## The Corporate Startup

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a key reading for leaders that outlines how to effectively innovate for the future and boost growth while running the core business alex osterwalder co author of business model generation winner of the 2018 cmi management book of the year award for innovation and entrepeneurship the corporate startup is a practical guide for

established companies that aspire to develop and sustain their innovation capabilities the world around us is changing rapidly there is now more pressure on established companies to innovate the challenge most companies face is how to develop new products for new markets while managing their core business at the same time the principles and practices outlined in this book provide companies with a blueprint of how to manage innovation while they execute on their core business the corporate startup provides frameworks visualizations templates tools and methods that can be easily applied to develop new products and business models this book helps organisations of all sizes to manage innovation this playbook uses illustrated step by step guides to lead the reader through the processes to create an ecosystem that nurtures innovation at every level in a business jury cmi management book of the year big companies need to innovate or die the question is how companies need a playbook a process by which they can start the process of transforming their organizations into innovation engines the corporate startup is that playbook it provides a proven methodology applying lean startup principles and more for building a culture of innovation ben yoskovitz co author of lean analytics and founding partner at highline beta

corporate collaboration explores the growing trend of partnerships between startups and established corporations while the corporate world often moves slowly and operates with a different set of priorities startups bring agility innovation and disruptive potential the book examines the benefits of such collaborations such as access to resources expertise and distribution networks and how both parties can mutually benefit entrepreneurs will learn how to pitch their startups to large corporations negotiate contracts and ensure that both sides remain aligned on goals by examining successful partnerships and common pitfalls this book offers crucial guidance for startups that want to work with big companies to accelerate their growth and innovation

this book focuses on one question how can large companies generate business impact from non incremental innovation the situation seems paradox winning in non incremental innovation should be the domain of large corporates not of greenfield startups yet 7 out of 8 corporate startups do not generate business impact and the media is full of stories that greenfield startups are attacking and even disrupting incumbents to stack the odds for success large corporates have tried to emulate the methods and approaches of greenfield startups they set up explorative innovation

units called innovation centers incubators accelerators digital labs innovation outposts fab labs maker spaces etc around the globe there are more than 600 of these but returns on innovation are decreasing despite increasing investments into innovation so apparently there is a problem we think that the root cause and hence the archimedean point for solving the problem lies in one part of the end to end innovation process corporates need to think one step further beyond their explorative innovation units they need to actively shape the phase that comes after a promising innovation concept has been found and validated we call this phase scaling up in this phase business impact is generated success in this phase requires an orchestrated interplay between the corporate startup and the core organization built on a solid methodology the book is written for top managers and members of the board who are concerned about the business impact that their innovation investments create it is also written for corporate practitioners working in explorative innovation units in corporate innovation management corporate research group technology corporate strategy corporate in house consulting or in comparable functions and we also had senior management from business units bus in mind when we wrote this book with excellence in scaling up a corporate startup has the entrepreneurial momentum of a small company and by leveraging the assets of its parent company an unfair advantage in the innovation race with every successful corporate scaleup the company not only increases growth ebit and market cap it also actively reshapes its core business for tomorrow without excellence in scaling up validated innovation concepts will not generate business impact in other words if a company is not good in scaling up all work done in the ideation and validation phases is just a costly hobby this book draws on our extensive consulting experience in this space and is co written with our clients we assembled a cross industry peer group of well known large european companies all of them widely seen as good innovators or even innovation leaders in the process the group members analyzed relevant research shared their good practices developed and validated methodological frameworks and helped each other in peer coaching the reader of this book can benefit from the peer group s work and findings some readers might be more interested in how to methods others more in practical experiences this book contains both it is organized in four parts part 1 understand provides the thinking framework for excellence in scaling up part 2 prepare takes a closer look into the phase that precedes scaling up part 3 scaling up presents the framework for effective scaling up that the peer group has co created part 4 building the organizational capability features real life cases on how bp robert bosch orange

six telefonica trumpf and tÜv rheinland are aiming for excellence in scaling up

this open access book constitutes the refereed proceedings of the 23rd international conference on software business icsob 2023 which was held in lahti finland during november 27 29 2023 the special theme of icsob 2023 was digital agility mastering change in software business and digital services the 27 full papers and 8 short papers presented in this book were carefully reviewed and selected from 79 submissions they were organized in topical sections as follows requirements software procurement platforms ecosystems and data artificial intelligence software startups software product management software and business co development and emerging digital world

from goals to product to investors key features product management recruiting co founders and core team pitching to investors description this book has been written for budding startup founders startups are complex organizations and it becomes very difficult to succeed without knowing the startup best practices the book teaches startup best practices in a simple and concise manner the book covers best practices related to startup lifecycle product management co founder management core team recruitment startup funding pitch deck creation and much more it also covers the best practices that the author learned while working under the famous entrepreneur vijay shekhar sharma founder of paytm a must read for any budding entrepreneur the book is an easy to understand guide on various best practices an entrepreneur needs to follow across the stages in the startup lifecycle it tries to make every topic interesting and easy to learn using the techniques of visual thinking what you will learn understand startup best practices understand product management understand issues in human resource management for startups understand startup investors create a good pitch deck who this book is for this book has been written for the budding entrepreneurs who want to learn startup best practices no prior knowledge of any kind is required to understand the book table of contents 1 introduction to startup canvas 2 product 3 people 4 purchasing power 5 conclusion when should i start a startup

tech startups explores the dynamic interplay between technology entrepreneurship venture capital and disruptive innovation which serves as the engine of modern innovation it investigates how this relationship transforms initial concepts into successful enterprises ultimately shaping the economic future and the technological landscape one key insight is the importance of strategic venture capital investment in

fostering groundbreaking advancements challenging the conventional wisdom about innovation the book also highlights the need for risk taking and experimentation in this industry the book adopts an integrated approach emphasizing the complex interactions between entrepreneurs investors and technologies rather than treating them as separate entities it begins by defining key concepts and establishing a historical context tracing the evolution from early silicon valley to the globalized landscape of today later chapters delve into technology entrepreneurship venture capital and disruptive innovation using real world case studies to illustrate key principles

this book comprehensively discusses the cooperation of corporations with startups in the context of accelerator programs it focuses on recognizing how open innovation can catalyze startups development and success and benefit corporations through access to new business models innovative products services and technologies developed outside the r d departments of large organizations the book presents a variety of collaboration models motivations barriers and potential for collaboration offering readers a wealth of theoretical and practical knowledge based on the author's research and experience in managing startup acceleration programs for multinational corporations readers will gain insight into the challenges and critical aspects of startup accelerator programs via a detailed analysis of open innovation theory and collaboration strategies based on literature and empirical research the author offers practical guidance on how corporations should prepare and conduct acceleration activities to maximize the potential of innovation from startups and increase the chances of success open innovation and startups will appeal to scholars and researchers in the fields of innovation studies entrepreneurship and organizational studies the open access version of this book available at taylorfrancis com has been made available under a creative commons attribution non commercial no derivative licence cc by nc nd 4 0 international license

this proceeding features papers from eai mobility iot 2022 the 9th international conference on mobility iot and smart cities which took place december 15 16 2022 bratislava slovakia and online the conference focuses on innovative technologies influencing industry and connectivity sectors in industrial urban social and sustainable development the papers cover many topics in mobility including car manufacturing e mobility smart cities smart factories industry 4 0 smart logistics social mobility technological innovations sustainability multicultural development

internet of things sectors etc the papers are applicable to researchers academics students and professionals

this book offers fresh impulses from different industries on how to deal with innovation processes authors from different backgrounds such as artificial intelligence mechanical engineering medical technology and law share their experiences with enabling and managing innovation the ability of companies to innovate functions as a benchmark to attract investors long term while each company has different preconditions and environments to adapt to the authors give guidance in the fields of digitalization workspaces and business model innovation

venture clienting provides a practical step by step guide to how organizations can drive innovation and unlock value through venture clienting venture clienting enables companies to tap into new technologies business models and ideas and foster a culture of agility and growth this book presents a set of frameworks tools and methodologies designed to help readers master venture clienting in their organizations it takes a deep dive into the fundamental building blocks of venture clienting exploring everything the reader needs to systematically build and run a successful venture client unit from strategy and organization to infrastructure communication process enabling processes governance and control culture and stakeholder management the book delves into the practicalities of each component venture clienting answers key questions such as how can you build effective venture client units what are the secrets to running a venture client unit that is lean agile and cost efficient what are the key challenges in venture clienting and how can they be overcome it is packed with practical insights examples and cases such as the microsoft and openai moonshot partnership bsh startup kitchen and avl empower your business to innovate faster and more efficiently with this essential guide for companies and startups seeking to drive strategic growth through venture clienting

this comprehensive book provides decision makers with clarity in navigating business ecosystems it covers the history and drivers of ecosystem emergence and explores key concepts like complementarity and modularity various archetypes including business innovation and platform ecosystems are examined the book details the design set up and growth of successful ecosystems including roles building strategies and growth levers further sections focus on ecosystem orchestration and participation emphasizing the balance between engagement depth and breadth cooperation and competition trust and control and openness and

closedness ecosystem management within firms is addressed covering leadership commercial functions communication financial planning risk management legal compliance and it insights into assessing ecosystem performance failure and competition are provided the book concludes with a discussion on the future of ecosystem evolution environmental and social impacts and how ecosystems are transforming work and management practices this book is an essential resource for executives in the ecosystem driven business landscape

this book constitutes the proceedings of the 16th international conference on research challenges in information sciences rcis 2022 which took place in barcelona spain during may 17 20 2022 it focused on the special theme ethics and trustworthiness in information science the scope of rcis is summarized by the thematic areas of information systems and their engineering user oriented approaches data and information management business process management domain specific information systems engineering data science information infrastructures and reflective research and practice the 35 full papers presented in this volume were carefully reviewed and selected from a total 100 submissions the 18 forum papers are based on 11 forum submissions from which 5 were selected and the remaining 13 were transferred from the regular submissions the 6 doctoral consortium papers were selected from 10 submissions to the consortium the contributions were organized in topical sections named data science and data management information search and analysis business process management business process mining digital transformation and smart life conceptual modelling and ontologies requirements engineering model driven engineering machine learning applications in addition two page summaries of the tutorials can be found in the back matter

this book stitches together a complete design journey from beginning to end in a way that you ve likely never seen before guiding readers you step by step in a practical way from the initial spark of an idea all the way to scaling it into a better business design a better business includes a comprehensive set of tools over 20 total and skills that will help you harness opportunity from uncertainty by building the right team s and balancing your point of view against new findings from the outside world this book also features over 50 case studies and real life examples from large corporations such as ing bank audi autodesk and toyota financial services to small startups incubators and social impact organizations providing a behind the scenes

look at the best practices and pitfalls to avoid also included are personal insights from thought leaders such as steve blank on innovation alex osterwalder on business models nancy duarte on storytelling and rob fitzpatrick on questioning among others

in today s dynamic business environment resource constrained organizations such as smes and startups must navigate the dual demands of exploration and exploitation to achieve ambidexterity a critical capability for business survival and success this book examines how such organizations can use strategic alliances to benefit from ambidexterity in an empirical study 15 case studies of strategic alliances between established organizations and startups are analyzed based on numerous expert interviews with ceos founders and managers by collaborating corporates can benefit from the innovative strength of startups while startups can benefit from the corporates networks and reputation however these collaborations often prove challenging the author develops an empirical model that identifies key antecedents of alliance success this model sheds light on critical elements such as power imbalances and provides actionable insights for fostering effective and mutually beneficial collaboration this book is essential for entrepreneurs corporate leaders and researchers interested in ambidexterity strategic alliances and corporate startup partnerships

this book examines the adverse effects of complexity information asymmetries transaction costs and uncertainty on investors decision making it suggests mitigating those effects using appropriate and matching signals and analyzes a sample of 903 german startups to quantitatively highlight the distinct financing patterns and characteristics of high tech startups it then investigates the reasons for these patterns on the basis of a qualitative study that includes 34 interviews with investors and entrepreneurs in the us and germany and an international expert panel lastly it presents a framework that matches complexity factors with appropriate productive signals

open innovation has revolutionized the way businesses adapt to situations handle problems and interact with other corporations establishing these collaborative business practices has the potential to support and improve business operations across fields which makes further study vital in order to properly implement the best practices and techniques as open innovation continues to develop and provide businesses with numerous opportunities for growth it is crucial to understand and

address the trends and challenges of innovation for business and countries economic and social development impact of open innovation on the world economy is an essential reference source that provides examinations on issues of open innovation in the context of organizations and its links to entrepreneurship strategy and marketing the book further provides necessary resources to adopt and implement new business and social solutions covering a range of topics such as firm performance and business collaborations this reference work is ideal for entrepreneurs managers technology developers policymakers researchers academicians practitioners instructors and students

this handbook seeks to be the definitive reference for the large and growing field of open innovation a comprehensive collection of short and authoritative chapters the volume summarizes the most vital research published in open innovation it is an essential reference for seasoned scholars a welcome introduction for junior scholars and a kick start package for undergraduate and mba students four editors 75 reviewers and 136 contributors collaboratively developed 57 chapter handbook chapters these present the current state of the art featuring academic theory and managerial practice as well as the outlook for how open innovation should be further developed the empirical conceptual and practical insights of the handbook highlight the importance of strengthening practice inspired research and purposeful knowledge exchanges between individuals organizations and ecosystems

achieve exceptional results with your organization s next partnership for corporate innovation in gorillas can dance distinguished international business strategy professor and expert dr shameen prashantham delivers a proven roadmap for large corporations collaborating with startups drawing on over a decade of international research dr prashantham explains the why how and where of corporate startup partnering in this book you II learn how to focus on the three pillars of synergy interface and exemplar to achieve outstanding results in your partnership why the very thing that attracts large corporations to startups their significant differences also makes it difficult to work together where in the world to find your ideal startup partnerships and how to use them as a force for good perfect for c suite executives managers business unit heads and corporate innovation managers gorillas can dance is a must have resource for business leaders seeking strategic guidance on partnering and collaborating with startups

drawing upon the authors own extensive experiences within the field and melding

startup dynamics with corporate innovation the book equips readers to navigate the complexities of this emerging innovation practice collaboration between large corporations and innovative startups represents a strategic pillar of corporate innovation and is growing at a rapid pace globally such engagements are situated within the broader paradigm of open innovation and are categorised explicitly as corporate venturing when they involve mechanisms such as strategic investments partnerships incubators or co development initiatives leveraging the authors extensive experience in startup investment mentorship and corporate innovation thought leadership forums this book addresses the critical need for innovation coaching strategies to succeed in this dynamic corporate startup collaboration through a synergy of practical insights riveting case studies and authoritative thought leadership readers will be guided on a transformative journey encompassing innovation culture symbiotic partnerships with startups and the coaching strategies pivotal for unlocking innovation advantage this book is tailored for corporate leaders innovation teams corporate venture capitalists and professional coaches aspiring to transcend conventional wisdom in the current corporate innovation practices

since the beginning of the 21st century there has been an explosion in startup organizations together these organizations have been valued at over 3 trillion in 2019 alone nearly 300 billion of venture capital was invested globally global startup ecosystem report 2020 simultaneously an explosion in high volume and high velocity of big data is rapidly changing how organizations function gone are the days when organizations can make decisions solely on intuition logic or experience some have gone as far as to say that data is the most valuable currency and resource available to businesses and startups are no exception however startups do differ from their larger counterparts and corporations in three distinct ways 1 they tend to have fewer resources time and specialized training to devote to data analytics 2 they are part of a unique entrepreneurial ecosystem with unique needs 3 scholarship and academic research on human capital data analytics in startups is lacking existing entrepreneurship research is primarily conducted in business schools there needs to be more integration of industrial organizational psychology and entrepreneurship this book was designed to do just that to demonstrate how organizational psychology with a focus on human capital data and analytics can advance the science and practice of entrepreneurship this book is purposefully designed to address the unique idiosyncrasies of the science research and practice of startups and the entrepreneurial ecosystem each chapter takes a science practice perspective

highlighting a specific human capital management topic e g learning and development team effectiveness human capital due diligence and discusses how leveraging data can help enhance decision making the volume is grounded in sound theory and practice of organizational psychology entrepreneurship and management it is divided into three parts 1 human capital assessment and development for startups 2 understanding startup situations environments and support systems and 3 measuring startup level performance

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