

# CORPORATE VENTURING MONITOR 2023

What strategic benefits has Corporate Venturing provided to the Swiss Financial Service industry?

February 2023



# EXECUTIVE SUMMARY

1

Important  
Innovation Driver



**Corporate Venturing is one of the main innovation drivers in Financial Services. 65% of banks and 67% of insurers** engage in Corporate Venturing – building their own innovation environments or through direct capital investments. Around **300 investments** into external start-ups have been made in the last ten years.

2

Targets reached  
partially



**Business Targets could be partially reached.** Fostering a corporate wide culture of **learning and innovation** are among the main strategic benefits which these investments generated. However, the development of new products, efficiency gains and improved profits were only seen in a minority of the cases.

3

Re-Modeling  
will be needed



**Major pitfalls could be observed repeatedly.** A lack of clarity in goals and expectations, the wrong operating model, knowledge gaps and an unsuitable culture were commonly sighted pitfalls for which two solutions exist: (1) Firms need to **re-calibrate their strategic goals** and/or (2) **re-model their corporate venturing activities** along the 4 archetypes we have identified to increase outcome.

# KEY SUCCESS FACTORS FOR CORPORATE VENTURING

There are *6 main dimensions* to focus on when setting up Corporate Venturing activities. Our study shows these main success factors:

## 1 Balance long & short-term



Balance **long-term focus on new business** by ensuring tangible, **short-term benefits for the current business**. Value the impact on learning and culture.

## 2 Leverage external start-ups



Exposure to **disruptive innovation** comes only by cooperating with **external start-ups**. Incremental innovation can be covered internally and/or externally.

## 3 Leverage innovation network



Getting **external input** by hiring experts or collaborating together is crucial. A **culture of proactively reaching out** to the outside is needed.

## 4 Get the right set-up



Fully-autonomous or fully-integrated units don't work. Successful firms **manage the relationship between current business and innovation** (e.g. KPIs per innovation horizon)

## 5 Be clear on innovation horizons



**Successful firms** either **focus on one** innovation horizon **or can cover all three**:

1. "Well-known"
2. "New to us"
3. "New to world"

## 6 Innovative innovation approach



In a constantly changing environment, it is important to regularly **challenge and adapt your innovation approach**.

# WHAT IS THE MOTIVATION BEHIND THIS STUDY?

## Starting point



**Innovation is key** for the financial services industry



**Decentralized innovation** is commonplace



Corporate Venturing\* has become a popular method to **achieve step changes**



**Internal Corporate Venture Building** and **Corporate Venture Capital (CVC)** for start-ups are the most-used vehicles



## Our goal is to understand

1

### Status Quo

**How** do financial services players in Switzerland conduct their Corporate Venturing activities?

2

### Outcomes

**What** are the major strategic and business outcomes of these activities?

3

### Success factors

**Why** do some corporations substantially achieve better results than others?

4

### Future Decisions

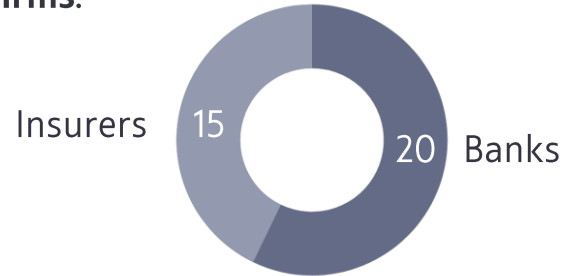
**How** can firms re-model their Corporate Venturing activities based on the right design choices?

\* *Corporate Venturing* involves the entrepreneurial efforts of firms to invest in and/or develop new businesses. *Corporate Venture Building* or *Internal Corporate Venturing (ICV)* refer to ventures that are created within the parent company's organizational domain. *Corporate Venture Capital* or *External Corporate Venturing (ECV)* refer to ventures that are created outside the parent company's organizational domain, i.e., investments into start-ups

# ABOUT THE STUDY

## Sample

We examined the **largest 20 Swiss banks** - including universal banks, private banks, regional banks and cantonal banks - and **15 insurance firms**.



The **15 insurers** we studied are the **largest primary insurers** and **re-insurance firms**. Primary insurers are either pure life insurers, pure property insurers or both. We also selected health insurers with substantial other business and/or corporate venturing efforts.



## Study approach

We took two different angles to answer our questions:

1. **Evaluation of publicly available data:** annual reports, news articles and company websites and analysis of **investment data** from Crunchbase etc. to assess external venturing activities
2. Conducted **interviews with companies** in our samples (where possible) and **expert interviews** for more industry insights

Our analytical focus was set on internal and external **Corporate Venturing activities relevant to firms' Swiss business**. Innovation labs/teams had to be **in Switzerland**. We did not include corporate venturing activities in large, global firms, if not linked to Swiss business or the Swiss organization.



Pure digital banking offerings + organizations mandated to build/run them not included:



CSX



VIAC  
Vorsorge. Einfach. Besser.

frankly.

# KEY QUESTIONS / AGENDA

01

**CORPORATE VENTURING:** What is Corporate Venturing and what are its key elements?

02

**STATUS QUO:** How is Corporate Venturing currently conducted within the Financial Services Industry in Switzerland?

03

**OUTCOME:** What are the major strategic and business outcomes of these activities?

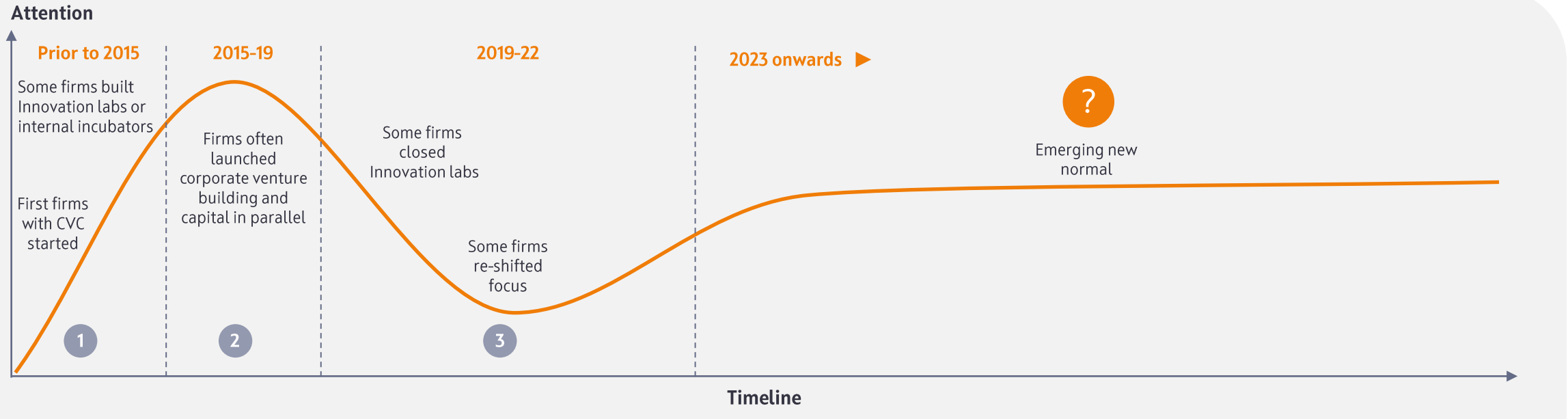
04

**SUCCESS FACTORS:** Why do some corporations achieve substantially better results than others?

05

**FUTURE DECISIONS:** How can financial service firms' re-model their Corporate Venturing activities based on the right design choices?

# AFTER TRIAL/ERROR AND HYPE PHASE, MANY FIRMS ARE REVISITING THEIR CORPORATE VENTURING EFFORTS



1

First firms started with small-scale corporate venturing efforts

2

From 2015 until 2019, many firms that previously did nothing launched large corporate venturing efforts. Early adoptees continued to invest.

3

Many firms learned what works for their specific setting and often shifted focus, retracting from or adding new innovation elements




Now is the time to rethink your corporate venturing approach to build lasting competitive advantage.



# POSTFINANCE AND SWISS LIFE EXEMPLIFY THE JOURNEYS OF SWISS FINANCIAL INSTITUTIONS IN RECENT YEARS

## PostFinance






- 2013**  **Incubator** Internal employees were guided through the innovation process
- 2015**  **Innovation Lab** Started developing prototypes and own projects
- 2016**  **Intrapreneur** Added a corporate venture capital team to Innovation lab

- ✓ One of the **leading innovation labs** in Switzerland
- ✓ Strategically-relevant **internal projects** and **external investments**
- ✓ **Long-term commitment** and support from senior management

## SwissLife



- 2013**  **Innovation Lab** Internal lab was set up as part of Swiss Life Switzerland organization
- 2015**  **Intrapreneur** Founded innovation unit, separate from main Swiss Life firm, run by experienced external entrepreneurs and investors
- 2019**  **Incubator** Team founded own venture fund and business unit in charge of innovation, supported by an internal incubator






- ✓ **Ambition** and **operating model on first attempt** not fit for purpose
- ✓ Build-up of **very experienced team** that eventually left Swiss Life
- ✓ Current incubator provides **tangible benefits for existing businesses**



# FIRMS TACKLE SEVERAL GOALS: LEARNING, EMPLOYER BRANDING, AND INNOVATION CULTURE ARE KEY

## Strategic / Innovation Focus

Selected examples


<p><b>1</b> <b>Learn: Understand trends, technologies</b> </p> <ul style="list-style-type: none"> <li>Identify new technological trends relevant to the industry and the business</li> <li>Take an open innovation approach with external as well as internal sourcing</li> </ul>	<p><b>2</b> <b>Foster innovation and support culture change</b> </p> <ul style="list-style-type: none"> <li>Increase innovativeness of line-organization</li> <li>Act as internal innovation service provider</li> <li>Facilitate methods (e.g., agile, design thinking) and knowledge-sharing</li> </ul>	<p><b>3</b> <b>Improve employer branding, provide an attractive workplace</b> </p> <ul style="list-style-type: none"> <li>Raise awareness and attract talent by improving employer branding</li> <li>Offer internal talent an attractive workplace</li> <li>Raise shareholder value</li> </ul>	<p><b>4</b> <b>Improve efficiency (Bottom line)</b> </p> <ul style="list-style-type: none"> <li>Facilitate use of new tech such as AI and analytics</li> <li>Study business use cases to find technological optimization potential</li> <li>Run MVPs (Minimum Viable Products) to show potential, initiate projects</li> </ul>	<p><b>5</b> <b>Develop new offerings (Top line)</b> </p> <ul style="list-style-type: none"> <li>Customer-oriented development of new products and services</li> <li>Application of innovation methods: design thinking, agile thinking and hackathons</li> </ul>
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## Financial

**6** **Corporate Venture Capital for profit** 

- Invest in promising start-ups from industries with high earning and exit potential
- Set investment focus and objectives
- Emergent: Explore new business (potentially in conflict with existing ones)
- Pure financial: Focus on financial returns



## Other

**7** **Corporate Venture Capital for regional growth** 

- Investments in start-ups to foster the local economy and ecosystems
- Mainly a means for cantonal banks to fulfil their regional development mandates



Source: TTE Strategy, Crunchbase

# SEVERAL VEHICLES CAN BE USED FOR CORPORATE VENTURE BUILDING AND CORPORATE VENTURE CAPITAL

## Definition of Corporate Venturing

### Corporate Venture Building

*We provide (personnel) resources*



#### **Innovation Factory/Lab**

Unit running own, larger projects to develop new products and improve internal processes



#### **Open innovation team**

Small team collaborating with start-ups, universities and industry organizations



#### **Incubator as internal service provider**

Small teams of method experts (e.g., Design thinking, agile development)

### Corporate Venture Capital

*We provide capital*



#### **Outsourced Corporate Venture unit**

Investments and portfolio management are outsourced to an external "Venture Capital as a Service" provider based on agreed criteria (e.g., industry focus, common use cases)



#### **Inhouse Corporate Venture unit**

Firms build up their own venture arms with the mandate of investing in start-ups via a dedicated team or separate legal entity.



#### **No venturing unit**

# MANY FIRMS COMBINE CORPORATE VENTURING VEHICLES INTO ONE OVERALL INNOVATION MODEL

		 Primary Goals	 Approach	 Output	 Organization	 Size / Resources
		Strategic orientation			Operating model	
Venture Building	 <b>Innovation Factory/Lab</b>	Develop new offerings	<b>Build:</b> Manage internal projects	MVPs, products ready for scaling	Separate unit or separate legal entity	20-50 FTE
	 <b>Open Innovation Team</b>	Improve understanding of trends and technologies	<b>Partner:</b> Facilitate and run meetings with start-ups, universities, industry firms	Provide input, e.g., strategy development, product development	Small central team	2-10 FTE
	 <b>Incubator as Internal Service Provider</b>	Facilitate internal innovation efforts	<b>Support:</b> Offer guidance and facilities for innovation methods (Design Thinking, agile working)	Supported projects from line organization	Small central team	2-3 FTE
Venture Capital	 <b>Inhouse Corporate Venture Unit</b>	Improve understanding of trends and technologies	<b>Invest:</b> Investment into external start-ups	Investments into start-ups Exposure to new trends	Small central team	2-7 FTE
	 <b>Outsourced Corporate Venture Unit</b>	Improve understanding of trends and technologies	<b>Invest:</b> Investment into external start-ups	Investments into start-ups Exposure to new trends	Outsourced	2-7 FTE
	<b>Decentralized innovation</b>	Improve existing offerings	<b>Build:</b> Running of internal projects or BAU activities	Additions to existing offerings	Embedded in business units	--

Source: TTE Strategy

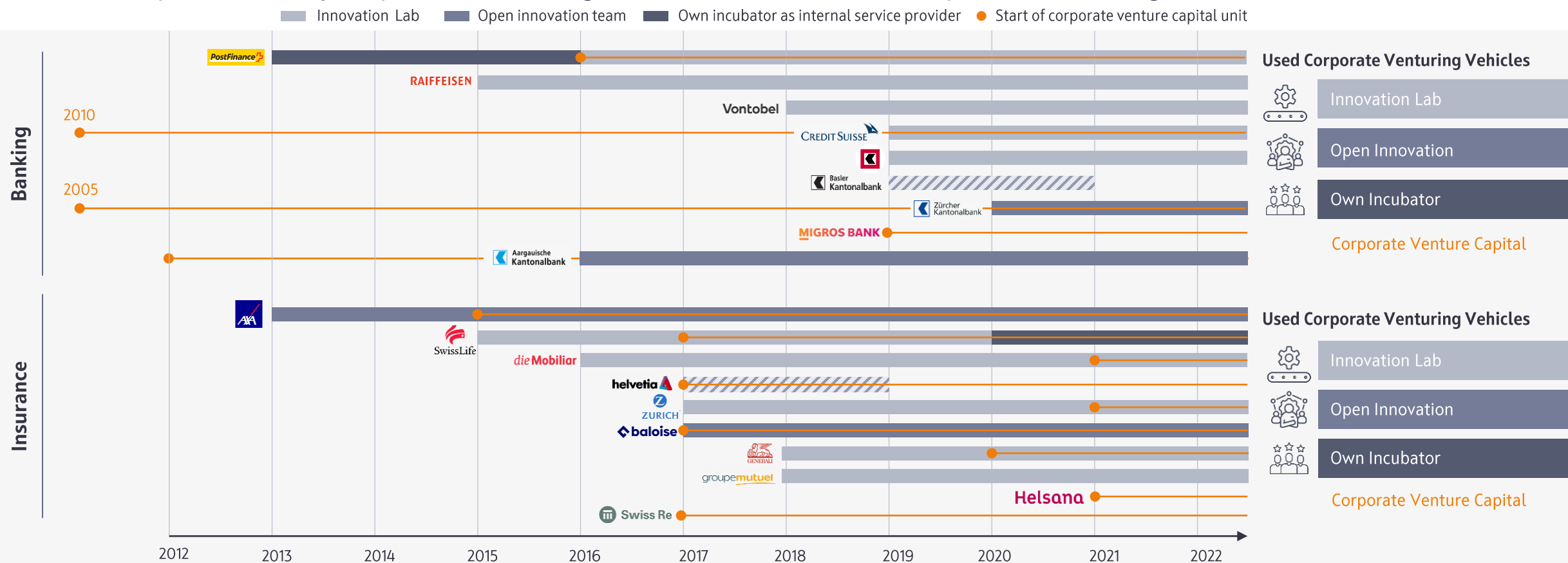
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# CORPORATE VENTURING IN SWISS FINANCIAL SERVICES: VARIOUS STARTING POINTS AND APPROACHES

Selected Examples

Launch and prevalence of corporate venturing\* in Switzerland - which corporate venturing mechanisms are used?

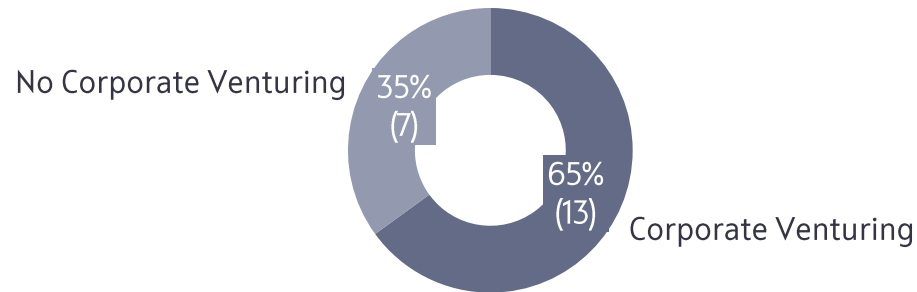


\*Firms have run decentralized innovation activities before or in parallel with corporate venturing. Only firms with dedicated corporate venturing units for venture building and venture capital are shown. Firms that invested into start-ups as part of M&A or line activities are not shown here. Source: TTE Strategy, Crunchbase

# MOST BANKS AND INSURERS IN OUR SAMPLE USE CORPORATE VENTURING

## Banks

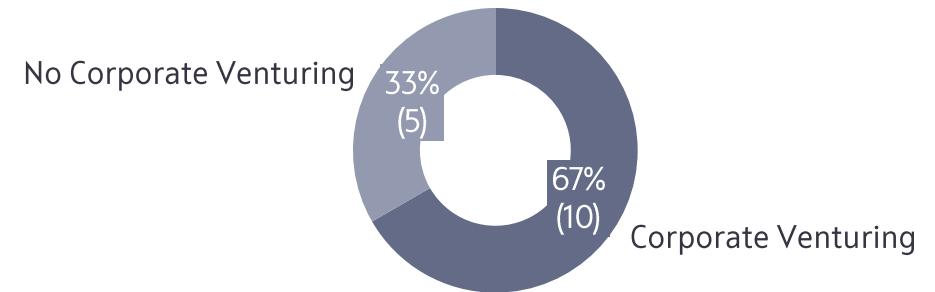
Corporate Venturing activity in Swiss Banking Industry\*



<b>100%</b> Universal Banks	<b>67%</b> Cantonal Banks
<b>57%</b> Private Banks	<b>0%</b> Regional Banks

## Insurance Firms

Corporate Venturing activity in Swiss Insurance Industry\*\*



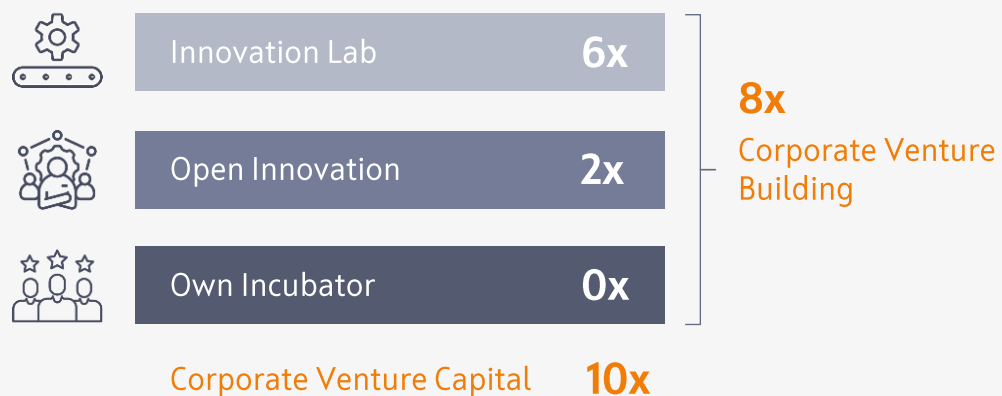
<b>78%</b> Life & Non-life	<b>50%</b> Re-Insurers
<b>50%</b> Life	<b>50%</b> Non-life

\* 20 banks: 3 universal banks, 3 regional banks, 6 cantonal banks, 7 private banks and 1 other bank \*\* 15 insurers: 2 non-life, 2 life, 9 non-life & life and 2 reinsurers  
Source: TTE Strategy, Crunchbase

# MOST BANKS AND INSURERS USE DIFFERENT VEHICLES FOR CORPORATE VENTURING

## Banks

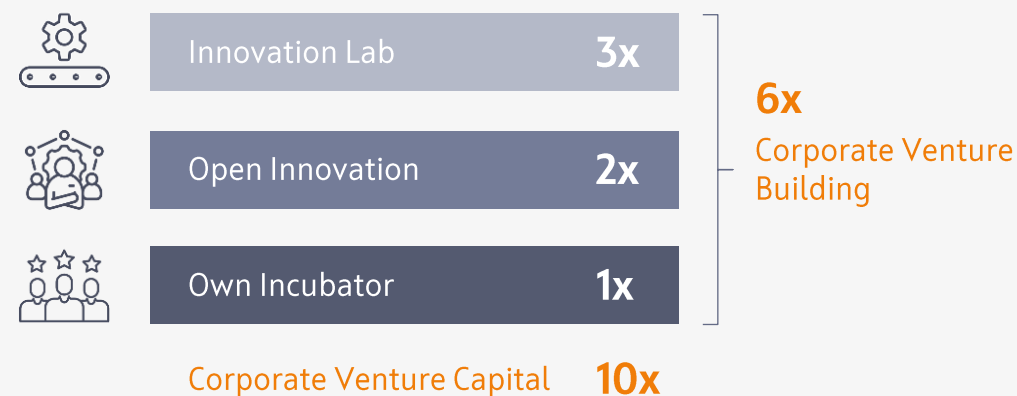
Corporate Venturing vehicles in Swiss Banking Industry\*



**Five banks do both**  
Corporate Venture building and Corporate Venture Capital

## Insurance Firms

Corporate Venturing vehicles in Swiss Insurance Industry\*\*



**Six insurance firms do both**  
Corporate Venture building and Corporate Venture Capital

\* 20 banks: 3 universal banks, 3 regional banks, 6 cantonal banks, 7 private banks and 1 other bank \*\* 15 insurers: 2 non-life, 2 life, 9 non-life & life and 2 reinsurers  
Source: TTE Strategy, Crunchbase

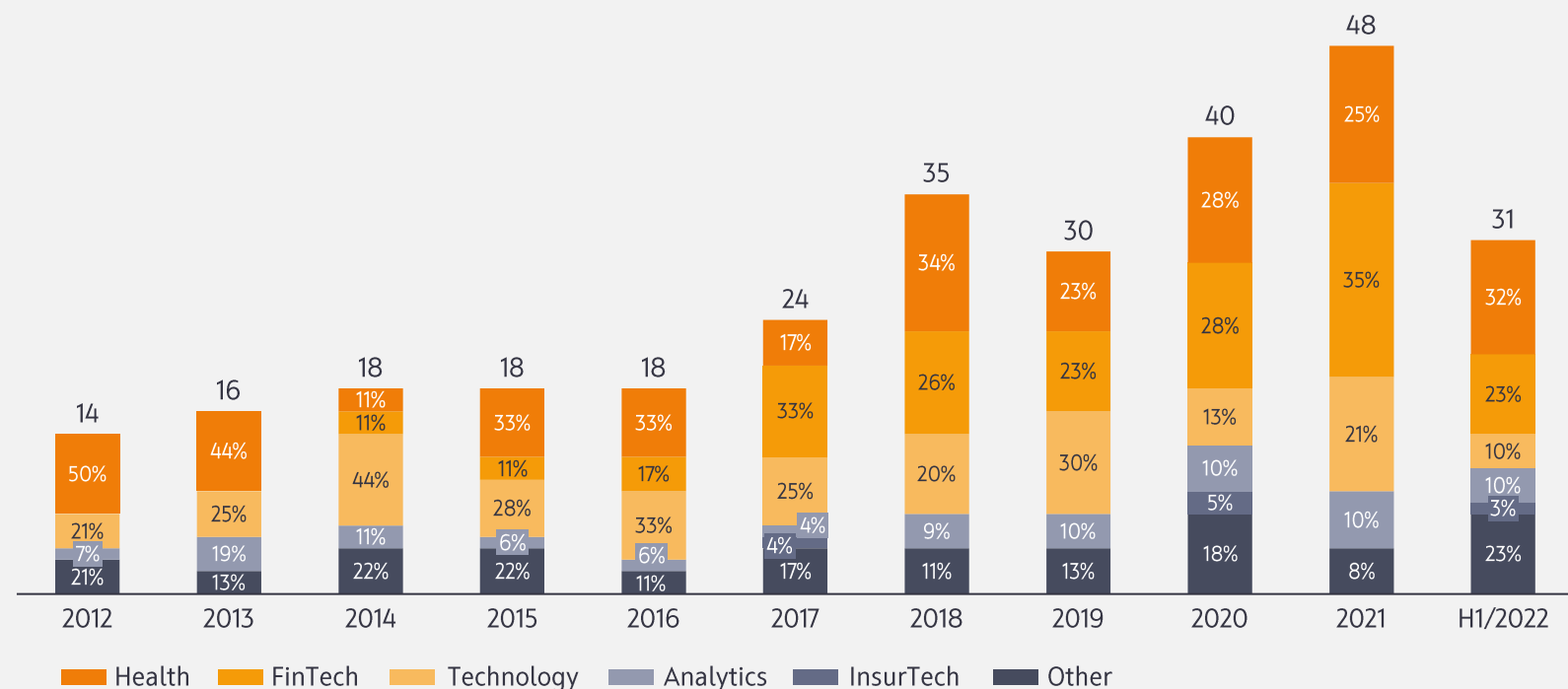


# STRONG GROWTH IN START-UP INVESTMENTS IN ALL AREAS

Slowdown in 2022 due to economic situation

## Corporate Venture Capital Investment over the past 10 years

01/2012 - 08/2022: 292 investments\*



- The **number of start-up investments** by Swiss financial players has grown substantially
- Investments until end of August 2022 are included. A **dip in 2022** compared to past years is expected
- In 2022, Swiss financial institutions made **23% direct investments** into **Fintech** and **3%** into **InsurTech**
- At 32%, **Health Start-up investments** play a more prominent role, mainly driven by insurance firms and profit-oriented investment arms of banks
- Investments into **other industries** stem mainly from **cantonal banks** and **profit-oriented venture arms**

Note: Study period 2012-2022, Included investment stages: Seed, Series A, Series B  
Source: TTE Strategy, Crunchbase

# KEY CORPORATE VENTURING INVESTMENT THEMES:

Mobility, Analytics and AI, Financing Platforms, and Healthcare

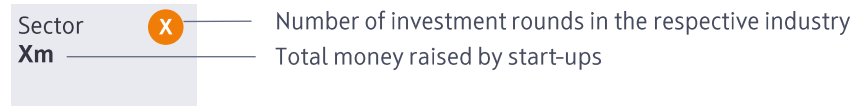
## Heatmap of Corporate Venture Capital Investments (2012-2022) - in Swiss Francs (CHF)



### Investment focus in the industry



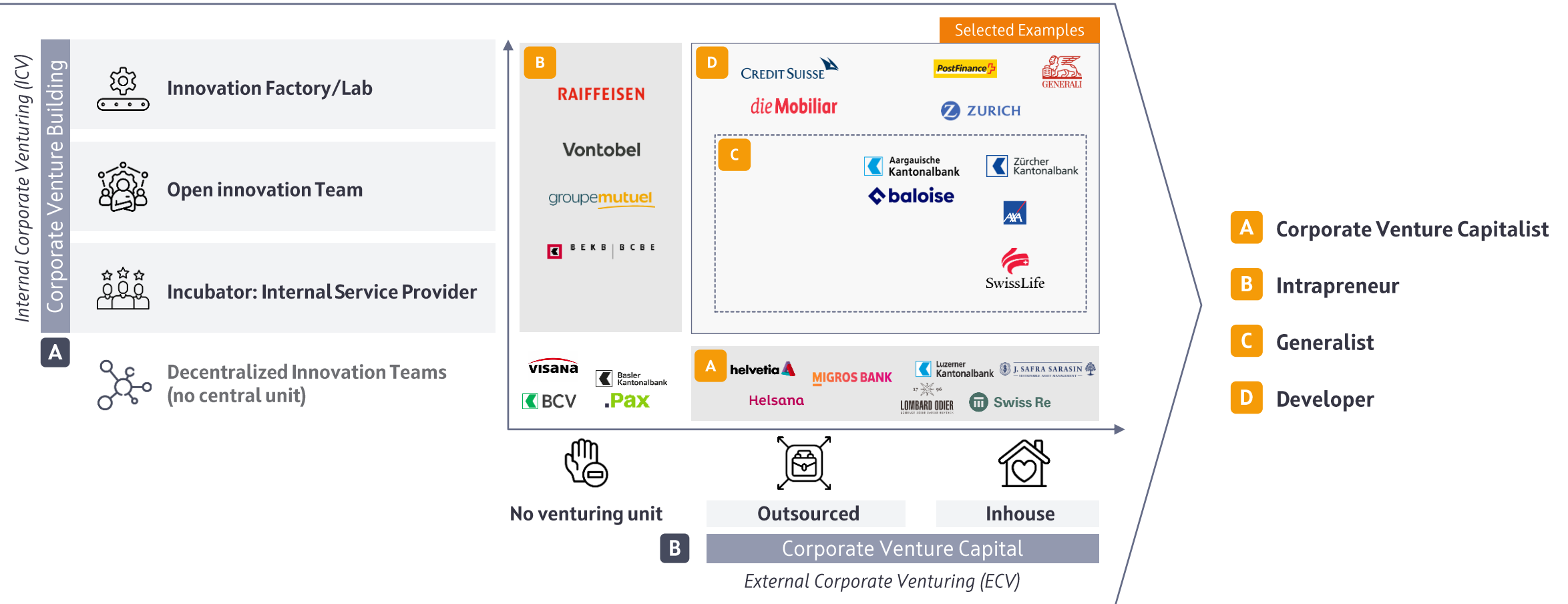
### Reading example



Note: Study period 2012-2022, Included investment stages: Seed, Series A, Series B  
 Source: TTE Strategy, Crunchbase E

# FOUR TYPES OF SWISS FINANCIAL INSTITUTIONS ARE ENGAGED IN CORPORATE VENTURING









**Organizational vehicles:** How do firms organize their corporate venture activities?



Source: TTE Strategy, Crunchbase

# FOUR CORPORATE VENTURING TYPES

Focus on different goals and have benefits in specific settings

	A The Corporate Venture Capitalist	B The Intrapreneur	C The Generalist	D The Developer
 <b>Key Aspects</b>	<ul style="list-style-type: none"> <li>Invests in <b>early-stage and growth start-ups</b></li> <li>„Procures“ <b>innovation</b> and access to new and disruptive innovations</li> </ul>	<ul style="list-style-type: none"> <li>Operates an <b>Innovation Lab</b> that focuses on incremental innovations</li> <li>Also covers <b>open innovation</b> and <b>incubation</b></li> </ul>	<ul style="list-style-type: none"> <li>Improving <b>Innovation in the organization</b> is a key goal</li> <li>Runs its <b>own incubator</b> or has <b>open innovation teams</b> for further leverage</li> </ul>	<ul style="list-style-type: none"> <li>Engages in <b>Corporate Venture Capital</b> and venture building</li> <li>Build up of <b>internal resources</b></li> </ul>
 <b>Goals &amp; Strategy</b>	<ul style="list-style-type: none"> <li>Learns continuously</li> <li>Invests in start-ups</li> </ul>	<ul style="list-style-type: none"> <li>Increases Efficiency</li> <li>Builds New Offerings</li> </ul>	<ul style="list-style-type: none"> <li>Increases Efficiency</li> <li>Builds New Offerings</li> <li>Partners and Invests</li> </ul>	<ul style="list-style-type: none"> <li>New Offerings</li> <li>Builds and Invests</li> </ul>
 <b>Organization &amp; Resources</b>	Often outsourced or small central unit	Central unit, often associated with IT	Small central unit with outsourced elements, resources constrained	Large central unit with substantial resources
 <b>Innovation Horizon</b>	H3	H1	H1-H2	H1-H3
<b>Typical Setting</b>	 Firms w/o established Innovation Culture	 Smart follower: Aims to efficiently incorporate proven innovations	 Smaller players with high focus on innovation	 Innovation is key priority: Wants to invest in the long-term

Note: See appendix for definition of Innovation horizons. Innovation horizons based on Baghai, Coley et al (2000) and Terwiesch & Ulrich (2009)  
Source: TTE Strategy

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# DELIVERED STRATEGIC VALUE IS MIXED

*Some firms have been very successful, while many struggled to capture benefits*

## Value Delivered



## TTE view on Value delivered for the Swiss Financial Services Industry

-  Many firms have benefited in terms of learning of being constantly exposed to new trends and technologies via corporate venturing, even if initial undertakings did not fully materialize
-  For many firms there were positive spillover effects on their line organizations due to methods like kickbox, hackathons etc.
-  Corporate venturing is an important element in the attraction and retention of talent in many firms.
-  Most firms implemented use cases to improve their efficiency by applying new technologies or working with start-ups - yet, so far, the overall impact has been limited.
-  Very few successful examples exist. As yet, overall no contribution to major new sources of revenue and lines of business.
-  Again, few successful examples (e.g., IPO of AntFinancial). Many corporate venturing units still not profitable in themselves. Exceptions include Asset Management venture units.
-  Often used as a marketing tool. One good example is the exit of Creoptix (Jan. 2022) in which ZKB and AKB were invested.

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# KEY PITFALLS WE IDENTIFIED

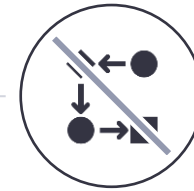
*For the 4 observed Corporate Venturing development types and paths*



**Ambition and goals** not clearly defined  
Focus often **too broad**



**Unrealistic expectations** in terms of  
outcome and speed



**Operating model**  
not fit for purpose



Lack of  
**specialized knowledge**



**Diminishing commitment**, especially  
where leverage not synergized with  
existing business ("right to play")



**Cultural fit**

The next chapter highlights success factors derived from our study.

# CORPORATE VENTURE BUILDING SUCCESS FACTORS

Revealed by our analysis

## Success Factors

## Examples



Maintain a **clear vision** for corporate ventures



Developing a Swiss-based mobile payment app was TWINT's strategic goal - stated by PostFinance and other Swiss banks - that led to the formation of a joint venture.



Find the **right team**



aboDeinAuto was initiated by Baloise. Baloise worked with an independent venture builder to quickly build up the right team.



**Enough distance** between corporate venture and parent re decisions, staffing, funding, methodology



Parcandi was also initiated by a Baloise employee. After the initial incubation phase, Parcandi was spun off.



Foster **clearly defined relationships** with corporate, allowing **leveraging of key assets**



The digital wealth management app, Volt, targets a new customer segment, while leveraging some of Vontobel's key assets such as access to investment advisors and investment strategies.



**Commitment** and stamina from corporate parent



PostFinance started developing TWINT in 2014. Despite low useability and limited success initially, PostFinance and the other banks - which joined later - continued to invest due to its strategic relevance.



Usually, a **direct benefit** for the corporate parent becomes apparent



vlot offers a digital, analytics-based financial check-up. As part of its HITS program, Generali integrated vlot into its internal processes - offering tools for customers and brokers - significantly reducing time with agents and generating new leads.

# CORPORATE VENTURE CAPITAL SUCCESS FACTORS

Revealed by our analysis

## Success Factors



Provide **benefits beyond financing**, e.g., use cases (Be the first customer, access to own customers)



**Focus on 2-3 areas:** Invest in sectors and themes that are or are expected to be strategic



**Seek specialized skills:** Hire and retain experienced investment managers for the targeted markets or outsource talent



Be clear about **time horizons** and define the right **KPIs to measure success**



Be open to **collaboration opportunities:** Partnerships/Full Collaboration & Integration/Sale

## Examples

PostFinance

TONI Digital

Postfinance was an early investor in TONI Digital, a SaaS white-label insurance provider. Next to this investment, Postfinance & Toni co-developed a car insurance offering that is now sold by Postfinance under its own brand.

swibeco



AXA invests in start-up businesses related to insurance and covers customer needs in Mobility, Health, and SMEs. Swibeco serves SME customers via a fringe benefit platform, which is offered to AXA clients.

LIGHTBIRD

die Mobiliar

Mobiliar created its own investment vehicle: Lightbird Ventures. Management is outsourced to advisory firm, Marcau Partners. Others like UBS/PostFinance successfully built up in-house venture teams

PriceHubble

helvetia

Helvetia has invested in PriceHubble, an advanced analytics and AI-driven platform for real-estate valuations and information, several times since 2017. Besides financial performance, Helvetia tracks benefits depending on the stage and maturity of the investment.

vestr

Julius Bär






Julius Bär usually takes a venture client approach. After integrating vestr's platform to handle actively-managed certificates, it then acquired a stake in vestr. This differentiated offering has allowed Julius Bär to substantially grow its AMC business and reduce operational risk.

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# COHERENT DESIGN CHOICES ARE KEY TO SUCCESS

The following factors are most important

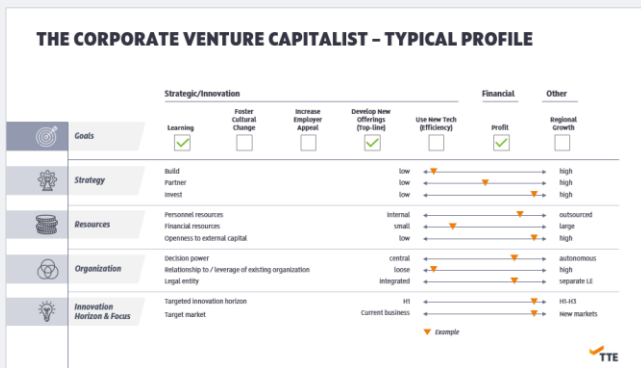
	Strategic/Innovation					Financial	Other
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth
 <b>Goals</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <b>Strategy</b>	Build				low	←—————▼—————→	high
	Partner				low	←—————▼—————→	high
	Invest				low	←—————▼—————→	high
 <b>Resources</b>	Personnel resources				internal	←—————▼—————→	outsourced
	Financial resources				small	←—————▼—————→	large
	Openness to external capital				low	←—————▼—————→	high
 <b>Organization</b>	Decision power				central	←—————▼—————→	autonomous
	Relationship to / leverage of existing organization				loose	←—————▼—————→	high
	Legal entity				integrated	←—————▼—————→	separate LE
 <b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon				H1	←—————▼—————→	H1-H3
	Target market				Current business	←—————▼—————→	New markets

▼ Example

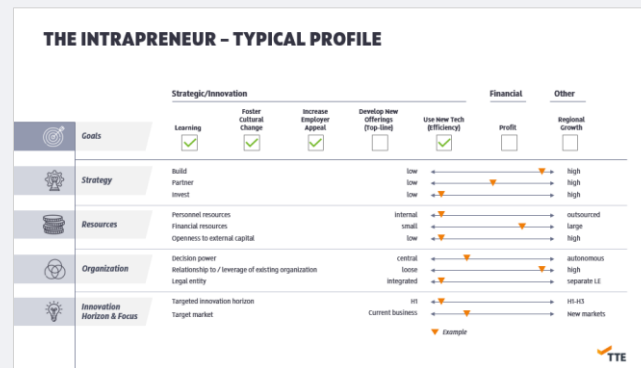
# CORPORATE VENTURING TYPES: A GOOD STARTING POINT

However, they need to be adapted to specific circumstances

## A The Corporate Venture Capitalist



## B The Intrapreneur



## C The Generalist



## D The Developer



# CORPORATE VENTURING TYPES: A GOOD STARTING POINT

However, they need to be adapted to specific circumstances

## A The Corporate Venture Capitalist

	Strategic/Innovation					Financial		Other
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth	
<b>Goals</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Strategy</b>	Build Partner Invest				low low low	high high high		
<b>Resources</b>	Personnel resources Financial resources Openness to external capital			internal small low		outsourced large high		
<b>Organization</b>	Decision power Relationship to / Leverage of existing organization Legal entity			central loose integrated		autonomous high separate LE		
<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon Target market			HI Current business		HI-H3 New markets		

▼ Example

## B The Intrapreneur

	Strategic/Innovation					Financial		Other
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth	
<b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Strategy</b>	Build Partner Invest				low low low	high high high		
<b>Resources</b>	Personnel resources Financial resources Openness to external capital			internal small low		outsourced large high		
<b>Organization</b>	Decision power Relationship to / Leverage of existing organization Legal entity			central loose integrated		autonomous high separate LE		
<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon Target market			HI Current business		HI-H3 New markets		

▼ Example

## C The Generalist

	Strategic/Innovation					Financial		Other
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth	
<b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Strategy</b>	Build Partner Invest				low low low	high high high		
<b>Resources</b>	Personnel resources Financial resources Openness to external capital			internal small low		outsourced large high		
<b>Organization</b>	Decision power Relationship to / Leverage of existing organization Legal entity			central loose integrated		autonomous high separate LE		
<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon Target market			HI Current business		HI-H3 New markets		

▼ Example

## D The Developer

	Strategic/Innovation					Financial		Other
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth	
<b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Strategy</b>	Build Partner Invest				low low low	high high high		
<b>Resources</b>	Personnel resources Financial resources Openness to external capital			internal small low		outsourced large high		
<b>Organization</b>	Decision power Relationship to / Leverage of existing organization Legal entity			central loose integrated		autonomous high separate LE		
<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon Target market			HI Current business		HI-H3 New markets		

▼ Example



# FURTHER POINTS TO CONSIDER...



## Business climate getting tougher at end of long upward cycle



It is likely that Swiss Financial Services firms will **continue to reshuffle** their corporate venturing efforts



Firms already successful in their innovation efforts are likely to **further invest** to fully benefit from the next upward cycle



Firms that conducted their corporate venturing efforts half-heartedly in the past likely to **reduce innovation activities**



## What questions should I consider?



How **important** is **innovation** for my company?  
Where do I want to go?



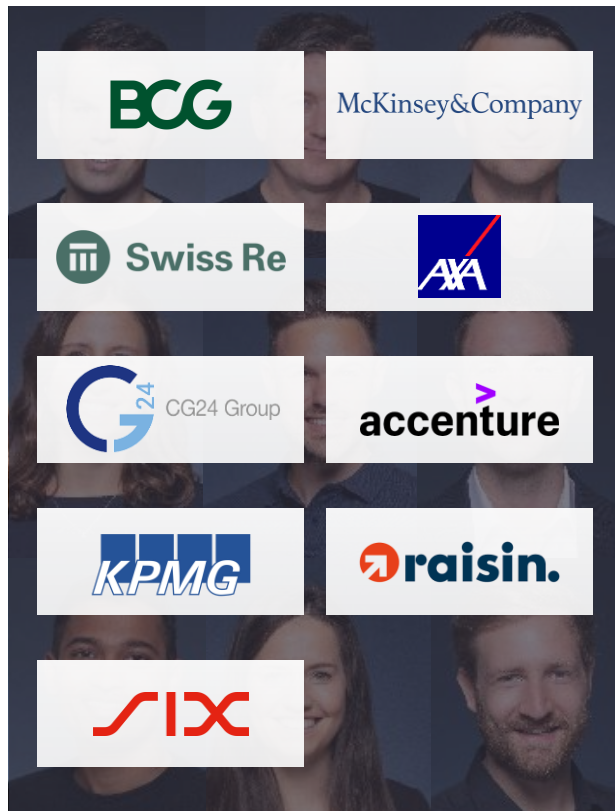
What were the **success factors** for my company in recent years?



What do I need to **adjust** now in my **current set-up** to move forward?

# ABOUT TTE STRATEGY

## TTE convinces with a diverse and experienced team



Former employers of TTE staff

## TTE Strategy is an award-winning boutique strategy consultancy



Founded in 2015: Today 3 offices: Zurich, Hamburg, and Munich



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Superior project success through co-creating approach with our clients



Core focus on Strategy, Operational Excellence and Digitalization



Hidden Champion Award Winner 2022/23 in Strategy, and Best Of Consulting Winner 2020 (1<sup>st</sup> Place Strategy)

## Your Swiss TTE financial services contact



**Niklaus Wildberger**  
Managing Director  
Switzerland

[niklaus.wildberger@tte-strategy.com](mailto:niklaus.wildberger@tte-strategy.com)



**Dr. Michael Boppel**  
Principal  
Switzerland

[michael.boppel@tte-strategy.com](mailto:michael.boppel@tte-strategy.com)

# LET'S CONTINUE THE CONVERSATION



**Niklaus Wildberger**  
Managing Director  
Switzerland

[niklaus.wildberger@tte-strategy.com](mailto:niklaus.wildberger@tte-strategy.com)



**Dr. Michael Boppel**  
Principal  
Switzerland

[michael.boppel@tte-strategy.com](mailto:michael.boppel@tte-strategy.com)

**TTE Strategy GmbH**  
Am Sandtorkai 77  
20457 Hamburg  
Germany

+49 (0) 40 699 19799  
[hello@tte-strategy.com](mailto:hello@tte-strategy.com)

**TTE Strategy GmbH**  
Riesstraße 16  
80992 Munich  
Germany

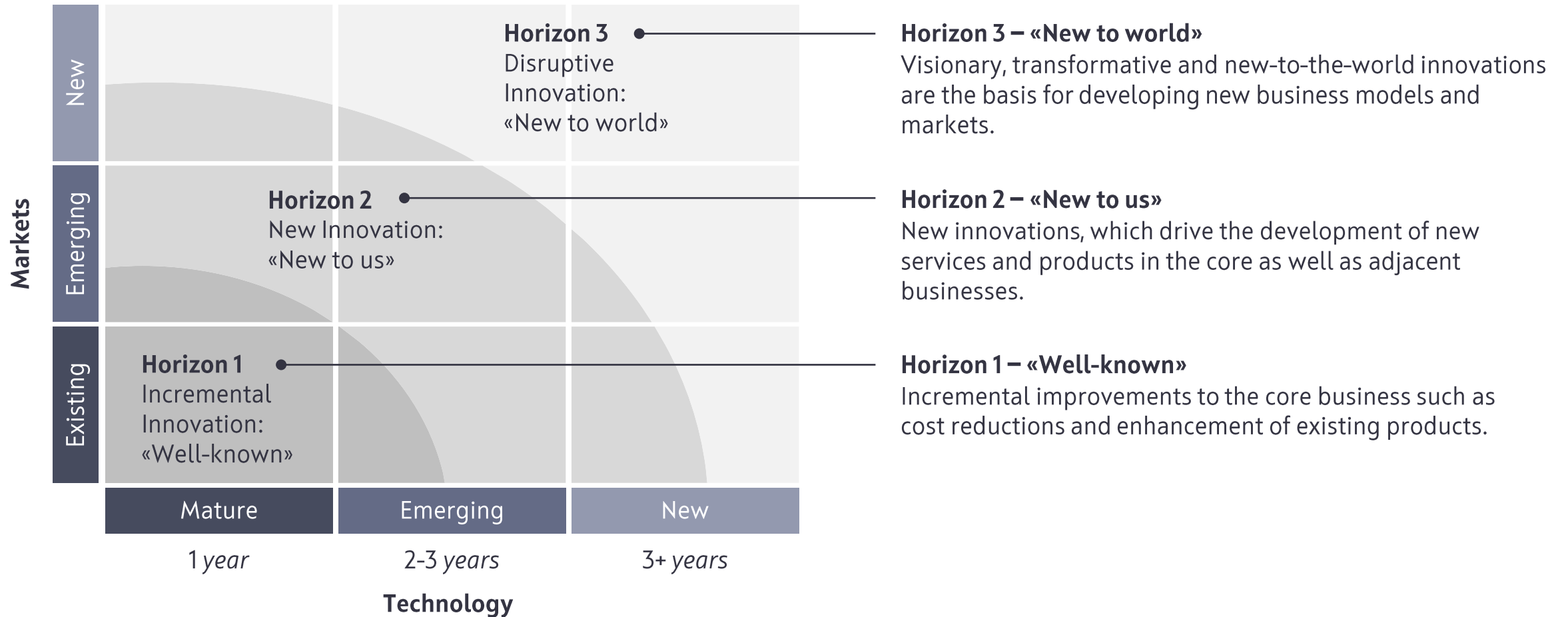
+49 (0) 89 20190390  
[hello@tte-strategy.com](mailto:hello@tte-strategy.com)

**TTE Strategy Europe AG**  
Dammstraße 19  
6300 Zug  
Switzerland

+41 (0) 41 727 1131  
[hello.ch@tte-strategy.com](mailto:hello.ch@tte-strategy.com)








# WE CONSIDER INNOVATION IN THREE HORIZONS








Source: Adapted from Baghai, Coley et al (2000) and Terwiesch & Ulrich (2009)

# THE CORPORATE VENTURE CAPITALIST – TYPICAL PROFILE

	Strategic/Innovation				Financial	Other	
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth
 <b>Goals</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
 <b>Strategy</b>	Build				low		high
	Partner				low		high
	Invest				low		high
 <b>Resources</b>	Personnel resources				internal		outsourced
	Financial resources				small		large
	Openness to external capital				low		high
 <b>Organization</b>	Decision power				central		autonomous
	Relationship to / leverage of existing organization				loose		high
	Legal entity				integrated		separate LE
 <b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon				H1		H1-H3
	Target market				Current business		New markets






▼ Example

# THE INTRAPRENEUR – TYPICAL PROFILE

		Strategic/Innovation				Financial	Other	
		Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth
	<b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Strategy</b>	Build			low	←—————▼————→	high	
		Partner			low	←—————▼————→	high	
		Invest			low	←—————▼————→	high	
	<b>Resources</b>	Personnel resources			internal	←—————▼————→	outsourced	
		Financial resources			small	←—————▼————→	large	
		Openness to external capital			low	←—————▼————→	high	
	<b>Organization</b>	Decision power			central	←—————▼————→	autonomous	
		Relationship to / leverage of existing organization			loose	←—————▼————→	high	
		Legal entity			integrated	←—————▼————→	separate LE	
	<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon			H1	←—————▼————→	H1-H3	
		Target market			Current business	←—————▼————→	New markets	

▼ Example






# THE GENERALIST – TYPICAL PROFILE

	Strategic/Innovation				Financial	Other	
	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth
 <b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <b>Strategy</b>	Build				low		high
	Partner				low		high
	Invest				low		high
 <b>Resources</b>	Personnel resources				internal		outsourced
	Financial resources				small		large
	Openness to external capital				low		high
 <b>Organization</b>	Decision power				central		autonomous
	Relationship to / leverage of existing organization				loose		high
	Legal entity				integrated		separate LE
 <b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon				H1		H1-H3
	Target market				Current business		New markets

▼ Example



# THE DEVELOPER – TYPICAL PROFILE

		Strategic/Innovation				Financial	Other	
	Goals	Learning	Foster Cultural Change	Increase Employer Appeal	Develop New Offerings (Top-line)	Use New Tech (Efficiency)	Profit	Regional Growth
	<b>Goals</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Strategy</b>	Build			low	←—————▶	high	
		Partner			low	←—————▶	high	
		Invest			low	←—————▶	high	
	<b>Resources</b>	Personnel resources			internal	←—————▶	outsourced	
		Financial resources			small	←—————▶	large	
		Openness to external capital			low	←—————▶	high	
	<b>Organization</b>	Decision power			central	←—————▶	autonomous	
		Relationship to / leverage of existing organization			loose	←—————▶	high	
		Legal entity			integrated	←—————▶	separate LE	
	<b>Innovation Horizon &amp; Focus</b>	Targeted innovation horizon			H1	←—————▶	H1-H3	
		Target market			Current business	←—————▶	New markets	

▼ Example