

Suggested inputs for Pitch briefs*

INTRO

What is the issue/problem? How big is the market (in # or \$)? What is the solution, and what makes it special? How much money are you hoping to invest/grant and primarily for what? How big will this venture get (in revenue, return, or impact)?

All in a single paragraph.

MOMENT / MISSION

CORE ISSUES: Help us understand and connect with the issue the ventures wants to address. What is the venture's reason for existing?

State the mission as succinctly as possible. Introduce the reader, using a story or data or both, to the issue/problem/opportunity the venture is working to address.

MARKET / METHOD

CORE ISSUES: What is the size of this market? If also possible, what is the apparent cause of the issue addressed? What are the significant competitive dynamics that effect the venture? What is its "solution?"

Introduce the reader to the nature of the issue/problem being addressed, the estimated size of this market for a solution, and the basics aspects/features/factors of the venture's product/service.

Discuss the key facets/frictions/forces of the market context that lead to this chosen solution. This is not a raw description of the facts, but reasoned highlight of the key dynamics that cause the issue(s), condition competitive interactions among "industry" ventures, and determine the plausibility of success.

MAGIC / MODEL

CORE ISSUES: What is so "special" about this venture, in context? What is this solution worth to customers or constituencies? What are some key costs/uncertainties involved? What are the key revenue streams?

How is the solution compelling in context, in that it is effective, unique, demanded, and advantaged in some way. Support these claims with evidence/analysis.

Provide evidence for the "value" of the solution to customers or constituents (i.e., willingness to pay or clear impact).

Describe key costs that could be encountered (and what you can do about them). Describe and support as well the key/core revenue streams.

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MILESTONES

CORE ISSUES: *Can the venture break this unreasonable effort into reasonable chunks of actions and objectives over time, reducing risk along the way?*

Highlight the most important milestones of your effort to develop and grow this venture over time, with reasoning for why these milestones are in this order.

Highlight key uncertainties, your actions to address these unknowns, and the measures/signs of success or failure.

MORTALS

CORE ISSUES: *Who is this team and why are they capable of executing on this venture and its impact?*

Describe the key characteristics of the “team,” and those characteristics of team members you might be looking to add.

MONEY

CORE ISSUE: *How much do you want to invest or grant, when, and why?*

Disclose the amount of funds being requested, the most significant costs towards which these funds will be used, and how long these funds should last. Introduce the most important operational/financial mechanics of your venture, the so-called “levers” that influence the plausibility of the model

MIRACLE

CORE ISSUE: *IF this venture works, what is the social/financial upside?*

A brief wrap up of the pitch, through which you showcase the worth of the venture—in terms of revenue, exit or impact and ROI—by some point in time.

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appendix

MARKET / PROBLEM

Some visual(s) explaining the context within which this venture operates.

Of particular interest would be your inputs and methods to estimate market size, your inputs/methods for understanding competitive dynamics, and/or the various pathways of “cause” that lead to the “effect” that is the issue you want to address.

NOTE: An experienced investor knows that certain aspects of this pitch will change after the venture launches.

Therefore, your goal throughout is to signal (a) your solid understanding of this issue and this market, (2) the evidence you have to support this understanding, and (3) your respect for any lack of understanding or information that you may have.

appendix

METHOD / SOLUTION

Some visual(s) that present the key characteristics of the venture’s product or service.

Perhaps further visuals that put your product/service in competitive context — such that the “magic” (your compelling offering amidst alternatives) is apparent.

Evidence/Analysis/Data behind your claim(s) in the brief that the solution you have developed is indeed what a customer/constituency wants/needs.

For social ventures, please include your “Theory of Change,” backed by evidence that links your action to the anticipated outcome.

appendix

VALUE PROPOSITION / MODEL

Evidence/Analysis/Data that supports the value you have claimed that the venture’s product/service offers to some customer or constituency.

Analysis that discloses the most important cost components of the venture.

Analysis that supports your chosen revenue streams, and the most important drivers of these streams.

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MILESTONES

A visual outlining the key objectives upon which the venture is focused, what matters about these objectives, how you measure success/failure, and (if possible) any alternate paths given evidence of failure.

NOTE: Your goal here is to signal that your pursuit of this venture opportunity has not made you a fool, blind to reality.

To the contrary, you can develop plausible yet challenging objectives, objectives that mitigate risk while staging the venture's growth, and can be measured to assess progress towards these goals.

appendix

RETURN ON INVESTMENT

In a normal pitch, we might see three -year if not five-year or longer financial projections (expenses, revenues, etc.), were the venture to follow "the plan." Since you will not have access to this information, we ask that you instead focus upon the following:

Please provide your evidence and analysis that justify a compelling return on investment, whether in financial terms (i.e., an exit), social impacts terms (i.e., ongoing impact), or both.

NOTE: Your goal here *is not* to prove that you can predict the future. Your goal *is* to signal that you understand the key inputs and outputs of some form of return on investment for this venture — a return that is in line with the expectations of financial or social impact investors.

appendix

REFERENCES

Please use a formal citation method for presenting outside sources you incorporated into this pitch. You are more than welcome to use Footnotes rather than a list of References/ Endnotes.

Formal citations methods are things like: APA, Chicago, Harvard and other citation/formatting styles. **A raw link to a web URL does not constitute a formal citation method.**

NOTE: Your goal here is three-fold: (1) to credit those individuals upon whose work you relied as direct inputs for this work, (2) to add credibility to your argument through the use of credible sources, and (3) to make it easy for the reader to see and locate these sources such that any credibility might accrue.

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