lech Venture Building like a Pro

Series 2 / 3: Focus Product: Validation in 50 Days, Launch MVP and Generate Revenues in 100 Days and Pivot Successfully

Speakers



Peach Zwyssig Board, CEO & Co-Founder Axelra



Dr. Stephan Meyer

Co-Founder & CLO Obligate, Dr. iur., LL.M., EMBA, Counsel, Attorney-at-Law & Notary Public





Lucas Pelloni Exec. Board und Co-Founder Axelra

© by Axelra AG | SSA Webinar (Virtual) | 4th April 2024



Agenda Tech Venture Building like a Pro - Series 2/3

	10'	1. Introduction in the Tech Venture Building Journey and its 4 Stages	Peach Zwyssig
	5	2. What to focus on your Product along the stages	Lucas Pelloni
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-	5'	7. Closing & preview series 3	Peach Zwyssig





Axelra in a nutshell



Axelra Tech Venture Builder

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.

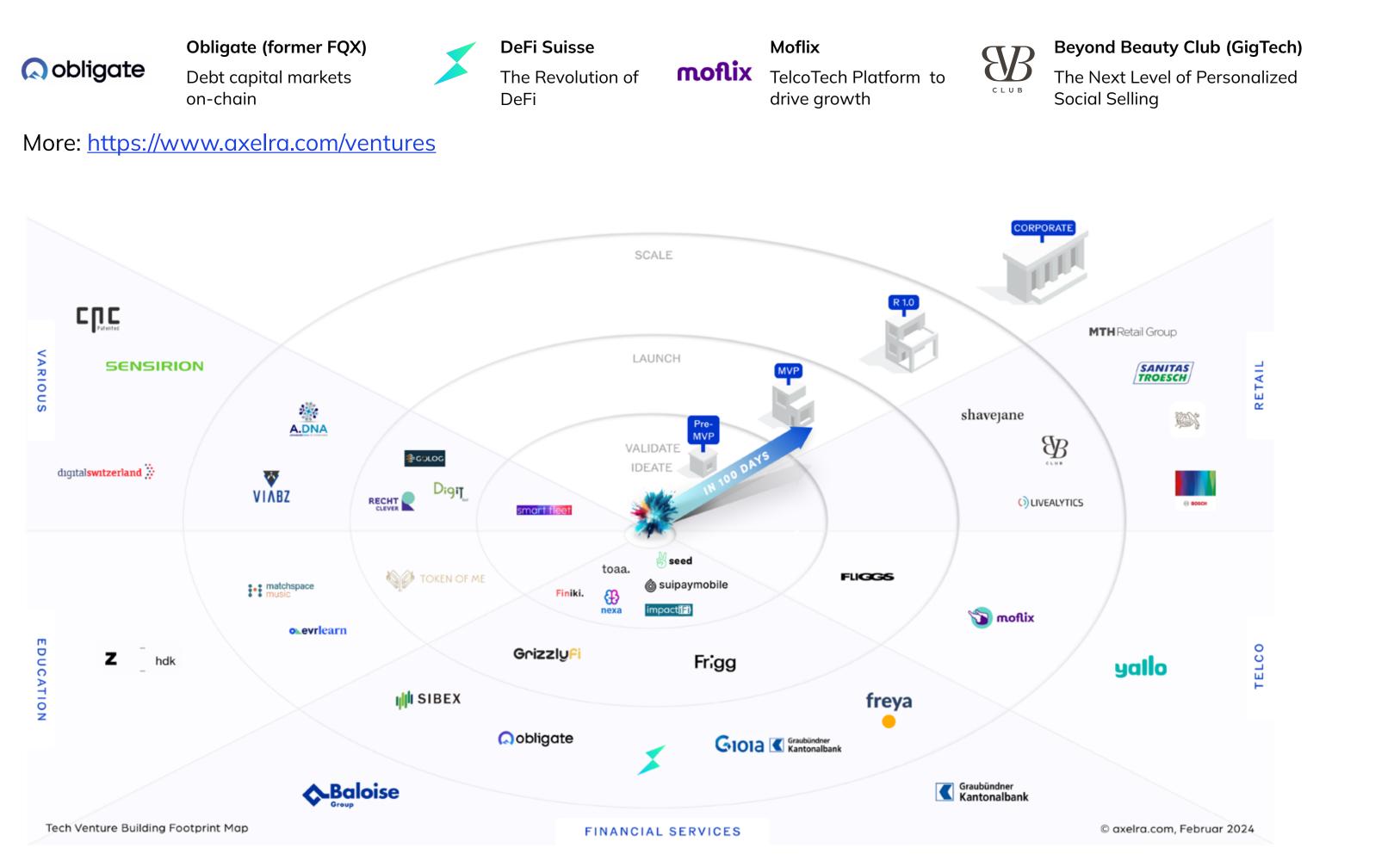


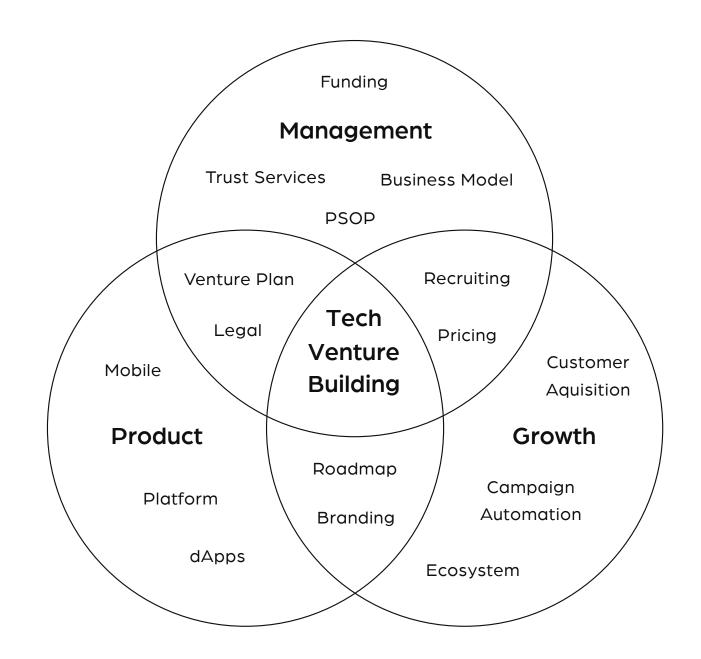
Axelra Tech Venture Builder - Company Overview

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:



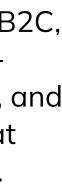


Our Approach

We are industry-agnostic and build in 100 days B2B, B2C, and D2C tech startups, and cover the whole companybuilding 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





The worldwide rise of Venture Builder

Venture Builder = Company Builder = Startup Studio







Why to choose a venture builder (1/2)

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





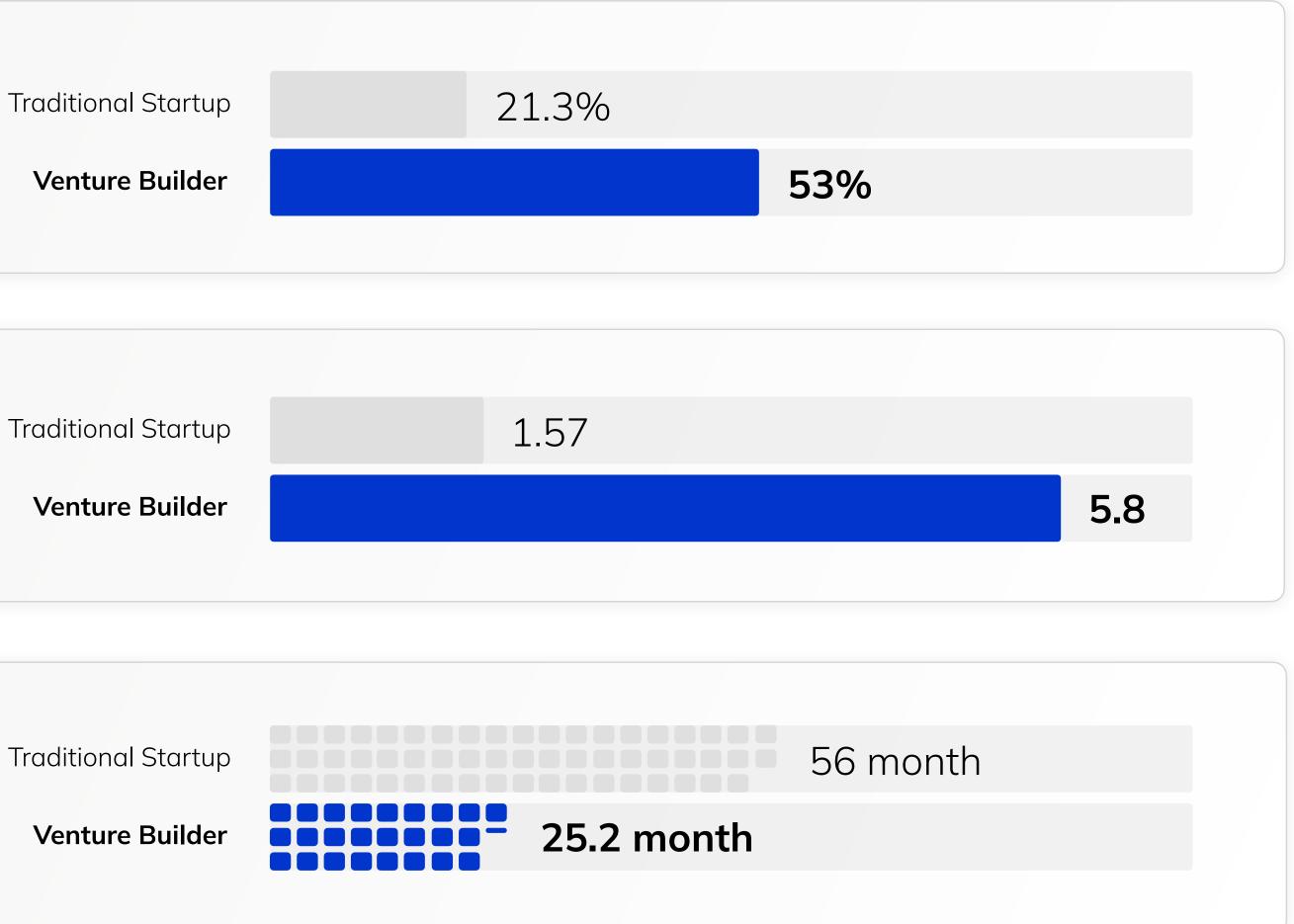
Why to choose a venture builder (2/2)

A tech venture builder delivers experience and speed

Higher IRR – **Return on investment**

Higher Multiple – **Ratio investment and earnings**

Shortening of Time – from 0 to Series A







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

#1 in Switzerland and #32 in Europe



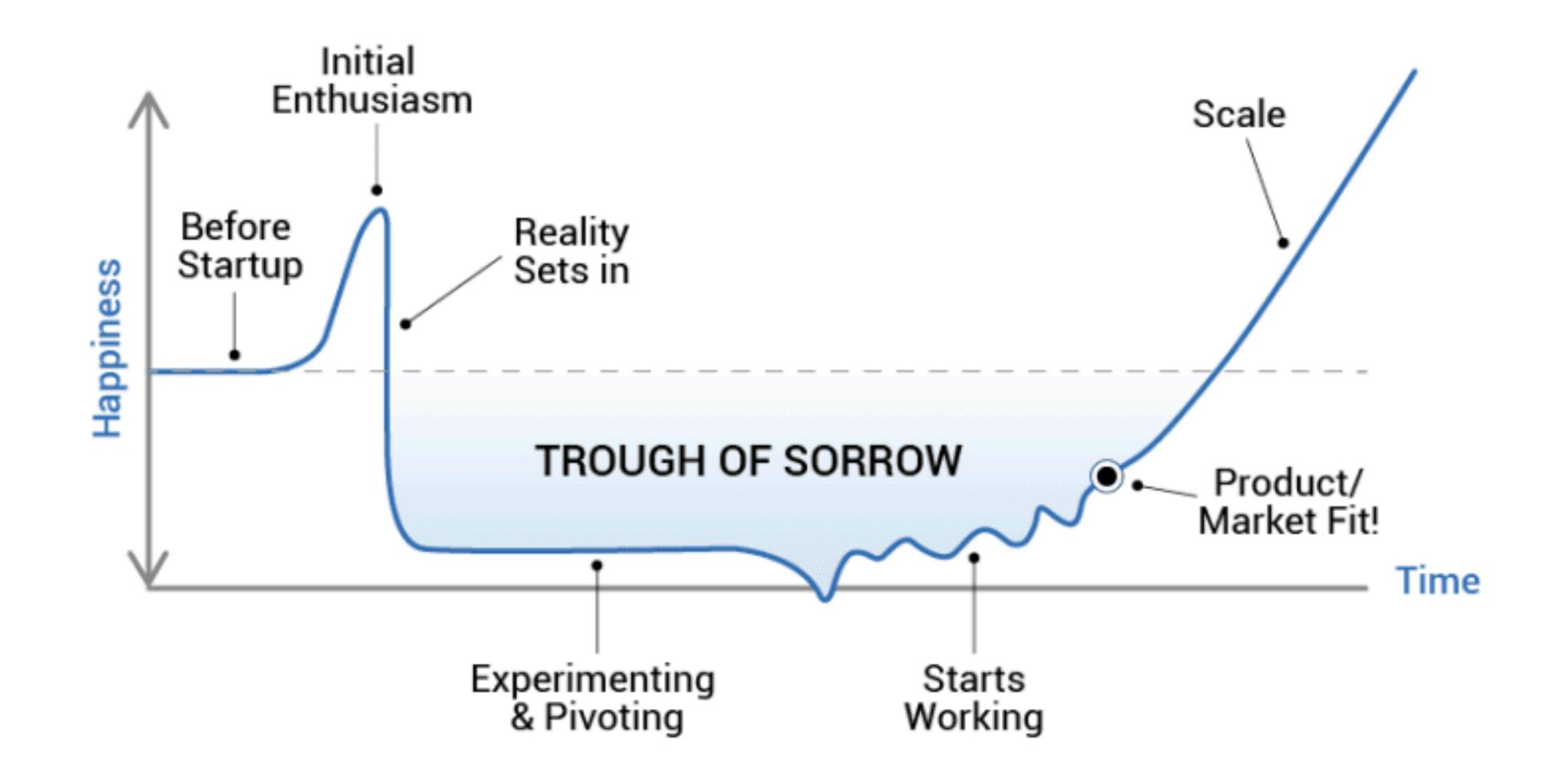
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Let's dive into the stages of the Tech Venture Building Journey

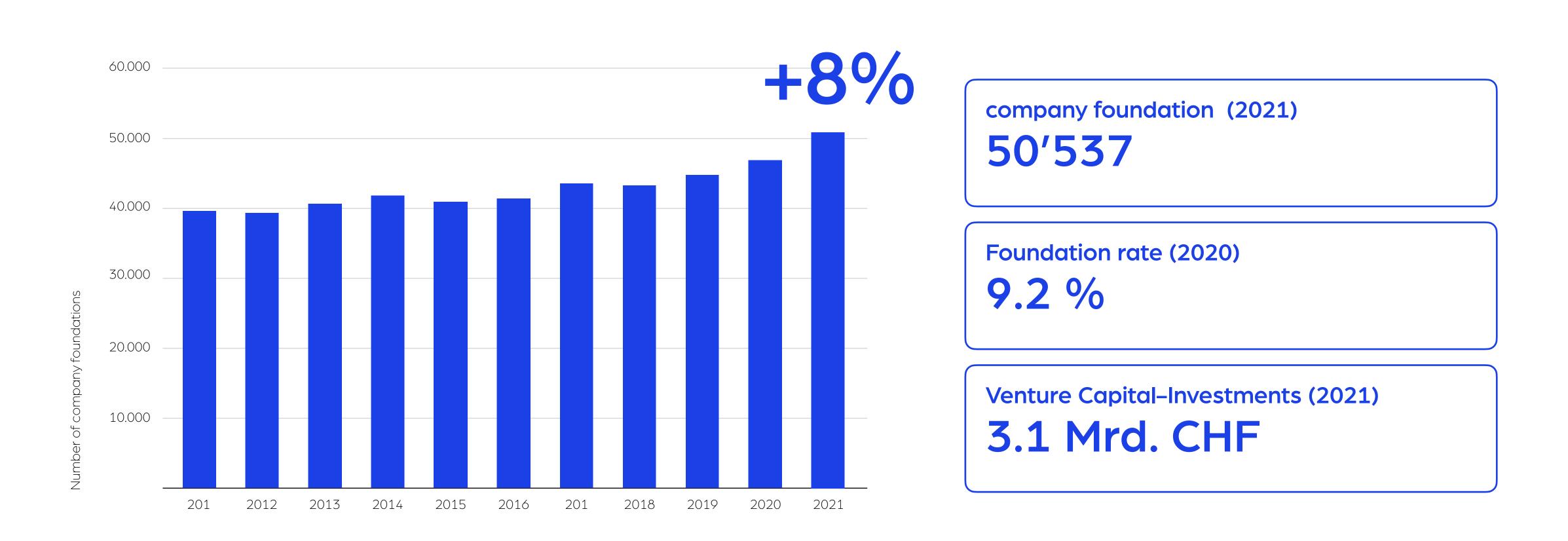


The Tech Venture Building Journey is super intense With lots of ups and downs





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

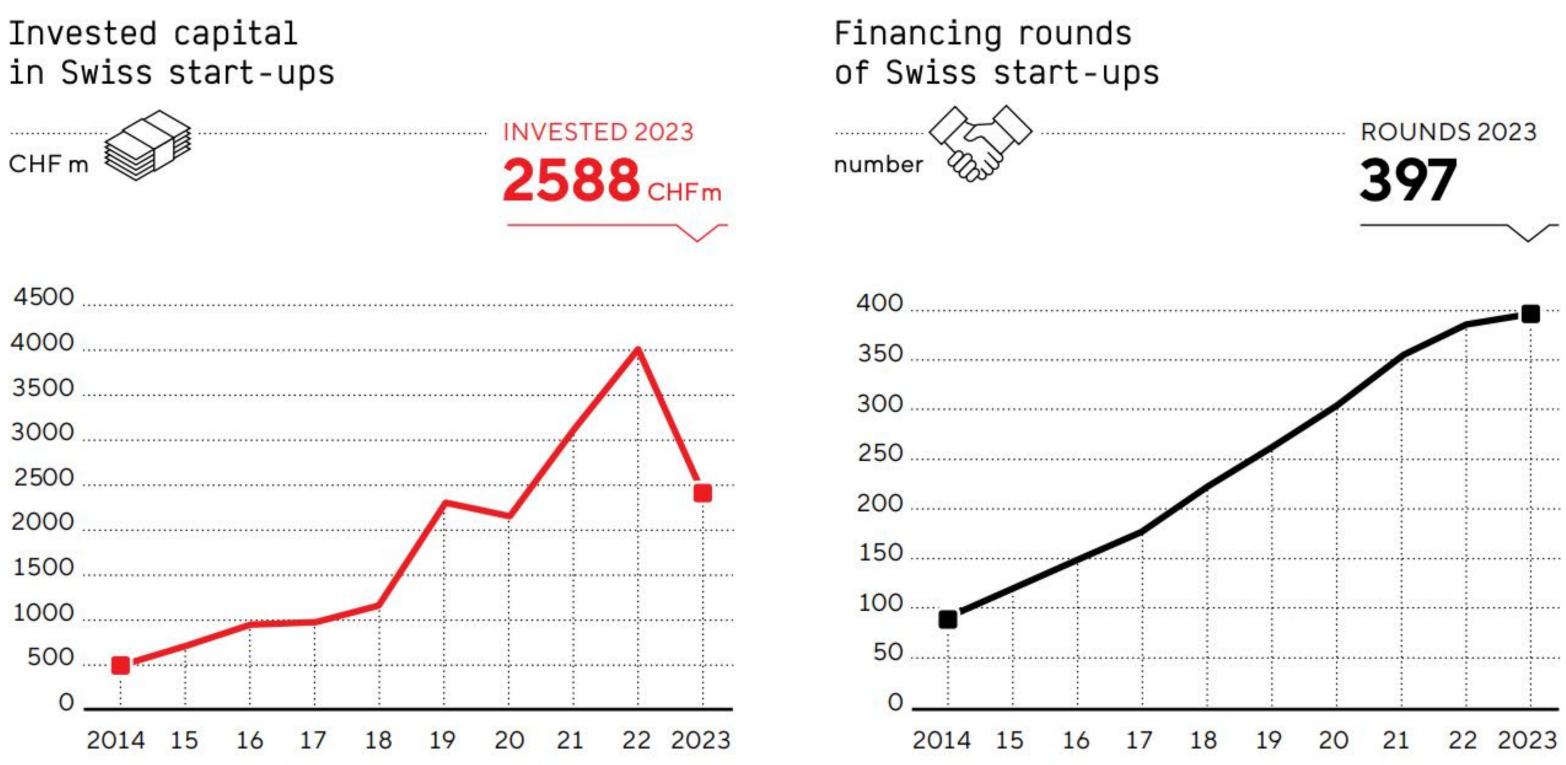






Swiss VC Capital Report (-35%)

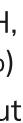
Hard brake after 10 years | gloomy with some bright spots



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



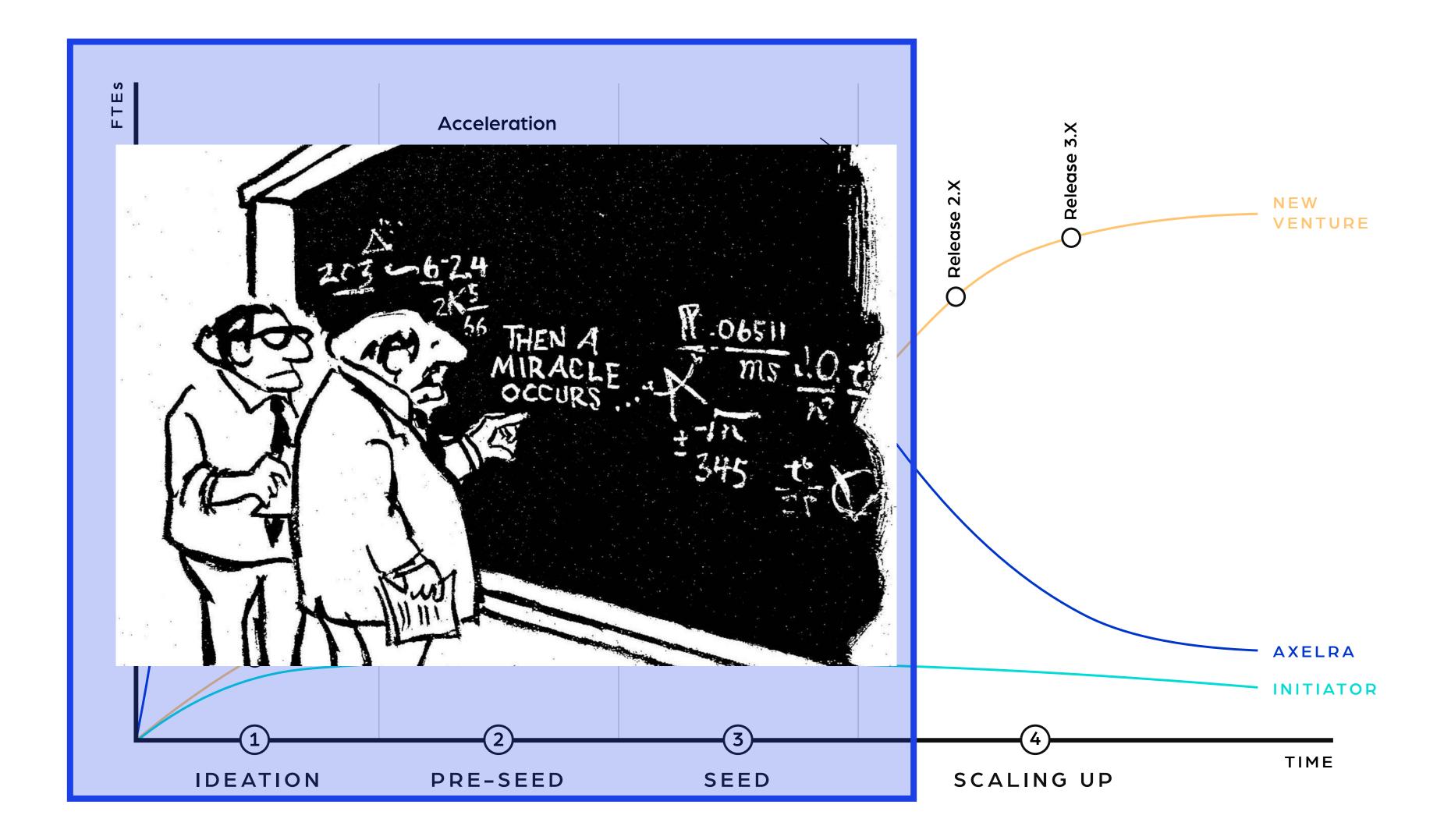


The survival rate is low **80-90% of startups fail - 10% in the first year and 70% in the second to fifth year**

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 marketing	Lacking business model	
	Lack passion Ignore customers		Failure to pivot	



From co-creation to independence in 100 days Let's decompile the this in 4 Steps & 4 Stages



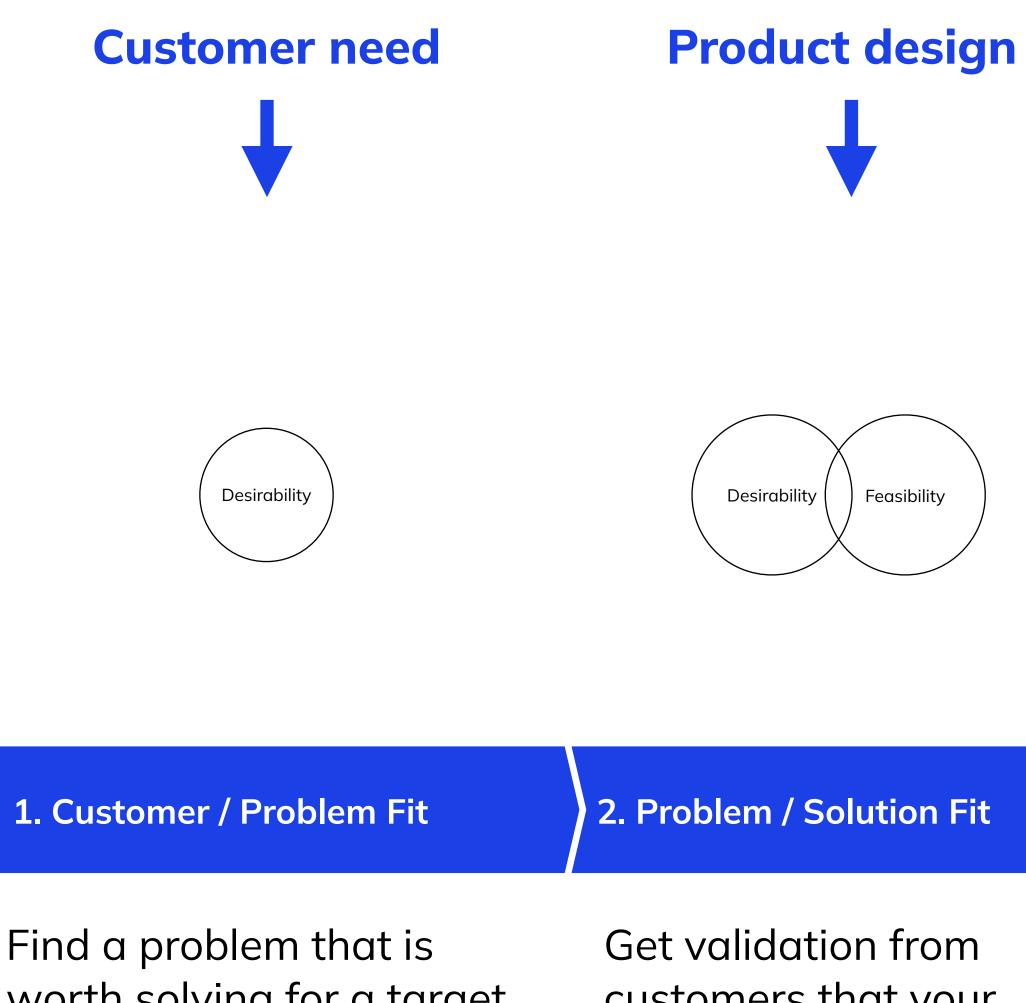




The 4 Fits, 4 Stages and 3 Areas of a Tech Venture Building Journey

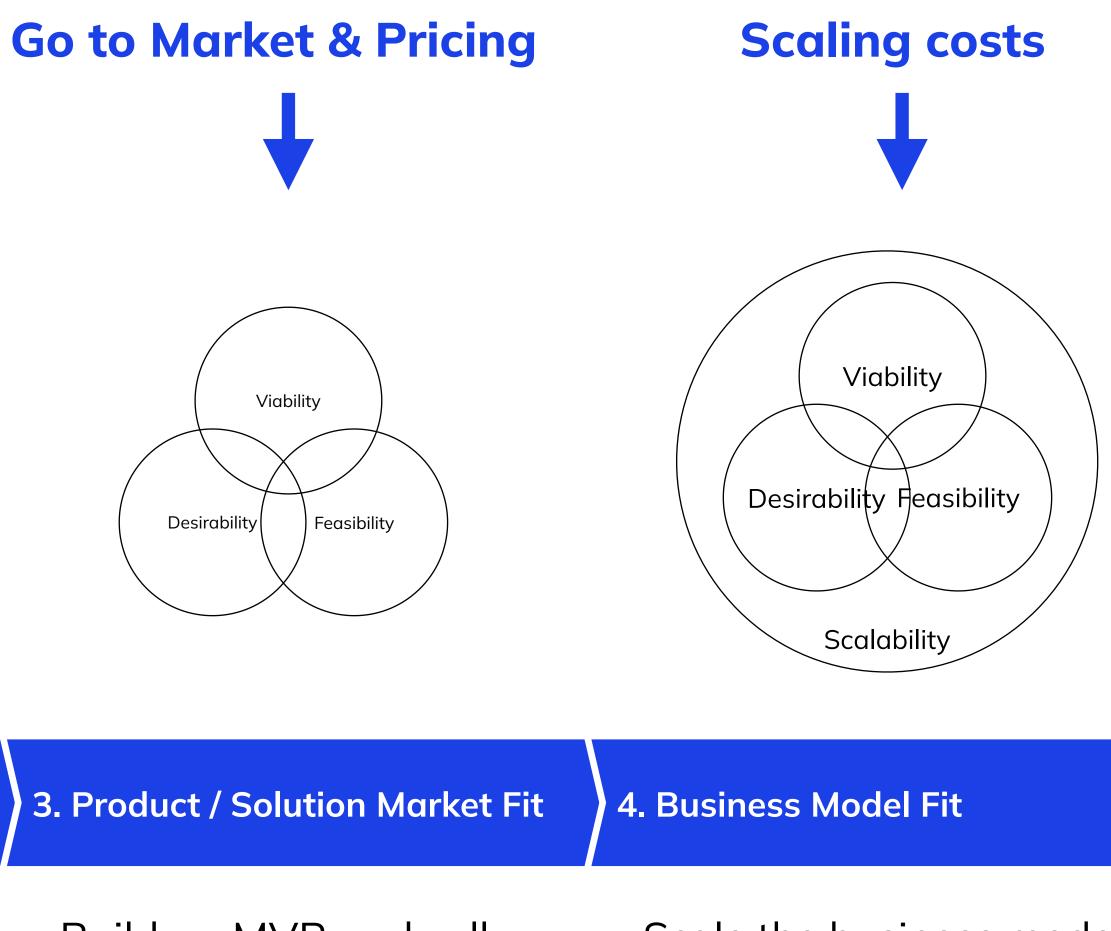


Axelra Essentials: 4 Fits startup need to master The 4 fits that determine successful scaling and it starts with the problem (customer need)



worth solving for a target group

Get validation from customers that your solution solves their problem (partially)



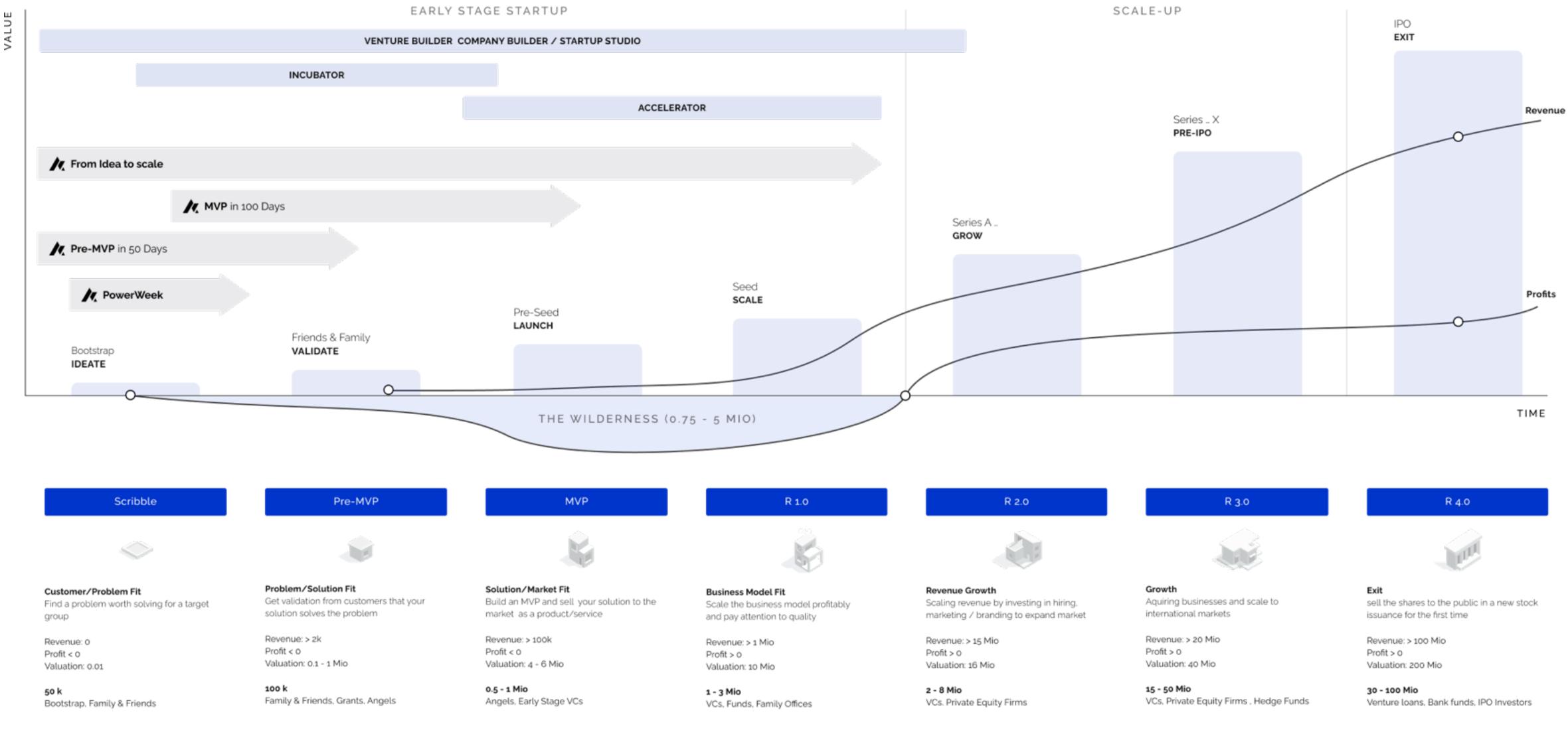
Build an MVP and sell your solution to the market as a product / service Scale the business model profitably and pay attention to quality







Axelra Essentials: 4 Stages for overcoming the wilderness of your Tech Venture Journey Understanding both your «End-Game» and the pivotal steps leading there

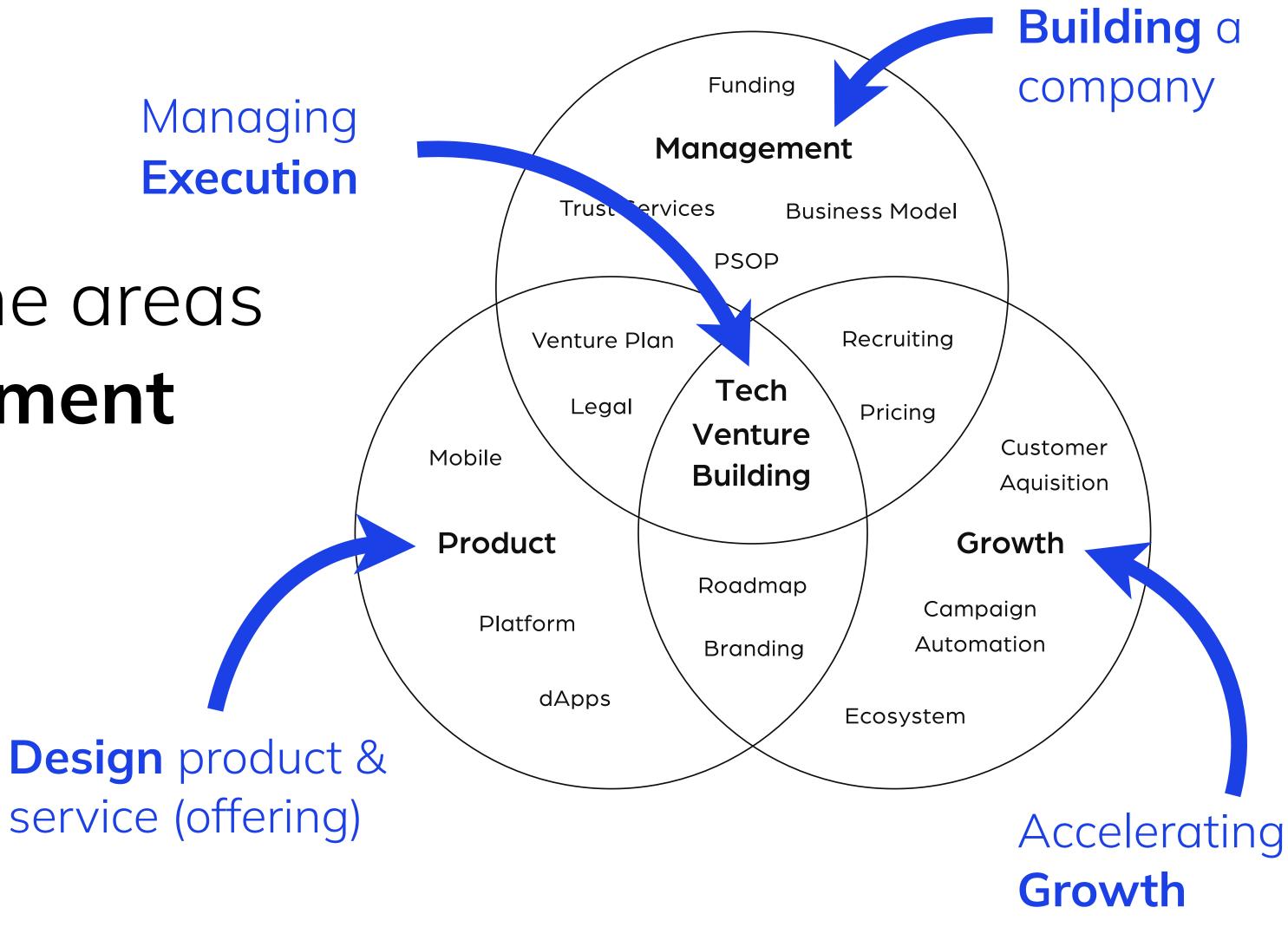




Axelra Essentials: 3 Areas of Tech Venture Journey It is about co-creation in the 3 areas of connecting to achieve bottom line results

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

service (offering)









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ey and its 4 Stages

Peach Zwyssig







2. What to focus on your Product along the stages Focus develops over time - so recognize what needs to be achieved and when



Ideation

Customer/Problem Fit

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

Revenue: 0, Profit: < 0, Valuation: 0.01

- Talk to real Customer
- Focus on **Problem** and **Pain** and it's intensity
- Max 1 Week Hackathon for Prototype (**Temptation** is huge)

Tipp:

- You can use Scribbles, Slides to identify, verify and understand and deep or discuss the problem with your target group.

Validation

Problem / Solution Fit

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.

Revenue: > 2k, Profit < 0, Valuation: 0.1 - 1 Mio CHF

- Select MVP Scope (most value add first)
- Build a **beautiful prototype to** validate (not to show user settings)
- **Pricing Info** is a must

Tipp:

- 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.

Pre-Seec LAUNCH

Launch

Solution/Market Fit

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

Revenue: > 100k, Profit < 0, Valuation: 4 - 6 Mio CHF

- Launch MVP to generate revenue (you'll keep only parts of it)
- Iterate and learn based on data quickly
- **Pivoting** is standard

Tipp:

- 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.

Scale

Business Model Fit

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

SCALE

Revenue: > 1 Mio CHF, Profit > 0, Valuation: 10 Mio CHF

- **Decrease product** development pace incl. releases
- Reevaluate USP & Scope of your product
- Look for and provide own integrations

Tipp:

- 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.







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3. Efficient strategies for rapid product validation and MVP launch

A smart slide about



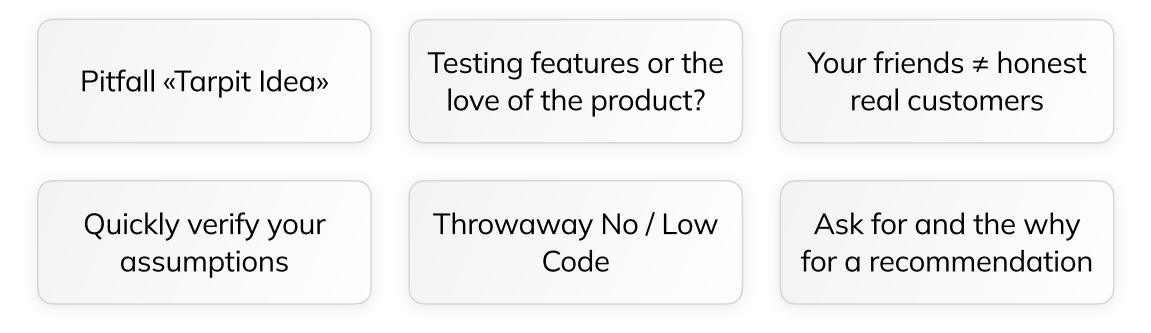
Validation

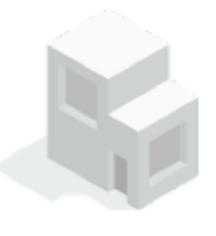
Problem / Solution Fit

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Approach



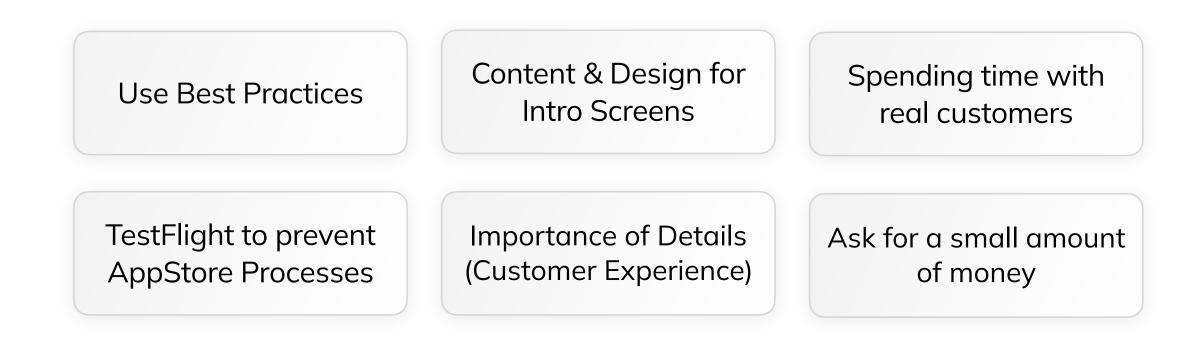


Launch

Solution/Market Fit

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

Execution







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IT'S EASY TO LOOK SHARP WHEN YOU HAVEN'T DONE ANY WORK.





Pivoting is not an admission of failure but a strategic decision to align the startup more closely with market opportunities .



Understanding Startup Pivots - The Essence of Pivoting in Startups What is a Pivot?

- A pivot signifies a strategic shift in a startup's direction, focusing on a new market, product, or business model.
- Pivots can be proactive or reactive, based on internal insights or market pressures
- Successful pivots require thorough market research, customer feedback, and a clear understanding of the startup's core competencies.
- It helps to **decide**, have a **plan** and than to execute, **measure** & improve the pivot _





Understanding Startup Pivots - The Essence of Pivoting in Startups An overview of the 10 types of pivots and their importance for startups

Product Pivot

- Zoom-in Pivot: Focus shifts to a successful feature of the product.
- Zoom-out Pivot: Expansion of the product's features or services.
- **Platform Pivot:** Changing from app to platform or vice versa.
- Technology Pivot: Switching the underlying technology for better efficiency or value.

Business Model Pivot

- volume models.
- Engine of Growth Pivot: the business.

- Business Architecture Pivot:

Switching between high margin/ low volume and low margin/high

- Value Capture Pivot: Altering the revenue or monetization strategy.

Adjusting the approach to scaling

- Channel Pivot: Changing the distribution or sales channels.

Target Market Pivot

- Customer Segment Pivot: Targeting a different customer group.
- Customer Need Pivot: Adapting to unmet customer needs.







A pivot consists of changing the strategy without changing the changing the vision.



When and How to Pivot - Timing and Execution of a Startup Pivot Identifying the right moment and method for a successful pivot.

Why

- The need for a pivot may become apparent when a product does not meet market expectations, or there's too much competition.
- Early signs include slow growth, lack of user engagement, or financial underperformance.

Deside

- The decision to pivot should be datadriven, with a keen eye on emerging market trends and customer needs.
- Not every pivot leads to a complete overhaul; sometimes, a minor adjustment can have a significant impact.

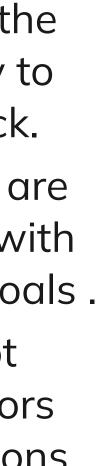
Prepare

- Before pivoting, gather ample feedback, conduct market research, and ensure there's a viable path forward.
- Planning involves setting clear goals, identifying new target markets, and developing a roadmap for implementation.
- Effective communication with stakeholders, including employees, customers, and investors, is essential throughout the pivot process.
- Be prepared to make difficult decisions, including discontinuing products or changing business focus entirely.

Execute, Measure & Improve

- Execution requires commitment, the right resources, and the flexibility to adapt based on ongoing feedback.
- Regular review and adjustments are crucial to keep the pivot aligned with market demands and business goals.
- Measuring the impact of the pivot through key performance indicators can guide further strategic decisions.





Guiding Tips and What to Avoid - Maximizing Success and Avoiding Pitfalls in Startup Pivots Strategic advice and common mistakes to avoid during a pivot.

Mindset

- Commit fully to the pivot; half-hearted attempts can lead to failure.
- Remember that pivoting is a means to an end, not an end in itself; the goal is to build a more sustainable and successful business.
- Prepare for short-term challenges but stay focused on the long-term potential of the pivot.

Strategy & Plan

- Ensure the pivot aligns with long-term business goals and vision.
- Be wary of pivoting into overly saturated markets without a clear differentiation strategy.
- Do not pivot away from core competencies without a viable plan to acquire the necessary skills or technology.
- Avoid pivoting too frequently without a clear, strategic reason.
- Do not ignore customer feedback or market data that suggests the need for a pivot.

Execution

- Avoid neglecting team input; employees can offer valuable insights into pivot strategies.
- Utilize data and analytics to guide decision-making and measure success post-pivot.





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On-Chain Debt Securities - a New Era of Finance

Dr Stephan D. Meyer, Co-Founder & Chief Legal Officer

Obligate



Obligate's solution

End-to-end on-chain digital securities platform & infrastructure



Debt capital markets lack accessibility

Traditional bonds require:

6

weeks to issue on average.¹

manual tasks to complete.¹

2,000

up to **13** paid

intermediaries.

It is costly, lengthy and only viable for large issuances.

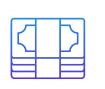
1. Bank of America Global Research - Global Digital Assets June 2023 https://rsch.baml.com/access?q=s-i517792VNkDKydHLEioQ&utm_source=substack&utm_medium=email



Obligate is the future of digital capital markets, on-chain

All-in-one

securities platform



Marketplace and direct securities issuance to qualified investors

Decentralized lifecycle & settlement infrastructure



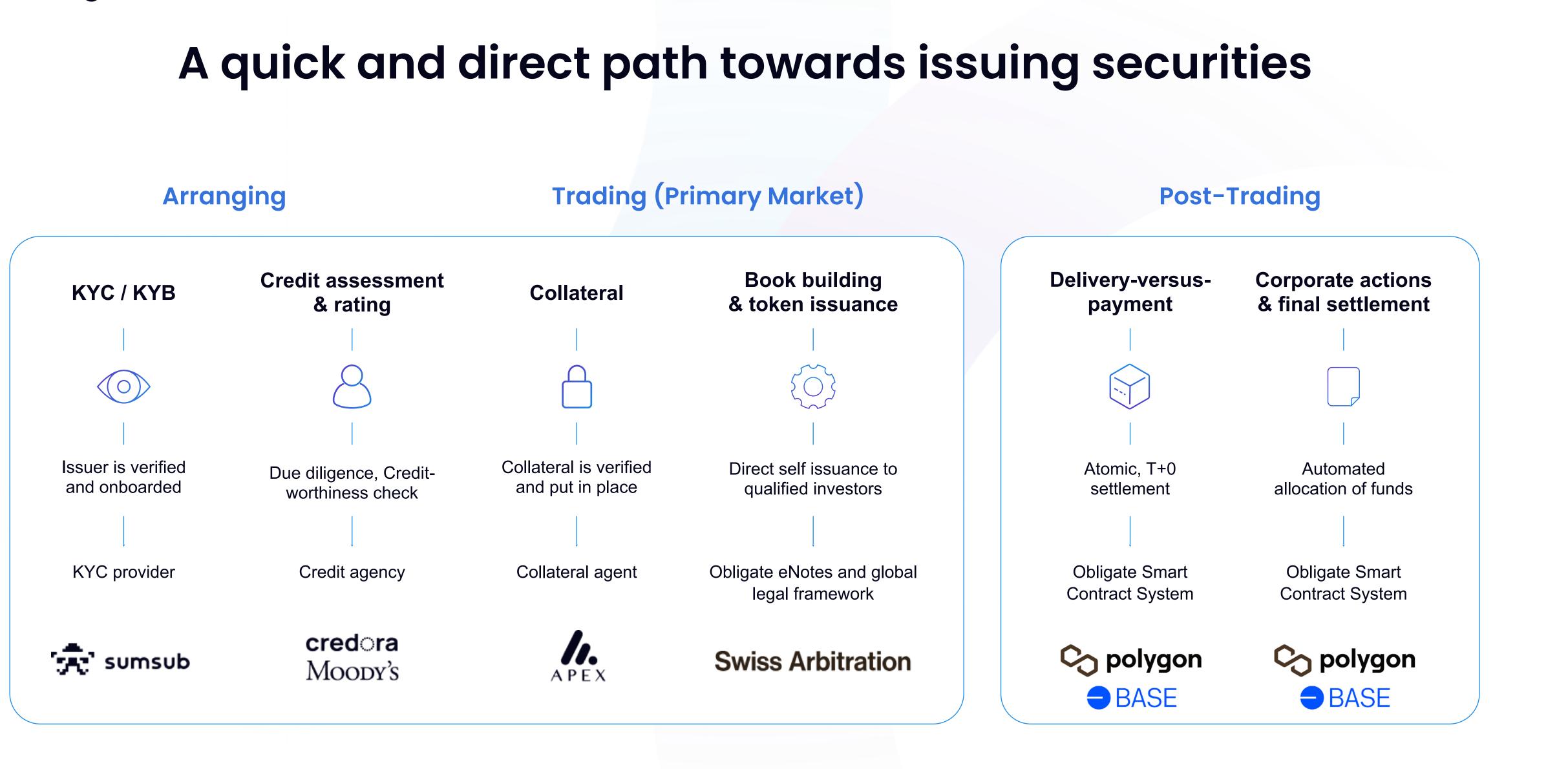
Automated securities settlement in T+0



* Overall costs calculated for a USD 50m bond issuance, including arranger, dealer, law firm, issuing & paying agents, FMI & custodians: reduced from 4.7% to 0.84%) ** time reduction from 6 to 1.2 weeks



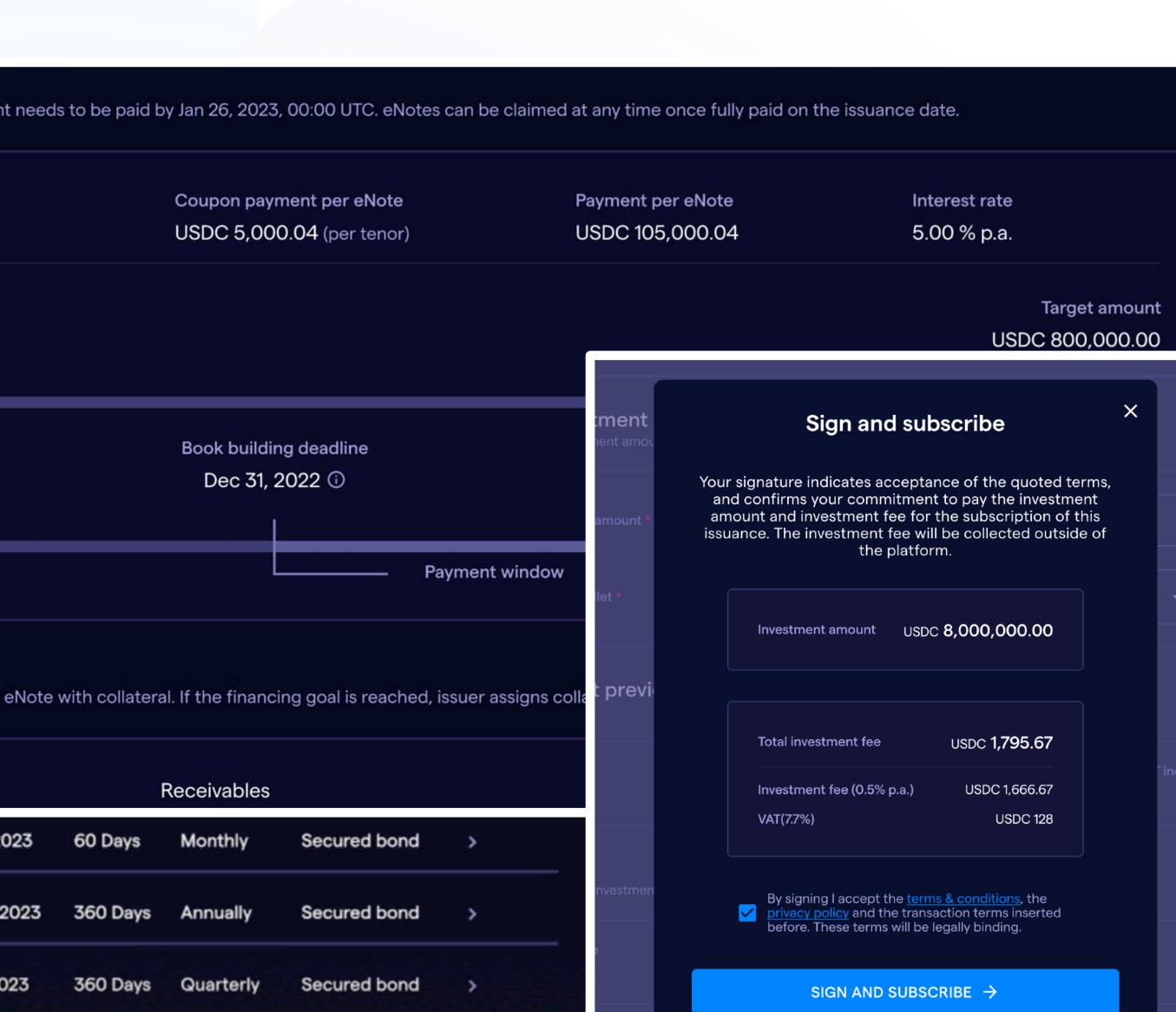






Obligate platform: some screenshots

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	GZAN - 5.20 05May20 USDC D&H Ltd.	AA	USDC 20,200,50	05.00 5.20%	May 05, 2
	FRBS - 14.70 21Jun23 USDC France Company	N.A.	USDC 15,000,00	0.00 14.70%	Jun 21, 20





Our evolution («pivot»?)



2019-2022

Centralized SaaS engine to issue bilateral promissory notes based on a private DLT



. . . .

FQX eNotes^m

FQX brings Promissory Notes into the Digital Age to enable the flow of liquidity on a global scale

eNote			î.	
croll down to get more information.		re you looking for? Q	Download PDF	
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ROTE		FRONT SIDE BACK SIDE	E Help	
			eNote status: Holding	
FQX eNI™		FQX	→ Transfer eNote	
The maker of this promissory note Corporation Ltd.	makes commitment to pay to the on due date order of 31.12.2020 Investor 1 AG	Carly Cuthed Bectroole Signature		•
the sum of				
CHF 100'567.77		FOX FOX		
(one hundred thousand, five hundred sixty-seven swiss francs and seventy- eight centimes)				
This note and any non-contractual obSgations are with the laws of the State of New York without re	Ising out of or in connection with it will be governed by and construed in acc gard to conflict of laws principles.	ordance Verify the I QX sNote by scanning the OR code or visiting https://fqx.dv		
Signature	Date of signature			
Peter Andrews	16,10,2020 []]	♥ Verified integrity with blockchain		« · · · · · · · ·
JANCE AGREEMENT				
Issuance Agreement				

«FQX 1.0»

eNote[™]: Use Cases

1 Short-Term Debt (CF)	 YOU issue and sell the eNote[™] to an Investor The Investor pays out the financing amount to YOU At maturity YOU pay the face value to the investor 	YOU as Borrower	Inve
2 Receivables Finance (SCF)	 YOU have invoiced for delivered products / services The buyer issues an eNote[™] as payment instrument YOU sell the eNote[™] to an investor At maturity the buyer pays the face value to the investor 	Buyer	as
3 Payables Finance (SCF)	 The supplier has invoiced for delivered products / services YOU issue an eNote[™] as payment instrument The supplier sells the eNote[™] to an investor At maturity YOU pay the face value to the investor 	YOU as Buyer	s



Thursday, 17 September 2020 10:14

Sygnum Goes Medieval

- Swiss Crypto Banks Face Growing Pains
- Sygnum Gets Go-Ahead for Trading Platform
- Marc Buerki: «We're Not the Wild West»



FQX processes promissory notes using Swisscom blockchain

November 13, 2020 • by Ledger Insights



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Middle Ages onto blockchain.





The Swiss crypto bank is joining up with fintech FQX to

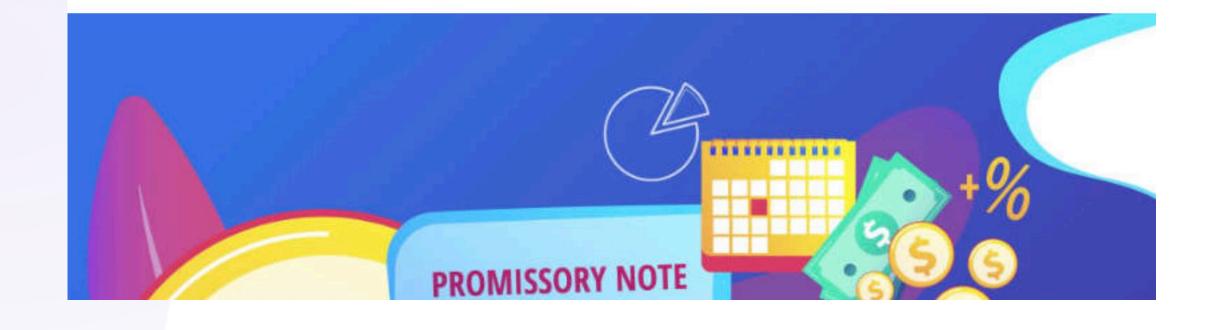
put a common financial instrument popularized in the

«FQX 1.0»

Blockchain for Banking • News

Credit Suisse trials blockchain promissory notes with FQX

January 11, 2022 • by Ledger Insights





ABOUT PROJECTS PARTICIPATE USE LEARN

DIGITISED PROMISSORY NOTES AND THEIR LEGAL FRAMEWORK

ADMIN | DEC 21, 2020



From closed to open. From bilateral to multilateral. 4 of our key findings:

4

Selling an eNote SaaS engine to loan platforms is challenging, because loans and promissory notes are like apples and oranges. Very different flows are required.

3

In bilateral loan constellations, an eNote has limited USPs (especially if "buy and hold").

Using a closed DLT silo (ourselves) does not bring any efficiency increases.

For long(er)-term financing, the instrument of a promissory note is too generic: modularity is required.



Our evolution («pivot»?)



2019-2022

same core, same know-how, but executed & implemented differently

Centralized SaaS engine to issue bilateral promissory notes based on a private DLT



Obligate

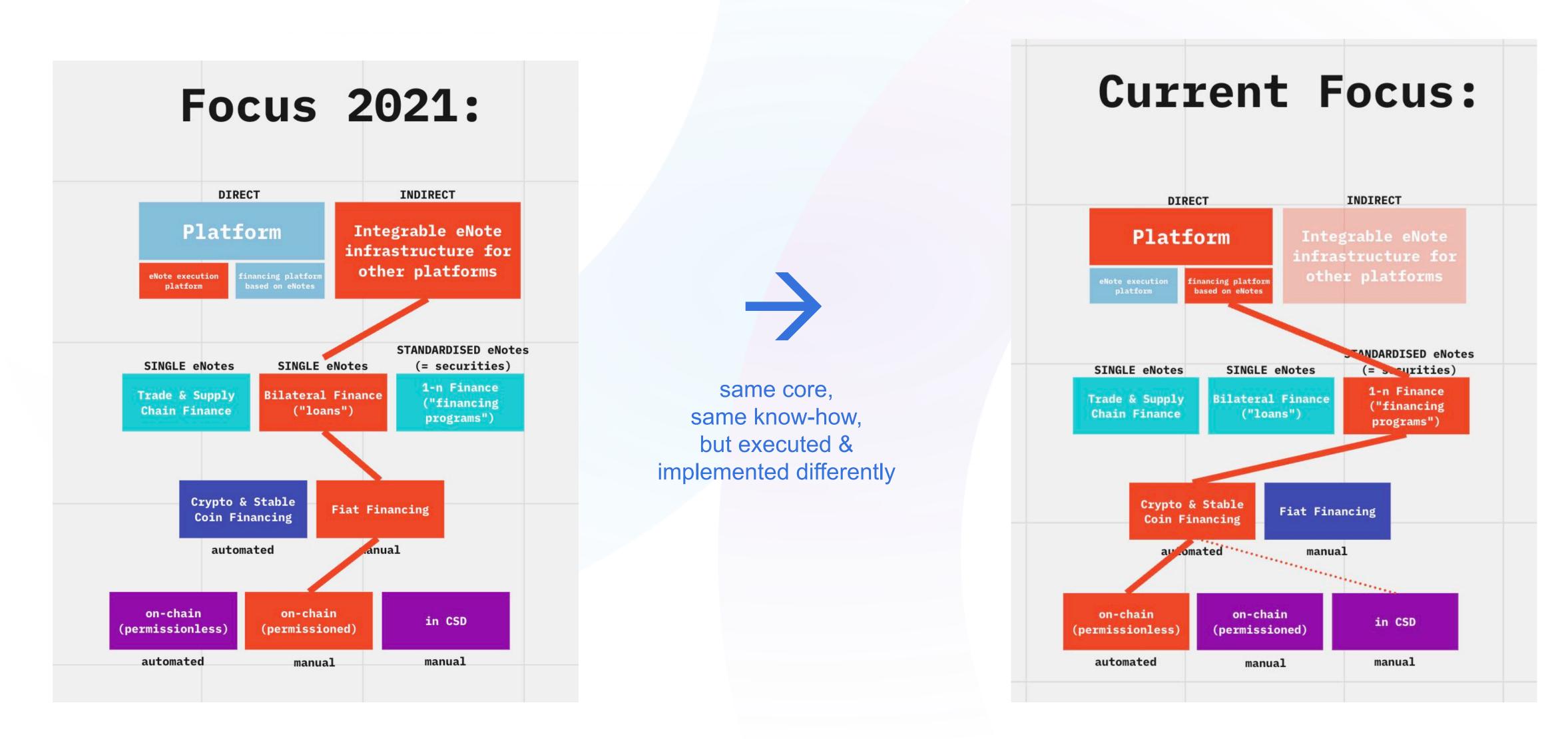
2023-today

All-in-one securities platform leveraging public blockchains and stable coins





From closed to open. From bilateral to multilateral.





From Closed to Open. From bilateral to multilateral.

10 Types of Pivots

Product Pivot

- Zoom-in Pivot: Focus shifts to a successful feature of the product
- Zoom-out Pivot: Expansion of the product's features or services.
- Platform Pivot: Changing from app to platform or vice versa.
- Technology Pivot: Switching the underlying technology for better

Business Model Pivot

- Business Architecture Pivot: Switching between high margin/lov margin/high volume models.
- Value Capture Pivot: Altering the revenue or monetization strateg
- Engine of Growth Pivot: Adjusting the approach to scaling the be
- Channel Pivot: Changing the distribution or sales channels.

Target Market Pivot

- Customer Segment Pivot: Targeting a different customer group.
- Customer Need Pivot: Adapting to unmet customer needs.

Example $\mathbf{FQX} \rightarrow \mathbf{Obligate}$:

ct. S.	Zoom-out (and sideways): More platform functionalise more value creation on the origination side Platform: adding a marketplace, but still serving char partners
er efficiency or value. Technology: From closed to open DLT(s)	
ow volume and low	
egy. Dusiness.	Channel: From SaaS to marketplace (and, later, from 2-sided to 1-sided platform)
•	(End) User Segment: From large multi-national companies to medium-size companies and fintechs







Cutting-edge technology with institutional trust



>_ EARLYBIRD / KINTECH VENTURES BLOCKCHANGE

Based on a regulated environment



Regulated as financial intermediary in Switzerland for AML and KYC purposes

VQF

Financial Services Standards Association (VQF)

Partners







CIRCLE

Raised > USD 10m



Obligate acts under the liability umbrella of a Bafin supervised securities firm

CM-EQUITY GLOBAL INVESTMENT SOLUTIONS

Founder and management experience









2

3

Changing strategic focus: 3 key suggestions from practice

In order to grow and scale, many startups are required to change their strategic focus at least once. Consider those 3 key aspects:

Get as much *data* as possible as decision basis (but be aware that you will never reach a "full picture").

Focus on your team's & product's core strengths *and* customer value. Focus on solving *genuine* problems (according to point 1 above). Validate. Decide.

Communicate to

Communicate transparently. Engage your team and stakeholders. Build momentum.

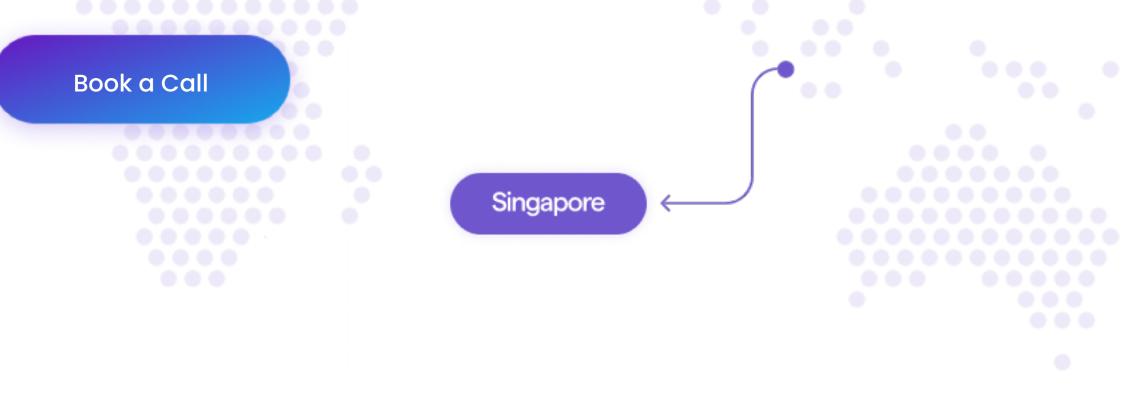
Zurich

Reach out to us: hello@obligate.com

Berlin

Obligate

-



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15'	5. The successful evolution from FQX to Obligate	Dr. Stephan Meyer
15'	6. Interactive Q&A	Peach Zwyssig Dr. Stephan Meyer Lucas Pelloni
5'	7. Closing & preview series 3	Peach Zwyssig







6. Closing & Overview «Tech Venture Building like a Pro» We'd love to see you to Series 3

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

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

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

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

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