# The 10 step method to finding investors

- for early stage startups

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Nicolai Højer Nielsen

### STARTUP FUNDING



### Nicolaj Højer Nielsen

- ► Serial entrepreneur
- ▶ Investor
- External lecturer at Copenhagen Business School within entrepreneurship
- Consultant/advisor for multiple startups (fundraising, commercial strategy)
- Author of the Startup Funding Book (www.startupfundingbook.com)

Nicolaj Højer Nielsen

### STARTUP FUNDING



### Investment portfolio

Sold to Intel (2015)







MotilityCount





plato











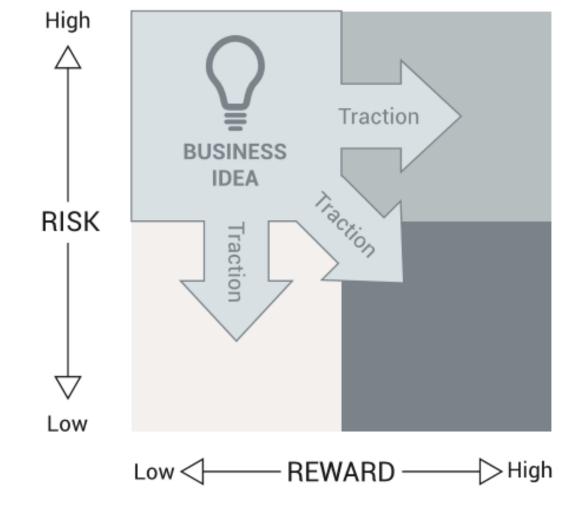
# 10 steps to success with your fundraising

- Bootstrapping and team!
- 2. Investors invest in different phases in which are you?
- 3. Which risk/reward are you offering?
- 4. Do you really have a VC case?
- 5. Prioritize your investor search (know you/know industry)

- 6. Get introduced by mutual contacts
- 7. Understand what is the investor searching for,
- 8. Don't write a long business plan!
- 9. Find investors that are not famous!
- 10. (The secret 10<sup>th</sup> step)

# Step 1: No-ones invest in a "business idea" => team and bootstrapping

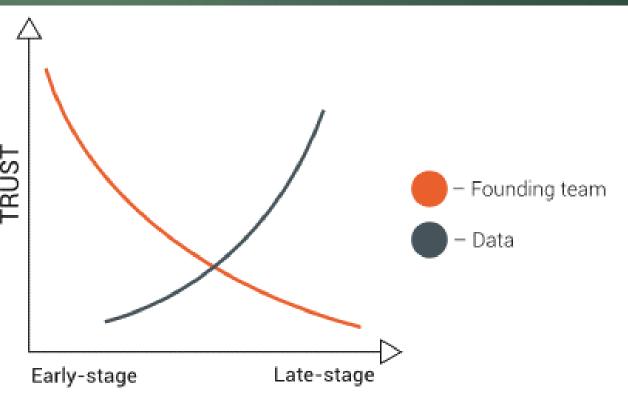




Source: www.startupfundingbook.com

# It's all about trust ...in the beginning trust in you!

Early-stage is about trusting you, later-stage is about trusting your data



Source: www.startupfundingbook.com

# Case: Supwiz (team and bootstrapping)





#### Stephen Alstrup • 1st

Big Data, Internet, and Algorithm expert being CEO/Entrepreneur/Professor

Department of Computer Science, University of Copenhagen • Department of Computer Sci...

Copenhagen Area, Capital Region, Denmark • 500+ &

Message

More...

#### Highlights:

1999: Co-founded with five other persons the IT University of Copenhagen.

2003: Co-founder/CEO of Octoshape, whose software is installed by more than 100 million people.

2012/13: Professor/deputy head, Department of Computer Science, University of Copenhagen (UCPH)



Morten Stöckel • 1st

Algorithms Expert and Entrepreneur Copenhagen Area, Capital Region, Denmark

Current: Co-Founder at SupWiz



7 shared connections



Søren Dahlgaard • 1st

Algorithms and Big Data Expert, Entrepreneur Copenhagen Area, Capital Region, Denmark

Current: Co-founder at SupWiz



30 shared connections



Mathias Bæk Tejs Knudsen • 1st

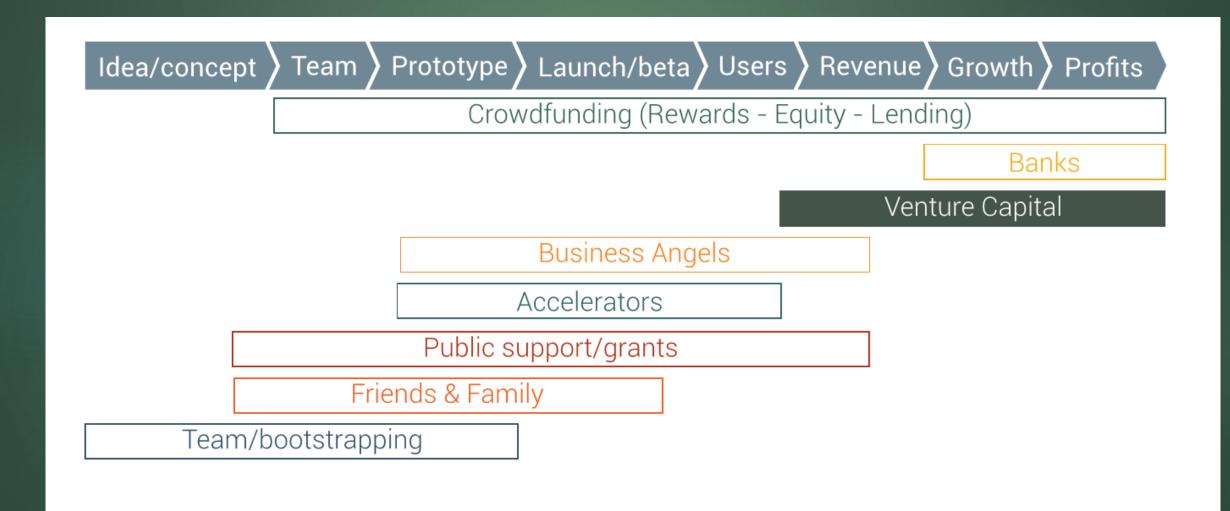
Algorithms Expert and Entrepreneur Copenhagen Area, Capital Region, Denmark

Current: Co-Founder at SupWiz



8 shared connections

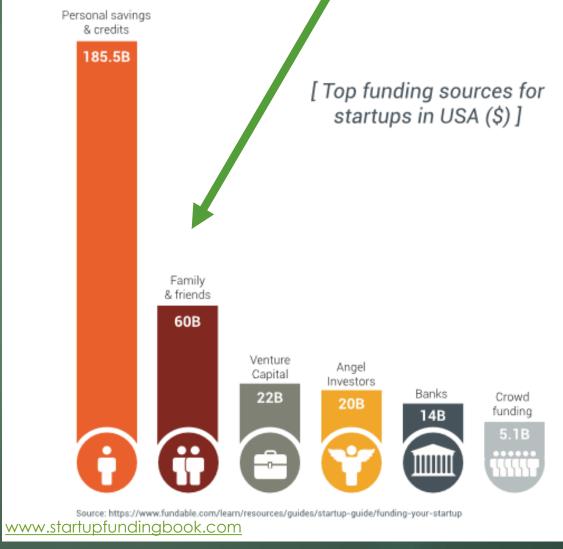
# Step 2: Investors invest in different phases - in which are you in ?



### Banks – don't blame them!

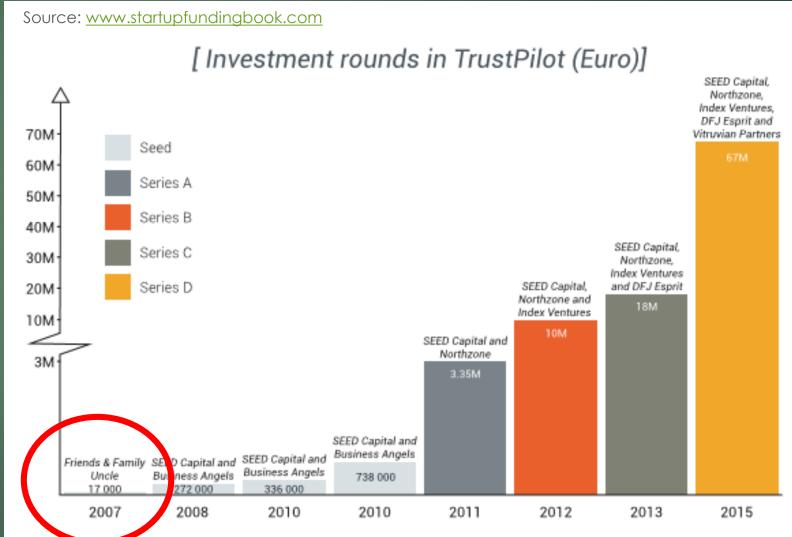


Friends & Family: The first investors often know you

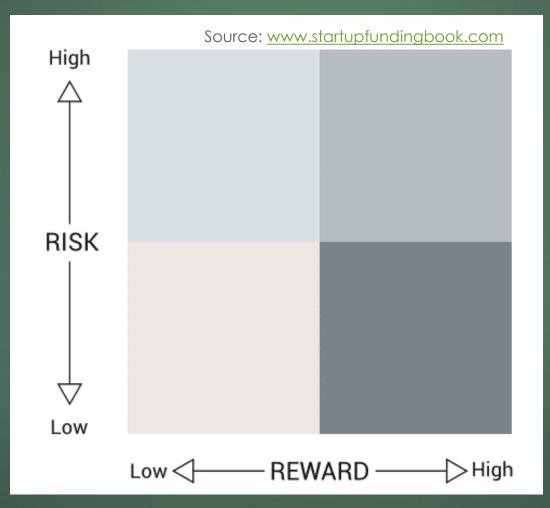


### Case: Trustpilot

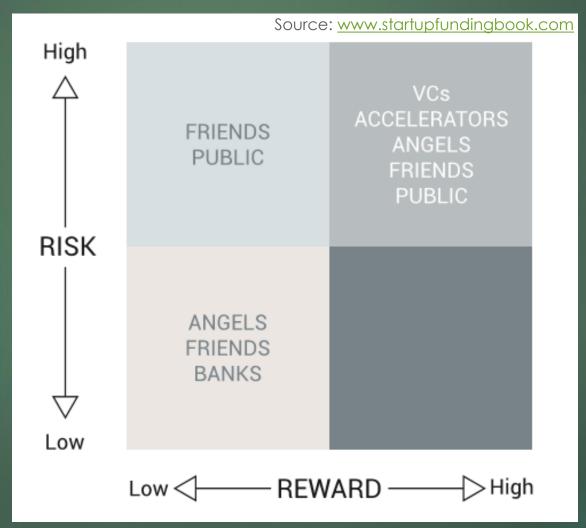




# Step 3: What risk/reward are you offering investors?



# Different investors have different appetite for risk/reward



# What determines the risk/reward profile in a startup

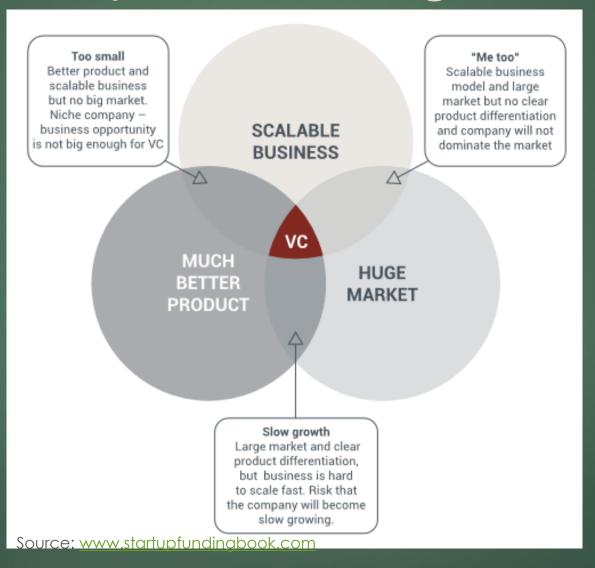


# Two examples...same markets but different risk/reward

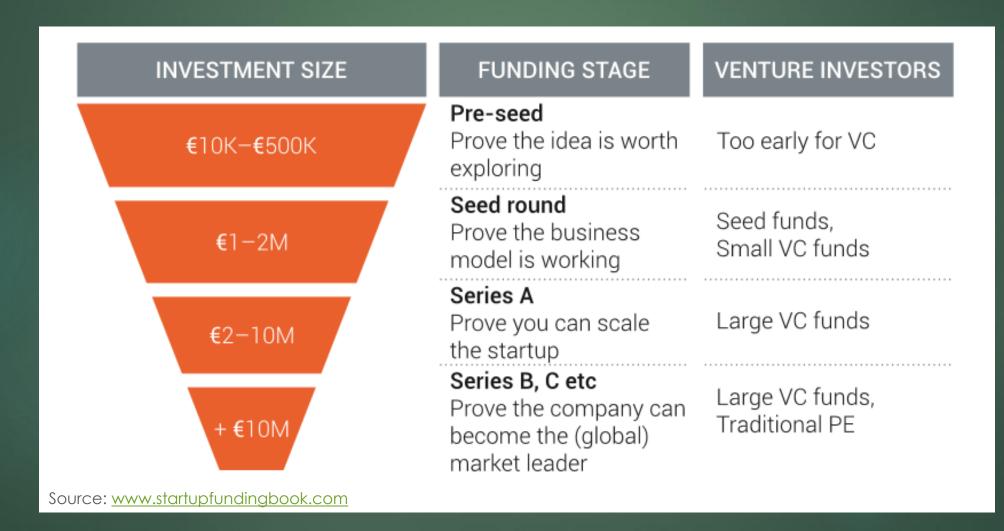




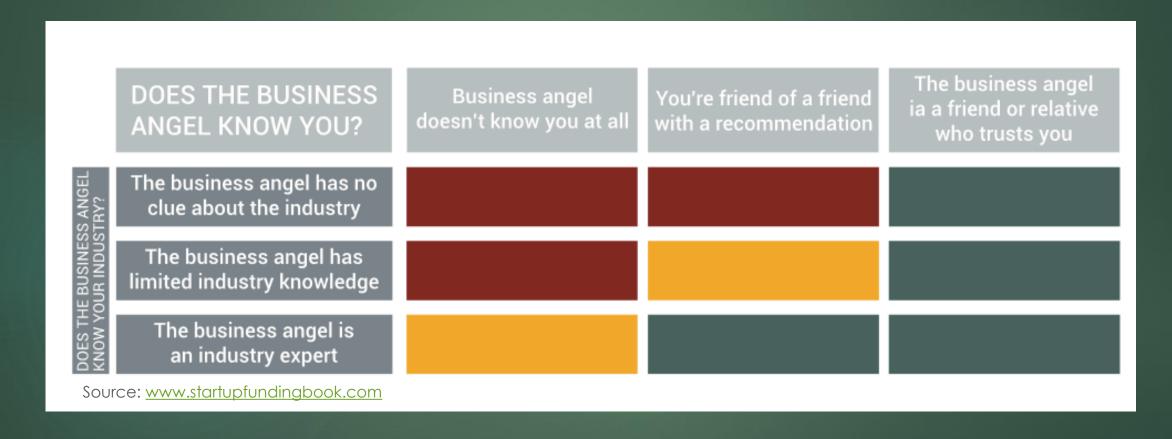
# Step 4: Venture Capital – do you really have what they are looking for ?



# And VC's invest much later than you think



# Step 5: Prioritize your investor search: Likelihood of investing depends on..

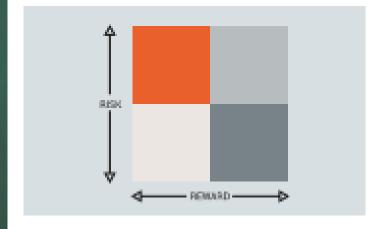


### Focus on investors that...

#### You need to find investors who are relevant and who invest in:

- The same risk/reward matrix you're currently in
- The industry you're in

Startups at the same stage as yours







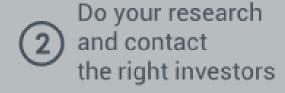
# Step 6: Get introduced by mutual contacts (if possible)

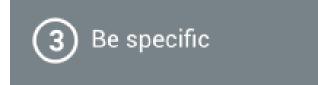


# The three important steps when reaching out to potential investors

#### How to contact potential investors







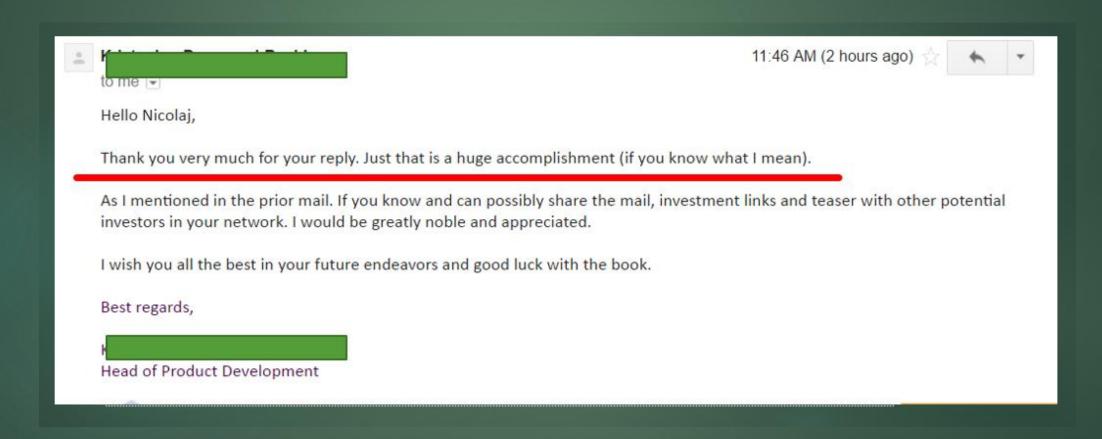




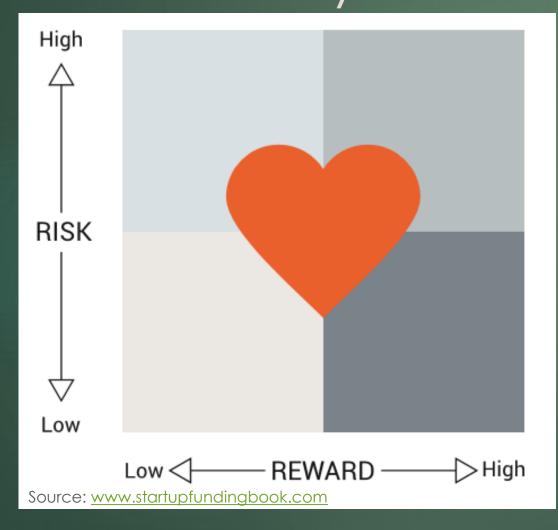


Source: www.startupfundingbook.com

# What happens if you just mail people in the "red" area...

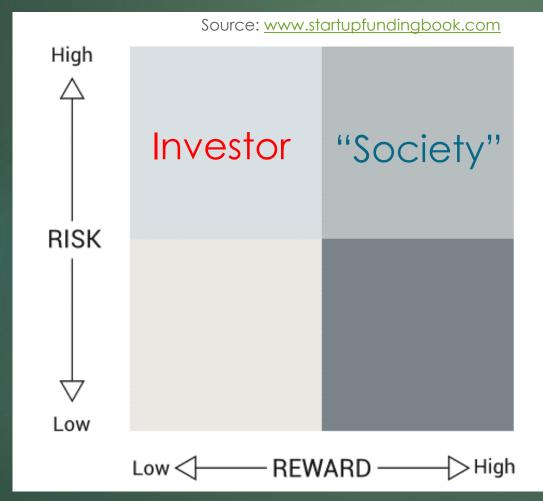


# Step 7: Many early-stage investors (and angels) are driven by more than money





# Public fund investments: (bad for investor, good for society)





### PUBIC FUNDING?



PENN30<sup>™</sup>



MotilityCount

Meetix\/R

Venyo

plato











Step 8: Don't write a long business plan!

It's too long (you spend to much time making it)

- ▶ It's full of irrelevant details
- ▶ It's out of date

(investors in some countries/regions still want one)



### Material #1: An executive summary



Industry: IT-security software

Key IP: Three patents concerning novel obfuscation technologies and validation of web pages using JavaScripts

**Product:** The world's first invisible Web Session Firewall that does not require any end-user action or client installation

#### Customers and business model:

Financial institutions, recurring software licensing fees

**Status:** Product launched in Dec 2011. Three banks signed as pilot-customers (total of 20 million users)

Company: Located in Copenhagen,

Denmark. 12 FTEs.

Current investors: SEED Capital (DK), business angels and founders (\$2.5 million in total)

### Reducing online bank fraud without irritating the end-users

The pain. Half of the world's computers are infected with viruses that cyber criminals use to commit online bank fraud. The direct losses are \$3-4 billion per year and growing with +20 % p.a. Banks have no effective measures against the attacks. The current solutions demand the active involvement of the end-users leading to very high implementation and maintenance costs, inconvenience for the end-users and lack of compliance.

**CodeSealer's solution.** The world's first <u>invisible</u> software based Web Session Firewall that does not require any end-user action or client installation. It enables financial institutions to reduce direct and indirect costs of malware-based mobile- and online bank fraud.

The product is installed on the bank's servers and works by establishing a secure session between the user's browser and the Web Session Firewall. The product continuously monitors the web pages displayed to the end-user to detect unauthorized changes. All communication with the user's browser is encrypted and authenticated using session-specific cryptographic keys. The unique obfuscation and verification technologies are protected by three patents.

CodeSealer's approach is unique. A) We are protecting the bank's entire online bank user-base without annoying them! B) We are <u>not</u> trying to remove the malware, but instead detecting whenever it tries to break into the online bank and C). The solution is browser independent and

### Executive summary (2/2)

**Current investors:** SEED Capital (DK), business angels and founders (\$2.5 million in total)

**Investment opportunity:** \$5 million in Q4 2012 to accelerate sales and marketing

#### **Key Team Members:**

CEO

Serial entrepreneur,10 years' experience in commercialization of technology products

CTO

15 years' experience within cryptography and IT-security consultant to several banks

VP Sales

Highly experienced in sales of ITsecurity products to EU banks

Forecast: Cash-flow positive by Q2 2013. By 2015 the company will protect 175 million users, have yearly revenue of \$90 million and EBITDA margins of +60%.

codesealer's approach is unique. A) we are protecting the bank is entire online bank user-base without annoying them! B) We are <u>not</u> trying to remove the malware, but instead detecting whenever it tries to break into the online bank and C) The solution is browser independent and works on both PCs, macs, tablets and smartphones.

The market. The addressable market is the approx. \$3 billion banks are spending on two-factor authentication systems, to which CodeSealer's solution is a strong complement. The main geographical market has so far been EU, but the use of two-factor authentication is rapidly spreading to USA (driven by new regulation) and Asia (driven by rapid increase in online banking). The current global 1 billion online bank users will have increased to 2 billion users by 2015.

**Traction.** The first product has been released and has been launched in EU in November 2011. Three European banks with up to 20 million users have signed as pilot-customers with further ten banks in the pipeline (75 million users).

**Partnership with IBM.** CodeSealer has furthermore signed a non-exclusive partnership agreement with IBM, who has a very strong presence within the financial services sector. IBM will help market the product by testing the product and present the solution towards their clients.

**More information.** For additional information or to schedule a presentation detailing the opportunity please contact

at

or

Ps. Don't ask the receiver to sign a NDA!!!

### Confidentiality Agreement This CONFIDENTIALITY AGREEMENT is made by and between (1st Party) And (2nd Party) (each of whom shall be hereinafter referred to as "Disclosing Party" or "Receiving Party", as appropriate) as of , 20 Project Reference: Discussions and information related, but not limited to.

# The pitch deck (replaces the business plan)

#### The typical content of a pitch deck

DocSend analysed the content of the pitch decks from 200 different startups. On average there were 19 slides with the content shown below:

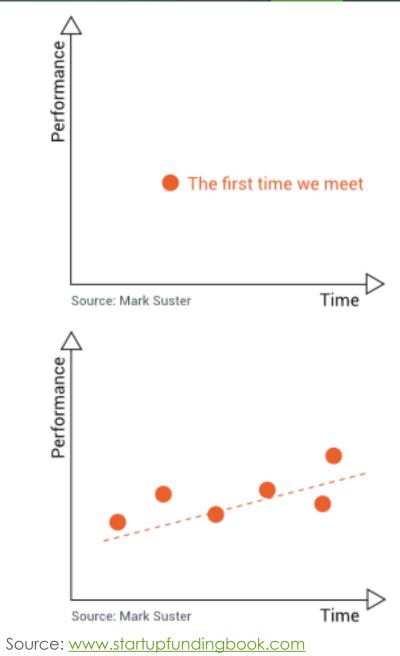


### Step 9: Find private investors that are not famous!

Source: www.startupfundingbook.com			
<u> </u>	NEW ANGELS	BA NETWORKS	SUPER ANGELS
Role	Typically passive but often wants to be involved on an ad-hoc basis; you have the chance to get valuable know how	Varies but one angel often acts as lead and is typically very active while other investors are more passive	Typically actively uses their own network and personal brand to help make the startup a success
Alone or in consortia	Usually invests alone but you can pool them together to reach your funding goal, e.g. use 3-5 different investors	Most prefer to make consortia with other angels from same network: spread risk, more power	Invest alone or with other investors they trust (both private and institutional investors)
Investment size	Typically, less than €50,000 per person per round	Varies, but typical investment round comprises of €100,000- 500,000 invested by 2-5 angels together	Varies, up to €1 million per company, but more often €100,000-250,000 per investment round
Industry focus	None, but much harder to convince investors if the technology is so specialised that they don't understand the problem or solution	Varies, but normally at least one person in the consortium has the industry know-how necessary to convince them	Experienced entrepreneurs who typically invest in the same industries as those in which they made their own money
How to find them	Your extended network, i.e. friends of friends; typically don't consider themselves business angels but have equity from successful corporate careers or startups	BA network webpages; you can upload a deck and ask to pitch in front of the angels; better chance of success if you are introduced to one of the angels beforehand	Articles and public information on people who have built successful companies and invested in startups; better to be introduced via mutual contacts

### Ps. Trust takes time ...Dragon's Den is fake





### A real Linkedin message from TODAY

Chairman & Managing Director, Athamus venture Management Pvt. Ltd.

#### Today



Greetings Nicolaj,

Reaching out to seek your interest in three verticals,

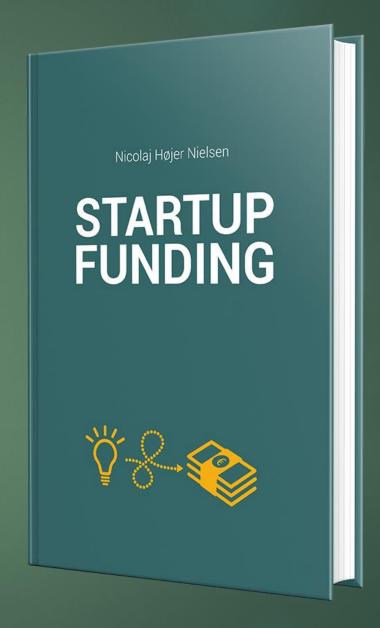
- our maiden real estate Funds for anchor money-Organised to acquire land banks and exit by development and sale in Indiaaround US\$50 mn ,
- one of our investee company, an E comm entity is raising expansion capital- around US\$1 mn
- 3. Challenge Maro League is a unique and unheard of sports platform that needs capital and strategic tie up- need around 0.5 mn US\$

### The secret 10<sup>th</sup> step

### Confidential

### The secret 10<sup>th</sup> step

Read my book ©



Step 10: A lot of hard work!

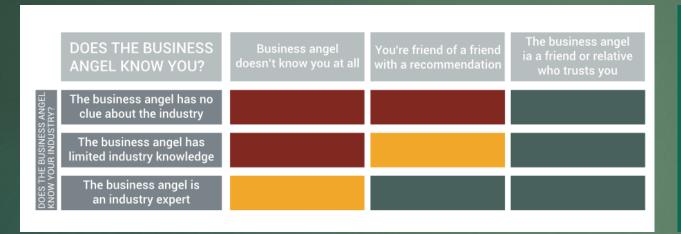
### Case: Recon Instruments

### Recon Instruments (founded 2008)



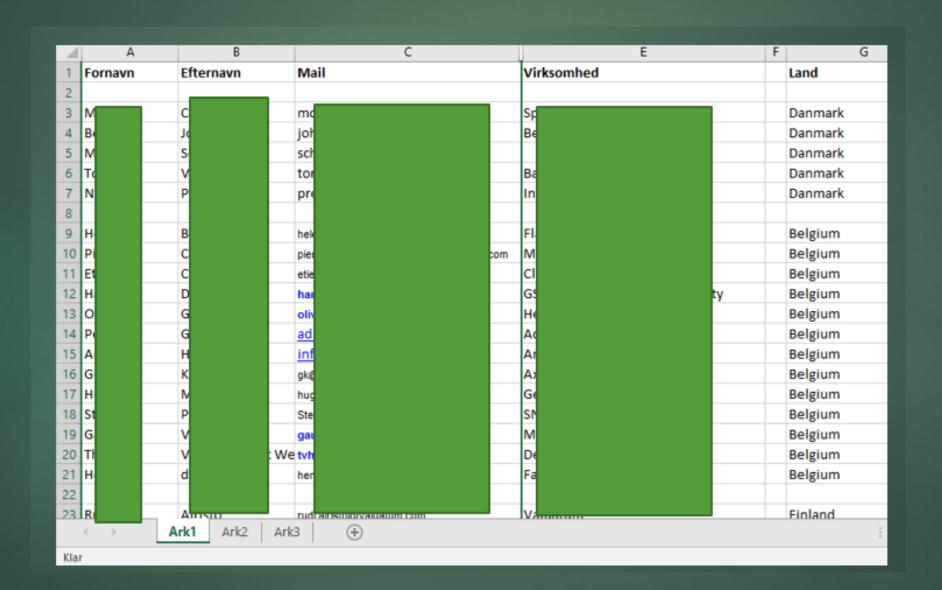


# Prioritized search: INSEAD + Skiing + Business Angel





### N=200... Now the real work begin



### Intro e-mail example

Source: www.startupfundingbook.com

My name is \_\_\_\_\_, and I'm an INSEAD graduate (MBA'06J).

I am contacting you because I since 2008 have invested my personal funds as seed capital for a start-up called Recon Instruments (www.reconinstruments.com) and because you in the INSEAD Alumni database have indicated an interest in angel investments.

Recon Instruments is the first company in the world to integrate a Head Mounted Display into a pair of ski goggles. Using embedded state-of-the-art sensor and GPS technology we provide easy access to navigation, communication, and performance based-information in real time. We consider ourselves the Intel Inside of the action sports industry, partnering with well known brands and distributors to bring our electronics and optics to consumers and professional athletes alike.

We are currently partnering with a high-end Goggle and Sunglasses brand for an exclusive September 2010 launch in North America and Europe. The Recon Alpine Goggle's feature set includes: speed, altimeter, vertical odometer, stop-watch, temperature, and time. These performance statistics can be viewed in real-time or après-ski. Content can be uploaded via USB to your PC and shared online. Future models include seamless integration to I-Phone/Smartphone, Hands-free interfacing using gesture control, and camera integrated solutions enabling recording and viewing of video content during an activity. I have attached a picture of the first product (ski-goggle).

Founded in 2006, incorporated in 2008, Recon Instruments is a privately-held company with just fewer than twenty employees. With offices in Vancouver and boundless testing grounds in Whistler, home of the 2010 winter Olympics, Recon Instruments is dedicated to enhancing performance and experience of millions of action sports enthusiast around the world. We are already endorsed by a growing community of alpine skiers and snowboarders and we are in the final as the hottest new brand of 2010 at ISPO in Europe. In January we are shooting a film with Discovery Channel to be aired during Olympics.

We are raising CAD 0.9-1.5 million in an Angel round to finance the scale up to mass production and to fuel the growth into related industry applications (other action sports, aircraft, military). Just under \$1 million has been raised to date, with 50% government funding rate, so we are firmly positioned to provide significant leverage on each dollar invested and thus expect a 10 times return multiplier in 3-4 years through either cash buyout or IPO. The closest industry comparable is a Public company named Microvision trading at 64x revenues, which confirms the market's belief in the future of Head Mounted Display technologies.

### Executive summary to interested people





#### PRODUCT & TECHNOLOGY:

- Hardware Head Mounted Display mounted inside goggle or helmet
- Software GPS, Sensing, Web, Smartphone, and visual UI
- Fits in e.g. Snow/MTB Goggles, MC Helmets and Military Equipment
- Combines hands-free user interfaces with augmented reality

#### FUNDING TO DATE:

- Founders: \$200,000
- Angels: \$420,000
- Government grants: \$320,000
- 45% of core R&D costs covered by SR&ED cash based tax credits

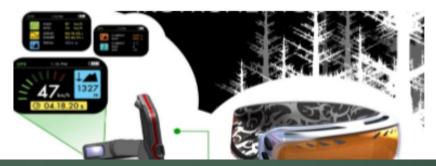
#### INITIAL MARKETS: (Snow & Dirt)

- 108 million people
- \$1.0 billion in goggle sales
- Average yearly growth of 11%
- Addressable market: \$755 million

#### OVERVIEW

Recon Instruments, Inc. ("Recon") is a Vancouver based Company focused on delivering innovative self-contained Head Mounted Display ("HMD") technologies. A working prototype, mounted inside a pair of ski goggles, has been demonstrated to the Tier 1 global sports eyewear companies with negotiations ongoing. In November 2009 Recon entered into a partnership worth CAD 3.4 Million with Zeal Optics of Colorado (USA). Under this 3-year agreement, Recon will deliver an estimated 65,000 hardware units under a cobranding agreement using the existing goggle manufacturing and distribution channels of Zeal Optics.

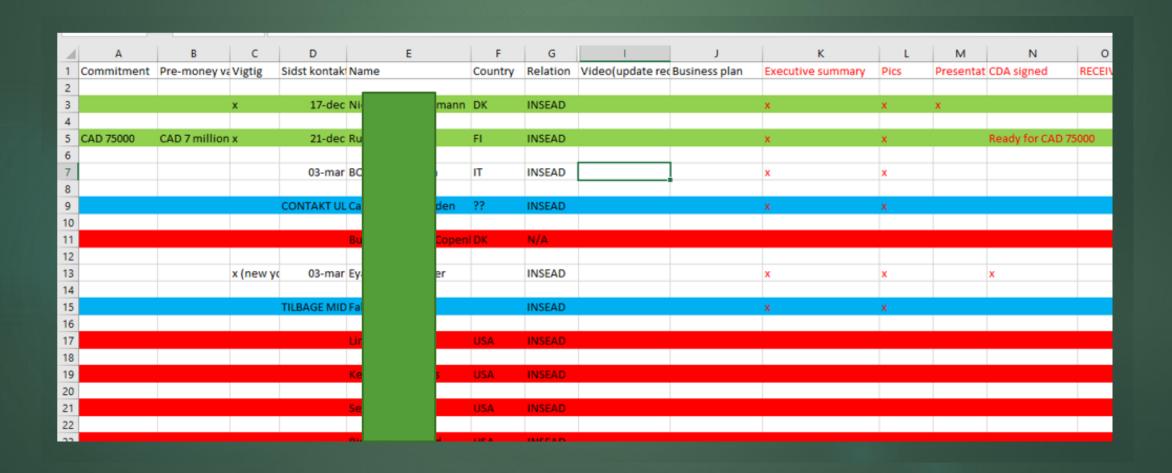
The miniature built in display delivers real time feedback/visualization to the user based on a variety of applications running either on-board or wirelessly through Smart handheld devices (iPhone, Android, Blackberry). The image displayed inside the goggle (or helmet) is easily readable and completely non-obtrusive to front and peripheral vision. Furthermore, minimum user interaction is required during run time. On-the-move access to information would increase efficiency, improve safety, measure performance and ensure full enjoyment of the application.



N = 100

### Further material, calls and discussions

N = 30



### Further material sent



🚜 2008 business plan



👪 Bio summary



Financial model\_Recon Instruments\_2010\_3



Founders resumes



MoU\_Zeal



NPV calculation\_Zeal contract



Status on negotions with potential partner



Team and advisors

# Signed deals

### N = 9

								П
Name		CAD	Subscription agreement	Has received bankaccount details	Money transferred	Money re	ceived	
R		75000	ok	x	x	x		
H		29800	ok	x	x	X		
M		50000	ok	x	x	X		
A		250000				x		
F	u	50000	sent - awaiting shareholders agreement					
N	etzm	200000	sent					
D	fer	25000	ok - received					
F	ia	50000	ok - received	x				
T		100000						

### Ps. They are all very happy now

# Vancouver's Recon Instruments Acquired by Intel for \$175 Million

by Rob Lewis on Jun 17, 2015 | News, Business

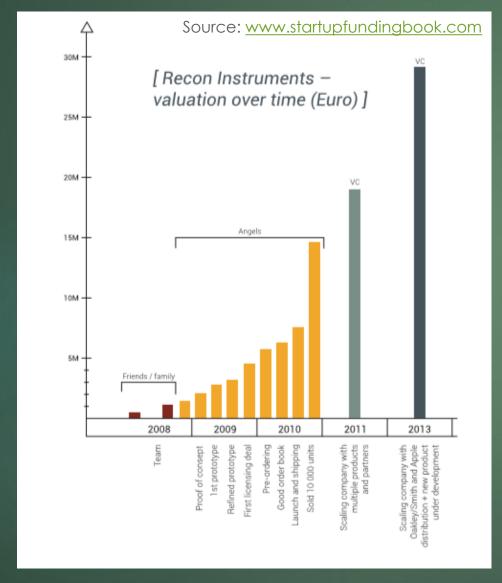
Where there's smoke, there's fire.

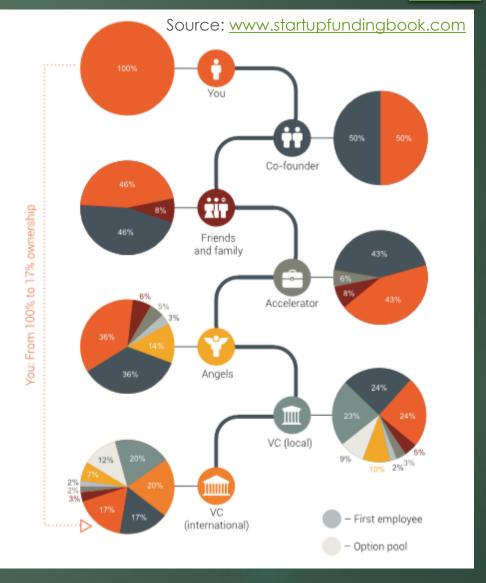
Three weeks ago Techvibes reported that Intel was acquiring Vancouver's Recon Instruments.

Today Intel announced that they have indeed acquired the intelligent wearable technology company which builds heads-up displays and other products for exerts and intense.



### Ps. Do you need the money...now?





### Wrap-up!

- Bootstrapping and team!
- 2. Investors invest in different phases in which are you?
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### Thanks!

Nicolaj Højer Nielsen Nicolaj@startupfundingbook.com 0045 25462580



Back-up

Quick walk-through of pitch deck

Company name	Brief description			
Capdesk	Capdesk is online software (SaaS) aimed at private companies and their investors. Capdesk is a shareholder management tool that makes it easier for companies to manage their investors, for investors to be updated on progress in the company, and for investors to trade these shares in unlisted companies. Capdesk was founded in 2015 and the pitch deck used here is from the business angel funding in 2015-2016.			
Recon Instruments	Recon Instruments is a consumer electronics company. Their first product was ski goggles with a built-in head-up-display (computer screen) and later a sunglasses version. The company was founded in 2007 and sold to Intel in 2015. The pitch deck used here is from 2009 when the company was looking for business angel and/or venture capital funding.			
MotilityCount	MotilityCount is a biotech company. Their first product was a male fertility test (sperm quality test) for home use. The company was founded in 2010, and the pitch deck used here is from the first investment round in 2011 where business angels and public funds invested in the company.			
Sepior	Sepior is a cyber security company. Their first product is an encryption solution that protects cloud services (Dropbox, Gmail etc.) from being hacked. The pitch deck used here is from the seed/venture round in 2015 and 2016.			

### 1. The intro (Capdesk)

# capdesk

A market for the worlds unlisted shares

# 2. The team (Capdesk)

### **Team**



Christian Gabriel, Founder Country manager in FundedByMe Partner in Heartreacher Boardmember Danish Crowdsourcing University of Copenhagen



Casper Arbøll, Founder
Project manager in FundedByMe
Partner in Heartreacher
Msoc. Copenhagen Business School



Mikkel Boje CTO
Partner in AccurateIT
IT Manager Net Company
+10 years IT developing experience
Master Computerscience



Martin Damhus, CIO
Partner in AccurateIT
IT Manager Net Company
+10 years IT developing experience
Master Computerscience



Ivan Sandqvist Investor +4 succesful exits within payment solutions



**Nicolaj Højer,** Investor Wellknown Danish business angel. +20 deals, Business Angel of the year 2016

# 3. The pain (Motilitycount)

### Pain: Male infertility

#### Many couples are concerned about sperm quality

- 1/6 of all couples have to use In Vitro Fertilization to get pregnant
- Large part of infertility cases are linked to sperm quality
- USA: Population of 6-7 million women having problem getting pregnant\*
- Denmark: 37.000 IVF treatments per year
- Denmark: 8,5% of all babies are born with the help of IVF\*\*\*

### But need to visit specialty clinic or hospital to get answer

- No valid home-test on the market
- Couple will have to visit their doctor
- But doctor/GP can not test sperm quality, and will refer to IVF clinic/ hospital
- If not living close (less than 1 hour away) to hospital/clinic, sperm sample has to be produced at the site...

Very inconveniently, time consuming and embarrassing for men/ couples to know if he has poor sperm quality

<sup>\*</sup> http://www.cdc.gov/reproductivehealth/infertility/#4

<sup>\*\*</sup> http://www.sst.dk/Nyhedscenter/Nyheder/2012/Fertillitetsbehandlinger2010.aspx

<sup>\*\*\*</sup> http://fertilitetsselskab.dk/images/2013\_dok/aarsmoedefiler2013/dfs2012.pdf

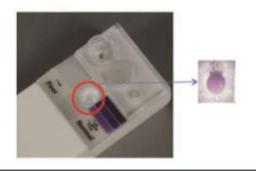
# 3. The solution (Motilitycount)

### Solution and value proposition

An easy-to-use test-kit, which gives a fast and reliable answer on male fertility

- Results: Colour reaction (poor vs. normal sperm quality)
- Privacy: Eliminates the need to visit IVF specialist/hospital for (initial) testing
- Convenience: Can be bought at pharmacies, drugstores and online
- Reliable: Test results correlate strongly with golden standard (microscopy)
- Fast: Gives answer within 30-60 minutes
- Easy to use: No liquids to handle





### 4. The unfair advantage (Sepior)

#### Our secret source

#### Know how

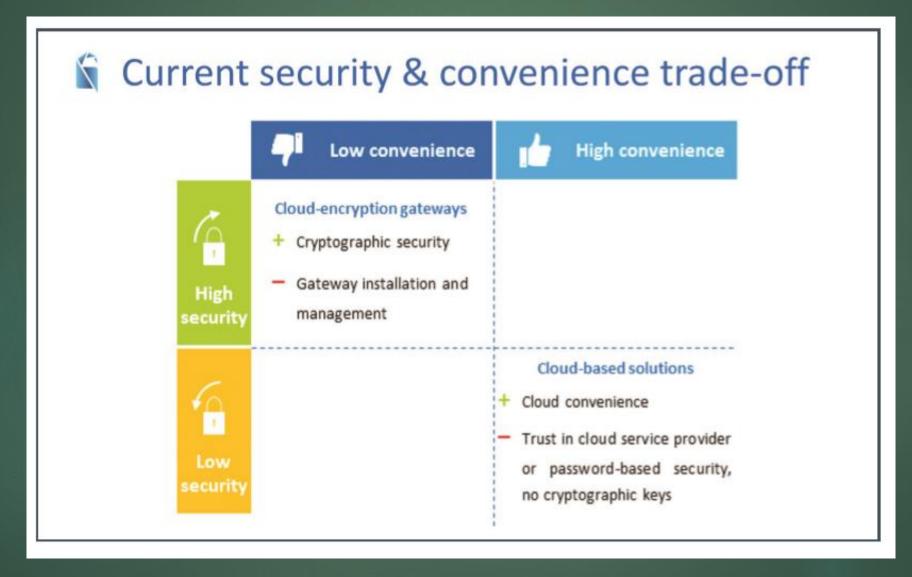
- Leaders within Secure Multiparty Computation (SMC)
- The first in the world to have commercialized SMC
- Commercial SMC applications dependent on both speed of algorithms & knowledge of practical use
  - Our general-purpose algorithms are the worlds fastest
  - Special-purpose algorithms tailored to key management (otherwise SMC not feasible!)

#### IP strategy

 Patenting specific parts of the KMaaS solution, making it even harder to enter for potential future competitors

Unique and hard to replicate know how, built upon +20 years of university research

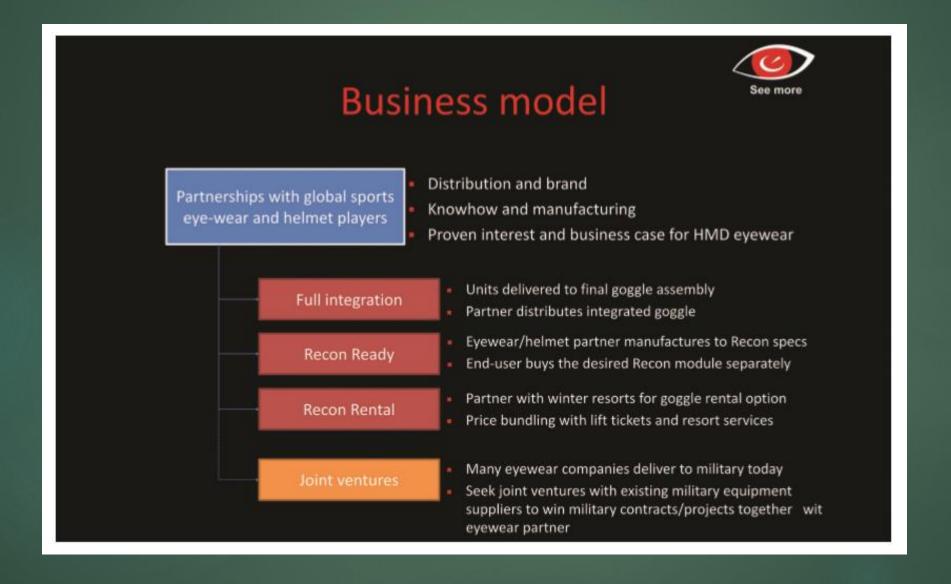
# 5. Competition (Sepior)



# 5. Competition (Capdesk)



### 6. Business model (Recon Instruments)



### 6. Business model (Capdesk)



Price per transaction:

Minimum \$100

Maximum 0,5%

### 7. Traction (Capdesk)

### **Traction**

Since beginning from scratch in June 2015



+ 120 companies

+ 15.000 shareholders on boarding

✓ Government Grant



Law firm clients in Sweden, Netherlands and Denmark



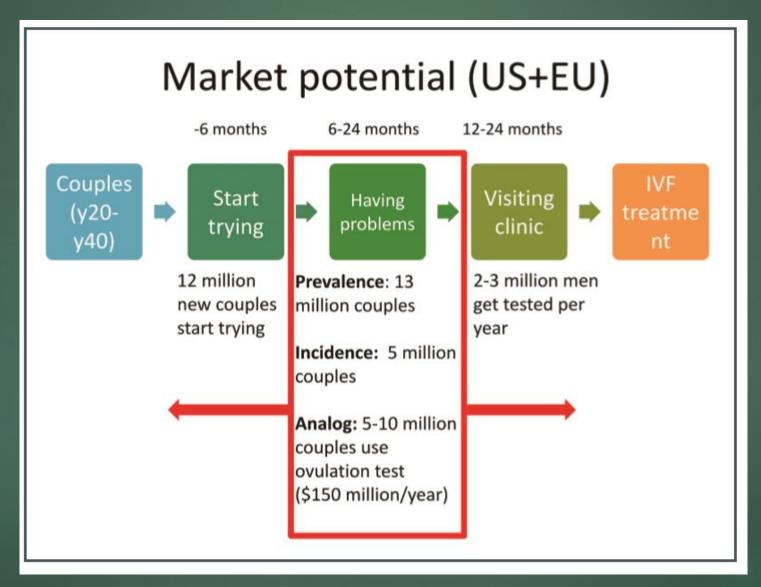
### 7. Traction (Recon Instruments)



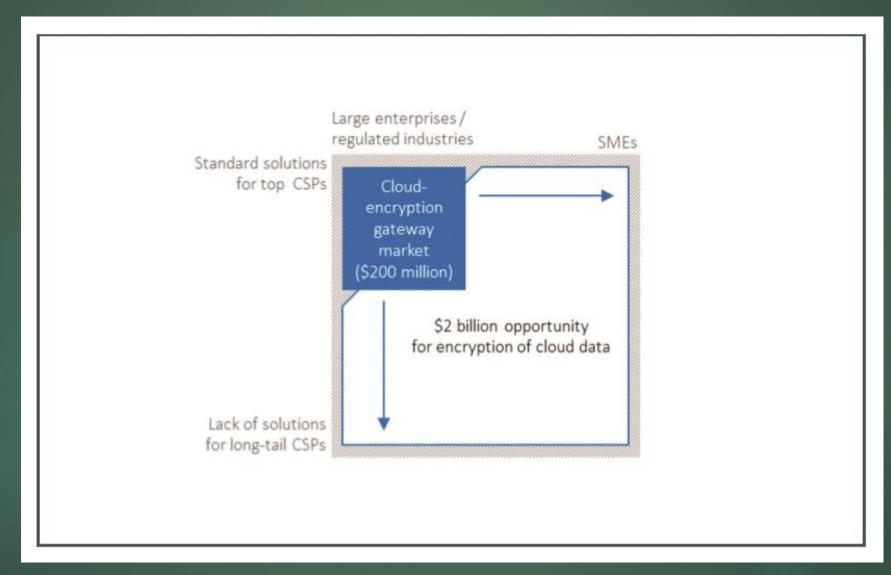
#### Traction

- Founded in British Columbia in January of 2008
- 14 employees, 14 external investors
- 3-year contract with Zeal Optics worth \$3.4 million
- Working prototype demonstrated to the Tier 1 global sports eyewear companies (negotiations ongoing)
- 3 patent applications filed IP owned in full by Recon
- 50% government funding (based on rate in 2008/9)
- Discovery channel shoot and Olympics demo planned
- In the final for ISPO hottest new brand of 2010
- Request For Proposal from Boeing

# 8. Market (Motilitycount)



# 8. Market (Sepior)



### 9. Go to market (Motilitycount)

#### **GO-TO-MARKET STRATEGIES**

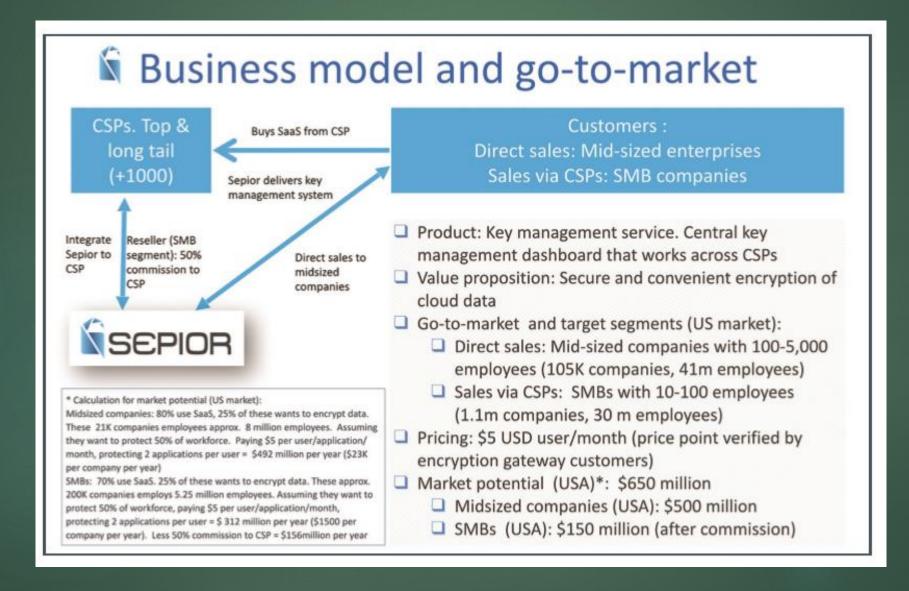
#### PLAN A

- Licensing agreement with major OTC player in 2012
- Sales and marketing to be done by partner
- No further capital will be needed

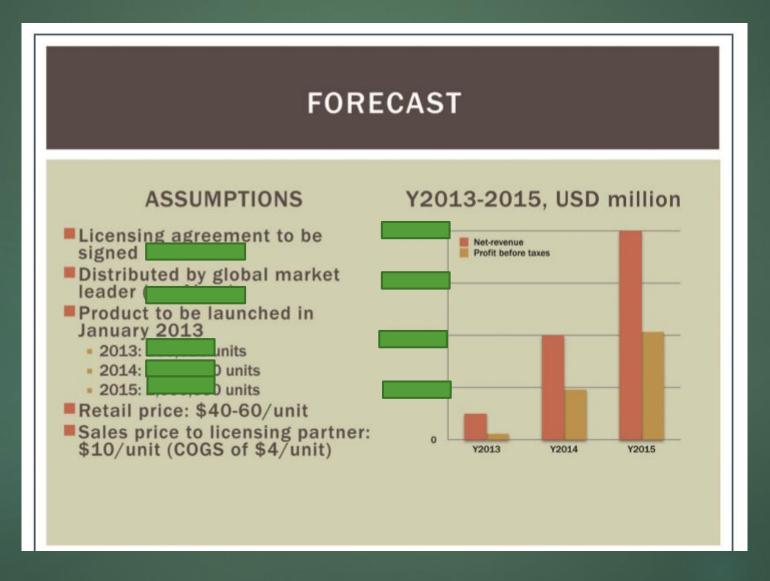
#### PLAN B

- Bring the product to the market
- In collaboration with independent distributors
- More capital will be needed in 2013
- Long term strategy will remain the same (Plan A)

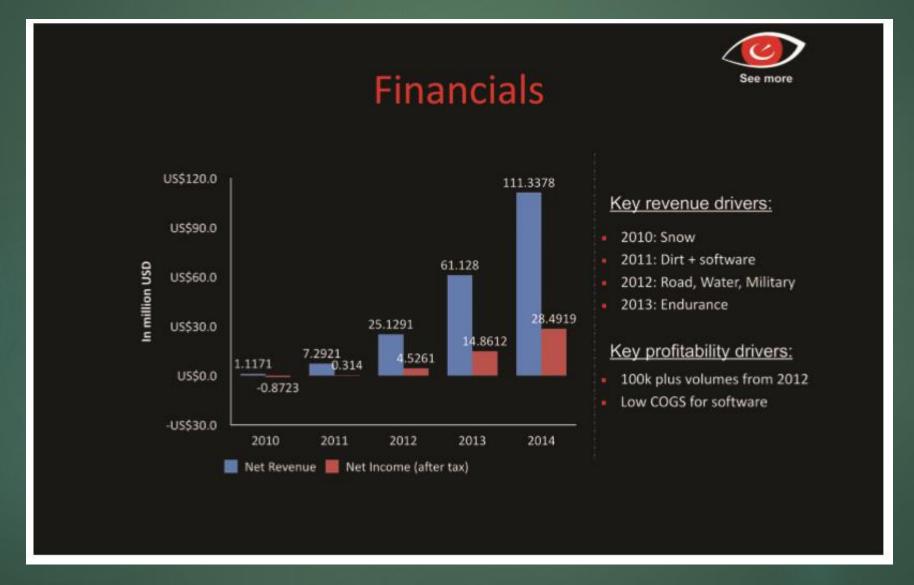
# 9. Go to market (Sepior)



### 10. Financials (Motilitycount)



# 11. Financials (Recon Instruments)



# 12. Milestones (Motilitycount)

#### **DEVELOPMENT ROADMAP**

	FINAL PROTOTYPE:	PRESALES MODEL:	SALES MODEL:
Product development	-Device and size optimized to reduce test time -Cells stained at inlet	-Finalize design and functionality -Test of device outside project group (IVF clinics and sperm-banks)	-Optimize design based upon feedback from external tests -International tests (IVF clinics and sperm-banks)
Milestones	-Test time <1 hour - Test results comparable to CASA studies (Computer Assisted Sperm Analysis)	-Test time <30 minutes -Closed system with semi- automatic loading of fluids and cells -Positive clinical tests	-Production cost less than \$10/unit -Roadmap to reduce costs to \$4/unit -Positive clinical tests -Signing of licensing agreement
Timing	6 months	9 months	6 months
Costs	DKK 1.5 million	DKK 2.5 million	DKK 2 million

### 13. The ask (Recon Instruments)



### **Fund Raising**

- \$900k CAD raised to date
  - 50% from non-diluting government sources
  - 50% from high net worth individuals (current investors have shown interest for additional support)
- Seeking 1.5-2 million CAD for 2010
  - 880k CAD for R&D
  - 330k CAD to execute sales growth
  - 500k CAD in working capital

# 13. The ask (Sepior)



#### Use of proceeds:

- R&D in Aarhus:
  - Expand software-development team (to aprox 10 FTE)
- US HQ
  - Management team
  - 2 presales (tech)
  - 5 sales reps

#### Milestones next 12-18 months:

- Product:
  - Expand API and solution with new features
  - Integrate to key CSPs
- Sales:
  - Partnership/integration agreements with 20 CSPs
  - Solution used by 500 endcustomers (25,000 employees)
  - Annualized revenue of \$2 million

### 14. Summary (Capdesk)

### Why Capdesk?

- 1 Ambition, team and technology to impact a \$250B market
- 2 Scaleable 1 company = 200 shareholders 200 shareholders = 10 company invites

3 Born global Users from all over the world Exit Opportunities

Exchanges, Investment Banks, Transfer
Agents, Investment Platforms, Payment
providers etc.