

MONICA JILL VAKSDAL

For founders with a product that works and no company around it yet. I help take it from idea to paying customers, a fundable plan and a business that can scale.

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NOK 34M

raised as founder of Think Outside, pre-seed and two international seed rounds

Exit 2022

international exit of my own Techstars-accelerated company

+89%

revenue growth in one year as CEO of Utel

200%

revenue growth against plan, entering a new market with Mitta

When founders call me

- **No paying customers yet.** The demo works, nobody has signed.
- **No price or business model.** Hours, licence, subscription or outcome?
- **Grants that fail** on the business case.
- **Pressure to raise too early.** Dilution before proof.
- **One founder doing everything,** alone.

What I bring

- **Positioning and go-to-market:** who buys, why now, which segment first
- **Pricing and business model:** from hours to licences, built to scale
- **First customers:** pilots that become contracts
- **Capital strategy:** soft funding first, then investors on the founder's terms
- **Company design:** agreements, board and investor documents
- **Team and culture:** sales and tech working as one team

Recent work with founders

Co-founder and working chair

Global Trading Solutions

AI trading and KYC software for energy. Governance, investor pipeline, SkatteFUNN, first paying customer.

Commercial lead

Research-based startup

Market strategy and commercial plan for a Research Council project.

Advisor

AI software company

Go-to-market model and a scalable price structure.

Advisory board and investor

Falck Advisory / Horus

From consulting to SaaS with licence pricing, new name and brand.

Board member

Rappy

Go-to-market and business model. Stress-tested, then closed. Stopping is a result too.

Founder and CEO

Think Outside

Techstars, 17 people in five countries, pivot from consumer to hydropower, exit 2022.

About me and my values

A change leader with a geologist's training, from the energy industry to founding and selling my own company. I bring energy and pace, learn new fields fast, and work quickly but grounded in data. I set the direction and build the system, with detail-strong people beside me. The founder keeps the wheel: I build the commercial engine around the product.

Momentum.

Things should move. For a startup, standing still costs more than a wrong turn.

Honesty and directness.

I say what the data shows, including when it is time to stop.

People growth.

I grow founders and teams, not their dependency on me.

Courage.

Pre-revenue, new markets, unknown brands. That is where I do my best work.

Commercial co-founder

Part of the founding team over time, mainly for equity.

Fractional CEO or CCO

1 to 3 days a week. Cash, equity or a mix.

Commercial sprint

Weeks, defined scope: go-to-market, pricing, grant or investor readiness.

Let's talk

A first conversation is free of obligation. Kaifa AS, Bergen.
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