

Making business education accessible for 5 billion people.



Steve Pugh Sept 2023

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@RoadmapMBA



Problem	An estimated 97% of the world's population does not have access to business education or training, and many of the existing solutions are aimed at C-suite individuals.
Solution	We are a social impact start up making business education accessible for 5 billion people. We tackle 11 key barriers to education. We want to create "the Peloton of business education" building the world's biggest and most accessible business school by 2030.
Market Size	Total addressable market = \$24 billion - \$48 billion
Traction	1400 total users (1,290 active users) in 56 countries.
Status	App launched Feb 2023. Proof of concept achieved. Next goal is achieving product market fit and targeting first £1m in revenue from 2,506 sales at £399.

We believe we can build the world's biggest and most accessible business school by 2030

- We have a dream of creating a 24 hour broadcast platform where different presenters from different backgrounds present from high quality studios, where users can choose their instructor and learn in their native language at a time that suits them.
- We want to create "the Peloton of business education."
- The live and recorded shows will be supported via a combination of the app, book, website and other tools to tailor learning, with continued support and motivation.







How do we provide our service?

- We deliver our service using video, print and online classroom sessions.
- Users love our physical books and unique content.
- We believe we can innovate faster and provide a better user experience than our rivals, plus capitalise on things like the Metaverse as they develop.
- We are conscious of low bandwidth solutions for developing nations.



360 virtual classroom

App launched Feb 2023









Livestreams and Podcasts

Roadmap MBA[®]

LIVE classroom sessions

Books

Website

The business model we are going to follow?

Replicate the Freemium success of Duolingo

Launched in 2012 Duolingo is a language-learning education platform that offers over 100+ courses across 40 languages. The platform enables anyone to learn languages for free or pay \$7 each month for a premium service. They have 43 million monthly active users & 500m downloads. In 2022 the company was valued at £4Bn.

Duolingo didn't try and compete with university language courses, but it did make language education accessible. They also developed the ability to cross-sell other products and services. We are looking do the same thing for business education.



duolingo

User base: 94% FREE 6% paid



The founder

Steve Pugh Founder and CEO

Background: Management Consultant + Engineer

3x Masters Degrees , including an International MBA

Expert in growing small to mid sized businesses.

Understands the market (over 20,000 hours + personal learning & development experience)

Lived experience of growing up poor and not being able to access business education.



https://www.linkedin.co m/in/stevendanielpugh/

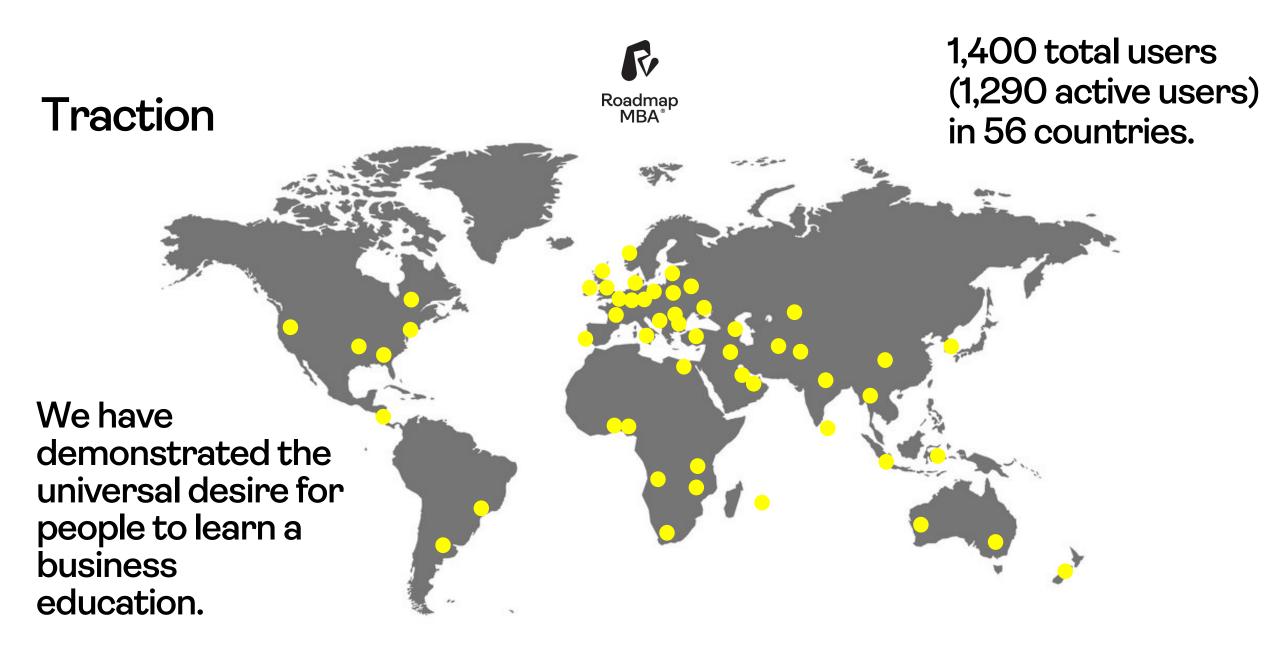


Nominated for Purpose Entrepreneur of the Year Award 2023

Passionate about social change and making a difference in the world.



Awards night 20th November 2023



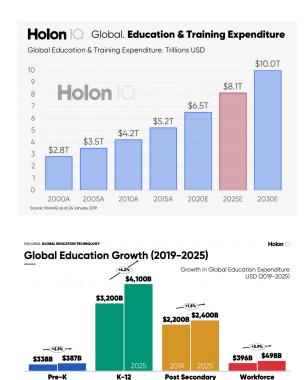
England, Scotland, Ireland, Netherlands, China, Latvia, USA, Nigeria, Ghana, Croatia, Germany, Austria, Ukraine, Estonia, Egypt, Singapore, Canada, Denmark, Australia, India, Wales, Turkey, UAE, Portugal, France, South Africa, Bulgaria, Poland, Brazil, Norway, Costa Rica, Thailand, Indonesia, Kenya, Pakistan, Afghanistan, Italy, Romania, Tanzania, Tunisia, Czech Republic, Qatar, Angola, Sri Lanka, Azerbaijan, Argentina, Iraq, Lithuania, Kazakhstan, North Macedonia, Taiwan, New Zealand, South Korea, Jordan, Mauritius

Total Addressable Market



\$24 billion - \$48 billion

- Global education and training expenditure is expected to reach \$8.1 Trillion by 2025 and \$10Trillion by 2030, however this covers all age groups and areas of learning.
- Workforce education accounts for approximately 6% of this, estimated to hit \$498 Billion by 2025, however this too covers all aspects of people's jobs.
- Through reviewing competitors we have identified 80 million users who each spend \$300 \$600 per year, equating to \$24 billion \$48 billion per annum.
- 41% of Gen Z want to start a business, which is 29,520,000 who may have interest in our service.
- The UK also has 412,815 business and management students, equating to £11.4 Billion and the USA has 1.9 million business students spending on average \$102K for tuition, worth \$193.8 Billion. Whilst this is a different target market it does show a userbase who are spending money and to whom the Roadmap MBA would be an excellent support material.
- The global consulting sector is worth \$250Bn, which we would be entering too (using software).



https://www.globallearninglandscape.org/

https://www.consultancy.uk/consulting-

rce: HoloniQ, February 202

industry/amp/global

Target customers

Individuals



- People who want to progress their career, who likely feel the burden of student debt, or are put off by 'overly academic' expensive or time consuming options
- These people will often be from poor / middle class backgrounds.
- Want some form of certificate / sense of achievement

Small – mid sized companies



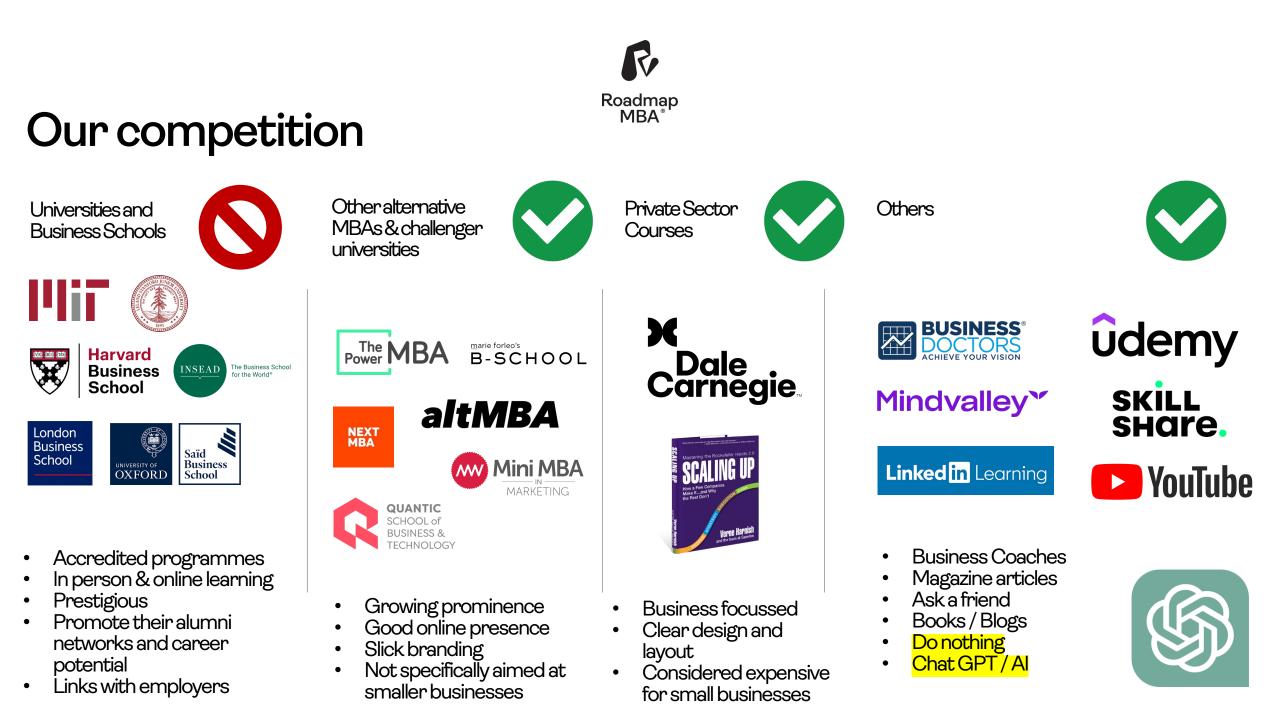


Small businesses who want to up-skill their teams but find it hard to choose from the current options.

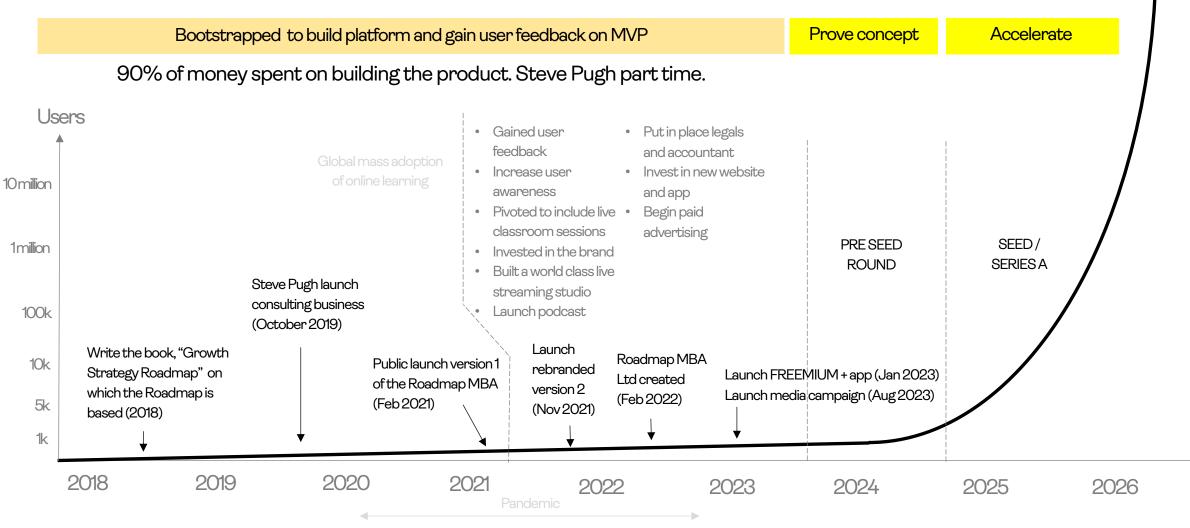
Price is an important concern, as is "time away from the business".

They want to keep their key people happy and providing learning and development, but want it to be simple quick and easy.

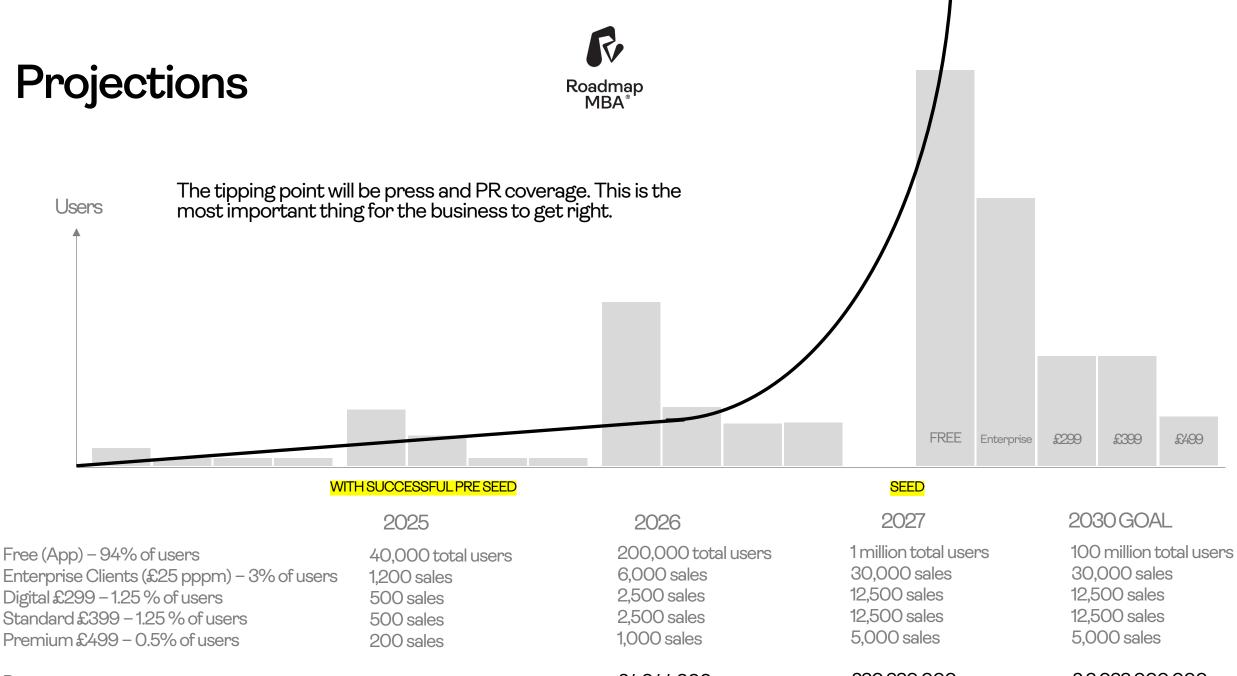
They want "real world practical skills" not useless theory



Where are we in the journey?



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Revenue:

£808,800

£4,044,000

£20,220,000

£2,022,000,000



Why now?

- Post COVID online learning is commonplace and accepted.
- Cost of living crisis people looking for cheaper options.
- More people than ever want to start a business (64% in the UK).
- Businesses have had their training budgets slashed, but still need support.
- Universities looking to put their prices up ($\pounds 24k$ per year mentioned, UK)
- Popular culture now accepting and supportive of challenger brands.
- Strong demand for organisations with a positive community mission.
- Investors looking for organisations that can grow in a recession.
- Positioning for ~30% market share of the African youth population, expected to grow by 100million by 2040









Our ambition

- We want over 100 million active users on the platform and replicate the success of Duolingo.
- Have offerings in multiple languages: English, Chinese, Hindi, Spanish, French + sign language
- Help improve millions of people's lives, especially those who otherwise would not have had access to business education
- To do this profitably!

Realisation of value

- Trade sale to larger entity
 - Existing provider looking to add new original content to their platform.
 - ✓ Established Pre-K / K-12 providers looking to expand into the professional business education market, utilising their existing customer base as they progress in age.
- Floatation or Public listing

Cap table



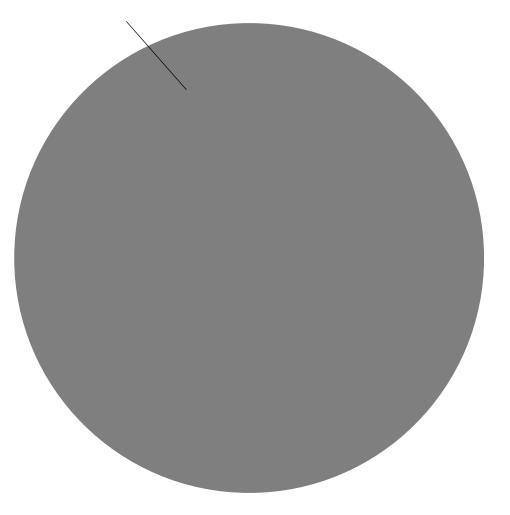
Steve Pugh - 100% Invested \$300k

Milestones achieved

- Launch early MVP. Gain feedback. ACHIEVED
- First 1,000 users ACHIEVED
- Paying private customers (B2C) ACHIEVED
- Paying business customers (B2B) ACHIEVED
- Launched new online platform ACHIEVED
- Launching iOS and Android app ACHIEVED

Next milestones

- First £1m revenue (3,350 sales at £299)
- First 1,000,000 users





Let's change the world



Steve Pugh Founder and CEO steve@RoadmapMBA.com +44 (0) 7518492982



Want to find out more?

Appendix



The problem we solve:

We support people who don't feel they have access to traditional business education.

Our mission is making business education and training accessible to 5 billion people.

Accessible does not simply mean free.

Creating something that is genuinely accessible means overcoming barriers which would otherwise reduce the likelihood of taking a course of action.

Barriers to business education traditionally include: cost, time, overwhelm, previous academic qualifications, physical location, language (including sign language), web accessibility, complexity, delivery method, knowing where to start, intimidation of starting something new, self-doubt that users should 'know this already', previous bad experiences of education, fears about exams or tests ... plus many more.





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What is our insight?

"There are millions of people who feel that there are parts of their job that they're not trained to do; write a strategy, manage a team or sell to customers ... and business owners are often looking for ways to outperform the competition with traditional MBA courses often being prohibitive on cost, time, or the content they teach is aimed at large multinationals and not businesses like theirs."



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Why target 5 billion people?

In acknowledging the range customers we're trying to serve, we are creating a product which is genuinely accessible to a global population.

This does not mean making something worse, it is a statement which guides our principles.

Nearly half the world lives on less than \$5.50 a day. We have built our business so that the members who choose to pay, cover the costs of those who can't.



Accessible at different times of day, in different time zones

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We know people have different schedules. We also know that people want to learn, even if they're in a different time zone.

From this we're creating a schedule which will work for anyone in any time zone to still be able to join a classroom session at a time which suits them, even if they're an early riser or work late night.

In 2022 we have four regular time slots, however as the business progresses we will grow into a bigger team offering more flexibility and support around the world.



Roadmap	Roadmap	Roadmap	Rosdmap
MBA'	MBA'	MBA'	MBA*
Drop-in Classroom Sessions	Drop-in Classroom Sessions	Drop-in Classroom Sessions	Drop-in Classroom Sessions
TUESDAY - Session One	TUESDAY - Session Two	THURSDAY	FRIDAY
00:00 Sydney, Australia 22:00 Shanghai, China 19:30 Mumbai, India 18:00 Dubai, UAE 17:00 Moscow, Russia 16:00 Berlin, Germany 15:00 London, UK 15:00 Lagos, Nigeria 11:00 Rio de Janeiro, Brazil 10:00 New York City, USA 07:00 Los Angeles, USA	05:00 Sydney, Australia (+1 day) 03:00 Shanghai, China (+1 day) 00:30 Mumbai, India (+1 day) 23:00 Dubai, UAE 22:01 Moscow, Russia 21:00 Berlin, Germany 20:00 London, UK 20:00 London, UK 16:00 Rio de Janeiro, Brazil 15:00 New York City, USA 12:00 Los Angeles, USA	16:00 Sydney, Australia 14:00 Shanghai, China 11:30 Mumbai, India 10:00 Dubai, UAE 09:00 Moscow, Russia 08:00 Berlin, Germany 07:00 London, UK 07:00 Lagos, Nigeria 03:00 Rio de Janeiro, Brazil 02:00 New York City, USA 23:00 Los Angeles, USA (-1 day)	21:00 Sydney, Australia 19:00 Shanghai, China 16:30 Mumbai, India 15:00 Dubai, UAE 14:00 Moacow, Russia 13:00 Berlin, Germany 12:00 Landon, UK 12:00 Landos, Nigeria 08:00 Rio de Janeiro, Brazil 07:00 New York City, USA 04:00 Los Angeles, USA
Find joining details: www.RoadmapMBA.com	Find joining details: www.RoadmapMBA.com	Find joining details: www.RoadmapMBA.com	Find joining details: www.RoadmapMBA.com

World Wide Web Consortium (W3C) Web Accessibility Initiative

W3C[®]

We are working towards the World Wide Web Consortium (W3C) Web Accessibility Initiative (WAI) standards to make the web accessible to everyone.

This includes (but is not limited to) overall layout and design, subtitles as default on all videos, alternative text on images, colour and contrast, clear language, removing auto-play on videos, an easy to use user-interface, plus much more.

We will be working with consultants from different backgrounds to create the Roadmap MBA as accessible as possible for everyone in the world, but doing this as our singular offer, not an after-thought or bolt-on.





Presenters from different backgrounds

In March 2022 the Roadmap MBA had its first guest presenter. It was always part of the bigger plan for the Roadmap to have multiple presenters from different backgrounds, experiences and cultures.

We acknowledge that not everyone wants to learn from a middle aged white man, so we want to replicate that in our tutors and presenters to engage with a wider audience, with each given the right to talk about topics that interest them within their bi-weekly or monthly show on the platform.

To start the presenters will do the Live Streams on topics of their choice, but eventually in time, also host the classroom sessions and run through the course.









Global languages spoken (2021):

- 1. English (1,132 million speakers) Year 1
- 2. Mandarin (1,117 million speakers) Year 3
- 3. Hindi (615 million speakers) Year 3
- 4. Spanish (534 million speakers) Year 4
- 5. French (280 million speakers) Year 4
- 6. Arabic (274 million speakers) Year 4
- 7. Bengali (265 million speakers) Years 5+
- 8. Russian (258 million speakers) Years 5+
- 9. Portuguese (234 million speakers) Years 5+
- 10. Indonesian (198 million speakers) Years 5+



Sustainability (ESG)









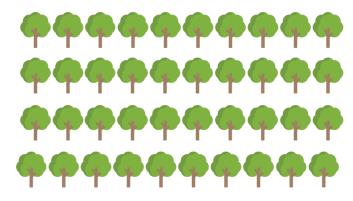
We care about the environment and we know our users do too. We are on a journey to minimise waste and only use sustainable materials.

With the latest version of the Roadmap MBA we reduced the amount of packaging we send and removed any unnecessary use of plastics. Business education should not have an adverse impact on the planet and we will continue to do our bit to protect the environment whilst fighting for equal opportunity to education. Passion over profit.

£399 Package



£499 Package



Carbon offset: 40 trees

Carbon offset: 10 trees

Social benefit (ESG)



Roadmap MBA*

> We believe in the positive impact business can have in the community. For every Roadmap MBA purchased we gift at least one physical book to someone in the community who has the work ethic and desire to progress but not the financial means to purchase the course. We also donate many more digital courses to people around the world (via the funding the freemium model) who otherwise would not have access. Through doing so we aim to help lift people up and create a better world of diversity and opportunity.

> > £399 Package



£499 Package



Enables donation of 10 free courses to digital users

Enables donation of 40 free courses to digital users

www.RoadmapMBA.com

Roadmap MBA[®]

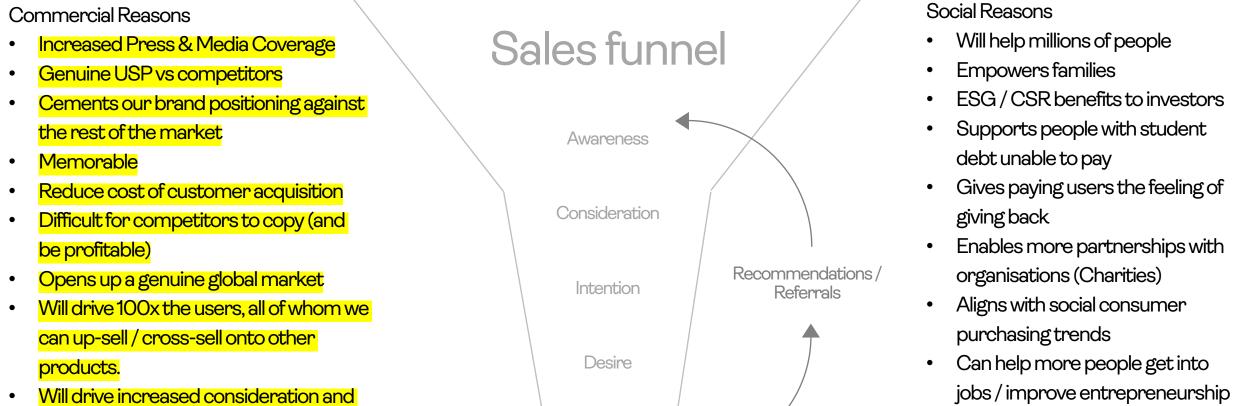
Help change

someone's life.

For every course purchased we gift one to someone who has the desire to progress but not the financial means to purchase the ourse. Through doing so we create a better world of opportunity through access to education. Who could you help? You can choose your recipient or gift anonymously to help people from different backgrounds, cultures and communities all around the world. Passion before profit.

Why it's important to keep the FREE tier (for commercial & social reasons!)

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Purchase

purchase figures vs not having this.

• Could partner with Governments

success rates

Customer feedback



Roadmap MBA

Reviews 71 • Excellent 4.9 (i) VERIFIED COMPANY

https://uk.trustpilot.com/review/ roadmapmba.com "The Roadmap MBA breaks financial barriers to business education. The guide is user-intuitive and highly informative. Steve and his team have created a great network of people wanting to enhance their skills through drop-in sessions and various media channels. I am really thrilled I came across the program. I can't recommend this enough." "As someone who completed an MBA with a University, I must say that the pragmatic approach, and simple, deep dive into key business theories and concepts has been so helpful. Steve has a gift of synthesising complex theories into bitesize chunks. This is an excellent resource which I highly recommend".

In-house broadcast studio and production

Critical for the success of the Roadmap is the in-house recording and broadcast studio, which has the capability to broadcast 24 hours per day, with different preventors in different languages for different time zones.

We have also already invested in the capability to record the space in 360 degree video, creating a 360 virtual classroom. In this we are getting ready for the Metaverse and learning the difficult lessons now so that we are ready for 2025 onwards.

The studio also enables us to produce premium content on a weekly basis, aiding the companies aims for building trust with the audience, in addition to providing a best in class live classroom experience.



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We have developed strong knowledge in the live streaming space including the ability to produce quality broadcasts from our studio in Gateshead.

We currently stream weekly to LinkedIn LIVE, Twitter, Facebook, YouTube, Twitch plus many more, plus have a podcast which is growing in popularity.



al platforms // Our mission is making business education accessible // Live Q&A every Friday mornin



Social Status and Social Media

One of the major learnings from the first twelve months was the desire not only for the education and knowledge, but also for creating a physical product which people can take photos with and post about, providing social status, congratulations and celebration amongst your peers – being seen as someone who works on their personal development and is a future leader – which also acts as micro-influencer marketing and promotion for the business.

It is due to this we believe it is important to create a high quality physical product, not just a digital app or service like the competition. It also brings more perceived value to the user.





27 comments · 3 shares

Roadmap MBA[®]



13,232 views of your post in the feed



Who are our target customers?



- Business executives with more than 20 years experience
- People who want the prestige of a business school or university degree
- Anyone who wants in-depth detail on a particular topic.
- Applicants who want (and can afford) to go to business school.
- University students



- Business owners who want to improve their team's grounding in leadership, management, marketing and sales, but traditional MBA are prohibitive on cost, time, or the content they teach is aimed at large multinationals and not businesses like theirs.
- Career professionals
- People that would benefit from a broad range of skills.



- Entrepreneurs, including freelancers, who have never ran a business before and would benefit from a broad range of support, including how to improve your strategy, increase sales and gain a competitive advantage over competitors.
- Anyone that wants to work on their professional development.



- Students or people for whom the traditional routes are out of bounds due to cost.
- Anyone who is time poor who does not have time for 400 page books on strategy or finance (e.g parents)
- People who left school early or do not have the entry requirements.
- Anyone in the world who wants to learn and develop and have everything in one place.



Consumer insights



- Wants the certificate and experience of going to an accredited business school.
- Experienced executives who already have the skills and knowledge
- People who dislike the idea of modern alternatives to business schools which use similar brand positioning.



- Worried about rising costs and competitiveness in their industry.
- Business is underperforming and needs to upskill their team, but knows their team want something easy or they won't do it.
- Believes that some training courses are just a 'jolly out the office and will not bring lasting benefit'



- The realisation that its hard to make money and simply being good at your trade is enough.
- The embarrassment due to the feeling they feel they should know this stuff.
- They question if a £300/month business coach will help.
- Worried about paying the bills and managing their workload / homelife.



- Smart enough to do anything but already has huge student debts.
- Wants to support ethical causes and community giving.
- Wants to improve their CV with the skills they'll need in their career... potentially to get their first job.
- Social life is important and extra time devoted to study is small.

Blue Ocean Strategy – Target Market

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People who pay for business education (1%) 8.7 million people per year

People who buy any form of business education or training 26 million people per year First Tier Customer

Global population 2023 = 8 Billion Global English speaking population = 1.12Bn English speaking working age population = 877 million People who are interested in business education but are unable to access 61.4 million people per year Second Tier Customer

People who are interested in personal development / career development 263 million people per year Third Tier Customer

Blue Ocean of circa 250 million customers per year who are not currently served by traditional business education and are unlikely to go out of their way to find something

> Not interested in their careers (70%) Not a target

Blue Ocean Strategy – Competitors



Traditional Universities and Business Schools

- Private sector
 business training
 courses (in person
 and online)
- Online University
 short courses
- Other alternative MBA courses
- Business coaches



- Skillshare
- Business books
- Free Webinars online

- YouTube
- Media / General Interest /
 Dragons Den
- Anything on Personal Development
- Magazine articles on careers

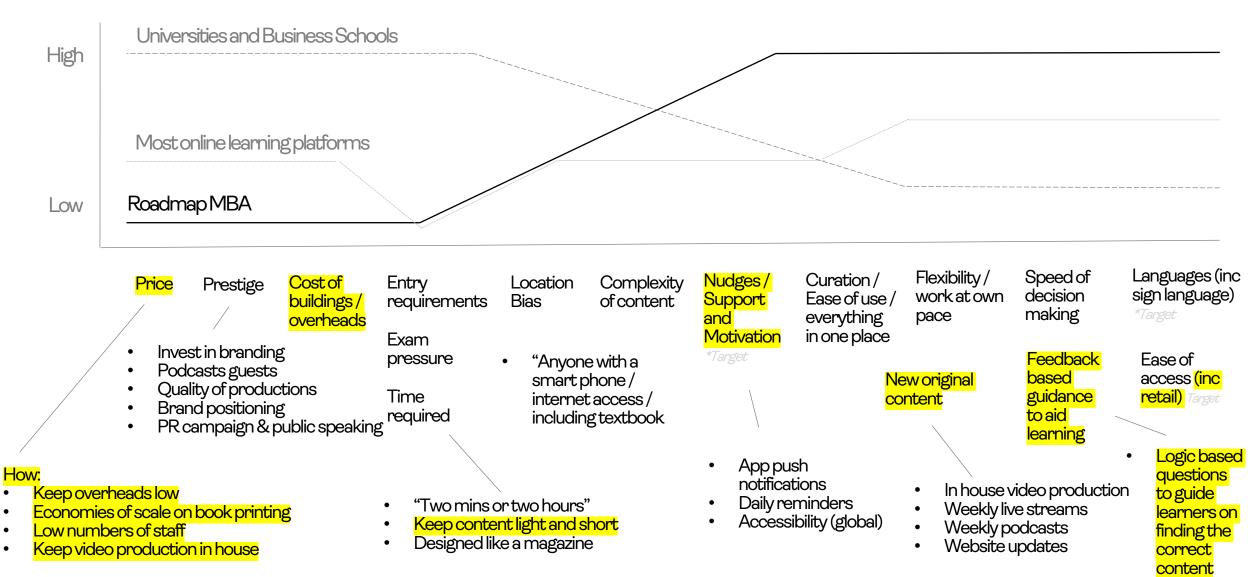
We're trying to bridge the gap outside of the traditional business education, to provide a best in class Roadmap to grow your business or career

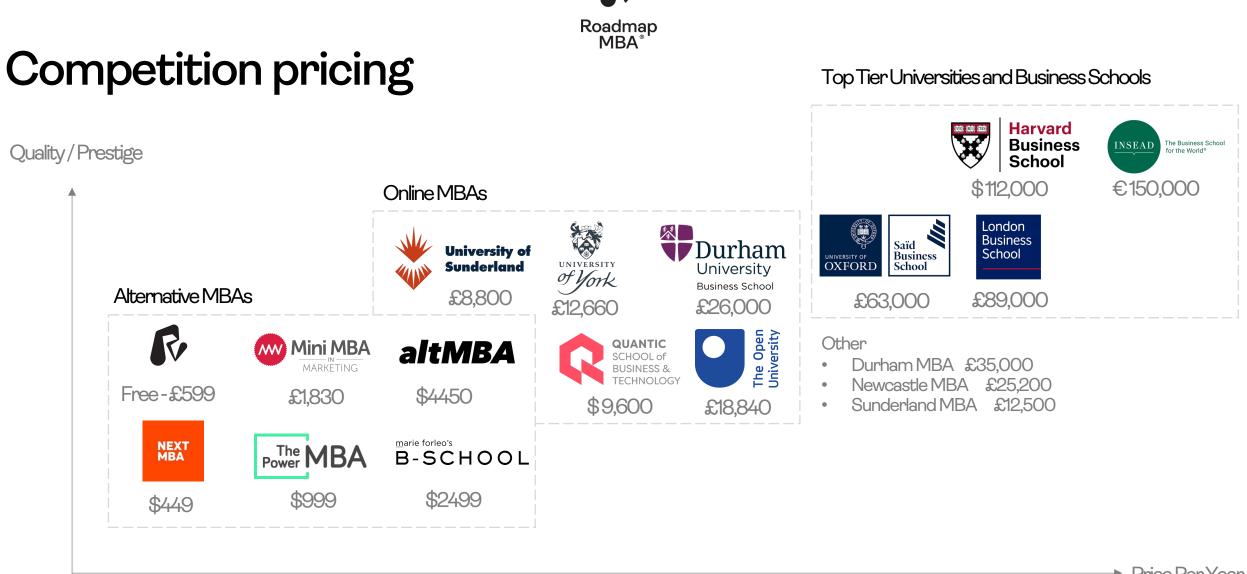
Blue Ocean Strategy Diagram

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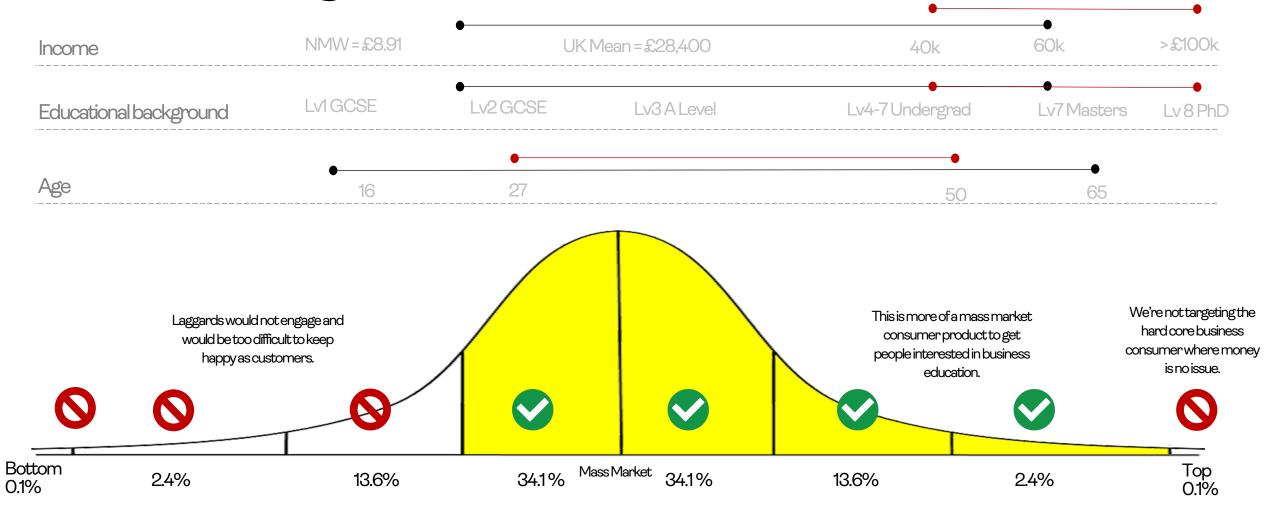
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Price Per Year



Roadmap MBATraditional Business Schools

Customer segmentation



Competitor Case Study – 2u.com

"As the parent company of edX, 2U partners with top-tier partners to help them turn their invaluable expertise into high-quality, online education offerings and services that meet the evolving needs of learners across their lifetimes."

Investment Thesis:

- Leading position in multi-trillion dollar market with accelerating digital adoption
- Uniquely positioned to develop products across the entire spectrum of higher ed
- Sizable and scalable platform delivering strong growth





DIGITAL OFFERINGS

42M

REGISTERED LEARNERS

230



38 OF TOP **50**

RANKED WEBSITE IN THE

UNIVERSITIES IN THE WORLD

2U.com have lost money <u>every year</u> since launch, even with 42 million users and almost \$1Bn in revenue

22%

Revenue Growth

FY'21 revenue up 22% to \$945.7M

- FY'21 Degree Program revenue up 22% to \$592.3M
- FY'21 Alternative Credential revenue up 23% to \$353.4M

https://2u.com/ Source:https://investor.2u.com/

7% Adj. EBITDA Margin¹

FY'21 adj. EBITDA of \$66.6M¹

 \$50.5M improvement vs. FY'20

FY'21 Net Loss of \$194.8M

• \$21.7M improvement vs. FY'20 2022

Outlook

Revenue to range from \$1,050.0M to \$1,090.0M

• 13% Growth at the midpoint

Adjusted EBITDA¹ to range from \$70.0M to \$90.0M

- 20% Growth at the midpoint
- Net Loss to range from \$235.0M to \$215.0M

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Competitor Case Study – Udemy

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"Udemy is an online learning and

Financial Year 2021 Revenue = \$518m Net Loss = \$77m Adjusted EBITDA Margin = 9-11%



We have one course.

OVERWHELM

SREAL

Overwhelm is a genuine problem in business education, which we're looking to solve.

Competitor Case Study – Unacademy

India's largest learning platform Valued at \$3.4Bn Aug 2021 Teaches school & professional exams £10/month all classes Live and recorded classes 🗹

> Burning \$15m a month 1000 job losses in 2022 Overheads (once again) the killer



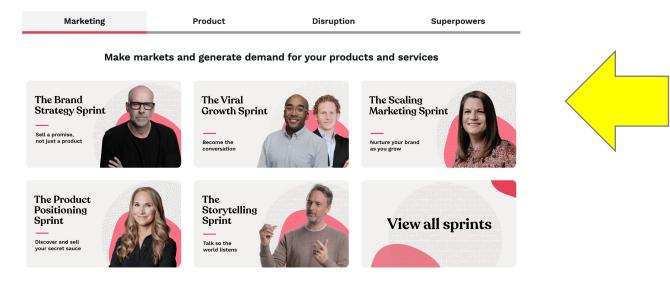




Competitor Case Study – Section 4

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Take unlimited classes with the best minds in business



https://www.section4.com/

Regular people don't know what a sprint is. This is industry jargon.

SECTION4

Section4 is a course written by academics on what academics believe people want.

Our take is different, making everything accessible to the normal user.

Whilst everyone else is competing to show they're the smartest, we're doing the opposite, to make things the simplest. We believe that through taking this approach, we can carve out our own niche to be friendly, relatable, and accessible for 99% of people regardless of age or academic background.

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Media strategy

A major driver for the business (and its eventual success or failure) will be breaking into wider media coverage. We believe this will be possible through the Freemium model and the story of "bringing free business education to the world", combined with the increase in cost of living and the societal pressure on household bills. Based on our blue ocean strategy we will target lifestyle blogs and general interest journalists, not just business media and provide comment on the cost of living and issues which affect our target user.

Target media headlines for the next 3 years **:

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"The ultimate career hack" -
Vogue
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"The app everyone needs before they start their side hustle." – Startup Grind

"The ed-tech start up making business education accessible." - Wired

"The website every new founder needs to know" - Reddit "You need this in your life" GQ

"Business education for regular people" – Lad Bible

"Business skills app for Mumtrepreneurs" – Grazia

"A new startup in the alternative MBA space." – Tech Radar



"UK start-up taking on business education" -BBC

"The perfect gift for entrepreneurs." – Fenwicks Christmas Newsletter

"North East start up hits 1 million users in first three years" – NE Times

"The UK start up bringing free business education to India."

Intellectual Property

The Roadmap MBA has IP and protection in a number of areas. Registered trademarks held within Roadmap MBA Ltd, UK company number 13885478.

Copyright © of course materials, 252 page book and online content

The Roadmap logo and name has been registered in respect of: Class 35: Business advice; Business consultancy; Consultancy (Professional business); Professional business consultancy; Business advisory services. Class 41: Conducting of educational courses relating to business; Distance learning courses; Personal development courses; Provision of training courses; Provision of education courses; Business training.

Web address: www.RoadmapMBA.com

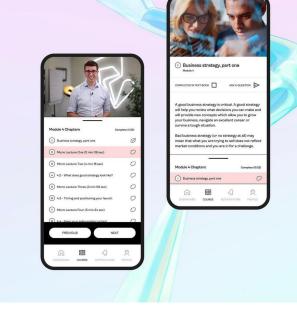
Social media addresses: @RoadmapMBA

Other web domains owned: <u>Roadmap.mba</u>; <u>RoadmapAltMBA.com</u>; <u>RoadmapAlternativeMBA.com</u>; <u>RoadmapMBA.co.uk</u>; <u>RoadmapMBA.net</u>; <u>RoadmapMBA.org</u>; <u>TheRoadmapMBA.co.uk</u>; TheRoadmapMBA.com

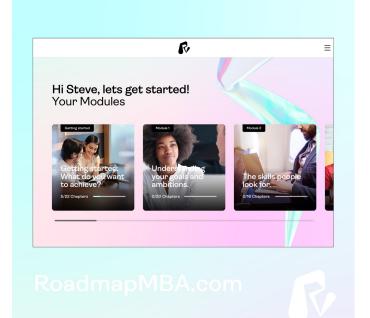


Tech stack

- API is built in Laravel: <u>https://laravel.com/</u>
- Platform area is built in Vue.js which utilises the API <u>https://vuejs.org/</u>
- App is built in React Native and utilises the API <u>https://reactnative.dev/</u>
- Marketing site is built in Wordpress
- System is fully hosted on AWS (Amazon Web Services)







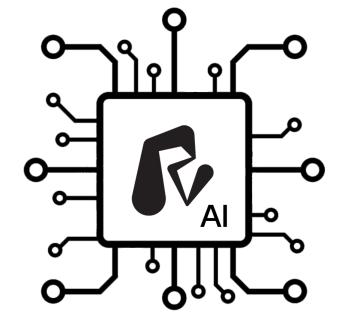


We learn and adapt quicker

What makes the Roadmap MBA unique is not the content. It is the the ability to learn innovate and adapt, reacting quicker and constantly be several steps ahead when new information or concepts come out which we believe we can commercialise quicker than anyone else – even reacting SAME DAY.

We have plenty of new ideas to continually improve the service and stay ahead of the competition, gradually tackling more and more of the pain points of the customer and creating a competitive advantage in the market place.

We believe that even if someone did copy what we had done today, we would already be several steps ahead by the time it launches.



Critical success factors

- **Provide excellent client service and user experience**. How? Develop the new website and app
- Build a brand which people see as being credible.
- Maintain and build social proof including promoting social media and Trust Pilot reviews.
- Create an understandable (and memorable) company mission.
- Build awareness and consideration within the target market. How? Via a sustained press and PR campaign

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- Maintain low fixed overheads which enables the Freemium model (thus creating unique value proposition)
- Source and maintain low unit prices.
- Become a regular part of people's routine How? With regular livestreams and podcasts which build trust.
- Develop export markets, including investigating language translation and sign language
- Solve Non UK shipping which is both expensive and takes a long time!!
- Work with community partners to help the people who need it most (including providing free books)
- Keep the customer at the heart of the business.
- Reinvest all of the profits back in to accelerate growth.



Do you have any questions?



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