

“ If the corporate venture’s only goal is the exit and the corporate’s only goal is the EBIT, the business will never fly



Michael Lunzer
Pioneers



Tobias Wiener
one2zero

**Check out the full
story of one2zero
in our blog!**

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ONE2ZERO

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DESCRIPTION

one2zero consult their clients in their energy transition journey and develop customized renewable energy solutions to reduce CO2 emissions and promote sustainability.

FOUNDED

2021

EMPLOYEES

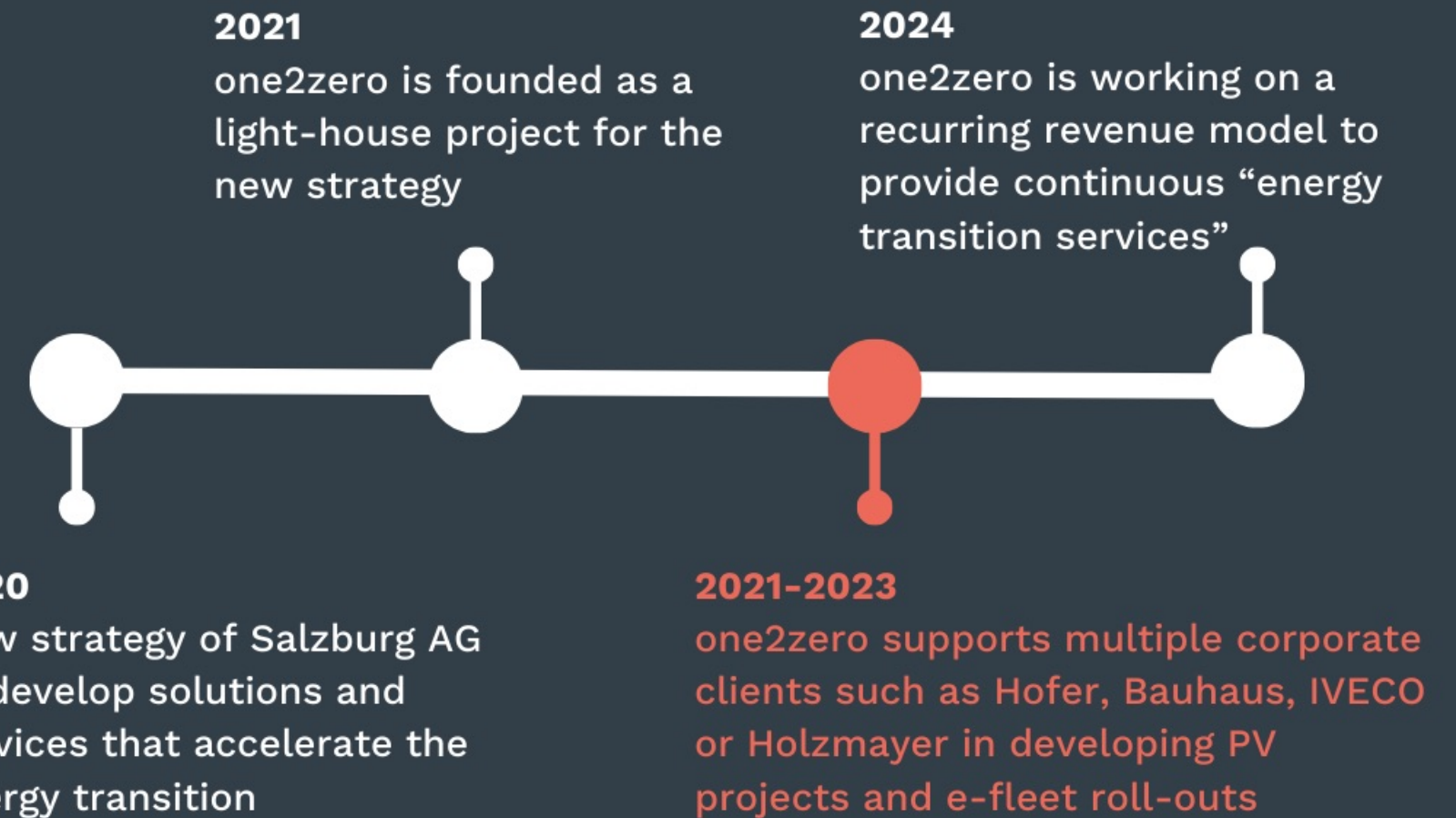
25+

LOCATION

Salzburg & Vienna

WEBSITE LINK

<https://one2zero.at>



"We see many things on the market that might be overlooked. On the other hand, we profit from Salzburg AG's know-how and contacts."

**Tobias Wiener, Managing Director
and founder of one2zero**

4 KEY LEARNINGS

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1.

CREATE MUTUAL UNDERSTANDING

Growth (the venture's goal) and short-term profits (the corporate's goal) are a trade-off. Thus, corporate venture founders and top management need to constantly align and define joint metrics for success.

2.

BE COOPERATIVE, BOLD AND PUSHY

With the mothership being your only investor, it's important to maintain a good relationship. To grow your venture, however, you need to be pushy and bold at the same time. Finding a good balance is key to create a stable foundation.

3.

GO BEYOND A "FINANCIER RELATIONSHIP"

While the corporate can learn from new venture practices and market insights, ventures can strongly profit from the vast core know-how and sales contacts. These are vital for corporate venture success over startups on the open market.

4.

SHAPE A SUITABLE CULTURE

There is a fine line between being a cool, flexible and fun startup and delivering professional work resulting in expected financial returns. The venture team needs to jointly work and iterate on a culture that supports both aspects.