

The first million is always the hardest.

May 21, 2013 - Heavybit Industries

Javier A. Soltero

jsoltero@gmail.com | @jsoltero

Quick Background

- ✦ From Puerto Rico to San Francisco via Carnegie Mellon
- ✦ 15 years in technology as a developer & entrepreneur
- ✦ Rescued a product from VC scrap heap
- ✦ Recently left “occupied entrepreneur” role @ VMware
- ✦ Now building something new

One sentence takeaway:

When all else fails you....

**Believe in your product and its ability to help
customers.**

Stage 1: Get the machine turning

- ✦ Who's adopting/influencing/buying?
- ✦ What are they looking for?
- ✦ Where are they looking?
- ✦ You have 20 minutes to show value
- ✦ What's worth paying for vs. free?
- ✦ Ask for the order

Stage 2: Adding new gears (OEM)

- ✦ Why?
 - ✦ Get your product into places you cant (yet)
 - ✦ Get paid for it
- ✦ Why Not?
 - ✦ Product not suitable for this
 - ✦ Cant enable others to sell what you yourself cant sell
- ✦ If you cant grok both sides of the deal, dont do it
- ✦ Success == 15%-30% of revenue from this source

Stage 3: Guilt by association

- ✦ “Lighthouse customer” strategy
- ✦ Everyone wants to be Google, even small shops
- ✦ Money isn't the only way to get paid
- ✦ Land & expand

Stage 4: Tuning the machine

- ✦ 2 approaches to pricing
 - ✦ Scatterplot - get as many deals, see where they land
 - ✦ Discipline - 1 price, take it or leave it
- ✦ Understand the machine you've built
- ✦ Learn to affect change

An example: “The Diamond”



Step 5: Scale

- ✦ When do I hire a sales leader?
- ✦ How do I make the case to VC's about scale?
- ✦ What's next for me as the founder/CEO?

Thank you... Any questions?