

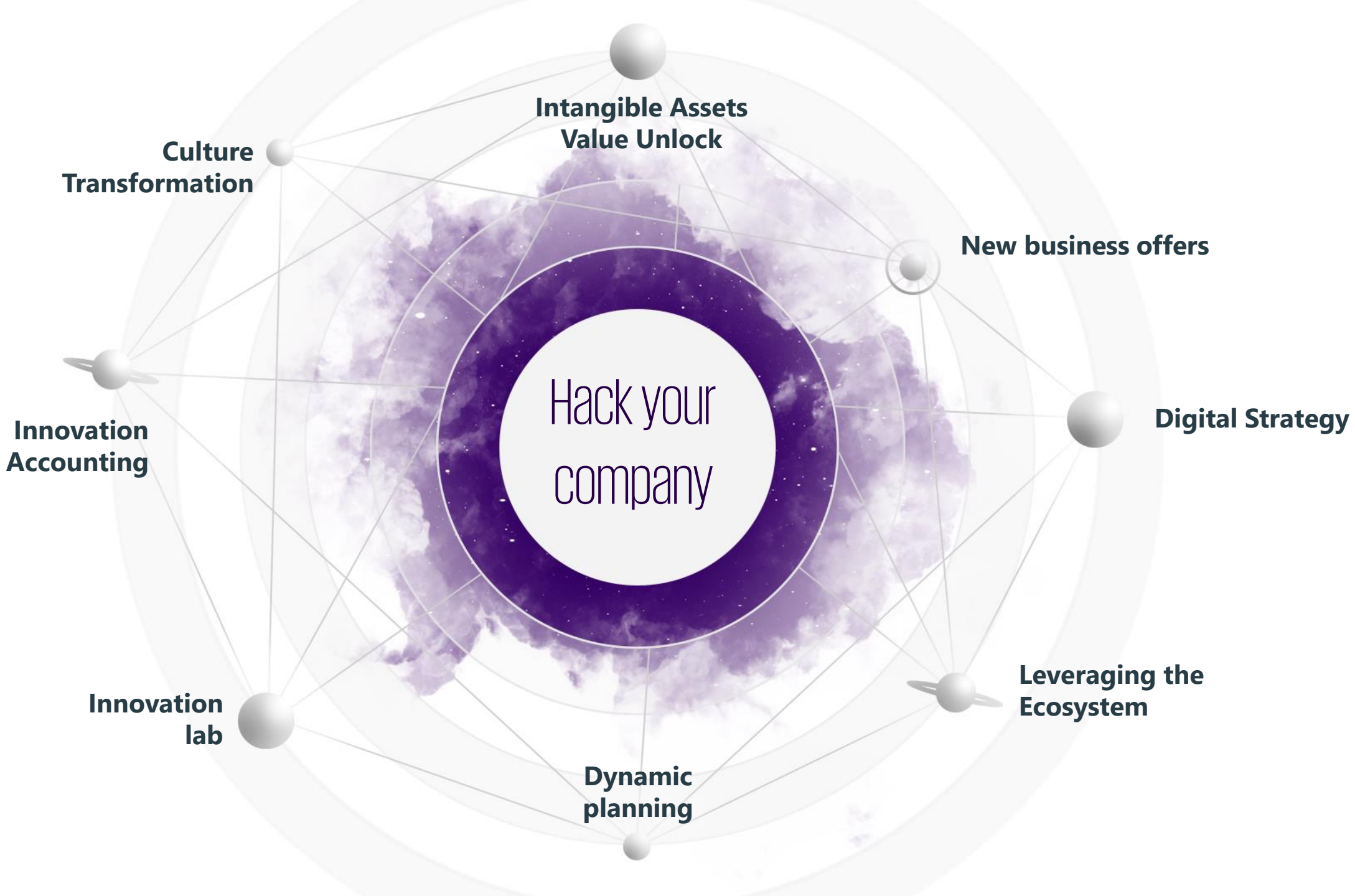
INSIGHTS

Relationships between
Corporations and Startups

What is Leap?

Ecosystem Orchestrator and Integrator driving digital transformation







WHAT IS THE TOPIC YOU ARE MOST INTERESTED ABOUT REGARDING INNOVATION?

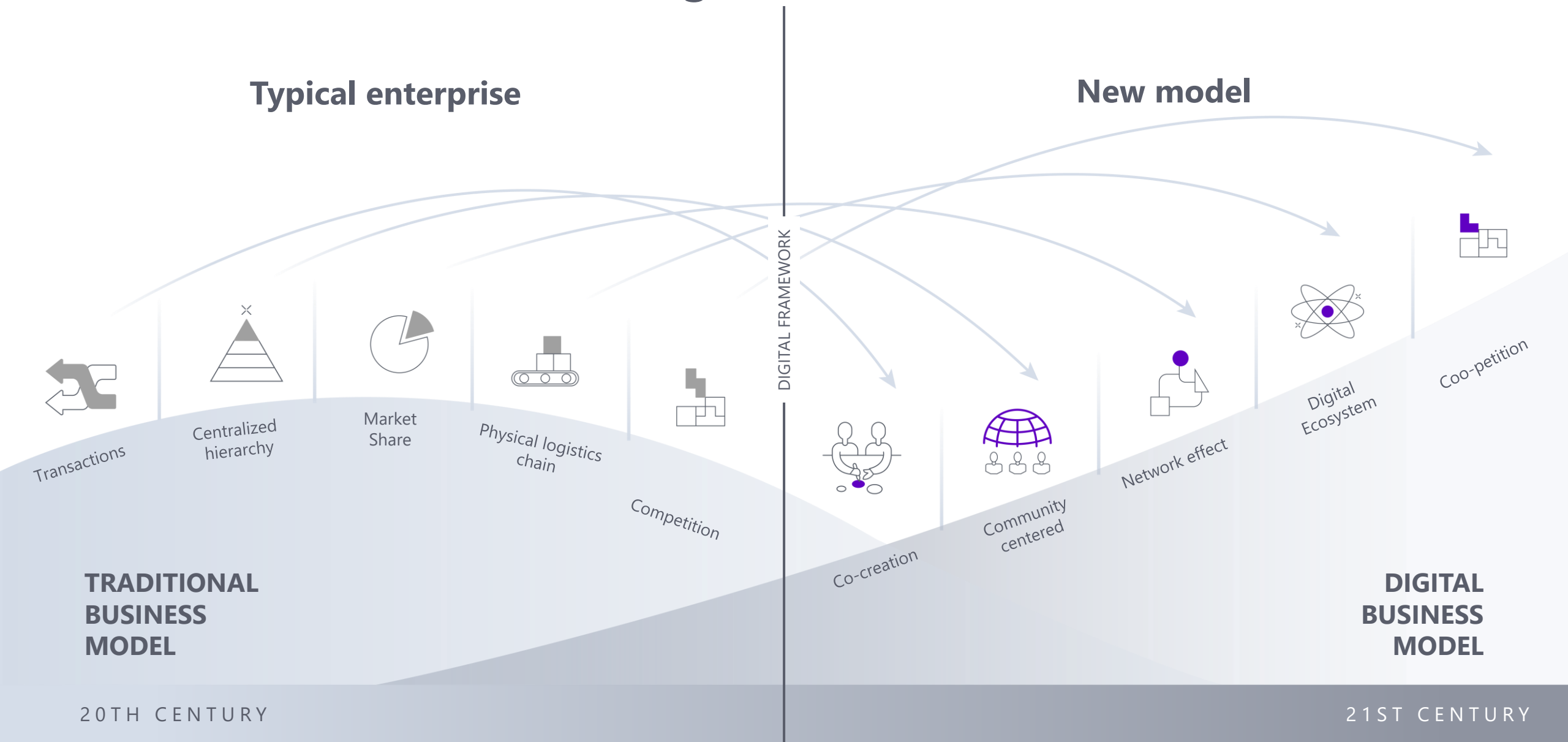


Sli.do
#571717

Change in Profile

Typical enterprise

New model



Digital Transformation

Is a change of

form and **substance**

How

What

that occurs when new digital technologies and mental models create new business models with value propositions that **exponentially challenge existing goods and services.**

Albert Hall
Typically replies instantly

How may I help you today?

Hi, are you able to take refillable water bottles into the venue?

We don't have any events at the moment.

Can I help you with anything else?

Can you take water bottles in?

Sorry, we don't accept take away requests.

How else can I be of assistance?

Can I bring my reusable water bottle?

We don't allow dogs on the premises

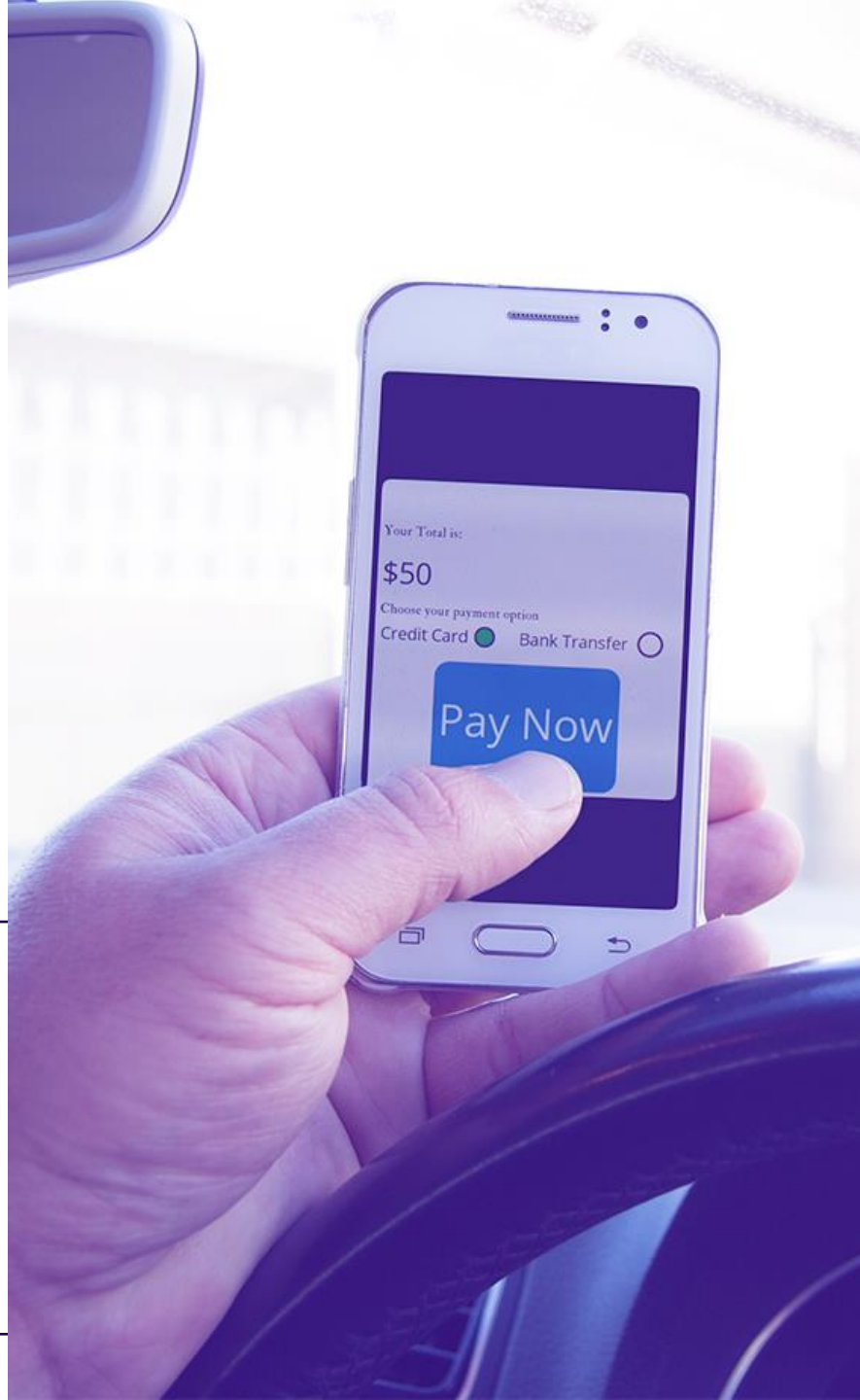
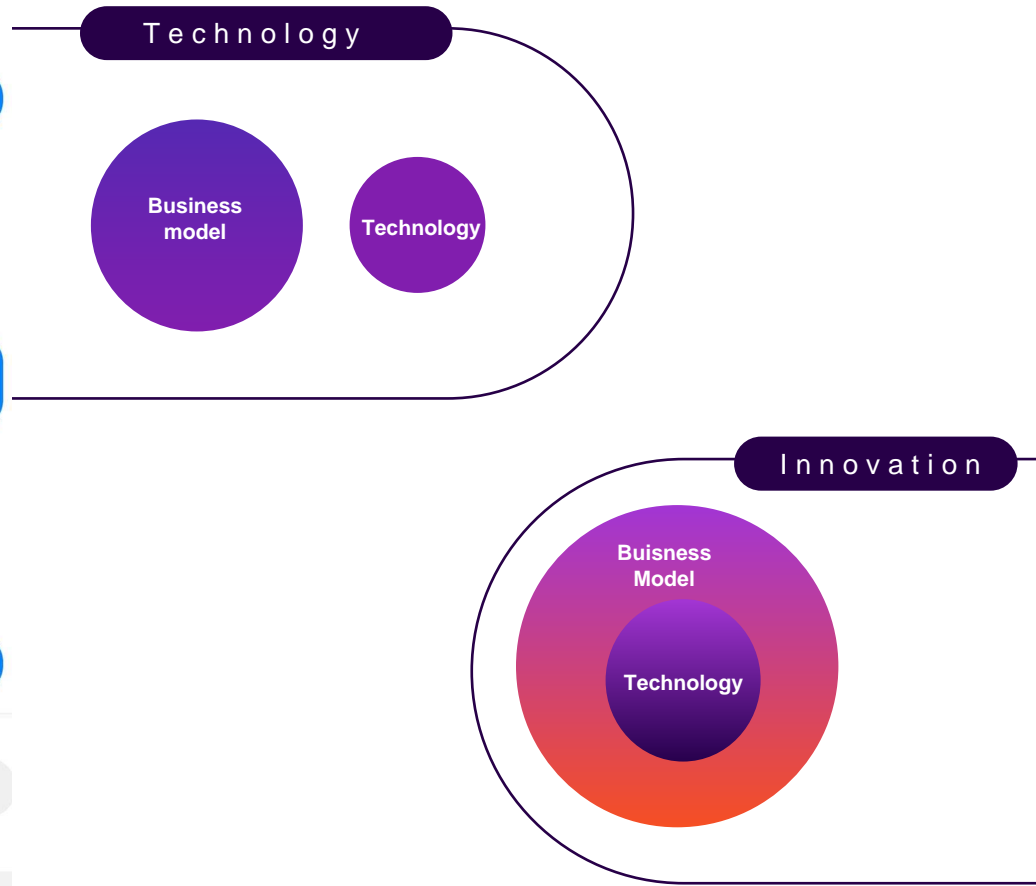
What else can I help you with?

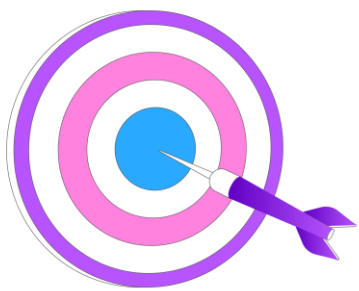
This is useless 🙄

Send a message...

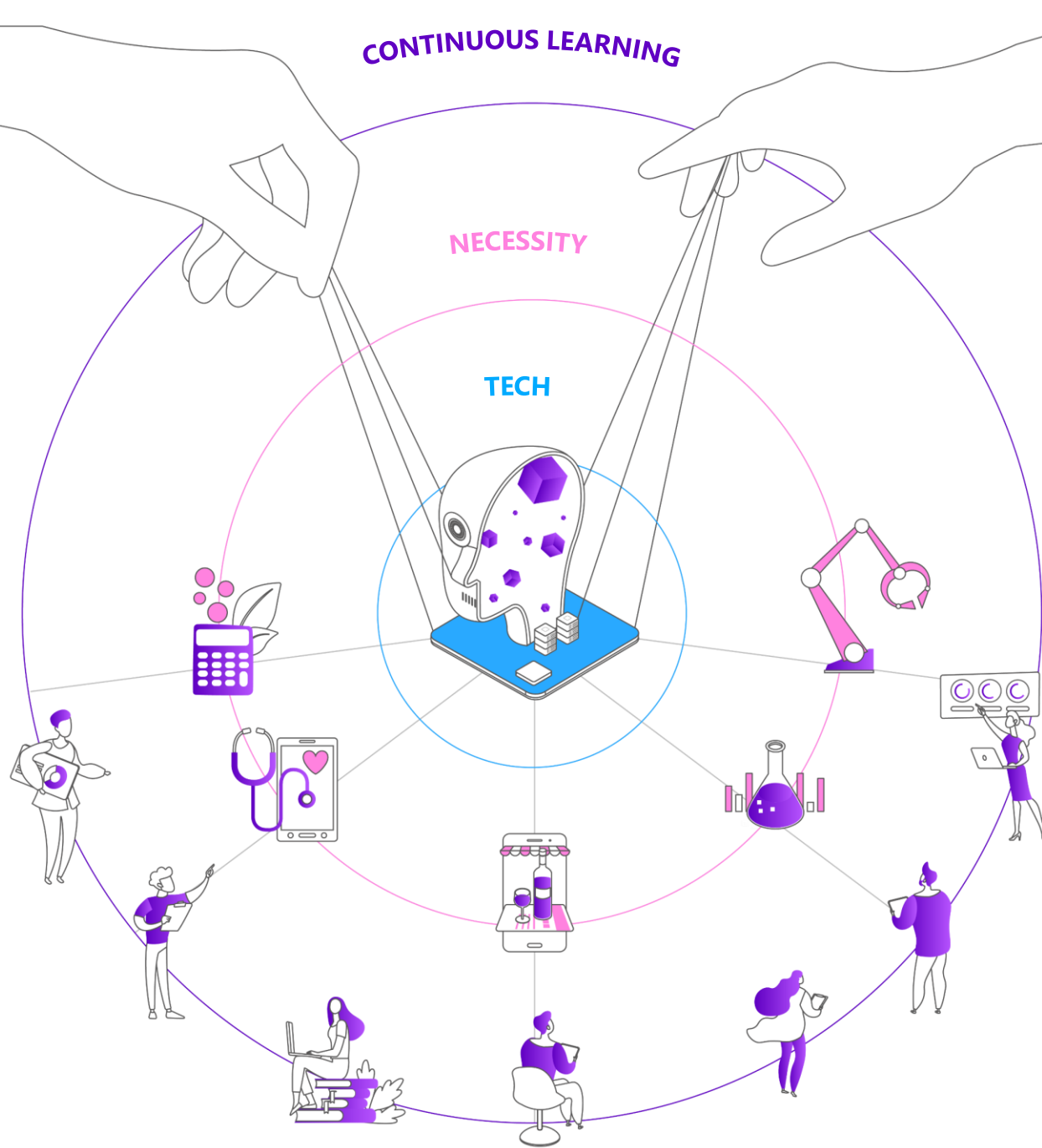
Opening Times

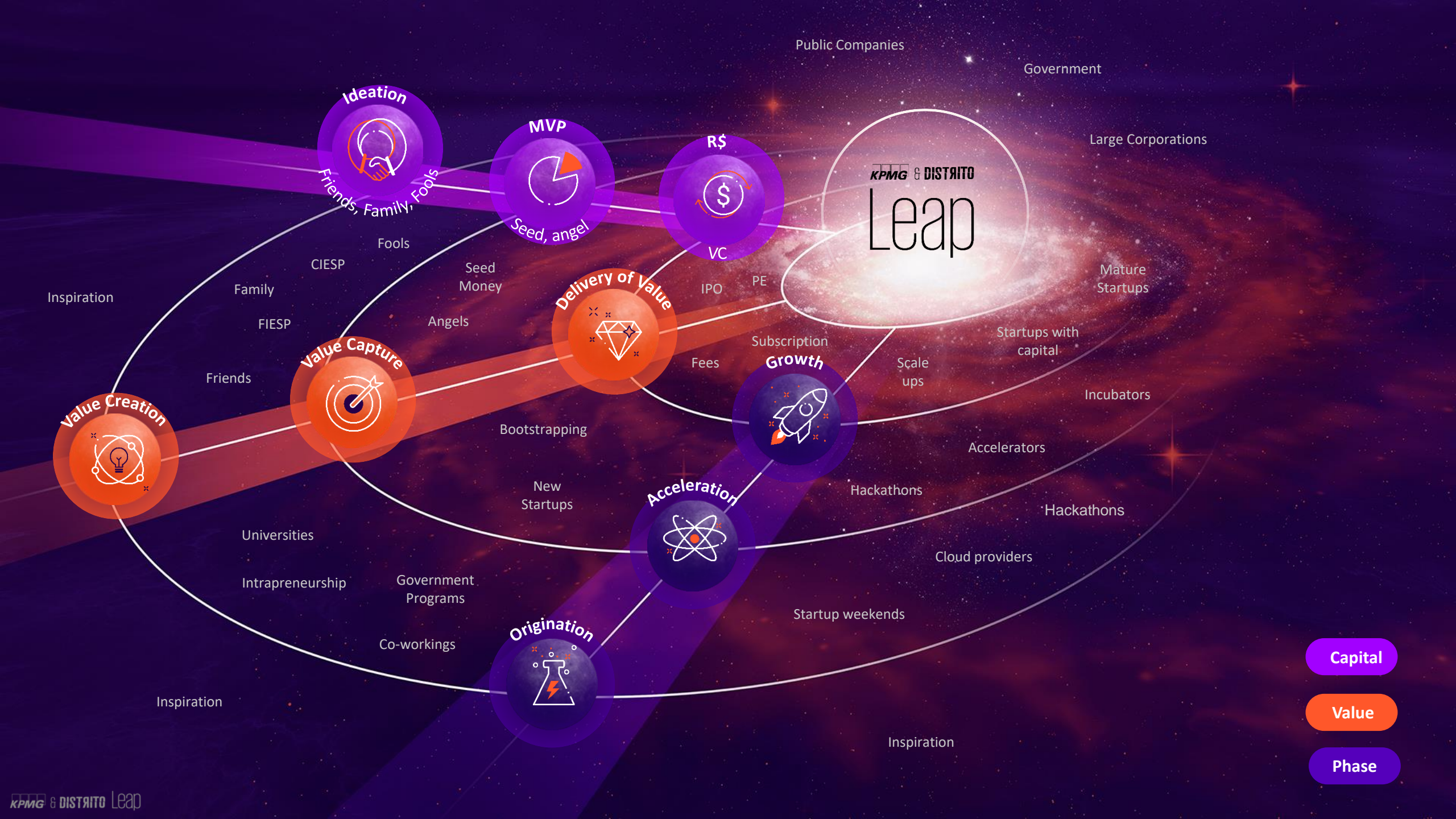
#InnovationIs NotTechnology!





Technology as a strategy





The Startups Journey



Birth and Validation



5-10

- Opportunity
- Market
- Search for knowledge / technology
- Search for contacts
- Validation and testing of ideas
- Branding
- Definition of business model

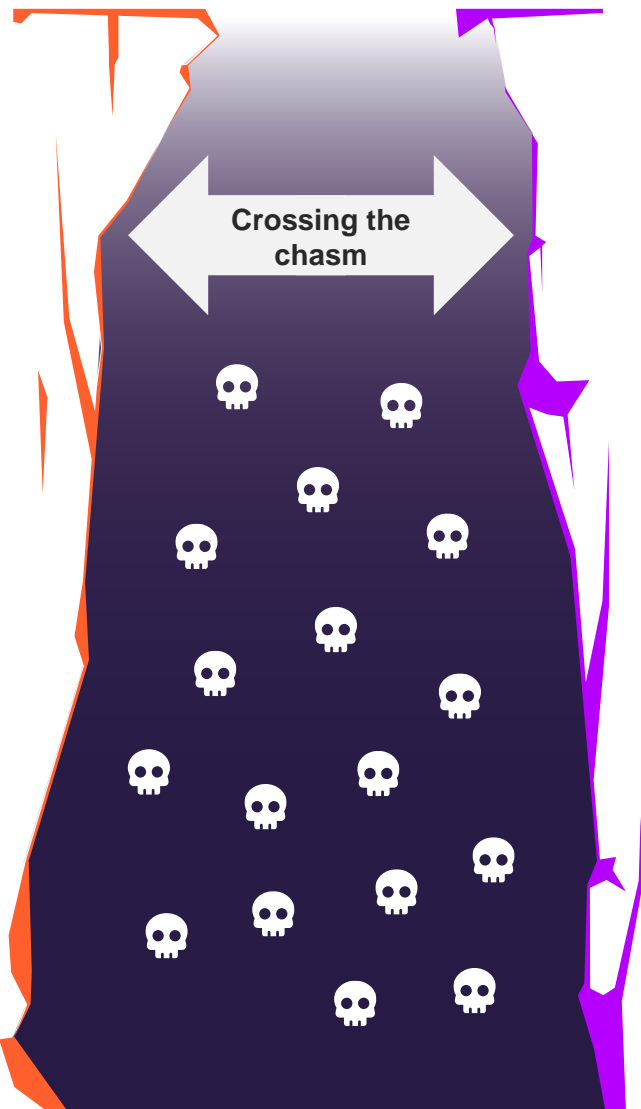


Support and Growth

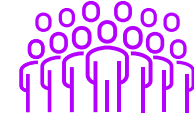


+50

- Market Positioning
- Story telling
- Sales Growth
- "Professionalize" management
- More robust operation



Search for funding



+200

- Structured business model
- Clients
- Case of success
- Scalable technology
- Relevance in the market



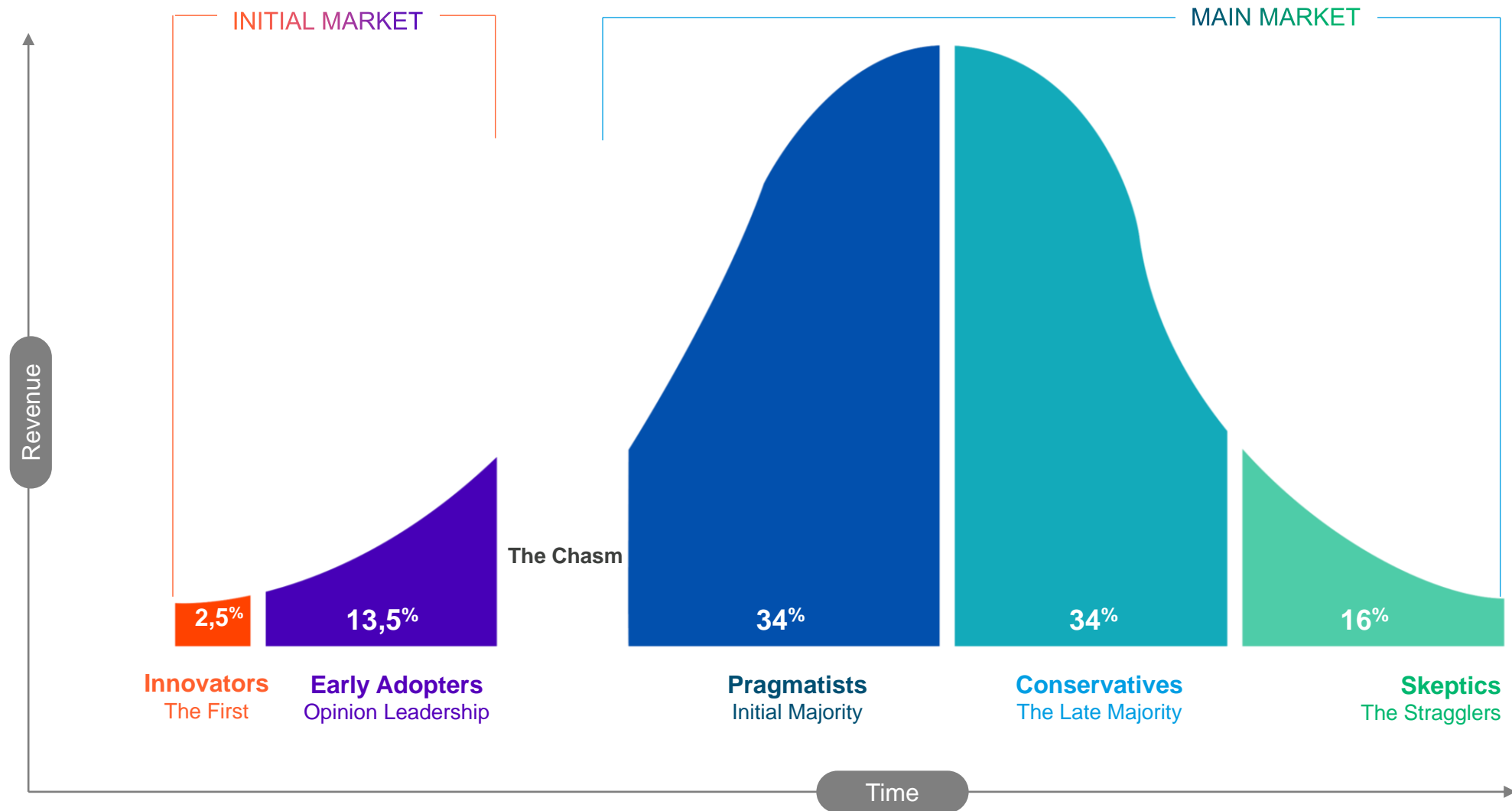
Sale or Scale up

Bothering the market

- Competition with consolidated players
- Possibility of IPO
- Future unicorn
- Big opportunities
- Robust structure



Innovation Cycle





How do I start?

Digital Transformation via the Ecosystem

There are several ways to work with the ecosystem within the digital transformation process. There are **multiple** viable models that can be chosen, and they vary according to the **expected objectives of the relationship**.



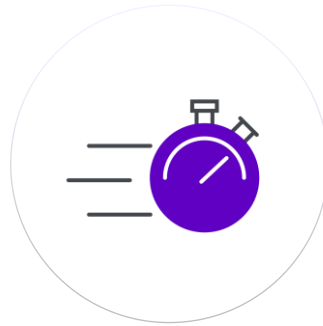
Inspiration

Holding events to understand and learn from startups.



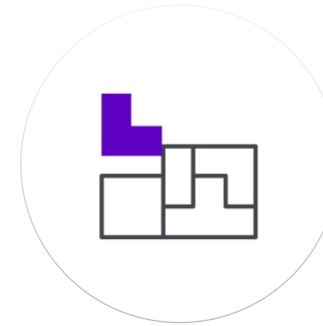
Supplier

Hiring a startup for a relationship related to the operational model.



Validation

Participation in incubation / acceleration programs to facilitate the development of startups.



Portfolio

Partnership or investment in a startup to offer it within your portfolio of services.

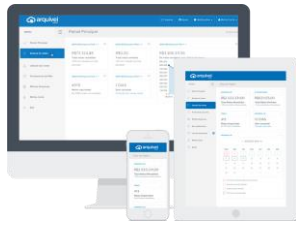


IP

Co-development with a startup based on the combination of assets of each of the parties.

Common formats for starting relationships are match making activities, curatorship or open APIs.

Corporate + Startups Cases



McDonald's + Arquivoi

Opportunity: Keep the receipt and management of electronic tax documents organized.

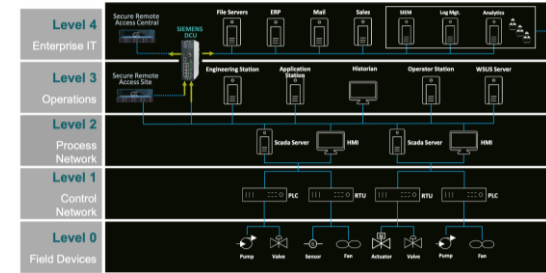
Solution: In order to deal with this situation, Arcos Dourados, the franchise operator in Brazil, turned to Arquivoi, a startup that offers an invoice management platform. Today, McDonald's uses the solution in several sectors, such as finance, accounting, purchasing and maintenance.



Unilever & DigitalGenius

Opportunity: Knorr's expansion into Africa and Asia represented a fundamental new challenge for engaging with customers who communicate via text messages instead of internet applications.

Solution: The startup Digital Genius, identified through Unilever's Foundry, offered a solution: customers can send SMS with their available ingredients to Chef Wendy, an algorithm-based technology that responds with recipe recommendations.



Next47 (Siemens) & Claroty

Opportunity: In working with Siemens and Next47, Claroty had instant access to a rich customer field and countless opportunities to explore different use cases.

Solution: Next47 introduced Claroty to more than 20 customers in Europe, North America and South America, increasing its sales pipeline by more than US\$ 10 million. In addition to guaranteeing Siemens as a customer and sales channel, Next47 also helped Claroty to implement several pilot programs and significantly expand its market share.

Challenges Corporate x Startups

Solution was not developed by Corporate:

1 It can be difficult for a company to adopt internally what has been developed in collaboration with startups.

Silos approach:

4 Aligning the business units to the innovation outcomes is a challenge which can lead to conflicting requirements and delays.

Expectations of shareholders:

2 As companies need to manage shareholder expectations, that is a challenge to deal with the trade-off between their short-term interests and the long-term benefits of an investment strategy.

Understand the change:

5 The understanding of how innovation can impact their business field can be a challenge for top management, impacting their ability to identify and / or develop relevant solutions.

Management support:

3 Collaborative innovation “as Corporate x Startups” can be a challenge if there is a lack of executive support.

Innovative organization:

6 The culture of traditional companies is risk averse which is a challenge when dealing with innovation and uncertainty.



Risks for Corporate

1. Risk of reputational damage
2. Risk of investment being lost
3. Misaligned expectations
4. Uncertain results
5. Corporate is not ready to adopt the new technology or business model

Innovation Mindset

DIGITAL SPECIALIST:

Knows, understands and uses technology strategically to enhance outcomes and build scalable businesses.

DATA AS A GUIDE:

Strategic decisions are made based on the analysis and interpretation of the data: no guesswork here.

PSYCHOLOGICAL SAFETY:

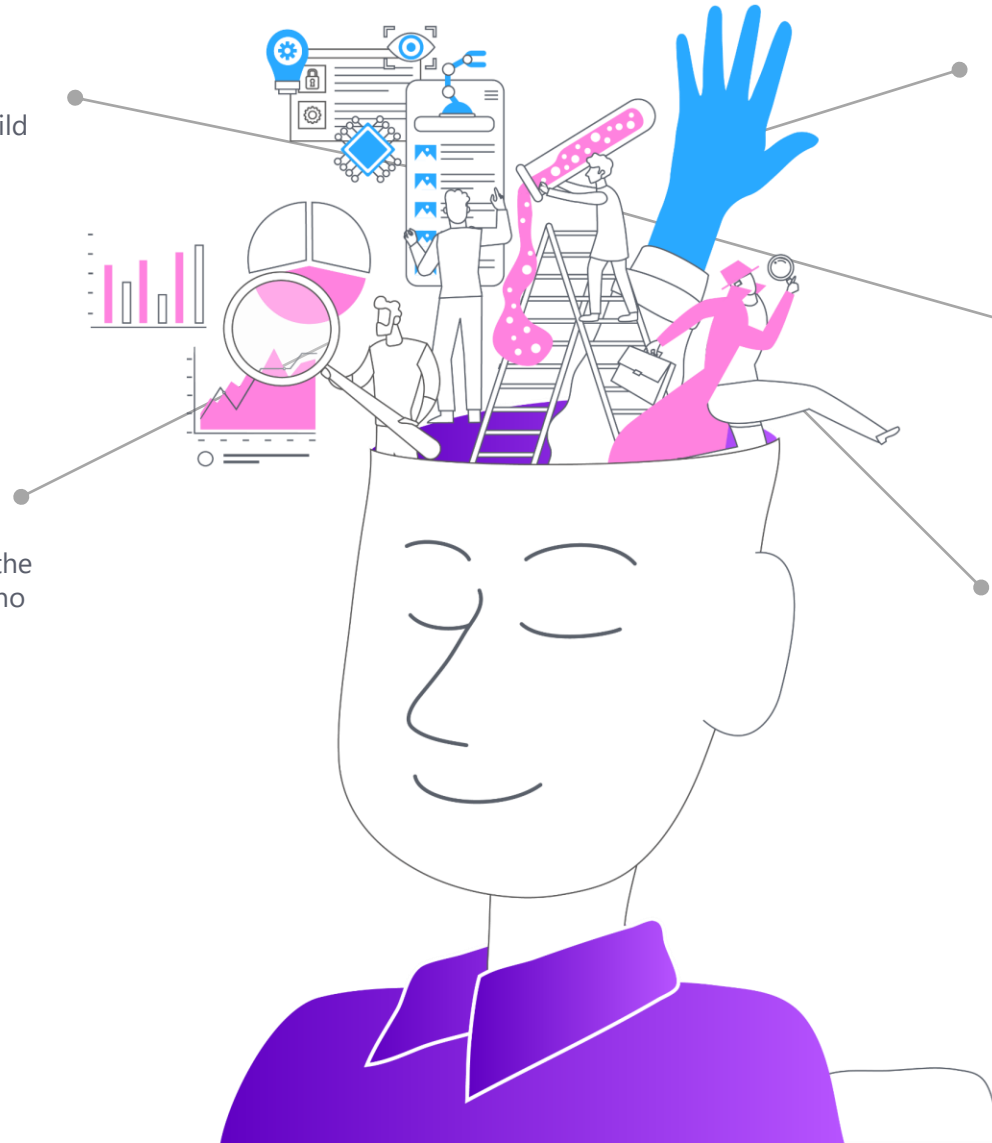
You feel free to take risks and be vulnerable in front of others.

CONTINUOUS EXPERIMENTATION:

"It is not the strongest that stands out, nor the most intelligent that survives, but the one that best adapts to changes.": Experimenting is opening the way to adaptation.

CUSTOMER OBSESSION:

Look from the outside to keep the focus on creating value for the customer with meaningful experiences: using the customer as a driver for success.



Leap

“Before Something's Completely Disruptive, It's
a Crazy Idea”

Peter Diamandis

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