

GIZ Growth Camp 2022

2022 • November 8 - 10
Skopje



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TNW

DAY 1



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INTRO



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The heart of tech

TNW is a global brand that informs, inspires, and connects people who love tech.

Media

Proudly opinionated coverage of the tech news that matters.

8,000,000

Monthly readers

Events

Celebrations of tech that bring together leaders, innovators, and big ideas.

40,000

Annual visitors

Spaces

Curated work and community spaces to help companies grow.

10,000M²

For startups

Programs

Tailored initiatives to accelerate tech ecosystems and corporate innovation.

200+

Innovation programs



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Meet your training team

You're in great hands 🙌



ANA VAZQUEZ ROMERO

Networking, FMCG,
energy, events



ADAM WARREN

Investment, partnerships,
sales



SANDRA VAN DER PAL

Customer development,
lean startup, corporate
innovation



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SOME OF OUR PROGRAMS

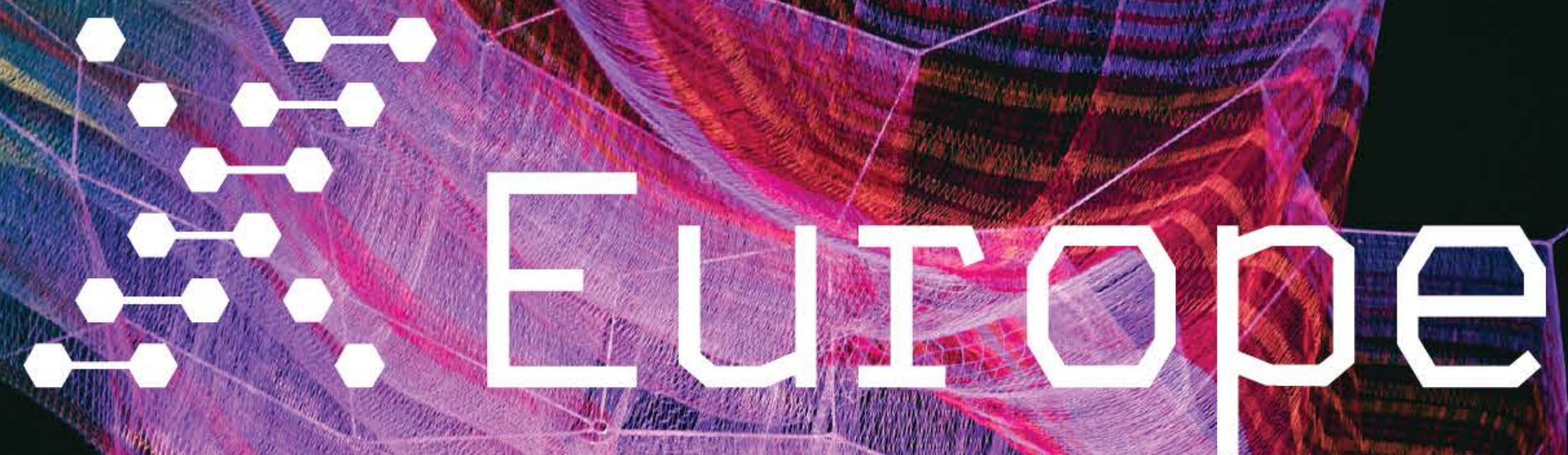


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Building a deep-tech Europe



TNW is part of the X-Europe program, which is a consortium within the European Commission's Horizon 2020 program that aims to bring together leading deeptech startups, investors, corporations and governments to collaborate on specific topics and hereby forge stronger ties between developed and developing European regions.

The X-Europe program consists of six themes related to deeptech. TNW is committed to fostering the growth of the leading European deeptech startups by supporting collaboration, guiding partnerships and providing top-notch training.

Boosting HealthTech, AgTech, AI & ML, and Smart Cities and Sustainability (and other themes) across Europe

Through a series of events, either physical or digital, across Europe, this program connects European corporates with startups.

In this program, TNW was involved in scouting and selecting the startups to join this program as well as delivering webinars and workshops.

Example companies:

- Neurisium - Industrial Automation (Estonia)
- Elektrosens - Biosensors (Poland)
- BaseTrack - Autonomous Driving (Estonia)
- Agrivi - Farm Management (Croatia)
- MapMyApple - Digital Agronomist (Serbia)
- ZUS Beeotics - Probiotics for Honeybees (Croatia)



Data Market Services

A European accelerator for data-centric startups

Scouting & connecting the European innovation ecosystem and boosting data-centric startups



Part of the European Union's Horizon 2020 Program

Breaking Barriers

The DMS Accelerator was born in 2019 under the European Union's Horizon 2020 research and innovation project.

DMS aims to overcome some of the key barriers which data-centric SMEs and startups face within Europe. It does this by offering expert led training, 1-1 mentorship and investor connections.

TNW orchestrates startup scouting, onboarding and service delivery within the program. We utilizes its pillars of promotion, investor connections and event curation to maximize DMS's success.

Key Figures

30+

COUNTRIES REPRESENTED

150+

STARTUP APPLICATIONS
PER COHORT

50

STARTUPS PER COHORT

14

BUSINESS SECTORS

40+

INVESTOR MEETINGS

5M+

FUNDING RAISED BY
OUR PORTFOLIO

10+

PROGRAM PARTNERS

TNW

THE GROWTH CAMP



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Day 1 - Agenda

Welcome & introduction	10:00 - 10:40
Session 1: Business Model Validation Workshop	10:40 - 12:00
Coffee break	12:00 - 12:35
Session 2: Business Model Validation Workshop continues	12:35 - 14:30
Lunch Break	14:30 - 15:45
Mentor Matchmaking	15:45 - 16:15
Peer Learning Session	16:15 - 17:30
Social Dinner	20:00



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Objectives

What do we expect you to learn?

- What you need to think about growing your venture in the region & across Europe
- Basic knowledge behind how to pick and enter a new market
- Finding your keystone investors
- Perfecting your sales funnel and process

What do we expect from you?

- **Participate!** Join the sessions and engage with questions
- **Focus.** Think about how the messages you hear apply to *your company*, and its international plans
- **Support your peers.** Remember, your experience will be valuable to your peers or insights from your own business and experience

Tuesday Nov 08

Business Modelling Workshop
Mentorship Kick off
Peer Learning

Wednesday Nov 09

Planning for new market entry
Investor Readiness

Thursday Nov 10

Growth and Sales Workshop
First mentorship session
Wrap up



MOVING TO THE TRACTION CAMP

(22-24 Nov)

The best startups from the Growth Camp will be selected to continue with the Traction Camp. Traction Camp startups should show:

- Interest and engagement this week
- Readiness for investment & international growth (business is at a stage that an investor would be interested in and metrics are suitable for investment)
- Traction beyond the Western Balkans, or emerging pilots



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TNW THE TRACTION CAMP

When: Tuesday 22 - Thursday 24 Nov

Pitch Training: How to pitch your business and convince stakeholders and investors to join your mission

Community Building: How to grow your presence and a following in the digital world.

Panel: Join group sessions with peers in the program to share learnings, collaborate on mutual opportunities, and build a support network of Western Balkan founders.

Ecosystem connect: dedicated 1-1 sessions with investors, and ecosystem experts, to expand your network. Investors will be introduced by email where they have indicated interest in a startup, and some corporate introductions will be made by mentors either during the camp, or when you have reached certain milestones.

Note: the traction camp will be for a limited selection of startups that are selected to continue after the growth camp



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MENTORS

1. Every startup will be matched with a mentor based on their objectives. You will meet some of them today as they introduce themselves. Once you're connected you can plan your 1-1 session
2. You'll also have the chance for check ins with workshop delivery leads
3. The mentoring schedule is up to you and your mentors to decide
4. We will provide some prompts to encourage engagement

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WHO ARE YOU?



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WHO ARE YOU

Introductions (keep it short - 1 min max):

- Your name and position at the company
- Company name
- Key product / service
- Your company's main focus for the next 6-12 months



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ALUMNI BUILDING

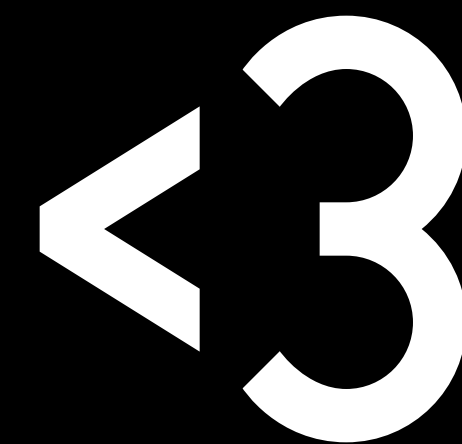


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Business Model Canvas



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Business Model Canvas

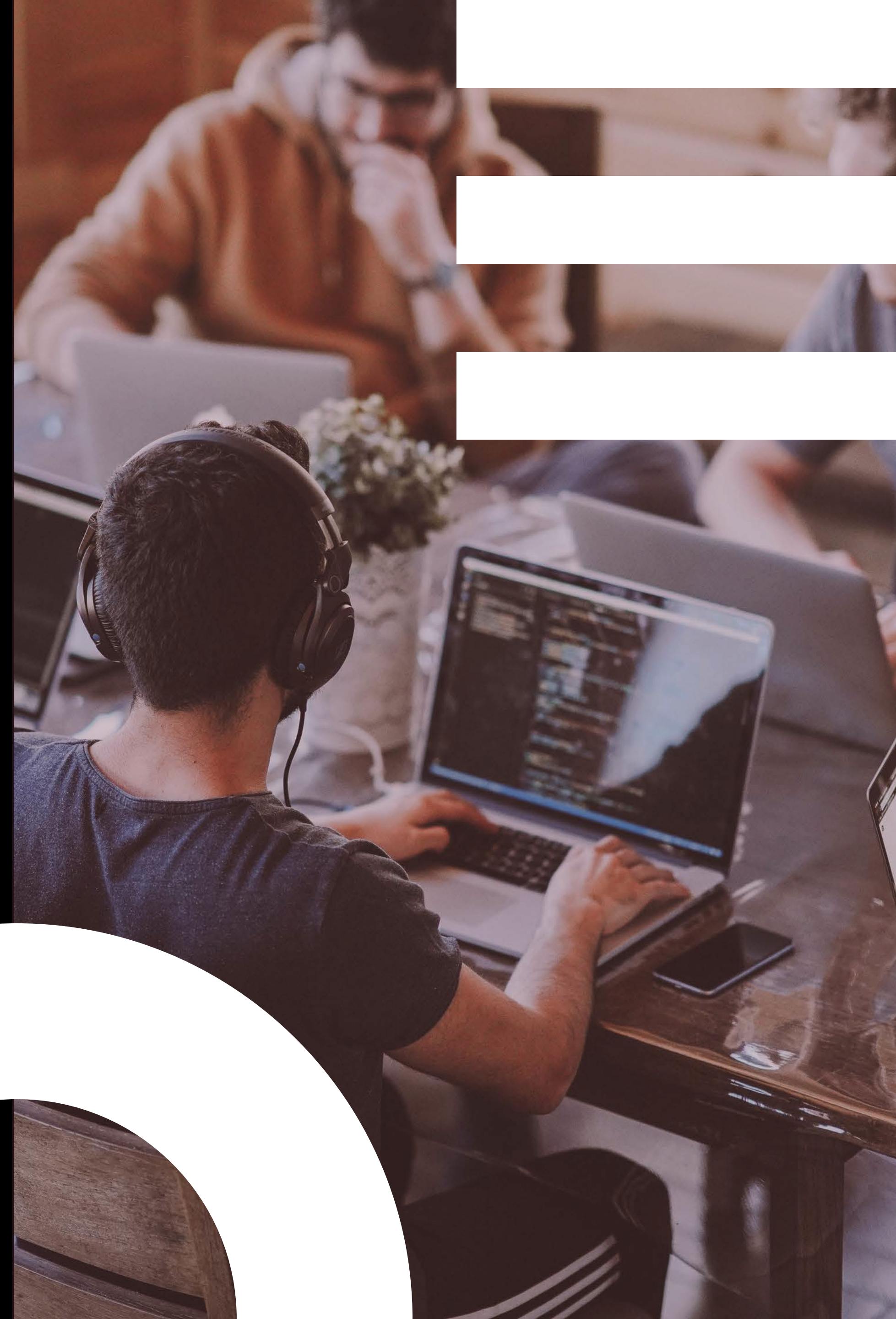
Creation & Validation of Value Proposition



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Intentions

An **interactive session** to introduce and practice different tools to become a **lean startup**. These include **Business Model Canvas, Value Proposition Canvas, Environment Scan**, and **Assumptions Validation**

Desired Outcomes

By the end of the session, you will be **able to use each of the tools with your startup** to become more adaptable, lean, and in general, to **increase the rate of success of your ideas**

Agenda

Introduction

Check-In

Lean Startup

Business Model Canvas

Value Proposition Canvas

BMC-VPC Activity

Break

BMC-VPC Activity

Environmental Scan

Validating out Assumptions

Check-Out



Check-In

Where are you in the entrepreneurs rollercoaster?



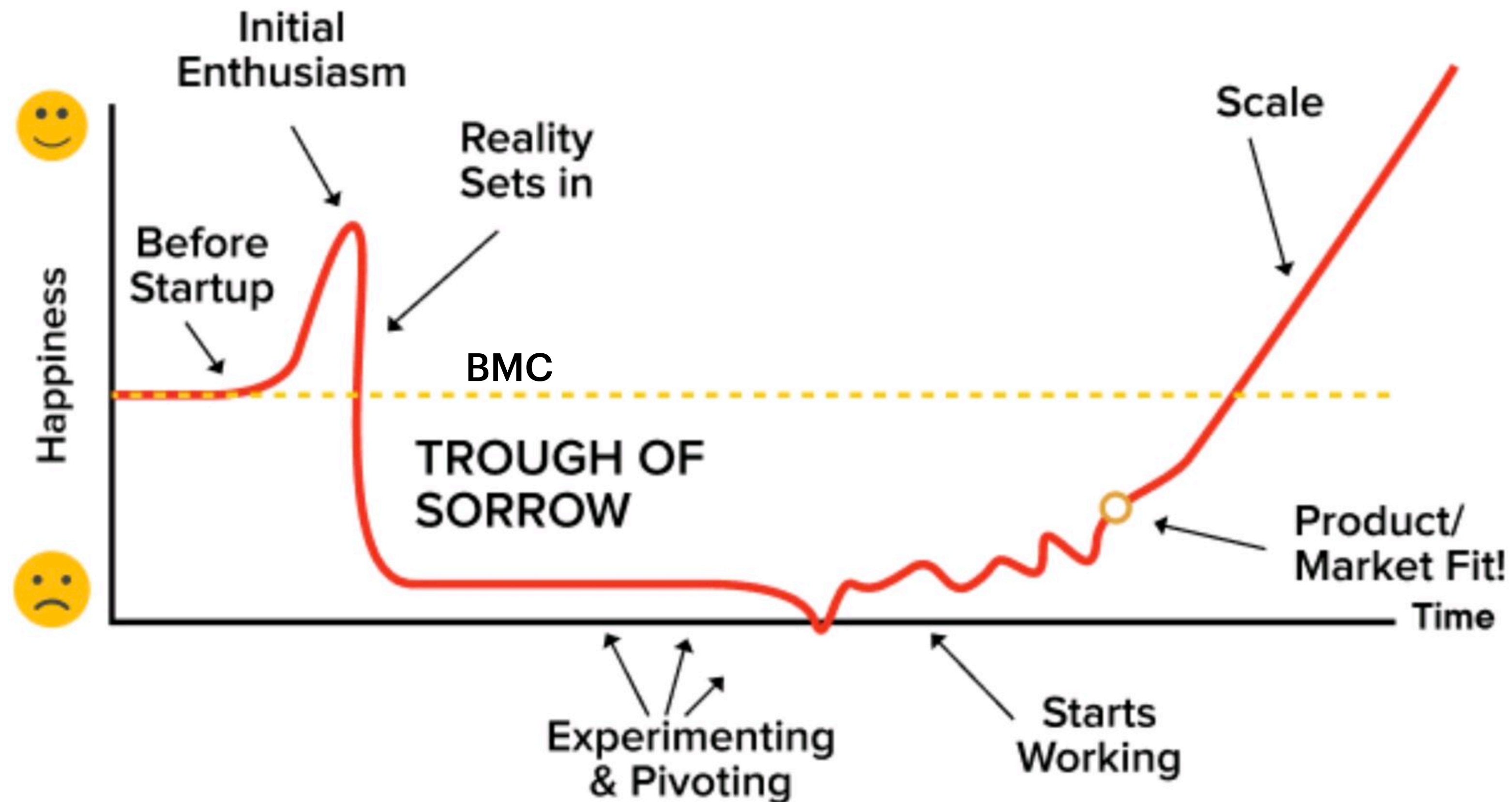
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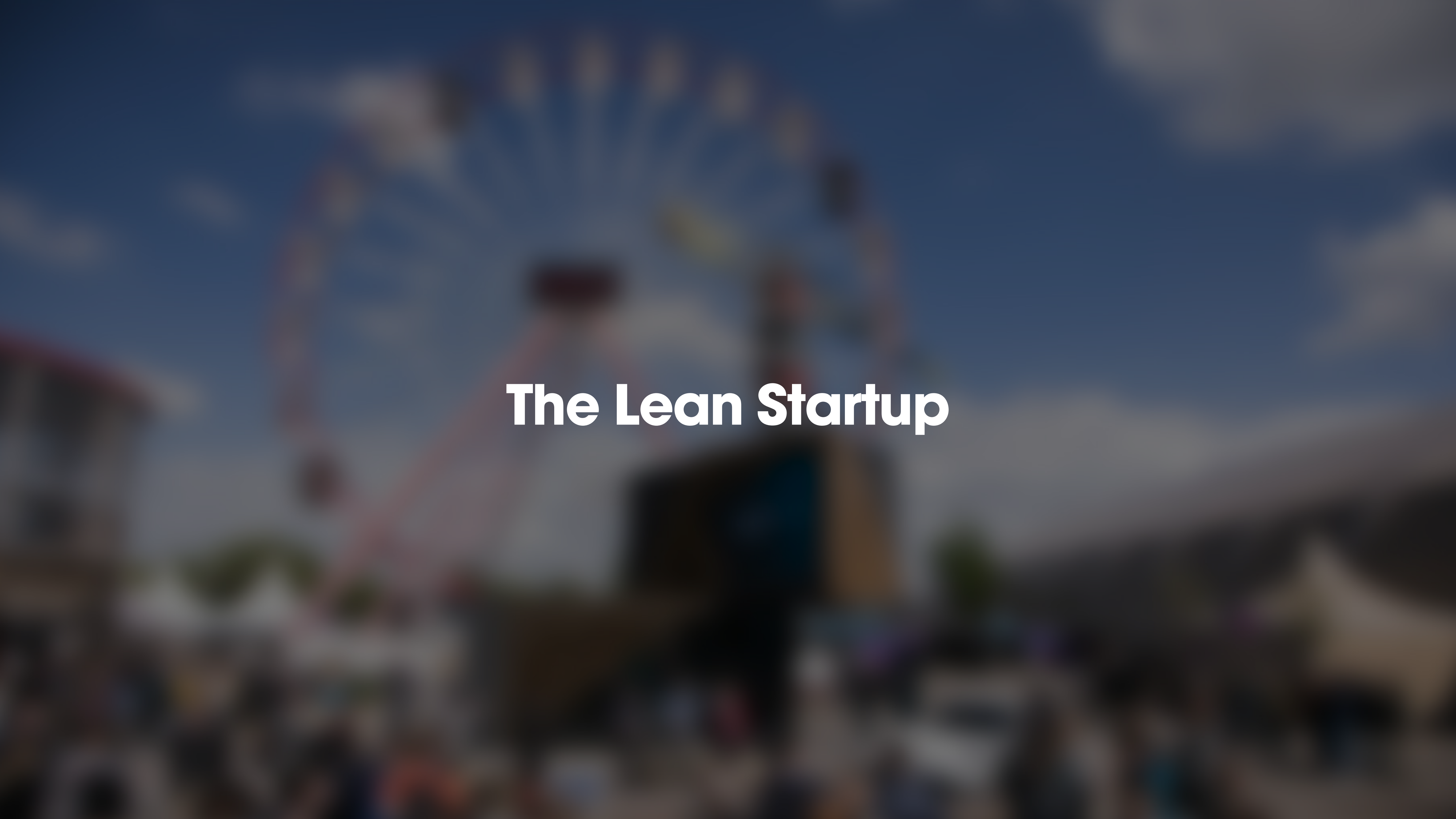


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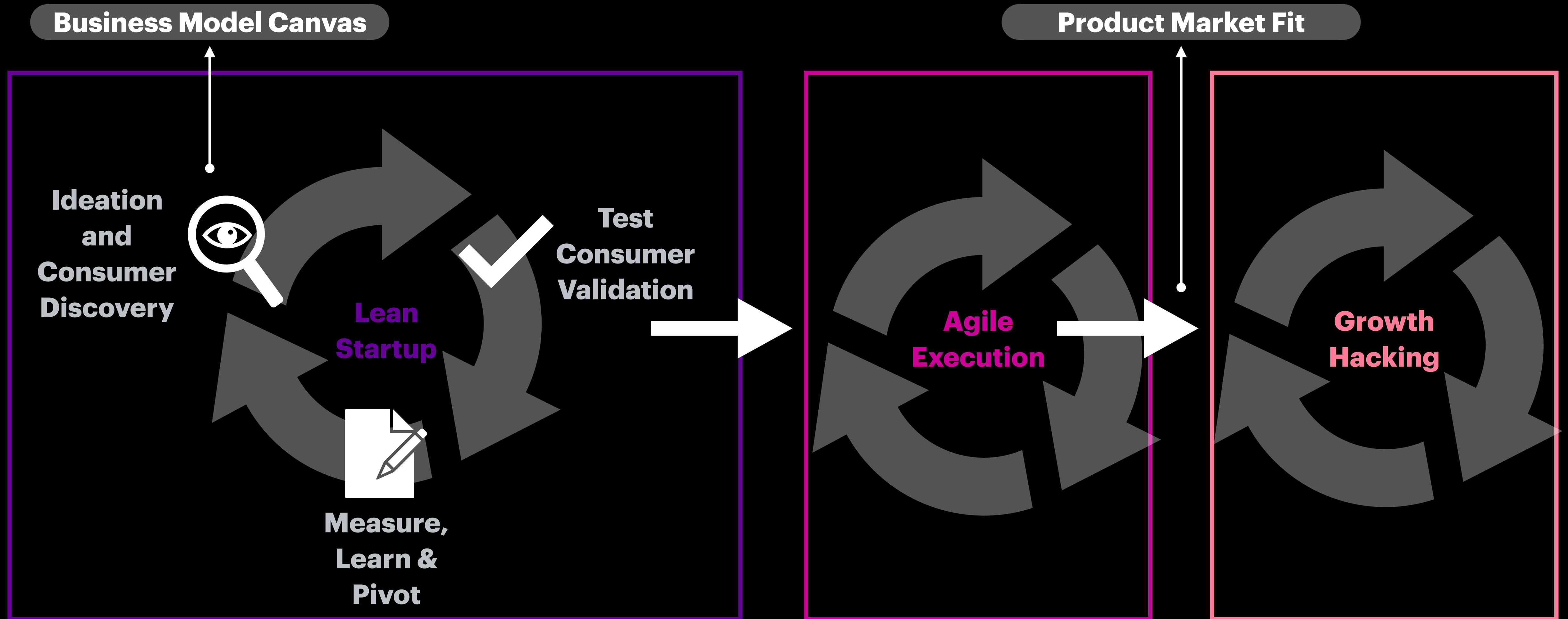
Where are you in the entrepreneurs rollercoaster?





The Lean Startup

What is a Business Model Canvas?



Business Model Canvas



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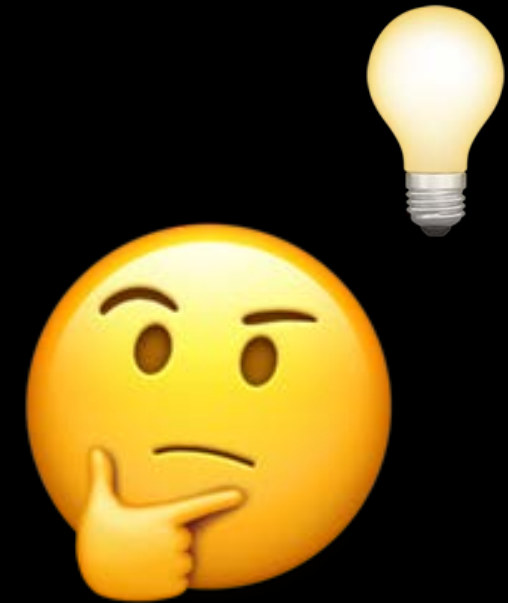


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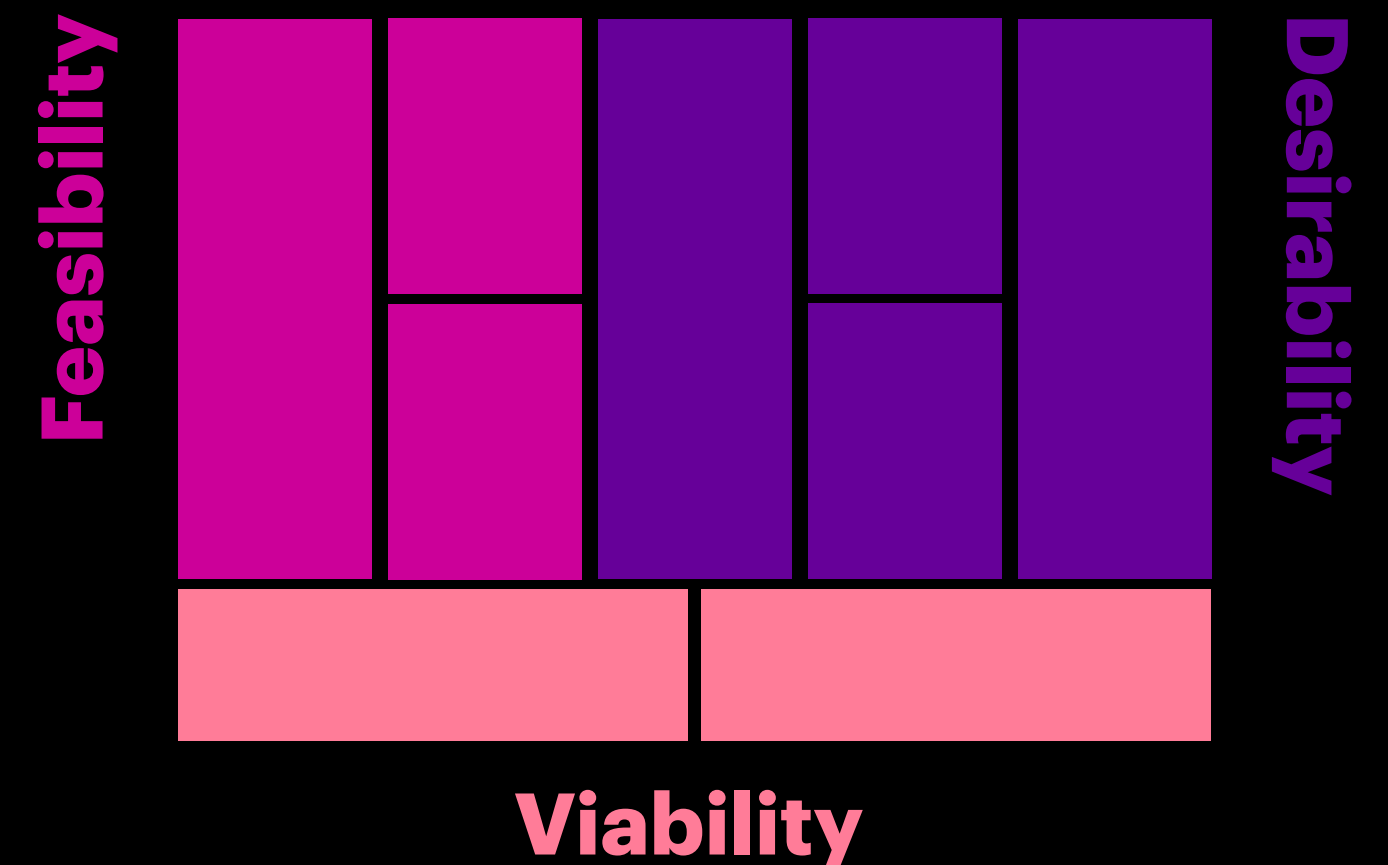
What is a Business Model Canvas?

It allows everyone to get a clear idea of what the business will likely be.



It highlights 3 main aspects of the business:

- Desirability
- Feasibility
- Viability



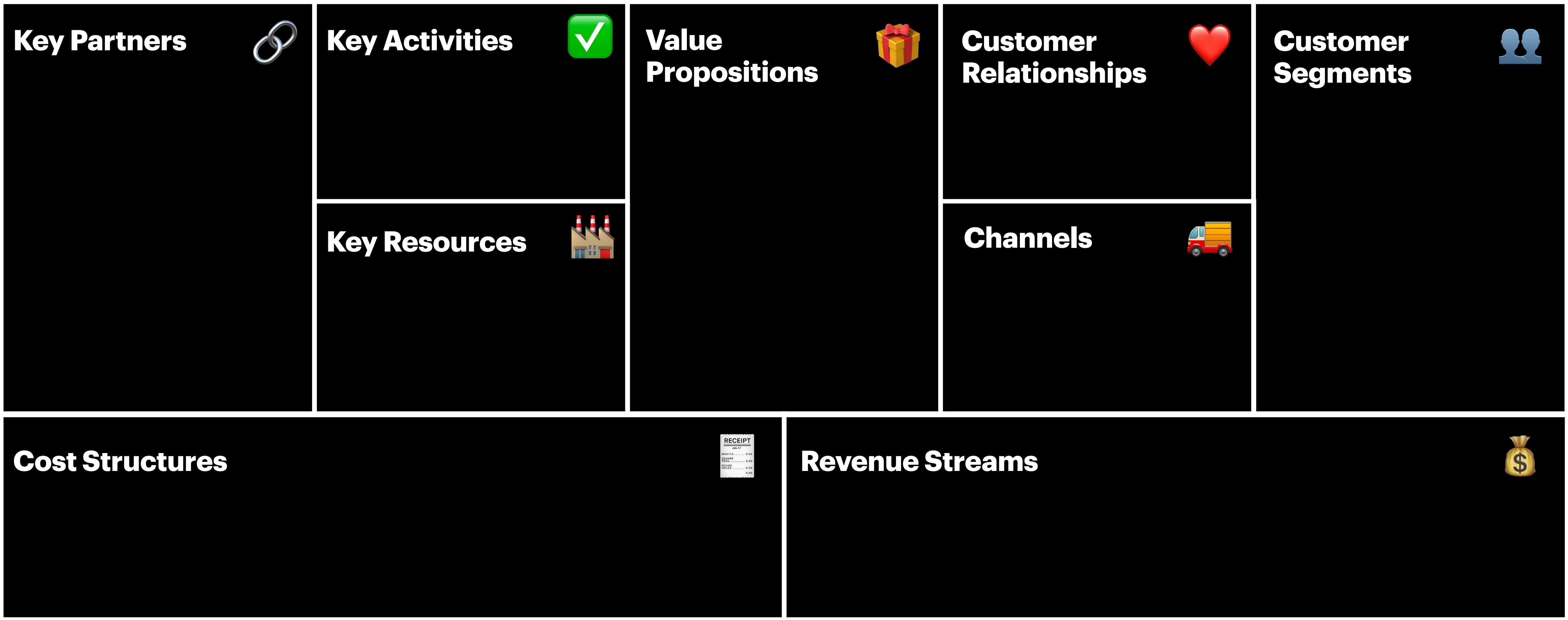
Allows you to get an understanding of your business and to go through the process of making connections between what your idea is and how to make it into a business.



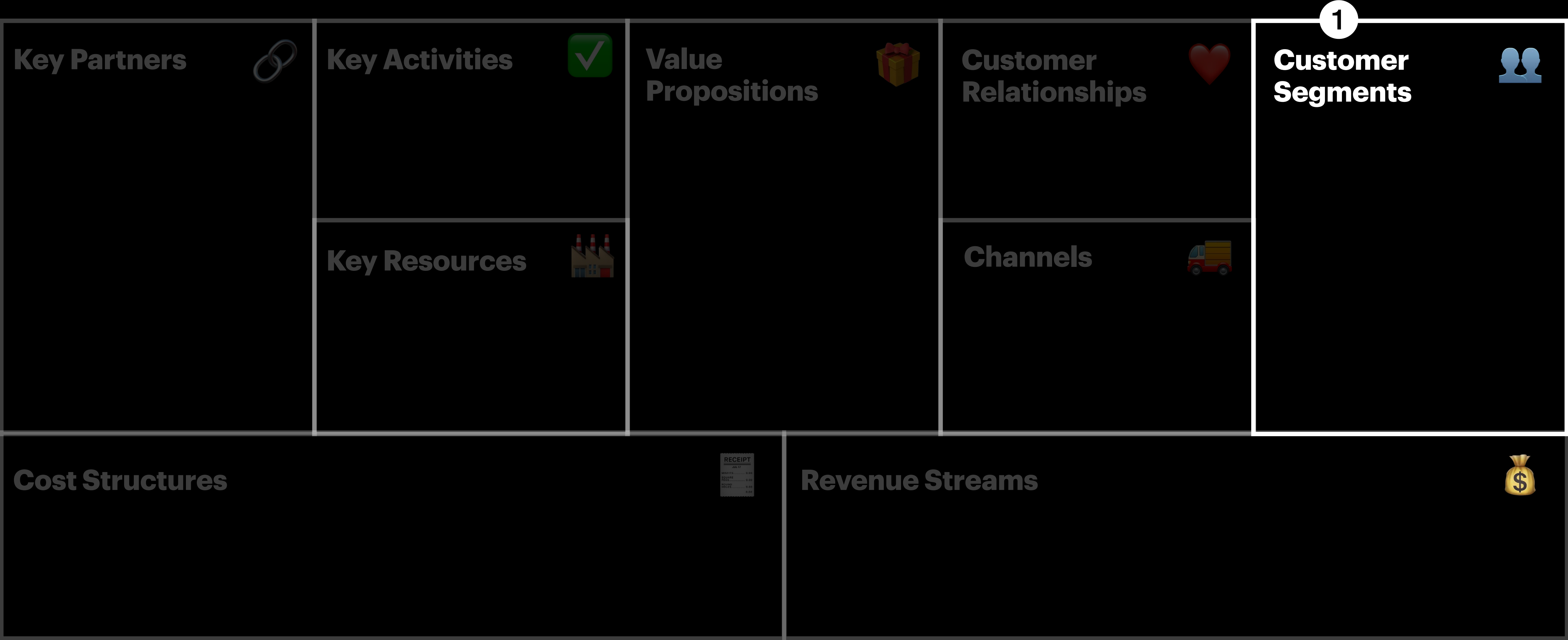
It's the image of the business at one specific moment. Needs to be updated as the company grows and pivots.



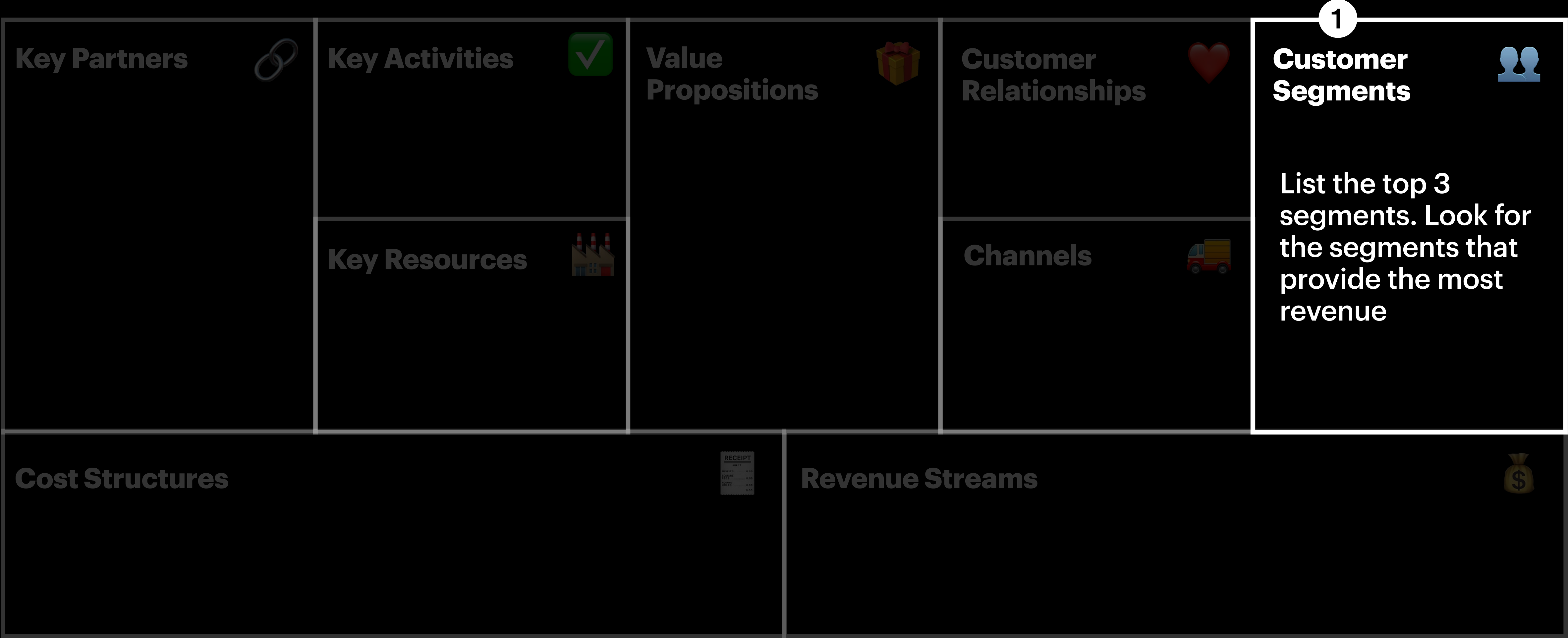
What is a Business Model Canvas?



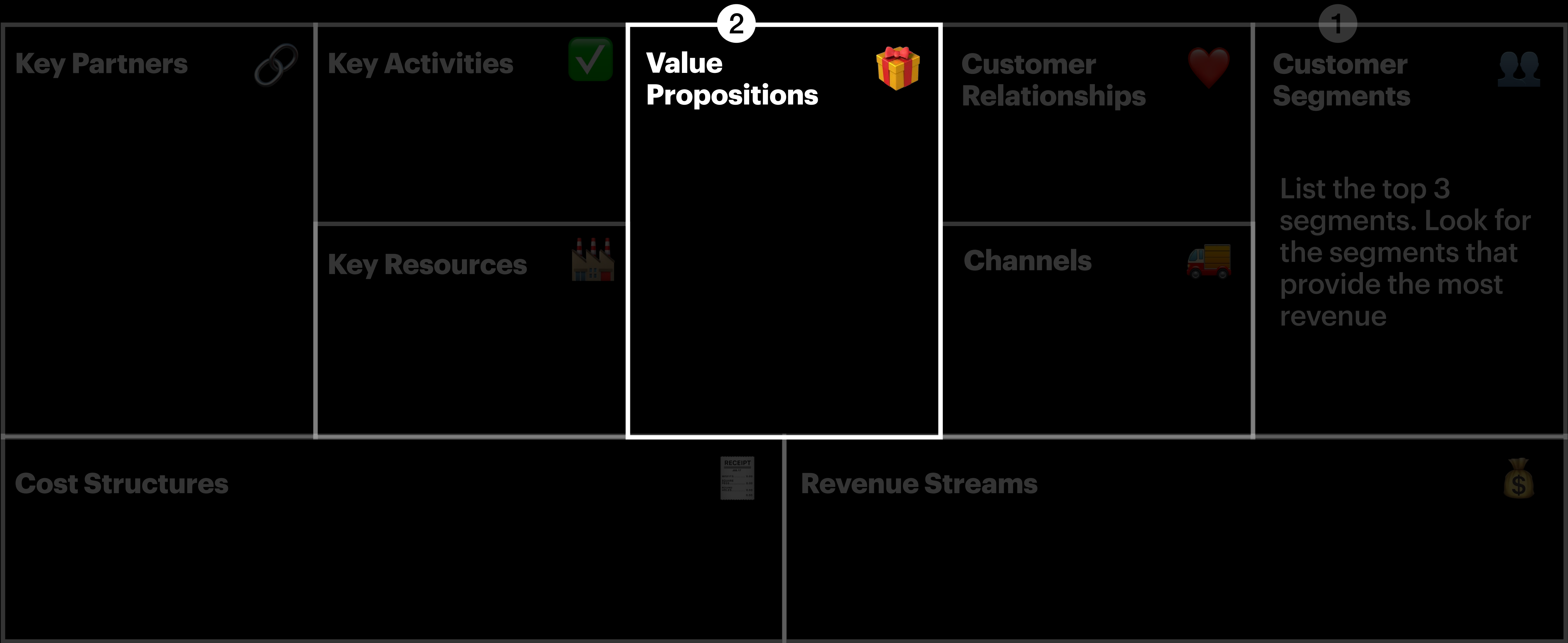
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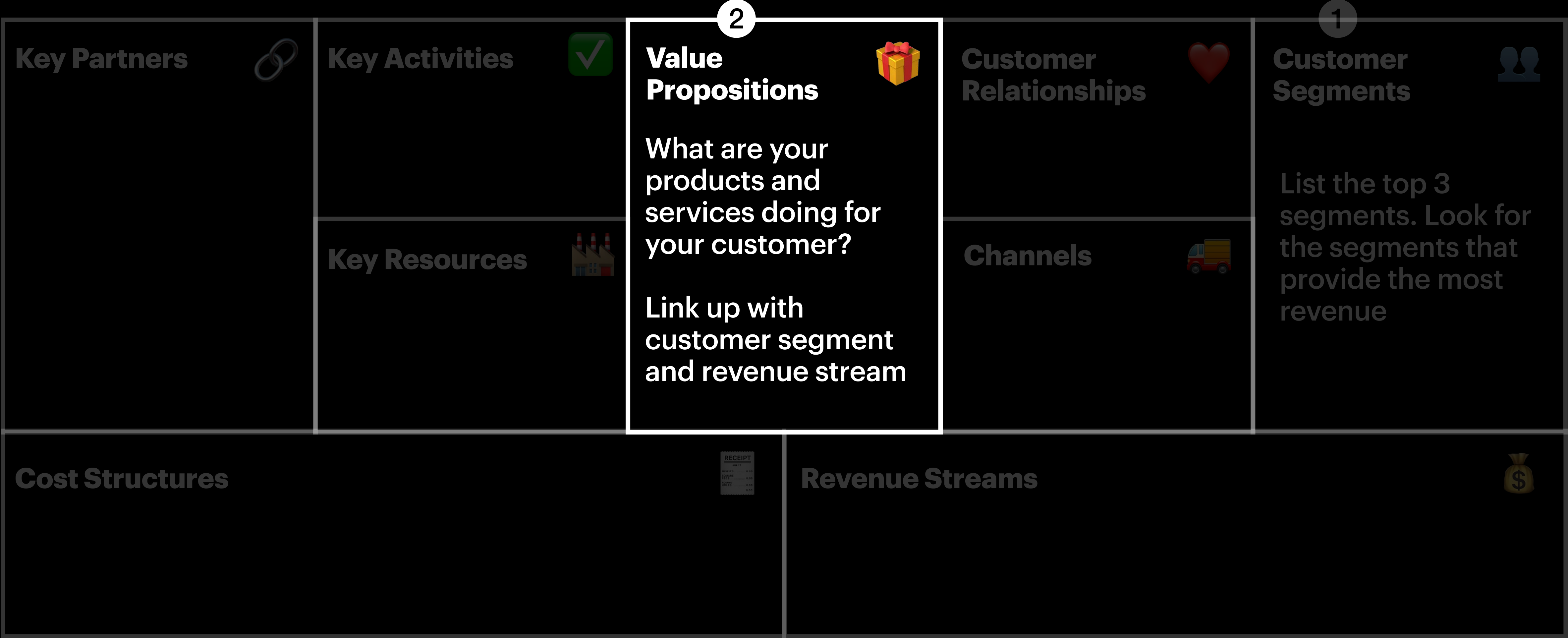
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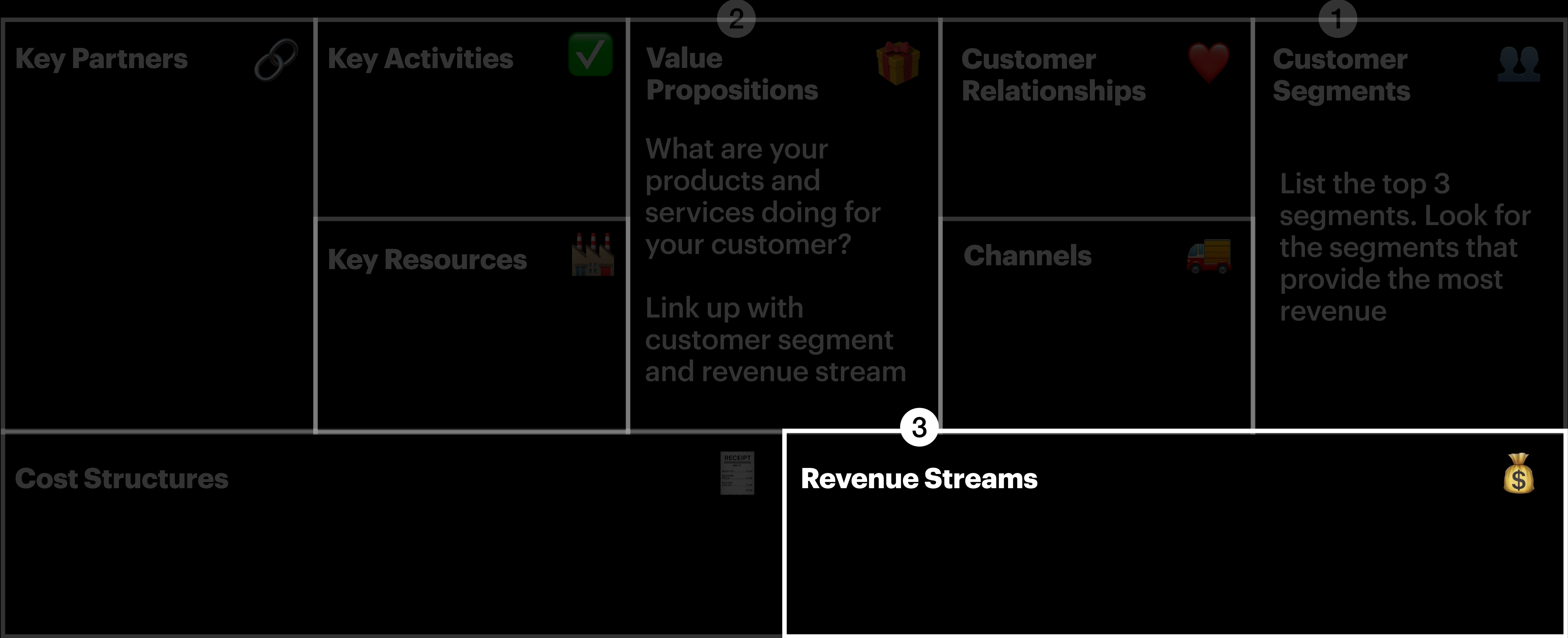
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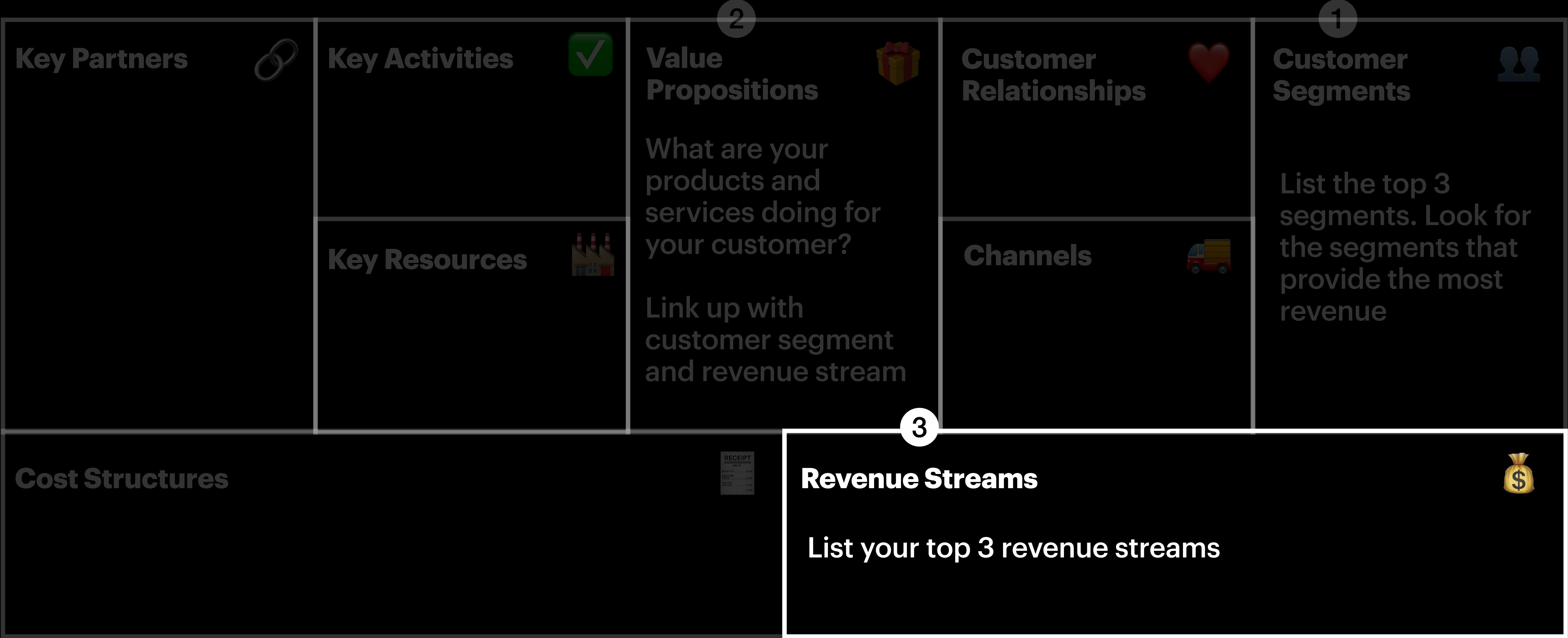
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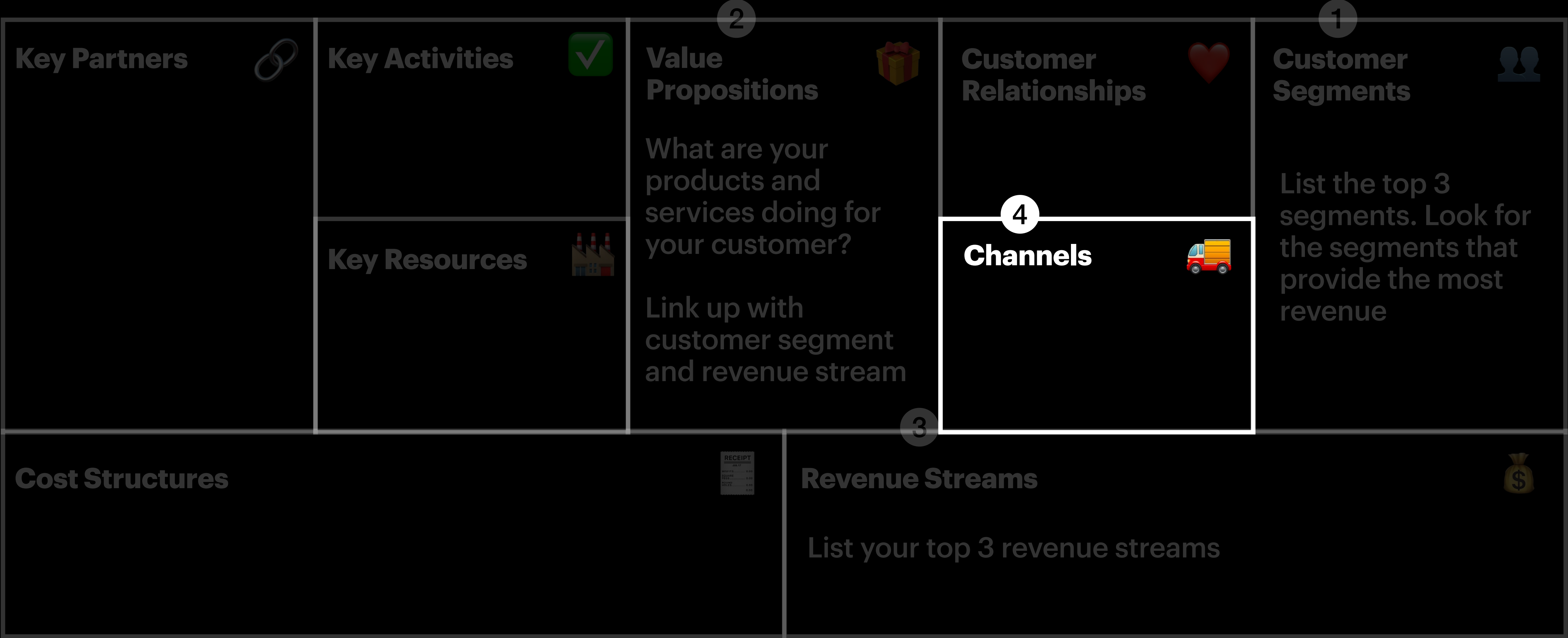
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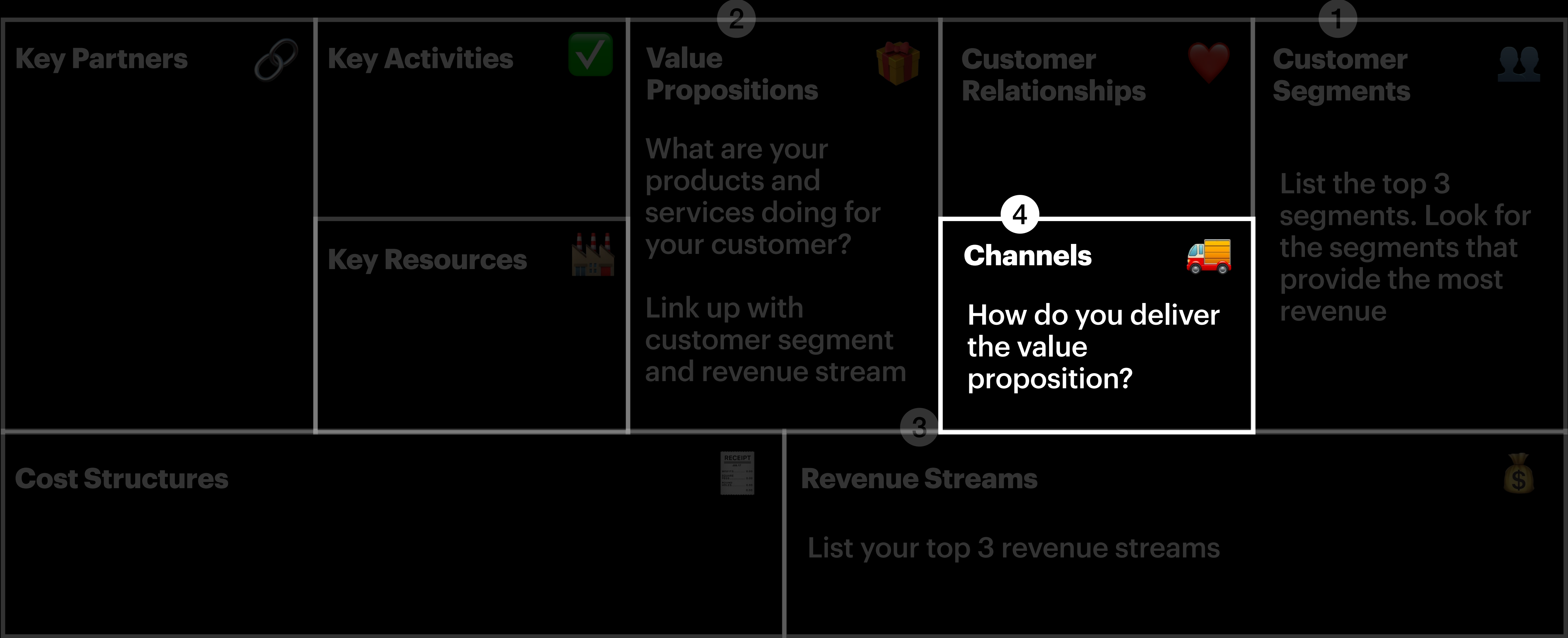
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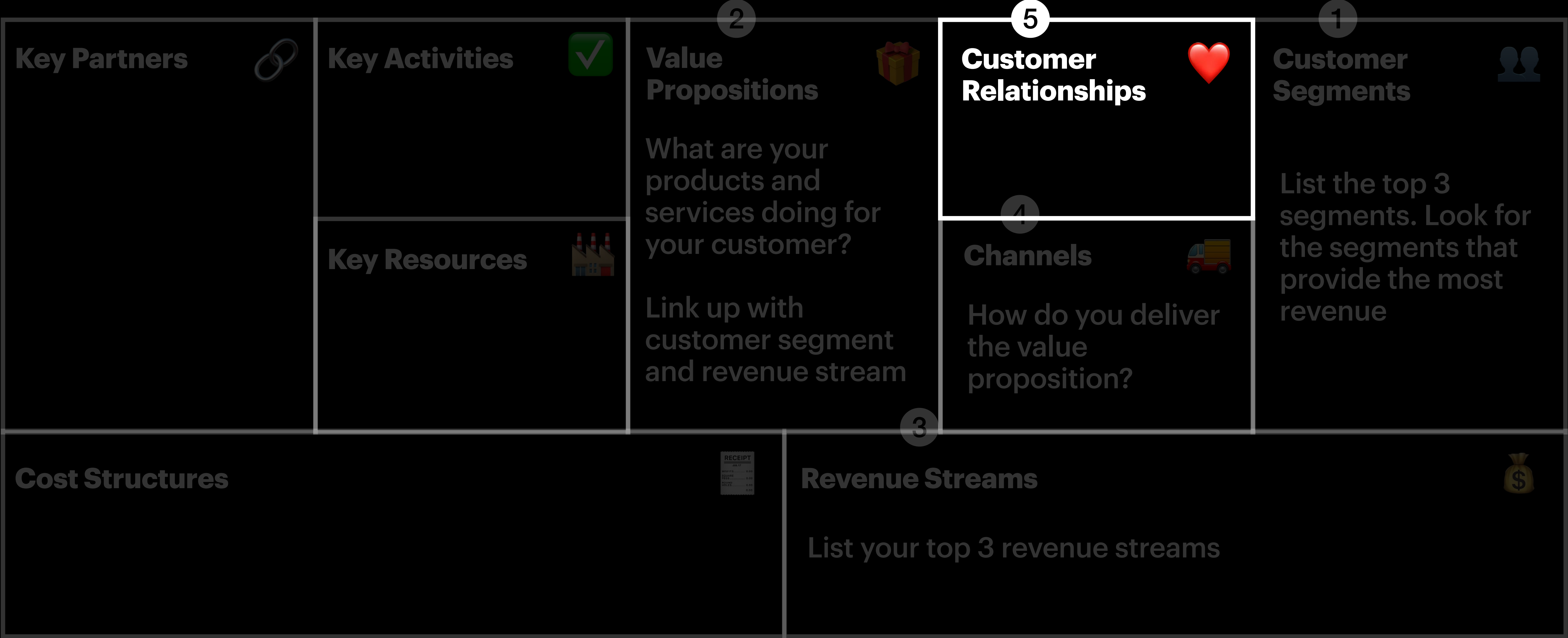
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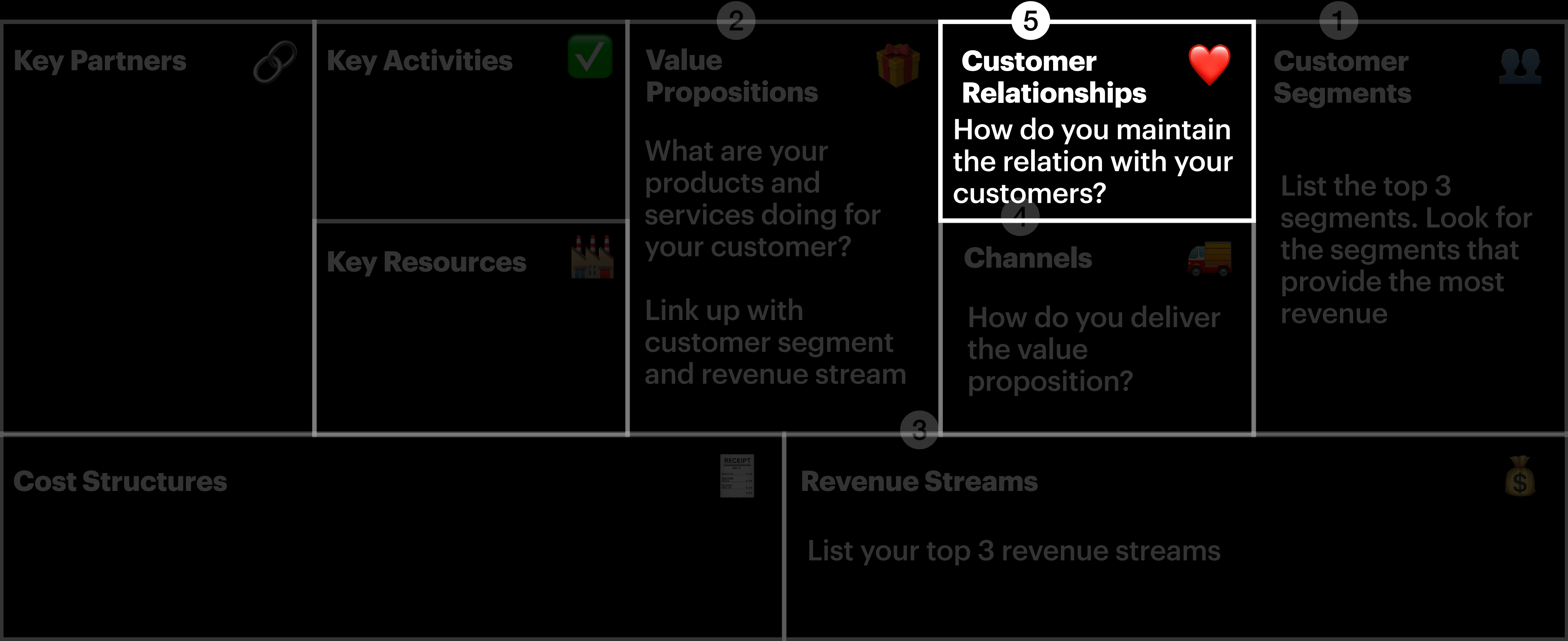
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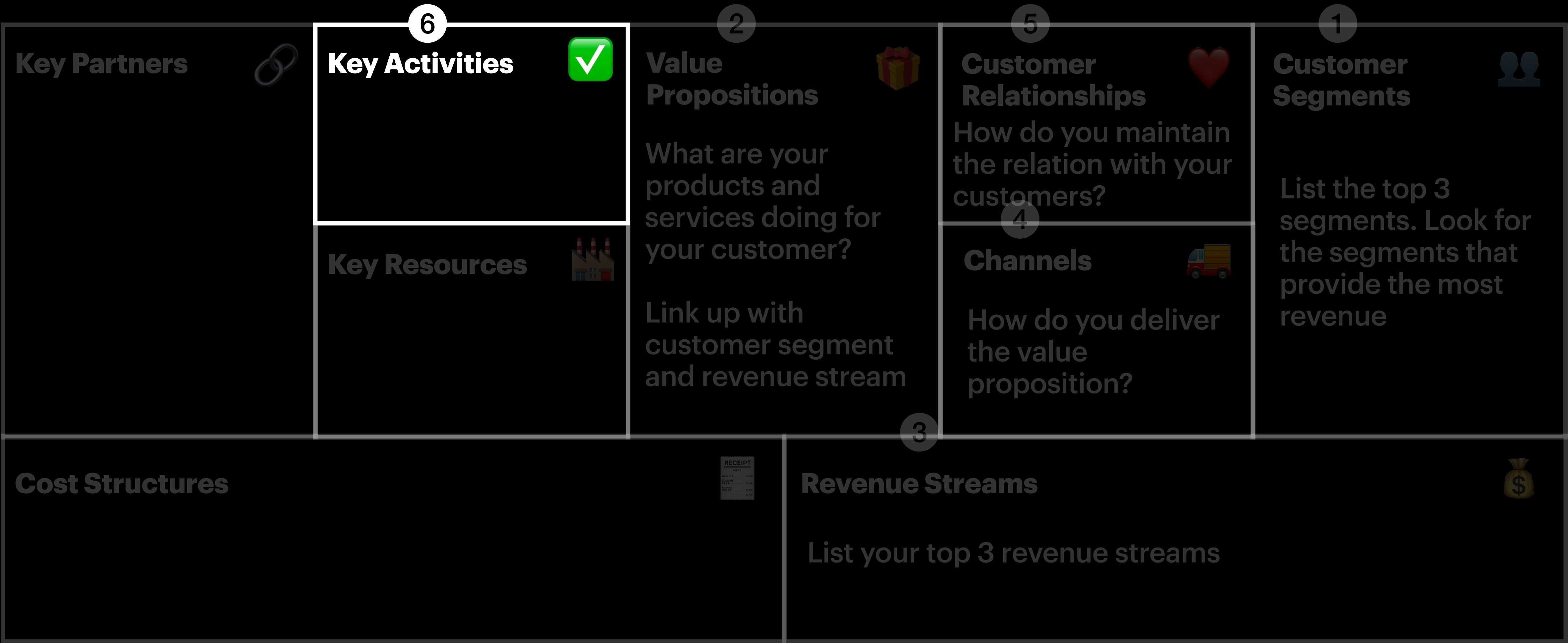
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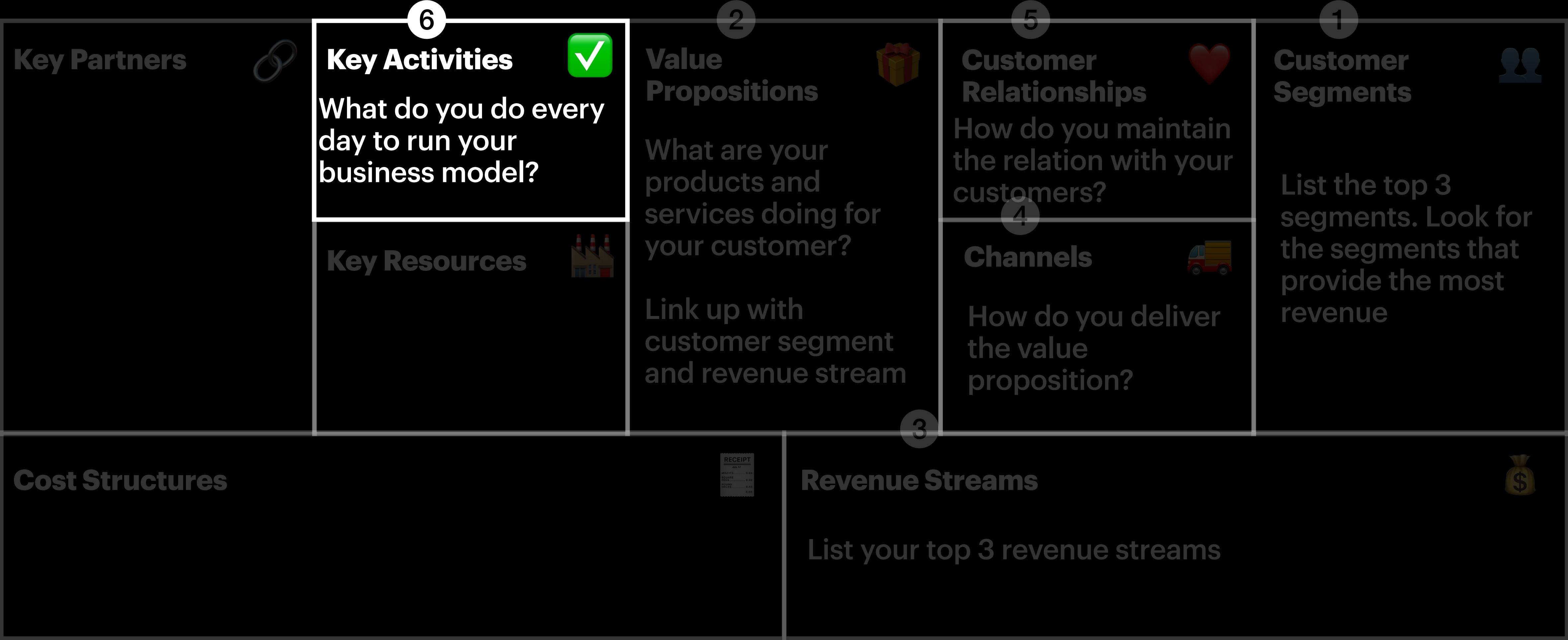
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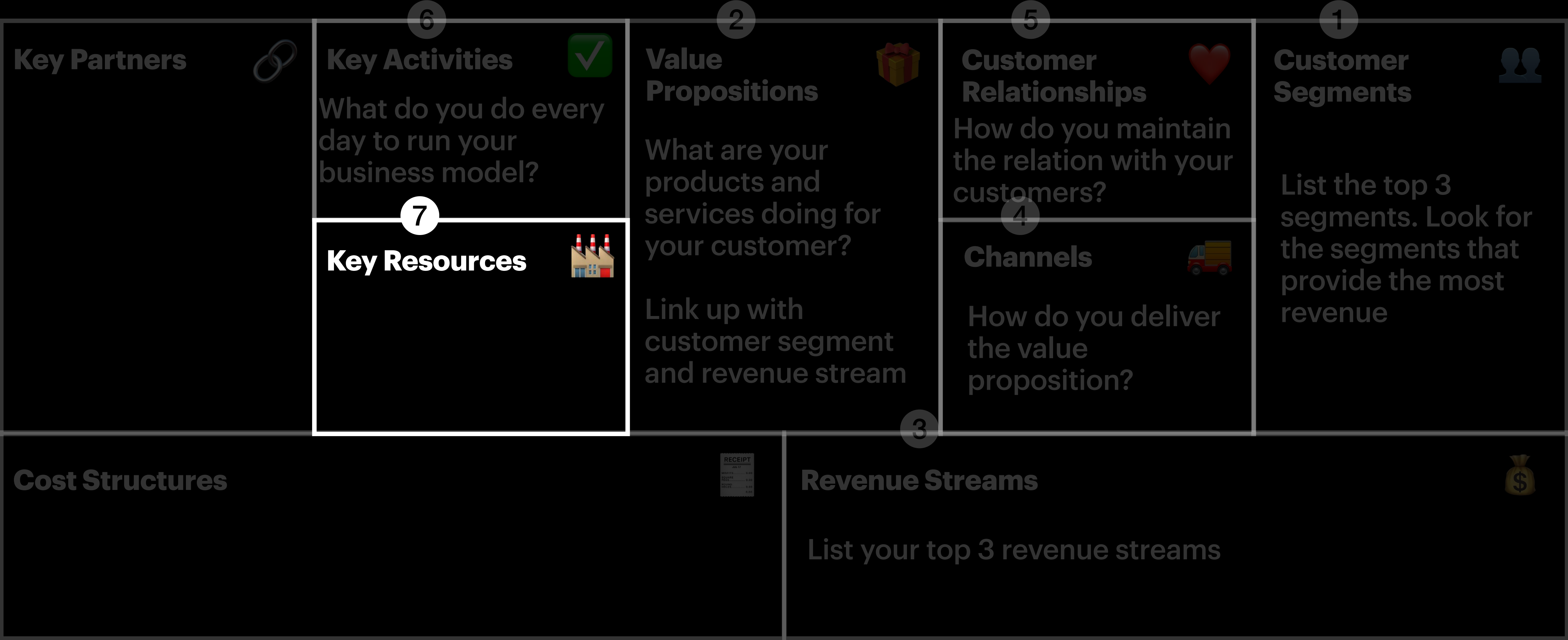
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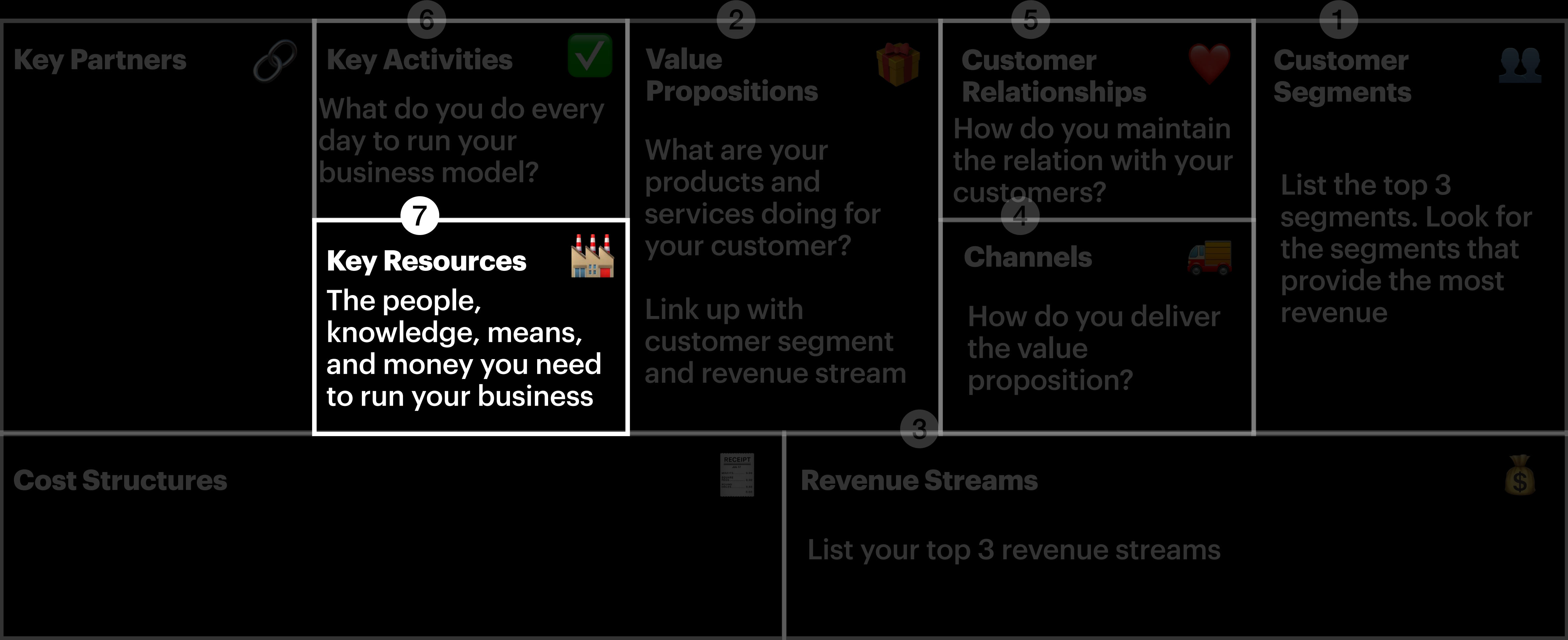
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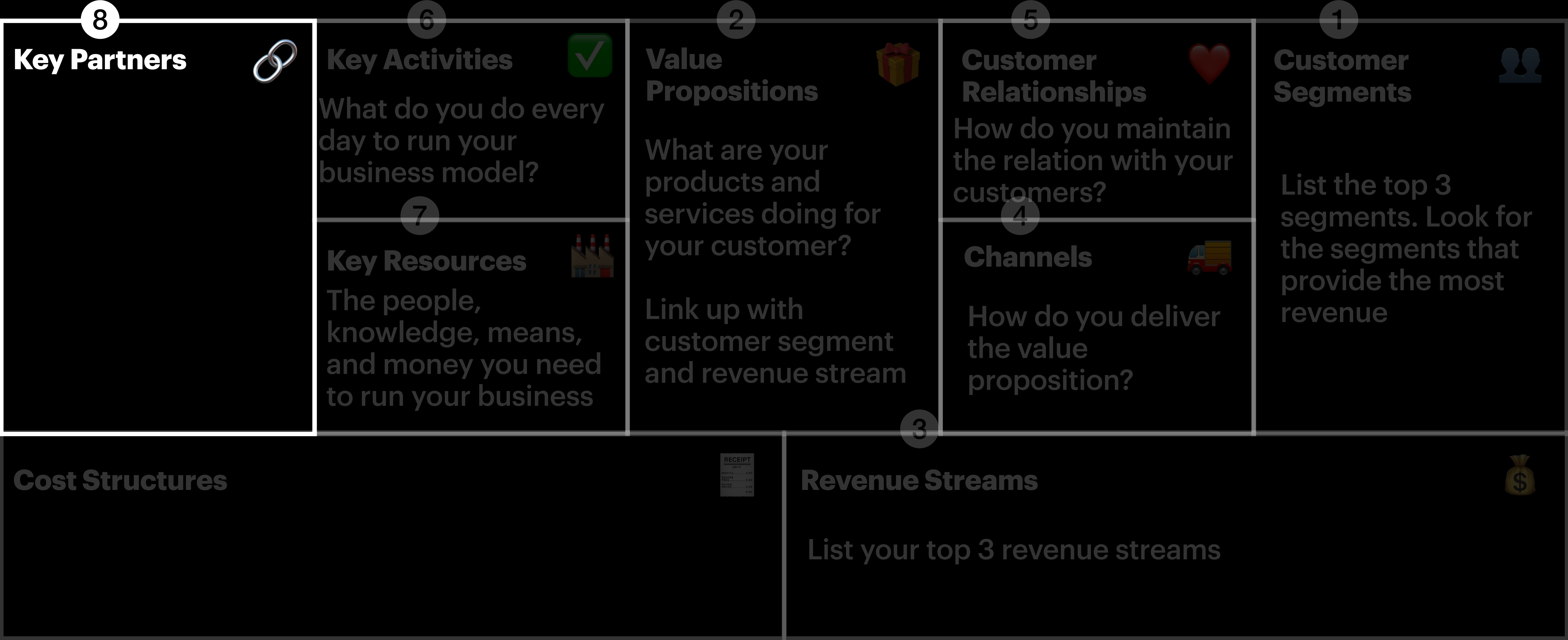
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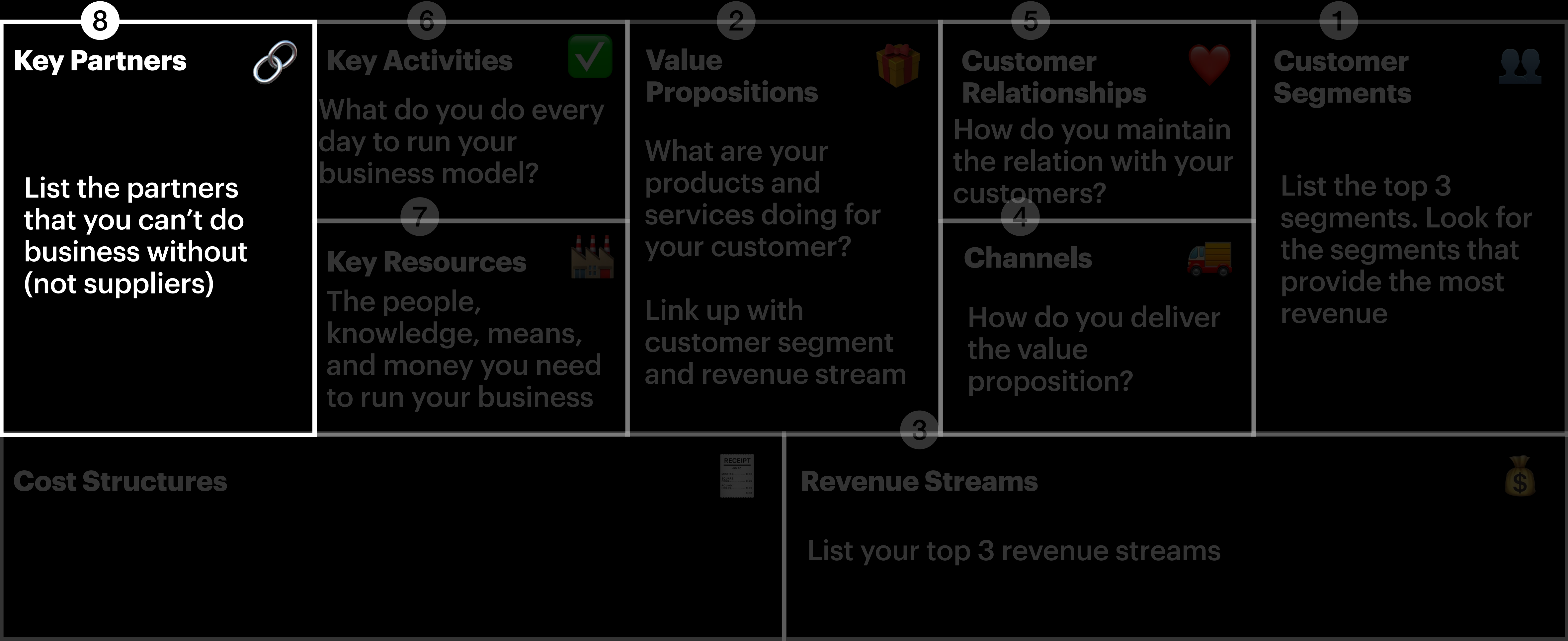
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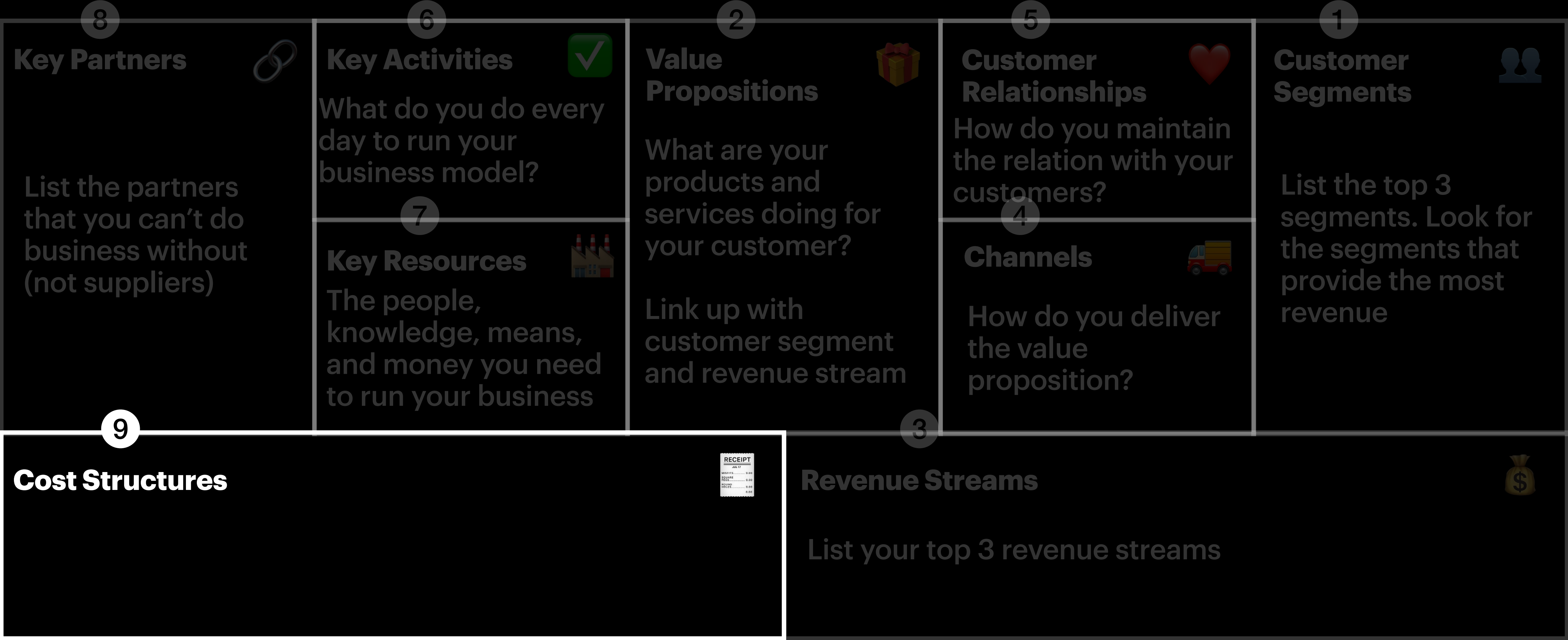
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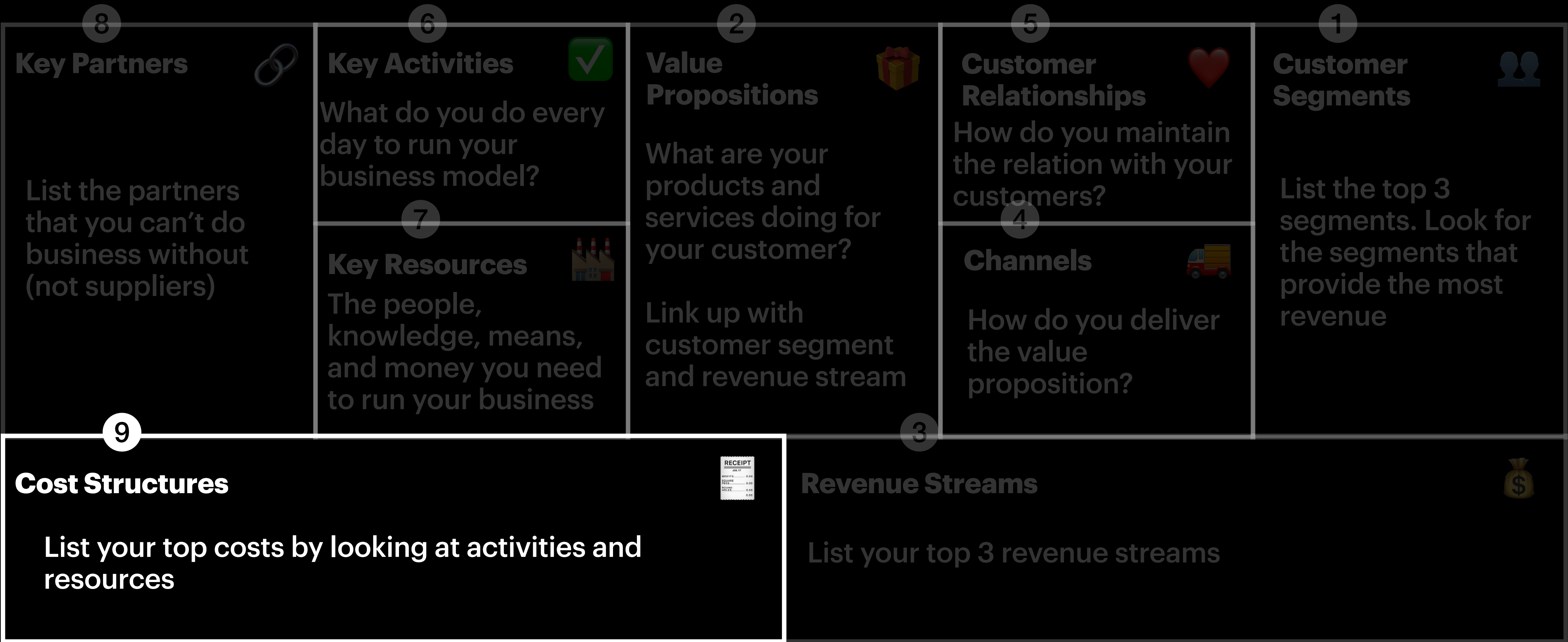
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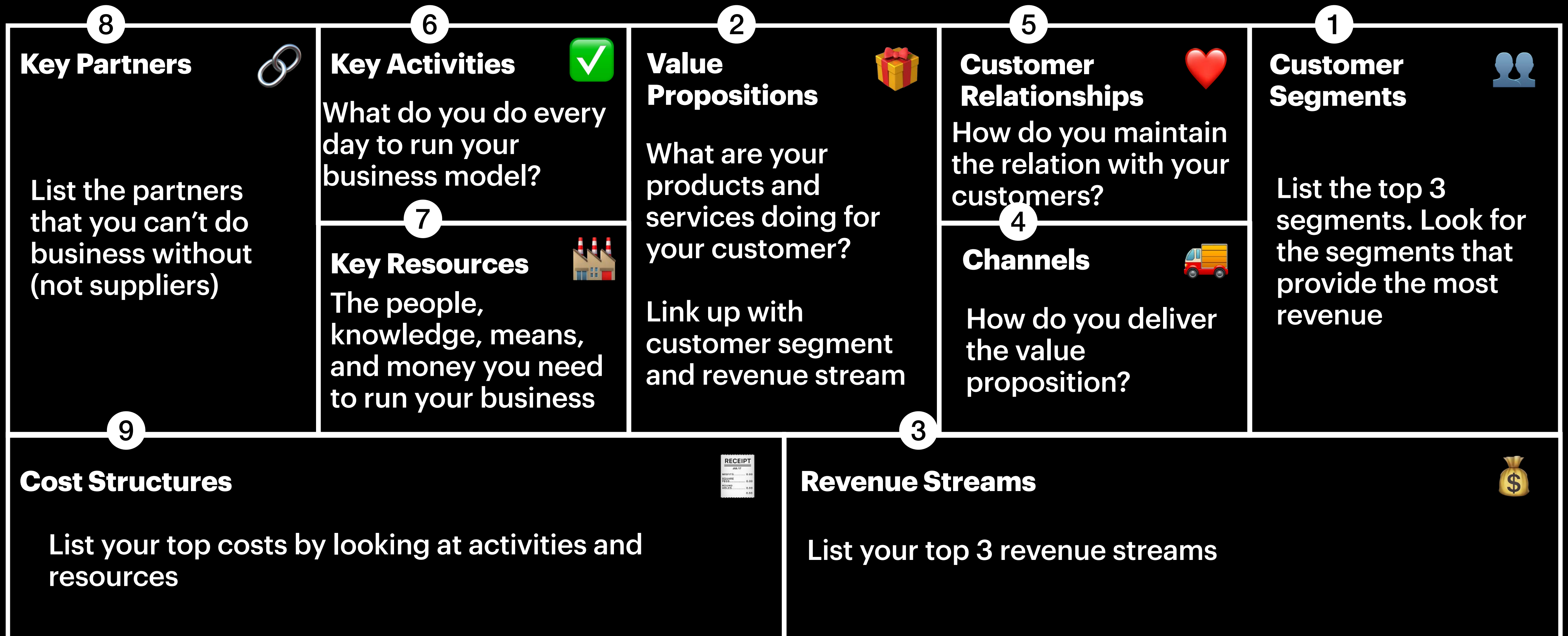
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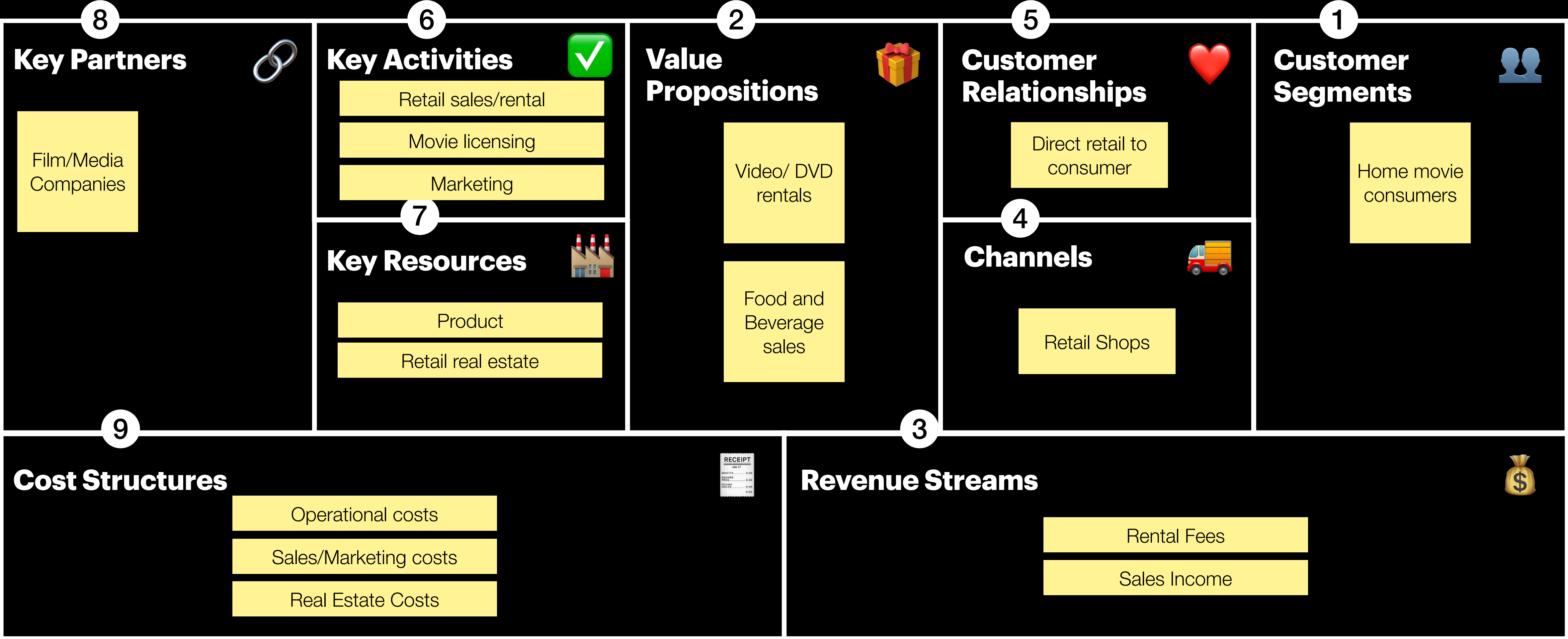
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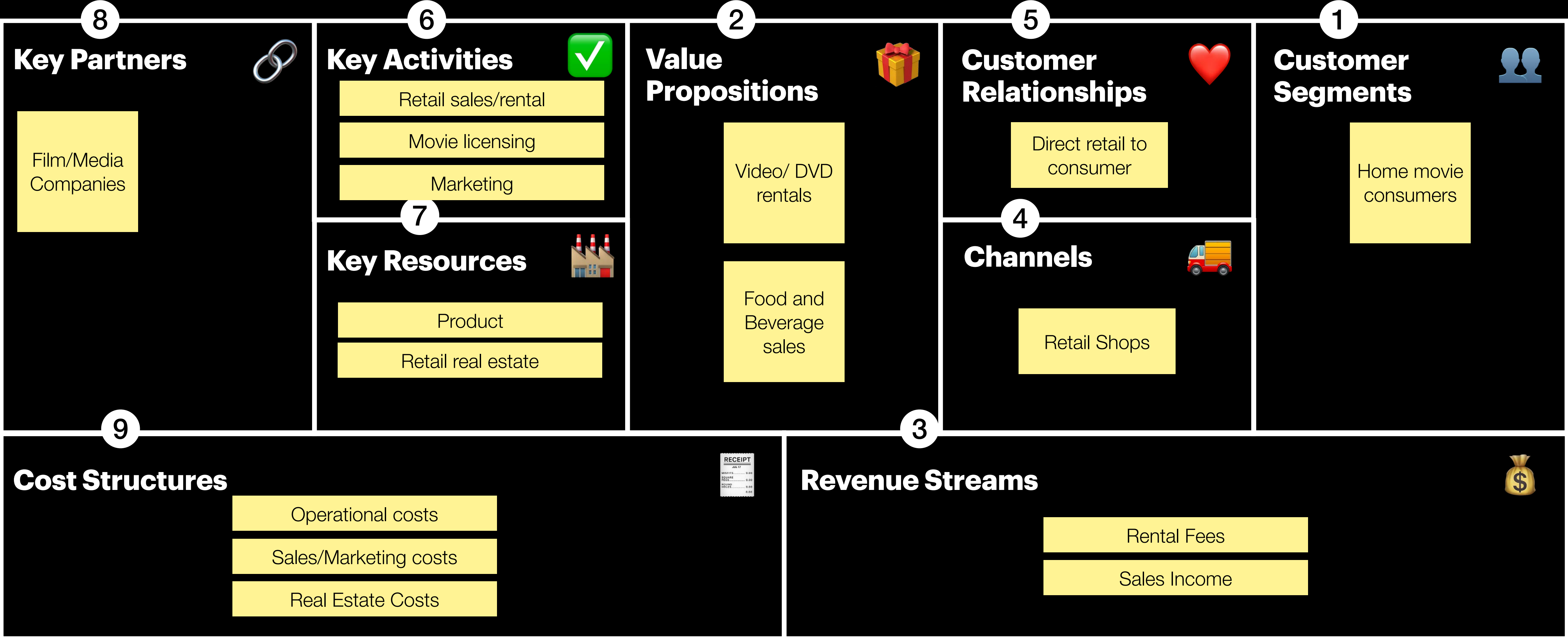
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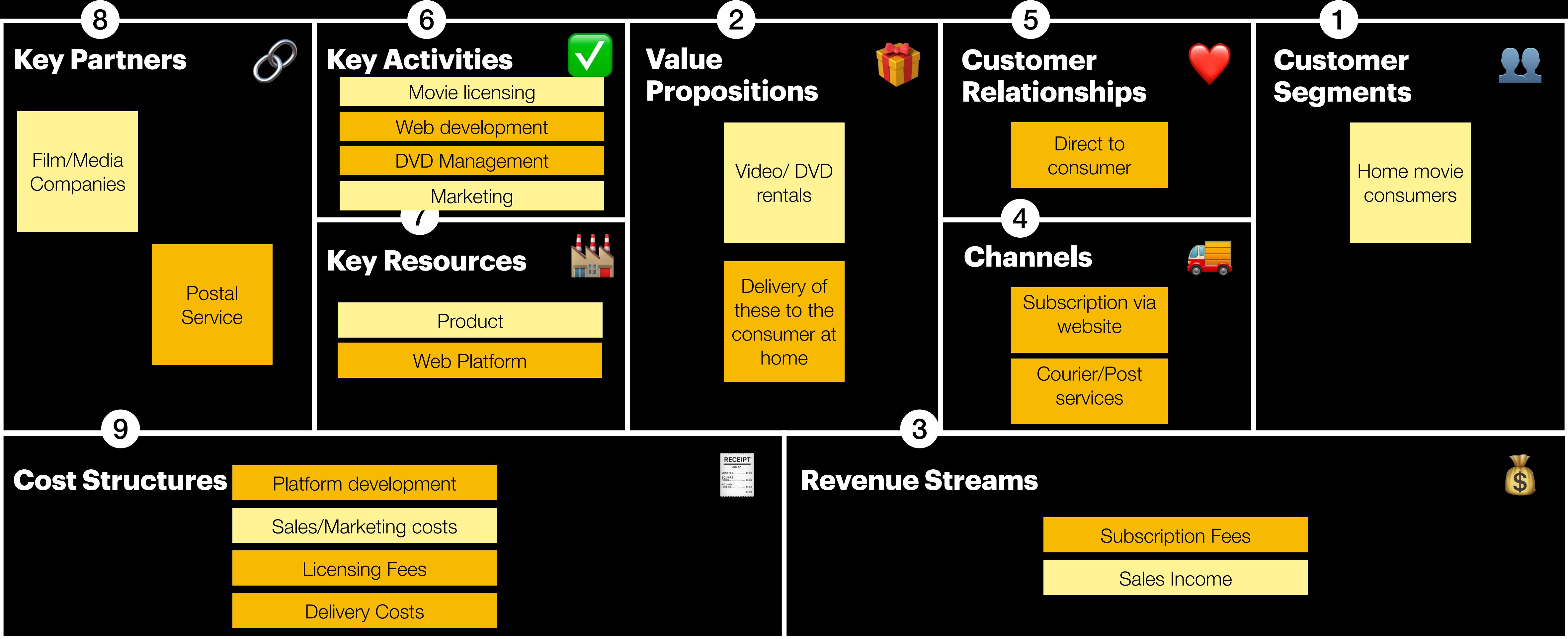
What company is this?

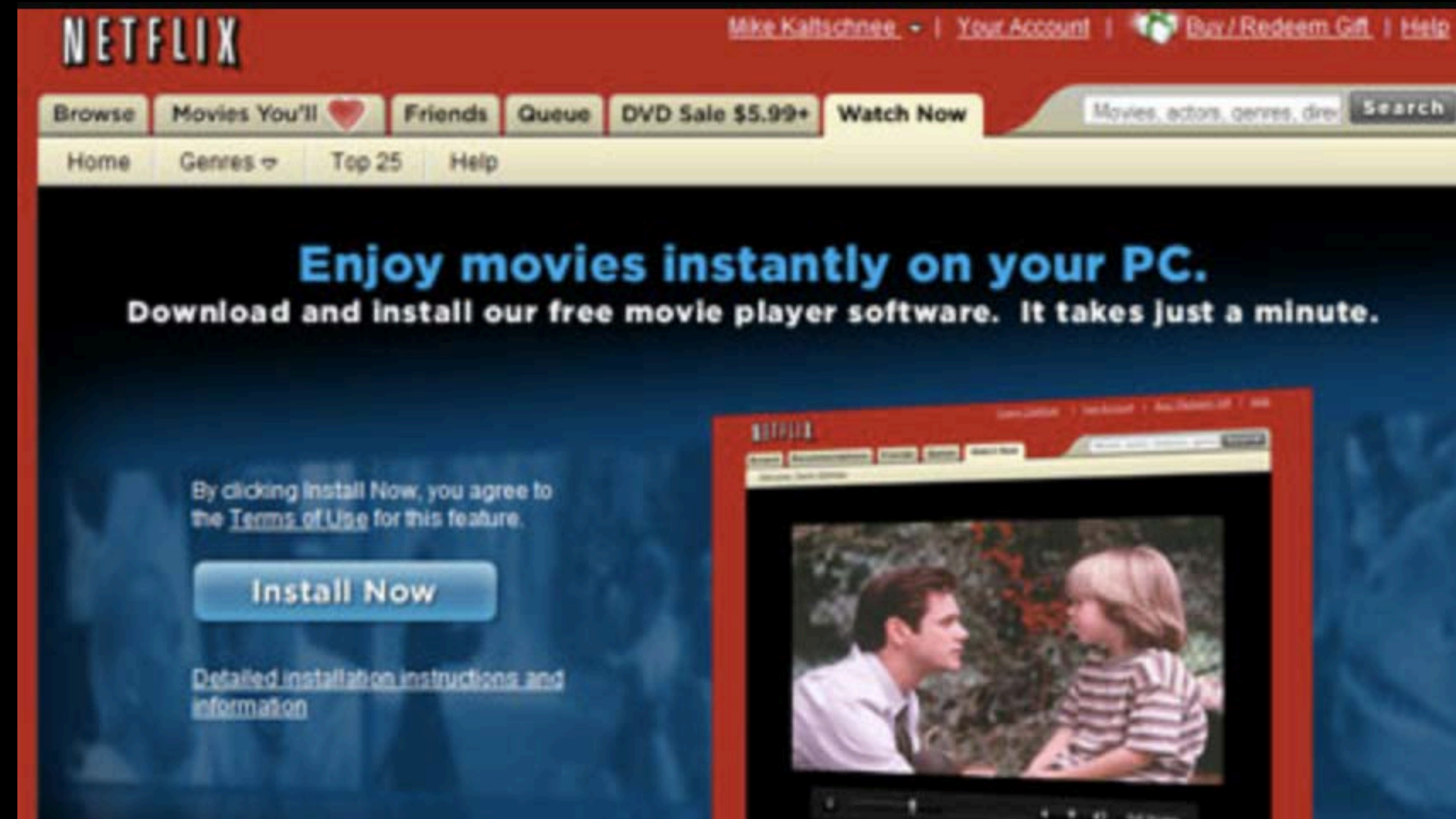


BlockBuster

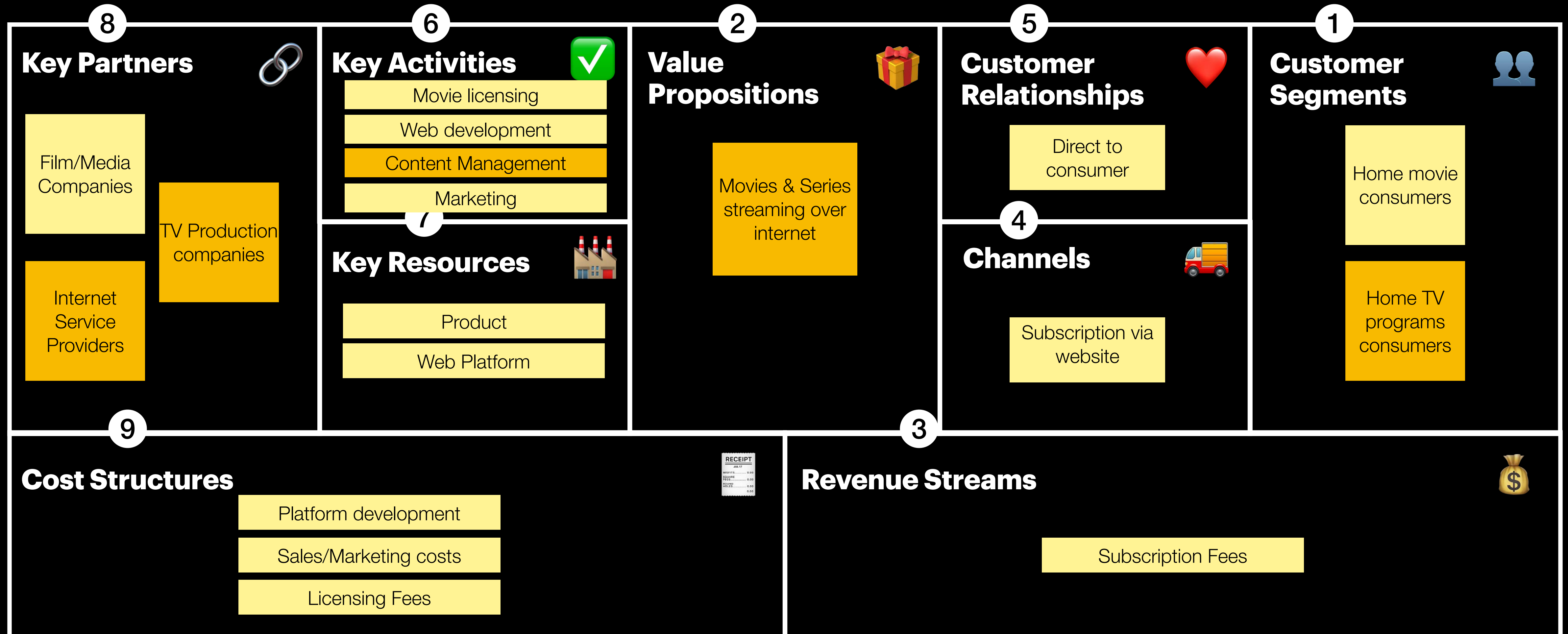


Netflix





Netflix delivers content online



A **NETFLIX** ORIGINAL



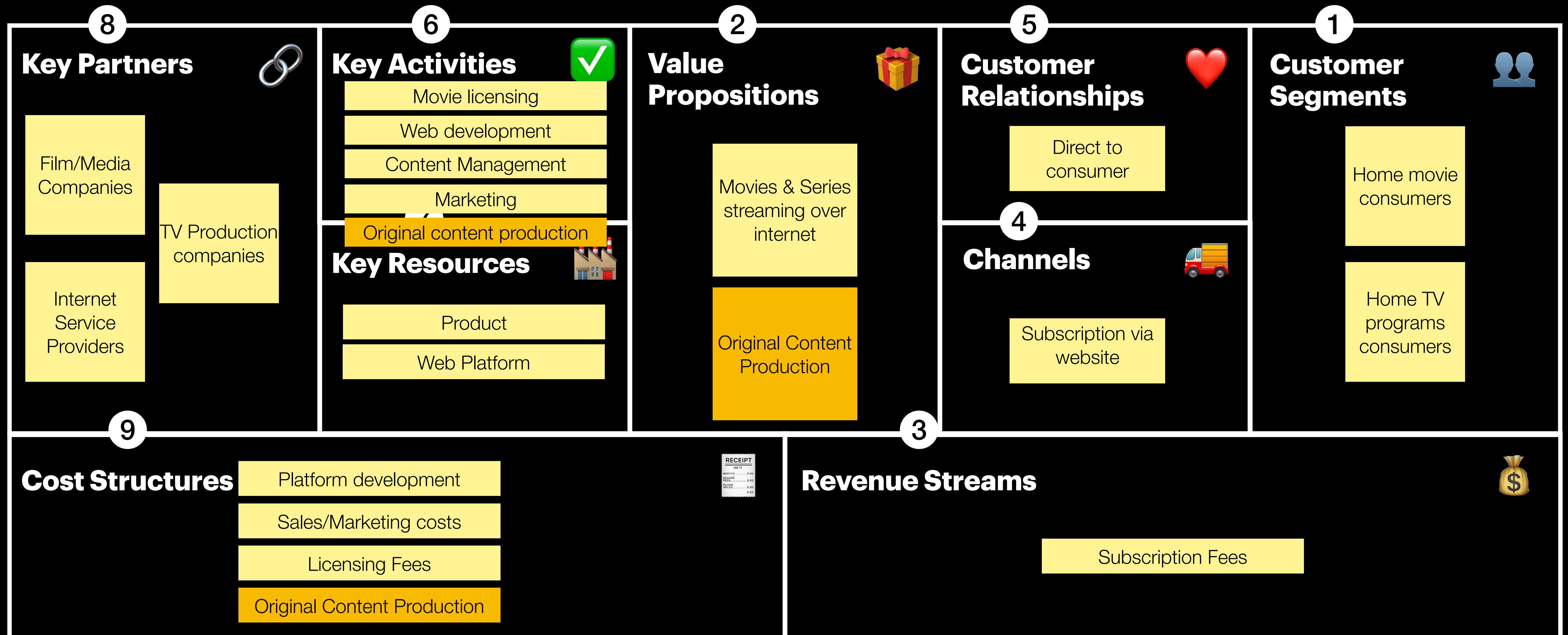
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Netflix becomes a producer



Brainstorm different business models, and reevaluate



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**Understand what your
customers are looking for...**



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Value Proposition Canvas



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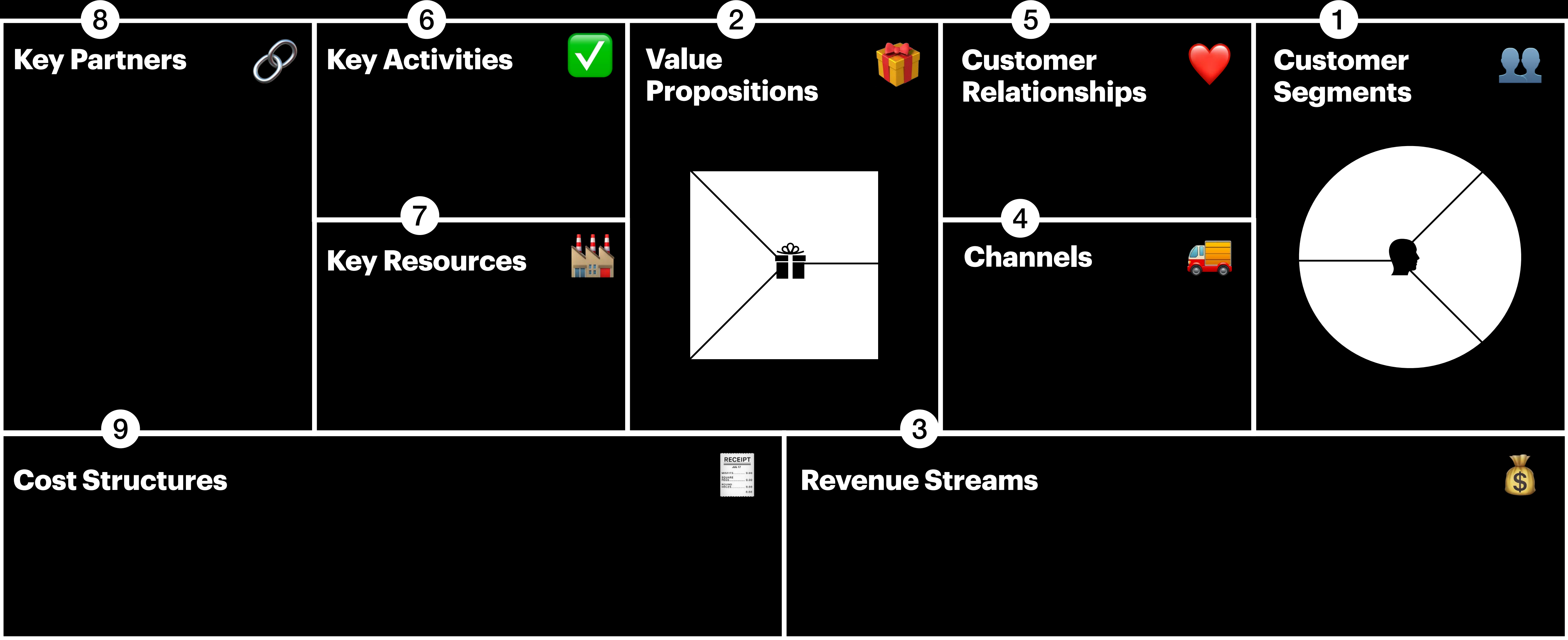
Value Proposition Canvas



<https://www.youtube.com/watch?v=sfGtw2C95Ms>

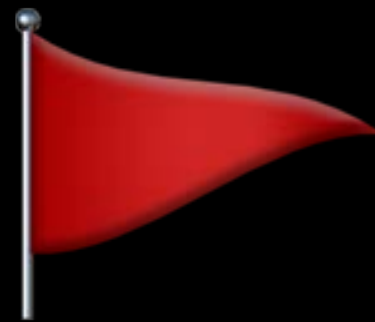
What are your products jobs to be done?

Value Proposition Canvas



Value Proposition Canvas

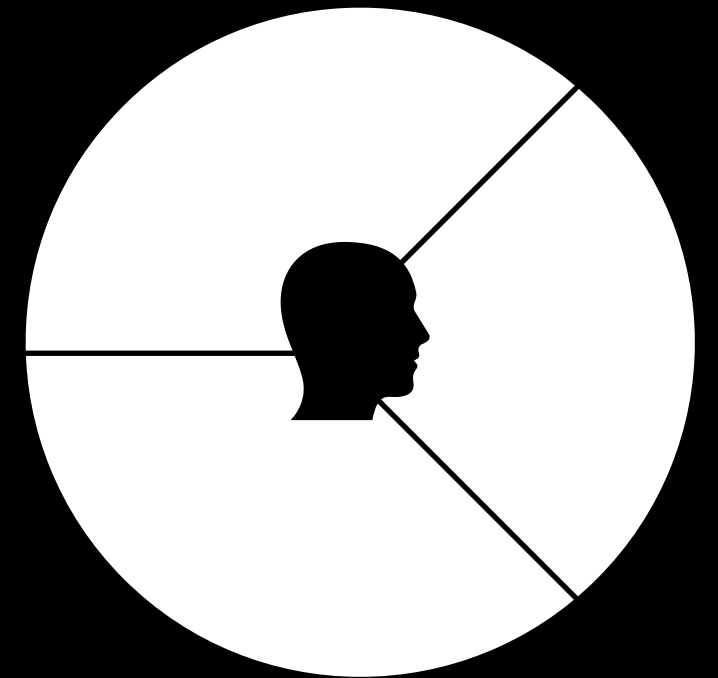
Capture customer assumptions to validate them before building the product or service. This dramatically reduce the chances of building something without product-market fit



Even if you are B2B, try to focus on the people you sell to. This could include; Decision maker, Economic buyer, Recommenders, Influencers, and Users/Customers



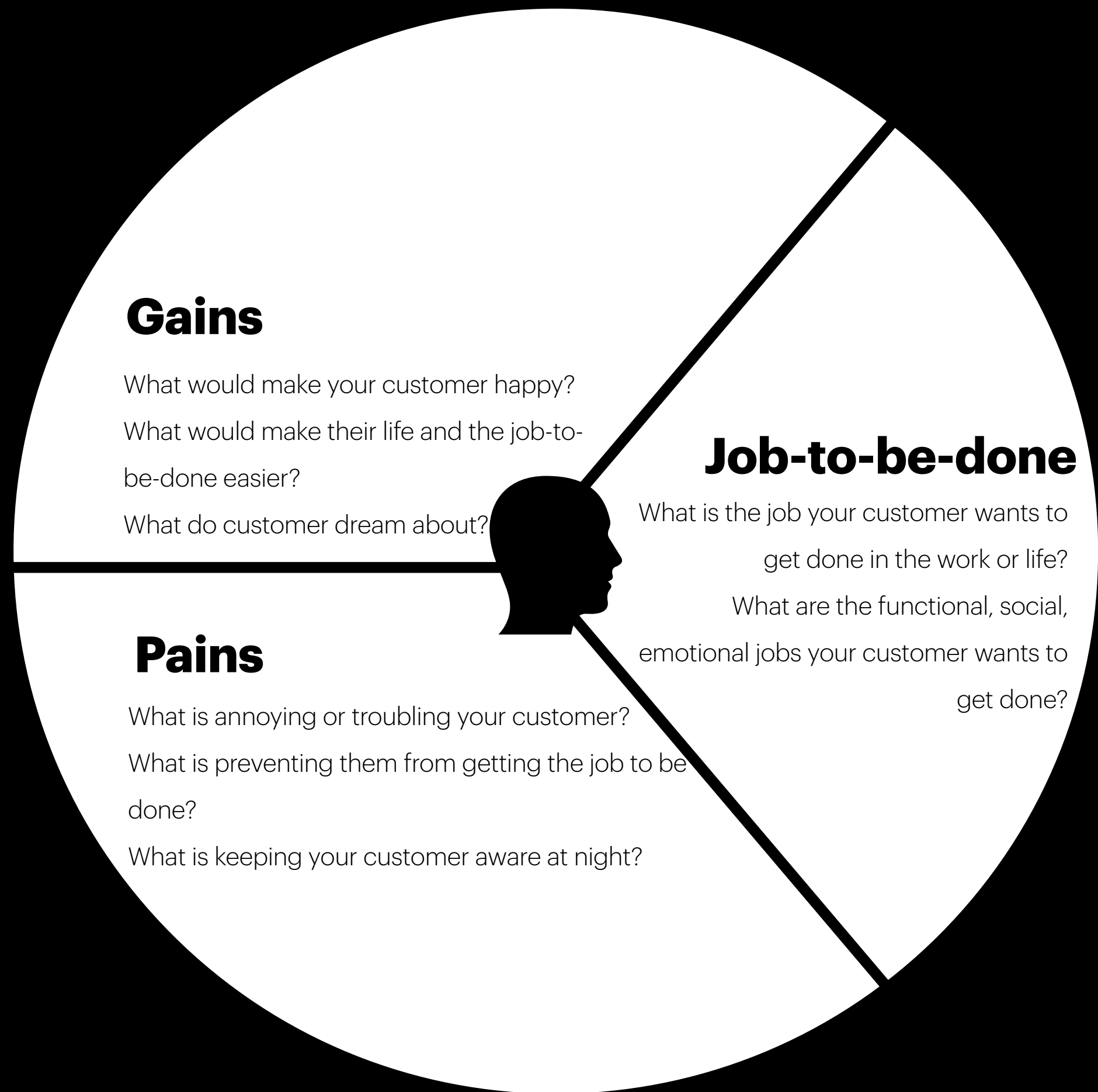
Always start with the customer, and then relate to the product. The customer can have many sticky notes, because it's to understand the full customer profile. The product side will include us choosing what will our product solve so it can have less.



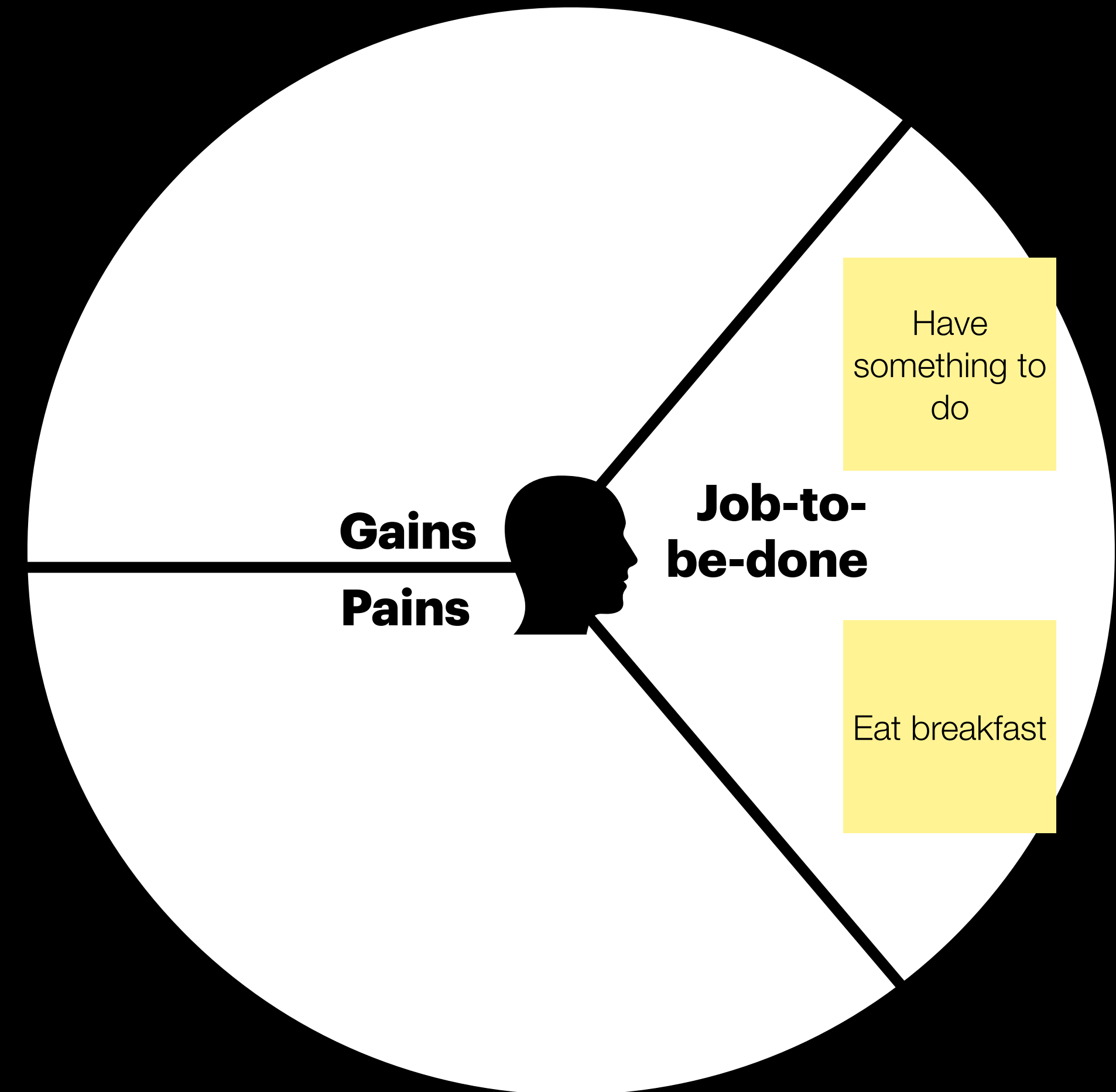
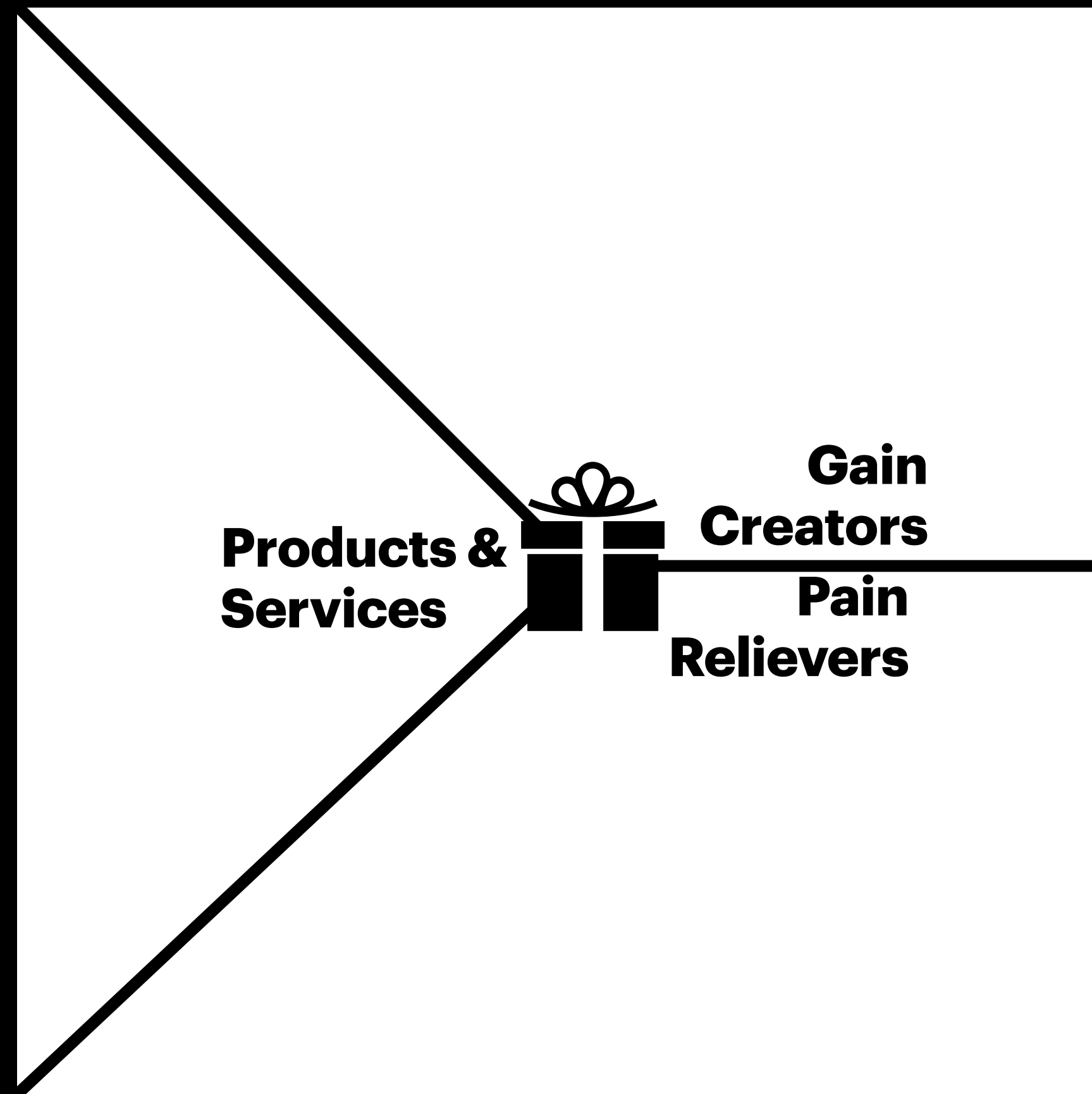
Include not only Functional but also Social and Emotional. It helps to ask why several times



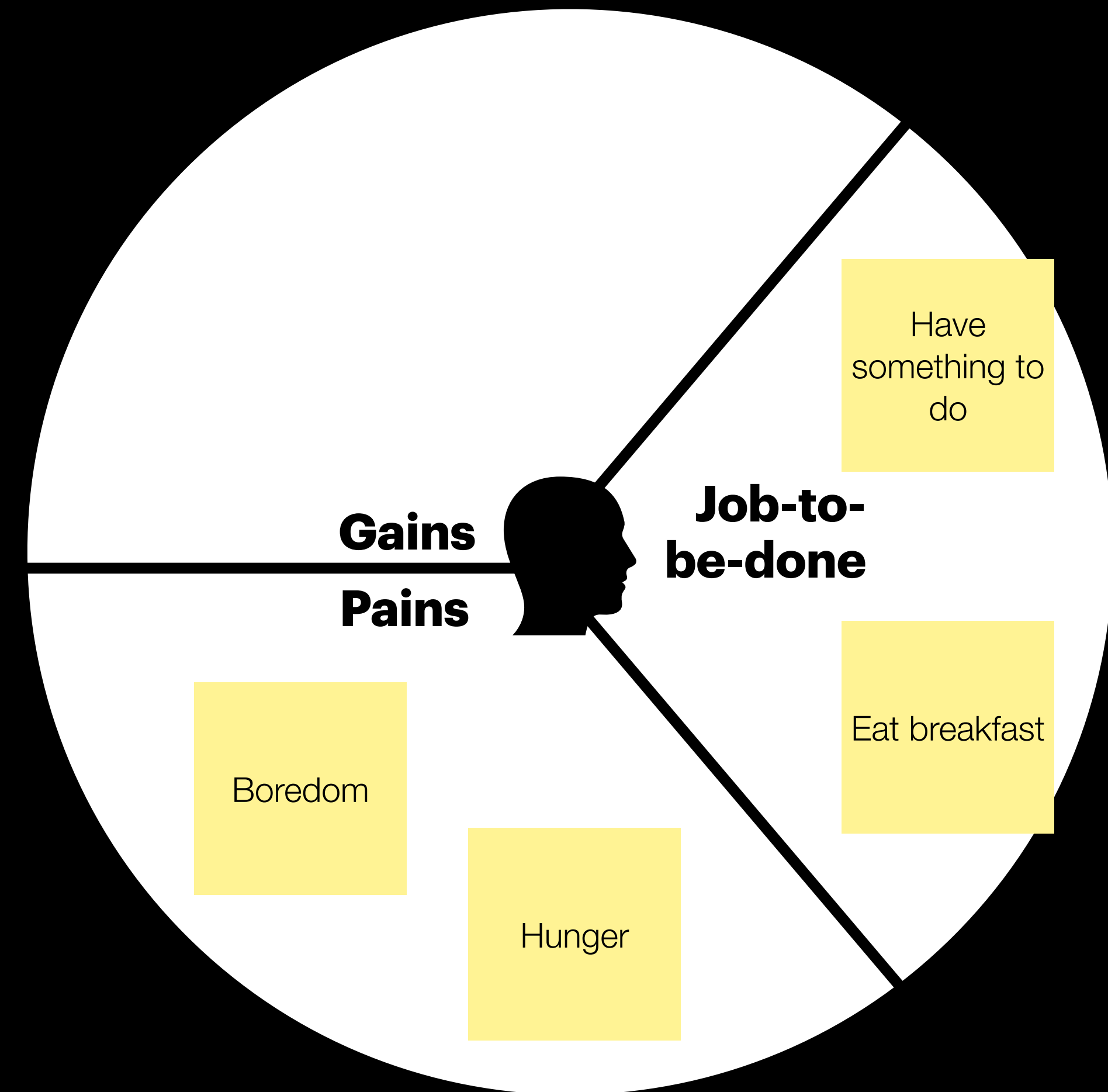
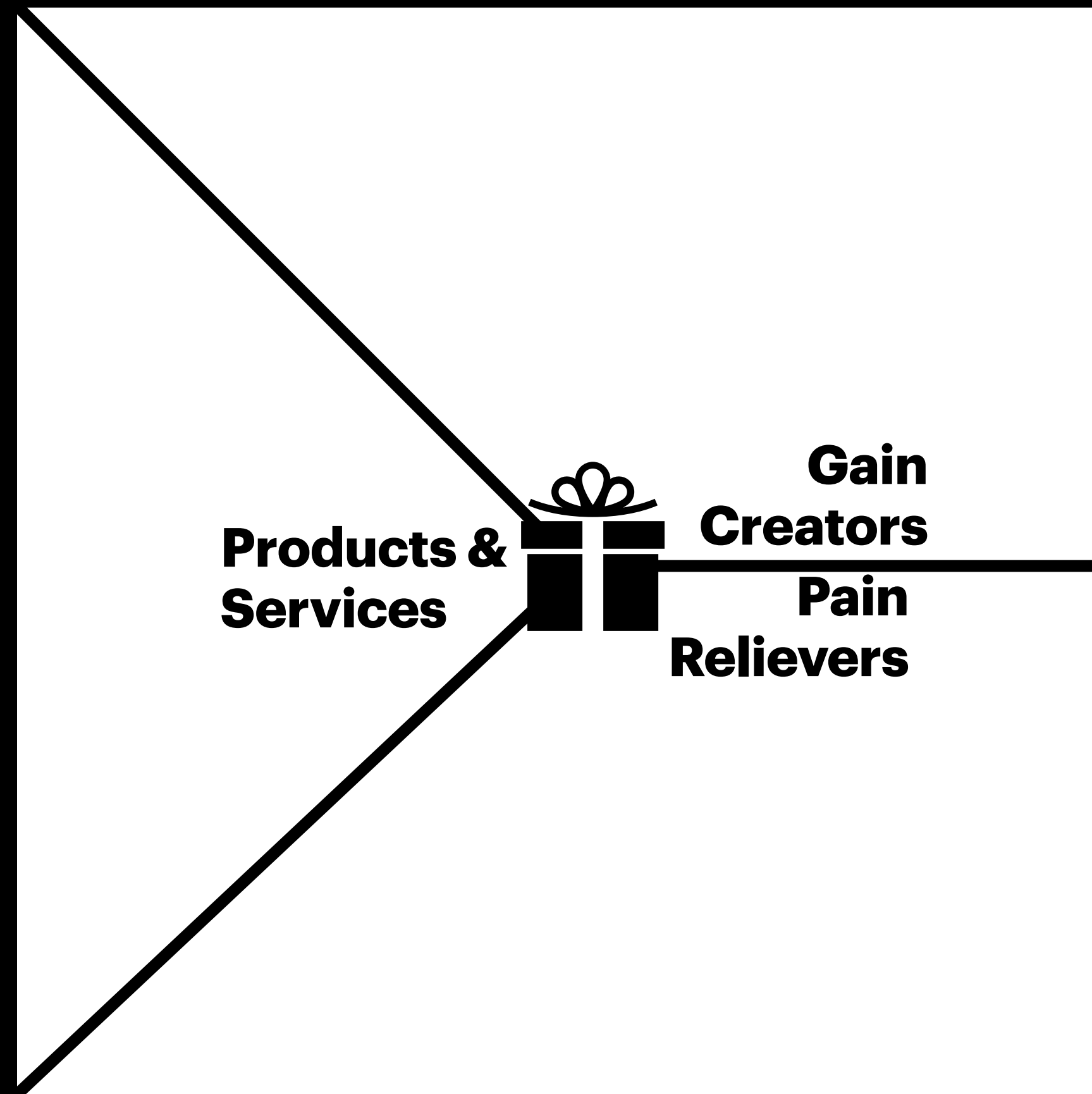
Value Proposition Canvas



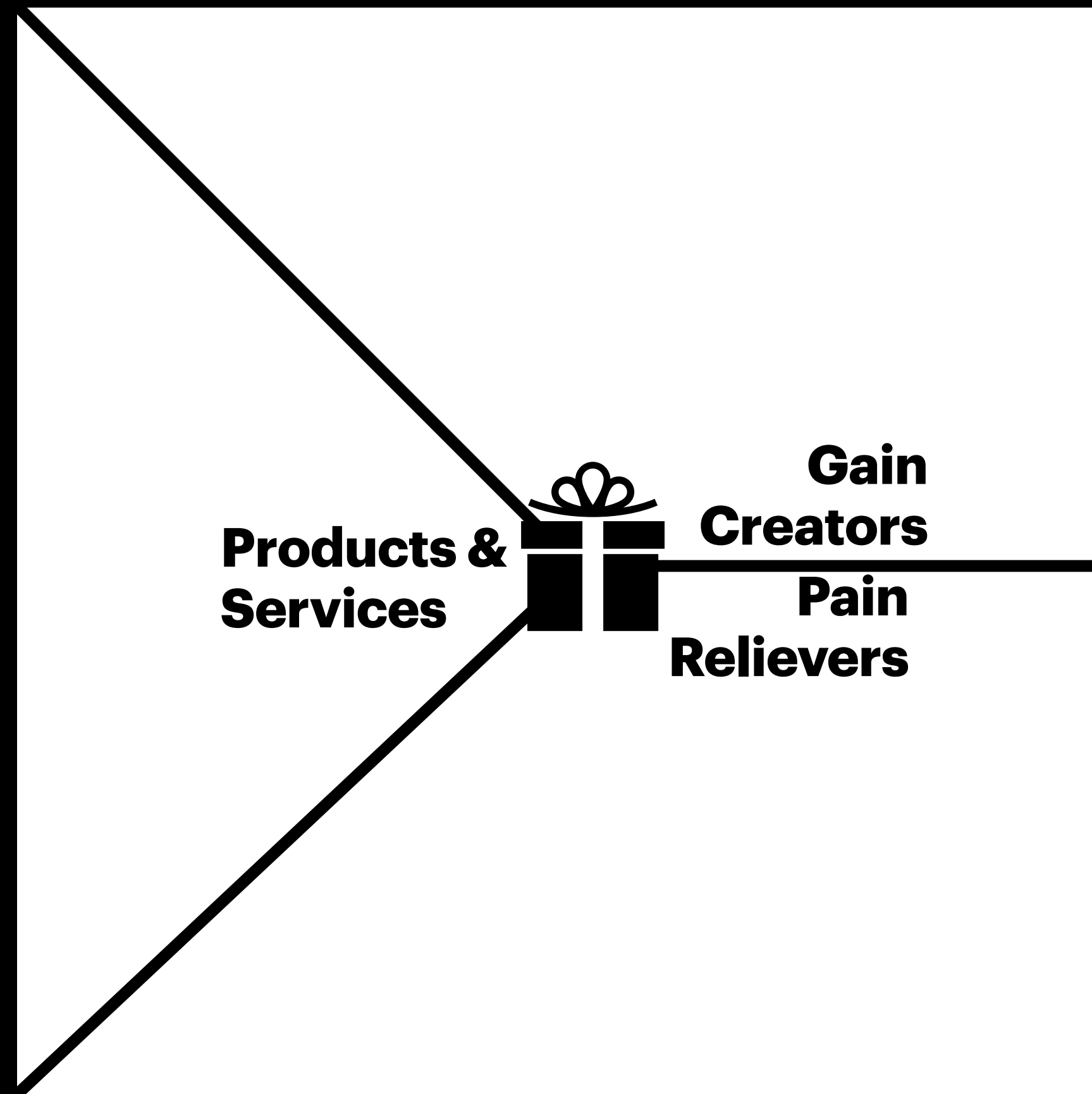
Value Proposition Canvas-Milkshake example



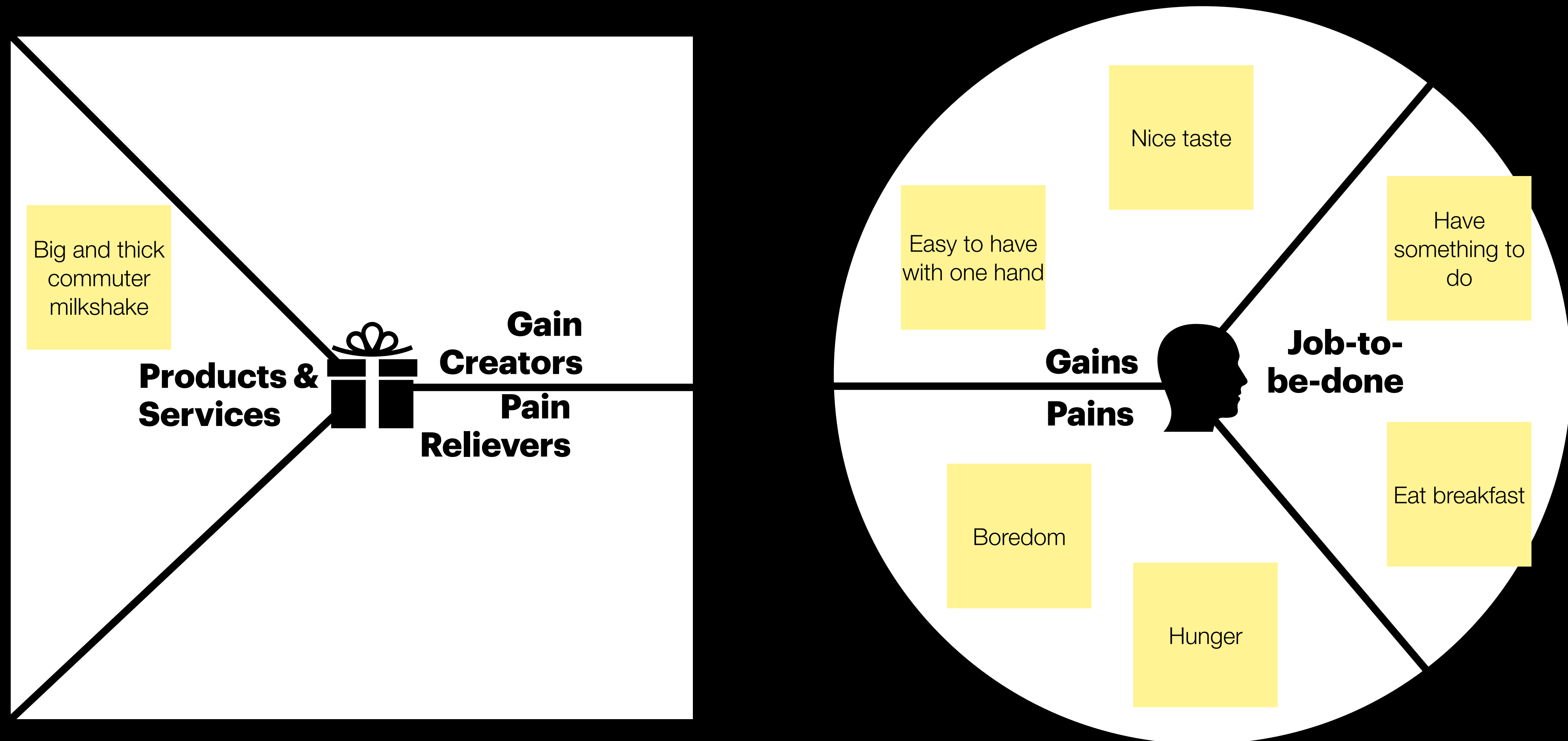
Value Proposition Canvas-Milkshake example



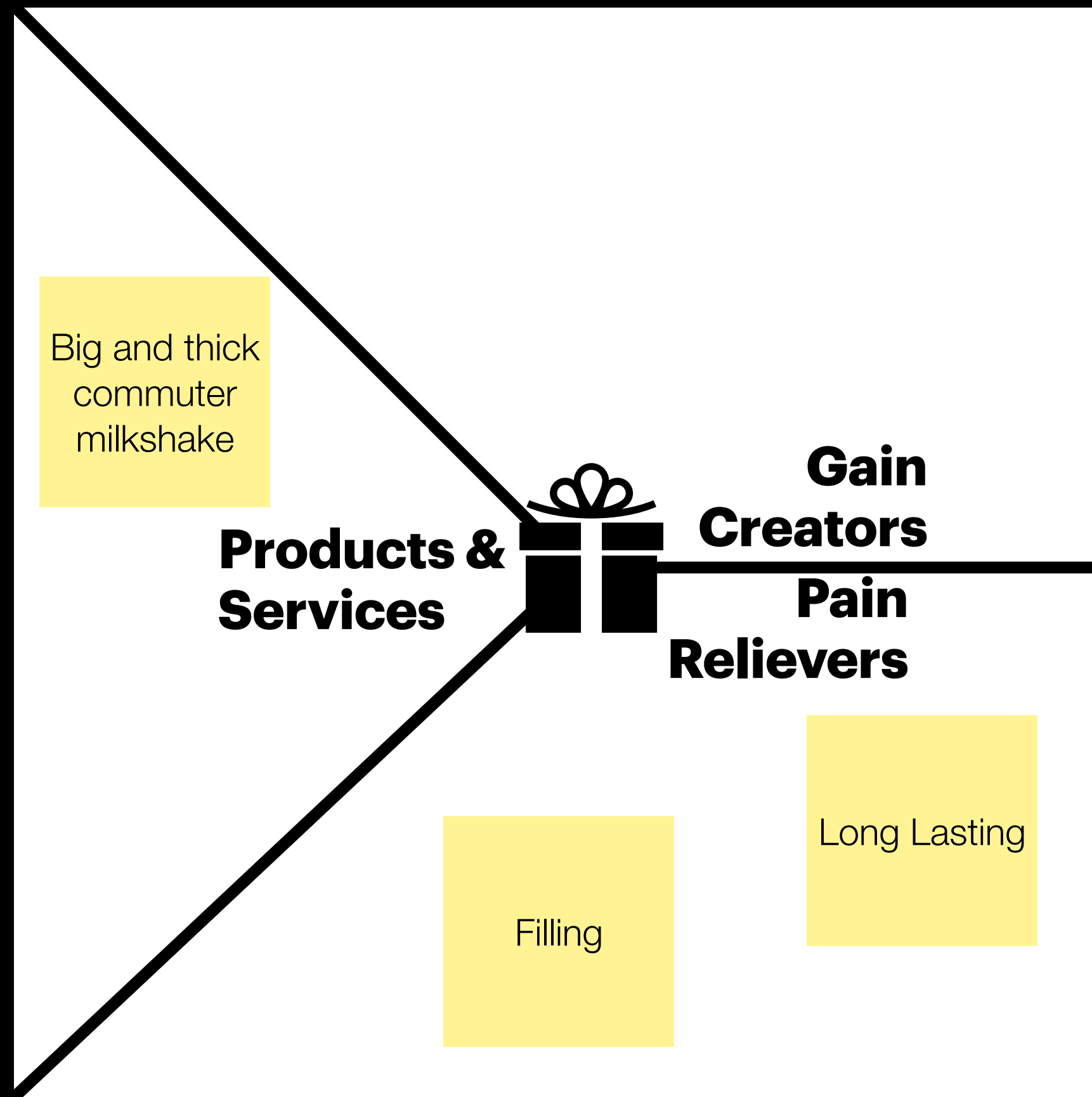
Value Proposition Canvas-Milkshake example



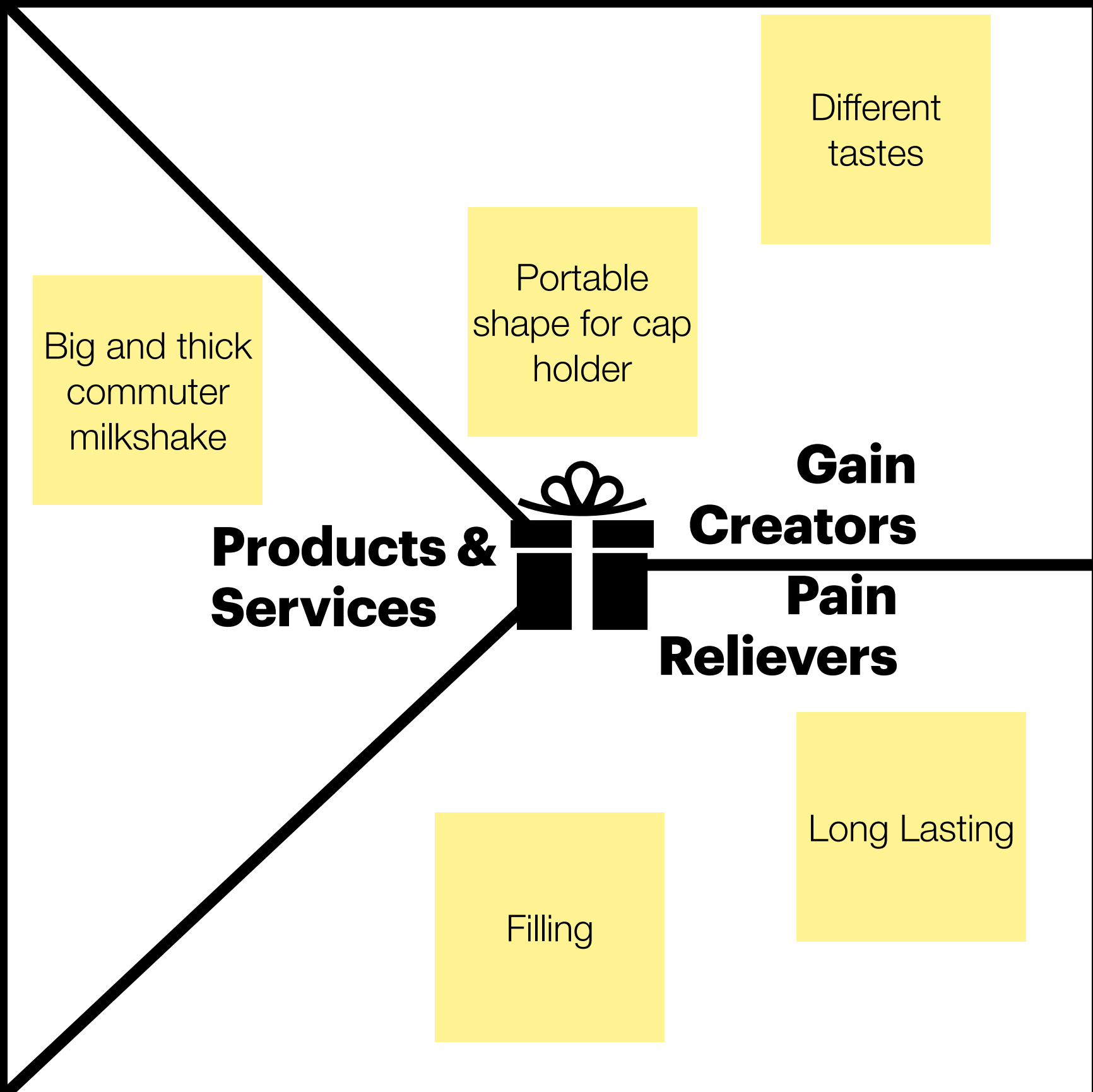
Value Proposition Canvas-Milkshake example



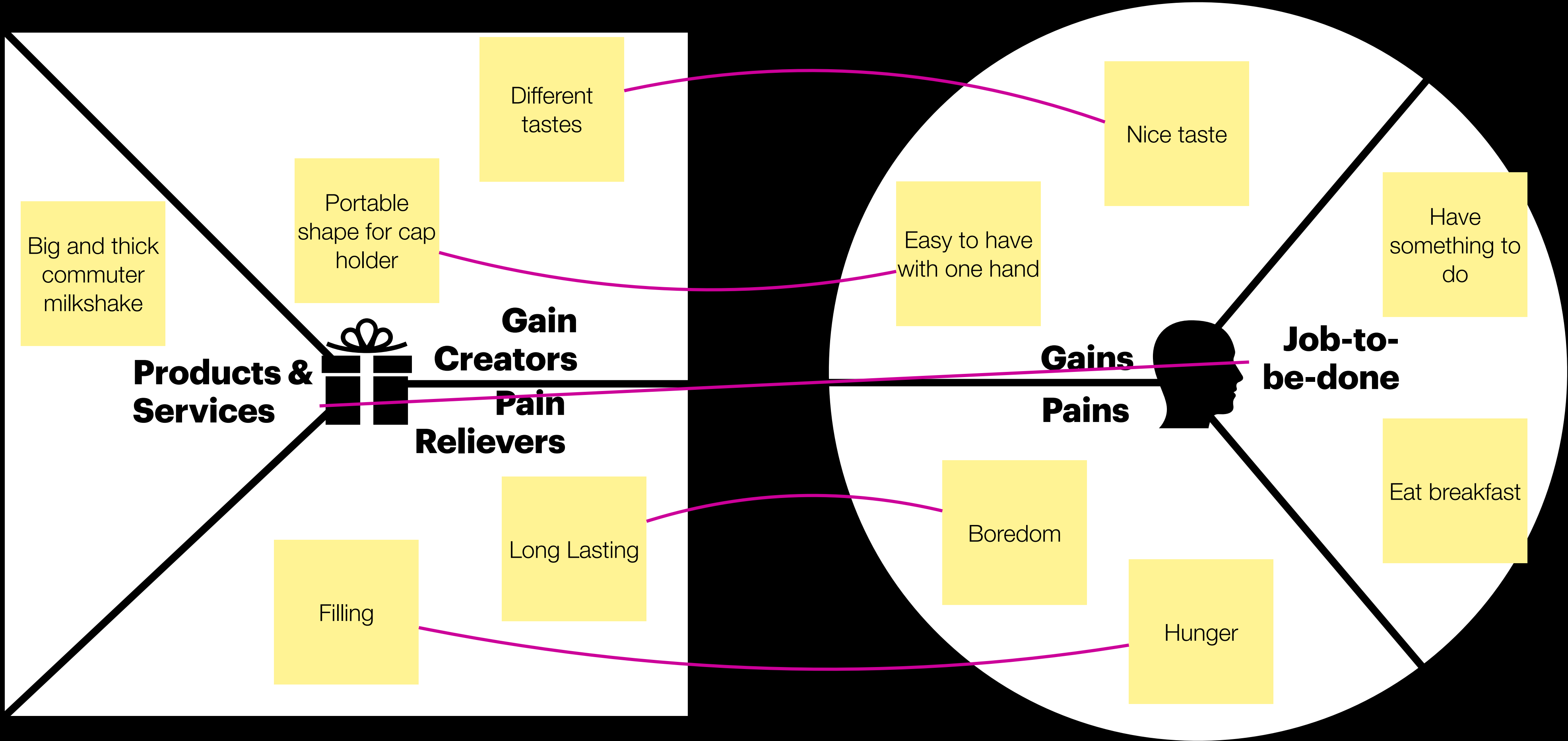
Value Proposition Canvas-Milkshake example



Value Proposition Canvas-Milkshake example



Value Proposition Canvas-Milkshake example



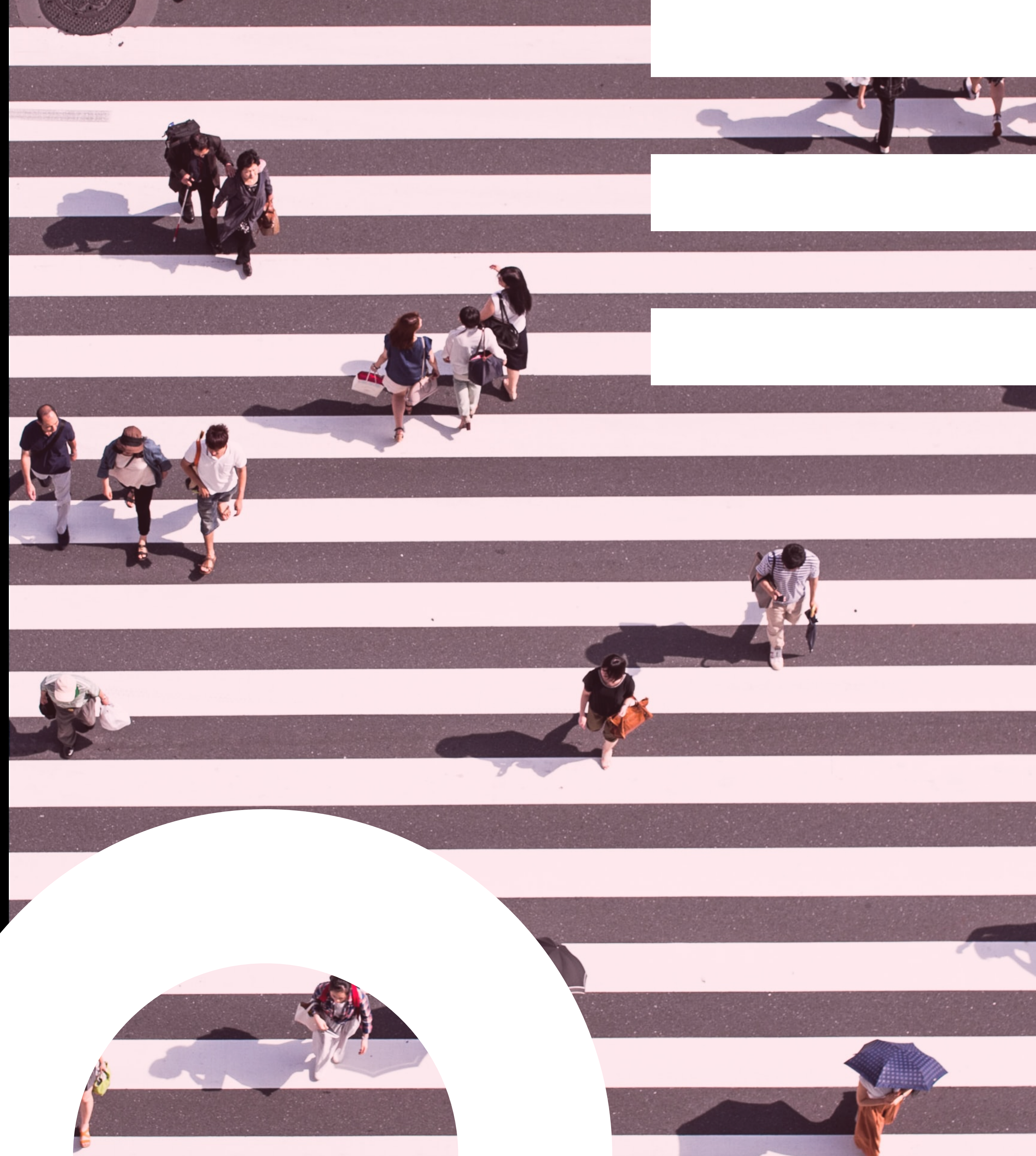
It's important to do one per customer segment



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Value Proposition Canvas

You have to build a Value Proposition Canvas,

but first consider...

Let's Build a Value Proposition Canvas!



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Coffee Break - 35 min



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Let's Build a Business Model Canvas!



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Environment Scan



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**Environment will
always be changing**

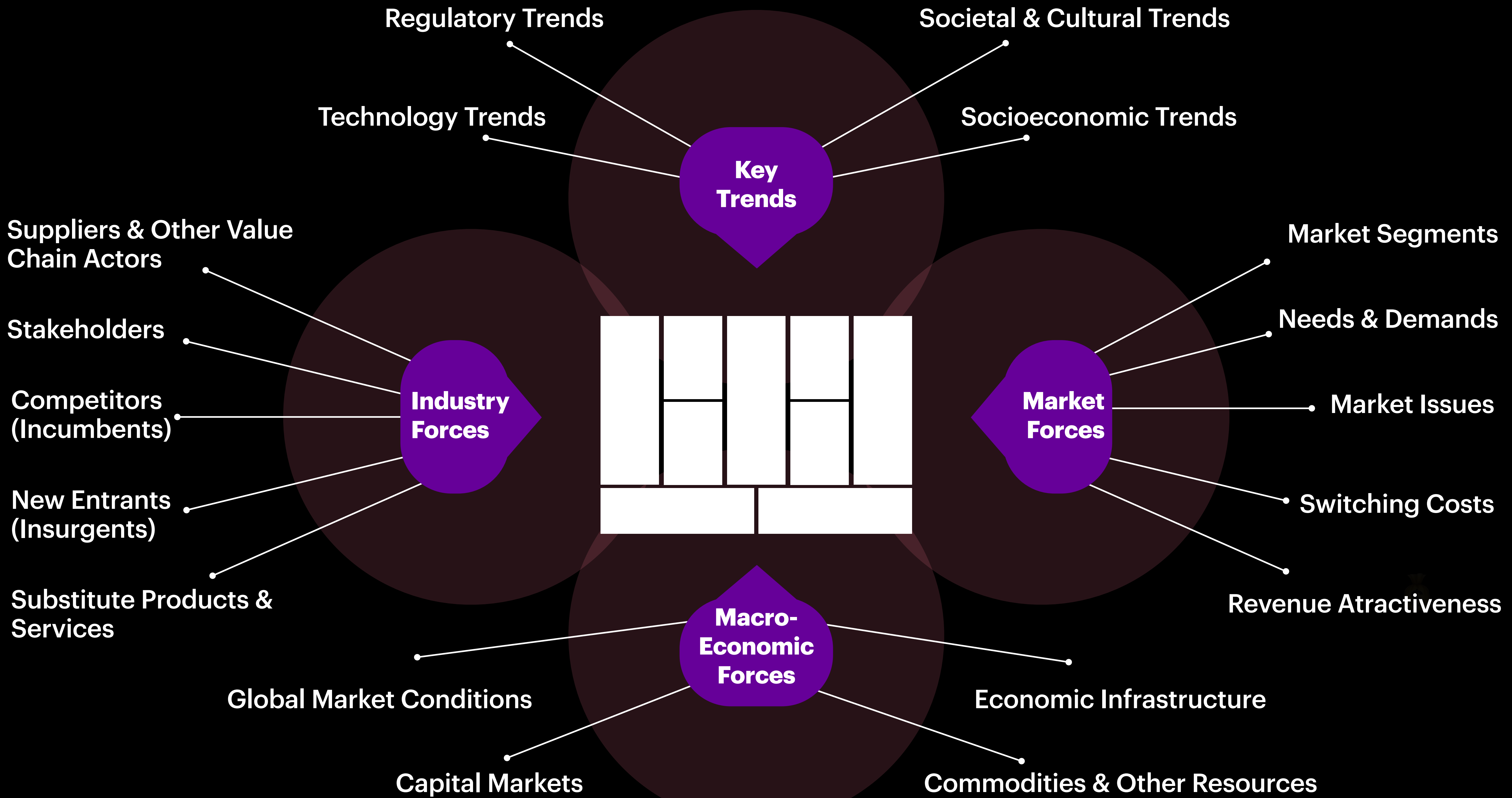


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**One of world's top
manufacturers of computing
machines, computer
equipment and mainframes**

**1990's: Steep
competition on
hardware business**

**1993: \$8 Billion
quarterly loss**

**Focus on software, IT
consulting services, and
computing research**



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**One of world's top footwear
and apparel companies
worldwide**

**2020/2021: Forced
to close most of its
network of more than
900 stores across
the world, as had its
key wholesale
partners.**

**Focus on its "Consumer
Direct Offense"**



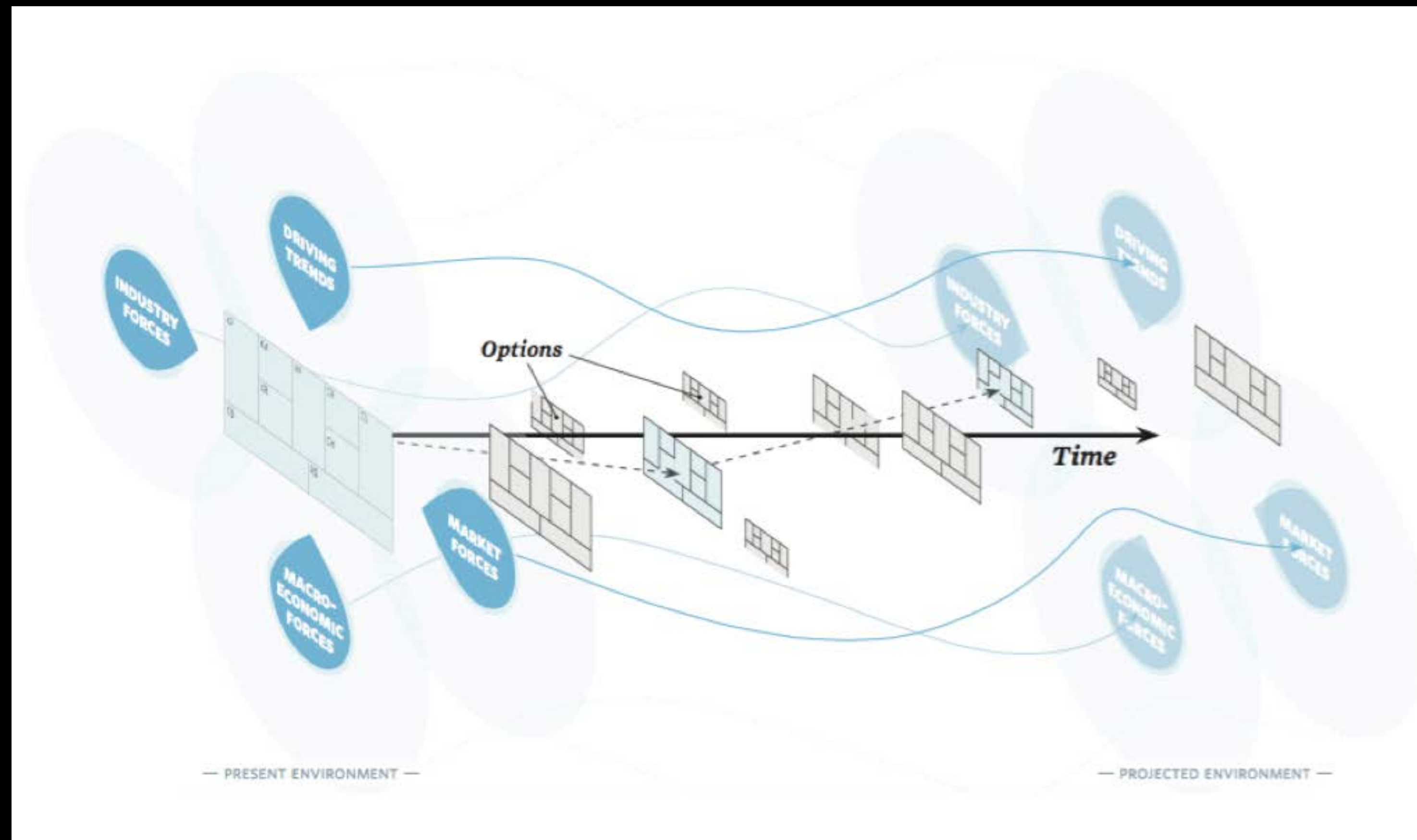
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Regularly scan your business model environment and identify new business model ideas

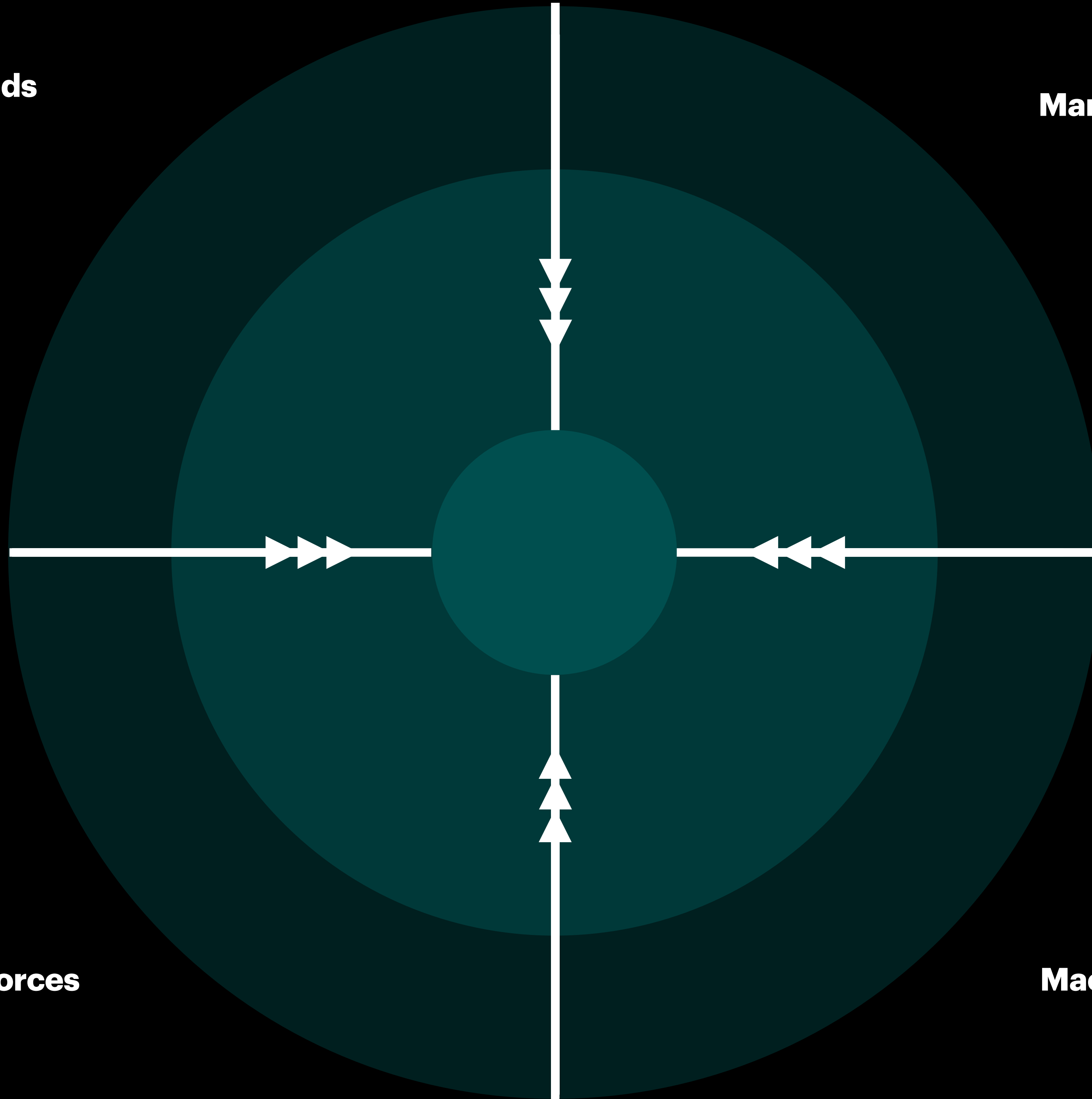


Key Trends

Market Forces

Industry Forces

Macro-Economic Forces



Validate your Assumptions



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**You're assumptions are
mostly wrong**



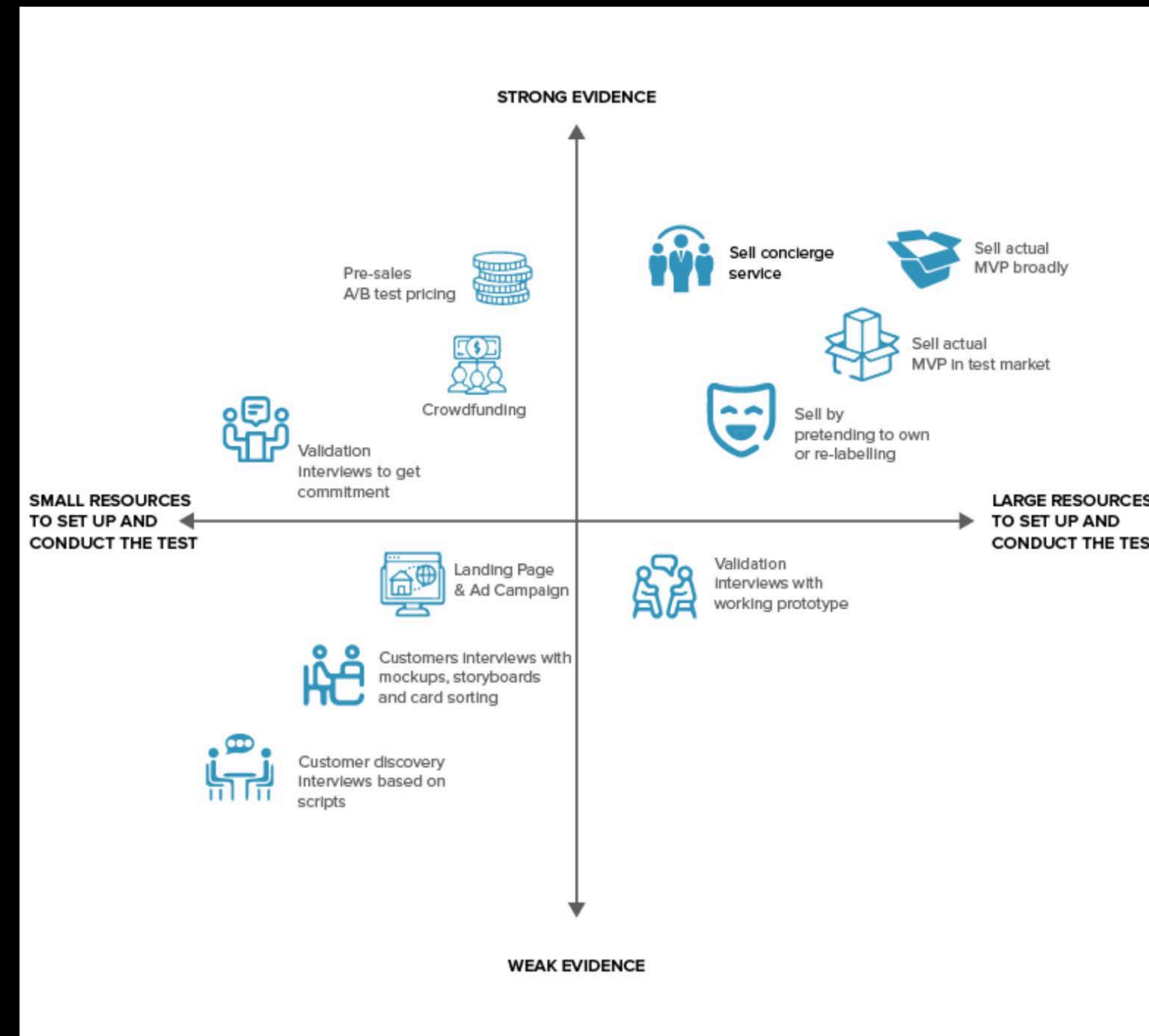
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Validate your Assumptions



You can read more about the different ways of validating [here](#)
And here you can check a Canvas that you can use when validating [here](#)

Check-Out

What was your highlight of the session, and how are you going to use it in your next steps?





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YOUR MENTORS!



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Matchit Doo Firm kontrol



Chido Charimari

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Trafft Away



Mares Kok

Commercial set-up, sales funnel

mares@thenextweb.com

Getting the most out of your mentorship

Take the initiative to drive the relationship

Prepare for it beforehand:

- How can a mentor best support your startup growth?
- What are the key areas in which you lack expertise within your team?
- Create an agenda and share it with your mentor for feedback
- Write down a list of questions you want to ask

Articulate your short and long-term goals (you should know these before the first meeting)

Ask questions and for feedback

Understand clear action points

Follow-Up



PEER LEARNING SESSION



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Introduction

- Experience is unique to everyone, but learnings can be shared
- You can help each other with your live experience, mistakes, stories, networks, and advice
- The stories from this week already show how much experience there is here, and the similarities of some of your journey - learn from each other



What are we doing

- Split into small groups
- Write down your most important learnings
- Discuss with the room



Rules

- Get Involved
- Respect each other's perspective
- Keep the pace up
- Questions to consider:
 - What have you started doing?
 - What have you stopped doing?
 - What secrets have helped you run a business?
 - What did you wish you knew earlier?
 - Top tips from running your business so far?
- Facilitators are here to help



Presenting your company

Language, framing, and meaning are crucial. Every syllable counts

Thread a clear story, take the listener with you and be clear & simple

Crystallise your companies purpose and goal & why your listener should care

Adapt your pitch for your audience (Eg level of technical expertise)

Clarify and iterate your value proposition

Keep decks clean!

Self

Dont wait for the magic solution, motivation and effort will win through

Recognise the need for rest in your team. Promote vacations, downtime and personal wellness to grow your productivity, creativity and happiness

Never stop learning - take advantage of webinars and courses

Strategy

Understand the marketing methods appropriate for your product (eg digital marketing vs networking)

When expanding internationally, create a template strategy and adapt for each new area

Make your marketing and sales process data driven - invaluable data is available, especially about your website

Create an organisational structure That can achieve your strategic goals

A clear go-to-market strategy is crucial Understand how you will monetise and sell your products

Constantly expand your tools catalogue to gain business insight and efficient working

Don't skip on sales focus

Development

Turn your product from a 'nice to have' to a 'cant live without'

Focus on clearly defined, atomised target markets

External development is risky! Lacks flexibility and removes control

Test test test and iterate

Team

Marketing is important, hire or grow these skills!

Delegation is necessary, crack the code on doing it well

Medical experts on advisory board Great to speed up validation process

Grow a commercial team who understands your industry

Look for complementary skill sets

Host regular feedback sessions

Relationships

Speed up go to market through partnerships with Pharma or Medtech companies

Your local ecosystem is your shortcut to opportunities

Never be afraid to ask for an intro

Focus on building trust with your customers

Develop media relationships



EXAMPLE



Peer Learning Workshop Q1 2021

GIZ Growth Camp

Self

Stay motivated. Use different techniques like starting and ending your day with exercise, 'fake commuting' (biking or walking, even if staying home), pomodoro technique, working together virtually on a call

Recognise the need for rest and self-care in yourself and your team. Promote vacations, downtime and personal wellness to grow your productivity, creativity and happiness

Team

Sales talent is hard to find. Testing consultants' connections before hiring them can be useful

Empower everyone in your team to be a commercial player (but set clear targets so they don't feel overwhelmed with too many responsibilities.

Get regular feedback from the team about: their experience, and the company leadership

Celebrate wins with your team during the journey - even the small wins

Strategy

Consider your marketing and sales methods appropriate for your product and business type (eg digital marketing vs networking and events strategy)

Make your marketing and sales processes automated and data driven - invaluable data is available, especially about your website

Evaluate personas so that you know who you are selling to, then target those personas - don't just spray your message to everyone and anyone

Start experimenting with different sales approaches even before you have perfected the final product

When expanding internationally, create a template strategy and adapt for each new area

Start experimenting with different sales approaches even before you have perfected the final product

Consider prioritising business development over investment conversations until you are ready to show real traction to investors

Relationships

Speed up go to market through partnerships

Your local ecosystem is your shortcut to opportunities

Never be afraid to ask for an intro, warm introductions work best

Build and then nurture your network - as what you can provide each other of value?

A good CRM system can do wonders for your business

Webinars and email newsletters can be great sources of lead generation that you control

EXAMPLE



Peer Learning Workshop

GIZ Growth Camp

Self

Not being transparent with bad news

Patience is the key of success when dealing with stress. It's good to think on long term goals to not be disappointed when something short term goes wrong

Stay consistent

Make allies, not enemies. Do not burn any bridges

Persistence and persistence

Develop your emotional intelligence, especially remote

Team

Always consider your team structure, who is responsible for what.

Built a knowledgebase and processes early on, document whatever you can while you're familiar with the details and involved in all processes. Otherwise scaling will become a mess.

Create a communication profile for everyone in your team

Figure out how to empower people and put them in the right place for their skills

Get coaches/experts for finance, marketing

Measure and track to make informed decisions and built a strategy. Focus on the core business, avoid getting distracted by peripheral stuff.

Celebrate every small victory

Listen to the employees ideas, the are familiar with the service and product maybe better than the management team.

Strategy

Competition - Figure out how we can deal with them, where are we better and where we lack

It's fundamental to find your USP

Start using Standard Operating Procedures (SOP)

Pleasing customers that are not main focus and out of Roadmap

Follow up with all the connections

One doesn't have to excel at everything, even a small competitive edge is sufficient to rise above the crowd of competitors.

Spend more time on the field than in the office —> trying things out

It's important to build brand recognition

Try a lot, fail, and learn —> be LEAN!

Create a network and leverage the power of the community

Develop good knowledge on finance, cost structure, and budgeting

Work smart not hard

It's important to connect in a meaningful way with your community, including clients

Identify and fully understand customer needs

Company Operations

Acquiring first customers - Calls work better than emails.

Automate as much as you can

Use Asana to ease repetitive tasks

Use chatbots for chat support

Project mgmt / organisation - do your hard tasks first! Keep a view of who's doing what as the organisation grows. Leverage software tools like Monday.com and Notion to organise your work and scale up processes as you grow

Increase your knowledge or have an expert on Digital Marketing

Check pulse with the sellers on a regular basis

Communication: get the basics right first. A good website, LinkedIn page, and email signature help to communicate professionalism to potential buyers, partners or investors.

Manage cashflow wisely