

Pitch Coach
Creator of The Pitch Canvas©
Author: 'Pitch To Win'

David Beckett

best3minutes.com

Best 3 Minutes

Coached 2900+ Startups & Scaleups

RAISED OVER €500MILLION



33 Countries

TRAINED 41,000+ PEOPLE

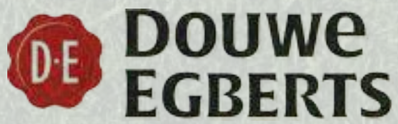








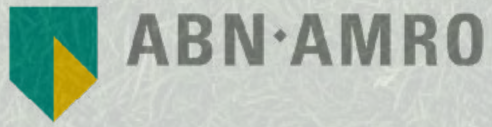

















Canon
WIDE
IMAGING
STEREO

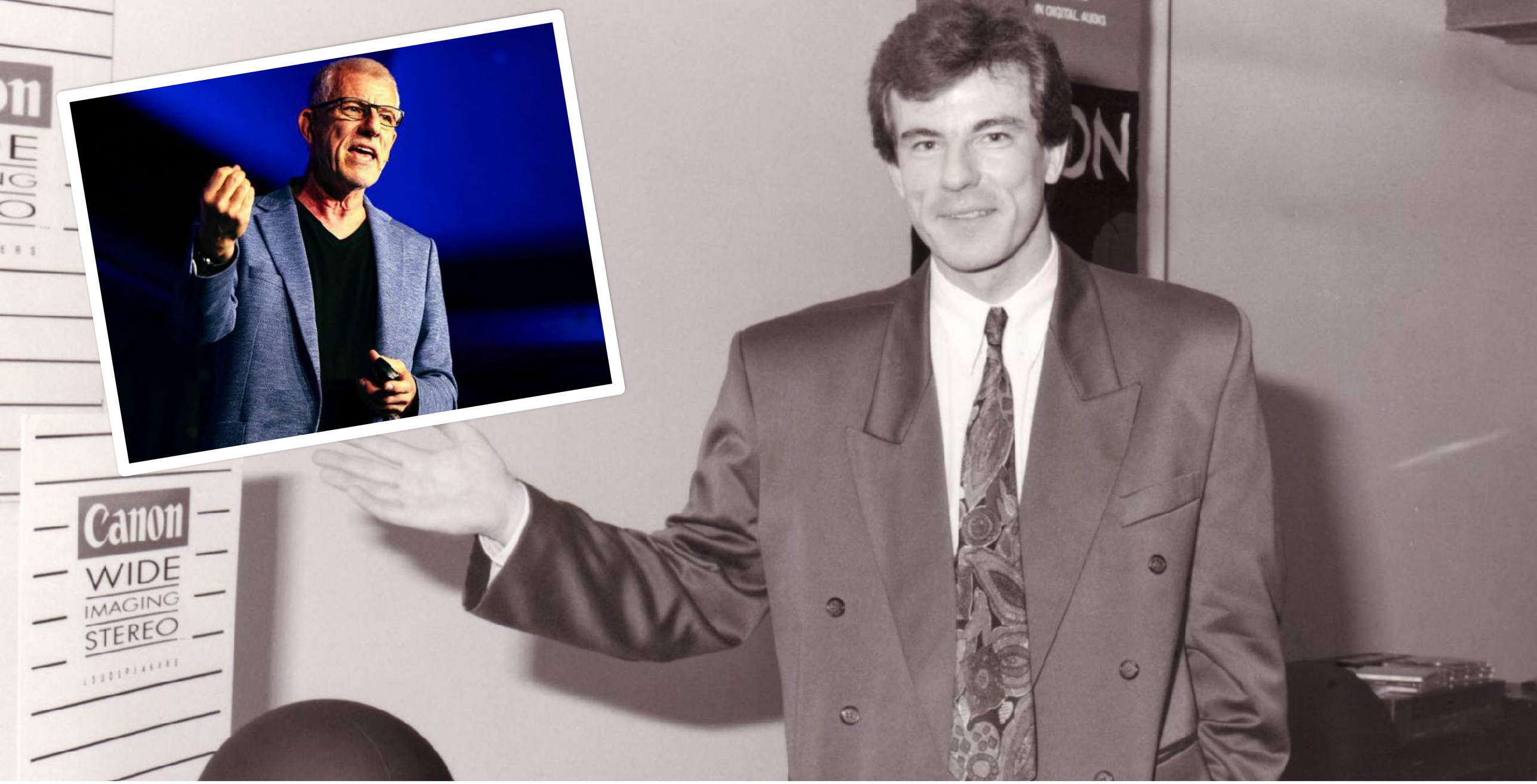


Marketing Assistant

Canon



COUNTRY DIRECTOR


Canon
WIDE
IMAGING
STEREO


We are all trying to
CONVINCE BUSY PEOPLE



This is a **DO** workshop

not just a think session



ACTION STEP

this means
I'm going to ask you
to do something!

You will receive the

SLIDES AND MANY MATERIALS










QUESTIONS?
You can ask
ANY TIME



ACTION STEP

Pitch yourself in
30 Seconds to someone you
don't know so well

When the 30 seconds are
finished, **switch**!

No Other Instructions

LET'S DO IT!



ACTION STEP

Pitch yourself in
30 Seconds to someone you
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finished, **switch**!

No Other Instructions

LET'S DO IT!



Who are we pitching to?

Why are we pitching?

What should we pitch?


TOOLS


Prepare you to
PITCH TO LEADERSHIP

Let's make it

REAL & PRACTICAL



ACTION STEP

Write down the
the next important pitch
you have coming up

and one sentence on
WHO you will pitch it to

(Important Pitch = a moment
you need to **persuade**
someone to **take action**)



5

ACTION STEP

Write down the
the next important pitch
you have coming up

and one sentence on
WHO you will pitch it to

(Important Pitch = a moment
you need to **persuade**
someone to **take action**)


We are all trying to
CONVINCE BUSY PEOPLE

For global companies: complex products/projects

90% PITCHES GO WRONG



Too **Much**
Information



Focused on **Process**,
not Result



Time
Runs Out

For global companies: complex products/projects

90% PITCHES GO WRONG



Too much information



No **clarity** on key messages



Get caught up in **data** and **detail**



Slides too **complex**

For global companies: complex products/projects

90% PITCHES GO WRONG



Focused on **Process**,
not Result



Gap: what **they want,** vs.
what **we think** they want



Questions focus
around **details**



Gap: How vs Why

For global companies: complex products/projects

90% PITCHES GO WRONG



Time
Runs Out



Too much info =
Can't finish on time



Not enough time to
answer **questions**

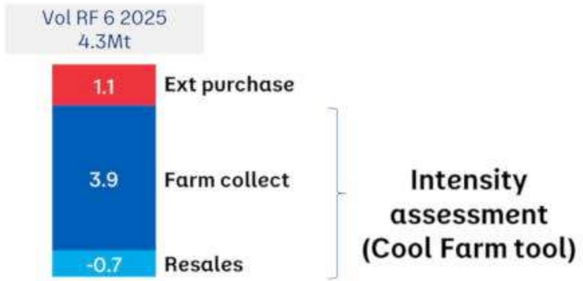


Running out of time =
less trust from them,
less confidence for you

MILK CO2 / METHANE CAMPAIGN – PROCESS & KEY HIGHLIGHTS

Process

- 2.625 Farms assessed in 2025 (vs. 1.483 last year)
- First view today based on RF6 volumes



- Final results to be based on RF10
- Risks & Opps – RF10 vs. RF6
  - Landing: volume impact
  - Performance: external mix impact

Key highlights

Vs 2024	CO2	CH4
PERFORMANCE in ktons CO2e	- 316kT *275kT target*	- 177kT
Intensity reduction	*- 6%* -8% on Farm direct sourcing scope	*- 6%*

Vs 2020	CO2	CH4
% absolute reductions	- 29%	- 29%
Intensity reduction	*- 21%*	*- 17%*

You can fix what goes wrong in

FIRST 5 MINUTES



Give them your BEST STUFF:
the things THEY really care about

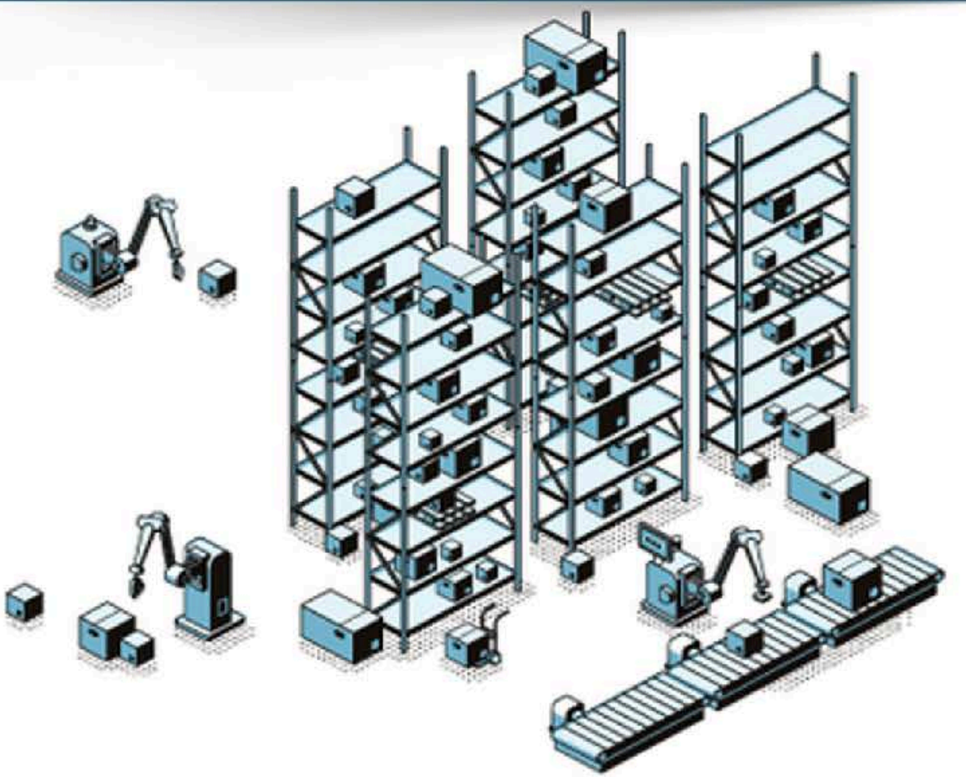
Agenda

- Introduction to the project
- The research we did
- How we set up the project
- The SWOT analysis
- The Project Plan for the coming years
- Key milestones across the project plan
- The Resource analysis to bring it to fruition
- Longer term horizon to see where we go next
- Summary and questions

INDUSTRIAL RACKING SYSTEMS MARKET

Asia Pacific Industrial Racking Systems Market (US$ Mn), 2018





Global Industrial Racking Systems Market Share, By System Type, 2018



Global Industrial Racking Systems Market, (US$ Mn) 2018 to 2026

2018	$ 10,179.2 Mn
2026	$ 15,186.1 Mn

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Project Phases Planning



Key Milestones	Completed by	
	4Q 2023	1Q 2024
Developing a detailed project plan, including timelines and resources.	15 Oct	
Reaching milestones in the development of a new product or service.	20 Dec	
Reaching savings, investment, or debt reduction targets.		2 Jan
Building a functional prototype of the product & Ensuring the product meets quality standards.		12 Feb
Reaching key construction milestones like framing, roofing, and finishing.		18 Apr


Tell them the **headlines** of what
THEY WANT TO KNOW



The **Problem** you are solving



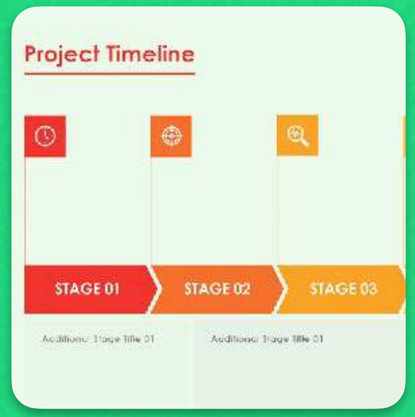
What you **Propose** to do to solve it



What will **Improve** as a result



Proof that it will work



Timeline and next steps



Resources: money, time

Tell them the things
THEY WANT TO KNOW



The **Problem**
you are solving



What you
Propose

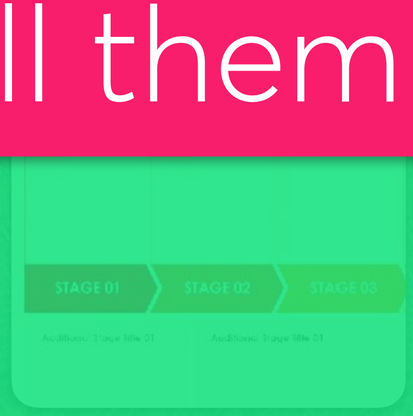


What will **Improve**
as a result

And tell them **QUICK!**



Proof that it
will work



Timeline and
next steps



Resources:
money, time


STRUCTURING YOUR
NEXT PITCH MEETING

How we usually **plan** a 30-Minute Meeting

Pitch	Q&A
20 Mins	**10 Mins**

The **reality** of how it actually goes!

Tech	Pitch	Q&A
3 Mins	**25 Mins**	**5 Mins**

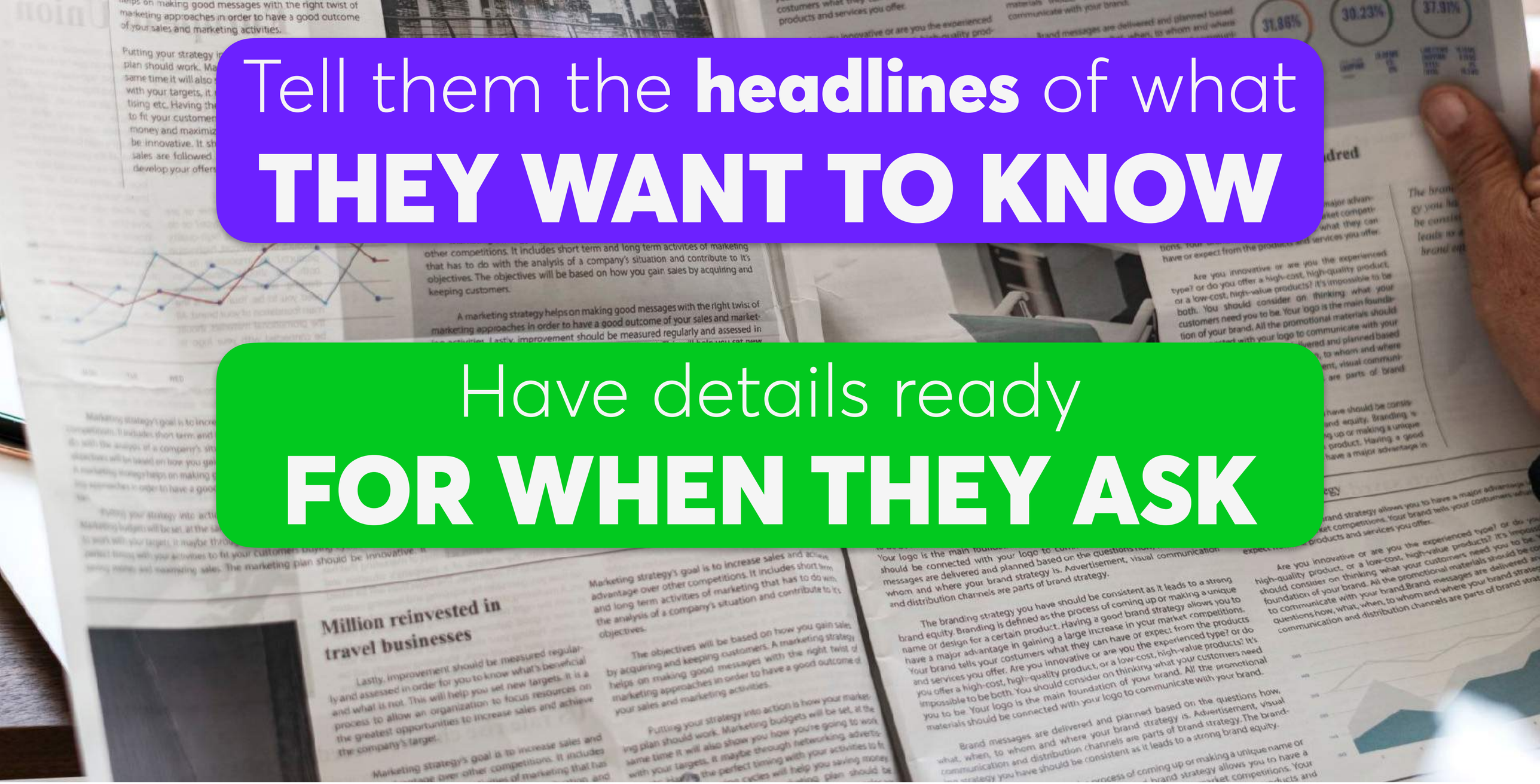
A **Better Plan** for a 30-Minute Meeting

Tech	Pitch	Q&A	Next Steps
3 Mins	**3-5 Mins**	**15 Mins**	**5 Mins**

Ask the magic question… 🪄

What would you like to know more about?


Tell them the **headlines** of what
THEY WANT TO KNOW


Tell them the **headlines** of what
THEY WANT TO KNOW
Have details ready
FOR WHEN THEY ASK


QUESTIONS?

Let's work on a

SLIDE-BASED PITCH



The **Problem** you are solving



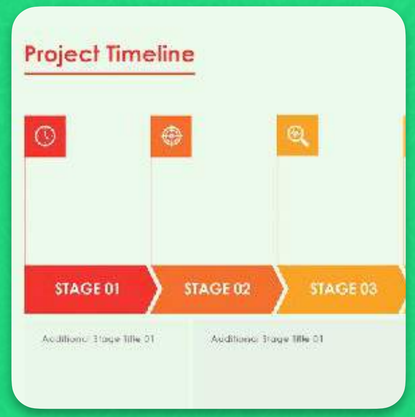
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Timeline and next steps

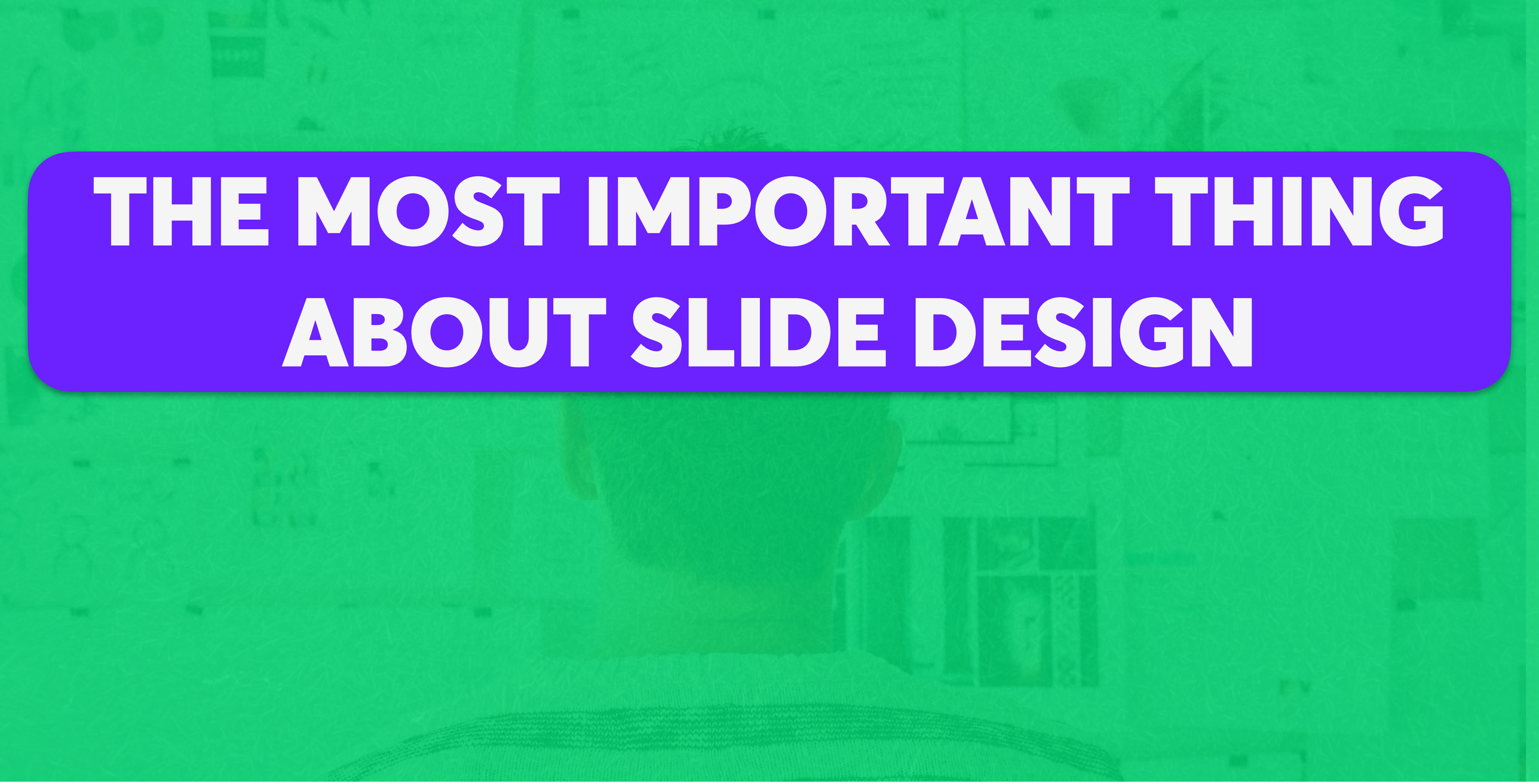


Resources: money, time

Slide Design for NON-DESIGNERS



THE MOST IMPORTANT THING ABOUT SLIDE DESIGN




GET THE STORY CLEAR FIRST

How long will YOU spend preparing presentations?

38 MONTHS 🤬





...of your working life

Best 3 Minutes

How do we usually create **A NEW PITCH?**





WHO'S YOUR AUDIENCE?

What do they **CARE** about?



WHAT'S YOUR OBJECTIVE?

What do you want them to **do**?

Action, not just thinking

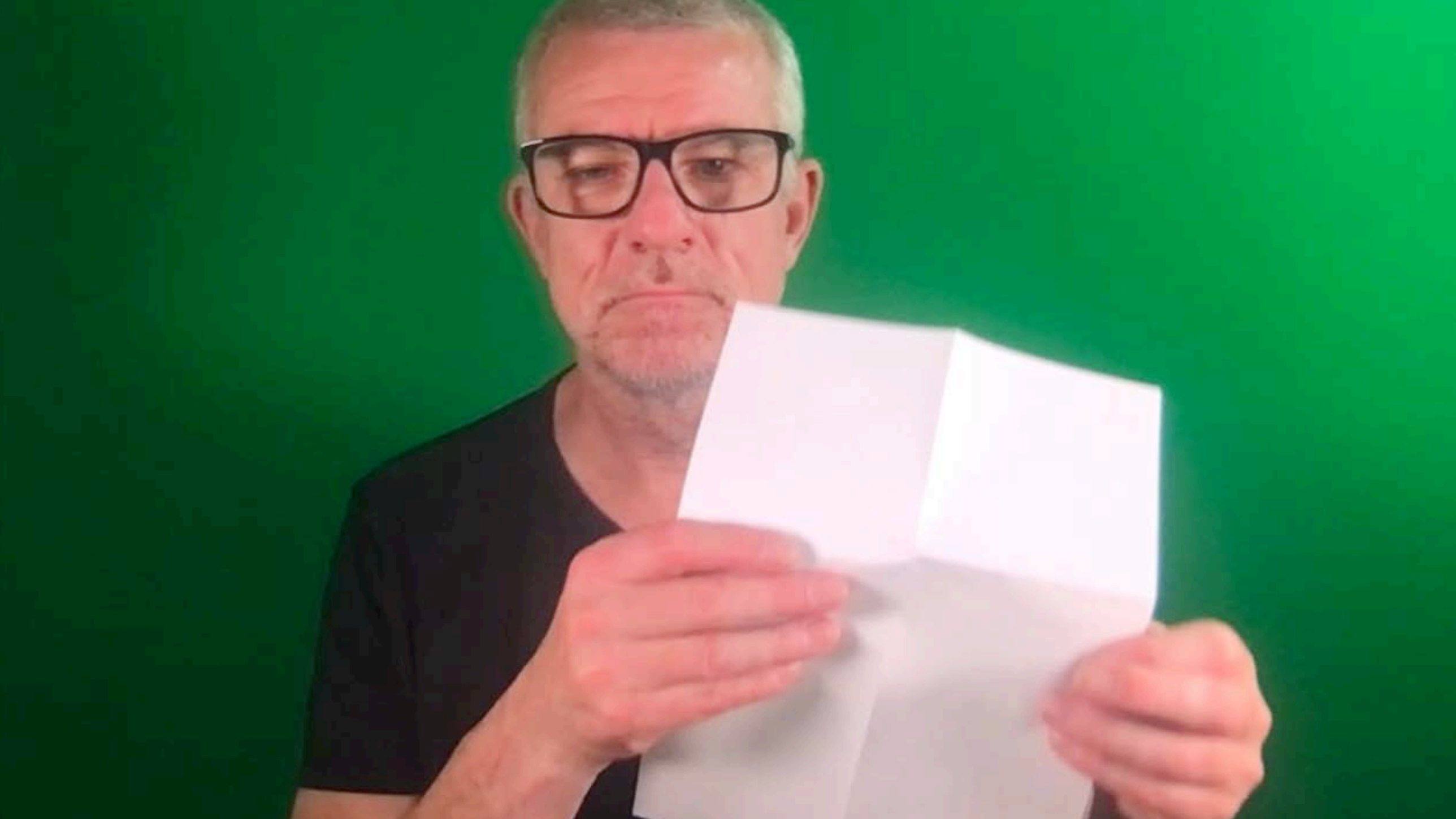



STOP!


Don't Open
POWERPOINT
Until you know what you
are going to say...



Use POST-IT NOTES To Build Your Storyline





Use POST-IT NOTES To Build Your Storyline



best3minutes.com/danagsus25



The **Problem** you are solving



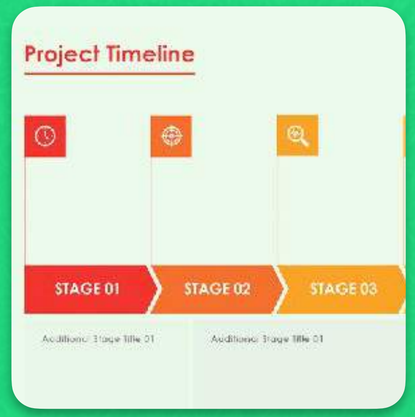
What you **Propose** to do to solve it



What will **Improve** as a result



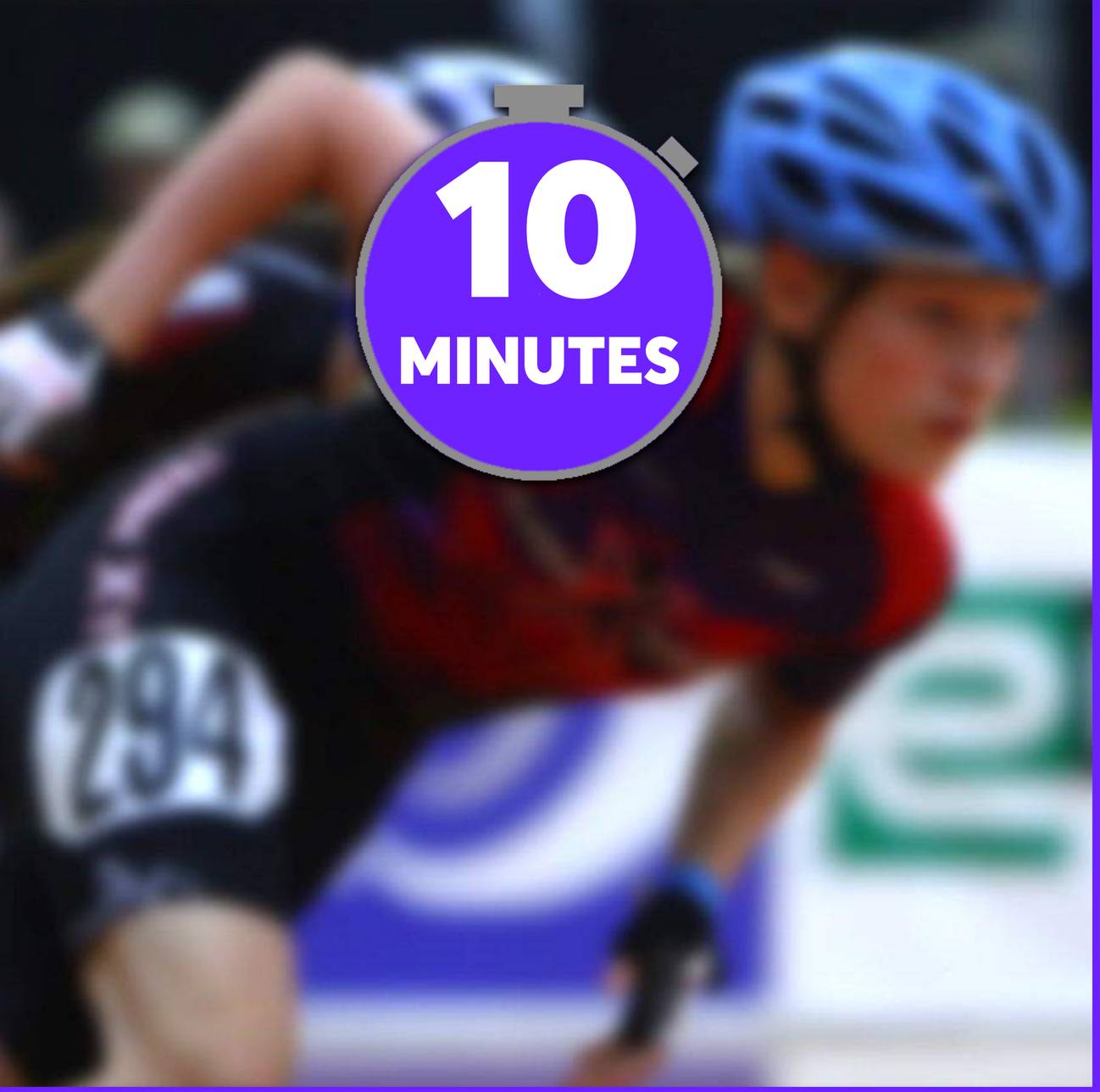
Proof that it will work



Timeline and next steps



Resources: money, time



ACTION STEP

Brainstorm: write down on Post-Its **anything** you could say about;

Problem
Solution
Improvement
Proof
Timeline
Resources

Don't think too much:
just write

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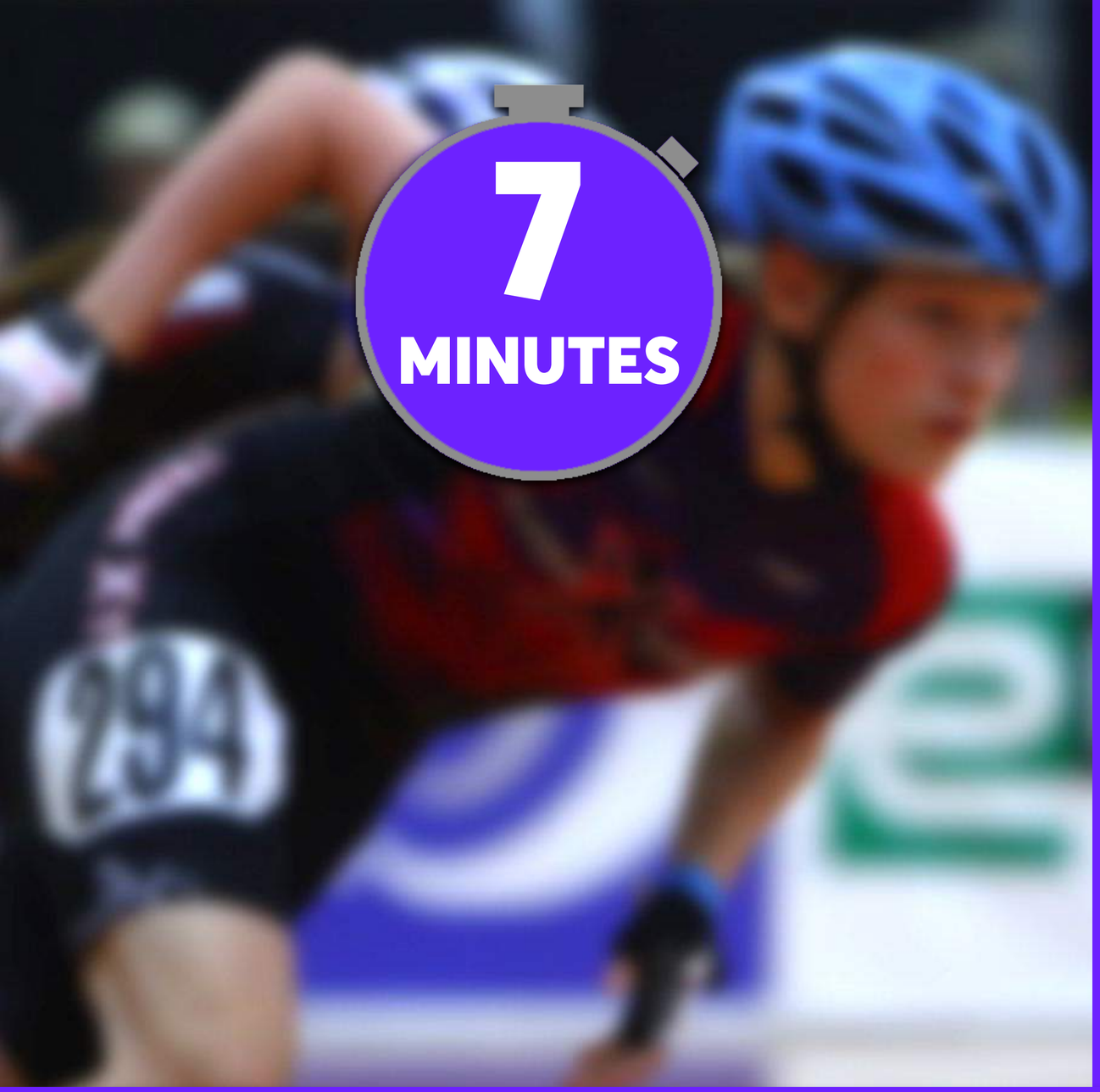
ACTION STEP

Brainstorm: write down on Post-Its **anything** you could say about;

Problem
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Improvement
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Don't think too much:
just write

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ACTION STEP

Shrink the Brainstorm

3 things max per chapter

Problem
Solution
Improvement
Proof
Timeline
Resources

Less than 3 is fine!

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ACTION STEP

Shrink the Brainstorm

3 things max per chapter

Problem
Solution
Improvement
Proof
Timeline
Resources

Less than 3 is fine!

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ACTION STEP

Test your storyline

Walk another team through it

Don't need to tell all the details

Maximum 2 minutes!

120 seconds = 18 sentences

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Test your storyline

Walk another team through it

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Slide Design for
NON-DESIGNERS



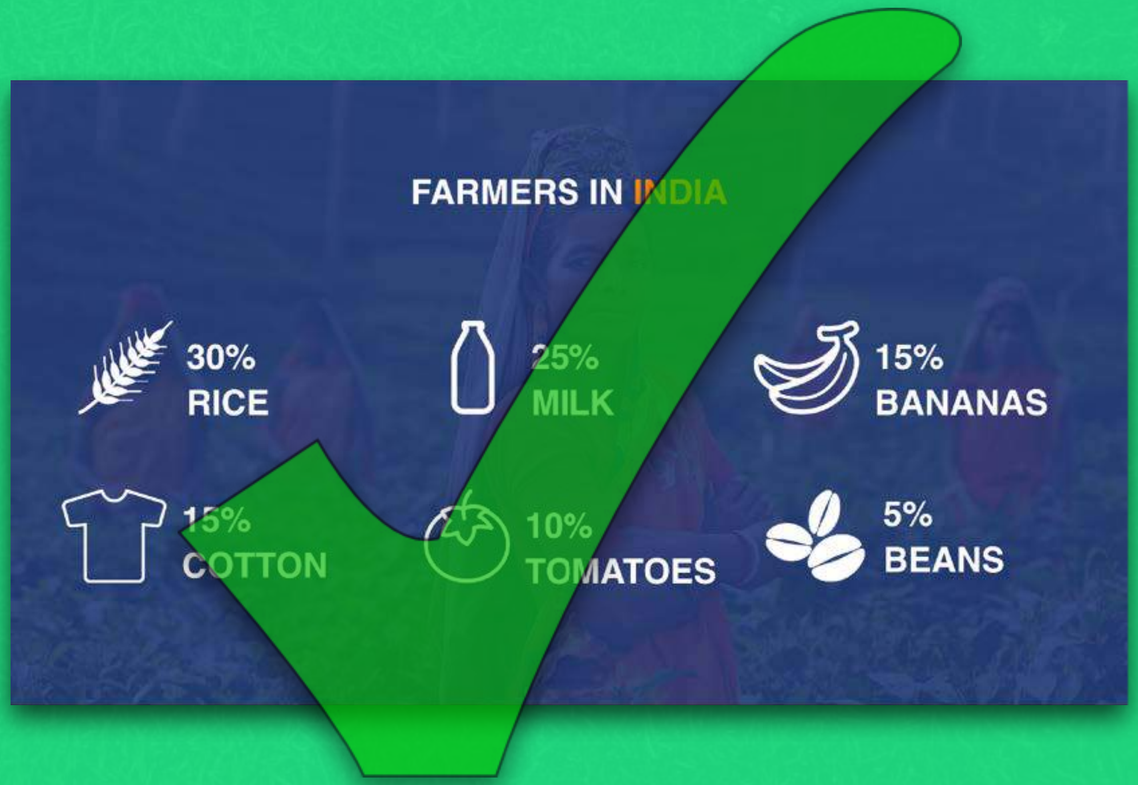
What's the **MESSAGE?**



Keep Slides
SIMPLE & VISUAL

Farmers in India

- According to EUROPEAN UNION the EUR will grow by 4,50% by the end of 2014. This due to a slow but steady increase in exports, consumption, investments and interest ratios.
- The Central Bank said the exports will increase by 15%, but the interest rate would remain the same. If consumer prices decrease, the consumption will increase.
- Investments rates will decrease 2,50%
- Consumption is expected to increase by 1.77% as people become more confident



We cannot listen and read

AT THE SAME TIME





Pre-crisis our factoring linked business performed poorly

- Attractiveness of factors as clients were mixed due to high volumes and stron… ratio, heav…
- This … market and s…

Why do we make

SLIDES LIKE THIS?



Factoring claims ratios were almost double of the non-factoring claims ratios!

Two purposes of
SLIDE PRESENTATIONS



Slides to **Present**

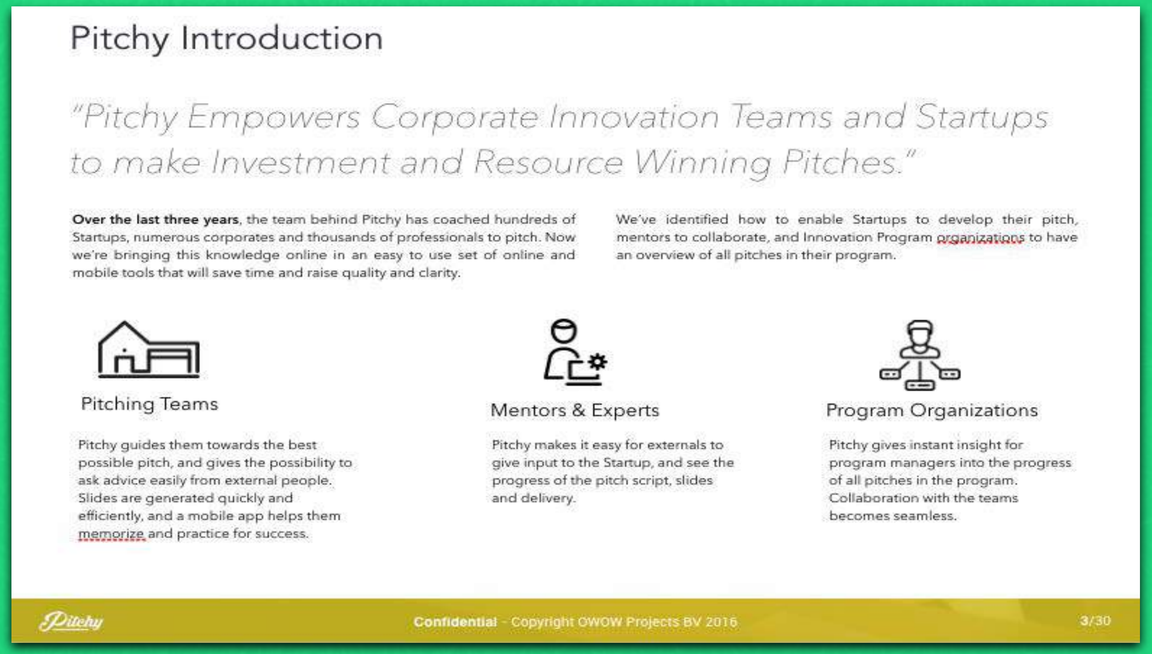


Slides to **Send**

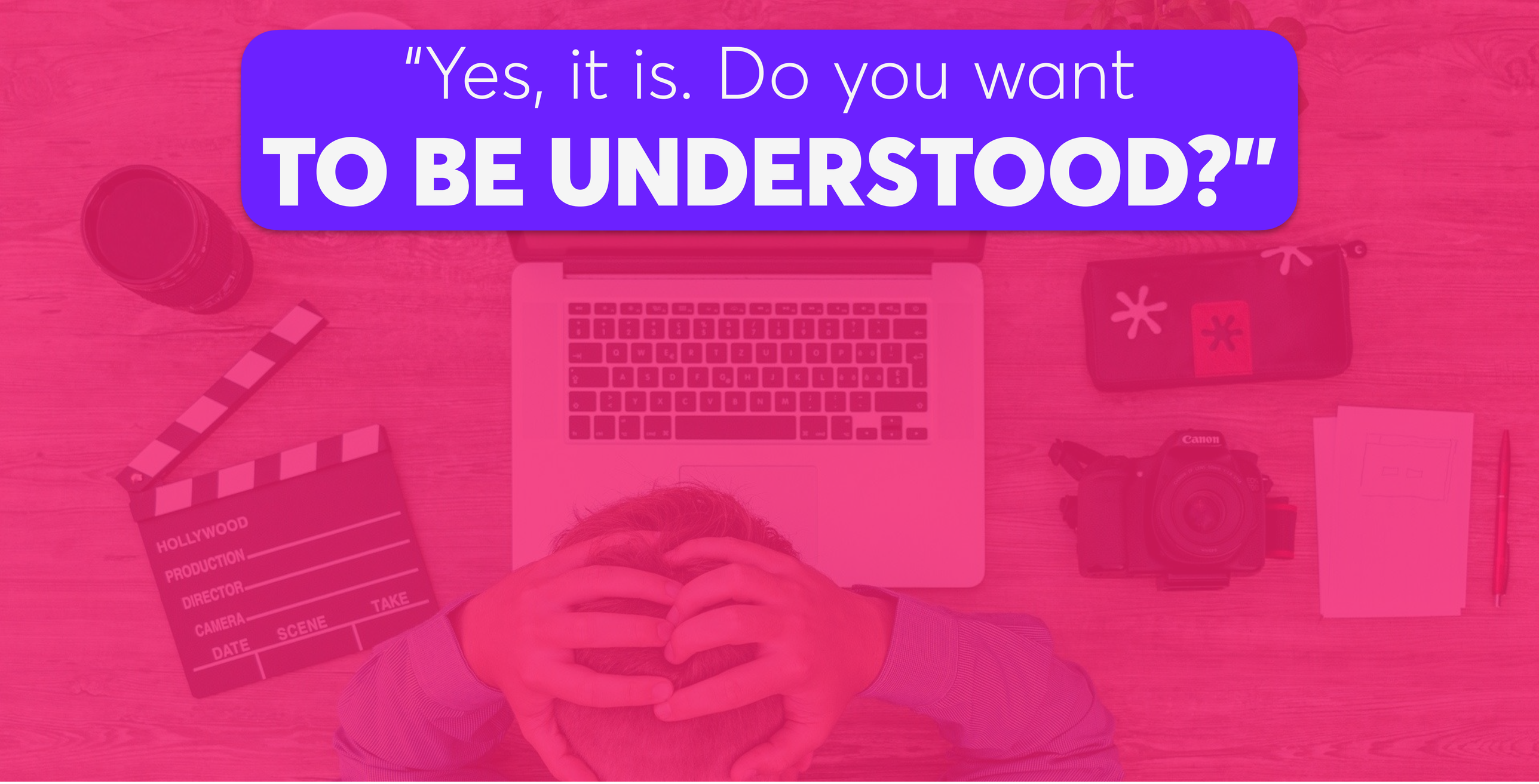
Create two slide presentations

ONE TO PRESENT: ONE TO SEND






"But that's
MORE WORK!"
HOLLYWOOD
PRODUCTION
DIRECTOR
CAMERA
DATE
SCENE
TAKE
Canon


"Yes, it is. Do you want
TO BE UNDERSTOOD?"
HOLLYWOOD
PRODUCTION
DIRECTOR
CAMERA
DATE
SCENE
TAKE
Canon


The challenge
NOT EVERYTHING IS SIMPLE!
Im(z) = 0
Re(z)=3
z = 0
short
circuit
z = 1
impedance
matched
z = ∞
open
circuit
Im(z) = -1
Re(Γ)
Γ= -1
Γ=0
Γ=1
Γ= j
∞ sphere
P=2ℓ+2w
a×b
b
|a×b|
q
O
Y

The challenge

NOT EVERYTHING IS SIMPLE!

Complex **problems** sometimes require **complex** solutions

Deal with
2 CONFLICTING CONCEPTS

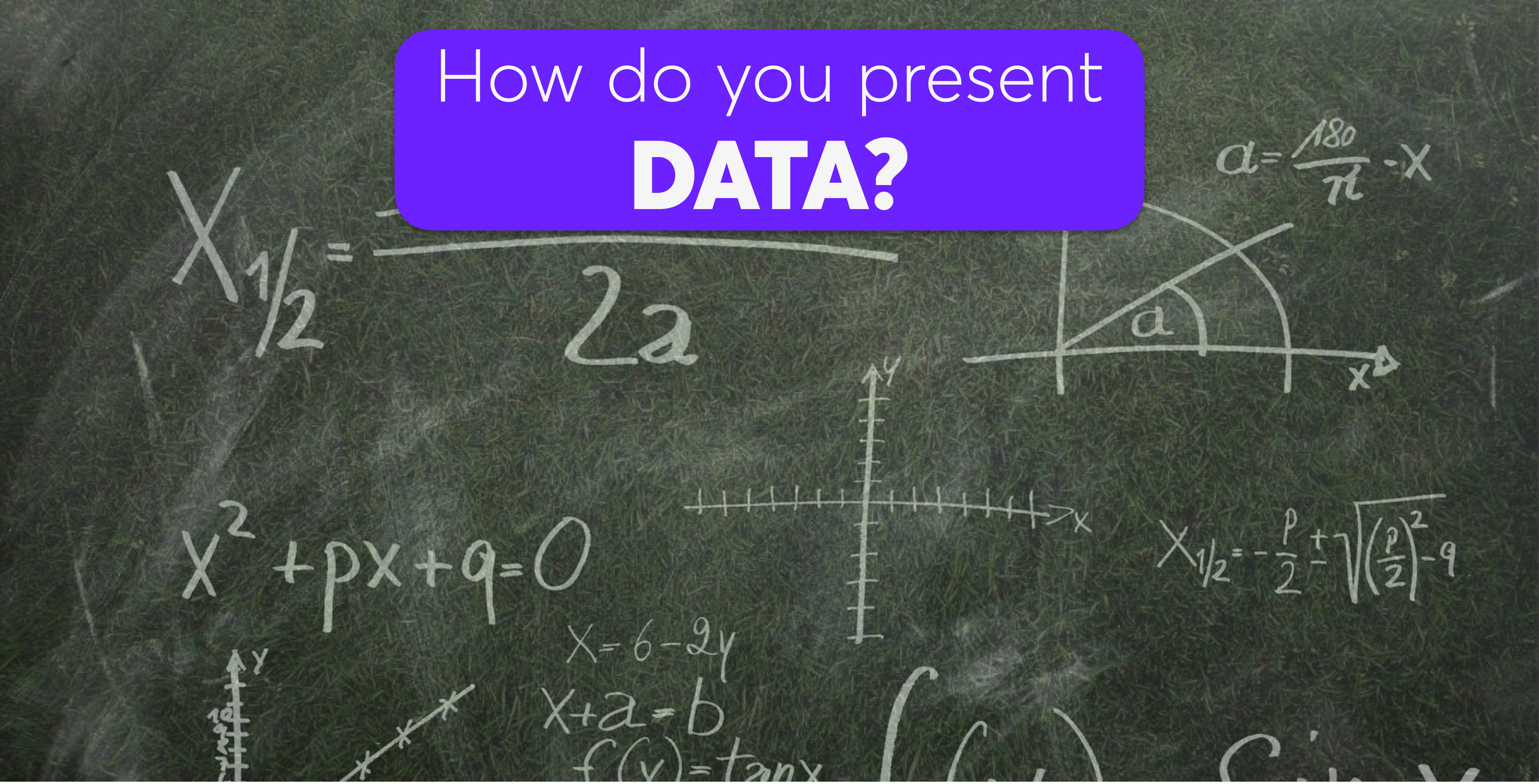


"We understand the **detail** to manage the task **complexity**"

"We help you **understand** the **proposition**"



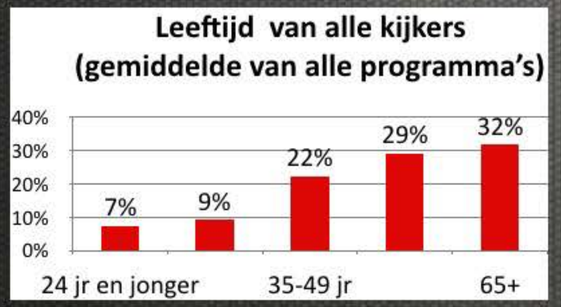
How do you present **DATA?**



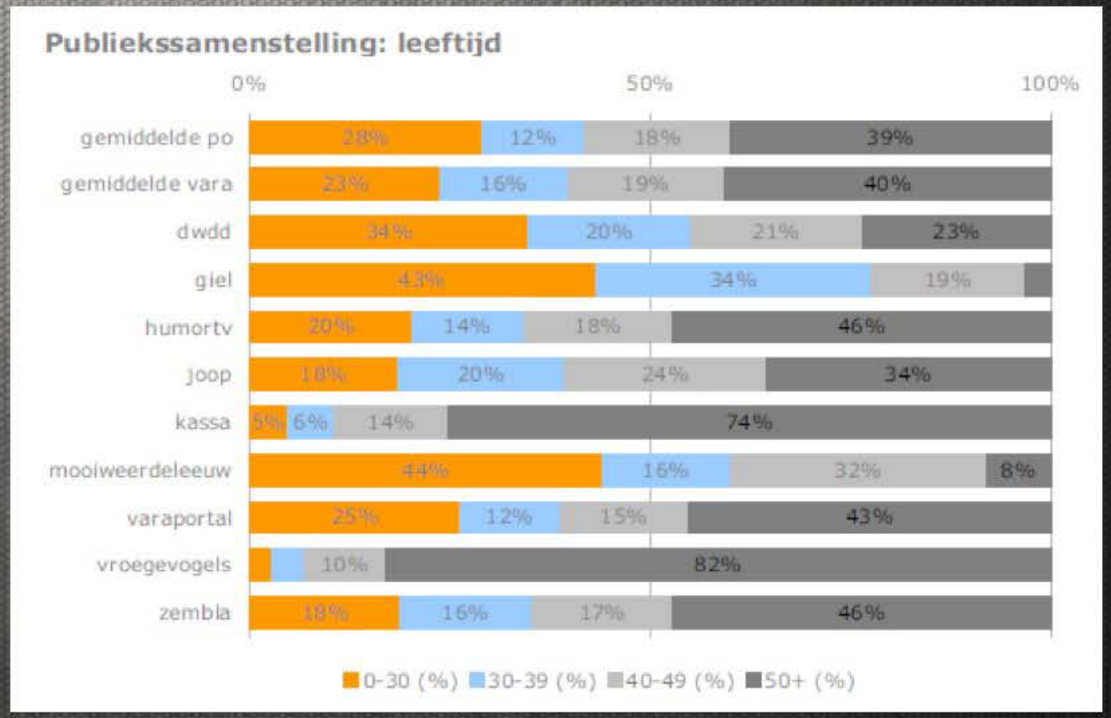
Who to Target?

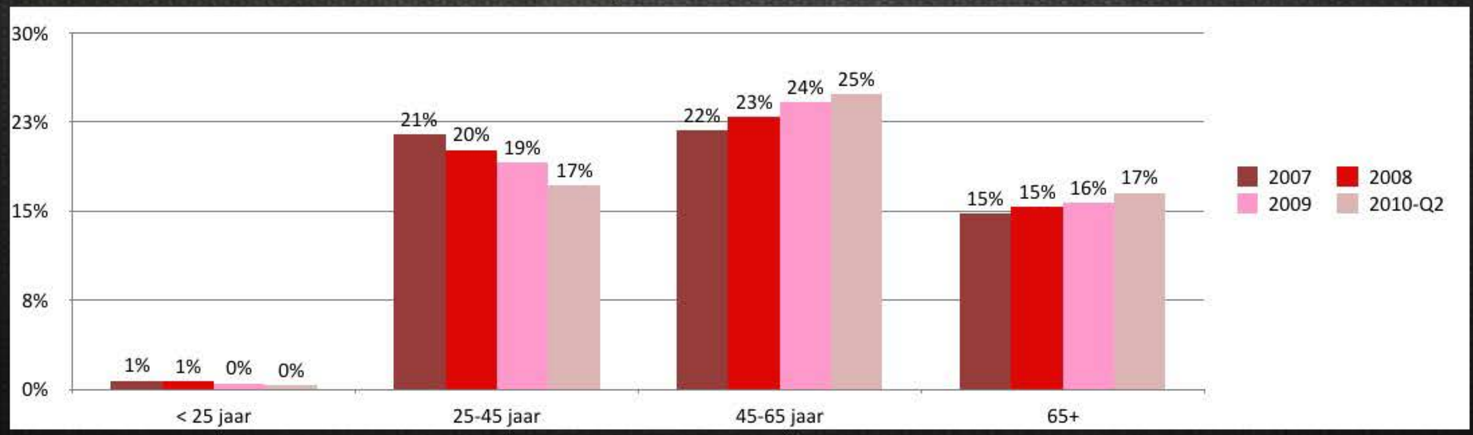
Finally they must become a member

Use the top 3-4 programs, appealing to different audiences, to leverage alliance



Forget Converting the Youth!

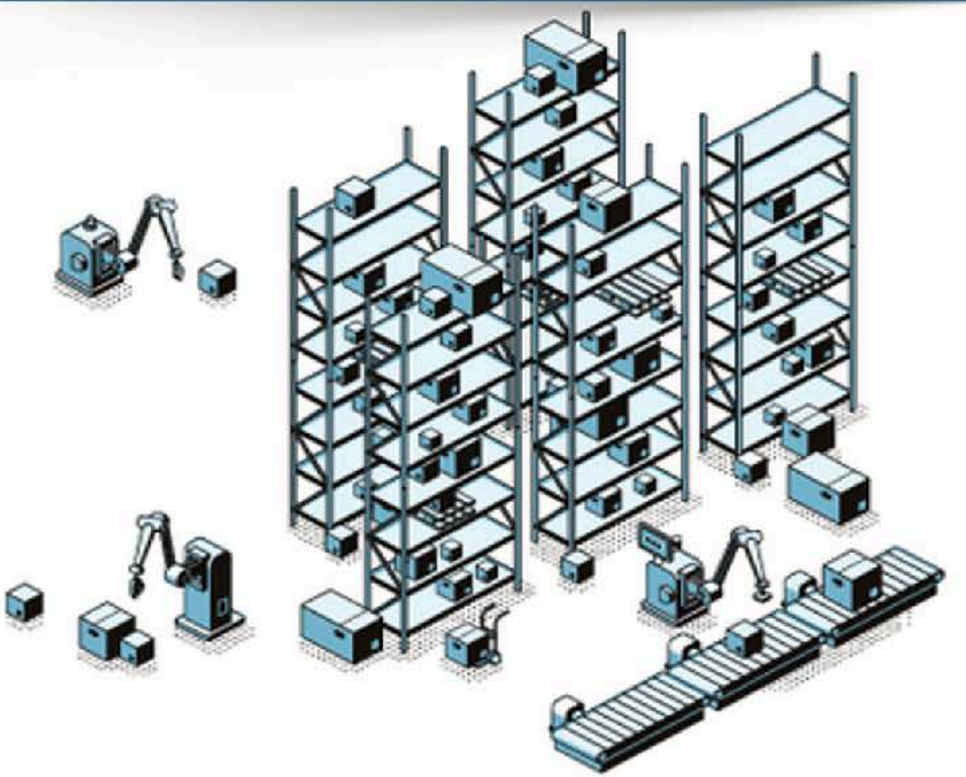




INDUSTRIAL RACKING SYSTEMS MARKET

Asia Pacific Industrial Racking Systems Market (US$ Mn), 2018





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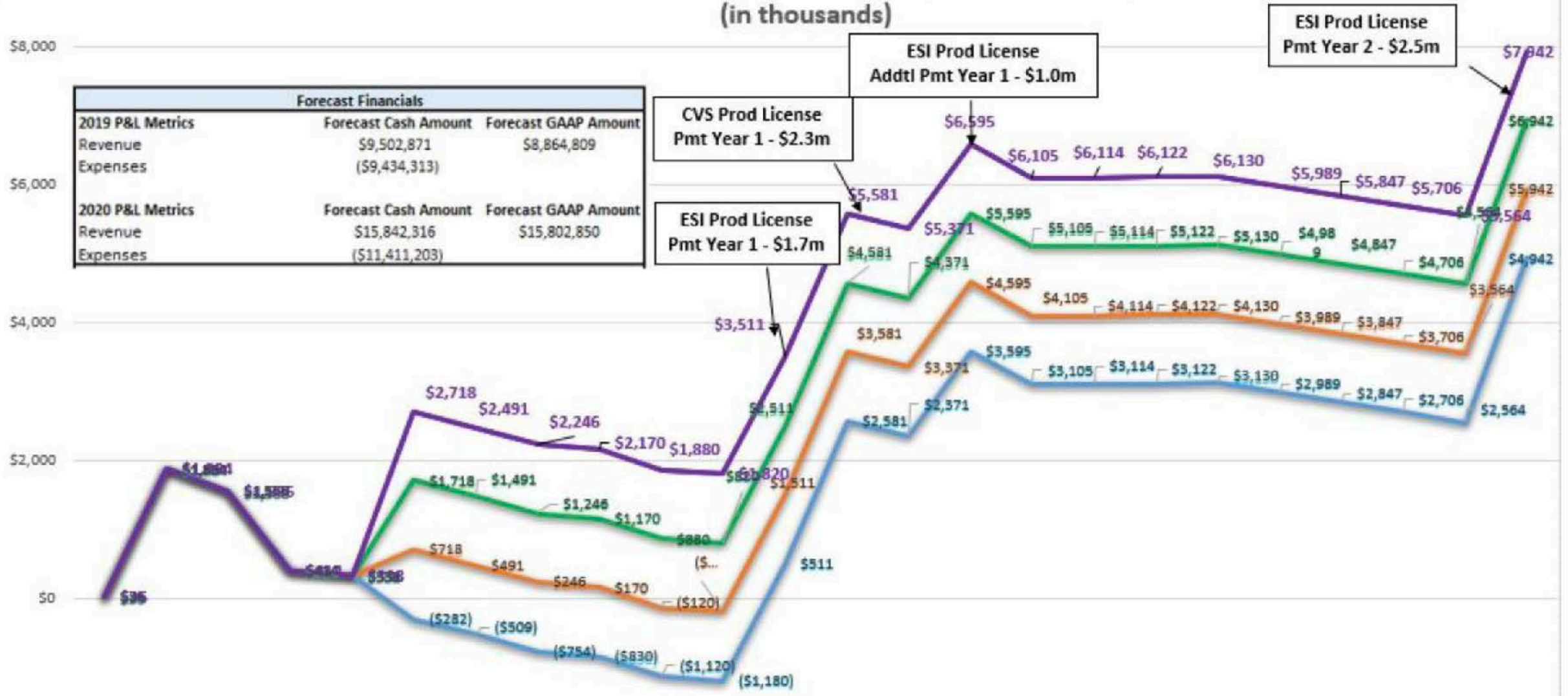
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ReactiveCore

2019-2020 Forecast Bank Balance with $1M, $2M or $3M Bridge Raise (in thousands)

Confidential

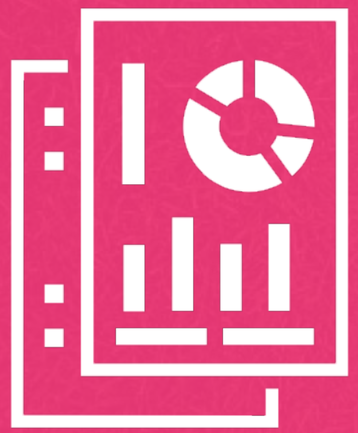
Forecast Financials		
2019 P&L Metrics	**Forecast Cash Amount**	**Forecast GAAP Amount**
Revenue	$9,502,871	$8,864,809
Expenses	($9,434,313)	
2020 P&L Metrics	**Forecast Cash Amount**	**Forecast GAAP Amount**
Revenue	$15,842,316	$15,802,850
Expenses	($11,411,203)	



	Jan '19	Feb '19	Mar '19	Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Jul '20	Aug '20	Sep '20	Oct '20	Nov '20	Dec '20
Base	$36	$1,884	$1,566	$414	$338	($282)	($509)	($754)	($830)	($1,120	($1,180	$511	$2,581	$2,371	$3,595	$3,105	$3,114	$3,122	$3,130	$2,989	$2,847	$2,706	$2,564	$4,942
$1M Funding	$36	$1,884	$1,566	$414	$338	$718	$491	$246	$170	($120)	($180)	$1,511	$3,581	$3,371	$4,595	$4,105	$4,114	$4,122	$4,130	$3,989	$3,847	$3,706	$3,564	$5,942
$2M Funding	$36	$1,884	$1,566	$414	$338	$1,718	$1,491	$1,246	$1,170	$880	$820	$2,511	$4,581	$4,371	$5,595	$5,105	$5,114	$5,122	$5,130	$4,989	$4,847	$4,706	$4,564	$6,942
3M Funding	$36	$1,884	$1,566	$414	$338	$2,718	$2,491	$2,246	$2,170	$1,880	$1,820	$3,511	$5,581	$5,371	$6,595	$6,105	$6,114	$6,122	$6,130	$5,989	$5,847	$5,706	$5,564	$7,942

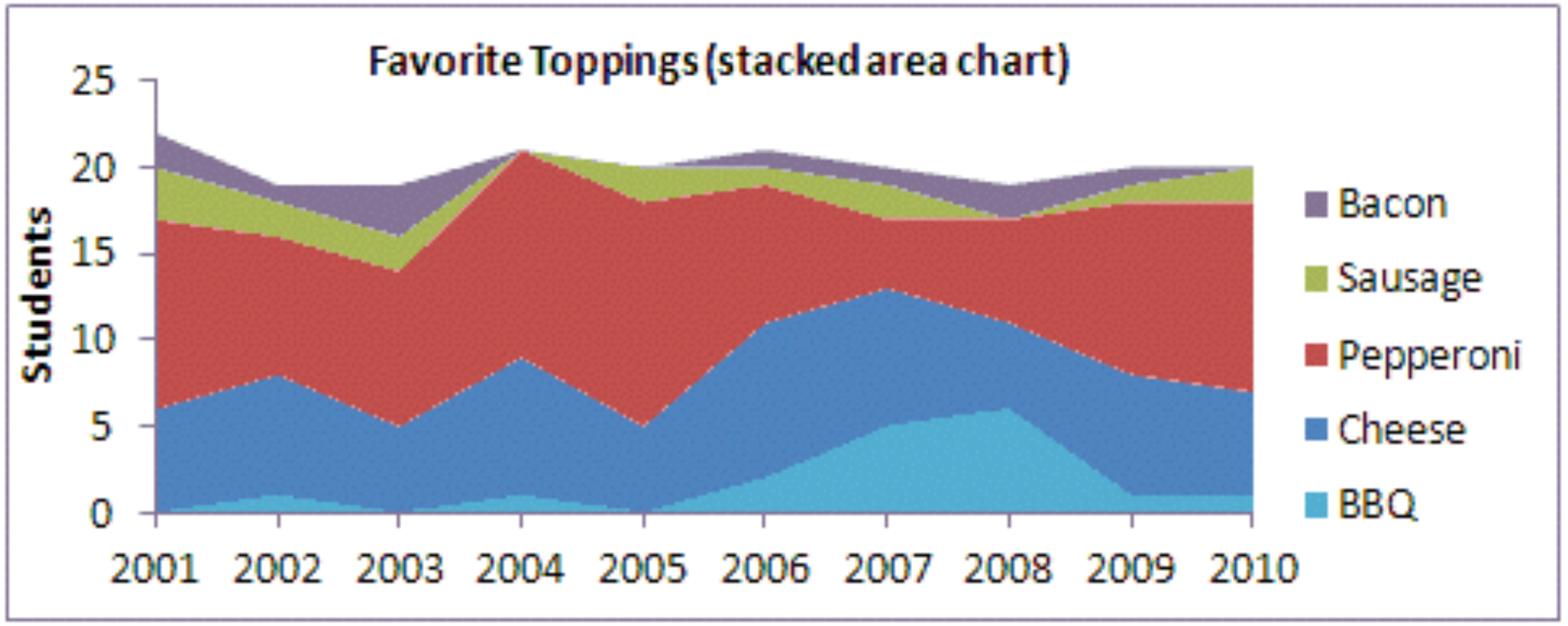
Do we want to show

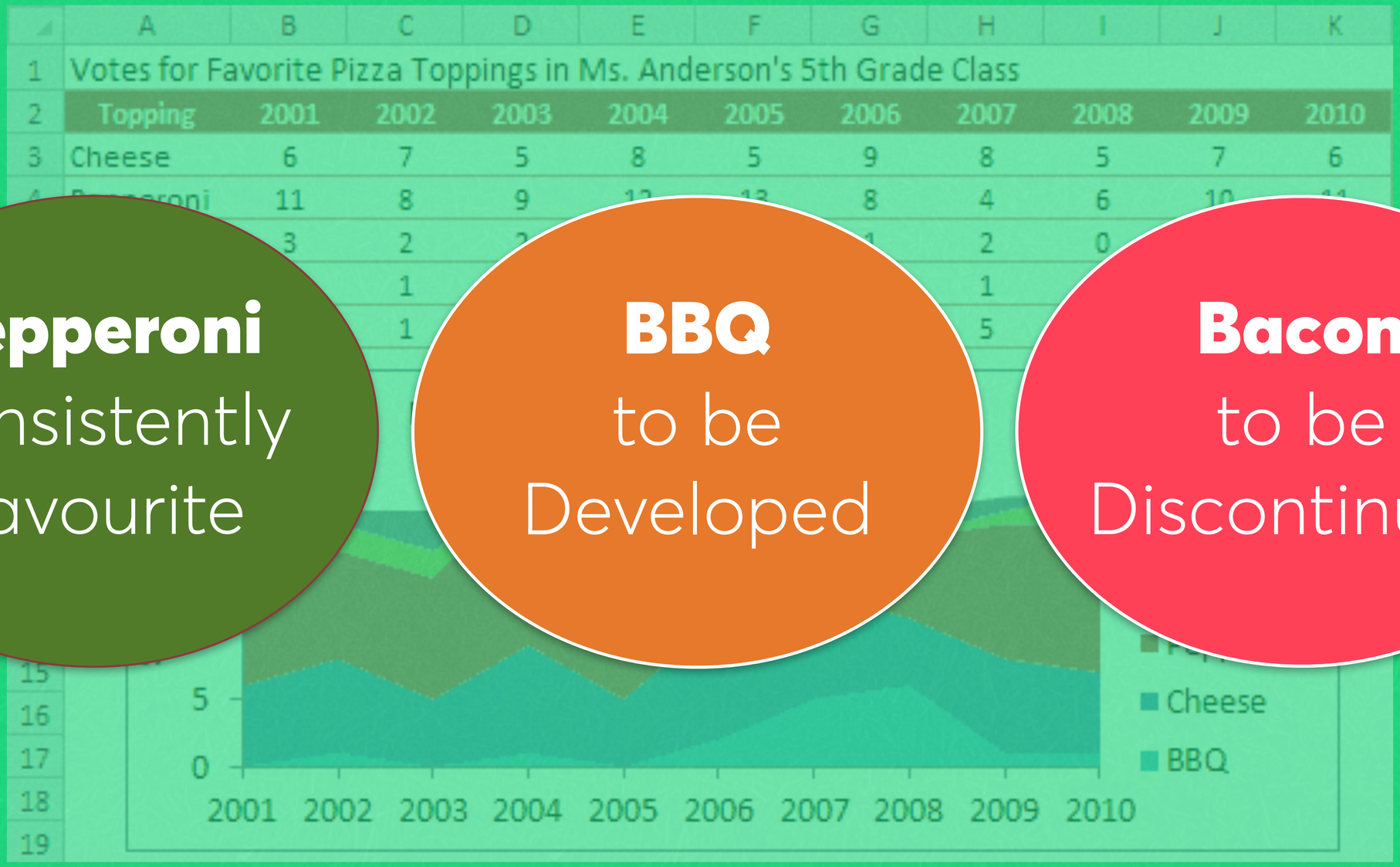
DATA OR CONCLUSIONS?





	A	B	C	D	E	F	G	H	I	J	K
1	Votes for Favorite Pizza Toppings in Ms. Anderson's 5th Grade Class										
2	Topping	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
3	Cheese	6	7	5	8	5	9	8	5	7	6
4	Pepperoni	11	8	9	12	13	8	4	6	10	11
5	Sausage	3	2	2	0	2	1	2	0	1	2
6	Bacon	2	1	3	0	0	1	1	2	1	0
7	BBQ	0	1	0	1	0	2	5	6	1	1





Pepperoni
Consistently
Favourite

BBQ
to be
Developed

Bacon
to be
Discontinued

400
ACTIVE WEBSHOPS

100.000,-
MONTHLY REVENUE

100.000
PACKAGES IN TOTAL

6%
WEEKLY GROWTH

What is the **MESSAGE?**



400
ACTIVE WEBSHOPS



100.000,-
MONTHLY REVENUE



100.000
PACKAGES IN TOTAL



6%
WEEKLY GROWTH



400
ACTIVE WEBSHOPS



100.000
PACKAGES IN TOTAL

UNITS



100.000,-
MONTHLY REVENUE



6%
WEEKLY GROWTH

REVENUE

WE ARE ACTIVELY WORKING ON MANURE : THE DIJ ROADMAP TACKLES ± 27% OF ALL CFT MANURE EMISSIONS (262KT) WITH 691KT POTENTIAL REMAINING

The remaining 691kt represent an opportunity but also a risk as we could lose the potential to other players

Note:
Figures based on '24 CFT data and Nov DIJ roadmap

	US	FR	MA	TH	ES	PL	BE	MX	AR	RO	BR	EG	DE	AL	IN	Total	CH4
Total Manure Co2e (kT)*	370	113	97	79	61	44	39	34	29	22	16	16	12	11	10	953	562
Share of total Milk Co2e (kT)	31%	16%	14%	46%	18%	18%	31%	12%	17%	31%	9%	11%	21%	10%	11%	21%	
DIJ roadmap (2030) CONFIRMED (kT)	133	0	10	39	7	2	13	24	13	2	0	0	0.2	0.2	5	248	146
DIJ roadmap (2030) OPPORTUNITY (kT)	0	3	3	0	0	3	0	0	2	3	0	0	0	0	0	14	8
DIJ roadmap (2030) TOTAL (kt)	133	3	13	39	7	5	13	24	15	5	0	0	0.2	0.2	5	262	155
Share of total Manure Co2e	36%	3%	13%	49%	12%	11%	33%	71%	52%	23%	0%	0%	2%	2%	50%	27%	
REMAINING POTENTIAL (kT)	237	107	85	40	54	26	26	10	14	17	16	16	12	11	5	691	408

* excl. emissions from South Africa, Turkey, Ukraine, Belarus, Kazakhstan, Canada, Japan, Indonesia, Iran and New Zealand (82kton)

Note :
Figures above show Co2e emissions. To get to CH4, a ratio of 0.59 should be applied

Watchout!
U.S. DIJ manure plan includes fertilizer reduction. We removed 92kt from the DIJ roadmap 225kt to compensate for this

Methane pledge support :
Additional manure projects can bring 100kt of CH4 reduction on top of DIJ at a cost between 5 to 10m€ p/a

DANONE

GLOBAL MANURE STRATEGY

20

What is the **MESSAGE?**

WE ARE ACTIVELY WORKING ON MANURE : THE DIJ ROADMAP TACKLES ± 27% OF ALL CFT MANURE EMISSIONS (262KT) WITH 691KT POTENTIAL REMAINING

The remaining 691kt represent an opportunity but also a risk as <u>we could lose the potential to other players</u>

Note:
Figures based on '24 CFT data and Nov DIJ roadmap

	US	FR	MA	TH	ES	PL	BE	MX	AR	RO	BR	EG	DE	AL	IN	Total	CH4
Total Manure Co2e (kT)*	370	113	97	79	61	44	39	34	29	22	16	16	12	11	10	953	562
Share of total Milk Co2e (kT)	31%	16%	14%	46%	18%	18%	31%	12%	17%	31%	9%	11%	21%	10%	11%	21%	
DIJ roadmap (2030) CONFIRMED (kT)	133	0	10	39	7	2	13	24	13	2	0	0	0.2	0.2	5	248	146
DIJ roadmap (2030) OPPORTUNITY (kT)	0	3	3	0	0	3	0	0	2	3	0	0	0	0	0	14	8
DIJ roadmap (2030) TOTAL (kt)	133	3	13	39	7	5	13	24	15	5	0	0	0.2	0.2	5	262	155
Share of total Manure Co2e	36%	3%	13%	49%	12%	11%	33%	71%	52%	23%	0%	0%	2%	2%	50%	27%	
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3 to 6 Billion in 40 years

Agrivision 2017

pwc

GRI Empowering Sustainable Decisions

Should you use **ANIMATION?**




The Microsoft "Live" Platform
People Network
Search Network
Ad Network
Windows Live
Office Live
LIVE
Other Experiences from Microsoft & Others
Windows
Office
XBOX
Other Software
Microsoft-based Devices
Other Devices

The basic principle **OF ANIMATION**

Ensure they **LOOK** at

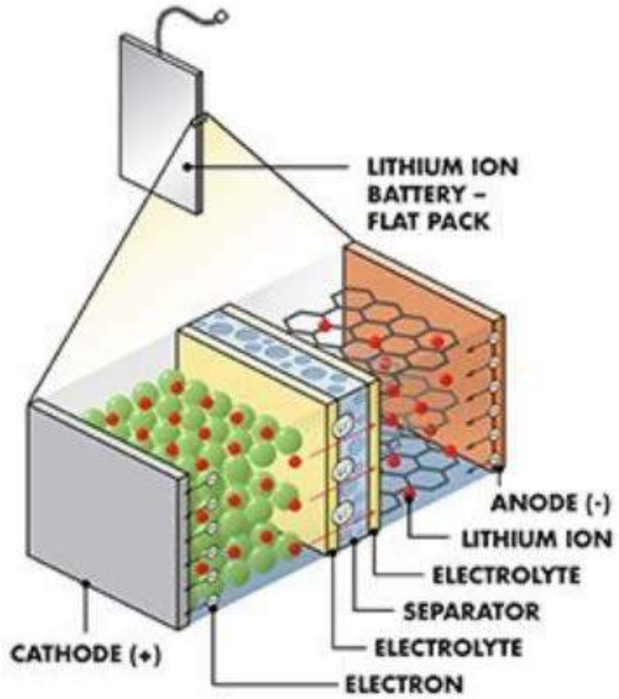
WHAT you are talking about

WHEN you are talking about it

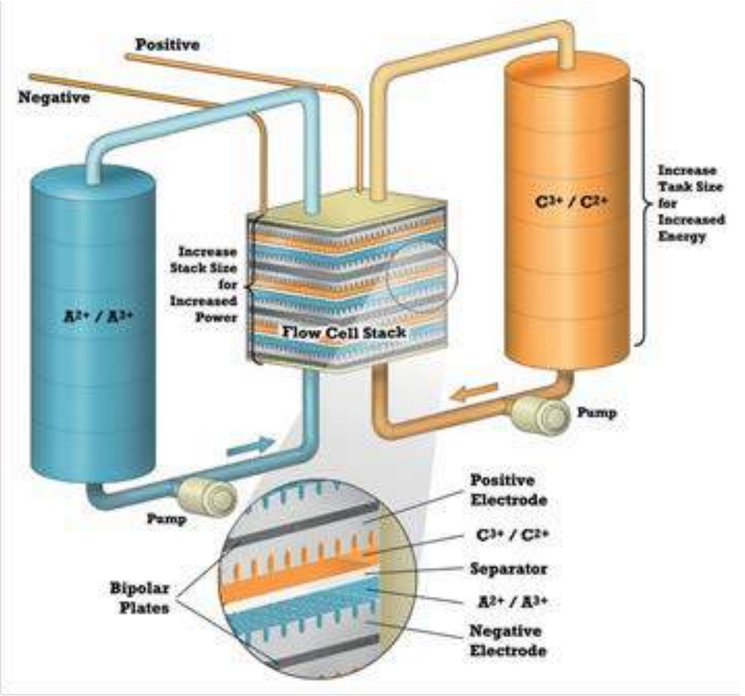
Flow Battery

- **Energy** - Increasing the amount of energy stored is just a larger tank
- **Cycle life** - deep discharge cycles, using the full capacity of the battery without damaging the system
- **Lifetime** - 10-20 year lifetime

Li ion

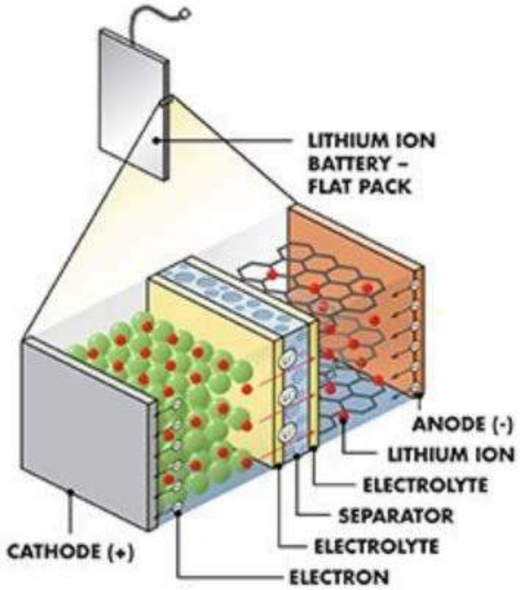


Flow

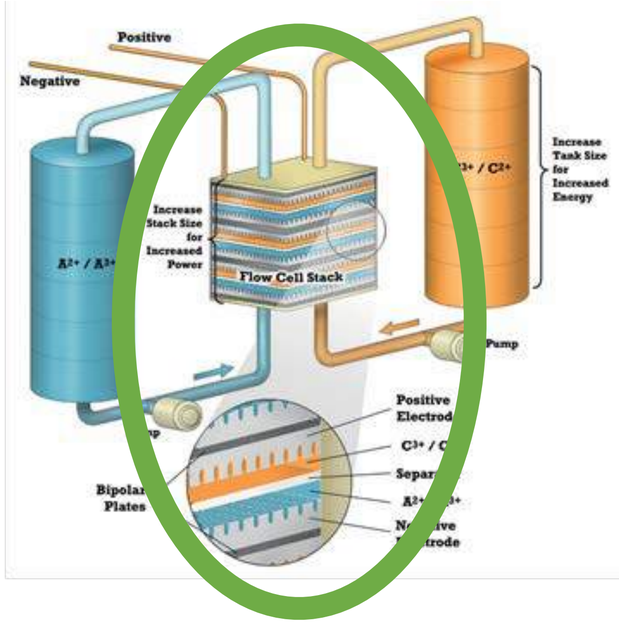


Flow Batteries have a **separate electrolyte** unit

Li ion



Flow



Major Benefits of
FLOW BATTERIES vs LI ION

Increases Energy Stored

Longer Cycle Life

10-20 Year Lifetime

The basic principle **OF ANIMATION**

Ensure they **LOOK** at

WHAT you are talking about

WHEN you are talking about it

STATUS OF DANONE IMPACT MONITORING (1/2)

Regenerating Together Programme
BY SAI PLATFORM



HIGH MATURITY

- Tools & methods in place
- Large geo coverage
- Good data quality

✓ Total GHG

✓ Manure CH4

MEDIUM MATURITY

Improve data quality and/or coverage (WIP)

❖ Soil health & fertility

❖ Nutrient efficiency

❖ On-farm habitat provision

❖ Increase cultivated crop and pasture diversity

LOW MATURITY

Scalable method & tools still to be defined

❑ Water use efficiency

❑ Farmers livelihoods

❑ Crop protection

DANONE
ONE PLANET. ONE HEALTH

STATUS OF DANONE IMPACT MONITORING (1/2)

Regenerating Together Programme
BY SAI PLATFORM



STATUS OF DANONE IMPACT MONITORING (1/2)

Regenerating Together Programme
BY SAILPLATFORM



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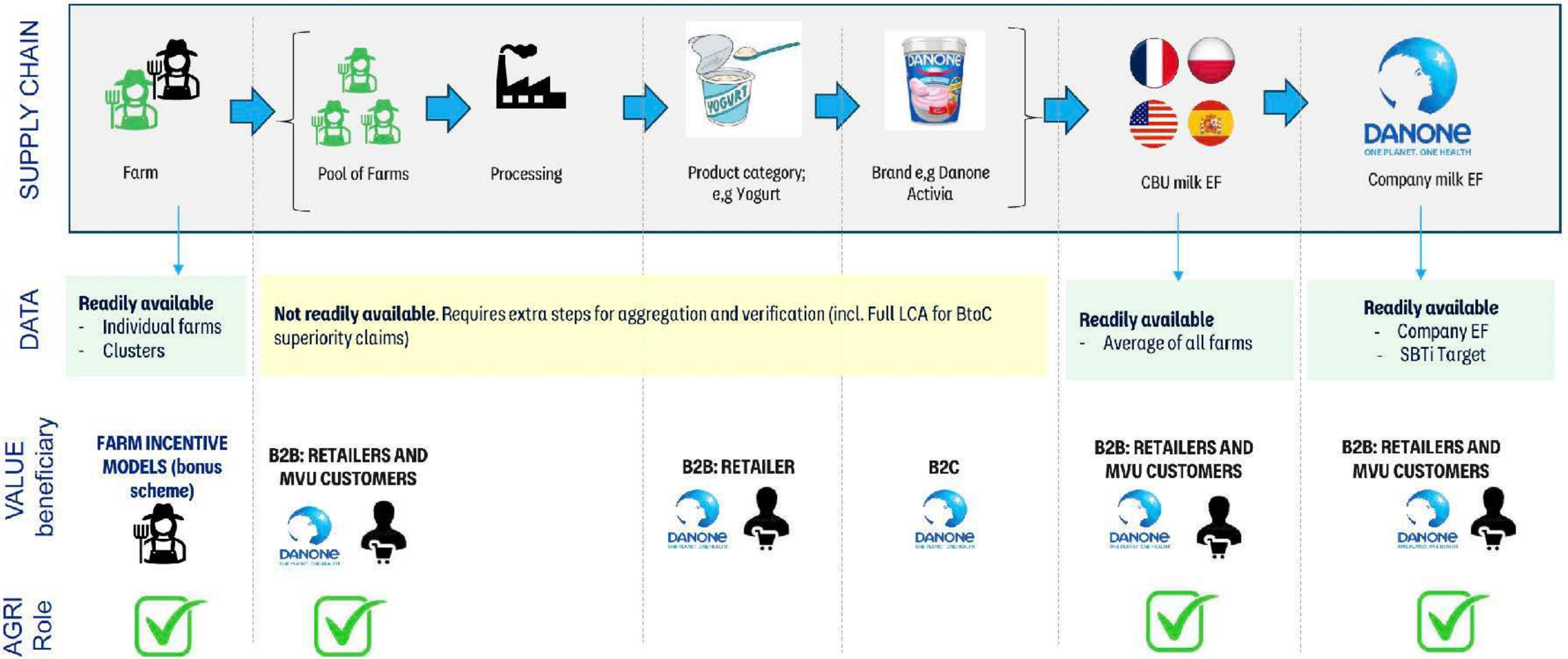
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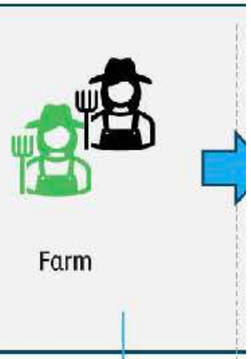
DANONE
ONE PLANET. ONE HEALTH

WHERE IN THE CHAIN IS VALUE CREATED



WHERE IN THE CHAIN IS VALUE CREATED

SUPPLY CHAIN



DATA

Readily available
- Individual farms
- Clusters

VALUE beneficiary

FARM INCENTIVE MODELS (bonus scheme)



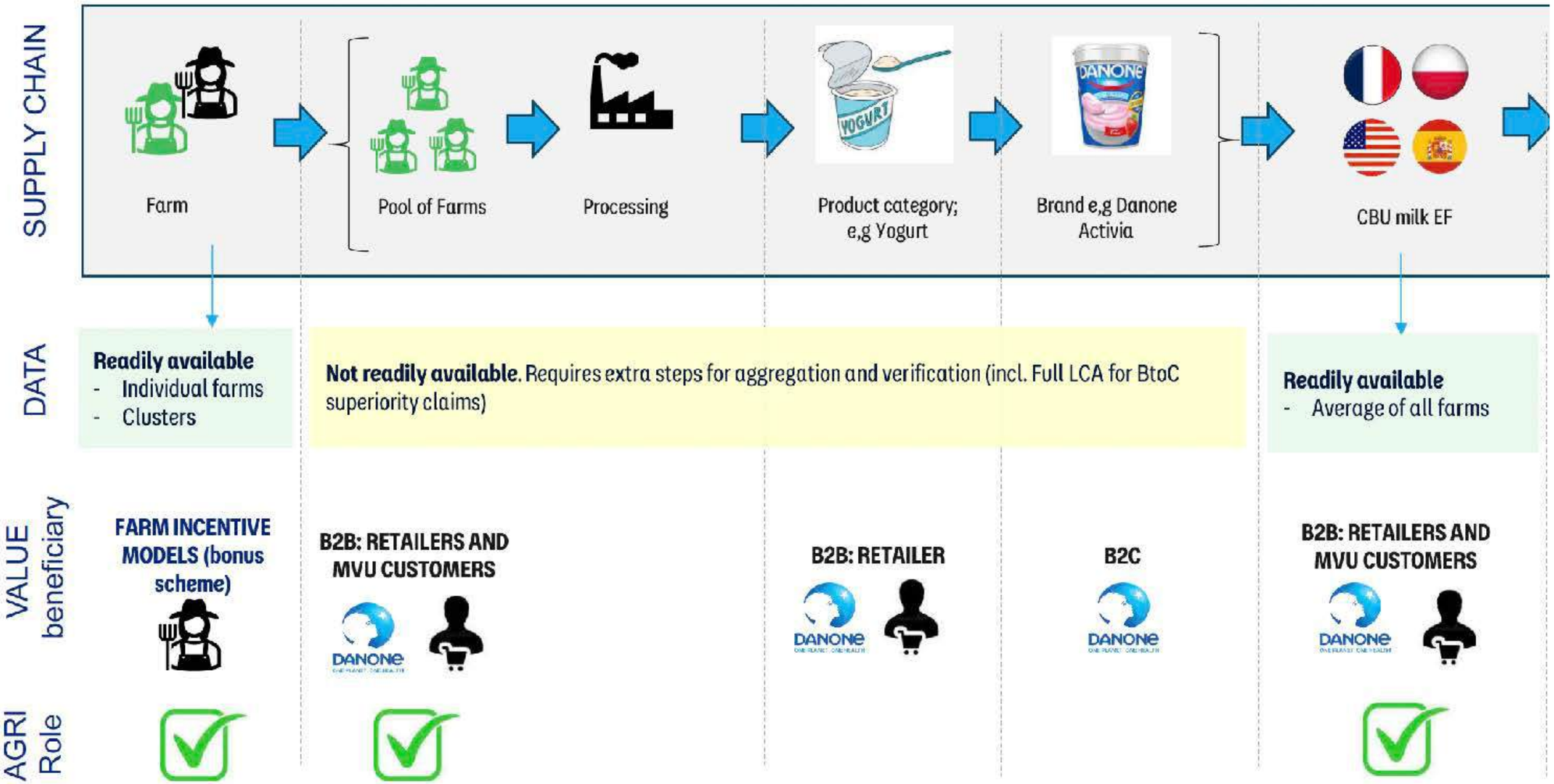
AGRI Role



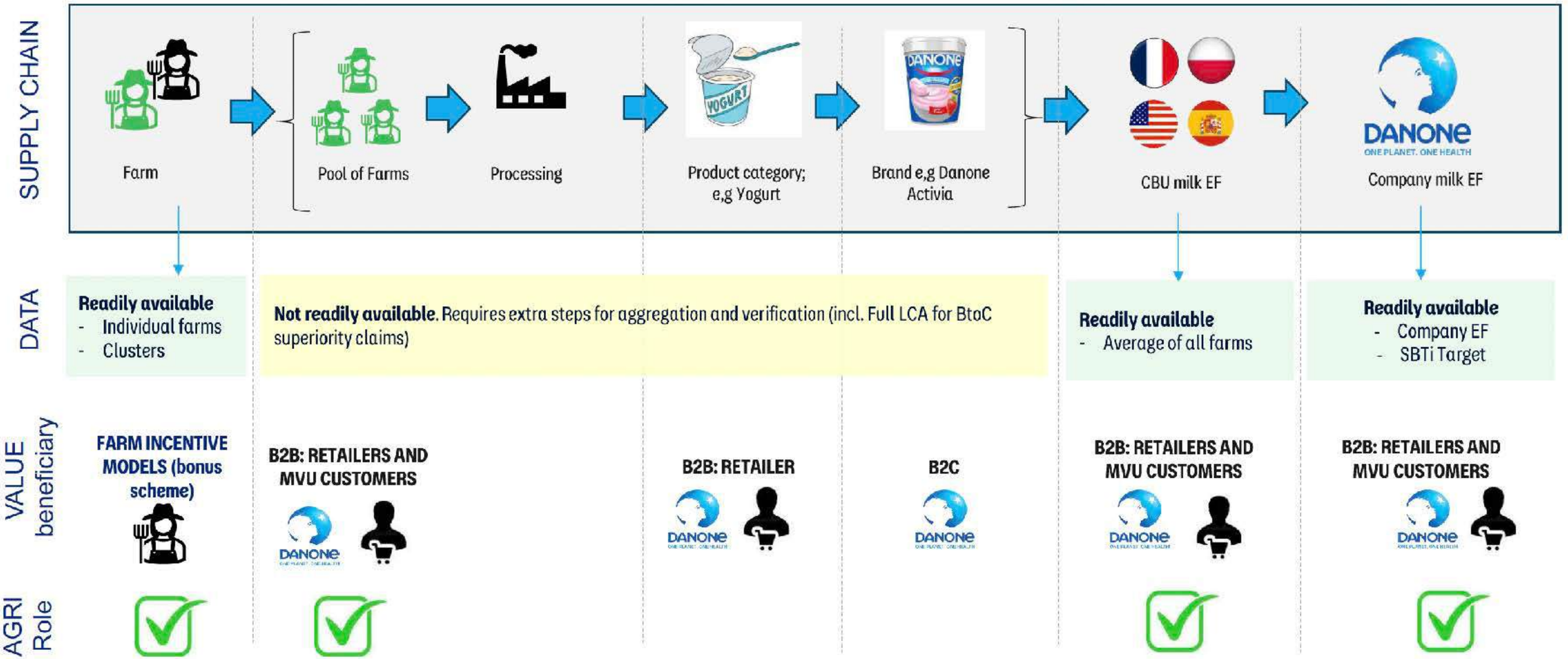
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WHERE IN THE CHAIN IS VALUE CREATED



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BEYOND REDUCING EMISSIONS, MANURE HOLDS SIGNIFICANT VALUE, WITH VARIOUS PLAYERS ACTIVELY EXPLORING WAYS TO EXTRACT ITS BENEFITS

If Danone does not get seriously involved, the market will step in to make money from 'our' manure

From Milk
(1.49€ value p/l*)

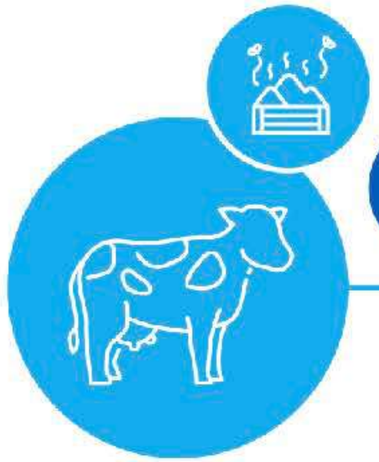
*sales value at retailer (Albert Heijn)



To Actimel
(6.24€ value p/l*)

*sales value at retailer (Albert Heijn)

From manure
(3.35€ /m3)



MANURE PRODUCTION
1 cow produces approximately 22m3 of liquid slurry per year (60 litres per day)

x5 → **NATURAL GAS:** 18,20€ p/m3

x4 → **NUTRIENTS, ORGANIC MATTER & WATER:** 12,9€ p/m3

x15 → **CARBON CREDITS:** 50€ p/m3

ENGIE

VANGUARD RENEWABLES

BIOFILTRO worm powered wastewater solutions

ICL

DANONE ONE PLANET. ONE HEALTH

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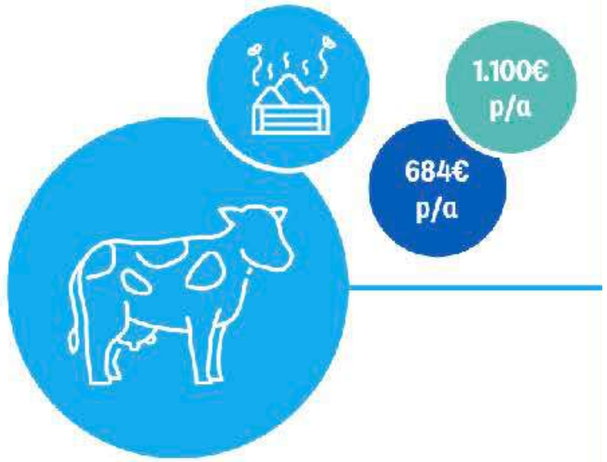
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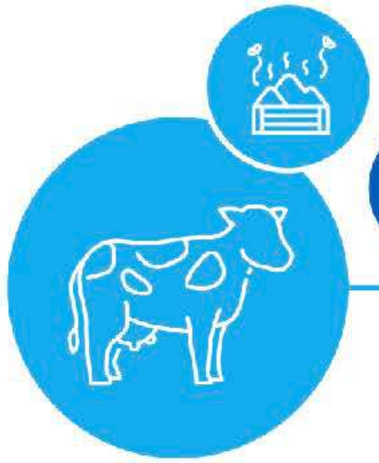


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VANGUARD RENEWABLES

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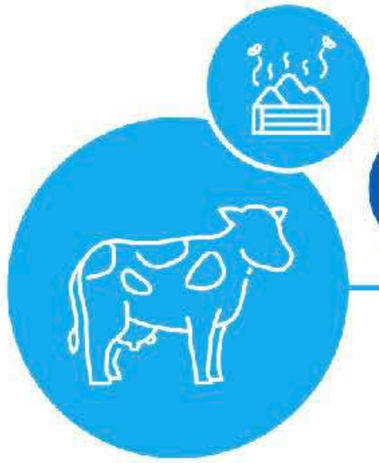


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ENGIE

VANGUARD RENEWABLES

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ICL

DANONE ONE PLANET. ONE HEALTH

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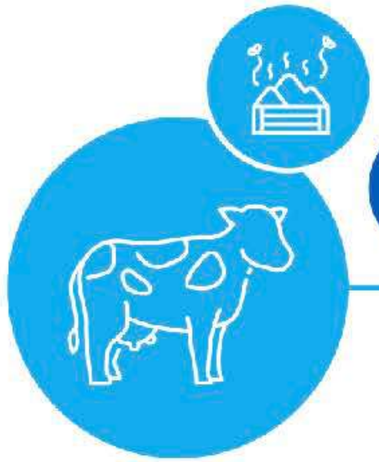
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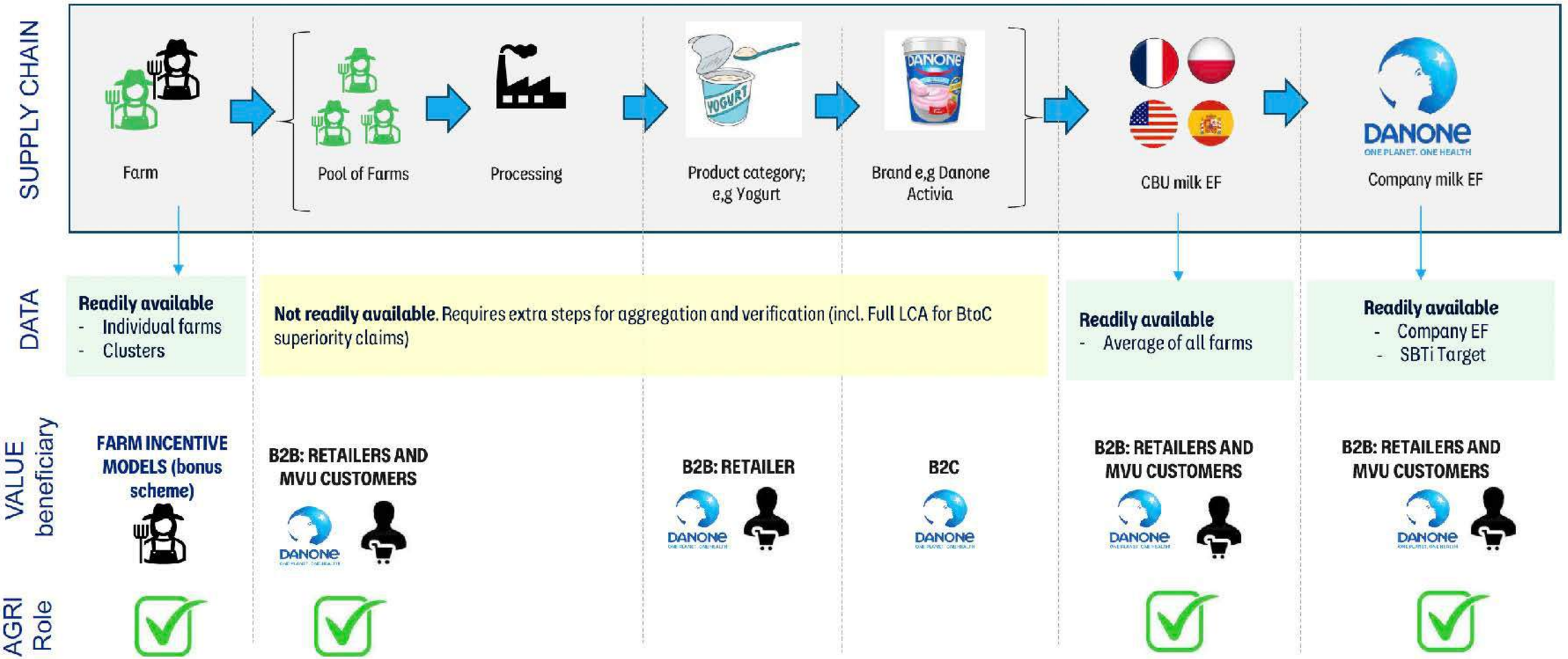
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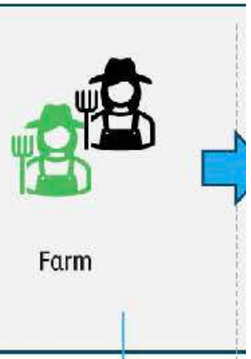
DANONE ONE PLANET. ONE HEALTH

WHERE IN THE CHAIN IS VALUE CREATED



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Readily available
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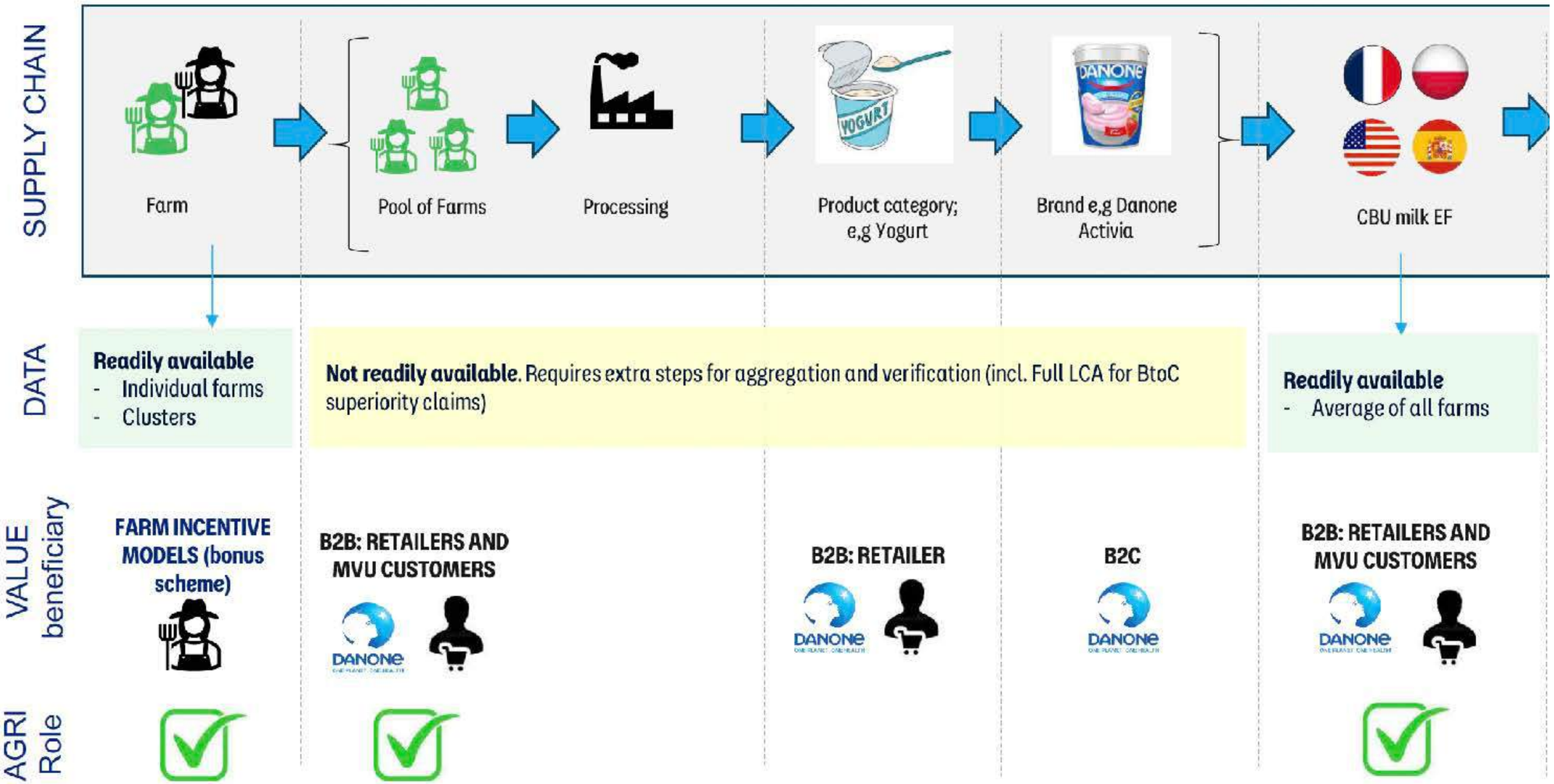
AGRI Role



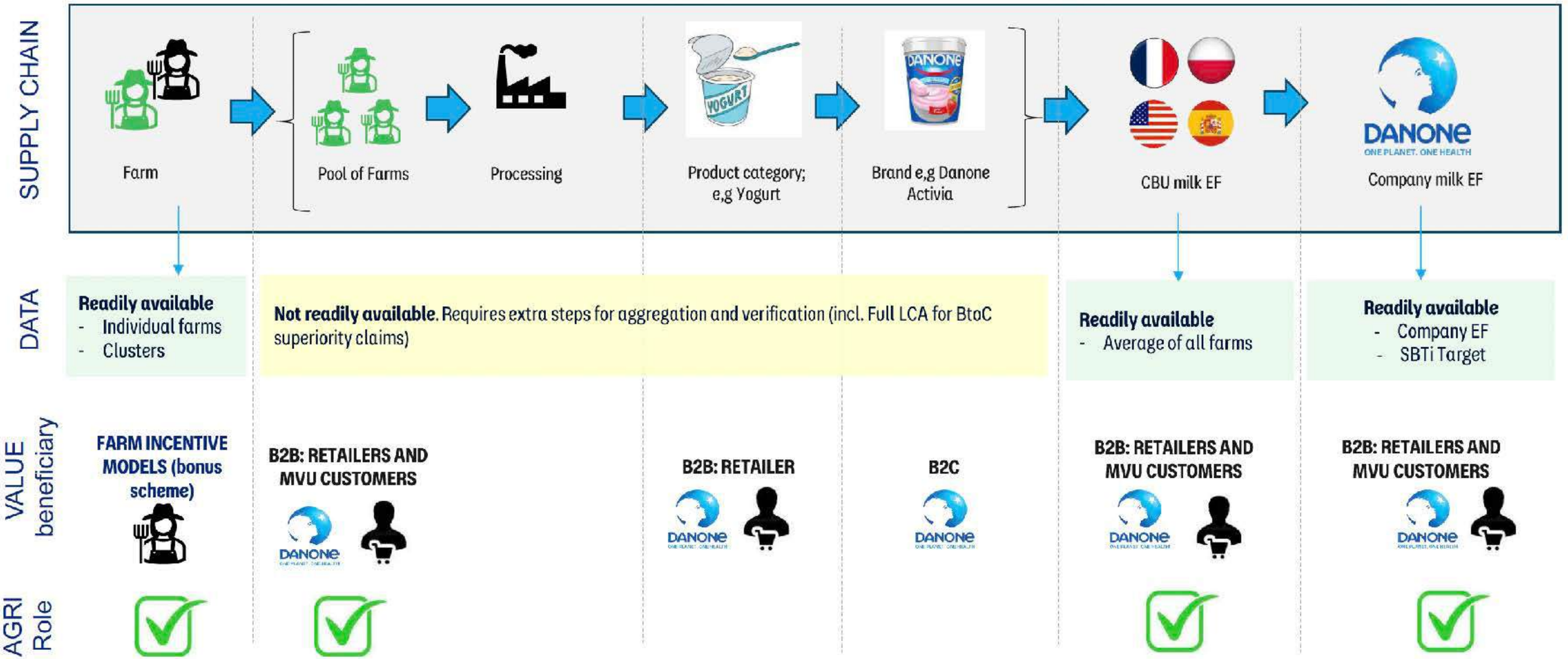
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AGRI Role					

WHERE IN THE CHAIN IS VALUE CREATED



WHERE IN THE CHAIN IS VALUE CREATED



TO MAKE VALORISATION A SUCCESS WE NEED YOUR SUPPORT

TEAM MANDATE

Give Official Agri team mandate as part of a Global Valorisation Governance:

- Transversal Steer co, for oversight and validation of valorisation opportunities (to connect with GlobalFoodLaw initiative & local sustainability initiatives)
- Create Task force led by Agri team to design Global MRV guidelines for valorisation and develop case studies (Ahold, Mars, Low cabon yogurt)

TO VALIDATE AND CASCADE

EXPERTISE BUDGET

Dedicated budget [150-200kE] to support:

- sectoral advocacy (GDP/VCI) on claims allocation
- collaborative project to design Cseq guidelines (e.g. Livelihoods, UL, Pepsico, Nestle, LDC)
- Carbon methodologies comparisons
- 3rd party support for global reco on LCA methodology for B to C claims and Processes/System design for B to B

TO VALIDATE IN 2025 AGRI BUDGET

CARBON MASTERS SUPPORT

Once guidelines/rules are designed, direct connection of Agri team to local carbon masters involved in design and execution of MRV processes for valorisation

Tp cascade

(SECTORAL) ADVOCACY

- Support from Pub
- Support partners . E.g. 30kE/yr

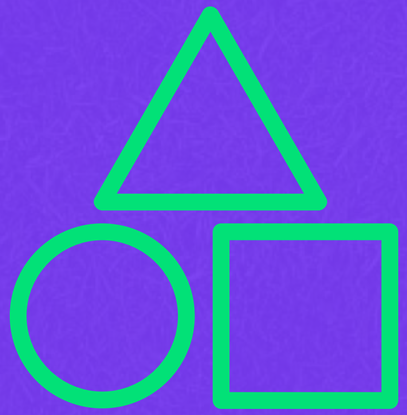
TO VALIDATE IN 2025 AGRI BUDGET

What is the **MESSAGE?**

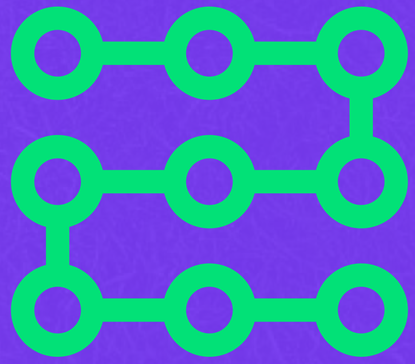
Presentation
ANIMATION



INTENTIONAL



SIMPLE



CONSISTENT


I have a
CHALLENGE FOR YOU...

I have a
CHALLENGE FOR YOU...



- See if you can
- remove all the bullet points
- from your presentation
- because they distract people
- and give the wrong impression
- of your presentation


No matter how difficult it seems
YOU CAN DO IT!

Tools to help keep it visual

- Use images to express big ideas, because people make associations with pictures much faster than with words
- Use icons to highlight key points and abstract ideas
- Use bold and size of text to emphasise the key words and messages

Tools to help
KEEP IT VISUAL

- **Images: Express big ideas**
- **Icons: Clarify abstract concepts**
- **Text: Consistency and Focus**

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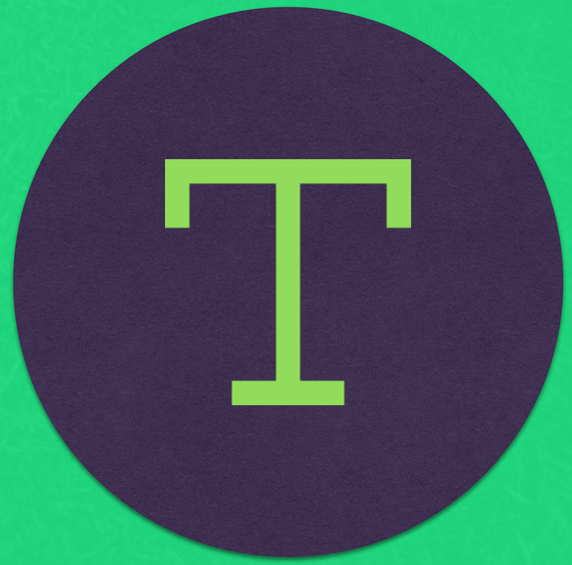
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IMAGES



ICONS



TYPE

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Best 3 Minutes best3minutes.com

Time for change to the transport system that has been so poor for so many years for so many people

- Our city's public transport system was created in the 1930's, when labour was cheap and demand was different to present day
- Times have changed and the way people travel to work and for leisure has changed too
- The car has become universal, so many like to drive - but the number of people has exploded, so although people are more independently mobile, public transport is a very necessary medium to get from A to B
- We need to bring the city's public transport system into the current century, and drag it from its poor origins and into a modern, thriving tool for the citizens of this city.



Created in 1930’s - Times have changed

Car & Public Transport both needed

Bring the system into the current millennium

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ACTION STEP

Spend 3 minutes to review your presentation

Are there any **bullet points** that need to be taken out?

Don't change it **now**: note down slide numbers to review **later**



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Could you focus on **conclusions**, not the data?

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Pitch tools and

RESOURCES





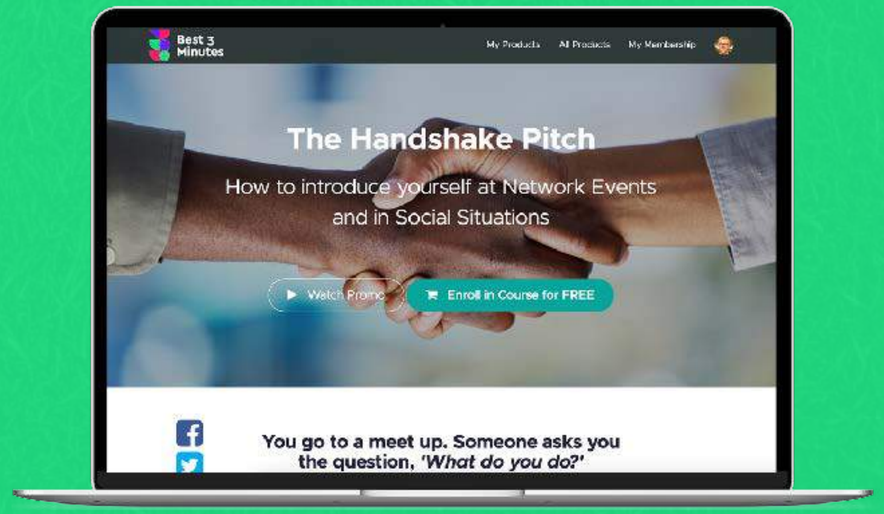


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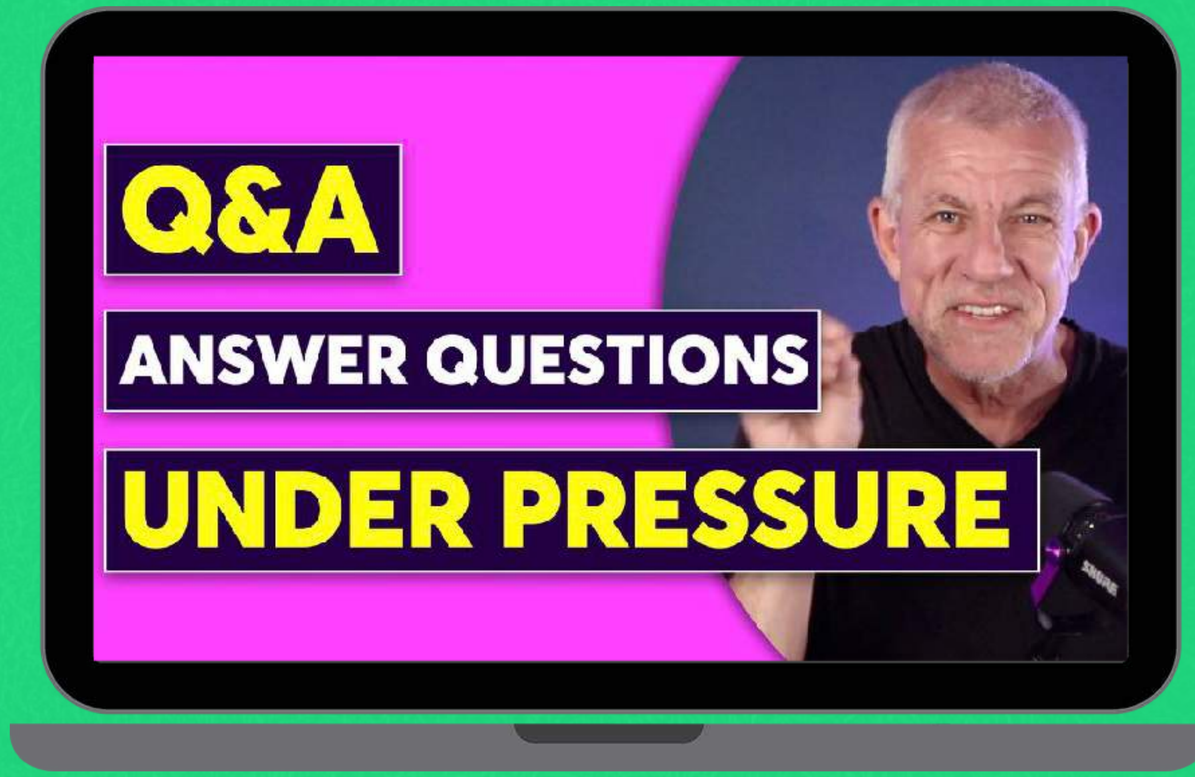








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