Beekeeper

ORT Consultancy Group

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Agenda

- Situation
- Complication
- Challenge
- Analysis
- Alternatives
- Recommendation
- Implementation
- Finance
- Conclusion

Situation

- Start-up expanding company
- Early adopters : Hospitality + Manufacturing / Retail / Other industries
- From small structure (8) to over 130 employees

Complication

- Growth: new layer of middle management → Agency problem
- Many different industries (desk / non-desk) ↔ Many different features

Inefficiencies

- Revenues : only 65% of costs

Challenge

What would be the best strategy to go from a start-up to a mature company?

Analysis - external

Threats

- New European data protection regulation
- Changes in your clients stake holders

Opportunities

- Tendency: digital communication
- Mainstream beachhead US hotel chains

Analysis - internal

Strengths

- Data base
- Experience in digital communication
- Experience in user base
- Defined core values

Weaknesses

- Clients: early adopters
- Agency problems
- Business not based on core values
- Core business: not clear (desk / non-desk)

Decision Criteria

Aspects

Agency problems

From Start-Up to Maturity

Business not aligned with Core Values

Decision Criteria

- Time to get mainstream
- Increase revenue
- Growth in clients
- Aligned with core values

Alternative 1 – Focus on clients that use the same core app

Decision criteria		Detail
Time to get mainstream	=	Standardize your app to common needs of your clients. Focus on hospitality, retail, manufacturing. Competence against well stablished competitors with standard products: ex. WhatsApp
Increase revenue	✓	Decrease costs of personalization.
Growth in clients	✗	Slow growth in the number of costumers because they have different needs and contexts.
Aligned with core values	✗	You are not being BRAVE: You don't let the fear of failure limit you

Alternative 2 – Split in different business units – one per vertical

Decision criteria		Detail
Time to get mainstream	✘	Long process - you should build brand awareness with new brands.
Increase revenue	✘	Heavy in investment to split each department
Growth in clients	✓	Offer them specialized app so you could attack better they needs
Aligned with core values	✘	Splitting your company

Alternative 3 – Beachhead on hotel chains and expand to other sectors on the same value chain

Decision criteria		Detail
Time to get mainstream	✓	Offering specialized app to hotels is more probably to gain foothold onto the sector. Mouth to Mouth communication fast growth in the same sector.
Increase revenue	✓	Becoming experts in one sector allow you replicate the experience in different hotel chains. High number of headcounts.
Growth in clients	✓	Event Driven Architecture allows you quick expansion. There are a lot of companies in the value chain – airlines, food, laundry, cleaning.
Aligned with core values	✓	BEE BRAVE - KIS - BEE PROACTIVES

Alternatives

Decision criteria	Focus on clients that use the same core app	Split in different business units – one per vertical	Beachhead on hotel chains and expand to other sectors on the same value chain
Time to get mainstream	=	✗	✓
Increase revenue	✓	✗	✓
Growth in clients	✗	✓	✓
Aligned with core values	✗	✗	✓

What would be the best strategy to go from a start-up to a mature company?

Beachead on hotel chains and expand to other sectors on the same value chain

Implementation

Strategy - Clients

HR

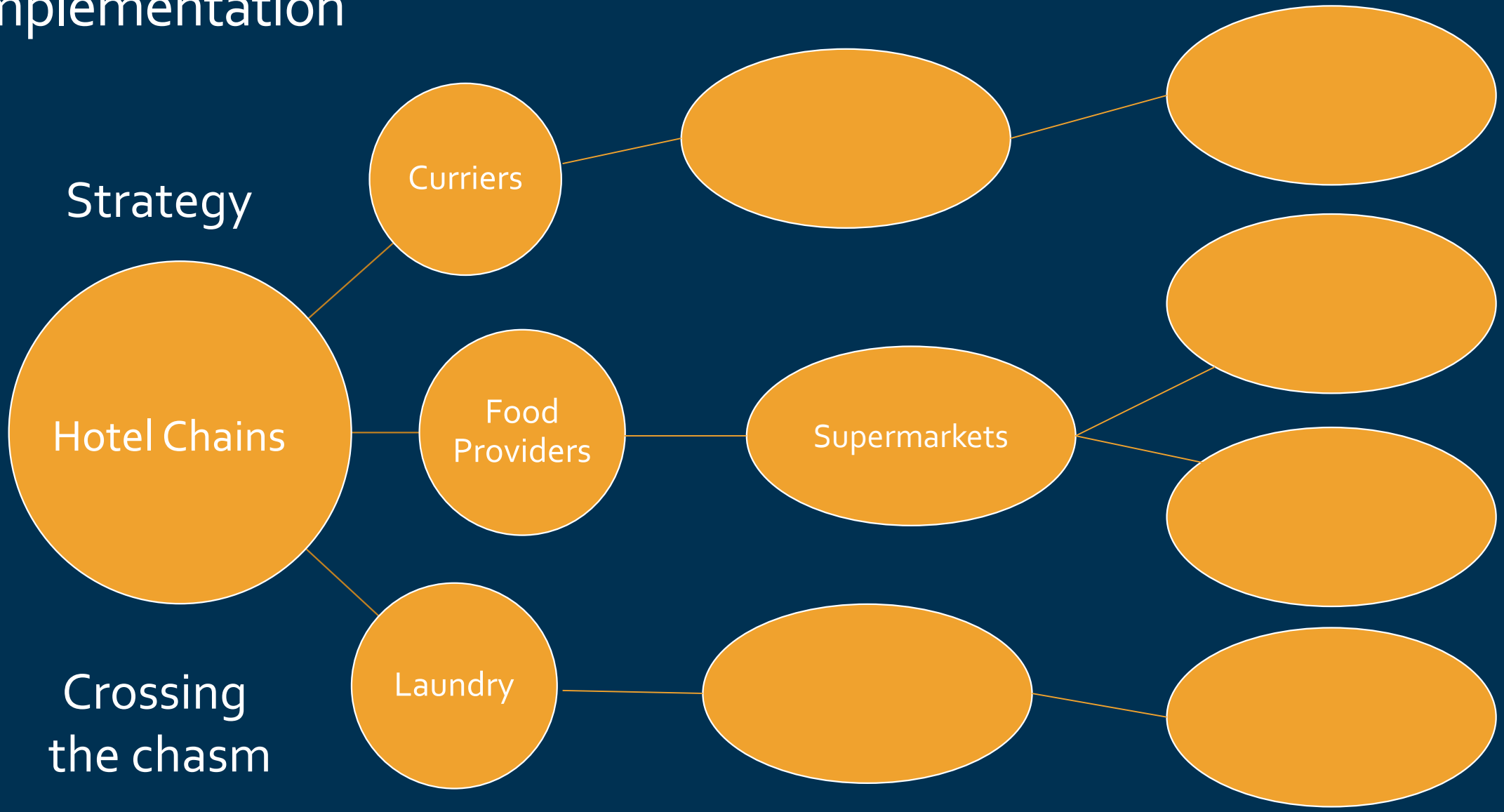
Marketing

Tech

Implementation

Strategy

Crossing the chasm



Implementation

Implementation

Succeed cases

- Testimonials (videos)

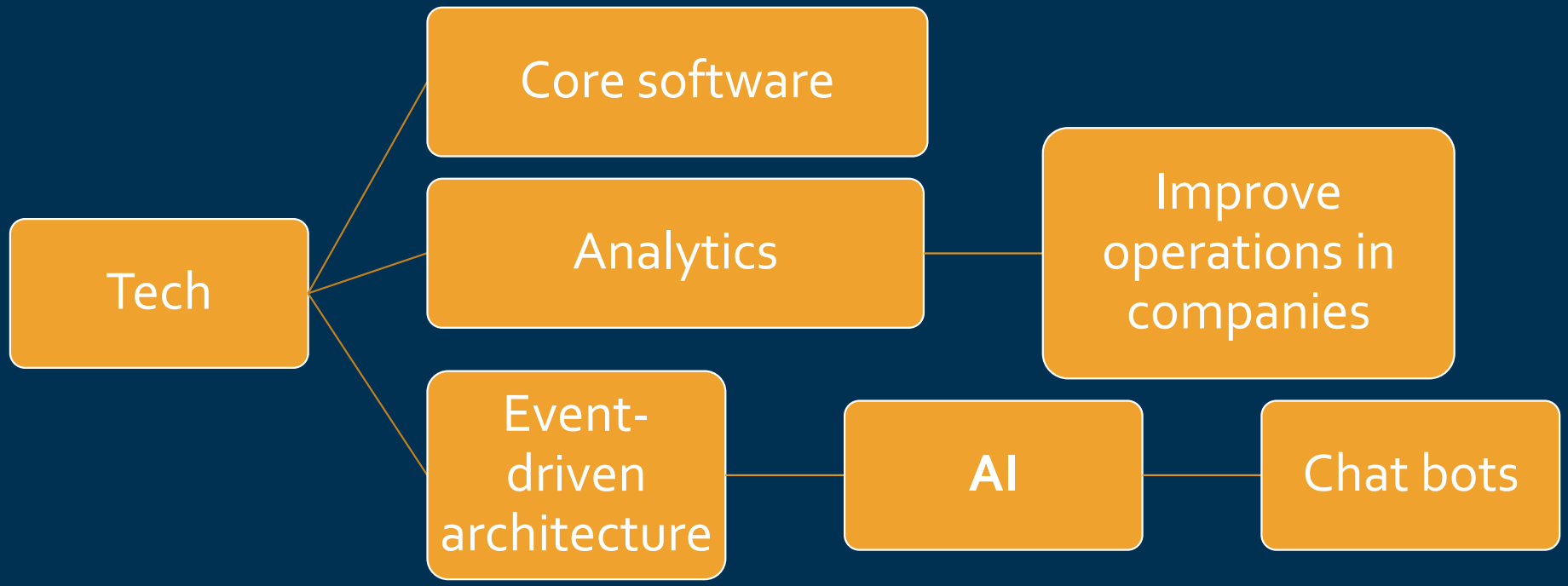
Advertising in Social Media

- LinkedIn

Events (Sectors related)

- Annual Congress

Implementation



Implementation

Strong Culture

Focus (strategy)

Strong brand

New Value Proposition

- Integrated people in companies
- Save costs of companies by recommendations which improve their operations

Implementation

GANTT	.	2019	2020	2021	2022	2023
Strategy - Clients	Hotel Chain USA					
	Curriers					
	Food Providers					
	Other Hotels					
	Other companies					
HR	Leadership/Procedures					
	Internal communication					
	Motivation					
Marketing	Succeed cases					
	Social Media					
	Events					
Tech	Core software					
	Analytics					
	Event-driven and AI					

Assumptions

- Average employee non- desk headcount: 500

- <u>Quantity of Vertical Companies:</u>

USA Hotels: 20.000
World Hotels: 1.000.000
Others (curriers,food providers, laundry): 15.000

- Current USA's Marketshare: 0,5%

Finance

Projected Market Share

USA Hotels: 5%
Others companies: 3%
World Hotels: 1%

Finance

INCREMENTAL FORECAST (Miles)		2019	2020	2021	2022	2023
Loan						
SALES						
USA Hotels		12,000	12,000	12,000	12,000	12,000
Global Hotels			60,000	60,000		
Others				270,000	270,000	
Strategy - Clients	Hotel Chain USA	-600	-600			
	Curriers		-600			
	Food Providers		-300	-300		
	Other Hotels			-300	-300	
	Other companies					
HR	Leadership/Procedures	-20	-20			
	Internal communication	-20				
	Motivation	-10	-10			
Marketing	Succeed cases		-10	-10	-10	-10
	Social Media	-10	-10			
	Events	-10	-10	-10	-10	-10
Tech	Core software					
	Analytics		-200	-20	-30	
	Event-driven and AI					
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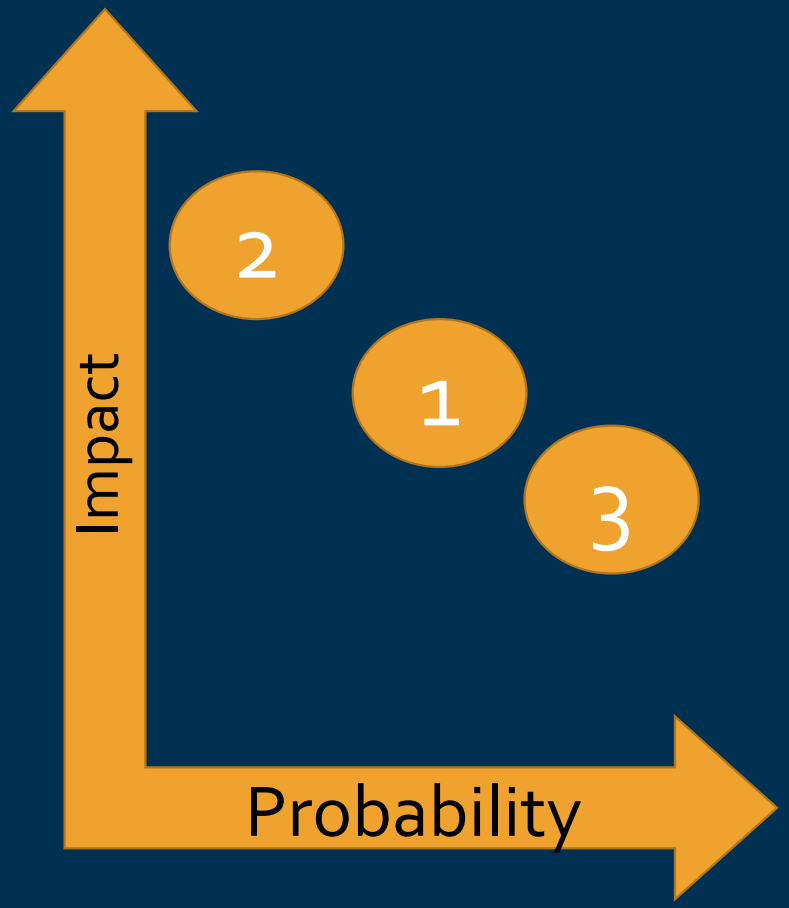
Risk



	Risk	Mitigation
1	Not address agency problems.	-Definition of responsibilities. -HR Department. -Process standardization.
2	Not reach mainstream	- Reach connected industries
3	Lack of founds to growth	- Founding rounds / attractive service to investors

Conclusion

Beachhead on hotel chains and expand to other sectors on the same value chain

Thank you