

Business & Financial Planning

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Acceleration Program Manager @ B4i

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Cosa vedremo:

1. Business & Financial Planning: la documentazione
2. Cos'è l'Investor Deck
3. Cos'è il Financial Plan
4. Best practices ed errori da evitare
5. Tool suggeriti per ID e FP

Contenuti utili

capitoli da 1 a 5

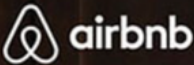
Business plan

CONFIDENTIAL SIMPLE BUSINESS PLAN TEMPLATE BUSINESS PLAN COMPANY NAME DATE PREPARED 00/00/0000 CONTACT Contact Name Contact Email Address Phone Number Street Address City, State and Zip webaddress.com	CONFIDENTIAL TABLE OF CONTENTS EXECUTIVE SUMMARY 3 COMPANY OVERVIEW 4 PROBLEM & SOLUTION 5 THE PROBLEM 5 OUR SOLUTION 5 TARGET MARKET 6 MARKET SIZE & SEGMENTS 6 COMPETITION 7 CURRENT ALTERNATIVES TARGET BUYERS ARE USING 7 OUR COMPETITIVE ADVANTAGES 7 PRODUCT OR SERVICE OFFERINGS 8 PRODUCT OR SERVICE 8 MARKETING 9 MARKETING PLAN 9 TIMELINE & METRICS 10 TIMELINE 10 MILESTONES 10 KEY PERFORMANCE METRICS 10 FINANCIAL FORECASTS 11 KEY ASSUMPTIONS 11 FINANCING 12 SOURCES OF FUNDING 12 USE OF FUNDING 12
Page 1	Page 2

Business plan

EXECUTIVE SUMMARY CONFIDENTIAL This section is written last and summarizes all the key points in your business plan in five to ten pages. This is your opportunity to capture the attention of your reader and get buy-in. Page 1	COMPANY OVERVIEW CONFIDENTIAL Provide a description of the overall nature of your business and the markets it operates in. Include details about the industry trends, demographics, and governmental and economic influences. Page 2	PROBLEM & SOLUTION CONFIDENTIAL THE PROBLEM OUR SOLUTION Page 3	TARGET MARKET CONFIDENTIAL MARKET SIZE & SEGMENTS Page 4	COMPETITION CONFIDENTIAL CURRENT ALTERNATIVES TARGET CUSTOMERS ARE USING OUR COMPETITIVE ADVANTAGES Page 5																																													
PRODUCT OR SERVICE OFFERINGS CONFIDENTIAL PRODUCT OR SERVICE Describe the product or service you are offering, how it benefits the buyer, and the unique selling proposition. Page 6	MARKETING CONFIDENTIAL MARKETING PLAN Describe your marketing objectives and strategy, how, including costs, goals, and plan of action. Page 7	FINELINE & METRICS CONFIDENTIAL FINELINE <table><thead><tr><th>ACTIVITY</th><th>DESCRIPTION</th><th>COMPLETION DATE</th></tr></thead><tbody><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></tbody></table> MILESTONES <table><thead><tr><th>MILESTONE</th><th>DESCRIPTION</th><th>COMPLETION DATE</th></tr></thead><tbody><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></tbody></table> KEY PERFORMANCE METRICS <table><thead><tr><th>ACTIVITY</th><th>DESCRIPTION</th><th>KEY METRIC</th></tr></thead><tbody><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></tbody></table> Page 8	ACTIVITY	DESCRIPTION	COMPLETION DATE													MILESTONE	DESCRIPTION	COMPLETION DATE													ACTIVITY	DESCRIPTION	KEY METRIC													FINANCIAL FORECAST CONFIDENTIAL KEY ASSUMPTIONS Provide insights into how you come up with the numbers and the assumptions (e.g., past performance, market forecasts). Describe the growth you are counting on, and how you are going to generate it. Page 9	FINANCING CONFIDENTIAL SOURCES OF FUNDING USE OF FUNDING Page 10
ACTIVITY	DESCRIPTION	COMPLETION DATE																																															
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Airbnb Pitch Deck

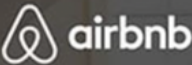


Problem

Price is an important concern for customer booking travel online.

Hotels leave you disconnected from the city and its culture.

No easy way exists to book a room with a local or become a host.



Solution

A web platform where users can rent out their space to host travelers to

 **Save Money**
when traveling

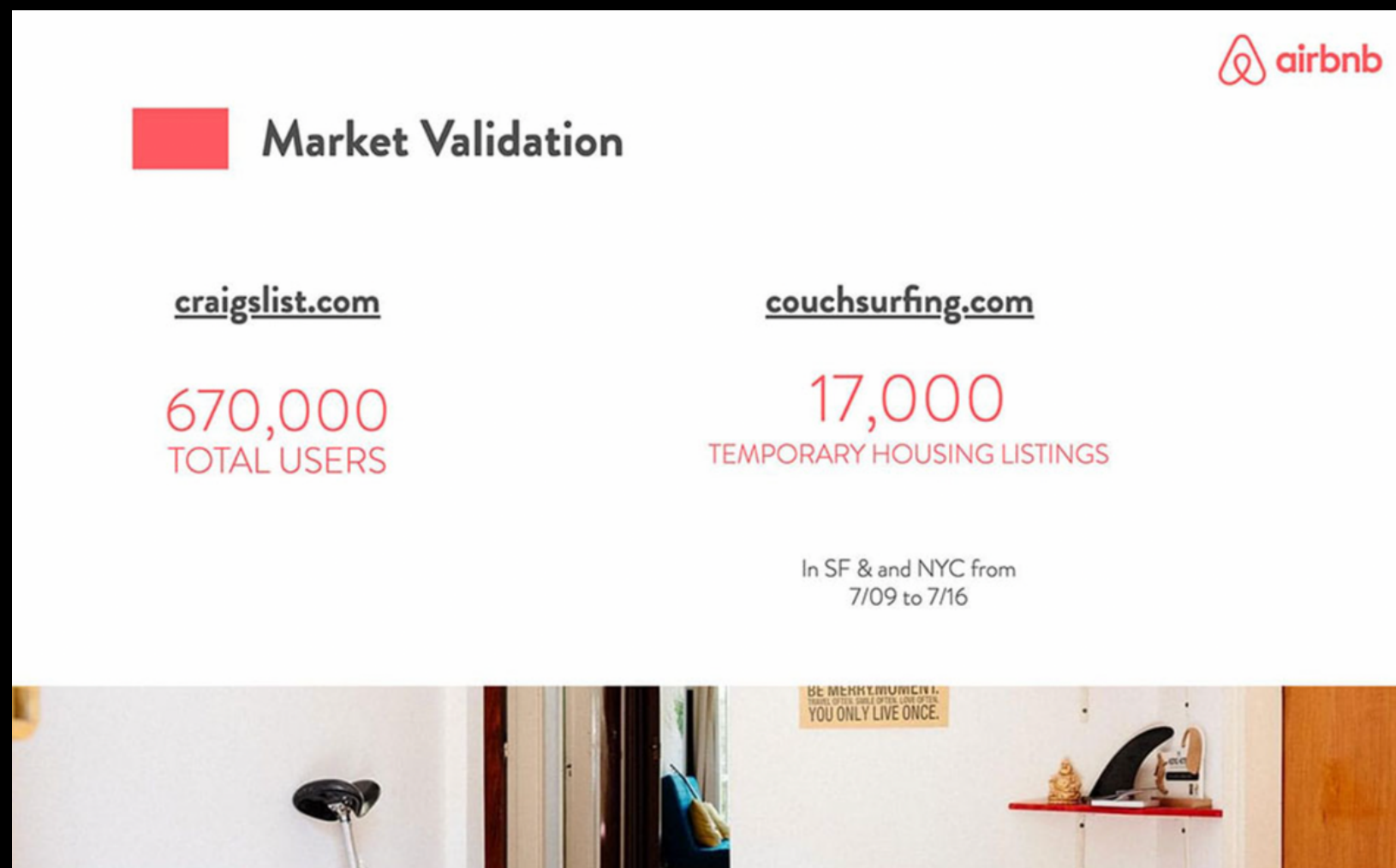
 **Make Money**
when hosting

 **Share Culture**
local connection to the city

Fonte: <https://slidebean.com/templates/airbnb-pitch-deck>

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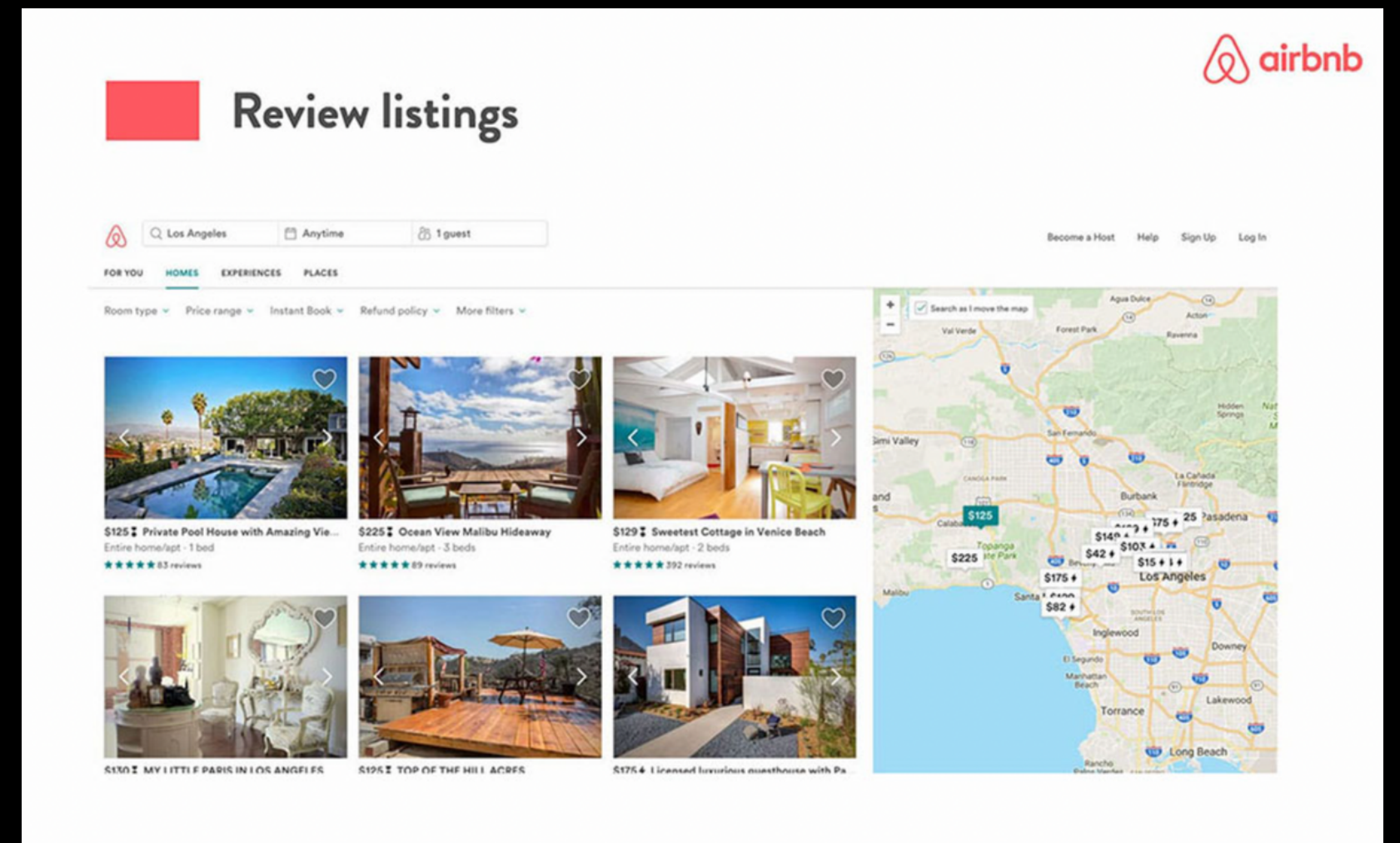
Airbnb Pitch Deck



Airbnb Pitch Deck



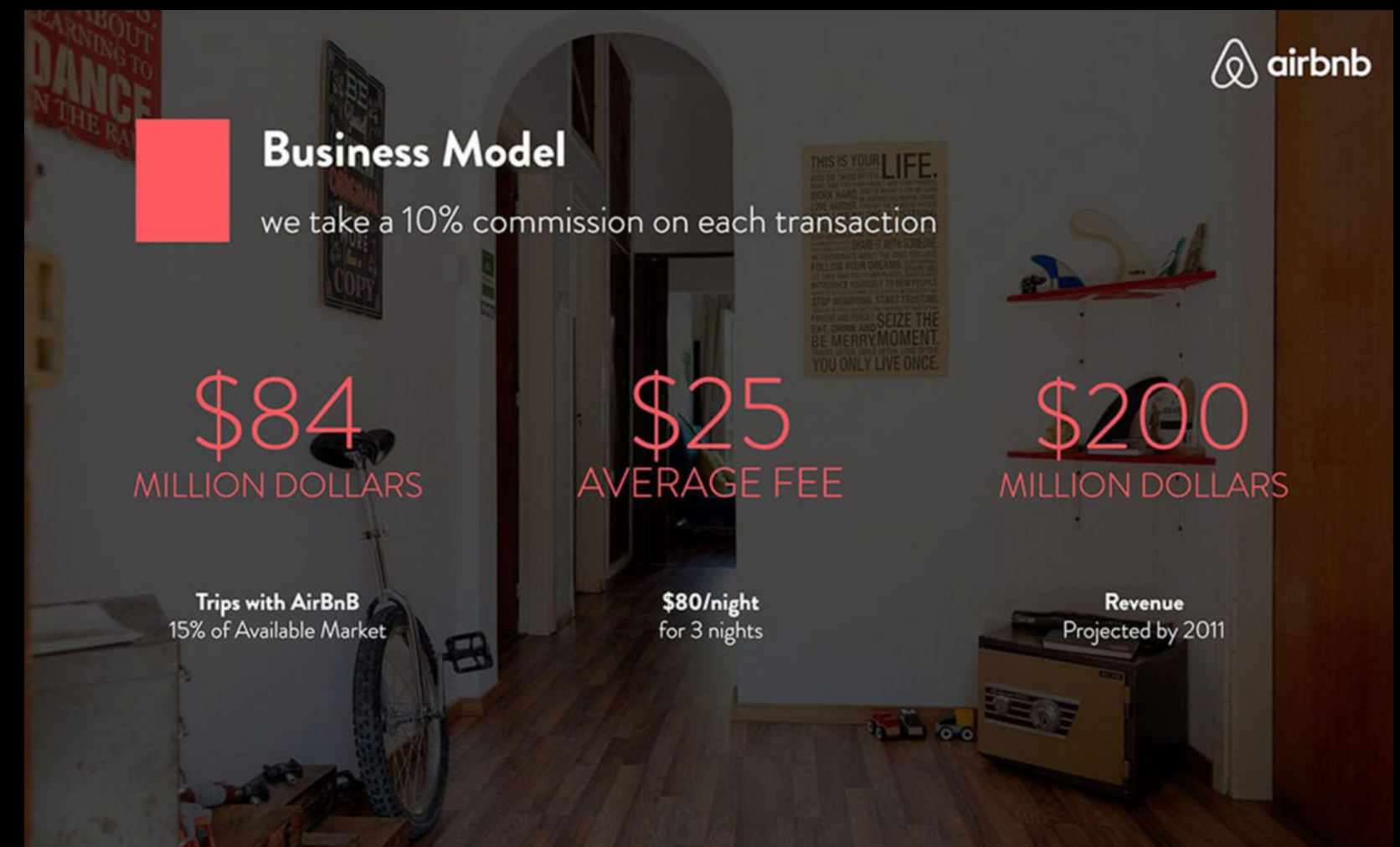
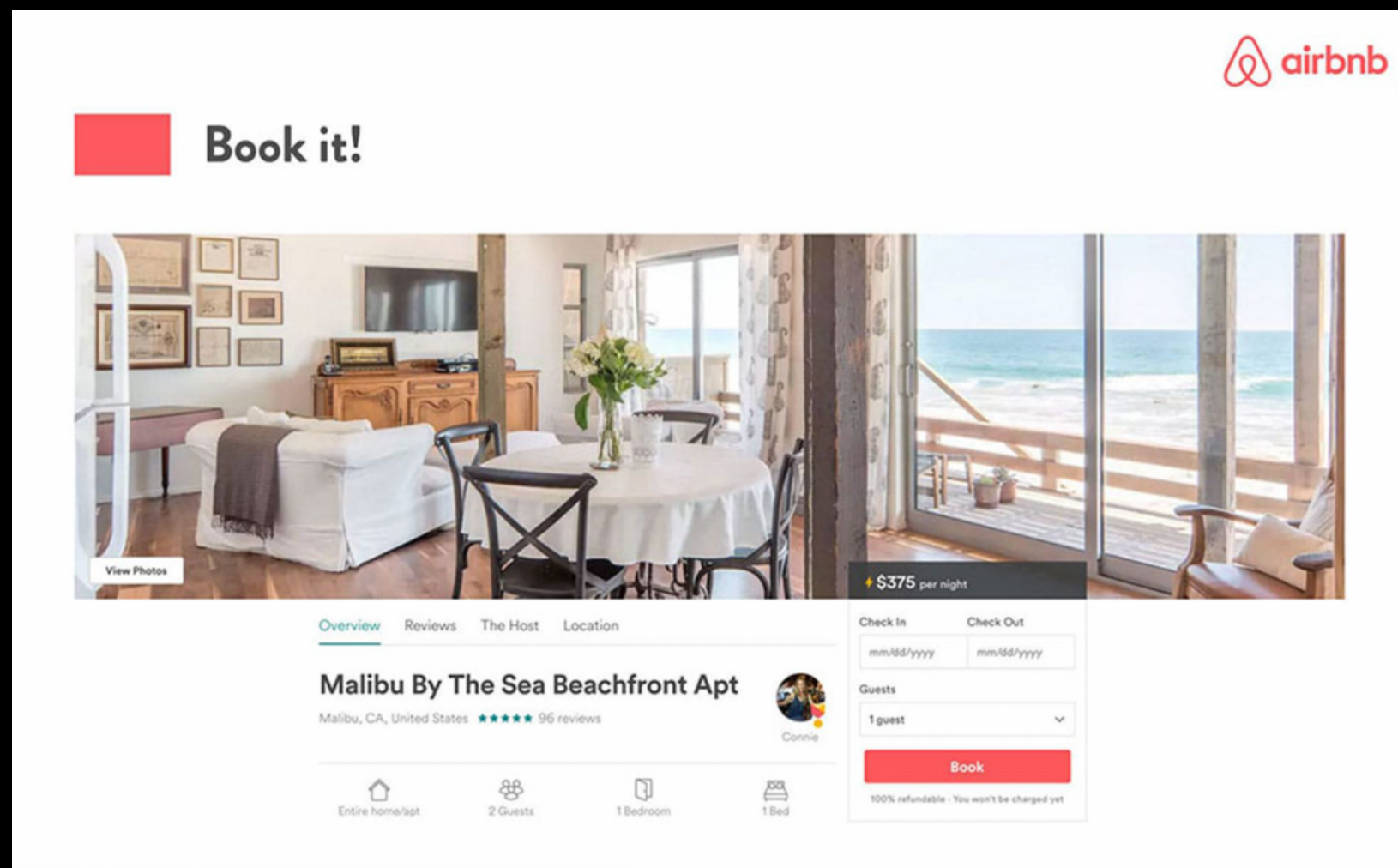
 Product



Fonte: <https://slidebean.com/templates/airbnb-pitch-deck>

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Airbnb Pitch Deck



Fonte: <https://slidebean.com/templates/airbnb-pitch-deck>

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Financial plan

PRO-FORMA P&L (\$)																			
Revenues ↴	178,550	200,668	223,654	247,827	273,202	304,849	337,323	371,723	412,659	455,207	503,495	554,339	4,063,496	599,459	652,441	707,656	765,461	825,729	894,594
CoGS	38,892	50,982	48,696	70,810	64,727	77,552	85,547	93,706	139,146	139,923	147,147	156,569	1,113,697	188,984	192,515	225,046	227,097	246,907	265,255
% of revenues	22%	25%	22%	29%	24%	25%	25%	25%	34%	31%	29%	28%	27%	32%	30%	32%	30%	30%	30%
Gross Profit	139,658	149,686	174,959	177,016	208,475	227,297	251,776	278,016	273,513	315,284	356,348	397,771	2,949,799	410,475	459,926	482,610	538,364	578,822	629,338
% of revenues	78%	75%	78%	71%	76%	75%	75%	75%	66%	69%	71%	72%	73%	68%	70%	68%	70%	70%	70%
Operating Costs																			
R&D	54,900	54,900	77,600	82,750	90,100	86,100	134,550	135,700	156,200	148,200	159,550	166,900	1,347,450	208,950	196,950	208,300	217,450	224,800	244,100
% of revenues	31%	27%	35%	33%	33%	28%	40%	37%	38%	33%	32%	30%	33%	35%	30%	29%	28%	27%	27%
S&M	120,250	302,400	291,650	297,650	330,900	349,350	355,350	365,350	375,350	385,350	395,350	405,350	3,974,300	415,350	440,200	457,450	463,450	473,450	539,450
% of revenues	67%	151%	130%	120%	121%	115%	105%	98%	91%	85%	79%	73%	98%	69%	67%	65%	61%	57%	60%
G&A	244,678	110,783	111,933	98,141	99,410	160,992	140,316	179,036	136,083	172,660	168,925	227,467	1,850,425	189,723	237,372	195,133	228,023	305,686	260,130
% of revenues	137%	55%	50%	40%	36%	53%	42%	48%	33%	38%	34%	41%	46%	32%	36%	28%	30%	37%	29%
Total Operating Costs	419,828	468,083	481,183	478,541	520,410	596,442	630,216	680,086	667,633	706,210	723,825	799,717	7,172,175	814,023	874,522	860,883	908,923	1,003,936	1,043,680
% of revenues	235%	233%	215%	193%	190%	196%	187%	183%	162%	155%	144%	144%	177%	136%	134%	122%	119%	122%	117%
EBIT	-280,169	-318,397	-306,224	-301,525	-311,935	-369,145	-378,440	-402,070	-394,120	-390,926	-367,477	-401,946	-4,222,376	-403,548	-414,596	-378,272	-370,559	-425,115	-414,341
OPERATING CASH FLOW (\$)																			
Cash inflow	329,550	395,668	402,654	410,827	420,202	490,849	502,323	515,723	590,659	607,207	493,495	514,339	5,673,496	741,459	892,941	920,656	950,961	983,729	1,145,594
Cash outflow	400,619	405,765	644,878	424,652	456,337	844,695	574,264	630,093	956,879	691,733	713,572	1,542,386	8,285,872	835,807	897,437	1,212,729	959,120	1,069,843	1,424,535
Total operating cashflow	-71,069	-10,097	-242,224	-13,825	-36,135	-353,845	-71,940	-114,370	-366,220	-84,526	-220,077	-1,028,046	-2,612,376	-94,348	-4,496	-292,072	-8,159	-86,115	-278,941
BANK BALANCE (\$)																			
Starting bank balance	500,000	5,428,931	5,418,833	5,176,609	5,162,784	5,126,649	4,772,804	4,700,864	4,586,494	4,220,274	4,135,748	3,915,671		2,887,624	2,793,277	2,788,780	2,496,708	2,488,549	2,402,435
Cash from financing	5,000,000	0	0	0	0	0	0	0	0	0	0	0	5,000,000	0	0	0	0	0	0
Cash from operations	-71,069	-10,097	-242,224	-13,825	-36,135	-353,845	-71,940	-114,370	-366,220	-84,526	-220,077	-1,028,046	-2,612,376	-94,348	-4,496	-292,072	-8,159	-86,115	-278,941
Ending bank balance	5,428,931	5,418,833	5,176,609	5,162,784	5,126,649	4,772,804	4,700,864	4,586,494	4,220,274	4,135,748	3,915,671	2,887,624		2,793,277	2,788,780	2,496,708	2,488,549	2,402,435	2,123,493

Fonte / Approfondimento Template

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Data pack

- KPI operativi storici (crescita della base clienti, transazioni, depositi, etc)
- Analisi di coorte (funnel di conversione, retention, revenue, revenue media per cliente, transazioni, depositi, upgrades e downgrades di piano)

SIGNUPS

Signups beginning of the month

New signups:

Organic signups growth p.m.

New organic signups

Marketing spending (\$)

Costs per paid signup (\$)

New paid signups

Total new signups

Signups end of month

Thereof unconverted signups

CUSTOMERS & MRR – BASIC PLAN

Customers

Customers beginning of the month

New customers:

Conversions from previous month's signups

Conversions from older signups

Total new customers

Downgraded from Pro

Lost customers (churn)

Upgraded to Pro

Customers end of the month

CACs (\$)

[Fonte / Approfondimento](#)

[Template](#)

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Data room

💡 **Notion tip:** Use your data room as a central source of truth during your fundraising process, letting your potential investors quickly find all the information they need to do due diligence.

 | Add a brief introduction for your startup here, summarizing who you are, and what this data room contains.

Data

- 🎯 Objectives
- 📈 Metrics
- 🗂️ Cap table
- 💰 Financials

Business

- 🏢 Business details
- 🌐 Market research
- 👥 Employees & hiring
- 📄 Company info

Materials

- 📁 Documents
- 📅 Minutes & updates
- 🎨 Brand & marketing
- 📊 Pitch deck

Recent materials

☰ List

📁 Documents	
📄 Post-money valuation cap	Nov 9, 2021 3:13 AM
📄 Offer letter	Nov 9, 2021 3:13 AM
📄 Stock purchase agreement	Nov 9, 2021 3:13 AM
📄 Investor rights agreement	Nov 9, 2021 3:13 AM
📄 Voting agreement	Nov 9, 2021 3:12 AM
📄 Incorporation agreement	Nov 9, 2021 3:12 AM
📄 Co-sale agreement	Nov 9, 2021 3:12 AM
📄 First refusal document	Nov 9, 2021 3:12 AM

☰ List

🕒 Minutes	
📄 Metrics recap	
📄 Pre-seed breakdown	

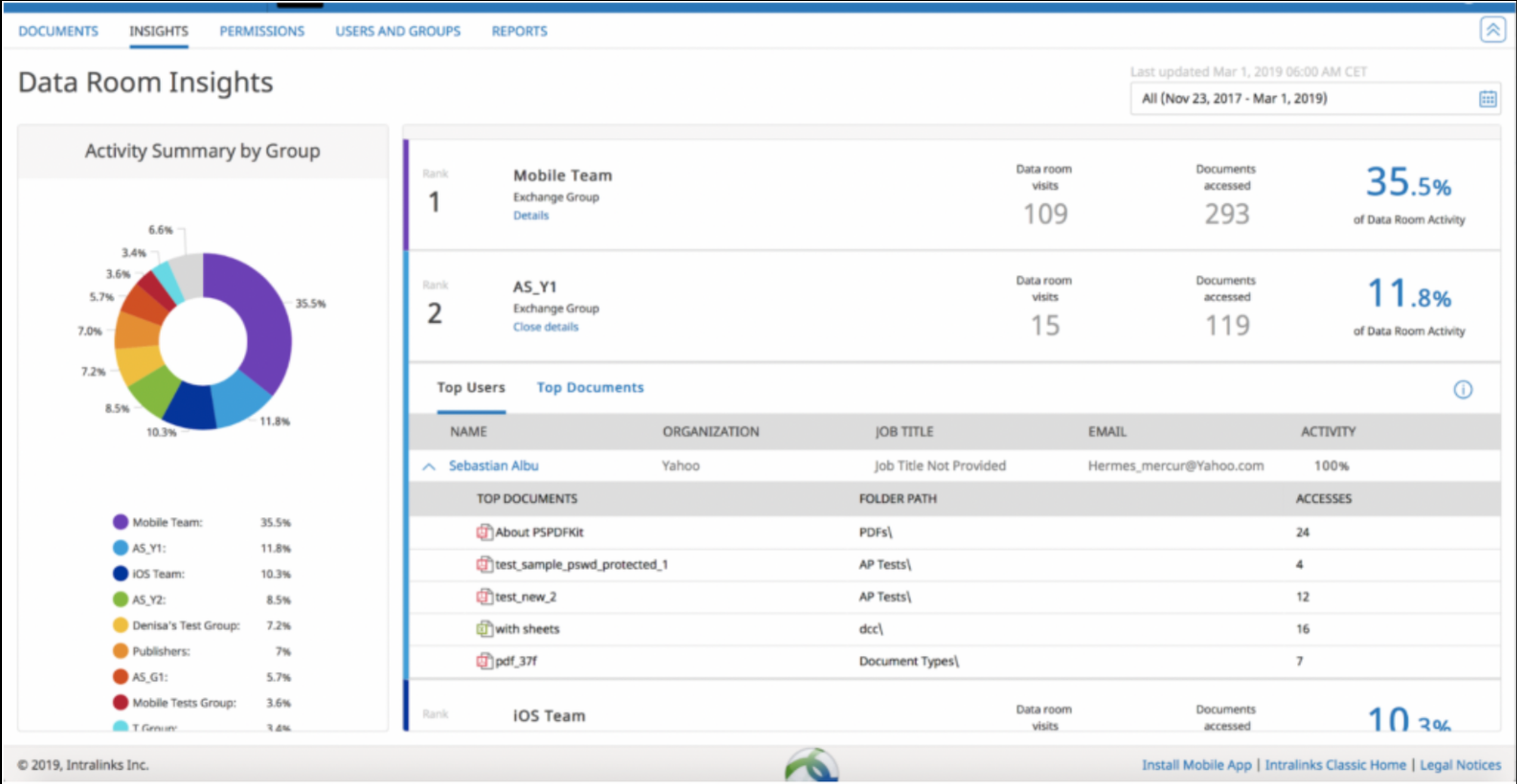
☰ List

📁 Investor updates	
📄 Oct 1, 2021 Update	
📄 Aug 15, 2021 Update	

Data Room

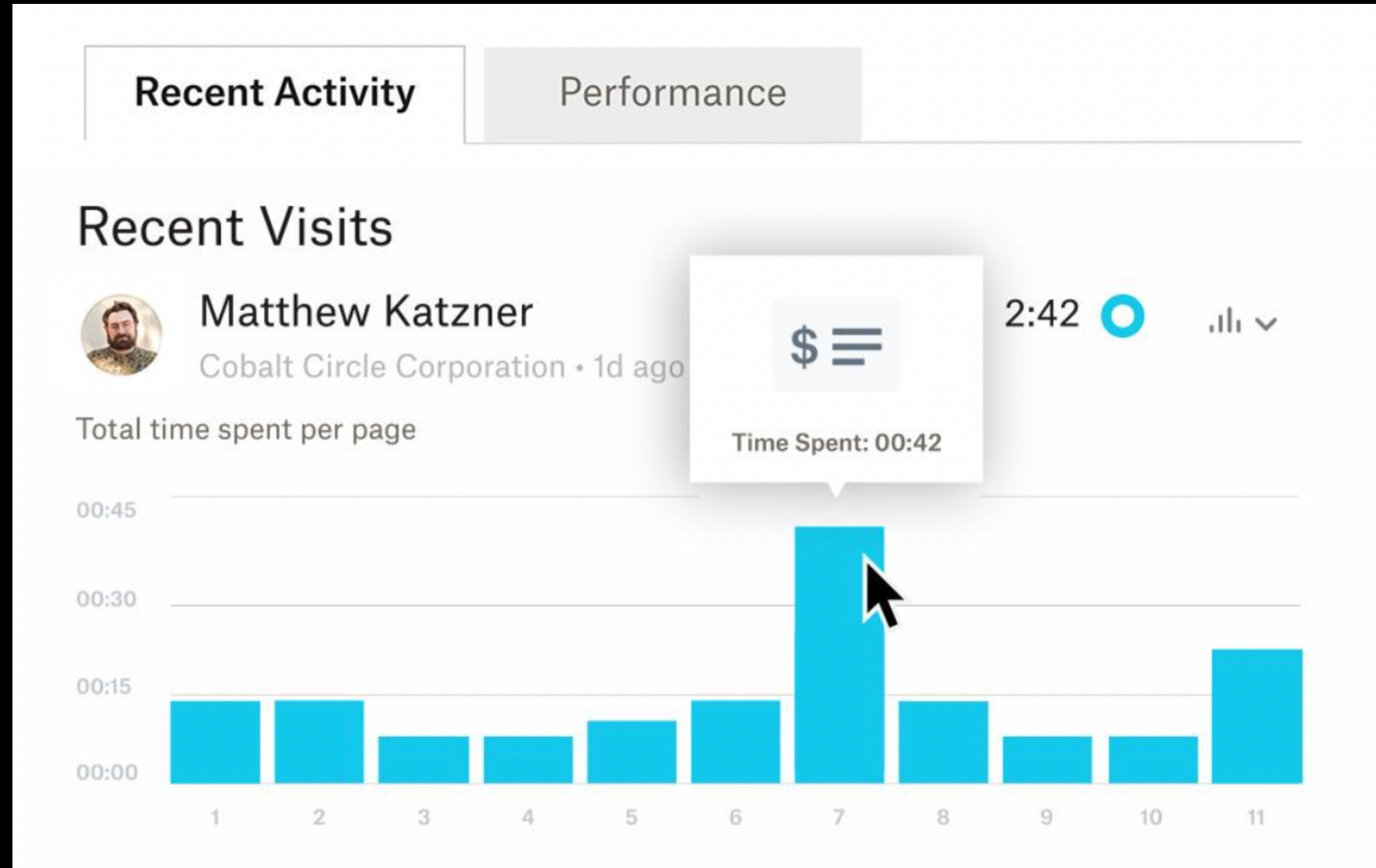
Notion Template

DocSend - Dropbox



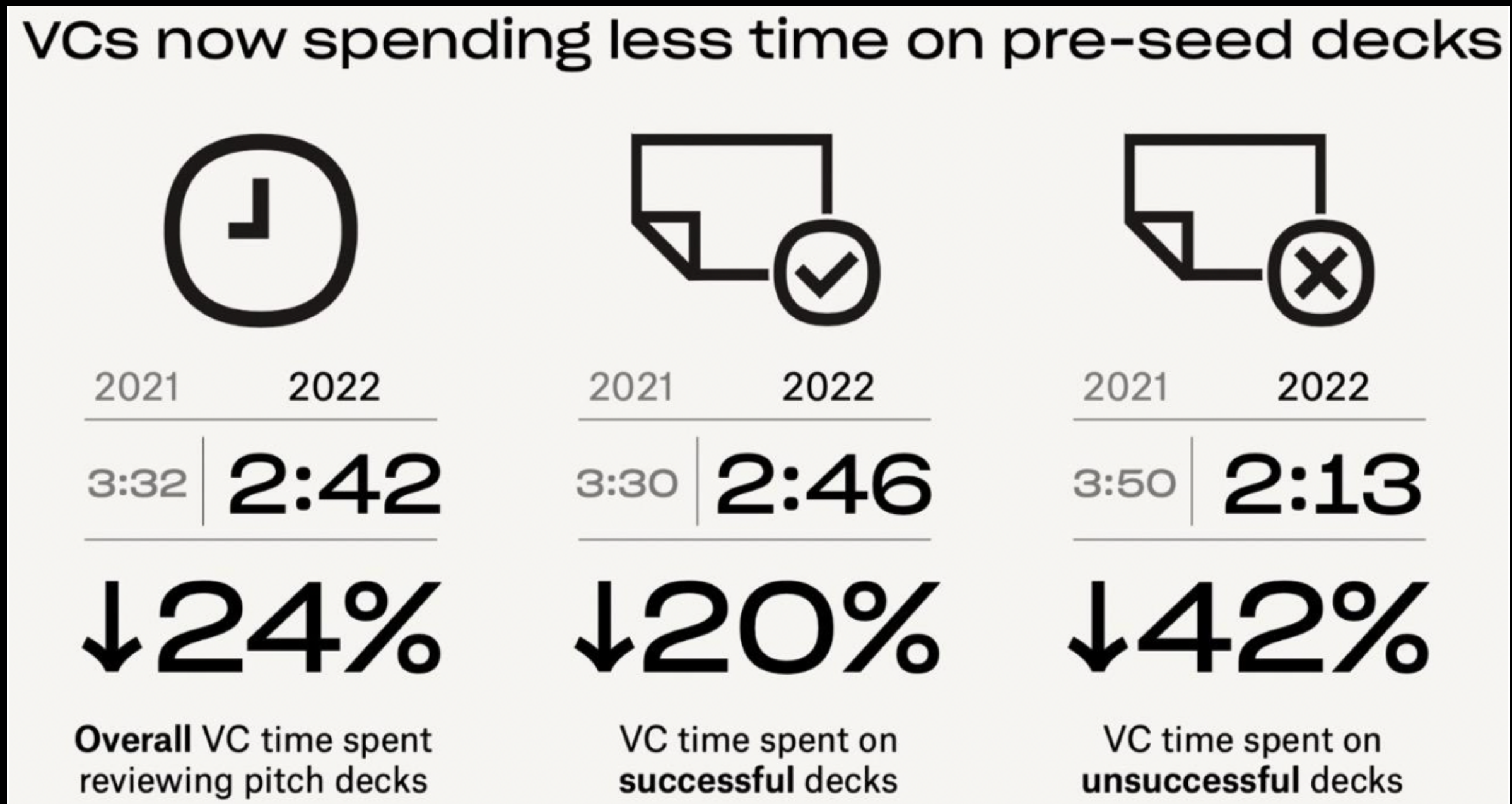
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DocSend - Analytics



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DocSend - Analytics



Market Opportunity

People need benefits that
aren't tied to employment

80M+

Lack access to
employer benefits

57M

1099

Freelance, contract, gig

40M

W2

Part-time, hourly, SMB

13M

MIX

Both 1099 and W2

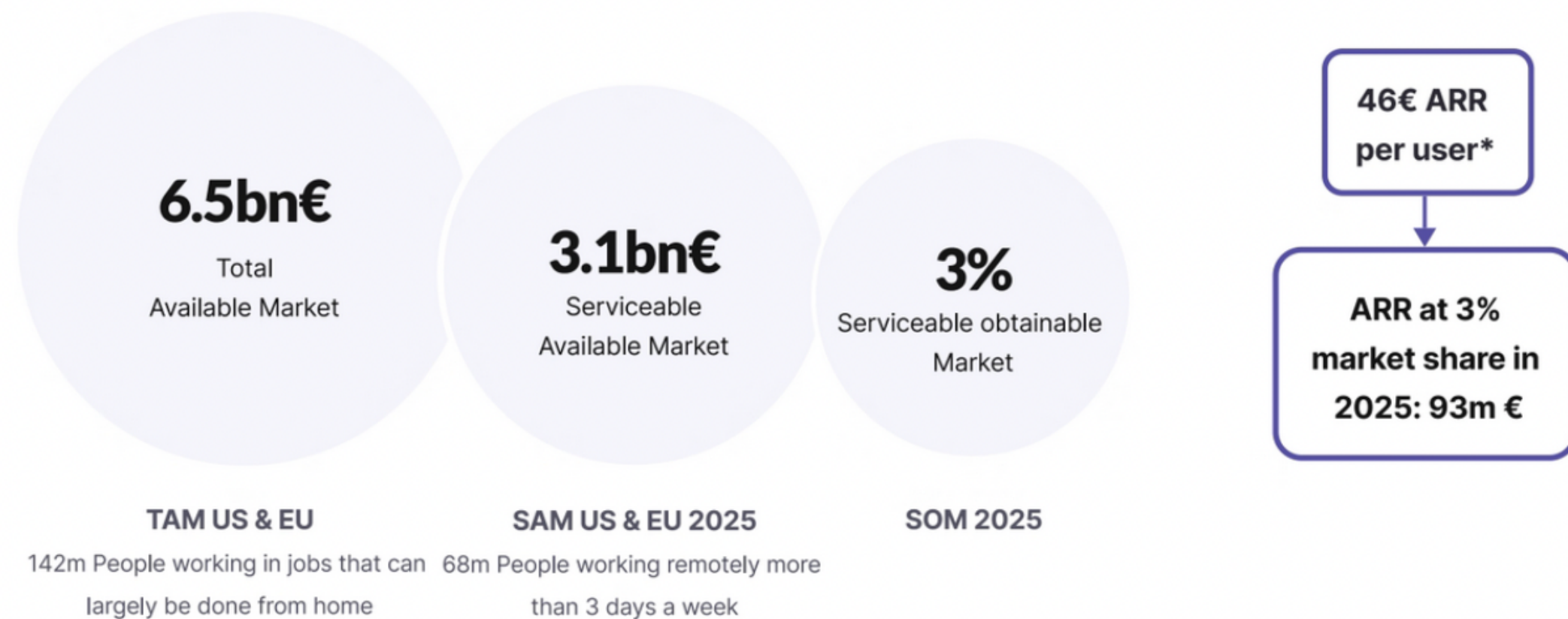
Non-traditional workers:

Multiple sources of income, volatility in payment schedules, no aggregation or automation

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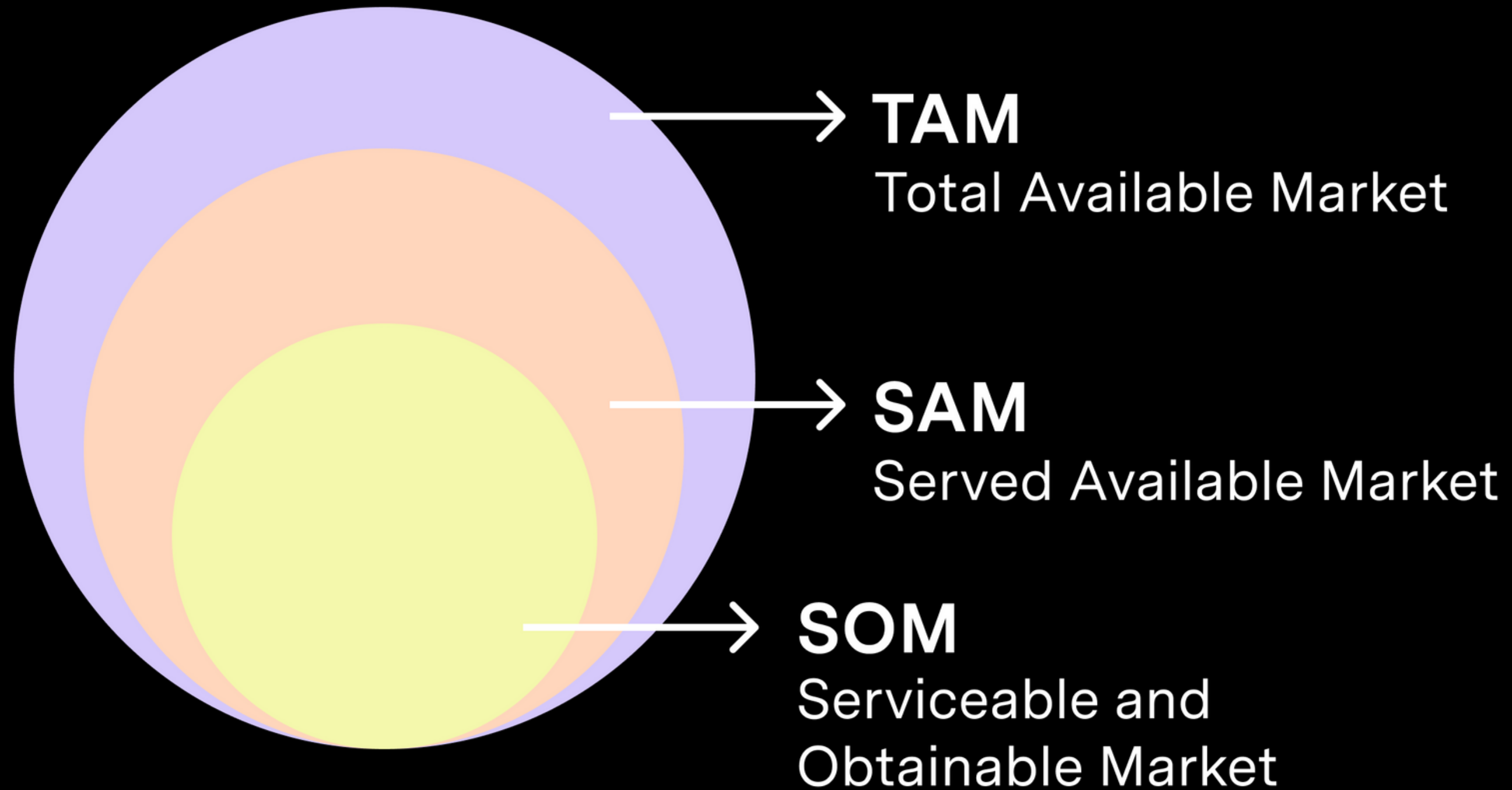
Market Opportunity

**This is a 6.5bn € market of which we will capture
EUR 100m in ARR within 4yrs**



*Assumptions: 60% Free, 25% Standard, 15% Premium

TAM - SAM - SOM



Product / Service Description

Key Problem & Opportunity

What is your customer pain?

What data do you have to prove it?

How would a “better world” look?

“Customer Quote Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque arcu nunc, iaculis id est luctus.*”*

Homeowner Challenges

1 in 8 painters respond within 48 hours

15 Days to receive a quote

29 Days to start painting

Painter Challenges

Low probability of success

Average painting company's lifespan is only 2 years

\$43/year

Average owner's take-home pay
(While taking on all risks of running a business)

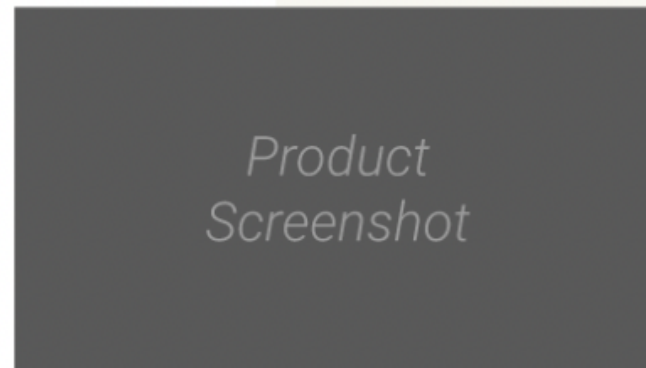
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Product / Service Description

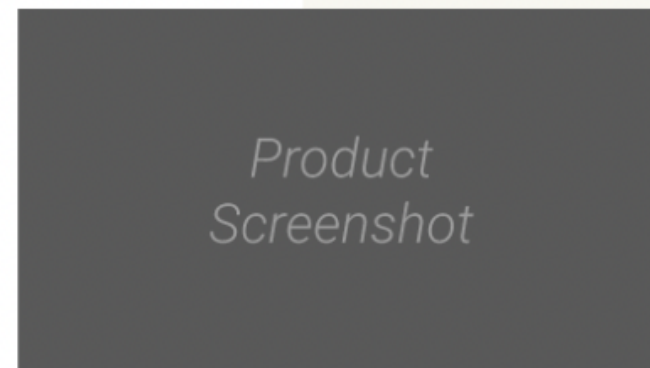
Solution



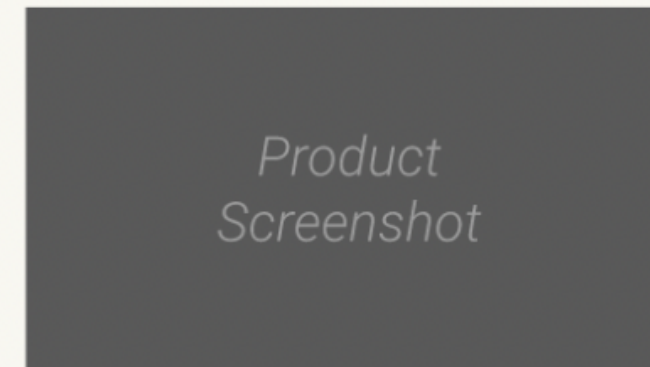
*How are you delivering this
"better world?"*



Title
Brief Description



Title
Brief Description



Title
Brief Description



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Revenue Model

We are a platform SaaS business

Standard		Professional	Standard
Users	Unlimited	Everything In Standard Plus	Everything in Professional Plus
Projects	Unlimited	Pipelines ✓	EHR Integrations ✓
Data Management	✓	Workflow & Automations ✓	Clinical Reporting ✓
Visualizations	✓	Compute ✓	24/7 Support ✓
Statistics	✓		
Public Data Integrations	✓		
Storage	100 GB		
Additional Storage	\$25/TB		
\$50/Month		\$250/Month	\$100,000 Annual License + \$200/Sample

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Revenue Model

REVENUE MODEL

WE BUY ON DEMAND FROM EXPORTERS
AND SELL TO FLOWER SHOPS WITH MARGIN



Growth Strategy

Acquisition channels from start to early September

Organic growth

Most of our leads
Customer word of mouth
No Sales (lead generation or SDRs):
interactions on Intercom or email only

Marketing

Content through our blog
Product integration with PayFit
Partnerships with incubators,
VCs, freelancers platforms...
Small test on facebook (€3k in total)

We are identifying **low CAC and repeatable strategies** to acquire new customers.
We will iterate on those, identify new ones and **double down on the winners**.

So far, our marketing has been 100% organic

01

content

Forbes

VentureBeat

INFOPRESSE®

Chatbots Magazine

LinkedIn

02

press outreach

The Washington Post

BUSINESS INSIDER VICE

YAHOO! LE DEVOIR

les affaires INFOPRESSE®

ELLE LA PRESSE

03

speaking engagements

RDV.MARKETING®

Hop!

CAMPUS INFOPRESSE®

Conférences INFOPRESSE®

BOTNESS ENTERPRISE

04

business communities

Forbes | Agency Council

F | FRENCH FOUNDERS

Forbes 30 UNDER30

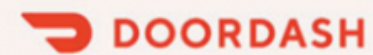
lii | Bootcamps

THE WEBBY AWARDS

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Traction

31% week over week growth



Trailing 12-month Snapshot

700+ Customers

+47,386
Developer Sign-ups

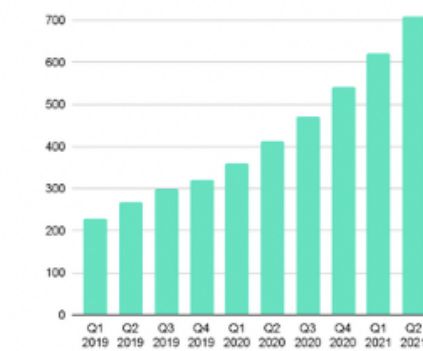
2B+ API requests daily

20TB+ of data daily

171M+ Unique
People Connected

New Customers

2X YoY



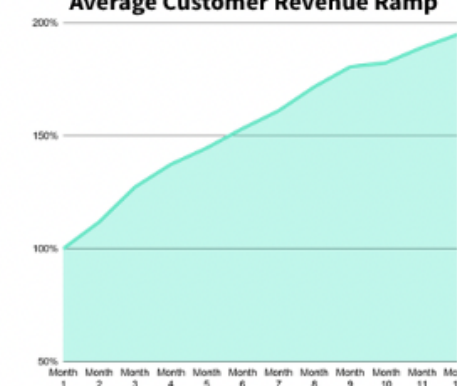
New ARR

3X+ YoY



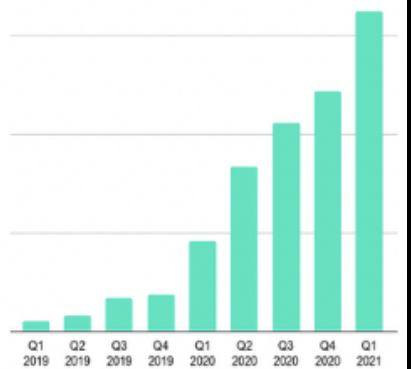
Average Customer Revenue Ramp

2X YoY



Developer Sign-Ups

7X+ YoY



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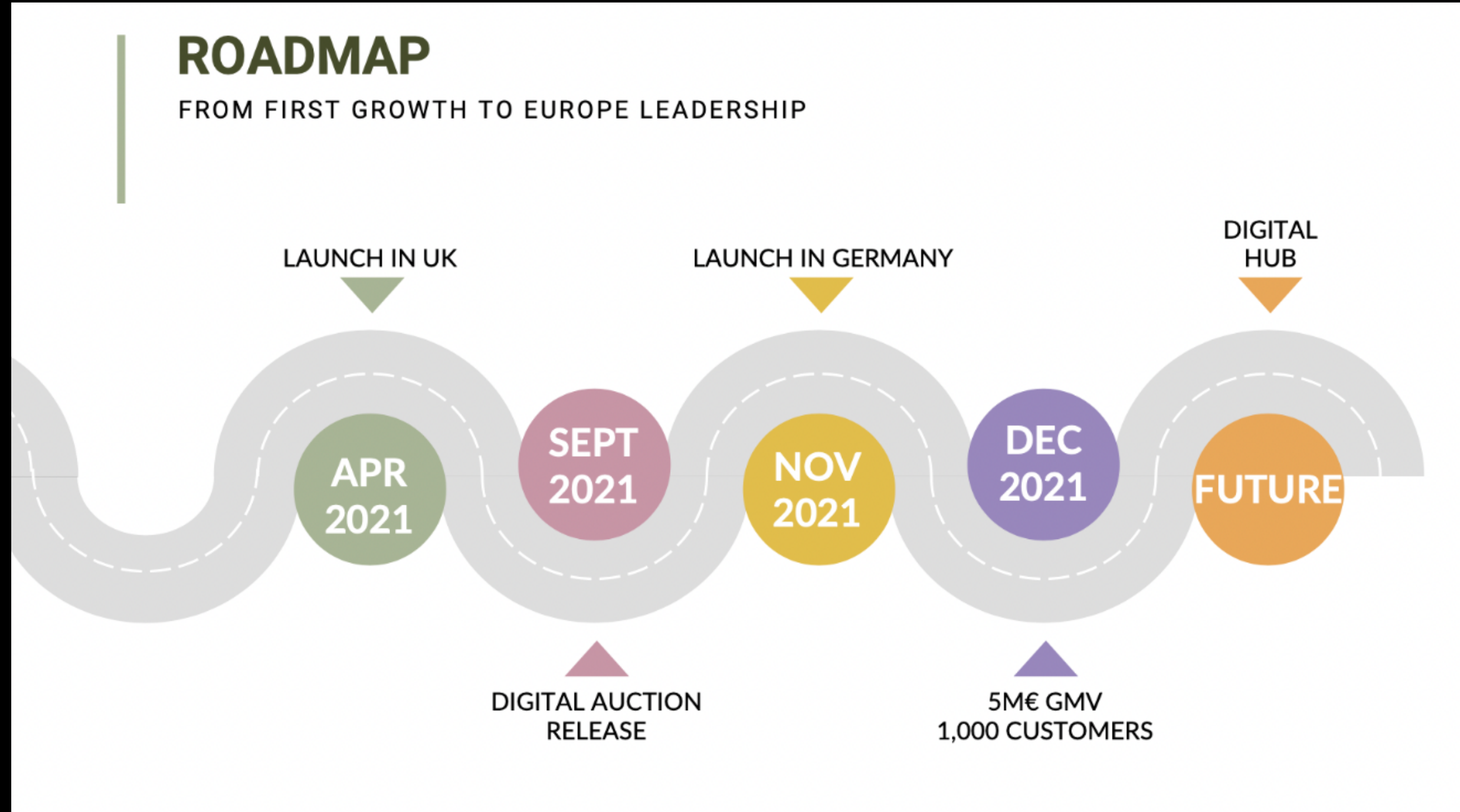
Roadmap & Ops

PRODUCT DEVELOPMENT OVERVIEW

Product development is a complex interactive process involving multiple disciplines and a variety of tools

	Technology Development Is it possible?	Product Development Detailed design, reduce risks, meet requirements			Mass Production Make it at scale		
Iterative Product Development Process	BENCHTOP PROTOTYPE	WORKS-LIKE	LOOKS-LIKE	MADE-LIKE	PILOT PRODUCTION	PRODUCTION	SUPPORT
	Prove that the concept is technically feasible	Prove that integrated functionality is possible	Prove integrated functionality in a believable form factor	Prove integrated functionality in a believable form factor using production like manufacturing processes	Validate the production process	Full production including supply chain management and change order management	Ongoing updates, improvements, and fixes
	1-4 months	2-5 months	3-8 months	3-12 months	4-6 months	Ongoing	Ongoing
Tools used	Sketchbook						
	3D CAD - SolidWorks / Fusion 360 / Catia / NX						
	PCB Design (EDA) - Altium / Eagle						
	Product Data Management (PDM) - Vault / SolidWorks PDM				Product Lifecycle Management (PLM) - Duro / Arena		

Roadmap & Ops



II team



Jean-Charles Samuelian - CEO & co-founder

Prior to Alan, Jean-Charles cofounded & exited from Expliseat, which has revolutionized aircraft seating for economy class through new breakthrough technologies, now flying on several airlines all over the world.

He programs since he was 12 and sold his first website at 13.

Samuelian holds a MSc in Engineering from Ecole des Ponts Paristech, a MBA from Collège des Ingénieurs and is a member of the French Institute of Actuaries.

Charles Gorintin - CTO & co-founder

Charles is a French technologist with experience as a data science leader at fast-growing social networks Facebook, Instagram, and Twitter.

He has a background in financial engineering and machine learning and loves using math and data to solve hard problems.

Gorintin holds:

- a Masters degree from Ecole des Ponts ParisTech in Mathematics and Computer Science,
- a Masters degree from ENS Paris-Saclay in Machine Learning,
- a Masters of Financial Engineering from UC Berkeley - Haas School of Business.

II team

Our team (3/3)

Design & UX



Edouard Wautier - UX - UI Designer, Creative Director

Edouard is our UX and design expert with more than 10y experience building products and services. He was the first design hire at Withings where he grew and led the UX / UI team over more than 10 products.

Withings - *Lead UX - UI Designer*
Orange Vallée - *Lead Interaction Designer*

Growth



Kevin Aserraf - Growth

Kevin is our Growth Marketer and startup ecosystem expert. He launched Start'inPost, the startup program of the French Post.

La Poste - *Startup program manager*
Sciences Po Rennes & Centrale Paris *graduate*

Customer Support



Anna Debernardi - Customer Support

Anna spent more than 2y at Captain Train to delight its users with great customer service and is now building the best one in Insurance.

Trainline (Captain Train) - *WoW Expert*
Psychologist

Joining in next months (already signed)

Céline Bagault - Customer Support

Trainline (Captain Train) - *WoW Expert for 3 years*

Déborah Rippol - Talent

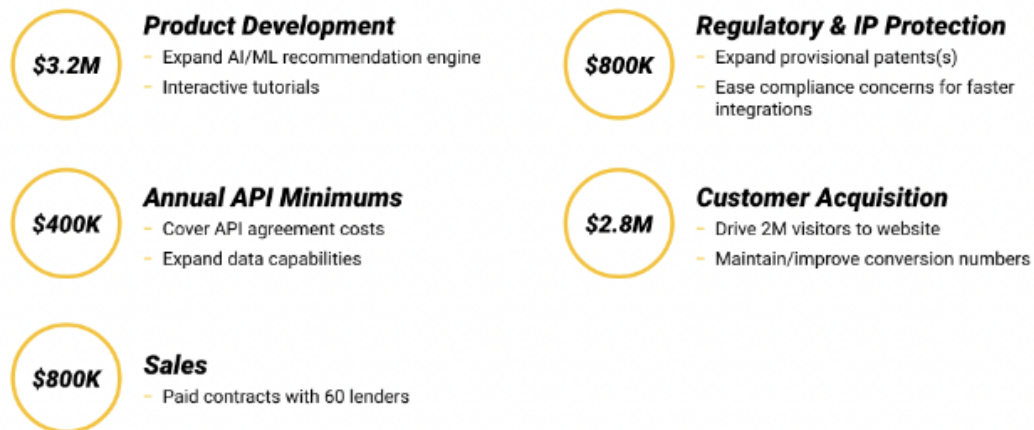
Buffer - *People Success Manager for 2 years*
WeWork - *Community City Lead*

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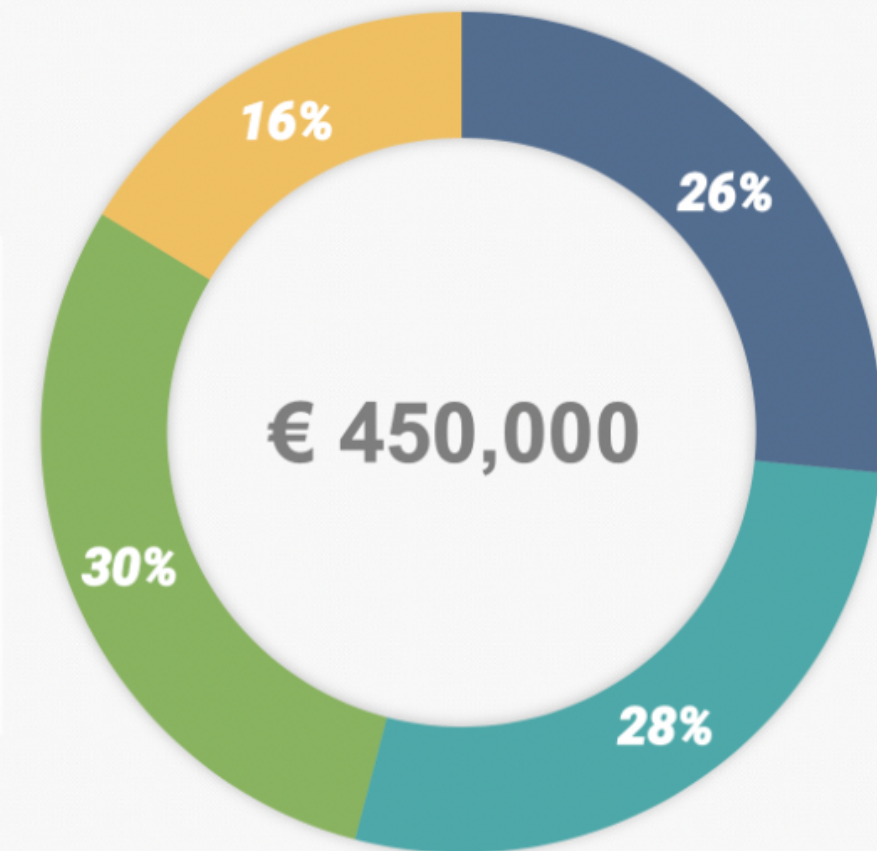
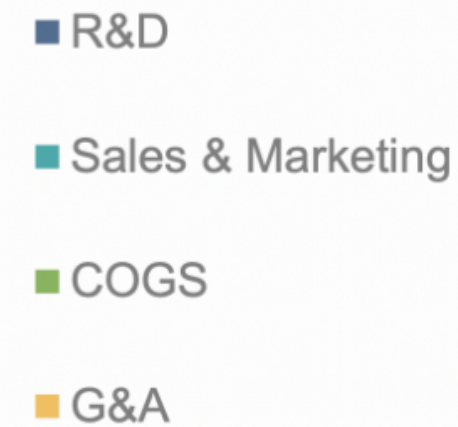
Richiesta di investimento

Fundraising Needs & Milestones

Use of Funds



Needs



Vision

Vision

JobFul will be the backbone of the new recruiting service industry.

Talent will be represented like athletes.

Recruiters will start agencies on JobFul, as creators start channels on YouTube.

Companies won't have large, internal recruiting teams as the external hiring cost will be < than the internal one.

Why now?



The arrival of distributed work.

Tools like Slack are fundamental to how work gets done.



The digitization of sales.

SaaS sales happen online and need a high degree of collaboration with marketing, product, engineering, finance and legal.

Revenue & Acquisition Metrics

Acquisition Conversions

Assumptions			
Signups beginning of 1st month:		5,000	
New signups in month 0		500	
Organic signups 1st month:		500	
Organic signups growth rate p.m. in year 1		12.00%	
Organic signups growth rate p.m. in year 2		9.00%	
Costs per signup (\$)		200	
Marketing spending 1st month (\$)		20,000	
Marketing spending increase p.m. (\$)		10,000	
Basic customers beginning of 1st month		100	
Conversion rate (of previous month's signups)		10.00%	
Conversion rate (of all older signups)		0.25%	
Churn rate p.m.		3.00%	
ARPA (p.m.) 1st month (\$)		50	
ARPA increase p.m.		0.50%	
ARPA in month 0 (\$)		50	

SIGNUPS	
Signups beginning of the month	
New signups:	
Organic signups growth p.m.	
New organic signups	
Marketing spending (\$)	
Costs per paid signup (\$)	
New paid signups	
Total new signups	
Signups end of month	
Thereof unconverted signups	
CUSTOMERS & MRR – BASIC PLAN	
Customers	
Customers beginning of the month	
New customers:	
Conversions from previous month's signups	
Conversions from older signups	
Total new customers	
Downgraded from Pro	
Lost customers (churn)	
Upgraded to Pro	
Customers end of the month	
CACs (\$)	
MRR	
ARPA (p.m.) (\$)	
MRR beginning of the month (\$)	
New MRR from new customers (\$)	
New MRR from customers who downgraded from Pro	
Net Expansion MRR of Basic customers (\$)	
Lost MRR (churn) (\$)	
Lost MRR (upgraded to Pro) (\$)	
Net new MRR (\$)	
MRR end of month (\$)	
m/m growth	

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	Jan-23	Feb-23	Mar-23
PRO-FORMA P&L (€)			
Revenues	178.550	200.668	223.654
CoGS	57.642	69.732	67.446
% of revenues	32%	35%	30%
Gross Profit	=D6-D8	130.936	156.209
% of revenues	68%	65%	70%

Gross profit

Revenues

CoGS

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Burn rate e Cash flow

Il Burn Rate indica quanti soldi “bruci” al mese, cioè la velocità a cui spendi.

$$\text{Mesi di runway} = \frac{\text{Liquidità rimanente}}{\text{Burn rate mensile}}$$

Tool e risorse

- DocSend
- Base Template (template dei modelli finanziari)
- Metriche di YCombinator (metriche da monitorare in base al proprio modello di business e da inserire nel piano finanziario)

Cosa abbiamo visto:

1. Business & Financial Planning: la documentazione
2. Cos'è l'Investor Deck
3. Cos'è il Financial Plan
4. Best practices ed errori da evitare
5. Tool suggeriti per ID e FP

Grazie per l'attenzione



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Q&A

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