



PITCHING TO INVESTORS OR PARTNERS

PITCH THEN PLAN

Arthur A. Boni, Ph. D.
John R. Thorne Distinguished Career Professor of Entrepreneurship
Tepper School of Business
Carnegie Mellon University

QUOTE

- “You never get a second chance to make a first impression”
- Regis McKenna
 - Famous for marketing and promoting tech (Apple, Intel) and biotech (Genentech) in Silicon Valley

START WITH THE ELEVATOR PITCH

- **Get attention in first** “10 to 20 seconds” – highlight what you do, why it’s important, and why current solutions are not satisfying the identified need
- In the next “minute”, give a top-level summary:
 - The **opportunity** – it’s big and unsolved
 - Your **solution** - its **uniqueness** and your **competitive advantage**
 - Who is the **customer** and why do they care – what **value** do you create?
 - How you are going to make **money**?
 - Why this **team**/company, and Why now?

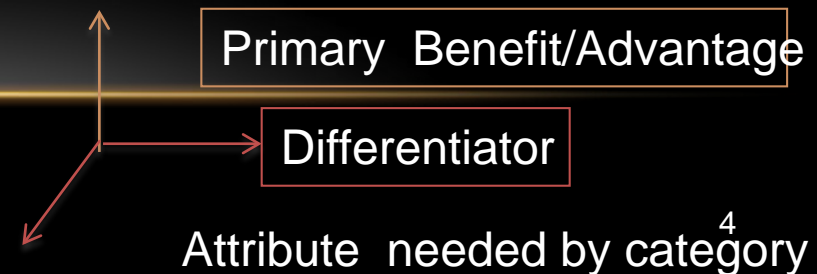
POSITIONING STATEMENT

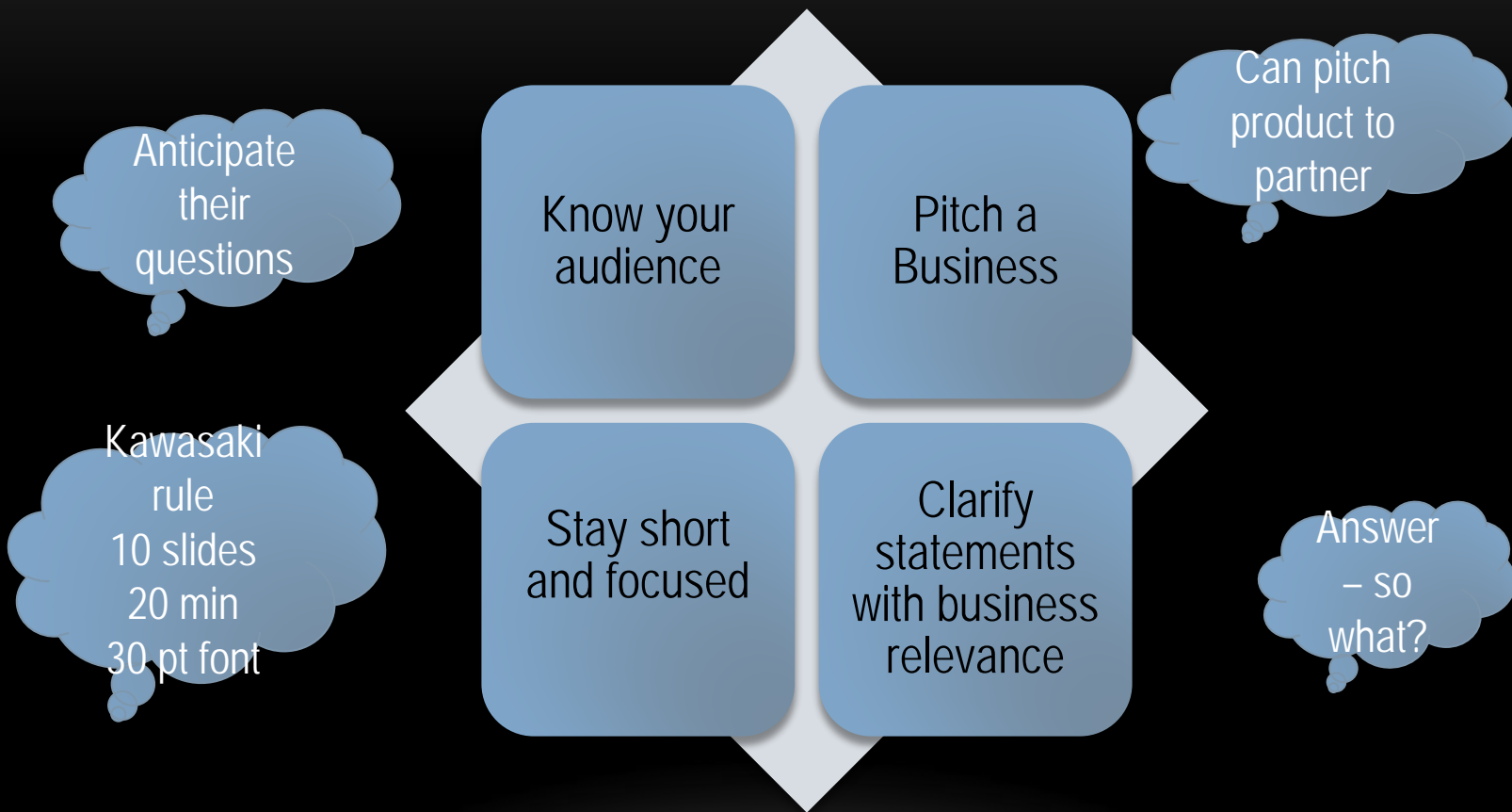
© 2019, Arthur A. Boni, Ph. D.



- *For (target customer)*
- *Who (statement of need or opportunity)*
- *The (product name) is a (product category)*

- *That (statement of key benefit – compelling reason to buy)*
- *Unlike (state our primary competitive advantage)*
- *Our product (statement of primary differentiation)*



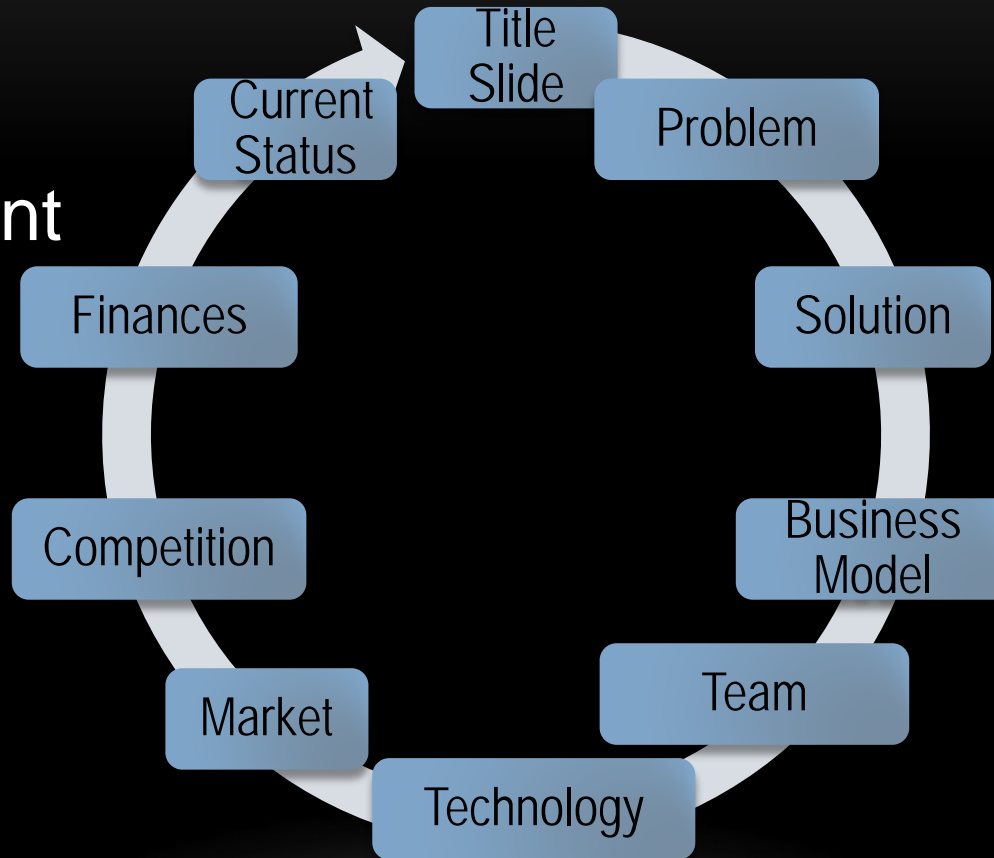


Anatomy of a Pitch

10, 20 30 rule of Guy Kawasaki

Ref. "The Art of the Start"

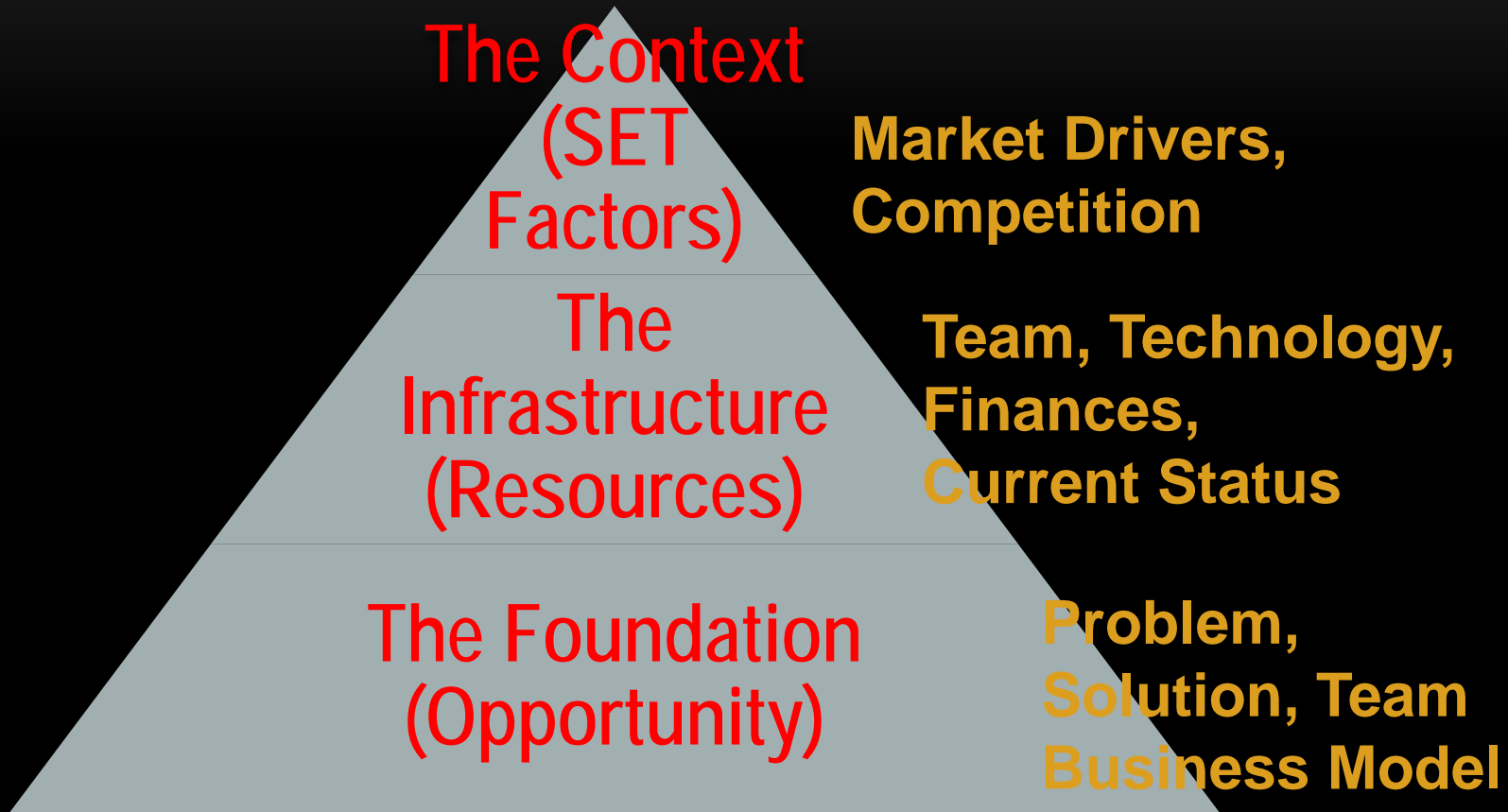
10 slides
20 minutes
30 point font



The Ten Necessary Topics

PITCH THEN PLAN

- Work up your Pitch
 - Then rework it with practice to multiple audiences
 - Then write your executive summary
 - Then write your business plan
- Plans don't sell opportunities, people do (via a Pitch)
 - But plans show that you understand how your business works



Building Blocks for a Winning Business

TITLE

- Organization name, address, title, contact information
- Give your elevator pitch – get their attention
 - Use persona to highlight the need – tell the story
 - State your current funding/need (follow on or not) and what you will accomplish with this tranche – what next value inflection point will you reach?
 - Strength of the team

PROBLEM – CLEAR & COMPELLING

- What **market need** is addressed - customer “pain” you are taking away?
 - How it is addressed today
 - What gaps exist
 - Identify the customers with this need
- The problem is **big, growing, real and not being well served**

SOLUTION

- Explain your product/service offering
 - How does it work?
 - **Evidence** that it does work (outcomes)
- Discuss the **uniqueness** and the **value** being created (be specific)
 - “3 to 10x” value or “3 to 10x” lower price”
- What is the long-term opportunity?
 - *(partner, what are the synergies?)*

BUSINESS MODEL (EVOLVING)

- Who are your **customers?** How many?
 - Unique Value proposition
- How do you provide the **channels/communications** to customers?
Partner? (how does it work?)
- Organizational design
 - Where do you sit in the value chain?
- How do you make **money** (revenue model and margins)?

TECHNOLOGY

- Explain the **secret sauce or underlying magic** – (IN SIMPLE TERMS)
 - Partners want deeper dive than VCs in pitch
 - Due Diligence will include (in-depth) technology/IP discussions
- Why is it **unique, differentiable, and sustainable?**
 - How is it protected?
 - Current status of IP
- Current status of the technology development and **demo results**

MARKETING AND SALES

- **Market:** size, growth
 - Patient profile, incidence, treatment methods
- What are your market **segments**?
 - Market entry target segment and why
 - What are your market share goals?
 - What will drive adoption? Barriers?
- **How do you acquire your customers**, convince them to buy, and retain them?
 - How much does it cost? How long?
 - For biotech, what are the Reimbursement & Regulatory issues

COMPETITION

- Overview competitive landscape – current players, potential new entrants with competing technologies, alternatives.
 - How to **position** vs. competition?
 - Note **barriers to entry**
 - How will the competition respond to your entry and growth?

MANAGEMENT TEAM

- List your team, their relevant experience and expertise
 - board
 - advisors
 - current investors if any
- Recognize the gaps in your team and talk about how they will be filled!

FINANCIAL PROJECTIONS

- Pro Forma Projections to demonstrate how the business works and sensitivities
 - P&L (revenues, costs, margins)
 - Cash Flow (burn rate, breakeven, profit)
- In Backup
 - Balance Sheet
 - Dollars, key metrics (customers, products sold, \$ of revenue for key cost elements)
 - Bottoms up forecasts !
 - Key assumptions, e. g. sales cycles, seasonality, etc.

CURRENT STATUS

- Key milestones met to date
- Future tasks and milestones – development, IP, clinical, team, etc.)
- Financing needed and uses
 - Highlight value creation and risk reduction
- (Exit strategy) → how do they get their money back, when and anticipated IRR?

NEXT STEPS

- End with a set of next steps
 - Site visit/demo
 - List of references for due diligence
 - MOU/Term Sheet

REFERENCES

- Guy Kawasaki, The Art of the Start 2.0. Penguin Group LLC (2015)
- A. Boni, "The Pitch to Investors and Partners", J. Commercial Biotechnology, Vol. 18, No. 2 (2012)