

How Funding In Startup Works..

[A journey from Idea to IPO..](#)

First, let's figure out why we are talking about funding as something you need to do. This is not a given. The opposite of funding is "bootstrapping," the process of funding a startup through your own savings. There are a few companies that bootstrapped for a while until taking investment, like MailChimp and AirBnB.

If you know the basics of how funding works, skim to the end. In this article I am giving the easiest to understand explanation of the process. Let's start with the basics.

Every time you get funding, you give up a piece of your company. The more funding you get, the more company you give up. That 'piece of company' is 'equity.' Everyone you give it to becomes a co-owner of your company.

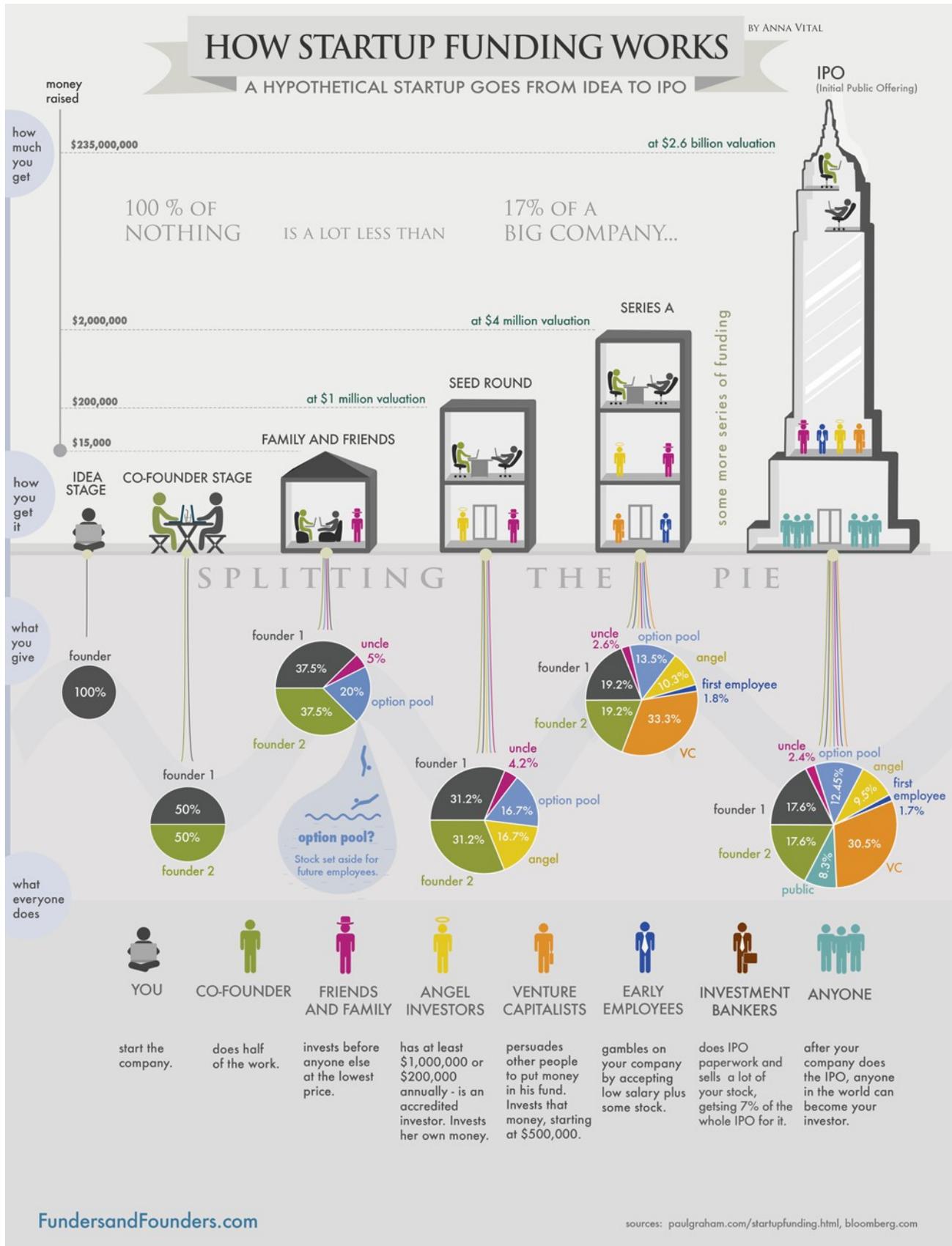
Splitting the Pie

The basic idea behind equity is the splitting of a pie. When you start something, your pie is really small. You have a 100% of a really small, bite-size pie. When you take outside investment and your company grows, your pie becomes bigger. Your slice of the bigger pie will be bigger than your initial bite-size pie.

When Google went public, Larry and Sergey had about 15% of the pie, each. But that 15% was a small slice of a really big pie.

Funding Stages

Let's look at how a hypothetical startup would get funding.



Idea stage

At first it is just you. You are pretty brilliant, and out of the many ideas you have had, you finally decide that this is the one. You start working on it. The moment you started working, you started creating value. That value will translate into equity later, but since you own 100% of it now, and you are the only person in your still unregistered company, you are not even thinking about equity yet.

Co-Founder Stage

As you start to transform your idea into a physical prototype you realize that it is taking you longer (it almost always does.) You know you could really use another person's skills. So you look for a co-founder. You find someone who is both enthusiastic and smart. You work together for a couple of days on your idea, and you see that she is adding a lot of value. So you offer them to become a co-founder. But you can't pay her any money (and if you could, she would become an employee, not a co-founder), so you offer equity in exchange for work (sweat equity.) But how much should you give? 20% – too little? 40%? After all it is YOUR idea that even made this startup happen. But then you realize that your startup is worth practically nothing at this point, and your co-founder is taking a huge risk on it. You also realize that since she will do half of the work, she should get the same as you – 50%. Otherwise, she might be less motivated than you. A true partnership is based on respect. Respect is based on fairness. Anything less than fairness will fall apart eventually. And you want this thing to last. So you give your co-founder 50%.

Soon you realize that the two of you have been eating Ramen noodles three times a day. You need funding. You would prefer to go straight to a VC, but so far you don't think you have enough of a working product to show, so you start looking at other options.

The Family and Friends Round: You think of putting an ad in the newspaper saying, "Startup investment opportunity." But your lawyer friend tells you that would violate securities laws. Now you are a "private company," and asking for money from "the public," that is people you don't know would be a "public solicitation," which is illegal for private companies. So who can you take money from?

Accredited investors – People who either have \$1 Million in the bank or make \$200,000 annually. They are the "sophisticated investors" – that is people who the government thinks are smart enough to decide whether to invest in an ultra-risky company, like yours. What if you don't know anyone with \$1 Million? You are in luck, because there is an exception – friends and family.

Family and Friends – Even if your family and friends are not as rich as an investor, you can still accept their cash. That is what you decide to do, since your co-founder has a rich uncle. You give him 5% of the company in exchange for \$15,000 cash. Now you can afford room and ramen for another 6 months while building your prototype.

Registering the Company

To give uncle the 5%, you registered the company, either through an online service like LegalZoom (\$400), or through a lawyer friend (0\$-\$2,000). You issued some common stock, gave 5% to uncle and set aside 20% for your future employees – that is the 'option pool.' (You did this because 1. Future investors will want an option pool; 2. That stock is safe from you and your co-founders doing anything with it.)

The Angel Round

With uncle's cash in pocket and 6 months before it runs out, you realize that you need to start looking for your next funding source right now. If you run out of money, your startup dies. So you look at the options:

1. Incubators, accelerators, and "excubators" – these places often provide cash, working space, and advisors. The cash is tight – about \$25,000 (for 5 to 10% of the company.) Some advisors are better than cash, like Paul Graham at Y Combinator.
2. Angels – in 2013 (Q1) the average angel round was \$600,000 (from the HALO report). That's the good news. The bad news is that angels were giving that money to companies that they valued at \$2.5 million. So, now you have to ask if you are worth \$2.5 million. How do you know? Make your best case. Let's say it is still early days for you, and your working prototype is not that far along. You find an angel who looks at what you have and thinks that it is worth \$1 million. He agrees to invest \$200,000.

Now let's count what percentage of the company you will give to the angel. Not 20%. We have to add the 'pre-money valuation' (how much the company is worth before new money comes in) and the investment

$\$1,000,000 + \$200,000 = \$1,200,000$ post-money valuation

(Think of it like this, first you take the money, then you give the shares. If you gave the shares before you added the angel's investment, you would be dividing what was there before the angel joined.)

Now divide the investment by the post-money valuation $\$200,000/\$1,200,000=1/6= 16.7\%$

The angel gets 16.7% of the company, or 1/6.

How Funding Works – Cutting the Pie

What about you, your co-founder and uncle? How much do you have left? All of your stakes will be diluted by 1/6. (See the infographic.)

Is dilution bad? No, because your pie is getting bigger with each investment. But, yes, dilution is bad, because you are losing control of your company. So what should you do? Take investment only when it is necessary. Only take money from people you respect. (There are other ways, like buying shares back from employees or the public, but that is further down the road.)

Venture Capital Round

Finally, you have built your first version and you have traction with users. You approach VCs. How much can VCs give you? They invest north of \$500,000. Let's say the VC values what you have now at \$4 million. Again, that is your pre-money valuation. He says he wants to invest \$2 Million. The math is the same as in the angel round. The VC gets 33.3% of your company. Now it's his company, too, though.

Your first VC round is your series A. Now you can go on to have series B,C – at some point either of the three things will happen to you. Either you will run out of funding and no one will want to invest, so you die. Or, you get enough funding to build something a bigger company wants to buy,

and they acquire you. Or, you do so well that, after many rounds of funding, you decide to go public.

Why Companies Go Public?

There are two basic reasons. Technically an IPO is just another way to raise money, but this time from millions of regular people. Through an IPO a company can sell stocks on the stock market and anyone can buy them. Since anyone can buy you can likely sell a lot of stock right away rather than go to individual investors and ask them to invest. So it sounds like an easier way to get money.

There is another reason to IPO. All those people who have invested in your company so far, including you, are holding the so-called ‘restricted stock’ – basically this is stock that you can’t simply go and sell for cash. Why? Because this is stock of a company that has not been so-to-say “verified by the government,” which is what the IPO process does. Unless the government sees your IPO paperwork, you might as well be selling snake oil, for all people know. So, the government thinks it is not safe to let regular people to invest in such companies. (Of course, that automatically precludes the poor from making high-return investments. But that is another story.) The people who have invested so far want to finally convert or sell their restricted stock and get cash or unrestricted stock, which is almost as good as cash. This is a liquidity event – when what you have becomes easily convertible into cash.

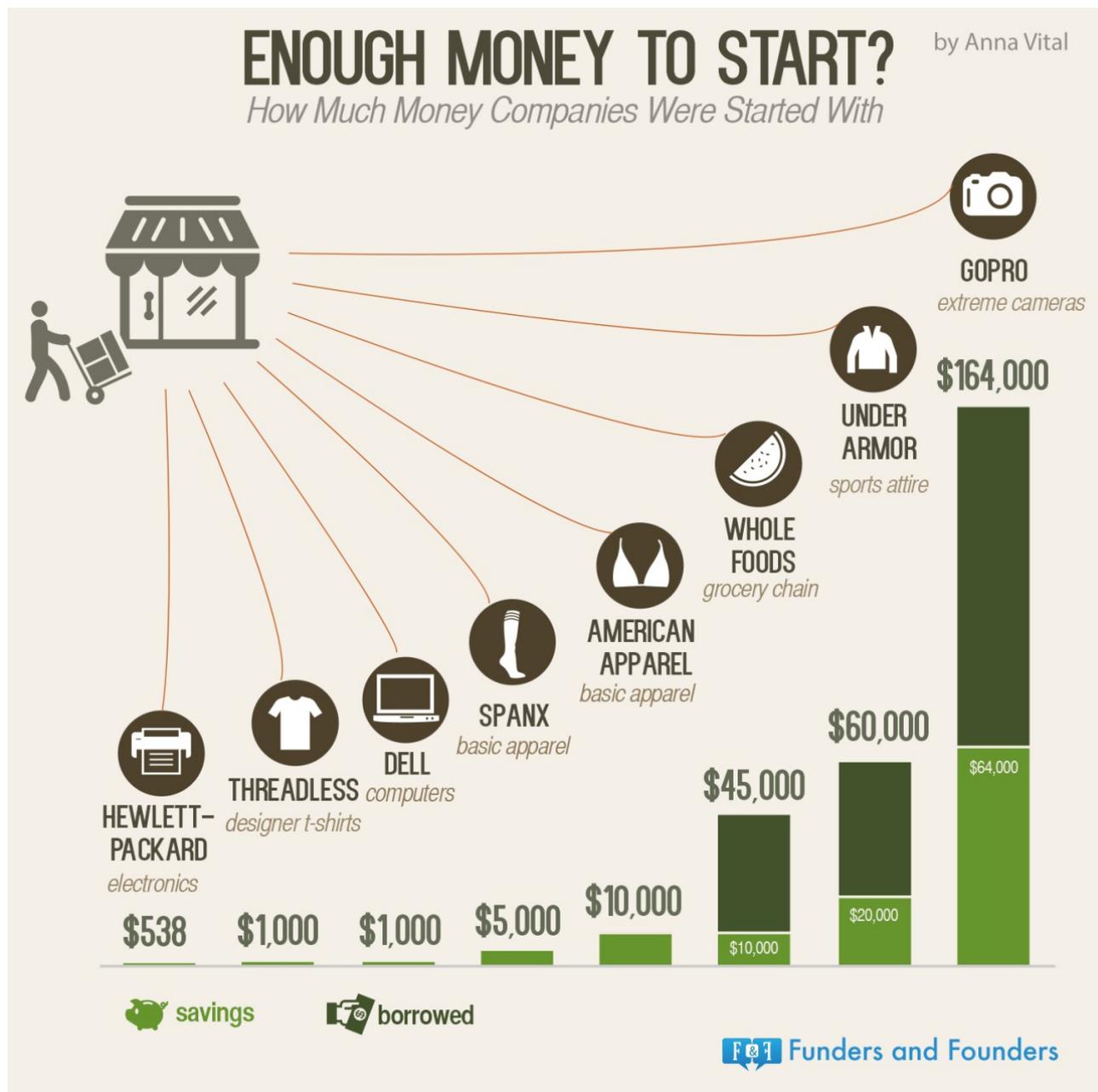
There is another group of people that really want you to IPO. The investment bankers, like Goldman Sachs and Morgan Stanley, to name the most famous ones. They will give you a call and ask to be your lead underwriter – the bank that prepares your IPO paperwork and calls up wealthy clients to sell them your stock. Why are the bankers so eager? Because they get 7% of all the money you raise in the IPO. In this infographic your startup raised \$235,000,000 in the IPO – 7% of that is about \$16.5 million (for two or three weeks of work for a team of 12 bankers). As you see, it is a win-win for all.

Being an Early Employee at a Startup

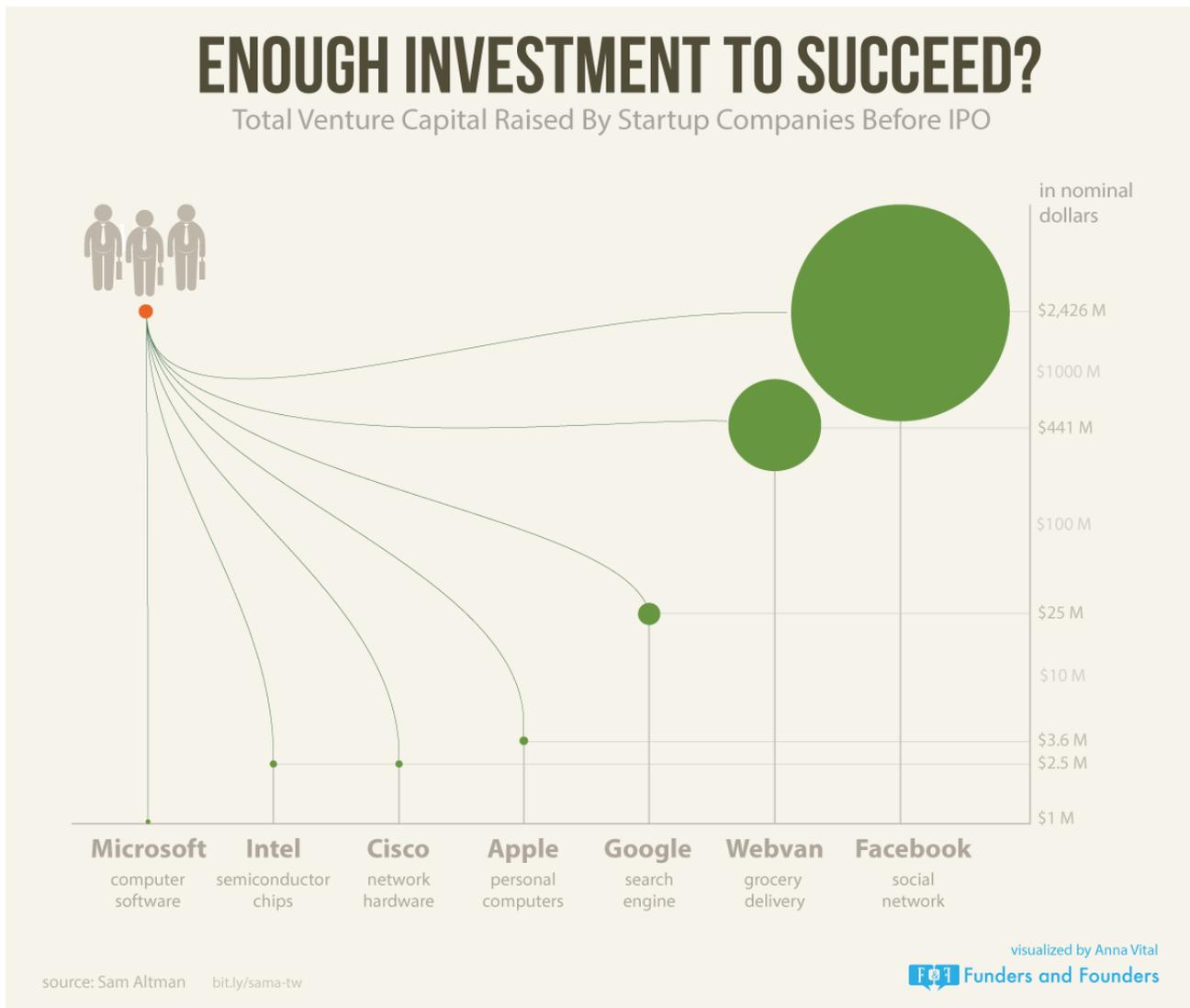
Last but not least, some of your “sweat equity” investors were the early employees who took stock in exchange for working at low salaries and living with the risk that your startup might fold. At the IPO it is their cash-out day.

Inspired by: [Founders and Founders](#)

Enough Money To Start a Company?



It may seem like all the successful startups found funding early on. But is it so? And if yes, how much funding is enough for a startup to take off? How much money is enough to start?



Starting and growing are two different things, though. Even if you can start on \$10,000, how much would you need to run an IPO-worthy business? Here the difference in numbers is striking. Even adjusted these numbers would have to be on a logarithmic scale. So why the difference?

The Hacker's Guide To Investors

1



startup hub = nerds + the rich

nerds move to where rich people are, but not the other way around

2



angels take more risk

they are more important to a startup's survival at the beginning

3



angels don't like publicity

angels don't want random people pestering them with business plans

4



VCs are not like hackers

VCs don't make things, but they are experts at reading people

5



VCs invest in what other VCs invest in

VCs don't win by predicting what will go big but by noticing that something is going big a little sooner than others

6



VCs want startups that can go public

having an ambitious long-term plan to IPO appeals to both VCs and angels

7



VCs want to invest a lot of money

a board seat with a large stake or a small stake takes the same amount of VC time

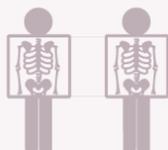
8



valuations are fictions

the size of an investment determines the valuation, not the other way around

9



investors look for star similarities

they expect a confident Steve Balmer, thinking he is a Bill Gates, while the real Bill looks clueless at first

10



investors give more than just money

all investors give advice, good investors give good advice

11



VCs fear looking bad

VCs don't want to do anything that would sound bad to the kind of "doofuses" who run pension funds

12



being turned down by an investor doesn't mean much

investors are often wrong, they admit it, but they have too many great deals to choose from anyway

13



investors are emotional

investment negotiations easily turn personal; VCs, like high school girls, don't want to be rejected first

14



don't stop negotiating until closing

a term sheet is not a deal; keep pushing until you actually close

15



investors like to co-invest

a deal with multiple investors is more likely to close

16



investors collude

they are constantly trading little favors; their relationship with each other trumps getting the deal

17



investors care about the portfolio above all

large investors care about their portfolio more than about any individual company

18



VCs are bigger risk-takers than founders

VCs would rather take a 20% chance of \$10M than a 100% chance of \$1M

19



investors vary greatly

the smarter investors are calmer, more confident, and more honest

20



investors don't know about the cost of raising

investors don't realize that raising money costs founders big money

21



investors don't like to say no

look down at your hands. Are you holding a term sheet? If not, the investor is saying no

22



you need investors

you need them because you will have competitors who will take investment

23



investors like it when you don't need them

they like when you come to them saying "The train is leaving the station, are you in or out?"



j.mp/PG-08

from

anonymous essay
by Paul Graham

The Hacker's Guide to Investors

If there is any investor who successfully explained how investors think, it is Paul Graham. In this essay from 2009. The startup world changed a lot since then, but this essay is still valid.

Investors think differently. Armed with an intuition about people, they make ultra risky decisions even by a founder's standards. If you understand how investors think, though, you can negotiate with them.

Investors seem mysterious. They only approach you if you are already making it big. You can't talk to them through their website. They don't answer emails. To the average person, though, even their existence is somewhat of a mystery. Why do they put a lot of money into young companies when they could just be investing in the stock market?

Investors exist to make money. Venture capitalists and angel investors exist to make money orders of magnitude bigger than the money to be made elsewhere, legally. So why doesn't everyone do it? Because venture capital and angel investing is extremely risky. As Graham mentioned in another one of his essays, only 50 from about a thousand VC firms in the U.S. actually make money.

How Investors Think

If you want to understand how VCs think, you need to figure out what they worry about. Their first worry is raising a fund. Without a fund they are not a VC. They raise a fund by persuading people at bigger funds, think pension funds, to give them money. For that you need to appear trustworthy and show that you have a track record of good returns.

The track record is the second thing a VC has to worry about. It's their portfolio – all the companies they've invested in. A VC can't point to an individual successful company to prove that they are a good VC. A single successful company doesn't show that their good judgement is consistent. Instead they want a certain percentage of their portfolio to be doing really well.

Now that you know what a VC worries about, you can figure out what they think. They need to be a really good judge of people, especially when they don't understand the technology or the business. They need to avoid the thousands of people who want to pitch their startups only to waste the VC's time. At the same time they need to know when a startup is becoming hot, earlier than the other VCs so they can get the deal. Since most startups will fail, and therefore are a waste of time, they probably only take meetings with people who are recommended by other VCs they trust.

In the rare case that a quiet but a wildly successful startup like WhatsApp is not trying to raise VC money at all, they would pursue them and persuade them to take the money. They would go through people they know and eventually physically show up at their office. That is what Jim Goetz of Sequoia Capital did. His investment in WhatsApp returned 50-fold, by the way.

Lastly, a VC gets a board seat with almost every investment. A board seat means having some control over the startup. With the board seat comes the responsibility to attend board meetings. Whether you are a VC with a 10% stake or a 30% stake, you have got to sit through the same meetings every month. So VCs tend to want to invest more money per deal so that they can get a larger return for the same amount of work.

If you want to negotiate with a VC, remember that their goal is to maximize the return. That is why they are ready to take the risk, and that is why you should show them that whether they invest or not, your company will grow exponentially. Big return. They need to feel that they should better invest now, or the opportunity will be gone.

Based on Paul Graham's essay "[The Hacker's Guide to Investors](#)".

How A.Einstein Really Started – A Thought Experiment

But what was at the beginning of it all? According to Walter Isaacson's book, it was a compass. A five-year old Albert was lying in bed sick when his father brought him a compass to play with. Albert asked how it worked. No, just saying that compasses work because of Earth's magnetic field was not enough. He wanted to know how it really worked. He wanted to visualize it.

Since that encounter with a compass, and many books later, there was one book that especially stuck Albert's imagination. So much that he started visualizing in his head everything he read in it. This book was People's Book on Natural Science. The author specifically asked his reader to take an imaginary trip through space. And Einstein did. At 15, while walking around Italian countryside, he first imagined what it would be like to ride along a beam of light. That was his first thought experiment, one of many more that would later make him who he became.

About his thought experiments, Einstein famously said;

"The true sign of intelligence is not knowledge but imagination"

How Steve Jobs Started – The Winding Path

As people around the world wondered if innovation at Apple had stopped with Steve Jobs, we want to share with you a snapshot of the genius's life. How did Steve Jobs start? His life story is not a straight line, but more like a winding path. From his early years it's clear that Jobs had no grand plan in the beginning. His search for himself took Jobs through India, Buddhism, psychedelic use, attempts to become an astronaut and start a computer company in the Soviet Union.

However winding his path at time, Jobs did find inspiration and creativity in himself at certain periods of his life. If there is a pattern of creativity and genius that his life can reveal, here is his timeline.

Keep Looking, Don't Settle

Steve Jobs summarized his guiding principle in life in 2005 at the commencement at Stanford in a talk titled "How to Live Before You Die." He said, "You've got to find what you love. And that is as true for your work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking. Don't settle."

Mark Zuckerberg meets a computer

His father, although not an engineer, was an early computer enthusiast. Running a dental office he had a vision that computers would change the way people communicate. But for the time being he used them for taking scanning people's mouths. At age 10 Mark was bored with school. His father noticed and introduced him to his Altair computer. Together they wrote a program that connected the computer at home with the computer in the office. They called it "ZuckNet." It alerted doctor Z, as he is known, when a patient arrived. It worked better than having the receptionist yell, "Patient here!"

Mark Zuckerberg starts hacking

Mark quickly learned everything his father knew about computers. He started studying with a tutor. Then he started taking a college class in computer science while still in middle school. He read books. But he really started learning to code when he transferred to a private school where he met a programming whiz kid Adam D'Angelo. Together they started hacking. They made an artificially intelligent music player that learned the user's music taste. Soon Microsoft found out about it and offered money and a job. Zuckerberg was not interested.

There is a running theme in how Mark Zuckerberg started. He would be offered millions and even billions at least 11 times since then, and every time he walked away. He might have a bigger plan every time.

How Bill Gates Started To Hack

Next, Bill Gates saw a computer at 13. The school he went to bought one machine and a teletype. He paid for the time to use it. When money ran out, he hacked into the computer to use it for free. Then he got banned by the school. Then the school realized he had a rare skill so they asked him to use the computer and help them find bugs. He started to be a hacker.

Started to Hustle

Next, Bill scored 1590 out of 1600 on SAT. He went to Harvard. Only to find himself unsure about where to start – as a pre-law major or as something else? Reading Popular Mechanics one day in college he read an ad about a new computer. He called them to say that he wrote a programming language for it. (He hadn't.) He asked if they might buy it. He hadn't even started to write the language. But, he started to be a hustler. And, yes, the computer company was very interested in buying.

Being a Workaholic

Next Bill sat down with his friend Paul from high school, and the two wrote that programming language that he talked about on the phone. Bill wrote 50% of the code, using Harvard's computers. Bill coded all day long, slept at the computer, woke up and picked up programming exactly where he left off. Bill started to be a workaholic.

Being a Copyright Guru

When they were done, Bill flew to New Mexico to show this new language he had written called BASIC. The computer company bought it for \$3,000. But Bill kept the copyright. Did he somehow know it would be worth a lot in the future? So he started to be a copyright guru.

Started to Visualize the Future

Five years later IBM knocked on Bill's door to see if he had written an operating system they could buy. Bill hadn't. But he said, "Yes." Real quick, he found an operating system from another person in Seattle and bought it. With the copyright. Then he sold it to IBM. For a lot more. This was DOS. And without copyright – they never asked for it. "Who would

pay for software?” they reasoned. It’s the hardware that people are after. Bill saw the opportunity to make people pay for software. Bill started to see the future. He was now a visionary.

Bill Gates Started to Be a Perfectionist

Then Steve Jobs showed up. He wanted Bill to write new software that was visual. Programs like Excel and Words. Programs that looked human. Bill got down to work. Jobs thought Bill’s team’s product was tasteless, but Bill kept at it. He got better and better until he got really good. Bill started to be a perfectionist.

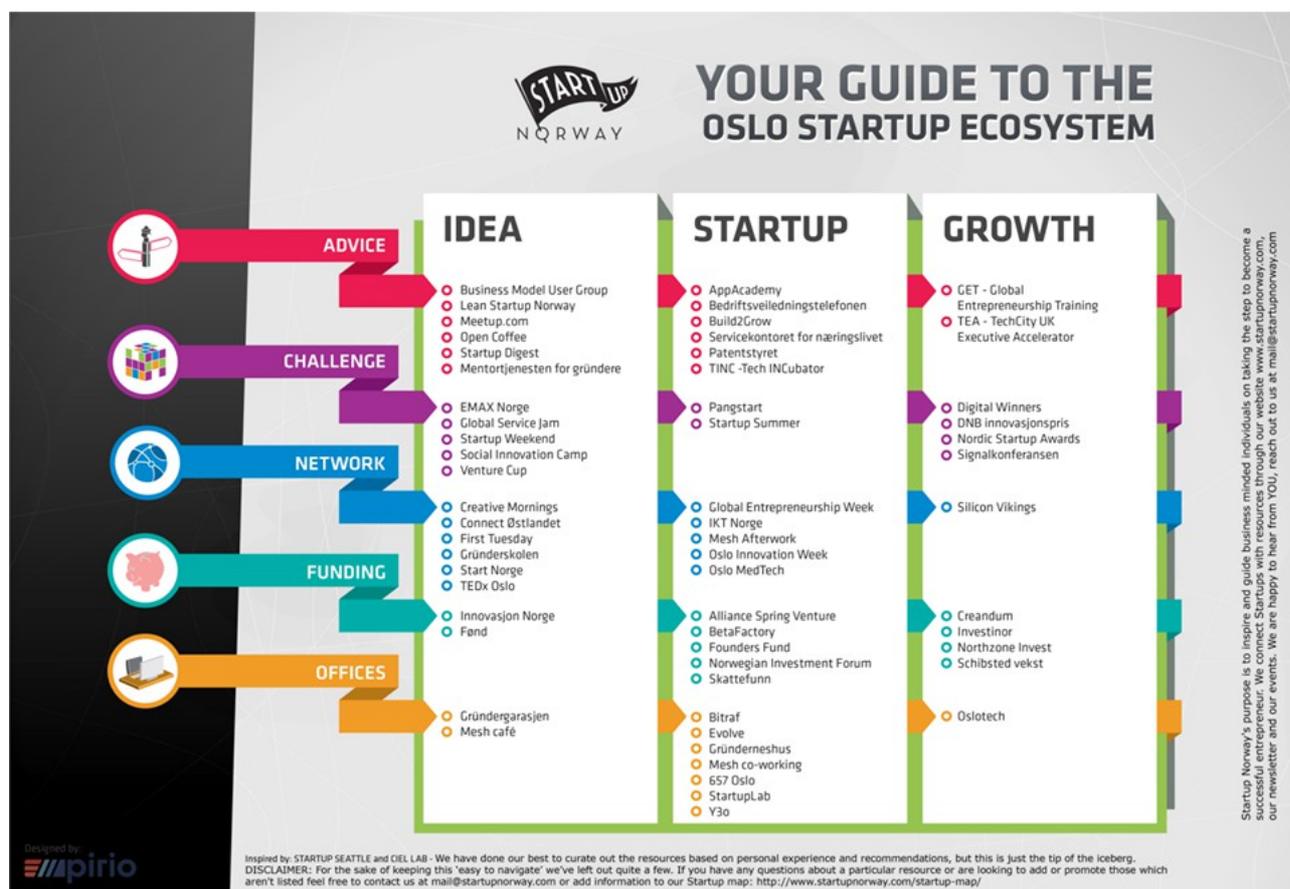
Being a Visual Thinker

But Bill was not going to spend his life working on Jobs’ brilliant ideas. Ideas, after all, are worthless until executed. Plus, Jobs’ ideas were stolen anyway. And so it was fair game to do the same. Bill remembered where he saw this idea of visual interfaces – it was Xerox. And now he wanted to create a visual operating system of his own. He called it Windows. He started to be a visual thinker.

Being a Tough Cookie

When Jobs heard about Windows, he went ballistic. He lashed out at Bill calling him down to Cupertino. In front of ten Apple employees Jobs accused Gates for robbing Apple. Bill listened calmly and replied that Jobs stole the idea just as he did himself. Bill started to be a tough cookie.

When Windows launched, Bill visualized a world where every home had a computer, and that computer was running Windows. Bill started to become very rich. And as his vision materialized, by 39 he became the richest man in the world.



Oslo StartUp Ecosystem

Idea

Advice

- Business model user group – Introduction to Business Model Canvas and help with refining your business model.
- Lean Startup Norway – Official Lean Startup/Customer Development meetup.
- Meetup.com – Portal for meetup groups.
- Open Coffee – Create your own agenda meeting, for entrepreneurs and other startup-curious individuals.
- Startu Digest – Weekly startup digest of events in most major cities around the world. Choose your city and get info about local events.
- Mentortjenesten for gründere -

Challenge

- Emax Norge – Arena for youth that are interested in entrepreneurship.
- Global Service Jam – 48 hours of creating, prototyping and pitching. Target group: designers.
- Startup Weekend – Brings entrepreneurs together to launch startups during a weekend. Events in all major cities around the world.
- Social Innovation Camp – 12 weeks of acceleration for social innovation.
- Venture Cup – Business plan competition by Start Norge in all major cities in Norway.

Network

- Creative Mornings – Monthly breakfast lecture series for creative types.
- Connect Østlandet – Connects your early stage startup with experienced mentors/companies.
- First Tuesday – Meeting arena for startups, companies and investors in most major cities around the world.
- Grunderskolen – MSc level Entrepreneurship education. Lectures at elite university, combined with internship in a tech startup abroad.
- Start Norge – Student organisation for entrepreneurs.
- TEDx Oslo – Worldwide conference producing videos of ideas worth spreading.

Funding

- Innovasjon Norge – The Norwegian government's fund
- Fønd – Norwegian crowdfunding platform

Idea Offices

- Grundergarasjen – Simula research's co-working space at IT-fornebu.
- Mesh Cafe – Cafe section of the co-working space Mesh on 1st floor.

Startup

Advice

- AppAcademy – Learn how to make your own mobile app.
- BedriftsVeiledningstelefonen – Free business help from the government, via phone.
- Build2Grow – Talks with tips on how to grow your business.
- Servicekontoret for næringslivet – Events with entrepreneur tips from Oslo Kommune.
- Patentstyret – Get advice on patenting your idea.
- TINC -Tech INCubator – Four weeks business development programme in Silicon Valley.

Challenge

- PangStart – 1 week business plan competition by Oslo kommune.
- Startup Summer – 2 weeks pre-accelerator program for early stage startups in Oslo.

Network

- Global Entrepreneurship Week – Lots of events running worldwide for one week.
- IKT Norge – Membership organisation with a broad number of ICT companies.
- Mesh Afterwork – Mingle with other entrepreneurs at Seeds (old Fugazi backyard).
- Oslo Innovation Week – Entrepreneur events all around Oslo for one week.
- Oslo MedTech – Facilitates innovation within the medical industry.

Funding

- Alliance Spring Venture – Early stage startup funding in the nordics.
- Beta Factory – 3 months accelerator programme in Oslo.
- Funders Fund – StartupLabs early stage investment fund.
- Norwegian Investment Forum – Largest investment forum in Oslo.
- Skattefunn – Apply for tax refund for entrepreneurs.

Offices

- Bitraf – Open space with hacking, 3D printing and game development.

- Evolve – All-around office space with several different locations in Oslo.
- Grunderneshus – Traditional and more experienced entrepreneur's space.
- Mesh co-working – Space targeted at innovation entrepreneurs.
- 657 Oslo – Space with creative focus.
- StartupLab – Forskningsparken's IT incubator space with mentors and investors.
- Y3o – Young environment of forward-thinking startups.

Growth

Advice

- GET – Global entrepreneurship Training – 5 days entrepreneurship training in Boston.
- TEA – TechCity UK Executive Accelerator – UK accelerator for Norwegian companies by Innovasjon Norge.

Challenge

- Digital Winners – Nordic conference for media, technology and communications.
- DNB Innovasjonspriis – DNB handing out money to one innovative company.
- Nordic Startup Awards – Showcase players in the Nordic startup scene.
- Signalkonferansen – Debate about entrepreneurship in Norway.

Network

- Silicon Vikings – Get to know people from Norway who have network in Silicon Valley.

Funding

- Creandum – Invests in all stages of a company.
- Investinor – Invests in all stages of a company.
- Northzone Invest – Government and private investment company.
- Schibsted Vekst – Invests in early and late stage media companies.

Offices

OsloTech – Co-working space StartupLab at forskningsparken.

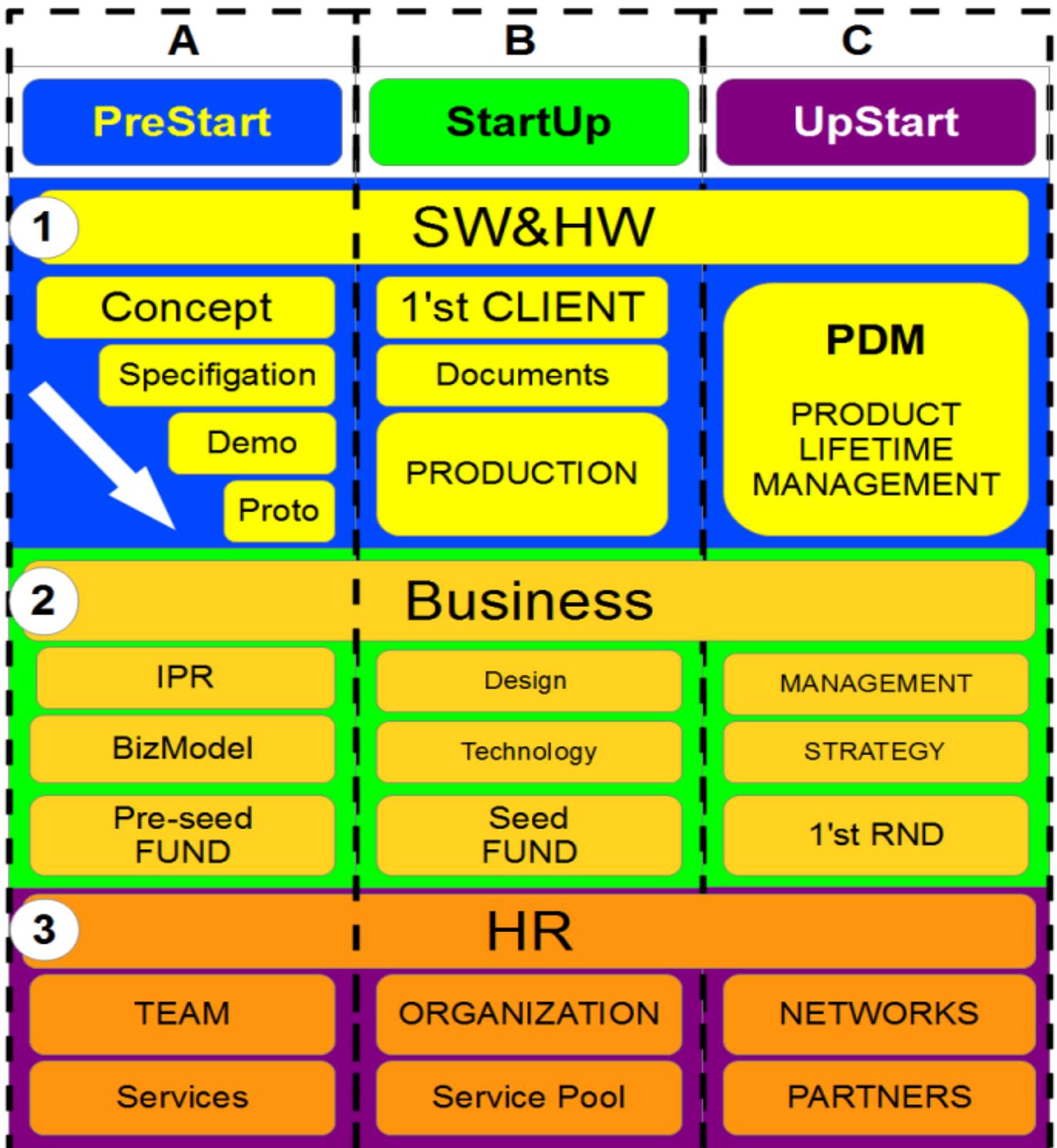
ANSAINNAN JALOSTUSTA SUOMESSA

Innovation by Open Solutions – [ALOITA.COM](#)

ALOITA.COM – [IDEHAUTOMO](#)

Kehityskeskukseksi [Makers HUB](#)

DigiTILA – ALOITA.COM



ALOITA.COM : PreStart > StartUp > UpStart

3 Kysymystä - ideasta ansaintaan

1. Minkä hyödyn asiakas saa, ja minkä tarpeen idea täyttää?

Markkinamenestyksen taustalta löytyy aina tyytyväisiä asiakkaita eikä loistavia tuotteita. Asiakkaat ostavat tuotteen, koska he haluavat tyydyttää jonkin tarpeen tai ratkaista jonkin ongelman. He haluavat esimerkiksi syödä tai juoda, vähentää työtaakkaansa, saada mielihyvää tai parantaa imagoaan. Hyvän liikeidean ensimmäisenä tunnuspiirteenä on selvitys siitä, minkä tarpeen idea tyydyttää ja missä muodossa (tuote, palvelu tai liiketoimintamalli).

Markkinoinnin asiantuntijat käyttävät tästä nimitystä ainutlaatuinen myyntiväittäjä (Unique Selling Proposition, USP).

2. Mitkä ovat markkinat?

Liikeidealla on todellista taloudellista arvoa vain silloin, kun ihmiset haluavat ostaa tuotetta tai palvelua. Hyvän liikeidean toisena tunnuspiirteenä on selvitys tuotteen tai palvelun markkinoiden olemassaolosta sekä kohderyhmästä.

3. Miten liikeidealla ansaitaan rahaa?

Useimmilla tuotteilla ansaitaan rahaa myymällä niitä suoraan asiakkaille. Joissakin tapauksissa ansaintamalli on kuitenkin mutkikkaampi: tuote saatetaan luovuttaa kuluttajalle ilmaiseksi, ja tuotot saadaan mainostajilta. Hyvän liikeidean kolmantena tunnuspiirteenä on selvitys rahan ansaitsemisen tavasta ja arvioidusta määrästä.

IDEASTA ANSAINTAA

IDEAT ANSAINNAKSI - KAUPALLISTAMISEN 5 TEESIÄ

Ei Business Plan ja taulukkolaskentaan upotetut talouslaskelmat ole mikään itseistarkoitus, ei edes ensisijainen tehtävä uuden idean kaupallistamisessa ja suunnittelussa, vaan...

1. SUURELLA SYDÄMELLÄ - OMAKSUTULLA TEHTÄVÄLLÄ

Tunnista asian ydin ja selkeästi artikuloi se sydämellä ja perimmäisellä tarkoituksella. Haluatpa kutsua sitä näkemykseksi, tunteeksi, tarkoitukseksi tai kutsumukseksi, kerro hyvin selkeästi; miksi bisneksessä?
- Mikä on tähtäimessä oleva isompi tavoite?

2. TOIMIVALLA TIIMILLÄ - INHIMILLISELLÄ OTTEELLA

Tiimi ja sen yhteishenki on tärkeämpi kuin mikään ajatus tai suunnitelma. Kolmena painopistealueena pitää olla; ihmiset, ihmisten seuraamana oleminen ja sitten ihmiset.

3. ÄLYKKÄILLÄ AJATUKSILLA - HALLITULLA KEHITYKSELLÄ

Ajattele suuria, aloita pienestä - skaalaa tai epäonnistu nopeasti. Per Lederhausen neuvo; aseta oikein ensimmäinen "start small" virstanpylväs. Välietappi liittyy yleensä näkymään, miten ihmisten haluaa ostaa tai ainakin kokeilla tuotetta ja palvelua.

4. TÄSMÄTYILLÄ MARKKINOILLA - PARHAALLA RATKAISULLA

Keskity tarkasti kohdennettuun, määriteltyyn ja rajattuun, spesifiseen markkina-alueen alalohkoon tai tiettyyn kysyntään. Ainakin aloita ajattelemalla missä voit mahdollisesti olla paras. Tämä strategia on lähes aina tehokkaampi kuin olla vain yksi toimija massiivisilla ja monimuotoisilla markkinoilla.

5. YMMÄRRETYLLÄ ANSAINNALLA - REALISTISELLA SUUNNITELMALLA

Ymmärrä ansaintamallisi. Se, miten saatte rahaa on tärkeämpää kuin ammattimaisesti muotoiltu Excel-taulukkosivusto osoittamaan taloustietous, jota on yksinkertaisesti liian vaikeaa ennustaa näin varhaisessa vaiheessa muutenkin. Ymmärrä perusteelliset keinot, joilla voit ansaita rahaa - onko se liiketoiminta, mainonta, tilaukset, jne?

PreStart's – VALMENNUS

Muotoutettavan liiketoiminnan palvelut

Idean todennus <ul style="list-style-type: none">• unelmamalli• kohdekartta• hyötykuvaus• sovellusarvio	Ratkaisun muotoutus <ul style="list-style-type: none">• konseptikooste
Sovelluksen määrittäminen <ul style="list-style-type: none">• arkkitehtuuri• toiminnallisuus• ansaintamalli	Valmennus ja mentorointi <ul style="list-style-type: none">• unelmasta ansaintaan• yrittäminen yksin ja tiimissä• ansainnan toimintamalli• kehitystiimin koostaminen• sovellusteknologian valinnat• ohjelmiston ja järjestelmän suunnittelu• kehitystyökalut ja puitteikko
Verkoston kartoitus <ul style="list-style-type: none">• asiakaspotentiaali• saavutettavuuskanavat• resurssitarve• kumppanuusverkosto	Tiekartta ja eteneminen <ul style="list-style-type: none">• etenemispolku• aikataulu
Työtila verkossa <ul style="list-style-type: none">• oma sivusto• esittelyt• tietovarasto• verkkoyhteisö	

StartUp 's VALMENNUS

Aloittavan yrittäjän palvelut

Suunnitelmat <ul style="list-style-type: none">• ISO KUVA• markkinakuvaus• ansaintaideat• ideatestaus• tuotteistus• kassavirtavarmistus	Liiketoiminta <ul style="list-style-type: none">• myynti• taloushallinto• resurssointi• rahoitus• ajoitus• laskelmat
Perustaminen <ul style="list-style-type: none">• asiakirjat• sopimukset• käytännön järjestelyt	Verkkopalvelut <ul style="list-style-type: none">• suunnitelma• työtila• yrityssivusto• kauppapaikka• asoointipalvelut
Käytännön järjestelyt <ul style="list-style-type: none">• Tilitoimisto• Verkkotili• Sopimusohjat• Käynnistys• Asiakashankinta• Organisointi	Tuotekehitys <ul style="list-style-type: none">• suunnitelma• beta/proto• pilotointi• kehitysohjelma
Markkinointi <ul style="list-style-type: none">• suunnitelma• käytännöt ja toimeenpano• v.1.0/pilotti	

UpStart's VALMIUTUS

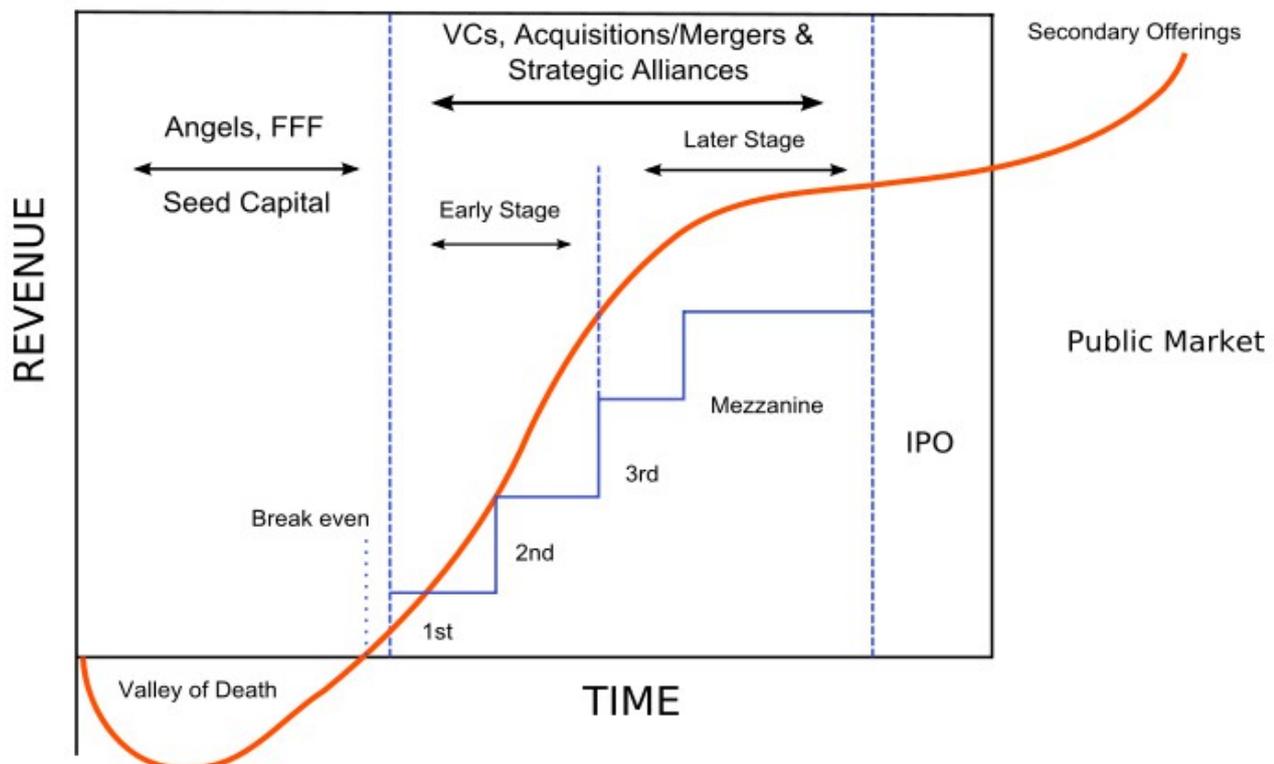
Kasvavan yrityksen palvelut

1. Teknologiat - Kartoitus ja mahdollisuuksien mallit
2. Suunnitelmat - Käytäntöön soveltaminen
3. Muutosvalmennus - Osaamiset

Kehityspalvelut

- Tavoitekartta
- Kasvuetapit
- Operaatiomalli
- Etenemispolku
- Ohjaustiimi
- Henkilövalmennus

Startup Financing Cycle



DIGITILA

VIRTUALISOI TODELLISUUTTA

- SOVELTAA TEKNIKKAA
- JALOSTAA KÄYTÄNTEITÄ

*Unelmana **BlueRoom***

Tilaa sinisten ajatusten virtaukseen

- Fyysiset yhteisötilat etäisestikin keskinäisessä vuorovaikutuksessa
- Teknologian tukema tietämystuotannon prosessointi ja hallinta
- Verkostoituva viestintä, kommunikointi ja tiimitoiminta
- Mukautuvasti viihtyisä toimintolähtöinen miljöö
- Täydentyvä todellisuus vuorovaikutukseen
- Intuitiivisesti oppiva älyllinen ympäristö
- Tietämyshallinnan pilvipalvelu
- Oivaltamisen ohjaamo

Tavoitteena verkoston itseohjautuvuus

- Kehityksen ja muutostarpeiden herätteet tunnistettu
- Resurssit, kokemuspohja ja osaamiset varmennettu
- Roolitettu toiminnanohjaus ja tietämyksen virtaus hallittu
- Prosessit, käytänteet ja menetelmät kehitykselle asemoitu
- Jaettu ja hajautuva käsittelykokonaisuus koordinoitu
- Portfoliopohjainen oppiminen valmennettu
- Geneerisesti skaalautuva puitteikko systemisesti ohjattu
- Toimijaverkoston vuorovaikutus virtualisoidusti läsnäistetty

TOTEUTUS KÄYTÄNTÖÖN

Jalostuvia menetelmiä, käytänteitä ja tietoteknisiä ratkaisuja hyödynnetään ALOITA.COM puitteissa

- Tietojärjestelmäpuitteikko kehityksen toiminnanohjaukseen
- Toteutuksen edellyttämät teknologiakokoonpanot ja -arkitehtuuri
- Avoimeen lähdekoodiin perustuvat ohjelmistoalustat; työryhmäympäristö ja tiimityön ohjaus toimijaverkostossa.

MENETELMÄT JA TYÖKALUT

- tavoitteelliseen itseohjautuvuuteen
- jatkuvan oppimisen puitteikko
- osaamisten kartoitukseen, hallintaan ja projektien suunnitteluun
- herätehallinta ja muunto-ohjaus kehitykseen ja muutokseen
- rekrytointiin, resurssointiin ja organisointiin
- systeemiseen työhön, tietovirtaohjaukseen ja tietojenhallintaan
- omaehtoiseen ansainnan kehittämiseen ja ohjaamiseen
- kehityskohteiden tunnistamiseen, analysointiin ja jalostusasteen arvontamiseen
- menetelmien ja käytänteiden vieminen yhteisöjärjestelmiin henkilökohtaisiksi ja tiimiyhteisön työkaluiksi
- käytössä mm. TikiWiki, Moodle ja WordPress