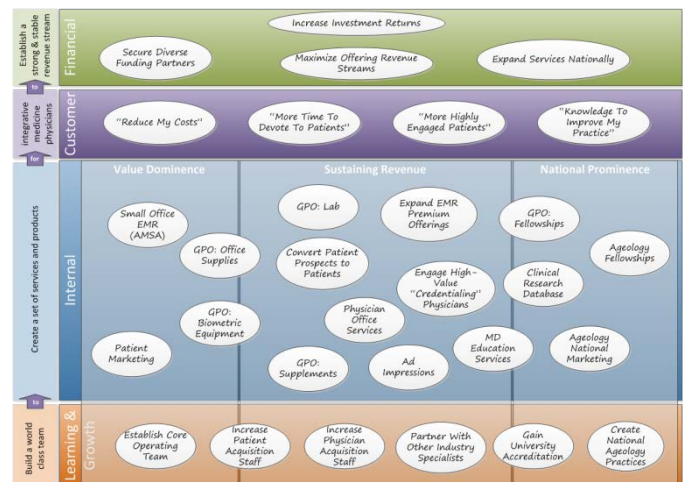


# CASE: Start-up Strategy

## Case Study: Start-up Strategic Planning

### Accomplishments

- Develop a strategic and tactical plan to acquire multiple rounds of funding.
- Change the development approach from a rigid design-build process to an agile philosophy.
- Define the key requirements for specific partners to help build and stand up the initial platform.
- Create a budget, tracking, and accountability structures to run the organization.
- Create a balanced scorecard strategy map and metrics to ensure focus was maintained on key functionality.
- Maintain control and focus on changes while building the core system.
- Deliver the beta-release version of the product and HIPAA compliant infrastructure, and transitioned operations to the new management team.



### Company Profile

This company was a start-up in the healthcare industry based in the upper mid-west. The founder is a technology savvy medical doctor with a vision to change the paradigm from "disease care to health care." He has an existing practice and had built an Excel-based prototype system that he was using in his practice and to demonstrate the system's concept to investors.

### The Client Challenge

When the Client approached us for help, he had experienced two false starts in getting his vision moving forward. He had engaged multiple companies over time to help realize his vision and had little to show. He sought out eCameron's vast experience with recovering failed projects as a way to build a strategy that would preclude a third failure. He was right. Prior companies had used strict, inflexible, heavy-weight methodologies for capturing requirements. The costs of such systems were exorbitantly high, had no method for rapidly prioritizing wants versus needs, and made finding funding nearly impossible. The founder, although quite technical, had never build a company that needed product development, marketing, sales, and the financial and accounting requirements of an aggressive start-up.

# VISION to VALUE

## Process

eCameron helped educate the founder on the necessary depth of a start-up's strategic plan and drove the building and implementation of the plan. The initial engagement focused on defining the business case to assist in acquiring the funding required to build his dream. eCameron advised the founder in the benefits of a partnership model that would reduce initial capital spend, reduce cash flow, and provide for the required agility and nimbleness. We assembled a two-year strategic plan that met his and the investors requirements and helped secure the additional funding.

Preparing the team to use an Agile approach was challenging but was an essential component of the strategy for product development to accommodate changes in systems requirements from the founder and the ever increasing input from potential and beta-test customers.

Using the business and strategic plan, eCameron provided the education and guidance in business planning methodologies and processes to create an operation that would achieve results and appeal to investors. This included:

- Defining core elements and the timing in which they needed to be developed.
- Collaborating with the founder to develop a realistic plan that was flexible enough to accommodate the typical start-up struggles of:
  - Managing the flow of "good ideas."
  - Achieving minimal viable product.
  - Minding cash flow challenges
  - Reacting to changes in the market landscape.
- Maintaining the focus and discipline through monthly business review meetings with the founder, executive staff and key vendors.
- Implementing the necessary and appropriate operational functions in anticipation of the system's production launch, including the supporting policies and procedures to achieve and maintain HIPAA compliance.

The highly flexible strategy allowed for a successful delivery of the beta system according to schedule with more functionality than was initially anticipated. eCameron was also instrumental in managing the development and delivery of the system following the plan. After completing the heavy lifting to complete the initial production system, they handed management over to a new executive team of employees who took over operations and further advancement of the system.

### For More Information

To explore the strategic planning options for your company, call or email Todd Williams:

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