The Builder's Guide to the Tech Galaxy: 99 Practices to Scale Startups into Unicorn Companies

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Author "Das Neue Land"

NORTH STAR

6 Dimensions of Direction

01	**Purpose beyond profit**	A company that makes the planet a better place
02	**Company values**	Guiding principles for aligning the crew
03	**Business ambition**	Business outcomes to aspire to in the long run
04	**North Star metric**	The **one** metric that really matters
05	**Company value proposition**	Unmet customer needs that you solve uniquely well
06	**OKRs**	Making your direction operational

Environmental, Social and Governance Criteria as Drivers of Business Success

with Johannes Lenhard and Hannah Leach

07	**Environmental**	Measuring, reducing and offsetting your environmental footprint with clear responsibilities and targets
08	**Social**	Building a culture that embraces diversity and inclusion
09	**Governance**	Establishing internal governance that facilitates growth, compliance and employee representation

PEOPLE & MINDSET

People (HR) Excellence

Attracting, developing and retaining an A+++ crew

10	**OKRs**	Establishing the right people OKRs
11	**Organizational charts, roles & responsibilities**	Defining the roles & responsibilities for a people function
12		Scaling the right people roles at the right time
13	**Recruiting & candidate experience**	Building the candidate sourcing muscle
14		Evaluating candidates in record time while creating an outstanding candidate experience
15		Boosting the offer acceptance rates

People (HR) Excellence

Attracting, developing and retaining an A+++ crew

Organizational development
16 Establishing a strong job architecture with clear levels, career paths and tracks
17 Putting fair appraisal and promotion processes in place

Employee experience
18 Driving employee happiness by balancing purpose, mastery, autonomy and community

Employee stock option programs
19 Building the right employee stock option program

Scale-up Mindset

Principles to bridge organizational silos

Obsession with customer experience
20 Improving key customer journey experiences as a top priority for leaders

Impossible-is-nothing goals
21 Setting impossible-is-nothing goals by thinking "and", not "or"

Learn-it-all mindset
22 Embracing learning cycles by establishing psychological safety and an idea meritocracy

Autonomy to act
23 Empowering cross-functional teams to make decisions rapidly & independently

FUNCTIONAL EXCELLENCE IN SCALE-UPS

Product Management Excellence

Launching products that create value for customers

with Johnny Quach and Sven Grajetzki

24 OKRs
Establishing the right product OKRs

Organizational charts, roles & responsibilities
25 Defining the roles & responsibilities for a product function
26 Scaling the right product roles at the right time

Product vision and direction
27 Developing a clear product vision and deriving your roadmap from it
28 Focusing your product organization on outcomes, not just designing a "feature factory"
29 Investing in your core product while pushing adjacent opportunities and venture bets

Product development process
30 Creating a crystal-clear picture of your target customers
31 Aligning your product value proposition with the underserved needs of your customers
32 Developing your roadmap as a communication tool with the right prioritization logic

Product management basics
33 Getting the brand and product design right early on
34 Building a thriving user research engine quickly
35 Implementing best-in-class product management tools

Technology Excellence

Creating scalable and secure tech platforms for future growth

with Christopher Richter

36 OKRs
Establishing the right technology OKRs

Organizational charts, roles & responsibilities
37 Defining the roles & responsibilities for a technology function
38 Scaling the right technology roles at the right time

39 Your way of agile
Creating your own version of agile development

Development operations
40 Establishing lean software development principles
41 Establishing technical DevOps practices for continuous delivery
42 Enabling a team of doers through the right DevOps culture

Scalable architecture
43 Creating a "good enough" software architecture that can evolve over time
44 Establishing a resilient cloud architecture

Information security
45 Mitigating the top 10 web application security risks
46 Integrating the key information security practices into design, development and deployment early on

Data management
47 Democratizing data with self-service data tools while building a scalable data architecture

B2C Marketing Excellence

Scaling up with minimal expense and maximum customer retention

with Kelly Ford

48 OKRs
Establishing the right marketing OKRs

Organizational charts, roles & responsibilities
49 Defining the roles & responsibilities for a marketing function
50 Scaling the right marketing roles at the right time

Marketing basics
51 Establishing a single source of truth for key marketing and growth KPIs
52 Bridging the gap between marketing quants and creative brains
53 Equipping your teams with the right marketing and growth tools
54 Finding your product-channel fit quickly and maintaining it

Organic and viral marketing
55 Leveraging the power of organic conversions to drive down customer acquisition costs
56 Getting your PR machine up and running at full speed

57 Paid online marketing
Harnessing the six key hacks for buying online ads efficiently

58 Offline marketing
Leveraging the power of offline marketing in the digital age

59 Monetization
Nailing your monetization strategy to drive revenue

60 Growth hacking
Establishing cross-functional growth hacking teams for activation, retention and monetization

B2B Sales Excellence

Creating brand advocates & pipelines full of sales opportunities

61 OKRs
Establishing the right sales OKRs

Organizational charts, roles & responsibilities
62 Defining the roles & responsibilities for a marketing function
63 Scaling the right sales roles at the right time

64 Sales playing field
Exploiting the right niches

Sales basics
65 Creating a commission plan that fits your growth stage
66 Enabling your sales teams with the right sales tech stack
67 Attracting and hiring a world-class sales team
68 Training and coaching a "challenger" sales team
69 Getting your basic sales pitch in place

Qualifying and closing leads
70 Becoming rigorous with lead qualification
71 Enabling your sales teams to close leads

72 Retaining and "farming" customers
Measuring customer health to predict and prevent customer churn

Service Operations Excellence

Resolving customer inquiries while delivering the wow factor

with Dr Nico Glusac

73 OKRs
Establishing the right service operations OKRs

Organizational charts, roles & responisbilities
74 Defining the roles & responsibilities for a service operations function
75 Scaling the right service operations roles at the right time

76 Preventing contracts
Preventing unnecessary contacts in the first place

77 Deflecting contracts
Deflecting transactional contacts to automated self-help

Resolving contracts
78 Investing in a hybrid operating model and specialization to ensure availability at all times
79 Resolving customer inquiries with autonomous teams and close-knit performance management
80 Investing in Lean Six Sigma processes while giving teams enough room to create moments of service delight
81 Investing in a loosely coupled, yet highly integrated suite of service tools
82 Steering external partners to jointly drive business goals
83 Boosting back-office throughput with performance management, automation and centers of excellence
84 Investing in resilience to recover from demand and supply shocks quickly

Supply Chain Excellence

Shipping customer happiness consistently

with Matthias Wilrich

85 OKRs
Establishing the right supply chain OKRs

Organizational charts, roles & responsibilities
86 Defining the roles & responsibilities for a supply chain operations function
87 Scaling the right supply chain roles at the right time

Supply chain practices
88 Hiring supply chain specialists early
89 Investing in supply chain resilience to recover from demand and supply shocks quickly
90 Boosting partner and supplier relationships with smart and scalable contracts
91 Becoming proficient in supply chain operational excellence and maintaining a hands-on attitude

GROWTH CAPITAL

The 6 Questions Every Growth Stage Investor Asks

with Vanessa Pinter

92 Fund fit
Does your company fit the investor's fund in terms of industry, size and funding needs?

93 Timing
Why now?

94 Market potential
Is your serviceable available market worth more than USD 1 billion?

95 Category leadership
Have you created a defensible solution which is 10x better than any other in that market?

96 Business model
Does your company's performance to date show a path toward becoming profitable in the long term?

97 Team
Have you assembled a great executive team that can scale?

15 Key Issues in Growth Term Sheets

with Vanessa Pinter

98 Negotiation guidelines
Following major guidelines for term sheet negotiations

99 Key term sheet issues
Negotiating the 15 most important term sheet issues during a growth round