INDEX

A
Academic research, examination, 42–43

Acceleration
advanced tools, 235–236
application possibilities, 134
focus areas, 228t
Incubation, relationship, 141
phase gate process, 228–232
Phase Gates, 235
principles, 226–228
usage, 225–226
Propel, comparison, 18
Questions, 235, 236
standard tools, 232–235
toolkit, 232–236
tools, usage, 225–226
transition
collection proposal, usage, 185–186
objectives, 227–228

Value Pitch, 233, 235

Acceleration to Operations
Transition List, 235, 236
Addressable market, 197
Akers, John, 58–59
Allen, Paul, 56
 story, 58
Amabile, Teresa, 20
Analytics
 execution, 208–209
Analytics, defining, 198–200
Andersen, John, 164–165
AngelList, 213
Angels (angel investors)
 executive summary request, 212
 impact, 65
Application
 richness, 91, 108
 robustness, 91
selection/migration, balance, 168
Applications generation, 89–92
  requirements, 89–90
  techniques, 90
Arm’s-length approaches, 34, 35–36
Assumptions
  confidence, example, 211
  conversion, 189–190
  defining, 194–196
  execution, 208–209
  TMRO assumptions, 209–210
  tracking, 211–212
  validation/invalidation, learning process (impact), 196
AT&T, breakup, 83

B
Bayh-Dole Act (1980), 116–117
Bell curve, 246f
  Valley of Death, example, 247f
Beta testers, 198
Beyond Human Nature (Prinz), 60–61
Biases, addressing, 219
Big XYZ, 118–119
  elements, 119t
Block, Zenas, 62
Brainstorming sessions, 195
Breakthrough Entrepreneurship
  (Burgstone/Murphy Jr.), 55–56
Breakthrough/radical innovation, 22
Brix, Jacob, 190–191
Bro, Soren, 139–140
Burgstone, John, 55
Business
  angels, impact, 65
  experiment, goal, 198–199
  opportunities
    conceptualization, 81
    integration, 254–255
    potential, criteria, 91
    strategy, importance, 236
    vision, 89–92
    impact, 92, 108
    Plant, impact, 91
Business Concept Breakdown, 181
Business Concept Template, 104, 106
Business model, 158–160, 204–206
  attributes, 204–205
  building, 13
  market learning, relationship, 164–166
  options
    development, 165
    identification, 82
    testing, 182
    usage, 216
Business Model Canvas, 166
Business plan, 212–216
  competitive analysis, 216
  components, 214–216
  cover slide, 215
  creation, 212
  creation, decision, 213–214
  financial projects, 216
  funds, usage, 216
  importance, 213
  marketing strategy, 215
  problem/solution, 215
Business Plan Template, 235, 236
Business Proposal Template, 181–182
Business Ventures Group (BVG) team, 79–80
C

Calls to action (CTAs), 196
  defining, 198–200
  execution, 207–208
Capital, impact, 242
Chaos, impact, 142–154
Chasm, crossing, 253
Chesbrough, Henry, 39, 204
Christensen, Clayton, 61
Ciancio, Nick, 86
Coaching
  requirements, 134, 182–185
  sessions, leverage, 135
Common language, usage, 23
Communication, importance, 28
Competencies
  gaps, bridging, 13
  placement, 14
Competency-based acquisitions, 40
Competition, impact, 242
Competitive analysis, 216
Competitive positioning, strength, 237
Competitive strategy (business model attribute), 205
Concept proposal, usage, 185–186
Conceptual practitioner, perspective, 19
Confidence
  discipline, impact, 182
  execution, 209–212
Connect+Develop (P&G), 84–85
Consulting business, change, 4
Cooper, Robert, 229, 231
Corning, core competency (focus), 16
Corporate culture, examination, 43–45
Corporate entrepreneurs
  characteristics, 33
  concept, 32–33
  entrepreneurs, contrast, 71–72
  potential/threat, 33
Corporate entrepreneurship (CE)
  arm’s-length approaches, 34, 35–36
  characteristics, application, 55
  definition, examination, 31–55
  innovation function, 34, 40–41
  institutionalization, 40–41
  internal venturing, 34, 36–37
  intrapreneurship, 34–35
  models, 41t
  emergence, 42t
  examination, 33–42
  new business creation, 34, 38–39
  open innovation (hybrid approach), 34, 39–40
  personal definition, 47
Corporate intrapreneurs, 32
Corporate New Ventures (P&G), 38
Corporate setting, innovation (defining), 17–25
Corporate startups
  business opportunities, integration, 254–255
  environment, alignment, 252
  treatment, 62
Corporate venture capital (CVC), 35–36
Corporations, challenges, 70
Cost/profit (business model attribute), 204
Creative ideas, capture, 36–37
Creativity
- companywide responsibility, 20
- environment, impact, 47
- importance, 18–19
Criticality dimensions, 149
Critical uncertainties
- focus, 151
- identification, 108
Crossing the Chasm (Moore), 247
Cross-licensing agreements, 83–84
Culture divide
- definition, 24f
- navigation, 24–25
Currie, Peter, 74
Customer intimacy, culture, 24–25
Customer needs, 115–116

D
Detailing, usage, 218
Development, experimentation (transition), 227–228
Diffusion, law (impact), 253–255
Diffusion of Innovations (Rogers), 246
Discovery, 47
- advanced tools, 104–106
- application generation, 89–92
- business vision, 89–92
- criteria/decision options, 88f
- decision criteria/assumptions, 87
- focus areas, 83t
- initial evaluation, 92
- insights, 91–92
- relationship, 92f
- movement, objectives, 82
- open innovation, relationship, 83–85
Plant, comparison, 18
principles, 81–83
process, implementation, 62–63
progression, 85–92
standard tools, 93–104
toolkit, 92–107
- caution, 107
Uncertainty Identification Checklist, 100t–101t
Value Pitch, 93, 99, 102–104
Discovery-Incubation-Acceleration (D-I-A)
approach, 23
building blocks, 15f, 49
framework
- completion, 225–226
- usage, 163
- mind-set, 227
- impact, 140
- model, 13–15
- usage, 232
tools, impact, 140
transition, 13
uncertainty reduction model, 232
value, 183–184
Discovery Questions, 104, 106
Discovery to Incubation
- Transition List, 104, 106
Dodge, Jeff, 164–165
Drucker, Peter, 3–4
Dunham, David, 62

E
Early market participation, 138
Ecosystems, 252–253
- organizational characteristics, 242–243
- understanding, 220
Edison, Thomas, 85
Emerging Business Opportunities (EBO)
  system, 16
  program, impact, 75
Employees, personal incentives (usage), 140
Entrepreneurs
  attention, 125–127
  beginnings, 56–57
  born concept, 60
  comparison, 71–75
  corporate entrepreneurs, contrast, 71–72
  definition, 55–56
  ecosystem understanding, 220
  myths, 5
  personal experiences, 63–67
Pivot Startup methodology, 194
  risk takers, 57–58
  serial entrepreneurs, 75
  startup launch, 206
  traditional management tools, failure, 4–6
  types, comparison, 72t
VC team, impact, 125
work environments, comparison, 73t
Entrepreneurs Are Made Not Born (Shefsky), 60
Entrepreneurship
  interest, 58–59
  opportunity recognition, impact, 111
  types, understanding/executing, 74–75
Everett, Daniel L., 60
Excel spreadsheets, usage, 211–212
Executive summary, VC/angel investor request, 212
Experiment
  bias, reduction, 219
  execute loop, 206f
  execution, 206–207
  results, example, 211
  tracking, 211–212
Experimentation, transition, 227–228
Experts, engagement, 132
External corporate incubators, 35–36
External networks, importance, 170–171

F
Failure
  acceptance, 134
  cycle, repetition, 14
  experimentation, decision, 135–136
  value, 47
Feedback, impact, 192
Feld, Brad, 74
Four Rings of Defense, 16
Freud, Sigmund, 3

G
Gates, Bill, 5, 56
  risk taker, 58
Genesis Pad Opportunity
  Description, 93, 95–96
  relationships, 95f
Genesis Pad Solution Description, 173, 176–177
Genesis Pad Solution, relationships, 178f
INDEX

Greenspan, Brad, 65
Growth
curves, 240f
operational infrastructure, 227
rate, impact, 108
wall, 253
Grundfos SIGMA waterheater,
product award submission, 163f
Gupta, Ravi G., 242
Gust (online startup platform), 212–213

H
Hammer, Eran, 57
Hansen, Hans Brink, 80
Higher-uncertainty innovation opportunities, 159
pursuit, 38, 42
Higher-uncertainty opportunities, pursuit, 13
High-uncertainty projects,
Learning Plan (impact), 220–221
Human flexibility, human reasoning (impact), 60
Hyland, Joanne, 10

I
IBM
emerging business opportunities, 11
outcomes, 11
successes/transformation, 16–17
I-Corps program, 74
characteristics, 61
Ideas
capture/conversion, 13
exploitation, 118–119
generation, 91
transition, 123–125
Idea Uncertainty Assessment Tool, 93, 94t
Illusion, impact, 192
Incremental innovation, 22
questions, 160
Incubation, 47, 131
activities/processes, 137–141
advanced tools, 180–182
application possibilities, 134
chaos, impact, 142–154
coaching, requirement, 134
decision, 132–133
Discovery, relationship, 82
experiences, 132–133, 135–136
experts, engagement, 132
focus areas, 141t
importance, 131–132
learning, 133
movement, objectives, 141
objectives, 136–137
Pivot, comparison, 18
principles, 133–141
progression, 158–160
projects, 221
questions, 180
standard tools, 173–180
toolkit, 173–182
transition, 107–109
uncertainties, reduction, 138
identification checklist, 145t, 148, 150t
Incubation projects, management, 13
Incubation to Acceleration Transition List, 181
Incubation Uncertainty Identification Checklist, 145t, 148, 150t
usage, 153
Incubation Value Pitch, 173, 179
Infrastructure, impact, 242
In-licensing, 40
Innovation basics, 28f
business opportunity evolution, 51t
catalysts, 86–87
consideration, 147
continuum, uncertainty (relationship), 27
defining, 17–25
definition, 20f, 21–22
ecosystem, organizational characteristics (development), 242–243
environment, impact, 47
forms, 22
function, 34, 40–41
knowledge, acquisition, 15–17
leader, characteristics, 172
operational excellence, impact, 24
opportunities, capture, 85–92
practices, consistency, 20–21
practitioners, education (importance), 16
projects, questions, 160–161
roles, 169–172
strategies
culture, impact, 243
pursuit, 21
systemic model, 17
term, usage, 59
types, 22
uncertainty basics, 27–29
levels, relationship, 27t
management, 12
Innovation Ambitions Spider Chart, 103–104
Innovation team building, 169–171
external networks, importance, 170–171
measurement, 159
Innovative thinking, companywide responsibilities, 20
Insight 3/Insight 7, reinforcement, 80
Intellectual property (IP) sale, 66
Intent to purchase (ITP) agreement, 208
form, usage, 199
Internal venturing, 34, 36–37
Interviews, 90
Intrapreneuring (Pinchot), 34
Intrapreneuring, importance, 35
Intrapreneurship, 34–35
Invention, 18–19
activities, 84
Investment, opportunity, 221–222

J
Jobs, Steve, 5, 56
Joint ventures, 40
Jung, Mark, 65
K
Kawasaki, Guy, 118
Key success factors (KSFs), 115–116
Kiechel III, Walter, 4
Killer application, discovery, 167–168
Knowledge
assumptions, conversion, 189–190
asymmetries, 113
construction, 190–194, 203–204
loop, 191f
reflection, impact, 191–192
inflows/outflows, 39
loop, execution, 209–212
tracking, 211–212
Knudsen, Dorte Bang, 136
Kodak
challenges, 43
inventions, commercialization (absence), 12
losses, 17
outcomes, 11
coaching requirements, 182–185
feedback, impact, 192
impact, 133, 218
maximization, 137
network, nurturing, 47
opportunity, loss, 193
outcomes, 146–147
evaluation, 153
process, 219
product prototype, contrast, 166–167
prototype, 207
tests, 146
Learning loops, 135, 143–144
concept, 62
development process, 152–154
guidelines, 153–154
initiation, 152–153
tracking, 211–212
Learning per dollars spent mantra, 141, 157, 225
Learning Plan, 138, 142–154, 190
design, 146
direction, 220–221
loops, 180
methodology, 144, 146–148
usage, 220–221
Learning Plan Design Template, 144f, 173–174
Legacy systems, replacement, 254
Leonsis, Ted, 65
Lieberman, Philip, 60
Loops. See Learning loops
Lords of Strategy, The (Kiechel III), 4
Lorenzen, Jesper Ravn, 147
Lucky or Smart? (Peabody), 60
Learning
acceleration, 182–184
approach, 146
value, 182–185
Latency, 149, 149t
Leadership
principles, development (absence), 12
strength, 243
Leaders, requests (problems), 14
Lean Startup, The (Reis), 127
Learning
M
MacMillan, Ian, 61, 62
Management
challenges, overcoming, 13
discipline, emergence, 19–21
measurements, impact, 158
system elements, emergence, 40
team, development, 228
techniques, basis, 3–4
Managerial resource processes,
impact, 12
Market
concept
testing approach, 175t
testing outcomes, 177t
defining, 196–198
development
considerations, 166–172
learning, equivalence, 169
early engagement, importance,
168–169
entry, approach, 167–168
impact, 242
interest, validation, 141
market-entry options/strategy,
136
positioning, strength, 237
presence, establishment,
228
probes, usage, 139
segment (business model
attribute), 204
size, 108
trends, understanding, 160
types, 197
uncertainty, 160
Market and Technology
Development Integration
Plan, 233, 234f
Market Assessment Summary,
115
Market group
defining, example, 208
definition, 197–198
examination, 198
execution, 207–208
Marketing strategy, 215
Market learning, 158–160
business model, 164–166
corporate models, 160–166
market development,
equivalence, 169
startup activity, 190
Market, organization, technical,
and resource (MOTR)
levels, 139–140
Marketplace
assessment questions,
196–197
startup entry, 197
Market, Technical, Organization,
and Resource (MTOR),
48–49
Market value proposition,
236
concision, 107
McGrath, Rita, 61
Mergers and acquisitions (M&As),
impact, 15
Metrics, articulation (importance),
47
Michaels, Edward G., 119
Micro Instrumentation Telemetry
Systems (MITS), 58
Microsoft, founding, 56
Mind-set, impact, 23
Minimum viable product (MVP),
200–201, 207–208
INDEX

Moen
  consumer product focus, 143–144
  innovation, 49–50
  MotionSense, 166–167
Moore, Geoffrey, 247
Murphy, Jr., Bill, 55

N
NetActive venture, 87
Net present value (NPV) calculations, usage, 124
New business creation (NBC), 34, 38–39
  consideration, 147
  management system elements, emergence, 40
New market creation, stimulation, 138
New product development (NPD), 39
  metrics, 138
Next-generation concepts, 133–134
Nielsen, Jamie, 80
Nortel
  challenges, 43
  losses, 15–17
Not invented here (NIH) mind-set, adoption, 231

O
Obama, Barack (State of the Union address), 59
O’Connor Gina, 33, 48, 61
  commentary, 69
Olesen, Lars Spicker, 132, 134, 136
Opel, John, 58–59
Open innovation
  discovery, relationship, 83–85
  hybrid approach, 34, 39–40
  model, activities (combination), 84–85
Open Innovation (Chesbrough), 39
Operating contexts, differences, 72, 74
Operational excellence, impact, 24
Operations plan, confidence, 237
Opportunity
  concept, usage, 107–109
  elaboration process, 124–125
  evaluators, identification, 124
  experimentation, 180–181
  hypotheses, 105
  ideas, relationship, 123–125
  outsider perspective (Pierson), 184
  pipeline, creation, 139
  recognition, 82, 91, 112–113
  impact, 111
  relationships, 112f
  recognizers, 86–87
  network, 88
  score, 97
Opportunity Discovery, 104, 105–106
Opportunity Potential Questions, 93, 97, 98f
Opportunity Recognition Tool, 104, 105
Opportunity Scan with Market, Technology, and Intellectual Property Dimensions, 104, 105
Opportunity Screening Criteria, 93, 96–97, 96t
Index 277

Opportunity Stakeholder
  Positioning Steps, 93, 99, 102
Organizational characteristics,
  development, 242–243
Organizational learning,
  promotion, 32
Organizations
  processes, impact, 12
  uncertainties, 132
Overall market, 197

P
  Page, Larry, 5
  Partner Scan, 181
  Peabody, Bo, 60
  People
    criticality, 171–172
    impact, 242
  Per Insight 7, evolution, 49
  Personal experiences, usage,
    46–50
  Peters, Lois, 69
  Phase gate processes, 138–139,
    228–232, 255
  Pickett, Mike, 143, 167,
    170–171
  Pierson, Steve, 135, 157–158,
    182–184
    outsider perspective, 184
  Pinchot, Gifford, 34–35
  Pivot
    methodology, origins, 8–10
    prevention, 69–70
    value pitch checklist, 180f
  Pivot Startup, 190
    approach, 197–198, 203–204
    flow, 193f
    methodology, 194, 218
    learning plan, usage,
      220–221
  Pivot Value Pitch, 173, 179
  Plant
    Discovery insights, 92f
    Value Pitch, 93, 99, 102–104
    checklist, 103f
  Porter, Michael (model), 241–242
  Portfolio approach, 70
  Positioning statement, 121–122
  Preject, term (usage), 200–201
  Prototype, 207–208
    benefits, 219
    term, usage, 200–201
  Prinz, Jesse, 60–61
  Probe and learn process, 161
  Product
    defining, 200–201
    execution, 207–208
    development, 5f
    commercialization focus,
      142–143
    framework, 5–6
    integration, 229–232
    process, integration, 227
  Production processes, 137
  Product prototype, 219
    learning, contrast, 166–167
  Projects
    cessation, 139
    commercialization objectives,
      229
    failure, uncertainty (impact), 45
    maturation, 228
    objectives, example, 229–230
  Propel
    impact, 236–237
    phase, risk, 240
    position, 251
Propel Value Pitch, 233, 235
checklist, 235f
Proposals, development, 137
Prototype
decision, 200
learning prototype, 207
Public switched telephone
network (PSTN) to
Internet Protocol (IP)
bridging concept, 89f

Q
Quality Function Deployment
(QFD), 120
Quality, term (usage), 120–121
Quigley, Louise, 143, 166–167,
170

R
Ramasamy, Arun, 151
experiences, 162–163
Recognition discount/absence, 45
Reis, Eric, 127, 200
Research & development (R&D)
management approach, 39–40
team, impact, 161–162
Resistance, law (impact), 253–255
Resource and Organization
Alignment Plan, 233, 233f
Resources
assumptions, confidence
(impact), 210
gaps, bridging, 13
uncertainties, 132
Resources and capabilities
(R&Cs), 115
Results, execution, 209–212
Revenue targets, provision, 141
Risk
identification, 237
transition, 226–227
uncertainty, contrast, 25–26
Risk-taking/takers, 56–59
Rogers, Everett, 246
Roman civilization, disappearance
(reasons), 19
Rosenbloom, Richard, 204

S
Sakus, Gedas, 80
Sales support, critical mass, 227
Scaling, 255–256
timing, 246–249
Schrob, Alan, 131, 169, 182
Schumpeter, Joseph, 3
Scientific research method, usage,
147
Seed funding, importance, 47
Senior leaders, freedom
( limitation), 44
Senior leadership, impact, 47
Serial entrepreneurs, 75
Shefsky, Lloyd, 60
Shosh, Shikhar, 7
SIGMA waterheater, product
award submission, 163
Silicon Valley, support, 242
Skunk works, 39
Small Business Innovation
Research (SBIR), 90
Spending, minimization, 137
Spider chart, visualization, 105
Spin-ins/spin-outs, 36–37
Stage-Gate, 229, 255
development process, 230f
Stand-alone ventures, 37
Startup Communities (Feld), 74
Startup Genome, reports, 241, 248
Startups
activities, facilitation, 242
confidence, increase, 209
creation, 212
discovery process,
implementation, 62–63
ecosystem, 241–244
elements, application, 242
organizational characteristics,
242–243
Startup Genome project, 241
tools, 212–213
viral growth, 65–66
Strategic communications,
importance, 38
Strategic fit, 91, 141
example, 229–230
Strategic innovation, 45
factors, 13
Strategic partnerships, 40
Strategic thinkers, team (building),
170
Strategy, uniqueness, 243
Success
people, impact, 171–172
principles, 50f
value, 47
Suppliers, impact, 242
Survey of Small Business Owners
(U.S. Census Bureau), 7
Sykes, Hollister, 62
T
Target market, 197
Technical and Market Concept Testing Approaches, 173, 174
Technical and Market Concept Testing Outcomes, 173, 176
Technical Concept Testing, 181
approach, 175t
outcomes, 176t
Technical insights, usage, 82
Technical, market, resource, and organization (TMRO), 48
assumptions, 209–210
confidence, diagram, 210f
balance, 256
uncertainty, 26, 27, 190, 251
reduction, 21
Uncertainty

dimensions, 148–152
importance, 25–29
innovation continuum, relationship, 27
latency/criticality dimensions, 149f
levels, innovation (relationship), 27f
reduction, 138, 219, 230
learning, usage, 218
Plant/Pivot phases, impact, 240
risk
contrast, 25–26
transition, 226–227
types, 26

Value chain, 137
business model attribute, 204
creation, impact, 165
development, stimulation, 138
Value loss, 108
Value network (business model attribute), 205
example, 205f
Value Pitch
checklist, 180f
development, steps, 103–104
emphasis, 185–186
Plant, relationship, 107–109
Propel, impact, 236–237
Value proposition, 96, 119–121
business model attribute, 204
development, 82
Value proposition process (VPP), 120
Venture capital (VC)
  investors, executive summary request, 212
  principles, usage, 47
  VC-backed firms (failure), 7
Venture capitalists (VCs)
  founder replacement, 70
  impact, 65
  opportunity evaluator classification, 124
Venturing models, survival (importance), 37
Vision, 97

W
Winning at New Products (Cooper), 231–232

X
Xerox PARC (external corporate incubator), 36

Y
Zuckerberg, Mark, 5, 56
  learning, 74
  risk taker, 59