Index

A
Abbott, Scott, 149
administrative expenses, 130
advertising, 266
advisory board, 64, 65, 112
affiliate program, 30, 74
after-sales support, 167
agency business model, 93–94
Agulnik, David, 54
AirMouse, 197–198
Alibaba.com, 179
Altimimi, Saif, 38–40, 82
Amazon.com, 207
Ambeault, Jonathan, 66–68, 188–189
Anivac, 217–218
annual reports, 202
AnnualReports.com, 202
Ansoff’s growth matrix, 220
AOL, 137
Apple Computer, 59–60, 75, 107, 293
Appleby, Marc, 287–288
AppleCheeks Diapers, 8–9
Appleton, Amy, 8–9
Ash, Mary Kay, 261
assessments

d feasibility study, 126–134
go/no-go assessment, 128
market assessment. See market assessment
one-page business case, 118–125
self-assessment, 103–117
attributes, 167

B
Bacardi Rum, 78–79
Bachmann, Darrell and Colleen, 256–257
Bailey, Jamie, 161–162
Bajramovic, 197–198
Baker, Paul, 252–253
Balzac’s Coffee Roasters, 247–248
Banana Guard, 54, 112
Bank of Canada, 192
Barrier 2 Go, 222–223
barriers, 110
Beaumont, Stephen, 127, 203–204
behaviouristics, 46
benefits, 158, 167
Berg, Laura, 72, 73, 132–133
Berrys, Marilyn, 252–253
Bizminer.com, 202
Index

B.K.H. Jerky, 274–275
The Black Swan: The Impact of the Highly Improbable (Taleb), 14
BlackBerry, 96, 97–98
Blakely, Sara, 230, 273–274
Blockbuster, 29
blogging, 271
Borders, 196
Bottle Bin, 90, 91, 94–96, 119–120
Bowerman, Bill, 149, 229
brand definition, 139, 154–163
brand experience, 148, 150–151
brand messaging, 55
brand story, 148, 149
branding, 156–160, 162–163
Branson, Richard, 261, 267
break-even, 178
Brin, Sergey, 292
Brother, 137
bundling, 254, 259
Burgoyne, Doug, 27–28
business case, 120–122
business coach, 112
business cycle, 187–195, 199, 200–201
business manuals, 37
business market motives, 220
business model, 91–94
business plan, 294–295
business type, 46
Buster Rhino’s Southern BBQ Sauce, 268–269
buying motives, 25, 265

C
Cadbury, 157
Canadian Recycled Plastic Products, 160, 161–162
Canion, Rod, 49
CardSwap, 84–86
case studies, 289
cash flow, 33, 35, 37–38
catalyst for growth, 72–80
channel conflict, 232–233
Chipotle restaurants, 146–147, 159
Climans, Karyn, 230–231
corporate influence, 55
co-branding, 253, 254–255
Coca-Cola, 157, 211
Cohn, Mike, 6
Cold Stone Creamery, 255
collaboration with strategic partners, 62–71
collaborators, 109
commercial viability, 126
common goals, 64
Compaq Computers, 49–51, 74
competition sources, 209–210
competitive advantage, 211–212, 265
competitive landscape, 190, 200, 207–215
competitor strategy, 211
competitor SWOTs, 210–211
complementary products, 74
compound annual growth rate, 47, 129
concept assessment, 140
corporate influence, 55
confidentiality agreements, 170
consultative sales model, 277–278
c consumer market motives, 220
c contraction phase, 190, 191
c contribution margin, 178
C Cook, Marlene, 235–236
c copyright, 170
c core purpose, 156, 157–158
Corning Glass, 259
c corporate identity, 159
C Cortes, Francisco, 48
C Cortes, Zeala, 48
c cost estimation, 176, 177–178
c cost of goods sold, 130
c costs of running business, 130
C Courchesne, Guy and Janelle, 222–223
c cross-functional support, 64, 65
c current release features, 56
c cyclicality, 199, 200–201
c
D DaSilva, Katherine, 113–114
D De Monte, Michael, 142–143
c dealer promotions, 74
D Debus, Steven Sal, 45
c decline stage, 141
c delegators, 109
D Dell’Accio, Jack, 122–123
c demand drivers, 199, 201
c demographics, 46
c design criteria, 176
D Dig It Handwear, 147–148
c direct competition, 210
c direct mail, 242
c direct market entry point, 233–234
c direct sales, 241–242
c disruptable market, 44–52
c disruptive value propositions, 29
c distribution channels, 239–250
c distributors, 241, 243–244
c do-it-yourselfers, 109
c documentation, 167
D Domino’s Pizza, 68–70, 74
D Domo Tea, 212, 213–214
c door-to-door sales, 242
D Dorsey, Jack, 292
D Dow Chemical, 259
D Dow Corning, 259
D Dragons’ Den Guide to
D Dragons’ Den Playbook, 292–295
D Dragons’ Den Success Factors
catalyst for growth, 72–80
collaboration with strategic
c partners, 62–71
c concept assessment, 140
c disruptable market, 44–52
c lean feature set, 53–61
c prototypes, 14–22
c repeat revenue model, 33–43
c review, 293–294
c scalable business system, 81–89
D singular pain point, 3–13
D sustainable business model, 90–99
value proposition, 23–32
Dressed n’ Case, 174, 175
Dreyer’s, 259
Dyson, James, 26
Dyson vacuum cleaner, 23–26

E
Easy Padala, 47, 48–49
Eco-Freez Premium Coolants, 262–263
EcoTraction, 287–288
Edison, Jim, 63–64
education funds, 108
Els, Steve, 146
Elsener, Karl, 283
emergency fund, 108
emotional benefits, 158
emotional limits, 112
emotional value, 25, 26
Encyclopedia Britannica, 273
environment, 168
Essentia Memory Foam Mattress, 122–123
eStudent.ca, 113–114
Event Water Solutions, 252–253
evolutionary prototype, 14–22
expansion phase, 191
exploratory prototype, 16
external entities, 168

F
Facebook, 75, 270, 292, 293
Facundo, Don, 78
family, 111
FastGrowthDNA.com, 295
feasibility study, 126–134
feature goals, 55–56
feature prioritization, 55, 56
features, 158, 167
financial backing, 37
financial feasibility, 128, 130–131
financial limits, 112
financial proof-of-concept, 285, 290
financial resources, 108
financing cash flow, 38
FirstResearch.com, 202
5 whys, 110–111
fixed costs, 178
flexible suppliers, 83–84
focus groups, 5
FoodScrooge, 66–68, 188–189
franchising, 36, 74, 92–93, 94, 253, 257–258
freelance exchanges, 179
friends, 111
Frogbox, 27–28, 90, 91, 94, 159
functional features, 158
functional value, 25, 26

G
Gamble, James, 187
game changer, 207
general expenses, 130
geographics, 46
glossary of terms, 296–304
go/no-go assessment, 128
go-to-market speed, 56
go-to-market strategy, 74
creation of, 229–238
defined, 232–235
marketing program, 261–272
proof-of-concept, 283–291
sales process, 273–282
self-study workshop, 237–238
strategic relationships, 251–260
traditional distribution
channels, 239–250
goals, 106
GoClean Waterless Carwash, 279–280
Gold Network Canada, 193–194
Google, 179, 202, 292, 293
Graham, Benjamin, 25
Gretzky, Wayne, 196
gross profit calculation, 178
gross profit formula, 131
Grostern, Ilana, 8–9
Groupon, 19–21, 74, 159
growth business, 107
growth catalyst, 72–80
growth rates, 199–200
growth stage, 141
Gulak, Ben, 17–19

H
Hachey, David, 217–218
Handler, Elliot and Ruth, 229
Handley, Mark, 57–58
Haney, Chris, 149
HapiFoods Group, 76
Hartland, Lewis and Samson, 138–139
Harvey, Claudia, 147–148
Hasbro, 255
Hastings, Reed, 29
Hewlett-Packard, 251
high-priced items, 277–278
Hillberg & Berk, 284–285
Ho, Frances, 85–86
hobby business, 107
Holy Crap Cereal, 76–77
home party plans, 242
Honibe, 171–172
Horton, Tim, 10, 11
hybrid sales model, 278

I
IBISWorld.com, 202
IBM, 49, 50
idea protection, 170–171
ideal customer, 46, 47, 51–52, 217
identity, 156, 159
indirect competition, 210
indirect market entry point, 233–234
industrial design, 159, 176–177
industry analysis, 189, 196–206
Industry Canada, 179
industry information sources, 201–202
industry participants, 202
industry research firms, 202–203
industry trade associations, 201–202
intensity, 232–233
intermediaries, 234
introductory stage, 141
investing cash flow, 37
iPad, 59–60, 159, 207
iPhone, 96, 293

J
Jobs, Steve, 59, 137
Johannson, Wendy, 147–148
Johnson, Laurie, 104–105
Johnson & Johnson, 264
joint venture, 254, 258–259
Joyce, Ron, 10, 11

K
Kano model, 56
Keebler, Jonathan, 142–143
kelvin.23, 208–209, 254
key selling feature, 265
KickSpike, 256–257
Kirouac, Julia, 240–241
Knight, Phil, 149, 229
Kodak, 196, 207
Koster, Darrell and Beth, 268–269

L
Lalancette, David, 222–223
Lazaridis, Mike, 97
lean feature set, 53–61
LeBlanc, Clarence, 155–156
licensing, 36, 93, 94, 253, 255

lifestyle business, 107
lifetime value of a customer, 43
Lim, Scott and Raymond, 274–275
Liniger, Dave, 40
LinkedIn, 271
living expenses, 108
Loblaws, 254
location constraints, 130
long-term goals, 106
low-ticket items, 278
Lululemon Athletica, 283

M
MacGregor, Davin, 24
Mag Roll-Up, 104–105
major assets, 108
Mangal, Sunil, 54
Marcus, Andi, 165–166
market assessment
  business cycle, 187–195
  competitive landscape, 207–215
  industry analysis, 196–206
  target market analysis, 216–225
market dynamics, 218, 219–220
market entry channels, 233–234
market entry programs, 236–237
market entry strategy, 232–233
market feasibility, 128–129
market leaders, 199, 200
market needs analysis, 218, 220
market proof-of-concept, 285, 288–289
market research, 189–190
market segment, 46, 219
market segmentation, 218, 219
market size, 46–47
market size analysis, 218
marketing communications, 263, 264–266
marketing program, 261–272
marketing pull, 236–237
MarketResearch.com, 202
Mason, Andrew, 19
Mattel, Inc., 229
Mattson, Harold, 229
maturity stage, 141
MaxReverse shoes, 14, 15
McCaw, Trevor, 27, 28
McDonald’s, 257–258
McTasney, Marissa, 151–152
medium-term goals, 106
Melloy, John, 59
merchant business model, 93
message platform, 265
micro-economies, 198
Microsoft Corp., 75
Mielke, Rachel, 284–285
MillerCoors, 259
Mint.com, 86–88, 207
Mistura, 165–166
mock-up, 16
Modrobes Clothing Lines & Store, 44–45
Molson Coors, 259
Monaghan, Tom, 68
Monetary Policy Report, 192
monetary value, 25, 26
Moore, Geoffrey, 264
Moscovitz, Ken, 261–263
Moxie Trades Work Wear, 3, 4, 151–152
Mullins, Brian and Corin, 76–77
My Smart Hands, 72, 73, 132–133
N
National Bureau of Economic Research, 193
net worth, 108
Netflix, 29–31, 74, 157
New York Times, 157
Nichol, Dave, 254
Nike, Inc., 149, 229
non-compete agreements, 170
non-disclosure agreements, 170
non-functional features, 158
NoteWagon, 38–40, 81, 82
Nud Fud, 240–241
O
observation, 6
Occam’s razor, 53
Olivier skin care products, 155–156
Olsen, Diana, 247–248
Olssen, Tammy, 213–214
Omane, Miles, 24
one-on-one interviews, 5
one-page business case, 118–125
one-to-many programs, 266–268
operating cash flow, 37
operating profit formula, 131
operational concept, 150, 167
outcomes, 106
owner/operator models, 93–94

P
Page, Larry, 292
pain point prioritization, 7–8
pain points, 3–13
Panasonic Toughbook, 159, 167
Papa John’s Pizza, 283
patents, 170
Patzer, Aaron, 86
peak phase, 191
Pelletier, Pierre, 155–156
PepsiCo, 259
per-unit cost, 177–178
personal boundaries, 112
personal inventory, 107
personal motivation, 105–106
personal resources, 107–108
personality type, 109–110
piggyback marketing, 75
planned release features, 56
point of differentiation, 156, 158–159, 167
Pop-Up Pylon, 63–64
positioning, 264
pricing model, 43
private labelling, 253, 254
problem avoider, 110
problem-solving approach, 109–110
Procter, Williams, 187
Procter & Gamble, 187
producer business model, 93
product-centric approach, 92–93
product definition, 139, 164–173
product description, 166, 167
product description methods
brand definition, 154–163
product definition, 164–173
product development, 174–183
storytelling, 146–153
product development, 139, 174–183
product environment, 166, 167–168
product lifecycle, 140–142
product line extension, 166, 169
product protections, 166
product prototyping, 17
product reaction, 166, 169
product revenue, 36
product roadmap, 55, 56, 137–145
product stakeholders, 166, 168–169
profitability, 131
proof-of-concept, 25, 283–291
proof points, 285–286
proprietary features, 167
prototype reviews, 6, 21–22
prototypes, 14–22
psychographics, 46
publicity, 267–268
Q
Q Water, 126, 127, 203–204
Quicken, 207
QVC, 75
Qwikster.com, 157

R
Rand McNally, 137
rapid prototyping, 16–17
rational benefits, 158
Ray, Tim, 66–68, 188–189
Re/Max, 40–41
rebranding, 159–160
recurring revenues, 35
Red Bull Cola, 211–212
Redbox, 29
referral sources, 179
release features, 56
repeat customers, 83, 84
repeat revenue model, 33–43
repeatable process, 83
Research in Motion, 96, 97–98
retail locations, 245–246
retailers, 241, 244–245
retirement funds, 108
return on investment (ROI), 121
revenue estimates, 130
revenue formula, 130
revenue model, 35, 36
revenue sources, 35
Rhinobag, 57–58
Ries, Al, 264
risk manager, 110
risk taker, 110
risk tolerance, 110
role modelling, 106
root cause analysis, 110
Rosadiuk, Kimberley, 175
Rowe, John and Justin, 171–172
Royes, Kevin, 208–209

S
SABMiller, 259
Sajan, Amin, 54
sales calls, 242
sales collateral, 265–266
sales cycle, 276–277
sales model, 277–278
sales process, 273–282
sales promotion, 271
sales push, 236–237
scalability, 35, 36–37, 83–84
scalable business system, 81–89
Schellenberg, Max, 14, 15
Schmidt, George, 104–105
Schnatter, John, 283
Schultz, Howard, 149
ScribbleLive, 142–143
seasonality, 201
second mover strategy, 49
the Segway, 18
Selchow & Righter, 255
self-assessment, 103–117
self-study workshop advisory team, 70–71
brand story and brand experience, 153
branding, 162–163
business cycle, 195
business model, 98–99
catalyst for growth, 79–80
competitive landscape, 214–215
feasibility study, 133–134
go-to-market strategy, 237–238
ideal customer, 51–52
industry analysis, 205–206
lean feature set, 61
marketing program, 272
one-page business case, 124–125
product definition, 172–173
product development, 182–183
product roadmap, 144–145
proof-of-concept, 290–291
prototype review, 21–22
repeat revenue model, 42–43
sales channels identification, 249–250
sales process, 281–282
scalable business, 88–89
self-assessment, 114–117
singular pain point, 11–13
strategic relationships, 260
target market analysis, 224–225
value proposition, 31–32
selling expenses, 130
service fees, 36
service prototyping, 17
Serviceable Available Market (SAM), 47, 129
Serviceable Obtainable Market (SOM), 47, 129
The 7 Virtues, 180, 181–182
short-term goals, 106
Sinclair, Edith, 175
singular pain point, 3–13
60-second sales pitch, 278–279
social media, 270
sourcing suppliers and vendors, 176, 178–179
Spanx, 230, 273
Squito Wear, 174, 175
staffing process, 37
stakeholders, 121, 168–169
standardized output, 83, 84
Starbucks, 149, 211, 259, 264
Starbucks Ice Cream, 259
Statistics Canada, 193, 202
Stegemann, Barb, 180, 181–182
storytelling, 139, 146–153
strategic initiatives, 56
strategic investors, 75
strategic partnerships, 62–71
strategic relationships, 251–260
STR8TS Puzzle Game, 33, 34
subject matter experts (SMEs), 65
Success Factors. See Dragons’ Den Success Factors
superior value, 25, 26
supplier evaluation, 176, 179–180
supplier process, 37
support circle, 111–112
survey techniques, 5–6
sustainable business model, 90–99
Swartman, Shawn, 38–40, 82
Swiss Army knife, 283, 292
Symantec, 157

T
Tail Wags Helmet Covers, 230–231
Taleb, Nassim, 14
TAM/SAM/SOM analysis, 47
Target, 211
target a disruptable market, 44–52
target market, 46, 218, 221–222
target market analysis, 190,
216–225
Tazo Tea Company, 259
TechCrunch, 26
technical constraints, 129–130
technical feasibility, 128, 129–130
technical proof-of-concept, 285, 286
technical resources, 129
Tekela, Paula, 127, 203–204
teleselling, 242
Tessler, Oren, 197–198
testimonials, 289
ThePoint.com, 20
ThomasNet, 179
Tiffany, Charles Lewis, 187
Tiffany & Co., 187
Tim Hortons, 10–11, 158–159, 211, 255, 264
time constraints, 130
time limits, 112
time resources, 107
Total Available Market (TAM), 47, 129
touchpoints, 150–151
Toyota Corporation, 110
trade-off criteria, 177
trade shows, 270
trademarks, 170
traditional distribution channels, 239–250
transaction fees, 36
transactional sales model, 278
trends, 199
Trivial Pursuit, 149, 255
trough phase, 190, 191
Trout, Jack, 264
Trump, Donald, 261
Tupperware, 239
Twitter, 157, 271, 292

U
Uens, Randy, 57–58
Unilever, 259
unique selling proposition, 265
Uno Dicycle, 17–19
Urban Cultivator, 23, 24
use case, 25–26, 31
user-generated content, 75
user story, 6–7
V
validation, 16
value proposition, 23–32
variable costs, 178
verification, 16
Verizon, 157
viral marketing, 74
Virgin brand, 261, 267
visual identity, 156, 159

W
Wallace, Tim, 193–194
Walmart, 211
waste elimination, 55
Watson, Mark, 287–288
website, 242, 265
Widderich, Jeff, 33, 34
Wikipedia, 75
Wile E. Coyote Effect, 90
William of Occam, 53
Williams, Andy, 95, 119
Williams, Chris, Trevor and Kathleen, 94–96, 119
Wilson, Chip, 283
Wise, Brownie, 239
Wiseman, Trudie, 161–162
Wolfe, Tarren, 24
Woofstock, 235–236
word-of-mouth marketing, 269–270
work style, 109
workshops, 5

Y
Yashpal, Sunny, 279–280
Yeo, Anne, 213–214
Young, John B., 187
Yukon Smoked Salmon, 138–139

Z
Zuckerberg, Mark, 292