



# Accelerating Innovation through Corporate Venture Building

Introduction to BCG X for the EDB CVL 3.0

Singapore, August 2024

*Privileged & Confidential*



IMAGINE BEYOND

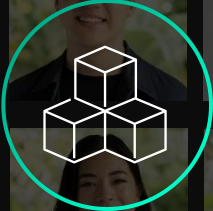


THE NEXT HORIZON  
OF INNOVATION IS  
IN YOUR GRASP.

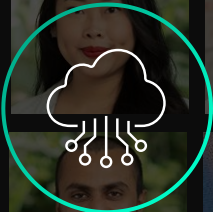
**BCGX**

is the technology  
unit of BCG which  
supercharges  
innovation by:

3000+ employees globally who have created over 500  
ventures and businesses with an unprecedented success rate

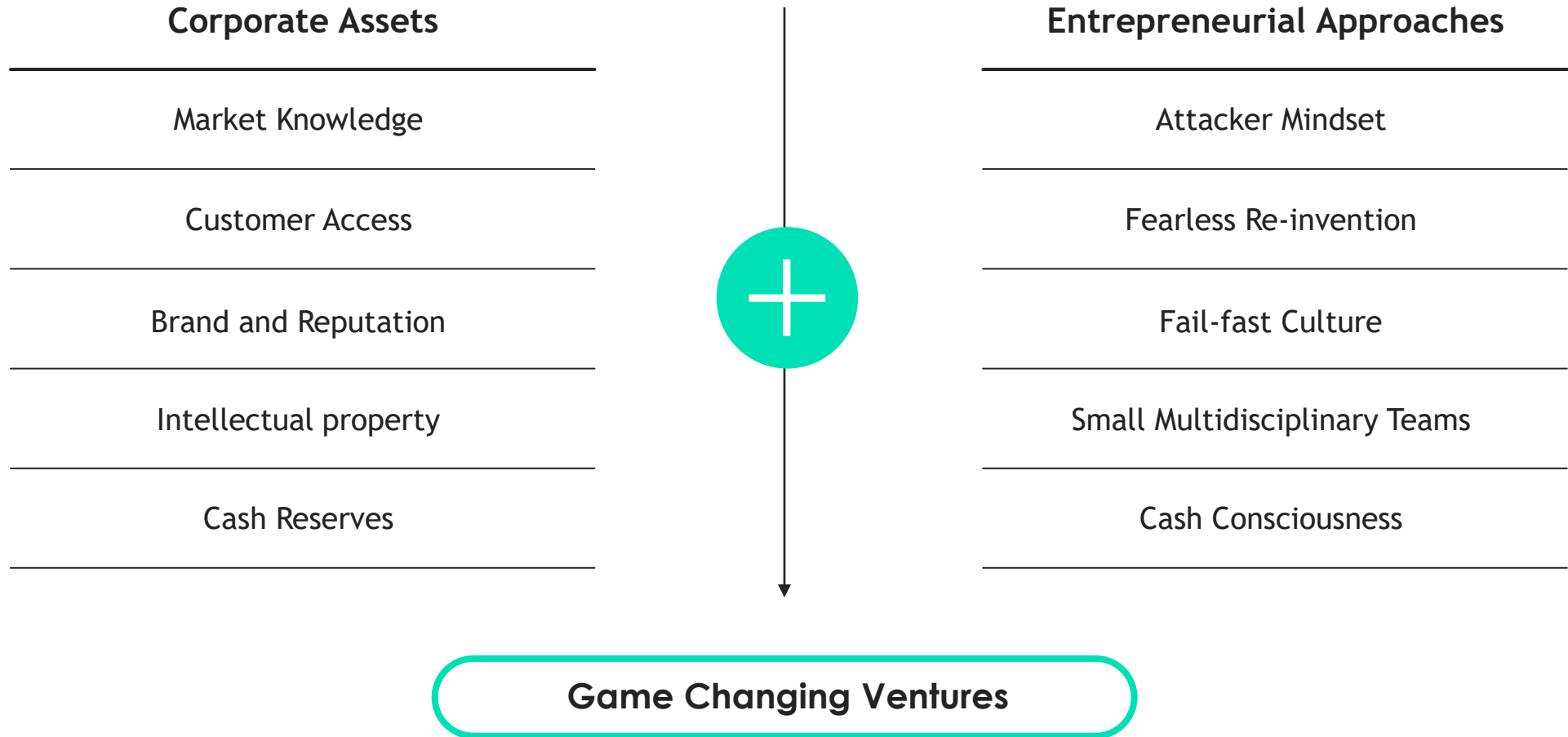


BUILDING NEW  
BUSINESSES



UNLEASHING THE  
POWER OF DATA

We act as the **conduit between corporates and digital technology** to help driving internal innovation at start-up speed



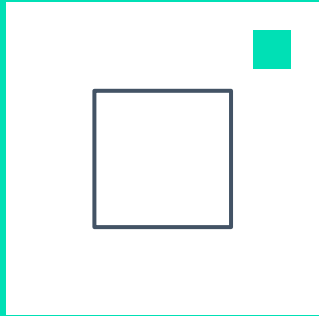
# We are the most experienced business builder in the world

We've launched 500+ digital businesses over 10 years across industries, employ 3,000+ entrepreneurs, and maintain 11 innovation centers and labs around the world. Our venture success rate is 2-3X vs. market

Financial Institutions	Insurance	Energy	Healthcare	Consumer	Industrial Goods	Technology, Media & Telecom
<p><b>MACH</b></p> <p>Asset Management</p> <p>Verus</p> <p>Retail Banking</p> <p><b>OVO</b> <b>azlo</b></p> <p><b>QANTAS MONEY</b> <b>thrive</b></p> <p><b>NIST</b> <b>Keyo</b></p> <p><b>Coost</b></p> <p>Wealth Management</p> <p><b>MyAdvisor</b></p>	<p><b>kamet</b></p> <p>Commercial &amp; Reinsurance 2.0</p> <p><b>jaimy</b> by Belfius</p> <p>Consumer Products</p> <p><b>Manulife</b></p> <p>Health/Payers 2.0</p> <p><b>ASSURE.</b></p> <p>Property &amp; Casualty 2.0</p> <p><b>enoclink</b></p> <p><b>endpoint</b></p>	<p><b>ENERGYBOT</b></p> <p><b>UTOPUS INSIGHTS</b></p> <p><b>FYLD</b></p> <p><b>STUDIOX</b></p> <p>Oil &amp; Gas</p> <p><b>DirectLinkLNG</b> <b>ADNOC</b></p> <p><b>Shell TapUp</b> <b>Shell LubeChat</b></p> <p><b>Setel</b> <b>beema</b></p> <p>Power &amp; Gas Utilities</p> <p><b>Entergy</b></p>	<p><b>MOONWALKER</b></p> <p><b>SPUR</b> <b>Neulasta</b> (pegfilgrastim) injection</p> <p><b>Medtronic</b> <b>Myia</b></p> <p><b>opteyes</b></p> <p>Medical Technologies</p> <p><b>PainScale</b></p> <p>Biopharma</p> <p><b>pumpkin</b> <b>LabTwin</b></p>	<p><b>GoPro</b> <b>regi</b> <b>SPOTLYTE</b></p> <p><b>Allergan</b> <b>DIYZ</b> <b>Threads</b> <b>Levi's</b></p> <p>Fashion &amp; Luxury</p> <p><b>Levi's</b> Reimagine <b>DROBE</b></p> <p>Consumer Products</p> <p><b>Digital ID</b> <b>WonderBill</b> <b>LODGE</b></p> <p><b>CALLSET</b> <b>charlin</b> <b>прямоком</b></p> <p>Media</p> <p><b>Babily</b></p> <p>Retail</p> <p><b>mercury</b> <b>Formation</b> <b>Stashable</b> <b>LEGO SHOP</b></p> <p>Travel and Tourism</p> <p><b>yilu</b> <b>travel scout</b> <b>Pelago</b></p>	<p><b>VOITH</b> <b>atfarm</b> <b>LAB1886</b> <b>CARISJ</b></p> <p><b>Connesso</b> <b>ForePilot</b> <b>CROOVE</b> <b>twill</b></p> <p>Transportation and Logistics</p> <p><b>ROVER</b> <b>LOADFOX</b> <b>WISE</b> <b>W2G</b> <b>RRPS Troubleshooter</b></p> <p>Materials and Process Industries</p> <p><b>STEEL SCOUT</b> <b>Navendor</b> <b>Gro</b> <b>TRACR</b> <b>Kubik</b></p> <p><b>GENFAIR</b> <b>CONNECTED FACTORY</b> <b>METALHUB</b> <b>MEIN DACH</b></p> <p><b>Matmatch</b> <b>MACHINEMAX</b> <b>MERQIBIZ</b></p> <p>Engineered Products and Infrastructure</p> <p><b>up</b> <b>ToolTime</b> <b>FactoryPal</b></p> <p>Automotive &amp; Mobility</p> <p><b>hey car</b> <b>COUP</b> <b>AUTOGRAVITY</b> <b>cyclope.ai</b></p> <p><b>suweX</b> <b>ZED</b> <b>RIDE SAGE</b> <b>Drift</b></p> <p><b>Mobimeo</b> <b>REPAIR SMITH</b></p>	<p>Media</p> <p><b>Fairfax Media</b></p> <p>Technology</p> <p><b>syph.</b></p> <p><b>IBM Northstart</b> <b>Microsoft Store</b></p> <p>Social Impact</p> <p><b>PEN</b> <b>American Red Cross</b></p> <p><b>BILL &amp; MELINDA GATES FOUNDATION</b></p> <p><b>digitalboost</b></p>

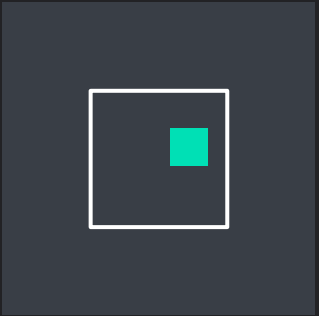


We build connected new businesses to address a range of corporate needs and have a balanced track record of core and vertical product launches



### 40% Digital Ventures

Built a new adjacent or attacker business, often with a new stack, low levels of integration and an equity or co-investment component



### 60% Digital Products

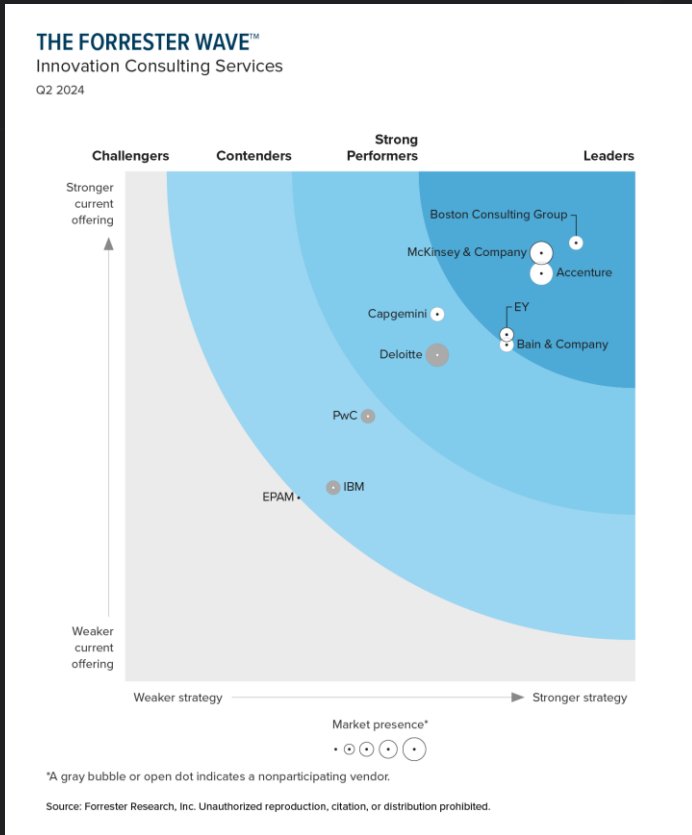
Built an internal business unit/product, wholly owned and operated by corporate partner, that is an important part of the core business, otherwise known as a horizontal incubation



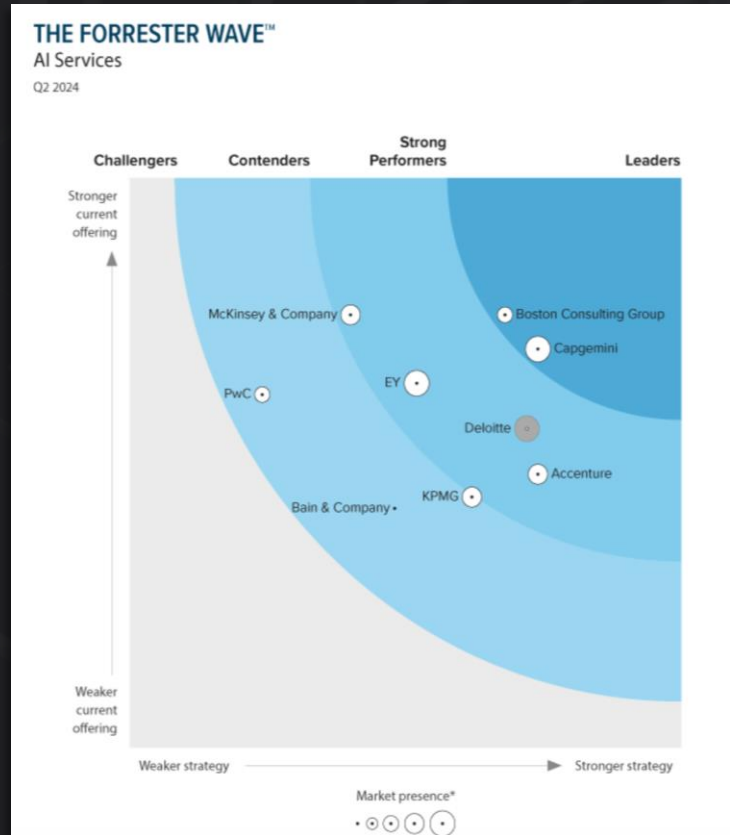
# BCG X is ranked global #1 in all key categories relevant for your successful corporate venturing journey



## #1 in Innovation Consulting



## #1 in AI



## #1 in Digital Product Development



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Source: "The Forrester Wave™: Digital Product Development Services", Forrester Research, Inc., June 2020, Innovation Consulting Services Q2 2024, AI Services Q2 2024

# Out of our Singapore Campus, **BCG X.Ventures** has launched...

**50+**

Ventures across insurance, autos & mobility, greentech, fintech, ed-tech, health-tech, blockchain, business services, and more...

**\$6B+**

Estimated Implied enterprise value

Our portfolio has realised real market impact:

**50M**

Users /month

**> 5000**

Jobs Created

**> 80%**

Ventures Performing Exceptionally or On track. Excludes ventures that are 'too soon to tell'

**< 12mo**

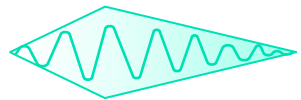
Average Time to Market Across all ventures

We have a **proven methodology** to build, launch and grow your new business or product in less than 1 year

### Innovation / Validation

Build detailed Business Concept & Investment Case

8-10 weeks



Minimum Viable Concept(s)

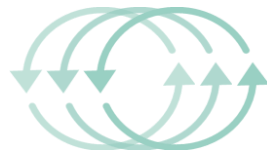
Visualized Experience

Investment Case

### Incubation

Build Product, Business, and New Business Organisation

4 to 9 months



GTM

Market Tested MVP

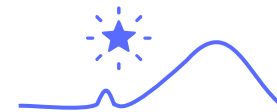
OPS

ORG

### Commercialization

Build Success and Scale in the market

8 to 16 weeks + ongoing



Launch

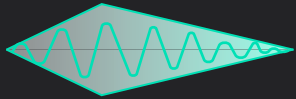
Grow & Scale

Operate & Iterate



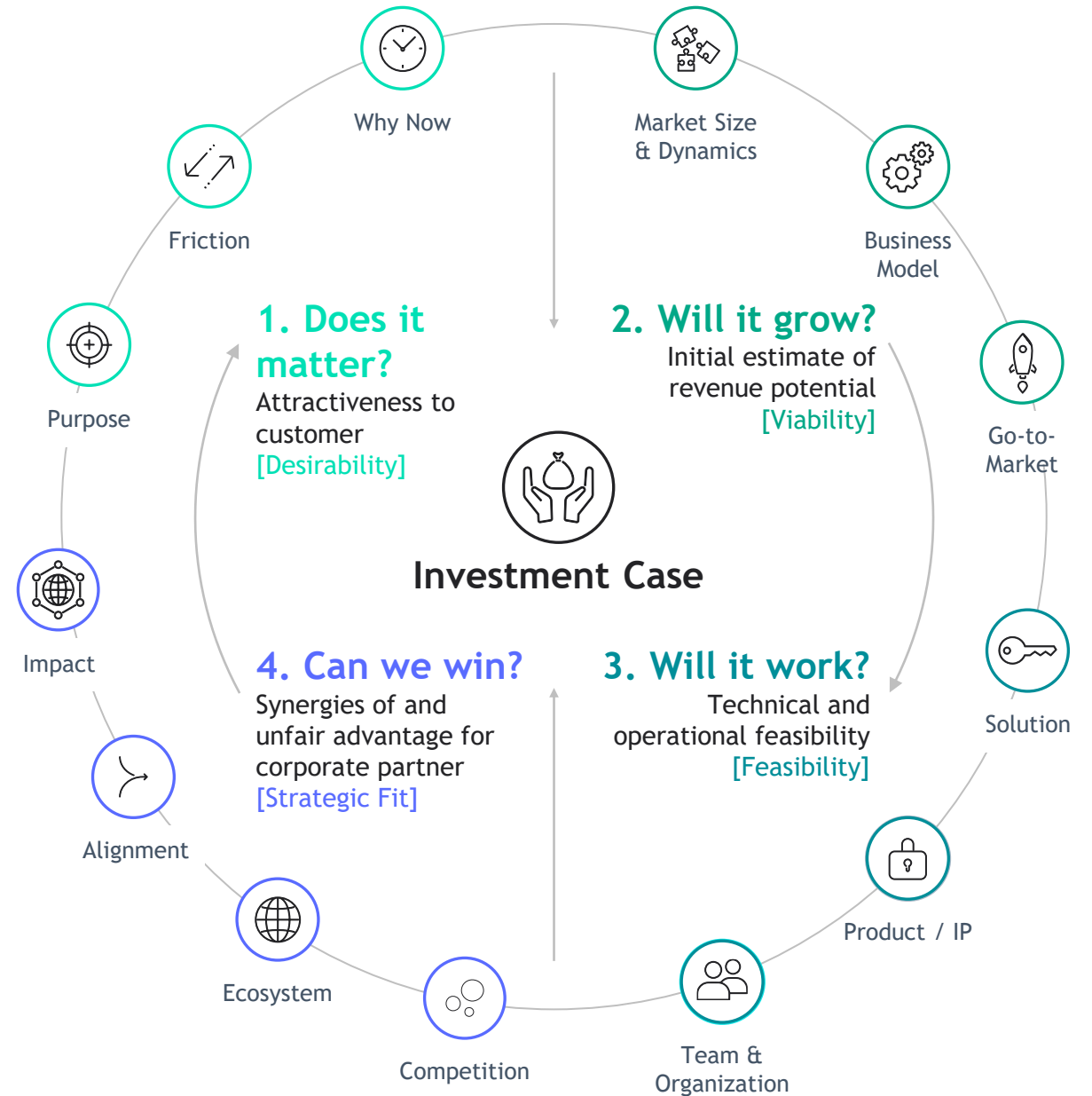
# At the beginning of the sprint, we aim to answer 4 fundamental questions

## Validation














### Deliverables at the end of the Sprint

- Understanding the Marketplace dynamics: Market analysis & overview of competitive Environment
- Understanding customer needs: Customer journey & pain points mapped
- Defined starting proposition: Validated value proposition for the Offering
- Bringing the venture to life: Visual Prototype
- How to make money: Business Case
- Implementation plan: Tech Architecture, GTM Strategy and Incubation Roadmap



# We bring a multi-disciplinary team of practitioners, combining a wealth of experiences across the digital field

Venture Architecture	Product Management	Data Science	Strategic Design	Software Engineering	Growth & Digital Marketing
<p>Manage end-to-end venture journey from early stages to commercialisation</p>	<p>Drive the product vision all the way from ideation to market launch</p>	<p>Create algorithms and predictive models to generate actionable business insights</p>	<p>Transform human value to business value across products, services &amp; experiences</p>	<p>Use cutting-edge technology to build tomorrow's leading businesses</p>	<p>Strategise, implement, and execute GTM strategies</p>
 <p><b>Director of Venture Architecture</b> Neels Steyn</p>	 <p><b>Lead Product Manager</b> Albert Issa</p>	 <p><b>Lead Data Scientist</b> Monique Bakker</p>	 <p><b>Director of Strategic Design</b> Richa Menke</p>	 <p><b>Director of Engineering</b> Robin Weston</p>	 <p><b>Lead Growth Architect</b> Moritz Schuster</p>
<p>Over 14 years of professional experience, covering strategy consulting, IB, VC, and early stage startup roles.</p>	<p>Over 10 years of experience in product development. Experience includes building his own startup &amp; large agriculture corporation.</p>	<p>Expert in math optimisation and advanced analytics. Experience working in large banks government institutions across SEA.</p>	<p>Over 16 years of experience in the innovation space, both R&amp;D and innovation consulting.</p>	<p>Over 15 years of experience working with and leading team of developers for various tech ventures and enterprises.</p>	<p>Seasoned marketer experienced in scaling marketing operations. Led the initial marketing effort for Heycar and UP42.</p>
			<p>eight Inc.</p>		

& many more..

Digital business consultant

Data Analytics experts

Talent Architect & company ops.

Solution Architects & IT experts

Experience Design

and others...

**100+** Employees across SEA

# Result: We build advantaged new solutions at an accelerated pace by leveraging our entrepreneurial talent, proven methodology and rapid iterations

Coupled with our partner's corporate assets providing unfair competitive advantage and strategic right to win

### Battle-tested methodology:

Proprietary methodology refined through 300+ business builds encompassing critical learnings for venture success and failure

### Multidisciplinary top-talent teams:

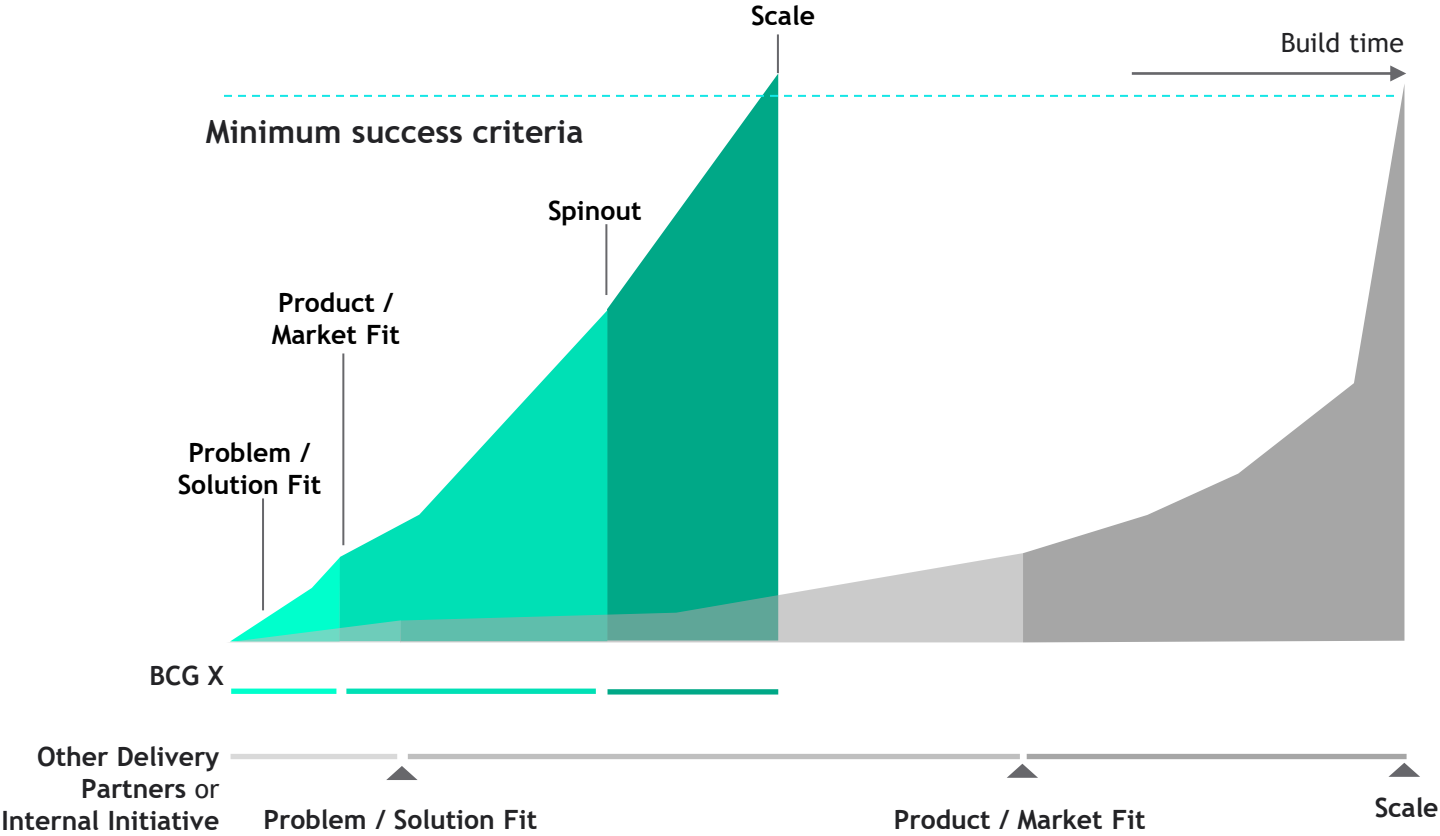
We bring the whole range of talent needed to build digital businesses from the ground up, accelerate or scale quickly

### Leverage corporate assets:

We fuse the corporate and startup world to build and launch new products and businesses

### Contained risk:

Our playbook has been designed to take as much risk out of venturing as possible



# What problem can we help you solve?

Each corporate venturing journey has a unique starting point



How can we develop a portfolio of new growth opportunities



**Innovation Sprint** (10-14 weeks)  
Generate a portfolio of new growth opportunities within, adjacent to and outside of the core



How do I drive rapid growth and scale of a business



**Commercialization** (2-4 months)  
Launch, operate and scale profitable products, services and businesses in market with purpose-hired teams of top talent



I want to launch and scale an existing business idea



**Validation Sprints** (7-10 weeks)  
Validate and define an existing idea, delivering the entire build plan for a new capability, product, or company



How can I supercharge my go-to-market?



**Growth Sprints** (7-10 weeks)  
Fix, grow or become best in class for an existing product by enhancing digital marketing capabilities



How can I rapidly generate ideas?



**Hack-a-Future** (2-3 weeks)  
Identify future state growth ideas in a short and intense ideation session with strong corporate partner involvement



How can I improve an underperforming product or business?



**Acceleration Sprints** (7-10 weeks)  
Bring your venture back on its trajectory by diagnosing issues and running targeted sprints



How do I rapidly build a capability, business or new company?



**Incubation\*** (4-12 months)  
Build your innovative new capability, product or business in a rapid and agile way, addressing technical and operational risks



How can I build a sustainable innovation platform?



**Hatch** (Ongoing)  
Build embedded infrastructure & capabilities to create and launch a portfolio of new digital businesses with different ties to core assets





Let's work together to turn your new business concept into reality




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An aerial photograph of a tropical resort. The scene is dominated by lush green trees and palm trees. In the center, there are several buildings with traditional-style roofs, some with terracotta tiles. A swimming pool is visible in the lower right quadrant. The overall atmosphere is serene and natural.

# What will we build together?

# BCG X

BCG X

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