

# **RSA**Conference2016

San Francisco | February 29 – March 4 | Moscone Center



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SESSION ID: PDIL-T11

## **The Disconnect between Buyers & Builders: A VC's Perspective**

**Sunil James**

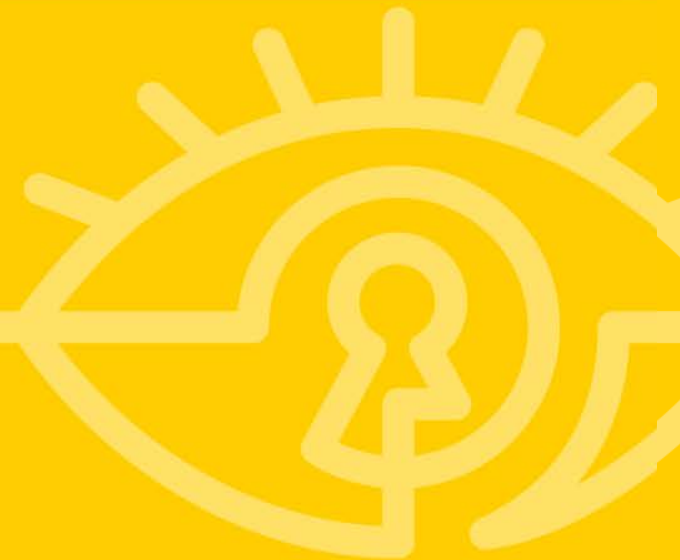
Vice President  
Bessemer Venture Partners  
@sunubunu  
sjames at bvp dot com



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## 1. CONTEXT



# Our Business



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## Investors

15 Investing  
Partners

*5 Forbes Midas List*

58 Investing  
Professionals

## Fund

\$1,600,000,000

\$4,500,000,000

115 IPOs

## Locations

Menlo Park, USA

New York, USA

Cambridge, USA

Herzliya, Israel

Bangalore, India

# We Back Winners



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# Well, Not All Winners



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FedEx®



eBay®

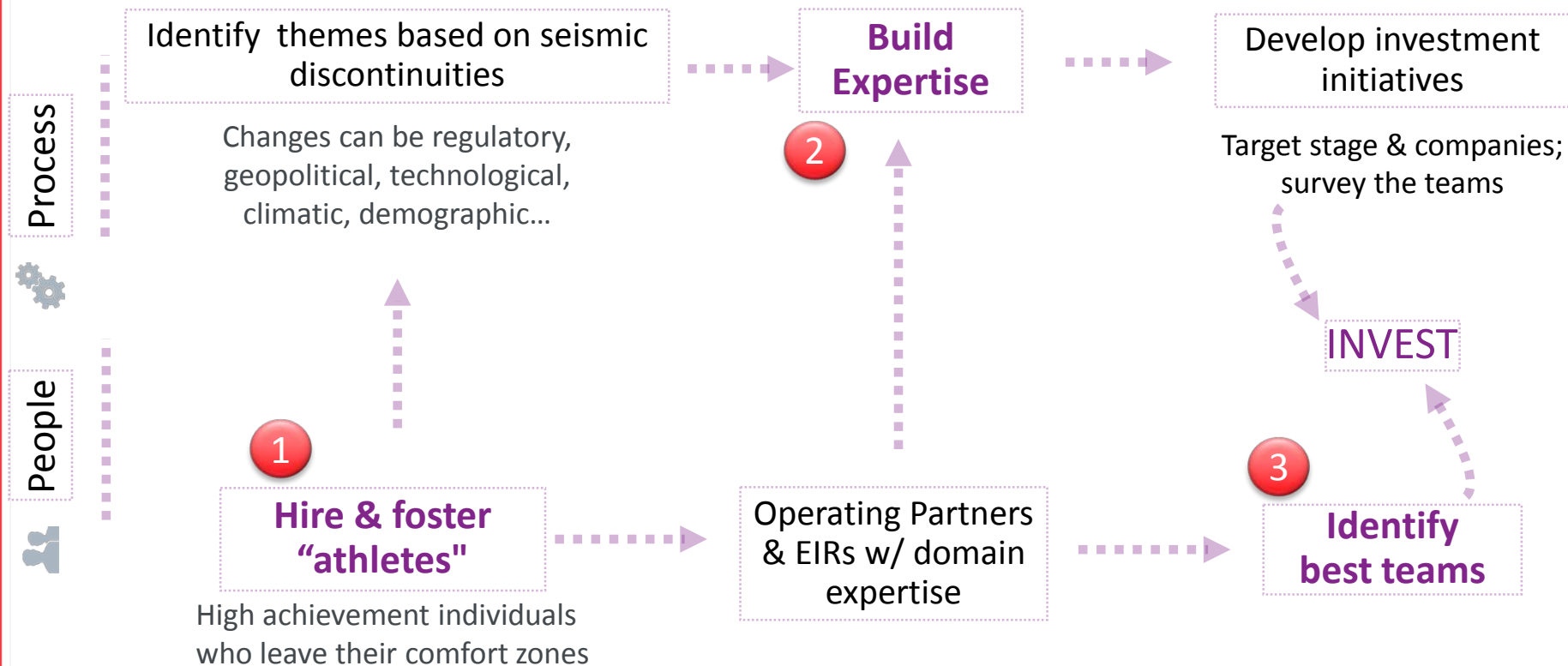
intel®

Google

# Our Process



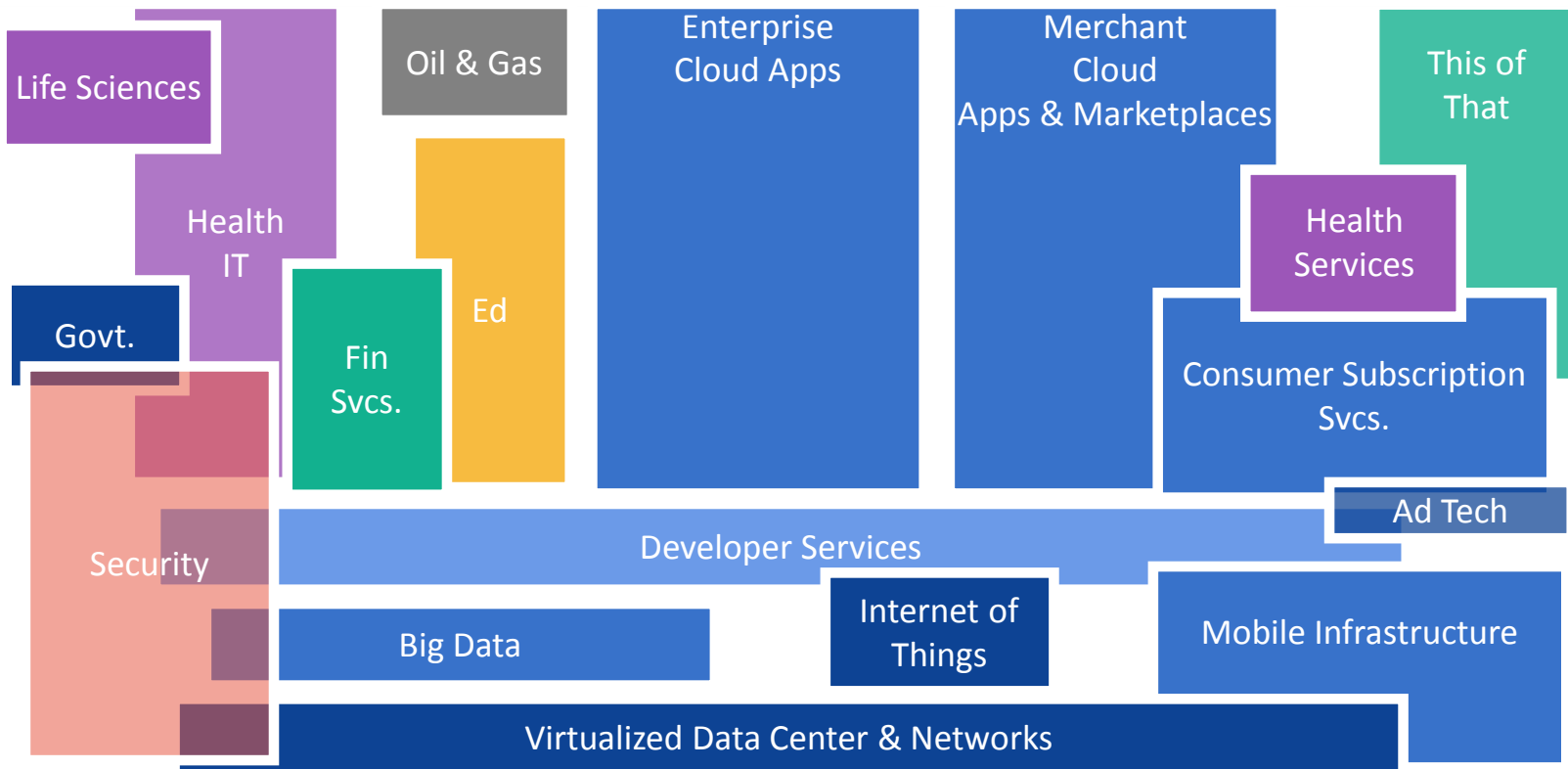
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# Our Roadmaps

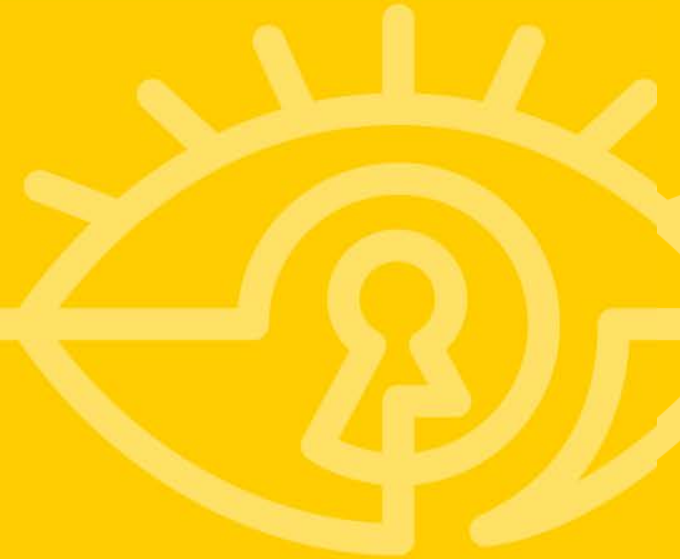


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## **2. SECURITY INVESTING ... TODAY**





# A Standing Roadmap

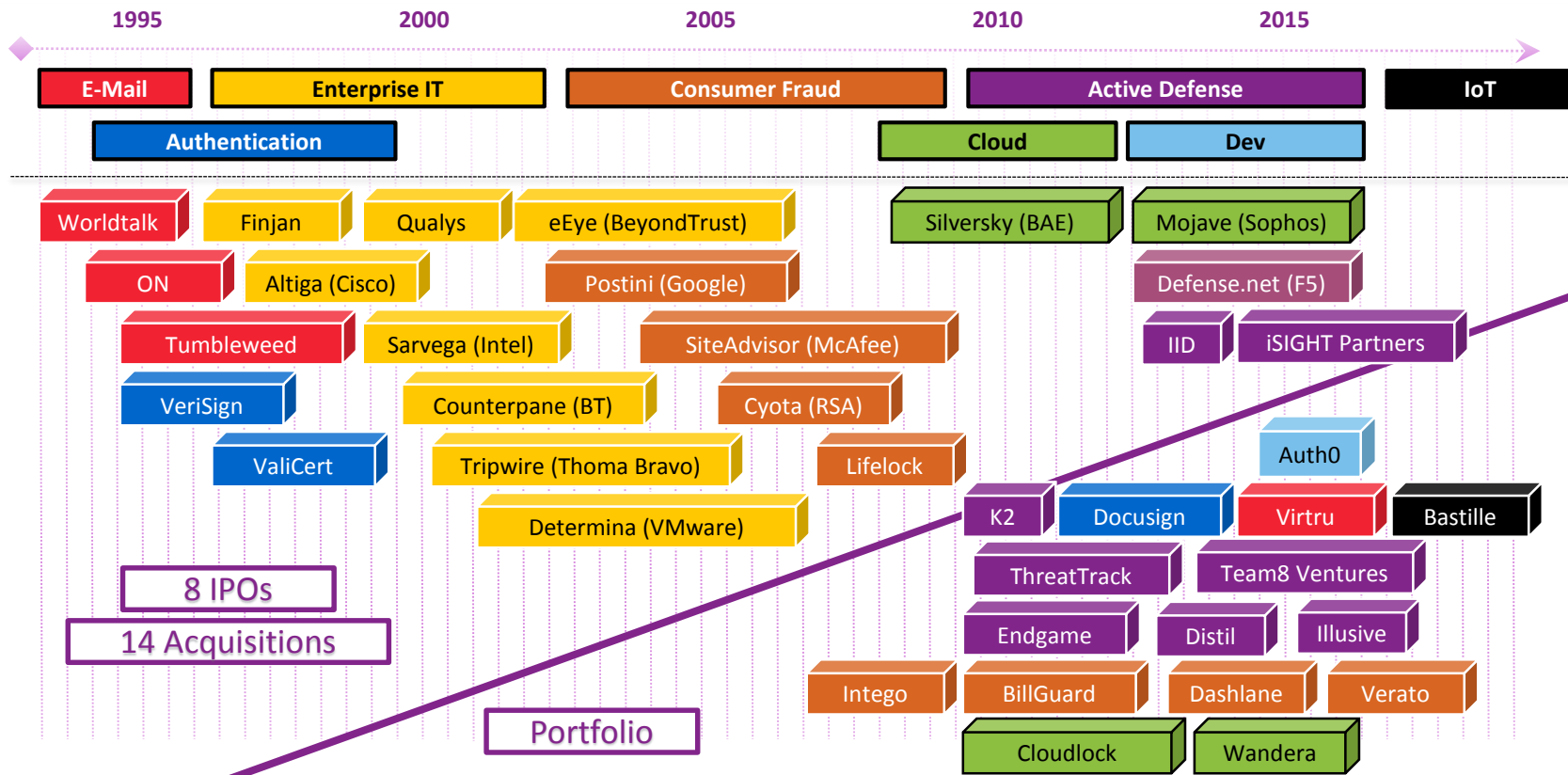


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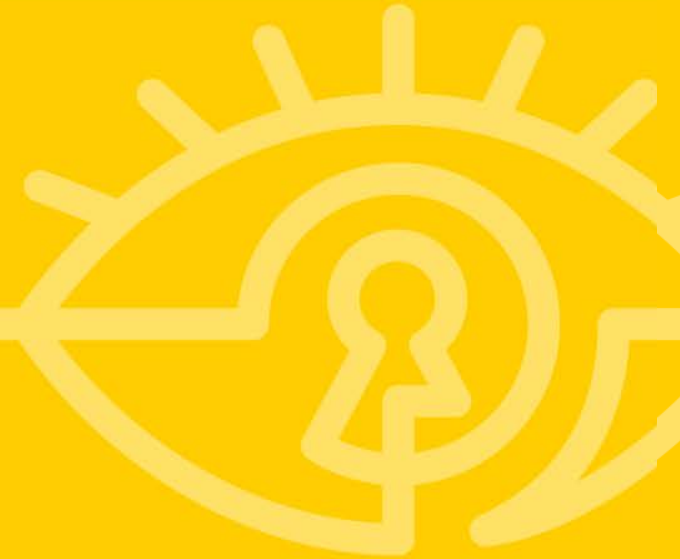
# BVP's Security Thesis

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## 3. BUYERS



# Finding #1



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## Finding #2



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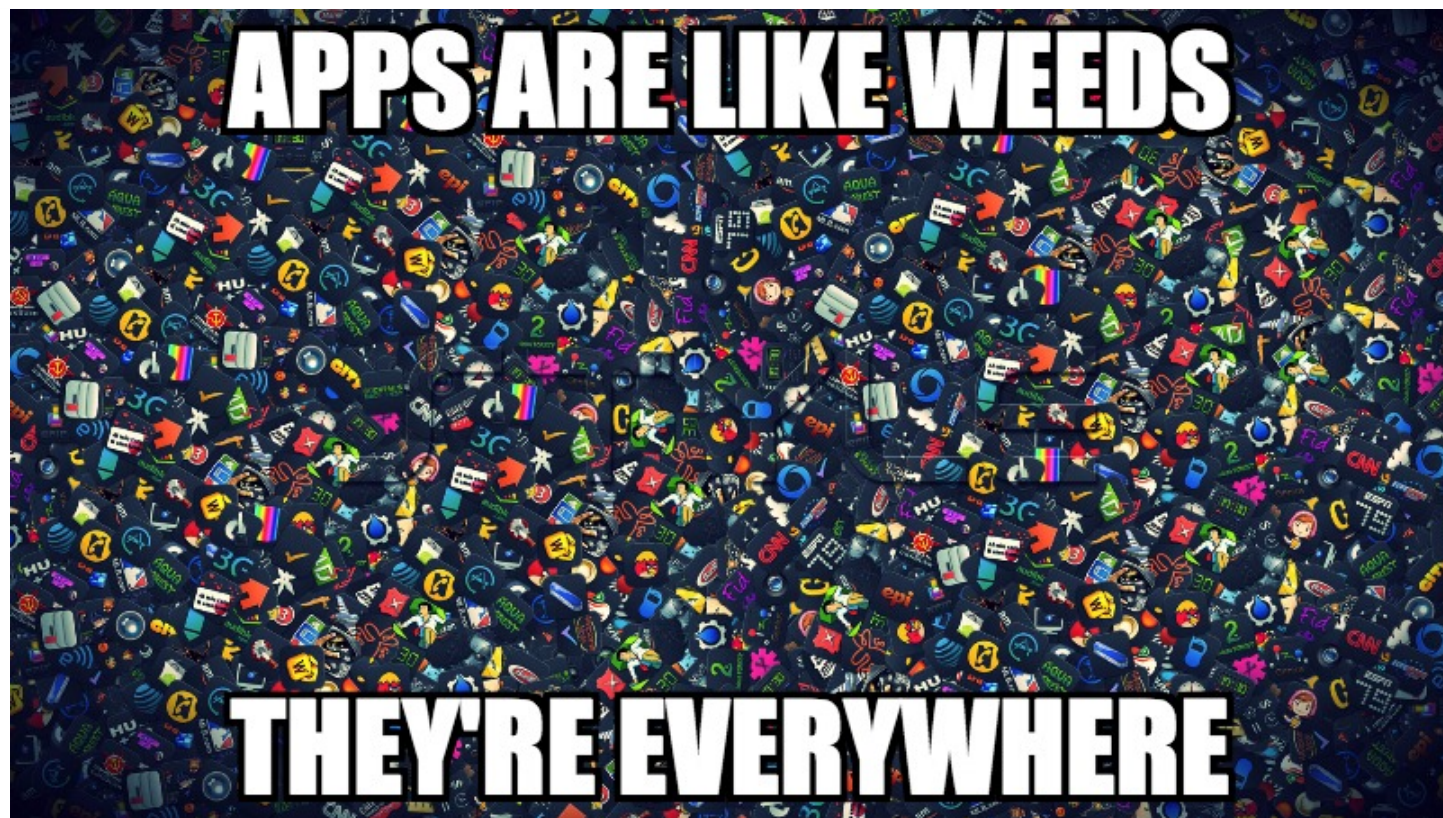




## Finding #3



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## Finding #4



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# Finding #5



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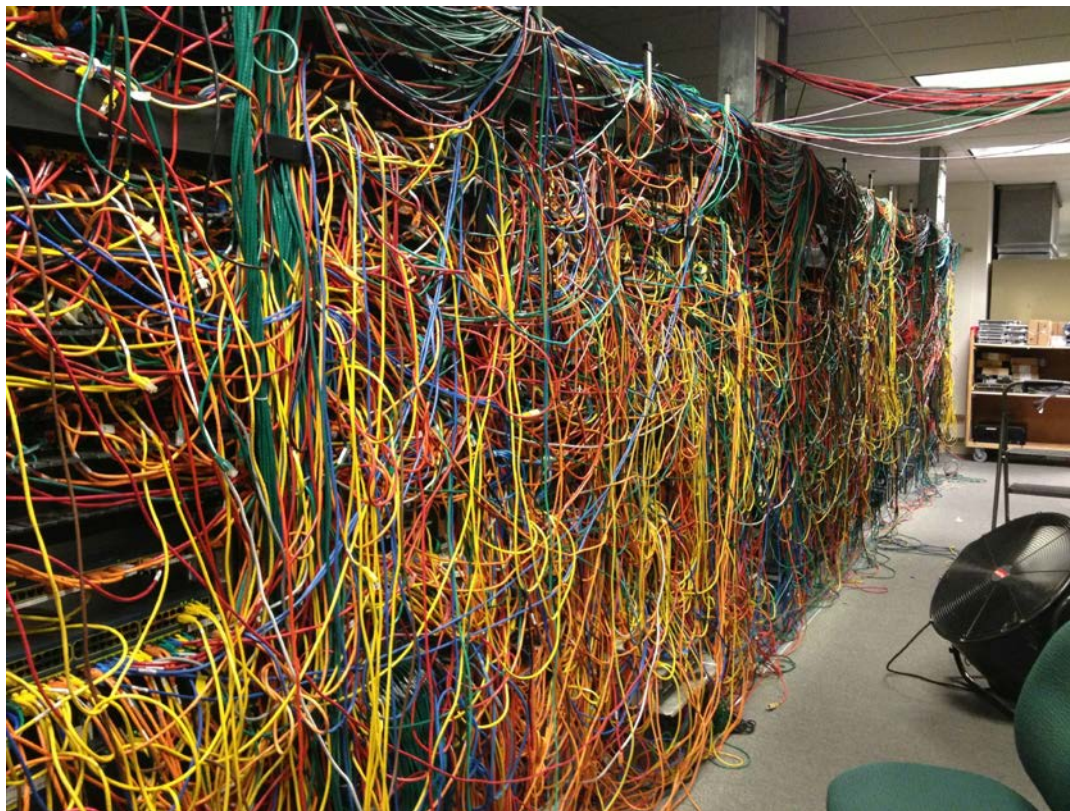




# Finding #6

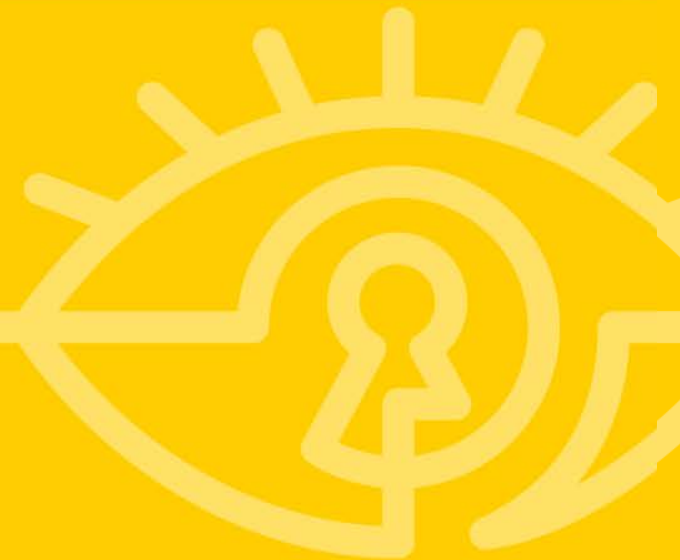


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## 4. BUILDERS



# Lots of Homework



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# Finding #1



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## Finding #2



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**THE SKY IS FALLING!**



## Finding #3



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# TOOLS != PRODUCTS



## Finding #4

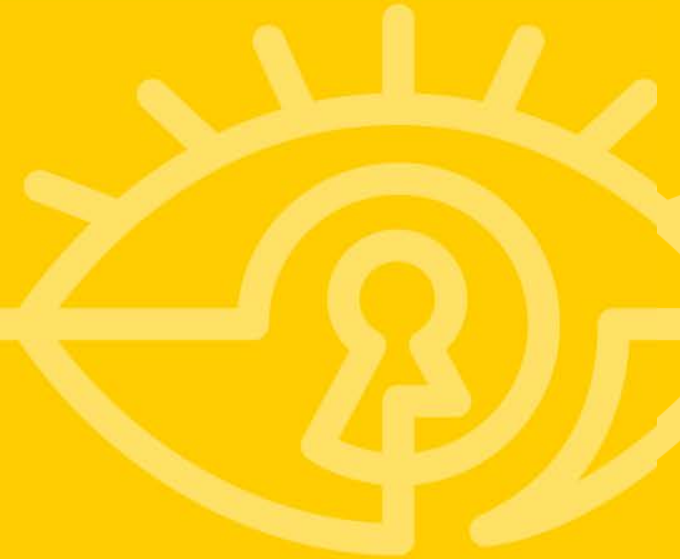


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## **5. OUR OBSERVATIONS**

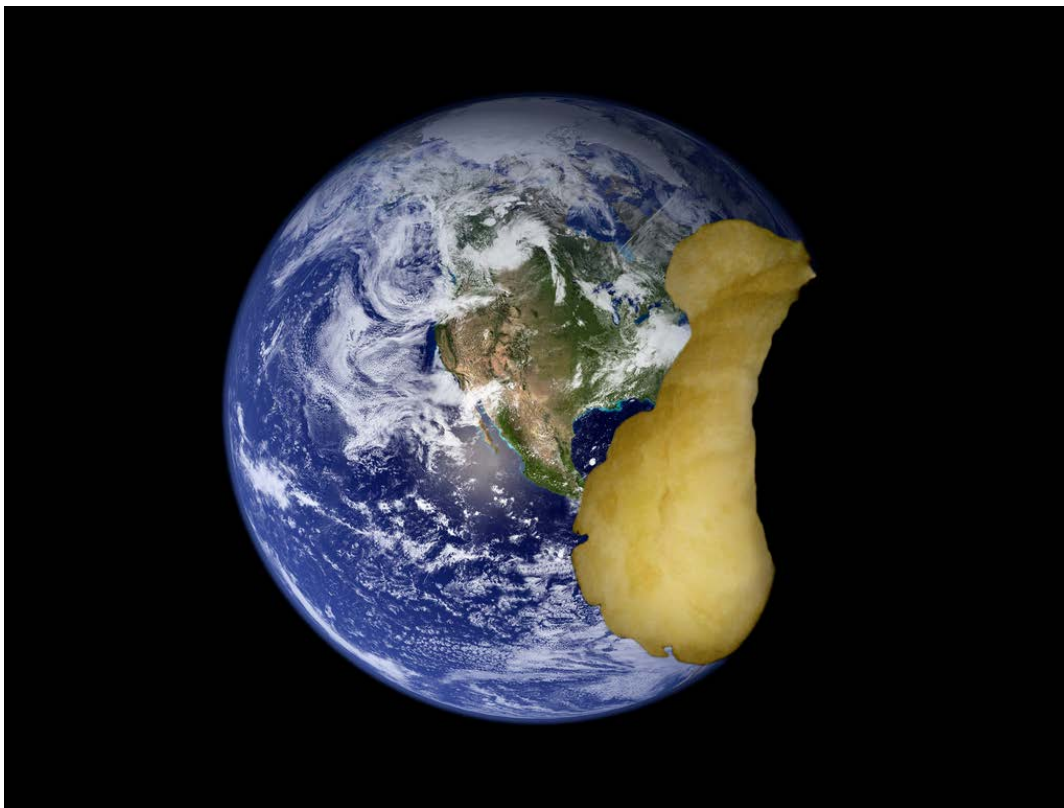




# Observation #1



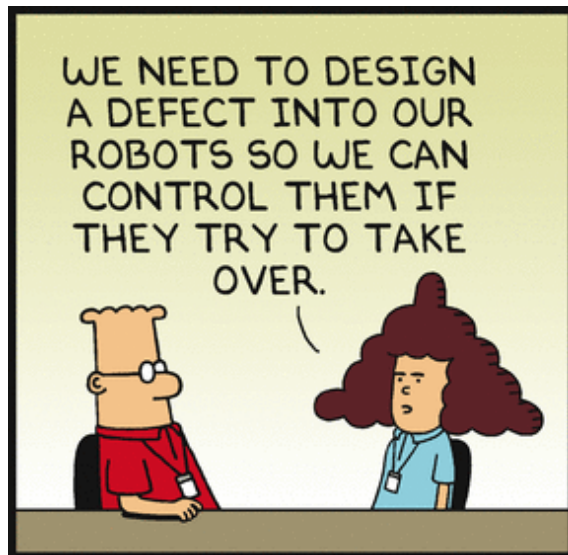
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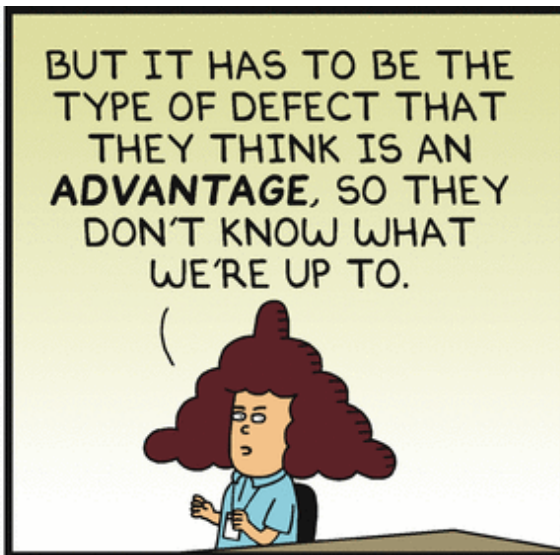
# Observation #2



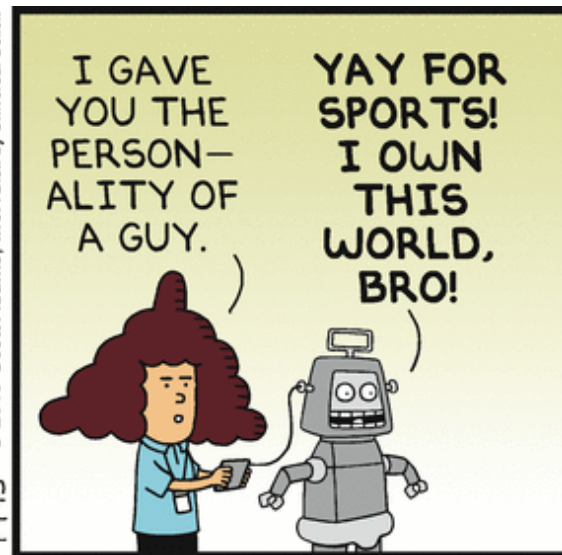
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Dilbert.com DilbertCartoonist@gmail.com



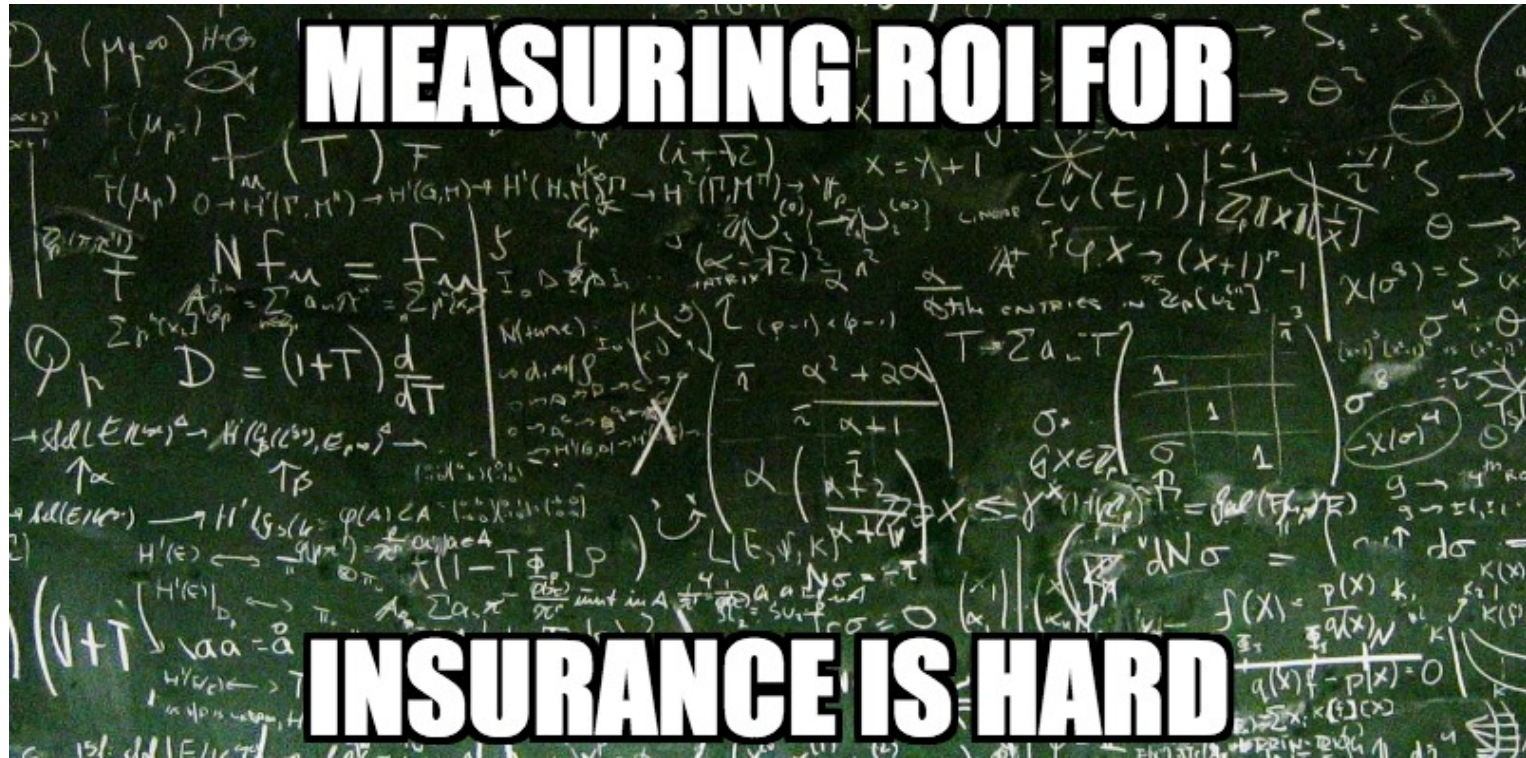
9-4-15 © 2015 Scott Adams, Inc. /Dist. by Universal Uclick



# Observation #3



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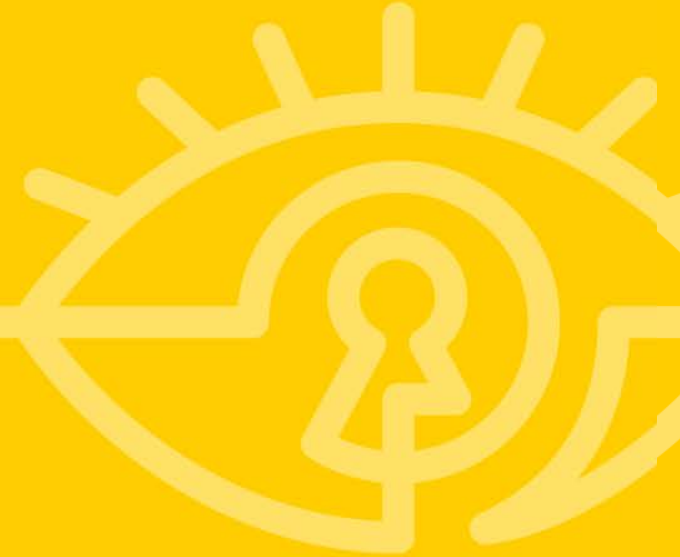
# Observation #4



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## 6. CLOSING



# Bridging the Gap



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## Buyers

- Crisply define what's important to your business.
- Write OKRs at all levels of the organization.
- Give ops and development a seat at the table.
- Think of builders as partners not vendors.

## Builders

- Invest in product management and UX research.
- Follow your heart...not the herd.
- Listen. Even after the sale.
- Think of buyers as partners, not customers.

# Apply What You Have Learned Today



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- Next week you should:
  - **Buyers** should take time to review historical and future Objectives & Key Results (OKRs).
  - **Builders** should build a list of all lost / not won accounts over the past 12 months.
- In the first three months following this presentation you should:
  - **Buyers** should write down what success means in terms of people, processes, and technology.
  - **Builders** should conduct post-mortems on the lost / not-won accounts with the sales, marketing, and product teams.
- Within six months you should:
  - **Buyers** should circulate a revision of next year's OKRs to the board (and down).
  - **Builders** should circulate amongst the organization a revision of its roadmap and corp-level messaging.

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The Disconnected  
Builders  
Perspective

**THANKS!!!**

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