

COACHING MANUAL

Quick and easy guide
to 20 tools for
effective and diverse
startup coaching



SALES- AND MARKETING TOOLS

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- Own-earned-bought-media
- Customer Journey
- Product Matrix

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SALES- AND MARKETING TOOLS

BUSINESS
MODEL TOOLS

STRATEGY
TOOLS

SELF-LEADERSHIP
TOOLS

INDUSTRY- &
COMPETITOR
ANALYZE TOOLS

MANAGEMENT
TOOLS

01

SOCIAL SELLING (B2B)

PURPOSE

For demonstrating modern content marketing and social network based sales model.

WHEN TO USE?

When planning the sales and marketing activities.

HOW TO USE?

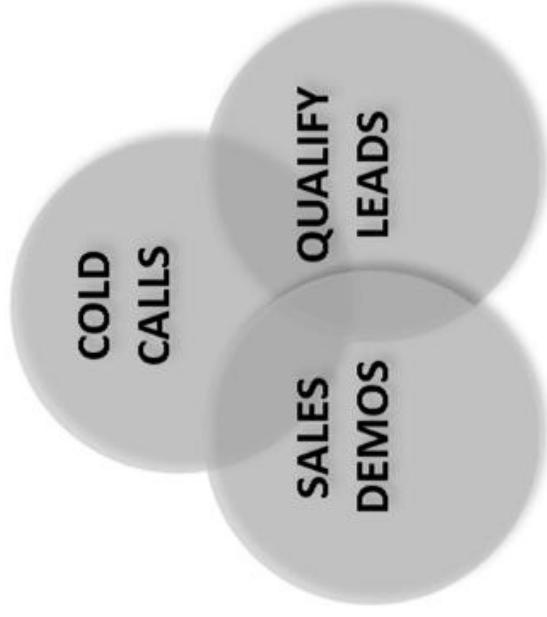
When it's needed to educate the modern (social) selling framework instead of shotgun approach with slow and often ineffective cold calling method.

MORE INFORMATION

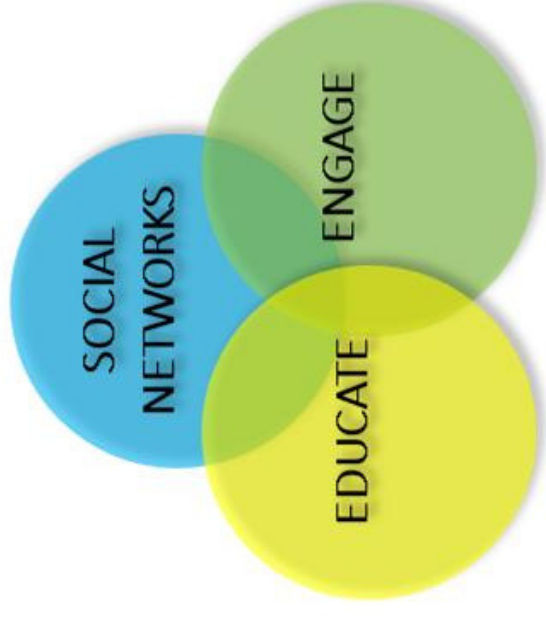
LinkedIn (social selling index) -> <http://bit.ly/2bP8RQR>

Infographic -> <http://bit.ly/2rLsFPW>

OLD SALES MODEL



NEW SALES MODEL



SOURCE: <http://topdogsocialmedia.com/how-to-use-social-selling-to-sky-rocket-sales/>

PURPOSE

For understanding the modern (digital) marketing.

WHEN TO USE?

In planning (digital) marketing strategy & -activities

HOW TO USE?

Start with Own media, continue with Earned media. Leverage with Paid media (depending on the budget).

STRENGTHS

Modern approach cultivating earned media (Earned media is free and very effective).

MORE INFORMATION

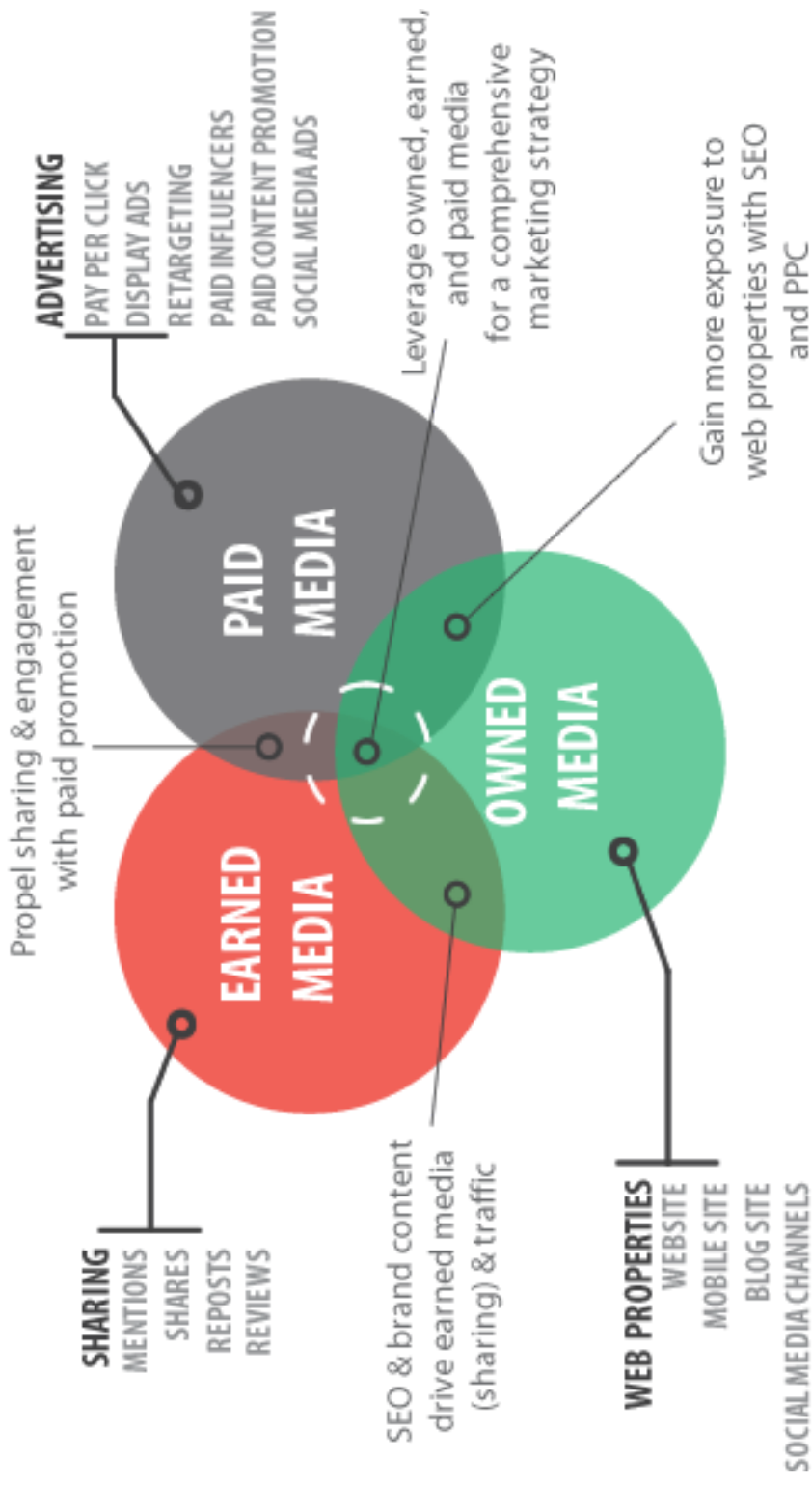
Basics O-B-E roles by Forbes -> <http://bit.ly/2skR0Li>

Medium reading (Titan SEO) -> <http://bit.ly/1LQh0CC>

Advanced reading by Smart Insights -> <http://bit.ly/1kc56zA>

DIGITAL MARKETING TRIFECTA

EARNED, OWNED & PAID MEDIA



SOURCE: <https://www.titan-seo.com/newsarticles/trifecta.html>

PURPOSE

For mapping out the customer's phases and your related touchpoint to plan customer (consumer) driven model.

WHEN TO USE?

When planning e.g. integrated marketing efforts or consistent sales & marketing activities for new/existing business.

HOW TO USE?

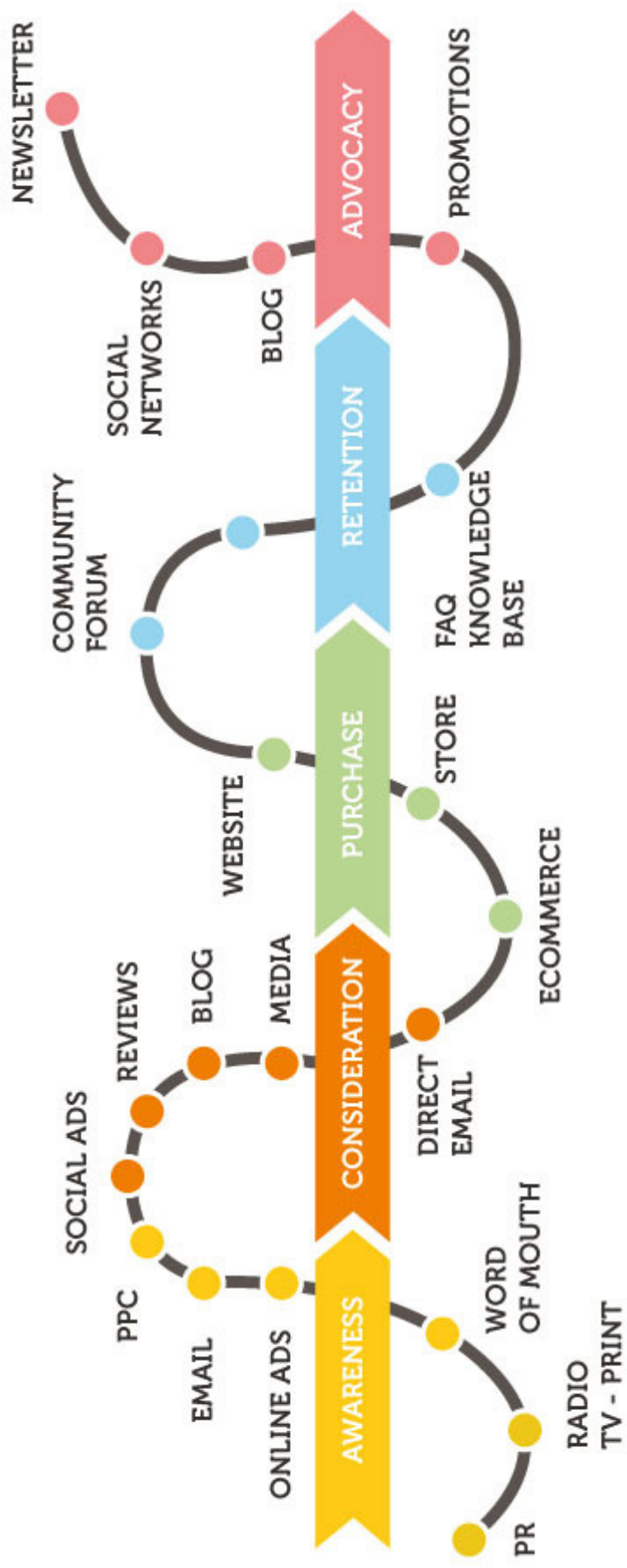
Map out customer's journey based on the customer's buying phases.

STRENGTHS

Changing a viewpoint from production/channel oriented marketing to coherent customer journey focused marketing.

MORE INFORMATION

Journey Map -> <http://bit.ly/1WJRQJt>



SOURCE: <https://www.surveygizmo.com/survey-blog/how-to-collect-consumer-insight-with-a-customer-journey-map/>

PURPOSE

For defining the Product Roadmap. A Product Matrix combines two or more related products into a single composite product and assists to notice the mix of features across the product set. With the product matrix customers can identify the feature they need.

WHEN TO USE?

When there is a need to find new ways to increase profits and reach new customers.

HOW TO USE?

Download a product matrix template and start answering the questions. Once you have completed each section refer back here for the next step. 1) Decide what you wish to achieve, 2) Installation, 3) Validate installation by using example scenarios, 4) Define your Shipping Groups.

STRENGTHS

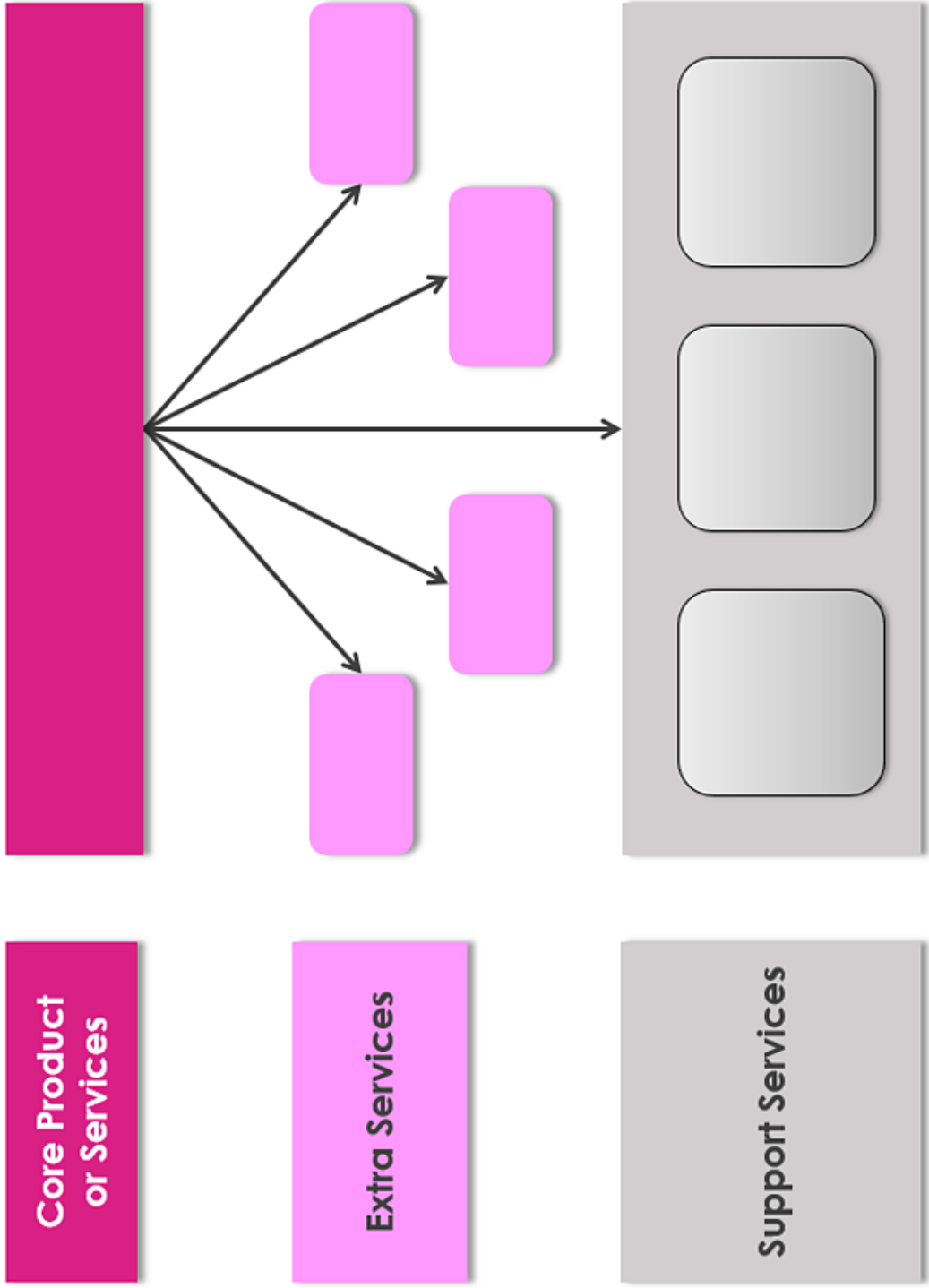
- Support the developing features which customers want as well as the time allocated to the development work.
- Helps to understand the marketing message.
- Offers scope to controlling business.
- Improves the product development plan.
- Ensures a consistent message to customers.
- Help customers choose the correct product.

WEAKNESSES

It fails to take into account all of the elements that can impact a market.

MORE INFORMATION

Nonhomogeneous Matrix Products (Hartfiel, D. J. 2002)



Tools and platforms included in this guide have been tested and refined through a series of Smart City Bootcamps with startups and talents. The co-creative BootCamps under BELT project (Baltic Entrepreneurship Laboratories) are designed to bring together startups, teams and talents from Sweden, Latvia and Finland to jointly develop and elevate business plans and cases to the next level. The Bootcamp achievements are complemented with business coaching with the ultimate goal of creating cross-border companies and joint venture opportunities.



**BALTIC
ENTREPRENEURSHIP
LABORATORIES**

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PURPOSE

For helping to understand customer/consumer driven product and service development.

WHEN TO USE?

In developing new products or services. Startup planning, for existing businesses: new product/service development.

HOW TO USE?

Start with the right side first (customer). Based on customer understanding, build the left side (your value proposition).

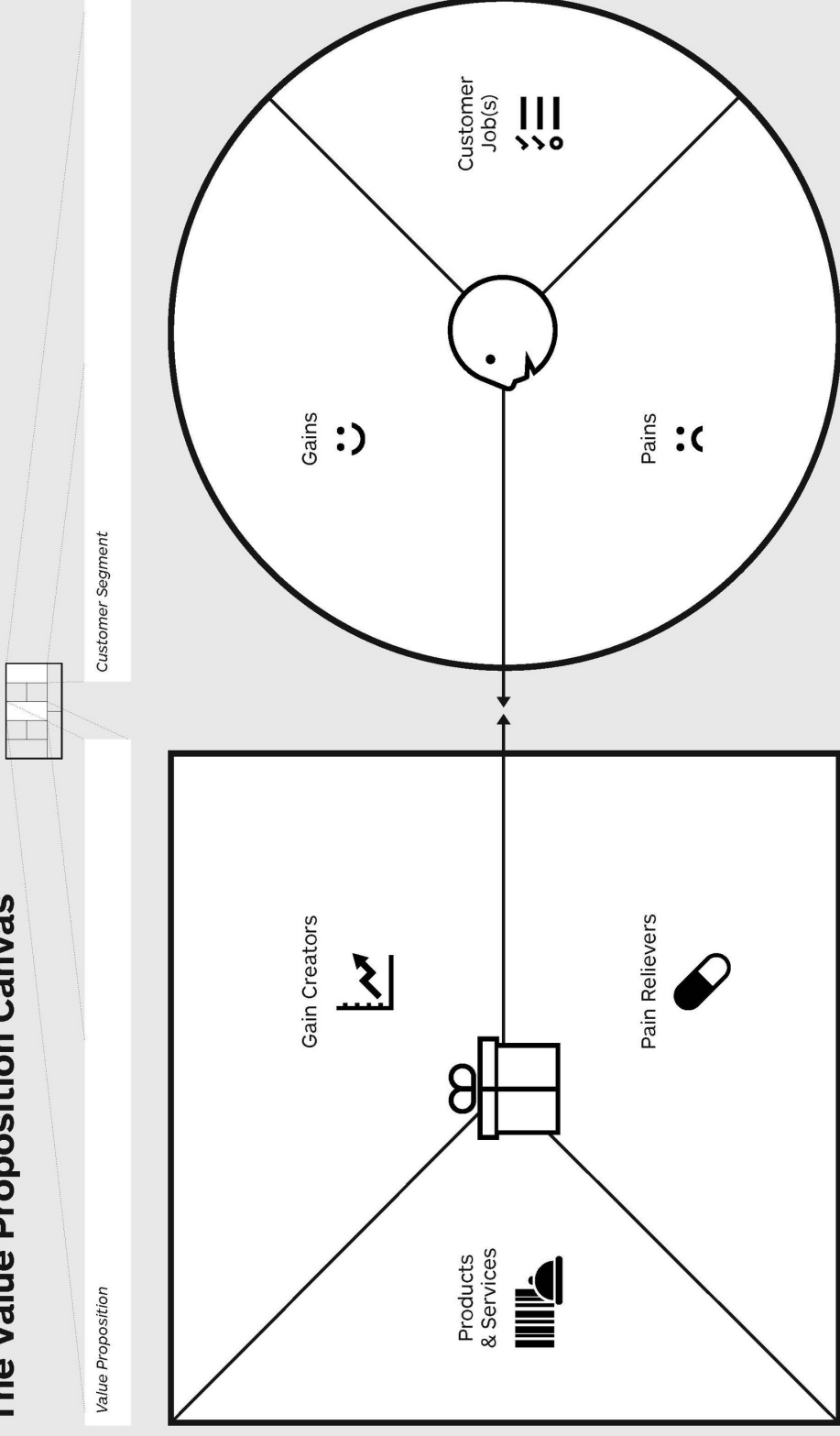
STRENGTHS

Simple, visual approach, helps in communications between people.

MORE INFORMATION

The Value Proposition Canvas -> <http://bit.ly/1xRy4QL>

The Value Proposition Canvas



SOURCE: <https://strategyzer.com/canvas/value-proposition-canvas>

PURPOSE

The method and a visual tool for brainstorming, evaluation and planning new activities. Also for service development, new business development and evaluation, visualization of business and to renewal business.

WHEN TO USE?

In business model innovation:

- a. Focus: to improve and clarify the focus of the business.
- b. Flexibility: single page model.
- c. Transparency: it is easier for the customers and collaborative partner to understand the business model and to buy the vision when it's laid out on a single page.

HOW TO USE?

- a. Print out the whiteboard
- b. Fill out the elements for the business

Ask yourself "Does this make sense? What are the most important linkages and components of the model"?

STRENGTHS

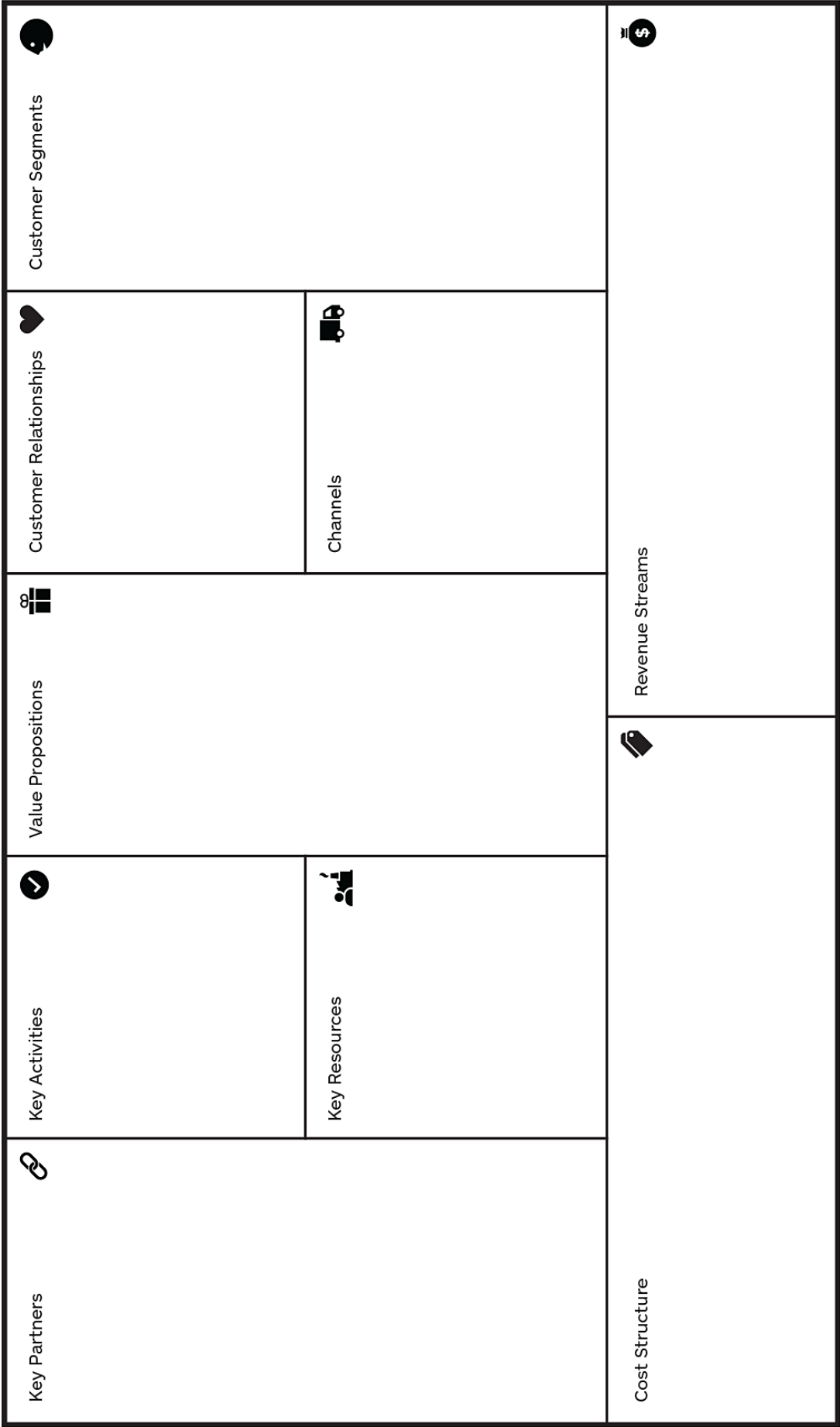
- The purpose to deliver value to the customers is recognized and acknowledged.
- Helps to clear architecture of what the business is doing, relations between companies and different players are recognized.
- Visual representation.
- Better communication between different disciplines.

WEAKNESSES

- The absence of external factors such as competition, market forces and other external forces.
- Competitive strategy is missing in the elements of the Business Model Canvas, to cope with harms from outside of the company.
- Limited usability excluding social or non - profit purposes of an organization.
- Brainstorming with only using the BMC may be risky (not enough attention to competition, situation and competitors).

MORE INFORMATION

- Business Model Generation. (Osterwalder, A. & Pigneur, Y. 2010).
- Using the Business Model Canvas As a Methods Approach to Teaching Entrepreneurial Finance. (Jackson, W. , Scott, D., Schwagler, N. 2015).



SOURCE: <https://agileleanlife.com/business-model-you/>

PURPOSE

Lean Canvas helps to address the most pressing business goals and needs focusing on factors such as uncertainty and risk.

WHEN TO USE?

It majorly targets entrepreneurs and startup businesses when they are focusing on operational and strategic management and marketing plans. Lean canvas helps to focus on problems, solutions, key metrics and competitive advantages.

HOW TO USE?

- a) Print out the whiteboard
- b) Fill out the elements for the business

STRENGTHS

- The Lean Canvas helps to create a full business plan.
- It's a tool for brainstorming possible business models, prioritizing where to start, and tracking ongoing learning.
- It helps to turn the idea into a set of assumptions to test by going out and talking to potential customers.
- It supports to think about every aspect of the business.

WEAKNESSES

- Lean Canvas does not give the expected approach when the solution given to the initial problem becomes unrealistic.
- There should be more focus on activities and not specified in detailed resources and partnering.

MORE INFORMATION

Running lean: iterate from plan A to a plan that works (2012 Maurya, Ash)

<p>PROBLEM <i>List your top 1-3 problems.</i></p>	<p>SOLUTION <i>Outline a possible solution for each problem.</i></p>	<p>UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i></p>	<p>UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i></p>	<p>CUSTOMER SEGMENTS <i>List your target customers and users.</i></p>
<p>EXISTING ALTERNATIVES <i>List how these problems are solved today.</i></p>	<p>KEY METRICS <i>List the key numbers that tell you how your business is doing.</i></p>	<p>HIGH-LEVEL CONCEPT <i>List your X for Y analogy e.g. YouTube = Flickr for videos.</i></p>	<p>CHANNELS <i>List your path to customers (inbound or outbound).</i></p>	<p>EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i></p>
<p>COST STRUCTURE <i>List your fixed and variable costs.</i></p>		<p>REVENUE STREAMS <i>List your sources of revenue.</i></p>		

SOURCE: <https://www.blankcanvas.io/canvases/lean-canvas>

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PURPOSE

- Informal marketing tool/model used for product, brand, portfolio and business analysis and management.
- Helps to identify where to use resources in order to maximize profit from a product management perspective.
- Describes the impact of market share and market growth on businesses by using four categories: dogs (confronted with low market share and low market growth problems), cash cows (a high market share in low growing market), question marks (low market share in a high growing market and need to be analyzed to decide whether they are worth the investment required to increase market share) and stars (represent the ideal combination for a company: high market share in a fast growing industry, two elements which generate cash and further opportunities).

WHEN TO USE?

When analyzing or planning the company that has a large and diverse product portfolio.

HOW TO USE?

1. Identify clear strengths of the company. Internal things, which company is doing better than the competitors.
2. Identify clear weaknesses of the company. Internal things, which company is doing worse than the competitors.
3. Identify potential opportunities that markets might bring in the future (external things).
4. Identify potential threats that markets might bring in the future (external things).
5. Identify clear action points how to utilize existing strengths, and opportunities.
6. Identify clear action points how to avoid threats, and existing weaknesses.
7. Identify which action points company need to do now, and which can be conducted in the future.

STRENGTHS

Use the Boston Matrix model as an overview of the products. Look at each of quadrants:

///Dogs: The usual marketing advice is to remove dogs from your product portfolio as they are waste of resources.

///Question marks: These products often require significant investment to push them into the star quadrant.

///Stars: Can be the market leader though require ongoing investment to sustain and generate more return on investment than other product categories.

///Cash cows: Often well established products.

- Provides help to define company's strategy.
- A useful tool for analyzing product portfolio decisions.
- Simple to use and explain.
- A reputable and long-standing strategic model that has proven to be worth of using in the competitive environment.
- An important model for allocating resources for companies pursuing market share goals.
- The most beneficial for large-scale producing operations.

WEAKNESSES

- Offers only a snapshot of the current position. Does not cover extraneous variables that may impact markets.
- Does not take into account environmental factors.
- When focusing on market growth and market share it can encourage to disregard other key factors that define your competitive position.
- Does not pay attention to the interdependencies between the products.
- Unable to observe the characteristics of the particular industry sector you are operating in.
- Has also been criticized for seeking to place all strategic business units or brands into one of four graph quadrants.
- While the matrix is easy to use the simplicity may be misleading.

MORE INFORMATION

The complete marketer: 60 essential concepts for marketing excellence (McDonald, Malcolm; Meldrum, Mike, 2013).

STAR



QUESTION MARK



MILKER



“STREET DOGS”



PURPOSE

- For strategical discussion in order to find clear action points how to utilize strengths and identified opportunities in the business.
- Also, clear action points should be identified how to avoid existing weaknesses and potential threats.
- Company's internal and external resources are identified.

WHEN TO USE?

It is an excellent tool to summarize business in a nutshell.

HOW TO USE?

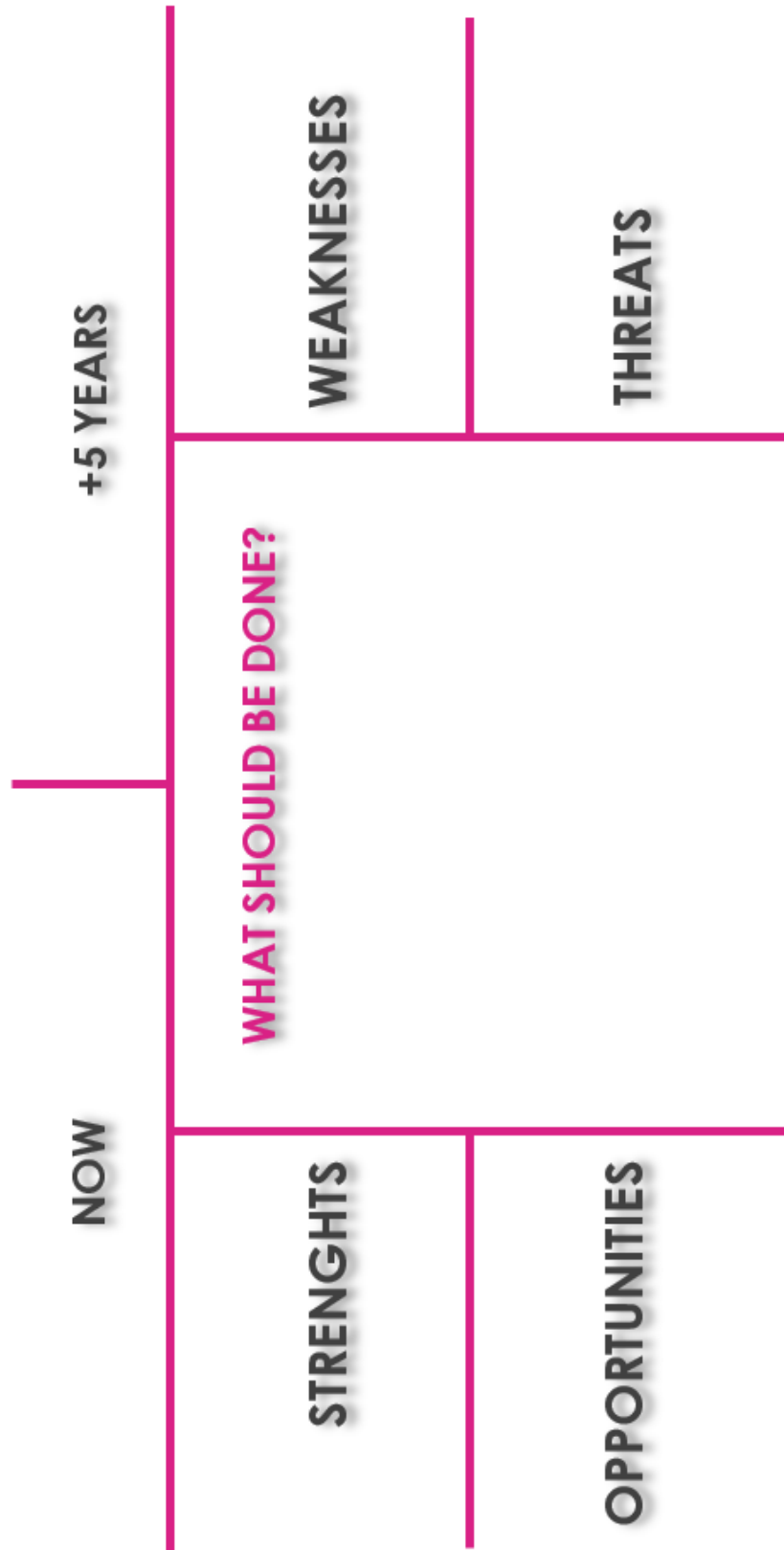
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7. Identify which action point's company need to do now, and which can be conducted in the future.

STRENGTHS

Includes all the relevant elements for strategic discussion.

WEAKNESSES

In the basic version of SWOT, strategical action points are not discussed. Analysis may remain too general.



PURPOSE

Business areas matrix offers formal, information-based routines and procedures for managers to maintain the organizational activities. The matrix helps businesses in periodically setting business goals and provides feedback to managers on progress towards those goals.

WHEN TO USE?

Business areas matrix is useful when organization wants to systematically:

- monitor and control;
- maximize the effectiveness of the improvement effort;
- achieve alignment with organizational goals and objectives;
- reward and discipline.

HOW TO USE?

Organization has to define the need for measurement and improvement, the process continues through the following steps:

- Define key performance areas and understanding the metrics (usually profitability).
- After defining the metrics, the measurement system must be implemented, taking into account required resources, technology, training and communication.
- The management team must systematically use the measurement system to assess performance, determine improvement actions and review the impact of these actions.

STRENGTHS

- Offers visual view from organization's situation.
- Increase the memory and processing resources available to the user.
- Reduce the search for information.

WEAKNESSES

Many organizations have challenges with the following measures:

- data quality and information system integration problems;
- lack of linkage to strategy or fundamental differences in how a strategy is formulated and executed in the organization;
- unclear metrics identification processes;
- analytical skills challenges;
- knowledge as a social phenomenon, judgment and decision prejudices.

MORE INFORMATION

Performance Measurement and Control Systems for Implementing Strategy (Simmons, Robert 2000). A conceptual and operational delineation of performance, in Business Performance Measurement: Theory and Practice (Lebas, Michel & Euske, Ken 2002).

CUSTOMER	Product/Categoryes		
	CATEGORY 1	CATEGORY 2	CATEGORY 3
Customer 1	SBA I	SBAII	
Customer 2	SBA III	SBA IV	SBA V
Customer 3		SBA VI	SBA VII

PURPOSE

- For bringing out the advantages and disadvantages of the strategic profile.
- For mapping out Our Competitors VS Us, offering strength for mapping out “as is” or for developing differentiation/strength in offering elements.

WHEN TO USE?

- In strategic planning or analysis.
- Strategy profile helps to understand weaknesses/needs for changes in order to be more competitive.

HOW TO USE?

Find out (main) competitors, map out offering dimensions (X-axis), draw competitor profiles on it (Y-axis: offering strength from low to high).

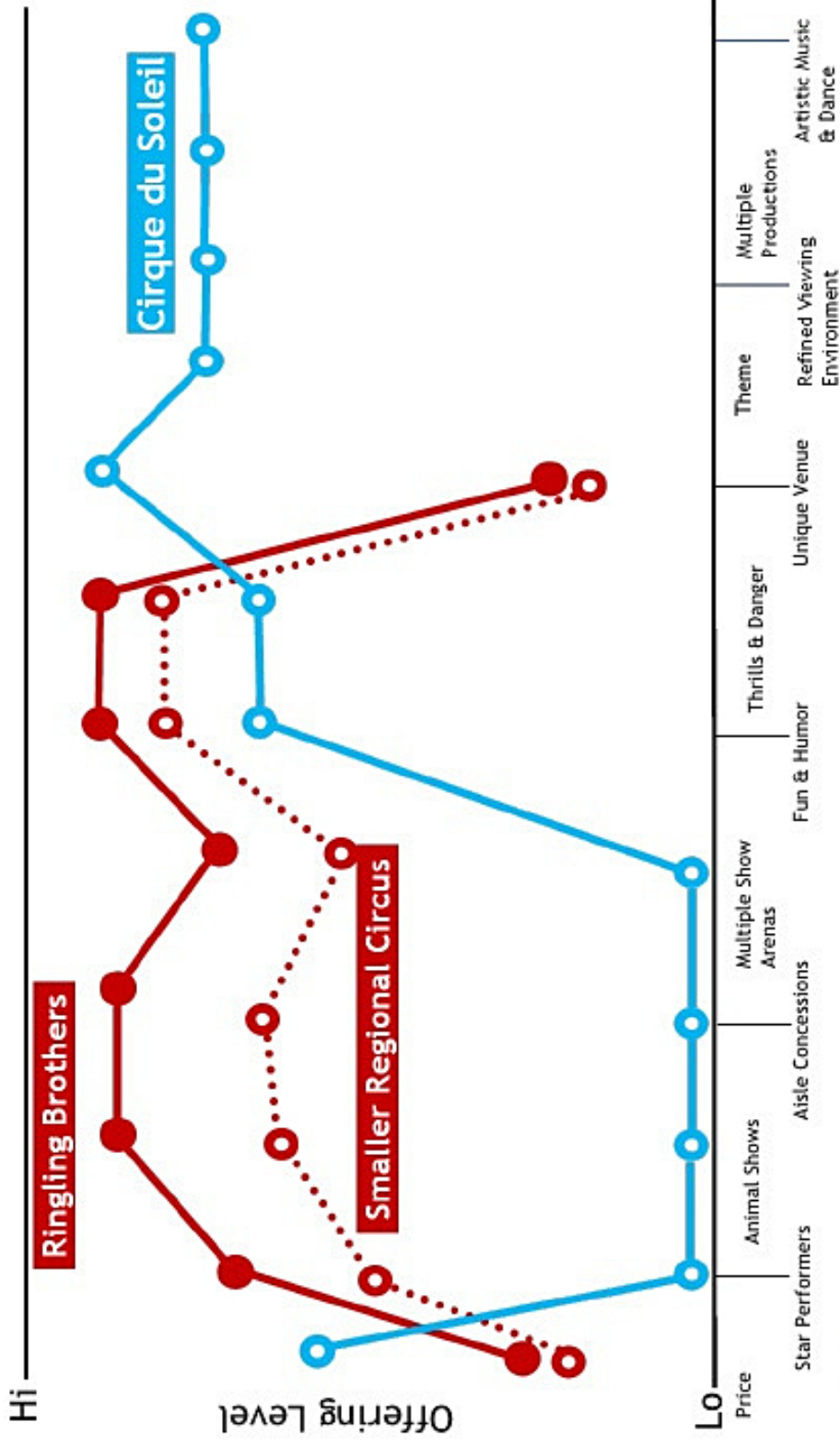
STRENGTHS

Visualization of differences in competitors' offerings.

MORE INFORMATION

HBR article with examples -> <http://bit.ly/2sKC6i2>

The Strategy Canvas of Cirque du Soleil



SOURCE: <https://www.slideshare.net/SageGrowthPartners/blue-ocean-innovation-bli>