



First Avenue
Ventures

The Structured Start-Up

WORKBOOK



**FINAL PROJECT:
GETTING YOUR
BUSINESS WHERE YOU
NEED IT TO GO**

TOPICS COVERED:

Putting your company's why into words and developing a plan to achieve your goals.

**LEARN WHAT
MATTERS
MOST**

The Structured Start-Up from First Avenue
Ventures
<https://learn.firstavenueventures.com>

WHERE ARE YOU GOING? WHERE HAVE YOU BEEN?

"A goal without a plan is just a wish."

— Antoine de Saint-Exupéry

"Someone's sitting in the shade today because someone planted a tree a long time ago."

— Warren Buffett

Throughout this course, "why" has often come up as a refrain. This is not purely coincidental. Any entrepreneurial endeavor must continually ask itself why it exists, why its team is the right team, why this time is the right time, and why it will be a success. These fundamental questions are the underpinnings of solid businesses, and failure to continually re-evaluate them almost always ultimately leads to failure. Whether you're just starting up or your organization is well-established, reviewing these fundamental issues can only make you stronger.

Below, you'll find a series of inquiries that address these core questions. Some of this is a check on yourself as an entrepreneur: why are you passionate about this work? Having that underlying passion is critical. However, this exercise is not just one for the ego. Taking a realistic look at the "why" from the eyes of team members, customers, the market, stakeholders, and others is just as important as understanding your "why" - if not more so.

These basic questions form the core of your business, and while every answer may not be perfect, it's important to have the answers from the start -- and to make sure that the answers you had at the start are still relevant to your business as it has developed. If the core mission does not work, it's a fool's errand to expect that the business itself will work.

A Three-Sixty-Why Review of Your Business

(This list draws heavily from Bill Aulet's *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*)

You:

o Why are you doing this?

o Why are you solving this particular issue? Why does this issue warrant your time and effort?

o Why does your past experience -- good and bad -- make you uniquely qualified to address this issue?

Your Team:

o Why is your team the best team to solve this challenge?

o Why do people want to work with you?

o Why do you want to work with the people on your team?

o Why will the team excel against a bigger and more well-funded competitor?

o Why will the team excel against a smaller and more nimble competitor?

Your Market and the Landscape:

o Why is your issue important for society?

o Why does society need for you to solve the issue?

o Why will society pay you to solve the issue?

o Why will the market create the demand for this solution?

Your Customers:

o Why will someone initially purchase your product or service?

o Why will someone purchase your product or service after the initial wave of purchasers?

o Why is your product/solution superior to the alternatives?

o Why/how will your customers know about you?

o Why will your customers find you compelling?

Your Stakeholders:

o Why will key suppliers support you?

o Why will people want to support you financially?

o Why is your company more compelling than the thousands of other competitors and companies?

SWOT Analysis

Now that you have a stronger idea of where your organization is and where it needs to go, a SWOT (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) Analysis can help you to a deeper understanding of how you can get there – and how well-situated for success your company is in comparison to competitors.

Please identify three to five of your organization's strengths, weaknesses, opportunities, and threats in the chart below.

Strengths	Weaknesses
Opportunities	Threats

Objectives and Key Results

Setting your company's Objectives and Key Results (OKRs) and considering how to measure their success will provide you with a plan to achieve your goals and move your organization forward.

Companywide Objectives

o What are three long-term goals your company needs to reach? In answering this question, it may be helpful to look back at Module 1: Why? The Mission and Purpose of a Company and Module 15: Culture and Values.

COMPANYWIDE OBJECTIVE ONE:

COMPANYWIDE OBJECTIVE TWO:
