Open Innovation in Mining
Models and Implementation

APPENDICES
Programa Expande

This study presents the context and culmination of a long process that was made possible with the support of BID Lab for the development of pilot experience about open innovation applied to the mining industry. We appreciate your valuable collaboration in the implementation of this program, especially in the development of publications that deliver practical and high-value tools for the global innovation ecosystem.

Expande is an Open Innovation Program in Mining, of public-private nature, which is grounded on a collaboration concept through a linkage mode that connects the demand for technological solutions required by the mining industries with the supply coming from the vendor companies. Expande has been designed and implemented by Fundación Chile with a purpose to promote high-impact solutions that enable the growth and the transformation of Chile towards sustainable development.

Currently, its governance relies on the participation of Corfo, Ministry of Economy, Ministry of Mining, BID Lab, Corporación Alta Ley; and the mining companies: Codelco, BHP, Antofagasta Minerals and the recently joined, Collahuasi.

First edition “Open Innovation, Models and implementation”
Santiago, 2019.

Editorial Board
Fundación Chile: Andrés Pesce; Enrique Molina; Ricardo Morgado; Francisca Contreras; Andrés Mitnik; Patricio Pastorelli; Agustín Sepúlveda; Loreto Velázquez; Fernando Zúñiga; Macarena León.

Writing Team and Content Development
EY Advisory: Eduardo Valente; Osvaldo Travieso; Clementina Villalva; Pablo Anuncio; Nicole Piffaut; Franco Bozalla; Cristina Garrido; Jaime Sáez.

Valuable collaboration of
Carolina Carrasco; Senior Specialist, BID Lab.

Design and Layout
Daniela Erlwein, Mauricio Becerra.
Contents

IMPLEMENTATION CASES: NETWORKING  pág. 05
IMPLEMENTATION CASES: MENTORSHIP  pág. 08
IMPLEMENTATION CASES: TECH SCOUTING  pág. 11
IMPLEMENTATION CASES: CLUB DEAL  pág. 14
IMPLEMENTATION CASES: IDEA CONTEST  pág. 16
IMPLEMENTATION CASES: CORPORATE ACCELERATORS  pág. 19
IMPLEMENTATION CASES: VENTURE CAPITAL  pág. 22
IMPLEMENTATION CASES: JOINT VENTURE  pág. 24
IMPLEMENTATION CASES: CORPORATE VENTURE  pág. 28
For a long time, Procter & Gamble generated innovation behind closed doors. However, in the early 2000s, A.G. Laftley the CEO realized that they would not be able to achieve the company’s growth objectives if they kept investing more and more in R&D.

That was how the model changed to ‘connect and develop’. The company began collaborating with suppliers, competitors, scientists, entrepreneurs, and others, thus, creating better products and faster.

Thanks to networking, by 2016 the productivity increased 60 per cent. Over the last 2 years, P&G launched more than 100 products that had been partly developed with the help of external players.

Individuals who build diverse networks have an improved ability to be creative. This happens because creativity emerges from the combination of perspectives and different ways of doing things.
The company wished to launch a new product onto the market; considering that the latest market launches were not successful as they lacked a strategy to enter the market, they looked for external help to create the strategy.

The company decided its strategy would be based on a networking model that allowed it to understand the potential clients. To do so, clients were invited to participate in workshops to co-create the product. The company was able to know exactly what clients needed from the product, what aspects should change and market niches to sell the product were identified. This model was selected since the company had little experience in Open Innovation and in consideration to the pursued objective.

The main barrier in this case was to get the company to listen to what clients had to say and put its ideas aside. The risk, on the other hand, was associated with actually identifying what clients want, since often consumers do not express what they really want.

Austmine is a leading industrial organism in the mining equipment, technology and services (METS) sector in Australia. In order to develop METS sector and provide growth and value opportunities to its members so they can achieve greater success, they developed a network of more than 500 members, reflecting the great diversity of METS companies from the most important manufacturers of original equipment, contractors, to SME software, equipment manufacturers, consulting, technology, and support services.

For each member this exchange has resulted in collaboration opportunities, new contacts and greater support in terms of marketing and brand development. Its networking model consists in charging an annual membership fee calculated on the annual profits of the company wishing to become a network member.
Young Mining Professionals (YMP) is a growing international association of professionals in the mining sector with offices in Vancouver, Toronto, Montreal and London that share a mutual interest to advance their global profile and leadership in the mining and exploration industry.

The goal of YMP is to help participants gain the skills, support and knowledge to successfully boost their careers, develop a contact network within the industry and identify investment opportunities related to their profession and mining. YMP helps them achieve these objectives through theme networks, guest speakers and social events held throughout the year, as well as through a network connecting players that operate in the same industry at international level.
Implementation Cases: Mentorship

Caterpillar is a leader in mining and construction equipment. It offers its professionals a 2-3 year development program, depending on the department.

CAT mentors help them in a variety of aspects such as, career exploration, corporate culture, soft skills, development, organizational understanding and work-life balance.

The company is strongly focused on the development of young employees. Participants work to develop skills in their focus areas. They can learn leadership skills through deep relationships with senior executives.

On the other hand, the program allows participants to rotate throughout different departments. In this way, they gain knowledge from different areas of the business and build relationships with the program mentors.
At Facebook’s inception, many wanted to purchase the company. At that time, Mark Zuckerberg met Steve Jobs who advised him to reconnect with what he believed was Facebook’s mission; to do so he had to travel to a specific temple in India Steve Jobs had visited himself, when Apple had just started.

Zuckerberg visited the temple and traveled across India for a month. There he realized how people in India connected with each other; which confirmed the way he felt about Facebook’s mission and the significance of what he was developing.

While traveling across India, Steve Jobs was impressed by the way people used their intuition, contrary to the rational thinking in the western world. According to him, intuition is very powerful, even more than intellect. That revelation had a great impact on his career. Many people wonder, how can Zuckerberg be as wise as a person who is 20 years older? He had good mentors from the very beginning.

Since 2000, the MIT Venture Mentoring Service (VMS) has been applying a rigorous mentorship model, helping entrepreneurs launch successful companies. Over the past decade, more than fifty mentoring programs have been launched around the world through VMS Outreach Program. The goal is to work individually with organizations so they adopt VMS model. Today, more than 50 VMS-training programs can be found worldwide.

Organizations wishing to launch a mentoring program send their leaders to the MIT to learn about methodology, selection and retention of mentors, ethical aspects, commitments with entrepreneurs and their startups, and operational matters.

VMS teaches participants they have to begin step by step and grow gradually. For example, the team of Scion DTU, a science and technology company, was planning to grow fast with dozens of mentors for 20 companies in 6 months.
Innovation is essential to the mining equipment, technology and services (METS) industry and will ensure a sustainable future in the field of mining. There is the need to foster people who really embrace and defend innovation. In response to this need, Austmine developed the Austmine Innovation Mentoring Program. This program is sponsored and supported by METS Ignited.

The program is designed to shape the numerous skills required so that innovators succeed in the current fluid market environment. Through mentoring sessions participants gain general understanding about innovation, including ideation, strategy, marketing and implementation. Personal development, career improvement and development of skills are the most important objectives of the program for both participants and mentors.
Implementation Cases: Tech Scouting

Novartis, a bio medicine research institute, partnered with Harvard to find disruptive technologies. They formed teams to scout for, in academic laboratories, new inventions that benefit scientists in the search for new drugs.

After searching through academic papers, they found a study by Sunney Xie, a Harvard professor of chemistry and biological chemistry. The paper discussed Raman Spectroscopy technology that uses laser to detect molecule vibrations.

This technology was tested using the company’s drug’s molecules. The equipment showed that imatinib and nilotinib molecules were trapped in small cell compartments called lysosomes. Cancer cells appear to defend themselves from drugs aimed at reducing these residues. They were able to reduce, with the technology that had been found, the concentration of imatinib in lysosomes, co-administering a molecule called chloroquine.
In 2004 Deutsche Telekom introduced a methodology called Technology Radar for the early detection of technologies, thus increasing the visibility of threats and opportunities, fostering innovation and facilitating the entry of external technologies.

The process had 4 stages. Identification of global technologies through its network in universities and the industry. At this stage, the technology was described as well as its status and business potential. Later, they were selected according to the level of disruption and an analysis was made to determine whether or not the company had already covered that technology. At the third stage, that is, evaluation, technologies were ranked on the basis of 2 criteria: impact and feasibility. The ranking was prepared at a workshop attended by the technology exploration team and the scouts’ team. Finally, at the stage of dissemination, one-pagers were prepared and technologies were seen on a Radar Screen that categorized them according to the level of development and the field thereof.

IdeaConnection, founded in 2007 with more than 40,000 partners is very effective in finding new technologies thanks to its access to a global network of experts.

The object of IdeaConnection is to solve the problems of companies of all sizes from Fortune10s to individuals by exploring already developed solutions. It owes its success to its connection with the networks of each partner, which means access to a wide range of technologies.

Clients receive detailed information about existing technologies available for licenses, acquisition or collaboration. Clients only pay for the technologies in which they are interested and will be followed up by them.

The problems solved using tech scouting range from nanotechnology, virtual reality, and packaging to product development.
Codelco, an important Chilean company and the first copper producer of the world is constantly working to become a new point of reference in global innovation for the mining industry. In 2017, through its new technology subsidiary called Codelco Tech, it integrates the experience, knowledge and capabilities in this field of its technology and innovation subsidiaries, IM2, BioSigma and CodelcoLab, evolving towards an open solution development model that incorporates and promotes collaboration with suppliers, research centers, universities, startups and other national and international entities.

Currently, the new subsidiary has a team of approximately 120 people including, some of the staff from former technology units and newly hired staff.
Implementation
Cases:
Club Deal

Permira
Software
UK

In 2015, the Private Equity company partnered with Canada Pension Plan Investment Board (CPPIB) to purchase Informática, a California-based software supplier for $5.3 billion. It was one of the biggest leveraged purchases of the year and particularly in the software industry.

The purchase was materialized through a long term debt of $2.6 billion. Shareholders received $48.75 dollars per share in cash in accordance with the contract terms. The acquisition was part of a strategy intended to increase subscription-based and cloud-based services and also continue to increase their share in 4 markets with great opportunities: cloud integration, data management, analytics, and data security.

The Canada pension fund has become one of the largest private investors with investments in Neiman Marcus, Univision, and other large companies.
NewDay is a lead provider in the consumer finance industry, specialized in the credit card market in the UK. It extends credit to more than 5 million consumers. This country is Europe’s biggest credit card market. On the other hand, Cinven and CVC Capital Partners, both Private Equity companies, have an excellent track record in investing and growing financial service businesses. On one hand, Cinven has been in the industry for over 40 years, and by the end of 2016 it managed 15.5 billion Euros in assets. CVC was established in 1981 with $69 billion in asset management.

The objective is to generate returns to the investors by increasing the value of the companies they invest in. This is accomplished by identifying opportunities and getting involved in the management of the company.

This is undoubtedly a clear example of 2 giants in the Private Equity industry specialized in the financial sector that opted to join together among equals, rather than making alliances with corporations.

Before the financial crisis, Club Deals were on the rise. This was the situation in 2006 as one of the largest transactions at the time was carried out; HCA was bought for a total amount of $33 billion dollars through a Club Deal formed by Bain Capital, Kohlberg Kravis Roberts and Merrill Lynch Global Private Equity. Each party contributed close to $1.5 billion dollars, while the rest of the capital was contributed by Bill Frist’s family (US Senate majority leader).

This was a political, economic and financial move. With 180 hospitals in the US, HCA depended on regulations that would allow patients to obtain refunds, considering the high cost of medical services.

Four years later, in 2010 HCA expected to go public. After the adoption of the health care reform, ObamaCare, 30 million people would become users of the health system. The IPO was materialized in 2011.

In 2012, after the purchase the value of HCA increased by 26 per cent. Bain investors tripled their money.
Implementation Cases: Idea Contest

The company was experiencing some problems with the production process as cracks were detected in steel plates, a defect that entailed high costs since new plates had to be produced. The company identified a way to solve the problem through Data Analytics, however, it lacked the talent required to develop the algorithms.

The company’s strategy was based on an Idea Contest model to challenge the scientific community to solve the problem. The first 2 months, they worked directly with the CEO and the executive from the R&D department, they visited the plant, current data was analyzed and the capabilities and initiatives of the company were studied. Subsequently, over a month and a half, PoC requirements were established and 3 pitch meet-ups were held to explain the challenge, describe the objectives and technical and legal matters, to subsequently launch the challenge. It was open for a month and 130 people participated in it. The following month, results were assessed, and 2 winners were awarded a prize.
Codelco and Codelco Tech worked together to solve a classic challenge in the mining sector: rock fastening bolts stop crushers since that material cannot be crushed.

Over a month the global and multidisciplinary community of engineers proposed 21 solutions. A month and a half later, the top 4 solutions were thoroughly developed and finally one of them was selected, the project of two Serbian brothers.

The solution consists of a crushable bolt as resistant as steel bolts. In addition, this process costs 40 per cent less than traditional ones and is 3 times faster. Codelco Tech had been trying to solve this problem for over a year with no positive results.

Mining companies must rely on other companies, suppliers and accelerators to solve problems using more modern models. All they need is to have an open mind, collaborate with others and see what everyone else is doing.

Trenitalia, the most important player in the railway industry in Italy partnered with Codemotion to host a Hackathon.

The Hackathon first challenge was divided in 4 fronts: integrated tickets, check-in and check-out on board, purchase of products and a mechanism to automate interaction and vocal assistance. The second challenge focused on protecting the employees’ health at the stations.

For the solution they required a presentation and, if possible, a functional prototype. The challenge was open to programmers, web developers, designers, startups and specialists. The event was attended by more than 100 participants and took place at a conference room. Participants attended the 32-hour event without prior screening. 20 mentors were present throughout the whole event and provided help at the programming phase, decision-making support, prototype design, and presentation format.

The prize consisted of 2 Amazon.com coupons worth 4,000 Euros.
Komatsu, a lead technology and equipment supplier to the mining industry worldwide, launched together with Unearthed Solutions, Komatsu: Transform Mining.

The 54-hour hackathon was held at River City Labs, Brisbane, where fourteen new companies met with more than fifty innovators who had the opportunity to show how their technology applies to the four most important challenges in mining, that is, wireless communications and location, health and security monitoring, characterization of materials in real time, and efficient ore extraction. Participants worked closely with Komatsu’s mentors and the main actors of the business who offered information about modern operations, technology gaps, implementation, integration, and vision of the future.

The prize consisted of a 5,000 dollar innovation voucher and 3,000 dollars in AWS credits (Amazon Web Services), and an all-expenses-paid trip to a global site owned by Komatsu to accelerate the implementation.

Anglo American, a globally diversified mining company, attended the annual hackathon held by Unearthed in Brisbane that was designed with the purpose of connecting industries and innovators to join together and offer technology solutions to the mining and resources industries.

The 54-hour hackathon was attended by students and professionals in the fields of science, engineering, business, entrepreneurship, software development and mathematics.

One of the challenges related to the current delay capture system that mainly focuses on production delays, while secondary parallel tasks are poorly captured manually.

The impact of this challenge is a 10 per cent improvement in delay reduction, by understanding how parallel tasks affect the critical path and associated processes.
Implementation Cases: Corporate Accelerator

Wayra, owned by Telefónica, is a network of corporate accelerators with presence in Europe and Latin America. It has 11 hubs and supports startups at seed stage.

Since 2012, Wayra UK has helped startups raise approximately $207 million dollars in third parties’ capital.

Investments are made in technology startups that match Telefónica, even A series, although investments are rarely made in startups without a minimum viable product (MVP).

Different acceleration programs are offered. In 2018, for example, the period to apply for a program called Intelligent Mobility Accelerator was closed. The program is aimed at finding startups that lead the revolution in the transport sector.

The program is a partnership between Wayra UK and Transport Systems Catapult. It is divided in 2 cohorts of 6 companies over the year, each one receiving support for a 6-month period in relation to 1:1 meetings with mentors, work places, coaches, investor network, master classes, access to Telefónica’s network, technical expertise, mentor network, and Telefónica’s big data.
Global Startup Acceleration Program offers several benefits to startups:

- Online mentorship followed by an intensive BootCamp
- Mentors from Samsung Business & Technology and external advisors
- US$ 3000/ US$ 2000/ US$ 1000 in funding
- Co-working space at IIIT-B campus
- Possibility to access the global market through Samsung GTM teams
- Customer events
- Invitations extended to some startups to attend Samsung Entrepreneurship Awards and world conferences
- Connection between investors and startups
- Business assistance services

The company wished to enter the market with new ideas; to that end it created a new department in charge of contacting teams or startups, purchasing and growing them to subsequently generate profits or sell them.

This model was selected on the basis of the company’s experience in other areas and trust in the American tendency to use it. The accelerator allowed the company to create new ideas, many times in other areas outside its area of expertise, and bring them to the market without its own bureaucratic barriers.

The main barriers encountered related to the company’s culture: trust placed in early age teams with no knowledge of the company to provide ideas, and the concern of the research department of being neglected. On the other hand, the risk was associated to monetary expenditure on ideas that may not work.
Microsoft Accelerator is a global initiative including London, Berlin, Tel Aviv, Paris, Beijing and India. This accelerator supports companies at more mature stages.

At the end of 2017, Microsoft Accelerator Tel Aviv announced the beginning of the eleventh set of startups that entered the program in that city. 12 candidates were selected and the average funding amounted to $6.4 million.

The program was designed for A series, and offers access to technical, sales and marketing support. For a period of 4 months, startups work together with the team of engineers and technicians. They are also mentored, have 1:1 meetings with industry experts and have contact with Fortune 1000 clients. After the program ends, alliances begin with the help of a team of managers in areas such as co-sales and marketing opportunities.

Some of the selected technologies for that cohort are IOT, Big Data and Automotive.
Implementation Cases: Venture Capital

According to BDC Venture Capital, instead of committing millions of dollars to build a fund, hire investors and seek to attain deal flows, companies can use a portion of their long term capital in Venture Capitals specialized in the markets that are more appealing to them.

BDC Venture Capital invests directly in Canadian technology companies. It gets actively involved in all development stages of a startup. From seed to growth funds. It has been investing since 1975 and to date it has invested in more than 400 companies in areas such as, Life Sciences, Telecommunications, Information Technology and Advanced Technologies.

To date, it has achieved 65 exits approximately. The team consists of 39 members who have led 81 investments. Raised capital amounts to $355 million dollars.
In 2010, First Round invested in Uber when the company was valued at $4 million dollars. In 2017, it took part in a secondary sale to Softbank that valued Uber at $48 billion dollars.

Rob Hayes’ company is called First Round for a reason; whether sea seed, pre seed, friends and family or angel, support is provided from day one. The initial investment is generally $500 thousand dollars.

It has a Pitch Assist that consists of a team of content designers and generators to increase the chances of raising capital. First Round Network was created with the purpose of connecting startups with startups, CEOs with CEOs, engineers with engineers, etc. According to the company, recruitment is one of the most difficult and time demanding aspects for founders. This is why support is provided in this area with the several operational aspects this task entails.

Benchmark has invested in Instagram, Uber, Twitter, Dropbox, eBay, among others. This VC is characterized by making early stage investments in mobile, marketplaces, social, and software.

With more than 37 exits, 14 IPOs and 23 M&As and a market value greater than $60 billion, it has positioned itself as one of the leading VCs. It has 6 investors who are members of the board and meet with every startup they will approve.

Investment amounts range from $100 thousand to $15 million dollars. In general, they invest between $3 and $5 million and expect to invest from $5 to $15 million during the life of the startup in the fund.

Being small and minimalist allows Benchmark to be more agile than its competitors.
Implementation Cases: Joint Venture

CR Snow

In 1993, SABMiller joined forces with China Resources Beer to create CR Snow, which has now reached the first place in sales volume in the brewing industry in China and is one of the most important globally.

This Joint Venture was created as SABMiller was determined to enter a new market: China. To do so, it sought and ally for its arrival.

In 2016, after a fruitful Joint Venture, SABMiller, with the purpose of carrying out a merger with AB InVev and due to the requirement of regulators, sold the 49 per cent it owned in CR Snow to China Resources Beer.

RISK

IN Volvement

Funding

$\text{ $$}\$\$\$\$\$\$\$\$\$\$\$\$\$\$
The Joint Venture was created by Nokia and Siemens due to the market share loss that Nokia was experiencing, particularly in the smart phone business line because of the high competition from Apple and Samsung. In this Joint Venture, Nokia provides funds and Siemens technology know-how. This Open Innovation methodology helped the company adapt to a new environment that was threatening it and remain competitive in the industry.

In 2013, the acquisition of Siemens was completed by Nokia that gained total control over it and changed its name to Nokia Networks. While this case ends with an acquisition, it originates as a successful joint venture between these companies.

At the beginning of 20016, Companhia Vale do Rio Doce (CVRD), a Brazilian mining company, announced its participation in a Joint Venture called ZYPM for the creation of a new pelletizing plant in China.

The participants of this new company are Zhuhai Yueyufeng Iron & Steel Co Ltd., Pioneer Iron & Steel Group Co. Ltd. and CVRD with 40 per cent, 35 per cent and 25 per cent interests, respectively.

The investment of CVRD in this project was estimated at four million US dollars and the company would provide at least 70 per cent of the iron ore used to feed the pelletizing plant. This initiative illustrates CVRD’s strategy to support the development of the iron industry in China, especially in the field of pelletizing where CVRD was already a world market leader.
In 1974, General Electric and Safran joined together to create CFM, a company engaged in the manufacturing of long-lasting and efficient aircraft engines in the aerospace industry.

Both companies created this Joint Venture and made equal contributions. The companies contribute to the design, development, production, support, marketing and sales to an equal extent. Currently this company has been operating as a Joint Venture for over 40 years and has allowed both companies to benefit from the model and make a difference in the industry. One of the last developments is LEAP engine, which reduces fuel consumption and CO2 emissions by 15 per cent as well as Nox emissions by 50 per cent.

BHP Billiton, one of the world’s largest mining companies, and Rio Tinto Group, an international corporate group in the mining sector, signed in 2009 an agreement of basic principles to create a joint production company that covered all iron mines in Western Australia of both companies. The joint production company covers all current and future assets and liabilities of the iron mines in Western Australia. It provided important synergies that resulted from combining the operations of the mining companies in Western Australia with the object to produce more iron ore at lower costs.

BHP Billiton and Rio Tinto expected to obtain a current net value of these unique production and development synergies that exceeded the amount of US $10 billion dollars.
In 2017, South32, a globally diversified mining and metal company with high quality operations in Australia, South Africa and South America and GE, an industrial digital global company that transforms the industry with software-defined machines and connected, receptive and predictive solutions, signed a three-year strategic association to help develop the technology roadmap and digital transformation of South32.

Through this association, South32 will use GE’s Predix™ platform that was specifically designed for the industry and connects industrial equipment, data analysis and instant information. The system will allow South32 to make quick and informed decisions and gives the opportunity to optimize integrated operations rather than individual assets and equipment.

Barrick Gold Corporation, a multinational mining company engaged in the extraction of gold and Cisco, a world technology leader that has made Internet to function since 1984, formed an association in 2016 to achieve Barrick’s digital reinvention, for which purpose they brought together cutting-edge technology and experience to unlock the full potential of mining.

As the collaboration progressed, Barrick and Cisco focused on research and development and used their networks and experience together to boost Barrick’s digital reinvention. They worked together to develop an emblematic digital operation at Cortez mine in Nevada, incorporating digital technology in every dimension of the mine to offer better, faster and safer mining. On the basis of this experience of transforming Cortez mine into a digitalized mine, Cisco supported Barrick in order to transform its whole business over time, bringing digital technology to all its mines as well as its headquarters.
Implementation Cases: Corporate Venture Capital

Alphabet, a multinational company whose main subsidiary is Google, is the most active firm in the business of investing in startups. It has 3 main arms: Google Ventures, Capital G and Gradient Ventures. In 2017, approximately 103 deals were closed.

Alphabet has a much diversified portfolio and does not necessarily invest in startups that support some of Google’s business lines.

The main objective of the CVC model is the exit, that is to say, a company acquires the startup in which the investment was made. A great number of companies have purchased startups where the risk is associated with the ability of the fund to choose startups correctly.
The South Korean company wants to capture European talent. In 2013, it launched Next, one of Samsung’s VC arms. It has made more than 105 investments and 15 acquisitions. It invests in startups with the potential to be a transformer for Samsung with a 2 to 5 year horizon.

It focuses more on early stage, software and service startups than hardware startups (an area Samsung already masters). Specific areas include Artificial Intelligence, VR, AR, mobility, mapping and blockchain.

It has a $ 150 million fund that works closely with the business areas of Samsung to discuss the strategy. However, the fund is free to choose the investments it wants to make.

M12, formerly Microsoft Ventures, is the Venture Capital arm of Microsoft. It invests in technology startups in the US and Israel, from A series up.

The object is to be a strategic partner of Microsoft. It has a Portfolio Development team to provide support and help startups escalate. Each startup is assigned a relationship manager who proactively looks for opportunities for the startup. Events to connect with others are held, startups receive Go-to-Market support, including marketing, finance, and operations, as well as support in relation to Microsoft programs co-sale and licenses.

All VCs claim to add value to their portfolio with a variety of operational and networking services, however, M12 tries to raise the standard with a special team to fulfill that promise.