Startup Programme – Deliverables Manual

Your practical guide to developing your project and preparing the deliverables for the Startup Programme

STARTUP PROGRAMME

Jonk Entrepreneuren Luxembourg
Member of JA Worldwide

Contents

Using the Deliverables Manual

Alongside the courses at your respective schools, your knowledge, and your own research, this guide provides teams with a clear structure for the various deliverables expected as part of the Startup Programme.
It is the common thread that helps you develop your files from Pitch 1 to Pitch 2 and gives guidance on the specific content required.

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PITCH 1

The first Pitch is about sharing your startup idea. Explain the problem or observation that led you to develop an innovative solution.
To do this, before the date of the oral Pitch, you will need to submit a file that includes:

A Lean Canvas

The Lean Canvas is a one-page visual tool used to summarize a startup: the problem, the solution, the customers, what makes the idea different, and how the project can work. It is better suited to a Startup than a Business Model Canvas (BMC) because it helps you move quickly, clarify the essentials, and test an idea. The Business Model Canvas, on the other hand, is used for businesses that are already established in the market.
The Lean Canvas helps test a startup idea.
The BMC helps explain the company's complete business model.
Complete the Lean Canvas before writing the Business Plan, as the Business Plan is based on your Lean Canvas.

The Lean Canvas is particularly well-suited to startups because it helps focus on the essentials: what problem we want to solve, who we want to solve it for, what solution we offer, and how the project can work.

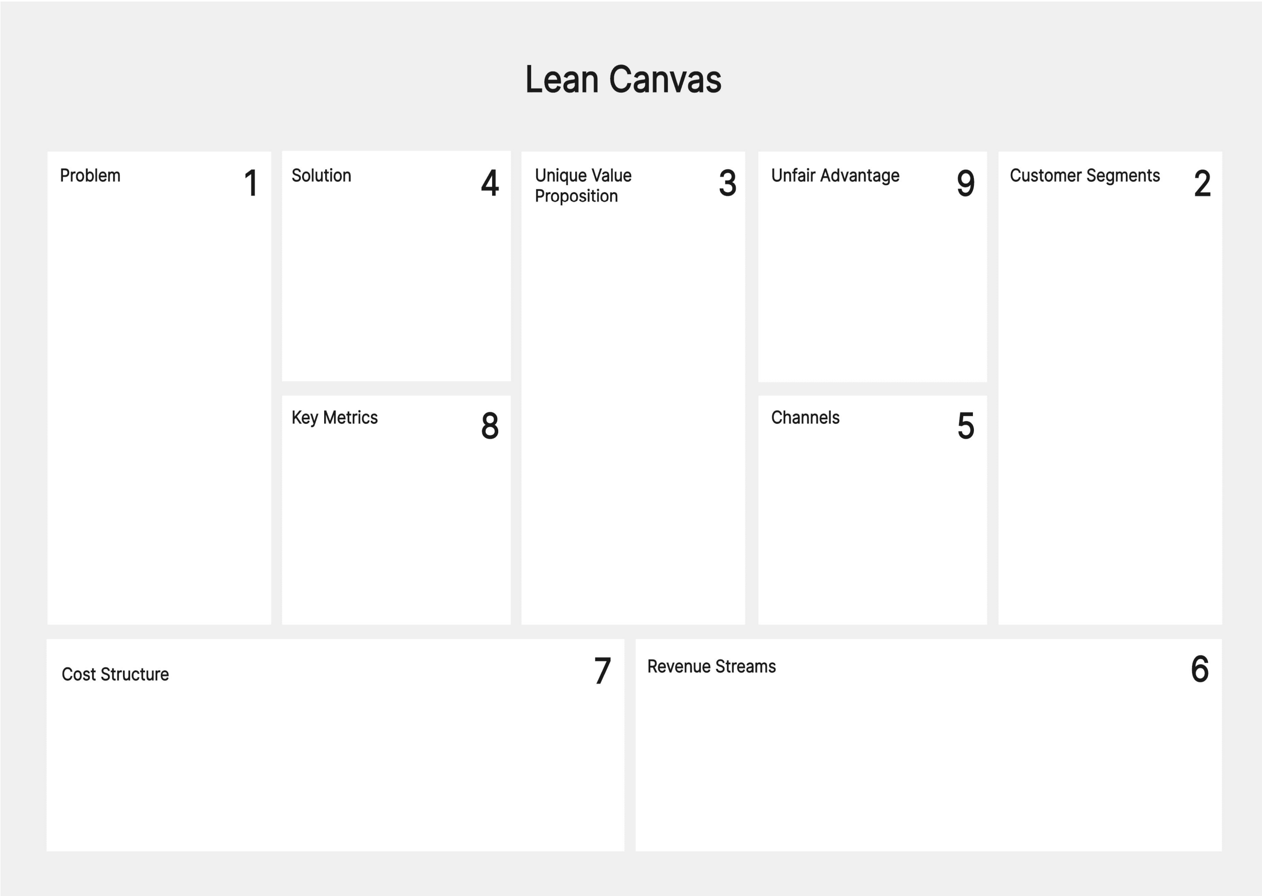
It is a very useful tool at the beginning of a project because it allows you to quickly test an idea before writing a more comprehensive business plan.

What should you put in each box?

1. Problem
Indicate the 1 to 3 main problems your future users face. You need to show that this problem is real, significant, and worth solving.
2. Customer Segments
Specify who your project is intended for. Describe as clearly as possible the people or groups of people affected by the problem and the early users you want to target.
A customer segment is a specific group of people who have the same problem and would use your product in a similar way.
Your product is not intended for "everyone."
3. Unique Value Proposition
Summarize in one clear sentence what makes your project useful and attractive. This box should explain why your solution is interesting and why people should choose it.
4. Solution
Present your solution simply. Explain concretely what you are offering to address the identified problem.
5. Channels
Explain how you are going to make your project known and reach your customers. This may be through social media, word of mouth, partnerships, events, a community, a platform, etc.
6. Revenue Streams
Indicate how the project can make money. For example: direct sales, subscription, commission, freemium, service provision, licensing, etc.
7. Cost Structure
Present the project's main expenses. This may include development, communication, tools, production, travel, salaries, or other costs necessary for operations.
8. Key Metrics
Choose a few indicators that will show whether the project is moving in the right direction. For example: number of users, sales, downloads, retention rate, acquisition cost, revenue.

9. Unfair Advantage / Differentiating Advantage
Explain what makes your project difficult to copy or stronger than others. This could be expertise, a network, technology, a community, a particular experience, or an original idea well adapted to the need.

You can directly download the LEAN CANVAS template via this link under the Documents to download section : [Startup Programme 2026-2027 – Jonk Entrepreneuren]



A Business Plan

Business Plan: min. 4, max. 6 pages

A business plan is a document that presents your startup project in a structured and credible way. It explains what you want to launch, what need you are addressing, who it is intended for, how your business will operate, and how it can become economically viable.
It demonstrates that the idea is not only interesting, but also based on a genuine plan: it describes the market, target customers, value proposition, business model, required resources, and project objectives. It also helps convince partners, a jury, funders, or incubators that the startup can be developed seriously.

The difference between the Business Plan required for Pitch 1 and the one for Pitch 2 is that prototyping is not required at the idea presentation stage, and the financial plan with the project's viability is not yet necessary at this point.
The first business plan is mainly based on market analysis and the value proposition of your product or service.

➔ *Here, work more deeply on the market, your target audience, and understanding what your customer needs. Think back to the Kick-Off and Design Thinking so you can start from a human-centered method.*

➔ You will need to begin with a market analysis to understand your customer and whether the competition is doing something similar. Will you be the first to create this product or service? Who is my audience, who is my target? Create Personas in order to target your potential customers.

The Business Plan allows you to:

1. **Clarify your vision** : Define your mission and your short- and long-term goals.
2. **Plan your strategy** : Identify the steps to develop your product, communicate effectively, and manage your operations.
3. **Communicate your project** : Present your idea clearly and in a structured way to partners, investors, or juries.
4. **Plan your finances** : Assess your costs, anticipate your revenue, and identify your financing needs.
5. **Analyze risks** : Study the market and the competition to better understand the challenges ahead.
6. **Manage your resources** : Allocate your time, budget, and efforts strategically.
7. **Measure your progress** : Compare your results with your goals and adjust your strategy accordingly.
8. **Convince** : A solid business plan inspires confidence and can make it easier to secure funding.
9. **Comply with legal obligations** : Understand the basic rules related to your activity.
10. **Ensure long-term viability** : Build solid foundations for the growth and sustainability of your company.

A Moodboard

A moodboard or inspiration board is a visual collection of images, colours, typography, styles, and references used to convey the world and identity of a project.

For a startup, it helps make the idea more concrete, showcase the atmosphere of the brand or product, and help others quickly understand what you want to create.

For a startup, it makes the idea more concrete, shows the atmosphere of the brand or product, and helps others quickly understand what you want to create.
A Moodboard helps you find inspiration, create visual consistency for your project, serve as a brainstorming tool, and define your company's visual identity.
To create it, start by gathering inspiring images, words, typography, colours, logos, or textures. Analyze each element to understand why you chose it, then select the most representative ones to create a coherent whole. Then assemble your Moodboard in PowerPoint, Canva, or another tool, taking care with the layout to achieve a clear and professional result.

Example :

This moodboard illustrates the universe of an upcycled fabric brand that combines elegance, innovation, quality, and environmental commitment. Through a palette of natural colours, craft elements, and inspirations drawn from quiet luxury, it conveys a refined and timeless brand identity. Each visual was selected to tell a coherent story, highlight innovation in service of the circular economy, communicate the values of sustainability, craftsmanship, and excellence, and demonstrate that an upcycled material can be synonymous with sophistication, creativity, and performance.

- ➔ During your presentation, your Moodboard, which you will have submitted beforehand, will be displayed on a screen so that your idea and your universe can be understood.

- ➔ A more detailed explanation of the Moodboard can be found in the appendices.

For consistency, when you send it, it must be possible for us to integrate it into a PowerPoint without having to request access through Canva, for example.

Pitch 1 – Jury

The jury will have read your file in advance. It will therefore not be necessary to explain everything in detail during this oral pitch, which lasts 2 minutes, in the spirit of an elevator pitch.

An Elevator Pitch is a very short, clear, and convincing presentation of your startup that briefly explains what problem you are solving, your solution, and why your idea deserves attention.

Your session will then be followed by a question-and-answer session with the jury, during which details and comments can be shared.

Details about presentation times will be communicated in advance by email. The details of the day are communicated in the **Digital Guide of the Startup Programme**.

→ To pitch like professionals, do not miss the Pitch Masterclass !

1. Company Description and Mission
Describe what your company does and why it exists. The mission is your reason for being – what you aspire to achieve in the long term. One sentence or a short paragraph is sufficient.

Examples:

- *Google* :. organize the world's information and make it universally accessible and useful
- *Apple* : deliver the best user experience through innovative products and services

2. The Problem
Clearly explain the problem you are seeking to solve.
- What needs exist in the market ?
- Why is the problem worth solving ?
- What solutions already exist and what are their limits ?

3. The Solution
Present your product or service.
- How will the customer use it ?
- How does your solution effectively address the identified problem?
- What unique value do you bring ?

4. The competition / The market
Show that you know your market.
- Who are your main competitors?
- Who is your target audience (your ideal customers)?
- What is your added value or differentiating factor?

PITCH 2

Between Pitch 1 and Pitch 2, your project must evolve from an innovative idea supported by research into a developed and realistic proposition. Use the feedback received, your research, your tests, and your prototyping to refine your project and strengthen your business model.

To do this, before the date of the oral Pitch, you will need to submit a file that includes:

A Lean Canvas

Your Lean Canvas will naturally evolve with your project. Submit the new Lean Canvas with the elements that have changed since the first version, taking into account the improvements made to your Startup.

A business plan

Business Plan: min. 5, max. 10 pages

Send us the Business Plan as it has evolved with your project.
It should also include a presentation of a prototype.

- ➔ **Do not miss the Prototyping Masterclass. The date of the session will be sent to you later by email.**

This document should provide an in-depth presentation of your entire project. You may include your logo and colours and visually highlight important elements.

1. Company Description and Mission

Explain what your company does, its reason for being, its values, and the vision it aims to promote. The mission must clarify why the project exists.

2. Team

Introduce the members of your team, their skills, their roles, and the strengths that make you the right team to lead this project. Also mention the experts or mentors supporting you.
It is important to show that your project is supported by potential partners/sponsors.

3. The problem

Clearly describe:
• the problem you are seeking to solve,
• who experiences it and why,
• the importance and frequency of the problem,
• existing solutions and their limitations.

Your project must address a genuine, verifiable, and important need for a sufficiently large group of people.

4. Solution

Present your product or service and explain how it:
• addresses the identified problem,
• provides an innovation,
• differentiates itself from alternatives,
• can be scalable (digitalization, automation, geographical expansion, subscription model, etc.).

5. Market, Target Customers, and Opportunities

Describe:
• the size of the market,
• your target customers,
• their needs, behaviours, habits and frustrations
• the trends observed in your sector.

The market analysis must be supported by real figures (e.g. Statec, Eurostat data, etc.).

Field Validation
Talk to potential customers.
This is essential for a credible project.
You must:
• ask questions,
• observe their actual needs,
• understand their current habits,
• identify what frustrates them,
• test your initial ideas.

Mention in your business plan :
• the number of people interviewed,
• what you learned,
• what you changed as a result of this feedback.

6. Competition and Partner Research

Present your direct and indirect competitors and explain what differentiates you, optionally using a comparison table.

Add a section on your potential partners:
• industry professionals,
• brands,
• institutions,
• associations,
• experts,
• influencers,
• companies that share your target audience.

Explain:
• why a partnership is valuable,
• what it brings to your project (credibility, visibility, resources),
• how it can accelerate your development.

7. Sales and Marketing Strategy

Describe how you plan to:
• attract your customers' attention,
• communicate with them,
• convince them to buy,
• complete the sale,
• retain them.

Your strategies must be consistent with your target audience (e.g. young people – social media rather than LinkedIn).

8. Business Model

Clearly explain:
• how you will generate revenue,
• your different potential revenue streams.

9. Financial Projections

There is no need for complex tables.
Present simple charts:
• sales,
• number of customers,
• expenses,
• projected profits.

➔ **You can use the Excel model provided for your calculations : https://jonk-entrepreneuren.lu/wp-content/uploads/2026/09/Financial-Plan.xlsx**

General logic to follow :

1. Identify startup costs and monthly expenses.
2. Estimate realistic revenue based on
3. a real market,
4. official figures,
5. and coherent assumptions.
6. Build your business model (subscriptions, advertising, partnerships, sponsors, public aid, etc.).
7. If revenue is insufficient, look for other sources of funding.

Summary

Your submission must demonstrate that you:
- address a real problem,
- provide an innovative and scalable solution
- know your market,
- have spoken with potential customers,

- have identified your competitors,
- understand how to sell and generate revenue
- can surround yourself with relevant partners.

➔ You are not just presenting an idea: you are showing a credible, thoughtful, and structured entrepreneurial project.

A Pitch Deck

You will have 4 minutes to pitch and 10 minutes for Questions & Answers.

You must submit 5 to 6 slides maximum in PPT format. Work carefully on the form of the pitch and try to tell a story.

➔ I invite you to register for the Masterclass training : How to pitch.
More information about the date and time will be shared by email, as well as via the following link under the Links to Masterclasses section:
[Startup Programme 2026-2027 – Jonk Entrepreneuren]

Watch pitches on YouTube delivered as part of TEDx. You can follow the structure below (not mandatory; you can be original/innovative), and try to tell a story:

1. Hook: capture attention from the start
The hook is the first thing your audience sees or hears. It must capture attention and spark curiosity. It is what makes the jury want to keep listening to you.

How to create it:

Use a strong visual (striking image, surprising graph)
Tell a short, memorable anecdote
Ask an intriguing question
Give a surprising figure
Show a symbolic object that illustrates your problem
Examples:

"Every day, thousands of entrepreneurs give up because of overly complicated administrative procedures."

Show a small object, such as a broken key, to symbolize an obstacle to overcome.

"What if we could turn a major problem into an opportunity for everyone?"

2. The problem: make them feel the situation

Explain what the problem is or why you decided to launch this project. Do not just list points: tell a story to put the jury in the shoes of the people concerned.
Use a mini-story or a striking testimony to create an emotional connection.
Put the problem in a specific context: the more concrete it is, the more convincing it is.
Example:
"Imagine an entrepreneur looking for funding for their startup but facing complex administrative obstacles. Thousands of people are experiencing this situation today, and we have a solution for them."

3. The solution you offer
Present your offer or product in a visual and engaging way.
Let your audience experience a mini-test of your solution.
If appropriate, involve a member of the jury with a simple question.
The goal is to make the presentation interactive and concrete, not merely theoretical.
If you already have a prototype, present it.

4. The market
Explain your market.
Give key figures.
Show how you bring something new to your customers.
Connect your project to a current trend: digital transformation, ecology, changing behaviours, etc.

5. Business model
Present how your project will generate money.
Use an image or an analogy rather than an overly technical explanation.
The goal is for the jury to understand your model immediately.
Example:
"Our business model is like an online café: a monthly subscription for exclusive services and pay-per-use for premium features."

6. Financial projections
Include the key figures: projected revenue,costs, amount of funding needed.

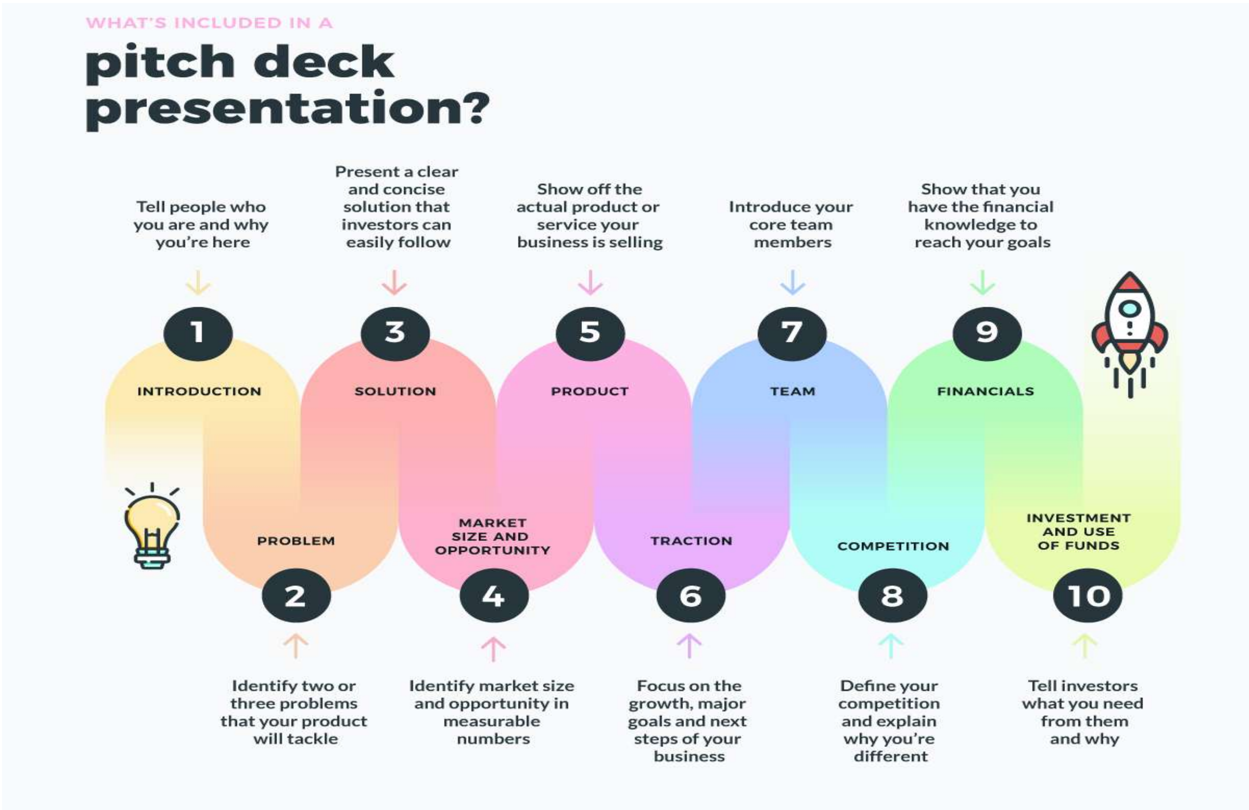
7. The team: not just CVs, but a shared mission
Present the team as a group of people sharing a mission, not just as a list of skills.
Highlight anecdotes or moments of solidarity and innovation.
Mention all partners, coaches, and sponsors.

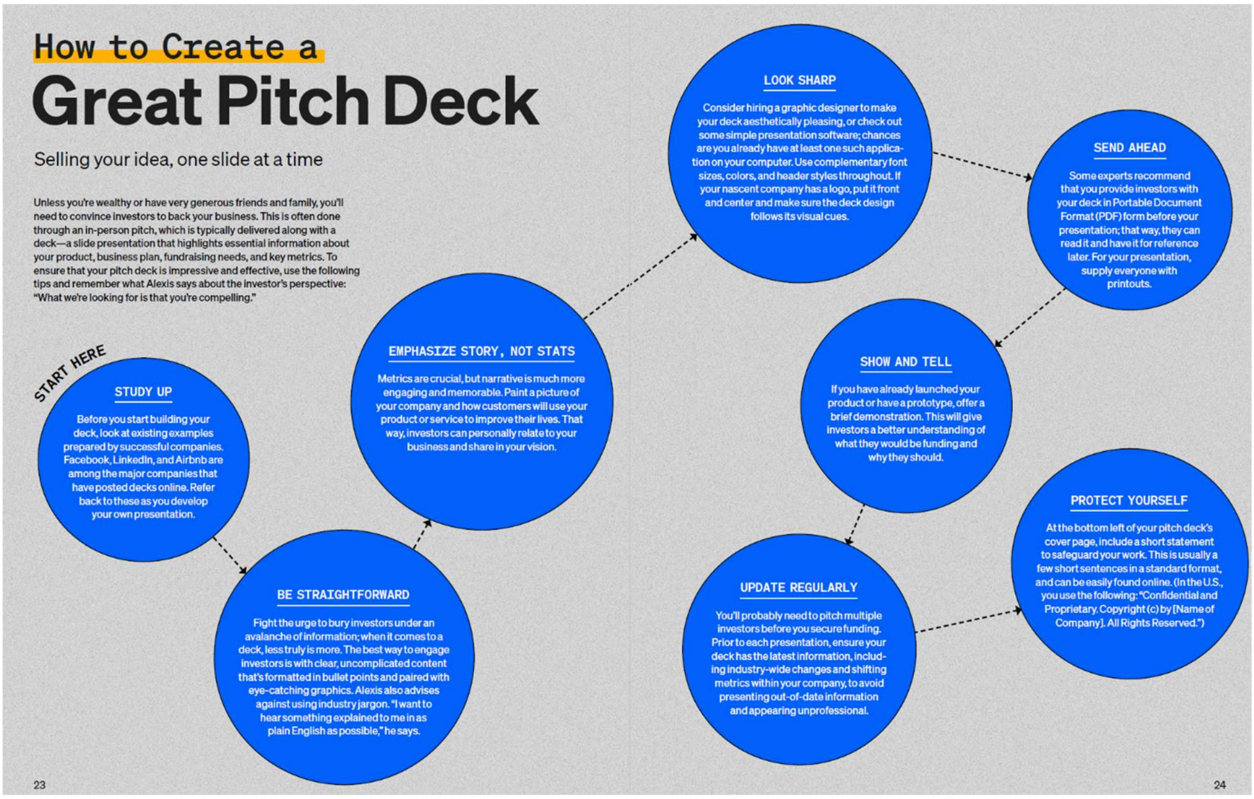
8. Action plan
Clearly explain the next steps of the project:
setting up partnerships,
searching for investors or experts,
and be ready to explain how you will achieve your goals.

9. Call to Action
End with an invitation to act:
"Join us on this adventure! Test our solution, support our project, and together, let's make things move!"

Your Pitch is your opportunity to convince. It is not only about explaining an idea, but about telling a compelling story that makes people want to learn more. During your presentation, make sure you include a strong element every 10 to 15 seconds to maintain the audience's attention.

👉 Be creative, tell a story, and take the jury into your world. A good Pitch captures attention from the very first sentence.


WHAT'S INCLUDED IN A
pitch deck presentation?
Tell people who you are and why you're here
1
INTRODUCTION
Present a clear and concise solution that investors can easily follow
3
SOLUTION
Show off the actual product or service your business is selling
5
PRODUCT
Introduce your core team members
7
TEAM
Show that you have the financial knowledge to reach your goals
9
FINANCIALS
PROBLEM
2
Identify two or three problems that your product will tackle
MARKET SIZE AND OPPORTUNITY
4
Identify market size and opportunity in measurable numbers
TRACTION
6
Focus on the growth, major goals and next steps of your business
COMPETITION
8
Define your competition and explain why you're different
INVESTMENT AND USE OF FUNDS
10
Tell investors what you need from them and why


How to Create a
Great Pitch Deck
Selling your idea, one slide at a time
Unless you're wealthy or have very generous friends and family, you'll need to convince investors to back your business. This is often done through an in-person pitch, which is typically delivered along with a deck—a slide presentation that highlights essential information about your product, business plan, fundraising needs, and key metrics. To ensure that your pitch deck is impressive and effective, use the following tips and remember what Alexis says about the investor's perspective: "What we're looking for is that you're compelling."
START HERE
STUDY UP
Before you start building your deck, look at existing examples prepared by successful companies. Facebook, LinkedIn, and Airbnb are among the major companies that have posted decks online. Refer back to these as you develop your own presentation.
BE STRAIGHTFORWARD
Fight the urge to bury investors under an avalanche of information; when it comes to a deck, less truly is more. The best way to engage investors is with clear, uncomplicated content that's formatted in bullet points and paired with eye-catching graphics. Alexis also advises against using industry jargon. "I want to hear something explained to me in as plain English as possible," he says.
EMPHASIZE STORY, NOT STATS
Metrics are crucial, but narrative is much more engaging and memorable. Paint a picture of your company and how customers will use your product or service to improve their lives. That way, investors can personally relate to your business and share in your vision.
LOOK SHARP
Consider hiring a graphic designer to make your deck aesthetically pleasing, or check out some simple presentation software; chances are you already have at least one such application on your computer. Use complementary font sizes, colors, and header styles throughout. If your nascent company has a logo, put it front and center and make sure the deck design follows its visual cues.
SEND AHEAD
Some experts recommend that you provide investors with your deck in Portable Document Format (PDF) form before your presentation; that way, they can read it and have it for reference later. For your presentation, supply everyone with printouts.
SHOW AND TELL
If you have already launched your product or have a prototype, offer a brief demonstration. This will give investors a better understanding of what they would be funding and why they should.
UPDATE REGULARLY
You'll probably need to pitch multiple investors before you secure funding. Prior to each presentation, ensure your deck has the latest information, including industry-wide changes and shifting metrics within your company, to avoid presenting out-of-date information and appearing unprofessional.
PROTECT YOURSELF
At the bottom left of your pitch deck's cover page, include a short statement to safeguard your work. This is usually a few short sentences in a standard format, and can be easily found online. (In the U.S., you use the following: "Confidential and Proprietary. Copyright (c) by [Name of Company]. All Rights Reserved.")
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