

McKinsey  
& Company

# CVL 3.0

# Corporate Venturing

Introduction to McKinsey

Leap  
by McKinsey

**EDB:**  
SINGAPORE

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# McKinsey is a global firm with deep professional networks

We're here to make our clients' bold ambitions a reality.

We work as one global partnership. We are catalysts for decarbonization, partners in your technology transformation, and actors for a more inclusive economy, all in the service of growth.

We're proud of the unmatched distinction and diversity of our colleagues.

**1926**

founding date

**45,000+**

colleagues

**65+**

countries

**500+**

tech-enabled assets

**23**

industries

**10**

capabilities

**\$15B+**

in revenue

**30+**

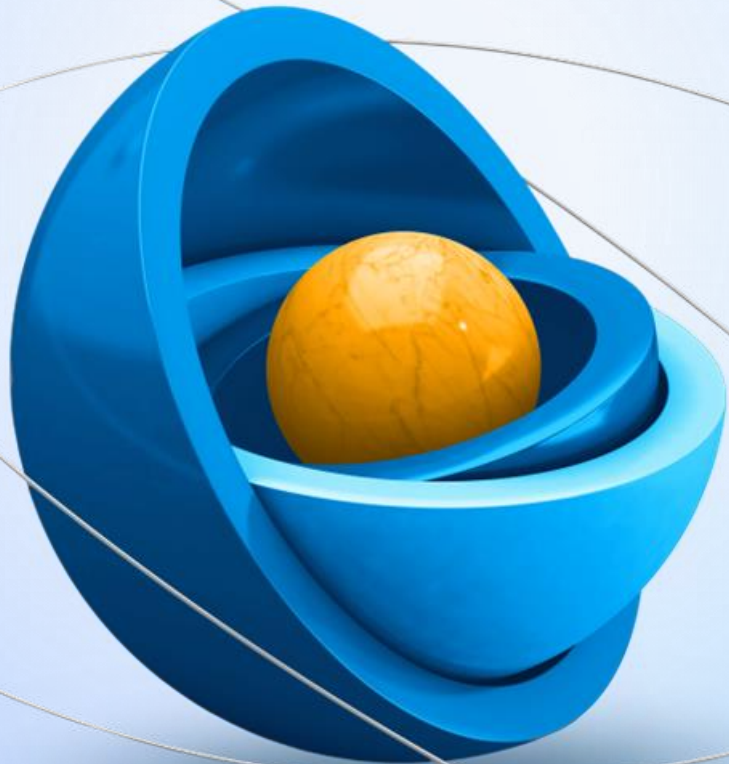
acquisitions

**2,700+**

partners

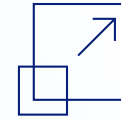


# We create impact in the start-up and venture building worlds



**620+**

new businesses built and scaled globally



**>2/3**

of those businesses reach scale (7x the expected number)



**1,000+**

startups and scale-ups supported globally including 250+ unicorns



**>8x**

likelihood of scaling (67%) vs. a standalone high potential startup (8%)



**3,000+**

experts with business-building and innovation experience



**200+**

Founders / CEOs of start-ups now working at McKinsey

# We have built and scaled disruptive businesses in every sector

Start-up factory for a **global giant in energy**

**Electric vehicle** ecosystem decarbonizing **Thailand**

An in-house start-up factory for an **Iberian retail** leader

Launching a CVD digital **therapeutics company** in **India**

**Nordic wellness business**, blending physical and digital

Contextualized workforce **reskilling business** in **Australia**

**Last-mile parcel delivery** in **Turkey** with focus on **E-commerce**

**EdTech** for new educational model for the future of **Latin America**

Innovative **food delivery services** for the chronically-ill in the **US**

**Green hydrogen scale-up** helping **LatAm** become a global top 3 exporter

Insect protein and 10+ other **green manufacturing** companies scale-up in **Kenya**

A new **greenfield postal bank** offering providing lower cost financing in **Canada**

**One of the first-of-its-kind all digital**, cloud-based, and Shariah-compliant **bank** in the **UK**

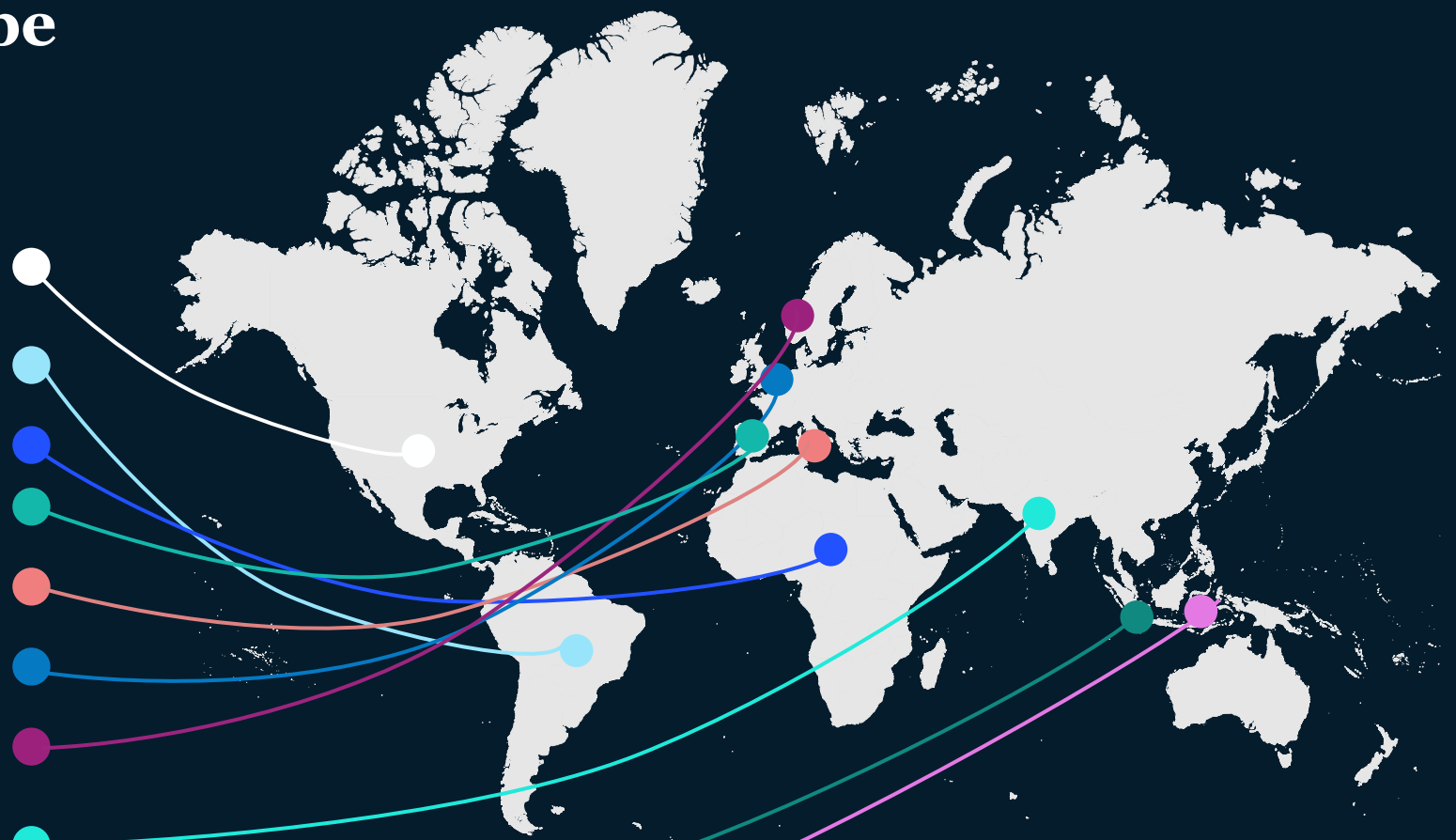
Partnership with **investment board** in **Singapore** driving innovative corporate ventures

**New insurance business** for global travel giant restoring traveler's confidence post-COVID-19

# Our New Business Factories propel serial business builders across the globe

Not Exhaustive

- Incubator for a **globally** operating **agriculture & dairy** player
- Intl. business building arm for a **multinational fuel & convenience** retailer
- Digital Factory for a **pan-African** banking group
- In-house start-up factory for an **Iberian** retail leader
- Venture Builder focused on **sustainable Energy transition** in **southern Europe**
- Startup-factory for a **global giant** in **energy**
- Ideation & commercialization unit for a **banking corporate** in the **Nordics**
- Scale-up factory to Blueprint, Build, and Boost the portfolio of a **SEA insurer**
- Venture Studio for the **Economic Development Board** of a **SEA country**
- The largest corporate incubator in an **Asian country** for a **TelCo**



**35+**  
New Business  
Factories building  
engagements

**175+**  
Businesses built in  
these factories across  
all **sectors and regions**

**6b+**  
in value  
generated to  
clients<sup>1</sup>

1. 5,890 EURm in sales for the quantified 31 clients (out of 35 clients)

# We deliver holistic impact through business building

**620+**

New businesses built globally, including  
**~20 unicorns / decacorns**

**68%**

Reach scale<sup>1,2</sup>

**88%**

Operational after  
24 months<sup>1</sup>



**70K**

**New jobs enabled**

**\$45B**

**Incremental revenue**

**\$400B**

**Enterprise value**

**30%**

**Female entrepreneurs**  
(businesses built that have a female GM<sup>1,3</sup>  
vs.. 14% externally)

1. Based on businesses launched between 2019-2022, 2. Reached global or national scale; 3. Only 'Build' engagements and operational businesses considered  
Source: Leap Impact Lookback (2023); Pitchbook – Average VC Multiples by Industry and Vertical (2010 onwards)

# We make you better **business** builders



## What we provide you with

1

**Focus on ideas  
that move the needle**

Library of **over 400 ideas** across all sectors  
and sub-sectors

**8.5x+** Likelihood of scaling (68% vs 8% high-  
potential start-up)

2

**Top 1% talent**

**2,000+** experts with business-building and  
innovation experience

**5,000+** experienced tech talents

3

**Proprietary build and  
scale methodology**

Tools & methods to accelerate time to launch &  
time to scale (**6 months** Avg. MVP launch)  
Incumbent advantages & start-up agility paving  
**innovation** and **cultural shift**

4

**Ability to unlock GTM  
scale on a global basis**

**Present in 65+ countries**, experts in all  
sectors and regions

Building a bridge between old and new

5

**Relentless focus on  
skill building**

**Recruitment and talent building** at  
all levels of the new business

Catalyze **innovation** mindset and  
**resilience** with **start-up execution**

# Our proprietary build and scale methodology takes you from an idea to becoming an experienced continuous business builder

Leap 5B methodology



*Building for scale by setting-up the organization for continuous growth*

## Breakout

**Generate and prioritize**  
new business concepts

“I want to grow faster  
than the industry”

## Blueprint

**Rapidly assemble the**  
**business plan and**  
**execution strategy**

“I know I want to build a  
new business.  
What should I do?”

## Build

**Build and launch**  
**a new business**  
winning first customers

“I have everything in  
place. How do I launch  
ASAP?”

## Boost

**Scale the business** and  
accelerate growth path

“I started something last  
years, but it hasn't  
reached scale yet”

## Branch

**Branch the business**  
either within current  
sector or beyond

“I have built one  
business? How do I  
become a serial  
business builder?”



# ...which embeds insight and best practices from the businesses we have partnered to build

## Key success factors from the businesses we built

**X** Success multiplier defined as share of successful v. unsuccessful new-business builds that had factor in place; multipliers are not linearly additive

### Led from the top

CEO of the parent company is the lead client sponsor, setting the right ambition and investing time on at least a bi-weekly cadence **(2.2x)**

### Commitment to leverage assets

The new business must have access to parent company assets, and leadership be incentivized to enable this **(1.5x)**

### Dedicated team of doers with the right skills and capabilities

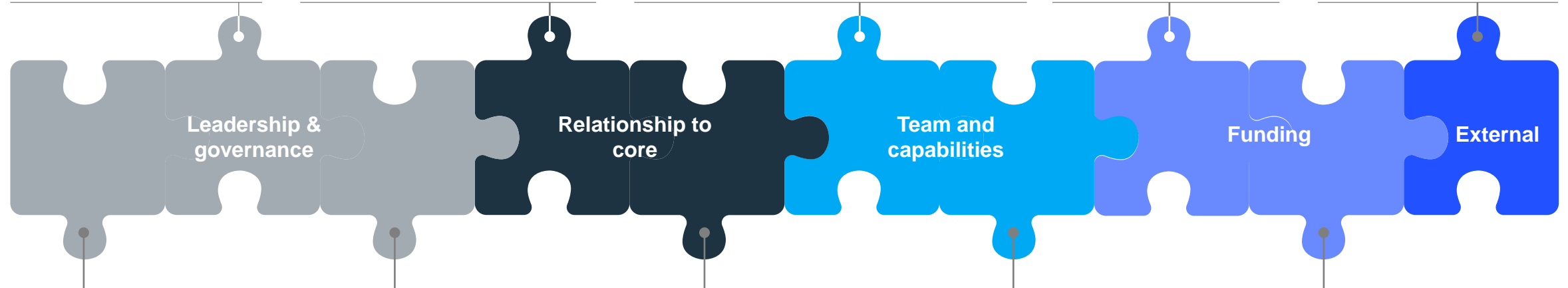
The right talent needs to be in place with experience in business building and hiring suitable profiles. New hires need to be upskilled in the new ways of working **(3.6x)**

### VC style stage-gated funding

Funding should be metered and tied to achievement of milestones **(2.9x)**

### M&A and partnerships

M&A and partnerships explicitly considered compared to pure go-it-alone **(2.1x)**



### Align with the board

The parent company Board needs to be supportive before embarking on the business build **(1.2x)**

### Right governance and ways of working

The new business needs to be governed and run differently from the core, with a separate Venture Board, new metrics, sufficient sign-off authority and agile ways of working **(2.5x)**

### Sufficient independence from the core business

New business has the power and mindset to make quick, action-oriented decisions, and learn from failures **(1.8x)**

### Diversity counts

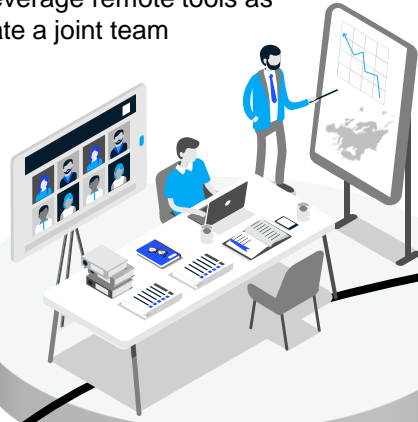
Teams with diverse leadership perform better, forming more robust perspectives, and creating inclusive and effective environments **(2.5x)**

### Committed funding (12+ months)

Growth is not for free. To succeed in building and boosting your business a concrete investment envelope (at least 12+ months) needs to be agreed up front **(1.2x)**

### Working as one team

We will work co-located on site where possible and leverage remote tools as needed to create a joint team



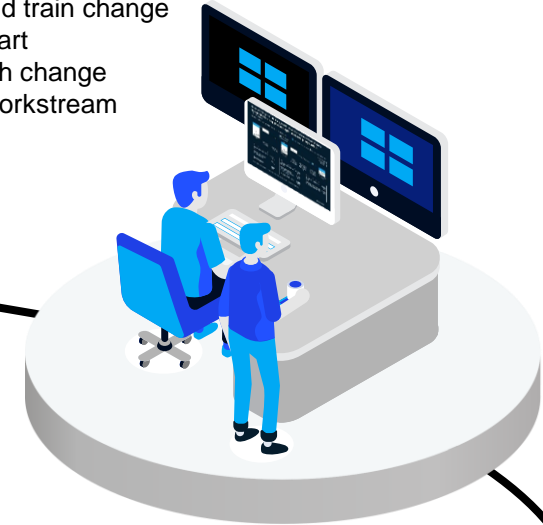
### Agile way of working

We will collaborate closely and in an agile, iterative manner, e.g., through joint collision workshops and working in sprints



### Capability building

We will appoint and train change agents among smart management, each change agent owns one workstream



# What it feels like to work together

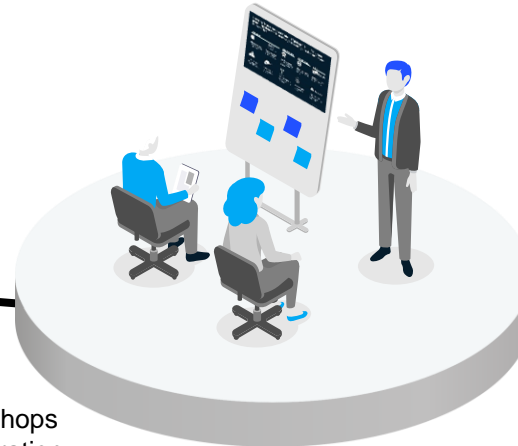
### Virtual/Social events

We will spend significant time together and therefore want to get to know each other outside of the team room (e.g., at a joint team dinner)



### Customer-centric design thinking

We will have joint workshops for hands-on idea generation to derive “moments that count” and respective solutions for the smart customer



### Best-in-class advisory

We will organize joint working sessions with external advisors who have guided their organizations through similar efforts



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**Do not just look to the future.**  
**Let us Leap!**

