

HOW TO BE A ZOMBIE
WITHOUT LOSING YOUR SOUL

HEJ!



WHO WE ARE

nesto



PILATES







TAKING CARE
OF

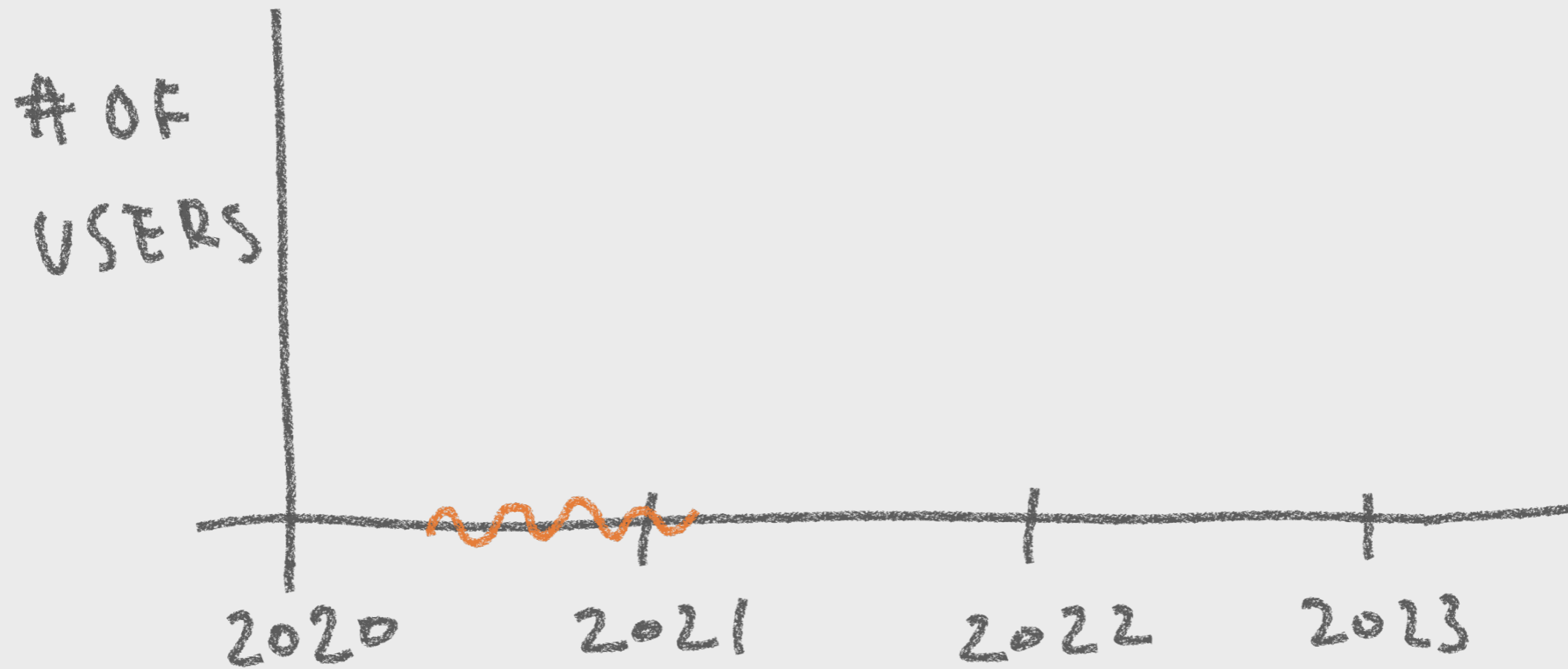
YOUR PLANTS

A HABIT IS
HARD TO KEEP

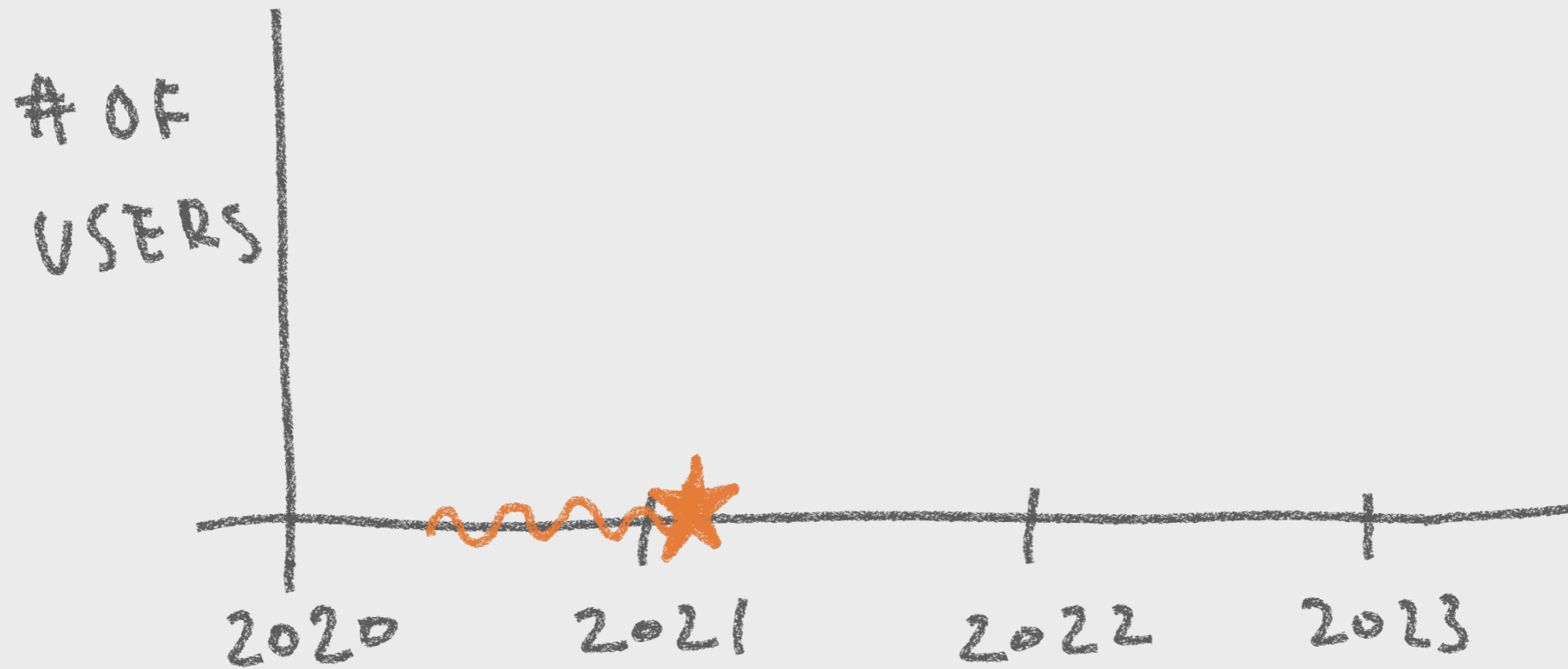


OUR JOURNEY

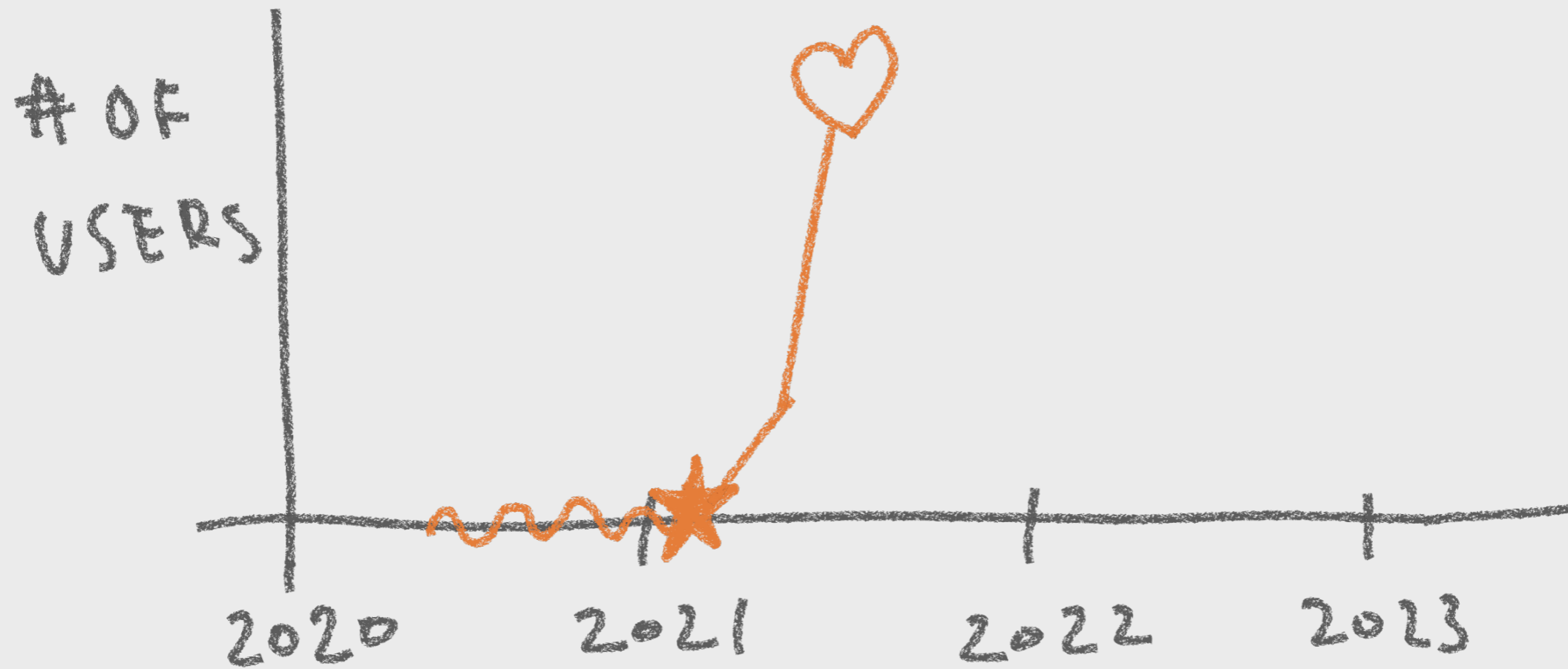
STARTED IN 2020



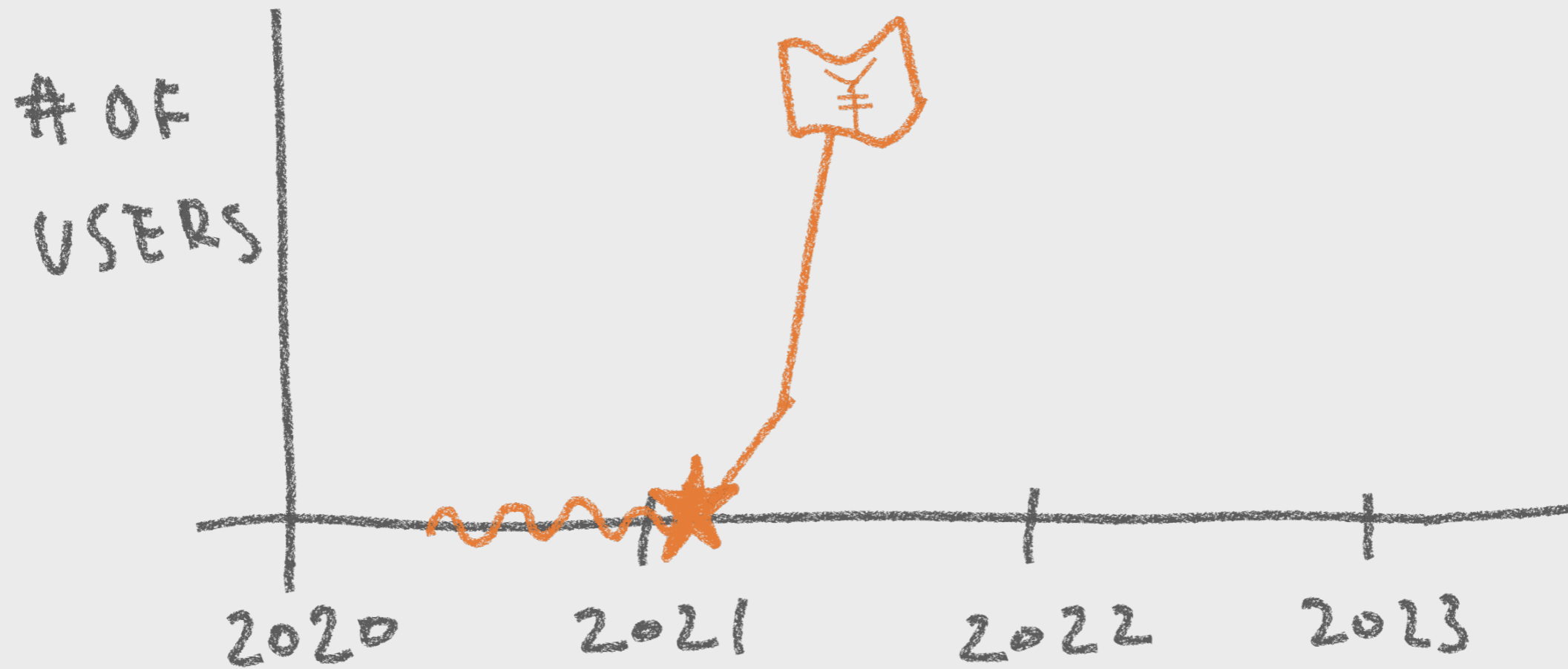
LAUNCHED IN 2021



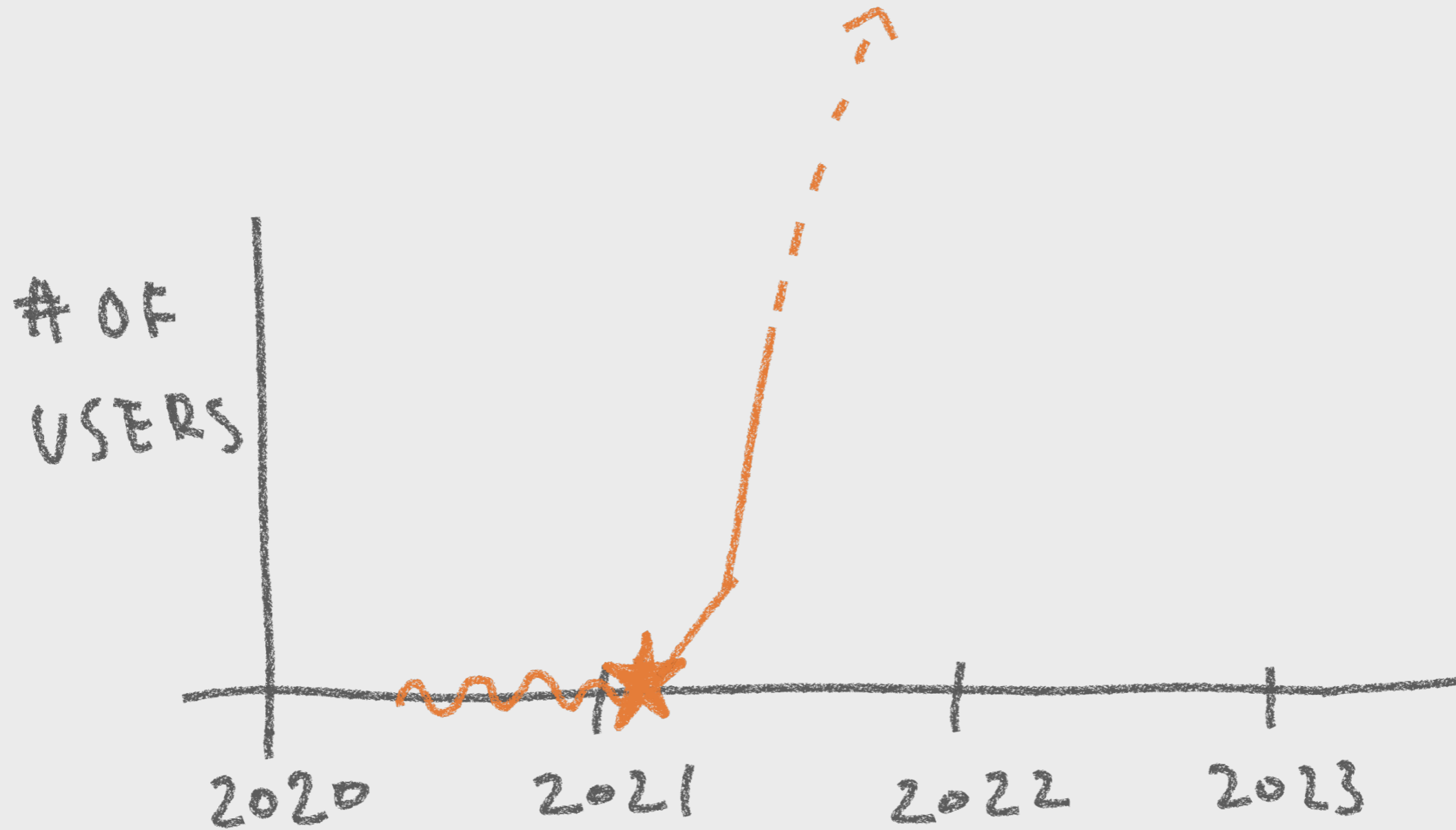
POSITIVE REACTIONS



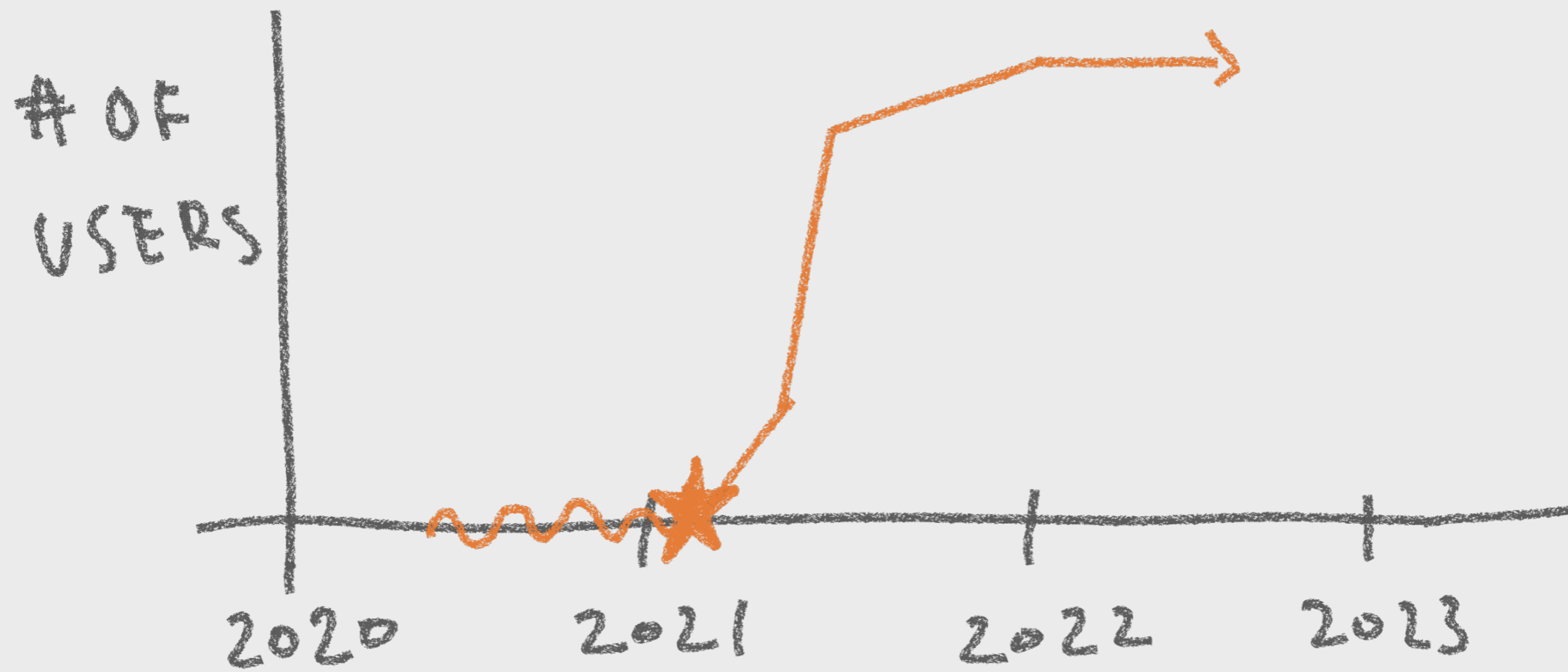
AN ADDITIONAL FUNDING



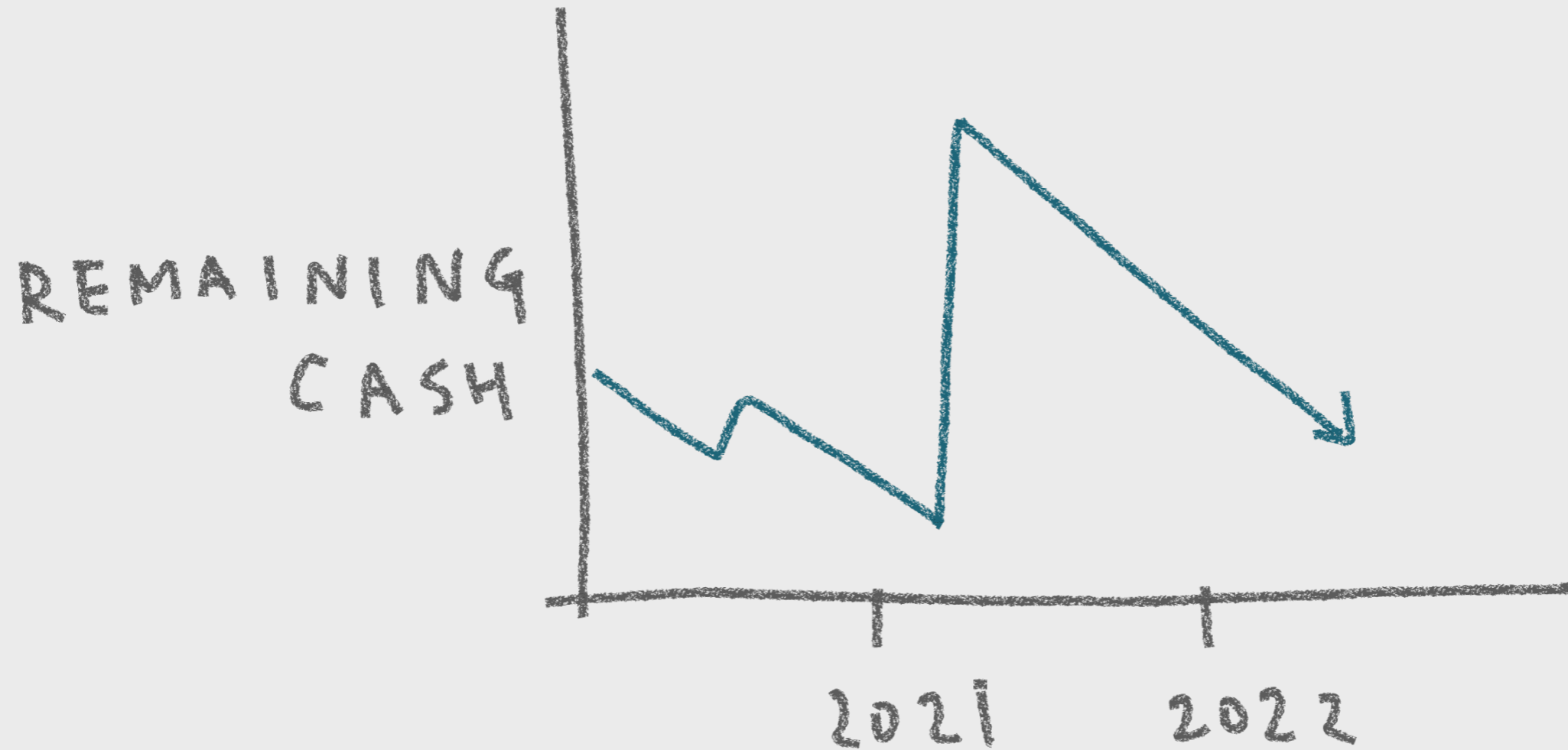
WHAT WE HOPED



WHAT HAPPENED



RUNNING OUT OF CASH



WHAT DID WE DO?

A PAINFUL JOURNEY...

... AND SOME POSITIVE
OUTCOMES

1

ASPIRED: AN EXPONENTIALLY
GROWING STARTUP

REALITY: A ZOMBIE STARTUP

WHAT IS A ZOMBIE STARTUP?

- YOU ARE NOT GROWING OR GROWING TOO SLOWLY
- YOU ARE NOT QUITE WINNING AT THE GAME

WHAT I USED TO THINK



Eric Ries ✓
@ericries



Too many startups don't fail, they wind up in the land of the living dead.
Worse than death!
daniellemorrill.com/2013/03/zombie...

8:53 am · 11 Mar 2013

79 Retweets **37** Likes

WHAT HAPPENED

- o THE GROWTH WAS NOT CONVINCING

WHAT HAPPENED

POSITIVE
FEEDBACKS



WHAT HAPPENED



WE WANTED
TO CONTINUE

WHAT WE DID

o WE ACCEPTED THAT WE ARE
A ZOMBIE STARTUP

IT WAS NOT EASY

HARD STUFF



- YOU ARE AS NOT GOOD AS YOU PROMISED
- FEELING GUILTY / SORRY TO PEOPLE WHO SUPPORTED US

SOME NICE THINGS...

GOOD STUFF

- FINALLY BEING ABLE TO FOCUS ON DELIVERING VALUE, NOT ACTIONS OUT OF FEAR



HOPEFULLY...

QUOTE BY
FRANCISCO JAVIER ARCE O

EVERY

How to avoid some massive failures as a founder

The only real failure you should avoid is your company dying, everything else is a learning experience. So, if you are a founder, get used to taking a beating (figuratively) —all that matters is that you get back up and survive.

2

ASPIRED: FULL-TIME WORK

REALITY: PART-TIME WORK

WHAT I USED TO THINK

- COMMITMENT IS EVERYTHING:
BEING FULL-TIME IS THE ONLY
WAY

WHAT HAPPENED

- o CUT EXPENSES TO BECOME SUSTAINABLE
- o MOST OF OUR SPENDING WAS FOR PEOPLE

WHAT WE DID

- REDUCED THE WORK LOAD
- EVERY ONE TO WORK PART-TIME
& BY AN HOUR

HARD STUFF

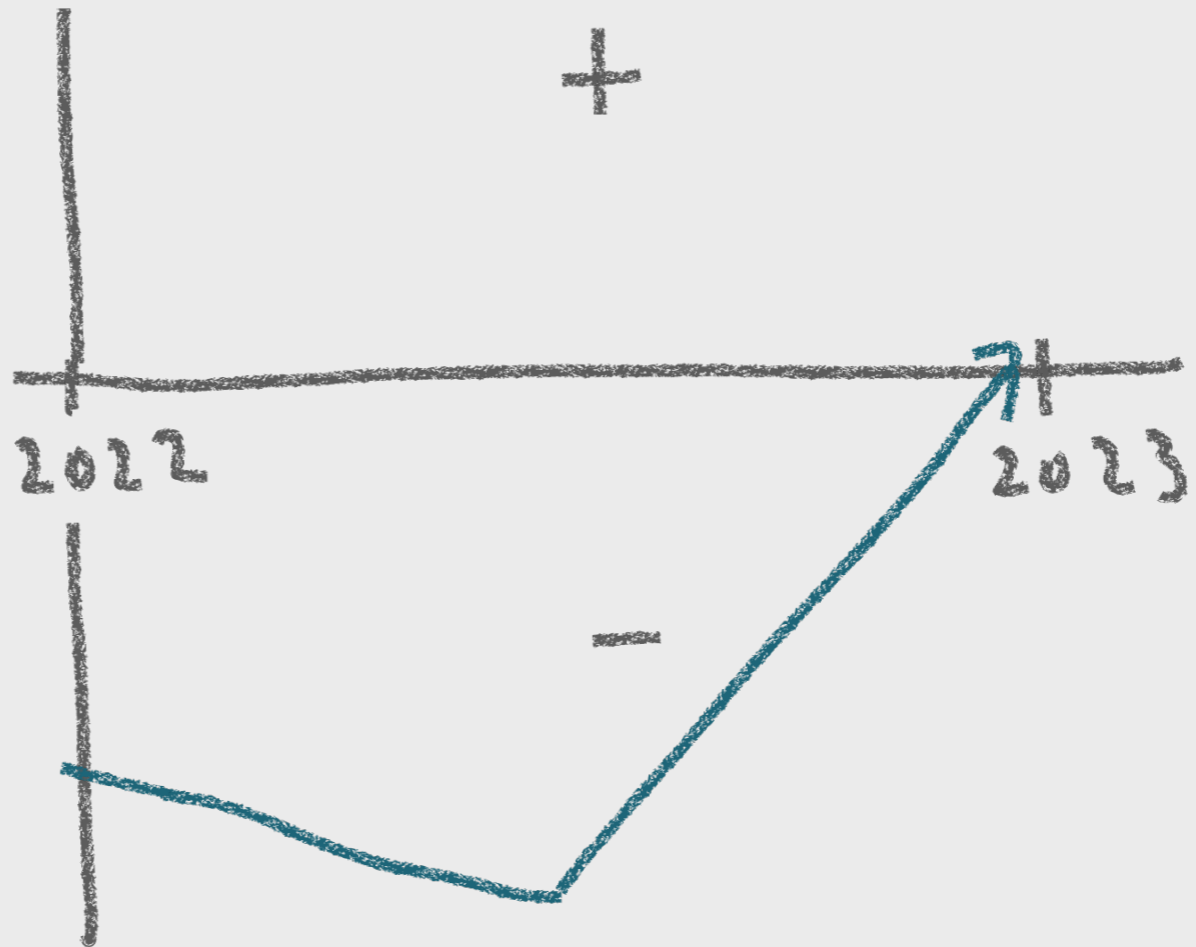


- REDUCING THE WORKING HOURS OF THE PEOPLE WHO COMMITTED TO US THROUGHOUT THE JOURNEY



GOOD STUFF

OPERATING
PROFIT 0



GOOD STUFF

• WE ARE STILL IN TOUCH



GOOD STUFF

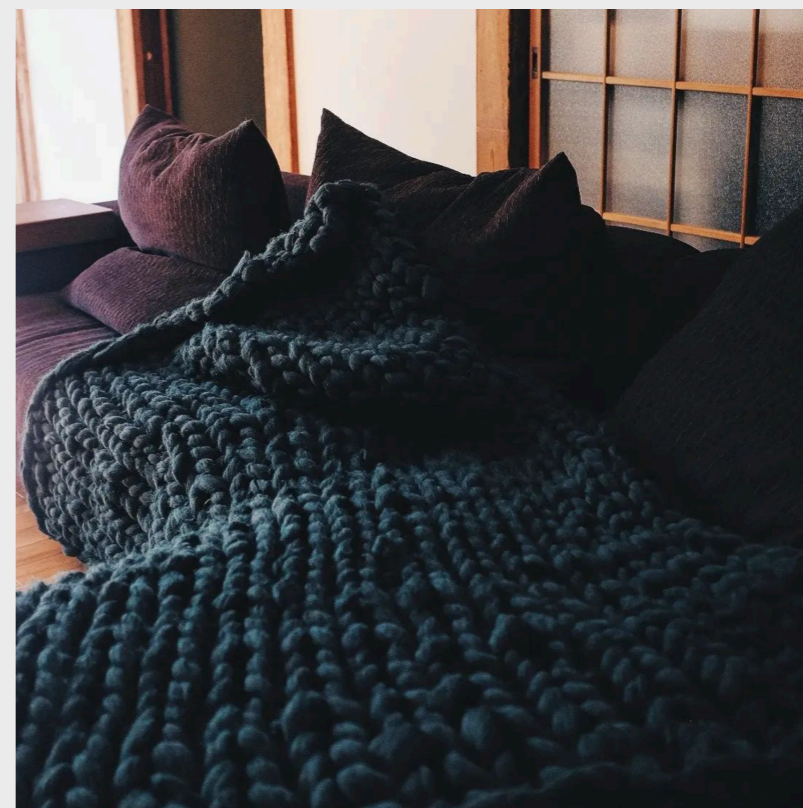
READ MORE



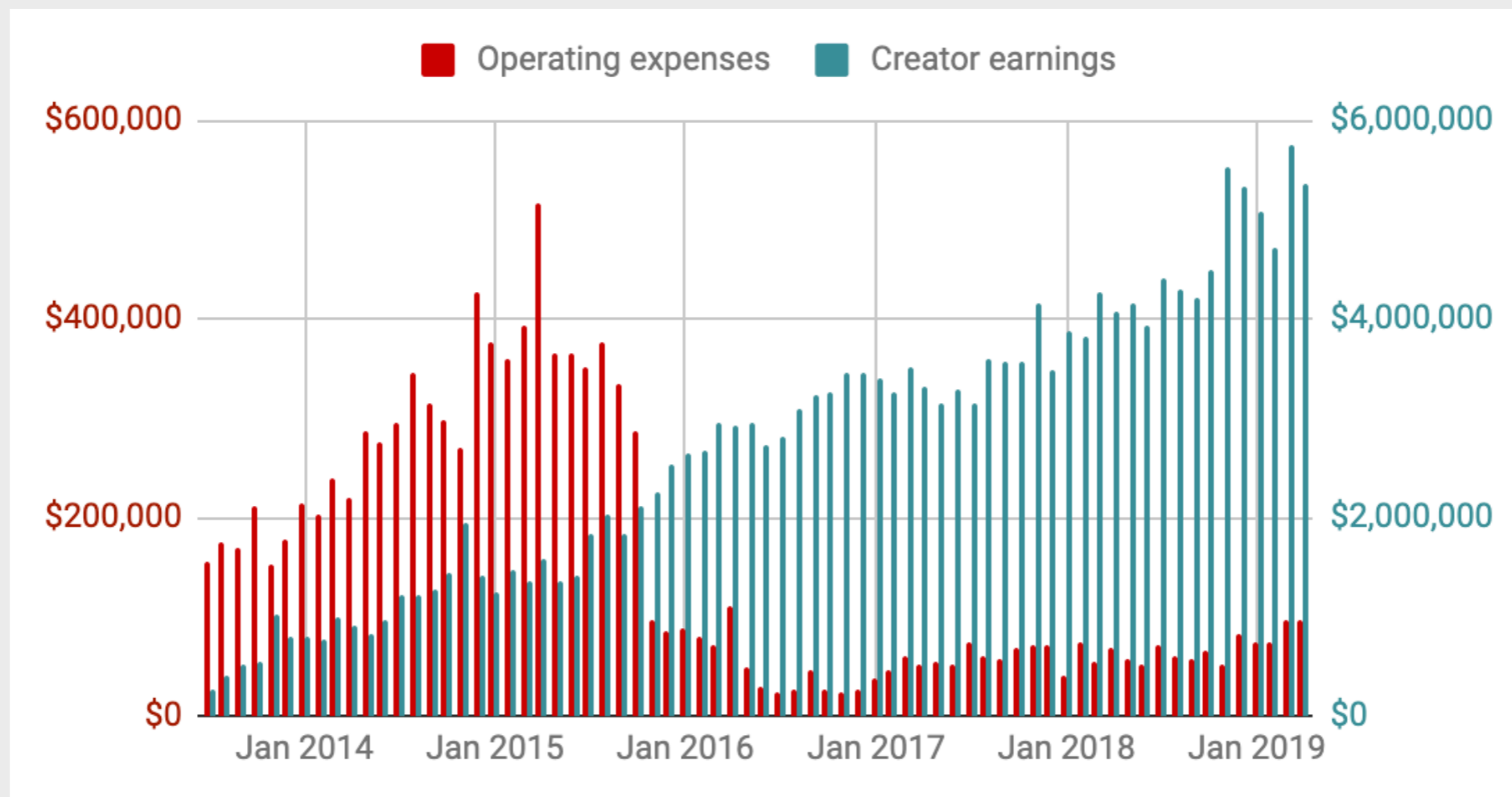
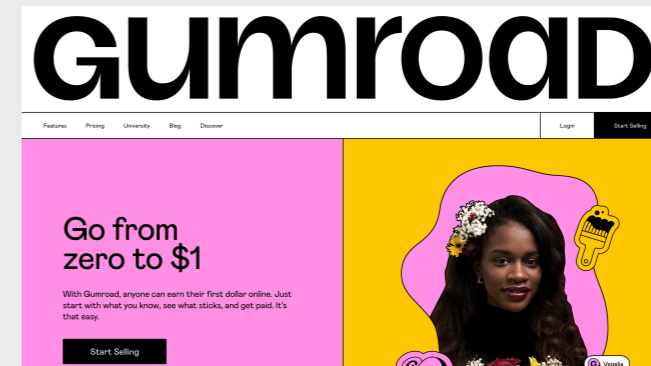
COOK MORE



MAKE MORE



HOPEFULLY...



3

ASPIRED: FOCUS ON
ONE PRODUCT

REALITY: EXPLORE VARIOUS
POSSIBILITIES

WHAT I USED TO THINK

- BEING FOCUSED IS NEEDED TO
MAXIMIZE THE LIMITED RESOURCES

WHAT HAPPENED

WE WERE NOT SURE OF THE "RIGHT" AREA TO FOCUS

The collage displays four different pages from the Nesto website:

- Left Page:** A page titled "ゆる〜いポイント 教わらない" (Relaxed Point: Don't teach). It promotes online classes with features like "途中参加・退出OK" (Participate/Exit anytime), "予約不要、回数制限なし" (No booking, no limit on sessions), and "カメラ・マイクはオフOK" (Camera/Microphone off is OK). It lists various classes such as "勉強" (Study), "ランニング" (Running), "いけばな" (Ikebana), "瞑想" (Meditation), "読書" (Reading), and "ピラティス" (Pilates).
- Middle-Left Page:** A page titled "NestoWork 「泊まる」ではなく「働く」ためのAirbnb 素敵なホストのおうちで1日、働こう" (NestoWork: Airbnb for 'working' instead of 'staying'). It highlights remote work opportunities in Airbnb homes, offering a relaxed environment for productivity.
- Middle-Right Page:** A page for "Nesto Freshman's Club 新社会人のためのウェルビーイングコミュニティ" (Nesto Freshman's Club: Well-being community for new graduates). It lists partner companies like TOYOTA, dentsu, LIFULL, Gaixa, Sun*, and Goodpatch. It details the club's benefits, including online activities and mentorship.
- Right Page:** A page titled "同じ時間に一緒に続ける 継続支援サービス" (Continue together at the same time, continuation support service). It features a grid of session content and a list of mentors (e.g., 橋本 悠介, 志じしよこ, 高橋 悠志, 山崎 真由, YOSH) who provide ongoing support.

WHAT WE DID

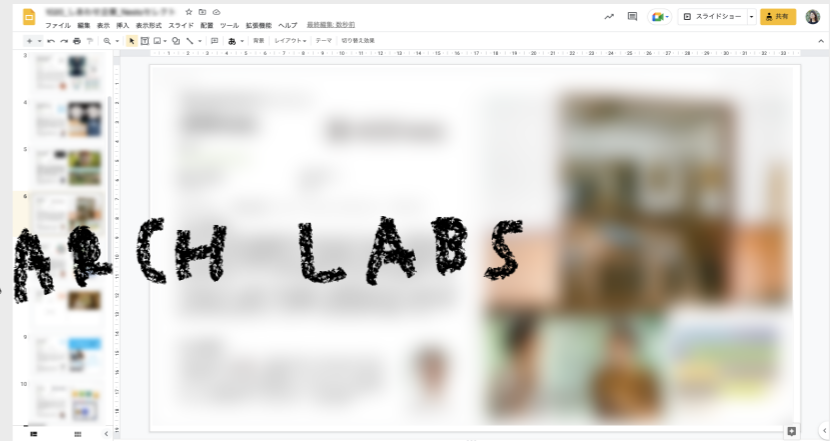
- EXPLORE VARIOUS POSSIBILITIES
SIMULTANEOUSLY

WHAT WE DID

CO-LIVING SPACE



RESEARCH LABS



CLIENT PROJECTS

ONLINE HABITS

Example | 事例



- 広告代理店さまリサーチ
- 自動車メーカーさまワークショップ
- 建設会社さま壁打ち協力
- オウンドメディアコンテンツ作成協力など

人と組織とウェルビーイング Vol.2 nesto

楽天ビープル私カルチャー研究所 代表
日高 達生 氏に聞く
**ウェルビーイングへの
こだわりと現在地**
7月22日(火) 12:15-13:00

人と組織とウェルビーイング Vol.4 nesto

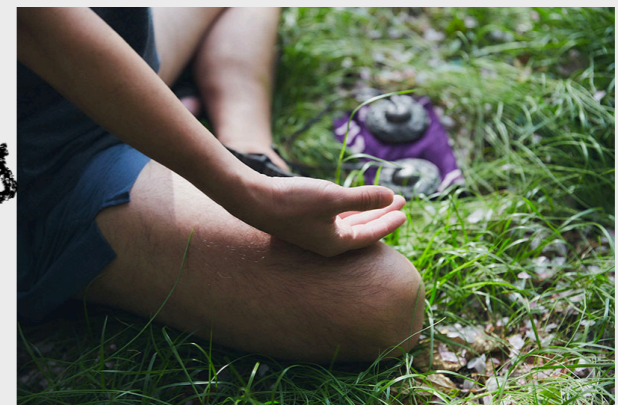
ガイアックススタッフカルチャーオフィサー
木村 智浩 氏に聞く
**テレワーク下で効果があった
ウェルビーイング施策**
8月2日(火) 12:15-13:00

- トークイベント開催 (楽天さま、ガイアックスさま、外資系コンサルティング会社さまなど)

RETREATS + TRIPS



NEW PROGRAMMS



COMMUNITY CONTENTS



HARD STUFF

• FEAR OF BEING ALL
OVER THE PLACE

GOOD STUFF

- THERE ARE DIFFERENT WAYS TO IMPACT USING OUR EXPERTISE & EXPERIENCES
- WE CAN REACH DIFFERENT AUDIENCES



HOPEFULLY...

- BY BEING OPEN MINDED, WE MIGHT FIND THE AREA TO FOCUS.

4

ASPIRED: MANAGEMENT LED
BY A CHARISMA

REALITY: MANAGEMENT
BY A COMMUNITY

WHAT I USED TO THINK

- FAST DECISION MAKING BY
A COMMITTED INDIVIDUAL

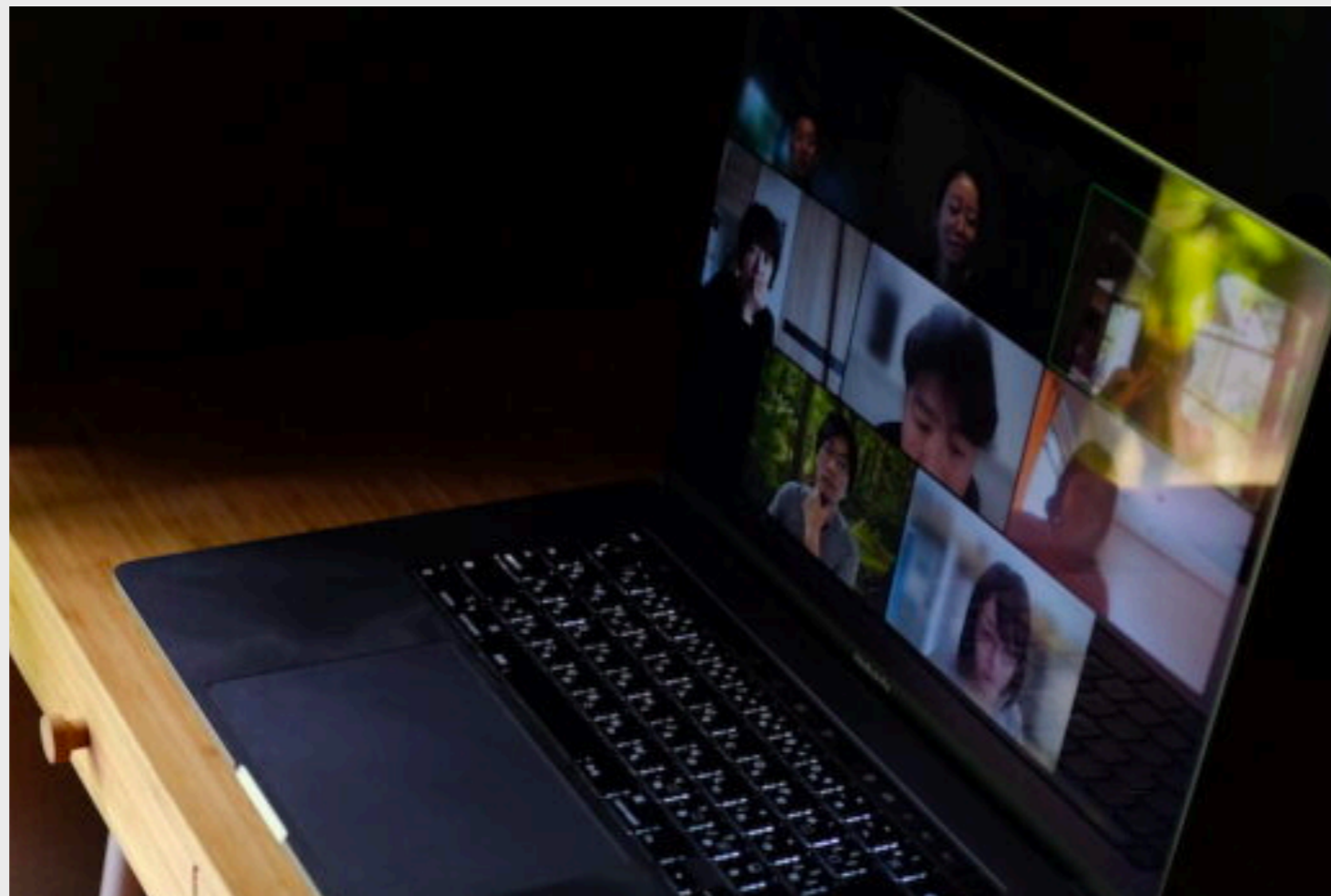
WHAT HAPPENED

COMMUNITY MEMBERS STARTED
GETTING INVOLVED



WHAT WE DID

WE MADE OUR BOARD MEETINGS
OPEN TO THE COMMUNITY



HARD STUFF

NOTHING

GOOD STUFF

- COLLECTIVE INTELLIGENCE
- CLOSER WITH THE COMMUNITY

HOPEFULLY...



THE COMMUNAL JOURNEY IS MORE FUN.



IN CONCLUSION

THE MOST IMPORTANT THING:

BE SINCERE

WHATEVER YOU DO
COMES WITH A RISK OF FAILURE

BUT YOU STILL GOT TO
KEEP ON TRYING

THANK YOU!