

SESSION 09 — PITCH DECK DEVELOPMENT

PITCH DECK

Problem + Customer

MVP + Market

Business Model

WHY + Storytelling

ONE CLEAR STORY

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1. COVER

What goes on this slide

Startup name

One clear sentence about your big idea

The main benefit for your customer

Bring from previous sessions

Founder WHY + Startup Storytelling

Use the clearest sentence you have already developed.

[STARTUP NAME]

We help [customer] to [solve problem].

[Main customer benefit]

Airbnb

Belong Anywhere.

Accommodation built around belonging.

FOUNDERS

Brian Chesky & Joe Gebbia

CORE STORY

Product: Accommodation · Story: Belonging

2. SUMMARY

What goes on this slide

Your problem and solution
Your target customer
How the business makes money
Your strongest proof

Bring from previous sessions

Choose the strongest points from **Problem Discovery**, **Customer Discovery**, **Market Research**, **MVP** and the **Business Model Canvas**.

PROBLEM

[One sentence]

SOLUTION

[One sentence]

CUSTOMER

[Specific group]

BUSINESS MODEL

[Who pays and how]

STRONGEST EVIDENCE

[The best customer action, test result or insight]

Airbnb at a Glance

PROBLEM

Visitors needing accommodation faced hotels that were unavailable or expensive during periods of high demand.

SOLUTION

Offer a simple place to sleep in another person's home; the earliest test used air mattresses in the founders' apartment.

TARGET CUSTOMER

Visitors needing accommodation.

BUSINESS MODEL

Hosts provide supply, guests provide demand, and Airbnb is the platform that facilitates transactions between the two sides.

STRONGEST EVIDENCE

Three guests stayed and paid; real people completed a real transaction, proving the core value proposition.

KEY TAKEAWAY

"The first test answered one question: Will visitors pay to stay in another person's home?"

3. PROBLEM

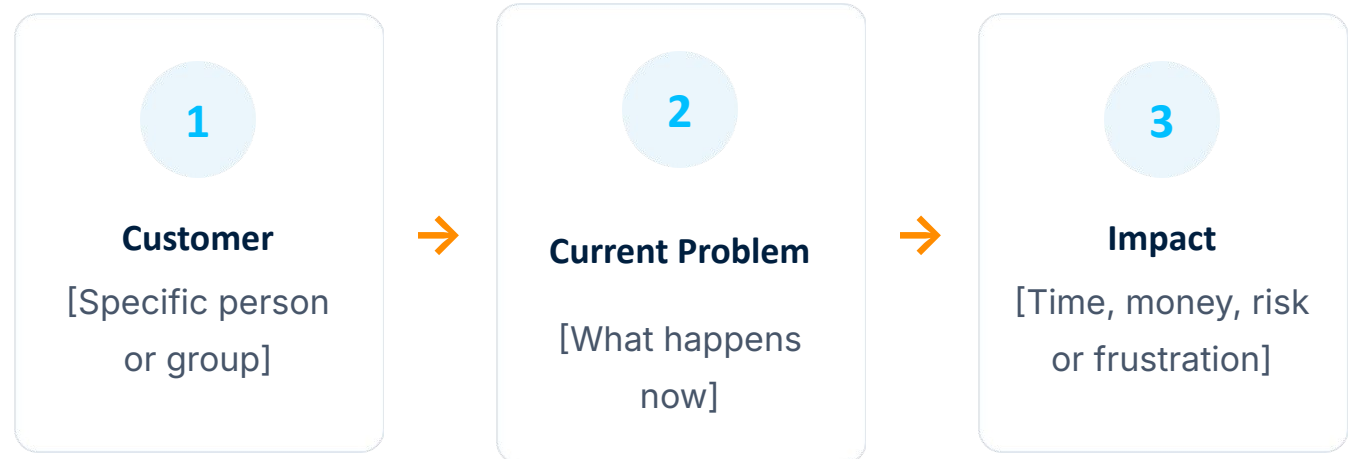
What goes on this slide

Who has the problem?
What happens today?
Why is it painful?
What do they use now?

Bring from previous sessions

Problem Discovery + Customer Discovery

Use interview notes, repeated pain and
current workarounds.



Hotels Were Unavailable or Expensive

WHO HAS THE PROBLEM?

Visitors needing accommodation



The Event

A large design conference in San Francisco caused all area hotels to sell out completely.



The Pain Point

Suitable hotel accommodation was either physically unavailable or prohibitively expensive for visitors.



The Current Way

Visitors relied exclusively on hotels, leaving them with no alternatives when supply reached capacity.

FOUNDER CONTEXT: THE PROBLEM TENSION

VISITORS

Need a place to stay during the conference



FOUNDERS

Have an apartment they can barely afford

4. SOLUTION

What goes on this slide

- What your solution is
- How it solves the problem
- The main benefit for the customer
- Why it is better than today

Bring from previous sessions

Customer Discovery + MVP

Use the value customers understood and the change your prototype creates.

BEFORE

[Current difficult
experience]



AFTER

[Simpler or better
experience with your
solution]

Turn Spare Home Space into a Place to Stay



The Solution

A simple place to sleep in the founders' apartment, using air mattresses to host visitors.



Main Benefit

Visitors receive reliable accommodation when hotels are unavailable or expensive.



Why Different

A visitor can stay in another person's home, creating a unique and personal experience.

CUSTOMER EXPERIENCE SHIFT

BEFORE



Visitor cannot find suitable hotel accommodation.



AFTER



Visitor stays in another person's home.

BELONG ANYWHERE Product: Accommodation · Story: Belonging

5. PRODUCT

What goes on this slide

A screenshot, mock-up or simple workflow
How the product works in three steps
What the current MVP is testing

Bring from previous sessions

MVP & Validation Experiments

Use your current prototype and the main learning question.



Make the product easy to understand in three steps.

Start with the Smallest Real Experience

CENTRAL LEARNING QUESTION "Will visitors pay to stay in another person's home?"

1

Host offers a place

The founders used their own apartment to test the supply side of the offer.

2

Guest accesses the offer

Used basic website listings and manual matching to connect with potential visitors.

3

Guest stays and pays

The customer completes a real transaction, validating the core business value.

PRODUCT EVOLUTION

Teaching illustration: curriculum evolution

INITIAL TEST

EARLIEST MVP

One apartment, air mattresses, and three guests. Focused on behavior over infrastructure.

BASIC PLATFORM

Basic website and listings; digital storefront; manual matching; limited scope.

MARKET EXPANSION

Scaling to more hosts and cities beyond the original San Francisco test.

FULL INFRASTRUCTURE

Payments, reviews, profiles, and dedicated customer support systems.

Key Point: Test value before building full marketplace infrastructure.

6. BUSINESS MODEL

What goes on this slide

Who uses the product
Who pays
What they pay for
How the business earns money

Bring from previous sessions

Business Model Canvas

Use Customer Segments, Value Proposition and Revenue Streams.



Customer

[Who pays and
what value they
receive]

PAYMENT → PRODUCT
/ SERVICE ←



Your Startup

[Subscription, fee,
sale, licence or
service]

A Platform Connecting Supply and Demand

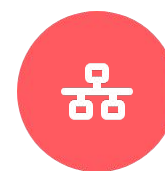
Airbnb facilitates transactions between the two sides.

Airbnb earns revenue by facilitating transactions.



Hosts

SUPPLY



Airbnb

PLATFORM



Guests

DEMAND

WHO PAYS?

FEE STRUCTURE

EXACT PRICE

KEY COSTS

[Not provided in prior materials]

7. MARKET OPPORTUNITY

What goes on this slide

TAM: the full market

SAM: the part your offer can serve

SOM: the first market you can reach

Your source and simple calculation

Bring from previous sessions

Introduction to Market Research

Use your market map, customer segment, sources and bottom-up estimate.



SOM example: number of first customers × annual value

A Market Must Be Sized with Evidence

TEACHING ILLUSTRATION

TAM

Total Addressable Market: All potential customers in the relevant accommodation category.

TEACHING ILLUSTRATION

SAM

Serviceable Addressable Market: The portion that the offer, geography, and channels can serve.

TEACHING ILLUSTRATION

SOM

Serviceable Obtainable Market: The first reachable market for the initial launch.

Target Customers × Price per Purchase × Purchases per Year = Annual Revenue Opportunity



Early Beachhead Selection

Visitors needing accommodation in San Francisco during a large design conference when all hotels were sold out.

8. COMPETITION

What goes on this slide

- Direct competitors
- Indirect or manual alternatives
- What customers use today
- One or two meaningful differences

Bring from previous sessions

Market Research + Customer Discovery

Use your competitor matrix, customer choices and value proposition.

	Factor 1	Factor 2	Factor 3
Competitor A	[]	[]	[]
Manual / do nothing	[]	[]	[]
Your Startup	[Difference]	[Difference]	[]

The First Alternative Was the Hotel

TEACHING ILLUSTRATION

Customer Choice	Source-backed Description	Gap / Supported Difference
Hotels	Existing accommodation option used by visitors needing a place to stay.	Unavailable or expensive during the design conference in San Francisco.
Airbnb’s Early Test	Air mattresses placed in the founders’ private apartment.	Offered a simple place to stay in another person’s home when hotels were sold out.

9. GROWTH

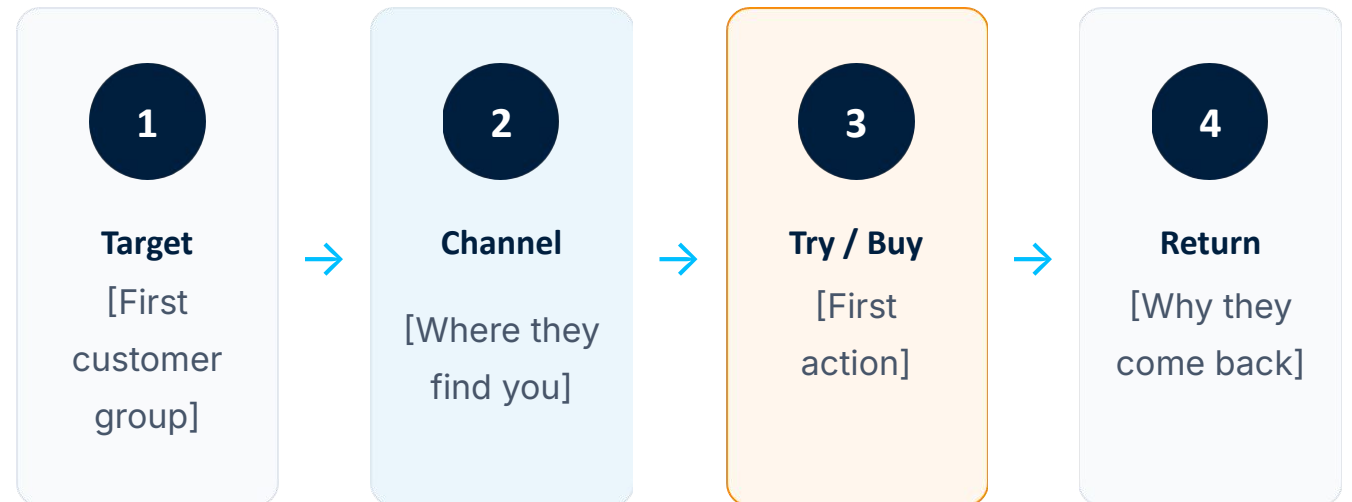
What goes on this slide

Your first target customer
How they discover you
How they try or buy
How you keep learning and improving

Bring from previous sessions

Business Model Canvas + MVP Experiments

Use Channels, Customer Relationships and your next acquisition test.



Start with one practical customer path.

Improve the Path from Discovery to Trust



1. FIND

Search

Word of mouth

Referral



2. ACCESS / TRY

Website

Mobile application



3. CONTINUE



4. IMPROVE

FOUNDER ACTION

Talk to customers to improve listing presentation.

Founders went door-to-door in New York to photograph listings.

KEY TAKEAWAY

Customer discovery does not end at launch. The founders identified that poor listing photos were hurting conversion and took direct action to improve the product experience.

10. TRACTION

What goes on this slide

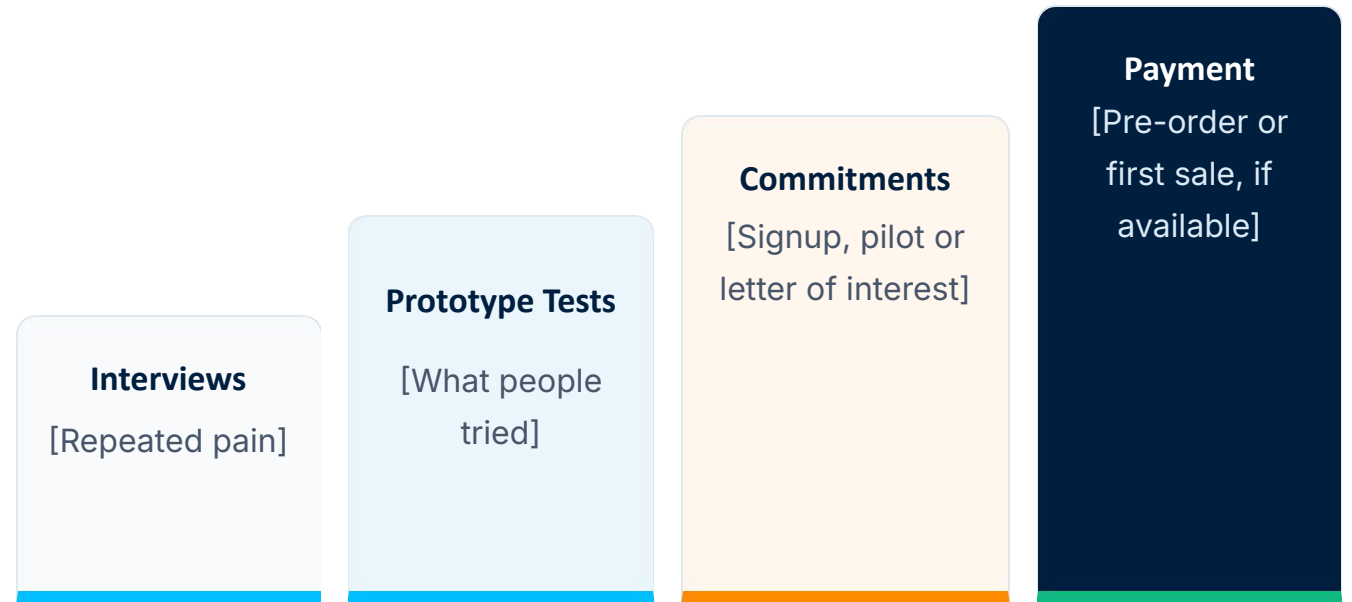
What customers actually did
Tests, signups or pilot interest
Pre-orders or payments, if you have them
What changed because of the learning

Bring from previous sessions

Customer Discovery + MVP & Validation

Experiments

Use real actions and results from your tests.



Customer action is stronger than customer compliments.

The First Proof Was Real Customer Action

3

FIRST GUESTS

The First Customers

Three individuals reached and served: **Michael KatAmol**

What Customers Did

They didn't just express interest or give compliments—real people completed a real transaction: **They stayed and they paid.**

Core Validation

This test supported the central business assumption: **People were willing to stay in another person's home.**

THE EVIDENCE LADDER

- ↑ Payment and completed transactions are the strongest proof of value, far outweighing stated interest or general feedback.

11. TEAM

What goes on this slide

- Who understands the problem
- Who can build the solution
- Who can reach the customer
- What important skill is still missing

Bring from previous sessions

Founder WHY + Startup Storytelling

Use relevant experience, responsibilities and access—not long biographies.

A

Problem

[Name, role and relevant experience]

B

Build

[Name, role and relevant skill]

C

Customer

[Name, role and market access]

Capability to add: [The most important missing skill or role]

Show relevant capability, not every achievement.

Founders Close to the First Problem

FOUNDER

Brian Chesky

FOUNDER

Joe Gebbia

PROBLEM CONNECTION

Lived in a San Francisco apartment they could barely afford. Used their own living space to solve the immediate problem of high hotel costs for visitors.

EVIDENCE OF ACTION

Personally hosted the first three guests (Michael, Kat, and Amol) on air mattresses.

Continued customer discovery after launch to identify barriers to growth.

Personally photographed hosts' listings in New York when poor photos were hurting conversion.

Bottom Line: Relevance through action, not invented titles.

