

*We facilitate technology transformations
that drive & support business success.*



Lessons from the Trenches

Starting and Managing a Business



Charles Bennett
Principal Consultant, Triella
cbennett@triella.com

Agenda:

- How to get started
- How to respond to markets
- How to constantly evolve
- How to exit

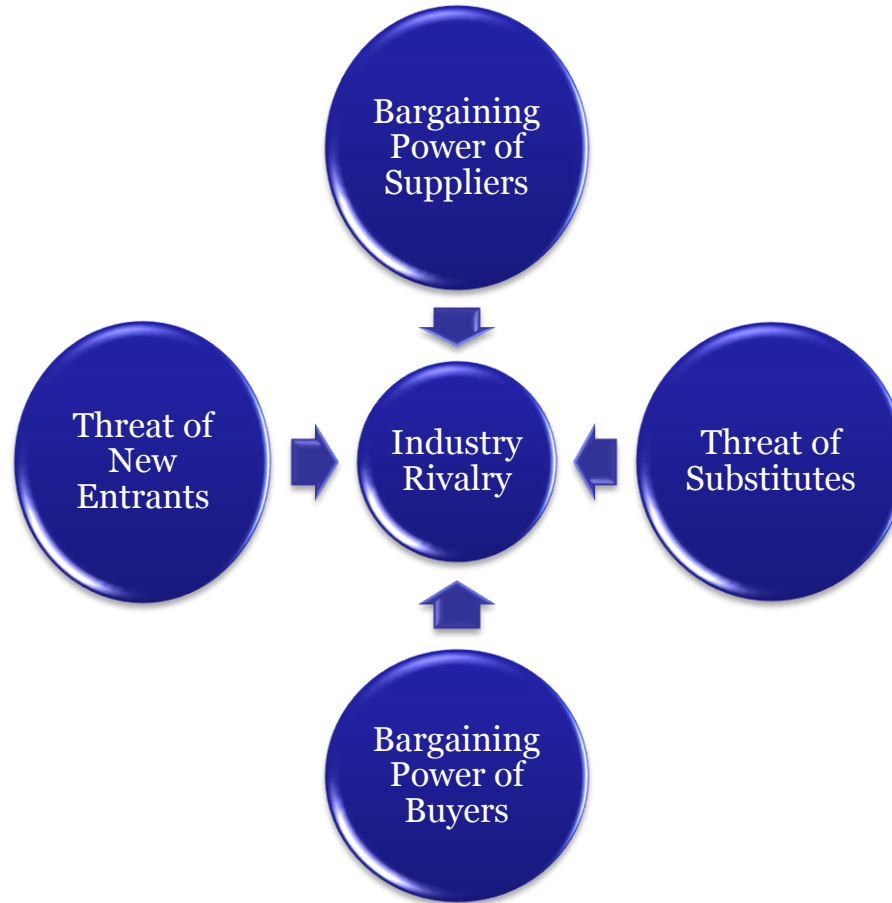
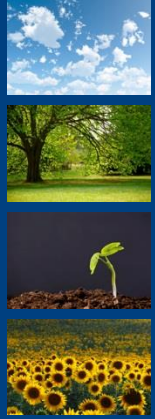


Getting started begins with an idea.

- What's your idea for a business?



Test your idea against the 5 forces (Michael Porter)



Threat of new Entrants

- How easy is it to enter and exit?
 - Want high barriers to entry; low to exit
 - Capital costs
 - Government policy
 - Access to distribution
 - Network effects



Threat of substitutes

- Can someone replace your product easily?
 - Examples:
 - Replace the phone with a cell phone
 - Replace soft drinks with healthier drinks
 - Replace on premise software with Cloud software
 - What other examples can you think of?



Bargaining power of customers

- How much power does the buyer have?
 - ↑ Large block of buyers
 - ↑ Lots of alternative choices (supply)
 - ↑ There are low switching costs
 - ↓ Uniqueness of product



Bargaining power of suppliers

- How much influence does a supplier have?
 - ↑ Single source supplier
 - ↑ Ability to integrate into the buyer's business
 - ↓ Availability of substitutes



Industry Rivalry

- How competitive is the industry?
 - Online vs. offline
 - Competitive strategy
 - Competitive advantage
 - Number of companies in the industry

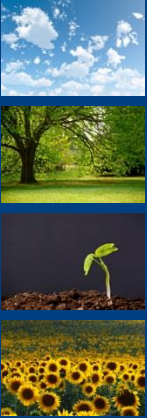


How Triella got Started

- 2003, completed MBA at Rotman
- July 2004 started Triella
 - Basement of home
 - Just one employee
 - Had developed relationships during work
 - Had participated in legal organizations
 - Wanted to serve an underserved market



How Triella got Started



- Business Goal
 - Provide consulting services to professional service firms to help them make decisions
- One of our first clients was Camp Oochigeas
 - Want to grow and move from Mac to PC
 - Wanted to implement fundraising software
 - Wanted to move offices to a larger location

*We facilitate technology transformations
that drive & support business success.*



How to Respond to Markets



Plan to change when needed.

How Triella Morphed

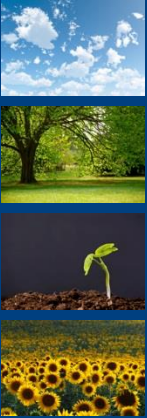
- Finished the consulting
- Client wanted implementation!
- Finished implementation
- Client wanted support!
- Hired the first employee



What we became...

- Business Goal
 - Full service technology consulting company offering consulting, assessments, support services and knowledge management to professional service firms and SMB.





Lessons Learned

- What you set out to do may not be what the market wants
- Be flexible enough to change your dream
- It's about people, not money
- Build relationships now
- Participate in networking groups

*We facilitate technology transformations
that drive & support business success.*



How to Constantly Evolve.



Ensure that your business success continues by adapting and changing within the market.

How to constantly evolve...

- Continuously sweep the landscape
- Be aware of changes
- Learn from failures to get better
- Learn from best practices
- Don't be afraid to make bets (take risks)



Some of the innovation at Triella...

- Support model
 - Originally based solely on time and materials
 - Switched to a unlimited support model – Why?
 - Small business does not like cost variability
 - Support model put the onus on us to be good
 - With improved service comes referrals
 - Better positions Triella as a one stop shop
 - Reduces bill review



Some of the innovation at Triella include...

- Backup and Disaster Recovery
 - Our clients needed a way to backup their data
 - Increasing threats to data
 - Storms and power outages added to risk
 - Needed a way to recovery on and off site
 - We tried 4 different products until we got it right



Some of the innovation at Triella include...

- Cloud Services
 - Market was slowly moving to Cloud in 2012
 - Most plays were US based
 - Our clients needed data residency
 - We built a Cloud offering from scratch
 - Now Cloud is more widely accepted
 - We are onboarding clients to our Cloud each month



*We facilitate technology transformations
that drive & support business success.*



How to Exit.



"Every exit is an entry to somewhere else."
-Tom Stoppard

When you plan the beginning, plan the end.

- If you are successful, what next?
 - Sell the business?
 - Retire?
 - Have a family member continue?
 - Give it to someone?
 - Go bankrupt and close?



Time for Questions...

- Make the most of this opportunity
- What would you like to know?

