

# Foundations of Technological Entrepreneurship Week 3



## Match the Founder(s) Kahoot

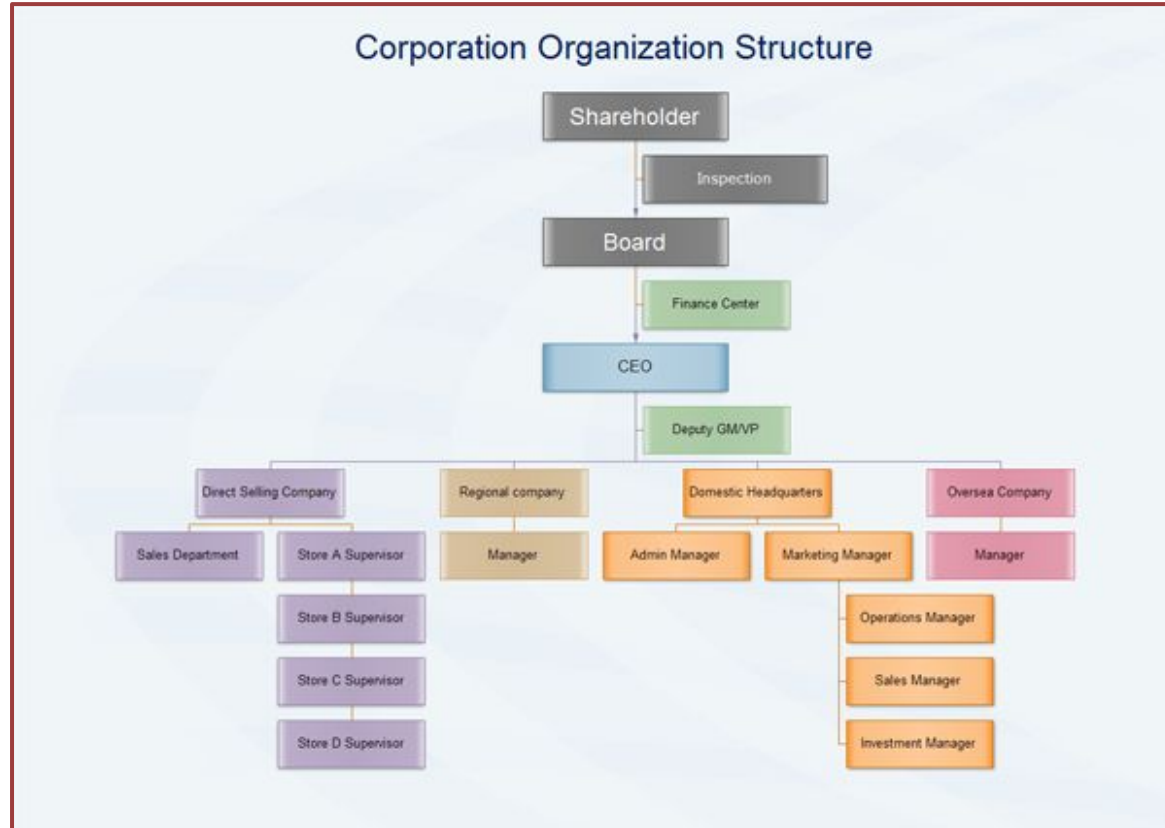
# Kahoot!

# Startup Failure Exercise

- Rank reasons startups fail from 1 - 10 (1 being most common, 10 being least common):
  - legal challenges
  - no financing/investor interest
  - lack of passion
  - no market need
  - ran out of cash
  - not the right team
  - outcompeted
  - product mis-timed
  - poor product
  - poor marketing

# Structure of an Early Startup

# Large Corporation Structure



# Large Corporation Structure - Amazon

Amazon - Org chart

# Early Startup Structure

Co-Founders

Team  
Members

Advisors

# Startup Structure - Twitch





# Startup Structure - Twitch



# Startup Structure - Twitch

## Co-founders:



Michael  
Seibel



Emmett  
Shear



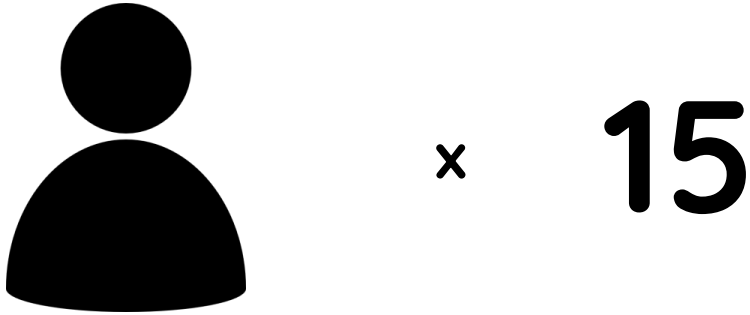
Justin Kan



Kyle Vogt

# Startup Structure - Twitch

Team Members:



# Startup Structure - Twitch

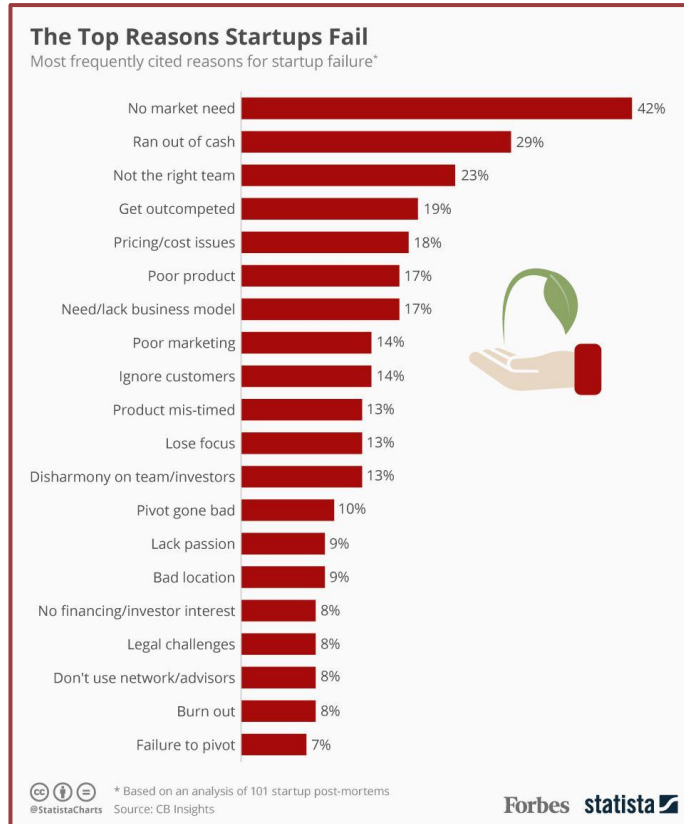
## Advisors



**Paul  
Graham**

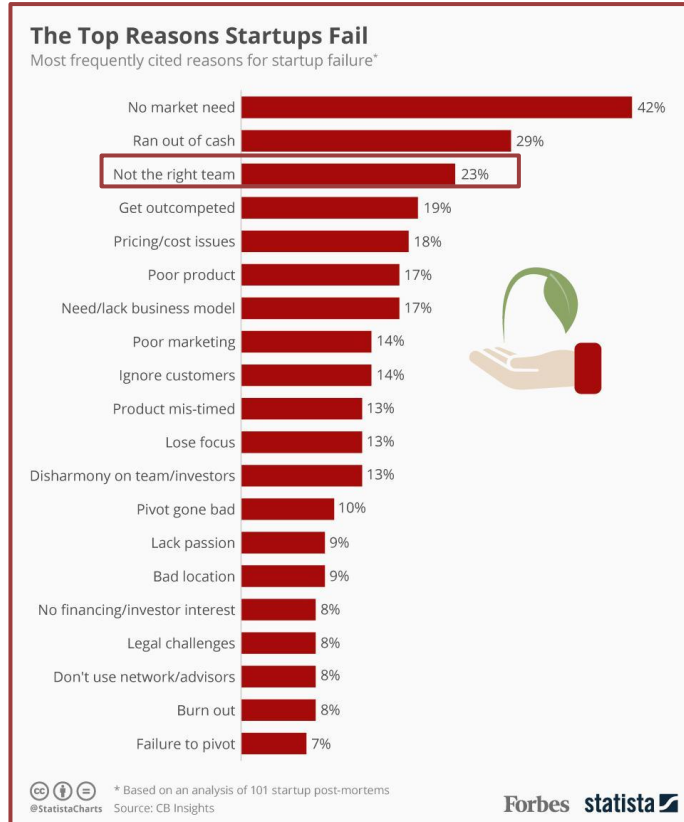
**Why is the topic of  
building a team so  
important?**

# Why do Startups Fail?



[Link]

# Why do Startups Fail?



[Link]

## Justin Kan (Founding Member of Twitch)



*Early stage investing is often about the people, not the idea. Paul has said as much about what he looks for. As two-time YC founders he knew that we worked well together and even if we were working on something totally insane we were going to stick it out with the company and iterate until we found a business model*



Krishna Srinivasan (Founding General Partner at  
LiveOak Venture Partners)



*“What do we look for in an investment? ... **Team,  
team and team.**”*

# Goals for this week:

- Why do I need a co-founder?
- How to find a great co-founder?
- How do startups grow?
  - Marketing frameworks, sales, and user acquisition
- How do you find product-market fit?
- How do you build a landing page?

# Building the Team

# Going Back to the Structure

Co-Founders

Team  
Members

Advisors

# Going Back to the Structure

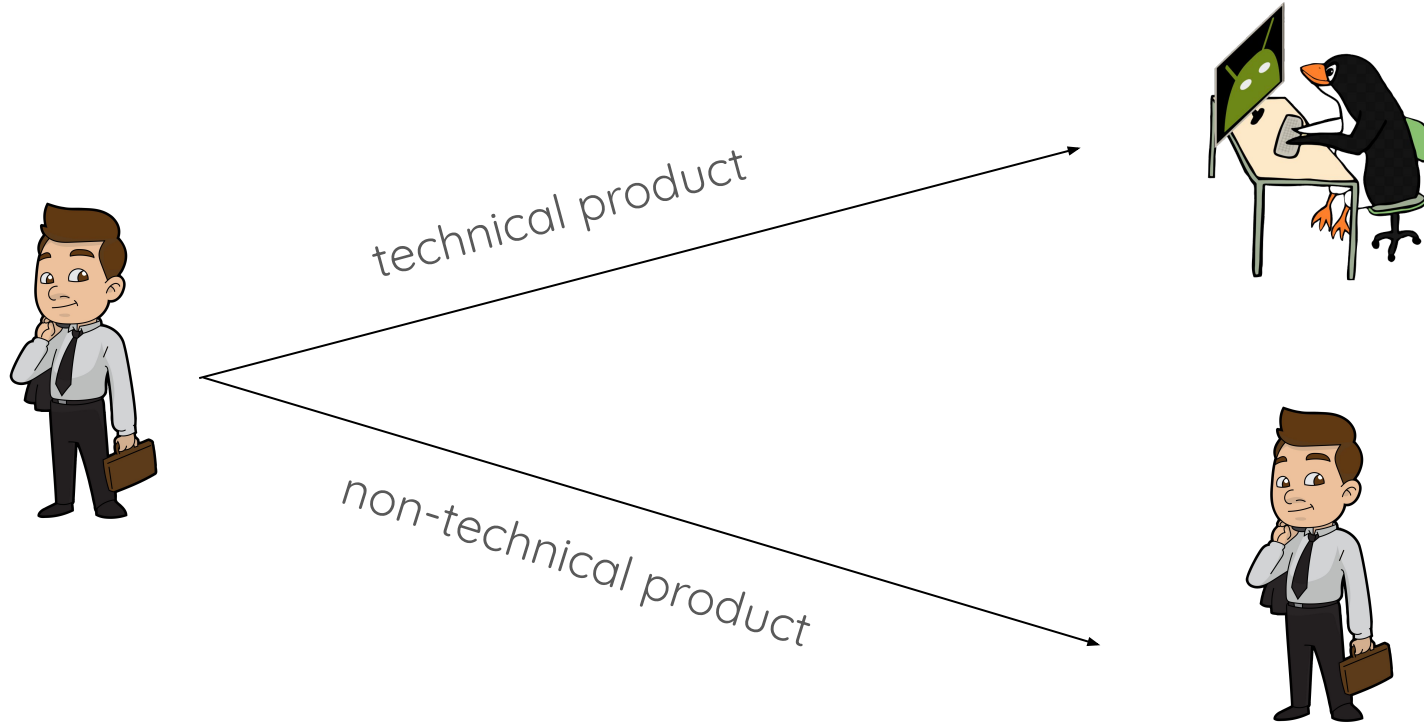
Co-Founders

Team  
Members

Advisors

**Do I need a  
co-founder?**

# Evaluating your Product



# Evaluating your Product



any kind of product





# The Core Benefits

1. productivity  
Ex. splitting a pizza with another friend
2. moral support
3. more likely to receive funding

# More Likely to Receive Funding

## How to Find the Right Co-Founder

by Harj Taggar

 Startup School



**What should I look  
for in a great  
co-founder?**

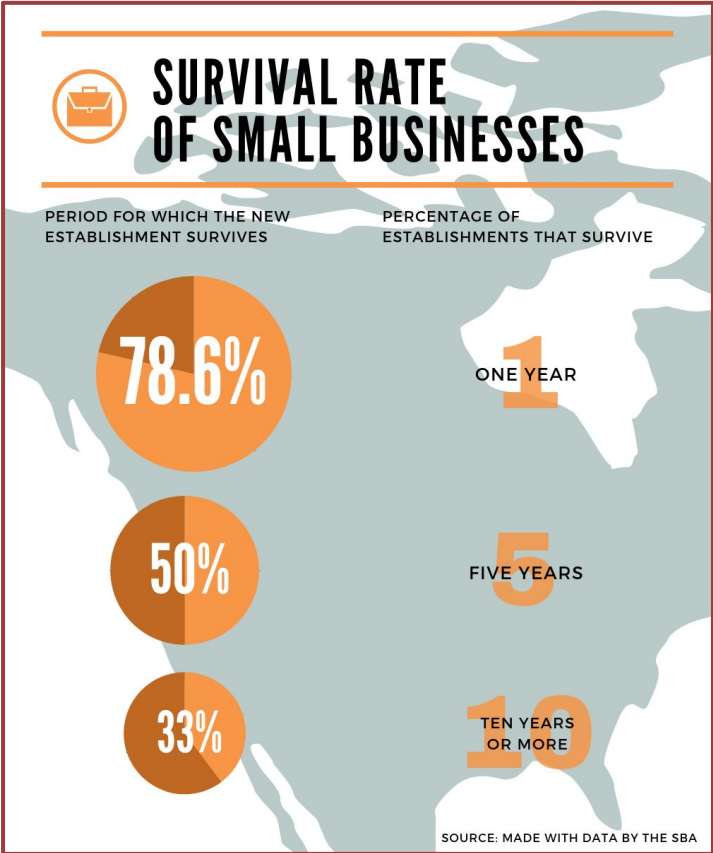
# What to Look For

- complimentary skills
- willing to learn
- similar goals
- **someone you enjoy working with**
  - Ask yourself: Do I want to have a one week vacation in a tropical island with just my co-founders?

# Partners Invest in Rounded Teams



# Build a team that can stick for 10 years



**Where do I find a  
great co-founder?**

# The Hot Spots

- Start with the people you already know and enjoy working with:
  - friends
  - classmates
  - co-workers



# School and Friends



# Alternative Spots

- Hackathons, conferences, and meetups dedicated to startups
  - [ask for startup conferences given most are outdated on core slides]
- websites dedicated to matching co-founders
  - [ask for startup websites given most are outdated on core slides]
- traditional recruiting tools (LinkedIn, indeed, etc)

# Tips, Advice, and Tricks

# Start the Search Now

- **start looking for people to work on projects with:**
  - projects are less of a commitment
  - develop taste for people you work well with
  - lock down your skills and areas of improvement
  - college years are ideal place + time

# Looking for a Technical Founder?

- Searching for a technical co-founder is the most common and difficult situation
- Solution:
  1. create a list of all your friends that code
  2. pick out 5-10 and rank them
  3. make them a REAL offer

# Looking for Any Founder?

1. Make a list of people you would like as co-founders
2. Invite each one to coffee
3. Ask them to be your co-founder
  - a. Yes -> Great!
  - b. No -> Ask them for an introduction to 2-3 people they would go to if they were to start a startup

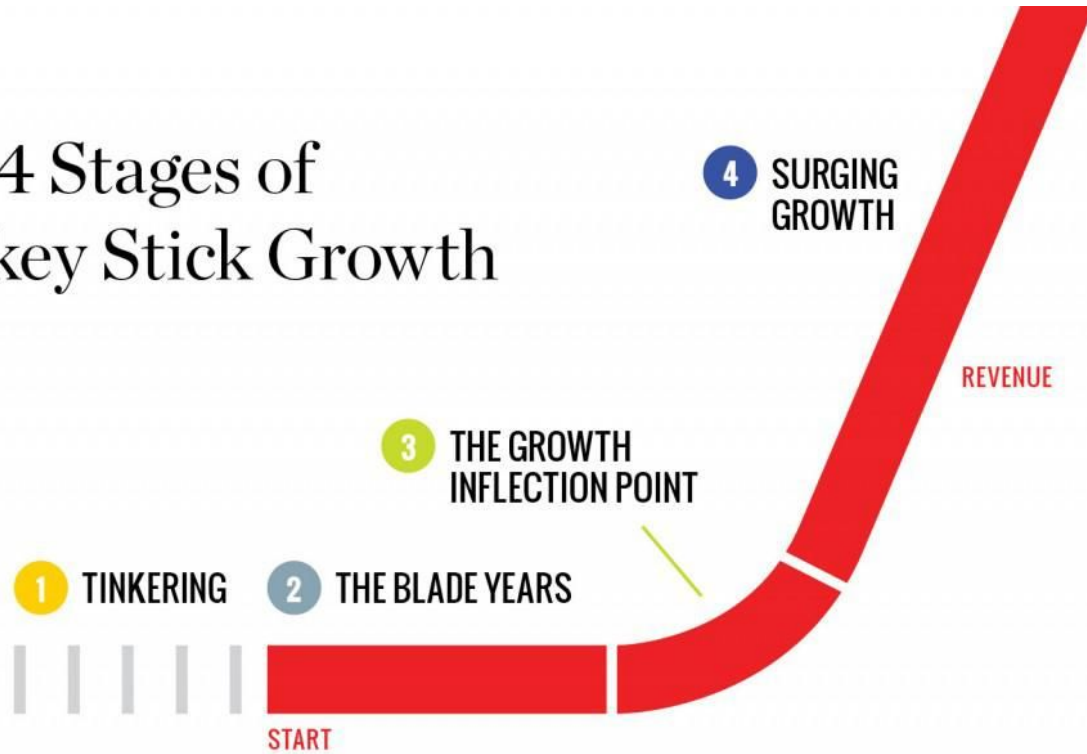
# Growing Startups

# Startups = Growth

- For a company to grow very big
  - Make something lots of people want
  - Reach and serve all those people
- Startups are not constrained on A or B



# The 4 Stages of Hockey Stick Growth



# How not to grow your startup

# Myth: You Build It, They'll Come

- People rarely will switch their way of life to incorporate their product into your life.
  - Why change their way of life?
- The biggest obstacle: initial inertia
  - It takes effort for people to adopt, learn, and integrate your solution

# Do Things That Don't Scale

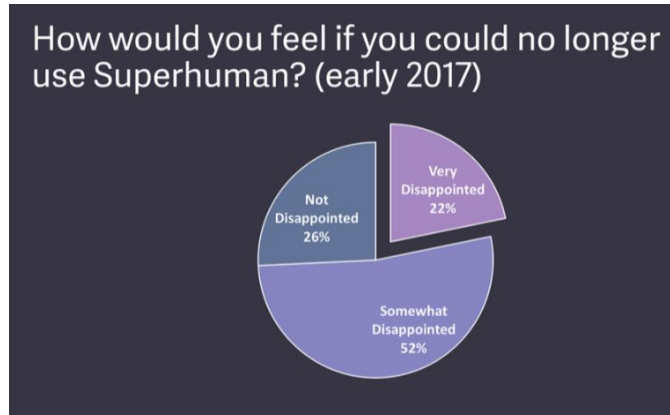
- You need to create hacky solutions at the beginning
  - Doordash founders were the first delivery drivers
- Recruit your users manually
  - How do you find the users to recruit manually?
    - Find your peers
    - Do an untargeted launch
      - Ex. Pinterest and design conferences

# What is product market fit?

- Extent to which product satisfies a strong market demand
- Utilized 40% heuristic to know if you have product market fit.
  - Would your users be very disappointed if they no longer had access to your product/service?

# Superhuman Case Study

# The Context



- Superhuman emails users link to survey with the following four questions to assess product market fit
  - How would you feel if you could no longer use Superhuman?
  - What type of people do you think would benefit most from Superhuman
  - What is the main benefit you receive from Superhuman?
  - How can we improve Superhuman for you?
- Found that results did not exceed 40% for very disappointed

# Superhuman's 4 Steps To Getting Product Market Fit

- Segment to find your supporters and paint a picture of your high-expectation customers
- Analyze feedback to convert on-the-fence users into fanatics
- Build your roadmap by doubling down on what users love and addressing what holds others back
- Repeat this process and make the product/market fit score the most important metric



# 1. Segment to find your supporters and paint a picture of your high-expectation customers

- Utilize very disappointed group to narrow the market
- Find pockets where you have better product market fit
  - Aka the small subset of users who want your product a large amount
  - Assign personas to these users

## 2. Analyze feedback to convert on-the-fence users into fanatics.

- Answer:
  - Why do people love the product?
  - What holds people back from loving the product?
- Ignore feedback from users who would not be disappointed if they could no longer use the product

### 3. Build your roadmap by doubling down on what users love and addressing what holds others back.

- You need to find a balance between doubling down on what users loved and solving what holds users back.
- Superhuman devoted half of road map to doubling down on what users loved.

### 3. Build your roadmap by doubling down on what users love and addressing what holds others back.

- You need to find a balance between doubling down on what users loved and solving what holds users back.
- Superhuman devoted half of road map to doubling down on what users loved.

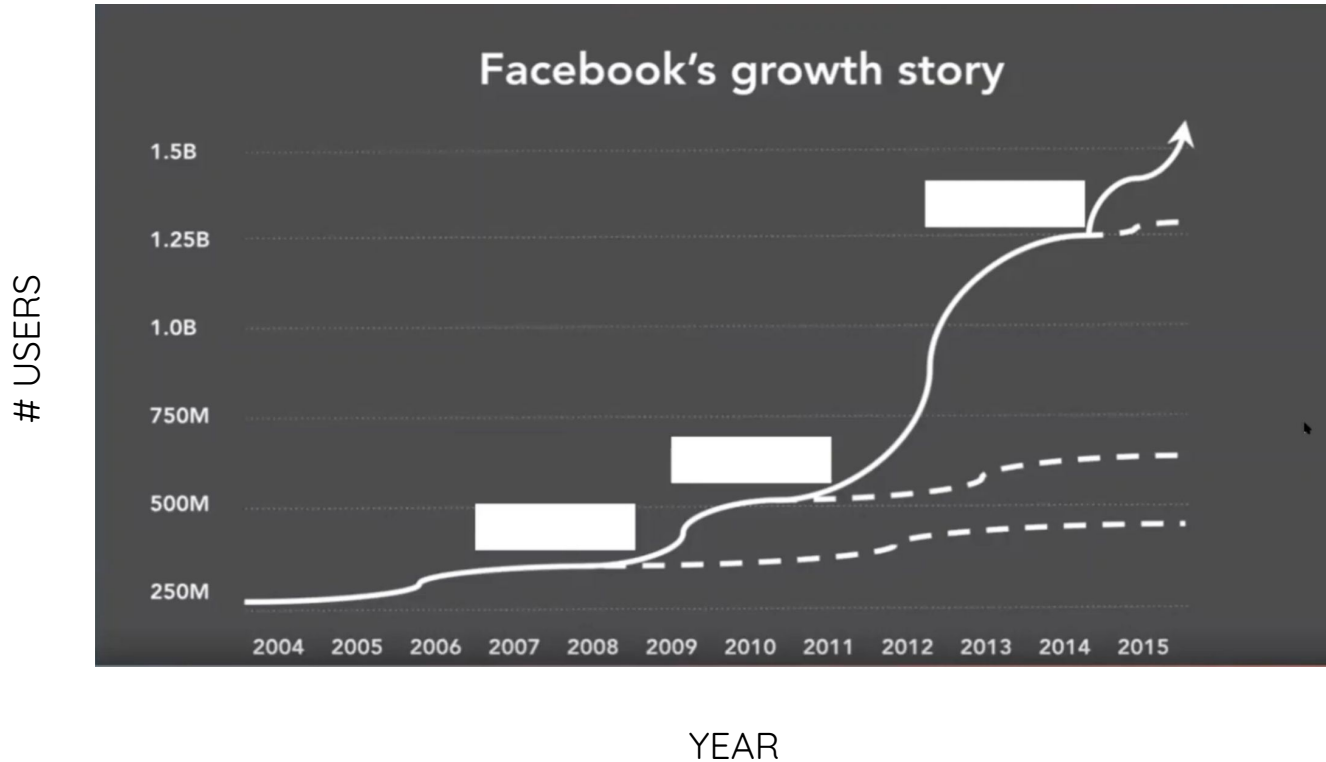
### 4. Repeat

# Scaling your startup

# What is product market fit?

- Extent to which product satisfies a strong market demand
- Utilize 40% heuristic to know if you have product market fit.
  - Would your users be very disappointed if they no longer had access to your product/service?

# Facebook Growth Story



# How Did Facebook Exceed Expectations?

1. **Translation:** new languages → new markets
2. **Mobile (2011):** more devices → more accounts
3. **Internet.org (2014):** affordable access to internet  
→ opened FB accounts for people who didn't have them



# 2 Ways To Grow At Scale

## 1. Product Growth / Conversion Rate optimization

- a. Every single step of your product experience is a funnel that can be measured.
- b. Think of optimization areas for your product.

## 2. Growth Channels

- a. Platforms people develop new product on, ex. Facebook, Google, etc.

# Product Growth/Conversion Rate Optimization

- Treat your product experience like a funnel and measure each step.
  - Figure out how many people are making it to each page, what % are dropping off, and how to increase that number.
- **Optimization areas**
  - If product is international, **translating** it to different languages is optimal.
  - **Authentication** → signing up, if it isn't perfect people will drop off
  - **Onboarding**
  - **Purchase conversion** → bring scarcity, good UI

# Growth Channels

## Growth channels to explore

Company		Channel
Is this a rare behaviour that people use Google to find a solution?	➔	Google SEO & SEM
Do existing users already share your product via word-of-mouth?	➔	Virality & Referrals
Does having more users improve the experience?	➔	Virality
Do I already know who each of my future users are?	➔	Sales
Do my users have high LTV?	➔	Paid Acquisition (Facebook, Google etc)

# SEO

- **On page optimization**
  - Is the title of your page filled with keywords?
  - Do you have keywords throughout your text?
  - Do keyword searches and try to rank for that keyword
- **Off-page optimization**
  - Are you getting links to your website? Domain authority.
- **From a developer's POV:**
  - Uniques and descriptive <title> and <meta> tags
  - No broken links
  - Alt text for images – see visual content in text form

# Paid Growth

- Look at revenue, Customer Acquisition Cost (CAC), Lifetime Value (LTV)
- Only do paid growth, if you have revenue
- **Revenue > CAC**
- For SaaS – **LTV: CAC ratio** should be at least 3:1
- **Channels:** Facebook, Google, Instagram, etc.

# Building a Landing Page

# What is it?

- a website about your product or company that is responsible for **converting visitors into customers**

# Landing Page Examples

- <https://crescent.co>
- <https://stripe.com>



# Landing Page Variants

- **homepage:** your catch all page for visitors of every persona
- **persona landing page:** where you tailor messaging to a specific audience
- **product page:** where you narrowly explore the details of one product

# Landing Page Variants

- **homepage:** your catch all page for visitors of every persona
- **persona landing page:** where you tailor messaging to a specific audience
- **product page:** where you narrowly explore the details of one product

# Homepage Creation Approach

- need to **think from the perspective of a visitor's likelihood to convert**
- Why?
  - people have short consideration spans so they need to be hooked quickly
  - 75% of site traffic will leave after only seeing your homepage

# Conversion Equation

we can think about conversion as an equation:

**conversion rate** = desire - labor - confusion

# Conversion Equation - Desire

- **increase desire:**
  - entice visitors with how much value you provide
  - create intrigue and pitch your product in a way that resonates

# Conversion Equation - Labor

- **decrease labor:**
  - reduce the work your visitors will have for perform so they don't get tired or annoyed and leave prematurely
  - be concise and ensure that every word and design element is of value

# Example: Conversion Equation - Labor



# Conversion Equation - Confusion

- **decrease confusion:**
  - each sentence should be easily understood
  - don't confuse visitors with obscure or verbose languaging
  - make it apparent which action they should take next (e.g. signup or buy)



# Hone the Message First

- in other words, **the first step of the process is to hone your message** and then work on the design of your landing page

# Honing Your Message - The Steps

1. Identify the **value propositions** (i.e. selling points) that are most desirable about your product
2. identify the text and media that convey those points clearly and concisely
3. design your page in a way that enhances the clarity and impact of your text and media

# Step 1: Identifying Value Propositions

# Defining Value Propositions

- a **value proposition** is a quality of your product that is matched with a benefit

# Identifying Value Propositions - Example 1

- Example: a product that has the quality of being fast
  - **Quality:** Fast
  - **Benefit:** Quicker output
  - **Value prop:** Get work done faster

# Identifying Value Propositions - Example 1

- Example: a product that has the quality of being fast
  - **Quality:** Fast
  - **Benefit:** Greater output
  - **Value prop:** Get more work done

# Identifying Value Propositions - Example 2

- Example: the quality of *secure* and the product is a messaging app:
  - **Quality:** Secure
  - **Benefit:** Privacy
  - **Value prop:** Only your friends can see your messages

# Identifying Value Propositions - Example 2

- Example: the quality of *secure* and the product is a messaging app:
  - **Quality:** Secure
  - **Benefit:** Protection
  - **Value prop:** If your phone is stolen, your data cannot be stolen.



# Value Prop Generation - Live Help Chat App Example

In column one, list non-desirable alternatives people turn to when they don't have your product at all

a. describe what makes each alternative bad

## Bad alternatives

Visitors leave the site

- Lost sales opportunities

Visitors read FAQ's

- They're long, boring

Visitors email support

- Most don't bother

# Value Prop Generation - Live Help Chat App Example

In column two, write out how and why your product is better than the alternative

Bad alternatives	How you do it better
<p>Visitors leave the site</p> <ul style="list-style-type: none"><li>• Lost sales opportunities</li></ul>	<p>Help more visitors get more questions answered by immediately handling objections via live chat.</p>
<p>Visitors read FAQ's</p> <ul style="list-style-type: none"><li>• They're long, boring</li></ul>	<p>Address objections proactively so you can better satisfy visitors and close more deals.</p>
<p>Visitors email support</p> <ul style="list-style-type: none"><li>• Most don't bother</li></ul>	

# Value Prop Generation - Live Chat App Example

In column three, list out the personas (audiences) that are most valuable (i.e. pay you the most). For each persona list the two product benefits they care most about

Bad alternatives	How you do it better	Best customers
Visitors leave the site <ul style="list-style-type: none"><li>• Lost sales opportunities</li></ul> Visitors read FAQ's <ul style="list-style-type: none"><li>• They're long, boring</li></ul> Visitors email support <ul style="list-style-type: none"><li>• Most don't bother</li></ul>	Help more visitors get more questions answered by immediately handling objections via live chat.  Address objections proactively so you can better satisfy visitors and close more deals.	Head of marketing <ul style="list-style-type: none"><li>• Conversion rates</li><li>• Traffic volume</li></ul> Chief revenue officer <ul style="list-style-type: none"><li>• Reduce churn</li><li>• Increase ARPU/LTV</li></ul> Head of sales <ul style="list-style-type: none"><li>• Increase qualified leads</li><li>• Qualify leads accurately</li></ul>

# Value Prop Generation - Live Chat App Example

- Utilize the third column to filter down the second column to just the value props that satisfy what the top personas (audiences) care about
- Whatever is left in column two is what you will use to pitch your live chat app

# Honing Your Message - The Steps

1. Identify the **value propositions** (i.e. selling points) that are most desirable about your product
2. identify the text and media that convey those points clearly and concisely
3. design your page in a way that enhances the clarity and impact of your text and media

**Steps 2 & 3:  
Identifying  
Text/Media and  
Designing Page**

# Landing Page Template - Example

<https://www.persistiq.com/v2>

# Landing Page Template

1

Navbar

2

Hero

3

Social Proof

4

CTA

5

Features

6

CTA

Footer



# Landing Page Template

1. **Navbar:** The top of the page — where your logo and navigation links are.
2. **Hero:** The main section at the top of the page, which includes your header text, subheader text, and captivating imagery.
3. **Social proof:** Logos of press coverage or your well-known customers.

# Landing Page Template

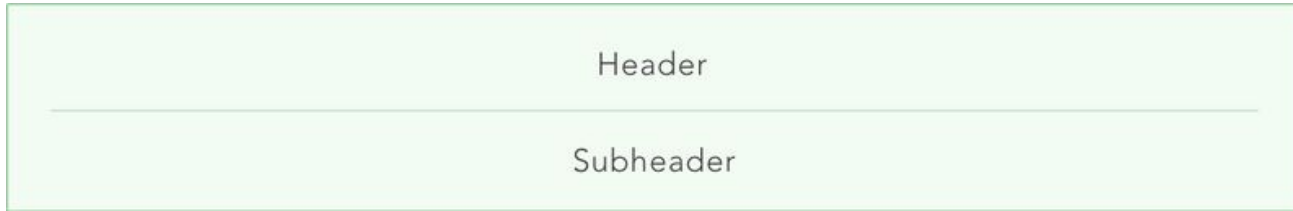
4. **Call-to-action (CTA):** Your signup button and a concise incentive to click it.
5. **Features and objections:** Your key value propositions fully written out.
6. **Call-to-action (CTA) Repeated...**
7. **Footer:** Miscellaneous links to socials, blogs, news, etc., company addresses, and contact info

# Landing Page Template - Navigation Bar



**Navbar:** The top of the page — where your logo, navigation links, and call-to-action button (e.g. signup) are

# Landing Page Template - Hero



**Hero:** The main section at the top of the page, which includes your header text, subheader text, and a captivating image.

# Landing Page Template - Hero

- header:
  - must be fully descriptive of what you are selling
  - litmus test: **if the reader reads only this text on your page, will they know exactly what you sell?**
  - avoid slogans (i.e. Improve your Workflow, Supercharge your collaboration)

# Landing Page Template - Hero

- **header:**
  - good examples:
    - For a website design tool:
      - "Visually design and develop sites from scratch. No coding."
    - For a grocery delivery service:
      - "Groceries delivered in 1 hour. Say goodbye to traffic, parking, and long lines."
    - For a home rental service:
      - "Rent people's homes. So you can experience a city like a true local."

# Landing Page Template - Hero

- header - how do we write it?

1. choose the value prop that represents the product's core purpose and differentiates your product

- Example Live Video Chat App Value Props:

- Chat with anyone quickly
- Chat on your phone, tablet, or desktop
- **Auto-translate real-time conversations regardless of language**
- Get transcripts for every conversation emailed to you

- Example Live Chat App Header

- “Have auto-translated video chats with absolutely anyone in the world”

# Landing Page Template - Hero

- header - how do we write it?
  2. state the high level purpose of the value prop you selected
    - **tells the users why the value prop matters**
    - Examples:

Without	With
Visually design and develop sites from scratch	Visually design and develop sites from scratch. <u>No coding.</u>
Riley texts your real estate leads for you	Riley texts your real estate leads for you – <u>to automatically qualify them</u>
Groceries delivered in 1 hour	Groceries delivered in 1 hour. <u>Say goodbye to traffic, parking, and long lines.</u>



# Landing Page Template - Hero

- **subheader:**
  - header explains what you do, subheader explains how
  - should be concise: 10 - 13 words
  - litmus test: **if the reader reads only this text, will they know why they should care about what you sell?**

# Landing Page Template - Hero

- **subheader:**
  - good examples:
    - Real estate app subheader:
      - "Our network of remote concierges monitor your email inbox and respond to leads when you're too busy to."
    - Video chat app subheader:
      - "In real-time, our on-call team transcribes and translates your words into over 20 languages."

# Landing Page Template - Hero

- **image:**
  - purpose is to visualize the value prop described in the header and subheader
  - image should complement the header and subheader - not distract from it
  - Avoid general imagery:
    - selling a physical product -> show an image of it
    - selling a service -> show screenshot or illustration

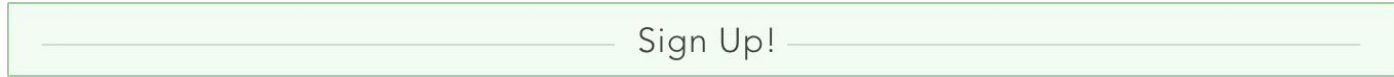
# Landing Page Template – Social Proof

Client Logo — Client Logo — Client Logo — Client Logo

**Social proof:** Logos of press coverage or your well-known customers.

**TIP\*:** if you don't yet have noteworthy customers at well-known companies, provide your product for free and then place their logos on your website if they end up using you

# Landing Page Template - Call-to-Action

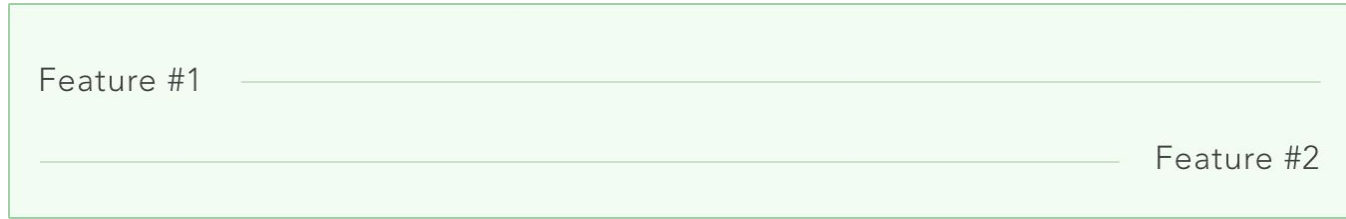


**Call-to-action:** prompts a visitor to continue to the next event in your funnel — such as signing up or adding to cart.

# Landing Page Template - Call to Action

- **Goal is to summarize what user came for**
- Examples:
  - “Request Access” (Bioloop)
  - “Get Financing” (Lev Capital)
  - “Get Started” (Duolingo)
- avoid clickbait
  - e.g. “Give me my free PDF!”
- TIP: make your call-to-action stand out visually by making its background color contrast with your page’s colors

# Landing Page Template - Features



**Features:** your key value propositions fully written out.

**NOTE\*:** job of your features to deliver your product's complete sales pitch if your hero fails to do so

# Landing Page Template - Features

- 3-6 features
- each feature has 3 components:
  1. header that states value proposition
  2. paragraph that explains value proposition and handles objections
  3. image to reinforce value proposition

The credit card was broken.  
We fixed it.

The next time you hear about a big credit card breach, you can relax.

Final eliminates the hassle associated with a cancelled card, fraud, or theft. Don't waste time re-establishing your payment relationships. Don't worry about missing important bills or about constantly checking your statement.





# Landing Page Template - Features

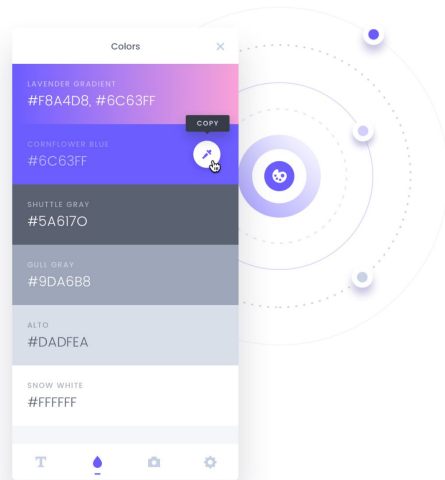
- feature header:
  - 3 - 10 words
  - avoid vague language
  - Example headers for portable grill:
    - “cooks and sears”
    - “no prep or cleanup”
    - “cooks more than just meat”

# Landing Page Template - Features

- feature paragraph:
  - 3 concise sentences or bullet points
  - purpose:
    - describe the feature
    - address common objections **(if they often prevent people from converting)**
  - if the feature is complex, link to another page or prompt user to click button for more details

# Landing Page Template - Features

- feature image:
  - include a photo that shows your feature in action



## Browse colors in a visual way

CSS Peeper allows you to inspect whole color palette used on a website. You can see all of them listed in a visually appealing way so you can find the one you need in a seconds.

# Landing Page Assignment Walkthrough

Building on the material on landing pages from week 3, you will be responsible for creating a landing page (i.e. website) for your startup idea. This assignment will boil down to two parts:

1. identifying the messaging of your startup/product
2. designing your landing page

For this assignment, **no prior website development experience is required** - all groups will be provided with a website template that they can use for their landing page. Although we highly recommend utilizing our template, each group is more than welcome to build their homepage from scratch using whichever technology they prefer.

# Landing Page Assignment Walkthrough

## Requirements

1. Identify 3-4 **value propositions** (i.e. selling points) for your product/company using the framework discussed in class
  - a. utilize ONE value proposition for your hero
  - b. utilize the remaining value propositions for your features
2. Create a call to action
3. Create a navigation bar and footer

## Starter Files

You will be provided with the following starter files:

1. **index.html** - file containing the content of your homepage
2. **index.css** - file containing the styling of your homepage
3. **images/** - folder containing images of your homepage

If you have worked with GitHub before, you can clone the starter repo for this assignment [here](#). If not, you can download the starter files via google drive [here](#).

# Landing Page Time Machine - AirBnb



[Travel](#) | [Host](#) | [Sign Up](#) | [Log In](#)



srmurphy

## Host

Make money by sharing your space and local knowledge. [List a room.](#)

## Travel

San Francisco, CA

Check in  Nights:

[Search »](#)

## New Listings

[Country-house-pietralunga](#) [Pietralunga, Umbria, IT](#)



[Tacoma, WA, US](#)



[San Francisco, CA, US](#)

[About](#) | [FAQ](#) | [Terms of Use](#)  
© 2008 AirBed & Breakfast, Inc.

# Landing Page Time Machine – EventBrite



[Help](#) | [Sign In](#)

## Event registration online

Holding an Event?  
Get started for free!

[CREATE YOUR EVENT >](#)

### [Pricing details](#)

#### Simple pricing for paid events

Fee  
(% of ticket price)  
2.5 %  
Minimum Fee  
(per ticket)  
\$0.99  
Maximum Fee  
(per ticket)  
\$9.95

#### See who's using Eventbrite!

Apr 29 2008  
[Economics of Social Media](#)  
Los Angeles, CA

Jun 09 2008  
[CM Summit Spring 2008](#)  
New York, NY

Sep 08 2008  
[TechCrunch9](#)  
San Francisco, CA

### [Browse More Events](#)

Find an event:

[SEARCH >](#)



# Landing Page Time Machine - Facebook

2004



[facebook](#)



# User acquisition plan

Construct a one to two-page plan for acquiring users for the startup idea you came up with previously and how you would grow it over the next year. List at least three different potential channels and metrics you will use to measure the success of your plan. Some elements to consider putting in your plan include:

- Your target audience and who you want to reach
- Any data or metrics you want to collect/track
- The reasoning for why you think the particular acquisition channels you chose would be effective