

EVERYTHING IS EASY  
WHEN  
YOU KNOW HOW

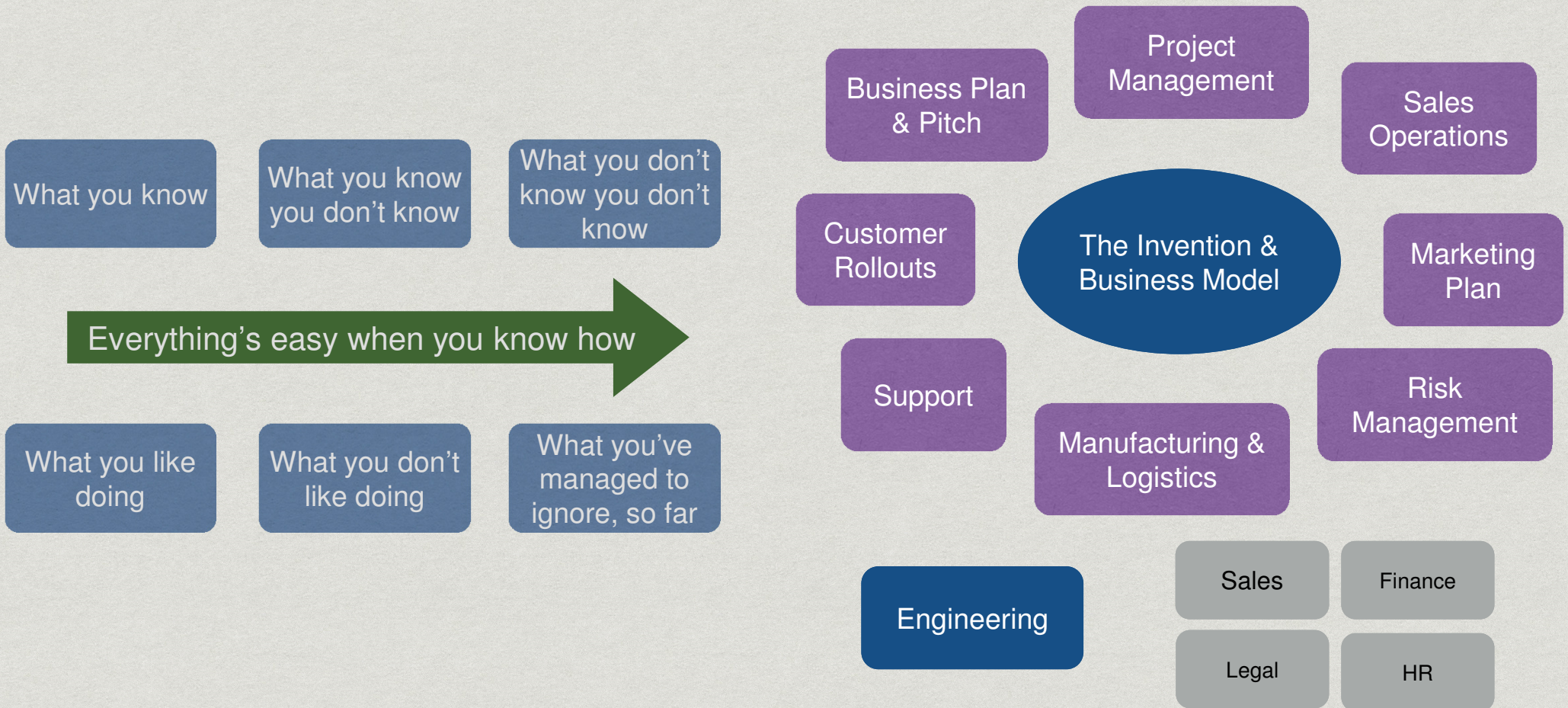
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# Topic



- This talk will address:
  - the challenge most start-ups face in going from an idea or a product,
    - and from what is often primarily an engineering team,
  - to an operating business that requires a range of expertise beyond product development.

# The Big Picture



# Let's Go Through That Again

What you know

Because its  
what we do

What you like  
doing

What you know  
you don't know

Because we're  
clever and we  
read

What you don't  
like doing

What you don't  
know you don't  
know

Because we  
aren't so  
experienced

What you've  
managed to  
ignore, so far

# Indicators

How can we scale the business profitably?

- As a prospective investor can I see your business plan please?

- Do we even have a sales pipeline?

- How are you going to get from prototype to production
- to meet our rollout?

- Its a great invention, but...

- Why is engineering so busy doing support?

- How did we do that last time?

## Familiar Questions?

# So What To Do?



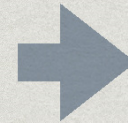
- Build a Business
- Make Complete Products
- Get Money

# Turning Start-ups into (Valuable) Businesses



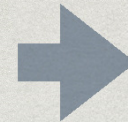
## Business Plan

- 30s pitch - for non-technical audience
- 10 minute pitch(es) - for all audience types



## Customer Value Proposition:

- Why would someone give you money?



## Investor Value Proposition:

- Why would someone give you money?

Business Model

Sales Operations

Risk Management

Operations

Support

# Turning Inventions into Products



**Finishing the Core Product**

**The Rest of the Product**

**Around the Product**



# Turning Orders into Revenue



**Product Management**

**Project management**

- That was all about what to do
  
- Some thoughts about how to do it...

# Collaboration

- Its not about going to an office
  - Work anywhere – Comms tools like Skype, Slack, Hangouts... All free, and often worth it (not a compliment)
  - You can even have an office
  - Need meeting rooms, and private space, and a white board
- Collaboration in your team
  - Stay in sync – actively tell people what's going on
  - Do Your Job – Without trust give up now
  - Tools like cloud documents, Jira, Trello, Kanban

# Time

- Time is your asset, don't throw it away
  - Don't try every new app/technology/trend
  - Focus and Prioritise!!!
    - Ruthlessness is a character strength
  - Trying to do too many things, thus doing them all badly, is not a road to success IJHO
  - Is that conference / Cambridge Wireless event / meetup really worth it?
- Processes – have some – “We do it this way”
  - Not big ones necessarily
  - Think about how you do things, or how to do things, and then do that
    - Make sure everyone knows the plan

# Team

- Get the best from your team
  - Some people are morning people... no, really.
  - Some socialise, some don't
  - Some tweet, some don't
  - Use each person's strengths, work around their weaknesses
    - Build the business around the team's strengths
    - Hire services in for the rest
- If you are all in this together, then make sure it feels that way

# Money

- You'll need money
  - . To start
  - . To get to a point where you can sell
  - . To scale
  - . Those are different amounts, kinds and sources
- There are interesting company structures, term sheets, set up documents out there
  - . Start as you mean to continue
- Fiverr and fivesquids are amazing, so are ebay and alibaba

# Sales

- Customer Focus
  - Work the way they work
    - Time of day
    - Tools – people still use email, some use IE, some aren't allowed to use Skype, don't have WiFi, aren't allowed to use Dropbox, or use Windows10
    - Avoid annoying telephone systems and numbers
    - Polite, respectful, organised
- Selling
  - Is not just talking to people
  - It won't sell itself
  - Make your customer champion look good to their boss
  - Have a sales lead qualification and management process

# In Summary

Its important to:

- Be able to clearly communicate the value of what you do
- Focus
- Demonstrate: Trust, Predictability, Repeatability, Visibility, Scale, Profitability
- Do what you say you will do

- Your Mum is right (about lots of things)
  - Its better to do it right than to do it over
  - You can't live on Diet Coke and pizza
  - Get enough sleep and exercise
  - Dress appropriately
  - Trust is hard won and easily lost



# Thank you.

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