

What we learned from building 100+ ventures



**Sean Sheppard**

MANAGING PARTNER, AMERICAS

Speaker, Product-Market Fit expert, 3
Silicon Valley exits, invested in 140+
startups across 3 VC funds.

Over \$1B in new value

90+ ideas now a reality

IN US, CANADA, CHINA, FRANCE, GERMANY, DENMARK, ITALY, SWITZERLAND, CZECH REPUBLIC WITH



Automotive Usage based insurance with in-app driver metrics

Automotive Self-driving car based fleet management software

Automotive P2P car sharing

Automotive High trust taxi service

Automotive Online used car sales platform

Automotive Online car magazine and marketplace

Dating Truly VIP dating

eHealth Online IVF wiki with chance to conceive calculation

Energy Industry 4.0 service backbone in energy

Energy Smart home app

Fintech Loan for anything you find online with just an URL

Fintech P2P lending platform

Fintech Used cars professional checking service

Fintech Deferred payment method online

Fintech Social media based group purchasing platform

Fintech Make the largest Chinese loan provider generate leads online

Fintech Set up innovation environment for

Food Bubble tea ordering app

Insurtech Complete stack revamp for an insurance company

Insurtech All insurance documents in one app

Insurtech Small item insurance completely online

Insurtech Insure any item on the payment gateway level

Insurtech Next generation travel blog for cross-selling travel insurance

Law Productizing the best lawyer we know

Logistics Realtime logistics software

Logistics Onboarding portal for clients from the

Publishing Revamp of architecture of the largest publisher in its field in the world

Publishing Building a Wordpress driven mobile experience

Real Estate Vertically integrated real estate platform – from search to paying rent

Real Estate Building-based community app

Real Estate Coworking space member2member services system

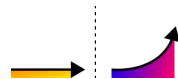
Real Estate Modular smart building platform

Real Estate System for a rapidly growing coworking space

[See 65+ case studies online](#)

Innovation is the most important way to **grow and protect market share**¹, yet **95% of it fails**².

Successful innovation requires stage-relevant teams with the right:



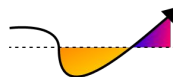
Mindset

People who think big, act fast, and iterate with intelligence to optimize for learning



Skill set

Experienced and dedicated, stage-relevant teams



Execution

Quickly,
Quietly,
Capital Efficiently

1) European Scientific Journal, Assistant Professor Cherroun Reguia: firms that innovate have higher global market share and growth rates.

2) Harvard Business School Professor Clayton Christensen: there are over 30,000 new products introduced every year, and 95% of fail.

Truth +
Learning

=

Profitability &
Transformation

We reverse-engineer the needs of the users to **understand the truth in the market**.

We learn from that truth to iterate the product. **We do this together** so that your organization can transform from within.

Step-by-step we **transform your culture through learning**. Digitally.

Stage-relevant Teams



PRODUCT



MARKET



DESIGN



TECH

STAGE 1

Ideation / IP Prioritization

Timing: 1 month

Ideation or IP Prioritization including potential use cases

- Definition of commercialization goals
- IP Inventory & Prioritization
- Rank based on highest revenue potential vs. likelihood of winning



STAGE 2

Validation

Timing: 1 month

Initial idea validation and market testing

- MVP target markets (geographic) for rapid adoption
- Initial GTM proposition / product
- Target users
- Product positioning
- High-level user stories
- Legal requirements



STAGE 3

Market Testing

Timing: 2 months

Strategy for taking the MVP to market

- Channel testing
- Pricing sensitivity
- Brand and communications
- Wireframe prototype of the MVP scope to test with users
- Iteration of prototypes based on feedback
- Microsite smoke testing



STAGE 4

Tech Build

Timing: ~3 months

Specification and build of the MVP

- Product definition
- MVP specification
- MVP scoping
- UI design for target group and market
- Information Architecture
- AWS infrastructure and DevOps setup
- Buildout in agile mode



STAGE 5

Scaling

Timing: variable

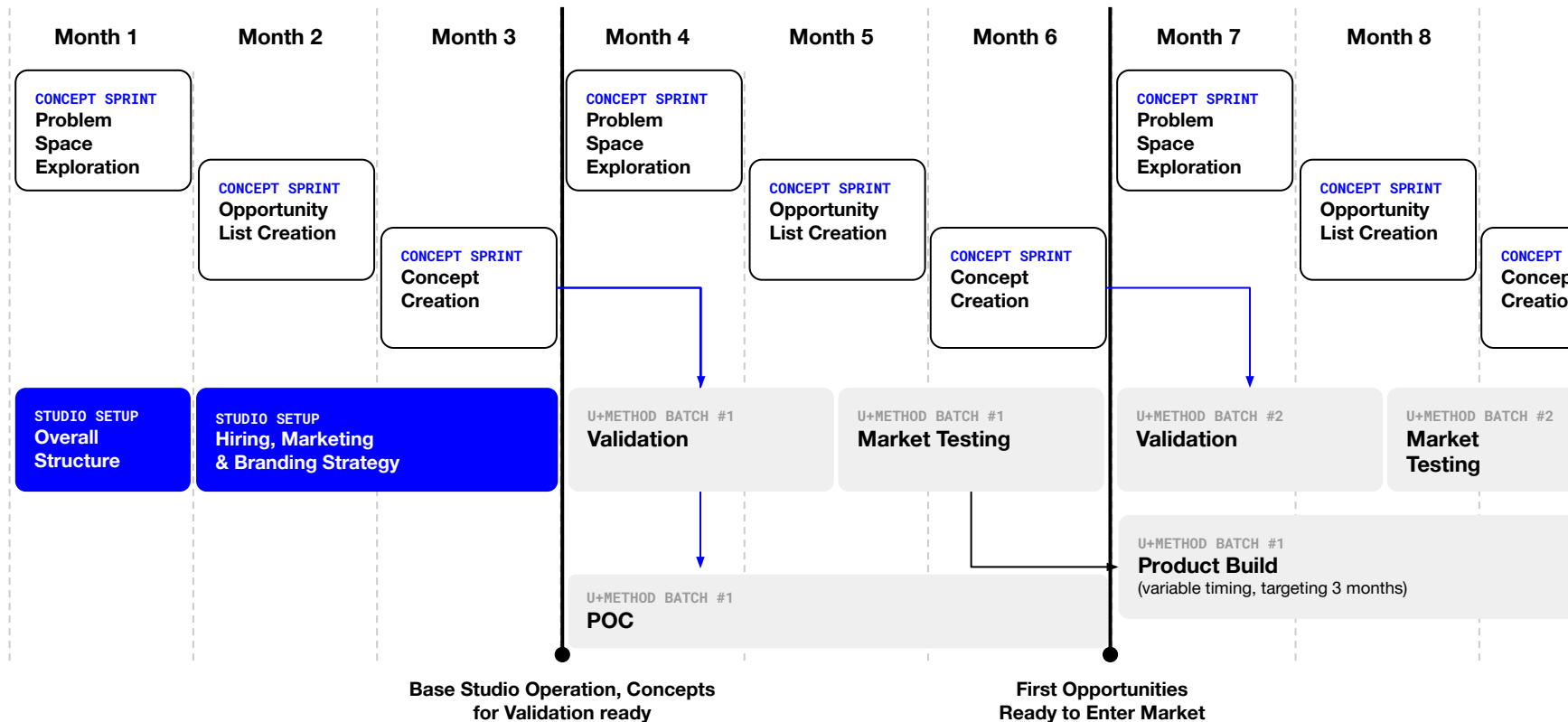
Launching with the early customers and scaling operations

- Early customer feedback gathering
- Future tech roadmap
- Marketing campaigns
- Customer acquisition
- Customer onboarding optimization
- Customer support
- Ecosystem buildout

Proof of Market

Launch

Proof of Scale

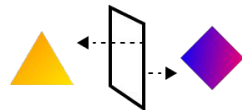


Minds, Set on collaboration

We work in two week sprints with clear deliverables, tasks, and objectives that are adjusted each sprint based on results. Everything is transparently shared in G Suite/Sharepoint, Git, JIRA, Slack/Teams.

We keep the following cadence:

- **Daily standups** (15 mins) – resolving blockers
- **Weekly review** (1 hour) – planning and review
- **Monthly SteerCo** (1 hour) – progress reporting



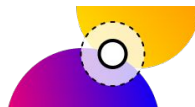
Transparency

Daily standups to identify and solve potential issues right away.



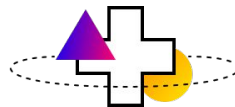
Safe Space

A place to experiment, learn from mistakes, and iterate quickly.



Accountable Leaders

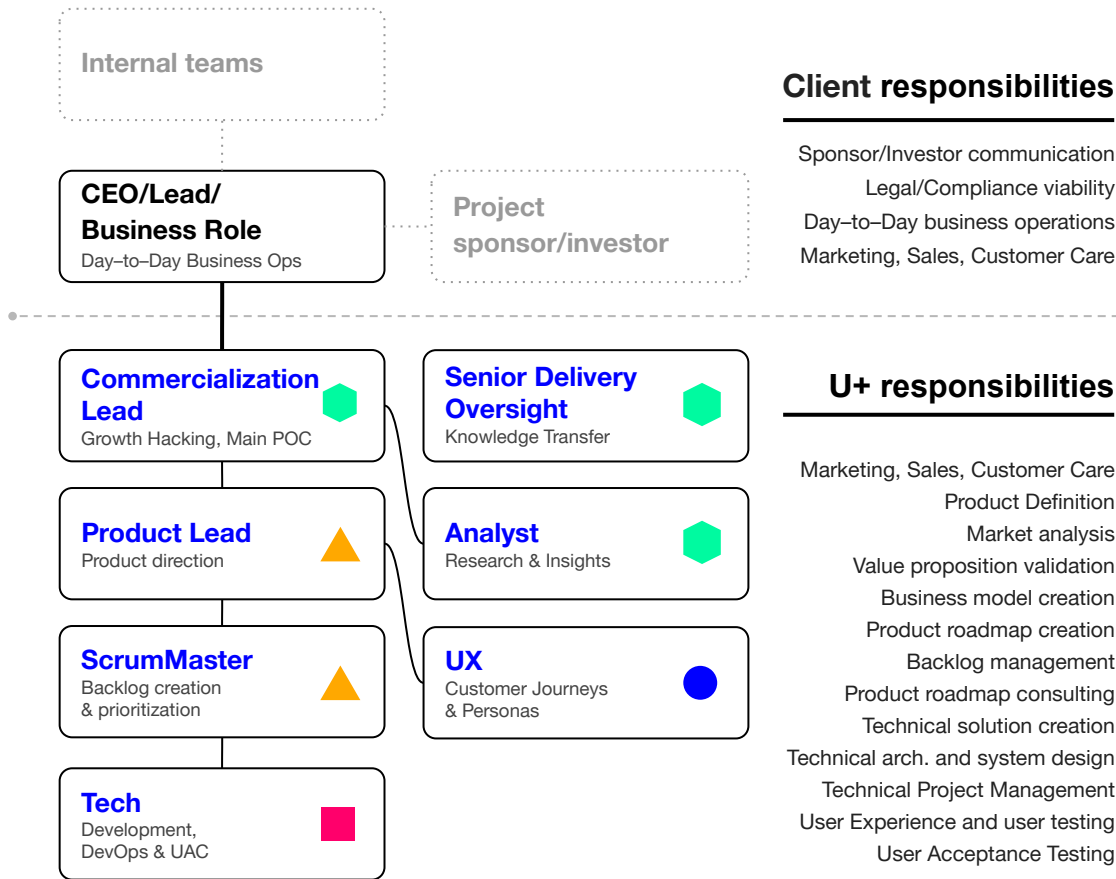
Collaboration and access to your organization's internal resources.



Connected Workspace

Align all sides with Slack/Teams to maximize efficiency.

Innovation Execution team composition



Digitally-native team skill sets



PRODUCT

- ▲ Value proposition development
- ▲ User testing
- ▲ Market testing (smoke tests)
- ▲ GTM Strategy
- ▲ Product development & testing
- ▲ Prototype creation & testing
- ▲ SCRUM



TECH

- React, Redux
- NodeJS, ExpressJS
- PHP, Python
- Elasticsearch
- Docker, CircleCI, Terraform
- MySQL, PostgreSQL, MongoDB
- Serverless
- Distributed & HA systems



DESIGN

- Web/App design
- User Journeys
- Personas
- Logo design
- Wireframing
- Prototyping
- UX Process implementation



MARKET

- Resource Review
- Market Discovery
- Market Messaging
- Instrumentation
- Initial Market Outreach
- Pipeline Management
- Strategic Opportunity Framework
- Growth Marketing



The future of consumer car maintenance

Resolv members enjoy reduced prices on vehicle maintenance and a robust digital platform that delivers a convenient car care experience.

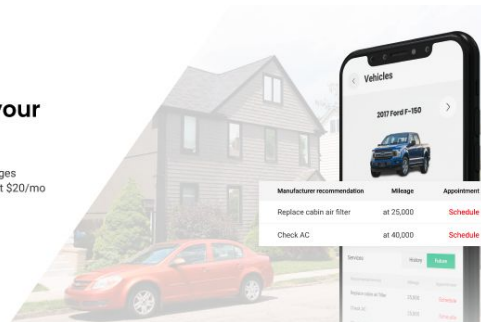


Stay one step ahead of your car maintenance needs

Choose from a variety of preventive maintenance packages designed to help keep your car running safely. Starting at \$20/mo

Try now →

Register and schedule your first appointment



Choose a trusted service center from our expanding nationwide network



Reduce maintenance costs compared to paying for a la carte services



Receive automated service reminders to keep your car running at its best



Entrust your car to Bridgestone's ASE certified technicians

Take the guesswork out of car maintenance

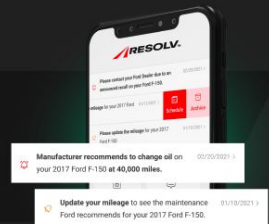
RESOLV takes care of your regular auto maintenance needs by connecting you with certified mechanics.



1. Maintenance recommendations

Receive maintenance alerts specifically for your car model & current mileage.

Get recommendations →





Executive Summary – Resolv – Case Studies

Our Mission

Validate, build, commercialize and scale a platform designed to deliver highly convenient vehicle maintenance services leveraging Bridgestone's brand and network of stores.

Our Approach

We took over product development from AWS PS, scaled the delivery team and enabled country-wide growth. Grew a platform designed to deliver highly convenient vehicle maintenance services leveraging Bridgestone's brand and network of stores. We helped set up customer interviews and created a series of microsites in order to test the many assumptions held internally about the market.

- **Successful agile delivery team transition** from AWS Professional Services after the initial MVP build
- **800+ Customers across the United States** in under two months after launch
- **Two Firestone stores** running Resolv
- Building the web architecture **enabling the country wide growth** of Resolv (1000s of stores)
- Scaling the agile delivery team **based on product demand**





During the Resolv project, U+ has taken over the project and has been focusing on pure agile product development.

The internal Bridgestone team took care of marketing and customer-facing activities during the Resolv project.

Our Approach – Resolv – Case Studies

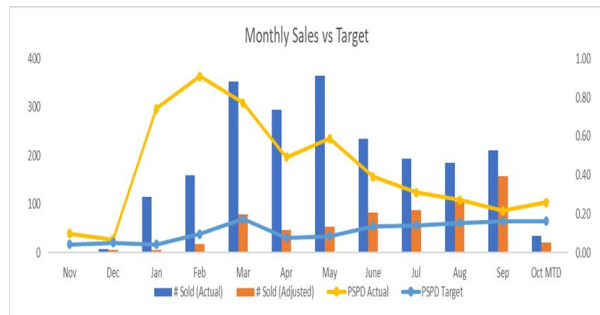
- **The Objective:** Through user research, market and competition research and analysis, provide Bridgestone leaders with inputs for building out the business and product roadmap
- Break down high-level Bridgestone team's vision into specific features, customer flows and designs
- Scan the market and the competition to come up with new product feature ideas and iterations of existing features
- Apply customer centric design principles when designing the application user experience
- Fast and iterative development approach to support product commercialization efforts, including A/B testing of product communication and visuals. Features delivered consist of:
 - SEO
 - Resolv Performance Optimization
 - Customer License Plate Lookup
 - Tour around the App
 - Ability to add new stores without a release
 - Full Redesign (Website and App)
 - CFNA Integration
- Provide high-level of ownership when it comes to technical development, problem solving and building synergies with other teams and suppliers



Our Impact – Resolv – Case Studies

U+ has not been directly responsible for the marketing efforts; however, we believe that our development and market testing efforts directly contribute to the overachieved results.

Resolv is in 70 stores right now and has 2264 subscriptions. Graph represents month over month growth rate.



	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct MTD
# Sold (Actual)	1	7	115	160	352	295	365	235	193	185	210	35
# Sold (Adjusted)	0	5	7	17	79	47	53	83	88	105	158	22
PSPD Actual	0.10	0.07	0.74	0.91	0.77	0.49	0.59	0.39	0.31	0.27	0.22	0.26
PSPD Target	0.04	0.05	0.04	0.10	0.17	0.08	0.09	0.14	0.14	0.15	0.16	0.16
# Sold (Budget)	1	5	27	91	160	131	299	538	801	1106	1344	1673

- For the MVP launch, we identified target audiences with lowest cost of acquisition and landing pages with most converting messaging. This was done through A/B testing ad campaigns and different landing page versions.
- We have led the redesign and development of the customer facing application to enable scaling to more features and to meet the best user experience standards.
- We have refined, designed and implemented dozens of new features since the MVP launch, while conducting a full redesign of the website. Main goal was to improve customer engagement and increase the perceived value of the digital product in addition to physical services, so that the customer would be willing to pay more.
- We have been leading data integration efforts to connect Resolv customer application with the billing system data and the in store applications used by the team mates.

Summary

This process enables us to determine whether and where a product fits in the market, create a learning organization to continue iterations, and, ultimately, drive profitability.

- **Stage-relevant teams:**
corporations need people experienced in taking new ventures to market with the right stage-relevant skill set
- **Safe Space:** build-measure-learn cycle needs to happen safely without corporate processes slowing it down
- **Aligned & Accountable Stakeholders:**
reporting expectations and market-level data is key for keeping the stakeholders aligned
- **Portfolio Approach to Innovation:**
repeatable and scalable data-driven methodology is important to predictably execute on innovation

U+

Get in touch

Let's Build Together

SAN FRANCISCO

NASHVILLE

TORONTO

PRAGUE

DUBAI



Sean Sheppard
MANAGING PARTNER, AMERICAS

20 mins with Sean



Jan Beránek
GROUP CEO, FOUNDER

20 mins with Jan