

# Entrepreneurship: Do's and Dont's

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Failed tennis player

Professor at NOVA. Visiting Professor at Cornell and MIT

Serial entrepreneur

[YDreams](#)

[YDX](#), [Ynvisible](#) and [Azorean](#)

[The Inventors](#)

[TUGA Innovations](#)

Y (YNature, YSpatial, A.R.T, YMagic, YLabs)

Promoter

[Explora](#)

[Disobedience Lab](#)

[Seixal Criativo](#)



“Based on my 40 years in business, I think the economy is driven mostly by [entrepreneurs](#) and the development of new products and services, which start to create demand that then creates a virtuous circle. When [Steve Jobs](#) invented the iPod and iPhone, that helped drive cloud computing and telecommunications systems, and so all of a sudden how many jobs have been created? The point is that if you talk to the people who are demand-side-oriented, they discount Steve Jobs or other entrepreneurs who create their own demand”

Fred Smith, Federal Express, in Fortune, May 2011

# Entrepreneurship: Do's and Dont's

- Do's

- Have a [soul](#)
- The game
- The game on top of the game

- Don'ts

- Be soulless
- Just the game
- Just the game on top of the game



## High Flying Bird, Netflix

“We blacks dominate basketball.  
Then the whites developed a game  
on top of our game called NBA”





# The game





# YDreams

[YDreams](#) developed a pioneer spatial computing platform that was used to develop 2000 projects for 50+ Fortune 500 companies in 40 countries in verticals such as innovation, education, finance, retail, smart cities, environment, culture, sports and entertainment



**LINK** 

# YDreams

YDreams operations followed a model whereby the interaction with clients and partners fueled the creation of new services, products and even companies such as:

- **Ynvisible**, a leading printed electronics company
- **Azorean Aquatic Technologies**, a pioneer in the development of aquatic drones
- **YDX Innovation**, a leader in virtual reality
- **TUGA Innovations**, one of the top 10 emerging mobility companies in the World



**LINK** 

The game on  
top of the game





# Ars Digita layer cake

People/Ideas

Financing

Marketing & communications

Sales

Management

User experience

Content

Technological infrastructure

(applications, platforms, information systems,  
operating systems, telecommunications,  
power)



# People

## The right people

Passion

Energy

Self-assurance

Ability to deal with stress  
and ambiguity

Ability to delegate

Ability to inspire

Ability to deliver

## The right compensation

[The quick and dirty startup's founder compensation guide](#)

<https://www.indexventures.com/optionplan>



# The place



Founder Institute, [Startup Resource Lists- the Ecosystem Canvas for Cities around the World](#)

# The space

| ★ SUCCESS STORIES                                                      |                     |                      |               |                        |
|------------------------------------------------------------------------|---------------------|----------------------|---------------|------------------------|
| Homegrown companies with significant funding, employment, or liquidity |                     |                      |               |                        |
| - 23andMe                                                              | - Collective Health | - Healthhero         | - NeuroFlow   | - Unmind               |
| - Accolade                                                             | - Color             | - HealthPlix         | - Nurx        | - Vault                |
| - Ada                                                                  | - Current Health    | - Hinge Health       | - Olive AI    | - Verge Genomics       |
| - Alaffia Health                                                       | - Devoted Health    | - Huma               | - Oviva       | - Verily Life Sciences |
| - Babylon Health                                                       | - Doctorlink        | - LabGenius          | - Oxehealth   | - VillageMD            |
| - BenevolentAI                                                         | - Doximity          | - Lantum             | - PatientPop  | - Wellster Health-     |
| - Birdie                                                               | - eHealth Technolo- | - Lightpoint Medical | - PharmEasy   | tech Group             |
| - Bright HealthCare                                                    | gies                | - Lumeon             | - Push Doctor | - ZAVA                 |
| - Calm                                                                 | - Flatiron Health   | - LumiraDx           | - Ro          | - Zocdoc               |
| - Capital Rx                                                           | - Grand Rounds      | - Medtronic          | - Tempus      |                        |
| - Cera Care                                                            | - Headspace         | - Modern Fertility   | - Thriva      |                        |

| GLOBAL RESOURCES       |                   |                 |
|------------------------|-------------------|-----------------|
| 1. Idea Stage          | 2. Launch Stage   | 3. Growth Stage |
| - Founder Institute    | - Startup Weekend | - AngelList     |
| - Hacker League        | - TechCrunch      | - Bloomberg     |
| - Hacker News          | - Udacity         | - Gust          |
| - Lean Startup Machine | - Udemy           | - Onevest       |
| - Seedstars            | - VentureBeat     | - Regus         |
| - Startup Week         |                   | - Reuters       |
|                        |                   | - TheFunded     |
|                        |                   | - WSJ           |

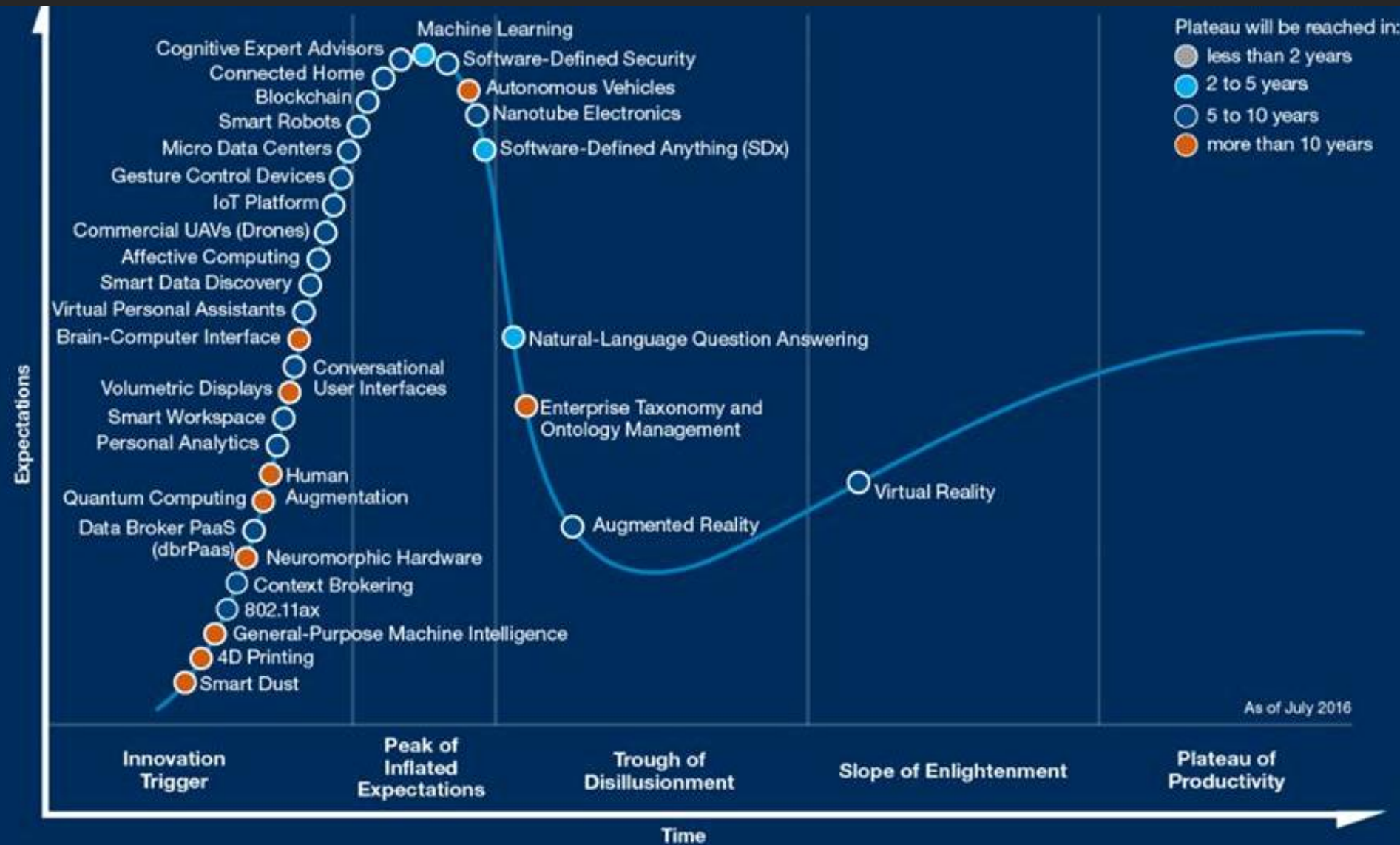
Founder Institute, [Startup Resource Lists- the Ecosystem Canvas for Cities around the World](#)

# “Timing”

The worst that can happen is to launch a product in a market that is in decline, involving an outdated technology

On the other hand, we must also consider that the most difficult solutions to implement are usually neglected. This could be a business opportunity.

Gartner annually publishes its Hype Cycle, which helps to situate the state of maturity of the technology area in which we are working in relation to the market





# Intellectual property





# How It Works

US13/387,135  
Electrochromic device with dual function:  
display + touch sensor

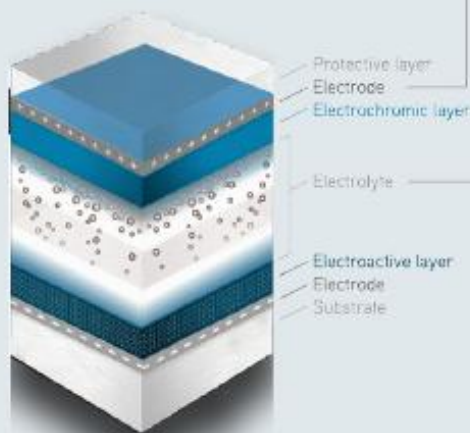
US2012/0182592  
Paper electrochromic display



WO2013/095170\*  
High-performance solid-state electrolyte

PT103852; PT105152; PT105280; PT104634  
Novel electrochromic materials: multiple colors;  
new chemistry and materials for smart windows

PT106301\*  
Process to deposit transparent and  
conductive layers on paper



Based on a printed  
multi-layer  
architecture, ynvisible  
displays can be  
combined with inks  
and electronics into  
integrated systems, to  
provide total solutions  
for global brands.

Intellectual property is protected - 6 patents granted,  
2 pending\* + proprietary trade secrets.

ynvisible

# Intellectual Property

| Activity                                        | Description                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Setting up IP Policies and Procedures           | <ul style="list-style-type: none"><li>- Setup process for proper innovation capture within company</li><li>- Provide guidelines on recommended internal IP review process, including invention disclosure intake instructions and to whom this needs to be reviewed by and how</li><li>- Institute policies to safeguard new ideas internally (so they don't walk out the door)</li></ul> |
| Patentability searches                          | <ul style="list-style-type: none"><li>- Receive invention disclosure from YDreams' IP point of contact</li><li>- Conduct focused patent searches with the patent search engines that Adapt has access to (Innography)</li><li>- Develop patentability search report and provide go/no-go recommendation</li><li>- Interface with outside patent prosecution counsel</li></ul>             |
| Patent landscapes                               | <ul style="list-style-type: none"><li>- Receive request for landscape (e.g. passive RFID tags for asset tracking)</li><li>- Develop patent landscaping report that fits client's needs regarding look, content and format</li><li>- Conduct searches to identify key IP, key players, and trends</li></ul>                                                                                |
| Periodic IP check-up                            | <ul style="list-style-type: none"><li>- Monitor forward citations to YDreams portfolio</li><li>- Conduct quarterly (or as needed) searches to understand changing landscape and potential competitors / partner activities</li><li>- Monitor industry patent reassignments (e.g. patent acquisitions)</li><li>- Monitor patent litigation activity in industry</li></ul>                  |
| IP acquisition / in-licensing / cross-licensing | <ul style="list-style-type: none"><li>- Based on patent searches, patent landscapes, and IP check-ups, identify key assets that are core to YDreams' current operations or future product roadmap plans</li><li>- Reach out to prospective seller/licensor on YDreams' behalf, offer, negotiate, and close deals</li></ul>                                                                |
| Portfolio assessment                            | <ul style="list-style-type: none"><li>- Assess current IP positioning including gaps, opportunities, strengths, in relation to YDreams' current and future product roadmap</li><li>- Recommend courses of action (filing, abandoning certain patents, monetizing, conducting evidence of use searches)</li></ul>                                                                          |
| Patent valuation                                | <ul style="list-style-type: none"><li>- Conduct IP portfolio valuations (can be used to raise funds, make better informed management decisions, etc.) or for pre-litigation support (if infringement believed to exist)</li></ul>                                                                                                                                                         |
| Patent monetization                             | <ul style="list-style-type: none"><li>- Develop marketing materials and target list (potential buyers / licensees) for patent monetization efforts</li><li>- Market patents (and technology if applicable) to target list</li><li>- Negotiate and close sales and licensing deals on behalf of YDreams</li></ul>                                                                          |

# Financing the company's development

**Clients**

**Grants**

**Loans**

**Crowdfunding**

**Accelerators**

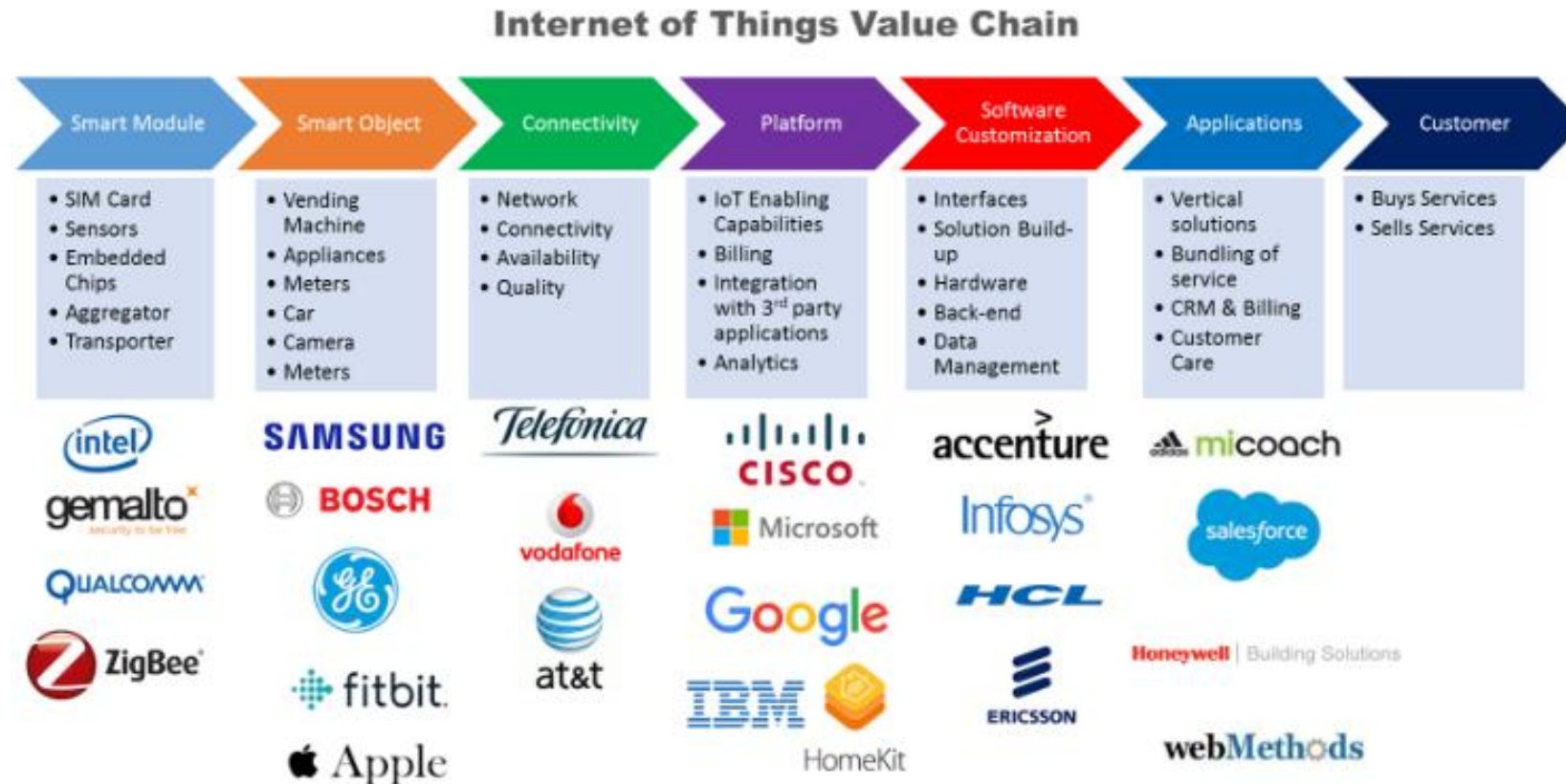
**Venture financing.** Stages (pre-seed, seed, series A, B, C, D, E)

**Stock market listings.** Secondary and primary markets

**Crypto networks-based financing:** NFTs, smart contracts and tokenization; Initial Coin Offerings

Common issues: managing cap tables (including phased shares distribution, vesting), valuation, dilution, preferred and common shares, warrants

# Financing/business models

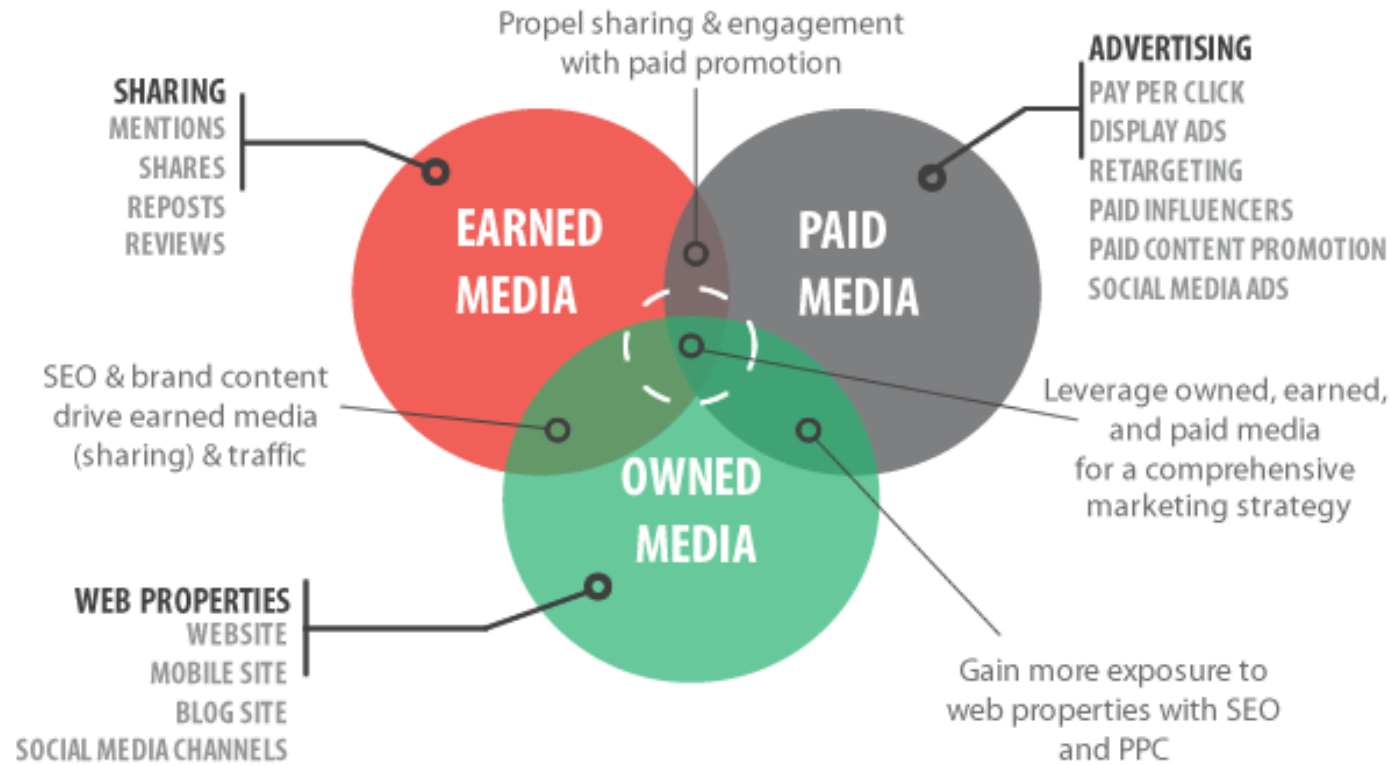


*Note, the above is not an exhaustive list of companies and any company may have play in more than one component of value chain*  
Copyright: Telecomcircle.com



# Marketing/communications

## DIGITAL MARKETING TRIFECTA EARNED, OWNED & PAID MEDIA



# Ways to generate buzz for your product

1. Release a **remarkable video**
2. Create a **remarkable product demo**
3. Offer a **remarkable value prop**
4. Execute a **remarkable offline stunt**
5. Start a **remarkable controversy**
6. Offer a **remarkable giveaway**
7. Include a **remarkable viral mechanic**
8. Get a **remarkable hard-to-get product** to be shared by influencers or press
9. Carry out a **remarkable pre-launch tease**
10. Be **remarkably everywhere**

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

<https://johnfilipe.com>

# The Silicon Valley Model

Angel funded start-ups



User Traction  
VC Backing



Billions of revenue  
Winners



Picture Credits: [Ludwig Gatzke](#)

# Entrepreneurship: Do's and Don'ts

What I really think and can not (usually) tell in public

- Do's

- Have a soul
- Be bold
- Be resilient
- Attract the best and give them rope
- Patent as much as possible
- Do great videos
- Work to earn media
- Be relentless on sales
- If (and even if) the timing is not right, try to list the company if your R&D is still years away from the market

- Don'ts

- Think small
- Make concessions on quality across the board
- Hire toxic people
- Be too optimistic or too pessimistic
- Abandon early the founder mode\*
- Go for loans
- Go for investment too early (or worse without needing it)
- Undersell and overspend
- Overpromise and underdeliver

\* <https://paulgraham.com/foundermode.html>



# References

a16z, [Bio and Health Investments and Thesis](#), 2024

Bolt, [Who Invests in Hardware Startups](#), 2015

Ethan Mollick, [Co-Intelligence: Living and Working with AI](#), 2024

Financial Panther, [The Ultimate List of Gig Economy Apps](#), 2022

# References

Ilya Galushin, [What we Learned from 100+ Presentations of Startups](#), 2019

Jenna Ross, [Visualizing the Stages of Startup Funding](#), 2019

Lucy Literado, [Best Templates for a Cold Fundraising Outreach Campaign](#), 2018

Sam Walker, [A Beginner's VC's Guide to Startup Valuation](#), 2021

# Tools

2021 VC Tech Stack repository of tools

**VC Tech Stack**  
May 2021 Edition  
by Miguel Pinho - miguel@seedcamp.com - VCTechStack.com

The image displays a comprehensive repository of tools organized into 24 categories, each presented in a card format. The categories and their associated tools are as follows:

- Scheduling:** Calendly, Personal Assistant, Doodle, Mixmax, x.ai, woven, Julie Desk.
- Chat:** slack, missive, mobilize, element, Signal.
- Audio & Video:** zoom, Skype, Microsoft Teams.
- Knowledge sharing:** slack, Google Docs, Google Drive, mobilize, Wix.
- Note Taking:** Trello, Evernote, OneNote, attio.
- Automation:** zapier, automate.io, IFTTT, integromat, n8n.io, Microsoft Flow.
- CRM:** Airtable, affinity, Google Sheets, HubSpot, salesforce, pipedrive, attio, folk, Streak, Trello.
- Deal flow management:** affinity, Airtable, attio, salesforce, Trello, copper, N, pipedrive, Streak, pipefy, Dealflow.
- Portfolio management:** Airtable, Google Docs, X, affinity, attio, salesforce, N.
- Cap Table management:** X, Carta, iLEVEL.
- Portfolio monitoring & reporting:** Google Sheets, X, Airtable, FundRazr, Salesforce, Rundit.
- Researching & Benchmarking:** cb, PitchBook, LinkedIn, CBINSIGHTS, AngelList, Statista, Prequin, Tracxn, FBS, Google Trends, similarweb.
- Talent:** LinkedIn, sompani, AngelList, Getro, BRIDGE, circular.
- Documents:** Google Drive, DocuSign, Adobe Sign, HelloSign, Tresorit, Office, WE, DocSend, box.
- Website:** WordPress, Medium, Custom, Squarespace, Wix.
- Newsletter:** HubSpot, SendGrid, substack, YAMM.
- Podcast:** Spotify, SoundCloud.
- Events:** eventbrite, hopin, splash, meetup, mobilize, zoom, tame, luma.
- Feedback:** Typeform, SurveyMonkey.
- Project management:** N, asana, Google Sheets.
- Expenses management:** Dext, accountor, soldo, Revolut Business, SAP Concur, datamolino.
- Password management:** LastPass, KeePass, DASHLANE, okta.



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Sunday News  
The YDreams Collection

