



INTRAPRENEURSHIP  
CONFERENCE

**Hao Dinh**

# **Chameleon Innovation**

 **accenture**

  
**pwc**

**IBM**

  
**Ford**



  
**citi**

  
Southern  
Company

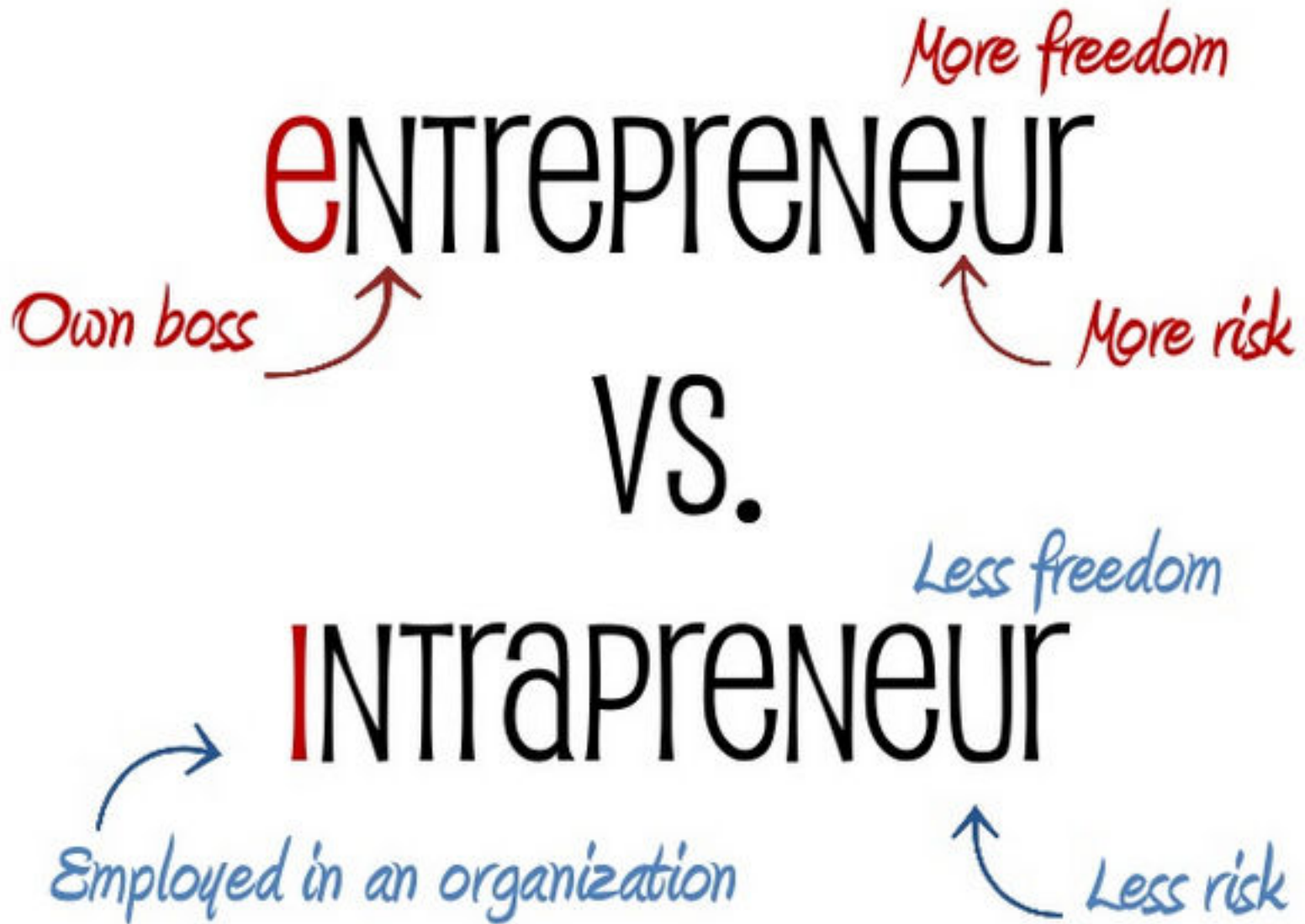
**IDEO**

  
**United  
Technologies**

  
**Exelon**

  
Unilever





# IntraEntrepreneur

## INDEPENDENCE

Wholly independent in the creation and governance of their entrepreneurial project

## TIME CONSTRAINTS

Considerable pressure to demonstrate success quickly

## RISK

The entrepreneur assumes all business risks

## ADDED VALUE

The entrepreneur must demonstrate added value to all stakeholders

## RESOURCES

The entrepreneur must find all necessary resources

## DECISION MAKING

The entrepreneur is involved in all relevant strategic decision-making

## INDEPENDENCE

Relatively independent in the creation and governance of their intrapreneurial project

## TIME CONSTRAINTS

Comparatively less pressure to develop and optimize their project towards successful completion

## RISK

The intrapreneur assumes some risk related to their project

## ADDED VALUE

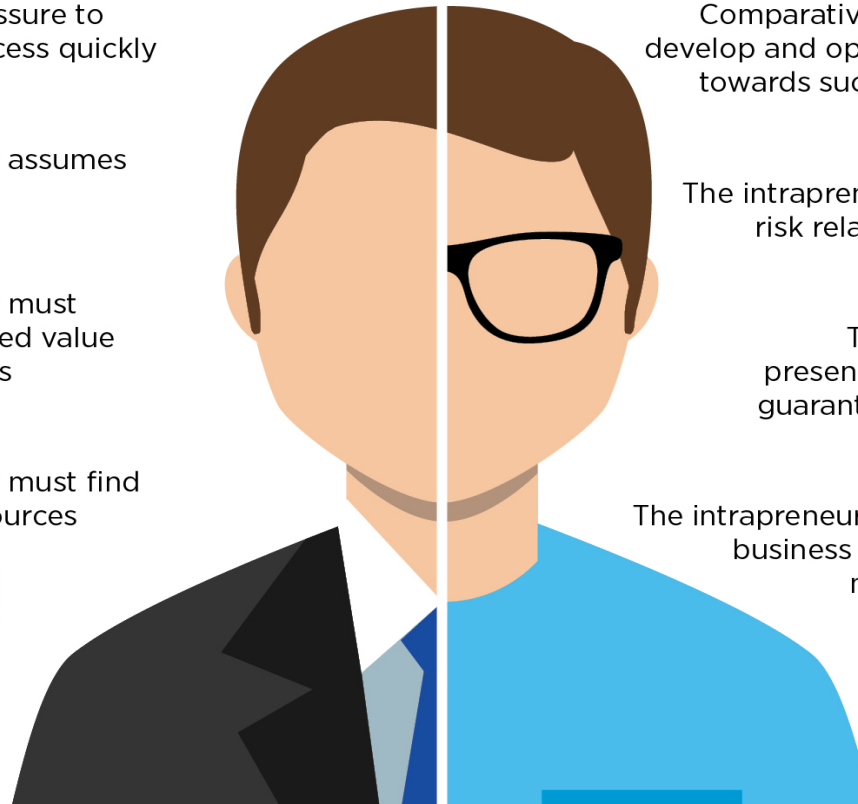
The family business' presence offers additional guaranties to stakeholders

## RESOURCES

The intrapreneur has access to core business resources, but they must leverage them to their benefit

## DECISION MAKING

The intrapreneur shares decision-making power



SOURCE: Intrapreneurship in Enterprising Families; Business Families Foundation | Winning at Intrapreneurship; Guillaume Hervé



# “Disruption” is the new normal

## Winners



**Innovation:** Pioneered streaming video services  
**Result:** \$6B revenue (2014)



**Innovation:** Pioneered digital ride-sharing  
**Result:** \$10B revenue (2015)



**Innovation:** Pioneered eCommerce platforms  
**Result:** \$89B revenue (2014)

## Losers



**Mistake:** Didn't adapt to streaming video  
**Result:** bankrupt (2010)



**Mistake:** Didn't adapt to digital photography  
**Result:** bankrupt (2012)

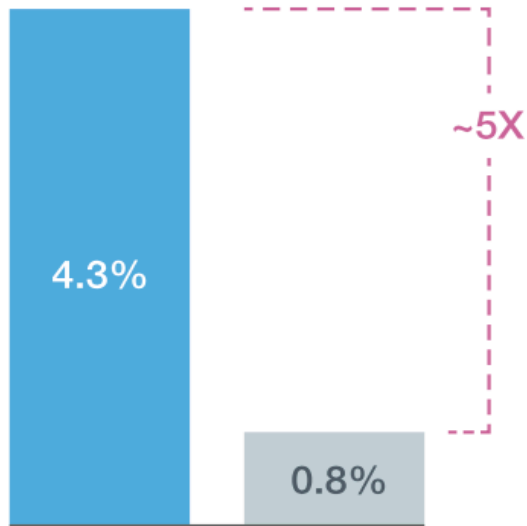


**Mistake:** Didn't adapt to eCommerce  
**Result:** bankrupt (2011)

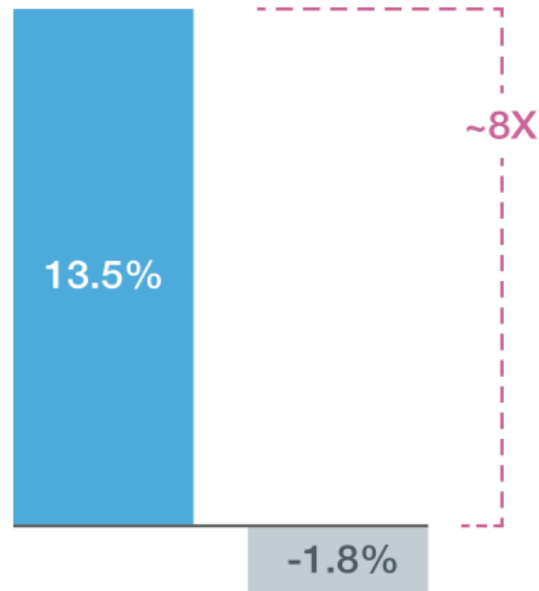
# B2B digital leaders turn in stronger financial performance.

■ Top-quartile digital B2B companies   ■ Rest of B2B sample

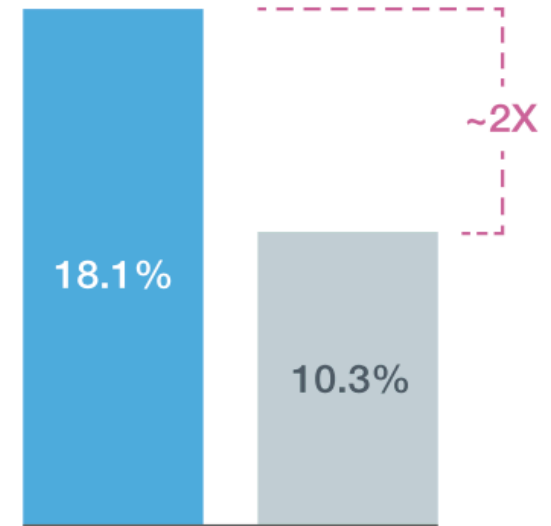
Revenue growth,  
CAGR, 2010–15



Operating profit (EBIT)  
growth, CAGR, 2010–15



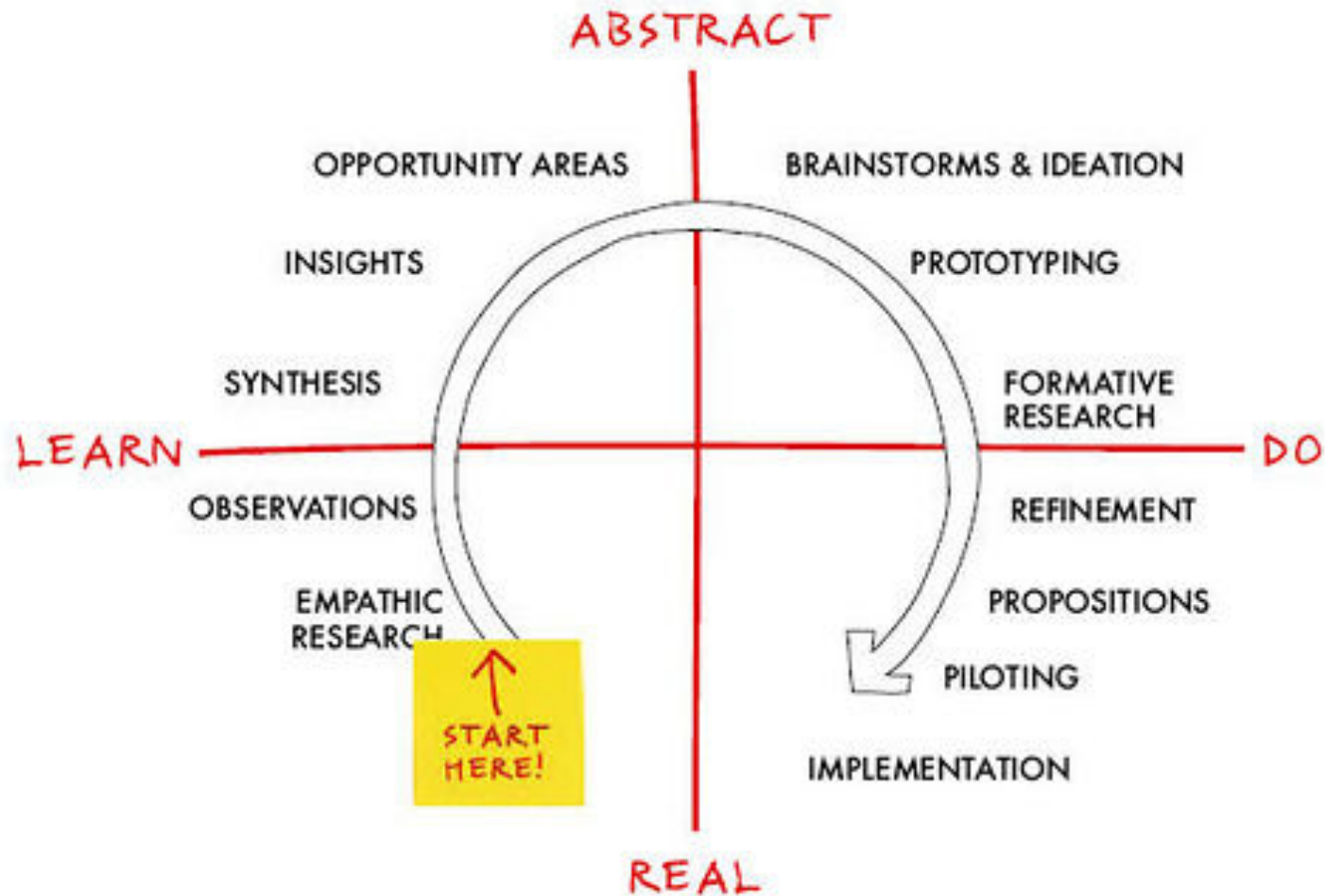
Return to shareholder (TRS)  
growth, CAGR, 2010–15



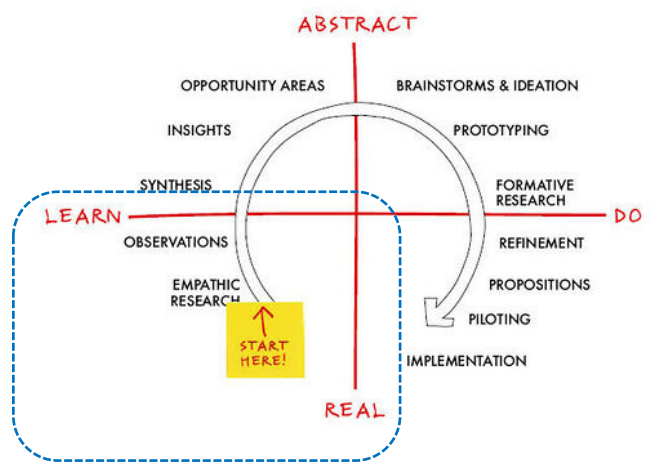
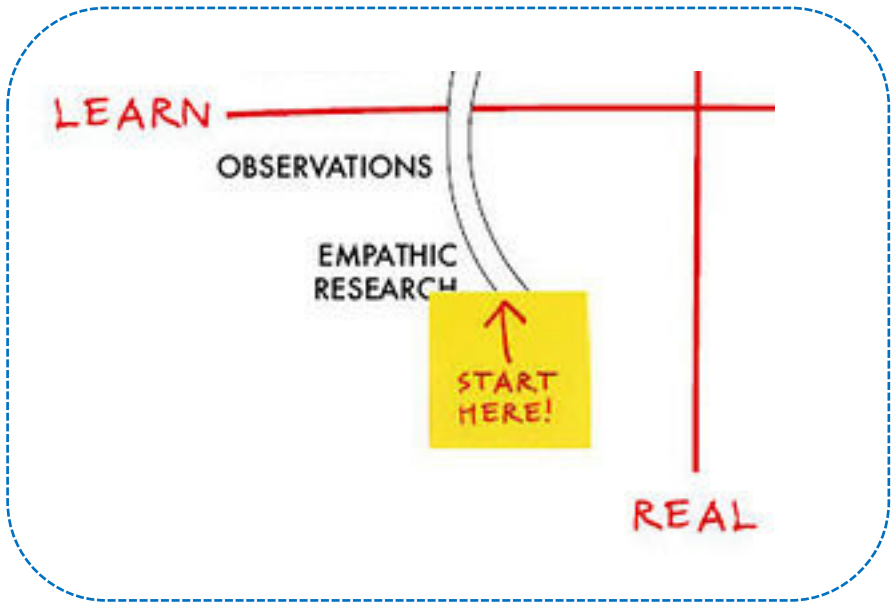
McKinsey&Company | Source: McKinsey Digital Quotient®, Capital IQ

# IntraEntrepreneur





Source: IDEO



### Intrapreneur

*Identify & validate customer pain points*

Internal assessments, sales people or surveys

### Entrepreneur

Out the door talking to potential customers

### IntraEntrepreneur

Leverage surveys/assessments to identify which customers to engage

Design workshops with sales and customers

# Design Workshops

## Why do it?

- **Customer 100% involved**
- Customers need assistance pinpointing pains
- **Fast, real time validations**
- Broader ideas & perspectives
- **Learning together**



# Cross-Industry Workshops

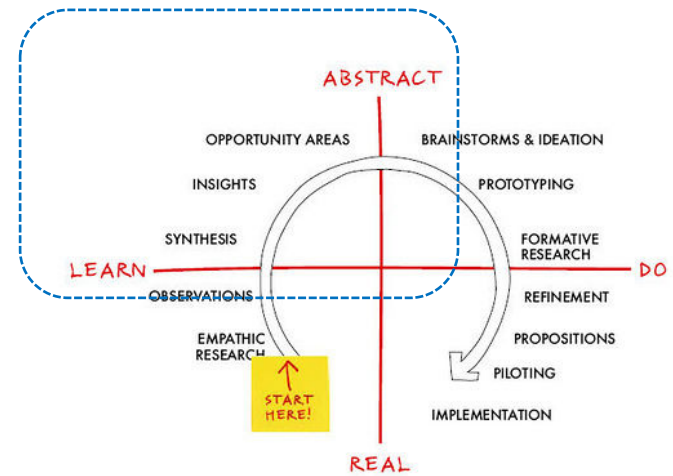
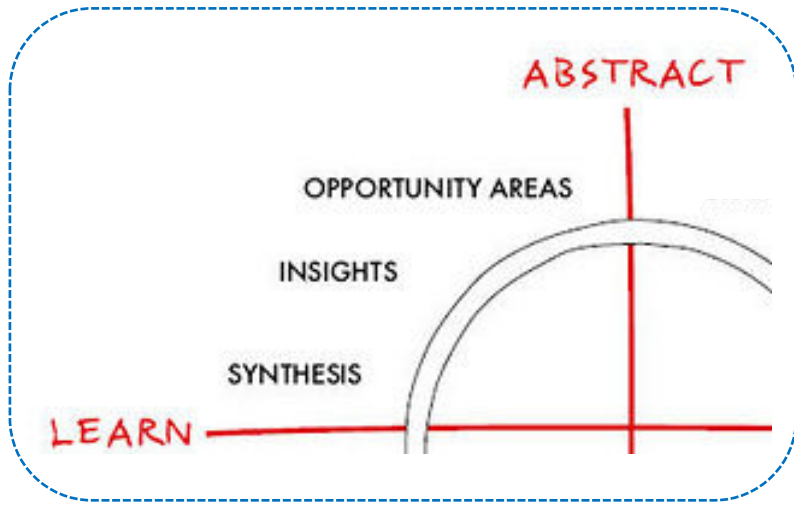
Within organization ... various functions

Outside organization ... with customers & suppliers

Cross-industry ... banking, retail, energy & healthcare



[www.ideocolab.com](http://www.ideocolab.com)



## Intrapreneur

## Entrepreneur

## IntraEntrepreneur

*Scoping*

Already know where to focus

Let's do it all!

Let the process guide identify the focus area and leverage company strategy to prioritize



# The Startup Playbook Philosophy

## 1. Build painkillers, not vitamins

- Don't chase ideas that are simply features, or partial services, that couldn't compete in mature markets. To customers, these are elective, much like taking a vitamin. Instead provide a painkiller that relieves a customer pain point and forever.

## 2. Be ten times better

- Be ten times better than your competitors. "You cannot be incrementally better. Incrementalism kills companies." Focus on a strength that allows you to radically differentiate your offering.

## 3. Ruthlessly focus on your biggest ideas

- Understand a broad range of trends and data to help identify the One Big Idea that can truly win a new market.

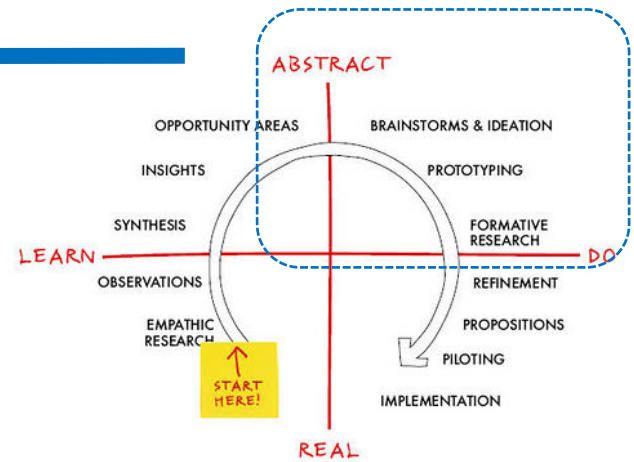
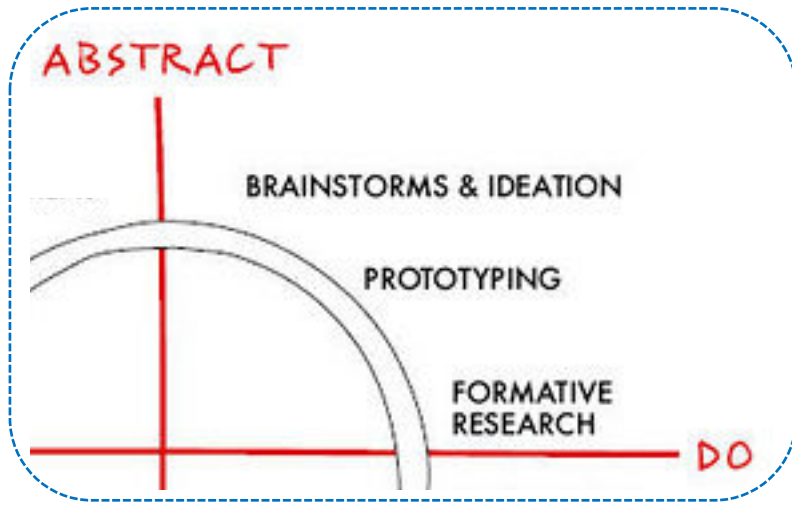
## 4. Play to your strengths

- "If you consider how difficult and improbable breakout success is in any given market, you can begin to understand why it is so critical to use a battering ram of proprietary assets..."

## 5. Be a monopolist

- Thinking "monopolistically" is a way to focus on building market-dominating offerings. Provide this vision early in the process to build winning ventures.





### Intrapreneur

*Ideas, ideas, ideas*

Negative mindset

*Fast prototyping*

Need 6 months to prototype

### Entrepreneur

Not short of ideas

Ok showing the ugly baby

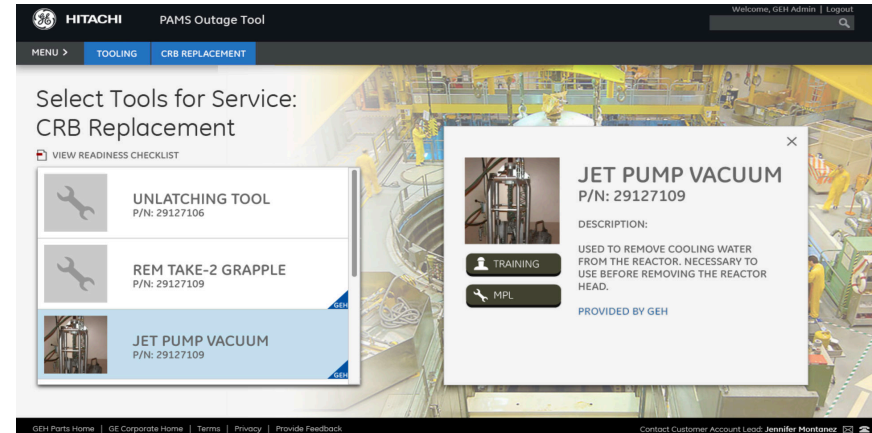
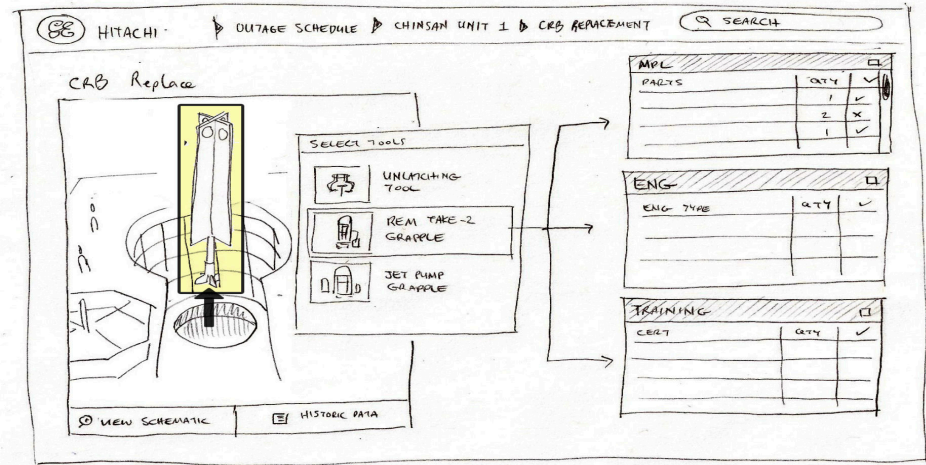
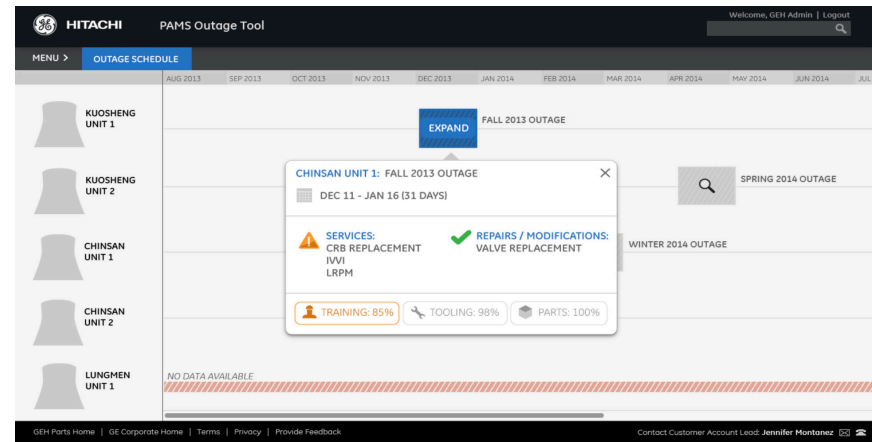
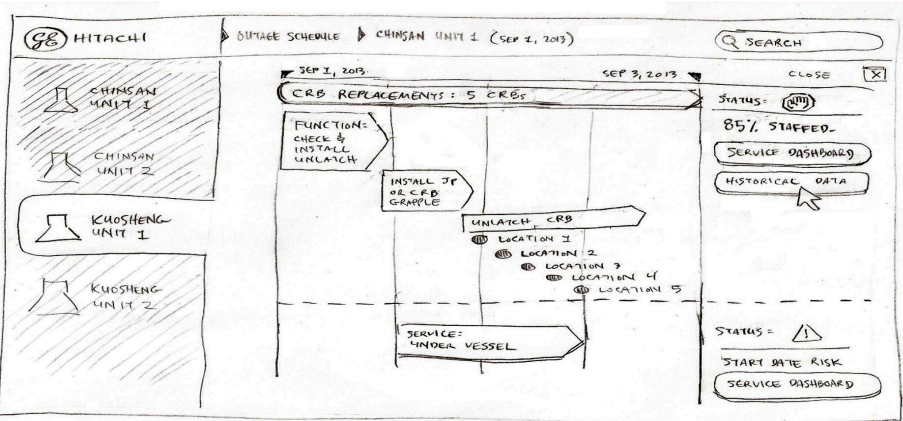
### IntraEntrepreneur

Prioritize ideas via company strategy

Leverage low fidelity prototypes to select-few customers



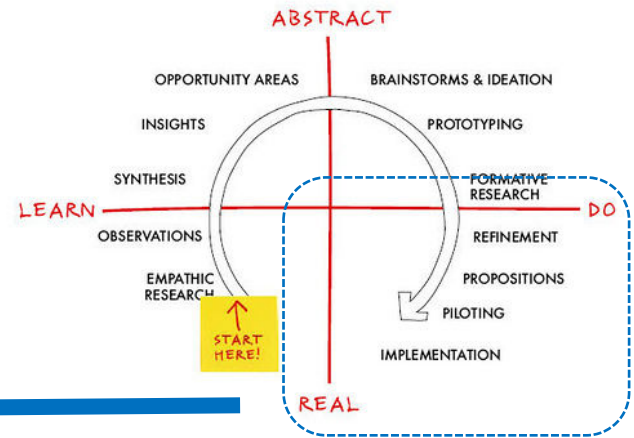
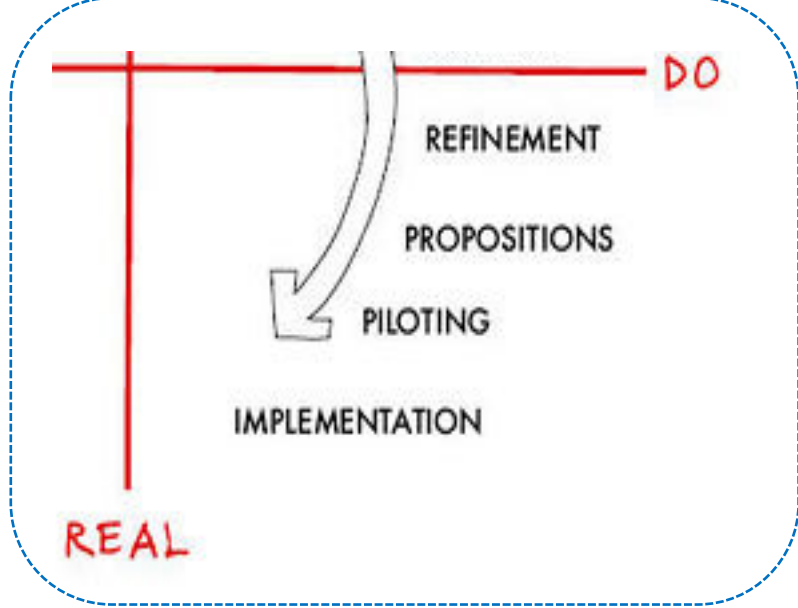
# Low – Medium Fidelity Prototypes



Stephen Gamble: [stephen@frameconcepts.com](mailto:stephen@frameconcepts.com)



Chameleon Innovation



### Intrapreneur

*Funding*

Need \$2M to prototype

*Pivot, Persevere, Kill*

Zombie projects

### Entrepreneur

Pivot till the money runs out

Incremental funding model

### IntraEntrepreneur

Align funding to company strategy

Shark Tank process to ensure correct funding & pivot/persevere/kill

# Corporate Shark Tank



Generate Ideas



Prioritize Ideas  
(Strategic alignment)



Prototype to Validate Assumptions  
(1 – 2 weeks)



Pivot, Persevere or Kill  
(Decision based on learnings)



Metered Funding  
(\$10k - \$50k increments)



Commercialization

*Funding the right innovations & continuous customer engagement*

# Be an **Intra**Entrepreneur

- Design Workshops
- Leverage corporate strategy and resources but as “entrepreneurs”
- “Corporate Shark Tank” to ensure innovations are funded correctly
- Pivot, Persevere or Kill
- Take advantage of cross-industry innovations





Hao Dinh

email: [haobydesign@gmail.com](mailto:haobydesign@gmail.com)