



**MASTER CLASS**



# **Savoir pivoter pour développer son business**



**Big**

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# Qui sommes-nous ?



**Baptiste Boulard**  
CEO de Swapcard



**Madjid Yahiaoui**  
*Responsable du Master Entrepreneuriat &  
Business Development  
Paris School of Business*



# Swapcard in 2020

France + Canada  
US + Dubai + India

MASTER CLASS



**+548**

Events



**49**

Countries



**1,100M**

Attendees/year



**54K**

Exhibitors



**65**

Employees



**#1**

Platform in Europe



**92%**

Clients Satisfaction Rate



**#4,5**

App Stores

swapcard

Paris  
School of  
Business

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# Our History

Seed – 500K€

Idea - Digital business cards App



2013

2014

2015

2016

2017

2020

Pivot

Full event app



Event

Matchmaking & AI



Networking App



Raised 4M fundraising

Rebuild our tech



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# Business Model Evolution



**Revenues 0 - MVP**  
Print business card  
Freemium  
Contact Management

**Revenues 80K**  
Work with event organizers  
Av price < 1K €

**Revenues +10M\$**  
Virtual Event  
Av price < 15K €

2013

2014

2016

2017

2018

2020

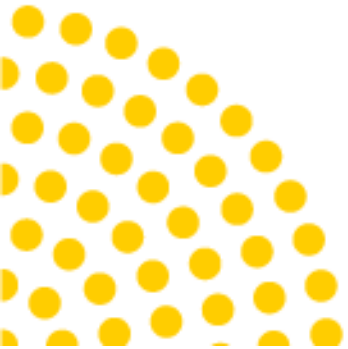
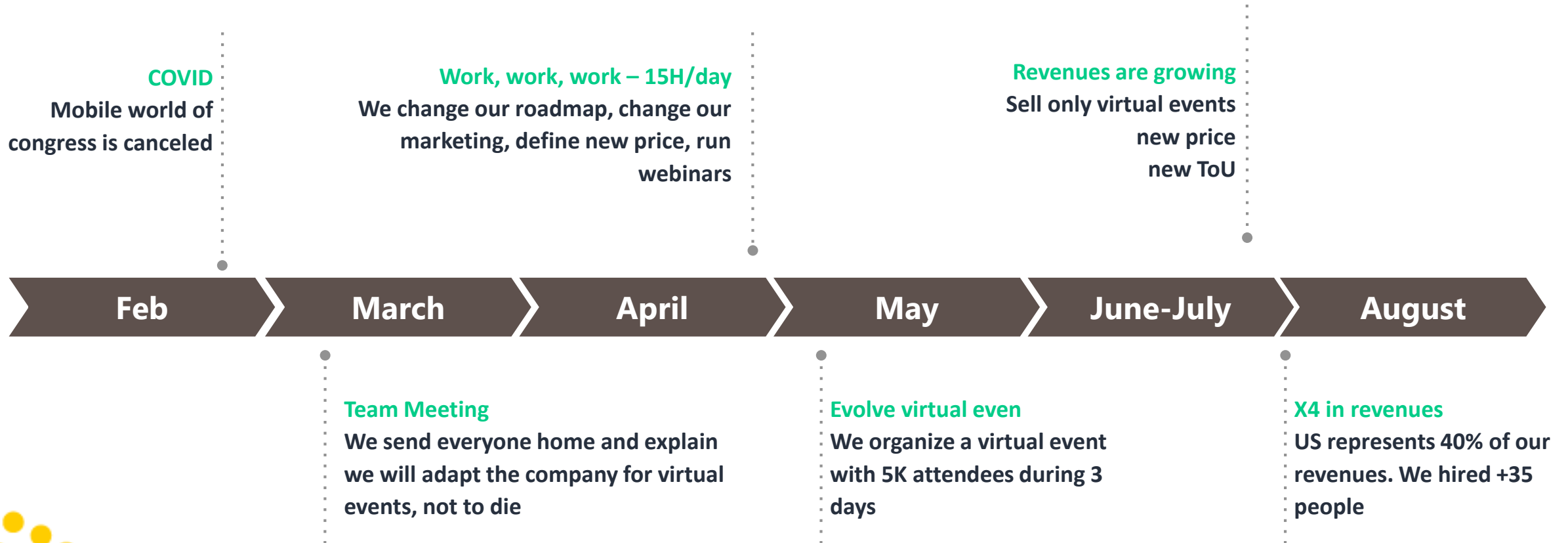
**Revenues 0 - MVP**  
Work with event organizers  
Free to use

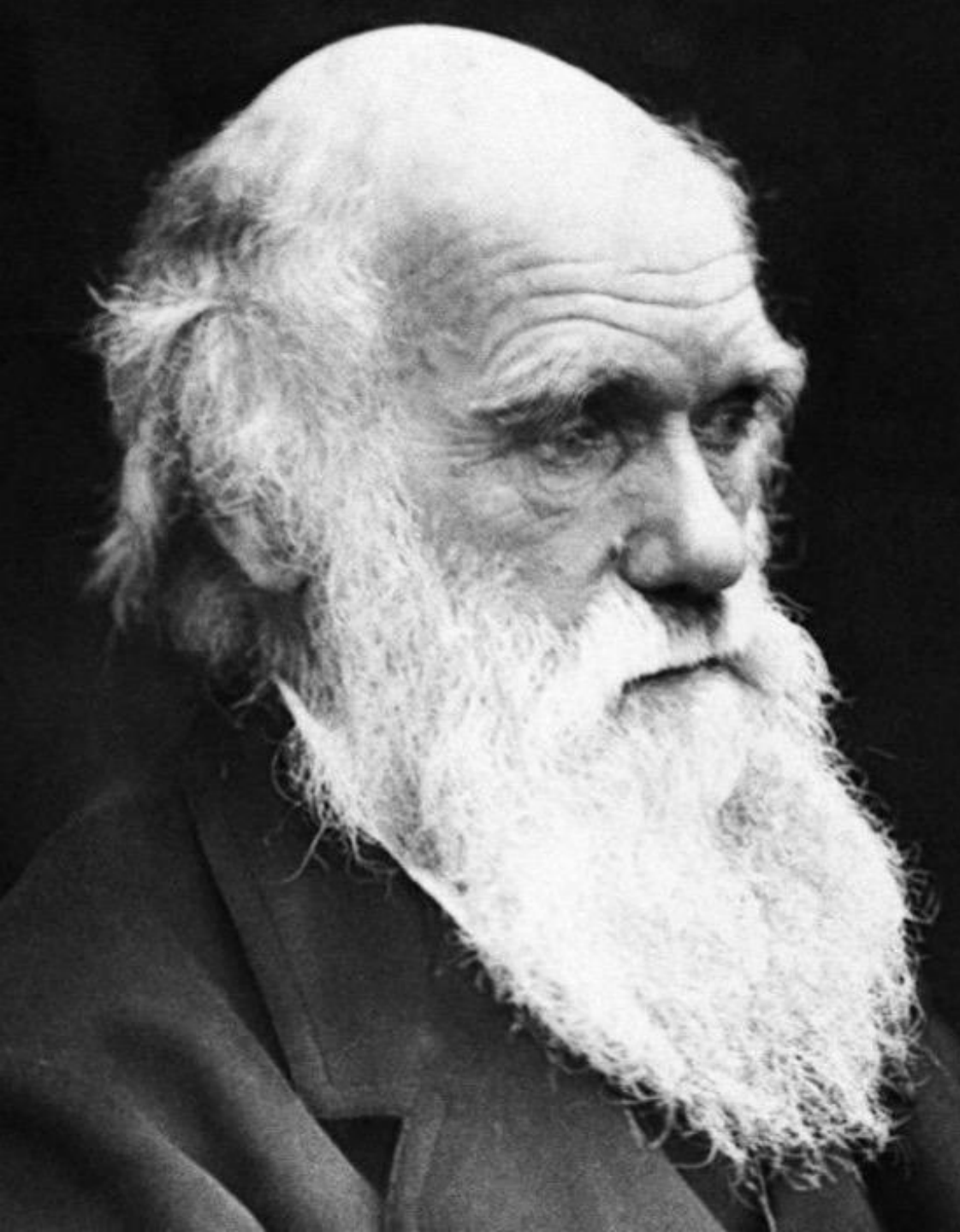
**Revenues 200K**  
Work with event organizers  
Av price < 3K €





# Our last pivot in few steps





— *“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is **most adaptable to change**”*

*Charles Darwin (1809-1882)*



# What to learn

- Listen to the market – be open-minded - Adapt quickly
- Execution is key - Idea is less important than execution - Criteo pivoted 3 times
- There is no overnight success – it takes 3/5 years to hit product market fit
- People is the most success of factors of a company - Find investors that trust in YOU
- Be aligned with your co-founders – preserve your unity during hard times
- Be resilient and work hard

