An hourglass with red sand is the central focus of the image. The sand is flowing from the top bulb to the bottom bulb. The background is a blurred newspaper page with some text visible. The overall tone is professional and contemplative.

The **KEY VARIABLE**
that the
Business Model Canvas
ignores



YEARLY PLANNER

2020

OCTOBER		NOVEMBER		DECEMBER	
1	2	1	2	1	2
3	4	3	4	3	4
5	6	5	6	5	6
7	8	7	8	7	8
9	10	9	10	9	10
11	12	11	12	11	12

Time is money



First day

Product/service
ready for sale

First delivery

First income



First prototype

First contract

First invoice



TASK

- 1) **When** will you have your first income?
- 2) What is the **price** for your product/service?
- 3) How much money do you **need** to get there?



THINGS TO THINK ABOUT

- Who will you need to hire, and when? What will be their salaries?
- Costs of office space, storage, manufacturing, laboratories/test facilities, equipment
- Who will be your partners and how will you do testing? Who will pay for the testing? Who will offer the testing facilities?
- How, when and where will you approach customers/partners/suppliers/talents?

TASK

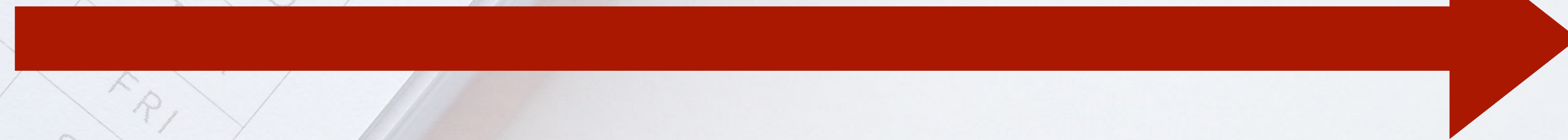
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LEARNINGS

- 1) Everything takes 3x longer time than you think (even if you count it in)
- 2) The start-up has toilet paper if you put it there