

DUTCH
CONSULATI
YOUNG
ENTERPRISI
AWARE

Scaling up your
business in
Switzerland:
Common challenges
and how to
overcome them

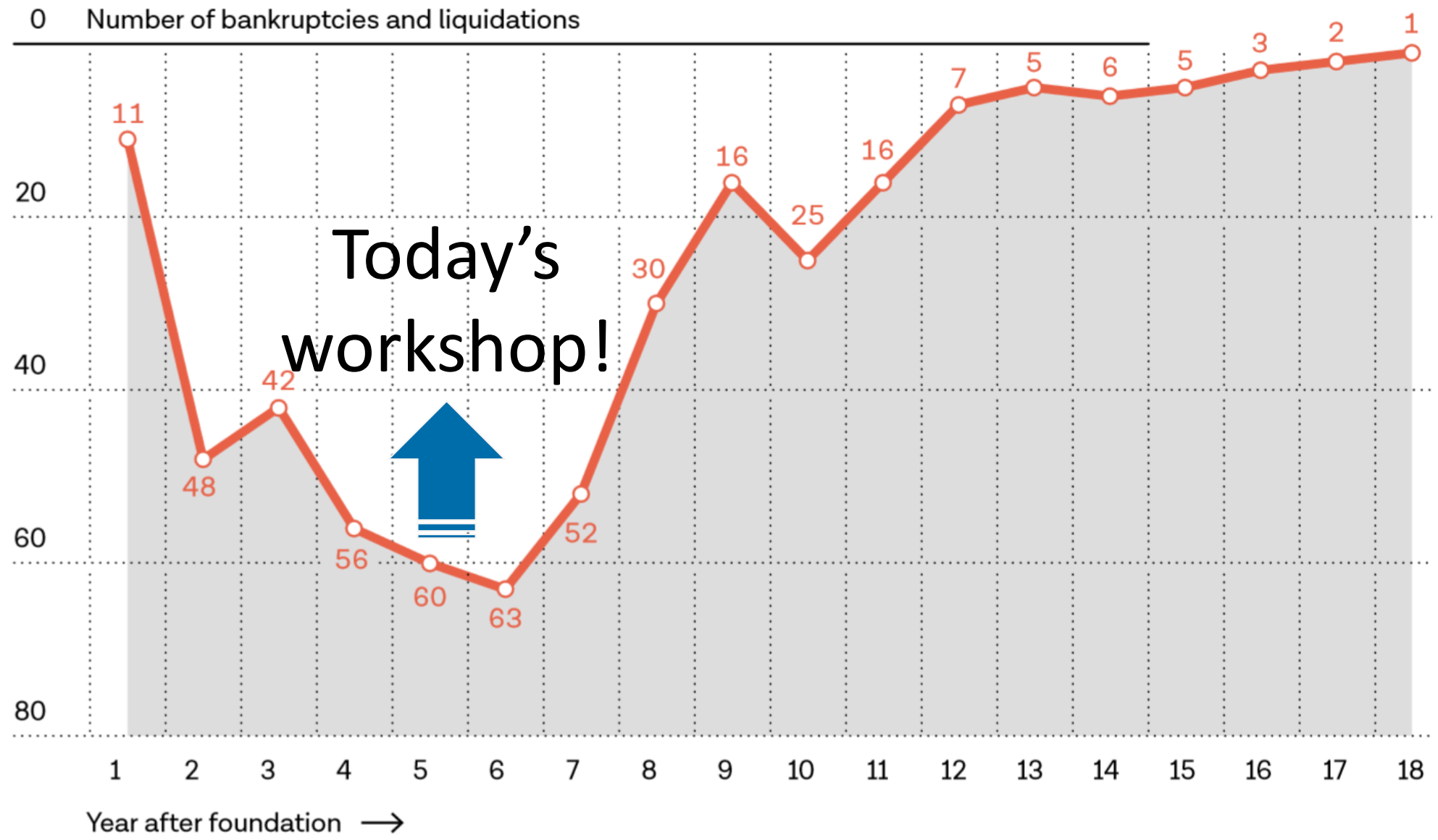
7th of November 2019
Ingeborg Albert, MSc
Innovation Manager, Geneus
i.albert@geneus.ch



About me

- MSc Strategic Product Design, TUDelft
- Multi sector experience : FMCG, ICT, sports & life sciences
- Startups & Internationals
- 4 countries: Netherlands, Ireland, UK and Switzerland
- Currently: Geneus.ch
 - Coached 50+ projects
 - Guest coach at Innosuisse, the Swiss National Innovation Agency
 - Member of the HUG Innovation Committee (Geneva University Hospital)
 - Jury member of various startup competitions
- Married, 3 kids

Failed startups by company age according to commercial register



Agenda

Setting the scene: Switzerland

The startup journey

Success is often avoiding mistakes!

Take home messages

A dark blue, irregularly shaped graphic with a splatter effect, containing white text. The graphic is centered on a white background and has a rough, hand-painted appearance with some lighter blue and white splatters around its edges.

Setting the scene: Switzerland



A great place to start your own business

- Swiss image and Swiss quality
- Stable political environment
- Strong economy and currency
- Efficient, reliable and predictable public administration
- Liberal tax system
- Liberal labour market
- Outstanding infrastructure
- Important financial centre
- Head office of multinational firms
- High level of education and innovation
- High quality of life

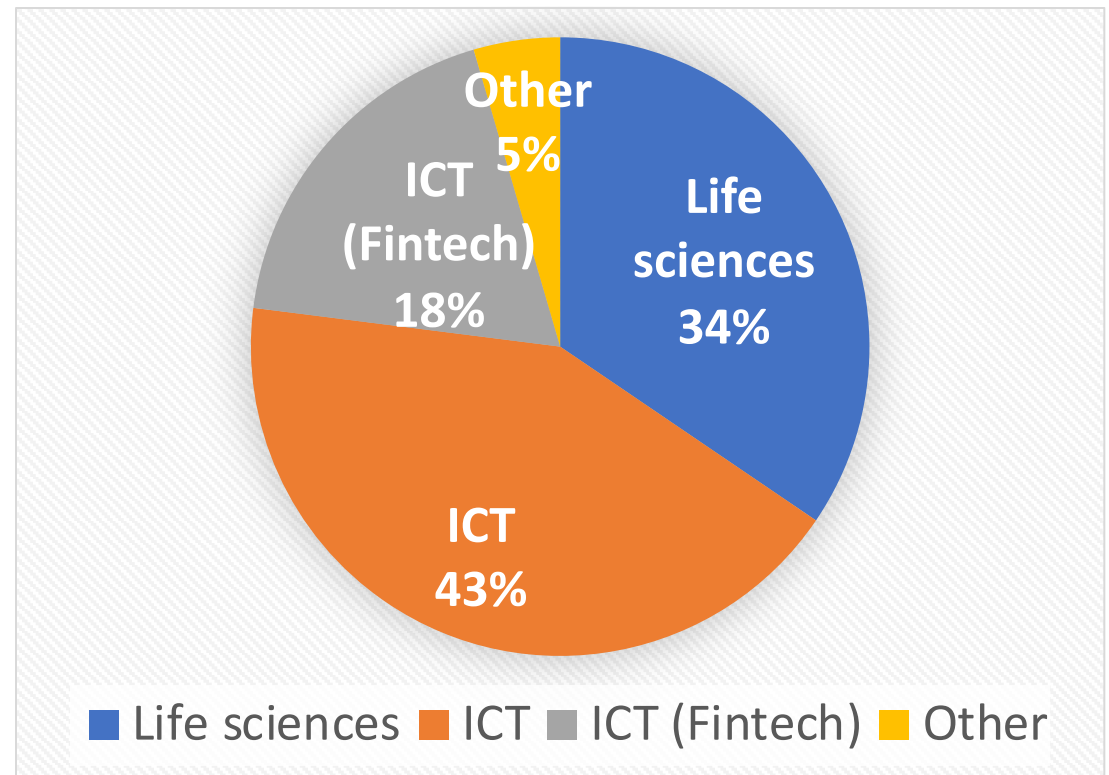


Characteristics- innovation

- #1 innovation
- Deep tech / R&D
- B2B
- Export oriented

Play on your strengths

Invested capital by sector 2018



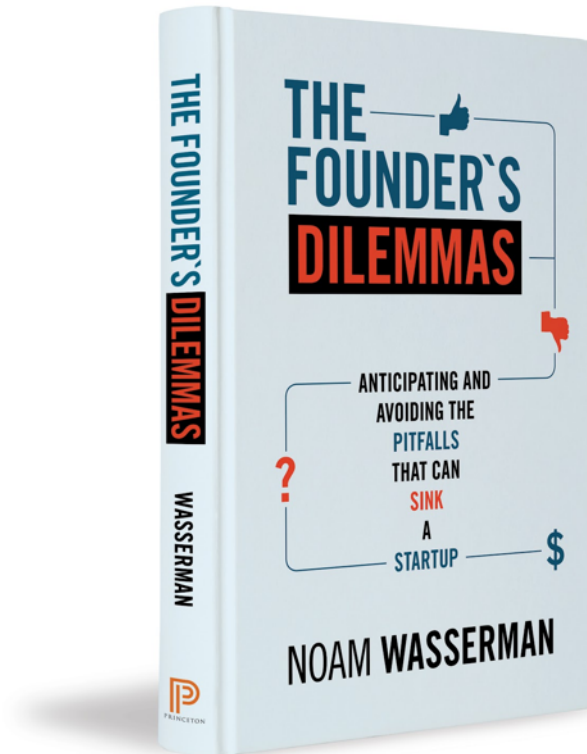
Source: startupticker



The Startup Journey

Our first question to a CEO

- Autonomy/ control
- Become rich
- Make the world a better place
- Launch a brilliant new product
- Flexible working hours
- Status
- Advance science & technology
- ...



START

HOW GREAT LEADERS INSPIRE
EVERYONE TO TAKE ACTION

WITH

SIMON SINEK

New York Times bestselling author of *Leaders Eat Last* and *Together Is Better*

WHY

MORE THAN
ONE MILLION
COPIES SOLD


Align your strategy, team, fundraising & growth around this choice

Maximum affordable loss

- Monetary: how much money will I spent?
- Economic: how much time?
- Psychologic: until when am I still happy with myself?
- Social: loss of reputation?

Example of success

Local Jobs	60 man years employment
Local investment	CHF 8.5M (@ 2 MCHF per year)
Training	13 careers developed
Research	CHF 1.5 M to EPFL
Profit	Investors, founders, employees
Longevity	collaborations continue
For the CEO	huge learning & experience contacts (salary)
co-adventurers	advancing tech for people & planet



“3/4 of these happen both if the company succeeds or fails!”
James Miners, Serial Entrepreneur & Innosuisse Expert

What does meaningful success look like for you?

Develop a Vision

- Motivation
- Passion
- Perseverance
- Focus
- The big picture

“My 10 commandments of entrepreneurship – 1: START WITH A VISION»

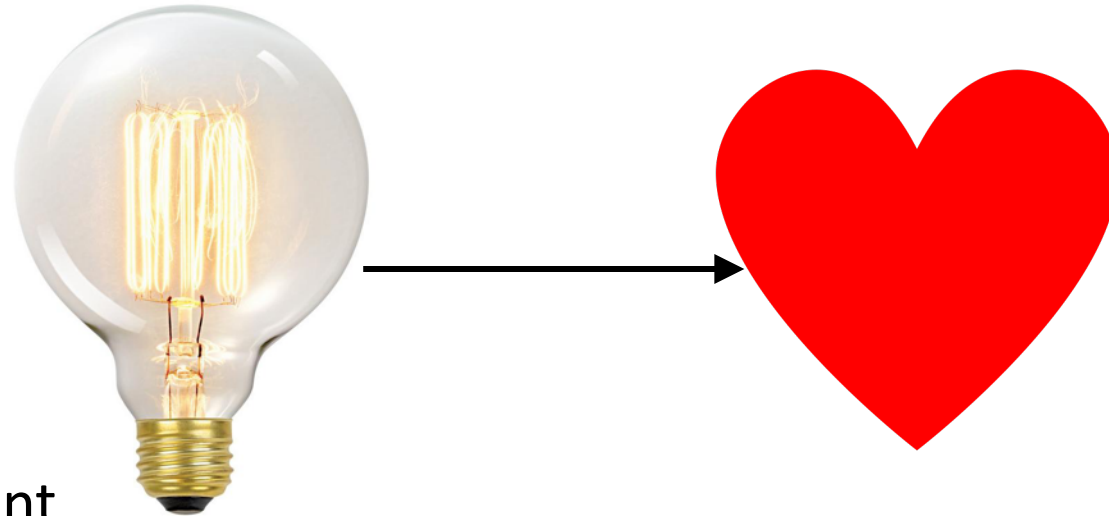
Michel Jordi, Serial entrepreneur

“Don’t get too focused on short term results, focusing only on work makes you lose opportunities”

Fabio Cannavale CEO & Founder at lastminute.com group

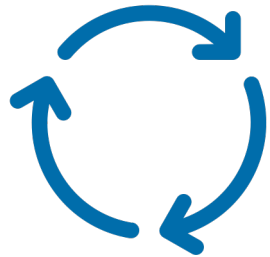


Achieve Product- Market Fit!



A great fit means

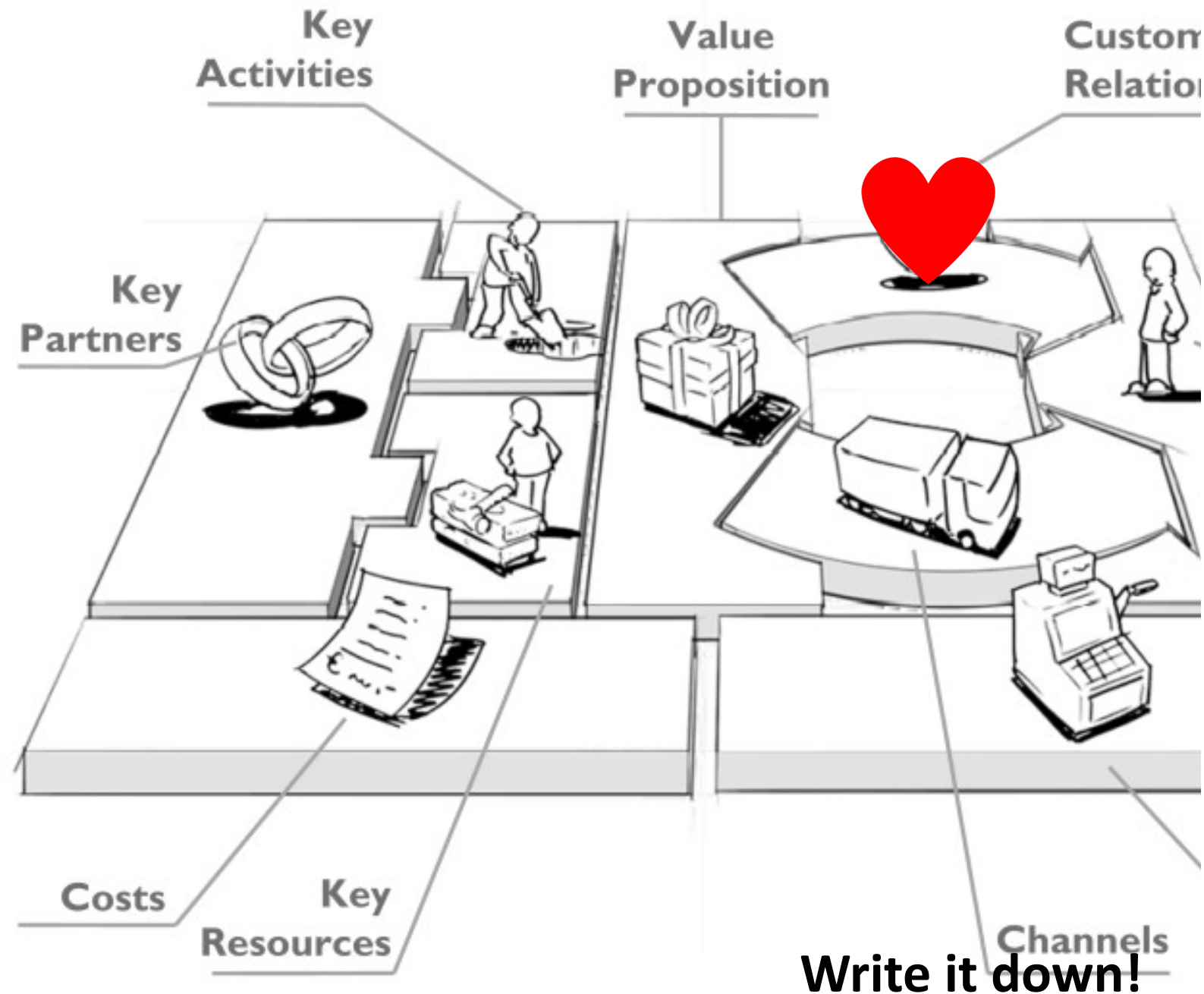
- Easier to get investment
- Easier to convince co-founders, team members
- Easier to go to market!



“Stay objective and as you develop, discover which part of the market you get traction and steer the company in this direction. Founders are very passionate and stubborn, which is a good quality but not if you become blind with the reality of the market”

Domenico Arpaia, CEO Orbiwise

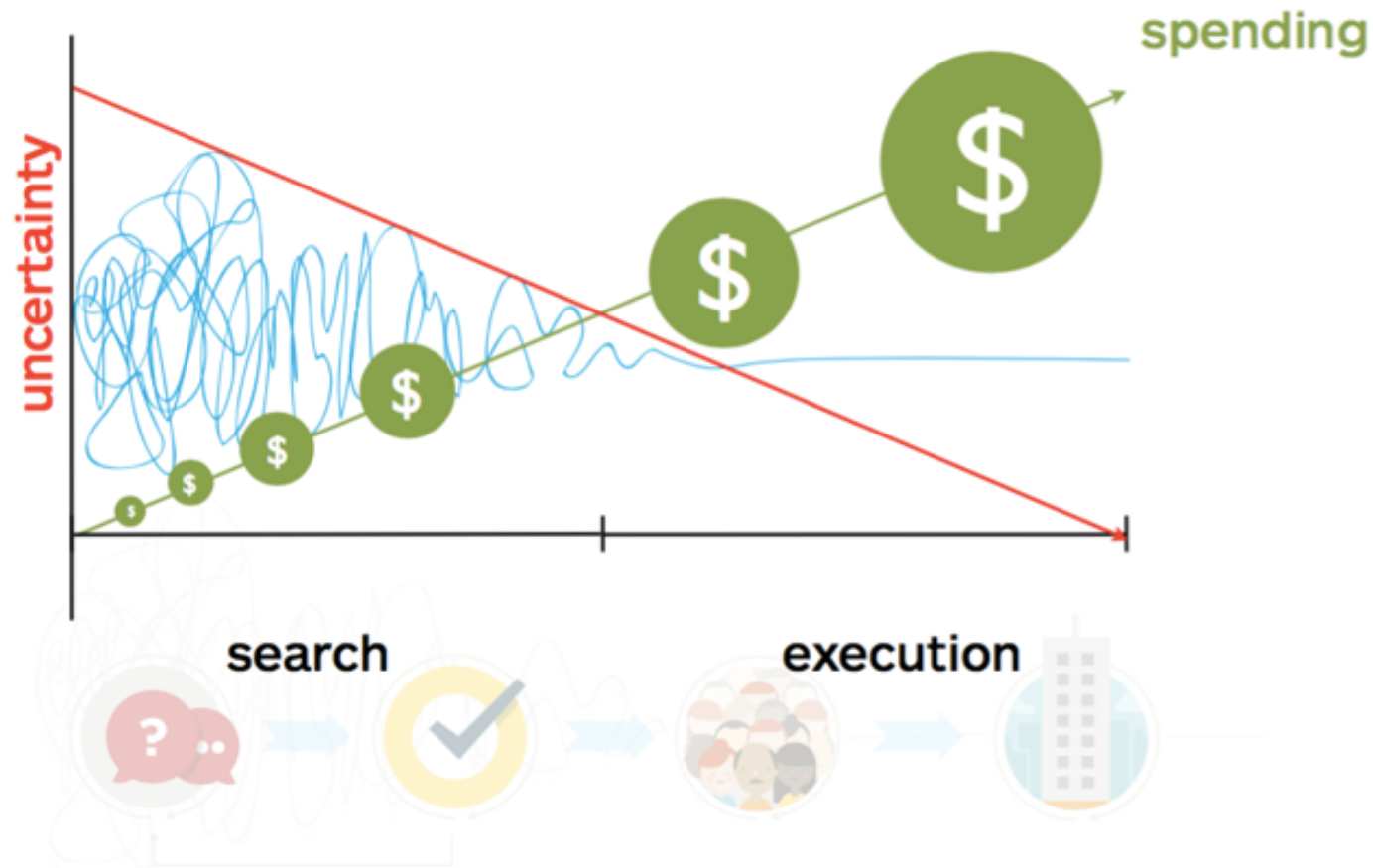
Validate: minimum 30 interviews



The business model

Define your goals and what are the tools and means to get there

Premature scaling

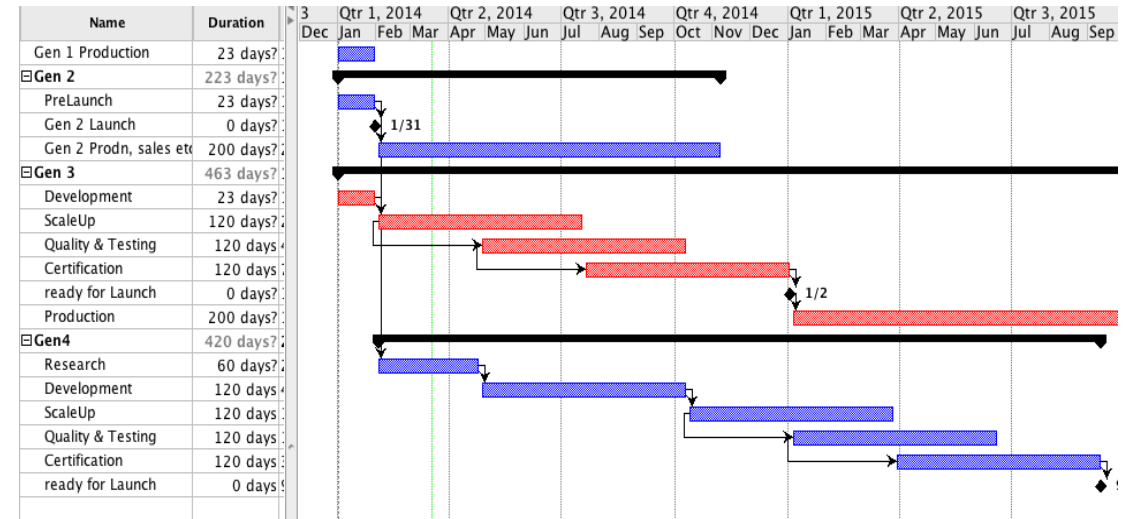
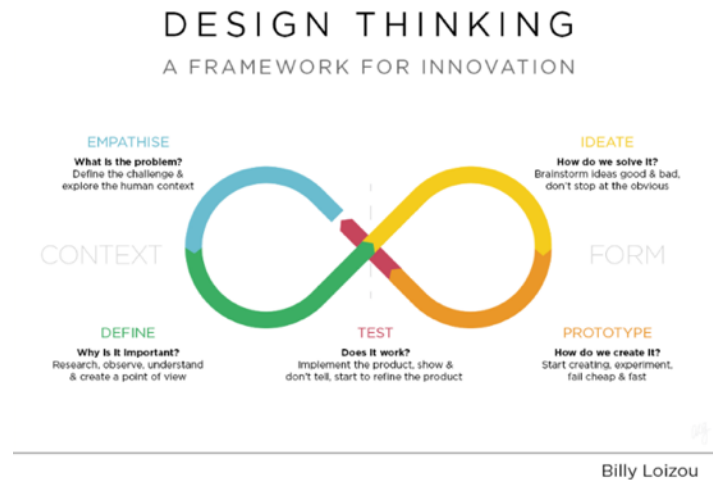


Online groceries

-\$1.2B

**Keep spending low
when uncertainty is high**

Processes change from discovery to execution



*“Be flexible and smart enough to accept the changes
Get help from VCs, board members, people/ coaches you can trust”*
Antonio Gambardella, Director Fongit

Understand in what phase you are- and adjust your activities accordingly



Choose your
market
opportunities-
create options,
but focus

Don't confuse movement with
action!

"Multiple leaps of faith required & learn by doing"

James Miners, serial entrepreneur, senior advisor and Innosuisse Expert © 2019 property of Fongit.ch



Action is the foundational key
to all success- Pablo Picasso

“Sometimes a little tweak will make it
work “

Michel Jordi, serial entrepreneur



Success is a team sport

- **Find support** (coaches, incubators)
- Learn from other entrepreneurs

Benedict Stalder, serial entrepreneur:

“As an entrepreneur you are very lonely, especially if you have partners, employees, you can’t talk to them. You can talk to your coach”



Swiss Support

- Training/ Coaching
 - Incubators
 - Innosuisse, Genilem/ VentureKick
- Internationalization
 - SwissNex, Embassies
- Funding / loans / grants
 - Innosuisse, OPI
 - Competitions
- Links with University
 - GCC, initiators
- Grant writing: Inartis
- Other:
 - Independent consultants

Network is key

Through your network direct access to

- Customers
- Suppliers
- Partners
- Co-founders/ team members
- Investors
- Service providers
- etc

A photograph of a man in a white shirt speaking into a microphone at a podium. Behind him is a large screen displaying the logo for 'SICTIC' (Swiss ICT Investor Club) and the text 'with Investor Day @Fongit Geneva'. The man is identified as Fabio Cannavale, CEO & Founder of lastminute.com group.

“All large successful ventures in Italy have something in common:
founders/ CEOs have incredible networks”
-Fabio Cannavale CEO & Founder at lastminute.com group

Use support organizations to tap into their network!



Take home message

STARTUP RIGHT

VS



Wrong! (and unhelpful...)

Leaping into the unknown



In control, prepared supported

Successful innovators can be great advisors & mentors

Take home messages

- Your vision: know where you want to go
- Make sure you achieved product- market fit before scaling
- Action! Entrepreneurship is about execution (Ready-shoot-aim!)
- Don't do it alone- get help
- Look for the blind spots
- Learning by doing- each time better!

For more information:

Ingeborg Albert

i.albert@geneus.ch

Next up: Breakout Sessions!

Breakout session 1: 'Where to play': 3 steps for discovering your most valuable market opportunities

Breakout session 2: Sharing experiences and avoiding blind-spots

Breakout session 3: Timing is key, are you ready to scale?

Mrs Ingeborg Albert
Innovation Manager Geneus

Mr Robert H.Slooves, Chairman, CBO
Geneva Biotech Center

Mr Bart Slager, CEO Stemme Group

Find out

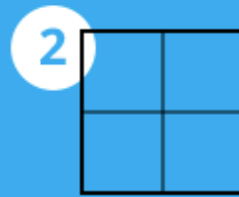
WHERE TO PLAY

3 steps for discovering your most valuable market opportunities



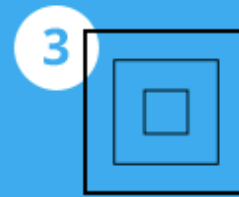
1 SEARCH BROADLY

Generate and identify your set of market opportunities



2 ASSESS DEEPLY

Evaluate your options and compare their attractiveness



3 STRATEGISE SMARTLY

Focus on the most attractive option while remaining agile

WhereToPlay.co