

## Tell my story



*You rated so well it will be tough to find someone comparable!*  
- Laura A. Green, Director Marketing Operations, SciQuest

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*The event was amazing. Terry was a consummate professional and gave a speech that electrified our crowd. We couldn't be happier with the outcome. Thank you.*

*Mark (Timothy) DeLong*

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If you want to show them to your team.....  
Hire me! :)



*Your comments created quite a bit of conversation among our executives, and that's just what I was hoping for! Thank you for helping make the conference a success.*

*- Elizabeth Sell, American Automobile Association*

I do keynotes, keynotes  
with breakouts and after  
dinner speeches for  
corporations, associations,  
educational institutions and  
governments  
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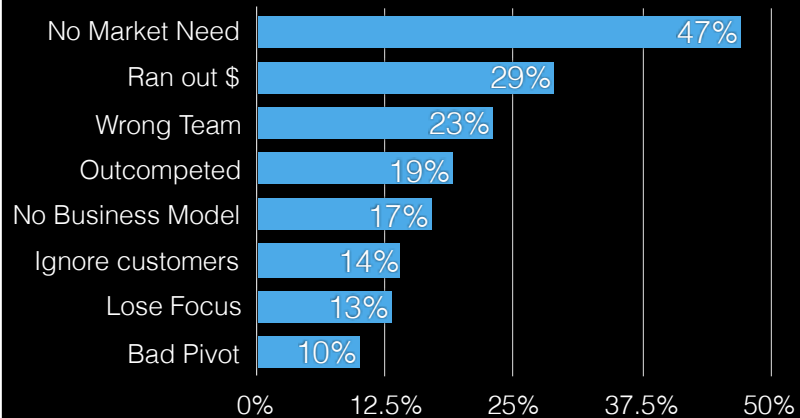
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I've worked in four successful startups  
I've been on the boards of five more  
I've been an advisor to ten more

START UP

## Reasons startups fail



I've been on this  
road a long time

Travel



Technology

Disruption



Travel Agent  
Product Marketer  
CIO  
CEO  
Chairman  
Served on 17 Boards  
Venture Capitalist  
Author  
Speaker



Co Founded my first startup at 22



## 5th Startup



## Let me tell you a story



## It starts with a dream



“You gotta have a dream.  
If you don’t have a dream.  
How you gonna make your  
dreams come true?”

Rogers & Hammerstein  
“South Pacific”

How big a dream?



“A thousand songs in my pocket”

Steve Jobs



You don’t have to change the  
world to cause disruption





Are entrepreneurs...

Born?



Or Made?



They can be made....

But you require the right ingredients

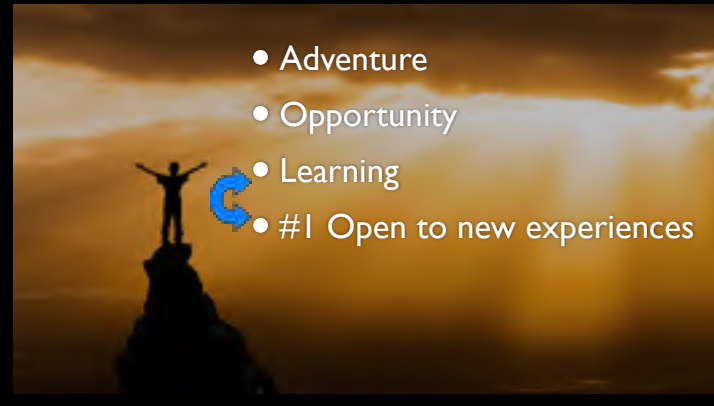


Common Wisdom  
Entrepreneurs are creative



Entrepreneurs are seekers of

- Adventure
- Opportunity
- Learning
- #1 Open to new experiences



## Entrepreneurs Enjoy Risk



## No...but they are comfortable with it



HBR

## Entrepreneurs are more ambitious



## No but...They need to 'own' projects



HBR



## Entrepreneurs are natural sales people



HBR

## So Entrepreneurs are

- Creative and open to new things
- Learners
- Comfortable with risk
- Need ownership
- Are natural sales people



## Some can do it



## Some can't



**Born a Businessman?**



**Curious**



**My mom**

**Taught me to build things**



**My dad**

**1970 History Major**





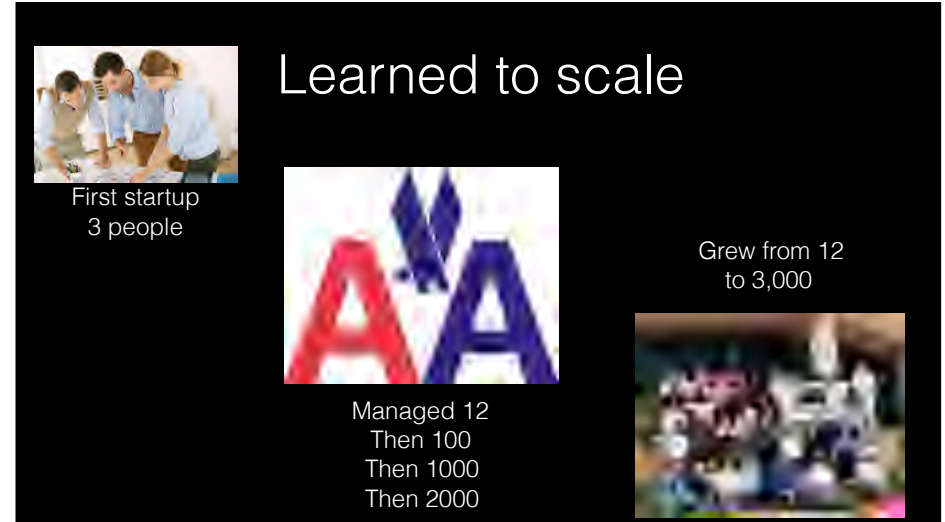


Starters

Growers

Runners

Jay Walker  
Priceline



Learned to scale

First startup  
3 people

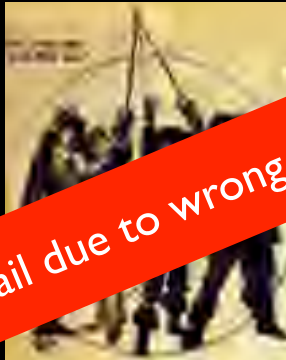
Managed 12  
Then 100  
Then 1000  
Then 2000

Grew from 12  
to 3,000

How important is the team?



It's all about the team



23% fail due to wrong team

Not your best friend..best person



"Who is the smartest person you know?"



Rock Stars hang out with Rock Stars



Can One Person Make A Difference?



One Person Can make **ALL THE** Difference

## One Persistent Guy Beat Us



## Doubled Their Sales!



## What about risk?



HBR



## 1st Startup - 22 Years Old



## 2nd Startup



## Sold to American Airlines





## 18 Years AA

- Director



Big Risk







Operating at full throttle



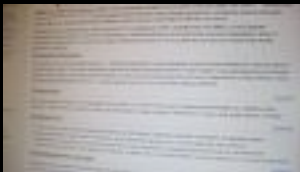
Just had a \$15mm course in what not to do!

Take the first risk!



Prototypes = small risk

AI Web Test



3d Prototype



Sentries



14% fail by ignoring customer feedback

# Listen To Your Customers!

- The Phone Booth Is A Symbol
- Every person in every job required to listen to two customer calls per month
- Must discuss root cause at staff meeting



Paul English, CTO

KAYAK



Clay in the customer's hands



60,000,000 Downloads



Behavior just like the desktop!

Entrepreneurs  
Are Fearless

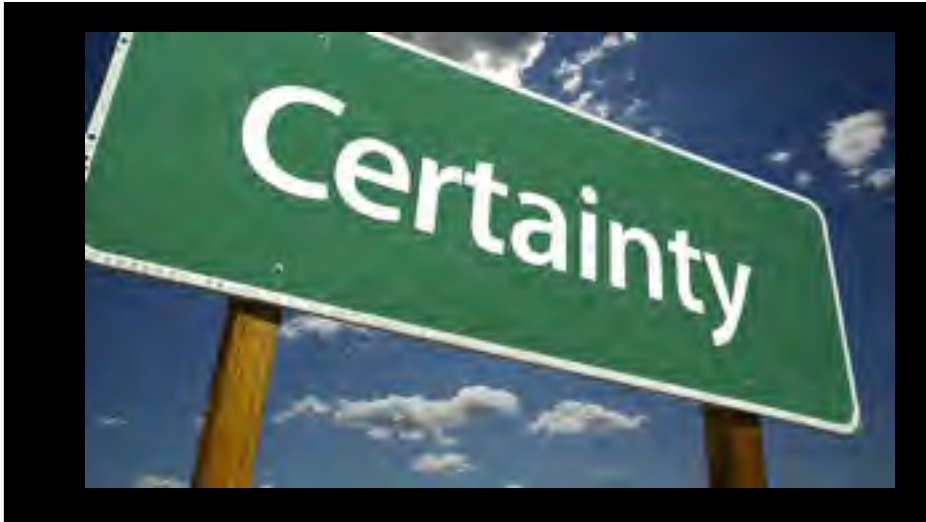


But shouldn't be bullheaded!



Surviving the pivot





### Licensed Travel Agent But OnLine with National Brand

A collage of images including a travel agent, a travel agent, and a travel agent.

## Business Model

- Airline Commissions 10% +
- Hotel Commissions 10+
- Car Commissions 10%+
- Advertising
- Merchandise



## Grew Like A Weed



## Market Forces

**Microsoft**

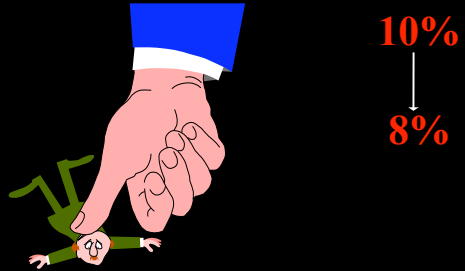


- Microsoft enters market
- Contemplates Building Travel Into Browser

## We Respond With Portal Deals



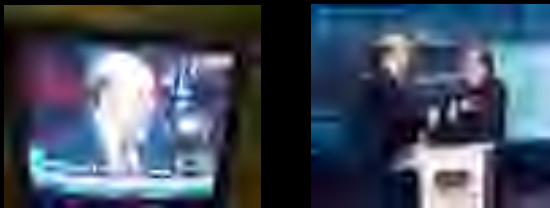
## Commission Cuts



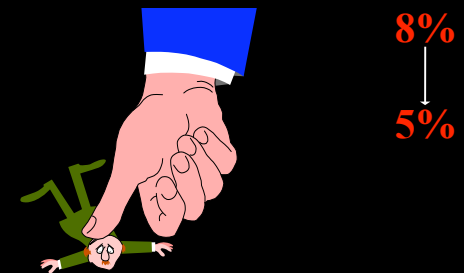
## Higher Margin Products



Went Public  
Acquired #3 Site & AOL  
Traffic



## Commission Cuts



## Reduced Costs



Added Telephone Sales

## Travelocity Terminator

Colony Motors  
The engineering of a new breed of car

**DABITZ**

**Delta**  
delta.com

**American Airlines**

**UNITED**



## We Tried Everything To Kill Them



## 9/11

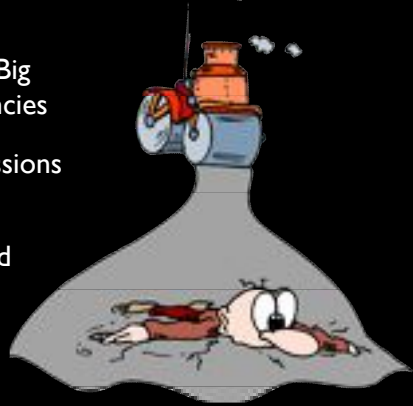
- Business fell 70%
- Leveled off at -30% of previous volume



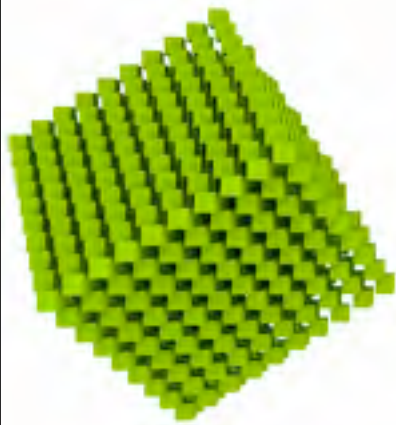
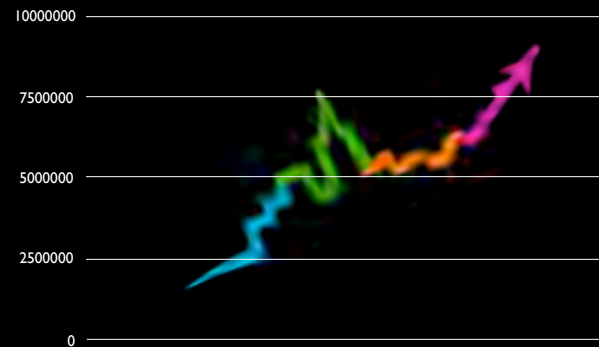


### Airlines Create More Pressure

- Don't Want Big OnLine Agencies
- Cut Commissions To ZERO
- We Instituted Service Fee



### But our sales...



Transforming  
our  
model

Be flexible



"The battle is decided if the startup gets the distribution before the incumbent gets the innovation"

James Jones  
Retail Analyst  
RBC

Now matter how much you raise

29% run out of cash  
K  
costs low

Oops, You spent it all on...



## Summary

- Entrepreneurs can be made
- You gotta have a dream!
- Your product doesn't have to change everything
- The leader is key..and past failure ok
- Building the best team is #1 job
- Be prepared to PIVOT..but not thru fear
- Take risks
- Without market fit you've got zip

This stuff is hard



Success is a rush...



**“The Future Is  
A Foreign Country.  
They Do Things  
Differently There”**

Arthur C. Clarke

