



Opportunity Development/ Assessment

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My 3 Case Studies

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3 Different Companies

- Technology: Semiconductor, Enterprise Software, Consumer
- Funding: Angel, VC, VC
- Size of Funding: <\$1M, >\$35M, -\$10M
- Customer: PC mfrs, Global Corporations, Entertainment Companies
- Product: Chip, IT Services, Video Distribution
- Team: 80% Chinese, 50:50 US/India, 80% US
- Business Model: OPTi: never Lost money; Selectica: never Made money; Dyyno: goal was profitable recurring \$
- Exit: OPTi IPO 1993 \$400M; Selectica IPO 2000 \$5B; Dyyno shut operations and planned to License Platform

Key Entrepreneurial Strategies

- Responsive to Market
- Fast Product Development
- Great Teamwork – Delegate, trust
- Fierce Competitor – Sun Tzu Art of War
- Lose the Battle, not the War
- Personalize your Customer relationships
- Total transparency
- Learn – Teach Team to Learn



Globalization was at the Heart of the Strategy

- OPTi decided NOT to sell in the US/Europe market till we DOMINATED the Far East
- Selectica built up a huge Technical Team in India to serve Global 2000 accounts
- Dyyno served the Ethnic Diaspora worldwide with Ethnic Content sourced Globally

OPTi-World's Largest Chipset company in 5 years

- The odds:
 - No money
 - No technology
 - No fab
 - Competition: Chips, Intel, TI, VLSI, WD Public cos
- In 5 years (1994):
 - 25 million PCs/Laptop Chipsets – Leader, 25% mkt share
 - IBM, Compaq, HP, Dell, Acer, NEC are customers
 - Rev of \$163M in 1995
 - IPO in 1993 for \$400M valuation
- More Information:
<http://www.sec.gov/Archives/edgar/data/899297/0001012870-97-000640.txt>



OPTi Global Marketing Strategy

- Gave Far East Mfrs Time-To-Market (TTM) over US mfrs
- Educational Seminars in Far East
- Launch with Press Release with 3 Key Endorsements
- Flooded Comdex at Every Far East Booth with Standard no-name Motherboard
- Demo rather than Technical Manuals

OPTi Global Marketing Tactics

- Product in Stock: available immediately
- Turn Key Mfg Package (TMP) includes Film, BIOS, Manuals, U/L certification, Marketing Material
- Instant Payment: Taiwan L/C vs 30-60 days for A/R in the US and Europe
- Local language Sales and Tech support
- 2 week trip to Far East, every 6 weeks
- Sales support in the US and Europe

Selectica – Enterprise Configuration Software Leader in 5 years

- The odds:
 - 5 years late to market versus Trilogy, Calico
 - No experience in Enterprise SW mkt
 - No relations or credibility with Fortune 500 CIOs
- In 5 years, (2000)
 - Replaced Trilogy/Calico at IBM, Dell, GE, Aetna, Cisco
 - Signed \$10M license deals
 - 800 employees Worldwide
 - Rev of \$50M, IPO \$5B, raised \$230M
- <http://www.sec.gov/Archives/edgar/data/1090908/000089161800003630/0000891618-00-003630.txt>

Selectica Global Diversification Strategy

- Built up pre-emptively 400-person strong Tech Team in Pune and Chennai
- Prepared pro-actively “mock-ups” for Global companies like Hitachi and Samsung
- Provided on-site resources in Korea, Japan, India, US and Europe cost-effectively
- Crack a vertical in US, expand globally (IBMTarget Hitachi; Cisco....Target Samsung; Dell...Target NEC)

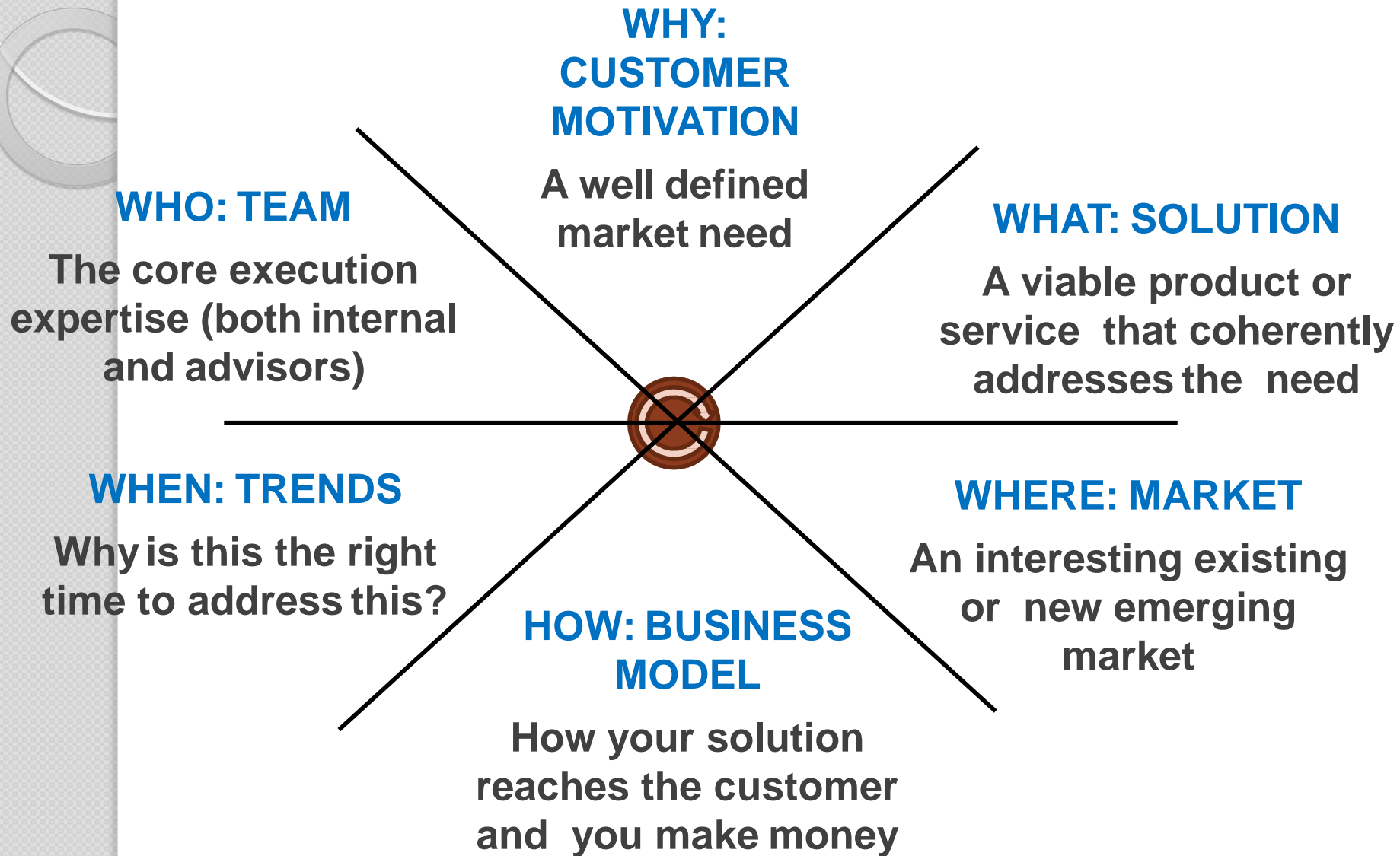
Dyyno – OTT Broadband Services

- The odds:
 - Video is free: Youtube, Justintv, Ustream
 - TV and Movies is mature industry
 - 5 years late: Neulion, Brightcove, Ooyala
- In 3 years (2011)
 - 500+ TV channels using Dyyno
 - 300,000 broadcasters using dub
 - Cable companies, worldwide, licensing discussions for Dyyno OTT platform

Dyyno B to B2C Globally

- US market for on-line Video saturated
- Found Malayalam online TV customer: BOMTV
- Round the Clock support in Malayalam from the US initially, then Pune
- Built FULL online TV distribution/billing platform with help from BOMTV
- Used Reference and Full Platform to Target: IPWORLDTV for Turkey (<http://www.ipworldtv.tv>) ; Ghana TV, etc

Opportunity Assessment Framework



Creating a New Value Equation

Reduce

What factors should be reduced well below the industry standard ?

Create

What factors should be created that the industry has never offered ?

New Value Equation

What factors should be raised well beyond the industry standards ?

Raise

Eliminate

What factors should be eliminated that the industry has taken for granted ?

The Opportunity for the Next Generation...

- Smart phones and Tablets provide mobile internet platform worldwide
- 3G/4G make browsing and audio/video viable on mobile
- Social Networking ubiquity ... billions of active, connected users
- Revolutionising human behaviour
- Mega startups...Google, Facebook, Twitter, Linkedin, Zynga, Groupon, Dropbox...

New success factor... Virally own a new human need

- Facebook grabs “Friends news sharing”
- Twitter grabs “Gossip sharing”
- LinkedIn grabs “Jobs references”
- Dropbox grabs “Shared Cloud Storage”
 - Started 2007
 - 200M users in 2013, 400M users in 2014
 - Sujay Jaswa, CFO
 - Partners with Samsung and Dell
 - Raises \$250M at \$10B valuation

What I have learned...

- Building companies is a process that needs to be learned
- Building businesses requires good skills that can be developed
- Opportunities to add value everywhere, you just have to develop the vision
- Human success traits – adaptability, ability to learn, context, relationship, ... will all be key to a successful entrepreneurial journey