



# P&G ACCELERATOR

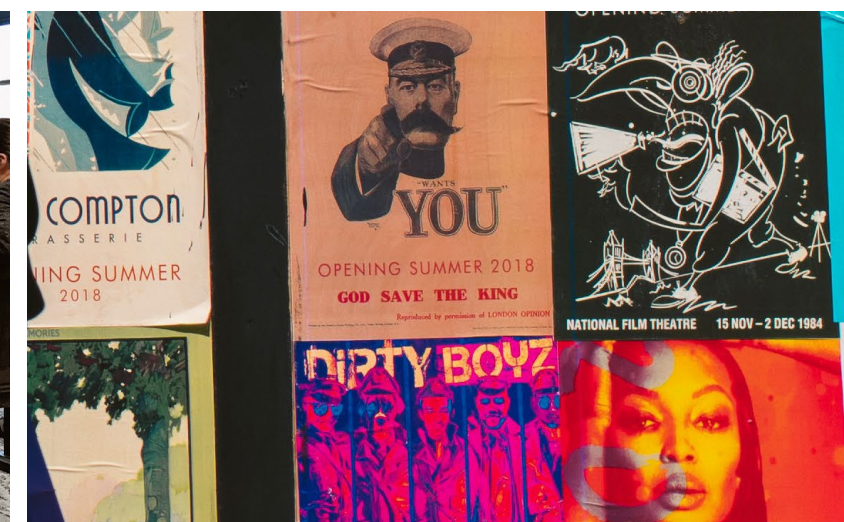
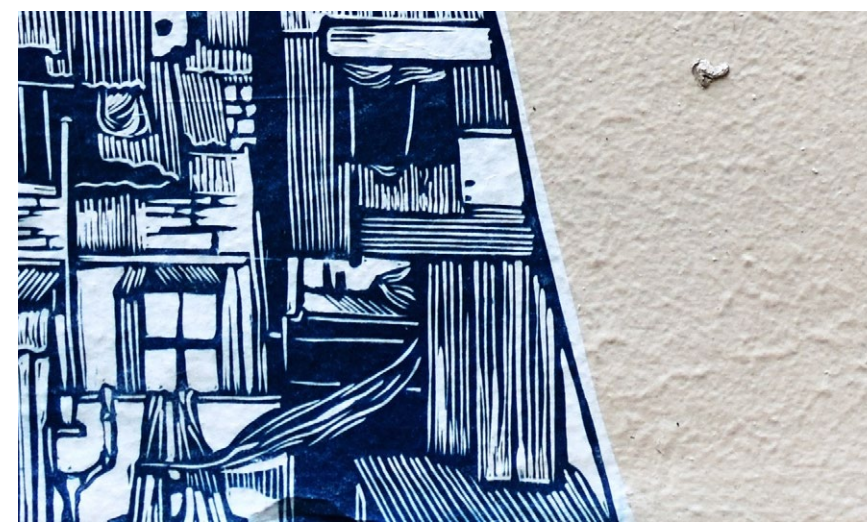
Leaning in to Wildly  
Successful Entrepreneurs

INCUBATOR GATHERING KEY TAKEAWAYS

INCUBATE + LAUNCH + SCALE



OCT. 17 2018







# INCUBATE

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**-01- Knowing when an idea is viable enough to incubate is part art, and part science—an understanding of the potential economics and market fit, along with gut feeling and intuition.**

"I'd run a quick P&L on my idea— trying to gather all the variables I possibly could, answering what's the margin, what's the churn, how much are people going to actually pay for it. I'd try to kill the idea within 24 hours with as many objections as I could find. That process helps me sort out where I should focus my efforts."

**Paul Berberian, Sphero CEO**

"I'd pitch people four or five ideas of mine, and the one that kept rising to the top where people said, 'If you do that one, I'll partner with you.' That's what I pursued. It was a gut feeling that kept me going even when people interjected with negativity."

**Jon Nordmark, eBags Founder and Iterate.ai CEO**

**-02- Looking to analogous categories can help demonstrate market demand and bring others along to your vision.**

"When I first pitched eBags [an online retailer of handbags, luggage, backpacks and other accessories] back in the early days of the internet, people would tell me that no consumer would ever buy a bag without touching it first. But I knew that 13% of the current bag market was ordered through catalogs—so it was a viable idea."

**Jon Nordmark, eBags Founder and Iterate.ai CEO**

**-03- Timing is everything—and assessing timing and market readiness can be the make or break aspect of your idea.**

"I often find myself saying to entrepreneurs, 'Well, that's a good idea, you're in the right decade.' The question is, are you at the beginning or the end of the decade? Those who succeed get in when the market is ready, and scale it before they run out of cash."

**Paul Berberian, Sphero CEO**





# LAUNCH

-04- Launching an MVP (minimum viable product) generates insights and data that can substantiate your value proposition and assess key areas for refinement.

" We launched our MVP and it was clear there was enough of a market to sustain a business model, and the data we were able to collect from patients and providers helped us demonstrate to insurance companies that we could provide costs savings across the entire care ecosystem, so we could scale the impact. And the partnerships we made in our test launch were our way in to other markets."  
Kevin Riddleberger, Dispatch Health Co-Founder/CSO

-05- Your time and effort are better spent focusing on the one hard thing you have to solve.

" There's typically one hard thing any business faces, and often entrepreneurs shy away from those problems and try to solve the easy ones first. But the businesses that truly disrupt and break through are the ones who figure out how to solve that one hard thing in a magical way."  
Paul Berberian, Sphero CEO

-06- Cultivating an "elastic mind" and staying receptive to feedback will help you pivot to the greatest opportunities.

" We launched and quickly realized our core insight was off. Customers didn't use Havenly because they wanted to co-design their space with a designer—they just wanted to check it off their list and have it done. That shifted our communication and our core product focus."  
Jessie Dixon, Havenly COO



# SCALE

-07- As you expand and scale, you can ensure you are still solving truly unmet needs by continually tapping the market for insight.

" I call myself the 'Queen of Pain.' I love identifying those pain points consumers have and figuring out how our solution can solve them. I never shy away from those pain points, because I want us to always focus on the areas with greatest tension."

Laurie Kuhn, Flyreel COO

" We became an A/B testing machine, we tested literally everything we could on our site. It created a culture that was open and considerate to incorporating new ideas based on what customers were saying."

Jon Nordmark, eBags Founder and Iterate.ai CEO

-08- Finding and filling your company with people who are passionate will be critical to your long-term success.

" We're in the people-scaling business. That's our hardest thing, and I spend all of my effort there. Even as we scale to hundreds of designers on our platform, we insist on interviewing each one of them in person. It's so critical to the customer experience, it's something we can't automate or outsource."

Jessie Dixon, Havenly COO

" You have to find the people who are passionate. We hire based on self-motivation, passion, and those who are flexible and understand success isn't linear. Those are the people you want with you when it gets hard, which it inevitably will."

Jon Nordmark, eBags Founder and Iterate.ai CEO





# PANELISTS

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## Paul Berberian

**Sphero** CEO

Paul is an experienced chief executive and entrepreneur who has founded and run seven high-tech companies over the last 18 years. He makes sure Sphero is the next big thing in toys and continues to grow the company from the little engine that could to a Connected Play powerhouse. Paul is a distinguished graduate of the US Air Force Academy.

## Jon Nordmark

**eBags** Co-Founder / **Former CEO & Chairman,**  
**iterate** Co-Founder / CEO

Jon is an expert provider of digital solutions for enterprise level clients and strategic startup visionary at Iterate.Ai. Prior to Iterate, Jon was the founding 10-year CEO of eBags seeing the company through to a valuation of \$1.6 billion and an acquisition by Samsonite. Experimentation is a cornerstone for Jon, having invested in and worked with countless startups, taking them from infancy to acquisition.

## Laurie Kuhn

**Flyreel** COO / **Co-Founder**

Laurie brings 20+ years of experience in digital innovation to Flyreel—the most advanced AI-assisted underwriting solution for commercial and residential properties. She leads the company’s product, marketing and operations strategies. Laurie has built her career on identifying disruptive opportunities to address unmet market needs and making transformation happen. Prior to Flyreel, Laurie works with several startups to power strategy and customer experience, and was the former head of digital planning and analytics for Samsung.

## Jessie Dixon

**Havenly** COO

Jessie Dixon is a seasoned retail professional with over 15 years of experience working in the rapidly evolving e-commerce space. Prior to joining the founding team at Havenly, Jessie held roles at Amazon.com, Walmart Global eCommerce and eBags.com where she worked in a variety of functions including product management, corporate strategy and merchandising.

## Kevin Riddleberger

**DispatchHealth** CSO / **Co-Founder**

With nearly 20 years of clinical and management experience in the healthcare industry, Kevin has a tremendous passion for redefining healthcare delivery through technology, process, and quality improvement. He was formerly head of clinical solutions and strategy at iTriage, an industry-leading consumer mobile health app company.

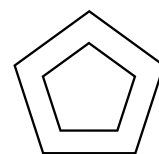


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