

# Master Thesis Corporate Venture Capital Portfolio

Corporate Venture Capital (CVC) Seeking Innovation and Strategic Growth Corporate Venture Capital The Role of Corporate Venture Capital in Innovation The Impact of Corporate Venture Capital An evaluation of the relevance of corporate venture capital investment as a means for diversified high technology concerns to sustain competitiveness Handbook of Research on Venture Capital Corporate Venturing Corporate Venture Capital The Determinants of Corporate Venture Capital Success Initiating Successful Corporate Venture Capital Investments Financial Systems, Corporate Investment in Innovation, and Venture Capital Masters of Corporate Venture Capital Corporate venture capital Startup VC - Guide Initiating Successful Corporate Venture Capital Investments (Classic Reprint) The Corporate Venturing Handbook The Zurich Century Guide of Private and Corporate Venture Capital Initiating Successful Corporate Venture Capital Investments Corporate Venture Capital as a Viable Instrument to Foster Innovation Innovate. Collaborate. Grow! Ian MacMillan Kevin McNally Joseph F. Tollington Timo B. Poser Karsten Jennissen Hans Landström Dado Van Peteghem Karsten Schween Paul A. Gompers Ian C. Yates Anthony Bartzokas Andrew Romans Matthias Schüppen Jason Thiel Ian C. Yates Dietmar Grichnik Heinz Duthel Ian C. Yates Thomas Kunzmann David Dessers

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*Viab Instrument to Foster Innovation Innovate. Collaborate. Grow! Ian MacMillan Kevin McNally Joseph F. Tollington Timo B. Poser Karsten Jennissen Hans Landström Dado Van Peteghem Karsten Schween Paul A. Gompers Ian C. Yates Anthony Bartzokas Andrew Romans Matthias Schüppen Jason Thiel Ian C. Yates Dietmar Grichnik Heinz Duthel Ian C. Yates Thomas Kunzmann David Dessers*

this report examines corporate venture capital cvc as a model of innovation cvc programs in established corporations invest in and partner with entrepreneurial companies by doing so established companies are able to identify and source new emerging technologies from entrepreneurial companies cvcs typically make a financial investment and receive a minority equity stake in an entrepreneurial company cvcs also facilitate investment of in kind resources into portfolio companies in return the parent corporation gains a window on new technologies and strategically complementary companies that could become strategic partners cvcs generally invest with a combination of financial and strategic objectives strategic objectives include leveraging external sources of innovation bringing new ideas and technologies into the company and taking real options on technologies and business models by investing in a wider array of technologies or business directions than the company can pursue itself corporate venture capital may be viewed in the broader context of corporate venturing including both internal and external venturing internal venturing programs go inside the firm and create entrepreneurial ventures from within the corporation external venturing programs go outside the firm and tap external sources of innovation whether through research collaborations with universities strategic alliances with other firms or partnerships with entrepreneurial companies often the firm s internal and external venturing efforts are closely related and interact with each other cvc programs in established corporations face both inward and outward they face outward to build relationships with the entrepreneurial venture community learn about new technology and business directions and make investments that create new strategic opportunities for the corporation they face inward to interact with the firm s r d and business operating units in order to identify operating units interests and priorities cvcs support the corporation s existing businesses by introducing new technologies and partnerships to its operating groups at the same time cvcs help identify technologies and opportunities that fall between or beyond the corporation s existing businesses this report uses industry data and original survey data to describe trends and characteristics of cvc organizations and investments these data provide insight on a range of issues relating to cvc operations and investments u s department of commerce national institute of standards and technology nist gcr 08 916

this book addresses the lack of academic and practical research into corporate venturing by examining the role of this activity as both a form of large firm small firm collaboration and as an alternative source of equity finance for small firms these issues are explored through surveys of independent fund managers corporate executives and technology based firm directors

venture capital also known as vc or venture is a type of private equity capital typically provided for early stage high potential growth companies in the interest of generating a return through an eventual realisation event such as an ipo or trade sale of the company venture capital investments are generally made as cash in exchange for shares in the invested company it is typical for venture capital investors to identify and back companies in high technology industries such as biotechnology and ict information and communication technology this book details the role of venture capital in innovation

this research project was driven by curiosity about the actual impact of corporate venture capital activities on the investing company at the end of 1998 when i developed the idea of analyzing cvc further corporate venturing activities began to increase again after they had gone through two earlier boom and bust cycles at that time i did not envision how large the dimensions of cvc investments would become and how sharp the decrease afterwards would be this latest cycle confirmed my desire to determine the impact of cvc and contribute to the understanding of cvc in theory and management practice this research project was accepted as a dissertation by the promotionsausschuss der wissenschaftlichen hochschule für unternehmensführung whu otto beisheim hochschule in vallendar entitled impact of corporate venture capital on sustainable competitive advantage of the investing firm a resource based approach in june 2002 i want to thank several people who contributed to this research project i am grateful to prof dr klaus brockhoff and prof dr markus rudolf for their guidance and support i want to thank several interview partners from industry for their time and insights thanks also to nvca evca and asset alternatives inc for the permission to cite corporate venture capital figures

inhaltsangabe abstract this paper evaluates how corporate venture capital investment can contribute to sustaining the competitiveness of large high technology concerns in the first section the author sets the framework by explaining terminology in the context of technology and

innovation as well as the market for technology companies in addition general issues regarding technology companies and their market environment are discussed to obtain a means of evaluation then issue of competitiveness of high technology concerns in the current market situation is examined in general competitiveness is discussed and explained by reviewing a substantial amount of literature along a framework developed by feurer and chaharbaghi the chapter culminates in developing an approach to sustaining competitiveness for high technology concerns as the aspects that determine competitiveness cover a broad spectrum this section is the main part of the paper once an approach to sustaining competitiveness has been developed the third and last part examines in which way the efforts of high technology concerns to sustain competitiveness are advanced by corporate venture capital investment essentially the conclusions drawn do not negate the effect of corporate venture capital but set a limited and consise scope for corporate venture capital investment

inhaltsverzeichnis table of contents list of abbreviations5 list of figures6 list of tables7 a introduction and methodology8 b basics regarding technology and high technology concerns10 i definitions and characteristics of technology and the technology market10 1 science and research10 2 technology10 3 technique13 4 types of research14 5 innovation14 6 the concept of core technology15 7 technology s curve and life cycle16 8 technology intensity19 9 customers22 10 technology companies24 11 the field of research management of technology 25 12 the scope of this paper26 ii target firms and the high technology market26 1 market trends27 2 strengths and weaknesses of target firms when compared with other types of technology companies28 a weaknesses28 b strengths29 3 window on technology29 4 new technologies and new markets32 c competitiveness33 i customer values34 1 real option values for customers36 2 competitive values38 ii shareholder values40 1 real option values for shareholders42 2 relation of customer and shareholder values42 iii the ability to act and react and the dynamism

provides an overview of the various facets of venture capital and their related issues this book surveys venture capital as a research field and explores the various conceptual theoretical methodological and geographic aspects it focuses on the specific environs of venture capital

different strategies and tactics to accelerate innovation and growth through collaboration this is not the hype story of how cool startups are and why you should invest in them with a fund or setup an accelerator corporate venturing is so much more than cvc corporate venture capital the aim of this book is to provide insights in the different strategies and tactics to accelerate innovation and growth through collaboration as well as

plenty of cases as examples where these models are successfully applied this is not a book for people that are looking for complex innovation theories around venturing rather it is a no nonsense ready to apply comprehensive guide for creating and reviewing your corporate venturing strategy as strategic growth the book will provide guidance insights perspective and inspiration for anyone that has interests in corporate venturing as a strategy to accelerate growth whether you are a large corporate or an upcoming player in the market with cases from ricolab bnp paribas fortis roularta media group snf and cartamundi discover a ready to apply comprehensive guide for creating and reviewing your corporate venturing strategy as strategic growth extract attract a typical ventures for starters you will attract ventures that you may not have found yourself because you're too focused on specific fields while a company may not fit the profile you're looking for at first sight digging deeper may reveal that they are solving the same problem in a different industry or that they are doing breakthrough work that you hadn't even considered yet it is a more passive approach than scouting but you will need to keep creating content to keep it going so don't underestimate the work about the authors dado van peteghem is one of the leading experts in the digital sector he is a frequent keynote speaker and entrepreneur dado is founding partner at the consulting firm duval union consulting co founder of several startups including social seeder speakersbase and trendbase giving more than 150 speeches per year internationally on topics as digital disruption and transformation corporate innovation and startup thinking omar mohout currently entrepreneurship fellow at sirris is a former technology entrepreneur a widely published technology author c level advisor to high growth startups as well as fortune 500 companies and professor of entrepreneurship at the university of antwerp the antwerp management school ulb and solvay brussels school of economics and management

we examine a sample of over thirty thousand transactions by corporate and other venture organizations corporate venture investments in entrepreneurial firms appear to be at least as successful using such measures as the probability of the portfolio firm going public as those backed by independent venture organizations particularly when there is a strategic overlap between the corporate parent and the portfolio firm while corporate venture capitalists tend to invest at a premium to other firms this premium appears to be no higher in investments with a strong strategic fit finally corporate programs without a strong strategic focus appear to be much less stable frequently ceasing operations after only a few investments but strategically focused programs appear to be as stable as independent venture organizations the evidence is consistent with the existence of complementarities that allow corporations to effectively select and add value to portfolio firms but is somewhat at odds with

suggestions that the structure of corporate venture funds limits their effectiveness

excerpt from initiating successful corporate venture capital investments abstract 49 large u s corporations that make corporate venture capital cvc investments as part of their new business development strategies were studied venture capital firms were found to be the key deal source of the more successful cvcs market familiarity was found to be even more important than technological familiarity in initiating strategically successful investments in small enterprises later round investments performed better strategically than did early round financings cvc financial success flows from its strategic success which in turn is influenced favorably by strategic focus executive summary the strategies of 49 large u s corporations using corporate venture capital cvc for new business development were studied and evaluated venture capital firms were found to be the key deal source for cvcs making investments in small ventures that the cvcs judge to be successful strategically successful cvcs frequently first invest in venture capital funds as a venture capital limited partner then take a more proactive long run approach by investing side by side with private venture capitalists directly in start ups corporate familiarity with the ventures market was found to be more important in determining strategic success than familiarity with the venture s technology about the publisher forgotten books publishes hundreds of thousands of rare and classic books find more at forgottenbooks com this book is a reproduction of an important historical work forgotten books uses state of the art technology to digitally reconstruct the work preserving the original format whilst repairing imperfections present in the aged copy in rare cases an imperfection in the original such as a blemish or missing page may be replicated in our edition we do however repair the vast majority of imperfections successfully any imperfections that remain are intentionally left to preserve the state of such historical works

financial systems corporate investment in innovation and venture capital is a text for scholars and students of the theory and practice of financing innovation it will also be a source for governments ngos financial institutions and multilateral agencies interested in the practicalities of promoting technology based small and medium enterprises book jacket

andrew romans captured wisdom from interviews with 100 corporate venture capitalists cvcs independent vcs ceos of startups bankers and

lawyers to write the definitive book on the topic of cvc masters of corporate venture capital is packed with invaluable advice about how to best raise capital from cvcs unlock synergies of partnering startups with large corporations for rapid international growth and avoid potential disasters and other dangers related to cvc more than 20 of all venture capital financings include at least one cvc and thus startups need to understand this previously misunderstood area of funding corporations need to establish their own cvc arms to access external innovation and learn how to bring this inside via vc investing partnerships and m a we work in a very complex ecosystem and this book captures stories that bring the complexity to life with simple lessons this book is for entrepreneurs vcs angel investors family offices cvcs corporates thinking about launching a cvc anyone advising startups

excerpt from initiating successful corporate venture capital investments all companies committed to growth must develop new businesses a firm s options include developing new products for markets in which it already participates taking existing products to new markets or delivering new products to markets it has not traditionally served about the publisher forgotten books publishes hundreds of thousands of rare and classic books find more at forgottenbooks com this book is a reproduction of an important historical work forgotten books uses state of the art technology to digitally reconstruct the work preserving the original format whilst repairing imperfections present in the aged copy in rare cases an imperfection in the original such as a blemish or missing page may be replicated in our edition we do however repair the vast majority of imperfections successfully any imperfections that remain are intentionally left to preserve the state of such historical works

corporate venturing is a key strategic growth tool but it is also complex and most programmes fail learn how to successfully manage measure and improve a corporate venturing programme with this one stop strategic guide the corporate venturing handbook delivers phase by phase guidance on the effective set up operation and termination of a corporate venturing programme shedding light on how corporate venturing actually works in practice it outlines how to manage its underlying dynamics and avoid pitfalls its intuitive and systematic framework navigates users through meeting objectives and expectations so they can successfully generate value for their organizations the framework is evidence based and data driven steering users to make informed decisions specifically tailored to their own organizational needs and also offers a valuable tool to help measure and capture the financial and strategic return on innovation improving the transparency and traceability of value

creation readers will also benefit from best practice insights cases and examples from some of the biggest and most longstanding corporate venturing programmes in the world including siemens healthineers shell ventures axa venture partners pm equity partner nestle and samsung

the zurich century guide i to private and corporate venture capital plus 2000 venture capitalist the zurich century guide maintains the most comprehensive directory of active venture capital firms buyout venture growth mezzanine secondaries equity co investment seed money startup company angel capital angel investor venture capital financing pre money valuation post money valuation venture round

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inhaltsangabe zusammenfassung immer mehr junge unternehmungen erobern märkte die vormalig von etablierten konzernen dominiert waren innovationen können verhindern dass konzerne langfristig von solchen unternehmungen verdrängt werden corporate venture capital cvc stellt eine geeignete form dar das innovationsmanagement zu unterstützen obwohl es eng mit dem venture capital finanzierungskonzept verwandt ist stellt cvc eine für unternehmen variierte form innovation zu schüren dar die diplomarbeit beschäftigt sich in einem empirischen teil mit dem einsatz dieses instrumentes in einem entwicklungsland wo naturgemäß innovationsaktivitäten weniger ausgeprägt sind deswegen stoßen konzerne beim erfolgreichen einsatz von cvc auf hindernisse und grenzen eine analyse des brasilianischen cvc marktes und eine



integrierte fallstudie eines großen nationalen cvc gebers offenbaren unterschiede zu industrieländern die gegenwärtige forschung welche meist auf industrieländer beschränkt bleibt stuft strategische cvc aktivitäten als sehr sinnvoll sein die analyse ergibt jedoch dass finanzielle zielsetzungen in brasilien überwiegen unterschiedliche markt und regulierungsbedingungen kulturunterschiede schwachstellen im der makroökonomischen umwelt im anreizsystem sowie andere herausforderungen erfordern anpassungen beim einsatz von cvc um mit erhöhten risiken besser umzugehen unabhängig in welcher phase des cvc prozesses nichtsdestotrotz erscheint cvc ein geeignetes innovationsinstrument in brasilien zu sein und besitzt noch entwicklungspotential abstract corporations require innovation to maintain business since small enterprises with new products can rapidly overtake slow established ones corporate venture capital seems attractive to generate radical innovation while cvc is closely related to the financing concept of venture capital corporations increasingly use corporate venture capital to foster innovation efforts in developing countries where innovation activities are scarce corporations face many obstacles and barriers to deploy successfully corporate venture capital an empirical study of brazil s corporate venture capital market reveals business practices different from conventional concepts in industrialized countries according to conventional knowledge strategic corporate venture capital investments make most sense but in practice financial objectives dominate in brazil different market and regulatory conditions

the past ten years are characterized by a strong growth in entrepreneurship and the accelerated creation of new businesses offering innovative products and services the focus of this book is on startups and scaleups intending to scale their business through collaboration with corporates primarily in the capacity of client or venture partner no startup or scaleup can go it alone entirely and is required to collaborate with other partners to ensure growth it is crucial for startups and scaleups to think beyond corporate venture capital financings and actively use a vast spectrum of corporate partnering arrangements to scale their business this book thus takes an expansive approach and analyses corporate partnering transactions from a much broader perspective covering several types of partnering models for collaboration between corporates and startups and scaleups with a very strong focus on the perspective of the startups and scaleups while engaging in these types of transactions about the author david dessers co founder and managing partner of cresco is one of the go to lawyers of the belgian venture capital scene david assists entrepreneurs and companies in the design and execution of their plans during all stages of the private company lifecycle including seed and venture capital funding acquisitions and dispositions as well as equity incentive contracting and intellectual property needs he frequently

represents venture capital funds and corporates in structuring negotiating and closing investments and divestments in high growth companies david furthermore advises clients regularly with respect to complex commercial transactions designed to protect and maximize the value of technology assets including technology licenses and acquisitions research and development collaborations and corporate partnering transactions he obtained his law degree at the universities of antwerp and leuven in belgium he also holds an llm from the universities of oxford hamburg and rotterdam david is recommended as leading lawyer by chambers global chambers europe legal500 and iflr1000 for corporate and m a banking finance and capital markets and information technology david has given workshops and seminars at leading corporates on a wide variety of topics including corporate venturing transactions and alliances he is an active speaker at incubation and acceleration organizations such as imec ventures b hive eu watt factory tech tour level up and antwerp management school david is a founding partner of cresco a premier belgian law firm for entrepreneurs companies and investors with market leading capabilities and thorough experience in private equity and venture capital emerging and growth companies mergers and acquisitions technology and innovation counseling and complex corporate alliances and commercial agreements

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