



FROM IDEAS TO IMPACT

Structuring Employee-Driven Innovation
Around Real Business and Customer Problems

BEN



LITTLE

Innovation, strategy, ethnography,
IP, NPD with companies like:



Nestlé

Bank of America



**WELLS
FARGO**

SANOFI



smith&nephew

NOVARTIS

**MITSUBISHI
HEAVY INDUSTRIES**

HITACHI

INTUIT

VP, Design Strategy

Fidelity Investments

DGCE Chair

MassArt Design Innovation

Head of Venture Strategy

Siemens Healthineers

Co-founder

Adapt Strategy

VP, Design Strategy

Hill Holliday (IPG)

Co-founder

Sutherland Labs

Consulting Manager

ipCapital Group

MBA

Oxford University

BA, Ethnomusicology

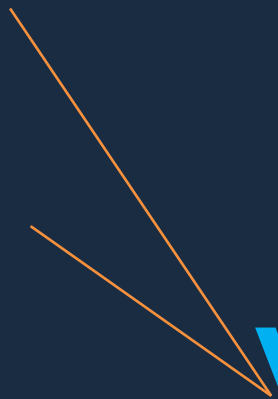
College of William & Mary

How might we
get our **best people**
to solve our market's
most pressing problems?

Voluntary
Heroic
Effort

Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role



Voluntary Heroic Effort

Work you do after you do the work for which you're being paid


Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Voluntary Heroic Effort



Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Navigating corporate antibodies

Figuring out the steps one at a time

Voluntary Heroic Effort

Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Navigating corporate antibodies

Figuring out the steps one at a time

Voluntary

Heroic

Effort



Who's paying for how much time & effort?

Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Navigating corporate antibodies

Figuring out the steps one at a time

Voluntary



Who's paying for how much time & effort?

Heroic



How might we reward effort and give permission for risk?

Effort

Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Navigating corporate antibodies

Figuring out the steps one at a time

Voluntary



Who's paying for how much time & effort?

Heroic



How might we reward effort and give permission for risk?

Effort



What can we do to make it easier to innovate?

Work you do after you do the work for which you're being paid

Often drawing on skills /ideas you develop outside your job role

Asking executives to reprioritize budget towards high risk notions for people they don't know

Your boss might see this as a distraction

"I'll typically get punished for two years and praised when the idea works in year three."

Navigating corporate antibodies

Figuring out the steps one at a time

Voluntary Heroic Effort *unfocused*

Who's paying for how much time & effort?

How might we reward effort and give permission for risk?

What can we do to make it easier to innovate?

How might we focus those efforts on the most valuable problems?



TECHNOLOGICAL
ENERGY FOR CHANGE



ORGANIZATIONAL
ENERGY FOR CHANGE



MARKET
ENERGY FOR CHANGE

**How might we focus
those efforts on the most
valuable problems?**

Creating a
Culture of
Innovation

Supporting
a System
for
Innovators

CREATING A CULTURE OF INNOVATION

SUPPORTING A SYSTEM FOR INNOVATORS

Fidelity[®]

Founderie

SIEMENS
Healthineers 

Digital
Incubator

Fidelity[®]

Founderie

CREATING A CULTURE OF INNOVATION



Discover Staking on Solana (SOL) with FCAT®

Every epoch matters. Explore how FCAT is helping to strengthen the network with a validator strategically engineered to drive efficiency, stability, and integrity on-chain.

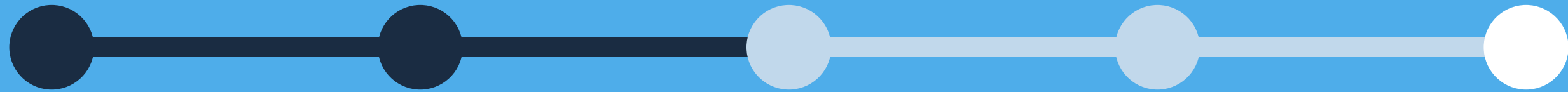
[View on Block Explorer](#)

Fidelity Center for Applied Technology

Building the future of financial services

The Fidelity Center for Applied Technology (FCAT®) serves as an innovation catalyst for Fidelity Investments, delivering transformative solutions through cutting-edge research, experimentation, and product development.

Fidelity Founderie



Theme introduced

A brief is shared across the firm as a call for submissions addressing a specific challenge

Concept shaping

Ideas are submitted to a shared platform and teams form around ideas. A shared framework and curriculum guides each team to shape ideas.

Seed funding

Teams are selected to pitch to a panel of business unit leaders and seed funding is awarded to a small handful of projects

Exploration

Technical resources are deployed to deepen concepts with research, prototyping, and modeling

Pitch

All incubated concepts are brought to the strategic investment council for consideration of further funding

Fidelity[®]Founderie

Who's paying for how much time & effort?

- Manager permissions for first round (still considered "side work")
- "Seed Funding" includes partial secondment
- "Startup Funding" creates new full-time roles

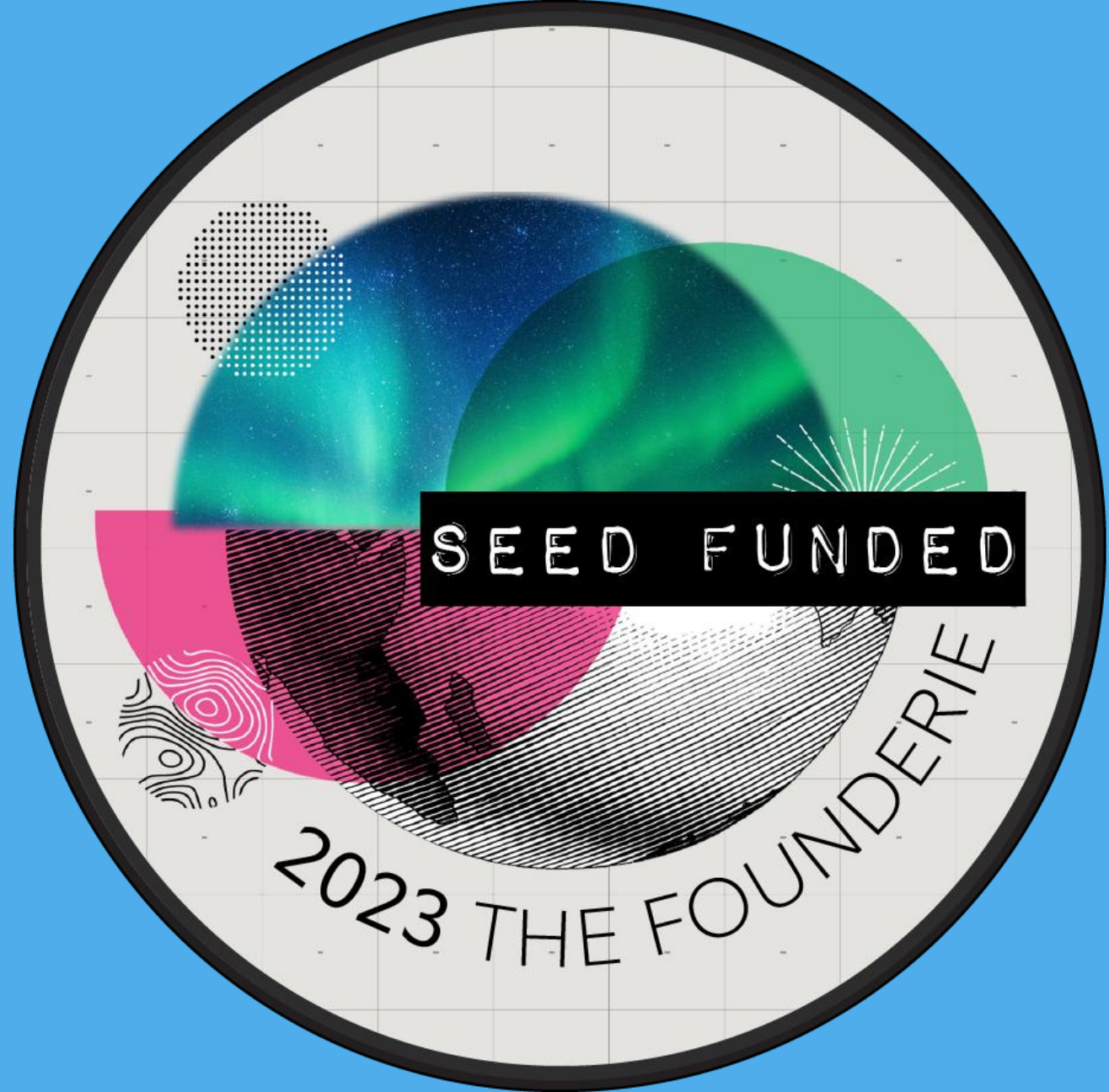
How might we reward effort and give permission for risk?

- Participation is rewarded with an NFT badge
- Managers are recognized for their teams participating

What can we do to make it easier to innovate?

- Curriculum sets an even level for all concepts
- Fidelity Labs and FCAT teams prescribe how to engage further
- Initial brief biases submissions towards strategic **market & technology** targets
- Business unit decision-making over seed funding brings **organizational** lens
- Access to Strategic Investment Council agenda further shapes ideas from **organizational** perspective

How might we focus those efforts on the most valuable problems?



SEED FUNDED

2023 THE FOUNDERIE

What are your experiences
with soliciting and
supporting internal
entrepreneurship?

CREATING A CULTURE OF INNOVATION

SUPPORTING A SYSTEM FOR INNOVATORS

Fidelity[®]

Founderie

SIEMENS
Healthineers 

Digital
Incubator

SIEMENS
Healthineers 

Digital
Incubator

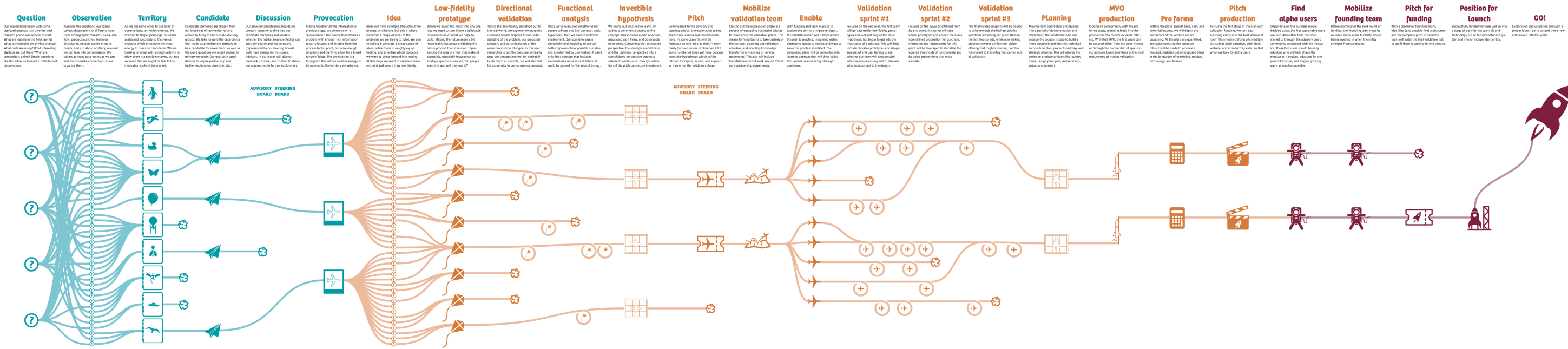
SUPPORTING A SYSTEM FOR INNOVATORS

PORTFOLIO BY PROCESS

METHODICALLY EXPLORING CONCURRENT PATHS

Venture Strategy Exploration INNOVATION & INCUBATION

In order to charter new digital ventures we must first explore possible futures with a balance of open-mindedness and focus. We designed our exploration phase incorporating lessons from entrepreneurial thinking, corporate R&D, creative processes, and design thinking. We consequently pass through different modalities in our approach, at times analyzing data, at times inspiring creativity, and at times provoking discussion and pitching for support. Our end product is a venture charter that carries early validation and direction from the right sources, a library of key strategic assets, and support from our advisory & steering boards.



Listening & learning
Reasoning basic and gathering oriented to the range of possible futures in the world. Our purpose in this stage is to introduce range to our thinking and consider many potential paths. The primary challenges to overcome in the early steps of exploration are:
(1) Finding the time to familiar territory and generally missing something new & curious to fresh eyes on the market.
(2) Overweighting information that is easy to access and other under-valuing or never seeing the hard to reach territories or hard to understand candidates.

Focused creativity
A good idea is often found in chaos. Through learning and creativity we in constant use throughout the process. This transition from primarily learning to primarily creating happens through the help of an advisory and steering boards. Going into the sessions with candidate territories and coming away with some validation that we've touched on. Future projects are waiting to invent, the exploration team then goes to work selecting and generating as many ideas as can fit into the time allotted. The good idea we gain life in the form of varied prototypes they might be further refined.

Analysis & articulation
As ideas are given life beyond a first touch, the inside of the team shifts again with the goal to converge down to a handful of investible hypotheses that can be pitched back to the advisory and steering boards. Analytical pressures are kept to a minimum in early exploration steps in order to maximize the range of options explored, but once a concept is deemed "investible," then pressure is placed on the team to flesh-out about how it might be implemented technologically and commercially. While this analysis adds technical and tactical enablement to the concepts, the human stories that ground the process are evoked and refined to gain the insights into further stages of development.

Iteration & Learning
When our first learning phase was about what was out in the world, this learning phase explores novel possible futures with primary research as our primary mode of learning. By adopting a strict methodology we will not resource bounds on our validation efforts in order to prioritize deep learning around pointed questions. We don't need to become experts on our future marketplace, but we do need to show that the future marketplace exists and that we've identified a path to reach it. Determining the factors of success for the ventures we are proposing, we can then identify the experts needed and investments. It will take to build something awesome.

Hustling
While creating and exploration helped get us to this point, deal making will help get us to the next point. Some of the most important sales we will make before we get to funding and launch to the marketplace are how we sell the vision to our founding team and founding users. Both of these groups of people will shape the story and contribute quite a bit to shaping the entity we hope to create.

Inspiration
Successfully exiting the validation stage will require that we not only find a great path to a desirable future, but that we convey the potential of that future in a way that inspires multiple audiences. We want to attract the best team, the best partners, the best customers, and the best backers to join our cause. Each of these audiences will have a different view and perspective in what we are proposing building, so we will need to make an excellent case from multiple angles.

Venture Strategy Validation INNOVATION & INCUBATION

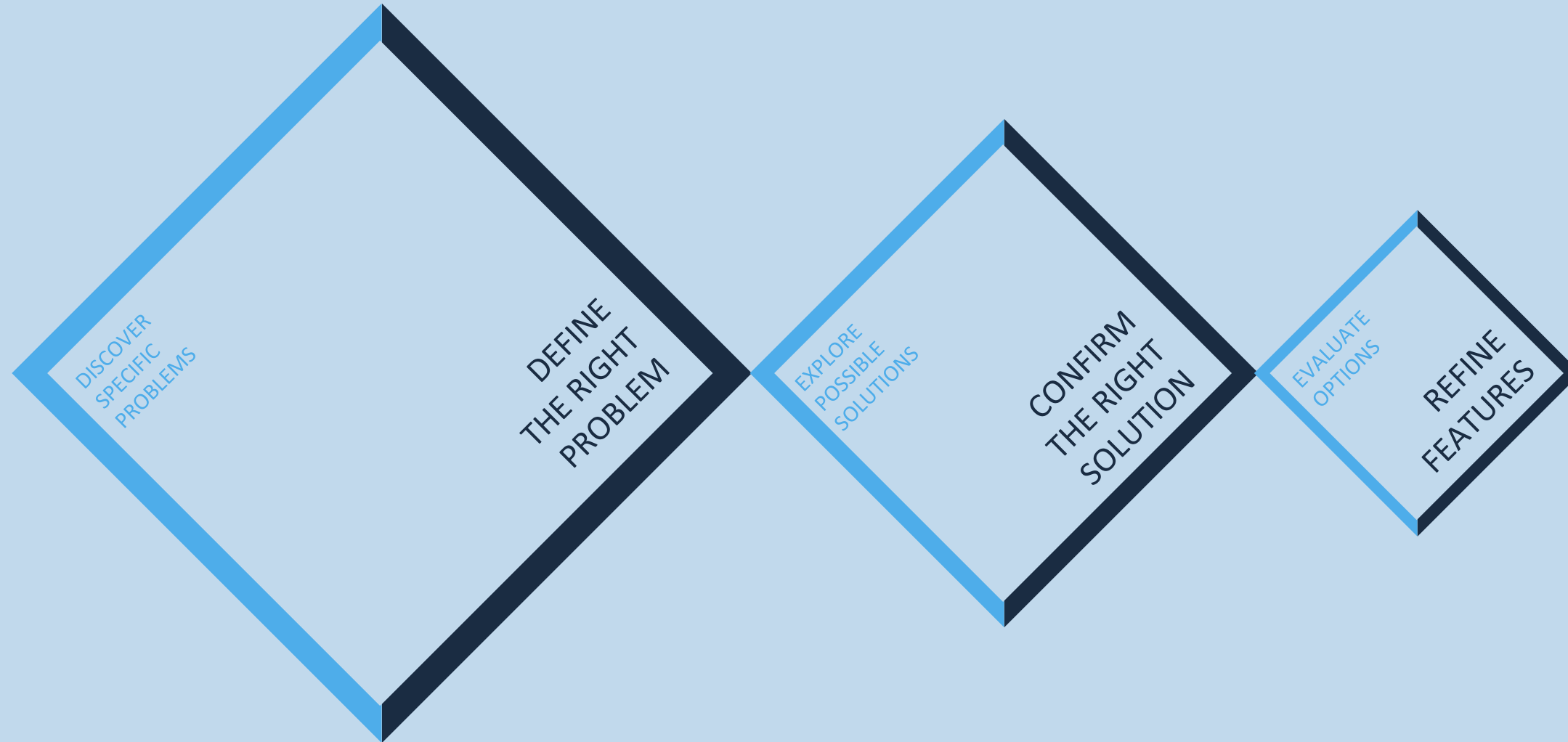
Where exploration explores a breadth of possibility, validation goes into depth around a particular territory. We designed the validation phase to teach us the most important lessons of an early stage venture, looking for reliable signals from the market and from users to point us in the right direction. The steps are sequenced to expose fundamental flaws as early as possible and explore dynamics that shape the final venture later in the process. By the end of the validation phase we will have primarily designed a business, along with tackling the very challenging product step of going from version 0 to a plan for version 1.



Build the right thing.

Build the thing right.

**General
Problem**



Strategy

Design

Product

**Going
Concern**

Question

Our explorations begin with some standard prompts that give the desk research phase somewhere to start. What are leaders in the field saying? What technologies are driving change? What costs are rising? What interesting startups are out there? What are competitors doing? Simple questions like this allow us to build a collection of observations.

Observation

Pursuing the questions, our teams collect observations of different types from ethnographic research, news, deal flow, product launches, technical disclosures, notable stories or statements, and just about anything relevant we can take into consideration. We collect as many data-points as we can and start to make connections as we organize them.

Territory

As we put some order to our body of observations, territories emerge. We attempt to shape groupings to similar scales and specificity so that we can evaluate which ones have the most energy to turn into candidates. We are looking for areas with enough activity to show there is a possible market, but not so much that we might be late to the innovation cycle of the market.

Candidate

Candidate territories are chosen from our broad set of raw territories and refined to bring to our outside advisory groups. We take forward the data-points that made us prioritize this territory to be a candidate for investment, as well as the good questions we might answer in primary research. Our goal with candidates is to inspire partnership and further exploration directly in situ.

Discussion

Our advisory and steering boards are brought together to dive into our candidate territories and validate whether the market (represented by our advisory board) and the company (represented by our steering board) both have energy for this space. Advisors, in particular, will give us feedback, critique, and context to shape our approaches to further exploration.

Provocation

Pulling together all the information of previous steps, we converge on a "provocation." The provocation frames a problem with enough rich information to carry lessons and insights from the process to this point, but also enough simplicity and clarity to allow for a broad range of ideas. The provocation is a focal point that allows creative energy to be pointed to the territory we selected.

Idea

Ideas will have emerged throughout the process, and before, but this is where we tether a range of ideas to the problems we are trying to solve. We aim to collect & generate a broad range of ideas, refine them to roughly equal footing, and prioritize which concepts we want to bring forward into testing. At this stage we want to maintain some restraint and keep things low fidelity.

Low-fidelity prototype

Before we invest too much into any one idea we need to turn it into a believable representation of what we hope to build. Making the future seem a bit more real is less about predicting the future product than it is about representing the idea in a way that makes it accessible, especially focused on our strategic questions around, "do people want this and will they use it?"

Directional validation

Taking that low-fidelity prototype out to the real world, we explore how potential users and buyers respond to our understanding of the problem, our proposed solution, and our articulation of the value proposition. Our goal in this user research is to put the pressures of reality onto our concept and test for desirability. As much as possible, we will also test for propensity to buy or use our concept.

Functional analysis

Once we've evaluated whether or not people will use and buy our most basic hypothesis, then we look to technical enablement. Our goal is to assess complexity and feasibility so we can better represent how possible our ideas are, as informed by user testing. If users only like a concept that includes elements of a more distant future, it could be paused for the sake of timing.

Investible hypothesis

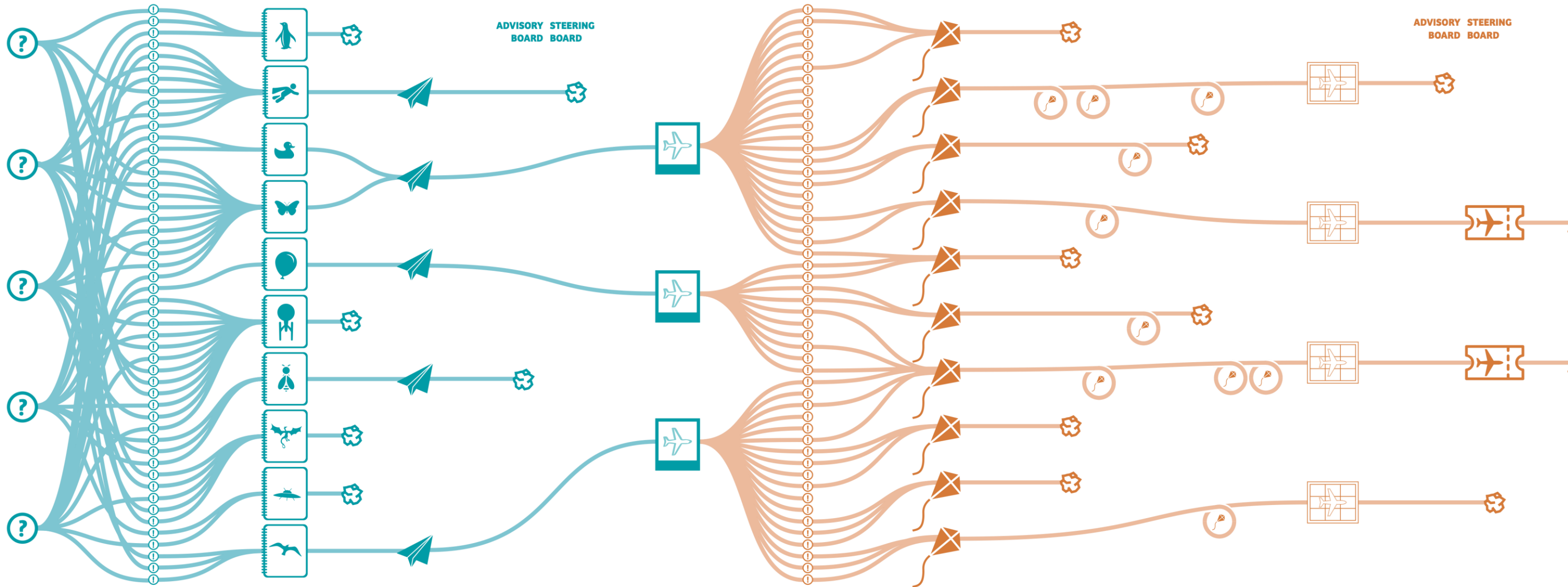
We round out what we've learnt by adding a commercial aspect to the concept. This includes a plan of action, associated cash flows, and observable milestones. Combining that actionable perspective, the strategic market data, and the technical perspective into a consolidated perspective creates a vehicle to continue on through validation, if the pitch can secure investment.

Pitch

Coming back to the advisory and steering boards, the exploration teams share their lessons and recommendations. In some cases this will be feedback on why an area doesn't seem ready (or needs more exploration.) But some number of ideas will have become investible hypotheses which will be pitched for capital, access, and support as they enter the validation phase.

Validation

Closing out the process of exploration means forming the concepts, activities, and transfer for our teammates and foundation. We'll be early partners.



Listening & Learning

Broadening focus and getting oriented to the range of possible futures in the world. Our purpose in this stage is to introduce range to our thinking and consider many potential paths. The primary challenges to overcome in the early steps of exploration are:

- (1) Staying too close to familiar territory and potentially missing something that is obvious to fresh eyes on the market
- (2) Overweighting information that is easy to access and either under-valuing or never seeing the hard to reach territories or hard to understand candidates.

Focused creativity

A good idea is still crucial to success. Though learning and creativity are in constant use throughout the process, this transition from primarily learning to primarily creating happens through the touchpoint of our advisory and steering boards. Going into the sessions with candidate territories and coming away with some validation that we've touched on a future people are willing to invest in, the exploration team then goes to work soliciting and generating as many ideas as can be fit into the time allotted. The good ideas are given life in the form of varied prototypes so they might be further refined.

Analysis & articulation

As ideas are given life beyond a Post-It note, the mode of the team shifts again with the goal to converge down to a handful of investible hypotheses that can be tested. The advisory and steering boards. Analytical pressures are kept to a minimum in early exploration steps in order to maximize the range of options explored, but as ideas are deemed "desirable," it then presents a series of choices and trade-offs about how it might be implemented technologically and commercially. While this analysis and tactical enablement to the concepts, the human stories that ground the process are evolved and refined to carry the insights into further stages of development.



We pitch some light concepts of the future

like never before

Coca-Cola

Hybrid

CHANGE IS POSSIBLE

That works like a computer

Brand Presentation

The All New Presentation

Q. portrait

How to integrate the program

Get better presentation

BARCLAYS

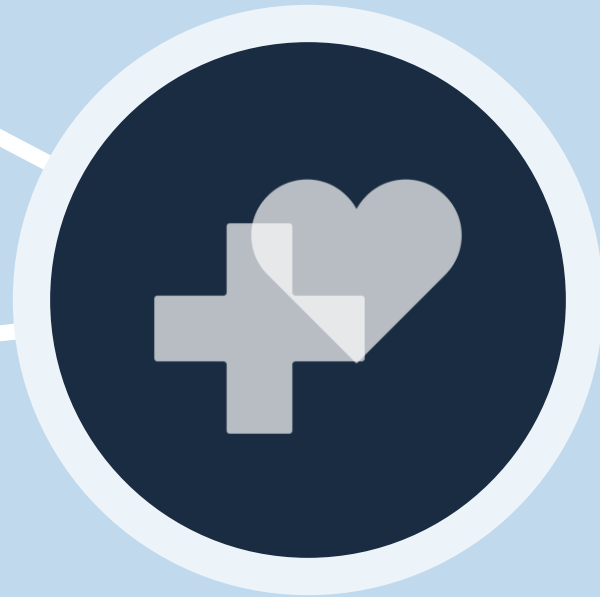
GAP



Digital
Twin



AI
Companions



Human
Centered
Hospital



Healthcare
Workforce



Question

Our explorations begin with some standard prompts that give the desk research phase somewhere to start. What are leaders in the field saying? What technologies are driving change? What costs are rising? What interesting startups are out there? What are competitors doing? Simple questions like this allow us to build a collection of observations.

Observation

Pursuing the questions, our teams collect observations of different types from ethnographic research, news, deal flow, product launches, technical disclosures, notable stories or statements, and just about anything relevant we can take into consideration. We collect as many data-points as we can and start to make connections as we organize them.

Territory

As we put some order to our body of observations, territories emerge. We attempt to shape groupings to similar scales and specificity so that we can evaluate which ones have the most energy to turn into candidates. We are looking for areas with enough activity to show there is a possible market, but not so much that we might be late to the innovation cycle of the market.

Candidate

Candidate territories are chosen from our broad set of raw territories and refined to bring to our outside advisory groups. We take forward the data-points that made us prioritize this territory to be a candidate for investment, as well as the good questions we might answer in primary research. Our goal with candidates is to inspire partnership and further exploration directly in situ.

Discussion

Our advisory and steering boards are brought together to dive into our candidate territories and validate whether the market (represented by our advisory board) and the company (represented by our steering board) both have energy for this space. Advisors, in particular, will give us feedback, critique, and context to shape our approaches to further exploration.

Provocation

Pulling together all the information of previous steps, we converge on a "provocation." The provocation frames a problem with enough rich information to carry lessons and insights from the process to this point, but also enough simplicity and clarity to allow for a broad range of ideas. The provocation is a focal point that allows creative energy to be pointed to the territory we selected.

Idea

Ideas will have emerged throughout the process, and before, but this is where we tether a range of ideas to the problems we are trying to solve. We aim to collect & generate a broad range of ideas, refine them to roughly equal footing, and prioritize which concepts we want to bring forward into testing. At this stage we want to maintain some restraint and keep things low fidelity.

Low-fidelity prototype

Before we invest too much into any one idea we need to turn it into a believable representation of what we hope to build. Making the future seem a bit more real is less about predicting the future product than it is about representing the idea in a way that makes it accessible, especially focused on our strategic questions around, "do people want this and will they use it?"

Directional validation

Taking that low-fidelity prototype out to the real world, we explore how potential users and buyers respond to our understanding of the problem, our proposed solution, and our articulation of the value proposition. Our goal in this user research is to put the pressures of reality onto our concept and test for desirability. As much as possible, we will also test for propensity to buy or use our concept.

Functional analysis

Once we've evaluated whether or not people will use and buy our most basic hypothesis, then we look to technical enablement. Our goal is to assess complexity and feasibility so we can better represent how possible our ideas are, as informed by user testing. If users only like a concept that includes elements of a more distant future, it could be paused for the sake of timing.

Investible hypothesis

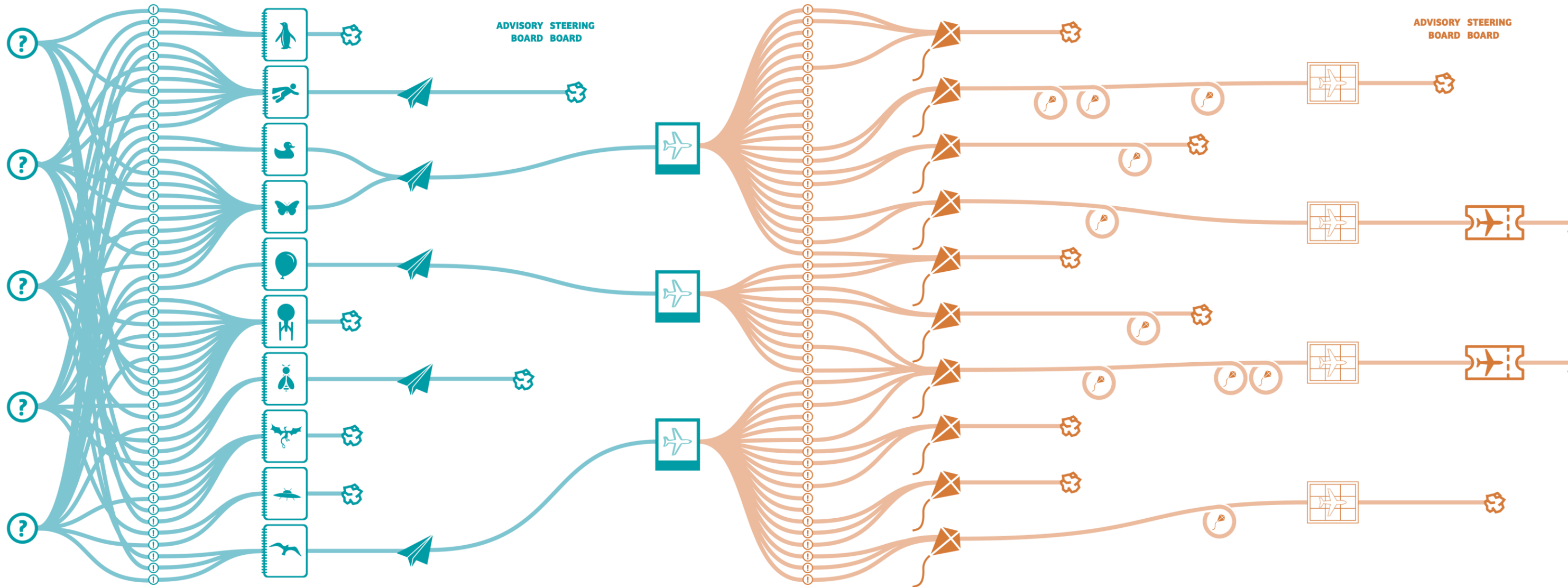
We round out what we've learnt by adding a commercial aspect to the concept. This includes a plan of action, associated cash flows, and observable milestones. Combining that actionable perspective, the strategic market data, and the technical perspective into a consolidated perspective creates a vehicle to continue on through validation, if the pitch can secure investment.

Pitch

Coming back to the advisory and steering boards, the exploration teams share their lessons and recommendations. In some cases this will be feedback on why an area doesn't seem ready (or needs more exploration.) But some number of ideas will have become investible hypotheses which will be pitched for capital, access, and support as they enter the validation phase.

Validation

Closing out the process of exploration means forming the concepts, activities, and transfer for our teammates and foundation. We'll be ready to move on to the next stage of development as they enter the validation phase.



Listening & Learning

Broadening focus and getting oriented to the range of possible futures in the world. Our purpose in this stage is to introduce range to our thinking and consider many potential paths. The primary challenges to overcome in the early steps of exploration are:

- (1) Staying too close to familiar territory and potentially missing something that is obvious to fresh eyes on the market
- (2) Overweighting information that is easy to access and either under-valuing or never seeing the hard to reach territories or hard to understand candidates.

Focused creativity

A good idea is still crucial to success. Though learning and creativity are in constant use throughout the process, this transition from primarily learning to primarily creating happens through the touchpoint of our advisory and steering boards. Going into the sessions with candidate territories and coming away with some validation that we've touched on a future people are willing to invest in, the exploration team then goes to work soliciting and generating as many ideas as can be fit into the time allotted. The good ideas are given life in the form of varied prototypes so they might be further refined.

Analysis & articulation

As ideas are given life beyond a Post-It note, the mode of the team shifts again with the goal to converge down to a handful of investible hypotheses that can be tested. The advisory and steering boards. Analytical pressures are kept to a minimum in early exploration steps in order to maximize the range of options explored, but deemed "desirable," it then presents a series of choices and trade-offs about how it might be implemented technologically and commercially. While this analysis and tactical enablement to the concepts, the human stories that ground the process are evolved and refined to carry the insights into further stages of development.

Discussion

Our advisory and steering boards are brought together to dive into our candidate territories and validate whether the market (represented by our advisory board) and the company (represented by our steering board) both have energy for this space. Advisors, in particular, will give us feedback, critique, and context to shape our approaches to further exploration.

Provocation

Pulling together all the information of previous steps, we converge on a "provocation." The provocation frames a problem with enough rich information to carry lessons and insights from the process to this point, but also enough simplicity and clarity to allow for a broad range of ideas. The provocation is a focal point that allows creative energy to be pointed to the territory we selected.

Idea

Ideas will have emerged throughout the process, and before, but this is where we tether a range of ideas to the problems we are trying to solve. We aim to collect & generate a broad range of ideas, refine them to roughly equal footing, and prioritize which concepts we want to bring forward into testing. At this stage we want to maintain some restraint and keep things low fidelity.

Low-fidelity prototype

Before we invest too much into any one idea we need to turn it into a believable representation of what we hope to build. Making the future seem a bit more real is less about predicting the future product than it is about representing the idea in a way that makes it accessible, especially focused on our strategic questions around, "do people want this and will they use it?"

Directional validation

Taking that low-fidelity prototype out to the real world, we explore how potential users and buyers respond to our understanding of the problem, our proposed solution, and our articulation of the value proposition. Our goal in this user research is to put the pressures of reality onto our concept and test for desirability. As much as possible, we will also test for propensity to buy or use our concept.

Functional analysis

Once we've evaluated whether or not people will use and buy our most basic hypothesis, then we look to technical enablement. Our goal is to assess complexity and feasibility so we can better represent how possible our ideas are, as informed by user testing. If users only like a concept that includes elements of a more distant future, it could be paused for the sake of timing.

Investible hypothesis

We round out what we've learnt by adding a commercial aspect to the concept. This includes a plan of action, associated cash flows, and observable milestones. Combining that actionable perspective, the strategic market data, and the technical perspective into a consolidated perspective creates a vehicle to continue on through validation, if the pitch can secure investment.

Pitch

Coming back to the advisory and steering boards, the exploration teams share their lessons and recommendations. In some cases this will be feedback on why an area doesn't seem ready (or needs more exploration.) But some number of ideas will have become investible hypotheses which will be pitched for capital, access, and support as they enter the validation phase.

Mobilize validation team

Closing out the exploration phase is a process of equipping successful pitches to move on to the validation phase. This means forming teams to take custody of the concept, planning out validation activities, and enabling knowledge transfer for any exiting or joining teammates. This also will include foundational sort of work around IP and early partnership agreements.

Enable

With funding and team in place to explore the territory in greater depth, the validation team will further reduce the plan to practice, imagining viable alternative routes to market and ways to solve the problem identified. The competing plans will be converted into learning agendas that will drive validation sprints to answer key strategic questions.

Validation sprint #1

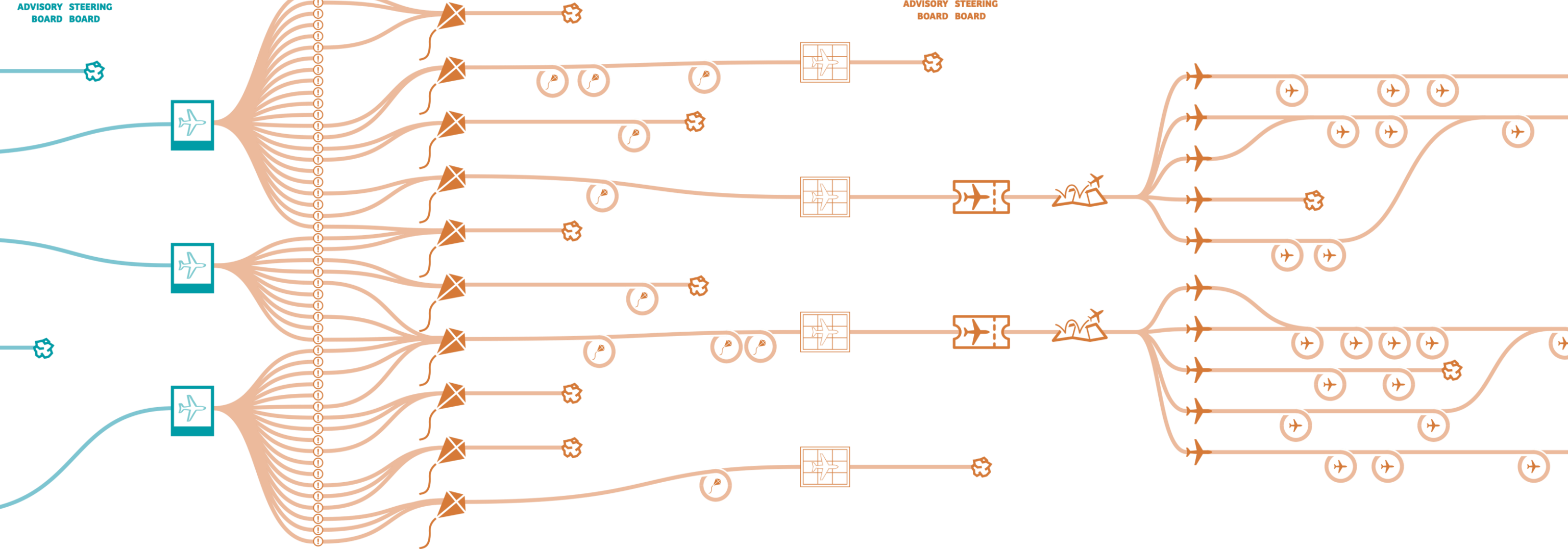
Focused on the end user, the first sprint will go past earlier low-fidelity prototypes and look not only at the basic hypothesis, but begin to get into the mechanics of a solution. This will likely include clickable prototypes and deeper analysis of end user testing to see whether our users will engage with what we are proposing and to discover what is important to the design.

Validation sprint #2

Focused on the buyer (if different from the end user), this sprint will take refined prototypes and embed them in a more refined proposition for purchase. Informants and respondents for this sprint will be leveraged to elucidate the required thresholds of functionality and the value propositions that most resonate.

Validation sprint #3

The final validation sprint will be used to drive towards a set of questions that will be answered by the first two sprints. Progress towards offering that might be made to the market to the benefit of validation.



Focused creativity

A good idea is still crucial to success. Though learning and creativity are in constant use throughout the process, this transition from primarily learning to primarily creating happens through the touchpoint of our advisory and steering boards. Going into the sessions with candidate territories and coming away with some validation that we've touched on a future people are willing to invest in, the exploration team then goes to work soliciting and generating as many ideas as can be fit into the time allotted. The good ideas are given life in the form of varied prototypes so they might be further refined.

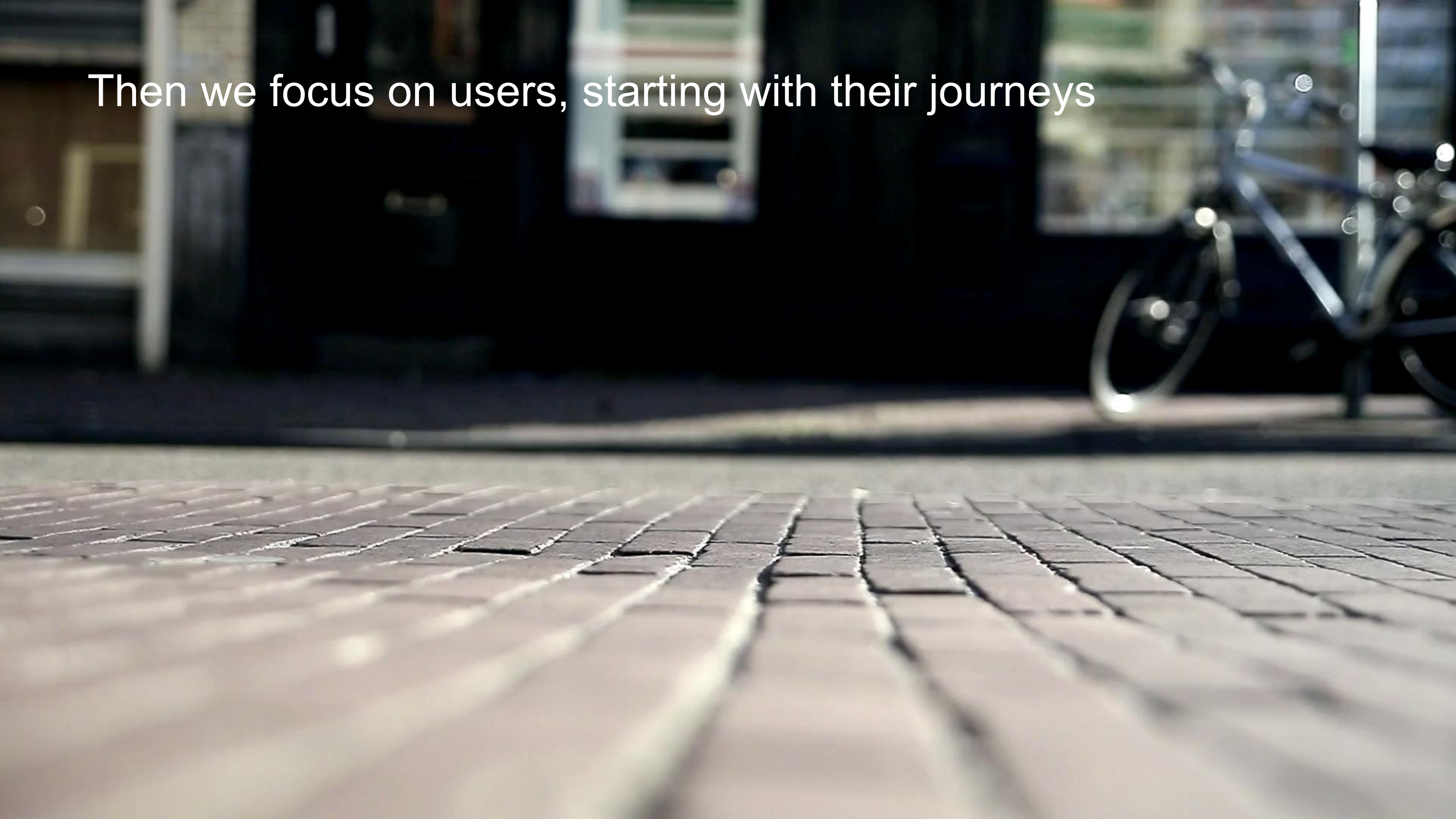
Analysis & articulation

As ideas are given life beyond a Post-it note, the mode of the team shifts again with the goal to converge down to a handful of investible hypotheses that can be pitched back to the advisory and steering boards. Analytical pressures are kept to a minimum in early exploration steps in order to maximize the range of options explored, but once a concept is deemed "desirable," it then presents a series of choices and trade-offs about how it might be implemented technologically and commercially. While this analysis adds technical and tactical enablement to the concepts, the human stories that ground the process are evolved and refined to carry the insights into further stages of development.

Iteration & learning

Where our first learning phase was about what was out in the world, this learning phase explores novel possible futures with primary research as our guide. By adopting a sprint methodology we will put resource bounds on our validation efforts in order to prioritize deep learning around pointed questions. By working with experts on our future marketplace, but we do need to show that the future marketplace exists and that we've identified a path to reach it. Determining the venture we are proposing, we can then identify the experts needed and investments it will take to build something awesome.

Then we focus on users, starting with their journeys





Investible hypothesis

We round out what we've learnt by adding a commercial aspect to the concept. This includes a plan of action, associated cash flows, and observable milestones. Combining that actionable perspective, the strategic market data, and the technical perspective into a consolidated perspective creates a vehicle to continue on through validation, if the pitch can secure investment.

Pitch

Coming back to the advisory and steering boards, the exploration teams share their lessons and recommendations. In some cases this will be feedback on why an area doesn't seem ready (or needs more exploration.) But some number of ideas will have become investible hypotheses which will be pitched for capital, access, and support as they enter the validation phase.

Mobilize validation team

Closing out the exploration phase is a process of equipping successful pitches to move on to the validation phase. This means forming teams to take custody of the concept, planning out validation activities, and enabling knowledge transfer for any exiting or joining teammates. This also will include foundational sort of work around IP and early partnership agreements.

Enable

With funding and team in place to explore the territory in greater depth, the validation team will further reduce the plan to practice, imagining viable alternative routes to market and ways to solve the problem identified. The competing plans will be converted into learning agendas that will drive validation sprints to answer key strategic questions.

Validation sprint #1

Focused on the end user, the first sprint will go past earlier low-fidelity prototypes and look not only at the basic hypothesis, but begin to get into the mechanics of a solution. This will likely include clickable prototypes and deeper analysis of end user testing to see whether our users will engage with what we are proposing and to discover what is important to the design.

Validation sprint #2

Focused on the buyer (if different from the end user), this sprint will take refined prototypes and embed them in a more refined proposition for purchase. Informants and respondents for this sprint will be leveraged to elucidate the required thresholds of functionality and the value propositions that most resonate.

Validation sprint #3

The final validation sprint will be geared to drive towards the highest priority questions remaining (or generated) in the first two sprints, while also making progress towards a minimum viable offering that might a starting point in the market to the entity that comes out of validation.

Planning

Moving from sprint-style prototyping into a period of documentation and refinement, the validation team will engage the broader studio to build a more durable brand identity, technical architecture plan, product roadmap, and strategic phasing. This will also be the period to produce artifacts like journey maps, design principles, market maps, vision, and mission.

MVO production

Kicking off concurrently with the pro forma stage, planning feeds into the production of a minimum viable offering. With that MVO, the first users can be secured either from the open market or through the partnership of sponsoring advisory board members as the most mature step of market validation.

Pro forma

Putting the plans against time, cost, and potential income, we will depict the economics of the venture we are proposing. As the plans are quantified, any adjustments to the proposed roll-out will be made to produce a finalized, matched set of proposed plans in the languages of marketing, product, technology, and finance.

Pitch production

Pursuing the first stage of the plan with validation funding, we turn each surviving entity into the best version of itself. This means crafting pitch materials such as pitch narrative, pitch deck, website, and introductory video so that when we look for alpha users

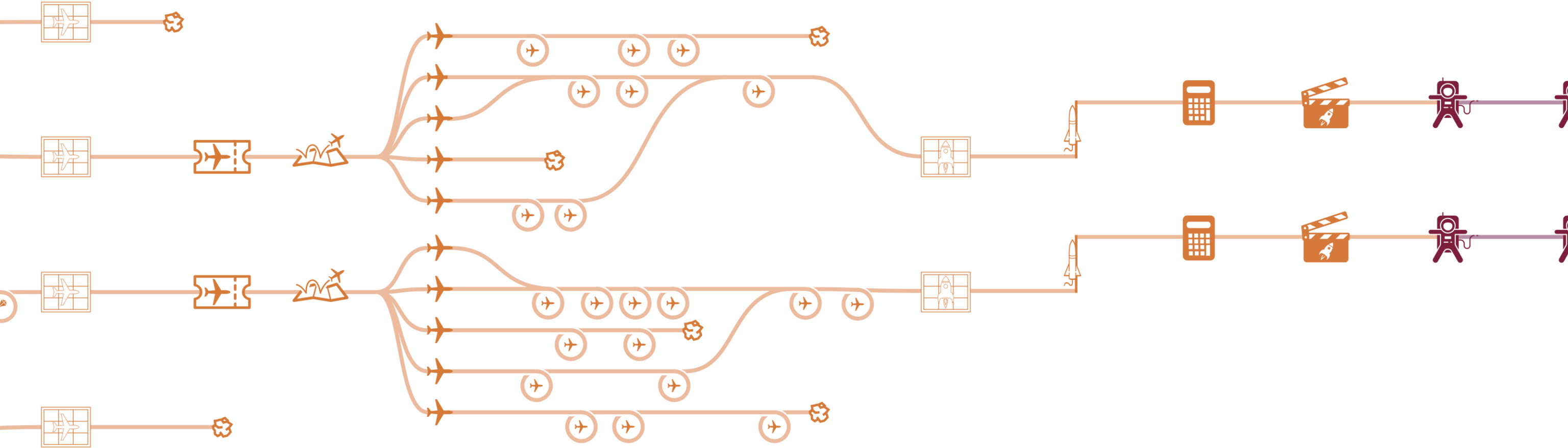
Find alpha users

Depending on the business model decided upon, the first sustainable users are recruited either from the open market or through the advisory board community associated with the incubator. These first users should be early adopters who will help shape the product as it evolves, advocate for the product's future, and forgive growing pains as much as possible.

Mo found

Before pitching funding, the founding team is rounded out in order to be invested in. Emerging from various sources, the team is assembled to bring the vision to life.

ADVISORY STEERING BOARD BOARD



of the team shifts again with the goal to converge down to a handful of investible hypotheses that can be pitched back to are kept to a minimum in early exploration steps in order to maximize the range of options explored, but once a concept is and trade-offs about how it might be implemented technologically and commercially. While this analysis adds technical ories that ground the process are evolved and refined to carry the insights into further stages of development.

Iteration & learning

Where our first learning phase was about what was out in the world, this learning phase explores novel possible futures with primary research as our primary mode of learning. By adopting a sprint methodology we will put resource bounds on our validation efforts in order to prioritize deep learning around pointed questions. We don't need to become experts on our future marketplace, but we do need to show that the future marketplace exists and that we've identified a path to reach it. Determining the factors of success for the venture we are proposing, we can then identify the experts needed and investments it will take to build something awesome.

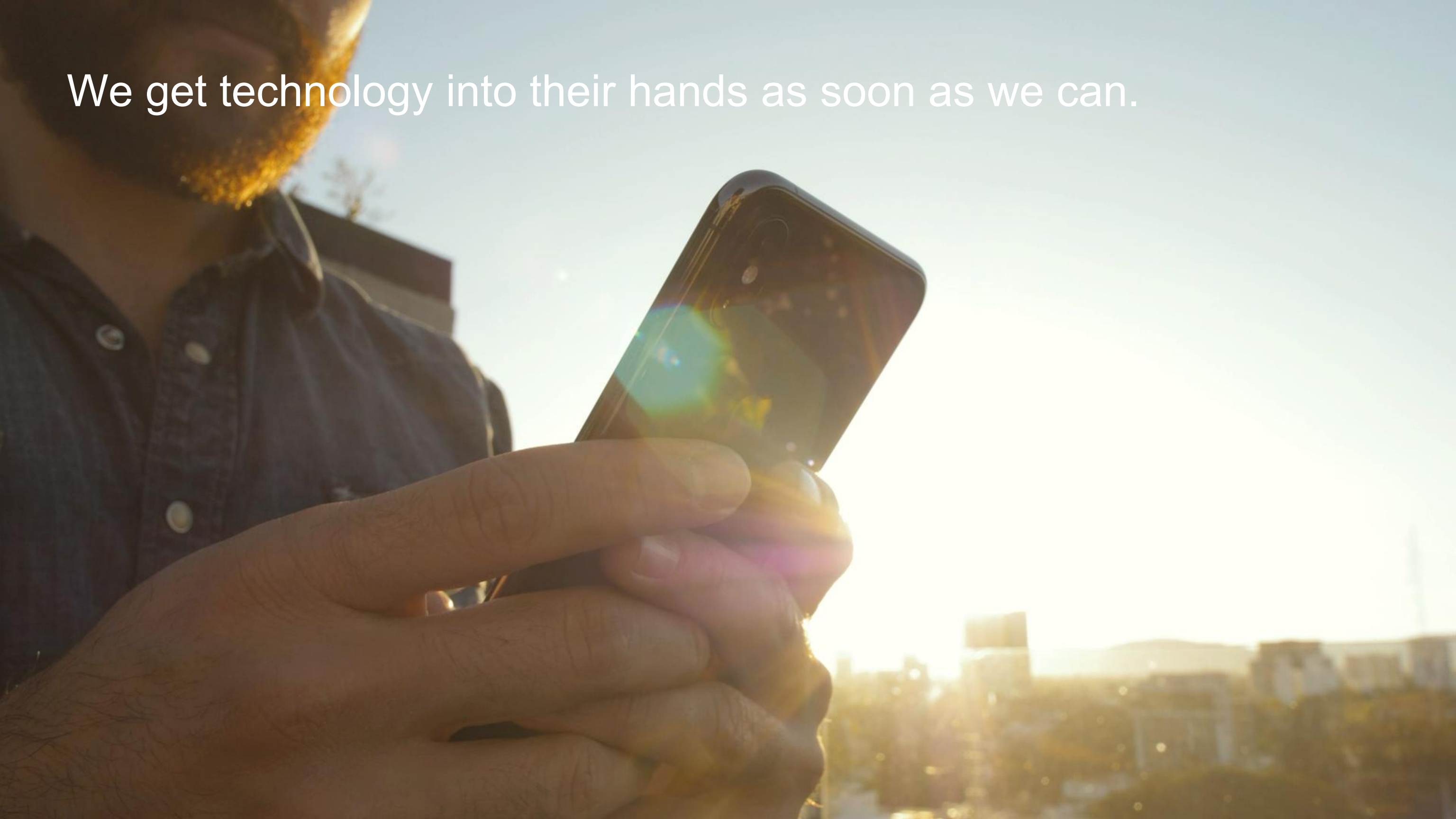
Hustling

While creativity and exploration helped get us to this point, deal making will help get us to the next point. Some of the most important sales we will make before we go for funding and launch to the marketplace are how we sell the vision to our founding team and founding users. Both of these groups of people will shape the story and contribute quite a lot to shaping the entity we hope to create.

Inspiration

Successfully exiting the validation phase to multiple audiences. We want to share our stake and perspective in what we are building.

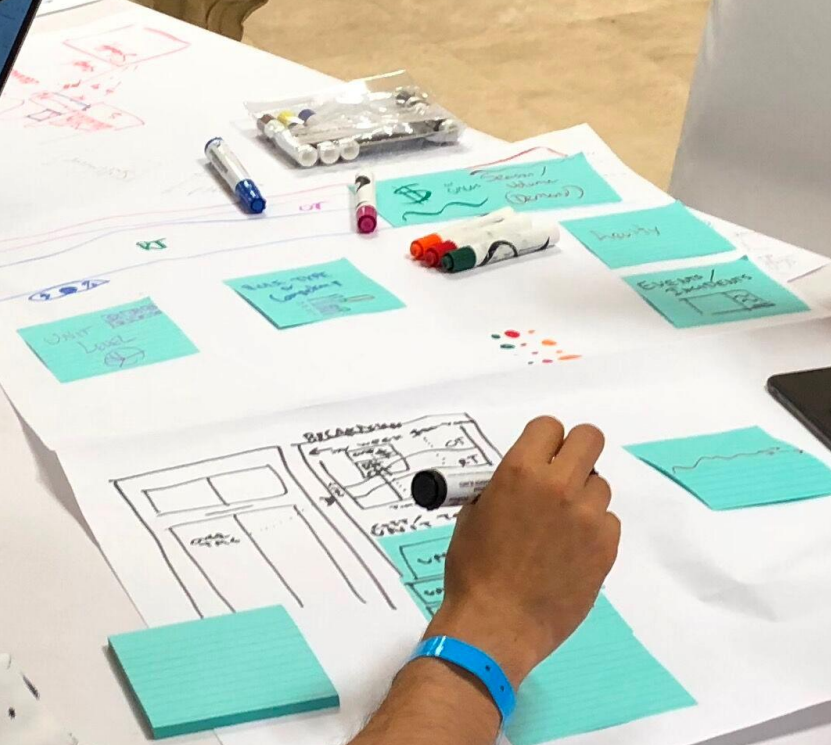
We get technology into their hands as soon as we can.







nearsoft.com



Investible hypothesis

We round out what we've learnt by adding a commercial aspect to the concept. This includes a plan of action, associated cash flows, and observable milestones. Combining that actionable perspective, the strategic market data, and the technical perspective into a consolidated perspective creates a vehicle to continue on through validation, if the pitch can secure investment.

Pitch

Coming back to the advisory and steering boards, the exploration teams share their lessons and recommendations. In some cases this will be feedback on why an area doesn't seem ready (or needs more exploration.) But some number of ideas will have become investible hypotheses which will be pitched for capital, access, and support as they enter the validation phase.

Mobilize validation team

Closing out the exploration phase is a process of equipping successful pitches to move on to the validation phase. This means forming teams to take custody of the concept, planning out validation activities, and enabling knowledge transfer for any exiting or joining teammates. This also will include foundational sort of work around IP and early partnership agreements.

Enable

With funding and team in place to explore the territory in greater depth, the validation team will further reduce the plan to practice, imagining viable alternative routes to market and ways to solve the problem identified. The competing plans will be converted into learning agendas that will drive validation sprints to answer key strategic questions.

Validation sprint #1

Focused on the end user, the first sprint will go past earlier low-fidelity prototypes and look not only at the basic hypothesis, but begin to get into the mechanics of a solution. This will likely include clickable prototypes and deeper analysis of end user testing to see whether our users will engage with what we are proposing and to discover what is important to the design.

Validation sprint #2

Focused on the buyer (if different from the end user), this sprint will take refined prototypes and embed them in a more refined proposition for purchase. Informants and respondents for this sprint will be leveraged to elucidate the required thresholds of functionality and the value propositions that most resonate.

Validation sprint #3

The final validation sprint will be geared to drive towards the highest priority questions remaining (or generated) in the first two sprints, while also making progress towards a minimum viable offering that might a starting point in the market to the entity that comes out of validation.

Planning

Moving from sprint-style prototyping into a period of documentation and refinement, the validation team will engage the broader studio to build a more durable brand identity, technical architecture plan, product roadmap, and strategic phasing. This will also be the period to produce artifacts like journey maps, design principles, market maps, vision, and mission.

MVO production

Kicking off concurrently with the pro forma stage, planning feeds into the production of a minimum viable offering. With that MVO, the first users can be secured either from the open market or through the partnership of sponsoring advisory board members as the most mature step of market validation.

Pro forma

Putting the plans against time, cost, and potential income, we will depict the economics of the venture we are proposing. As the plans are quantified, any adjustments to the proposed roll-out will be made to produce a finalized, matched set of proposed plans in the languages of marketing, product, technology, and finance.

Pitch production

Pursuing the first stage of the plan with validation funding, we turn each surviving entity into the best version of itself. This means crafting pitch materials such as pitch narrative, pitch deck, website, and introductory video so that when we look for alpha users

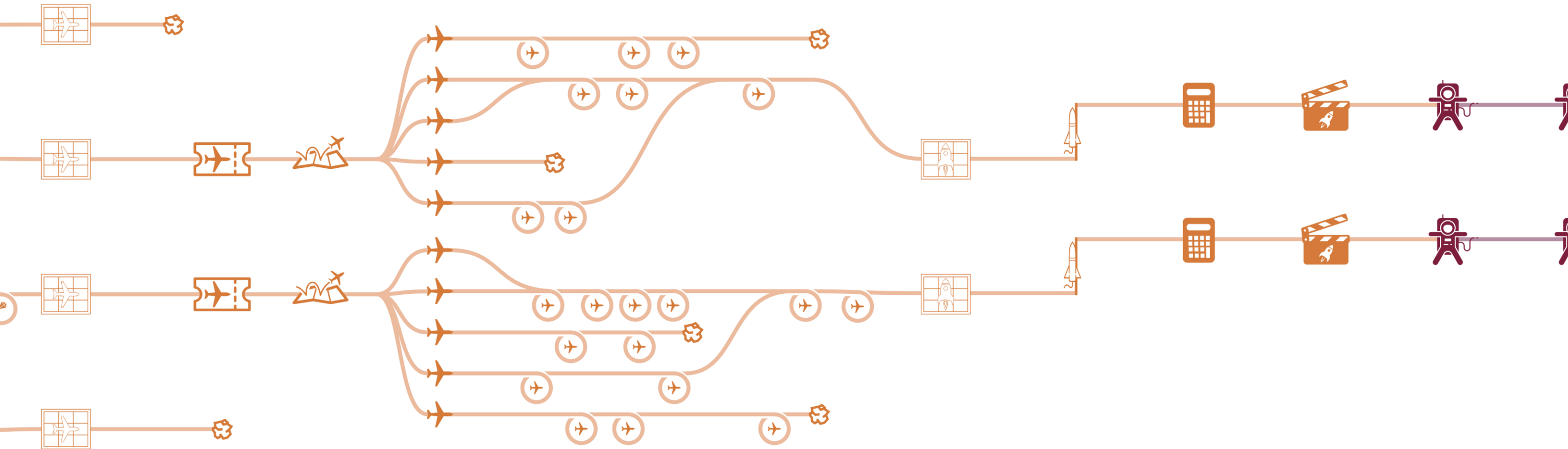
Find alpha users

Depending on the business model decided upon, the first sustainable users are recruited either from the open market or through the advisory board community associated with the incubator. These first users should be early adopters who will help shape the product as it evolves, advocate for the product's future, and forgive growing pains as much as possible.

Mo found

Before pitching funding, the founding team is rounded out in order to be invested in and emerges from various sources.

ADVISORY STEERING BOARD BOARD



Iteration & learning

Where our first learning phase was about what was out in the world, this learning phase explores novel possible futures with primary research as our primary mode of learning. By adopting a sprint methodology we will put resource bounds on our validation efforts in order to prioritize deep learning around pointed questions. We don't need to become experts on our future marketplace, but we do need to show that the future marketplace exists and that we've identified a path to reach it. Determining the factors of success for the venture we are proposing, we can then identify the experts needed and investments it will take to build something awesome.

Hustling

While creativity and exploration helped get us to this point, deal making will help get us to the next point. Some of the most important sales we will make before we go for funding and launch to the marketplace are how we sell the vision to our founding team and founding users. Both of these groups of people will shape the story and contribute quite a lot to shaping the entity we hope to create.

Inspiration

Successfully exiting the validation phase to multiple audiences. We want to share our stake and perspective in what we are building.

Validation sprint #1

Focused on the end user, the first sprint will go past earlier low-fidelity prototypes and look not only at the basic hypothesis, but begin to get into the mechanics of a solution. This will likely include clickable prototypes and deeper analysis of end user testing to see whether our users will engage with what we are proposing and to discover what is important to the design.

Validation sprint #2

Focused on the buyer (if different from the end user), this sprint will take refined prototypes and embed them in a more refined proposition for purchase. Informants and respondents for this sprint will be leveraged to elucidate the required thresholds of functionality and the value propositions that most resonate.

Validation sprint #3

The final validation sprint will be geared to drive towards the highest priority questions remaining (or generated) in the first two sprints, while also making progress towards a minimum viable offering that might a starting point in the market to the entity that comes out of validation.

Planning

Moving from sprint-style prototyping into a period of documentation and refinement, the validation team will engage the broader studio to build a more durable brand identity, technical architecture plan, product roadmap, and strategic phasing. This will also be the period to produce artifacts like journey maps, design principles, market maps, vision, and mission.

MVO production

Kicking off concurrently with the pro forma stage, planning feeds into the production of a minimum viable offering. With that MVO, the first users can be secured either from the open market or through the partnership of sponsoring advisory board members as the most mature step of market validation.

Pro forma

Putting the plans against time, cost, and potential income, we will depict the economics of the venture we are proposing. As the plans are quantified, any adjustments to the proposed roll-out will be made to produce a finalized, matched set of proposed plans in the languages of marketing, product, technology, and finance.

Pitch production

Pursuing the first stage of the plan with validation funding, we turn each surviving entity into the best version of itself. This means crafting pitch materials such as pitch narrative, pitch deck, website, and introductory video so that when we look for alpha users

Find alpha users

Depending on the business model decided upon, the first sustainable users are recruited either from the open market or through the advisory board community associated with the incubator. These first users should be early adopters who will help shape the product as it evolves, advocate for the product's future, and forgive growing pains as much as possible.

Mobilize founding team

Before pitching for the next round of funding, the founding team must be rounded out in order to clarify who is being invested in when the entity emerges from validation.

Pitch for funding

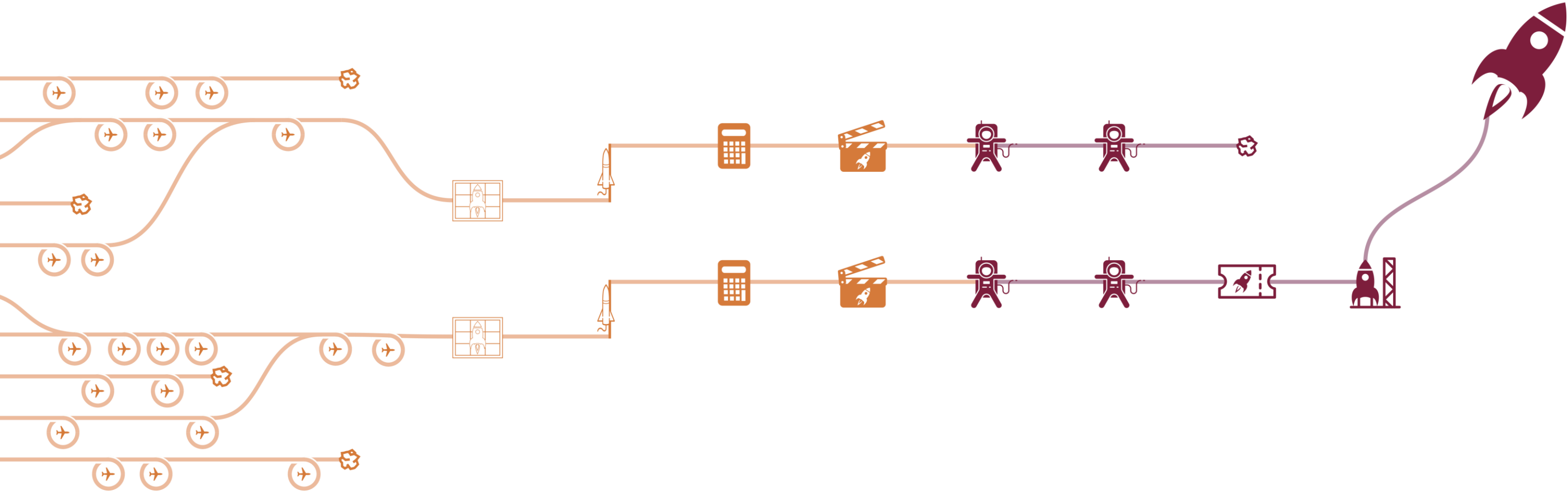
With a confirmed founding team, identified (and possibly live) alpha users, and the complete pitch in hand the team will enter the final validation test to see if there is backing for the venture.

Position for launch

Successfully funded ventures will go into a stage of transferring team, IP, and technology out of the incubator ecosystem and into an independent entity.

GO!

Exploration and validation end with a proper launch party to send these new entities out into the world.



Learning

Before we know what was out in the world, this learning phase explores novel possible futures with primary research as our primary mode of learning. Technology we will put resource bounds on our validation efforts in order to prioritize deep learning around pointed questions. We don't need to become an expert, but we do need to show that the future marketplace exists and that we've identified a path to reach it. Determining the factors of success for a given idea, we can then identify the experts needed and investments it will take to build something awesome.

Hustling

While creativity and exploration helped get us to this point, deal making will help get us to the next point. Some of the most important sales we will make before we go for funding and launch to the marketplace are how we sell the vision to our founding team and founding users. Both of these groups of people will shape the story and contribute quite a lot to shaping the entity we hope to create.

Inspiration

Successfully exiting the validation stage will require that we not only find a great path to a desirable future, but that we convey the potential of that future in a way that inspires multiple audiences. We want to attract the best team, the best partners, the best customers, and the best backers to join our cause. Each of these audiences will have a different stake and perspective in what we are proposing building, so we will need to make an excellent case from multiple angles.

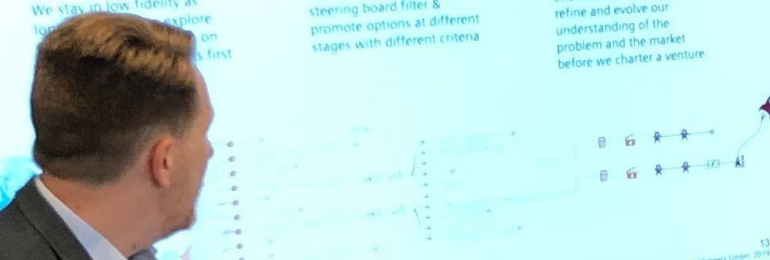
Creating investible options

Methodical processes get us from mission to product

PROBLEM-CENTERED
We stay in low fidelity as long as possible to explore options on the first

GATED PROCESS
Our advisory board and steering board filter & promote options at different stages with different criteria

CONTINUOUSLY LEARNING
We are in close contact with end users and buyers to refine and evolve our understanding of the problem and the market before we charter a venture



Shift Swap Making a Request

Auto-Find / Declines

Exploring

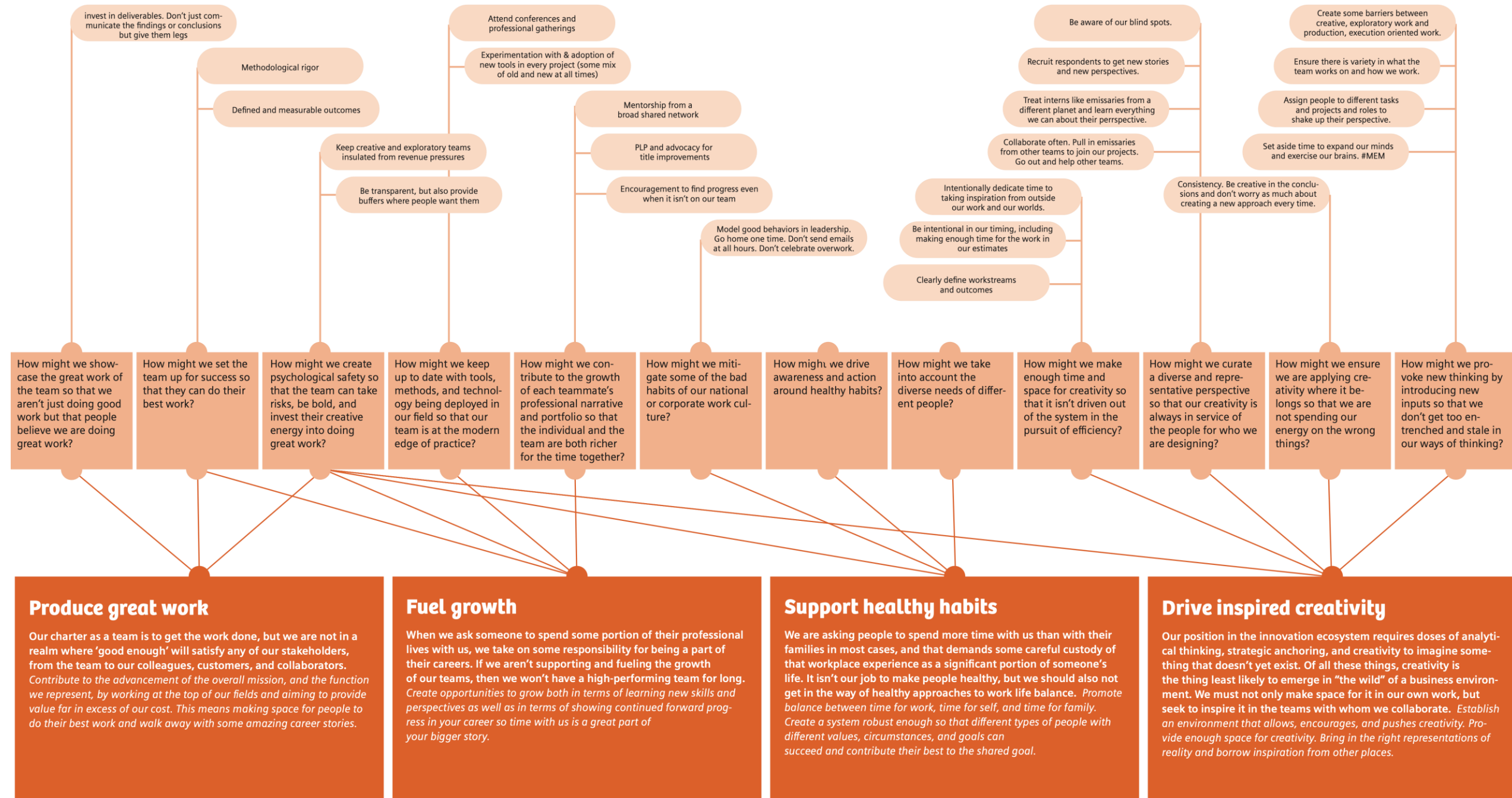
Time Off Making a Request



Team Working Principles

INNOVATION & INCUBATION

Innovation isn't a production line. Not everything we do is in-line the outcomes we are working for, sometimes we have to take a step back, a step outside, or a step into an alternative perspective altogether in order to find a way forward. This document is an attempt to think through what some of those indirect actions and priorities might be in service of building a high-performing creative team. The bottom of this mind map are four foundational working principles, with questions on top of them, and ideas stemming from those questions.



CREATIVE
CONFIDENCE

PSYCHOLOGICAL
SAFETY

Become an inventor!

Siemens Healthineers corporate legal team cordially invites you to

IP TRAINING SESSIONS

to be held at the incubator

28 AUGUST 2019

IP 101

11:00 a.m. to Noon

Useful for all employees to get oriented to topics such as the patent process, disclosure generation, business decisions involving IP, confidential communications, and more.

Lunch!

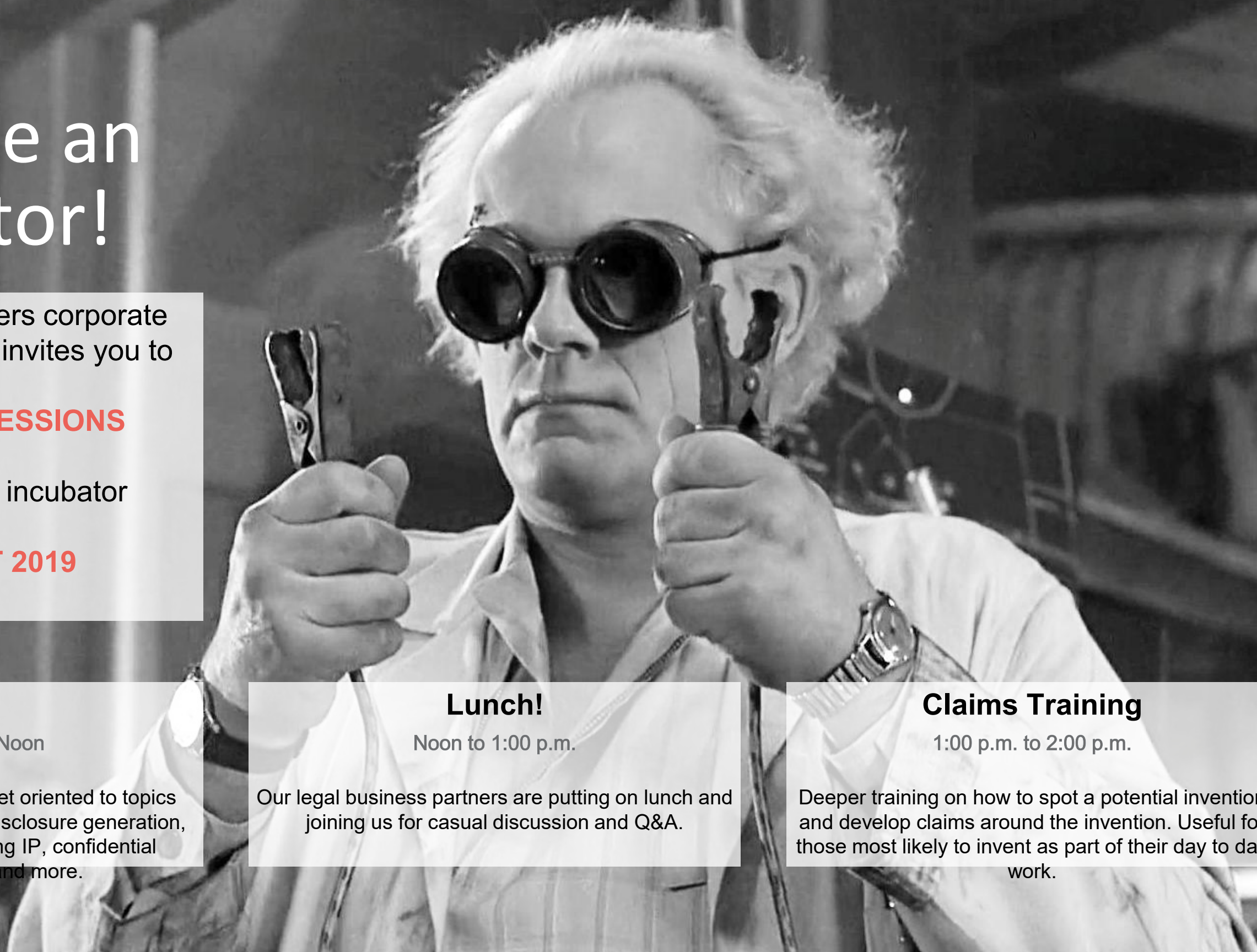
Noon to 1:00 p.m.

Our legal business partners are putting on lunch and joining us for casual discussion and Q&A.

Claims Training

1:00 p.m. to 2:00 p.m.

Deeper training on how to spot a potential invention and develop claims around the invention. Useful for those most likely to invent as part of their day to day work.



SIEMENS Healthineers Digital Incubator

Who's paying for how much time & effort?

- Strategic clients pay for "seats" in the studio
- R&D fellows fully seconded to incubator
- "Founders" join last

How might we reward effort and give permission for risk?

- The entire environment focuses on this work
- Those who join startup teams receive a stake in the business

What can we do to make it easier to innovate?

- The tools and governance structure are oriented around launch
- Clear funding, steps, and studio credits runway model

How might we focus those efforts on the most valuable problems?

- Advisory council ensures Siemens **organizational** energy
- Steering board ensures **market** interest with genuine investments
- Innovation agenda shared at most senior levels prioritizes **technology** targets

What are your experiences
creating successful
launchpads for internal
entrepreneurs?

My Takeaways

Voluntary

Who's paying for how much time & effort?

1

Sustained innovation requires resources with clarified ROI: culture, process, or returns / time.

Heroic

How might we reward effort and give permission for risk?

2

Measure the program by outputs, recognize the employees for inputs.

Effort

What can we do to make it easier to innovate?

3

Map out the journey of an idea and make it easy to understand.

unfocused

How might we focus those efforts on the most valuable problems?

5

Involve leadership in the selection & funding from early stages.

Prime the whole system with inspiration from your growth agenda.