Announcements
Fire
Laptops
Phones
Badges
Networking
e-Luminate™ Cambridge Festival
20th - 24th February 2013
Idea Transform 2013

Friday 15th – Sunday 17 March, 2013

Empowering projects that make a difference

What does it do?
• A weekend to change the world!
• Brings together individuals with meaningful, innovative ideas and those with the skills to help them move forward
• Learn from inspiring speakers & experienced mentors and network with your peers

Who should attend?
• Entrepreneurs, students, techies, business / creative / marketing professionals
• Over 100 people came to the 2012 event – put it in your diary now!

Visit www.ideatransform.org to book your ticket

Created in partnership with:
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Bronze Sponsors

ARM

Cobra

Other Supporters

CIM

The Chartered Institute of Marketing

East of England

CUGEC

Cambridge University Technology and Enterprise Club

Cambridge University Entrepreneurs

Beyond Profit

Making money. Making a difference.
Student run societies and events
Upcoming CUE events:

20\textsuperscript{th} Feb  
CUE 1K Awards Ceremony

Up to 10 £1K prizes awarded to the most outstanding business ideas

Elevator pitches, poster session and great networking opportunity!

Register at cue1kawards2013.eventbrite.com

Keynote Speaker: Laurence Kemball-Cook, CEO Pavegen and Individual Energy award winner at World Technology Awards 2012
CUTEC connects you to the Cambridge enterprise network, providing access to the ideas and expertise of entrepreneurs.
Our mission is to inspire and support students to make the world a better place through their career or through entrepreneurship.

Paula (president)

www.beyondprofit.org.uk

(pm481@cam.ac.uk)
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 5</td>
<td>Growing your venture</td>
<td>The challenge is not in the venture idea or creation, the challenge is in the setting up a sustainable venture that can and does grow. The exciting nightmare of entrepreneurship</td>
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<tr>
<td></td>
<td>Lord Karan Bilimoria</td>
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<tr>
<td>Feb 12</td>
<td>Creating Star Teams</td>
<td>define the team – part-time, two men and a plan, Small group, wider network – virtual</td>
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<tr>
<td></td>
<td>Chris Barnardo and Richard Blakesley</td>
<td>What do they do? How do they get on with each other? How to share rewards and risks?</td>
</tr>
<tr>
<td>Feb 19</td>
<td>Vision Meets Reality</td>
<td>Having the vision and belief is one thing But how do you start to turn that into the reality of a venture?</td>
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<td></td>
<td>Sir Greg Winter and Rolf Guenther</td>
<td></td>
</tr>
<tr>
<td>Feb 26</td>
<td>Funding your vision and plans</td>
<td>Open discussion about different forms of funding available to start-ups Merits and risks of different forms of money Negotiating with Business angels – the critical factors</td>
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<tr>
<td></td>
<td>Cambridge Angels - panel</td>
<td></td>
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</table>
Growth Theories

Adoption of innovation – Moore – Crossing the Chasm – based on Everett Rodgers

Phases of Organisation growth – Landmark paper by Larry Greiner

Many debates but – framework for sense making
The Triple Chasm Model

Innovators

Launch Idea

Early Adopters

Chasm 1

Brew in Bedford
Fresh branding
Awards
Advertising
Indian Restaurants
Super markets

Start to scale

Fast Followers

Chasm 2

With Molson Coors
Multiple Breweries

Building the Beachhead

Mainstream

Reaching mass markets

Mainstream sales

JV

Phadke et al, 2006
The 5 Phases of Growth

<table>
<thead>
<tr>
<th>Phases</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of Organisation</td>
<td>Small</td>
<td>Large</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age of Organisation</td>
<td>Young</td>
<td>Mature</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

- **Creativity**
- **Leadership**
- **Direction**
- **Delegation**
- **Coordination**
- **Collaboration**
- **Control**
- **Red tape**
- **Autonomy**

**Key**
- Evolution: Stages of Growth
- Revolution: Stages of Crisis

Based on Greiner, 1983

- Partners Early days
- One Partner left
- Strong growth phase
- Desire for autonomy
- New lines of business: Wine Magazine
- Magazine
- Recovery Bigger team Raise money
This week’s guest speakers

Creating Star Teams
12th Feb 2013

Chris Barnardo & Richard Blakesley, Co-Founders, The Wand Company
Core competences for entrepreneurial teams

- Personal Skill
- Shared Vision, values & beliefs
- Building and Managing Relationships
- Self Awareness
- Technical expertise
- Marketing expertise
- Financial expertise

Based on the work of Vyakarnam and Jacobs – Cranfield School of Mgt

Suitability

Eligibility
Team Roles - Belbin

Co-Ordinator – Brings people and resources together
Shaper –
Plant
Resource Investigator
Implementor
Monitor Evaluator
Team Worker
Completer Finisher
## Roles – Formal by job description

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>Day-to-day running of the company, formulating policy proposals and implementing the Board’s decisions</td>
</tr>
<tr>
<td>Chief Financial Officer (CFO)</td>
<td>Keeps the books and is usually a qualified accountant, prepares management reports and budgets, advises on fundraising</td>
</tr>
<tr>
<td>Chief Scientific/Technology Officer (CSO/CTO)</td>
<td>Manage the scientific, technical (new developments and technical or scientific strategy) work of the company.</td>
</tr>
<tr>
<td>Vice President, Sales &amp; Marketing</td>
<td>Position and market the product or service. Develop go-to-market strategy and channels. Direct Selling to early customers</td>
</tr>
</tbody>
</table>
Who is doing the:

Minutes
Follow up actions
Sales Pipelines
Client appointments
Operational priorities
Web updates, blogging…
Legals
Management accounts
Reconciliations with bank statements
Payments
Book keeping

ETC.,.,.,
Defining the Star Team

Compelling vision
Communicated into tasks

Delivery – Promises

Breadth and Depth
Of the team - diversity

Social skills

Business know How

Vyakarnam and Handelberg
THE WAND COMPANY LTD.

MAKERS OF THE WORLD'S FINEST MAGICAL INSTRUMENTS SINCE AD 2009

THOROUGHLY DECENT INVENTIONS FACILITATING THE EXACT CONTROL OF DOMESTIC EQUIPMENT AT A DISTANCE EMPLOYING INVISIBLE BEAMS OF LIGHT AS CREATED BY MESSRS. BARNARDO, BLAKESLEY & COMPANY

UNDERSTANDING YOUR WAND

A MANUAL OF WISE AND TRUE INSTRUCTION FOR THE ANCIENT & DEVILISH ART OF SKILLED COERCION OF THE MAGICAL WAND

BÊCKVERKOOPER VOOR AAN IN DE KALVERSTRAAT, IN HUGO GROOTES, MDCCXLIV.
“Doing things with the absolute smallest team increases the chance that you’re not going to screw up.”

Abe Karem, 2012
Watch:

The Wand Company in the Den

http://www.youtube.com/watch?v=-WzKghHo9zk
We met and learned about teams at Cambridge Consultants
We used our product creation skills and friendships to start Pelikon to commercialise one of our inventions.
Pelikon

6 people funded by CCL
30 people after £4M VC funding
+£10M > 85 people
split across 2 sites 200 miles apart

research, design, development, manufacturing and sales
Depending on your business idea, do you really need a team to get started?
bold
sturdy
humane
farseeing

Hippocrates, c370BC
thinking

intuition or sensation

feeling

Carl Jung, 1921
thinking or sensation

intuition or feeling

Carl Jung, 1921
coordinator
shaper
plant
monitor evaluator
implementer
resource investigator
team worker
completer-finisher
(specialist)

Meredith Belbin, 1981
finance
research
design
development
marketing
manufacturing
sales
warehousing
shipping
customer service
Top tips for building a star team, seek:

- honesty
- high quality thinkers
- problem solvers
- empathy
- hard workers
- complementary personality types

but... only when you really need to
Our team has grown to 3.5

Richard
Chris
Andrew
Dawn (half time)
<table>
<thead>
<tr>
<th>Role</th>
<th>Chris</th>
<th>Richard</th>
<th>Andrew</th>
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<tbody>
<tr>
<td>Shaper</td>
<td>27</td>
<td>8</td>
<td>11</td>
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<tr>
<td>Co-ordinator</td>
<td>5</td>
<td>4</td>
<td>8</td>
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<tr>
<td>Plant</td>
<td>26</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Resource Investigator</td>
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<td>17</td>
<td>5</td>
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<tr>
<td>Monitor-Evaluator</td>
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<td>15</td>
<td>3</td>
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<tr>
<td>Implementer</td>
<td>6</td>
<td>5</td>
<td>20</td>
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<tr>
<td>Teamworker</td>
<td>4</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Completer-Finisher</td>
<td>2</td>
<td>0</td>
<td>12</td>
</tr>
</tbody>
</table>

**Belbin test results**

- **Shaper**: Chris (45) > Richard (15) > Andrew (10)
- **Co-ordinator**: Chris (5) = Richard (5) < Andrew (15)
- **Plant**: Chris (26) > Richard (0) > Andrew (0)
- **Resource Investigator**: Chris (0) < Richard (17) < Andrew (5)
- **Monitor-Evaluator**: Chris (0) < Richard (15) < Andrew (3)
- **Implementer**: Chris (6) = Richard (5) > Andrew (20)
- **Teamworker**: Chris (4) = Richard (11) = Andrew (10)
- **Completer-Finisher**: Chris (2) < Richard (0) < Andrew (12)