

From Denmark to international star

Profile

Potential

Examples

GazelleGrowth



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Søren Jonas Bruun
CEO

- The international gazelle
- How to reach the potential ?
- Examples from international gazelles
- GazelleGrowth, what's in it ?

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McHUMOR

by T. McCracken



"I just love mail order catalogues.
It's so much easier to eat delivery
people than to chase gazelle."



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Time to exit →	7+years	5-7 years	3-5 years	1-3 years	0-1 years
Quality of opportunity	Open ended (early stage)	Long run → leadership	Develop → leadership	Position for sale	Prepare execute exit.
World-changing technology: Global solution / Technology scalable for Mainstream.	<div data-bbox="793 651 1503 1019" data-label="Image"> </div>				
Industry-changing technology: Int'l. disruptive technology (IP Play) with vertical focus					
Regional heroes: Consulting based upon Technology Component					
Local leaders Regional / Vertical Consulting					

*But, if it walks like a duck
and quacks like a duck
... it probably is a duck !*



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The international gazelle

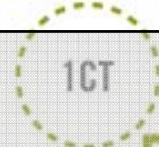
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The 3 classic mistakes

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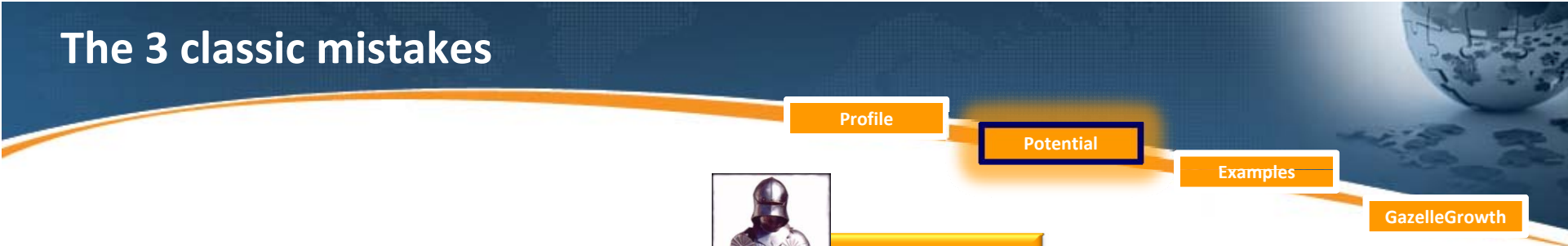
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- Go to fight internationally, without ... ?



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The 3 classic mistakes



- Go to fight internationally, without
 - Armour, protection
 - Cash, patience
 - Intelligence, expertsAdjusted business model
- Face it:
Your competition has it !



Armour



Intelligence



Cash



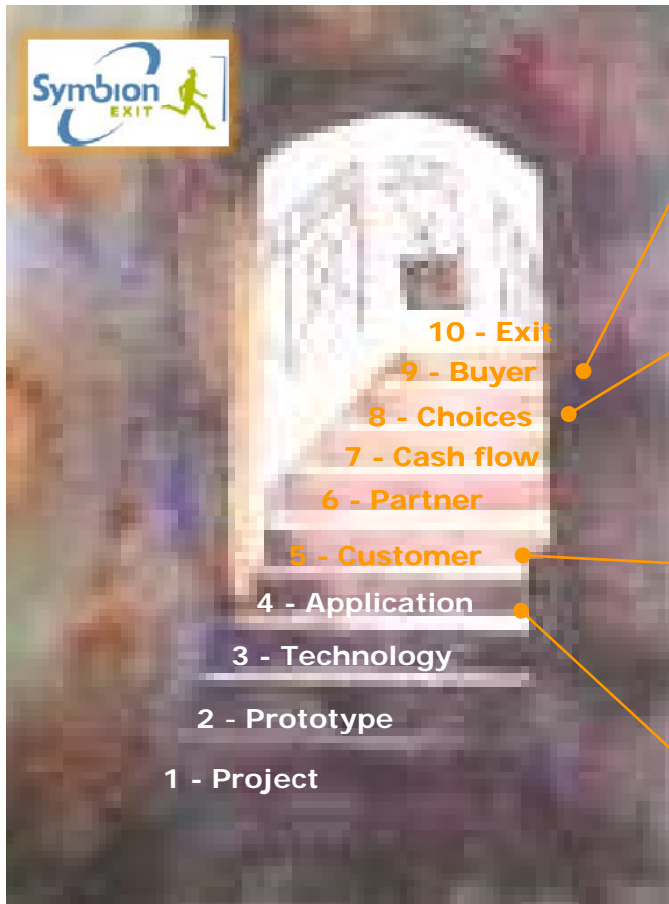
The 4th – and biggest - mistake: Not knowing what your goal is

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Exit **Execution** - when a buyer calls ...

- Transaction support: rapid response negotiation, etc.
- Establishment of collateral and options: competition, valuation
- Self due diligence, completion of transaction

On-board

Exit **Preparation** – when you deserve to get the call

- Company presentation and strategic pitch
- ID of and first contact to chosen potential partners, buyers
- Estimation of valuation and conditions

On-board

Exit **Strategy** – help to maximize chance of success

- Confirmation of potential
- Identification of actions, directions to best promote exit
- Alignment with commercial strategy

One-off

Exit **Assessment** – is it worth it ?

- Validation of potential, timeframe, window of opportunity
- Identification of must-have's (what to do)
- Input to commercial strategy

One-off



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2005



KiSS (DK) sold to Cisco (US)




1CT acted as development advisor.




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2005



Speed of Mind (DK) sold to Surfray (DK)



1CT acted as exclusive development and transaction advisor.



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2006



National Procurement (DK) sold to EU-Supply (S)




1CT acted as exclusive development and transaction advisor.



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2007



Profile sold to Infonika (A)




1CT acted as exclusive development and transaction advisor.




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2005



FocusIT (DK) sold to consortium of leading employees (management buy-out)

1CT acted as development and transaction advisor.



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2006



Encode (DK) sold shares to Business Consulting International (UK).



1CT acted as exclusive development and transaction advisor.



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2006



Pixmantec (DK) sold to Adobe (US)



1CT acted as exclusive development and transaction advisor.



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2007



IT Gruppen (DK) sold to EDB Gruppen/IBM (DK/US)

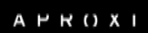


1CT acted as exclusive advisor (buy side)




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2005



Approxi(DK) sold to Flemming Søberg Sørensen, Linatex (DK)



1CT acted as transaction advisor.



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2006



IMS Learning (DK) sold to Assima (S)




1CT founder was investor, and early stage advisor in development.




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2007



Fridrix/Soccertrix (DK) sold to Logopaint (DK)



1CT acted as exclusive development and transaction advisor.



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2008

Thinstall, Inc. (US) sold to VMware, Inc (US)



1CT and MLC acted as exclusive development and transaction advisors.



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2005



KiSS (DK) sold to Cisco (US)




1CT acted as development advisor.




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2005



Speed of Mind (DK) sold to Surfray (DK)



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2006



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2007



Profile

Infonika (A)



1CT acted as exclusive development and transaction advisor.



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2005



2006



2006



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2007



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pixmantec
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Adobe

Adobe recently acquired the technology assets of Pixmantec ApS, makers of digital imaging software that provides advanced workflow management and processing capabilities for digital camera raw files. The acquisition strengthens Adobe's leadership position in raw processing and the company plans to integrate Pixmantec technology across its digital imaging and creative product portfolio. For more information read the press release.

[Read More](#)



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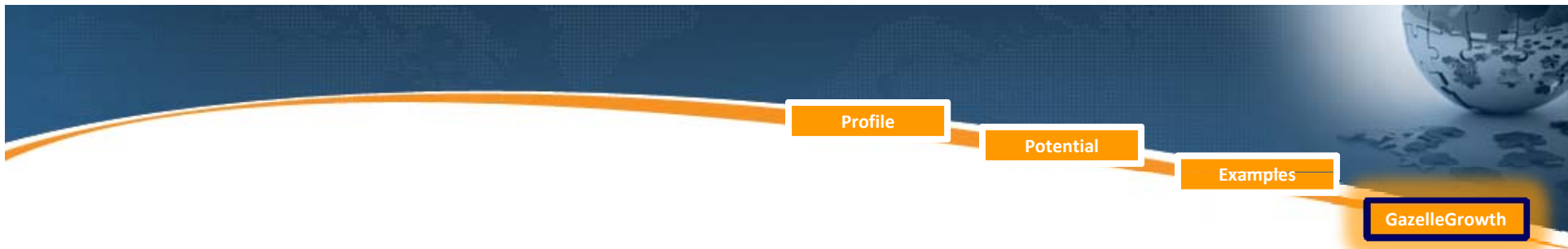


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GAZELLE GROWTH

- Program overview -

**Program
Consortium**



IN VENTURE CAPITAL



VÆKSTFONDEN

DTU Innovation

SEED
CAPITAL

Setting expectations for the GazelleGrowth program

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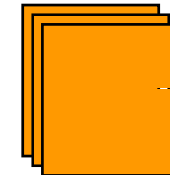
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Objective: "To get the first RIGHT customer in the US"



Program process

Output: Operational plan for US with activities and resources



Value Proposition

Target Segment

Marketing Strategy

Sales Execution

What is the value of your product?

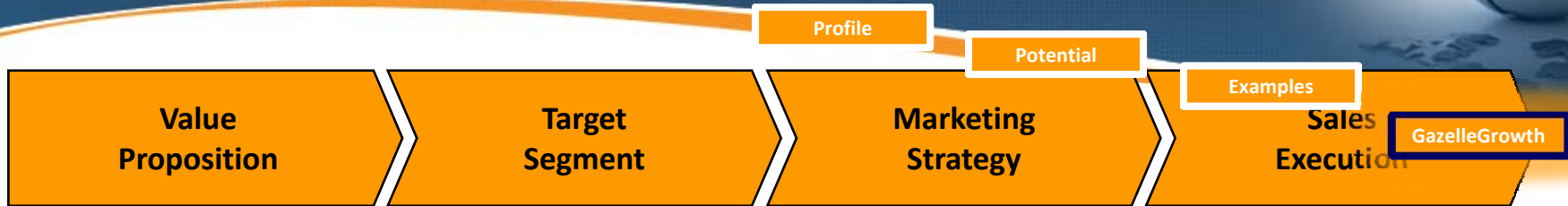
Who is the Ideal customer?

How can you best deliver the product value?

3 months

10 months

The program process consists of 4 distinct phases



- Map competitive offerings
- Map current customer base
- Define Value proposition
- Identify potential customer segments
- Assess pains and gains for each customer segment

- Analyze market attractiveness and operational readiness for each customer segment
- Conduct competitive benchmark study
- Collect and validate key critical assumptions in the US
- Score and select the target customer segment for the US market entry

- Detail target customer profile (economical / technical buyers)
- Develop Go-To-Market strategy including whole product, distribution model, and pricing
- Validate Go-To-Market model with potential US customers
- Training on sales techniques and channel management

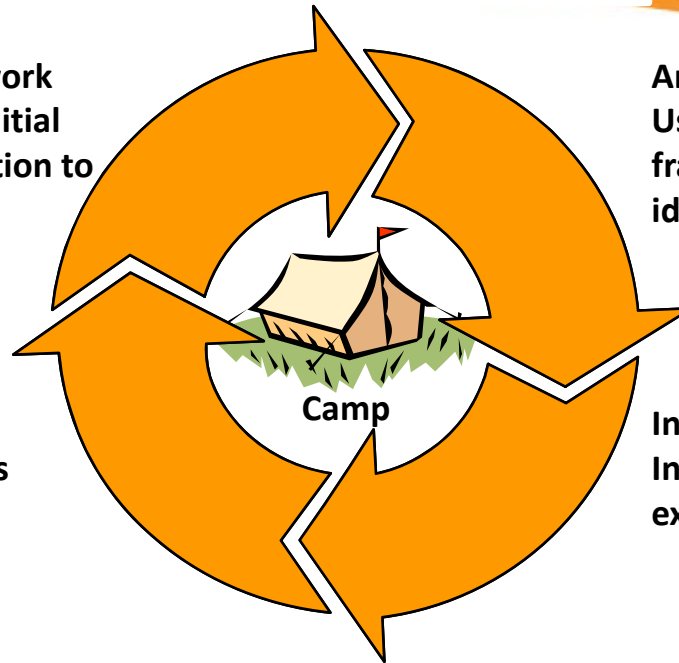
- Develop operational plan and validate financial and human resource requirements
- Initiate sales and/or partner recruitment activities in the US



Each phase is centered around a camp

Preparation / homework
 Reflect and answer initial questions as preparation to framework camp

Reality-check
 Review of conclusions from framework and strategic choice



Analysis
 Use tools and strategic frameworks from each camp to identify knowledge gaps

Information gathering
 Interview of customers, partners, industry experts to close knowledge gaps

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Value Camp

Business System Camp

Chasm Strategy Camp

Sales Camp



External experts facilitating the camps

Ted Zoller



- Executive Director, Center for Entrepreneurial Studies, University of North Carolina
- Assistant Professor at Kenan-Flagler Business School, University of North Carolina
- Former high-tech entrepreneur

Ralf Boscheck



- Professor of Economics and Business Policy, IMD
- Former senior consultant with Monitor Company
- Advisor to multiple national and international organizations and governments on market liberalization, industrial strategy, and competition policy

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Mark C.

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- Founder and Managing Director of Chasm Institute
- More than 15 years of experience in enterprise software, in particular with strategic and tactical marketing and sales.

Mike Grandinetti

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- Senior Lecturer in the Practice of Entrepreneurship at the MIT Sloan School of Management
- Former senior executive at 5 venture-backed technology companies (with four successful exits)
- Previously served as a strategy consultant at McKinsey, Co.

Between camps, process and knowledge resources will be available

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Process facilitator

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One person from the GG Secretariat will follow each company to facilitate and ensure the process

Market Intelligence

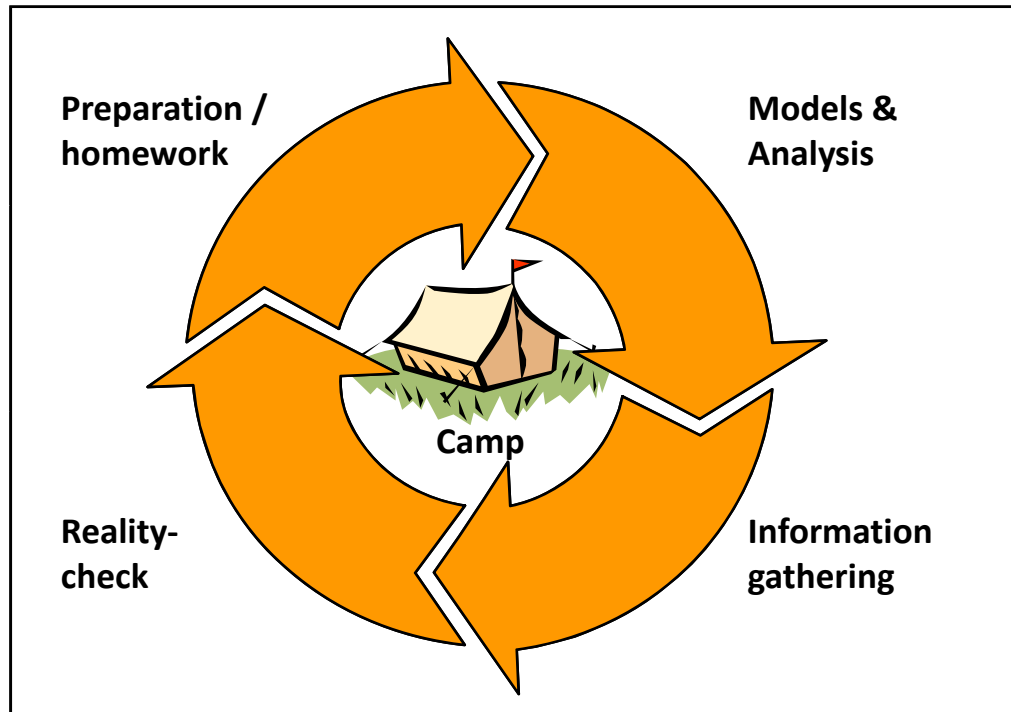


Focused desk research by GG secretariat and access to available research companies

Industry expert



Dedicated industry expert which will be a knowledge resource and help get access to relevant customers





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Have you got what it takes ?



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Contact
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Or

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