

DEAR *Diary!*



This is the five-year story of The Family!

2012

I'M OUT



I'm 27. I work for a non-profit organization.
I'm running the first startup accelerator in France, called "Le Camping". A startup accelerator is a kind of intense program for entrepreneurs. It lasts 3 months, the selected founders are supposed to go from an idea to a working prototype, helped by mentors.

➔ How Did I end up Here ???

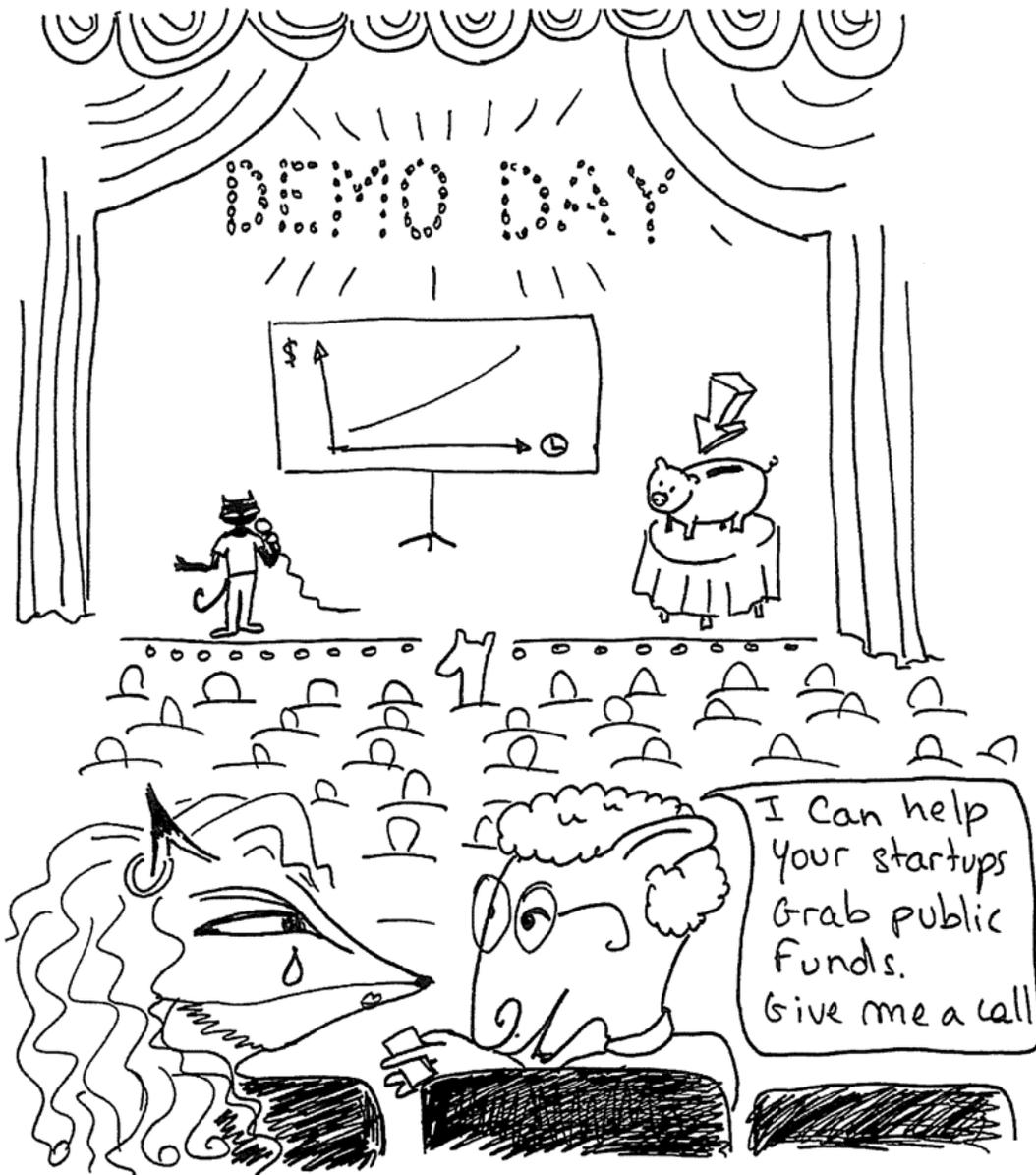
I don't even have a clue about what "business" means. OK, I graduated from a business school, but to be honest, I did nothing but travel abroad and draw.

Finance, Marketing and consulting were like 3 roads leading to the same destiny → Boredom.

♥ I want to USE my creativity and if I can't be an artist myself, I would be surrounded by artists.
And entrepreneurs are artists to me. They have a vision. They create things that speak directly to the heart. they renounce the comfortable life because they are on a mission: **ACHIEVING their OWN PATH!**

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Today is the most important day: Demo Day!
After three months of hard work, my 12 startups
are ready to raise funds.
They all nail their 5 minute pitch on stage.
But damn... The majority of the guests in the
room are from public institutions.
Why didn't any serious investors show up?

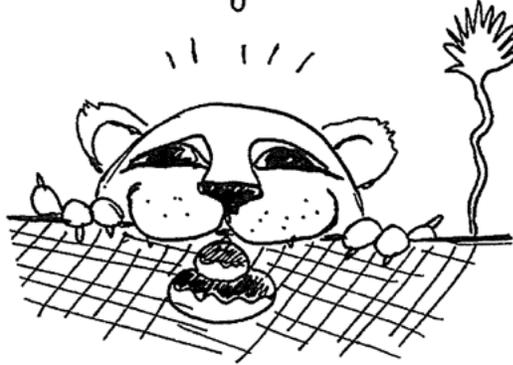


My hopes are not dead since I met that dude,
Ousama, a month ago. He's 26, but in terms
of wisdom, he seems 40. Yeah, that guy is fucking
SMART...



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Oussama was born in Lebanon. His mom, brother and sisters lived in AFRICA. When he was 6, they all settled down in FRANCE, in the small city of Tours. He was raised like a King in a big family. No dad but a lot of love.



He used to get good grades. One day, he won a computer and started coding. Not really knowing what he was doing, he started selling cheap Websites to random businesses. He made a living out of it and helped people around him.



From one step to another, he created a website selling furniture from Tours to foreigners. It pissed off the local antique shops. They decided to buy his tech solution. This was a small amount of money But a great achievement, Building his selfconfidence!

He studied philosophy, built another startup called "Hypios," Oussama wanted to connect all the researchers in the World, to solve companies' R&D problems. He raised millions, didn't find his market-fit and finally got in a fight with his Lead investor...

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He was depressed when he went to Silicon Valley, watching movies and eating cornflakes all day. He let his entrepreneurial dreams fade away. After a few months, he met some founders willing to create their own ventures. Sometimes he invested, sometimes not.



Oussama started letting the idea of becoming an investor emerge in his mind...

This guy is like a bookstore for me.
I insisted a LOT to have him come to Le Camping.
He met with all of my startups, one by one.

Whaaaaaat ???

How come
a seed investor
can take 50%
of your equity?
Dude! With an
investment of
150 000 euros!



Yeah. All those habits
seemed to be normal.
As I was new to this
world, I didn't question it.

I made tons of mistakes. I let bad
fundraisers, lawyers and big corps approach
the entrepreneurs. But at least I've had
the opportunity to learn from young dreamers
who created startups like TV SHOWTIME; KAWET;
BANKIN; STORMZ; SKETCHFAB...

Oussama was ok to spend more & more
time with me and my startups. I was so
happy! I could see the progress in the
founders. They were finally raising funds :)
... and not dumb money!



**A GREAT ENTREPRENEUR
CAN COME FROM
ANYWHERE.**

**IT'S TIME TO LEVERAGE THE
DARK
MATTER.**



One day, we decided to create our own venture together.



I guess that building something new comes from the rejection of what already exists.
Our partnership was born out of a frustration: all these cultural patterns we had experienced ourselves, here in France:
Paternalism, elitism, fear of failure, contempt for doing ...



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France is economically and politically organized upon a strong pyramidal hierarchy. On top of it, an elite manages the most important industrial Businesses and public administrations. This group wouldn't take Oussama or I very seriously.

But a few years ago, Oussama had met Nicolas Colin, brilliant and humble, who used to be part of the french elite. Nicolas had been through the typical studies to become a member of the government, it's called "ENA".



Nicolas grew up in Normandy. As a teenager, he had two passions: music and politics. Both of his parents are professional musicians. All of his time, he was practicing on his bass guitar. He played in several bands from high school to college.



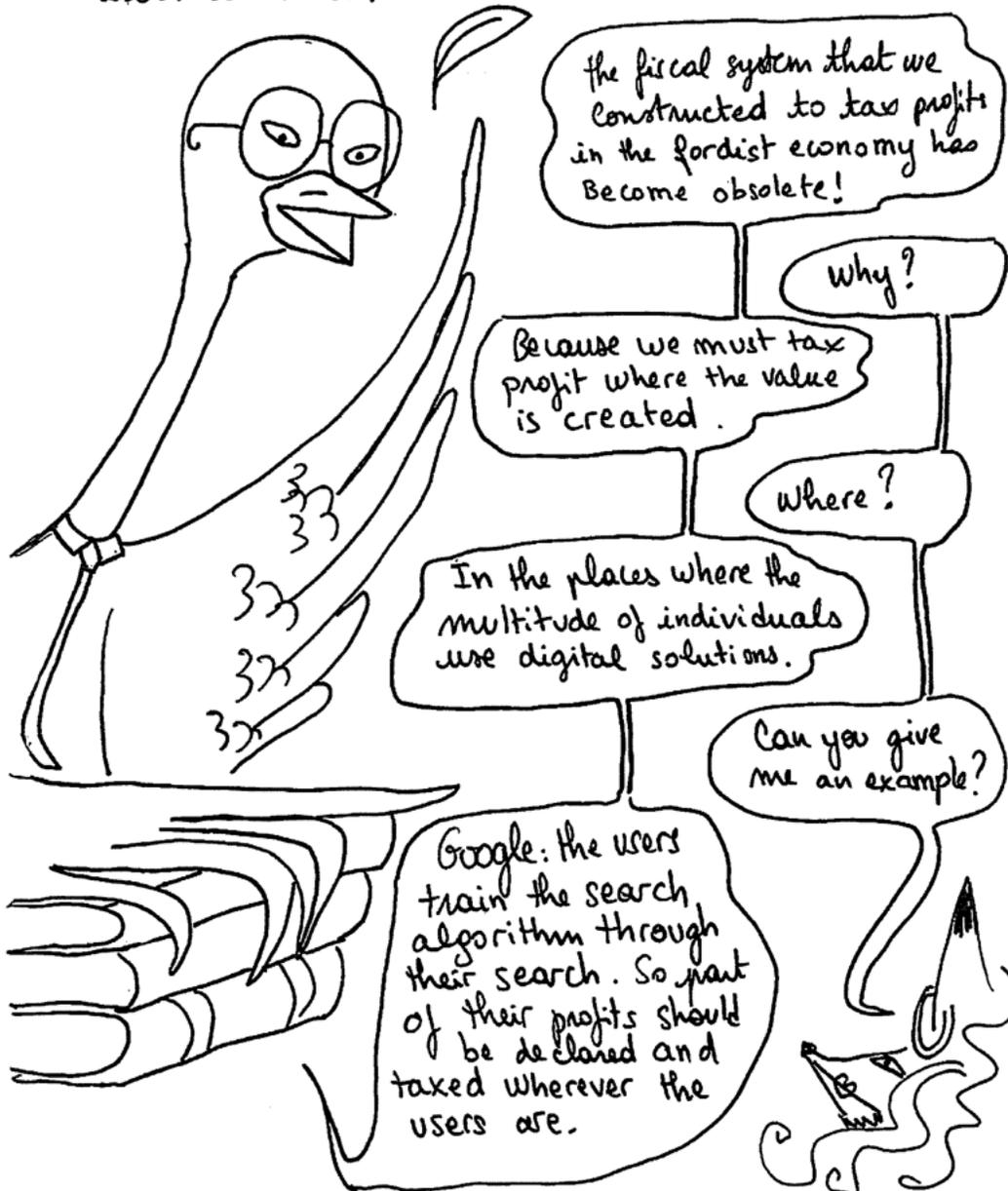
But when he was 15, Bill Clinton won his first presidential campaign. It inspired Nicolas to read hundreds of books and articles.

MEN WILL ACT WHEN THEY ARE CONVINCED THAT THEIR CAUSE IS 100% ON THE SIDE OF THE ANGELS



THERE CAN BE NO ACTION UNTIL ISSUES ARE POLARIZED

When I met Nicolas for the first time, he was writing a report for the French government about taxation.



That day, I understood he would be the magic key to unlock the hard equation of creating a startup-friendly ecosystem in France.

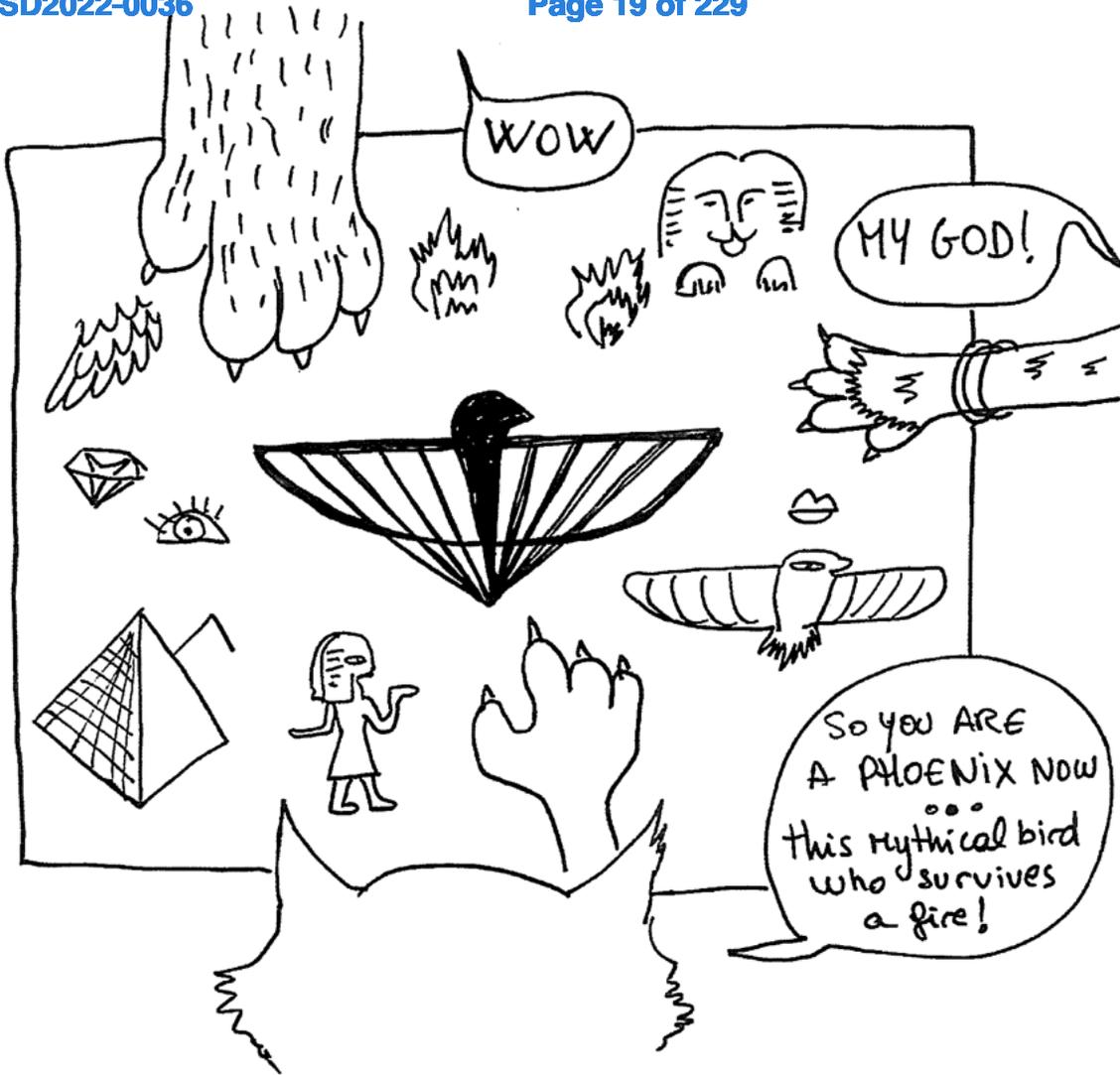
2013



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So here I am, happily unemployed, in my studio with Gussama and my fav artist and sister, Nally. She's working on our logo. We just found a name we love: TheFamily. This name makes our project obvious; either you're in or you're out. But if you're in, it's a lifelong journey, it's welcoming, full of love, it wishes the best for each member and you can count on your family, no matter what





Nelly takes our mission seriously—creating a family for ambitious entrepreneurs. She translates it into a symbol: a phoenix.

It's the idea of innovation, a perpetual circle from fire to sky, and sky to fire.

This bird seems pretentious with its wings deployed.

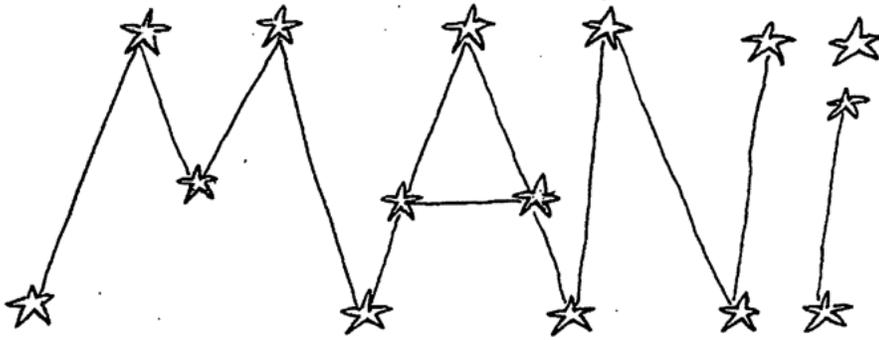
Rigid like an Egyptian hieroglyph, Funny with its Carnival colors and Precious, with its Art-Deco style.



SOME CALL IT
ARROGANCE

I CALL IT
CONFIDENCE



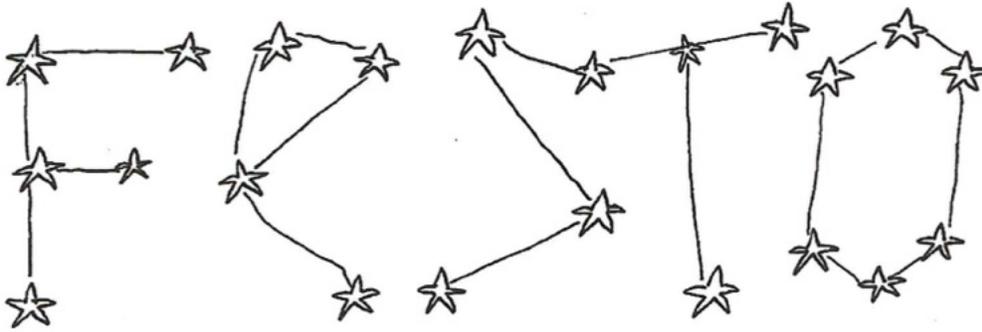


The Family is A Black Swan Factory
 Building unpredictable and non-linear businesses. The Family wants to be the market leader of innovation-driven value creation in Europe.

The Family is a Long Term, Strategic and Minority Shareholder
 We have multiple activities but a single mission: empowering entrepreneurs in their quest for a repeatable, scalable and profitable business model. Although our form is Corporate, our attitude is partnership.

After the Industrial Age, the Entrepreneurial Age is Beginning
 In the entrepreneurial age, physics and information will be replaced by entrepreneurship: the ability to serve a customer at the highest level of quality and scale, simultaneously.

For the 1st Time in History, the Young Must Teach the Old
 Employment as we know it is dead: the new generation is not looking for a job, but strives to find purpose.



The Fellowship is the centerpiece of our Family Membership inside our Family is a clear meritocracy. It is not time-based: you never leave the Family unless we kick you out.

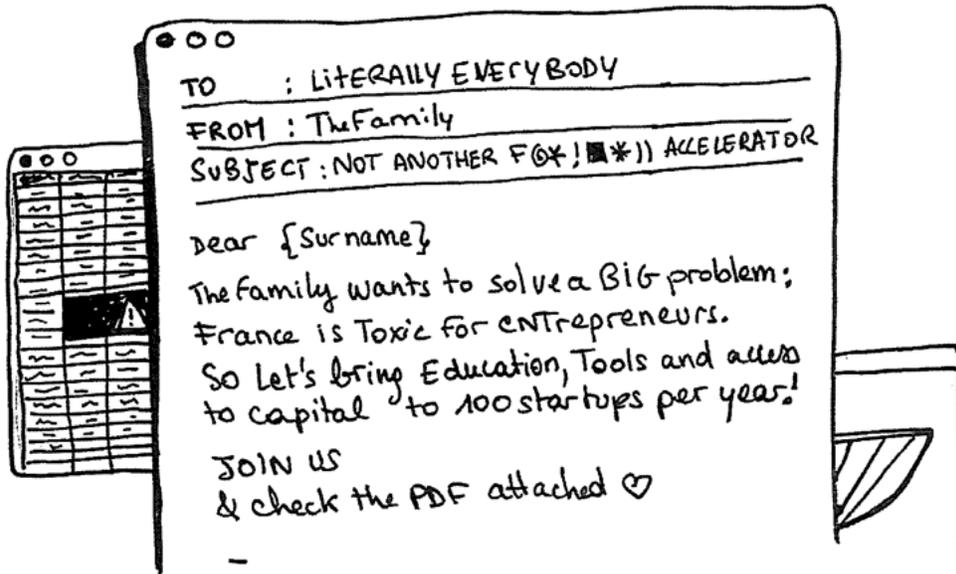
Partying is a Serious Matter, We Are Proud Barbarians No conflict, no interest.

The Money Importance Decreases in Venture Business Added value through relevant services is becoming the key. However, capital stays the best way to align the interest of multiple parties. The Family puts money where the talents are obliterating the boundaries.

Educating Entrepreneurs

Entrepreneurs educate .us and each other in turn. From this exchange, a doctrine emerges. Coworking spaces are not the source of innovation, the people inside are. Mentoring is just another name for paternalization and derisking. Entrepreneurs must be absolutely free in order to grow up correctly, healthy and awesomely.

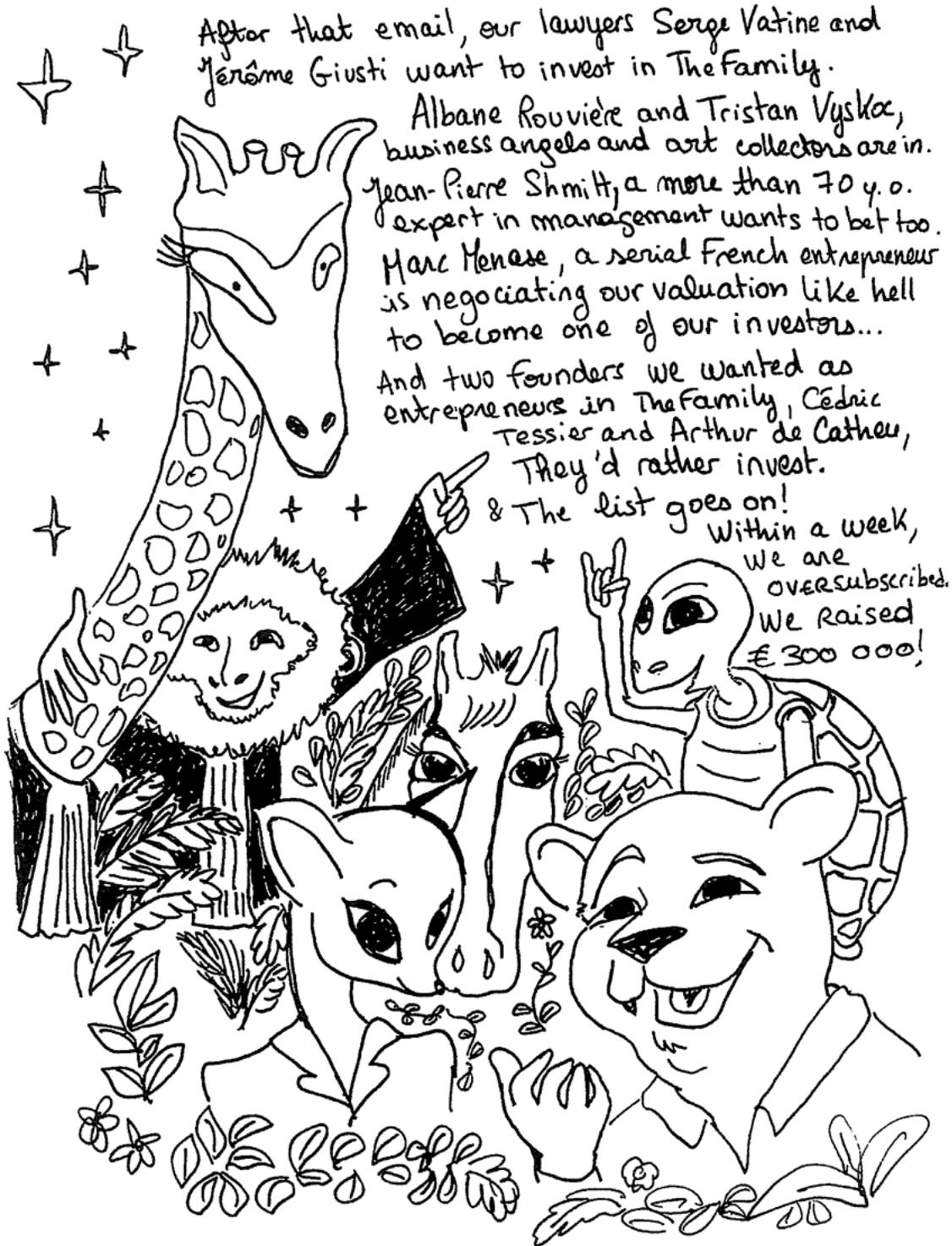
Everyone we know on earth must hear what TheFamily is all about. So Nicolas, Oussama and I download our linkedin and G-mail contacts. They will soon all get spammed with a love message..



We used that word: TOXIC. I can tell you, some people are really, really, really upset. But it's true. Toxic means that, in the context of a startup ecosystem, the elements can't survive; either they have to leave, or they stay but they can't grow. And a startup that doesn't grow, dies.

✉ At least with this email, we polarized. Our potential friends were absolutely teased. And all the conservative minds step away.





Not only did our Lawyers invest in The Family but they also fight and defend our cause, whatever it takes.



Freedom of Speech!
Since when has talking about the Tax lobby ever been a defamation???



Once we had a Tax audit... In France, it means the Beginning of a lot of troubles. But with Clarisse we ended up with clean accounts and a fine of ZERO.



No bad leaver
NO vesting
NO stupid clauses
for my clients!

☆ ☆ Being surrounded by people who care ☆ ☆
☆ about our mission makes our job look even more like a collective adventure.

I'm looking for a house. We need a cozy place to organize talks, workshops, dinners... My contact from a rental agency tells me that he has a "jewel to show me, right in the heart of Paris!"



So here we go.
that house is empty. We need to decorate it. Our guests should feel like it's a real and warm family.
I go with Nico, AKA "Chouchou." Chouchou just decided to jump in. We met when he was doing an internship at Le Campiag. Now he's my driver, my chef, my assistant, my event manager, my salesman... my everything! Together we go to all the Emmaus stores we can find. This charity that repairs and sells goods at low prices will help us get the swap on for the new house.



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This home has a soul.
The atmosphere is welcoming, it says that
dreams are cherished and that anything
can become possible...



There is a girl called Erika, who could join our tiny team. She is a former lawyer from Santo Domingo, and now she is studying innovation at University. She will graduate soon. She knows how to write great articles and she is open-minded. But most importantly, she can dance.

It's winter, we are freezing. There is no heat yet in the house. Oussama finds some slats and tries his best karate moves to break it. Finally he goes to get real wood at the supermarket. The fireplace is ready and we can prepare a good lunch. Erika is with us.

She knows that we can't pay a lot, but she loves the mission and she feels she's in the right place to LEARN.



It's hard to know if an entrepreneur is really motivated, talented or just honest. So we meet ALL of them.



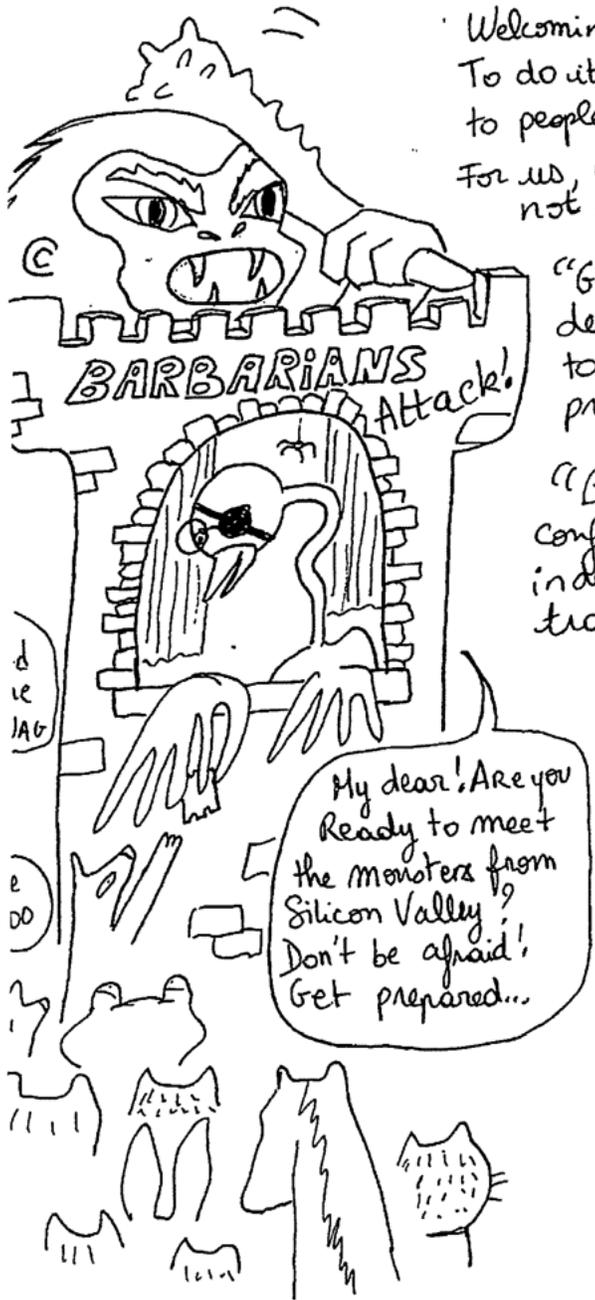
And Cussama, Nicolas and I, we have different points of view.



Democracy doesn't work... So finally, we decide to split up. Cussama receives the applying founders in the living room. Great entrepreneurs start joining the family!

It's what we call "the pay-it-forward mindset".
 Being generous never killed anyone. Actually, it's the
 contrary. Try to open the doors of your house,
 you'll get more advantages than troubles!

Welcoming people is a full-time job!
 To do it well, you must pay attention
 to people. It needs CARE.
 For us, entertainment is key, but it's
 not an end, the goal is to EDUCATE.



"Get the swap ON" invites great
 designers to reveal their secrets
 to others about building beautiful
 products.

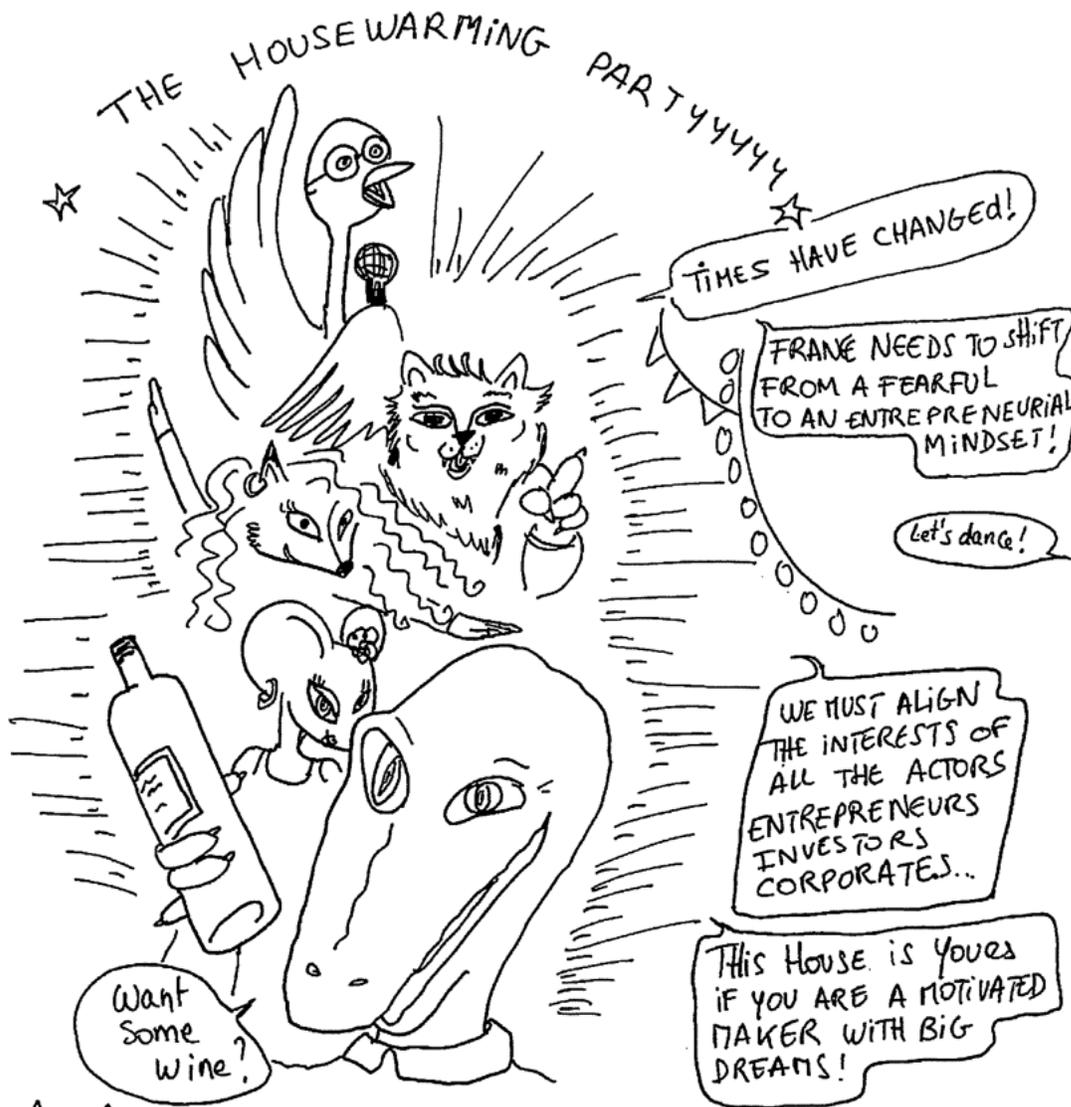
"Barbarians attack!" is a
 conference focusing on one specific
 industry getting drastically
 transformed by the GAFAs.

Automotive, Consulting,
 Finance, Energy, Health...

We see each of them.
 All the big CORPS start
 joining our events -
 We have to partner with
 schools in order to be able
 to welcome everybody,
 OUR house is getting too
 crowded...



It's time to invite all of our friends to...



Some media spread the news of our launch. Friends start sharing it on Facebook and here we go...! All the Founders fed up with institutional and bullshit startup programs start applying.

At The Family, we LOVE creating events: conferences, workshops, parties... The benefits are huge! It attracts the best entrepreneurs, it gives us thought leadership and sometimes, media coverage. To join, you just need to register online. Sometimes I feel like we are creating the Disney World for entrepreneurs. But no: we are FREE and open to ANYONE.



A young team of filmmakers called "Vlam", is looking for a space. We do have a tiny mezzanine to offer them. So let's make a deal: they record our workshops, we welcome them for free.

Sometimes, things happen like that, by pure chance, and retrospectively, we realize how it was key for our growth. that team allowed our content to reach anyone, our education to scale.



Martin Might Works in one of the best, if not THE best investment firm for startups in Europe. His fund invested in Skype, Dropbox and Squarespace.
 Martin is visiting TheFamily for the 1st time. I show him the house, I explain our dreams and beliefs, our will to change the local mindset, step by step...



Index invested as small amount: 100,000 euros. But this is a Big milestone for us. It shows that a serious player believes in TheFamily. Index wants to keep the amount secret, so when Martin is interviewed by the Wall Street Journal, he just says that Index invested "less than one million"... But soon you can read everywhere ONLINE THAT "TheFamily raised ONE million with Index." Lol.

Building a community means being clear on what we stand for, so that anyone sharing the same mindset feels the need to join. It also means spending good times together, we're human. We need loooove!

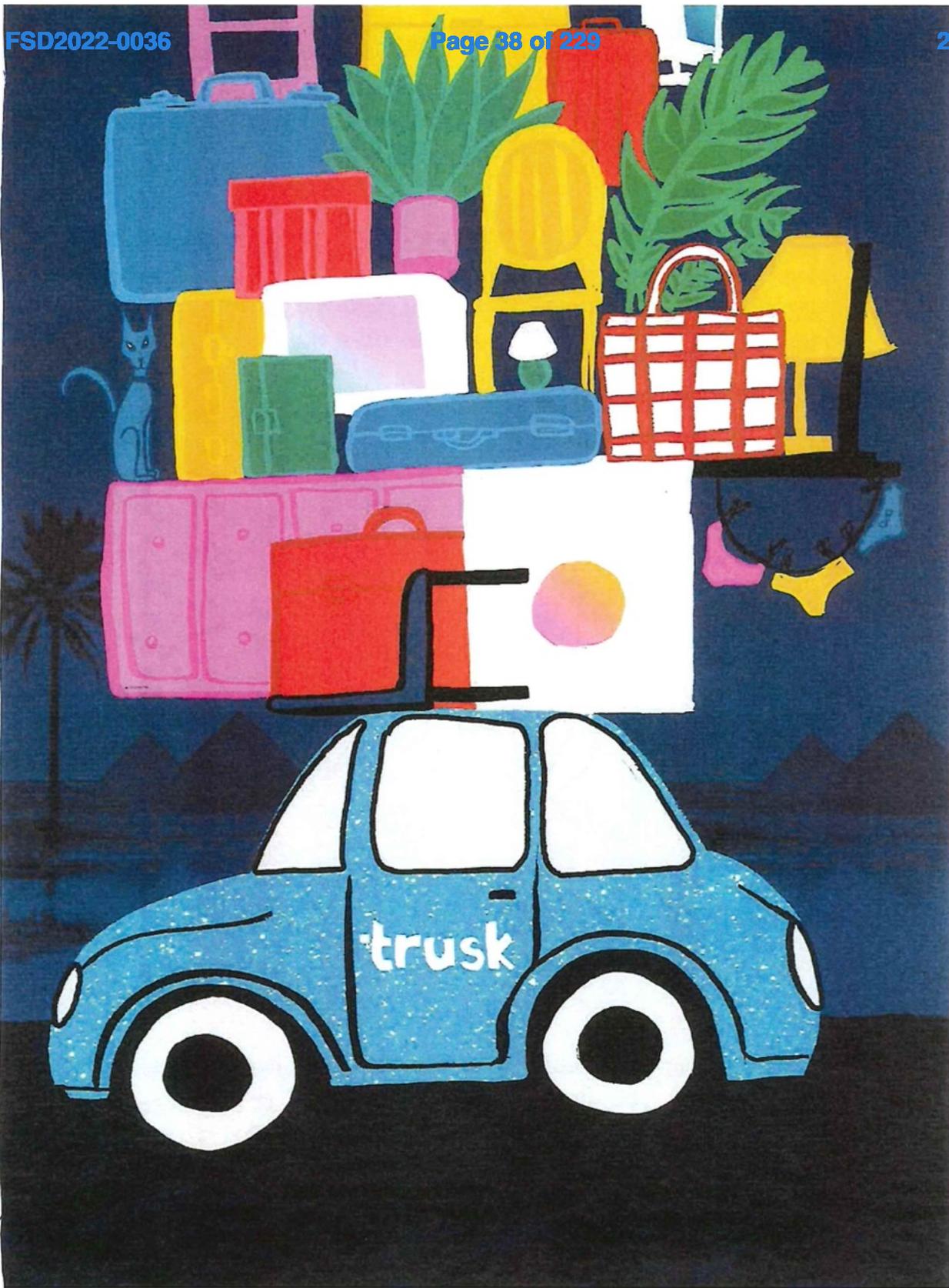
Bussama knows how to cook, so we started hosting dinners, every Thursday. Our entrepreneurs can bring their friends, the food is delicious and for once, they can talk all night about their startup and get meaningful feedback.

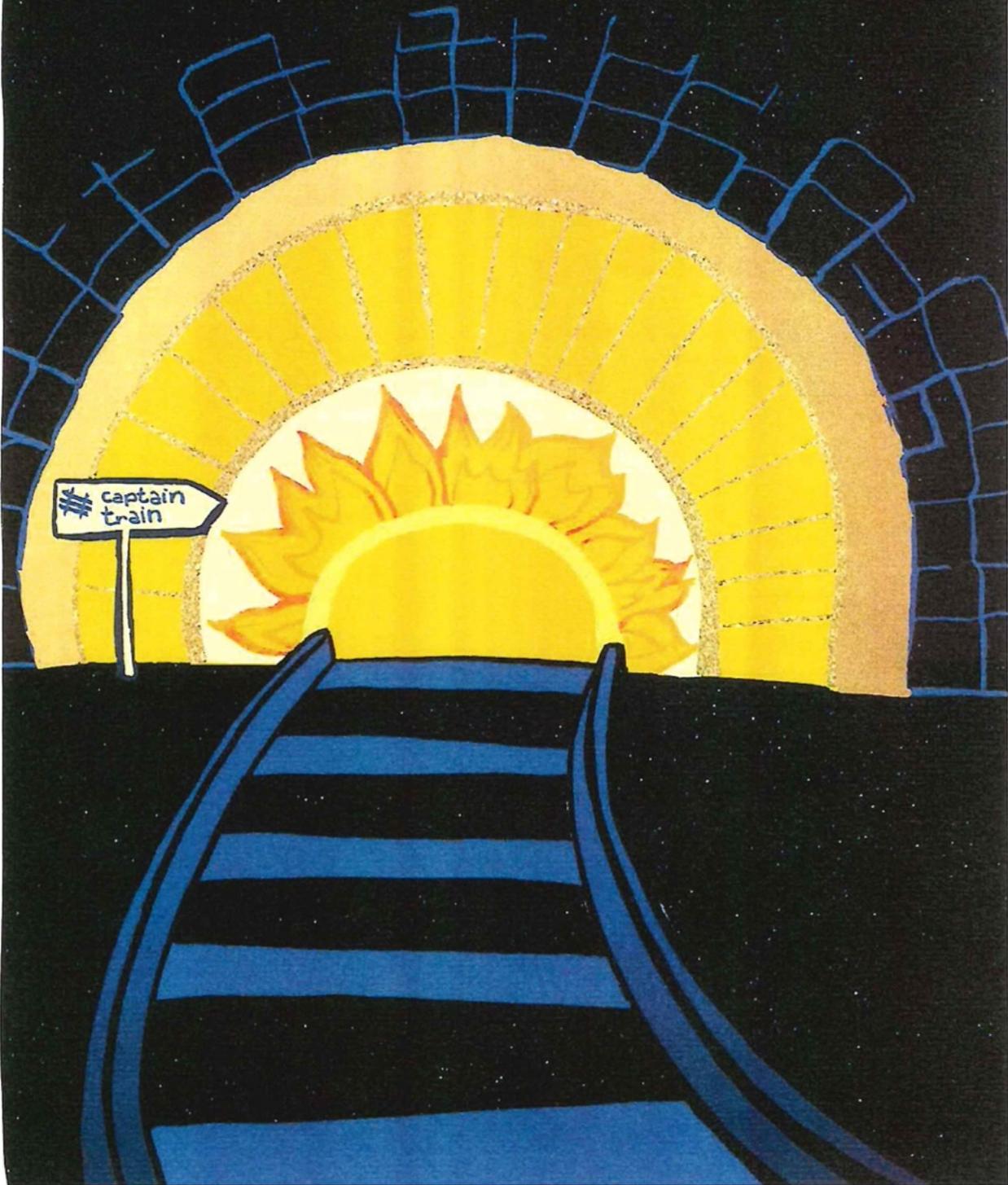


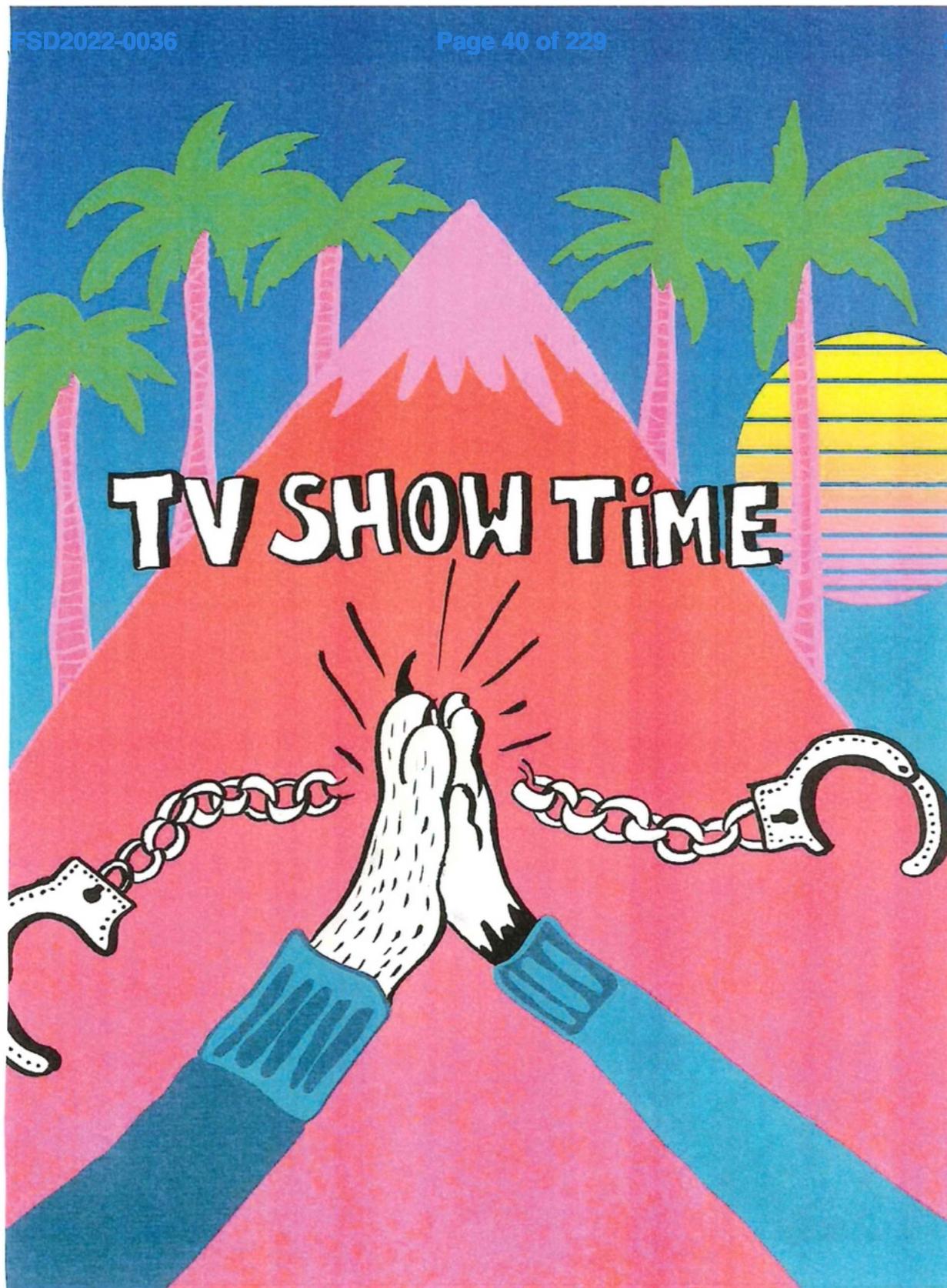
It's the beginning of the summer, already 30 teams of startups are part of TheFamily. We are proud because one of them just closed a round of investment with smart business angels: TV SHOW TIME raised 300,000 euros! We want to celebrate that with all the founders... So we decide to go to a "castle" for a weekend, well it's more a vintage house, but there is a BBQ, a volleyball court and a sound system!



Stormz, Algolia, Expenli, Bunkr, AirDetox, JAM, Star of Service ... All the startups listen to the story of TV SHOW TIME and think that if Antonio and Talal did it, they could do it too.









ANTONIO PINTO

CEO of TV Show Time

1/ Quand je te dis The Family, tu penses à quoi ?

À une déferlante de positive vibes sur la scène startup Européenne !
Y'en avait marre de cet écosystème de grincheux qui faisaient croire qu'ils savaient tout sur tout - VC, BA, « entrepreneurs » des années 2000, qui freinaient la fougue des entrepreneurs. On arrive à rien dans cet univers sans optimisme.

2/ Un truc qui t'a servi ?

Le texto d'Oussama qui me dit à 22h30 qu'il vient de m'avoir un rendez-vous avec un business angel que je rêvais d'avoir. Ce même mec apportera avec lui 4 autres business angels qui feront 60% de mon tour.

3/ Un souvenir chelou ?

Je préviens Oussama sur Slack que je vais avoir un contrôle URSAAF prochainement. Le Jour J, je suis à The Family avec le contrôleur URSAAF. Oussama, qui passe par là, me demande : « Putain relou les contrôleurs URSAAF. Ils passent quand ? ». Je lui envoie un « Ta Gueule » avec les yeux. Il comprend 🤔

1/ When I say "The Family", what comes to mind?

A wave of positive vibes on the European startup scene!
I was so tired of an ecosystem full of grinchies who acted like they knew everything - VCs, BAs, "entrepreneurs" from 20 years ago, people who would put the brakes on entrepreneurs' enthusiasm. We don't get anywhere in this world without being optimistic.

2/ One thing helpful?

The text from Oussama at 10:30pm telling me that he had gotten me a meeting with a business angel that I had been dreaming about. That guy would bring 4 other business angels with him and they'd make up 60% of that round.

3/ A weird moment?

I told Oussama on Slack that I was going to have a URSSAF meeting soon. When the day came, I'm at The Family with the URSSAF inspector. Oussama, just walking by, asks me: "Those damn URSSAF inspectors suck so bad. When are they coming?" I give him a look of "Shut the fuck up". He understood 🤔

JULIEN LEMOINE

CTO of Algolia

1/ Quand je te dis The Family, tu penses à quoi ?

Un acteur incontournable de l'écosystème parisien.

2/ Un truc qui t'a servi ?

Le training, on était tous les deux first-time entrepreneur. On a beaucoup appris dans les premiers mois sur tout ce qui n'était pas produit ou culture. By the way, on utilise toujours les mêmes avocats à Paris... 11 100 34 devenu BOLD.

3/ Un moment chelou ?

Ce tout 1er weekend à la campagne avec les startups, où TV Show Time s'est vu remettre un « Totem » parce qu'ils avaient levé 300 000 euros et c'était les stars ! Halala 2013, ça fait déjà 5 ans ! Le temps passe...

4/ Free ride

Restez vous-même, vous êtes uniques !

1/ When I say "The Family", what comes to mind?

A player in the Parisian ecosystem that can't be missed.

2/ One thing helpful?

The training, since we were both first-time entrepreneurs. We learned a lot during the first months, on things that went far beyond product and culture. By the way, we still are using the same lawyers in Paris - 11 100 34, now called BOLD.

3/ A weird moment?

The first weekend with the startups in the countryside, where TV Show Time got their "Totem" because they had raised €300,000 and were headed to the stars! Jeez, it's already been 5 years! Time goes fast...

4/ Free ride

Stay exactly as you are, you're absolutely unique!

LeWeb will happen within two months. It's the biggest tech conference of Europe and it takes place in Paris... Literally EVERYBODY comes to Paris for this event! But, it's too expensive to get in- And to be really honest, the talks on stage are so-so, and the booths are stormed by Big corporations, BORING! And... for reasons that would need another book to explain, the founders of this conference HATE OUSSATIA. Damn! We must connect with that crowd of investors and entrepreneurs coming from all over the world! They can't come to Paris and miss the best - The Family :) That's how we launch an alternative Party: "The Other Night."



"The Other Night" party becomes the one and only party!
In the VIP area, our entrepreneurs are drinking Champagne
with the founder of Uber. On the dance floor, they pitch
investors from silicon valley and at the bar, they do
business with big corps...



And guess what? That night, we were profitable!
We managed to generate 80k -



PARTYING
IS A
SERIOUS
MATTER



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It's the end of the year. We've proven that entrepreneurs want to be part of The Family; more than 100 startups are already in!!!

Our business model is pretty simple, we take 1% of equity in each startup, as if we were cofounders. 1% is nothing, but if it's 1% of the next Google, it's big!

It's a bet on the long term... that doesn't pay the rent.

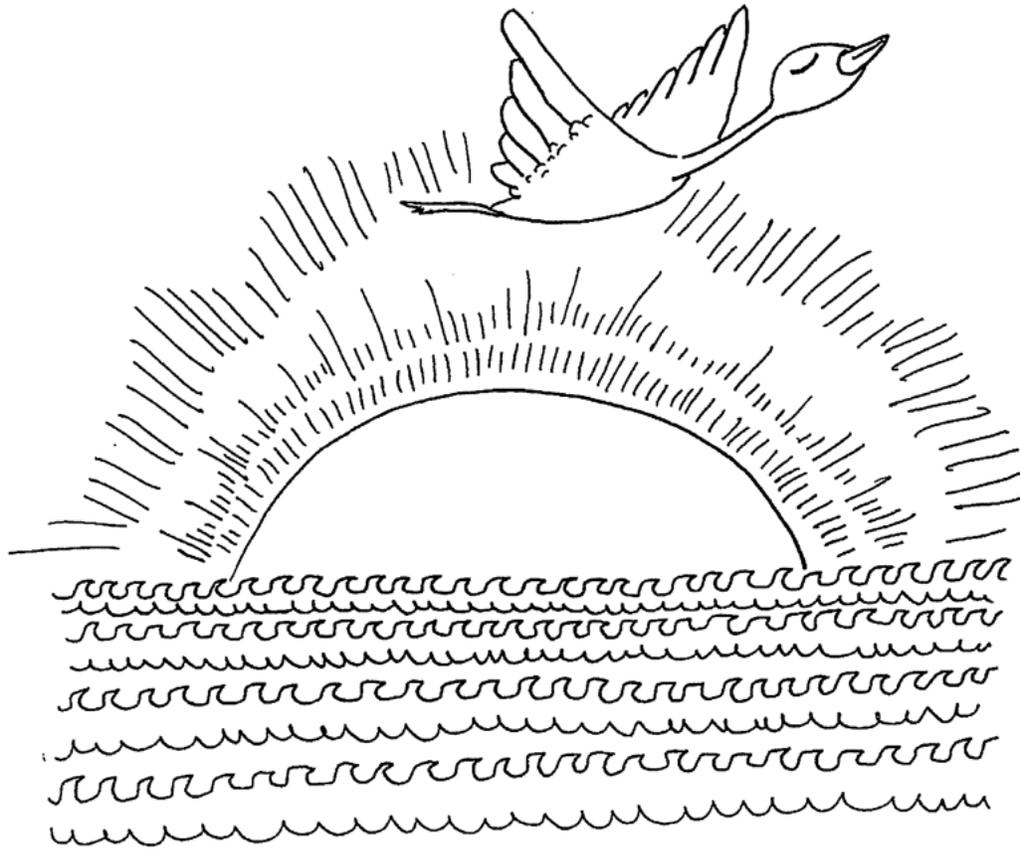
It's December and we've burnt all of our cash from our investors. But to add some thrills, our neighbors hate us: Apparently, we have too many parties, we make too much noise. They destroyed our mailbox, sent their lawyers and called the police every night. Well, our landlord wants us to leave.

We have to find a solution. But hey, it's Christmas, let's have a great dinner and let's invite, for once, our own real families :)



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2014



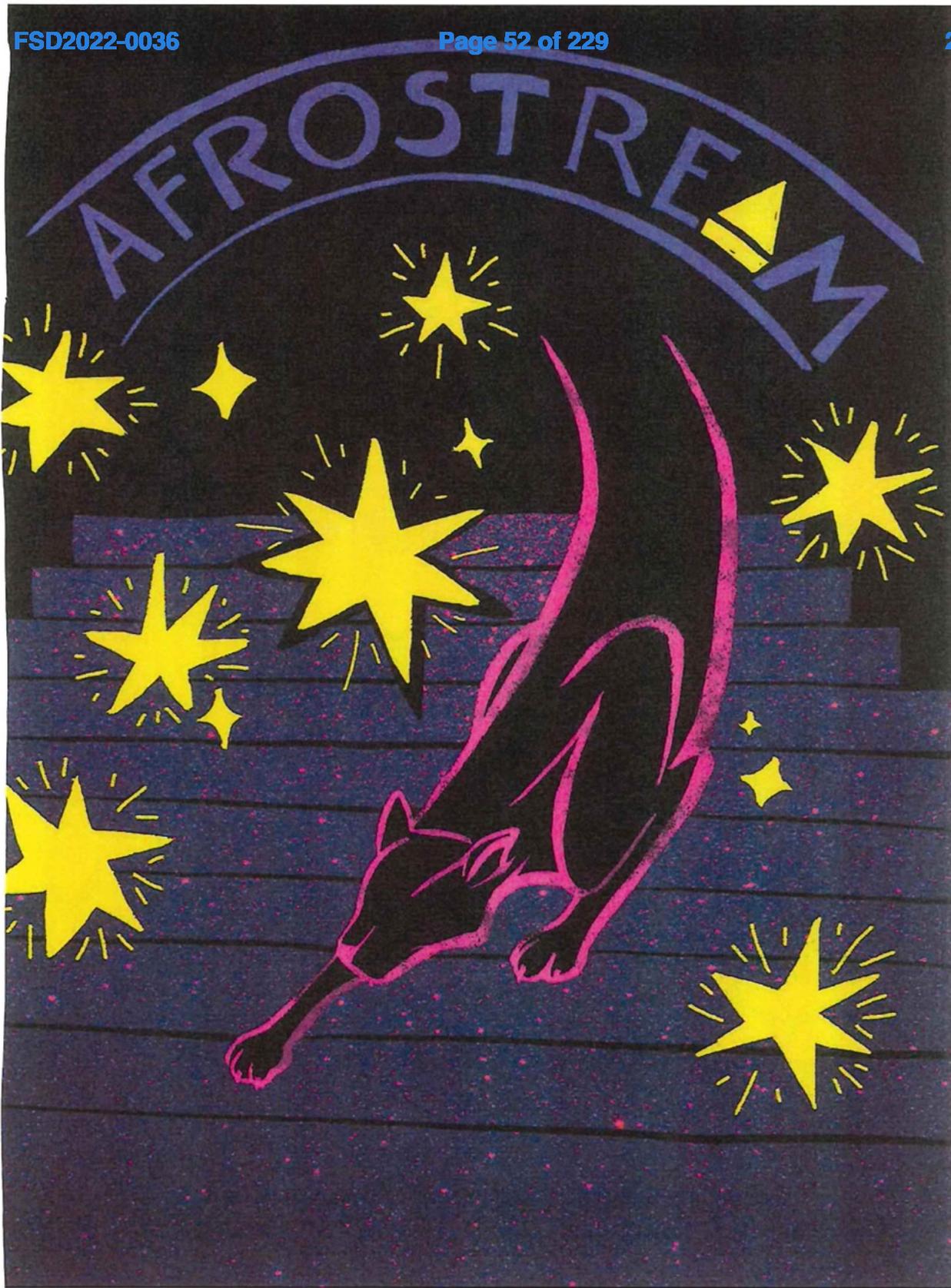
There can be miracles
When you believe...
In The Family!

We need to make money, Now.
We have to leave the house, soon.



That's how we release KOUDETAT.
 This is our first "product" that we sell, plus, it's directly aligned with our interests: finding great entrepreneurs. It's a 3-month program to learn how to become an Ambitious Entrepreneur. Every Saturday, 100 attendees would come to The Family to get the mindset and the tools to create great startups.
 Come scraps tons of emails, we release the website and do talks to promote Koudetat in every school in Paris. It's 2,500 euros per person, 4 times cheaper than any MBA, and WAY MORE USEFUL!!!





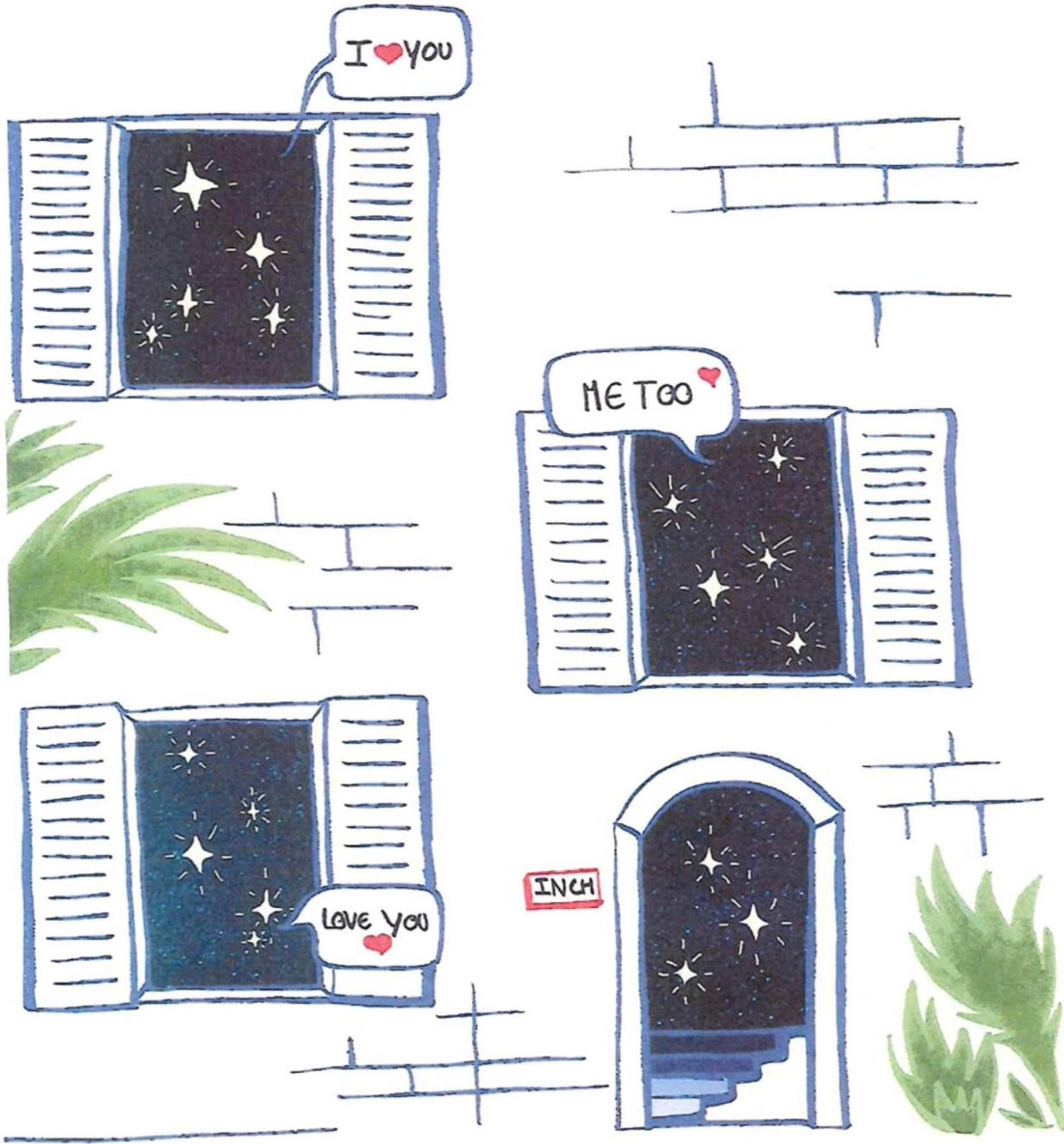


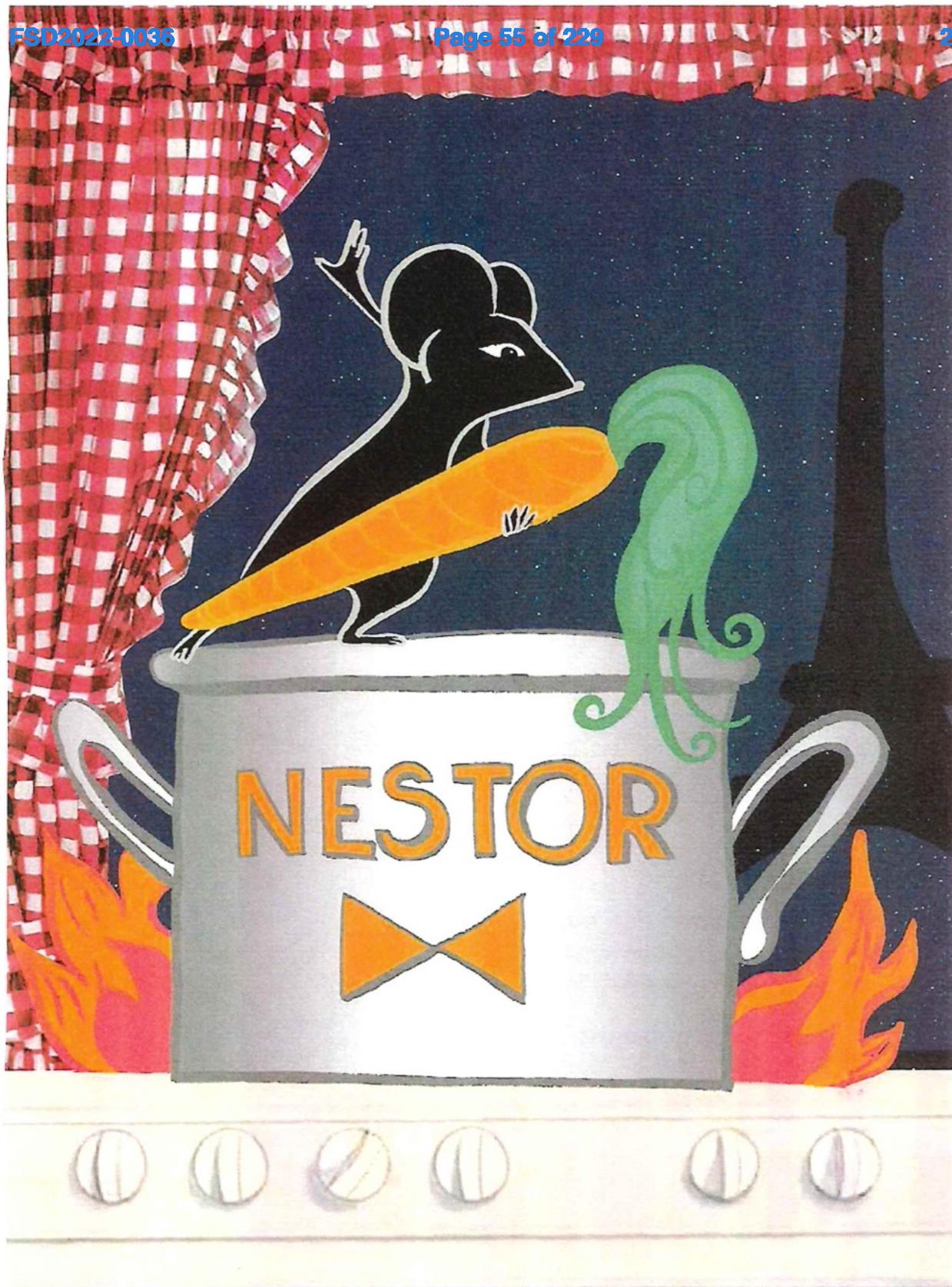
« SUCCESS
IS NOT FINAL,
FAILURE IS NOT FATAL

IT IS THE COURAGE
TO CONTINUE
THAT COUNTS >>

WINSTON CHURCHILL









TONJÉ BAKANG

CEO of Afrostream

1/ Quand je te dis The Family, tu penses à quoi ?

Le premier endroit dans la tech française où on s'en fout de tes origines sociales ou ethniques, où l'on t'accepte pour ce que tu es, tant que tu es talentueux.

2/ Un truc qui t'a servi ?

Koudetat : le fait de recevoir une vraie formation alors que j'avais déjà commencé à bosser sur mon projet.

3/ Un moment chelou ?

Je discutais avec un entrepreneur à un dîner de The Family, il était persuadé que j'étais le fondateur de Nappyme.

4/ Free ride

En 2018 l'un des thèmes des dîners sera Afrofuturism !

1/ When I say "The Family", what comes to mind?

The first place in French tech where we don't care what background or race you are, where you're accepted for what you are, so long as you're talented.

2/ One thing helpful?

Koudetat. Getting real knowledge when I had already started working on my project.

3/ A weird moment?

I was talking to an entrepreneur at one of The Family's dinners, he was sure I was the founder of NappyMe.

4/ Free ride

In 2018 one of the dinner themes will be Afrofuturism!

Chouchev found a very cool spot in Bastille, Paris.
 It's too big for us, but I'm curious, I wanna see this place.
 The landlord is old. He welcomes us in his 1,200sq meter
 building and explains to me that his grandfather used
 it as a goldsmithery... * * *
 OBVIOUSLY, this place is a jewel There is a huge glass ceiling.
 So we start talking about what TheFamily is all about.
 And even if our company isn't the most "secure" application for
 this place, the landlord loves the fact that we wanna change
 France from his own place -



And Xavier and his coworker Aurelie have been here for us.

PIERRE-ETIENNE FAVRE

CEO of Inch

1/ Quand je te dis The Family, tu penses à quoi ?

Une bande de rêveurs qui se donne les moyens de ses ambitions.

2/ Un truc qui t'a servi ?

Pas une mais plusieurs rencontres, le fait de découvrir que, derrière des visages ou des noms célèbres, il y a des expériences, des échecs, des succès, des personnes humaines et vibrantes.

3/ Un moment chelou ?

Les débuts ! Les workshops dans le loft, la fin du bail et cet échec relatif que vous avez transformé en opportunité de ouf avec les bureaux actuels. Ça m'a marqué et ça me sert en temps qu'entrepreneur : rien n'est jamais perdu.

4/ Free ride

Vous avez réussi à construire l'écosystème des startups quand on était des barbares. Maintenant il y a un vrai enjeu pour faire perdurer cet esprit, alors que le mot startup est récupéré par tout le monde et perd un peu de son sens. Je compte sur vous pour ne pas tomber dans la complaisance et rester des barbares !

1/ When I say "The Family", what comes to mind?

A band of dreamers who find the means to meet their ambitions.

2/ One thing helpful?

Not just one, but many encounters, discovering that behind the well-known faces and names, there are experiences, failures, successes, real, vibrant people.

3/ A weird moment?

The early days! Workshops in a loft, the end of the lease and what could have been a failure, you turned it into a crazy success with the current office. That really helped me as an entrepreneur: nothing is ever lost.

4/ Free ride

You managed to build a startup ecosystem when we were the barbarians. Now there's a real issue to keep up that same spirit, now that "startup" is taken over by everyone and has lost some of its meaning. I'm counting on you to not get complacent and to keep being barbarians!

SIXTE DE VAUPLANE

CEO of Nextor

1/ Quand je te dis The Family, tu penses à quoi ?
Je pense au chat <3

2/ Un truc qui t'a servi ?
Tellement de truc qui nous ont aidé... mais si je ne devais en choisir qu'un seul, ce serait la mise à disposition la cuisine de The Family pour se lancer le plus vite possible. On enfumait tout The Family à chacune de vos conférences, qu'à la fin ça puait le graillon. D'ailleurs, on a un peu ruiné la cuisine. Vous avez été incroyables, on n'aurait pas pu croître sans ça :)

3/ Un moment chelou ?
A un dîner de The Family, j'ai rencontré un mec un peu âgé qui déambulait un verre de Bacardi à la main mais qui avait l'air hyper gentil. J'ai commencé à discuter avec lui et il m'a parlé de slip pendant une heure, la complexité des coutures au niveau des fesses, la beauté de vendre des slips à 50€... il avait investi dans le Slip Français. Au final, ce mec, Georges, a investi chez nous à hauteur de 50K€ deux semaines après, puis a réinvesti à chacun des tours. Aujourd'hui il a investi plus de 500K€ à titre personnel dans Nestor et c'est un de nos meilleurs actionnaires, avec qui je m'entends hyper bien !

4/ Free ride
Merci de m'avoir accueilli en stage en 2014, cela a été une expérience tellement énorme que j'ai eu envie de lancer ma boîte direct après ! Franchement je vous serai hyper reconnaissant pour tout :)

1/ When I say "The Family", what comes to mind?
I think about the cat <3

2/ One thing helpful?
So many things helped us...but if I had to choose one, it would be putting The Family's kitchen at our disposal to let us launch as quickly as possible. We smoked up the entire building for each of your talks, in the end everything smelled like old grease. I guess we kind of ruined the kitchen. But you guys were incredible, we never would have grown without that. :)

3/ A weird moment?
At one of The Family's dinners, I met an older guy who was walking around with a Bacardi glass, but he seemed really friendly. I started talking with him and he talked to me about underwear for an hour, the complexity of the stitching around the butt, the beauty of selling underwear for €50...he was an investor in Le Slip Français. In the end, this guy, Georges, invested €50K in us two weeks later, and then reinvested in each round. Today he's put more than €500K of his own money into Nestor and is one of our best shareholders, a guy I get along with really well!

4/ Free ride
Thanks for bringing me on stage in 2014, it was such an incredible experience that I immediately wanted to launch my own company! Really, I'm so grateful for everything :)

KOUDETAT happens every Saturday.
 We Love our new Big House!
 120 people attend Koudetat, 100
 customers and 20 "Pay-it-forward" Friends.



Harry welcomes our guests. He is a former Restaurant owner, model, musician, healer, Tai chi master, set designer...
 He is really caring, so caring that we call him the "Chief Happiness Officer!"



We did two sessions of "Koudetat" with 120 attendees each time. We also tried some specializations like "Growth Hacking", "fund Raising" and "sales". Now we have enough videos to create an online program. Oussama is tired of working each Saturday plus, We realize that we hate doing the same things over and over. We look at the tools providing education online like Coursera and Udemy and get inspired. We release KoudetatOnDemand.co It's 500 euros per person and the first week, we make 70 000 euros of sales!!! With Koudetat, the pedagogical approach is making entrepreneurship EASIER.

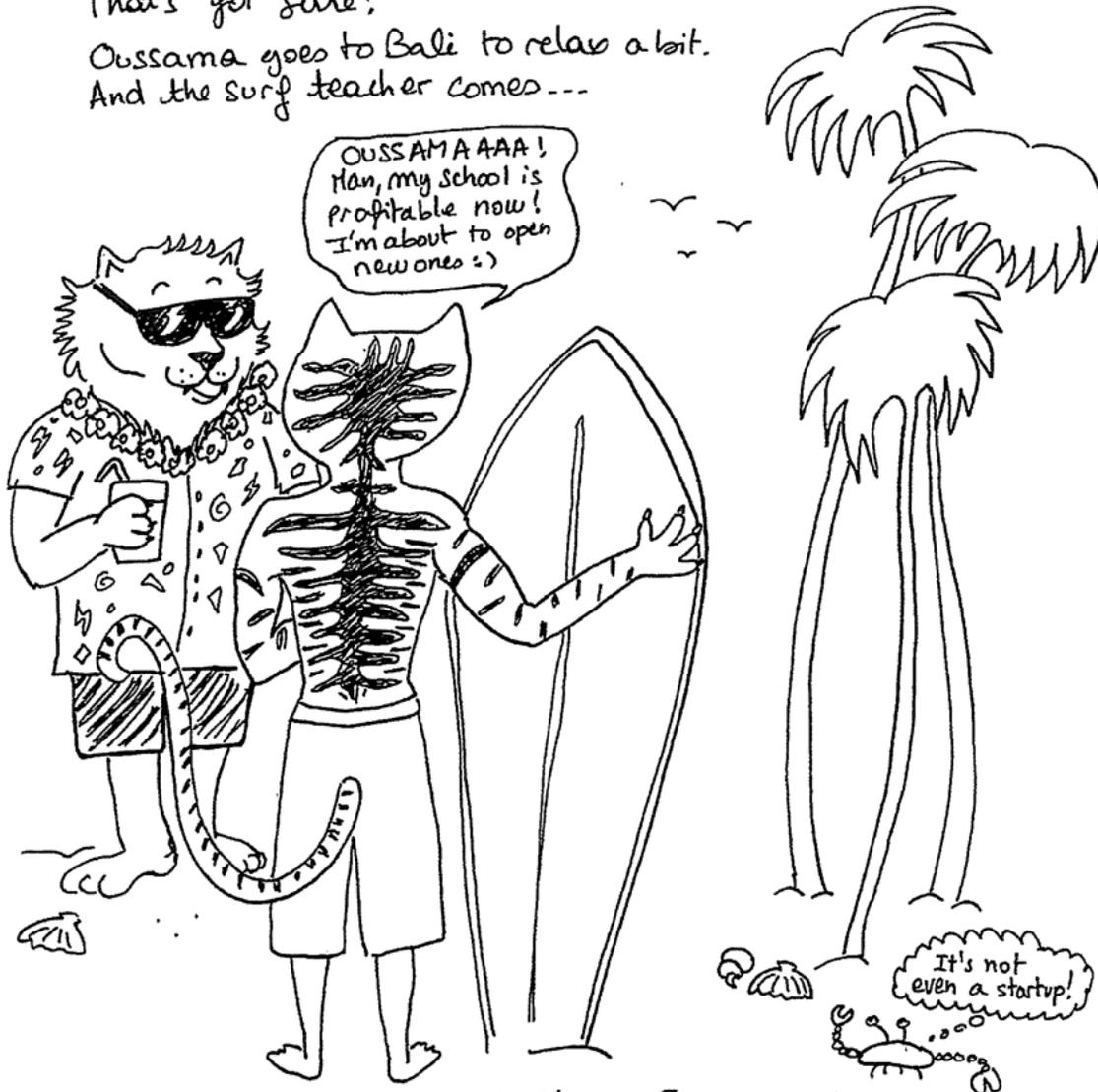
One day in Nantes...



Now People start recognizing Oussama in the Streets...

Oussama is becoming kind of famous. He's not just a teacher giving lessons on building startups, he's seen as an enabler. When you listen to him, you feel empowered. He talks about those mental barriers that prevent people from taking action, he does it with humor and tons of examples. Some journalists try to put him in a box - "the Startup Guru" "the Eminence guise"... He is an unconventional orator, that's for sure!

Oussama goes to Bali to relax a bit. And the surf teacher comes...



And if Surf Schools go well, it's good for everyone!

The more press TheFamily gets,
the more we - Nicolas, Oussama and I
discover who we are...



When you take responsibility for being different

It sometimes hurts... #INSTAQUOTE



LUCAS LAMBERTINI

CEO of StarOfService

1/ Quand je te dis The Family, tu penses à quoi ?

Bienveillance et support, level 1000.

2/ Un truc qui t'a servi ?

Il n'y a pas spécialement un moment. C'est plein de moments. Les premières levées de fonds, les premiers litiges juridiques où on a tout déchiré avec l'aide de The Family. Le moment le plus épique c'est quand on se fait attaquer par "PageJaunes.fr"... J'ai Oussama au téléphone le jour même, il me dit, très serein : « T'inquiète, on va se les faire ».

3/ Un moment chelou ?

Quand on a pitché pour la première fois StarOfService, Oussama est resté figé sur ton téléphone portable 99% du rendez-vous... Quel enfoiré !
On l'aime ;)

4/ Free ride

Nous sommes très fiers d'avoir été la 10ème Startups de chez The Family :)
En mode pionniers ! Sans The Family, nous n'aurions jamais avancé aussi vite.

1/ When I say "The Family", what comes to mind?

Care and support at level 1000.

2/ One thing helpful?

There wasn't just one moment, there were lots of moments. The first fundraisings, the first lawsuits that we were able to win with The Family's help. The most epic moment was when we were sued by "PageJaunes.fr"... I talked to Oussama on the phone that day and he just said, super calm, "Don't worry about it, we're gonna show them."

3/ A weird moment?

When we pitched StarOfService for the first time, Oussama was looking at his phone for 99% of the meeting...what a bastard!

4/ Free ride

We're really proud to have been the 10th startup in The Family :) Pioneers!
Without The Family, we never would have grown so quickly.

The Family is about attracting the best entrepreneurs in order to solve their problems, while helping them be independent. We rarely execute for our founders. We educate them. We don't do what they should do, we push them to make choices. One, it allows them to grow and two, it's our way to scale: We bet on the community. This means that our value is mostly in our people, our team and how they spend their time. Talents are so hard to find. It's not a matter of skills, it's a question of cultural fit.

Balthazar is one of our entrepreneurs, a promising one! But like 90% of the startups, he's about to close his startup. Oussama has been in seduction mode for several months and finally, Balth says YES :)

Balth is curious, he loves to dig into any kind of sector, he sees strategies and draws correlations I would never think of... He starts selecting and advising our startups after a 6-month immersion, and for the first time, Oussama feels that someone can replace him. Balth also represents The Family at the board meetings of some of our startups...



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You may think that we are obsessed with the US, but it's the country that gave birth to Silicon Valley, an ecosystem allowing tech giants to emerge. They might have some good tips to apply in France, it just needs people to import and adapt their best practices.

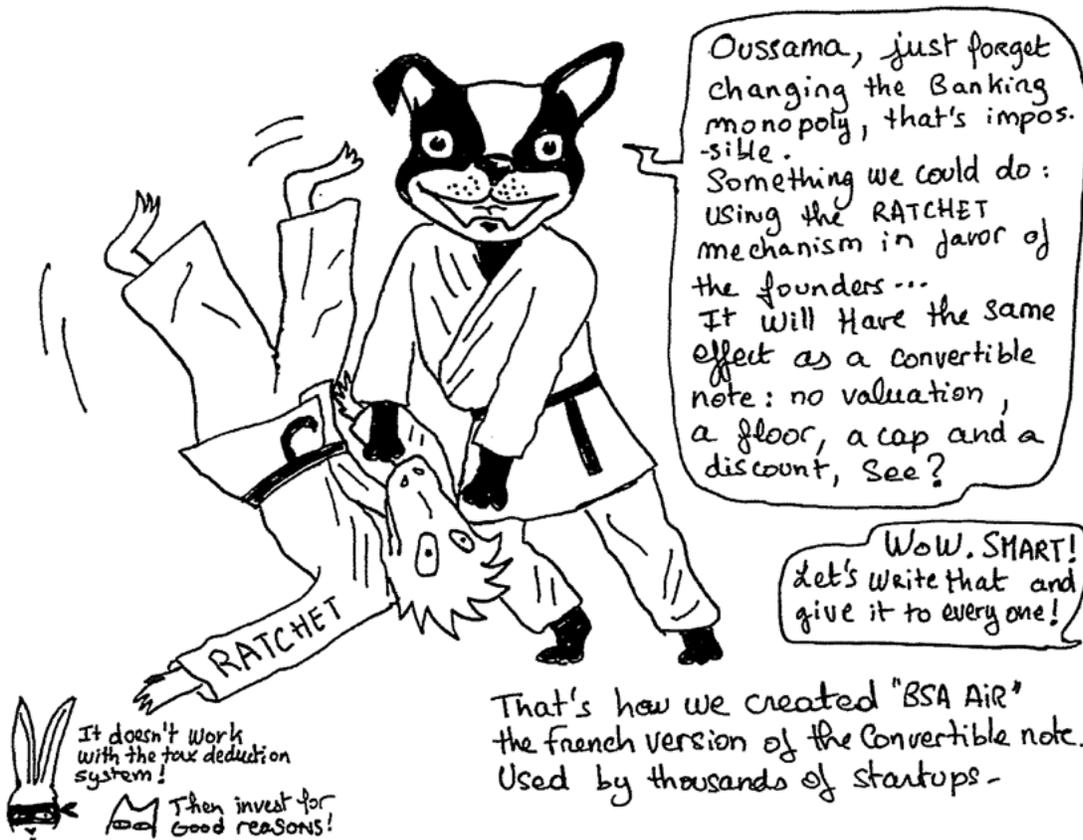
One useful thing is their "convertible note", a form of short-term debt that converts into equity, in a context of seed financing. It allows founders to skip the never-ending discussions around valuations.

But in France, the banking monopoly forbids this. It's a problem: it slows down the seed rounds.

Oussama goes to see all the lawyers he knows to unlock this matter. They all reply that "there's no way"...

Until he finds a smart guy, Sacha Benichou!

He's a great lawyer, a Law Ninja if you will :)



We are opportunists. One day, we hear that a famous bookstore - "Gibert Jeune", is supposed to be sold.
 💔 Heartache! We all have memories of hours spent in that store, when we were students. How come such a brand can't adapt itself to the new ways of consumption? We know, we see exactly how to transform the experience and business model. That's why we start talking with the managers of this bookstore.

The most important is the entrepreneur who can lead such a project. We have him: Gilles. Gilles is a serial tech entrepreneur. Back in 2006, he created "DisNoiOù" - literally "Tell me where", a mix between Yelp and Foursquare with 1.3 Million downloads. He's a serious tech guy as well as a great business architect. He jumps on the deal and we start imagining what could become of "Gibert Jeune".

Long story short, the managers are scared but Gilles is too good to let him go. He joins us as a Director, our first engineer. He advises our startups on their tech and starts automating tons of things to enhance our infrastructure.



One way to attract brilliant innovators to The Family was to take the "French features", our differences as strengths. We may not have an ecosystem like Silicon Valley but... We have all the luxury industry here! Lol. This world is just the opposite of the hackers' world, in terms of mindset. But anyway, let's see the glass of Wine half full.

We decide to create a two-day Conference about the future of luxury: "Hackers ON The Runway". Its purpose is to invite in one room all the C-levels of big luxury brands and amazing speakers, Founders and disruptors.

On stage you can listen to the best-selling author Seth Godin or the co-founder of Kickstarter, Charles Adler.

Oh man... that's so much work! our 300 attendees enjoy those meaningful talks, they discover startups from all over the world and drink delicious cocktails of Champagne from Veuve. Cliquet... But, to be honest, even if for our guests it's been a success, for my team, it's been a NIGHTMARE to deal with the "luxury crowd".



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JEAN-DANIEL GUYOT

CEO of Captain Train

1/ Quand je te dis The Family, tu penses à quoi ?

Le premier dîner que j'avais fait dans l'appartement de The Family, extrêmement enrichissant et convivial. L'énergie et l'ambition.

2/ Un truc qui t'a servi ?

L'idée qu'il y avait tout un ensemble de personnes qui, comme nous, luttait contre les barrières mentales.

3/ Un moment chelou ?

Je ne sais pas si c'est complètement chelou, mais ça a été une vraie surprise de découvrir un groupe de personnes qui étaient intéressées par le produit, le client et la vision ambitieuse qu'on avait de notre projet, au moment où on était en train de lever et où chaque fonds décortiquait notre modèle sur des fichiers Excel pour nous expliquer que ce qu'on faisait ne fonctionnerait pas. À l'époque, c'était chelou.

4/ Free ride

MERCI pour l'énergie que vous insufflez dans tout le système. L'énergie est à la base de tout, vous êtes le petit big-bang de cet écosystème.

1/ When I say "The Family", what comes to mind?

The first dinner that I went to at The Family's apartment. It was super rich and friendly, tons of energy and ambition.

2/ One thing helpful?

The idea that there was a whole group who, like us, were fighting against people's mental barriers.

3/ A weird moment?

I don't know if it's really weird, but it was a real surprise to find a group of people who were interested in the product, the clients and the ambitious vision that we had for our project, right at the moment when we were going to fundraise and when every fund was dissecting our model with Excel files to explain to us why what we were doing wouldn't work. At the time, it was weird.

4/ Free ride

THANKS for the energy that you breathe into the system. That energy is the root of everything, you guys are the little big bang of this ecosystem.

THOMAS EFFANTIN

CEO of Trusk

1/ Quand je te dis The Family, tu penses à quoi ?

- Nothing is impossible
- S'aventurer hors des sentiers battus
- Nos 1er bureaux dans le local à poubelle de The Family :)

2/ Un truc qui t'a servi ?

Your address book! On m'a présenté les bonnes personnes au bon moment.

3/ Un moment chelou ?

Le quotidien était chelou avec le bordel et le chat qui pissait dans les bureaux...

4/ Free ride

Le premier logo que vous aviez fait pour trusk... complètement hors sujet hahaha !

1/ When I say "The Family", what comes to mind?

- Nothing is impossible
- Go off the beaten path
- Our first offices in the little area where the trash cans are kept at The Family :)

2/ One thing helpful?

Your address book! Oussama introduced me to the right people at the right time

3/ A weird moment?

Daily life was weird with all the trash and the cat pissing in the office...

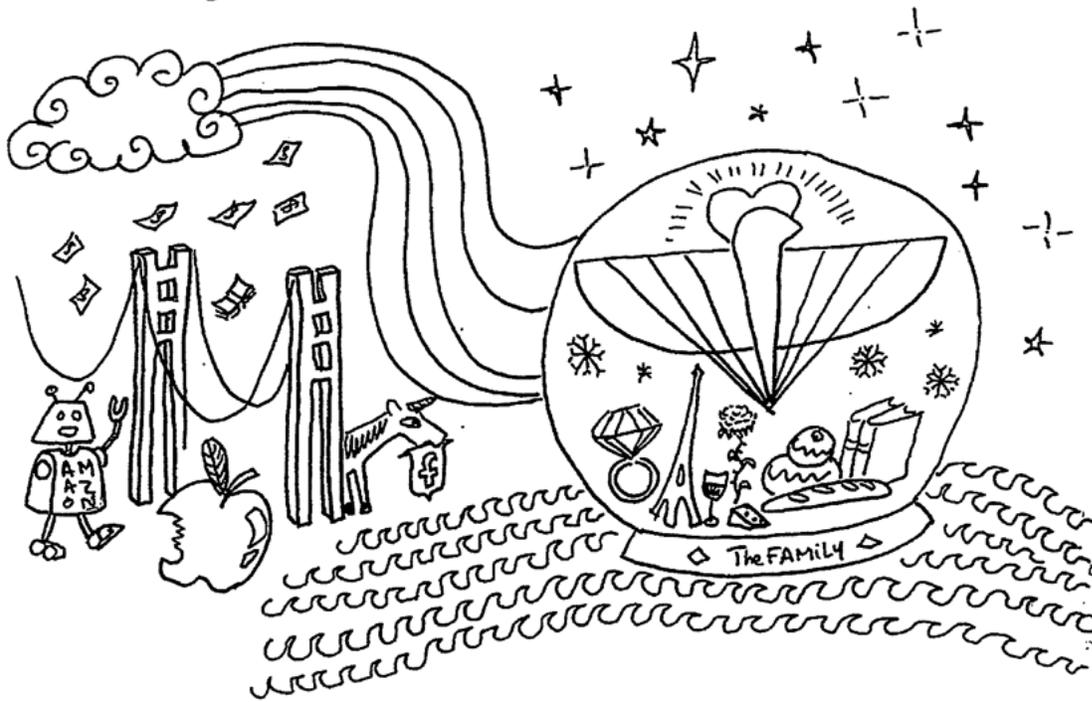
4/ Free ride

The first logo that you did for Trusk... totally off, hahaha!

BUILDING Trusting Relationships is all that matters!

What we did for the luxury industry, we do it for healthcare too. Roni Zeiger, the former Health strategist at Google, A physician who learnt coding:), And Sean Duffy, CEO of OMADA HEALTH, both become close to TheFamily after speaking on stage.

Vivek Wadhwa, a brilliant American entrepreneur and Academic who advised Obama on innovation and diversity becomes our board member!!!



We start realizing that people who come from Silicon Valley, if they fell in love with TheFamily, it's because they find something new in our community, something they can't really find in their ecosystem. Our lifestyle can be a hook but in the end, it's about the authenticity and care of the people they meet.



I met a truly cool team from Facebook. For once, a giant from Silicon Valley isn't hiring whatever managers. Michelle and Florence are especially pleasant to work with, smart, funny and efficient. Together with the team of CHEEK, a feminist media company, we launch an event dedicated to women in tech, to inspire their inner entrepreneur or help emancipate themselves professionally.

SISTERHOOD

Rokhaya Diallo



Make voices that aren't all the same heard. Every struggle won by a MINORITY is a WIN for the MAJORITY too.

More than 300 women came to this first event. The house is filled with cheerful vibes, an unusual female atmosphere at The Family. This event won't change radically woman's place in tech in France. But, it reminds me that when we are together among women, something truly magical happens.





RAPHAEL WETZEL

CEO of So Shape

1/ Quand je te dis The Family, tu penses à quoi ?

Je pense au grand frère que tu appelles pour qu'il vienne te défendre après l'école. Cela donne des droits supplémentaires à la récré :)

Dans le grand combat qu'est l'entrepreneuriat, tu te sens beaucoup plus libre de faire ce que tu penses être bien, car tu as du renfort en cas de besoin !

Tout ce qu'un grand frère ou une grande soeur fait me fait penser à The Family. Les conseils sans jugement, les moments de kiff. C'est exactement la même chose. Tu ne grandis pas de la même manière quand tu as quelqu'un qui t'aime et qui t'évite de faire des erreurs. Nous n'aurions pas eu la même trajectoire sans l'amour et la confiance d'Alice et Oussama.

2/ Un truc qui t'a servi ?

Il y en a plein... mais j'en retiens deux :

1. Notre rencontre, quand on parlait sur 10 000 pistes différentes au tout début du projet. Oussama nous a recentré sur l'essentiel. Nous aurions pu prendre un sacré faux départ ! D'une application, en passant par l'appui d'un nutritionniste prédateur... On aurait pu finir dans le mur avant même de démarrer. Tel le Professeur X dans les X-men, Ouss nous a appris à canaliser nos pouvoirs.

2. Lorsque nous avons eu un conflit avec un investisseur, The Family s'est positionné de notre côté comme toujours et nous a permis de nous en sortir grâce à son soutien et à la garantie que The Family constituait auprès des banques. Le grand frère encore !

Il y en a eu beaucoup d'autres moments comme ceux là.

3/ Un moment chelou ?

1. Ma notoriété soudaine quand les vidéos d'Oussama ont commencé à être connues, les gens ont commencé à m'arrêter dans la rue pour me demander si j'étais LE mec dans le public à qui Oussama demandait de se taire pendant ses cours.

C'est arrivé plusieurs fois à des moments totalement WThe Family - dont une date. Une gloire différente de celle à laquelle j'aspirais quand j'étais petit, mais je prends. C'est représentatif de l'aura que The Family peut projeter sur ses protégés.

2. Quand nous avons appris qu'Alice et Oussama pensaient au début qu'on était un couple avec Steven. Tout ça à cause des pantalons roses de Steven. 🤔👉

3. Quand ma banquière m'a demandé en voyant le site de The Family, si vous vendiez des chats.

4/ Free ride

Je souhaite à tout entrepreneur d'avoir une famille et je n'échangerais la mienne pour rien au monde !

J'ai plus appris à The Family dans les 2 premiers dîners qu'en un an à HEC.

Love love love ! <3

1/ When I say "The Family", what comes to mind?

I think about the big brother that you call to come defend you after school gets out. It gives you extra benefits at recess :)

In the great battle that is entrepreneurship, you feel much freer to do what you think is right, since you have that backup if you need it!

Anything about big brothers or sisters makes me think of The Family. Advice without judging, moments of love. It's the same thing. You don't grow up in the same way when you have someone who loves you and helps you avoid mistakes. We wouldn't have had the same path without the love and confidence of Alice and Oussama.

2/ One thing helpful?

There's lots, but I can think of two:

When we met, we had 10,000 different ideas at the beginning of the project. Oussama got us back to basics. We could have really messed up! An app, going through the support of a predatory nutritionist... We could have ended up crashing instead of taking off. Like Professor X in X-Men, Ouss taught us to channel our powers.

When we had a conflict with an investor, The Family was on our side like always and let us arrange things thanks to their help and the guarantee that we had with The Family when talking with bankers. Again, a big brother!

There have been lots of moments like those.

3/ A weird moment?

1. My sudden fame when Oussama's videos started to be known, and people started to stop me in the street to ask if I was THE guy in the audience that Oussama was asking to be quiet during his talks.

That happened a few times, always at very WThe Family times, including a date. It's not exactly the glory I aspired to when I was younger, but I'll take it. It's exactly the kind of aura that The Family can cast on their protégés.

2. When we learned that Alice and Oussama thought at the beginning that Steven and I were a couple.

And all because of Steven's pink pants. 🤔👉

3. When my banker asked me, when looking at The Family's site, if you sold cats.

4/ Free ride

I want every entrepreneur to have a family, and I wouldn't change mine for anything in the world!

I learned more at The Family during the first 2 dinners than in one year at HEC.

Love, love, love! <3

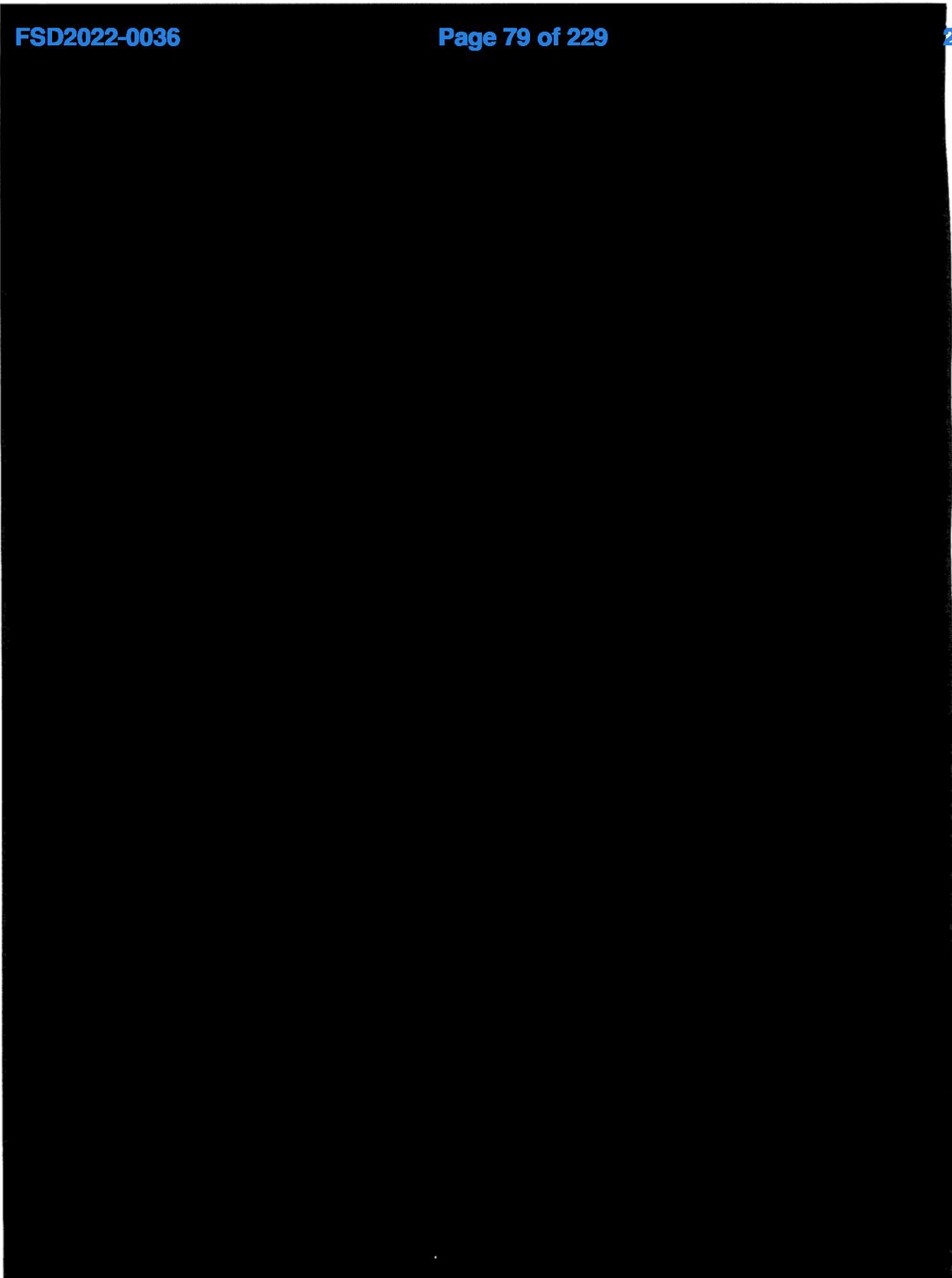
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"2015"



I Believe I Can Fly

77



WHERE ARE YOU ?

A bunch of extremists have killed Journalists at Charlie Hebdo, police, and Jewish people in a supermarket. Over three days, we are holding our breath, then Paris is covered with sorrow and fear.

Slowly, new political matters appear in every conversation. At the same time, each of us feels more responsible to make a change while also demanding courage from our government.

THE NICOLAS EFFECT



Thanks to Nicolas we can access a network of people who are decision makers.



His friend Laurent Bigorgne leads a renowned think tank called "l'institut Montaigne".

He introduces us to Henris de Castries, the CEO of Axa.



Axa is one of the worldwide leaders in insurance. All of the startups need insurance and some of them would love to do business with Axa.

We'll organize with Laurent a series of conferences "Barbarians Attack". One day, the mayor of a French Town, Le Havre, was a guest speaker explaining how digital was becoming a main topic.

EDOUARD PHILIPPE

In 2017, he became the Prime Minister... And the only video that was online and available was with us, during "Barbarians Attack" - Lol.



I'm not a digital native but I try, I learn, I come to events like this one today.

By doing so many conferences about disruption, more and more corporates willing to Learn how to transform their organizations ask for Nicolas and Oussama to come shake them up.

This is an opportunity to make some money while accessing a network of potential clients for our startups ☆ ☆ ☆ ☆ ☆

But it needs someone to select, negotiate and organize it. And recently, a fierce independent woman, the oldest student of Koudeat, seems to be the right fit: Beatrice Gueorg!



Nicolas is a nice Guy.



But time is precious.
 And to make an impact, we must speak out at an international level.
 The French intelligentsia can spend hours debating whether the GAFAM are good or not, like, fundamentally (...)
 There are tons of think-Tanks and other places to gather, mention on linkedin and show how eloquent, busy and smart you are.

That's why Nicolas decides to settle down somewhere else...



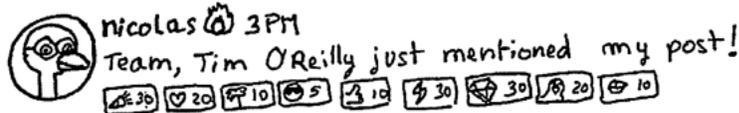
Nicolas goes to a place where being among foreigners is normal, a place where intellectuals do speak in English and where all the international investors are based...



There, as Nicolas knows nobody yet, he can focus on writing papers that deeply explain TheFamily's standpoints. The first article he writes in London is: "What makes an Entrepreneurial ecosystem?" After analyzing historical cases, he makes it simple: to thrive, an ecosystem needs 3 pillars, ① Talent ② Capital and ③ Rebellion. Marc Andreessen retweets his post.

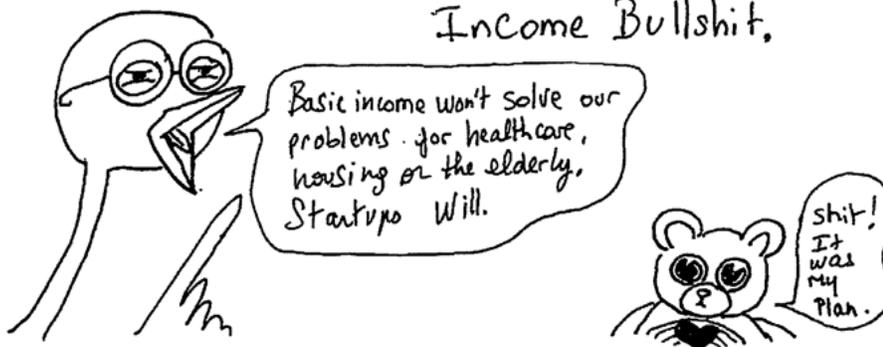
Sometimes he feels like digging into the strategy of Amazon, spends several days reading EVERYTHING about it and prepares an article that dissects Jeff Bezos' approach, in a way that anyone can understand well. He gets closer to other thinkers he admires like the great researcher on Technological revolutions, Carlota Perez.

Soon, the Financial Times asks him to become a contributor and Balaji Srinivasan, Partner at a16z - One of the most successful VC funds, wants to have a coffee with him.



But Nicolas loves freedom more than any recognition of his talent. So when he truly thinks that something is wrong, he's not afraid of saying it out loud. As he did with his article:

“Enough With This Basic Income Bullshit.



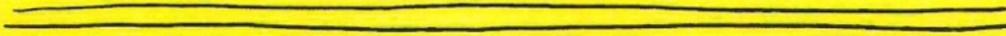
But let's be honest for two minutes
 Nicolas didn't do that radical shift
 alone. Switching from French to English for
 long and intellectual articles needs a very
 accurate level of language.

Our magic ghostwriter has a name: Kyle.
 Nicolas met him through his wife.



And Kyle is our very first
 Anglo-Saxon to join the team.
 He can adapt to any style, any kind of
 text, he even writes articles from our videos.
 Behind EACH PIECE OF CONTENT, he's here.

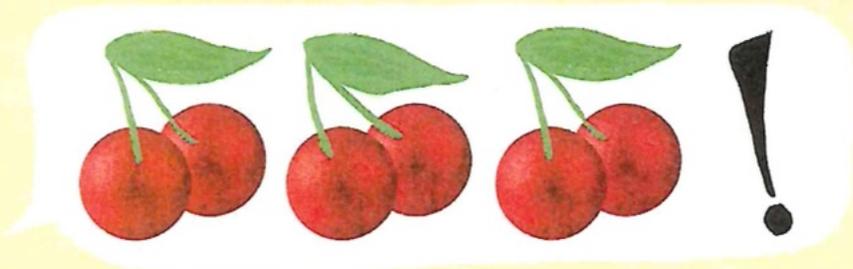
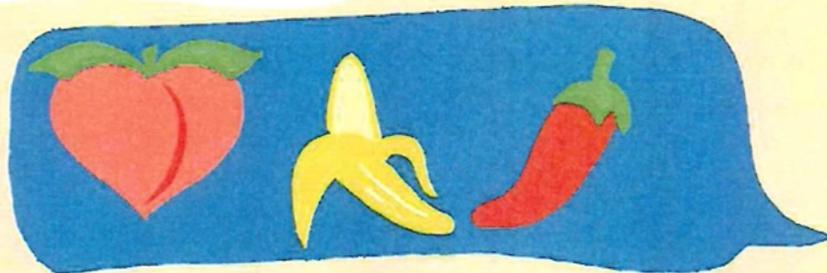
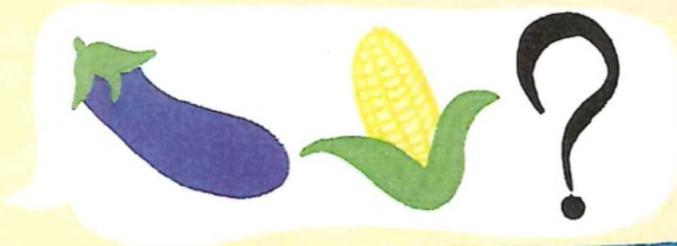
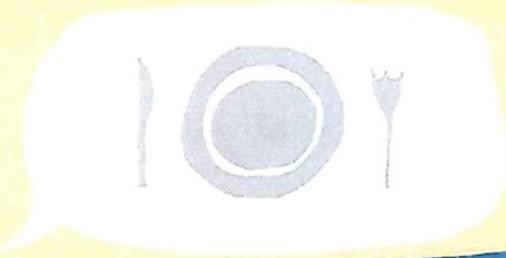




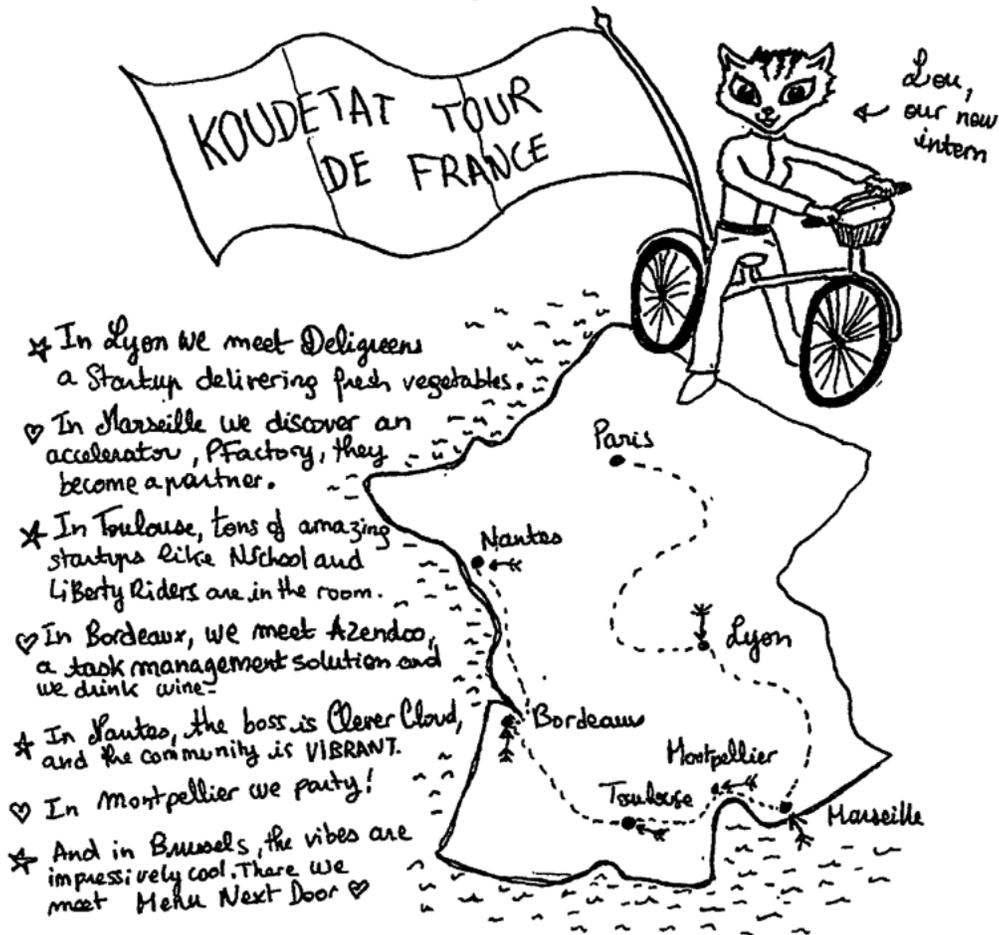
PAY IT FORWARD



Menu Next Door



While Nicolas dives into London, I go explore France. We've often been told that "The family doesn't care about other French cities." The truth is that our entire country is centralized around Paris. But with Koudetat being online, anyone living anywhere in France has access to our educational content. And some alumni are organizing "Koudetat Nights" to watch and talk about our classes. So we want to encourage and discover them.



NICOLAS VAN RYMENANT

CEO OF MENU NEXT DOOR

1/ Quand je te dis The Family, tu penses à quoi ?

Un chat qui a une idée en tête et qui t'emmerde ;-)

2/ Un truc qui t'a servi ?

La première fois que j'ai rencontré Ouss, on a eu une conversation assez unique, marrante et qui définit assez bien en quoi je vous kiffe :

Je lui dis : « J'ai besoin de taffer avec des gens en qui je peux avoir confiance. Je veux être transparent sur tout, enfin peut-être pas la couleur de mes sous-vêtements... lol »

Ouss me dit : « Mes sous-vêtements son noir et toi ? »

3/ Un moment complètement chelou ?

Grosse soirée MND avec 150 chefs chez The Family. Apparemment on a battu le record de débit d'alcool. Du coup un tas de truc chelou pendant la soirée mais vaut mieux pas rentrer dans les détails. 😊

4/ Free ride

J'aime rappeler que je vous ai connu il y a 5 ans sur Youtube. Chaque soir je m'endormais en écoutant vos vidéos et je me disais « Un jour, j'irai kiffer avec eux ».

1/ When I say "The Family", what comes to mind?

A cat with an idea who doesn't care what you think ;-)

2/ One thing helpful?

The first time that I met Oussama, we had a weird, funny conversation that pretty much defines why I love you: I said to him: "I need to work with people who I can trust. I want to be open about everything, ok, maybe not the color of your underwear...lol." Oussama said to me: "My underwear is black. You?"

3/ A weird moment?

A huge party for MND with 150 chefs at The Family. Apparently we broke the record for amount of alcohol consumed. And there were a bunch of weird things that happened that night, but better not to go into the details. 😊

4/ Free ride

I love to tell how I found out about you 5 years ago on YouTube. Everyday I'd go to sleep listening to your videos and I'd think "One day, I'm gonna go hang out with them."

Recently, an economics teacher from the University of Nanterre contacted TheFamily. He seems to be very involved in broadening the perspectives of his students. His name is Cherif. His class of 100 students will attend our conferences in Paris, at TheFamily.

When you have to give a talk about what you do, it's extremely rewarding because:

- 1) You take a step back and connect all the dots of your day-to-day work to create a good story. So you learn..
- 2) You see the eyes shining in front of you, you're opening new doors in their minds.

So at TheFamily it becomes almost mandatory to give talks... ("almost" because NOTHING is mandatory)



WHY DO WE, FRENCH PEOPLE, SUCK AT PITCHING???

It's obvious, especially when an American presents their startup right after a French Founder. It's like that. Americans have been raised with "show and tell" kinds of activities, boosting their self confidence and ability to be storytellers - or bullshitters (...)

In France, you get good grades if you're quiet and learn your lessons by heart. Speaking in front of others is FRIGHTENING. So imagine if you are an entrepreneur, you also have to speak another language, ENGLISH... You're out of the competition!

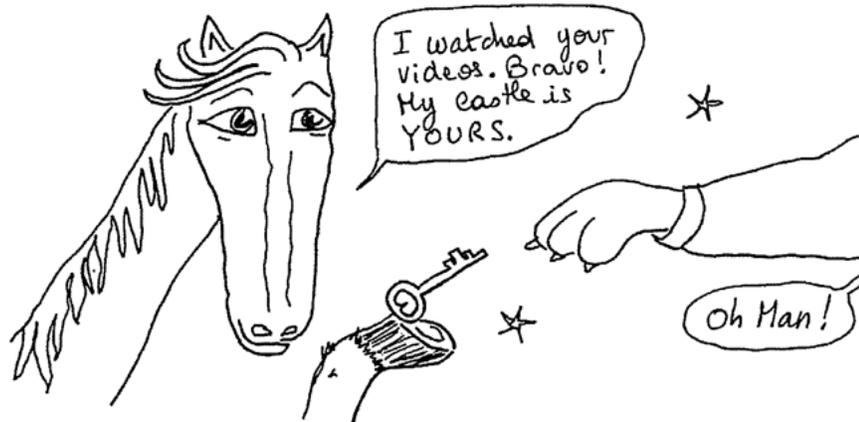
Well, each problem is an opportunity to find a solution, and why not, a cool event: "Pitch DON'T KILL MY VIBES."

No boring business plans, no judgemental jury, no long description of what the startup does... It's all about training founders to pitch with Caring feedback and a crowd of 200 curious folks willing to help We wanna see demos and be teased!





All big families have a Castle.
 Since the beginning of this diary, Oussama has kept on searching for a beautiful and cheap, soulful and close Castle. He has an obsession... He visits tons of them in France, driven by Chouchou. And one day, he meets a landlord who has a great Castle.



This Castle is one of our secrets, something precious that we offer to founders who really deserve it. It's a place for retreats. It feels like the walls calm you down while the huge fireplace makes people talk...

Two sons of farmers watched a video of Ousama on disrupting agriculture. Now they are part of The Family: they want to grow fruits and vegetables. With a kind of vertical farming system. No GMOs, no pesticides, no pollution, it all takes place in a container. They've started a prototype in our basement at our office in Paris. As they need to work on their "SWAG", we go together to the Castle.





GUILLAUME FOURDINIER & GONZAGUE GRU

Cofounders of Agricool

1/ Quand je te dis The Family, tu penses à quoi ?

Guillaume : quand on te demande une image ou une phrase qui te fait penser à ta famille c'est chaud, t'as un mix de souvenirs qui arrivent...

- Ma première rencontre avec Ouss, suite à un tweet sur sa vidéo à propos de l'agriculture. On a un meeting de 10 min et au bout de 30 secondes, Ouss me dit : « J'adore, tu rentres a The Family. 3% ? »
- Le weekend passé ensemble pour créer l'identité
- Les dîners
- Le pitch que j'ai pu faire à Macron
- Ouss qui nous invite à l'Arpège :)

Gonzague : une des meilleures décisions que l'on ai prise depuis le début d'Agricool. J'étais étranger à toutes notions d'incubateurs, accélérateurs et fonds, voire suspicieux. J'ai été bluffé par l'importance que cela a pris pour nous.

2/ Un truc qui t'a servi ?

Guillaume : Oussama et sa prise de recul extraordinaire sur les choses, son push d'ambition de malade. Les coups de mains de génie sans chichi : « T'as besoin d'un lab pour faire pousser des fraises ? Bah fais le dans notre sous-sol... ! »

Gonzague : Les conseils stratégiques, la gestion du cash, le réseau et ... votre cave !

3/ Un moment chelou ?

Gonzague : J'hésite entre les élucubrations d'Harry ou l'envie de tuer Lion qui pissait derrière nos zones de test.

4/ Free ride

Gonzague : Quand est ce qu'on retourne à l'Arpège ? Ma femme plussoie dans ce sens !

1/ When I say "The Family", what comes to mind?

Guillaume: Trying to think of an image or phrase for your family, it's hard, so many memories come up...

- My first meeting with Oussama, after a tweet about his video on agriculture. We have a 10-minute meeting and after 30 seconds Ouss says, "I love it, you want to come into The Family for 3%?"
- The weekend together creating our identity
- Dinners
- The pitch I made in front of Macron
- Ouss inviting us to Arpège :)

Gonzague: one of the best decisions we made since Agricool started. I didn't know anything about incubators, accelerators, funds, I was even kind of suspicious. I was blown away by how important it became for us.

2/ One thing helpful?

Guillaume: Oussama and his extraordinary vision of things, his push for crazy-high ambition. The incredible assists, without thinking: "You need a lab to grow your strawberries? I mean, do it down in our basement!"

Gonzague: The strategic advice, how to manage cash, network and...the basement!

3/ A weird moment?

Gonzague: I hesitate between Harry's ramblings and the urge to kill Lion who kept pissing behind our test zones!

4/ Free ride

Gonzague: When are we going back to Arpège? My wife is nodding her head!

* The Attraction Laws... start + working! *
 * * + * + + * * *
 * * * * * * * * * * * * *

Since we speak English, we're more naturally on the map of foreign thought leaders.
 The UK Chancellor of the Exchequer, George Osborne, is visiting the Minister of the Economy in France, Emmanuel Macron, to talk about the "Single Digital market" in Europe.
 And Guess Where they want to organize that meeting???
 YESSSSSSS... At The Family!

How will you start the "Single Digital Market"?



- ① We will simplify the rules so startups can operate in the 28 countries easily.
- ② We need common rules on data protection. The right to be forgotten for instance: all the domestic regulation must be homogenized
- ③ Platforms should be regulated at the E.U. level.



Happy to see that the government is applying a startup approach... if you want to, please join the family as a startup :)

Martin Mignot, our investor from Index Ventures, says to @ussrama he gets harassed by all kinds of corporates who want to create startups but don't know how. It gives us an idea.

Corporates CANT have the same freedom, creativity and naughtiness as startups. But if they want to innovate, one way could be to create a startup OUTSIDE OF THEIR INFRASTRUCTURE.

And at The Family, we have the elements to make it happen: ENTREPRENEURS and KNOWLEDGE.

Before starting anything, we need to check if this idea can tease any potential client.



97

I'm supposed to meet Miguel at his office. But I'm too busy preparing an event so I ask Chouchou to replace me. LOL. Miguel doesn't appreciate that. Chouchou undergoes one of the worst meetings in his young professional life.



Miguel spent his whole career dealing with Big Corps. He's tired of these old schemes that ignore the new world. So he gave it a try; he invites Ousama to talk in front of all his Executive Committee. He falls in love. And against the opinions of all his peers, he leaves his position and titles to join us! Miguel is about to lead a very special activity; PATHFINDER. With his experience and contacts, he would finally build that bridge we wouldn't legitimately build without him.



Pathfinders' thesis is simple: Big corps are unable to create startups internally. Just look at all the corporate incubators: None of them ever created a unicorn. the "innovation Lab" is stupid too: why should innovation be centralized in one team? And all the startup contests and Hackathons by corporates are led by the wrong thing: PR.

Traditional Big firms are used to exploiting a Business model proven right for years. Startups are used to searching for a business model. It's hard to change your DNA.

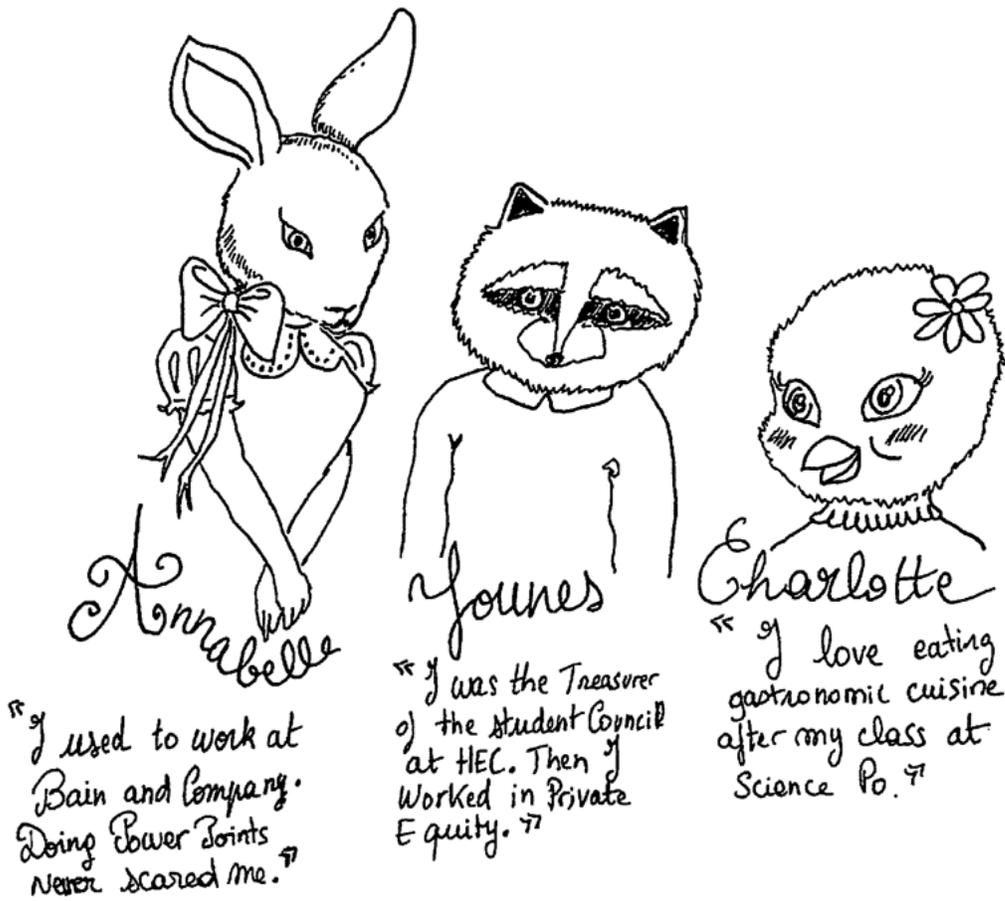
So Pathfinder offers one simple product: a New business line. It won't change the whole management infrastructure, it's another business that is not based on the assets of the company.

Miguel starts pitching Pathfinder. When he gets some important meetings, he brings Guspama with him... Cultural clash.



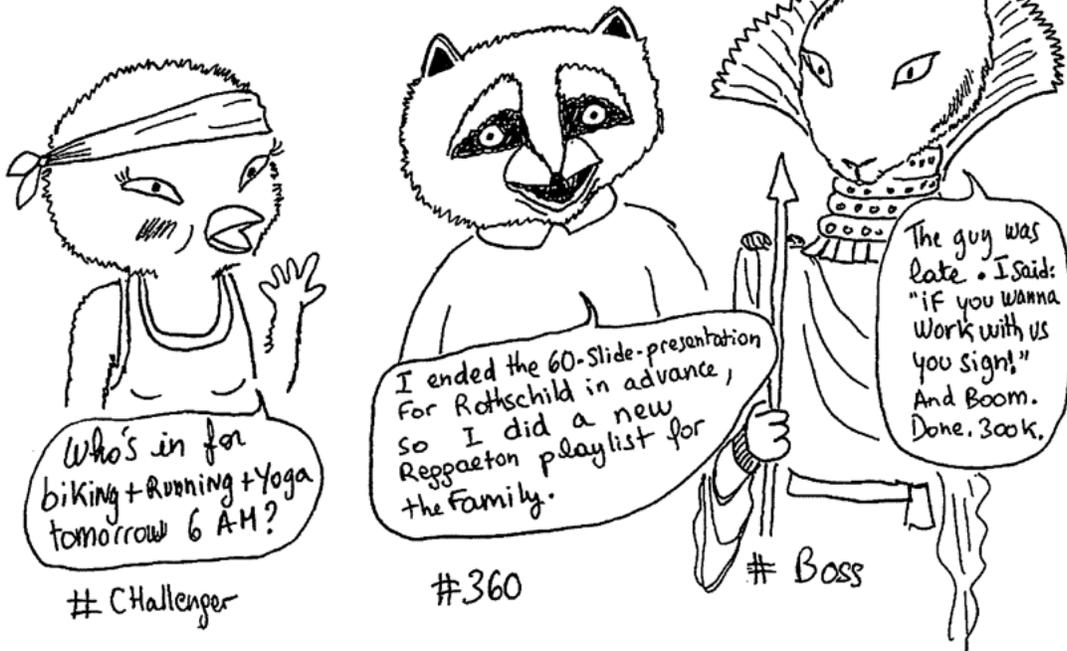
It will take 9 months for our first client to say YES to PATHFINDER.

Over 20 Big companies eventually trust Pathfinder to innovate for them. Pathfinder generates a lot of value: Revenue, Trusting relationships with executives who over time, can access our community of founders. But most importantly, it attracts new kinds of talents to The Family. They are different from the people I'm used to seeing in our team...

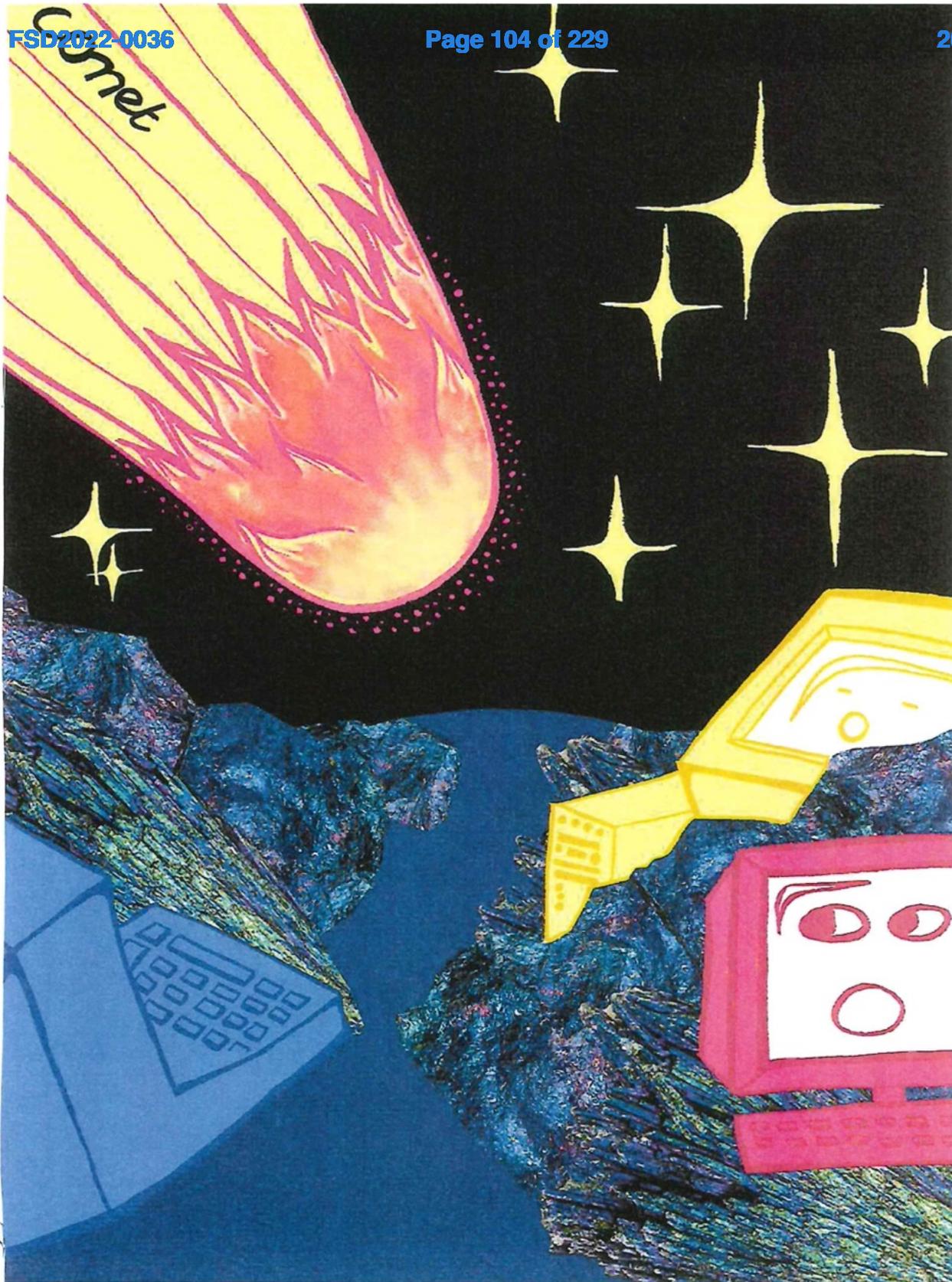


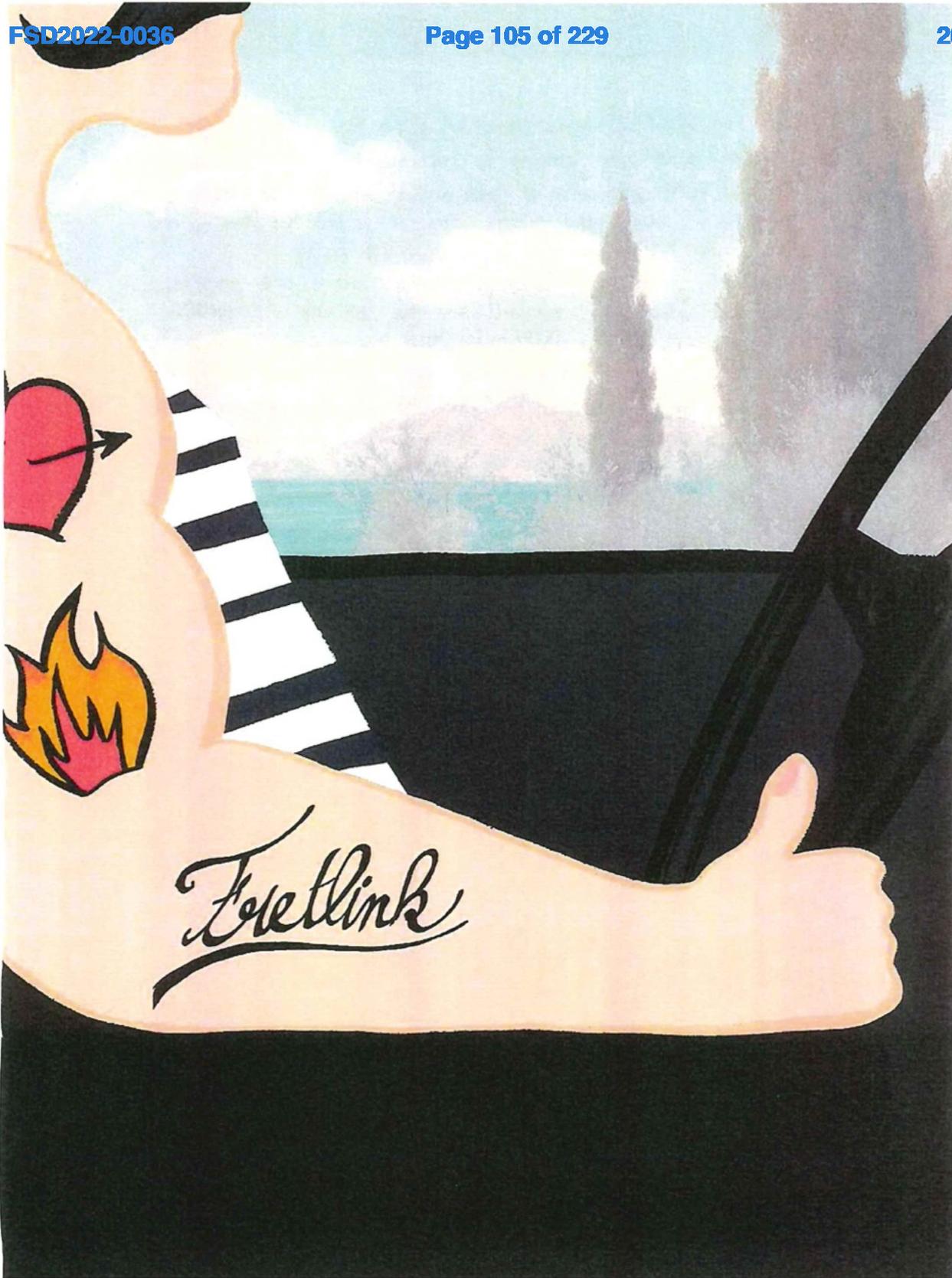
Hiring the "right" people at The Family is a mystery. Every time that I think I can theorize and apply a simple framework, each new member shows me how wrong I am. I thought "HEC" and "consultant" would mean "zero entrepreneurial mindset, Annabelle proves me wrong. I thought Banking experience was for uncreative people, Younes shows me the contrary and I would have sworn that Science Po alumni would never be doers but Charlotte makes things happen.

I know what you think. I know, labels are stupid. Especially coming from the CEO of a company that is supposed to innovate, to overcome those barriers, to break the rules... For me, the hardest part of the job is exactly that: differentiate judgement from intuition. And always accept that IT DEPENDS motherfucker.









CHARLES THOMAS

CEO of Comet

1/ Quand je te dis The Family, tu penses à quoi ?

Lors de mon premier dîner à The Family - j'ai ai encore des frissons, on lançait tout juste sur Comet et on s'est retrouvé là, avec vous tous, à chanter « I'm a survivor I'm gonna make it ». C'était tellement kiffant ! J'y pense encore souvent ;)

2/ Un truc qui t'a servi ?

On est en novembre 2016, la boîte a 3 mois. On est 3 tocards dans un appart. Les premiers grands groupes s'intéressent à notre service et on doit organiser un rendez-vous avec Renault, Société Générale et La Poste. Impossible de faire ça chez nous et on n'a pas une thune pour louer une salle. Miguel nous book la salle "Bakara" et prévient ses amis corporates. On fait le meeting, Miguel prend le lead et déchire tout. Bilan ? 3 nouveaux clients. C'est le début de Comet !

3/ Un moment chelou ?

J'aurais bien parlé de la Sardaigne, mais honnêtement j'étais trop torché pour enregistrer ;)

On est en février 2017, en plein roadshow de levée de fonds. On approche de la première signature. C'est intense, on a besoin de couper un peu. Je profite du dîner pour savourer quelques cocktails. 1, 2, puis 3 et 4, me voilà un peu entamé mais totalement décontracté. Et là, Balthazar vient me voir pour me dire que Kima et Otium sont en bas et qu'ils veulent qu'on papote. Je descends, Pierre (Otium) m'offre un nouveau cocktail. Je me retrouve à discuter de Comet avec 5 cocktails dans le pif, sans avoir mangé. Résultat ? On a reçu une termsheet le lendemain, héhé.

4/ Free ride

5 ans, putain vous êtes bons ! Hâte de fêter ça avec vous ! Changez rien, on est franchement en kiffe. Putain de MERCI <3

1/ When I say "The Family", what comes to mind?

During my first dinner at The Family - I still get goosebumps, we had just launched Comet and we were there with all of you singing, "I'm a survivor, I'm gonna make it". It was incredible! I still think about it sometimes.

2/ One thing helpful?

In November 2016, the company is 3 months old. We're just 3 guys in an apartment. The first big corporations are starting to get interested in our product, and we need to organize meetings with Renault, Societe Generale and La Poste. We couldn't bring them to our place and we had no money to rent a room. Miguel booked the "Baccarat" room for us and got in touch with all of his corporate contacts. We have the meeting, Miguel takes the lead and absolutely kills it. The result? 3 new clients and that's the start of Comet!

3/ A weird moment?

I'd have talked about Sardegna, but really, I was way too hammered to remember it all! In February 2017, we're on our fundraising roadshow. We're close to the first signature. We need to relax a bit, I use the dinner to enjoy a few cocktails. 1, 2, then 3, 4...I'm a little drunk, but all the way relaxed. And that's when Balthazar finds me and says that Kima and Otium are downstairs and want to talk. I go down, and Pierre (Otium) offers me another cocktail. I'm there talking about Comet, 5 cocktails deep, having eaten nothing. We got the termsheet in the morning, hehe.

4/ Free ride

5 years, damn, you guys are good! Excited to celebrate with you, change nothing, we love you! And THANKS! <3

PAUL GUILLEMIN

CEO of Fretlink

1/ Quand je te dis The Family, tu penses à quoi ?

Vous êtes les seuls à avoir compris que nous n'étions pas une entreprise mais 4 connards dans un garage qui rêvent de révolutionner notre secteur. Rien n'est comparable avec le fonctionnement d'une entreprise structurée.

Je pense souvent au poster chez The Family : «Une startup n'est pas une entreprise miniature mais une entité temporaire à la recherche de son business model.» C'est juste le fond du problème.

2/ Un truc qui t'a servi ?

Avec FretLink, nous nous sommes retrouvés à court de cash dès le début. J'ai demandé à Ouss et Balt s'il fallait arrêter le développement, garder un max de cash pour «tenir», attendre une prochaine levée pour embaucher et reprendre le développement. Ils m'ont répondu une chose simple : «Si tu ralentis, tu es mort à 100% et personne n'investira. Si tu continues à accélérer, il te reste certes 3 mois de cash au lieu de 8 ou 12, mais tu mises le tout pour le tout. Tu as peut-être une chance de montrer assez pour déclencher un investissement et lancer la machine. Et je te rassure, nous aussi chez The Family il nous reste que 3 mois de cash.»

Avec du recul, si nous avions été conservateurs, entourés de gens avertis au risque, FretLink n'aurait pas passé cette étape.

Et sinon Balt tous les jours puisqu'il est à notre board, dans toutes les discussions et un élément vraiment précieux depuis le début du projet.

3/ Un moment chelou ?

Je dirais que réussir à me faire chanter en ligne devant un piano à un cours de chant, ça relève de l'exploit :)

4/ Free ride ?

J'ai vu que vous remettiez un push sur Koudetat. TOUS les entrepreneurs que je connais même hors The Family m'en parlent. Fabien, l'ancien CEO d'Happn qui est sollicité tous les jours pour ses conseils, me disait l'autre jour qu'il avait préparé un email automatique avec tous les liens vers koudetat, tout y est. C'est LA formation de référence dans l'écosystème, cela doit rester un pilier chez The Family.

Et sinon j'aimerais partager mon amour pour The Family, mais ça je le fais tous les jours <3 <3 <3

1/ When I say "The Family", what comes to mind?

You're the only ones who understood that we weren't a company, we were just 4 idiots in a garage dreaming about revolutionizing the industry. There was nothing that resembled the functioning of an actual company.

I oftentimes think about a poster at The Family: "A startup isn't a smaller version of a company but a temporary structure searching for its business model." And that's exactly it.

2/ One thing helpful?

With FretLink, from the beginning we were usually short on cash. I asked Oussama and Balthazar if we should stop developing, hang on to as much cash as possible to scrape by, and wait for the next fundraising round to hire more and start growing again. They told me something very simple: "If you slow down, you're dead, no one will invest. If you keep accelerating, sure, you only have 3 months of cash instead of 8 or 12, but you're putting it all on the table. You might have a chance to show enough progress to get more investors and really get the machine going. And we promise, at The Family we only have 3 months of cash, too."

Looking back, if we had been more conservative and surrounded by people afraid of risk, FretLink never would have gotten through that period.

And Balt is still there all the time since he's on our board, and in all of our discussions he's a precious resource, has been ever since the beginning.

3/ A weird moment?

I'd say getting me to sing in a line in front of a piano during the singing lessons, that was a pretty big win for you :)

4/ Free ride

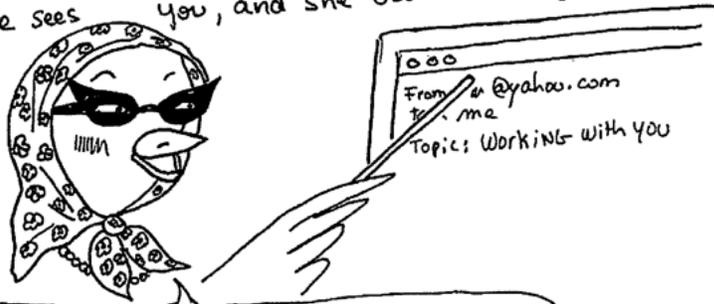
I saw that you're starting Koudetat up again. ALL the entrepreneurs that I know, even outside of The Family, talk about Koudetat. Fabien, the ex-CEO of Happn, who is always being asked for advice, told me the other day that he had prepared an automatic email with all the links to Koudetat, everything's there. It's THE training program of reference in the ecosystem, it should stay as one of The Family's pillars.

Other than that, I'd just like to express my love for The Family, but I do that everyday <3 <3 <3

Back in 2013, it was easy to hire the right people for us. The only ones who wanted to join were automatically CRAZY folks: who would seriously think of working for people who are alone and rejected by the ones in power???. It needed boldness and faith. Now it's a different story. More and more people want to join our mission for the wrong reasons: "startups are cool"; "The family has media recognition" or they "wanna help startups do the right things". And so many times, I FANTASIZE about people. I project what I wish onto them, but once they are in, it doesn't fit. And to be honest, our onboarding process isn't exactly easy.



So if I can't tell in advance How a new member will fit or not, at least I can try to get better at identifying the "No-go" and the "Let's try" before hiring. How? With Sandrine! She's so quiet that you don't see her, But she sees you, and she observes everything...



So Alice, I would give a "No Go"

- Email from another galaxy
- the exclamations everywhere shows a tendency to bullshit
- In 2013, he retweeted his own tweet
- He wants to be among the cool; he checked in at every tech event on Foursquare.

Her role is not easy. She's a precious Gate Keeper. But when it comes to Keeping the people we love Working with inside our team, what can we do?



BT



We can't just focus on French startups. Our ambition is bigger: And we've always tried to apply to ourselves what we tell our startups: Go Big or Go Home. So... Where should we begin?



That's exactly how we choose Barcelona. But Hugo won't join us as he's leaving The Family ♡: he wants to travel the world on his own.

We find a house in Barcelona and tell everybody that we're here: "Founders! Book an office hour to get feedback or join one of our conferences to learn and grow your startup!"
 "El País" covers our launch and all of our talks are full!

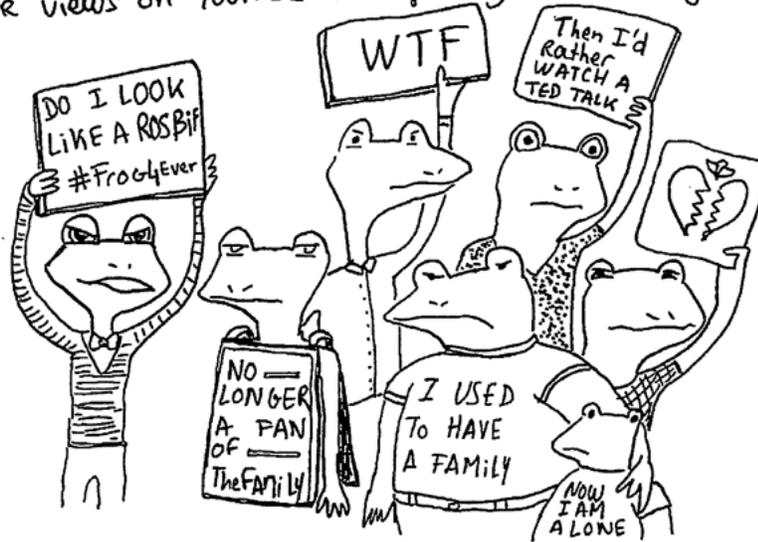


We Are so Wrong.

We think that we just need to do in Spain what we've already done in France to attract amazing founders. LOL. And there is one main "Hidden hypothesis" to this approach: We think we know why we succeeded in France. But we know nothing. After 6 months in Barcelona, we got stuck in a Roundabout: we don't meet enough entrepreneurs. So we move out.



The good news is that now... We've switched all of our content into English. It's HARD for our French fans, none of our new videos are in French anymore. And when users are frustrated, they make it obvious in their comments. our views on Youtube are falling drastically!



We know we must go international. Barcelona was a fail but it doesn't mean we'll stop. By switching our language into English we discover that...

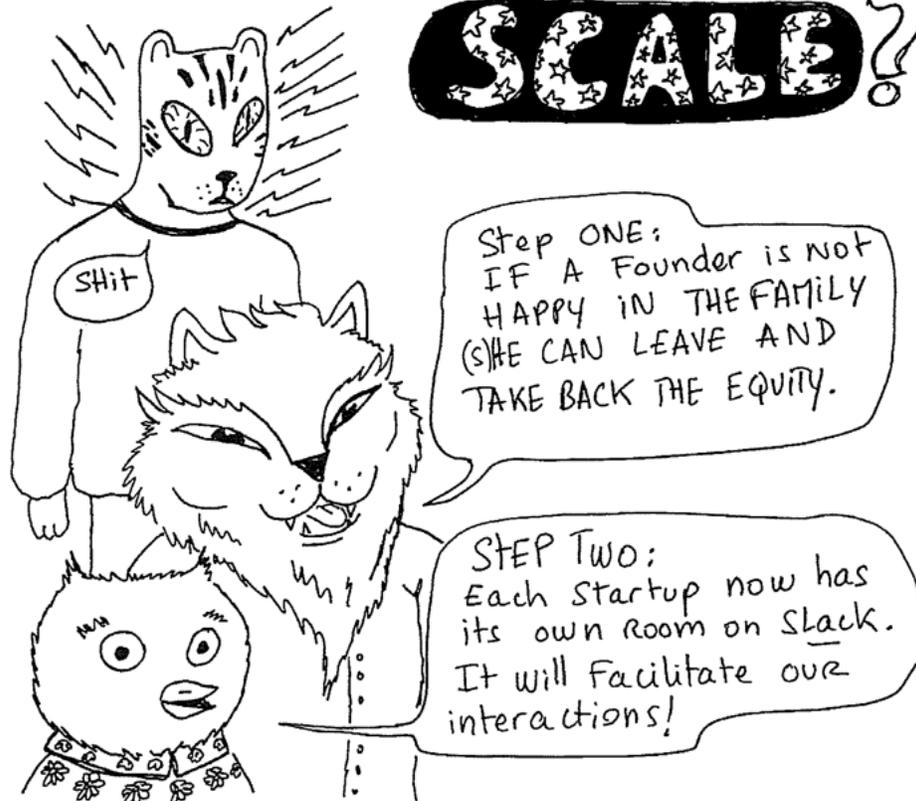


- Pathfinder is taking time from Oussama.
- Barcelona took my energy.
- Hugo and Jean have left.
- Speaking English weakens our bonds with the French startups.
- But still, new startups come into the family and their experience is getting bad. Our level of care is cracking...

Balthazar is the only director with 100% of his time dedicated to the growth of the startups and he's going through hard times.

250 startups to take good care of; it's not impossible but it needs some organization!

ARE WE ABLE TO SCALE?



111

When We crack, Haters overreact



HA
HA
HA!

The Family is nothing other than a bunch of smoke and bullshit. It's just P.R. Of course you are disappointed -

Join US - SIGN Here:

🐾 Doberman's Agreement 🐾
YOU ARE SO SPECIAL TO ME THAT I WILL TAKE 30% OF YOUR COMPANY.
IF the company fails, it will be your fault.
IF the company succeeds, it will be Because of Me -

Our biggest challenge is to keep growing while maintaining our previous flexibility: We must adapt to any kind of need from our entrepreneurs.
EMPOWERING founders needs adaptation. Not standardization. The key is to make our entrepreneurs feel comfortable enough to ask us ANYTHING.



I'm with some members of my team in Barcelona.
We're ending a meetup when my Brother Victor calls me:
"Where are you? Terrorists are shooting everywhere around
our neighborhood." Being far from Paris never felt so
hard.

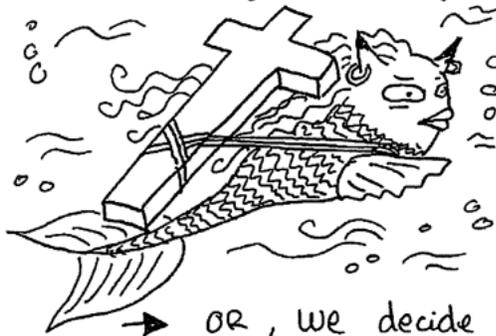


a HUMAN finger
that's all I can draw.

Nothing will ever be the same in France.

OK. So let's reverse the situation.
 The sales of Koudetat are slowing down because it requires skills we don't have - or don't want to have.
 Why? Because we are creators more than operators
 AND THAT IS FINE. So...

→ Either we try to enhance the product and deploy tons of effort to sell it more.

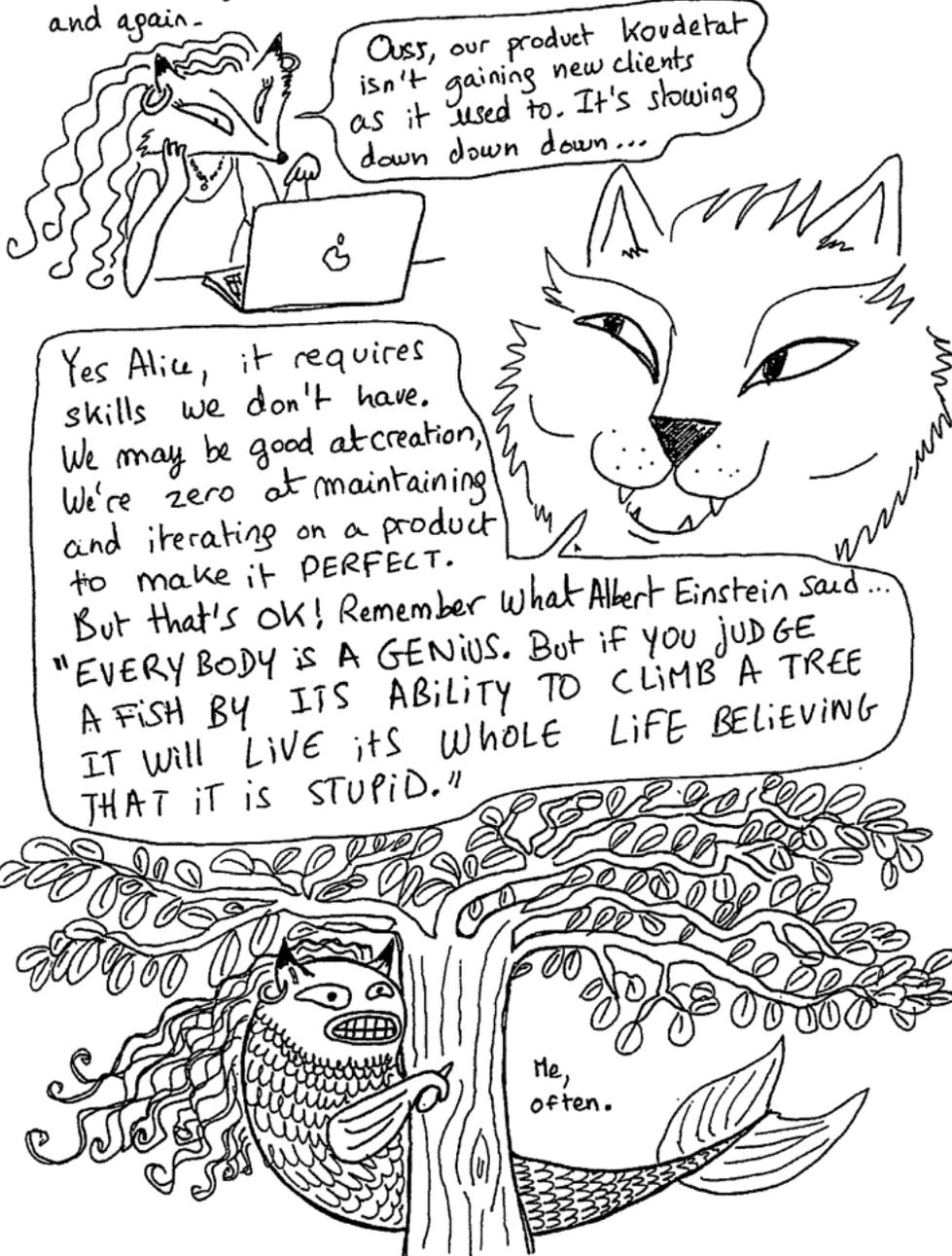


But obviously, we'll have to work harder for results that won't be satisfying. Plus, we'll feel guilty about the tiny results.

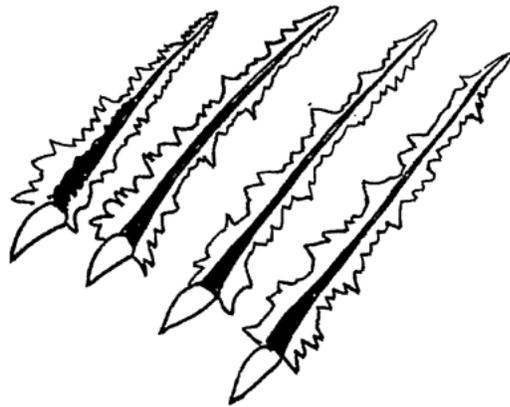
→ OR, we decide to STOP and deploy our efforts on something else.



Oussama often tells me to accept our weaknesses and focus on our strengths. And as I really have no memory, I often invoke his wisdom, again and again.



2016



“ We must destroy
In order to rebuild.
Wake up, you might as well,
oh are you
oh are you satisfied?
Why don't you rebel? ”
Lauryn Hill, Rebel.

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DAMIEN MORIN

CEO of Save

1/ Quand je te dis The Family, tu penses à quoi ?

Une organisation secrète. Mystique.

2/ Un truc qui t'a servi ?

L'amour d'une famille. Le soutien sans limite, gratuit, quelque soit nos choix. Ça te donne une résistance dingue pour affronter tes journées. Aussi dures soient-elles.

3/ Un moment chelou ?

Il y a à peu près 1 an, je suis venu chez The Family, notre équipe tech était installée là-bas. J'ai du leur annoncer que nous allions exécuter un deuxième plan social et licencier la moitié de l'équipe tech. L'ambiance était bizarre. C'était un mix de crainte et de soutien, d'égoïsme et d'empathie.

4/ Free ride

Je vous avais parlé 2 jours plus tôt et je me rends à mon 1er dîner The Family, je rencontre Serge Alleyne dans la cuisine, il fait des tours de magie devant 10 personnes... Bienvenu chez The Family ;)

1/ When I say "The Family", what comes to mind?

A secret society. Mystical.

2/ One thing helpful?

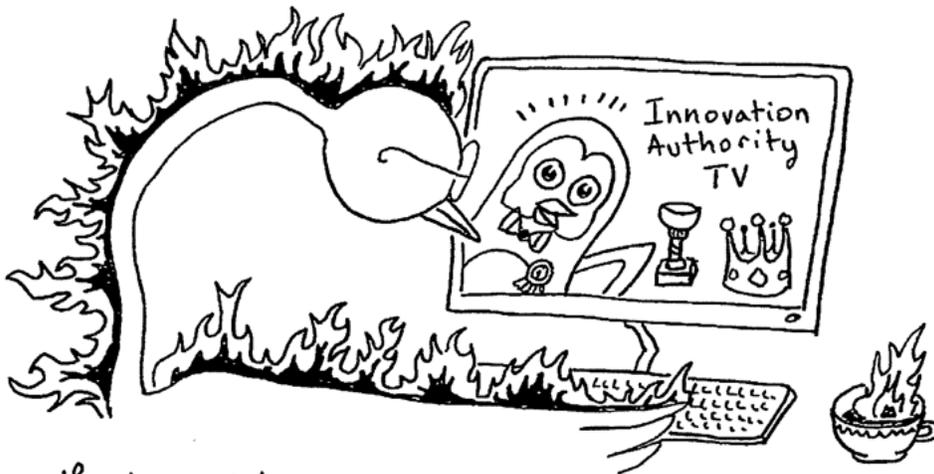
The love of a family. Support without limits, for free, no matter what we choose. That gives you an incredible amount of strength to face your days, no matter how hard they are.

3/ A weird moment?

A bit over a year ago, I came to The Family, our tech team was working out of there. I had to tell them that we were going forward with the bankruptcy plan and had to let go half of the tech team. The feeling was bizarre, a mix of worry and support, selfishness and empathy.

4/ Free ride

I had talked to you just 2 days earlier and I go to my first dinner at The Family. I find Serge Alleyne in the kitchen, doing magic tricks for 10 people. Welcome to The Family ;)



Nicolas watches an interview of the head of one of the largest French industry leaders in the taxi sector: G7. The guy is proudly explaining how this group has been innovative for 20 years, that they are the best in using geolocalization tech, that they won a prize for disruption, that the quality of their cab service is the best...

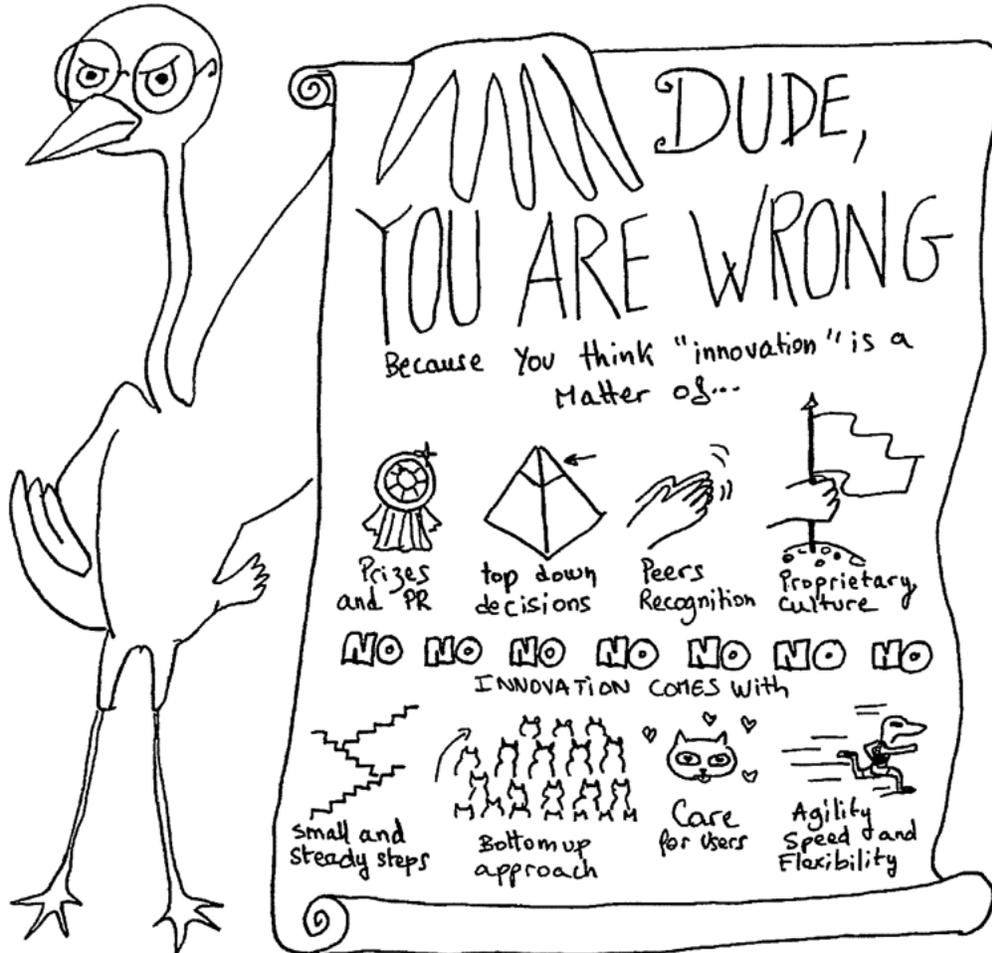
It seems almost like this man is talking about Blablacar or Uber, but no, he's talking about G7. And clearly... they are different!

Nicolas, now based in the UK, sees things with more clarity, he can compare other innovative ecosystems with France. And obviously, our industry leaders are more driven by keeping their titles through "friendship", rather than through results and growth.

And as they come from the same background as policy makers and government heads, their lobbies successfully protect them against threats, against innovation, against services that would benefit the crowd.



So Nicolas writes an article to explain how it's because of guys like the head of G7 that France is lagging behind other thriving tech ecosystems. His article goes so viral in France that a newspaper - "La Tribune", reprints it.



"La Tribune" and Nicolas get sued for "defamation" by the head of G7... WTF!!!
Freedom of speech was respected and Both Nicolas and the newspaper are proven RIGHT.

WE MUST FIGHT FOR OUR STARTUPS

A law is about to come out, it's called the "Thévenoud Law". It makes it difficult for drivers who don't have a taxi licence to work. And one of the members of the government is about to harden that Law.

So Nicolas writes another open letter, again, it goes viral. It makes me think of a tweet from Paul Graham, the co-founder of Y Combinator:



PG 

Uber is so obviously a good thing that you can measure how corrupt cities are by how hard they try to suppress it.



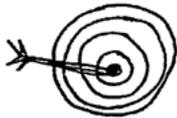
daedalium

@PaulG Yes, and France is a beautiful emerging country.

One of our startups, Heetch, is solving a real big problem: When you're young and live in the suburbs you can't party. Why? Because cabs are too expensive, plus they don't want to drive you back, and there's no public transportation either.

So what? You're gonna get drunk and drive? Heetch is one of our most popular startups. But their model is based on amateur drivers offering rides. #Ouch

They got caught in the storm of legal proceedings. And Teddy, the CEO, receives letters with death threats.



The day after a judge decided to forbid Heetch, Teddy hosts a conference at The Family, filled with Journalists...





TEDDY PELLERIN

CEO of Heetch

1/ Quand je te dis The Family, tu penses à quoi ?
Je pense à vous 3 : Oussama, Nicolas et toi. 3 personnes complètement différentes sur le papier mais qui font la richesse de n'importe quelle famille. Oussama, le barbare entrepreneur ; Nicolas le barbare énarque ; Alice l'artiste barbare.

2/ Un truc qui t'a servi ?

Le gain de temps. Surtout quand on se pose des questions. Tu as un doute, tu ne sais pas s'il faut faire A ou B. Tu vas chez The Family, tu demandes à Oussama, il te dit : « Mec, c'est évident, c'est A ». Et on connaît tous son secret, il répond au hasard. Mais, soit il a raison et t'as gagné du temps. Soit il a tort, et tu t'en rends compte vite donc t'as aussi gagné du temps ;)

3/ Un moment chelou ?

Quand on a fait notre premier rendez-vous investisseur début 2014, On a vu Setec, un gros groupe d'ingénieurs dont le Président était OK pour investir 200k€. J'avais demandé à Oussama de venir au rendez-vous pour les rassurer un peu. Là, on se rend compte que les types veulent qu'on fasse du covoiturage courte distance, mais nous, on veut ramener les jeunes le soir.

Oussama essaie de leur expliquer qu'on s'en fout de la réglementation, qu'on a trouvé un truc pour grossir, que c'est le plus important et qu'après on évoluera sans soucis.

Cela se passe mal et je finis le rendez-vous en leur expliquant : « Bon, c'est la première fois que vous voyez une startup. C'est la première fois qu'on voit un investisseur. Ça nous a permis de chacun voir ce qu'on ne voulait pas. »

J'étais quand même un peu déçu, donc Oussama nous dit : « Les gars, venez, je prends un Uber et je vous ramène chez The Family pour vous payer une bière. Faut fêter ça, je suis trop fier de vous, j'avais qu'une envie, c'était de leur balancer ma chaise à la figure, mais je voulais pas casser votre deal. »

4/ Free ride

Depuis quelques mois, plein de gens que je rencontre qui me disent : « Oh, mais vous avez dû vraiment en chier avec Heetch, vous avez une vraie résilience, etc. »

Et à chaque fois je réponds que : « C'était progressif, on a eu du soutien, donc en vrai, on a trouvé ça plutôt marrant ».

Je pense que les seules personnes qui ont trouvé ça marrant et qui comprennent pourquoi cela nous amuse, c'est vous. Peu de gens comprennent que la vie est une fête, mais vous 3 complètement.

1/ When I say "The Family", what comes to mind?

I think of you 3: Oussama, Nicolas and Alice. 3 totally different people on paper but that make up the riches of a real family. Oussama, the barbarian entrepreneur; Nicolas the barbarian administrator; Alice the barbarian artist.

2/ One thing helpful?

Saving time. Especially when we're asking ourselves questions. You have a doubt, you don't know whether to do A or B. You go to The Family and ask Oussama, he says, "Man, it's obvious, it's A." And now we know his secret, he just picks randomly. But if he's right, you saved time. If he's wrong, you realize it quickly and then you save time ;)

3/ A weird moment?

When we had our first investor meeting in early 2014, we met with Setec, a big group of engineers whose president was ok with investing 200K. I had asked Oussama to come to the meeting to reassure them a bit. That's when we realize that they wanted us to do short-distance car-sharing, but we wanted to serve the youth at night.

Oussama tries to explain that we don't care about the rules, that we'd found a way to grow, which is the most important thing and that afterwards we could keep evolving.

It all goes badly and I finish the meeting by saying, "Well, it's the first time you see a startup. It's the first time we see an investor. It's let us both see what we don't want."

I was kind of down, but Oussama said to us: "Ok guys, come on, let's get an Uber and I'll take you back to The Family to buy you a beer. We need to celebrate this, I'm so proud of you - I only wanted one thing, to toss my chair in their faces, but I didn't want to blow up your deal."

4/ Free ride

For the past few months, lots of people have been saying to me, "Oh, you guys have really suffered with Heetch, you're really resilient, etc." And each time I tell them, "It just happened, we had our support, so really, we just kind of found it funny."

I think the only people who also found it funny and who understood why it was funny for us, was you guys. Very few people understand that life's a party, but you 3 do.

More and more investors want to be part of The Family. The good news is... They are not only French :)

The bad news is: We need to set up a legal infrastructure they feel comfortable with...

That's how we decide to settle our holding down in London.

But Thank God, We are well accompanied by

♡ SHAWN FROM OTTRICK ♡



The UK managed to adapt their huge heritage of Business laws to pragmatic and easy steps. Sometimes we forget how those details are significant for our happiness.

GODFATHERS

We call our investors "godfathers", they invest in our holding and have access to our startup portfolio. A good one understands-emotionally; our founders. They can be game changers for them. It's hard to find them. You can't search for them, you can just open your chakra and be aware when you meet one of them.

Ace and Company organizes a conference in Geneva and Oussama discovers two amazing new godfathers...



★ Raising Funds with The Family ★

When a startup reaches good Key Performance indicators (KPIs), We start working on their pitch deck and make introductions to our Godfathers and...

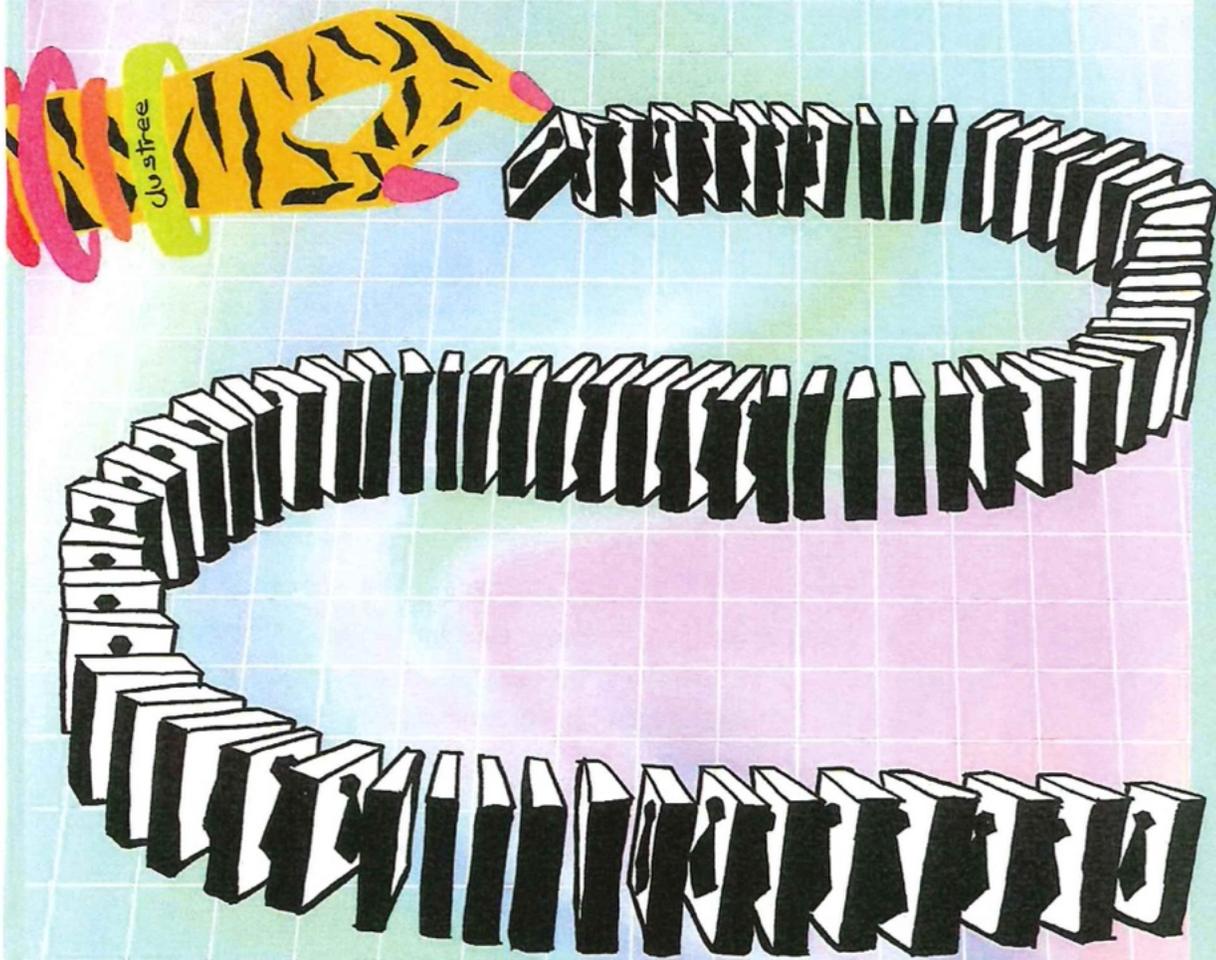
CERTAIN Venture Funds

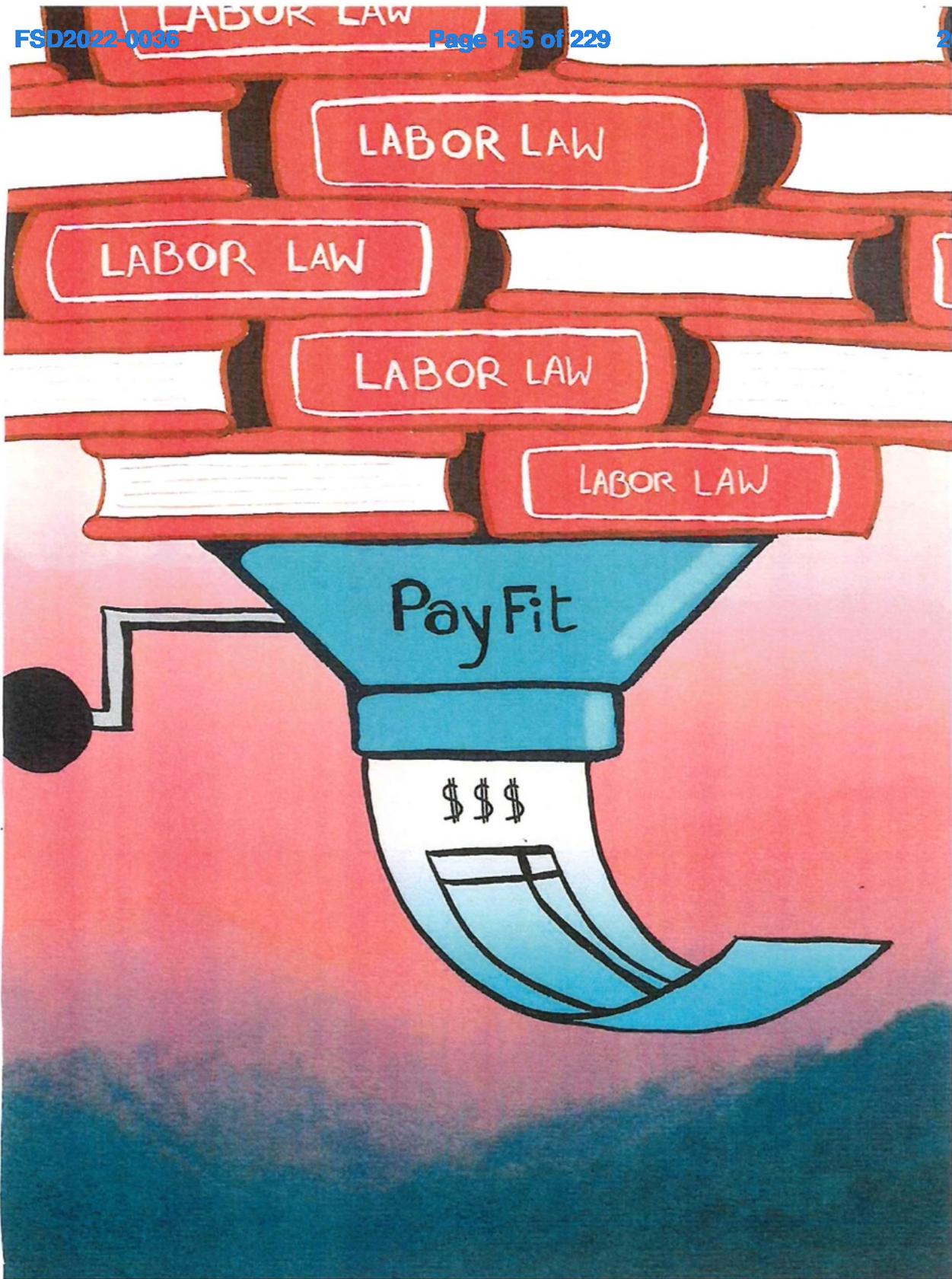


Harry told me that we have too many mice in our kitchen ... That's how a new member joins our team: lion, the cat. That little being is magic. Everyone feels responsible for his well being. He's the best reason to start a conversation with someone you don't know yet.



Lion becomes the guardian of the home, the soul of The Family in Paris. He spies on everyone, he jumps on the knees of our guests at conferences. This cat is so smart that he hacks our newsletter and starts sending his own messages to our 60 000 fans.





FIRMIN ZOCCHETTO

CEO of Payfit

**1/ Quand je te dis The Family,
tu penses à quoi ?**
Un chat à paillette.

2/ Un truc qui t'a servi ?
L'honnêteté d'Oussama.

3/ Free ride
J'aime pas Rihanna ni Beyoncé.

**1/ When I say "The Family", what
comes to mind?**
A sparkly cat.

2/ One thing helpful?
Oussama's honesty.

3/ Free ride
I don't like Rihanna or Beyoncé.

BÉNÉDICTE DE RAPHÉLIS SOISSAN

CEO of Clustree

1/ Quand je te dis The Family, tu penses à quoi ?

Un mot : RADICAL.

2/ Un truc qui t'a servi ?

Un dîner chez The Family. J'y ai rencontré mon premier angel, Frédéric Montagnon. Je l'ai pitché, il m'a dit «tu pitches bien mais je peux pas investir, je lance une nouvelle boîte». Et je l'ai pas lâché ensuite. Jusqu'à ce qu'il investisse :) Et cela m'a permis d'en convaincre d'autres, dont Alven.

3/ Un moment chelou ?

Ma rencontre avec Florian Douetteau. Que j'ai pitché dans le froid, dans le hall entre 2 portes. J'avais l'impression qu'il ne m'écoutait pas du tout. Et en fait, il avait écouté chaque seconde. A la fin, il a fait un résumé de ma technologie de façon beaucoup plus smart que ce que j'avais entendu jusque là, et il était ok pour devenir advisor et investir :-)

4/ Free ride

Vos soirées déguisées ! J'en rêve :)

1/ When I say "The Family", what comes to mind?

One word: RADICAL

2/ One thing helpful?

A dinner at The Family. I met my first angel there, Frederic Montagnon. I pitched him, and he said "You pitch well but I can't invest, I'm launching a new company." And I just didn't leave him be, until he finally invested :) And that let me convince others, including Alven.

3/ A weird moment?

My meeting with Florian Douetteau. I pitched him in the hallway between 2 doors. I had the feeling that he wasn't listening at all. And actually, he was hearing everything. At the end, he summed up my tech in a way that was much smarter than I had ever heard up to that point, and he agreed to become an advisor and investor :-)

4/ Free ride

Your costume parties! I love them :)

Sometimes I'm jealous of Nicolas and Cussama. Not because they are both brilliant, I know I have some skills too, but because they manage to have A PERSONAL LIFE.



But also, they both find a way To make new friends among our "professional network".

Cussama discovered Fany Pechiodat, the woman who created "My Little Paris", they became Good Friends and now they travel as often as they can to eat in delicious restaurants around the world!



I do have Friends too though!
 It's just that what we share is our "struggles"
 trying to find a balance as Women in a
 man's world. It's funny, they are all artists or
 entrepreneurs, single and ambitious.

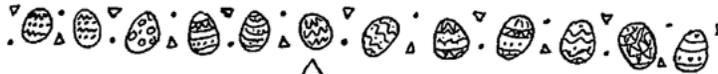


Even though you don't give a shit about conforming, some stuff is important.
 As my grandma loves to say to me:
 "Alice, is The Family your real Family?"

Can I check if my Tinder match is The Right one?



Who's in for a weekend in Barcelona? To Freeze our eggs...



BT

To attract more international investors and European Startups, we need to work on our presence online. Youtube, Medium, Facebook serve to spread the knowledge, fine. But What about our website? Today, it's a manifesto with a bunch of cats. Nobody understands Why, Who, What ... the fuck is The Family ?



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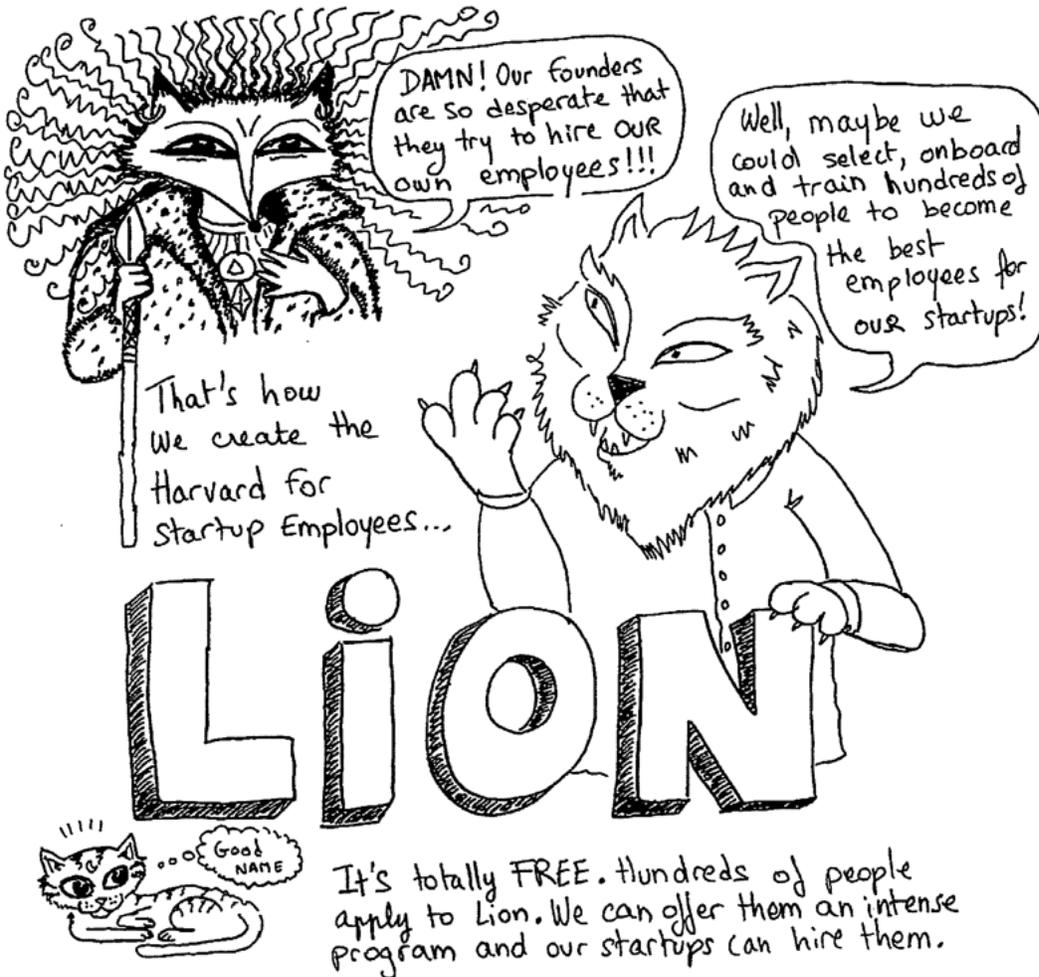
We don't have a lot of time to release the website because we want to show it off live at our 3-year anniversary! That birthday is important, you know - ~~PARTYING~~ IS A SERIOUS MATTER! 600 guests pack the house which is transformed into a Giant aquarium filled with Chivas Cocktails. ♡ ♡



Our best startups may raise funds, they still have to fight to find the gems they need to reinforce their team.

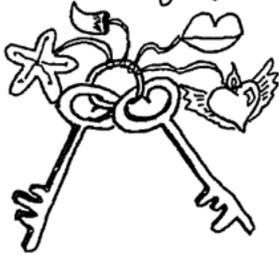
Google, Facebook, Amazon and Airbnb act as schools in their ecosystem, creating tons of people with top know-how to use everywhere else. When you look just at Paypal, it generated so many entrepreneurs: LinkedIn, Youtube, Tesla, Yelp... That's why they call it the "Paypal Mafia".

We don't have such concentration of knowledge and experience. And one of the consequences is a huge frustration for our founders willing to hire talented people.



Lion is a great success on both sides:
the students apply massively because they want to get a shot of Startup culture and to connect with inspiring entrepreneurs and operators in startups.

The Key of Lion is two fold:



- * the teachers are employees or founders who talk OPENLY about how they work everyday.
- * the community of students who come from a very diverse backgrounds.



The time when you could be a teacher of Business is dead in the digital Age. Startup science is so New that it needs a Practical Approach.

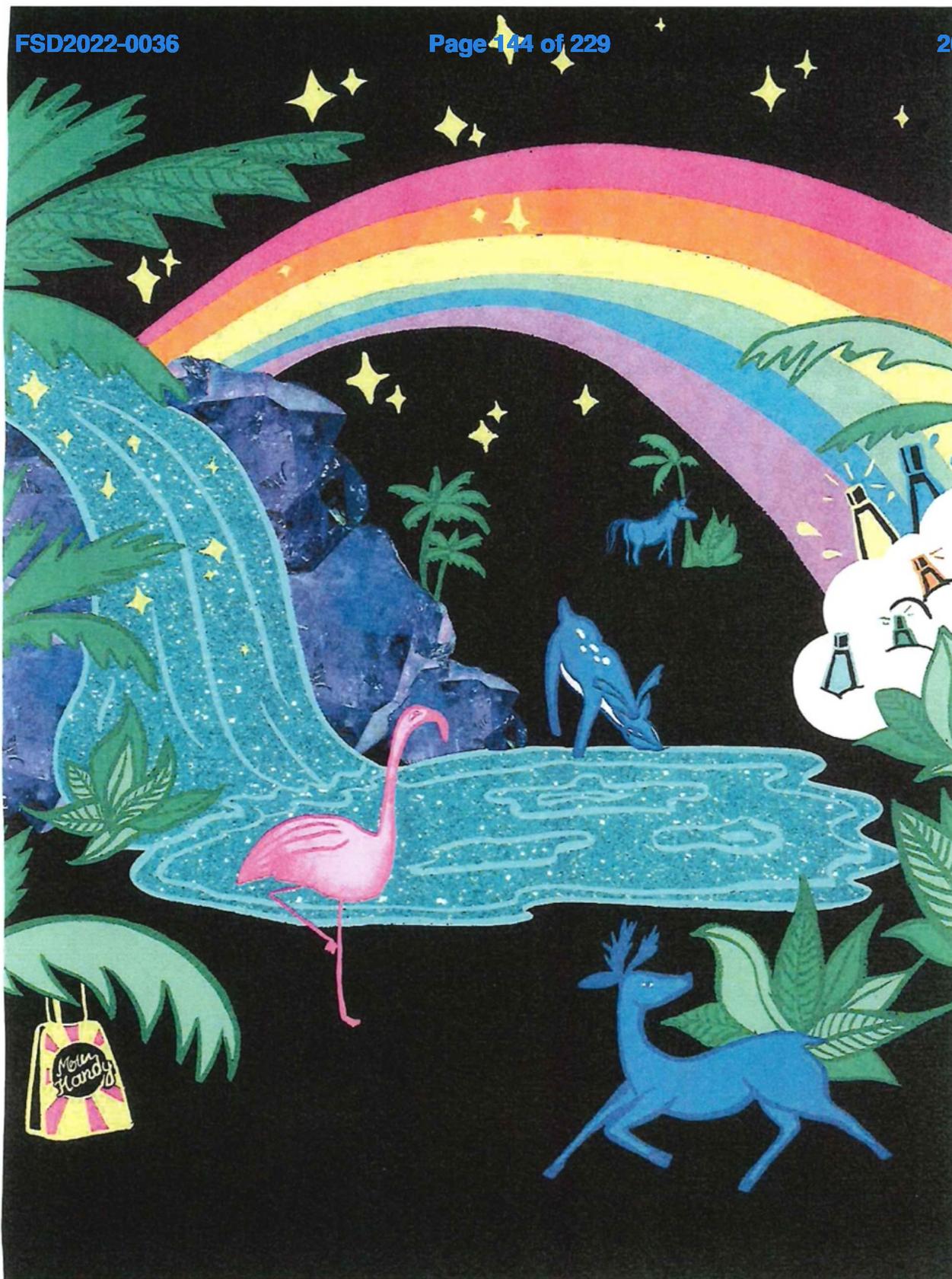


What Lion Brings are examples of experiences to understand by taking into account their specific contexts.



once we proved that Lion was solving a real issue we started looking at the ways to make it profitable...





LOUIS MARTY

CEO of Merci Handy

1/ Quand je te dis The Family, tu penses à quoi ?

Une bande de potes capable de te faire gagner deux ans dans ton business et de faire une (énorme) teuf pour fêter ça.

2/ Un truc qui t'a servi ?

Un pivot dans le modèle de Merci Handy qui a tout changé, notamment sur la distribution. Le pire c'est que ce pivot est venu de nous mais il est sorti en discutant avec Ouss' - et du bon vin, j'avoue. MERCI à tout jamais.

3/ Un moment chelou ?

Je viens de me rendre compte à l'instant que, ce mois-ci, je suis plus allé chez The Family pour donner des cours (#lion) et non pas pour en écouter. Je trouve ça très chelou. 🤔

4/ Free ride

Alice, tu es trop swag. Nicolas, tu es trop parfait. Ouss', tu es trop unique. Love you la famille ! Des gros cœurs sur vous : boom boom ❤️

1/ When I say "The Family", what comes to mind?

A gang of friends able to save you years of work on your business and then to have a (huge) party to celebrate.

2/ One thing helpful?

A pivot in the Merci Handy model changed everything, namely in terms of distribution. The worse is that it's a pivot that we thought of, but that came out when talking about it with Oussama - and over good wine, it's true. THANKS to all.

3/ A weird moment?

I just realized that this month I went to The Family more often to give courses (#lion) than to listen to them. I find that very strange. 🤔

4/ Free ride

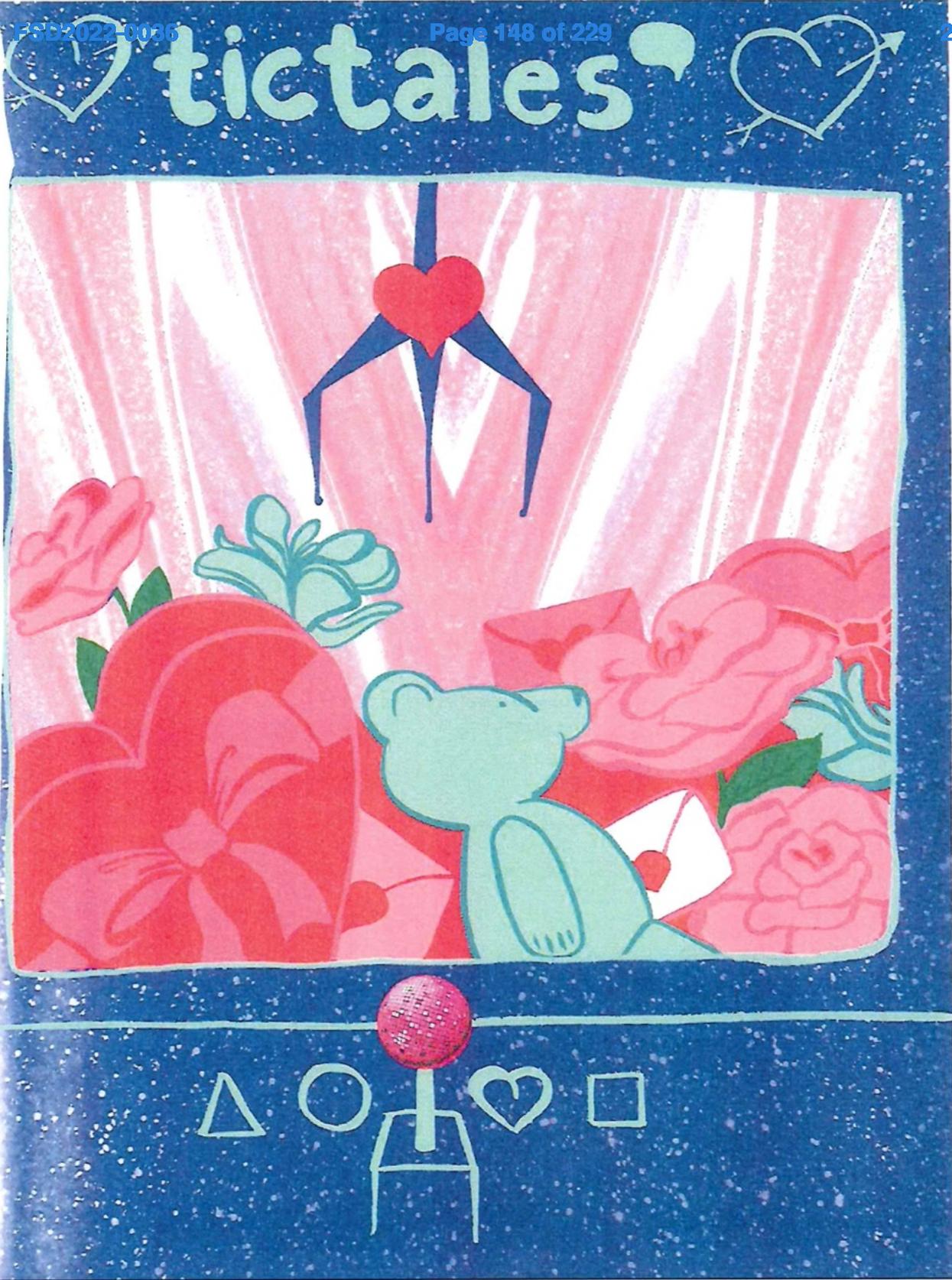
Alice, you're too swag. Nicolas, you're too perfect. Ouss, you're too unique. Love you, The Family! Big hearts to all of you: boom boom ❤️

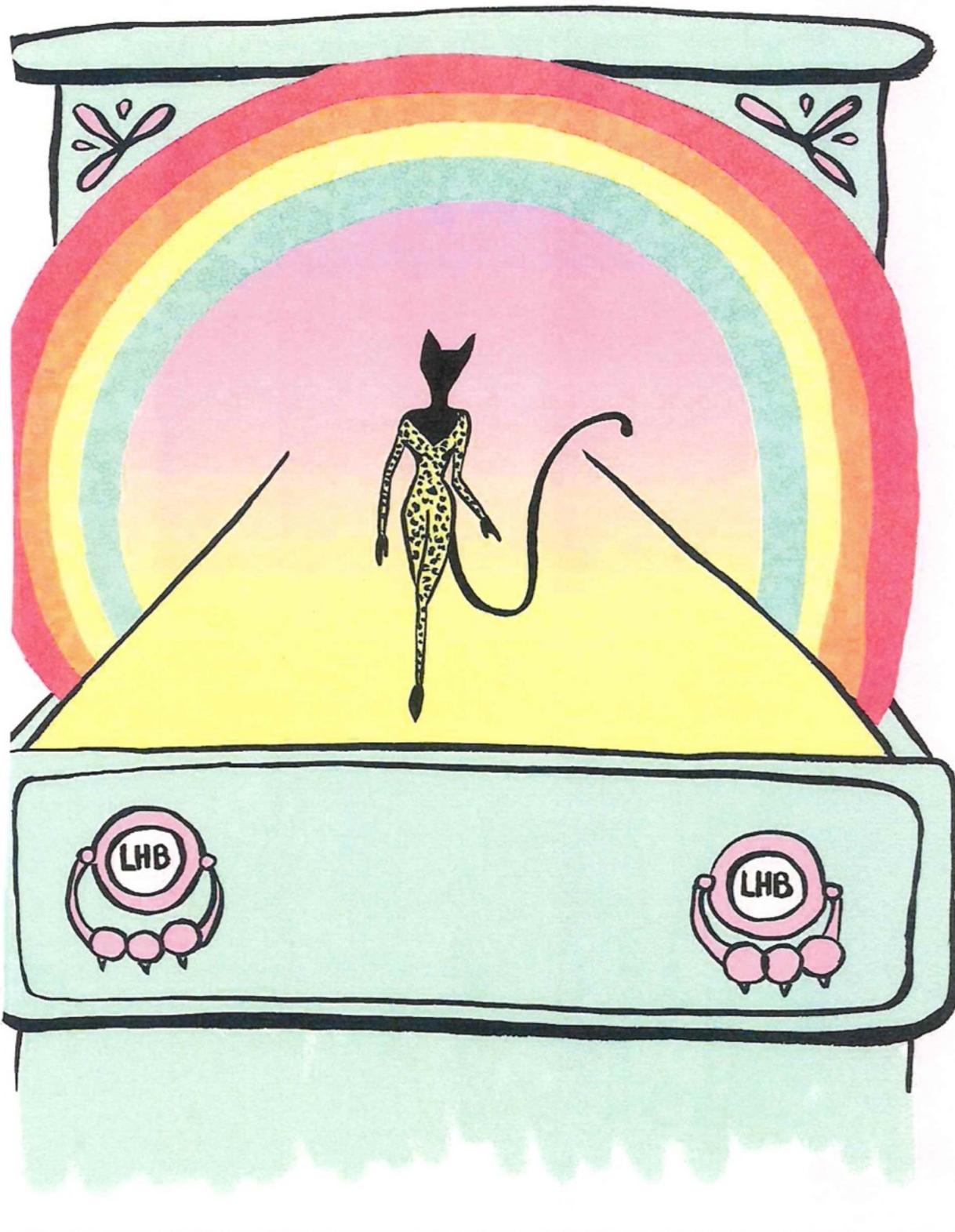
"Pleasure in the job puts perfection in the work." Aristotle was so Right!
 Why is pleasure so often reserved for the non-professional part of life?
 And anyway, when you're an entrepreneur, your "non-professional life" is very limited.
 So you'd better enjoy work.

It's the month of July, we want to go to the beach with all our entrepreneurs ...









CHRISTOPHE CHOCHO

CEO of Tictales

1/ Quand je te dis The Family, tu penses à quoi ?

« Comment je peux vous aider ? », dès que j'entend cette phrase, je pense à TheFamily parce qu'on l'entend tout le temps et ça donne vraiment l'impression qu'on fait parti de la famille.

2/ Un moment fort ?

Le truc qui nous a le plus servi ce sont les 100K de chez Amazon. On a pu en profiter dans un moment crucial où l'on n'avait plus de cash, on venait de faire un crédit de 20K chez Sofinco pour arriver à lancer la boîte.

3/ Un souvenir chelou ?

Le jour où on a ouvert notre accès au Slack de The Family. On explique ce qu'on fait, personne ne répond sauf Serge qui trouve ça cool et Oussama qui nous demande de mettre une photo. Un de ces vents !

4/ Free ride

Le premier déjeuner avec Oussama, c'était juste génial d'échanger avec lui et je n'ai jamais mangé de sushi aussi bons !

Voilà, Alice, on aurait pu en faire une histoire interactive de cette BD ça aurait été sympa !

1/ When I say "The Family", what comes to mind?

"How can I help you guys?" - whenever I hear that phrase, I think about The Family because that's what we hear all the time and it really gives the feeling of being part of the family.

2/ One thing helpful?

The thing that helped us the most was the 100K with Amazon. We were able to use it at a critical moment, when we didn't have any cash and we had just taken on 20K in debt to be able to launch the company.

3/ A weird moment?

The first days when we were on The Family's Slack. We explain what we do, and nobody responds except Serge, who thinks it's cool, and Oussama who asks us to add our profile photos. Just one of those things!

4/ Free ride

Our first lunch with Oussama, it was great to talk with him and I'd never had sushi that good!

There you go, Alice - we could have done an interactive story for this book, it'd be cool!

ANAHI NGUYEN

CEO OF L'HABIBLIOTHÈQUE

1/ Quand je te dis The Family, tu penses à quoi ?

J'entends le jingle « KOU-DE-TAT » qui a bercé mes soirées pendant des mois avant d'intégrer The Family.

2/ Un moment fort ?

Lors du week-end d'onboarding, Ouss me dit : « Pourquoi tu ne fermes pas le showroom ? » Nous voulions faire du full web mais avons peur de perdre quelques clientes qui venait au showroom et donc du chiffre d'affaire. Après m'avoir répéter 3 fois « Pourquoi tu ne fermes pas le showroom ? » j'ai compris, j'ai fermé le showroom. Résultat ? On a triplé nos abonnées dans les 3 mois qui ont suivi.

3/ Un souvenir chelou ?

Soirée techno totalement improvisée au château lors du weekend onboarding avec Naïm en DJ et 30 personnes dans une pièce de 15m2 !

4/ Free ride

Je me suis associée à Nico, le CTO de L'Habibliothèque grâce à The Family car il a fait la première session de Lion. Comme quoi, on fait de belles rencontres ;)

1/ When I say "The Family", what comes to mind?

I hear the "KOU-DE-TAT" jingle, which rocked me to sleep during the months before I entered The Family.

2/ One thing helpful?

During the onboarding weekend, Oussama said to me, "Why don't you close the showroom?" We wanted to go full web, but we were scared of losing some clients who came to the showroom, and of losing that revenue. After repeating it 3 times, "Why don't you close the showroom?", I got it, and I closed the showroom. And we tripled our number of subscribers over the next 3 months.

3/ A weird moment?

A techno party just happened at the chateau during the onboarding weekend, with Naim as DJ and 30 people in a tiny room!

4/ Free ride

I met my partner Nico, the CTO of L'Habibliothèque, thanks to The Family, after he did the first session of Lion. Just to say, there are interesting moments ;)

Once, I was having dinner with a famous investor, there were many entrepreneurs around the table. I remember the guy was saying: "I see a direct correlation between the lack of empathy and good CEOs. Look at Steve Jobs, Travis Kalanick and all my best investments... the less you care, the easier you can make better business decisions." Well, I felt like a very bad CEO, but the truth is that even if I see what he means, I disagree. What matters is more the ability to make people create MARVELOUS things. And this comes with a lot of EMPATHY.

Anyway, I'm the happiest CEO in the world today because ... HUGO IS BACK!
After his tour around the world, he wants to launch The Family in Berlin. And guess what, he met his future wife in Colombia, Paula.
That's another reason to party ... At The Family!

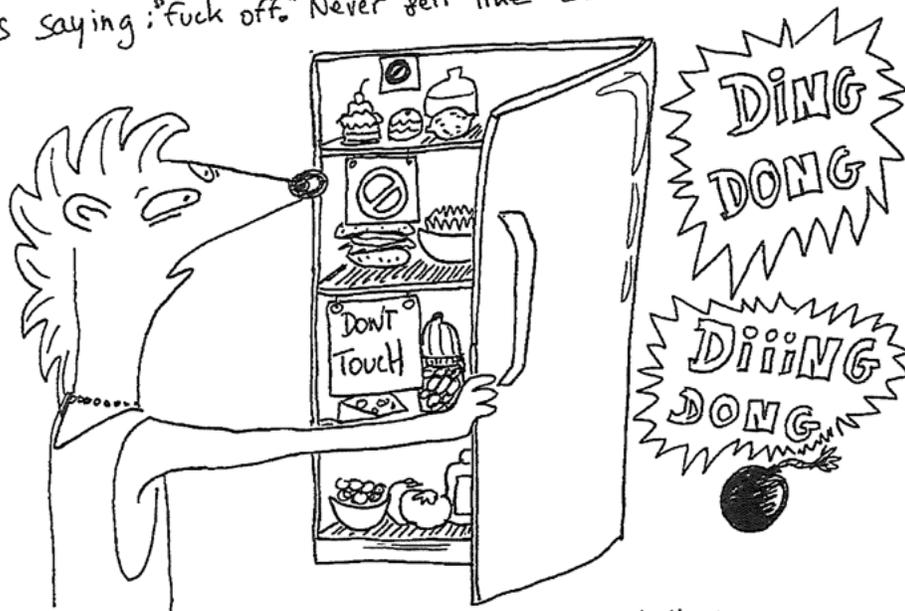


We focus on Berlin. We'll organize events with great speakers in order to educate the entrepreneurs and connect deeply with the tech scene there.

For that first step, we don't need to hire a proper Berliner, we're foreigners in a place that is the most cosmopolitan city I know.

But hey, we get fooled like beginners, as anyone new in a country. A dude pretending he's going to open the coolest and most vibrant tech community building makes us an offer.

OH DAMN. We sign for 300 sq meters for one year in a place that has just ZERO CARE. Actually, the whole design of the building is saying: "fuck off." Never felt like such outsiders.



Our guests have to ring three different bells to enter our office. Imagine how it sounds when they are 150 people.

If you're an outsider and read Wired, you think that "Berlin is the Hottest City for startups". But what we discover is that they are in THE SAME SHIT AS WE ARE :)

It's even worse when you look at the numbers of corporate incubators and accelerators. So when we start our very first conference there, we just speak our truth:



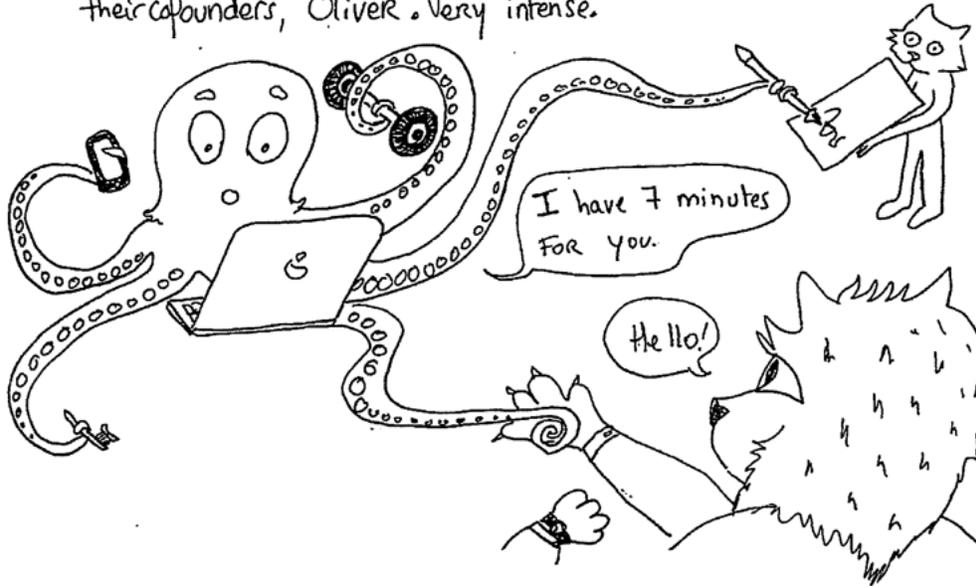
Some applauded and felt relieved to meet someone who was putting their feelings into words.

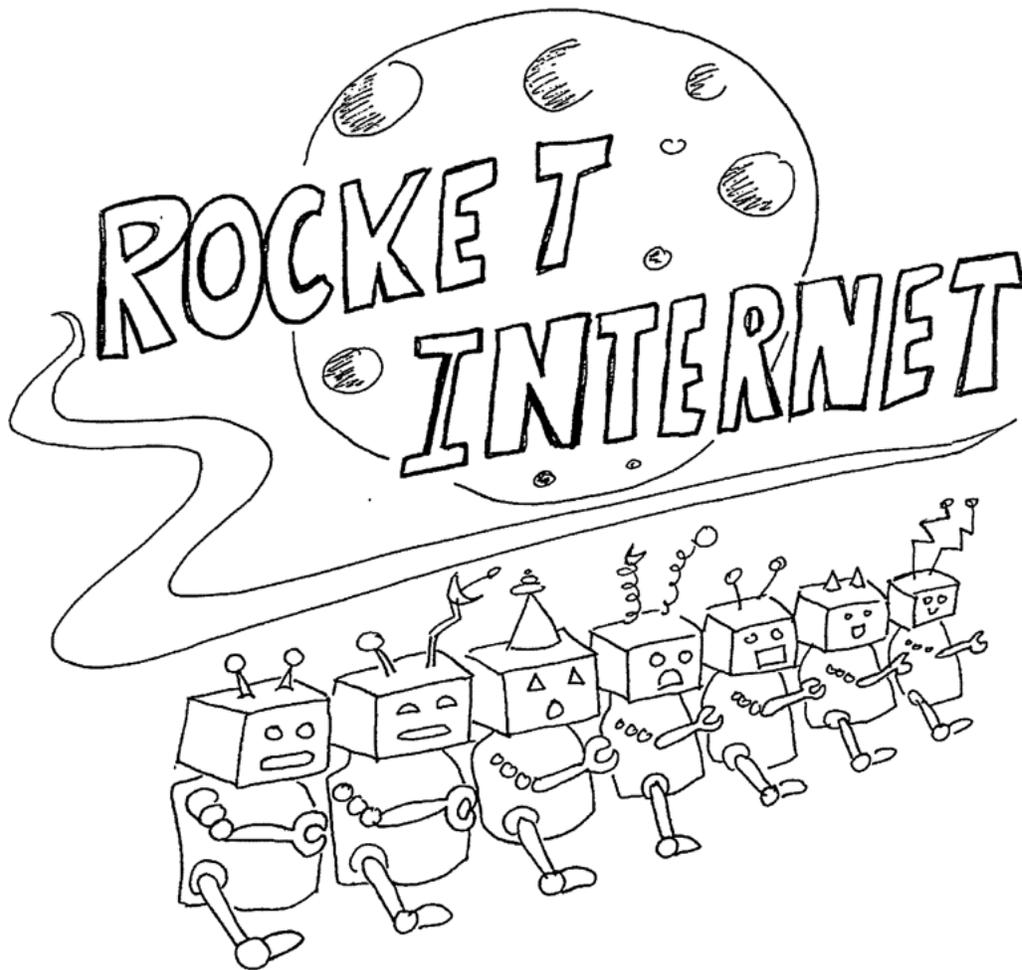


In terms of hardcore Business Angels with bad habits, Berlin has not been spared. But what is remarkable is the level of execution. They are impressive with all their dashboards tracking every move.



What they win in execution, they lose in creativity. So something unique emerged: a giant Copycat Studio. It employs an army of does all around the world, they can launch a new country within a few days with freshly integrated interns: Rocket Internet. Once Qussama had a meeting with one of their cofounders, Oliver. Very intense.





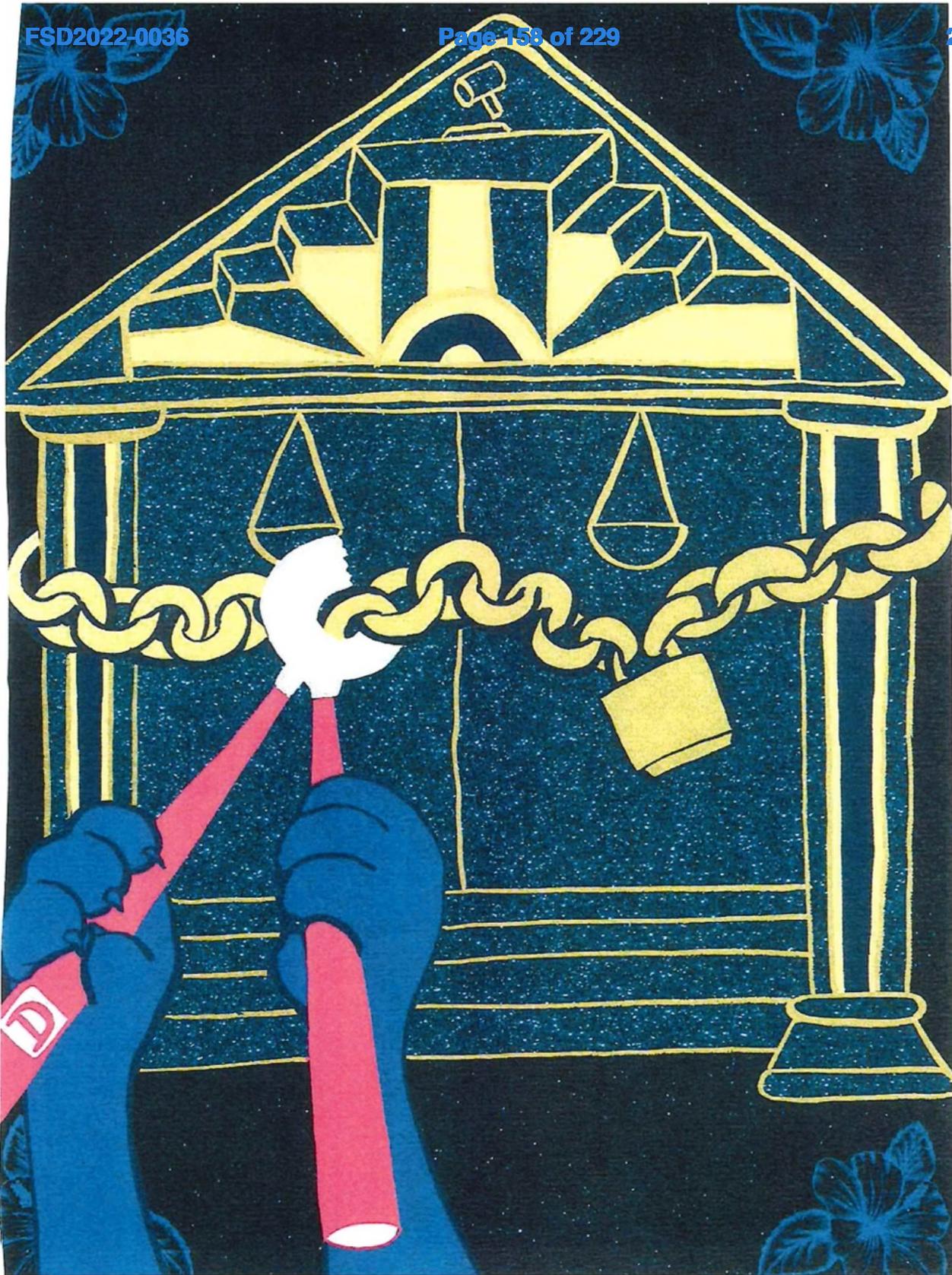
Often described as an inhuman way to do business, Rocket Internet remains an amazing "school for operators." For me, they are a repeat of Fordism in the digital era. But the military ethos is no longer right for business since scarcity doesn't set the rules anymore. A great article from Paul Graham explains it well, it's called: "Mean People Fail."

It doesn't mean that people from the "Rocket Family" are mean. Hugo is talking about that with Boris, a guy who implemented all the warehouses for Zalando. Not only is that dude a machine in terms of execution but he's also the most "Pay-it-Forward" guy Hugo ever met. He shows Hugo that Generosity can be German if they understand the rule behind it.

So Once, Hugo tries that tip with the C.O.O. of Auto1, Christopher Muhr.



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NICOLAS BUSTAMANTE

CEO of Doctrine

1/ Quand je te dis The Family, tu penses à quoi ?
Les barbares attaquent !

2/ Un truc qui t'a servi ?
La levée de fonds en seed... A l'époque, on comprenait rien du tout au VC haha ;) Merci Jean et Oussama !

3/ Un moment chelou ?
Harry qui me raconte ses longues histoires de cul, sans m'épargner des moindres détails.

4/ Free ride
Ambition is not an option!

1/ When I say "The Family", what comes to mind?
The barbarians attack!

2/ One thing helpful?
The seed round... At the time, we understood nothing about VCs ;) Big thanks to Jean and Oussama!

3/ A weird moment?
Harry telling me long sex stories, sparing me none of the details.

4/ Free ride
Ambition is not an option!



Erika is in London when she sees a Tweet: Tim Ferriss, the author of the 4-Hour Work Week is in Paris tonight. He wants to organize a talk for his parisian fans... within a few hours!

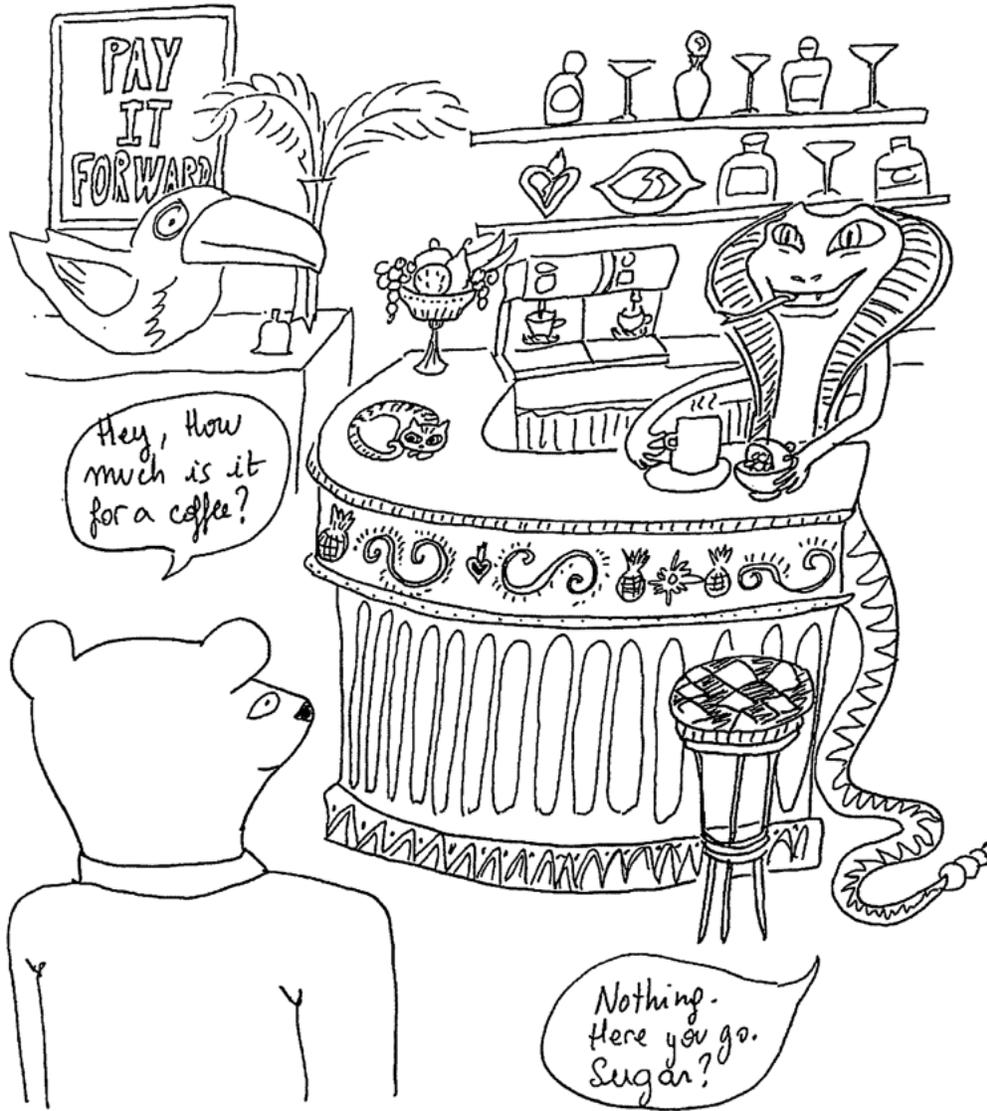
It's 10 pm and our Slack goes mad!

Boom: Tim wants to do it at Thefamilyyyyyyy! Harry sets up our space, the video team arrives, our founders who saw the message and are in Paris can join. It's 2 AM when a room filled with 100 people Welcomes TIM FERRISS!



From Berlin that night, I'm feeling so close and proud of my team.

Today, a man randomly stepped into
The Family in Paris.



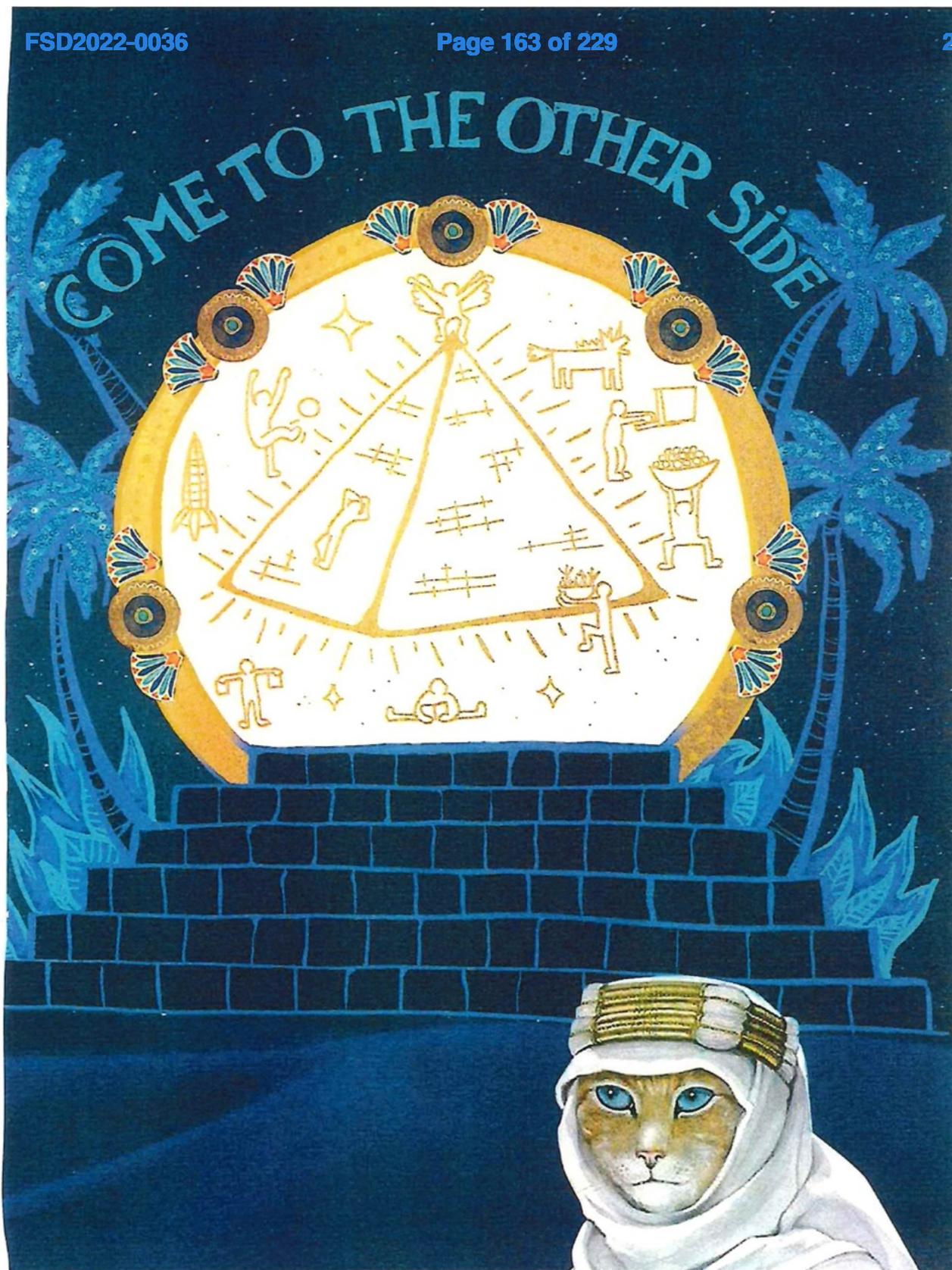
He goes back home, reads all he can find
about us and ... decides to invest.

It's our style to be generous. It matters a lot to us to make people feel welcome and at home. Our doors are open and a fruit basket is filled with delicious bananas and chocolate. The music is on and people always try to help you find what you're looking for.

But one day, an ex-investment banker turned CFO for startups in London, Naïm, starts counting our expenses on "being Generous."



For the fruits, we'll use another solution: the totem. It's one of our amazing startups, they deliver delicious and affordable fruits at the office.





The truth is we are spendthrifts. We've grown fast... We used to host dinners for 20 entrepreneurs, now they are 200. We used to launch one big conference per week, now it's every lunch and every evening in Paris, London and Berlin...

Naim becomes a director at The Family, he's Mister Financing for us as well as for our startups. He shines the light on all our accounting aberrations... And it's necessary. It forces me to realize the changes to make and that everyone in the team should always be growing at the same pace as the activities.

The hard part is when people don't see for themselves that they are kind of stuck. And it's also my job to tell them they'd be better in another company.



The majority of people who used to work at The Family are still close and we keep great relationships with them. That's important.

RAFAËL DE LAVERGNE

CEO of Totem

1/ Quand je te dis The Family, tu penses à quoi ?

Un endroit qu'on aime où l'on aime se rassembler... Le Totem des startups, héhé ;-)
De la bonne énergie, du réseau, beaucoup d'aide pour rester focus et choisir les bons combats au bon moment. Ici tout est possible, zero pessimisme, du franc-parler.

2/ Un truc qui t'a servi ?

En tant que first time entrepreneur, on a personne qui vit la même chose que nous. Surtout à 24 ans. On est seul. The Family c'est l'abri quand tout va mal, c'est aussi le tremplin quand tout va bien : intros, investisseurs, conseils. The Family c'est un état d'esprit qui nous procure plus d'énergie, plus de possibilités, d'ambition.

3/ Un moment chelou ?

Weekend en Sardaigne, 4h du matin. En bon entrepreneurs, on braque une paillote sur la plage pour boire des bières et continuer à faire la fête. L'un commence à soulever le rideau de fer, l'autre trouve un pieu, le troisième donne les instructions, bref la fine équipe ! On a un sens de la mission, on aime exécuter. Les Sardes arrivent et là ça se corse. Bon ok, sur le moment vous étiez fâchés, mais l'histoire est drôle avec du recul !

4/ Free ride

Août 2016, avec Pierre et Stefan, on boit tranquillement une bière avec une belle vue sur Paris. On sort tous de différents stages en startups. On partage le même constat : d'un côté, qu'est-ce que c'est bon d'avoir enfin de l'impact en startup et dans la vie, de l'autre: le cadre de travail et les avantages sont tellement faibles, mal gérés et mal communiqués... On le savait pas encore mais 2 mois plus tard, Totem était né. A San Francisco, pendant 6 semaines, on achète dans les Supermarchés et on livre en Uber... nos 2 premiers clients. On rentre à Paris, je convaincs mon directeur de Master que je n'ai plus besoin d'aller en cours. On fais nos statuts et boum on lance ! Après 30 semaines de livraisons, des aller-retours à 5h du matin à Rungis, des livraisons dans la neige, des voitures de location enlevées...ça a prend forme !

1/ When I say "The Family", what comes to mind?

A place that we love where we love to get together...The Totem for startups, hehe ;-)
Great energy, network, lots of help to stay focused and choose the right battles at the right time. Here, everything's possible, no pessimism, straight talk.

2/ One thing helpful?

As first-time entrepreneurs, we don't have anybody who has lived the same thing. Especially 24-year-olds. The Family is the shelter when things are bad and the trampoline when things are good: introductions, investors, advice. The Family is a spirit that gives us more energy, more possibilities, more ambition.

3/ A weird moment?

Weekend in Sardegna, 4:00 in the morning. Like good entrepreneurs, we break into a shed on the beach to drink more beer and keep the party going. One person starts lifting the metal gate, another finds a pole, another gives orders, the team is working! We have a mission and we love to execute. Then the Italians arrive and it turns bad. Ok, ok, in the moment you guys were mad, but the story is funny looking back on it!

4/ Free ride

August 2016, with Pierre and Stefan, we're drinking a beer with a nice view over Paris. We're all getting out of different internships in startups. We have the same idea: on one side, it's so good to actually have an impact on a startup and in your life, on the other side, the workplace, there are so few benefits, they're poorly managed, badly discussed... We didn't know it then, but 2 months later Totem would be born. In San Francisco, for 6 weeks, we shopped in supermarkets and made deliveries with Uber to our first 2 clients. We came back to Paris, I convinced my Master's director that I didn't need to go to class anymore. We organized everything and boom! Launch. After 30 weeks of deliveries, going back and forth to Rungis at 5am, deliveries in the snow, rental cars towed... things are shaping up!

PIERRE MUGNIER, DAVID BENZAKEN GASPARD SCHMITT AND HUGO MICHALSKI Cofounders at Side

1/ Quand je te dis The Family, tu penses à quoi ?

Pierre : Du r&b et reggaeton en boucle non-stop-non-stop :)
Dave : The billion dollar ovni, « Next Larry Page won't make a search engine. »
Gaspard : Un fonds d'investissement qui te veut du bien.
Hugo : Wild.

2/ Un truc qui t'a servi ?

Pierre : La rencontre avec le CEO de Kickstarter chez The Family à Londres. Un mec très inspirant, un vrai artiste.
Dave : La levée de fonds en seed, Ouss dit à Fly « Si tu veux investir chez The Family, ça sera Side or never ». Un autre moment fort, c'est quand Ouss nous dit un 1er janvier : « On a 200 m2 dispo demain au dernier étage si ça vous intéresse », à ce moment on avait 5 nouveaux recrutements dans la même semaine et plus une seule place dans nos bureaux de l'époque.
Gaspard : Les 2 levées, c'est en partie grâce à The Family. Le business model à 15€/h qu'on est les premiers à faire en janvier 2016 et qui nous fait décoller, c'est une suggestion de Ouss. On a démarré des missions avec le groupe Eram que j'ai rencontré à événement organisé par Charlotte !
Hugo : L'accompagnement sur les petites et les grosses choses (levée, networking, conseil). Un ❤️ particulier pour les choses qui peuvent paraître anodines mais qui nous/m'ont beaucoup aidé.

3/ Un moment chelou ?

Pierre : Une soirée champagne shower dans la cuisine de The Family à Paris en compagnie de la team The Family et la nôtre, après avoir levé notre series A.
Dave : Ce weekend en Sardaigne, un super moment pour connecter dans un cadre différent, mais Gaspard et Hugo en parleront mieux que moi - hahahaha !
Gaspard : le karaoké improvisé en italien en Sardaigne, avec les entrepreneurs face au personnel sceptique du Camping ;))
Hugo : L'escapade sur la plage et la bière la plus chère de ma vie...

4/ Free ride

Pierre : Merci pour tout ce que vous faites :)
Dave : On remercie coach Serge pour son programme personnalisé et la team de Paris pour son accueil exceptionnel pendant un an : Erika, Charlotte, Camille, Harry.
Hugo : Je n'ai jamais entendu une musique sur la playlist de The Family que je n'adore pas.

1/ When I say "The Family", what comes to mind?

Pierre: R&B and reggaeton on repeat, non-stop :)
Dave: The billion-dollar UFO, "The next Larry Page won't make a search engine."
Gaspard: An investment fund that wants the best for you.
Hugo: Wild.

2/ One thing helpful?

Pierre: The meeting with the CEO of Kickstarter at The Family London. A super-inspiring guy, a real artist.
Dave: The seed round fundraising. Oussama says to Fly, "If you want to invest in The Family, it's Side or never." Another key moment was when Ouss said to us, on January 1, "We have 200 sq. meters available starting tomorrow on the top floor if you're interested." And right then we had 5 new recruits coming during the same week and zero space in our office.
Gaspard: The 2 fundraising rounds were partly thanks to The Family. The business model at €15/hr, which we were the first to do in January 2016 and which set us off, was Ouss's suggestion. And we started working with the Eram group, which I met through an event that Charlotte organized!
Hugo: The help on little and big things (fundraising, network, advice). A special ❤️ for those things that might seem unimportant, but that really helped me/us.

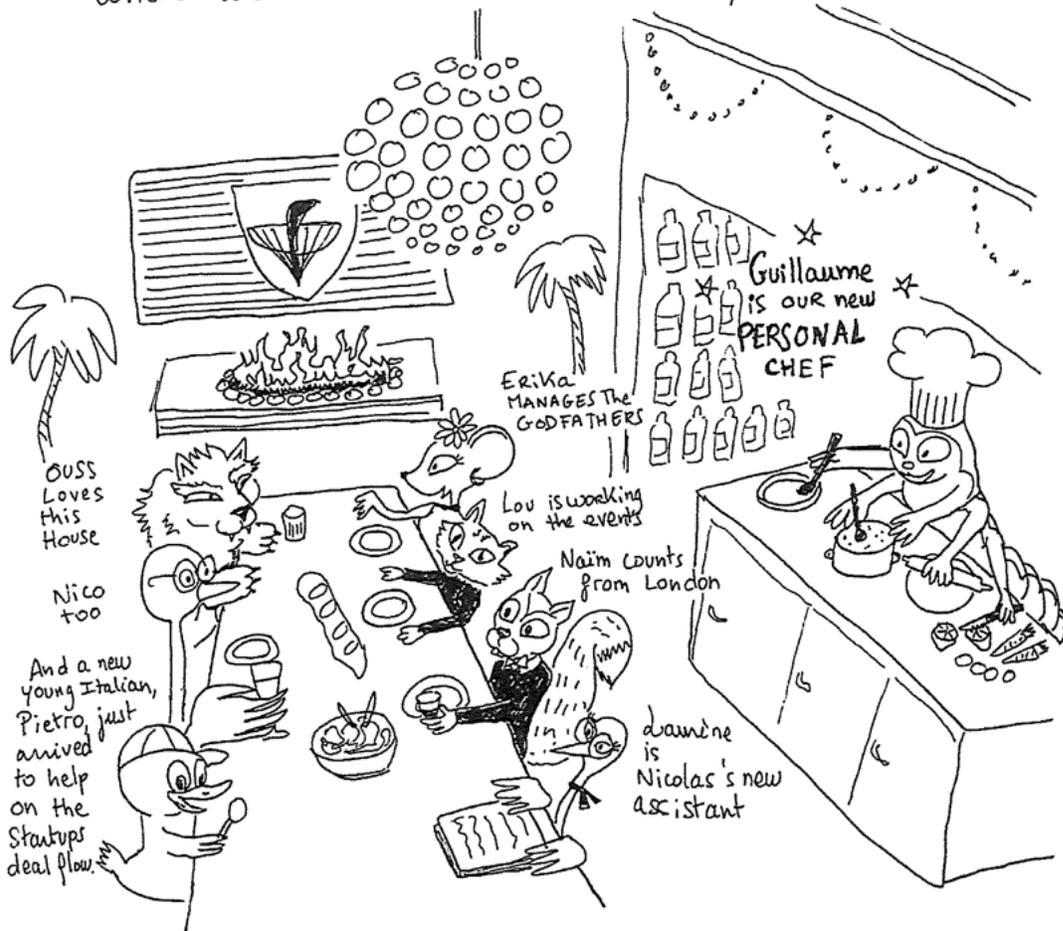
3/ A weird moment?

Pierre: A champagne shower in The Family's kitchen, with The Family's team and ours, after raising our Series A.
Dave: The weekend in Sardegna, a super moment to connect in a different environment, even if Gaspard and Hugo will tell better stories than me - hahahaha!
Gaspard: Improvised Italian karaoke in Sardinia with the other entrepreneurs, as the skeptical campground workers watched :)
Hugo: The beach adventure and the most expensive beer of my life...

4/ Free ride

Pierre: Thanks for everything you do :)
Dave: Thanks to coach Serge for his personalized program and the Paris team for the incredible welcome they gave us for an entire year: Erika, Charlotte, Camille, Harry.
Hugo: Never heard any music on a Family playlist that I didn't love.

I'm more in Berlin, Oussama and Nicolas are based in London. They are fed up with the office space they are in: Second Home. We are definitely incompatible with all those standardized "Coworking Spaces". It looks cool, it's not. It's expensive as hell and they think like corporates. It took them 6 months to put our FUCKING NAME on our door - and of course we couldn't do it, "not allowed". Anyway we just found a very cosy home where we can host our own events for startups!



ALEXANDER EID

CEO of Homie

1/ When I say «The Family» what do you think of?

An army - super breed of unique, interesting, smart, different, life loving people connected through a shared passion and goal: "bring your own style to entrepreneurship". The Family proves to everyone that there is no right or wrong way - there is just your way. Building confidence in people and giving them the support that they need to get there.

2/ One thing helpful?

One-on-One sessions with The Family warriors at induction day.

3/ A crazy moment?

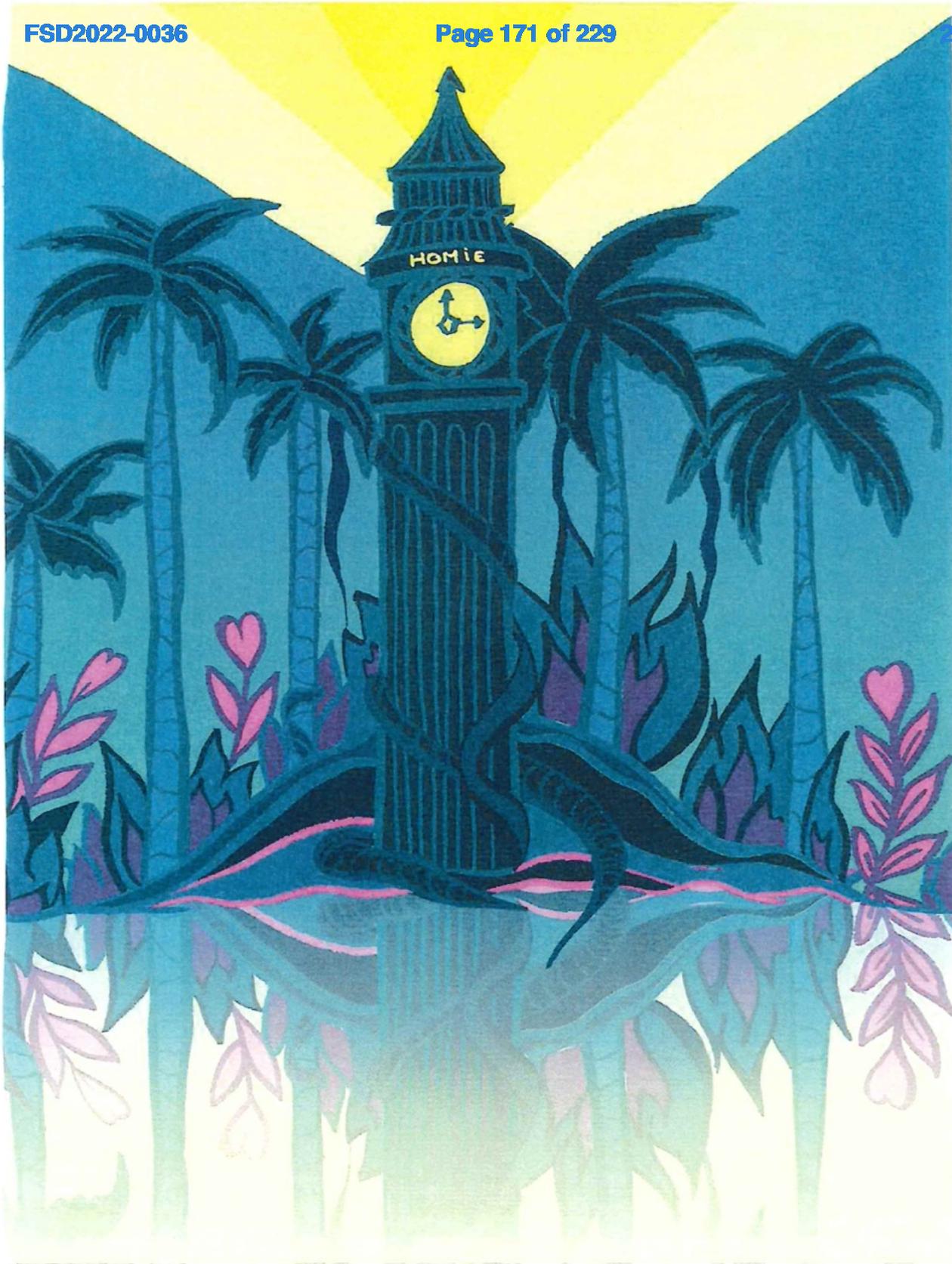
Crazy moment was arriving at the castle outside Paris - surreal moment - where the fuck are we and then sharing secrets and stories with strangers straight after! Amazing bonding experience!

4/ Free ride

Don't stop fighting for dreams, every founder you support is a butterfly effect to change.

It's the end of 2016. I'm feeling exhausted.
 Julia, the artist who was in charge of all
 the decorations and the "SWAG" in general, is
 leaving. She wants to study acting!
 With Cam, the best graphic Designer on earth,
 we start searching for a new fierce animal
 to take over for Julia.
 And we meet Laura.

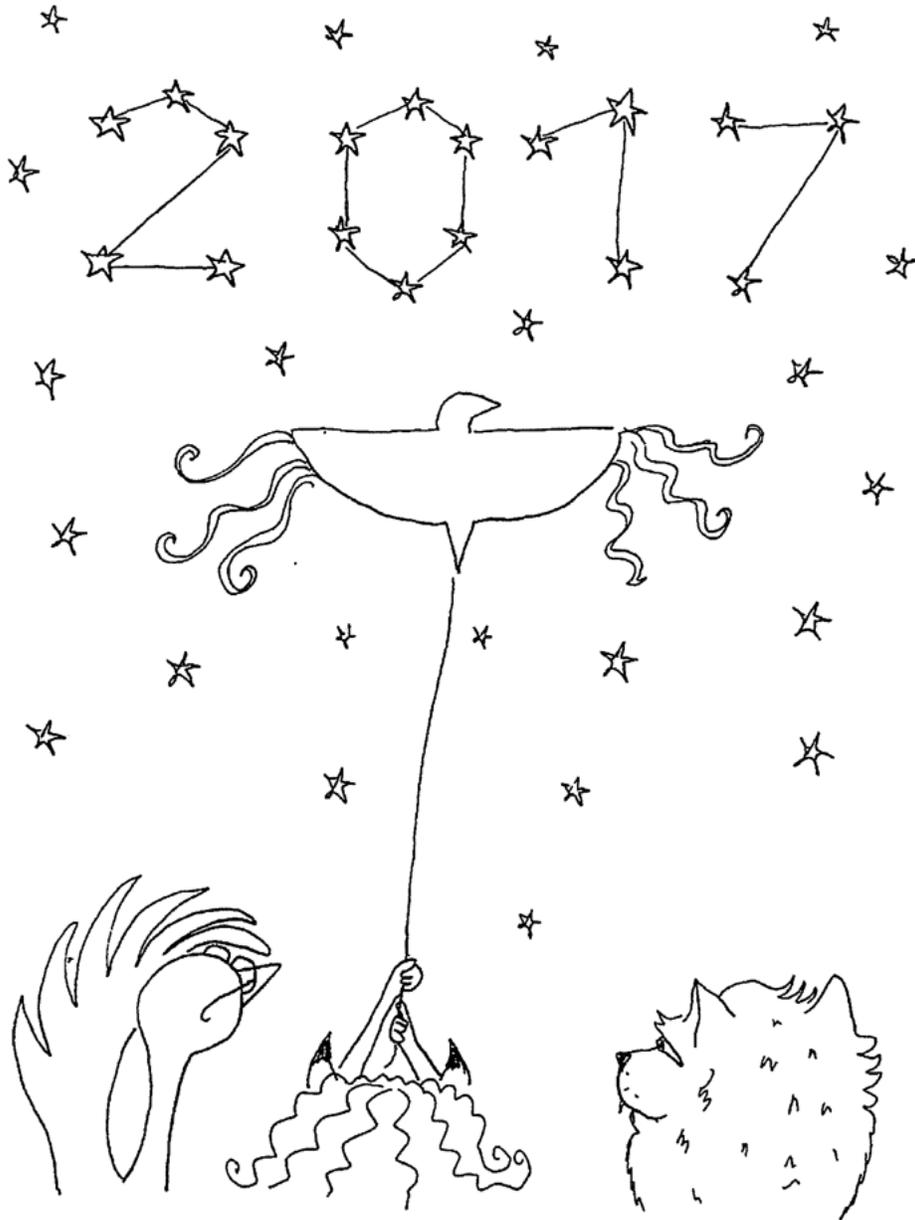




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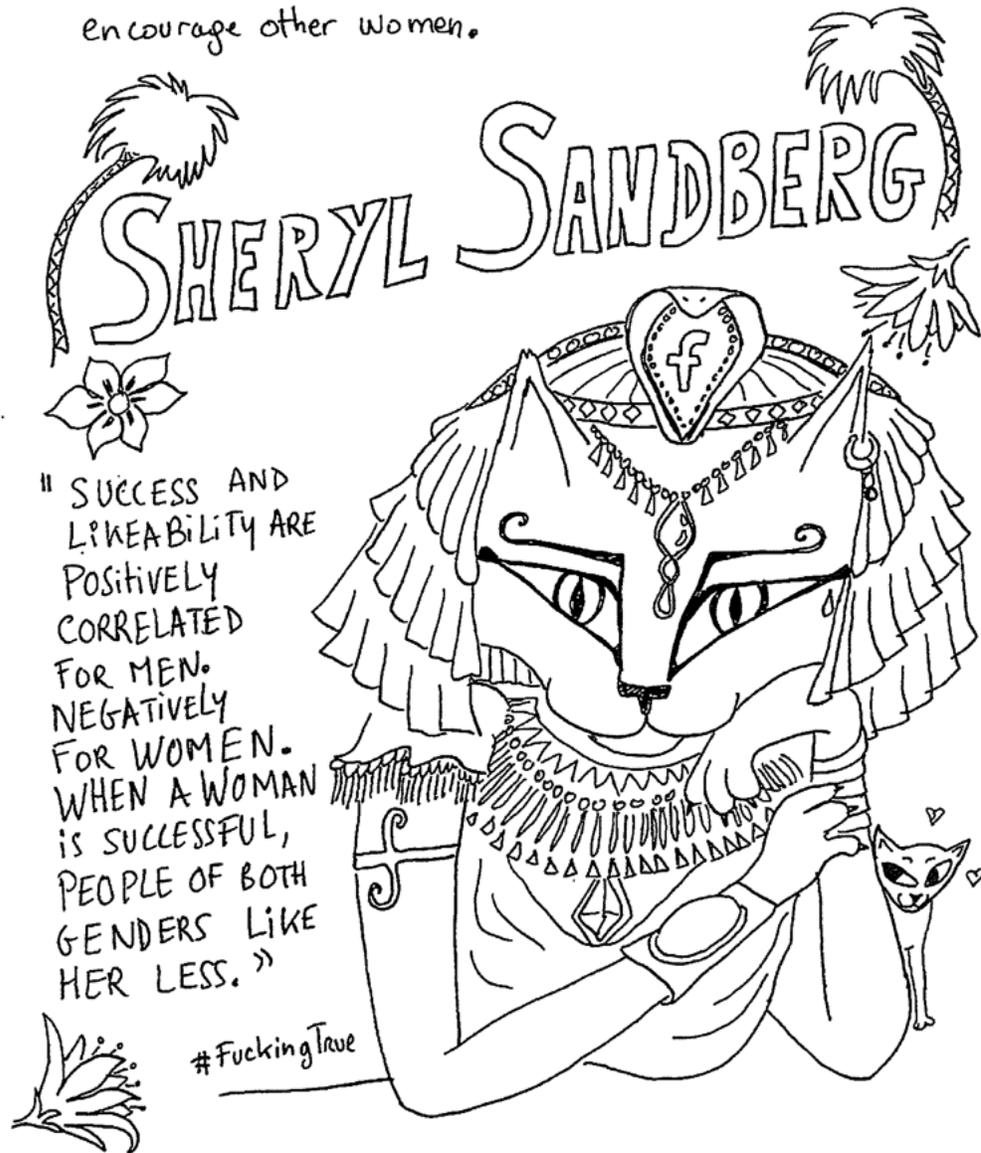
“ Only through experience of trial and suffering can the soul be strengthened, ambition inspired and success achieved.”

Helen Keller



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2017 starts well... We have the privilege of welcoming a female tech leader, a best-selling author, an inspiring boss, the woman who made Facebook become profitable, the one who dared to embrace her ambition and to encourage other women.



Sheryl coming to the family is a HUGE thing. The preparation is intense - Erika is fully in charge, from security to catering, everything must be PERFECT, not only because her team is pushing for that, but because she deserves it. I'm nervous because she means something to me. She moved me deeply when she shared openly how she felt a few days after she lost her husband.

So long as you're not facing real troubles, giving advice is easy. But when you get hit by life, finding the courage to TRANSFORM the pain into a reason to grow... Damn it's so hard.

By sharing her sorrow and hopes, she sent a magical wave of compassion and strength to millions of others.



Today I'm meeting with a young guy, Olivier, who said he wanted to join The Family. Sandrine, my precious gate keeper is here with me.



This guy is both an entrepreneur and a rainbow. I feel like I wanna be next to him. Obviously, he's a salesman, so we talk about an idea...

YOU KNOW, OUR startups have
 Trouble Finding the Right
 Provider for their customized
 outfits. Printing Logos on
 tee-shirts has been monopolized
 by CRAPPY players.



YES! And I know the Best
 Workshop in France to
 PARTNER with...
 We need ETHICAL, QUALITY
 and STYLISH fabrics but also...
 An efficient and fucking CARING
 customer SERVICE ♡ ♡

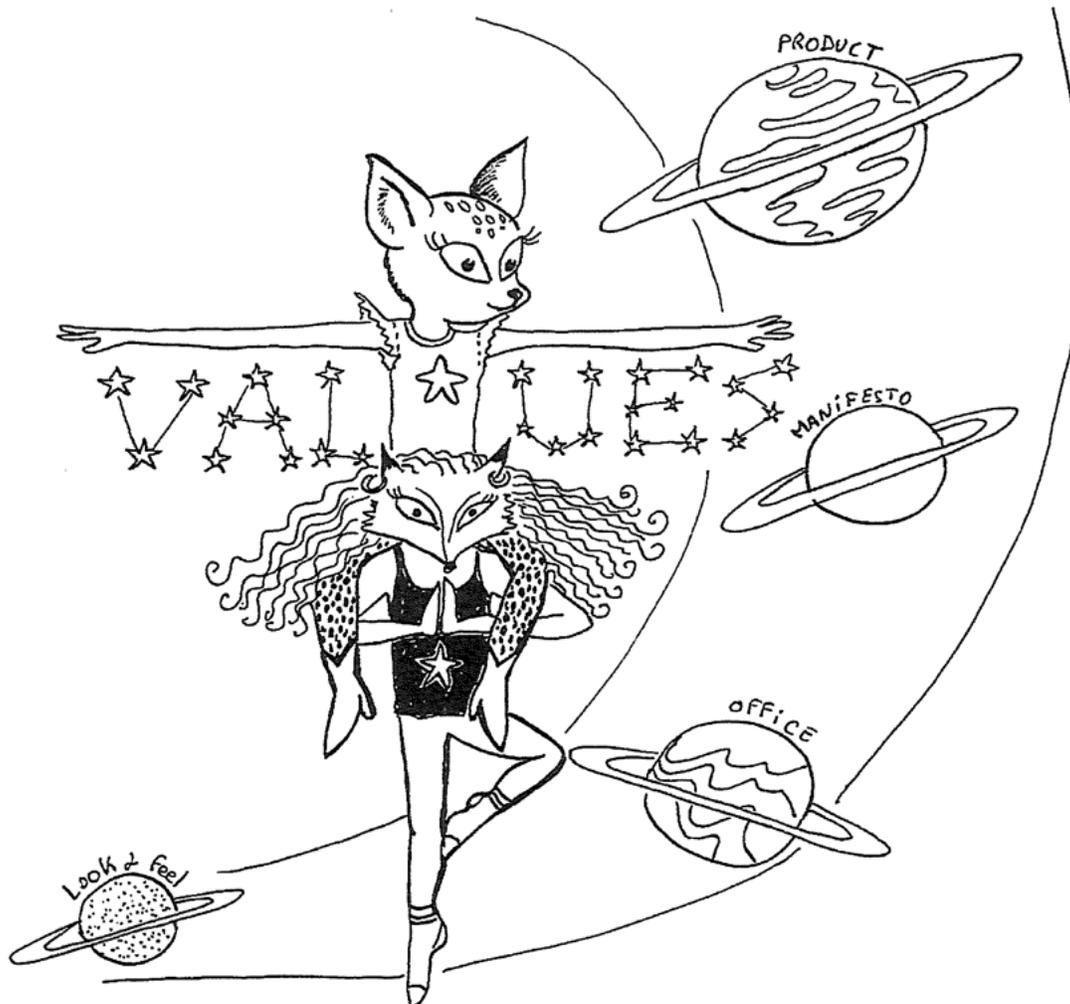


Camille
 creates
 an identity
 as colorful
 as Olivier

That's how Olivier
 started the best
 customized outfit
 company serving all
 the startups with CARE:
KYMONO



What is SWAG ?



It's when the Founders and their values are aligned with everything that expresses their startup, when there is unity from the mission to the website, from their newsletter to their office space.

☆ COHERENCE ☆
Between Content & Form

Sometimes I can go totally ballistic for something that looks like a detail...



卐

Scaling is not easy for TheFamily



English intellectuals are so hard to connect with!



Berlin's got me like; "Where the hell are the Black SWANS?"



The landlord of our house in Paris saw that we are developing abroad. I guess that's why he decided to raise the rent by 20%!



Alice, you should come more often to London. The lack of SWAG. in our house is CRIMINAL.



I'm the only one 100% dedicated to our startups. I feel alone!



Hey! There is a dinner in London, Berlin and Paris the same night. Where should I go?

It's often when things get hard
that you have to face your own
LIMITS

- * ~~SWAG IN BERLIN~~ ✓
- * ~~MAKE 60 INTROS WITH CARE FOR THE STARTUPS~~ ✓
- * ~~ONBOARD THE NEW EMPLOYEES~~ ✓
- * ~~PREPARE A MEANINGFUL TALK FOR THE STUDENTS~~
- * ~~OPEN YOUR CHAKRA TO CREATE NEW THINGS~~



I CAN'T MULTITASK
AND TRAVEL ALL AROUND...
Building London and Berlin
like we built Paris seems
IMPOSSIBLE.

TH

But on a certain magical night... the last night of the month of March, Cussama has a drink at a very beautiful Hotel: Le Ritz.



DUDE! ARE YOU PAUL GRAHAM?



Daedalium - 00:30 . April 1st

@CHANNEL ENTREPRENEURS! PAUL GRAHAM IS AVAILABLE FOR A CHIT-CHAT TALK WITH YOU AT 11 AM- THIS IS NOT AN APRIL FOOL'S JOKE!

100 00 50 120 50 80



At the highest level, entrepreneurs aren't driven by the money. Any founder whose startup is valued at \$1B or more had a moment when someone came along and offered them \$200M for it.

They said No. That's hard to say! They turned down millions of dollars but there was no guarantee of what comes next...

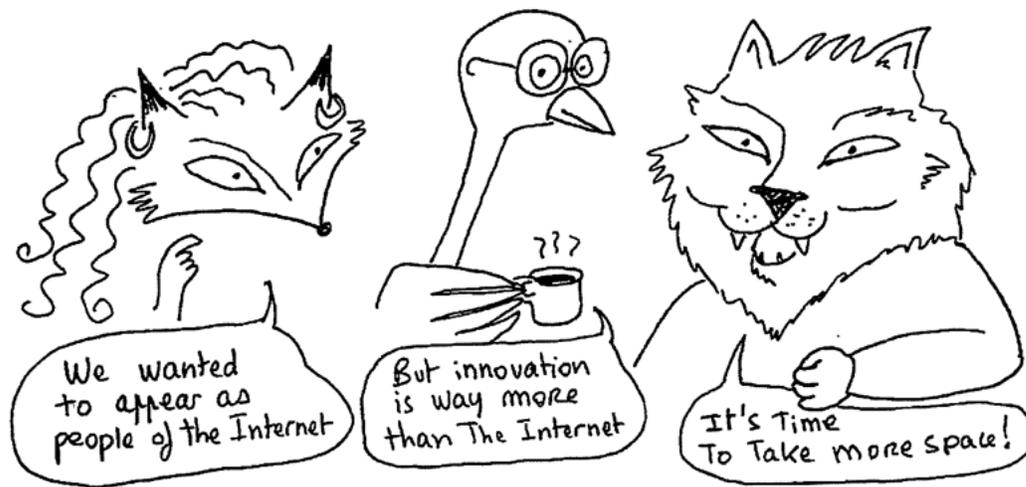
They are driven by something else.

The most important thing I look for is being EARNEST. It's not being serious or doing a startup because it's cool. It's doing a startup because you really care.

000
From: PG
To : OUSSAMA
Subject: NICE TO SEE YOU

Also, you should write "The Family"
and not "TheFamily". That space would
convey POWER.

See you!
PG



And TheFamily became

The Family !!!

Plus, we're about to be 4 years old, another occasion to party and announce something we are very proud of: the value of our portfolio reached One billion!

Yes, you heard me right.
The total amount of our
startup portfolio reached

\$1B



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THIBAUD MARTIN

CEO of Jubiwee

1/ Quand je te dis The Family, tu penses à quoi ?

A une vraie famille qui t'accueille les bras ouverts et qui donne sans compter !

2/ Un truc qui t'a servi ?

Vous cherchez des bureaux ? On vous dépanne ça. Vous cherchez des contacts ? Je te fais les intros.

3/ Un moment chelou ?

Un type qui essayait de faire du ventrigrisse dans le couloir un soir de dîner The Family...

4/ Free ride

On vous kiffe et ça fait vraiment plaisir de faire un bout de l'aventure avec vous ! Vous êtes entiers, exigeants et généreux. Cela fait des étincelles :)

1/ When I say "The Family", what comes to mind?

A real family that takes you in with open arms, always giving and never counting!

2/ One thing helpful?

You're looking for an office. We can do that. You're looking for contacts? I'll do the intros.

3/ A weird moment?

A guy who tried to slip-n-slide down the hallway during one of The Family's dinners...

4/ Free ride

We love you guys and it's a pleasure to be part of the adventure with you! You're real, demanding and generous. That creates real sparks :)

Our Director and CTO, Gilles, is about to leave the Family to build ZENATON, a tool to help any developer create simple tech workflows. His former intern, a young genius, Louis, will be his cofounder. That's how Serge brings on his ninja team to REWORK our magical platform for our founders.



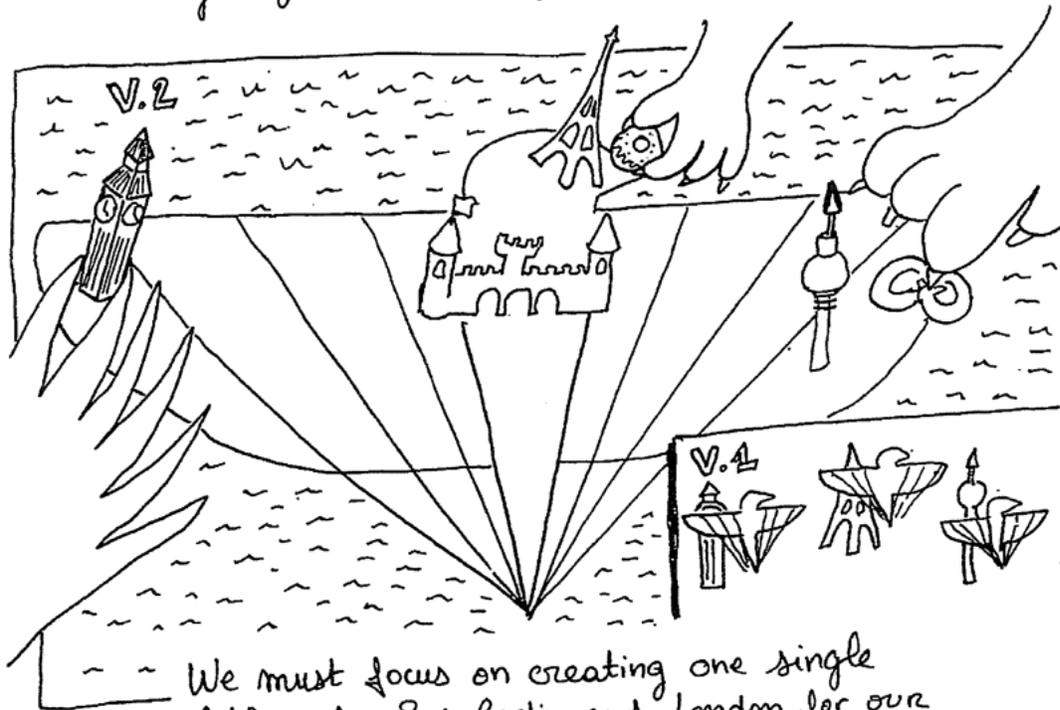
The platform should bring our founders all the perks and unfair advantages that we can offer them, everything that can be automated.

Founder, help yourself in... The FRIDGE



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It's crazy how the thoughts of Paul Graham helped us see much more clearly how to organize The Family.



We must focus on creating one single platform from Paris, Berlin and London for our entrepreneurs.

Wherever they come from in Europe, they will access the Best of what our ecosystem has. And all of the other activities that generate Revenue, like Pathfinder, Lion, Kymono and many others to come will have their own CEO, legal status, clients, brand...

They are a kind of joint venture we call "BFF," Best Friends of the Family.



To be able to execute that new vision, we must accept closing the applications for the startups wanting to join our family in order to create and test our new organization...

From April 1st to September 1st, no new founders will join us. We want to check if we can answer one main question:



With this new organization of cohorts, every two months, we want to select up to 20 startups and go with them to the "Onboarding Weekend."

So we take the startups selected previously and test it out.

Lorenzo and Emilie join Pietro on that fresh new team: the dealflow team. They are here to learn how to take care of the integration and follow-up with all our founders.



Cussama is in a very good mood since he met a young entrepreneur, like, very young, Maxime is 15 when he sends an email asking for some advice.

Maxime is building a virtual Reality helmet that would cost him less than 100 dollars. He learnt everything watching tutorials on Youtube, his friends told him to ask for "Help"- meaning public grants or things like that, but Maxime found a video of Cussama and wants to meet him... with his parents.



Recently, we discovered a bunch of cool guys from Silicon Valley who decided to gather on one platform all the great experiences they had while mentoring startups and traveling around the world: "Nomadic Mentors". One of the founders is Tyler Willis. He's a serial entrepreneur and business angel. He was the Chief Marketing Officer at HIREd, a fast-growing startup that finds Tech talents for companies like Facebook, Twitch and Uber.

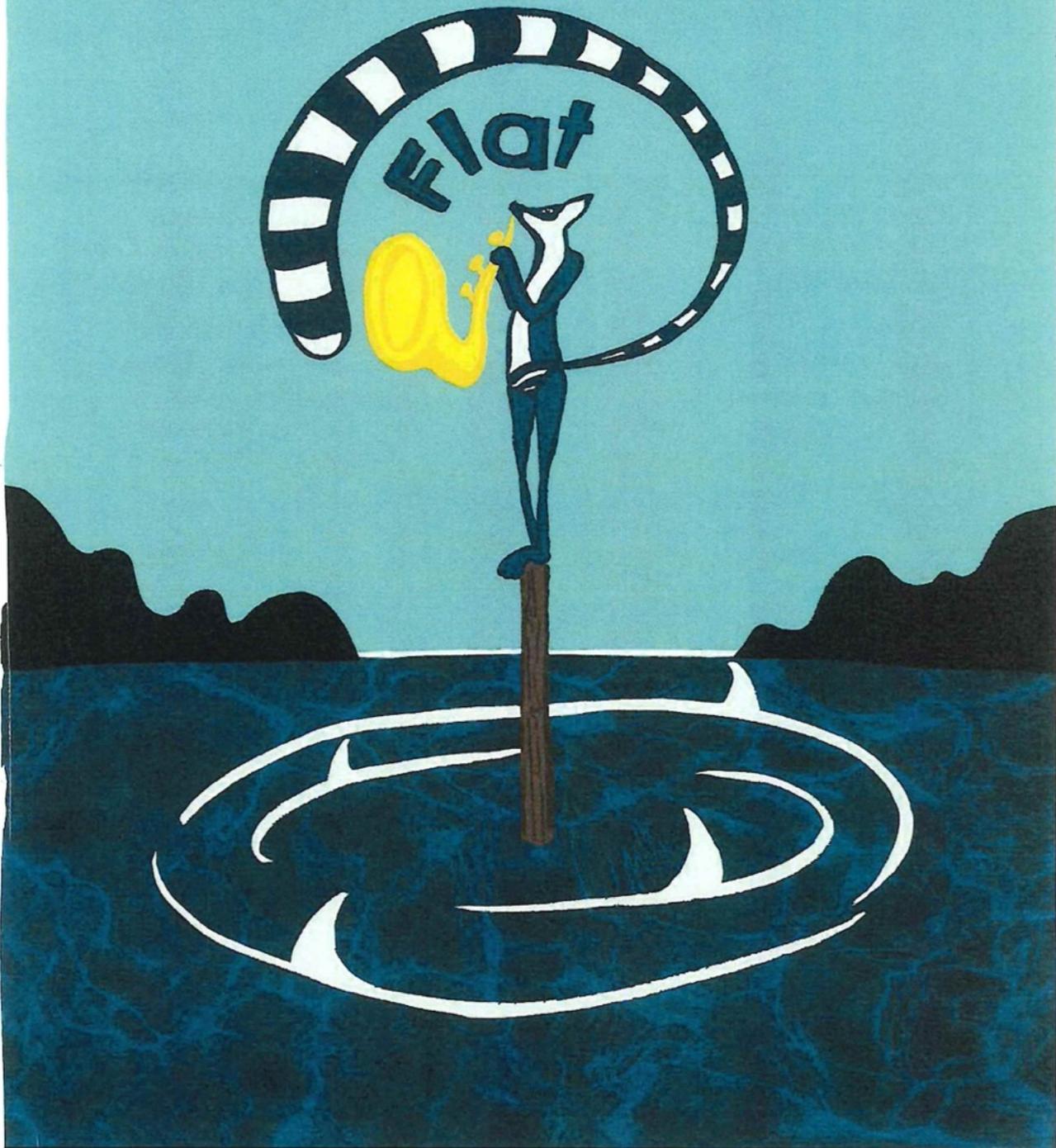


The guy is so "Pay-it-forward" that he becomes a part-time Director of The Family, and we start using "Nomadic Mentors" more and more.

We want to know all of Tyler's Friends who are using Nomadic Mentors. We invite them to Berlin and London and they can be so relevant that we end up taking care of that great community directly, owning the company and paying for the running costs: one part-time employee, Carlotta. It's one more bond with Silicon Valley and one more reason to spend time there!



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PIERRE RANNOU

CEO of Flat

1/ Quand je te dis *The Family*, tu penses à quoi ?

Une énorme photo de famille. Elles sont toujours toutes mal prises mais elle te font sourire parce que tu aimes tout le monde ! Sinon, c'est Ouss, qui me dit : « Pierre, j'ai fait un rêve de ouf, tu sais ce genre de rêve tu as vraiment l'impression que c'est la réalité. Le plus dingue c'est que tu étais dedans ! Tu avais réussi à lever, c'est là que j'ai su que je rêvais. »

2/ Un truc qui t'a servi ?

Le jour où la levée a capoté, on croulait sous les dettes à cause d'un investisseur en qui j'avais confiance. Je ne me suis jamais senti aussi seul... Mais dans la foulée, Younes commandait les burgers et lançait « ultimate beast master », Virgile débouchait les bières, Oussama partait en guerre contre l'investisseur et me conseillait de me bourrer la gueule et d'agir le lendemain matin. Sacrée idée. Le jour suivant c'est tout *The Family* qui nous a écrit pour nous dire qu'on allait « tous les niquer ces GROS bâtards » <= ok ca c'est Alice. On a jamais été seul une seule seconde ! C'est plein de confiance qu'on a pu convaincre Jean de maintenir ses 150k qui a dit « Si ca peut conjurer le mauvais oeil ». Aujourd'hui on est rentable. Sans *The Family* on aurait tout plaqué, de rage et de dégoût.

3/ Un moment chelou ?

On était à San Francisco dans une maison louée sur Airbnb, avec 10 entrepreneurs et membres de l'équipe de *The Family*. Il y a un très bel aquarium et un poisson rouge. Il est 6h30 du matin quand on réalise que l'aquarium est en train de se vider et ce poisson, en train de clamscr. La cuisine est inondée, on met tout en oeuvre pour le sauver. On l'a massé, on lui a fait du bouche-à-bouche avec une paille dans la baignoire. Mais à 9h26 on l'a perdu. C'est en descendant des escaliers pour me rendre dans le salon que je tombe nez-à-nez avec tous les habitants de la maison : « On a fait tout ce qu'on pouvait, mais le poisson est mort. » Oussama se met à pleurer de rire : « Ils ont buté le poisson putain ! » Tout ça, avant d'aller à Mountain View pitcher des investisseurs.

4/ Free ride

On se souviendra toujours de notre dîner avec Oussama pour savoir si on rentrait dans *The Family* ou non. Ouss nous avait planté la semaine précédente, il nous avait invité au 1739 pour se faire pardonner. L'ambiance n'était pas folle, on était tous intimidés. Oussama a commencé son analyse sans filtre de chacun de nous pour conclure que... Cyril était communiste. Enorme malaise. Oussama commence à nous expliquer une étape de son parcours personnel. Là, Cyril le coupe : « Les cons ça ose tout, c'est même à ça qu'on les reconnaît. » Une lumière surgit dans le fond de l'oeil d'Oussama : « Tu es un vrai fan des tonton flingueurs ? » Ils se sont tiré la bourre sur toutes les répliques du film pendant que Vincent et moi mangions notre plat en silence sans pouvoir en placer une...

1/ When I say "*The Family*", what comes to mind?

A big family photo. They're always badly framed but they make you smile because you love everyone in them! Otherwise, it's Oussama telling me, "Pierre, I had this crazy dream, you know the kind when you really feel like it's real. The craziest thing was you were there! That's when I knew I was dreaming, 'cause you had managed to raise money."

2/ One thing helpful?

The day when our fundraising blew up, we were being crushed by debts because I had trusted this investor. I've never felt that alone... but in the middle of it all, Younes ordered burgers and put on "Ultimate Beast Master", Virgile started opening beers, Oussama started waging a war against the investor and told me to get drunk and then take care of things in the morning. Perfect idea. The next day there was everyone at *The Family* writing to tell us that we were going to all "fuck up those BASTARDS" <= ok, that was Alice. We were never alone at all! We had the confidence to convince Jean to keep his 150K in, saying "Otherwise, it'll be bad mojo". Today we're profitable and we're fucking up all those bastards. Without *The Family* we would have tossed it all away out of disgust.

3/ A weird moment?

We were in San Francisco in an Airbnb, 10 entrepreneurs and some of *The Family's* team. There's a really nice aquarium with a goldfish. It's 6:30 am and we realize the aquarium is leaking and the fish is dying. The kitchen is flooded, we have to save it. We got the fish and performed mouth-to-mouth with a straw in the bathtub. But at 9:26, we lost the fight. We were coming down the stairs when I come face-to-face with the others in the house: "We did everything we could, but the fish is dead." Oussama starts dying laughing, "Holy shit, they killed the fish!" All that just before going to Mountain View to pitch investors.

4/ Free ride

We'll always remember the dinner with Oussama to know whether we were entering *The Family* or not. Ouss had cancelled on us the week before, and he took us to 1739 to make up for it. The atmosphere wasn't crazy, we were all feeling intimidated. Oussama starts his analysis without filter on each of us, concluding that Cyril was a communist. Super awkward. Oussama starts explaining part of his background. And Cyril cuts him off: "Les cons ça ose tout, c'est même à ça qu'on les reconnaît." A light goes on in Oussama's eyes: "Tu es un vrai fan des tonton flingueurs?" They start repeating all the lines of the film as Vincent and I eat our meals in silence without getting a word in edgewise...

Bussama invited his new young friend Maxime to come to San Francisco.
He literally harrassed the chief Architect of Oculus, Atman Binstock.



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Thanks to Tyler's network, we met Derek, a serial entrepreneur working on a "sales machine": a bunch of amazing salespeople - the best of what Silicon Valley can provide, helped by some processes and automation.

Derek's previous startup was about connecting Brands and celebrities. Once, Beyonce used his tool.

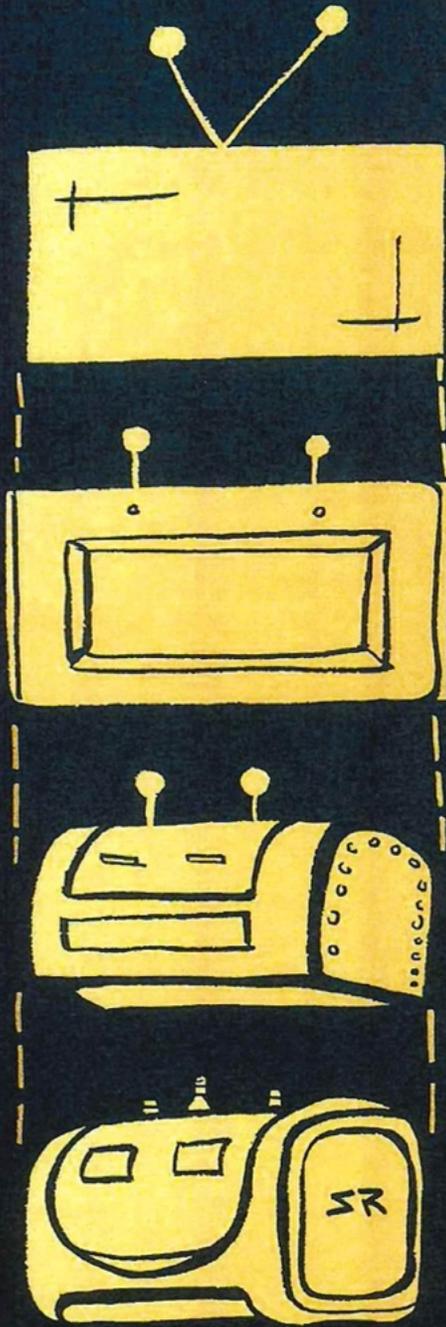


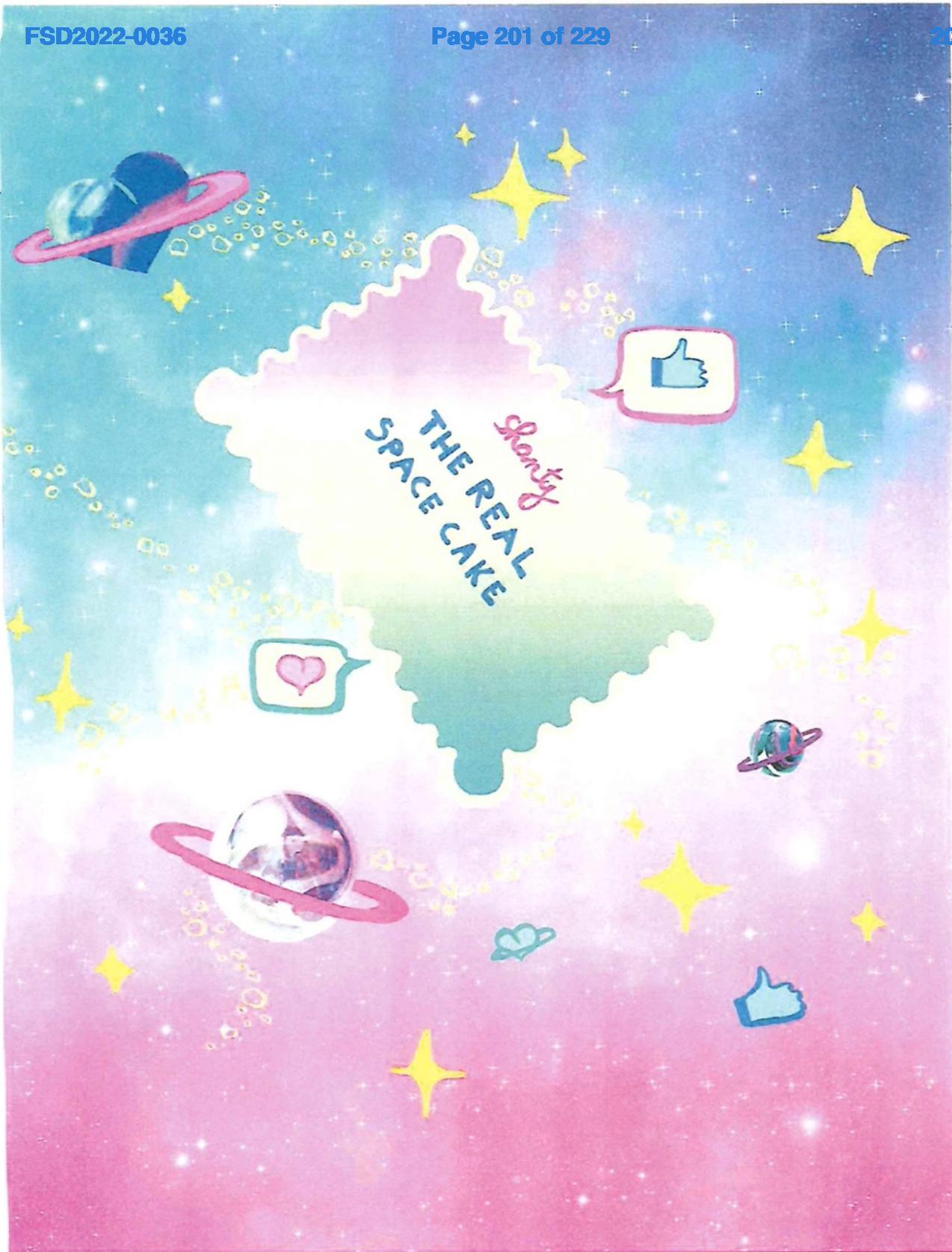
We decide to create one more "BFF" with Derek: Demand, Inc. Any startup with B2B sales can rely on it to close deals.

¶¶

Talking about "BFF", the hardest part isn't to have a GREAT idea but to find THE entrepreneur who will be able to execute and embody what we see as an opportunity. Recently, we met Philippe Suchet, a serial entrepreneur in both tech and real estate. He's coming back from Silicon Valley to settle down in Europe.







Oussama meets Mathias, a 20 y.o. founder and Oxford Student. Mathias made all the mistakes building his startup. He's giving up. He wants advice on working in finance. He's humble and very smart.



Mathias will shadow Oussama for a month and join our team to work closely with our startups

In Souls nobly Born
 Valor Does Not Depend Upon Age

CLÉMENT BOUSSARD

CEO of Stanley Robotics

1/ Quand je te dis The Family, tu penses à quoi ?
Anyone can become an entrepreneur!

2/ Un truc qui t'a servi ?
Oussama nous a aidé à révéler les entrepreneurs qui étaient en nous. The Family est la première structure qui a cru en nous et qui nous a dit qu'on pouvait le faire !

3/ Un moment chelou ?
Un des premiers rendez-vous avec Oussama où il nous a reçu sur un bureau d'écolier trop petit, dans une chambre à coucher avec un grand lit double.

4/ Free ride : un truc que t'as envie de me partager ?
Il y a un conseil qu'on nous a donné chez The Family et qu'on applique tous les jours : ce que tu ne sais pas faire tu le fais, ce que tu sais faire tu le sous-traites.
On l'a même transformé en une valeur chez SR : «Do what you can't.»

1/ When I say "The Family", what comes to mind?
Anyone can become an entrepreneur!

2/ One thing helpful?
Oussama helped us to reveal the entrepreneurs that were inside us. The Family is the first structure that believed in us and told us we could do it!

3/ A weird moment?
One of the first meetings with Oussama where he put us around a school desk that was way too small, in a bedroom with a big double bed.

4/ Free ride
There's one piece of advice that we got at The Family and that we apply every day: whatever you don't know how to do, you do it; whatever you know how to do, find someone else to do it.
We even turned that into one of SR's values: "Do what you can't."

SHANTI BAEHREL

CEO of Shanty Biscuits

1/ Quand je te dis The Family, tu penses à quoi ?

La couleur bleu nuit du logo et le son du jungle du début des vidéos youtube.

2/ Un truc qui t'a servi ?

Oussama qui a réglé mon problème d'associés. Je ne leur parlais plus, c'était un peu la guerre froide et ils avaient 40% des parts mais ne faisaient rien du tout dans ma boîte. Oussama les a appelé cela a permis de trouver un terrain d'entente. Ensuite Serge a géré la situation jusqu'au bout. Quand ils sont sortis, je me suis sentie délivrée, j'ai pris confiance en moi et c'est là que Shanty Biscuits a décollé... héhé !

3/ Un moment chelou ?

À la dernière soirée, je parlais à une fille, je lui sors mon biscuit pour me présenter et elle me dit qu'elle me connaissait parce que son coiffeur - qui est blogueur, avait posté mes bisuits sur Instagram la veille ;)

4/ Free ride

Je cherche un pied-à-terre à Paris, si possible avec un amoureux en prime !

1/ When I say "The Family", what comes to mind?

The dark blue of the logo and the jungle sounds at the beginning of the YouTube videos.

2/ One thing helpful?

Oussama who took care of my partnership problems. I wasn't talking to them anymore, it was a kind of cold war and they had 40% of the shares, but they didn't do anything for the company. Oussama had a call with them that let us find some middle ground. Then Serge handled the situation all the way to the end. When they were out, I felt like I had been saved, I built confidence in myself and that's when Shanty Biscuits took off.. Hehe!

3/ A weird moment?

At the last dinner, I was talking to a girl, I bring out a cookie to introduce myself and she tells me that she knows me because her hairdresser (who's also a blogger) had posted on Instagram the night before about my cookies ;)

4/ Free ride

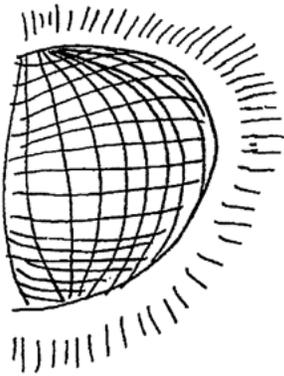
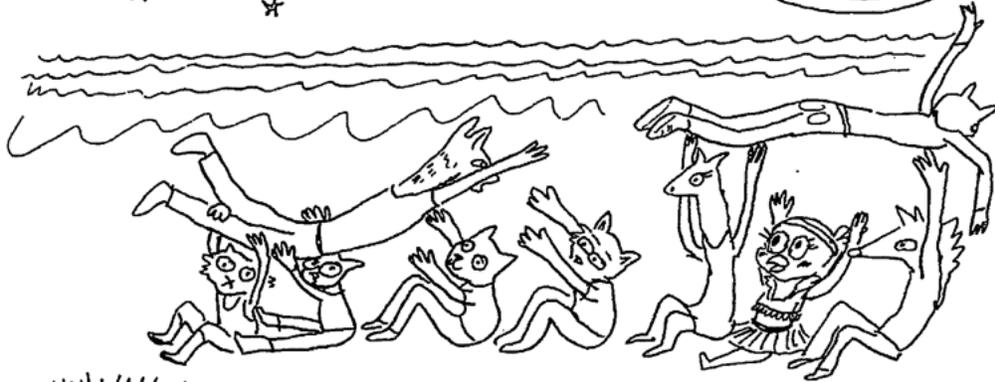
I'm looking for a little apartment in Paris, if possible with a boyfriend as a bonus!

We want to go to Sardinia, in Italy for the summer camp with all our startups. My right-hand man Charles is a magician... We have our own plane!



That Summercamp is just CRAZY

* * * *



Even some godFathers joined us that weekend... in a not-very-fancy campground but hey, the friendship, the sun and the beach are all there!



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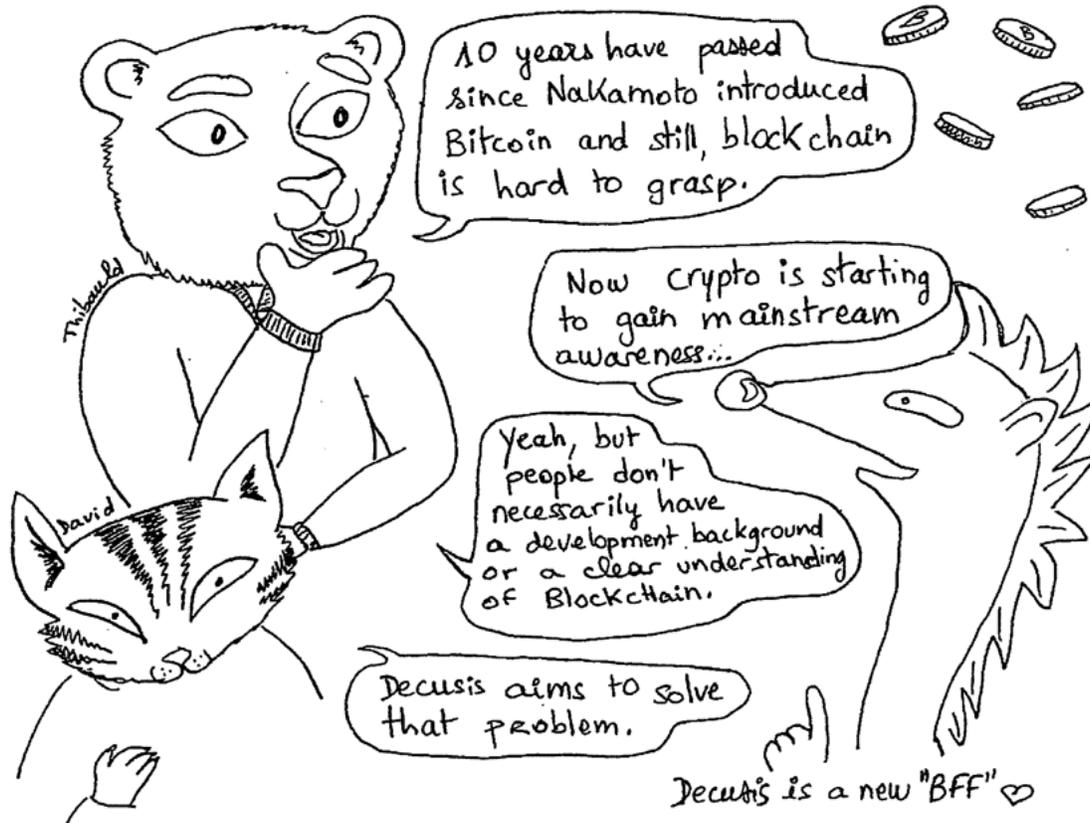
It's September, we're back on track.
 Now we are ready to re-open the applications and
 start our new system with the startups.
 On the other hand, Erika becomes the head of
 Paris, she's now the one in charge of taking
 care of our community in Paris. Her new job
 begins with a great conference: the cofounder and
 CEO of Slack, Stewart Butterfield is giving
 a talk in the house. If this guy only knew how much
 his product made our scale
 possible...



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I'M IN LOVE With The Crypto

Since Hugo discovered the crypto world, he decided to invite all the experts to The Family Berlin. While he was losing his money on coinbase and a lot of ICO scandals were being revealed, Thibault Faure, a serial entrepreneur and great tech guy decided to launch Decusis.



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BENEDETTA ARESE LUCINI

CEO of Oval Money

1/ When I say “The Family”, what comes to mind?

The first thing that comes to mind are the people, you, Ouss and Nicolas. And also all the other people that make The Family special, your team, the other founders and the network around The Family. And let's not forget the flying cats...

2/ One thing helpful?

For me The Family has been a door opener in the real physical sense, great introductions to other founders that can help with tough choices, to investors, to experts in various fields that can always pick things up and help when we find a roadblock.

3/ A weird moment?

My most fun times was the summer camp in Sardegna, the beach fun, the dinners and the dancing! Being surrounded by crazy smart people who also love to party is always the best!

4/ Free ride

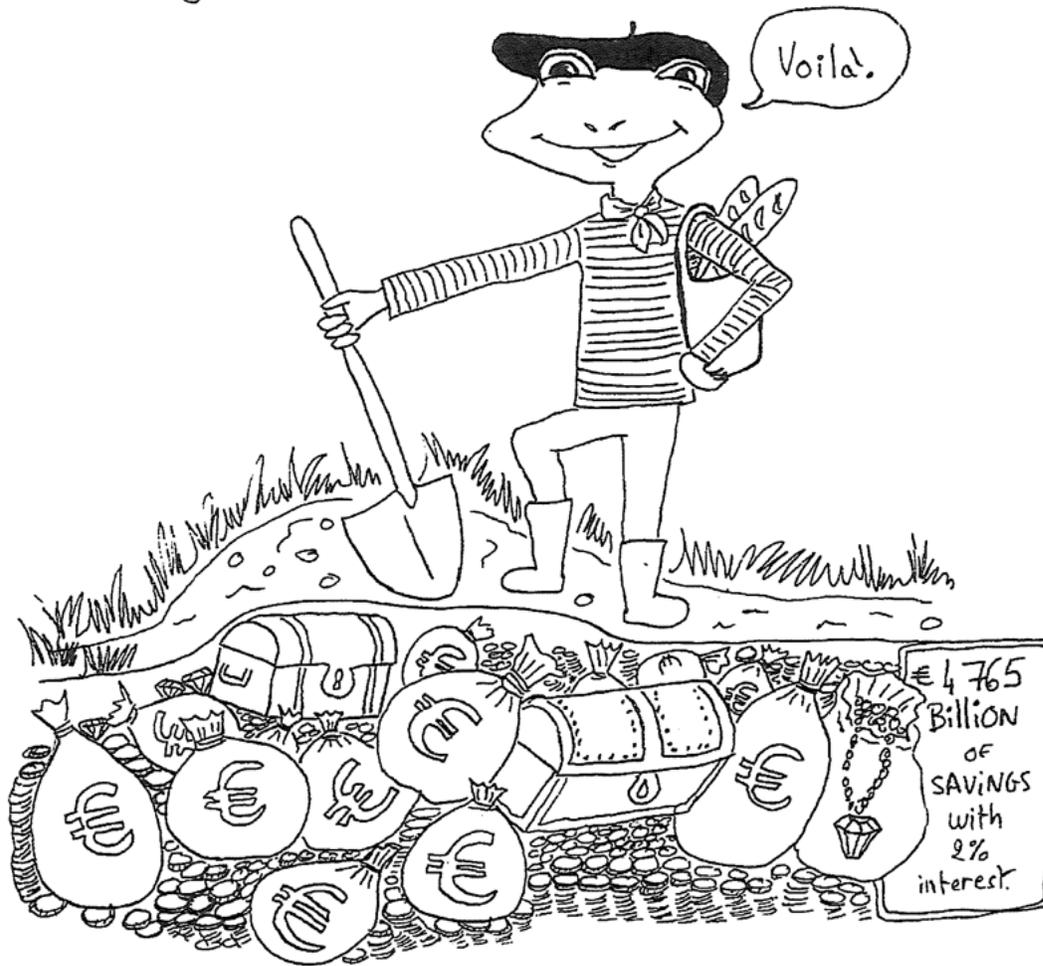
I have been really lucky to have stayed as guest in all The Family homes, in Berlin, London and Paris, often having to get the keys, leave or arrive at very strange times but we always found a way :)

I've been invited by the French-American foundation to attend a week of conferences in San Francisco alongside the happy few. There I can enjoy listening and taking one step back. I realize how the tech communities can no longer ignore politics.

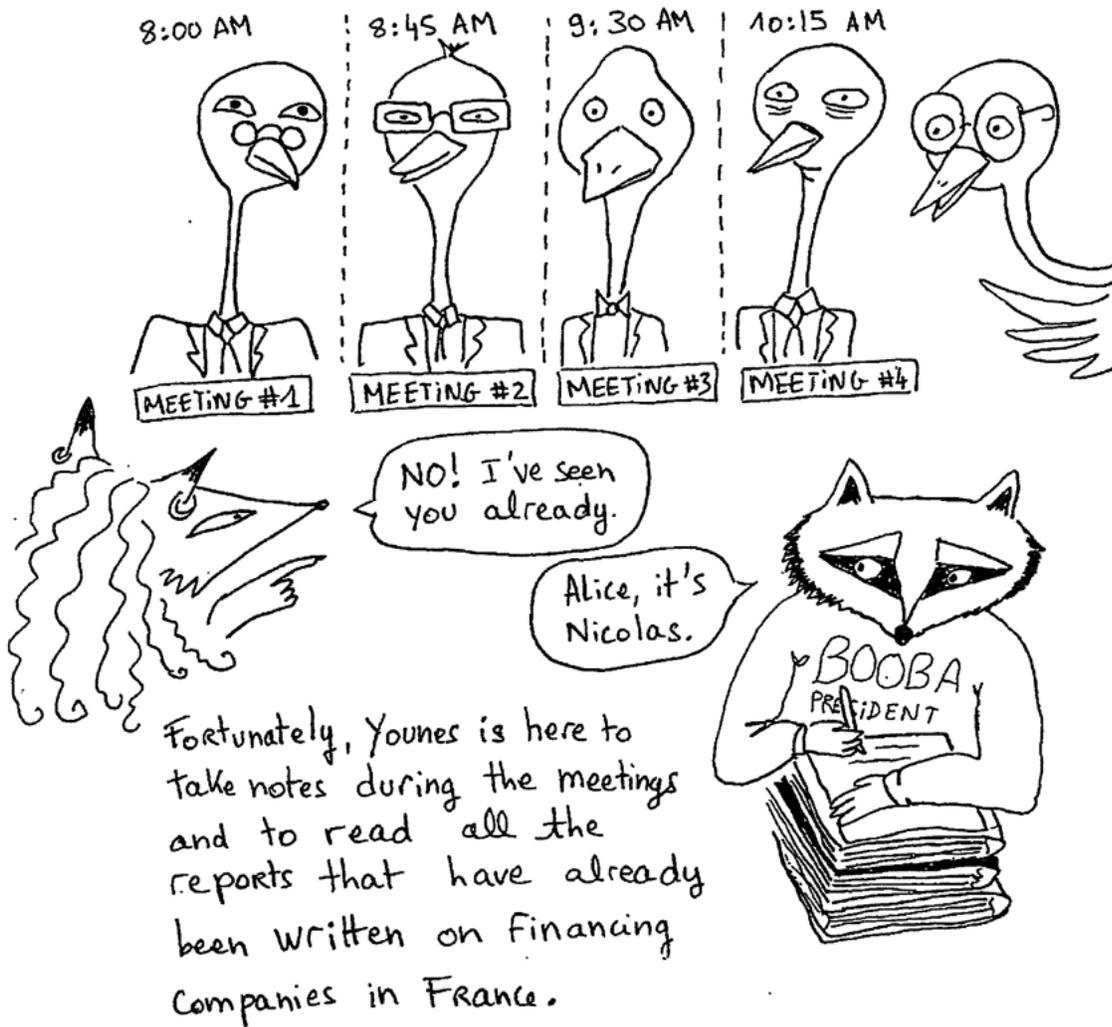


If I'm, I AM IN.
We have to meet with hundreds of heads of
Banks, Insurances, private and public organizations
financing our economy.

The very first thing that strikes me the
most is that our nation is made up of
people who love to SAVE money. It's thousands
of Billions that are sleeping in over-complicated
savings products that don't even generate interest.

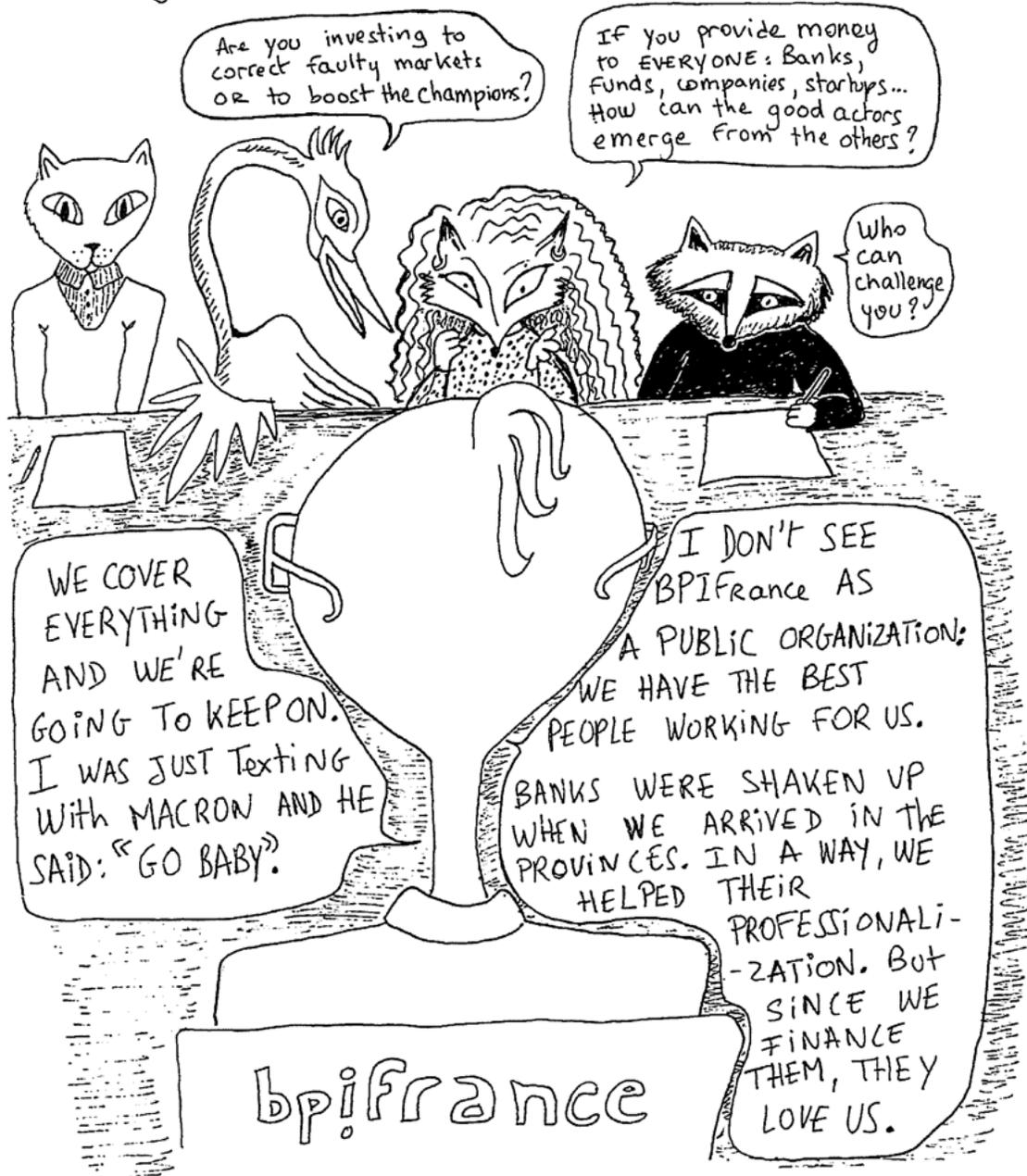


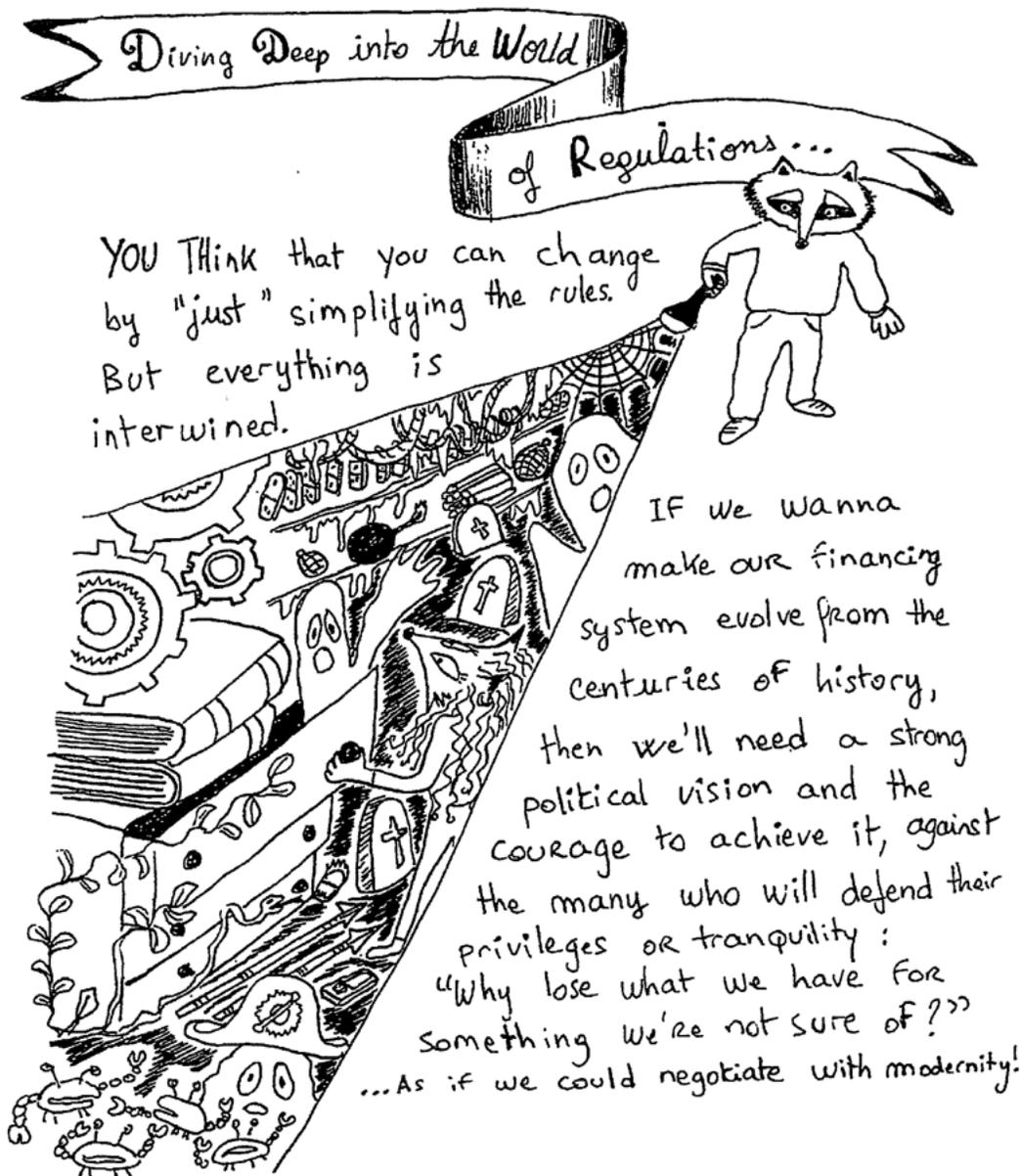
The second thing that is really weird is that most of the people we meet come from the same background and look the same: male, 50+, graduated from ENA (the same school as Nicolas), and white.



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It's not one day per week. It's all my time and energy. And the tricky part in that mission is to keep your integrity when you know you're facing a losing battle.





We gave a very detailed and pragmatic report on what should be done by the government to enhance the financing of companies.

But what I've understood clearly is that only entrepreneurs would make the changes happen.

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! 2018 !

Damn... We're going to be 5 years old soon! Let's celebrate, let's do a great party with all the people who made The Family's Whirlwind so pleasant all along the way...



2ff

Written and drawn
by me! the fox,
Alice Zagury

Color illustrations and layout
by the dear deer
Camille Dubreuil

Reviewed by a real American
the stag,
Kyle Hall