



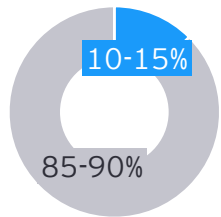
# Corporate venturing with EY-Parthenon

Accelerating development of  
corporate ventures

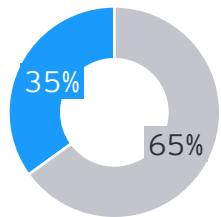


# Creating new corporate ventures can be a challenging process with low success rates due to five common pitfalls.

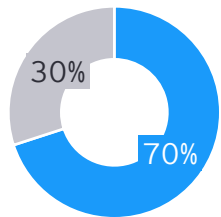
## Many corporate-backed startups and ventures fail



Corporate ventures have only a **10%-15%** chance of creating a **long-term, scalable business**



**65%** of corporate ventures that have secured more than two rounds of funding still end up **bankrupt**



**30%** of corporate-backed start-ups **fail to return the capital invested**

■ Succeed ■ Fail

### Sub-optimal proximity to core business

Too close may lead to cannibalization; too distant may lose strategic value

### Differences in culture of innovation

Early-stage ventures thrive on outsized risks and rewards; protection from corporates to manage these may diminish a key success factor

### Pressure of results

Demand for immediate results conflicts with long-term, unpredictable nature of early-stage ventures

## driven by five key challenges



### Talent acquisition struggle

Challenges to acquire the right talent, with preference to retain top performers within core company

### Lack of internal discipline

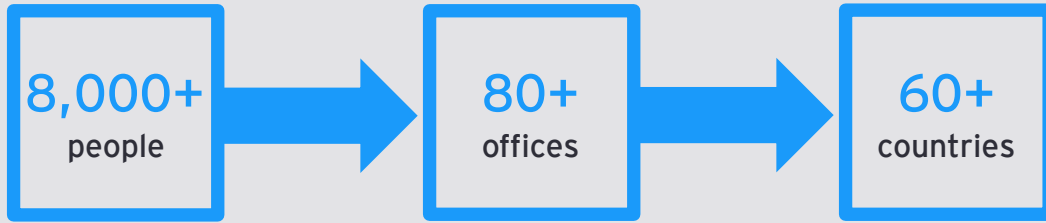
Driven by “in-house” capital, corporates may deploy funds to sub-optimal investments; leadership buy-in and commitment are critical



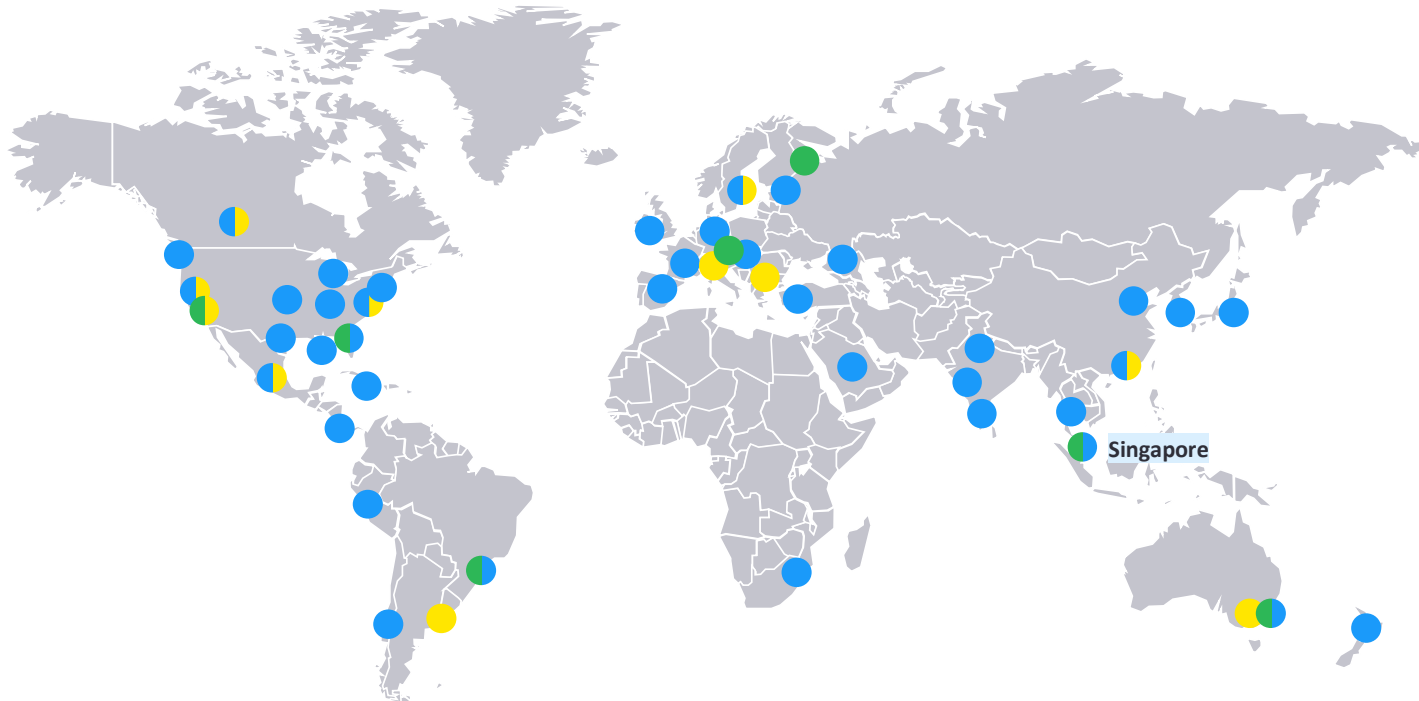
EY-Parthenon  
corporate venture  
teams are **full-cycle  
venture building units**,  
helping future-focused  
companies to create  
new businesses and  
products and achieve  
success at every stage  
from **seed to scale**.

# EY-Parthenon is a leading global consulting organization within EY, integrated with world-class EY corporate venture studios, design and innovation hubs across the globe.

EY-Parthenon is the strategy consulting and new venture organization of EY, helping clients challenge status quo.



- EY wavespace offices
- EY venture building practices
- EY design and innovation studios



We have helped ventures and startups across every sector in the region to set up and scale their business.

---



**300+**

venture building and product innovation projects across the globe

**30+**

corporate ventures worked with in Singapore over the last three years

**3x-5x**

revenue uplift for ventures we have worked with

**80%**

of companies in Asia that we have supported that became unicorns

# We have helped some of the largest companies in Southeast Asia (SEA) create and scale, successfully launching various initiatives and driving value across the business.

## Regional venture building case studies

### Corporate services

Validated product market fit for global entity platform, and developed interactive MVP<sup>1</sup> prototype



Successful roll-out of interactive prototype

### Consumer goods

Implemented a digital transformation strategy to facilitate product innovation and build a customer community



E-commerce grew 20x (from 0.2% to 4% of sales)

### Pharmaceuticals

Developed detailed operational playbook and MVP<sup>1</sup> launch plan for new market and target customer segment



Unlocked US\$11b of new addressable market

### Industrials

Identified a market opportunity, co-created and scaled a disruptive business-to-business (B2B) marketplace venture



About US\$300m GMV<sup>1</sup> within 6 months of platform launch

### Automotives

Developed detailed digital transformation to provide a personalized and seamless omnichannel experience



Improved productivity and customer satisfaction

### Retail

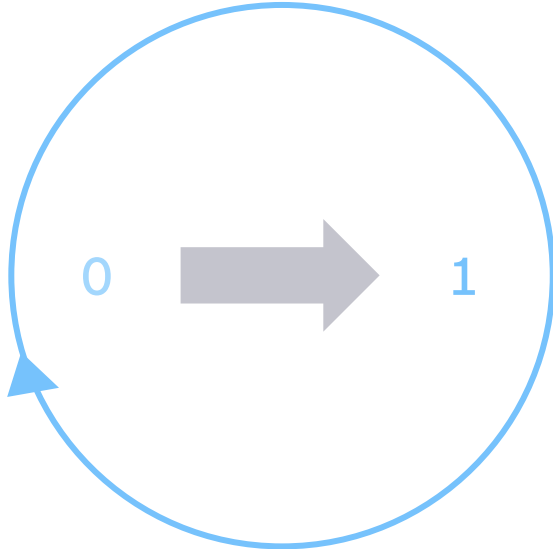
Formulated growth strategy, growth proposition and innovated new digital business segment



Year-on-year revenue projections (2023) increased from 16x to 23x

To help ventures accelerate their growth and scale, we provide guidance and support from beginning through to incubation, activation and exit or business unit absorption.

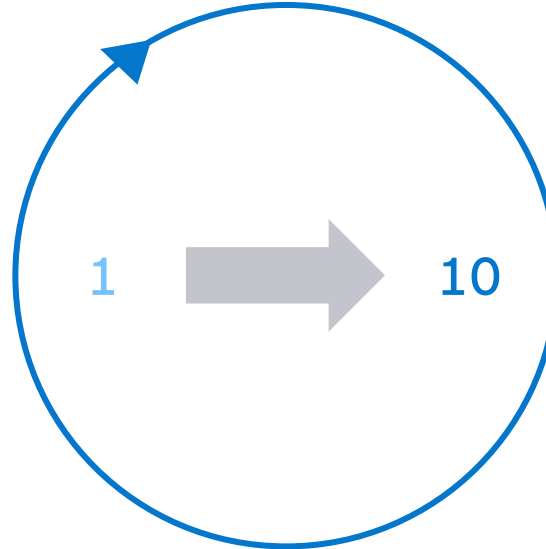
## Create



### Ideas

Listen, empathize  
and learn

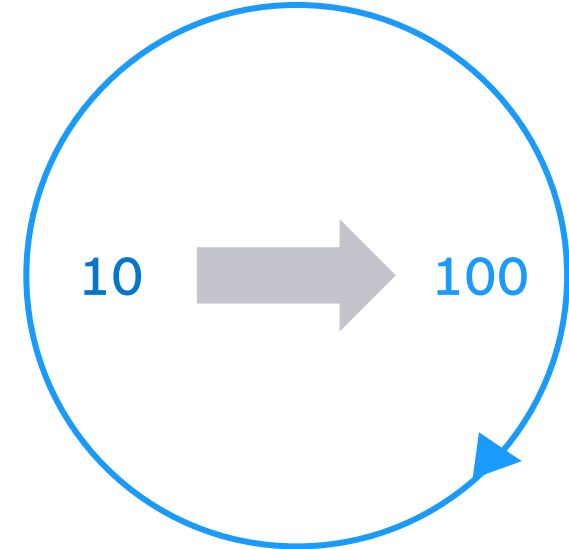
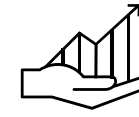
## Incubate



### Minimum Viable Products

Test, adapt  
and build

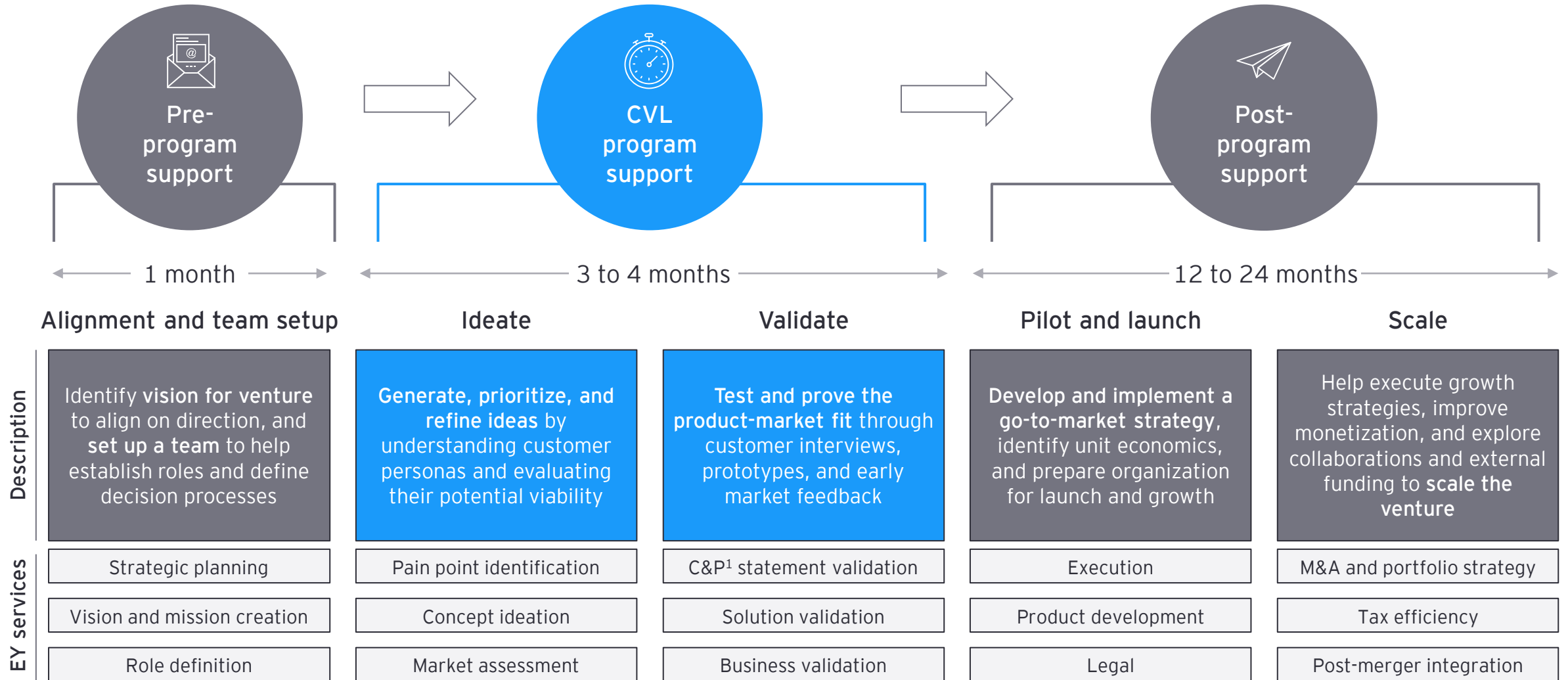
## Accelerate



### Growth

Activate, measure  
and operate

# Leveraging our proprietary venture-building framework, we provide guidance to Corporate Venture Launchpad (CVL) clients across every phase essential for growth.

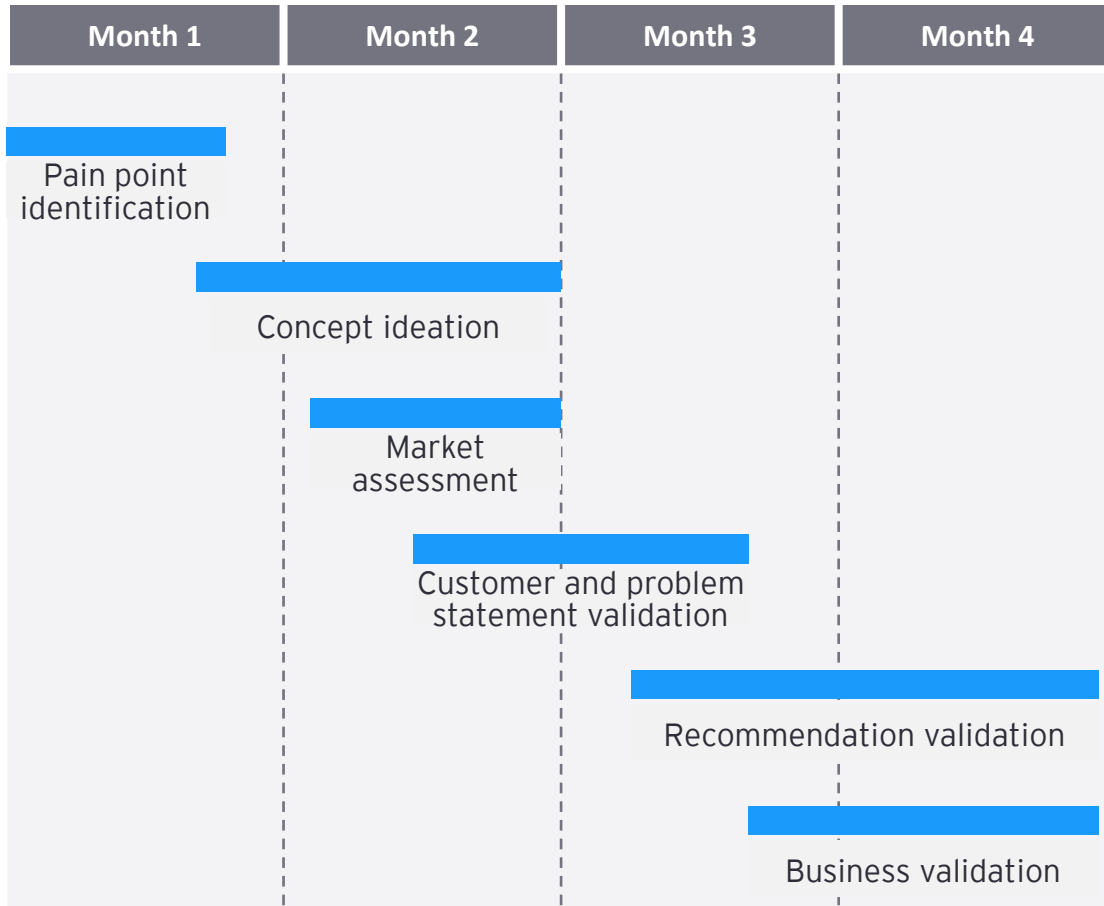


1.C&P: Customer and Problem



During the CVL program, we will use the EY-P 10-point framework for venture building to drive key activities within the ideation and validation phases.

In three to four months, advance from ideation to validation



Guided by the EY-P 10-point framework

-  Company purpose
-  Problem
-  Solution
-  Why now?
-  Market size and customer
-  Competition
-  Product
-  Business model
-  Team structure
-  Business case and financials

Over the course of the program, we will provide a carefully curated core team and will be able to leverage additional support tailored to your specific needs.

### Key roles within the core team



#### Venture Partner

Provides leadership and strategic guidance to clients



#### Venture Lead

Key point of contact, lead operations and help ensure timely project service



#### Venture Manager

Oversee daily operations, leading a team to help achieve venture outcomes



#### Venture Builder

Supports Venture Manager and actions on day-to-day operations

### Additional support<sup>1</sup> (as required)



#### Product Manager

Leads product efforts, provides fit, build, and timely launch



#### Designer

Designs top-tier front-end experiences with strong back-end support



#### Software Architect

Leads architecture and helps ensure scalable design and seamless integration



#### Data Scientist

Leads analytics and drives insights, and data-driven decisions



#### Legal Advisor

Provides legal compliance and oversees contracts and IP<sup>2</sup> protection



#### Tax and Finance Advisor

Helps manage budgets, financial planning, and investment strategies

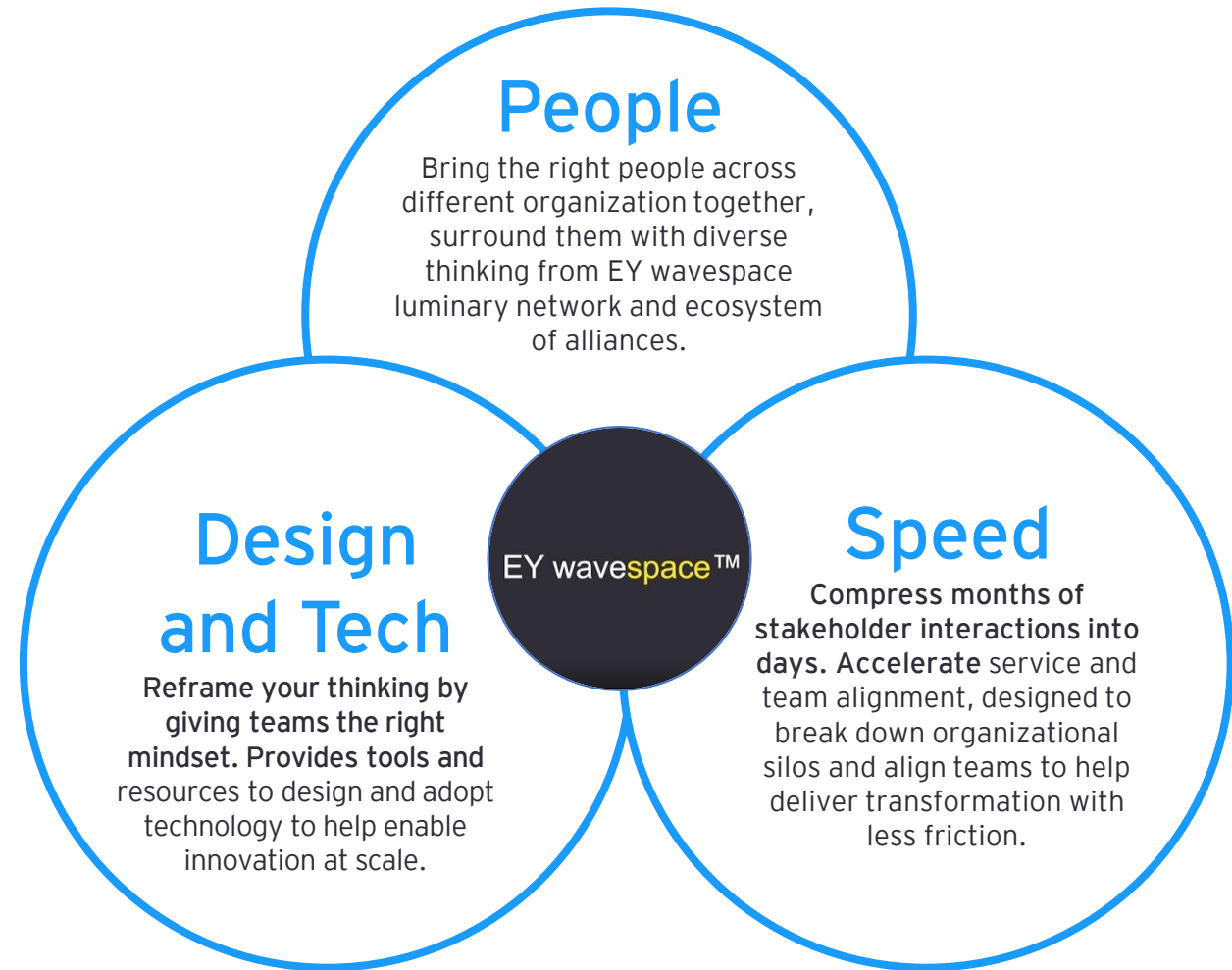
1. Listed roles is non-exhaustive; other support functions within EY may be leveraged as per client requirements

2. IP: Intellectual Property

Our venture studio will have the benefit of leveraging **EY wavespace**, which is designed for collaborating and promoting an immersive ideation and scaling experience.

---

- 1 Purpose-built **collaborative** space that is **configurable** to your needs
- 2 **Expansive** showcase area for **plenary sessions** (hybrid and physical)
- 3 Configurable collaboration rooms **conducive** for discussions
- 4 Large multi-purpose Surface Hub touchscreens for **interactive** discussions
- 5 Plenty of whiteboarding space for **ideation** sessions



# Dream big. Start small. Act fast



**Joongshik Wang**

Sponsor

Ernst & Young Solutions LLP

Joongshik.Wang@parthenon.ey.com



**Gary Ong**

Venture leader

Ernst & Young Solutions LLP

Gary.Ong@parthenon.ey.com



**Vikram Khanna**

Venture leader

Ernst & Young Solutions LLP

Vikram.Khanna@parthenon.ey.com



**Kevin Tan**

Program coordinator

EY Corporate Advisors Pte. Ltd.

Kevin.Tan2@parthenon.ey.com

## EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via [ey.com/privacy](https://ey.com/privacy). EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit [ey.com](https://ey.com).

EY-Parthenon is a brand under which a number of EY member firms across the globe provide strategy consulting services. For more information, please visit [ey.com/parthenon](https://ey.com/parthenon).

© 2024 EY Corporate Advisors Pte. Ltd.  
All Rights Reserved.

APAC No. 12003684  
ED None

UEN 201911025K

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

[ey.com](https://ey.com)