Pitch the way VCs think presenting with emotion...



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Investors bounce between fear & greed

Emotion is the reason to invest: feelings, stories, narratives not facts!

Rationale is the reason to "explain investment or not invest"

Complexity scares investors; KISS works; jargon-free

Play games or hide things: good investors will notice

Judging you: be confident, transparent, humble... but don't trigger BS meter!

Surprising truths

Message sent is OFTEN not the message received

Simplify: Tell the "story" well enough to get to complexity later

Steer into your investors' objections! Don't avoid them; ask

How do you become one of the 3 out of 1000's in a 7 years?

Your goal: get to the next stage... get investors to dig in

Investors' view of your business model

There are startups that know how they'll make money & those that haven't figured it out yet but can define options/tests to run

Technical startups should have technical risk & lower market risk

Series Seed, A, B have increasing specificity & more risks eliminated; Series C should be growth round. What do you de-risk with this round?

Your "first pitch" goal

Make sure investors know what you do in first 60 secs

Show why it is awesome: "If I can prove x, then..."

Show market is big enough or new to be exciting

You can or have figured out the product market fit

The technical risk is manageable & market obvious

And LAST the team is worth backing

You're selling the partnership, through your sponsor VC, so give the individual partner the talking points to overcome all objections; pick the right partner

Engineer the investor's "email"

Vinod Khosla, David Weiden, Samir Kaul, Sven Strohband

Prysm Opportunity

Team,

Reviewed a very interesting company today.

- Opportunity: 100 inch plus displays at 1/4 the price of the best in class competitive technologies.
- · Technology: Laster TV on phosphorus screen.
- Competitive advantages: COGS-- utilizes off the shelf components. Bezel-- it has none, enabling, stackable displays. Energy-- 20% of competitive technologies.
- · Risk: Valuation is high. Market adoption may be slower than company expects.

I would like to discuss on Monday and get help with diligence calls.



Preparing to design a deck...

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Starting prep: everything you want to say

Reasons to Invest

Data/Technology/IP 10x better than anyone else in the space 12 patents with IP blocking key competitive threats

Business/Model Built in market effects

Initial market is \$~10 billion, but could expand to \$30 billion as they grow the market

Exciting upside market Strong results with less than \$3m invested Technology can be applied to other markets Network and market effects built in product Growth can be fueled by strategic partners

Team

John Smith, CEQ, PhD in Computer Science, previously CEO of Woozle Jay Joe, CTO, phD in Mechanical Engineering, previously CTO of Nest Andy John, COO, previously COO of Square

Reasons to NOT invest (risks)

- · Launch vehicle delay or failure
- · SkySat-1 fails before 2 year design lifetime
- · US Government regulation
- · Customer product requirements mandate scope creep & cost increases
- · Technology development results in cost increases & delays
- · Delay in recruiting remainder of team
- · Large information product market fails to materialize
- · Anchor customers reduce data budgets
- · Actual on-orbit images fail to meet lead customer requirements
- Competitors match Skybox's low commercial pricing
- · Lower cost monitoring solutions materialize
- · Payload supplier can't deliver on time/on budget
- · Automated imagery analysis capabilities require more time/effort to implement than anticipated
- · US Government commissions similar constellation to Skybox
- · Skybox satellite or ground station security compromised
- · Foreign government imaging satellites compete with Skybox

Prep is an opportunity to cohesively understand your business

The questions brainstorm is a safe space for founders to externalize any anxieties, sticking points, uncertainties & dreads

You want part of your braintrust coming up with questions to be uninitiated to the company and provide fresh eyes

And get the team on the same page & leverage their perspective.

-First Round Capital

Start: narrow to the 3-5 "lures"

Reasons to Invest

\$10m gizmo generates \$60m high margin reverse

Low risk, low capex approach to

Proprietary high data rate

te 295% lower datacests; 900% more data (technical adva b GIS Still BI markets grew potential (existing + potential tive company (Easy economi Extensive motivoring data costs, 900% more data (technical advantage) Upend \$1.5 b sei markets)

First gizmo = cash

Start: plan to directly address investor fears!



Start: roughly budget your presentation

What you do & market (2-3) user problem & solution, market product

Tactics (2-3) : go to market, segmentation, proprietary business model

Advantages (2-3) : Special sauce, IP, uniqueness, unit economics, CAC

Risks & risk management (3): risks, contingencies , why now?

Team Uniqueness (1) - uniqueness plus "additional needs"

Financials & contingencies (3): revenue, cash flows, Contingencies?

Competition & differentiation (2): full disclosure on competition, advantages

Others (1-2): milestones with fundraise, use of financing

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Write the 20 slide headlines

Slide headlines should each be <u>a message not a title</u> ("Team" is a title; "Team engineered for this opportunity" is a message)

The 20 slide headlines without content should tell an emotional narrative

Pitch by analogy for association but don't reason by analogy

You can start with your investment thesis or the problem you are solving... more than one way

... but not top down bullshit market numbers

Presenting: Confidence but substance...

Separate now vs. future... but don't trigger the bullshit meter

Eric Paley's (Founders Collective) advice

Write a 30-second commercial about your startup

Why is 20% of your equity worth \$10m? The answer, and that script, should be the backbone of your pitch. If Hollywood can tease a 2-hour film in 30 seconds, you can tease a 45-minute meeting

Start with a splash

Launch right into the biggest statement you can make about your company's impact in the future. The message from the outset should be "If we do our job right, we will completely change the way...!"

Paint a picture with words

Specific > Generic, every time. Instead of a slide title that says "Team," you could write, "We've worked together for 5+ years at Uber and introduced ______ together" Repeat for every slide.

Add images last

Only start adding images to your deck after you've got the twenty or so slide headlines in order. Graphics are a crutch. They should only be there to support each headline. Ideally, there are no other words beyond the headline.

This isn't easy. In a 16:9 slide format, with 28 point title font, you can only fit in ~15 words or ~75 characters per slide. You likely won't use more than 300 words! Use a subtitle if needed, but brevity is important. The story needs to be crisp.

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Start: Unbudgeted backup with the appendix

Have a backup slide for every question you might encounter!

Convey preparedness with slides for any question or metric

List the questions/objections & update after every meeting; detail ok

Try 2-3 test VC's (not your target) first & redo your presentation

Mindset in presenting...

Watch the cadence & engagement:

Don't take 5 slides to explain what you do... go boom, punch, boom!

The first 60 secs is critical: engage audience

Substance over generics; simple meat (not BS) over platitudes

Close with the big reason- your last slide is THE message

What VCs' value:

Team: geeks, sales & marketing forces, entrepreneurs

Competition: transparency, unique niches/approaches

Clear elevator pitch: no jargon, KISS, punchy

Credibility: not too good to be true; practical "reach"

The fundraising founder has to operate at the right oxygen level between the soil and the stratosphere. Not in the trenches, but not in rarified air.

-First Round Capital

Follow VCs' thought process

Mission: what pain (not vitamin) does company alleviate; prove it's a pain!

Reasons to invest: emotional/greed reasons work better

Risk mitigation: risk management plan shows preparedness; address don't hide

Team: How impressive for the plan? What's special in the "gene pool" vs. names/titles?

Financials with cash flow: What does financing achieve/eliminate as risks?

Remember

When Song & Schwarz presented "exercise instructions" in Arial, readers guessed that the exercise would take 8.2 minutes to complete. When presented the identical instructions in Brush Script MT, they guessed it would take 15.1 minutes. Plus they were more willing to incorporate the Arial-presented exercise into their daily routine.

Implication:

If we want people to adopt a new behavior, the instructions don't just need to be semantically clear, they also <u>need to be visually</u> <u>easy</u> to read, otherwise the behavior will seem too demanding.

Visual emotion vs. visual mess

Detail, too many messages, fonts size & type, complex or too many graphics, sentences, colors

or

Visual omph thru simplicity!

It matters!

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Make all numbers match: often they don't

Numbers should match consistently

Verbal descriptions: hyperbole without proof loses credibility

The presentation's middle slide

Marketing, financials & actuals (or trends)

P&L, margins %, unit economics, CAC

Appendix slides

<u>Command your numbers</u>: CAC, scalability of CAC, cash flows to risk, details next 4-8 qtrs and 5 yr needs;

If you are really early, talk about everything you have tested and your key, data-driven learnings

VCs like data-driven founders. They like the fact you test and are thesis-driven

Acknowledge if you are a concept or data driven startup

The deck...

State the problem clearly:

Be specific, not generic/obvious: Not "Healthcare is Broken"

Focus on compelling pain, not a vitamin: prove it beyond stating it

New market creation is ok: larger, riskier bet ... if sexy! Concept driven pitches ask to believe in larger vision Data driven pitches show proof Which one are you?

Start: deck detailed rules & tips

No clutter: where does the eye go first?

Don't go to the edges; don't clutter or mix messages

Examine every word, picture, bullet. Is it necessary?

Single line "de-worded" uncluttered messages: titles, bullets...

5 Sec Rule: How will each slide be "read" in 5 secs?

Superlatives are not proof: "Show" DON'T "Tell"

Start with an agenda/hook & repeat where you are in agenda/story

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1 State the problem clearly: complex



1 The visceral punch

Our Mission – No More Finger Sticks



2 State the reasons to invest upfront & punchy

Reasons to Invest in Zyomed

Only solution for a critical need for 362M chronic diabetes

Technology: silicon-realizable invention for all glycemic use cases

Skeptical evaluation team concludes: "shockingly good results"

Team with strong science & area expertise

\$8m to device prototype & science validation in multi-enter trials

Easy path to Series C & billion dollar market

2 One Format: each reason addressed one at a time

Reasons to Invest in Zyomed

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3 One key message per slide



One key "emotional" ("Validated" Low-Cost Satellites 3 message per slide Space tested telescope Space tested eo camera Commercia electronics

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4 Title is key message



Uncluttered: 5 second rule

4 Title is key message: visceral

96% lower data cost

	Skybox	Competitors	
Revenue/km ²	\$2-3	\$2-3	
CapEx/km ²	\$0.02	\$0.27	
∑x/km²	\$0.008	\$0.40	
otal Cost/km ²	\$0.03	\$0.67	

4 Title is key message

Diabetes Problem ZYOMED 2013 Diabetic Population 2013 Diabetic Healthcare Expenditure 263 B 147 B 88 E WORLD 755% Pandemic due to poor diagnosis rates 382 M FR 2109.1% ENA 2196.2% lack of blood glucose control increase WORLD SEA 270.6% 48B – 2013 US costs for diabetes ACA 2159.8% 2003 P 746% & related complications AC 2137.3% EUR 7122.4% 2011 2035 ource: International Diabetes Federation: Diabetes Atlas 2013

4 Title is key message visceral

Pandemic diabetes growth; massive \$560B spend today



De-word! Few words 5 rule + single line title rule!

2PG nanopore based instrument and patented biochemistry provides a powerful diagnostic platform

- Multiplex 15+ traits from a single sample
- 3-4 traits per nanopore array



Assaus

5 No extra words: less is more!

Uncluttered: 5 second rule

Multiplex 15+ traits from a single sample



5 No extra words, no extra colors, lines, boxes!





5 No extra words, simplify complexity!

Achievement: Better than FDA approved devices

ZYOMED: 12.4% best in class!

Medtronic: Published MARD: 16%

Dexcom: Published MARD: 13-16%

Confidential

Human IRB clinical studies at Sansum Diabetes Hospital



ZYOMED



6 Preferably no top down projections

Widget Market



Bottoms up market projection

Credibility matters

	2018	2019	2020	2021
Installed base of widgets	1,300	1,565	1,852	2,157
% that can be updated	10%	15%	20%	25%
Number of updates/year	1	1.5	2	2.5
Price/update	\$5.00	\$5.00	\$4.00	\$3.50
Annual opportunity	\$35	\$221	\$651	\$1,532

7 Financials:

7 rows maximum

(\$000)	2009	Q1 2010	Q2 2010	Q3 2010	Q4 2010	2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	2011
Unaudited	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Revenue											
Aftermarket Modules	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	25
License/NRE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	0.0	25
				· · · · · · · · · · · · · · · · · · ·			<u></u>	<u></u>			
Total Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	50
Gross Margin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2500.0	2500.0	50
GM Percent	NA	NA	NA	NA	NA	NA	NA	NA	100%	100%	1
Expenses											
Compensation											
R&D	2147.5	662.0	757.8	972.0	1074.3	3466.1	1196.0	1324.0	1400.0	1500.0	5/
Marketing & BD	0.0	0.0	60.0	120.0	200.0	380.0	240.1	300.0	325.0	340.0	1.
GBA	303.5	100.3	96.3	115.0	125.0	436.6	125.0	125.0	135.0	140.0	1
0.0025-000										<u></u>	<u></u>
Total Compensation	2451.0	762.3	914.1	1207.0	1399.3	4282.7	1561.1	1749.0	1860.0	1980.0	7
Benefits	485.4	102.0	228.5	301.8	349.8	982.1	390.3	437.3	465.0	495.0	15
Consulting	594.4	211.0	117.0	117.0	117.0	562.0	117.0	117.0	117.0	117.0	
Depreciation	175.3	55.5	106.4	127.7	148.9	449.6	165.0	180.0	205.0	230.0	
Other Expenses	1057.2	216.4	376.0	385.0	407.6	1385.0	451.5	451.5	455.0	455.0	1
Total Expenses	4764.3	1358.3	1742.0	2138.5	2422.6	7661.4	2684.9	2934.8	3102.0	3277.0	11
Less: Pater pitalization	-262.1	-47.6	-75.0	-75.0	-75.0	-272.6	-75.0	-75.0	-75.0	-75.0	
			((*********						
Net As	4502.2	1310.7	1667.0	2063.5	2347.6	7388.8	2609.9	2859.8	3027.0	3202.0	11
	-4502.2	-1310.7	-1657.0	-2063.5	-2347.6	-7388.8	-2609.9	-2859.8	-527.0	-702.0	-6
	21	21	30	40	45	-45	50	55	60	60	
Inditures	-477,1	-156.4	-370.0	-370.0	-370.0	-1266.4	-370.0	-370.0	-370.0	-370.0	-1
s/Accruals	-172.8	62.0	0.0	0.0	0.0	62.0	0.0	0.0	0.0	0.0	
	33.6	0.0	2.0	1.0	0.0	3.0	0.0	0.0	0.0	0.0	
	7891.7	2682.8	1296.7	15793.1	13413.3	2682.8	10769,6	7879.7	4755.0	3988.0	10
	-5205.3	-1386.1	-2003.6	-2379.8	-2643.7	-8413.2	-2889.9	-3124.8	-767.0	-917.0	-7
Invest	-3.6	0.0	16500.0	0.0	0.0	16500.0	0.0	0.0	0.0	0.0	
Cash Ending	2682.8	1296.7	15793.1	13413.3	10769.6	10769.6	7879.7	4755.0	3988.0	3071.0	30

Financials: 7 rowsmaximum; quarters

	Q3'10	Q4'10	Q1'11	Q2'11	Q3'11	Q4'11	Q1'12	Q2'12	Q3'12	Q4'12
Revenue	-	-	-	-	-	-	-	-	950	2,400
COGS	-	-		-	-	-	36	36	550	550
OpEx	2,083	3,432	1,679	2,851	2,075	1,604	1,906	1,588	731	1,751
EBITDA	-2,141	-3,489	-1,729	-2,845	-2,129	-1,581	-1,950	-1,459	-394	78
	25,113	-767	-1,021	-1,600	-433	-307	-1,575	-32	-1,061	-273
Japex	2,355	867	1,116	1,509	255	182	1,396	-	785	21

Financials: 7 rowsmaximum; 5 years

	(\$'000s)	2010 (0)	2011 (0)	2012 (2)	2013 (2)	2014 (6)	2015 (6)
	Revenue	0	0	2,800	25,100	79,200	161,100
	COGS	300	1,800	4,600	9,200	16,200	21,300
	SG&A R&D	6,800	9,900	6,700	10,800	18,000	28,900
	Operating Income	-7,100	-11,700	-8,400	5,100	45,000	110,900
	Financing Activity	16,000	26,000	0	0	0	0
		11,400	22,100	5,000	4,700	26,400	89,200
v							

8 What does this say about team?

Dan Berkenstock Chief Executive Officer

Julian Mann ChiefTechnology Officer

John Fenwick Chief Marketing Officer

Pierre Lamond

Gordon Eubanks









vybox headcount: 13

8 State why team is strong?

Dan Berkenstock | CEO/Co-Founder PhD - optimal design of spacecraft (NASA/Stanford) Space shuttle operations (NASA)

Julian Mann | CTO/Co-Founder

Co-founded microsatellite communications manufacturer Program Manager, Stanford Space Systems Laboratory

John Fenwick | VP Government/Co-Founder

National Reconnaissance Office: Program Manager Stanford University (MBA '09), MIT (MS EE/CS '01)

Distance of the second second

Key Advisors

Mark Leslie Leslie Ventures

James Cutler, PhD Microsatellite Expert & Professor, Univ. Michigan

Marc Tremblay, PhD Frmr VP Commercial Business, DigitalGlobe

Rob Shanks Frmr CEO, GlobeExplorer

Board of Directors

Pierre Lamond Khosla Ventures

Gordon Eubanks Independent Director

Mark Leslie Independent Director

8 Risk management

Proactive risk mitigation

	Risk	Mitigation
Satellite	 Optic over time & budget Satellite build delayed past launch window Satellite fails to initialize on-orbit Satellite fails to meet 2 year lifetime 	 Firm-fixed price contract 2-4. Second satellite built and launched 6 months after first [Dependent on incremental Series B funding]
Regulatory	 FCC licensing Export license denial (launch) 	 2 pre-consultations completed, govt- centric board member 2. Top-tier regulatory attorneys
Launch	I. Launch provider delay 2. Launch failure	 Second launch slot 6 months following first [Dependent on incremental Series B funding] → Insured launch, second satellite built, launched in 6 months [Dependent on incrementa Series B funding]
Team	 Hiring: technical team Hiring: executive level 	1. Extensive technical network 2. Current recruiter relationships
	 Conditional contracts fail to materialize Image quality doesn't meet user needs 	 Meetings with lead customers T-24 months from launch Optic provider track record

9 The ask, the delivered & deliverable timeline...

\$xx m Series B deliverables...

	Completed	Series B	Post Series B	
Satellite	Designed	In Space	Scaled to Constellation	
Regulatory	NOAA License Granted	FCC License Granted	Constellation Licensing	
Launch	3 quotes obtained	Launch Contract/Launch	Constellation Launch	
Market Adoption	Google/Microsoft/Oil & Gas/US Government Deep Dives	Initial Revenue	Scale	
ew Applications	250 Interviews Completed	Beta Testing	Scale	

30

Unfair advantages: restate them! Again & again!

Finish with a flourish!

Skybox: Massive Potential

New business model:

weekly & daily monitoring of thousands of locations

50x monitoring capacity: **10x TAM at 80% commercial pricing reduction**

Appendix: answers to all questions

List all the questions you know might will get

One question / slide: details ok! Complexity ok

Flip to appendix when answering questions

If you don't have an answer prepared offer to get back (no BS)

Questions Entrepreneurs Ask...

How much do I focus on the big lofty vision vs. current offering? Climbing Mt. Everest as a Strategy: Base camp first & 100X in steps



Should I present the many business models possible?

One business model drives the business. It's tempting to list multiple revenue streams but investors generally see a red flag.

The charitable interpretation, is the team doesn't know which one model will work. The bad interpretation is that the team lacks focus.

-Reid Hoffman

Authenticity over focus: If you are not certain don't overcommit to one path; define other paths to Everest



What should be on my metrics slide and how detailed should I be in financial plan in the deck?

Simplify visually; answer essence of your business; only critical numbers

Show Preparedness: Have appropriate detailed tables, charts, figures, graphs, figures to preempt diligence & increase confidence in you

Your company should be a problem solving machine

How much should I put down for the raise?

Demonstrate amount of "ask" will get to a risk reduction or milestone

Ask for just enough capital to get to a milestone that raises the value

Often entrepreneurs ask for too much

You'll get more if you ask for less & oversubscribe!

How do I best show product offering/ tech?

The "story" of the product & why it's special; go back to doing a 30 second commercial for it

Which investors should I approach & how?

Do your research: who likes what type of investment?

Approach them in sequence with "test investors" first to tune your pitch

Get an introduction thru their entrepreneurs or do a "thoughtful cold email"?

Should I do a demo?

Generally Recommended: Unless you execute perfectly, a pre-recorded video demo with NO voice and sound; things do go wrong/destroy flow/cadence & take time

... do voice over in real time

Summarizing the guidelines...

Guides for your deck

State the problem: Emotion over details

Every title should be a message not a statement or topic

Lots of white space in slide & light fonts to reduce visual complexity

Don't need full sentences, just emphasis when presenting (vs. preread)

One line per bullet <u>usually</u>; graphics over text

Guides for your deck: generating confidence

Slide: focus the users eyes to one place, not wander in visual complexity

Avoid declarations without proof or validation; confidence without hubris

Avoid generic statements: "generic \$B of market size insults investor's intelligence" vs. bottoms up helps

Look, feel, white space & readability matter: get help!

Put details, complexity and Q&A in appendix

Guides for your deck: details

Fonts, extra words can increase perceived difficulty

Less is more "5 second rule": flash slide for 5 secs & test takeaway?

Minimum font size 24 pt. for big headings & >18pt. for subheadings

No more than 4 lines per page (maybe 5) & one picture/graphic

Less than 10 words per line generally & <50 words per slide

Guides for your deck: takeaway

Visceral story not dry facts: steer into reasons to invest or not invest

Cover all risks & contingency for each risk OR list options to test

State what you are asking for and what will be deliverable for the "ask"

Engineer the takeaways (the three above)

Make eye contact for credibility

Good blogs to read

Which investors & how?

https://medium.com/swlh/how-to-send-the-perfect-cold-email-to-an-investor-edfe9d45475

Advice from First Round

https://firstround.com/review/the-fundraising-wisdom-that-helped-our-founders-raise-18b-in-follow-oncapital/

Advice from Eric Paley, Founders Collective

https://medium.com/swlh/20-lines-to-write-before-starting-your-pitch-deck-8dfb29208d78

Advice from Reid Hoffman

https://www.reidhoffman.org/linkedin-pitch-to-greylock/

Stories, not facts lure investors!

Questions?