ADP!

GROWING THE BEEHIVE

A Presentation to the CEO of Beekeeper
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Matti Karjalainen
Patrick Timmer
Lauri Hanninen
Tommi Bergstrom

EXECUTIVE SUMMARY

How do grow Beekeeper while staying agile and exciting?

Implement Cell strategy	Focus on existing industries	Ensure agile development with Beekeeper buzzLabs

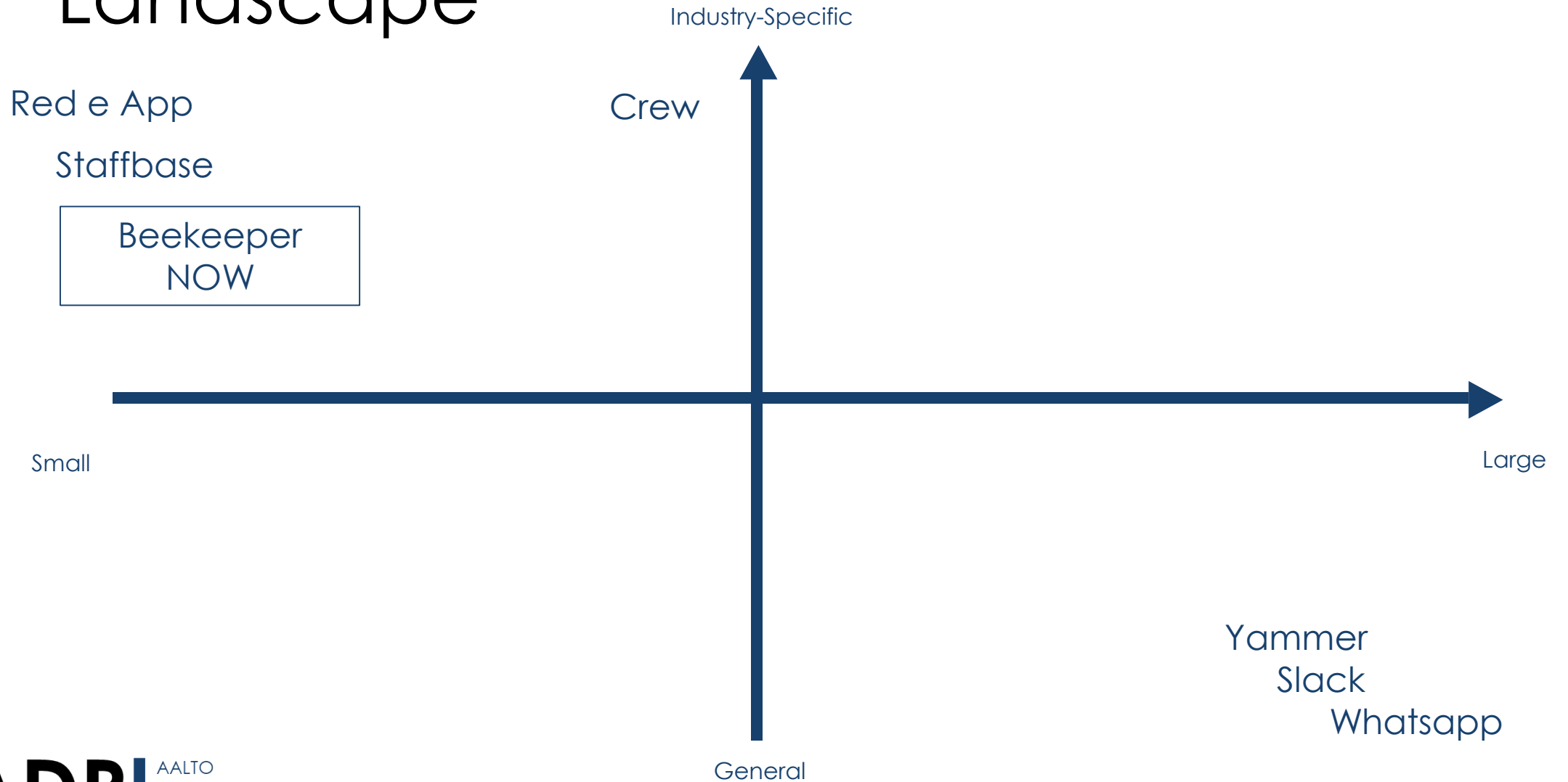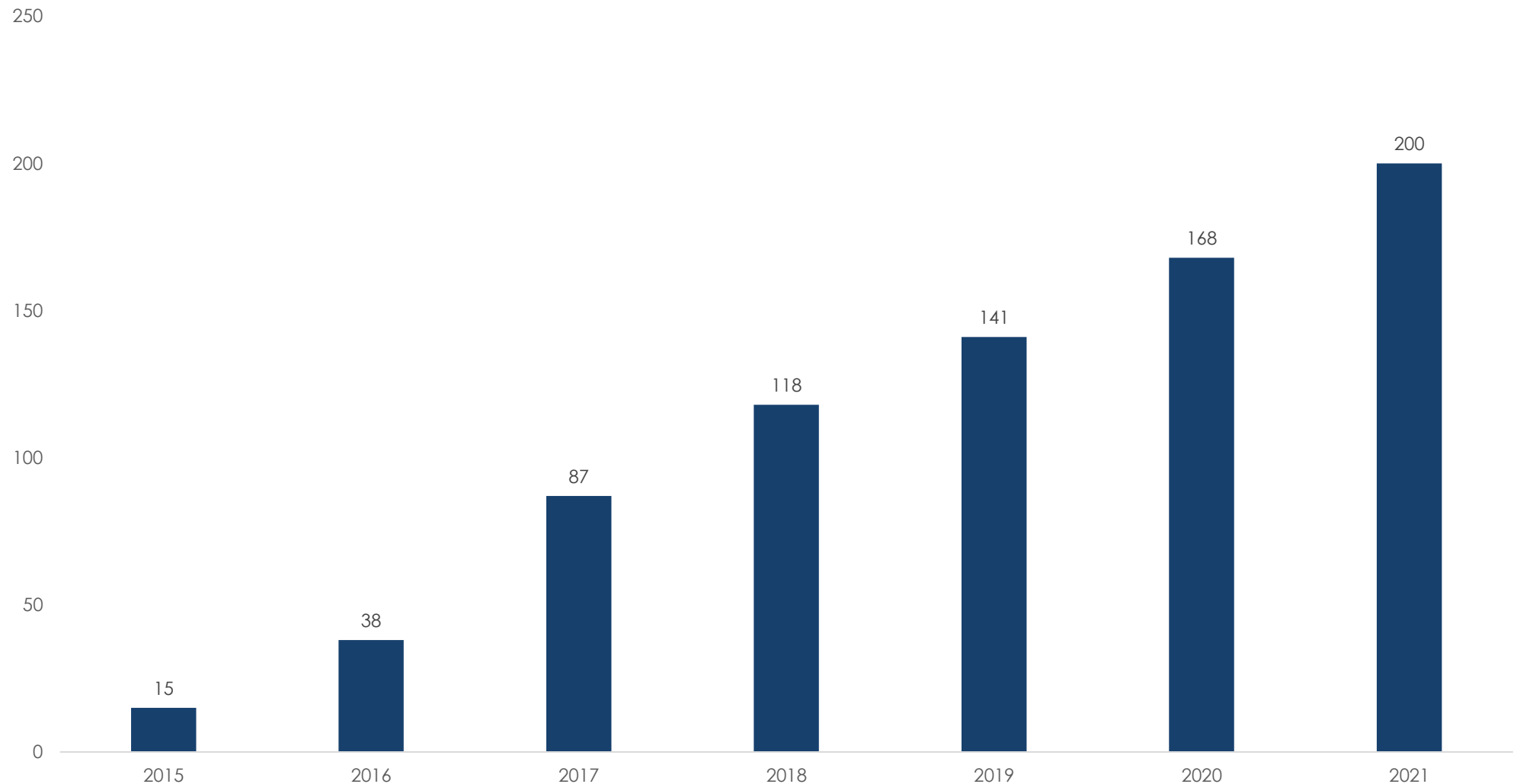BEEcome a market leader through sustainable growth

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CONTENT

- External & Internal Analysis
- Strategic Alternatives
- Implementation
- Financials & Risk Analysis

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CONTENT

External & Internal Analysis

Strategic Alternatives

Implementation

Financials & Risk Analysis

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4

Other Bees on the Block – Competitive Landscape

Industry-Specific

Red e App

Crew

Staffbase

Beekeeper NOW

Small

Large

General

Yammer
Slack
Whatsapp

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Higher Headcount strains Organization

INTERNAL ANALYSIS

Strengths

- Expertise in Hospitality Industry
- Corporate Culture & Beekeeper's 5 Core Values
- GDPR Compliance

Weaknesses

- Silos within the Company
- Missing Focus

Opportunities

- Flocking of companies from competitors (GDPR)

Threats

- Difficulties in selling past early adopters
- Growing conflicts of interest between Engineering and Sales

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STRATEGIC ALTERNATIVES
Decision Criteria

Boost Beekeeper's Growth into New Dimensions

Win the Scaleup Challenge

Utilize Beekeeper's Unique Value Proposition

Differentiate from Competitors

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STRATEGIC ALTERNATIVES

1

"New Territories"
Expand into New
Industries

2

"Special Beehives"
Create Niche-Strategy
to Differentiate

3

"New Beehives"
Seek Growth in Existing
Industries

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Evaluation of Alternatives with Decision Criteria

	① "New Territories"	② "Special Beehives"	③ "New Beehives"
Boost Beekeeper's Growth into New Dimensions	+	–	+
Win the Scaleup Challenge	+	–	+
Utilize Beekeeper's Unique Value Proposition	–	O	O
Differentiate from Competitors	–	+	+

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Evaluation of Alternatives with Decision Criteria

	① "New Territories"	② "Special Beehives"	③ "New Beehives"
Boost Beekeeper's Growth into New Dimensions	+	–	+
Win the Scaleup Challenge	+	–	+
Utilize Beekeeper's Unique Value Proposition	–	O	O
Differentiate from Competitors	–	+	+

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IMPLEMENTATION
THE CELL-STRATEGY

Beekeeper Hospitality

Beekeeper Manu-facturing

Beekeeper Retail

Beekeeper Buzzlabs

Boost Future Growth with Specialized **Cells**

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IMPLEMENTATION
THE CELL-STRATEGY

Hospitality

Sales Team

Marketing Team

Engineering
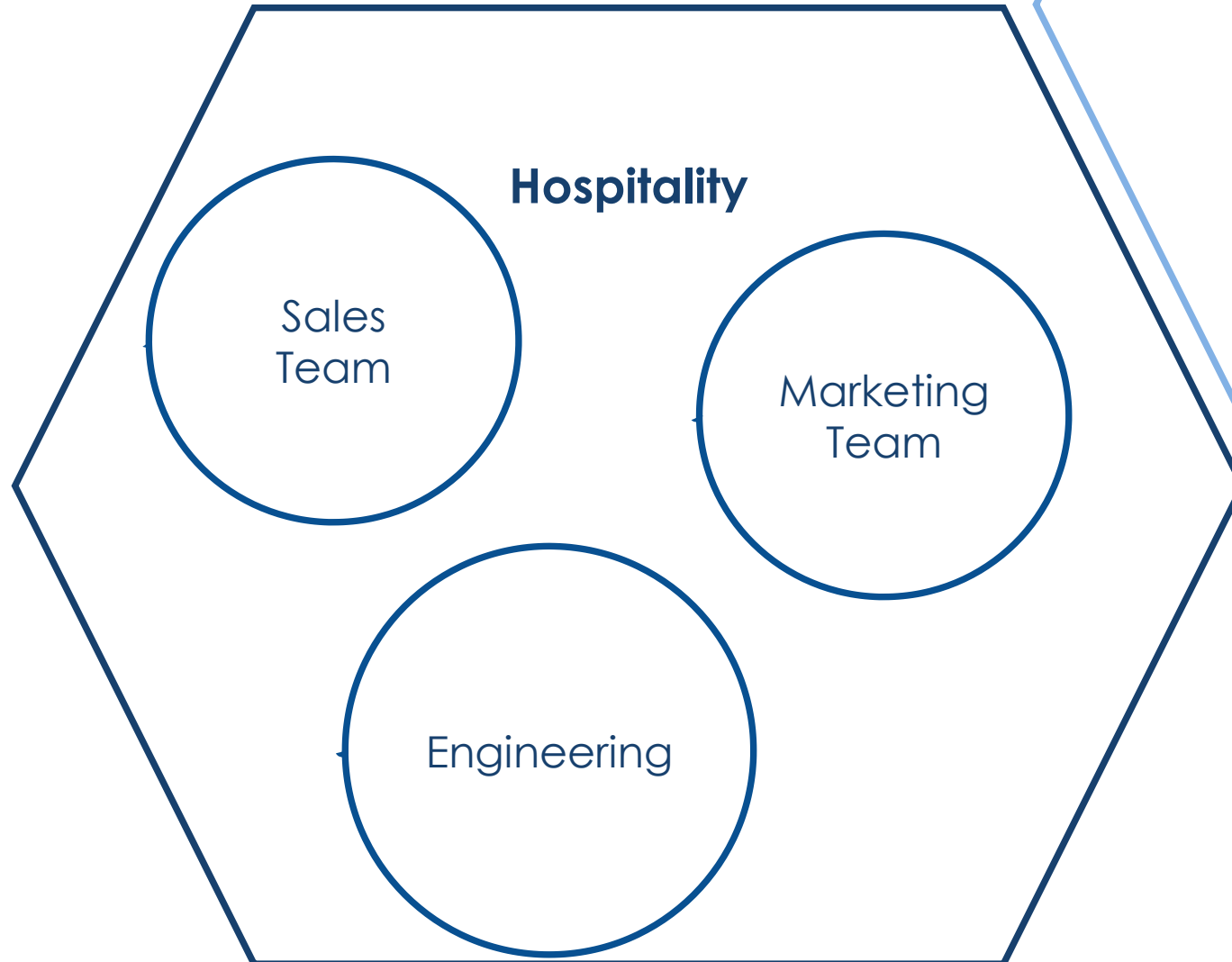
Retail

Leaders of Buzz-Labs communicate with each **other**

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IMPLEMENTATION
THE CELL-STRATEGY

What is the Benefit?

1 Break-Up the Silos and Miscommunications

2 Be Agile – Test Products – Fail Fast

3 Low Hierarchy

Prepare Beehive for Unprecedented **Growth**

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Cells Are in Charge of Product Tailoring

| Customer lifetime value | > | **2X** Customer acquisition cost |

- Tailor for the large clients

- Keep developing the standard product

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Marketing strategy

- Naming the cells based on the industry:
  - *Beekeeper Hospitality*
  - *Beekeeper Manufacturing*
  - *Beekeeper Retail*

- Each cell has a marketeer focusing only on established businesses

Focus on Expertise & Trust

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IMPLEMENTATION – GEOGRAPHICAL EXPANSION
Where should the Bees Fly?

Increase Presence in Current Markets (Europe & U.S.)

Seek Growth in Asia:
- Start from Hospitality Industry
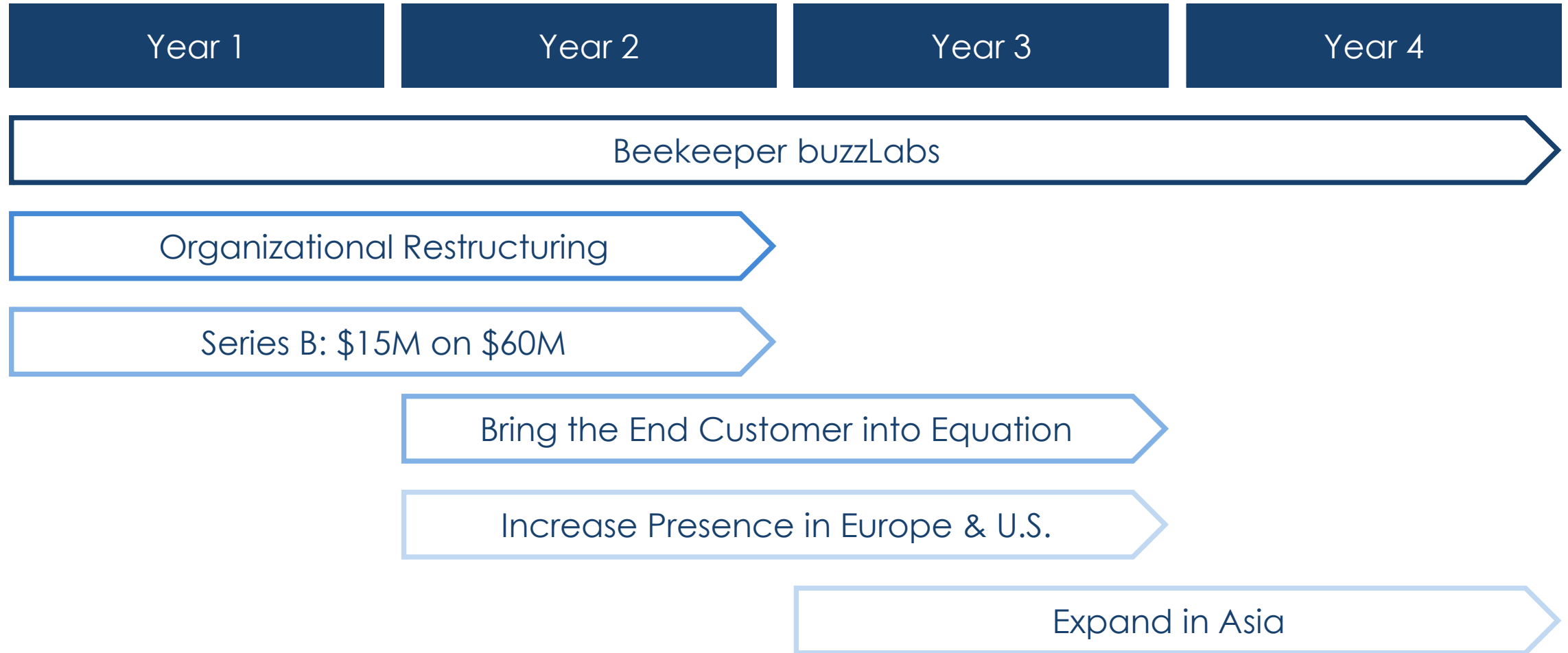- Expand through manufacturing

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IMPLEMENTATION
Enhancing the Product

- Beekeeper limited to internal communication

- What if we could bring the customer to the equation?

- Example:
    1. *Guest requests an ironing board from Beekeeper App*
    2. *Non-desk employees get notification*
    3. *App shows ironing board availability to employees*
    4. *An employee accepts the request*
    5. *Availability is updated*
    6. *Ironing board delivered*

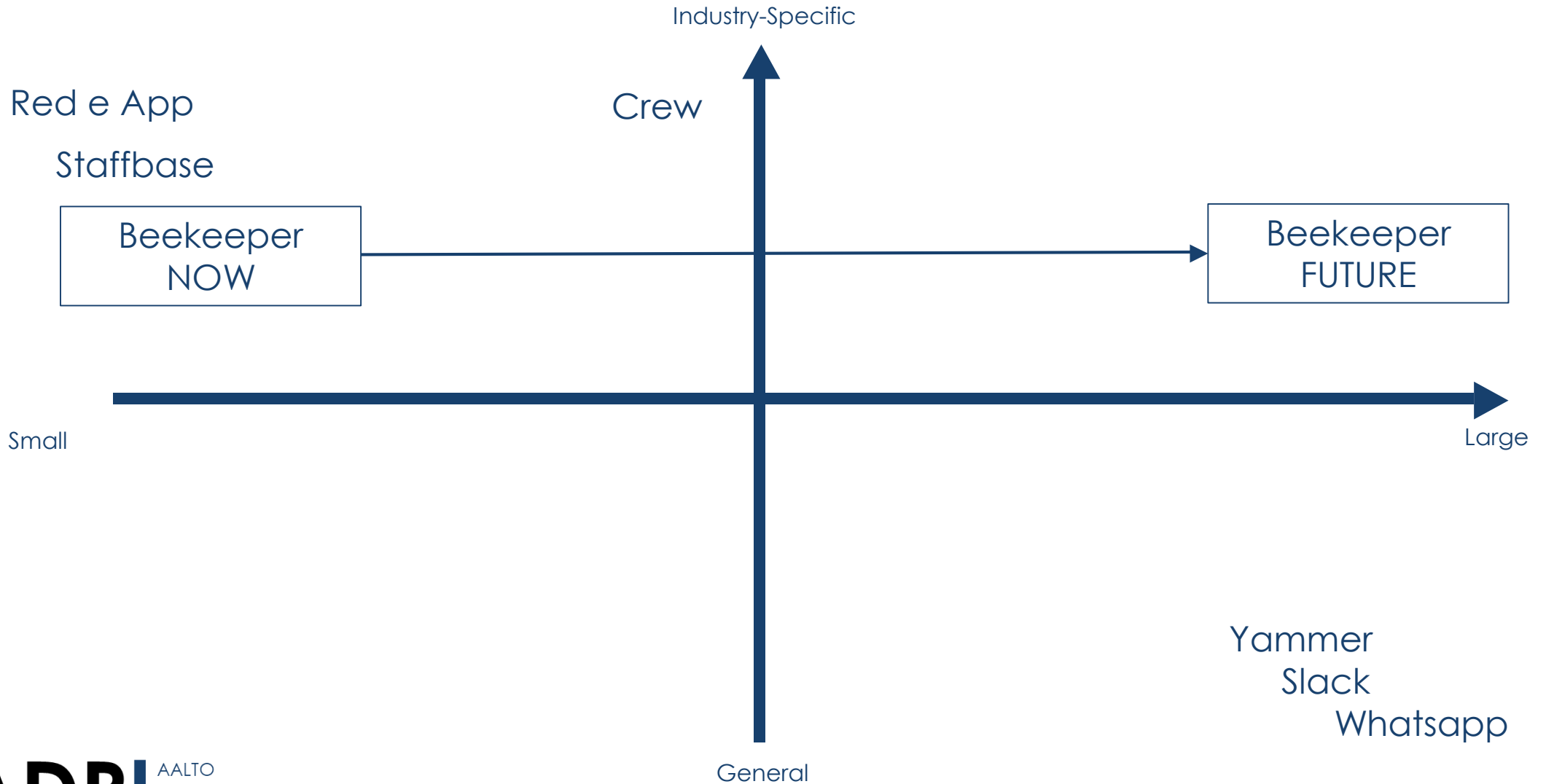   → *Value added – Happy Customer*

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IMPLEMENTATION TIMELINE
Growing the Beehive

Year 1	Year 2	Year 3	Year 4

Beekeeper buzzLabs

Organizational Restructuring

Series B: $15M on $60M

Bring the End Customer into Equation

Increase Presence in Europe & U.S.

Expand in Asia

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IMPLEMENTATION
Moving the Beehive

Industry-Specific

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Crew

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| Beekeeper NOW | Beekeeper FUTURE |

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IMPLEMENTATION
Aligns with the 5 Core Values

BEE BRAVE
Active R&D within cells, Buzzlabs for brave initiatives

KEEP IT SIMPLE
Cells break up the silos

BEE PROACTIVE
Cell strategy enables sustainable growth

BEE OPEN
Sales & engineering in the same team → understanding & openness prosper

BRING OUT THE BEST IN EACH OTHER
People with expertise in certain areas to empower each other

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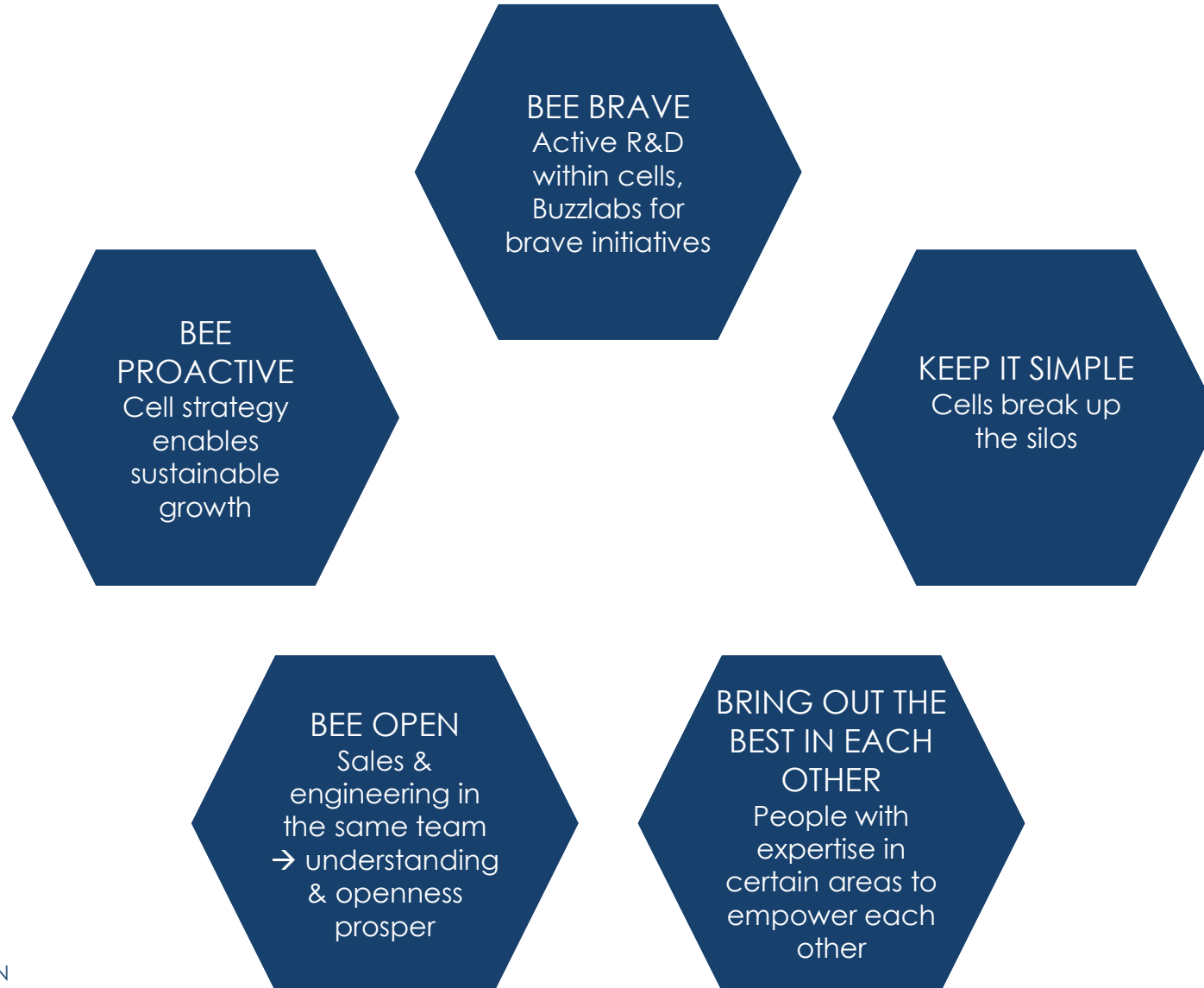
Beekeeper buzzLabs for Agile Development

- "A startup within a startup"

- Cell focused on new markets & innovations

- Agile development through the Lean Startup model

- If a strategy is not working, it is "killed off" quickly

Build

Test

Measure

Learn
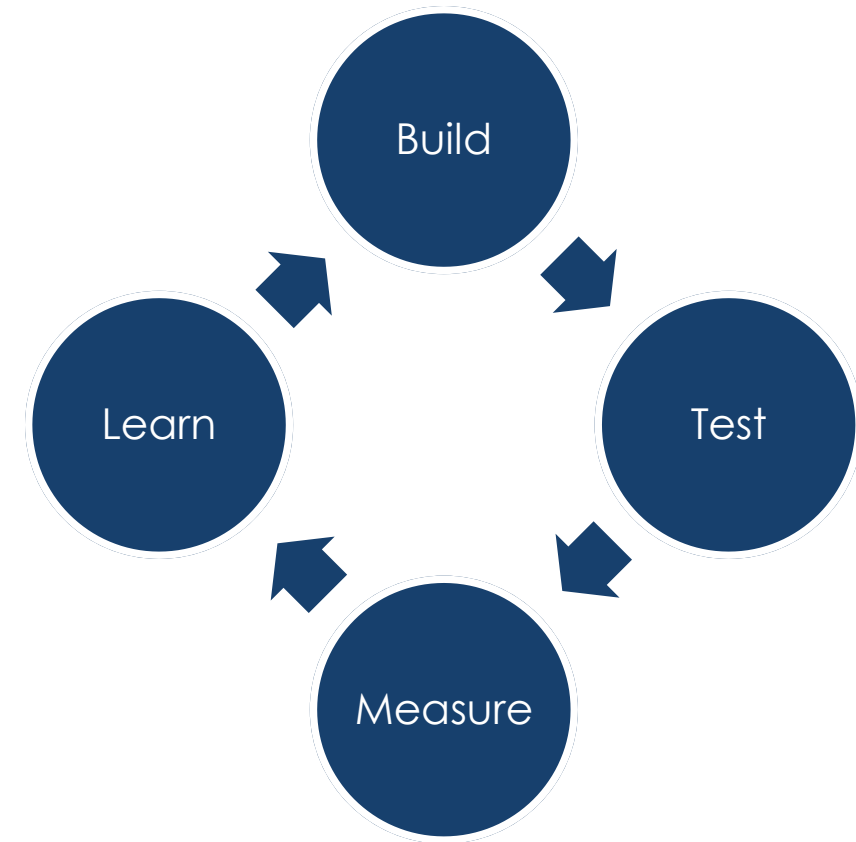
Lean Startup model (Ries, E.)

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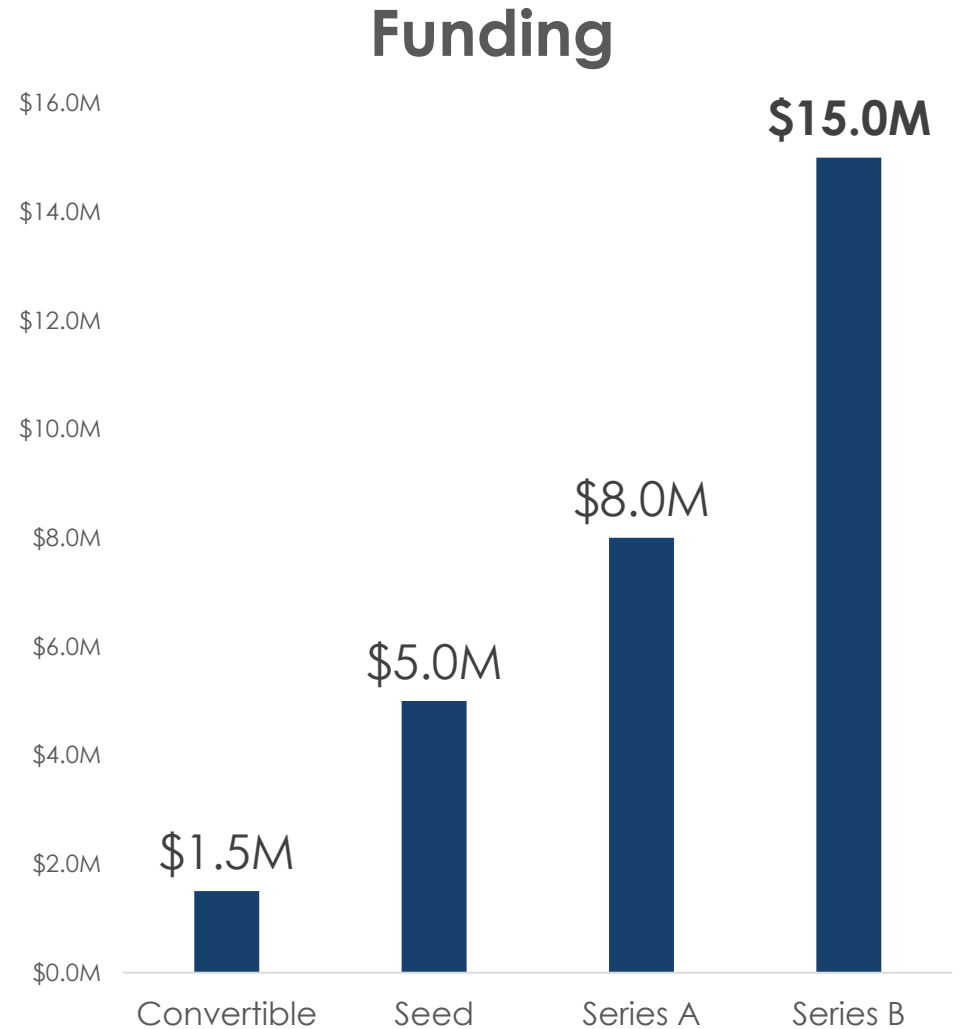
Financials & Risk Analysis

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$15 Million in Series B

- ~$75 Million post-money valuation

- Runway of 18 months

- $15 Million used for
  - Headcount growth
  - Reorganization
  - Marketing
  - Office space

Funding

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Risky BEESness

Resistance towards organizational change	**Med/High**	Clear communication, incentivization based on team performance
Low traction after the cell implementation	**Low/Med**	Focus marketing on expertise within cells
Capital spending on unnecessary initiatives in Beekeeper buzzLabs	**Low**	Lean Startup model

You asked us:

"How to steer Beekeeper towards **more growth** while staying agile?"

"Should Beekeeper focus on a **specific industry** or expand into multiple industries? Which ones?"

"What about Beekeeper's **employees** and recent problems?"

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