APPENDIX D. PROCESS MAPS OF STARTUP’S NEW VENTURE CREATION PROCESS

Nine process maps, one for each startup in the sample were created to better understand the process of the startup new venture creation process. Note that the process maps are too large to be stored and printed in a single sheet of letter sized paper. They have been saved as this separate supplementary content document for this dissertation. Business Process Modeling (BPMN 2.0) software (https://bpmn.io) was used to create the process maps of the startups in this sample. Basic symbols used in the process maps are noted in the Appendix D notation in the dissertation.
Start-up B Process Map

- Founded
- Founded by entrepreneur
- Started my business
- Search for commercial property
- Continue search for commercial property
- Run booths at public education community event
- Run booths at 2x local university entrepreneurship events
- Founders commit to business full time
- Set up online store on business website
- Lessons learned:
  1. Event ticket sales & attendance were poor.
  2. Lack of event planning had big impact.
  3. The advertising they used was targeted at university students only.
  4. Conversion rates from social media advertising were only 20%.
  5. Challenges in coordinating vendors and customers were underestimated.
  6. Event entertainers were only sourced at last minute.
  7. Unable to arrange local businesses to sell their wares at event as had been hoped.

2.2.2 Public Awareness
- Publicity
- 3 criteria:
  - Accessibility,
  - Location,
  - Size,
  - Raise public awareness & gain feedback

2.2.5 Begin planning for pop-up event #1
- Identify 2 types of potential consumers
  - Individuals who want to teach
  - Individuals who want to learn
- Collate database of email addresses of booth visitors
- Pop-up event #1 held
- Demonstrate business model to potential investors
- Enable online sales of pop-up event tickets
- Late advertising of pop-up event
  - Social media
  - Flyers
  - Posters

2.2.10 Lessons learned:
- Lack of permanent commercial space hindering success of business.
- Attendance again low
  - There seemed to be an apathy amongst local residents
  - Preventing them from attending local events.
- Lack of funding was proving to be fatal for company prospects

2.2.12 Lessons learned:
- Lack of permanent commercial space hindering success of business.
- Continue search for permanent commercial space
- Lessons learned:
  1. Lack of permanent commercial space hindering success of business.
  2. Attendance again low
  3. Lack of funding was proving to be fatal for company prospects

2.2.14 Business closed
**TIMELINE**

- **Nov 2015**
- **Dec 2015**
- **June 2016**
- **Aug 2016**
- **Nov 2016**
- **Dec 2016**

**STARTUP D**

2.2.1 Founded
2.2.2 Make 33 bookings
2.2.3 Business Shutter Temporarily
2.2.4 Marketing Coverage
2.2.5 Continue business on manual process
2.2.6/7/8/9/10 Setting up site to onboard supply side customers
2.2.7/8/9/10 Receiving feedback from both sides
2.2.11 Increased interest from demand side customers
2.2.12 Addition of traffic information
2.2.13 Launch Branded Map
2.2.14 Work with local government to regulate business
2.2.15 Launch Integrated Map
2.2.16 Receiving Customer Feedback
2.2.17 Delay in GoLive of WebPlatform
2.2.18 WebPlatform Testing (6 Supply Side customers at this point)
2.2.19 Website Go Live
2.2.20 Begin discussions with major demand side customers (Canada Wide)

**SUPPLY SIDE - CUSTOMERS**
- Local Real Estate 
  Development Company
- Group of individual space owners

**DEMAND SIDE - CUSTOMERS**
- Individual Space Leasor
- Major Canada Wide Event Organiser
TIMELINE

JUN 2015
SEP 2015
NOV 2015
MAR 2016
DEC 2015
JAN 2016
MAY 2016
APR 2016
JUN 2016
JUL 2016
AUG 2016
SEP 2016
OCT 2016
DEC 2016

STARTUP H

Idea

2.2.1 Founded
Offered online e-Counselling & articles on Mental Health

2.2.3 Begin Discussions with University #1 Student Mentors
Overcame Challenges in Multi Silo WebPlatform Approach?

2.2.4 One Common Platform for all User Types

2.2.7 Meeting #2 w University #1 Counselling Services Dept

2.2.3 Concept of Individual WebPages tailored to specific user types

2.2.2 Meeting #1 w University #1 Counselling Services Dept

2.2.9 Meeting #3 with University #1 Counselling Services Dept

2.2.8 Begin Discussions w Non University Online counselling Services
Determine Online Counselling Concept is non unique

2.2.9 Online Chat Service offered instead of e-counselling
Informational Fact finding / Sales Pitch

2.2.10 Meeting #1 w University #2 Counselling Dept
Sales Pitch

2.2.11 Meeting #1 with online e-counselling community
Discover e-counselling concept is very early stage

2.2.12 Meeting w Potential Psychologist partner

2.2.13 Follow Up Meeting w OnCampus Student peer support group
Agreement to perform Online chat function

2.2.14 Meeting #4 w University #1 Counselling Services Dept

2.2.15 Cold emailing Different Universities contact list online
Test market

2.2.16 Meeting #5 w University #1 Counselling Services Dept

2.2.16 Decide to change concept - Chatbot instead of human chat functions
Decide to launch WebPlatform Pilot specific to University #1
Local University Counselling services Sales Agreement

2.2.16 WebPlatform Modification #1

2.2.17 Meeting #1 w University #3 Dean of Students
Sales Pitch

2.2.18 Meeting #1 w Health Researchers at Uni #1

2.2.19 Sales to other potential University customers on hold pending Pilot
Agree to put in place Pilot Results review process

2.2.20 Data Analytics Start Tracking Site Visitors

2.2.23 Built chatbot and increased promotion of web platform at Uni #1

2.2.22 Promotion of web platform to users at Uni #1

2.2.21 Change to advertising-based business model w psychologists
Business cards, posters, fliers

2.2.24 Change of customer to insurance companies
Chat bot simulated - Insurance comp Policy Holders access through Insurance Co. website

SERVICE USERS

INTERACTION WITH WEB PLATFORM #1

SUPPLY SIDE CUSTOMERS

UNIVERSITIES

OFF CAMPUS

PURCHASE ADVERTISING SPACE

ON CAMPUS COUNSELLING SERVICES

OFF CAMPUS COUNSELLING SERVICES & PSYCHOLOGISTS

STUDENT MENTORS