

# Building development teams. Why startups often fail.

With Martin Schulze, Prof. Dr. Christian Johner

## Transcript

00:00:06 Speaker 1

Medical Device Insights, a podcast by the lone Institute for medical device manufacturers, authorities and notified bodies.

00:00:18 Speaker 1

You all know that we at the lone Institute support companies in developing standards and legally compliant software.

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And there's a man

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whom I have been able to accompany on these questions for over 10 years.

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He was in different roles at different manufacturers and we came across each other again and again and learned to appreciate each other very much.

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This is Martin Schulze and I brought him to the podcast today because we want to learn more about it from his experience that he has had all this time, namely building teams as a software development manager.

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And before we jump right into it, I would ask him to briefly introduce what he is doing now, so that you all have this framework.

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Mr. Schulz, would that be possible?

00:01:06 Speaker 2

Yes, thank you very much, Mr. Jonah.

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I'm incredibly happy to be here today.

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I wouldn't have thought that 10 years ago or anything until we started.

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And yes, maybe to me, I've spent the last 12 years

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medical software from embedded to cloud, developed in-house and of course then built up in teams and last year, even in the middle of the pandemic, I decided to maybe change sides in a certain way or to make knowledge available on a broad scale and help companies do exactly that, to develop medical software in teams, because without a team it doesn't work and that's where it comes from.

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And yes, I'm very happy that we have found each other again and can look at the topic today specifically at the startups and how it works with the medical software.

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Absolutely, so this is not primarily a regulatory issue, but it is now also a lot that has to do with organization, has to do with team building, the right people

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and I would say, maybe describe exactly that.

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So, how would you proceed now if you were a start-up, of which I call it a medical start-up, i.e. a start-up that has to develop software-heavy, even regulated software.

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What would be the most important aspects for you?

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Yes, there are many, many things.

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I think what experience has now shown is that you should go in with planning, with good planning, because

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Even though you can build and establish a team within 36 months today, it's still an insane commitment for a startup.

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And it starts with a consideration, do I need them, the internal software team, what is that supposed to do for me?

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What should be the result?

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That's nothing, it's more harmful, more damaging than starting to get people into the application process and then realizing, actually it's still too early for me, actually I want something else.

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because word gets around incredibly quickly and finding and hiring developers, the topic of your own brand, startup brand, is simply incredibly important.

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And on top of that, we are the planners of this make or buy decision, it is something very crucial to clarify all the policies at an early stage.

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So, how, how do I want to work?

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I have my whole team remotely, I have a part in the office, what do I want to offer the developers, so that right from the start, when I shape the positions, when I shape the roles, when I put it online, I have a clear picture and can communicate what I have to offer.

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Mhm, so that was a very important aspect, because maybe we should go into it a little more closely.

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So the one thing you said is the decision 0, so to speak.

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Yes, do we want to develop software at all and then question 1 at what time, so if you want to do it yourself, at what point will you help build such a team?

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Would you perhaps give us a keyword for both in order to come to a good decision-making process?

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Yes, I would say that with the topic of timing and is it even now so far that I need it, you can already make the connection to

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I already have a clear understanding of the product.

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And that then goes into the topic, product management.

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Am I really willing to invest there?

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Maybe I already have that?

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The best situation is actually this, in my experience, that you have someone internally.

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He may not have done 4 years of product management, but he knows exactly what we have to develop now, what we need for a product.

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And it is more or less limited only in that it has no team with which it can be implemented.

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That's a

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a great starting point.

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If I don't know exactly what my product actually is, the business model works and I just expect that I will have to fluctuate very much again and maybe don't need any software at all, then it's probably too early or not the right time.

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And when it comes to the question of policies and especially the remote, one observation that is made a lot today is that companies naturally find it difficult to decide, now we want to be remote

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offer all the way when we go remote first.

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It's the case that the developers are asking extremely strongly and that means you could then go the way, for example, that I hire my engineering team completely remotely, but the rest of the team is completely in the office.

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You have to be aware that, for example, such a hybrid setup and now seen hybrid in the entire workforce is also extremely difficult.

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And to really link the individual employees well with each other and to establish all the communication paths, which are so important, especially in startups, that everyone can talk to everyone well.

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Mhm, as an institute, much further than me.

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I was even, but had actually asked this Make-O-Buy question with the one question.

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You have already addressed the question of policies, yes remote versus on site, have answered it.

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Very valuable and we'll go into it even more.

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I found her advice on when to hire very valuable.

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You could almost say if you know the intended use and the usage or stakeholder requirement.

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to put it in normal German.

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If we now think about this question 0 again, do we even want to develop it ourselves?

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Do you have a tip for start-ups?

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So, are there situations where you would advise against building yourself, for example.

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Yes, even relatively often and that is often not necessarily such a binary decision, but I actually have to think about which part of the

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Product that I want to offer has it, where does it really have value that I build it myself.

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That means, if I have a software-as-a-service offering or a cloud application, I do different things there and in the end the core offering that I offer is perhaps the referral of patients with a certain service.

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Then I should think carefully about whether I don't

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build the whole thing on existing solutions that are there for this and then maybe only build a light front-end if I can map the added value I want to offer through it.

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So that's where it comes from, is there really the great added value in the software team afterwards or does the software team do something that I might get off the shelf or that is simply not differentiating.

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So that's the big question again, what is my startup value proposition.

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my value proposition and how can I increase that with developers, what can they contribute directly to it, that's very central.

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Yes, that means that the order would really be from the product, the value proposition, as you just said, to the stakeholder requirements, then to decide what is the focus here, then you can make this make-or-buy decision, so to speak, and if you then decide on Make, then you basically go the way of building this team.

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And now we've been talking about a team or developers in a very abstract way all the time.

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What are the roles that you see now in total, that form such a team and that a startup ultimately has to fill?

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Extreme, extremely exciting topic.

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I would start first and that's kind of extreme for me, I've already touched on the topic of product management.

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the role that product knowledge represents.

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If I use Scrum now, it can be the Product Owner.

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I can also use other process models, but that's something that is central to me and must be considered from day one.

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In addition, of course, I then have a distribution of maybe specialization of developers.

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A common topic is, do we need an architect, let's take someone like that with us.

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There are a few points, we can go into more detail, where I also advise a bit of caution.

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But first of all, it would be important for me to mention the topic of quality assurance-oriented person.

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Whether you call him a Quality Automation Engineer or a tester is not so decisive.

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But thinking about this role at an early stage and establishing it at an early stage also has incredible value.

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Even if

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my product or my medical device is not a medical device at all or my product is not yet a medical device from the beginning, but I will simply get there at some point.

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In my view, the quality aspect is very central to this.

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Mhm, you have a question now, is almost put into the mouth, namely the question about the architect.

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Yes, so what we have already learned, we definitely need the developers in the programmer or implementer, we definitely need someone who has this quality hat on.

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as a tester or perhaps in another role, but now you have already made us curious.

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Architect, yes or no?

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Exactly, that's such an important question because process decisions go hand in hand with it and that's where we come to the really big topic, how should this team work, do I have a team where I hire a senior architect and then, for example, 3 junior developers,

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then in the end I will immediately create a predetermined breaking point from the beginning.

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The architect also has no one who might challenge him, who also critically questions him at his level.

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That's a pretty high risk, this way.

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Experience has shown that you can also work quite well without the architect role by having several senior developers, so to speak.

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where you then have to set up a process, of course, how they come to architectural decisions.

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This feels like the more difficult way at the beginning, because I first have to think about how this process works, and especially in a startup, it's crucial that it's not too tedious, but that decisions are made.

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As a result, however, if you look at the development team as a system, the system is much more resilient in such a structure.

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K., that is,

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so they consider the activity of architecture to be the most important thing, i.e. that you design architectures, but they didn't say that there necessarily has to be a dedicated role in it, especially if there was a gradient, a seniority gap between the architect and the developers or programmers.

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Did I understand that correctly?

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Exactly, and it is precisely this gradient that is perhaps a very good concept of what they are talking about, what you want

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early on, what is a healthy level of mixing.

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That's also something I've seen more than once, the attempt, so to speak, we're a startup, we want to save costs, to rely more on very inexperienced developers, who are often insanely committed and that's just another risk management topic.

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They can do insanely great things and be insanely innovative, that's always the topic, you

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Nobody has ever told you that this is not possible.

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So think, so just solve it.

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But on the other hand, if I then only rely on it, I simply have an insane risk that decisions will be made that I will have to pay dearly in the long run.

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And unfortunately, you often see that a startup like that can get into such a feature dry spell, I call it, after a third year of development.

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because so many things have to be converted first, which are only purely technical, which do not bring any added value to the user, the patient.

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You pay it out at the end and that can be an extremely difficult time.

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So you should think about the gradient you tolerate at an early stage.

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The architectural depth that we want to avoid.

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Yes, now we've talked about the roles.

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The next question, which will be answered by now

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is obvious, we know who we want, but how do we find these people, how do they go about it?

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So for me, it always starts with that, first of all, briefly deal with yourself as a company, what can I offer there and you just have to see nowadays that 80% of about the developers who are still open to new jobs today prefer to work completely remotely, to work completely from home.

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And I shouldn't think about that at the very beginning, can I offer that?

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Because it massively increases my chances.

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On the other hand, if I rely on the maximum, i.e. the full presence, or maybe only offer a day in the home office and the like, I have to expect that I will certainly cost 30 to maybe even 50 percent more.

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that I have to offer more and more on the site.

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So that's a very central thing for me, this ability to hire remotely and to do it as globally as possible opens up a lot of possibilities and makes hiring much easier.

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And that's something that I think we've seen in the industry, especially in the last 2 years, which is just a huge turnaround that we all have to deal with now.

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But there are also solutions for this in the meantime and the

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are many H.

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R.

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Topics, we could also look at them again, there will probably not be enough time for us today, which we have to think about carefully.

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Sorry, because I was already curious.

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So suppose we now have a company that thinks more globally.

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In this generous case, or with more flexibility, how would you go about finding the right people for your team?

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I would strongly advise the hiring process

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to think through well and pull tight, because that's also something, something that we often forget from the German perspective, that we're simply in a country where hiring generally takes a little longer and that tolerance doesn't necessarily exist globally and then I lose people.

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This means that I have to go in from the beginning with a hiring process that can actually be completed within 2 weeks.

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And then there is this again, perhaps a bow to the second point I just wanted to address.

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Because as a medical startup, you have a huge advantage.

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You have an important vision, a purpose, for which you compete.

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And that, in turn, should come up very early in the hiring process.

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The very first interlocutor with whom a potential candidate enters into conversation must be able to tell something about it.

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You really have to be able to convey the passion.

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Why

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does it need this company, what makes it better, what do patients get out of it and that's an incredibly important advantage that you have to use.

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Following this, you can and should definitely get into the more technical and there are points again, as some companies overload their candidates by giving a lot of home work and giving them programming tasks.

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And that's where you have to be creative again,

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but also always keep the candidate in mind, that it is simply a quick process for him and that it also remains fair, which does not, for example, force the candidate to work 5 hours at home again on a project, which he then has to submit, for example.

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Mhm, you have now described very nicely, so to speak, also this funnel, how you then convince people, after which first, how you convince them that it is worth staying in this funnel and what you have to pay attention to, just this speed, which is not overloaded, but still through a certain examination.

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technical skills, how do you get them into the front of this funnel in the first place, what are the platforms you would use to communicate a tender?

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Nowadays, I think, LinkedIn is definitely indispensable, of course in the remote topic.

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Then there are interesting platforms in the various more local topics, for example

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there is in Brazil like that, there is a GitHub project and there are a lot of remote jobs posted and there it will be an exchange and you can look around, for example on GitHub and beat the drum a bit.

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Also a topic that I don't underestimate and what is very important when I include the direct approach, it should always be there, that I actively look around on LinkedIn of course a bit, because also

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To be prepared from the outset for the fact that the person I am talking to may not be interested or may know someone.

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And that's why again this first contact, the pitch that the company is really something, what is special, can help me to meet someone who then knows 5 others to whom he passes this on.

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And so I can build up the funnel relatively well.

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As I said, that goes back again, not to the policy, a little bit of what I can offer.

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is this an interesting place, a German medtech startup, have I actually made the experience that it is relatively easy to build a really good funnel if you get behind it?

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Wow, so now we've joined in, first thought about when we need a development team at all.

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Then we next figured out what roles we wanted to fill for this development team.

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Then we looked at how we could find these people.

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So that all helps us a lot.

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Now we come to the logical next step, so to speak, now they are here.

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and how do we get them onboarded now, how do we get a team formed out of them, which of course, I think, can be particularly challenging right now in a global context.

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Absolutely, especially when always remote teams, but also the mere circumstance medical software, maybe I already have the Q.

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M.

00:19:01 Speaker 2

S., maybe I know I'm going to need it.

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And I always like to start with one main point when it comes to onboarding and for me that is this

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the quick self-efficacy of employees and this is true in every software team and this is even more true in our industry.

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To quickly ensure that a new employee can contribute solutions and gain the feeling.

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I can do something here, I can have a positive effect here, contribute my knowledge and I also have a certain self-confidence on.

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And that I then mate or I think, is very important to pair with

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Q.

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Quality Regulatory from Day One.

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So, that has to be an issue on the first day.

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On the first day, it must be clear that we as a startup need certain things in this area.

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That doesn't mean, and that's very important to me, that doesn't mean that you have a finished Q.

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S.

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must have.

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It's often the case that you then know, O.

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K., in one year in 2 we will have the 13 485 certification.

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But to talk about it on the first day that this is important,

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has a huge effect, because more often you find the case that someone in the software team comes in, you don't want to burden them with bureaucracy.

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He's been there for 3 months and then he hears that the topic also exists.

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It's a priority, you can never get it back, never transport it again.

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If I say that on the first day, that's important to us, we may not yet know what our test documentation will look like afterwards, but

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you know here, that's where it's going, makes a huge difference and of course you can underpin that accordingly with external training and you shouldn't worry, that's another experience, that you overload the developers with bureaucracy.

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My experience is rather that if you explain the goals and the necessity early and directly, really good solutions come out.

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It's always the classic case for me.

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We all know Objective Evidence, is crucial when we take care of software verification.

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Most developers and also the testers have great ideas on how to easily integrate this into established tools.

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But of course I have to tell you that and that's very crucial for me.

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So now you have this light star as well as me and or the boundary condition at least this one.

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Yes, I don't want to say 62, 304 compliant behavior, but just to have an awareness of what we need in the end to make it into a successful approval, they have now put in the center here.

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If you want to talk more about this team, i.e. what do we need for this team idea to come up, maybe we have to talk a bit about processes or tools that could support something like this at this point.

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Yes, that's exactly, that's a good topic, also which is of course super important, especially in remote teams, and perhaps sometimes unusual.

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Basically, I think all managers should be aware of this somewhere, I have to get people together and give them space to get to know each other.

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And that is of course much, much more difficult to realize in the remote case, especially if I opt for full global remote hiring, on the one hand in India,

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one in Georgia, the next in Germany, another in the U.

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A., that's going to be very, very difficult.

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I've had very good experiences with it, but also consciously preparing and holding events that simply loosen it up.

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There are tools such as Discord, where you simply meet in different rooms with video, play games together, maybe even a

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Drink of the alcoholic or non-alcoholic kind and simply creates a little space for conversations.

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That's something, you just have to think about it when you build up a remote team like that and then you have to create this space.

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Of course, this goes on to the tools of daily communication and there, that would be, I would probably go too far now to list them all and the dos and don'ts of the tool.

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But what I find very important is open

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Seek a conversation, what is our working agreement, how do we want to communicate.

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And an example of the fact that you can imagine a bit of something underneath, no matter if I use Slack or Microsoft Teams, it should be clear whether the recipient is responsible for issuing his notifications or whether the sender should no longer send messages after 08:00.

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If I don't have an agreement, it can only lead to irritation, stress.

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then is an example where you simply have to consciously initiate the discussion.

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This is sometimes unusual, but very, very important.

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You have already mentioned that you avoid the few dons.

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Finally, could you perhaps give us some of whom you would say that these are things that you have observed regularly, that have not served the whole.

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Or, of course, we can also formulate it in a positive way, what would be the things you would say about if you stick to them, then you have already taken a big step.

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Yes, of course there is a very long list, I think, of experiences, but to highlight a few.

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I discussed the topic H.

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R.

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a bit, which of course, when I hire remotely, is poison, is when I give each freelancer a different contract and start every time anew to negotiate a contract somehow, but that is simply the you, so to speak

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even before I start, I should have a framework contract ready for a freelancer that works globally and with which I can then go in there and where I then only enter the hourly rate and then that must be good, because otherwise it is very quickly that a lawyer 6 months later says, Wait a minute, you've made contracts here, that's bogus self-employment, that's the problem here and there, you have to avoid that, always think about it early.

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Another topic is

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especially in startups and especially in ours in our sector, we of course often have founders, investors who are relatively far away from technology and they then of course get the help and hire the people.

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But what is often not considered right away, from my point of view, is I really have the, I call it Chain of Trust, this leads the trust to whether the development team is making the right decisions, has it really understood the medical context correctly

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And that's just something, you have to be aware of that and that's where you should start investing as a founder.

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And if you have a founding team with Java, of course you have someone like a C.T.O.

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who is already a bit technical, then maybe that's already the case.

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If this is not the case, you should definitely invest time, ensure transparency, really put everything on the

table for each other, to see what it takes on one side or the other to be able to work successfully.

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and why then which decisions are made in this way.

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That's very crucial, because it's not positive for anyone, if you stand there later and say, well, I would have thought that it would be six months faster, doesn't help anyone.

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Maybe a third point, we have touched on the tools a bit, so from my experience it is also very important to listen to people and really keep an eye on usability.

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we know this as experts in medical software or medical devices in general, usability is incredibly important to us and that's something we shouldn't underestimate, especially with a remote team, when it comes to the tools the team works with and we should have a very open ear and listen very carefully, which tools work really well and sometimes it's not necessarily just about what is now

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somewhere is the best and then also what does my team really want to have, what are they with, do they get along well.

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Yes, maybe 3 are super helpful.

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You have already said that these are whole lists, dos and don'ts and will now be able to go even deeper at any point in this process.

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But that's exactly what a podcast like this is supposed to be.

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We want to give an overview and for all those who still want to descend deeply, they are there for them.

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We will be in the show notes

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or would we not only, we already have that, who leave their contact details.

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So that means that anyone who wants to know more, how do I build such a start-up team, how does it work globally, what tools do I use, how do I proceed step by step, can use it with confidence.

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Yes, and that leaves you, Mr. Schulze, to say very, very much thanks for these, yes, real insights that you have given us from this area.

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Yes, thank you very much.

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Yes, it was great to have the time.

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Thank you.

