



CTI Entrepreneurship

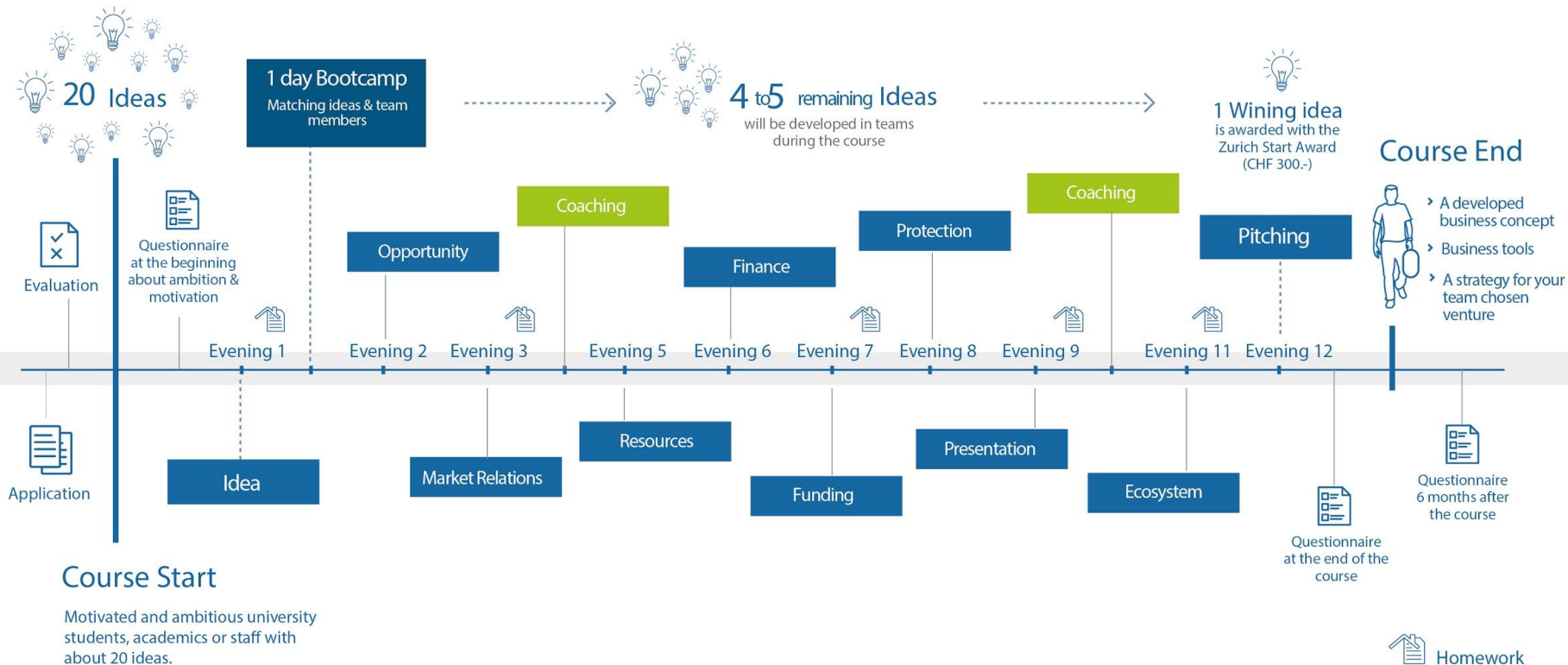
Business Conception

Week 5: Resources

Module 2 - Business Concept

CTI Entrepreneurship Training Business Concept

Course Schedule



STARTUP CAMPUS *CONNECT* Event

In Week 11 – Ecosystem, there will be no regular evening course. Instead, you are invited to attend the STARTUP CAMPUS *CONNECT* event.

Aims:

1. To meet '**real**' **people** and organisations that could help you make your business concepts come alive (e.g. incubators, investors, coaches, and legal advisors)
2. To give you the opportunity to exhibit a poster of your team's business concept
3. To meet fellow entrepreneurs from other Module 2 cohorts (past and present)

Event Details:

- **When: Wednesday, 10 May 2017, 5.30 – 9.00pm, for all classes**
- Where: ETH Zurich, Main Building, Rämistrasse 101, '**Dozentenfoyer**'

Poster design

We will provide you with a professional designer to develop your poster for the STARTUP CAMPUS CONNECT event

To-Dos for each group:

- Update the information about your venture on PODIO. **An e-mail will be sent to you with detailed instructions to guide you through creating your Poster.**
- If your name is not yet linked to a venture contact us at info@startup-campus.ch
- **Deadline: Thursday, 13th April** (the earlier you submit the better for the designer!)
- The designer will design an individual poster for your group and we will send it to you for feedback (you will only have one opportunity to give feedback)

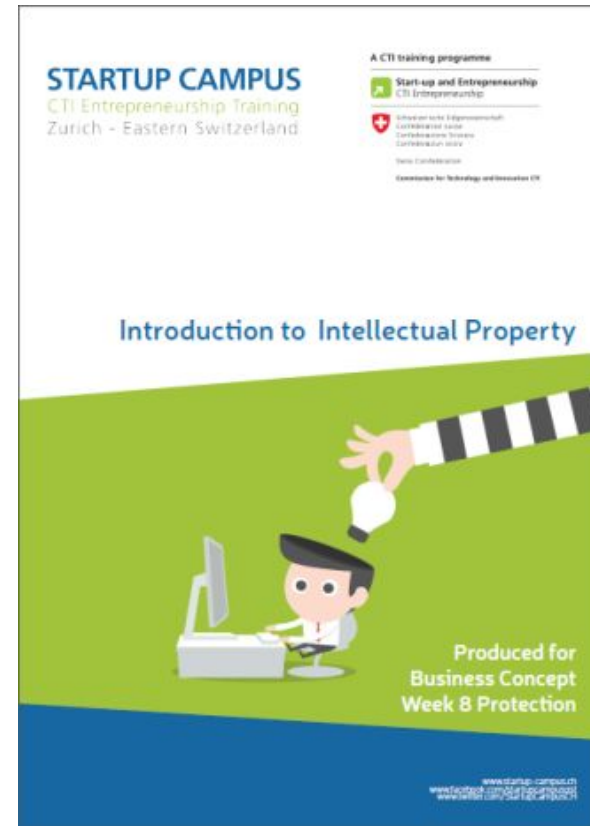
A few important hints:

- Check the sample posters attached to Week 11 Ecosystem on Podio
- A simple illustration explains a thousand words
- In the text, focus on the problem, your solution and the magic sauce (innovation)

Please note: the posters will be published after the event via other promotional channels

Other homework coming-up

- **Next week** you will receive an IP Booklet containing an IP Canvas
- You will also need to complete it by **Thursday, 13th April** (the same deadline as for your poster)



Course Structure

Week / Time	Hour 1		Hour 2		Hour 3		Hour 4		Deliverables
1 Idea	Welcome, Introduction		Entrepreneurial Acting and Thinking		Get to Know Each Other		Elevator Pitch Training, Wrap-Up		Elevator Pitch
1 Bootcamp	STARTUP CAMPUS Bootcamp								Ideas & Teams Chosen
2 Opportunity	From Idea to Opportunity		Work on Business Value Concept		Value Proposition Development		Group Presentations, Discussion, Wrap-Up		Business Value Concept, Value Proposition
3 Market Relations	Understanding your market	Market Positioning		Value Chain Analysis & Market Entry Strategy			Update Business Value Concept, Wrap-Up		Customer Segment, Positioning Map, Value Chain, Entry Strategy
4 Coaching (I)	Individual Coaching Sessions in Teams: Status Quo, Q&A, Roadmap								Review of Progress
5 Resources	Managing Yourself		Human Resources and Skills Matrix		Founding Your Business		Roadmap, Wrap-Up		Motivation & Expectation, Skill Matrix, Roadmap
6 Finance	Financial Planning	Forecasting Sales and Costs			Income Statement	Free Cash Flow / Liquidity / Break Even, Wrap-Up			Definition of Key Financial Forecasts and Statements
7 Funding	Introduction to funding		Types and Sources of Funding and How to Secure Investment		Funding Strategy and Funding Battleplan, Wrap-Up				Funding strategy and battleplan
8 Protection	Introduction to IP Protection		Identifying IP Needs	IP Strategy and Management		Checking Operating Freedom		Discussion and Wrap-Up	IP Canvas
9 Presentation	Introduction & review of online training		Standing in the shoes of your audience	How to structure an investor pitch		Developing a your final pitch, Wrap-Up			A Start-Up Pitch (presentation)
10 Coaching (II)	Individual Coaching Sessions in Teams: Status Quo, Q&A, Roadmap								Review of Progress
11 Ecosystem	STARTUP CAMPUS CONNECT EVENT								Contacts to Ecosystem
12 Pitching	Final Pitches & Jury Feedback						Course Evaluation & Closing		Jury Feedback and Certificates

Week 5: Resources

WK	Topic	Trainer
1	Ideas	Lead Trainer
2	Opportunity	Lead Trainer
3	Market Relations	Lead Trainer
4	Coaching I	Lead Trainer
5	Resources	Lead Trainer
6	Finance	Lead Trainer
7	Funding	Lead Trainer
8	Protection	IP Trainer
9	Presentation	Lead Trainer
10	Coaching II	Lead Trainer
11	Ecosystem	TBC
12	Pitching	TBC



Learning Goals

The participants are able to:

1. Understand the basics of startup team collaboration
2. Create a draft skill map for their business
3. Understand the recruitment options for their business
4. Create a roadmap for their business

Deliverables

1. Ownership structure
2. Team skill matrix and resourcing strategy
3. A roadmap

(Usual Start Time: 17:00)

Week 5: Resources - Agenda

Part One	Managing yourselves
Part Two	Human Resources and Skills Matrix
BREAK	
Part Three	Founding your business
Part Four	Roadmap
Part Six	Wrap-up

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Managing yourselves

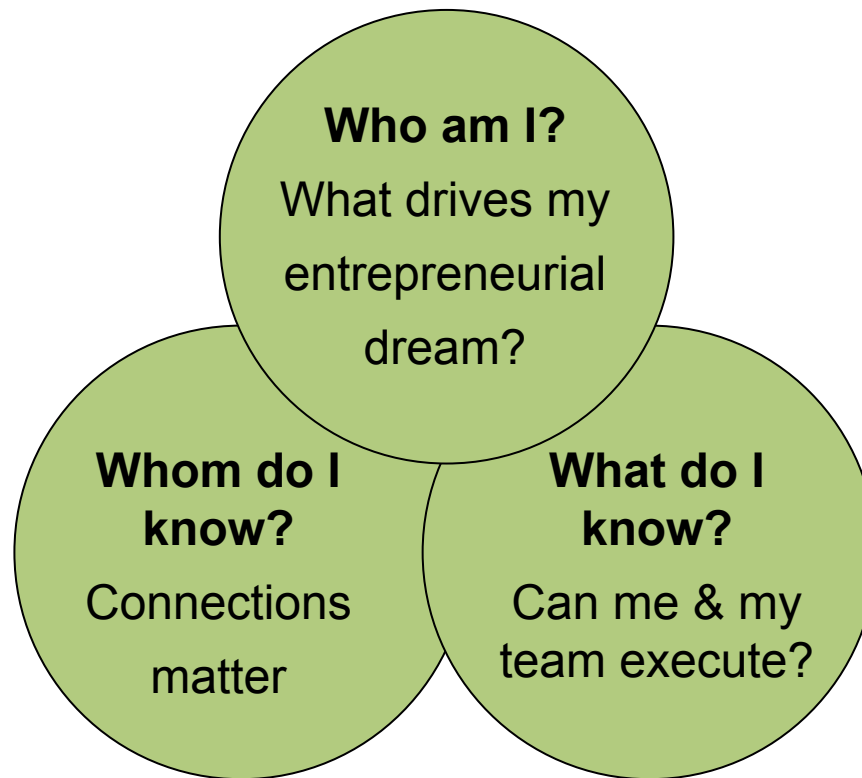
The success of a start-up is dependent on the effectiveness of the founding management team and its ability to work collaboratively towards agreed goals

You need to:

- Understand one another's motivations
- Understand one another's expectations
- Communicate and resolve conflicts effectively
- Agree a structure for how the business will be owned and run

Managing yourselves

“Entrepreneurship is a very personal game.” (John Mullins, 2010).
Each one of you needs to engage in a personal, reflective process.



Each team member will have different motivations

For example:

- They may want to change the world
- They may want an adventure
- They may like the product/business vision/culture
- They may be between jobs, studying or just completed studies
- They may think they'll get rich
- They may want independence and control
- Etc..

Each team member will have different expectations

For example, regarding:

- The future potential of the business (scale, growth rate)
- Time commitment (hours per week)
- Contributions (what value does each person bring)
- How much each person will own and control
- What role and/or title each person will have
- Whether you will exit and if so how and when
- Returns

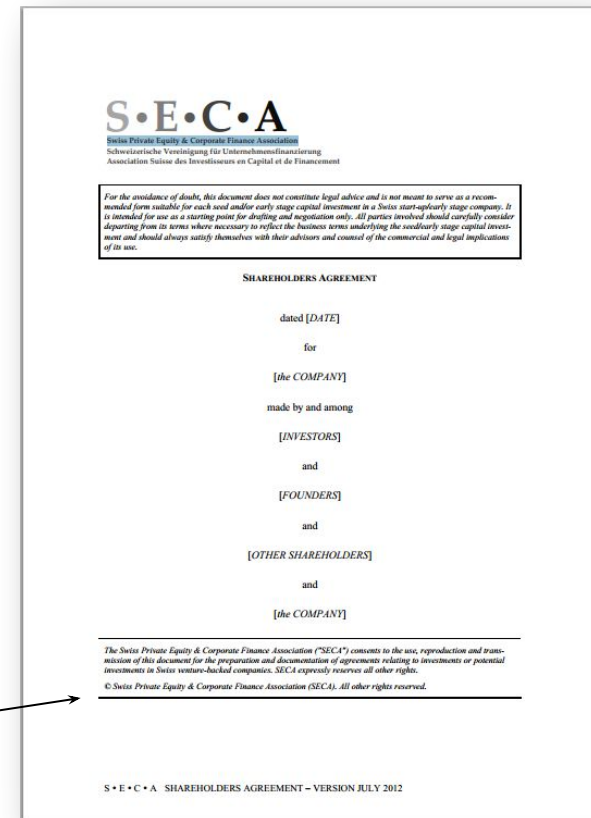
Reaching agreement with so many differing expectations can be difficult



... but is essential

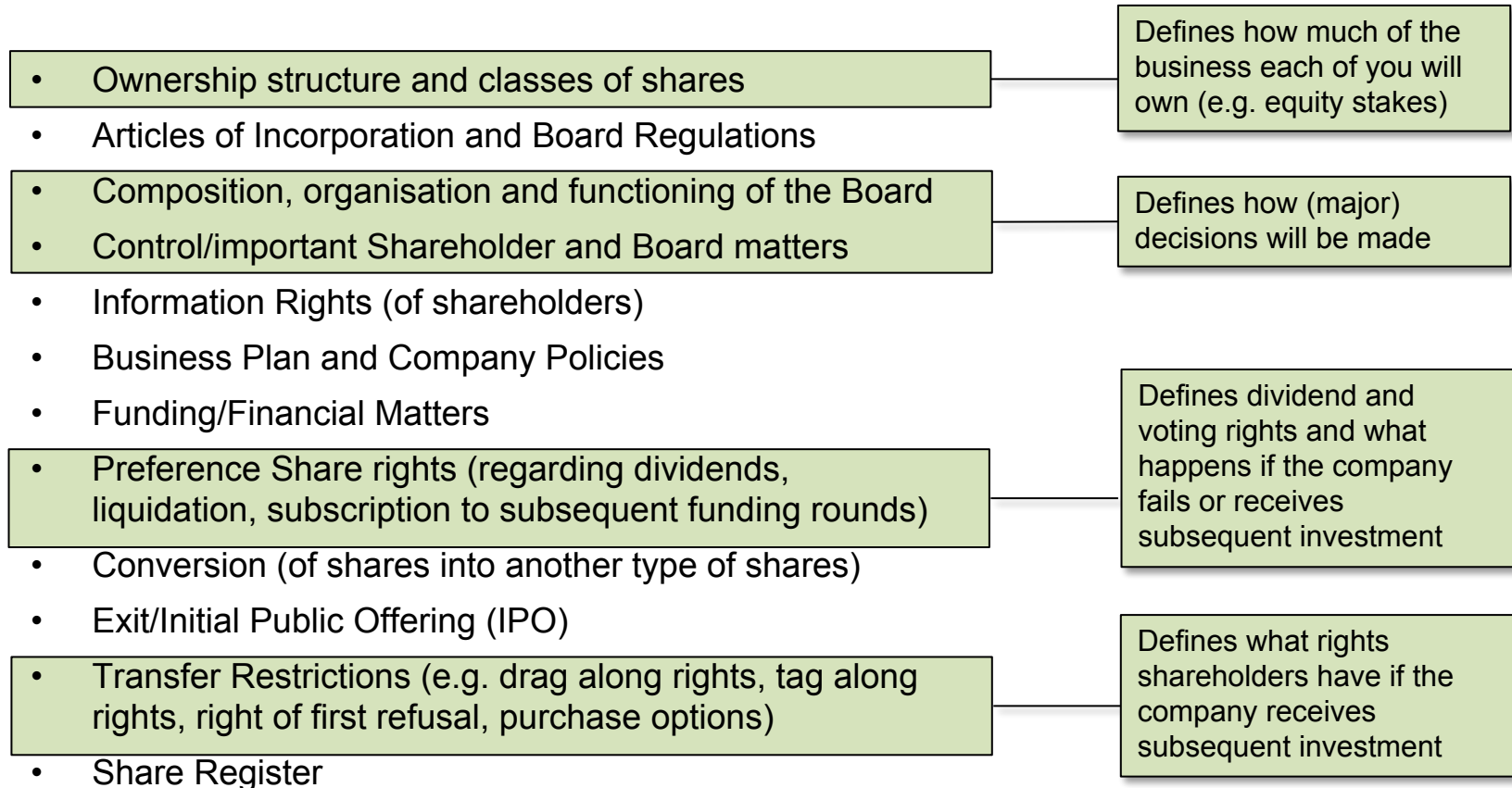
Agreeing a structure at the time of foundation helps!

- A verbal agreement (risky!)
- A written agreement, e.g.:
shareholders agreement
 - Not required by law, but a good idea
 - Usually a requirement for professional investors
 - The Swiss Private Equity & Corporate Finance Association (SECA) provides model documentation (it is very detailed, but can be simplified)



Source: The Swiss Private Equity & Corporate Finance Association (SECA) www.seca.ch

Focus areas for founders in a Shareholder Agreement



Source: The Swiss Private Equity & Corporate Finance Association (SECA) www.seca.ch

Shareholder Agreement

Useful things for founders to understand

- Ownership is not necessarily the same as control
- Transfer Restrictions offer some protection against future changes to the ownership structure:
 - **Drag along rights** – A right that enables a majority shareholder to force a minority shareholder to join in the sale of a company.
 - **Tag along rights** – If a majority shareholder sells his or her stake, then the minority shareholder has the right to sell his or her stake on the same terms.
 - **Right of First Refusal** – A right (but not an obligation) to purchase any newly issued shares
- Employee options (“vesting”) should be considered - key staff can be offered shares tied to their and/or the business’s performance over time in order to improve their performance and reduce the company’s salary burden

Managing yourselves (45 mins)

Objective:

1. Take the first steps on the path to learning how to manage yourselves and your business

Tasks:

1. Develop an understanding of your own and other team members' motivations and expectations
2. Consider the implications at an individual and team level
3. Map out an initial ownership structure

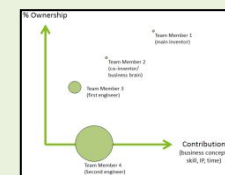
Activity Guide

Guidelines:











1. Use a flip chart and post it notes
2. First note down individual motivations and expectations
3. Look for alignment and differences between motivations and expectations
4. Consider the implications at an individual and business level
5. Map out an ownership structure by considering the two key elements of ownership (% stake) and contribution (e.g. business concept, skill, IP, time)

Tools:

Team Member	Motivations	Expectations
Member 1	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Member 2	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Member 3	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Member 4	■ ■ ■ ■ ■	■ ■ ■ ■ ■
Member 5	■ ■ ■ ■ ■	■ ■ ■ ■ ■





























Understanding each other's expectations and motivations

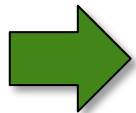
Team Member	Motivations	Expectations
Member 1		
Member 2		
Member 3		
Member 4		
Member 5		

Is their alignment?
Where are the differences?
What are the implications?

What are the implications?

Team Member	Motivations	Expectations
Member 1	   	 
Member 2	 	   
Member 3	 	
Member 4	  	  
Member 5		   

Is their alignment?
Where are the differences?
What are the implications?



For the individuals

- Am I willing to take the risk?
- Does it fit with my life and career plan?
- Do I need an income?
- What is my contribution?
- What is my stake?
- What is my role?
- Etc...



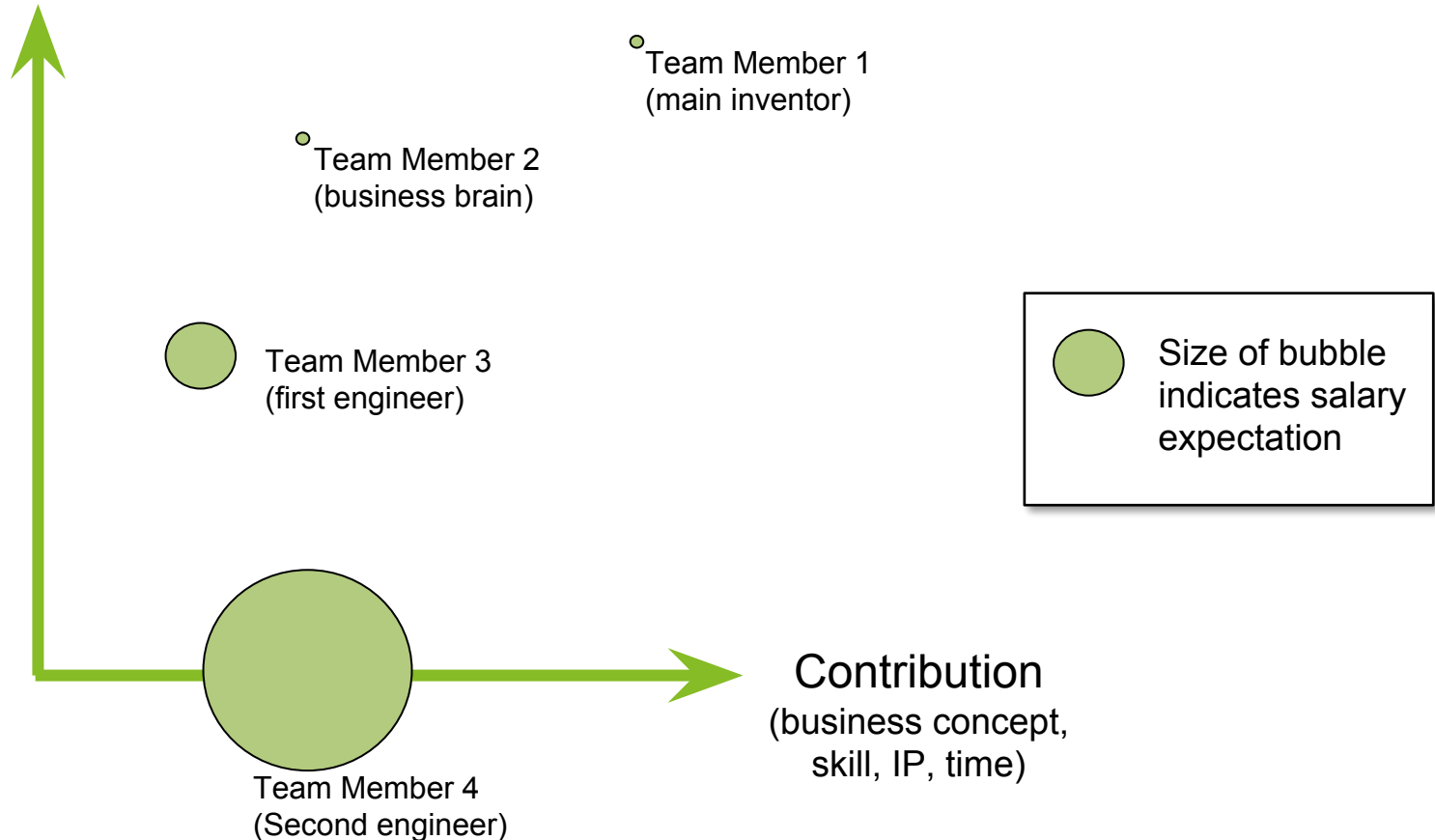
For the business

- Do we have enough operational commitment in the team?
- What type of a startup is it (hobby, investment etc)?
- What is the role of the board/management/advisors?
- What is the impact on the shareholder agreement?
- Etc...

Mapping out an ownership structure

Example 1

% Ownership



Mapping out an ownership structure

Example 2

% Ownership



Team
Members 1, 2
and 3
(founders)

Team
Member 4
(to be
recruited)



Size of bubble
indicates salary
expectation

Contribution
(business concept,
skill, IP, time)

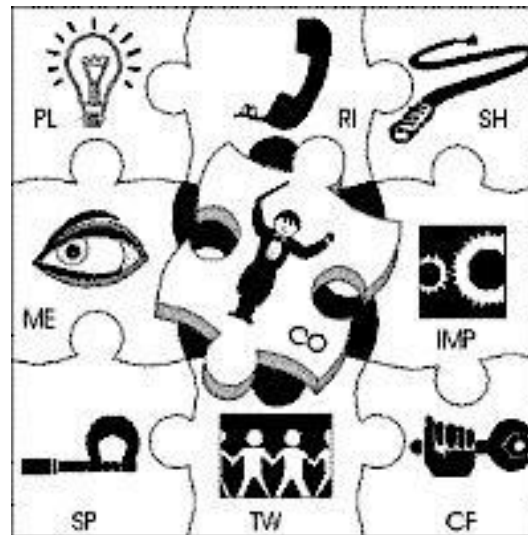
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Human Capital in New Ventures

“A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role which is understood by other members. Members of a team seek out certain roles and they perform most effectively in the ones that are most natural to them.”

– Dr. Belbin



Belbin's Team Roles

Action - Oriented Roles	People - Oriented Roles	Thought - Oriented Roles
Shapers (SH) Challenges the team to improve performance	Coordinator (CO) Acts as a chairperson	Plant (PL) Presents new ideas and approaches
Implementers (IMP) Puts ideas into action	Team Worker (TW) Encourages cooperation	Monitor-Evaluator (ME) Analyzes the options
Completer-Finisher (CF) Ensures thorough, timely completion	Resource Investigator (RI) Explores outside opportunities	Specialist (SP) Provides specialized skills

Organisational Structure

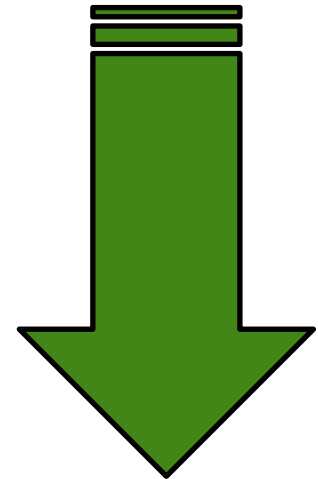
Key considerations

- What is the appropriate organisational structure?
- Will you need advisors/additional Board members?

Key organisational elements

- The Management Team
- Board (and Advisory Board(s))
- Product/Service Team – e.g. technology development
- Back-Office – e.g. legal/finance/HR/IT
- Front-Office – e.g. marketing/sales

The core of your business.



Building the core

- The potential of the management team is seen as one of the most critical success factors for (financing) ventures.
- Some skills are particularly important:
 - Professional know how and entrepreneurial experience
 - Social skills and ability to work in a team
 - Communication and management skills
 - Industry knowhow
 - Networking (skills), motivation and visioning
 - Potential to handle failure and frustration
- A balanced portfolio of skills in the whole management team is key.



Source: Nagl (2010). Der Businessplan. 5th edition, Gabler.

Determination of needs through Skill Profiles

Example: for New Venture Fitness Drinks

	Executive Leadership	Store Operations	Supply Chain Management	Marketing and Sales	HR/Recruiting	Accounting and Finance	Community Relations	Information Systems	Franchise Operations
Jack Petty	X								
Peggy Wells		X				X			
Jill Petersen				X					
Cameron Ivey			X						
Gap 1					O				
Gap 2							O		
Gap 3									O

X = position filled
O = position vacant

- Analyzing in-house skills
- Determining gaps

Consider both hard skills (e.g. technology or marketing expertise) and soft skills (e.g. interpersonal, leadership and social skills)

Source: Barringer & Ireland (2010). Entrepreneurship, p. 317ff.

Start-ups are fortunate when it comes to human resourcing

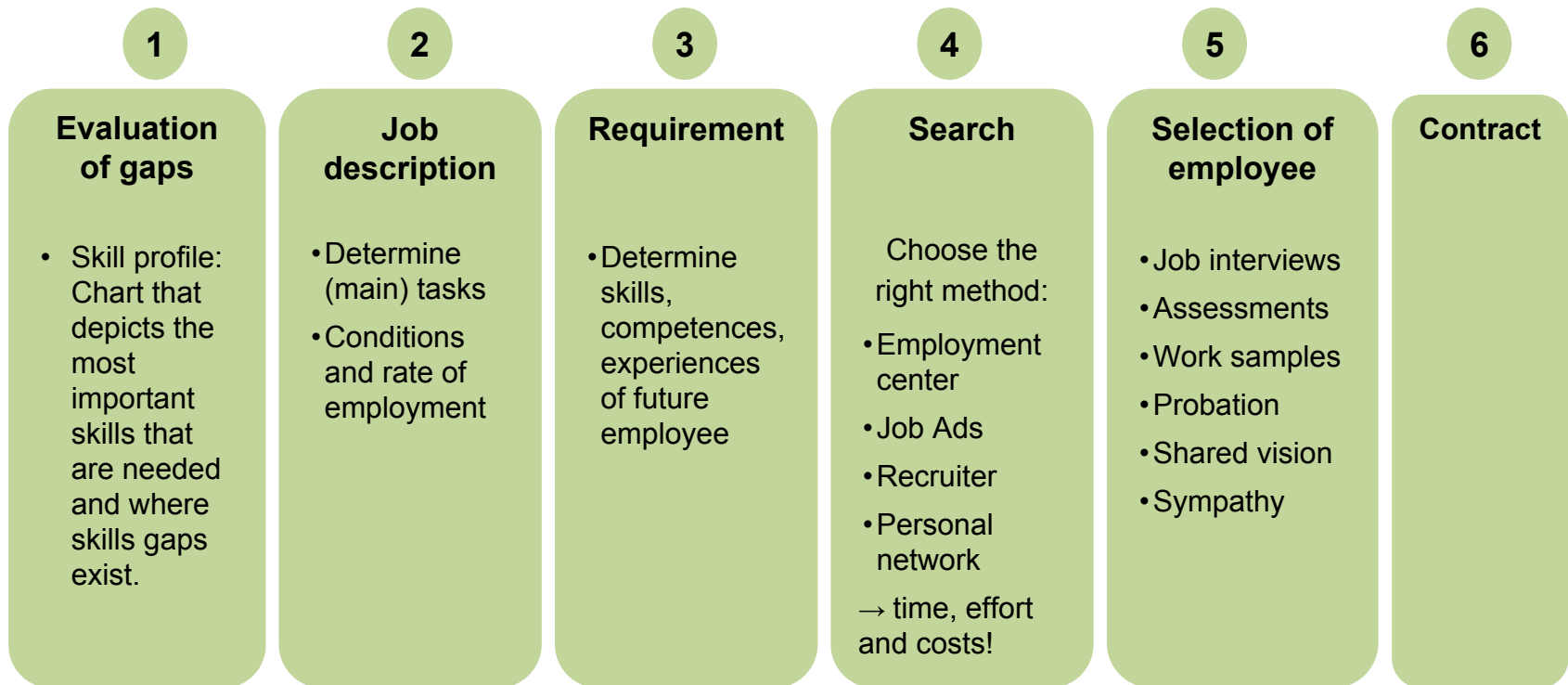
- Remember: people want to be involved with a start-up for a variety of reasons
- This creates OPPORTUNITIES:
 - You do not always have to pay large sums to get good people
 - You may not even have to pay cash (i.e. a salary) at all
 - You can (and should) maintain a flexible organisational structure

Instead of hiring, consider other options

1. Work harder!
2. Outsource (find a supplier)
3. Hire a temporary staff member
4. Bring in interns
5. Ask friends/family for help (call in a favour)
6. Utilise your network
7. Ask board members/advisors for help
8. Offer equity/options as well as / instead of salary

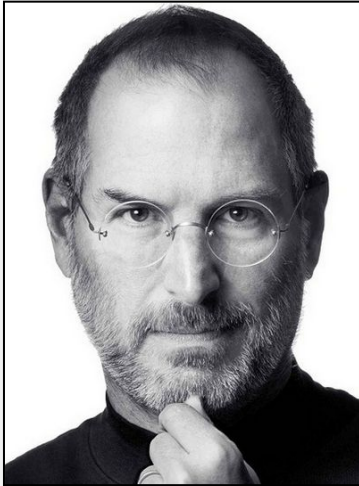
(but, be warned, these options also come with downsides, risks and challenges)

If you do decide to recruit then you must invest (time, energy, CHF) in the process!



Source: Referring to Winistörfer (2011) | Barringer & Ireland (2010). Entrepreneurship, p. 316ff.

But, don't get lost in the process



“We hire people who want to make the best things in the world.”

Steve Jobs



“If you hire only those people you understand, the company will never get people better than you are. Always remember that you often find outstanding people among those you don't particularly like.”

Soichiro Honda

Team skills matrix and resourcing

(45 mins)

Objective:

- Build a skills matrix for the key team members of your business (needed to get to market entry)

Tasks:

1. Builds a skills matrix
2. Identify any gaps in your team's skills
3. Consider how you could fill these gaps (e.g. recruitment, other means)

Activity Guide

Guidelines:

1. List the key skills needed to implement your plan over the next 3-5 years (to market entry)
2. Consider both hard skills, i.e. domain-specific skills (e.g. technology or marketing expertise) and soft skills (e.g. interpersonal, leadership and social skills)
3. Identify the skills of each team member and match them to the skills
4. Identify gaps in your matrix
5. Consider options for filling any gaps

Skills matrix

Team Skills Gap

Team Member	Skill 1	Skill 2	Skill 3	Skill 4
Member 1	++	++	0	-
Member 2	++	0	0	+
Member 3	+	+	++	0
Member 4	0	0	++	0
Member 5	+	-	+	-

Individual Skills Gaps

Tip: what are the **domain-specific, interpersonal, leadership and social skills** required to carry out the activities needed to meet your milestones?

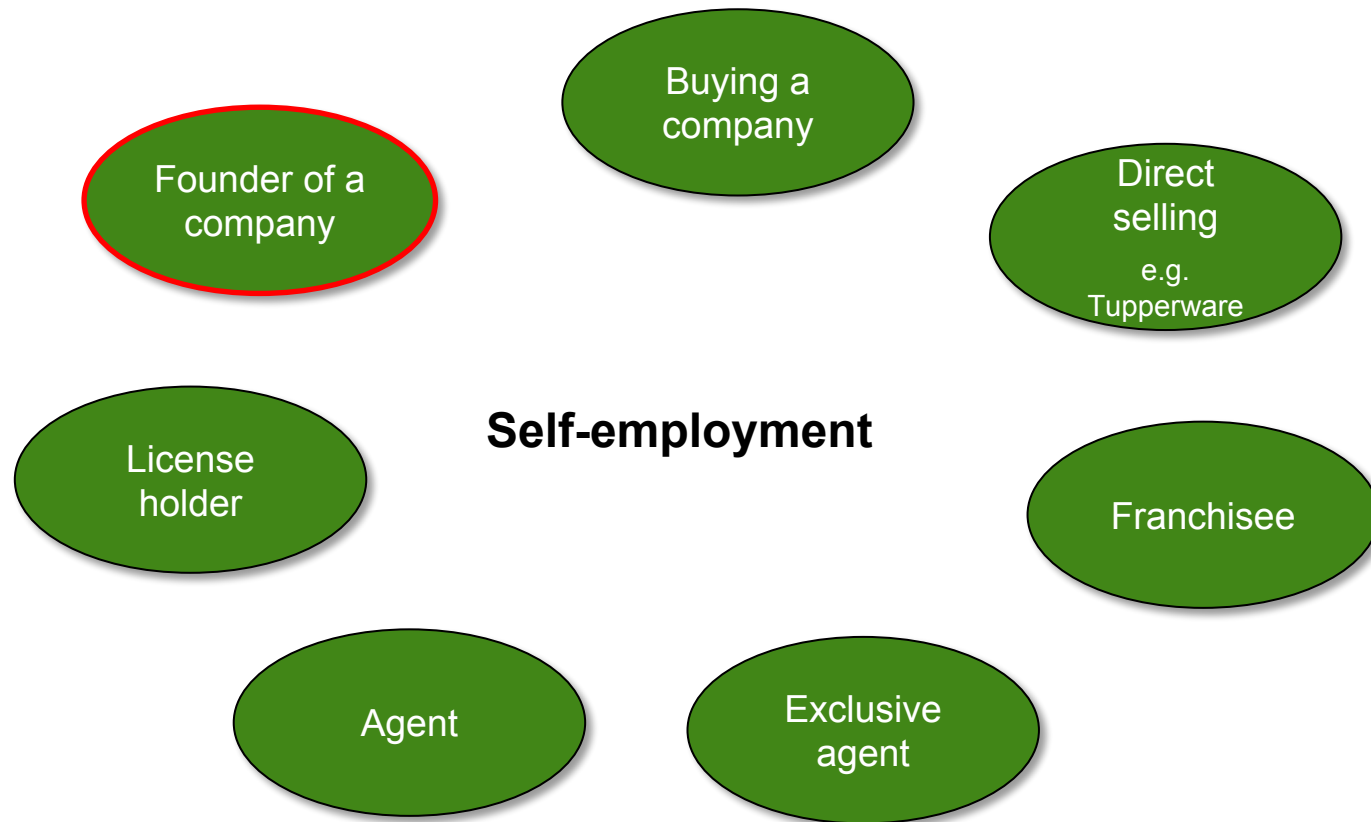
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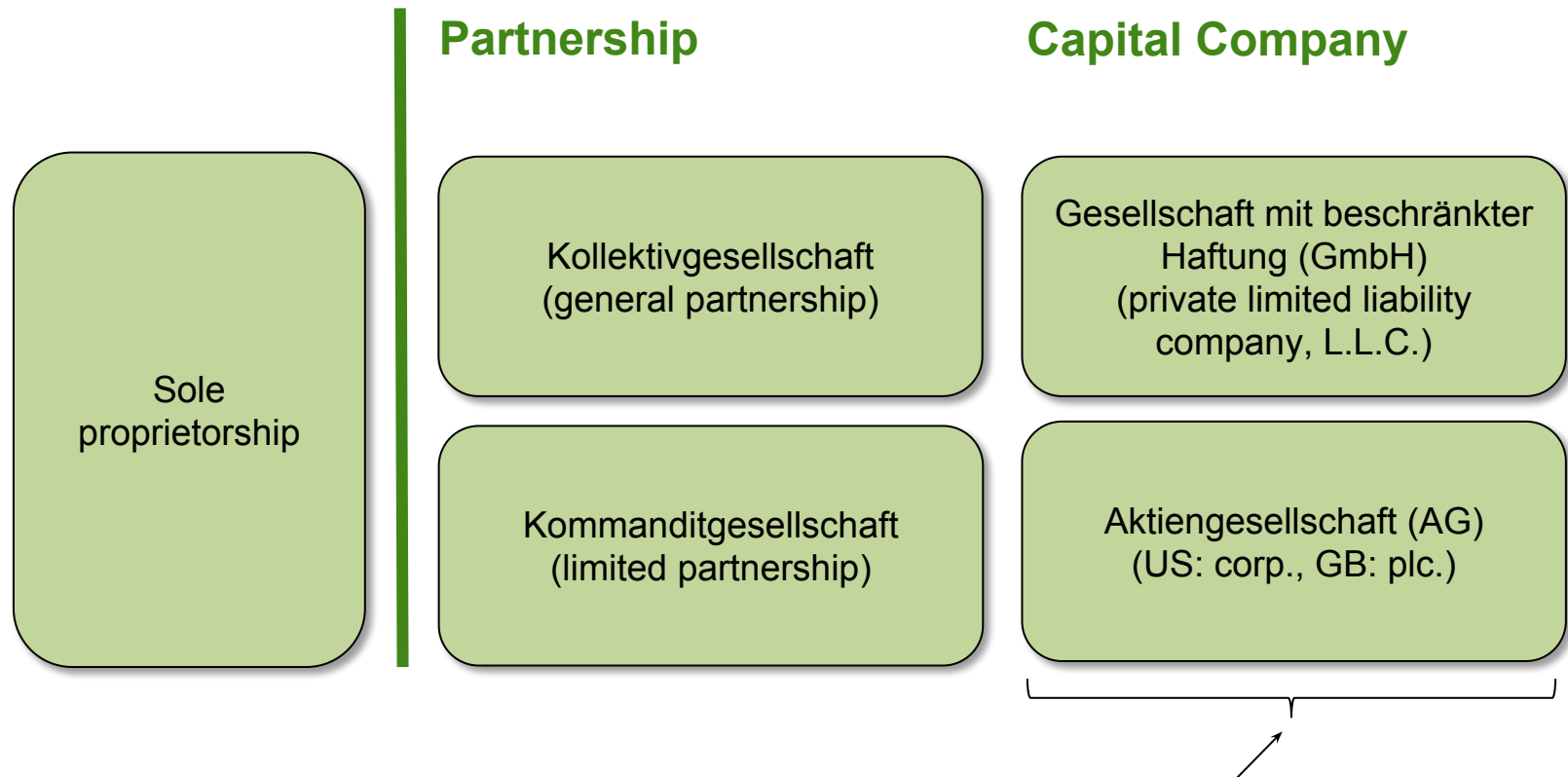
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Types of self-employment



Source: Referring to Winistörfer (2011). Ich mache mich selbständig, Beobachter, p. 45ff.

Main legal forms in Switzerland



- Most high growth businesses will be either GmbH or AG
- You will need an AG to attract professional investors
- You can change legal form at a later date (e.g. from GmbH to AG)

Source: Referring to Winistörfer (2011). Ich mache mich selbständig, Beobachter, p. 160 | Gründen 2.0 (2009).

Relevance of legal forms in Switzerland

Year	Sole proprietorship	Kommanditgesellschaft (limited partnership)	Kollektivgesellschaft (general partnership)	Gesellschaft mit beschränkter Haftung (GmbH) (private limited liability company, L.L.C.)	Aktien-gesellschaft (AG) (US: corp., GB: plc.)
1992	117'000	16'000	16'000	3'000	170'000
2010	155'600	13'400	13'400	118'100	187'000
Difference	+ 38'600	-2'600	-2'600	+115'100	+17'000

Source: Handelsregister Schweiz (rounded).

Legal structures in Switzerland

www.gruenden.ch

	Sole Proprietorship*	Kollektivgesellschaft* (general partnership)	Kommanditgesellschaft* (limited partnership)	Gesellschaft mit beschränkter Haftung (GmbH) (roughly equivalent to: limited liability company)	Aktiengesellschaft (AG) (roughly equivalent to: corporation or plc)
Legislative basis	Not regulated separately in the Swiss CO	CO 552–593	CO 594–619	CO 772–827	CO 620–763
Main use	Small firms, activities carried out by individuals (e.g. artists)	Small, permanent businesses centering on specific individuals	Special cases, e.g. small businesses that carry out activities which are strongly individual-centered, with involvement of external investors	Small, individual-centered businesses	Suitable for virtually all types of commercial companies
Legal status	Sole property of the firm's owner	Partnership	Partnership	Legal entity, incorporated body	Legal entity, incorporated body
Composition of the company name General restriction: legislation prohibits misrepresentation and protects public interest CO 944	Family name of proprietor with or without first name CO 944, 945 Permissible additions: business activity, fantasy designations.	Family name of at least one partner with a suffix indicating the corporate relationship of the partners, or the family names of all partners. May not include any other name than that/those of the partner/s. CO 947 I, II, IV Permissible additions: business activity, fantasy designations. CO 944	Family name of at least 1 partner with unlimited liability (general partner) with a suffix indicating the corporate relationship. May not include any other name than that of the partner with unlimited liability. CO 947 III, IV. Limited partner may not be named; otherwise the liability of the limited partner becomes unlimited. CO 607	Free choice (personal names, activity, fantasy designations) → provided the name is still available. See checklist for setting up a company starting on page 23. The legal form must be indicated in the company's name. CO 944, 950	Free choice of company name (personal names, activity, fantasy designations) provided the name is still available. See checklist for setting up a company starting on page 23. The legal form must be indicated in the company's name. OR 944, 950
Formation through business carried out in a commercial manner See comment 1, page 20	Self-evident				
Registration in CR (commercial register)	Compulsory	Compulsory	Compulsory	Compulsory	Compulsory
Number of partners or members	1 natural person	2 or more natural persons	2 or more natural persons	1 or more natural persons	1 or more natural persons
Capital required	No stipulations	No stipulations Amount and partners' share as per contract CO 557 and/or 531	No stipulations. Amount and partners' share as per contract CO 598 and/or 557 The partner's contribution of each limited partner must be registered in the CR CO 608, 609 and OCR 41 para. 2 lit g	Obligatory nominal capital, the level is defined in the articles of association, divided into capital shares each with a nominal value of at least CHF 100 CO 774 Minimum: CHF 20 000. Each capital share must be fully paid up CO 777c I	Obligatory capital, the level of which is defined in the articles of association, divided into shares each with a nominal value of at least CHF 0.01 Minimum: CHF 100 000 Minimum paid in: CHF 50 000 CO 621, 622

GmbH

AG

Obligatory nominal capital, the level is defined in the articles of association, divided into capital shares each with a nominal value of at least CHF 100
CO 774

Minimum: CHF 20 000. Each capital share must be fully paid up
CO 777c I

Obligatory capital, the level of which is defined in the articles of association, divided into shares each with a nominal value of at least CHF 0.01

Minimum: CHF 100 000
Minimum paid in: CHF 50 000
CO 621, 622

Criteria for selecting the legal form of your company

Taxes

Risk and liability

Capital, costs

Social insurances

Future perspectives, successor

Independence

	Self-employment*	Business partnership**	Partnership (GmbH/AG/UG)	Corporation (AG/UG)	Corporation (AG/UG)
Legislation basis	Art. 10 of the Swiss Civil Code (ZGB)	Art. 500-505 of the Swiss Civil Code (ZGB)	Art. 695-705 of the Swiss Civil Code (ZGB)	Art. 695-705 of the Swiss Civil Code (ZGB)	Art. 695-705 of the Swiss Civil Code (ZGB)
Main use	Small, one-person business with low turnover (e.g. artist)	Small, one-person business with low turnover (e.g. artist)	Small, one-person business with low turnover (e.g. artist)	Small, one-person business with low turnover (e.g. artist)	Small, one-person business with low turnover (e.g. artist)
Legal status	One person or a partnership with a limited liability (Art. 10 ZGB)	Partnership (Art. 500-505 ZGB)	Partnership (Art. 695-705 ZGB)	Partnership (Art. 695-705 ZGB)	Partnership (Art. 695-705 ZGB)
Separation of the company assets	Yes, the company assets are separated from the personal assets of the owner (Art. 10 ZGB)	Yes, the company assets are separated from the personal assets of the owner (Art. 500-505 ZGB)	Yes, the company assets are separated from the personal assets of the owner (Art. 695-705 ZGB)	Yes, the company assets are separated from the personal assets of the owner (Art. 695-705 ZGB)	Yes, the company assets are separated from the personal assets of the owner (Art. 695-705 ZGB)
Liability	Personal liability (Art. 10 ZGB)	Personal liability (Art. 500-505 ZGB)	Personal liability (Art. 695-705 ZGB)	Personal liability (Art. 695-705 ZGB)	Personal liability (Art. 695-705 ZGB)
Capital costs	Low (Art. 10 ZGB)	Low (Art. 500-505 ZGB)	Low (Art. 695-705 ZGB)	Low (Art. 695-705 ZGB)	Low (Art. 695-705 ZGB)
Future perspectives, successor	Yes (Art. 10 ZGB)	Yes (Art. 500-505 ZGB)	Yes (Art. 695-705 ZGB)	Yes (Art. 695-705 ZGB)	Yes (Art. 695-705 ZGB)

Source: Fueglistaller, Müller & Volery (2008). Entrepreneurship, p. 121.

Reasons to Set up a Company in Switzerland

- Favourable tax climate
- Political stability
- (Liberal) labour market
- Social peace
- Multilingual population
- Outstanding educational and research institutions
- Excellent (transportation) infrastructure

Source: Adopted from Slides of Peter Vogel

More information in Appendices

- Appendix A: Useful Resources for the launch of a new venture
- Appendix B: The Swiss Startup Ecosystem

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Why do we need Roadmaps?



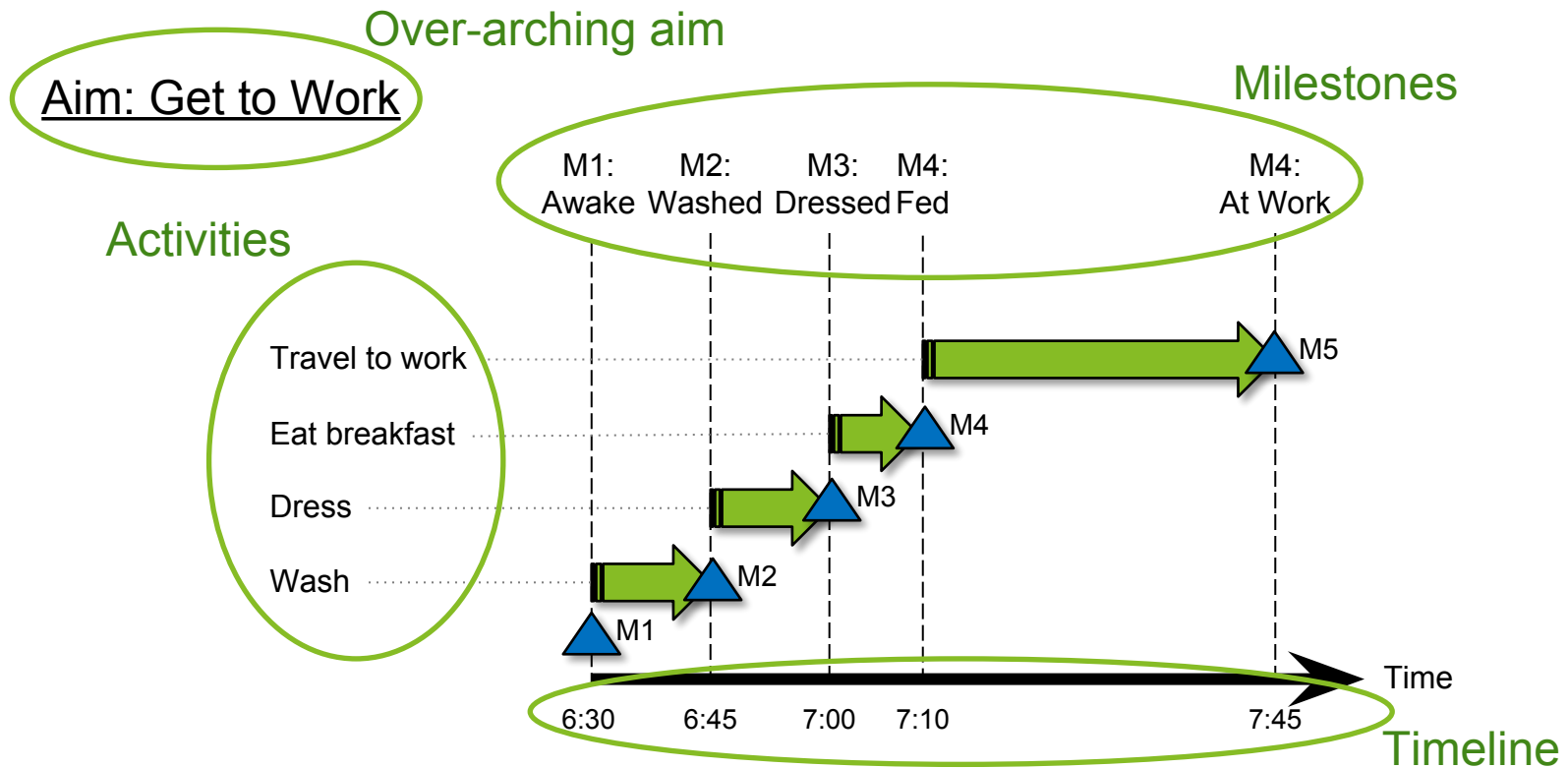
“The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and starting on the first one”.

Mark Twain

*Let's define a high-level plan
(and call it a roadmap)!*

What is a Roadmap?

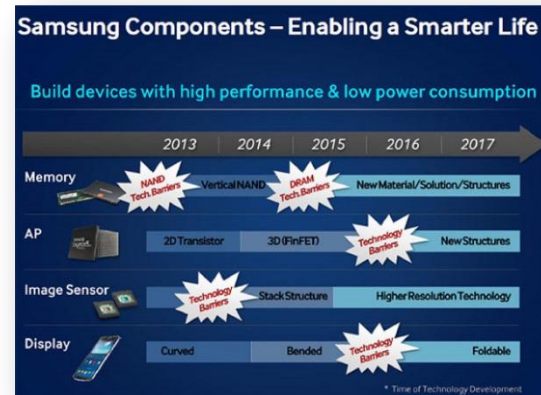
A high-level plan that describes to a group of stakeholders the activities and related milestones that must be achieved over time in order to accomplish an over-arching aim that creates value for the business.



A good roadmap increases (everyone's) confidence in your ability to execute

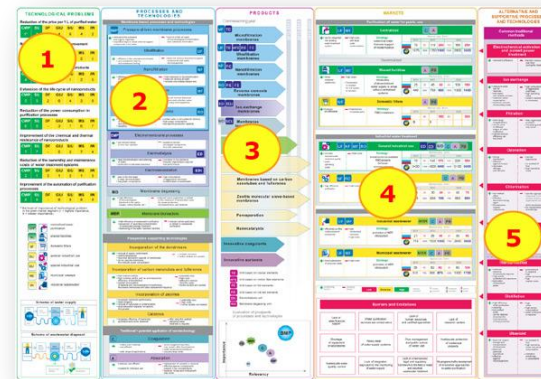
A simple visual representation of your roadmap is vital to provide the “Big Picture”

A roadmap can be very detailed, but will then need to be accompanied by a lot of supporting information (and may then become obsolete very quickly)



Technology Roadmap for Samsung Components

Source:
<http://sammyhub.com/2013/11/06/samsung-bendable-flexible-display/>



Technology Roadmap for Applying Nanotechnology to Water Treatment

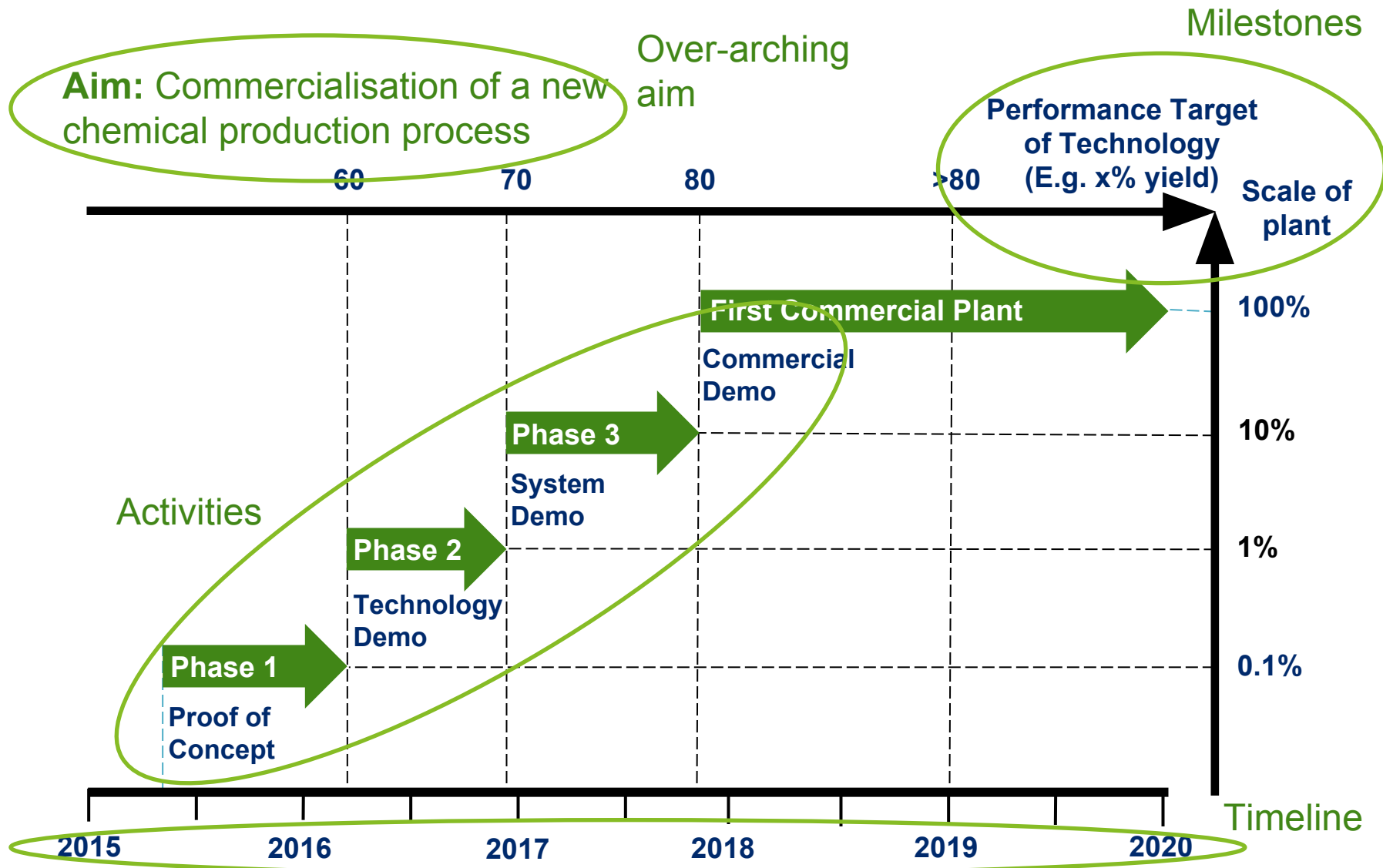
Source:
<http://en.rusnano.com/investment/roadmaps/clearwater>

Roadmap Design

No right or wrong design, but you should consider some key questions:

1. **Which** aim(s) does your roadmap describe?
 - a. Business Development
 - b. Technology Development
 - c. Product Release
 - d. Market Development
 - e. Corporate Development (legal, etc)
 - f. Financing, etc...
2. **Why** do you need the roadmap? How does it represent a change from the status quo?
3. **Who** are the audience and what do they need to know?
4. **When** do the key milestones take place and are they SMART (Specific, Measurable, Attainable, Relevant, Time-bound)?
5. **What** activities do you need to describe?
6. **How** accurate is your information? Is the level of detail appropriate? Is uncertainty accurately represented?

Technology Development Roadmap Example



Develop a Roadmap/Roadmaps (45 mins)

Objective:

- To develop roadmaps for your business concept

Tasks:

1. Analyse the market status quo
2. Identify the main aims that your business must achieve to create value
3. Develop appropriate roadmaps for the main aims (e.g. a technology development or user growth roadmap)

Activity Guide

Instructions:

1. Use the template provided

(Title) _____

Aims: _____

Activity	Description	Time Period	x	x	x	x	x	x	x
xxxx									
xxxx									
xxxx									
xxxx									
xxxx									
xxxx									

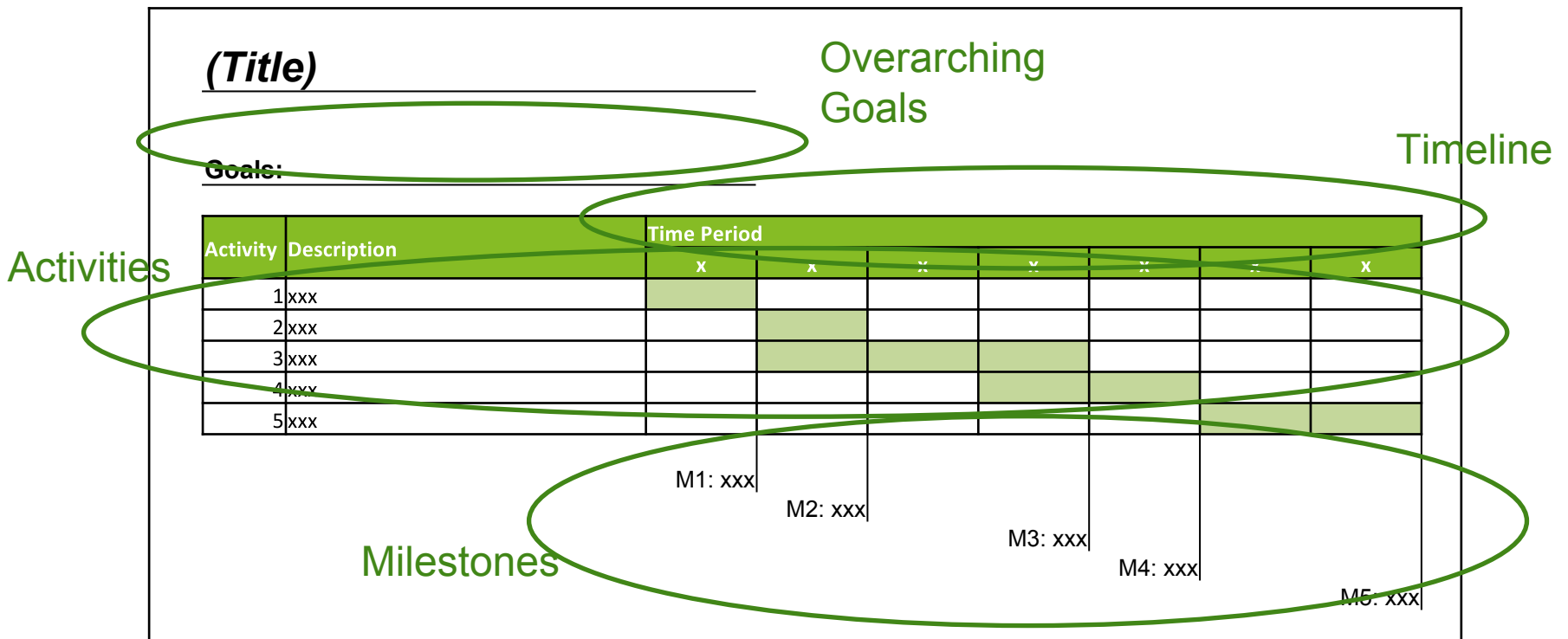
M1: xxx M2: xxx M3: xxx M4: xxx M5: xxx

Questions to consider:

1. **Which** aim does your roadmap describe?
2. **Why** do you need the roadmap(s)?
3. **Who** are the audience?
4. **When** do key milestones take place & are they SMART?
5. **What** activities do you need to describe?
6. **How** accurate is your information? Is the level of detail appropriate?

Roadmap Template

(modify as needed)



Week 5: Resources - Agenda

Part One	Managing yourselves
Part Two	Human Resources and Skills Matrix
BREAK	
Part Three	Founding your business
Part Four	Roadmap
Part Six	Wrap-up

Wrap-Up

(5 mins)

Objective:

- Summarise key outcomes from this week and look ahead to the next week

Tasks:

1. Group discussion of the key outcomes and deliverables of the week
2. Group discussion of any key considerations for next week

Week 5: Resources Summary

Learning Goals

The participants are able to:

1. Understand the basics of startup team collaboration
2. Create a draft skill map for their business
3. Understand the recruitment options for their business
4. Create a roadmap for their business

Deliverables

1. Ownership structure
2. Team skill matrix and resourcing strategy
3. A roadmap



Key Take Aways

Week 6: Finance

Outlook

Preparation:

1. What are your revenue streams?
2. What is the cost structure?



Learning Goals

The participants are able to:

1. describe the most important elements of a financial plan.
2. assess the performance of a startup based on financial key figures.
3. evaluate the financing needs in a first version.

Deliverables:

1. Definition of the most important key figures of the startup. (first version)

Note: bring your laptop so you can make use of our spreadsheet tool

Please don't forget to fill in your feedback form for this week

STARTUP CAMPUS University of Applied Sciences

Ein Trainingsprogramm der KTI
Start-up und Unternehmertum
CTI Entrepreneurship

Feedback for Modul 2 „Business Concept“

Course location: _____
Coach: _____
Topic: _____
Your name: _____

Can you recommend this course? ☒ yes ☐ no

How do you evaluate...

the course as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	comments _____ _____
the course content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Instructor's contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Instructor's effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

What did you like best?

What could we do better?



CTI Entrepreneurship

Business Conception

Week 5: Resources

*Core Content Developed by: Dr. Ben Graziano and
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Entrepreneurship, ZHAW School of Management and
Law (contact: graz@zhaw.ch)*

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Appendix

- Appendix A: Useful Resources for the launch of a new venture
- Appendix B: The Swiss Startup Ecosystem

Appendix A: Company formation procedure

Steps	Partnership	Capital Company
1	Register your business in the commercial register if obliged to	Notarize the incorporation documents
2	Register your business at the municipality/district office of your firm's domicile	Register your business at the Commercial Register of the Canton
3	Register at the social insurance of the canton	Register your business at the municipality/district office of your firm's domicile
4	Register VAT at the Swiss Federal Tax Administration.	Register at the social insurance of the canton
5		Register VAT at the Swiss Federal Tax Administration.

→ Other procedures in other Countries!



More information here: www.gruenden.ch

Sources: Fueglistaller, Müller & Volery (2008). Entrepreneurship, p. 121 | www.gruenden.ch | www.kmuadmin.ch, June 2011.

Appendix A: Finding an appropriate name...

Check the availability of your chosen name online at the Federal Commercial Registry Office (FCRO): www.zefix.admin.ch

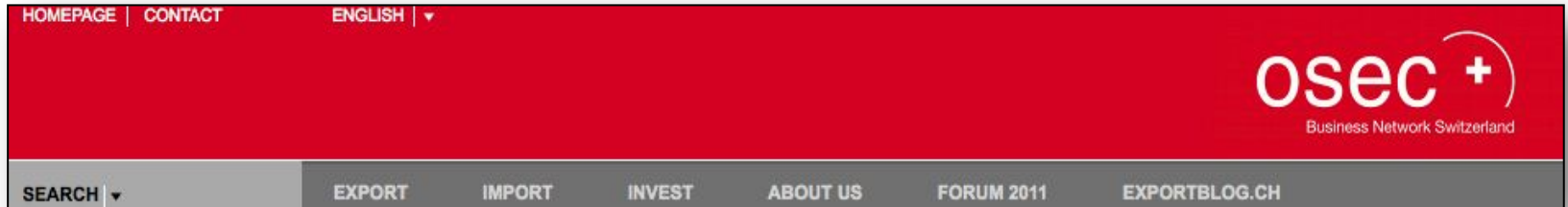
- Sole proprietorships require the inclusion of your surname in the name
- GmbH (L.L.C.) and AG (corp./plc.) require the inclusion of the legal form (AG/GmbH) in the name
- Be careful not to infringe 3rd party rights, e.g. Trademarks (see Week 7 – Protection)

The screenshot shows the Zefix website interface. At the top, there is a header with the Swiss flag and the text 'Schweizerische Eidgenossenschaft', 'Confédération suisse', 'Confederazione Svizzera', and 'Confederaziun svizra'. Below this is a navigation bar with 'Zefix | SOGC (heading commercial register) | Standards | Statistics'. The main content area is divided into two sections. The left section is titled 'Search for business name' and contains several search criteria: 'Business name' (with a text input field), 'Search for identification number' (with a text input field), 'Legal status restriction' (with a dropdown menu set to '(no restriction)'), 'Commercial register restriction' (with a dropdown menu set to '(no restriction)'), and 'Legal seat restriction' (with a text input field). Below these are 'Search options' with radio buttons for 'actual (active) business names only' (selected), 'include former versions/cancelled names', 'normal Search', 'phonetic', and 'soundex'. There are 'Clear' and 'Search' buttons at the bottom of this section. The right section is titled 'The commercial registers in Switzerland' and displays a grid of cantonal coats of arms with their corresponding names and the number of companies registered: Aargau (400), Appenzell Aargau (310), Appenzell Aargau (300), Bern (036), Basel-Landschaft (280), Basel-Stadt (270), Fribourg (217), Genève (860), Glarus (160), Graubünden (350), Jura (670), Luzern (100), Neuchâtel (645), Nidwalden (150), Obwalden (140), St. Gallen (320), Schaffhausen (290), Solothurn (241), Schwyz (130), Thurgau (440), Ticino (501), Uri (120), Valais (600-626), Vaud (550), Zug (170), and Zürich (020). At the bottom of the right section, there is a note: 'Click on the coat of arms of a canton to make a research in the cantonal database.'

www.zefix.admin.ch

Source: www.gruenden.ch | June 2011.

Appendix A: Setting up a business in Switzerland



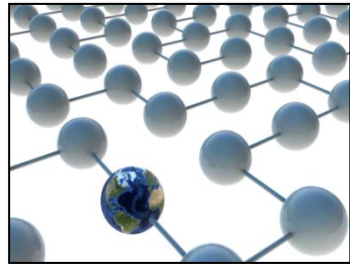
Reasons to set up a company or move the domicile to Switzerland:

- Favourable tax climate
- Political stability
- Liberal labour market
- Social peace
- Multilingual population
- Outstanding educational and research institutions
- Excellent (transportation) infrastructure



More information here: www.osec.ch

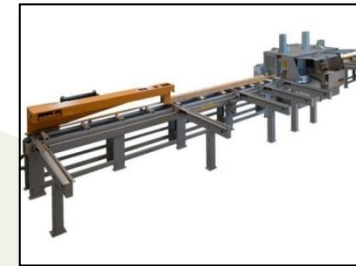
Appendix A: Planning your infrastructure



IT/Communication



Location



Machinery

Make? Buy?
Borrow? Rent?
Share? Lease?
...



Office & Equipment



Furnishings

Appendix A: Make use of infrastructure that is targeted at start-ups



A list of technoparks is provided by www.gruenden.ch



Appendix A: Other important considerations

Tax



- Taxes are a major cost
- There are different types (federal, cantonal, municipal)
- For each tax you must understand what is taxed, how and by which authority

Accounting



- Accounting is a legal requirement
- It is also essential for managing the business and understanding its financial health
- Many excellent tools exist
- Consult an external accountant early on

Insurance

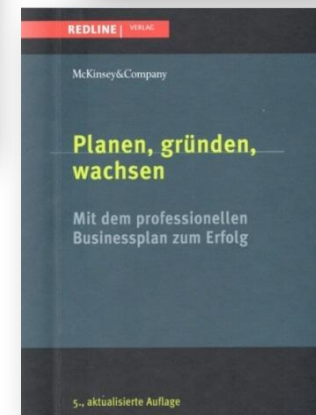
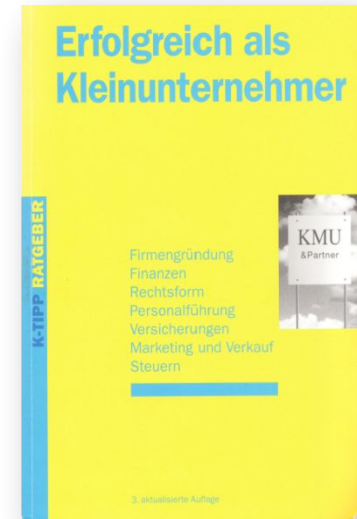
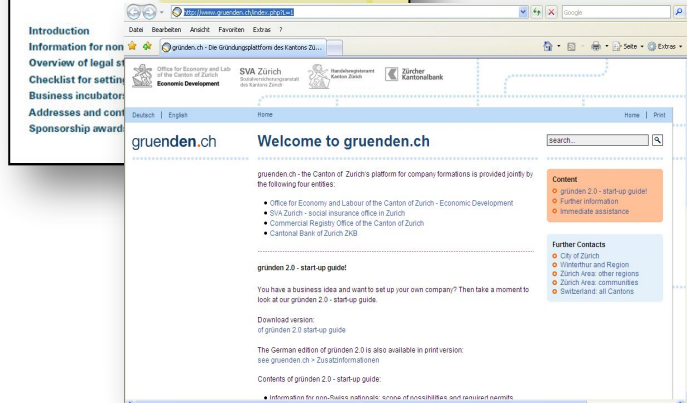


- Insurance is necessary to protect you, your business and your employees from risks
- Types of insurance include
 - Personal
 - Business liability
 - Professional liability
 - Property



More information here: www.gruenden.ch

Appendix A: Further Resources



















Appendix B: The Swiss Entrepreneurial Ecosystem



Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

Swiss Innovation Ranking

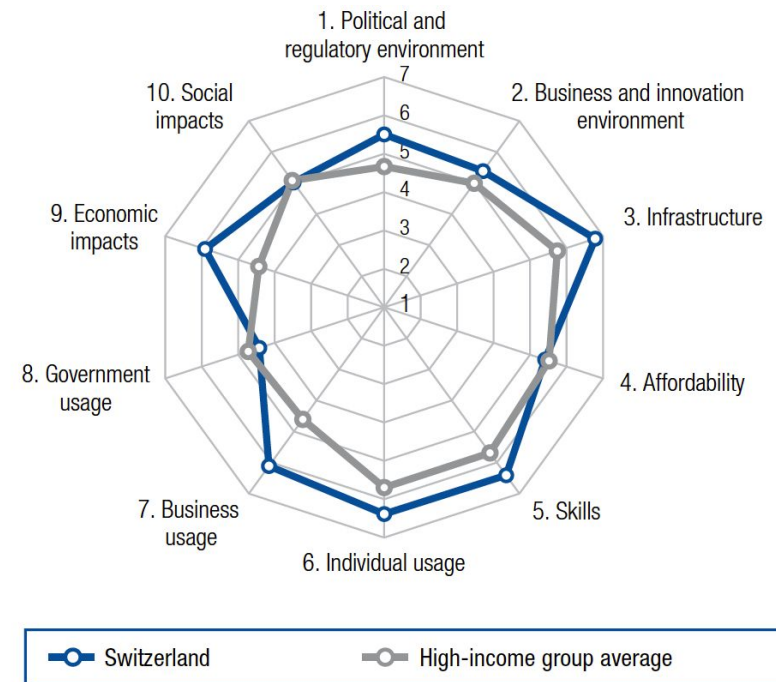
	1 st place	2 nd place	3 rd place	4 th place
The World Competitiveness Scoreboard 2012				
Global Innovation Index 2012				
WEF World Competitiveness Index 2010 – 2011				
European Innovation Scoreboard 2010				

Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

Drivers of Swiss Innovation

- Robust industry
- Culture of Innovation
- Highly skilled workforce
- Macroeconomic stability
- Good public infrastructure
- Excellent education system
- Favorable regulatory environment
- Highly attractive location for talents
- Internationally recognized research hubs



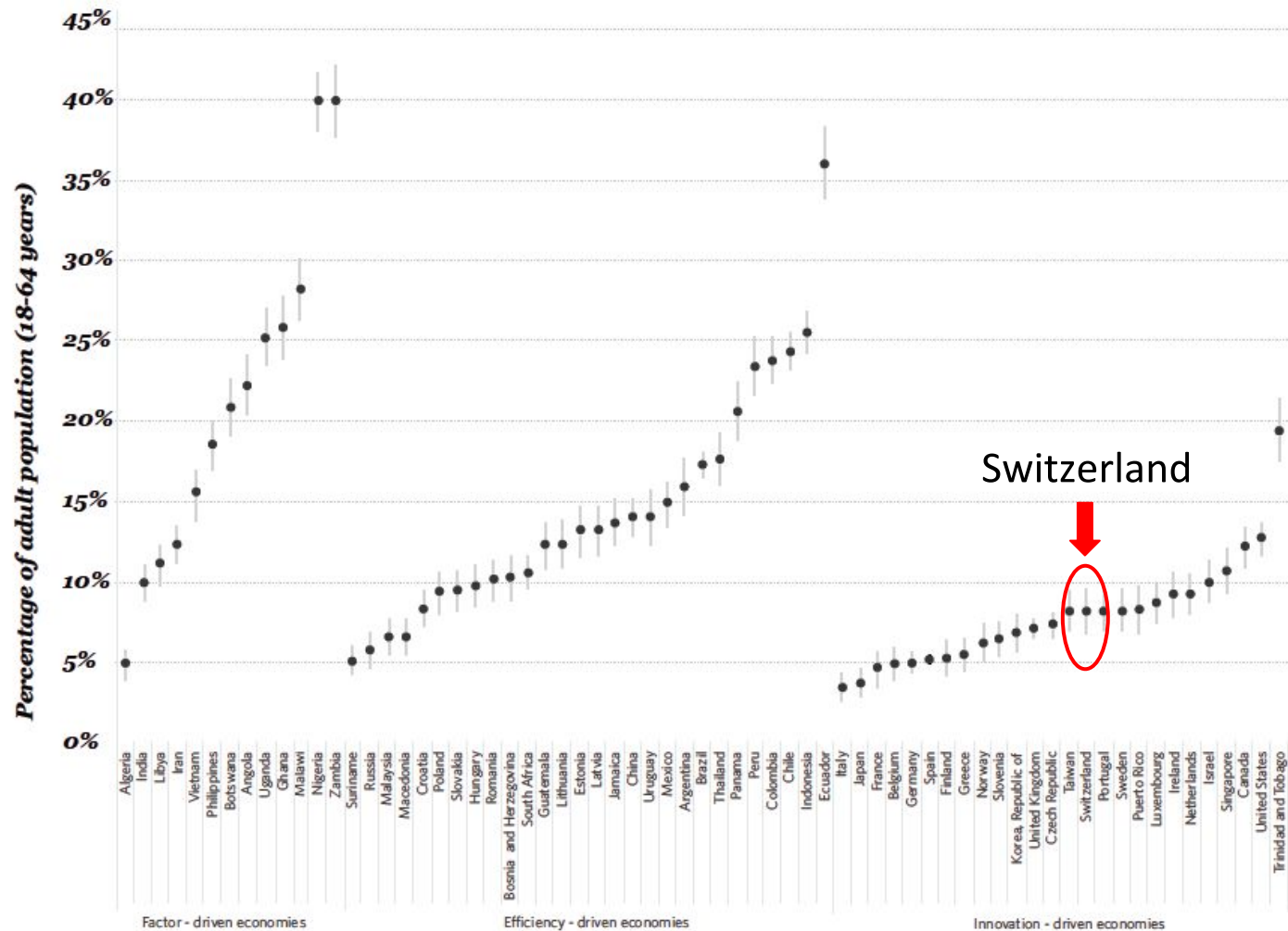
Source: Global Competitiveness Report 2015

Source: SECA Yearbook, 2009: „Switzerland Scores High“

Source: Adopted from Slides of Peter Vogel

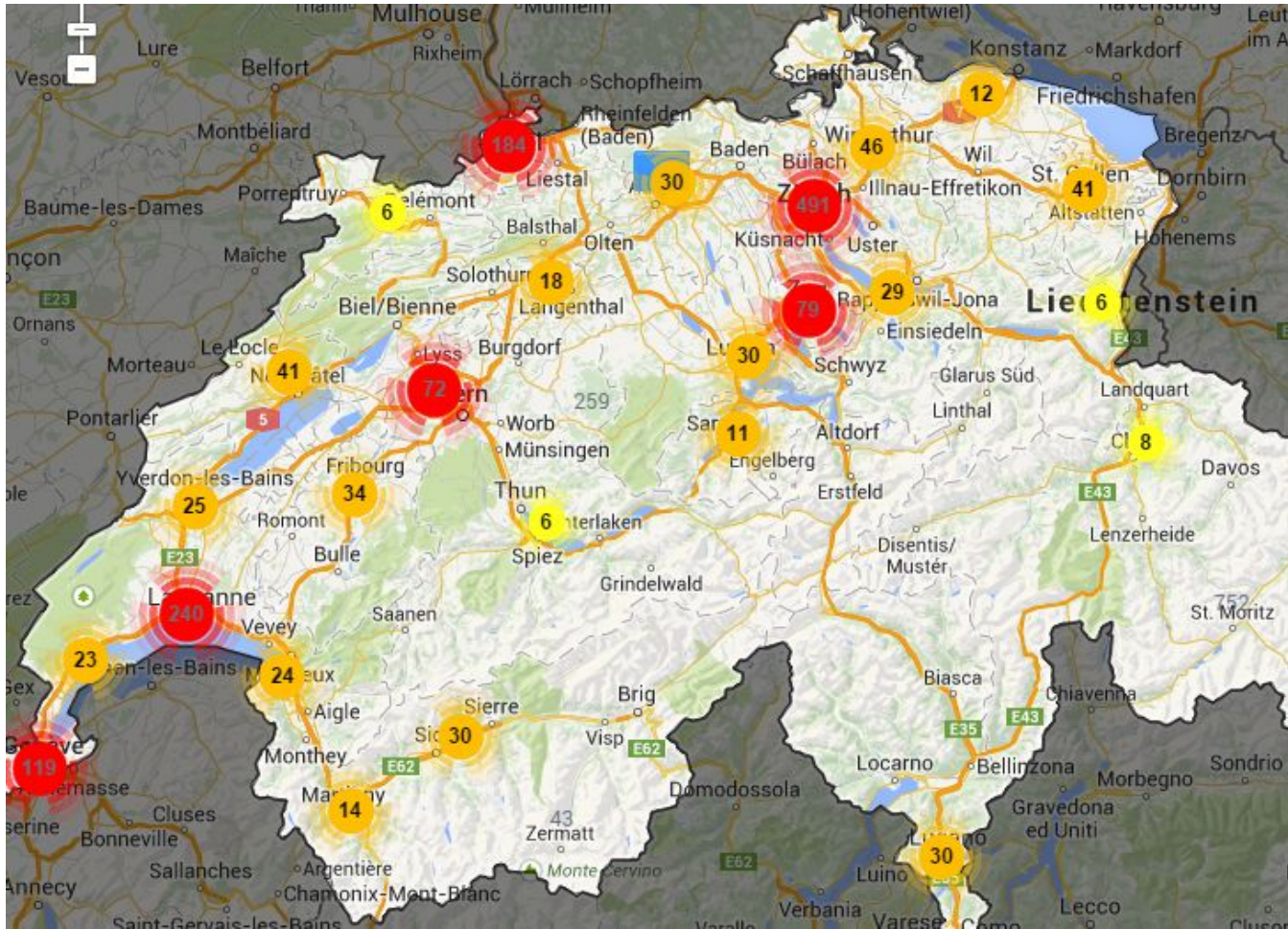
Appendix B: The Swiss Entrepreneurial Ecosystem

Total Entrepreneurial Activity in Switzerland



Source: Adopted from Slides of Peter Vogel

Entrepreneurial Hotspots in Switzerland

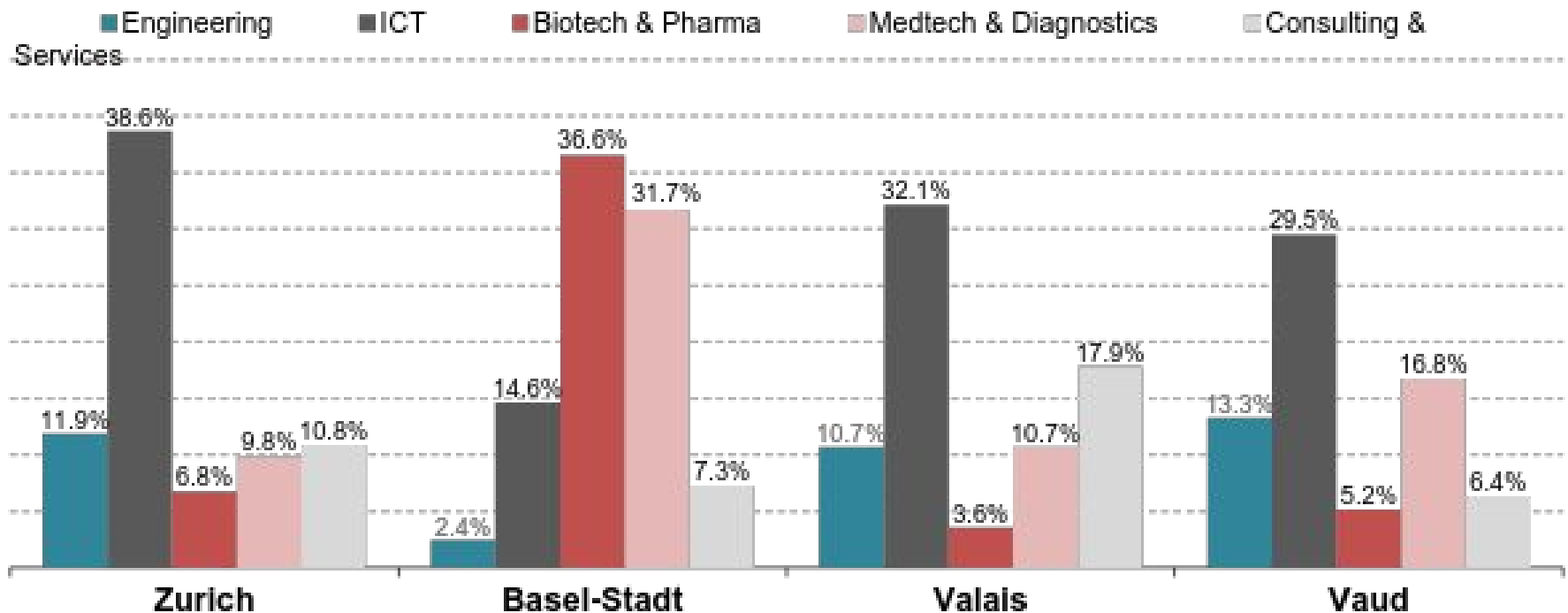


Source: Adopted from Slides of Peter Vogel

www.startupmonitor.ch

Appendix B: The Swiss Entrepreneurial Ecosystem

Entrepreneurial Hotspots in Switzerland

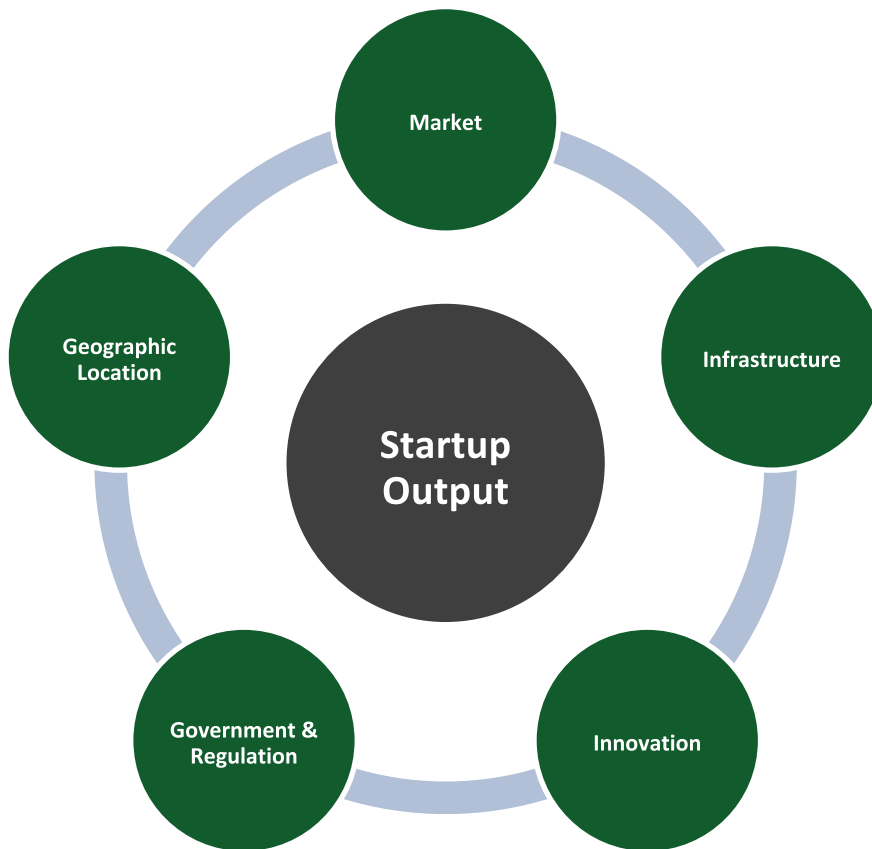


Source: Adopted from Slides of Peter Vogel

www.startupmonitor.ch

Appendix B: The Swiss Entrepreneurial Ecosystem

External Factors of the Ecosystem

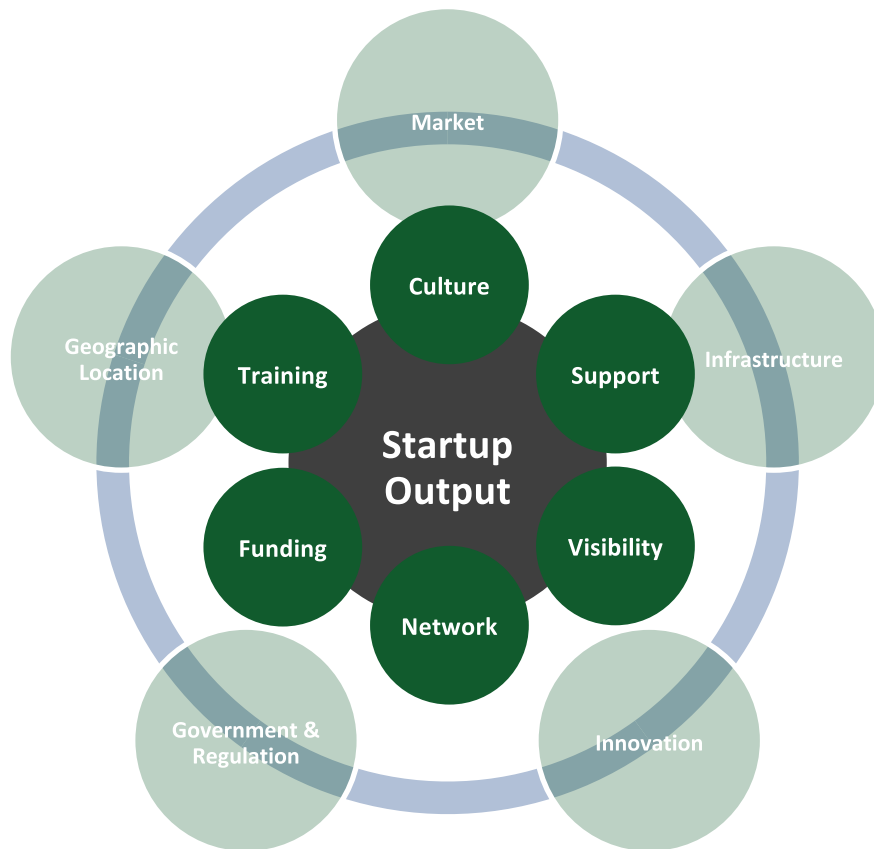


- Market size & attractiveness: 4.6 / 7
- Infrastructure: 6.2 / 7
- Innovation: 5.7 / 7
- Government & Regulation: 5.6 / 7
- Geographic location:
 - High attractiveness
 - Great livability
 - Expensive
 - Little raw materials
 - Strong financial power

Source: Vogel, 2013: TEDx Lausanne talk

Appendix B: The Swiss Entrepreneurial Ecosystem

Entrepreneurial Factors of the Ecosystem



- Lots of entrepreneurial **support**
- Many awards & local **visibility**
- **Networking**: local / national
- **Funding** is available but not targeted
 - Lots in seed stage
 - Little in growth phase
 - Many growth startups leave country
- **Training** is readily available
 - University entrepreneurship centers
 - Government offers (CTI, etc)
 - Private initiatives (venturelab, etc)
- **Culture**
 - Great fear of failure
 - Risk aversion
 - Opportunity costs lead to regular career

Source: Vogel, 2013: TEDx Lausanne talk

Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders

Cantons help with:

- Help in developing business plans
- Tax exemption
- Allowances for R&D
- Contributions for investments and technological training
- Setting-up of financial and business partnerships
- Work and residence permits
- Search for premises, terrains and technological parks
- Contacts with financial and VC institutions
- Access to networks
- Searches for housing, schools, services etc.
- Help for negotiations with the state
- Support in export activities

Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders

- Commission for Technology and Innovation
- Mandate: Improve the innovative strength of Switzerland
 - market-oriented R&D projects
 - foundation and development of start-ups
 - knowledge and technology transfer



Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

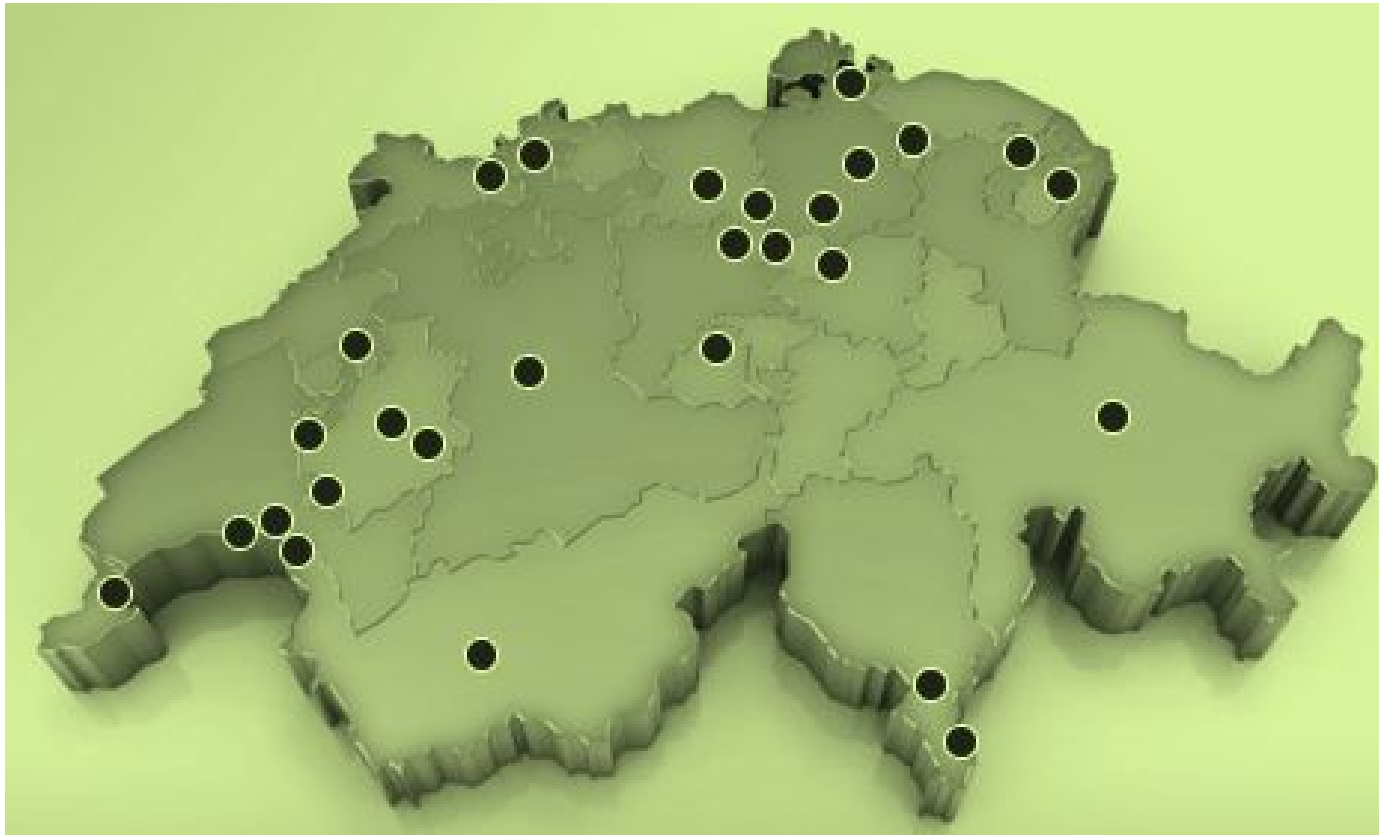
Support for Founders



Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders – Technology Parks



Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders – Tech Transfer



University	Tech Transfer Office	Website
EPFL	EPFL TTO	www.sri.epfl.ch
ETHZ	ETH Transfer	www.transfer.ethz.ch
Uni Lugano	Ticinotransfer	www.ticinotransfer.ch
Uni Basel	Unitecra	www.unitecra.ch
Uni Bern	Unitecra	www.unitecra.ch
Uni Fribourg	TT Fribourg	www.tt-fr.ch
Uni Geneva	unitec	www.unige.ch/unitec
Uni Lausanne	pactt	www.pactt.ch
Uni Neuchâtel	TT Neuchatel	www.unine.ch
Uni Zurich	Unitecra	www.unitecra.ch

Source: Adopted from Slides of Peter Vogel

Appendix B: The Swiss Entrepreneurial Ecosystem

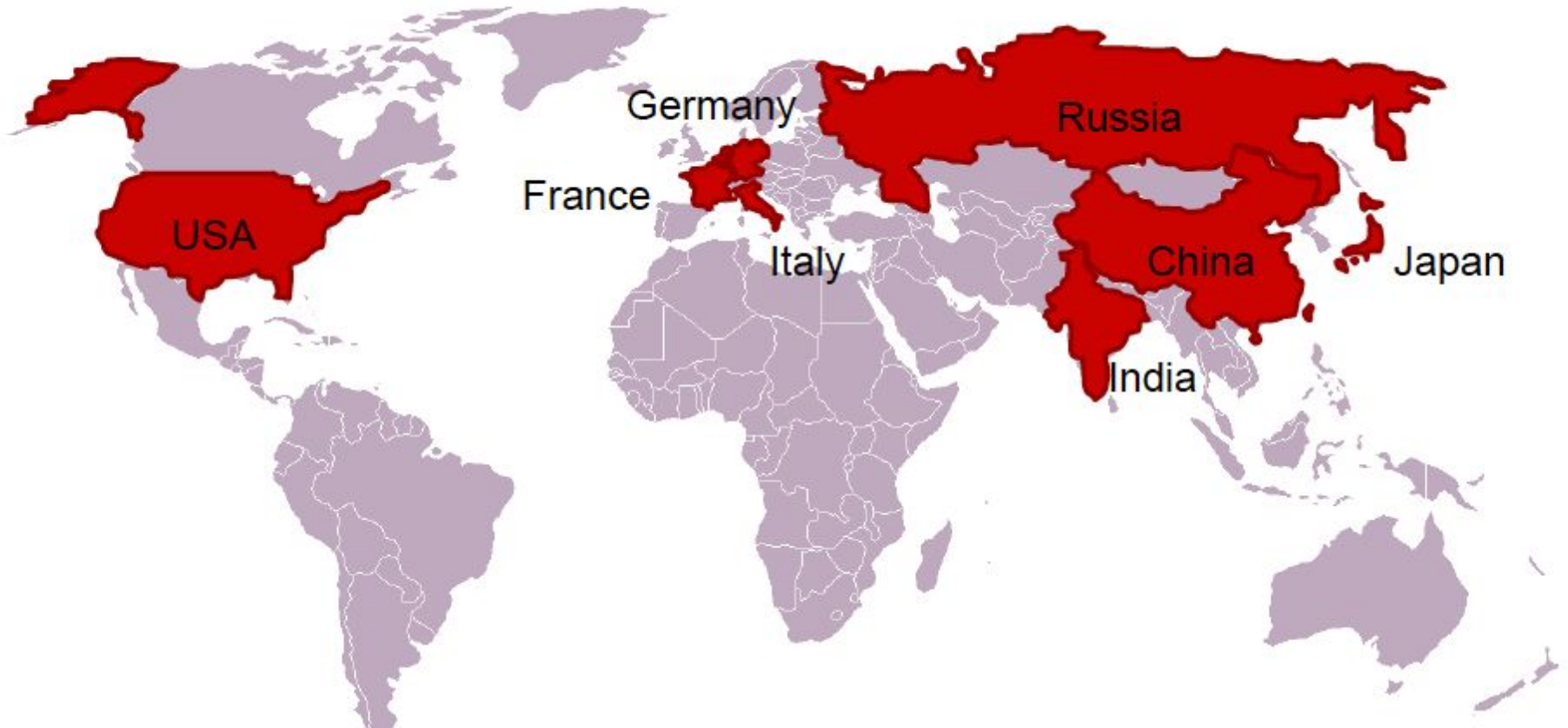
Support for Founders – S-GE

- Goal: Promote the attractiveness of the Swiss business location with foreign decision makers.
- Private company with headquarter in Zurich
- Over 70 years of experience in helping Swiss SMEs to export
- Funded mainly by public money
- As of 2008, S-GE also has investment promotion activities on a federal level



Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders – S-GE Locations



Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders - Swissnex



Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders – Product Development Support



Creaholic
2503 Biel
www.creaholic.com



Empa
8600 Dübendorf
www.empa.ch



Forimtech SA
1208 Genève
www.forimtech.ch



Erdmann Design AG
5200 Brugg
www.erdmann.ch



Gsell Medical Plastics AG
5630 Muri AG
www.gsell.ch



Helbling Technik Bern AG
3097 Liebefeld-Bern
www.helbling.ch



HELVETING AG
6331 Hünenberg
www.helveting.com



Meyer-Hayoz
Design Engineering AG
www.meyer-hayoz.com



Noser Engineering AG
6039 Root
www.noser.com



Sonceboz SA
2605 Sonceboz
www.sonceboz.com

Appendix B: The Swiss Entrepreneurial Ecosystem

Support for Founders – Visibility & Awards

Aargauer Unternehmerpreis	ETH Doctorate Awards	Life Science Prize	StartUp Weekends
Academic Enterprise Awards (ACES)	European Biotechnica Award	Lista-Innovationspreis	Startups.ch Award
Ars Electronica	European Solar Prize	Luce Grivat Award	Sustainable Entrepreneur Award SEA
Axa Innovation Award	Eurowards	Micron d'Or	SVC Unternehmerpreis
be.project	Fondation pour l'Innovation Technologique	Microsoft Schweiz Partner of the Year Award	Swiss Economic Award
Best of Swiss Gastro Award	Fondation Sandoz	Microsoft Schweiz Technology Innovation Award	Swiss ICT Award
Best of Swiss Web Award	Future Impact Prize	Motivationspreis Thurgauer Apfel	SWISS IDEA - Golden Creativity Award
Best Paper Award	Handelszeitung	Organisator.ch	SWISS IDEA Awards
Bilan	Hasler Stiftung	Patrick Denantes Memorial	Swiss Logistics Award
Blickpunkt:KMU	Heuberger Winterthur Jungunternehmerpreis	PME Magazine	Swiss Marketing Trophy
Burgdorfer Innopreis	HSG Gründer des Jahres	Prix "Coup de pouce"	Swiss Solar Award
Businessplan Wettbewerb Liechtenstein	HUB Zurich kickSTART	Prix à l'innovation Fribourg	Swiss Technology Award
Cash	IBK-PREIS	Prix BCN Innovation	Swiss Tourism Federation Milestone
CCE - Prix du jeune entrepreneur	IHK Prize Thurgau	Prix Créateurs BCVS	Swisscom App of the Year Award
CH Open Source Awards	IMD Startup Competition	Prix du développement durable	Swisscom Business Award
Concours InnoKick	InnoPrix SoBa	Prix Evenir	Swissparks.ch - Start-up of the year awards
CTI Medtech Award	Innovationspreis der Schweizer Assekuranz	Prix Jura	The European Seal of Excellence
De Vigier	Innovationspreis der Zentralschweizer Handelskammer	Prix Strategis HEC Lausanne	The Wall Street Journal European Innovation Award
Debiopharm Awards	Internet WORLD Business-Idee	Prix Veuve Clicquot	Thurgauer Jungunternehmerpreis
Dimitris N. Chorafas Award	ISPO Award	Prix VITTOZ „Cap International"	Ticino Management
DuPont des Matériaux Award	ISPO BrandNew Award	Prodex Award	Trophées PERL
Ecllosion Prize	James Dyson Award	Red Herring 100 Europe	Umweltpreis der Schweiz
Electrosuisse Prix Innovation ITG	Jungunternehmerpreis Nordwestschweiz	Rolex Awards for Enterprise	UnternehmerZeitung
ENTERPRIZE	Junior Achievement - YE Europe Enterprise Challenge	SAM/SPG Sustainability Leadership Award	Venture
EPFL "Ville de Lausanne" award	Jura Agenda	Schweighofer Prize	Venture Kick
EPFL Asea Brown Boveri Award	KMU Life	SEF-Swiss Award	Watt d'or - Swiss Federal Office of Energy
EPFL Award Zeno Karl Schindler	KMU-Forum St. Gallen	SemTech Start-Up Competition	Wirtschaftsmagazin
EPFL doctorate awards	KMU-Magazin	Social Entrepreneur of the Year	Ypsomed Innovation Award
EPFL IBM Research Award	KPMG Tomorrow's Market Award	Solothurner Unternehmenspreis	Zentralschweizer Neuunternehmerpreis
EPFL Innogrant	L'Agéfi	Spark Award	ZKB Pionierpreis
Ernst & Young Entrepreneur of the Year	Land der Erfinder – Das Schweizer Magazin für Innovationen	Startup Ticker	Zuger Innovationspreis
ESPRIX Swiss Award for Excellence	Latsis International Award	StartUp Weekend Lausanne	Zuger Jungunternehmerpreis

Source: Adopted from Slides of Peter Vogel