

An aerial night view of a city intersection. The scene is illuminated by streetlights and building lights, creating a vibrant urban atmosphere. Tall buildings with lit windows surround the intersection. The streets are filled with cars and pedestrians, and the overall scene is a mix of modern architecture and city infrastructure.

The Post COVID Start Up

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What Happened?

Consumer Behavior

- Big changes in everything
- Distorted demand
- Behavior fueled

Business Models

- Supercharged fads sped up marginal businesses
- Home everything focus
- Digital everywhere

Market Outcomes

- Trifecta +1
 - War, Disease, Big Valuations & Easy Money
 - 2022 VC investments ~210B, Down 36%
 - Psychology beat facts
 - Overcapacity, Sector Optimism, Collapse
- Back to the future

Recession?

Key Lessons for Start Ups

Boom-and-bust cycles of tech

Don't be late to the party

Know when to exit or adjust early

Investors adjust quickly

Gravity & business fundamentals still matter

My Learning

Be careful of false prophet/founders

Limit “punch bowl” thinking

Count on change

Shoot the “zombies”

Push to convert equity to cash

Equity & liquidation preferences

Business 101

Build a durable business plan

Count on things going wrong

Easy money is not normal

Avoid dumb money

Have a 1 yr. plan- Don't run out of money

Profit and growth go together

Layoffs are a “careful” opportunity for talent

Only the paranoid survive

Fundamentals

People Relationships Matter

- WFH is fragile
- Tech transfer & culture
- Culture

Business Fundamentals- Staying In Power

- Cash is king
- Customer focus
- Share and margin
- Narrow business focus

Timing Is Everything

- Investment
- Partner
- Sell

Change Is Opportunity- Innovation Continues

It Always Comes Back

Discussion and Q&A

