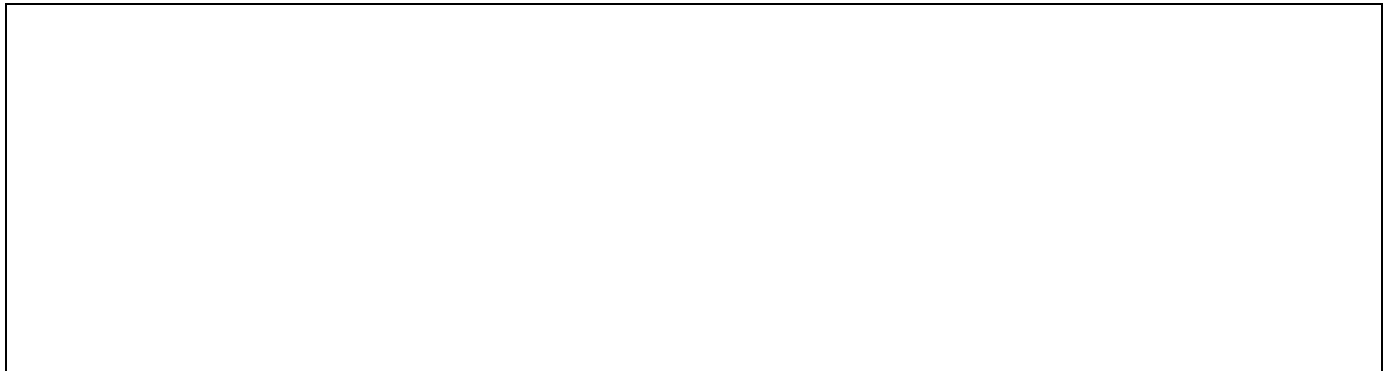


# Business Plan Essentials



Jerry Bird

Sr. Vice President

MTDC

---

# MTDC

- 33 years
- 130 early stage investments
- Massachusetts only
- Technology focused
  - Software
  - Hardware
  - Instrumentation
  - Robots
  - Mobile Apps

---

# Business Plan

- Marketing Strategy
- Management

---

# Marketing Strategy

- Who are you targeting as end-user?
- Who writes the check?
- How do you reach them?
- Direct or through partners?
- Articulate plan to attract corporate partners

---

# Making potential customers aware

- Trade shows – medical devices
- Advertising - Constant Contact
- PR - Twitter, Facebook

---

# Channel or Direct

- What is the industry accustomed to?
- What is the price point of your product?
- Is there a service provider that this logically combines with?
- Channels do not do missionary sales

---

# Do you have two constituencies?

- Consumer facing, but delivered through another business
  - For example a credit card affinity program
- Crowd sourcing: you need to develop a community in conjunction with developing an end market
- Two different strategies



---

# Management

- Entrepreneurial
- Domain knowledge
- Different expectations for different stages
- The team will evolve over time

---

# Is there an “entrepreneurial type?”

- “Every great startup has a driven entrepreneur – and absolutely honest-to-goodness bona fide real entrepreneur – someone who will walk through walls to make their vision a reality.”
  - -Kevin Fong, Mayfield Fund

---

# Ideal profile

- Intelligence, energy, integrity
- Tolerance for risk, angst
- Magnet for recruiting and retaining
- “Do the work”
- Clear eyed – nimble in assessing and acting
- Think like an investor
- Seeking wealth – not income
- Personal and family commitment

---

# The process of Assessing an entrepreneur

- Presentations
- Interviews
- Background checks
- References

---

# Early versus later stage

- Four tendencies that can prevent executives from scaling:
  - Excessive loyalty to comrades
  - Task orientation (as opposed to stepping back and setting strategic priorities)
  - Single-mindedness (failing to adapt to changing circumstances)
  - Tendency to working in isolation