
Tesis doctoral

Acceleralia, the design of a digital platform for corporate acceleration: the case study of PICVISA

Joan Anton Guardiet Mas



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PhD Thesis

Acceleralia, the design of a digital platform for corporate acceleration: the case study of PICVISA

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Glossary

Nº	Term	Definition
1	ACM Digital Library	ACM Digital Library (DL) is the world's most comprehensive database of full-text articles and bibliographic literature on information technology and computing.
2	AdSense	Google AdSense is a program managed by Google through which publishers of websites in Google's content network serve text, video, images, or interactive media advertisements that are targeted to the site's content and audience.
3	AI	Artificial intelligence (AI) is the ability of a computer or a computer-controlled robot to perform tasks that are normally done by humans because they require human intelligence and judgment.
4	B2B	B2B (business to business) is a type of business model in which companies sell to other companies rather than to consumers (B2C).
5	Big data	Big data is a field that deals with ways to analyze, systematically extract information or otherwise deal with data sets that are too large or complex to be handled by traditional data processing application software.
6	CA	Acronym for Corporate accelerator.
7	Corporate venturing	Corporate venturing is when one company provides venture capital to another as part of a plan to acquire that company. Corporate venturing can have an external focus (investing in strategically related technology startups, for example) or an internal focus.
8	CRM	Customer relationship management (CRM) is a technology that allows you to manage all your company's relationships and interactions with customers and potential prospects. The goal is simple: Improve business relationships to grow your business.

9	CSR	Corporate Social Responsibility (CSR) is a management concept whereby companies integrate social and environmental concerns into their business operations and interactions with their stakeholders.
10	CTA	A call to action (CTA) is a prompt on a site that tells the user to take some specified action. A call to action is typically written as a command or action phrase, such as 'Sign Up' or 'Purchase Now' and generally takes the form of a button or hyperlink.
11	Cybersecurity	The state of protection against criminal or unauthorized use of electronic data, or the measures taken to achieve this.
12	Database	A database is an organized collection of data, typically stored electronically in a computer system. The data can then be easily accessed, updated, controlled, managed, modified, and organized. Most databases use a structured query language for writing and querying data.
13	DNA	In business jargon, corporate DNA refers to its organizational culture. It is a metaphor based on the biological term DNA, the molecule that encodes the genetic instructions of living organisms.
14	EBSCO	EBSCOhost is an intuitive online research platform used by thousands of institutions and millions of users worldwide.
15	Emerald Insight	Emerald Insight offers abstracts and full-text articles from academic journals covering the subject areas of marketing, management, operations, engineering, production and property, education, human resources, quality, economics, information management, health, and social care.
16	Entrepreneur	An entrepreneur is a person who identifies a need in the marketplace and works to satisfy it.
17	FMCG	Fast-moving consumer goods (FMCG) are cheaper products that sell quickly such as milk, chewing gum, fruits and vegetables, soft drinks, beer, and common drugs such as aspirin.
18	Gap	Gap analysis is defined as a method of assessing the differences between the actual and expected performance in an organization or company. The term “gap” refers to the space between the current state and the target state.

19	Google Scholar	Google Scholar provides an easy way to search for scholarly literature in general. From one place, you can search across many disciplines and sources: books, theses, articles, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other websites.
20	Hackathon	A hackathon , also known as a codefest, is a social coding event that brings together computer programmers and other interested people to improve or build a new software program. The word hackathon is a portmanteau of the word's hacker, meaning intelligent programmer, and marathon, an event marked by endurance.
21	Hub	A historically underutilized business (HUB) is a corporation, sole proprietorship, partnership or joint venture formed for the purpose of making a profit in which at least 51% ownership of the business is by a woman, minority and/or disabled veteran.
22	IEEE	IEEE (Institute of electrical and electronics engineers) is the world's largest technical professional organization dedicated to the advancement of technology for the benefit of mankind.
23	Incubator	The business incubator is an organization that helps start-ups and individual entrepreneurs to develop their businesses by providing them with a full range of services ranging from management training and office space to venture capital financing.
24	IoT	The internet of things (IoT) describes the network of physical objects ("things") that are embedded sensors, software and other technologies in order to connect and exchanging data with other devices and systems over the Internet.
25	Keyword	Keywords are the words and phrases that people type into search engines to find what they're looking for. For example, if you were looking to buy a new jacket, you might type something like "men's leather jacket". Even if that phrase is made up of more than one word, it's still a keyword.
26	KPI	Key performance indicators (KPIs) are targets that help you measure progress against your most strategic objectives. Although organizations can have many types of metrics, KPIs are objectives that are "key" to the success of your business.

27	Micromanaging	A micromanaging boss intervenes in every detail of your daily responsibilities and refuses to grant you the slightest bit of autonomy or allow you to make any strategic decisions. They tell you how, when, and where to do your job.
28	Naics code	The North American Industry Classification System (NAICS) is the standard used by federal statistical agencies to classify business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.
29	NBI	Acronym for Next Big Idea.
30	NGO	A non-governmental organization (NGO) is a non-profit group that operates independently of any government. NGOs, sometimes called civil societies, are organized at the community, national and international levels to serve a social or political objective, such as humanitarian causes or the environment.
31	PAE	Acronym for Entrepreneurs' Assistance Point.
32	POS	The point of sale (POS), refers to the place where a customer executes the payment for goods or services and where sales taxes may be due. It can be in a physical store, where POS terminals and systems are used to process card payments, or a virtual sales point such as a computer or mobile electronic device.
33	PR	Public relations (PR), is the practice of managing and guiding perceptions of your company to attract new customers and reinforce the loyalty of existing customers.
34	ProQuest	ProQuest One Business : Offering a mix of practical and theoretical content. It offers students and researchers the ability to discover a wide selection of business-focused content from a variety of sources including newspapers, dissertations, videos, eBooks, business cases, industry reports, and more.
35	QAO	Acronym for Quality Assessment Objectives.
36	SCOPUS	Scopus is a bibliographic database containing abstracts and citations for academic journal articles.
37	SLR	The ratio of liquid assets to net demand and time liabilities is called statutory liquidity ratio (SLR).

38	Springer Linker	Springer Link is a publisher platform that facilitates access to peer-reviewed journal articles, e-books, and other resources, mainly in the areas of science, as well as technical and medical subject areas.
39	Stakeholder	The international standard that provides guidance on social responsibility, ISO 26000, defines a stakeholder as an "individual or group that has an interest in any decision or activity of an organization." In addition, stakeholders may include purchasers, customers, owners, and non-governmental organizations (NGOs).
40	Value proposition	A value proposition is a statement that clearly identifies the benefits a company's products and services will deliver to its customers. A well-crafted value proposition will differentiate the company and/or its specific product or service in the marketplace and among a target market or audience.
41	Venture capital	Venture capital is a form of private equity and a type of financing that investors provide to Start-Up companies and small businesses that are believed to have long-term growth potential. Venture capital typically comes from wealthy investors, investment banks, and any other financial institutions.
42	Investor	Investors are those who buy shares of a company for the long term with the belief that the company has strong future prospects. Investors must measure the company's future success by examining its financial strength and evaluating its future cash flows.
43	TOM	A target operating model (TOM) enables the application of a corporate strategy or vision to a business or operation. It is a high-level representation of how a company can be best organized to more efficiently and effectively deliver and execute on the organization's strategy. It provides a common understanding of the organization and a variety of perspectives across the value chain, as every significant element of business activity is represented. People, processes, and technologies are key components underlining any TOM and are critical to ensure its success.
44	SAM	Serviceable available market (SAM) is the part of the market that you can acquire. For example, your product may only be available in one language, so your SAM would be the subset of the Total Addressable market that speaks the language in which your product has been developed.

45	SOM	Service obtainable market (SOM) is the subset of your SAM that you will realistically get to use your product. This is effectively your target market that you will initially try to sell to.
46	SWOT	SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to assess a company's competitive position and to develop strategic planning. The SWOT analysis assesses internal and external factors, as well as current and future potential.
47	MVP	A minimum viable product (MVP) is a Lean Startup concept that emphasizes the impact of learning in new product development.
48	PESTEL	A PESTEL analysis is an acronym for a tool used to identify the macro (external) forces facing an organization. The letters stand for Political, Economic, Social, Technological, Environmental, and Legal.
49	RaaS	Robotics as a Service (RaaS) is a unique model that is a combination of cloud computing, AI, robotics, and shared services. With RaaS, clients do not actually need to purchase an integrated solution; they can, instead, lease the robotic devices as a cloud-based service.
50	Innovation funnel	The innovation funnel is a mechanism for examining the feasibility of a continuous flow of innovative ideas and prototypes. Often also referred to as the “funnel management process”, it's a popular approach used by many companies to decide which ideas are realistic and which are not.
51	SAP	SAP stands for Systems Applications and Products in Data Processing. SAP, by definition, is also the name of the ERP (Enterprise Resource Planning) software, as well as the name of the company.

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Foreword

This thesis has been written for my Industrial Doctorate Plan in business acceleration taken at the doctoral school, a program of the faculty of economy and law from the Universitat Internacional de Catalunya.

The essential element of the Industrial Doctorate Plan is the industrial doctoral project. Its backbone is a strategic research project of one company, where the doctoral student will develop his / her research training, in collaboration with a university, and which will be the object of a doctoral thesis.

Its backbone is the industrial doctorate project, that is, a company's or institution's strategic research project in which a doctoral candidate carries out research in conjunction with a university or a research center and that will be the object of a doctoral thesis

The subject of this thesis, called Acceleralia, the design of a digital platform for corporate acceleration: the case study of PICVISA; is related to my passion about business acceleration, growth, corporate venturing, the methodology to achieve the milestones outlined in the established dates.

Coolhunting (what is yet to come), Business hunting (capturing business opportunities in other markets that have not yet arrived), new technologies, speed to market, are concepts that motivate me to always be updated to the new blue oceans born, and new opportunities that can arise.

This is a very fascinating research topic and it has really aligned with my last 20 years of professional experience with 5 general management experiences, 6 Start-Up investments and more than 500 mentored projects; and academically, with my university degree at UAB, two postgraduate programs in management and business administration, another in Finance and Investments in the USA; later on, an Executive MBA at ESADE business school, and finally with this PhD on digital platforms for acceleration.

In this research, my goal is to share the knowledge gained of a lot of medium and large companies on how they accelerate their growth, generate intrapreneurship culture, innovation, and business growth as a corporate accelerator, lead innovative ideas, and give profitability to their investments. Blends of technical and social knowledge, ranging from objective criteria to the attitude to face business behavior and market evolution.

I hope you enjoy.

Ton Guardiet Mas

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Abstract

The aim of this thesis is twofold: being an industrial doctorate, the first two parts of the manuscript are centered around data analysis and interpretation of the impact of technology on the current situation in real-world companies regarding corporate acceleration. In the final part, actual implementation was conducted to test the tool created with all the knowledge gathered during the data collection period. Fast-paced technological change creates a major uncertainty for companies, making innovation a factor that has to be considered in every decision as the reality of today may not be the reality of tomorrow. Understanding how leading and mid-market companies structure this process and face the aforementioned challenge is essential to be able to shine light on what are the best practices that help enterprises succeed. As innovation is an extremely broad field, the decision was taken to center on corporate acceleration, both inhouse and in the form of collaboration with start-ups. Moreover, technology plays a critical role, not only being the driver of change, but in many cases the means by which companies can make significant improvements—consequently it plays an important role in this thesis.

The research questions that are answered follow the logic of going from broad to a narrow topic, as at the beginning the impact of technology is studied on corporate acceleration and other forms of innovation, then diving deeper into the following research question as to what are the challenges that real companies face and what could be a possible approach to finally designing that solution and implementing a pilot program with a corporation. This research should provide the necessary information and guidance into the subject and enable the reader to comprehend the theoretical and practical impacts of corporate acceleration and the role that technology could play in improving it.

The first research question revolves around the impact of technology on corporate acceleration; here six different tech products have been analyzed in detail to understand their influence on the change of behavior of corporations. Moreover, data from more than 100 corporate accelerations were studied to extract the trends that have the highest correlation to successful corporate entrepreneurship programs. Key success factors with statistical importance are: selection process, data tracking via metrics, physical presence (research was done pre-Covid), significant batch size, and the ability to attract a corporate partner. Interestingly, technology does not appear as a success factor per se, yet it is the channel that enables proper communication and consequently is of great importance. Furthermore, 20 companies were examined in detail via interviews, and public and private data analyses and their innovation process is described in detail in order to find common denominators of the factors that companies are doing, which do not have the capability to run a corporate acceleration program.

The following research question looks into further detail of what features are crucial for successful elimination of the challenges that are faced by enterprises which engage into the process of corporate acceleration; to correctly identify them, over 170 companies were

contacted, some were interviewed, and all completed a questionnaire that provided a sense of what is the market condition regarding the importance of innovation—in particular via corporate acceleration. From this feedback a digital acceleration tool was designed as an outcome. The name of the tool is Acceleralia, and it was designed to help companies, big and small, run internal or external acceleration programs and to facilitate the process of innovation via technology. The final research question is centered around the real implementation of this tool with the company PICVISA, a subsidiary of Group Calaf, a construction conglomerate with over 10 subsidiaries and 500 employees. After a highly satisfactory implementation of one of the three pilots the tool is currently undergoing an overview process to be implemented in other subsidiaries of the same group and at the same time it is already being commercialized with currently over 20 companies and organizations completing the onboarding process, one of which is the university UIC.

Although this industrial PhD has followed a classic format, thanks to this research, we want to highlight two aspects:

- 1- Acceleralia has been launch as a legal company in Spain, with 1,000 projects implemented, 22 people involved from 10 nationalities, several investors, public grants from CDTI and ENISA and more than 600,000€ invested. More info at: www.acceleralia.com
- 2- Three papers published:
 - 1- The first at the prestigious journal Business & Entrepreneurship, published by Scientific Press International Limited established in 2010, a publisher of the highest standards international scientific journals and books.
Link: https://www.scienpress.com/journal_focus.asp?main_id=72&Sub_id=IV&volid=518
DOI number: <https://doi.org/10.47260/bej/1111>
 - 2- The second at The Case Centre, as independent home of the case method, inspiring and transforming business education worldwide. <https://www.thecasecentre.org/> Here we have published the successful PICVISA's pilot as a teaching business case: ([Click here](#)), once registered:
 - a. [Picvisa case study real outcome](#) (Case) with reference [822-0047-1](#)
 - b. [Picvisa case study real outcome](#) (Teaching note) with ref. [822-0047-8](#)
 - c. [Picvisa case study real outcome](#) (Media support) with ref. [822-0047-4](#)
 - 3- The third at <https://www.harvard-deusto.com/> a leading publication in the world of business management, which brings together articles by national and international experts on management-related topics.

This publication at Harvard Deusto Business Review has been published this July, 2022. On this link you can see the article ([Click here](#)).

1- Introduction

The research approach could be described as a wider interpretation of research methodology and consists of supposition to the collection of data, interpretation, and data analysis. For this thesis multiple data collection techniques were used, both qualitative and quantitative research, case interviews, and finally collaboration with different entities. The objective of this thesis is to study the effect that digitalization may have on corporate acceleration, and to test whether a given digital tool may assist companies in the implementation of a more innovative approach to continuous improvement. Moreover, technology could be the catalyst to optimize multiple processes with a company, to improve decision making and to optimize the use of resources, both human and physical. For this thesis and after taking into account all the feedback and knowledge obtained from the research, a digital acceleration platform called Acceleralia was designed. To see whether this tool would actually have a positive impact in real life it was tested via three pilots in the Spanish company PICVISA. Consequently, the introduction chapter is dedicated to briefly explaining the research methodologies that were used. It explains what has been done, how it has been done, and gives the reasons why it has been done using the approach described.

The thesis will be divided into three main blocks, each revolving around a given research question. The first two parts are very focused on quantitative data collection in the case of research question 1 and qualitatively in the case of research question 2. Consequently, an ideal digital platform is designed while taking into account all the knowledge and data obtained throughout the research phase, with the last chapter being exclusively dedicated to active research—in other words, implementation of the digital tool to a real company via three pilots in three different departments to see how it would fit in real life and once again to validate the data and research done in the best way possible.

1.1. Research space

In the view of the growing importance of entrepreneurship and after seeing its benefits, many governments and even private corporations have set out to find ways to support it within their borders. One of the examples could be the recent growth in the number of accelerators, which are programs that support young companies with mentorships, workspaces, and sometimes via financing (a more detailed definition will be provided later). It is not uncommon for the accelerators to focus on a particular sector as it would have deep domain expertise with an adequate pool of mentors.

The accelerator model was developed in the US and after its success in Silicon Valley, it was first imported to the UK and then spread across Europe. Moreover, what were initially independent accelerations, slowly were copied by large enterprises who launched theirs over accelerators which serve as one of the strategies for open innovation and may thus help to source new ideas and expertise. It is precisely at this point that the creation of a dedicated digital tool designed for the needs of companies in particular, but which

can be used in other verticals, makes sense and establishes the concept model that could facilitate acceleration and growth processes.

The digital instrument must be customizable, and it must manage to involve key material factors related to the success in terms of creating new ventures both inhouse or standalone—different elements to add value to corporations and organizations and to help materialize new ideas into reality. Furthermore, as being part of the digital transformation of any organization, the platform should bring optimization of the business operations.

1.2. Research questions

As already mentioned, part of this research aims to understand the role of technology in the innovation processes of different enterprises, both on the local and international levels. As this area of study is relatively new there are only a handful of representative studies and papers that could be used as a foundation. Consequently, to collect all necessary data and provide a valuable addition to the science in the field of intrapreneurship and technology, the following research questions are proposed:

- Research question 1: What is the impact of technology on corporate acceleration?
- Research question 2: What are the features of enhanced digital tool used to reduce challenges related to corporate acceleration?
- Research question 3: The case study of PICVISA: a real-life implementation.

The relevance and connection raised research questions posed to the unit of analysis and research objectives are as follows:

Table 1: Research questions and respective fields

Field of analysis	Research subjects	Research question
Business	Corporate acceleration	What is the impact of technology on corporate acceleration?
Technology	Digital platform	What are the features of enhanced digital tool used to reduce pains related to corporate acceleration?
Business	Implementation	The case study of PICVISA: a real-life implementation.

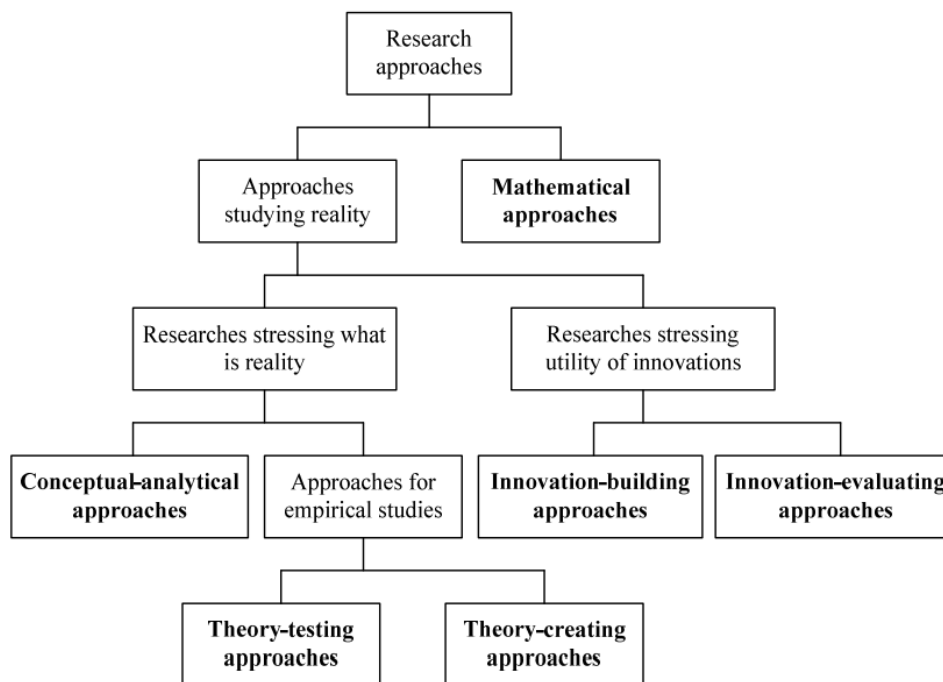
Source: Original work by Ton Guardiet

1.3. Methodology of research

1.3.1. Research approach

The research paradigm is the basis for the classification foundation of the research approaches; since the present research of this thesis is of an exploratory nature the interpretivism philosophy needs an inductive approach of data collection and analysis. The organization of research approaches offered by Järvinen (2012), which is presented below, offers the first level of categorization based on social or mathematical scientific aspects. This thesis will be based on multiple approaches since the different nature of research questions demand it; for identification of key success factors a mathematical approach will be used. However, for the remaining two questions, both approaches for empirical studies will be implemented.

Figure 1: Classification of research methods



Source: Ensemble prediction and parameter estimation system: the concept, (Järvinen, 2012)

Therefore, herein I consider the interpretive design of the research that will test the applicability of the open innovation process through high-tech platforms for corporate acceleration and the entrepreneurship ecosystem in general. The theory testing approach represents a particularly good fit in relation to the multiple sources and formats of data collected. Lastly, analytical testing of the theory will be done by analyzing the qualitative data collected in the interviews.

1.4. Research methods

The result of the selection of the research methods leads to specific sources of data collection and subsequent analysis. Considering the defined nature of the interpretive framework, the use of mixed-method methodology is also recommended by scholars such as Saunders et al. (2012). Considering also Wynn and Williams (2012), since the research does not comprise a single event, data collection will be done in many phases. Consequently, the choice of research methods is based on the nature of the data collected at each phase. As mentioned previously, the use of interviews, surveys, observation, and formal collaboration with an enterprise can improve the validity of the research as the data would be originating from multiple sources.

In the case of positivist paradigms, data collection is mainly of a numerical or quantitative survey nature. Moreover, the case study approach and the interview-based data collection are considered adequate for collecting detailed and comprehensive data sets (Saunders et al., 2012).

The treatment of the information is both practical and theoretical. In the case of the first research question, it is mainly quantitative data based on numerical data, mixed with conceptual analysis. However, for the second research question, qualitative analysis plays a particularly important role. In any case, data collection involved multiple data sources and collection methodologies.

1.4.1. Explorative interviews

Interview research is widely used in exploratory fields and is useful for obtaining detailed, subjective, and comprehensive data (Hevner, 2007). Likewise, Charmaz (2004) stated that interviews are one of the most effective forms of qualitative data and collection and that, thanks to their flexible and detailed approach, it is possible to gain insight into a complex issue. In addition, this data collection technique can be used in combination with other techniques, such as surveys and observation. In particular, for the research of this thesis, interviews work well, since the data to be collected are prone to personal biases and interviews make it possible to eliminate or at least take them into account when they occur. The interviews were used to gain additional data for research questions one and two, in particular to learn how companies think about their innovation process and corporate acceleration.

Certain limitations of the interview approach should also be mentioned. First of all, there is the duration, since after a certain period of time the willingness of the respondent to provide full answers will tend to decrease, therefore keeping each interview under 20 minutes is important. Moreover, when interviewing at the senior management level, time is of the essence. Finally, the framing of the question should be in a form to receive the most sincere and unbiased answer possible.

1.4.2. Case study design

As a general rule, case study research should be comprehensive, flexible, and inclusive with multiple touchpoints for data collection and posterior analysis of the results to consider the implication of a broader level and not only the selected company. The selection of PICVISA as an organization to do the case study is not random but rather based on the already existing innovative culture and progressive history of the company. Furthermore, the use of digital acceleration tools suits the current needs of the company very well and will decrease the friction for implementation, which will create a favorable environment to conduct the study.

As will be described further in the thesis, three different pilots will be conducted in various departments in order to analyze different use cases and possible implications. The case study method is particularly useful in this instance and the company can be observed with many details having been extracted.

1.4.3. Quantitative survey

As the final technique for data collection and a separate research method, multiple quantitative surveys were conducted in order to analyze the pains that companies face when innovating in addition to how the employees and managers view those efforts. This method is the most appropriate as it enables data collection across a wide range of industries and the extraction of relevant conclusions of whether the pains of innovation and homogeneity of them across multiple sectors or not.

1.5 Data collection and analysis

Data collection for the PICVISA case study incorporated multiple methods, including interviews, surveys, observation, documental and archival analysis, and other modes of action research data collection from one or more sources. Multiple sources allow us to claim that the data security and transparency were assured. In addition, data triangulation was achieved through the collection of relevant internal document reviews, observational analysis of current techniques implemented for open innovation processes throughout PICVISA's historical documentation. The selected case study is exploratory in nature and uses semi-structured modes of data collection through qualitative forms of analysis. The use of the approach presented by Miles et al. (2013), the collection of qualitative data, is considered to be restricted on the basis of certain research assumptions and relevant theories.

1.5.1. Structure of exploratory interviews

The three most used types of exploratory interviews are structured, semi-structured, and group interviews, or focus group discussions.

1. In the case of a structured interview, the process is based on a previously elaborated set of questions, mostly open-ended. These could be either provided to the respondent for a written answer or used as the script for a regular interview. The predefined questions vary less, and this method differs slightly from the survey only in the aspect of the open-ended questions. A portion of the interviews was conducted in this manner.
2. As the name suggests, the semi-structured interviews are only different to the structured ones in the way that the interviewer follows a set of predefined questions as the backbone of the interview, but they can add or eliminate any given question in the process. The unplanned questions are usually a consequence of a deviation of the conversation or the will of the interviewer to get deeper insights on a given topic. This form of interview is a source of deeper understanding and detailed data collection. It is noteworthy to remember that, in general, for this type of interview the researcher needs to be better trained and more knowledgeable.
3. Finally, focus group interviews could be used in specific situations, but as a rule they have little usability in the scientific research context because the respondents are biased and their answers could vary significantly. Therefore, these interviews are more appropriate in the social sciences; but for business researchers, their applicability is only valid in specific situations. This method was not used in the present research.

In conclusion, mainly structured and semi-structured interviews were conducted in order to understand what innovation techniques the company is experimenting with and to gather data in order to conduct further analysis.

1.5.2. Sampling procedure for qualitative surveys and interviews

The sampling strategy exemplifies the data collection methods and the volume of participants that are considered important in choosing a representative sample. The selection of research participants, accessibility issues, how to approach participants, and how to collect data are important concerns in the sampling process. However, probability sampling is widely applicable for a known population. The selection of a purposeful sample is recommended by Lewis (2015) such that rich information can be retrieved from such a sample as it has the logic and strength to meet the needs of the data validity.

According to Creswell (2013), research participants should be purposefully informed of the motivation of the research, and the nature of questions that will be asked in the interview. Similarly, Lewis (2015) discussed many types of purposeful sampling techniques that are designed to establish specific needs. Some important resolute

sampling techniques prevalent in business research are snowball sampling, criterion sampling, higher variance sampling, and theory-based sampling. If the replicating logic is used in the real sense, duplicate data will be generated. However, similar findings may lead to predictable solutions, whereas theoretical replication generates dissimilar findings for the same predicted reasons (Yin, 2003).

1.5.3. Documental analysis

Detailed market and archival information analyses were also conducted to collect the necessary objective data—in particular for the first research question. Consequently, official records and web page information are used as supplementary sources to achieve the triangulation of data coverage to the present investigation. The document analysis carried out in this research is related to the following domains:

1. The database of one hundred accelerators is analyzed to determine the key success factors of business acceleration from the point of view of technical metrics. To determine success, a new database has been created with more than 900 participating start-ups and their subsequent evolution. The results of successful operations are analyzed with the help of data collected from industry indices, research reports and company annual reports.
2. In addition to the above, the researcher analyzed thirty digital tools that could be used for corporate acceleration purposes in detail with respect to processes, stakeholders, agile methodologies, and use of technology.

1.5.4. Observational analysis for case study design

Observational analysis mostly consists of open innovation acceleration program participation from over twenty different companies across multiple sectors; some interviews also originated from the acceleration programs themselves. Notes are prepared during participation and research will analyze the cause and effect of this technological impact for corporate accelerations.

1.5.5. Thematic data analysis

Thematic analysis is a widely accepted use of qualitative data that contains textual data, coding concepts, and the step of categorizing the inputs to create main themes (Saldaña, 2015). In view of Robinson (2014), thematic analysis can be taken as a system of coding the qualitative data set in order to categorize and classify it into meaningful results. Therefore, they are comprised of specific lists of predominant themes identified in the answers of respondents from the exploratory interviews. In addition, a complex model

such as the application of accelerator programs in the business sector can be formed in the present research with help of codes, themes, and the construction of an output model.

The selection of inductive analysis is appropriate in the first stage, as the themes are generated from the findings of the interview data. The thematic analysis showed the important concepts and recommendations prevalent in the collected data. The organization and classification of the collected data will be possible by coding the relevant components. Coding is used to categorize the data centrally and to apply the same codes to group the data with respect to the important concepts addressed in the research (Robinson, 2014). After coding of the collected data, the interviews will be analyzed with the help of the identified sections of the Acceleralia model reflected in the responses.

1.6. Ethical considerations

Certain ethical considerations must be taken into account, especially in qualitative research, as measures must be taken to assure the confidentiality of participants' data and the credibility of the sources. To align all the participants, it is of the utmost importance to assure that the data collected will only be used for scientific purposes. Moreover, for the case study an explicit written consent is given by the top management to conduct the interviews and to collect all necessary data. Similarly, interview participants can always ask to remain anonymous. All secondary data should be properly cited and referenced in the bibliography of the research. Lastly, the credentials and PICVISA-specific internal information will not be shared in any media or for any commercial purposes, nor will they be sold outside the university environment. The safety of collected data and the responsibility for it relies on the researcher and cannot be disclosed outside the university domain without previous written consent.

2. Research question 1: What is the impact of technology on corporate acceleration?

2.1. Analysis of the key success factors of corporate acceleration

The question of whether a corporate acceleration program is successful or not can be interpreted in various different ways, as the objectives of any particular program can vary significantly, from being an inspiration and open innovation source to purely increasing the profit of the corporation that created the program.

A classification method proposed by Kanbach and Stubner (2016) could be used to differentiate the acceleration programs. Their approach to differentiation is based on a CA's objectives and configurational options of a CA. In detail, they distinguish between primary and additional objectives and identify two configurational dimensions (program focus and program organization) that cluster eight different set-up choice categories. By analyzing different CAs according to these criteria, the authors empirically derive four archetypes of corporate accelerators: (1) listening post, (2) value chain investor, (3) test laboratory, and (4) unicorn hunter.

The listening posts have a purely strategic orientation. Their main objective is to get insights into the overall developments and trends in their respective market and to seek cooperation opportunities with start-ups in this area.

Value Chain Investors: these are strategically oriented with the objective of identifying start-ups with disruptive products and services from which the parent company can benefit somewhere along its value chain.

Test Laboratories: these are strategically oriented with the objective of establishing a protected environment in which promising new business ideas can be tested.

Unicorn Hunters: the only type of CA with a primary financial objective, which is to gain a financial premium on their investments in start-ups. The ultimate goal is to find potential future unicorns (private companies valued at over \$1 billion).

In an ideal environment each archetype would have slightly different success factors, however the aim is to identify a series of factors that would have significant impact on the success regardless of the type.

Meanwhile, "little research has examined whether these programs are effective, which ones are more effective and what might drive results" (Cohen & Hochberg, 2014), especially regarding CAs (Shankar and Sheperd, 2018). This is mainly due to the novelty of the accelerator appearance (Heinemann, 2015). It is too early to evaluate the accelerator programs' outcomes and there is a lack of in-depth data sources—which is why only a limited number of studies researched the success factors of accelerators, and even less those of CAs specifically.

However, from the three studies looking into success criteria for CAs (Weiblen and Chesbrough, 2015; Kohler, 2016; Kanbach & Stubner, 2016) several success drivers can

be derived. All three studies agree that CAs have to create a clear value proposition towards start-ups and deliver real value to participating start-ups. Furthermore, all three studies reach the conclusion that CAs need to clearly define what they expect from the accelerator program and to derive precise objectives from there. Kanbach and Stubner (2016) add that CAs also ought to develop performance metrics. Furthermore, Kohler (2016) and Kanbach and Stubner (2016) infer that the accelerator team (both management as well as mentors and experts) should consist of people from inside and outside the company. Kanbach and Stubner specify that “Internal experience enables the use of extant networks and knowledge about corporate processes and specifics” and “external experience [...] provides a more unbiased perspective and, ideally, an in-depth understanding of the startup ecosystem, which strongly deviates from the typical corporate environment”.

Additionally, it is important to outline that each study identifies different success drivers. Weiblen and Chesbrough highlight the importance of installation procedures that facilitate the intake of the CA’s innovations into the parent corporation. Kohler concludes that other success drivers for CAs are to focus their scope on specific verticals, to find the right selection criteria for selecting startups and to carefully design the acceleration process. In detail, Kohler claims that, to be successful CAs should shorten the program duration, provide startups with relevant training, and simplify procedures of the corporation-startup collaboration so that the working model reflects the start-ups’ way of working. Kanbach and Stubner add to this list of success drivers the support and commitment from the parent corporation’s top management team. The CEO’s support, for example, “increases the credibility and acceptance of the program within the entire organization” and leads to a higher participation of all employees. Lastly, Kanbach and Stubner assess that networking at events and start-up conferences as well as with investors like venture capitalists) is an essential success driver because via networking CAs have the opportunity to scout promising start-ups with talented entrepreneurial teams and disruptive ideas, thus convincing them to participate in their program.

The importance of this study is clear for any company that is looking for new ways of innovating and collaborating with start-ups. With the highly competitive landscape that current corporations find themselves in, dedicating resources for innovation is not always a top priority, since many managers see it as a non-crucial part of their business. Consequently, to receive necessary budget CA managers must show high effectiveness and a positive return on investment, which is key to outperforming the competition and driving the company forward. This study aims to guide corporate accelerator managers in the process of improving their performance by understanding the success drivers behind their business model from a scientific point of view. To give even more detailed insights, the difference of success factors of various types of CAs is analyzed. Based on the outcome of the research, the managers can allocate their program to a typology and compare the success drivers of common peers to their own businesses.

2.1.1. Quantitative analysis: Understanding key success factors of corporate acceleration from a numerical point of view

To understand the key success factors, we must first compile a database of corporate accelerators. In his global database of corporate accelerator programs, Heinemann (2015) lists 71 CA programs across 25 countries. Thereby, the CA trend was not only limited to the high technology sector but spread across industries like healthcare (Bayer), insurance (Allianz), entertainment (Disney), or consumer goods (Coca-Cola) (e.g., Kohler, 2016). According to Desai (2016), CAs raise an average of \$2 – 5 million per year. Only Microsoft accelerator, on its own accelerated 647 start-ups over its lifetime so far and has raised a total of \$3 billion (e.g., Shankar and Shepherd, 2018). The dataset analyzed in this thesis takes Heinemann’s original database of 71 accelerators as a foundation; we have updated it and added new corporate accelerators, which have been created in recent years, reaching a grand total of 109 Cas, mostly from developed countries.

Before going into the success factor analysis, it is important to understand the global landscape of corporate acceleration. The descriptive analysis of the global CA database has already revealed various interesting insights. The findings reveal that the average corporate accelerator was launched in 2015 (28% of the sample) in the USA (22%), and it has only one branch (67%) that is in the same country as its mother company’s HQ (86%). The average focus of the program is related to its mother company’s industry (71%), which is either the Information (33%), Manufacturing (23%), or Finance and Insurance (17%) sector—more information on that topic later.

Regarding program design, the average corporate accelerator has:

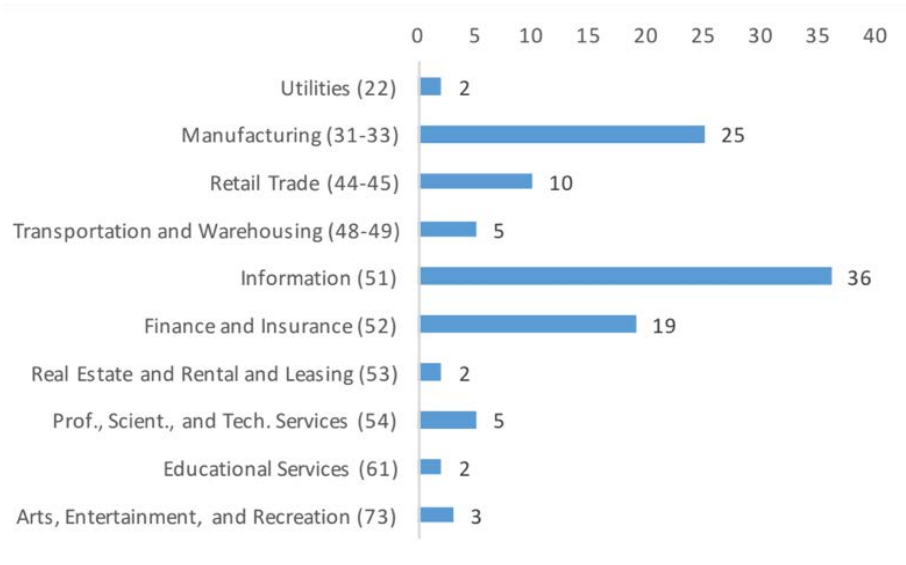
1. Program duration between 3–6 months (81%), with 3 months being the most likely option (44%).
2. Usually provide funding (65%) between €20–50K (37% of those that give funding).
3. Most take no equity in return (46%); if it does take equity, then an equity stake of 6% (35% of those that take equity).
4. Offers its program in a yearly interval (26%)
5. Takes in an average of 8.9 participating start-ups per batch into its program
6. Does not have an independent accelerator as a partner (66%), if it does have an independent accelerator partner then it will probably be TechStars (41%) or PlugAndPlay (14%)

Out of the 109 CAs in the database, as of December 2020, 64 (59%) were still active, 32 (29%) were closed and the status of 13 (12%) was unclear. Thereby, out of those that have closed 24 (75%) remained closed while 8 (25%) reopened with a new, updated concept. The full database is available in the annex of the thesis.

The parent companies of the global CA programs come from different industrial sectors. To analyze the sector to which it belongs, the NAICS (North American Industry Classification System) was used, which classifies businesses by the type of their

economic activity. Most frequently represented is the sector information (51), to which 36 (33%) out of the 109 CAs can be allocated. Hereby, the sector information contains among others publishing companies (511), telecommunication companies (517), or Web Search Portals (519). Other frequently represented sectors were the manufacturing sector (31–33) and the finance and insurance sector (52). Figure 2 gives an overview of industrial sectors (with their respective NAICS code) of the total database.

Figure 2: Total database: Overview of industrial sectors classified by NAICS



Source: Original work by Ton Guardiet

To analyze the geographical distribution of corporate accelerators, not the parent companies headquarter locations, but every single branch was counted. Thereby, 29% (32) of the total were present in several locations while 67% had only one office, and less than 1% offered a remote program (additionally, 3% N/I). It was also interesting to see that 14% (15) of all programs operate only outside of their domestic market. A plausible explanation for this phenomenon is that these companies tried to access a talent pool from a specific area. Out of the 15 corporates that run such acceleration programs, the top destinations were Israel at 27%, followed by USA and India with 20% each. Analyzing the overall distribution of CA locations, it becomes clear that the focus of the geographical representation of this sample is on the western world, in particular on the USA and Europe. Two countries show considerably higher numbers than all others. The USA has 36 accelerator locations while Germany shows 33 branches.

A possible value proposition from corporate accelerators to attract startups is to offer participating ventures a certain amount of financing, which can reach as much as €500K. On the other hand, several CAs have decided to completely take out the financing offer and focus on additional value propositions that other financing alternatives might not be able to offer, such as access to the parent company's client base, access to internal field experts of the fitting business units, or the possibility to leverage the parent company's brand and media reach power. Globally, 65% of the 109 examined CAs offer funding, 27% do not, and for 8% no information was found. Out of those that offer funding, the

biggest share of 37% hand out between €20–50K, but the second-highest share of 20% give between €100–200K of funding (out of those 10x TechStars with a 6% equity in return), while the categories €10–20K and €50–100K both show a share of 15%. On average, the global CA programs that offer funding tend to hand out an amount of €61.106 (arithmetic mean).

In return for their services, CAs traditionally require a small equity share. This enables the parent company to either benefit from financial returns or from improved conditions for future cooperation. Yet, taking equity can also be a deterrent for possible applicants who do not want to give up ownership of their company, which can reduce the application quality. Consequently, there is a tradeoff between benefits and risks which is why some CAs do take equity, while others do not, and some offer an optional equity stake in return for funding. On a global scale, only 28% of CAs take equity, while 46% do not, 10% offer optional equity in return for funding, and for 16% there is no information available. Out of the 31 CAs that do take equity, the range goes from 3 to 10%, whereas 6% is the most common stake, with 11 out of the 31 (35%) CAs choosing this option, followed by 10% (chosen by 23%), and 5% (chosen by 16%).

From the global database, 28 corporate accelerators were shortlisted and analyzed in greater detail. The selected accelerators were all based in Germany as this is the most advanced European start-up and innovation ecosystem. Moreover, having all CAs from one country enables the harmonization of the sample because all would be therefore operating within the same legal and financial framework, making direct comparison possible without the need to apply additional transformation adjustments to improve the data quality. An additional reason behind selecting CAs from the same country was to compare with greater precision all the participants and their characteristics. The sample of 28 was taken from different industries to make it as representative as possible of the true German economy.

Qualitative information was encoded and categorized to allow a quantitative analysis of the data with the help of statistical models that test the hypotheses and explain the observations. The quantitative analysis of the data consisted in three major steps. First, the 28 CAs that were part of the detailed sample analysis were classified (creating an additional database of 952 start-ups that participated in their programs since their inception and additional analysis of their performance), subsequently, their success was evaluated to then finally assessed whether certain characteristics of the CA's design significantly predict whether its performance is successful or not.

Table 2: Comparison of the main success factors analyzed in the relevant literature

	Hoffmann and Radojevic h Kelley (2012)	Winston-Smith and Hannigan (2015)	Cohen (2016)	Hallen, Bingham and Cohen (2017)	Baird, Bowles and Lall (2013)	Kohler (2016)
Number of graduates	X	X	✓	X	X	X
Follow-up investment	✓	✓	✓	✓	✓	X
Graduate's company value	X	X	✓	X	X	X
Graduate's survival rate	✓	X	✓	X	✓	X
Satisfaction of graduates	X	X	✓	X	X	X
Profitability rate	X	X	X	X	✓	X
Cooperation rate	X	X	X	X	X	✓
Number of Exits	X	✓	X	✓	X	X
Major Follow-up investment	X	X	X	X	✓	X
Gained consumer traction	X	X	X	✓	X	X
Employee growth	X	X	X	✓	X	X

Source: Original work adapted by Ton Guardiet

Table 2 illustrates that the existing literature provides multiple ways of analyzing a success of any given accelerator, while the criteria can vary significantly from one study to another. Out of all the possibilities given in the overview, the success criteria to evaluate the corporate accelerators of this sample analysis were chosen for the following reasons:

- a) The relevance in existing literature: success criteria that were used in various previous studies were also taken over in this study. As a result, the success criteria “Follow-Up Investment” and “Number of Exits” were chosen as success criteria.
- b) The fit to this specific study: CAs typically focus on early-stage start-ups. In this context, the profitability of the ventures is usually not of the highest importance. As a result, the total number of graduates, just like the overall operation time in years gives a hint about a CA’s success.
- c) The availability of the necessary data: the sources of information for this thesis were exclusively publicly available data. As a result, the success criteria “Satisfaction of Graduates”, “Gained customer traction” and “Employee growth” were excluded due to missing information.

In order to calculate the respective numbers for each corporate accelerator, all alumni start-ups from all previous batches were listed in a separate database, which can be found in the appendix. Information about the alumni start-ups was taken from the websites or old newspaper articles that reported on the start of a new batch.

The final list consisted of a total of the sum of all previous CAs analyzed—952 start-ups that were examined according to their:

- Operating status (survival rate)
- Whether companies received follow-up funding (follow-up investment rate)
- Follow-up funding amount (Major follow-up investment rate and average company value)
- Whether they started a cooperation with the CA’s parent company (cooperation rate)
- Whether they were acquired (number of exits)

Table 3: Thresholds to define successful, moderate, and not successful Corporate Accelerators

	Success	Moderate	No success
Enterprise survival rate	$\geq 90\%$	$\geq 80\%$	$< 80\%$
Enterprise follow-up inv. rate	$\geq 30\%$	$\geq 20\%$	$< 20\%$
Major follow-up inv. rate	$\geq 10\%$	$\geq 5\%$	$< 5\%$
Enterprise cooperation rate	$\geq 20\%$	$\geq 10\%$	$< 10\%$
Total money raised by alumni (in M €)	$\geq \text{€}50\text{M}$	$\geq \text{€}5\text{M}$	$< \text{€}5\text{M}$
Money/ <u>Startup</u>	$\geq \text{€}0,5\text{M}$	$\geq \text{€}0,1\text{M}$	$< \text{€}0,1\text{M}$
Number of Exits	$\geq 0,5$	≥ 1	< 1

Source: Developed by Ton Guardiet

Table 3 gives an overview for which thresholds the respective success criteria were considered as successful, moderate, or not successful. As previously mentioned, the figures themselves originated from the empirical studies available (and mentioned beforehand) as well as general assumptions regarding the success of every particular program. As the database of accelerator programs combines corporate accelerators from multiple continents and entrepreneurial hubs, the figures such as total money raised, or number of exits had to be adapted to an average. The reason for this being that it is known that in hubs such as Silicon Valley, the ecosystem is more developed, leading to usually larger quantities being raised by the founders, in comparison to more conservative or less developed ecosystems.

The existing literature review, in combination with interviews and other data sources, resulted in the development of 14 potential success drivers, which were classified as hypotheses, listed from H1 to H14. Table 4 gives an overview of the applied tests used to analyze the significance and correlation of the different success driver categories. The hypotheses tested against null hypotheses are explained in the Hypothesis column.

As not all data types are similar, multiple significance distributions were used in order to achieve the highest level of precision. For categorical datasets Chi Square distribution was used, for continuous dataset with intervals or scale simple logistic regression would provide most accurate results. On the other hand, correlation was calculated using three main distributions, Phi, Cramer's V and Point-Biserial Correlation by Pearson.

Table 4: Overview of hypothesis formulation

Variable type	Tested Success Driver	Hypothesis	Data Type	Significance test	Correlation test
Dependent	Successful	-	Categorical (dichotomous)	-	-
Independent	Prior knowledge (years in operation)	H0 (/ H1): There is independence (/a relation) between the years of prior knowledge and a CA's success	Continuous (scale)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Clear vertical?	H0 (/ H2): It is not (/ it is) a predictor of success whether the CAs has a clear vertical or not	Categorical	Chi-Square	Phi
Independent	Program duration	H0 (/ H3): There is independence (/ a relation) between the program duration and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Portfolio size	H0 (/ H4): There is independence (/ a relation) between the portfolio size and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Selection selectivity	H0 (/ H5): There is independence (/ a relation) between the selection selectivity and a CA's success	Continuous (scale)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Selection Process Type	H0 (/ H6): There is independence	Categorical	Chi-Square	Cramer's V

		(/ a relation) between the selection process type and a CA's success			
Independent	CA's Team Composition	H0 (/ H7): There is independence (/ a relation) between the CA's team composition and a CA's success	Categorical	Chi-Square	Cramer's V
Independent	Incorporated metrics?	H0 (/ H8): It is not (/ it is) a predictor of success whether the CA uses success metrics or not	Categorical	Chi-Square	Phi
Independent	Support from top management?	H0 (/ H9): It is not (/ it is) a predictor of success whether the CA is supported from the parent company's top management or not.	Categorical	Chi-Square	Phi
Independent	Corporate partner?	H0 (/ H10): It is not (/ it is) a predictor of success whether the CA cooperates with other corporations or not	Categorical	Chi-Square	Phi
Independent	Scouting team?	H0 (/ H11): There is independence (/ a relation) between the existence of a scouting team that actively looks for start-ups and a CA's success	Categorical	Chi-Square	Cramer's V

Independent	Mandatory physical presence?	H0 (/ H12): It is not (/ it is) a predictor of success whether physical presence is mandatory in the program or not	Categorical	Chi-Square	Cramer's V
Independent	Size of mentor pool	H0 (/ H13): There is independence (/ a relation) between the mentor pool size and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Mentor selection internal/external	H0 (/ H14): There is independence (/ a relation) between the mentor source and a CA's success	Categorical	Chi-Square	Cramer's V

Source: Original work developed by Ton Guardiet, Alexander Oreschenko, and Hendrik Wawers.

After clearing and analyzing the database of 100 corporate accelerators shortlisted for this purpose, the results of the statistical analysis are summarized in the following table. Table 5 shows that out of the 14 tested potential success drivers, five proved to have a significant correlation (marked in green). The reading should be done in the following manner: first the significance test should be taken into account, as it indicates whether the results are statistically significant or can be disregarded as a mere coincidence; next, the 95% confidence interval is used to access the results. In case that the significance test is passed, correlation should be analyzed.

Table 5: Results of the statistical analysis of success drivers of corporate accelerators

Tested Success Driver	Significance test	Results to significance test	Correlation test	Results to correlation test
Successful	-	-	-	-
Prior knowledge (CA's experience as years in Operation)	Simple logistic regression	0,271	Point-Biserial Correlation by Pearson	-0,213
Industry focus related to mother company (clear vertical)	Chi-Square	0,097	Phi	-0,314
Program duration	Simple logistic regression	0,962	Point-Biserial Correlation by Pearson	-0,087
Portfolio size	Simple logistic regression	0,009	Point-Biserial Correlation by Pearson	0,490
Selection selectivity	Simple logistic regression	0,948	Point-Biserial Correlation by Pearson	0,014
Selection Process Type	Chi-Square	0,018	Cramer's V	0,537
CA's Team Composition	Chi-Square	0,335	Cramer's V	0,279
Integration of success metrics	Chi-Square	0,008	Phi	0,501
Support from top management team	Chi-Square	0,229	Phi	-0,227
Cooperation with corporate partner(s)	Chi-Square	0,021	Phi	0,436
Existence of a scouting team that actively looks for start-ups	Chi-Square	0,0215	Cramer's V	0,331
Mandatory physical presence for participating start-ups	Chi-Square	0,032	Cramer's V	0,496
Size of mentor pool	Simple logistic regression	0,418	Point-Biserial Correlation by Pearson	0,205
Mentor selection internal/external	Chi-Square	0,144	Cramer's V	0,372

Source: Original work developed by Ton Guardiet, Alexander Oreschenko, and Hendrik Wawers.

The following part will reflect and interpret test results of each potential success driver in detail.

H1, prior years of knowledge: many CAs advertise the experience they have built up over the years of running the CA program. This suggests that experience in the field will lead to improvements and eventually to better results. In order to examine this relation, the years in operation were calculated as time from launch date until today, or until the date the CA was closed. The results show no statistical significance ($\text{sig.} = 0.271 > 0.05$). Hence, the null hypothesis that the two variables are independent of each other cannot be rejected. Additionally, the Nagelkerke R value shows that merely 6.1% of the variation in the dependent variable “successful?” can be explained by the model, which also indicates the missing correlation.

H2, clear vertical: by focusing on verticals, corporate accelerator can develop an expertise and reputation in the field. Yet, the Pearson Chi-Square test does not show a significant association between a clear vertical and a CA’s performance. That is to say, the proportion of cases in each row of the contingency table (no clear vertical and clear vertical) does not significantly differ across the columns (not successful and successful). Chi-Square (1, $N = 28$) = 3, $p = 0.097$. Hence, the null hypothesis that the two variables are independent of each other cannot be rejected. The proportion of CAs with a clear vertical that were not successful is of 93.3% while the proportion of successful CAs with a clear vertical is 69.2%. It appears that there might be a dependence between not having a clear vertical and being successful rather than the opposite. Furthermore, the negative phi coefficient of -0.314 also implies a negative correlation. However, given the lack of statistical significance, this effect of not having a clear vertical on a CA’s performance cannot be confirmed.

H3, program duration: by extending the cycle time, the dependency between CA and the Start-Up increases. Yet, when analyzing the relation between program duration and the CA’s success, no statistically significant relationship could be validated. Results show that the significance level was 0.697 and that only 0.7% of the variation in the dependent variable “successful?” can be explained by the model. Therefore, the null hypothesis cannot be rejected. Out of the 13 successful CAs, 62% have a program duration that is 3 months or shorter and 38% do not (3x 4 months, 2x 6 months). From the 15 non-successful CAs, 53% offer programs with a duration of 3 months or shorter and 47% do not (1x 4 months, 2x 5 months 4x 6 months).

H4, portfolio size: an argument in favor of small batches is that the CA team and mentors can focus all their energy and concentration on a small, selected number of start-ups. An argument for bigger portfolio sizes can be that the overall exposure to start-ups rises. The data show a positive relationship between the portfolio size and the CA’s success as the significance level is 0.009. Therefore, the null hypothesis is rejected, hence, portfolio size and a CA’s success are correlated in some way. To find out the direction and strength of this correlation, a Point-Biserial Correlation by Pearson was applied. The Pearson correlation coefficient r of 0.49 represents a strong positive association. Hence, as the portfolio size increases, the CA’s success also increases. Despite this clear positive correlation, it should be considered that, in general, it depends on the CA’s capability to work with a certain number of start-ups at a time. If the program quality suffers by increasing the portfolio size, the CA’s success will not be helped. But if the CA has the resources and capabilities to host a bigger number of start-ups it should take the opportunity to do so.

H5, selectivity: the average acceptance rate of this sample was 4.86% while the median was 3.15%, both of which are below the threshold of 5%. The significance level of 0.948 implies no statistical relationship and the Nagelkerke R square value shows that 0% of the dependent variable's variation can be explained by the model. The next step was to test selection selectivity as bigger or as smaller than 5%. Consequently, the data set turned into a categorical one and the data were categorized in three categories (>5%, <5%, and N/I), allowing it to be tested with a Pearson Chi-Square test. Nevertheless, the Pearson Chi-Square test did not indicate a statistically significant relationship either; Chi-Square (1, N = 28) = 2, p = 0.193. As a result, the null hypothesis cannot be rejected.

H6, selection process type: a CA's results depend on the quality of applicants that can be influenced for example by the general value proposition and the program's set-up and conditions. It is also critical for a CA to spot and select the best start-ups out of a large number of applicants. The research of different CA business models revealed that the selection process can be clustered in three different kinds:

1. An exclusive online application that is scanned by the selection team.
2. An online application with a subsequent interview. A certain number of start-ups get shortlisted and invited for a single interview (either via Skype or live).
3. An online application with a subsequent selection event. This can go for a couple of days and contains several interviews, pitches, and other recruitment events. From the online applications, a certain number of start-ups get shortlisted and invited to participate in the selection day where the CA's selection team meets all start-ups in person throughout different situations.

Effort and costs are rising from option 1 to 3. The question was whether the additional input is rewarded by better CA performance. According to the Pearson Chi-Square test, there is a significant relation between the selection process type and a CA's performance; Chi-Square (2, N = 28) = 8, p = 0.018. Hence, the null hypothesis that there is independence between the two variables is rejected. The contingency table of the Chi-Square test also clearly shows this relationship. The relative frequency of CAs that integrate a selection day into their application process is 53.3% for those that are not successful, but a full 100% for successful CAs. Consequently, implementing a more sophisticated selection process does have a positive effect on the CA's success. To test the strength and direction of this correlation, Cramer's V correlation coefficient was tested, since the categorical variable was not a binary one but rather had more than two options. The correlation coefficient of 0.537 can be interpreted as a strong positive association since Phi and Cramer's V measures are similar to the correlation coefficient in its interpretation. Hence, a more detailed selection process leads to higher results.

H7, CA's team composition: a CA's team structure is the backbone upon which everything is built. In these teams there can be different roles like investment manager or program director. Even though all positions can affect the CA's success, it is probably the leading managing director (MD) that is taking the most crucial decisions for the CA's success. Hence, the focus was on the MD and their senior leadership team when examining the CA's team composition. This study classified the CA team structures in internal, external, and internal + external; Chi-Square (2, N = 28) = 2, p = 0.355. The null hypothesis that there is independence between the two variables could not be rejected. Results show that the relative frequencies for CAs with pure internal or pure external team structures are both higher for non-successful CAs than for successful ones. Those

CAs that consist of internal and external team members are the only case where the successful CAs (46.2%) show a higher relative frequency than the non-successful ones (20%).

H8, metrics incorporated: it is common business practice to use KPIs in order to measure goal achievement. However, in the CA industry it does not seem to be a common standard yet. Only 18% of the 28 examined CAs publicly stated that they use success metrics to track their progress. Despite its uncommon usage, a statistically significant relation between the incorporation of metrics and a CA's success could be seen; Chi-Square (1, N = 28) = 7, $p = 0.008$. Thus, the null hypothesis could be rejected. Meanwhile the proportion of CAs that use metrics and are not successful is 0%, and those CAs that use metrics and are successful is 38.5%. To test the strength and direction of the correlation the Phi coefficient was applied since the contingency table is a 2x2 matrix. The value of 0.501, implying a strong positive association, meaning the incorporation of metrics into the operation improves performance.

H9, support from top management: it is a logic conclusion that Start-Up teams will be more encouraged if they prepare for one-on-one sessions with a corporation's board members and that these board members make good mentors that increase the program quality. Since statements that declare that top management support does not exist are very unlikely to be published, the two categories in which the examined CAs were classified were: support and N/I. While testing the relationship of CAs that have the parent company's top management support and their performance, no statistically significant relation could be identified; Chi-Square (1, N = 28) = 1, $p = 0.229$. As a result, the null hypothesis cannot be rejected.

H10, corporate partner: researching the structures of different CAs, it became obvious that more and more CAs cooperate with other firms that have similar objectives. This cooperation trend is a recent development and could not be observed in the same way in the past. Out of the 14 CAs that have a cooperate partner, 21% (3) were founded before 2016 while 79% (11) were founded in 2016 or later. The trend of growing corporate cooperation becomes even clearer from the perspective that, from the CAs that launched before 2016, 20% have a corporate partner while from those CAs that launched in 2016 or later, 85% have a corporate partner. Furthermore, out of those CAs that changed and reopened their business model, 100% started the new CA in cooperation with one or more corporate partners. For example, the Media-Saturn Group closed down their Spacelab in 2016 and opened the Retailtech Hub in 2017. As the name indicates, this new CA business model is an open innovation platform for all corporates and start-ups connected to the retail industry. Axel Springer Plug and Play closed in 2018 and started a new CA in cooperation with Porsche Digital in 2019. Metro closed their retail-oriented CA in 2018 in order to open a new CA in cooperation with the American retail chain Target in 2019. Seeing this clear trend towards corporate cooperation, the question was whether CAs that engage in these kinds of cooperation are more successful than those that do not. The Pearson Chi-Square test shows that there is a statistically significant relation between the cooperation with corporate partners and a CA's success, therefore the null hypothesis is rejected; Chi-Square (1, N = 28) = 5, $p = 0.021$. The proportions for CAs that have no corporate partner and are not successful is 66.7% while the proportion of CAs without a corporate partner and with success is 23.1%. Simultaneously, the proportion of CAs that do have a cooperation with other corporates and are not successful is 33.3% while the proportion of CAs with corporate cooperation and success is 76.9%. Furthermore, the Phi

coefficient of 0.436 indicates a reasonable positive association. One can conclude, then that having a corporate partner does have a positive effect on a CA's performance.

H11, scouting team: researching the different CA business models, it became obvious that some CAs installed specific teams whose job was to actively look for start-ups that might fit to the CA program. These teams would visit conferences related to the Start-Up industry or to the CA's target industry or attend similar networking events in order to promote the CA to potential applicants. A potential consequence could be that the number and quality of applicants rises, which could have a positive effect on the CA's performance. The Pearson Chi-Square's significance level of 0.215 implies that such a relation is not statistically proven; Chi-Square (2, N = 28) = 3, $p = 0.215$. Consequently, the null hypothesis cannot be rejected.

H12, mandatory physical presence: some of the examined CAs promoted the fact that physical presence is not mandatory in order to be part of the program. This could either have a positive or a negative effect on the CA's performance. Not having to move to a specific town for three months gives more freedom to the participating start-ups. A positive effect could therefore be that more and better start-ups apply to the program and this increase in quantity and quality improves the CA's performance. Yet, the lack of physical interrelations on a daily basis could also lead to a decrease of the outcome quality. There is a statistically significant relation between the obligation to be present and a CA's success, hence the null hypothesis is rejected; Chi-Square (2, N = 28) = 7, $p = 0.032$. While the proportions for CAs that do not require a physical presence are relatively similar, the proportions for CAs that require it are 40% for non-successful CAs and 76.9% for successful ones. Consequently, there is a positive relation between obligating start-ups to move into the CA's premises and the CA's success. This strong positive correlation was also confirmed by Cramer's V coefficient of 0.496.

H13, mentor pool size: the research of different CA business models revealed that the mentor pool size varies strongly. The average mentor pool size of this sample is 129 while the median is 110, but the range of this study's sample goes from 2 to 300. This brought up the question whether it is more effective to work with a small or large group of mentors. The significance level found of 0.418 shows that there is no significant relation between the size of the mentor pool and a CA's success, meaning that the null hypothesis cannot be rejected.

H14, mentor source: mentors play an important role in the business model of a CA. How does a CA select the right mentors for its program? To ensure a lean and clear research process, this study differentiates internal, external and internal + external mentors. Nonetheless, this examined sample did not show a statistically relevant relation between the type of mentor source and a CA's success; Chi-Square (2, N = 28) = 4, $p = 0.144$. Hence, the null hypothesis cannot be rejected.

2.1.2. List of key success factors with statistical importance

The findings contain five success factors that show a statistically significant correlation to a corporate accelerator's success in the previous part. These five categories should receive special attention from the accelerator management team while developing the business model:

Selection process: analysis indicates that accelerators should invest in their selection process and set up a two-step application process consisting of an online application and a subsequent invitation to selection day(s) for shortlisted start-ups. A first potential reason is that an intensive selection day allows the team to better get to know the candidates and gives the CA an opportunity to assess and differentiate between candidates who, at a glance, seem very similar. Many programs state that the team is a crucial selection criterion. In the selection days, the organizers can test the team in different situations (also while they are not aware of being assessed). This facilitates the assessment of the team's performance and helps predict future performance. Furthermore, teams can be compared simultaneously rather than one after the other. A specific point that cannot be tested in an online application are different soft skills. For start-ups, it is crucial to sell themselves and their ideas in order to convince investors. The selection day gives the perfect opportunity to test and assess these skills. A second major advantage apart from the improved evaluation potential is the employer branding perspective. Throughout the selection day, CAs cannot only choose the right start-ups but also impress them and convince them to join the program.

Incorporation of metrics: Dempwolf et al. (2014), Haines (2014), and Kanbach and Stubner (2016) all stress the importance of the incorporation of metrics to track the progress of start-ups as well as the achievement of a (corporate) accelerator's objectives. The findings show that CAs should install KPIs that measure the start-up's development process as well as the CA's own goals. Metrics can help track the progress of the start-ups and of the program benefiting both parties. In general, success metrics can be separated into forward and backward-looking metrics. Forward looking metrics improve the expectation management. Participating start-ups—but also for example, CA employees—have clarity regarding their performance expectations. Backward looking metrics help with the assessment of results and performance. These quantifiable results for different business areas could potentially make it easier to recognize red flags in time and take the needed measures. Metrics generally serve to take informed decisions, but they can for example also be used to hold people accountable for their performance.

Mandatory physical presence: the results show that physical closeness improves a CA's outcome. A deeper analysis holds several potential explanations. First, and maybe most importantly, the work in the same facilities has a great potential to create a highly motivating environment. Teams are constantly surrounded by CA employees, mentors, and especially other start-ups. Various alumni state that one of the biggest lessons learned came from working with other founders. Being in the same room fosters an environment of cooperation that can help the overall program outcome. Second, the frequency of interaction, especially spontaneous ones, drastically increases. It is commonly said that the best ideas and conversations happen in the cafeteria. Third, physical presence gives program managers greater monitoring and control possibilities. They can constantly

oversee the start-up's progress and intervene at the right time if needed. Lastly, physical closeness minimizes misunderstandings that can derive from communication gaps. Still, it might make sense for CAs to find a hybrid version between freedom of operation for start-ups and physical closeness, such as to not jeopardize a start-up's creativity. For instance, the accelerators could (i) set a general standard for start-ups to work in the CA's facilities, (ii) require mandatory physical presence for key meetings, but (iii) offer a certain level of flexibility to work remotely.

Corporate partner: a general trend in the CA industry can be observed as more and more corporate accelerators partner up with other corporations. In the sample, the amount of CAs that have a corporate partner is 50%. More importantly, the findings show a significant positive relation between having corporate partner(s) and a CA's success. There are several potential explanations for this phenomenon. First, having a corporate partner means sharing the risk as well as the financing cost of the CA program. Second, corporates can benefit from each other's know how, reputation, and standing. The risk of partnering is that after the CA program, start-ups might choose to work with the corporate partner instead of one's own parent company. Yet, the fear of competition seems to have been outweighed lately by the benefits of setting up an open ecosystem.

Batch size: the analysis shows that CAs should increase their batch size if they have the required human capital, financial resources, and knowledge to guide a bigger batch of participating start-ups. Kim and Wagman (2014) published that, finding the right Start-Up portfolio size (number of companies in an accelerator program) is crucial to an accelerator's success. By increasing the batch size, they have a bigger exposure to ideas that might fit what the CA is looking for. However, the quality of the program should never suffer by increasing the batch size. The biggest batch size of our sample is that of Daimler's Startup batch, which hosts 34 start-ups per batch. The next biggest CAs are the Airbus BizLab with 20, and APX and Axel Springer Plug and Play with 12 each. Daimler manages to maintain high quality standards despite the high number of start-ups per batch because the automotive company cooperates with 27 other corporations when organizing its CA program. Analyzing the relationship between larger batch sizes and success, one should keep in mind the difference between correlation and causation. Applied to this case, the data show that CAs with larger batch sizes are more successful. Yet, this does not automatically mean that it is the larger batch size that led to its success. Maybe, successful CAs simply tend to increase their batch size.

In addition to the five statistically significant success factors, there are other success factors that did not turn out to be significant but that CAs should still keep in mind when setting up their business model.

Accelerator team composition: according to the data, it does not influence a CA's success whether the CA's team composition is internal, external, or a mixture of both. Nonetheless, this factor should not be completely disregarded. Even if not statistically validated, the analysis shows a trend that CAs with mixed teams are more successful. A potential explanation could be that a CA needs staff (and especially leadership) that has experience in the start-up world, but also understands the structures and procedures within the organization in order to communicate the accelerator interests to the parent company. This combination can be reached by setting up a mixed team of externals with entrepreneurial backgrounds and internals that are industry experts and know the

organization. Naturally, the balancing act of entrepreneurial and corporate experience can also be managed in other ways. Internals can have entrepreneurial experience and externals can be familiarized with the company's organizational structures. What matters is that both areas are covered, not *how* they are covered.

Mentor source: the data did not reveal statistical dependence between the mentor source and success. However, mentors need to cover a broad field of expertise and it is hard to find all the required expertise within their own company. Therefore, it is likely that internal mentors are experts in the field/industry, but for specific start-ups related questions external expertise is required.

Support from top management: Kanbach and Stubner (2016) name support and commitment as well as access to the parent company's management board and top management team as a critical success factor. They state that "top management support increases the credibility and acceptance of the program within the entire organization" and will increase the encouragement and engagement from employees within the firm. The dataset shows no direct statistically significant dependence between the support from the top management and a CA's success. Yet, despite not being statistically significant, the analysis indicates that CAs that receive top management's support perform better than those who do not. A reason for the missing significance could be that top management support is potentially more relevant for some CA types than for others. Top management support could, for example, be more relevant for CAs that depend on business units integrating the start-ups' new solutions into the corporate's value chain. To enable seamless integration, the right employees need to be familiar with the start-ups' developments, which requires an active participation and acknowledgement of the CA from all employees. For others, with goals less interlinked with those of the parent company, top management support might not be as essential. Board members would still make effective mentors of the CA program, but the effect of motivating the parent company's employees could have less importance in this case.

Scouting team: the data analysis did not reveal any statistically significant correlation between the existence of a scouting team that actively looks for start-ups and accelerator success. However, in specific cases the existence of a scouting team may be the right step. Kanbach and Stubner (2016) mention in their study that "networking (at events and Start-Up conferences and with venture capitalists) identifies and attracts promising start-ups". The scouting team could for example be especially helpful if a CA needs more high-quality applications. By scanning the market, the team could contact interesting start-ups that otherwise might not have applied to the CA program. Hence, one of the team's purposes could be to promote the CA to the correct target group via private messaging, on conferences, or at other networking events.

Selectivity: the data set revealed statistical independence between the selectivity and a CA's success. However, Baird, Bowles, and Lall (2013) argue that a high degree of selectivity, in form of an acceptance rate of <5% increases the success of independent accelerators. Regardless of statistical significance, the dataset indicates that CAs that meet their goals are more successful than those who do not. There could be several explanations for these increased success rates. The first reason is that greater selectivity keeps the standard of the class high. The overall quality of participating start-ups increases with a higher selectivity, which leads to a better performance of the class as alumni. This improves the program's reputation, which leads to higher application

numbers. In general, the number of applications matters because it gives the CA more options to choose from. The goal should therefore also be to increase the number of applications and then select a reduced number of start-ups. The second reason why selectivity matters is that there is a marketing effect of highly selective programs. If only <1% of applicants get accepted, this creates a scarcity that could result in a hype that generates an even higher number and quality of applicants.

2.1.3. Elaboration of an appropriate questionnaire for the interviews for further analysis

Previous research has shed light on the five criteria that are statistically significant to designing a successful corporate acceleration program. To further confirm the findings and develop more understanding of the topic, a qualitative analysis would be conducted. The most appropriate way to conduct it in this case would be via an oral interview with the managers of the program and its participants in order to understand how these qualities affect both stakeholders. As in every exercise of collecting information, it is crucial not to bias the interviewee and to record precise answers. In order to achieve this task, the correct questions must be properly framed. It is also important to point out that for a program to be successful both parties must show consent, therefore both must be interviewed. The structure of the following part will be the following: first, the possible questions for the corporate accelerator will be noted, followed by possible questions for the participant. For the interview to provide value, the person being interviewed must provide genuine answers, therefore the possible length of the questionnaire must also be considered. Consequently, the last part will consist of a shortlist of questions selected for the interview for both parties.

Insights for the questionnaire for Corporate Accelerators

I) Program's genesis and principal objectives

Insight n°1: Identity card of the most successful Corporate Accelerator Programs.

- a. Who, how, and when came the idea of creating the program?
- b. What are the principal objectives of the program? How many people are currently working for the program?
- c. What value does it bring to your corporation?

Insight n°2: The business model.

- a. How much does your budget allot?
- b. How do you allocate your budget?
- c. How do you earn revenue?
- d. Is your program meant to be profitable?
- e. Is 100% of the funding originating from within your organization?

II) Selection policy

Insight n°3: The selection criteria.

1. Origination scope:
 - a. What elements do you take into account when targeting candidates? Please select from the following list.
 - Headquarters location
 - Business location
 - Technology
 - Industry
 - Year of creation
 - Development stage
 - Revenue
 - Profitability
 - Number of people involved
 - Potential to be part of the group's value chain
 - Business Model
 - Other (please specify)

Insight n°4: The selection criteria required by the acceleration program.

- a. Do you conduct interviews?
- b. Do you do on-site visits?
- c. Do you consult experts for due diligence? If yes, on what matters?
- d. Do you write an info memo for each candidate?
- e. Do you create a data room for each candidate? If yes, on what matters?
- f. Would you be interested in a technological tool to build such a data room?
- g. How is your selection committee composed?
- h. Who are the voting members and the nonvoting members?
- i. Is the decision of the committee subject to reporting? If yes, to whom?
- j. How long does your selection process last?

Insight n°5: Openness, activity, and selectivity of corporate acceleration selection process.

- a. How many applications do you receive per program edition?
- b. How many applications do you introduce to the committee?
- c. How many candidates do you select per year?
- d. How is your batch size evolving throughout the years and why so?
- e. Do you have measures directed to the refused candidates?

III) Acceleration strategy:

Insight n°6: Resources offered by the corporate accelerator

- a. What resources do you offer to your program participants?
 - Working spaces
 - Mentors
 - Funding
 - Market access (suppliers and customers)
 - Workshops
 - Other (please specify)
- b. On working spaces:
 - Is physical presence of participants mandatory or optional for the time of the program?

- What does it bring to the group to have the participants on premise?
What does it bring the participants?
- c. On mentors:
 - How do mentors bring value your program?
 - How do you recruit them?
 - On which criteria do you choose your mentors?
 - How many mentors do you have?
 - Are they categorized? How?
 - Are you planning on recruiting more mentors? If yes, how many?
- d. On funding:
 - Do you provide funding to all participants? If not, on which criteria do you decide to support them financially?
 - What is the range of financial support that you provide to your participants?
- e. On market access:
 - In what way do you provide market access to your participants?
 - Do you hold networking events? If yes, at which frequency?
- f. On workshops:
 - How do workshops bring value to your program?
 - On what frequency do you hold them?
 - Would you be interested in a tool that gives training and online monitoring sessions? If yes, what proportion of your time would you dedicate to such an activity?

Insight n°7: Performance measurement:

- a. Do you track the evolution of your participants? If yes, how?
- b. What are the KPIs that you consider?
- c. Is performance still measured once the program has ended?

Insight n°8: Follow-up measures:

- a. How do you stay in touch with your participants?
- b. Do you provide your candidates with follow-up measures?
- c. Do you have an alumni service?

Insight n°9: General management of corporate accelerator:

- a. How frequently is your program held?
- b. What are your main channels of interaction with the participants?
- c. Do you use digital tools to manage the program?

Insight n°10: Interaction with the cohort:

- a. How does the interaction with members of the cohort work?
- b. What is the process of reporting?

Insight n°11: Achievements and projections of the accelerator:

- a. If you had to make a global picture of your program today, what would it be?
- b. What is the survival rate of your candidates?
- c. What are the biggest challenges when it comes to the program?

- d. In what ways do you think that your program could be improved?
- e. How would you imagine your program in 5 years?

Insights for the questionnaire to the Candidates

I) General information

Insight n°1: Basic information about the candidate:

- a. What is the name of your project/business?
- b. When was it created?
- c. What year did you participate in the accelerator?
- d. In what industry do you operate?
- e. At what stage was your business when you took part in the program?
- f. Where is your HQ located?
- g. What was your annual revenue when you participated in the program?
- h. Were you profitable? If yes, how long had you been profitable for?
- i. How many people were involved in your project/business?
- j. Do you use any specific technologies in your production process that are linked to the value chain of the corporate accelerator parent company?

II) Before participating in the corporate accelerator

Insight n°2: Corporate accelerator reputation:

- a. How did you find out about the program?
- b. Did you ask for references before applying or accepting?

Insight n°3: Accelerator participants' expectations:

- a. What were the main reasons that made you participate in the accelerator?
- b. What were your expectations before participating?
- c. Did you participate in a similar program before?
- d. In your opinion, what are the main differences between corporate accelerators and other similar mechanisms of support?

Insight n°4: Opinion on the selection process:

- a. Please rate the selection process from 1 to 10.
- b. Did you consider the selection process too long? If yes, please specify.
- c. Did you consider the selection process too constraining? If yes, please specify.

III) While participating

Insight n°5: Perception of management:

- a. Did the program adapt to your specific needs? Please specify
- b. Was the management reactive enough to your requests?

Insight n°6: Perception of support:

- a. What resources did you benefit from?
- b. How useful were these resources for your business on a scale from 1 to 10?

III) After participating

Insight n°7: Key results derived from the program:

- a. In what sense are corporate accelerators different from traditional accelerators?
- b. Rate your experience from 1 to 10.
- c. Would you recommend this program? Why?
- d. What were the main benefits you got from participating?
- e. Did your participation make your business grow?
- f. Did your participation make your business structure more organized?
- g. Did your participation make you develop new types of activities?
- h. How did the networking events bring value to your activity?
- i. How did mentors bring to your activity?
- j. Did your participation to the program bring you more visibility?
- k. Did the program help you develop more efficient producing processes?
- l. Did the program help you improve financial management?
- m. Did the program help you attract talent?
- n. Are you still in touch with the program management? With the participants?
- o. How do you think that the program you took part in could be improved?

Insight n°8: Evolution, facts, and figures

- a. What is your current development stage?
- b. How many people are now involved in your project/business?
- c. How many people did you hire/fire in this financial year?
- d. Are you planning on growing internationally?
- e. Does your business generate revenue today?
- f. Is your business profitable?
- g. If your venture is still not profitable, in what year do you deem that it will generate its first profit?

As mentioned in the beginning, most of these questions would provide additional information and a lot of value for further research, however it is simply not feasible to ask over 100 questions to the interviewee and expect the same level of engagement and willingness to cooperate. Consequently, both lists have to be reduced to the questions that provide most value in terms of understanding any corporate accelerator and research. The final questionnaire may include the following questions:

Final questions for Corporate Accelerators

1. Who, when and how came the idea of creating the program?
2. What are the principal objectives of the program? How many people are currently working for the program?
3. How do you earn revenue?
4. Is your program meant to be profitable?
5. Is 100% of the funding originating from within your organization?
6. What elements do you take into account when selecting candidates?
7. Is fit potential to be part of the group's value chain considered?
8. What are the main parts of the selection process?
9. How long does your selection process last?
10. How many applications do you receive per program edition?
11. What is the batch size?

12. What resources are at a participants' disposal during the program?
13. Is physical presence of participants mandatory or optional for the time of the program?
14. What are the criteria to select mentors?
15. Do you hold networking events? If yes, with what frequency?
16. Do you track the evolution of your participants? If yes, what are the main KPIs?
17. How frequently is your program held?
18. What are your main channels of interaction with the participants?
19. What is the survival rate of your candidates?
20. In what ways do you think that your program could be improved?

Final questions to the Candidates

1. What year did you participate in the accelerator?
2. At what stage was your business when you took part in the program?
3. What was your annual revenue when you participated in the program?
4. Do you use any specific technologies in your production process that are linked to the value chain of the corporate accelerator parent company?
5. How did you find out about the program?
6. What were the main reasons that made you participate in the accelerator?
7. Did you participate in a similar program before?
8. Please rate the selection process from 1 to 10. Please state reasons below.
9. Did the program adapt to your specific needs? Please specify.
10. How useful were the resources provided by the CA for your business on a scale from 1 to 10?
11. Rate your general experience from 1 to 10.
12. What were the main benefits you got from participating?
13. Did your participation make your business grow?
14. Did the program help you attract talent?
15. Are you still in touch with the program management? With the participants?
16. What is your current development stage after the program?
17. Are you planning on growing internationally?
18. Does your business generate revenue today?

A sample of the interview sheet used can be found in the appendix.

2.2. Analysis of market participants and their innovation strategies

Technology has a massive impact on every part of our daily lives and acceleration programs are by no means an exception. Huge technological advancements since the first-time accelerators started to gain popularity in the mid-2000s enables drastic change to the programs and the whole experience. An entire book could be written exclusively about fully digital accelerators, which increased in popularity in recent years because of the rise of remote work and the incremental acceptance of such programs by the participants

themselves. Yet, there is no need to go to the extreme event as the most “classic” acceleration program will be full of small tech solutions, from software management, the admissions, a CRM, and probably an online communications tool. Furthermore, corporate accelerators are only one of the strategies that companies use to innovate and stay at the forefront of their industry, but we should not forget that many smaller enterprises use different techniques.

To further enhance the findings from the previous chapter, it could also be interesting to analyze whether the wider use of technology helps companies consistently outperform the ones that do not use that much tech in the field of innovation? In order to answer the question, this chapter will analyze the impact of technology on multiple companies, from multinationals to smaller family run businesses in order to provide a wider view of how the technology is used. The data originate from multiple sources including observations, by taking part and analyzing in detail several programs. Documentary analysis will be conducted by analyzing in depth for around 20 innovation programs with particular focus on the use of tech and comparing it to the results achieved. Finally, qualitative data will be collected via interviews with a significant number of acceleration managers and the participants of their programs.

Moreover, multiple similar vehicles to corporate accelerators will be analyzed in detail such as hackathons, venture builders, incubators, etc. The aim of such research is to identify the use of technology and the impact it has on the success rate of the event. For instance, most hackathons take place virtually, yet incubators tend to have mandatory physical presence requirements from all participants. This chapter will finalize with a conclusion that takes into account all the aforementioned studies and research in order to state whether technology has a significant impact on the acceleration programs.

2.2.1. Detailed analysis of 20 corporate entrepreneurship programs

Corporate entrepreneurship can come in many forms and sizes. Some companies develop corporate acceleration programs, others collaborate with already existing ones, still others work with research labs or even launch a venture capital fund. There is no magic formula as to which will work for any given company, but the enterprise itself has to identify the best way to stay innovative that would be directly connected to internal values, processes, and business objectives. The following 20 companies have been analyzed in detail in order to identify their particular way of bringing innovative solutions and access to emerging technologies. Multiple corporations rely on in-house ways of operation, while others outsource part of the innovation that is not vital. The size of the company plays a noticeable role, as the general rule is: the bigger the company, the more effort is specifically allocated towards corporate entrepreneurship. This phenomenon is true for the sample that has been analyzed. Another critical aspect is the sector in which the company operates, since the data shows that if there is low competition any company would focus on operational excellence rather than moonshot ideas, which may not be necessary or will not have a huge effect on the P&L.

The information mentioned in the following part was collected through direct interviews with employees or former employees with close knowledge of innovation process that their company follows. Without further ado, the first company studied in detail is:

DKV



DKV has long been committed to innovation as the driving force behind its development. It is so important to the company that it is one of the 20 points included in its strategic plan (Plan Voluntad 2020), and for many years DKV have had a specific Innovation Unit. “DKV promotes a culture of innovation that allows to develop customer-centric projects that set the company apart from our competitors by our products, services and solutions” is how J. Carranza regional director who has been interviewed describes DKV innovation reasoning.

In the DKV Group, the innovation could be summarized as "To innovate is to transform new ideas into results, doing things that are different from those we have been doing". Consequently, they consider innovation as a continuous and systematic action based on an explicit attitude for doing new things that add value to the stakeholders, to the company itself, and to society. There is innovation to the extent that there are two elements: improvement and novelty. It is the latter that differentiates the concept of continuous improvement. One differentiator factor that stands out is that they will measure innovation in order to make decisions based on objective information and to align innovation with the company's strategy.

To this end, indicators have been defined to measure what is truly relevant, both the results obtained and other inputs that will help us to achieve our innovation objectives. In order to define the results indicators, a company Innovation Map has been previously drawn up, where the company's projects that have an innovation component can be seen in a very graphic way, classifying in which phase they are, what degree of innovation they have and in which area of innovation they impact.

Figure 3: DKV innovation map

Áreas de innovación	Salud	Negocio no responsable	Experiencia de cliente	Otros
Radical	Conectividad correctores	Planificación propio funeral		
	Reinventando Decesos		Sucursal 2020	Contenidos digitales sobre ecofuneral desde Fund. Tierra
	Nuevos factores de riesgo- hábitos de vida saludable			
	Hub de salud digital			
	Seguros colaborativos: Renta Baremado			
Semi-radical	CAS			
	Plataforma infinity (alfa)	Gestión hospitalaria		Contenidos digitales sobre ecofuneral desde Fund. Tierra
	Conocimiento del cliente y segmentación			DKV Lab
	Hooli		Naturaleza saludable	Nuevos factores de riesgo- accesibilidad
Incremental		Chatbot: Guía en el entorno virtual		
	DKV Overseas	Sucursal inteligente	Landscape monitor	Producto Decesos: Servicio cuidados paliativos
	Famedic (Nueva oferta ATA/Medicare)	Plataforma de telemedicina	PAD	Gestión publicidad por clusters/intereses
		Digital Doctor Especialistas		Comadrona digital
	Ideación y conceptualización	Prueba conceptual	Piloto	Salida a mercado

Source: Internal information provided by J. Carranza

A key part of the innovation model is to extend the culture of innovation to the whole organization, putting the focus on training, creativity, and participation. To this end, in 2019, the 2nd edition of DKV Emprende was completed, seeking to promote the stature of the internal entrepreneur.

Throughout the year, internal workshops are held for departments, in which, among other things, sessions are held on trends and the generation of creativity dynamics for the solution of challenges, training sessions are offered, especially in design and digital transformation, and the Day of Creativity. *DKV Diseña* was also deployed in recent years, introducing strategic design in the definition of projects; a post-mortem phase was defined for projects, as the final phase of projects with the aim of learning from mistakes. Moreover, three years ago several open innovation platforms for employees, customers, and distributors were launched.

Finally, DKV offers its employees the opportunity to develop their own project around the company's strategic lines:

- You can participate individually or in groups of up to four.
- During the process, training is received with the training plan for entrepreneurs using the Lean Start-Up methodology.
- An internal mentor is assigned to each project and experts are defined within each area to whom to turn for advice.

- The best projects participate in a final event to achieve the implementation of the project and win a financial prize of 3,000€

Origen



This company originated over 15 years ago with the mission to seek innovation within the technology tools sector. For Origen, innovation is a growth engine because in order to compete with other companies with greater experience in more traditional and mature markets, it is important to innovate in new areas yet to be explored. This is possible thanks to the agility that a small company can have. A. Luna has provided his opinion regarding the innovation process followed by the company.

The following process was followed for innovation when using a new machine. One of the last projects that has been developed and that was later taken to GO, was to implement 3D printing in the product portfolio. In addition to attending several specific fairs and meeting with several suppliers to learn how it integrates with the business model and company values, the company first took an experimental step. The decision to purchase a versatile machine in order to evaluate the technology directly and to explore what it can contribute to the customers, the problems that arise in reality, the competitive advantages it provides, quality, time or manufacturing limits, cost analysis, etc. A specific person was assigned to test the new machinery, with the necessary training and financial resources to conduct testing on multiple materials.

Once this phase was executed, the company moved to a pilot phase, where real projects were developed jointly with the clients. The result of the entire process has exceeded expectations, since, because the initial investment has already been amortized, it has become a strategic product for the development of our customers.

The management and entrepreneurial culture of Origen, according to the classification in four models by Robert Wolcott and Michael Lippitz in "The Four Models of Corporate Entrepreneurship", this facilitator model shows that the members of an organization are willing to develop new business ideas if the right support is provided. Thus, the company will provide resources and processes that will allow the teams to explore new opportunities at their own pace, to the extent that these opportunities contribute to the organization's strategy.

The company also understands the value of open innovation, which is why Origen has support programs for entrepreneurship from external entities such as start-ups, student associations, and competition teams, where, in all of them the company provides access to the technology sold, technical support, and economic resources.

FOCS D'ARTIFICI EUROPLÁ



Focs d'Artifici Europlá is a pyrotechnic company based in the Valencian town of Belgica (Valencia). Constituted in 1997 under its present name, its installations and presence in the Valencian sector go back to the 1940s. The manufacturing facilities were extended in 2000 and part of the old infrastructure was eliminated. Given the experience in the international trade of one of the founder's heirs, since 2007 an important investment and adaptation of the facilities began to prepare the company for internationalization, progressively abandoning the sector of traditional pyrotechnic shows in favor of the production and export sector of products to international specialists. F. Martínez Gomis provided relevant information in order to understand how innovation takes place in Europlá.

Today, the company is the third-largest exporter on a national level, a development achieved in barely 10 years, currently exporting to around twenty countries. Among its international clients are various amusement parks in France such as Disney Paris and Futuroscope, to which it supplies pyrotechnic effects for daily use in its daytime and evening shows. It has its own R+D laboratory with two people assigned to the constant innovation of projects.

Europlá, being a small family company, within an industrial context such as fireworks, is very traditional and artisan, having always moved in an innovative context. It must be taken into account that Corporate Entrepreneurship is not independent of R&D, but on the contrary, evidence shows that those companies that have implemented corporate entrepreneurship have increased their efforts in R&D.

Despite being a small company, the fact that a team of two people + management who are dedicated to active innovation and the generation of new business opportunities has made it possible for Europlá to have a competitive advantage in times of crisis and to face the post-COVID-19 future with hope. The current nature of the company is totally facilitating, since it provides economic resources for the implementation of alternative projects and the involvement of management in monitoring and betting on them. As a result of these policies, even though they are at a "micro" level of a small team, it has been possible to open up an important avenue of diversification through an alliance with the Swedish company Hanson PyroTech.

Furthermore, the company poses yearly challenges to its employees, which may look like:

- Efficiency challenge: to accelerate the project's success by focusing on developing components by two different teams.
- Product challenge: improve both existing and new products.
- Service challenge: a better customer shopping experience has been created by creating a b2b platform; this should be continuously improved.
- Cultural challenge: the attraction of talent that are highly motivated by their autonomy and achievement of challenges has meant a qualitative leap in corporate strategy.

- Technological challenge: obviously limited by the size of the company, but within the philosophy, the technological development of the aforementioned platform focused on customer service has meant an incursion into the exploration of technology as a motor for differentiation from the competition; no company in the sector currently has this service.

OFG



OFG is a company with more than 20 years of experience providing telecommunications services to operators and equipment manufacturers throughout the mobile and fixed network deployment chain. Born in Spain, it is present in 18 countries, mainly in Europe and Latin America. The main activities it carries out are Acquisitions, Engineering, Radioelectric Certifications, Consulting and Professional Services, Installation and Construction, Maintenance, and IT Services. Its main clients are operators such as Telefónica, Orange, or Vodafone, and equipment manufacturers, called vendors, such as Ericsson, Huawei, or Nokia. Until June 2018, the business was family-owned, but from that date onwards, an investment fund took over the majority of the shares.

A large part of the management team has been with the company for more than 15 years, having significant inertia in terms of the services offered, where they have hardly changed in the last 6 years according to A. Montero, managing director for the Iberia region. Diversification into other areas has been tried multiple times, but because the company is mature and the competition is so high and specialized, OFG gradually moved away from these new initiatives. An IT department was created to incorporate technology into the processes, but the reality is that it has remained a mere facilitator of devices and programs.

There is a very strong belief among company directors, following the loss of several projects, which suggests that "we must change something", because OFG is gradually being pushed out of the market. However, the paradox is that now that the company is ready to innovate, the fund that took over wants to cut all unnecessary expenses as it plans an exit within couple of years and is hence not worried about long term survival.

Until now, all new initiatives have been based on copying what others have been doing for years, in the belief that lowering prices was enough—but reality has shown that it is not, as none of the initiatives were fruitful. In the case of OFG, the source of innovation must be the customer. The customer has an infinite number of demands that must be met, such as security, cost reduction and artificial intelligence applications, reduction of the human factor, improvements in the management of processes or reporting, adaptations to regulations, etc. In such a competitive market, the strategy must be focused on achieving an advantage that moves OFG away from differentiation by price alone, placing the company in a position to contribute value.

In any case, an initiative has occurred spontaneously under an opportunistic model. Given the market situation, the lack of policies in this sense and the risk of bad positioning as a

consequence of the above, the real and necessary model should be based on facilitating innovation. Currently, there are talks about the creation of an Entrepreneurship Committee, formed by its CEO of Europe (great supporter, new initiatives), the two General Directors (Iberia and the rest of the EU), the IT Manager, and the Quality Manager. This Committee and the three most senior people must support this process within the organization by "expanding" the new philosophy to all.

Neinor Homes



Neinor Homes formally began its activity in May 2015, after a subsidiary bought the Lone Star funds of Neinor, a 28-year-old Basque residential developer, from Kutxabank. In March 2017, the company made its first IPO in the residential development sector in Spain since the financial crisis of 2008, becoming one of the sector's leading companies. Together with the management team, more than 270 top-level professionals form Neinor with the mission of managing the most ambitious residential development project to emerge in Spain in recent years, having more than 1,800 million euros in assets. R. Solanas has been interviewed in order to understand the process in detail.

Innovation is part of Neinor Homes' DNA and is an element that is present in all areas of the company, contributing to its objective of becoming the benchmark developer in the new cycle of recovery of residential construction in Spain. Over the next few years, the residential property development sector is poised to undergo a major transformation, moving towards professionalization and industrialization—and Neinor Homes wants to be a driving force for change and be part of it. From a pure product point of view, it is expected that the new buildings will be sustainable, intelligent, safe, adapted to a variety of uses, lifestyles and climate scenarios, and, above all, that they will be *by* the user and *for* the user.

The executive arm that is responsible for making Neinor Homes' strategic decisions in relation to innovation is the Innovation Committee. The Committee is made up of all the General Managers of Neinor Homes, thus incorporating all the company's business areas, hence considering innovation from a strategic point of view and while linked to the company's results. The Committee's functions include:

- holding regular meetings to reflect on the company's innovation strategy.
- encouraging the participation of the entire team in the innovation process.
- establishing a mechanism for collecting ideas from across the organization for review and approval by senior management.
- analyzing, selecting and prioritizing proposals for innovation projects.
- allocating the necessary resources for the implementation of innovation projects.

- reviewing the innovation plan and the innovation scorecard on a regular basis

Neinor

Homes is committed to development and innovation, using the best technical and human resources and by exchanging experiences with other companies and organizations. Neinor Homes has developed several internal programs, with different objectives: Neinor Lab, Neinor Next, Neinor T. Digital, and Corporate Innovation.

GEA21



GEA21, S.A., a construction company focused on public infrastructure, was founded in 1995 with its share capital contributed by 15 medium-sized construction companies in Andalusia, by responding to the loss of market share they had suffered in the 1990s. The idea promoted by the former Managing Director and later, CEO, who had a great strategic vision, was that the regional builders themselves would create a national construction company that would compete on an equal footing with the main construction companies in the country.

First of all, it could be said that GEA21 is, per se, an innovation in the way of conceiving the traditional management of small and medium sized subcontracting companies in the public infrastructure construction sector. It had already been a brutal change of mentality to put 15 competing family construction companies together to compete in the domestic market. To this end, the CEO injected great energy into the stakeholders, with conviction and positive compulsion. However, the company lacks an organizational structure and systems with respect to corporate entrepreneurship, perhaps as a result of company's youth and the growth rate that does not allow for a "stop & think."

In terms of skills and people, it is necessary to manage talent, which has been non-existent until now, by seeking/protecting/empowering intra-entrepreneurs. The strategy is clear in the culture of the company, and comes mainly from the shareholders who are in turn entrepreneurs within their companies; the CEO not only executes directives from the administrative body, but also provides its vision.

The company's culture has been one of commitment, quality, and innovation as the pillars of its development and growth. The innovative culture that best suits our company is that of the trainer and the company provides funding and management attention to the various projects. The organizational ownership is distributed among the different business units, and the authority over the resources is specific, with management commitment and personal development. In terms of results, concepts have been proven within the company's strategic framework. The team has been characterized at all levels by being young, well-prepared, eager to do things, and motivated by a very dynamic business

project, which facilitates their alignment. This internal talent of the company's staff has made possible the development of the corporate venture.

An open innovation approach via strategic partnerships has been championed. The fundamental idea is that it is preferable for a business to be born and developed—even if it is at the cost of sacrificing a percentage of the shareholding to a third party outside the GEA21 Group—than it is for the project not to be carried out at all. Similarly, it is preferable to be awarded an infrastructure as a given percentage (in the form of a joint venture), even if it is small, than to be awarded nothing at all.

In the public infrastructure division, GEA21 has formed temporary unions of companies, consortiums, etc. with other competing companies or even subcontractors that normally operate as their suppliers. This has made tender offers much more competitive and attractive to the public administration. This was the case with the award of the concession by the Andalusian Government for the construction and operation of line 1 of the Seville underground, awarded to the consortium Dragados, Sacyr, GEA21, Rus, CAF, TUZSA (where there are competing constructors), suppliers of rolling stock such as CAF, in addition to maintainers of the service and operators of the line such as TUZSA.

As for the exact process, GEA21 starts in principle from a "closed innovation", with ideas and technologies developed within the organization and directed through the innovation process to the market. But once this is done, and according to the partner search strategy that provides market and/or technological knowledge, this innovation becomes "open innovation." The technology and external resources that are internalized for the improvement of the project to be developed are thereby taken into account. This brings with it the benefits of open innovation, of which two should be highlighted: super-motivated employees and constant cultural change through interaction with other companies' cultures.

Veolia



On all continents, Veolia helps public and private sector organizations to manage, optimize and enhance the value of their resources in the form of water, energy and materials, in particular from waste, by providing them with circular economy solutions. Management of the global water cycle, from the production and distribution of drinking water to the collection, treatment and recycling of wastewater, management of non-hazardous and hazardous liquid and solid waste, are all part of Veolia.

J. Chica provided all the necessary insights to understand the company's approach to innovation. Veolia has promoted a so-called POP-UP platform. With POP-UP, they propose a platform where social actors come to train new startups that have a burgeoning idea or a business already started. At the same time, as a catalyst and facilitator, Veolia makes its businesses available to new companies to build innovative and effective

solutions with the help of its recognized partners, such as Ashoka, the world's first network of social entrepreneurs, Antropia, the leading social incubator in France, ESSEC, and Ticket for Change, with its focus on social entrepreneurship.

The company is deeply rooted in innovation as a major growth factor. The training of specialized teams, sharing the “raison d'être” of the company, making all the components of the company feel part of a great team. Due to the size of the company, in addition to the central initiatives that lead the company to focus and set the pace to achieve the objectives, local initiatives arise, which are supported by Veolia, and after their success, are spread to have the possibility of applying similar initiatives in other areas with similar needs. Through projects designed to offer new solutions, Veolia connects its employees and customers. The Veolia Campus has trained thousands of collaborators, making its unitary strategy known throughout the world. Its laboratories and R&D Centers enable the development of technology to set the company apart from the competition and with the creation of international communities connected in Google Groups, the aim is to share the knowledge acquired from new solutions, without making investments. Thousands of solutions have emerged on all continents because of this culture.

Veolia now has a development plan with medium-term objectives. The communities of specialists created are an engine for development and information exchange. Employees are encouraged to grow and connect with each other to achieve results in line with the company's strategy. The development groups in the subsidiaries are generated in the different Business Units and are created at the beginning of a project and dissolved at the end. The company provides the means to ensure that its teams are trained and aware of the projects being carried out anywhere in the world.

In order to undertake its projects, Veolia uses its own resources to define the procedures for standardizing solutions, using teams of hundreds of researchers who generate patents and solutions related to the environment.

Projects are also undertaken from the outskirts, with multidisciplinary teams made up of staff from the Technical, Development and Operations Departments, who seek solutions to customer problems, guided by the company's objectives. These groups generate value that can then be shared by the working groups at an international level, when the solution obtained from the study of a problem is replicable and provides value to the rest of the company. The time frame for these processes is normally set by the client and the solution proposed is reflected in standard company documents. These projects are approved by the management committees that study the Business Plans and whether the project helps to meet the objectives set.

Mercadona



Mercadona S.A. was founded in 1977, within the Cárnicas Roig group, owned by Francisco Roig Ballester and his wife Trinidad Alfonso Mocholi, with the aim of expanding the marketing of meat and expanding into the grocery business. In 1981 Juan Roig bought his parents' company, which at that time had eight grocery shops in Valencia, with the support of his wife and his siblings Francisco, Amparo, and Trinidad.

Mercadona is a Spanish FMCG retail company based in Valencia. This distributor has more than 1,600 stores distributed between Spain and Portugal. However, the well-known supermarket brand is also committed to attracting talent through its Lanzadera program. Lanzadera is a startup accelerator that has received global recognition and has collaborated in more than 150 projects.

This initiative was created to support entrepreneurs in the creation of efficient companies with a solid business model. The selected companies have funding, almost 1 year of training, advice and facilities to develop their idea. Some examples are Sepiia, Watnabox, and Airhopping.

The case of Watnabox showcases a company that specialized in organizing trips to surprise destinations for a fixed price. The start-up's proposal has established itself as a successful alternative in the travel sector. Moreover, it was the winner of the second edition of the Lanzadera Program, the Start-Up founded in 2015 has surprised more than 15,000 travelers and has exceeded 2 million euros in turnover.

In the early 1990s, Mercadona carried out a policy of price reduction with suppliers and invested heavily in advertising and in making win-win offers, in which products with an extremely attractive price were advertised and the lost margin was compensated with other products, but it soon became clear that the results were not as expected and they decided to rethink the situation by means of a model called Total Quality Management and a strategy called Always Low Prices, which saw the light of day in 1993.

Mercadona has become the main commercial distribution chain in Spain with a market share that reached 24% in 2017, far exceeding the traditional and historical leaders in the sector such as El Corte Inglés, Carrefour, Dia, or Eroski for some years now. Its growth over the last decade has been unstoppable, to the point where it has become the second company in the commercial distribution sector with the highest growth rate worldwide, just behind the giant WalMart.

The company's innovation strategy is based on its own model, which they call the Transversal Innovation Model, which is one of their main levers of growth and differentiation. Mercadona's Innovation Model is also an open model in which all the staff, suppliers and especially "El Jefe" (the name given to the client) participate. Thanks to this exchange of ideas, experiences and knowledge, the company approaches its creative processes from a joint and differential perspective that allows not only to develop new products and services with agility and simplicity, but also to anticipate the needs of "El Jefe" with solutions that offer a total purchasing experience.

It is based on four main axes:

- innovation in the concept. In which the project of the Efficient Shop Model is promoted, it optimizes the act of purchase of the clients and generates energy savings of up to 40% with respect to a conventional shop.
- product innovation. To launch innovations, develop new products or improve existing ones Mercadona has co-innovation centers to study and share with customers their consumer experiences.

- process innovation New tool, called Order R, to manage the stock more efficiently and increase the efficiency and productivity of the logistic chain.
- technological innovation like Mercadona Online.

As can be read in the 2018 annual report, "For Mercadona, people's talent is one of the main drivers of the company's development. For this reason, it promotes initiatives both internally and externally that help to foster it, convinced that knowing how to detect, retain and promote talent contributes to managing knowledge and new ideas as a source of efficiency and productivity and, therefore, a clear commitment to "the future of society".

Currently, entrepreneurship is promoted through different tools, Lanzadera the accelerator, EDEM Escuela de Empresarios and Angels Capital, the society that invests in entrepreneurial leaders. Together they make up Marina de Empresas, a commitment to the creation of wealth, employment, and the promotion of entrepreneurship. The Angels Capital company can become a partner of the entrepreneurs by converting the financing of Lanzadera into shares or by investing new capital. On leaving the companies, Angels will recover part of the investment and the profit will be used to repeat the Lanzadera cycle.

Lanzadera is the accelerator that makes it easier for entrepreneurs to create efficient companies. It currently incorporates five programs

- Launcher Program (the first program created in the business accelerator) based on continuous support to entrepreneurs so that they can transform their projects into business realities.
- Lanzadera Offline Program focused on entrepreneurs who want to transform their projects into business realities but who specialize in the offline channel.
- Garage Program, focused on the incubation of projects from the prototyping phase.
- Campus Program, specifically for entrepreneurs coming from EDEM.
- Corporate Program, which promotes innovation within large companies.

SMT



SMT is a Sevillian company that was born as a spin-off from the University of Seville in 2009. It is dedicated to the design and production of solar sensors for satellites. It sells its products in more than 40 countries. Currently it has 15 employees, with over 10 commercial products available and an annual revenue exceeding 2,000,000€ T. Guerrero, director of business development was contacted to collect necessary information for the study.

The innovation strategy that has been taken in recent years is focused on diversifying the products and processes offered, but it always oriented to the same market in which the

company not only enjoys a good reputation, but also suggests the needs to be covered through their innovation and engineering. For example, today, new products have emerged such as a "star tracker" by combining the requests of reliable customers and distributors and the company's need to cover new business opportunities.

SMT is clearly technological in nature, so the innovation process may be easier than in other sectors, as engineering clearly thrives on it. Corporate entrepreneurship needs intra-entrepreneurs, who will be entrepreneurs with a common goal of success, not independent, because by developing their activity within the company itself, they will have easier access to resources and contacts while, on the other hand, this will condition the room for maneuver, while providing a certain security and stability in case the project fails. Additionally, the intra-entrepreneur is a basic resource for the process and must be managed, so the existence of a sponsor/mentor/partner will be key.

Current internal programs include:

- the participants' groups in teams and engineers with a minimum level of experience who would be offered the support of an intern or junior for the development of the work.
- a technician responsible for the identification of the product, process, or call for an innovative project.
- the duration depends on the plan presented by the technician with "go/no go" milestones that would justify the resources and time invested by the company that, on the one hand, undertakes the steps necessary to provide support but, on the other hand, can stop if it does not see results.
- financial incentives: variable % of basic salary depending on results.
- hierarchical incentives: improvement of position and/or number of subordinates.

In spite of the evolution that can already be seen, we have to take into account that SMT is still a growing SME and that the resources it has do not allow for a large budget for intra-enterprise.

Servicio integral a Horeca



SIH is a holding company 100% owned by Heineken España S.A. for the distribution of beverages within the Spanish market, focusing on distribution in the Horeca channel and for exclusive Heineken distributors. The holding company has a total of 16 of its own distribution units (with majority participation) and 24 independent distribution units (with minority participation) that carry out the distribution of beverages in each of the local markets in which they are located.

SIH provides financial, operational, purchasing, HR, marketing, and commercial services to both types of companies (majority and minority). In the case of the majority companies, the corporate and competitive strategy for each of the local markets within Spain is

determined from the head office, given the regional diversity within the channel. In addition to the services provided to the majority and minority companies, the portfolio of the different product categories is sold, apart from beer (wines, coffee, coffee complements, spirits, soft drinks, oil, juices, dairy products, water, energy, CO₂) in the rest of the distributors, which have an exclusive distribution agreement with Heineken at a national level, offering them a comprehensive solution as a supplier to the rest of the categories with a range of own-brand and exclusive products in the Horeca channel. This is in addition to commercial agreements with recognized brands which, together with logistics and stock management services, provide value as a single supplier of beverages.

According to M. Valdayo, national sales manager, SIH is a rather conservative company in the field of innovation and entrepreneurship. Being a division of Heineken Spain and channeling 30% of its sales into the Horeca channel, the hierarchical structure on which Heineken depends conditions a lot in terms of their budget decisions and business orientation. This has an impact mainly on the company culture and on a large part of the team, orientation only to beer makes the company lose many opportunities in the already established business (other categories) as well as in the capacity for entrepreneurship, which could be developed with synergies, logistic improvements, etc.

In the last stage, new innovation and entrepreneurship projects are being generated to provide solutions mainly to mobility problems in big cities, and related to transport vehicles, but the focus of the new projects or innovative processes that are launched, are still very much linked to reacting to a problem instead of anticipating and being prepared for the future of the market and clients' needs. The COVID-19 crisis made the company suffer, as it is 100% focused on the hospitality market, where 95% of activity had stopped. If the process of intrapreneurship had been developed for years, surely today SIH would have had complementary areas of business where the impact of this crisis would have been more reduced.

The process of change should be led by the entrepreneurship team, which will address and develop different sets of ideas generated by multidisciplinary teams from different business units. Currently discussed processes are intended to be as follows:

1. Select a team with high potential in collaboration with HR and the team that will lead the corporate entrepreneurship department. Mark some KPIs to evaluate the process once it is finished before carrying it out again.
2. Carry out workshops to generate ideas and develop disruptive and innovative business proposals that can be included in the program. Include projects related to new business lines, process improvements or current business areas, selecting those that are aligned with the company's strategy and possibilities at the level of dedicated resources. Select in an elevator pitch mode session those that will go to the next phase with the presence of the management committee.
3. Analyze the selected ideas and proposals to see their initial viability in detail. In the case of the latter, define the business models for each of the projects and ideas, as well as develop a business plan once it has been validated, if it is selected and executed. Once the process has been completed, the management committee will select the projects to be

implemented based on the viability, business plan and necessary resources combined with the company's strategy.

4. Measure the KPIs marked at the beginning of the process to evaluate points of improvement for the following processes.

Satys



Satys is a French international group, present in twelve countries in Europe, North America, the Middle East, Asia, and Africa. It is active in the painting and sealing of aircraft, the engineering and manufacturing of airline and VIP interiors, as well as cable assemblies for the energy, medical, aviation, and railway sectors. Satys' turnover in 2018 reached 210M euros. It has more than 3,000 employees worldwide. In the last year, it has developed two new lines of work: one dedicated to surface treatments and the other to research and development at its subsidiary Expirees.

SATYS consists of two large business units: Satys Services and Satys Systems. These two business units are organized by Divisions according to the activities carried out at each work center.

The innovation strategy is focused on improving processes to optimize both paint cycles (the number of days it takes to paint an aircraft) and costs. Its current efforts are placed on the following:

1. Digitalization of the process—i.e., paper must disappear.
2. Automation of sub-processes linked to the entire aircraft painting process.
3. Continuous search for new products that help them to improve the process within of the variables that their clients demand.
4. Improvement in their painting facilities (air conditioning, access to the plane, cleaning, etc.).
5. Search for energy efficiency.

Moreover, the company is also evaluating multiple growth paths especially focused on aircraft in maintenance as mentioned by C. Ortiz in her interview for this study. Many airlines have canceled their orders for new aircrafts. Many of these planes were already painted, and a change of decoration was necessary to be able to relocate them in the market. On the other hand, aircraft repainting is one of the mandatory maintenance tasks for aircraft. Those airlines that have decided not to renew their fleets will necessarily have to repaint their planes.

Fortunately, few companies have painting facilities with the technical characteristics necessary to paint entire aircraft. For that reason, the growth must be launched into the MRO (maintenance) market rather than the painting of parts (an area with much competition and a market in decline due to the fall in aircraft manufacturing due to the

COVID-19 pandemic). Advantage will be taken of the technical knowledge accumulated to add value, offering for example:

- Engineering service: development of plans and new decorations for airlines or armies (military aircraft are painted in Seville).
- After-sales service: possible later reviews after x hours of flights.

Due to their manner of operation and the context in which the company finds itself, the ideal would be to have a department in each business unit that is 100% dedicated to innovation and development, which helps to optimize current processes. This department would manage the innovation projects in such a way that the innovation/intervention process would be completely standardized.

This department would be in charge of developing the innovation strategy by developing projects that will allow the achievement of the objectives defined by the company that they must respond to:

- project success: it must be something useful and from which Satys obtains some kind of benefit (not necessarily economic).
- personal success of those who are involved.
- benefits for the client.
- benefits for the shareholders.

Grupo Insur



GRUPO INSUR is a real estate developer that has been dedicated to integral property management for 75 years and operates in Andalusia and Madrid. Two main business lines represent 80% of their revenues:

- **Property Management:** a portfolio of 120,000 m² of offices and commercial premises, car parks, and business centers, with an occupation rate of 85%. It provides stability to the company, covering structural and financial costs.
- **Real Estate Development:** with 2,000 homes under development between their own businesses and joint ventures (Joint Venture with Investment Partners) they are a business with a higher margin and which provides more results.

It is therefore one of the oldest property development companies in Spain, listed on the stock exchange, with a very stable shareholder base (linked to several families in Seville since its creation). It is very traditional, with very conservative management and decision-making, and which is dedicated to the housing development and construction sector, which is probably one of the most traditional and where innovation has evolved the least.

Among the company's values is "INNOVATION AND QUALITY", defined as follows: "We pursue leadership in the sector through innovation, continuous improvement of processes, technology, and management, applied to offering our customers the best product at the best quality/price ratio." The reality is that there is no innovative or enterprising culture in the company, nor is there any management that promotes it, nor is there capture of ideas that can improve products or procedures encouraged. The only business unit which can be pointed out where some innovation is applied is in the construction industry, where relatively new materials or construction systems are used, provided that they have already been tested by the market. Therefore, the company's entrepreneurial culture could be defined as opportunistic as long as the cost-investment-risk is minimal, and its introduction has already been tested by other companies in the sector.

The starting point should be the awareness by the company's senior management of the importance of innovation as a way of achieving a better company, which generates more profits, which adapts to the changing circumstances of the market, and which does not become obsolete, capable of detecting opportunities, new business lines, creation of new products, etc. Changing the company's culture and organizational structure is absolutely essential to be focused on entrepreneurship and innovation. All of this represents a great transformation challenge, so it is essential that the people responsible for its management know how to anticipate and see these opportunities in order to take the company towards new management models in a strategic way.

As a next step, it would be necessary to define the improvements that, with the latest technologies and innovation, can be achieved in the key activities of the company within a property sector that is being transformed. In this sense, the company should focus on already established trends to break the ice and move in the right direction, this would mostly include digital transformation of various markets, such as housing, house purchase, construction and management.

Surtel Electrónica



Surtel Electrónica is a company with approximately 150 employees, of which no more than 40 have a higher education. Its main function in the electronics market is the manufacture of electronic devices (hardware) of all kinds, for companies that either cannot, or are not interested in having, their own manufacturing. Occasionally, electronic devices have been developed for some clients, although these projects have been very specific and with very few resources, as mentioned by J.A. Garcia, process engineer working at the headquarters.

To analyze the philosophy of the company in terms of entrepreneurship and innovation the story of its foundation should be considered. At its inception, eight managers of a factory belonging to Siemens bought the facilities and the machinery after the closure of the former. The beginnings, which were not easy, were carried out by these managers,

who initially worked on the production lines themselves. It must be stressed that the creation of the company came from a moment of crisis. Nowadays, the partners who founded the company, and who are still in charge of it, are close to retirement and the new generation is pushing for more innovation, yet it is not an easy process.

In calm periods when things are going well, Surtel Electrónica is characterized by undertaking and innovating only if the investments to be made are very safe, usually avoiding all kinds of risks. This is only for a client who has solvent accounts and who guarantees a certain volume of work when investments are made in modern and specific machinery for each project—it is at that moment when we can see that that machinery brings many other benefits for Surtel as far as other existing, or potential clients are concerned. In periods of crisis when the workload decreases, alternatives begin to be sought for the allocation of resources, and it is there that the occasional cases of entrepreneurship and innovation have appeared. Two examples are described below:

After the 2008 crisis, work dropped considerably, and a totally different project was created than the one Surtel had done up until that point. Supported by an expert in industrial polishing brush yarns, a machine was purchased for the manufacture of these. It was a project that lasted about five years that did not yield excessive profits and that in the end was sold. No wonder it was not successful, as no excessive resources were devoted to that project.

In those years, after much hesitation, an electronic device was developed for an automotive company. It was a simple device for which two people were needed for approximately one year. This project was successful, however, and to this day it is one of the main products manufactured by Surtel. Leaving aside their adventure in the business of industrial brush threads, Surtel has always carried out two types of entrepreneurial or innovation projects:

- improvement of the manufacturing processes through the acquisition of new machinery and staff training.
- development of electronic products.

In both types of projects, the company has always been very conservative, avoiding projects where the risk and potential ROI was high and selecting projects with a low risk and low ROI.

First of all, the board of directors should be convinced and influenced of the advantages of taking part in projects that involve a higher risk. The main arguments will be the high potential ROI of the projects and the risk that the company will disappear if there is competition that improves its position after having taken certain risks.

Eureka Tech



Eureka Tech is a reference company in industrial assembly, with extensive experience accumulated over more than 40 years, specializing in the prefabrication and assembly of steel pipes in all their variants; carbon, stainless steels and alloys, as well as the manufacture and assembly of industrial metal structures. It is an authorized company for the manufacture, repair, and maintenance of pressure equipment, as well as for the installation, repair, and maintenance of liquid petroleum products. Eureka Tech is part of the Arkimedes Group, a solid national group of companies with international experience and who is dedicated to various sectors including the industrial, marine, and real estate sectors.

Founded in 1979 by Mr. José Aguilera Clavijo, it was one of the first companies to provide services to the San Roque refinery. Since its inception, Montajes-Aguilera, now Eureka Tech, has worked uninterruptedly for the various industrial factories in the area.

Eureka Tech has not had a pre-established strategy for innovation or the creation of new businesses, on the contrary, opportunities arose to differentiate the company or to cover other business areas. Some have turned out well and others have not.

This search for new challenges and business opportunities normally comes from the management. The culture of continuously seeking improvement should be established and instilled in all staff, thus including it in the company's DNA, so that many more ideas will emerge and therefore productive improvements or business opportunities will follow. To achieve the corporate intrapreneurship process at Eureka Tech a roadmap was created, which looks as follows:

- every year, a competition of improvement ideas is proposed to all the company's staff, which would be fully described in the rules.
- there would be a pre-established format, dates for the start and end of the competition, and incentives for the winner, as each idea is scored by those on the jury.

Eureka Tech, following its annual improvement plan, organizes the Ideas Competition, Edition I. This competition aims to promote continuous improvement in production methods or to generate new business areas in order to stimulate professional interest and generate favorable attitudes for the development and/or creation of business opportunities.

The Competition consists of a single phase. The objective is to award the best idea for improvement of the production process and the creation of business opportunities presented by the participants in the same. The aim is to present, in a few lines, those services or processes that can be improved and how to carry them out or what needs can

be covered and are in demand in the industry and that can be the basis for the creation of a business area. The participation in this phase does not imply the necessary implementation of the idea by its author.

The ideas submitted to the competition may belong to any sector of activity, and any ideas that are disrespectful, offensive and/or intolerant will be eliminated.

- Requirements of the participants. All employees registered with EUREKA TECH on the date of submission may participate.

- Calendar and dates. Participants may submit their ideas until 31 December 2020 and only by means of the attached form.

Karisma



This company belongs to the hospitality sector, dedicated to the design and implementation of furniture. It currently operates in 6 countries (Spain, Poland, Morocco, Peru, Mexico, and the USA) and its sales volume is more than 6 million euros per year, employing more than 120 people.

In spite of its size, it has an opportunistic entrepreneurial culture, with no deliberate policy in this regard. Its starting point are those responsible for each project according to C. Calderón, former regional director, which entails an undertaking through "innovation" open to changes, and to the requirements of its clients—as is usually the case in the sector to which the company belongs. It does not develop innovation on those products that it markets, but rather on the procedures that lead to differentiation from the rest of its competitors.

The sector in which the organization is immersed is one with a high degree of change and a great possibility of market disruption, weakened by the high level of competition and by the price reductions in the sector currently affected by the COVID-19 pandemic.

The design and implementation of elements in hotels divides the work of the company into two, one corresponding to improvements in design aspects, the more creative one, and the other aimed at implementing those elements previously designed in the areas covered by the project, the latter being not so creative and with less possibility of improvement due to the company's culture. The company has a departmental organizational structure that it presents as an innovation within the sector towards its clients. It tries to make possible a "turnkey" product that satisfies both the contracting of the design, contracting, quality follow-up, administration, and implementation. Within these variables are the two groups mentioned above, creativity or design and implementation or procedures.

Another aspect that the organization is currently carrying out is the exploration of new markets and business models, which leads to the participation of external agents or the hiring of personnel with knowledge of these new markets. The company's innovative strategy is based on all the knowledge acquired from clients and previously carried out projects from which historical data can be obtained for the improvement that serves to improve both client relations and the quality and processes within the organization.

Another aspect to be considered is the adaptation to changes and to the different sectors where the company has not yet focused and not on a sector that may be affected by market disruptions. This requires alliances in the exploration of market niches that can support situations of strong competition or a decline in recruitment.

Enagas



Enagas. S.A., an acronym for the former Empresa Nacional del Gas, was founded in 1972 within the state holding company of the Instituto Nacional de Industria (INI). In 1994, the company was privatized and later floated on the stock exchange in 2002. From the outset it has specialized in the implementation and management of a gas pipeline network in Spain to extend the use of gas throughout the country. It is currently the leading natural gas transport company in Spain, with a workforce of over 1,200 employees.

Exploring other options for growth from its basic activity, three years ago—and under the personal impetus of its CEO, Marcelino Oreja, a manager with entrepreneurial experience—Enagás decided to launch its Corporate Entrepreneurship and Open Innovation program: Enagás Emprende. Its purpose is to contribute to the diversification of activities in a concentric and "downstream" way to its traditional business.

Enagás Emprende is Enagás' corporate venturing initiative for the investment and acceleration of innovative startups and technologies. It is conceived as a project to transform the organizational culture in line with the new corporate strategy of growth and open innovation, integrating the company into the entrepreneurial ecosystem and the productive and technological fabric of the energy industry. According to information provided and with the intention of being an incubation model for business diversification and early positioning in disruptive technologies and startups, the priority objectives of the project are defined as follows: to develop business ideas and projects that, in line with the corporate strategy, allow for the generation of value, diversification of business, incorporation of disruptive technologies, and the integration of the company's innovation system with its entrepreneurial ecosystem of reference (upstream and downstream) through well-defined actions:

- fostering corporate entrepreneurship: developing projects and business ideas based on Enagás' technical, economic, and market capabilities.
- promoting open innovation: developing projects and incorporating technologies supported by capacities external to Enagás that reinforce its growth strategy and its business base, or with which high value-added technological alliances can be made
- committing to venture capital: investing and supporting start-ups in the above-mentioned lines.
- Promoting the culture of entrepreneurship and innovation in the company in an environment of change and energy transition.

The project is 100% participated by Enagás; but it works in an autonomous way in its management and operation, depending directly on the company's CEO, and it has been designed internally, working with the external support of some experts in dynamization and training activities, and in connection with different agents and institutions of the entrepreneurial ecosystem and the energy sector. The targets of the program are both Enagás employees and start-ups and external entrepreneurs who contribute business ideas and disruptive technologies aligned with the company's strategic areas of interest and who help diversify its business model, becoming partners who can contribute value and growth potential, integrating themselves into the corporate ecosystem of competitive innovation.

CBRE Real Estate



CBRE Real Estate is a subsidiary of CBRE Group in Spain. CBRE Group is a North American company, with headquarters in Los Angeles, included in the Fortune 500 since 2008 (ranking 207 in 2018). It is present in 111 countries. In Spain it has more than 1,400 employees, with headquarters in Madrid, and has two main activities: real estate consultancy services (CBRE Real Estate) and real estate investment (CBRE Global Investors). CBRE Real Estate provides real estate consultancy services in all subsectors, retail, office, hotel, industrial and logistics, residential, etc. R. Gonzalez, head of tenant representation provided some valuable insights into CBRE's mentality and processes.

The real estate sector in Spain has traditionally not been very innovative, however, in recent years new start-ups have appeared in the sector such as Housers, or even Idealista with its study service (although it could no longer be considered a Start-Up because it is a very consolidated company), which have revolutionized the sector. This has caused a great increase in interest on the part of all actors not to lose the train of innovation, as well as being an absolutely differentiating factor from the competition. In the specific case of CBRE Real Estate, it is the largest company in the sector, (both in the world and in Spain) and it is always making efforts to try to improve its value-added services to clients and to differentiate itself from the competition. To do so, it has to innovate in each of the sub-sectors in which it operates, in order to continue being a leader in such a complex environment; and it does so from very different perspectives.

In terms of the type of innovation, open vs. closed, CBRE resembles a more open innovation approach. The company has developed a system of collaboration with its customers and suppliers, universities and business schools, Start-Up platforms and innovative start-ups such as:

- clients and suppliers: Geoblink (positioning platform), Mercadona and accelerator/incubator Launcher, Microsoft, all the tools in the cloud, internal programs developed with specific clients.
- universities and business schools: main collaborations with IE, ESADE, EDEM, UPV, etc.
- Start-up platforms: with Finnovating, sponsoring PropTech's UConferences.

- Start-ups: Streetsense, Calibrate.

Therefore, the culture, policy and practices fit perfectly into what should be an innovative company and one that allows corporate entrepreneurship. From the point of view of the company's entrepreneurial culture, it could be named a producer, since, although it carries out other types of innovations, it has shown that when it has to do so internally, it creates a group to encourage and support corporate entrepreneurship (clearly seen in the retail intelligence department).

Grupo Santalucía



This is an insurance company which is part of Santalucía Group, a business group specializing in family protection. Throughout its history, the Group has been characterized by adapting and transforming its business model to the new realities of each era, in order to offer its clients a comprehensive protection service. To achieve this, it has carried out a continuous process of diversification in of the products, services, channels, and markets in which it operates.

Innovation is key to fulfilling their service promise. In 2018, a number of new initiatives have been launched that have their origin and are the consequence of our innovation processes:

Voice Biometrics: in 2018 voice recognition for customers was implemented. This is a more secure system against fraud or identity theft. It also speeds up validation procedures and improves the customer experience.

Scudo: in 2018 the company made available to 50,000 customers of iPlus Home Insurance an app with which to protect the whole family and their immediate environment from dangerous situations such as aggression, theft, harassment, violence, or any other type of incident. In the event of an emergency or dangerous situation, the app issues an alert by sending geolocation, video, and audio information about the person who needs help.

Currently Santalucia manages two different innovation programs: Santalucia Impulsa and Santalucia Impulsa empleados. The Santalucia Impulsa program is carried out in partnership with Insomnia. In fact, after collaborating with Santalucia, at the beginning of 2019, the shuttle company Insomnia has recently set up an innovation "hub" with insurance companies and start-ups: the "Open Insurtech Hub".

Santalucía Impulsa empleados is an incubation program for innovative projects promoted by the Santalucía group, which is looking for at least 50 high-potential intrapreneurs to form work teams that will develop 10 projects that will generate new business models (products and services) that are profitable for the Santalucía group and disruptive to the insurance market. This program is aimed at employees of the group who have an entrepreneurial spirit and wish to develop their skills in the selected projects with the help of the best professionals. These teams are selected by Innovation Area in collaboration

with the Human Resources Area, taking into account the potential of the projects and the entrepreneurial skills that the applicants have demonstrated in the enrollment test.

The 10 teams selected participate for 4 months in Project Incubation and Entrepreneurial Skills Development Program. To develop their projects, they will have the advice from external experts in the field of entrepreneurship and professionals from the Santalucía group. After these four months, once the program has been completed, the 10 teams must present their projects to their management. The two best teams will go on to the Santalucía Impulsa Acceleration Program which will last another 4 months.

Clece



Clece, S.A., is a company belonging to the construction group ACS, S.A., dedicated to the outsourcing sector, providing services both for private administrations and, fundamentally, for public administrations. This implies participating in public tendering processes through the presentation of the corresponding technical-economic offers and, if awarded, proceeding with the integral management of the services in question. This occurs both for the purposes of quality in the provision, and of the profit and loss accounts, management of numerous staff in general terms (due to the characteristics of the main business areas), dialogue with clients of public administrations at different levels, and legal representatives of the workers. In general terms, this is a type of business with a certain "cyclical" character, as all the services are generally put out to tender again after a few years.

Clece, S.A.'s innovation could be summarized and is quite accurately represented by initiatives such as:

- Xenex disinfection robot, a robot of which the company has the exclusive rights in Spain and Portugal on the part of the manufacturer (a third party, supplier) by means of which the disinfection of operating theaters and other high-risk areas in hospitals is carried out in an agile manner, eliminating bacteria, viruses and fungi, the main causes of the transmission of nosocomial diseases in this type of installation.
- collaboration with the IBV (Institute of Biomechanics of Valencia) for the development and application of a fall prevention system for elderly people.
- SGP (People Management System), which is considered to be an "ad-hoc" patch by the company Meta4, adapting its people management software somewhat better (payment of payroll, information on IT and AT absences, etc.) to the reality of the company.
- internal development of a new software for the integral management of home help services for dependent people, as a result of the great dependence on a certain external software provider and the sensitivity of the information that was poured into it both at the level of user data and at the business level.

- application for nursery schools to watch video of students in class by parents (previous LOPD consent) and as home-school-home communication by means of messaging in said app replacing the classic diary in the child's backpack for communications.
- systems for the digitalization of administrative processes (SCANVisio and others).

However, it should be pointed out that in the case of technological innovations for services (such as the Xenex robot, the app for nursery schools, and IBV's anti-fall system) their practical focus would be limited by the fact that they are generally services with extremely limited margins, generally due to the high cost of labor, which means that any investment or innovative improvement to be implemented is finally focused from two points of view:

- adjustment to the award criteria established by the clients of public administrations in the specifications they draw up and the specific weight they give to each one. This is something that in reality—and given the budgetary tensions for different reasons in public administrations—makes it difficult for them to compete with the award criterion of price/economic offer in terms of points, and therefore the possibility of being awarded.
- that even though it is not a ponderable criterion and does not provide points for the administration in question to obtain the tender, it was decided for strategic reasons to make the offer of some of these innovative aspects assuming their implementation cost, something that finally depends on whether the client allows it in its drafting of the specifications as in many cases the clients do not allow it in their specifications or directly discard their proposal.

Open innovation acceleration program of Innoenergy



CleanTech Camp is a project acceleration program focused on renewable and clean energy with sustainable, circular energy solutions and technological innovation promoted by Innoenergy in partnership with large corporations such as Enagás, PRIO, CRH, or Naturgy. The program selects up to fifteen startups that compete to present a corporate business plan that is evaluated by the partners. Consequently, the best projects are chosen to start a pilot with the most suitable corporation for that project.

The program typically lasts six months, but given the pandemic situation the 2020 version lasted only three months. During these three months the participants received masterclasses from expert speakers on topics such as: operations, sales, internationalization, or financing. In a normal situation the program has different venues where the participants are located in Lisbon, Barcelona, Amsterdam, and Rome. This year, given the global pandemic situation, the program was completely online. The reason behind the presence is to facilitate networking among participants and partners.

The program is not divided into phases but rather, from the beginning the participants receive training and different follow-up and networking meetings are organized with the specific objective of being able to organize a pilot plan and eventually become part of the chosen corporation.

On the final day of the CleanTech Camp program there is a demo day in which prizes are given to the three most innovative corporations chosen by the same partners and program sponsors: Barcelona Activa, Lisbon Chamber of Commerce, Enagás, Innoenergy, Naturgy, CRH, and Prio. Awards are also given to companies that develop a pilot with one of the partners.

Open Future Telefónica: Procornellà



Cornellà Open Future is a program for the incubation of ideas and is an initiative promoted by Cornellà de Llobregat City Council and Telefónica since 2016, through the Centre d'Empreses de la Empresa Municipal de Promoció Social, Urbana y Económica de Cornellà, S.A. (Procornellà), with the aim of promoting the creation of digital and technology-based companies, as well as attracting talent that contributes innovation to the business fabric of the territory.

This idea incubation program is divided into 3 selective phases of 3 months each, in which a maximum of 10 startups per phase are supported in finding an idea, defining a business model, and going to market. The objectives of each phase are the following:

- Phase 1 aims to validate the idea and define the business model.
- Phase 2 aims to validate the business model.
- Phase 3 aims to go to market.

The ideas or projects must be incorporated into the digital and/or technological base of their projects.

The program offers:

1. A training program with group sessions with specific content according to the different phases.
2. Personalized tutorials that are determined individually for each project at the beginning of each phase.
3. Access to the network of contacts, expert tutors, mentors, networking, events, and training promoted by Telefónica and Procornellà.
4. Access to a work space shared with the rest of the participants
5. Access to the Centre d'Empreses de Procornellà's management services for consultations on legal, commercial, accounting, tax and labor issues, as well as the Entrepreneurs' Assistance Point (PAE) for the free constitution of the company.
6. Possibility of participating in the Metropolitan Innovation Support Awards 2020 (provided they have been selected for Phase 3). The prizes are divided into economic prizes (20,000 euros to be distributed among the 3 winners) and prizes

in kind offered by the same business center and by organizations that form part of the Territory's Innovative Ecosystem.

For the selection of the participants in each phase, a public call is made in which the candidates register, and a selection committee assesses the following aspects:

Business opportunity

- Identification of the problem and the potential customer
- Market size

Team

- Involvement and Commitment
- Experience
- Flexibility
- General outlook

Differentiation / Value proposition

- Differentiation / Value proposition
- Scalability

Pitch

- Content
- Form

2.2.2. Additional analysis of industry leaders

As seen from the previous part, the innovation process varies significantly depending on the type of company, its size, markets, and shareholder structure. However, it is also important to understand whether this behavior is only normal for companies that are not market leaders on global scale or for every company, consequently the following analysis will focus on ten companies that are leaders in their sectors. The information for this analysis originates from mostly three types of sources: i) informal interviews conducted during an online event or in person meetings, ii) official interviews presented on TV or web published, and finally iii) articles and publications from trustful media channels. As a lot is known about the innovation process of the following companies, this part will only summarize best practices and extract the necessary conclusions without going into detail about every single initiative.

Google



Google today controls more than 85% of the global search engine advertising business and 50% of online advertising. Alphabet, the parent company, which is specialized in computer and electronic products and services, englobing other bets made by the founders, which range from nest to moonshot factory X. In the field of innovation, Google is one of the most notorious examples, both internally and externally.

The company has created its corporate venturing service, Google Ventures which operates as an independent fund managing over \$4.5B with Alphabet as the sole partner.

This venturing service arises from the intention of Alphabet to go beyond its services on the Internet and to be able to develop visionary technological projects.

Google Ventures not only offers financing, but also marketing and image support. Today, the investment number is well over 400, among which Uber, Lime, HubSpot, Medium, Slack, Cloudera, and Editas Medicine stand out. On the other hand, Google's commitment goes far beyond external innovation, and it also focuses its efforts on intrapreneurship. As part of its strategy, the multinational wants all employees to spend 20% of their paid time working on their own initiatives that they consider may end up benefiting Google in the long run. As a result of this innovation program, it is worth highlighting the emergence of companies such as AdSense (more than 25% of the company's income), and Gmail (which has more than 900 million active users).

Banco Sabadell



Banco Sabadell is a Spanish bank originating in Sabadell that is currently based in Alicante. At the end of 2018 BS was the fourth Spanish financial institution by volume of assets and managed over 2,500 branches and more than 26,000 employees.

Faced with the growing importance of innovation, BS has carried out a multitude of initiatives that allow it to draw on advances and accelerate its digital transformation. The two main ones are:

BS created BStartup in 2013, a program that aims to support young innovative and technological companies to develop their projects so that the bank can benefit from these advances. In 2015 this initiative had already granted entrepreneurs financing that amounted to 57 million euros, mostly in capital. In addition to financing, the company also offers training with recognized mentors and other tools that allow startups to grow with maximum speed. Among the companies that already have the support of the bank, these should be highlighted: Boxmotions, Carnovo, Exotica, ProntoPiso, and Signaturit.

InnoCells, founded in 2017, is the innovation hub and corporate venturing vehicle of Banco Sabadell. InnoCells represents the union of the values of the entrepreneurial ecosystem with the professional excellence of the entity. It mostly acts as a business builder, creating and promoting digital businesses; collaborating with startups and large corporations; and making strategic digital investments. This is one of the great examples of how corporate venturing evolves in the country. The bank's digital business hub carries out strategic digital and technological investments with the aim of anticipating customer needs.

InnoCells' strategy as a corporate venturing tool is based on three pillars:

first, the company carries out direct minority investments to access talent, knowledge, new capabilities, and technology that ensure the digitization of the financial group, basically working as an open innovation source.

For example, InnoCells co-led a 1.6M euro investment in Bud, a UK technology provider, a leader in integrating financial products and solutions into a single marketplace. Shortly afterwards, InnoCells led another investment round of 1M euros in Biometric Vox, a

Spanish startup that, based on digital biometrics, offers authentication and electronic signature solutions.

Second, the digital business innovation hub carries out acquisitions in order to incorporate consolidated business models and core capabilities in a reduced time-to-market. For example, Innocells acquired the company PAYTPV, a Start-Up that has developed a technology platform that provides businesses with a wide range of services for any type of transaction such as telephone, online, offline, POS, or acquisition services.

The third pillar of its activity focuses on making indirect investments for a better strategic positioning in environments that are rich in business development and innovative technologies. In this sense, InnoCells allocated 7.5M euros to the Spanish-Israeli venture capital fund Cardumen Capital, a vehicle that focuses its investments in start-ups located in key areas for digital transformation (Cybersecurity, AI ,or Big data). Shortly afterwards, the BS hub invested another 5 million euros in the Spanish venture builder Antai. Antai has stakes in 17 start-ups, among which Wallapop and Glovo stand out.

To date BS has already invested more than 175M euros in innovative and technological start-ups and has a portfolio of 654 start-ups thanks to its investment vehicles (BStartup10, Sabadell Venture Capital, and InnoCells).

Sacyr



Sacyr defines itself as a diversified group, focused on the search for innovation and international expansion in all its areas (engineering and infrastructure, services, industrial, and concessions).

The company pushes for open innovation through an open innovation model with both an external and internal focus. Externally, the company has multiple collaboration schemes with start-ups and other innovative agents such as research centers. In addition, it organizes recognized innovation awards and participates in entrepreneurship forums.

Recently, the interest has been aligned with the most innovative technological trends such as mobile apps, augmented reality, robotics, 3D, IoT and Big Data applied to large infrastructures and urban services.

On a more internal level, the company puts various tools at the service of the organization to encourage every employee, regardless of their department, to develop and share their ideas and innovative proposals through crowdsourcing campaigns. Many success stories have emerged from this practice. For example, after being awarded the Sacyr Prize for Innovation 2015, Sacyr invested in Cadiz-based start-up EPC Tracker. Thanks to the investment received, EPC Tracker was able to develop a multiplatform tool designed for

the management of infrastructure construction projects, with continuous and multi-device remote access. EPC Tracker seeks that the construction workers have real-time information about the activities that are being executed, digitizing the work processes, and optimizing the performance of resources. All this can bring significant savings in terms of costs and time on projects in the construction areas.

Iberdrola



In 2008 Iberdrola launched Ventures-Perseo, a Venture Capital program with a €70M fund and dedicated to investing in disruptive technologies and businesses that ensure the sustainability of the energy model. Since its creation, it has invested more than €50M in start-ups that develop technologies and new energy businesses on an international scale.

This way, Iberdrola contributes to developing and invigorating an innovative business fabric in its sector. The parent company offers expertise and investment support to its client base of more than 32 million customers and more than 45GW of capacity to entrepreneurs, especially in the United Kingdom, the United States, and Spain.

A notable success story derived from this program is the investment in Arborea Intellbird. This start-up mission is to develop technologies applied to the branch of operations and maintenance of energy infrastructures. In this case Arborea was focused on drones (Arachnocooper) for the inspection of infrastructures. The collaboration with Iberdrola has allowed the development of a solution for inspection of wind turbines, which is now used by most players in wind power sector, including Iberdrola, CDTI, and ALENTIA.

Indra



Indra is one of the leading global consulting and technology companies. It has a comprehensive offer of its own solutions and advanced services with high added value in technology, which combines with a unique culture of reliability, flexibility, and adaptation to the needs of its customers. Through its Minsait unit, Indra responds to the challenges posed by digital transformation.

The company has developed a new open and flexible innovation model to expand its connection with technological innovation ecosystems, from start-ups and entrepreneurs to research groups at universities. An innovation committee was created, with representatives from all business units and technical experts of the company to promote disruptive innovation along with evolutionary innovation, in order to meet current customer needs.

Its first big step took place in December 2016 and was called Innovators. The event was aimed at promoting intrapreneurship through internal innovation. The company wanted employees to present their most visionary ideas for the development of an innovative product or service with commercial potential and related to any of the company's areas of activity. The ten finalist ideas were valued based on their potential and the possibility of real development and the final four received a prize of €5,000 each.

In January 2017, Indra took another step forward and also signed an agreement with the first crowdfunding platform in Spain (Sociosinversores.com), with the aim of helping new technology companies develop and grow.

Nokia



In 2017, Ron Habermann, vice president of Nokia Software (NS) and head of the Emerging Products Product Unit, initiated the Intrapreneurship @ Nokia Software (I@NS) program to foster innovation within NS (Feinberg and Melvin, 2019). Although at that time Nokia had over 100,000 employees, Habermann “intended to mimic the experience of founding a start-up” (Feinberg, Melvin, 2019). To leverage the brainpower within NS, all 10,000 employees had the opportunity to participate. Ideas could be submitted alone or as a team—solely the commitment to follow through was mandatory, meaning if the idea were to be selected, the idea's owners were obliged to pursue it. Additionally, there were no specific criteria for the idea submission. However, employees were recommended to either submit ideas that can be built based on existing Nokia products or can leverage existing customer bases. The program was divided into four phases, namely, *explore*, *hack*, *validate*, and *incubate*. As the goal was to mimic a Start-Up journey, the phases were comparable to the start, seed, series a, and series b stages respectively. These phases insinuate the funding stages of start-ups. The first phase, *explore*, took place twice a year and was aimed at solving the questions “Is the idea worth our while?” and “Should Nokia resources be assigned?” (Feinberg, Melvin, 2019). The intrapreneurs had no time limits and they were required to hand in documents that answered the two questions. In case both questions were answered with 'yes' by the deciding committee and thus were “deemed interesting or viable enough” the idea progressed to the *hack* phase (Feinberg, Melvin, 2019). The second phase endured nine to 12 weeks and focused solely on answering the question whether a certain budget should be allocated to the pursuit. To do so, concrete solutions were to be developed. The following phase, *validate*, took six to nine months, and was aimed at validating the business idea by “developing the idea” further (Feinberg, Melvin, 2019). The key questions that had to be answered were: “Is the product viable?” and, “Can it scale as a business?” (Feinberg, Melvin, 2019). If deemed viable and scalable, the last phase, *incubate*, was initiated. The goal was to find out whether the product or service would be financially viable.

I. Corporate Vision

After an internal restructuring within NS, several product categories such as the Internet of Things were not assigned to business units. To pursue these product categories, the

intrapreneurship program was established. In 2017, part of Nokia's vision was to use the Internet of Things to progress in the future, showing an alignment between I@NS and the corporate vision (Nokia, 2017).

II. Innovation Teams

There were no existing teams that focused solely on intrapreneurship. The teams that pursued the submitted ideas were formed by the intrapreneurs themselves (Feinberg, Melvin, 2019). However, there was no restriction on the formation of the teams. Intrapreneurs were allowed to work alone or in teams and the size of the team was also not predetermined. However, employees were highly recommended to only choose people that are needed based on their skills and expertise and thus to limit the team size to a maximum of five people.

III. Leadership Development

There was no leadership development training for the intrapreneurs.

IV. Environment/Culture

1. Top-level management involvement

The program was installed by the Vice-President of NS. To communicate the program to the leading managers of the subdivisions, the president of NS was involved, highlighting the importance of I@NS for NS and Nokia.

2. Reward systems

Rewards were not predefined. As Feinberg and Melvin quoted, the participants would be recognized and financially rewarded if the idea were successful. The incentives were granted immediately but with a vesting condition.

Additionally, I@NS advertised the programs with rewards such as learnings and lower risk due to a safety net within NS. The safety net meant employees would have job security, contrary to entrepreneurs. However, employees that pursued the ideas in the third and fourth phase were not guaranteed their previous job if the endeavor was not successful.

3. Failure acknowledgement

Habermann was keen on encouraging employees that did not pass the stages and to thus convert failure into enthusiasm. Therefore, the unsuccessful intrapreneurs were asked for their feedback on program improvement so they would participate the next time.

Another was to create opportunities for "revision and resubmission" (Feinberg, Melvin, 2019). If concepts were improved and red flags were resolved, teams had the chance to proceed to the next stage on a fast track.

4. Time availability

During the first phase, employees were allowed to take a few hours each week to explore the idea. When entering the *hack* phase, all participants got 20% of their working time to pursue the project. In case they made it to the validation phase, the team members were staffed full time on the new project. In the last phase, the teams were also working purely on the project.

5. Micromanaging

There is no information on micromanagement.

6. Control systems

Each phase had certain criteria that needed to be fulfilled in order to be passed. However, there were no ongoing controls that would predefine the roadmaps of the teams.

7. Resources

While pursuing the idea, all team members were reimbursed with their normal salary and received funding to evolve their project. There are no specifics on a benchmark figure.

8. Contradictory pursuits

There is no information on the decisions about contradictory pursuits. However, employees were recommended to submit ideas that would leverage existing products or existing customer bases. Therefore, it is reasonable to assume that contradictory pursuits did not pass the explored stage.

The program's success criteria were cultural changes, meaning "get people to accept failure, do more collaborative work across businesses, approach customers early, do design thinking with customers, create transparency, create cross-area solutions [...] put the customer at the center" (Feinberg, Melvin, 2019). As they managed to achieve this, the program is considered successful.

PEPSICO



PepsiCo is a US multinational company dedicated to the manufacturing, marketing, and distribution of beverages and snacks, present in more than 200 countries, with a presence in Spain since the 1950s.

A company that is committed to innovation through internal programs takes into account the ideas of its employees, as reflected in its vision "Convenience Food and Beverages Winning with Purpose", which reflects its ambition to win in a sustainable way in the market, as well as integrating purpose in being world leaders in all aspects of their business. All employees and even subcontractors can participate in internal programs that PepsiCo runs across various divisions.

The company has various innovation programs which mostly follow the concept of open innovation, some are dedicated to the internal workforce, while others are focused on external partners.

LABSPEPSICO wants to partner with start-ups to source, develop, and apply cutting-edge technologies across PepsiCo's value chain. As a PepsiCo Labs partner, the start-up will gain access to PepsiCo's global reach, internal expertise and extensive network of channels and relationships. It will become a valuable part of the company's collaborative culture and will be supported by PepsiCo experts to help it take its technology to a global stage. This is a clear strategy aimed at external partners of the firm.

The Next Big Idea program is quite different. Internally, once a year the company seek collaboration from their employees to come up with new ideas via a competition, led from the challenge submission by human resources to the final process of launching a new product or process winner.

This program does not only help innovation but also enables PepsiCo to win the employers of the year award multiple times. The aim is to drive cultural transformation while taking this intrapreneurship across the organization. The Next Big Idea has multiple stages:

1. The launch: The HR manager sends an email to all employees of the company, explaining dates, how to participate, and the roles they can play in the competition, trying to involve as many people as possible.

There are three different roles employees can choose as part of the Next Big Idea (NBI):

- Entrepreneur: share your idea for a new product, process or sustainability goal.
 - Collaborator: bring your skills and experience to join an existing team and help take your idea to the next level.
 - Investor: review business plans and allocate virtual funds to your favorite ideas.
2. Idea collection: all the participants have a given timeframe to submit their ideas related to the objectives of the NBI established by the management.
 3. Evaluate the time required to launch: the market launch is expected to be reduced to 15 months, whereas the company's usual timeframe for launching a new product is 24 months.
 4. Team formation and idea development: teams of 2–5 employees are formed to work on the same idea and previously described roles are assigned.
 5. Decision process: multiple rounds of internal investments and idea bouncing take place until only three ideas are left, which are then presented at the company HQ in New York in front of the CEO.

The aim of this program is threefold:

1. To bring together all employees around a large-scale project and to promote team cohesion worldwide. With this challenge, it is a way of highlighting and detecting talent within the company.
2. The Next Big Idea strengthens PepsiCo's employer brand.
3. It allows the group to source ideas and to be a benchmark for corporate entrepreneurship.

IEBS is the first Digital Business School in Spain to introduce the Corporate Venturing method. The university was born with the aim of establishing itself as a real alternative to the traditional teaching model. The new model has an innovative learning system that trains responsible people who direct their projects based on innovation, ethics, and sustainability—but always with an entrepreneurial spirit.

The school provides a consulting service that seeks to help companies in their innovation process through different tools related to the entrepreneurial ecosystem and start-ups.

However, no official number have been published, which makes it hard to judge the success of the program. IEBS serves as great example that there is no sector or industry that is left out of corporate venturing.

Repsol



The oil company Repsol launched an investment fund of 85M euros in 2018. The fund named Repsol Corporate Venturing (RCV) is in charge of looking for new start-ups related to technologies applied to the exploitation and production of crude oil, new materials, circular economy, and mobility.

Currently RCV has disclosed participation in eight startups, among them, Silence (the manufacturer of electric scooters), WeSmart Park, and Drive Smart (both part of the gig economy).

The fund operates on the basis of minority investments without corporate control, at least during the period of 5 years, which is the time that is estimated necessary to acquire capital in a relevant number of companies. In the long term, the fund wants to build a global network that includes universities, incubators or venture capital from other companies.

The final goal behind it is finding technological innovation that is close to its commercial deployment and that can be tested in an agile way in order to evaluate its potential. Regarding the risks involved in any commitment to innovation, the company assumes that only 1 in 4 investments will bring a differential strategic value. Economic success is a second priority, and RCV states that its goal is to be at least self-sufficient.

2.2.3. Current impact of technology on innovation programs

The exact measurement of the pure impact of technology is very subjective, as every stakeholder will consider their own parameters and success criteria. In other words, it is

next to impossible to quantify the impact on a broader scale with which every major part will be in agreement. The path that was taken to solve the issue is to analyze multiple programs that are somewhat similar to corporate acceleration, mentioning each of the pros and cons in order to have enough qualitative data for a correct comparison. The data were mostly collected from relevant publications about the topic and from informal interviews conducted with either participants or organizers of a specific program, with the final objective being collection of, not only data, but insights into how each program uses technology and what are the results.

The variety of subjects is intentional, as a wider group will allow for better understanding of the multiple techniques used in each case, and the dispersion of results could fill relevant informational gaps that currently exist for everything related to success criteria, objectives, day to day operation, and finally technology. The structure will be the following: initially the general description of the program will be provided with well-known examples to ease understanding. This would be followed by the strengths of the same program, and finally the weakness and improvements in comparison to other subjects.

There are even differences that depend on the acceleration program they are a part of. In the following paragraphs summarize the different accelerations programs that can be implemented in a corporate or in the acceleration sector.

2.2.3.1. Other innovation paths

In this chapter a theoretical and practical description of various innovation ways will be provided, with further analysis of its strengths and weaknesses. Entrepreneurship programs, incubators, hackathons, and venture clients will be studied.

Entrepreneurship Programs

Entrepreneurship programs are typically taught at universities, oftentimes in the form of a Master's degree program. In addition, there are several independent initiatives for ambitious and entrepreneurial-minded people offered by startup institutions, such as accelerators or incubators. The central task of entrepreneurship programs is to inspire and enable future generations of founders, entrepreneurs, and companies to recognize future challenges. New solutions, business opportunities, and sustainable companies will result from people equipped with skills, knowledge, and motivation to enable entrepreneurial success in business ventures (Palomba & Banta, 1999; Ben-Jacob, 2017). Entrepreneurship programs also aim at developing skills that will enable investors to realize promising opportunities to pursue and to empower business owners to operate existing companies effectively (Lyons & Zhang, 2018). There are free programs, but also programs that come with a price tag. Nevertheless, one has to distinguish entrepreneurship programs from other accelerator tools because entrepreneurship programs rather constitute an investment in personal development. In this way they create a basis for prospective entrepreneurial activities.

One practical example of a renowned entrepreneurship program is the Y Combinator Start-Up School. The Start-Up school is a free 8–10-week online program that gives its participants an understanding of the Start-Up environment and how to positively impact the world by founding a Start-Up. They claim to teach their participants what is needed to establish a startup successfully. They aspire to create a community of entrepreneurs who can inspire, advise, and support one another (Start-Up School by Y Combinator, 2020).

Strengths of Entrepreneurship Programs

Entrepreneurship programs are also associated with boosting self-confidence and the sense of empowerment among business owners. The programs motivate managers to venture into new business gaps, which leads to higher profit for the entrepreneur. Besides, entrepreneurship programs offer new insights to entrepreneurs' business opportunities, which they could not have thought of venturing toward in the past (Lyons & Zhang, 2018). Aderemi Ayinla Alarape (2007) observed that founders who participated in entrepreneurship programs at universities or other educational institutions inherit superior managerial and entrepreneurial abilities than founders without such experience. It has been proven that in small businesses led by an entrepreneurship program, alumni reached higher gross-margins and higher growth rates compared to start-ups. Moreover, entrepreneurship programs seem to improve skills such as presenting, setting up a company's business plan, and asset management (Welsh, Tullar, & H., 2016). Individuals may have an idea in their head, but to present the business idea in writing possibly constitutes a challenge. Entrepreneurship programs have the benefit of assisting individuals in identifying opportunities and positioning in the market. However, the actual extent of that positive effect is difficult to assess. Besides, alumni of such programs have a higher likelihood of receiving funding once they are starting a venture. Entrepreneurship programs add credibility to the founders' profiles and help them to develop the required entrepreneurial skills that will lead to higher quality ventures (Lyons & Zhang, 2018).

Furthermore, entrepreneurship programs help corporations to identify new marketing strategies for their products and services by using the educational program as a marketing platform that suits the business interest best (Maritz & Brown, 2013). Entrepreneurship programs inspire potential investors to venture into start-ups, which will result in economic growth in the region. Also, entrepreneurship programs have the advantage of promoting entrepreneurship to individuals who did not have the resources in the past.

Weaknesses of Entrepreneurship Programs

The main disadvantage of the majority of entrepreneurship programs is to favor entrepreneurs who are able to make investments. While entrepreneurship programs positively influence the management skills of people who already own a company or already occupy entrepreneurial capabilities, such programs have minimal or no advantage to people who are new to the subject. Moreover, it has been argued rather that entrepreneurship programs facilitate entrepreneurial activities if the institutions also

provide support—for example, in the form of an incubator, after the entrepreneurship program itself has been finished.

Incubators

Although incubators are often considered the same as classic accelerators, they differ in one essential point: entrepreneurs visit an accelerator when a concrete idea is already available. In contrast, entrepreneurs go to an incubator when the idea is not yet firmly established. In most cases, incubators are facilities or institutions that accompany and support entrepreneurs in various ways on their way to self-employment (Dempwolf & Auer, 2014). Incubators offer entrepreneurs a great advantage in the context of setting up a business. These incubators support young companies in a wide variety of areas. It starts with advice and coaching, continues with the provision of rented space or entire offices and infrastructure equipment, and extends to comprehensive services and support packages, within the framework of which, a professional business plan can be drawn up. Incubators are also referred to as ‘company-builders’ and are considered to be the organization that provides start-ups with almost everything they need to grow a business. With this full-service solution, the incubator not only provides support in an advisory capacity, but also operationally. A special feature of these incubators is that the initiators of the incubators often have founded companies themselves in the past and brought them to success. From time to time, the incubator employees even take over tasks in the startup on an interim basis. Thus, an incubator usually invests in business areas that they are familiar with and thus passing on not only knowledge but also a strong network to the new founders.

Unlike the timeframe set in the accelerator program, incubators usually do not operate with a fixed duration schedule like accelerators as they seek open-ended durations to offer conducive conditions for a high quality of growth. Unlike conventional capital venture funds, businesses supported in incubators do not necessarily lose their share of equity. Further, incubators tend to adopt ad-hoc-based startups rather than cohort-based admission, as classic accelerators do.

Strengths of Incubators

Incubators are known to offer start-ups a resource network. They typically provide start-ups with capital access and markets and aim to increase their success potential by helping them design business plans, which venture capitalists are looking for, to fund them. In that regard, incubators assist the start-ups in growing faster by finding suitable investors and connecting both parties. Being in prestigious incubator programs, such as Rocket Internet or Hub:raum, helps to develop recognition from venture capital firms and the press. In other words, graduating from a renowned incubator gives one a higher chance of getting venture-capital firms. Also, the provision of cheap office space is precious for young companies. The proximity to the incubator facilitates mentoring. Recruiting support probably could be the most impactful advantage of the incubator program. Especially in the early years of a venture, hiring the right talent can be decisive about the success of a startup. As one needs to invest a lot of time in recruiting, support in this task is of high relevance for the founding team.

Weaknesses of Incubators

A key disadvantage of incubators is that most incubators might focus on the interest of the sponsoring party. For example, an incubator that supports health technology start-ups might be blind to other innovative ideas outside the health-tech setting. Incubators tend to push their venture into a particular direction, thereby possibly disregarding the intentions of the start-up team. Further, due to its long-term nature, incubators do not boost the growth of startups as much as other classic short-term accelerator programs.

Hackathons

The term hackathon is a neologism of the words "hacking" and "marathon". In this context, "hacking" refers to legally solving technical problems by coding and program alteration, but not to the criminal act. The approach of hackathons is extremely constructive as programmers are working with the ultimate goal of creating a helpful product. The term "marathon" fits in the way that software development usually demands endurance. To achieve results in a possibly short period of time, hackathons deliberately set a limited time frame: within a few hours or days, an applicable program code is to be created—a strenuous sprint in the development of applications. As reported by Jarvinen (2013), a hackathon can be described as “an intense, uninterrupted period of programming; more specifically, it is a highly engaging, continuous event in which people in small groups produce a working software prototype in a limited amount of time”. Hackathons usually follow a specific theme, which in turn has an impact on the participants. For example, there are developer conferences on specific types of applications (mobile apps, web applications, etc.), on a specific programming language, for the API of a specific service (Facebook, Google), or simply on an overarching theme (open government, accessibility, etc.). In times of the outbreak of COVID-19, several hackathons on the topic of digital education took place, since it was crucial to find a quick solution for all the pupils that were prevented from going to school (e.g., "Code the Curve", "Build for Covid-19", "Wir für Schule”).

However, some hackathons also dispense with a thematic limitation: the teams can then give their creativity complete freedom. Participants are usually software developers—primarily, but not exclusively, programmers and hackers who give the event its name. There are hackathons for teams that have already found each other and those with random participants who have to establish a team within the time frame. In this thesis, we will only consider those hackathons that are for groups and start-ups.

Strengths of Hackathons

Many well-known hackathons are aimed specifically at students or young professionals. Especially for these groups, such a conference can also be a springboard: Decision-makers from the IT industry or renowned start-ups are often present at these events and interested in discovering new talent.

For developers, however, there are even more reasons to take part in a hackathon: For example, the opportunity to network with other professionals and exchange knowledge should not be underestimated. Projects launched during a hackathon can mark the beginning of a longer-term collaboration. Apart from that, participants of hackathons

directly receive critical evaluations of their work, allowing them to work efficiently without spending too much time on unpromising approaches.

Last but not least, some organizers offer the participants lavish profits, as many hackathons are designed to be competitions. At such events, a jury selects one or more winners after the presentation of the individual projects. The prizes can include small non-cash prizes, but cash prizes of several hundred thousand euros are also quite possible. Most hackathons do not charge a participation fee or limit it to a cost-covering minimum. This is probably also due to the fact that many of these programming events originate from the open-source scene or feel committed to it: The biggest motivation for all participants is, therefore, probably building social ties and fostering the joint work on productive solutions.

Weaknesses of Hackathons

First of all, the most obvious downside is probably the considerable time pressure. It leads to highly stressful situations for the coders and requires significant preparation before the actual hackathon starts. Further, the time pressure could result in low code quality as the focus is likely to be lost after more than 24 hours of coding. The circumstance that no formal structure or pedagogy is provided by the organizer just adds to the stress level of the participants. Another drawback is that only the winner receives cash. Hence, hackathons do not help start-ups in need of capital.

Venture Clients

Venture Clients are not accelerators in the proper sense. Rather, they refer to large enterprises that become a (venture) client of a Start-Up at a time when it is still a venture, for example, because the start-up's product is not yet market-ready. On that note, well-known large enterprises reach out to young start-ups that offer a product or technology that is non-existent in the venture client's current operations. During the venture client program, start-ups typically work on a pilot project with the overall goal to win the venture client, typically a large corporation, as a customer in the future. Start-ups who work with venture clients usually offer niche solutions that are better than those provided by corporations such as SAP, Intel, or any other provider active in the specific field. In the process of venture clients, both client and Start-Up look for areas within the client's business that could become the first customer of the Start-Up. As a next step, the partners set up a real joint project, not just a demo project. The Start-Up can test its innovation in direct cooperation with the specialist department to develop a minimum viable product. In doing so, the specialist department constitutes the customer, not a mentor. Typically, venture client projects last around 2–4 months and the Start-Up is paid for their effort. If the first project, or more specifically, the first order, is successfully completed, the startup receives further follow-up orders. It is important to note that venture clients differ from corporate venturing in the way that a venture client does not necessarily buy any shares of the Start-Up. The client usually only buys the technology, even though it is often only

in the prototype phase. In that sense, venture clients also benefit from customization, up-to-date solutions, and price advantages.

Strengths of Venture Clients

Venture clients have the advantage of gaining early access to prospective new technologies at a relatively low price and are ideally free of risk since the investment amount is relatively low compared to buying shares of innovative companies. For instance, the BMW Start-Up garage ventured into new technologies that its partners and suppliers did not provide in the market. They had the advantage of selecting an exciting Start-Up and committed to acquiring the first version of their products, adopting them quickly, and applying the purchased technology into a business unit in the actual products.

The venture client model advantage is of having Start-Up tasks in real-time and directly paid projects using a business unit. Start-ups offer essential technologies that allow the business to achieve innovative objectives within a short period of time. In addition, venture clients benefit from gaining strategic intuition to new technologies, customization, price advantages, and time-to-market merits. Another advantage for start-ups working with a venture client is that they have the chance to work with future clients from the very beginning onwards. This allows the efficient development of their products and technologies with a minimized waste of resources.

Weaknesses of Venture Clients

Venture clients may lead to a loss of control over the operations and limited perspective on product development. When venture clients are brought into a business, they are granted a certain degree of control over how the owner runs the venture. When venture clients buy shares, they wish to guard their investments, and if their view of running the business does not match the owner, there may arise disagreements in the company.

Awards and Price Challenges

Prices are seen as a reward, honor, and distinction for extraordinary or special achievements. If a company wins a challenge, it will first and foremost have a corresponding effect on the direct stakeholder of the respective company. Awards create trust in the company and confirm the chosen business strategy. The recognition by the industry is free of charge and is very helpful in terms of market positioning. We also need to draw a distinction between audience and jury awards. Basically, the two prizes differ in that a jury prize is judged according to fixed criteria and specifications, whereas an audience prize is decided exclusively by the votes of the public (e.g., Global Food Summit, Global Start-up Awards, Start-Up of the Year). Prize challenges also differ according to the phase start-ups are currently in. Hence, there are prize challenges for entrepreneurs in the idea phase or pre-seed stage and also for already founded start-ups in early-stage phases. The advantage of jury prizes is that they are slightly predictable, as the winner is determined on the basis of a list of criteria. In the case of an audience award, the aim is to convince the majority of the interested public. To score points here, start-ups need a sustainable and impressive concept, coupled with a little luck and the right social media strategy.

Strengths of Awards and Prize Challenges

Every award is the result of a long journey, but if the goal has been reached, everyone rejoices. Therefore, it is recommendable to show what has been won and to actively share the attention of an award winning in order to get as many customers and fans as possible on board. It is the moment to use all resources as effectively as possible: fans, customers, friends, partners. It can also be worth investing in Facebook advertising at this point and posting the message not only on your own timeline, but also in target group-appropriate groups to achieve the desired signaling effect.

Weaknesses of Awards and Prize Challenges

Awards reward success. These can be as diverse as the variety of awards that exist. But they all have one thing in common: they reward a creative process. This is usually a hard road that deserves recognition; however, a missed place on the winners' podium is often considered a setback. Nevertheless, founders also need to acknowledge that defeat is not taken into consideration; the potential damage is virtually non-existent.

Startups also need to take care of the costs associated with the participation in an award challenge. Not all applications and prizes are free. Often the participation in a competition itself already costs money. Costs such as exhibition fees or advertising material can also be incurred, which one commits to if one wins.

Corporate Venturing

Numerous research studies have shown that small and young companies have specific strengths with regard to innovation. Therefore, these small and young companies are often superior to large companies in the perception of innovation potential and the exploitation of this potential. From the perspective of evolutionary theory, this superiority can be attributed primarily to the fact that companies become more inert as they grow in size and age because their processes become formalized, their structures become more rigid, future development paths are restricted by past investments, and the organizational information system is largely oriented to existing activities. As a result, companies lose the ability to transform and innovate, thus running the risk of losing their competitiveness due to changes in the business environment. In this regard, corporate venturing is referred to as an entrepreneurial effort to establish innovative ventures inside and outside corporate organizations. The corporate venturing objective is to increase the market penetration depth and pace of bringing the startup's products to the market. The concept of corporate venturing provides remarkable opportunities for entities to redefine practices of investment and innovation. A surging number of corporations are expanding or launching their programs of venturing since 2011. On this subject, it was observed that many corporations have resorted to corporate venturing investing and obtaining innovation in areas that are adjacent to their mainstream businesses. Given the characteristics of corporate venture capitalists, especially B2B startups are attracted by this form of acceleration.

Strengths of Corporate Venturing

In recent times, many corporations have enhanced their operations through accelerators and incubators in their quest for innovation. Corporate venturing creates value through the acceleration of a market penetration startup. It permits enterprises to participate in initial stage start-ups over a comparatively lengthy intensive business development period or through a short-term planned curriculum. Corporate venturing also speeds the development of the product by mitigating cost and production time while enhancing quality.

Through corporate venturing, corporate investors ensure a business lens on the product or technology of the Start-Up. Further, corporate venturing creates value by accelerating product commercialization through instances such as agreements with suppliers of the organizational investor and its business units.

Weaknesses of Corporate Venturing

In addition to the opportunities, and regardless of the compelling logic of corporate venturing, billions of dollars have been lost due to corporations' struggle to distribute their venture capital efficiently. The majority of the problems emanate from incompatibilities between a risk-loving venture capitalist and the process-driven corporate executive. Start-ups are at risk of becoming entangled in the myriad corporate stakeholders' agendas, and corporate executives are likely to slow down entrepreneurs' drive (Shankar & Shepherd, 2019).

Moreover, there are risks for both companies involved in a corporate venture capital transaction: For the company providing the capital, a potential failure of the young company can lead to damage to its reputation. Furthermore, if the company providing the capital incorporates the technology of the young company into its own marketing, it is possible that it will run into difficulties at a later date in the marketing of competing products or services of the established company competing with the young company.

From the perspective of the young company, problems can arise in the event of a possible exit. Rather, a sale to a competitor of the capital-providing company will not be approved by the latter. A deal with the capital-providing company itself structurally implies for the initial situation that a sale is to be made to a so-called insider who knows the young company well and will therefore be in a stronger position in purchase price negotiations. Additionally, external corporate venturing strategies focus on methodically obtaining innovations. The curious venture and its long-term orientation compared to the exploitative approach of the enterprise have to be accounted for explicitly by managers. Subsequently, there is a risk of prematurely deserting associated programs before the investment's payoff becomes significant (BCG, 2020).

2.2.4. The impact of technology on the success of broader innovation programs

Before talking about the results of technology implications in innovation and accelerators in particular, it is critical to outline the need behind the innovation and the profiles of the

companies that conduct it. From the research it is clear that there are multiple objectives behind innovation; for market leaders the main driver is placed on increasing market size and outsmarting the competition, however from the perspective of the smaller companies, there is no definitive answer. Some small and medium enterprises consider innovation as a core part of their strategy and always thrive to find new ways of improving. Most of such companies are relatively young or with a strong focus on technology. Enterprises that operate in traditional spaces mostly look for innovation in order to increase production efficiency rather than open new markets.

Unexpectedly, shareholder structure could play a significant role as most family owner companies from the analyzed batch were quite hesitant when allocating budget for R&D purposes, preferring instead to de-risk most of the activities. There may be a direct relation with the mentality of purely keeping the business running the way it has for the last 20 years rather than risk and grow. In businesses where the decision power was split among managers with different mentalities, innovation was more accepted, and more effort was allocated to foster it. Finally, if the company is public, it usually has a certain body that is in charge of innovation and the process is much more formalized.

Now that the companies that tend to innovate more are known, technology comes into play. The general trend is that the bigger the budget, the more tech is involved, which directly relates to the success rate. Consequently, it is fair to say that if any given company decides to allocate a certain budget towards innovation efforts, it should spend part of it on technology solutions that will support the whole process. Another factor to take into consideration is the size of the R&D department or the amount of innovation initiatives. According to the analysis, if a company has only a small part dedicated to corporate entrepreneurship, until now, technology would not have been a decisive success factor. However, as this commitment increases, the weight of tech in the success criteria grows exponentially. This could be explained by the fact that more initiatives are harder to track and if no correct tracking is implemented—less cross benefit would be created, hurting the general success rate. A clear example is Mercadona with its Lanzadera program. So far over 500 start-ups have been accelerated—without the right tools the management would have no chance of tracking the evolution and consequently the value created, not only for the start-ups themselves but for the company as well.

This market is really new, and at the moment there are very few existing and proven digital resources to improve the efficiency of the acceleration programs, but according to the COVID situation effect and the technology boom, we can say that the future efficiency of the programs will be leveraged by new and promising digital and customized acceleration solutions.

3. Research question 2: What are the features of enhanced digital tools used to reduce pains related to corporate acceleration?

As seen from the research in the previous parts, every company adapts its acceleration process to its needs and therefore there could be very significant differences between any two given programs. To design a digital platform for corporate acceleration, only one aspect looks to be relatively straight forward: one of the main features it should have been flexibility and adaptability. Recent years have seen an increase in business-to-business software that have modular structures, in other words a company can adapt the product it sells to the needs of any particular customer group at virtually no cost to itself, optimizing the price for the customer. Considering the current landscape, this feature could be essential to succeed in the business world and to ensure client satisfaction.

Great design is not a feature *per se* but rather a quality that should be included in the analysis as, in 21st century this is a must. Being involved in Start-Up ecosystem and working extremely closely with companies that develop cutting edge technologies is not easy because your own software should at least be as good as the participants such as to ensure functioning and adequate onboarding. There are multiple other relevant aspects for the software solution such as data security, organization features, and human resources management just to mention a few. The most important will be discussed in the following part, yet once again it is noteworthy to outline that there is no black and white solution. Every part that will use the tool will have different needs and expectations, and as history has shown, it is impossible to satisfy everyone at the same time.

Before going further into what are some basics of a great digital platform for modern companies, this chapter will analyze the pains that businesses face during the innovation process—and not necessarily drastic innovation, but more of a day-to-day operation. For this reason, a short list of small and medium enterprises will be analyzed, in order to understand what their most aspirational challenges are to be solved. The following analysis will serve as a solid starting point in figuring out the biggest pains that have to be solved with the digital platform.

3.1. The main challenges of corporate accelerators that need to be solved

There are multiple pains that any corporate accelerator faces throughout its existence and those can range from getting the funds from the parent company to identifying the correct way of managing new intakes. To some extent, certain challenges will be industry-wide, while other may be more specific to a certain program of geography. A great way to look at it is to group possible pains in order to evaluate where a certain company could gain more by running a corporate acceleration program and where it would not gain as much.

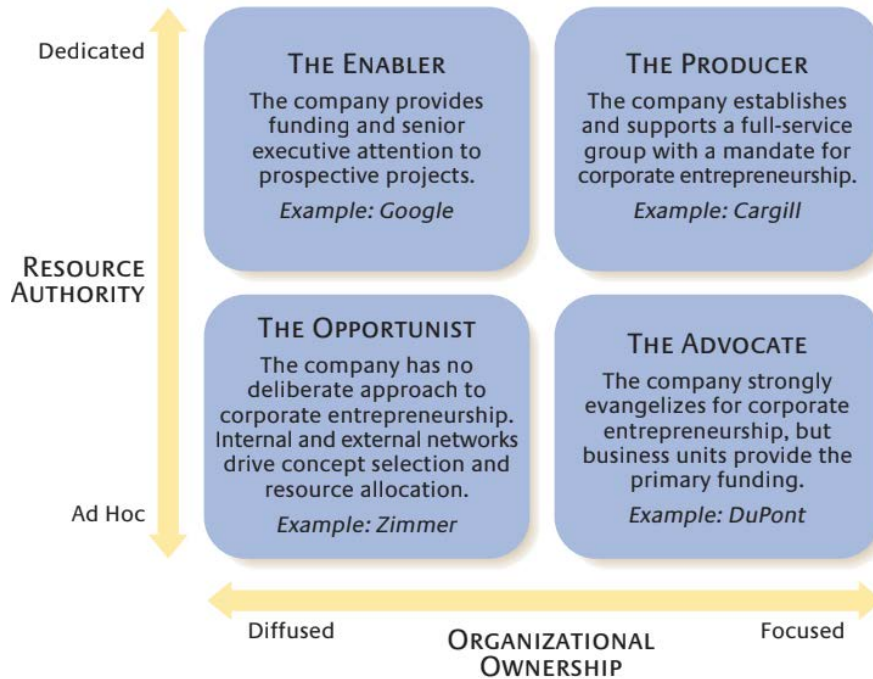
The groups are the following: Strategy, Organizational Structure and Systems, Management Style and Shared Values, and finally, Skills and People. These four categories are a great way to determine what are the weakest parts of the company and the ones that are more resistant to change when the innovation process will take place. Another side of looking at it is what pains do corporations face today, how can collaboration with start-ups solve it and finally how would an ideal platform be relevant to eliminate all the aforementioned issues.

A brief description of the mentioned categories will shine light on the issue. Aspects which revolve around strategy look to determine what role does innovation play within the company and how much does the corporation rely on it in terms competition and transparency. Organizational structure and systems envelop every possible pain related to how the soft structure of the business can harm and generate the pains with running a corporate acceleration program.

Pains related to management style can encompass multiple aspects, from the management approach such as Bottom up or Top down, which can play a massive role in determining how successful will any given program be to understanding if the corporation has a risk-taking mentality and how it deals with failures. Finally, the Skills and People category tries to understand all the ins and outs of how employees see innovation and what support can be expected from the crowd.

Mentioning the four models of corporate entrepreneurship elaborated by R. Walcott and M. Lippitz (MIT Sloan Management review fall 2007, Vol 49, n°1) could provide more understanding as to why some corporations encounter bigger problems and pains when dealing with corporate acceleration than others.

Figure 4: Four models of corporate entrepreneurship



Source: Extracted from R. Walcott, M. Lippitz 2007

Figure 4 extracted from the original study summarizes the main characteristics of each of the four models with examples that fit each description. The Producer and Advocate innovation models are known for developing a significant portion of corporate accelerators, yet by no means do they translate into companies that operate the other two models falling behind. Simply, their model focuses on other sources of innovation such as a stronger focus on intrapreneurship in case of Enabler or very “Laissez faire” in case of Opportunist.

However, the three approaches with its characteristics are able to provide more in-depth insights into what problems do each type of company experience and how those can be solved by using technology with the assistance of an ideal acceleration platform. Table 6 is an adaptation of information from the R. Walcott and M. Lippitz study in combination with information gathered for this thesis.

Table 6: Innovation models and their main goals

	Enabler Model	Defender Model	Producer Model
Strategic objective	Facilitate the existence and work of entrepreneurial teams and employees	Reinvigorate or transform business units; support teams of internal entrepreneurial initiatives	Explore destabilizing or overlapping opportunities
Essential function	Provide future business leaders with independent financing and the attention of the highest management levels	Evangelize and train business units, as well as facilitate the achievement of new opportunities	Offer comprehensive initiatives through the conception, selection, financing, training, adjustment, and reintegration of new business concepts
Inputs	Specific money, managerial commitment, hiring and personal development	Well-connected veterans of the company with a small staff of business-building experts and the go-ahead of the CEO	Veteran leadership in the company with good corporate connections, a full-time staff and significant, independent funding
Results	Proven concepts, but generally within the strategic framework of the company. (Note: empowerment programs can also facilitate global cultural change)	New businesses relatively close to the core business unit or significant efficiencies in the business unit processes	New, self-sustaining and / or potentially destabilizing businesses, whether or not they fit into an existing business unit
Success factors	<ul style="list-style-type: none"> • Culture of innovation • Structural flexibility for teams to carry out projects • Well-defined managerial involvement in decisions regarding funding milestones • Selection processes and criteria effectively communicated 	<ul style="list-style-type: none"> • Experience in building new businesses • Significant capabilities to facilitate team building and work • Ability to build coalitions and create internal and external networks • Visibility and support from senior managers 	<ul style="list-style-type: none"> • Respected leadership with strong internal decision-making authority • Experience in building new businesses • Explicit attention to executive career incentives for corporate entrepreneurship
Typical challenges	<ul style="list-style-type: none"> • Bandwidth of senior managers • Maintain consistency and discipline when it comes to corporate branding • Find and satisfy project advocates (that is, ensure that enabling processes do not become a 'black hole' of ideas) 	<ul style="list-style-type: none"> • Overcoming short-term pressures to which business units are subject • Find "business builders" among managers who have traditionally been rewarded more for execution than for innovation 	<ul style="list-style-type: none"> • Reintegrate successful projects into the core business • Succession in leadership • Lack of support from the business unit

Source: Adaptation of R. Walcott, M. Lippitz 2007 by Ton Guardiet

3.1.1. Review of the antecedents of success factors of corporate accelerators

As previously mentioned, multiple success factors depend on the data and objectives of any given corporate, program, or organizer. Existing literature provides us with a very wide range of options that could be taken into account. Quantitative analysis of corporate accelerators summarizes existing possibilities. To be exact, so far eleven different success factors have been observed in detail in six officially published papers, excluding this one. The most prominent reasons include: the number of graduates, follow-up investments, company value and survival rate, satisfaction, profitability, cooperation rate, number of exits, among many other. Nonetheless, from the aforementioned list, only five have proven to have any statistical significance, with a 95% confidence level to be considered for the actual factors of success for corporate acceleration programs: direct cooperation with the parent company, mandatory physical presence (data collected in the pre-COVID-19 environment), thorough selection process, integration of metrics and finally, manageable portfolio size.

On the other hand, there are the four models for corporate acceleration, which are described in detail in the previous chapter. As corporate acceleration can only be one path to innovate, it is important to consider the organization as a whole with all its processes, to ensure that innovation process is actually taking place, and is not just a part of marketing strategy towards the consumers. In multiple interviews conducted for this thesis, it became evident that this practice exists, since many corporations have dedicated budgets for innovation and even create their own acceleration programs—yet there are no practical results derived from all the efforts and resources that go into the innovation.

3.1.2. Quantitative analysis of entrepreneurship pains and culture

In order to successfully identify the needs and pains of any corporation and its goals regarding the acceleration and innovation, the following questionnaire could be used as an assessment tool. It is also useful to assess the current culture and values of the company in relation to its growth potential, leveraged on intrapreneurship and staff talent, or through collaboration with start-ups.

As already identified in the previous chapters, each company could have different goals with regards to either open innovation, corporate acceleration or simply improvement of processes. The corporate success factors studied give an objective overview of what every company should strive toward—while, on the other hand it is crucially important to understand whether the management has realized what must be done and where does it rank the current techniques used within the enterprise. In many cases a significant gap exists between expected and actual performance, however the management is not aware of it because of a complex organizational structure. The following questionnaire will help identify the gaps that exist between the reality and desired outcomes and at the same time analyze where the management wants to improve. Four models of corporate entrepreneurship (R. Walcott, M. Lippitz) will also be used in order to better understand

what each company considered an adequate level of innovation for their particular case and what steps are already taken to meet these expectations.

According to all previous knowledge analyzed, the questionnaire represented in Table 7 has been created where the participant must mark the phrases that apply to their company in order to get a final score and see what the biggest pains are pending to be solved, in addition to possible actions as a proper solution to consider all these insights in order to define Acceleralia, the ideal digital platform for corporate acceleration.

Table 7: Acceleration challenges questionnaire

<p>STRATEGY</p>	<ul style="list-style-type: none"> <input type="checkbox"/> There is a designed innovation strategy <input type="checkbox"/> Innovation is a growth engine <input type="checkbox"/> Innovation and corporate entrepreneurship are aligned with the strategy and objectives of the company <input type="checkbox"/> The company is sensitive to external changes <input type="checkbox"/> The strategy is transparent and visible to employees 	<p>.../5 ...%</p>
<p>ORGANIZATIONAL STRUCTURE AND SYSTEMS</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The organizational structure supports innovation and is agile <input type="checkbox"/> There are different models to organize corporate entrepreneurship <input type="checkbox"/> Individual actions are carried out to support collaborators with ideas and their execution. For example, an idea bank, time and budget for the development of an idea, incubators and accelerators within the company, Business Angels for internal or external initiatives, etc. <input type="checkbox"/> Collective actions based on cooperation are carried out. For example, innovation cells, fostering cooperation / collaboration, knowledge-sharing developing collaborative intelligence and open innovation ... <input type="checkbox"/> Safe sites for innovation are created in the company: the long-term is taken into account in decisions and there is a permanent fund for initiatives. <input type="checkbox"/> It is rewarded based on the impact of the work <input type="checkbox"/> There is the Lean Start-up method and rapid prototype culture 	<p>... / 7 ...%</p>

<p>MANAGEMENT STYLE AND SHARED VALUES</p>	<p><input type="checkbox"/> There is a commitment from the management</p> <p><input type="checkbox"/> The role of management leadership is valued</p> <p><input type="checkbox"/> There is a powerful shared ambition / purpose to seek to make a dent in the world</p> <p><input type="checkbox"/> Empowering / enabling is controlled</p> <p><input type="checkbox"/> There is a culture of accepting mistakes, taking intelligent risks and experimenting</p> <p><input type="checkbox"/> Momentum and a sense of urgency is created</p> <p><input type="checkbox"/> There is constant and transparent communication</p>	<p>... / 7</p> <p>...%</p>
<p>SKILLS AND PEOPLE</p>	<p><input type="checkbox"/> There is a culture of learning and continuous improvement, specifically in innovation and corporate entrepreneurship</p> <p><input type="checkbox"/> There is talent management: seek / protect / empower intra-entrepreneurs</p>	<p>.../2</p> <p>...%</p>
<p>TOTAL Score</p>		<p>.../21</p> <p>...%</p>

Source: Original work adapted by Ton Guardiet

Result structure will mostly be broken down into four blocks, according to the subgroup related to the questions: strategy, organizational structure, management style, and skills and people. The reason behind this structure is to help participants understand in what area they can improve the most, detect best practices, and increase the precision, as simply stating that a company has to introduce measures all across the board in non-actionable feedback. Moreover, every block is broken down into real outcome, desired outcome, and difference between real and desired.

Real outcome summarizes where the company is at the moment according to the answers from the questionnaire, desired represents where the enterprise strives to be in a near future and the difference is the variation between the two previously mentioned factors. Furthermore, every participant was asked to state one actionable improvement for the aspect where the company had scored the lowest, or simply where the participant wanted to suggest possible changes. The full list of 171 respondents from different companies—or in case of large multinationals, different departments—can be found in the appendix, as it would be unfeasible to put it in the body of the thesis due to its extent. These companies have been selected because many of the participants of this questionnaire have shown an interest in improving innovation in their companies via technology. Moreover, participants come from multiple economic sectors and companies at different stages in life, from established companies with over 30 years of history, to recently created ones, which is a highly representative sample of the current economy.

Table 8 summarizes some of the participants and companies analyzed in this chapter related to entrepreneurship pains to be solved by a digital platform and actions of improvement. In general, the aim was to give the questionnaire to either the top

management (in case of SMEs) and in case of multinationals the goal was to get data from as many departments as possible—mostly from mid to top management.

Table 8: List of companies that participated in the questionnaire

Company	Business	Position	Name	Surname
Http://www.cashkeeper.es/	Cash machines	CEO	Alexandra	Colls
https://premiumpsu.com/es/	Energy conversion systems	R&D manager	Miguel ángel	Fernandez
https://tpm-dti.com/es/	Organ donation and transplantation	Managing director	Francesc	Martí
http://niviuk.com/	Products and flight equipment (skydiving)	Export manager	Mireia	Serradesanferm
https://www.vallfirest.com/	Equipment for firefighters and foresters	International sales manager	Sergi	Pareja
https://www.frenossauleda.com/	Friction material for the industrial sector	CTO	Toni	Sauleda
https://www.serviscomplet.com/	Design and assembly of stands for fairs	Business development manager	Albert	Melich
https://wetron.es/	Industrial automation	Commercial director	Alberto	Hernando
https://www.creartecollections.com/	Crearte collections: designer sofas and chairs	Manager	Eloi	Roure
http://www.osvalles.com/	Symphony orchestra	CEO	Oscar	Lanuza
https://www.todanelo.com/	Law firm	Innovation manager	Manuel	Bertzosa
http://www.kartsana.com/	Stretchers	Head of projects	Ivan	Castelo

https://esdi.es/	Design high school	Deputy director	Georgina	Bombardó
http://www.fontnova.com/	High power consumption-water	Administrative manager	Pere	Toledano
https://ntc.cc/	Plastic dyes	Commercial director	Oriol	Argemí
http://www.pujolasos.com/es/	Luxury packaging	Innovation manager	Gal·la	Romera
https://www.sensalialabs.com/	Cosmetics	CEO	Puri	Martinez
http://kabeltechnik.es/es/	Electrical wiring	Administrator	Xavier	Martinez
https://biannarecycling.com/	Manufacture of waste treatment equipment	Managing director	Francesc	De haro
https://www.gasesgrit.com/	Distribution of liquefied gasses	Technical and R&D manager	Victor	Manzano
https://reverterindustries.com/	Maintenance of pipes and industrial facilities	Commercial director	Ignacio	Ortiz
http://winfor.es/	Computer services	General director	Miquel	Illa
https://www.gomacamps.com/	Paper and other hygiene products	Innovation manager	Mar	Pàmies
http://cenavisa.com/es	Veterinary laboratory	Technical manager	Maria	Torelló
http://sereva.es/	Cooling systems	Director	Àngel	Cercós

Source: Original work by Ton Guardiet

Table 9 exemplifies how the full database created looks with the results of the survey (in some cases, the interview) with the executives mentioned previously. There are several cells that are highlighted—green ones represent the highest values in its category, and the red ones are the lowest.

Table 9: Extraction of questionnaire results

Name	Company	State	Strategy			Organizational structure and Systems			Management style and shared values			Skills and people			TOTAL	
			#/5	% over 100	1 idea to improve this aspect	#/7	% over 100	1 idea to improve this aspect	#/7	% over 100	1 idea to improve this aspect	#/2	% over 100	1 idea to improve this aspect	#/21	% over 100
Alexandra Colls	CashKeeper	Real	5	100%		5	71%	Establish incentive programs for innovation	5	71%	Establish company culture	1	50%	Improve talent management	16	76%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	0	0%		2	29%		2	29%		1	50%		5	24%
Maria Torelló	Cenavisa	Real	2	40%	Create a working team and establish regular meetings	3	43%	Create final touchpoint in order to apply the strategy	3	43%	Provide more KPIs to top management	1	50%	Improve training and professional development	9	43%
		Desired	5	100%		5	71%		6	86%		2	100%		18	86%
		Difference	3	60%		2	29%		3	43%		1	50%		9	43%
Xavi Martinez	Montagen &	Real	4	80%		4	57%		6	86%		2	100%		16	76%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%

	Kabeltechnik	Difference	1	20%		3	43%		1	14%		0	0%		5	24%
Albert Melich	Servis Complete	Real	3	60%	Improve intra company communication for more transversal initiatives and encourage every team to participate	4	57%	Streamline processes and give internal visibility to people who contribute ideas or projects	4	57%	Improving internal communication and giving a sense of urgency to projects that take too long	2	100%		13	62%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		3	43%		3	43%		0	0%		8	38%
Georgina Bombardó	Esdi	Real	3	60%	Involve members of each department in the strategic definition process.	3	43%	Create a specific internal innovation team. Establish a workplan, timings and actions.	3	43%	Extensive innovation strategy for all teams.	1	50%	Provide employees with adequate tools to innovate, track real developments	10	48%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		4	57%		4	57%		1	50%		11	52%
Victor Manzano	GRIT	Real	3	60%	Ensure every team is following the same strategic approach	3	43%	Management should feel responsible for innovation	4	57%	Better time management for innovation causes	2	100%		12	57%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		4	57%		3	43%		0	0%		9	43%

Ivan Castelo	Kartsana	Real	2	40%	Establish a unique strategy that the company will follow for the next 2 years.	2	29%		2	29%	Establish clearly who is in charge of innovation	2	100%		8	38%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	3	60%		5	71%		5	71%		0	0%		13	62%
Puri Martinez	Sensalia Labs	Real	3	60%		4	57%		6	86%		2	100%		15	71%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		3	43%		1	14%		0	0%		6	29%
Toni Sauleda	Frenos Sauleda	Real	3	60%		4	57%		4	57%		2	100%		13	62%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		3	43%		3	43%		0	0%		8	38%
Àngel Cercós	SEREVA	Real	2	40%	Allocate specific resources and create a department of innovation	1	14%	Apply any participative model	3	43%		0	0%	Improve hiring process	6	29%
		Desired	3	60%		4	57%		5	71%		2	100%		14	67%
		Difference	1	20%		3	43%		2	29%		2	100%		8	38%

Alberto Hernando	Wetron	Real	2	40%	Create R&D department. Think strategically in the short term	4	57%	Multidisciplinary team in which the different areas of the company participate. Training	6	86%	Set strategic objectives	2	100%		14	67%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	3	60%		3	43%		1	14%		0	0%		7	33%
Miquel Illa	WINFOR	Real	3	60%	Incorporate monitoring and review of innovation and share information with all stakeholders	2	29%	Use lean start up method and promote individual actions	6	86%	We need to improve the communication and be constant in communicating	2	100%		13	62%
		Desired	5	100%		4	57%		7	100%		2	100%		18	86%
		Difference	2	40%		2	29%		1	14%		0	0%		5	24%
Ignacio Ortiz	Reverter Industries	Real	2	40%	Creation of innovation guidelines that are made public and shared with employees	1	14%	Create a one-year strategy with specific measures and meetings with defined dates to agree on innovative ideas.	1	14%	Obligation of the person who has a problem to document it in writing and to register it in the system	1	50%		5	24%
		Desired	5	100%		6	86%		6	86%		2	100%		19	90%
		Difference	3	60%		5	71%		5	71%		1	50%		14	67%
	OS Valles	Real	3	60%		2	29%		4	57%		1	50%		10	48%

Oscar Lanuza		Desired	4	80%	Proactive approach to industry changes. Systematize the assessment of employee ideas	5	71%	Connect innovation and organizational structure.	7	100%	Improve communication and data sharing among team members	2	100%	Constant development and teaching	18	86%
		Difference	1	20%		3	43%		3	43%		1	50%		8	38%
Gal la Romera	PUJOLASO S	Real	3	60%	To hold annual meetings with our collaborators and to share the business strategy.	2	29%		3	43%		0	0%		8	38%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		5	71%		4	57%		2	100%		13	62%
Sergi Couple	VALLFIRE ST	Real	2	40%	Align all top management on innovation processes and M&A activity related to it	3	43%	Improve and allow collegiate decision-making at each step of the operations and R&D department.	2	29%	Improve vertical communication and momentum throughout the organization.	0	0%	Hire HR manager	7	33%
		Desired	5	100%		7	100%		5	71%		2	100%		19	90%
		Difference	3	60%		4	57%		3	43%		2	100%		12	57%
Eloi Roure	Create	Real	3	60%		1	14%		5	71%		1	50%		10	48%

		Desired	5	100%	Be proactive in terms of strategy.	7	100%	Plan ahead and involve all organizational levels	7	100%		2	100%		21	100%
		Difference	2	40%		6	86%		2	29%		1	50%		11	52%
Mireia Serradesan fern	Niviuk	Real	3	60%	Ensure the company is aligned strategy-wise	4	57%	Use same information management software to ensure no info is lost	4	57%		1	50%		12	57%
		Desired	4	80%		7	100%		6	86%		2	100%		19	90%
		Difference	1	20%		3	43%		2	29%		1	50%		7	33%
Pere Toledano	Exdema	Real	2	40%		3	43%		5	71%		1	50%		11	52%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	3	60%		4	57%		2	29%		1	50%		10	48%
Mar Pàmies	Gomà-Camps	Real	3	60%		3	43%		4	57%		1	50%		11	52%
		Desired	5	100%		6	86%		6	86%		2	100%		19	90%
		Difference	2	40%		3	43%		2	29%		1	50%		8	38%
	Bianna	Real	3	60%		0	0%		4	57%		0	0%		7	33%

Francesc de Haro		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		7	100%		3	43%		2	100%		14	67%
Oriol Argemi	NTC	Real	3	60%		4	57%		4	57%		1	50%		12	57%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		3	43%		3	43%		1	50%		9	43%
Miguel Ángel Fernandez	Premium	Real	5	100%	Create a new innovation strategy	6	86%	Push for changes and involve every department	7	100%	The management should promote innovative talent	1	50%	Push for better education within the firm	19	90%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	0	0%		1	14%		0	0%		1	50%		2	10%
Francesc Martí	DTI	Real	4	80%	Place more focus on innovation	3	43%		4	57%		1	50%		12	57%
		Desired	5	100%		5	71%		7	100%		2	100%		19	90%
		Difference	1	20%		2	29%		3	43%		1	50%		7	33%
Sergi Martin	Facial perfumeries (retail)	Real	4	80%		2	29%		5	71%		1	50%		12	57%
		Desired	4	80%		4	57%		5	71%		2	100%		15	71%

		Difference	0	0%		2	29%		0	0%		1	50%		3	14%
Manuel Berzosa	All & Nello	Real	1	20%	Carry out a strategy workshop	3	43%	Implement a CRM	7	100%		2	100%	Greater communication related to people's skills	13	62%
		Desired	4	80%		5	71%		7	100%		2	100%		18	86%
		Difference	3	60%		2	29%		0	0%		0	0%		5	24%

Source: Original work by Ton Guardiet

Finally, Table 10 is composed of results from the whole database of 171 participants and not only the ones exemplified in the previous table.

Table 10: Statistical analysis of general trends

#/5	#/100	Strategy	#/7	#/100	Organizational structure	#/7	#/100	Management style and shared values	#/2	#/100	Skills and people	#/21	#/100	Total
5	100%	Max Real	7	100%	Max Real	7	100%	Max Real	2	100%	Max Real	21	100%	Max Real
5	100%	Max Desired	7	100%	Max Desired	7	100%	Max Desired	2	100%	Max Desired	21	100%	Max Desired
5	100%	Max Difference	7	100%	Max Difference	7	100%	Max Difference	2	100%	Max Difference	15	71%	Max Difference
0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	1	5%	Min Real
0	0%	Min Desired	2	29%	Min Desired	2	29%	Min Desired	0	0%	Min Desired	7	33%	Min Desired
0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference
2,8	57%	Real Average	2,6	37%	Real Average	3,8	54%	Real Average	1,0	51%	Real Average	10,1	48%	Real Average
4,5	89%	Average Desired	5,7	81%	Average Desired	6,2	89%	Average Desired	1,9	96%	Average Desired	18,3	87%	Average Desired
1,7	34%	Average Difference	3,2	45%	Average Difference	2,5	36%	Average Difference	1,0	47%	Average Difference	8,4	40%	Average Difference

Source: Original work by Ton Guardiet

Before going deeper into the analysis of results, it is worth mentioning that due to the large sample size, the data from minimum and maximum scores can be misleading. Consequently, the major part of the analysis will be based on averages. As can be seen from the example table it is quite hard to identify a pattern, as the results are quite broad and vary significantly. Nonetheless the latter table summarizes the main statistical trends, and it is quite insightful to see that there are companies which are nearly achieving their potential—for example, Premium, which scored 19 out of 21; but also there are others that are still lacking. In general, the real average is relatively low, 10.1/21 which is just 48%, and the average difference between the desired and real results is very high, at around 8.4. This information could be interpreted as the management of interviewed companies wanting to improve and that they are aiming high, yet there is still a long path to achieve it.

Another great insight that could be extracted from the data is that Skills & People is the group which has the highest difference between real and desired. In other words, most believe their current employees either do not possess the skills or the will to foster innovation. The real average paints a similar picture, as it is the second lowest from any other category. The other group, which, according to the survey, has significant room for improvement is the organization structure.

It should also be pointed out that not all companies look for a perfect score, as the desired average sits at 18.3, representing 87% of the total possible. Moreover, there are companies that desire to achieve only 7 points, which is a mere 33% of a perfect score. This behavior could be related to the sector in which the company is operating, as already seen in more conservative industries it is totally normal for a company to focus on operation excellence rather than innovation and growth.

An additional question was asked regarding the general evolution of the company on a scale from 1 to 10, and a clear connection can be observed, as the higher the overall scores of the questionnaire tend to be interrelated with better company performance, economically speaking. Moreover, from the results of the questionnaire, a model that is used for corporate innovation according to Walcott and Lippitz could be identified rather clearly in most of the cases. Surprisingly, there is not a single model that dominated the rest; however, two clear leaders could be observed, the opportunistic model, which was identified in 30% of the companies, and the enabler model with 15%, respectively. These percentages increase significantly only when the companies with clear corporate innovation models are taken into account (50% and 25%, respectively).

An interesting insight that was also extracted from the data is that companies which have an enabler innovation model tend to do slightly better financially than the ones with an opportunistic model. Nonetheless, the difference is too small to be statistically significant; to be precise there is only a 1.85% increase in economic performance for the companies that have the enabler model. In real terms, the enterprises with the enabler model scored 6.875 on average, while the opportunist companies scored 6.75. Another reason why this

information may not be exactly right, is that the executives themselves provided it. In other words, there is a strong chance that this performance data is biased or at least has some variation from manager to manager, since each of them may have had different expectations.

Acceleralia, the ideal digital platform for corporate acceleration, has to be absolutely aligned with the desired pain points identified and pending to be solved in this previous analysis. As mentioned previously, further analysis was conducted with one organization in particular, CecaBank where 19 employees from different departments and positions answered the same questionnaire in a structured focus group led by Ton Guardiet. CecaBank is, as the name suggests, a bank that offers its services only to businesses and has a longstanding history of helping its clients to deal with any issues involving banking. It has over \$10 billion in assets under management and 470 employees, which gives an idea of the size of the entity in question. The participants of the survey had to propose actionable feedback that could be implemented in the future such as to improve the operation and make the whole entity more innovative.

Table 11: Extraction of questionnaire results from CecaBank analysis

Name	Department	State	Strategy			Organizational structure and Systems			Management style and shared values			Skills and people			TOTAL	
			#/5	% Over 100	1 idea to improve this Aspect	#/7	% Over 100	1 idea to improve this Aspect	#/7	% Over 100	1 idea to improve this Aspect	#/2	% Over 100	1 idea to improve this Aspect	#/21	% Over 100
Aurora	Securities and Cash Service Department	Real	3	60%	Create specific departments that promote and develop innovation closely linked to business and not to happy ideas	1	14%	Individual and collective actions that support new ideas that have an impact on the business	5	71%	Culture of acceptance of mistakes but also of learning	1	50%	Continuous improvement and talent management	10	48%
		Desired	4	80%		5	71%		5	71%		2	100%		16	76%
		Difference	1	20%		4	57%		0	0%		1	50%		6	29%
Yolanda	Sup. Dep.	Real	3	60%	Encourage innovation within the area, for example, rewarding innovative ideas	1	14%	Encourage cooperation and collaboration within the area and in the company and share knowledge	3	43%	Spend time analyzing mistakes made in the past to correct them, take them as experience, and allow us to improve and anticipate	1	50%	Implement a culture of continuous innovation extended to all employees and seek the empowerment of entrepreneurs.	8	38%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	2	40%		5	71%		4	57%		1	50%		12	57%

										problems that may arise						
Virginia	Coordination	Real	4	80%	Active listening to clients, promoting a culture of "reinventing oneself", questioning how differently the same things can be done	2	29%	Consolidate a unique concept of agility, which is required in each situation to respond to a specific problem	4	57%	Use the communication channels that already exist and through which the messages reach us to align ourselves with the strategy in an ascending way, bottom-up approach	0	0%		10	48%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	1	20%		4	57%		3	43%		2	100%		10	48%
Laura	Third Party Operations	Real	3	60%	Link innovation to specific objectives of the entity or the area.	1	14%	Create a concrete department of innovation with dedicated people exclusively outside of daily tasks.	3	43%	Management must play a key role as a driver of innovation and necessary transparency at all levels of the entity	2	100%	Talent management: seek / protect / empower intrapreneurs	9	43%
		Desired	5	100%		5	71%		5	71%		2	100%		17	81%
		Difference	2	40%		4	57%		2	29%		0	0%		8	38%
Chema	Stocks	Real	3	60%	Anticipate external changes (not react to them once they have occurred) and	1	14%	Blur the boundaries between areas and departments, create	2	29%	Lead by example and be "super contagion" of the new style	0	0%	Reward learning and change, find the strengths of each one (everyone has	6	29%
		Desired	5	100%		6	86%		6	86%		2	100%		19	90%

		Difference	2	40%	encourage innovation	5	71%	transversal teams, with common objectives, linked rewards and with the ability to propose innovative projects, in addition to those already assigned	4	57%		2	100%	them), put them in value and take advantage of them. Reward ideas that add business.	13	62%
Alberto	Stocks	Real	3	60%	Promote innovation and 'relaxed' forums to share the strategy	4	57%	Create a thinktank structure in the Area, connected with the day-to-day operations.	5	71%	Managerial style that enhances 'agility', involved in this concept by professional path in companies of this type. Promote the value of mistakes and constant and valuable intrapreneurship	1	50%	Share with the entire staff through a training course, the new environment in which we are immersed and the digital environment.	13	62%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	2	40%		2	29%		2	29%		1	50%		7	33%
Isa	Stocks	Real	3	60%		2	29%		3	43%		0	0%		8	38%

		Desired	4	80%	Have more ability to react to changes and developments, and more flexibility to carry them out	6	86%		6	86%		2	100%		18	86%
		Difference	1	20%		4	57%		3	43%		2	100%		10	48%
Jose Carlos SV	Sup. Dep.	Real	3	60%	Enhance and promote the identification of opportunities within the framework of the area's strategy	2	29%	Create safe sites for innovation in the company, which facilitate an agile response to the challenges of the environment: take into account the long term in decisions and have a permanent fund for initiatives	3	43%	Promote the extension of shared ambitious purposes and an ambitious culture of acceptance of mistakes, intelligent risk-taking and experimentation	1	50%	In line with what is stated in Strategy, seek / protect / empower, and help intrapreneurs.	9	43%
		Desired	4	80%		5	71%		7	100%		2	100%		18	86%
		Difference	1	20%		3	43%		4	57%		1	50%		9	43%
Sun	Custody-Settlement Development	Real	3	60%	A specific department for innovation	2	29%	All departments involved in order to promote these actions	5	71%	Make team	0	0%	Promote continuous improvement	10	48%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%

	and Securities Services	Difference	2	40%		5	71%		2	29%		2	100%		11	52%
Asun	MMOO	Real	3	60%	Give more weight to Innovation as part of the Strategy	2	29%	Assessment of work by objectives and not so much by number of hours worked	3	43%	Encourage and work to involve all team members in the Entity's objectives	0	0%		8	38%
		Desired	5	100%		6	86%		6	86%		2	100%		19	90%
		Difference	2	40%		4	57%		3	43%		2	100%		11	52%
Mari Ángeles	Custody-Settlement Development and Securities Services	Real	3	60%	Promote innovation. Stay ahead of changes, agility in the face of constant change in the technological world.	2	29%	Individual and collective actions to support and promote innovative ideas	3	43%	Make a team, seek the involvement of the entire team in common goals.	0	0%	Promote continuous professional improvement, concern to know and learn new things, not stay in the comfort zone.	8	38%
		Desired	5	100%		7	100%		7	100%		2	100%		21	100%
		Difference	2	40%		5	71%		4	57%		2	100%		13	62%
Cris	SGV	Real	3	60%	Put more focus on adapting to changes in a more agile way	1	14%	Promote spaces for the analysis and identification of improvements and promote both individual	3	43%	Involve team members in the process of reflection, setting objectives, etc. to align individual actions to the	1	50%	Enhance talent by promoting their progress and encourage / motivate with initiatives for continuous improvement	8	38%
		Desired	4	80%		6	86%		6	86%		2	100%		18	86%
		Difference	1	20%		5	71%		3	43%		1	50%		10	48%

David	SGV	Real	2	40%	Allocate resources to favor innovation (time, longer maturation periods, culture of a minimum viable product, acceptance of failure ...)	1	14%	and collective actions Create innovation protocols to structure how, when, with whom, etc.	3	43%	objectives of the Area. Encourage a risk-taking culture by providing resources and accepting mistakes	0	0%	Create a team and belonging to the company to promote training and an innovative culture	6	29%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	3	60%		5	71%		4	57%		2	100%		14	67%
Carlos	SGV	Real	3	60%	Facilitate innovation in the creation and development phase unrelated to the day to day	1	14%	Generate organizational structure to favor the creation, analysis, and development of any innovative idea or change, detached from the current real structure, providing flexibility of resources to cover current service needs	4	57%	Create common initiatives achieving equal involvement based on strategic or tactical needs	0	0%	Initiate actions related to the promotion of innovation on which to build and develop the culture of learning and talent management. The one without the other does not exist	8	38%
		Desired	4	80%		6	86%		6	86%		2	100%		18	86%
		Difference	1	20%		5	71%		2	29%		2	100%		10	48%

							and the new project									
Luis	Custody and Settlement of Securities	Real	4	80%		0	0%		5	71%		0	0%		9	43%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	1	20%		6	86%		2	29%		2	100%		11	52%
Lucy	Developing	Real	3	60%	Center focus	2	29%	Create safe sites for innovation with a long-term vision	4	57%	Tolerance for error sharing objective	2	100%		11	52%
		Desired	5	100%		6	86%		7	100%		2	100%		20	95%
		Difference	2	40%		4	57%		3	43%		0	0%		9	43%
Cease	Coordination	Real	3	60%	Promote the customer idea in the business center to anticipate changes	1	14%	Promote less bureaucracy (greater agility) for the implementation of changes, encourage the creation of multidisciplinary	3	43%	Learn from past mistakes and foster a culture of innovation	1	50%		8	38%
		Desired	4	80%		6	86%		7	100%		2	100%		19	90%
		Difference	1	20%		5	71%		4	57%		1	50%		11	52%

								by innovation groups								
Dani Rubio	BPO	Real	2	40%	Monographic talks with all members of the Department / Area	4	57%	Provide teams with the necessary resources to allow addressing those projects / ideas that are considered key in the evolution of the business	4	57%	Try that we are ALL aligned with the strategy and culture of the company.	1	50%	Identify leaders within the organization to foster empowerment	11	52%
		Desired	4	80%		6	86%	6	86%	2		100%	18		86%	
		Difference	2	40%		2	29%	2	29%	1		50%	7		33%	
Elena	DT	Real	3	60%	Facilitate proactivity against being reactive, isolating from day to day	1	14%	Support new ideas related to the business and lose fear of error, with agile structures that allow you to react quickly	5	71%	Encourage an innovative spirit at all levels, from top to bottom and from bottom to top. Cross-cutting teams	0	0%		9	43%
		Desired	5	100%		6	86%	7	100%	2		100%	20		95%	
		Difference	2	40%		5	71%	2	29%	2		100%	11		52%	

Source: Original work by Ton Guardiet

Table 12: Statistical analysis of general trends

#/5	#/100	Strategy	#/7	#/100	Organizational structure	#/7	#/100	Management style and shared values	#/2	#/100	Skills and people	#/21	#/100	Total
4	80%	Max Real	4	57%	Max Real	5	71%	Max Real	2	100%	Max Real	13	62%	Max Real
5	100%	Max Desired	7	100%	Max Desired	7	100%	Max Desired	2	100%	Max Desired	21	100%	Max Desired
3	60%	Max Difference	6	86%	Max Difference	4	57%	Max Difference	2	100%	Max Difference	14	67%	Max Difference
2	40%	Real Min	0	0%	Real Min	2	29%	Real Min	0	0%	Real Min	6	29%	Real Min
4	80%	Min Desired	5	71%	min Desired	5	71%	min Desired	2	100%	min Desired	16	76%	min Desired
1	20%	min Difference	2	29%	min Difference	0	0%	min Difference	0	0%	min Difference	6	29%	min Difference
3,0	60%	Real mean	1,6	23%	Real mean	3,7	53%	Real mean	0,6	29%	Real mean	8,9	42%	Real mean
4,6	93%	Desired mean	5,9	85%	Desired mean	6,5	92%	Desired mean	2,0	100%	Desired mean	19,1	91%	Desired mean
1,6	33%	mean Difference	4,3	62%	mean Difference	2,8	40%	mean Difference	1,4	71%	mean Difference	10,2	48%	mean Difference

Accordingly, very interesting conclusions can be drawn from the analysis, as it clearly shows that Cecabank is not the most innovative company, which, on the other hand is totally normal as banks usually are very conservative. Another theoretical aspect that gives a better understanding of why Cecabank is quite conservative is that its clients are other enterprises and are not directly private individuals who do request more innovation. The low level of innovation can be observed by the real mean, which is only 8.9, a mere 42% of the maximum score. To add perspective, the first batch of companies had a mean of 10.1 a full 1.2 points higher. Another interesting insight that can be gleaned is that employees actually want to work in an organization that is innovative where the desired mean is quite high at 19.1 or 91% of the maximum score. The two biggest areas of improvement are Organizational Structure and Skills and People. Neither come as a surprise since financial institutions are known to be very slow movers due to high regulation of the sector and complex internal structures. The argument around the people is similar as employees tend to get used to how things are and are reluctant to change.

On the final note, it is interesting to outline that most employees selected either an opportunist model as the one that best represents their organization or the defender. The characteristics of opportunist companies when it comes to innovation is that they lack an established process and only innovate when necessary, which sounds very similar to what is happening in Cecabank according to its employees.

3.1.3. Pains to be solved by an enhanced digital acceleration platform

Digitalizing acceleration could potentially have huge benefits not only for the acceleration firms, but for society as a whole. More great minds for all over the world will gain access to tools that will provide a roadmap to be followed in order to launch a successful start-up. Mentoring is another vital aspect of the tool. Moving the currently done face-to-face communication to the online world should democratize the access to experience and knowledge that mentors have accumulated throughout their careers. Results in the long-term could represent more life-changing companies being created, not only in developed regions that have the money and infrastructure to support start-ups, such as North America and Europe, but in less developed states where innovation is necessary to improve the lives of millions of people.

Furthermore, an ideal platform for acceleration would enable the structuring of the thought process that is followed when a business idea is developed. As is commonly known, the brainstorming and consequent analytical process could be very messy, and hence proving a tool to complete all the necessary research and put it in one tool would provide immense value while putting all the pieces of information together. Moreover, people with different mindsets will have a different approach to structuring data, consequently leading to one particular educational background, or simply mindset,

prevailing as it is easier for them to put everything together and launch a successful startup. By having a tool which levels this field, equal opportunities will be provided to every type of person regardless of previous knowledge or way of thinking.

On the other hand, corporate acceleration programs could hugely benefit from such a platform as there will be multiple pains eliminated. One is very closely bound to the previous point about structure; aggregating all the information in one place could boost productivity. A great example would be a small company which does not have a defined innovation department but rather provides employees with certain amount of free time to collect information about possible improvements, and once every trimester it presents the best ideas to top management. If an employee has to combine this innovation task with his daily duties, then it comes as no surprise that every time before starting to look for ways to innovate, they would have to spend time reading unstructured notes, articles, and other pieces of information collected in the previous sessions.

For larger companies there are multiple gains related to the management of the R&D department of intrapreneurship teams, as via the ideal digital platform all the employees would be able to combine their common knowledge and thus gain a better understanding of what other colleagues, or even departments, are looking to solve via their innovation efforts. Moreover, when running a corporate acceleration program with external start-ups, the tool could be easily used to track performance of every single company and to guide them when necessary. Producing homogenized output is another gain that will be derived from an ideal platform because all the participants will have to use the common platform format. For some this may sound like a loss of creativity, yet for the management it would be a huge gain in efficiency, especially if there are a big number of participants as they would know beforehand where to look and to understand the structure of the document.

3.2. Features to include in the digital acceleration platform

Hundreds of software tools are created every year, and many of them could be used to fulfill the needs of an ideal digital acceleration platform. But how can a company choose among such a wide selection? In order to understand what are the ideal features, the current market has to be analyzed and the key variables identified—which has been done in the previous chapters. Unfortunately, we need to take into account the fact that corporate accelerators, or accelerators in general, may have different needs and objectives, and the same could be said about start-ups. Furthermore, it is fair to outline that some features which showed statistical significance in the first chapter, such as the selection process, incorporation of metrics, or current batch size, should now be transformed into full features and not simply ideas.

A great user interface and friendly design should definitely be included, as in the 21st century this is a must—especially in the cutting-edge industry where accelerators are operating. These companies are used to see outstanding design in the solutions developed

by their participants. Consequently, it is fair to assume that the tool they would be using daily to manage all sort of business inquiries should at least have as good a design, if not better. A friendly user interface is characterized as not just enjoyable to look at but also functional and intuitive, to make it as simple to use as possible even without previous training. This would decrease onboarding costs for the accelerator or the corporation and ensure that every participant completes all the work in the software, which in turn is crucial for proper analysis.

An ability to see at what stage each venture is at during the program is vital. It could be clearly seen by analyzing multiple metrics such as the time to complete a task or the success rate. As mentioned previously, contacting every participant manually and asking for feedback regarding the stage they encounter themselves in is an extremely manual and tiresome process. Mistakes can often occur, which will lead to delays and an incomplete picture as a result. Thus, automatization has a huge potential to increase the efficiency of employees and to decrease time lost in conducting this task. Moreover, as the previous research has shown, incorporating metrics has one of the highest correlations to accelerator success rate. As the organizer would benefit enormously by having all this data stored in the same place, it will be easily accessible and could be further analyzed to gain valuable insights of many sorts.

The importance of communication at all levels is key to ensuring the correct functioning of any acceleration program, independently of whether it is independent or corporate. Four main types of communication during an acceleration program would encompass an intrateam: i) venture to venture, ii) venture with accelerator, iii) venture with mentor, and iv) accelerator with mentor. Usually all of them would be done through different channels such as WhatsApp, email, Slack, or Skype. However, this could eventually lead to confusion and information loss as many tools are in play simultaneously—especially if the batch size is taken into account, as it has been identified as another success factor of any accelerator. If the batch is way too big then the communication becomes a big issue. Therefore, if these tools could be reduced it would represent a significant increase in simplicity and efficiency. Obviously, eliminating email for example, would not be the final goal of being able to communicate through a single tool, but the aim would be placed on having all the information and communication history in one application. At the same time this step would allow organizers to increase the batch size since more start-ups would be easier to manage simultaneously.

Furthermore, it would be relevant to know if the tool had been developed for acceleration programs and not only with accelerators in mind. In other words, were the interests of multiple parties considered? Many may think that the organizers of the program should be in the center, however, the role of start-ups themselves and other participants should not be diminished. Two such participants could be a corporate partner sponsoring the program or an investor looking for the next successful investment. The creation of a new tech company is not easy, but it does not mean that the problems are unique to every venture. As a matter of fact, most companies would struggle with the same issues, such as finding the target customer, getting a product market fit, etc. This means that, if the

guidelines on how to overcome these difficulties could be already included into the tool, it would reduce the failure rate and decrease the pressure on mentors, as founders would be able to solve more problems by themselves.

As a final note, outlining a step which is rarely considered, is fundamental. Most focus on the period when the acceleration program is already running, however it is essential not to forget all the work that goes into organizing and structuring everything beforehand. Results from previous research only support this claim, as the selection process was among the variables which correlated most with success and all of this step takes place quite some time before the program begins. Onboarding to the platform could be significantly simplified if it had either a selection tool as a feature or a plug-in to the most used selection tool on the market. In this case, it would eliminate the need of manually creating the profile of each company and other repetitive tasks associated with the onboarding process.

Explanation of the enhanced digital platform for corporate acceleration with its features, design, and logic

Acceleralia aims to move the whole experience of a corporate acceleration or incubation program to the digital world. In order to achieve it, multiple steps should be followed, and this chapter will describe the platform in detail. The software aims to allow every person developing a project to reach their goal with the least challenges possible whether they are an entrepreneur developing a Start-Up or an employee working on an intrapreneurship project within a company. In this industry there is no one-size-fits-all solution,

. Adjusting to the needs of every project is easier in the physical world, yet the platform manages to achieve this uneasy task via having built a structure that can be modified to fit the needs of every project. The structure of this part will be the following: first a general description will be elaborated and later the functionalities of every section and its modules will be explained. In other words, the movement will be from broad into narrow in terms of structure, mentioning sections, modules, and all the other subparts. The modules could be understood as a block of information or tasks that have to be completed. In order to make the platform as adaptable as possible, their blocks could be activated or deactivated in accordance with what an accelerator or a corporate partner is looking to achieve with the tool. Consequently, general functionalities of the ideal acceleration tool will be explained with the logic behind any particular feature.

The travel itinerary / introduction to the structure

Serial entrepreneurs know that starting a company is very messy; without clearly defined steps, the structure to support the idea, and its founders it is extremely easy to get lost in the details and fail to see threats coming your way. This gets simpler over time as experience helps to guide the entrepreneur through dangerous waters. However, it does not guarantee success even for professionals who have created multiple start-ups. Now, imagine a recent graduate or a young professional who has to combine his daily tasks

with an innovation initiative promoted by his employer; without a clear roadmap he is almost doomed to fail.

The whole experience is designed as a space journey, which as a well-executed idea, requires a lot of preparation and planning in advance of finally reaching its final objective, whether it is to land on the moon, launch a profitable company, or innovate an existing business model. No two journeys of this magnitude are exactly the same, meaning that the paths or processes they followed to achieve it would not be either. For this reason, as previously mentioned, the structure is adjustable to the specific needs of every project. For the sake of a better understanding of the tool, the structure will be described without going into every possible section and their sub-blocks. Twelve main sections can be identified which capture over 100 modules in total, yet this number is constantly increasing as more information is gathered from user testing and feedback.

Every section could be understood as a particular department of a business. For example, marketing, finance, or human resources. As in the real business world, every department has different functions, which could be similar or drastically different depending on the part of the business we are talking about. The same could be said about sections in Acceleralia—one can have only three modules (sub-sections) while another could include up to ten.

Let's go into detail as to what an employee can encounter after logging in. The first part that a user of Acceleralia will see is project management, followed by analysis of opportunity, business model, pilot plan, business plan, and much more. The names are quite self-explanatory, in order to help unexperienced users to have a clear understanding of where they are now and where they are heading in the immediate future. The screen described could be seen in Figure 5.

Figure 5: Example of sections users will encounter

Project Management	Estado:
Compromiso en el viaje	Pendiente revisión
Informe de aprendizajes finales del viaje	Pendiente realizar
Ficha de proyecto	Pendiente realizar
Calendario del viaje	Pendiente realizar
Miembros de la expedición	Pendiente realizar
Guía para el viaje de Acceleralia	Pendiente realizar
Análisis de la oportunidad	
El sector: Análisis Externo	Pendiente realizar
La ventana de oportunidad	Pendiente realizar
Análisis DAFO / SWOT	Pendiente realizar
Adecuación en el tiempo	Pendiente realizar
Conclusiones análisis de la oportunidad	Pendiente realizar
Modelo de negocio	
La propuesta de valor	Pendiente revisión
Segmentos de clientes	Pendiente revisión
Los canales de distribución y la relación con los clientes	Pendiente realizar
Fuentes y modelos de ingresos	Pendiente realizar
Las actividades clave	Pendiente realizar
Los activos / recursos clave (tecnologías, competencias...)	Pendiente realizar
Los socios / asociaciones clave	Pendiente realizar
Los generadores de costes	Pendiente realizar
Las inversiones necesarias	Pendiente realizar
Conclusiones Modelo de Negocio	Pendiente realizar
Validación del modelo de negocio	
Elementos validados del modelo de negocio	Pendiente realizar
Encuestas al público objetivo	Pendiente realizar
Entrevistas o focus group de validación	Pendiente realizar
Formulatio de encuestas cuantitativas a través de la red	Pendiente realizar
Producto mínimo viable (MVP) de validación a utilizar o utilizado	Pendiente realizar
Identificación de las incertidumbres/hipótesis más relevantes y pendientes de validar	Pendiente realizar
Opción estratégica seleccionada	Pendiente realizar
Aplicación de la matriz de Ansoff	Pendiente realizar
Descripción Ventaja/s competitiva/s - Valoración, Sostenibilidad	Pendiente realizar
Conclusiones del avance en la validación del modelo de negocio	Pendiente realizar
Plan marketing	
Política producto/s y/o Servicio/s	Pendiente realizar
Política precios	Pendiente realizar
Política de la marca	Pendiente realizar
Plan de comunicación	Pendiente realizar
Política de distribución y venta	Pendiente realizar
Estimación del CAC y el LTV	Pendiente realizar
Fijación objetivos comerciales: Matriz producto / mercado	Pendiente realizar
Plan operaciones y sistemas información	
Descripción, análisis y valoración: activos no corrientes	Pendiente realizar
Identificación y mapa de procesos	Pendiente realizar
Política compras y stocks: Aspectos relevantes	Pendiente realizar
Política de producción	Pendiente realizar
Nivel de servicios	Pendiente realizar
Logística: Aspectos Relevantes	Pendiente realizar
Subcontratación estructural	Pendiente realizar
Análisis costes unitarios: Escandallos	Pendiente realizar
Política calidad y riesgos	Pendiente realizar
Plan recursos humanos	
Estructura organizativa, órganos de dirección	Pendiente realizar
Políticas recursos humanos	Pendiente realizar
Descripción posiciones y funciones	Pendiente realizar
Plantilla necesaria: Carga de trabajo y disponibilidad	Pendiente realizar
Coste empresarial de la plantilla	Pendiente realizar
Plan económico financiero	

Source: Extraction of the Acceleralia interface

Having a clear roadmap is paramount to knowing what must be done and when it is absolutely essential to achieve success. In this case, a roadmap is a predefined set of sections which look to achieve a goal. For example, there is a roadmap about how to improve innovation in a given company. Currently the tool offers over 15 different roadmaps, each with a strategic objective and target audience. Consequently, the roadmaps adapt in terms of their content and length. The most complete track would be a development of a full business plan, which will approximately take up to 180 hours and cover all the necessary parts. On the other hand, a roadmap which is offered to corporations about how to design a possible intrapreneurship program is only a mere 26 hours long, which totally satisfies different needs in comparison to the first case.

The first part that every track shares is the “Before we begin” section. As the tool is so extensive and has many different fragments and use cases, first and foremost the user’s manual is provided to all the participants in order for them to be able to extract the most from their journey. This part forms a piece of the first big module, which is project management. Establishing the objectives, adding team members to the platform, and creating an initial calendar for the activities are all part of what is included in this module. By and large it is all about planning the future journey to success.

The importance of structure has already been mentioned, but it is even more important to know what the participant is actually developing. Getting bogged down in small details can sometimes make the big picture blurry. To ensure that this does not happen, the tool asks to describe what are they *really* here for. The project management section is not only used at the beginning but throughout the whole acceleration process. Inevitably there will

be difficulties not considered during the planning phase, which could jeopardize the whole calendar. Consequently, an entrepreneur or an employee has the opportunity to update it. Finally, before generating the last pitch with which the acceleration program should end, users have the opportunity to analyze what they have learned in the last couple of months and to suggest changes for themselves for future journeys.

The next step is crucial to successfully launch a company or independent branch within an enterprise, analysis of opportunity, which can be observed in Figure 6.

Figure 6: Example of the analysis of opportunity module



Source: Extraction of the Acceleralia interface

There are multiple ways to analyze whether the idea has a great future ahead. Acceleralia suggests some of the most used techniques to be conducted during this part of the journey. Any fruitful founder will know that becoming an expert in the field is an absolute must. An analogy could be drawn to knowing the landscape before starting a battle. The users will describe the market they are planning to compete in, estimate its size in terms of TAM, SAM, and SOM, and finally use the SWOT analysis to conclude whether it is an adequate market for the solution. Having this section right after the project management is logical because the solution should always be developed with the market in which it will have to compete, in mind. Realizing earlier that maybe one's initial thoughts about the industry and market size are not correct could save a lot of time and resources while innovating.

Many would agree that the main aim of any company is to bring value to its shareholders, the following section of the Acceleralia journey covers how this is possible, or in simple terms, the business model. In other words, how does the Start-Up or a spin-off plan to earn its first profits, or in case of a corporate acceleration, guard the resources of the

parent company. This section includes a multitude of different modules, from the core value proposition to cost drivers and the necessary investments to help the company survive and grow. Basically, this is the first touchpoint when the employee would have to consider if the project, they are trying to complete is financially viable. Usually, a solid financial plan is needed to assess capital and investment needs, revenue streams, calculate the burn rate, and other important metrics, all of which will be elaborated in the business plan section. Nonetheless, it is vital to have these notions as early as possible. Finally, a business model should also consider if partnering with other entities would be necessary to start functioning, as well as the relationship with them.

Consequently, users will encounter a pilot plan section, which is centered around designing the first prototype and its launch. Before introduction of the final market solution, it is always advisable to test the demand and to iterate. This process could be done via multiple pathways, from an MVP (minimum viable product)—which is a quick and dirty (but functional) prototype to see what features consumers would like and how founders should adjust their business model—to testing demand with a fake landing page. In the digital era, testing has become extremely accessible and hence there are no excuses to skip this step. Nevertheless, the whole process should be well planned in order to be useful, from establishing testing objectives and identifying what should be learned with it, to estimating the resources and time needed to create the prototype.

One of the most complete and notable sections is the creation of the business plan. Its duration can vary depending of what track is chosen. For instance, if a person is participating in an intrapreneurship program, the manager will be able to select the duration—for example, less than 10 hours in projects that have a direct impact, between 10 and 50 for short term projects, and finally more than 50 hours for projects developed in depth. This is general overview of the project, which should include everything from the marketing strategy to the human resources plan. Investors will, without any doubt, read it carefully not only to see how realistic it is but also to get to know the founder better, as a lot could be said about a person when looking at his expectation or analysis of threats. As already mentioned, the user will be able to generate an initial marketing plan, including pricing strategies, a sales forecast, the design processes for return of the goods, just to mention a few. The human resources strategy would also be reflected in the business plan, talent being the single most important resource of a start-up, which is extremely hard to copy. The financial plan will also be developed in this part, as without it, it is impossible to assess future capital needs and how the company will evolve in the near future. Finally, some initial risk analysis should also be included in the business plan, as investors want to know what could go wrong and how entrepreneurs will deal with it.

These are just some examples of the main sections that are included in the full version of Acceleralia. Some notable sections that are not described in detail may include financial parts or legal frameworks that have to be leveraged. In any case, the message should be clear that the ideal acceleration platform should be vast, as it would have to be adapted to virtually any organization and project. The depth and simplicity with which any person, with or without previous experience in business, can reach his/her goal has to be outlined.

An analogy could be drawn to the success story that Dummies books reached as they decided to generate valuable content for everyone, which in turn expanded the target audience significantly.

Deeper into the structure: Modules and their solutions

The structure by sections is the first backbone of the tool. Let's take another step further and summarize the functioning of the modules out of which each section is built. As previously mentioned, Acceleralia allows admins to hide sections or modules that are not relevant for a particular innovation task. The number of modules in each section could vary significantly depending on the complexity each has, from eleven in the financial plan to just two in the contingency measures section. To clearly understand what the modules are, users should consider them as one task or group of tasks that are related. For instance, let's take the five modules of which the opportunity analysis section is composed; they are: "Client and the market analysis", "Analysis of the industry", "Opportunity window", "SWOT" and finally "Conclusions". It is easily noticeable that the main function of the modules is to break down major tasks into something easily understandable and manageable, so that the user does not feel overwhelmed. Consequently, following the same principle of clear structure each module is composed of the same four parts: abstract, resources, sections to develop, and feedback. Moreover, each module has a time prediction next to it, which in theory represents the time that users should spend developing the module. Obviously, these are only approximations, yet, it is still helpful to know whether a task will take two hours to complete or just 15 minutes. The target time could change depending on the settings that are being used for the profile, as different profiles may take more or less time to develop any particular module. The next paragraph describes the functioning of one such module.

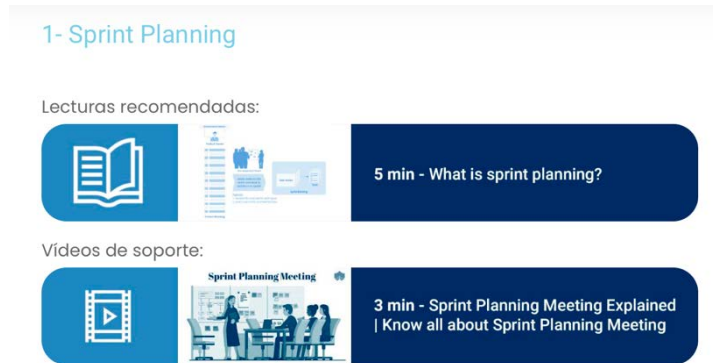
Structure of the Modules

Why are there four parts in each module and how are they relevant? A valid question may arise. Let's tackle the parts, one by one, starting with the abstract. It includes the main objectives of the modules, which are always divided into three questions: "What is it about?", "What will you achieve?" and finally "How it is useful?" An example will help understand its functionality. For instance, the business model section includes a module regarding a value proposition. The answer to the "What is it about?" question could be: "What is the value of the project, the offer: product/service, the key elements of differentiation, mission, vision and corporate objectives, or corporate values and the value chain of the sector?" The answer to the second question may include the short-term and long-term objectives of the project and the corporate social responsibility. Finally, the answer to how this is a useful question is more than apparent. This part will help the user identify the correct value proposition and make the main objective of the project clearly visible. Fundamentally, the abstract part is the introduction which should help the user understand how important each module is and the practicality of why it is useful.

Resources is the following part of the module. The name itself is self-explanatory, however, to eliminate the slightest chance of confusion let me elaborate on what a user may encounter in it. Resources may represent short video clips, articles, or book chapters

which should assist the user in completion of the task. Figure 7 provides a visual example of this part.

Figure 7: Example of the resources part of the module



Source: Extraction of the Acceleralia interface

None of the resources are mandatory, consequently, if the participant knows how to complete the task s/he can jump right it. Still, not everyone has the same background, level of experience, and knowledge. Therefore, this part aims at levelling the knowledge field so that every user can extract the maximum from every single task. In addition, every resource has an approximate time that getting familiar with it would take. The support material is usually split by topics, for instance for the previous example of a value proposition module there are resources which explain what a value proposition is and how it should be described, what are the key elements to differentiate from the competition, and how does a business model canvas work.

Finally, users are faced with the main part of the module, sections to develop, or in other words, questions that participants should answer to complete this task. These questions would be directly related to the main topic of the module and subsequently, with the resources provided as can be seen in Figure 8.

Figure 8: Example of question window



Source: Extract from the Acceleralia interface

There is no predefined number of questions, as each module may require more or less devotion and consequently more or less questions to be completed. Within the text box users are able to choose the font size, paragraph style, citation format, and multiple other settings which would be useful at later stages.

Nonetheless, the last two questions are always the same for all the modules; “Are you done with the module?” and “What is the status of the module?” The first question is not mandatory and has only one tick box saying “Yes”. If users click on it there is no need to answer the following question as the module will be automatically completed and the mentor or supervisor will be notified. If it is not completely finished, the user can select the status of the module.

To wrap the module up the user always has a feedback box, where questions to the mentor could be posted or any doubts can be raised regarding the tasks. The feedback will not only be seen by the mentor but the administrator as well, in case there are any technical issues that have to be addressed.

Status of the module

As just mentioned, the user is able to select what status the module is in. There are five main types: *to start*, *in process*, *to validate*, *validated*, and *finished*. *To start* will appear on every module that is applicable to a certain project but has not been yet started. The *in process* status will show when the user has begun working on the tasks but has not yet completed and submitted them. The save changes feature is always available so that users could save the existing work and come back to it whenever suits them. The *to validate* status comes into play when the user has finished the task and is waiting for the supervisor to have a look at the work done. As soon as the expert had revised it Acceleralia will automatically change the status to either *validated* or *in process* if the work that has been submitted is incorrect or needs more development. The status *finished* is the last step when both agree that the module has been successfully completed and does not need any further modifications.

Taking into account that not all the modules are applicable to all projects is important, but, while this has already mentioned, I would like to outline it once more. The mentor or administrator can hide certain modules, which would directly hide them from the user’s dashboard. In this case the module will be not applicable, or NA, consequently it will not have any of the aforementioned statuses.

Mentors







Any person who has completed an acceleration or incubation program, will know that it not only helps them to work on the project via giving funding and workspace, but also helps the founders create an invaluable network composed of fellow entrepreneurs, tech expectations, venture capitalists, and finally mentors. A mentor could be defined as an experienced and trusted adviser, who will share with entrepreneur his or her knowledge

and network. In the case that a corporate acceleration mentor role also exists, it would probably be an expert from within the organization who is willing to give a hand to every employee who is participating in the program. Therefore, mentors are key for any acceleration program, both in person or digital. To be a truly ideal acceleration platform Acceleralia should include this topic and be successful at taking the whole experience to the digital world.

Mentors Database

The creation of a large database of mentors is the first step of the process of moving the whole experience of mentorship into the digital world. Even users who have mastered certain aspects of entrepreneurship or innovation could apply to become mentors. Yet, as it is difficult to establish which mentor is fit for a given project, some type of classification system must be created. Acceleralia mentors are classified by areas of expertise, this way the user can have not only one mentor but may approach multiple experts simultaneously for advice. Most relevant fields are always covered, such as marketing, finance, human resources, scaling, and other relevant topics in the start-up world. The mentors could also have certain fields where they can provide some extra support apart from their general area of expertise. For example, a mentor could be an expert in B2B sales and be extremely knowledgeable about health as he had previously created a company in that area. An example con Mentor database is Figure 9.

Figure 9: Mentors database

Mentores:	Email:	Perfiles:	Área de conocimiento:	Especialidad:	Compañía:	Acción:
 Adria Llado	adria.mendoza@2digitgrowth.com	Mentor	Marketing/Sales	Social Media Marketing	2DigitsGrowth	solicitar reunión
 Adrián Ortiz	adrian@xtraice.com	Mentor	General	Business Strategy	Xtraice	solicitar reunión
 Albert Vila	avila@ede-business.com	Mentor	Business	Business Strategy	InnoEnergy	solicitar reunión
 Alejandro De Las Muelas	adelasmuelas@vale.cool	Mentor	General	Startups	Vale!	solicitar reunión
 Antonio Duran	antonio.duran@abertis.com	Mentor	Business	Business Strategy	Abertis	solicitar reunión
 Arslan Ashraf	arslanashrafana@gmail.com	Mentor	Marketing/HR	Marketing Communications	Data BI	solicitar reunión

Source: Extraction of the Acceleralia interface

Moreover, in case of independent acceleration program participants, they are able to see in which company every mentor is part of. This could provide additional information when selecting a certain expert as s/he may have valuable insights in a very specific market. Another relevant scenario may occur with venture capital. Future entrepreneurs may be very keen on receiving funding from a certain VC firm; talking to a person from

exactly this firm will provide a lot of information on how to develop and present the company in order to get funding in this case. For corporate innovation, the database would be reduced to only mentors available to this organization in particular.

As the whole program is digital, a way to communicate with mentors online and ensure that everyone gets support if needed must be created. Acceleralia's booking platform is there for this purpose, where the users are able to select which mentor they want to contact, see when they are free and finally to book an hour slot to resolve any doubts. During the process, the participant must also specify the reason for the meeting, giving the mentor a chance to prepare any necessary material. Finally, a communication channel should be selected, from either a normal phone call, videocall, or in person meeting in case that the entrepreneur and mentor are in the same location and are willing to meet personally.

Smart printing solutions

To fully understand how smart printing functions, it is noteworthy to first explain what smart printing means. As described previously, in every module the user must answer questions, which work as a guideline for what has to be written, inserting information into text boxes that will be later evaluated by a supervisor. However, there is an additional purpose for this structure. The software behind the tool is able to place the answers in a predefined layout to automatically generate documents which summarize the project as a whole or only a selected chapter. For example, a user could be doing an acceleration program and using Acceleralia to understand what it is she is facing and how to develop the idea further. Following the structure of the modules, she will be able to develop a solid idea of what has to be done. Whenever the user is done, she could easily request the tool to put all the text boxes that have been filled in into a business plan structure, and hence without any extra effort obtain a fully fetched business plan.

Figure 10: Business model smart printing solution



Source: Extraction of the Acceleralia interface

There are around ten different categories of smart print templates, which represent the main areas of any company, such as operations, marketing or human resources that are pre-installed. Each of the categories has multiple options of the document which could be automatically generated via a single click. Moreover, each document created is totally independent. In other words, if the user would only want to print a financial plan, for example, the final document will contain a title page, content page, the body in an appropriate format, and finally, a conclusion. Each smart printing template has a name which describes what would be the purpose of the document generated. The user is also able to open the template beforehand to analyze whether it serves the intended purpose or would a different template better adjust to the needs.

Using smart printing will increase the efficiency of the participants because they would not have to worry about researching the format that every part should have and could therefore focus exclusively on generating outstanding content. It will also enable participants with less experience to be judged on the actual content and not on their formatting skills, which may be lacking in some cases.

Needs and content

Some basic scenarios where smart printing could be extremely useful have already been mentioned. Nonetheless, this section will dive deeper into possible use cases and the benefits they could generate. The importance of a neat and easily understandable design has already been discussed previously in the benchmarking chapter; the same rules apply to any document that has to be submitted. It should not be forgotten that Acceleralia is not only a tool for accelerators but corporate acceleration as well. Still, all the uses have one common outcome, the final submission or delivery. The work that has been done will eventually be shown to someone, either a superior in the case of developing an internal project in a company, a teacher in case of a business school, or the investors in the case of start-ups. In the above-mentioned scenarios, the document has to be well structured with appropriate formatting in order to simplify its understanding and increase the probability of achieving the goal.

Not all the projects developed in the tool will be able to present a complete business plan, as the participants would not have completed necessary parts. A modular structure allows clients to purchase only the modules that are needed in each particular case. Consequently, not all templates will be available, as content will not be generated to successfully fill them.

From a technical perspective, the functioning of smart printing is quite simple, however it requires a lot of preparation and testing. First of all, the layout has to be created, with every section that has to be included as well as an appropriate format. Spacing, font, size, and obviously images and graphs are all part of the format. In the next step everything has to be codified to be able to automatically extract information from the text boxes that participants use to answer the questions and adjust to the needed format in order to match the necessary template. As a final note, the software has to account for the length of the

text boxes. Each project has different needs; therefore, it is absolutely understandable that some may have a longer financial part and others, the explanation of the value proposition. Nonetheless, this has to be considered for technical reasons, as it could imply changes in the content's page and formatting.

Pitch deck options

Since the creation and popularization of PowerPoint it became the de facto format for presentations. Having visual support while presenting anything does help the listener to grasp the idea better, moreover it could be used to share graphs and other graphic material. Multiple sectors are completely dependent on presentations, for instance consulting, which is known for producing experts who are able to combine great content and formatting style.

However, in the last decade this trend has moved across almost every industry and Start-Up ecosystem with no exception. Pitch decks, which essentially are visual presentations explaining the idea and everything related to it, are the industry norm and being able to generate a visually appealing presentation is extremely important. Entrepreneurs will create countless decks for investors, every single one having its own purpose. The most well-known are simple pitch decks, which, as the name suggests, are used for pitching. An investor deck is the evolution of the pitch deck, which contains more information and is less visual. The changes are implemented because the need is different; a simple pitch deck is just a visual support document; however an investor deck is more of a report—it should be self-explanatory and add value without the presenter. The same could be said for a corporate scenario where an employee has to defend his idea in front of superiors.

Unfortunately, there are no courses on how to become a PowerPoint expert and be able to develop beautiful decks. The elaboration of a successful presentation requires multiple skills, from having a feel for its design to being able to select only the necessary information. However, as always, PowerPoint professionals have found a way to pass on their knowledge and help the next generation become better at creating pitch decks. Today it is mostly done via templates, which basically is a library of slides with the layout and simple structure, but no content. Most major companies have developed in-house templates that are aligned with the corporate design, ensuring that all presentations look similar and are easily understandable. The same could be said about Acceleralia, the tool gives access to its own template, which is more oriented towards the start-up ecosystem.

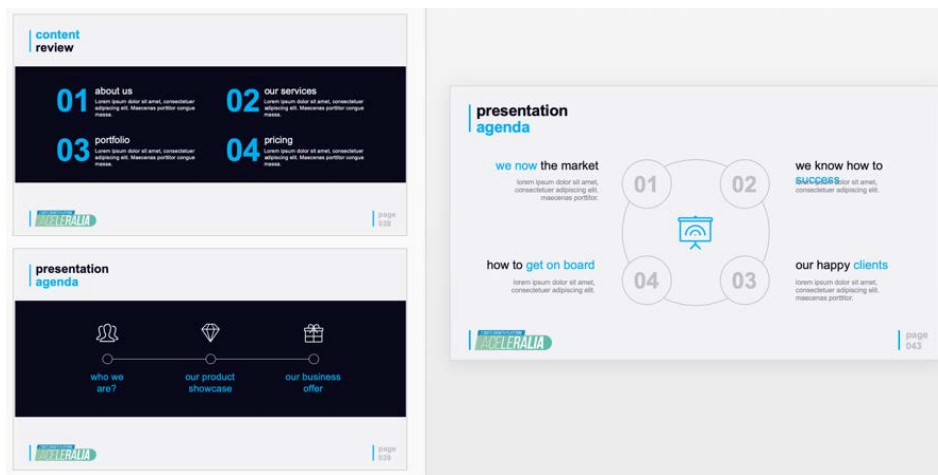
Template styles

Acceleralia's general template has a minimalist design, which goes in line with the current trend. Participants get access to over 450 slides and are able to modify them as they please. Many may wonder why does the software not include a smart printing solution for the pitch deck the same way it has done for other documents. The answer is simple, in comparison to a business plan or financial plan, pitch decks do not have any established structure. The creativity of the author is what will make their particular deck stand out from the crowd, and unfortunately, today this cannot be imitated with the necessary quality by any machine or software. For precisely this reason, any professional template

functions more as an inspiration rather than as a strict guideline, and has up to ten variations of the same slide.

The same can be said about Acceleralia’s general template, example presented in Figure 11. . It offers multiple possibilities for similar slides, with only small design changes, which could make all the difference. The template is divided into main blocks, which are usually used in any pitch deck such as the introduction, agenda, timeline, team, current problem, benefits the company provides, etc. Participants are able to compose the best looking presentation, which will be easily comprehensible and visually attractive at the same time.

Figure 11: Sample slide from the general template



Source: Extraction from the Acceleralia interface

Moreover, the tool is staying true to its main goal throughout the whole journey, which is to make the process as structured and easy as possible, breaking complex tasks into small steps that are easy to follow. For this reason, it is not only giving participants a general template, but also nine smaller templates covering most of the situations where a participant would need to pitch. Templates are structured by content, for example a business model or operations plan and by the target audience, being an investor or a client. It should not be forgotten that every module has a “Resources” section at the beginning which explains the best practices to conduct the task and provides useful information on how to complete the process. In the pitch deck generation case, the contents are all about acing the elevator pitch and later, on developing a great presentation to increase the chances of success.

Layout of different pitch decks

The aim of the general template is to inspire and show different options of how content could be presented. Without a doubt its function is to increase the visual quality of the

pitch deck. However, a great visual presentation with mediocre content is definitely not a desired outcome. Smaller templates have already been mentioned, but were not explained, as they also include a proposed structure that a particular slide deck should have.

Taking the analysis of the opportunity template as an example, the proposed content includes topics such as analysis of the market and suggests multiple tools, in this case PESTEL. It also encourages talking about the potential client and their target market, its trends, and finally the SWOT analysis. With such a clear structure, every participant will be able to answer any question that may arise and will definitely cover all the necessary topics during their presentation. The same could be said about the templates which are aimed at specific people, investors or clients. In the case of investors, the template suggests mentioning every relevant part of the business from the inside, something that may not be of interest to the client.

All in all, in the world where the project is judged by submissions or presentations and not by the effort that goes into it, no one can risk having a weak pitch deck. Unfortunately, since technology cannot take over this task completely, genuine communication skills and time invested in generating the best looking and most easily understandable pitch deck is what will make one project stand out in front of the others. It is not a secret that professional venture capitalists receive thousands of decks every year from teams who are desperate to get financing. Obviously, they cannot look at every single one with the same attention, meaning that the decks which are not visually appealing or are messy, will be disregarded. However, if the presentation passes the first filter, and when analyzed in detail is found to be lacking content, it will also be disregarded. Consequently, proving the point that a successful pitch deck should combine great visual aspect in addition to its content. A great analogy could be drawn to a CV; recruiters look on average about five seconds at any given CV before deciding whether to dedicate more time to a candidate or drop it. However, to get a dream job a candidate must also have the necessary skills, which are the content of the curriculum.

Executive summaries

As has already been discussed, the projects can vary in length and content. Some endeavors can be analyzed by only looking at the final submissions, which may consist of multiple documents but will not take the reader too long to get familiar with the content. Nonetheless, there are others which require multiple days to go over everything that has been developed using Acceleralia. This could perfectly be the case of any employee thinking about a brand-new branch for his beloved company. In the initial phases, the managers would only want to get a general idea of the proposed solution, without going into details. Obviously to complete this task there is no need to dive deep into every project, but just going over main points should be enough. Precisely for this purpose Acceleralia provides multiple templates for executive summaries, which help the participant structure and show all important figures and features on one page. This functionality would be particularly important for all intrapreneurship projects on the platform, as usually top management does not have time to go into the details of every single proposal.

Figure 12: Executive summary template

The image shows a digital form for an executive summary. At the top left is a green rounded rectangle labeled "[Insertar logo o título]". To its right is a list of contact and company information fields: Web: [Introducir], Redes sociales: [Introducir], Email: [Introducir], Sector: [Introducir], Empleados: [Introducir], and Localización: [Introducir]. Below this is a blue horizontal bar. The main content area is divided into two columns of sections, each with an icon and a title:

- Quiénes somos** (Shield icon): [Añadir información básica sobre la empresa]
- Oportunidad** (Star icon): [Introducir las oportunidades]
- Problema** (Downward arrow icon): [Especificar el problema]
- Ventaja** (Lightbulb icon): [Introducir primera ventaja], [Introducir segunda ventaja], [Introducir tercera ventaja], ...
- Solución** (Upward arrow icon): [Especificar la solución al problema]
- Hitos** (Calendar icon): [Fecha][Primer hito], [Fecha][Segundo hito], [Fecha][Tercer hito], ...
- Modelo** (Circle icon): [Añadir información del modelo de negocio]
- Clientes** (People icon): [Introducir clientes]
- Inversión** (Stack of coins icon): [Introducir datos de inversión, como por ejemplo la inversión realizada hasta la fecha]

 At the bottom is a green bar for the team section, labeled **Equipo** with a group of people icon. It contains four columns: [Miembro 1], [Miembro 2], [Miembro 3], and [Miembro 4], each with a [Cargo] field below it.

Source: Extraction from the Acceleralia interface

The participant will be able to find six templates that differ in layout and style. As an executive summary must transmit the values and mission of the project in only one page, it is crucial to not only use words, but to design as well to communicate as much information as possible, as seen in Figure 12.

Structure of an executive summary

An executive summary must not only provide a clear insight into what the company goal is, but also into what has been done so far in terms of traction, funding, growth synergies, etc. Consequently, most of executive summaries will not vary greatly in content. In the case of Acceleralia, most templates include:

- A brief explanation of the problem
- The potential market a project is oriented towards
- The solution with more details
- Business model
- Team
- Other relevant information

It is no secret that two projects could be very similar or extremely different, making it challenging to identify mandatory parts that should be included in the executive summary. Some might say that traction or funding is relevant, which is a totally fair point, and thankfully participants will be able to find a template that suits their project.

In terms of technology, participants may wonder why there is no smart printing solution for this one-page document. The answer is quite simple, it is for the same reason there are no smart printing solution for pitch decks. An executive summary is a document that should transmit a lot of information in a very limited space; it is crucial to summarize and outline only the most relevant parts. Unfortunately, technology is currently not as sophisticated as people who have been working on a particular project for a long period of time, and I doubt it will ever be. Another reason is that style and graphic design is relevant in order to transmit the right message, and that human beings are more creative than machines. Users will find the templates in form of PowerPoint documents that are easily editable and are only limited by the creativity of the participant. There is a clear advantage over Word format documents, which are designed to be a text document and usually are not the most artistic of pieces. Users are able to change the font, color, and layout of the template—in other words it is only there to provide inspiration and the necessary basis for the entrepreneur to create a perfect executive summary.

User Profiles

There are multiple user profiles in Acceleralia, each of which has its own functions and technical capabilities. The three main profiles are: participant, tutor, and super admin. As can be extrapolated from the name, the first two are more client-facing and the latter is focused on technical support and feature administration. The following part will briefly describe each profile and its capabilities.

Participant

As the name itself suggests this would be the person completing the project. Either an employee in case of intrapreneurship, an entrepreneur, or even a student working on a business plan for a class. Most of what has been described in the thesis includes the capabilities of this type of user. The main function is to follow the path provided and fill in necessary modules and sections in order to generate the final document. Participants also have access to all types of resources and templates, smart printing solutions, and the mentor's database. However, this profile is limited to seeing the information of the project that participant is developing, without being able to see other projects created in Acceleralia. In addition, they will only see the sections that have been purchased by the institution which is providing the tool for them. This profile is also able to book office hours with mentors and communicate all the doubts they may have.

Tutor/Mentor/Supervisor

The tutor profile has a different setting in terms of capabilities and ability to see content. Obviously, they should have access to multiple projects that are being supervised in order to analyze what has been done. Moreover, tutors have the possibility to change the status of the modules whenever the participant has successfully completed a task and to edit the text boxes in case some information is missing or should be changed. The usual case is that a participant has only one tutor, but one tutor supervises multiple projects at the same time. Mentors have the same profile as tutors, the reason behind it being that the task is essentially the same. The main difference is that the tutor is there throughout the whole journey, while a mentor is an external support that steps in only when asked. Mentors are the ones on the other side of the booking platform and should be able to see all the requests for meetings and to answer them timely. If a participant which has not previously worked with a mentor is asking for a session, the mentor should get access to the project of this participant, in particular in order to be able to go over the work that has been done and to provide useful advice.

Super admin

Finally, the super admin profile is responsible for the whole backend functioning of Acceleralia. Creation of the journey and assignment of tutors and participants to a particular project is one of their main tasks. Super admins not only have to create the journey but other profiles within the system as well. Obviously, at a later stage the participants will be able to change the password and other customer information, however they are unable to create a profile by themselves. Outlining that there are multiple paths within the tool is important, as the same client could purchase two totally different tracks for various purposes.

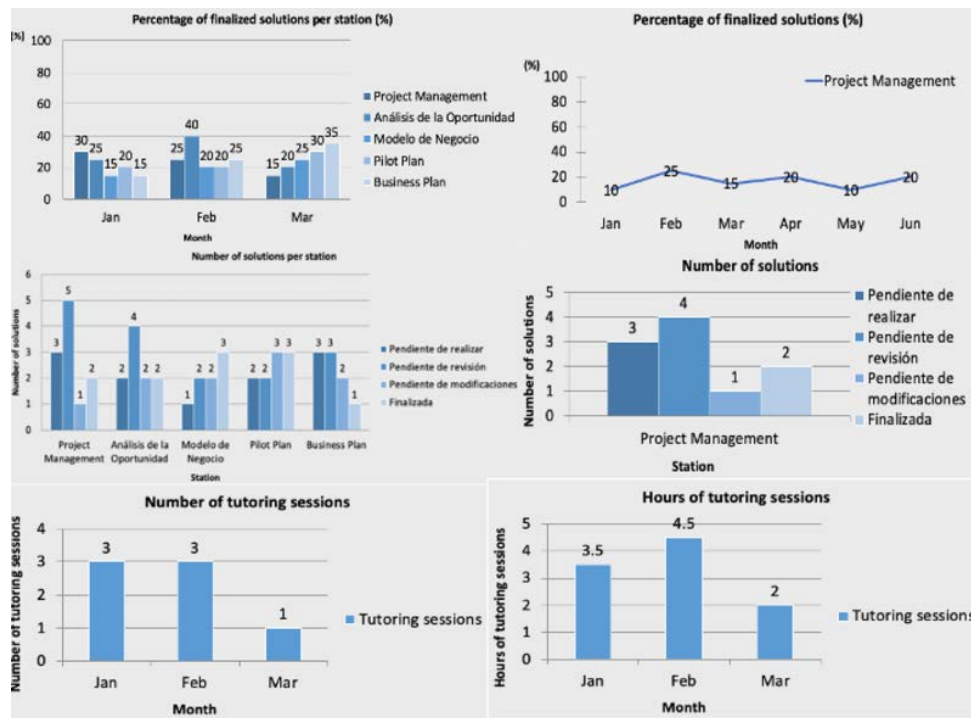
The three roles previously described cover all the necessary functionalities and situations that could occur during the time a participant is working on a project. There could be a possibility of defining more roles, however it will only add complexity to Acceleralia from a technical perspective.

The dashboards

A dashboard is a visual display of the most relevant information that assists in keeping track of what is occurring on the platform in real time. The need is clear for multiple users, firstly, giving the participants an opportunity to see what has been completed and what is still pending. Secondly, for the supervisor, who is arguably more important, this profile has to deal not only with one project but with many. Tracking the evolution of every single one would be extremely challenging, especially if the projects vary among them, which is a very real possibility. Understanding the progress of all the teams and seeing where they face difficulty will bring enormous value and save tens of hours of analysis. By being able to track the evolution of the projects in real time and extract meaningful insights via metrics, the tutors will be able to improve their decision-making process in terms of which team needs the most guidance.

There are thousands of possible metrics which could be built using the information within the tool, where it proposes the development in three stages, with every stage centered around a specific objective. Stage one focuses on developing the basic metrics around the platform, for instance the number of solutions, percentage of solutions, mentoring hours, etc. For stage two the focus is placed on project metrics, which take into account productivity, schedule variance, quality and satisfaction, cost management, and other factors. Finally, the third stage metrics are more complex to establish and calculate—they are based on the value added by the platform. Profitability, cost breakdown, payback period and multiple financing metrics are all included in this stage. All of this information adds value but also takes time and machine power to generate, therefore the selection has to be done carefully in order not to spend resources on the generation of unnecessary information. In the future there will be more metrics added to Acceleralia, hence giving clients an opportunity to select which ones they would like to see. An example of a dashboard could be seen in the following Figure 13.

Figure 13: Sample of dashboard and information represented



Source: Extraction from the Acceleralia interface

However, the needs of the participants and the tutors are inherently different, consequently Acceleralia has two types of dashboards as mentioned previously, specifically where the participant can track their evolution and generally, where the tutor could supervise all the projects under their control. It should not come as a surprise that the participants would be busy with generating their content, rather than analyzing their performance over the long-term. Nonetheless, clear communication and an understanding of what has been done and what is still missing will inevitably assist the user in future

planning and time allocation. Seeing the process laid out over weeks or months could give a realistic estimate of how much time will actually be required to finish the entire journey. Moreover, the participants can see how many mentoring sessions they have already taken and how many are left, in the case of a limit being set.

The value for the tutor is clear and has been described previously. Outlining the evolution of the projects will eventually have a direct influence on the quality of the output and the satisfaction that the users will show. Previous research has also indicated that the incorporation of metrics has a direct and significant correlation to the success of the whole program. However, the actual questions raised when thinking show that, even with the best technology and insights, not everyone is able to successfully analyze the data. Therefore, this opens up the possibility of using a more sophisticated algorithm to deliver clear messages to the tutors. For precisely this reason Acceleralia should partner with the Catalan research institute I2CAT to develop an artificial intelligence technology that would analyze the entire project and give recommendations for specific actions. For example, it could suggest tutors to look at the deliverables of Team Alpha regarding the financial plan, as on average this part occupies around ten pages, whereas the team has only submitted five. These types of insights are extremely hard to get manually, as there are massive amounts of data which need to be analyzed. Nonetheless, this is a future endeavor, as this type of technology does require a lot of time to be created and to train. Acceleralia must have at least 1,000 completed projects to provide the AI with enough data to run tests and learn. Otherwise, the insights could be misleading and may finally destroy more value than they are providing.

Opportunities with AI and Big Data

AI and Big Data are frequently used buzz words in recent times, and rightly so. In the world where data has been valued higher than crude oil, being able to extract actionable insights from millions of data points and lines of code is essential. The topic has already been introduced in the previous chapter, but dashboards are only a tip of the iceberg. Analyzing the data from over 1,000 projects with thousands of participants in total could provide Acceleralia with information that will not only be used to help the participants but the whole market in general.

There are hundreds of ways how to make the information collected useful. One of the most straight forward is to train the AI to give real-time advice to the participants. Current technology is so developed that it can easily understand the meaning of what is written and consequently provide feedback on every part that is generated by the user. The perfect analogy would be having a tutor by your side all the time who has literally seen it all. Moreover, what could also be extremely beneficial is to insert the information about how successful any project had been, especially if it is an entrepreneurship project, as in this way the AI will be able to develop a sort of best practice for the users.

Another possible application could include venture capital firms, since they are always looking for the next big thing. Given that the algorithm would know which projects turn

into successful start-ups or profitable in-company spin-offs, it could potentially be the first one to identify the next unicorn. By analyzing the team and the workflow, and by comparing it to successful cases, it could generate a lookalike index, which is already being used by Facebook to improve digital targeting. These are just two possible cases, but the window of opportunity is gigantic. As soon as the first projects are analyzed it will become much easier to actually identify the strong points and the possible use cases.

Mentorship is an extremely important part of the experience because the participants are able to communicate their ideas and struggles and get advice from a more experienced person. However, let's imagine for a second that it would not be a person but rather an AI robot which will be able to give a precise, tailored answer for every single question. For a better understanding we can picture Siri with the brain of Steve Jobs, Elon Musk, and Mark Zuckerberg combined. Obviously, a proper data base should be developed, and information should be aggregated and analyzed, yet there could be a real potential of helping out everyone who is willing to listen.

Helpdesk

As in any software there must be a place where the user can get support if they encounter some technical issues or simply do not know how to complete a task. With more established applications, the support is much easier to find because you can simply search for the solution and the internet and will definitely find hundreds of similar questions and answers; this would be the case of Microsoft Excel for example. However, with tools that have been released only recently, and that do not have a massive user base, another path should be created to help the users. Most companies resolve doubts by having a Frequently Asked Questions section or simply personnel support that would help the participants extract the maximum from the software.

Acceleralia has multiple paths that could be taken to resolve any doubts participants may have. The simplest way is to leave a comment with a question when completing a module; the supervisor will definitely see it and hopefully will give a precise answer. This path is more oriented towards questions related to the content, rather than some technical difficulties, and it is very much project related. A good example could be: "What type of valuation methodology should we use?" It is extremely project-specific and to answer it properly previous knowledge of the whole development and process is needed.

Nonetheless, there are other types of doubts that may arise while using the software. Anything from a general recommendation of what sales methodology to use, to how to download a template. Obviously, the urgency and availability of data is different, for instance the answer to the former question could be found on the internet, yet the latter is Acceleralia specific. Consequently, the response should be found somewhere in the application. Two other paths to solve any arising issues, apart from the one already described, are the Information desk, presented in Figure 14 and classical support email.

Figure 14: Information desk example



Source: Screen capture from the Acceleralia interface

Information desk contains posts where multiple topics are discussed. Moreover, participants can leave comments to address any remaining doubts or simply give their opinion. It could be thought of as a blog which answers questions that may arise but are not precisely project specific. Tutors, mentors, as well as participants can post best practices or simply interesting information that they would want to share with Acceleralia community. Finally, there is the support email and contact information that provide tailored answers to any question related to the technical side of the platform. This would not be an appropriate channel to discuss the content, as the experts on the other side are tech personnel.

To summarize, there are three main ways of getting support when it is needed, classified by the type of information that is required. The module comment section is the right communication channel when the question is very specific to the content of a particular project. Information desk provides a community to answer general questions with regards to either content or tech and finally the support email is completely focused on the tech side of the platform and could solve either specific or general doubts.

Possible premium services

As the tool will develop further, there will be opportunities to add some extra services that were not included in the first version. This section follows the same logic as does the part where AI and Big Data are described. In order to understand the needs of the participants, a critical mass must be achieved first, and only at a later stage premium services may be added if necessary. Creating a community is a very important part of a physical acceleration program, since young entrepreneurs get to mingle with like-minded people from their cohort and form life-long relationships. In the case of corporate innovation, it can also boost relationships within the same company and further foster the innovation process. The community part in Acceleralia is also important, as for example it will be used in the Information desk to exchange ideas and to offer help. However, there must be more ways of boosting this informal networking and idea exchange.

One of the possible premium services could be access to webinars with other participants. There are multiple ways of implementation, from weekly calls to simply introduce the project that a participant is working on, to pitch competitions, or meet ups in real life in the case of two or more projects being developed in the same city. The options are limitless and will directly depend on the need and will that participants show in taking part in such type of events. Obviously in some tracks this could come as a basic option, for instance when a university purchases Acceleralia for a specific class. It would make total sense for students to interact with each other and share knowledge. On the other hand, it could be sold as a premium service for an acceleration program or a corporation that is developing various intrapreneurship projects in different departments.

Another possible premium service could be access to additional mentoring sessions or top of the class mentors. A standard contract could include two mentoring sessions a month for every project in order to allow mentors to cope with demand. In the case that a certain team would like to have three or more sessions, they would have to contract a special package or unlimited mentoring sessions. Another case could be that a certain program gets only mentors that are experts in one field. For example, intrapreneurship programs from a corporation that wants to build innovative solutions to improve their marketing strategy. It makes complete sense to allocate mentors that have expertise in marketing and not in other fields. However, in the case that a participant would like to talk to a mentor that initially was not allocated to the program, it opens an opportunity for a premium service.

These are just some of possible options of providing extra value to participants. Nonetheless, there are many other possibilities that seem very interesting. The decisive factor would be the actual need and demand from the participants, which can only be seen once tens of projects are run simultaneously on the platform.

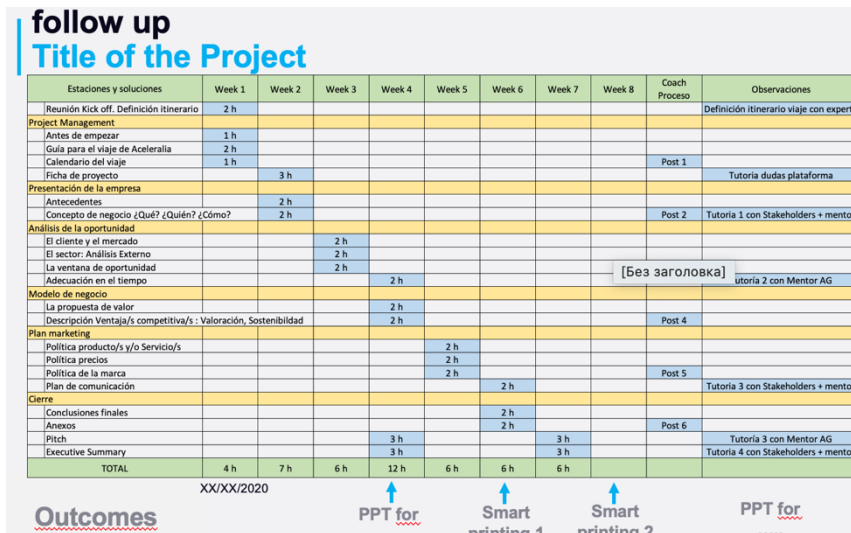
Customization process

In order to personalize the product, Acceleralia must know what are the exact needs and how they can be covered using the software. As simple as it sounds, reality is more complicated because multiple factors have to be considered. Furthermore, the real needs may vary significantly from what the clients initially believe. The whole journey with Acceleralia is divided into three main parts, *Sprint planning*, *Sprint definition*, and finally *Sprint execution*.

As the name suggests, *Sprint planning* is all about understanding what are the desires of a customer and how or even if they can be met. The step includes a kickoff meeting, a short questionnaire, and an initial draft, in which both parties adapt to the expectations of the client. In this case it is important not to confuse a client with a participant. A client in this case would be a company purchasing Acceleralia's software for its employees or students to develop their projects. Some of the topics discussed during the first interactions may include a number of teams planning to participate and their compositions, expected outcome after the process, duration of the program, resources

committed, and multiple other factors. It is also important to understand what resources will be committed from the both parties, organizers, and purchasers, as for example Acceleralia could provide access to their database of mentors, or the purchasers would provide their own mentors. Hopefully this step should not represent over 5% of the total time a company is willing to commit to acceleration. In the future the aim would be to automatize this process in order to ensure better scalability, which will require less resources. A sample document of the initial questionnaire can be found in the appendix.

Figure 15: Example of content and timeline for a particular project



Source: Screen capture from the Acceleralia interface

As soon as the planning is completed, *Sprint definition* takes place. This could be seen as a proposal that the Acceleralia team makes to the client after considering all that has been said during the introductory meeting. The preliminary version of stations and modules will be presented and discussed with the purchaser, as well as approximate timeline of the program. It may seem very bureaucratic, however, to ensure the best experience for the participants, every step of their program has to be carefully analyzed and planned in advance. There could be three possible results of *Sprint definition*. The first one, as many could predict, is acceptance of the proposal and a green light to start the program. The second possible option is a hesitant yes, meaning that the client likes the proposal and is willing to go forward with it, yet there are some aspects that may need to be modified during the acceleration process. Finally, a client may not be satisfied with the proposal and a major revision is hence necessary. It may seem as if this was a negative scenario, yet the main aim of both parties is to bring value to the participants and, for that matter, everything has to be designed without a single mistake. As this step is more complex, around 35% of the total time will be invested into adapting the sections and the generation of the necessary modules.

Ultimately, the actual *Sprint execution* takes place. During this step participants are welcomed to the platform and the program begins with a project kickoff. The majority will only see this part of the journey without even realizing how much time and effort was invested to generate a unique track for a particular group. Naturally, this is the longest of the three steps, taking up to 60% of the total time.

3.3. Analysis of the technology in the acceleration sector

According to Forbes, digital acceleration is the process by which companies adopt technologies to digitize their operations and reshape their workflow to keep pace with today's demands. Digital acceleration tools are software applications that support corporations and start-ups in accelerating their digital capabilities. Project management tools are self-explanatory, their goal is to manage projects effectively, both for individuals and teams.

There are thousands of companies that have been successful as a result of early mentorships and the experience coming from digital accelerators. Also, project management tools have helped many by smoothening the operations and the communication. For example, over 1,000 companies valued at over \$8B have been working with TechStars, one of the most well-known start-up accelerators. What's more, TechStars connects start-ups and corporations via accelerator programs. For example, Microsoft may see small companies that were mentored by TechStars, pitch products that they designed for Microsoft Kinect or Windows Azure. Another known player, Y Combinator is responsible for the success of Airbnb, Dropbox, Reddit, Twitch, Coinbase, Stripe, and Weebly. Those corporations are clear examples of how crucial digital accelerators can be. However, it's important to notice that nowadays, there are hundreds of incubators, start-up accelerators, and digital tools that support smaller clients at a local level—some of them also supporting a social cause. Incubators, as opposed to accelerators, are supporting start-ups in the very early stage of their existence and at a more local level. This is because those start-ups will start by operating locally most of the time and hence, the expertise of the local market along with developing skillsets for the founding team, becomes extremely useful for many. Most incubators are rather small local enterprises, however one well-known exception to the rule is Google Ventures in Dublin, which offers co-working office spaces for new companies, mentorship, and at times also as an exception from incubators, they offer seed capital funding. In this paper, I'll focus on the ones that support companies in the digital sphere. Above all, digital accelerators, incubators, and project management tools, provide value to consumers, job opportunities, and revenue for governments.

3.3.1. In-depth analysis of six acceleration tools

This section of in-depth analysis combines multiple sources of data: primary research is conducted via interviews with experts from digital acceleration platforms and project management tools, as well as interviews with clients of those tools. Some of the interviewees were: Natalia Bartoli, program manager at Bridge for Billions, Alex Moise from Banca Transylvania, the largest client of Babele, Lee Setty, product consultant for Monday.com, among others; all interviews were conducted in late 2021, from August to December. Secondary research will complement these interviews. This entails mostly looking at online resources, including software comparison websites, company websites, and external material obtained from topic experts.

It is important to note that this is the objective results section. The subsequent section will bring together qualitative results in a comparison of tools, analyze the KPI groups including the platform, the website, social media, and the stages of the product development process.

Bridge for billions

Bridge for Billions is an open innovation and intrapreneurship environment operating via its technological platform. Its goal through its entrepreneurship programs is to support all incubators and accelerators with ongoing programs that do not know how to go online, so that their entrepreneurs can continue developing their start-ups from home and without any interruptions. One of their specializations is to support the existing entrepreneurial programs' transition to digital in order to create successful and engaging e-learning. The solution has a great UX design that is simple to use, and a demo is offered as well as a 1:1 mentorship on a weekly basis, which is key for early developers, all for an accessible price of 150€ per month for the project duration of four months, without requiring an equity stake. Moreover, they offer the possibility to become a volunteer mentor, and hence they are not paid in their business model. The program, however, has a pre-established duration, therefore it is not so flexible and can't fit everyone.

They are valued for having a 65% start-up survival rate after two years and supporting in finding the right product-market fit, networking, improving the skillset of entrepreneurs, developing a business plan, and assembling and practicing pitches to hypothetical investors. All this is possible due to their 1,500+ professionals working for 2,100+ entrepreneurs in 89 countries around the world. Professionals that are not extrinsically rewarded but find it professionally rewarding are grateful to be close to their technologies.

Their four-month program comes in the following seven two-week stages: “value proposition, stakeholder map, competition map, business model & marketing, pricing & business viability, financial projections, and impact plan”.

During those four months every party gets something out of the process. Entrepreneurs now have access to an international network and can support one another and get feedback from relevant experts. Mentors are experts in the platform. They spend a lot of their time advising early-stage entrepreneurs that they work with and act as professional and emotional support. They are often meant to be an example for entrepreneurs. Corporations form part of the ecosystem as well. They are there to be close to the new technologies and the fast-paced start-up environment. They create opportunities and are happy to see diverse entrepreneurs collaborating with them on some of their missions. Some of the largest corporations working with Bridge for Billions are: BBVA, Heineken, Gobierno de Aragon, Ashoka, Aquarius, European Commission, Bank Inter, Coca-Cola, Accenture, BMW, and Boehringer Ingelheim. Investors are also a part of the ecosystem according to the website. However, as was learned at a later stage, this is not the main focus of Bridge for Billions and it lacks certain crucial elements. The main task of investors is mostly educational, explaining the start-up funding ecosystem, and then eventually selecting the few diverse start-ups that will get financing.

For the purpose of this research Natàlia Bartoli from Bridge for Billions was interviewed and some interesting insights were revealed. First of all, the focus of the company is on early-stage start-ups. It's an incubator. Most clients have nothing more than an idea, they don't even have much information on their competitors. Its business model works in a way that they approach both the clients in B2B and entrepreneurs in B2C. The main selling point for clients is the impact that they have along with the project management capabilities. The main selling point for entrepreneurs is the platform itself. That is, the software, the ability to organize ideas there and developing business plans. Their goal behind it is to democratize entrepreneurship.

In terms of their clients, entrepreneurs are obtained through organic growth—they find them on the website, and they join. On the other side, corporations and start-ups are obtained mainly through the sales team. A lot of the work the incubator does is socially driven. For example, they have five projects in the UN about global warming impact on rural areas and three in Fundació la Caixa where they focus on CSR projects for the bank la Caixa. They refer to those activities as program builders.

On top of program builders, they have their own innovation program. For both types of projects, mentors and the online community of employees can connect and give advice and interact with one another on the platform. Relationships with clients normally last for four months and according to her, at times that duration is flexible. In terms of the assessment of the relationship, during the program there are surveys from users, the most important one being at the end.

After four months clients can get access to three services:

- access to the community,
- benefits including discounts on Google cloud, AWS, HubSpot, Genia.ly, Acid Tango, SigFox, Stripe, Customerly, and many others,

- access to the Global Investors Network. This is a week with investors in the form of workshops. They have two of those per year with networking spaces.

One must finish the 16-week program to have access to this. According to Natàlia, those services create powerful synergies that promote long lasting relationships. Another important insight is that Bridge for Billions doesn't focus much on later stage start-ups and helping them grow more, but more on the early-stage start-ups to get the first touch with customers and to create a viable product that can be marketed. From the society perspective, Bridge for Billions has a positive influence as well. Every new incubated venture leads to an average of 3.25 jobs being created. As many as 66% of ventures create new jobs.

Babele

Babele is an “accelerator management software for universities, accelerators and organizations to manage innovation programs and engage stakeholders.” It's a software that relies on open innovation, strategy co-creation and social intrapreneurship. The accelerator consists of 1,200 social ventures, and 50 innovation programs advised by experts from 116 countries. The main idea behind the innovation programs is to avoid working in silos and instead to allow the entrepreneurship environment to thrive by leveraging on collective knowledge and a global network. This way entrepreneurs can learn from one another.

Clients can try the demo before joining the tool and then the platform can be ready within a week. The program curriculum is flexible and can be adjusted to the needs of the client. So far, the following companies have decided to use Babele: Copenhagen Business School, Yunus & Youth, Banca Transylvania, SDSN UN, Rockstart, Agora, BOSCH, UN, Berkeley, EY, Save the Children, Ashoka, University of Southampton, Impact Hub and ygap. Clients have access to a wide range of services including ideation, business modeling, engagement and facilitation strategy, impact assessment, stakeholders' management, coaching, and e-learning. Babele has multiple apps integrated into the platform, the most important ones being Google Drive and Dropbox, which help start-ups in managing their resources.

Alex Moise, manager of financing for creative industries at Banca Transylvania—the biggest bank in Romania and a client of Babele—was interviewed. The small division that he managed targeted companies in the sphere of architecture, software development, and technology start-ups. They completed two large and multiple minor projects with Babele. During the two large projects they were acting as financial experts. The first program organized by Babele was a business acceleration panel for roughly 50 creative production start-ups. Banca Transylvania with Babele's experts kept reducing the panel to fewer companies (examples of clients: bicycles made from laminated bamboo and the spirulina production company). Through the platform, Alex was able to attend face-to-face workshops before the pandemic where experts from his team taught the start-up owners finance and used the platform to communicate. Even without attending the initial

demo meeting to learn about the platform, it was very straightforward and intuitive to understand how the platform works. Once the owners uploaded their business plan, contributors from the bank gave them feedback, and then contributors from a marketing company that Babele partnered with as well, also gave feedback about marketing. They also partnered with a known production corporation to give feedback to start-ups on their production plans.

The second program was an accelerator targeting NGOs. Their source of income is mostly donations and sponsorship contracts from businesses. Banca Transylvania gave them alternatives where the NGOs could drive some more profit, scale up, and have a higher impact. A known example is WWF, which gets money from donations, but they also make profit from merchandise sale. In both the programs, Banca Transylvania didn't have to buy any license to be part of the community; they acted as financial advisors to start-ups, but they also got something out of this relationship. The typical financial feedback they gave was when the plans were realistic, if the numbers were done correctly, and about the feasibility of canvas. Both programs gave the bank visibility and positive PR. Moreover, the first program also gave them a few minor customers (despite this not being their goal), while the second one was a successful CSR campaign.

In Alex's view, there were two crucial selling points from Babele's side. First, Babele had the expertise and the experience in consulting with such businesses. Banca Transylvania can provide support mostly in financial aspects, but they also needed Babele to put everything together, so as also to gather different types of feedback from both their internal mentors and other external partners. Second, the decision to work with them was because they already had a relationship with their managing partner. Third and most importantly, Banca Transylvania didn't choose Babele for the platform, but for the programs that it offered that were better than their competitors.

The full relationship with Babele lasted for 2.5 years, and if more interesting programs come and are offered by their managing partner, Banca Transylvania will most likely decide to continue to work with Babele. The second requirement for the relationship to not terminate is the bank's budget. For example, the first program was financed by the sales department and the second one by the marketing and CSR departments. Moreover, there were many more minor projects that were mostly financed by the training budget. For example, Banca Transylvania hired Babele to give speeches and enhance the entrepreneurial spirit and decision-making, while not getting stuck in a very specific function in the bank, but also to try to think more broadly. Babele provided them with experts and mentors from both inside and outside their company; for example, they had one woman that is known in the country for marketing speeches and expertise. Planning those minor projects was fully and easily managed on the platform and always ended successfully.

As a result, in terms of user engagement, on a scale of 0–10, Alex rated it a 10. The platform was very intuitive and easy to navigate. Similarly, in terms of user-friendliness of the tool, a 10. The mentorship was also highly valued by Alex, also a 10. All was fully done through the platform. It was very interesting for people involved from Banca Transylvania to see external feedback from different experts in the same place on the

platform, it allowed them to learn from it and to understand new future potential customers better. An entrepreneur must know a bit of everything and for experts of finance in the bank it was great to see the other perspectives that entrepreneurs have when asking the bank for financing.

When asked about competitors, Banca Transylvania said that they chose Babele quite fast, mainly, as stated earlier, due to their offering of programs. They don't use other tools similar to Babele. Otherwise, they use mostly financial, sales, communication, and project management tools. Their main tool is Microsoft Teams, which they use for meetings and gathering resources.

It was interesting to hear that Banca Transylvania is trying to reduce the number of tools that they use. In the last inventory they had 70 tools and that's a lot more than necessary. Alex said that it's quite a big pain point for employees to use so many tools and they also prefer to only use a few. That's one of the reasons why they were also happy with Babele, because it provided them with an easy collaboration platform where they could get in touch with start-ups for both creative projects and CSR purposes, and on top of that, all the communication regarding those programs happened there.

AcceleratorApp

Accelerator App is a software package for incubators and accelerators. It may remind one of Facebook Events' interface where a client can search for different events and incubator programs that are occurring and join. One of the biggest strengths is of the Accelerator App is its customization, both in terms of time span of the project and the services that can be offered, including emails, metrics that you can later track, forms, customer segmentation, and selection process. It's also integrated with Google, Microsoft Calendar, and Zapier. With its demo and mentorship system it can provide value to incubators and accelerators.

Wrike

Wrike has a different goal than the previously analyzed tools. It is a globally known software for managing the digital workspace. It has 400+ applications for automation and has convinced 20,000+ clients to join them, ranging from start-ups to large corporations. It is especially known for its "custom request forms, Gantt charts, Kanban boards, time tracking, real-time updates, and performance reports, all in one place, which can be shared across the enterprise." Some of requests have been proven to be of potential on a wider scale offering and we were turning them into products. Wrike helps especially due to the availability to easily manage tasks of the team and to create blueprint templates of new processes that could be later used by specific teams in the organization. It is definitely a user-friendly tool and, in my experience, works out especially for established projects that are repeated by multiple teams, so it might be a bit inefficient to use perhaps by smaller teams, but it really depends on the culture of the firm. It makes it easy for everyone to follow and a lot of time was saved in my case. For example, all the feedback that a member from the team gets, that member can then input to the project on Wrike so everyone can see. Moreover, once one member finishes a step, then he or she can note the task as

completed and then the next person would get a notification that they can start working on their task. However, notifications sometimes may get a bit hectic and distracting. I've seen some potential for user-friendly customization during my personal experience with the tool.

Monday.com

Monday.com is a project management tool from Israel that supports businesses in sales, CRM, marketing, creativity, design, software development, task management, operations, HR, hiring, IT, and workflow systems. It has worked with 125,000 clients ranging from start-ups to large corporations such as Coca-Cola, Walmart, Unilever, Uber, Tesla, Adobe, and Hulu. One of its biggest strengths is the applicability of the tool due to dozens of app integrations including Dropbox, Gmail, Slack, Google Drive, LinkedIn, Twitter, Excel, Outlook, Facebook, Survey Monkey, Typeform, Zoom, Zapier, Zendesk, Salesforce, Shopify, Twilio, Stripe, Mailchimp, Facebook Ads, HubSpot, Clearbit, JotForm, Eventbrite, GitLab, Jira, GitHub, Toggl, Basecamp, Trello, Harvest, and Todoist. The 14-day demo convinced many to join the platform. Moreover, its signature features using Kanban and Gantt frameworks have made the tool very useful for project management while being intuitive. As opposed to Wrike, Monday.com offers not only online live training and webinars, but also in person trainings (in the pre-pandemic era). Cloudwards, an expert software comparison portal, sees Monday.com and Wrike as the two best project management tools on the market and puts Wrike above in terms of the free plan that Monday.com doesn't offer. However, the paid version of Monday.com is better value for the money than Wrike, and hence it is the overall winner by comparison.

Lee Setty, product consultant at Monday.com was interviewed for the purposes of this research. Her main task in the company is to digitalize workflows for clients—which are using old systems. According to Lee, the tool's main selling point is that it's very visual and intuitive; it includes fun colors. For users it's often the first thing they see in the morning and lets them start the day nicely. Moreover, it's easy to learn as you go, for example in just the first two weeks while the free trial is available. One has access to templates which can be used as well as a demo with a product consultant, all possible with little implementation time. When one decides to purchase the paid version and become an annual client, Monday.com offers an implementation consultant that helps in onboarding tasks such as importing the data from excel.

Despite it being easy to use, there are webinars every day depending on the team you're on, which provide more specialized functions. Most of Monday.com's clients are marketing and project management teams. They offer plans both for enterprises over 25 people, such as Accenture and Deloitte that form most of their business, but also start-ups formed by just 2–3 people. Corporations use it mainly to collaborate more efficiently, while start-ups use it mainly to save time, as small companies move fast. Interestingly, start-up employees adapt faster to using Monday.com than their colleagues from corporations, which proves that the tool can be very easily learned. An interview with Monday.com's value also comes from its integrations with other tools including Gmail, Salesforce and Jira. Thanks to those partnerships one doesn't need to spend a year on implementation, but instead can continue using previous tools.

Go4Clic

Go4Clic is a social learning platform from Spain. Its main focus is different than the tools analyzed so far, however some functionalities do overlap. The goal is to “engage learners with a collaborative and social experience to upskill your staff and empower new ideas from people interaction”. Digital courses and training are designed for their clients, which are corporations and academic institutions. With the platform, one can “design custom certificates, set personalized emails, notifications and several payment gateways, create quizzes, AB tests, multimedia tasks and interactive challenges.” Some of those challenges try to engage the entire community over a span of time and want its input. Its vast set of integrated apps such as Google, Zoom, Typeform, Slack, Mailchimp, Dropbox, Zapier, and Miro make it a user-friendly tool. One can either follow the defined metrics or create one’s own and then measure and improve them with the 360 analytics functionality that Go4clic offers. Mentors and tutors are in the institution to help their clients with their needs.

3.3.2. Head-to-head analysis of several digital acceleration tools

This section consists of a qualitative comparison between the tools, and in the end, certain conclusions will be drawn—the main aim is not only to show the differences between the previously discussed tools, but also to see how they fare in a head-to-head comparison with some objective verticals selected. Moreover, apart from the software packages described above, Acceleralia will be added to the list as it is one of the main subjects of this thesis. However, it is important to understand that the previously mentioned tools were analyzed at the beginning, used as a base line for the following studies, and only after the process was finalized and first version of Acceleralia created, was it added to the analysis to enable the reader the full picture of the current landscape and to have a more objective evaluation whether there is a significant improvement of the market with the addition of Acceleralia.

Furthermore, digital acceleration tools will be compared separately to project management tools, as both categories do have significant overlap. Nonetheless, they have inherently different objectives. A separate Excel file has been created for the comparison purposes of: Acceleralia, Bridge for Billions, Babele, Accelerator App, and Go4clic. Moreover, additional documents containing the comparison of Monday.com with Wrike will also be discussed.

3.3.2.1. Comparison of digital acceleration tools

The following table summarizes the main relevant KPI, and those are then grouped together to improve understanding for the reader. The two main groups of analysis for the software are the platform itself and the web version. In the case where qualitative data had to be compared a 5-star system, it is used to satisfy the same criteria for all the participants.

Moreover, the platform part has certain groups, which have sub-groups such as the resources section, which has Interactivity, Own content management, Templates, Preview, and Download as sub-segments. After the comparison, an in-depth discussion and explanation of all the relevant topics will be provided, where the main conclusions will be drawn. Table 13 illustrates the comparison between selected platforms.

Table 13: Comparison of the main characteristics' digital acceleration tools

	Babele	BridgeForBillions	AcceleratorApp	GO4clie	Acceleralia
PLATFORM					
UX experience	5 stars	5 stars	3 stars	5 stars	3 stars
Search & filters	By competence, roles, country, interest, name	Entrepreneurs: By country, region and area of innovation. Mentor: Super mentor, founders, investor	By coach, by stage		
Resources	5 stars	-	-		5 stars
Interactivity	✓			✓	
Own content management	✓			✓	
Templates	✓			✓	✓
Preview	✓		✓	✓	✗
Download	✓				✓

Customization	Notifications, Process, Adaptation of solutions by the client, introduction of the resources and content, selective visualization, management of deadlines in calendar, Drag & drop		Customization of metrics, emails, forms	Very simple and intuitive customization	Customizing printable assets
Forum - Networking	✓	✓ Lifetime access		✓	✗
Guides and Tutorials	✓			✓	✓
Video tutorials	✓	✓		✓	✓
Crowd-sourcing feedback	✓	✗	✗	✗	✗
App integrations	Drive, Dropbox, Calendar		Google, Microsoft Calendar, Zapier		MS Word, Moodle
Programs	Name, description, logo, team, sectors, followers, comments, views, year	Name, logo, description, summary, photo, sector, link to LinkedIn	Name, logo, clients, interviews, actions		
Format	Highly customizable process. Clear description	8 interactive business modules. Equity Free. Clear description of the process	-		
Mentorship	1:1	1:1	✓		✓
Duration	3 months	4 months	-		

Demo	✓		✓	✓	✓
Languages	EN,ES,FR,IT,PR	ES,EN,FR	ES,EN,PO,CH	ES,EN,PO,CH	ES,EN
Artificial Intelligence	✗	✗	✗		✗
WEB	5 stars	5 stars	3 stars	4 stars	4 stars
Development	5 stars	5 stars	3 stars	4 stars	4 stars
Highlight	Very attractive investor environment. Attractive presentation of project. Resource preview. Own images	You can play and hire from the website itself. Good UX design. Clarity and confidence. Map of impact of the world. Clear process	Events, training and 1:1 session	Striking design, with very descriptive usage examples trough graphic animation. Challenge-based methodology	Call to action (CONTACT)
Call to action – Quick Conversion				✓	✓
Preview of the platform	✓	✓	✓	✓	✗
Blog	2 stars	5 stars	3 stars	✗	5 stars
Podcast	✗	✓	✗	✗	✗
Maps	Only location	Impact of the world	✗	✗	
Clients	✓	✓	✓	✓	
Client opinions	✓	✓	✓	✓	
External opinions		Trustpilot	✗	✓	
Partners and sponsors	✓	✓	✗	✓	
Own images	✓	✓	✗	✗	✗

Core team	✓	✓	✗	✗	
Advisory board	✓	✗	✗	✗	
Mentors	✓	✓ Accept volunteers	✗	✗	
History	✓	✓	✗	✗	
Events	✓	✓	✓	✗	
FAQ		✓	✓	Under development	✗
Certificates	✓	✓	✗	✓	✓
Personalized budget	✓	✗	-	✗	✓
Visible price	✗	✓ (80-150-325€m)	✗	✓ (29-89-233USD/m)	✗
Pricing packages	✗	✓ By country block	-	✓ Starter/Basic/Pro	✓ Different plans
SOCIAL MEDIA	Facebook, YouTube, Twitter	Facebook, Instagram, YouTube, LinkedIn	-	Facebook, Instagram, YouTube, LinkedIn, Twitter	YouTube, LinkedIn

Source: Original work by Ton Guardiet

As can be observed in general, the platforms are all performing well. Nonetheless, there are some significant differences. Tackling the platforms one by one is the next step to identifying the strong parts and where improvements can be suggested. As Acceleralia is still in development and the final version will depend on the conclusions from this part, its analysis will be omitted.

Bridge for Billions

Platform: the platform is user-friendly. It has filters in its search engine that help customers find what they're looking for more quickly. It lacks crowd-sourcing feedback. However, a very strong point of the company is that you get lifetime access to the forum for networking purposes.

Website and social media: they have a very strong and visual website. Processes and benefits are clearly explained. The company has a well-maintained blog and is available on many social media platforms with good content. Mentors can volunteer, which is good

on one hand, but it also raises a question about the actual value of the advice provided. Pricing is visible on the website, which could be good and bad at the same time, because it leaves out the flexibility that sales process can give.

Babele

Platform: in terms of its platform, Babele is probably the best. It has a great user experience and user-friendly filters for customers. The resources available are highly valuable. Babele is highly customizable with its process, notifications, adaptation of solutions by the client, visualization, and management of deadlines in the calendar.

Website and social media: the website is very well-designed. The only things that it lacks are a CTA quick conversion option and a podcast. The blog materials could be improved. Everything else is perfectly maintained. Clients can see the core team, advisory board, and mentors. It's present on social media with good content.

Accelerator App

Platform: the platform is quite good, but its UX could be improved. It has a certain customization, which is good, however a lot of information was missing about the networking. Also, it's missing tutorials and crowd-sourcing feedback. However, it is available in nine languages, which distinguishes the platform from others. This could be a strength when it comes to some multinational entrepreneurs.

Website and social media: the website is quite good but can be improved. It's missing CTA quick conversion, a podcast, and external opinions. It's missing information about partners and sponsors, the core team, the advisory board, and the mentors. The company also doesn't have any certifications included on the website. It would be good to add them on the page if they have any. What's more, they are not on social media.

Go4Clic

Platform: the platform, although slightly different from the other companies, is very well-designed and user-friendly. The resources are good and customization is allowed, however there is no crowd-sourcing feedback or mentorship, which is a big negative of the platform.

Website and social media: the website is good. Graphic animations help the customers understand. The website has a CTA quick conversion. However, it's missing a blog and a podcast. Moreover, it's missing information about the core team, the advisory board, the mentors, and the events organized. The pricing is predefined with little customization. However, in terms of social media they are active and available on all major platforms.

3.3.2.2. Comparison of project management tools

For the comparison of the two project management tools, Wrike and Monday.com, Table 14 was created and three groups of KPIs are assessed.

Table 14: Comparison of project management tools

	Wrike	Monday.com
PLATFORM		
UX experience	5 stars	5 stars
Customization	4 stars	5 stars
Languages	8	13
Video tutorials	✓	✓
Gantt charts	✓	✓
Kanban boards	✓	✓
List	✓	✓
App integrations	✓ They're available but for some you need to pay extra	✓ They're available
Free version	✓	X
Paid version	4 stars	5 stars
Free trial of paid version	✓	✓
Duration	Monthly or annual payment	Monthly or annual payment
WEBSITE:	5 stars	5 stars
FAQ	✓	✓
Certificates	✓	✓
Personalized budget	X	X
Visible price	✓	✓
Pricing packages	✓	✓
SOCIAL MEDIA:	Facebook, Instagram, YouTube, LinkedIn, Twitter	Facebook, Instagram, YouTube, LinkedIn, Twitter

Source: Original work by Ton Gardiet

Wrike and Monday.com are relatively similar tools and both can definitely serve towards the needs one might have regarding project management. One point that needs clarification when looking at the table is that Monday.com does offer a free version but it's only for up to two members. Consequently, it's a quite unrealistic option for start-ups or corporations. Meanwhile, Wrike has no limit on the number of users for its free version. Hence, if one is interested in basic functionalities, then Wrike is definitely the better option to save financial resources. However, when comparing the paid version of tools, then Monday.com is slightly better in terms of customization and app integration. For

Wrike, at times one might need to pay extra for certain integrations. Moreover, according to an independent analysis for the Monday Consulting Group as well as other independent tool comparison websites, Monday.com offers better value for money and in terms of ease of use, ease of setup, ease of admin, and quality of support.

3.3.3. Identification of leading digital acceleration tools according to the performed analysis

Looking back at all the analysis performed, Babele and Acceleralia seem to be the best performers when it comes to digital accelerator platforms. They have a combination of a good platform, website, social media, and they cover many of the stages of the product development process that start-ups might be interested in. Qualified mentors make sure of that.

In terms of Wrike vs Monday.com, both are excellent project management tools with small differences. As mentioned earlier, Wrike is the go-to option for the free version. In terms of the paid versions, it depends mostly on personal preference with a slightly preference towards Monday.com.

The main hypothesis that digital acceleration and project management tools are user-friendly and support start-ups and corporates with daily operations, has been proven. They indeed provide value to customers, which has been proven by looking at the user base and feedback on websites and portals, and also the interviews. Moreover, regarding the secondary objective, for growth teams in corporates and start-ups, those tools can come in handy as many of them can support the product development process, making it easier and less stressful.

3.3.4. Impact of the technology on corporate acceleration

As can be extracted from aforementioned research, it is hard to overestimate the impact that a technological solution can have on a process of corporate acceleration. Not only does it help reduce infrastructure costs, establish better structured processes and provide a general framework, but it also helps to drastically reduce costs. Previously, major corporations had to have an entire corporate acceleration department, which meant significant staff and a dedicated budget; this was a main stopping point for small and midsize companies to have some corporate entrepreneurship initiatives. Now, this size disadvantage has been, broadly speaking, eliminated. One person could well manage a small corporate acceleration program with the discussed tools and without a doubt this will have a significant positive impact in the long run.

Moreover, smaller companies can now learn via these technology solutions of the best practices that corporate giants have been implementing for years; thus, increasing their chances of success and reducing inequality due to financial resources available for innovation. Both Babele and Acceleralia have great teams behind them that will help any

company, big or small, to set up a correct acceleration program with only a fraction of the cost and a well-planned structure. Consequently, it is uncomplicated to see the appeal of technology and the impact it could have in the short to medium term.

4. The Case Study of PICVISA: A real implementation

After collecting and analyzing all quantitative and qualitative data from the previous chapters and designing an initial version of what should be a great digital tool for corporate acceleration based on theoretical data, what better could prove the significance of this research than a real case implementation? The aim of this chapter is to conduct active research via real implementation of Acceleralia to PICVISA's daily operations in three departments in order to see how the tool will be used in different scenarios.

With the insights into key success factors of corporate acceleration, and the main struggles of companies that are trying to innovate being taken into account in the design phase, the expected reaction for the digital tool should be one of high use and mid-term increase of efficiency and innovation rate in the company. However, before it is tested in real life those are just the tested assumptions in the data sample collected. To conduct this type of research within a Ph.D. framework, an industrial doctorate (ID) type of agreement was signed, which enables the research to access the data from the company and use cases without restriction. Further detailed explanation about the ID will be provided later on. Moreover, the choice of the company is not a coincidence as PICVISA is an established company with multiple products and departments, who is in turn a subsidiary of an even larger multinational called Calaf Group with over 500 workers and 150 million in revenue. This type of company is a perfect profile of a corporation that may be looking for new innovation initiatives and thinking about maybe not launching a corporate accelerator just yet, but with a more direct way to collaborate with start-ups or to foster internal intrapreneurship.

Initially, it was not straightforward to convince the company, but after a period of internal reflection, PICVISA realized that it can only gain from being part of this active research. As always there have been certain setbacks, but in general the research results are extremely positive and Acceleralia has been proven to be a success by the company.

4.1. The initial situation of PICVISA

4.1.1. Getting to know the company

PICVISA designs and manufactures innovative equipment of optical and sensor-based sorting for waste treatment, recycling, and various industrial processes.

The company is classified as an innovating technology enterprise that provides industrial solutions based on image processing and machine vision to the national and international markets. They design, develop, and produce selection and sorting equipment for recycling

materials. Their equipment can select and sort these materials by composition, shape, and/or by color, and they are based on their own image processing software that is application specific. Their high-resolution machine vision systems, together with their well-defined illumination systems, provide reliable and efficient solutions with high performance levels that outshine traditional equipment.

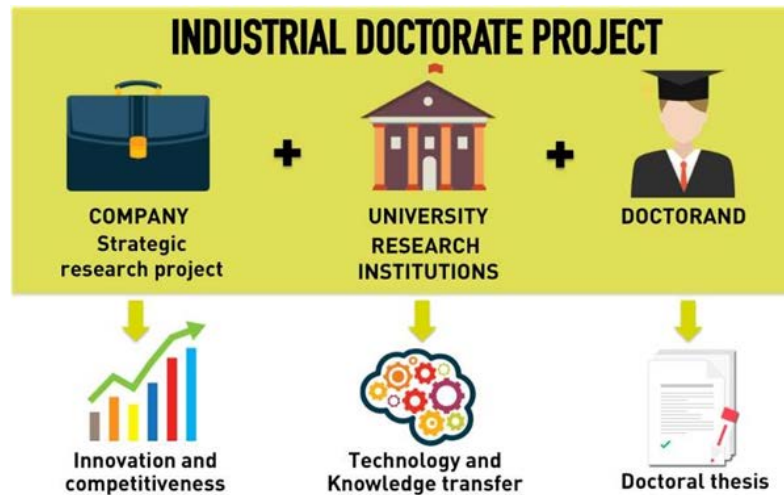
Their mission is to develop separation and classification technologies, under a continuous improvement/perfection of the product that allows them to offer the best solution to their customers in a constantly changing world and environment, as well as promoting and generating loyalty to the PICVISA brand. Their vision is to be one of the world-leading suppliers of optical-classification and sorting equipment for the recuperation of recoverable materials and to offer excellent after-sales service to their clients. Their values are innovation, professionalism, efficiency, sustainability, and service orientation. Their dedication to innovation aims for continuous product perfection, proprietary software improvement and resource optimization to implement new applications in upcoming products. That is why they rely on a strong R&D&I technical team and why they want to systematize, order and create a “perfect” acceleration process thanks to the digitalization of all the internal initiatives they can have.

PICVISA is positioned as an undeniable actor in the Iberian market, but also in the international one. With the solutions of machine vision and artificial intelligence, they help companies to be more competitive, reducing their costs and improving their productivity.

Today the company is based in Barcelona and is present in more than 15 countries with more than 210 installed equipment for a wide range of applications. The internationalization process is consolidated with a distribution network, that guarantees technical and commercial assistance in any of the countries in which it operates.

The development of the proposal of the digital solution for the acceleration programs will be carried out by means of an industrial doctorate (ID). This specific platform (resulting from the research results) will be implemented in one real company. An ID aims to contribute to the competitiveness and internationalization of the companies, to attract talent, and to train doctors for companies within R&D projects. The essential element of the industrial doctoral process is the strategic research project of the company, in this case PICVISA, where the doctoral student develops their research training in collaboration with a university, and which is the subject of a doctoral dissertation. Figure 16 illustrated the steps.

Figure 16: Graphic representation of Industrial Doctorate Project



Source: Generalitat de Catalunya

There are multiple benefits to the industrial doctorate system. It allows companies to attract people with knowledge and skills with high added value, access the leading groups of universities and research centers and their facilities and infrastructure, as well as to obtain financial aid and benefit from deductions and fiscal bonuses for R&D activities. For universities and research centers, ID projects are an opportunity to transfer their technology and knowledge to the productive environment, and thus strengthen their links with the business world. For students, this is a wonderful opportunity to join a highly innovative environment that combines academic supervision of the dissertation, with the mentoring provided by companies under a three-year employment contract. It also incorporates other advantages, such as free registration or a mobility bag. The main idea is to apply the concept of a digital platform that contains all the elements that respond to the needs of on-site acceleration programs, to transfer the findings of the conceptualization of the acceleration model that encompasses all success factors, transforming it into a digital tool, and at the same time demonstrate its effectiveness.

The industrial doctorate agreement has been signed, and Joan Manel Casamitjana is the direct contact of the company that would like to join the research, as well as implement a business case for his company with the discoveries of the investigation.

4.1.2. Confirmatory experimentation in a real context

The company always strives for innovation in order to maintain its leadership position in the Iberian market, and therefore to gain a larger market share in the international arena. Moreover, employees in the headquarters and the test center are in constant search of new

technologies to implement within the existing product range. Three different managers will head the implementation of the structured acceleration tool.

The first manager is Susana Forero Sánchez, Head of PICVISA's Projects Department. She is in charge of coordinating several projects of various natures, and we are going to start working on one project as a pilot. Afterwards we will extend the digital solution to the rest of projects of the company, stemming for instance, from operations, R&D and after sales. Due to the varied nature of the projects she has to carry out, she would like to work on a single digital tool to centralize monitoring. The first project we are going to start is called "One Tool." She is currently working with Navision, an Enterprise Resource Planning software package from Microsoft, using applications such as Trello and Monday. She reproaches them with the significant number of errors that occur when wanting to transfer data to Excel sheets. Her requirements include intuitive ergonomics and functionalities for overview of the executive project and economic control, accessible by approximately fifteen users. She is also wondering if the new digital tool provided could include Navision's cost center accounting function, as she considers it is the best fit for PICVISA's broad projects.

The second manager is Lluís Seguí, Managing director at PICVISA. He is in charge of reconverting the innovation plan into a strategic one. Lluís' teams started to set up strategic planning on May 20th, but the process has been stopped due to the disconnection of sources. His teams are used to working with different processes on their own Excel sheets. Ideally, the three-year strategic plan should be finished by the middle of 2022. For better time and knowledge management, Lluís is interested in a tool that could allow him to harmonize processes, spot priorities for intrapreneurship, open innovation and spin-offs projects and to centralize information coming from the different Excel sheets. The tool that would best fit his expectations would ideally connect and assess work carried out, defining and following comparable KPIs.

The third manager is Silvia Gregorini, Head of PICVISA's Robotics. Her role is to automate manual processes using Artificial Intelligence technology. She does not see PICVISA as a machine factory, but rather as a service provider, where intelligence is key. She would like an information system for relationships, strategy, sales, and operations management. Her objective is to allow clients to improve productivity, with plug and play and scalable devices. First, in order for "customized service" to be provided, she would like to benefit from a technological tool that would allow her to manage relationships with PICVISA's stakeholders who are customers, suppliers (standard vs partner providers), and the start-ups they collaborate with. Second, she would also like the technological tool to define and discover new applicable business models, the state of her current product and how she could make it evolve in order for it to better fit the market's expectations and upcoming trends. Third, she would like to acknowledge better PICVISA's commercialization practices, having a clear overview of when and to whom they are renting or selling. Lastly, she would like the digital tool to help her decide whether a task can be carried out internally or if PICVISA should ask for external intervention through outsourcing.

4.1.3. Current situation and willingness to digitalize its corporate acceleration

Currently the company focuses on developing two main technologies and implementing them in four different commercialized solutions. PICVISA accumulates knowledge and experience in artificial intelligence and machine vision. Their leadership in the market of optical sorters to automate and optimize recycling facilities derives, thanks to a strong commitment to innovation, in intelligent optical and robotic solutions that are aimed at all types of national and international industries. The two technologies in combination with pneumatic separation techniques and robotics make the company an obvious choice for smart waste management.

Artificial intelligence brings together different technologies, from machine learning to natural language processing, that enable machines to perceive, understand, act, and learn. By combining artificial intelligence with machine vision, the company is able to give the systems a decision-making and reaction capacity that is unheard of in the industry. Solutions such as ECOPACK or ECOGLASS and the robot ECOPICK, which combines intelligence and machine vision with data analysis, IoT, and automation help clients transform their production line.

Machine vision, also known as computer vision, is a subfield of artificial intelligence. Its purpose is to get a machine to understand and interpret a scene or to identify an object. Through the analysis and interpretation of the content of an image or video, numerical or symbolic information is extracted so that it can be treated by a computer, and thus act as appropriate in a given situation or in an industrial process. PICVISA is a leader in the application of machine vision solutions for the waste recycling industry. Their robotic systems can make automated and intelligent decisions to classify waste, following the parameters with which the system has been programmed.

The four products offered to the clients are: *optical sorting*, *robotics*, *brain*, and finally *care*. *Optical sorting* is all about designing, manufacturing, and supplying optical separation equipment to classify materials, and recover waste. This technology is mostly used for waste management, yet certain clients use it in the pharmaceutical industry, in the food industry, and in other industries where there are production, triage, and quality control processes.

Robotics by PICVISA provides intelligent and customized robotic solutions to face the new challenges of process automation. An intelligent robot is capable of facing a problem just as a person would: it sees, understands the situation, and acts accordingly. To achieve the right reaction and to respond, multiple ingredients are mixed together:

- machine vision: the robot interprets a given situation through images.
- artificial intelligence: deep learning algorithms allow the robot to make decisions.

- the robotic unit implements the decision made.

Currently the product portfolio includes customizable solutions to automate sorting tasks, identify and separate valuable materials within a disorderly production flow, and quality control, where the robot identifies and separates improper materials in a production flow.

Robotics solutions are adapted to multiple sectors: recycling, packaging, textiles, and food. To develop each application, different aspects are analyzed: geometry and surface characteristics of the parts, characteristics of the belt, field of vision, type, tolerance, and design of the robot gripper.

Brain products centers around one simple thought: no process, no product, and no facility are the same. That's why PICVISA has developed an analysis and feasibility studies service to implement artificial intelligence and machine vision solutions. The company analyzed the process, product, flows, and objectives of the clients, and elaborated a custom-made study. *Brain* is the result of the knowledge and experience accumulated by PICVISA.

Care, as the name itself suggests, is designed to take care and watch over the efficiency of the equipment in order to achieve the highest profitability. Under the *care* service PICVISA designs processes for continuous improvement, provides remote technical assistance and a team that speaks the clients' language.

4.2. Design of the first pilot programs

As mentioned beforehand, PICVISA is interested in developing three different projects, each one with its own manager, department, and consequently, a different goal in mind. This is a phenomenal opportunity to test the assumption in the real-life scenario and practically analyze the impact it will have. Moreover, three projects will create the opportunity to compare the results and understand the effects that a digital acceleration tool may have on various departments, where it would be more useful, and finally to test other assumptions.

From a practical standpoint, all three will be treated as separate pilot projects in order to achieve maximum transparency and understanding, not only regarding the client's culture and processes, but also to see what are the most efficient ways to set up the tool and what problems may arise. Being a pilot project, it does not come as a surprise that difficulties arise, however what is more important than preventing them is understanding why certain problems arise in the first place. There could be an effectively infinite number of reasons—therefore it is essential to document every step of the process to be able to prevent the same problems arising in the future. The three projects have diverse

objectives. Consequently, it will also be interesting to see how do PICVISA employees adapt to the tool in every particular case and to carefully gather feedback.

4.2.1. Involvement of the first three pilots to understand PICVISA's culture and processes

In the previous chapter the managers involved in each pilot have been mentioned, Susana Forero, Lluís Seguí, and Silvia Gregorini. In subsequent chapters they may also be referred to as project holders, as in some cases there will be different supervisors who are in charge of day-to-day tool management.

The name given to the pilot of Lluís Seguí is the “Global Acceleration Tool”, or GAT. The purpose of the GAT project is to standardize the process of innovation management of PICVISA, including project monitoring, funnel streamlining, adaptation of a well-defined selection of KPIs for projects under various departments, such as Technology, Marketing or Product. Before fully implementing the GAT project the software will be tested with two departments in order to fine tune all necessary elements. Daniel, one workmate, will be in charge of one department and Silvia Gregorini of another. Currently the innovation process in PICVISA has multiple steps and is very unstructured, which leads to a loss of time and the quality of the ideas, as employees become less and less motivated every time that an innovation program takes place. With this pilot, Lluís hopes that the whole company would be more aligned, not only to innovate organization-wise, in other words, the way that business units are structured, but also to find new approaches to internalization and to develop new products.

Susana Forero is in charge of the pilot named “One Tool”, whose main objective would be to unite, simplify, and automate everything related to the management of cash flows within the firm. In particular, an important topic is all the cost management which is currently done in combination with multiple software packages such as Microsoft Excel, Navision, etc. Because PICVISA not only sells the equipment but also leases it, it is very important to plan for all the costs and revenues that are related to this practice, since cash flows directly depend on it. Finally, as the name suggests, the main objective is to simplify life for the whole finance team and the other departments that depend on it, reducing the number of software tools which are currently being used. Presently, the Susana's team spends around a week per month doing all the reporting, and the process is very manual and error-prone. As PICVISA manages well over 30 different projects at the same time, with each having its own financing and operation plan, it is key to be able to control every aspect in a centralized manner.

The final pilot called “RaaS”, which stands for “Robotics as a Service” is led by Silvia Gregorini, Head of PICVISA's Robotics. The general aim of the pilot is to automatize manual processes by using artificial intelligence and other advanced technology tools in order to drastically increase efficiency. Silvia does not see PICVISA as a machine factory,

but rather as a service provider, where intelligence and data are key. Currently, the Robotics departments spends large amounts of time doing repetitive tasks, which take a toll on employee well-being. As Robotics is a relatively new business unit, Silvia is looking for innovative ways to gain customer trust and to grow the unit. Therefore, for one-part, RaaS should help automatize manual processes, but on the other hand it should help provide a platform for employees to innovate and define the best business scenarios for the unit. An example could be elaborating a case study for which situations it is better to rent a certain machine and in which cases PICVISA would prefer a direct sale.

4.2.2. Agile methodology and the corporate acceleration set up at PICVISA

PICVISA has designed a dedicated innovation process in order to make sure that all the ideas generated by employees are looked at and nothing has escaped without being noticed. Moreover, it is also important to look not only within the organization but to the external world and to think about open innovation as well as all the other types, in order to achieve the maximum benefit that could be generated. In the case of this particular company, they take inspiration from three main channels; overview of technology trends, overview of the general market, and finally, a deep understand of its clients.

In the case of the overview of technology trends, it is crucial to be up to date with all the tech used to manufacture the hardware, as a new incumbent piece of hardware may represent either an important cost saving or a threat. This would mean not only looking at the competition but by looking at substitutes in multiple markets where similar tech solutions may apply. Usually, PICVISA organizes group dynamics where interesting trends can be openly discussed every three months. An overview of the market speaks for itself, as it is closely related to open innovation and in some ways, to copycatting. Keeping one's eyes wide open for all the innovation in the market that a company is competing in is an extremely effective tactic in order to be the first one to notice a trend that represents a significant change down the line. Cooperation with other players within the same market could also lead to a mutual benefit at a later stage. The company tends to share studies (and other interesting material that are collected) with all its employees, and even generating their own studies once in a while. Final inspiration comes from the clients themselves, as they are the ones who know their needs better than any company. Continuously talking with not only current but potential customers allows PICVISA to foresee any needs and to develop the solution for it before anyone else in the market can.

As more and more ideas originate from the inspiration sources, they are funneled into the innovation process, which has three main steps, or, gateways. The process begins with idea formulation, followed by formulation of an initiative and finally a project plan. All the steps are accompanied by a delivery that an employee should present in order for his proposal to be considered. It is noteworthy to point out that after each step a dedicated committee reviews all the ideas and analyzes them. Currently, the committee is composed of seven people, the heads of all PICVISA's divisions, the CEO, and two other key employees.

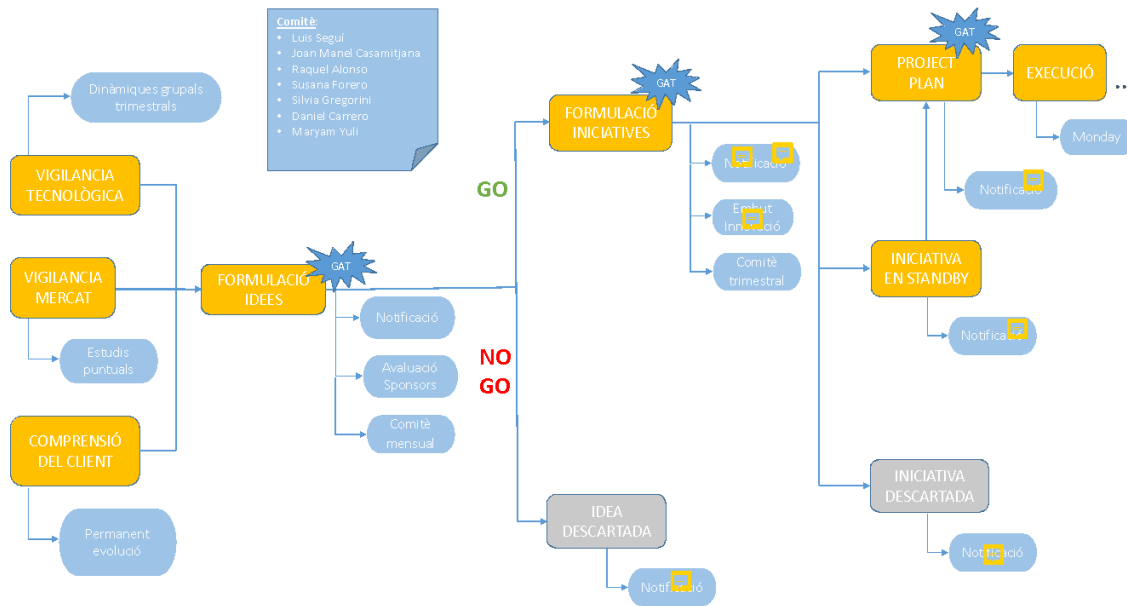
As aforementioned, the first step in the actual internal process is idea formulation: it consists in the employee completing a one-page executive summary sheet with the main features regarding the innovation that he is proposing. Information such as who is also helping him with the idea, what is the problem, where is the opportunity, its advantages and disadvantages, should be included. Particularly it is also important to identify a sponsor for the proposed idea. A sponsor is a person within the company whose department the innovation would affect and who would have the budget to cover its costs. Once the executive summary is submitted to the platform, the employee will get a notification that the submission was successful. At the early stages of the process the committee is set to meet on a monthly basis to review all the ideas proposed. They will also speak with the sponsor and evaluate whether the innovation makes sense. The two possible outcomes of this step are that the initiative received is either a 'go' or a 'no go'—in both cases the employee will receive a notification regarding the resolution.

In the case that the idea is accepted by the committee it would move to the next step, which is the formulation of an initiative. The person or the team is required to generate one PowerPoint document and record a 5-minute video diving deeper into the initial idea and developing it even further with all the necessary details—with the help of Acceleralia. Once the submission is completed the person behind the proposal will once again receive a notification that the submission has been accepted. The committee will gather once in three months to review all the initiatives and to vote on the best ones to proceed further. After the review, all initiatives are introduced into an Excel document with predefined KPIs that have been established at the beginning of the innovation process; all are ranked accordingly. In the following chapter, these KPIs will be discussed in further detail. The initiatives that score the highest move to the final stage of the process, others are disregarded, and their employees are notified. It may occur that an initiative is interesting for the company, however the timing is not the best or currently there are no resources available. When this scenario occurs, the proposal is moved to stand-by and the employee is notified that his initiative was accepted, but that it will be studied in further detail at a later date. As soon as something changes the initiative will receive a green light and move to the next and final step.

The final stage for the few selected proposals is the development of a project plan, which represents a detailed document that covers all the necessary aspects of the proposal from its financial needs to its marketing strategy, if necessary. It could be understood as a business plan for this particular idea. Once the submission has been made, the committee will proceed to a review, and in the majority of cases, implementation of the proposal.

The entire process described previously can be summarized in an easily understandable diagram (Figure 17), which actually was designed in order to help the innovation committee get familiar with the process such that they would be able to evaluate it in as little time as possible. The three steps are clearly visible and separated, with each of them having dedicated procedures and notification to follow.

Figure 17: Picvisa’s innovation process structure



Source: Internal documents developed for PICVISA by Acceleralia

4.2.3. Identification of projects to be accelerated and digitized

For the previously described process to be as transparent and objective as possible, multiple KPIs and goals have to be established before the start of the innovation process and they must be properly communicated to the whole company for everyone to be completely aligned regarding what the company’s short- and medium-term innovation goals are. Nevertheless, the goals should also be lean, as the market dynamics evolve constantly and hence, so should an innovative company such as PICVISA. One key step in the innovation process is the analysis of ideas and initiatives. As ideas are still at a very early stage and the amount of them could be significant, a more informal approach is taken in order to efficiently spend the time of top management involved in the process. However, as the idea transforms into an initiative and moves through the innovation funnel, the process becomes more formalized.

All the initiatives are added into an Excel document where the ranking takes place. I will briefly describe the format and the components of the document in order to ease the comprehension of the whole process. The Excel document can be divided into two main sections, descriptive and numerical. The descriptive part, as the name suggests, explains all the details regarding the opportunity in a summarized fashion, which in turn helps keeping track of everything and provides an easy transition into the numerical part, which consists of ranking the initiatives on a scale from 1–5.

The first step of the descriptive part is to name the opportunity; it could either have a proper name or just a reference code, or both. This should be followed directly by a short description of what the innovation proposal is about and what are the main benefits for PICVISA. The next information to be filled it is regarding the strategic line of the company that the innovation will directly touch if implemented—an example could be the robotics division or any other division of the company. This part is especially important as it makes sense to compare multiple proposals which affect the same line of business, and to understand how they vary, or if they can be combined in the near future to improve efficiency, or simply because together the benefit is greater. Next up is the motive behind the innovation proposal. There are multiple reasons for innovating, but some common ones could be that improved technology becomes available, such as that there is a certain software solution that would help increase efficiency, or there are significant market changes that have to be acted upon in order not to lose competitive advantage in the near future.

The following part of the Excel document moves away from a purely text description to some mathematical assumptions regarding the proposal. The first part, which the investment committee would have to fill in, is the pure investment required. The meaning behind pure is the amount of direct monetary resources that have to be invested for the opportunity to bear any fruit. The next column is directly related to the previous one and tries to quantify the number of working hours that a given team would have to invest in an opportunity in order to transform it into something valuable; the value has to be given in hours, which, at a later stage would be changed automatically into a monetary format to calculate the total amount of investment needed. The following information input regards the time that would need to pass to develop the innovation initiative. This is crucial to understand, as timing could play a major role both in PICVISA's evolution, and for a specific initiative due to market conditions and other external factors. Risk of opportunity is the next aspect that is evaluated; in the current document the committee would have to choose between high, medium, and low for the variable. Next up is a brief estimation of the breaking point. This could come in different formats depending on the project, for example if the innovation is developing a new hardware product, then the number of devices sold to reach the breaking point should be introduced. The final two variables are difficulty of the initiative and its stage. The difficulty is assessed on a scale from 1 to 4, where 1 is a quick win (in other words it is easy to implement with a fast payback period) and 4 is a hard project, which requires a lot of resources and commitment. In terms of stage, the committee would have to rank whether the idea is just a concept, it's in development, has been disregarded, or there is a project plan being formed.

After filling out all the relevant information mentioned in the description part, the committee would have to move to the numerical part, which consists of ranking the initiative based on three crucial variables: strategic alignment, market impact, accessibility. In each case a scale from 1 to 5 will be used, where 1 represents low, 2 medium-low, and so on until 5, which is high. The strategic alignment variable takes into account all the information commented on before and has to evaluate to what extent does a certain proposal align with the current strategic goals of PICVISA as a whole and not just as a single department. Market impact must integrate what effect, with the

opportunity cause on the market, in order to evaluate the return, increase in sales, or reputation. Finally, the accessibility ranks the mixture of risk, complexity, and price that any given innovation initiative represents for the company. As soon as all three have been ranked, the spreadsheet will automatically generate a final value, which would represent the priority of any particular initiative. The value is the average, with the same weight assigned to each of the three variables.

According to the process described in the previous chapter, only the strongest initiatives (the highest scores) would move forward. In certain cases, an opportunity could score high but be put on hold due to a wide multitude of factors ranging from the market situation to availability of resources in the company.

4.2.4. Precise steps in PICVISA's innovation funnel

The previous two chapters described in detail the process and the innovation funnel of PICVISA, which is divided in three main steps, idea, initiative, and the project plan. Apart from knowing the general outlook, this chapter will dive deep into what actually happens from a practical point of view in each of the three phases and how they are managed by the innovation committee. Each of the phases are divided into steps or milestones that either the management or the employee have to complete. This chapter will describe each of the milestones in the three phases of the innovation process implemented by PICVISA.

1st phase: the idea

The first stop is the idea phase, which has five main milestones, with one additional one at the end. To formally begin the whole innovation process, the first milestone is assigned to the management team and consists of summarizing the difficulties and challenges the company is currently facing. In other words, to establish a certain goal for the employees in order to be on the same page with the management and to understand the global picture. The description includes over six different aspects, from the challenges themselves to the timing goals and other relevant information. For the second milestone, employees turn to the beginning and get familiarized with the input provided by the management team, and consequently to fill out the executive summary document regarding their ideas, and finally to upload them to the portal. What has not been mentioned before, is that employees could present multiple innovation opportunities that tackle several different challenges.

As soon as the innovation committee has received all the ideas, the ranking takes place; it involves multiple steps, from analyzing the initial idea to talking to the sponsors whose departments the proposed opportunity would affect. The decisions regarding whether the idea proceeds or is disregarded is communicated to the employees. The final two steps consist of the employee receiving the notification, filling out a survey, and describing the experience in order to allow the management to improve it for the future innovation cycles. The final step consists of exactly that, the management receiving the employees' feedback, analyzing it and redefining the objectives for the next cycles. An informal last

step would be sharing the knowledge with Acceleralia in order to enable it to also improve for the future. What is also important to outline, is that the general structure of the first step aims to answer two simple questions: What options do the company have, and how do they move forward from there?

2nd phase: the initiative

Moving on to the second phase of the process: the initiative, which internally also has five main milestones completed by either the management or the employee. The general structure is quite similar to the previous step, as it all begins with the innovation committee, providing a deeper context to what challenges the company is facing and how the selected idea may assist in solving it for the good of everyone at PICVISA. Consequently, the employee reads all the feedback and the updated goals provided, which are related to the idea, and from here on s/he is free to develop a PowerPoint presentation that summarizes the relevant points of the idea, which has already proceeded to the initiative stage. Obviously, as the goals have been slightly modified, it is no surprise, that the initiatives may vary slightly from the ideas presented in the previous stage. As all the initiatives are presented, the committee gathers to rank them using the Excel spreadsheet described in detail in the previous chapter. As soon as the decision has been taken on what opportunities to proceed with and what should unfortunately be disregarded, the decision is communicated to the employee. From here on the process looks quite similar to the first phase, as the employee would receive the response and would have to rank and comment on the experience. The management would receive all the feedback and try to extract valuable insights of what can be improved in the next chapters. Once again, the general question that one is seeking to answer by the whole procedure is: On what opportunities should PICVISA focus its efforts?

3rd phase: the project plan

The final step of the innovation process is the project plan, which does not vary significantly from the previous two, as the procedure is very similar. Initially the management would have to provide some context to the innovators as to why their initiative has been selected to proceed and what is necessary to be done in the current phase. The employee in turn, would update the initiative and develop all the final details in order to present a Word document which would summarize all the necessary aspects for the innovation committee to be able to take an informed decision regarding the ability of the opportunity to significantly improve PICVISA. Moreover, at this stage the employee would also have to think about the implementation, budget, and the go to market strategy, if applicable. As soon as the project plan is submitted, the committee gathers to take a final decision as to whether to proceed with the proposal or not. From here on the process follows the final two steps of the previous initiative stage, communicating the final result and gathering feedback for the future. The main aim of this stage is to understand how the proposal can be implemented in real life with the current resources and what benefits it will provide in the short-, medium- and long-term.

All the milestones of these three steps are aimed to make the process as unbiased and objective as possible, as well as optimizing the resources such as the available time of

employees and top management, and the possible monetary resources which could be invested in the innovation opportunities.

4.2.5. Theoretical framework behind the innovation process designed by PICVISA

As discussed in the previous chapters, PICVISA has designed a very robust innovation process with all the necessary steps in order to ensure that the organization could benefit to the absolute maximum from the motivation and knowledge of its employees such as to push the company forward. What has not been mentioned thus far, is that the process described what was initially only meant for the GAT pilot; yet, after long discussions and interactions, it is clear that the “One Tool” pilot makes more sense as a sub-division of GAT, and therefore it should follow the same innovation process. The funnel is created in such way that, at the beginning all the necessary tools are given to support the employees, and, what is more important, to boost their will to collaborate with top management. This is achieved via simple but effective steps such as informal talks, market scanning and data sharing regarding the best practices of the industry and its competition.

What is noteworthy to point out is that in the real-world scenario there are aspects that have to be considered which may significantly deviate from what is theoretically planned. For instance, a good example could be time optimization, as employees and top management are already quite busy with daily task innovation, so it should not be seen as a tiresome activity, but rather something that could boost a career or provide personal gains to the employees. When talking about the innovation committee, this mentality can be clearly seen as the same creative template for all the ideas, while homogenizing the deliverables simplifies and reduces the time taken to analyze them. The same could be said of the process in general. As it is fairly repetitive, it enables all the participants to get familiar with it fairly quickly and from that point on not to have to spend time on understanding what and how it has to be done, but rather, actually doing it.

On a final note, the PICVISA process imitates the theoretical innovation funnel to near perfection as it contains all the necessary aspects, such as a wide top part with input from different sources, multiple gateways that filter ideas, which mostly adapt to the company's needs, and the defined steps of how the execution should take place. The gateways are of particular importance, as it is crucial for any firm to optimize resources. In addition, having multiple filters enables one to disqualify ideas that do not fit the mission or the vision of PICVISA at the current stage, and to instead concentrate all the resources, both economic and manpower, on the winners. All in all, there is no doubt that such a robust and well-designed process, generates high returns, both in terms of employees' morale and financials.

4.3. The integration of the platform to PICVISA's context

The previously described innovation process is only the beginning of the innovation journey for the industrial doctorate and PICVISA. This chapter will describe how the actual integration has been done, and show all the results in a very visual format, including the submissions that the company's employees would have to deliver to top management in order to participate in the innovation process. What should not be forgotten is that the project is still in its pilot phase, and iterations are expected to take place to adjust the product to the needs of, not only PICVISA, but any corporate that would like to run their innovation program through Acceleralia.

Furthermore, many deliverables and submissions are multiple pages long, hence, consequently in the body of this document only a first page of the most important content will be found; the full document will always be available in the appendix in order to optimize space and value. On a final note it is noteworthy to outline that most of the deliverables presented will be in Spanish as this is the language that PICVISA operates in, and therefore to preserve the authenticity of the work, it will not be changed.

4.3.1. "GAT" Pilot: Integration of the acceleration platform to its innovation funnel

Multiple ways can be taken in order to properly describe the whole integration process and the deliverables as there are different perspectives to look at it. In this case the integration part will include the input side, in other words, what the employees will see when interacting with Acceleralia. On the other hand, are the deliverables, which are the outputs of the process. Both parts are very visual, as the aim is to communicate with extreme clarity what a properly integrated ideal acceleration platform can provide for any company.

In general, the "GAT" project aims to structure and organize most innovation efforts in PICVISA. In other words, all initiatives related to the business as a whole will be under the umbrella of "GAT." The process has been already described in a previous chapter, nonetheless as a reminder, there are three main phases: *idea*, which is the earliest stage of the innovation opportunity. If accepted, it becomes an *initiative* and the final phase is a *project*. All three have different deliverables, which should be submitted to the innovation committee in order to proceed to the next stage. A one-page summary is needed for the *idea* stage, a PowerPoint presentation, and a 5-minute video for the *initiative* stage, and finally a Word document containing a *project* plan. This part will follow the same chronological structure.

4.3.1.1. Integration to Acceleralia

Figure 18: Idea collection landing page part 1

Descarga aquí 🖱️
la plantilla para formulación de ideas.

Aprovecha los recursos que te facilitamos en esta página para maximizar el impacto de tu idea.

Materiales Didácticos:

- ▶ [Plantilla Para Formulación De Ideas \(Descárgalo Aquí\)](#)
- ▶ [¿Necesitas Inspiración? - Mira Technoland](#)

¿Ya tienes preparada tu plantilla para la formulación de ideas? Súbela aquí 🖱️ :

Hola!

Bienvenidas todas las personas al Sistema de Gestión de la Innovación de PICVISA.

Gracias por colaborar y decidirte a aportar ideas geniales que nos permitirán crecer y mejorar.

Para formular la idea sólo tienes que responder las siguientes **tres (03) preguntas**
Tiempo estimado de realización: **3 minutos.**

Comenzar pulsa Enter ↵

Source: PICVISA

To facilitate the interaction and to remove barriers to entry that may apply to those employees who may consider that it would take a lot of effort, a strategic decision has been taken to not include the *idea* phase inside Acceleralia. Instead, what has been done is that a specially designed landing page, represented in Figure 18, was provided to the employee where they can quickly download a template with the executive summary structure and then complete it offline. As soon as the deliverable is completed, it should be uploaded to the webpage via a simple integration with Typeform, which in turn collects all the ideas into a single folder. There are multiple benefits that this structure provides. First and foremost is simplicity, as employees don't need to register and request access from their superiors, which may represent a barrier. Not only does the employee benefit from this structure, but the management does as well, as the program could now run without any support, at least at this first stage.

If the idea is accepted, and proceeds to the *initiative* stage then the employee would have to log in to Acceleralia and continue working from the platform. There is a predefined roadmap that will assist the intrapreneur to complete the PowerPoint presentation, which is the next deliverable at this stage of the innovation process.

Figure 19: Example of PICVISA specific module

Abstract

¿Qué se trata?

- Cómo definir qué es la solución de la iniciativa.
- Cómo definir a Quién va dirigida la solución que plantea la iniciativa.
- Cómo definir CÓMO vas a ofrecer la solución que plantea la iniciativa.

¿Qué se obtiene?

- La definición de la descripción de la iniciativa, saber a quien está dirigida esa solución y el planteamiento de cómo aplicarla.

¿Para que sirve?

- Para obtener un modelo que se pretende desarrollar con esta iniciativa.

Recursos

1- Para definir el concepto de la iniciativa. -

Lecturas recomendadas:

3min - Define tu idea de negocio en 5 pasos

10min - ¿Qué? ¿A quién? ¿Cómo? ¿Cuánto? La Mejor Respuesta: Modelo de Negocio Canvas

Apartados a desarrollar

¿QUÉ? – SOLUCIÓN O IDEA +

Describe de forma muy clara y breve QUÉ es la solución que ofreces (Tiempo estimado de realización: 20 min)

¿QUIÉN? – BENEFICIARIOS +

Explica QUIÉN será tu principal beneficiario de la iniciativa planteada (puede ser un producto o una persona). (Tiempo estimado de realización: 15 min)

¿CÓMO? – MEDIO PARA OFRECER LA SOLUCIÓN +

Explica CÓMO vas a ofrecer la solución (tiempo estimado de realización: 20 min)

Source: PICVISA

The visual aspect of the platform as can be seen in Figure 19, is very similar to the one that was described in chapter 4.2. There are five groups of questions that have to be answered in order to generate the required deliverable: summary of the initiative, problem/need, What-Who-How, approximation of the time required to complete it, and finally a brief approximation of the resources. As can be seen from the screenshot, which belongs to the What-Who-How set of questions, the employee would only have to fill in the question boxed at the bottom of the page, but before that, they can read some support material in order to better understand what has to be included.

The final stage of the process is the project plan, which also has to be developed on the platform. Being a Word document, the employee can simply fill out all the necessary questions and Acceleralia will put all the content automatically into the right format using the smart printing system. There are a wide multitude of questions to be filled in as this

is the last stage of the innovation project, and all necessary details should be included in the final report.

Figure 20: Project plan example

Apartados a desarrollar

Identificar los riesgos (IR)

+

Proporcione nombre y detalles de todos los riesgos relevantes para el proyecto propuesto que se han identificado hasta la fecha (

Tiempo estimado de realización: 150 min)

Definir los umbrales de impacto de los riesgos (DUIR)

+

Indique cuales son los valores de los umbrales para el impacto de los riesgos (Tiempo estimado de realización: 60 min)

Definir la probabilidad de ocurrencia de los riesgos (DPOR)

+

Determine en una escala cuál es la probabilidad de que un riesgo pueda o no materializarse. Esta probabilidad es en porcentaje y se puede discretizar de forma cualitativa (Tiempo estimado de realización: 60 min)

Análisis cualitativo de los riesgos (ACR)

+

Evalúe los riesgos identificados individualmente y priorice según su severidad (Tiempo estimado de realización: 60 min)

Planificar la respuesta a los riesgos (PRR)

+

Describa cual será la estrategia para gestionar los riesgos que fueron priorizados después del análisis cualitativo de estos (Tiempo estimado de realización: 80 min)

Source: PICVISA

As can be seen from Figure 20, the project plan requires some serious time dedication to achieve the level of completeness that the management requires in order to approve the idea. Yet all the effort will be worth it in the end. The employee will also be able to choose from the templates regarding what type of submission he is looking to generate using the smart printing system. The document could be submitted directly from the Acceleralia platform without the need for external services.

4.3.1.2. Deliverables

Figure 21: The outcome of the idea: The executive summary

PICVISA **Formulación de Ideas**

Quiénes somos [Añadir información básica sobre la empresa]

Oportunidad [Introducir las oportunidades]

Problema [Especificar el problema]

Ventaja
 · [Introducir primera ventaja]
 · [Introducir segunda ventaja]
 · [Introducir tercera ventaja]
 ...

Solución [Especificar la solución al problema]

Hitos
 · [Fecha][Primer hito]
 · [Fecha][Segundo hito]
 · [Fecha][Tercer hito]
 ...

Modelo [Añadir información del modelo de negocio]

Sponsor [Añadir información de quién es el sponsor o quién desea que lo sea y a que unidad de negocio está adscrito]

Clientes [Introducir clientes]

Inversión [Introducir datos de inversión, como por ejemplo la inversión realizada hasta la fecha]

Equipo

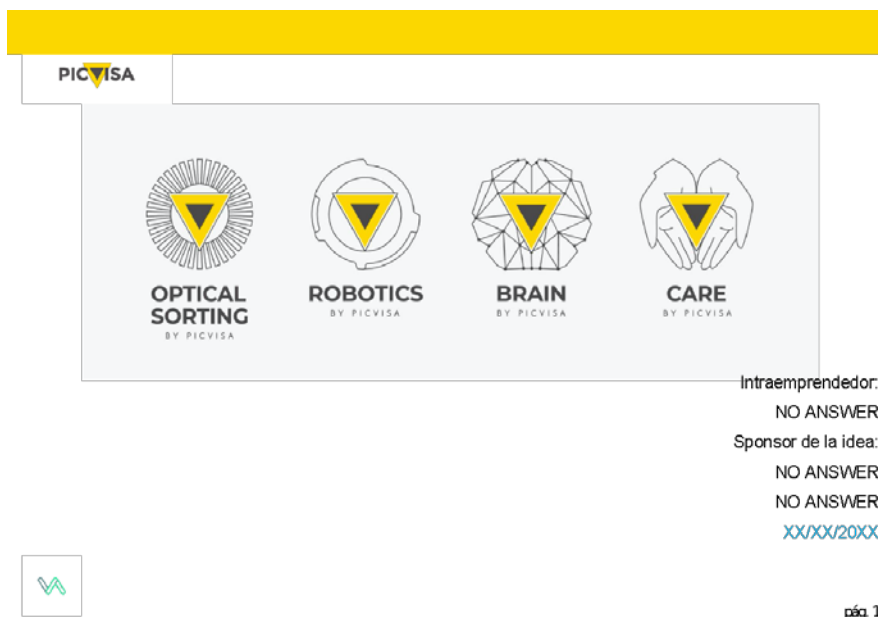
[Membro 1]	[Membro 2]	[Membro 3]	[Membro 4]
[Cargo]	[Cargo]	[Cargo]	[Cargo]

Source: PICVISA

The first submission is an executive summary of the idea, which can be seen in Figure 21. It contains all the essential information, which will allow the committee to make an informed decision without spending an excessive amount of time on each and every one of them. The deliverable includes the names of the people who came up with the idea, a brief description of the opportunity that is presented, as well as the problem and the solution itself. Moreover, some initial dates for the evolution of the idea are established, the functioning model or the business model are described, a sponsor for the idea is identified, and finally, potential clients and the investment is described. As seen, the format is very visual and easy to understand, which is useful for both parties involved, for the employees and the committee, moreover its bullet point structure helps the thinking process and has been found to be useful as it requires less time to understand.

In case that the idea is approved, it is transformed into an initiative and the team behind it has to get back to work developing it further. For the obvious reasons, the 5-minute video will not be attached as an appendix, yet the full presentation will. It is composed of ten main slides describing key characteristics of the initiative such as the market evolution and why is it a good innovation opportunity for PICVISA at this precise moment in time. Moreover, a more detailed explanation of the solution will be provided, answering key questions such as the what, the how, and the why. For the committee to approve the initiative a very clear explanation of the beneficiaries should be elaborated as well as an approximate estimation of the time and money resources required.

Figure 22: The outcome of the initiative: An executive presentation (cover slide sample)

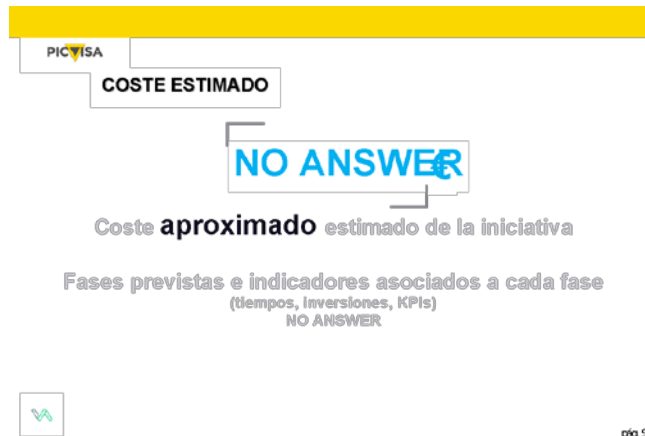


Source: PICVISA

The PowerPoint presentation broadly covers all the technicalities of a given opportunity, but as in every project, the leaders must be very involved and passionate about what they are working on, and what they are trying to achieve. This is where the video comes into play, as it is a chance for the committee to “meet” the team and then defend the opportunity, in a more practical and less stressful setting rather just theorizing about it.

The final deliverable of the GAT (Global Acceleration Tool) is the project plan, which as has already been described, is a written document consisting of all the main topics that should be carefully studied and analyzed before proceeding with any opportunity. It could be easily compared to an easy business plan in an entrepreneurship environment, as it meets the same goals and is actually developed by an employee or group of employees who act as intrapreneurs.

Figure 23: The outcome of the initiative: cost analysis slide sample



Source: PICVISA

Figure 24: The outcome of the project plan (title page sample)



Source: PICVISA

As could be seen from Figures 22, 23 and 24, the full document is very extensive and has a clear structure beginning with a brief overview of the evolution of the opportunity from the idea stage to the project plan itself. All the previous feedback, versions, and approval

are included even before the index is added, as it is fundamental to fully understand where the idea is coming from and how it has evolved.

Figure 25: Project plan content page






Tabla de contenido

Control Documental del Plan (CDP)	2
Historial de Versiones	2
Historial de Aprobación	2
Historial de Revisiones	2
Lista de Distribución	2
Tabla de contenido	3
Resumen del Proyecto (RP)	5
Nombre del Proyecto	5
Plazo estimado de ejecución del proyecto:	5
Problemas por resolver o necesidades por satisfacer	5
Introducción del plan de proyecto	6
El equipo promotor del proyecto	6
Objetivos del Proyecto (Obj)	7
Alcance del Proyecto	8
Declaración del Alcance (DA)	8
Estructura de Desglose de Trabajo (EDT)	8
Recursos del Proyecto	9
Los interesados del proyecto	9
Equipo de ejecución del proyecto	9
Otros recursos para el proyecto	9
Cronograma del Proyecto	10
Definir las actividades clave (DAC)	10
Crear el cronograma (CCr)	10
Costes del Proyecto	11
Estimación de los costes del proyecto (ECP)	11
Determinar el presupuesto del proyecto (DPP)	11
Planificación de monitoreo y evaluación (PM&E)	12
Planificación de las reuniones de seguimiento	12
Instrumentos de seguimiento y evaluación	12
Riesgos del Proyecto	13

4

Source: PICVISA

From there on, a more typical structure of any business plan is used and adapted to the corporate entrepreneurship environment as can be seen in Figure 25. The first proper piece of content is the executive summary of the opportunity, which includes the name of the project, the estimated time necessary to complete it, and the problems that would be solved. The following step is the description of the team, and the sponsor who has the access to the resources needed to turn the idea into reality.

A specific description of the benefits, key tasks, risks, and other necessary information is required to fully understand and evaluate the opportunity. What is actually very interesting is the analysis of the risks as the employees would have to define certain

control umbral and monitor it closely. All documents belong to a great tool from management to come to an informed decision.

4.3.2. The “One Tool” project pilot: integration of the acceleration platform to its specific needs

The “One tool” pilot project was aimed at unifying and simplifying currently used systems that are related to the cash flow management of PICVISA. A particularly important aspect was integrating all the current tools that are used from project planning to execution. As the company has multiple business models, which could include the sale of equipment, leasing, or consulting, it is quite challenging to control that every client is billed correctly. Nonetheless, the main goal behind the pilot was to continuously improve the current systems, which are extremely time consuming and repetitive for most employees involved in the reporting.

After a long discussion with the team involved, it was identified that actually the need of the “One tool” pilot and the “Global Acceleration Tool” converge, and the same process could be applied to both. In other words, as “One tool” aims to optimize time spent doing reporting and other financial predictions, it could make sense to use the same innovation funnel with the *idea*, *initiative* and *project* proposal structure, to propose innovation and not to substitute the whole existing system, which would most definitely cause a lot of disturbance to the top management and other departments due to the change in reporting format.

Moreover, the parent company Calaf Group was aware of the issues that “One tool” tried to address at PICVISA and they have identified those same problems in multiple other companies of the holding. Therefore, a strategic decision was taken to purchase a dedicated enterprise software package to ensure homogeneous flows of financial and other data throughout all the companies of the group. Consequently, the focus of “One tool” as a pilot shifted to incremental innovation and process optimization, which is extremely valuable and has to be done in any case, independently of what software is being used to manage the billing. A key take away from this evolution of the scope of the pilot, is that external factors have to be taken into account and all goals duly communicated to the decision maker because it likely makes sense not only to correct one step of the process, but to innovate the whole process in general.

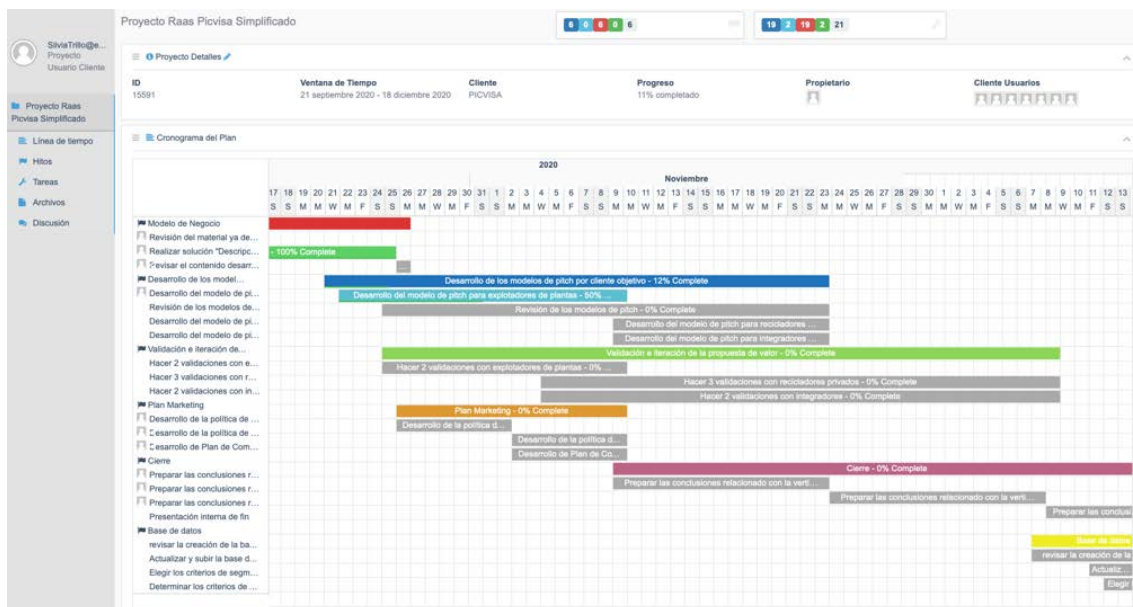
All things considered, Susana’s team will use the same process and the Acceleralia portal described above, but the question will be modified to satisfy the innovation needs more related to cash flow management and other problems that her department may face.

4.3.3. “RaaS” – Robot as a service project pilot integration

As already mentioned, Robot as a service pilot aims to evolve the current business model that is offered by PICVISA. The vision within the company is that this division should

provide services that will add value to a sector that is poorly automatized, instead of just selling machines. Recycling plants, which currently are the main clients of PICVISA Robotics, aim high at improving their processes and the company wants to help them with it. However, changing the business model (even partially) is a hard step for any company, and for a big company such as PICVISA it is even harder. Consequently, the main goal of Silvia, the head of the robotics division is to understand all the necessary factors and to be prepared for all the consequences before actually making the change. At this point, Acceleralia comes into play, as it is the perfect tool to theoretically think about all the possible consequences and to plan ahead for the change. Employees of the above-mentioned division would have to think about new possible segments and clients that the company would be able to attract with the updated business model, resulting in changes that would have to be made to supply value chain and all other modifications. Figure 26 provides an example of the dashboard developed.

Figure 26: “Raas” collaborative dashboard inside Acceleralia



Source: PICVISA

The whole process of analyzing all the necessary aspects takes place on Acceleralia’s platform and has been duty integrated to assist employees in any doubt they may have. As it is a different business case than GAT and has to be collaborative between all the employees of the division, a special space within the platform was created in order to enable everyone to see what their teammates are doing. As seen in the previous image, the employees will be able to observe which tasks have already started, to what percentage they completed, and what are the next steps. A very clear and graphical representation helps every member of the team to know where the project is heading at every moment and to thus take the necessary actions.

Figure 27: RaaS pilot module structure inside Acceleralia

PICVISA RaaS Project			
¿Aplica?	¿Opcional?		Estado:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project Management Antes de empezar Guía para el viaje de Acceleralia Calendario del viaje Ficha de proyecto	Pendiente Pendiente de modificaciones Pendiente Pendiente
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Presentación de la empresa Antecedentes Concepto de negocio ¿Qué? ¿Quién? ¿Cómo?	Pendiente Pendiente
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Análisis de la oportunidad El cliente y el mercado El sector: Análisis Externo La ventana de oportunidad Adecuación en el tiempo	Pendiente Pendiente Pendiente Pendiente
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Modelo de negocio La propuesta de valor Descripción Ventaja/s competitiva/s : Valoración, Sostenibilidad	Pendiente de modificaciones Pendiente de revisión
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Plan marketing Política producto/s y/o Servicio/s Política precios Política de la marca Plan de comunicación	Pendiente Pendiente Pendiente Pendiente
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Cierre Informe de aprendizajes finales del viaje - PICVISA Anexos Pitch Executive Summary	Pendiente Pendiente Pendiente Pendiente

Source: PICVISA

The modules that are available for the RaaS pilot are also considerably different than the ones available for the GAT pilot because they do not have a great deal in common. Figure 27 exemplifies that. It may even look like the modules enabled for RaaS are from a business school class, since they include analysis of opportunity, business models, or a marketing plan. Nevertheless, it makes complete sense because the Robotics division is basically developing a new company with its own brand-new product, placement, and clients. The RaaS pilot could actually be considered in some part to be a business plan for a very particular division in a big company. A great example of corporate entrepreneurship.

Figure 28: RaaS Initiative presentation: Ecoflow title slide

Solución

Con **ECOFLOW**, incrementamos la productividad y la rentabilidad de las plantas de tratamiento de reciclaje, automatizando procesos de bajo rendimiento y transformando datos en información de valor, combinando innovadoras tecnologías como la Inteligencia Artificial, la Visión Artificial y la Analítica Predictiva (Big Data).

ECOFLOW de **PICVISA** es el camino más rápido para convertir tu planta en una planta 4.0.

Instalamos un analizador de flujo que actúa por reconocimiento de imágenes vía algoritmos de Inteligencia artificial y que permite reconocer y contar objetos de forma automática y rápida, almacenando dicha información para la toma de decisiones.



The graphic shows a yellow background with a white triangle containing a robotic arm icon. Below it, the text reads 'Industria 4.0 y IOT'. Underneath is a box titled '¿Cómo funciona?' with three numbered steps: 1. Visión artificial (with a camera icon), 2. Inteligencia artificial (with a brain icon), and 3. Visualización (with a monitor icon). The PICVISA logo is at the bottom left and a small '1' is at the bottom right.

Source: PICVISA

The intermediate result of the RaaS pilot is the Ecoflow proposal. The idea was developed using the methodology described above and the tools such as Acceleralia. The proposal summarizes all the necessary aspects of what a new possible business model and orientation could be for the Robotics division of PICVISA. However, it is partially developed; drawing an analogy to the GAT innovation process it is fair to say that the current depth of description is at the initiative stage, missing only the final step of a project plan to be developed. Once again, the full presentation can be found in the appendix and only an example will be shown in the body of this thesis.

The structure of the presentation is very easy to follow, and is especially made to be quickly understandable. It includes all the necessary initial characteristics so that any top manager of the firm could comprehend what the Ecoflow solution is about and what possible benefits will it bring to the company.

As described in the goals of the pilot, the current head of the Robotics division doesn't see PICVISA as a product company, but rather, aspirationally for it to become more of a service company. The current use of technology as recycling plants is increasing, and this opportunity aims at speeding this process up drastically by not only providing the machines necessary (what PICVISA already does) but also to help with the know-how to integrate other tech and Internet of Things sensors such as to transform a normal recycling plant into a next generation industry 4.0 plant.

As with any proposal, it has to generate value for the company and at least in the future pay for its costs, otherwise it would make little sense to implement it.

Figure 29: RaaS Initiative presentation: Ecoflow business model description

MODELO DE NEGOCIO INNOVADOR

- Modelo de negocio innovador basado en el pago por unidad detectada, directamente relacionada con los beneficios.
 - material ya existente en nuestra base de datos: 0,10 €/unidad
 - nuevo material: 0,35 €/unidad
- Convertimos inversiones en gastos operativos.
- Detectamos formas, colores y brand. Adaptamos la solución a lo que necesita el cliente.
- Materiales ya en nuestra base de datos: Termómetros, aerosoles, inyectables, pilas, capsulas de café, cuellos de botella, textil, botella de PET, bandeja de PET, PEAD, latas de aluminio, film, papel, cartón, vidrio, etc.

PICVISA

The image shows a photograph of a recycling facility. In the foreground, there are several large red and blue metal drums filled with plastic waste. In the background, there are large stacks of white plastic waste, possibly PET bottles, wrapped in clear plastic. The PICVISA logo is visible in the bottom right corner of the photograph.

Source: PICVISA

Consequently, a business model is needed, which is described in the slide found on the right side of the document. As the idea was to create a business model which would include recurring payments, the proposal is to change for the objects that are detected by PICVISA laser technology and not for the machine itself, as was done before. This way, the company ensures continuous revenue flow and the client, instead of having to make a big investment at the beginning of the period, can only pay for what actually passes through his plant. As previously mentioned, the slides described above are only a small fraction of the whole document, which can be found in the appendix.

4.3.4. Testing and validation done in PICVISA's context

The testing period has provided a great amount of new data that has been gathered in addition to multiple changes being made to the initial program pilots. These changes are regarded as extremely positive because they show engagement and commitment on the part of the client. Moreover, multiple conclusions can be extracted. To begin with, it is important to outline that, having the support of the whole organization is crucial to ensure that the pilots—and in the future the implementation of the ideal acceleration platform—takes place successfully, as a lot of previous coordination has to be done. Furthermore, dedicating multiple months of work to define the objectives and the process is simply vital—there is no other way of putting it—because without previous preparation there is an extremely high chance of misalignment between the employees and the management. A relevant example might be the case of the “One Tool” pilot, which, even after multiple months of discussion and preparation, was disconnected during the trial phase, since it was understood that it could be added into a different pilot. Further details will be provided later.

There were very few issues found with Acceleralia during the testing phase, as users were able to achieve the goals set with the help of the platform. Providing support and continuous guidance proved to be highly beneficial and increased the engagement rate of the employees according to the management, in comparison with the previous innovation initiatives. The innovation committee also provided positive feedback from the first batch of the pilot testing because the time that they had to spend over-viewing all submitted documents was significantly reduced thanks to the standardization of output.

With regard to the “GAT” pilot, multiple conclusions can be drawn: first, it is the power of collaboration with experts alone that can generate the wealth of experience. The innovation process that “GAT” follows was developed by the future innovation committee of PICVISA and experts from the Acceleralia team, including myself. On one hand, the PICVISA team provided crucial knowledge of the company, the culture and other aspects related to its day-to-day functioning. While on the other hand, a professional team with practical and theoretical knowledge of innovation process gave input on how to structure the whole process more efficiently. Finally, the integration with Acceleralia was just a matter of polishing and adjusting the platform to the needs of PICVISA, which usually can be done in a matter of weeks once the complete roadmap is defined. The same

could be said about the “RaaS” pilot—as soon as both teams knew what the aim of innovation is, and what they are looking to achieve, the integration process is simply a matter of time and well-structured communication.

Coming back to the “One tool” pilot, it could be seen as a failure by some, however it has provided a highly positive outcome, not the one that was expected, but the one that can provide a great deal of knowledge. One of the key takeaways was that information management is crucial within any type of company and on any corporate level. In this case there was a clear mismatch between the knowledge possessed by PICVISA and its parent company, which to some extent is normal. Nonetheless, it once again proves the point that innovation should have both approaches, top-down and bottom-up. Given the amount of time and effort invested into the pilot, for it to be merged with a different pilot is definitely unexpected, however it makes complete sense when taking into account the general plans of the parent company's management, of updating the whole IT infrastructure, not just at PICVISA, but in all sub-companies of Group Calaf.

After successful implementation of the “GAT” pilot, a meeting was organized with the top management of the whole group in order to discuss group-wide implementation of the same innovation process. During the meeting multiple topics were discussed and it was agreed to start the process of analysis of the future steps required to implement this methodology. The seven executives present during the meeting were also invited to complete the innovation survey, which has already been discussed in detail in previous parts of this thesis, to evaluate the aspects of where the company finds itself at the current stage and where they would like to be in the future regarding innovation.

Just to remind the reader of the structure of the survey explained in the previous chapter, it was divided into four subgroups with a total of 21 questions: strategy, organizational structure and systems, management style, and finally, people. For each of the sub-groups, the person responding to the survey had to indicate where he desired the company to be and where the company finds itself right now. The results can be seen in Table 15. Some of the notable takeaways from the Calaf Group executives are in line with previous findings, that there is a stark difference between the desired mean and the real mean, the real mean being usually from 1 to 3 points lower than the desired. The biggest gap in this case, can be observed in the organizational structure and systems subgroup, which indicated that the company in question has to look for ways to modify their organizational structure, in order to allow employees better innovation capabilities. Moreover, an important difference was also observed in the people subgroup, indicating that the company has to update their hiring policy for more entrepreneurial people to be attracted and to remain there.

The results were shared with the executives during the same meeting and on basis of it the strategic decision was taken to dedicate more time to innovation, and to find ways to include it into the future development roadmap. To simplify the task and after seeing the success of the “GAT” pilot, the proposal to evaluate how the same system could be implemented group-wise seems to be a step in the right direction. After multiple months of internal discussions, Group Calaf decided to start its own internal corporate acceleration program that would be based on Acceleralia's software. The whole project is named PICVISA Accelera.

Table 15: Questionnaire results of Group Calaf executive management

Name	Company	State	Strategy		Organizational structure and Systems		Management style and shared values		Skills and people		TOTAL	
			No. out of 5	% over 100	No. out of 7	% over 100	No. out of 7	% over 100	No. out of 2	% over 100	No. on 21	% over 100
Joan Pujol	Calaf Grup	Real	2	40%	2	29%	3	43%	1	50%	8	38%
		Desired	5	100%	7	100%	7	100%	2	100%	21	100%
		Difference	3	60%	5	71%	4	57%	1	50%	13	62%
Luis Segui	Calaf Grup	Real	2	40%	2	29%	3	43%	0	0%	7	33%
		Desired	5	100%	7	100%	7	100%	2	100%	21	100%
		Difference	3	60%	5	71%	4	57%	2	100%	14	67%
Jordi Pujol		Real	2	40%	2	29%	4	57%	1	50%	9	43%

	Calaf Grup	Desired	3	60%	6	86%	7	100%	2	100%	18	86%
		Difference	1	20%	4	57%	3	43%	1	50%	9	43%
Joan Manel	PICVIS A	Real	3	60%	1	14%	3	43%	0	0%	7	33%
		Desired	5	100%	6	86%	6	86%	2	100%	19	90%
		Difference	2	40%	5	71%	3	43%	2	100%	12	57%
Miriam Casanova	Calaf Grup	Real	4	80%	2	29%	4	57%	2	100%	12	57%
		Desired	5	100%	7	100%	7	100%	2	100%	21	100%
		Difference	1	20%	5	71%	3	43%	0	0%	9	43%
Ignasi Sayol	Calaf Grup	Real	2	40%	2	29%	3	43%	0	0%	7	33%
		Desired	5	100%	7	100%	7	100%	2	100%	21	100%

		Difference	3	60%	5	71%	4	57%	2	100%	14	67%
Maryam Bonavista	PICVIS A	Real	5	100%	6	86%	6	86%	2	100%	19	90%
		Desired	3	60%	4	57%	4	57%	1	50%	12	57%
		Difference	2	40%	2	29%	2	29%	1	50%	7	33%

Source: Original work by Ton Guardiet

Table 16: Questionnaire results summary from group Calaf

#/5	#/100	Strategy	#/7	#/100	Organizational structure	#/7	#/100	Management style and shared values	#/2	#/100	Skills and people	#/21	#/100	Total
5	100 %	Max Real	6	86%	Max Real	6	86%	Max Real	2	100 %	Max Real	19	90%	Max Real
5	100 %	Max Desired	7	100 %	Max Desired	7	100 %	Max Desired	2	100 %	Max Desired	21	100 %	Max Desired
3	60%	Max Difference	5	71%	Max Difference	4	57%	Max Difference	2	100 %	Max Difference	14	67%	Max Difference
2	40%	Min Real	1	14%	Min Real	3	43%	Min Real	0	0%	Min Real	7	33%	Min Real
3	60%	Min Desired	4	57%	Min Desired	4	57%	Min Desired	1	50%	Min Desired	12	57%	Min Desired
1	20%	Min Difference	2	29%	Min Difference	2	29%	Min Difference	0	0%	Min Difference	7	33%	Min Difference
2, 9	57%	Real Average	2, 4	35%	Real Average	3, 7	53%	Real Average	0, 9	43%	Real Average	9,9	47%	Real Average
4, 4	89%	Desired average	6, 3	90%	Desired average	6, 4	92%	Desired average	1, 9	93%	Desired average	19	90%	Desired average
2, 1	43%	Average difference	4, 4	63%	Average difference	3, 3	47%	Average difference	1, 3	64%	Average difference	11,1	53%	Average difference

Source: Original work by Ton Guardiet

5. Discussion

5.1. The answers to the research questions and validations of the hypothesis

Multiple studies have been conducted for the purpose of this research, both quantitative and qualitative, in order to provide a better and broader picture of what is actually occurring in the corporations that try to innovate as a part of their strategy. Over 20 different companies were analyzed in detail in order to understand how their corporate innovation process depends on technology, and what are the other relevant factors when choosing the strategy to implement. Moreover, more than 100 corporate accelerators have been looked at to identify success factors, and to conduct relevant and exhaustive statistical analysis, which would then be extrapolated to extract specific actions that represent triggers of success for a given accelerator. Nonetheless, it is of utmost importance to consider the fact that the space is evolving at a very fast pace, representing the nature of innovation and entrepreneurship.

It is extremely hard to pinpoint specific actions that would boost the innovation capacity of any enterprise, yet the research has allowed us to collect valuable data and to gain access to the internal structures of multiple companies. Technology has been part of the focus of the research, and as more data were collected, the understanding of technology broadened, since what some more conservative companies would consider a technological innovation, may be lightyears behind a cutting-edge enterprise in the IT space. Therefore, technology broadly speaking enables the research to balance the scale regardless of the IT powers any given company may possess. Another unexpected factor that was discovered during the research phase is the importance of the operations sector on corporate entrepreneurship within any given company. It became clear that for some sectors innovation is a clear priority and part of the competitive advantage, whilst for other sectors, it is seen as a distraction from the “good old ways”.

5.1.1. The answers to the research questions

The objective of this thesis was to answer three main research questions; 1) what impact does technology have on corporate acceleration? 2) what are the features of an ideal digital acceleration platform? and finally, 3) how do we understand all this theoretical knowledge in the context of the real-life scenario PICVISA. By and large the research conducted to answer these questions has not only enabled us to understand the corporate acceleration landscape further, but it has provided both qualitative and quantitative data on the topic. Broad quantitative research, which was centered around data collection and

its standardization to extract meaningful insights, is mostly present in research questions one and two, yet both have important qualitative aspects as well. In total, over 50 in-depth interviews from corporate accelerators and software players were conducted, to collect qualitative data to better understand the innovation process and the role of technology in corporate acceleration. Without further ado let's begin to tackle each question one by one.

To understand the impact of technology on corporate acceleration, multiple subchapters were developed which provided different perspectives on the matter. The analysis of different tools provided a preliminary framework in order to understand what is available in the market, and furthermore, in what direction is the market heading. Research, classification and further extraction of key success factors from a database of more than 100 corporate accelerators enabled us to understand what are the points that any corporation should focus on when launching an acceleration program, and whether technology is a success factor unto itself. Finally, qualitative analysis gave a better view of the inside process the takes place when any company has to innovate or wants to innovate—multiple unexpected findings originated from this part.

The 6 tools analyzed seemed similar from the outset but ended up being separated into multiple groups. Both groups: digital acceleration and project management tools are, as a rule, user-friendly and support start-ups and corporations with daily operations. We can see from the user engagement and feedback data that their clients clearly recognize the value of the solutions that these companies provide. Moreover, for growth teams in corporations and start-ups, those tools can come in handy, since many of them can support the product development process, making it easier and less stressful.

The process to identify key success factors consisted in, at first, shortlisting the relevant corporate acceleration programs, gathering all the necessary data about each one and about each startup that participated in the acceleration, (a total of over 900 startups were analyzed), and lastly, analyzing statistically whether a certain variable had any statistical significance. The success factors that were statistically significant, and therefore had a strong positive correlation to the success of the accelerator, were:

- an efficient and data driven two-step selection process that did not take into account the CVs of the participants, but rather, soft skills and group dynamics.
- the incorporation of metrics throughout the acceleration process also proved to be very beneficial for both the Start-Up and the organizer, as the data makes it a lot easier to recognize red flags and to provide necessary support in time.
- mandatory physical presence may seem redundant in post COVID-19 times; nonetheless, the data clearly showed that accelerators where all the teams were at the same location outperformed online ones.
- having a corporate partner to run a corporate accelerator also yielded better results, as more know-how and experience is provided at the beginning.
- finally, batch size could have a significant effect on the outcome, it is curious to see that the general rule, which can be extrapolated from the data is: more start-ups per batch=better output.

After understanding the key success factors of corporate acceleration, the focus was directed toward changes to a more qualitative analysis of how real companies innovate. To ensure as little bias as possible, companies from different sectors, countries, and sizes were interviewed regarding their innovation process and the role of technology in it. The main knowledge taken from the interviews could be summarized in the following points: i) surprisingly, shareholder structure can play a big role; ii) private companies that are not defined as start-ups are more reluctant to spend resources on innovation voluntarily—and in many cases only innovate in case of necessity; iii) for market leaders, which in many cases are publicly traded companies, this is not the case—the main driver is placed on increasing market share and outsmarting the competition, however from smaller companies there is no definitive answer; iv) some small and medium enterprises consider innovation as a core part of their strategy and always thrive to find new ways to improve; v) the sector where a company competes also has an effect on its innovation process, such as for example companies that operate in the IT or tech sectors are more likely to innovate, whereas the ones that operate in manufacturing are already very reluctant to change established processes and will only consider it if their existence is under threat. Furthermore, no clear relation to technology was identified, it was clear that technology could act as enabler, with the innovation, processes, and teams that are centered around it.

Moving to the second research question, in order to understand the features of an ideal digital acceleration platform, first we have to understand the needs of its future users. To do that a questionnaire was elaborated that was composed of 21 questions split into four main categories: *strategy, organizational structure and systems, management style, and skills and people*. This is also closely linked to the four models of entrepreneurship elaborated by Walcott and Lippitz, as they could help classify the companies by their form of innovation process and hence categorize issues. A total of over 100 companies completed the questionnaire, plus Cecabank also shared the questionnaire with its employees which helped to see how, within a given company different departments could have different perspectives on innovation.

The general conclusion that can be extracted from the research is that companies tend to rank quite highly the desired outcome of the survey, yet the real outcome does not match these expectations, and in over 95% of cases it falls behind. This information could be interpreted as meaning that the management of interviewed companies wants to improve and is aiming high, yet there is still a long path to achieve it. Another great insight that could be extracted from the data, is that the organizational structure is the group which has the highest difference between real and desired outcomes. In other words, most believe their structure will foster innovation, however in the vast majority of cases it is not true. The real average paints exactly the same picture, as it is lower than in any other category. The other three are very closely matched with on average interviewees achieving 60% of their desired score.

Following a long analysis of the previous information collected, and multiple mock-ups with real life users, certain features were identified as being key to the ideal digital

acceleration platform: modularity, guidance, resources provided, and mentors being the most relevant ones. Modularity enables flexibility in terms of use cases and possible cases, since the platform would be able to adapt to any needs. Guidance is meant as a summary of tools that will allow participants to follow acceleration processes without day-to-day support from the organizers. The platform provides necessary theoretical resources to the participants so that they know what exactly is required of them in every step of the acceleration—this is particularly valuable for first time entrepreneurs or intrapreneurs who have little experience. Finally, mentors are key to any acceleration program, as they are the backbone of generational information flow and continuous assistance with all type of matters; not only business, but personal as well.

Finally, the third research question in this industrial doctorate was a case study of implementation, from theory to a real company, PICVISA. The initial plan was to go ahead with three different pilots, each one aimed at a particular niche within the company. “Global Acceleration Tool,” or GAT, had the ambitious objective of standardizing the innovation management of the company, while creating a successful and replicable process for the future. The “One Tool” pilot aimed to unite, simplify, and automatize everything related to the management of cash flows within the firm; and the third pilot revolved around creating a new business model for the robotics division of the company, with input from all employees, named “Robotics as a service,” or RaaS.

After the implementation of all three pilots, a plethora of knowledge was attained. It must be outlined that, having the support of the whole organization is vital to ensure that all pilots, and in future the implementation of ideal acceleration platform, takes place successfully due to the enormity of previous coordination and preparatory work that has to be done. The main conclusions that the GAT project provided, were that collaboration between the company and external experts is key to ensure that the correct innovation process is designed from the outset, since one party knows in detail how are the firm functions; while the other has deep expertise in the innovation processes. Additionally, GAT was perceived as a horizontal innovation process that could be used for any particular division or goal that PICVISA would want to solve in the future. The integration itself with Acceleralia, was achieved without any major issue due to the great amount of preparatory work that has been outlined previously.

Similar conclusions can be extracted from the “RaaS” pilot as soon as internal PICVISA teams, being in charge of the project, as well as the team behind Acceleralia, knew the aim of pilot, and what the company is looking to achieve; the integration process is simply a matter of time and well-structured communication. Multiple proposals have been received for the possible ways of structuring the new division and the management was happy with the results. The destiny of the “One Tool” pilot was different. After multiple weeks of preparation and trial runs of the pilot, the decision was taken to integrate it with GAT for the following reason: the parent company of PICVISA already had in mind a way to solve the issue by changing the software provider for the whole group. The main takeaway from the pilot without actually implementing it was that information management is crucial within any type of company and on any corporate level. In this

case, there was a clear mismatch between the knowledge possessed by PICVISA and its parent company.

5.2. The potential scalability and applicability of this research

5.2.1. Possible expansion segments for Acceleralia

Acceleralia is created as a modular tool, meaning that it can be assembled with the parts that a certain client needs. One of the companies that pioneers this type of model was SAP; their customers only purchased the parts of the software they needed for their daily functioning and could use other tools for departments that did not require SAP integration. In our case, the functioning is the same, depending on the project, only the necessary modules may be purchased. Nonetheless, Acceleralia has preinstalled tracks that represent a set of modules that an average client would purchase for a certain need. These tracks could also be called *verticals* if the customer perspective is taken instead of the technology one.

This part will include a description of some of possible verticals that have been identified as potential market segments: entrepreneurship, scale-ups, open innovation in the corporate world, incubators, clusters, and academia/education. Essentially the main difference between these options is that the modules are included while based on the needs of every customer group. Some may also have added features, such as access to a mentor's database. In the long-term, the platform would be a technologic core brain fueling the growth of the verticals. The structure that has been thought of, in terms of organization, is to spin-off each vertical given that the sales process will vary significantly, while on the other hand, the technology development, operations, accounting, financing, and other roles will be concentrated in the same parent company. There are multiple successful companies operating with this type of organizational structure. In Spain, Grupo Intercom could be highlighted, which has launched over ten companies in the last two decades, with some being very prosperous, such as Emagisters, Softonic, or bodas.net. The future venture builder concept will be discussed in more detail in the following chapter.

Acceleralia for entrepreneurship

Acceleralia was initially designed to help acceleration programs, which in other words means helping entrepreneurs develop their business ideas and hopefully transforming them into reality. This vertical is mostly targeted at acceleration programs and other companies or organizations, who support business ventures at their inception. In this case, the client would have to define what it is that s/he is looking to achieve with the software since there are multiple ways of arranging the modules to satisfy their needs. For example, a short track could be developed which would be centered around just developing the idea

and doing some industry analysis. Another possible option, could be exclusively focused on the financial part, which is often lacking in proper depth and attention to details. Finally, it could also be a full business plan, which usually takes roughly up to 180 hours to complete. The key message here is that Acceleralia could be adapted to whatever the customer is looking for, within the scope of the modules.

Acceleralia for scale-ups

A scale-up is a young company that is still growing at a rapid pace, but already has some structure in place. In other words, it is the evolution of a successful start-up; as the cashflow and growth begin to stabilize, the founders should think about creating a solid management structure to assure that all necessary tasks are completed. The need of this type of client may seem similar to the group described previously, yet there are some important differences. For example, scale-ups would look more towards best practices in creating roles or developing a human resource plan instead of just looking for idea validation or product market fit. It is uncommon for them to purchase long tracks as these types of companies are still accustomed to moving very quickly and would therefore want to develop and implement as soon as possible. Another possible objective could be defining a new growth strategy, or a way to enter a new market or geography.

Acceleralia for open innovation

Corporations understand that their size sometimes can be a disadvantage, especially when innovation and rapid adjustment could mean success or failure. This is one of the many reasons most corporations either develop their own innovation centers, with a more creative and flexible environment, or encourage employees to work on their ideas in-house, also known as intrapreneurship. The ideas are not necessarily something totally disruptive, but may also be a new product launch or simply a process improvement. Nonetheless, for any of the above-mentioned proposals, employees would require some kind of framework and guidance. This is where Acceleralia comes into play. A typical purchase for corporations would normally compress a mini business plan for building a pilot with a startup, as any idea, independent of whether it is part of a corporation, has to bring a direct or indirect benefit. Some kind of business model must be present, analysis of the market conducted, and financial and legal aspects evaluated. Depending on the company, tracks may be longer or shorter. However, as a rule they are kept to under 40 hours.

Acceleralia for incubators

The differences between incubators and accelerators have been described in the introduction of this thesis. They are important to keep in mind, as many may believe that Acceleralia for entrepreneurship and incubators would be exactly the same. Without a doubt there are multiple similarities, as both are centered around helping founders get

their idea off the ground. Consequently, the tracks that are usually used by incubators are about developing the initial prototype, generated a business plan, analyzing the market, etc.—in other words, all the parts that the founder must validate before actually launching the idea into a market. The duration of the journey with Acceleralia could vary significantly, depending on the type of incubator the participant is attending, ranging anywhere from 20–30 hours to over 100 hours.

Acceleralia for clusters

A cluster is a concentration of interconnected businesses in a particular field. There are multiple ways to categorize a cluster—it may be geographical, sector based, horizontal, or even vertical, but what is significant here is that the companies have some type of business relationship between them. Many may have the same struggles in terms of operations or even competition from different segments. For precisely this reason every company should focus on innovation and keep its competitive advantage. As per Acceleralia, clusters are quite similar to corporations and their open innovation programs, however, as a rule these businesses do not have the resources of a corporation and are usually categorized as SME (small and medium enterprise). Consequently, the modules that they would be most interested in could include growth planning, crisis management, strategic sector analysis, among others, or, pilots among the members of the cluster. The duration will also vary as cluster members probably will not have a separate employee in charge of innovation, and the person completing the journey with Acceleralia would also have to fulfill his normal duties.

Acceleralia for academia

Finally, one of the most important verticals is academia, for its vast opportunities and importance of educating future generations, including the Ed-Tech revolution that we are facing today. Universities have been mentioned multiple times throughout this thesis, and the possibility to use Acceleralia for class purposes is a clear one. Business degrees require a student's development of countless company plans, growth strategies, financial plans, and other papers, that, to be frank students have very little knowledge of how to generate. Apart from being used for class purposes, the tool could also be provided to students who are simply interested in entrepreneurship and want to evaluate their business idea. The framework where this is simple and requires minimal previous knowledge would represent a very small entry barrier, which in turn could lead to higher participation and motivation. As Acceleralia enables tutors, or current professors of this academy to monitor all the progress in real time, teachers will be able to easily help pupils who are struggling to complete their tasks. In terms of tracks, universities could be potentially interested in purchasing all the modules that Acceleralia has available and distributing them among the classes. For example, an entrepreneurship course may be interested in full business plan, while a finance class is only in the financial module.

Multiples of these verticals are already being tested and sold to real clients, two of which could be considered to be the most advanced are CORPaccelera (solutions for corporates), Eduaccelera (solutions for educational institutions), and FASTaccelera (solutions for public administrations and accelerators), respectively. This does not come as a surprise, since the initial framing of the software was to help corporate entrepreneurship programs, therefore CORPaccelera is a natural step forward. The same software with very few changes can be perfectly used in business schools and other educational centers in order to help students and alumni create anything from business plans to a small marketing plan for any given subject. One of the first potential customers, which did not participate in the testing phase for EDUaccelera, is the Universidad de Loyola, a well-known Spanish university with strong focus in the Andalusia region. As for CORPaccelera, one of the first potential clients is Jjuan, one of the main brake systems companies headquartered in Spain. This is obviously without taking into account PICVISA and the entire Calaf Group, as they have been part of development process and possess greater information to be able to make their purchase decisions. And finally, for FASTaccelera, it provides efficiency thanks to digitization of accelerators, incubators, and entrepreneurship departments of public administrations. The first market experiences have been with CEI (Centro de Emprendimiento e Innovación) from ciudad Real, or the Chamber of Commerce of Barcelona.

5.2.2. Venture builder strategy for Acceleralia

Acceleralia has all the requirements to, in the future, be able to spin off verticals that it believes will have a bright future. Obviously, it will not be done in the span of a single year, but this whole process of setting up separate ventures will probably last at least five years. Moreover, each spin-off will have a dedicated CEO who would come from an experienced background in a given vertical, with deep domain knowledge of sales strategies that would be the most efficient. Furthermore, some additional investment would be needed in every spin-off, firstly to hire the employees, set up a sales and marketing team with appropriate tools, and develop the necessary processes. Consequently, the shareholding structure for each of the spin-offs is expected to be split between Acceleralia, which will remain the majority shareholder, investors, and the new CEO. This could be seen as a venture builder model where certain parts of the business are retained by the model company, while others are done from a semi-separate entity; a financial and shareholder structure of spin-off ventures (for simplicity named NewCo) is shared inside this chapter and throughout the next pages.

A Venture Builder is an entity that houses the assets, capital, and resources to efficiently create new companies. The peculiarity is that these newly created companies come from in-house ideas and thoughts only. This is the key to their entire business model, which is the characteristic that distinguishes them from incubator companies. Indeed, venture builders don't exploit any external application or resource for new business ideas, nor do they invest assets in them.

These “new” kinds of companies are of extreme interest on the grounds that they are continually creating and running multiple companies and projects all at once. To do so, they need to allocate the correct amount of capital and team members to each of the new companies/projects, giving each entity a different name and logo. In any case, these new entities are all housed under the domain of the venture builder of Acceleralia. Indeed, the venture builder is the largest and only shareholder in the newly created entities, hence taking outright responsibility for them.

Basically, venture builders methodically create companies by means of their own resources, and as a Start-Up that creates new start-ups, they focus on five main activities:

- the generation and identification of potential business ideas
- the composition of different teams for each business idea
- capital generation
- remote management of each new entity
- outsourcing/sharing services with each new company

Through these five main activities, venture builders are able to accelerate the generation and growth of new business ideas. Applying Lean Start-Up, design thinking, design sprints, agile principles such as process management, validated learning, iteration, and innovation to account for the venture building process. This leverages an extensive network and ecosystem reaching out to seasoned entrepreneurs for share resources (capital, skills, and market expertise). Those resources then aid joint-ventures and operate in areas where the venture partners have a significant competitive advantage, resulting in a successful business match at the end in order for a new venture to begin. A venture builder’s relationship with its ventures is long term; it’s deeply involved with the start-ups it produces up until they exit.

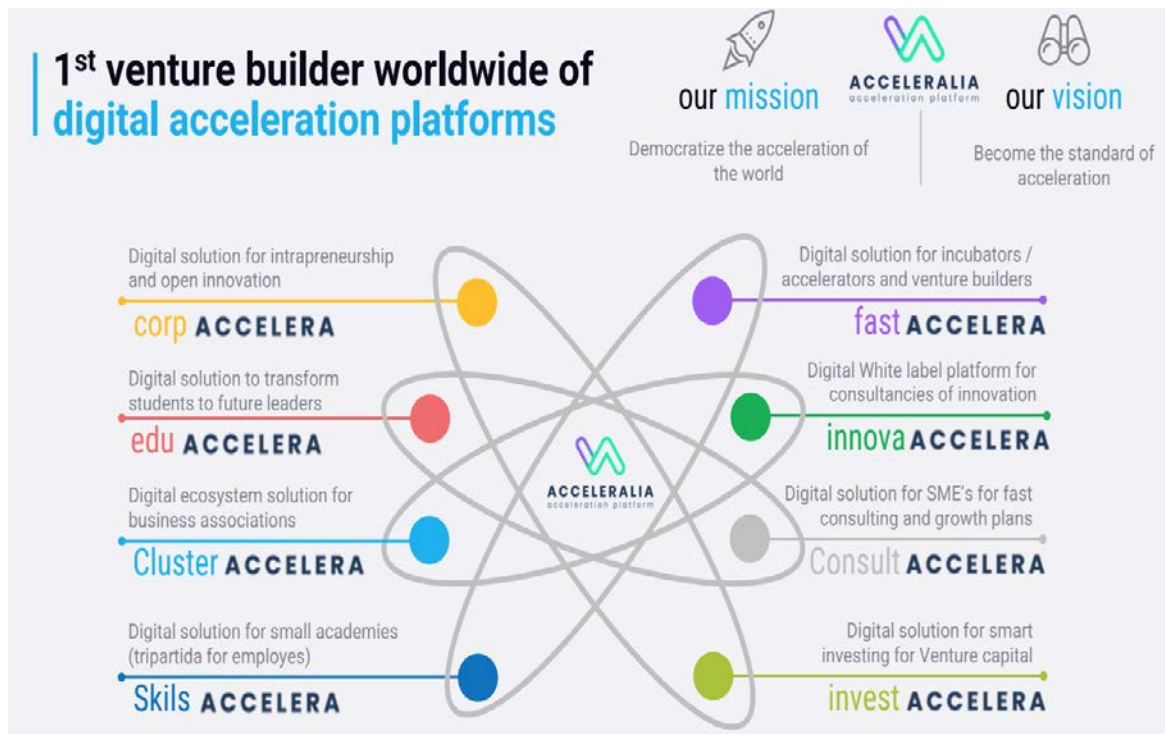
The most noteworthy advantage venture builders have compared to other business models is their facilitated access to capital. Since the new entities are beneath the venture builder, they don’t need to trade equity with investors for capital. Indeed, the parent company funds all its new entities, which means that it also has different streams of incoming revenue. This peculiarity not only increases the generation of revenue, but it also helps in dividing risk. With satisfactory assets and a workforce committed to each company, the success rate increases, hence making income streams more prominent as well.

Another advantage is that, since companies essentially use the same resources and capital, cross-referencing ideas, tactics, and techniques can be exploited. This leads to the creation of synergies between the parent and the new entities, which ultimately results in increasing efficiency due to reducing operational costs. Indeed, fixed costs such as HR, legal, and administrative fall under the parent company.

Finally, in times of uncertainty venture builders are able to provide a sort of assurance to the new entities. In fact, they have assets, funds, and instruments to rely on in times of financial hardship. Furthermore, the parent can accelerate the bureaucratic processes of the entities, permitting them to focus only on growth and productivity, instead of systematic and governmental formalities.

Acceleralia aims to move the entire experience of a venture builder to make it as easy as possible to launch vertical solutions in a solid and profitable way.

Figure 30: Venture builder model by Acceleralia



Source: Acceleralia internal presentation

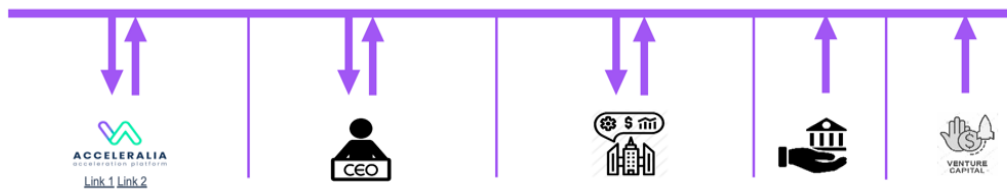
The process of creating EDUaccelera, CORPaccelera, and FASTaccelera has already started, as this is one of the most promising verticals, which is close to being ready to be a standalone company by 2023. In Figure 30 other possible spin offs can be observed.

Figure 31: Possible structure of Acceleralia subsidiary

Structure NewCO proposal



Source of funding					Use of funding							
Players	Concepts	Total investment (Cash or non-monetary)	% shares	Premoney valuation	Investment already done	Pilot and IT customization	MKT	Sales force	Fix Salaries	Fund. Com. + Cash out	Legal, taxes & Admin	
New Senior CEO	Salary first year (1 FTE)	60.000 €	10% *	600.000 €					50.000 €			
	Cash											10.000 €
Acceleralia S.L	Platform & team structure	360.000 €	60% *	2.000.000 €	300.000 €							
	Product adaptation (1FTE)											
	10% Phantom options to 5 C-Level Acceleralia managers				60.000 €							
Anchor investor (strategic partnership)	Product adaptation (1FTE) (120K)	300.000 €	15%									
	Sales and MKT						125.000 €	125.000 €				
Pledge Fund. VC		300.000 €	15%							60.000 €		
Public funding	Co-investment 1:1						280.000 €	280.000 €				
TOTAL		1.010.000 €	100%		300.000 €	100.000 €	525.000 €	525.000 €	50.000 €	60.000 €	10.000 €	
					19%	6%	33%	33%	3%	4%	1%	



Source: Acceleralia internal presentation

Figure 31 represents the financial structure and CEO incentive program. In the annex the reader will find the entire investment deck already presented to investors for further information and some extractions from the contract signed with the potential CEOs of each spin-off.

5.2.1.1 Major global players in the acceleration/incubation landscape

According to Forbes, there are almost 7,000 business incubators with over 90% of them being non-profit organizations, and 30,000 Accelerators ranging from corporates, public institutions, and educational entities. The following information will introduce the top Accelerators/Incubators in the world with some introductory information about each one of them.

1.Y Combinator, USA

The company was found in 2005, which makes it an old entity compared to the accelerator/incubator market founding date. The company acquires around 13,000 start-up applications via internet each year. They have also funded 2,000+ start-ups with an amount totaling more than \$100bn. Their main advantage is that if your start-up is in a primitive phase, you can benefit from the biannual 3-month program where you relocate to Silicon Valley to work close by their team.

2. TechStars, USA

TechStars was also founded in 2005. TechStars have produced over 1,000+ companies and is valued at \$8bn. They have an international appearance in 15 countries with a venture capital subsidiary. Their team can lead you from a very primitive phase until IPO, which makes it a target accelerator since they do not provide liquidity as much as a venture capital.

3. Venture Catalysts, India

Venture Catalysts was founded in 2016, yet is one of the biggest accelerators. They collaborate closely with Amazon, Microsoft, and IBM. Their main competitive advantage is that they provide between \$500K and \$1m in venture capital. They become a stake owner of the business they are accelerating.

4. StartupBootCamp, Denmark

Founded in 2010, StartupBootCamp has several services over the internet with programs in Singapore, London, Dubai, and many more. They have accelerated approximately \$1.168m euros. They have also funded 424 start-ups. Each 3-month program comes with \$15,000 for 6–8% equity.

5. Ignite, UK

Ignite was founded in 2011 with a huge client base in the United Kingdom. They are also backed by the European Union and have Google as an ally. Their advantage is that they have a pre-accelerator program that runs for three months and then they start the 6-month accelerator program. Their strategy allows them to implement their scheme into the start-up, which will further help the company from the planning phase until execution. They usually offer \$20,000 in exchange for an 8% equity. Digging more into the European market, we will discuss the main trend with the market's top players. According to phys.org, there exist over 1,200 accelerators and incubators in Europe with more than 7,000 employees with 182 corporate incubators and 227 university incubators. France has the highest number of incubators and accelerators totaling 284 companies. The following content will describe the top three accelerators and incubators in Europe.

6. H-FARM, Italy

Founded in 2005, H-farm mainly focuses on corporations in their programs. Their program is a 4-month incubation program with assigned mentors and tutors and access to investors. They also provide an all-inclusive investment amount as a seed investment. They recorded \$57.71m in revenue at the end of 2020. Their business has been hugely affected by the pandemic.

7. Founders Factory, UK

Founded in 2015, Founders Factory have developed programs that accelerate your Startup such as to compete with multinational corporations. They provide their services on a digital platform with 70 specialists in the field, providing support to the start-ups adopted. Their main deal is £30k cash for 4–7% in equity.

8. High Tech XL, The Netherlands

High Tech XL is considered to be Europe’s prime hub for high tech start-ups. They provide hardware solutions from primitive until the advanced phases. They also connect the start-up to a top tier pool of entrepreneurs, corporations, and investors. They integrate technology from CERN, European Space Agency, Philips, and many more with their business model. They recorded a revenue of \$8m in 2020.

5.2.2. Marketing and sales approach to Acceleralia

To understand how Acceleralia could scale, multiple marketing campaigns were conducted on the basis of the company’s spirit of “learning by doing”, thus, to achieve improved metrics and performance, multiple iterations took place. Moreover, a dedicated sales approach has been designed and structured that should best provide a solid foundation for a great sales machine that would commercialize Acceleralia. The following part attempts to illustrate the most insightful campaigns and the strategy which got Acceleralia to grow its online presence and to collect leads to the sales department.

5.2.2.1. Marketing targeting strategy

Before defining the marketing funnel, an approach for tackling different markets to then attain higher conversion rates in such markets, had to be established. A mass marketing strategy was not adapted, since Acceleralia has multiple verticals that require distinct targeting strategies and mass marketing does not allow for customer differentiation. When audiences differ greatly the message and call to action must also be adjusted. For example, the message or call-to-action campaign targeting small entrepreneurs could never equal the one of a campaign targeting public administrations. Thus, a differentiated targeting strategy was followed where messages and product offerings would be adjusted according to each vertical addressed.

In a first approach, the marketing department targeted mostly the “entrepreneurial agents”, “agile wannabes” and “clumsy entrepreneurs”, personas mostly represented by three specific verticals: public administrations (FASTaccelera), business schools (EDUaccelera), and larger corporations (CORPaccelera), the “big sharks” persona, would be targeted directly by the sales department with a cold-calling approach, since lead generation campaigns were not scheduled for this initial action plan. With the “entrepreneurial agents”, in this case public administrations, the company looked forward to attracting individuals with high decision-making power by using advertisement headlines such as “convert your organization into a project incubator and boost the projects of your community.” For the “agile wannabes,” business schools designed

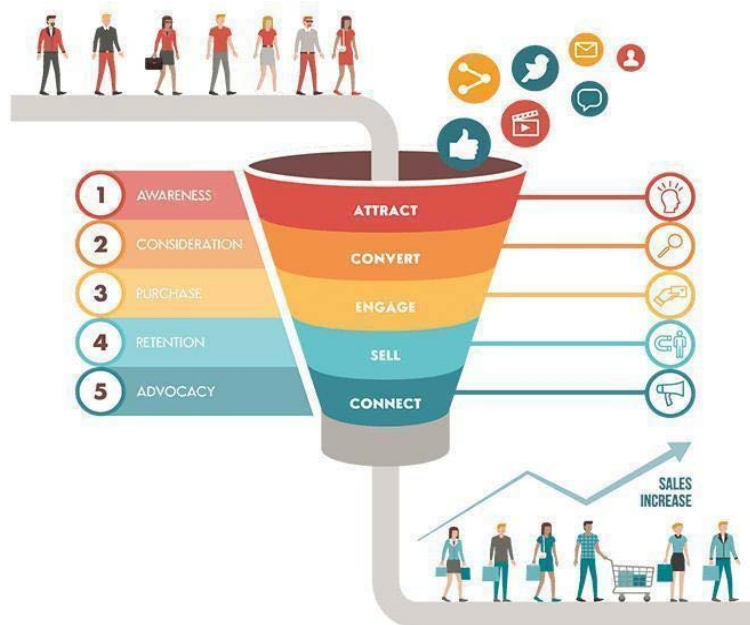
campaigns for a high-profile academic audience with the message “manage all your students’ projects with our 100% agile and collaborative project management tool.” Lastly, to attract the “clumsy entrepreneurs,” Acceleralia would target individuals with a high degree of education and with a deep interest in the entrepreneurship field. To attract these entrepreneurs, headlines were used such as “boost your business,” “grow your projects and become an entrepreneur,” or even “become your own CEO.”

Currently, as the focus changes to the second action plan stage, the “big sharks” are also being targeted. These larger corporations wish to innovate the way they do business by implementing agile methodologies or to digitize their project management structure. In order to proceed with the strategy definition, insights from business partners who deal daily with these organizations will be collected such as to then begin defining the message of the advertisements and particular calls-to-actions.

5.2.2.2. Funnel definition

Before launching any marketing campaigns, it was crucial to define a funnel strategy and specify the main key performance indicator and support metrics for each individual funnel stage. The following marketing funnel model was used and the Marketing Score approach was employed as the foundation to strategize the multiple campaigns, taking into account that each stage is represented by a specific key performance indicator and supporting metrics.

Figure 32: Marketing funnel



Source: Acceleralia internal documentation

As Figure 32 represents, the first stage of the marketing funnel would be to “build brand awareness,” the second stage to “raise consideration,” the third in “getting customers,”

the fourth, “retaining revenue,” and the final stage is to “create brand advocates.” The following sub-chapters will proceed with a deep explanation of each step of the funnel and the strategy defined to complete it successfully.

5.2.2.3. Building brand awareness

The first step of the marketing funnel is to attract visitors to the website by building brand awareness. For this first step, critical key performance indicators such as the volume of website visitors and the growth rate of LinkedIn followers, were defined. Media mentions, LinkedIn comments and likes, as well as new and returning visitors on the website, were also used as supporting metrics for the main indicators. To raise brand awareness, several actions took place. Firstly, the number of followers on the company’s LinkedIn page was increased by proceeding with an unusual brand awareness approach.

When a candidate applies to a job position on LinkedIn, LinkedIn automatically asks whether they would like to follow the company’s page. This feature was seen as an opportunity to promote the brand at a much lower cost than a proper brand awareness LinkedIn campaign. A job posting would cost on average 15 euros and attract 300 followers. On the other hand, a typical brand awareness campaign costs an average of 25 euros and the results yielded would not differ greatly.

Having a greater follower ranking would have a direct impact on a campaigns’ performance on LinkedIn, since, when an ad is launched the number of company followers are displayed below the company’s name and logo. Thus, improving such metrics would not only raise brand awareness but also attribute seniority to the Acceleralia campaigns. Additionally, most of these LinkedIn followers were likely to also visit our websites.

Hence, to increase the number of followers the company began promoting job positions on their LinkedIn page. This approach led to a 6,000% increase to the company’s followers. In April, the company had around 100 followers on LinkedIn whereas today it has nearly 2,800.

Additionally, the marketing department conducted brand awareness campaigns on LinkedIn by launching advertisements with the main value proposition of Acceleralia as an advertisement headline. Such campaigns increased the number of visitors to the website. However, there were less internal incentives to focus on brand awareness campaigns since the results yielded were less tangible when compared to the LinkedIn followers’ strategy. The time spent in the higher tiers of the funnel are extremely important for the future steps of a marketing department, since, with brand awareness audiences one can attempt to build lookalike audiences and achieve promising results in a more efficient way in the future. Thus, the general desire to get leads and conversions pressured the department to rush to the next stage, lead generation.

5.2.2.4. *Raise consideration*

With regards to the second funnel stage, “raise consideration”, the key performance indicator defined was the total volume of leads. Hence, metrics to be considered for conversion were the lead source, the lead quality score, and the cost per lead.

Multiple campaigns were tested initially with the purpose being clear, to get leads and contacts that the sales team could reach out to. However, these campaigns lost their effectiveness since the call to action was not customer centric. As an example, some of these campaigns would target business school teachers with the call to action “book a meeting,” the goal being to implement Acceleralia in their school or just to collect emails for webinars with no clear financial or commercial goal. Its poor results reflected this undefined strategy and the leads generated were almost non-existent.

After a deep analysis of these older campaigns, the marketing department realized that it should tackle verticals and personas separately and try to promote the platform as an instrument to solve a well-defined customer focused pain-point—for example, by setting an “agile wannabe” persona campaign in the most entrepreneurial European cities and promoting the platform as a “digital tool for project management.” Or, instead, for big financial cities in the UK, as an instrument for the “clumsy entrepreneurs” persona to “continue growing your business in a 100% digital and agile way.” With this strategy in place, the testing began in individual countries and verticals. Targeting the “clumsy entrepreneurs” and “entrepreneurial agents” in the Spanish-speaking market by targeting solely big Spanish cities (Madrid, Barcelona, Seville, etc.), then adding the main business cities from Latin America (Lima, Santiago, Montevideo, etc.) and Spanish-speaking audiences in cities such as Los Angeles and Miami. The result was that the majority of leads were actually coming from Latin America and Madrid at that time.

5.2.2.5. *Getting customers*

After collecting a pool of leads it was time to apply a qualifying system and to transfer them to the sales department for engagement. In this step, conversion rates, customer acquisition costs, and revenue are metrics to which we paid close attention.

With these lead generation campaigns the company would collect the leads' phone number, email, and LinkedIn URL and the sales team could proceed with a first contact and attempt to schedule a meeting to present a product demo. The marketing department would then prepare email marketing and social media posts that would engage with these leads. A conversion rate of 30% from first contact to meeting was achieved.

5.2.2.6. *Retaining revenue*

At the retaining revenue stage, the main priority is to sell. As the end of the marketing funnel approaches, the sales department plays a crucial role, since the sales representatives are the ones to formally close the deals. However, the marketing department still plays a very important role by providing support and content to the sales

team. For the first leads, the lead was contacted by a sales representative and followed up with content by the marketing department.

5.2.2.7. SEO strategy

A well-established SEO could benefit from all the previous stages of the marketing funnel. The Google Analytics tool was set up to track the engagement and the evolution of users. With search optimization enhancements, the website of Acceleralia would be able to compete in Google's ranking, and compete with other listed websites for a better listing position.

Improving the listing position on search engines (Google, Yahoo) influenced the first and second stages of the marketing funnel since it would not only impact brand awareness but also augment the conversion rates. For search engine optimization purposes and to achieve a higher ranking in the Google marketing department, one would first need to analyze the keywords being used by the closest competitors and adjust the Google Analytics keywords according to those. After selecting the correct keywords, to improve the search algorithm the web content had to be adjusted according to these specific keywords by making sure to mention from one to three keywords at each website page. Additionally, a meta description of the website would be improved according to these selected keywords and to the business value proposition to make sure that when a visitor would see the company on the engine search listing, he would feel the desire to visit the websites and get to know more about the brand. Furthermore, in order to impact the second and third stages of the marketing funnel, the website's architecture had to be adjusted to make sure deadlines were removed and the link building structure was optimized for website visitors to convert and to “book a meeting with an expert”.

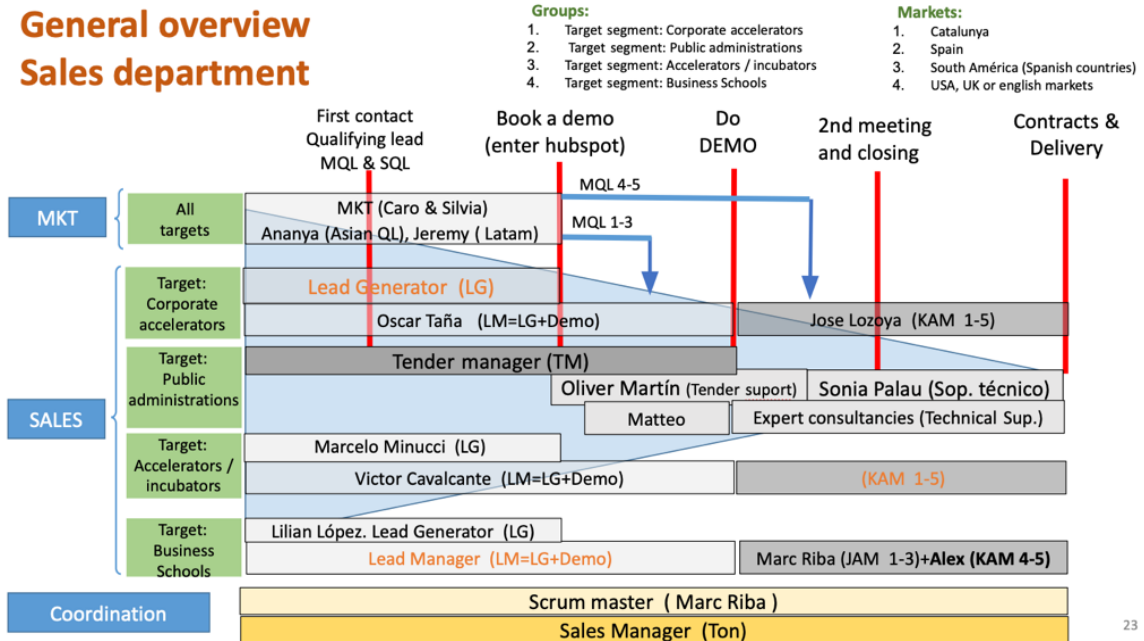
5.2.2.8. Sales department structure

The sales department should have the same structure for all the markets and target customers in order to ensure that it is easily scalable in the future, otherwise it would not make sense. Considering the marketing process described in the previous subchapters, there are a few key takeaways to consider before diving into the sales department. The company has only one sales department that is in charge of all the strategies for different groups of customers. The main aim of marketing is to generate as many qualified leads (QL) as possible for every customer segment in order for sales to start contacting them. The leads are classified by possible contract size on a scale from 1–5, where leads marked from 1–3 represent a small life-time value of a client under 10,000 euros. On the other hand, big possible clients are marked with either a 4 or a 5 and their contract size should vary anywhere between 10K to 100K euros.

Currently, Acceleralia has defined four priority customer segments: corporate accelerators, public administrations, independent accelerators and incubators, and finally, business schools. Consequently, every segment has a dedicated sales team with defined roles, such as a lead generator, or sales development representative (SDR), in addition to

one key account manager (KAM). The next picture summarizes the structure, yet this is only a brief part as the sales plan includes everything from the techniques used by every sale sub-department to their compensation structure, which varies according to the role, number of sales, and seniority of the employee.

Figure 33: Sales and Marketing flow



Source: Acceleralia internal documentation

Lastly, to not lose track of all the leads, a robust customer relationship management (CRM) software is used. In the case of Acceleralia, the company decided to rely on HubSpot, one of the leading CRM providers worldwide. The employees would be trained to use the system and to record every interaction with the leads in order to optimize the conversion metrics and to foster their transition to paying clients.

5.2.2.9. Pricing

The price factor can severely influence the customer reactions to the product and the final purchase decision. The company is dealing with a B2B2C model, which implies they should be priced independently according to different strategies. Hence, to achieve a pricing strategy that would not only serve an already established B2B network but also speak to a growing B2C audience, the marketing department conducted several trials and experiments. First, a “fixed price” strategy was tested while providing the “packaged product” offering. Then, the marketing department experimented with a “pure subscription model” by offering three different paid plans. Only after this test could the current pricing strategy be rolled out, a “subscription-based model” complemented by a “request a quote” option plan.

The first trial, a fixed pricing strategy, was delivered as part of the “packaged product” product approach. As aforementioned, with the “packaged product” approach each

acceleration track possible to deliver with the digital platform would be sold individually with a fixed pricing. This pricing was benchmarked according to e-learning competitors such as Coursera or Udemy online courses. For example, the service “build a marketing plan” was given a fixed price of 300 euros while a “Build Your Business Pitch” was priced at 150 euros. Such an approach proved to be highly inefficient since the company was not charging relative to the time spent inside the platform or even according to the users’ individual needs. Benchmarking price against e-learning platforms was revealed not to be the most accurate proxy. Charging a fixed price and not allowing for customizations interfered with the ability to charge variable prices according to the budgets of the clients or according to the time spent in the platform. Thus, the decision was taken to end this experiment and test the subscription model.

The second experiment tested the “pure subscription model” pricing structure. After analyzing the SaaS business model and the pricing strategy of key competitors, such as Bridge for Billions, a subscription-based model was expected to yield great financial results, while at the same time improving users’ engagement on the platform. To reduce costs while testing and not changing the current website and business model before testing the “pure subscription model,” an external landing page was created. On this temporary landing page, the company would display our platform with a subscription-based model and launch online advertisements on Facebook to test the audience’s response to the new pricing scheme. The “pure subscription model” was represented by three tiers of subscription: lite (for 29 euros per month), pro (for 49 euros per month) and premium (for 399 euros per month). The advertisements yielded a good CTR and Acceleralia received multiple leads via the contact form on the landing page. Hence, the conclusion was that offering a three-tiered subscription pricing plan promoted a customizable and customer-centric experience, which made it perfectly suited to the market.

However, this “pure subscription model” could still potentially diminish profitability since a large corporation would use the premium plan of 399 euros monthly instead of paying a fixed price of up to 70,000 euros, which generates significantly lower monthly revenues when compared to the fixed pricing option. Thus, there was a need to establish a pricing scheme that introduced the subscription model while keeping the fixed price model for larger businesses.

The third and final experiment was to follow the value proposition statement and to combine both the B2B and B2C offerings in a “subscription model + request a quote model”. The main concern was to ensure not to exclude the B2B verticals and to keep high the B2B invoice turnover, since this vertical requires further platform customizations and multiple follow-ups with experts. Hence, a three-tiered pricing scheme was designed based on our competitors’ offerings but combined with the additional “request a quote” plan for businesses.

The first subscription plan is set at 29 euros per month and does not allow for further customizations or mentoring hours. The middle plan is set at 49 euros per month and three hours of mentoring are offered. Finally, the last plan requires the client to have a chat

with the sales team in order to request a quote; this is a model that the company can benefit from and that would not impact the B2B negotiations.

6. Summary and outlook

6.1. Conclusions

Broad research done for the purpose of this thesis has provided multiple very relevant answers. But before diving into the conclusions it would be worthwhile to remind the reader of the topic of this thesis: “the design of an ideal digital platform for corporate acceleration”, therefore there are multiple perspectives that could be taken to tackle this vast topic. The research contains both quantitative and qualitative methods, as what is more valuable than the conclusion itself are the data collected, which could also be used to further study this topic.

As we are talking about digital platforms, the aspect of digital technology is very relevant, so the first research question focusses on precisely this. Multiple results have been mentioned in the discussion, yet what is considered pivotal is the fact that there is no one-size-fits-all solution. In other words, technology cannot be considered as a quick path to design a great corporate acceleration program or to promote innovation within the company. The quantitative data from over 100 corporate accelerators has indicated that there is no significant direct correlation between the use of technology, per se, and the success of an accelerator. However, this does not mean that it has no impact whatsoever, as for instance the incorporation of tracking metrics had statistical significance and a very positive correlation to success. Nevertheless, it seems unrealistic to gather multiple metrics from an entire batch of start-ups on a regular basis without the use of technological solutions. Consequently, the conclusion could be extrapolated that technology is a great facilitator for success, but that digital solutions alone do not necessarily correlate with success.

In line with the previous statement were the results of the qualitative analysis, which also indicate that innovation can come in all forms and sizes, and that external factors play as big a role as internal ones. The data show that there is no clear pattern that can be extracted with regard to how companies use technology for corporate acceleration or innovation. Additionally, many businesses may innovate without using technology, as the qualities they have to innovate in are more related to organizational structure or to the sector. In a significant number of cases, the sector where a company operates dictates whether innovation will be necessary in day-to-day operations, or the focus will be placed on the continuous improvement of processes rather than through breakthrough innovation—manufacturing is a great example.

Furthermore, the real implementation with PICVISA has provided multiple important data points that align with what has been discovered previously. First of all, the organizational structure is of great significance for innovation because information flow is at the very center of it. Sharing current challenges and ideas between managers and employees provides a great environment for informal bonding and generates the

necessary mix of experience, drive, and budget to start developing a solution that can innovate a product or process of a given company. The other side of the coin is the lack of information flow, where, not only senior management have trouble taking informed decisions, but employees also struggle, as they lack the big picture. This was displayed during the three pilots, which were initially negotiated with the top management of PICVISA, while the management of its parent company was not initially informed. Consequently, as information traveled up the value chain, it was clear that one of the pilots was redundant, as the problem it was solving would soon disappear due to bigger software changes that parent company had been planning but did not inform its subsidiaries of. On the same note, the success of the GAT pilot was also noted on the highest level of the parent corporation and is soon to be implemented in all the subsidiaries.

All in all, to design a great digital tool for corporate accelerators, deep intrinsic knowledge is needed in both technology and corporate accelerators. Many SMEs do not have a formal corporate acceleration process and rather rely on more informal practices to drive innovation, which also had to be understood in detail. After multiple years of research and the tireless development of Acceleralia, one can definitely say that it satisfies the needs of the majority of companies and could be adapted to the demands of the rest; the success of the GAT pilot reinforces this point. Consequently, it would be incorrect to say that Acceleralia is an ideal digital platform for corporate acceleration, as ideal would mean many different characteristics for different companies, nonetheless is it as close as is realistically possible.

6.2. Limitations and future research

Certain limitations should be now outlined. As mentioned, multiple types of data have been used to extract conclusions during this study. The qualitative data collected from 109 corporate accelerators and over 900 startups that participated in their batches should not present sample bias, however, there is a chance of geographical bias, since the majority of corporate accelerators from the database were located mostly in Europe and North America—particularly two countries have a significant weight: Germany and the USA.

Regarding the qualitative data collected from the interviews conducted, the same geographical bias could be stated due to the fact that, in this case most companies were either headquartered in Spain or may have had their operations based in this country. Moreover, most of the SMEs that were interviewed do not publish detailed information, therefore there was no possibility to double check the facts presented. Sample size could also be considered in the case of the qualitative analysis, as under 50 interviews in total were conducted. Nonetheless, there are no indications that this could have affected the results.

On a final note, regarding the future research, an interesting correlation appeared between the shareholder structure and the innovation drive of a given company. It could be promising to conduct future research in that area in order to identify whether there is an actual statistical importance between these two factors. The same could be said about the size of the company and innovation; the preliminary conclusion from the current data was that bigger companies or market leaders tend to be more innovative than laggards, yet not enough data was collected to prove the statistical importance.

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8. Appendix

8.1. Articles used for the thesis

In the following section the reader will find a table with a list of articles used for the development of this thesis with a short abstract of the main ideas described.

Cite APA 7th.	Year	Item type	Source title	Abs	Keyword
Bez, S. M., & Chesbrough, H. (2020). Competitor Collaboration Before a Crisis. <i>Research-Technology Management</i>, 63(3), 42-48. https://doi.org/10.1080/08956308.2020.1733889	2020	Journal Article	<i>Research Technology Management</i>	For artificial intelligence (AI) technology to impact society positively, the major AI companies must coordinate their efforts and agree on safe practices. The social legitimacy of AI development depends on building a consensus among AI companies to prevent its potentially damaging downsides. Consortia like the Partnership on AI (PAI) aim to have AI competitors collaborate to flag risks in AI development and create solutions to manage those risks. PAI can apply valuable lessons learned from other industries about how to facilitate collective action but do so proactively rather than after the fact. The Dynamic Capabilities Framework of “sensing, seizing, and transforming” provides a process map for the AI industry to create processes to reduce the risk of a major disaster or crisis.	Artificial intelligence, Dynamic capabilities, Competitor collaboration
Bogers, M., Chesbrough, H., & Strand, R. (2020). Sustainable open innovation to	2020	Journal Article	<i>British Food Journal</i>	This paper describes the case of how the Danish beer manufacturer, Carlsberg, developed the Green Fiber Bottle as part of its	Open innovation, management, food and beverage

address a grand challenge: Lessons from Carlsberg and the Green Fiber Bottle. British Food Journal, 122(5), 1505-1517. https://doi.org/10.1108/BFJ-07-2019-0534				sustainability program through an open innovation approach in collaboration with complementary partners. It thereby illustrates how a grand challenge associated with sustainability can be effectively addressed through open innovation and reveals the opportunities and challenges that emerge in that context.	industry, sustainable development
Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. Industrial Marketing Management, 88, 410-413. https://doi.org/10.1016/j.indmarman.2020.04.010	2020	Journal Article	<i>Industrial Marketing Management</i>	Covid-19 has severely tested our public health systems. Recovering from Covid-19 will soon test our economic systems. Innovation will have an important role to play in recovering from the aftermath of the coronavirus. This article discusses both how to manage innovation as part of that recovery, and also derives some lessons from how we have responded to the virus so far, and what those lessons imply for managing innovation during the recovery.	Open innovation, crisis management, Covid-19, public sector, medical science
Enkel, E., Bogers, M., & Chesbrough, H. (2020). Exploring open innovation in the digital age: A maturity model and future research directions. R&D Management, 50(1), 161-168. https://doi.org/10.1111/radm.12397	2020	Journal Article	<i>R&D Management</i>	This special issue should help to further our understanding about how open innovation is affected by the digital transformation. The digital age provides many opportunities and challenges for knowledge flows across organizational boundaries to support innovation processes (Bogers et al., 2018).	Open innovation (open, close, dynamic capabilities); traditional companies, modernist aims,
Urbinati, A., Chiaroni, D., Chiesa, V., & Frattini, F. (2020). The role of digital technologies in	2020	Journal Article	<i>R&D Management</i>	Digital transformation has undoubtedly become a key enabler of innovation as evidenced by the numerous firms that use digital technologies to manage their	Digital technologies in the innovation process

<p>open innovation processes: An exploratory multiple case study analysis. R&D Management, 50(1), 136-160. https://doi.org/10.1111/radm.12313</p>				<p>innovation processes. This issue is even more relevant today when innovation processes have become more open and require greater resources in the different implementation phases to capture and transfer knowledge within and outside the firm's boundaries. This implies additional challenges in managing the increasing amount of knowledge and information flows. Accordingly, digital technologies can be used and implemented to manage open innovation processes through easier access and sharing the knowledge created and transferred. Nevertheless, literature in these fields does not provide a structured view of how and why digital technologies are used to manage innovation processes in an open perspective. This paper aims to bridge this gap by adopting the theoretical lenses of change management to identify the managerial actions at organizational and process level that companies perform to implement digital technologies in their open innovation processes. Accordingly, the paper investigates how and why these managerial actions required for and enabled by digital technologies help firms to develop and nurture open innovation. From an empirical point of view, the exploratory multiple case study analyses nine firms operating in different industries and varying in size, market share, and organizational structure.</p>	<p><theoretical perspective></p>
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<p>Bogers, M., Burcharth, A., & Chesbrough, H. W. (2019). Open Innovation in Brazil: Exploring Opportunities and Challenges. <i>International Journal of Innovation: IJI Journal</i>, 7(2), 178-191.</p>	<p>2019</p>	<p>Journal Article</p>	<p><i>International Journal of Innovation</i></p>	<p>While open innovation has been increasingly adopted in developed countries, firms from emerging markets such as Brazil markedly fall behind this trend. Our understanding of the reasons behind this phenomenon remains nevertheless limited, since most research focuses on the industrialized world. In this paper, we aim to inspire the academic community to investigate the issue of why companies from emerging economies such as Brazil have limited open innovation strategies, when they need to draw on external partners as to overcome the institutional, resource and capability constraints they are subject to. We build on the argument that latecomer firms in emerging economies need to actively use open innovation more than ever, as to overcome internal rigidities and spur the innovative resources and capabilities required for the digital transformation and for addressing grand societal challenges. In reviewing current research on openness and especially in the Brazilian setting, we contend that it is a relevant empirical context to study, giving the potential to uncover unique mechanisms and theoretical relations by asking (and possibly answering) novel research questions. Building on a conceptual framework that links various implementation levels of open innovation, we identify themes that are either less well researched or contested and thereby suggest challenges and opportunities for future research.</p>	<p>Unites of analysis of open innovation research are:</p> <ol style="list-style-type: none"> 1) intraorganizational 2) organizational 3) extraorganizational 4) interorganizational 5) Industry 6) regional innovation systems 7) society
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<p>Bogers, M., Chesbrough, H., Heaton, S., & Teece, D. J. (2019). Strategic Management of Open Innovation: A Dynamic Capabilities Perspective. California Management Review, 62(1), 77-94. https://doi.org/10.1177/0008125619885150</p>	<p>2019</p>	<p>Journal Article</p>	<p><i>California Management Review</i></p>	<p>Open innovation has become well established as a new imperative for organizing innovation. In line with the increased use in industry, it has also attracted a lot of attention in academia. However, understanding the full benefits and possible limits of open innovation still remains a challenge. We draw on strategic management theory to describe some of these benefits and limits. More specifically, we develop a dynamic capabilities framework as a way to better understand the strategic management of open innovation, which can then help to better explain both success and failure in open innovation. With this background, as guest editors we introduce select papers published in this Special Section of California Management Review that were originally presented at the fifth annual World Open Innovation Conference, held in San Francisco, California, in December of 2018.</p>	<p>innovation, open innovation, strategic management, dynamic capabilities, business models</p>
<p>Schneider, P. (2019). An Agile Methodology for Greater Communications Excellence in the Age of Digitalization: Communications «Coding» Loop. 2019 IEEE International Professional Communication Conference (ProComm), Professional</p>	<p>2019</p>	<p>Journal Article</p>	<p><i>2019 IEEE International Professional Communication Conference (ProComm), Professional Communication Conference (ProComm), 2019 IEE</i></p>	<p>The Communications “Coding” Loop is a methodology which is intended to improve communications quality and responsiveness to changing audience requirements by (co-)working more flexible, collaborative and effectively together. As a type of an “agile” (co-working) model and communications development, it advocates frequent “releases” in short development cycles, which is intended to improve productivity and introduce</p>	<p>Encoding, Collaboration, Presses, Stakeholders, Programming, Planning, Agile methodology, age of digitalization</p>

<p>Communication Conference (ProComm),2019 IEE International, PROCOMM, 164-170. https://doi.org/10.1109/ProComm.2019.00036</p>			<p><i>International, PROCOMM</i></p>	<p>checkpoints at which new communication requirements can be adopted.</p>	
<p>Bogers, M., Chesbrough, H., & Moedas, C. (2018). Open Innovation: Research, Practices, and Policies. California Management Review, 60(2), 5-16. https://doi.org/10.1177/0008125617745086</p>	<p>2018</p>	<p>Journal Article</p>	<p><i>California Management Review</i></p>	<p>Open innovation is now a widely used concept in academia, business, and policy making. This article describes the state of open innovation at the intersection of research, practice, and policy. It discusses some key trends (e.g., digital transformation), challenges (e.g., uncertainty), and potential solutions (e.g., EU funding programs) in the context of open innovation and innovation policy. With this background, the authors introduce select papers published in this Special Section of California Management Review that were originally presented at the second annual World Open Innovation Conference, held in Santa Clara, California, in December of 2015.</p>	<p>innovation, policy making, public policy, Europe, open innovation</p>
<p>Selig, C. J., Gasser, T., & Baltes, G. H. (2018b). How Corporate Accelerators Foster Organizational Transformation: An Internal Perspective. 2018 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC), 1-9. https://doi.org/10.1109/ICEITMC.2018.8582111</p>	<p>2018</p>	<p>Journal Article</p>	<p><i>2018 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC)</i></p>	<p>Corporate venturing has gained much attention due to challenges and changes that occur because of discontinuous innovations - which seem to be promoted by digitalization. In this context, open innovation has become a promising tool for established companies to strengthen their innovation capabilities. While the external opening of the innovation process has gained much attention, the internal opening lacks on investigations. Especially new</p>	<p>Technological innovation, Companies, Entrepreneurship, Bibliographies, Acceleration</p>

109/ICE.2018.8436 287				<p>organizational forms, such as Internal Corporate Accelerators, have not been investigated sufficiently. This study, which is based on 13 interviews from two German tech-companies, contributes to a better understanding of this new form of corporate venturing and the resulting effects on the organizational renewal</p>	
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8.2. 1st Publication related to the research question proposed

The research done for the first research question: “What is the impact of technology on corporate acceleration?” lead to the publication of a separate scientific paper, which describes what factors have statistical importance when designing a corporate acceleration program.

Success factors of corporate accelerators

Ton Guardiet, Alexander Oreschenko and Hendrick Wawers

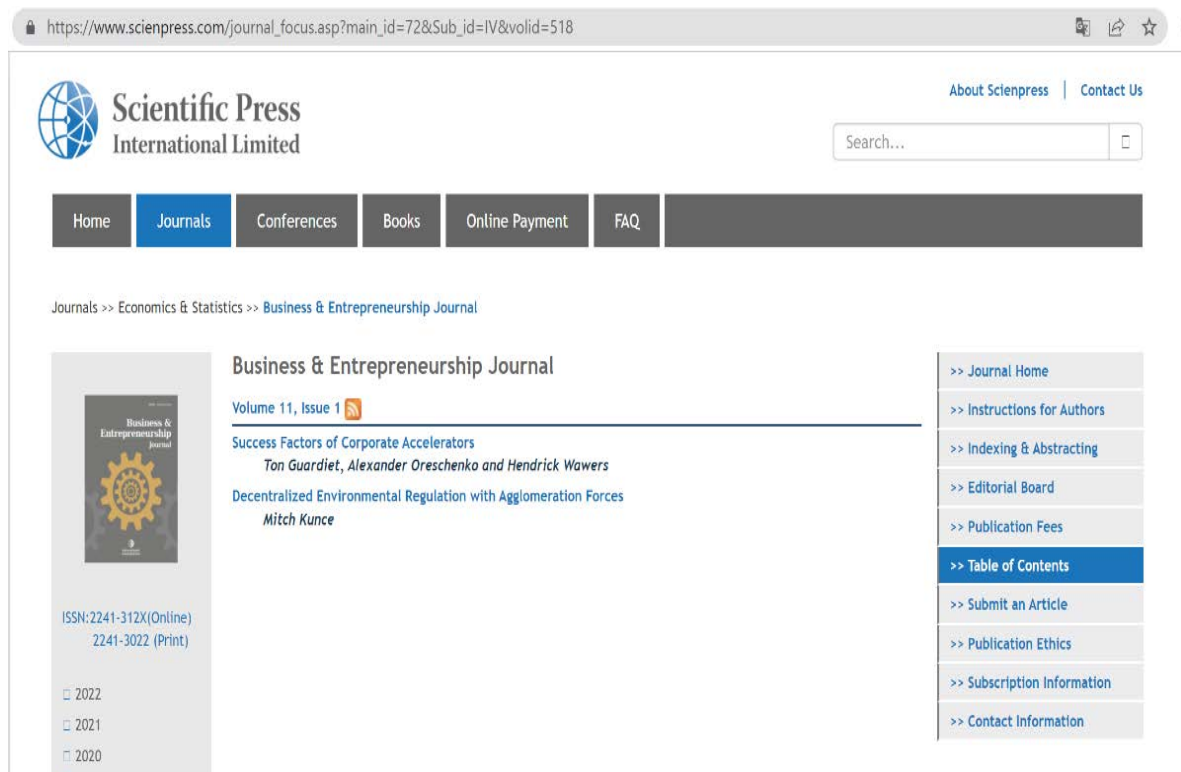
Universitat Internacional de Catalunya, Barcelona, Spain and

Universitat Ramon Llull, Barcelona, Spain.

https://www.sciencpress.com/journal_focus.asp?main_id=72&Sub_id=IV&volid=518

DOI number: <https://doi.org/10.47260/bej/1111>

Figure 34: Scientific press publication



Source: sciencpress.com website

Abstract

Corporate accelerators have become an important form of corporate-start-up collaboration. According to [1] mm1 (consultancy for Connected Business), two-thirds of all DAX 30 companies in Germany engaged with start-ups via an accelerator in the year 2020. Despite the clear importance of this phenomenon, there is still a lack of understanding of the concrete factors that determine their success. Corporate accelerators can be designed in different ways but business executives are still in the dark about the consequences of these design decisions on the performance. The aim of present study is to determine success factors of a selected set of corporate accelerators based on qualitative data. A database of 109 corporate accelerators was collected from which all Germany based programs (28) were analyzed in greater detail regarding their performance and program design. Hereby, the study tests the statistical relevance of 14 potential success factors identified via literature review conducted on the matter. The results show that especially five factors have a significant positive correlation to a corporate accelerators success:

- The existence of corporate partners.
- A demanding selection process that contains selection days for shortlisted start-ups.
- A larger amount of start-ups per batch.
- The obligation for start-ups to be physically present in the facilities for the time of the program (Pre Covid19).
- The incorporation of metrics to track the progress of participating start-ups.

JEL classification numbers: O31

Keywords: Acceleration programs, corporate acceleration, corporate entrepreneurship, start-ups, corporate incubators.

4.1.Declarations

Funding: Does not apply.

Conflicts of interest/Competing interests: Does not apply.

Availability of data and material: Does not apply.

Code availability: Does not apply.

Ethics approval: Does not apply.

Consent to participate: The authors of this paper give our consent for the participation of those who wish to contribute relevant documentation to this scientific document.

Consent for publication: The authors consent for the publication of this paper in its entirety

1. Introduction

In any economy and for any corporation, growth is an essential factor. As already stated by the economist [2] Joseph Schumpeter (1942), the growth (and thereby the survival) of any company depends on its innovation. In times of growing market pressure and increasing market density, corporations are more and more in need of constant innovations. However, they still struggle to foster disruptive innovation within their company borders even if its importance is evident. One of the forms to of innovation which gained traction in the recent years is open innovation. Especially the collaboration with start-ups progressively gains importance ([3] Weiblen and Chesbrough, 2015). According to a report from INSEAD and 500Startups, at least 50% of the world's largest 500 companies had some sort of start-up engagement program (e.g., [4] Bonzom and Netessine, 2016). One form of corporate start-up collaboration that combines the resources of large firms in financial aspect, brand reputation and market position with the creativity of start-ups is corporate accelerator program (CA). To understand what corporate accelerators are it is first noteworthy to talk about independent accelerators. Usually those are programs with 3 - 6 months duration that help new ventures in early stages of development by providing support services such as office spaces, coaching and mentoring, small amount of financial support and set of education programs ([5] Clarysse, B. and Yusubova, 2014). The term was first used to describe Colorado Venture Centres in 2001. Although the model was invented even before, the origins came around 1989 as Boulder Technology Incubator was founded and used to support start-ups in a very similar way to today's accelerators. Finally, in 2005 Y Combinator was set up by Paul Graham, around the same time more companies started to emerge all around the US and after some years Europe and Asia started to implement the same model to support their ecosystems.

The difference of corporate accelerator from their independent peers is that they are founded or sponsored by corporate entities whose primary business is not related to working with start-ups. The accelerator gives parent company the possibility to bring state-of-the-art knowledge and ideas into the company and increase the likelihood of successful innovative growth. From the perspective of entrepreneurship ecosystem, CAs (just as their independent counterparts) close the gap between angel and VC investments ([6] e.g., Heinemann, 2015). Consequently, their number is steadily and quickly increasing ([7] e.g., Hochberg, Y., 2015).

In his global database of corporate accelerator programs, Heinemann (2015) lists 71 CA programs across 25 countries. Hereby, the CA trend not only limited to the high technology sector but spreads across industries like healthcare (Bayer), insurance (Allianz), entertainment (Disney) or consumer goods (Coca-Cola) (e.g., [8] Kohler, 2016). According to [9] Desai (2016), CAs raise an average of \$2 – 5 million per year.

Only Microsoft accelerator on its own accelerated 647 start-ups over its lifetime so far and raised a total of \$3 billion (e.g. [10] Shankar and Shepherd, 2019).

Meanwhile, “little research has explored whether these programs are effective, which ones are more effective and what might drive results” ([11] Cohen & Hochberg, Y., 2014), especially regarding CAs (Shankar and Sheperd, 2019). This is mainly due to the novelty of the accelerator appearance (Heinemann, 2015). It is too early to evaluate the accelerator programs’ outcomes and there is a lack of in-depth data sources which is why only a limited amount of studies researched the success factors of accelerators, and even less those of CAs specifically.

Despite the growing importance, existing literature on corporate accelerators merely provides a very narrow and holistic understanding of the topic. The majority of studies examines either independent (e.g. [12] Hoffmann and Radojevich-Kelley, 2012; [13] Kim & Wagman, 2014), or public programs (e.g. [14] Malek et al, 2014). So far, only few papers address corporate acceleration directly were published in peer-reviewed journals (e.g., Hochberg, Y., 2015; Heinemann, 2015; Kohler, 2016; Weiblen & Chesbrough, 2015, [15] Kanbach and Stubner, 2016 and Shankar & Shepherd, 2019). Out of these, the majority aims to define and classify CAs, success factors only play a minor role in the research. This paper aims to close the research gap by investigating success drivers of corporate accelerators, in detail the following research question: *Which characteristics define a successful corporate acceleration program?*

The underlying goal behind the research questions is to find a list of (in the best case prioritized) success factors that influence the outcome of a general CA’s performance. Due to the growing number of CAs in the market, many warn of a bubble of accelerators that will lead to a shortage of essential resources (e.g., mentors and managers). As a result, the programs that are not properly set up and are less effective will be combed out.

The importance of this study is clear for any company that is looking for new ways of innovating and collaborating with startups. With very competitive landscape that current corporates find themselves in, dedicating resources for innovation is not always top priority as many managers see it as not a crucial part of their business. Consequently, to receive necessary budget CA managers must show high effectiveness and positive return on investment which is key to outperform the competition and drive the company forward. This study aims to guide corporate accelerators managers in the process of improving their performance by understanding the success drivers behind their business model from scientific point of view. To give even more detailed insights, the difference of success factors of different types of CAs is analyzed. Based on the outcome of the research, the managers can allocate their program to a typology and compare the success drivers of common peers to their own business.

2. Method

Due to the newness of the phenomenon, data collection on success factors of CAs is rare. The lack of consideration of CA programs in existing research calls for a detailed analysis and theoretical integration into the academic world.

2.1 Data composition

In order to answer the research question, a database of corporate acceleration programs was created, based on Heinemann's original database of 71 CAs from the year 2015, we have introduced data about new CAs that have launched since and enhanced the previous data to reach 109 CA mostly from developed countries. Data sources were websites of the examined CAs, online data banks, newspaper archives and thematically similar scientific works. The starting point for each CA analysis was the respective website of a CA program, from where missing information was supplemented by data from online data banks and newspaper articles. The descriptive analysis of the global CA database was elaborated to ensure representative sample of the industry. Some of the aspects were: the average CA was launched in 2015 (28% of the sample) in the USA (22%), It has only one branch (67%) that is in the same country as its mother company's HQ (86%). The average focus of the program is related to its mother company's industry (71%), which is either the Information (33%), Manufacturing (23%) or Finance and Insurance (17%) sector.

Regarding program design, the average corporate accelerator has:

1. Program duration between 3-6 months (81%), with 3 months is the most likely option (44%).
2. Usually provide funding (65%) between €20-50K (37% of those that give funding).
3. Most take no equity in return (46%), if it does take equity than an equity stake of 6% (35% of those that take equity).
4. Offers its program in a yearly interval (26%)
5. Takes in an average of 8,9 participating startups per batch into its program
6. Does not have an independent accelerator as a partner (66%), if it does have an independent accelerator partner then it will probably be TechStars (41%) or PlugAndPlay (14%)

2.2 Methodology of data analysis

From the global database, 28 corporate accelerators were shortlisted and analyzed in greater detail. The selected accelerators were all based in Germany as this is the most advanced European startup and innovation ecosystem. Moreover, having all CA from one country enables the harmonization of the sample as all would be operating within the same legal and financial framework which makes direct comparison possible without the need to apply additional transformation adjustments to improve the quality of the data. Additional reason behind selecting CA from the same country was to compare with

greater precision all the participants and their characteristics. The sample of 28 was taken from different industries to make it as representative as possible of the real German economy.

Qualitative information was encoded and categorized to allow a quantitative analysis of the data with the help of statistical models that test the hypothesizes and explain the observations. The quantitative analysis of the data consisted of three major steps. First, the 28 CAs that were part of the detailed sample analysis were classified (creating an additional database of 952 startups that participated in their programs since the inception and additional analysis of their performance), subsequently, their success was evaluated to then finally assess whether certain characteristics of the CA's design significantly predict whether its performance is successful or not.

2.3 Definition of success criteria

Table 9: Overview of success criteria in existing literature

	[16] Hoffmann and Radojevich Kelley (2012)	[16] Winston Smith and Hannigan (2015)	[17] Cohen (2019)	[18] Hallen, Bingham and Cohen (2017)	[19] Baird, Bowles and Lall Kohler (2013) (2016)	
Number of graduates	No	No	Yes	No	No	No
Follow-up investment	Yes	Yes	Yes	Yes	Yes	No
Graduate's company value	No	No	Yes	No	No	No
Graduate's survival rate	Yes	No	Yes	No	Yes	No
Satisfaction of graduates	No	No	Yes	No	No	No
Profitability rate	No	No	No	No	Yes	No
Cooperation rate	No	No	No	No	No	Yes
Number of exits	No	Yes	No	Yes	No	No
Major follow-up investment	No	No	No	No	Yes	No

Gained customer traction	No	No	No	Yes	No	No
Employee growth	No	No	No	Yes	No	No

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

Out of all the possibilities given in the overview of Table 1, the success criteria to evaluate the CAs of this sample analysis were chosen for the following reasons:

- a) The relevance in existing literature: success criteria that were used in various previous studies were also taken over in this study. As a result, the success criteria “Follow-Up Investment” and “Number of Exits” were chosen as success criteria.
- b) The fit to this specific study: CAs typically focus on early-stage start-ups. In this paper, the profitability of the ventures is usually not of the highest importance. As a result, the total number of graduates just like the overall operation time in years gives a hint about a CA’s success.
- c) The availability of the needed data: the sources of information for this study were exclusively publicly available data. As a result, the success criteria “Satisfaction of Graduates”, “Gained customer traction” and “Employee growth” was excluded due to missing information.

In order to calculate the respective numbers for each corporate accelerator, all alumni start-ups from all previous batches were listed in a separate database. Information about the alumni start-ups was taken from the websites or from old newspaper articles reporting on the start of a new batch. The final list consisted of a total of 952 start-ups and the main qualifications looked into were:

- Operating status (survival rate)
- Whether companies received follow-up funding (follow-up investment rate)
- Follow up funding amount (Major follow-up investment rate and average company value)
- Whether they started a cooperation with the CA’s mother company (cooperation rate)
- Whether they were acquired (number of exits)

Table 2 gives an overview, for which thresholds the respective success criteria were considered as successful, moderate or not successful. The figures themselves originated from the empirical studies available and mentioned beforehand as well as general assumptions regarding the success of every particular program.

Table 10: Thresholds to define successful, moderate and not successful Corporate Accelerators

	Success	Moderate	No success
Enterprise survival rate	$\geq 90\%$	$\geq 80\%$	$< 80\%$
Enterprise follow-up inv. rate	$\geq 30\%$	$\geq 20\%$	$< 20\%$
Major follow-up inv. rate	$\geq 10\%$	$\geq 5\%$	$< 5\%$
Enterprise cooperation rate	$\geq 20\%$	$\geq 10\%$	$< 10\%$
Total money raised by alumni (in M €)	$\geq \text{€}50\text{M}$	$\geq \text{€}5\text{M}$	$< \text{€}5\text{M}$
Money/ Startup	$\geq \text{€}0,5\text{M}$	$\geq \text{€}0,1\text{M}$	$\leq \text{€}0,1\text{M}$
Number of exits	$\geq 0,5$	≥ 1	≤ 1

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

2.4 Derivation of success drivers

Existing literature review, in combination with interviews and other data sources resulted in elaboration of 14 potential success drivers which were classified as hypothesis, listed from H1 to H14. Table 3 gives an overview of the applied tests used to analyze the significance and correlation of the different success driver categories. The hypothesis tested against null hypothesis are explained in the Hypothesis column.

As not all data types are similar, multiple significance distributions were used in order to achieve the highest level of precision. For categorical datasets Chi Square distribution was used, for continuous dataset with intervals or scale simple logistic regression would provide most accurate results. On the other hand, correlation was calculated using three main distributions, Phi, Cramer's V and Point-Biserial Correlation by Pearson.

Table 11: Overview of test type per tested success driver category

Variable type	Tested Success Driver	Hypothesis	Data Type	Significance test	Correlation test
Dependent	Successful	-	Categorical (dichotomous)	-	-
Independent	Prior knowledge (years in operation)	H0 (/ H1): There is independence (/a relation) between the years of prior	Continuous (scale)	Simple logistic regression	Point-Biserial Correlation by Pearson

knowledge and a CA's success

Independent	Clear vertical?	H0 (/ H2): It is not (/ it is) a predictor of success whether the CAs has a clear vertical or not	Categorical	Chi-Square	Phi
Independent	Program duration	H0 (/ H3): There is independence (/ a relation) between the program duration and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Portfolio size	H0 (/ H4): There is independence (/ a relation) between the portfolio size and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Selection selectivity	H0 (/ H5): There is independence (/ a relation) between the selection selectivity and a CA's success	Continuous (scale)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Selection Process Type	H0 (/ H6): There is independence (/ a relation) between the selection process type and a CA's success	Categorical	Chi-Square	Cramer's V
Independent	CA's Team Composition	H0 (/ H7): There is independence (/ a relation) between the CA's team composition and a CA's success	Categorical	Chi-Square	Cramer's V
Independent	Incorporated metrics?	H0 (/ H8): It is not (/ it is) a predictor of success whether the CA uses success metrics or not	Categorical	Chi-Square	Phi
Independent	Support from top management?	H0 (/ H9): It is not (/ it is) a predictor of success whether the CA is supported from the mother company's top management or not.	Categorical	Chi-Square	Phi
Independent	Corporate partner?	H0 (/ H10): It is not (/ it is) a predictor of success whether the CA	Categorical	Chi-Square	Phi

		cooperates with other corporations or not			
Independent	Scouting team?	H0 (/ H11): There is independence (/ a relation) between the existence of a scouting team that actively looks for start-ups and a CA's success	Categorical	Chi-Square	Cramer's V
Independent	Mandatory physical presence?	H0 (/ H12): It is not (/ it is) a predictor of success whether physical presence is mandatory in the program or not	Categorical	Chi-Square	Cramer's V
Independent	Size of mentor pool	H0 (/ H13): There is independence (/ a relation) between the mentor pool size and a CA's success	Continuous (interval)	Simple logistic regression	Point-Biserial Correlation by Pearson
Independent	Mentor selection internal/external	H0 (/ H14): There is independence (/ a relation) between the mentor source and a CA's success	Categorical	Chi-Square	Cramer's V

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

3. Results

The results of the statistical analysis are summarized in Table 4. The table shows that out of the 14 tested potential success drivers 5 proved to have a significant correlation (marked in green). The reading should be done in the following manner, first the significance test should be taken into account as it indicates whether the results are statistically significant or can be disregarded as a mere coincidence. 95% confidence interval is used to access the results. In case that the significance test is passed, correlation should be analyzed.

Table 12: Results of the statistical analysis of success drivers of corporate accelerators

Tested Success Driver	Significance test	Results to significance test	Correlation test	Results to correlation test
Successful	-	-	-	-
Prior knowledge (CA's experience as years in Operation)	Simple logistic regression	0,271	Point-Biserial Correlation by Pearson	-0,213
Industry focus related to mother company (clear vertical)	Chi-Square	0,097	Phi	-0,314
Program duration	Simple logistic regression	0,962	Point-Biserial Correlation by Pearson	-0,087
Portfolio size	Simple logistic regression	0,009	Point-Biserial Correlation by Pearson	0,490
Selection selectivity	Simple logistic regression	0,948	Point-Biserial Correlation by Pearson	0,014
Selection Process Type	Chi-Square	0,018	Cramer's V	0,537
CA's Team Composition	Chi-Square	0,335	Cramer's V	0,279
Integration of success metrics	Chi-Square	0,008	Phi	0,501
Support from top management team	Chi-Square	0,229	Phi	-0,227
Cooperation with corporate partner(s)	Chi-Square	0,021	Phi	0,436
Existence of a scouting team that actively looks for start-ups	Chi-Square	0,0215	Cramer's V	0,331
Mandatory physical presence for participating start-ups	Chi-Square	0,032	Cramer's V	0,496

Size of mentor pool	Simple logistic regression	0,418	Point-Biserial Correlation by Pearson	0,205
Mentor selection internal/external	Chi-Square	0,144	Cramer's V	0,372

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

Following analysis interprets the test results of each potential success driver in detail.

H1, prior years of knowledge: Many CAs advertise the experience they have built up over the years of running the CA program. The underlying assumption is that experience in the field will lead to improvements and eventually to better results. In order to examine this relation, the years in operation were calculated as time from launch date until today or until the date the CA was closed. Results show that no statistical significance could be found ($\text{sig.} = 0,271 > 0,05$). Hence, the null hypothesis that the two variables are independent of each other cannot be rejected.

H2, clear vertical: By focusing on verticals, the CA can develop an expertise and reputation in the field. Yet, the Pearson Chi-Square test does not show a significant association between a clear vertical and a CA's performance. That is to say that the proportion of cases in each row of the contingency table (no clear vertical and clear vertical) does not significantly differ across the columns (not successful and successful). Chi – Square (1, $N = 28$) = 3, $p = .097$. Hence, the null hypothesis that the two variables are independent of each other cannot be rejected. The proportion of CAs with a clear vertical that were not successful is of 93,3% while the proportion of successful CAs with a clear vertical is 69,2%. It appears that there might be a dependence between not having a clear vertical and being successful rather than the opposite. Furthermore, the negative phi coefficient of -0,314 also implies a negative correlation. However, given the lack of statistical significance, this effect of not having a clear vertical on a CA's performance cannot be confirmed.

H3, program duration: By extending the cycle time, the interconnection between corporate accelerator and the start-up increases. Yet, when analyzing the relation between program duration and the CA's success, no statistically significant relationship could be validated. Results show significance level of 0,697 and that only 0,7% of the variation in the dependent variable "successful?" can be explained by the model. Therefore, the null hypothesis cannot be rejected. Out of the 13 successful CAs, 62% have a program duration that is 3 months or shorter and 38% do not (3x 4 months, 2x 6 months). From the 15 not successful CAs, 53% offer programs with a duration of 3 months or shorter and 47% do not (1x 4 months, 2x 5 months 4x 6 months).

H4, portfolio size: An argument in favor of small batches is that the CA team and mentors can focus all their energy and concentration on a small, selected number of start-ups. A counterargument is that the bigger the batch more interactions with peers will participants

have. Table 5 shows a positive relationship between the portfolio size and the CA's success as the significance level is 0,009. Furthermore, table 5 shows that 48,7% of the dependent variable's variation can be explained by the model. Therefore, the null hypothesis is rejected, portfolio size and a CA's success are correlated in some way. To find out the direction and strength of this correlation a Point-Biserial Correlation by Pearson was applied. The Pearson correlation coefficient r of 0,49 in table 6 represents a strong positive association. Hence, as the portfolio size increases the CA's success also increases. Despite this clear positive correlation, it should be considered that in general, it always depends on the capability to work with a certain number of start-ups simultaneously. If the program quality suffers by increasing the portfolio size, the CA's success will not be helped. But if the corporate accelerator has the resources and capabilities to host a bigger number of start-ups it should take the opportunity and do so.

Table 13: Statistical influence between portfolio size and success

		Variables in the equation					
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1a	Portfolio size	0.487	0.186	6.832	1	0.009	1.627
	Constant	-3.949	1.526	6.696	1	0.009	0.019

Model Summary			
	-2 Log Likelihood	Cox & Snell R Square	Nagelkerke R Square
Step 1	25.422	0.358	0.478

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

Table 14: Statistical correlation between portfolio size and success

Correlations			
	Successful?	Portfolio Size	
Successful?	Pearson Correlation	1	0.490
	Sig. (2-tailed)		0.009
	N	28	27

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

H5, selectivity: The average acceptance rate of this sample was 4,86% while the median was 3,15% which are both below the threshold of 5%. The significance level of 0,948 implies no statistical relationship and the Nagelkerke R square value shows that 0% of the dependent variable's variation can be explained by the model. The next step was to test selection selectivity as bigger as or smaller than 5%. Consequently, the data set turned into a categorical one and the data was categorized in three categories (>5%, <5% and N/I) allowing it to be tested with a Pearson Chi-Square test. Yet, the Pearson Chi-Square test did not indicate a statistically significant relationship either. Chi – Square (1, N = 28) = 2, p = .193. As a result, the null hypothesis cannot be rejected.

H6, selection process type: The results of a program depend on the quality of applicants which can be influenced for example by the general value proposition and the program's set-up and conditions. It is also critical to spot and select the best start-ups out of a large number of applicants. The research of different corporate accelerator business models revealed that the selection process can be clustered in three different kinds:

1. An exclusive online application that is scanned by the selection team.
2. An online application with a subsequent interview. A certain number of start-ups gets shortlisted and invited for a single interview (either via Zoom or live).
3. An online application with a subsequent selection event. This can last couple of days and contains several interviews, pitches, and other recruitment events. From the online applications, a certain number of start-ups gets shortlisted and invited to participate in the selection day where the selection team meets all start-ups in person throughout different situations.

Effort and costs are rising from option 1 to 3. The question is whether additional input is rewarded by a better performance of the CA. According to the Pearson Chi-Square test, there is a significant relation between the selection process type and a CA's performance. Chi – Square (2, N = 28) = 8, p = .018. Hence, the null hypothesis that there is independence between the two variables is rejected. The contingency table of the Chi-Square test also clearly shows the relationship. The relative frequency of CAs that integrate a selection day in their application process is 53,3% for those that are not successful but a full 100% for successful CAs. Consequently, implementing a more sophisticated selection process does have a positive effect on the CA's success. To test the strength and direction of this correlation Cramer's V correlation coefficient was tested since the categorical variable was not a binary one but had more than two options. The correlation coefficient of 0,537 can be interpreted as a strong positive association since Phi and Cramer's V measures are similar to the correlation coefficient in its interpretation. Hence, a more detailed selection process leads to higher results.

Table 15: Statistical influence of Selection Process on CA's success

Selection in process type* Successful? Crosstabulation						
			Not Successful	Successful	Total	
Selection Process Type	Online application only	Count	5	0	5	
		% within successful?	33,3%	0,0%	17,9%	
	Online application, the interview with shortlisted startups	Count	2	0	2	
		% within successful?	13,3%	0,0%	7,1%	
	Online application, then selection day(s) for shortlisted startups	Count	8	13	21	
		% within successful?	53,3%	100%	75%	
		Count	15	13	28	
Total			% within successful?	100%	100%	100%
Symmetric measures						
				Value	Approximate significance	
Nominal by nominal		Phi	0,537	0,18		
		Cramer's V	0,537	0,18		
N of valid cases				28		

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

H7, CA's team composition: A CA's team structure is the backbone of management. In these teams there can be different roles like investment manager or program director. Even though all positions can affect success it is probably the leading managing director (MD) that is taking the most crucial decisions for the corporate accelerator's success. Hence, the focus was on the MD and his senior leadership team when examining team composition. This paper classified the CA team structures in internal, external and

internal + external. Chi – Square (2, N = 28) = 2, p = .355. The null hypothesis that there is independence between the two variables could not be rejected. Results show that the relative frequencies for CAs with pure internal or pure external team structures are both higher for not successful CAs than for successful ones. Those CAs that consist of internal and external team members are the only case where the successful CAs (46,2%) show a higher relative frequency than the not successful ones (20%).

H8, incorporation of metrics: It is common business practice to use KPIs in order to measure goal achievement. However, in the acceleration industry it does not seem to be common standard yet. Only 18% of the 28 examined CAs publicly stated that they use success metrics to track their progress. Despite the uncommon usage, a statistically significant relation between the incorporation of metrics and a CA's success could be seen. Chi – Square (1, N = 28) = 7, p = .008. Thus, the null hypothesis could be rejected. The contingency table (Table 8) shows that the proportion for CAs that do not publicly state to incorporate metrics is 100% for those that are not successful and 61,5% for the successful ones. Meanwhile the proportion of CAs that use metrics and are not successful is 0% and that of CAs that use metrics and are successful is 38,5%. To test the strength and direction of the correlation the Phi coefficient was applied since the contingency table is a 2x2 matrix. The value of 0,501 implies a strong positive association meaning the incorporation of metrics into the operation improves the performance.

Table 16: Statistical influence of incorporated success metrics on CA's success

Metrics incorporated*Successful Crosstabulation						
			Not Successful	Successful	Total	
		Count	15	8	23	
N/I		% within successful?	100,0%	61,5%	82,1%	
		Count	0	5	5	
Metrics incorporated?		Yes	% within successful?	0,0%	38,5%	17,9%
		Count	15	13	28	
Total		% within successful?	100%	100%	100%	
Symmetric measures						
			Value	Approximate Significance		
Phi			0.501	0.008		
Cramer's V			0.501	0.008		
N of Valid Cases			28			

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

H9, support from top management: It is a logic conclusion that start-up teams will be more encouraged if they prepare for one-on-one sessions with a corporate's board members and that these board members make good mentors that increase the program quality. Since statements that say that top management support does not exist are very unlikely to be published, the two categories in which the examined CAs were classified were support and N/I. When testing the relationship of CAs that have the mother company's top management support and their performance, no statistically significant relation could be identified. Chi – Square (1, N = 28) = 1, p = .229. As a result, the null hypothesis cannot be rejected.

H10, corporate partner: Researching the structures of different corporate accelerators, it became obvious that more and more cooperate with other firms that have similar objectives. This cooperation trend is a recent development and could not be observed in the same way in the past. Out of the 14 CAs that have partner, 21% (3) were founded before 2016 while 79% (11) were founded in 2016 or later. The trend of growing corporate cooperation becomes even clearer from the perspective that from the CAs that launched before 2016, 20% have a corporate partner while from those CAs that launched in 2016 or later, 85% have a corporate partner. Furthermore, out of those CAs that changed and reopened their business model, 100% started the new CA in cooperation with one or more corporate partners. For example, the Media-Saturn Group shut down their Spacelab in 2016 and opened Retailtech Hub in 2017.

As the name indicates, this new CA business model is an open innovation platform for all corporates and start-ups connected to the retail industry. Axel Springer Plug and Play closed in 2018 and started a new CA in cooperation with Porsche Digital in 2019. Metro closed their retail-oriented CA in 2018 in order to open up a new CA in cooperation with the American retail chain Target in 2019. Seeing this clear trend towards corporate cooperation, the question was whether CAs that engage in these kinds of cooperation are more successful than those that do not. The Pearson Chi-Square test shows that there is a statistically significant relation between the cooperation with corporate partners and a CA's success, therefore the null hypothesis is rejected. $\chi^2(1, N = 28) = 5, p = .021$. The contingency table (Table 9) shows the details of this correlation. The proportions for CAs that have no corporate partner and are not successful is 66,7% while the proportion of CAs without a corporate partner and with success is 23,1%. Simultaneously, the proportion of CAs that do have a cooperation with other corporates and are not successful is 33,3% while the proportion of CAs with corporate cooperation and success is 76,9%. Furthermore, the Phi coefficient of 0,436 indicates a reasonable positive association. One can conclude, that having a corporate partner does have a positive effect on a CA's performance.

Table 17: Statistical influence of corporate partners on CA's success

Corporate partner * Successful Crosstabulation				
		Not Successful	Successful	Total
	Count	10	3	13
	% within successful?	66.7%	23.1%	46.4%
	Count	5	10	15
	% within successful?	33.3%	75.9%	53.6%
	Count	15	13	28
	% within successful?	100%	100%	100%
Symmetric measures				
			Value	Approximate Significance
		Phi	0.436	0.021
		Cramer's V	0.436	0.021
	N of Valid Cases		28	

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

H11, scouting team: Certain corporate accelerators installed specific teams whose job was to actively look for start-ups that might fit to the program. These teams would visit conferences related to the start-up industry or the CA's target industry or attend similar networking events in order to promote the CA to potential applicants. A potential consequence could be that the number and quality of applicants rises which could have a positive effect on the general performance. The Pearson Chi-Square's significance level of 0,215 implies that such a relation is not statistically proven. Chi – Square (2, N = 28) = 3, p = .215. Consequently, the null hypothesis cannot be rejected.

H12, mandatory physical presence: Some of the examined CAs promoted that fact that physical presence is not mandatory to be part of the program. This could either have a positive or a negative effect on the performance. Not having to move to a specific town for 3 months gives more freedom to the participating start-ups. A positive effect could

therefore be that more and better start-ups apply to the program and this increase in quantity and quality improves the CA's performance. Yet, the lack of physical interrelations on a daily basis could also lead to a decrease of the outcome quality. There is a statistically significant relation between the obligation to be present and a CA's success, hence the null hypothesis is rejected. Chi – Square (2, N = 28) = 7, p = .032. While the proportions for CAs that do not require physical presence are relatively similar, the proportions for CAs that require physical presence are 40% for not successful CAs and 76,9% for successful ones. Consequently, there is a positive relation between obligating start-ups to move in the CA's premises and the CA's success. This strong positive correlation was also confirmed by Cramer's V coefficient of 0,496.

Table 18: Statistical influence of mandatory physical presence on CA's success

		Not Successful	Successful	Total
Mandatory physical presence * Successful Crosstabulation				
	Count	3	3	6
N/I	% within successful?	20.0%	23.1%	21.4%
	Count	6	10	16
Mandatory physical presence	Yes	40.0%	76.9%	57.1%
	Count	6	0	6
	No	40.0%	0.0%	21.4%
	Count	15	13	28
Total	% within successful?	100%	100%	100%
Symmetric measures				
			Value	Approximate Significance
	Phi		0.496	0.032

	Cramer's V	0.496	0.032
N of Valid Cases		28	

Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

H13, mentor pool size: The research of different CA business models revealed that the mentor pool size varies strongly. The average mentor pool size of this sample is 129 while the median is 110 but the range of this study's sample goes from 2 to 300. This brought up the question whether it is more effective to work with a small group of mentors or with a bigger pool of mentors. The significance level of 0,418 shows that there is no significant relation between the size of the mentor pool and a CA's success meaning that the null hypothesis cannot be rejected.

H14, mentor source: Mentors play an important role in the business model. How does a corporate accelerator select the right mentors for its program? To ensure a lean and clear research process, this study differentiates internal, external and internal + external mentors. Yet, this examined sample did not show a statistically relevant relation between the type of mentor source and a CA's success. Chi – Square (2, N = 28) = 4, p = .144. Hence, the null hypothesis cannot be rejected.

4. Discussion

Which are the drivers of a corporate accelerator's success? Are there certain characteristics successful corporate acceleration programs share? If so, are there specific factors that should be prioritized? Also, what could be an explanation for the factors that show significant influence on a CA's success?

4.1 Characteristics that have shown a strong correlation to success (highly considerable)

The findings contain five success factors that showed statistically significant correlation to a CA's success. These five categories should receive special attention from managers when developing the business model, here they will be labeled as "pre requirements" for a successful corporate accelerator:

Selection process: Our findings indicate that CAs should invest in their selection process and set up a two-step application process consisting of an online application and a subsequent invitation to selection day(s) for shortlisted start-ups. A first potential reason is that an intensive selection day allows the CA team to better know the candidates and gives the CA an opportunity to assess and differentiate between candidates who at a glance seem very similar. Many CAs state that the team is a crucial selection criterion. In the selection days the representatives can test the team in different situations (also when

they are not aware of being assessed). This facilitates the assessment of the team's performance and also helps predict future performance. Furthermore, teams can be compared simultaneously rather than one after the other. A specific point that cannot be tested in an online application are different soft skills. For start-ups, it is crucial to sell themselves and their ideas in order to convince investors. The selection day gives the perfect opportunity to test and assess these skills. A second major advantage apart from the improved evaluation potential is the employer branding perspective. Throughout the selection day, CAs cannot only choose the right start-ups but also impress them and convince them to join the program.

Incorporation of metrics: [20] Dempwolf et al. (2014), [21] Haines (2014) and Kanbach and Stubner (2016) all stress the importance of the incorporation of metrics to track progress of start-ups as well as the achievement of a (corporate) accelerator's objectives. Our findings show that CAs should install KPIs that measure the start-ups development process as well as the CA's own goals. Metrics can help to track the progress of the start-ups and of the program benefiting both parties. In general, success metrics can be separated into forward and backward-looking metrics. Forward looking metrics improve the expectation management. Participating start-ups, but also for example CA employees, have clarity regarding their performance expectations. Backward looking metrics help with the assessment of result and performance. These quantifiable results for different business areas could potentially make it easier to recognize red flags in time and take the needed measures. Metrics generally serve to take informed decisions, but they can for example also be used to hold people accountable for their performance.

Mandatory physical presence: Our findings show that physical closeness improves the outcome. A deeper analysis holds several potential explanations. First, and maybe most importantly, the work in the same facilities has a great potential to create a highly motivating environment. Start-ups are constantly surrounded by CA employees, mentors and especially other start-ups. Various alumni state that one of the biggest learnings came from working with other teams. Being in the same room fosters an environment of cooperation that can help the overall program outcome. Second, the frequency of interaction, especially spontaneous ones, drastically increases. It is commonly said that the best ideas and conversations happen in the cafeteria. Third, the physical presence gives the CA managers greater monitoring and control possibilities. They can constantly oversee the start-up's progress and intervene at the right time if needed. Lastly, physical closeness minimizes misunderstandings that can derive from communication gaps. Yet, it might make sense for CAs to find a hybrid version between freedom of operation for start-ups and physical closeness to not jeopardize the start-ups' creativity and especially in post COVID-19 era. For instance, accelerators could (i) set a general standard for start-ups to work in the CA's facilities, (ii) require mandatory physical presence for key meetings but (iii) offer a certain level of flexibility to work remotely.

Corporate partner: A general trend in the CA industry can be observed: more and more CAs partner up with other corporations. Also, in our sample, the amount of CAs that have a corporate partner is 50%. More importantly, our findings show a significant positive

relation between having corporate partner(s) and a CA's success. There are several potential explanations for this phenomenon. First, having a corporate partner means sharing the risk as well as the financing cost of the program. Second, corporates can benefit from each other's knowhow, reputation and standing. The risk of partnering is that after the program, start-ups might choose to work with the corporate partner instead of one's own mother company. Yet, the fear of competition seems to have been outweighed lately by the benefits of setting up an open ecosystem.

Batch size: Our findings show that CAs should increase their batch size if they have the required human capital, financial resources and knowledge to guide a bigger batch of participating start-ups. Kim and Wagman (2014) published that finding the right start-up portfolio size (number of companies in an accelerator program) is crucial for an accelerator's success. By increasing the batch size, they have a bigger exposure to ideas that might fit what the accelerator is looking for. However, the quality of the program should never suffer by increasing the batch size. The biggest batch size of our sample is that of Daimler's Startup Autobahn which hosts 34 start-ups per batch. The next biggest CAs are the Airbus BizLab with 20 and APX and Axel Springer Plug and Play with 12 each. Daimler manages to maintain high quality standards despite the big number of start-ups per batch because the automotive company cooperates with 27 other corporates when organizing its program. Analyzing the relationship between bigger batch sizes and success, one should keep in mind the difference between correlation and causation. Applied to this case, the data shows that CAs with bigger batch sizes are more successful. Yet, this does not automatically mean that it is the bigger batch size that led to the success. Maybe, successful CAs simply tend to increase their batch size.

4.2 Additional characteristics to be considered (optional)

In addition to the five statistically significant success factors, there are other success factors that did not turn out to be significant but that CAs should still keep in mind when setting up their business model.

CA team composition: According to the data, it does not influence a CA's success whether the CA's team composition is internal, external or a mixture of both. Yet, this factor should not be completely disregarded. Even if not statistically validated, our analysis shows a trend that CAs with mixed teams are more successful. A potential explanation could be that a CA needs staff (and especially leadership) that has experience in the start-up world but also understands the structures and procedures within the organization in order to represent the interests to the mother company. This combination can be reached by setting up a mixed team of externals with entrepreneurial background and internals that are industry experts and know the organization. Naturally, the balancing act of entrepreneurial and corporate experience can also be managed in other ways. Internals can have entrepreneurial experience and externals can be familiarized with the company's organizational structures. What matters is that both areas are covered not how they are covered.

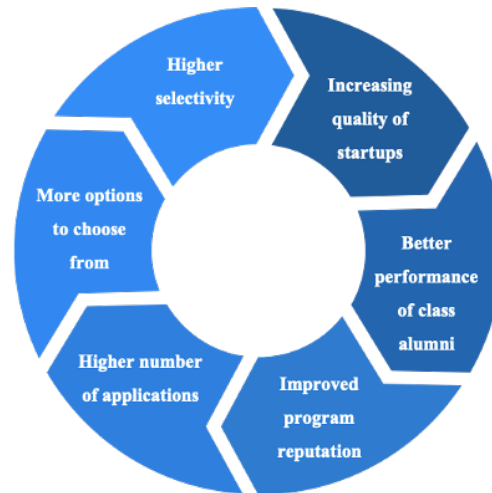
Mentor source: The data did not reveal statistical dependence between the mentor source and success. Yet, mentors need to cover a broad field of expertise and it is hard to find all the required expertise within the own company. Therefore, it is likely that internal mentors are experts in the field/ industry but for specific start-up related questions external expertise is required.

Support from top management: Kanbach and Stubner (2016) name support and commitment as well as access to the mother company's management board and top management team as a critical success factor. They state that "top management support increases the credibility and acceptance of the program within the entire organization" and will increase the encouragement and engagement from employees within the firm. Our dataset shows no direct statistically significant dependence between the support from the top management and a CA's success. Yet, despite not being statistically significant, our analysis indicates that CAs that receive top management's support perform better than those who do not. A reason for the missing significance could be that top management support is potentially more relevant for some CA types than for others. Top management support could, for example, be more relevant for corporate accelerators which depend on business units integrating the start-ups' new solutions into the corporate's value chain. To enable a seamless integration, the right employees need to be familiar with the start-ups' developments which requires an active participation and acknowledgement of the CA from all employees. For others, with goals less interlinked with those of the mother company, top management support might not be as essential. Board members would still make effective mentors of the CA program but the effect of motivating the mother company's employees could have less importance in this case.

Scouting team: The data analysis did not reveal any statistically significant correlation between the existence of a scouting team that actively looks for start-ups and a CA's success. Yet, in specific cases the existence of a scouting team may be the right step. Kanbach & Stubner (2016) mention in their study that "networking (at events and start-up conferences and with venture capitalists) identifies and attracts promising start-ups". The scouting team could for example be especially helpful if a CA needs more high-quality applications. By scanning the market, the team could contact interesting start-ups that otherwise might not have applied to the program.

Selectivity: The data set revealed statistical independence between the selectivity and a CA's success. Yet, Baird, Bowles and Lall (2013) argue that a high degree of selectivity, in form of an acceptance rate of <5% increases the success of independent accelerators. Regardless of statistical significance, the dataset indicates that CAs that meet the goal are more successful than those who do not. There could be several explanations for these increased success rates. A first reason is that greater selectivity keeps the standard of the class high.

Figure 35 – The Selectivity cycle



Source: Success factors of corporate acceleration, Guardiet, Oreschenko, Wawers, 2022

The overall quality of participating start-ups increases with a higher selectivity which leads to a better performance of the class as alumni. This improves the program’s reputation which leads to higher application numbers. In general, the number of applications matters because it gives the CA more options to choose from (see figure 1). The goal should therefore also be to increase the number of applications and then select a reduced number of start-ups. Second reason why selectivity matters is that there is a marketing effect of highly selective programs.

4.3 Examined success factors that have no effect and can be de-prioritized

Finally, there is a set of success factors that did not show a significant correlation to success and that CA managers can deprioritize when setting up a program.

Prior years of knowledge: We could not find a statistically significant correlation between the number of previous years of knowledge and success. However, this lack of significant correlation could have another reason. Experience in raising start-ups and especially in designing CA programs can certainly have a value in taking the right decisions. Yet, what matters to gain this experience is not necessarily the number of years that a CA has existed. Nowadays, the needed experience can be gathered by hiring the right people that bring this experience. The managers could have gained experience in previous jobs that they can now leverage for their current employer.

Clear vertical: The data shows that a clear vertical does not improve a CA’s performance. It cannot be generalized that all accelerators should focus on a specific technological or industrial vertical. While Value Chain Investors should have a clear vertical by definition, some specific CAs, called Unicorn Hunters because they mainly pursue financial objectives (Kanbach and Stubner, 2016), can keep the spectrum broader to not miss an opportunity. However, some sort of restriction can be seen. APX for example only accepts

“digital start-ups with an interest in the German or the US market” while the ProSiebenSat.1 Accelerator focuses on “B2C start-ups offering mass market relevant products or services”.

Program duration: Previous studies stress the fact that CA programs have to be kept concise. Yet, we could not find a significant dependency between program duration and a CA’s success. A possible explanation might be that a concise CA program is usually defined as 3 – 6 months but none of the CA programs that we examined were longer than 6 months. Hence, it might not be relevant whether a CA program is 3 or 6 months long but whether it is shorter than 6 months or not.

Mentor pool size: The data shows no significance between the mentor pool size and a CA’s success. The right size of the mentor pool has to be tailored to the general design of the CA. A small set of mentors might be beneficial if

- The mentors have a very broad set of knowledge and expertise (start-up-generalists) or
- The participating start-ups have a very narrow industry and technology focus that requires knowledge only from a very specific area of expertise.

On the other site, a bigger mentor pool allows for more specialized experts and a potentially broader set of specialized experts.

5. Conclusion

The results of this study have a special impact on corporate accelerator managers, on managers of the mother companies and on entrepreneurs.

CA managers benefit from this study in several ways. First, they get an overview and inspiration of the various design options for CAs. Second, they can compare their own activities as well as the design of their program to those of competitors. Third, the findings of this study tell them on which fields they should focus in order to increase the chances of success and which fields might be deprioritized. Corporations benefit from this study in two ways. First, if they already run a similar program, this study allows them to evaluate whether the accelerator business model still matches the overall company strategy or whether a different type might be more applicable and evaluate whether a CA in general still matches the overall company strategy or whether a different type of corporate venturing might be more applicable. Second, if they plan to launch an acceleration program, this study helps them to pick the type of CA that matches their objectives best and get an idea of the various design possibilities and subsequently design the CA in a way that promises higher success. Lastly, start-ups benefit from this study in several ways. First, they get access to a database of existing CAs that they can potentially apply to. Second, the database gives them an overview of the characteristics of those CAs and whether they match what the start-up is looking for.

One of the main takeaways from the study is that there are multiple aspects of corporate accelerators which are commonly thought to be of high importance, yet some of them have no scientific proof and consequently could be disregarded. This is the case of years of prior experience, mentor pool size and having a clear vertical which as usually topics that corporate accelerators advertise on, thinking that they can represent a competitive advantage when attracting startups. However, as the data shows there is no correlation to success.

Obviously, the most significant conclusion which is both relevant for practitioners and researchers alike are the success criteria that showed positive correlation to the success of corporate accelerators. Those are: 1. existence of corporate partners , 2. demanding selection process that contains selection days for shortlisted start-ups, 3. larger amount of start-ups per batch, 4. obligation for start-ups to be physically present in the facilities for the time of the program (Pre Covid19) and finally 5. incorporation of metrics to track the progress of participating start-ups. Penultimate point of mandatory physical presence could be a great starting point for further research as the methodologies and technologies for virtual working and collaboration improved significantly during Covid19 and it could be insightful to compare efficiency and success rates of companies taking part in virtual accelerators pre and post Covid. One of the notable examples could be Y Combinator, one of the most success independent accelerators which was known for offering exclusively on-premise programs, however both summer and winter batches on 2020 were conducted online.

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8.3. 2nd Publication related to the research question proposed

Harvard Deusto business review published an adopted article based on the quantitative research done into what are the most common innovation pains in a company. The results show that the organizational structure and the unwillingness of employees to embark on an innovation path are the main factors that lead to failure of innovation efforts.

Attached the Publication at Harvard Deusto Business Review in July, 2022. On this link you can see it ([Click here](#)).

Figure 36 – Screenshot of Harvard Deusto



The article follows below:

Quantitative analysis of pains related to corporate entrepreneurship and innovation

Introduction

As time passes competition in every market only increases, making even the best companies fight hard to maintain their advantage over the new entrants. In recent years, the talk in most executive meetings has been about innovation and how it could help

maintain the dominant position in a market, or on the other hand, become the dominant players in a particular segment. What should be understood is that innovation can come in many forms and sizes, from something extremely novel to an optimization of a process, it could come from within the company or from the outside, can be result of R&D or taken from an entirely different industry. The point being, every company must find its way to innovate otherwise the future would be grim.

Nonetheless, it is not as simple as it sounds, most companies, especially larger ones are hesitant to change. This comes as no surprise, imagine a company with hundreds of employees, all used to the current processes and most simply comfortable in the position there are now have to navigate the uncertainty that change brings and understand how to operate at high level with unfamiliar structures and processes. The aforementioned factors are the baseline why most corporations understand the need of innovation but have troubles actually implementing significant changes before it is too late. This set of factors that negatively affects corporate entrepreneurship efforts can be called “Pains” of corporate acceleration and in this article, we will try to better understand how they can be avoided, what are most common pitfalls and how can managers enable more efficient innovation in their enterprises by analyzing over 171 companies that took part in the study.

At the same time, the impact of technology accelerates market evolution putting even more pressure on managers of slow-moving behemoths to adapt to changes. At the beginning of 20th century, the majority of enterprises didn't have the need to follow all recent technological trends and those, in most of the cases, did not have a direct short-term impact on their survival. Take the popularization of the fax machine for instance in the 1980s. It definitely made sending documents much quicker than by mail, but for the majority of companies the decision to introduce fax machines in the offices wasn't a make-or-break decision. However, move forward 25 years to the beginning of 21st century and having a website became something absolutely crucial. Those examples clearly demonstrate the velocity of technological change and its magnitude which only accelerates with time. Many may think that they are managing quite well, yet when compared to peers in other companies the ugly truth comes out. At the end of the article, we will provide a number of recommendations of how to avoid being misguided and ensure that the innovation efforts your company is undertaking are useful.

What does the theory say?

There are multiple pains that any corporate faces along its existence in regards to innovation. To some extent certain challenges will be industry-wide, whilst other more specific to a given company or geography. A great way to look at it is to group possible pains in order to evaluate where a specific company could gain more and where the changes will only provide incremental improvement.

The groups are the following: Strategy, Organizational structure and systems, Management style and shared values, and finally Skills and people. These four categories are a great way to determine what are the weakest parts of the company and the ones that are more resistant to change when the innovation process will take place. A brief

description of the mentioned categories will shine light on the issue. Aspects which revolve around strategy look to determine what role does innovation play within the company and how much does the corporate rely on it in terms competition and transparency. Organizational structure and systems englobe every possible pain related to how can the soft structure of the business harm and generate pains when innovation is taking place.

Pains related to management style can englobe multiple aspects, from management approach such as Bottom up or Top down which can play a massive role in determining how successful will any given initiative be to understanding if the corporate has a risk-taking mentality and how it deals with failures. Finally, skill and people category try to understand all the ins and outs of how the employees see innovation and what support it expected from the mid mangers and entry level employees.

Mentioning the four models of corporate entrepreneurship elaborated by R.Walcott and M. Lippitz (MIT Sloan Management review fall 2007, Vol 49, n°1) could provide more understanding to why some corporates encounter bigger problems and pains when dealing with corporate acceleration than others.

Figure 1: Four models of corporate entrepreneurship



Source: Extracted from R. Walcott, M. Lippitz 2007

The graph extracted from the original study summarizes the main characteristics of each of the four models with examples that fit each description. The Producer and Advocate innovation models are known for being at the forefront of innovation, yet by no means it is translated into companies that operate other two models falling behind. Simply their model focuses on other sources of innovation such as stronger focus on intrapreneurship in case of Enabler or very “Laissez faire” in case of Opportunist.

Leaving the Opportunist approach behind as usually there is no dedicated or structured efforts related to innovation and further analyzing the other three approaches with its characteristics are able to provide more in-depth insights into what problems are each type of company experiencing and how can those be solved. The following table is an adaptation of information from R. Walcott and M. Lippitz study in combination with information gathered for this article.

Table 1: Innovation models and their main goals

	Enabler Model	Defender Model	Producer Model
Strategic objective	Facilitate the existence and work of entrepreneurial teams and employees	Reinvigorate or transform business units; support teams of internal entrepreneurial initiatives	Explore destabilizing or overlapping opportunities
Essential function	Provide future business leaders with independent financing and the attention of the highest management levels	Evangelize and train business units, as well as facilitate the achievement of new opportunities	Offer comprehensive initiatives through the conception, selection, financing, training, adjustment and reintegration of new business concepts
Inputs	Specific money, managerial commitment, hiring and personal development	Well-connected veterans of the company with a small staff of business-building experts and the go-ahead of the CEO	Veteran leadership in the company with good corporate connections, a full-time staff and significant, independent funding
Results	Proven concepts, but generally within the strategic framework of the company. (Note: empowerment programs can also facilitate global cultural change)	New businesses relatively close to the core business unit or significant efficiencies in the business unit processes	New, self-sustaining and / or potentially destabilizing businesses, whether or not they fit into an existing business unit
Success factors	<ul style="list-style-type: none"> • Culture of innovation • Structural flexibility for teams to carry out projects • Well-defined managerial involvement in decisions regarding funding milestones • Selection processes and criteria 	<ul style="list-style-type: none"> • Experience in building new businesses • Significant capabilities to facilitate team building and work • Ability to build coalitions and create internal and external networks 	<ul style="list-style-type: none"> • Respected leadership with strong internal decision-making authority • Experience in building new businesses • Explicit attention to executive career incentives for corporate entrepreneurship

	effectively communicated	<ul style="list-style-type: none"> • Visibility and support from senior managers 	
Typical challenges	<ul style="list-style-type: none"> • Bandwidth of senior managers • Maintain consistency and discipline when it comes to corporate branding • Find and satisfy project advocates (that is, ensure that enabling processes do not become a 'black hole' of ideas) 	<ul style="list-style-type: none"> • Overcoming short-term pressures to which business units are subject • Find “business builders” among managers who have traditionally been rewarded more for execution than for innovation 	<ul style="list-style-type: none"> • Reintegrate successful projects into the core business • Succession in leadership • Lack of support from the business unit

Source: Adaptation of R. Walcott, M. Lippitz 2007 by Ton Guardiet

The questionnaire

Each company could have different goals with regards to either open innovation, corporate acceleration or simply improvement of processes. However, it is crucially important to understand whether the management is realizing what impact are the current efforts generating and where does current innovation processes lay in term of general strategy of the enterprise. In many cases a significant gap exists between expected and real performance, however the management is not aware of it because of a complex organizational structure. The following questionnaire helps to identify the gaps that exist between the reality and desired outcomes, and at the same time analyze where the management wants to improve. Previously discussed four models of corporate entrepreneurship were taken into account to develop it and better understand what each company considered an adequate level of innovation for their particular case and what steps are already taken to meet these expectations. With all the previous information in mind, the following questionnaire has been created where the participant must mark the phrases that apply to their company in order to get a final score and see what are the biggest pains pending to be solved and possible needly movers that will positively impact the whole company in the short, medium and long run.

Table 2: Innovation questionnaire

STRATEGY	<input type="checkbox"/> There is a designed innovation strategy <input type="checkbox"/> Innovation is a growth engine <input type="checkbox"/> Innovation and corporate entrepreneurship are aligned with the strategy and objectives of the company <input type="checkbox"/> The company is sensitive to external changes <input type="checkbox"/> The strategy is transparent and visible to employees	.../5 ...%
ORGANIZATIONAL STRUCTURE AND SYSTEMS	<input type="checkbox"/> The organizational structure supports innovation and is agile <input type="checkbox"/> There are different models to organize corporate entrepreneurship <input type="checkbox"/> Individual actions are carried out to support collaborators with ideas and their execution. For example, bank of ideas, time and budget for the development of an idea, incubators and accelerators within the company, Business Angels for internal or external initiatives, etc. <input type="checkbox"/> Collective actions based on cooperation are carried out. For example, innovation cells, fostering cooperation / collaboration, knowledge-sharing developing collaborative intelligence and open innovation ... <input type="checkbox"/> Safe sites for innovation are created in the company: the long term is taken into account in decisions and there is a permanent fund for initiatives. <input type="checkbox"/> It is rewarded based on the impact of the work <input type="checkbox"/> There is the Lean Start-up method and rapid prototype culture	... / 7 ...%
MANAGEMENT STYLE AND SHARED VALUES	<input type="checkbox"/> There is a commitment from the management <input type="checkbox"/> The role of management leadership is valued <input type="checkbox"/> There is a powerful shared ambition / purpose to seek to make a dent in the world <input type="checkbox"/> Empowering / enabling is controlled <input type="checkbox"/> There is a culture of accepting mistakes, taking intelligent risks and experimenting <input type="checkbox"/> Momentum and a sense of urgency is created <input type="checkbox"/> There is constant and transparent communication	... / 7 ...%
SKILLS AND PEOPLE	<input type="checkbox"/> There is a culture of learning and continuous improvement, specifically in innovation and corporate entrepreneurship <input type="checkbox"/> There is talent management: seek / protect / empower intra-entrepreneurs	.../2 ...%
TOTAL Score/21 ...%

Source: Original work by Ton Guardiet

As discussed in the introduction, it is very hard to assess innovation as a broad term, firstly because it can take so many forms and sized and secondly because it can live in different departments of a company or even across departments. Consequently, the questionnaire took already proposed structure of breaking innovation down into four

blocks, according to the subgroups previously mentioned: strategy, organizational structure, management style and skills & people. The reason behind this structure is to help participants understand in what area they can improve the most, detect best practices and increase the precision as simply stating that a company has to introduce measure all over the board in not actionable feedback. Moreover, after the competition of the questionnaire the participants were asked to fill it in once more but now stating what are they looking to achieve in terms of corporate entrepreneurship in the medium run, consequently in the results table every block is broken down into real outcome, desired outcome and difference from real and desired.

Real outcome summarizes where the company is at the moment according to the answers from the questionnaire, desired represents where the enterprise strives to be in a near future and the difference is the variation between two previously mentioned factors. Furthermore, some participants were asked to state one actionable improvement for the aspect where the company had scored the lowest or simply the participant wanted to suggest possible changes. The full list of 171 respondents from different companies or in case of large multinationals different departments can be provided upon request as it would be unfeasible to put it in the article due to its extension. These companies have been selected as many of the participants of this questionnaire have showed interest in improving innovation in their companies via technology. Moreover, participants come from multiple economics sectors and companies at different stages in life, from established companies with over 30 years of history to recently created ones, which is a highly representative sample of the current economy.

The following table summarizes some of the participants and companies analyzed in this chapter related to entrepreneurship pains to be solved by a digital platform and actions of improvement. In general, the aim was to give the questionnaire either the top management in case of SMEs and in case of multinationals the goal was to get data from as many departments as possible and mostly from mid to top management.

Table 3: Some of the companies that participated in the analysis

Company	Business	Position	Name	Surname
Http://www.cashkeeper.es/	Cash machines	CEO	Alexandra	Colls
https://premiumpsu.com/es/	Energy conversion systems	R+d manager	Miguel ángel	Fernandez
https://tpm-dti.com/es/	Organ donation and transplantation	Managing director	Francesc	Martí
http://niviuk.com/	Products and flight equipment (skydiving)	Export manager	Mireia	Serradesanferm
https://www.vallfirest.com/	Equipment for firefighters and foresters	International sales manager	Sergi	Pareja
https://www.frenossauleda.com/	Friction material for the industrial sector	CTO	Toni	Sauleda
https://www.serviscoplet.com/	Design and assembly of stands for fairs	Business development manager	Albert	Melich
	Wholesale of perfumery and cosmetics	CEO	Sergio	Martin
https://wetron.es/	Industrial automation	Commercial director	Alberto	Hernando
https://www.createcollections.com/	Crearte collections: designer sofas and chairs	Manager	Eloi	Roure
http://www.osvalles.com/	Symphony orchestra	CEO	Oscar	Lanuza
https://www.todanelo.com/	Law firm	Innovation manager	Manuel	Bertzosa
http://www.kartsana.com/	Stretchers	Head of projects	Ivan	Castelo
https://esdi.es/	Design high school	Deputy director	Georgina	Bombardó

http://www.fontnova.com/	High power consumption-water	Administrative manager	Pere	Toledano
https://ntc.cc/	Plastic dyes	Commercial director	Oriol	Argemí
http://www.pujolasos.com/es/	Luxury packaging	Innovation manager	Gal·la	Romera
https://www.sensalialabs.com/	Cosmetics	CEO	Puri	Martinez
http://kabeltechnik.es/es/	Electrical wiring	Administrator	Xavier	Martinez
https://biannarecycling.com/	Manufacture of waste treatment equipment	Managing director	Francesc	De haro
https://www.gasesgrit.com/	Distribution of liquefied gases	Technical and r&d manager	Victor	Manzano
https://reverterindustries.com/	Maintenance of pipes and industrial facilities	Commercial director	Ignacio	Ortiz
http://winfor.es/	Computer services	General director	Miquel	Illa
https://www.gomacamps.com/	Paper and other hygiene products	Innovation manager	Mar	Pàmies
http://cenavisa.com/es	Veterinary laboratory	Technical manager	Maria	Torelló
http://sereva.es/	Cooling systems	Director	Àngel	Cercós

The results

The following summary table is composed of results from the whole database of 171 participants.

#/5	#/100	Strategy	#/7	#/100	Organizational structure	#/7	#/100	Management style and shared values	#/2	#/100	Skills and people	#/21	#/100	Total
5	100%	Max Real	7	100%	Max Real	7	100%	Max Real	2	100%	Max Real	21	100%	Max Real
5	100%	Max Desired	7	100%	Max Desired	7	100%	Max Desired	2	100%	Max Desired	21	100%	Max Desired
5	100%	Max Difference	7	100%	Max Difference	7	100%	Max Difference	2	100%	Max Difference	15	71%	Max Difference
0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	1	5%	Min Real
0	0%	Min Desired	2	29%	Min Desired	2	29%	Min Desired	0	0%	Min Desired	7	33%	Min Desired
0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference
2,8	57%	Real Average	2,6	37%	Real Average	3,8	54%	Real Average	1,0	51%	Real Average	10,1	48%	Real Average
4,5	89%	Average Desired	5,7	81%	Average Desired	6,2	89%	Average Desired	1,9	96%	Average Desired	18,2	87%	Average Desired
1,7	34%	Average Difference	3,2	45%	Average Difference	2,5	36%	Average Difference	1,0	47%	Average Difference	8,4	40%	Average Difference

Before going deeper into the analysis of results, it is worth mentioning that due to large sample size the data from minimum and maximum scores could be misleading, consequently the major part of the analysis will be based on averages. Nonetheless the results table summarizes the main trends in terms of statistics and it is quite insightful to see that there are companies which are nearly achieving their potential, for example Premium which scored 19 out of 21 but also there are others that are still lacking. In general, the real average is relatively low, 10,1/21 which is just 48% and the average difference between the desired and real results is very high, at around 8,4. This information could be interpreted as the management of interviewed companies wants to improve and is aiming high, yet there is still a long way to go to achieve it.

Another great insight that could be extracted from the data is that Skills&People is the group which has the highest difference between real and desired. In other words, most believe their current employees either do not possess the skills or will to foster innovation. Real average paints similar picture as it is the second lowest from any other category. The other group which according to the survey has significant room for improvement in the organization structure.

It should also be pointed out that not all companies look for a perfect score as the desired average sits at 18,2, representing 87% of the total possible. Even more there are companies that desire to achieve only 7 points, which is a mere 33% of the perfect score. This could be related to the sector in which the company is operating, for example in more conservative industries it is totally normal for a company to focus on operation excellence rather than innovation and growth, however it is not right to completely discourage innovation as there is still a lot of room to innovate in processes and other operation tasks.

Additional question was asked to some of the participants regarding the general evolution of the company on a scale from 1 to 10, and a clear connection can be observed as the higher the overall score of the questionnaire tend to be interrelated with better company performance, economically speaking. Moreover, from the results of the questionnaire, a model that is used for corporate innovation according to Walcott and Lippitz could be identified rather clearly in most of the cases. Surprisingly, there is not a single model that dominated the rest; however, two clear leaders could be observed, the opportunistic model which was identified in 30% of the companies and the enabler model with 15% respectively. These percentages increase significantly if only the companies with clear corporate innovation model are taken into account to 50% and 25%.

An interesting insight that was also extracted from the data is that companies which have an enabler innovation model tend to do slightly better financially than the ones with opportunistic model. Nonetheless, the difference is too small to be statistically significant, to be precise there is only 1,85% increase in economic performance for the companies that have the enabler model, in real terms the enterprises with enabler model scored 6,875 on average whilst the opportunist companies 6,75. Another reason why this information could not be exactly right is that the executives themselves provided it, in other words there is a strong chance that this performance data is biased or at least has some variation from manager to manager as each of them may have different expectations.

Moreover, to better understand whether the same conclusions could be extrapolated not only for the market but to big corporations in particular a further analysis has been conducted with one organization in particular, CecaBank where 19 employees from different departments and positions answered the same questionnaire. CecaBank is, as the name suggests, a bank that offers its services only to businesses and has a long-standing history of helping its clients to deal with any issues involving banking. It has over \$10 billion of assets under management and 470 employees which gives an idea of the size of the entity in question. The participants of the survey had to propose an actionable feedback that could be implemented in the future to improve the operation and make the whole entity more innovative. Due to a confidentiality agreement with the entity the non-aggregated data cannot be shared, so we will analyze the results table with an identical structure as the previous one.

Cecabank analysis

#/5	#/100	Strategy	#/7	#/100	Organizational structure	#/7	#/100	Management style and shared values	#/2	#/100	Skills and people	#/21	#/100	Total
4	80%	Max Real	4	57%	Max Real	5	71%	Max Real	2	100%	Max Real	13	62%	Max Real
5	100%	Max Desired	7	100%	Max Desired	7	100%	Max Desired	2	100%	Max Desired	21	100%	Max Desired
3	60%	Max Difference	6	86%	Max Difference	4	57%	Max Difference	2	100%	Max Difference	14	67%	Max Difference
2	40%	Real min	0	0%	Real min	2	29%	Real min	0	0%	Real min	6	29%	Real min
4	80%	Min Desired	5	71%	Min Desired	5	71%	Min Desired	2	100%	Min Desired	16	76%	Min Desired
1	20%	Min Difference	2	29%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	6	29%	Min Difference
3,0	60%	Real mean	1,6	23%	Real mean	3,7	53%	Real mean	0,6	29%	Real mean	8,9	42%	Real mean
4,6	93%	Desired mean	5,9	85%	Desired mean	6,5	92%	Desired mean	2,0	100%	Desired mean	19,1	91%	Desired mean
1,6	33%	Mean Difference	4,3	62%	Mean Difference	2,8	40%	Mean Difference	1,4	71%	Mean Difference	10,2	48%	Mean Difference

So very interesting conclusions can be extracted from the analysis as it clearly shows that Cecabank is not the most innovative company, which on the other hand is totally normal as banks usually are very conservative. Another theoretical aspect that gives better understanding of why is Cecabank quite conservative is that its clients are other enterprises and not directly private individuals which do request more innovation. The low level of innovation can be observed by the real mean which is only 8,9 a mere 42% of maximum score. To add perspective the first batch of companies had a mean of 10,1 a full 1,2 points higher. Another interesting insight that can be extracted is that employees want to actually work in an organization that is innovative at the desired mean is quite high at 19,1 or 91% of the maximum score. Two biggest areas of improvement are organizational structure and skills and people. Neither come as a surprise as financial institutions are known to be very slow movers due to high regulation of the sector and complex internal structures. The argument around the people is similar as employees tend to get used to how things are and are reluctant to change.

On the final note it is interesting to outline that most employees selected either an opportunist's model as the one that best represent their organization or the defender. The characteristics of opportunist companies when it comes to innovation is that they lack an established process and only innovate when necessary which sounds very similar to what is happening in Cecabank according to its employees.

Conclusions

As data from the analysis has proved, the executives and top managers want their companies to innovate, however the weight of the organizational structure does not allow for quick iterations. At the same time, the second group that consistently scored below average was Skills&People. Multiple conclusions can be extracted for this statement, yet it helps to take a step back and understand human psychology, in general homo sapiens is quite risk averse, which naturally translates in trying to prevent changes from happening. Building a corporate culture where failure is accepted is an extremely complicated task and as corporation grows is it even more complicated to keep this culture alive. Consequently, innovation should be perceived as something that carries low risk to the individual and the company, yet this seems to defy the purpose of innovation.

On the other hand, as already mentioned there is a significant gap between real outcome and expected outcome, which obviously shines light on personal biases of interpretation that could exist. As innovation is such a hard area to measure and assign a numerical value, many executives believe that their companies are doing great or above average but this is because few companies actually have data teams to track how well innovation is working within their company and how much income it is generating for the company, it sounds more of an intangible good rather than a strategy. Therefore, to improve any enterprises innovation capacity, the executive team must ensure:

- Adequate team structure where every employee has a given time which s/he can dedicate to design or evaluate what can be improved without the risk of being penalized

- Encourage the acceptance of failure of some innovation initiatives
- Establish clear objectives and deadlines and set SMART goals
- Design a framework in advance to actually understand, based on data, what effect do the innovation initiatives have on the company.

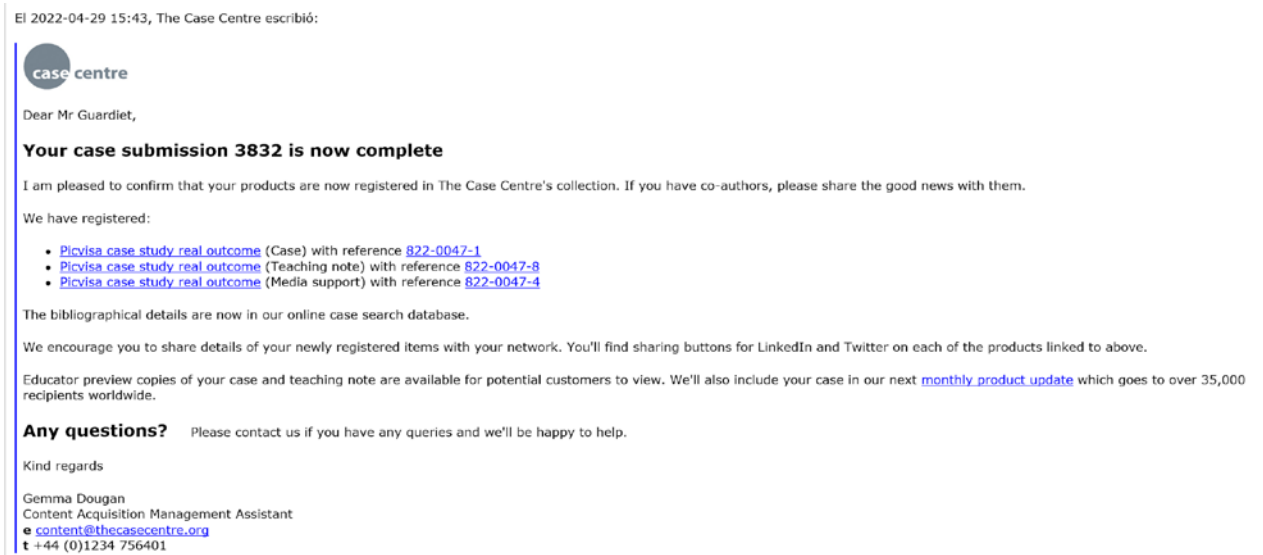
8.4. 3rd Publication related to the research question proposed

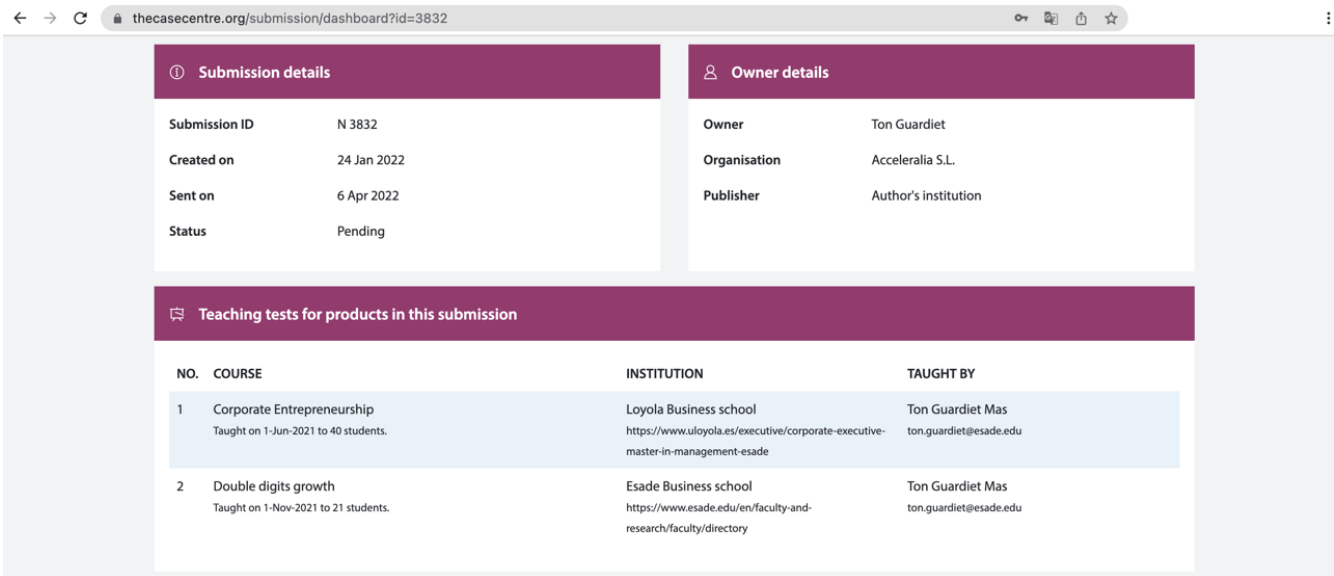
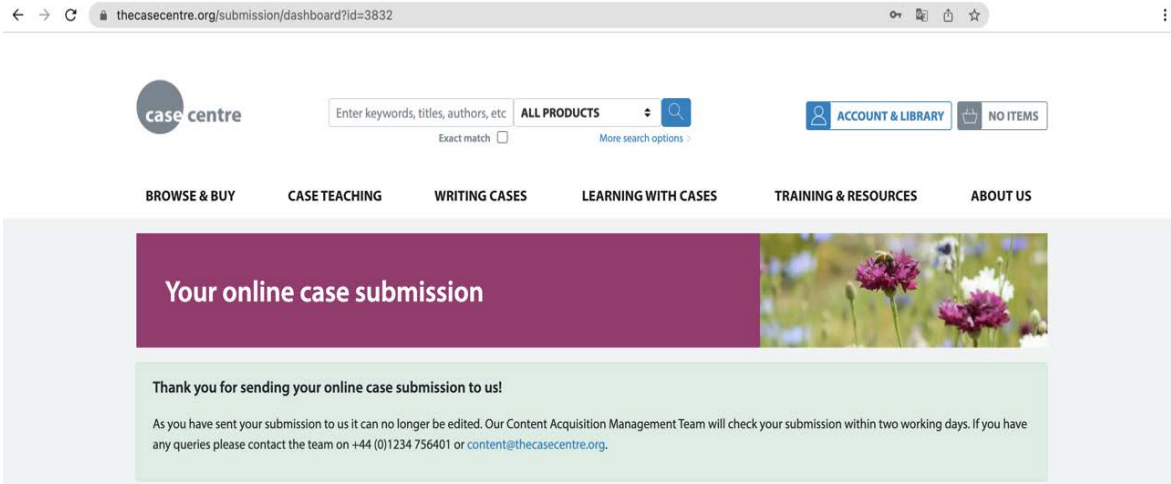
A case study was written and published regarding how Picvisa created an innovation culture and what are the ways that other companies could use it to simulate their success. Moreover, this case study was taught at Esade Business School and Loyola to MBA students and published in CaseCenter.org

Registrations:

- [Picvisa case study real outcome](#) (Case) with reference [822-0047-1](#)
- [Picvisa case study real outcome](#) (Teaching note) with reference [822-0047-8](#)
- [Picvisa case study real outcome](#) (Media support) with reference [822-0047-4](#)

Figure 37: The email confirmation of The case center publication





Innovating from within: Case study of Picvisa and Grup Calaf.

As time passes competition in every market only increases, making even the best companies fight hard to maintain their advantage over the new entrants. In recent years, the talk in most executive meetings has been about innovation and how it could help maintain the dominant position in a market, or on the other hand, become the dominant players in a particular market. What should be understood is that innovation can come in many forms and sizes, from something extremely novel to an optimized process. It could come from within the company or from the outside, can be result of R&D, or taken from an entirely different industry. The point being, every company must find its way to innovate otherwise the future would be grim.

Group Calaf is a construction company founded in 1964 near Barcelona. Over the years, the business has been good and the company was growing steadily and expanding to other markets, from the production of building materials, waste management to water treatment. Currently the group includes over 10 companies with 500 employees split between them and generates around 150 million euro in revenues originating from multiple countries. It's a perfect example of how a mid-sized corporation has seen the opportunity in markets related to its core, started expanding and now possesses a diversified portfolio of products, which can be encompassed in three main groups: construction, which represents around 80% of its revenue, services, which represent 15%, and finally, technology development, which represents around 5%. Expanding their reach means bigger growth opportunities but it also inevitably means more complexity in every regard, more product lines, sales structures, financing, procurement, the list could go on. Without a centralized management and great control mechanisms it could easily get out of hand. Nonetheless, being a traditional company in a very traditional sector, innovation does not come easy.

However, this is not the case at one of Group Calaf subsidiaries. PICVISA designs and manufactures innovative equipment of optical and sensor-based sorting for waste treatment, recycling and various industrial processes. The company is classified as an innovating technology enterprise that provides industrial solutions based on image processing and machine vision to the national and international markets. They design, develop and produce selection and sorting equipment for recycling materials. Their equipment can select and sort these materials by composition, shape and/or by color, and are based on their own image processing software that is specific for each application. Their high-resolution machine vision systems, together with well-defined illumination systems, provide reliable and efficient solutions with high performance levels that overcome traditional equipment.

Video: Picvisa | Optical sorting. **Duration:** 2m30s.

Speakers: Joan M. Camitjana (CEO), Luis Seguí (General Manager), Maryam Yuli (Innovation Manager). To see it click [HERE](#)



Source: PICVISA

Today the company is based in Barcelona and is present in more than 15 countries with more than 210 installed equipment for a wide range of applications.

The internationalization process is consolidated with a distribution network that guarantees technical and commercial assistance in any of the countries where it operates.

As can be seen, innovation plays very different roles in both cases; for PICVISA it is the driving force that helps them to be the leaders in their market and is deeply rooted in their culture, while for Group Calaf it represents a challenge and something that the company culture has not yet absorbed.

Understanding Picvisa and origins of innovation culture

Understanding Picvisa

Currently the company focuses on developing two main technologies and implementing them in four different commercialized solutions. PICVISA accumulates knowledge and experience in artificial intelligence and machine vision. Their leadership in the market of optical sorters to automate and optimize recycling facility derives, thanks to a strong commitment to innovation in intelligent optical and robotic solutions that are aimed at all types of national and international industries. The two technologies in combination with pneumatic separation techniques and robotics make the company an obvious choice of for smart waste management.

Artificial intelligence brings together different technologies, from machine learning to natural language processing, that enable machines to perceive, understand, act and

learn. By combining artificial intelligence with machine vision, the company is able to give the systems a decision-making and reaction capacity that is unheard of in the industry. Solutions such as ECOPACK or ECOGLASS and the robot ECOPICK, which combines artificial intelligence and machine vision with data analysis, IoT, and automation help clients transform their production line.

Machine vision, also known as computer vision, is a subfield of artificial intelligence. The purpose of machine vision is to get a machine to understand and interpret a scene or identify an object. Through the analysis and interpretation of the content of an image or video, numerical or symbolic information is extracted so that it can be treated by a computer, and thus act as appropriate in a given situation or in an industrial process. PICVISA is a leader in the application of machine vision solutions for the waste recycling industry. Their robotic systems can make automated and intelligent decisions to classify waste, following the parameters with which the system has been programmed.

The four products offered to the clients are: **Optical sorting, Robotics, Brain and finally Care.**

esade



Source: PICVISA

Optical sorting is all about designing, manufacturing, and supplying optical separation equipment to classify materials, and recover waste. This technology is mostly used for waste management,

yet certain clients use it in pharmaceutical industry, in the food industry and in other industries where there are production, triage, and quality processes.

Robotics by PICVISA provides intelligent and customized robotic solutions to face the new challenges of process automation. An intelligent robot is capable of facing a problem just as a person would: it sees, understands the situation, and acts accordingly. To achieve the right reaction and response multiple ingredients are mixed together:

- machine vision: through images the robot interprets a given situation
- artificial intelligence: deep learning algorithms allow the robot to make decisions
- the robotic unit implements the decision made

Currently the product portfolio includes customizable solutions to automate sorting tasks, identify and separate valuable materials within a disorderly production flow, and quality control, where the robot identifies and separates improper items in a production flow.

Robotics solutions are adapted to multiple sectors—recycling, packaging, textile and food. To develop each application, different aspects are analyzed: geometry and surface characteristics of the parts, characteristics of the belt, field of vision, type, tolerance, and design of the robot gripper.

Joan Manel Casamitjana, CEO of Picvisa



Source: PICVISA

As already mentioned, the company always strives for innovation in order to maintain its leadership position in the Iberian market and to gain a larger market share on the international arena. Moreover, employees in the headquarters and the test center are in constant search of new technologies to implement in the existing product range.

Joan Manel Casamitjana, CEO of PICVISA is one of the main promoters of the innovation culture that the company strives to have. Overseeing the majority of projects enables him to have an open vision of where the market is moving on a macro scale and therefore to promote a better innovation environment in a top-down manner.

<https://www.linkedin.com/in/jmcasamitjana>

A continuation of Joan Manel's vision is closely linked by Lluís Seguí, managing director of the company. He is in charge of reconvertng the innovation plan into a

strategic one. For better time and knowledge management, Lluís is always looking to harmonize processes, spot priorities for intrapreneurship, open innovation and spin off projects, and centralize information coming from the different Excel sheets. To enable better implementation, it was decided that a dedicated person should be in charge of innovation, and consequently Miriam joined the PICVISA team in January, 2021 to oversee all innovation efforts and make it a vital part of the company's strategy.

However, for the innovation strategy to work, every member of the team should back it and understand its importance. As examples we could see Silvia Gregorini, Head of PICVISA's

Robotics. Her role is to automate manual processes using artificial intelligence technology. She does not see PICVISA as a machine factory, but rather as a service provider, where intelligence is key. Susana Ferrero could be another example, being head of PICVISA's Projects Department, she is in charge of coordinating several projects from various natures and is always looking for new options to innovate and improve the workflow. Nonetheless, it is important to outline, that this culture would not be possible without the guidance from Joan Manel and Lluís.

PICVISA has designed a dedicated innovation process in order to make sure that all the ideas generated by their employees are looked at and nothing has escaped without being noticed. Moreover, it is also important to look not only within the organization but to the outer world and think about open innovation as well as all the other types to achieve the maximum benefit that could be generated. In the case of this particular company, they take inspiration from three main channels: overview of technology trends, overview of the general market, and a deep understanding of its clients.

Thumbnail of YouTube



Video: PICVISA - AI, machine vision and deep learning. **Duration:** 40s.

To see it click [HERE](#)

Source: PICVISA website
285

In case of the overview of **technology trends**, it is crucial to be up to date with all the tech used in the hardware produced, as a new incumbent piece of hardware could represent either an important cost saving or a threat. This would mean not only looking at the competition but substitutes in multiple markets where similar tech solutions could apply. Usually, PICVISA organizes group dynamics where interesting trends can be openly discussed every three months. Overview of the market speaks for itself as it is closely related to open innovation and in some way to copycatting. Keeping the eyes wide open for all the innovation in the market that a company is competing in is an extremely good tactic to be the first one to notice a trend that may represent a significant change down the line. Cooperation with other players within the same market could also lead to a mutual benefit at a later stage. The company tends to share studies and other interesting material that is collected by all its employees, and even generating their own studies every now and then. Final inspiration comes from the clients themselves as they are the ones who know their needs better than any company. Continuously talking with not only current but potential customers allows PICVISA to foresee any needs and to develop the solution for it before anyone else in the market can.

As more and more ideas originated from the inspiration sources, it became harder to track and gather actionable insights in order to follow up with the management and actually implement the innovations in the company. Moreover, other subsidiaries of Group Calaf started to take notice and are trying to replicate PICVISA's approach to innovation with a certain level of success. The parent company took notice and is currently looking for ways to share the innovation process with the rest of the subsidiaries.

Questions

1. Considering all the information provided above, design a structured innovation framework with the exact steps that PICVISA could use to take into account all employee ideas and implement the most promising ones.
2. How many steps do you think this innovation process should have and why? How much time should be dedicated to each phase? What could be possible deliveries for each phase?
3. How should Picvisa decide which idea / initiative / project should go ahead or not? Who has to decide it?
4. How do you convince the Calaf Group top management to implement a detailed roadmap to push innovation to the rest of the subsidiaries, which haven't developed an innovation culture?
5. How do you decide and who have to be the innovation ambassadors of the entire Calaf Group?

Annexes

1. <https://picvisa.com/en/>
2. <https://www.youtube.com/c/PICVISA>
3. <https://www.linkedin.com/company/picvisa/>
4. <https://calafgrup.com/en/>
5. <https://calafgrup.com/en/c/group-history-17>
6. <https://calafgrup.com/en/c/groups-companies-18>
7. <https://www.youtube.com/channel/UCVJsu5O1aUQd7ujwQbI1-A>
8. <https://www.linkedin.com/company/calaf-grup/>

Link to the original PICVISA teaching case document:

[https://drive.google.com/file/d/1SM4I6vd39YP6QT98YPIQZ5tKM0x0UTNz/vi
ew?usp=sharing](https://drive.google.com/file/d/1SM4I6vd39YP6QT98YPIQZ5tKM0x0UTNz/vi
ew?usp=sharing)

The outcome and final design of the PICVISA innovation funnel

PICVISA has designed a dedicated innovation process in order to make sure that all the ideas generated by employees are looked at and that nothing has escaped without being noticed. Moreover, it is also important to look not only within the organization but to the external world and think about open innovation as well as all the other types to achieve the maximum benefit that could be generated. In the case of this particular company, they take inspiration from three main channels: overview of technology trends, overview of the general market, and finally, a deep understanding of its clients.

In the case of the overview of technology trends, it is crucial to be up-to-date with all the tech used in the hardware produced, as a new incumbent piece of hardware could represent an important cost saving or a threat. This would mean not only looking at the competition but at substitutes in multiple markets where similar tech solutions may apply. Usually, PICVISA organizes group dynamics where interesting trends can be openly discussed every three months. An overview of the market speaks for itself, as it is closely related to open innovation and in some way to copycatting. Keeping one's eyes wide open for all the innovation in a competitive market is an extremely good tactic in order to be the first to notice a trend that may represent a significant change down the line. Cooperation with other players within the same market could also lead to mutual benefit at a later stage. The company tends to share studies and other interesting material that it has collected with all its employees, and even generating their own studies every now and then. Final inspiration comes from the clients themselves as they are the ones who know their needs better than any company. Continuously talking with not only current but potential customers allows PICVISA to foresee any needs and to develop the solution for it before anyone else in the market can.

As more and more ideas originate from inspiring sources, they are funneled into the innovation process, which has three main steps or gateways. The process begins with *idea* formulation, followed by formulation of *initiative*, and finally a *project* plan. All the steps are accompanied by a delivery that an employee should present for his proposal to be considered. It is noteworthy to point out that after each step a dedicated committee reviews all the ideas and analyzes them. Currently, the committee is composed of seven people, heads of each of PICVISA's divisions, the CEO, and two other key employees.

As aforementioned, the first step in the actual internal process is the idea formulation: it consists of the employee completing a one-page executive summary sheet with the main features regarding the innovation that they are proposing. Information such as who is also helping him with the idea, what the is problem, and where are the opportunities, advantages, and disadvantages, should be included. Particularly, it is also important to identify a sponsor for the proposed idea. A sponsor is a person within the company whose department the innovation would affect and who would have the budget to cover its costs. Once the executive summary is submitted to the platform, the employee will get a notification that the submission was successful. At the early stages of the process, the committee is set to meet on a monthly basis to review all the ideas proposed, they will also speak with the sponsor, and evaluate whether the innovation makes sense. The two possible outcomes of this step are that the initiative has received either a "go" or a "no go", in both cases the employee will receive a notification regarding the resolution.

In the case that the idea is accepted by the committee it would move to the next step, which is the formulation of an initiative. The person or the team is required to generate one PowerPoint document and record a 5-minute video diving deeper into the initial idea and developing it even further with all the necessary details, with the help of Acceleralia. Once the submission is completed, the person behind the proposal will once again receive a notification that the submission has been accepted.

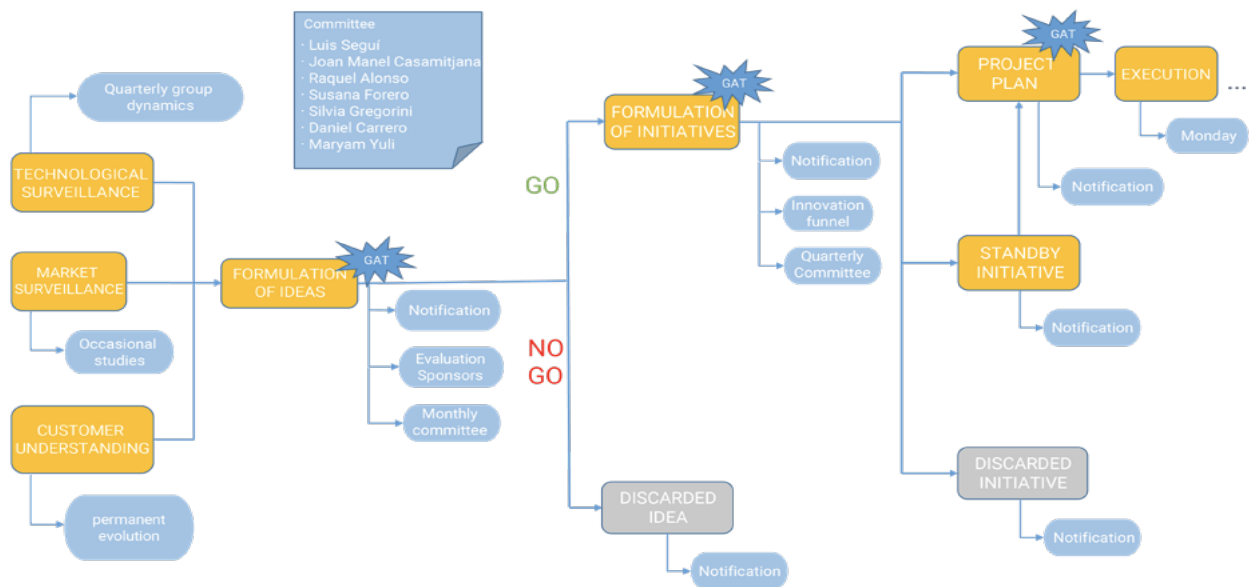
The committee will gather once in three months' time to review all the initiatives and to vote on the best ones to proceed further. After the review, all initiatives are introduced into an Excel document with predefined KPIs that have been established at the beginning of the innovation process and are all ranked accordingly. In the following chapter, these KPIs will be discussed in further detail. The initiatives that score the highest then move to the final stage of the process. Others are disregarded and their employees are notified. It may occur that an initiative is interesting for the company, however the timing is not the best or currently there are no resources available. When this scenario occurs, the proposal is moved to standby and the employee is notified that their initiative was not immediately accepted, but will be studied in further detail at a later date. As soon as something changes, the initiative will receive a green light and move to the final stage.

The final stage for the few selected proposals is the development of a project plan, which represents a detailed document that covers all the necessary aspects of the

proposal from its financial needs to its marketing strategy, if necessary. It could be understood as a business plan for this particular idea.

Once the submission has been made, the committee will proceed to a review and in the majority of cases, implementation of the proposal.

The whole process described previously can be summarized in an easily understandable diagram, which actually was designed in order to help the innovation committee get familiar with the process that they would have to judge in as little time as possible. The three steps are clearly visible and separated, with each of them having dedicated procedures and a notification to follow.



For the previously described process to be as transparent and objective as possible, multiple KPIs and goals have to be established before the start of the innovation process, and they must be properly communicated to the entire company for everyone to be completely aligned regarding what the company's short and medium-term innovation goals are. Nevertheless, the goals should also be lean, as market dynamics evolve constantly, and so should an innovative company such as PICVISA. One key step in the innovation process is the analysis of ideas and initiatives. As ideas are still at a very early stage, and the amount of them could be significant, a more informal approach is taken in order to efficiently spend the time of top management involved in the process. However, as the idea transforms into an initiative and moves down the innovation funnel, the process becomes more formalized.

All the initiatives are added into an Excel document where the ranking takes place. I will briefly describe the format and the components of the document in order to ease the comprehension of the whole process. The Excel document can be divided into two main sections, descriptive and numerical. The descriptive part, as the name suggests, explains all the details regarding the opportunity in a summarized fashion, which in turn helps to keep track of everything and provides an easy transition into the numerical part, which consists of ranking the initiatives on a scale from 1–5.

The first step of the descriptive part is to name the opportunity; it could either have a proper name or just a reference code, or both. This is followed directly by a short description of what the innovation proposal is about and what are the main benefits for PICVISA. The next information to be filled regards the strategic line of the company that the innovation will directly impact if implemented; an example could be the robotics division or any other division of the company. This part is especially important as it makes sense to compare multiple proposals which affect the same line of business and to understand how they vary or if they can be combined in the near future to improve efficiency, or simply because together the benefit is greater. Next up is the motive behind the innovation proposal. There are multiple reasons for innovating but some common ones could be that improved technology has become available, there is certain software that would help increase efficiency, or there are significant market changes that have to be acted upon not to lose competitive advantage in the near future.

The following part of the Excel document moves away from a purely text description to some mathematical assumptions regarding the proposal. The first part that the investment committee would have to fill in is the pure investment required. The meaning behind 'pure' in this context is the amount of direct monetary resources that must be invested for the opportunity to bear any fruit. The next column is directly related to the previous one and tries to quantify the number of working hours that a given team would have to invest in an opportunity in order to transform it into something valuable. The value has to be given in hours, which at a later stage would be changed automatically into a monetary format to calculate the total amount of investment needed. The following information input regards the time that would be needed to elapse in order to develop the innovation initiative. This is crucial to understand, as timing could play a major role both in PICVISA's evolution and for a specific initiative due to market conditions and other external factors. Risk of the opportunity is the next aspect that is evaluated; in the current document the committee would have to choose between high, medium, and low for the variable. Next up is a brief estimation of the breaking point; it could come in different formats depending on the project, for example if the innovation is developing a new hardware product, then a number of devices sold to reach the breaking point should be introduced. The final two variables are the difficulty of the initiative and its stage. The difficulty is assessed on a scale from 1 to 4 where 1 is a quick win, in other words easy to implement with fast payback period, and 4 is a hard project, which requires a lot of resources and commitment. In terms of the stage, the committee would have to rank whether the idea is just an idea, it's in development, has been disregarded, or there is a project plan being formed.

After filling out all the relevant information mentioned in the description part, the committee would have to move to the numerical part, which consists of ranking the initiative based on three crucial variables:

i) strategic alignment, ii) market impact, iii) accessibility. In each case a scale from 1 to 5 will be used where 1 represents low, 2 medium low, and so on until 5, which is high. The strategic alignment variable takes into account all the information commented on before and must evaluate to what extent does a certain proposal align

with the current strategic goals of PICVISA as a whole, and not just a single department. Market impact must integrate what effect there is with the opportunity cause on the market, in order to evaluate the return, increase in sales or reputation. Finally, the accessibility ranks the mixture of risk, complexity, and price that any given innovation initiative represents for the company. As soon as all three have been ranked, the spreadsheet will automatically generate a final value, which would represent the priority of any particular initiative. The value is the average, with the same weight assigned to each of the three variables.

According to the process described in the previous chapter, only the strongest initiatives that score the highest would move forward. In certain cases, an opportunity could score high but be put on hold due to a wide multitude of factors ranging from the market situation to availability of resources in the company.

Link to the original PICVISA Outcome document:

<https://drive.google.com/file/d/1SM4I6vd39YP6QT98YPIQZ5tKM0x0UTNz/view?usp=sharing>

8.5. Summarized database of the main corporate accelerators analyzed

The following table summarizes the most relevant information used for the statistical analysis of success factors for corporate acceleration. The data was collected from public sources such as websites, news articles, or other publications.

Table 4: Summarized database of the main corporate accelerators analyzed

Parent Company	Corporate Accelerator	Respective NAICS CA Target Industry	Accelerator partner	Locations	Launched	Duration	Cohort frequency	Funding in K EUR	Equity in %	Primary objective	Batch size	Venture Stage
AIA	AIA Accelerator	Health Care and Social Assistance	Nest	Hong Kong	2014	3 months	N/I	No	No		8	N/I
Airbus Group SE	Airbus BizLab	Primary Metal Industries, Air Transportation	No	Toulouse, France / Hamburg, Germany / Bangalore, India / Madrid, Spain	2015	6 months	Semi-annually	45	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	20	Seed

Allianz SE	Allianz Digital Accelerator	Finance and Insurance	No	Munich, Germany	2013	6 months	N/I	N/I	Yes	Strategic - Create a protected environment to test promising internal and external business ideas	N/I	Pre-Seed
Anheuser Busch Inbev SA	Budweiser Dream Brewery	Retail Trade	No	Shanghai, China	2015	3 months	yearly	18	No		15	N/I
Anheuser Busch Inbev SA II	100+ Sustainability Accelerator	Agriculture	No	New York, USA Leuven, Belgium	2018	6 months	N/I	90	Optional	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	21	Post Seed
AT&T Inc	AT&T Aspire Accelerator	Educational Services	No	Remote + San Francisco, USA	2015	6 months	yearly	90	5		8	Stage agnostic
Axel Springer	Axel Springer Plug and Play	Industry-agnostic focus	PlugAndPlay	Berlin, Germany	2013	3 months	three times a year	25	5	Financial - Invest in promising startups, make them more valuable, and earn a financial premium	8-12	Pre Seed
Axel Springer II	APX	industry-agnostic focus	No	Berlin, Germany	2017	3 months	ongoing	25	5	Financial - Invest in promising startups, make them more valuable, and earn a financial premium	12	Pre-seed
Bank of Ireland	Bank of Ireland Accelerator	N/I	StartPlanet	Cork, Ireland	2013	3 months	regularly	10	3		N/I	N/I

Barclays PLC	Barclays Accelerator	Finance and Insurance	TechStars	London, UK / New York, USA / Tel Aviv, Israel	2014	3 months	yearly	110	6		10	N/I
Bayer AG	Grants4Apps Accelerator	Health Care and Social Assistance	No	Berlin, Germany	2014	3 months	yearly	50	10	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	5	Post Seed
BBC	BBC Worldwide Labs	Information	No	London, UK / New York, USA	2012	6 months	Semi-annually	No	No		N/I	N/I
BMW Group UK + BMW Financial Services	Innovation Lab	Transportation and Warehousing, Information	L Marks	Farnborough, UK	2017	3 months	yearly	No	No	Strategic - Understand recent trends and developments in a respective market and initiate relationships		stage agnostic
BNP Paribas	L'Atelier Paribas / Boost Programs	Finance and Insurance	No	Paris, France / San Francisco, USA	2015	4 months	N/I	100	No		11	N/I
BNP Paribas II	Innov&Connect	Finance and Insurance	No	Paris, France	2015	4 months	N/I	No	No		6-8	N/I
Börsenvere in Gruppe	CONENTshift	Information	No	Frankfurt, Germany	2016	3 months	yearly	10	N/I	Strategic - Understand recent trends and developments in a	5	Seed

										respective market and initiate relationships		
Bonnier	Bonnier Accelerator	Information	No	Stockholm, Sweden	2013	3 months	N/I	Flexible	Optional		N/I	N/I
Cisco Systems Inc II	Cisco LaunchPad	Hardware Manufacturing	No	Bengaluru, India	2016	4 months	N/I	7	N/I		8	N/I
Cisco Systems Inc	Cisco Entrepreneurs in residence	N/I	No	San Jose, USA / Vienna, Austria	2013	6 months	regularly	Flexible	N/I		N/I	N/I
Citigroup Inc II	Citi Accelerator	Finance and Insurance	No	Tel Aviv, Israel	2013	4 months	yearly	N/I	N/I		N/I	N/I
Citigroup Inc	Citi Mobile Challenge Asia Pacific	Finance and Insurance	No	Bengaluru, Singapore, Sydney and Hong Kong	2015	N/I	N/I	90	No		N/I	N/I
Citrix Systems Inc	Citrix Startup Accelerator	N/I	No	Santa Clara, USA/ Raleigh, USA / Bangalore, India	2010	3 months	regularly	No	No		10-12	N/I
Coca-Cola Co	The Bridge	Retail Trade; (Air)	No	Tel Aviv, Israel	2013	6 months	N/I	No	No		N/I	N/I

		Transportation; Health Care and Social Assistance; Professional, Scientific, and Technical Services										
Comdirect	Startup Garage	Finance and Insurance	No	Hamburg, Germany	2015	3 months	N/I	10	No	Strategic - Understand recent trends and developments in a respective market and initiate relationships	3	Pre Seed
Daimler	startup autobahn	Mobility	PlugAn dPlay	Stuttgart, Germany / Beijing, China / Bangalore, India / Singapore, Singapore	2016	3 months	semiannuall y	N/I	Option al	Strategic - Understand recent trends and developments in a respective market and initiate relationships	34	Stage agnostic
DBS Group Holdings Ltd	DBS Accelerator	Finance and Insurance	Nest	Hong Kong	2015	3 months	ongoing	No	No		8	Seed
Deloitte	Beta-i / Lisbon Challenge	N/I	No	Lisbon, Portugal	2010	3 months	N/I	No	No		N/I	N/I

Deutsche Telekom AG	hub: raum	Information	No	Krakow, Poland / Berlin, Germany	2012	2 months	yearly	No	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	4-7	N/I
Deutsche Telekom AG II	WARP Future Communication accelerator	Telecommunications	No	Berlin, Germany	2017	6 months	N/I	No	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain		N/I
Deutsche Telekom AG III	UQBATE	Industry-agnostic focus	No	Bonn, Germany	2015	3 months	Semi-annually	N/I	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	6-9	N/I
Deutsche Bahn	DB Accelerator	Transportation and Warehousing	No	Berlin, Germany	2015	3 months	quarterly	25	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	4	Seed
dpa	next media accelerator	Information	No	Hamburg, Germany	2015	6 months	semi-annually	50	10	Strategic - Understand recent trends and developments in a respective market and initiate relationships	5	Seed
DPD UK	DPD Last Mile labs	Transportation and Warehousing	L Marks	London, UK	2015	2 months	yearly	14	Optional		N/I	N/I

E.ON SE	agile accelerator	Utilities	No	Berlin, Germany / Düsseldorf, Germany / Essen, Germany / Malmö, Sweden	2014	3 months	quarterly	22	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	3-6 projects	Seed
Ernst & Young	EY Startup Challenge	Information, Retail Trade	No	London, UK	2014	2 months	yearly	No	No		N/I	N/I
Flextronics	Lab IX	Hardware Manufacturing	No	Milpitas, USA	2013	N/I	N/I	450	N/I		N/I	Seed
Gakken	GAKKEN Accelerator Program	N/I	No	Tokyo, Japan	2016	4 months	N/I	0,82	N/I		N/I	N/I
Google	Google Launchpad Accelerator	N/I	No	> 40 countries, India focused Europe: Poland, Czech Republic, and Hungary	2016	3 months	semi-annually	45	No		N/I	N/I
Hamburger Sparkasse (Haspa)	Next Commerce Accelerator (NCA)	Retail Trade	No	Hamburg, Germany	2017	6 months	semi-annually	50	10	Strategic - Create a protected environment to test promising internal and external business ideas	5	Seed

Hamburger Sparkasse (Haspa) II	Next Logistics Accelerator (NLA)	Transportation and Warehousing	No	Hamburg, Germany	2017	6 months	semi-annually	50	10	Strategic - Create a protected environment to test promising internal and external business ideas	5	N/I
IBM	IBM Alpha Zone	Healthcare, Retail, Travel & Transportation, Banking, Energy & Utilities, Telco and Media	UK Tech Hub and Digital Health. London ZionTech Blue Initiatives LLC	Tel Aviv, Israel	2014	5 months	N/I	22	No		25	Post Seed
Illumina	Illumina Accelerator	Health Care and Social Assistance	No	San Francisco, USA	2014	6 months	semi-annually	90	8		N/I	Seed
Immobilien Scout24	You Is Now	Real Estate and Rental and Leasing, Transportation and Warehousing	No	Berlin, Germany/ Munich, Germany	2010	3 months	semi-annually	15	No	Strategic - Understand recent trends and developments in a respective market and initiate relationships	5	Seed
Infiniti	Accelerator	Information	Nest	Hong Kong	2015	4 months	irregularly	No	No		N/I	Seed
ING Group II	Fintech Village	Finance and Insurance	No	Brussels, Belgium	2018	3 months	N/I	No	No		7 - 10	N/I

ING Group	Innovation Studio / ING Labs	Finance and Insurance	No	Amsterdam, Netherlands / London, UK / New York, USA / Singapore	2015	9 months	N/I	50	5		4	N/I
Ingram Content Group	1440	Information	EC + Jumpstart Foundry	Nashville, USA	2015	3 months	N/I	27	10		10	N/I
Innogy	Free Electrons	Utilities	No	Silicon Valley, USA/ Berlin, Germany/ Sidney, Australia/ Lisbon, Portugal / Dublin, Ireland and Singapore	2016	>1 month	N/I	180	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain		N/I
Intel Corp	Intel Education Accelerator	Educational Services	No	Redwood City, USA	2015	N/I	N/I	90	6		N/I	N/I
Intel Corp II	Ingenuity Partner Program	N/I	No	Israel	2015	6-9 months	N/I	No	No		12	N/I
Interpublic Group of Companies	R/GA Accelerator	N/I	TechStars	New York, USA	2013	4 months	yearly	110	6		N/I	N/I

Jetblue	Navigator	Air Transportation	Cockpit Innovation Hub El Al's investment	Tel Aviv, Israel/ Silicon Valley, USA	2016	3 months	N/I	45	Yes		N/I	N/I
John Lewis	JLAB	Retail Trade	L Marks	London, UK	2014	2 months	yearly	135	Optional		N/I	N/I
Kaplan	Kaplan EdTech Accelerator	Educational Services	TechStars	New York, USA	2013	3 months	yearly	150	6		N/I	N/I
L Brands Inc	Leading Entrepreneurial Accelerator Program (LEAP)	Transportation and Warehousing; Information; Professional, Scientific, and Technical Services	Kyron	N/I, India	2015	N/I	N/I	N/I	No		N/I	Seed
La Poste	Start'inPost	Retail Trade	No	Paris, France	2014	12 months	ongoing	20	No		N/I	Post Seed
Lowe's Companies, Inc	Lowe's Accelerator (Innovation Lab)	Retail Trade	No	Bangalore, India / Seattle, USA / North Carolina, USA	2014	4 months	N/I	N/I	N/I		N/I	N/I

MAN Truck & Bus	MAN Impact Accelerator	Transportation and Warehousing	No	Wolfsburg, Germany / Munich, Germany / Bangalore, India/ Cape Town, South Africa	2018	8 months	yearly	No	No			N/I
MasterCard Inc	Start Path Europe	N/I	No	Dublin, Ireland	2014	12 months	N/I	No	No		N/I	N/I
Media-Saturn Group II	Retailtech Hub	Retail Trade	PlugAndPlay	Munich, Germany	2017	3 months	ongoing	No	No	Strategic - Understand recent trends and developments in a respective market and initiate relationships	10	Seed
Media-Saturn Group	SPACELAB Tech Accelerator	Retail Trade	No	Munich, Germany	2015	5 months	semi-annually	30	5	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	4	Seed
Merck Group	Merck Accelerator	Health Care and Social Assistance	No	Darmstadt, Germany / Shanghai, China / Nairobi + Cape Town, South Africa/ + Lagos, Africa	2015	3 months	yearly	50	No	Strategic - Understand recent trends and developments in a respective market and initiate relationships	10-12	Seed

METRO AG I	Metro Accelerator RETAIL + Target	Retail Trade	TechStars	Berlin, Germany/ Minneapolis, USA	2017	4 months	yearly	110	6	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	10	Post Seed
METRO AG II	Metro Accelerator HOSPITALITY	Accommodation and Food Services	TechStars	Berlin, Germany	2015	3 months	yearly	120	6	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	10	Seed
Microsoft Corp II	Microsoft Scaleup (Microsoft Ventures Accelerator)	Industry-agnostic focus	TechStars	Bangalore, India / Beijing, China / Berlin, Germany / London, UK / Paris, France / Seattle, USA / Tel Aviv, Israel	2018	4 months	semi-annually	110	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	11	Post Seed
Microsoft Corp	Microsoft Accelerator	N/I	TechStars	Seattle, USA	2012	3 months	regularly	18	6		N/I	Post Seed
Modern Times Group	MTGx MediaFactory	Information	No	Stockholm, Sweden	2014	3 months	yearly	45	Optional		N/I	N/I
Mondelez International...	Shopper Futures Accelerator	Retail Trade; Information	No	Chicago, USA	2012	3-6 months	irregularly	36	No		N/I	N/I

Munich RE	Insurtech, THE LAB, MundiLAB	Finance and Insurance	No	Madrid, Spain	2016	1 month	N/I	No	No		10	Seed
Nike Inc	Nike+ Accelerator	N/I	No	Portland, USA	2013	3 months	yearly	18	N/I		10	N/I
Nike Inc	Nike Fuel Lab	Arts, Entertainment, and Recreation	TechSta rs	San Francisco, USA	2014	3 months	ongoing	45	N/I		10	Post Seed
Nordea Bank AB	Startup Accelerator	N/I	Nesthol ma	Helsinki, Finland / Stockholm, Sweden	2015	3 months	N/I	100	Option al		N/I	N/I
Orange SA	Orange Fab France	N/I	No	France, Poland, Asia, Ivory Coast, Israel, USA	2012	3 months	yearly	18	Option al		N/I	N/I
PCH Internation al	Highway 1	Primary Metal industries	No	San Francisco, USA	2013	4 months	semi- annually	45	7		N/I	N/I
Pearson plc	Pearson Catalyst for Education	Educational Services	No	Remote	2013	3 months	yearly	No	No		N/I	N/I
Pitney Bowes Inc	Pitney Bowes Inc	N/I	No	Noida, India	2014	6 months	semi- annually	No	No		N/I	N/I

ProSiebenS at.1 Media AG	ProSiebenS at.1 Accelerator	Industry-agnostic focus	No	Munich, Germany / Berlin, Germany	2013	3 months	semi-annually	25	Yes	Financial - Invest in promising startups, make them more valuable, and earn a financial premium	7	Seed
Qualcomm Inc	Qualcomm Robotics Accelerator	Primary Metal industries, Information	TechStars	San Diego, USA	2014	4 months	N/I	110	6		10	N/I
Samsung Electronics	Samsung Open Innovation Center	Information; Professional, Scientific, and Technical Services	No	Palo Alto, USA / New York, USA	2013	Not fixed	regularly	2,7	No		N/I	Seed
SAP	SAP Startup Accelerator for Digital Supply Chain/ SAP IOT Startup Accelerator	IoT	No	Berlin, Germany/ Palo Alto, USA	2016	3 months	yearly	No	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	7-12	Seed
SAP II	SAP.io (Foundry berlin)	Information	TechStars	San Francisco, USA/ New York, USA/ Berlin, Germany/ Munich, Germany/ Paris, France/ Tel Aviv, Israel/	2017	3 months	semi-annually	N/I	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	10	Seed

				Singapore/ Tokyo, Japan								
Singapore Press Holdings	SPH Plug and Play	Information	PlugAndPlay	Singapore	2015	3 months	N/I	20	N/I		N/I	N/I
Sprint	Sprint Mobile Health Accelerator	Health Care and Social Assistance	TechStars	Kansas City, USA	2013	3 months	yearly	110	6		N/I	N/I
Swire	blueprint accelerator	N/I	No	Hong Kong	2015	6 months	yearly	No	No		N/I	N/I
Target Corp III	Target India Accelerator	Retail Trade	TechStars	Bangalore, India	2014	4 months	semi-annually	Flexibile	N/I		N/I	N/I
Target Corp II	Takeoff	Retail Trade	TechStars	Minneapolis, USA	2015	2 months	N/I	N/I	N/I		N/I	N/I
Target Corp	Target + METRO accelerator	Retail Trade	TechStars	Berlin, Germany/ Minneapolis, USA	2015	4 months	yearly	110	N/I	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	10	Post Seed
TEB (Turkish Economy Bank)	TEB Incubation &	Finance and Insurance	Nestholma	N/I	N/I	N/I	N/I	No	No		N/I	N/I

	Acceleratio n Center											
Technogym	Wellness Accelerator		No	Venice, Italy	2015	4 months	semi-annually	13	10		5	Seed
Telecom Italia SpA	#Wcap Accelerator	Information	No	Italy / Milano, Italy / Bologna, Italy	2013	4 months	ongoing	25	No		40	Seed
Telefonica	Wayra	Industry-agnostic focus	No	Argentina, Brazil, Chile, Colombia, Mexico, Peru, Venezuela, Central East Europe, Germany, Ireland, Spain, UK	2011	6 months	N/I	45	10	Strategic - Understand recent trends and developments in a respective market and initiate relationships	10	Seed
Telefonica II	Wayra	Information, Finance and Insurance	No	Munich, Germany	2018	4 months	ongoing	25	No	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	10	Seed/ Post Seed
Telekom Malaysia	Digital Malaysia Corpo...	Transportation and Warehousing; Retail Trade; Accommodation	Startup Malaysia	Kuala Lumpur, Malaysia	2012	3 months	irregularly	No	No		N/I	N/I

		and Food Services; Manufacturing										
Telenet Group Holding NV	Telenet Idealabs	Information	Idealabs	Antwerp, Belgium	2014	4 or 8 months	regularly	25	No		N/I	N/I
Telstra	mur-D	Information	No	Singapore / Auckland, New Zealand	2013	6 months	semi-annually	36	6		N/I	N/I
Time Warner Inc	Media Camp	Information; Professional, Scientific, and Technical Services	No	Los Angeles, USA	2012	3 months	yearly	28	Optional		N/I	N/I
Travelport	Travelport Labs Incubator	Administrative and Support and Waste Management and Remediation Services	No	Denver, USA	2015	4 months	three times a year	45	8		N/I	N/I
Tune Group	Tune Labs	N/I	No	Kuala Lumpur, Malaysia	2015	3 months	three times a year	No	No		N/I	N/I
Unilever plc	The Unilever Foundry, ...	N/I	No	N/I	2013	N/I	regularly	45	N/I		N/I	N/I

Unternehmensgruppe Nassauische Heimstätte/Wohnstadt	hubitation	Real Estate; Administration of Housing Programs, Urban Planning, and Community Development	No	Frankfurt, Germany	2018	>1 month	yearly	3	N/I	Strategic - Understand recent trends and developments in a respective market and initiate relationships	7	Seed
Volkswagen AG	Volkswagen ERL Technology accelerator	Primary Metal industries; Transportation and Warehousing	PlugAndPlay	Belmont, USA	2012	N/I	N/I	N/I	N/I		10	N/I
Vodafone Germany	Vodafone Uplift Me	Information	No	Düsseldorf, Germany	2018	3-5 months	N/I	No	N/I	Strategic - Identify, develop, and integrate new products and services into parent company's value chain	5	Seed and Post Seed
Walt Disney Co	Disney Accelerator	Information	TechStars	Los Angeles, USA	2014	4 months	yearly	110	Optional		N/I	N/I
Wells Fargo & Co	Wells Fargo Startup Accelerator	Finance and Insurance	No	N/I	2014	6 months	Semi-annually	450	Yes		N/I	N/I
William Hill plc	WHLabs	N/I	L Marks	Shoreditch (London), UK / Tel Aviv, Israel	2015	3 months	N/I	28	Optional		8	N/I

Yahoo! Inc	Yahoo Ad Tech Program	Professional, Scientific, and Technical Services	No	Tel Aviv, Israel	2014	3 months	irregularly	No	No		N/I	N/I
Yahoo! Inc	SigmaLabs Accelerator	Information, Finance and Insurance	No	Ramat Gan, Israel	2015	3 months	N/I	No	No		4-6	Pre Seed
Yandex	Tolstoy Summer Camp	N/I	No	Moscow, Russia	2013	2 months	Semi-annually	No	No		N/I	N/I
YLE	YLE Media Startup Accelerator	Information	Nestholma	Helsinki, Finland	2014	3 months	irregularly	17	6		N/I	N/I

Source: Original work by Ton Guardiet

8.6. Template of the internal structure of the surveys done

Identifying the different stakeholders in the process to identify main insights.

Interview form for managers

Interview Details

Company Name:	Enter company name:	Date:	Enter date	Time:	Enter time
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Interviewer Name:	Enter Interviewer Name
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Interviewer Title:	Enter interviewer title	Interviewer Phone Number:	Enter interviewer phone number
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Position Applied For:	Enter position applied for
Required Skills:	Enter required skills

Questions to Ask Interviewer

Question #1:	Who, when and how came the idea of creating the program?
Notes:	Enter notes

Question #2:	What are the principal objectives of the program? How many people are currently working for the program?
Notes:	Enter notes

Question #3:	How do you earn revenue?
Notes:	Enter notes

Question #4:	Is your program meant to be profitable?
Notes:	Enter notes

Question #5:	Is 100% of the funding originating from within your organization?
Notes:	Enter notes

Question #6:	What elements do you take into account when selecting candidates?
Notes:	Enter notes

Question #7:	Is fit potential to be part of the group's value chain considered?
Notes:	Enter notes

Question #8:	What are the main parts of the selection process?
Notes:	Enter notes

Question #9:	How long does your selection process last?
Notes:	Enter notes

Question #10:	How many applications to you receive per program edition?
Notes:	Enter notes

Question #11:	What is the batch size?
Notes:	Enter notes

Question #12:	What resources are participants' disposal during the program?
Notes:	Enter notes

Question #13:	Is physical presence of participants mandatory or optional for the time of the program?
Notes:	Enter notes

Question #14:	What are the criteria to select mentors?
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Notes:	Enter notes
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Question #15:	Do you hold networking events? If yes, with what frequency?
Notes:	Enter notes

Question #16:	Do you track the evolution of your participants? If yes, what are the main KPIs?
Notes:	Enter notes

Question #17:	How frequently is your program held?
Notes:	Enter notes

Question #18:	What are your main channels of interaction with the participants?
Notes:	Enter notes

Question #19:	What is the survival rate of your candidates?
Notes:	Enter notes

Question #20:	In what ways do you think that your program could be improved?
Notes:	Enter notes

Additional Notes

Enter Additional Notes.

Interview form for participants in acceleration programs

Interview Details

Company Name:	Enter company name:	Date:	Enter date	Time:	Enter time
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Interviewer Name: Enter Interviewer Name

Interviewer Title:	Enter interviewer title	Interviewer Phone Number:	Enter interviewer phone number
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Position Applied

For: Enter position applied for

Required Skills: Enter required skills

Questions to Ask Interviewer

Question #1: What year did you participate in the accelerator?

Notes: Enter notes

Question #2: At what stage was your business when you took part in the program?

Notes: Enter notes

Question #3: What was your annual revenue when you participated in the program?

Notes: Enter notes

Question #4: Do you use any specific technologies in your production process that are linked to the value chain of the corporate accelerator mother company?

Notes: Enter notes

Question #5: How did you find out about the program?

Notes: Enter notes

Question #6:	What were the main reasons that made you participate in the accelerator?
Notes:	Enter notes

Question #7:	Did you participate in a similar program before?
Notes:	Enter notes

Question #8:	Please rate the selection process from 1 to 10. Under please state reasons.
Notes:	Enter notes

Question #9:	Did the program adapt to your specific needs? Please specify
Notes:	Enter notes

Question #10:	How useful were the resources provided by the CA for your business on a scale from 1 to 10?
Notes:	Enter notes

Question #11:	Rate your general experience from 1 to 10.
Notes:	Enter notes

Question #12:	What were the main benefits you got from participating?
Notes:	Enter notes

Question #13:	Did your participation make your business grow?
Notes:	Enter notes

Question #14:	Did the program help you attract talent?
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Notes:	Enter notes
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Question #15:	Are you still in touch with the program management? With the participants?
Notes:	Enter notes

Question #16:	What is your current development stage after the program?
Notes:	Enter notes

Question #17:	Are you planning on growing internationally?
Notes:	Enter notes

Question #18:	Does your business generate revenue today? What was the increase thank to the acceleration program?
Notes:	Enter notes

Additional Notes

Enter Additional Notes.

8.7. Survey acceleration total

The following table is a gross summary of the questionnaire results taken by 171 participants regarding the pains of innovation and corporate acceleration in their respective companies. The data from current executives, has been collected in different focus groups along all Ph.D. process.

Culture entrepreneurship results

No.	Name	Department	State	No. out of 5		Strategy	No. out of 7		Organizational structure and Systems	No. out of 7		Management style and shared values	No. out of 2		Skills and people	TOTAL	
				% Over 100	1 idea to improve this Aspect		% Over 100	1 idea to improve this Aspect		% Over 100	1 idea to improve this Aspect		No. on 21	% Over 100			
1	Aurora	Securities and Cash Service Department Cecabank	Real	3	60%	Create specific Departments that promote and develop innovation closely linked to business and not to happy ideas	1	14%	Individual and collective actions that support new ideas that have an impact on the business	5	71%	Culture of acceptance of mistakes but also of learning	1	50%	Continuous improvement and talent management	10	48%
			Desired	4	80%		5	71%		2	100%		16	76%			
			Difference	1	20%		4	57%		0	0%		1	50%		6	29%
2	Yolanda	Sup. Dep. Cecabank	Real	3	60%	Encourage innovation within the area, for example, rewarding innovative ideas	1	14%	Encourage cooperation and collaboration within the area and in the company and share knowledge	3	43%	Spend time analyzing mistakes made in the past to correct them, take them as experience and allow us to improve and anticipate problems that may arise in the future	1	50%	Implement a culture of continuous innovation extended to all employees and seek the empowerment of entrepreneurs.	8	38%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		5	71%		4	57%		1	50%		12	57%
3	Virginia	Coordination Cecabank	Real	4	80%	Active listening to clients, promoting a culture of "reinventing oneself", questioning how differently the same things can be done	2	29%	Consolidate a unique concept of agility, which is required in each situation to respond to a specific problem	4	57%	Use the communication channels that already exist and through which the messages reach us to align ourselves with the strategy in an ascending way, that the commitment is not only transmitted downwards, but also upwards	0	0%		10	48%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	1	20%		4	57%		3	43%		2	100%		10	48%
4	Laura	Third Party Operations Cecabank	Real	3	60%	Link innovation to specific objectives of the entity or the area.	1	14%	Create a concrete department of innovation with dedicated people exclusively outside of daily tasks.	3	43%	Management must play a key role as a driver of innovation and necessary transparency at all levels of the entity	2	100%	Talent management: seek / protect / empower intrapreneurs	9	43%
			Desired	5	100%		5	71%		5	71%		2	100%		17	81%
			Difference	2	40%		4	57%		2	29%		0	0%		8	38%
5	Chema	Stocks Cecabank	Real	3	60%	Anticipate external changes (not react to them once they have occurred) and encourage innovation	1	14%	Blur the boundaries between areas and departments, create transversal teams, with common objectives, linked rewards and with the ability to propose innovative projects, in addition to those already assigned	2	29%	Lead by example and be "super contagion" of the new style	0	0%	Reward learning and change, find the strengths of each one (everyone has them), put them in value and take advantage of them. Reward ideas that add business.	6	29%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	2	40%		5	71%		4	57%		2	100%		13	62%
6	Alberto	Stocks Cecabank	Real	3	60%	Promote innovation and 'relaxed' forums to share the strategy	4	57%	Create a thinktank structure in the Area, connected with the day-to-day operations.	5	71%	Managerial style that enhances 'agility', involved in this concept by professional path in companies of this type. Promote the value of mistakes and constant and valuable intrapreneurship.	1	50%	Share with the entire staff through a training course, the new environment in which we are immersed and the digital environment.	13	62%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%
7	Isa	Stocks Cecabank	Real	3	60%	Have more ability to react to changes and developments, and more flexibility to carry them out	2	29%		3	43%		0	0%		8	38%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		4	57%		3	43%		2	100%		10	48%
8	Jose Carlos SV	Sup. Dep. Cecabank	Real	3	60%	Enhance and promote the identification of opportunities within the framework of the Area's strategy	2	29%	Create safe sites for innovation in the company, which facilitate an agile response to the challenges of the environment: take into account the long term in decisions and have a permanent fund for initiatives (including the reward for promoters based on the impact on the Organization).	3	43%	Promote the extension of shared ambitious purposes and an ambitious culture of acceptance of mistakes, intelligent risk-taking and experimentation.	1	50%	In line with what is stated in Strategy, seek / protect / empower and help intrapreneurs.	9	43%
			Desired	4	80%		5	71%		7	100%		2	100%		18	86%
			Difference	1	20%		3	43%		4	57%		1	50%		9	43%
9	Sun	Custody-Settlement Development and Securities Services Cecabank	Real	3	60%	A specific department for innovation	2	29%	All departments involved in order to promote these actions	5	71%	Make team	0	0%	Promote continuous improvement	10	48%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		5	71%		2	29%		2	100%		11	52%
10	Asun	MMOO Cecabank	Real	3	60%	Give more weight to Innovation as part of the Strategy	2	29%	Assessment of work by objectives and not so much by hours worked	3	43%	Encourage and work to involve all team members in the Entity's objectives	0	0%		8	38%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	2	40%		4	57%		3	43%		2	100%		11	52%
11	Mary Angels	Custody-Settlement Development and Securities Services Cecabank	Real	3	60%	Promote innovation. Stay ahead of changes, agility in the face of constant change in the technological world.	2	29%	Individual and collective actions to support and promote innovative ideas	3	43%	Make a team, seek the involvement of the entire team in common goals. Share and share both successes and failures with everyone.	0	0%	Promote continuous professional improvement, concern to know and learn new things, not stay in the comfort zone.	8	38%
			Desired	5	100%		7	100%		2	100%		2	100%		21	100%
			Difference	2	40%		5	71%		4	57%		2	100%		13	62%
12	Cris	SGV Cecabank	Real	3	60%	Put more focus on adapting to changes in a more agile way	1	14%	Promote spaces for the analysis and identification of improvements and promote both individual and collective actions	3	43%	Involve team members in the process of reflection, setting objectives... To align individual actions to the objectives of the Area.	1	50%	Enhance talent by promoting their progress and encourage / motivate with initiatives for continuous improvement	8	38%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		5	71%		3	43%		1	50%		10	48%
13	David	SGV Cecabank	Real	2	40%	Allocate resources to favor innovation (time, longer maturation periods, culture of a minimum viable product, acceptance of failure...)	1	14%	Create innovation protocols to structure how, when, with whom, etc.	3	43%	Encourage a risk-taking culture by providing resources and accepting mistakes	0	0%	Create a team and belonging to the company to promote training and an innovative culture	5	29%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	3	60%		5	71%		4	57%		2	100%		14	67%
14	Carlos	SGV Cecabank	Real	3	60%	Facilitate innovation in the creation and development phase unrelated to the day to day	1	14%	Generate organizational structure to favor the creation, analysis, and development of any innovative idea or change, detached from the current Real structure, providing flexibility of resources to cover current service needs and the new project	4	57%	Create common initiatives achieving equal involvement based on strategic or tactical needs	0	0%	Initiate actions related to the promotion of innovation on which to build and develop the culture of learning and talent management. The one without the other does not exist	8	38%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		5	71%		2	29%		2	100%		10	48%

15	Luis	Custody and Settlement of Securities Cecabank	Real	4	80%		0	0%		5	71%		0	0%		9	43%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	1	20%		6	86%		2	29%		2	100%		11	52%
16	Lucy	developing Cecabank	Real	3	60%	Center focus	2	29%	Create safe sites for innovation with a long-term vision	4	57%	Tolerance for error sharing objective	2	100%		11	52%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		4	57%		3	43%		0	0%		9	43%
17	Cease	Coordination Cecabank	Real	3	60%	Promote the customer idea in the business center to anticipate changes	1	14%	Promote less bureaucracy (greater agility) for the implementation of changes, encourage the creation of multidisciplinary innovation groups	3	43%	Learn from past mistakes and foster a culture of innovation	1	50%		8	38%
			Desired	4	80%		7	100%		7	100%		2	100%		19	90%
			Difference	1	20%		5	71%		4	57%		1	50%		11	52%
18	Dani Rubio	BPO Cecabank	Real	2	40%	Monographic talks with all members of the Department / Area	4	57%	Provide teams with the necessary resources to allow addressing those projects / ideas that are considered key in the evolution of the business	4	57%	Try that we are ALL aligned with the strategy and culture of the company.	1	50%	Identify leaders within the organization to foster empowerment	11	52%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%
19	Elena	DT Cecabank	Real	3	60%	Facilitate proactivity against being reactive, isolating from day to day	1	14%	Support new ideas related to the business and lose fear of error, with agile structures that allow you to react quickly	5	71%	Encourage an innovative spirit at all levels, from top to bottom and from bottom to top. Cross-cutting teams	0	0%		9	43%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		5	71%		2	29%		2	100%		11	52%
20	Samer / Sahitya	Enerpoly	Real	4	80%	Have an methodology to asses external forces and how it impacts our strategy	5	71%	Understanding different models of organizing corporate entrepreneurship, understand what safe sites entail	6	86%		2	100%		17	81%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		2	29%		1	14%		0	0%		4	19%
21	Aiman	E.Connect	Real	3	60%	Improve the business plan to align more with the business strategy	5	71%	Do more meetings, make bigger team and find better managers	4	57%		1	50%		13	62%
			Desired	4	80%		7	100%		7	100%		2	100%		20	95%
			Difference	1	20%		2	29%		3	43%		1	50%		7	33%
22	Vika	Carbominer	Real	3	60%	We should focus on improving the internal and external communication and clarify our strategy objectives to them	3	43%	We should create a rewards based on work impact and the safe sites to for innovation	5	71%	We should work on creating the sense of urgency and improve constant and transparent communication	1	50%	We should improve culture of learning	12	57%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		3	43%		2	29%		1	50%		8	38%
23	Alex / Claudio	Limes Batteries	Real	2	40%	better analysis of market and competitors	2	29%	Bigger team & more funds	6	86%	Create a sense of urgency	2	100%		12	57%
			Desired	4	80%		6	86%		7	100%		2	100%		19	90%
			Difference	2	40%		4	57%		1	14%		0	0%		7	33%
24	Jesús	GREENDUR	Real	3	60%	Improve a tool, methodology or something to share the strategy with all collaborators	4	57%	funds & methodology to support innovation needs	4	57%		1	50%		12	57%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		2	29%		2	29%		1	50%		6	29%
25	Franco Vietti	GREEN PREFAB	Real	5	100%		4	57%	1) Precise and detailed definition of roles of the team; 2) improve the network of collaborator, build the structure based on projects;	5	71%	1) Delegate on others related to the defined organization chart; 2) Organization of weekly meetings	2	100%		16	76%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	0	0%		2	29%		2	29%		0	0%		4	19%
26	Raphaël SANCHEZ	SpectrumLab	Real	4	80%		3	43%	Too early to talk about empowering and incentivizing collaborators to take risk, innovate, fail and succeed	3	43%	Create a culture of operational excellence where the sense of urgency and continuously push the limits are central, isn't trivial at all	1	50%	We are not at a stage to attract and retain talents	11	52%
			Desired	4	80%		6	86%		7	100%		2	100%		19	90%
			Difference	0	0%		3	43%		4	57%		1	50%		8	38%
27	Manuel	Biyud	Real	3	60%	Go to market / Finish the white paper of our technology	3	43%	Create an inclusive work environment	2	29%		1	50%	Delegate tasks to new hires	9	43%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		5	71%		1	50%		12	57%
28	Daniel/Gerard	Rayo Bioenergia	Real	4	80%	Improve communication with all the partners, improve alignment of corporate entrepreneurship and innovation to strategy	5	71%	Look for proper methodologies to adapt our structure and systems to the innovations needs and execute them efficiently.	4	57%	More defined roles and their complementary results. Estimulate the sense of urgency in all of our structure.	1	50%	improve rate of learning and implementation in team	14	67%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		2	29%		3	43%		1	50%		7	33%
29	Jaume/ Guilomar	CarbonScope	Real	4	80%	We need mentoring from the market to refine our strategy	3	43%	We are in ideation phase we still don't have a organizational structure in place	3	43%	Just ramping up. Management style still needs to be defined	2	100%	We have a talented and focussed people	12	57%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		4	57%		4	57%		0	0%		9	43%
30	Laura	ALBEDO	Real	3	60%	Communication, communication, communication	2	29%	promote accountability and give the space to fail and do it as fast as possible by applying the Pareto rule	2	29%	promote accountability and give the space to fail and do it as fast as possible by applying the Pareto rule	2	100%	Listen, listen, and then act accordingly	9	43%
			Desired	5	100%		4	57%		4	57%		2	100%		15	71%
			Difference	2	40%		2	29%		2	29%		0	0%		6	29%
31	carlos	BOXIS	Real	5	100%		5	71%	Any specific award to motivate innovation, just a part of our duties	4	57%		2	100%		16	76%
			Desired	5	100%		6	86%		4	57%		2	100%		17	81%
			Difference	0	0%		1	14%		0	0%		0	0%		1	5%
32	Ahti	FimusKraft Ltd.	Real	3	60%	We need to get started with the projects	3	43%		4	57%		2	100%		12	57%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		3	43%		0	0%		9	43%
33	Joan Pujol	PICVISA	Real	2	40%		2	29%		3	43%		1	50%		8	38%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		4	57%		1	50%		13	62%

33	Joan Pujol	PICVISA	Real	2	40%		2	29%		3	43%		1	50%		8	38%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		4	57%		1	50%		13	62%
34	Luis Segui	PICVISA	Real	2	40%		2	29%		3	43%		0	0%		7	33%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		4	57%		2	100%		14	67%
35	Jordi Pujol	Grup CALAF	Real	2	40%		2	29%		4	57%		1	50%		9	43%
			Desired	3	60%		6	86%		7	100%		2	100%		18	86%
			Difference	1	20%		4	57%		3	43%		1	50%		9	43%
36	Joan Manel	PICVISA	Real	3	60%		1	14%		3	43%		0	0%		7	33%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	2	40%		5	71%		3	43%		2	100%		12	57%
37	Miriam	Grup CALAF	Real	4	80%		2	29%		4	57%		2	100%		12	57%
			Desired	5	100%		7	100%		7	100%		2	100%		12	57%
			Difference	1	20%		5	71%		3	43%		0	0%		21	100%
38	Ignasi Sayol	Grup CALAF	Real	2	40%		2	29%		3	43%		0	0%		7	33%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		4	57%		2	100%		14	67%
39	Maryam	PICVISA	Real	5	100%		6	86%		6	86%		2	100%		19	90%
			Desired	3	60%		4	57%		4	57%		1	50%		12	57%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%
40	Yago De Zabala	Concentrol	Real	4	80%	Communicate the strategic plan to the entire Company and not just to the Sales Team	3	43%	Establish a recognition system for teams looking to innovate (successful or not)	4	57%	That the possible associated risks and mistakes that are sometimes made do not burden the innovative culture	0	0%	Detect collaborators who are "intrapreneurs" and pamper them. =)	11	52%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		4	57%		3	43%		2	100%		10	48%
41	Carme Altayó	Hospital Foundation	Real	4	80%	Be sensitive to external changes	2	29%	Create safe places to innovate	4	57%	Culture acceptance of mistakes	2	100%		12	57%
			Desired	5	100%		3	43%		5	71%		0	0%		13	62%
			Difference	1	20%		5	71%		7	100%		2	100%		15	71%
42	Pablo Antolín	Raisider M	Real	3	60%	Corporate Alignment	1	14%		3	43%		1	50%	Protect talent and create safe space for their development	8	38%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	2	40%		5	71%		3	43%		1	50%		11	52%
43	Sergi Jorba	betravel	Real	2	40%	Improve internal communication with the aim of aligning the entire team with the company's strategy. Establish an innovative culture	2	29%	Dedicate more day-to-day time from teams to innovation. Implement the idea of cooperation and collaboration	5	71%	Empower people. That the mistakes we make innovating do not make us lose focus on purpose	1	50%	Improve intrapreneurship and give it the value it deserves	10	48%
			Desired	4	80%		5	71%		7	100%		2	100%		18	86%
			Difference	2	40%		3	43%		2	29%		1	50%		8	38%
44	Oscar Cornelles	Font coaches	Real	2	40%	Improve communication with the rest of the organization	1	14%		2	29%	We are at a very early stage time must be given to cultural change	1	50%		6	29%
			Desired	5	100%		5	71%		6	86%		1	50%		17	81%
			Difference	3	60%		4	57%		4	57%		0	0%		11	52%
45	Maite Ramos	BIS structures	Real	3	60%	Structured innovation within the organization	2	29%	Reserve specific resources for innovation. Improve organizational agility	2	29%	Leadership and communication	1	50%	Explain and better structure the learning process	8	38%
			Desired	5	100%		5	71%		6	86%		2	100%		18	86%
			Difference	2	40%		3	43%		4	57%		1	50%		10	48%
46	Lara Pellegrini	PEDELTA	Real	3	60%	More fluid communication between departments and offices spread across several continents	2	29%	Give more confidence to the team, implement systems based on cooperation and the strengths of each individual	3	43%	Focus	1	50%	Create a network of collaboration between actors to share, learn, manage talent and resources	9	43%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		4	57%		4	57%		1	50%		11	52%
47	Carles Martí	CALMELL Group	Real	2	40%	Overcoming the way of collaborating and controlling the Strategic Plan, communicating it efficiently to the entire organization to promote cultural change	0	0%	We are still very green ... I would settle for creating a structure that can assimilate this whole process	3	43%	Communicate purpose and empower teams	1	50%	Identify talent, personal skills, reorganize to get the best performance	6	29%
			Desired	4	80%		5	71%		7	100%		2	100%		18	86%
			Difference	2	40%		5	71%		4	57%		1	50%		12	57%
48	Antoni Garí	JUMP ELECTRONICS	Real	2	40%		3	43%		6	86%	moving from words to deeds by implementing real change	0	0%		11	52%
			Desired	2	40%		5	71%		7	100%		1	50%		15	71%
			Difference	0	0%		2	29%		1	14%		1	50%		4	19%
49	Anna Collell	Barcelona Group	Real	3	60%	Improve communication between departments and between group companies	3	43%	Open more time on innovation and getting people to share. Everyone is focused on the day to day and is given little importance to stop to think, and to make concrete decisions and spaces, apart from the day-to-day "production". Know methodologies to start initiating the culture of innovation that affects the company.	4	57%	Let everyone understand what the purpose is, let it make sense and see that we can contribute as a company to society through all of them.	1	50%	Having time to identify talent that can contribute much more and therefore can motivate them much more	11	52%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		3	43%		3	43%		1	50%		8	38%
50	Mercè Vilamú	Aerobics & Fitness	Real	2	40%	democratize innovation	0	0%		2	29%	people understand that everyone can add up	0	0%	continuous learning culture and personal improvement, and share it with the team	4	19%
			Desired	5	100%		3	43%		4	57%		1	50%		13	62%
			Difference	3	60%		3	43%		2	29%		1	50%		9	43%
51	Naiara Chalor	Attic	Real	2	40%	Focus on a few goals per quarter	2	29%	Create safe sites to innovate (all and sundry)	4	57%	Moving from controlling to empowering	1	50%		9	43%
			Desired	4	80%		4	57%		6	86%		2	100%		16	76%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%

52	Ramon Gallart	Estabanell	Desired	5	100%	Close projects	6	86%	Determine methodologies	6	86%	Communicate and compare results	1	50%	training, coaching, collaboration	18	86%
			Difference	2	40%			2		29%			3	43%			1
53	Josep M ^a Grosso	AIRBOX, SA	Real	3	60%	Improve communication at all levels	3	43%	change to a culture of innovation	4	57%	communicate better and sense of urgency	1	50%	Training and improvement of skills	11	52%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
Difference	2	40%	3	43%	2		29%	1		50%	8		38%				
Real	4	80%	4	57%	3		43%	3		43%	1		50%	12		57%	
54	Xavier Dachs	SUARA INSERTION	Desired	5	100%		6	86%		5	71%		2	100%		18	86%
			Difference	1	20%		2	29%		2	29%		1	50%		6	29%
Real	1	20%	1	14%	2		29%	2		29%	1		50%	5		24%	
Desired	4	80%	3	43%	3		43%	3		43%	2		100%	12		57%	
55	Marcos Carvajal	Vicente Torns	Difference	3	60%		2	29%		1	14%		1	50%		7	33%
			Real	1	20%		1	14%		2	29%		1	50%		5	24%
Desired	4	80%	3	43%	3		43%	3		43%	2		100%	12		57%	
Difference	3	60%	2	29%	2		29%	1		14%	1		50%	7		33%	
56	Marc Roca	Teyme	Real	2	40%	Involve all areas	3	43%	Establish a system of collaboration between departments	4	57%	share purposes	1	50%	foster internal talent	10	48%
			Desired	4	80%		6	86%		7	100%		2	100%		19	90%
Difference	2	40%	3	43%	3		43%	3		43%	1		50%	9		43%	
Real	3	60%	3	43%	6		86%	6		86%	1		50%	13		62%	
57	Gerard Costa	Anigami	Desired	5	100%	Structuring processes and improving external communication	5	71%	improve return on process involvement	7	100%	Empower and structure more	2	100%	Encourage and share personal skills	19	90%
			Difference	2	40%		2	29%		1	14%		1	50%		6	29%
Real	2	40%	2	29%	3		43%	3		43%	1		50%	8		38%	
Desired	4	80%	5	71%	7		100%	7		100%	2		100%	18		86%	
58	Marta Fernandez	barnaclinic	Difference	2	40%	Visible area project management. Project management with existing agile methodologies	3	43%	Listen to botton up more. Idea management area. Agile project management	4	57%	More matrix practical structure	1	50%	Participatory talent management of transversal positions, retention and / or selection	10	48%
			Real	3	60%		2	29%		4	57%		2	100%		11	52%
Desired	4	80%	5	71%	7		100%	7		100%	2		100%	20		95%	
Difference	2	40%	3	43%	4		57%	3		43%	0		0%	9		43%	
59	Magalie Dubois	The Good Sugar	Real	3	60%	Better convey the strategy to all team members	2	29%		4	57%	Improve global leadership and better define the roles of each	2	100%	Learn to anticipate more and work less urgency	11	52%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
Difference	2	40%	4	57%	3		43%	3		43%	0		0%	9		43%	
Real	3	60%	3	43%	4		57%	4		57%	1		50%	11		52%	
60	Carme Ocaña	Fund. Cassià Just	Desired	5	100%	More and better communication to all teams	7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		3	43%		1	50%		10	48%
Real	3	60%	5	71%	7		100%	7		100%	2		100%	17		81%	
Desired	5	100%	7	100%	7		100%	7		100%	2		100%	21		100%	
61	Albert Pané	LAWN	Difference	2	40%	Clearly define medium and long term strategy	2	29%	Separate R&D from day to day	0	0%	empower actors even more	0	0%	search for new talent	4	19%
			Real	3	60%		5	71%		7	100%		2	100%		17	81%
Desired	5	100%	7	100%	7		100%	7		100%	2		100%	21		100%	
Difference	2	40%	2	29%	0		0%	0		0%	2		100%	4		19%	
62	Glòria Garcia	ATL	Real	4	80%	That innovation was another goal of the company and the team was more multidisciplinary	3	43%	Create a space for generating ideas and have the capacity, time and resources to implement them.	6	86%	There is constant and transparent communication but there is a need to improve understanding and participation	2	100%	Maintain and ensure the continuous improvement of talent retention, culture and values	15	71%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
Difference	1	20%	4	57%	1		14%	1		14%	0		0%	6		29%	
Real	3	60%	2	29%	3		43%	3		43%	1		50%	9		43%	
63	Valeri Salgot	N/A	Desired	5	100%	more level of training, in teamwork	7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		5	71%		4	57%		1	50%		12	57%
Real	4	80%	1	14%	2		29%	2		29%	1		50%	8		38%	
Desired	5	100%	7	100%	7		100%	7		100%	2		100%	21		100%	
64	Mariona Serret	STP	Difference	1	20%	Set a common goal and share it with all Production Directors in order to get started globally.	6	86%		5	71%	Improve the company culture. It would take rrhh involvement and good feeling between DG and rrhh.	1	50%	Change of mentality in DG. I don't know how it can be done.	13	62%
			Real	3	60%		2	29%		2	29%		0	0%		7	33%
Desired	5	100%	6	86%	5		71%	5		71%	1		50%	17		81%	
Difference	2	40%	4	57%	3		43%	3		43%	1		50%	10		48%	
65	Marta Ramos	N/A	Real	3	60%		3	43%		2	29%		1	50%	It's tricky to retain talent without going through cash. We need to know how to really motivate talent	9	43%
			Desired	5	100%		6	86%		5	71%		2	100%		19	90%
Difference	2	40%	4	57%	3		43%	3		43%	1		50%	10		48%	
Real	3	60%	3	43%	2		29%	2		29%	1		50%	9		43%	
66	Cristina Brugalla	GEPORK GROUP SA	Desired	4	80%	Really believe in innovation and bet on it as the only way	6	86%	Innovative area, place to stop and think	7	100%	Accept that not everything has to be a success and many failures can come out of projects and nothing happens!	2	100%		19	90%
			Difference	1	20%		3	43%		5	71%		1	50%		10	48%
Real	5	100%	3	43%	3		43%	5		71%	2		100%	15		71%	
Desired	5	100%	7	100%	7		100%	7		100%	2		100%	21		100%	
67	Josep Solà	Airtificial	Difference	0	0%	Increase communication between the heads of the different areas	4	57%	We need to know how to take the speed and time for these issues as emergencies eat up our time apart from the lime-consumers who also have them	2	29%		0	0%		6	29%
			Real	2	40%		1	14%		2	29%		0	0%		5	24%
Desired	4	80%	4	57%	5		71%	5		71%	2		100%	15		71%	
Difference	2	40%	3	43%	3		43%	3		43%	2		100%	10		48%	
68	George	MONOLITHIC	Real	3	60%	Improve the level of training and communication of the team, especially in the management team	4	57%	Review the organizational structure and incorporate elements related to innovation	6	86%	Emphasize the importance of communication and the key role that leaders play in this regard, for successes but also for failures	2	100%	Highlight how important talent management is and how to generate dynamics to make it emerge internally	15	71%
			Desired	4	80%		5	71%		5	71%		2	100%		5	24%
Difference	2	40%	3	43%	3		43%	3		43%	2		100%	10		48%	
Real	3	60%	4	57%	6		86%	6		86%	2		100%	15		71%	
69	Jose Maria Fachado	I3e IT	Desired	5	100%	Improve transparency.	6	86%	Provide resources to accelerate change	6	86%		2	100%		19	90%
			Difference	2	40%		2	29%		0	0%		0	0%		4	19%
Real	5	100%	4	57%	4		57%	4		57%	1		50%	14		67%	
Desired	5	100%	5	71%	6		86%	6		86%	2		100%	18		86%	
70	Jordi	Urbidermis	Difference	0	0%	Teach how to transfer the change to the entire company.	1	14%	Create more defined internal entrepreneurship frameworks.	2	29%	CEOs find themselves wavering daily between billing and the future. This carries over to the rest of the team. Allow error	1	50%	Improve the recruitment of talent, according to the alignment of the strategy	4	19%

71	Stephanie	Costa Rican Coffee Academy	Real	4	80%	Create innovations and strategies so that the company can continue to grow in the Long Term.	3	43%	Designate budgets to support innovation.	4	57%	Create more sense of urgency, to encourage innovation from all employees.	1	50%	Encourage the development of talent to a greater extent, to enhance it.	12	57%
			Desired	5	100%		5	71%		6	86%		2	100%		18	86%
			Difference	1	20%		2	29%		2	29%		1	50%		6	29%
72	Elena	PROMISE	Real	5	100%	Involve / Communicate to the entire organization on the subject Strategy and innovative culture	0	0%	More horizontal structure	2	29%	"LEADS" the innovative culture, communications, management of transversal projects, etc.	0	0%	Encourage talent with effective policies. Potential intra-entrepreneur role	7	33%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	0	0%		7	100%		5	71%		2	100%		14	67%
73	Marc	Air Jet	Real	0	0%	Define markets and ways to implement it	1	14%	Define time and resources for innovation. Give freedom to develop projects.	2	29%	Improve communication. Trust the workers.	1	50%	Improve the learning culture with practical experiences, not just theoretical ones.	4	19%
			Desired	5	100%		5	71%		6	86%		2	100%		18	86%
			Difference	5	100%		4	57%		5	71%		1	50%		15	71%
74	Robert	Industrial Nuts	Real	2	40%	That the strategy is shared and permeated throughout the organization	5	71%	budget for ideas that are born bottom up and not just top down	3	43%	work on improving empowerment and not being afraid of error. There is a culture of trying things, but it could be faster.	1	50%	Focus on talent attraction.	11	52%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	3	60%		1	14%		3	43%		1	50%		8	38%
75	Arnau	Castellnou	Real	2	40%	align the strategy with the day to day	3	43%	multidisciplinary teams	3	43%	Greater acceptance of errors with a view to developing new products and services	1	50%	Promote internal entrepreneurship	10	48%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		3	43%		4	57%		1	50%		11	52%
76	Elisabet	Esade	Real	2	40%	More agility when it comes to innovating since if you innovate late they have already advanced you and it is no longer innovation. Lack of agility.	2	29%	work more on projects, come closer to employees and have the real intention of applying it. More transparency of new projects, so you get faster alignment of the organization.	3	43%	Empower employees more + More communication and transparency	1	50%	More meritocracy	8	38%
			Desired	4	80%		5	71%		7	100%		2	100%		18	86%
			Difference	2	40%		3	43%		4	57%		1	50%		10	48%
77	Raul	SEAT	Real	2	40%	Promote internal entrepreneurship	3	43%	Eliminate bureaucracy, Downstream empowerment	6	86%		2	100%		13	62%
			Desired	4	80%		7	100%		7	100%		2	100%		20	95%
			Difference	2	40%		4	57%		1	14%		0	0%		7	33%
78	Bertha	Cuatrecasas	Real	4	80%	Change management.	4	57%	Agility and cooperation	5	71%	Improve communication and transparency.	2	100%		15	71%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	1	20%		2	29%		2	29%		0	0%		5	24%
79	Aleix	Amazon	Real	4	80%	Improve the transparency and flow of information between teams.	6	86%	Reward a job well done.	6	86%	Improve communication and transparency.	1	50%	Talent retention	17	81%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		1	14%		1	14%		1	50%		4	19%
80	Raquel	Sener	Real	2	40%	Greater sensitivity to external changes and improve communication and transparency in relation to the strategy	3	43%	Make the structure more agile, favor empowerment	1	14%	Allowing for error, empowering the employee. Real commitment and more transparency in communication	1	50%	Limited to very few profiles, better value talent for retention.	7	33%
			Desired	4	80%		6	86%		6	86%		1	50%		17	81%
			Difference	2	40%		3	43%		5	71%		0	0%		10	48%
81	Ferdinand	Nissan	Real	2	40%	Improve communication and transparency	2	29%	Encourage internal innovation and improve communication	3	43%	Empower employees	1	50%		8	38%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		4	57%		1	50%		13	62%
82	Diego	Repsol	Real	1	20%	Communicate more, training in digital strategy	1	14%	Flexibility	2	29%	Reduce the gap between the aspirational culture of the company and the real one	1	50%	Increase meritocracy	5	24%
			Desired	5	100%		7	100%		5	71%		2	100%		19	90%
			Difference	4	80%		6	86%		3	43%		1	50%		14	67%
83	Alexandra Colls	CashKeeper	Real	5	100%		5	71%	Establish incentive programs for innovation	5	71%	Establish company culture	1	50%	Improve talent management	16	76%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	0	0%		2	29%		2	29%		1	50%		5	24%
84	Maria Torelló	Cenavisa	Real	2	40%	Create a working team and establish regular meetings	3	43%	Create final touchpoint in order to apply the strategy	3	43%	Provide more KPIs to top management	1	50%	Improve training and professional development	9	43%
			Desired	5	100%		5	71%		6	86%		2	100%		18	86%
			Difference	3	60%		2	29%		3	43%		1	50%		9	43%
85	Xavi Martínez	Montagen & Kabeltechnik	Real	4	80%		4	57%		6	86%		2	100%		16	76%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		3	43%		1	14%		0	0%		5	24%
86	Albert Melich	Servis Complete	Real	3	60%	Improve intracompany communication for more transversal initiatives and encourage every team to participate	4	57%	Streamline processes and give internal visibility to people who contribute ideas or projects	4	57%	Improving internal communication and giving a sense of urgency to projects that take too long	2	100%		13	62%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		3	43%		3	43%		0	0%		8	38%
87	Georgina Bombardó	Esdi	Real	3	60%	Involve members of each department in the strategic definition process.	3	43%	Create a specific internal innovation team. Establish a workplan, timings and actions.	3	43%	Extensive innovation strategy for all teams.	1	50%	Provide employees with adequate tools to innovate, track real developments	10	48%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		4	57%		1	50%		11	52%
88	Victor Manzano	GRIT	Real	3	60%	Ensure every team is following same strategic approach	3	43%	Management should feel responsible for innovation	4	57%	Better time management for innovation causes	2	100%		12	57%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		3	43%		0	0%		9	43%
89	Ivan Castelo	Kartsana	Real	2	40%	Establish a unique strategy that the company will follow the next 2 years.	2	29%		2	29%	Establish clearly who is in charge of innovation	2	100%		8	38%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		5	71%		5	71%		0	0%		13	62%

90	Puri Martínez	Sensalia Labs	Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		3	43%		1	14%		0	0%		6	29%
			Real	3	60%		4	57%		4	57%		2	100%		13	62%
91	Toni Sauleda	Frenos Sauleda	Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		3	43%		3	43%		0	0%		8	38%
			Real	2	40%		1	14%		3	43%		0	0%		6	29%
92	Àngel Cercós	SEREVA	Desired	3	60%	Allocate specific resources and create a department of innovation	4	57%	Apply any participative model	5	71%		2	100%	Improve hiring process	14	67%
			Difference	1	20%		3	43%		2	29%		2	100%		8	38%
			Real	2	40%		4	57%		6	86%		2	100%		14	67%
93	Alberto Hernando	Wetron	Desired	5	100%	Create R&D department. Think strategically in the short term	7	100%	Multidisciplinary team in which the different areas of the company participate. Training	7	100%		2	100%	Set strategic objectives	21	100%
			Difference	3	60%		3	43%		1	14%		0	0%		7	33%
			Real	2	40%		4	57%		6	86%		2	100%		14	67%
94	Miquel Illa	WINFOR	Desired	5	100%	Incorporate monitoring and review of innovation and share information with all stakeholders	4	57%	Use lean start up method and promote individual actions	7	100%	We need to improve the communication and be constant in communicating	2	100%		18	86%
			Difference	2	40%		2	29%		1	14%		0	0%		5	24%
			Real	3	60%		2	29%		6	86%		2	100%		13	62%
95	Ignacio Ortiz	Reverter Industries	Desired	5	100%	Creation of innovation guidelines that are made public and shared with employees	6	86%	Create a one-year strategy with specific measures and meetings with defined dates to agree on innovation ideas.	6	86%	Obligation of the person who has a problem to document it in writing and to register it in the system	2	100%		19	90%
			Difference	3	60%		5	71%		5	71%		1	50%		14	67%
			Real	3	60%		2	29%		1	14%		1	50%		5	24%
96	Oscar Lanuza	OS Valles	Desired	4	80%	Proactive approach to industry changes. Systematize the assessment of employee ideas	5	71%	Connect innovation and organizational structure.	7	100%	Improve communication and data sharing among team members	2	100%	Constant development and teaching	18	86%
			Difference	1	20%		3	43%		3	43%		1	50%		8	38%
			Real	3	60%		2	29%		3	43%		0	0%		8	38%
97	Gal la Romera	PUJOLASOS	Desired	5	100%	To hold annual meetings with our collaborators to share the business strategy.	7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		5	71%		4	57%		2	100%		13	62%
			Real	2	40%		3	43%		2	29%		0	0%		7	33%
98	Sergi Couple	VALLFIREST	Desired	5	100%	Align all top management on innovation processes and M&A activity related to it	7	100%	Improve and allow collegiate decision-making at each step of the operations and R&D department.	5	71%	Improve vertical communication and momentum throughout the organization.	2	100%	Hire HR manager	19	90%
			Difference	3	60%		4	57%		3	43%		2	100%		12	57%
			Real	3	60%		1	14%		5	71%		1	50%		10	48%
99	Eloi Roure	Create	Desired	5	100%	Be proactive in terms of strategy.	7	100%	Plan ahead and involve all organizational levels	7	100%		2	100%		21	100%
			Difference	2	40%		6	86%		2	29%		1	50%		11	52%
			Real	3	60%		4	57%		4	57%		1	50%		12	57%
100	Mireia Serradesanferm	Nivuk	Desired	4	80%	Ensure the company is aligned strategywise	7	100%	Use same information management software to ensure no info is lost	6	86%		2	100%		19	90%
			Difference	1	20%		3	43%		2	29%		1	50%		7	33%
			Real	2	40%		3	43%		5	71%		1	50%		11	52%
101	Pere Toledano	Exdema	Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		4	57%		2	29%		1	50%		10	48%
			Real	3	60%		3	43%		4	57%		1	50%		11	52%
102	Mar Pàmies	Gomà-Camps	Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	2	40%		3	43%		2	29%		1	50%		8	38%
			Real	3	60%		0	0%		4	57%		0	0%		7	33%
103	Francesc de Haro	Bianna	Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		7	100%		3	43%		2	100%		14	67%
			Real	3	60%		4	57%		4	57%		1	50%		12	57%
104	Oriol Argemi	NTC	Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		3	43%		3	43%		1	50%		9	43%
			Real	5	100%		6	86%		7	100%		1	50%		19	90%
105	Miguel Àngel Fernandez	Premium	Desired	5	100%	Create a new innovation strategy	7	100%	Push for changes and involve every department	7	100%	The management should promote innovative talent	2	100%	Push for better education within the firm	21	100%
			Difference	0	0%		1	14%		0	0%		1	50%		2	10%
			Real	4	80%		3	43%		4	57%		1	50%		12	57%
106	Francesc Martí	DTI	Desired	5	100%	Place more focus on innovation	5	71%		7	100%		2	100%		19	90%
			Difference	1	20%		2	29%		3	43%		1	50%		7	33%
			Real	4	80%		2	29%		5	71%		1	50%		12	57%
107	Sergi Martín	Facial perfumeries (retail)	Desired	4	80%		4	57%		5	71%		2	100%		15	71%
			Difference	0	0%		2	29%		0	0%		1	50%		3	14%
			Real	1	20%		3	43%		7	100%		2	100%		13	62%
108	Manuel Berzosa	All & Nel-lo	Desired	4	80%	Carry out a strategy workshop	5	71%	Implement a CRM	7	100%		2	100%	Greater communication related to people's skills	18	86%
			Difference	3	60%		2	29%		0	0%		0	0%		5	24%

109	José Luis Gómez	Eiffage Infraestructuras	Real	2	40%	Focus	1	14%	Bonus depending on the degree of compliance	1	14%	Internal communication	1	50%	Interviews / decalogue positions	5	24%
			Desired	3	60%		4	57%		4	57%		2	100%		13	62%
			Difference	1	20%		3	43%		3	43%		1	50%		8	38%
110	Juan Diego Moreno	Eiffage Infraestructuras, S.A.U.	Real	1	20%	Establish a three-year strategic plan	1	14%	Monthly meetings to encourage innovation	1	14%	Vertical and horizontal communication	1	50%	Internal promotion plan	4	19%
			Desired	2	40%		2	29%		2	29%		2	100%		8	38%
			Difference	1	20%		1	14%		1	14%		1	50%		4	19%
111	Javier García	Adequa WS, S.L.U.	Real	1	20%	Orient innovation to real market demands	1	14%	Offer leadership and reward innovation	0	0%	Management commitment	1	50%	Talent retention.	3	14%
			Desired	3	60%		3	43%		2	29%		2	100%		10	48%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%
112	Javier Dominguez	Acelunas Guadalquivir S.L.	Real	2	40%	Carry out a medium-term plan with resources.	1	14%	Hold a quarterly meeting to present progress and new proposals.	4	57%	Support the generation of ideas internally at all levels with a prize.	1	50%	Create and commit hours of training in innovation and entrepreneurship to support groups.	8	38%
			Desired	4	80%		3	43%		7	100%		2	100%		16	76%
			Difference	2	40%		2	29%		3	43%		1	50%		8	38%
113	javier Gonzalez	Perseida Grupo CL	Real	2	40%	Report projects or product launches to all department heads	3	43%	Improve interdepartmental communication, give a global vision to workers of what is being worked to achieve	3	43%	To recognize. Give time and means for the generation of ideas and support them	1	50%	Take care of talent, so that the employee feels heard and that their concerns are taken into account	9	43%
			Desired	4	80%		4	57%		5	71%		2	100%		15	71%
			Difference	2	40%		1	14%		2	29%		1	50%		6	29%
114	Abraham Mazuecos	BOH	Real	3	60%	Establish and publish a company-wide innovation strategy for all employees	2	29%	Create a space on the company server that serves as a bank of ideas, where all employees can access and record their ideas	3	43%	Enhance creativity by facilitating dedication: weekly reviews of the bank of ideas and adaptation of the promoter's agenda to be able to dedicate time	1	50%	Create the figure of the mentor of internal entrepreneurs, who must tutor and protect said intra-entrepreneurs	9	43%
			Desired	5	100%		5	71%		6	86%		2	100%		18	86%
			Difference	2	40%		3	43%		3	43%		1	50%		9	43%
115	Luis Fdez-Palacios	CEA	Real	2	40%	Provide us with an internal strategy common to the organization in the short term, with 1/2 specific objectives, identify equipment and time availability	1	14%	Identify the needs of the team to meet the objectives entrusted. Streamline and prioritize decision-making in progress.	4	57%	Implement in the team the need for evolution, for a culture of change. Motivate permanent change.	1	50%	Motivate by recognizing the team and promoting talent	8	38%
			Desired	4	80%		4	57%		7	100%		2	100%		17	81%
			Difference	2	40%		3	43%		3	43%		1	50%		9	43%
116	Francisco José Rodríguez	Maxam	Real	0	0%	There is no visibility of the innovation strategy.	1	14%	The innovation strategy only focused on the product and part of it arises from the own initiative of the subsidiaries, it is not a structured	0	0%	Abandon the short-termism of management and take a long-term vision so that strategy and innovation are aligned.	0	0%	Bet on training, have time for it, and that it is oriented by the company so that it is useful to the entire organization.	1	5%
			Desired	4	80%		5	71%		5	71%		2	100%		16	76%
			Difference	4	80%		4	57%		5	71%		2	100%		15	71%
117	Nacho Lara	Novartis Farmacéutica	Real	3	60%	Have more direct and frequent communication with the Franchise heads to convey information on decisions to be made	4	57%	Not very agile bureaucracy that slows down processes, delays the completion of projects and their creation.	4	57%	to have a real awareness of each position, avoiding demanding actions that do not adjust to the moment or reality of each worker. (From the office everything	2	100%	Promote training and meet the requirements of talented employees	13	62%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		2	29%		2	29%		0	0%		5	24%
118	Antonio Herrera	EDPR	Real	3	60%	Increase visibility	3	43%	More continuous feedback to operational units	3	43%	Streamline the structure	1	50%	Promote the ambition to undertake and innovate	10	48%
			Desired	5	100%		4	57%		5	71%		2	100%		16	76%
			Difference	2	40%		1	14%		2	29%		1	50%		6	29%
119	Mariano Sabater	WEIR	Real	2	40%	Improve internal collaboration and communication	2	29%	Unclear structures	2	29%	Little delegation	1	50%	No retention of talent	7	33%
			Desired	5	100%		5	71%		5	71%		2	100%		17	81%
			Difference	3	60%		3	43%		3	43%		1	50%		10	48%
120	Alejandra Cortez	ACAC	Real	2	40%	Facilitate contact processes and analysis of the surrounding reality	2	29%	Streamline communication channels	4	57%	Delegation of responsibility	1	50%	Promote, empower and reward talent	9	43%
			Desired	4	80%		5	71%		5	71%		2	100%		16	76%
			Difference	2	40%		3	43%		1	14%		1	50%		7	33%
121	Alberto Cruz	DEBOS	Real	3	60%	Make a clear product roadmap	4	57%	Improve agility by prototyping	6	86%	Improve constant communication between departments	2	100%	Provision of training and time to dedicate to innovation among the entire workforce (not just in certain specific departments).	15	71%
			Desired	5	100%		5	71%		7	100%		2	100%		19	90%
			Difference	2	40%		1	14%		1	14%		0	0%		4	19%
122	Pedro Simón	ABANCA	Real	4	80%	Place annual innovation evaluation KPIs in all departments	3	43%	Interdepartmental innovation brainstorming spaces for the development of new products or services, process improvement or problem solving	3	43%	Recognition of innovative ideas by managers at all levels.	1	50%	Implement incentives for talent	11	52%
			Desired	5	100%		6	86%		6	86%		2	100%		19	90%
			Difference	1	20%		3	43%		3	43%		1	50%		8	38%
123	Carlos Meiero	MIPELSA	Real	2	40%	Carry out an updated Strategic Plan	3	43%	Weekly meetings where ideas are presented	4	57%	Improve communication between the different departments and between the different companies of the group	1	50%	Enhance ideas	10	48%
			Desired	4	80%		4	57%		5	71%		2	100%		15	71%
			Difference	2	40%		1	14%		1	14%		1	50%		5	24%
124	Virginia Neira	PELLET SUR	Real	3	60%	Encourage innovation in the company and invest RR in developing it	3	43%	Every fortnight expose innovative ideas to be developed or not by the company in the weekly meeting	1	14%	Support and encourage the contributions of each team member	1	50%	Improve communication. We have different corporate and local platforms and sometimes innovation projects are carried out that are not shared between departments	8	38%
			Desired	4	80%		4	57%		3	43%		2	100%		13	62%
			Difference	1	20%		1	14%		2	29%		1	50%		5	24%
125	Jose Manuel Rodrigo	EDPr	Real	4	80%	Streamline the structure and decision making	3	43%	Streamline the structure and decision making	6	86%	Identify a Strategy to promote communication	2	100%	Allow anyone to contribute their ideas and give recognition	15	71%
			Desired	4	80%		5	71%		7	100%		2	100%		18	86%
			Difference	0	0%		2	29%		1	14%		0	0%		3	14%
126	Esperanza Martínez	ABC SEVILLA	Real	3	60%	Communicate the actions within the company and that they reach all levels	1	14%	Bank of time and ideas promote it from the direction	4	57%	Greater management of innovation risk, greater alignment with the process by direction that is capable of motivating the rest	0	0%	Value entrepreneurial collaborators	8	38%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		5	71%		2	29%		2	100%		10	48%
127	Santiago Bobo	Aopja	Real	3	60%	Evaluate the advantages of what has been undertaken to value its convenience	3	43%	Generate an incentive structure and procedures that lighten the creative process	3	43%	Greater management of innovation risk, greater alignment with the process by direction that is capable of motivating the rest	1	50%	Value entrepreneurial collaborators	10	48%
			Desired	4	80%		6	86%		6	86%		2	100%		18	86%
			Difference	1	20%		3	43%		3	43%		1	50%		8	38%

128	Khalid Akdi Elaroussi	TRICHODEX	Desired	5	100%	entrepreneurship with the objectives and strategy of the company	6	86%	Choose a specific model to organize the venture	6	86%	Implement constant communication and transparency	2	100%	Continue improving Talent management	19	90%
			Difference	1	20%		1	14%		1	14%		0	0%		3	14%
			Real	2	40%	Create an innovative culture by transmitting that innovation is an engine for growth and differentiation from the competition	1	14%	Generate partnerships with universities for the development of projects	2	29%	Acceptance of mistakes and expense	0	0%	Identify innovative people in the organization	5	24%
129	José Miguel Vázquez Epifanio	SEPI SUR XXI SL	Desired	4	80%		3	43%		4	57%		2	100%		13	62%
			Difference	2	40%		2	29%		2	29%		2	100%		8	38%
			Real	3	60%	Being multinational many times the general strategy does not coincide with the reality of the subsidiaries	3	43%		4	57%		2	100%		12	57%
130	Luis Manuel Nunez Guerra	Ceva Salud Animal	Desired	5	100%		7	100%	Any change has a lot of bureaucracy	7	100%	Need to homogenize team leaders, some are not transparent or trustworthy	2	100%		21	100%
			Difference	2	40%		4	57%		3	43%		0	0%		9	43%
			Real	4	80%		3	43%		5	71%		2	100%		14	67%
131	Juan Antonio Cuesta Cañas	Magtel	Desired	4	80%	Align the strategy with the day-to-day of the company	6	86%	It would be positive to involve more people within the company in order to have more knowledge	7	100%	Allow improvements to occur in all areas of the company, allowing teams to make proposals	2	100%	Train people to use elements that are transversal to their specific position.	19	90%
			Difference	0	0%		3	43%		2	29%		0	0%		5	24%
			Real	4	80%		3	43%		4	57%		1	50%		12	57%
132	Shane Martin McLoughlin	Universidad Loyola	Desired	5	100%	Share the strategy at all levels of the organization, not just at management levels	5	71%	The bureaucracy does not speed up entrepreneurship within the institution on many occasions	7	100%	Better communication from top management and more transparency	2	100%	Although there is a culture of learning we have to promote innovation and corporate entrepreneurship	19	90%
			Difference	1	20%		2	29%		3	43%		1	50%		7	33%
			Real	4	80%		3	43%		4	57%		2	100%		12	57%
133	Hirilio Santos Gómez	De Rigo Visión España S.A.	Desired	4	80%	Stop having a role as a follower in the market and start creating winning and more disruptive innovation strategies.	5	71%	Create spaces to develop ideas, with a clear and defined budget.	7	100%	Provide autonomy to middle managers to create new projects.	2	100%	Boost talent with training courses.	18	86%
			Difference	2	40%		3	43%		2	29%		2	100%		9	43%
			Real	3	60%		1	14%		4	57%		1	50%		9	43%
134	Jorge Castillo Carrero	Pescados La Carihuela	Desired	4	80%	Do not forget about innovation when difficult moments come in the company	5	71%	Detect talent in the organization and promote such talent	7	100%	Involve the rest of the team in the management style and its values	2	100%	Support talent in the organization	18	86%
			Difference	1	20%		4	57%		3	43%		1	50%		9	43%
			Real	3	60%		1	14%		4	57%		0	0%		8	38%
135	Félix Corredera Catalán	O'Clock	Desired	5	100%	Design the company's strategy considering this issue	7	100%	Plan times for entrepreneurship in the company, adapting the day-to-day workload.	6	86%	The management has to convey to the company the importance of the entrepreneurial culture	2	100%	Empower the most intrapreneurial profiles	20	95%
			Difference	2	40%		6	86%		2	29%		2	100%		12	57%
			Real	1	20%		1	14%		3	43%		0	0%		5	24%
136	Jose Antonio Lopez Mata	Andaluz de Traviesas	Desired	3	60%	Create a differentiated innovation department	5	71%		7	100%		2	100%		17	81%
			Difference	2	40%		4	57%		4	57%		2	100%		12	57%
			Real	3	60%		4	57%		4	57%		1	50%		12	57%
137	Rafael Larrea Prieto	Industrias Larrea	Desired	5	100%	Alignment of objectives between departments with the company's strategy	7	100%	Improve communication between middle managers	7	100%	Improve communication of company values	2	100%	Promote continuous training	21	100%
			Difference	2	40%		3	43%		3	43%		2	100%		9	43%
			Real	1	20%		0	0%		2	29%		0	0%		3	14%
138	Cristina Hernández	Edyma	Desired	3	60%	Common strategy for all departments	3	43%	improvement of the company structure	5	71%	improved communication and leadership	2	100%	improvement in learning culture and encourage wanting to learn	13	62%
			Difference	2	40%		3	43%		3	43%		2	100%		10	48%
			Real	4	80%		4	57%		5	71%		1	50%		14	67%
139	Miguel García Gutiérrez	Industrias Sombrieras Españolas S.A	Desired	5	100%	Promote corporate entrepreneurship beyond R&D	6	86%	Greater focus of the structure to corporate entrepreneurship and create an ecosystem of collaboration with external stakeholders	7	100%	Have more time to dedicate to entrepreneurship.	2	100%	Talent hiring approach to more disruptive profiles and intrapreneurs	20	95%
			Difference	1	20%		2	29%		2	29%		1	50%		6	29%
			Real	2	40%		3	43%		2	29%		0	0%		7	33%
140	Adrian Cardoso Bañuls	Grupo Aromas	Desired	3	60%	Anticipate competitors when marketing new launches	4	57%	Agility and internal communication when defining new ideas and implementations	3	43%	Management style more supportive with the rest of the directors	2	100%	Involve the different profiles within the organization to meet its goals	12	57%
			Difference	1	20%		1	14%		1	14%		2	100%		5	24%
			Real	4	80%		7	100%		6	86%		2	100%		19	90%
141	Francisco Rivero Fernández	FORTINET	Desired	4	80%		7	100%		6	86%		2	100%		19	90%
			Difference	0	0%		0	0%		0	0%		0	0%		0	0%
			Real	3	60%		2	29%		6	86%		1	50%		12	57%
142	Jose Maria Fernandez	Jofer HVAC	Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	2	40%		4	57%		1	14%		1	50%		8	38%
			Real	3	60%		4	57%		3	43%		1	50%		11	52%
143	Graciela Muñoz Fabal	N/A	Desired	3	60%		4	57%	Facilitate day-to-day management with participation in entrepreneurship projects	4	57%	Continue with the change of address styles	1	50%		12	57%
			Difference	0	0%		0	0%		1	14%		0	0%		1	5%
			Real	2	40%		0	0%		2	29%		0	0%		4	19%
144	Esperanza del Barrio Costa	N/A	Desired	4	80%	Share the common strategy with all collaborators	4	57%		4	57%	Improve the autonomy of middle managers in choosing and executing projects	2	100%	Encourage the participation of staff in external training and promote networking	14	67%
			Difference	2	40%		4	57%		2	29%		2	100%		10	48%
			Real	2	40%		2	29%		4	57%		1	50%		9	43%
145	Georgios Gavrilidis	ELLAKTOR SA	Desired	2	40%	Internal Disruption to follow the current market trends.	3	43%	Clear organization structure aiming to support innovation.	2	29%	I would like to see more clear Leadership direction w/ a coherent top down approach.	1	50%	I would like to see strong initiative from the management to support young talented people w/ developing programs & dynamic compensation.	8	38%
			Difference	1	20%		2	29%		2	29%		0	0%		5	24%
			Real	2	40%		2	29%		1	14%		1	50%		6	29%
146	Pol Llorca		Desired	5	100%	Develop a company strategic plan that relates to the reality of the company in its current state	6	86%	Develop a specific structure for the company, specially how the operations can support an innovation mindset, motivate constant learning and reduce burnout from external consultants	7	100%	Renewal of management, bringing new relationship dynamics, and implementing change strategy company-wide	2	100%		20	95%
			Difference	3	60%		4	57%		6	86%		1	50%		14	67%

147	Angel Galvez	Inditex	Real	2	40%	Internal Promotion to develop new innovation strategies for long term	1	14%	be a 1st mover need to have good professional workers	6	86%	Improve in communication	0	0%	need education support	9	43%
			Desired	4	80%		6	86%		7	100%		2	100%		19	90%
			Difference	2	40%		5	71%		1	14%		2	100%		10	48%
148	Albert Dalmau	FC Barcelona	Real	3	60%	Be realistic on where we are and what is expected short term	1	14%	Long term thinking instead of momentum	2	29%	Management stability not depending on Board election	1	50%	Motivate a low rotative people	7	33%
			Desired	4	80%		4	57%		2	29%		2	100%		15	71%
			Difference	1	20%		5	71%		2	29%		1	50%		8	38%
149	Mireia Oliván	Puig	Real	2	40%	Talk about innovation but then really do it. Have a specific workstream or projects for T&L or innovation.	3	43%	Create a transversal team with Lean start-up and rapid prototype culture for specific projects	2	29%	and objectives and not panic last minute and ask for constant changes and amends. For senior management have more empowerment and learn to say	1	50%	work on increase retention to young and talented	8	38%
			Desired	5	100%		6	86%		6	86%		1	50%		17	81%
			Difference	3	60%		4	57%		4	57%		0	0%		9	43%
150	Alexander Vega		Real	2	40%	Develop a company strategy based on changing the market through innovative solutions	1	14%	Creation of innovation committees and the support of worthwhile ideas with budgets and resources to be implemented by creating an innovation structure throughout the organization	3	43%	Creation of an open strategy communication through the organization to bring into alignment different department and people	1	50%	Creation of a Development plan for talented individuals as well as the possibility of innovation groups inside the different departments.	7	33%
			Desired	4	80%		5	71%		6	86%		2	100%		17	81%
			Difference	2	40%		4	57%		3	43%		1	50%		10	48%
151	Ruben	Caixabank	Real	2	40%	customer centricity	0	0%	Expand new culture inside the company, for every department	2	29%	Implement transparency	0	0%	Empower and show they are giving the opportunity	4	19%
			Desired	2	40%		4	57%		6	86%		2	100%		14	67%
			Difference	0	0%		4	57%		4	57%		2	100%		10	48%
152	Chantal	Codorniu	Real	3	60%	Look more at the market/new products/ideas	1	14%	More committed (and younger) employees are needed	7	100%	Control "sense of urgency". Everything is for now	1	50%	New and committed employees	12	57%
			Desired	5	100%		4	57%		7	100%		2	100%		18	86%
			Difference	2	40%		3	43%		0	0%		1	50%		6	29%
153	Eduardo Tenorio		Real	3	60%	Enter new markets with Innovation and being shareholders oriented	2	29%	Verify new mission and values for the company	5	71%	Well establish company with a new culture for Intrapreneur mindset	2	100%	Strong value to provide the best customer experience, focusing on scale and agility	12	57%
			Desired	4	80%		3	43%		6	86%		2	100%		15	71%
			Difference	2	40%		2	29%		3	43%		1	50%		8	38%
154	Joan		Real	3	60%	Continuous improvement team	2	29%	Change culture	3	43%	Less focus on the operations	1	50%	Retain internal talent	9	43%
			Desired	5	100%		4	57%		5	71%		2	100%		16	76%
			Difference	2	40%		2	29%		2	29%		1	50%		7	33%
155	Zaran Poonawalla		Real	3	60%	Be more transparent with the reasons and rationale behind strategies	3	43%	More focus on ability and impact over seniority and legacy	4	57%	Less focus on cost controls, and more focus on revenue growth and revenue	1	50%	Less focus on seniority and more on ability	11	52%
			Desired	5	100%		7	100%		6	86%		2	100%		21	100%
			Difference	2	40%		4	57%		2	29%		1	50%		10	48%
156	Jordi Gutiérrez	Eric Sports	Real	2	40%	Be more realistic between objectives and capabilities	3	43%	Structure and mentality not agile enough to adapt to changing needs	5	71%	Improve communication and transparency and empower more rather than control	1	50%	Seek for better talent	11	52%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		4	57%		2	29%		1	50%		10	48%
157	Arnau Novell	Almirall	Real	2	40%	Communication of the strategy to all the stakeholders involved in a transparent way	2.5	36%	Collaborators should be rewarded for the value created rather than for their role	2	29%	Management should lead the values of the company and create sense of urgency when it is required	1	50%	Talent attraction and retention should be enhanced	7.5	36%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	3	60%		4.5	64%		5	71%		1	50%		13.5	64%
158	Isclé Marcet	Boehringer Ingelheim	Real	3	60%	Promote innovation in non-core areas (excluding drug development).	3	43%	Promote multi department teams to improve company activities through lean startup innovation	5	71%	Promote an organization less rigid and/or hierarchical, empowering people and its intrapreneur mindset	1	50%	Develop talent and offer career plans as a part of the compensation plan for talented employees at all levels	12	57%
			Desired	5	100%		5	71%		4	57%		2	100%		16	76%
			Difference	2	40%		2	29%		1	14%		1	50%		4	19%
159	Eduard	Biocontrol Technologies	Real	4	80%	Sharing the strategy with collaborators	4	57%	Allow more time and resources to think out of the box	5	71%	Improve the acceptance of failure	2	100%	No comments	15	71%
			Desired	5	100%		6	86%		7	100%		2	100%		20	95%
			Difference	1	20%		2	29%		2	29%		0	0%		5	24%
160	steven	linea 3 cocinas	Real	4	80%	find partners to implement strategy faster	3	43%	create ops manual	3	43%		1	50%	offer more training	11	52%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	1	20%		4	57%		4	57%		1	50%		10	48%
161	Isabel	Ysios Capital	Real	3	60%	Transparency and visibility of the strategy to all collaborators	3	43%	Constant flow for initiatives and improvement of established processes	4	57%	Accepting mistakes and learning attitude	1	50%		11	52%
			Desired	5	100%		7	100%		7	100%		2	100%		21	100%
			Difference	2	40%		4	57%		3	43%		1	50%		10	48%
162	Daniela Subhia	Meraki Brazil	Real	4	80%	Develop a local plan to growth market share and defend installed base. Increase recurring revenue and cloud mind set adoption	4	57%	A lot of particular issues with local needs, lack of agility	4	57%	Support local team and changes	2	100%	no comments	11	52%
			Desired	5	100%		6	86%		7	100%		2	100%		21	100%
			Difference	1	20%		2	29%		3	43%		0	0%		10	48%
163	Daniel Zaccaria	unemployed	Real	1	1%		7	100%		0	0%		0	0%		8	38%
			Desired	0	0%		7	100%		0	0%		0	0%		7	33%
			Difference	1	20%		0	0%		0	0%		0	0%		1	5%
164	César Santofimia	Andbank	Real	1	20%	Share strategy, actions and plan with all the company. Better communication strategy	0	0%	Best organizational structure, clear roles and responsibilities as a first step to think about higher goals	3	43%		0	0%		4	19%
			Desired	4	80%		4	57%		7	100%		2	100%		17	81%
			Difference	3	60%		4	57%		4	57%		2	100%		13	62%
165	Miquel Pérez	Kadion	Real	1	20%	Focus on innovation and share and communicate the strategy to all collaborators	1	14%	Time and resources	1	14%	Stop controlling, trust people and allow time for innovation and creativity	0	0%		3	14%
			Desired	4	80%		5	71%		5	71%		2	100%		16	76%
			Difference	3	60%		4	57%		4	57%		2	100%		13	62%

166	Kseniya Petrova	Bunge	Desired	5	100%		7	100%	Allow more time and budget for intrapreneurship	7	100%		2	100%		21	100%				
			Difference	0	0%			2	29%		0		0%			0	0%		2	10%	
			Real	2	40%			5	71%		4		57%			2	100%		13	62%	
167	Connor Sullivan	Fireblocks	Desired	3	60%	To have a strategic vision statement that connects at stakeholders	5	71%	Foster internal risk taking		0%	Autonomy & ownership	2	100%		10	48%				
			Difference	1	20%			0		0%			4	57%			0	0%		3	14%
			Real	4	80%			5		71%			7	100%			2	100%		18	86%
168	Tere Vicens	Urbidermis Santa&Cole	Desired	5	100%	To have a strategy committee with each chief officer or manager once a month	7	100%	To have an innovation budget and more time to create	7	100%	Having assemblies twice or three times a year to maintain values aligned	0	0%	Train the employees with internal employees, it is a way to increase value of each person and let them know better each other	21	100%				
			Difference	1	20%			2		29%			0	0%			2	100%		3	14%
			Real	3	60%			2		29%			3				1	50%		9	43%
169	Jonathan Felguera	ARFECO SAFE INVESTMENTS	Desired	3	60%	Achieve a well defined strategy with some shareholders	4	57%	to be an horizontal organization	4	57%	To define more clear the culture	1	50%		12	57%				
			Difference	0	0%			2		29%			1	14%			0	0%		3	14%
			Real	2	40%			2		29%			0	0%			1	50%		0	0%
170	Lorena		Desired	3	60%		5	71%	collective intelligence, interdependency		0%		2	100%			0%				
			Difference	1	20%			3		43%			0	0%			1	50%			0%
			Real	5	100%			7		100%			7	100%			2	100%		21	100%
171	Manuel Ormo	Bayer	Desired	5	100%		7	100%		7	100%		2	100%		21	100%				
			Difference	0	0%			0		0%			0	0%			0	0%		0	0%

Real		5	100%	Max Real	7	100%	Max Real	7	100%	Max Real	2	100%	Max Real	21	100%	Max Real
Desired		5	100%	Max Desired	7	100%	Max Desired	7	100%	Max Desired	2	100%	Max Desired	21	100%	Max Desired
Difference		5	100%	Max Difference	7	100%	Max Difference	7	100%	Max Difference	2	100%	Max Difference	15	71%	Max Difference
Real		0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	0	0%	Min Real	1	5%	Min Real
Desired		0	0%	Min Desired	2	29%	Min Desired	2	29%	Min Desired	0	0%	Min Desired	7	33%	Min Desired
Difference		0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference	0	0%	Min Difference
Real		2.84	57%	Real mean	2.57	37%	Real mean	3.75	54%	Real mean	1.03	51%	Real mean	10.16	48%	Real mean
Desired		4.47	89%	Desired Average	5.69	81%	Desired Average	6.20	89%	Desired Average	1.91	96%	Desired Average	18.22	87%	Desired Average
Difference		1.68	34%	Average Difference	3.18	45%	Average Difference	2.54	36%	Average Difference	0.95	47%	Average Difference	8.34	40%	Average Difference

8.8. Initial questionnaire to understand the needs of the purchasers of the ideal acceleration platform

The following document is a questionnaire used at the beginning of the personalization process for Acceleralia. As the needs of every customer may vary, they have to state the preferences and what are the most important modules for their particular task.

KICK OFF PLATFORM CUSTOMIZATION

PROGRAMS

- N° Yearly programs: _____ Intakes (months): ____
- N° projects per program: _____
- N° entrepreneurs/participants/employers per program: _____

WORKSPACE AND SCRUM

- Workspace: Yes / no.
 - o In case of yes, has to be adapted? Yes / No
 - Who does it: customer / Acceleralia
- Scrum master: Yes / No
 - o Who does it: customer / Acceleralia

EXPERTS: MENTORS / INVESTORS

- Database of Mentors: Yes / no.
 - o Who does it: customer / Acceleralia / Both
 - o Type of mentors needed: _____
- Database of Investors: Yes / no.
 - o Type of investors needed: _____

DASHBOARDS

- Mentors/Tutors dashboards: Yes / No
 - o Type of metrics needed: _____
- Entrepreneurs/participant dashboards: Yes / No
 - o Type of metrics needed: _____

COMUNICATIONS

- Official program communication / posts: Yes / No
 - o Who does it: customer / Acceleralia
- On line Technical support: Yes / No

- Who does it: customer / Acceleralia
- Activity report: Yes / No

ITINERARIES (Type of projects)

- N° expected itineraries (type of projects): _____
 - Who does it: customer / Acceleralia

SMART PRINTING (deliverables):

- PDF/WORD: N° expected outcomes (>30 available): _____
 - Outcome customization (logo, pages, content): Yes / No
- PPT: N° templates outcome: _____
 - PPT Style customization (450 slides): Yes / No
 - PPT content templates customization (>20 available): Yes / No
- ONE PAGERs: N° expected outcome: _____
 - Predefined executive summary customization (6 available) : Yes / No

STATIONS AND SOLUTIONS (parts of the itineraries):

- Stations customization (available >40 great blocks of the itineraries): Yes / No
 - In case of yes, customization requirements (logo, UI/UX, content, sector):

- Solutions (Available >120 with >700 questions, parts to fulfil at stations): Yes / No
 - In case of yes, customization requirements (logo, UI/UX, content, sector):

RESOURCES IN SOLUTIONS:

- Lectures (4-10 pg.) (resources at the solutions) :
Available (>120 Spanish + >120 English = >240 total)
 - Who does it: customer / Acceleralia
- Customized Videos (2-10 min) (resources at the solutions): Yes / No
Available (>100 Spanish + >100 English = >200 total)
 - Who does it: customer / Acceleralia

TRAINING

- Training about usability (on live webinar): Yes / No
 - N° of tutors / mentors: _____
 - N° of entrepreneurs: _____
- Training about technical support: Yes / No
 - Who does it: customer / Acceleralia
- N° expected years of services needed (if expectations are achieved):

KICK OFF PROJECT CUSTOMIZATION

DREAM / PROJECT:

Name of the Dream/project: _____

Presentation of the idea:

_____.....

Objective of the Project:

_____.....

DURATION:

- Duration of the acceleration track: _____
- Starting date: _____
- Finishing date: _____

PAIN POINTS / OUTCOMES:

Brief description of the project's scope:

Main pain points tackled and outcomes:

- | | |
|---|--------------------|
| ● Pain point 1: _____ | |
| ● Outcome 1: _____ | Date 1: |
| ● Do you need any budget for this goal? (Yes / No). | In case yes: ____€ |
| ● Pain point 2: _____ | |
| ● Outcome 2: _____ | Date 2: |
| ● Do you need any budget for this goal? (Yes /No). | In case yes: ____€ |
| ● Pain point 3: _____ | |
| ● Outcome 3: _____ | Date 3: |
| ● Do you need any budget for this goal? (Yes /No). | In case yes: ____€ |

TRAVELLERS AT ACCELERALIA JOURNEY:

Entrepreneurs / tutors / Sponsors

- Entrepreneur 1 / Project owner: Name: _____ %
dedication: __ Level of engagement: __% Function: _____ Role:
Tutor/entrepreneur Mail: _____ Phone: _____
- Entrepreneur 2: Name: _____ % dedication: __
Level of engagement: __% Function: _____ Role: Tutor/entrepreneur
Mail: _____ Phone: _____
- Entrepreneur X: Name: _____ % dedication: __
Level of engagement: __% Function: _____ Role: Tutor/entrepreneur
Mail: _____ Phone: (optional)
- Stakeholder 1 for MOTs: Name: _____ % dedication: __
Level of engagement: __% Function: _____ Role: Tutor/entrepreneur
Mail: _____ Phone: (optional)
- Stakeholder 2 for MOTs: Name: _____ % dedication: __
Level of engagement: __% Function: _____ Role: Tutor/entrepreneur
Mail: _____ Phone: (optional)

Total workforce per week? ___ h

Things to consider: (engagement, dates, ...): _____

OTHER CONSIDERATIONS:

Language of the project:

Other comments and considerations:

Suggested itinerary (optional):

NEXT STEPS:

When do you need the Itinerary? Date of validation:

Day: _____ Hour: _____ virtual Platform: Meets? _____ Event organizer:

8.9. Acceleralia code for the platform

The following appendix is an extraction of the real code that is used in the Acceleralia platform. The code shown here is the first 440 lines. The full code can be made available by requesting it from ton.guardiet@acceleralia.com

20/1/22 18:32

template_roadmap.php | Acceleralia

```

1    <?php
2    /**
3     * Displays prject's roadmap.
4     *
5
6     */
14   global $wpdb;
15
16   $user = wp_get_current_user();
17   $uid = $user->ID;
18   $rol = $user->roles;
19   $role = $rol[0];
25   $users      =
get_course_users_access_from
_meta($course_id);
26
27   $uniID      =
get_user_meta($ui
d, 'university');
28   $uniID      =
$uniID[0];
29
30   if ($role == 'subscriber') {
31
32       $disabled = 'disabled';
33       $cursor = 'default !important';
34
35   }else{
3
6
3
7

```



```

3
8
39     }
40
41
42     if($uid==48){
43
44         //include 'periodic_notifications.php';
45
46         //weekly_notification_solutions_states_changes_and_comments_on_solutions();
47     }
48
49     if (is_user_logged_in()){
50
51
52         ?>
53
54
55
56     <style>
57     .UserEdit-UserImage{
58 border-radius: 50%!important;
59         border:1px solid #2A3B5A!important;
60         width:100px!important;
61         height:100px!important;
62         display: block!important;
63         margin-left: auto!important;
64         margin-right: auto!important;
65         overflow:hidden;
66         object-fit: cover;
67     }
68     .span_download_content{
69
70     cursor: pointer;
71     }
72
73     .parent_div_material{
74
75     position: relative;
76     width: 50%;

```

```

77
78     }
79
    .parent_div_material:
    rial:hover
    .span_download_content{
80
81         color: #9BA0AF !important;
82     }
83
84     .parent_div_material:hover .img_material_2{
85         opacity: 0.5;
86     }
87
88     .arrow-down {
89         width: 0;
90         height: 0;
91         border-top: 5px solid transparent;
92         border-bottom: 5px solid transparent;
98     input.inp-purple{
99         width: 140px !important;
100        background-color: #5E2CED !important;
101        border: 2px solid #815BF0 !important;
102        color: #fff !important;
103        font-family: Poppins !important;
104        border-radius: 15px !important;
105        font-size: 15px !important;
106        cursor:pointer !important;
107        height:45px !important;
108        line-height: 5px !important;
109        font-weight: 400 !important;
110    }
111
112    input.inp-purple:hover{
113
114        background-color: #E8E1FC !important;
115        color: #815BF0 !important;
116    }
117
118    .rowTeamUsers {
119        display: table;
120        width: 100%; /*Optional*/

```

```

121     table-layout: fixed; /*Optional*/
122     border-spacing: 10px; /*Optional*/
123 }
124
125 .columnTeamUsers {
126     display: table-cell;
127     text-align: center;
128     position: relative;
129 }
130
131 .column {
132     float: left;
133     width: 25%;
134     height:30px;
135 }
136
137 /* Clear floats after the columns */
138 .row:after {
139     content: "";
140     display: table;
141     clear: both;
142     height:30px;
143 }
144 .avatar {
145     border-radius: 45px;
146     width: 90px !important;
147     height: 90px !important;
148     border: 3px solid #6331EC !important;
149     position: relative;
150     top: -20px;
151     left: 5px;
152 }
153
154 /* The switch - the box around the slider */
155 .switch {
156     position: relative;
157     display: inline-block;
158     width: 50px;
159     height: 24px;
160 }
161

```

```

162     /* Hide default HTML checkbox */
163     .switch input {
164         opacity: 0;
165         width: 0;
166         height: 0;
167     }
168
169     /* The slider */
170     .slider {
171         position: absolute;
172         cursor: pointer;
173         top: 0;
174         left: 0;
175         right: 0;
176         bottom: 0;
177         background-color: #DEE1E6;
178         -webkit-transition: .4s;
179         transition: .4s;
180     }
181
182     .slider:before {
183         position: absolute;
184         content: "";
185         height: 16px;
186         width: 16px;
187         left: 4px;
188         bottom: 4px;
189         background-color: white;
190         -webkit-transition: .4s;
191         transition: .4s;
192     }
193
194     input:checked + .slider {
195         background-color: #4BEDB1;
196     }
197
198     input:focus + .slider {
199         box-shadow: 0 0 1px #4BEDB1;
200     }
201
202     input:checked + .slider:before {

```

```

203 -webkit-transform: translateX(26px);
204 -ms-transform: translateX(26px);
205     transform: translateX(26px);
206 }
207
208 /* Rounded sliders */
209 .slider.round {
210     border-radius: 34px;
211 }
212
213 .slider.round:before {
214     border-radius: 50%;
215 }
216
217 .arrow {
218     border: solid #5E2CED;
219     border-width: 0 3px 3px 0;
220     display: inline-block;
221     padding: 3px;
222     top: -2px;
223     position: relative;
224 }
225
226 .right {
227
228     transform: rotate(-45deg);
229     -webkit-transform: rotate(-45deg);
230 }
231
232 .arrow2 {
233     border: solid #4BEDB1;
234     border-width: 0 3px 3px 0;
235     display: inline-block;
236     padding: 3px;
237     top: -3px;
238     position: relative;
239 }
240
241 .down {
242     transform: rotate(45deg);
243     -webkit-transform: rotate(45deg);

```

```

244     }
245
246
247     .solutionlink{
248
249     position: relative !important;
250     top: 13px !important;
251     font-family: poppins !important;
252     font-size: 18px !important;
253     color: #283958 !important;
254     left: 5% !important;
255     line-height: 30px !important;
256     max-width: 550px;
257     }
258
259     .solutionlink:hover{
260
261     color: #5E2CED !important;
262
263     }
264
265     input.inp-transp{
266         width: 230px !important;
267     background-color: transparent !important;
268         border: 2px solid #4BEDB1 !important;
269         color: #815BF0 !important;
270         font-family: Poppins !important;
271         border-radius: 15px !important;
272         font-size: 18px !important;
273         cursor:pointer !important;
274         height:45px !important;
275         line-height: 5px !important;
276     }
277
278     input.inp-transp:hover{
279         background-color: #4BEDB1 !important;
280         color: #fff !important;
281     }
282     /* The Modal (background) */
283     .modal {
284         display: none; /* Hidden by default */

```

```

285     position: fixed; /* Stay in place */
286     z-index: 999; /* Sit on top */
287     left: 0;
288     top: 0;
289     width: 100%; /* Full width */
290     height: 100%; /* Full height */
291     overflow: auto; /* Enable scroll if needed */
292     background-color: rgb(0,0,0); /* Fallback color */
293     background-color: rgba(0,0,0,0.4); /* Black w/ opacity */
294 }
295
296 /* Modal Content/Box */
297 .modal-content {
298     background-color: #FAF9FE;
299     margin: 15% auto; /* 15% from the top and centered */
300     padding: 20px;
301     border: 1px solid #888;
302     width: 500px; /* Could be more or less, depending on
screen size */
303     height: 500px;
304     border-radius: 40px;
305 }
306
307 /* The Close Button */
308 .close {
309     float: right;
310     padding-right: 20px;
311     font-size: 40px;
312     font-weight: bold;
313     color: #815BF0;
314     position: relative;
315     top: 5%;
316 }
317
318 .close:hover,
319 .close:focus {
320     color: #E8E1FC;
321     text-decoration: none;
322     cursor: pointer;
323 }
324

```

```

325 .col1{
326     width: 33.3%; !important;
327     font-family:poppins !important;
328     text-align: center !important;
329     vertical-align: middle !important;
330     border: none !important;
331 }
332
333
334 .col2{
335     width: 33.3%; !important;
336     font-family:poppins !important;
337     text-align: center !important;
338     vertical-align: middle !important;
339     border: none !important;
340 }
341
342 .col3{
343     width: 33.3%; !important;
344     font-family:poppins !important;
345     text-align: center !important;
346     vertical-align: middle !important;
347     border: none !important;
348 }
349
350 .col4{
351     width: 10%; !important;
352
353 }
354
355 .col5{
356     width: 10%; !important;
357 }
358
359 .col6{
360     width: 60%; !important;
361     max-width: 60% !important;
362
363 }
364
365 .col7{

```



```

366         width: 20%; !important;
367     }
368
369     .col8{
370         width: 20%; !important;
371     }
372
373     .col9{
374         width: 80%; !important;
375     }
376     tr{
377         display: table;
378     }
379
380     .dot1 {
381         height: 25px;
382         width: 25px;
383         background-color: #bbb;
384         border-radius: 50%;
385         display: inline-block;
386     }
387     .dot2 {
388         height: 25px;
389         width: 25px;
390         background-color: #bbb;
391         border-radius: 50%;
392         display: inline-block;
393     }
394     .dot3 {
395         height: 25px;
396         width: 25px;
397         background-color: #bbb;
398         border-radius: 50%;
399         display: inline-block;
400     }
401
402     .span_info_user {
403         width: 260px;
404     }
405
406     .label_states{

```

```

407         font-size:15px;
408
409     }
410
411     .span_duration{
412         font-size:14px;
413         top: 3px;
414     }
415
416     .tit_bar_pen:hover{
417
418         color: #666C6A !important;
419     }
420
421     .tit_bar_rev:hover{
422
423         color: #E1C562 !important;
424     }
425
426     .tit_bar_mod:hover{
427
428         color: #CE7683 !important;
429     }
430
431     @media screen and (max-width: 1400px) {
432         .span_info_user {
433             width: 200px !important;
434         }
435         .label_states {
436             font-size: 13px !important;
437         }
438
439         .solutionlink{
440             font-size: 14px !important;
441             max-width: 70%;
442         }

```

8.10. Integration of the acceleration platform with the needs of PICVISA pilots. “GAT – Global Acceleration Tool” deliverables

The following appendix shows the blank templates for deliverables designed for the GAT pilot for PICVISA. Each stage has its own deliverable, the initial one is just a one pager and the final one is a comprehensive business plan of how to transform the idea into reality.

8.10.1 Idea stage



Formulación de Ideas





Quiénes somos
[Añadir información básica sobre la empresa]



Oportunidad
[Introducir las oportunidades]



Problema
[Especificar el problema]



Ventaja
· [Introducir primera ventaja]
· [Introducir segunda ventaja]
· [Introducir tercera ventaja]
...



Solución
[Especificar la solución al problema]



Hitos
· [Fecha][Primer hito]
· [Fecha][Segundo hito]
· [Fecha][Tercer hito]
...



Modelo
[Añadir información del modelo de negocio]



Sponsor
[Añadir información de quién es el sponsor o quién desea que lo sea y a que unidad de negocio está adscrito]



Clientes
[Introducir clientes]



Inversión
[Introducir datos de inversión, como por ejemplo la inversión realizada hasta la fecha]

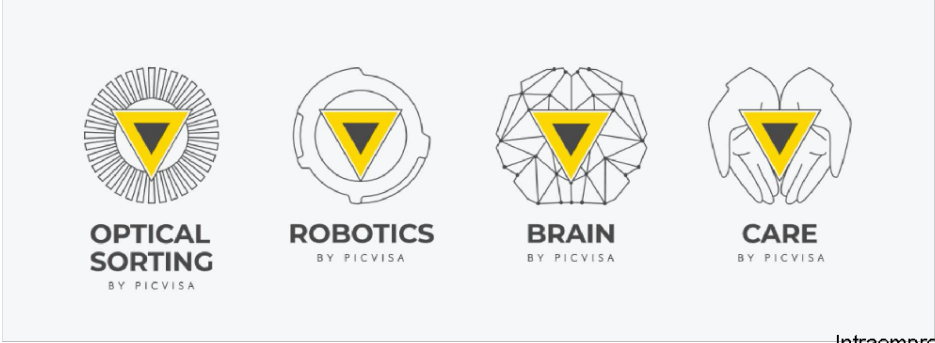


Equipo

[Miembro 1]	[Miembro 2]	[Miembro 3]	[Miembro 4]
[Cargo]	[Cargo]	[Cargo]	[Cargo]

8.10.2 Initiative stage

PICVISA



OPTICAL SORTING
BY PICVISA


ROBOTICS
BY PICVISA

BRAIN
BY PICVISA

CARE
BY PICVISA

Intraemprendedor:
NO ANSWER

Sponsor de la idea:
NO ANSWER
NO ANSWER
[XX/XX/20XX](#)



pág. 1

PICVISA


RESUMEN DE LA INICIATIVA PROPUESTA

Prueba de Impresión del Título de la Iniciativa

"Resumen de la idea"

Prueba de Reflexión sobre la iniciativa:

"Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent tempus in lorem eu interdum. Donec fringilla nisi vel arcu interdum, et suscipit lacus iaculis. Aenean feugiat nisi ac vulputate tempus. Nam ac elit et magna auctor congue."



pág. 2

SOLUCIÓN

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent tempus in lorem eu interdum. Donec fringilla nisi vel arcu interdum, et suscipit lacus iaculis. Aenean feugiat nisl ac vulputate tempus. Nam ac elit et magna auctor congue. Ut dictum sapien sit amet turpis porta sagittis. Mauris quis aliquet ligula, vel lacinia felis. Sed fermentum maximus justo molestie lobortis. Aliquam sit amet mauris odio. Nam eget est placerat, eleifend arcu eget, pretium dolor. Phasellus dictum leo eu facilisis cursus. Suspendisse id rhoncus leo.

Pellentesque semper magna vel dui laoreet, ut aliquet purus tristique. Praesent dolor turpis, dictum eget efficitur et, rhoncus id arcu. Donec mattis mattis enim. Nulla euismod est in metus mattis elementum. Nunc consequat nunc vitae orci mattis fermentum. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi dignissim pretium metus ac hendrerit. Donec sollicitudin diam id lobortis tincidunt. Donec luctus, metus in tempus mattis, odio est tincidunt elit, at ullamcorper ex tortor ac tortor.



¿POR QUÉ?

-Una buena oportunidad:

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-Tendencias:

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PICVISA

- Relevancia:

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PICVISA

BENEFICIARIOS

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8.10.3 Project stage



Proyecto: sample

Control Documental del Plan (CDP)

Historial de Versiones

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Historial de Aprobación

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Historial de Revisiones

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Lista de Distribución

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Resumen del Proyecto (RP)

Nombre del Proyecto

Prueba Nombre del Proyecto

Plazo estimado de ejecución del proyecto:

El proyecto está estimado a ser llevado a cabo en el período comprendido

Entre: NO ANSWER y el: NO ANSWER

Problemas por resolver o necesidades por satisfacer

NO ANSWER

Introducción del plan de proyecto

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Donec non tempor lectus. In lacinia quam et libero pulvinar egestas. Nunc ac risus arcu. Praesent interdum diam nec cursus efficitur. Integer ultrices metus a lacinia dictum. Nunc rutrum suscipit felis, et lobortis nibh sagittis at. Donec dignissim purus in massa malesuada pretium. Morbi sollicitudin blandit molestie. Praesent non urna magna.

El equipo promotor del proyecto

Promotor # 1:

NO ANSWER

Nombre 1 Apellido
1

correo1@email.com

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Promotor # 2:

NO ANSWER

Nombre 2 Apellido
2

correo2@email.com

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Objetivos del Proyecto (Obj)

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- Donec non tempor lectus. In lacinia quam et libero pulvinar egestas.
- Donec non tempor lectus. In lacinia quam et libero pulvinar egestas.
- Donec non tempor lectus. In lacinia quam et libero pulvinar egestas.

Alcance del Proyecto

Declaración del Alcance (DA)

Estructura de Desglose de Trabajo (EDT)

- ProyectoPrimer BloquePrimer SubbloqueSegundo BloquePrimer subbloqueSegundo SubbloqueTercer SubbloqueTercer Bloque
- Primer BloquePrimer Subbloque
- Primer Subbloque
- Segundo BloquePrimer subbloqueSegundo SubbloqueTercer Subbloque
- Primer subbloque
- Segundo Subbloque
- Tercer Subbloque
- Tercer Bloque

Recursos del Proyecto

Los interesados del proyecto

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odio. Aenean iaculis arcu tellus, sed pharetra nunc ultrices eu. Donec non turpis at eros consectetur posuere id at enim.

Los interesados del proyecto

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Equipo de ejecución del proyecto

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Otros recursos para el proyecto

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Cronograma del Proyecto

Definir las actividades clave (DAC)

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Crear el cronograma (CCr)

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Costes del Proyecto

Estimación de los costes del proyecto (ECP)

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Determinar el presupuesto del proyecto (DPP)

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Planificación de monitoreo y evaluación (PM&E)

Planificación de las reuniones de seguimiento

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Instrumentos de seguimiento y evaluación

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Riesgos del Proyecto

Identificar los riesgos (IR)

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aliquet libero nec nisl fermentum, quis consequat mi fermentum. Praesent ultricies, magna sodales elementum placerat, velit quam consequat lacus, ac dignissim risus augue pellentesque nisl. Maecenas metus odio, ornare vitae volutpat non, blandit eget tellus. Vivamus sed accumsan nisl, ut hendrerit enim. Proin malesuada, mi eu interdum pretium, felis nunc vestibulum ipsum, fringilla vehicula urna arcu vitae odio. Aenean iaculis arcu tellus, sed pharetra nunc ultrices eu. Donec non turpis at eros consectetur posuere id at enim.

Definir los umbrales de impacto de los riesgos (DUIR)

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Definir la probabilidad de ocurrencia de los riesgos (DPOR)

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Análisis cualitativo de los riesgos (ACR)

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Planificar la respuesta a los riesgos (PRR)

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Apéndices del Plan de Proyecto

Estrategia de comunicación

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8.10.4.- "RaaS" deliverables

8.10.4.1. Part of the Ecoflow presentation

ECOFLOW AS A SERVICE



*Optimización del reciclaje
de residuos en las plantas
de tratamiento*



Solución

Con **ECOFLOW**, incrementamos la productividad y la rentabilidad de las plantas de tratamiento de reciclaje, automatizando procesos de bajo rendimiento y transformando datos en información de valor, combinando innovadoras tecnologías como la Inteligencia Artificial, la Visión Artificial y la Analítica Predictiva (Big Data).

ECOFLOW de **PICVISA** es el camino mas rápido para convertir tu planta en una planta 4.0.

Instalamos un analizador de flujo que actúa por reconocimiento de imágenes via algoritmos de Inteligencia artificial y que permite reconocer y contar objetos de forma automática y rápida, almacenando dicha información para la toma de decisiones.





**Industria
4.0 y IOT**

¿Cómo funciona?

1



Visión artificial

2



Inteligencia artificial

3



Visualización

1

CARACTERÍSTICAS

1. Monitorización del flujo en diferentes puntos de la planta en tiempo real y en remoto
2. Obtención de datos y procesamiento de datos.
3. Reporting personalizable.



Monitorización
Visualizamos en tiempo real las características del flujo



Analítica
Recogemos y procesamos datos en diferentes puntos de la planta



Reporting
Convertimos datos en información para la toma de decisiones



BENEFICIOS



Detectar incidencias en la producción de la planta incrementando el tiempo operativo → **detección incidencia en menos de XXX minutos.**



Controlar la información a distancia agilizando la toma de decisiones en planta → **actualización parámetros de producción a cada xx segundo.**



Implementar acciones de mantenimiento preventivo incrementando la disponibilidad de los equipos → **maximizar el MTBF → tendencia a infinito, y minimizar el MTTR tendencia a 0.**



Extraer información de hábitos de consumo y monetizarla → **detección y clasificación de una media de mas de 1,5K unidades/hora.**



Controlar la calidad automáticamente lo que permite alcanzar mejores tasas de reciclaje → **incremento potencial de reciclaje XX% (XX% n objetos valorizables por unidad de tiempo)**



Ofrecer nuevos servicios a nuevos clientes → **generación de XX hábitos de consumo.**

Rápido retorno de la inversión (ROI)



MODELO DE NEGOCIO INNOVADOR

- Modelo de negocio innovador basado en el **pago por unidad detectada**, directamente relacionada con los beneficios.
 - material ya existente en nuestra base de datos: 0,10 €/unidad
 - nuevo material: 0,35 €/unidad
- Convertimos inversiones en gastos operativos.
- Detectamos formas, colores y brand. Adaptamos la solución a lo que necesita el cliente.
- Materiales ya en nuestra base de datos: Termómetros, aerosoles, inyectables, pilas, capsulas de café, cuellos de botella, textil, botella de PET, bandeja de PET, PEAD, latas de aluminio, film, papel, cartón, vidrio, etc.

PICVISA 



ALGUNOS CASOS DE ÉXITO



PICVISA 

PICVISA

- Hace más de 15 años que **PICVISA** ofrece soluciones de automatización y visión artificial para las plantas de reciclaje.
- Incluimos tecnologías disruptivas como la Inteligencia Artificial en el desarrollo de todos nuestros equipos.
- Durante la pandemia COVID-19, seguimos dando respuestas rápidas y profesionales a nuestros clientes, manteniendo la fabricación de equipos y la asistencia técnica.
- No dependemos de mercados externos y siempre hemos apostado por el desarrollo y la producción *in-house* frente al *outsourcing*.
- Controlamos todo el proceso productivo: desde el diseño de los equipos hasta su puesta en marcha en las instalaciones de los clientes.

PICVISA 

SIGUIENTES PASOS

01 Contacta y pide una demo

02 Te asesoramos en la definición de la mejor solución

03 Instala y configura la información

04 Disfruta del incremento de productividad y rentabilidad de tu planta



Puesta en marcha inmediata

PICVISA 



ROBOTICS
BY PICVISA

GRACIAS

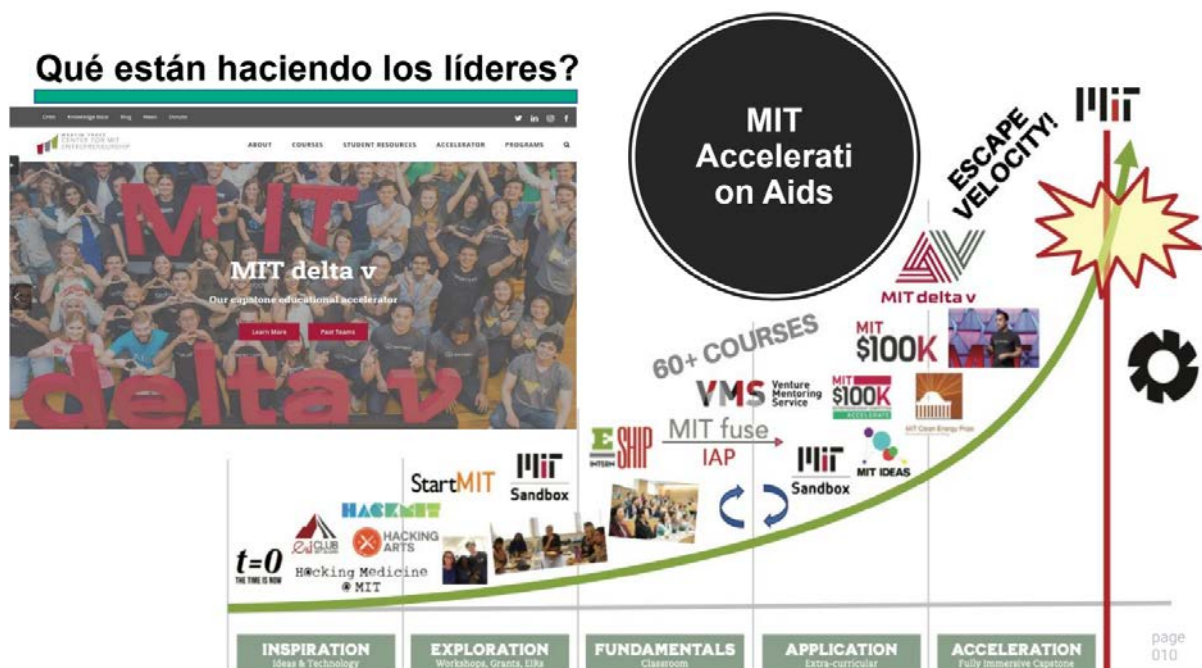
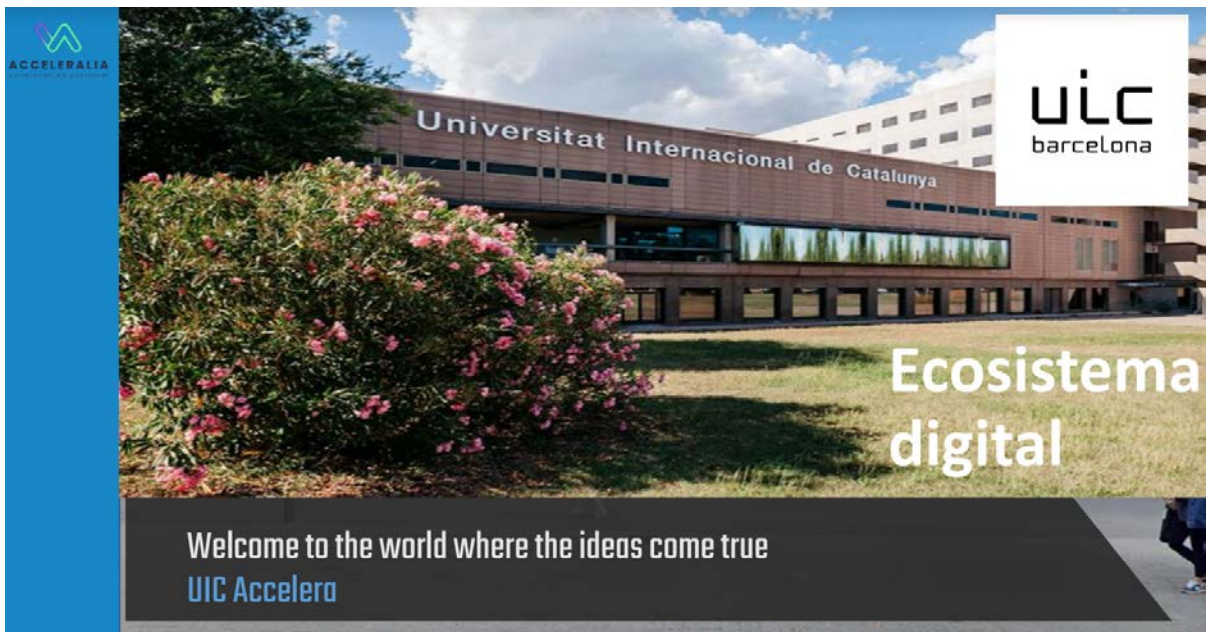
Silvia Gregorini
sgregorini@gmail.com
+34 623 192 931

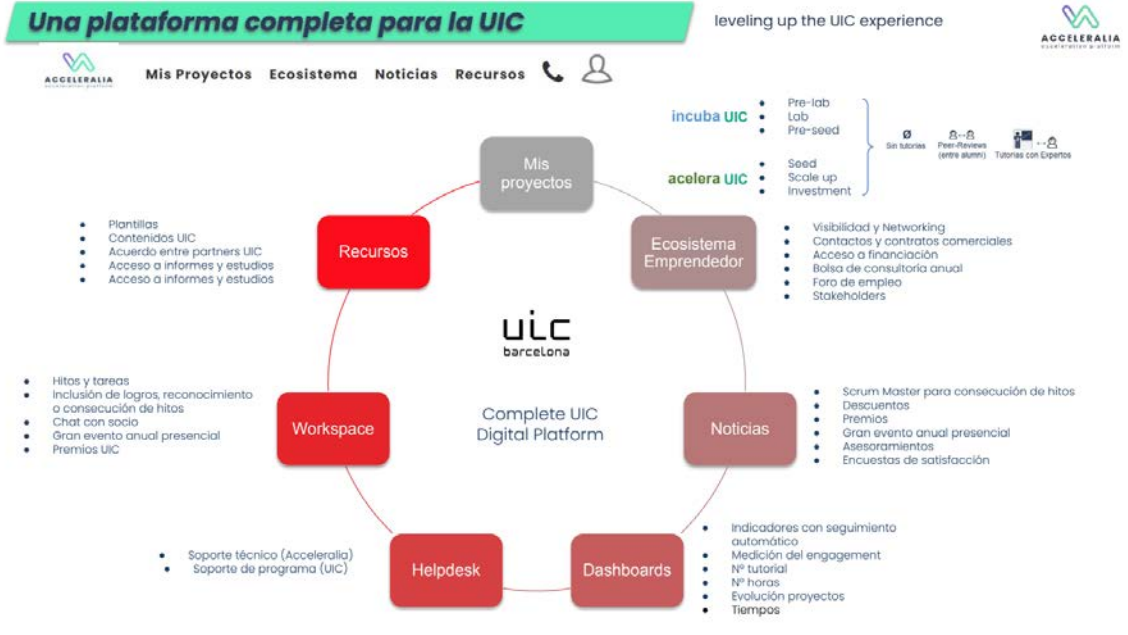
PICVISA 

8.11. Potential scalability of Acceleralia

As Acceleralia can be scaled to different segments, (not only corporate acceleration) the team designed a dedicated information deck for every potential market. In this case, Eduaccelera is the segment targeting Education institutions such as universities. Corpaccelera is aimed at corporate acceleration.

8.11.1. Eduaccelera selling deck





Actualízate Desarrollate Involúcrate Beneficiate Acelérate

Web UIC → Hazte socio → Entra → ES

Red Last news Comunicate Contacto

UIC Alumni
Contacta, conecta y comparte.
¡Aprovecha tu red de contactos y nunca dejes de crecer!

- Noticias
- Actualidad sectorial
- Acuerdos**
 - Soporte empresarial
 - I+D**
 - Administraciones públicas
 - Inversión
- Formación
- Proponer nuevos acuerdos

Acuerdos

Formación de foros y conferencias, encuentros de actividades lúdico-deportivas.

Clubes transversales
ENCUENTRA A ALUMNI CON TU MISMO SECTOR.
Formación, información sectorial y redes profesionales de colaboración con alumni de tu mismo sector. ¡Haz crecer tu red de contactos!

Próximos eventos
VER AGENDA DE EVENTOS

24 MAYO 2021
Evento UIC
INGLES
MOSCOW

25 MAYO 2021
UIC Alumni Panel on

UIC Community
¿En Que puedo Ayudarte?

STARTUP VILLAGE

UNETE →

Actualízate Desarrollate **Involúcrate** Beneficiate Acelérate

Web UIC → Hazte socio → Entra → ES

Red Last news Comunicate Contacto

UIC
barcelona

Involúcrate
El compromiso y el esfuerzo siempre llevan buenos resultados.
Comparte tu talento!!

- Bolsa de trabajo**
- UIC team maker
- Espacio negocios
- Conviértete en experto
- Conviértete en voluntario
- Conviértete en inversor

Inicio Mi red Empleos Mensajes Notificaciones Yo Productos Sales Nav

Empuestos publicados

Abierto Borrador Cerrado

Chief Technology Officer
Acceleralia - By 2DigitsGrowth Spain
En pausa • Publicado hace 1 mes • 85,00 € gastados
Añadir presupuesto

Administrative of tenders

Ahorra hasta un 35 % al comprar presupuesto para publicar anuncios de empleo por adelantado
Obtener descuento

Información de facturación
Forma de pago
Historial de compras

UIC Community
¿En Que puedo Ayudarte?

Mensajes 35

Actualízate **Desarrollate** Involúcrate Beneficiate Acelérate

Web UIC → Hazte socio → Entra → ES ↓
Red Last news Comunicate Contacto

UIC barcelona

- Eventos networking
- Eventos con expertos
- Eventos de Peer reviews
- Eventos foros de inversión
- Gran evento anual presencial UIC
- Eventos sectoriales
- Buscador de eventos

Desarrollate

UIC digital te acompaña a lo largo de tu proyecto. Ponemos a tu disposición recursos, sesiones y profesionales. Y te conectamos con otros socios

Mentoring

¡TU EXPERIENCIA Y TUS GANAS AYUDAN!

Funcionamiento de nuestro Programa de Mentoring en la red

Servicio de Coaching

¡MARCA EL RUMBO DE TUS DECISIONES!

Elige a uno de nuestros Coaches de la comunidad Esade Alumni y toma las decisiones que necesitas para alcanzar tus metas.

Próximos eventos

VER AGENDA DE EVENTOS

24 MAYO 2021

Evento UIC

INGLES

MOSCOW

UIC Community
¿En Que puedo Ayudarte?

25 MAYO 2021

UIC Alumni Panel on

Actualízate Desarrollate Involúcrate **Beneficiate** Acelérate

Web UIC → Hazte socio → Entra → ES ↓
Red Last news Comunicate Contacto

UIC barcelona

- Descuentos
- Obtenciones de visas
- Bolsa de horas con expertos
- Contact with
- Directorio socio
- Proponer nuevas ventajas

Beneficiate de ser socio

¡Sigue vinculado a UIC y hazte socio! Disfruta de grandes ventajas para seguir creciendo y aprendiendo como profesional

HAZTE SOCIO

Además, disfruta de ventajas económicas

GRANDES VENTAJAS

DESCUENTOS EN TUS COMPRAS

PUBLICA OFERTAS DE TU EMPRESA EN EL PORTAL DE VENTAJAS

UIC Community
¿En Que puedo Ayudarte?

-
-
-
-
-
-
-

- Ideas (seekers / Solvers)
- Incuba UIC
- Acelera UIC
- Desafía San Francisco (track con ICEX)
- Acelera tu proyecto a tu ritmo (120 Formaciones, 600 recursos, 40 smart printings y cuando quieras)
- Encuentra tu programa

Acelera tu crecimiento

En UIC te brindamos un crecimiento exponencial, programas pensados para reorientar, escalar y hacer evolucionar tu negocio. Preparado? 3, 2,1, Go!

EMPIEZA TU VIAJE



HACKATHON



CONTINUOUS IMPROVEMENT




Desafía San Francisco
(track con ICEX)

Organize

- Hackathon**
- [Click for more info](#)
- Improvement Program**
- [Click for more info](#)
- Open Innovation Proram**
- [Click for more info](#)

-
-
-
-
-
-
-

Quando termines la prueba, te dirigirá a Acceleralia con marca blanca: UIC Accelera Y guiarte cómo aprender / Implementar / ejecutar el proyecto que deseas



Ton Guardiet
Editar perfil

Crear usuario

Crear proyecto

Crear programa

600 recursos

Idioma inglés y español

Paneles

Impresión inteligente

Mentores/
Patrocinadores
personalizados

Proyectos



Programa: UIC Digital A. Edición set-21


UIC Community
¿En Que puedo Ayudarte?

Sin tutorías

Peer-Reviews
(entre alumni)

Tutorías con Expertos

Mis Proyectos
Ecosistema
Dashboards
Noticias
Recursos


Seed

De 1º Venta a la salida al mercado

- E Project Management (3)
- E Modelo de negocio (10)
- E Validación del modelo de negocio (10)
- E Plan marketing (7)
- E Marketing and sales land (4)
- E Plan operaciones y sistemas información (9)
- E Strategy and operations land (10)
- E Plan recursos humanos (5)
- E Plan económico financiero (11)
- E Aspectos jurídicos (6)
- E Riesgos y planes de contingencia (2)

Scale up

De la 1era venta al crecimiento


- E Project Management (1)
- E Strategy and operations land (10)
- E Marketing and sales land (4)
- E Financial land (10)
- E Partners and legal land (7)
- E Riesgos y planes de contingencia (2)
- E Initial Project Planning (1)

Investment


Del crecimiento a la inversión

- E Project Management (3)
- E Plan Económico Financiero (10)
CDTI, ENISA, Next generation EU
- E Financial land (10)
- E Acercarse a los inversores (2)
- E Aspectos jurídicos (6)
- E Partners and legal land (7)
Pitch a inversores
- E Cierre (4)


Tracks aceleración



Sin tutorías



Peer-Reviews
(entre alumni)



Tutorías con Expertos

Actualízate
Desarrollate
Involúcrate
Benefíciate
Acelérate



Web UIC → Hazte socio → Entra → ES ↓

Red Last news Comunicate Contacto

leveling up the UIC experience

Te presentamos la solución



Una plataforma 100% digital con la que llevas la experiencia de alumnos y profesorado a otro nivel

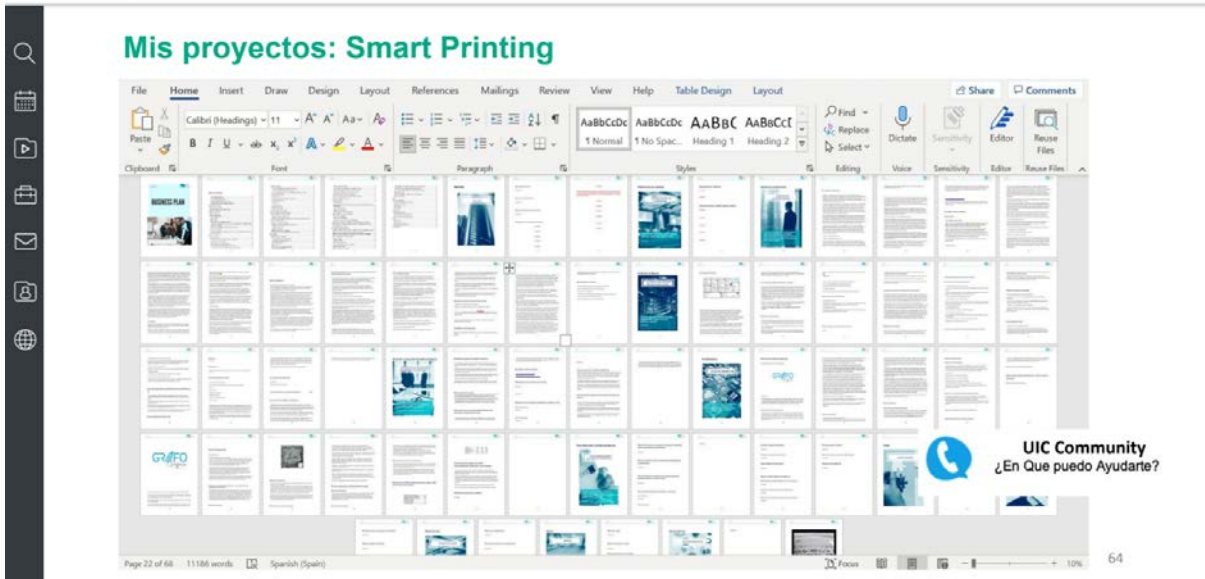


ACCELERALIA

acceleration platform

- Monitoriza el progreso** de profesores, alumnos y sus proyectos en **tiempo real**
- Estandariza procesos** y presentación de resultados accediendo a recursos como **plantillas e información relevante y actual**
- Plataforma personalizada**
- Información centralizada** de una forma organizada entre todas las partes involucradas
- Inversores y mentores para** que tus alumnos puedan **llevar sus proyectos al mundo real**

page 075



Actualízate Desarróllate Involúcrate Beneficiate Acelérate

Web UIC → Hazte socio → Entra → ES →
Red Last news Comunicate Contacto

leveling up the UIC experience

Todo los que necesitas en un solo lugar

¿Cansado de tantas aplicaciones?

MIS PROYECTOS **ECOSISTEMA** **DASHBOARDS** **NOTICIAS** **RECURSOS**

- Para ver el progreso de una manera tangible en pocos clics** Visualiza el itinerario de proyectos y genera entregables del progreso de manera automatizada
- Para ayudarte** cuando necesites soporte extra mediante un acceso a una red de networking cualificado
- Para monitorizar muchos proyectos. No pierdas tiempo de aplicación en aplicación...** Monitoriza el progreso de todos en un mismo lugar
- Para gestionar las comunicaciones en un solo lugar** Centro de todas las comunicaciones y notificaciones entre todos los usuarios de un mismo proyecto
- Para complementar el conocimiento con +400 artículos de información y plantillas de presentaciones** organizadas por temáticas

page 076

Actualízate Desarróllate Involúcrate Beneficiate Acelérate

Web UIC → Hazte socio → Entra → ES →
Red Last news Comunicate Contacto

leveling up the learning experience

Sin tutorías Peer-Reviews (entre alumni) Tutorías con claustro

UIC Global Entrepreneurship Digital Ecosystem

Platform - Acceleratoria White Label

Acceleration services: Pre-lab, Lab, Pre-seed, Seed, Scale up, Investment

UIC Alumni: Investors, Entrepreneurship career services, Mentors, Training

Red UIC BAN (UIC business Angels network)

Research & Publications (big data from UIC platform)

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



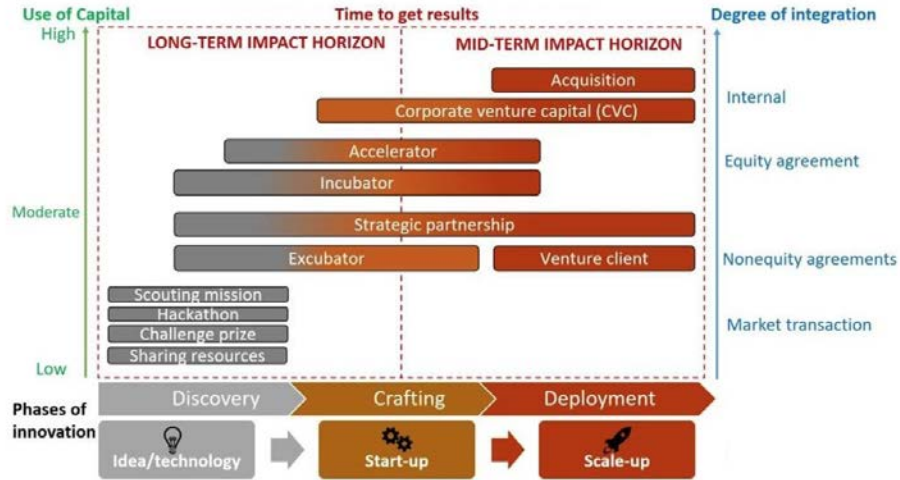
8.11.2. Corpaccelera selling presentation



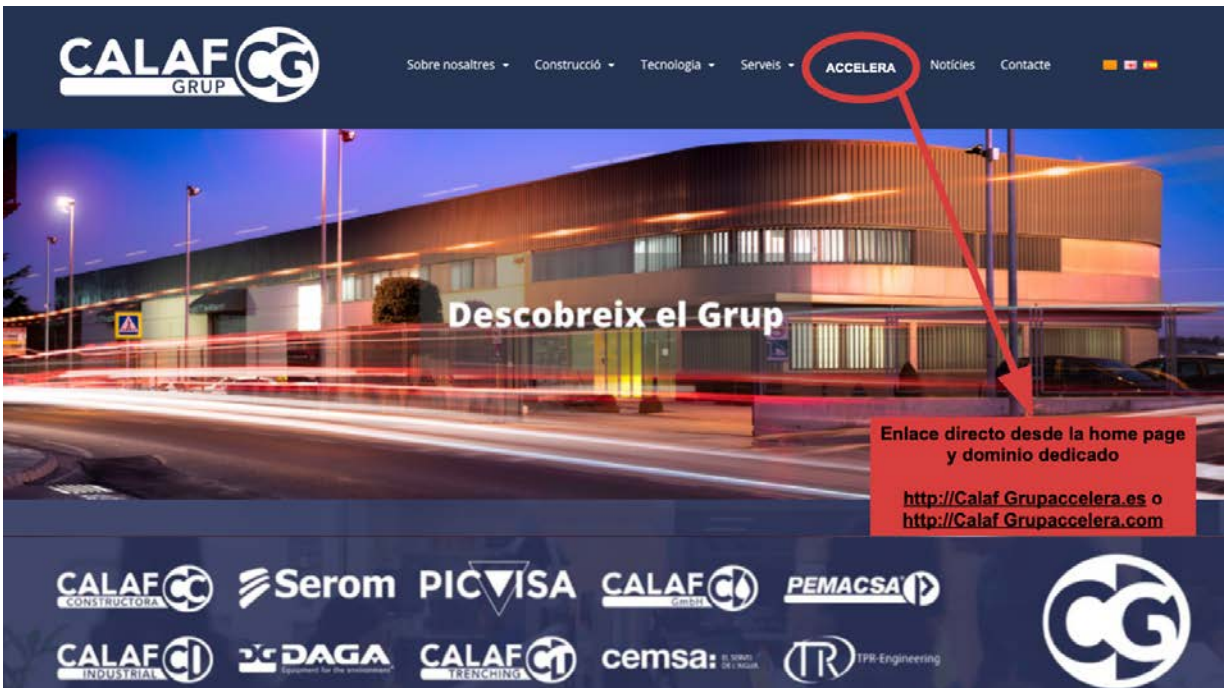


Por que esta propuesta?

Herramientas existentes de aceleración corporativa



6



4 funcionalidades independientes

Intranet

Información corporativa organizada para comunicar las novedades eficientemente

Formación

Contenidos adaptados al sector para aprovechar la formación bonificada de la tripartita

Intraemprendimiento

Programas de mejora continua y desarrollos de proyectos para optimizar las ventajas competitivas

Innovación abierta

Alianzas con startups / proveedores / clientes para conseguir nuevas ventajas competitivas

Prioridades pendientes de adaptar

- 1 Antes de ___ / XX€
- 2 Antes de ___ / XX€
- 3 Antes de ___ / XX€
- 4 No aplica

Objetivo:
No substituir nada, solo complementar o añadir valor a lo existente

11

Intranet Innovation Formación Intraemprender Open

Web Calaf Grup news Comunicate Contacto

BUSCADOR

Eventos y hitos

Recursos

Bolsa de trabajo

Mail interno

Mi perfil

Internacional

Bienvenido al Calaf Grup
Accelera, el espacio para conectar el mejor talento de la empresa
VER MÁS

Amplia tu networking Actualiza tus conocimientos Crece profesionalmente

Un lugar donde los sueños se vuelven realidad

MÁS INFORMACIÓN

Intranet Innovation Formación Intraemprender Open **CALAF GRUP** Web Calaf Grup Hazte socio Entra ES ist news Comunicate Contacto

- **Noticias de la empresa**
- Actualidad sectorial
- Proponer Acuerdos

- Reconocimientos de los empleados
- Noticias de los departamentos
- Noticias de la empresa
- Retos actuales de la empresa

Intranet

Una intranet centralizada y completa dentro de un ecosistema global con múltiples opciones para los usuarios. Dinamizador de la actividad interna y la participación

Próximos eventos

VER AGENDA DE EVENTOS

24 MAYO 2021

Evento Calaf Grup

INGLÉS

MOSCOW

Calaf Grup Accelera

¿En Que puedo Ayudarte?

25 MAYO 2021

Calaf Grup Alumni Panel on

Intranet Innovation Formación Intraemprender Open **CALAF GRUP** Web Calaf Grup Hazte socio Entra ES ist news Comunicate Contacto

- **Nuevas tendencias**
- Capacitación empresarial
- Gestión de proyectos
- Content Hub

- Cómo detectar oportunidades
- Cómo definir modelos de negocio
- Cómo aprovechar las nuevas tecnologías

Formación

Calaf Grup Accelera te acompaña a lo largo de tu carrera. Ponemos a tu disposición recursos, sesiones y profesionales.

Acceleralia Academy

Todos los recursos necesarios para tu formación en Acceleralia Academy.

+600 Recursos en formato lectura + video para desarrollarte.

Intranet Innovation Formación **Intraemprender** Open CALAF GRUPO Web Calaf Grup → Hazte socio → Entra → ES ist news Comunicate Contacto

- Ideas (Busca /encuentra)
- Programas abiertos
- Proyectos mejora continua
- Encuentra tu programa
- Empleado del mes

Intraemprende

En Calaf Grup te brindamos un crecimiento exponencial, programas pensados para reorientar, escalar y hacer evolucionar tu negocio. Preparado? 3, 2, 1, Go!

Cómo es todo el proceso de intraemprendimiento digital y monitorizado

21

Intranet Innovation Formación **Intraemprender** Open CALAF GRUPO Web Calaf Grup → Hazte socio → Entra → ES ist news Comunicate Contacto

leveling up the Calaf Grup experience

Una plataforma 100% digital con la que llevas la experiencia de gestión de proyectos a otro nivel

ACCELERALIA
acceleration platform

- **Monitoriza el progreso** de profesores, alumnos y sus proyectos en tiempo real
- **Estandariza procesos** y presentación de resultados accediendo a recursos como plantillas e información relevante y actual
- **Plataforma personalizada**
- **Información centralizada** de una forma organizada entre todas las partes involucradas
- **Emprendedores y mentores** para que se puedan llevar sus proyectos con éxito al P&L

page 050

Intranet Innovation Formación Intraemprender Open **CALAF GRUP** Web Calaf Grup → Hazte socio → Entra → ES ↓
 ist news Comunicate Contacto

leveling up the Calaf Grup experience

Todo lo que necesitas en un solo lugar

MIS PROYECTOS

Para ver el progreso de una manera tangible en pocos clics. Visualiza el itinerario de proyectos y genera entregables del progreso de manera automatizada

ECOSISTEMA

Para ayudarte cuando necesites soporte extra mediante un acceso a una red de networking cualificado

DASHBOARDS

Para monitorizar muchos proyectos. No pierdas tiempo de aplicación en aplicación.... Monitoriza el progreso de todos en un mismo lugar

NOTICIAS

Para gestionar las comunicaciones en un solo lugar. Centro de todas las comunicaciones y notificaciones entre todos los usuarios de un mismo proyecto

RECURSOS

Para complementar el conocimiento con +400 artículos de información y plantillas de presentaciones organizadas por temáticas

page 051

Intranet Innovation Formación Intraemprender **Open** **CALAF GRUP** Web Calaf Grup → Hazte socio → Entra → ES ↓
 ist news Comunicate Contacto


- **Eventos inspiradores**
- Conviértete en un experto
- Buscador de sponsors internos innovación
- Alianzas con Start-Ups

- Inspira: Calaf Grup Talks
- Desayuno con
- Eventos de feedback de proyectos

Open Innovation

Manténgase actualizado y comparte experiencias con los mejores compañeros de trabajo de la empresa.





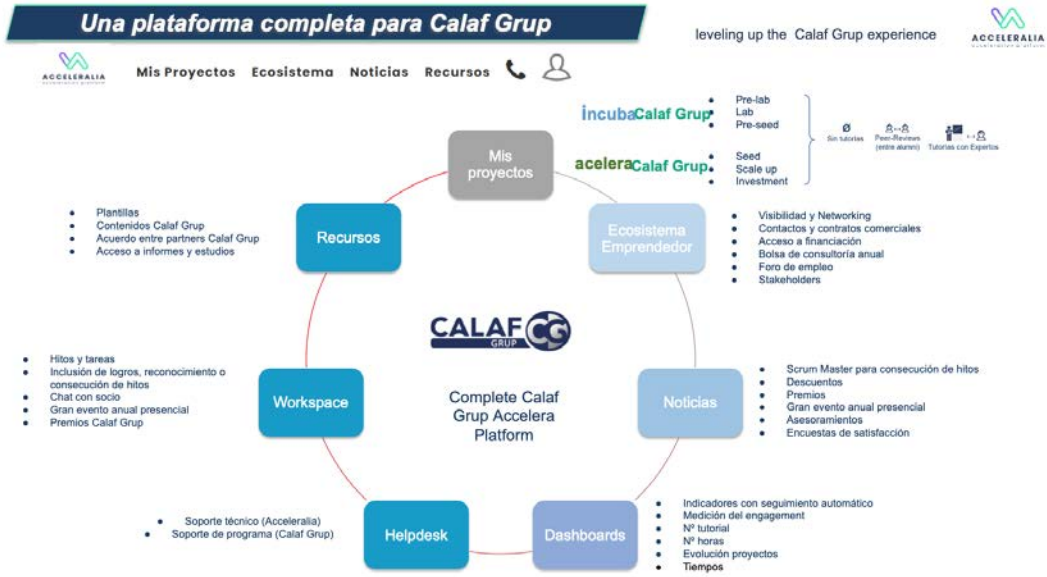
OBJETIVOS Business makers:

1. Networking
2. Chat entre emprendores
3. Peer reviews
4. Peer demo days



Calaf Grup Accelera
¿En Que puedo Ayudarte?

Plenamente activa a partir de set-21 30



8.12. CEO contract

As Acceleralia will become a venture builder, with each vertical becoming its own company, it is necessary to hire a top team for each spin-off. The following appendix is a sample contract that the potential CEO will sign.

COMPROMISO DE CONTRATO (CEO), EN VENTURE BUILDER

En Barcelona, a ... de ... de 2022.

REUNIDOS

De una parte, D/D^a. ..., mayor de edad, provisto/a de N.I.F. n° ..., con domicilio a efecto de notificaciones ubicado en ..., calle ..., n° En adelante el **ASPIRANTE**.

De otra parte, **D.Joan Anton Guardiet Mas**, mayor de edad, provisto de N.I.F. n° 77 314 196 H, con domicilio a efecto de notificaciones ubicado en Barcelona, calle can Bruixa, n° 16, ent. 1^a. En adelante, el **TEAM LEADER**.

COMPARECEN

El primero de ellos, el **ASPIRANTE**, en su propio nombre, interés y representación.

El segundo, el **TEAM LEADER**, en nombre y representación de la mercantil **ACCELERALIA, S.L.**, provista de CIF: B01998426, con domicilio a efecto de notificaciones ubicado en calle Can Bruixa, n°. 16, entresòl 1^a, de 08028 - Barcelona, inscrita en el Registro Mercantil de Barcelona, en el tomo 47545, folio 116, hoja B-555162, en su condición de administrador único, en virtud del nombramiento otorgado en escritura pública el día 1 de octubre del 2020, ante Notario de Barcelona, D. Paula Alonso Rodríguez, con número de su protocolo 1741.

Ambas partes contratantes se reconocen capacidad legal para este acto, y libres de sus propias voluntades.

EXPONEN

I.- Que ambas partes han convenido formalizar el presente compromiso de futuro contrato de participación (CEO) dentro del proyecto denominado **VENTURE BUILDER, DIGITAL ACCELERATION PLATFORMS**, que el **TEAM LEADER** se compromete a llevar a cabo en los plazos y términos establecidos en la presentación obrante en el anexo I del presente contrato.

A modo de síntesis, dicho proyecto se dirigirá a 4 tipos de clientes (empresas, entidades educativas, administraciones públicas y aceleradoras), con el propósito de proporcionarles los recursos necesarios para que puedan impulsar sus planes de negocio

en todas sus áreas, hasta alcanzar el nivel de autonomía óptimo, a través de distintas plataformas de aceleración que se crearán ad hoc, cual traje a medida.

En cada una de esas plataformas de aceleración, el TEAM LEADER implementará la figura de un **CEO** de su libre elección, cuya retribución y demás condiciones vienen establecidas, con carácter general, en el anexo I.

II.- Que el aspirante conoce las ventajas y riesgos de dicho proyecto, habiendo sido informado previamente del mismo, de forma precisa y exacta.

III.- Que estando interesadas ambas partes en el compromiso de contrato de participación (CEO) dentro del reseñado proyecto, convienen en otorgarlo al amparo de las siguientes,

ESTIPULACIONES

PRIMERA: De conformidad con lo establecido en el anexo I, el ASPIRANTE declara haber entregado al TEAM LEADER, la cantidad de 5.000.-€ y se compromete a entregar otros 5.000.-€ en el momento en que la plataforma de aceleración que vaya a liderar (también denominada Newco), se constituya mediante el otorgamiento de la correspondiente escritura pública, ante el Notario que designe el TEAM LEADER.

Previamente a la firma del presente contrato y a la entrega de la primera aportación (5.000.-€) antes reseñada, el ASPIRANTE declara y reconoce haber pasado por el proceso de selección que se describe a continuación:

- 1- Fase conocimiento. Las entrevistas necesarias para conocer el proyecto, la posición ofrecida y poder tener la información necesaria para poder decidir por ambas partes, la conveniencia de la siguiente fase de prueba.
- 2- Fase prueba. Un periodo de prueba para garantizar el éxito en la decisión hacia la fase oficial, de 1 semana + 1 semana + 2 semanas, haciendo un total de un mes, donde se establece la posibilidad de ambas partes rescindir la continuación de la relación profesional, sin posibilidad de pedir ni reclamar ninguna obligación, por ninguna de las partes.
- 3- Fase oficial. Inicio de la relación profesional, primera aportación y firma del presente contrato. Reconociéndole la inversión del primer mes de trabajo del primer año.

Con la primera aportación (5000.-€) el TEAM LEADER se compromete a adjudicar al ASPIRANTE la condición de CEO, dentro de una de las plataformas de aceleración (Newco) reseñadas una vez estén creadas.

Con la segunda aportación (otros 5.000.-€) que, como hemos dicho, se llevará a cabo en el momento del otorgamiento de la correspondiente escritura pública de constitución de la plataforma a liderar, el TEAM LEADER procederá a adjudicar, en pleno derecho, el cargo de CEO al ASPIRANTE, comprometiéndose éste a firmar y a aportar toda la documentación que sea necesaria para ello y el TEAM LEADER a asumir el coste económico que conlleve tal nombramiento.

A partir de ese momento, se aplicará al aspirante la retribución establecida en el anexo I, que reconoce entender, que acepta a su plena conformidad y que se reproduce a continuación, para un mayor abundamiento:

- 1- Aportación monetaria de 10K€ ya detallada en el primer párrafo de esta estipulación, mediante los dos pagos reseñados.
- 2- Otra aportación NO monetaria de un año de sueldo o equivalente por el importe de 50.000€coste total empresa.
- 3- Con ambas aportaciones por (60.000€en total), se otorgará al aspirante un 5% de acciones de la Newco y podrá aspirar a otro 5% (llegando al total del 10%), si consiguiera estos tres objetivos:
 - a. Ventas (no facturación, ni cobro) por importe de 400K€
 - b. Ventas a un mínimo de 3 clientes distintos del sector de actividad de la empresa.
 - c. Que el EBITDA resultante, al final del mes 12, sea inferior a menos 50K€de pérdidas.
- 4- A partir del mes 13 se le asignará una retribución de 50K€coste total empresa, más bonus que se estipularán conjuntamente en el final del mes 12.
- 5- Estas condiciones tendrán adicionalmente una cláusula anti dilución para posibles sucesivas rondas de inversión de la Newco, para garantizar al CEO, este porcentaje de acciones en el futuro.

SEGUNDA: Si por cualquier causa (que no sea fuerza mayor o caso fortuito) las plataformas de aceleración no están creadas antes del 28 de febrero del 2022, el TEAM LEADER se obliga a devolver al ASPIRANTE la cantidad entregada hasta ese momento (sin intereses), dejando sin efecto el presente contrato y por ende, sin validez alguna la obligación de proceder a la segunda aportación (si todavía no se hubiere realizado).

Si el ASPIRANTE desiste de este contrato de compromiso, las cantidades entregadas hasta el momento quedarán el beneficio del proyecto, a criterio del TEAM LEADER.

TERCERA: Si mediante acuerdo por mayoría de los demás inversores se nombrara a un CEO distinto del ASPIRANTE en el momento de la constitución, éste podrá optar entre una de las siguientes opciones:

Opción A: solicitar la devolución (sin intereses), de la cantidad aportada hasta ese momento.

Opción B: No solicitar dicha devolución, y pasar a formar parte del proyecto como accionista, atribuyéndosele cuantas acciones le correspondan en función de la aportación realizada hasta el momento, sin perjuicio de que pueda ampliar, de mutuo acuerdo con el TEAM LEADER, dicha aportación al mismo efecto.

CUARTA: A los efectos de recibir cualquier notificación relacionada con los derechos y obligaciones derivados de este contrato, las partes designan como domicilios los que figuran al encabezamiento de este documento.

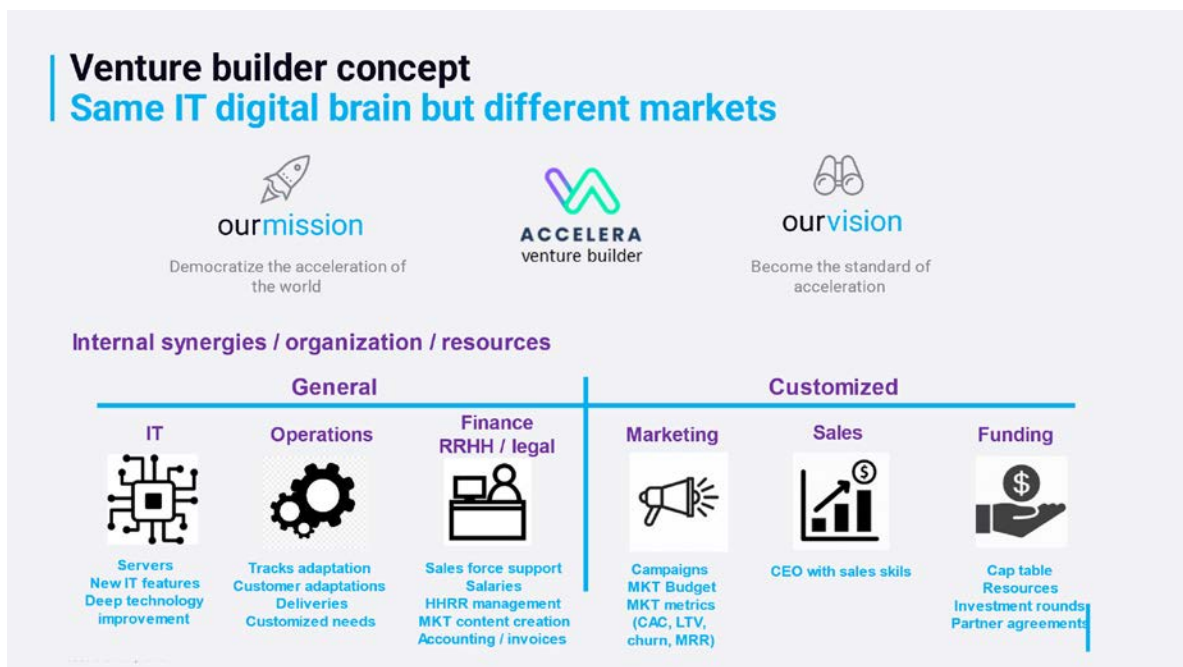
QUINTA: La interpretación de las cláusulas del presente contrato se realizará de conformidad con la legislación española. En consecuencia, el presente contrato se rige supletoriamente, y en lo no pactado expresamente en él, por lo dispuesto en el Código Civil.

SEXTA: Para cualquier litigio que surja entre las partes de la interpretación o cumplimiento del presente contrato, éstas, con expresa renuncia al fuero que pudiera corresponderles, se someterán a los Juzgados y Tribunales de Barcelona.


Y en prueba de conformidad con cuanto antecede, los otorgantes firman por duplicado ejemplar y a este solo efecto, el presente contrato en el lugar y fecha indicados en el encabezamiento.

El aspirante


El team leader




1st venture builder worldwide of digital acceleration platforms



ourmission
Democratize the acceleration of the world



ACCELERA
venture builder



ourvision
Become the standard of acceleration

Digital solution for intrapreneurship and open innovation

corpACCELERA

Digital solution to transform students to future leaders

eduACCELERA

Digital ecosystem solution for business associations

ClusterACCELERA

Digital solution for small academies (tripartida for employees)

SkilsACCELERA

Digital solution for incubators / accelerators and venture builders

fastACCELERA

Digital White label platform for consultancies of innovation


innovaACCELERA

Digital solution for SME's for fast consulting and growth plans

ConsulACCELERA

Digital solution for smart investing for Venture capital

investACCELERA



page
012

Why Venture Builder?

Venture Builders build a team of in-house entrepreneurs and source ideas to develop into commercial business opportunities.

Key Features and Facts:

- VB's focus on a niche sector and develop ideas based on research, business model replication and patents
- High focus on portfolio synergies and recycling of resources
- The primary goal is build strong valuations and exit on high multiples for investors
- Almost 50% of global venture builders/studios are based out of Europe
- By 2018 only 100 VB's worldwide, 625% growth in the last 7 years
- Startups that launch from venture builders/studios experience 30% higher success rates and 72% startups that raise a seed round raise a Series A

	Business Idea	Build Team	Find Capital	Lead Ventures	Shared Services	Methodology	Talent
Venture Builders	●	●	●	●	●	●	●
Start-Ups	●	●	●	●	●	●	●
Accelerators/ Incubators			●	●	●	●	
VC Funds			●	●	●		●







● Core Activities

● Non-core Activities



The Team

A diverse team with heterogenous problem-solving competencies...

					
Jose Granifo	Sandra	Ton Guardiet	Nicolas Tabares	Maryana	Jose Loyza
COO	CFO	Founder & CEO	CTO	CMO	CRO
Education	Education	Education	Education	Education	Education
<ul style="list-style-type: none"> EM Digital Business, Esade Business School 	<ul style="list-style-type: none"> BBA, UAB MBA, ESDEN 	<ul style="list-style-type: none"> PHD, UIC Executive MBA, Esade 2 Post-degree Uned + Ambai BBA Eina, UAB 	<ul style="list-style-type: none"> MSc, Entrepreneurship & Innovation, Esade Business School BSc Mechanical & Industrial Engineering, UE 	<ul style="list-style-type: none"> Masters, Marketing, EAE Business School Bachelors, Communications, Universidad Monteavila 	<ul style="list-style-type: none"> BA-Hons, Computing & Information Systems, University of Brighton
Experience	Experience	Experience	Experience	Experience	Experience
<ul style="list-style-type: none"> CEO, Flexboards 	<ul style="list-style-type: none"> Founder, Mayan Properties Spain Country Manager Spain, Bavilla Head of Property Development, Lucas Fox International Projects 	<ul style="list-style-type: none"> Academic Director & Professor, Esade & UOC. CEO, 2 digits growth Co-Founder, Hogarius General Manger, Kibuc CEO, Nukkua 	<ul style="list-style-type: none"> BDM, BotsLovers Functional Analyst, Altran Solutions Assistant BBVA, everis 	<ul style="list-style-type: none"> Marketing Account Executive, Destina Account Executive, Ogilvy & Mather 	<ul style="list-style-type: none"> Sales Manager Spain, SuitPad Sales Manager, D-EDGE Hospitality Solutions Account Manager, TravelClick



1st venture builder worldwide of digital acceleration platforms



Equity	Year 1						Year 2	Year 3	Year 4	Comments
	M1	M2	M3	M...	11	12				
10K cash	5%									If bad leaver during first year sell for 1€
1 year salary (Final invoice)						5%				If >400K sales, > 3 customers, >-50K EBITDA
Payment							50.000 €	50.000 €	50.000 €	Cost Enterprise + Plusbonusses



Equity	Year 1			Year 2	Year 3	Year 4	Comments
	M1	M...	M12				
Convertible note Acceleralia (Min)	50.000 €					-50.000 €	<ul style="list-style-type: none"> Bullet loan at 3% interest rate for 4 years Convertible note 30%discount on the capital call applied (65K) At the first investment, convertible note is cancelled Priority on all follow on investments (Acceleralia, CEO, Venture capital, pilot, others)
Investment wish during 4 years (Min)	300.000 €						Based on capital calls per project (Venture choose round and project to invest)

+ Info Spanish

- <http://anzame.es/ques-un-pledgefund/>
- <http://anzame.es/pledgefund/>
- <https://blog.selfbank.es/pledgefund-un-fondode-capitalriesgoparticular/>
- <https://www.expansion.com/pymes/2018/10/02/5baded74468aeb8d048b465b.html>
- <https://www.iebschool.com/blog/pledgefund-finanzas/>

+ Info english

- <https://www.creatrust.com/investments/funds/pledgefund>
- <https://www.sampleforms.com/pledgefundreembocontractforms.html>
- <https://blog.vcxperts.com/2016/04/21/pledgefund-a-structural-overview/>
- <https://www.pledge.io/onlin@ndraisings>

8.13. Investor Deck of EDUaccelera

Each spin off will be partly controlled by Acceleralia, but as it will have its own management team, the same is true on the part of the investors. Having specialized investors with knowledge of their verticals is highly beneficial. The following deck is used to raise funds for the spin-offs.



Company Information

Name	Edu Accelera. S.L
Location	Barcelona
Foundation	Nov-20 / Dic-21
Sector	SAAS
Product Type	Deep Tech SaaS B2B2C
Shared Capital	€600.000



CONTEXT OF THE MARKET

The problems the market faces which EDU Accelerera can tackle



Dynamic

When it comes to online studying, the technological involvement has been rapidly changing

Categorization

In the next era, the categorization of entrepreneurial academic programs goes by the sort of digital tools used

Knowledge

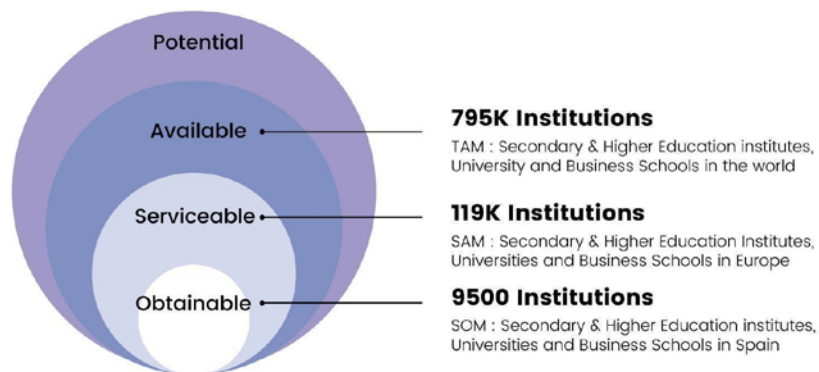
Currently, tutors don't use digital tools, therefore the organizational knowledge is not retained

4

Market size

Early Adaptors

- Medium-Sized Educational institutions, Universities & Business Schools
- With any Global Entrepreneurship ecosystem and programs
- Ready to improve their ranking through the level of entrepreneurship



Source: <https://eacea.ec.europa.eu/>

5

Market evolution & window of opportunity

INCREASE IN DIGITALIZATION

Global Education
Pre-Covid - 2019
Online Education



Global Education
Today - 2021
Online Education



20% YoY

Global Education in
2030
Online Education



Our current platform



Our 6 min demo, showing the main features of the current Venture Builder Management platform

[ESP](#) [EN](#)

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Our solution



Academic Programs
Through the EDU ACCELERA platform (fully online relationship between tutors and students)

Start-up Support
By platform providing and digital scrum master





New Product and R&D Support
Paper publishing with qualitative and quantitative analysis thanks to artificial intelligence, learning machine and big data

Funding Support
Connecting the best projects to the best investors





Legal Support
We can connect you with an expert on legal-related matters who will help you clear up your doubts

Recruiting Support
Investors, entrepreneurship career services, mentors and categorized experts



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Our Competitive Advantage

	Moodle	Canva	Award Force	Bridge for Billions	Kushim	Brightideas	Babele	Gust	EDU Accelerera
User Interface	✓	✓	✓	✓	✓	✓	✓	✓	✓
Communication	✗	✗	✓	✓	✓	✓	✓	✓	✓
Process Tracking	✗	✗	✓	✓	✓	✓	✓	✓	✓
Guidance	✗	✗	✗	✓	✓	✓	✓	✓	✓
Variety of Modules	✓	✓	✗	✗	✗	✗	✗	✗	✓
Customisation	✗	✗	✗	✗	✗	✗	✗	✗	✓
AI Function *	✗	✗	✗	✗	✗	✗	✗	✗	✓

Our Current Performance

- 
>500 Projects
 Currently we are managing +500 different projects on our platform
- 
Global scope
 Active users & partners in 10 countries
- 
Revenue in first year
 Revenue of 155.000 after 12 months of operating
- 
Positive ARR Rate
 A positive amount of 215.000

Current Customers

Prestigious Academic institutions

esade

UNIVERSIDAD
LOYOLA
ANDALUCÍA

COLLEGE
DE PARIS

PROCORNELLÀ
Escuela Superior de Profesores
Sancti, Urbana i Econòmica de Girona

UOC Universitat
Oberta
de Catalunya

TecnoCampus

eada[®]
business school
barcelona

EGADE Business School
Tecnológico de Monterrey

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Our monetization Business Model

1) Premium Plans based on SaaS (licences)

From 30€ - 1.500€ (depending on plan chosen & no. of licences)

	Lite Ready to use	Pro Personalised with Limitations	Premium Complete Solution
Onboarding of the program	✓	✓	✓
Tracks in the program	✓	✓	✓
Personalised tracks for program		✓	✓
Dashboard	✓	✓	✓
Personalised Agile Module for projects in program		✓	Per Project
Custom Deliverables in Smart-printing		✓	✓
Tutor integration for project support		✓	✓
Scrum master for project		✓	✓
Investors Pool		✓	✓
Training Acceleralia	1	4	Per Project
Help-desk Support per Project	✓	✓	✓

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Our monetization Business Model

2) Digital Ecosystems Creation with turnkey projects

From 5K€ to 140K€ depending on customization and # users



See our Complete Customer Proposal [HERE](#)

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3 sales funnels with ratios CAC/ LTV validated

Thanks to our experience in the market, we have validated 3 types of sales funnels

	100% Digital	High velocity Sales	Big Deals & Highly dedicated Sales
Customer Acquisition Cost	200 €	1K	5K
LifeTime Value	600 €	5K	>40K
Maturation period	7 days	1 month	6 months.
Churn Rate	6,71%	13,66%	11%
CAC/LTV Ratio	3	5	8

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Why Acceleralia as anchor investor?

1) Market Knowledge & Synergies



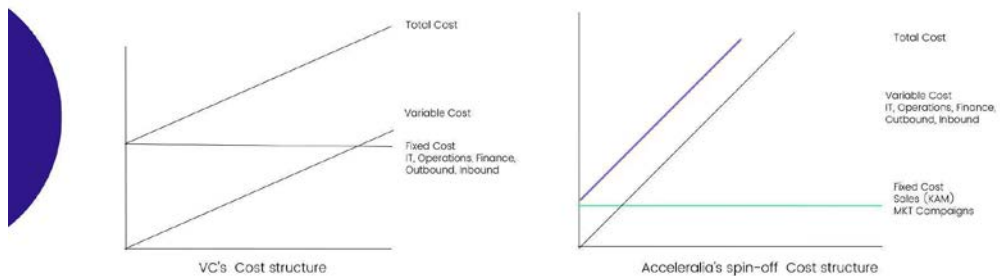
We multiple the value of each 1€ invested in the sector solution 4x due to the maximisation of synergies & information sharing amongst other vehicles

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Why Acceleralia as anchor investor?

2) Strategic finance structure

Thanks to the strategic concept and business model, the investment efficiency of each spin-off is multiplied per four.



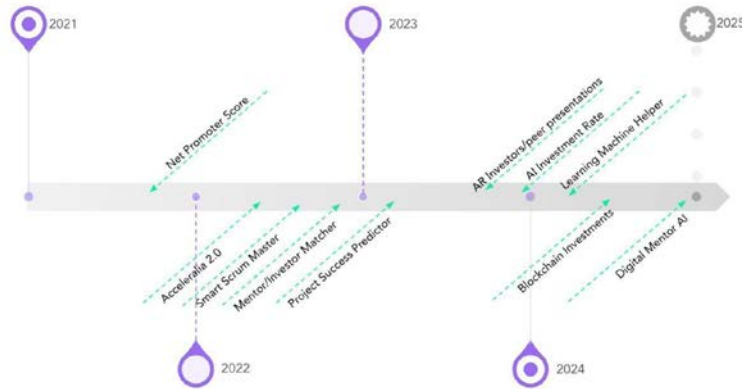
Acceleralia's spin-offs have a lower fixed costs, and professional structure, staff and resources on demand according the needs of his daily activity of its sector. This leads to a higher profitability and lower overall bankruptcy risk

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Why Acceleralia as anchor investor?

3) Rapid Deep tech Product Development road map

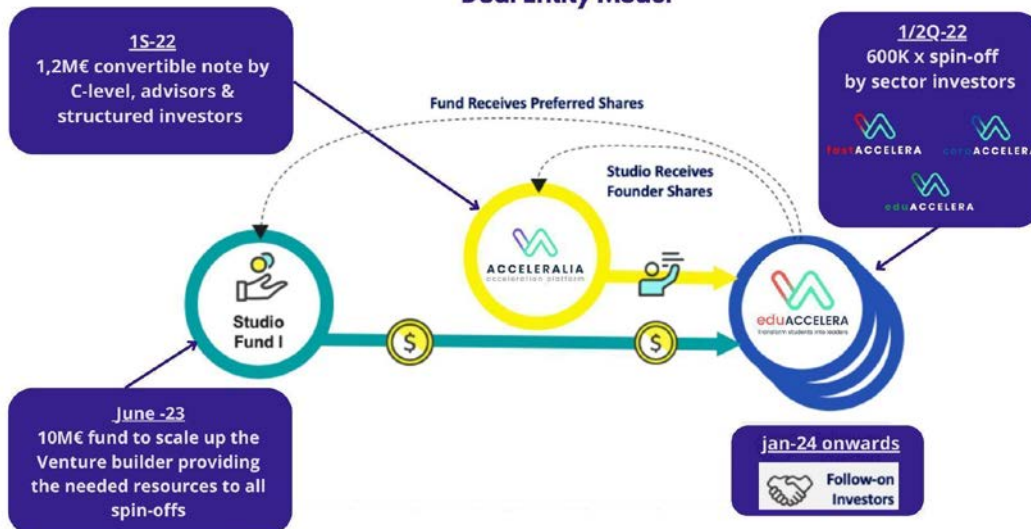
In only a few months of operating, we have been able to have 70% of the product done. With additional investments, we are able to finish the product in no-time: a Complete digital acceleration platform for academic ecosystems



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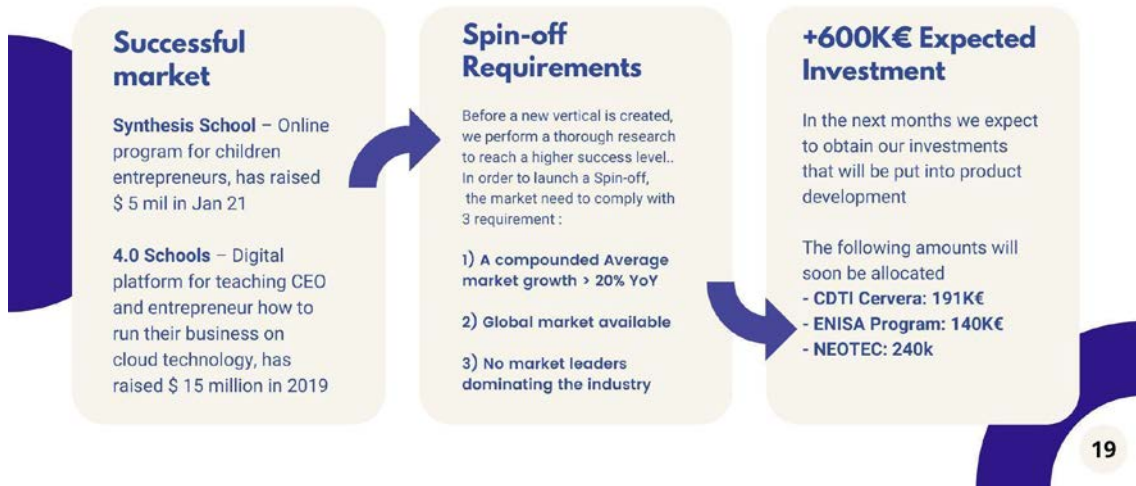
Investment strategy structure

Dual Entity Model



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Why EDU Accelera?



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EDU Funding Structure

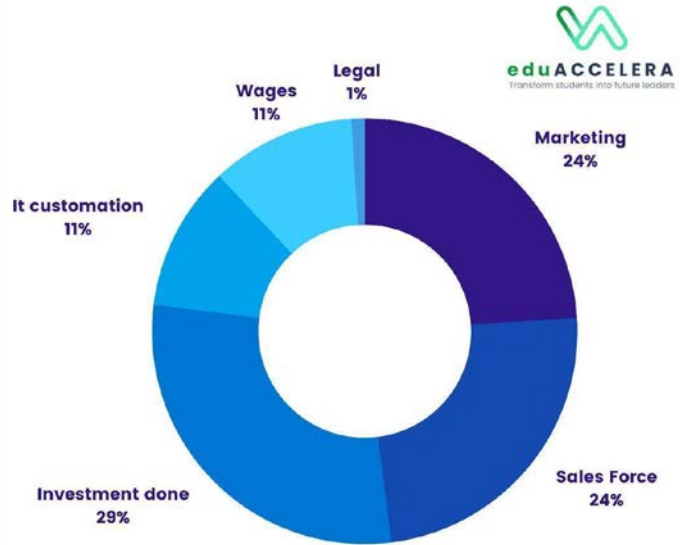


Source of funding		Source of funding		
		Investment done	Future investment	Total investment
CEO (Expert of the sector)	Cash + Salaries non paid		50.000 €	701.000 €
		10.000 €		
Acceleralia S.L	Platform & team structure	310.000 €		331.000 €
	New product features (CDTI + ENISA)			
Business school	Services / first year (Staff FTE)		50.000 €	600.000 €
	Growth investment			
Education Business angels	Dean University X		550.000 €	600.000 €
	EdTech investor X			
	Edu. Marketplace (akadeus)			
Pledge Fund / VC				
Public fundiing	Co-investment 1:1 (Enisa)		600.000 €	600.000 €
TOTAL		320.000 €	1.581.000 €	1.901.000 €

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Funding Allocation

310K already invested (acceleralia equity)
 320K pending to be invested in IT (CDTI + ENISA)
 60K by CEO already committed
 600K pending to close the round



User impressions & Testimonials

Recent reviews from our userbase

"Acceleralia gave us the opportunity to have the structure of the project which allowed us to work structured part by part"

- *Universidad Oberta Catalunya*

"To write your Professional Report by using Acceleralia Software, which quite useful and makes your work easy. With this software, you can also discuss directly with your Professor"

- *Student College de Paris*

"What I liked the most of Acceleralia: To have everything in one place where we can manage our ecosystem"

- *Procornellá*

[Link to >100 good reviews from ESADE](#)

A perfect team & advisors fully committed

Management Team



Jordi Garcia Quintanilla
Chief Executive Officer



Jose Granifo
Chief Operating Officer



Nicolas Tabares
Chief Technology Officer



Irene Marcaide
Chief Marketing Officer



Sandra Castejon
Chief Financial Officer



Jose Lozoya
Chief Revenue Officer

Company Advisors



Francisco López Rupérez
Former president of the State School Council



Marc Sanz Lopez
Head of Google for Education Southern Europe, Middle East and North Africa



Marcial Marín Hellín
Ex-Secretario de Estado de Educación



Ton Guardiet
CEO Acceleralia

6 experienced Managers
14 Full-time Employees on demand (variable cost)
8 nationalities
4 Sector expert advisors

Look into our organization
[Th video to know more the core team](#)
[With managers explaining their departments an next steps](#)

Conclusions

- Our Venture Builder model combines the best of start-ups, accelerators & VC
- Each € invested in the edu Accelera 4x due to the maximisation of synergies
- MVP tested and running (>500 projects)
- 215K ARR & 256 hot opportunities (890K€)
- Rapid Deep tech Product road map
- 3 sales funnels with great ratios CAC/ LVT
- Low fixed costs that leads lower overall bankruptcy risk
- Founders have already invested 630K
- >20 skilled and committed team

Why now

A multiple 2x investment in short term since the first transfer day

Next Step

¿Do you want to know more?





eduACCELERA
Transform students into future leaders

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Acceleralia, the design of the ideal digital platform for corporate acceleration: the case study of PICVISA

Let's give high profitability to your investment disrupting the educational sector together

Thank you

CEO Acceleralia & Advisor Edu Accelera
1st venture builder of digital acceleration platforms worldwide

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Tel. +34 660 68 85 01
<https://www.linkedin.com/in/tonguardiet/>

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1st venture builder of digital acceleration platforms worldwide

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www.linkedin.com/in/femke-de-ridder

in | globe | graduation cap | play button | location pin