



STRATEGIC POSITIONING FOR INVESTMENT AND GROWTH

Thursday, 20^h August 2026



Curtin University

ACKNOWLEDGEMENT

We acknowledge the Traditional Custodians of the land we each are meeting on today and pay our respect to their Elders past, present and emerging.



WHAT WE WANT TO ACHIEVE FROM THIS SESSION

1. Understand what a Strategic Endgame is
 - why it is important
 - what is Endgame Thinking
 - determining your most Strategic Excellent Position
2. Workshop your Strategic Endgame
3. How helps to guide your Execution Plan
 1. Long Term
 2. Medium Term
 3. Near Term What do you need to do Monday 😊

Introduction



Greg Riebe

Executive Director

Entrepreneurs in Residence Pty Ltd
Program Lead, INVESTinWA

Partner, Triangle Growth Partners
Program Lead, ScaleUP WA

- Extensive Corporate Experience
- Managed a startup fund - 1st tech incubator in Perth
- Co-Founder, Past Chair, Chair Industry Development Perth Angels
- Vice Chair, South West Angels
- Venture Partner, Eastend VC
- Venture Partner, Singapore Connect
- Industry Growth Program Adviser
- Co-Founder, Director Australian Innovation Management Institute
- Advisory Board Member, WA Leaders
- Company Director
- Speaker, Mentor, Advisory Board member
- 25+ years in commercializing emerging technology
- 35+ years in innovation and organisational change
- Australian Angel of Year 2020
- Pearcey Entrepreneur of the Year (WA) 2020
- Business News Power 500



MORE ABOUT YOU ... A POLL

- Whose project is a research project
(ie. you are using Ignition to determine if your idea is worthy of pursuit)
- Whose project is a commercialisation project
(ie. you are using Ignition to work out the best way to pursue your idea?)
- Who is raising capital
- Who is seeking partners (e.g. co-founders, go to market partners, etc)

WHAT DO WE MEAN BY STRATEGIC POSITIONING



SIMPLY, IT'S A GAME PLAN

*Where are
you now?*

*Where do you
want to be?*

IT'S NOT JUST ...

*Market
Position*

IT'S MORE ...

*Business
Value*

WHY

*40% who do have a “game plan”
predict double-digit growth*

Some other thoughts ...

You're the 1ST Investor

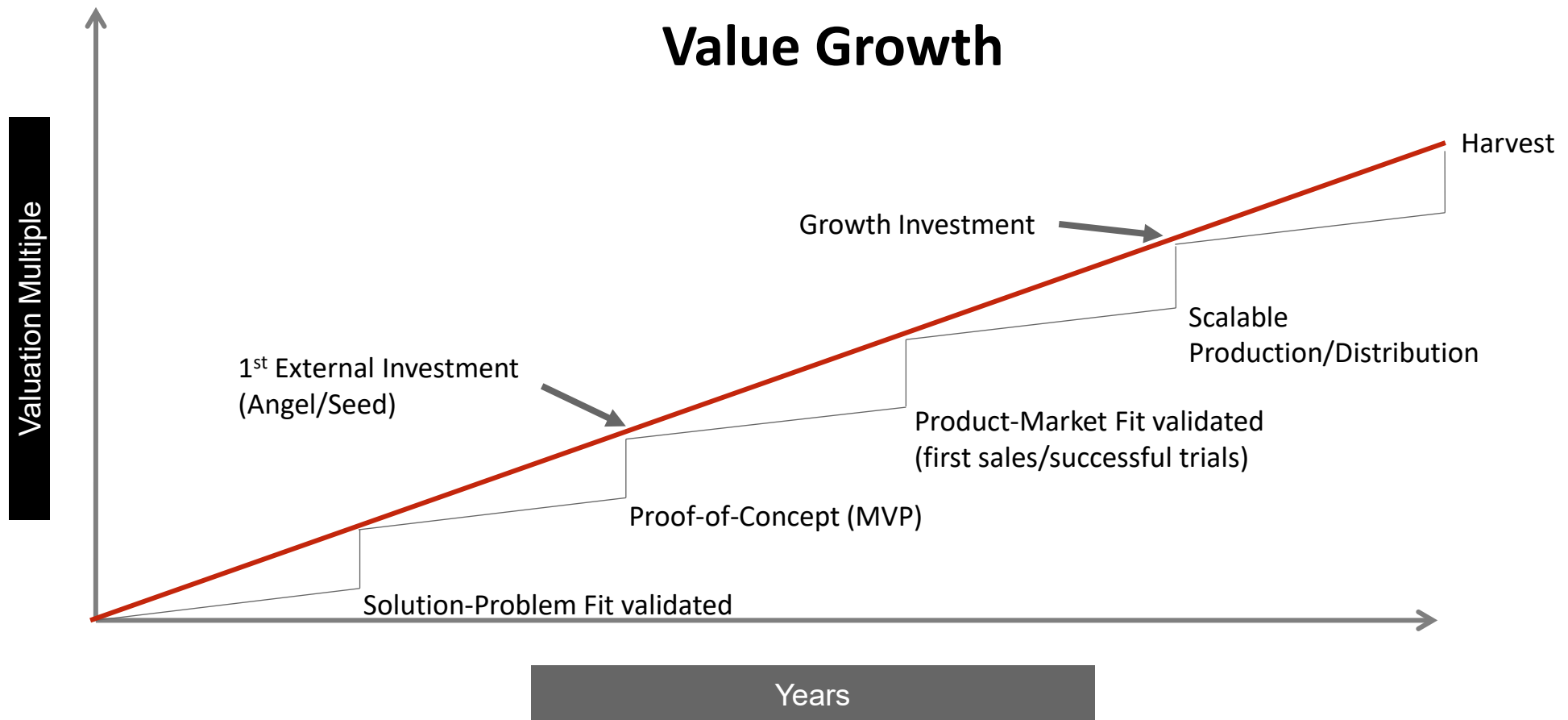
*Why Would
Others Invest?*

*Plans are drawn in sand
and NOT in concrete*

*Failing to plan is
planning to fail*

*If you don't have a plan for
yourself, you'll be part of
someone else's*

VALUE INFLECTION POINTS IN EARLY-STAGE VENTURES



Strategic Positioning for Investment & Harvest

Endgame Thinking

What Is It And Why Important

What is an Endgame

WHAT IS AN ENDGAME

It is the plan you have to harvest/extract the maximum value that you have created and captured.

WHAT IS ENDGAME THINKING

It is how you navigate the complexities of business with agility, certainty and confidence by:

- Crafting growth strategies
- That align with your Endgame.

What are some Harvesting Options

Harvest event options can be:

- Acquisition or Merger
 - ***Full sale/Partial sale***
- Succession Planning
- Management Buyout (MBO)
- Initial Public Offering (IPO)
- Closure or Liquidation

What is a Strategic Excellent Position

WHAT IS A STRATEGIC EXCELLENT POSITION (SEP)

It is what you need to look like that will maximise value. It must be:

- Unique
- Valuable
- Defensible
- Harvestable

It can be described by:

- Strategic Differentiator
- Positioning (Industry Value Chain,
Competitively in market)
- Territories
- Offerings in the Market
- Revenues/Earnings
- FTEs

(extract from Horizon 4, Business Strategy Canvas)

Our Vision Statement	Horizon Period (yrs) ____			
Our Mission Statement	(what describes you when you get there ... set horizon period (eg. 3, 5, 7, 10 yrs))			
Our Strategic Differentiator/Unfair Advantage	(where to you want to be - what is the hill you wish to take that makes you have arrived)			
Our strategic Position in the Industry Value Chain (IVC) will be	(what differentiates from everyone else)  (draw your IVC : Upstream (who supplies you) Downstream (who you supply thru to Consumer))			
Our Strategic Position in the Market sectors we compete will be	 (label each axis with [max 2 words] what you see as that compares you to your competition ... place where you are ... place where you see your competition)			
Our Economic Growth Engine supports scale by	(one key metric that defines the essence of your business model and is tied to your long-range goal)			
What do you think you would look like	Offerings _____ Where (geographies) _____ # Staff _____ \$ Revenue _____ \$ or % Net Earnings _____			
The Prize we will get by executing to our SEP is	(an enterprise valuation target, succession event, M&A ready - why you think your valuable)			
We believe we will be able to harvest the value we have created as follows:	Proposed Business Structure _____ (Limited, Pty Ltd, Trust, Partnership)			
	Targeted Enterprise Value	Valuation Method Event	Planned Liquidity	Validated (Y or N)
	(who do you think would also see you as valuable)			
	(what / how / where do you see yourself involved at that time)			

What is an Endgame

WHAT IS AN ENDGAME

It is the plan you have to harvest/extract the maximum value that you have created and captured.

Harvest event options can be:

- Acquisition or Merger
 - **Full sale/Partial sale**
- Succession Planning
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WHAT IS ENDGAME THINKING

It is how you navigate the complexities of business with agility, certainty and confidence by:

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- That align with your Endgame.

Group Discussion

Experiences in Harvesting?

SCALE WHILE CREATING AND CAPTURING VALUE

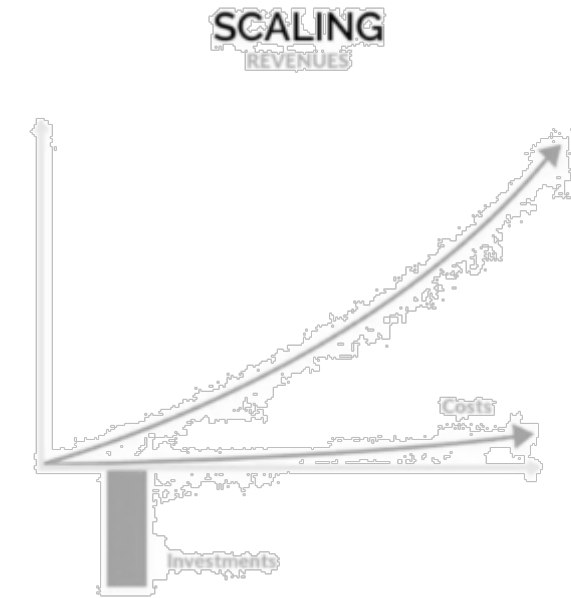
Strategies To Be Considered



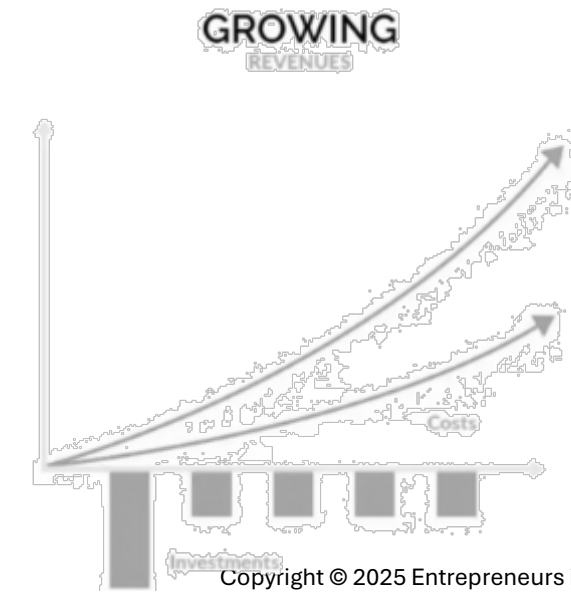
WHAT DO WE MEAN BY SCALE

What do we mean by scale?

- A **scalable business model** is one that is flexible and where the addition of new resources brings increasing returns.



- Scalable companies are “**not weighed down**” by the same revenue-cost relationship that defines linear models.



What we should be creating

Unicorn



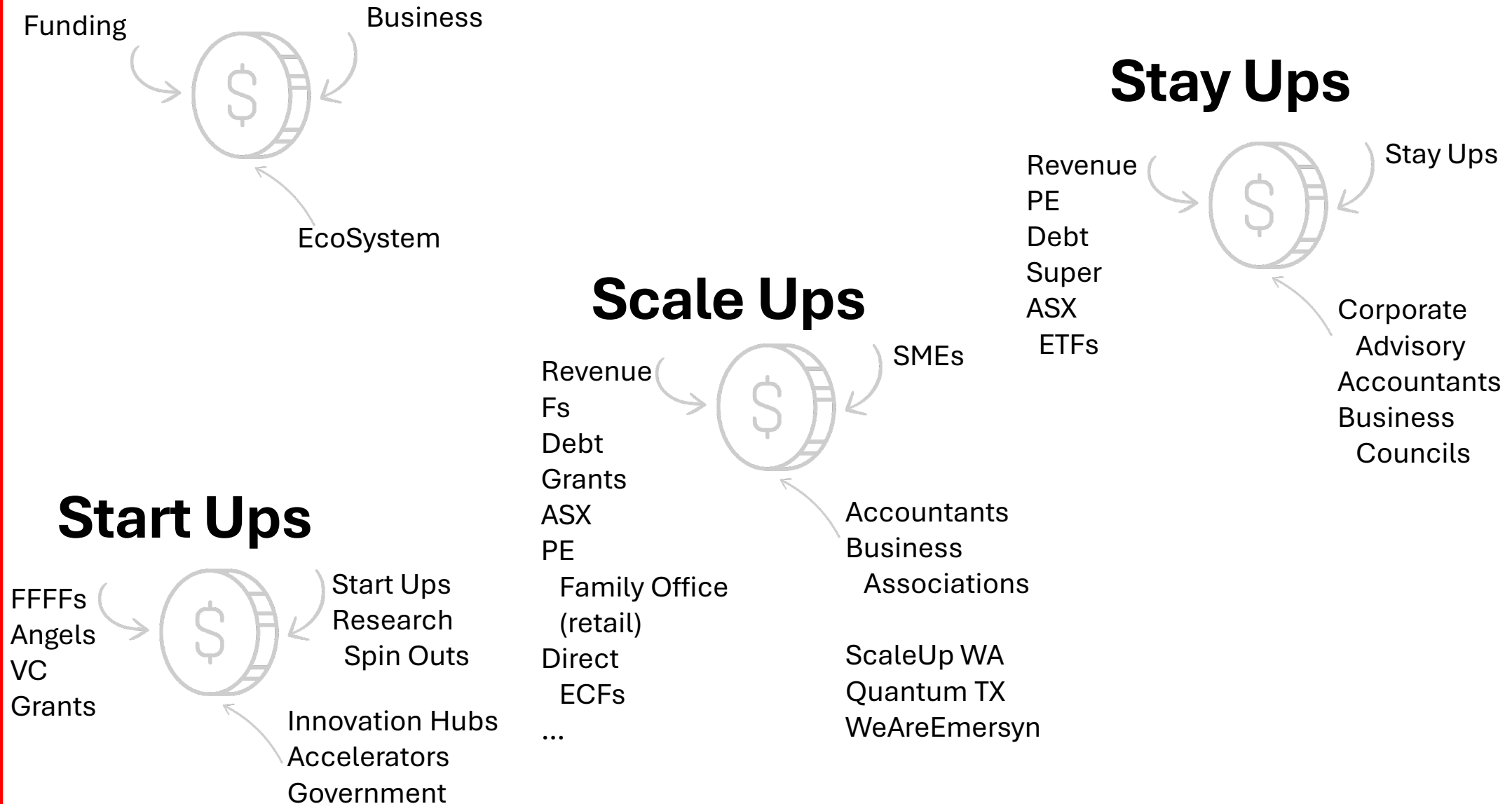
Herd of Gazelles



or

HOW TO FUEL GROWTH

Who is Involved



Types of Funding



SWEAT



DEBT



GRANT

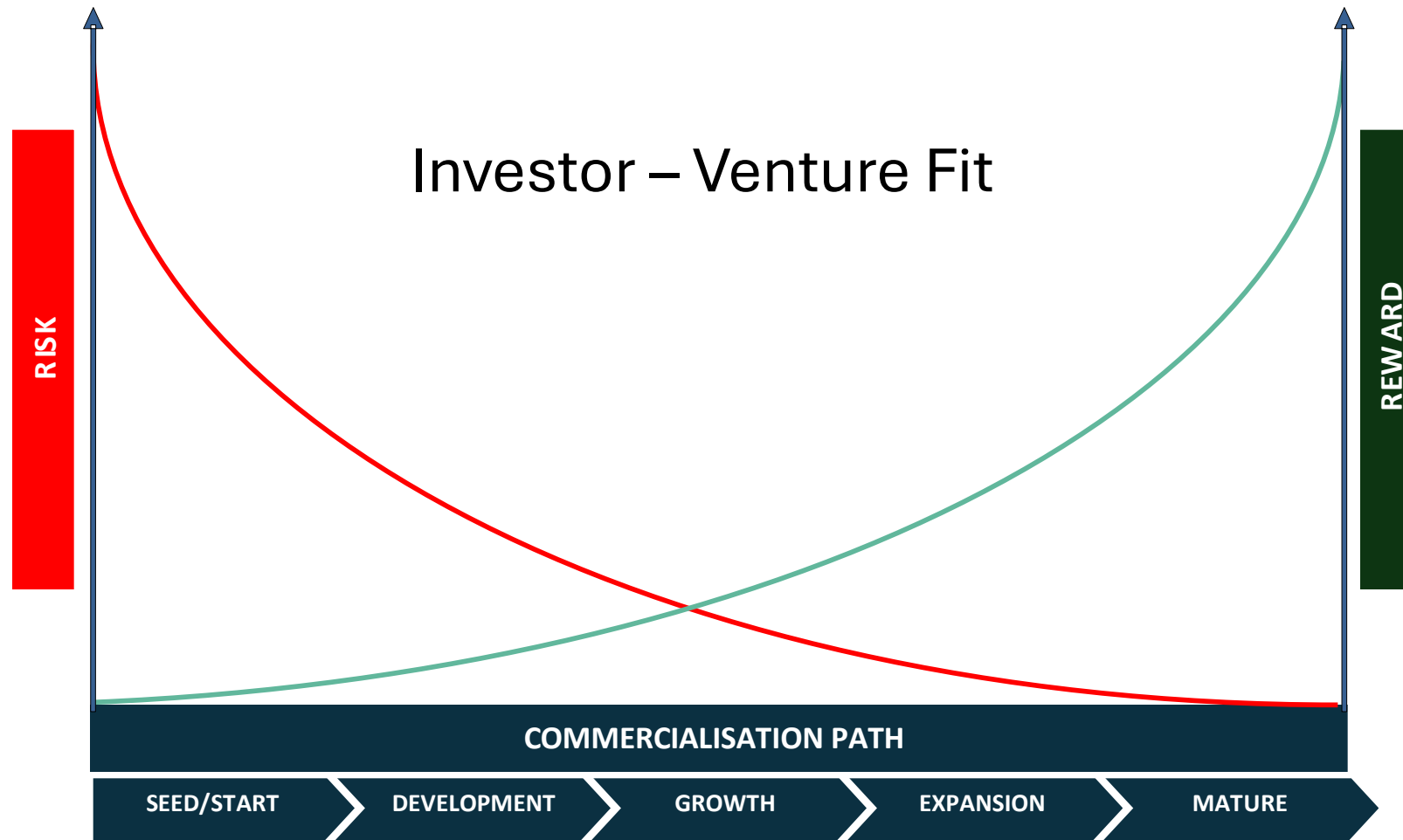


EQUITY



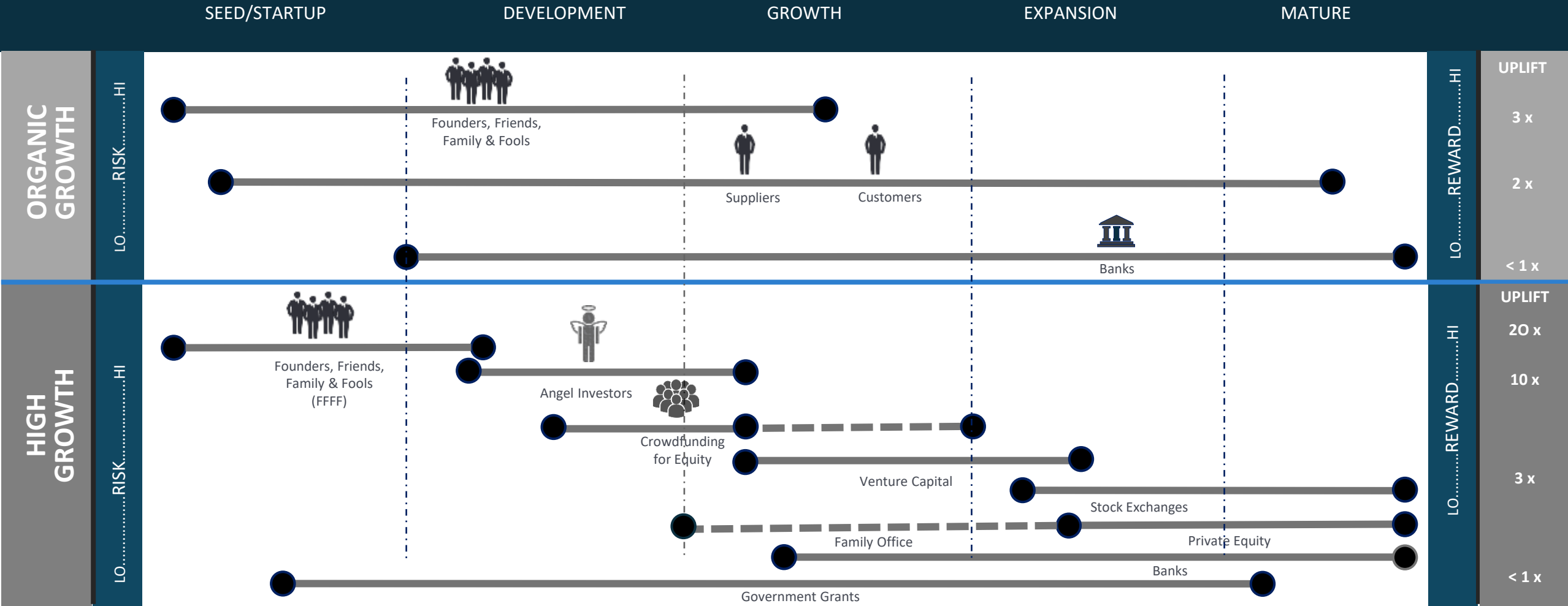
REVENUE

...it's all about risk + reward



Capital and Finance Spectrum

STAGES OF BUSINESS MATURITY AND GROWTH



INVESTMENT
SIZES

\$10k-\$100k

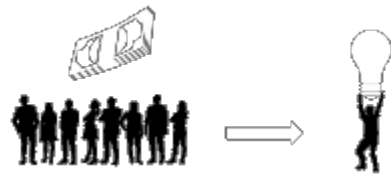
\$100k-\$1m

\$1m-\$5m

\$10m's

\$100m's

Opportunities for Funding or Co-investment



Pre-Sales



Equity



Debt



Grants

Equity

ANGEL GROUPS	VENTURE CAPITAL			CROWDFUNDING EQUITY	IMPACT INVESTING	CORPORATE VENTURE CAPITAL	FAMILY OFFICES	PRIVATE/GROWTH EQUITY
	<u>Local</u>	<u>National</u>	<u>International</u>					
Perth Angels	FundWA	Main Sequence	Investment WA	Birchal	Impact Seed	BetterLabs	Larsen Ventures	Pemba
SouthWest Angels	Purpose Ventures	Antler	Singapore Connect	Equitise	Social Ventures	Others	Hoperidge	Five Capital
Blak Angels	Quokka Capital	BlackBird		VentureCrowd			Tattarang	Mercury
National Network	808Ventures	Flying FoX						
...	...	...	...	...		...	...	...



Debt



BANKS

CBA

Others

...

FEDERAL

Export Finance Australia

...

R&D PREMIUM FINANCING

Radium Capital

Rocking Horse

Others

...

VENTURE DEBT

Tractor Ventures

One Ventures

Bain Capital

Others

...

Grants



LOCAL

Capability Building

Incentives

....



STATE

Innovation Booster Vouchers

Commercialisation Bridge

Investment Attraction
Fund

Value Add
Investment Grants

Access Asia Grants

....



FEDERAL

R&D Tax Incentive

Industry Growth Program

National
Reconstruction Fund

Export Market Development Grant

CSIRO Kick Start

....

COMBINED

Food Innovation Precinct WA
Enterprise Support Program Grants

....



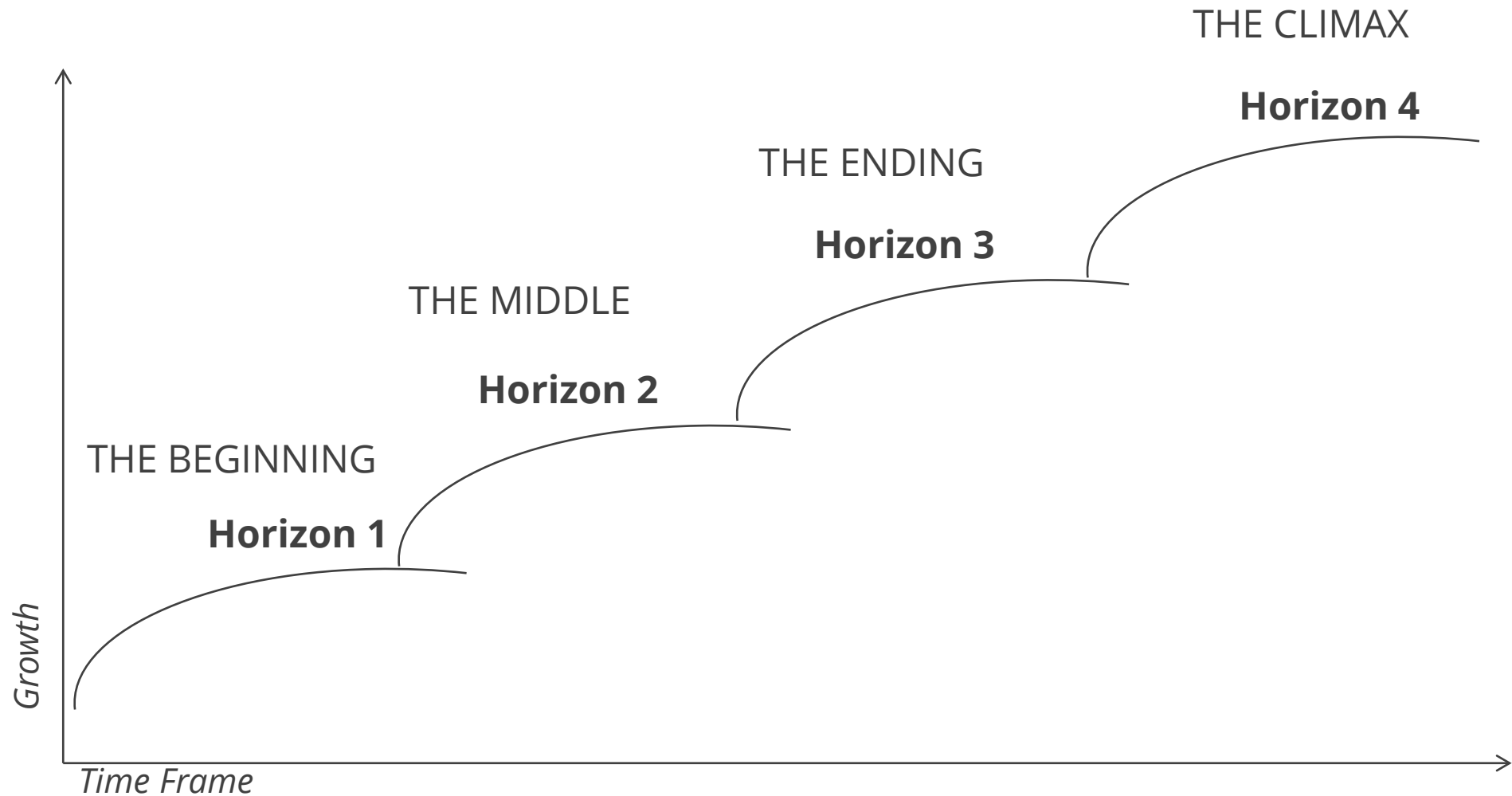
Group Discussion

Experiences in Funding?

So, how do we bring all this together?

INTRODUCING THE BUSINESS STRATEGY CANVAS

BUILDING THE GAME PLAN



IMPORTANTLY ...

- What do you **need** to look like at The Ending?
- What will be the outcome at The Climax?

Strategic
Excellent
Position

(SEP)

Unique

Valuable

Defensible

Harvestable

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/____

1 THE BEGINNING
Horizon 1
Where We Are Now

Current Business Structure
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating in

The problems we solve:

Current Unique Value Proposition

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

4 THE MIDDLE
Horizon 2
What Do We Need To Do Now

SEP has been stress tested with:

- Shareholders _____
- Existing Capital Providers _____
- Staff _____

Build Transformation Portfolio:

Initiative	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:

Capital Required: _____

Capital Type: _____

2 THE ENDING
Horizon 3
Where We Will Create Value

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

3 THE CLIMAX
Horizon 4
What is our Harvestable SEP

Vision Statement _____

Mission Statement _____

Strategic Differentiator /Unfair Advantage _____

Our strategic Position in the Industry Value Chain will be _____

Our Strategic Position in the Market sectors we compete will be _____

Our proposed Unique Value Proposition will be: _____

Our Economic Growth Engine supports scale by: _____

The Prize we will get by executing to our SEP is: _____

We believe we will be harvest the value we have created as follows: _____

Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Growth

Time Frame

THE BUSINESS STRATEGY CANVAS

FROM A BUSINESS AS USUAL LENS



Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1

THE BEGINNING
Horizon 1
Where We Are Now

2

THE ENDING
Horizon 3
Where We Will Create Value

3

THE CLIMAX
Horizon 4
What is our Harvestable SEP

4

THE MIDDLE
Horizon 2
What Do We Need To Do Now

Current Business Structure
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating In

The problems we solve:

Current Unique Value Proposition

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

SEP has been stressed tested with:

- Shareholders

- Existing Capital Providers

- Staff

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:

Capital Required:

Capital Type:

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

Vision Statement

Mission Statement

Strategic Differentiator /Unfair Advantage

Our strategic Position In the Industry Value Chain will be

Our Strategic Position In the Market sectors we compete will be

Our proposed Unique Value Proposition will be:

Our Economic Growth Engine supports scale by:

The Prize we will get by executing to our SEP is:

We believe we will be harvest the value we have created as follows:

Proposed Business Structure
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Growth

Time Frame

FROM AN INVESTMENT LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

2

THE ENDING
Horizon 3
Where We Will Create Value

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

3

THE CLIMAX
Horizon 4
What is our Harvestable SEP

Vision Statement _____

Mission Statement _____

Strategic Differentiator /Unfair Advantage _____

Our strategic Position _____
In the Industry Value Chain will be _____

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Our proposed Unique Value Proposition will be: _____

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The Prize we will get by executing to our SEP is: _____

We believe we will be harvest the value we have created as follows: _____

Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

4

THE MIDDLE
Horizon 2
What Do We Need To Do Now

SEP has been stressed tested with:

- Shareholders _____
- Existing Capital Providers _____
- Staff _____

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan: _____

Capital Required: _____

Capital Type: _____

1

THE BEGINNING
Horizon 1
Where We Are Now

Industry(s) & Market Sectors now operating In _____

The problems we solve: _____

Current Unique Value Proposition _____

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

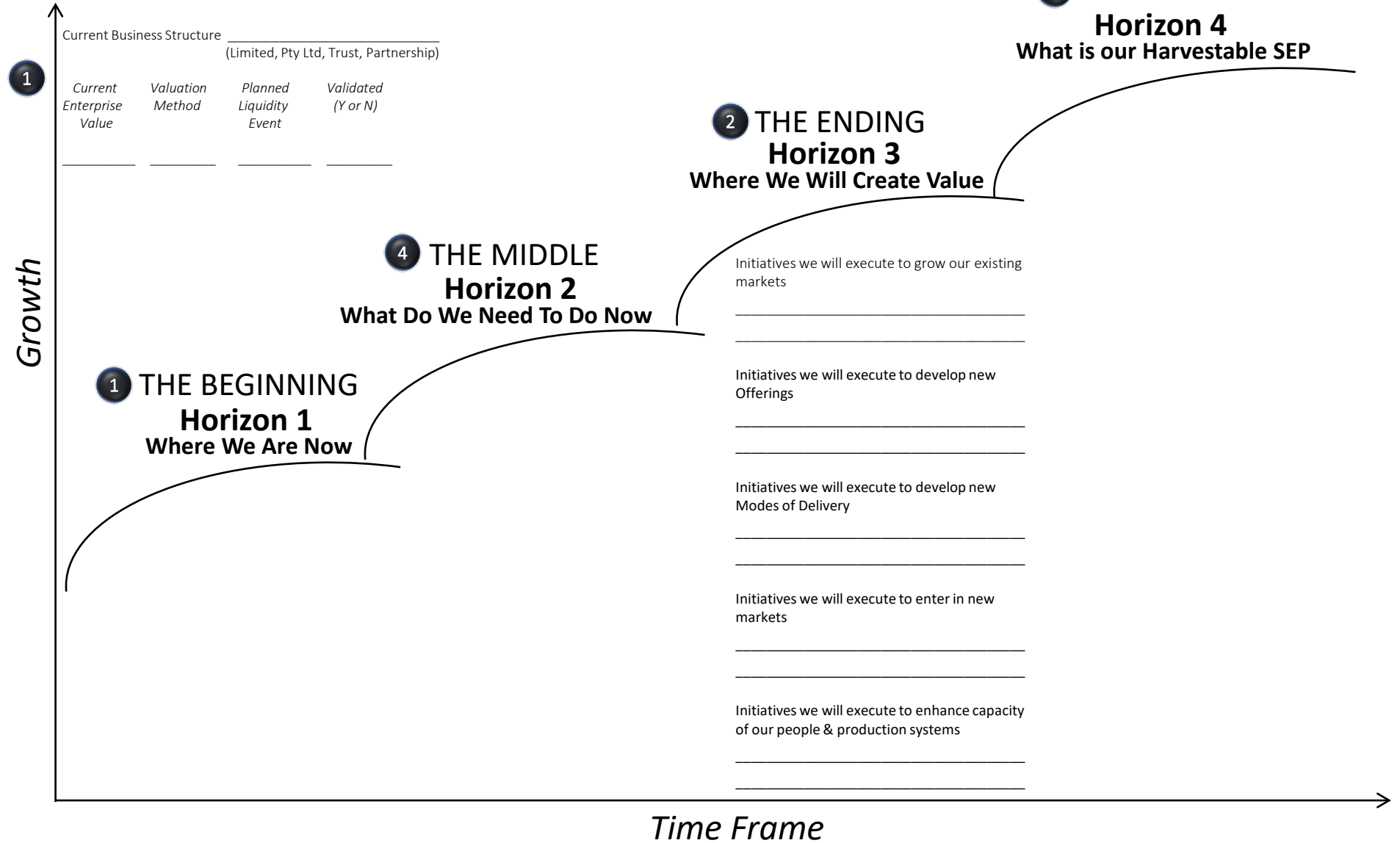
Growth

Time Frame

FROM A VALUE CREATION LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__



FROM A STRATEGIC POSITIONING LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

Growth

1 THE BEGINNING
Horizon 1
Where We Are Now

4 THE MIDDLE
Horizon 2
What Do We Need To Do Now

2 THE ENDING
Horizon 3
Where We Will Create Value

3 THE CLIMAX
Horizon 4
What is our Harvestable SEP

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

3 THE CLIMAX
Horizon 4
What is our Harvestable SEP

Vision Statement _____

Mission Statement _____

Strategic Differentiator /Unfair Advantage _____

Our strategic Position _____
In the Industry Value Chain will be _____

Our Strategic Position _____
In the Market sectors we compete will be _____

Our proposed Unique Value Proposition will be:

Our Economic Growth Engine supports scale by:

The Prize we will get by executing to our SEP is:

We believe we will be harvest the value we have created as follows:

Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Time Frame

FROM A STRATEGIC POSITIONING LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

**1 THE BEGINNING
Horizon 1
Where We Are Now**

**2 THE ENDING
Horizon 3
Where We Will Create Value**

**3 THE CLIMAX
Horizon 4
What is our Harvestable SEP**

**4 THE MIDDLE
Horizon 2
What Do We Need To Do Now**

Growth

Time Frame

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

Vision Statement _____
Mission Statement _____
Strategic Differentiator /Unfair Advantage _____
Our strategic Position In the Industry Value Chain will be _____
Our Strategic Position In the Market sectors we compete will be _____
Our proposed Unique Value Proposition will be: _____
Our Economic Growth Engine supports scale by: _____
The Prize we will get by executing to our SEP is: _____
We believe we will be harvest the value we have created as follows: _____
Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

FROM AN EXECUTION PLANNING LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1 **THE BEGINNING**
Horizon 1
Where We Are Now

2 **THE ENDING**
Horizon 3
Where We Will Create Value

3 **THE CLIMAX**
Horizon 4
What is our Harvestable SEP

4 **THE MIDDLE**
Horizon 2
What Do We Need To Do Now

Growth

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

SEP has been stressed tested with:

- Shareholders _____
- Existing Capital Providers _____
- Staff _____

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:

Capital Required: _____

Capital Type: _____

Time Frame

UNDERPINS YOUR CORPORATE STORY

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/____

**1 THE BEGINNING
Horizon 1
Where We Are Now**

Current Business Structure (Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating in _____

The problems we solve: _____

Current Unique Value Proposition _____

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

**2 THE ENDING
Horizon 3
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Initiatives we will execute to grow our existing markets _____

Initiatives we will execute to develop new Offerings _____

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**3 THE CLIMAX
Horizon 4
What is our Harvestable SEP**

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The Prize we will get by executing to our SEP is: _____

We believe we will be harvest the value we have created as follows: _____

Proposed Business Structure (Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

**4 THE MIDDLE
Horizon 2
What Do We Need To Do Now**

SEP has been stress tested with:

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- Staff _____

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan: _____

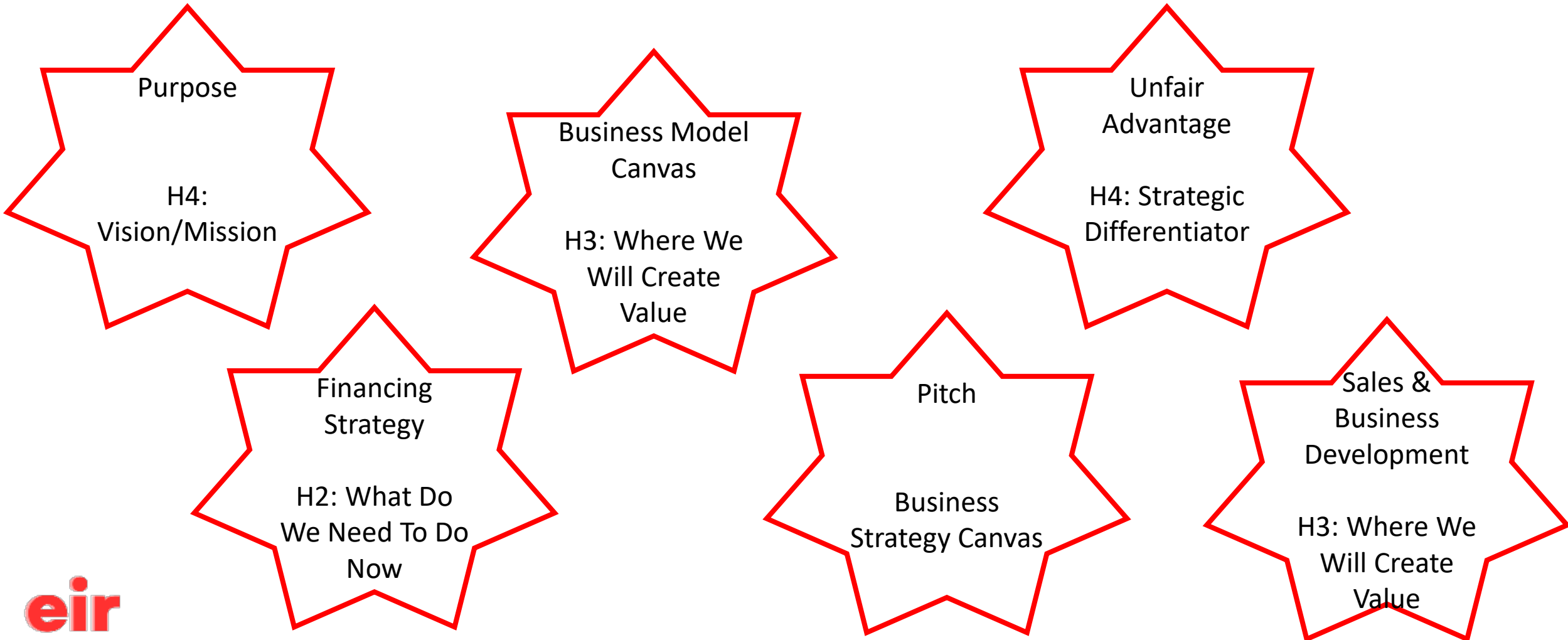
Capital Required: _____

Capital Type: _____

Growth

Time Frame

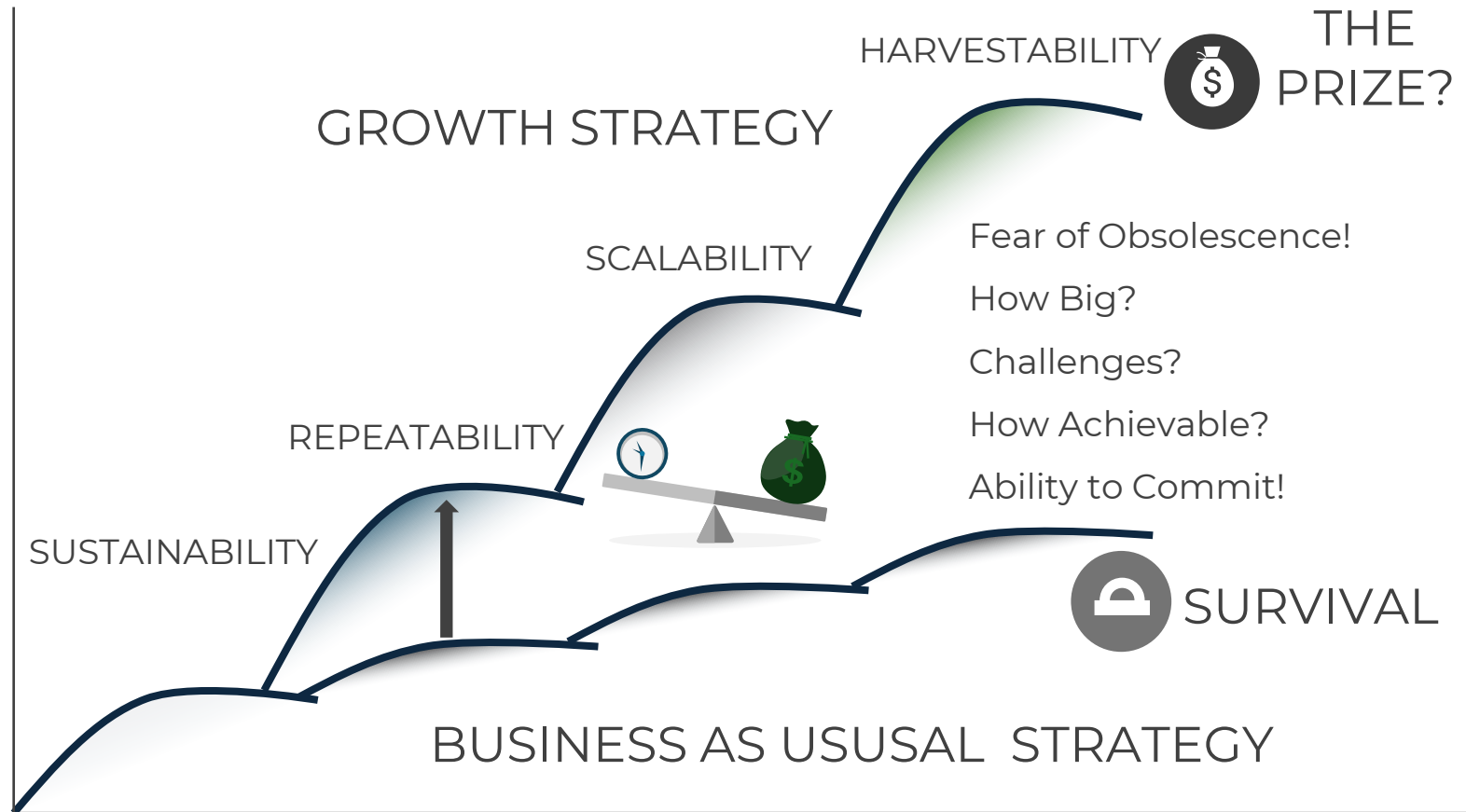
LINKING IGNITION TO YOUR BUSINESS STRATEGY CANVAS



BUILDING A STRATEGIC ENDGAME



Stages of a Growth Strategy



Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/____

**1 THE BEGINNING
Horizon 1
Where We Are Now**

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating in _____

The problems we solve: _____

Current Unique Value Proposition _____

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

**4 THE MIDDLE
Horizon 2
What Do We Need To Do Now**

SEP has been stress tested with:

- Shareholders _____
- Existing Capital Providers _____
- Staff _____

Build Transformation Portfolio:

Initiative	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:

Capital Required: _____

Capital Type: _____

**2 THE ENDING
Horizon 3
Where We Will Create Value**

Initiatives we will execute to grow our existing markets _____

Initiatives we will execute to develop new Offerings _____

Initiatives we will execute to develop new Modes of Delivery _____

Initiatives we will execute to enter in new markets _____

Initiatives we will execute to enhance capacity of our people & production systems _____

**3 THE CLIMAX
Horizon 4
What is our Harvestable SEP**

Vision Statement _____

Mission Statement _____

Strategic Differentiator /Unfair Advantage _____

Our strategic Position In the Industry Value Chain will be _____

Our Strategic Position In the Market sector we compete will be _____

Our proposed Unique Value Proposition will be: _____

Our Economic Growth Engine supports scale by: _____

The Prize we will get by executing to our SEP is: _____

We believe we will be harvest the value we have created as follows: _____

Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

1 **2** **3** **4**

Growth

Time Frame

FOLLOW
THE
NUMBERS

BUSINESS STRATEGY CANVAS EXERCISE

Hints

Let's start with what the familiar to you
Horizon 1 - Where you are now

1. Write down what type of business structure you are (Limited, Pty Ltd, Trust, Partnership)
2. Write down the method of valuing your business today
3. Do you have planned liquidity event
4. List down 1 industry sector you operate in
5. Write down what you see as your UVP
6. What Priority Initiatives do you have/need to defend or extend your current business

FROM A BUSINESS AS USUAL LENS



5 Mins

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

**1 THE BEGINNING
Horizon 1
Where We Are Now**

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating in _____

The problems we solve: _____

Current Unique Value Proposition _____

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

**2 THE MIDDLE
Horizon 2
What Do We Need To Do Now**

**3 THE ENDING
Horizon 3
Where We Will Create Value**

**4 THE CLIMAX
Horizon 4
What is our Harvestable SEP**

- Write down what type of business structure you are (Limited, Pty Ltd, Trust, Partnership)
- Write down the method of valuing your business today
- Do you have planned liquidity event
- List down 1 industry sector you operate in
- Write down what you see as your UVP
- What Priority Initiatives do you have/need

Growth

Time Frame

BUSINESS STRATEGY CANVAS EXERCISE

Hints

Let's move to
Horizon 3 - Where we will create value

1. Write down the initiatives that you think will create substantial value in your business

FROM A VALUE CREATION LENS



5 Mins



Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

Growth

1 **THE BEGINNING**
Horizon 1
Where We Are Now

1. Write down an initiative that you think will create substantial value in your business

4 **THE MIDDLE**
Horizon 2
What Do We Need To Do Now

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

2 **THE ENDING**
Horizon 3
Where We Will Create Value

3 **THE CLIMAX**
Horizon 4
What is our Harvestable SEP

Time Frame

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

BUSINESS STRATEGY CANVAS EXERCISE

Hints

Let's move to

Horizon 4 - What is our Harvestable SEP

1. Write down what you see as your Strategic Differentiator you will create through the value created in Horizon 3 (let's say that puts you at your SEP)
2. Write down what you believe the Prize could be if you achieved your Strategic Excellent Position.
3. Are you structured in a way to harvest that Prize?

CLARITY OF END GAME

- What do you **need** to look like at The Ending?
- What will be the outcome at The Climax?

Strategic
Excellent
Position

(SEP)

Unique

Valuable

Defensible

Harvestable

FROM A STRATEGIC POSITIONING LEANS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

Growth

1
THE BEGINNING
Horizon 1
Where We Are Now

4
THE MIDDLE
Horizon 2
What Do We Need To Do Now

2
THE ENDING
Horizon 3
Where We Will Create Value

3
THE CLIMAX
Horizon 4
What is our Harvestable SEP

1. Write down what you see as your Strategic Differentiator you can create through the value created in Horizon 3 (let's say that puts you at your SEP)

2. Write down what you believe the Prize could be if you achieved your Strategic Excellent Position.

3. Are you structured in a way to harvest that Prize?

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Vision Statement _____

Mission Statement _____

Strategic Differentiator /Unfair Advantage _____

Our strategic Position _____
In the Industry Value Chain will be _____

Our Strategic Position _____
In the Market sectors we compete will be _____

Our proposed Unique Value Proposition will be: _____

Our Economic Growth Engine supports scale by: _____

The Prize we will get by executing to our SEP is: _____

We believe we will be harvest the value we have created as follows: _____

Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Time Frame



5 Mins

FROM A STRATEGIC POSITIONING LEANS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1 **THE BEGINNING**
Horizon 1
Where We Are Now

4 **THE MIDDLE**
Horizon 2
What Do We Need To Do Now

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Growth

Time Frame

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

Vision Statement _____
Mission Statement _____
Strategic Differentiator /Unfair Advantage _____
Our strategic Position _____
In the Industry Value Chain will be _____
Our Strategic Position _____
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Our proposed Unique Value Proposition will be: _____
Our Economic Growth Engine supports scale by: _____

The Prize we will get by executing to our SEP is:

We believe we will be harvest the value we have created as follows:
Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

BUSINESS STRATEGY CANVAS EXERCISE

Hints

Let's move to

Horizon 2 - What Do We Need To Do Now

1. Write down only one initiative in your Transformation Portfolio / Execution Plan
2. Write down what additional capital you believe you need to execute this initiative
3. Have you thought of the type of capital you would want?

FROM AN EXECUTION PLANNING LENS



5 Mins



Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1 **THE BEGINNING**
Horizon 1
Where We Are Now

Current Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

SEP has been stressed tested with:
 - Shareholders _____
 - Existing Capital Providers _____
 - Staff _____

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:
 Capital Required: _____
 Capital Type: _____

2 **THE ENDING**
Horizon 3
Where We Will Create Value

3 **THE CLIMAX**
Horizon 4
What is our Harvestable SEP

4 **THE MIDDLE**
Horizon 2
What Do We Need To Do Now

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Growth

Time Frame

A SCORECARD ON PROGRESS



FROM AN EXECUTION PLANNING LENS

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/__

1 **THE BEGINNING**
Horizon 1
Where We Are Now

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Growth

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Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
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Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:

Capital Required: _____

Capital Type: _____

Time Frame

EXECUTION PLAN/MILESTONES						
INITIATIVE		2024	2025	2026	2027	2028
Initiatives we will execute to grow our existing markets						
Initiatives we will execute to develop new Offerings						
Initiatives we will execute to develop new Modes of Delivery						
Initiatives we will execute to enter in new markets						
Initiatives we will execute to enhance capacity of our people & production systems						

Five Year Forecast

[illegible][illegible]

Performance Scorecard

Factor	Metric	Score Now	Score 2023/24	Score 2024/25	Score 2025/26	Score 2026/27
Profit	Gross Margin Contribution EBIT	\$ \$ \$				
Balance sheet	Assets (at Cost) - Cash At Bank - Trading Stock - Total	\$ \$ \$	\$ \$ \$	\$ \$ \$	\$ \$ \$	\$ \$ \$
Track record	Units Sold Channel Partners XXXXX?					
Products	Number of Products - Local	$\frac{\dots}{Xx}$	$\frac{\dots}{Xx}$	$\frac{\dots}{Xx}$	$\frac{\dots}{Xx}$	$\frac{\dots}{Xx}$
Markets	Number of Territories - Existing - New	$\frac{\dots}{XX}$	$\frac{\dots}{XX}$	$\frac{\dots}{XX}$	$\frac{\dots}{XX}$	$\frac{\dots}{XX}$
Funds attracted	Seed/Development Subsidy Expansion @ Valuation					

QUESTIONS



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