

CASE STUDY

Startup / Scaleup Advisory

 <https://www.optibus.com/>



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The transition from start up to scale up and, ultimately, to corporation is not simple. It requires to understand the corporate client well, and what their expectations are.”

THE BUSINESS CASE

Founded in 2014 as an alternative to traditional bus scheduling systems, Optibus leveraged artificial intelligence, advanced optimisation algorithms and distributed cloud computing to make public transportation smarter, better and more efficient.

As a scale-up, Optibus is an incredibly successful organisation. But in 2020 some of their corporate clients started to request ‘corporate client behaviours’. Or, in other words, formalisation of some of the processes that start / scale ups would treat perhaps less formally.

METHODOLOGY

The approach to this conundrum was twofold.

Firstly, Optibus benefited from my corporate experience as a client of this type of system. I knew exactly what their clients wanted and how they wanted it. I had been in the client’s shoes and could easily advise the team on how to improve these processes and what, in my view, was being requested from them.

Secondly, they could use my experience to support the decisions of the more experienced Executives, as well as providing mentoring and support of younger leaders in their development path. As a leader of people for many years, I did have significant experience in mentoring.

To make this work, we chose a small weekly retainer. Without committing to specific days, they could contact me at any time. This provided them with significant flexibility, while it enabled me to combine this work with different work for other clients. And working on a fractional basis, the cost to the client is kept relatively low.

RESULTS

- Higher client engagement, as they could speak in level terms.
- Support on the sales process.
- Development of young talent.
- Increased maturity in key areas such as Change Management.

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For growth, tech start / scale ups need to invest in process and people, as well as pure tech.