I have had the privilege to witness first-hand how David's powerful coaching has helped numerous startups, professionals and innovation leaders improve their pitch. ***Pitch to Win*** brings the best of his tools, experience and lessons learned, together in one practical and actionable book.
— **Ilja Linnemeier, Head of Digital, PwC.**

A masterful how-to manual for engaging people in what you want them to do. Beckett's focus on high-intensity, high-payoff presentations, has produced a wealth of great coaching here for all who would like to influence anyone else, about anything. Though I've done presentations for years, it's given me some real gems I'll use right away!
— **David Allen, author of the international bestseller, *Getting Things Done: The Art of Stress-Free Productivity*.**

It's not only the big ideas that benefit from David's work. You'll learn valuable new ways of thinking and communicating for impact, and have fun along the way. Highly recommended.
— **Arne-Cristian van der Tang, Chief HR Officer TomTom.**

David was a wonderful coach when I pitched my first startup ComfyLight. I am glad David put all his key points into this book, to help everyone get their story from good to great. Our pitch raised some million euros and David certainly had a part in that development.
— **Stefanie Turber, founder ComfyLight.**

I've seen David transform ordinary presenters into fantastic pitchers. Follow the steps in ***Pitch to Win*** and you'll have a great shot at pitching successfully for the resources you need to make your innovation ideas a success.
— **Patrick de Zeeuw, cofounder Startupbootcamp.**

This book is an excellent practical toolkit. David is the best pitch coach in the world and provides you with tips and tricks to give your ideas the best possible voice and set yourself up for a winner. Guaranteed success.
— Michael Dooijes, Managing Director Startupbootcamp FinTech & CyberSecurity, Amsterdam & Frankfurt.

Pitch to Win gives you all the ingredients to deliver impactful pitches. Whether you are fundraising, giving a management team presentation or pitching your product or service, this book will provide all practicalities needed to nail the pitch and walk away smiling.
— Frank Appeldoorn, Venture Capital specialist, Arches Capital.

David is quite simply the Pitch-Maestro. We've worked with him on a wide variety of projects during our meetings, all of which involve culturally diverse audiences from dozens of countries. Whether he's delivering inspirational keynotes, masterfully moderating interactive breakouts, designing innovative and experiential workshops, or delivering personalised training for ICCA's young professionals, to competitively pitch their education session ideas for our next year's Congress. He always delivers beyond expectations. And now he's distilled all of his conceptual and practical knowledge into this one handy package! Of course it doesn't beat the live experience, but if you want to boost your personal impact in front of any audience, it's a great start.
— Martin Sirk, CEO ICCA, International Congress and Convention Association.

Pitching is not just for startups. With staff presenting our foundation's story around the world, we need to make sure they can do so in the best way, and David Beckett's training helped us immeasurably. Even if you're an accomplished public speaker, you will improve with his insights.
— David Campbell, Director of Communications and Engagement, World Press Photo Foundation

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FOREWORD BY PATRICK DE ZEEUW

I first met David in Summer 2013 at an event we ran at Startupbootcamp called 'Pitch for Coffee!' It was one way to scout for startups in those days, and we gave entrepreneurs five minutes to pitch for us in exchange for a coffee. It worked pretty well, and we found a few great teams.

David didn't have a startup, but rather pitched himself as a mentor for the Startupbootcamp program. He gave an okay pitch! And he was clearly passionate about helping people get their story across. For me it was a no-brainer to bring David on board as lead coach, to help the startup teams in our programs create their stories in a clear and passionate way.

As they grow their disruptive ideas into companies, both startups and corporate innovation teams pitch constantly. It doesn't matter whether you want to raise money from investors, or convince the Board you need time and resources. A short, sharp and persuasive pitch is an essential tool in the team's armoury.

Pitching is an integral part of what entrepreneurs learn at Startupbootcamp. Getting the message across professionally, with maximum impact and passion in a short time, is, I believe, one of the key skills of any startup founder. If you are not able to explain very clearly the problem you are solving, why this problem really matters to you and why you are so passionate about solving it, then your chances of building a successful company decrease big time.

You will not be able to attract the right team members to grow your team or inspire investors to have a conversation with you. Also, it will be harder to attract customers, who are naturally your lifeline.

In the US, presenting and pitching is something you grow up with. In most other countries around the globe, the majority need to be coached on how to pitch.

Increasingly, pitching is becoming important at larger companies too, as

major corporates set up innovation teams to develop their future businesses. At Innoleaps, we help large companies implement lean startup tactics and help them grow innovations as well as develop new business models fast and furiously. The founders of these *corporate startups* have many of the same challenges as founders of startups: convincing their stakeholders to invest, attracting the right team members and bringing paying customers onboard.

Over the last few years, David has worked with us and many other clients to build up his knowledge and expertise of pitching. He's spent thousands of hours joining events, meeting investors and working with pitchers to identify what helps them grow their skills, as well as create exercises for them to test their stories.

As a result, David gives entrepreneurs practical tools that are easy for them to put into practice, and I've seen him transform ordinary presenters into fantastic pitchers. Those tools are shared openly and generously in this book, and I know that he is totally driven to help his clients shine.

Follow the steps of *Pitch to Win* and you'll have a great shot at pitching successfully for the resources you need to make your innovation idea a success.

Patrick de Zeeuw is a serial entrepreneur and co-founder of one of the world's leading startup accelerators, Startupbootcamp. He is also co-founder of the Corporate Innovation and acceleration house Innoleaps and The Talent Institute, the accelerator for talent. Patrick is a shareholder in over 600 global startups.

IT STARTED WITH A PITCH

0.1 INTRODUCTION

My first boss was Lance Miller. It was 1992, and I had just started working at Canon.

Yes, this is me, back in those early days – and the photograph is in black and white because that tie was not a pretty sight....

Lance had worked in advertising for 20 years, and was the best pitcher I'd ever seen: creating a clear story, with immaculately designed slides, presented with utter certainty and passion. Lance could make a mangy mouse look like a well-groomed elephant (and still can today).

In my first weeks in the company, Lance forced me to learn how to pitch persuasively. Visitors to the office? 'Go and tell the story, Beckett!' Exhibition? 'Tell that story one hundred times.' I joined a series of presentation trainings, and watched every move Lance made in every pitch, learning which details made the difference.



This became the most powerful skill I acquired during 16 years at Canon, during which I progressed through all levels, from Marketing Assistant to Country Director. It was a strength that supercharged my career, helping my not-much-above-average product management skills shine and leading influencers around me to be confident that I could deliver results. Thanks to my presentations, I gained resources that helped me deliver more and gave me more success to present.

I observed closely what impact pitching skills had on my colleagues. Those who were poor at it were always underrated, while those who were strong at pitching were overrated. That created a gap of salary and title, but more importantly, the ability to pitch influenced levels of responsibility and the chance to work on cool projects, or not.

Most significantly, **people listen to those who can present well, and they listen less to those who can't.**

Being listened to is a fundamental human need. I saw how the ability to present affected people's sense of self-worth and their personal and professional sense of pride. Failing in front of an audience can break the presenter's confidence. Yet nailing a great pitch is a massive source of satisfaction and a huge confidence builder. *It simply feels great*.

In a large company, you can survive if you can't pitch. The lack of skill may influence whether you have a more satisfying career, and may mean you don't get the recognition you deserve for your work. Yet you can still earn a decent living, although the skill of presenting your work in a time-limited pitch is increasingly demanded among my corporate clients.

However, if you work in a startup, or anything to do with innovation, **you cannot survive if you cannot pitch.** There is not a single successful or well-funded startup in the world that does not have a great pitcher. The same goes for corporate inno-

vation teams. They need a powerful evangelist to move stakeholders into action.

Startups and innovation teams pitch on average 25 times per day. We think consciously of pitches to investors and customers. Yet less obvious are the pitches to partners, mentors and potential employees, or at network events, or even at the coffee machine! In fact, each and every talk you have with anyone who might be able to help you get one step closer to realising your dream is a pitch.

Investors make decisions based on your pitch. I've spoken to many, and they believe your communication ability is critical to the value of your company.

> **"Pitching skills can add 5-20 percent to the exit value of a startup. The ability to communicate the quality of a product, team and business in a great pitch has a huge influence on a startup's success."** — *Frank Appeldoorn, Arches Capital.*

Investors assess whether you can convince not only them, but also everyone else you will ever need to bring over the line in order to succeed.

No investor makes an investment decision based on a pitch alone, but without a pitch, nothing happens.

No management team or Board decides to invest cash and people into an innovation project based on a pitch, but every commitment decision started with a pitch.

Welcome to *Pitch to Win*. You've come to the right place to start changing your business future.

0.1.1 Why is pitching so difficult?

It's hardly a secret that pitching is important. So why are so many pitches so incredibly bad?

Talking too much, loose openings, poor closings, no clear structure, not finishing on time, detail-heavy slides, delivering in monotone, constant pacing, speaking too fast... we've all seen this happen. So why, when there is such massive value in getting it right, do so many pitchers get it so wrong?

I believe there are three major reasons.

First: No one is taught this skill at school. Students make presentations and are given feedback, but never provided any practical tools to make better pitches. When you have your first pitch, someone sends you the company template – bullet points galore – and you fill it in.

This book helps you catch up on that lost opportunity in your school years and gives you the tools to learn the art of pitching. It provides tried and tested, practical tools to help you get started on improving your pitches immediately.

Second: Most trainings and books about presentation focus on how you deliver: body language, vocals and presence. While these are extremely important, they are only one part of the process of delivering a great pitch. I've seen how critical it is to get convinced about your story. With conviction comes a reduction of stress, and delivery becomes more natural as a result.

You'll find tools in this book that will help you think creatively and build a strong and persuasive story line that you can stand solidly behind. You'll find out how to make great slides that add professionalism and impact to your pitch. You'll also find all the guidance you need about body language and voice to ensure you feel confident when it really matters. On top of all that, you'll find some powerful methods of managing nerves.



Third: This is human work. At the moment of truth – the first second when you start speaking – it simply comes down to one human being in front of other human beings giving his or her pitch.

Talking in front of an audience is one of the most vulnerable moments in a person's life. I've heard advice such as – "Just be yourself". However, almost no-one is equipped with the skills to deal with the pressure of public speaking without help or guidance.

The key is to have tools at hand to manage the experience of being under pressure in front of an audience, and to invest time in advance so that you are well prepared.

Having a clear understanding of the audience and an objective for the pitch, working on a carefully structured story with a well-crafted set of visuals, and having a practice and delivery approach that works will turn your nerves into positive energy.

By putting in the work and doing the exercises in this book, you'll put yourself in a great position to deliver a powerful and persuasive pitch.

0.1.2 Who this book is for: Entrepreneurs and intrapreneurs

This book is designed for startups and corporate innovation teams.

Pitching has generally been associated with startups until recent years. Large events such as WebSummit, The Next Web, TechCrunch and Slush regularly feature hundreds of startups on stage, telling their whole business stories in three to five minutes. Demo Days, Pitch Competitions, and even *Dragons' Den* have all contributed to an explosion of startup pitches since the turn of the millennium.

Now the pitch is growing beyond the startup world. Most major corporations are running innovation projects to transform their heavy business structures into leaner, more agile multi-disciplinary development teams. They apply Lean

Startup, the Business Model Canvas, Customer Development and Value Proposition techniques, which eventually all end up in a pitch.

What's the difference between startup and corporate innovation pitches?
Almost nothing! Both are time pressured, with a need for clarity on the problem, solution, uniqueness, business model and customer engagement. The biggest differences appear when pitching for resources, and pitching the team.

Usually, the number one resource a startup needs is money, followed by expertise and network. By working with numerous corporate innovation project teams, I've learned that, for them, the investment required is often more than money. Additional essentials include; time for the core team to develop their idea further; people from the organisation to commit time to working on the business; sponsorship at senior management and executive level; and possible inclusion of headcount and expenses in the mid-term plan.

When it comes to pitching the quality of the team, a startup tells why individuals in the core founding group and others brought into the team have the experience and drive to make it happen. In a corporate innovation project, the individuals who have brought the idea to this stage are less important. What matters more is which parts of the organisation need to be involved, which roles need to be created, and how the team should develop in size and skills.

These two major differences – team and investment – are highlighted as you walk through the steps to build your winning pitch. However, for the most part the tools needed to create a persuasive story are the same for these two types of pitchers.

Pitching to investors for money? Or to Board members for budget, time and resources? *Pitch to Win* will help you communicate the story you really want to tell and supercharge the chances of getting the result you want from your audience.

0.1.3 What kinds of pitches will this book prepare you for?

There are various phases of development you go through as a startup and corporate innovation team, and you'll need different kinds of pitches at each stage.

This book will prepare you especially for the early stages when pitching has the most impact, to share your idea, communicate the value of what you are doing and getting noticed. I call this the Glory Pitch, where there may be a series of teams at an event, a competition or a Demo Day. The goal is to catch attention and get the right people to engage with you afterwards.

By following the steps in this book, you'll also become prepared for the meetings that ideally follow the Glory Pitch, a one-hour follow-up meeting with an investor or the Board.

In that meeting, it will be much more interactive and less of a typical pitch. Getting prepared using the Pitch Canvas© and following the advice on how to prepare your slides will help you in these meetings too. Compared to the Glory Pitch, it will be less about body language and presentation skills, and more about content and having a solid, well-thought-out plan.

Whatever moment you're preparing for, this book will give you practical steps and tools to get your message across in the most persuasive way possible.

0.1.4 How I wrote this book: Learning by doing

Over the last years, I've spent thousands of hours coaching thousands of professionals and startups to pitch. The first thing I did – and never stopped doing – was to talk with people who hear pitches. I questioned them about what they want to hear and what annoys them; what catches their attention and imagination, what causes alarm bells to ring, and switches them off. This was the basis of my journey to help great ideas be heard.

I developed a pitch workshop by trying out all kinds of exercises with a wide variety of startups and corporate innovation teams in over 25 countries. Each time I ran the workshop, I looked for what helped my clients the most. My number one objective was not that people understand *how* to give a better pitch, but rather, that they can actually *do* it! I learned that the more I broke the workshop down into small, practical tasks that my clients could do in a few minutes, the faster they created a higher-quality pitch.

Feedback on what works and what doesn't has come to me in a variety of ways. Some who came to workshops would Tweet what they liked best, others would email me or send messages via LinkedIn. I got feedback from Accelerator organisers after their Demo Day, and through my workshop questionnaire. Most of all, I regularly saw the result of my work when my clients pitched on stage.

As a result, *Pitch to Win* contains only tools that work. Everything has been tried and tested, and turned into real action that you can take to elevate your pitches. That's why, throughout the book, you'll find numerous exercises that help you get closer to telling the story you really want to tell.

You can't think yourself into a great pitch

This is a DO book, not just a THINK book. You'll find practical exercises for everything, and each piece of theory and insight comes with a tool that you can use straight away in your next pitch. There is no long learning lead-time. This is a skill you can make quantum leaps in, within days. You just have to focus and do the work.

I realise you don't have time to waste, which is why the exercises usually take between 5 and 15 minutes. Push yourself to think fast and write content down: often the first thing you think of is the most powerful and most true to your real intention.

After doing the work, you'll have a clear roadmap and a process to follow which will shrink your preparation time, and empower the quality and effectiveness of every single pitch you ever do.

0.1.5 Pitch or presentation?

While working at Canon, I sat through over a million PowerPoint slides during long, impersonal, wide-ranging and information-heavy presentations without a clear objective.

In the last years, I've seen over five thousand pitches. The best were short and focused on the highlights only, with a clear ask and a personal edge.

It doesn't matter whether we call it a pitch or a presentation. We know which type of communication we want to hear when we're the audience, and we know which one we should deliver when pitching or presenting.

TED Talk or investor pitch, employee motivation or new product launch. Pitch it concisely with clarity, certainty and passion, and you'll have a massive chance of winning the audience over.

A presentation just sort of happens.
A pitch is an **Occasion**.

Pitching is the New Presentation.

0.1.6 Some people are born to do it… right?

There is a myth that some presenters can get on stage and inspire effortlessly, thanks to some magic in their character. Let me remove this myth here and now.

There are 0,1 percent of people on the earth with the ability to 'wing it'. For the rest of us: making great pitches is just work. It's about learning what works, following a process to implement proven tools into your own approach, and putting the hours in.

This book doesn't tell you exactly what to say: instead, it gives you the framework for you to find your story, and how to

organise that story in a way that gets the results you want from your audience.

You too were born to pitch.

0.1.7 Keep it real, read this book while preparing for an actual pitch

The most useful approach to this book is to think of a pitch you have coming up in the next weeks or months. Simply trying to pick up a few tips is an option, but if you put all that's offered into action immediately for an actual pitch, you will instantly make a jump in the quality of your communication.

Focus on a real audience, a real objective, a real ask, and get some content written down and tested out with that pitching occasion in mind.

Here's the basis of a great pitch

I advise my clients to break things down into threes. (See chapter 1.3, on page 92 for why.) Here are my three big things about pitching.

Script. Design. Deliver.

Get the story straight in a great script.

Design visuals that support your story.

Deliver with certainty, commitment and passion.

Everything you need to know about pitching comes down to these three. I'll take you through each one, step by step.

Let's get to work!

We've gathered videos of the best pitches to help you with the concepts we describe in the book. You'll find QR codes at relevant points, where you can access the video examples instantly.

1.1 BEFORE YOU START

1.1.1 Stop! Don't open PowerPoint!

The first step is to get the story straight, and decide what content, in which order, you will tell.

My strongest advice at this moment is:

Don't open PowerPoint!

Or Keynote, or Prezi, or whatever you use to create slides. Work on the storyline first.

Most people think: "I've got a pitch coming up on Thursday. Better get the slides done!" They open the laptop and immediately try to translate their thoughts into some kind of logical order, while working in slide software. *This is an impossible task.*

As soon as you start to work on slides, you get caught up in the technical work of slide design. While thinking what your story is, you write something down and begin to wonder:

- "Should this text be 32 points or 36 points?"
- "Should it be left or right aligned?"
- "Should the text be **bold** or normal?"
- "Which picture goes with this idea to make it clearer?"
- "Should the background be blue or green?"

And so on.

This questioning means your attention flips between the message you want to bring and how the slide will emphasise that story. Doing these two things simultaneously makes you extremely inefficient and increases your preparation time by many hours.

On top of this, you never see the whole presentation. You keep switching backwards and forwards through the slide

deck, trying to see if it is logical and if it flows. Meanwhile, the whole presentation is in your head and focused on a very internal process. You've been working to make slides instead of identifying the story that will resonate with the audience.

I did exactly the same during my 16 years at Canon, and never understood why I felt so frustrated making slide presentations. In the last few years, I've created a new approach to building a pitch, which I share with all my clients and is now working for thousands of people.

That approach begins with thinking about some big factors that influence the success – or otherwise – of your pitch. And it involves a revolutionary tool that will save you 20 to 30 percent of preparation time for every pitch you ever make. *I'm going to give you days of your life back!*

It starts with the audience. Before touching any presentation software, you need to tune your thoughts and actions towards three things. Who is the audience? What is the objective of the pitch? And which parts of my story do I need to tell to influence the audience and reach that objective?

Once you have this in place, you can start to structure how to tell that story in the most effective way. But first, let's get clear on who we are talking to and what we are trying to achieve.

1.1.2 Communication is what the listener does

Lance Miller told me this phrase from management guru Peter Drucker back in 1992, and it has been a powerful guide for every pitch I've given and every pitcher I've trained ever since.

You don't want simply to *tell* your story. Instead, you want the listener to *do* something.

The starting point is: Who is the listener? What type of people will hear the pitch? What drives her? What keeps him awake at night? What do they care about?

Taking time to understand your audience will make your objective so much easier to achieve. Here are a few examples of potential audiences you might pitch to and what kind of content they may be interested in.

When you're pitching your next big project to the Board, they'll want to know about results and money.

Face to face with impact investors? They want to understand how your positive effect on society or environment will be sustainable with a solid business plan.

Do you need to convince sales and marketing people to get behind your product? They're probably not going to be hooked by the process you've followed to develop your idea; instead, focus on results, what they can do with these results, and how you help them achieve their targets.

Engineers? Show them what's under the hood and share some tech innovation to excite them.

VCs (venture capitalists) are interested in big opportunities to scale your business into a huge market. Show ambition and the size of the opportunity.

If you make the exact same pitch of your concept to all of the above audiences, it simply won't succeed because you're not tuned in to all their various interests. You're only pushing your own message.

This is not about: "Telling them what they want to hear." It's about looking at all the many elements of your proposition and selecting those points that will resonate with your audience based on *their* interests. Doing so will increase the chance they will take the action you need.

ACTION

Action – 5-minute task – Write down who your audience is and what they care about?

Spend five minutes writing down a short profile of your audience. The following questions will help you get started, but don't limit your profile of the audience to these points. Write down everything you can think of.

1. What do they care about?
2. What are their biggest challenges?
3. Are they conservative or innovative? *(Note: sometimes people say they're innovative when in fact they are actually conservative, but just want to have things a little better! And some people really want to change the world and turn an industry on its head. Which one is your audience?)*
4. Are they technical and want to know how things work?
5. Are they money focused? If so, are they interested in reducing cost, increasing turnover, more profit, 10x growth, or gradual improvement?
6. Are they interested in social impact? The environment?
7. Do they care about details, or do they tend to be interested in headlines only?
8. Are they theoretical or doers? Do they want to know the thinking behind the idea, or just the outcomes?

When you make your pitch script, come back to these descriptions of your audience and the questions they may be asking themselves, and ensure you've covered what they are expecting.

What if there is a mixed audience?

In this case, it's about identifying whom you need to influence. For example, if you have an audience of fifty people but only three decision makers, it's best to focus

on these three people for this exercise and target your message to them first. It could be that you miss the mark with the remainder of the audience, but if you persuade the decision makers, then you've reached your goal.

1.1.3 You want them to do…what? Be clear on the objective

It might seem obvious that you should have a clear goal for your pitch in terms of action you want the audience to take. However, most pitchers are too focused on telling their stories, or they focus only on the bigger, long-term goals, winning the investment or getting the sales.

I often ask my clients, "What do you want the audience to do as a result of your pitch?" They reply with statements like: "I want them to understand what we are trying to do," or "We need them to support the project," or "I want them to believe in our product." For any of these outcomes to happen, you need to define and clearly state your Call To Action.

Therefore, to make the most of your pitch, it's essential to identify two objectives.

Firstly, what's the big goal? For example: Gain €500K investment. Get approval of a €1 million budget and a five-person full-time team for the project to go ahead. Believe in the product. Solve world poverty.

Secondly, what's the first next step the audience can take on the journey towards your big goal? This step needs to be something they can do, not just think.

For the big goals given as examples above, the actions would look like this:

Big goal	Immediate first-next step objective
$500K investment	Get a one-hour meeting arranged with the investor
Approval of budget/team	Inspire them to read a proposal, in preparation for a go/no-go meeting
Belief in our product	Trigger them to download the free version at the App Store and try it out
Solve world poverty	Get them to visit your website and donate something

Think of the objective as: The morning after the pitch, what can they do? What can they click, who can they call, what will they read, who will they introduce you to? Most importantly, they click to accept your invitation for a follow-up meeting.

ACTION

Action – 2-minute task – What's the objective?

Write down the following:

1. What's the big objective of this pitch? Write it down.
2. What's the first next step you want the audience to take to get them closer to your big objective? Write it down.

Get your story straight and get it out of your head

Now that you're clear on who the audience is and what the pitch objective is, the next step is to get some useful content written down. You might be tempted to reach for the computer and start creating slides.

Once again, stop!

There is plenty more thinking and writing down to be done before you even create the title slide. First, you need to get the story straight.

The simplest and fastest path to establishing your story is to brain-storm using Post-it® notes.



Brainstorm
with Post-its®



You've probably been involved in Post-it® brainstorms before – over 90 percent of professionals have. Yet less than 10 percent of the thousands of people I've coached had used the same methods to prepare their pitches before coming to my workshops.

Building your story with Post-it® notes will help you think creatively and organise your thoughts in a logical order. You'll be able to see the whole story from top to bottom and get a feel for where you are strong, and what needs to be made more concrete. I have created a tool called the Pitch Canvas© to help you do so in a structured way.

1.2 SCRIPTING WITH THE PITCH CANVAS®

1.2.1 How to brainstorm your pitch using Post-its®

Here is a quick overview of the process to follow. We'll revisit this process in more detail after I've explained the Pitch Canvas© to take you through it step-by-step.

To begin with, take plenty of Post-it® notes, some marker pens and a flipchart. (A few sheets of paper stuck together to form a bigger sheet will also work if you don't have a flipchart.) Then open your mind and write some thoughts down, ideally with some members of your team. It can also be done as an individual.

The same rules apply as in any brainstorm:

- Write down everything you can think of that you might say in the pitch. Keep it to keywords and short phrases, not full sentences.
- Write down one idea per Post-it®, not five sentences on one sticky! You need to be flexible with moving the ideas around so you can reorder and select later.
- Keep writing until you run out of ideas. All ideas are *possibilities* in the initial stage, so don't focus on which are good or bad until everything is written down.
- Once all ideas are down, go through a selection process. Review your audience and objective, and consider

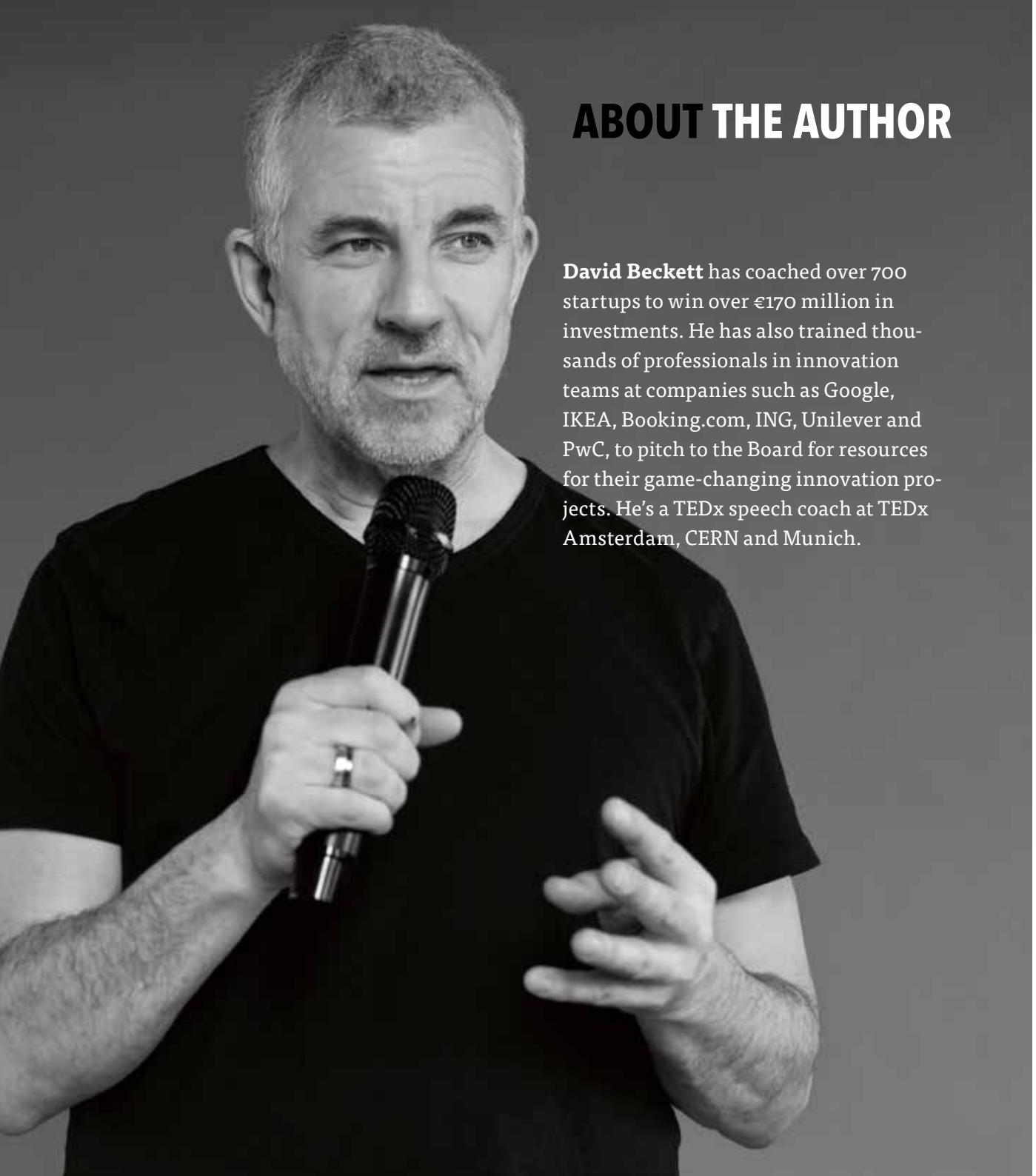
the length of the pitch. These steps will guide you on which parts of your brainstorm to focus your storyline on. Put all Post-its® that don't fit this selection aside until you are complete and feel confident they are no longer needed.

- Remove duplication, put aside any non-relevant points, and start to cluster the Post-its® around big issues that really matter.
- Finally, based on the remaining Post-its®, create a set of chapter headings using different-coloured Post-its®. What is the backbone of the pitch? What will you tell per chapter? Organise the content Post-its® around the chapter headings.

These three steps – rough brainstorm, cluster and select, and organise into chapter headings – will help you clarify the story you want to tell, and give a complete view of the pitch.

This is the process, but doing so in one jump can be hard. What if you have no idea what the investors, jury or innovation Board members are looking for? What exactly should you brainstorm in the first place, to focus on the right elements of your business in your pitch – the ones your audience wants to hear and that make the biggest persuasive impact?

This is where the Pitch Canvas© comes in.



ABOUT THE AUTHOR

David Beckett has coached over 700 startups to win over €170 million in investments. He has also trained thousands of professionals in innovation teams at companies such as Google, IKEA, Booking.com, ING, Unilever and PwC, to pitch to the Board for resources for their game-changing innovation projects. He's a TEDx speech coach at TEDx Amsterdam, CERN and Munich.

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