Corporate perspective

The Joint-IF program that is offered to the corporate is a unique opportunity to radically innovate and to invest in the future of their company by building "raise-ups". It offers the opportunity to explore the future proposition of the company (horizon three) by experimenting with expanding their product portfolio. The Joint-IF benefits the corporate in multiple practical ways. First, the corporate has the opportunity to explore opportunities to innovate radically outside the company. Second, the scale-up that is offered is aligned with their innovation strategy and is based on a valuable market opportunity. Third, the return on investment consists of a new business unit, financial income from the scale-up, first right of refusal with a low due diligence cost if sold and an innovative culture that attracts new talent.

Entrepreneurial perspective

The team of the raise-up is given the opportunity to build a company with a higher success rate due to corporate opportunity, coaching and access to important resources such as finance and market access. They are offered a unique opportunity where they are supported through the valley of death, an opportunity between working for a start-up and for a corporate. The start-up characteristics such as incentive, focus, culture and freedom are protected creating an exciting work environment. When delivering the raise-up as a scale-up to the corporate the team succeeded their mission.

Accenture perspective

From the perspective of Accenture the Joint-IF method generates a broad spectrum of opportunities. Besides the low investment due to the use of current building blocks in the organization return on investment is high. The innovation partnership that is closed with clients by selling the Joint-IF offers a great opportunity to build a self-funded relationship. Besides the revenues that are generated from the innovation partnership and selling the Joint-IF project, offerings from the core business from Accenture could be sold due to a better relationship. Developing new offerings and working with radical models related to innovation is positive for the image of Accenture and attracts new talent.

Building a ‘Raise-up’

The seven categories together determine the sum of the surface of the “valley of death”. When offering support in all categories the chance on success will theoretically be higher. The surface area (Figure A) that is causing the “valley of death” is part of the explorative character and giving a “raise-up” team access to all resources does not per definition result in success. This model only indicates how offering support in the crucial area’s can contribute to the success. Within the seven categories two phases can be identified.

Phase one consists out of combining a market- and technology opportunity to the right team. These factors are rated as the most important ones to build the foundation of the “raise-up”. Phase two consist of handing the “raise-up” support in financial resources, network and specialized industry knowledge, market access and R&D facilities and resources. The creation of “raise-ups” is in detail described to make the translation from theory to practice.

Corporate landing zone

First, to integrate a start-up that is still searching for its product market combination in a corporate organisation, a corporate landing zone is required. Without a landing zone, an explorative project cannot be successfully connected to the corporate.

Corporate hug of death

Second, to support the explorative character of the start-up, the corporate should avoid integrating core characteristics of the start-up. This is referred to as the “corporate hug of death”, where the corporate negatively influences the positive and unique characteristics of a start-up: decision power, freedom, incentive, team, focus and culture.

Seamless implementation

Third, to support the creation of radical innovation, the corporate should use different methods to measure radical innovations than the one used for incremental innovation. The requirements formulated at innovation stage gates do not offer the freedom to explore and pivot.