**Company report for SEF.Growth Assessment**

**Introduction to the Company Report**

* This report, along with the pitch deck and the financial plan, is a key factor in the assessment by the team of experts.
* The aim is to better understand the company, its structure and the thoughts of the founders.
* When awarding the SEF.Growth High Potential label, this report serves as the basis for the label report. **Please write the answers in the third person** (not "We help our customers..." but "Swisscom helps its customers...").

**Information about the company**

|  |  |
| --- | --- |
| **Company name** |  |
| **Legal form** |  |
| **Year of foundation** |  |
| **Auditors** |  |
| **Address** |  |
| **Turnover [MCHF]** | 2021:  | 2022:  | Plan 2023: |
| **Number of FTE** |  |

**Contact persons**

|  |  |  |
| --- | --- | --- |
|  | **Contact person 1** | **Contact person 2** |
| **First name** |  |  |
| **Name** |  |  |
| **Date of birth** |  |  |
| **Function** |  |  |
| **Mobile** |  |  |
| **E-mail** |  |  |

1. General
	1. Company & Business Model & Value Proposition

Please briefly introduce your company and explain your business model.

* 1. Track Record

Please describe the current phase of the company. What has the company achieved/accomplished so far (e.g. market success financially, customers, partnerships, units produced, etc.)?

* 1. Growth strategy

Please summarise your growth strategy. Where are the priorities in marketing your products and services, further developing the business model or building new markets (differentiate by segment if possible)?

* + 1. Milestones

What are the most important milestones for the next 3 years? Please also indicate the time frame and, if possible, the resources needed to achieve the milestones (differentiate by segment if possible).

* 1. Previous financing and financing needs

Please indicate the capital required to implement your growth plans.

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| --- | --- | --- | --- |
| **Time** | **Amount in MCHF** | **Capital type** | **Use of funds** |
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* 1. Exit scenarios

How do you assess the possibilities regarding an exit strategy? Please describe possible buyers with a potentially high interest in acquiring your company.

1. Organisation
	1. Ownership

Please name the main shareholders of your company.

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| --- | --- | --- | --- | --- |
| **Name** | **Capital share in %** | **Place of residence/ registered office** | **Shareholder type** | **Short portrait** |
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* 1. Group structure

Does your company have several companies? Please describe any subsidiaries or sister companies and their dependencies.

* 1. Organisational structure

How is your company organised? Please provide us with a current organisation chart.

* 1. Board of Directors

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| --- | --- | --- | --- | --- |
| **Name** | **Age** | **VR since:** | **Roll** | **Short CV** |
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* 1. Important employees

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| --- | --- | --- | --- | --- | --- |
| **Name** | **Vintage** | **Entry (year)** | **Function** | **Workload in %** | **Short CV** |
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* 1. Employee retention

How do you retain key employees in the long term? Do you have employee share ownership plans?

* 1. Employee development / open key positions

Please indicate which staff reinforcements you need and plan in the next 2 years.

* 1. Advisory Board

Do you have an advisory board? How is it composed and integrated?

* 1. External specialists and strategic partnerships

Do you work with external specialists (trustees, consultants, lawyers, etc.)? Do you have strategic partnerships (e.g. development, production or distribution partners)?

1. Products and markets
	1. Value Proposition

What is the value proposition to your customers (per product/segment)?

* 1. USP & Defence

What are your unique selling points (USP) for the individual offers? How do you differentiate yourself from your competitors?

The defence of the USP is of particular importance: What is your strategy to defend your unique selling propositions (USPs)? What is your counter-strategy to likely competitor attacks?

* 1. Products and offers

Please describe your products and/or services and their stage in the product life cycle?

* 1. Product pipeline / R&D

Which new offers are you planning for which market segments and when? What resources are necessary for the completion and market maturity of the offers? Are there R&D projects possibly with external collaborations?

* 1. Customers

Which are your most important customer groups today and in the future? How is turnover distributed among the different customer groups?

* 1. Revenue model / customer relationship

Please describe the revenue model and your customer relationships (how do you generate revenue, what is the usual order cycle/re-order rate, are there switching barriers for customers, are there long-term contracts with recurring revenue)?

* 1. Market description

Please describe the most important characteristics of the market segments you are targeting (delineation, market potential, market volume, trends, growth drivers, price development and sensitivity, barriers to entry). In the case of different geographical markets (internationalisation), the markets should be presented individually and the prioritisation indicated.

* 1. Market and relative market position to competitors

Please describe your market position with quantitative (market share) and qualitative information (positioning and differentiation, own strengths and weaknesses compared to the most important competitors).

* 1. Competition

Please name and describe your most important competitors (turnover, market share, financial strength / investors, strengths / weaknesses, positioning in terms of quality / price, market cultivation strategy, expected development)?

* 1. IP strategy
* What intellectual property (e.g. name, logo, designs, technical solutions, data, etc.) does your company own and how important is it to your business success?
* How is this intellectual property protected? If you own intellectual property rights (trademarks, designs, patents), describe them briefly (number of the intellectual property right, content of the protection, regional validity, owner).
* Do you own rights on intellectual property from third parties (e.g. licences)? If yes: describe them briefly.
* How do you ensure that you do not infringe any intellectual property rights of third parties?
* What challenges do you face in protecting your intellectual property?
	1. Enterprise Risks

Please provide an overview of the risk landscape that your company needs to navigate.

Please identify and describe your key risks differentiated into (1) strategic risks, (2) financial risks and (3) operational risks. Please limit yourself to three key risks per risk category and provide us with an estimate of the probability of occurrence (low = 1 event in 100 years, medium = 1 event every 20 years, high = 1 event every 4 years) as well as the estimated severity of occurrence with respect to your bottom line in CHF millions.

Per key risk, please list the proposed action that you are pursuing in that regard, i.e. (a) avoiding the risk, (b) mitigating the risk, (c) transferring the risk or (d) accepting the risk and state your rationale.

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| --- | --- | --- | --- | --- |
| **RiskCategory** | **Description** | **Probability** | **Severity [CHF, m]** | **Proposed action (a), (b), (c), (d)** |
| **Strategic Risks** |  | Low/medium/high |  |  |
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| **Financial Risks** |  |  |  |  |
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| **Operational risks** |  |  |  |  |
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1. Value chain & structures
	1. Suppliers and production partners

Who are the most important suppliers or production partners? Are there dependencies on individual suppliers?

* 1. Production and infrastructure

How, where and by whom are your products/services created? What are the current production capacity and utilisation? What infrastructure do you have (locations, real estate, machines, technology)?

* 1. Quality management

How do you ensure the quality of your products? Please name any certifications you have obtained.

* 1. Marketing & Sales

How do you promote your products/services? Please describe your marketing strategy and marketing mix. Through which distribution channels do you sell your products/services? Please also differentiate between already existing channels and the planned distribution strategy. If you offer your products/services internationally, please briefly explain the distribution strategy per country.

1. Finance
	1. Financial plan

Please send us a separate financial plan as an Excel file. The financial plan should contain: P&L incl. derivation, cash flow planning, plan balance sheet.

* 1. Financial planning

At what intervals is the financial planning updated?

* 1. Controlling / Reporting

How do you ensure the controlling of your company? Which key performance indicators (KPIs) do you collect and monitor?

* 1. Financial management

Who in management and on the board of directors is responsible for financial management? Is there external support for the financial area?

1. Self-assessment
	1. Success factors

What are the critical success factors for the successful development of your company?

* 1. Core competencies

What are the core competencies and key processes of your company?

* 1. Entrepreneurial challenges

What are the main challenges in implementing your growth strategy?

1. Documents
* Pitch Deck

Usual contents: Track record, team, value proposition/USP market + competition, something about your supply chain, presentation of your growth strategy (why and how do you want to grow, are there already ideas for further partnerships, etc.), financial KPIs and capital requirements.

* Financial model

With 2-3 actual and 3-5 planned years, incl. balance sheet development (inventories, debtors) and derived cash flow, ideally on a monthly and annual basis for us and as a pre-stage to the bank, the informative value and formal correctness is very important here we would be happy to offer you support in this respect.

* Latest financial statements and audit report, organisation chart, cap table
1. Confirmation

The Company confirms that all information provided in the preparation of this Company Report (including Attachements) is accurate, complete and neither misleading nor unlawful and that all forecasts have been made on the basis of reasonable assumptions.

The company further confirms that it has received and understood the [General Terms of Use](https://www.sef-growth.ch/en/system/anb) and confirms that it accepts them. Accordingly, the company expressly agrees that all data and information that it provides to NZZ AG in the context of the preparation of this company report (including attachements) may be forwarded to selected experts as well as to the project partners UBS for processing. However, NZZ AG will inform the company and obtain its consent before forwarding any documents.

Company representative with signature authority

Place, date First name, surname, **signature**