



MAKERS OF NEW

AI-NATIVE VALUE CREATION STUDIO · LUXEMBOURG

The Makers Canvas

VALUE = REVENUE × MARGIN × MULTIPLE · THREE MODELS · TWO ENGINES · EVERY MOVE PRICED BEFORE IT STARTS

COMPANY
Specimen Co. (invented)

CLASS
software and services

READ BY
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AS OF
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TODAY				IF EVERY MOVE LANDS				IF NOTHING CHANGES	
REVENUE	MARGIN	MULTIPLE	VALUE	REVENUE	MARGIN	MULTIPLE	VALUE	VALUE	THE HALF TURN, SAID
€50.0M	20%	8.0×	€80M	€53.0M	22%	9.0×	€105M	€75M	assumption

Revenue		EACH MOVE: EUROS · MONTHS · OWNER · GRADE		
THE LINE IT ARRIVES ON				
01 · WHY	■ Outcome pricing on one line +€0.6M · 6 MO · CRO · STATED · SIMULATION		■ Pocket price, discounts cut +€0.4M · 4 MO · CFO · DOCUMENTED · SIMULATION	
	■ Attach a recurring service +€3.0M · 9 MO · CEO · CORROBORATED · SIMULATION			
	▼ CAPS THE ROW BELOW: IT CAN SIT ONE RUNG ABOVE, AND NO HIGHER			
02 · HOW			■ Back-office automation +€0.6M · 8 MO · COO · DOCUMENTED · SIMULATION	
				■ Cost to serve, two tiers +€0.3M · 6 MO · COO · STATED · SIMULATION
▼ CAPS THE ROW BELOW: IT CAN SIT ONE RUNG ABOVE, AND NO HIGHER				
03 · WHAT	■ Tool-life data as a service +€0.4M · 12 MO · CTO · STATED · SIMULATION		■ One customer record +€0.2M · 6 MO · CTO · STATED · SIMULATION	
				■ Owned platform, AI inside +0.5× · 18 MO · CTO · STATED · SIMULATION

ENGINE ONE · TODAY'S BUSINESS, RUN FOR MARGIN, PAYS FOR TWO					ENGINE TWO · THE NEW DIGITAL MODEL, BUILT FOR VALUE · FUNDED IN STAGES, EACH RELEASED ON EVIDENCE				
					THE MOVE	THE CLAIM	THE PROOF	RELEASE LINE · STOP LINE	THE TRANCHE IT RELEASES
● Pocket price and discounts: +€0.4M a year, four months					Attach a recurring service	Installed clients will pay yearly for monitoring	Ten clients offered it by week 3, at list price	Three sign: release · none by week 8: stop	€40k to €150k, on three signatures
● Back-office automation: +€0.6M a year, eight months									
● Cost to serve in two tiers: +€0.3M a year, six months					Tool-life data as a service	Clients let machine data leave the shop floor	Two pilots, each with a data agreement	Both sign: release · neither by month 4: stop	€60k to €220k, on both
● Together: two points of margin, €10.0M to €11.0M of EBITDA, funding the build									
					Owned platform, AI inside	Usage pricing beats seats for the top segment	A price test on twenty accounts	Revenue per account up a tenth: release	Staged by quarter on the record

FIVE GATES, EACH ONE CAN BE FAILED					EVIDENCE LADDER · HOW EACH FIGURE IS KNOWN				MARKS
01 DIAGNOSE	02 DESIGN	03 BUILD AND SELL	04 OPERATE	05 REALISE	■ STATED	■ CORROBORATED	■ DOCUMENTED	■ MEASURED	SIMULATION · ASSUMPTION · MARKET · IMPORTED
THE READ · TWO TO SIX WEEKS	THE ROADMAP · TWO WEEKS	A HUNDRED DAYS	THE QUARTERLY CLOSE	THE EXIT PACK					■ ENGINE ONE · ■ ENGINE TWO