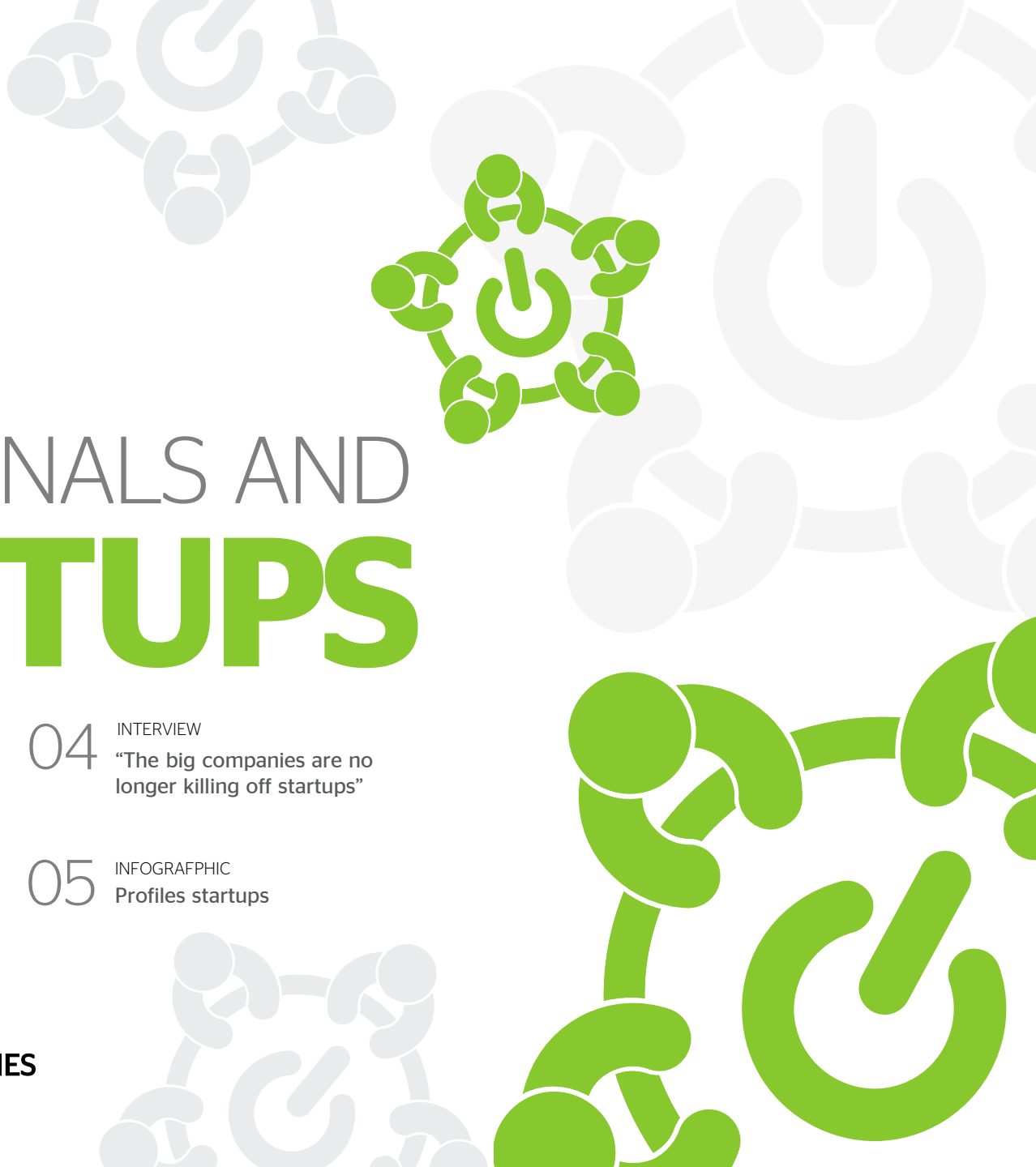


A LOOK AT THE PROFILE
THAT DEMAND MORE
COMPANIES

PROFESSIONALS AND **STARTUPS**


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01

The time of digital marketing has come

The experts highlight the importance of professional sales specialists to ensure the successful [evolution of startups](#). 



Specialists in digital marketing

-this is the profile most in demand by startups. And not any old kind of business plan. They want professionals who know how to tackle the metrics. "There's a need for people who know what they're doing. It's not enough to have the theory that they teach you, you need to know how to make analyses and propose strategies. It's not that obvious", says Concepción Galdón, director of Área 31 in [the IE Business School](#). **f**

The results of the study by Adecco entitled '**El futuro del trabajo en España**' (The future of work) in show that qualified professionals linked to technology and the digital world, people who are good at dealing with people, and specialists in marketing and

sales will be most in demand in the next 5 to 10 years.

Marta Díaz Barrera, digital transformation consultant and talent advisor, points out that "startups are looking for technical talent primarily, everything from mobile app programmers (iOS or Android) to **developers focused on Big Data**. However, they're realising that quite apart from these profiles that are so important, there are **others like digital marketing and business that are absolutely essential.**



And she cites her study - 'Talento de startup' (Startup talent)- according to which "the most difficult jobs to fill are for mobile apps programmers (25% of the CEOs of the startups consulted find this position hard to cover), or developers of Big Data solutions (23%), **as well as positions focused on analytics**

and metrics, and management profiles (CTO, COO, CFO...). Social network programmers or usability experts are among the other profiles that are the most difficult to fill **when looking for professionals with talent"**

Galdón stresses that startups need results that are "fast, and

professionals need to get results fast", and highlights that "the team comes before the idea. If the idea is poor, a team realises that and stops wasting time. We mustn't forget that good ideas have an opportunity behind them, but they don't **just happen by themselves**". [in](#)




With this last idea, Díaz Barrera emphasises **the importance of the team**: "The greatest secret of success **is creating and maintaining an A-team**. People with heterogeneous profiles with a multicultural character who speak foreign languages. It's really important for one of them to have vision and to understand the market trends, and for all of them to really believe in the project they're working on, experience it as their own, and show passion. In addition to all this, **working in a startup means lots of hard work**, lots of effort and lots of

solving difficult situations in record time".

Javier Megías, CEO and co-founder of STARTUPXPLORE, also points out the **importance for startups of online marketing**. "The product is important, but you have to sell it, it's a business". Because to work in a startup, he says, "you have to have an attitude that can't be taught in the university -you have to be passionate and resilient. One year in a startup is equivalent to seven in a normal job. **It's not easy**", he concludes.

02

How can you prepare for becoming a competitive developer?

Technology enterprises face a major challenge in following the pace of an ever-changing context. For this reason, a command of tools, languages and specific methodologies is not the only requirement for developers. They must also acquire a series of skills which will help them assume leading roles in projects or companies where their [knowledge is fundamental](#). 



Three Colombian engineers share their view on which characteristics will allow developers to stand out in a competitive environment where knowledge is not enough. You need attitudes and skills that lead to a better performance.

Plinio Puello

Engineering professor at the University of Cartagena.

- Software engineers must focus more on design and software architecture and development rather than restrict themselves to handling programs or tools.

- Mobile apps are increasingly more common. However, it's more important to work on the security of mobile devices,

especially when you connect to public networks. In connection with this, we have the increasingly strong internet of things.

It combines electronics, systems engineering, mobility and telecommunications.



- We need to **promote entrepreneurship, particularly aided entrepreneurship**. We need to consider how we will support and follow new companies in the entrepreneurial ecosystem.

- In addition to knowledge about systems, engineers who wish to attain **leading roles** must strengthen their administrative skills and their knowledge of business models.

- **Participate in step-by-step training in the different positions developers** may have in a team until you reach project management. Training in project management is not enough;

experience is a key ingredient in leading a work team.

Édgar López


Freelance developer with experience in teaching programming tools and software

- I would say there are two key qualities: **the ability to adapt, and communication**. In technology it's not what you know so much as your ability to learn new things, being able to adapt.

- **Development is both creative and formal**. The idea is to strike a balance, strengthen the

creative side; however, you need to be able to place this creativity in a context where issues such as time and budgets are taken into account.

- **Knowledge about software architecture is essential.**

Architecture gives you a perspective, context; it allows you to move. Project architecture gives you a [framework for creative processes](#). 

Jairo Serrano

Director of the Systems Engineering Program at the Bolívar Technology University

- We need to **stimulate creativity focused on innovation**. It's not simply a matter of fulfilling a requirement; the idea is that we use the full

creative power of engineering to find the best solution to the problem.

- It's very important **to be able to communicate, especially when you work in a team**; teams are increasingly more inter-disciplinary and not all of their members are experts in systems

and engineering. It's no use knowing how to handle tools and technologies if you are not able to explain how they work and what they are for to lay people. For as long as developers fail to communicate effectively, they will be regarded as 'geeky.' [in](#)



03

The secrets of "Business Angels"

Business angels -investment angels- generally invest between 25,000 and 500,000 dollars in new startups, often with the intention of getting them to a scenario where they can [attract venture capital funds.](#) 



The rewards for the best investment angels can be significant, but the deals can also be very risky. So how can they maximize **their chances of success and avoid feeling** like they're throwing money down the drain?

Forbes points to the book entitled: **“Best Practices of Angel Investing: Tactics and Strategies of Winners”** by Heinrich Liechtenstein and Istvan M. Fulop in order to analyze the business angels phenomenon. According to these authors, there are four categories of angels:

The player. These are the "serial entrepreneurs" who have already started and sold one or more of their own companies.

These are opportunistic investors who spend less time on portfolio enterprises than other angels.

The Silent Investor. While they are as opportunistic as players, they take less of an active role in the businesses in which they invest and tend to sit back and hope for profits.

The Hands-on Investor. As the name suggests, these investors take an active role and there is sometimes risk of friction between them and the entrepreneur if they have a significant stake.

The Professional Angel. These are both serial entrepreneurs and investors who tend to support portfolio enterprises by

leveraging their networks to maximize [the value of the venture.f](#)



Seven steps for success

Each of these four varieties of angel investors can become successful as long as they follow the seven fundamentals of early-stage investing:

1. Sourcing. Winning angels have a very clear idea of what they are interested in and have investment criteria that help them filter out deals they don't want to get involved in.

2. Evaluating. Includes assessing whether there is a market for the service or products, the advantage, whether the time and the scale are right, the exit strategy and, above all, whether the entrepreneur and the team inspire confidence.

3. Valuing. Some go on a 3 million-dollar ceiling as a rule of thumb; others give 1 million dollars each for sound idea, a prototype, a quality board and existing sale and then up to 2 million more for a good team. But none of these is a hard rule.

4. Structuring. Although some argue that if you focus on having a positive relationship with the team, structure loses its importance. Yet there remain questions of the legal relationship (private investor or partner), the choice of investment instrument and the corporate structure of the firm and how that affects its flexibility.

5. Negotiating. As with structure, not all angels agree

on the fifth fundamental, negotiation. Many negotiate, or they leave it to someone else, while others do, principally over price, structure and the amount of capital invested.

6. Supporting. Working with management is the supporting role most widely performed by angels. The supporting roles are:

- Silent: financial investment with no involvement.
- Reserve Force: ready to help if called upon.
- Team Leader: very active.
- Lead: the most active investor.



- Coach: investor who acts as a mentor to the entrepreneur.

- Controlling Investor: takes control of the deal.

7. Harvesting. This is the financial score by which success will be measured. There are negative exits, of course, such as when a company runs out of fund (known as Chapter 11 bankruptcy in the United States) or when it is liquidated, in which case the investor may get little or nothing back. The positive harvests are:

- Strategic Sale: the most common form of exit, in which

the company is sold to an industry player.

- Financial Sale: the company is sold to financial buyers, who purchase it for its future cash flows.

- IPO: the company sells a percentage of shares, which are listed on the public stock exchange, creating a market for the investors' shares.

- Partial Sales: the investor's stake is sold to the management.

- Walking Harvest: the company distributes cash to investors on a regular basis.

Top angel investors understand that the extent to which they can follow these seven fundamental steps has a direct impact on their performance. They have learned to focus on the entrepreneur, knowing that when it comes to success, it's the people who really count. They plan their exit from day one and make sure that the entrepreneur is also [exit focused](#), [concludes Forbes](#). [in](#)

The article in the NYT, [Tips for the Aspiring Angel Investor](#), notes the skepticism of several the fad for investment angels. And they warn that not everybody has the right skills. "Smart people are doing it because they don't know what they don't know", says Daniel L. Gottfried, a partner at the law firm Hinckley Allen, in the article.

"When these doctors and lawyers are doing it, they're investing with the hope that they're going to make lots and lots of money. It's roulette". But unlike roulette, there are things they can do to stack the deck in their own favor. Brin McCagg, an entrepreneur on his fourth company, recommends waiting to **have enough money before becoming an investment angel**.

"You should build a diversified portfolio of stocks and bonds and make money, and sooner or later someone is going to come along with a business opportunity in an industry you know". Just because some entrepreneurs ask you to invest in their company doesn't mean you should. Flattery, after all, clouds judgment. And he says:


"Who is managing the company is as important, if not more important, than the idea itself".





04/INTERVIEW

María Benjumea: “The big companies are no longer killing off startups”

She talks about the startup world with passion . Her enthusiasm is catching. María Benjumea defines herself as a "startupper" and a "61-year-old entrepreneur", and is already immersed in the preparation of the new edition of [South Summit](#). 

What are the professional profiles most in demand by startups?

They need everything. We're talking about everything from small companies to others whose turnover is in the millions of euros. A great many companies are being created today. When we talk about a startup we're talking about a company that's set up with an ambition and with an important project for scalability. It doesn't need to be a digital company, it can be born out of any industry. Naturally in any company technology is transversal in this day and age, but it's the business model itself that gives it its particular set of characteristics. Disruption

doesn't only have to do with technology, it comes from the business model.

Are there too many startups?

This world is like life itself -we all start out and some get to the top and others don't. The same thing happens with startups: there are some which from their very creation and configuration are organized so that the business develops smoothly, whereas others achieve success thanks to a series of factors, while others take more time to get going, and many set out in search of adventure without the slightest idea. Nothing is easy, and everything takes hard work.

Do many fail?

I don't think so. And I can give you a very personal example: this year we asked ourselves what had happened to the 180 finalists in previous editions of South Summit (from 2012, 2013 and 2014), and whether they'd survived or not. The survival rate is 90%. Very few have dropped out. And they've raised 300 million euros.

What does a startup have to have to achieve success?

People. They're unquestionably the key factor for success, they're crucial. When investors are looking for a project, the thing they look most closely at is the team behind it.

What's your opinion of crowdfunding?

I think everything that offers different ways of raising funds is fantastic. The more different ways they provide for obtaining funding, the better it is for everyone. The concept of funding is changing radically.

What did you learn during your time at Infoempleo?

Lots of things. The first one I already mentioned is that the key to any successful project is people. Another lesson I learned the hard way is that if you sell 51% of the company -as I did- it's the same as selling the company at half price, a really

outstanding lesson. Another lesson I learned and which I think is essential is that entrepreneurs are moved by passion, and it's very important to have people who'll tell you that you sometimes need to set that passion aside when you're studying projects.





Aren't you worried about a new bubble?

There's no way back. We need there to be no way back. The world has changed drastically. The bubble was a bubble when companies were being sold at a loss of hundreds and hundreds of millions. That bubble wasn't the end of the Internet -all that new economy from that time is

now what supports it today. Although people did some crazy things, just as they might do right now.

What's the right course to take?

Innovation is the key to everything. Everything's going so fast that even the big companies are aware that they can't generate that innovation within

their own structures. They find it in entrepreneurs. The entrepreneurial ecosystem was conceived as the startup and the investor. Now there's a world of opportunities to prove that the world of entrepreneurship is neither a fashion or a bubble. Entrepreneurship is the result of the innovation [needs of the big corporations.](#) [in](#)

Have the big companies changed their mindset with regard to startups?

Yes. Big corporations have realized that it's impossible for them to be able to generate that information within their own structures. They may have the most talented people, but everything's going so fast that something that interests them could come up at any time. You can only find that speed in startups. Corporations have to realize they can work with startups without having to integrate them in their own structure, in order not to kill

them. They have to work with the talent. If they buy them they kill them. They have to work with them.

Is this happening?

Yes, they've seen that they can't kill them. What interests them about startups is their rate of growth. And if they make them part of the company that disappears. Many have realized that if they absorb the part that interests them, the business - and they don't even have a share in the company's capital- they can get hold of the product they're interested in. In turn, big

corporations offer scalability thanks to their customer portfolio. Big companies today are working with startups to the mutual benefit of both without touching the share capital. These are extraordinary agreements that don't kill the startups. The startup offers innovation value and the corporation provides the technology, strategy, customer portfolio or a pilot program... These are agreements that are going to become very widespread, and which shouldn't sideline investors either. A vast world of opportunities is opening up which is vital for the development of today's society.

05/INFOGRAPHIC

Professional profiles for startups

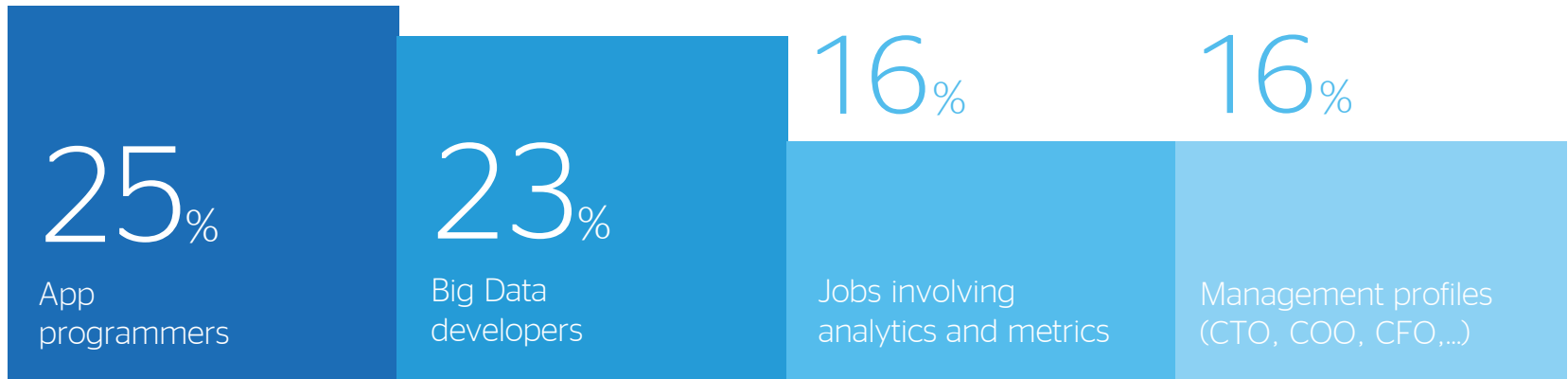
The labor market is changing rapidly as a result of the influx of new generations of professionals, and due to technological and social advances.



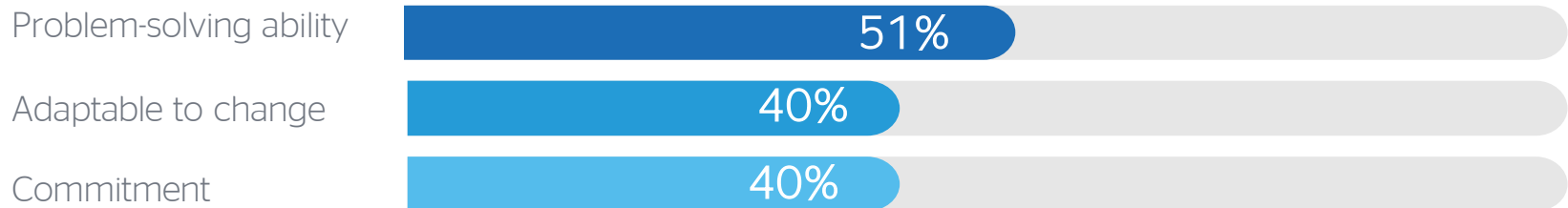
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STARTUP PROFESSIONALS IN FIGURES

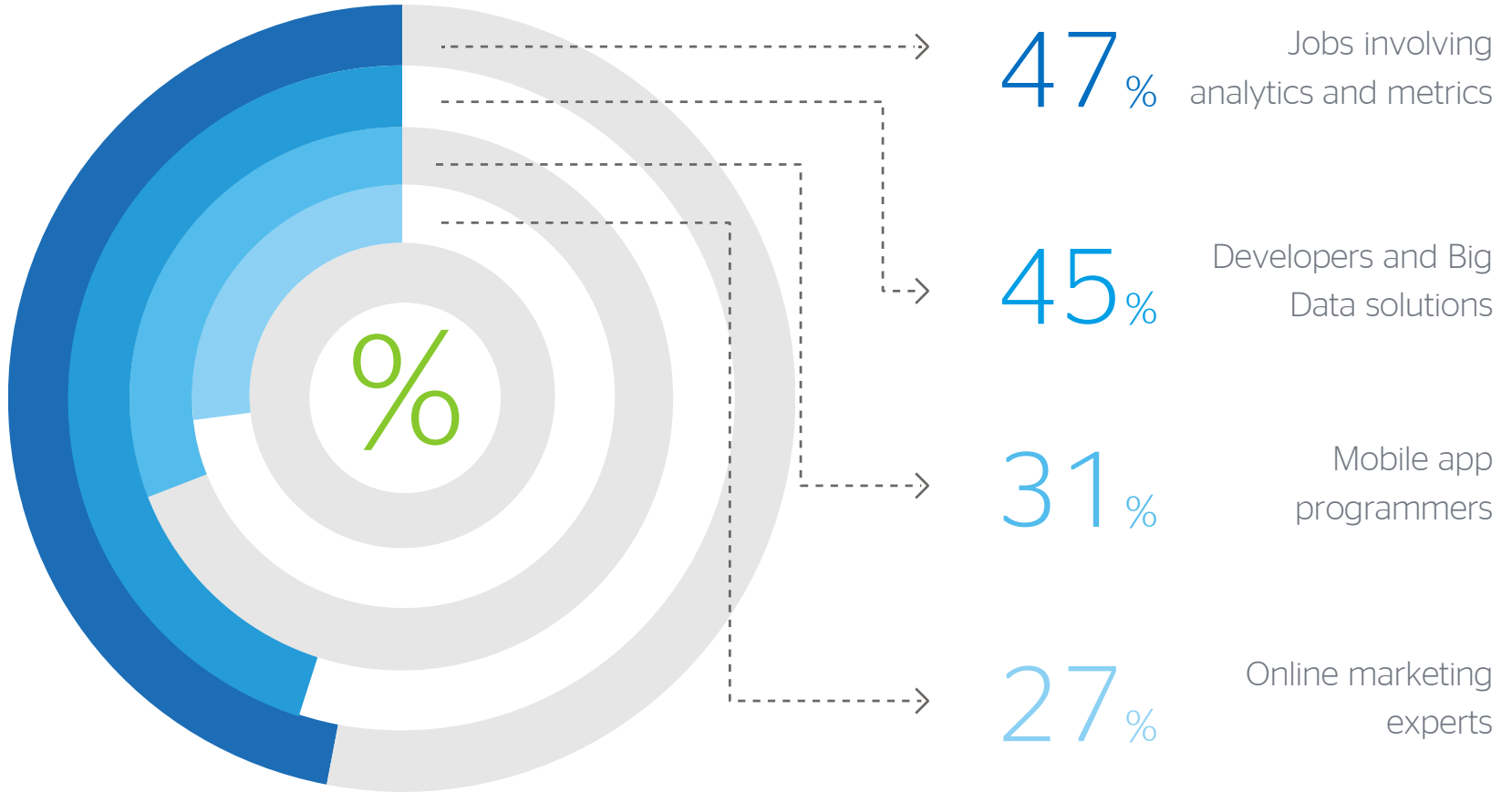
MOST DIFFICULT JOBS TO FILL



SKILLS NEEDED TO WORK IN STARTUP



TYPES OF UPCOMING PROFILES NEEDED



CHARACTERISTICS OF A BUSINESS ANGEL

Business Angels invest between 25,000 and 500,000 dollars in new startups, with the aim of attracting venture capital funds



- > **The player**
Serial entrepreneurs who have already sold one or more companies.
- > **The silent investor**
They play a less active role and tend to sit back and wait for profits.
- > **The hands-on investor**
They play a very active role.
- > **The professional angel**
They support and enhance the value of the company.

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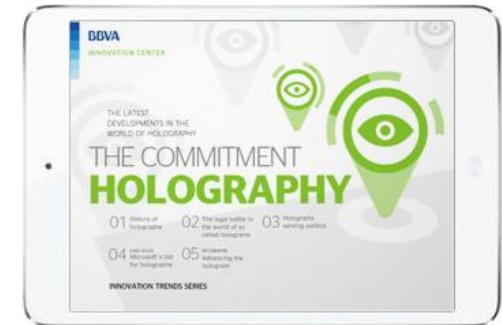
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