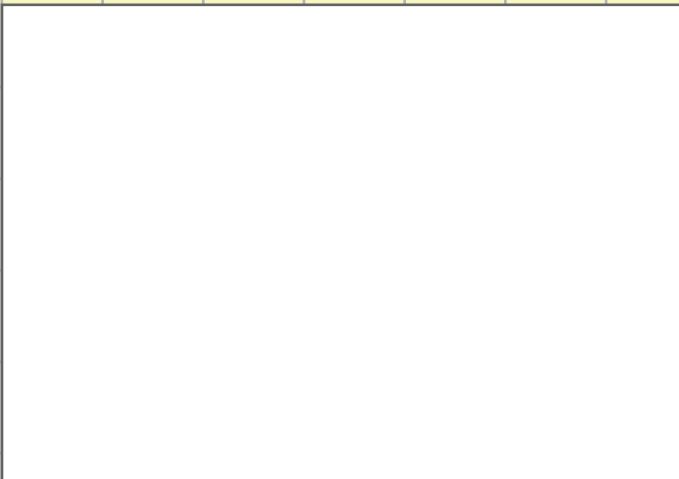
17. Case Study #2: Customer Success



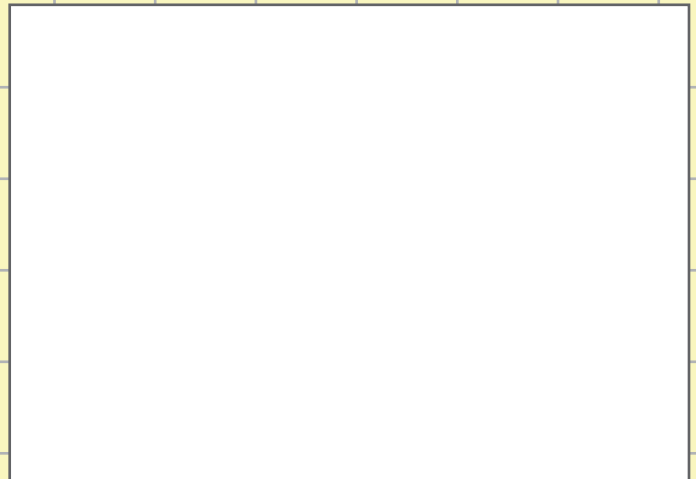
18. Summary



19. Next Steps



20. Final Slide

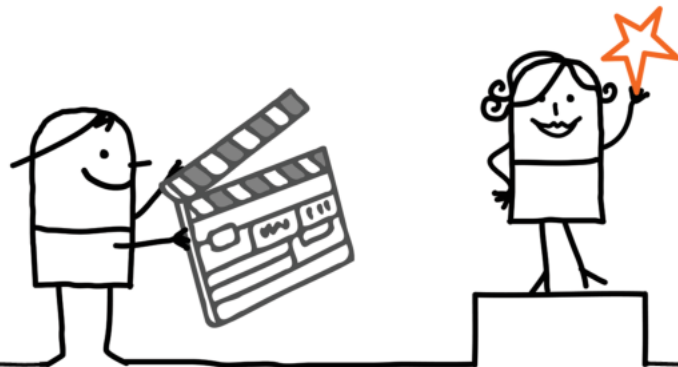


# Ad Storyboard

## What is a storyboard?

Storyboards lay out the flow of the story with rough sketches, usually one or two frames for each key part of the story.

A storyboard is one of the early steps in pitching and producing a movie, television show or advertisement.



# Made-Up Ad Storyboard

1

"Hey Principal Joe, why  
so glum?"

TARGET MARKET

2

"Another child lost his  
tongue when it stuck  
to a pole in the snowy  
playground."

PROBLEM

4

"Have you heard of  
Sunshine Heat Lamps?  
They are heat lamps that  
keep your schoolyard ice  
free."

SOLUTION &  
COMMUNICATION

5

"That's a great idea.  
And only \$50 each?!  
How quickly can we  
have them installed?"

COST & CONVENIENCE

7

"The children are  
happier and healthier  
- and so are the  
teachers!"

USER BENEFIT

8

"But the biggest benefit  
may be to the budget!  
We've reduced snow  
maintenance... and  
medical expenses!"

FINANCIAL BENEFIT

3

"That's the third  
incident this month.  
What should I do?"

PROBLEM SIZE

NOTES

6

"Boy, Principal Joe,  
those Sunshine Heat  
Lamps have sure  
cheered up the place!  
And they look great."

EMOTIONAL BENEFIT

9

"Sunshine Heat Lamps  
make our futures safe  
and sunny."

MARKETING MESSAGE

# Your Turn: Ad Storyboard

**1**



TARGET MARKET

**2**



PROBLEM

**4**



SOLUTION &  
COMMUNICATION

**5**



COST & CONVENIENCE

**7**



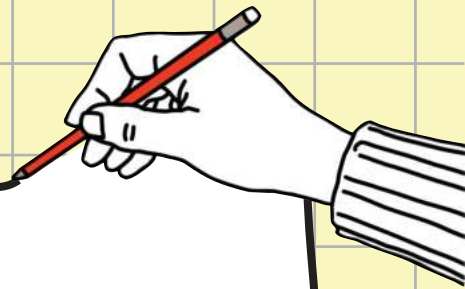
USER BENEFIT

**8**



FINANCIAL BENEFIT





3

PROBLEM SIZE

NOTES

6

EMOTIONAL BENEFIT

9

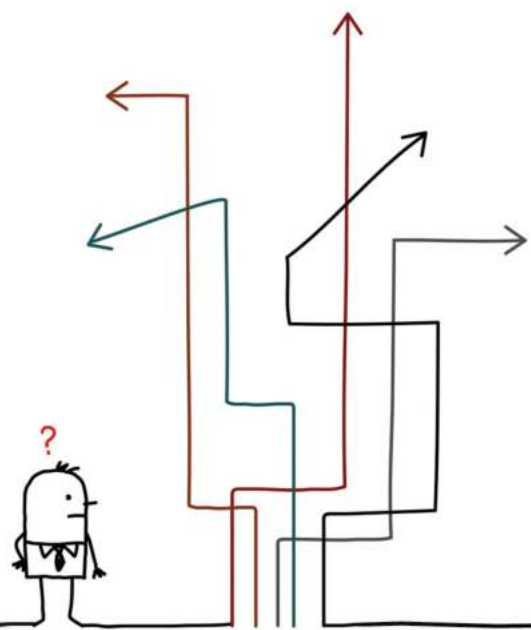
MARKETING MESSAGE

# Business Strategy Summary

## The SWOT Matrix: Do this with your team.

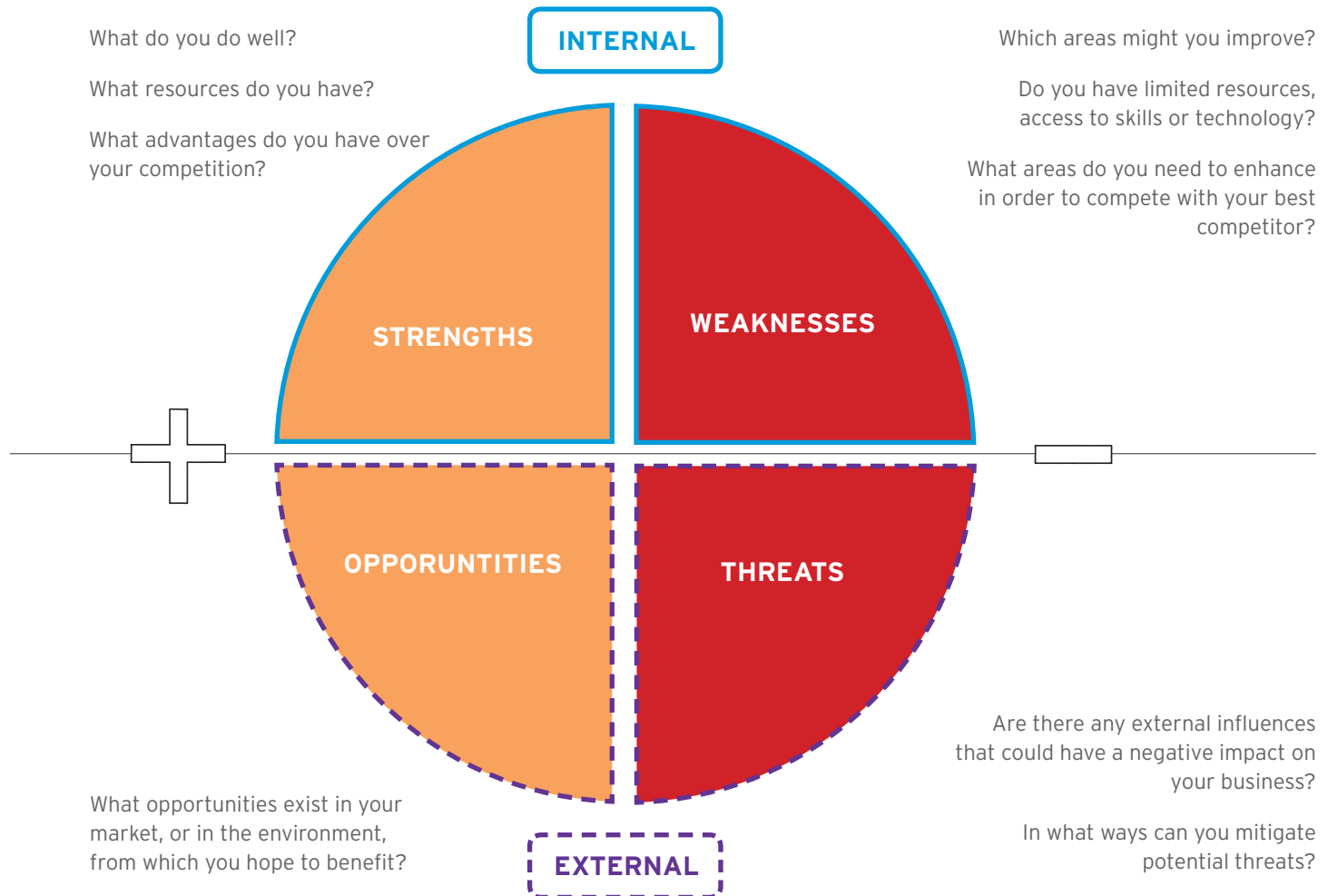
A business strategy summary or SWOT matrix (next page) helps you see the scope of possibilities.

As weaknesses and threats are identified, turn them upside-down and discuss how to transform them into strengths and opportunities.

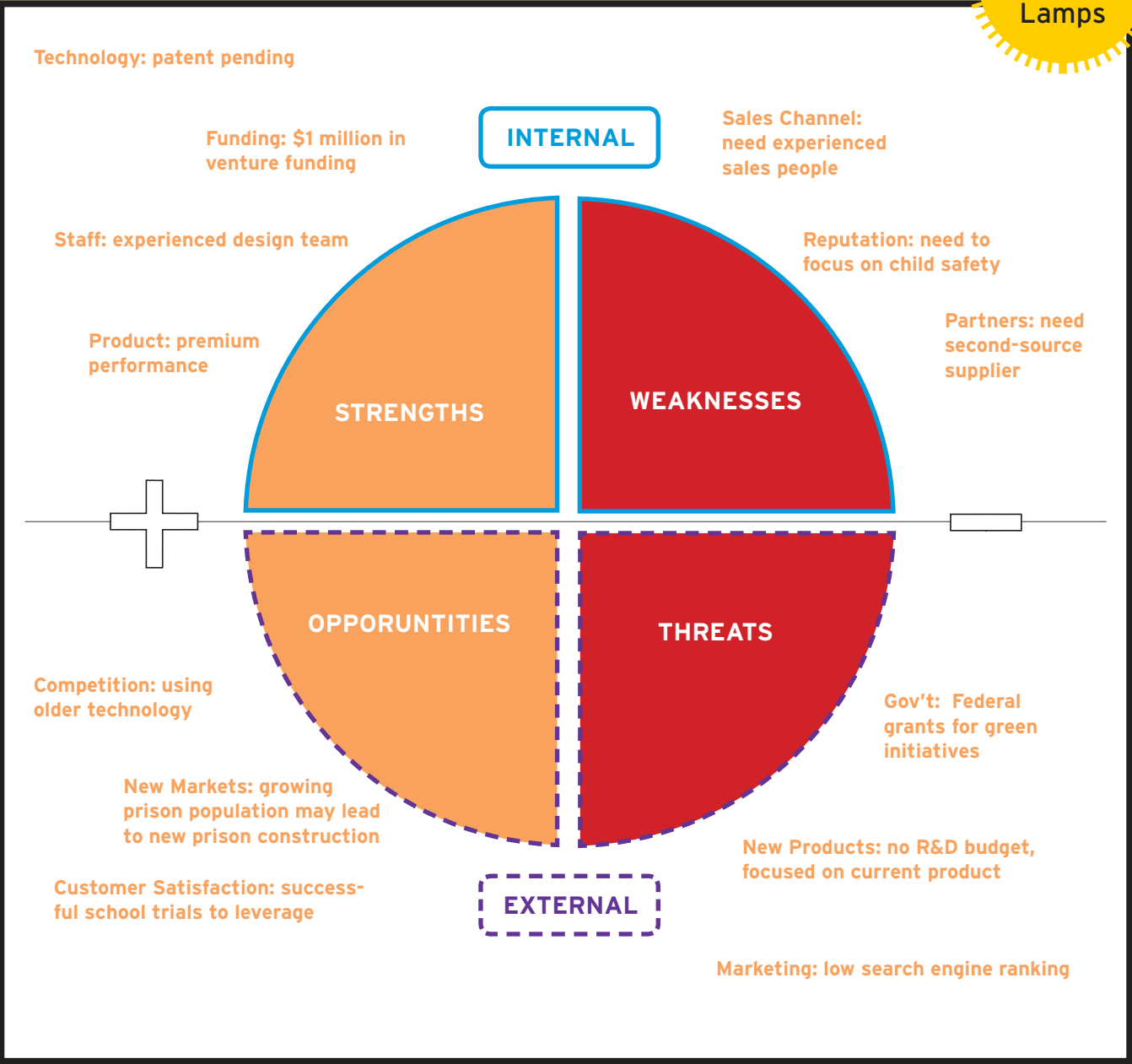
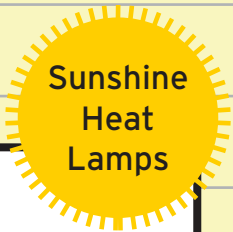


# The SWOT Matrix

## (Strengths, Weaknesses, Opportunities & Threats)



# Made-Up Strategy Summary



# Your Turn: Strategy Summary

Put the following in the appropriate quadrant.  
(They may be in more than one!)

Add a short description to each choice.

Funding

New Markets

Staff

New Products

Product

Sales Channels

Economy

Partners

Competition

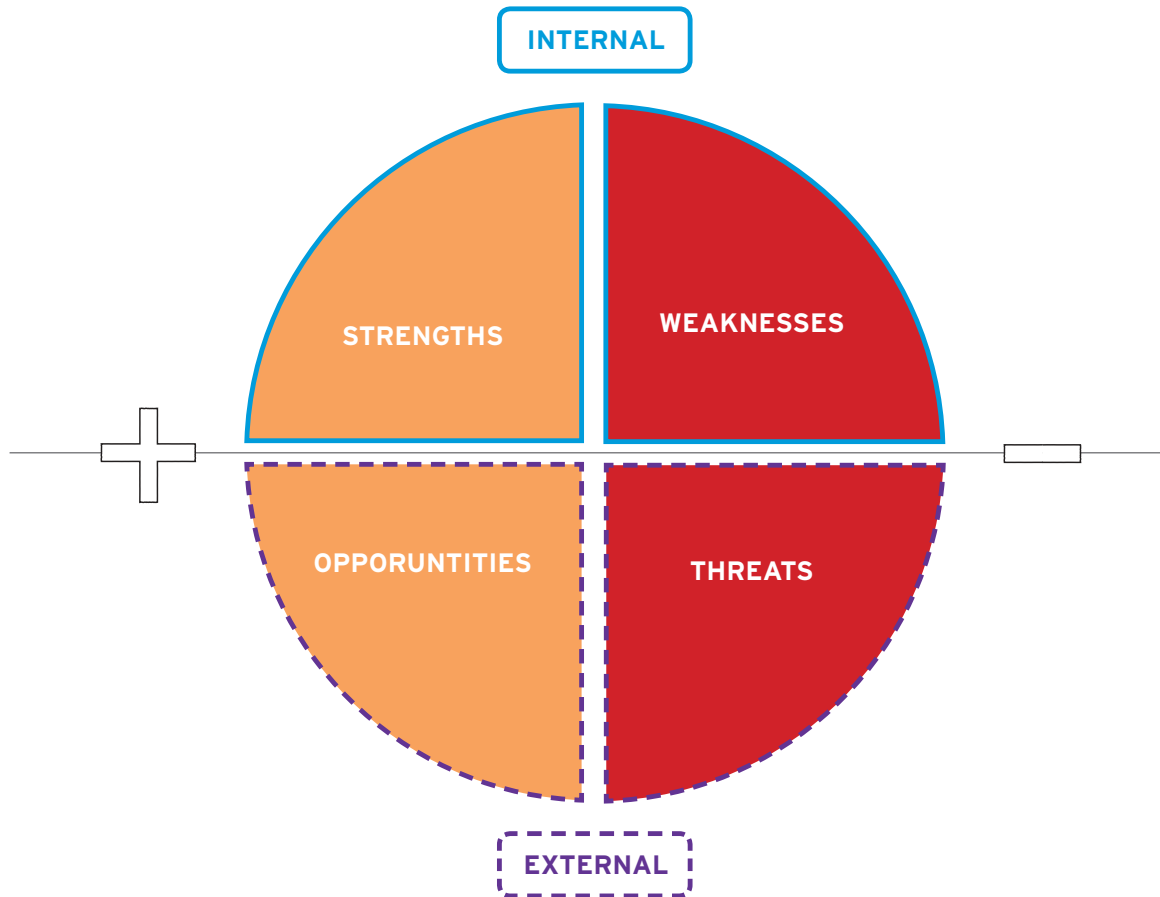
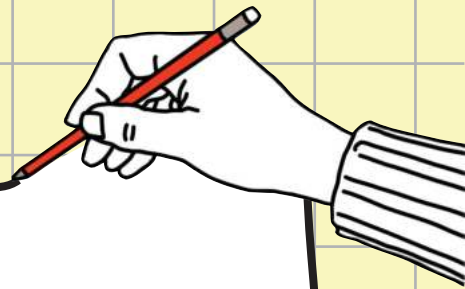
Marketing

Technology

Customer Satisfaction

Reputation

Government



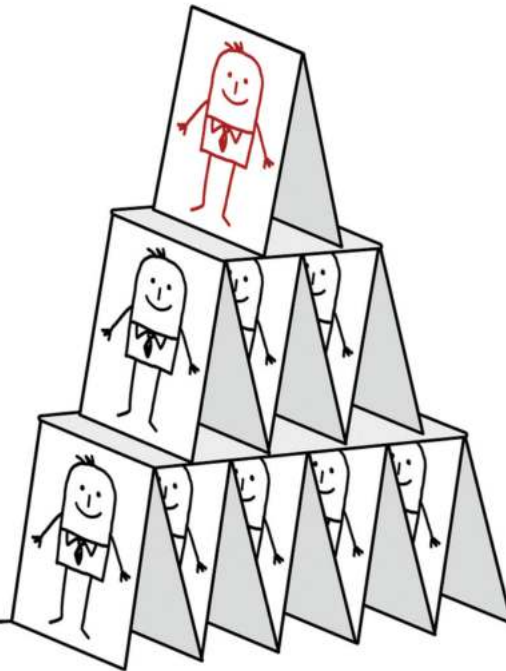
**Infamous Last**



**Words**



Great businesses are built  
on great relationships.



“The most important single ingredient in the formula of success is knowing how to get along with people.”

---

- Theodore Roosevelt

“Communication, the human connection, is  
the key to personal and career success.”

---

- Paul J. Meyer

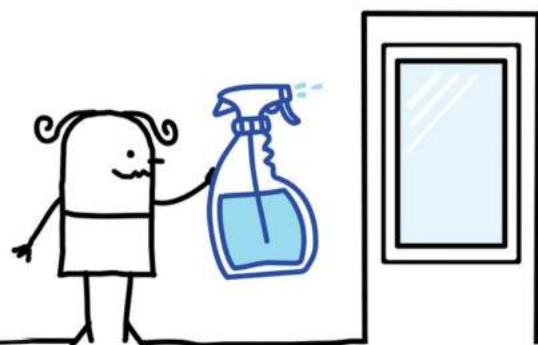
Relationships grow through consistent,  
mutually beneficial exchanges.



# Clearly state your value.

Tell your employees, customers and partners:

- Why your business matters
- Why they care
- How you can help each other



Don't forget to listen.





“You learn when you listen.  
You earn when you listen—not just money, but respect.”

---

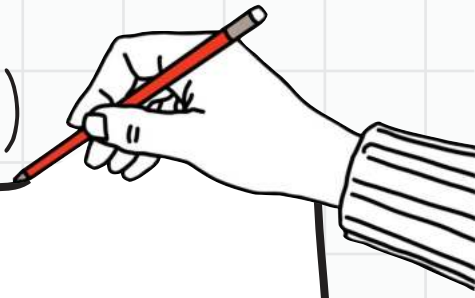
- Harvey Mackay

# **Your Turn:** Your Story in Review (1 of 4)



1. Name one goal you will achieve in the next year.
2. What one color suits your business best? Why?
3. Use five words to describe the problem your business solves.
4. Name one of the people who will be selling your product.

## **Your Turn:** Your Story in Review (2 of 4)



5. What is your revenue goal for this year?

6. Whose name would be on the signature line of a check for your product?  
What is their job?

7. Name three reasons someone would want to work with your business.

8. What is your biggest annual expense?

## **Your Turn:** Your Story in Review (3 of 4)



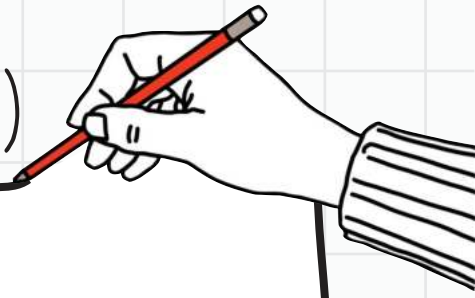
9. Will your customers consider your product a good value? Why?

10. What will you do for unsatisfied customers?

11. Name three of your competitors. What do they do well?

12. What is unique about your product?

## **Your Turn:** Your Story in Review (4 of 4)



13. What is your next product?

14. Who should review your business goals?

15. Will your business be profitable in two years?

16. Name three groups of people you should communicate with on a regular basis.

Correct your course as you move forward.

**Review your goals every three months.**

**Refresh your business story once a year.**



# Project Iron Entrepreneur Tank (Season 2)



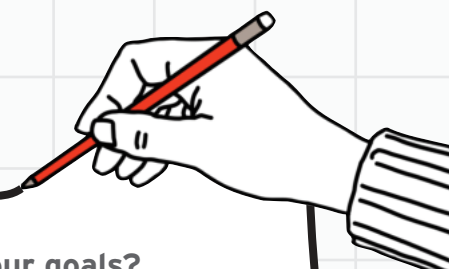


“You need to be good to people.  
You need to take your work seriously.  
You need to have integrity.  
You need to work with what you’ve got.”

---

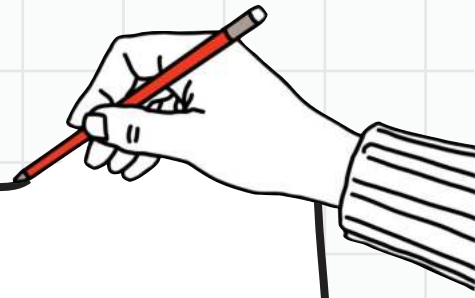
- Tim Gunn

# **Your Turn:** Act Now



1. What are three actions you can take this week to move towards your goals?

2. Name three stakeholders you can contact this week to ask about their needs.



Notes



**Storytelling4**

# Worksheet Table of Contents

Words .....	24-25	Sidekicks .....	102-103
Audience .....	32-33	Customer Service .....	117-119
Goals .....	42-43	Competition.....	125-127
Product(s) .....	50-51	Communication Checklist .....	138-139
Plot .....	60-61	Expenses .....	146-147
Kid's Perspective.....	64-65	3-Year Expenses .....	148-149
Villain .....	72-73	Pricing .....	156-157
Frightened Villagers .....	81-83	Product Description .....	164-165
Heroic Expectations .....	94-95	Features & Benefits .....	168-169
3-Year Expectations .....	96-97	The Future .....	172-173

Management Bio .....	178-179	Wiser Words .....	216-218
Background .....	182-183	Elevator Pitch .....	224-225
Heroic Expectations II.....	190-191	Sales Presentation.....	230-245
Expenses II.....	192-193	Ad Storyboard .....	248-251
3-Year Expectations II .....	196-197	Business Strategy Summary ...	255-257
3-Year Expenses II.....	198-199	Your Story Review .....	268-271
3-Year Math .....	200-201	Act Now!.....	276-277
Goals II.....	206-207		
Plot Development II.....	212-213		
Audience View .....	218-219		