

Live Project
Creation of a Benchmark for the Swissbiolabs Start-Up Challenge

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Project Management

Business Administration (International Management)

Class 3.32

Acknowledgement

This project could not have been realized without the support of all the parties involved. First and foremost, our thank goes to the *Wirtschaftsförderung Region Olten*, Mr. Urs Blaser and Ms. Nadine Walther, who entrusted us with this project and supported us throughout the research and always had quick answers whenever needed.

Furthermore, crucial for the completion of this project was the parallel exchange with our supervisor Prof. Dr. Franz Barjak. We could regularly ask for feedback and were provided with his expertise that greatly assisted the research. This collaboration was a valuable component for the project and helped the group in developing a high quality product.

Abstract

In recent years, an increasing number of newly established start-up challenges aiming to spur innovation and entrepreneurship could be observed. This paper presents a recommendation in form of a best practice method for the creation of the Swissbiolabs Start-Up Challenge. Organised by the Swissbiolabs Foundation, which is composed of Wirtschaftsförderung Region Olten and its partners, the challenge intends developing successful enterprises out of great scientific ideas in the field of diagnostics.

The findings of this paper are based on an analysis of a conglomerate of various challenges – the challenge population – which was reduced to a challenge sample with the aid of identified success measures. Then, the Business Model Canvas was applied to analyse each of the sample's challenges in a structured way in order to gain insights about different good practice methods and to identify possible success factors. Based on this analysis, recommendations for the best practice method for the Swissbiolabs Start-Up Challenge are given as final findings of this paper.

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1 Introduction

“Creation of a Benchmark for Swissbiolabs Start-Up Challenge” is a project hosted by Wirtschaftsförderung Region Olten. It aims on building the foundation for the later implementation of the actual Swissbiolabs Start-Up Challenge. The challenge is specially designed for the participation of start-ups from not only Switzerland, but also whole Europe in the field of diagnostics and life science in general. Wirtschaftsförderung Region Olten and its partners form together the Swissbiolabs Foundation. Through the Swissbiolabs Start-Up Challenge, they provide the necessary support for its participants to “develop successful enterprises out of great scientific ideas” (Swissbiolabs, 2016). Together with two other supporting elements of the overall project by Wirtschaftsförderung Region Olten (Accelerator and Financial Support), Swissbiolabs is expected to contribute to the ultimate goal of improving the attractiveness of Olten as a business location for firms in the related fields. Therefore, the challenge should as a network of knowledge exchanging between the start-ups, the government of Olten and the partners of Wirtschaftsförderung Region Olten. Hence, the Swissbiolabs Start-Up Challenge should not only contribute to the development of Region of Olten with the possible formation of start-ups in the area, but also with the knowledge network that encourages innovation.

1.1 Diagnostics and Life Sciences

According to Wirtschaftsförderung Region Olten, diagnostics is a part of life science that concerns with “all different parts” of this field of science. Life science refers to a compilation of disciplines that study the complexity, components and behaviours of all beings (Eberly College of Science, 2016). It involves various areas of study, including “anatomy, animal biology, bacteriology, biochemistry, cell biology, ecology, evolutionary biology, genetics, molecular biology, plant biology, physiology, and virology” (ibid). This field of science is essential for the deepened understanding of issues related to human life and the environment surrounding us (ibid).

While the focused targets of Swissbiolabs Start-Up Challenge are individuals and organisations in the diagnostics field, the basis to build the concept for the challenge comes from life science, as requested by Wirtschaftsförderung Region Olten.

1.2 Project Objectives and Scope

In order to successfully achieve the goal of developing a Benchmark for the Swissbiolabs Start-up Challenge, the project pursues two complementing objectives approved by Wirtschaftsförderung Region Olten. Firstly, a collection of existing challenges is summarised in

a database, which serves as a pool enabling to identify the most successful and indicative ones in regards to the Swissbiolabs Start-up Challenge. Secondly, an evaluation of the challenges in the database according to three success measures: *Reputation*, *Number of Participants* and *Years of Existence*, reveals the relevant challenges for analysis. The analysis, structured into the six chosen building blocks of the Business Model Canvas, forms the best good practice and in consequence the basis for the suggestions for the Swissbiolabs Start-Up Challenge in form of a concept.

To attain the above-mentioned objectives, it is suggested to collect existing challenges from any field of business are chosen for the evaluation according to the success measures. For the later formation of the concept, the project focuses especially on the building blocks of the Business Model Canvas which are predetermined as important for the Swissbiolabs Start-Up Challenge. The six chosen building blocks for the concept are Key Activities, Key Partners, Customer Segments, Channels, Revenue Streams and Value Proposition.

“Creation of a Benchmark for Swissbiolabs Start-ups Challenge” is carried out in four months, from September 2016 to January 2017 with possible costs predetermined to be from CHF 200 to CHF 600. The project does not consist of the actual implementation of the concept itself.

1.3 Methodology

1.3.1 Project Management Method

Due to the dependencies of the project objectives, the critical path method for project management is employed together with a defined Gantt Chart and a Risk Management Plan. Critical Path Method is one of many project management methods. It is commonly used for project involving interdependent activities, meaning that in order to start some activities, it is required that other activities have to be completed (Baker, 2004). For this project, it is necessary that a hierarchy of tasks is developed and followed: firstly, the existing challenges for study must be chosen, then they can be analysed and the concept for Swissbiolabs is developed based on the findings of this analysis.

For the analysis of existing challenges, criteria for choosing these challenges are set up regarding to possible success measures. The main focus for the selection of challenges for analysing are in the area of life sciences, this focus can be extended to all area of business supposing that there is limited access to the challenges in the related field. The chosen challenges therefore will be studied and compared concerning their strengths. Finally, these

findings will contribute to the foundation of Swissbiolabs Start-Up Challenge with a view to building a business model containing good practices of previous challenges.

1.3.2 Concept-Building Approach

As mentioned above, the concept of Swissbiolabs to be delivered at the end of the project will be in the form of a partial Business Model Canvas with the focus on the following six building blocks: Key Partners, Key Activities, Value Proposition, Revenue Streams, Customer Segments and Channels. At the beginning, for the description of analysis of existing challenge, two frameworks: the Swiss Entrepreneurship Ecosystem and the Business Model Canvas were taken into consideration. However, in order to smoothly translate the success factors of chosen existing challenges into the concept of Swissbiolabs, these challenges will be described by the six mentioned above components of the canvas. The good practices of these challenges reflected on different building blocks will be used for the recommendation for Swissbiolabs concept. Apart from the available good practices from the existing challenges, information provided by Wirtschaftsförderung Region Olten and team members' best knowledge contribute to the final deliverable.

1.3.3 Data Collection

Due to the required final result of the project, both secondary and primary data are employed for the creation of benchmark for Swissbiolabs Start-Up Challenge. Concerning secondary data, internet research is used selectively with reference to the established challenge-selecting criteria and academic standards. Additionally, information and documents provided by Wirtschaftsförderung Region Olten is strongly recommended and used throughout the project. On the other hand, due to the involvement of the project with other existing start-up competitions, data can be gathered from possible interviews with individuals or organisations associated with these competitions.

2 Theoretical Framework

2.1 Location Promotion

Recently, entrepreneurship is believed to be a factor that contributes positively to the growth of a regional economy (Audretsch and Thurik, 2001). According to a study by Fritsch and Mueller (2008: 15-29), it has been proven that the increase in start-up rate in a region does indeed have a favourable influence on the regional development. However, the authors argue that the impact that entrepreneurship activities have on the economic development needs to be assessed in a long-term perspective. On the other hand, the benefits of the initial setting-up phase of start-ups are of less importance, especially when it comes to employment rate. This is due to the fact that, employment rate is strongly associated with the survival rate of new businesses. This number can go up dramatically, shortly after start-ups enter the market, and then decline to even the lower rate than the initial one (ibid). Furthermore, the effects of new start-up formation vary among different regions because of the regional characteristics. There are characteristics that provide better support to the establishment and survival opportunities of newly-formed businesses. Therefore, these characteristics can, whether directly or indirectly, be linked to the promotion of a region (ibid).

A more recent study by Huggins and Thompson (2015: 103-128) emphasises on the importance of the network among the entrepreneurship activities with regards to regional development. Huggins and Thompson believe that start-ups with their ability of innovating play an important role in the strategy of growth, which a region has for its future. Hence, it is arguable that the success of promoting a region by entrepreneurship depends partially on the how efficient the innovation system is in that area. According to the above-mentioned study, the network of exchanging knowledge among different organisations in the region is essential for building a promising and profitable innovation system of entrepreneurs.

Consequently, regional economies that have been proven to be successful are typified by being closely connected to a sound innovation system brought by the high rate of start-ups. Contrarily, regions that fail to achieve developing this system are characterised by a lower rate of entrepreneurship and less strong economies (Huggins et al. 2014: 1-28). To avoid this failure, an effective coordination and governance structure is required. Specially, this structure is found in many entrepreneurial regions and is normally “formed through the evolutionary interdependency emerging between entrepreneurs and other economic agents” (ibid).

2.2 Success Measures of Start-Up Challenges

The success of a start-up challenge depends on various factors. First, it is essential to be aware what success or good performance means for such a competition, and secondly, to identify indicators, with which to measure it.

While specifying a successful or good performing start-up challenge we noticed some aspects which we regard as promising for its success. First, a start-up challenge must be known, in other terms, made visible in a specific area through media tools. Moreover, a successful challenge can often be described by a specific characteristic which makes the challenge known for something. As organizations try to differentiate their products through unique selling propositions (USP) (Hunter, 2016), challenges can also be differentiated by the unique propositions that distinguish them from others. For instance, a start-up challenge can be known for selecting and nominating highly successful and innovative winners. Furthermore, the number of participants applying to a particular challenge is a measure for success, because, as simple it is, a challenge without any participants applying can easily be categorized as a bad performing challenge. Thus, a certain number of participants can clearly be identified as a requirement for a success of a challenge. At last, success reveals over time. Hence, a start-up challenge existing over a long time tends to be considered rather well, than bad performing.

Resulting from the above-mentioned success indicators, we decided to focus the three following success measures, which are used in a comparative analysis: *Reputation* in terms of being known and being known for something; the *Number of Participants* and its movements over the past; and the *Years of Existence* of the particular start-up challenges.

2.2.1 Reputation

“It takes twenty years to build a reputation and five minutes to ruin it” (Buffet, 1995 cited by Lange, Lee, & Dai, 2011:154). Although simple in its common usage, the concept of organizational reputation gets complex due to its fundamentally intuitive idea as well as due to multiple definitions that have emerged in the past decades. Reputation is dynamic and based on past behaviour; therefore, a favourable judged reputation can quickly be adjusted into unfavourable as new information gets available by observers (Lange, Lee, & Dai, 2011:154). There are three major conceptualizations of organizational reputation: Being known, being known for something, and generalized favourability (ibid:155). Due to the suitability to this project we focus only on *being known* and *being known for something*.

a. Being known

The being known conceptualization does not include any judgment or evaluation. The underlying idea is simple as it states that a strong reputation is related to the degree of awareness or visibility of an organization (ibid). According to Rindova et al (2005:12), the being known conceptualization could be described as “prominence” which suggests that “the extent to which an organization is widely recognized among stakeholders in its organizational field, and the extent to which it stands out relative to competitors, may be an important dimension to organizational reputation” (ibid:11). As the being known approach to organizational reputation excludes any judgment or evaluation on the part of outsiders, reputation can be developed through common marketing tools as for instance advertisement campaigns, partner affiliation, or publicity via media and influencers (Deephouse, 2000:2). However, many experts characterize the simple level of familiarity rather as a forerunner, or even as a prerequisite, than a dimension of organizational reputation (Lange, Lee, & Dai, 2011:157).

According to Rindova et al (2007:60), accumulated reputation can differ in four components: visibility, strategic character, favourability and esteem. Reputation being a multidimensional construct makes it difficult to be measured. Rindova specifically highlights this when analysing the reputation of new firms entering an emerging market (ibid). This also applies to the Swissbiolabs Start-up Challenge in the sense that it is a new platform for start-ups to find support for their innovative business ideas. Moreover, offering challenges or awards in the field of life sciences can still be considered as an emerging market in Switzerland concluded from the very few challenges existing in this area.

Visibility is often determined by looking at how frequent a term has been searched on the Google search engine. A common tool to analyse and compare Google search rankings and trending topics is Google Trends (Techadvisory, 2014). However, it became apparent that it was not a suitable tool for this benchmark because some challenges were not leading to clear results or no data was found at all. Furthermore, Grichnik, Vogel and Burkhard (2016:5) stated that in Switzerland 'visibility for Swiss start-ups mainly happens on a national level'. The Swiss Ecosystem does not deliver enough support to build a global reputation or nourish possible ambition 'to grow locally embedded yet globally operating enterprises' (ibid). The Swissbiolabs Start-up Challenge could encounter the same difficulties while building their reputation.

New products and services always seek for legitimacy in order to gain credibility with their stakeholders (DiMaggio, 1992). One way to achieve this is through visibility (ibid.). In this paper, visibility has been analysed by answering three questions: How is visibility offered in the prize for the winners? Is the challenge nationally or internationally addressed? Were social media channels used, if yes which?

b. Being known for something

The "degree to which stakeholders evaluate an organization positively on a specific attribute" refers to the being known for something conceptualization of organizational reputation (Rindova et al. 2005:7). While the rather simple being known concept excludes judgement and evaluation, the being known for something requires it. Actually, observers' judgements play a central role. According to Lange et al., reputation is associated to "perceptions that the firm has a particular attribute of interest or value to the perceiver" (Lange, Lee, & Dai. 2011:157). Furthermore, as stated by Fischer and Reuber, displaying a consistent behaviour consequently strengthens the organization's reputation accordingly, as the degree of uncertainty decreases (Reuber & Fischer, 2005:57-78).

The Top 100 Swiss Start-ups Ranking is updated and conducted on an annual basis by start-up.ch, where from over 100'000 young companies, "the 100 most innovative and promising Swiss start-ups are picked by top start-up experts" (start-up.ch).

In order to use this ranking as a measure, we observed former winners from our population of existing challenges in the Top 100 Swiss Start-Up Ranking. It was recognized, that many existing challenges are obviously known for selecting and nominating winner start-ups, which will be occupy a rank in the Top 100 Swiss Start-Up

Ranking in the future. Furthermore, we observed that the existing challenges incline to attract start-ups which are considered as innovative and successful, and consequently, are represented in the Top 100 Swiss Start-Ups Ranking. If an existing start-up challenge does so, it is considered to be a successful challenge and thus, treated as worth to be analysed deeper.

2.2.2 Number of Participants

As a further tool to measure the success of existing start-up challenges the number of applying participants and its movements over the past were considered. A start-up challenge functions like every other business, where customers are an essential part of the success of the business. The primary goal of a business is attracting customers (Investopedia, 2016). At this point, it is important to mention that a start-up participating in a challenge can be regarded as a customer who using the service of an organization. As the amount of participators/customers is a crucial indicator of success, it must inevitably be taken into account while determining the performance of a particular challenge.

2.2.3 Years of Existence

Success reveals over time (Teece, 2009:191). As a last measure used in the analysis of existing challenges we consider the years of existence. The years a challenge exists is crucial, as challenges existing over a long period of time, conducted again and again, can be characterized as experienced in different affairs. Although not empirically proven, the years of existence, the resulting experience and know-how available, is supposed to be positively correlated towards the success and good performance of the specific challenge. Therefore, we consider the years of existence of existing challenges as important, as an experienced existing start-up challenge may be a promising source of information.

2.3 Business Model Canvas

Osterwalder et al (2005, cited by Gavrilova and Alsufyev, 2015:304) indicated, that the goal of a Business Model Canvas (BMC) is to “propose the most compact and compresses from information mapping in a new abstract template”. Furthermore, a BMC aims to be “simple, relevant, and intuitively understandable, while not oversimplifying the complexities” of how companies work (Osterwalder and Pigneur, 2009:15)

2.3.1 Definition

There is no generally accepted definition of *Business Model* as such in the business community (Shafer, Smith and Linder, 2005:200). However, determining the term *Business Model*, business in general aims to create value and to obtain profit from that value (ibid:202). On the other hand, a model is an elementary representation of reality. Merging those two components a business model is “a representation of a firm’s underlying core logic and strategic choices for creating and capturing value within a value network” (ibid).

However, Osterwalder and Pigneur (2010, cited by Gavrilova and Alsufyev, 2015:304) suggest the following definition: “A business model is a conceptual tool that includes a set of parts and their interconnections, and that enables the representation of how a company makes money. It describes the rationale of “how an organisation creates, delivers and captures value” (Osterwalder and Pigneur 2009:14). Moreover, a business model represents “the logic of a value-creating system, which forms the basis for actual corporate processes” (Gavriola and Alsufyev, 2015:304).

2.3.2 The 9 Building Blocks of the Business Model Canvas

Osterwalder and Pigneur (2009:14) presume that a business model can be best explained with the nine building blocks, which indicate the logic of how a company aim to make money. The building blocks are based on the four central fields of business: customers, offer, infrastructure, and financial viability (ibid). The strategy should be reflected in the business model and by its implementation through organisation structures, processes, and systems (ibid).

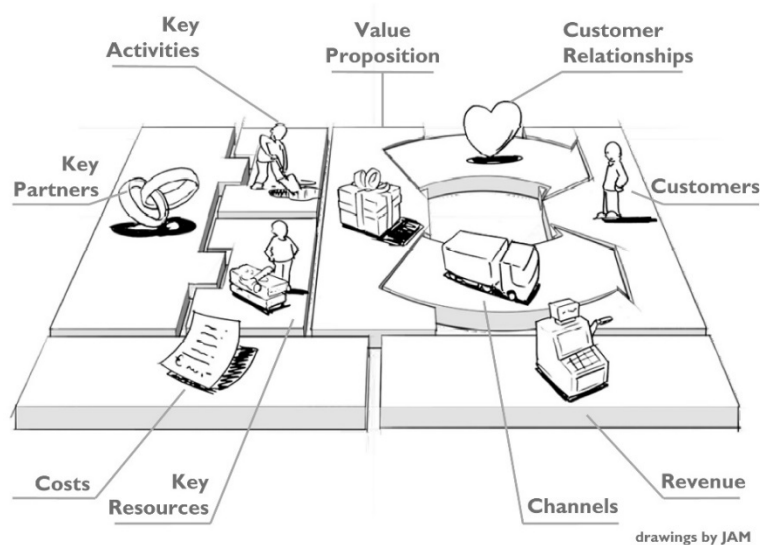


Figure 1: The Business Model Canvas and its nine building Blocky by Osterwalder and Pigneur, 2009

The following table gives a compact overview of the building blocks of the Business Model Canvas:

Business Model Canvas Building Blocks	Description
Key Activities	The most important activities in executing the value proposition.
Key Resources	The resources necessary to create value for the customer and the asset required to offer and deliver the previously described elements.
Key Partners	The relationships considered essential to accomplishing the value proposition. Moreover, some activities and some resources are acquired outside the enterprise.
Customer Segments	The specific target markets that are intended to be served.
Channels	The proposed channels of distribution which deliver the value propositions to customers through communication, distribution, and sales channels.
Customer Relationship	The type of relationship the firm wants with its customers and how the relationships should be established and maintained with each customer segment.
Cost Structure	The characteristics of the cost and expense structure.
Revenue Streams	The way the firm will make money, how it is paid, and pricing. It is the result when value propositions were successfully offered to customers.
Value Proposition	Describes the goods and services offered and their distinguishing advantage. Furthermore, it seeks to solve customer problems and satisfy customer needs with value proposition.

Table 1: The nine Building Blocks of the Business Model Canvas constructed by Leschke, J., 2013 and Osterwalder and Pigneur, 2009

The nine building blocks comprise “the business decisions to sufficiently describe how a firm might approach a business opportunity, hence, providing a framework for developing, documenting and evaluating alternative approaches” (Osterwalder, 2010 cited by Leschke, 2013:19). In the next section the above-mentioned dimensions will be described in detail.

Key Activities

The Key Activities are expected to build and provide a Value Proposition, reach markets, maintain Customer Relationships, and earn revenues (ibid:36). They are the activities that are the most “important actions a company must take to operate successfully” (ibid). First of all, it has to be asked which Key Activities the Value Proposition demand, who are the Distribution

Channels, Customer Relationships and Revenue Streams (ibid). However, Osterwalder and Pigneur (ibid:37) categorised Key Activities as follows:

- Production
- Problem solving
- Platform/network

Key Resources

The building block Key Resources is the fundamental asset to make a business model work (ibid:34). Key resources can be physical, financial, intellectual, or human. Moreover, a company either is the owner or the leaser of the Key Resources. They also can be acquired from Key Partners (ibid).

Key Partners

The Key Partners include the network of suppliers and partner that are responsible to make a business model work (Osterwalder and Pigneur, 2009:38). There are different reasons why partnerships are key for companies: to optimise their business model, reduction of risk and uncertainty or acquisition of resources and activities (ibid). Osterwalder and Pigneur distinguish between four different types of partnerships:

- Strategic alliances between non-competitors
- Coopetition: strategic partnerships between competitors
- Joint ventures to develop new businesses
- Buyer-supplier relationships to assure reliable supplies

To identify our Key Partners, we have to answer the following questions: Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform (ibid:39)?

Customer Segments

The Customer Segments aims to define distinctive groups or organisations a company wants to attain. Every enterprise needs to serve a profitable customer segment. There can be one or more, small or large or segments. A company must decide very carefully on their Customer Segments. The remaining dimensions should be wisely developed around the strong understanding of the specific customer needs and interests (Osterwalder, 2009:21).

There are five types of Customer Segments according to Osterwalder (ibid):

- Mass market
- Niche market
- Segmented
- Diversified
- Multi-sided platforms (or multi-sided markets)

To arrange and define the segments an organisation should ask themselves: “For whom are we creating value? Who are our most important customers?”

According to Osterwalder and Pigneur (ibid:20), customer groups can be classified in separate segments if:

- Their needs require and justify a distinct offer
- They are reached through different Distribution Channels
- They require different types of relationships
- They have substantially different profitability
- They are willing to pay for different aspects of the offer

Channels

The channels are the connectors to the customers and are crucial for the customer experience (ibid:26). Therefore, in this section it is described how an organisation should interact with and approach their customer segments in favour of creating value. To choose the right channel the following questions will help to approach this goal (ibid:27):

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-efficient?
- How are we integrating them with customer routines?

The right decision on channels can raise awareness about the organisation’s offered products or services. It can help the clients to judge an enterprise’s Value Proposition. Furthermore, it allows customers to make a specific purchase decision on products and services. It should also serve to deliver a Value Proposition to customers as well as offering after-sales-service. (ibid:26). A company has to find the right balance of the channels and implement them successfully to create great experience and maximise profits.

Channel Types		Channel Phases				
Own	Direct					
	Sales force					
	Web sales					
Partner	Indirect					
	Own stores					
	Partner stores					
	Wholesaler					
		1. Awareness How do we raise awareness about our company's products and services?	2. Evaluation How do we help customers evaluate our organization's Value Proposition?	3. Purchase How do we allow customers to purchase specific products and services?	4. Delivery How do we deliver a Value Proposition to customers?	5. After sales How do we provide post-purchase customer support?

Figure 2: Channel Types and Phases by Osterwalder A. and Pigneur Y., 2009

Customer Relationships

This dimension characterises the different types of relationships a company forms with specific Customer Segments (ibid:28). The Customer Relationships may be driven by customer acquisition, customer retention and boosting sales (ibid).

As already discovered in the previous building blocks, it is very important to define the specific Customer Relationships carefully. The following questions may help to outline each relationship: What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How costly are they? How are they integrated with the rest of our business model? (ibid:29). It must be considered that a Customer Relationship influences the overall customer experience. A relationship can either be: Personal assistance, Dedicated personal assistance, self-service, automated services, communities, co-creation (ibid).

Cost Structure

It describes all incurred costs to run a business model (ibid:40). The Cost Structure can be calculated easily once Key Resources, Key Activities and Key Partners are defined. The main goal in every business model is to minimise costs. Nevertheless, in some businesses low cost structure is more important than in others. Hence, it is useful to distinguish between the two classes of business model Cost Structures: Cost-driven and Value-driven (ibid:41).

There are four different characteristics of a Cost Structure (ibid):

- Fixed costs
- Variable costs
- Economies of scale
- Economies of scope

Revenue Streams

The Revenue Stream show the generated cash from each Customer Segment (ibid:30). In order to create successfully a Revenue Stream for each Customer Segment, a company has to figure out how much a Customer Segment is willing to pay. Moreover, it is important to know, for what do they currently pay, how are they currently paying, how would they prefer to pay and how much does each Revenue Stream contribute to overall revenues? (ibid:31) There are various pricing mechanism that can be used for a Revenue Stream:

Pricing Mechanisms

Fixed "Menu" Pricing Predefined prices are based on static variables		Dynamic Pricing Prices change based on market conditions	
<i>List price</i>	Fixed prices for individual products, services, or other Value Propositions	<i>Negotiation (bargaining)</i>	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
<i>Product feature dependent</i>	Price depends on the number or quality of Value Proposition features	<i>Yield management</i>	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
<i>Customer segment dependent</i>	Price depends on the type and characteristic of a Customer Segment	<i>Real-time-market</i>	Price is established dynamically based on supply and demand
<i>Volume dependent</i>	Price as a function of the quantity purchased	<i>Auctions</i>	Price determined by outcome of competitive bidding

Figure 3: Pricing Mechanisms by Osterwalder A. and Pigneur Y. 2009

According to Osterwalder and Pigneur (2009:30), there are only two different types of Revenue Streams:

- Transaction revenues resulting from one-time customer payments
- Recurring revenues resulting from ongoing payments to either deliver a Value Proposition to customers or provide post-purchase customer support

There are different possibilities to create Revenue Streams: asset sale, usage fee, subscription fee, lending / renting / leasing, licensing, brokerage fees, advertising (ibid).

Value Proposition

It is the description of the services and products 'that create value for a specific Customer Segment' (ibid:22). The Value Proposition can be the incentive why customers choose one company over another. The goal of such a Value Proposition is, to solve a customer problem or to satisfy a customer need. Furthermore, each Value Proposition consists of an array of a

product or service that matches to requirements of a certain Customer Segment. Values can be either quantitative or qualitative (ibid). The following factors can contribute to customer value creation (ibid:23):

- Newness
- Performance
- Customization
- “Getting the job done”
- Design
- Brand/Status
- Price
- Cost reduction
- Risk Reduction
- Accessibility
- Convenience / Usability

2.3.3 *Strengths & Weaknesses of the BMC*

One of the big strengths of the Business Model Canvas is the visualisation of it (Coes, 2014:31). Furthermore, the central function of the BMC is its focus on value, which is crucial if the model should act as the mediator between a new idea and potential customers to capture and deliver its value to their customers (ibid:29).

Nevertheless, when strategy is combined with business models, a weakness is found in the Canvas (Coes, 2014:30). Coes recognized that in the theory of the Business Model Canvas it only describes how strategy potentially can threat at business model but there is little attention given how the strategy is implemented into the business model canvas (ibid). However, Brandenburger and Stuart (1996, cited by Coes 2014:30) stated that, strategy and business models are known as being highly linked, as the competitive advantage is based on the ‘value of the value creation mechanism’. For these reasons, Coes (2014:30) concluded that ‘a theoretical limitation of the Business Model Canvas is the lack of incorporating strategy’.

Osterwalder and Pigneur (2009:212) underlined that the Business Model Canvas has to be adapted frequently to the strategy in order to run on full capacity. As the future is unpredictable, the creator of a business model canvas has to develop hypothesis of what might happen in the future to then be prepared to react appropriately in case they occur.

3 Analysis of Challenges

This chapter illustrates the approach with which we derived a benchmark from the herein used population of start-up challenges. The population is formed through a selection of existing challenges, which are summarized and described in a database found in the appendix. In order to derive a normative benchmark, we evaluated this database by the means of the before described success measures and identified the three most representative and indicative challenges in regards to the Swissbiolabs Start-Up Challenge. These three challenges served as our sample for description and analysis of the competitive landscape according to the Business Model Canvas. The detailed analysis is found in section 3.3 *Description of Challenges*.

3.1 Success Measures

Based on the theoretical framework and meetings with the client, Wirtschaftsförderung Region Olten we defined three success measures to identify the most representative challenges from the population. Namely: *Reputation*, *Number of Participants*, and *Years of Existence*.

- *Reputation* is subdivided into *being known* and *being known for something* (Lange, Lee and Dai, 2011:155). *Being known* is aligned with visibility, which serves as a subcategory to measure *being known* (2011:161).
- The success measure *Number of Participants* is used to compare the track records of the challenges. It shows the number of participants the challenge was able to attract over the past years.
- *Years of Existence* of a challenge is used to illustrate the founding year, the regularity of conduction and special experiences the challenge was able to accumulate over the years.

Through the evaluation of the database, we were able to identify the three best challenges of our population, which are: Prize of the Foundation W.A. de Vigier, Kickstart Accelerator and the Swiss Economic Award.

3.2 Benchmark

The three challenges have been selected on the basis of an evaluation according to the abovementioned success measure: Reputation, Number of Participants, and Years of Existence. The different criteria were applied on the database with the aim to sort out the 3 best

performing start-up challenges. In the case of Kickstart Accelerator this led to the decision to include the challenge in the benchmark of well performing challenges.

W.A. de Vigier has been selected as the first challenge as it was set as a benchmark by the client in the status meeting of November 22, 2016. This Prize was established back in 1987 with the main purpose of supporting high-potential start-up ideas and is the oldest challenge represented in the database. Annually, the prize attracts around 200 participants but only on a national level. As research shows, the W.A. De Vigier is well known to nominate start-ups with high potential to be ranked in the Top 100 Swiss Startups. The analysis has shown that its visibility is not exceptionally noteworthy, although meeting common standards.

The second challenge, the Kickstart Accelerator, was chosen because of its similarity to the objectives of the Swissbiolabs Start-Up Challenge. Kickstart wants to attract national early-stage Start-ups. In its first year, 2015, already 860 participants could be noted. Hence, neither the success measure *Reputation*, nor *Years of Existence* was representative, but Kicksatrt Accelerator was remarkably successful in the *Number of Participants*.

The last challenge selected for the benchmark, the *Swiss Economic Award (SEA)*, is one of the most established and well-known award in Switzerland. The Award was created in 1999 by the Swiss Economic Forum and its partners to support Swiss Start-ups. A competitive advantage of the award is surely that it is not only accessible for Strat-ups on a national level but also internationally. The Swiss Economic Award is annually awarded during the prestigious Swiss Economic Forum and can constantly remark 200 participants. Due to its uniqueness in visibility it was selected for our benchmark. In addition, it could be observed that former and actual SEA nominees tend to appear in the Top 100 Swiss Startups Ranking.

3.2.1 Visualisation Benchmark Start-up Challenges

The benchmark shows the three selected start-up challenges which ran through an evaluation process in terms of abovementioned success measures and therefore, are considered to be good performing challenges providing crucial information. The 3 challenges have been selected by the means of the following measures:

- Is its *visibility* considered to be excellent, good, or bad?
- Are actual or former nominees of the challenge present in the *Top 100 Swiss Startups ranking*? Frequently present, present, or not present?
- In order to evaluate *Participants*, we created a scale that ranks the challenges according to the average number of participants attracted over the years.

The scale covers the range of 1 to 1000 participants and assigns ranks form 1 to 5:

Rank 1: 601 – 1000 participants

Rank 2: 401 – 600 participants

Rank 3: 201 – 400 participants

Rank 4: 101 – 200 participants

Rank 5: 001 – 100 participants

- For the evaluation of the *Years of Existence*, we simply remarked the amount of years that the challenge exists since its founding. With the highest number indicating rank 1.

	Reputation				Participants	Years of Existence		
	Being known			Being known for something Top 100 Swiss Startups		Founding year	Regularity	Experience
	Visibility in Prize	Local? / National?	Social Media Channels					
W. A. de Vigier Förderpreis	Award ceremony Network day	National	Yes, Facebook	Top 100 Swiss Startups ranking: 1/2/3, + 21 other places are ex-winners / nominees	150-200	1987	annual, once a year	CHF 10.3 million have been transferred to 98 start-ups
Swiss Economic Award	Enormous media exposure Live broadcast of Prizes & Award Ceremony on SPF to an audience of over 200,000 viewers Guaranteed ticket for the Swiss Economic Forum 2017 The top 3 going entrepreneurs are given the unique opportunity of introducing their company on stage in front of 1,350 business leaders at the Swiss Economic Forum.	National	Yes However, not a own website only published on the Swiss Economic Forum, same with the social media channels: Youtube, Facebook, Twitter, Vimeo	Currently actual and former SEA nominees appear on place 2. and 4. of the Top 100 Swiss Startups ranking. More are expected.	constant over the last years 220-250	1999	annual, once a year	18 times conducted
Kickstart Accelerator	Demo Day: Each team presents their business idea to investors, corporate leaders and the media.	International	Yes Facebook, Twitter, Instagram		more than 860	2015	annual, once a year	done just once

Figure 4: Visualisation of Benchmark

	Excellent	Frequently present	601 - 1000	oldest
	Good	Present	401 - 600	2nd oldest
	Bad	Not present	201 - 400	3rd oldest
	Rankings			
Reputation		Participants	Years of existence	
Visibility	Top 100 Startups			
W.A. de Vigier Förderpreis	excellent	frequently present	4	30
Swiss Economic Award	good	present	3	18
Kickstart Accelerator	good	Not present	1	2

Figure 5: Visualisation of Ranking

3.3 Description of the Challenges

To create the concept of the Swissbiolabs Start-Up Challenge, Wirtschaftsförderung Region Olten chose six building blocks of the Business Model Canvas to describe and analyse the benchmark. Key Activities, Key Partners, Customer Segment, Channels, Revenue Streams and Value Proposition are the most important descriptors for the concept. The three afore presented challenges are described in the form of these blocks in the following section.

3.3.1 Key Activities

W.A. de Vigier

The main idea of the William A. de Vigier Foundation is to support start-ups in Switzerland with seed capital, which is very often the missing part to extraordinary business ideas (W.A. de Vigier website 2016). W.A. de Vigier invests actively in economic development in order to direct support financially (à fonds perdu) young entrepreneurs with innovative business ideas who want to build a performance and growth oriented company in Switzerland (ibid). The foundation has already provided more than CHF 10 million initial capital. W.A. de Vigier receives proudly 150 – 200 applications each year, from which the foundation board and experts from science and economy chose carefully in different steps maximal 10 nominees (ibid). There are different requirements an applicant has to meet in order to profit from the financial support of the foundation. The decisive arguments are the personality of the start-up, the excellent and well thought business idea, an innovative product or service, systematic market cultivation and the possible implementation (ibid). Only start-ups with their offices in Switzerland and those who intend to have their business in Switzerland can apply for the challenge. Through its years of existence, W.A. de Vigier could build its reputation (see p.10). This is perceived by the applicants as an additional value and therefore a factor that allows the W.A. de Vigier foundation to operate successfully (passive Key Activity). Nevertheless, the main Key Activity of W.A de Vigier Foundation is to provide the start-up with what they financially do not have yet, and therefore, indicates an issue for the start-ups to proceed. Hence, the Key Activity can be defined as *Problem Solving*.

Kickstart Accelerator

Kickstart Accelerator has the ambition to become the entrance of the Swiss innovation ecosystem and hereby strongly sustain the location of Switzerland for business and innovation (Kickstart Accelerator, 2016). The challenge focuses on four different areas: Food, Smart & Connected Machines, FinTech and Future and Emerging Technologies. Kickstart Accelerator offers a three months' financial support of up to CHF 25'000, a workspace in Zurich and a scholarship to cover the living costs. The four programs will be running at the same time and in

the same office space with the goal to “enabling them to benefit from interdisciplinary exchanges going beyond their vertical” (ibid). To make sure that the companies not only get financial support but also personal support, they collaborated with over 20 companies which will be a part of ‘Proof-of-Concepts’ to check which “activity has most potential together with the corporates” (ibid). During the whole program, each start-up will have a mentor to get supported by specific expertise as well as through the mentor’s network. The mentors are fully compensated to ensure a full commitment towards the start-ups. Furthermore, Kickstart Accelerator offers weekly workshops (so called Masterclasses) in different key entrepreneurial or organisational topics and one to one consulting sessions with investors, executives, experts and partners. Moreover, Kickstart is ensuring the start-ups progress’ with weekly three minute presentations of their improvements. During the Accelerator Program the start-ups must present their business in a Half-Time Demo and in the end on the Final Demo Day. The winner of the overall program can profit from additional prize money up to CHF 15’000. (ibid).

The Kickstart Accelerator makes sure to deliver a package to the start-ups in order to let them operate substantial and provide them access to companies, experts, investors, executives and networks of superior quality. Moreover, the Key Activities offered ensure knowledge management and continuous training. Therefore, the Key Activities of the Kickstart Accelerator can be indicated as Problem Solving as well as a Production.

Swiss Economic Award

The Swiss Economic Forum (SEF) is the organiser of the Swiss Economic Award. Its goal is to support young entrepreneurs to become initiate independence with their business idea (Swiss Economic Forum website, 2016). According to the Swiss Economic Forum (Award website, 2016), the award is the most significant within Switzerland for young entrepreneurs. Entrepreneurial performance is awarded in the areas of high-tech/biotech, services and production. The winner has to demonstrate an over average growth, outstanding in concern of innovation and creativity and deliver a great potential in the future. A jury will determine the winner through a SQS-certificated process. As the event takes place during the Swiss Economic Forum there will be a great medial presence. Amongst others, the Swiss National TV (SRF) will broadcast the event live, where over 200’000 people can be reached. Moreover, the winner will receive a prize of CHF 25’000 and a professional video presentation. Due to the SEF, the Award is offering a huge network of experts and investors.

The application process consists of eight different steps. Applicants are tested by a team of experts. The chosen 18 start-ups have to present in a first phase their pitches as well as a Q&A in front of the media and audience. Only nine will have the opportunity to present their business

idea at the SEF (ibid). The beforehand described activities of the challenges characterise the Key Activities as Problem Solving.

The Swiss Economic Award is differentiating from the other two challenges due the possibility to award the winner at the annual SEF, where they offer an immense audience from all different areas. Moreover, through the broadcast on the national TV the public gets already a glance of the potential new businesses.

3.3.2 Key Partners

W.A. de Vigier

The W.A. De Vigier foundation is backed by a wide network of ambassadors and experts. The network includes people from science, economy and politics on a national level. Many of those personalities are regarded as outstanding due to their achievements and experience

- Ambassadors (27)	- Experts (19)
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The 27 ambassadors are a conglomerate of people operating in various industry sectors on a national or international level. However, it was observed that a major part is rooted in the technology branch. Many Swiss private and public (Universities) technology and innovation institutes or foundations are working in close collaboration with the W.A. De Vigier foundation in order to guarantee support and know-how for selected start-ups. Another function of ambassadors could be to attract participants to the challenge, as in the institutes they already work with potential participants on a daily basis. On the other hand, 19 experts are backing the W.A. De Vigier Award with specialized knowledge and particular experience.

Following, 8 ambassador- and 5 expert-sending organisations are listed to provide an insight:

PARTNER NETWORK:	
Ambassadors:	<ul style="list-style-type: none"> - Institute for Entrepreneurship & SME at HEG, Fribourg - Institut für Marketing und Unternehmensführung, Universität Bern - Hochschule für Technik, FHNW, Windisch - Hochschule für Life Sciences FHNW, Muttenz - Stiftung Technopark Zürich - Parc Scientifique PSE, Lausanne - HSR Hochschule für Technik, Rapperswil

	<ul style="list-style-type: none"> - Forschung ETH Zürich - Stiftung für Technologische Innovation STI, Biel
Experts:	<ul style="list-style-type: none"> - Managing Partner Creaholic SA, Biel - Innocampus AG - Maxon Motor AG - Paul Scherrer Institut - Salina Medizin AG

Kickstart Accelerator

The Kickstart Accelerator could successfully built a wide ranging and diverse partner network totalling in more than 40 different organizations. Kickstart enjoys the backing of academia, corporate and the local ecosystem. Interestingly, it was observed that individuals belonging to the various partner organizations often have also a particular function in the challenge itself. They may engage themselves in the roles of mentors, experts and executives, or provide other wider support to the challenge. Partners are classified into following groups:

- Global partners (12)	- Supporting partners (3)
- Fellow partners (9)	- Masterclass Providers (3)
- Insurance partners (1)	- Legal partners (1)
- Media partners (4)	- Supply partners (12)

Each category may be associated with unique functions. While some partners have a clear stake in the organization, others simply serve to facilitate processes. Global partners are considered to be the main partners. Therefore, a close collaboration and exchange of resources, as for instance knowledge or funds, can be expected. On the other hand, Media, Insurance & Legal partners may provide its services to increase the level of awareness of the challenges, or support the challenge winners in their individual concerns. As mentioned before, partnerships are contacted for several purposes. Therefore, one partner can be engaged in different functions regarding the challenge and thus, appear multiple times in the list below.

PARTNER NETWORK:	
Global partners:	Swisscom, Pwc, Raiffeisen, Coop, GFA, Credit Suisse, SwissLife, UBS, digitalswitzerland2025, EY, Engagement, Gebert RUF Stiftung

Supporting partners:	KTI/CTI, Ringier, Six
Fellow partners:	ABB, Helsana, ETH Zürich, Accenture, AXA, Helbling, Stäubli, Maxon motor, Metallzug
Masterclass providers:	Venture capital, IBM, Ringier, Publicis,
Insurance partners:	AXA
Legal partners:	Wenger & Vieli Rechtsanwälte
Media partners:	start-upticker.ch, moneycab, Xmediasolutions, Ringier Aqua plus, Zürich Memox, Ikea, Microsoft, Stadt Zürich
Supply partners:	Stadtentwicklung, Lego, ChariTea, Kaffeepads.ch, Lemonaid, Turbinenbräu, Seicha

Swiss Economic Award

The Swiss Economic Award is rewarded within the frame of the Swiss Economic forum (SEF) which is Switzerland's leading economic conference where the country's most important entrepreneurs and global personalities from the fields of politics and economics come together. Therefore, the challenge is backed by multiple individuals, organizations and foundations forming a well-diversified and valuable partner network. The SEF is backed by global and local reputable partners from the fields of academia, politics and business.

- Premium partners (7)	- Local partners (2)
- Network partners (32)	- SEF.Partners (2)
- Media partners (2)	- SEF.Benefactors (97)
- Mobility partners (1)	

The SEF classifies its partners into 7 different categories. Premium partners are for the most part multinational organizations covering most important industry sectors as insurance, manufacturing, energy, IT, consultancy, communications and banking. Network partners are a conglomerate of local, national or international businesses ranging from unknown to world-famous. SEF's Media and Mobility partnerships are further assets of SEF's partner network. In addition, the SEF is distinguished by a huge network of benefactors who provide the event with financial and intellectual resources. Benefactors are mainly individuals and entrepreneurs of Swiss small and medium sized companies.

PARTNER NETWORK:	
Premium Partner:	Allianz, AMAG, BKW Energie AG, IBM, Pwc, Swisscom, UBS
Network partner:	Adecco, Arvi , Barilla Gruppe, Canon, Coca Cola, Congress Centre Kursaal Interlaken, Creaholic, ETH Rat, ETH Zürich, EMPA, Form, Frutiger, Gafner Transporte, Grosswäscherei Reinhard, Hotelfachschule Stadt Thun, HRS Real Estate, IMD, Kalaidos Fachholschule Schweiz, Kilchenmann, Lenovo, Paul Scherrer Institut, Procam Videoproductions, Rugenbräu, Samsung, Schild, Schleuniger, Securitas, Selecta, Confiserie Sprüngli, tpc, xtendx, Zühlke Engineering
Media partner:	NZZ, SRF
Mobility partner:	SBB
Local partner:	Interlaken, Standortförderung Bern
SEF.Partner:	Swiss, USM Möbelbausysteme
SEF.Benefactors:	96 individuals from business, politics, science & academia

3.3.3 Customer Segment

This building block of the business model canvas has to be slightly modified for a challenge. A challenge is not primarily offering a product or service nor interested in satisfying the needs of customers. Naturally, a challenge itself is a service but it is more that the organization expects its 'customer' to deliver a product or service. Therefore, the relationship between the organisation and its 'customers' is different, where the customer is satisfying the need or interest of the organization. In this section, it will be illustrated which conditions of participation the challenges defined and in which fields the new business ideas can be submitted.

W.A. de Vigier

The foundation's philosophy is: 'promoting active economic development by directly financing (à fonds perdu) young people with innovative business ideas who want to start up performance- and growth- oriented businesses in Switzerland' (W.A. de Vigier Stiftung, 2014). This foundation philosophy also dictates the conditions of participation. The foundation is targeting 'innovative and future-looking product and service concepts' where it aligns greatly with other challenges. However, other criteria are more unique and defines that the challenge is operating in a niche market:

- Formation of an AG (PLC) or GmbH (LLC) based in Switzerland to realise and market the project
- Full-time involvement of the company CEO

- Residence in Switzerland
- Award-winner not older than 45 years of age in most cases

Kickstart Accelerator

According to their website, the organisation is targeting 'best international early-stage start-ups with a promising business idea within our four verticals' (Kickstart Accelerator, 2016). The organisation is not distinguishing between different Customer Segments typical for a mass market (Osterwalder and Pigneur, 2010:21). It addresses not only Swiss Intrapreneurs but also Start-up teams from all over the world. Further requirements directly cited from their website are:

- The commitment to building a business
- A promising business idea in: Food, Smart & Connected Machines, FinTech or Future & Emerging Technologies
- A minimum viable product or working prototype
- An entrepreneurial and innovative team
- An international mindset
- The desire to scale and learn

As stated in their requirements, Kickstart segments their applicants into four verticals. These four verticals are following listed with the description directly cited from the organisation's website:

- *Food*
Kickstart is interested in business ideas for the most radical food innovations, from production to distribution, and from packaging to services to gastronomy.
- *Smart & Connected Machines*
Kickstart is looking for the most exciting smart machines, be it in robotics, drone technology, or machine learning/AI. We are especially (but not exclusively) interested in applications in the fields of Smart Home, transportation, mobility and logistics.
- *Future & Emerging Technologies*
Future and Emerging Technologies go beyond what is known. Visionary ideas can open-up promising avenues towards powerful new technologies or business models. This vertical is not focused on a single theme.
- *FinTech*
With Zurich as a global financial centre, Switzerland is well positioned to play an important role within the FinTech industry. Kickstart will focus specifically on applications

of distributed ledger and smart contracts technology, innovations in wealth management, and digital identity and privacy.

Swiss Economic Award

The Swiss Economic Award only addresses Start-up companies based in Switzerland with the founding year not later than January 1, 2011. However, these requirements are specifically for the year 2017 and it is unknown if they change every year. With such specific requirements, the Swiss Economic Award can be considered as a Niche market.

Moreover, it is expected that the applicants show as well an 'above-average growth or making a strong impact in their industry through innovation and creativity' (Swiss Economic Forum, 2016).

The prize is annually awarded in the following three categories:

- *Services*
Switzerland's services sector is gaining in importance year by year. Making a mark in the marketplace calls for high quality and clear differentiation. We single out start-ups that successfully implement these key success factors.
- *High-tech/Biotech*
Exports of high-tech and biotechnology are set to become increasingly important for the Swiss economy. As a country with a proud history of research and development, Switzerland can and must play to its strengths. We single out nascent companies that consciously and successfully venture down this route.
- *Production/Trade & Industry*
Makers of, or dealers in, tangible products often exhibit outstanding entrepreneurial acumen. Ingenious solutions and products demonstrating reliability, precision, user-friendliness and value for money do not come from nowhere. We deliberately single out young talent – for the success of tomorrow.

3.3.4 Channels

As introduced earlier, the channels chosen to communicate and deliver a product or service to the target segments are crucial for several reasons. A channel aims at raising awareness, helping to judge and deliver the value proposition, enabling the customers to make a purchase decisions and to deliver after sales services. However, as for other building blocks of the BMC, the strategic considerations for a start-up challenge on how to deploy a meaningful range of channels varies slightly compared to sheer for-profit organizations. The core intent of the channels is to raise awareness and convince potential participants to sign up for the challenge rather than physically deliver a product or after sales services.

For the subsequent analysis of the three challenges we focused on the channels which were visible to us and thus also the ones with the highest probability to reach potential participants. Even though billboards or flyers could be used as a communication channel, we consider the importance of those instruments as secondary as their reach is limited compared to online tools. Hence, channels which have to be detected and identified through the effort of a potential participant fail in their adequacy to raise widespread awareness amongst the target segment.

We categorized the channels into three different communication functions:

- Raise awareness
- Involvement of potential participants
- Enable value proposition evaluation

W.A. de Vigier

Raise awareness	Website	<input checked="" type="checkbox"/>	The website gives a clear overview in a structured way. On top of the site is an invitation to sign up for the challenge 2017 and a video from the ambassador and expert lunch. Then they present the winners of last year's challenge, the nominees, and lastly some information and impressions to/from the events. Subsections of the website are: award ceremony, foundation, application, events and press.
	Social Media	<input checked="" type="checkbox"/>	Apart from Facebook, there seem no other social media channels in place. The icons of Facebook, Twitter, Google+, LinkedIn and Xing as a bar on the right side of the page merely allow the visitor to share a message on his own profile about the challenge and do not link to challenge's own profiles.
	Blog	<input checked="" type="checkbox"/>	N/A
Involve -ment	Newsletter	<input checked="" type="checkbox"/>	N/A
Enable value proposition evaluation	Partners	<input checked="" type="checkbox"/>	Partners are not displayed on the Website. However, the nominees are presented accurately, providing information and a personal video about the person.
	Alumni	<input checked="" type="checkbox"/>	Main advertisers The former participants are the most prominent feature on the

			website. The success stories of the funded businesses make up the core message of the front page and aim at gathering the interest of the visitor.
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The strength of the website lies in its clear structure and the good overview provided to the visitor. Compared to other websites, especially the Kickstart Accelerator, the design looks in the opinion of the Project Team old fashioned and the transmitted tonality is rather traditional. It depends on the nature and objective of the challenge, whether this indicates a necessity for improvement or if it in contrast underlies the challenge's values. A challenge seeking innovative and creative business ideas for potential start-ups might be interested in conveying this exact image about itself and therefore hosting an appealing and interesting website.

Kickstart Accelerator

Raise awareness	Website	<input checked="" type="checkbox"/>	The front page first displays last year's winners, their established businesses, key information about the challenge and the partners. Further sections of the website are: start-ups, program, mentors & experts, about, blog and contact. The design of the website is very creative, clear and motivates the visitor to explore the content.
	Social Media	<input checked="" type="checkbox"/>	Facebook, Twitter, Instagram A constant and appealing design is chosen throughout all channels.
	Blog	<input checked="" type="checkbox"/>	The blog is a separate section of the website but still an integrated part. It is not a classical blog, which functions as a website on its own but functions as a news section of the website. The published articles are primarily written in English, some in German.
Involve ment	Newsletter	<input checked="" type="checkbox"/>	When the visitor opens the website, an invitation to sign up for the newsletter immediately pops up.
Enable value proposition evaluation	Partners	<input checked="" type="checkbox"/>	The front page features an extensive and clear overview of the numerous partners. Mentors, which support the participants during the challenge are portrayed in a different section, presenting every person with photo and a profile description.

	Alumni	<input checked="" type="checkbox"/>	<p>Main advertisers</p> <p>The winner projects are listed on the front page and have an own presentation site to which the reader is directed when clicking on the project. All projects have their own websites and are promoted as resulting businesses from the accelerator rather than alumni.</p>
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The communication through the website is very clear. The visitor finds all necessary information on the front page and is guided through the informative process in a structured way. The first information the visitor can find on the front page, after receiving an immediate invitation for the newsletter, is a photo und information about the last year's winners. Former participants are the main advertising tool.

Remarkable is the way in which the challenge's winners are presented on the website. The winners have an own website through which they are promoting their established business. In first line, they appear as the successes from the accelerator rather than alumni or network.

Swiss Economic Award

Raise awareness	Website	<input checked="" type="checkbox"/>	The website presents primarily the Swiss Economic forum (SEF) and as a separate section the Swiss Economic Award. As the award is held as an integrated part of the forum, the two events are presented as two interlinked subjects. This makes it difficult to distinguish and identify the purpose of the website's information.
	Social Media	<input checked="" type="checkbox"/>	Facebook, Twitter, YouTube, Vimeo The social media channels primarily represent the SEF not the award.
	Blog	<input checked="" type="checkbox"/>	It appears that a blog is in place. It, however, refers only to the year 2015 and has not been updated in 2016. The blog is an integrated part of the website and is only found by looking through the different sections of the website.
Involve-ment	Newsletter	<input checked="" type="checkbox"/>	N/A

Enable value proposition evaluation	Partners	<input checked="" type="checkbox"/>	The award has three main partners, which are visible at the bottom of the award section. In a separate and own section additional partners are presented, seemingly those for the SEF.
	Alumni	<input checked="" type="checkbox"/>	The alumni are gathered in a network group. They do not function as ambassadors for the award but rather give an idea of the business standard required to win the award.

The Swiss Economic forum has a renowned reputation and is widely recognized in Switzerland. As part of the annual congress, the SEF hosts the Swiss Economic Award. As the award is a component of the SEF, it is promoted as such throughout all channels, which include the website and social media. The visitor of the website or a social media channel is first introduced to the forum and secondly but quite rapidly to the award. This can be seen as an advantage, namely that all readers become aware of the award although they are only interested in the forum, or as disadvantage, that the award is not promoted separately and more visible. It makes the impression that the SEF relies on the reputation and awareness of the congress to promote its award. However, since the award is notably different in its purpose compared to the prize given by W.A. de Vigier and the Kickstart Accelerator, this approach seemed working out well in the past and being a good recipe for success for the SEF. The award is a form of recognition and reinforcement for already established and successful start-ups, which contribute to the Swiss economy. The winners of the award convinced the jury of the potential of their already running business and are not anymore aspiring to put their idea into practice. Hence, because of this difference, it might be sufficient to present the award as a component of the forum and not requiring a more prominent appearance. For other challenges, which cannot draw on an already well-established brand like the SEF, this might be a risky approach though.

Communication

For a start-up challenge, the channel primarily serves to inform, catch the reader's attention and to involve potential participants, the purpose of delivering a product or service is irrelevant. This means that the channels must execute an excellent communication with the audience to deliver a competitive advantage. The website is undoubtedly the most important tool.

Language

An important decision is the language in which the channels are set up. The websites of W.A. de Vigier and the Swiss Economic Award are both in German, French and English while the Kickstart Accelerator is held in English only. Offering the content in multiple languages is

possible and increases the user friendliness of the website. However, it is more difficult and time intensive to set up and consequently also more costly.

3.3.5 Revenue Stream

W.A. de Vigier

The initial capital of W.A. de Vigier Award comes from the W.A de Vigier Foundation which donated the CHF 5 million to establish the W.A. de Vigier Award on 22nd January 1987. During its 28 years of existence, the foundation distributed more than CHF 10 million in seed capital. Today, this has resulted in over 75 successful start-ups, a successful stock market flotation, company sales and, above all, many new jobs.

The main revenue stream of the W. A. de Vigier Foundation is from acquiring up to a 10% interest in the capital stock of the laureate. The winners of the W.A. de Vigier have proved a lot of market potential. After 10 years, around 44% of the winners are still in the market. These companies are enjoying the above average growth. At the same time, the W.A. de Vigier Foundation also benefit from these winners (De Vigier, 2014).

Also, due to the success of the W.A. de Vigier Challenge, several former prize winners have donated CHF 100'000 to support the W.A. de Vigier Award.

Fixed Menu pricing	Main revenue stream: the W.A. de Vigier acquires up to 10% interest in the capital stock of the laureates, which enables the W.A. de Vigier to development sustainably. Also, the prize winners donate money as a part of prize for W.A. de Vigier
Product feature dependent	

Kickstart Accelerator

Operator of the Kickstart Accelerator is Impact Hub Zurich, one of the biggest centres for entrepreneurship and innovation across the globe. Another key funder is the Digital Switzerland association of corporates and the Kick Foundation with the goal of promoting the local scene while also opening up Switzerland to talent from abroad. With the support of these corporations, Kickstart Accelerator is able to provide non-equity funding.

Its non-equity model and its strategic focus on areas in which Switzerland has a strong competitive advantage, is setting Kickstart Accelerator apart from other accelerator programs. One of the fundraising said that, "This isn't a program started by investors but by a set of

corporates that are motivated to interact with more start-ups. For them it is a chance to learn about the most exciting ways to collaborate with new ideas.”

One of the main reasons why Digital Switzerland founds the Kickstart Accelerator is to find young entrepreneurs, which bring the source of new brilliant ideas and the ability to move agile. In turn, Digital Switzerland provides the start-ups with vital knowledge and coaching. Meanwhile, the Kickstart Accelerator and Digital Switzerland benefit from a high-speed access of leading start-ups and top talents that can help them accelerate their own ideas and the Swiss digital transformation processes.

Impact Hub Zurich's aim is to create a sustainable ecosystem environment. It is an entrepreneurial community of over 750 innovators, start-ups and corporate partners that come together to build a radically collaborative world. Impact Hub Zurich's main revenue is generated by the offered expertise of their Business Help Desk or other small services. By supporting and operating the Kickstart Accelerator, Impact Hub Zurich can enlarge and strengthen its community which is a benefit for both, the expert community and the start-ups.

Fixed Menu pricing	Kickstart Accelerator get funds depend on whether they achieve the needs and wants of the key founders. Also, it depends on the how good the ecosystem that Kickstart Accelerator improves and how many benefits that they can benefit from the ecosystem.
Product feature dependent	

Swiss Economic Award

The Swiss Economic Award is hold by the Swiss Economic Forum. There are several ways that the Swiss Economic Award can generate revenue. Firstly, the Swiss Economic Forum is held annually and charges CHF 1,790.00 as the participation fee. Furthermore, it is Switzerland’s leading business conference, involving the participation of high-calibre speakers of world renown, around 1350 CEOs and key business partner from Switzerland, plus about 120 representatives of the media. The award event is broadcasted live on Swiss radio and television. Every year the Swiss Economic forum attracts a large number of people to participate in this event. Hence, the conference ticket is a part of the revenue stream of the Swiss Economic forum.

Secondly, finding the supporter is another way to gain capital. There are several partners of Swiss Economic Forum which fund the award. For example, as a long-term premium partner of the Swiss Economic Forum, Swisscom enables this leading Swiss business event to be carried out each year, and showing thereby their commitment to SMEs in Switzerland. Additionally, UBS supports Swiss Economic Forum with a view to find potential companies to achieve long-term growth.

Lastly, the Swiss Economic Forum maintains the long-term earning by achieving their mission. The mission of The Swiss Economic Forum (SEF) is to promote entrepreneurial ideas, to connect decision makers from economy, politics and science and to campaign for start-up companies. At the Swiss Economic Forum, the world's most renowned figures in the field of economic, leadership and innovation share their insights and provide actionable strategies for improving a company's performance, which makes the SEF sustainable and keeps the partner funding them.

Fixed Menu pricing	The Swiss Economic Award sales the ticket fee as one of the revenue. And the funding from the partner is another way to maintain the sustainable earning. If the company can keep the reputation and quality of the Swiss Economic forum, it will have sufficient capital.
List prices and product feature dependent	

3.3.6 Value Proposition

W.A. de Vigier

a. Brand/ Status

First and foremost, having a well-established and well-known brand is a strong value proposition of the W.A. de Vigier Challenge. The challenge is recognised as “the most prestigious annual award in all of Switzerland”. As a result, start-ups taking part in this challenge benefit from the image of this challenge. This reputation has been achieved from 28 years of constantly promoting start-ups with innovative business ideas under the name of its founder: Mr. William A. De Vigier. The brand proposition of this challenge is built based the story of its founder. W.A. de Vigier Foundation was founded with a view to contribute to the development of entrepreneurial activities in Switzerland (W.A. de Vigier Foundation, 2016).

As a challenge for Swiss start-ups, W.A. de Vigier Foundation uses its website as the main platform of communication with its targeted audience. Moreover, the website provides a special linkage for the press which is called "Press Release". This helps to manage its media visibility in an efficient manner and improve control over media release (Morris and Goldsworthy, 2012:254- 255). Its strong partnership with startupticker.ch also contributes to its presence, therefore, improves the coverage of its brand (startupticker.ch, 2016).

Finally, the success of previous participants secures the excellent reputation of this challenge's brand. With a high success rate of start-ups after taking part in the challenge (75/98 participants) and with its former winners accounting for 25% of the Top 100 Swiss Start-ups Ranking (ibid), the brand is an intangible asset which implies the positive future of its participants.

b. Customisation

At the W.A. de Vigier Challenge, participants need to have an "innovative, future-looking product or service concept" (ibid). Due to the relatively small amount (10) of chosen start-ups to become the "nominee" of the challenge and its broad connection to experts in different fields, start-ups from different industry receive tailored supports from various events during the running of this challenge. Each chosen business concept is analysed and evaluated by the foundation councils as well as experts.

"Network day" is one of the highlights of W.A. de Vigier Challenge. During this day, start-ups have the chance to take part in workshops created by the host and expert team of the challenge. Additionally, it provides start-ups the opportunity to connect to these experts personally and receive advices for their own ideas. Furthermore, the W.A. de Vigier Challenge also designs this day as a view to help start-ups to get knowledge among themselves by coaching and learning from other nominees. Hence, by participating at the W.A. de Vigier Challenge, start-ups benefit from customised supports by experts and fellow nominees. This plays as a strong value proposition of the challenge.

c. Financial benefits/ Cost reduction for start-ups

Running a new business idea can be very costly. Start-ups taking part in W.A. de Vigier Challenge seeks for opportunity to receive more capital for their businesses. Claiming to be the most valuable award for young start-ups in Switzerland, the W.A. de Vigier Foundation sets aside CHF 500'000 for its maximum five winners each year (ibid.). The

winners of this challenge can possibly receive further funds from the challenge's successful alumni network and other potential interested investors.

Kickstart Accelerator

a. Newness

Kickstart Accelerator claims to be “the most ambitious start-up programme” until now (Kickstart, 2016). One of the challenge's strongest value propositions is its newness for being the first multi-corporate and equity-free start-up challenge in Switzerland as well as in Europe (ibid). With this business concept, Kickstart has over 60 founders contributing to the running of the program from all around the globe. Moreover, the challenge targets early-stage start-ups with the goal to bring them to Switzerland and develop their business ideas within 11 weeks while given specific support. During this 11 weeks, chosen start-ups at the prototyping stage work together in a shared office space. With the support coming from academia, corporates and local start-up ecosystems, it aims to attract entrepreneurs to Switzerland and turn the country into “a leading digital innovation hub”.

Hence, this challenge attracts start-ups not by giving a massive amount of financial support. Rather, by offering a new structure of how it is run and the new concept of “prototype the future of business” in 11 weeks, Kickstart Accelerator have received over 850 applicants in its first year of operating (ibid).

b. Customisation

In order to participate in this challenge, it is necessary that start-ups operate in one of four focused innovation areas which Switzerland has shown to have a competitive advantage in: Food, Smart& Connected Machines, Fintech and, Future and Emerging Technologies.

Because start-ups are grouped according their vertical, they can receive tailored support regarding the specific field which they desire to work in. In addition, partner companies and mentors of this challenge are also allocated into the four verticals. Moreover, the division of start-ups into four verticals together with the concept of all participants sharing the same working space enables them to learn and benefit not only from their own vertical but also from the other fields.

During the 11 weeks of being in this challenge, entrepreneurs have access to various workshops with important themes for doing business such as HR, Finance and Marketing which they can choose to attend according to their preference. Furthermore,

industry experts are bookable for start-ups to get closer to top players in their fields and each start-up team is encouraged to pair up with a mentor. Lastly, a progress update is required to be presented every week in front of partners, mentors and other start-ups, which ensures that start-ups get adjusted help in different stages of their business.

c. **Accessibility**

Kickstart Accelerator is powered by Impact HUB Zurich - an entrepreneurial community with 750+ innovators, start-ups and corporate partners, which is also where the shared working office is located. Zurich is the biggest city in Switzerland and also “the financial and commercial and economic centre” of the country (PRLOG, 2009). Doing business in such a city is a valuable chance for start-ups to accelerate their ideas and extend their professional network. With the leading market players and investors being in walking distance to the shared office, start-ups can benefit from this dynamic start-up ecosystem of Zurich.

Participating in the Kickstart challenge, start-ups do not only have access to an office with an ideal location, they also receive monthly founder stipend for their living in Zurich. As it is a challenge open for international start-ups, this stipend assists participants to settle in one of the most expensive cities in the world as well as strengthens their commitment to this 11 week-challenge. Therefore, Kickstart Accelerator claims, “a fast-track gateway for entrepreneurs from near and far to access the Swiss innovation ecosystem”.

Swiss Economic Award

a. **Brand/ Status**

One of the strengths of Swiss Economic Award (SEA) is its promised visibility across media channels which benefits start-ups who are looking forward to build or boost their brands/reputation. Swiss Economic Award by Swiss Economic forum claims to be “the most important prize for young entrepreneurs in Switzerland” (SEF, 2016). Backed up by the Swiss Economic forum, SEA gains enormous support from this organisation and receives a lot of attention from media, investors and experts in various fields of business. If a start-up manages to get into the top 18 chosen companies of this award, it will be given the chance to make head-to-head pitches and do a Q&A section with the presence of the media and public. Furthermore, the top nine finalists of this award not only can introduce their businesses to 1350 business leaders at the forum but also reach a large amount of audience as the finale of this award is broadcasted live on SRF- a Swiss television network.

Additionally, winning this award automatically grants start-ups the exclusive opportunity of joining the Swiss Economic forum in that specific year, where experts, successful businesses and the media are present. This achievement, consequently, opens the door for start-ups to the alumni community of SAE. From the first award in 1999, 97% percent of this community has launched their business ideas into the market and proved successful. Therefore, being a part of this community promises to be advantageous for start-ups in the early stage of their business plan (ibid).

Finally, start-ups' projects are judged by a systematic assessment process which is validated every year by the Swiss Association for Quality and Management Systems (SQS). This further increases the credibility of the proven ideas by SEA, which contributes positively to the perceived quality of the ideas submitted by start-ups.

b. Customisation

Similar to Kickstart Accelerator, SEA divides its award participants into three different categories: Services, High-tech/ Biotech, and Production / Trade & Industry. According to the process of the award, 25 companies who make it to the second round are assessed by experts in the mentioned above fields of business. These experts later pay a visit to the chosen start-up companies. This is a good chance for start-ups to show the experts how their businesses are operated in a more efficient manner than just using a presentation. Besides, it helps start-ups to receive specific advices to their needs by the allocated visiting experts. Further into the award, the nine finalists are grouped into the given categories and introduce their ideas in more details at the main jury stage of the award. With seven different stages of the award, every business idea is evaluated closely after each round. As a consequence, start-ups can benefit from these constant customised evaluations and make necessary improvements concerning their business plan.

c. Convenience/ Usability

In the first phase, the application process of SEA requires only ten minutes using the award's online platform. Unlike the process of Kickstart Accelerator which demands the full commitment of start-ups during the running of the challenge, it is necessary for SEA participants to be present at special events for the second half of the selection process. The first half of the award is done mostly digitally. Accordingly, it is convenient and practical for companies those who cannot devote 100% to a competition but still wish to take part in one. Also, with the efficient use of an online application process, companies

which are located far away from the host of the award do not have to bear the financial and non-financial cost taking part in the competition. This encourages participants from different parts of Switzerland to join and introduce their ideas with a view to reach “a successful future” without having to interrupt their ongoing businesses.

3.4 Summary

Key Activities	W.A. de Vigier	<ul style="list-style-type: none"> • Up to 5x CHF 100'000 annually to support foundation of start-ups • Up to 5 nominees • Company fair at the final event
	Kickstart Accelerator	<ul style="list-style-type: none"> • Financial support up to CHF 25'000 • Mentoring • Masterclasses • One to one consulting • Proof of Concept • Screen weekly progress • Demo Days • Offers workspace in Zurich • Scholarship for cost of living • Additional financial prize for Participants of the Accelerator Program • Prize money for the winner CHF 15'000
	Swiss Economic Award	<ul style="list-style-type: none"> • Media attention • Attending the Swiss Economic forum (Networking Platform) • CHF 25'000 Prize • Tickets for the SEF in the following year • Feedback by experts • Professional video shoot • Broadcast on national TV SRF
Key Partners	W.A. de Vigier	<ul style="list-style-type: none"> • Ambassadors & Experts from science, economy, politics
	Kickstart Accelerator	<ul style="list-style-type: none"> • Wide partner network consisting of academia, corporate and local ecosystem, and classified into: Global, Supporting, Fellow, Masterclass, Insurance, Legal, Media, Supply partners.

	Swiss Economic Award	<ul style="list-style-type: none"> Well-diversified partner network consisting of individuals, organizations and foundations, and classified into: Premium, Local, Network, Media, SEF.Partners, SEF.Benefactors, Mobility partners.
Customer Segments	W.A. de Vigier	<p>Participation Conditions:</p> <ul style="list-style-type: none"> Specific requirements for the applicants such as: formation of an AG (PLC) or GmbH (LLC) based in Switzerland to realise and market the project, full-time involvement of the company CEO, residence in Switzerland, award-winner not older than 45 years of age in most cases <p>Submission categories:</p> <ul style="list-style-type: none"> Open to innovative business ideas from all fields. Niche market
	Kickstart Accelerator	<p>Participation Conditions:</p> <ul style="list-style-type: none"> Open for participants from Switzerland as well as from all over the world. <p>Submission categories:</p> <ul style="list-style-type: none"> Food, Smart & Connected Machines, Future & Emerging Technologies and Fintech Mass market
	Swiss Economic Award	<p>Participation Conditions:</p> <ul style="list-style-type: none"> Clear restrictions, open only for Start-ups based in Switzerland with the foundation not older than January, 1 2011. <p>Submission categories:</p> <ul style="list-style-type: none"> Services, High-tech / Biotech, Production / Trade & Industry Niche market
Channels	W.A. de Vigier	<ul style="list-style-type: none"> Employ: website, Facebook, print advertisements, other forms of announcements Partners as a means of advertisement for the evaluation of the value proposition are not displayed on the website Alumni are visibly promoted Design of the Website is not adhering to newest standards

	Kickstart Accelerator	<ul style="list-style-type: none"> • Employ website, Facebook, Twitter, Instagram, a blog and newsletter • Partners are featured on front page of website • Alumni are presented as the successful outcome of the challenge and are used as advertisement for the evaluation of the value proposition • Design and concept of website and social media adhere to newest standards and appear very creative and appealing
	Swiss Economic Award	<ul style="list-style-type: none"> • Employ website, Facebook, Twitter, YouTube, Vimeo • Blog is not active • Partners and alumni are featured on the website in the section award • Achieved maximum visibility by embedding the award into a very renowned event like the SEF. • Participants are automatically presented to a huge and influential audience
Revenue Streams	W.A. de Vigier	<ul style="list-style-type: none"> • Acquire up to 10% interest in the capital stock of the laureates, which enables them to develop sustainably. • Previous prize-winners donated money as a part of prize for W.A. de Vigier
	Kickstart Accelerator	<ul style="list-style-type: none"> • Depend on the ecosystem benefits and how good the challenge contributes to the ecosystem • "Equity-free" Start-Up challenge
	Swiss Economic Award	<ul style="list-style-type: none"> • Ticket sales for the final award • Funding from partners is another way to maintain the sustainable earning
Value Proposition	W.A. de Vigier	<ul style="list-style-type: none"> • Established brand with a strong association with a foundation of the same name. • Positive reputation due to the high success rate of previous participants • Tailored support for start-ups through experts and other participants • Financial capital to support participants' business concept (CHF100'000 per winner)
	Kickstart Accelerator	<ul style="list-style-type: none"> • New concept of a start-up challenge with 11 week of activities to accelerate start-up business ideas • Four focused verticals of business with four respective

		<p>groups of mentors and partners, ensuring that start-ups receive support and build a network that is specific and relevant to their own ideas.</p> <ul style="list-style-type: none"> • Convenient location of working, giving start-ups access to the Zurich start-up ecosystem. • Founder stipend which helps international start-ups to settle in Zurich and encourages commitment to the 11-week project. • International network of start-up ecosystems
	Swiss Economic Award	<ul style="list-style-type: none"> • Backed up by Swiss Economic forum, which enables strong relations with the media, experts and television. • Promised media exposure to participants • High rate of success of previous winners • Three determined categories of business to be awarded with relevant experts • Experts' visits to start-up companies, ensure customised support • Convenient online application and assessment process

4 Concept Swissbiolabs Start-Up Challenge

For the following description and visualization of the concept through the Business Model Canvas, we draw on the findings of the analysis conducted in Chapter 3 *Analysis of the Challenges*. Hereafter, we will discuss the implications of the findings for the Swissbiolabs Start-Up Challenge. Based on the good practice, resulting from the combination of the strengths from all three challenges, we then make suggestions for the Swissbiolabs Start-Up Challenge. The suggestions are elaborated for each of the six building blocks of the BMC and visualized with the aid of the Business Model Canvas graphic in the section 4.2.

4.1 Discussion of Implications of the Analysis

4.1.1 Key Activities

As elaborated in the theoretical framework, the Key Activities of a Business Model Canvas indicate the activities that allow a company to operate successfully. What all three analysed challenges have in common is the financial support, which is a crucial factor to establish a start-up. For this reason, the Swissbiolabs Start-Up Challenge must offer a financial prize in order to attract enterprises to apply for the challenge.

Furthermore, the goal of our client is to enhance the promotion of Olten as an attractive location for companies. Therefore, we suggest that the Swissbiolabs Start-up Challenge offers to the finalists or the winners a workspace in Olten. This will allow them to get to know Olten as an attractive location within the triangle of the major cities Bern, Basel and Zurich. Moreover, it is recommendable to hold the award ceremony as a public event as the Swiss Economic Forum does. This would raise greater interest towards the public and media. It would not only be promotion for the nominees and winners, but as well as for the Swissbiolabs Start-Up Challenge itself. Linked to this event all partners could profit from the great network the challenge has to offer.

Depending on the resources of the Swissbiolabs Start-Up Challenge we recommend to add more features to the challenge. The initial phase of a start-up is the most important one and a mentor of the great network of Swissbiolabs Start-Up Challenge (see Key Partners) would add uniqueness and value to the Key Activities.

Furthermore, we recommend to specify the challenge with a complete program which shows all Key Activities. We suggest the following main parts with some examples:

- Opening ceremony (eg. Gala Dinner, Party, Networking, getting to know Mentors and Partners)
- Start-up fair (Presentation of participants' their business idea before the actual final)
- Possibility to enhance visibility (eg. video shoot, professional website assistance)
- Special and inspiring final event to enhance visibility and brand recognition (e.g. Säli Schlössli)

If Swissbiolabs will operate successfully with the chosen Key Activities, the challenge can build its reputation and brand over the years (see Value Proposition).

4.1.2 *Key Partners*

Partners may serve for different stages of the challenge. Some may play a crucial role in the pre-challenge phase, others during the challenge, and again others in the after-challenge phase. It is important to have a well-diversified network of partners contributing either with funds, knowledge, or services and products. In a further sense, partners can even serve as a channel which guides potential participants to the challenge, as for instance universities do.

Furthermore, we would suggest backing the challenge with a network of reputable partners operating in various industry sectors as for instance insurance, energy, IT, consultancy, communications and banking. This strategy tries to activate and cover a broad audience, which in turn can increase the level of awareness about the Swissbiolabs Start-Up Challenge among people.

Also, including important people and influencers from academia, economics and politics seems to be promising as it enforces the above-mentioned reason of covering and activating a broad audience. Additionally, influencers may have an impact on how people perceive the challenge. Therefore, they should be engaged for communication purposes.

In addition, although not scientifically proven, it is expected that the size of the partner network positively correlate with the value of the offered prize. Both Kickstart Accelerator and Swiss Economic Award are backed by a network of numerous partners which may enable them to reward huge sums of prize money.

Interestingly, it was observed that individuals belonging to the various partner organizations often have a particular function in the challenge itself. They engage themselves in the roles of

mentors, ambassadors and experts, or provide other support to the challenge in a wider context (see Key Activities).

As seen for the Kickstart Accelerator, they offer three types of contribution. Donation, Individual Sponsorship and Regular Membership. This is a recommendable strategy to involve as many partner as possible. Kickstart Accelerator is the award that aims to increase innovation and technology in Switzerland and is part of a large network, organizing the same award all around the globe. By that, they turn competition into partnership and hence enables them to offer a worldwide innovation network to all partners and participants.

Strategic alliances in the field of life science across Europe might be a strengthening factor for the Swissbiolabs Foundation.

4.1.3 Customer Segments

Defining the Customer Segment is in any business highly interrelated with its Value Proposition. In other words, the product or service an organization offers to satisfy customer needs defines the Customer Segment. In the setting of a start-up challenge, the objective of the foundation or organization dictates the Customer Segment – the targeted participants. Often, the requirements are also set by the founders or investors. As the Swissbiolabs Start-up Challenge has the goal to promote life sciences as a business it dictates the submission category.

The prize of the W.A. de Vigier Foundation and the Swiss Economic Award have clear and strict conditions of participation to enhance their vision. However, these challenges are well-established in their respective fields and are exists for several decades. On the other hand, the Kickstart Accelerator is open for national as well as international applications and focuses on operating as an accelerator – bringing Start-up teams together 'in the same office space enabling them to benefit from interdisciplinary exchanges going beyond their vertical' (Kickstart Accelerator, 2017).

This would be the best approach for the Swissbiolabs Start-up Challenge as well due to its similarity in its objectives. Opening the registration for as many start-ups as possible enables the organization to choose from more new business ideas and to have as few limitations as possible is crucial in the first years to make the challenge widely known - build a reputation. Furthermore, the objectives of the Wirtschaftsförderung Region Olten is, to promote the economic development of the Region of Olten, as well as life sciences as a business will define the best possible conditions of participating in the challenge.

In addition, we suggest that an extra focus should be put on potential foreign participants. Start-up ideas from recent graduates from countries like Italy or Spain might need the extra support of

financial means, work space and expert knowledge to launch a business and therefore would deliver a high potential audience. Therefore, to offer a separate customer segment to reach the audience, and offer appealing work space and development opportunities could increase the quality and variety of the submissions.

Moreover, creating more specific submission categories instead of just opening it to diagnostics could attract more potential participants. The categories should be defined according to the specialties the experts and mentors could support in the challenge. Offering clear guidelines for the people interested in the challenge you make it easier for them to structure their business idea.

4.1.4 Channels

When defining the purpose, role and implementation of the channels, the basic questions as presented in chapter 2.3.2 *The 9 Building Blocks of the Business Model Canvas* under section *Channels*, must be considered and answered in order to make a strategically funded decision. These questions can be answered through research or own experience on the market. For question number one it seems obvious that the channels must be online in order to ensure a large spread of the information and to be visible in the digital world.

Whether a social media platform is effective or not must be measured while it is running. Instruments like google analytics help to survey the reach of the content and indicate its quality. Customer routines are an extremely important factor influencing the actions taken to reach the target audience. An analysis of the behaviour and preferences of the target segment might be indicated at this point. The process of researching, implementing and surveying the results of the actions taken to communicate with the audience require a considerable amount of resources in terms of time and financial means. It is advisable to create a budget beforehand and constantly measure the effectiveness of the channels in order to obtain and ensure an effective cost-benefit ratio.

a. Awareness / Involvement / Evaluation of value proposition

As also suggested for the partners, the channels might be most effective when covering the different stages of the challenge. The website as well as the social media channels can cover all three stages. A communications plan or concept might be appropriate to coordinate the actions. Be aware that the channels convey the end product of an entire marketing concept. The process should start by defining the target audience and its needs, the value proposition of the product/service, which in this case is the challenge but also the accelerator program, and in the end the desired positioning of the brand. Positioning is the placement of an image of the brand in the people's mind. It is tried to

achieve through the marketing mix which is also known as the 4Ps: Price, Place, Product and Promotion. Promotion is the P which in the end of the whole concept defines how to convey the right message to the earlier identified target segment. Therefore, clearly define the purpose and goals that want to be achieved through the channel's communication. The most important tasks are to raise awareness, involve potential participants, enable the target audience to evaluate the value proposition and inform various stakeholders. In addition to the website and social media platforms, communication also takes place through events, promotion through partners and media presence. As suggested under the section Partners, universities can represent important channels, through which to raise awareness. Although not analysed in the benchmark, word of mouth promotion is extremely important and can substantially be supported by universities and other partners.

b. Social Media

The degree to which to invest in a social media platform highly depends on the available resources. Time and financial means are the main decisive factors. It certainly makes sense to be active on at least one of the platforms. Over time, LinkedIn might be the platform which gains most importance and is worth to be considered because of the link between information sharing and its professional purpose. It also is a great tool to establish a network database of partners, participants and alumni.

c. Design

It's important to have a sound, appealing, fresh and innovative concept that captures the interest of the visitor/reader of website, social media platforms and printed visuals. The design should be carried out throughout all the chosen channels and not to be underestimated.

4.1.5 Revenue Stream

There are several ways by which Swissbiolabs can establish and maintain long-term revenues. According to the research, many start-up challenges are supported by their partners. Meeting their needs is essential, as they provide the main financial and intellectual contribution to the challenge. We however came across some critical judgements, indicating that it is vital to have a clear concept, separating the partners' contribution and interests. When the challenge is completely dependent on partners, it is of fundamental importance to clearly state the benefits that partners get in turn for their contribution. It might be indicated to offer different packages

from which partners can choose how to contribute, classifying them into for example „Gold“, „Silver“ and „Standard“ contributors.

Considering the growth potential of many of the accurately established start-ups, we recommend that the Swissbiolabs Foundation acquires a certain amount of capital stock from the winners. This is a means to secure the challenge's return on investment (ROI) and establish a potential future revenue stream.

An additional revenue stream can consist of participation fees to be paid by the applicants at the beginning of the challenge. This is a secure source of income, however only when the applicants are willing to pay the participation fee. This is a decision requiring careful consideration. While a fee might keep certain start-up from signing up for the challenge, on the other hand it might serve as a first selection phase as it can be expected that only start-ups with serious intention decide to take part of the program. The decision might be alleviated by considering the targeted segment. If the challenge is interested to attract talents from whole Europe, it might be the case that recent graduates have good ideas and the drive to establish a start-up however have difficulties in overcoming the hurdle to pay a fee. If in contrast, the focus lies on established start-ups which can deliver some proof of success, the participation fee seems indicated.

4.1.6 Value Proposition

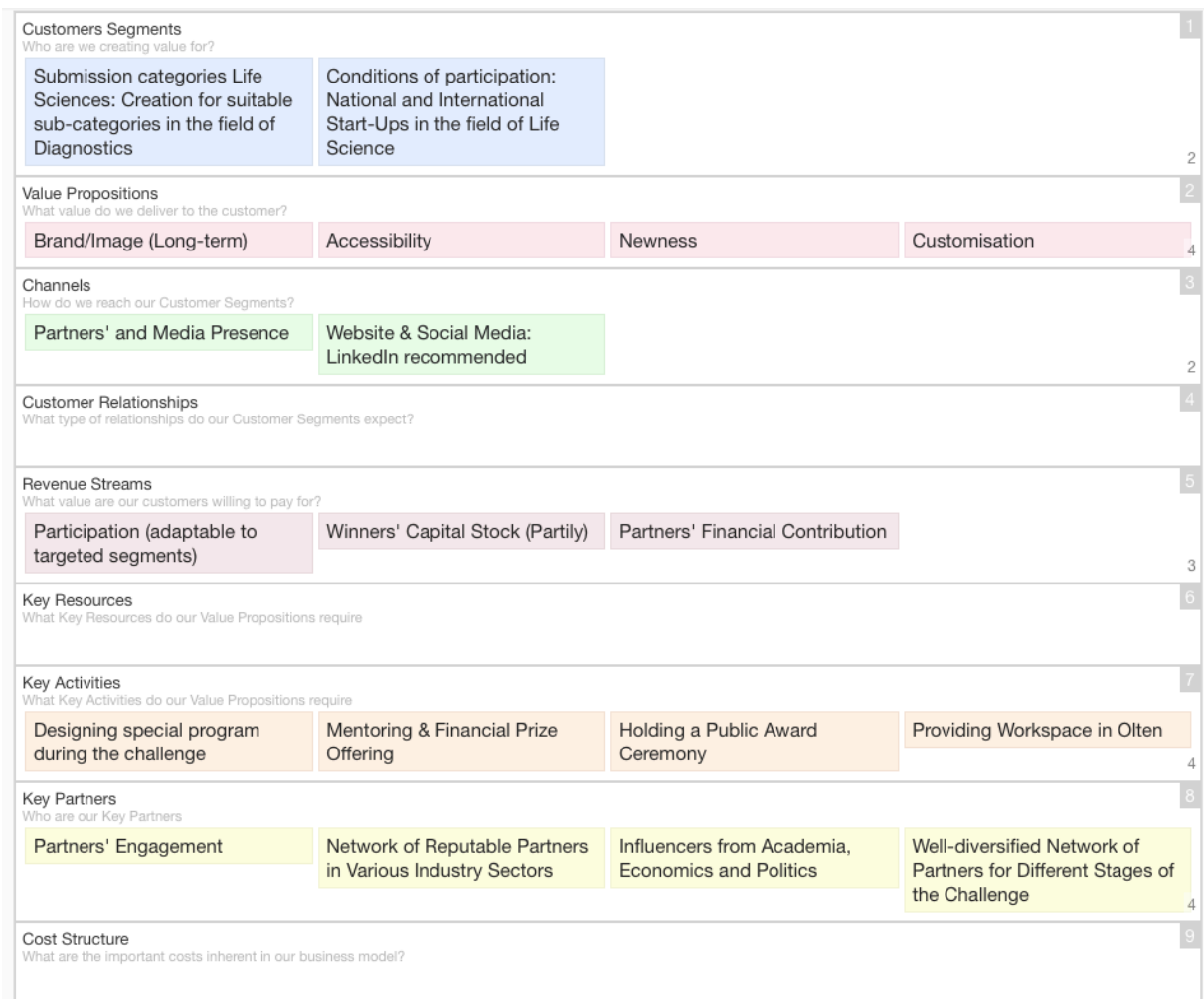
Based on the analysis of the well performing challenges, it is agreeable that the mutual value proposition of them are the *Customisations* that their participants receive. Hence, *Customisation* can be used to position the value of Swissbiolabs as a start-up challenge. In order to achieve this proposition, there needs to be a consistent connection among other building blocks, especially Key Activities and Channels. Moreover, two of the above mentioned challenges divide start-ups into different categories, Kickstart Accelerator offers tailored support for each category. Considering that the target group of the Swissbiolabs Start-Up Challenge is start-ups in the field of diagnostics which concerns many parts of life-science, they can be grouped into specific divisions for the purpose of providing customised benefits to participants.

On the other hand, both the Swiss Economic Award and the W.A. de Vigier Challenge benefit from their value proposition of having established brands, which are strongly appreciated by their participants. However, this value proposition takes time and effort to achieve as both challenges have been operating for a certain period of time already. The Swissbiolabs Start-Up Challenge can set this value proposition as a long-term goal and plan its brand management accordingly.

According to Wirtschaftsförderung Region Olten, the accelerator, which includes necessary working space, coaching and other supports, will be as well a part of the overall project of making Olten Region an attractive location for business. This is very similar to the concept of the shared office and mentoring of Kickstart Accelerator. In addition, Kickstart Accelerator is a relatively new challenge with only one year of operating and shares the comparable objective of turning Zurich area into a digital hub of Switzerland. Hence, as a new challenge, it might be advantageous for Swissbiolabs to build the same value proposition of *Accessibility*, which further complements the bigger goal of establishing a diagnostics hub in Olten region. Additionally, Swissbiolabs can also create a unique process of how the challenge is run in order to stress the newness value proposition that Kickstart Accelerator has.

In conclusion, the analysis of the selected challenges provides to the Swissbiolabs Start-Up Challenge possible value proposition options. On the other hand, the value proposition can only be achieved with the integration of other building blocks. Moreover, while many value propositions are suggested from the analysis, it is necessary to pick the most suitable ones for Swissbiolabs to focus with a view to using resources efficiently.

4.2 Business Model Canvas – Visualisation



5 Limitations

The project boundaries are automatically set by the required time and the students' limited resources. In addition, apart from analysing the challenge elements and their relations to its successful implementation, other external environment factors such as legal and political forces are not taken into account. Further, the project depends heavily on the secondary data used for the analysis in this paper. Therefore, although the data is chosen to the best of the students' knowledge, it is still possible that it contains flaws.

The theoretical foundation of this paper is established with the available limited amount of literature on challenges. Especially, literature for challenges in the field of life sciences was marginal. The double meaning of the word 'challenge' additionally demonstrated a major issue in the collection of sources.

For the creation and evaluation of the database, we solely used information that was publicly available or has been provided to us by the organisers of the challenges. The accessibility of this information was partially limited and difficult to obtain because of the competitiveness amongst the various challenges.

Because of the time constraints given by the planned duration of the project, the descriptive part of the analysis as well as the concept had to be narrowed to six out of the originally nine building blocks of the Business Model Canvas. Wirtschaftsförderung Region Olten chose the blocks, which are most important to them.

The Business Model Canvas revealed being a useful framework to elaborate a business plan. In the case of a challenge however, the tool has some weaknesses. The BMC is designed for being used by businesses aiming at generating revenue. This is primarily recognised by the building block *Revenue Stream*. In the case of a challenge, which in this sense can be considered as NPO, certain building blocks are limited in their usefulness. Alternative models, as for example the Mission Model Canvas by Steve Blank, have been developed to take this mismatch into consideration.

According to this instruction, we analysed three challenges. These represent the most successful ones according to our selection criteria and are most adequate for developing a range of suggestions for the Swissbiolabs Start-Up Challenge. In case that a more detailed analysis is necessary, a larger sample should be employed. With the given boundaries of the project, this however was not possible.

It must also be considered, that we based our suggestions on the findings from the analysis and the information given to the group. The findings in this paper are interpreted to the best of the students' knowledge, not considering the original ideas and strategies of the challenge's creators. Hence, this might result in suggestions that are not tailor-made for the Swissbiolabs Start-Up challenge.

During the data collection for the description of the population, it has shown that the creation of a representative database is highly complicated due to the vast variation in purpose and process of the different challenges. In addition, we recognized that international challenges do not publish the same kind and amount of information as challenges in Switzerland do. Moreover, visibility has proven to be difficult to measure for both Swiss and international challenges.

Further, Wirtschaftsförderung Region Olten uttered the intention to accept local as well as foreign applications for the challenge. The analysis and suggestions presented in this paper focused merely on Switzerland and do not provide insights about foreign customs, preferences and methods to market the challenge abroad.

6 Conclusion

After having conducted a vast analysis of the three challenges, which resulted as the most successful competitors from the database, we summarized the strengths of the challenges in form of suggestions of good practice.

The analysis gave much insight on relevant parts of the three business models and revealed how diverse they can be depending on the main idea of the founders and the value proposition of the challenges.

We found, that it is very important to interlink the building blocks of the Business Model Canvas and elaborate a coherent business plan. As the Swissbiolabs Start-Up-Challenge as well as its foundation organisation are most similar to the Kickstart Accelerator, we recommend to analyses this competitor more in depth.

Good practice has been found for every start-up challenge and can easily be integrated in the concept for Swissbiolabs. It is very important to consider, that nowadays the representation of a product, in this case the challenge, strongly influences the ability of a potential participant in the evaluation of the offered quality. Every aspect of the Business Model Canvas requires an accurate concept itself.

The **Key Activities** range from the challenge and incubator, to the award ceremony as only the final event of an entire designable challenge program, which could start with a specific welcome event, over networking and special media events. Consider, newest practices highlight the importance of so called “inseparable customer moments” which involve the tangible and intangible experiences a customer makes with a company. Therefore, not only think through the obvious elements, but also keep an eye on the invisible details of the challenge which leave the participants with an experience that can either favor the brand or also not.

The building block **Key Partners** suggests, that partners are needed for several stages of the start-up building, in different roles and with different contributions. It has been found, that a large and diverse network enhances the challenge’s potential. The network should also extend over the national borders, especially when international start-ups want to be attracted.

The same holds for the building block **Channels**. In the case of a challenge, the main purpose of the channel is to deliver a brand’s image allowing various stakeholders to evaluate the value proposition and taking the decision on whether to participate or not. Channels are a tool to

deliver information and enable the opinion forming. The greatest importance certainly lies with the website.

The **Customer Segment** is inseparably interrelated with the **Value Proposition**, which should primarily be elaborated to meet the customers' needs. Hence, it is the very first step for building a business plan and should always be the base on which decisions are taken. Even a good value proposition is worthless if it fails to meet the needs and wants of the target customer segment.

Finally, in the design of the **Revenue Stream** the client is a bit less flexible, as it depends on the given capital forms of the organiser. We have seen three quite different methods. These include a foundation, which has a large capital at its disposition and is solely dedicated to the support of young entrepreneurs in need for capital, the Swiss Economic Forum which organizes the award as a part of the congress' program, and the Kickstart Accelerator, which already is an extremely large network of companies around the globe in search for young talents that foster innovation and the local ecosystem.

7 Bibliography

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8 Appendix

A. Primary Data (Emails)

From: kickstart accelerator

https://webmail.fhnw.ch/owa/?as=Item&it=IPMLNote&id=KgAAAA

Re: kickstart accelerator

Patricia Schlenker [patricia@kickstart-accelerator.com]

Sent: 19 December 2016 13:09

To: Joye Nicolas (s)

Lieber Nicolas, Für Antworten bitte siehe unten.

LG,

Patricia Schlenker | Kickstart Accelerator

Mobile: [+41 79 573 80 34](tel:+41795738034)

Email: patricia@kickstart-accelerator.com

Office: Kickstart Accelerator, c/o Impact Hub, Sihlquai 131, 8005 Zurich

Web: <http://www.kickstart-accelerator.com/>

Twitter: [@kickstart](https://twitter.com/kickstart)

On 19 Dec 2016, at 11:51, Joye Nicolas (s) <nicolas.joye@students.fhnw.ch> wrote:

Sehr geehrte Damen und Herren

Im Rahmen eines Studierendenprojekts der Fachhochschule Nordwestschweiz (FHNW) würden wir Ihnen gerne ein paar Fragen bezüglich des Kickstart Accelerators stellen. Wir würden es sehr schätzen wenn Sie sich kurz Zeit nehmen um die Fragen zu beantworten.

Wir haben uns zum Ziel gesetzt eine neue Startup-Challenge zu entwickeln. Während unserer Recherchen sind wir auf den Kickstart Accelerator gestossen und würden, falls möglich, noch einige Einzelheiten nachfragen um möglichst viel von Ihrer vorbildlichen Challenge zu lernen.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen?

Hatten bisher nur einen Durchlauf, daher kann ich diese Frage nicht beantworten, letzten Jahr hatten wir über +860 Bewerbungen

2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist?

Endphase der Bewerbungsfrist

3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt?

Proof of Concepts, Zugang zum Schweizer Innovations Ecosystem, Funding

Wir würden uns freuen, wenn Sie uns mit dem Beantworten der Fragen unser Projekt unterstützen würden.

Vielen Dank für Ihre Bemühungen.

von 2

06.01.2017 10:

Re: Swiss Economic Award <https://webmail.fhnw.ch/owa/?as=Items&f=IPM.Note&id=RgAAAA>

Re: Swiss Economic Award
Meier, Beni (SEF) [beni.meier@swisseconomic.ch]
Sent: 19 December 2016 13:25
To: Joye Nicolas (s)

Sehr geehrter Herr Joye

Besten Dank für Ihre Anfrage. Ich kann Ihre Fragen leider nicht alle im Detail beantworten. Hier unsere Antworten:

1. Die Teilnehmerzahl war in den letzten Jahren ungefähr konstant. Wir sind bei ca. 220 – 250 Unternehmen pro Jahr
2. Eher Mittel- oder Endphase
3. Hauptmotivation: Publicity und Netzwerk

Hoffe, das hilft Ihnen weiter.
Freundliche Grüsse
Beni Meier

Beni Meier
Kommunikation & PR

Swiss Economic Forum
C.F.L. Lohnerstrasse 24 | CH-3643 Gwatt (Thun)
www.swisseconomic.ch | <http://twitter.com/swisseconomic>
beni.meier@swisseconomic.ch | Zentrale 0848 900 901 | Direkt 033 334 23 40

Von: "Joye Nicolas (s)" <nicolas.joye@students.fhnw.ch>
Datum: Montag, 19. Dezember 2016 um 11:53
An: Beni Meier <beni.meier@swisseconomic.ch>
Betreff: Swiss Economic Award

Sehr geehrter Herr Meier

Im Rahmen eines Studierendenprojekts der Fachhochschule Nordwestschweiz (FHNW) würden wir Ihnen gerne ein paar Fragen bezüglich des Swiss Economic Awards stellen. Wir würden es sehr schätzen wenn Sie sich kurz Zeit nehmen um die Fragen zu beantworten.

Wir haben uns zum Ziel gesetzt eine neue Startup-Challenge zu entwickeln. Während unserer Recherchen sind wir auf den Swiss Economic Award gestossen und würden, falls möglich, noch einige Einzelheiten nachfragen um möglichst viel von Ihrer vorbildlichen Challenge zu lernen.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen?
2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist?
3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt?

Wir würden uns freuen, wenn Sie uns mit dem Beantworten der Fragen unser Projekt unterstützen würden.

Vielen Dank für Ihre Bemühungen.

Freundliche Grüsse
Nicolas Joye, das Projektteam

1 von 1 06.01.2017 10:31

InnoPrix

<https://webmail.fhnw.ch/owa/?as=Items&t=IPM.Note&id=RgAAAA>**InnoPrix**

thomas.bucher@baloise.ch

Sent: 19 December 2016 14:51

To: Joye Nicolas (5)

Sehr geehrter Herr Joye

Besten Dank für Ihre Anfrage zum Thema InnoPrix. Als Sekretär der Stiftung der Baloise Bank SoBa zur Förderung der Solothurnischen Wirtschaft, deren Zweck es u.a. ist, den mit 25'000.- dotierten InnoPrix jährlich zu vergeben, werde ich Ihre Fragen gerne beantworten.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen?

Durch den zumindest im und um den Kanton Solothurn bekannten InnoPrix und unsere Nähe zum kantonalen Gewerbeverband, zu Behörden und zur Solothurner Handelskammer konnten wir seit je her eine stattliche Anzahl an Bewerbungen entgegennehmen. Obwohl viele Firmen aufgrund der momentanen wirtschaftlichen und gesellschaftlichen Entwicklung (starker Franken, Digitalisierung, Kosteneffizienz etc.) kaum freie Kapazitäten haben, um den Aufwand, den eine Bewerbung für den InnoPrix oder andere ähnliche Auszeichnungen mit sich bringt, zu bewältigen, haben wir keinen Bewerberrückgang zu verzeichnen. Gerade in der jetzigen Situation sind Innovationen gefragt, was unserem Preis entgegenkommt. Die Hürde für die Einreichung einer Bewerbung sind mit dem auf der Homepage zu findenden Bewerbungsformular relativ hoch gesteckt, was zwar die Anzahl an Bewerbungen schmälern mag, aber uns gleichzeitig zumeist qualitativ wirklich gute Projekte generiert. Gerade in diesem Jahr war die Wahl des Gewinners (Ticketfrog AG) schwierig, weil der Stiftungsrat viele qualitativ hochstehende Bewerbungen zu beurteilen und zu vergleichen hatte. Die Anzahl an Bewerbungen schwankt um die Anzahl 15 - manchmal wenig mehr, manchmal ein bisschen weniger.

2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist?

Diese Frage lässt sich nicht generell beantworten. Wir haben Bewerber, die nur darauf warten Ihre Projektidee einzureichen (Die Ausschreibung läuft jeweils ab Frühling). Die Tendenz in der Einreichung der Bewerbungsdossiers zeigt aber schon Richtung Endphase hin. Die Gründe mögen sein, dass sich der oben beschriebene nicht ganz triviale Bewerbungsaufwand in die Länge zieht (hängt auch davon ab, wie ernst die Bewerber den Preis nehmen), oder dass die Bewerber ihre neusten Entwicklungen in ihr Dossier einfließen lassen möchten. Die Bewerbungsfrist läuft jeweils bis zum 30. Juni. Bei nachträglich eingereichten Projekten muss dann der Stiftungsrat entscheiden, ob das Projekt noch berücksichtigt werden kann (vorherige Meldung, Poststempel, Vorgeschichte etc.), es im Folgejahr näher begutachtet wird, oder der Bewerber direkt eine Absage zugestellt erhält.

3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt?

Zwei Hauptgründe sprechen für eine Teilnahme an der Bewerbungsphase des InnoPrix:

-Finanziell: Der Gewinn von 25'000.- Schweizer Franken ist nicht ohne. Dieses Geld kann den Unternehmen/Projekten helfen, ihre Idee weiter voranzutreiben. So können Investitionen ins Personal, ins Marketing, in die Infrastruktur oder für den technischen Fortschritt getätigt werden.

-Bekanntheitsgrad: Zwar ist der erwähnte Geldbetrag direkt physisch zu spüren, mindestens ebenso wertvoll ist der ideelle Wert des Preises. Durch die Preisverleihung, die jährlich im Stadttheater in Olten stattfindet, erhält der Preisträger den InnoPrix vor einem illustren Publikum im Rahmen einer würdigen Feier überreicht. Die Medienresonanz ist zudem gross, sei es im Internet oder in den lokalen Zeitungen. In der Regel wird bspw. in der Solothurner Zeitung eine ganze Seite dem Preisgewinner gewidmet. Noch einmal erwähnen möchte ich die Nähe zur

1 von 2

06.01.2017 10:32

InnoPrix

<https://webmail.fhnw.ch/owa/?as=Items&t=IPM.Note&id=RgAAAA>

Handelskammer und zum Gewerbeverband, die weitere Türen öffnen kann. Ausserdem kommen die Stiftungsratsmitglieder aus verschiedenen Fachbereichen und können bei der Weiterentwicklung des Projekts auch durch ihre Vernetzung beratend zur Seite stehen. Jedes Jahr erhält der jeweilige Gewinner auch im Jahresbericht der Baloise Bank SoBa eine prominente Rezeption. Alle bekannten und führenden Politiker erhalten den Jahresbericht zugestellt.

Ihrer Mail kann ich entnehmen, dass Sie an einer Startup-Challenge arbeiten. Gerade Studierende und/oder Projekte von der Fachhochschule, von InnoCampus oder sonstigen Bildungseinrichtungen gehören zu unserem "Zielmarkt". Aus diesem Grund bitte ich Sie oder anmiere ich Sie mit Ihrem Startup-Projekt eine Bewerbung für den InnoPrix 2017 zu prüfen. Gerne kann ich Sie nächsten Frühling noch einmal kontaktieren.

Bei weiteren Fragen stehe ich Ihnen natürlich gerne zur Verfügung.

Freundliche Grüsse
Thomas Bucher

Thomas Bucher
Assistent Geschäftsleitung und Unternehmensentwicklung
Baloise Bank SoBa, Amthausplatz 4, 4500 Solothurn
Telefon +41 58 285 36 56

thomas.bucher@baloise.ch - www.baloise.ch

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06.01.2017 10:3

AW: Heuberger Winterthur Jungunternehmerpreis

<https://webmail.fhnw.ch/owa/?as=Share&tr=IPM.Note&id=RgAAAA>

AW: Heuberger Winterthur Jungunternehmerpreis

Domeisen Michael [domeisen@standort-winterthur.ch]

Sent: 23 December 2016 09:49

To: Joye Nicolas (s)

Lieber Herr Joye

Gerne geben ich Antwort (s.u.). Viel Erfolg und beste Grüsse

Michael Domeisen



Standortförderung Region Winterthur

Michael Domeisen

Geschäftsführer

Im Hauptbahnhof

Postfach

CH-8401 Winterthur

Tel. +41 52 267 67 97

Fax +41 52 267 67 98

E-Mail: <mailto:domeisen@standort-winterthur.ch>

www.standort-winterthur.ch

Von: Joye Nicolas (s) [mailto:nicolas.joye@students.fhnw.ch]

Gesendet: Montag, 19. Dezember 2016 11:58

An: Domeisen Michael

Betreff: Heuberger Winterthur Jungunternehmerpreis

Sehr geehrter Herr Domeisen

Im Rahmen eines Studierendenprojekts der Fachhochschule Nordwestschweiz (FHNW) würden wir Ihnen gerne ein paar Fragen bezüglich des Jungunternehmerpreises stellen. Wir würden es sehr schätzen wenn Sie sich kurz Zeit nehmen um die Fragen zu beantworten.

Wir haben uns zum Ziel gesetzt eine neue Startup-Challenge zu entwickeln. Während unserer Recherchen sind wir auf den Heuberger Jungunternehmerpreis gestossen und würden, falls möglich, noch einige Einzelheiten nachfragen um möglichst viel von Ihrer vorbildlichen Challenge zu lernen.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die

AW: Heuberger Winterthur Jungunternehmerpreis

<https://webmail.fhnw.ch/owa/?as=Item&tr=IPM.Note&id=RgAAAA..>

Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen?

Rund 150 Bewerbungen, konstant

2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist?
Schlussphase

3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt?
Preisgeld und Renommée, aber auch Challenge

Wir würden uns freuen, wenn Sie uns mit dem Beantworten der Fragen unser Projekt unterstützen würden.

Vielen Dank für Ihre Bemühungen.

Freundliche Grüsse
Nicolas Joye, das Projektteam

1 von 2

06.01.2017 10:41

Re: Swiss Technology Award

<https://webmail.fhnw.ch/owa/?as=Item&it=IPM.Note&id=76AAAA...>

Re: Swiss Technology Award

Wyss, Claudia (SEF) [claudia.wyss@swisseconomic.ch]

Sent: 23 December 2016 09:20

To: Joye Nicolas (s)

Lieber Herr Joye

Vielen Dank für Ihre Nachricht.

Gerné kann ich Ihnen unterstehende Fragen beantworten. Weitere Informationen zum Jurierungsprozess etc. finden Sie auf unserer Website.

Wir wünschen Ihnen viel Erfolg bei Ihrem Studierendenprojekt und schöne Festtage.

Beste Grüsse
Claudia Wyss

Von: "Joye Nicolas (s)" <nicolas.joye@students.fhnw.ch>

Datum: Montag, 19. Dezember 2016 11:54

An: Claudia Wyss <claudia.wyss@swisseconomic.ch>

Betreff: Swiss Technology Award

Sehr geehrte Damen und Herren

Im Rahmen eines Studierendenprojekts der Fachhochschule Nordwestschweiz (FHNW) würden wir Ihnen gerne ein paar Fragen bezüglich des Swiss Technology Awards stellen. Wir würden es sehr schätzen wenn Sie sich kurz Zeit nehmen um die Fragen zu beantworten.

Wir haben uns zum Ziel gesetzt eine neue Startup-Challenge zu entwickeln. Während unserer Recherchen sind wir auf den Swiss Technology Award gestossen und würden, falls möglich, noch einige Einzelheiten nachfragen um möglichst viel von Ihrer vorbildlichen Challenge zu lernen.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen? Die Zahl der Anmeldungen konnte – auch aufgrund verstärkter Kommunikationsmassnahmen – in etwa stabil gehalten werden. Wir haben jeweils rund 60 Bewerbungen für den STA (alle drei Kategorien zusammengerechnet).

2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist? Die meisten bewerben sich jeweils kurz vor knapp, also in der Endphase der Bewerbungsfrist.

3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt? Es gibt etliche Preise, die ein Preisgeld ausbezahlen. Bei uns ist dies nicht der Fall. Wir sind der Überzeugung, dass in erster Linie die öffentliche Wirkung, insbesondere auch der Auftritt am Swiss Innovation Forum, die Bewerber zur Teilnahme bewegt. Dies ist ein einzigartiger Auftritt vor einem grossen Publikum, der andere Preisverleihungen nicht bieten können.

Wir würden uns freuen, wenn Sie uns mit dem Beantworten der Fragen unser Projekt unterstützen würden.

Vielen Dank für Ihre Bemühungen.

Freundliche Grüsse
Nicolas Joye, das Projektteam

1 von 1

06.01.2017 10:35

Fragen zur Swisscom StartUpChallenge

<https://webmail.fhnw.ch/owa/?as=Items&t=IPM.Note&id=RgAAAA...>**Fragen zur Swisscom StartUpChallenge**

Penny.Schiffer@swisscom.com

Sent: 04 January 2017 13:48

To: Joye Nicolas (s)

Cc: Sara.Wyss@swisscom.com

Hi Nicolas

Vielen Dank für deine Anfrage. Hier sind die Antworten - ich hoffe, es hilft. :-)

LG

Penny

Sehr geehrte Damen und Herren Im Rahmen eines Studierendenprojekts der Fachhochschule Nordwestschweiz (FHNW) würden wir Ihnen gerne ein paar Fragen bezüglich der Swisscom Startup Challenge stellen. Wir würden es sehr schätzen wenn Sie sich kurz Zeit nehmen um die Fragen zu beantworten. Wir haben uns zum Ziel gesetzt eine neue Startup-Challenge zu entwickeln. Während unserer Recherchen sind wir auf die Swisscom Startup Challenge gestossen und würden, falls möglich, noch einige Einzelheiten nachfragen um möglichst viel von Ihrer vorbildlichen Challenge zu lernen.

1. Wie hat sich die Anzahl Teilnehmer im Verlauf der letzten 5 Durchführungen verhalten? Konnte eine Zunahme oder eine Abnahme der Anzahl Teilnehmer beobachtet werden? Oder verhält sich die Anzahl Teilnehmer über die Jahre stabil? Falls möglich, könnten Sie uns die Anzahl nennen?

Wir hatten in den ersten drei Jahren 150 Anmeldungen, im letzten Jahr dann 200.

2. Aus organisatorischen Gründen, wann treffen die meisten Bewerbungen der Teilnehmer ein? In der Anfangsphase, Mittelphase oder Endphase der Bewerbungsfrist?

Fast 50% der Bewerbungen kommen an den letzten 2 Tagen der Bewerbungsphase

3. Was denken Sie, welche ist die Hauptmotivation die Teilnehmer zum Mitmachen bewegt?

Der Trip ins Silicon Valley und die Möglichkeit, ein Venture Investment zu erhalten oder mit der Swisscom zusammenzuarbeiten.

Wir würden uns freuen, wenn Sie uns mit dem Beantworten der Fragen unser Projekt unterstützen würden. Vielen Dank für Ihre Bemühungen. Freundliche Grüsse Nicolas Joye, das Projekt

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B. Population

Because of readability, see separate Excel Database.

C. Benchmark

Because of readability, see separate Excel Database.