

# “What corporate assets should I offer startup partners?”

01/06/23 @ 15:00 CET

Recap of the roundtable discussion



# Peer power for venturing success.

Connect with corporate entrepreneurs on your level, across industries and borders, to share valuable insights and level up your venturing expertise.

## Members who attended



**Catarina Santos**  
Executive Director  
at Novartis



**Frazer Hembrow**  
Head of Platform at  
Btomorrow Ventures



**Hrvoje Patajac**  
Member of Supervisory Board  
at Croatia osiguranje d.d.



**Riccardo Mazzolo**  
Corporate Innovation Portfolio  
Manager Start-ups at BAT



**Adam Moalla**  
Senior Manager Venture  
Building at Schenker Ventures



**Christian De Catelle**  
Senior Venture Architect  
at Bundl

# Topic overview

We kicked off the conversation with the BoortmaltX case study to explore ways accelerating into new markets by identifying, using, and providing access to your available assets and capabilities.



## What the conversation centred around:

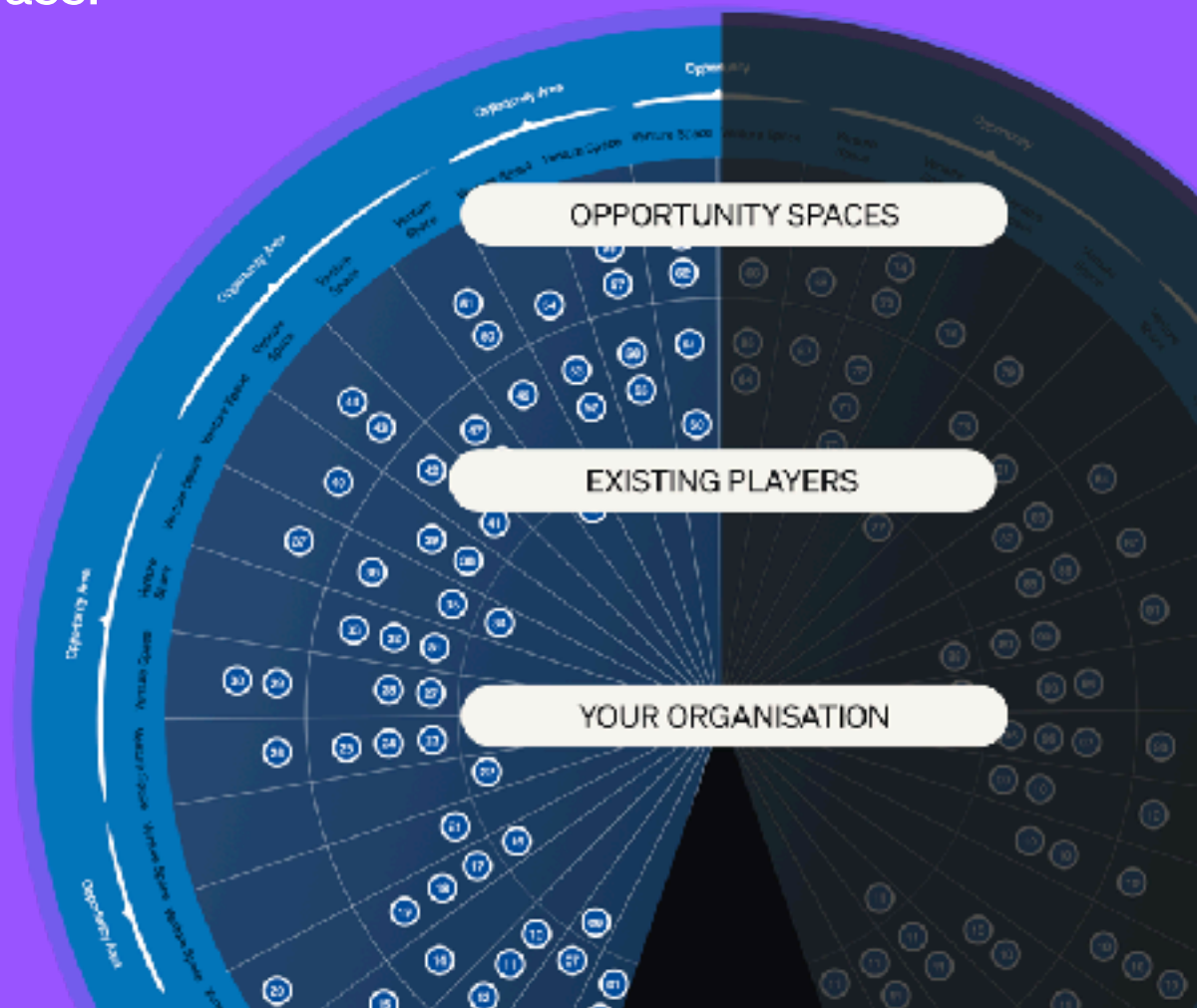
- Strategising an asset-driven accelerator to diversify revenues through an external startup ecosystem
- Finding new value spaces and the required assets to enter those markets
- Onboarding internal stakeholders to widen available assets
- Formulating an assessment framework for startup partnerships
- Pitching the startups and asset-driven growth opportunity to the board



How should I leverage the venture compass as a tool to align value spaces with my corporate stakeholders?

The venture compass is designed to identify and prioritise value spaces. You can use the insights as a starting point to map assets and capabilities, align them with market data, consider factors like the TAM, SAM and SOM and showcase startups operating in those spaces. This approach provides stakeholders with a clearer understanding of potential growth opportunities.

Preview of such a compass:

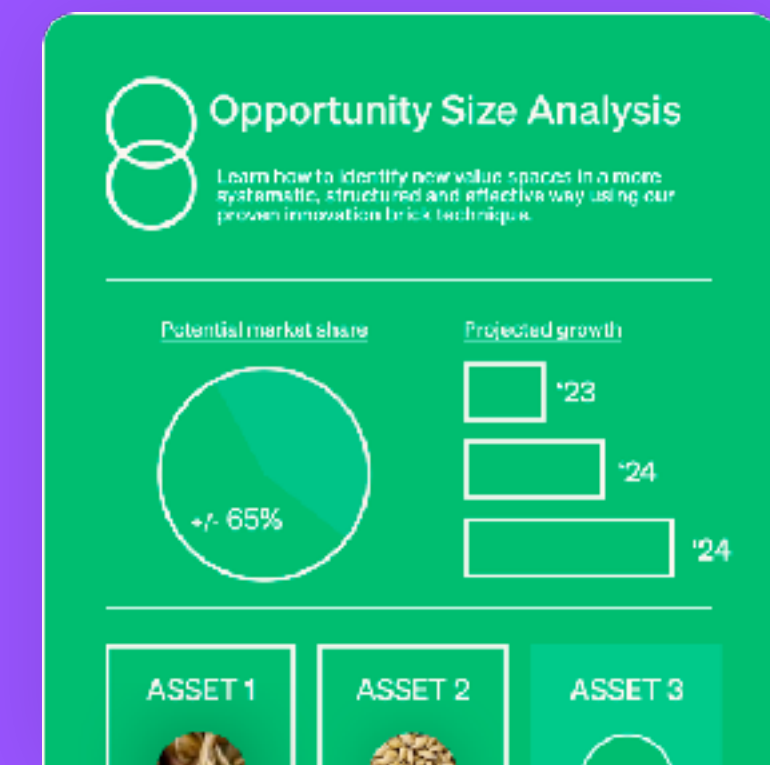


How can I quantify the opportunity size to stakeholders who don't understand a particular venturing area we want to target?

In the case of BoortmaltX, we quantified the opportunity size looking at factors like market growth and the potential for vertical integration.

For example, to highlight the difference between two new value spaces we considered factors like the number of parties involved in the supply chain and the customer reach. We prioritised value spaces based on these metrics.

Sneek peek:



Is it possible to overcome the challenges of launching new offerings in highly regulated and controlled markets?

A good way to ensure regulatory compliance is by partnering with startups that specialise in your targeted area. Combining your capabilities with their industry expertise will help ensure you develop a viable and compliant solution.

What incentives and expectations did BoortmaltX provide startups during the sourcing phase?

Startups were given the opportunity to pitch their ideas to the Boortmalt executive team. We also provided a funding package that began with a initial investment for a product pilot, with the potential for further funding of 5x that amount to support their development.

How scalable is the BoortmaltX scouting approach, and can it be applied to different innovation areas?

The approach is adaptable and scalable. It involves creating hit lists and direct outreach to startups, which can be applied in various industries and innovation areas. While it may require additional resources during specific periods, the methodology has proven effective and flexible enough to adapt to other projects.

If you had to build another accelerator, what would you change or improve?

There have already been quite some adjustments to the initial IP acquisition approach. Instead of starting with commercial agreements, we're opting for convertible loans, allowing startups to retain their IP and bring products to market independently. This builds trust and enables smoother long-term collaborations. It's a valuable lesson that has shaped our ongoing approach.



How can I incentivise people in "boots on the ground" commercial roles to support ventures that are not part of their KPIs?

Linking them to existing KPIs, establishing dedicated "squat teams", granting autonomy to acquired entities, or using a hybrid approach. These strategies provide support structures for commercial teams to engage with ventures outside their traditional scope.



# Want to dive deeper into the topic?

Reach out to me to start the conversation



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## Upcoming roundtables:



15/06 - 15:00 (CET)

BOOK YOUR SEAT

“How can I formalise access to corporate assets to support my venture portfolio?”



29/06 - 15:00 (CET)

BOOK YOUR SEAT

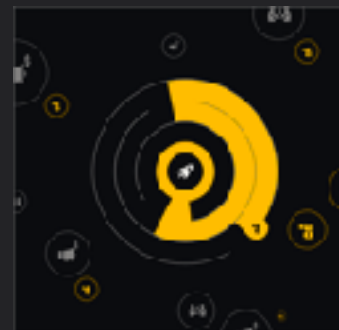
“How do I transition from an MVP to a scale-ready product?”



13/07 - 15:00 (CET)

BOOK YOUR SEAT

“How can I prove ROI of corporate venturing to my exco?”



27/07 - 15:00 (CET)

BOOK YOUR SEAT

“How do I get internal stakeholder buy-in and sponsorship for our venturing activities?”