



2019 CANADIAN UROLOGICAL ASSOCIATION ANNUAL MEETING:

A doctor's guide to starting a start-up

Dr. Brett Belchetz, CEO Maple Corporation | June 2019

Thinking about starting a business?

Steps to consider



1. Identify a need (product-market fit part A)



2. Establish ability to fulfill the need (product-market fit part B)



3. Design a product that meets the need (product-market fit part C)



4. Size the market



5. Create a trusted founding team



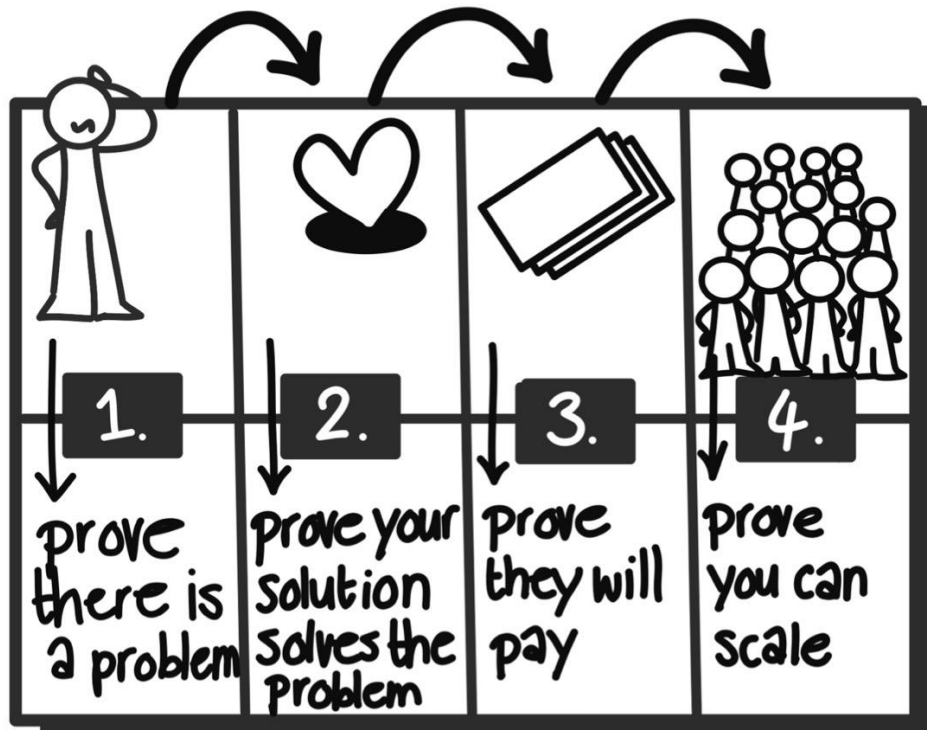
6. Establish a winning go-to-market strategy



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Step 1: Establishing Product-Market Fit



Marc Andreessen, VC and Entrepreneur:

“Product/market fit means being in a good market with a product that can satisfy that market.

You can always feel when product/market fit isn't happening. The customers aren't quite getting value out of the product, word of mouth isn't spreading, usage isn't growing... lots of deals never close.

And you can always feel product/market fit when it's happening. The customers are buying the product just as fast as you can make it... Money from customers is piling up in your company checking account. You're hiring sales and customer support staff as fast as you can...

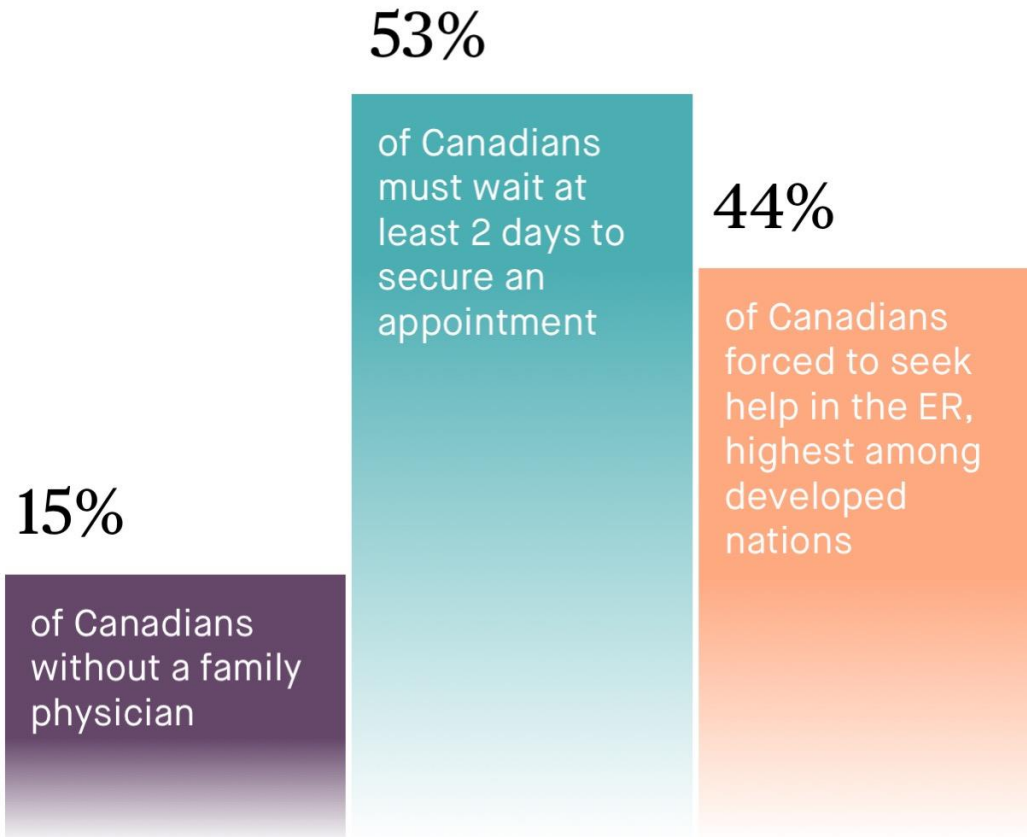
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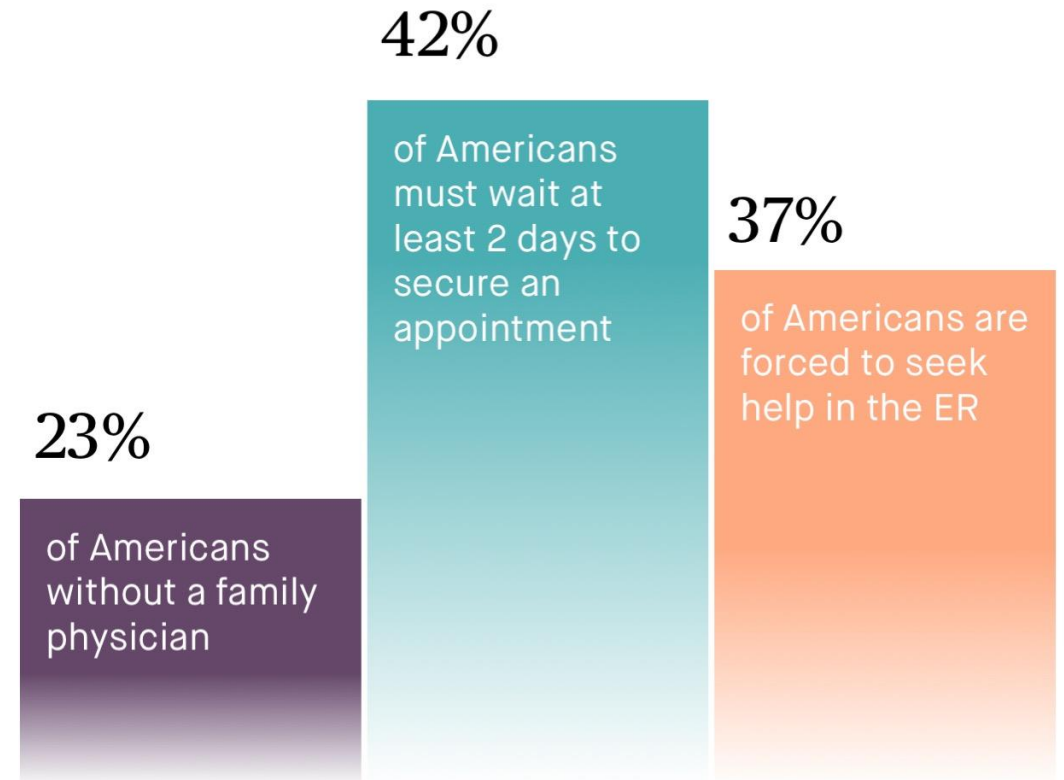
Maple's Product-Market Fit - Part A

We began with the need: A shortage of timely access to medical appointments

The problem in Canada



The problem in the United States

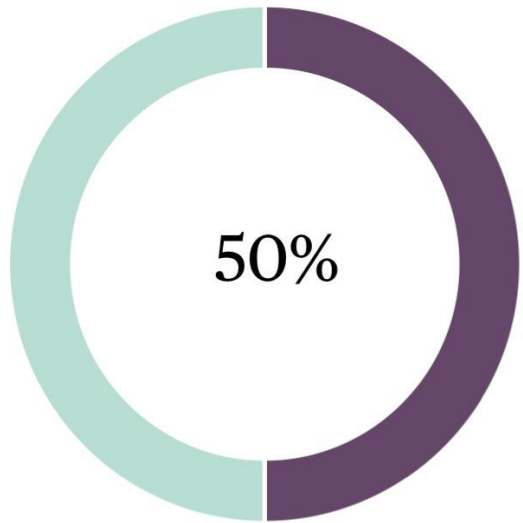




Maple's Product-Market Fit - Part C

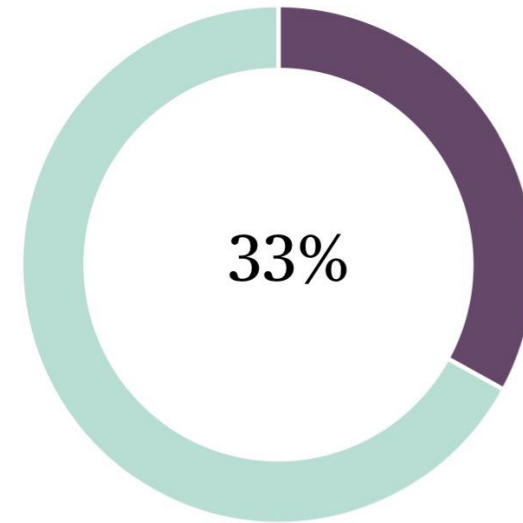
Proof that adequate physician capacity existed to meet the identified need

The opportunity in Canada



of Canadian doctors
work only part time

The opportunity in the United States



of American doctors
work only part time



Design a product that will meet the identified need - Product-market fit part C

We created Canada's only 24/7/365 coast-to-coast on-demand primary care (& more) service



Canada's largest online doctor network



98% of patients rate Maple 5/5 stars



Direct connection to a doctor in < 2 mins



E-prescriptions, lab tests & follow-up



Patient records, integrated with Dot Health



Specialties from therapy to dermatology



Bookable specialist & paramedical visits

Step 3: Sizing the market

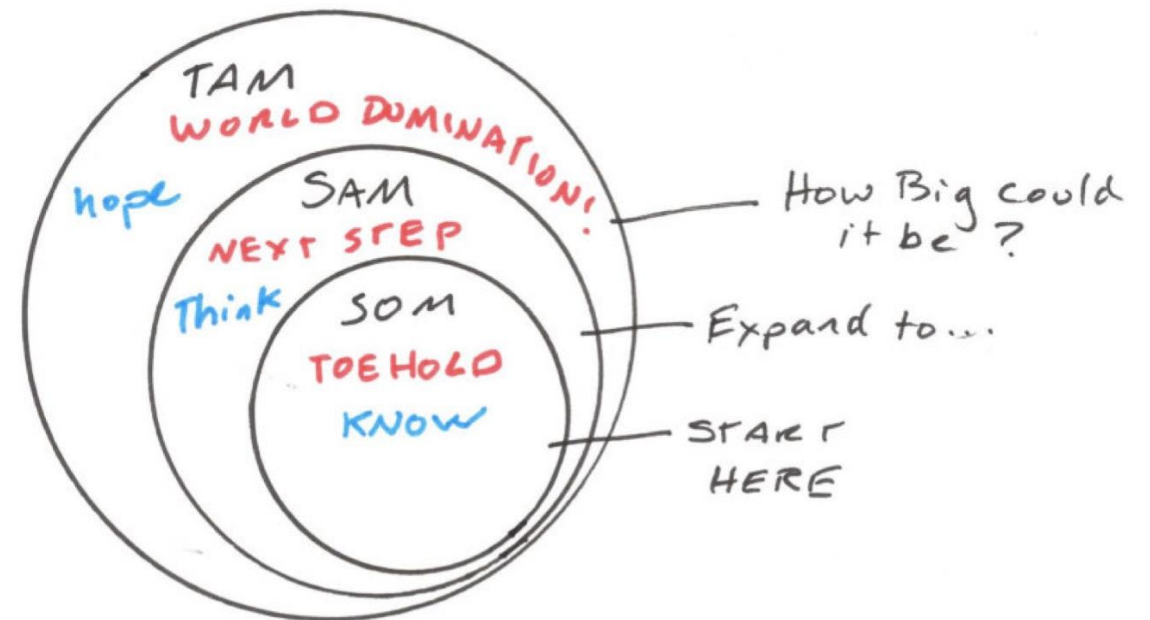
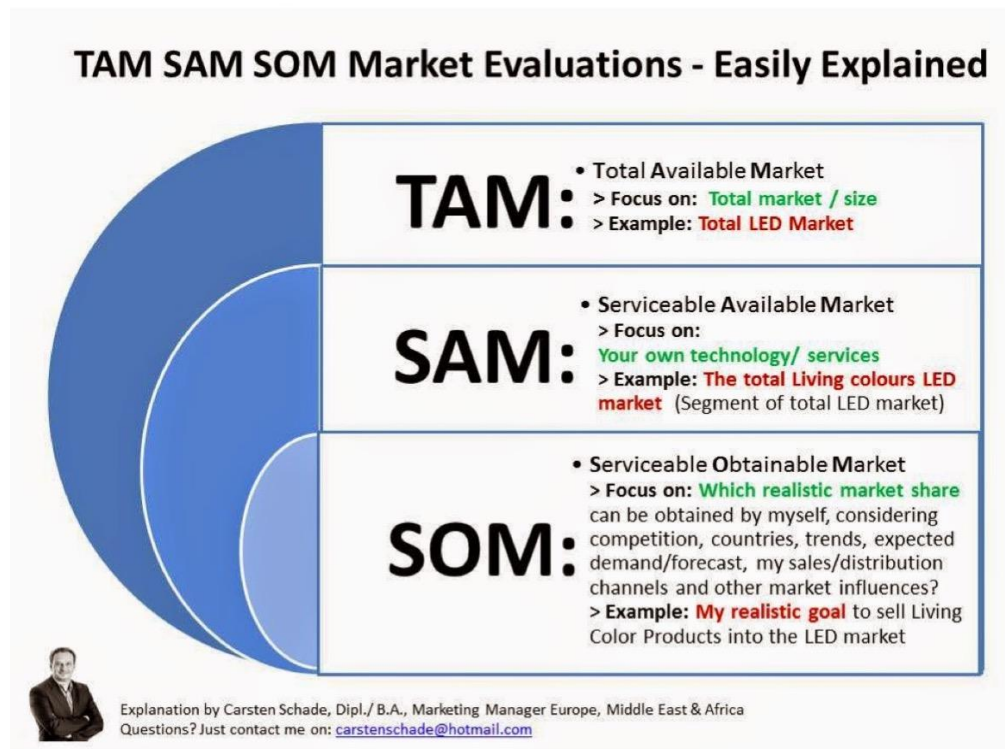
How big is the market? Is it lucrative enough to go after if you are only able to capture a small percentage?



- Focus on the top right quadrant wherever possible!
- Ignore the bottom left quadrant.
- Be cautious in investing energy against the top left or bottom right quadrants. These are usually either mass market solutions that cost large sums to launch, or niche solutions that are very expensive to develop

Step 3: Sizing the market

How to calculate and communicate the market size?

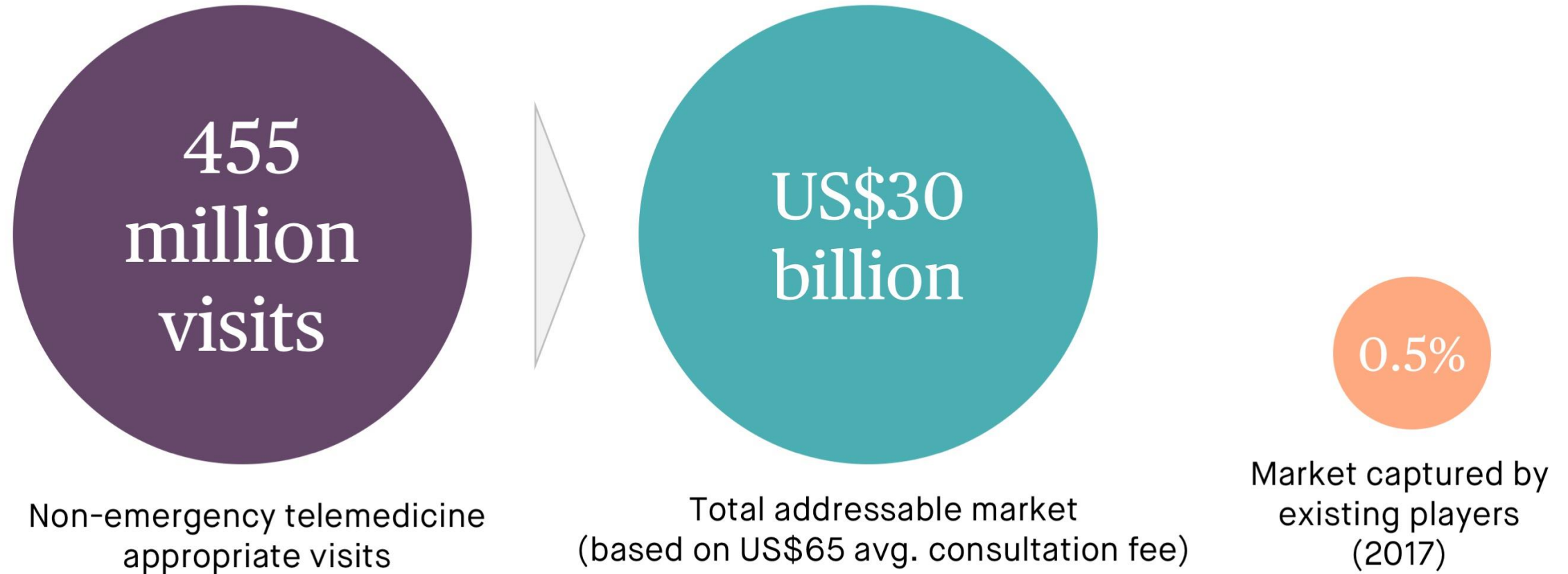


@cwodtke



Maple's TAM

An estimate of the North American market size



Step 4: Your Founding Team

1. Your team executes your plans
 - How well and soon you are able to progress and achieve the milestones along the way is dependent on the quality of the team – their knowledge, skills, competence, attitude and aptitude.
2. Your team helps define the culture of the start-up
3. Your team complements your skills and competencies and brings synergies to your effort
4. Investors prefer start-ups with a solid core team
 - Business ideas change based on market and competition, a solid team has the potential to adjust and give the your start-up an edge in the market
5. A team will be there to share your passion with and keep you going through the ups and downs of the journey



Maple's Team

Our balanced founding team sets us up for success



Dr. Brett Belchetz

- Co-Founder & CEO
- Practicing Emergency Room Physician for 14+ years
- Former McKinsey Consultant



Stuart Starr

- Co-Founder & CTO
- Experienced builder of apps
- Strong technical and design experience



Roxana Zaman

- Co-Founder & COO
- Seasoned leader from TD Bank
- P&L and user design experience

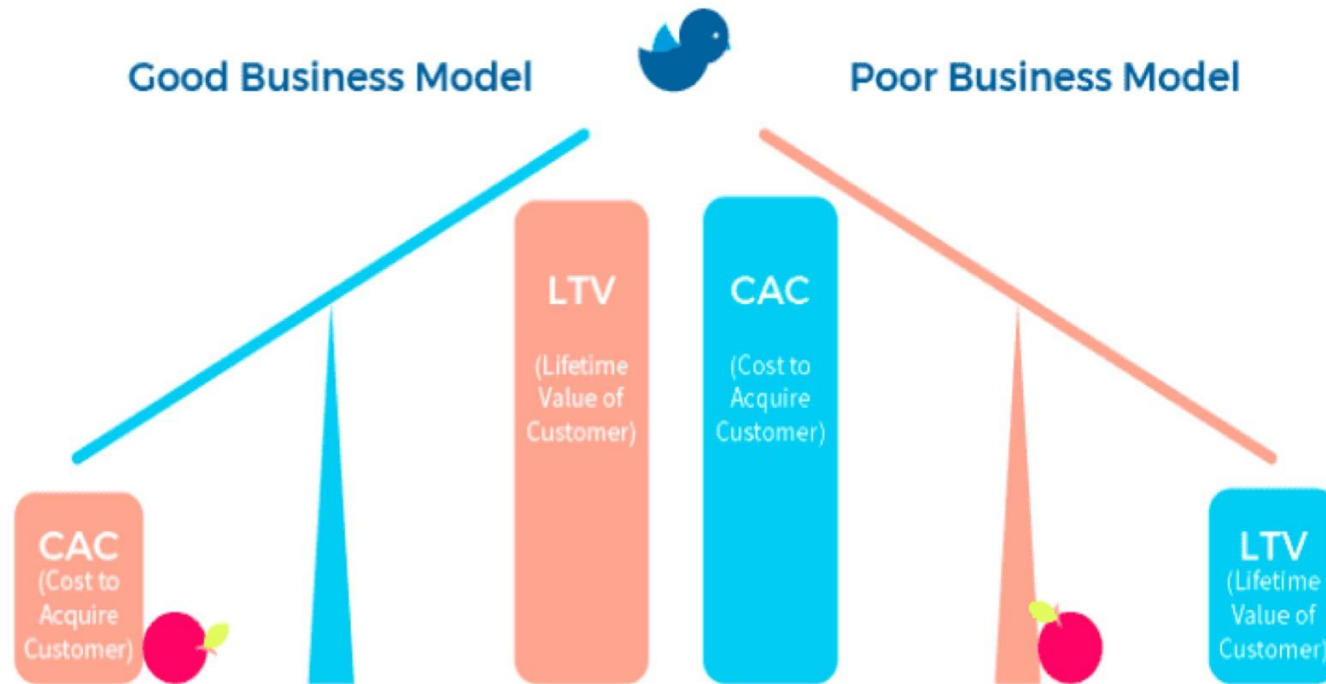
Step 5: Creating a winning go-to-market strategy



- Who are you selling to?
 - Companies
 - Individuals
 - Hospitals
 - Government
- What will you use to reach your customers?
 - Sales team
 - Digital ads
 - Channel partners

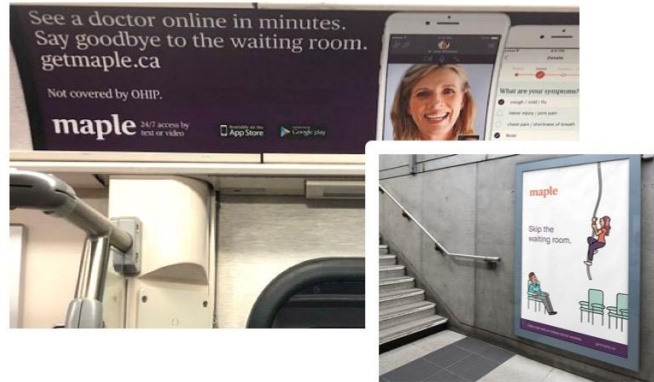
Step 5: Creating a winning go-to-market strategy

Make sure the economics make sense



- How much will it cost you to acquire a customer (CAC)?
- What is the lifetime value (LTV) of a customer?
- A healthy company has a LTV:CAC ration of > 3:1

Maple's go to market strategy targets consumers and businesses



- We sell to individuals
 - Digital marketing
 - Out of home advertising
- We sell our services as a benefit to companies
 - Direct sales force
 - Channel partners



Thank you! Questions?



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Keeping care delivery in the community, in the most sustainable way possible.