



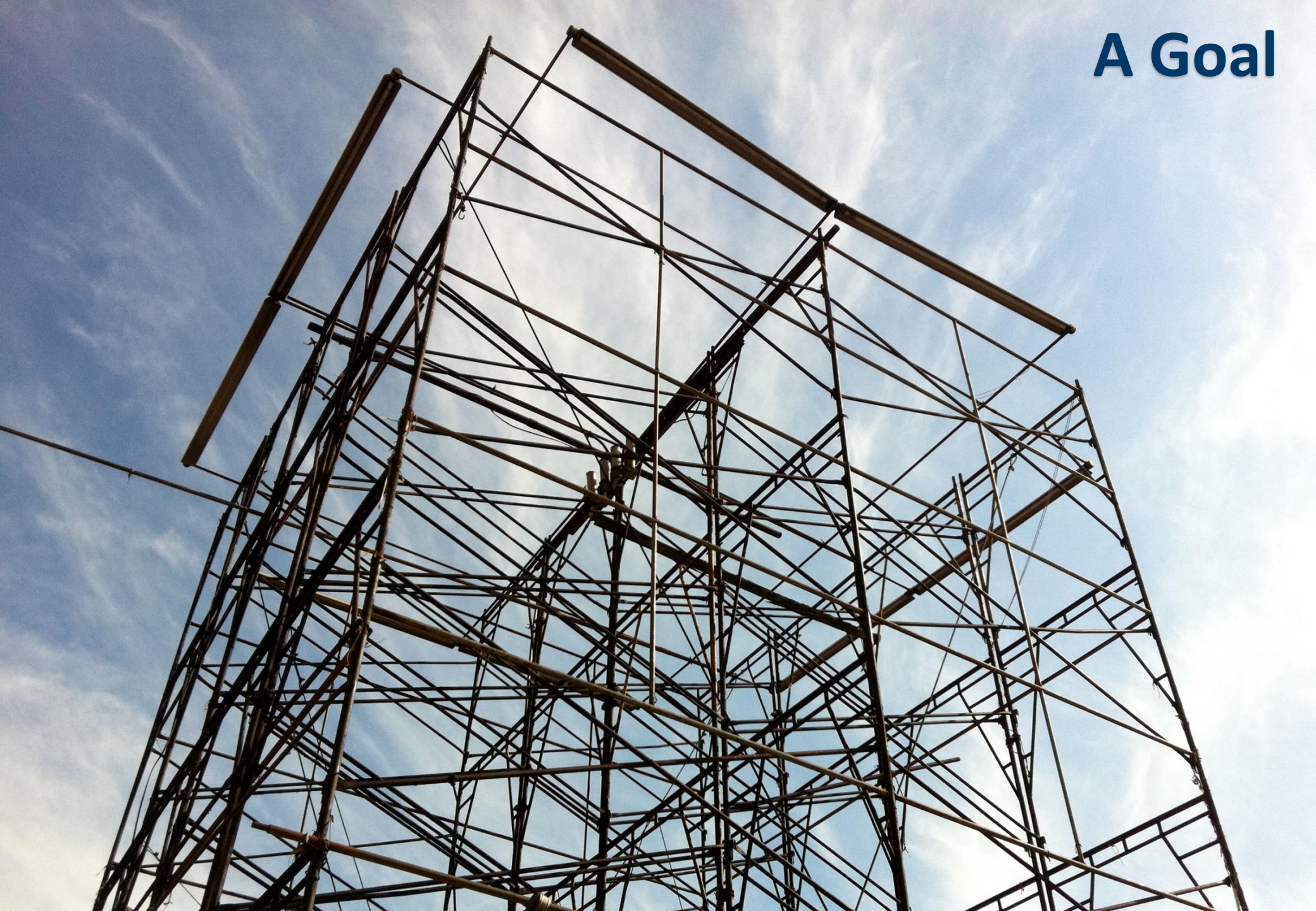
Facts Don't Lie

“...the way you think about yourself turns into your reality. If you draw inaccurate conclusions about who you are and what you’re capable of doing, you’ll limit your potential.”

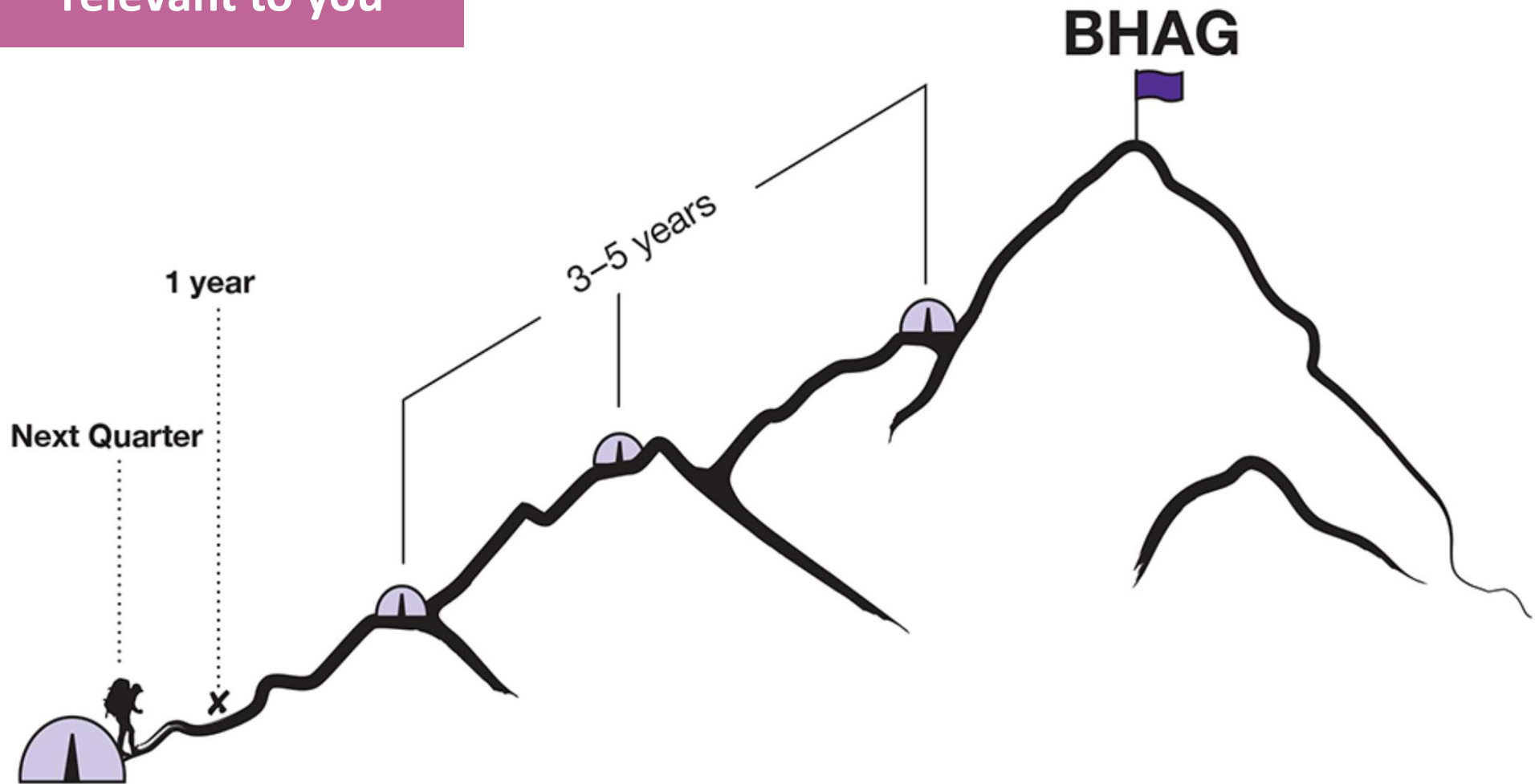
Forbes



A Goal



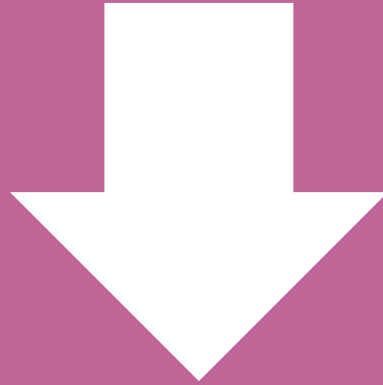
In the chat, write a
BHAG / Objective
relevant to you



How to plan your way to the top ?



The Aim



Work Top Down

Lean Startup

Design Thinking

Agile software
development

Isolate Pains & Gains

Our product has
features unique
on the market

We don't have
enough
recurring
customers

Our market
recognition is
low

We have an
excellent
distribution
network

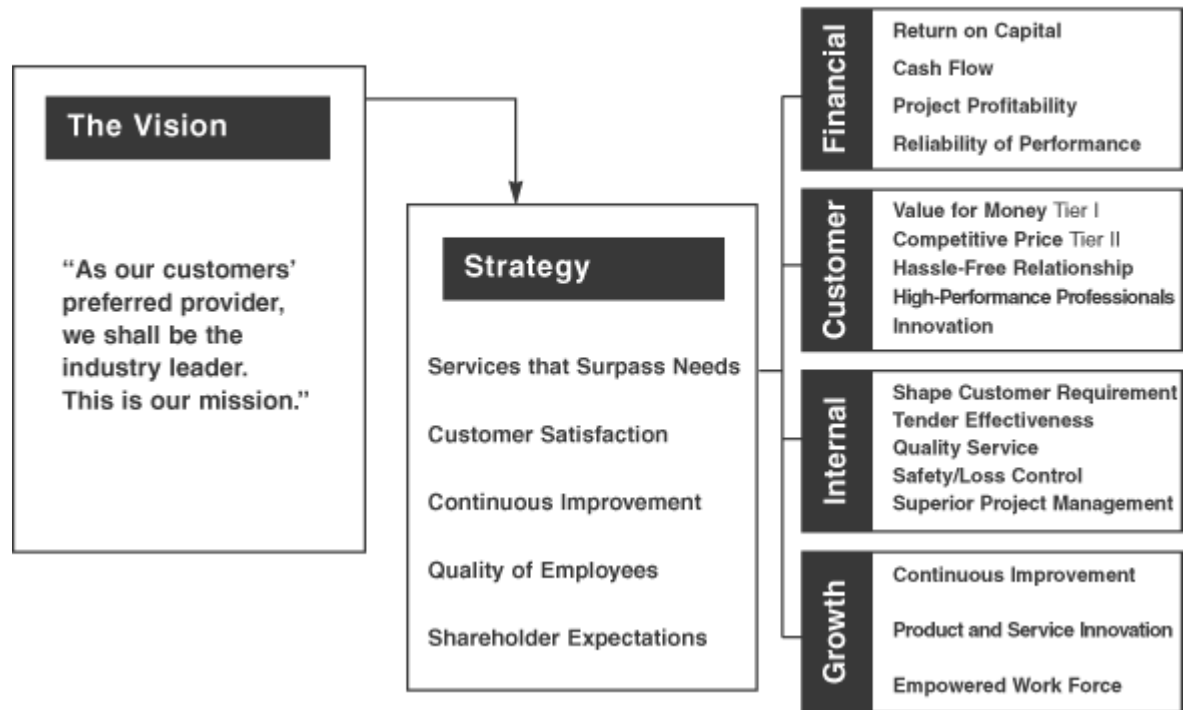
What makes the company unique ?

What needs to be worked on ?

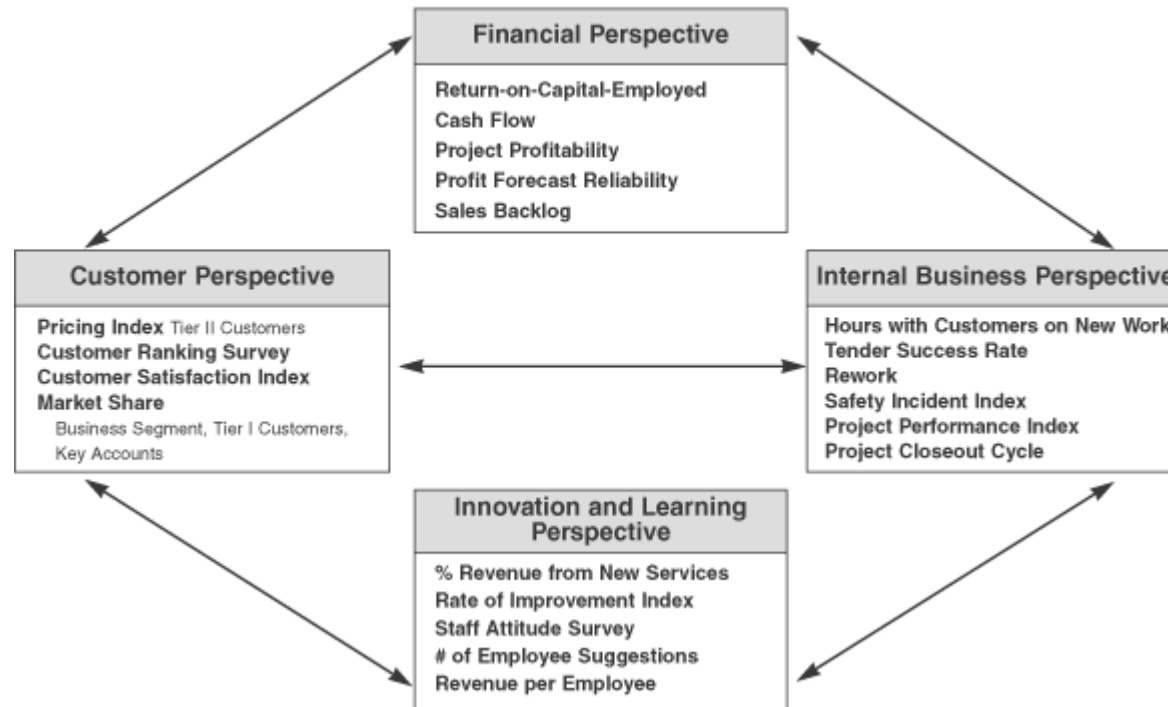
A Plan



Rockwater's Strategic Objectives

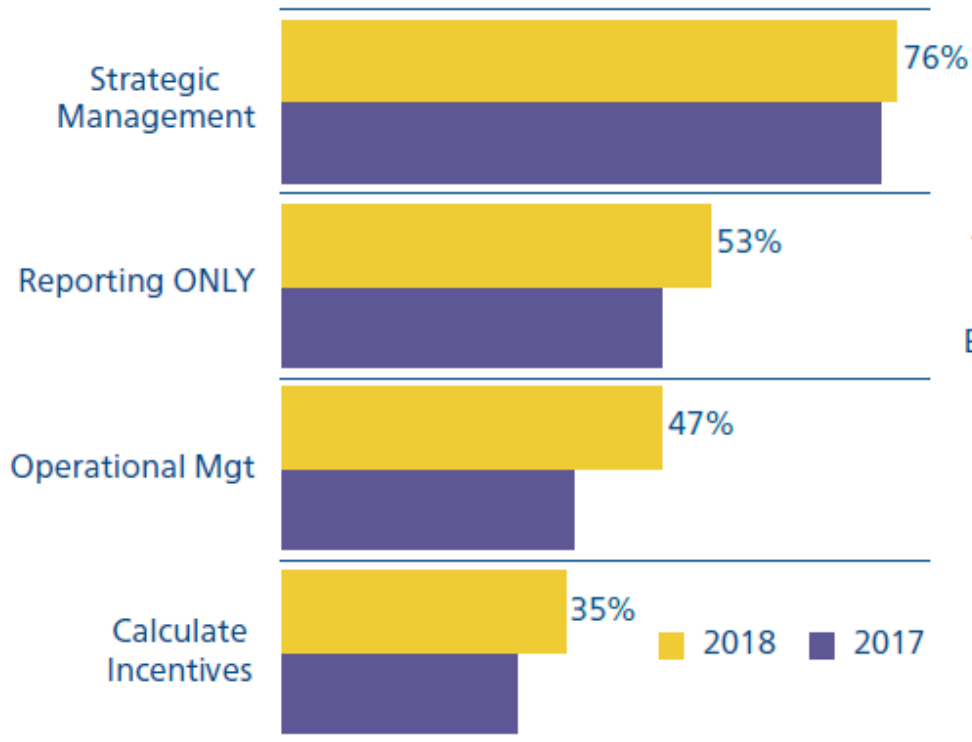


Rockwater's Balanced Scorecard

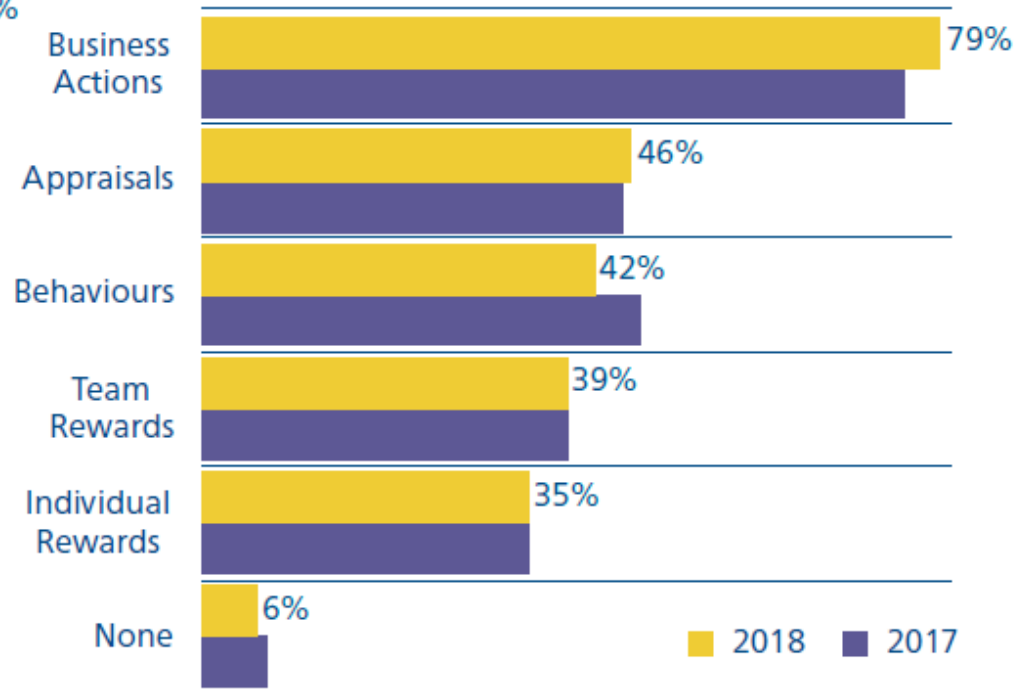


Balanced Scorecard

Uses of Balanced Scorecard



What is influenced by Balanced Scorecard in your Organisation?



Alternatives - Scaling up



PEOPLE

- One-Page Personal Plan (OPPP)
- Function Accountability Chart (FACe)
- Process Accountability Chart (PACe)



STRATEGY

- SWT
- 7 Strata
- One-Page Strategic Plan
- Vision Summary



EXECUTION

- Who What When (WWW)
- Rockefeller Habits Checklist™



CASH

- Cash Acceleration Strategies (CASH)
- The Power Of One










The Business Model Canvas

Designed for:

Designed by:

Date:

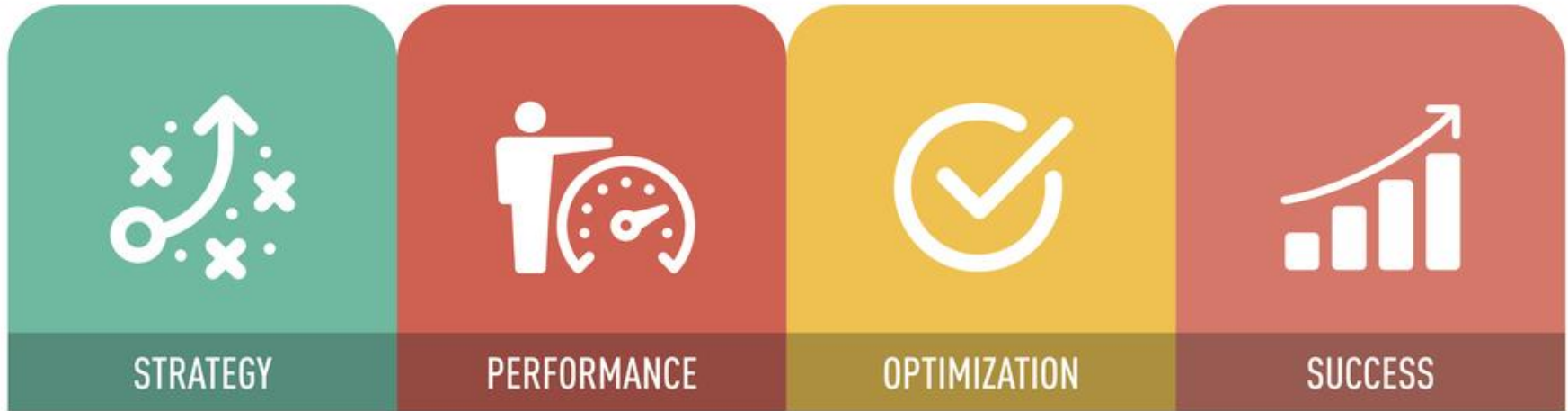
Version:

<h2>Key Partners</h2>  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<h2>Key Activities</h2>  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>	<h2>Value Propositions</h2>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<h2>Customer Relationships</h2>  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p>	<h2>Customer Segments</h2>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>			
<h2>Key Resources</h2>  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand patents, copyrights, data) Human Financial</p>		<h2>Channels</h2>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p>					
<h2>Cost Structure</h2>  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MODEL Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (Focused on value creation, premium value proposition)</p> <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		<h2>Revenue Streams</h2>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"> <tr> <td>TYPES Asset sale Usage fee Subscription Fees Lending/Rentals/Leasing Licensing Brokerage fees Advertising</td> <td>FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent</td> <td>DYNAMIC PRICING Negotiation (bargaining) Yield Management Real time Market</td> </tr> </table>			TYPES Asset sale Usage fee Subscription Fees Lending/Rentals/Leasing Licensing Brokerage fees Advertising	FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent	DYNAMIC PRICING Negotiation (bargaining) Yield Management Real time Market
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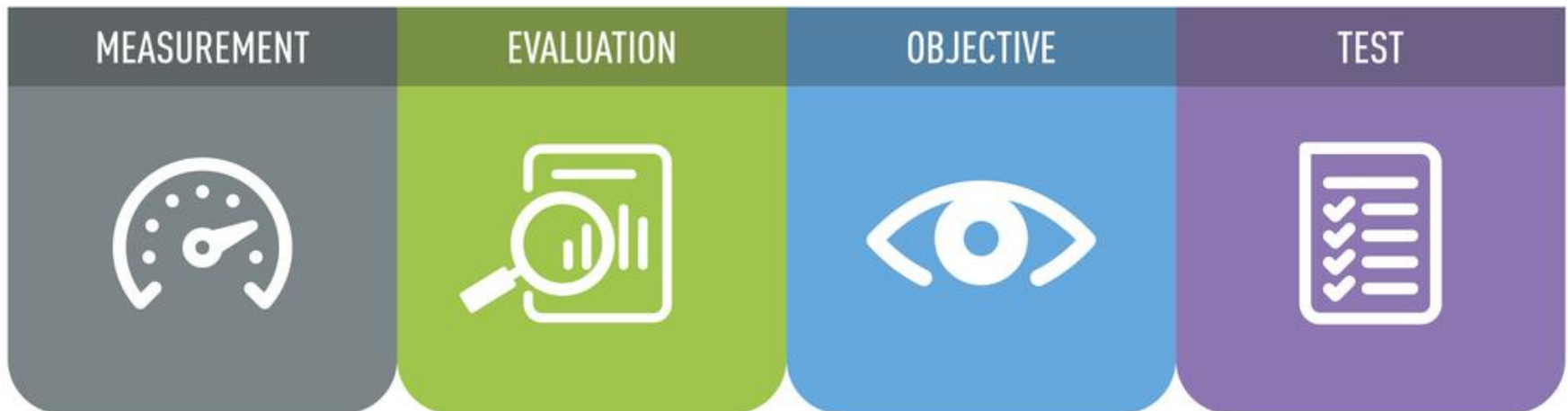


DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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KEY PERFORMANCE INDICATOR



Build your KPI Library

Product

Product related tickets
Customer satisfaction
Usage statistics (SaaS products)

Marketing KPIs

NPS
Brand awareness
Conversion rate
Site traffic

R&D

Number of bugs
Length of development cycle
App usage

CRM

Churn
Attrition rate

16 KPIs to help your business Succeed

Activation Rate

tracks the percentage of users completing a specific milestone in your onboarding process.

DAU to MAU Ratio

looks at the proportion of monthly active users who engage with your product in a single day. How often people engage with it.

Active Users

are the people who interact with your product, website, or application in a given time frame. Daily : DAU, Monthly : MAU

First Response Time

First response time measures how long it takes customer support staff to follow up after a customer submits a ticket.

Average Sales Cycle Length

measures the length of time from initiating a sales contact to closing the deal

Gross Profit Margin

(GPM) looks at the difference between revenue and cost of goods sold (COGS). Identifies best products and high costs

Burn Rate

indicates how quickly your startup is spending money. It helps you calculate your cash runway

Lead Velocity Rate

is the month-over-month (MOM) growth of qualified leads in the sales pipeline

Cash Runway

Cash runway takes burn rate a step further and tells you how long your money will last

Revenue Churn Rate

Revenue churn rate is the percentage of revenue lost in a set period due to downgrades or cancellations

Customer Acquisition Cost

Customer acquisition cost (CAC) is the amount you spend to gain one new customer

Revenue Growth Rate

measures the month-over-month percentage increase in revenue. It is an indicator of how quickly your startup is growing.

Customer Churn Rate

Customer churn rate is the percentage of customers lost during a given period

Sign-Ups

Sign-ups are mainly a SaaS startup metric—adding up how many people have subscribed to your service.

Customer Lifetime Value

Customer lifetime value (LTV) is an estimate of the revenue any given customer will bring in over time

Viral Coefficient

Viral coefficient is the number of new customers or users generated by each existing customer. Tracks referral programs successes.

Current State



Where are you Today ?

- Which data are readily available ?
- Are definitions uniform ?
- Did you verify this with your board ?
- Which external provided data do you need ?
- How will you integrate them in your landscape ?

Future State

ANALYTICS DASHBOARD

Last Updated:
3 min ago

92%

Data Availability

More info >



95%

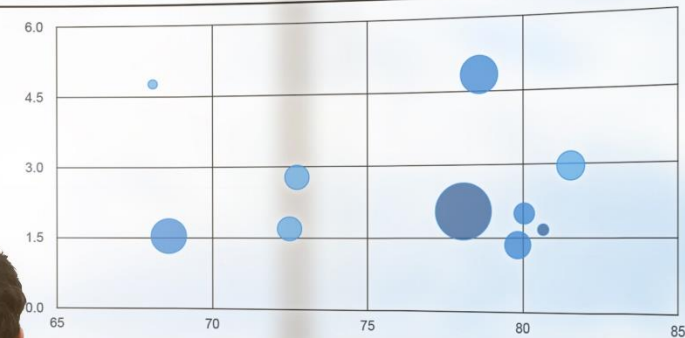
Actual vs Target

More info >



Evolution	Metric	Actual vs Target	Actual	Target
	Revenue		\$3.4M	82.0%
	Profit		\$1.2M	108.7%
	● Avg. Order Size		\$850.3	71.0%
	On Time Delivery		96.0%	96.0%
	New Customers		15432	145.0%
	Cust. Satisfaction		98.3%	105.0%
	Market Share		46.9%	82.0%

Products positioning



Sales per countries



Top 10 products



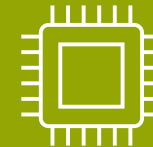
Imagine the Future



Build a team



Freeze the scope



Automate

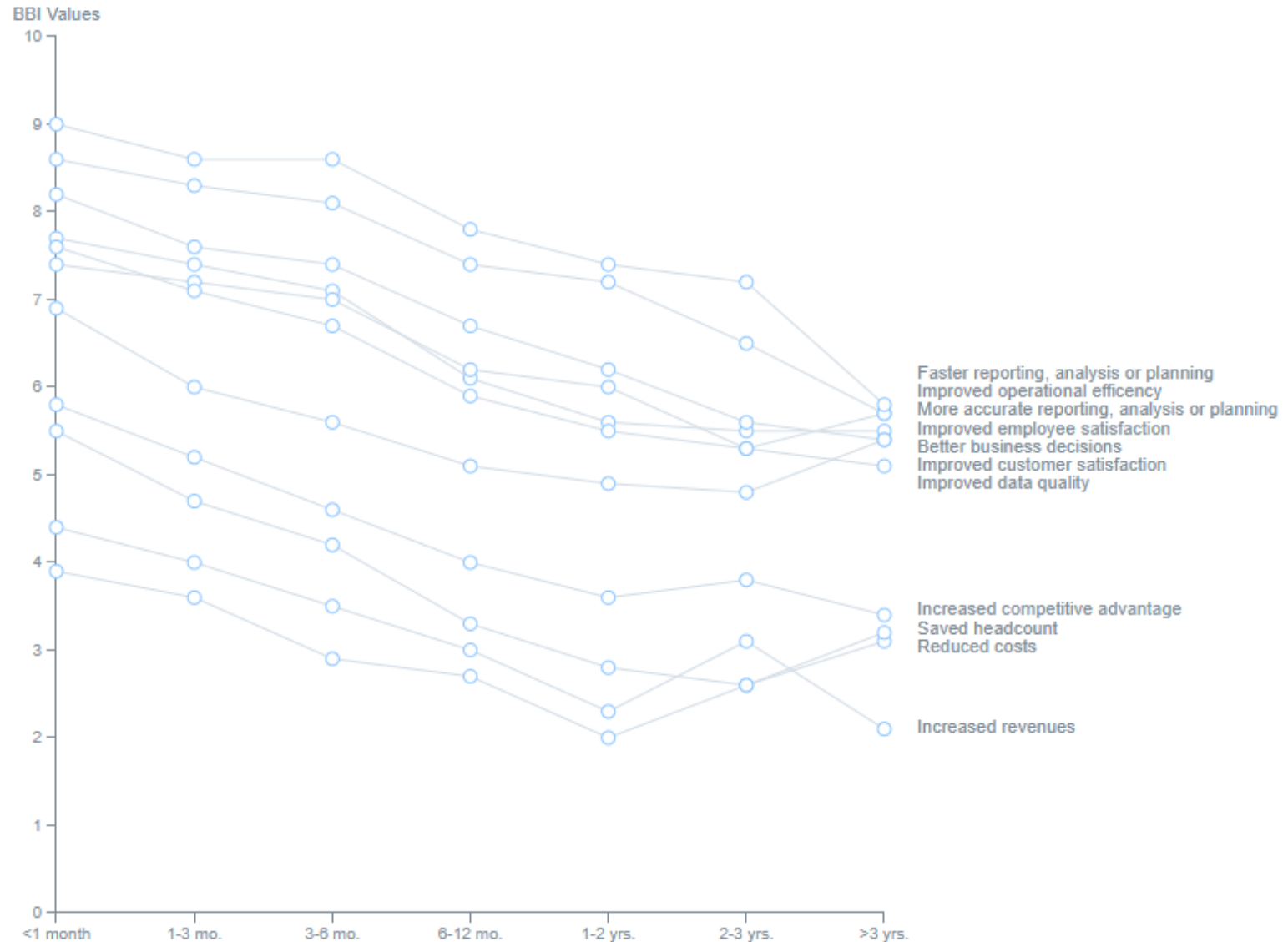


Avoid Traps

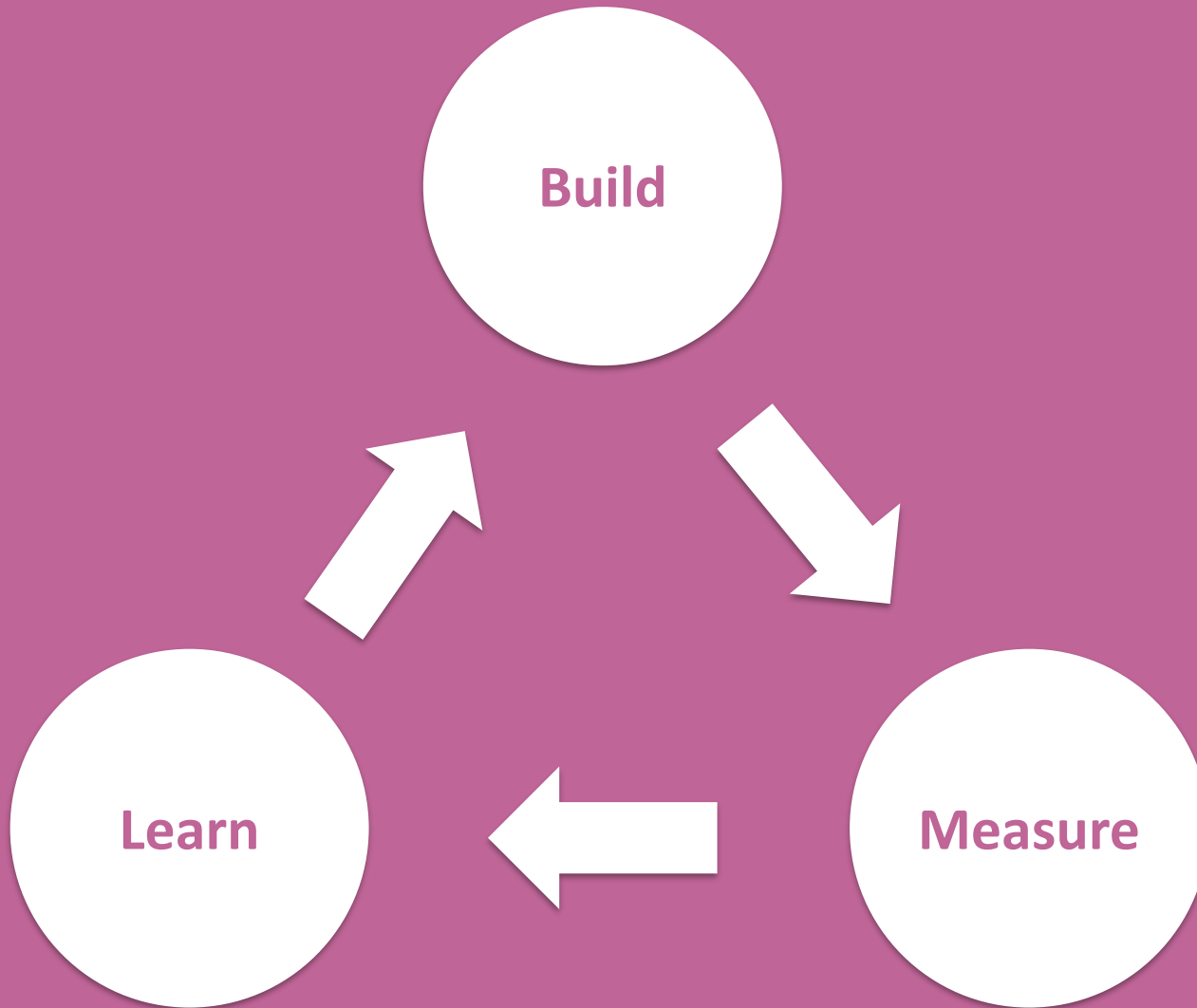


Business benefits analyzed by implementation time (n=2198)

Hover over the text/dots to display more information (10 = high, 0 = not achieved)



The Lean Startup





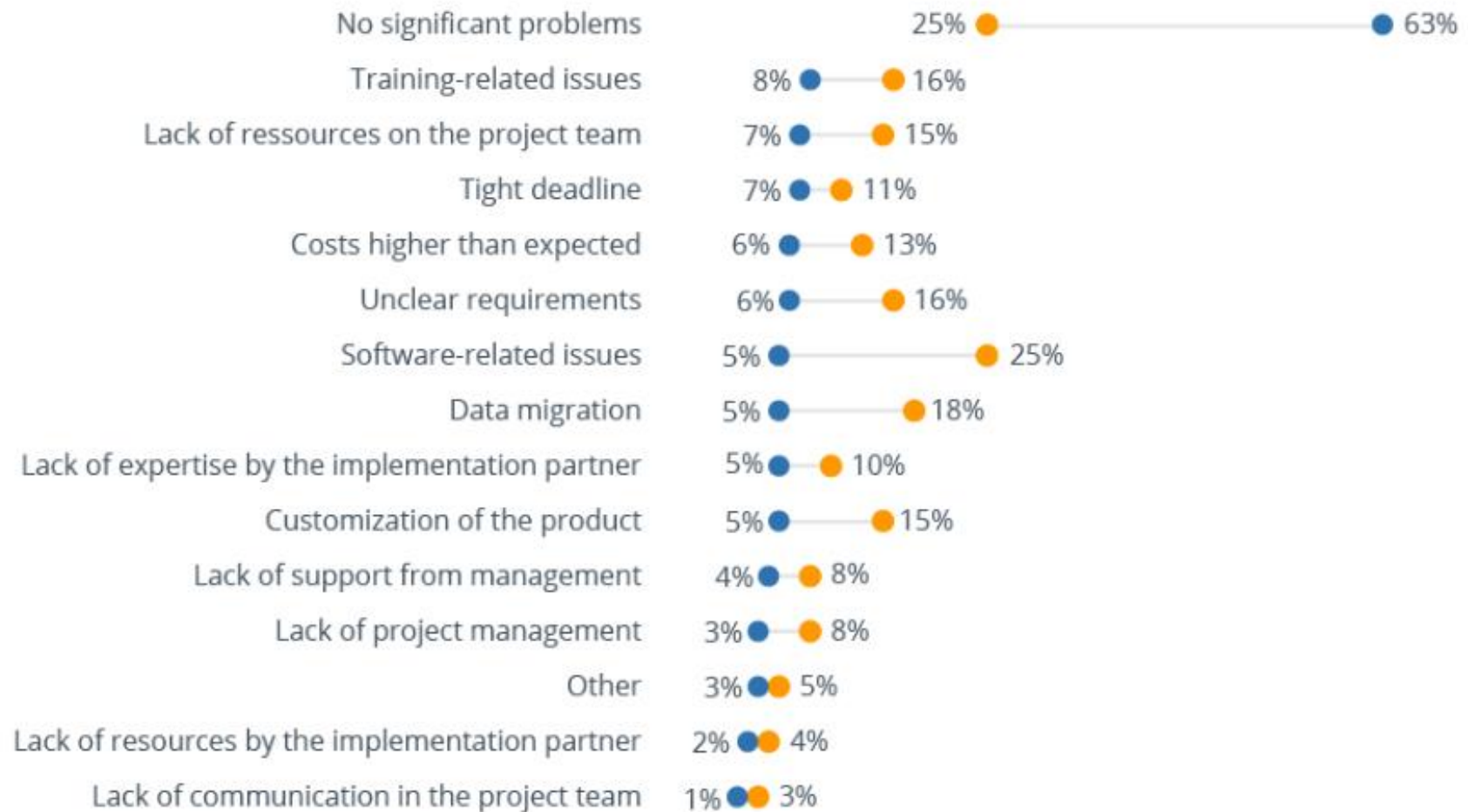
What, if any, are the most serious problems you have encountered implementing your BI product ? (n=2392)



Laggards



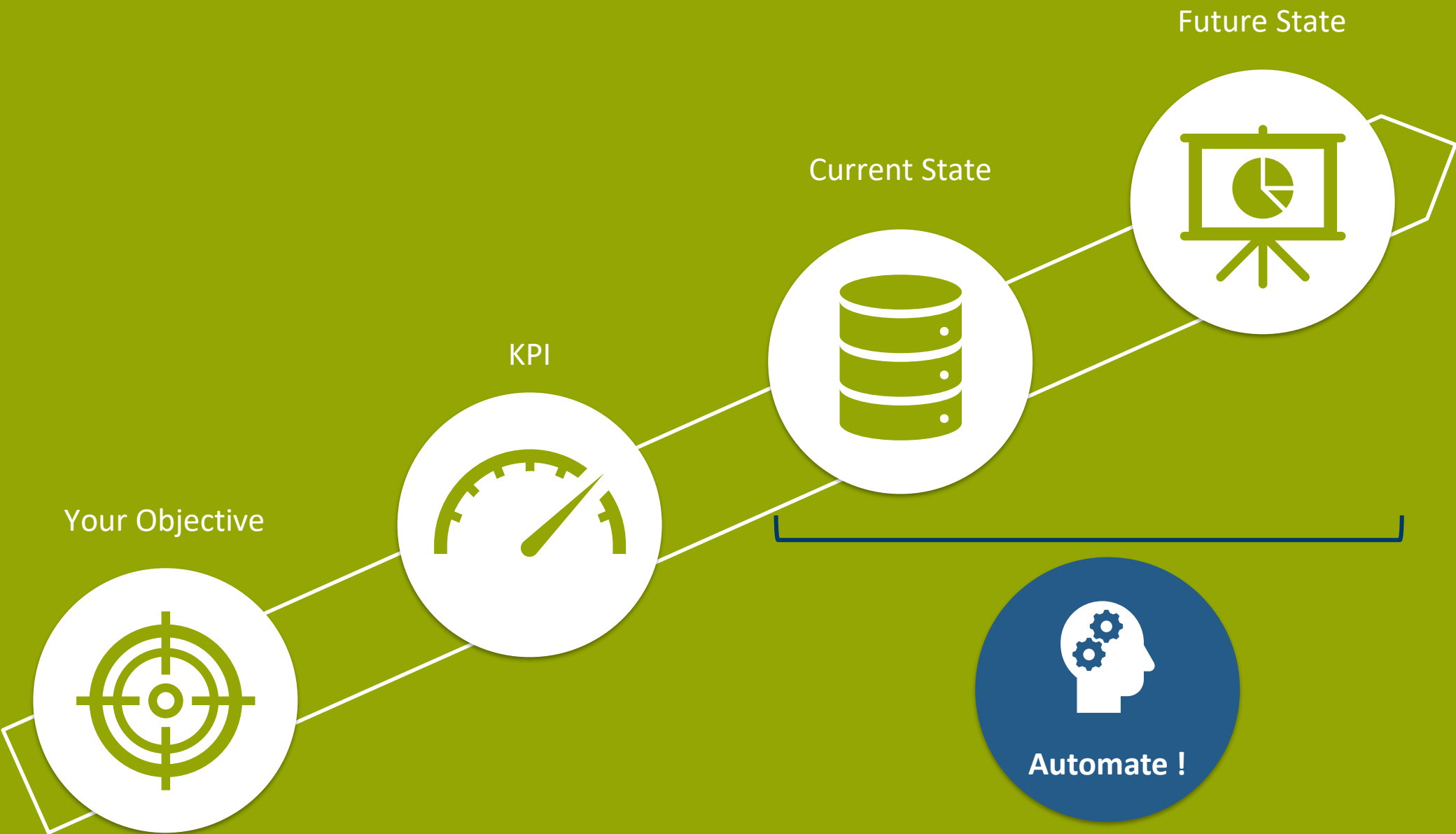
Best-in-Class

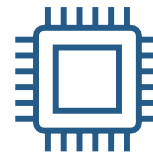
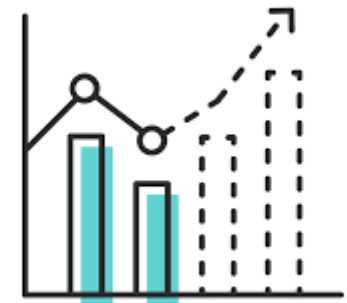


Implementation problems by best-in-class companies (n=2392)

Take Away









They trust CreaXum

swatch[®] 

GUCCI

MANOR[®]

GENÈVE
AÉROPORT

csem

 CreaXum

SAP[®]

SICPA

BKW[®]



 NOVARTIS



 Pax



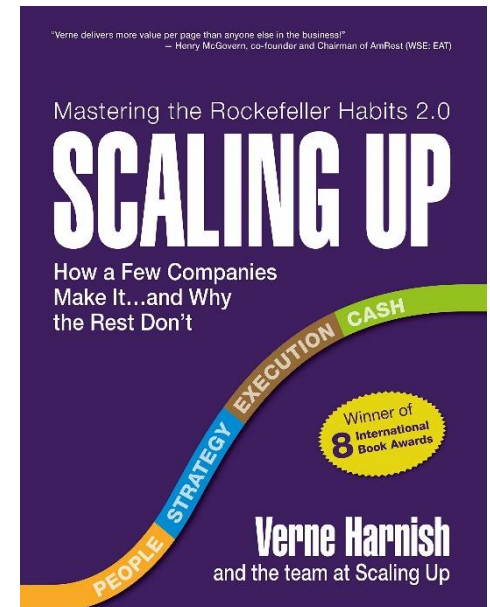
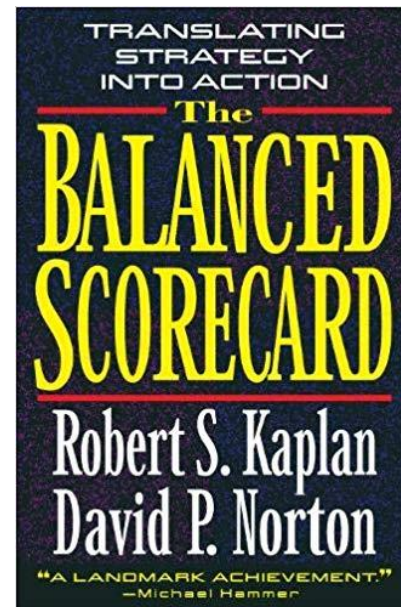
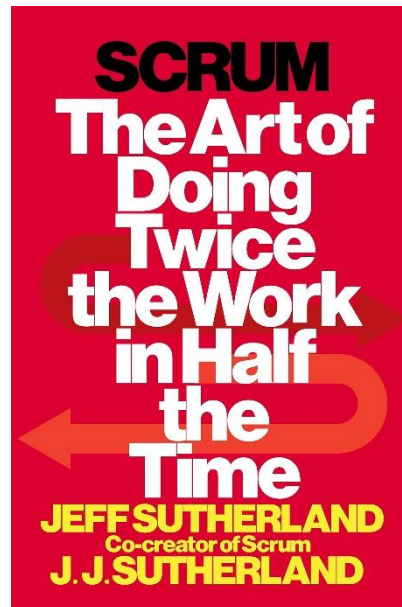
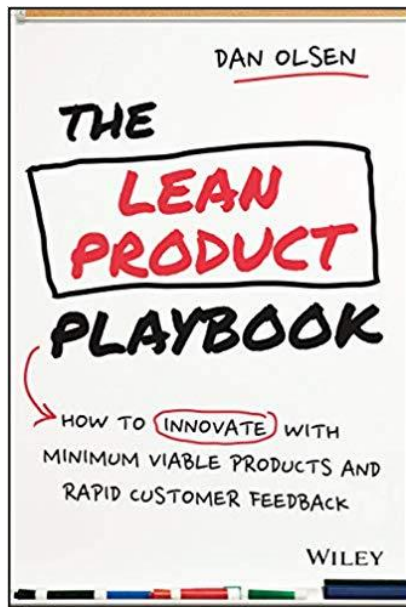
CREDIT SUISSE 

BANQUE
DE LUXEMBOURG

> atradius
managing risk, enabling trade

A M E G I S
M E D I A





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Your partner in

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