

The **Venture Client Model**

A breakthrough vehicle to benefit strategically from top startups

Gregor Gimmy, 27pilots

April 2023



venture client excellence

27pilots helps companies gain
competitive advantage from
top startups through our **Venture**
Client Solutions proven at
multiple global corporations.

Selected clients



SIEMENS

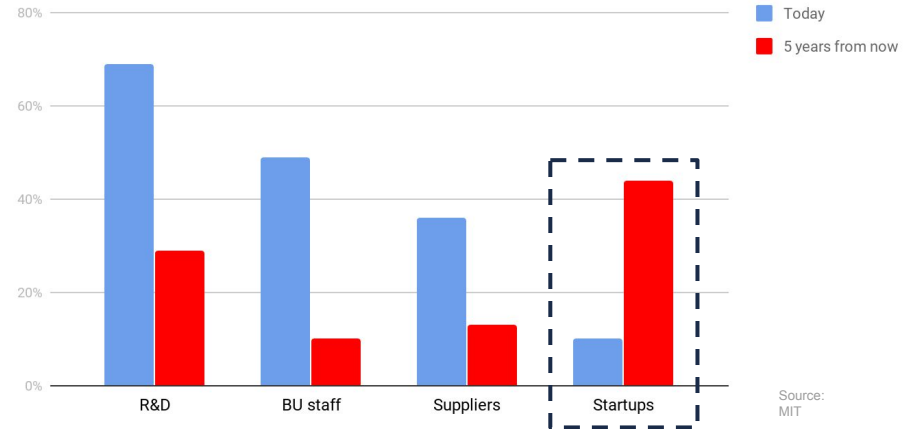


How can **the entire** corporation
benefit **measurably** from
many top startups?



Corporations world-wide recognize the strategic need for and relevance of startups!

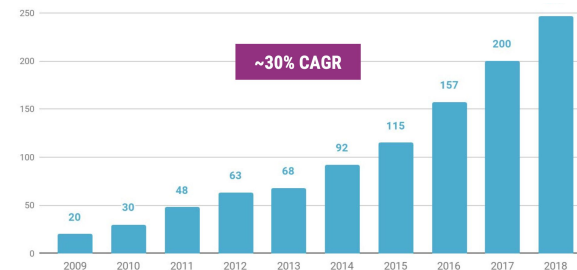
The relevance of startups for corporations is growing significantly



Top innovation sources for companies today and in 5 years

Can Corporate Venture Capital (CVC) deliver **efficiently** on its **strategic** promise?

CVC: Lots of input ...



for hardly any strategic output!

Only 10% of CVC portfolio startups partner with the CVC's parent corporation.



Source: CB Insights

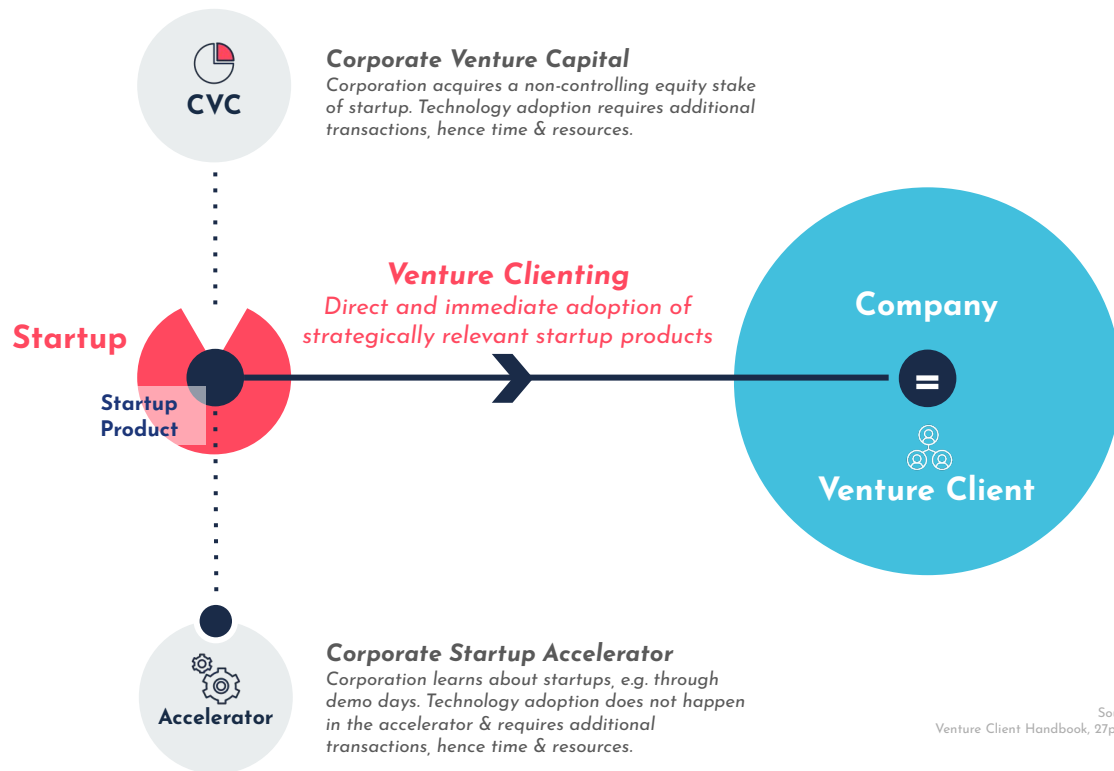


**Rethink
corporate
venturing!**



Become a Venture Client ...

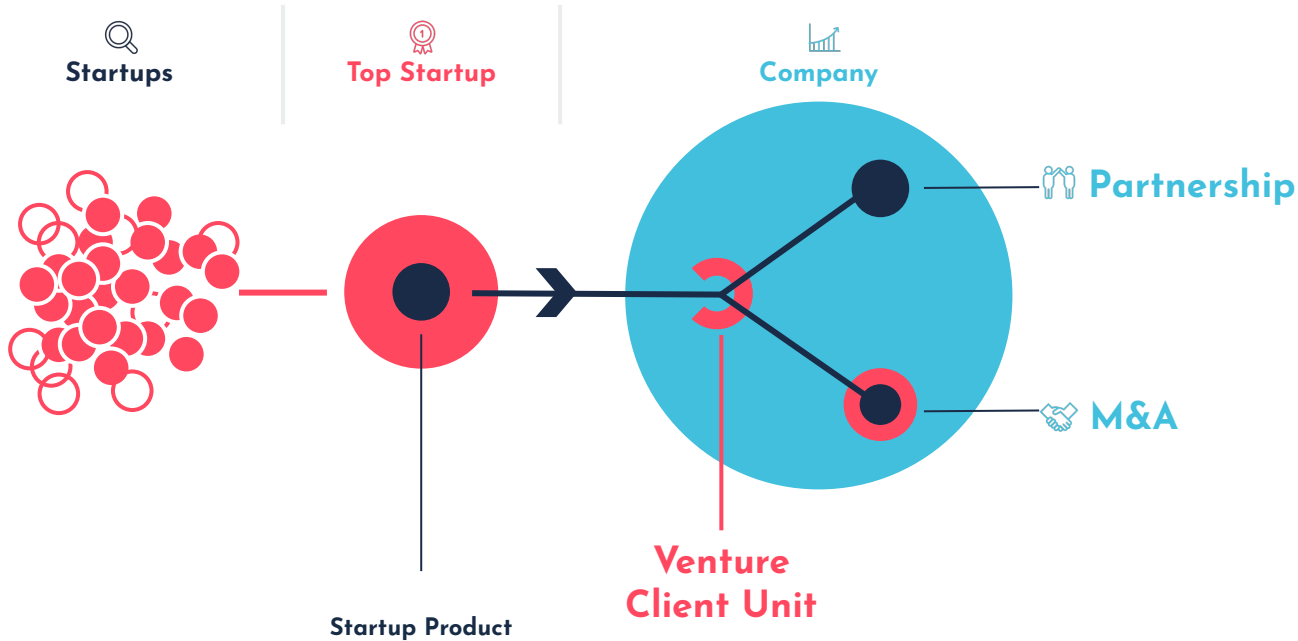
A **Venture Client** is a company that **directly buys & adopts** products of startups to gain **immediate & measurable strategic benefits**.



Source:
Venture Client Handbook, 27pilots

... with a world-class **Venture Client Unit!**

A corporate Venture Client Unit enables the entire organization to benefit measurably from top startups through partnerships & M&A



Source:
Venture Client Handbook, 27pilots

Companies with corporate Venture Client Units



Academic references of Venture Client model



[See Case >](#)



[See Article >](#)

The **right** Venture Client Model...

... is essential for the success of a Venture Client Unit.

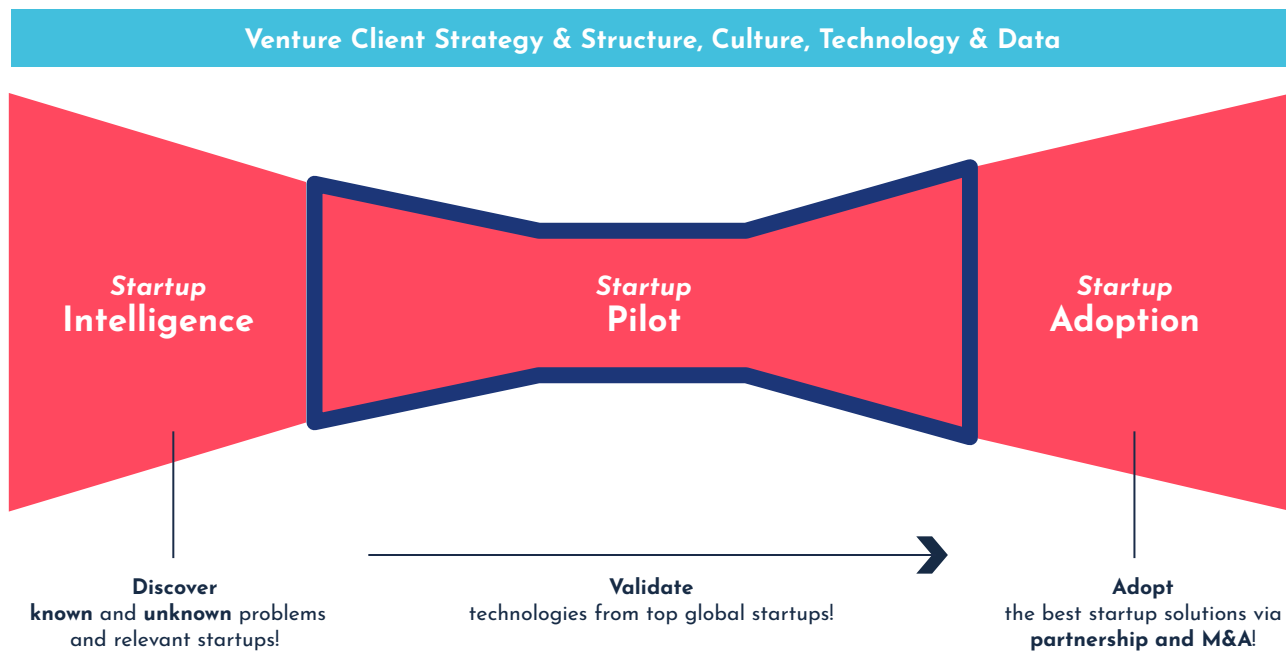
27pilots' Venture Client Model has proven itself over several years with well-known companies such as BMW (since 2015), Bosch (2017) and Siemens (2019).

The Venture Client Model was initially developed by Gregor Gimmy (the founder of 27pilots) at BMW in 2015* and has since been continuously developed and improved by 27pilots based on its application at multiple companies.

* See [Harvard Business Review](#) and [INSEAD Case](#) about the BMW Startup Garage.

The Venture Client Model

Structured end-to-end process, activities and resources, for fast and value-adding adoption of leading startup solutions through partnerships and M&A.



Creating Venture Client Excellence

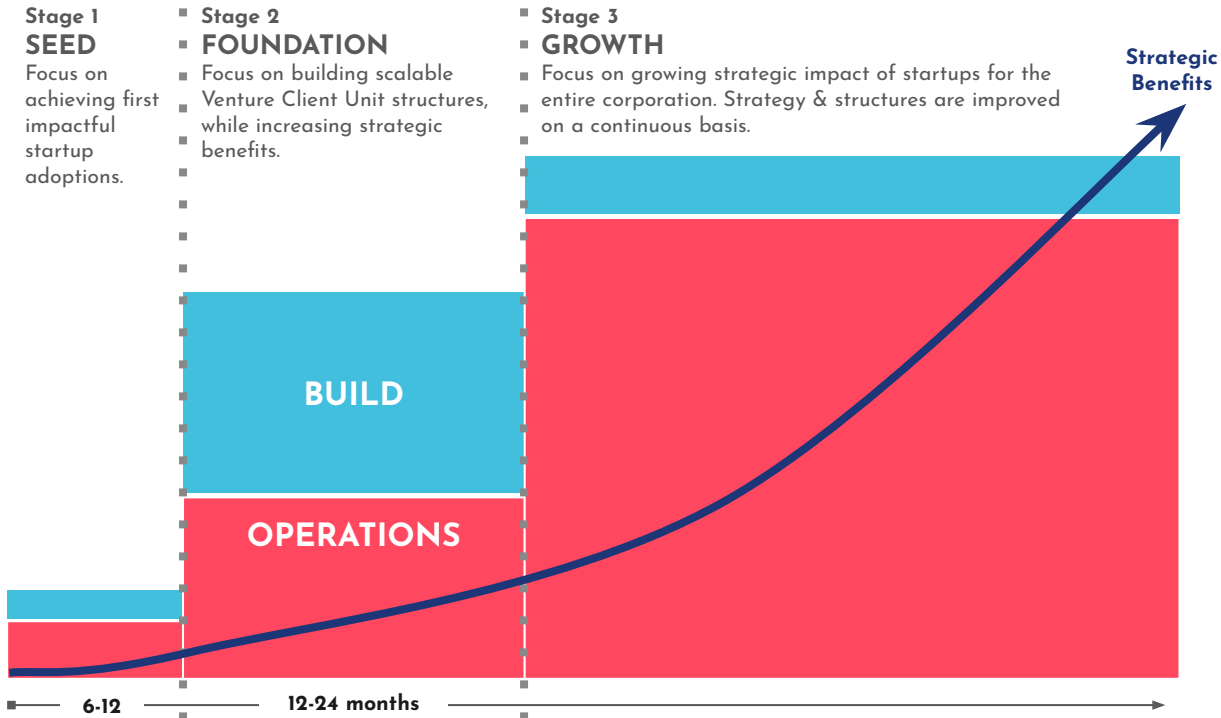
To establish an excellent corporate Venture Client Unit is achieved through 27pilots' proven approach of **building** capabilities while executing **operations**.

BUILD
budget

BUILD refers to creating strategy & structural capabilities to conduct Venture Client Unit operations.

OPERATIONS
budget

OPS refers to conducting Venture Client Unit activities, such as problem identification, startup sourcing, assessment, piloting etc.



Strategic benefits of the Venture Client Unit via startup technology
3-10 Mio. p.a.

plus 100 Mio. p.a.

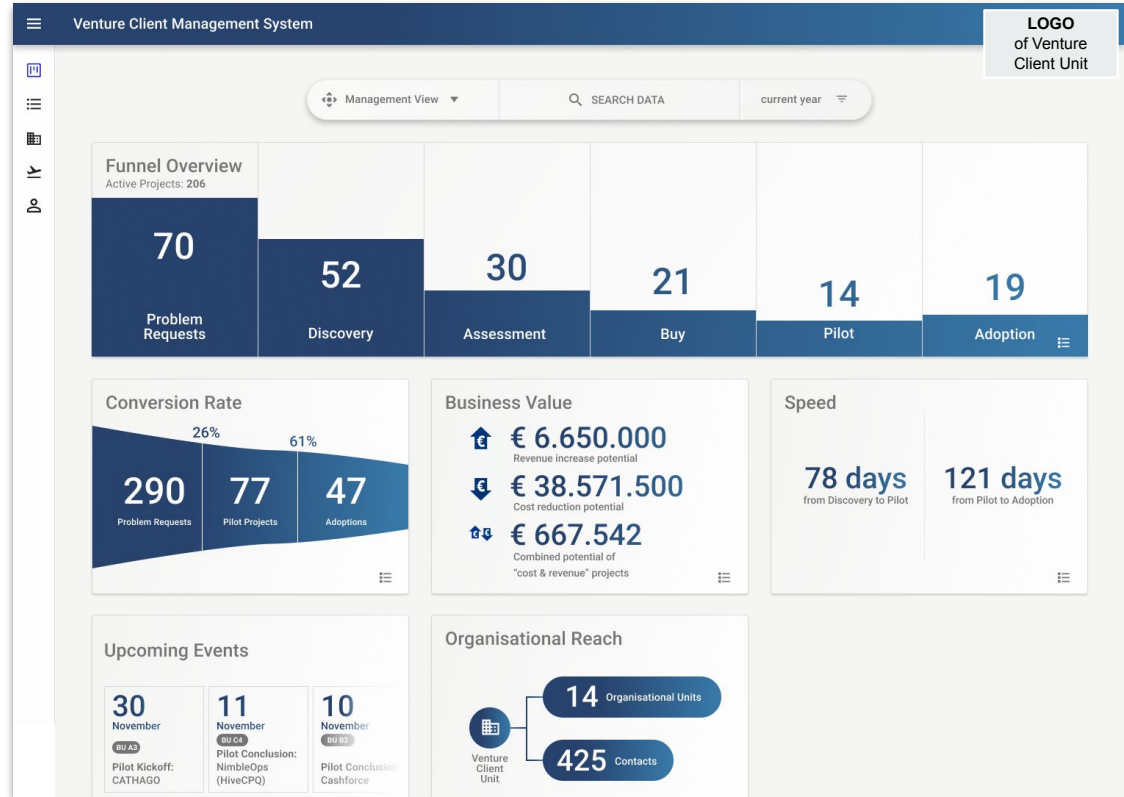
of Startup technology adoptions via the Venture Client Unit
5-20 p.a.

plus 100 p.a.

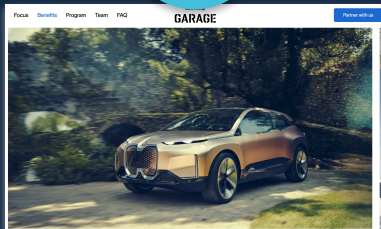
Venture Client Technology and Data is critical to scale the adoption of startup tech

With a Venture Client Management System, Venture Client Units can measure the strategic benefit e.g. in cost-savings or revenue increase.

Venture Client Management System by 27pilots



Selected Venture Clients Units by 27pilots



Visit this Venture Client Unit >

www.bmwstartupgarage.com

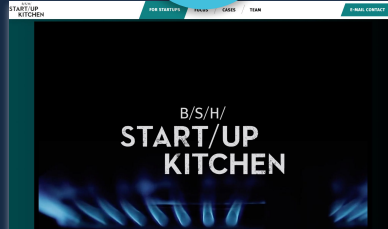
BMW Group
Germany
(created and managed by 27pilots
founder from 2015 to 2018)



Visit this Venture Client Unit >

www.holcimmaqer.com

Holcim
Switzerland



Visit this Venture Client Unit

www.bshstartupkitchen.com

BSH
Bosch Siemens Home
Appliances
Germany

Global leaders trust 27pilots ...

... to build and support operations
of their state-of-the-art corporate
Venture Client Units.

27pilots is the leading Venture Client Solutions provider

27pilots offers the most **comprehensive** and **proven** suite of Venture Client Solutions. Our solutions help companies:

- **BUILD** the strategic, cultural, structural, data and technological capabilities to operate world-class Venture Client Units
- **OPERATE** Venture Client Units Startup Intelligence, Pilot and Adoption activities in support of Venture Client Unit teams at the highest standards

Our Venture Client Solutions enable our customers to **immediately** generate a **measurable competitive impact** from top startup solutions.

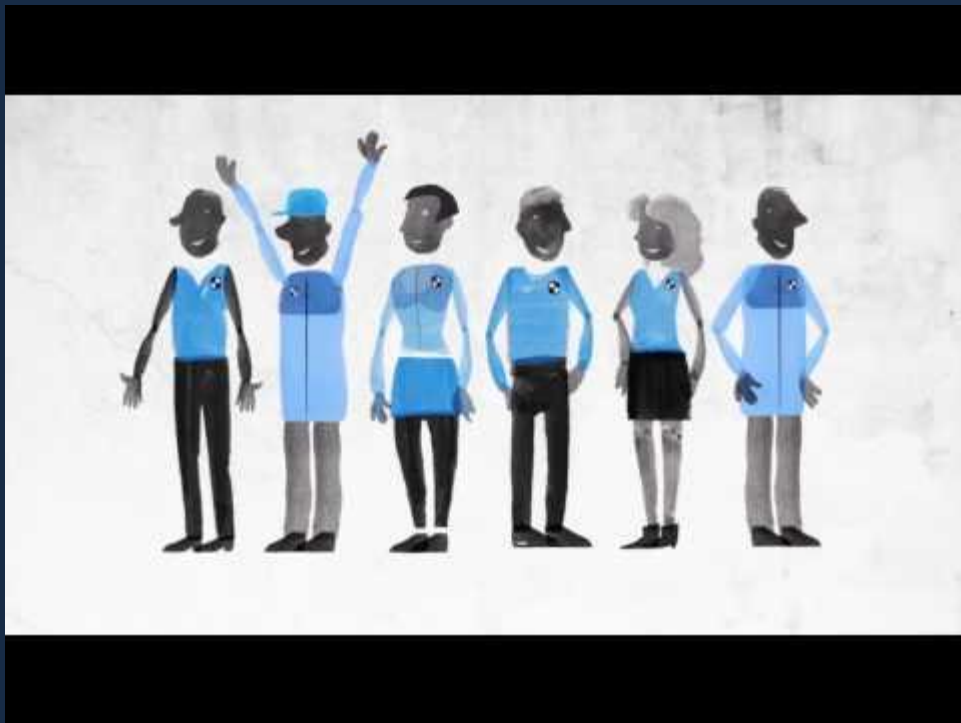
27pilots offers its solutions via a subscription or pay-per-use model.

Venture Client Solutions

Overview of solution areas to support building and operating corporate Venture Client Units



Venture Client Videos by 27pilots
Video describing the Venture Client Model.



Source: BMW
Video concept and script: Gregor Gimmy
Production by Egg-Design Group, Barcelona

The “original” Venture Client Unit

BMW Startup Garage

Video describing the Venture Client Unit



[Click to play video](#)

Venture Client Cases

BMW Startup Garage

BMW & Seoul Robotics + Embotech



Video describing how the Venture Client Unit enabled BMW Manufacturing to leverage startup technology to adopt technology for making in-plant automated driving possible, generating significant cost savings.



[Click to play](#)

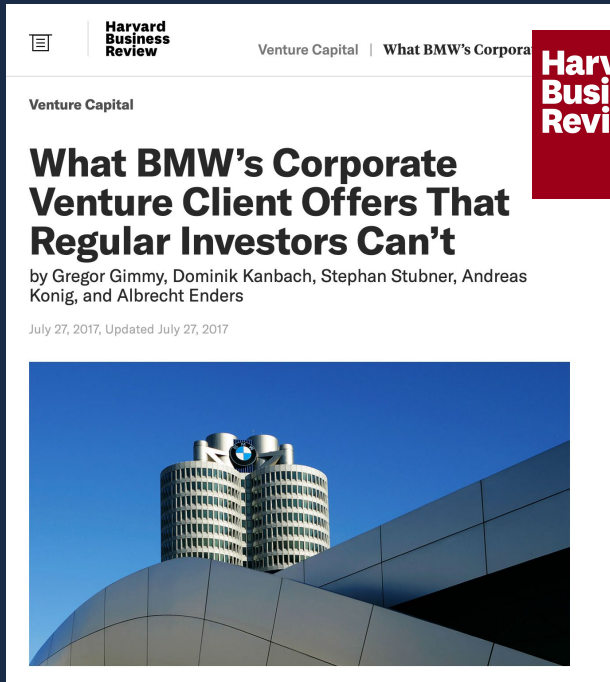
Source: BMW
Video concept and production by 27pilots

Venture Client Videos

by 27pilots

As part of our Brand & Promotion offering, we create videos that tell powerful stories about real Venture Client projects. They illustrate how startups help companies solve complex problems, generating understanding of and trust in startups - and the Venture Client Unit.

27pilots is the leading provider of Venture Client Solutions. Back in 2014, our CEO and Founder Gregor Gimmy invented the Venture Client model at BMW



Harvard
Business
Review

HBR article telling the founding story of the Venture Client Model at BMW.



Gregor Gimmy's Book



27pilots is a fully independent spin-off from the BMW Group. BMW is also a customer of 27pilots since our beginnings in 2018.

Testimonials

Johannes Grabowski

Open Bosch Co-founder



Aziz Sulaiman Rahim

Principal, Siemens Energy Ventures



Bengt Steinbrecher

Holcim Startup MAQER Founder



"If you want to boost strategic benefits from top startups for your company you need to establish top Venture Client capabilities inside your organization. 27pilots successfully boosted and scaled our Venture Client Unit. Thanks a lot, pilots!"
(J. Grabowski, Bosch Group)

"27pilots has redefined how a corporation like ours can successfully benefit from cutting-edge startup solutions along a pragmatic and very goal oriented process. It was amazing to see how fast they gained traction within our organization from day 1."
(A. Sulaiman, Siemens Energy)

"When you aim to gain competitive advantage from startups, you can go for an open innovation theater OR you create impact with leading startups, resolving real business pain points and scaling innovative solutions across a large organization. 27pilots helped us at Holcim to stick to the latter, leveraging improvement opportunities and exploring new business models." (B. Steinbrecher, Holcim)



Venture Client Unit
by 27pilots

Advantages

1

Identify and predict
problems that startups
solve best!

2

Attract and validate
top startups!

3

Adopt startup solutions
fast at low risk!
*via partnership and
M&A*

4

Measure
the competitive impact
of startups!

Thanks!

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 **27pilots**

Venture Client Excellence