

The Business Landscape

Defining your unique position in the market

with Kathy Nyquist of New Venture Advisors
and Joe Karthein from the Kootenay Co-op

Food Business Boot Camp

presented by Food Secure Canada
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NEW VENTURE ADVISORS LLC

Helping communities & entrepreneurs build sustainable businesses

The Business Landscape Session One

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1 Opportunity Identification

Environmental Assessment

Opportunity
Identification



Feasibility
Assessment



Business
Planning



Fundraising



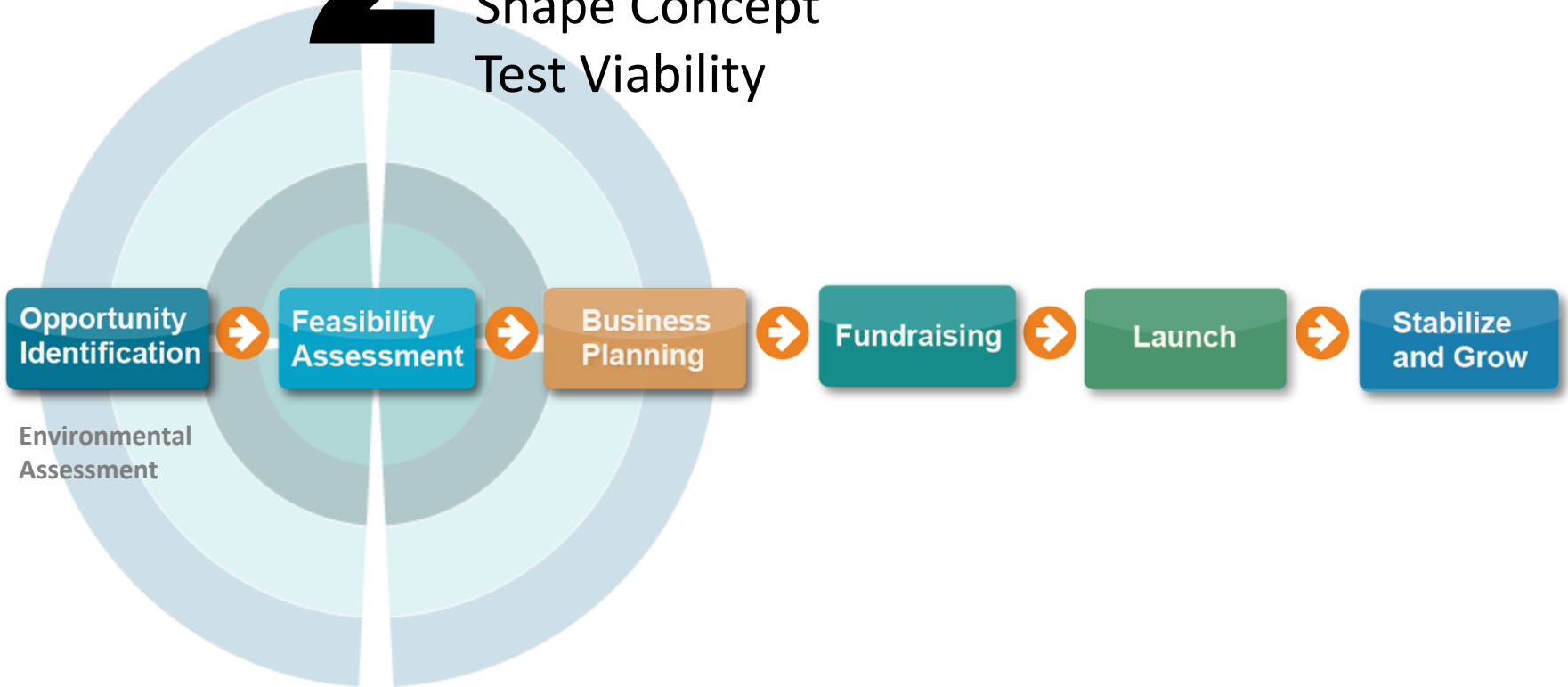
Launch



Stabilize
and Grow

2 Feasibility Assessment

Shape Concept
Test Viability



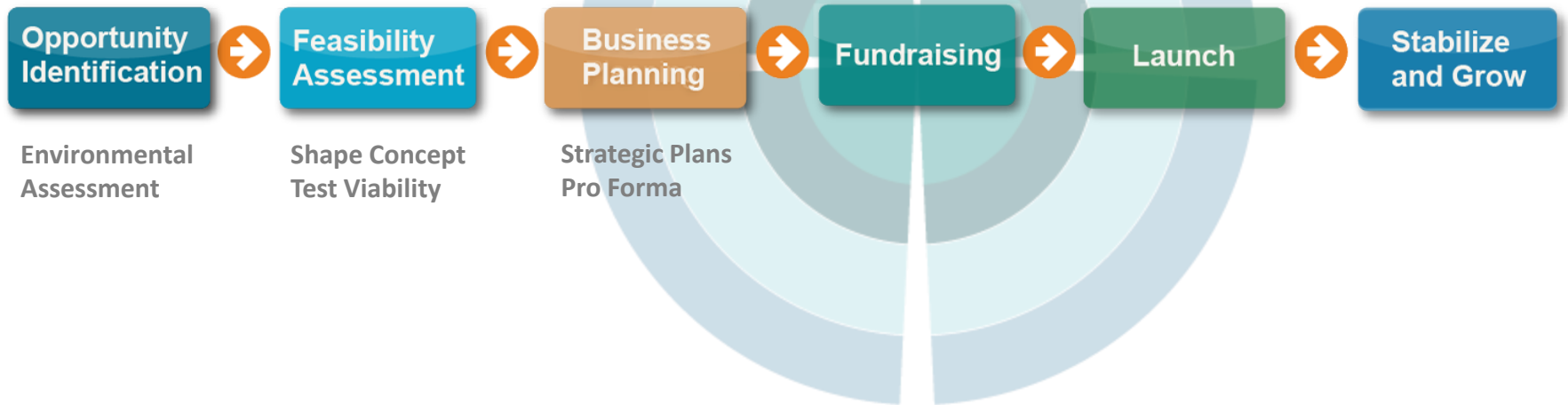
3 Business Planning

Strategic Plans
Pro Forma



Fundraising 4

Financing Plan
Investor Pitch



Launch 5

Phased Development
Lean Startup



Stabilize and Grow

6

Finance, Marketing, Operations
Growth Strategy



Background

Survey questions informing this Section

*1=strongly disagree
4=strongly agree*

➔ Able to clearly state our mission to attract investors and clients	2.9
➔ Know our solution is the right one and how it is differentiated	3.3
➔ Have a strong business model	2.6
➔ Have a clear understanding of and plan for our business offerings	3.0
➔ Able to define our market , its potential size, future customers	2.9
➔ Undertaken a thorough industry / sector analysis	2.5
➔ Understand our competition	2.8
➔ Understand our competitive advantages and disadvantages	2.9

Objective

To clearly define your unique position in the market

- **For listeners in assessment mode**
you will design a better business
- **For listeners in operations mode**
*you will strengthen your understanding of the market
in which you compete
and how to communicate with customers*

Agenda

Webinar 1 will help you:

- **Define who you are**
mission, business model, value proposition
- **Define the customer**
segmentation, target market selection

Webinar 2 will help you:

- **Define the industry and market**
size, structure, trends
- **Understand the field**
competitive landscape
- **Know why you will win**
differentiation, positioning
- **Develop your brand**
brand foundations

Part 1

DEFINE WHO YOU ARE

Define Who You Are

- **Mission**
- **Business Model**
- **Customer Segmentation**
- **Target Market Selection**
- **Customer Benefits**
- **Value Proposition**

What's the connection?



**SOLVING
PROBLEMS**



- Missions solve pressing problems
- Great businesses solve big problems
- Investors want to know
 - How big is the problem?
 - How unique is your solution?

Business Model

- **Products & Services**
 - what it is
 - fruit & veg, protein, value-added
 - what it does



Business Model

- **How Delivered**
 - Go to market strategy
 - Brick & mortar vs. virtual/online
 - Distribution
 - Joint ventures, strategic partnerships



Business Model

- **To Which Customers**
 - Wholesale
 - Retail
 - Target market selection



Business Model

- **Revenue Model**
 - How you make money
 - Commission/brokerage fee vs. buy/sell
 - Subscription/monthly recurring revenue
 - Pricing strategy



Business Model

How are you differentiated?

Products & services

- Fruit & veg
- Protein
- Value-added
- Dry goods

How delivered

- Go-to-market strategy
- Brick & mortar
- Virtual/online
- Distribution
- JV/Partnerships

To which customers

- Wholesale
- Retail
- Target market selection

Revenue model

- Buy/sell
- Commission
- Brokerage fee
- Subscription
- Pricing strategy

Segmenting the Market

Defining a group of potential customers whose problem or use of your solution share several characteristics

Standard characteristics

- Industrial classification
- Geographic regions or sales territories
- Basic demographic groups
- Purchase or usage groups
- Values or lifestyle classifications

Custom characteristics

- Product attribute preferences
- Benefits sought
- Brand preferences/loyalty
- Price sensitivity
- Socioeconomic status
- Deal proneness

Segmenting the Market

Product *what you sell*

- Commodity types
- Fresh vs. value-added

Customer *to whom*

- Consumer, Chef
- Who's the Buyer?
- Distributor, Mgt co

Channel *how reached*

- Retail – direct
- Wholesale – through intermediaries

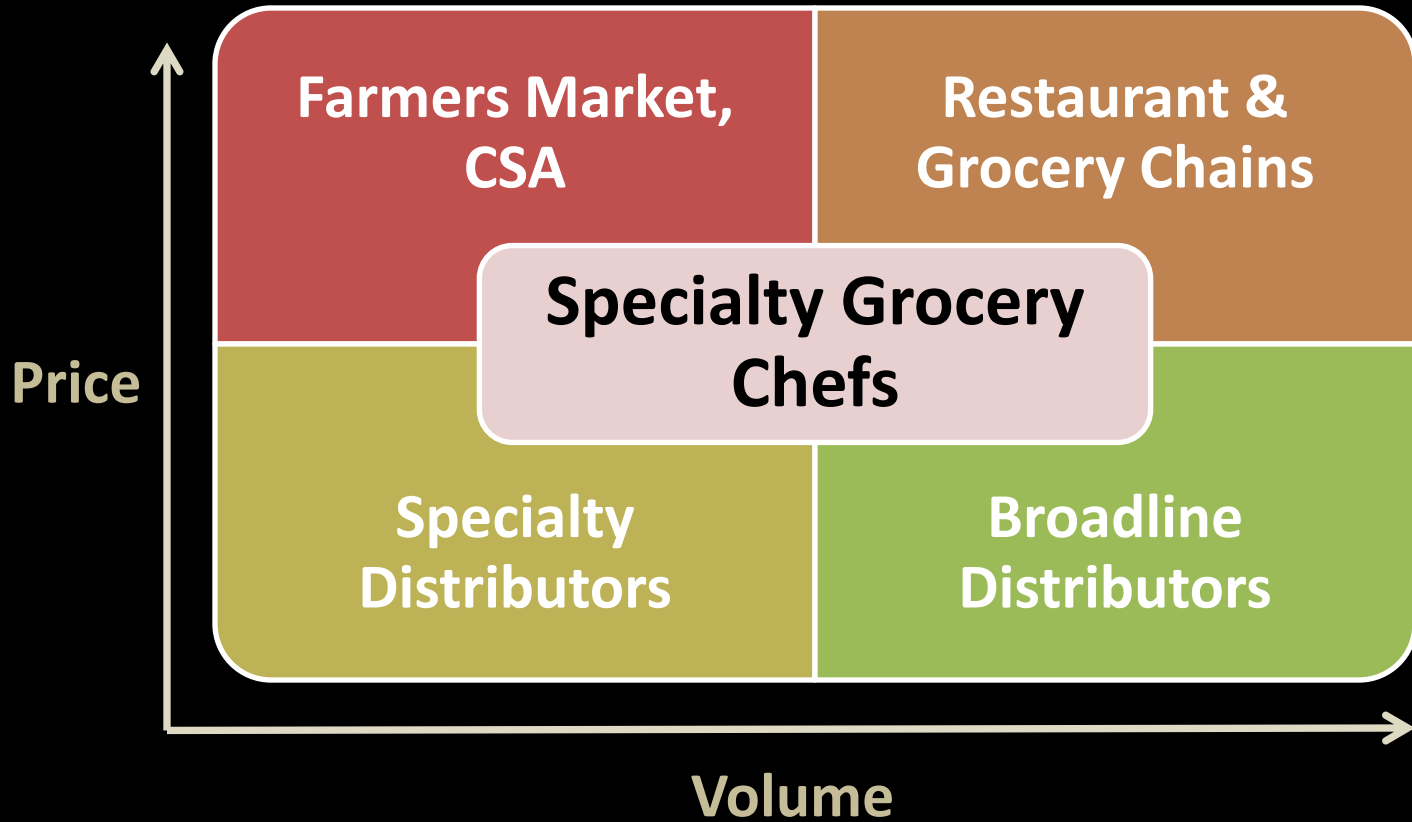
Geography *where*

- Primary markets
- Entire trading area
- Along existing routes

Selecting a Target Market

- In which you are **differentiated**
- In which you can **deliver value quickly**
- In which **customers are accessible**
 - Path to cash flow positive
- In which there are **adjacent markets for growth**

Segmentation, Target



Benefit Ladder

Emotional Benefits

- How customers feel about your product/service

Makes me happy

Consumer Benefits

- Customer advantage based on functional benefits

Tastes good and refreshing

Product Benefits

- Functional benefits provided by product attributes

Sweet effervescent beverage

Product Attributes

- Features and attributes of the product/service offering

Brown carbonated sugar water

Benefit Ladder – Consumer

Emotional Benefits

- How customers feel about your product/service

Peace of mind

Consumer Benefits

- Customer advantage based on functional benefits

Safe for me and my family

Product Benefits

- Functional benefits provided by product attributes

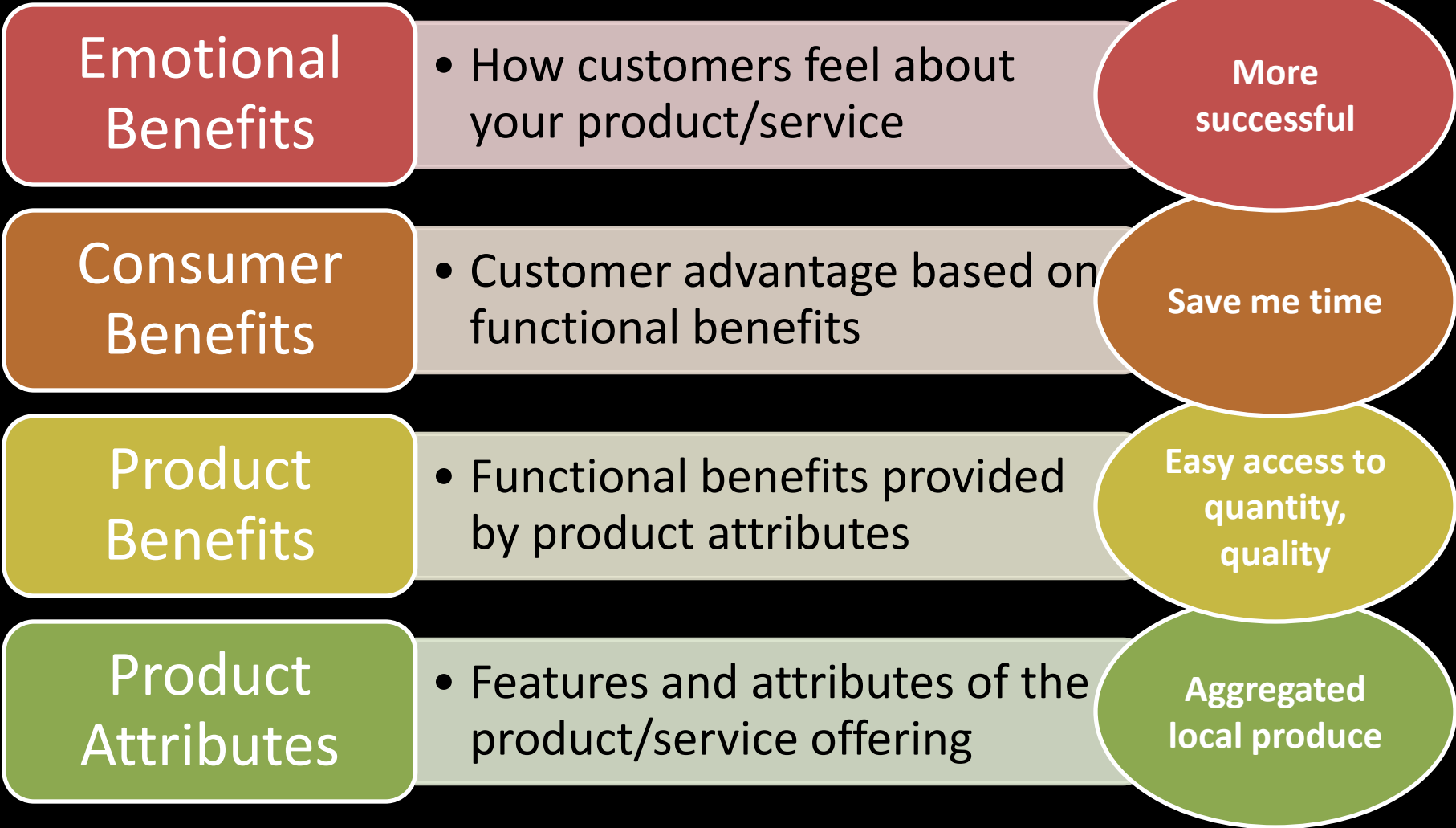
Sustainably produced

Product Attributes

- Features and attributes of the product/service offering

No chemical pesticides or GMOs

Benefit Ladder – Customer



Value Proposition

- **Customer Problem**

Situation which puts them in your market

Cannot access high volumes of quality local produce without serious effort

- **Relevant Solution**

Product/service offering

- what it is, what it does
- features & attributes
- compelling reason to buy

Aggregate fresh produce from local farms, packed to your specifications

- **Specific Benefits**

Quantified value

Get what you need through one point of contact
- variety, quantity, quality

Value Proposition

- **You must talk to customers**
at least 25
- **Highest order communication**
make it plain and understandable to customer

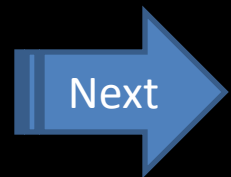


Remember

- **Great businesses solve big problems**
- **Investors want to know**
 - How big is the problem?
 - How unique is your solution?

Summary

- **Mission**
- **Business Model**
- **Customer Segmentation**
- **Target Market Selection**
- **Customer Benefits**
- **Value Proposition**



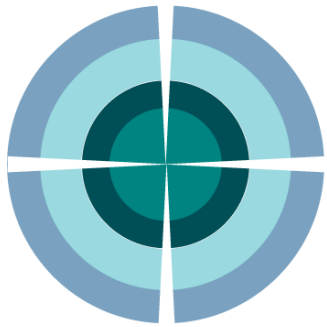
Summary

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Webinar 2

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THANK YOU!

