

THE COVID-19 PANDEMIC POSES NEW CHALLENGES FOR STARTUPS & SCALEUPS

In the best of times, building and scaling a successful startup is hard... Really hard! The Covid-19 Pandemic has dramatically increased the degree of difficulty for almost every startup. New sales will almost certainly slow or disappear completely. Opportunities in the sales pipeline may be slower in closing or disappear completely. Existing orders may be cancelled. Investments are delayed.

In times like these, founders often either “freeze” (and fail to do anything) or react without having a meaningful plan. Founders need to act quickly AND thoughtfully.

More than ever, founders need the advice and support of mentors and advisors who have successfully guiding companies through periods of economic hardship.

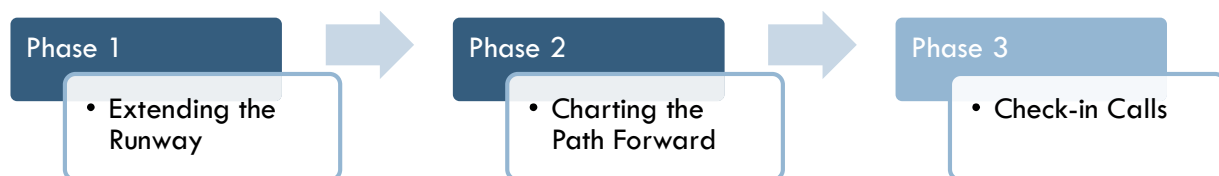
A NEW PROGRAM FOR TECH COMPANIES DURING THE CRISIS

US Market Access Center (USMAC) is pleased to introduce a new program for European startups not only to survive but thrive in these challenging times.

We are here to help founders to think through the necessary strategies for survival, recovery and reinvention because we know their previous assumptions in the business plan are no longer true.

THRIVING IN THE STORM – OVERVIEW

Thriving in the Storm is delivered two distinct phases over a four-week period. It is designed to enable startups to take immediate action on the urgent items and then identify the path forward, so they can innovate out of the storm, as quickly as possible.



Phase One

The process begins by reviewing the company’s current state of affairs so we can guide the founders in extending their financial runway. Specifically, we review: Financials, Sales, Customers & Partners and Fundraising affairs.

These activities are conducted within a 2-week period, and they involve a combination of group training exercises and one-to-one mentoring sessions.

Scope for Phase One

- Training on Extending the Runway (Group Session) – 2 hours. Teams are given an overview on the program’s methodology, and specifically about the aspects within the company to be evaluated.
- Follow-up Q&A (Group Session) – 0.5 hours. Teams are offered the opportunity to request further clarification from the lead consultant on the aspects being assessed within their companies.
- One-on-one Reviews – 1 hour each. Each team is offered advice on how they should adjusting their expenses, team and plans in order to extend their operations.

- Report Back (Group Session) – 2 hours. Teams share their plans for extending their respective runways, for final feedback and discussion.

Phase Two

Following Phase One, we dive right in with the startup to help them **identify new business opportunities** in the global market, leveraging on the companies track record to date. Our team draws upon its extensive network of corporate partners and investors in Silicon Valley to attain an accurate understanding of what's happening in a broad range of industry sectors that could be relevant to the startup. Following this we proceed with the following:

- Brainstorming Possibilities and develop Initial Prioritization of Ideas with the founders
- Conduct rapid Customer Development, locally and overseas
- Review results
- Selecting the most practical ideas to pursue

Immediately following the identification activities, we move directly to creating the **strategy for effectively navigating out of the storm**. This includes:

- Developing a concise sales and marketing plan
- Updating the financials
- Implementation of organizational changes

Like Phase 1, Phase 2 activities are conducted within a 2-week period, and they involve a combination of group training exercises and one-to-one mentoring sessions.

Scope for Phase Two

Identifying New Opportunities

- Training on Understanding the Shifts (Group Session) – 2 hours. Teams are provided an overview on how to conduct research in their respect sectors of expertise, and how to identify 'white space' in the market.
- One-on-one Reviews – 2 hours each. Each team is offered expert opinions about potential new uncharted market opportunities.
- Report Back (Group Session) – 2 hours. Teams share their new market opportunities, for feedback & discussion.

Navigating out of the Storm

- One-on-one Reviews – 3 hours each. Each team is offered advice on developing a concise new go-to-market strategy based on the discoveries uncovered above.
- Report Back (Group Session) – 2 hours. Teams share their new go-to-market plans, for feedback & discussion.

Phase Three

In order to ensure that the momentum from Phase Two is maintained, we have included two check-in calls with each company with the USMAC team. These calls are meant to provide ongoing support as they work through their new strategies.

Scope for Phase Three

- Check-in Calls – 2 hours each

Delivery Team

Our delivery team consists of highly experienced Silicon Valley-based consultants & experts that have weathered numerous previous crises. Typically, 1-2 team members are involved throughout the 4-week process. The team members below have applied similar techniques that has saved dozens of startups and scale-ups during the following previous financial crises:

- NASDAQ meltdown of 2000 (bursting of the dot.com bubble)
- Global financial crisis caused by the terrorist attacks of September 11, 2001; and
- Global financial crisis in 2008



Chris Burry
Industry Fellow at UC Berkeley, Co-CEO at USMAC



Marvin Liao
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Antonio Espinosa
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Ken Singer
Managing Director, Center for Entrepreneurship & Technology, UC Berkeley

Program Agenda

Our team engages directly with the startup founders, in multiple, scheduled online sessions, via ZOOM (or equivalent means). We work with founding team using a series of structured and proven tools and techniques.

Typical Timeline

	Phase	Key Activity	Week 1					Week 2					Week 3					Week 4					Week 8	Week 12		
			Mon	Tue	Wed	Thur	Fri	Mon	Tue	Wed	Thur	Fri	Mon	Tue	Wed	Thur	Fri	Mon	Tue	Wed	Thur	Fri				
PHASE ONE	Extending the Runway	Kick-off call	█																							
		Training on extending the Runway (Group Session)		█																						
		Follow-up Q&A (Group Session)				█																				
		One-on-one Reviews						█	█																	
		Report Back (Group Session)									█															
PHASE TWO	Finding New Opportunities	Training on Understanding the Shifts (Group Session)													█											
		One-on-one Reviews														█	█									
		Report Back (Group Session)																		█						
	Navigating Out of the Storm	New Strategy and Plan																			█					
		One-on-one Reviews																			█	█				
	Report Back (Group Session)																					█				
PHASE THREE	On-going Coaching	Check-in Call 1																						█		
		Check-in Call 2																							█	