Tech Venture Building like a Pro

Series 1 / 3: Actionable Insights of 38 Ventures to Double the Speed until Profitability in Product, Management & Growth

Speakers

Peach Zwyssig

Board, CEO & Co-Founder Axelra

Sacha Uhlmann

CTO GigTech / Beyond Beauty Club

Lucas Pelloni

Exec. Board und Co-Founder Axelra

Tech Venture Building like a Pro - Series 1 / 3

10'	**1. Introduction in the Tech Venture Building Journey and its 4 Stages**	**Peach Zwyssig**
10'	2. Key focus areas in product, management, and growth for each stage	Peach Zwyssig
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Axelra in a nutshell

We are co-creating and shipping revenue-generating MVPs after 100 days since 2019

We accelerate Tech Venture at early stage for **Corporates** and **Startups** with skin in the game.
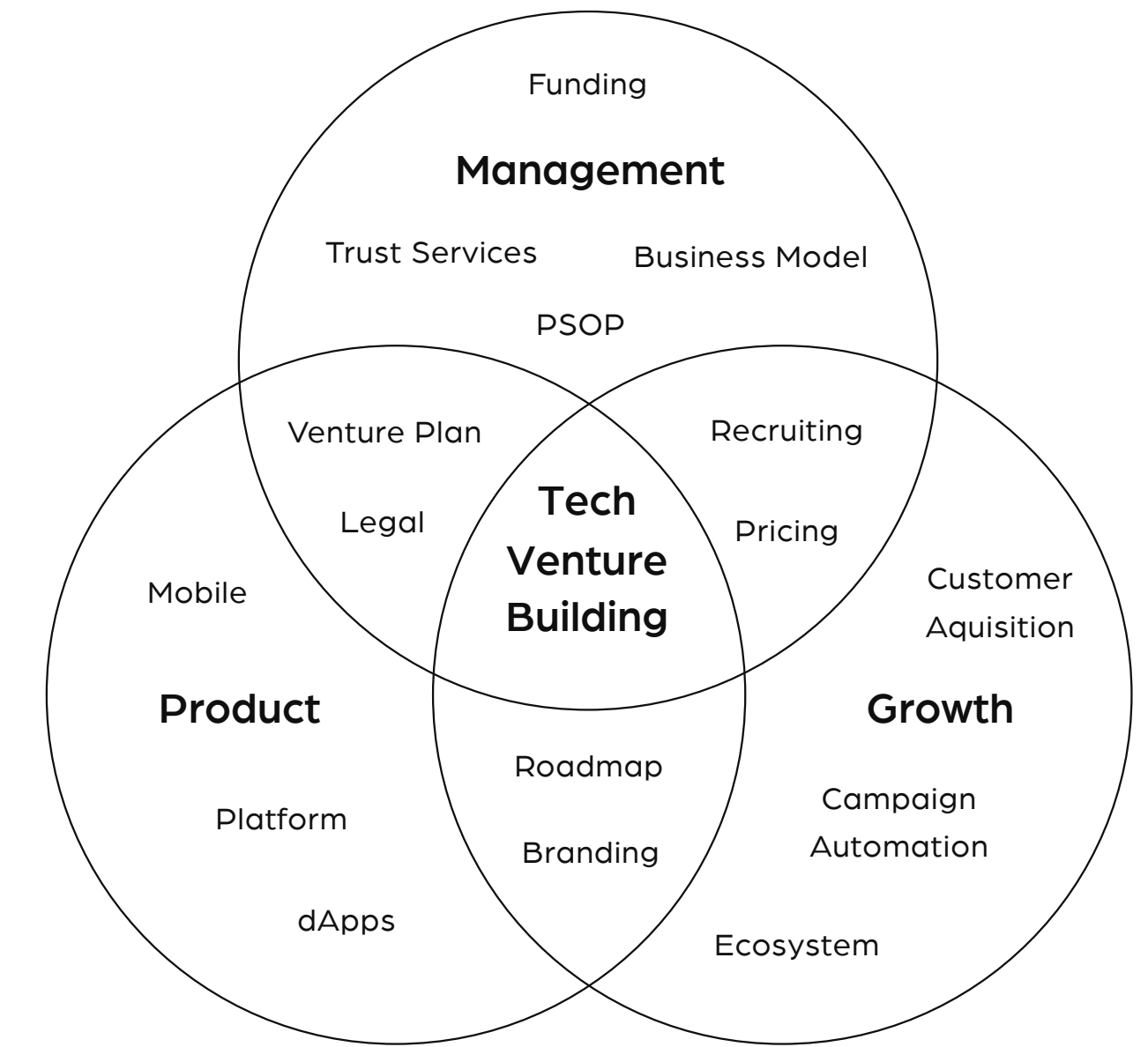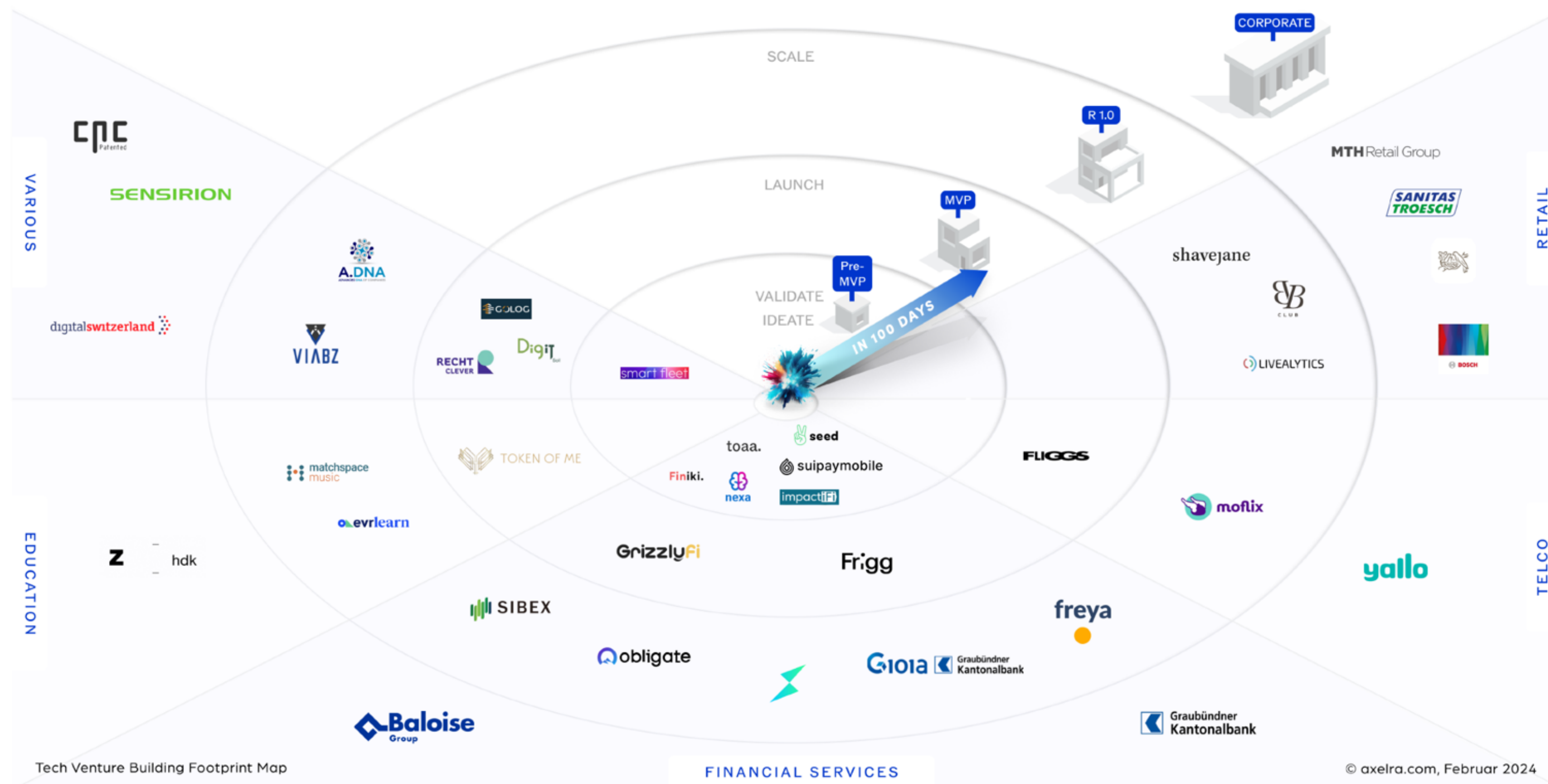
Privately owned, entrepreneurial and accelerating Tech Venture Building with skin in the game.

Track Record

Since 2019, we accelerated 38 companies, co-created 20 tech ventures, and hold equity in 10 portfolio startups. 4 tech ventures have valuations 10 - 100 Mio each:

Obligate (former FQX)
Debt capital markets on-chain

DeFi Suisse
The Revolution of DeFi

Moflix
TelcoTech Platform to drive growth

Beyond Beauty Club (GigTech)
The Next Level of Personalized Social Selling

More: https://www.axelra.com/ventures

Tech Venture Building Footprint Map

© axelra.com, Februar 2024

Our Approach

We are industry-agnostic and build in 100 days B2B, B2C, and D2C tech startups, and cover the whole company-building process in the areas of Product, Management, and Growth. We contribute up to 50% of our costs as sweat equity, aligning our interests directly with our ventures.

More: www.axelra.com/offering

Venture Builder = Company Builder = Startup Studio

Better economics and a higher chance of success

Better Economics

Founder Economics
Higher equity than typical VCs due to "founder economics".

Less Dilution
Lower build costs, reducing the need for higher funding and dilution.

Deal Flow Access
Investors have access to Venture Builder deal flow.

Recycle Investment
Reuse learnings from successes and failures.

Better Chance of Success

Better Ideation
Venture Builder find opportunities and build it. They don't wait

Access to Talent
Attraction of top talent that standalone ventures cannot

Shared Resources
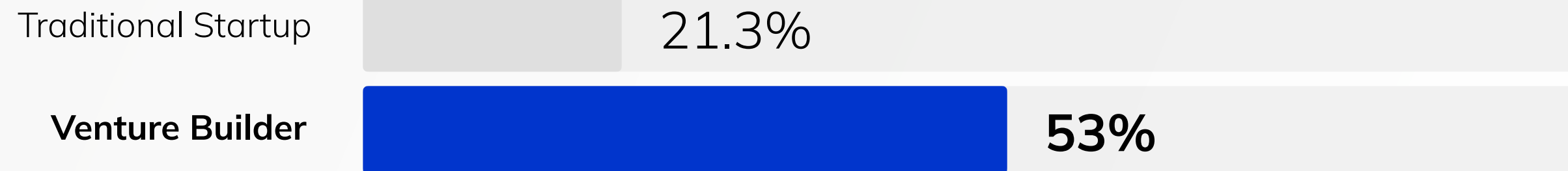Sharing of talent, customers, tech and infrastructure

Brand Effect
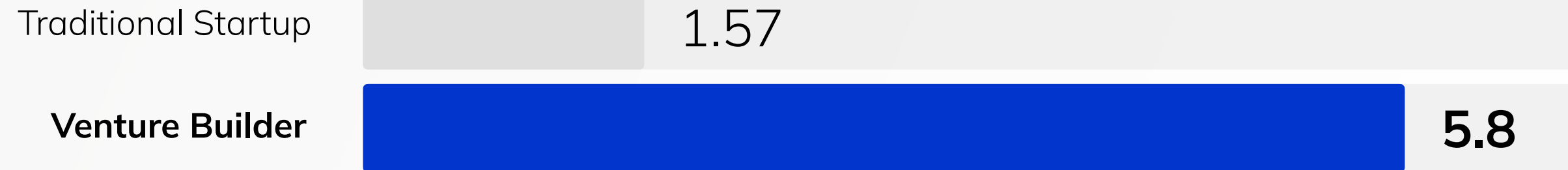«Sequoia Effect» - Brand help for hiring, biz dev and fundraiser
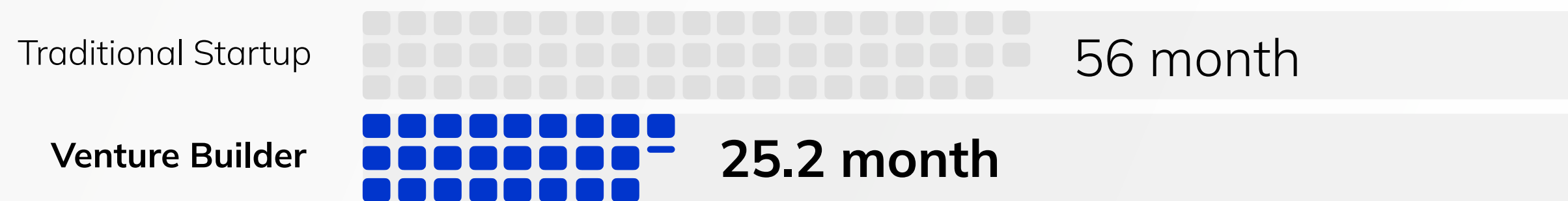
A tech venture builder delivers experience and speed

**Higher IRR –
Return on investment**

Traditional Startup — 21.3%

Venture Builder — **53%**

**Higher Multiple –
Ratio investment and earnings**

Traditional Startup — 1.57

Venture Builder — **5.8**

**Shortening of Time –
from 0 to Series A**

Traditional Startup — 56 month

Venture Builder — **25.2 month**

Axelra identified as one of Europe's Leading Startup Hubs 2024

#1 in Switzerland and #32 in Europe

FT FINANCIAL TIMES

EUROPE'S LEADING
START-UP HUBS
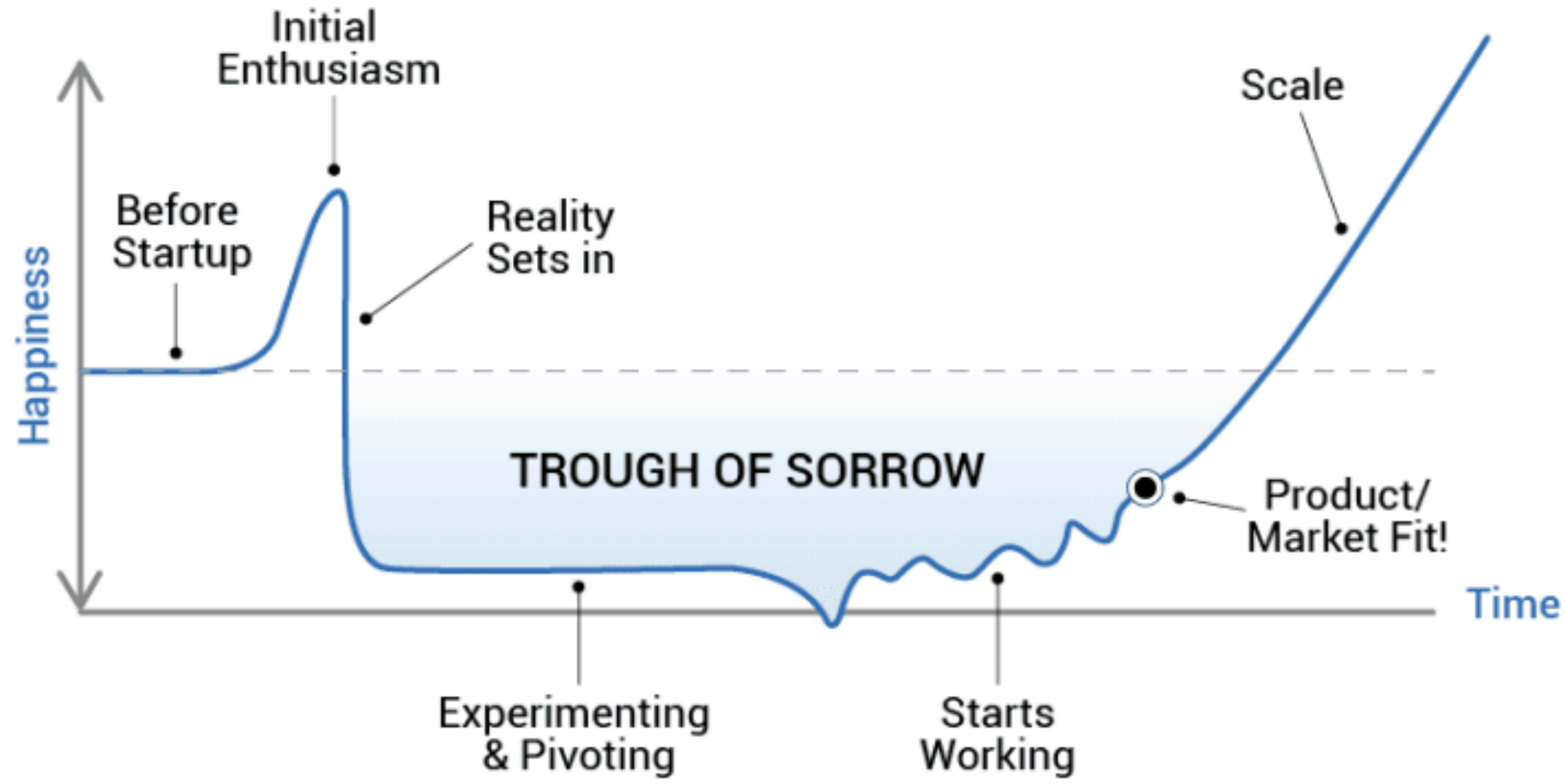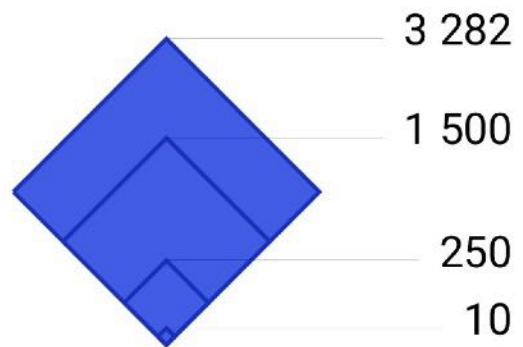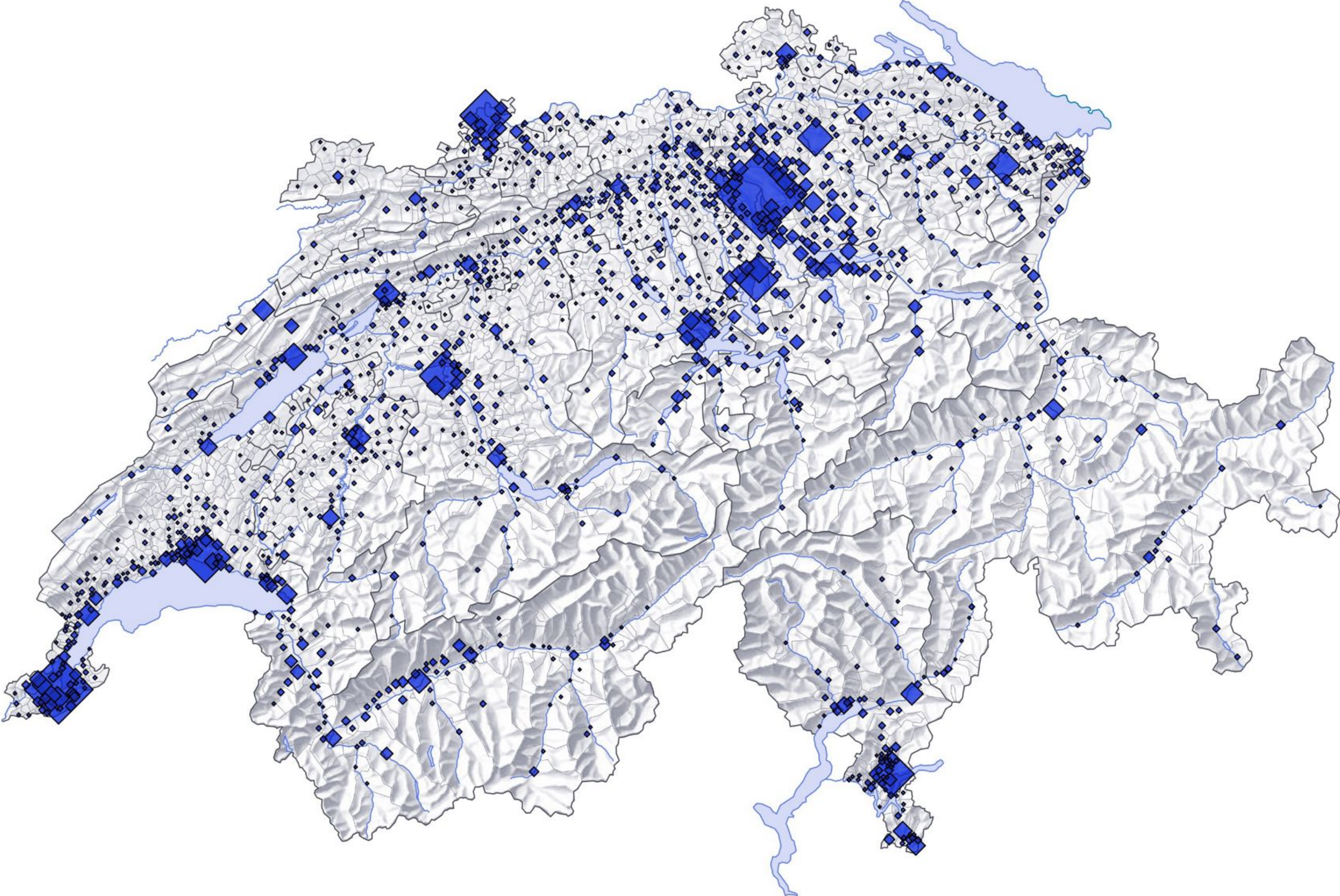2024

statista \sifted/

Let's dive into the stages of the
Tech Venture Building Journey

The Tech Venture Building Journey is super intense
With lots of ups and downs
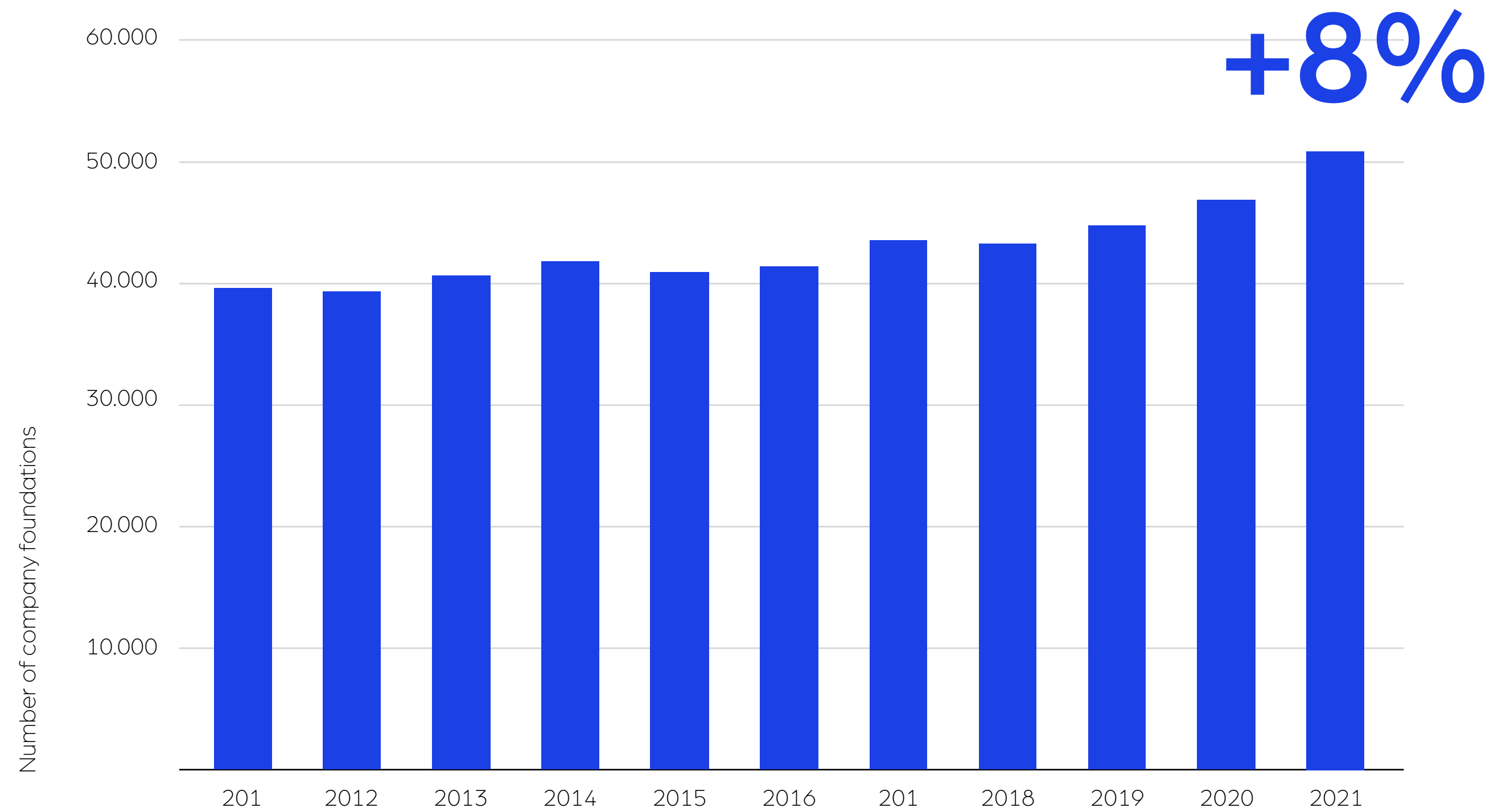
Zurich is one of the Hotspots

3 282
1 500
250
10

2021:

1. Zürich 8'864

2. Waadt 4'824

3. Bern 4'401

4. Genf 4'123

Source: https://www.atlas.bfs.admin.ch/maps/13/de/16611_12046_12045_138/25908.html

50'500 New Startups in Switzerland in 2021 (51'637 in 2023)
+8% compared to the previous year

+8%

Number of company foundations

60.000	
50.000	
40.000	
30.000	
20.000	
10.000	

201 2012 2013 2014 2015 2016 201 2018 2019 2020 2021

company foundation (2021)
50'537
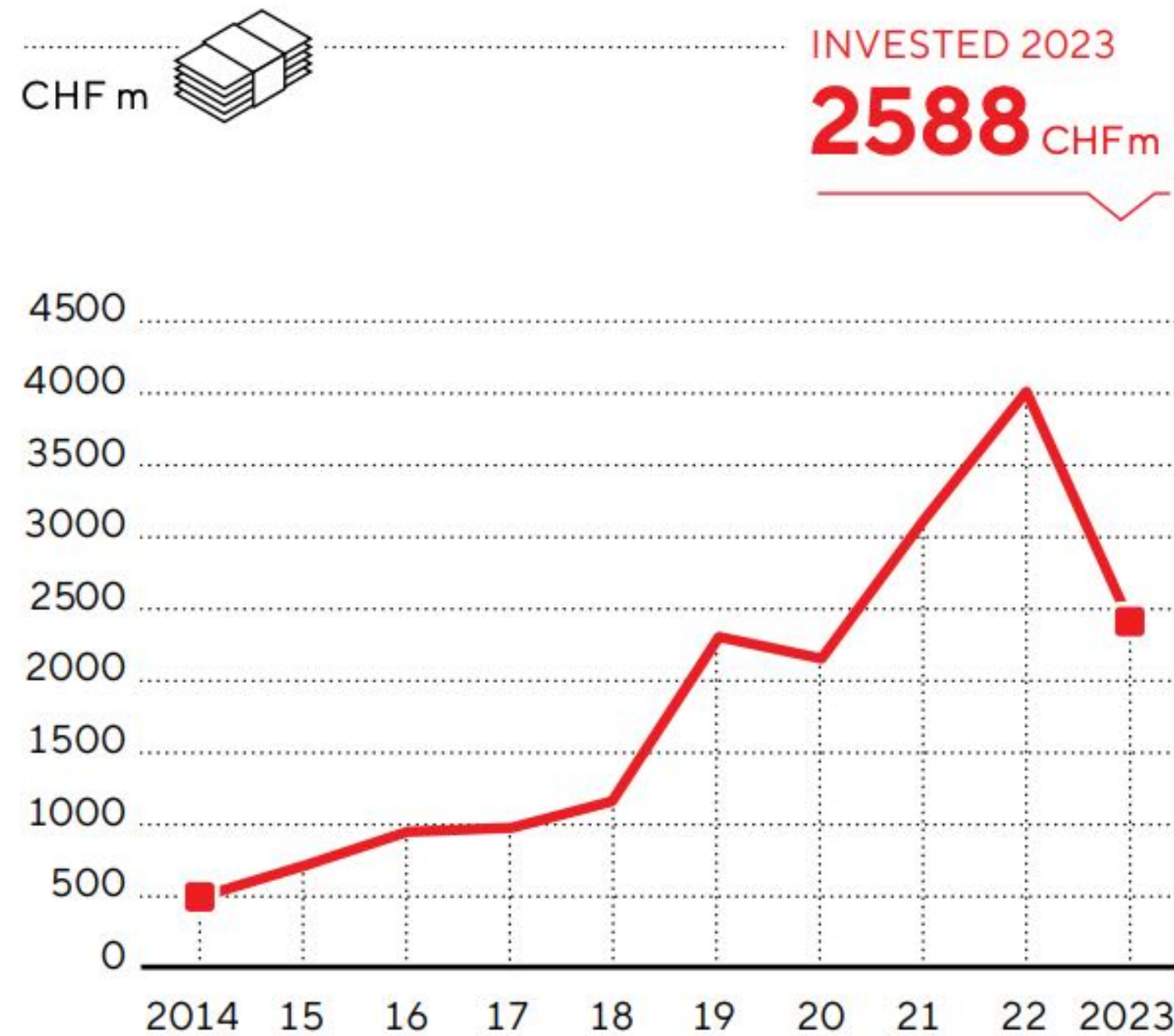
Foundation rate (2020)
9.2 %

Venture Capital–Investments (2021)
3.1 Mrd. CHF

Hard brake after 10 years | gloomy with some bright spots

Invested capital in Swiss start-ups

CHF m

INVESTED 2023
2588 CHFm

Financing rounds of Swiss start-ups

number

ROUNDS 2023
397
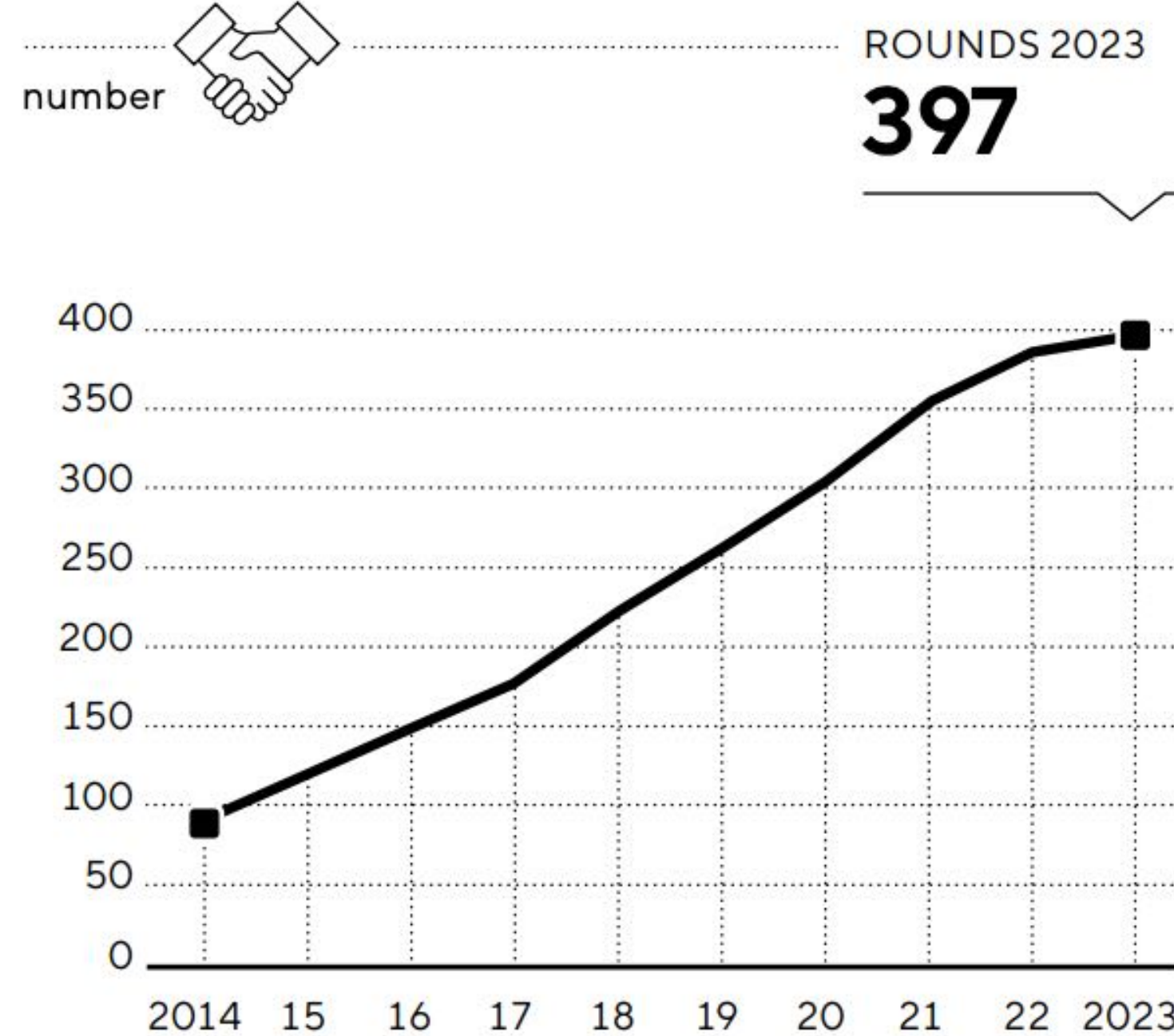
Summary:

- First downturn since financial crisis (-35 % VC Money was invested compared to last year in CH, Canton Zurich had the most decrease with -59%)

- Record number of rounds: almost 400 rounds (but with smaller amounts)

- Early Stage still works + increase of rounds with size 0-2 Mio

- Well known weaknesses: ICT (-62%) and growth

- Risk aversion: Swiss investors and established companies

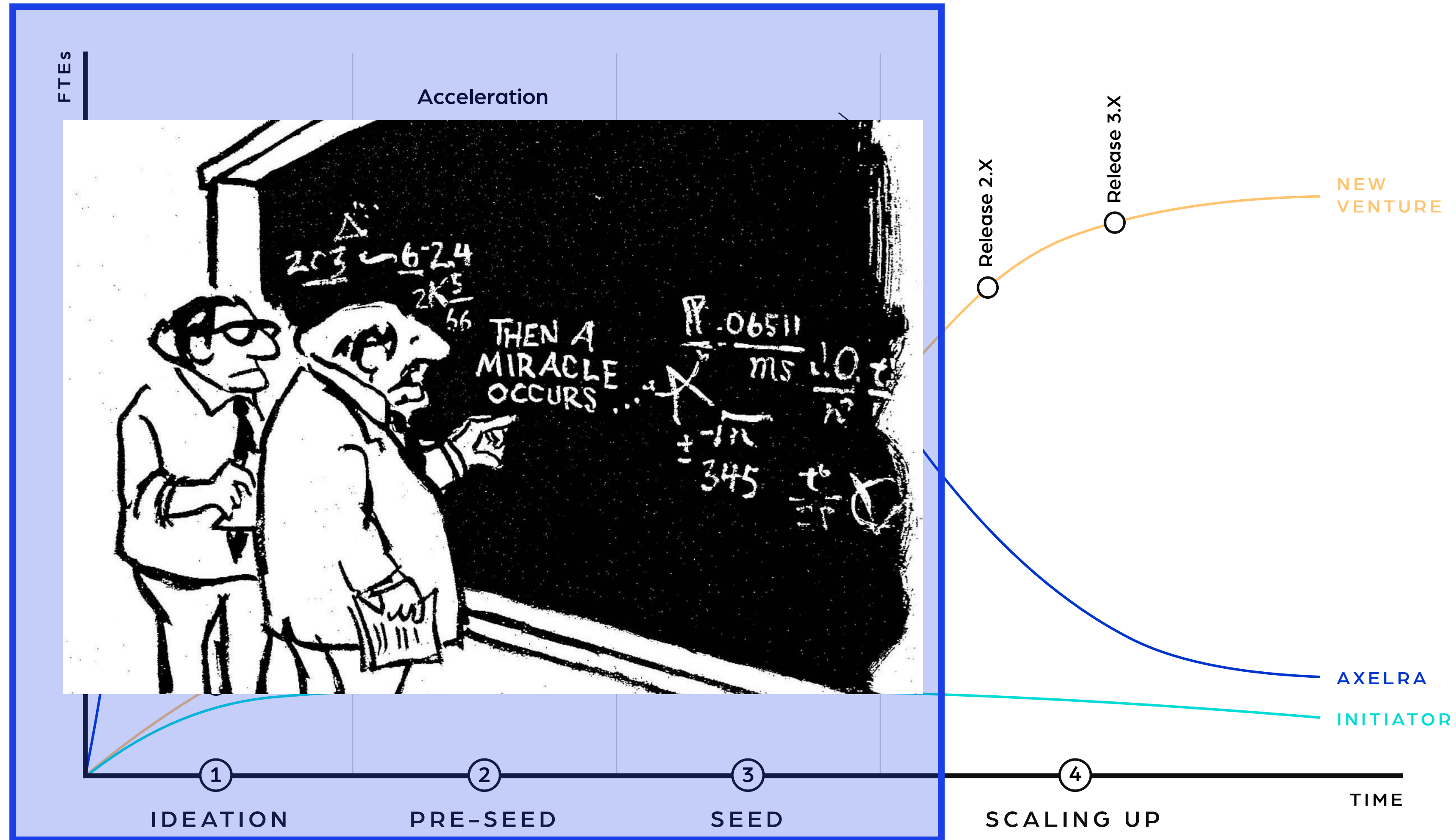- Small but successful: 24 Swiss VCs with first closing

80-90% of startups fail - 10% in the first year and 70% in the second to fifth year

Timing 42%	Team 32%	Idea 28%	Business 24%	Funding 14%
No market need	Incorrect team	Poor market fit	Legal challenges Didn't use network	No funding/ investor interest
Product mistimed	Lose focus	Pricing/cost issues	Outcompeted	Ran out of cash
Failed geographical expansion	Disharmony among team/investors	Poor UX Poor	Lacking business model	
	Lack passion Ignore customers	marketing	Failure to pivot	

Source: https://www.gan.co/wp-content/uploads/2020/03/The-Rise-of-Startup-Studios-White-Paper.pdf

Let's decompile the this in 4 Steps & 4 Stages

FTEs

Acceleration

Release 2.X

Release 3.X

NEW VENTURE

AXELRA

INITIATOR

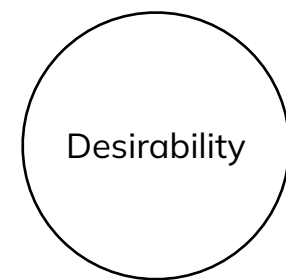① IDEATION ② PRE-SEED ③ SEED ④ SCALING UP

TIME

The 4 Fits and 4 Stages of a Tech Venture Building Journey

The 4 fits that determine successful scaling and it starts with the problem (customer need)

Customer need

Product design
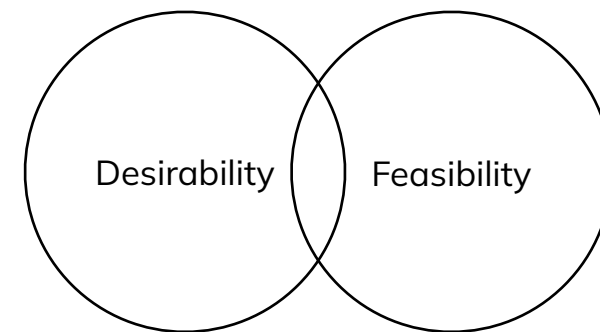
Go to Market & Pricing
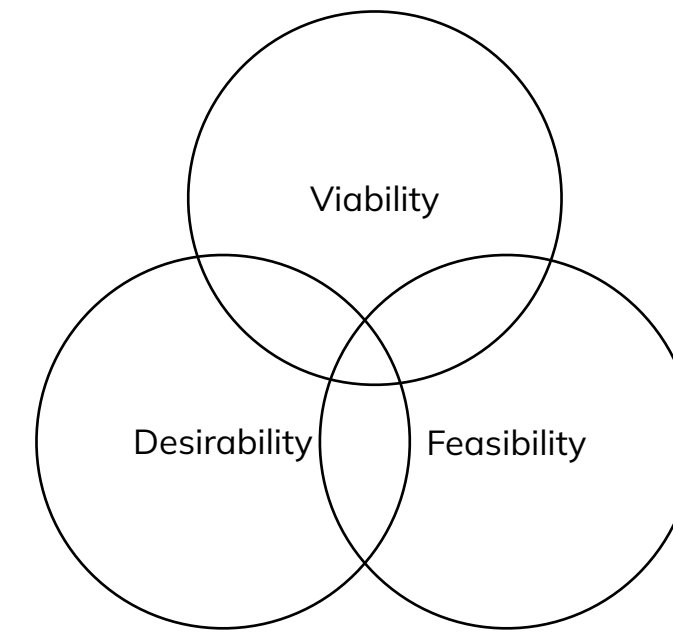
Scaling costs
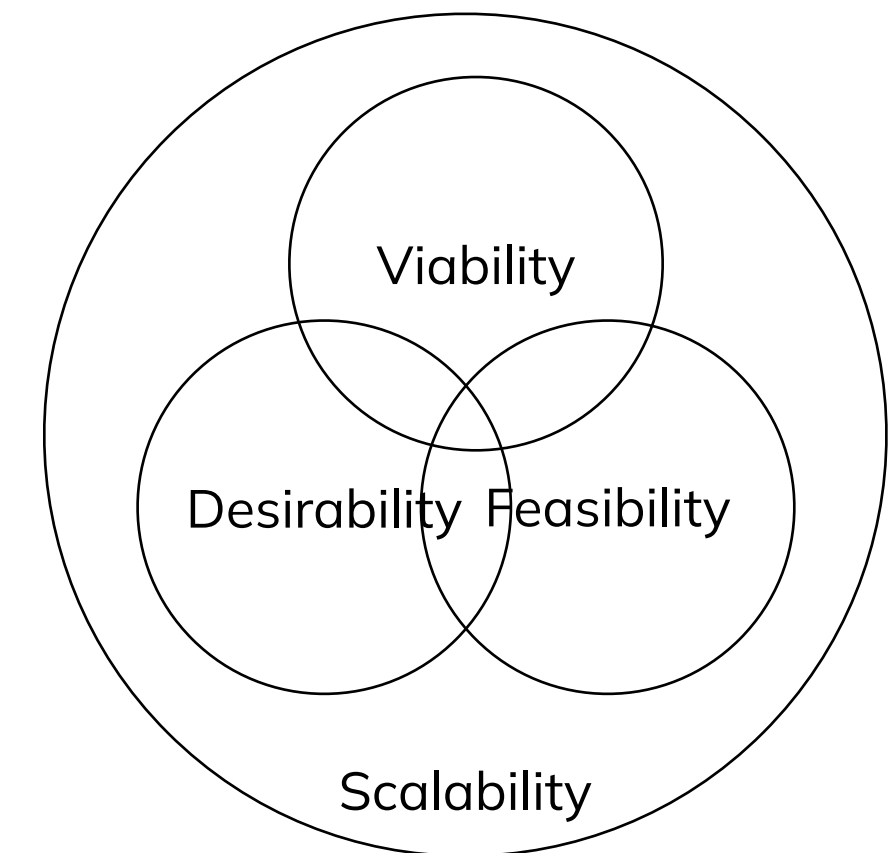
1. Customer / Problem Fit	2. Problem / Solution Fit	3. Product / Solution Market Fit	4. Business Model Fit
Find a problem that is worth solving for a target group	Get validation from customers that your solution solves their problem (partially)	Build an MVP and sell your solution to the market as a product / service	Scale the business model profitably and pay attention to quality

Understanding both your «End-Game» and the pivotal steps leading there

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Focus on outcome and not on method

Design product & service (offering)

How to optimised and manager product design using approaches like design thinking.

Common Methods:
- Design Thinking
- Google Design Sprints
- Lean Startup Canvas
- Double Diamond
- Kano Model

Managing **projects**

How to effectively implement and manage a product management model that works.

Common Methods:
- Agile
- Scrum
- Waterfall
- Kanban
- Prince2

Building a company

How to start and build a company and develop its business model.

Common Methods:
- Business Model Canvas
- Value Proposition Canvas
- Lean Startup Canvas
- Blitzscaling Canvas Business
- Model Innovation Framework

Accelerating **Growth**

How to accelerate and manage exponential growth using growth thinking.

Common Methods:
- Pirate Funnel AARRR
- G.R.O.W.S. process
- T-shapes Growth Hacker
- One metric that matters
- North Star Metric

Co-Creation in 3 disciplines to reach bottom line results

We are working in the areas of **Product**, **Management** and **Growth**.

Managing **Execution**

Building a company

Design product & service (offering)

Accelerating **Growth**

Funding

Management

Trust Services

Business Model

PSOP

Venture Plan

Recruiting

Legal

Tech Venture Building

Pricing

Mobile

Product

Growth

Customer Aquisition

Roadmap

Platform

Campaign Automation

Branding

dApps

Ecosystem
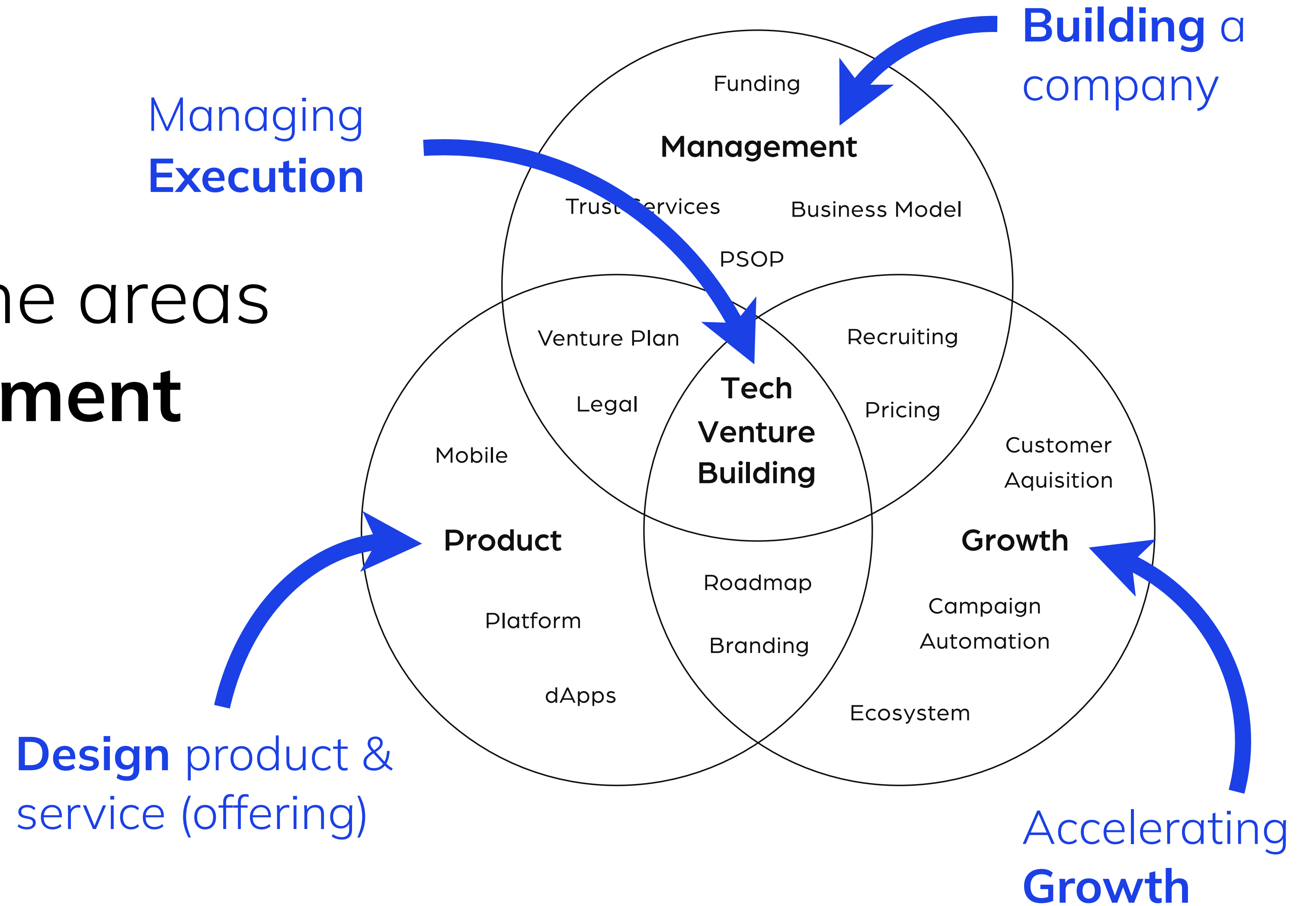
Co-Creation in 3 disciplines to reach bottom line results

Execution is like Wishing.
Just more badass.
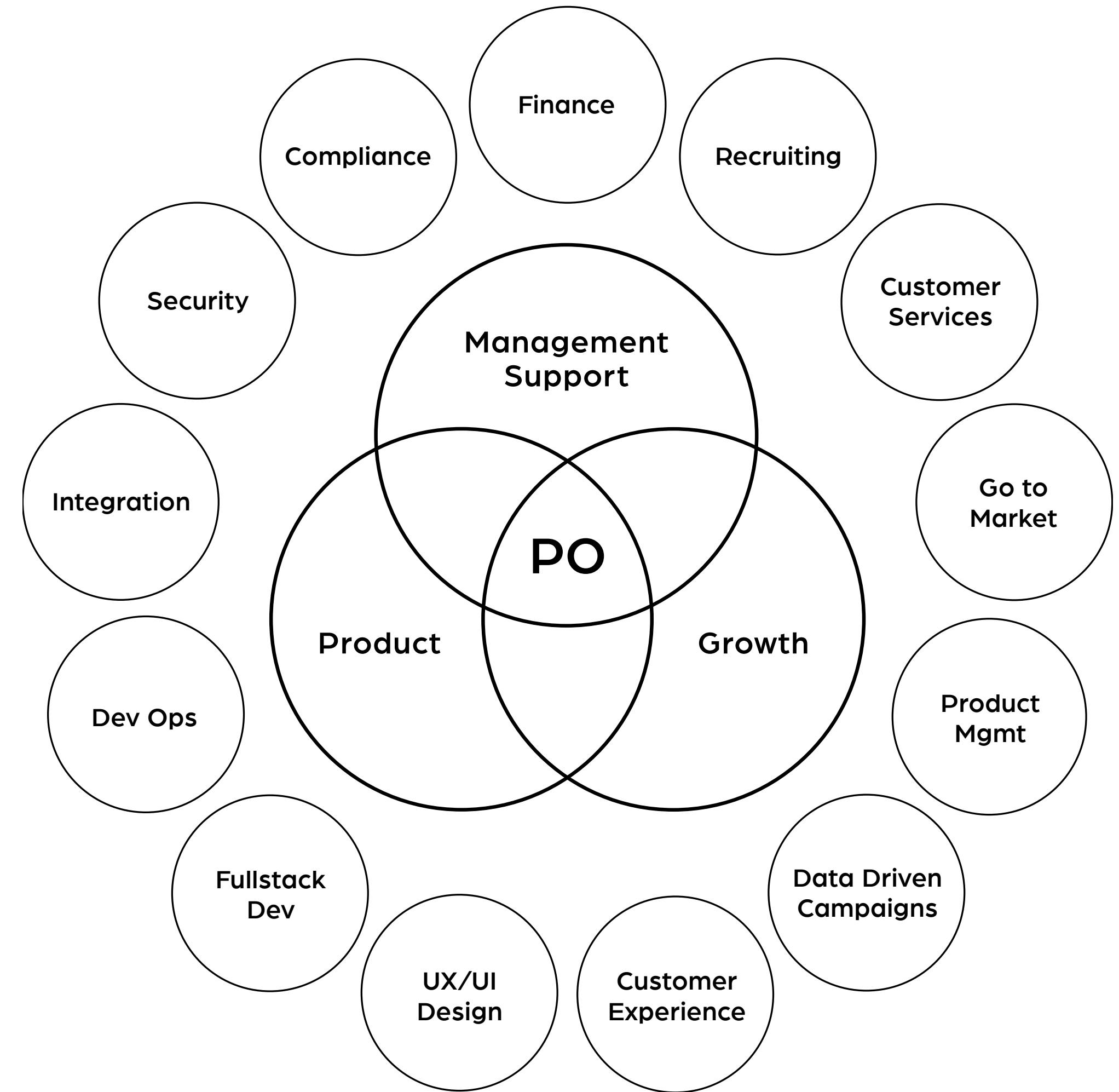
Stage: 1. Ideation
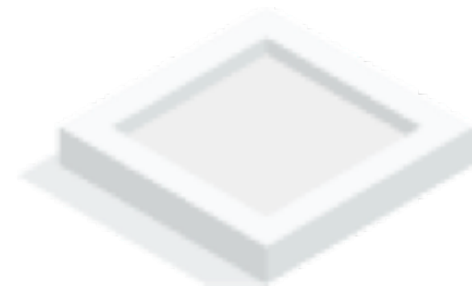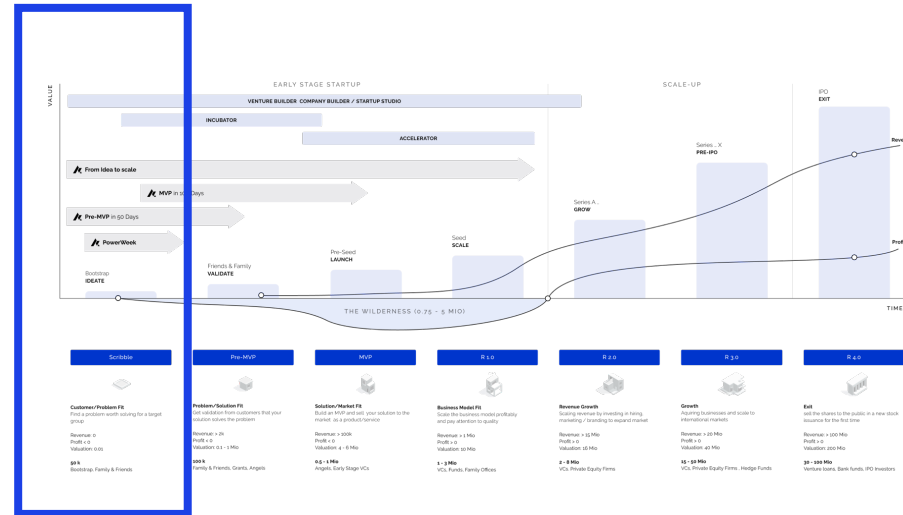
Ideation

Start with the Problem and spend more time with understanding the problem (target group, severity, alternative painkillers etc.) and less with the solution.

Stage Characteristics

Fit	Customer/Problem Fit
Focus	Find a problem worth solving for a target group. Understand it really - also what's behind.
Traction	Just the naked problem itself. Number wise: - Revenue: 0 - Profit: < 0 - Valuation: 0.01
Raise	You probably get along with 50 k you normally bootstrap alone or with a Co-Founder or organized some money from Family & Friends

Axelra Essentials Dimensions

Product	You can use Scribbles, Slides to identify, verify and understand and deep or discuss the problem with your target group.
Management	Start crafting 1 Slide (Pitchdeck)
Growth	Focus on real problem

Stage: 2. Validation
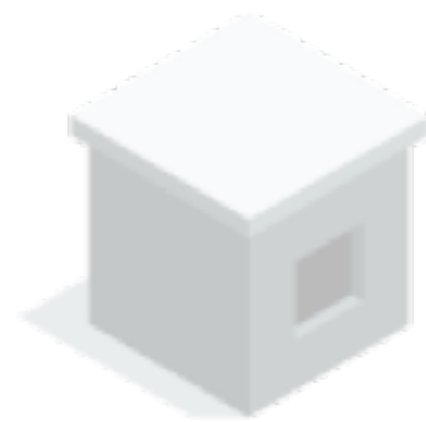
Validation

The best validation is when your target group pays a small amount of money. Can be a little as CHF 100 or CHF 9.90 / month.

Stage Characteristics	
Fit	Problem / Solution Fit
Focus	Get validation from customers that your solution solves the problem. The best validation is money (it almost doesn't matter how much). Alternatively in B2B, you can hunt for a committed 1h session in the next 6 months with the board or the CEO.
Traction	Do 2'000 CHF of Revenue - can be lower or ideally higher. Most importantly proof, that there is a willingness to pay for your solution fixing part of the pain. Put that, including a plan, in the perfect pitch deck. Number wise: - Revenue: > 2k - Profit < 0 - Valuation: 0.1 - 1 Mio CHF
Raise	Depending on the complexity of your product and to prepare a perfect pitch this can amount to around CHF 100k. Mostly this can be bootstrapped or is from Family & Friends.

Axelra Essentials Dimensions	
Product	Build a Pre-MVP or interactive prototype to showcase how (the solution) solves the problem. Can be no code or low code or a working Pre-MVP (for the main use case that solves the biggest problem). But needs to contain a price as well.
Management	Compile your pitch deck with the goal to get funding for the next phase. Cover the following aspects Problem, Solution, Market, Competition, Product, Business Case, Competitors, Fundraising.
Growth	Generate 2k Revenue (real cash on account)

Stage: 3. Launch
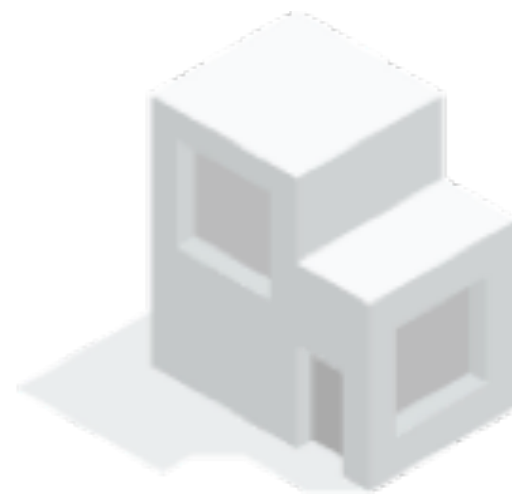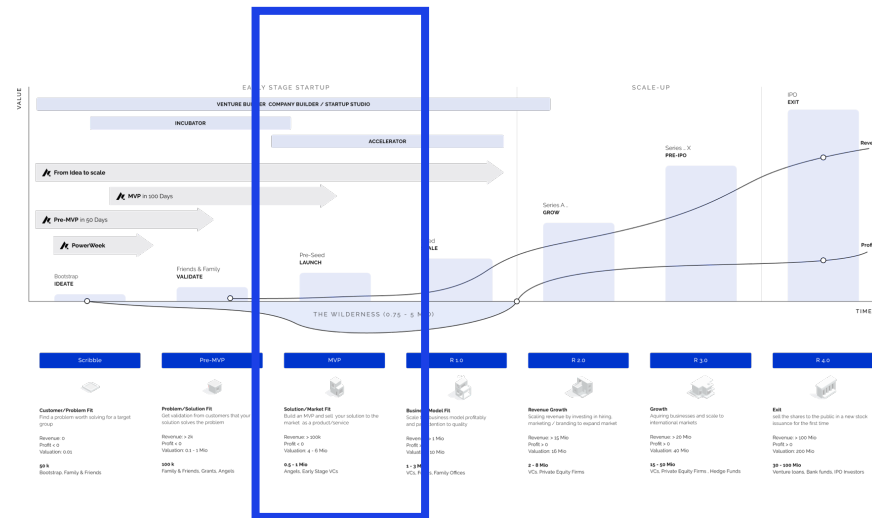
Launch

Ship an MVP in 100 days after you started to generate the first 100k revenue. You will be rebuilding large parts of it or the whole thing anyway - so don't be shy - ship and learn quickly.

Stage Characteristics	
Fit	Solution/Market Fit
Focus	Build an MVP and sell your solution to the market as a product/service
Traction	Push for launch and revenues. There are a number of things that need to be done before, but with a product launch and revenues, you've an ongoing business and it's much easier to pursue potential investors with market traction. Number wise: - Revenue: > 100k - Profit < 0 - Valuation: 4 - 6 Mio CHF
Raise	Depending on the complexity of the product, market maturity and competition you'd need around 0.5 - 1 Mio CHF. Typically you'd organize it from Angels, Angels Clubs & Early Stage VCs.

Axelra Essentials Dimensions	
Product	MVP that is able to generate 100k revenues and more. The product as MVP needs to be built and shipped. This demonstrate your ability to deliver, launch and generate revenues.
Management	Incorporate organisation, win talents and build ESOP/PSOP, refine pitch deck to ensure more funding. Don't worry about a high pricing / profitability - focus on getting paying customers.
Growth	Demonstrate Traction by closing and delivering sales (B2B) and/or onboarding customers (B2C) to build MRR / ARR. Experience with growth hacking (Inbound, Outbound, Virales, Influencer, Referral etc.) and building on what works well.

Stage: 4. Scale
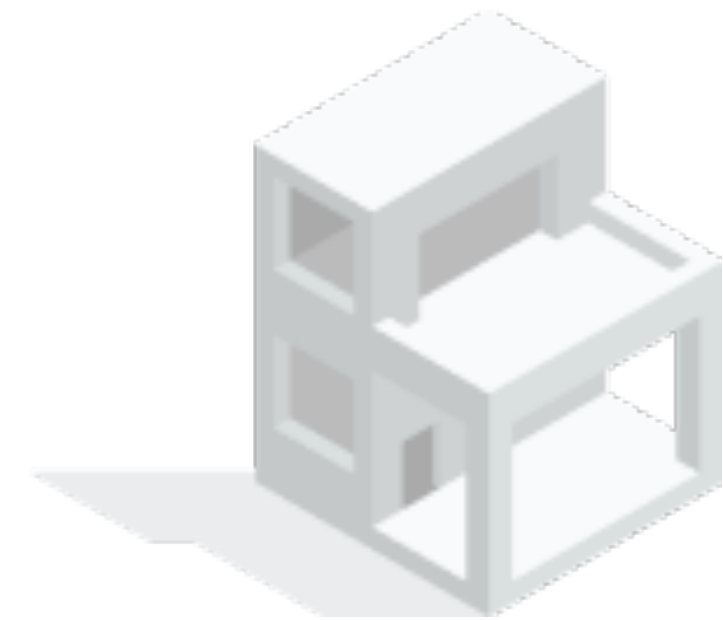
Scale

Now is the right time to think about scaling. Keep an eye on CACs and CLTVs and push growth hacking!

Stage Characteristics	
Fit	Business Model Fit
Focus	Now you can work on scaling the business model towards profitably while paying attention to quality. You'd be able to scale your revenues while keeping your costs and quality under control. Besides the CAC (=Customer Acquisition Costs) especially the CLTV (=Customer Lifertime Value) becomes important.
Traction	Try to reach profit > 0. Sounds simple but turning into profitability (also for a quarter or a couple of months) is what you need to focus on. The Valuation will be massively impacted as well as the new kind of investors investing in your startup. Number wise: - Revenue: > 1 Mio CHF - Profit > 0 - Valuation: 10 Mio CHF
Raise	When scaling your CAC efficiency (need to improve over time) your CLTV becomes important and for this Scaling (Organization, Product, Ecosystem, Revenue Streams, Markets etc.) you will need funding. Depending on the case around 1 - 3 Mio from VCs Funds or Family Offices.

Axelra Essentials Dimensions	
Product	You'll come close to your R1.0 (of course it's never complete) of your product vision and it makes sense to scale up.
Management	In your next pitch, be prepared to know exactly what your marginal costs are so that investors understand that more money = profit.
Growth	Anything that helps you get to the point where you are earning more money than you are spending.

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GiGTech

Disrupting Social Selling and providing personalized opportunities.

The customised cosmetic dermatology for SIMON OURIAN M.D. that fuels everyone's side hustle on Beyond Beauty

Built in 240 Days.

Management

PSOP

Venture Setup

Venture Building & Business Plan

Venture Plan

Recruiting

Tech Venture Building

Referral System

Product

App

E-Commerce

Website   Avatar

Compensation Plan

Growth

Academy

Gamification

Branding

AI skin analysis

Personalization

Warehouse & Fulfillment

Data Driven Campaigns

🇬🇧 🇮🇪 🇵🇱 🇪🇸 🇵🇹 🇳🇱

What a journey so far

EARLY STAGE STARTUP

SCALE-UP

VALUE

Series .. X
PRE-IPO

Series A ..
GROW

Seed
SCALE

Pre-Seed
LAUNCH

Friends & Family
VALIDATE

Bootstrap
IDEATE

THE WILDERNESS (0.75 - 5 MIO)

| Scribble | Pre-MVP | MVP | R 1.0 | R 2.0 | R 3.0 |

Fit	Customer/Problem Fit	Problem/Solution Fit	Solution/Market Fit	Business Model Fit	Revenue Growth	Growth
	Find a problem worth solving for a target group	Get validation from customers that your solution solves the problem	Build an MVP and sell your solution to the market as a product/service	Scale the business model profitably and pay attention to	Scaling revenue by investing in hiring, marketing / branding to expand	Aquiring businesses and scale to international markets

BEYOND BEAUTY
CLUB

Crafting the overall concept & story of Social Commerce 3.0

Customised cosmetic dermatology for SIMON OURIAN M.D. will fuel everybody side hustle on Beyond Beauty

Skin Consultation
virtual Simon

Personalized Subscription

Gig Economy
Creating a Side Hustle for everybody

Referral
Social Commerce

Referral
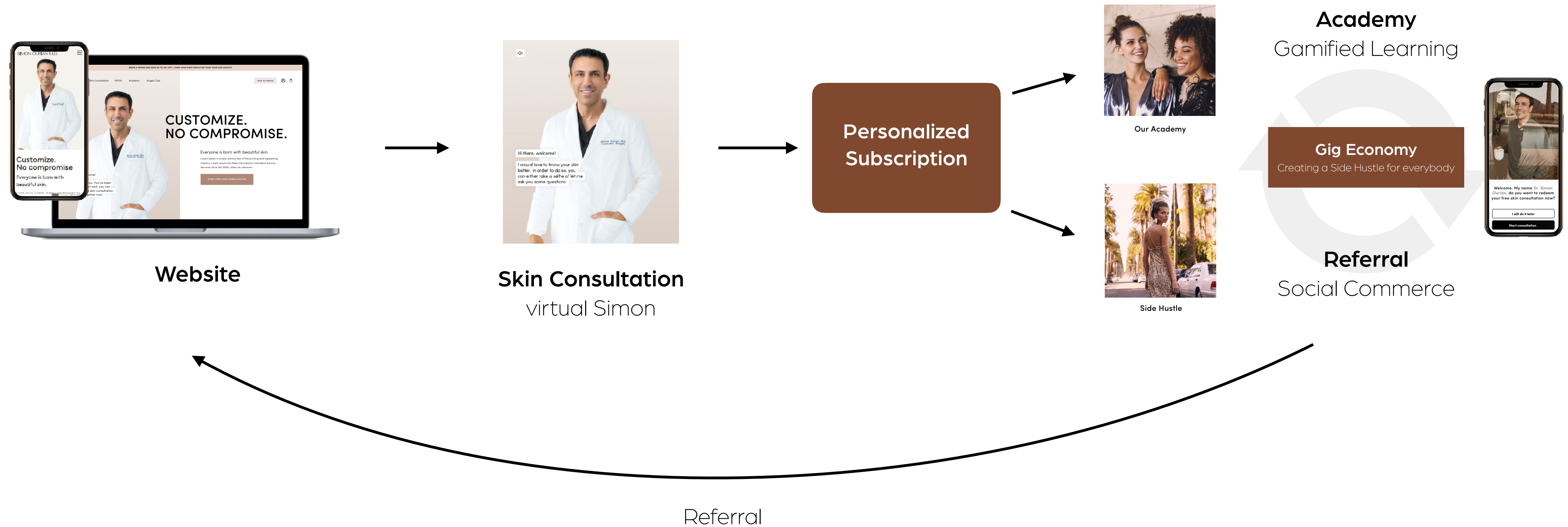
SIMON OURIAN M.D.

Hello
Beverly Hills!

VIA RODEO
N. RODEO DR

MDO

simonourianmd1 #khloekardashian looking more
...everyday.

simonourianmd1 Happy Birthday Kim
Alle 136 Kommentare ansehen
21. Oktober 2016
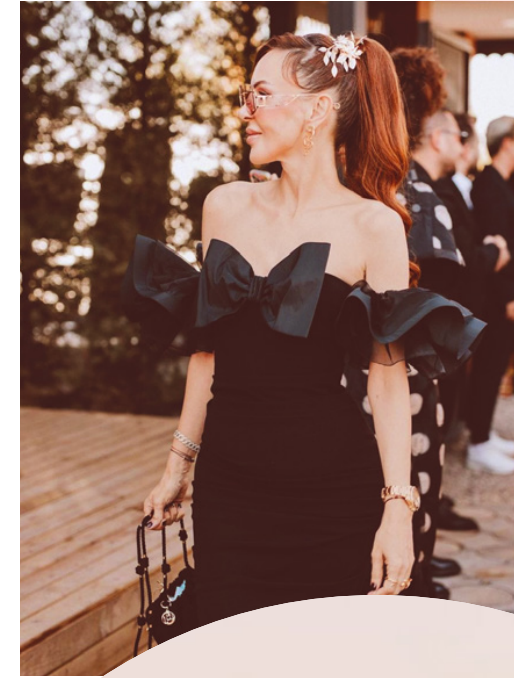
Our Journey - Slicing into «Elephants»

mdo–skin.com

mdourian.com

Desktop

App

Desktop

Warehouse & Fulfilment	**3D Avatar**	**Skin Image Processing**	**Data Driven Marketing Campaigns**	**Personalized Subscription**	**Warehouse & Fulfilment**	**Referral MLM**	**Academy**
Shopify	**SOCO 3rd Party**			**Shopify**		**SOCO**	

DWH / Analytics / ML / Prediction

Blockchain

ERP, CRM, PIM (Customer Stack)	**ERP, CRM, PIM (MS Dynamics)**
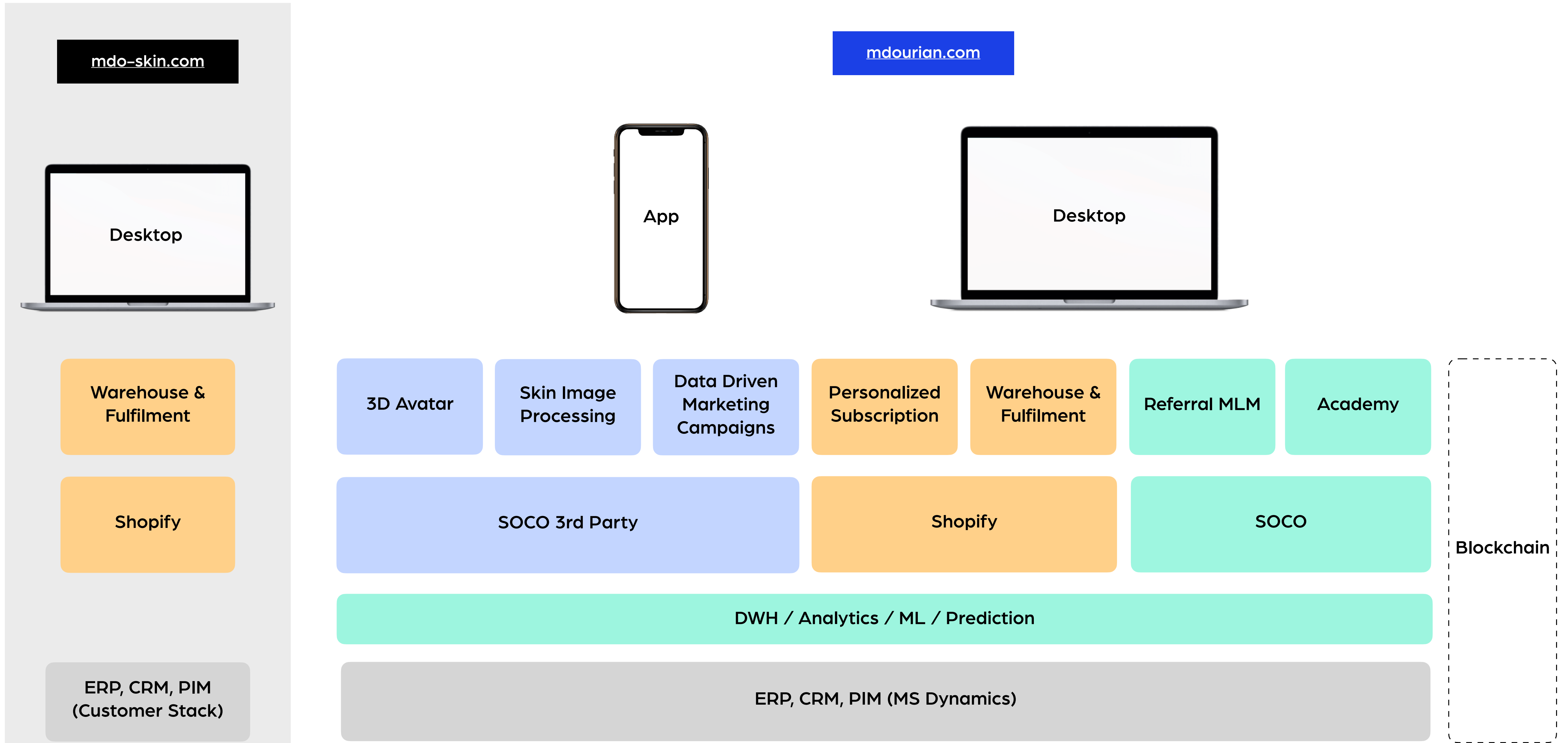
Our Journey - Putting into Axelra Delivery Framework

Incorporation

Warehouse & Fulfilment

Management Support

Recruiting

Legal

Personalized Subscription

App

GiG Tech

Data Driven Marketing Campaigns

Website

Product

Growth

Referral System

Skin Image Processing

Academy

Blockchain

3D Avatar
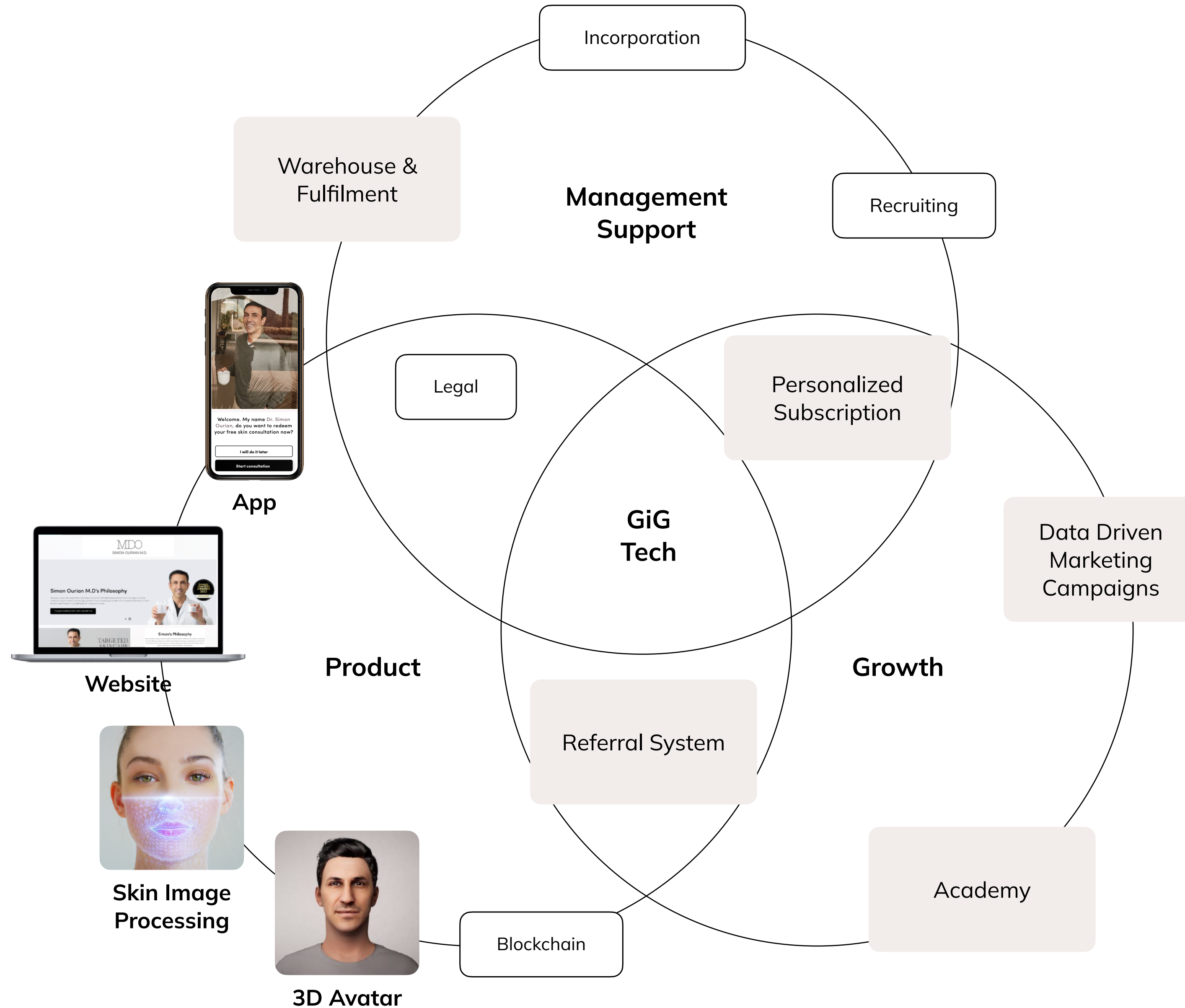
Creating an master plan for the stages

	Phase I July – Dec 2022	Phase II Jan – June 2023		Phase III July 2023 – FF

Venture Building

Acceleration

Handover

Digital

MVP Alpha Build to learn	**MVP Beta** Complete + Integrate Learnings	**R1.0** Scale	**R1.X** Scale

80 Users
20 Micro Entrepreneurs

2'250 Users
250 Micro Entrepreneurs

3'500 Users
350 Micro Entrepreneurs

Product Line MD Ourian

Product Development, Production incl. Packaging

30% – 16 Products

100 % – 30 Products

2 – 3 Sets

12 Sets

December 2022   February 2023   March/April 2023   June 2023

The Results until December 2023

Management

Product GiG Tech **Growth**
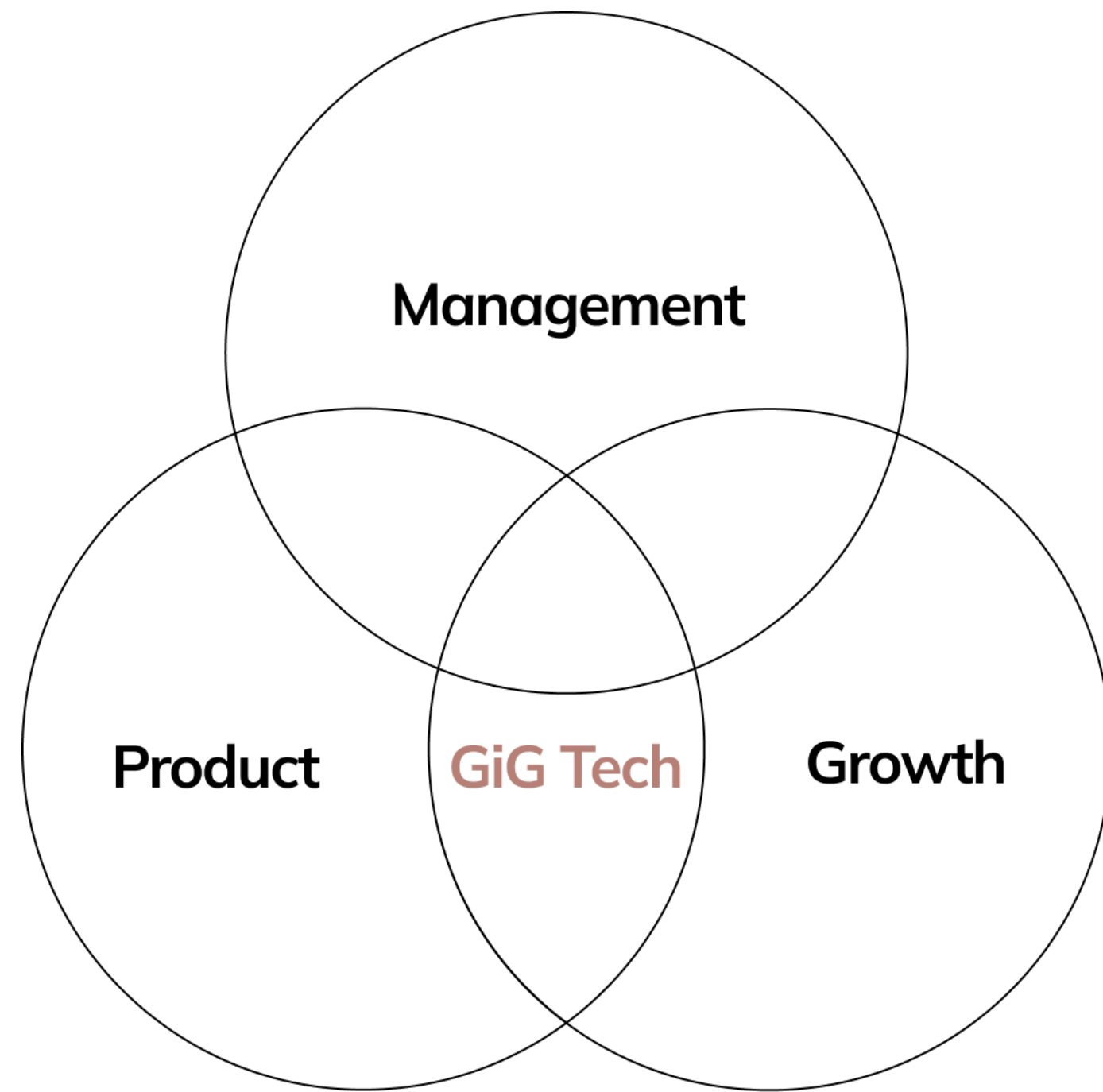
Joint Launch of:

- MVP Alpha – December 2022

- MVP Beta – February 2023

- Silent Go-Live in the UK – June 2023

- Go-Live – September 2023

As of September 23:

- 7,000+ active club members

- over 20,000 virtual skin consultations facilitated

- reaching across 28 EU nations

As of December 23:

- Ireland went live

- Handover to team of 50 people successfully completed.

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Actionable Insights by stage
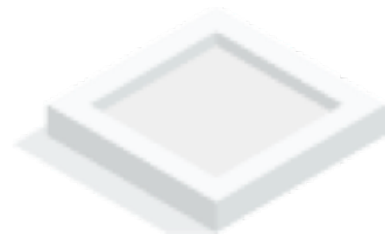
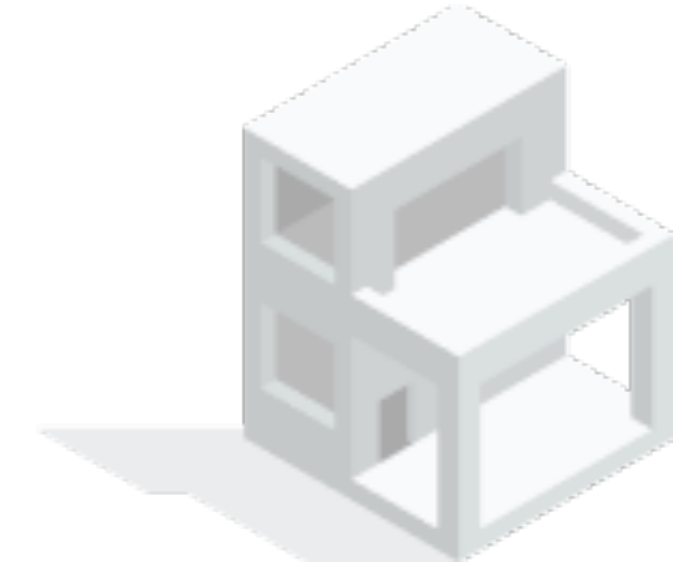|	**Ideation**	**Validation**	**Launch**	**Scale**
Product	- Talk to **real** Customer - Focus on **Problem** and **Pain** and it's **intensity** - Max 1 Week Hackathon for Prototype (**Temptation** is huge)	- Select **MVP Scope** (most value add first) - Build a **beautiful prototype to validate** (not to show user settings) - **Pricing Info** is a must	- Launch **MVP** to **generate revenue** (you'll keep only parts of it) - **Iterate** and learn based on data quickly - **Pivoting** is standard	- **Decrease product** development **pace** incl. releases - **Reevaluate USP & Scope** of your product - Look for and provide own **integrations**
Management	- Make a **1 Slide Pitch** - How much will **customers pay**? - Are there **Alternatives** to kill / **mitigate pain** - Carefully select **co-founders**	- **Perfect Pitchdeck** with all components needed - Get a **valuation report** to know your value - Sign a **co-founders term-sheet**	- **Incorporate** organisation with ESOP/**PSOP** - **Refine pitch deck** for traction to ensure more funding. - **Hire people** who get things done	- Refine pitch deck and know your **CAC, CLTV and your marginal costs** - Keeping your **costs** and **quality** under control - Look for **profiles to scale / lead**
Growth	- Write your **future press release** - **Look** for workshop in the industry - How **large** is that **market and competitors**? - Domain Name + **Brand Registration**	- Build, track and measure **customer relations** + Waitlist) - Get **2k Revenue** or a Meeting with the CEO/Board - Funding works fine with **SAFE** agreements	- Don't worry about a high pricing / profitability - **focus on getting paying customers**. - Build a simple Referrals program and ask for referrals proactively - Experiment with Growth Hacking	- **Boost Growth Hacking** while reducing experiments - Monitor **Customer Satisfaction** while **adapting pricing** - **Build MRR / ARR** to come to positive cashflow. Don't worry yet about breaking even.

Tech Venture Building like a Pro - Series 1 / 3

10'	1. Introduction in the Tech Venture Building Journey and its 4 Stages	Peach Zwyssig
10'	2. Key focus areas in product, management, and growth for each stage	Peach Zwyssig
10'	3. Journey of the Tech Venture GigTech fueling the Beyond Beauty Club	Peach Zwyssig Lucas Pelloni Sacha Uhmlann
10'	4. Summarized and actional insights and strategies from 38 ventures	Peach Zwyssig Lucas Pelloni Sacha Uhmlann
15'	**5. Interactive Q&A**	**Peach Zwyssig** **Lucas Pelloni** **Sacha Uhmlann**
5'	6. Closing & preview series 2	Peach Zwyssig

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We'd love to see you to Series 2

1

26.03.2024

Actionable Insights of 38 Ventures to Double the Speed until Profitability in Product, Management & Growth

This session delves into the crucial 4 stages of tech venture building: finding the fit for the customer/problem, problem/solution, solution/market, and business model. We emphasize the core aspects of product, management, and growth and reveal actionable insights. Learn and exchange with Peach, Lucas and Sacha and how they doubled the venture's speed toward profitability.

Speakers

– Peach Zwyssig

– Sacha Uhlmann (GigTech / Beyond Beauty)

– Lucas Pelloni

2

04.04.2024

Focus Product: Validation in 50 Days, Launch MVP and Generate Revenues in 100 Days and Pivot Successfully

Speed and adaptability are crucial when building a startup. Learn about efficient ways to design and validate your digital product or service and launch an MVP so that you can start generating revenue within 100 days. We will also talk about the need and efficient ways to pivot and the impact on the validation and traction.

Speakers

– Peach Zwyssig

– Dr. Stephan Meyer (Obligate / FQX)

– Lucas Pelloni

3

15.05.2024

Focus Management & Growth: from Venture Building Plan to Funding, CAC to CLTV in Swiss B2C Fintechs and Data Driven Valuations with Equidam

We refer to building a compelling venture building and hiring plan, incl. a business case with CAC and CLTV in the context of Swiss tech startups, creating a valuation report, and crafting a pitch deck. And we talk about securing early funding for Swiss tech ventures and the funding map. For creating the valuation report, we show insights from our partner Equidam and have the opportunity to talk with the founder & CEO.

Speakers

– Peach Zwyssig

– Daniel Faloppa (Equidam)

– Stefan Bütler

Thank you

Peach Zwyssig

Co-Founder & CEO

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