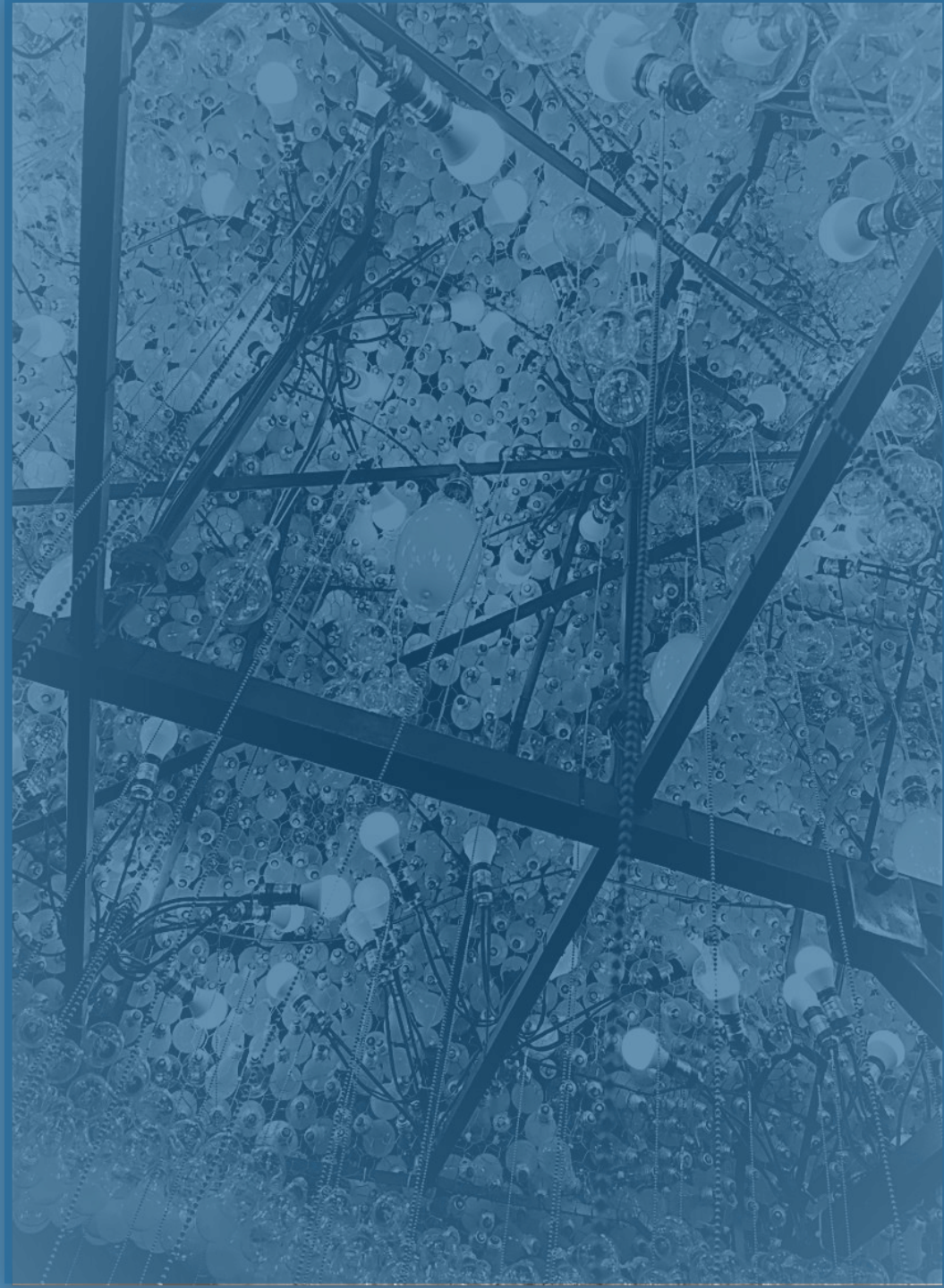




# 6 Things to Get Right Before Launching Your Innovation Lab

Nov 16, 2017



## 6 Steps Towards Achieving Success with Your Lab

**01**

Have a clear strategy and specific objectives

**02**

Learn from others & best practices

**03**

Match the innovation approach to the type

**04**

Stakeholder Alignment & Rules of Engagement

**05**

Have a playbook – how you will work

**06**

Communicate innovatively and often





## External Innovation Checklist

1. **CLEARLY DEFINE THE PURPOSE & MANDATE, GOALS AND OBJECTIVES AND METRICS.**
2. Ensure Top Executive, CEO and Board of Directors support, engagement and active participation.
3. Ensure business unit involvement, and solve for defined business problems and customer needs.
4. Establish a governance model, reporting to the CEO.
5. Allocate and secure a separate budget, and long term commitment to external innovation program.
6. Champion the external innovation agenda with a strong leader, who is actively involved and able to translate and lead in both structured and unstructured environments, and has end-to-end responsibility.
7. Create a team that is cross-functional leveraging new talent and existing employees, with the mindset and skills for innovation, with clear roles and responsibilities.
8. Actively engage with the external community around the Hub and develop a deliberate ecosystem canvas, linked to the strategy and focus of the team.
9. Use agile and innovative tools, processes and methodologies, chosen by the team. Speed is paramount. Be flexible.
10. Communicate quickly and often internally, be consistent and be transparent.

## Learn From Others

- Identify who you might learn from – for example – launching an external data studio....talk to others who are focussed on analytics innovation
- Find out what has worked, not worked – and be open and listen to others

### Case Study The FinTech Sandbox, Boston



#### Objectives and Approach

- Established in Boston, March 2015
- Non-profit organization
- Mission is to provide access to data (they refer to this as create "collative") to seed-stage start-ups, to help build and test their products with real financial data to get to product-market fit faster
- They offer financial data feeds and APIs for development purposes.
- They have a robust set of market, banking, investment and corporate fundamentals data.
- Data Partners have accelerated approvals for FinTech Sandbox startups, allowing for a fast and streamlined licensing process

#### Outcomes and Insights

- 25 data partners provide free access to data (Thomson Reuters, Yodlee, Moody's, Edgar Online etc.)
- 10 accelerator partners can gain access to sandbox data for their start-ups. Access is free. Infrastructure partners provide free services and platforms
- Year 1 - 160 start-up applications
- Since inception - 50 start-ups in 3 co-horts through the program
- Virtual sandbox operating in 5 cities: Boston, NY, San Francisco, London and Chicago
- Multiple successful exits



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### Case Study BMO Next Big Idea in FinTech - DMZ External Innovation



#### Objectives and Approach

- Initiated partnership with The DMZ in Boston early in 2016
- Sponsored the first ever "Next Big Idea Challenge" in FinTech
- The Next Big Idea in FinTech program will fuel the growth and success of startups that are developing product and solutions for the financial industry
- Program includes a framework placement of the DMZ as incubator opportunity to pilot their technology with BMO and opportunities to network, connect, pitch and test their ability to take the story to the next level
- BMO's objective was to engage with startups and experiment with competing to enhance products to market faster than they could do themselves

#### Outcomes and Insights

- Piloting an option to use a corporate incubator opportunity allows for the engagement of external and internal, risk and talent, with the benefit of expertise to guide the selected business through first commercial period
- Ideas were selected by a panel of FinTech leaders chosen by BMO
- Startups received initial input from BMO during their placements
- 2 startups selected as finalists, after a three challenge run by BMO executives



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### Case Study Desjardins Lab & Filene 13 External Innovation Programs



#### Objectives and Approach

- Desjardins Lab provides rapid prototyping and IT exploration services. It is open to the public.
- It also makes a significant contribution to developing a culture of innovation by providing like-minded individuals who wish to contribute to innovation, thereby creating added value for Desjardins members, clients and communities.
- Partnered with Innohub, Hacking Health, Montreal FinTech and Montreal - accelerators and startup incubators in Montreal
- Filene is a Think Tank and Innovation Organization that exists solely for small teams to provide research and innovation to grow the movement. That 13 program is a 2-year innovation program - Desjardins allowed 30 employees to participate - to help solve problems to prototype that are market validated

#### Outcomes and Insights

- This opening to the outside strengthens the innovation ecosystem through a variety of initiatives. Furthermore, expanding the concept created by the Desjardins Lab in several places, including the Montreal Filene - open space Desjardins Lab, to accompany young students and workers in their projects without necessarily being part of the cooperative
- Objectives are to inspire, be inspired, be open and support multiple experiences to both internal and external innovation
- The Filene 13 participants were a catalyst for innovation that has generated more than 42 innovations, 10 of which are currently implemented by the group.
- "It produced a beautiful effect of contamination, taking people from various disciplines and spreading a culture of innovation"



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The engagement that is required between the Lab and the rest of the organization depends on the type of use-case.

It is not one-size fits all.



# Stakeholder Alignment with Goals & Objectives

Lab Objectives	We interviewed 25+ key stakeholders and asked the following key questions:
#1	1. What are your areas of focus and objectives in regard to the Data Analytics Hub?
#2	2. For each of the goals and objectives, what do you see as the conditions for success?
#3	3. Where might we have overlaps or collision points with our existing work and that of the hub, and how might we overcome them?
	4. Where do we have gaps that we may need to close (e.g. resources), or constraints that we need to overcome (policy or process refinement)?
	5. Are there objectives that you would add, or those presented that you might refine?

# Engagement Model

The journey from the idea/ concept to the implementation of a solution involves different groups at varying intensity along the way

Content removed – CIBC confidential





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##### How We Support Continuous Improvement

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- How We Can Work Together
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##### Closing Message

##### Appendix: Waterloo Chapter

## Developing a Playbook

- Creates alignment within the team working in the Lab
- Becomes a key communication tool with the rest of the organization
- Doesn't have to be perfect
- Is not a marketing tool
- Doesn't go on a shelf
- Should be shared with anyone in the company

# Communication: it is so key to your success

- And you must do it:
  - All the time
  - Up and down - all levels
  - Innovatively (not PPT decks)
  - Openly
  - By everyone

