

CORPORATE VENTURE LAUNCHPAD 3.0

Wright Partners & MING Labs

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We keep our **fees low** and are **willing to invest** together with you. This ensures we are aligned with the success of the new venture.

We do not believe a deck is a deliverable but rather a **minimum set of operations and product** that can have significant ROI and can be scaled further with a **strong base of profitability**.

We **Build Risk-Aligned and Sustainable Businesses**

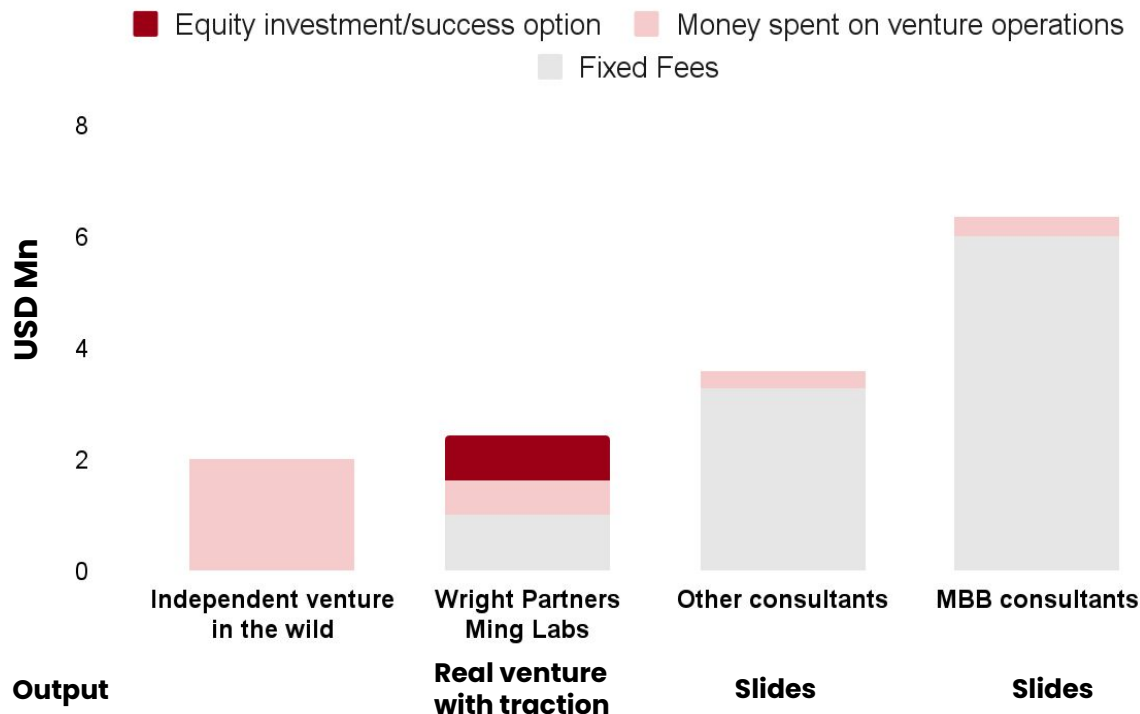
Our **product and commercial partners** are involved every day in the build and do the work

We help corporates leverage **strategic assets** to **reduce initial investment** and provide the option to spin in or spin out

We ensure that corporates have both a **clear understanding** of fast changing market conditions as well as **new revenue engines** to develop their business

We believe corporates should spend less than USD 2.5m for a venture with product-market fit. Any more only benefits consultants.

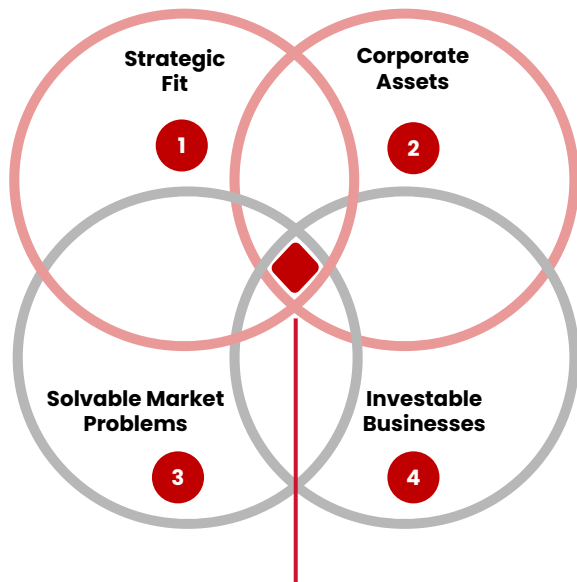
Total cost to build new business over 24 months (USD Mn)



WPML Ventures have:

- Risk-alignment. Our low fixed fees means we only win if you (the venture) wins
- Real customers, traction, revenues, and founding team
- The lowest avg total spend per venture within our industry,

Our ventures are built in the sweet spot between corporate interest / capabilities and market needs / return potential



Choosing the **right venture** is key
in ensuring corporate value

An early-stage corporate-backed venture that:

- 1 Fits strategically with the corporate vision**
 - Aligned with long-term corporate strategy
- 2 Can leverage corporate assets**
 - Has early advantages over ventures in the wild due to leveraging corporate assets
- 3 Solves clear market problems**
 - Big enough impact or opportunity to “move the needle”
 - Solves real problems people are willing to pay for today
- 4 Is investable (either by external investors or corporate)**
 - Venture strength is measured by external VC investment interest as a key validation metric
 - Has strong founder(s) operating within clear governance

WPML enables the Corporate to build investable ventures that solve real problems and generate revenue today

Consulting Companies/Venture Builder Advisory

01 High upfront fees

Many consultants staff big teams and charge high fixed fees as that is what they profit on. Even if ventures built like this survive, a very high exit value will be required to create a reasonable ROI on the high initial spend



02 Low risk-alignment

Fixed fees are taken even without venture success. This incentivizes consultants to staff more people and extend project time / spend instead of quickly achieving venture sustainability and independence



03 Trend-focused approach

Others often follow flashy trends which do not always solve real problems. AI/Blockchain/ESGtech are great buzzwords but not all ventures should be built on them for its own sake



04 Broad, theoretical market validation

High-level demand validation with less actionable insights. Many stop at verbal signals of interest from customer interviews



05 No external investability validation

Most firms do not take the risk of establishing that their ventures are investable by professional investor standards



WRIGHT
PARTNERS

MING LABS

Cost-efficient, stage-gated spend

01

We believe charging high fixed fees without proving success hurts all in the industry. Our upfront fees are 3-4X lower than our peers, and we stage-gate spending the same way a VC might, doubling down only after seeing real traction.

Risk-aligned on every venture

02

We believe in selectively building ventures that will benefit all parties long-term. We are willing to invest our own money into ventures at the end of design phase. We never recommend anything we would not invest in ourselves.

Value-chain & pain-point approach

03

We perform value mapping across verticals to define real pain points worth solving, and match the unsolved problems with where profit pools lie to identify profitable venture opportunities.

Validation from paying customers

04

We validate pain-points and solutions through real transactions and willingness-to-pay, not just customer interviews.

Validation from external investors/VCs

05

We also leverage our VC/investor network to validate real venture investability from the beginning to prevent building something that has no value to the market other than for those who built it.

We offer opportunity discovery all the way to scale-up, with the option to spin-in or spin-out the ventures

Discovery (2 months)

Opportunity Mapping

4-6 top opportunities fit for your innovation strategy

Based on market constraints and your corporate advantage



Discovery available but not covered under CVL

HOW WE DO IT

We take stock of your assets, strengths and ambitions. We match that with the desired value chain and identify pain points to solve, together with the associated revenue and profit pools

Design (4-6 months)

Real commercial validation (pilot)

Sales traction, founding team (internal or external), business model and investment pitch. Everything an IC needs to make an informed investment decision, from market data to the business model and the product roadmap



We try to sell, get revenue commitments - because how else will we know that the customer will pay?



We get our hands dirty with a pilot - because how else will we know we can solve a valuable problem?



We find the right leader/founder for you - because how else will we know we have the talent to execute the plan?

HOW WE DO IT

The Wright and MING team will discover pain points and identify the right solution approach. We then try to sell to see which customers are willing to commit to pay. Meanwhile, we search and engage a fit-for-purpose founder. Based on the pilot, we build a comprehensive pitch and business case, incl. market data, business model, product roadmap, technology etc.

Build (8-12 months)

Spin-in

Spin-out

Product and team built to generate recurring revenue. Getting ready for the growth phase

HOW WE DO IT

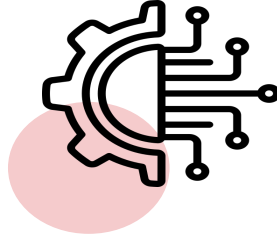
We support internal or external founding teams with recruitment, governance with other corporate BUs, sales introductions, product development strategy, and if required, fundraising

A venture built with WPML will generate revenue, have a functioning product, and a strong founding team within 6 to 12 months

We go well beyond industry norms to present the following key outcomes within 6 months of the completion of the design phase



Real revenue from paying customers validated at design phase leading to revenues within 3 months post IC



Functioning product and product strategy + roadmap



Founding team on-boarded within a clear governance structure that aligns incentives

Our team is focused on execution, with industry-leading product & commercial partner involvement to make fast, tangible progress

The venture team is compensated by equity, making delivery their priority

Senior Executive / Entrepreneur / Investor with 15+ years experience. Responsible for business model, investment and commercial execution

Commercial Partner

Product Partner

Entrepreneur / corporate innovation / investor with 15+ years product experience. Leads product design and execution

Founder(s)

A strong founder possessing significant experience relevant to the venture. Responsible for the day-to-day

Venture Architect Co

Venture Architect Pr

Our trained squadron of entrepreneurs. Responsible for supporting venture needs

UI, UX, Engineering

We have product development capability to effectively build the mockup and MVP

Through our network, we pull experts with specific relevance to the venture as needed

Subject Matter Experts

As a strong value-add, we will recruit a complete founding team for our venture builds with you

Talent Recruiter

Recruitment professional with 10+ years of experience. Skilled in driving APAC hiring needs & optimizing talent strategies

We have a track-record of building investable ventures that raise significant funding and scale-up fast

We have built more than 40 ventures in the past 4 years across different capacities

Examples of our recent, announced ventures (spin-out)



Examples of our recent announced ventures (spin-in/exit)

* 15 more ventures unannounced in public



Selected other funded ventures



Key venture stats

>90%

Ventures generating revenue from real customers within 6 months past design phase

> 70Mn USD

Ventures raised from institutional investors, separate from corporate investors

> 1Bn USD

Current enterprise value of ventures built

Our corporate clients recognise our unique value to build risk-aligned, investable ventures

Quote from:

About the
venture(s) built
with WPML:

Chief Executive Officer,

Leading Maritime and
Logistics company



"The Wright Partners approach makes venture building **a very attractive option for corporates**. They bring together **optionality for the corporate, costing that focuses on results, and equity alignment** that makes them a real, **long-term partner**. Working with Wright Partners has enabled us to **build new ventures as a way to create additional business**, while **not taking too much focus and capacity away from the existing business**. Wright Partners ability to execute has really delivered and we look forward to working more with them in the future."

Venture Building Lead,

Leading corporate
venture studio by MNC
bank



"Wright Partners' venture building model has allowed us to **build much faster than before**. Their founder's mindset, combined with real business and product building capacity, has shown us that **there is an alternative to the corporate venturing advisors**. Wright Partners have demonstrated to be **a true partner, ready to take great entrepreneurial risks**, and has **led us to open up to an equity-based, investable venture approach**. We are exploring to expand the portfolio of new ventures together."

Chief Executive Officer,

Trading and agriculture
conglomerate in
Indonesia



"VCs commented that **they have never seen companies these young have such clarity of books each month**."

"This venture building and governance model means that the **corporate does not have to spend time on fire fighting**, and the **venture does not have to worry about back office**, etc."

"We and Wright Partners have many more ideas, and **our hot streak might suggest that we have found a way**."

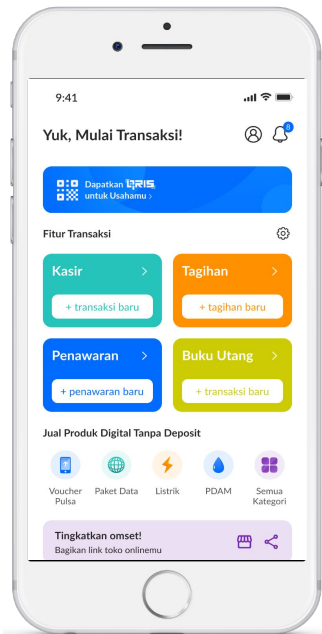
We identify and build real ventures, not just slides – as a case study, we built Labamu, a payment venture for MSMEs that is still growing today



X

Leading corporate venture studio in Singapore

Case Example



	Labamu by the end of design phase (4m from project kick-off)	Labamu today (2024)
No. of SME Users	8,000+	84,000+ (~ USD 7m ARR)
Product readiness	App released with Quote, Invoicing, POS capabilities, mobile first.	Full scalable fintech solution for SMEs. <i>Quotes, Invoicing, POS, PPOB, Lending, Neo Banking, Outlet Management, Order Management. (Mobile & Desktop)</i>
Team	Founders, 2 recruited and onboarded, still under corporate awaiting go-live by bank.	Founders moved to venture and full management team recruited.

We go beyond paper exercises: For an on-going industrial heat optimisation venture, we tested key hypotheses in real SEA factories



Setting up multiple phones on tripods as a low-cost method to validate key metrics of steam production and consumption. This informs the level of instrumentation required for the product.



Collecting real-time surface temperature readings to validate the value of granular temperature data in understanding steam consumption for a dyeing machine in a textile manufacturing plant in Malaysia.



Testing the feasibility of low-cost Infrared imaging cameras to identify causes of water hammering problems within heat exchangers, at a beverage processing plant in Singapore.

The Wright Partners – MING Labs Partnership

Rooted in Trust, Experience, Humility, Diversity

Our Partners serving you



Sebastian Mueller | Founding Partner – Product MING Labs

- Built multiple successful digital ventures in Asia and EU, with >8 years experience in corp. venture building
- Previously worked with innovation units at BASF, MunichRe, Evonik, Voith, and more to build new biz
- BSc Business Information Systems, TU München
- BSc Computer Science, Shanghai Jiao Tong University



Arnold Egg | Founding Partner – Product Wright Partners

- Built multiple successful digital ventures of which two have achieved unicorn status. (OVO, Tokobagus/OLX, Bizzy, MatahariMall, Mbiz, etc.)
- Founder and CEO Sprout Labs
- James Madison University Alum



Toi Ngee Tan | Founding Partner – Product Wright Partners

- Built >7 funded ventures, with >5 years experience in corp. venture building
- Previously founder of Juvo Labs (IoT)
- Previously corp. strategy at Robert Bosch, innovation lead at Sinar Mas, program lead at TNB Accelerator
- M.Eng. & BSc Computer Engineering, Cornell University



Ziv Ragowsky | Founding Partner – Commercial Wright Partners

- Built >7 funded ventures which raised over \$50 Mn in their first year
- Over 8 years experience in corp venture building
- Previously CEO of Maha Micro Finance and 8villages
- McKinsey & Company Alum
- MBA, INSEAD. BBA, UofM Ann Arbor

Our Advisory Board



Claudia Zeisberger | Senior Advisor

- Author, Professor at INSEAD and Founder of the school's PE & VC centre (GPEI). Before joining INSEAD in 2005, she spent 16 years in global investment banking.
- Actively involved in entrepreneurial ecosystems globally and devotes a significant amount of her time to mentor early-stage companies



Antoine de Carbonnel | Senior Advisor

- Executive coach, startup mentor
- Chief Commercial Officer of Gojek
- Managing Director at Kartuku
- Principal at Ancora Capital, a leading Indonesian Private Equity firm
- McKinsey & Company Alum
- MBA, University of Chicago's Booth School of Business

We are global venture builders incubating the next generation corporates and building a brighter future



FOUNDED

2020

LOCATIONS

5



MONEY RAISED (USD Mn)

70+

VENTURES

30+

NAME

WRIGHT

/raɪt/ noun – A maker, A builder.

An expression of the unpretentious craft of building new businesses. An allusion to the pioneering band of brothers who through relentless experimentation built a world-changing technology.

ORIGINS

A PARTNERSHIP OF EXPERIENCED ENTREPRENEURS

We are seasoned entrepreneurs, investors, corporate innovators and professionals. Individually and collectively, we have designed, piloted, operated and exited our independent and corporate-backed ventures.

VISION

INCUBATE THE NEXT GENERATION CORPORATES

Professional entrepreneurs, with access to corporate resources, have a disproportionate chance of launching a startup and growing it as big as the corporate core.

MISSION

MAKE CORPORATE VENTURES EARN THEIR SURVIVAL

Starting a venture by making small strategic investments in big opportunities – not the other way around. We find value in execution, not in seeking large consultancy or investment budgets.

We are global venture builders incubating the next generation corporates and building a brighter future



FOUNDED

2011

LOCATIONS



PEOPLE

80+

PROJECTS DELIVERED

350+

NAME

MING

The Chinese character is a conjunction of the words sun (日) and moon (月), representing light, and therefore bright or enlightenment. It also means the future.

PURPOSE

DESIGN FOR A BRIGHTER FUTURE

We believe it's possible to design a future where people, planet and business are in harmony. We want to bring about transformation.

VISION

TRANSFORMING THE OLD ECONOMY INTO THE NEW ECONOMY

We believe in the creative renewal of systems through concerted efforts from inside and outside, to preserve what works and change what does not.

MISSION

BECOMING THE MAGNET FOR CHANGEMAKERS GLOBALLY AND CREATE A NET POSITIVE FUTURE

We want to work with the brightest minds and organisations to embark on this journey.

Contact information



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WRIGHT
PARTNERS

