CREANDUM

BOARD DECK TEMPLATE

When a company starts to run board meetings, among the first question are usually those about the board pack: The material delivered to the board members prior to the meeting.

The board deck should help structure the meeting, document the status of the company and foster discussions and decisions the management wants the board to make. And clear the path ahead for the CEO.

This deck was designed to help you set up your first board deck to achieve all that. A board deck is a living, breathing organism, which will be re-defined again and again as your company grows. This template will ensure you don't start at zero.

Copy it, change it, use it.

Simon Schmincke
www.creandum.com

CREANDUM

HOW TO USE THIS TEMPLATE

The structure, breadth and width of this template is derived from the best practice of Seed, Series A, B and C companies. This deck is not holistic and yet most likely much too rich for a Seed company, and often for early A stage startups, too.

However, it shows you the general structure that you should apply to make sure you cover the most important elements.

Step 1: make a copy of this file, or save it as PPTX
Step 2: remove all green slides - which are only here to guide you
Step 3: start structuring your KPI slides, after you have decided which ones are the most important one for you to report
Step 4: Collect feedback and adapt for the next board meeting
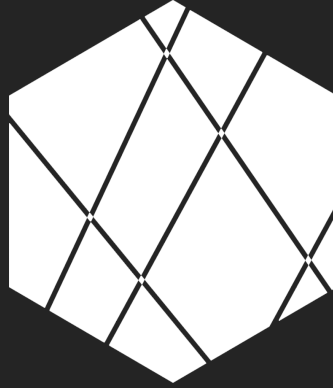
YOURCOMPANY

Board Meeting DD/MM/YYYY

Location

Agenda

Time	Topic	Who
09:00	**CEO Update**	Board
09:15	**KPI Update**	Board
09:30	**Organizational Update**	Board
10:00	**Product Update**	Board
10:15	**Strategic Topic #1**	Board + Team member #1, Guest #1, Guest #2
10:45	**Strategic Topic #2**	Board + Team member #2, Team member #3
11:15	**Housekeeping**	Board

Decisions

Product prioritization decision #1

- Description

Hiring decision #1 and #2

- Description

Strategic decision #1

- Description

Strategic decision #2

- Description

ESOP Grants

- Description

CREANDUM

CEO Update

Start with the most important, high level update since the last board meeting: What is going well, and where is still room for improvement in general?

This can be one slide, or multiple, If you briefly want to highlight specific topic, give an update like fundraising, or want to follow up on a previous decision - now is the time.

Try to find a structure for your CEO update that you want to more or less stick to going forward.

BIG PICTURE / CEO UPDATE

Highlights / Lowlights; Follow up on specific previous topic

Highlights / Lowlights

Highlights

Highlight 1
- 2-3 explanatory sentences

Highlight 2
- 2-3 explanatory sentences

Highlight 3
- 2-3 explanatory sentences

Highlight 4
- 2-3 explanatory sentences

Lowlights

Lowlight 1
- 2-3 explanatory sentences

Lowlight 2
- 2-3 explanatory sentences

Lowlight 3
- 2-3 explanatory sentences

Lowlight 4
- 2-3 explanatory sentences

Follow-up on a previous topic / decision

Decision #1

Sentence about the decision
- Results, changes, or implications
- Results, changes or implications

Decision #2

Sentence about the decision
- Results, changes, or implications
- Results, changes or implications

Decision #3

Sentence about the decision
- Results, changes, or implications
- Results, changes or implications

CREANDUM

You can assume that your board members have read these slides. Many CEOs therefore do not repeat these numbers and skip this chapter entirely during the board meeting. Only if there are questions or if later topics refer to certain KPIs, these slides are opened.

Some decks include more than these five example KPI slides, Staying under 10 KPIs has proven a good detail level compromise,.

Always make sure to:
1. Include forecast and current values - ideally you show 6 to 12 months of historic data
2. Make sure it is clear to understand current KPI level - include data points in graphs

You always want to make sure your board understands your top line, your bottom line, and its most important levers.

KPI UPDATE

And forecast, where the business is heading to

KPI Cockpit

	Actual	Plan	Progress
Cash at hand	EUR 5,542,201	- EUR 1,232,198	On plan
Runway at current burn	15 months		On plan
Runway at forecasted burn	10 months		On plan
FTE	67	+ Actual (- XX %)	On plan
Main KPI #1	xxx	+ Actual (- XX %)	On plan
Main KPI #2	xxx	+ Actual (- XX %)	Under plan
Main KPI #3	xxx	+ Actual (- XX %)	Under plan
Main KPI #4	xxx	+ Actual (- XX %)	On plan
Main KPI #5	xxx	+ Actual (- XX %)	On plan

P&L Update

|	-6 months		-5 months		-4 months		-3 months		-2 months		-1 months		Today		+1 months	+2 months	+3 months
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Planned	Planned
Revenue in €	400,000	361,123	460,000	404,458	529,000	465,126	608,350	548,849	699,603	658,619	804,543	803,512	925,224	1,004,394	1,110,269	1,332,323	1,598,788
- Revenue Stream 1	250,000	200,873	315,000	253,005	389,000	316,003	473,350	403,060	569,603	518,113	679,543	671,023	805,224	876,701	990,269	1,222,323	1,498,788
- Revenue stream 2	150,000	160,250	145,000	151,453	140,000	149,123	135,000	145,789	130,000	140,486	125,000	132,485	120,000	127,693	120,000	110,000	100,000
- MoM Growth	15%	4%	15%	12%	15%	15%	15%	18%	15%	20%	15%	22%	15%	25%	20%	20%	20%
COGS	600,000	651,765	670,000	701,236	730,000	752,671	810,000	832,061	890,000	917,962	980,000	989,172	1,110,000	1,078,754	1,190,000	1,300,000	1,490,000
Gross Profit	-200,000	-290,642	-210,000	-296,776	-201,000	-296,545	-201,650	-283,212	-190,397	-259,343	-175,457	-185,660	-174,776	-74,360	-79,731	32,323	108,788
Expenses in €	80,000	81,732	93,000	94,946	106,000	108,963	119,000	123,091	132,000	137,555	145,000	149,306	158,000	161,036	172,000	188,000	204,000
- HR	32,000	32,300	35,000	36,925	38,000	40,213	41,000	44,021	44,000	48,456	47,000	51,234	50,000	54,012	56,000	72,000	78,000
- Marketing	40,000	42,671	48,000	50,032	56,000	59,098	64,000	67,857	72,000	76,123	80,000	83,201	88,000	90,012	96,000	104,000	112,000
- Other	8,000	6,761	10,000	7,989	12,000	9,652	14,000	11,213	16,000	12,976	18,000	14,871	20,000	17,012	20,000	22,000	24,000
EBITDA	-280,000	-372,374	-303,000	-391,722	-307,000	-405,508	-320,650	-406,303	-322,397	-396,898	-320,457	-334,966	-332,776	-235,396	-251,731	-155,677	-95,212

Main KPI Development #1
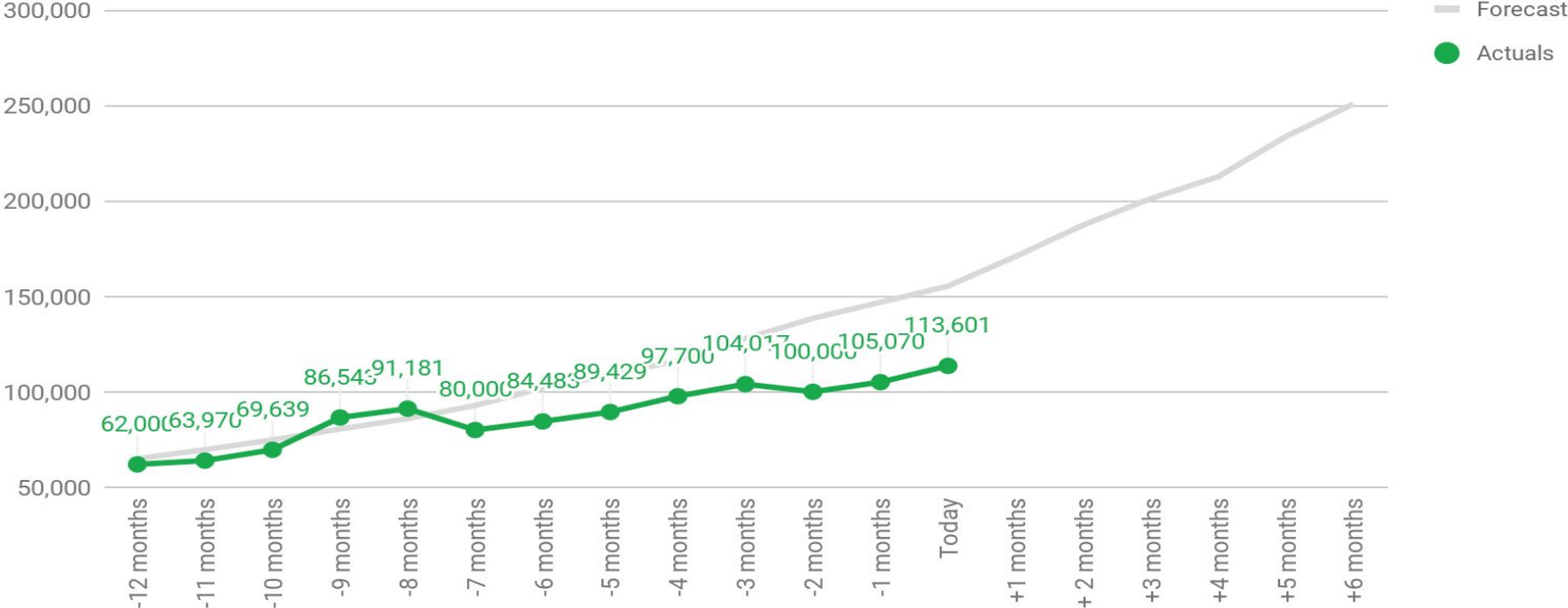
Description of factors that impacted the KPI since last board meeting / description of activities that will have an impact in the near future,

Main KPI Development #2
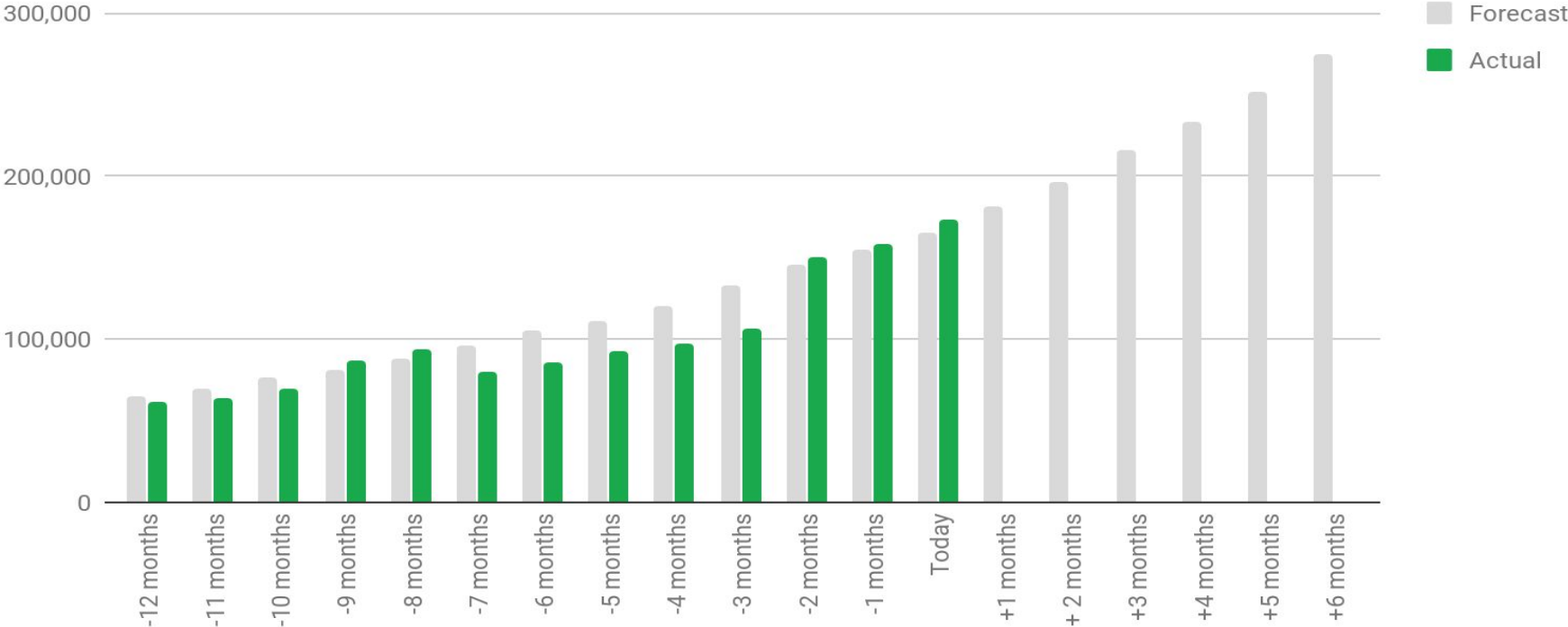
Description of factors that impacted the KPI since last board meeting / description of activities that will have an impact in the near future,

Main KPI Development #3

	1	2	3	4	5	6	7	8	9	10	11	12
-12 Months	21%	19%	13%	19%	16%	23%	19%	20%	11%	9%	16%	8%
-11 Months	23%	21%	21%	24%	24%	29%	24%	18%	22%	10%	10%	
-10 Months	19%	19%	13%	21%	19%	20%	24%	21%	16%	11%		
-9 Months	24%	21%	22%	22%	26%	27%	29%	26%	21%			
-8 Months	26%	16%	20%	24%	27%	23%	20%	19%				
-7 Months	24%	20%	24%	24%	24%	21%	21%					
-6 Months	19%	16%	25%	19%	23%	28%						
-5 Months	28%	20%	24%	22%	23%							
-4 Months	29%	19%	19%	20%								
-3 Months	18%	18%	24%									
-2 Months	28%	26%										
-1 Months	32%											

Legend:
- >20%
- 15-20%
- <15%

Description of factors that impacted the KPI since last board meeting / description of activities that will have an impact in the near future,

Main KPI Development #4

	# Contacted	# Meet	# Service requested	# Buyer	Success rate (buyer/contacted)
-12 Months	1,000	200	100	50	5,0%
-11 Months	1,500	300	200	100	6,7%
-10 Months	1,700	350	220	110	6,5%
-9 Months	1,850	400	300	130	7,0%
-8 Months	1,400	200	120	60	4,3%
-7 Months	1,300	190	90	40	3,1%
-6 Months	1,700	270	180	150	8,8%
-5 Months	2,000	350	200	190	9,5%
-4 Months	2,200	450	300	250	11,4%
-3 Months	2,300	500	350	300	13,0%
-2 Months	2,400	510	370	310	12,9%
-1 Months	2,500	530	390	330	13,2%

>10%
5-10%
<5%

Description of factors that impacted the KPI since last board meeting / description of activities that will have an impact in the near future.

Main KPI Development #5
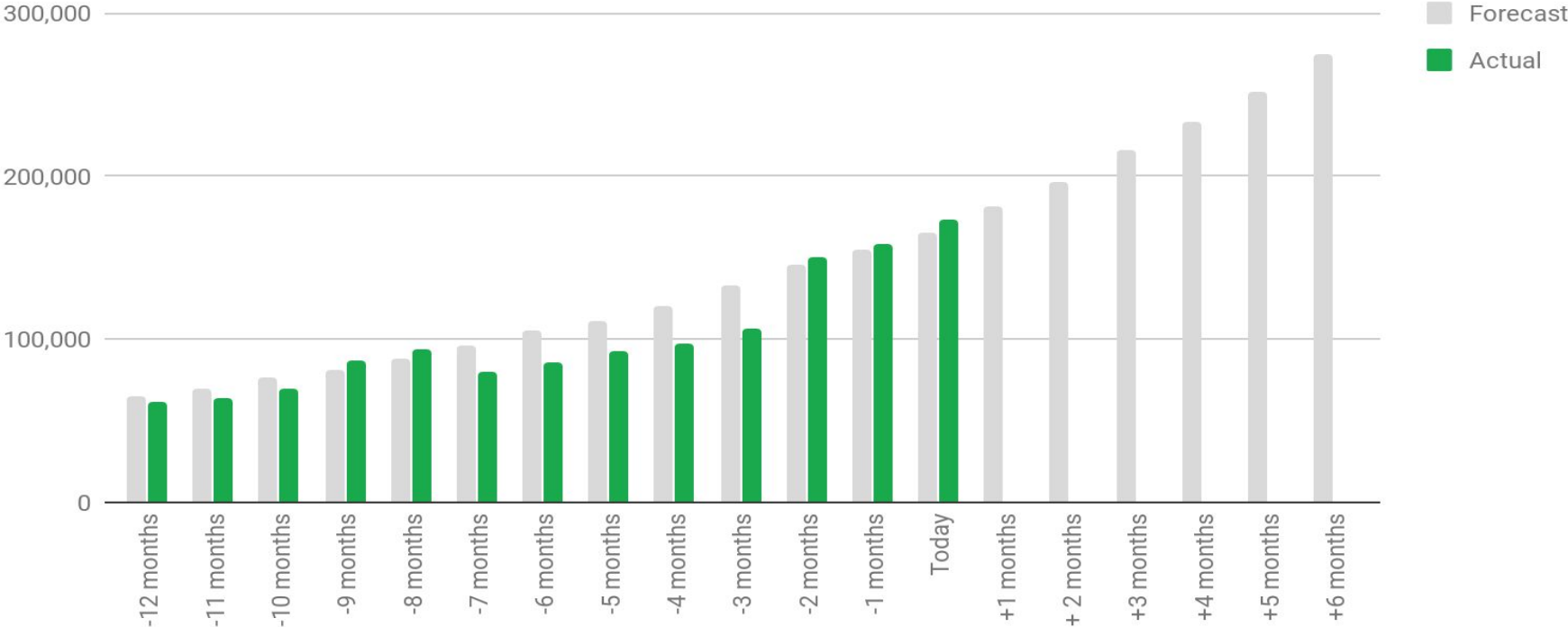
Description of factors that impacted the KPI since last board meeting / description of activities that will have an impact in the near future.

CREANDUM

ORGANIZATIONAL UPDATE

One of the most important topics for the board to discuss is how you structure your team. Often, the board is involved in recruiting - sourcing, interviewing, or guiding you through an executive search process.

It is also crucial to understand when, and why people leave. Gaps in the organization can slow things down, hence the board should be informed if you feel you can not achieve what you aim for, for the lack of the right people.

Often times, the board needs to agree if you want to hand out ESOP outside the ordinary. Sometimes, every single ESOP grant needs to be ok'ed. That depends on your shareholders agreement.

ORGANIZATIONAL UPDATE

Status of the organization, changes, additions

Organizational Updates

Additions to the team

- Name of new member, position, 2-3 background details, start date, reporting manager.
- Name of new member, position, 2-3 background details, start date, reporting manager.
- Name of new member, position, 2-3 background details, start date, reporting manager.

Reductions to the team

- Name of leaving team member, position, reason for leaving the company.
- Name of leaving team member, position, reason for leaving the company.
- Name of leaving team member, position, reason for leaving the company.

Open positions

- Open position, seniority, reporting manager.
- Open position, seniority, reporting manager.
- Open position, seniority, reporting manager.

ESOP Update / Decisions

New ESOP Decision

Team Member	Role	ESOP #	Strike Price	Start Date
Firstname Lastname	Role	xxx (xx%)	EUR XXX	DD/MM/YY
Firstname Lastname	Role	xxx (xx%)	EUR XXX	DD/MM/YY

Returned ESOP

Team Member	Role	ESOP kept	ESOP release	Leave Date
Firstname Lastname	Role	xxx (xx%)	xxx	DD/MM/YY
Firstname Lastname	Role	xxx (xx%)	xxx	DD/MM/YY

Remaining Unallocated ESOP: XXXX Shares representing XX%

CREANDUM

What is new with the product, how is the offering development, which prioritization decisions need to be made.

The board does not make operational, product feature prioritization decisions, but when it comes to shifting resources, or cutting offerings, discussions are often held on the board level.

An update to the roadmap to make sure everyone understands what is coming ahead is helpful, too.

PRODUCT UPDATE

Deep dive leading to a decision; Working sessions

Product Updates

Main New Product Launches

- Details of product

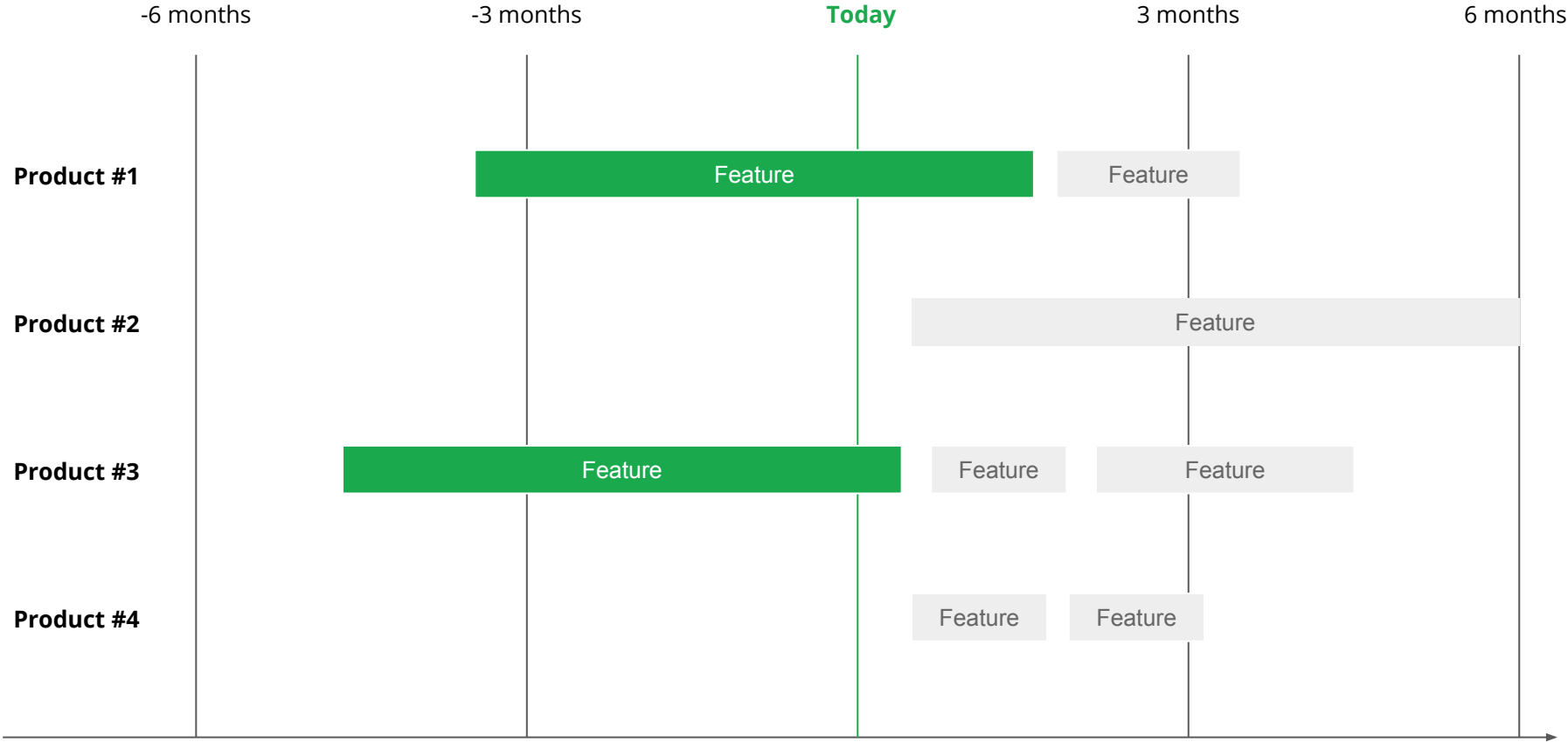- Timing, areas

- Assumed business impact

Product Delays

- Details of product

- Timing, areas

- Assumed business impact, reasoning for product delays

Product Roadmap

	-6 months	-3 months	Today	3 months	6 months

Product #1   Feature   Feature

Product #2   Feature

Product #3   Feature   Feature   Feature

Product #4   Feature   Feature

CREANDUM

STRATEGIC TOPICS

Usually, you should try to allocate 50%+ of your time on the strategic topics, Nevertheless, you as the CEO are trying to get something out of this meeting. And that is usually guidance and decisions on the important matters for your company.

Hence, the slides in this chapter are as diverse as your business.Providing a template would provide little value, Include the follow minimum structure in your slides, for each strategic topic:

1. Description, background, information regarding the area / decision / topic, If there is optionality, describe the different options both if the company does go this way, and if the company chooses to do something different / defer a decision
2. Business impact of each option
3. Recommended option by the management

Here, this chapter looks small, Since each chapter can include 5-10 slides, in your board deck it will be the majority of the material.

STRATEGIC TOPIC #1

Deep dive leading to a decision; Working sessions

Strategic Topic #1

Description, background, information regarding the area / decision / topic, If there is optionality, describe the different options both if the company does go this way, and if the company chooses to do something different / defer a decision.

Business impact of each option.

Recommended option by the management.

STRATEGIC TOPIC #2

Deep dive leading to a decision; Working sessions

Strategic Topic #2

Description, background, information regarding the area / decision / topic, If there is optionality, describe the different options both if the company does go this way, and if the company chooses to do something different / defer a decision.

Business impact of each option.

Recommended option by the management.

CREANDUM

HOUSEKEEPING

As usual, there is the indevious miscellaneous chapter. This is it. Topics that need to be discussed, decided upon, or simply flagged to the board go here.

Feel free to drag the ESOP decision from the first chapter here. Depending on your jurisdiction these might be long lists to decide upon.

Feel free to add slides on more operational than strategic decision like new office space, new IT systems, service provider changes or other things you want the buy in from your board. The border between update and decision is sometimes blurry.

HOUSEKEEPING

And potentially more organizational decision

Housekeeping

Misc

- Approval of last board meeting minutes
- Other notes that the board need to be aware of which did not fit in the CEO update

Areas to help

- List open positions / introductions / business development topics you want your board to be aware of

Important others dates

- DD/MM/YY XX am   Other important date

Next meetings

- DD/MM/YY XX am   Update Call, voluntary
- DD/MM/YY XX am   Physical Meeting, address

Thank you!

CREANDUM

COPY / SHARE / USE,

Feel free to use this template, copy it, make it your own, Delete the green explanatory slides and customize it to your CI.

Feel free to send feedback to **simon@creandum,com** and to drop props on twitter to **@simonschmincke :-)**