

# Driving Innovation with Start-ups



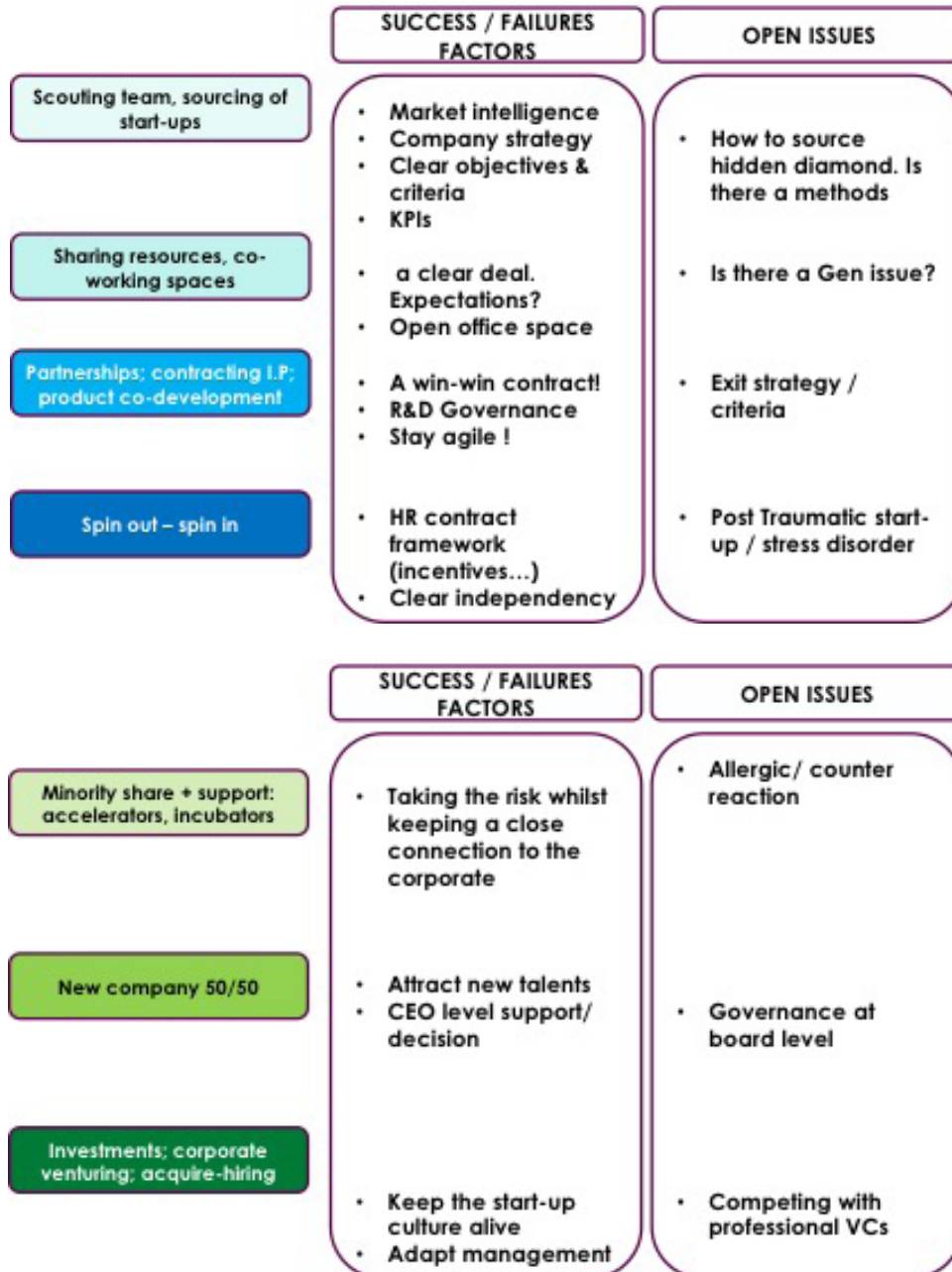
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Emmanuel Gaudin  
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& EuroCIO Co-chairman



**Chairman:**  
Philippe Courqueux  
CIO of Cora,  
Board Member of Cigref

## What we have found!

The key conclusions from the session:



## What we have explored

Among these conclusions, we have developed one of these in greater detail below:

### What are the main characteristics of a start-up?

- Being agile, flexible structure
- Having a disruption ambition; bring new ideas; innovation expertise on product/ service/ technology
- Scaling up, time to market is key
- Entrepreneur minded; able to take risk, uncertainty
- Value driven vs. cash driven
- Own Intellectual property
- Able to challenge existing business models with a technology focused

## The main objectives of collaboration:

### CORPORATE VIEW

1. **Time to market.** Go faster
2. Get rid of inertia, light governance, **agility**
3. Think different, get new ideas, **Disrupt** the customer experience
4. Attracting **talents**
5. Enhance **creativity** and innovation
6. Buy **I.P.**, Reach new technologies
7. **Revenue** expectations
8. **Defensive** / Attacking move towards competitors

### START-UP VIEW

9. Associate with big and powerful brands
10. Benefit from the network of the corporate
11. Access to a new market, increase the global footprint
12. Develop business skills on top of technology expertise
13. Open a development platform (API approach)
14. Get resources, cash (shareholder)
15. Leverage R&D expertise (example car manufacturers)

### A few examples of collaboration:

- EMC VCE / AXA: creating a new company. Greenfield activity for a New product / service. 50/50 internal vs external experts
- A dedicated scouting team
- A co development approach. Corporate bring skills, service, tools for equity
- The fintech village: how to embrace disruption in financial sector. Provide management, tools to teams
- "Qustomer": create new loyalty program and payment solutions in a new separate company (6 FTE)
- Safe Retail ATM: a refurbished solution inside the supermarket area
- CISCO: spin out / in. Owned at 51% by CISCO and brought back to the core in case of success. How to value the company share?
- Joint venture with a multiple market competitors
- Acquire minority share through a dedicated fund
- Crowdfunding of a new business model
- Create an open data platform: smart cities, transportation, gold mine in South Africa

Collaboration models vs. objectives

	Time to mkt	agility	disrupt	talent	creativity	Buy I.P	revenue	defensive
Scouting team, sourcing of start-ups								
Sharing resources, co-working spaces								
Partnerships; contracting I.P; product co-development								
Spin out – spin in								
Minority share + support: accelerators, incubators								
New company 50/50								
Investments; corporate venturing; acquire-hiring								

