WATCH THIS >>> [Video](#) (4 min) of Vijay describing the initiative

Context: Vijay Kedar is co-founder and CEO at Tomorrow Health, a Series B healthcare technology company that has raised over $90 million from Andreessen Horowitz, Bond Capital, Obvious Ventures, and Sound Ventures. Tomorrow Health coordinates home-based healthcare nationwide.

The Problem

Growth stage companies face a classic dilemma: when to diversify versus going deeper in core business. We had adjacencies on our long-term strategic roadmap that we debated quarterly with management and board, but never invested the bandwidth to explore.

Conventional wisdom supports deep focus on one business line until substantial scale, but this leaves strategic opportunities unexplored.

The Solution: Small Tiger Team

Team Structure

- **Small team** of mostly technical folks
- **Siloed from main squad structure**
- **Reports directly to CEO**
- **Operates like a seed-stage startup**

Resource Investment

- Very reasonable small team investment
- Allows extremely rapid iteration
- Focuses on concepts we'd been thinking about for years

Operating Cadence

- **Goals every 2-3 days** to validate new concepts
- **Rapid prototyping** with ruthless focus on critical hypotheses
- **Twice daily standups** with CEO:
  - Morning: Set 9am-4pm goals
  - Evening: Set 4pm-9am goals
- Culture of speed and heavy AI leverage for prototyping

AI Advantage

"Leaning very, very hard into AI, which obviously makes it so incredibly easy nowadays to prototype, to design and to test and iterate on new concepts."

Results

- **High ROI investment**
- **Explored concepts** we would have waited quarters to test
- **Brought new products onto roadmap** much faster
- **Informed critical product and strategy decisions** with limited CEO time investment

Key Takeaway

"I think it should be a critical part of a growth stage company's playbook to have a small tiger team really testing and iterating on these new concepts as standard practice."

This approach allows founders to explore strategic adjacencies without major resource commitment while maintaining focus on core business.