A Global Crisis is Always Around the Corner

2000	2001	2008	2011	2014	2016	2020
Dot-Com Crash	9/11 Crash	Global Financial Meltdown.	Fukushima Nuclear Disaster	Crude Oil Crisis	Brexit	Covid-19

Global crises increase the risk of failure for early stage and later stage start-ups alike. Evidence from Israel shows that key to overcoming crises is internationalization, an expansionist commercial mind-set and a readiness to rethink and reposition yourself.

Our aim is to give start-ups new tools to be more resilient when crises hit and inspire them to apply Israeli start-up methodologies. This project is funded by THE DANISH INDUSTRY FOUNDATION.

On the Menu Today:

- Becoming an Unstoppable Founding Team

- Building Our Support Network of Advisors & Fans

- Engaging & Outreach to Maximize Value
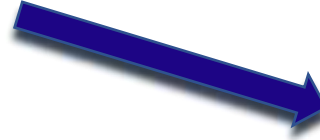
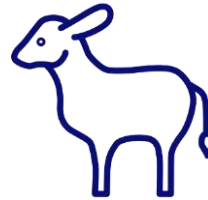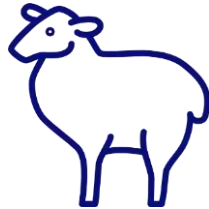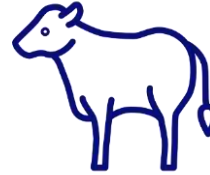# Becoming an Unstoppable Founding Team

Disclaimer

Why startups fail?

"We Are a Rare Breed, a Weird Bird"

Unique factors in founding teams:
(but not exclusively)

1. No clear hierarchy

2. No strict accountability boundaries

3. Ambiguity

4. Risk

5. Equity

Forming The Team

Forming the team:

- Deal Breakers

- Structuring the process

Deal Breakers

"All in-ness"

Equality

Red Lines

Future Predicaments

Deal Breakers:

- "All in-ness"

- Equality (Equity & Emotionally)

- Red Lines

- Future Predicaments (Exit / IPO / Raising)

Deal Breakers Exercise:

Write down all your deal breakers and share with your co-founders

- **"All in-ness"**

- **Equality (Equity & Emotionally)**

- **Red Lines**

- **Future Predicaments (Exit / IPO / Raising)**

Structuring the Process

Structuring the Process

- **1st Date** – Relationship and chemistry

- **2nd Date** – Professional background & Ideation

- **3rd Date** – Project presentation (**2 founders adding 1)

- **4th Date** – Matching expectations – Deal Breakers list + Principles + Characteristics.

- **"Weekend Trip"** – Determine a trail time for working together

- **5th Date** – Tying the knot – Processing Weekend trip & conclusions

Observation 1 (Foundation):
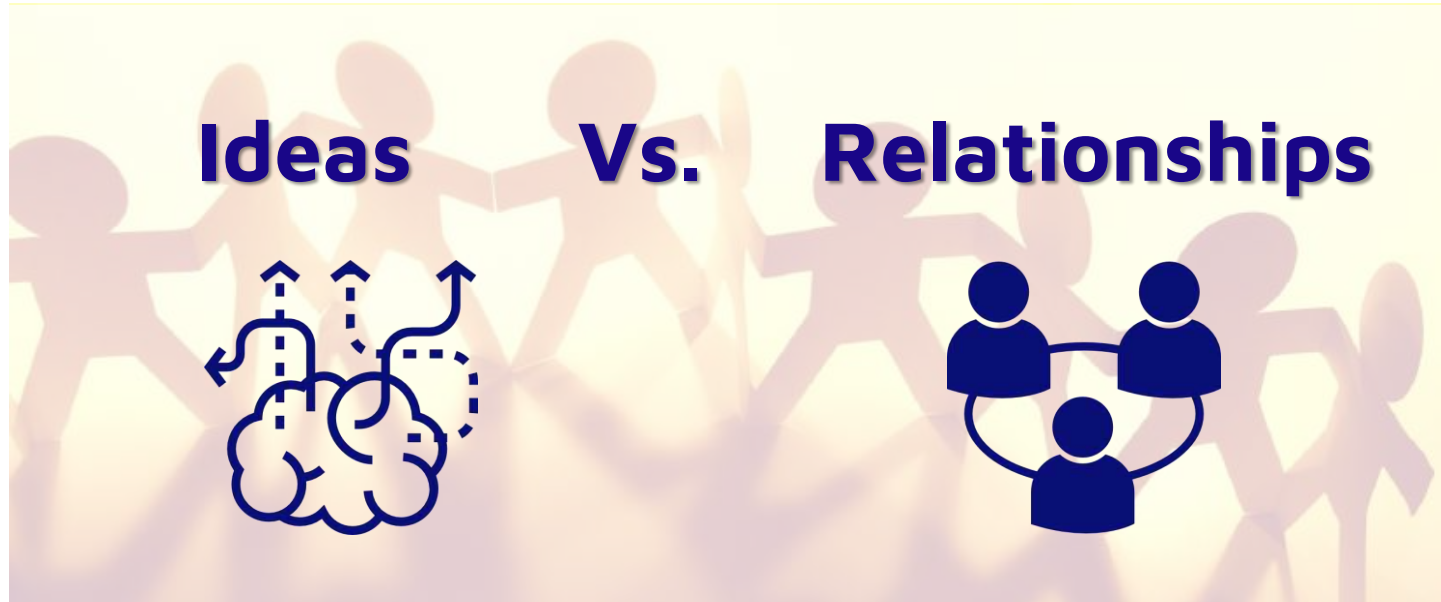
Ideas **Vs.** **Relationships**

Observation 2 (Founder-Problem-Fit):

Skillset   &   Motivation

Observation 3 (Emotional Management):

Ego – Two Dimensions

Observation 4 (Communication):

Elephants
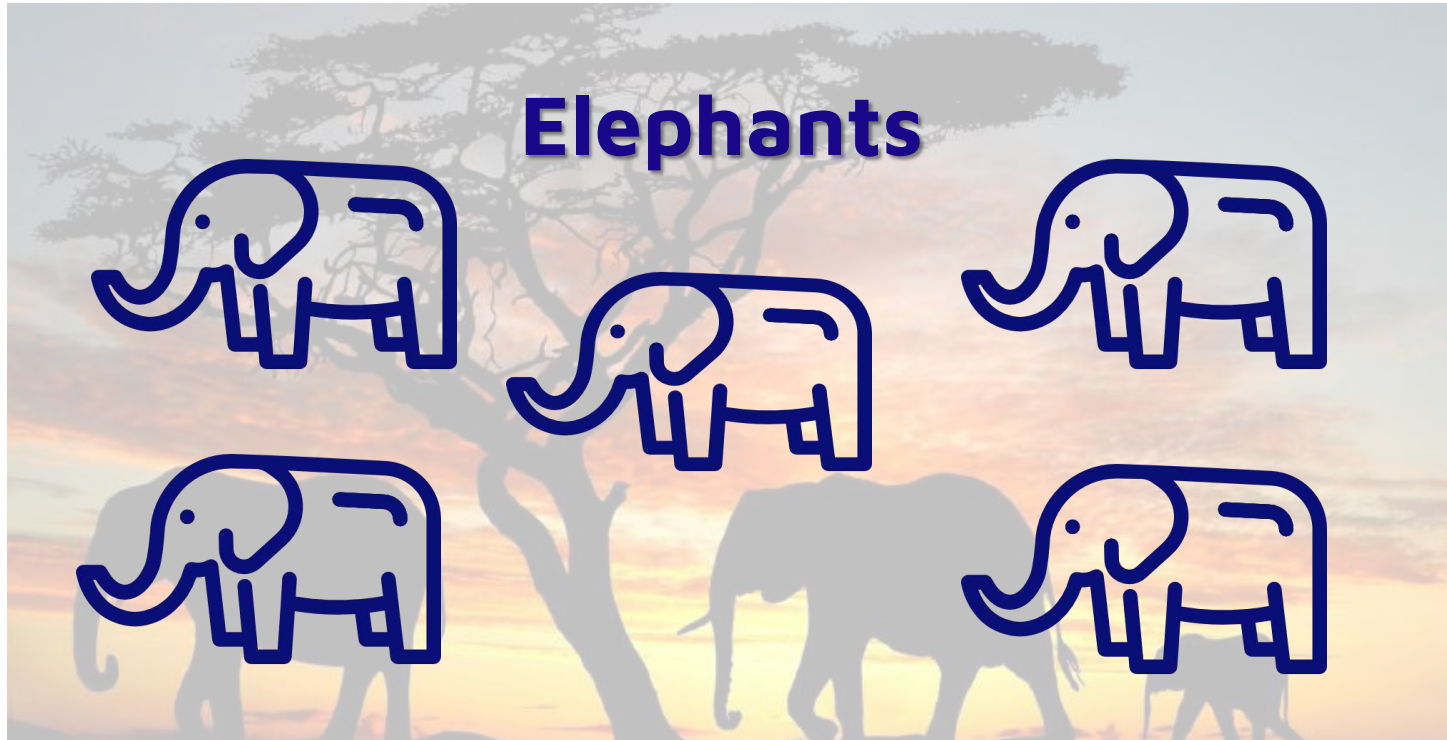
Observation 5 (Values):

Observation 6 (Direction):

Messaging Alignment

Observation 7 (No B.S):

Speed & Focus

Characteristics Summary:

1. Ideas Vs. Relationships

2. Skillset & Motivation

3. Two levels of Ego

4. Elephants

5. Vision & Context

6. Messaging & Alignment

7. Speed & Focus

Key Principles of Unstoppable Founders

Accountability

"When it comes to privacy and accountability,
people always demand the former for themselves
and the latter for everyone else."

- David Brin, Sci-Fi Author.

It cannot be shared!

(professional)Integrity

"Integrity is the essence of everything successful."

- *Buckminster Fuller, Famous American Architect*

There is never too much of it

Relationships Background

"It's not you, it's me!"

- Seinfeld, Funny Guy

Nothing is personal

Completion

"Just do your job."
(Even the part you'd rather not to)

- Every movie. Ever

Don't leave loose ends

Why - Context

"I'd sell my soul for a good cause"

- Hugh Jackman

Remember your 'why' at all times. Remind others too.

Principles:

Accountability

Integrity

Relationship Background

Completion

Why - Context

Introducing 'PTs' (personal talks)

Let's do one now ☺

Brainstorm your top "interview" questions you would like to pose to a potential co-founder. Ask them. Reflect on the answers you got and if they have achieved their goals.

Take 20 minutes and 'PT' with one another.

Building Our Support Network of Advisors & Fans

The main principle:

H2H

Human to Human Approach

First Step: Relationship Goals ☺:

❖ Where am I in venture stage and what are my current objectives?

❖ How can my network help? Who are the people I need to further advance?

❖ What is the 'ask' from these people?

Case – Venture Founder

❖ Where am I in venture stage and what are my current objectives?

– I'm trying to raise money for my venture

– Problem exploration in Industry [insert name]

❖ How can my network help? Who are the people I need to further advance?

– Investors // People who can introduce

– Potential customer // People who can introduce

❖ What is the 'ask' from these people?

– Introduction (if not direct)'

– Their opinion / Expertise (direct)

Mapping Channels & Opportunities for building
The Network

"The best time to build relationships is when you least need them"

Mapping Channels & Opportunities for building
The Network

- **Myths & Norms**
    - Things you should really know
- **How to Start?**
    - Ready, set, go!
- **Management**
    - Cause' it's just too much

The "Norms"

- **Attention**
- **Remember**
- **Quality**
- **Give (a lot!)**
- **Relationships**
- **A small pond**

NAME!
Anything family related
Health related
Big career / business pointers

How to Start?

- Defining objectives (done!)

- Mapping Initial assets

  - Low Hanging Fruit

- Approaching (next part)

Practice – How to Start?

- Define objective:

  Get introductions to 10 potential clients / VCs

- Mapping initial assets locations:
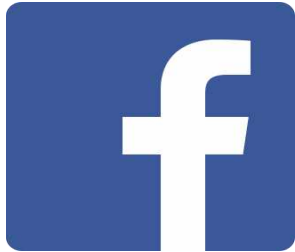
- Prioritizing based on "low hanging fruit"

Managing The Network:

Managing The Network:

Streak

Google Sheets

Airtable

CRM

Gmelius

Mixmax

Yesware

E-Mail Addons

`Available`
(On Product Hunt)

calendly

31

Calendar

My use cases:

 - Managing holistic DBs of contacts.

 - Pipeline visibility

 - Automatic reminders, templates, MM

 - Booking at scale.

'Available'
(On Product Hunt) - Concierge booking.

Example CRM

Choosing an Advisors Board

Startup

The Super Networker

The Challenger / Veteran

The Sector Expert

Choosing an Advisors Board

The Super Networker — Has access to customers / funding / regulation.

Startup

The Challenger / Veteran — Experienced and challenges you to grow.

The Sector Expert — Build your credibility and boosts your tech.

Things to look for:

- Is interested in an equity stake (skin-in-the-game).

- Truly adds value and the framework of work is defined.

- Has a good reputation and experience in your specific field of work.

- Can go with you a long way and not relevant just for the early stages (global reach / brand / network / knowledge).

Exercise: Setting up our network

- Define 2-3 objectives.

- Map relevant 10 contacts from your networks.

- Create a CRM.

- Define relevant fields and input individuals you have allocated and how you can engage with them.

Engaging & Outreach to Maximize Value

What is an entrepreneur's most important skill?

getting to yes

Best practices for

1. Managing meetings.

2. Managing relationships.

3. Making the most of your network.

1. Managing Meetings

Before

During

Post

Before the meeting

Homework:

1. Background (how can X help)

2. Motivations (why would X help)

3. Outcome (what do we want from X + action item + how do we want X to feel/think/remember)

4. Plan (how do we get X to 'Outcome')

Homework

- **Background**
  - Source
  - CV
- **Mapping Motivation**
  - Personal
 - Organizational
- **Similarities**
  - Professional
  - Personal

Prep

Manage

Future

Execution

Home work

Emotional Management

Execution:

- **Meeting Agenda**
  - A must?
  - Nice to have?
- **The Goal?**
  - What Will Be Considered Success?
  - Key Action Item?

Prep

Manage

Future

Execution

Homework

Emotional
Management
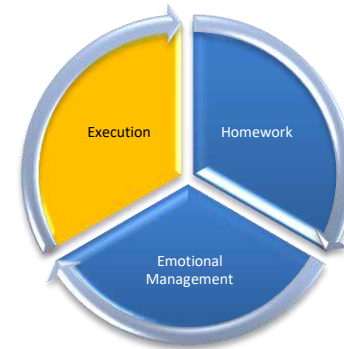
Emotional Management:

❑ What are my concerns?

❑ Who will I be in the meeting?

❑ What can prevent success?

❑ How will I 'leave' the other side?
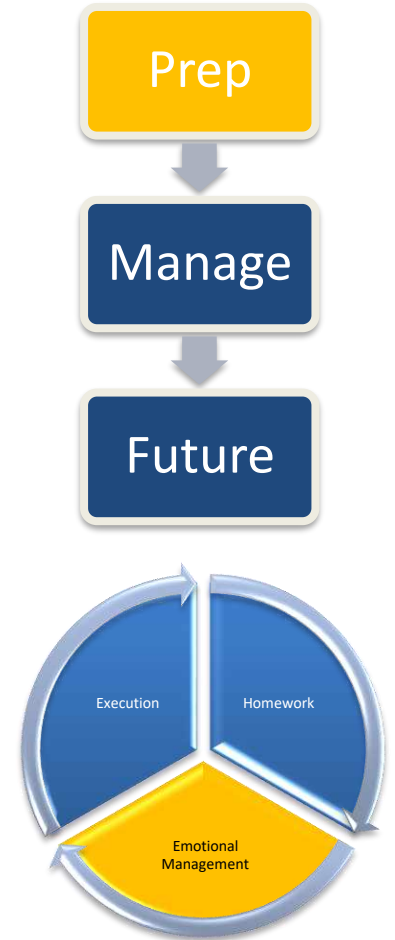
Prep

Manage

Future

Execution

Homework

Emotional
Management

After the meeting

To Do's

1. Follow-up email + meeting summary (24h)

2. Update CRM

3. Set next interaction reminder

4. Connect on social networks (depending on relationship)

Example Follow-Up Email

Following our short chat today @ Rise   Clients/Israel&Co ×

Uri Gafni <uri.gafni@quedma.com>   Mon, Jan 9, 2017, 6:40 PM   Reply
to yair, Adam

Hey Yair,

Great meeting you and speaking with your group today at Rise.
I hope they found our short chat interesting.

Per our short discussion afterwards, I would love to drop by your office with my partner Adam in order to learn more about your activities and see if there are ways in which we can contribute to your trip leaders and help enrich the participants' experience.

Could you kindly suggest some options in the upcoming weeks for us to grab a coffee together?

Thanks,
Uri

2. Managing Relationships

Managing a meeting is easy

Managing a relationship is hard

Managing Relationships

To Do's

1. Progress updates (weekly/monthly/milestone)

2. Ask for advice (even when unneeded)

3. Personal Interest > Professional

4. Special feeling (personal touch, holidays, gifts, cards)

Warm Vs. Cold Introductions

Understanding the Relationship
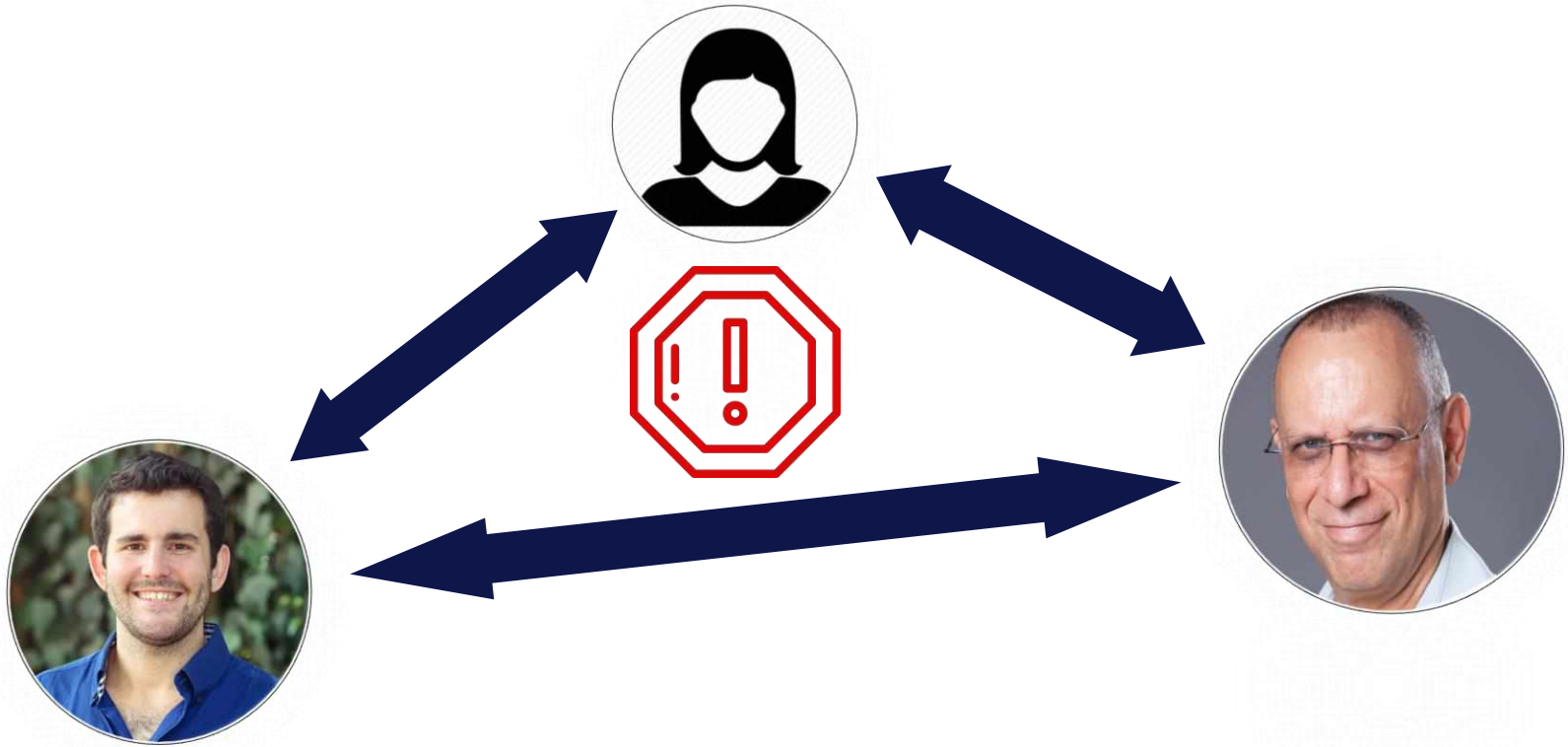
Intro

Walking in Their Shoes

- Answer Fast!
- Be a pro
- Make it easy for friend
- Consider your introducer
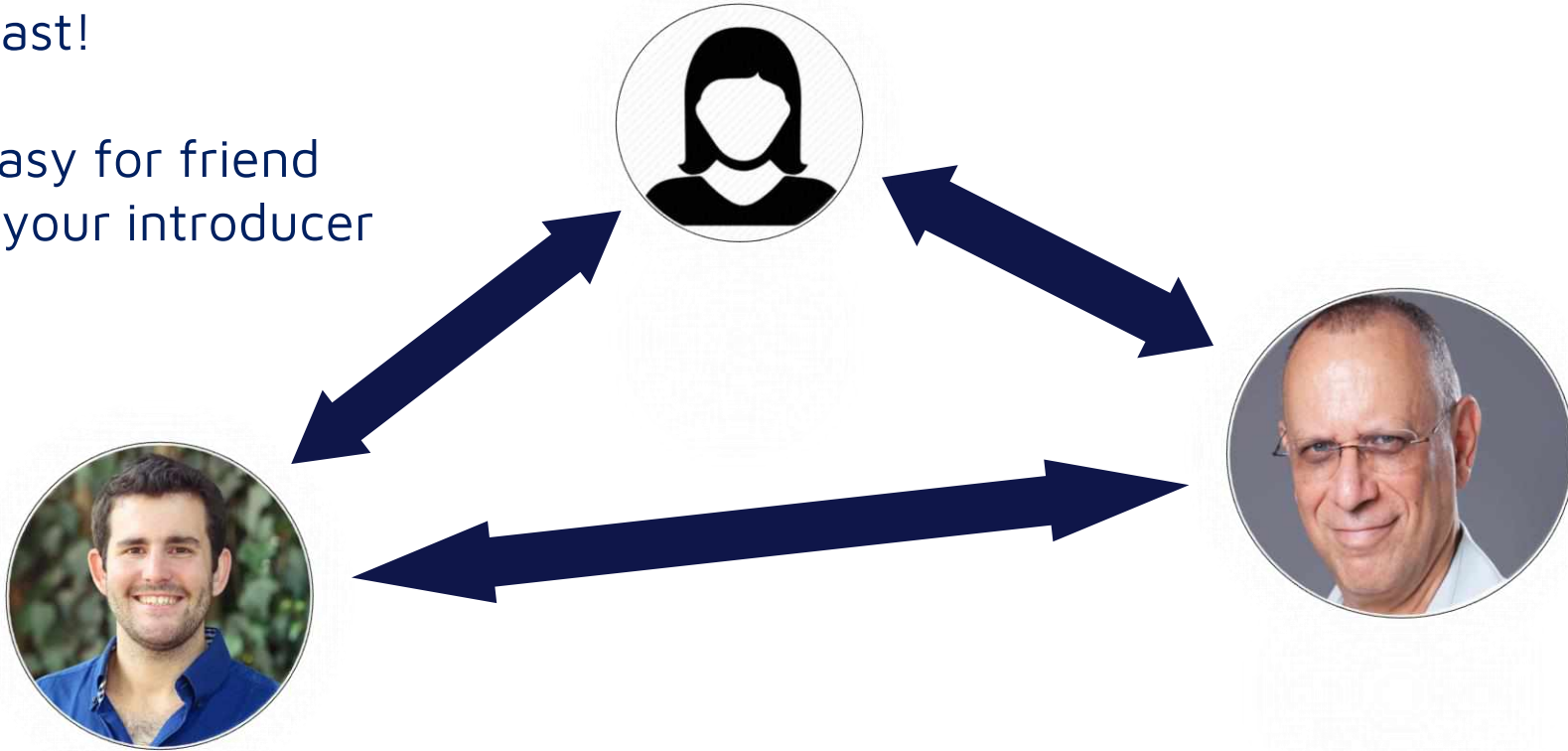
Intro

Walking in Their Shoes

- Do you trust "Adam"?
- Is it a right fit?
- Timing?
- Am I being too much?
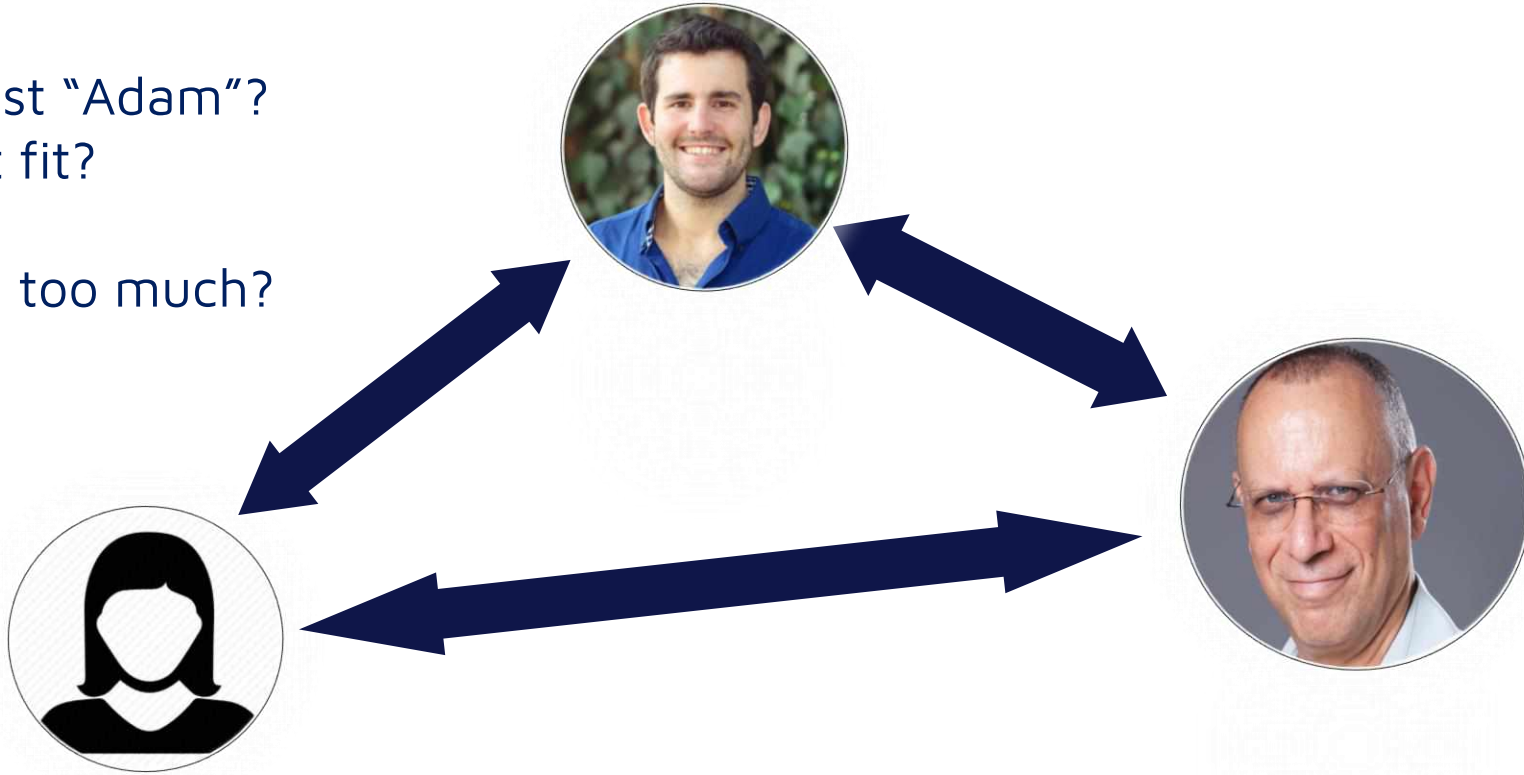
Intro Blurb

Goal:

Making it easy for our network to introduce us to new people

Best used:

When we need the help of others to reach new individuals

Guidelines:

Write in the introducers voice

Be soft on the marketing

Use your elevator pitch!

Additional materials needed for the blurb?

"MVB"

Networking Emails

Contents

Write a short introduction blurb for you and your venture. Up to 6 sentences.

Depict who is introducing you and to whom.

Contents

3. Making the Most of Your Network & the Mentors

Remember this?

Streak

Google Sheets

Airtable

CRM

Gmelius

Mixmax

Yesware

E-Mail Addons

'Available'

(On Product Hunt)

calendly

31

Calendar

Tips:

1. Accurately built CRM – one person accountable
2. Each 'supporter' – one person accountable
3. Constant updates & relationship management + Periodical summary email
4. Pull vs. Push
5. Want an intro? = blurb
6. Got an intro? = update afterwards

Mail Merge

Scheduling Meetings

Mastering Emails - Hacks

- Snoozes

- Automated follow-ups

- Send-laters

- Tracking

- Templates

- Sequences

Relationship Building Process Summary:

1. Write down goals
2. Assess needed resources
3. Map network
4. Install management tools
5. Create minimal approach toolkit
6. Approach – intro / elevator / cold
7. Follow-up
8. Schedule meeting / call
9. Follow-up with action items
10. Manage relationship

10 Takeaways to Remember:

1. Be focused on your work – set goals
2. Is it marketing / sales / business development?
3. You can't remember it all – manage the process
4. You have more useful connections then you think
5. Be a pro in your communication
6. Close it while its hot – move fast
7. Remind people you exist – mailing lists / Social Media
8. Follow-up always
9. Prepare for meetings – its your brand
10. It's a long process – and not all of it is fun

Thanks!