

INNOVATION STRATEGY BLUEPRINT

BMW x SCADpro

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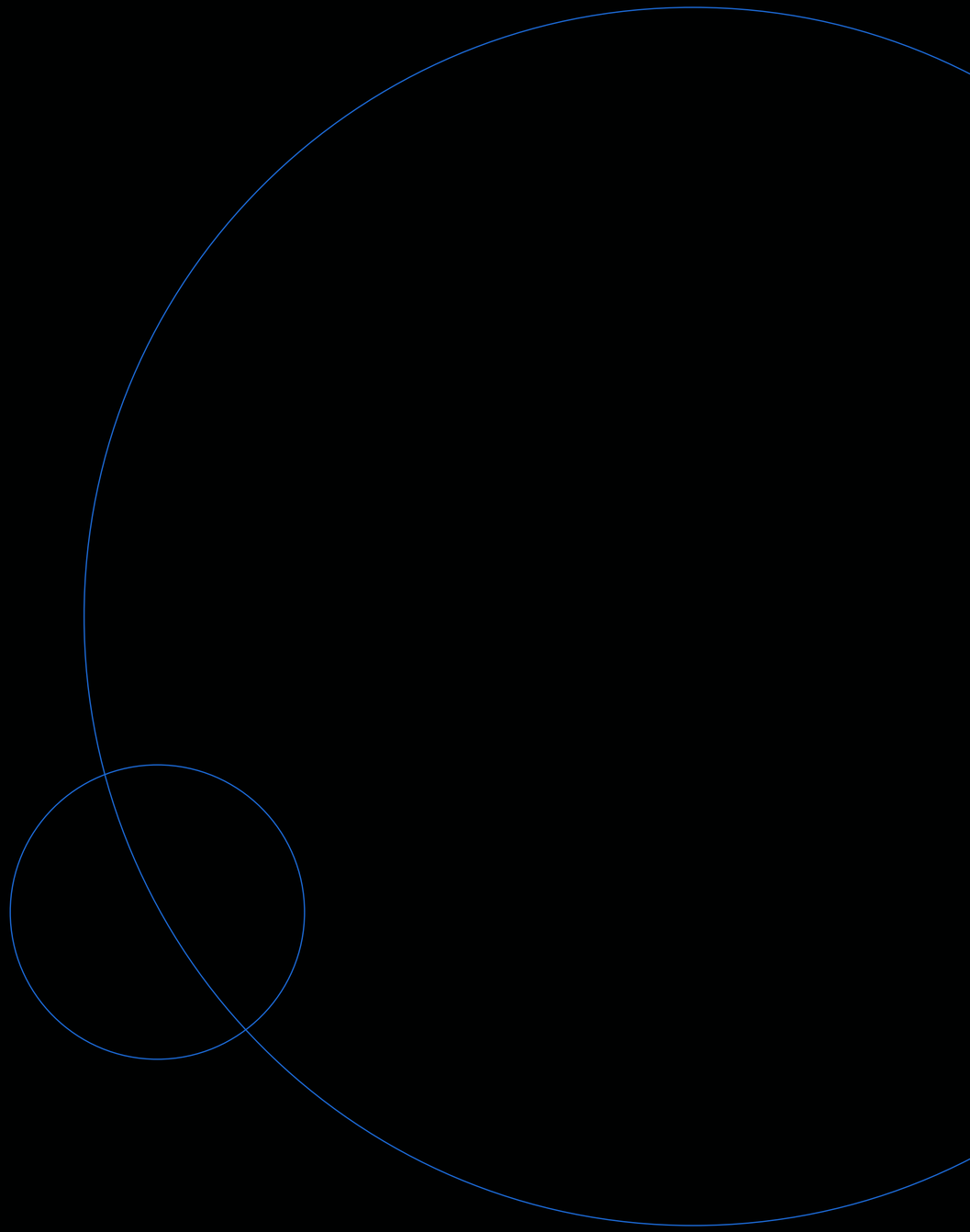
- Developed blueprint and stakeholder maps

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- Final deliverables
- Documentation and hand-off

01 INTRODUCTION



HOW MIGHT WE...

Create an innovation strategy blueprint to promote innovation within BMW, collaboration across all departments within the innovation ecosystem, and maximization of innovation impact within BMW?

MEET THE TEAM



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02 DISCOVER

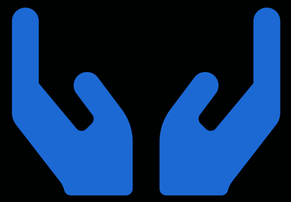
2.1 SECONDARY RESEARCH



BRAND VALUES

BMW believes in supporting a progressive culture that allows all its associates to feel at home, enjoy equal opportunities, and grow with them. Their culture is based around 5 core values which cultivate a unique sense of unity and teamwork among all members.

BRAND VALUES



OPENNESS

Being open to change, new opportunities, learning from mistakes, and to colleague's ideas is crucial to shaping the future, especially in the ever-evolving technological landscape that we are in today.



TRANSPARENCY

Transparency, achieved through communication, acting with integrity, and constructively pointing out contradictions, is indispensable for realizing transformative visions. It serves as the cornerstone of trust, which in turn fosters optimal collaboration.



TRUST

Trusting each other and relying on each other is essential not only for a team to operate successfully but also for it to grow together and achieve its goals successfully.

BRAND VALUES



RESPONSIBILITY

Taking responsibility while committing to our decisions and projects personally enables a more free work environment. This effectively facilitates the brand's personal development and growth.



APPRECIATION

Finally, expressing appreciation for one another fosters a positive working atmosphere, supporting the notion that each individual makes a difference. Collaboration and trust envelop as a result.

VALUES IN CONTEXT:
THE FOURTH INDUSTRIAL REVOLUTION

As we delve deeper into the era of the Fourth Industrial Revolution, BMW's values take on new significance. Electric vehicles, autonomous driving, AI, virtual reality, augmented reality—these terms are no stranger to BMW. BMW's acceptance of Fourth Industrial Revolution technologies reflects its commitment to innovation and customer-centricity in an increasingly digital and interconnected world. So how exactly might BMW's values evolve going forward? A hint lies in one of BMW's recent concept vehicles, Dee.



BMW I VISION DEE



“Imagine technology infused with a human touch. A machine whose intelligence is emotional rather than artificial. A vehicle with a voice, facial expressions, and true personality. A car that’s more than a means of transportation, but an ultimate companion.”

This is how BMW describes Dee, and it really sheds light on how their values might evolve amidst the rapid technological advancements we face. A key phrase is “emotional rather than artificial.” While the influx of new technology is undeniably impressive, it’s crucial to remember that amidst all the data and innovation, what truly matters is the customer and their experience.

> Digital leadership in the car is not about the biggest screen, or the highest processing power, or even who writes the most lines of code. No, the only thing that really matters is what the user feels and experiences.

Oliver Zipse, Chairman of the Board of Management of BMW AG
Jan 4 2023 | “Digital World Premiere: BMW i Vision Dee – your ultimate companion” livestream



BRAND PERCEPTIONS

This examination serves as a foundation for enhancing our alignment with BMW's values, mission, and objectives. Through this holistic understanding, we can optimize our contributions, foster brand loyalty, and drive sustainable growth in line with BMW's overarching vision.

EMPLOYEE PERCEPTIONS

Many BMW employees have expressed that BMW has a very welcoming atmosphere, especially when it comes to ideas. A key reason for this is that BMW employees “genuinely like what they do and like being here,” as said by Jennie Livington, Collections Manager at BMW. A majority of the positive perceptions BMW employees have of the brand seem to come not from the brand itself, but from the people that are behind it.



> This is very much a place where you can come up with an idea, say it out loud – then watch other people run with it and make it happen.

Andy Wurm, Customer Services Support Manager,
BMW Group Financial Services, USA



“Great people to work with”

was the most repeated phrase between over 5,000 reviews of the BMW Group on Glassdoor.

“

The most enjoyable part of my job, the thing that I like most day in day out is just the people. They’re what make BMW what it is today. We have a great atmosphere– and people genuinely like what they do and like being here.

Jennie Livington, Collections Manager,
BMW Group Financial Services USA



PUBLIC PERCEPTIONS

Enjoying a largely positive public perception, BMW is revered for its cutting-edge engineering, luxurious designs, and unparalleled performance. Forward-thinking approaches and a dedication to excellence is often prioritized over mere affordability. Nonetheless, BMW remains cognizant of affordability, knowing that the general public likes the idea of luxury, but not always the price tag that comes with it.

Schomp BMW in Highlands Ranch, CO, describes BMW as “affordable luxury,” citing the inclusion of two BMW models in Kelley Blue Book’s latest list of “10 Best Luxury Cars Under $40,000.”



BMW'S BRAND PERCEPTIONS ACROSS DIFFERENT REGIONS



According to Tendata, a global import trade data provider, the top importers of BMW vehicles are as follows: the United States, China, Germany, the United Kingdom, Canada, Japan, and Australia.

Tendata highlights Americans' appreciation for BMW's fusion of performance, luxury, and cutting-edge technology. The nation's strong economy and extensive dealership network contribute to its significant role as a BMW importer.

According to ResearchGate, Chinese consumers view BMW as more of a luxury object. The BMW brand embodies prestige and exclusivity in the Chinese market. It's not just about performance or tech; it's often about status and opulence.

In Germany, where BMW originates, BMW is highly regarded. A symbol of engineering excellence and luxury, BMW has a long-standing reputation and rich history in Germany that contribute to its positive perception among Germans.



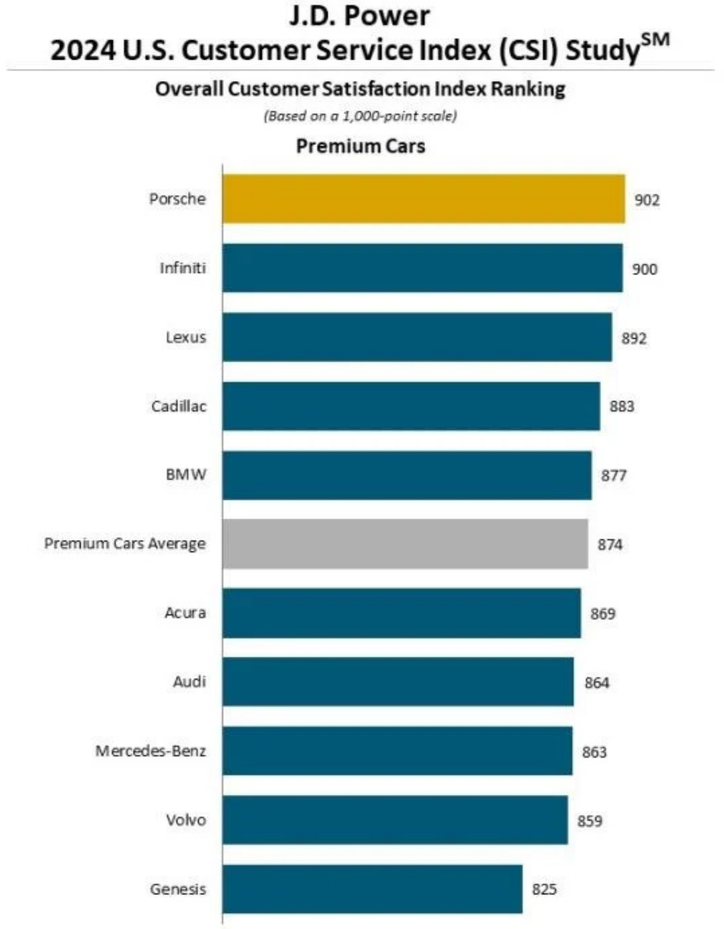
> ‘Sheer Driving Pleasure’ describes the essence of the brand, which is very robust, resilient and future-oriented.

Joachim Blickhauser, Head of Corporate and Brand Identity at the BMW Group

CUSTOMER PERCEPTIONS

The perceptions of customers of any automotive brand often revolve around two things: the vehicles themselves and the quality of customer service provided. BMW consistently receives favorable feedback in both areas.

In the J.D. Power 2023 U.S. Customer Service Index (CSI) Study, which was posted early March 2024, BMW ranked number five in customer satisfaction in the Premium Cars category, surpassing Mercedes-Benz, Audi, and numerous other premium car manufacturers.



Source: J.D. Power 2024 U.S. Customer Service Index (CSI) Study℠

Charts and graphs extracted from this press release for use by the media must be accompanied by a statement identifying J.D. Power as the publisher and the study from which it originated as the source. Rankings are based on numerical scores, and not necessarily on statistical significance. No advertising or other promotional use can be made of the information in this release or J.D. Power survey results without the express prior written consent of J.D. Power.



Consumer Reports (CR) named BMW the top overall pick in its 2024 Brand Report Card rankings, making BMW the first back-to-back winner since 2017.

Yahoo Finance Senior Reporter Pras Subramanian writes that this recognition “cements BMW as one of the few luxury brands owners can count on for overall satisfaction — something unusual in CR’s rankings.”

2024 TOP/BOTTOM 5 AUTO BRANDS

BRAND	SCORE
BMW	82
SUBARU	80
PORSCHE	80
HONDA	78
LEXUS	78
RIVIAN	55
GMC	53
JAGUAR	52
LAND ROVER	50
JEEP	46

SOURCE: CONSUMER REPORTS

yahoo!finance

A FUN FACT

EARLY INNOVATION

Following WWII, the Treaty of Versailles imposed sanctions on aircraft engine production in Germany, placing BMW on the brink of bankruptcy in the 1950s. To overcome this, BMW innovatively introduced the Isetta, inspired by a refrigerator door, featuring a front-mounted door. This design, dubbed the “bubble car,” not only left a lasting impression on postwar Germany but also revitalized BMW’s sales and production. This episode underscores BMW’s capacity for innovation, setting a precedent for future breakthroughs.





DISCOVERY OF INTERNAL RESOURCES

COMMUNICATION AND COLLABORATION

We approached the question of how the BMW Group might collaborate across all their departments within their innovation ecosystem by framing our investigation to understand the ways in which people communicate and collaborate from different departments, locations, and levels of involvement. This focused our scope to exploring the tools and spaces which facilitate communication between these actors. In this way we divided our secondary research by investigating the physical spaces and digital tools internal to the BMW Group, as well as exploring how these potential solutions were applied within other businesses to address similar goals.

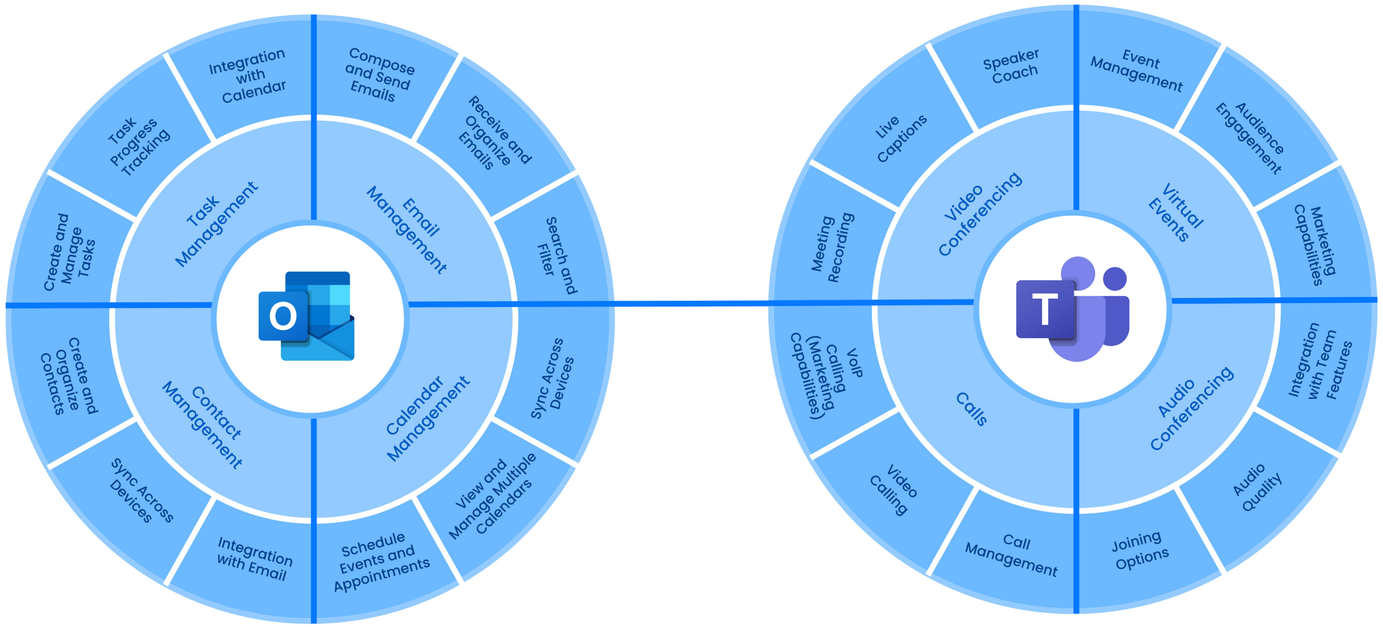


PHYSICAL SPACES

In order to understand the context of their work environments, we wanted to explore the cultural and regional differences within the workspaces of the BMW Group's innovation ecosystem. By sourcing images of the workplace environments of their IT offices globally, we were able to gain initial insight into the collaborative settings where innovation is spread throughout their corporate ecosystem.

From this exploration, further questions arose to how those physical work spaces affect the BMW Group's employees, and what could be modified when approaching the design of physical setting for innovation initiatives. To explore these, we researched how different work spaces foster different mentalities and working habits among employees . We found that aspects such as access to natural spaces and greenery, flexible seatings, noise control, personalization, technology integration, and breakout areas among others are certain things that if properly applied, can affect workers' productivity in a workplace environment.

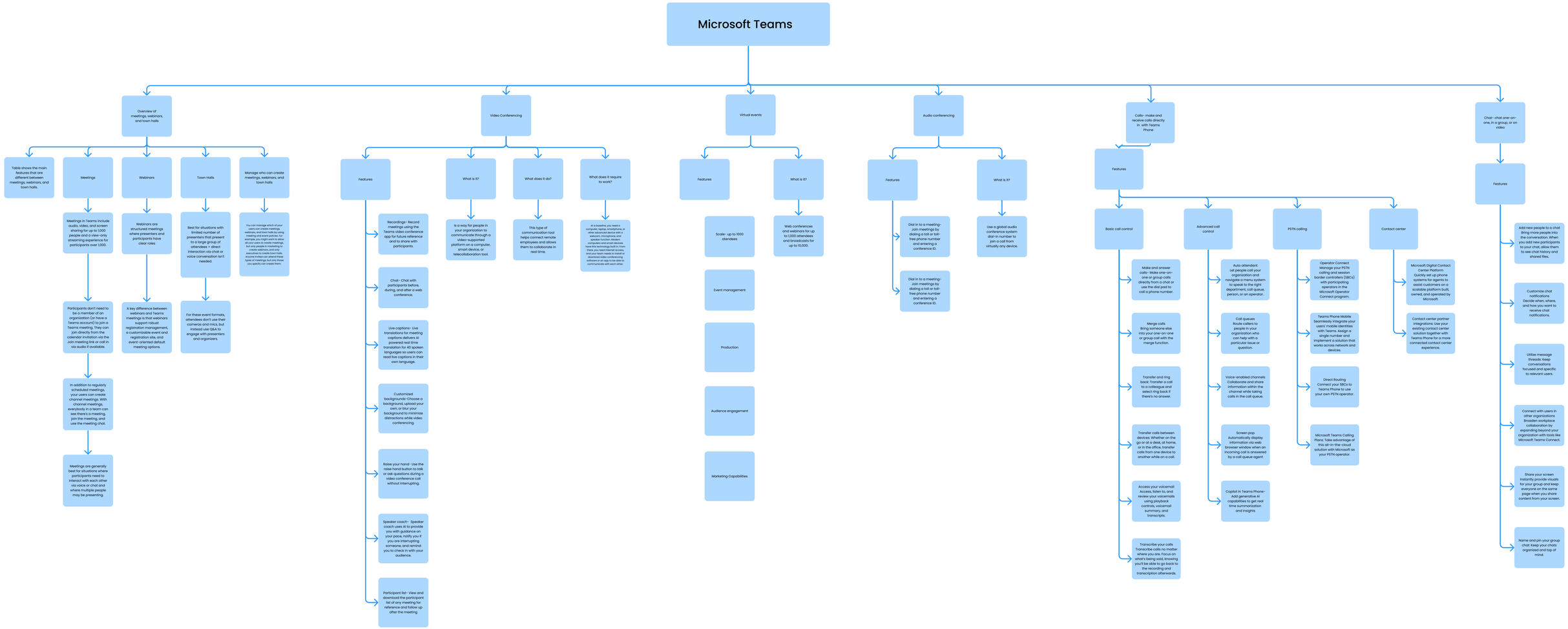




DIGITAL TOOLS

An important step for us towards understanding the digital tools used to communicate and collaborate is evaluating and mapping their functionalities, features, and ideal use cases. If Microsoft Teams and Outlook are used by the BMW IT Tech Office, then an intricate understanding of their faculties and dependencies is critical in order to assess how these systems are currently deployed to facilitate communication and collaboration across the departments within their innovation ecosystem, as any intervention posed will rest on the basis of this understanding.

From evaluating these tools, a system map was developed to add further detail to the communication marketing channels within value network map. Once mapped, these channels can then be validated and evaluated based on how they are currently applied within IT Tech operations.


Microsoft Teams
Overview of meetings, webinars, and town halls
Table shows the main features that are different between meetings, webinars, and town halls.
Meetings
Meetings in Teams include audio, video, and screen sharing for up to 1,000 people and a view-only streaming experience for participants over 1,000.
Participants don't need to be a member of an organization (or have a Teams account) to join a Teams meeting. They can join directly from the calendar invitation via the Join meeting link or call in via audio if available.
In addition to regularly scheduled meetings, your users can create channel meetings. With channel meetings, everybody in a team can see there's a meeting, join the meeting, and use the meeting chat.
Meetings are generally best for situations where participants need to interact with each other via voice or chat and where multiple people may be presenting.
Webinars
Webinars are structured meetings where presenters and participants have clear roles
A key difference between webinars and Teams meetings is that webinars support robust registration management, a customizable event and registration site, and event-oriented default meeting options.
Town Halls
Best for situations with limited number of presenters that present to a large group of attendees + direct interaction via chat or voice conversation isn't needed.
For these event formats, attendees don't use their cameras and mics, but instead use Q&A to engage with presenters and organizers.
Manage who can create meetings, webinars, and town halls
You can manage which of your users can create meetings, webinars, and town halls by using meeting and event policies. For example, you can allow some of your users to create meetings but only people in marketing to create webinars, and only executives to create town halls. You can also customize these types of meetings but only those you specify can create them.
Video Conferencing
Features
Recordings- Record meetings using the Teams video conference app for future reference and to share with participants.
Chat- Chat with participants before, during, and after a web conference.
Live captions- Live translations for meeting captions delivers AI powered real time translation for 40 spoken languages so users can read live captions in their own language.
Customized backgrounds- Choose a background, upload your own, or blur your background to minimize distractions while video conferencing.
Raise your hand- Use the raise hand button to talk or ask questions during a video conference call without interrupting.
Speaker coach- Speaker coach uses AI to provide you with guidance on your pace, notify you if you are interrupting someone, and remind you to check in with your audience.
Participant list- View and download the participant list of any meeting for reference and follow up after the meeting.
What is it?
Is a way for people in your organization to communicate through a video-supported platform on a computer, smart device, or telecollaboration tool.
What does it do?
This type of communication tool helps connect remote employees and allows them to collaborate in real time.
What does it require to work?
At a bireatime, you need a computer, laptop, smartphone, or other advanced device with a webcam, microphone, and speakers. Most of these computers and smart devices have this technology built in. From there, you need internet access, and your team needs to install or access the appropriate video software or an app to be able to communicate with each other.
Virtual events
Features
Scale- up to 1000 attendees
Event management
Production
Audience engagement
Marketing Capabilities
What is it?
Web conferences and webinars for up to 1,000 attendees and broadcasts for up to 10,000.
Audio conferencing
Features
Dial in to a meeting- Join meetings by dialing a toll or toll-free phone number and entering a conference ID.
Dial in to a meeting- Join meetings by dialing a toll or toll-free phone number and entering a conference ID.
What is it?
Use a global audio conference system dial-in number to join a call from virtually any device.
Calls- make and receive calls directly in with Teams Phone
Features
Basic call control
Make and answer calls- Make one-on-one or group calls directly from a chat or use the dial pad to call a phone number.
Merge calls Bring someone else into your one-on-one or group call with the merge function.
Transfer and ring back: Transfer a call to a colleague and select ring back if there's no answer.
Transfer calls between devices: Whether on the go or at a desk, at home, or in the office, transfer calls from one device to another while on a call.
Access your voicemail Access, listen to, and review your voicemails using playback controls, voicemail summary, and transcripts.
Transcribe your calls Transcribe calls no matter where you are. Focus on what's being said, knowing you'll be able to go back to the recording and transcription afterwards.
Advanced call control
Auto attendant Let people call your organization and navigate a menu system to speak to the right department, call queue, person, or an operator.
Call queues Route callers to people in your organization who can help with a particular issue or question.
Voice-enabled channels Collaborate and share information within the channel while taking calls in the call queue.
Screen pop Automatically display information via web browser window when an incoming call is answered by a call queue agent.
Copilot in Teams Phone- Add generative AI capabilities to get real time summarization and insights
PSTN calling
Operator Connect Manage your PSTN calling and session border controllers (SBCs) with participating operators in the Microsoft Operator Connect program.
Teams Phone Mobile Seamlessly integrate your users' mobile identities with Teams. Assign a single number and implement a solution that works across network and devices.
Direct Routing Connect your SBCs to Teams Phone to use your own PSTN operator.
Microsoft Teams Calling Plans: Take advantage of this all-in-the-cloud solution with Microsoft as your PSTN operator.
Contact center
Microsoft Digital Contact Center Platform Quickly set up phone systems for agents to assist customers on a scalable platform built, owned, and operated by Microsoft.
Contact center partner integrations: Use your existing contact center solution together with Teams Phone for a more connected contact center experience.
Chat- chat one-on-one, in a group, or on video
Features
Add new people to a chat Bring more people into the conversation. When you add new participants to your chat, allow them to see chat history and shared files.
Customize chat notifications Decide when, where, and how you want to receive chat notifications.
Utilize message threads: Keep conversations focused and specific to relevant users.
Connect with users in other organizations Broaden workplace collaboration by expanding beyond your organization with tools like Microsoft Teams Connect.
Share your screen Instantly provide visuals for your group and keep everyone on the same page when you share content from your screen.
Name and pin your group chat: Keep your chats organized and top of mind.



EXTERNAL DISCOVERY

DIGITAL COLLABORATION: THE CITY OF LONDON

The City of London looked to supplement their existing use of Office 365 to further streamline their organization's communication. Microsoft Teams was deployed to 3,000 users, delivering the application to all desktops within the organization. A provisioning solution was implemented to enable self-service request in a way that prevents uncontrolled growth of Teams and turned on group expiration to manage inactive Teams and sites. Communications and training for Teams was provided to the organization to maximize the use of Microsoft Teams. The City of London has now adopted a Teams-first approach to content and collaboration, driving all new requests towards Teams. Feedback from within the organization has been great, and the Teams training sessions have been fully booked right from the start.



> Teams has provided both a great user experience and is an excellent example of what can be achieved using the Office 365 toolkit.

Sam Collins, Head of Change and Engagement, City of London Corporation

EMPLOYEE IDEA CAMPAIGN PROGRAMS: CENTRICA, AVIOS



Centrica sought to adopt a solution-based approach to their employee ideas program. Developed a Yammer (Viva Engage) network as a social solution where employees were encouraged to post and discuss any ideas they have. This network was then supplemented with Sideways6 to capture, manage, filter, review and analyze the ideas, as well as communicating to submitters. Through their campaign, Centrica received ideas that were developed to produce an estimated £5 million in cost savings through higher productivity and increased customer satisfaction.

Avios also looked to launch a similar employee idea campaign, and used the combination of Viva Engage and Sideways6 to reduce the barriers to idea submission and ensure employees could see the idea generation process at work. Sideways6 proved to be a smart and structured way to manage the ideas at scale. The team was able to simply move ideas between the three idea types, shortlisting the best ones based on likes and comments and sending them to an expert panel for review. Through their campaign, Avios has been able to make up a large bank of actionable ideas which can be taken forward if ever required.

> “Prior to the introduction of Sideways 6, our business had not taken advantage of Yammer’s functionality and infrastructure to successfully crowdsource ideas.
>
> Jenny Jarvis, Employee Insight Analyst at Centrica

DIGITAL EMPLOYEE EDUCATION PROGRAM: REALFOUNDATIONS

RealFoundations looked to implement a tool to help them build their knowledge network and allow employees to more easily access tacit knowledge – knowledge that is beyond what they have learned from their own experiences or training. They found their solution in Microsoft Viva Topics, part of the Microsoft Viva employee experience platform. Building off of their current Viva Engage network, RealFoundations used Viva Topics to discover and create topics across several key information types throughout the organization including capabilities, artifacts, industry terminology, related professional services, and service offerings. With each topic, employees can access documents and project materials, as well as related organizational experts.

In addition, RealFoundations encouraged its employees to interact and collaborate with clients on their shared Viva Engage platform so that Viva Topics can pull knowledge from these interactions into the appropriate Topic pages. CEO Chris Shaida estimates that by taking advantage of the power of AI with Viva Topics, the organization has saved more than 30,000 hours of manually classifying and disseminating internal knowledge – the equivalent of 15 full-time employees dedicated solely to knowledge classification for an entire year.

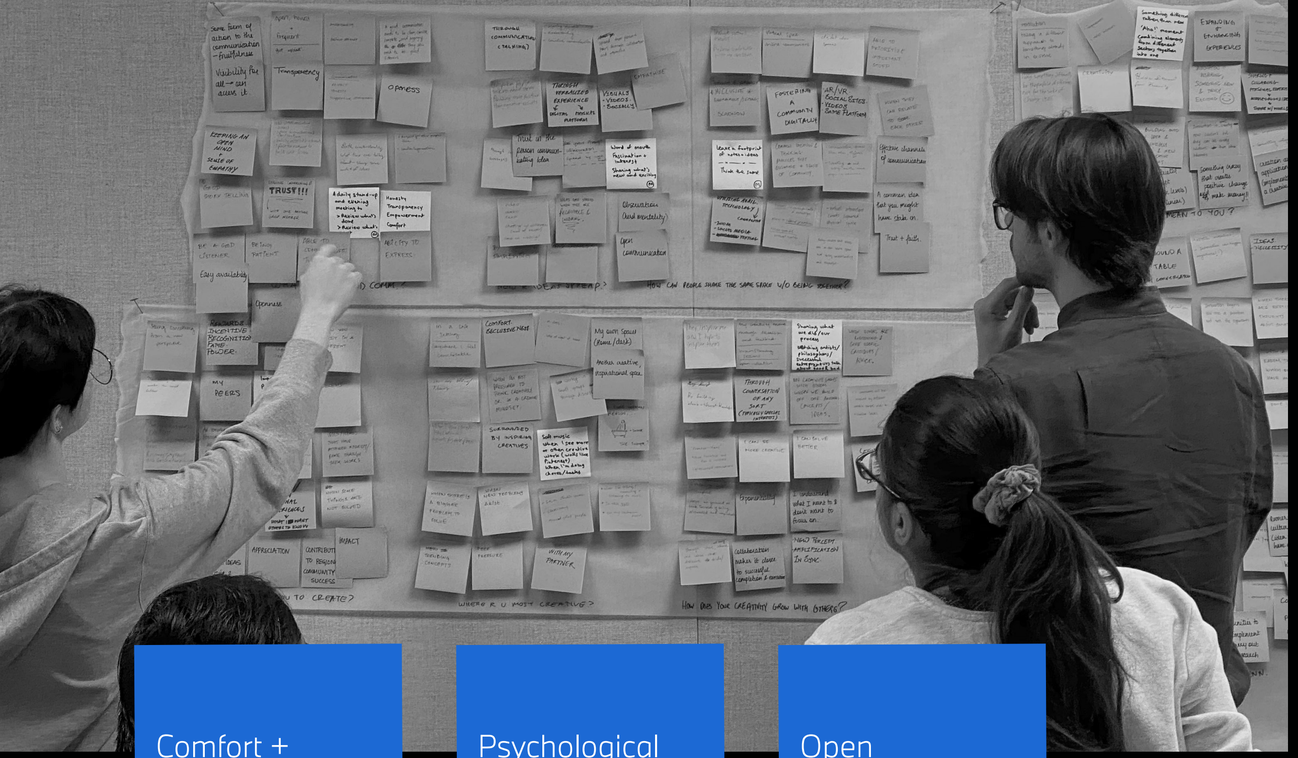
> We believe that knowledge activation is one of the three most important strategic objectives of our business.
>
> Chris Shaida, CEO, RealFoundations



TEAM QUESTIONS

We wanted to clarify our team's assumptions about key concepts and questions within our project. So, we asked pertinent questions regarding unexamined beliefs, or assumptions, that profoundly shape our understanding and guide our thinking. By uncovering and justifying these assumptions, we mitigate the risk of errors, biases, and gaps in our research. Through collaborative comparison, we've identified shared assumptions and evaluated their validity. Armed with this knowledge, we've crafted research questions that reflect our collective ideas and align with our goals. These questions probe the essence of innovation, its origins, conducive environments, and the dynamics of creativity and communication. By delving into these questions, we aim to unearth insights that will guide our exploration of the problem at hand. This process ensures that our research is rooted in sound reasoning and serves as a solid foundation for our project's success.





FINDINGS

Our collective insights highlight the essence of creating new value and driving change. It underscores the importance of comfortable and safe environments, both physically and mentally, as catalysts for innovation and creativity. Trust emerges as a crucial element, fostering open communication and collaboration. The incorporation of humor and fun fosters a lighthearted atmosphere conducive to idea generation. Shared spaces like Miro and FigJam facilitate collaborative ideation and alignment. The pursuit of new value involves paradigm shifts, creative repurposing, and the combination of ideas to address problems and seize opportunities.

Social impact and the desire to contribute to a better world drive innovation, while openness, positivity, and trust are foundational to the process. Inspiring stories and relatable messages, shared by trustworthy individuals, inspire and motivate, while digital platforms provide avenues for virtual collaboration and idea exchange.

WHAT WE BELIEVE

The concept of innovation encompasses the generation of new ideas, the exploration of paradigm shifts, and the creative fusion of elements to add value. It originates from recognizing problems and seizing opportunities for change, often in comfortable and collaborative environments. Social impact and the desire to contribute to a better world drive innovation, alongside the intrinsic rewards of collaboration and recognition. Creativity flourishes in safe, relaxed settings and through interactions with others, fostering an atmosphere of inspiration and shared knowledge.

Trustworthy individuals sharing compelling narratives and relatable messages facilitate the spread of ideas, while virtual platforms and common thinking foster community and collaboration, transcending physical boundaries. Thus, innovation thrives in environments that prioritize comfort, collaboration, and a shared sense of purpose, enabling the exploration of new frontiers and the realization of transformative ideas.

> At BMW Open Innovation we create value for our customers by unlocking the innovation potential of startups, cross industry technologies, intrapreneurs and innovation crowds. Thanks to our highly committed team and a comprehensive outside-in perspective we significantly contribute to the innovation leadership of the BMW Group.

Kai Petrick, Head of BMW Open Innovation



ENTREPRENEURSHIP

- They are the decision makers and work independently
- They introduce something new, and of socioeconomic value to the market
- They are the founders of the company
- Funds are acquired by the entrepreneur himself/herself
- Responsibility: oversees all the activities within the company
- The rewards of entrepreneurship can be as great as the risks for the entrepreneurs
- Self motivated and determined to take the business to another level

INTRAPRENEURSHIP

- Idea makers in which the decision to implement is with the organization
- Work towards improving the performance and sustainability of an established company
- Position: employee in an existing company
- Funds are provided by the company they work for
- Responsible just for the assigned tasks
- Lesser risk than entrepreneurs
- Motivated by appreciation , salary growth, and appraisals

TYPES OF INTRAPRENEURS

THE ADVOCATE

- Identifies market oppurtunities and customer needs.
- Usually designers, business analysts, marketers.
- Crucial: shaping problem statement & envisioning solutions.
- Customer-centric innovation.

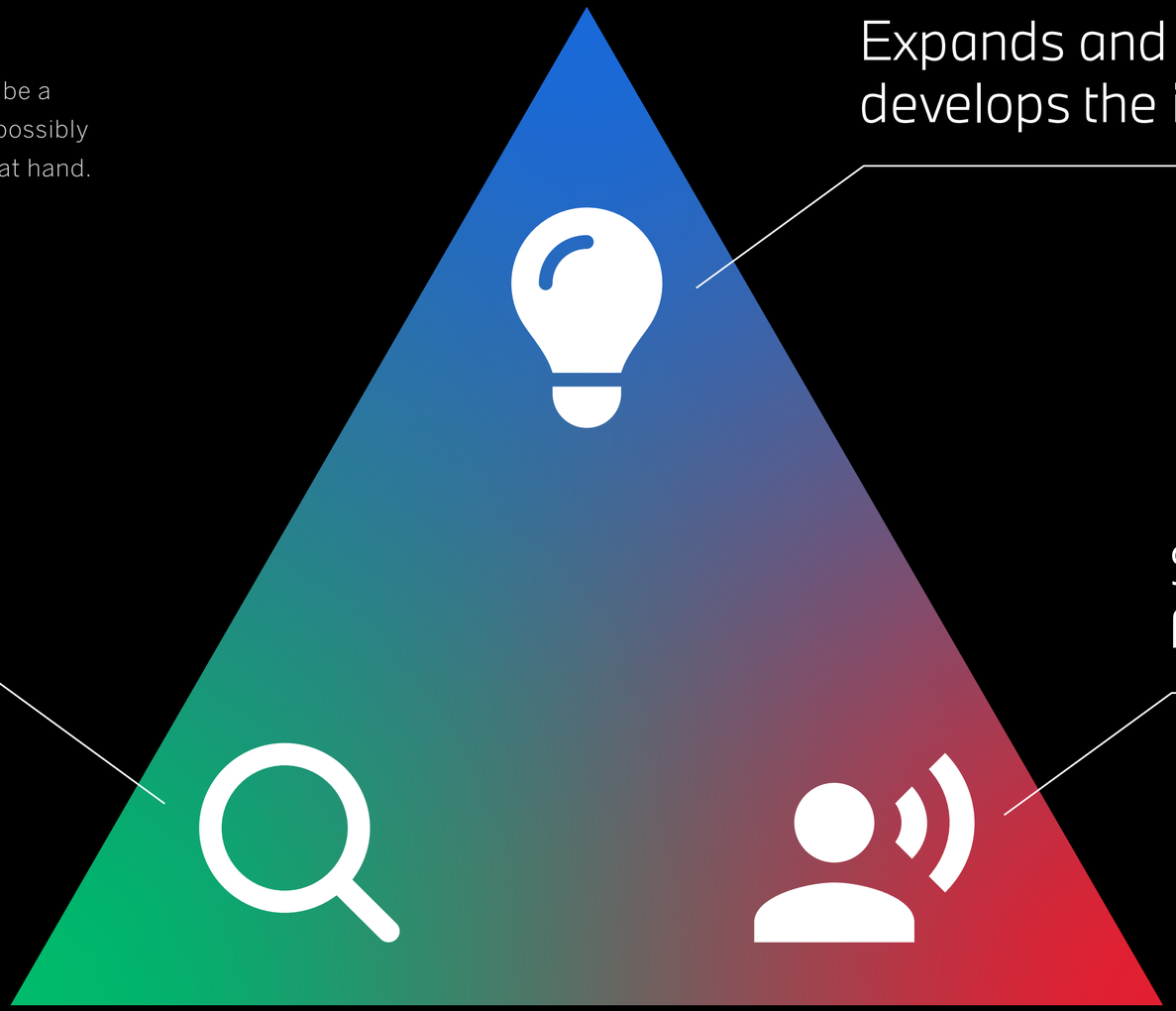
THE CREATOR

- Ideas to life.
- Technical expertise, prototyping & developing tangible solutions.
- Programmers, engineers, designers.
- Ideas into prototypes.
- Iterate and refine, viable solution.

THE CHANGE MAKER

- Driving force behind implemetation & execution.
- Build relationships, secure resources, overcome organizational barriers.
- Extroverted, influential.
- Ability to implement intrepreneurial initiatives.

This visual illustrates how an intrapreneur can be a blend of the three archetypes we explored, or possibly swap between them depending on the project at hand.



INTRAPRENEURS

ADOBE KICKBOX

Employees are given a bright red box, which contains tools to foster innovation.

Besides a credit card with $1000, the box includes a Starbucks gift card, candy bars, and reference cards that outline the program.

To participate in the program, employees just have to attend one of Adobe's worldwide workshops. They learn how to develop and refine their ideas from inception to infiltration before receiving a Kickbox of their own. "We didn't want to wait until employees want to execute an idea to teach them about innovation and give them tools — that would be like waiting to do a fire drill when there's a fire," explained Mark Randall, Adobe's VP of Innovation, who came up with the idea in 2012.



WHAT IS A VENTURE CLIENT?

BMW I VENTURES
VENTURE CAPITAL

Focus of BMW i Ventures:
Funding and mentoring startup

BMW STARTUP GARAGE
VENTURE CLIENT

Focus of the BMW Startup Garage:
Client-supplier for long-term partnerships

URBAN X
STARTUP ACCELERATOR

Focus of Urban X:
Accelerating startups with solutions for future cities

INCUBATOR

A startup incubator helps teams develop and refine high-potential startup ideas. Incubators usually provide startup teams with a lot of resources and networking connections, and some also provide the required workspace.

ACCELERATOR

Startup accelerators provide education, resources, and mentoring for early or mid-stage startups. Compared to incubators, accelerators are often team-based, more structured, and outline specific steps to transform a startup into a scalable business. Accelerators support business if it's in its early stages and already has a minimum viable product (MVP).

AREA 120: GOOGLE'S IN-HOUSE INCUBATOR

Area120 is an internal incubator that allows Google employees to work on their own ideas and projects. The name "Area 120" is a reference to Google's famous policy of allowing employees to spend 20% of their time on side projects. Area 120 is a structured and focused startup program, providing resources and support for these projects to potentially become full-fledged products or services.

Here's how Area 120 will work:

- First, teams within Google will submit a business plan and apply to join Area 120.
- If successful, the teams will get to work full-time on their idea for a few months.
- They'll then have the opportunity to pitch Google for additional funding and create a new company (which Google will invest in).



> We encourage our employees, in addition to their regular projects, to spend 20% of their time working on what they think will most benefit Google
>
> Area 120, Google

AWS ACCELERATORS:
AMAZON WEB SERVICES GLOBAL STARTUP PROGRAM

The Amazon Web Services (AWS) Global Startup program is an invite-only, go-to-market program supporting early to mid-stage startups that have raised institutional funding, achieved product-market fit, and are ready to scale.

AWS Accelerator focusing areas:
Education, Generative AI, Healthcare, Space, and Defense



> Bringing together promising ideas and proven technologies, AWS Accelerators help turn startups into success stories that go on to create world-changing solutions. Innovation starts here.
>
> The Amazon Web Services Global Startup Program



START PATH:
MASTERCARD'S AWARD-WINNING STARTUP ENGAGEMENT PROGRAM

Helping financial techs access strategic partnerships, co-innovation opportunities and engagement with Mastercard's global network. Start Path has a suite of programs focusing on Blockchain and Digital Assets, Emerging Fintech, In Solidarity, Open Banking, Small Businesses and more.

Start Path focusing areas:
Blockchain, Digital Assets, Emerging Fintech, Small Business, and more.

> Start Path is Mastercard's award-winning startup engagement program providing global support for startups.
>
> Mastercard Startup Engagement Program

INNOVATION LAB:
MULTIDISCIPLINARY CAPABILITIES TO ENSURE SPEED & INNOVATION

Volvo's Innovation Lab framework has three stages: Discover involves generating and validating new ideas using customer insights and trends. Incubate focuses on designing, prototyping, and testing the viability of opportunities. Accelerate involves building and scaling proven innovations that demonstrate value and growth potential.

Start Path focusing areas:
Sustainability Services, Logistics Services , Electrification Services, Site and Operation Solutions, and Urban Mobility.



> Innovation Lab is a place where we identify, explore & validate, new ideas & new business opportunities, driven by trends in society. We work closely together with the truck divisions and business areas in Volvo Group, as well as partners, customers & start-ups.

Volvo Group



STARTUP EXPLORATIONS

During our team's secondary research efforts, we sought to look into the current united states and international demographics of automotive industry specific live startups that focus on BMW Group's own startup values seeking innovative products, services, and technology.

Our team focused on finding strong examples of a successful startup venture, a looked-upon project with developing potential, and a notable failed startup. All of which specialize in automotive industry innovation and represent a key area of BMW's startup values.

We wanted to take note of each startup's statistical background from their start date, founders, location, specific areas of service, funding, and employment.

SUCCESSFUL STARTUP:
MOBILEYE (SERVICE)

This startup turned established public company began in 1999 in Jerusalem, Israel by then-professor at Hebrew University of Jerusalem, Amnon Shasua (Founder, President, CEO), along with his partners (Co-founders), Ziv Aviram and Amnon Shasua.

What began as development from his own personal academic research, Shashua sought to further explore and potentially commercialize on a monocular vision system that could detect vehicles using only a single camera and software algorithms on a processor. This venture is now know as Advanced Driver Assistance Systems (ADAS).

Shashua's curiosity in ADAS technologies led to the creation of the first EyeQ 1 processor in 2008 with one of the first vehicles to use this "computer vision" technology being the Generation 5 BMW 7 Series.

This first venture into ADAS technology offered integration of a vehicles automatic high beam, lane departure warning with road edge detection, and speed sign recognition system utilizing the same front facing camera.

Since 2008, iterations of the EyeQ chip have launched in 2010, 2014, 2018, and most recently in 2020. In 2017, Mobileye was acquired by parent company, Intel Corp. and still partner with BMW Group at present in 2024.

Most recently, Mobileye has introduced a proposal of rules regarding self-driving vehicles and advocating for safety surrounding the usage of them through their Responsibility Sensitive Safety (RSS) proposal, gaining traction as pioneers of autonomous vehicle regulation.

Mobileye maintains over 3,700 employees with almost all of them based in Israel working in offices located in Haifa, Tel Aviv, Petah Tikva, Ramat Gan, and Jerusalem and is valued at over 25.62 billion in 2024.





POTENTIAL STARTUP: APPLIED INTUITION (TECHNOLOGY)

Founded in January 2017 by Qasar Younis (Founder, CEO) and Peter Ludwig (Co-founder, CTO), this private startup focuses on innovation within the automotive market providing advancements in software and AI technology, seeking to help a target market of automakers, tier 1 suppliers, and trucking, construction, and agricultural industries.

Applied Intuition is headquartered in its birthplace of Silicon Valley, California with offices in Ann Arbor and Detroit, Michigan, Washington, D.C. as well as international locations in Munich, Stockholm, Seoul, and Tokyo. As of 2024, they employee over 400 individuals across their 8 offices.

The overarching mission of Applied Intuition aims to speed up the automotive manufacturing production process through providing AI-powered safe simulation and testing technologies surrounding autonomous vehicles and ADAS systems, seeking to save lives as result.

Applied Intuition has established itself as a high potential startup through notable case studies established within their 7 year existence with reputable brands such as Toyota, Nissan, Porche AG, Volkswagen as well as brands like Torc, Valeo, Kodiak, and May Mobility.

As of 2024, they are valued at over 6 billion and have gone through 5 rounds of funding, further establishing their potentials by accruing over 250 million dollars during Series E of their funding.

FAILED STARTUP:
LIGHTYEAR (PRODUCT)

Founded in the Netherlands in November 2016, Lightyear, initially led by innovator Lex Hoefsloot, aimed to pioneer solar-powered electric mobility for consumers. Despite facing significant challenges, including high costs and technological hurdles, the company managed a brief success with the launch of Lightyear 0 in November 2022. However, these triumphs were short-lived, and Lightyear filed for bankruptcy in January 2023.

In February 2023, a restart backed by 8 million euros from committed investors revitalized Lightyear. The company underwent a successful restructuring, merging various divisions into a new entity, Lightyear Technologies, and reducing its workforce from 600 to 100 employees. With renewed vigor, Lightyear Technologies secured funding and continued its mission, notably developing the consumer-friendly Lightyear 2 model, priced at $40,000. As of November 7, 2023, they raised over 3.71 million in a Late Stage VC deal in efforts to continue innovating the heavily interested consumer-friendly mass-model Lightyear 2 aimed at a starting price of $40,000.

While Lightyear Technologies did reach a point of failure to thrive, they have admirably restructured themselves in the pursuit of clean, renewable innovation.



> Through innovation, dedication, and daring, we are shaping the future. Our idea is simple. To offer clean, renewable mobility for all.
>
> Lightyear Technologies

UNDERSTANDING THE PROGRAM MARKET

In order to gain a deeper understanding of our incubator/accelerator program competitors, we had to look at how programs have been successfully implemented into a business structure. Through this phase of research, we were able to discover what programs and technologies currently exist on the market. Similarly, we were able to uncover what approaches have been taken in the past with facilitation of incubator and accelerator programs.





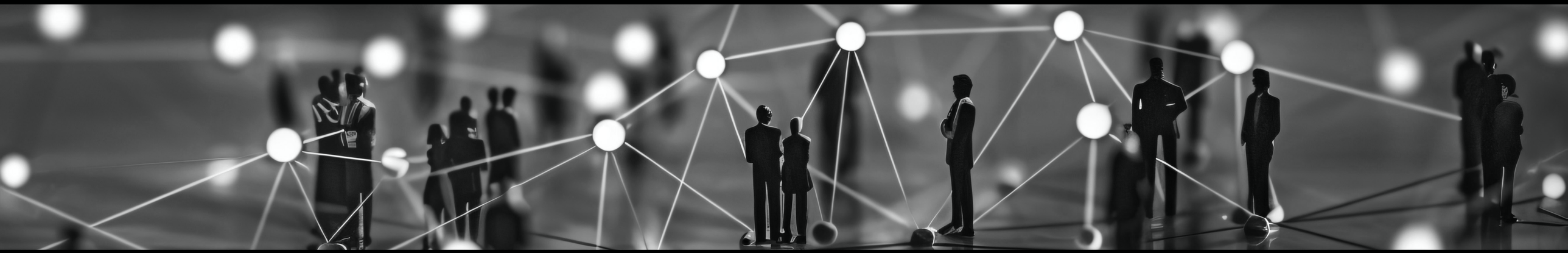
ACCELERATOR PROGRAMS AND THEIR USE CASES

Serving as transformative catalysts, accelerator programs offer startups an array of invaluable resources, mentorship, and networking opportunities. By engaging with these programs, startups can strategically navigate uncertainties, optimize their operational efficiencies, nurture a culture of cross-functional collaboration, expedite the attainment of vital investments, and significantly enhance their return on investment. Through a structured framework of guidance and support, accelerator programs empower startups to not only survive but thrive in the competitive marketplace, propelling them towards sustainable growth and success.

IMPACTFUL TECHNOLOGY

We looked to explore the role of impact technology in community-building endeavors. Impact technology, characterized by its proactive approach to addressing social issues, can revolutionize community development efforts. By leveraging digital tools and innovative solutions, organizations can enhance their ability to engage with communities, facilitate collaboration, and drive positive change. Our research emphasized the transformative potential of impact technology in reshaping the landscape of community-building initiatives and fostering meaningful connections among diverse stakeholders.

> Impact technology is the proactive use of responsible technology to create or multiply positive impact and to facilitate your ability to build community.
>
> CauseLabs, a Public Benefit Corporation, USA





When meticulously implemented, corporate accelerators emerge as transformative platforms, engineered to ignite exponential growth while navigating the complexities of technological evolution, business paradigms, and market rivals. These strategic initiatives serve as incubators of innovation, fostering a culture of agility and adaptability within organizations as they confront the challenges of modernization. By harnessing the collective expertise of internal and external stakeholders, corporate accelerators pave the way for pioneering solutions, propelling companies towards industry leadership while systematically mitigating the inherent risks associated with disruptive change. Through a symbiotic fusion of cutting-edge technology, strategic partnerships, and visionary leadership, these accelerators not only redefine organizational resilience but also serve as the vanguards of sustainable competitive advantage in an increasingly dynamic global landscape.

Effectively executed corporate accelerators drive growth and reduce risk, vital for companies adapting to technological shifts, outdated models, or emerging competition.

EXISTING “BLUEPRINTS” FOR INNOVATION

STRATEGYZER

This consultancy organizes workshops and conducts training on innovation strategies for leadership and teams with regards to innovation activities. They use models like the business model canvas and value proposition canvas as part of their training. Their clients include Schreiber Foods, Mastercard, and Bayer.

VIRTUAL SUMMIT 2024 “AUTONOMOUS INNOVATION”

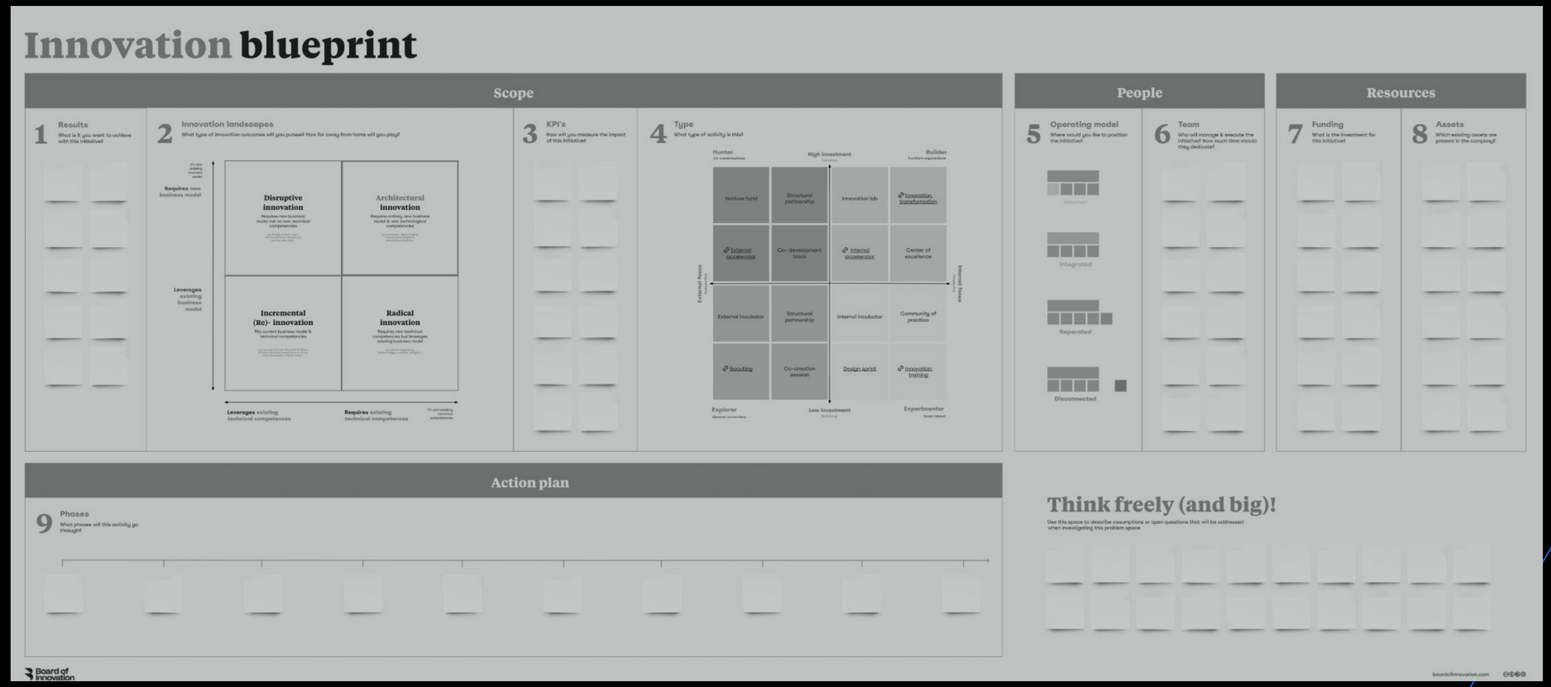
This is a conference hosted by the “Board of Innovation.” Sponsors/ attendees include Microsoft, Salesforce, MIT, and NASA. There are currently no automotive companies represented on the list. This is an opportunity learn more about how others tackle a similar problem within their context. This year, the conference is set to take place in June 5-6, and the theme is “Autonomous Innovation.”



BOARD OF INNOVATION

Board of Innovation is a global consultancy that helps their clients innovate on new products, services, and businesses. They have developed templates and tools that guide and incorporate elements to consider when assessing an innovative venture.

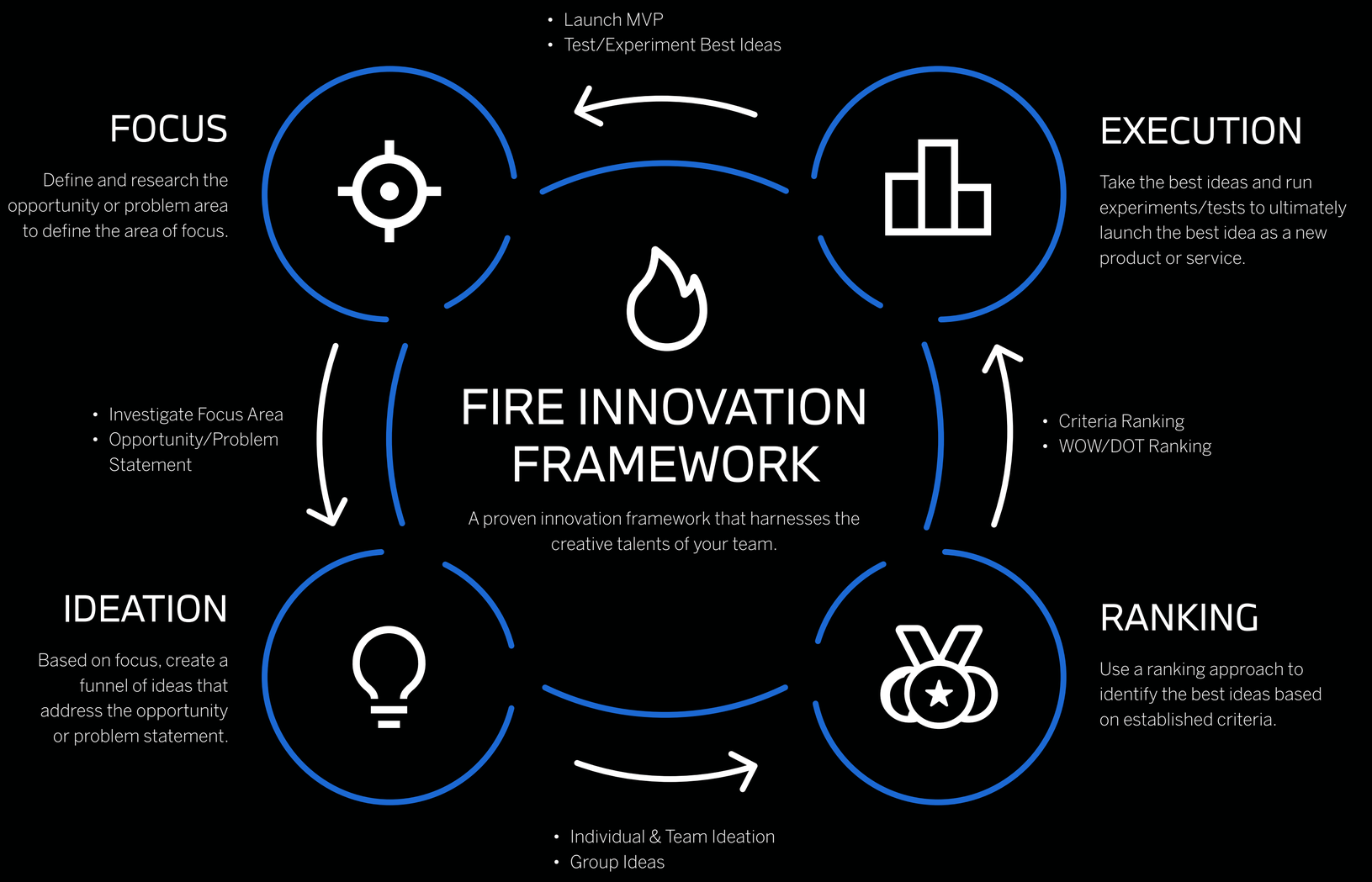
This is an “innovation blueprint” on Miro, created by the “Board of Innovation”. Boards like this are similar to the Value Proposition Canvas or Business Model Canvas. It guides one through a list of considerations to help them build their innovative idea into implementation.



INNOVATION FRAMEWORK: FIRE

There are several innovation frameworks out there, but FIRE focuses on the idea rather than one that looks at brand positioning. With this framework, we created a visual on the next page that illustrates how ideas are filtered before they reach the incubation/acceleration phase.

This framework offers a guide to discussing a flow of innovation as it incorporates elements that contribute to the effectiveness of innovation efforts. As a framework, it does not determine the process as every process is tailored to the specifics of an organization. This acts as a starting point for us to consider all the steps to be done before the final Execution phase of incubation/acceleration.

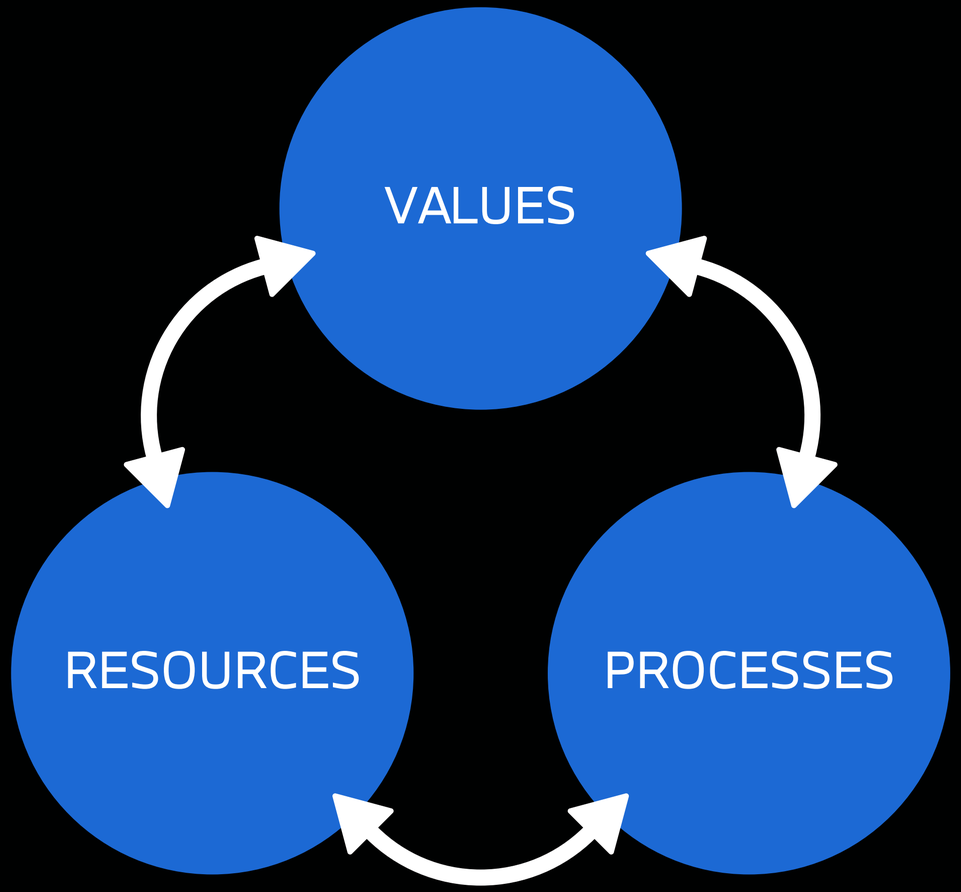


RESOURCES,PROCESSES, VALUES FRAMEWORK

An article from Harvard Business Review discusses the resources-processes-values framework and how it influences a company's decision-making with regards to innovation activities. It highlights the desires that large companies have for innovative capabilities, yet the failure to carry them out. The authors use the framework to argue that while companies have resources, they also have processes built in for incremental innovation rather than disruptive innovation.

Furthermore, values play a big role in determining prioritization of decisions. This is a broader term that includes ideas that define a company's cost structure and business model - for instance, the way a company judges acceptable gross margins, and how big a business opportunity must be for it to be worth pursuing.

As an organization matures, its capabilities and disabilities evolve over time (as seen in the diagram to the right). Thus, defining the level of innovation is key in choosing the right strategy to proceed on the type of ideas generated. Furthermore, this framework reiterates the importance of aligning values and focuses with the company's overarching strategy in order to implement successful innovative activities.



MEETING THE CHALLENGE OF DISRUPTIVE CHANGE

> The reason that innovation often seems to be so difficult for established companies is that they employ highly capable people and then set them to work within organizational structures whose processes and values weren't designed for the task at hand. Ensuring that capable people are ensconced in capable organizations is a major responsibility of management in a transformational age such as ours.

Clayton M. Christensen & Michael Overdorf,
Harvard Business Review

GARTNER CONSULTING: INNOVATION FRAMEWORKS

Gartner is a consulting firm consisting of 2500 research and advisory experts that produce actionable insights and offers tools, benchmarks, and guidance, and conferences, and consulting services. From their paper on “customizable innovation framework,” they’ve outlined a spectrum of innovation activities that foster ideas ranging from incremental to more radical ideas. They also point out that different activities and approaches should be chosen depending on the business goal and objective.

Currently, BMW Group has quite a few of the activities listed. However, it is not structured. One way to organize these activities can be to first align what the business goals are before choosing and then deploying specific activities.

Furthermore, there must be an awareness that innovation journeys may have different starting points, so the solution must be able to accommodate some sort of adaptability.

Gartner

Table 1: Examples of How Business and Innovation Goals Impact Innovation Decisions
(Enlarged table in Appendix)

Business and Innovation Goals	Innovation Approaches and Activities
To create a culture of innovation	▪ Ensure that executives expect and ask all areas of the business to innovate. ▪ Work with team managers to ensure that incentives, key performance indicators and bonuses demonstrate that innovation is valued as part of people’s “day jobs.” ▪ Provide opportunities and time for employees to contribute to innovation. ▪ Implement innovation “hacks” that directly drive behavior change.
To create an ongoing stream of innovation	▪ Define an innovation process that emphasizes end-to-end completion, and appoint someone to track process strengths and challenges over time. ▪ Create a cadence of innovative ideas through open submission policy, full-time teams or regular events.
To develop new business models, or major new product or service offerings	▪ Create an innovation lab with full-time resources to identify and explore new approaches and opportunities. ▪ Incubate internal teams to run with specific ideas. ▪ Work with startups or accelerators to identify new or adjacent approaches. ▪ Create a new product development or service design team.
To improve customer-facing innovation specifically, including customer experience	▪ Create a customer experience competency center, innovation center of excellence or lab. ▪ Identify individuals with customer experience specialist capabilities to run this center. ▪ Train designers and other employees in design thinking.
To improve existing products and services	▪ Run an innovation challenge for employees, customers or other stakeholders. ▪ Create an innovation or emerging technology team to identify potential technology advances or other ideas to trigger new capabilities.
To surface bold new ideas.	▪ Run a “hackathon”-style competition where employees and potential external ecosystem partners can pitch big ideas to executives. ▪ Run moderated workshops or design sprints with creative-thinking triggers (for example, a stretch goal).

Source: Gartner (September 2023)

GARTNER CONSULTING: INNOVATION FRAMEWORKS

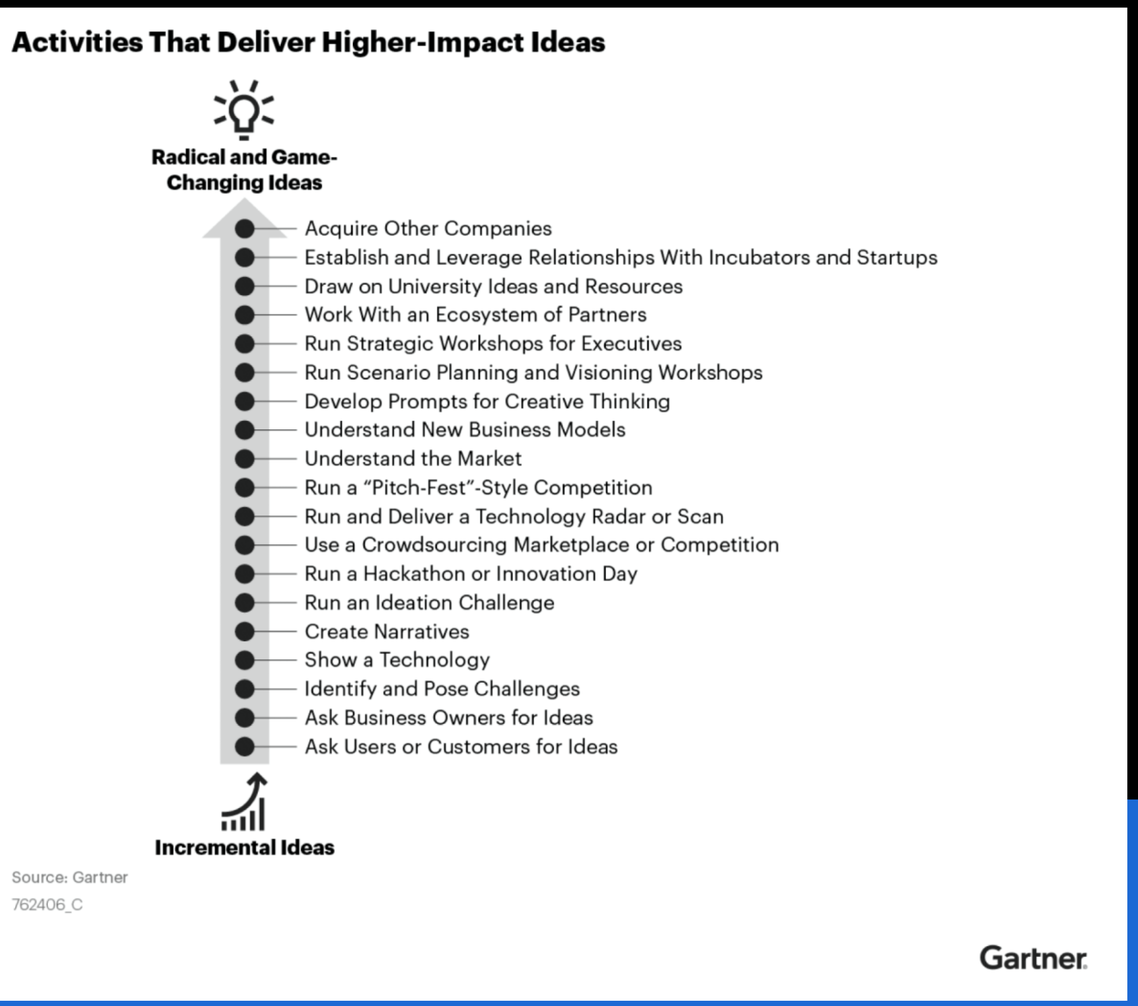
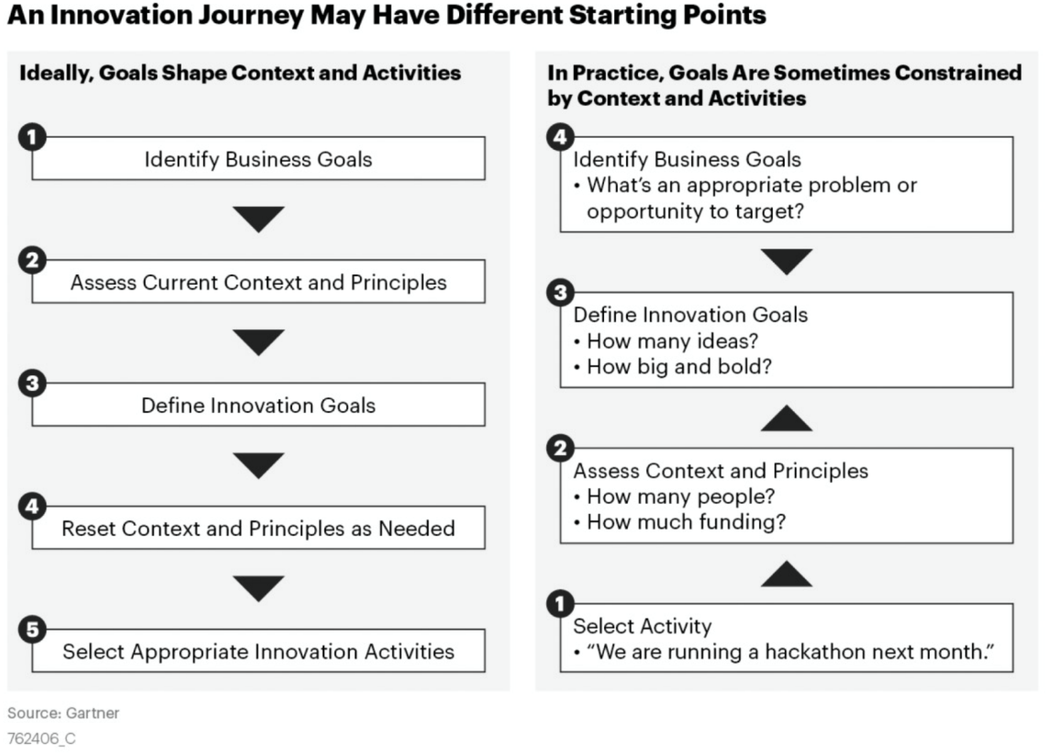


Figure 5: An Innovation Journey May Have Different Starting Points



Examples	
Appetite for Risk	
Where appetite for risk is low: ■ Ask users or customers for ideas ■ Contract with external service providers ■ Create a business case for an innovation	Where appetite for risk is high: ■ Understand new business models ■ Establish and leverage relationships with incubators and startups ■ Spin off new unit/company to develop and deliver
Funding	
Where funding is low or nonexistent: ■ Create an internal network for innovation ■ Bootstrap growth from small successes ■ Hire interns	Where innovation is well-funded: ■ Create and run an innovation center or lab ■ Establish stage gates for decisions on ideas/opportunities ■ Hire full-time innovation staff
Technology Focus	
For digital or technology-focused innovation: ■ Create a technology innovation team ■ Run regular technology scans ■ Design experiments, evaluations and prototypes	Where focus is on any innovation: ■ Appoint a chief innovation officer ■ Run an ideation challenge ■ Design minimum viable products

Another key consideration to have is the level of risk that is acceptable for the team or organization of which innovation activities are fostered. The table to the right by Gartner offers suggestions of the different types of activities that can be done to foster an innovative culture.

Within BMW, there are different levels of risk appetites depending on the organizational function. By first defining the appetite for risk can help design strategies that can be more easily implemented for that function.

INNOVATION AT APPLE

Apple's growth is remarkable, with innovations in hardware, software, and services driving its success. When Steve Jobs returned, he restructured the company by eliminating business units and adopting a functional organization with combined departments. This stems from Apple's focus on expertise, innovation, and long-term product excellence.

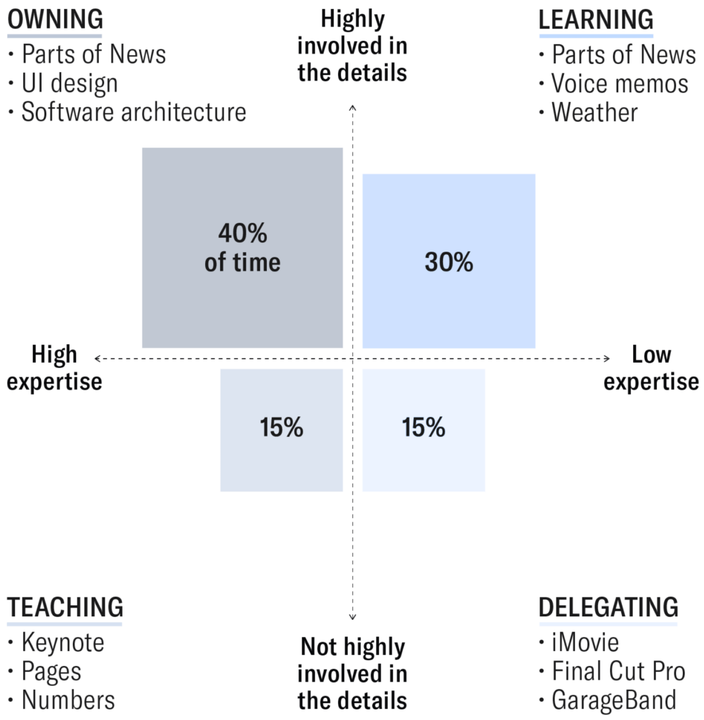
When leadership is concerned, seniors at the top-level are responsible more so for functions, not products. For example, the CEO is a role where design, ops, engineering, marketing, and retail meet. What business unit leaders do have full control over are the key functions to allow them to do what is best. This is why decision-making at Apple is decentralized, with experts leading experts and deep immersion in details, fostering innovation. Apple leaders need to exhibit deep expertise, immersion in details, and collaborative debate, as it is crucial among specialist teams, often involving senior leaders as tiebreakers.

As Apple has grown, its organizational structure has evolved, with adjustments made to accommodate new markets and technologies. Its discretionary leadership model allows for flexibility in managing the increasing complexity of the company's operations.

While Apple's functional organization deviates from traditional management theories favoring divisional structures, its success demonstrates the effectiveness of aligning decision rights with expertise. Transitioning to such a model requires overcoming obstacles but can lead to extraordinary results, as seen in Apple's case.

Roger Rosner's Discretionary Leadership

Apple's VP of applications, Roger Rosner, oversees a portfolio comprising four distinct categories that require varying amounts of his time and attention to detail. In 2019 it looked like this:



Source: Apple

HBR

AT&T: TECHNOLOGY & INNOVATION

The AT&T Foundry is a network of innovation centers — physical spaces where engineers, designers, developers and business experts test and build prototypes for real-world solutions. They explore new territory with startups, technology collaborators and enterprise customers by driving innovation from concept to commercialization. They create real solutions that can add exponential value. With every project is an attempt towards building positive connections. The Foundry is a preview of the future and serves as a hub for research, development, and testing of new technologies and innovative solutions. The lab typically focuses on advancing telecommunications technology, including areas such as:

- 5G Development: Researching and developing advancements in network infrastructure, hardware, and software optimizations.
- Internet of Things (IoT): Exploring how IoT devices can be integrated into telecommunications networks, and developing solutions to enable seamless connectivity and communication between IoT devices.
- Artificial Intelligence (AI) and Machine Learning: Utilizing AI and machine learning algorithms to improve network efficiency, predict maintenance needs, and enhance customer experiences.
- Cybersecurity: Developing and testing cybersecurity solutions to protect AT&T's networks and its customers' data from cyber threats and attacks.
- Cloud Services: Researching and developing cloud-based services and solutions to enhance network scalability, flexibility, and performance.
- Virtualization and Software-Defined Networking (SDN): Investigating ways to virtualize network functions and implement SDN architectures to create more agile and efficient network infrastructures.
- Edge Computing: Exploring the potential of edge computing to bring processing power closer to the end-user, reducing latency and improving performance for applications and services.



DELL HPC AND AI INNOVATION LAB

The engineers who work in these labs are dedicated to the exploration and design of solutions that keep pace with the evolving landscape of emerging technology using data to innovate

- Innovate: They design workload solutions for specific IT environments with solutions and well-tuned systems that implement best practices
- Evaluate: They utilize new and emerging technology to measure the impact on applications
- Collaborate: They ensure that the best resources and expertise are available without any agenda or trade-offs in quality and subject domain knowledge
- Optimize: They look at updating the computing systems to maximum efficiency and operations at all times - the blogs on new technology also comes with posts of performance result tests, and shares the best practices for IT.
- They focus on supercomputing, storage for collaboration, and delivering world-class infrastructure.



AWS PROTOTYPING AND INNOVATION LABS

The AWS Prototyping and Innovation Lab is a customer-centric initiative aimed at foster innovation and accelerate the adoption of AWS services. Started within the AWS Worldwide Specialist Organisation (WWSO), the innovation lab provides a hands-on environment where customers can explore, innovate with AWS solutions. It offers immersive experiences beyond traditional presentations. The lab serves as an extension of AWS's Executive Briefing Centres.

AWS Prototyping and Innovation Labs locations include Luxembourg and Sao Paulo, as well as upcoming openings in New York and Melbourne.



AWS PROTOTYPING AND INNOVATION LAB
SANTA CLARA



Showroom
- Features interactive demonstrators developed with AWS APN partners.
- Provides hands-on experiences for customers.

Server Room
- Provides equipment for their Outpost Test Lab.
- Traditional Outpost Setup, that offer different sizes of computing power. New Ultra-low Latency Outpost Rack and compact 2U server.

Co-Development Room
- Equipped with workstations, whiteboards, and conferencing systems.
- Facilitates joint development projects between customers and AWS engineers.
- Follows sprint methodology for project management.

Workshop
- Designed with an industrial look and feel.
- Equipped with tools like a 3D printer, soldering station, PCB printer, and oscilloscope for light frabrication.
- Utilized by the prototyping team to build prototypes powered by AWS IoT and ML.

MICROSOFT CO-INNOVATION LABS

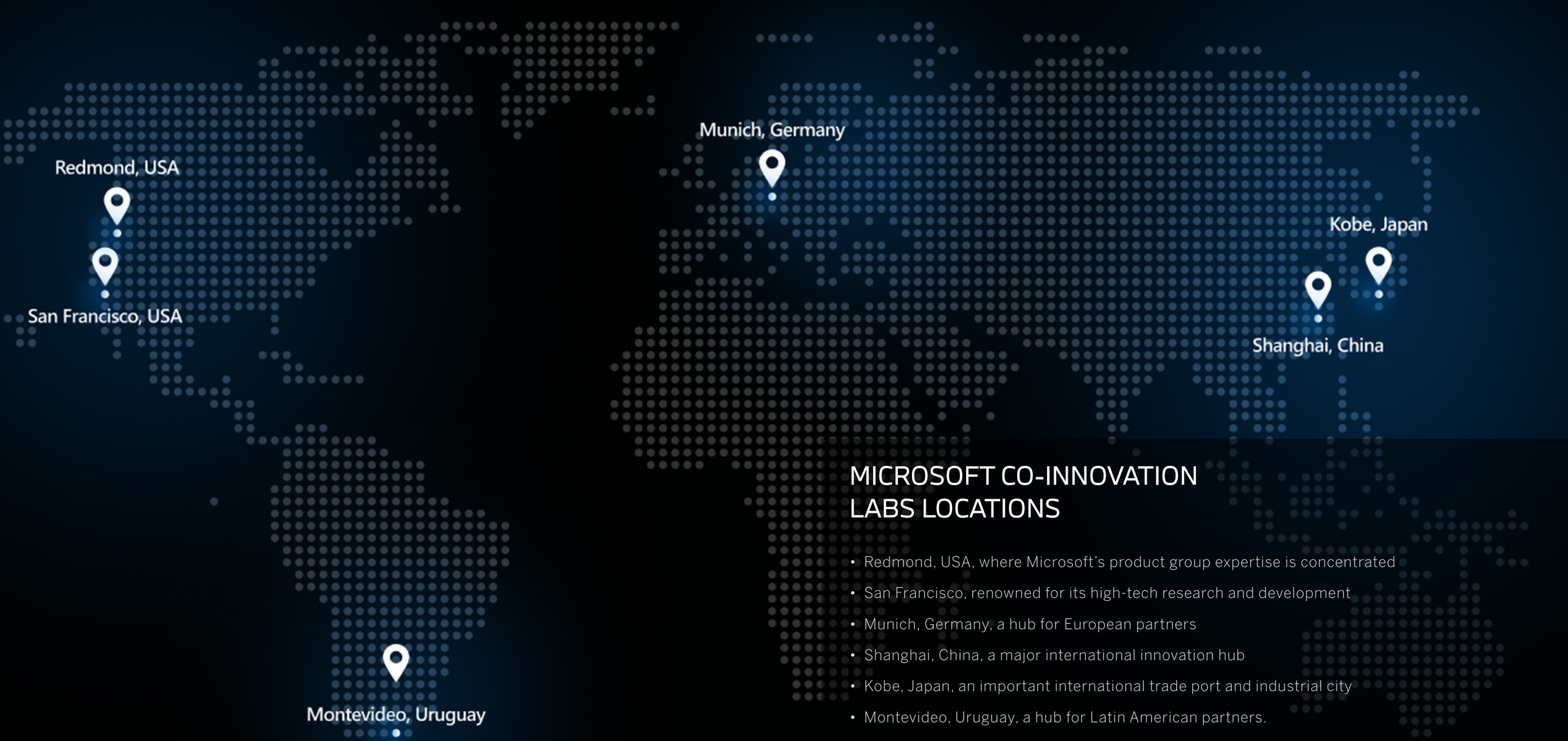
Microsoft AI Co-Innovation Lab provides companies access to AI tools and infrastructure for developing and testing AI prototypes and solutions. Microsoft's Co-Innovation Labs provide hands-on coaching, with the San Francisco lab focused on AI opportunities. The lab's launch highlights Microsoft's commitment on the future of AI development and providing a platform for testing and refining AI concepts. Startups and entrepreneurs interested in accessing the lab can apply for participation.

The goal is to support startups and companies in exploring new AI-driven products and services to drive industry development and address social issues. The lab aims to assist companies in transitioning from ideation to prototyping by providing resources and guidance.

The technology supported at the lab is as follows:

- IoT Technologies: Azure Digital Twins, Azure Functions, Azure IoT Central, Azure IoT Edge, Azure IoT Hub, Azure RTOS, Azure Sphere, Azure Stream Analytics, Azure Time Series Insights.
- Azure Machine Learning: Bot Service, Cognitive Services, OpenAI.





MICROSOFT CO-INNOVATION LABS LOCATIONS

- Redmond, USA, where Microsoft's product group expertise is concentrated
- San Francisco, renowned for its high-tech research and development
- Munich, Germany, a hub for European partners
- Shanghai, China, a major international innovation hub
- Kobe, Japan, an important international trade port and industrial city
- Montevideo, Uruguay, a hub for Latin American partners.

MICROSOFT CO-INNOVATION LABS SUCCESS STORIES

Co-Innovation Lab Assistance:

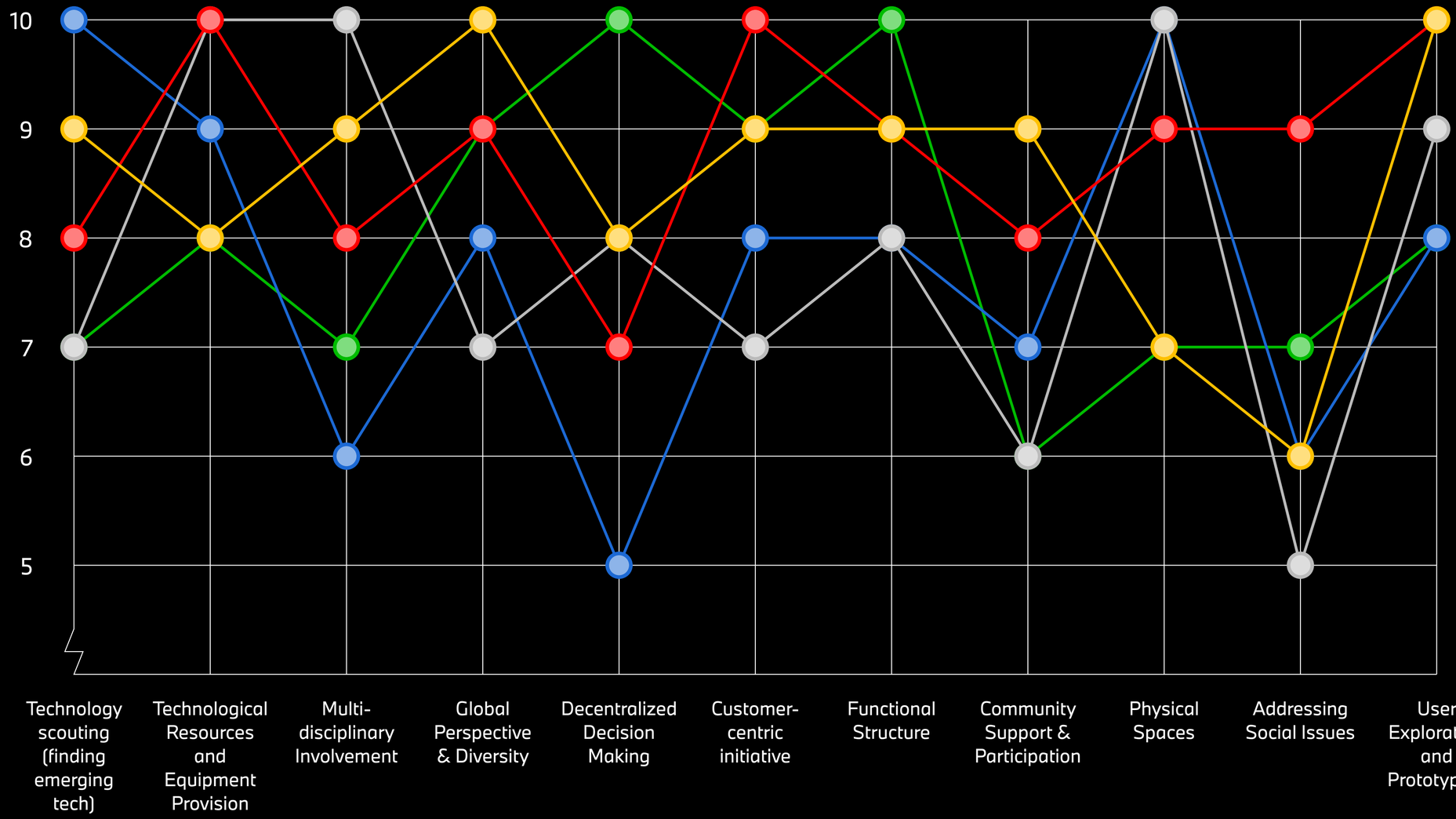
- The BBC approached the Microsoft AI Co-Innovation Lab with the aim of creating a knowledge service infrastructure to aggregate and navigate their vast content database, allowing users to ask questions and receive direct responses.
- The Lab took six weeks to shape the project's workstream, making crucial decisions like not using Azure Cognitive Search and focusing on a minimal query-response system.

Results:

- The Co-Innovation Lab successfully helped the BBC create a prototype capable of retrieving educational math-related content in response to natural language queries.
- The prototype can analyze user intent and deliver more relevant responses directly, enhancing the user experience.
- Testing sessions confirmed the prototype's ability to retrieve webpages and mathematical definitions based on user requests, with additional features like returning content based on exam boards for synthetic users, adding further value to the educational companion app.

COMPARING INNOVATION LABS

AMAZON
MICROSOFT
AT&T
DELL
APPLE



SOCIAL ALPHA

Social Alpha in India is a renowned venture firm known for its unique approach to innovation, particularly in the social sector. They focus on business transparency and social entrepreneurship to drive forward help and support for social groups in order to generate most value. The way Social Alpha invests and creates impact with the different social ventures gives clarity on how to interact with start-ups at an early stage.



- Co-Creation and Collaboration: Social Alpha believes in the power of collaboration and co-creation. They work closely with a diverse range of stakeholders, including entrepreneurs, government agencies, NGOs, academic institutions, and corporations, to develop innovative solutions collaboratively.
- Incubation and Acceleration: Social Alpha provides support to innovators and entrepreneurs through incubation and acceleration programs. These programs offer mentorship, funding, access to networks, and other resources to help promising innovations grow and scale.
- Impact Measurement and Evaluation: Social Alpha emphasizes the importance of measuring and evaluating the impact of innovations. They use robust monitoring and evaluation frameworks to assess the effectiveness and sustainability of solutions and make data-driven decisions to iterate and improve.
- Systems Thinking: Social Alpha takes a systems thinking approach to innovation, recognizing the interconnectedness of social, environmental, and economic factors. They aim to develop solutions that address complex challenges holistically and create positive systemic change.
- Technology and Innovation: While focusing on social impact, Social Alpha leverages technology and innovation as key enablers. They explore emerging technologies such as artificial intelligence, blockchain, and biotechnology to develop scalable and sustainable solutions through technology scouting.



Y COMBINATOR ACCELERATOR PROGRAM

Established in 2005, Y Combinator (YC) is renowned for its accelerator program, offering startups mentorship, funding, and a collaborative ecosystem to expedite their growth. With a focus on diversity and inclusivity, YC supports founders from varied backgrounds and adapts to emerging sectors like biotech and AI. The program provides seed funding and mentorship, enabling rapid market entry, and boasts successful alumni such as Dropbox and Airbnb. Additionally, Y Combinator extends ongoing support to alumni beyond the initial stages of their journey.

The goal of YC is to significantly improve the state of startups within a 3-month period. Whether a startup is just beginning or has been operational for some time, the aim is to enhance their product and user base while increasing their fundraising opportunities.

Y COMBINATOR ACCELERATOR PROGRAM: RESOURCES PROVIDED

FUNDING

YC invests $500,000 in every participating company, in two separate safes: $125,000 on a post-money safe for 7% equity, and $375,000 on an uncapped safe with a Most Favored Nation (MFN) provision.

OFFICE HOURS

Founders can seek advice and feedback from group partners and other mentors.

DEMO DAY

The program concludes in Demo Day, where startups pitch their companies to investors and press.

FIRST CUSTOMERS

Many startups acquire their initial paying customers from within the YC x=community, providing valuable early feedback.

ALUMNI TALKS

Successful founders are invited weekly to share their experiences and insights with the current batch of startups.

PUBLIC LAUNCH

YC assists startups in launching their products to users and the press, preparing them for community sites like Product Hunt and Hacker News.

BOOKFACE

Bookface is a platform for founders to connect with each other, share knowledge, and seek assistance within the YC community.

WEEKLY MEETUPS

Regular meetups are held in San Francisco throughout the program, featuring special guests and successful YC founders.

BATCH RETREAT

A 3-day, in-person retreat at the beginning of the program allows founders to network, interact with group partners, and familiarize themselves with the YC team.

Y COMBINATOR: BEYOND THE PROGRAM SUPPORT

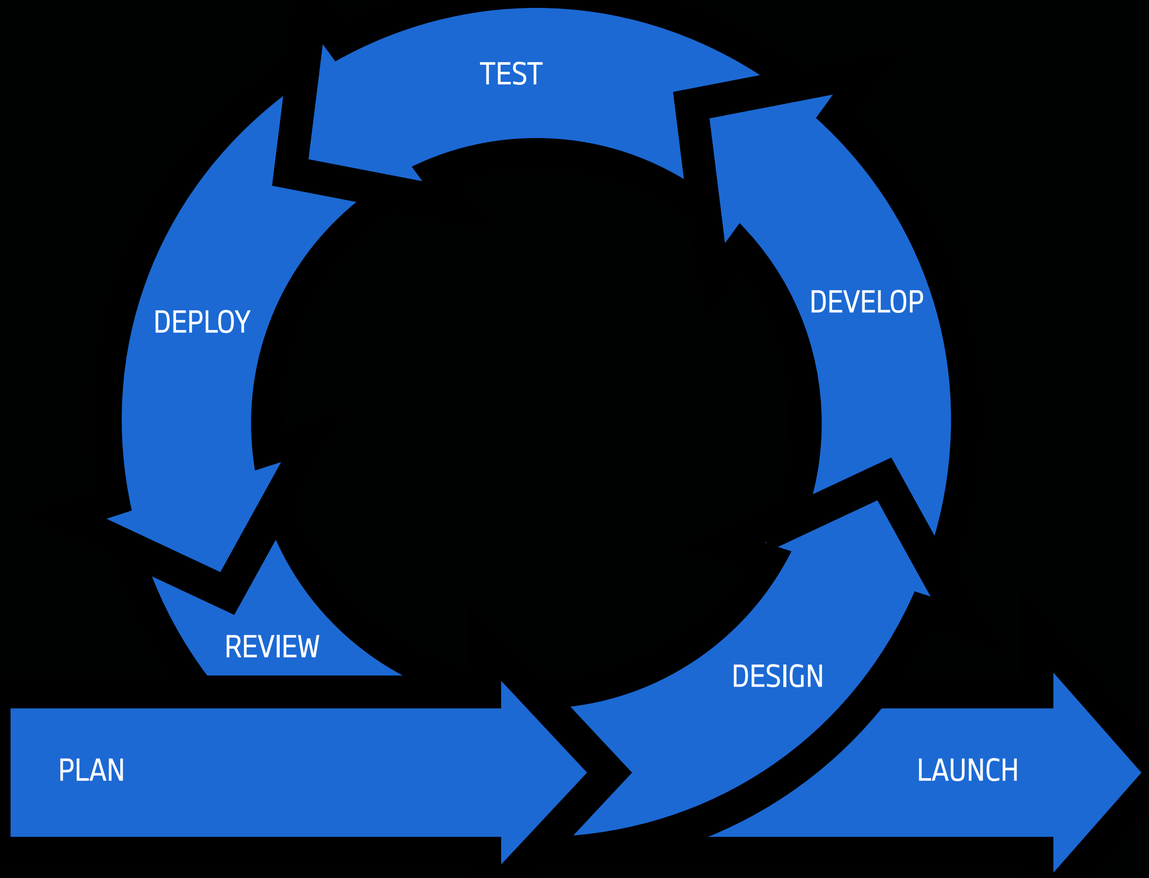
Beyond the 3-month program, YC provides ongoing resources and support to alumni, including:

- Continued office hours for advice and guidance.
- Access to the strong and supportive alumni community.
- Alumni reunions and founder communities for networking and collaboration.
- Deals and discounts on various products and services.
- Enhanced credibility and visibility through the YC brand and company directory.



AGILE METHODOLOGY

Agile methodology emerged in 2001 as a way of optimizing software development. It prioritizes individuals over processes, working prototypes over thorough documentation, customer collaboration over closed-door meetings, and swift response to change over following a set plan.



HALLMARKS OF AN AGILE ORGANIZATION

NORTH STAR EMBODIED ACROSS THE ORGANIZATION

- Set a shared purpose and vision for the organization helping teams with alignment.

NETWORK OF EMPOWERED TEAMS

- Flexible, Scalable networks of teams.
- Connection between individual's work with business's northstar.

RAPID DECISIONS & LEARNING CYCLES

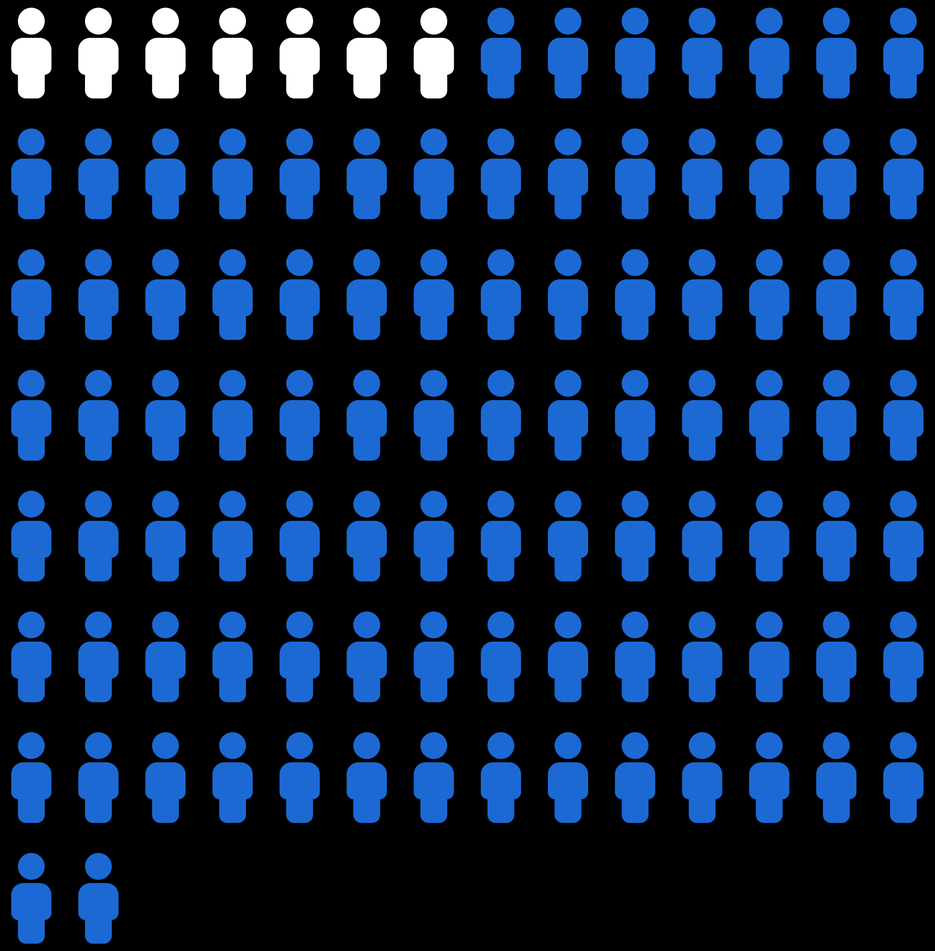
- Quick cycle model accelerates pace throughout organization.

DYNAMIC PEOPLE MODEL THAT IGNITES PASSION

- Prioritize people and produce value for employees, investors, partners, and communities.

NEXT-GENERATION ENABLING TECHNOLOGY

- Radical organizational model rethinking demands a new look at process technology.



Only 7%

of employees in the United States feel like their company's communication is timely and open.

Gallup

WHAT MAKES A SUCCESSFUL NEWSLETTER?

- Timing
- Engaging Communication
- Effective Communication
- Intriguing Content



NEWSLETTERS

TIMING

- According to Gallup, only 7% of employees in the United States feel like their company's communication is timely and open.
- Consistency is key – sent at the same hour on schedule.
- Quarterly or biweekly newsletters would work better than weekly ones. Gives enough time for new content to be created and for readers to catch up.
- If you send it too frequently, they won't be curious; if your newsletters are spaced out too much, they won't remember you.



NEWSLETTERS

ENGAGING COMMUNICATION

- Useful and relevant to their immediate needs and interests.
- Key to marketing and selling is giving away free content that your audience cares about.
- Strike the right balance between familiarity and curiosity.
- Decorative templates perform better than simple templates, with creative yet user-friendly UI design.
- Consider company culture, individual employee interests, and trending topics.
- Employees will be more engaged when you share growth and goals in the context of each member's contribution.



NEWSLETTERS

EFFECTIVE COMMUNICATION

- Newsletter must be short, authentic, and actionable.
- Deliver branded content to reinforce brand identity.
- Collect feedback, suggestions, and opinions through surveys, polls, and interactive elements.
- Communicate message clearly and directly.
- Start with engaging subject lines.
- More likely to open a newsletter if the subject line/headline is clever and relevant.



NEWSLETTERS

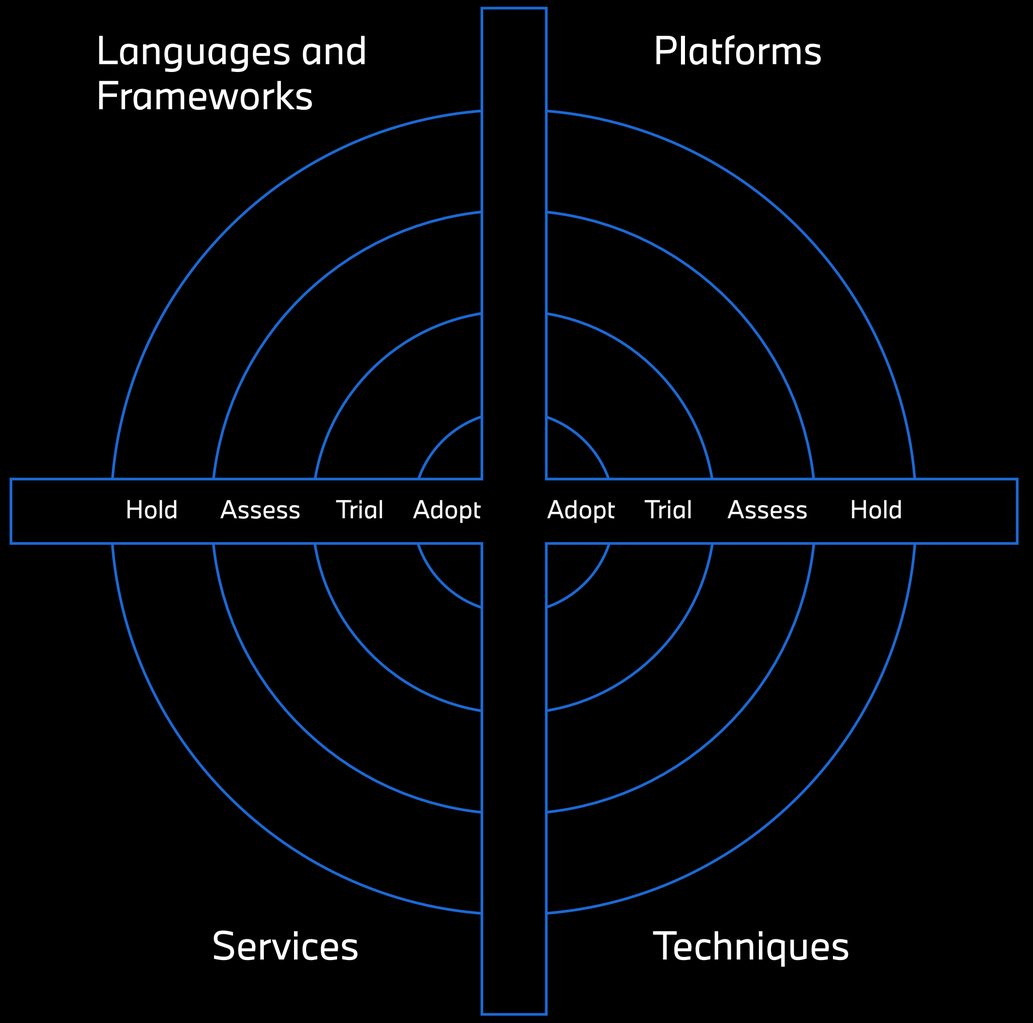
INTRIGUING CONTENT

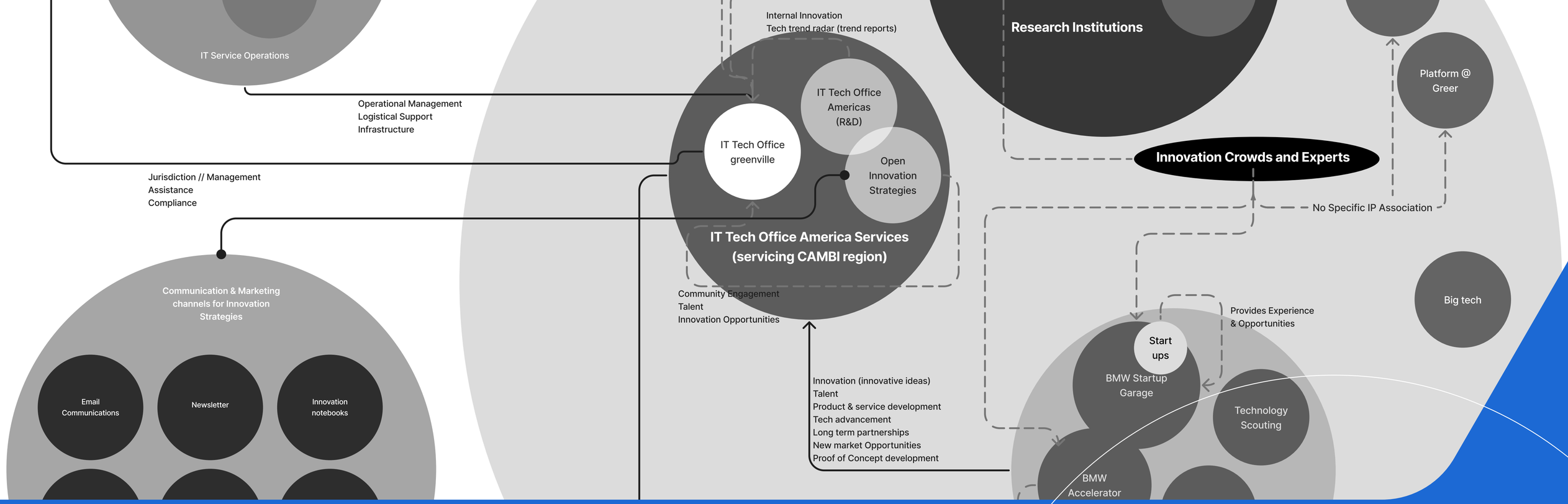
- Offer valuable incentives like discounts, freebies, or exclusive events.
- Important updates, announcements, and information about products, services, and events.
- Share industry insights, trends, best practices, and tutorials.
- Articles, tips, interviews, and stories to keep the readers informed and entertained.
- Promote products, services, events, and special offers to drive traffic, sales, and participation.



TECH RADAR

- Tool used by organizations to track emerging technologies.
- Visualizes an institution's technologies and methodologies and monitors new trends.
- Four quadrants: languages and frameworks, platforms, services, and techniques.
- Level of importance of the technology: Adopt, Assess, Hold, and Trial.
- Manage the information between different teams.





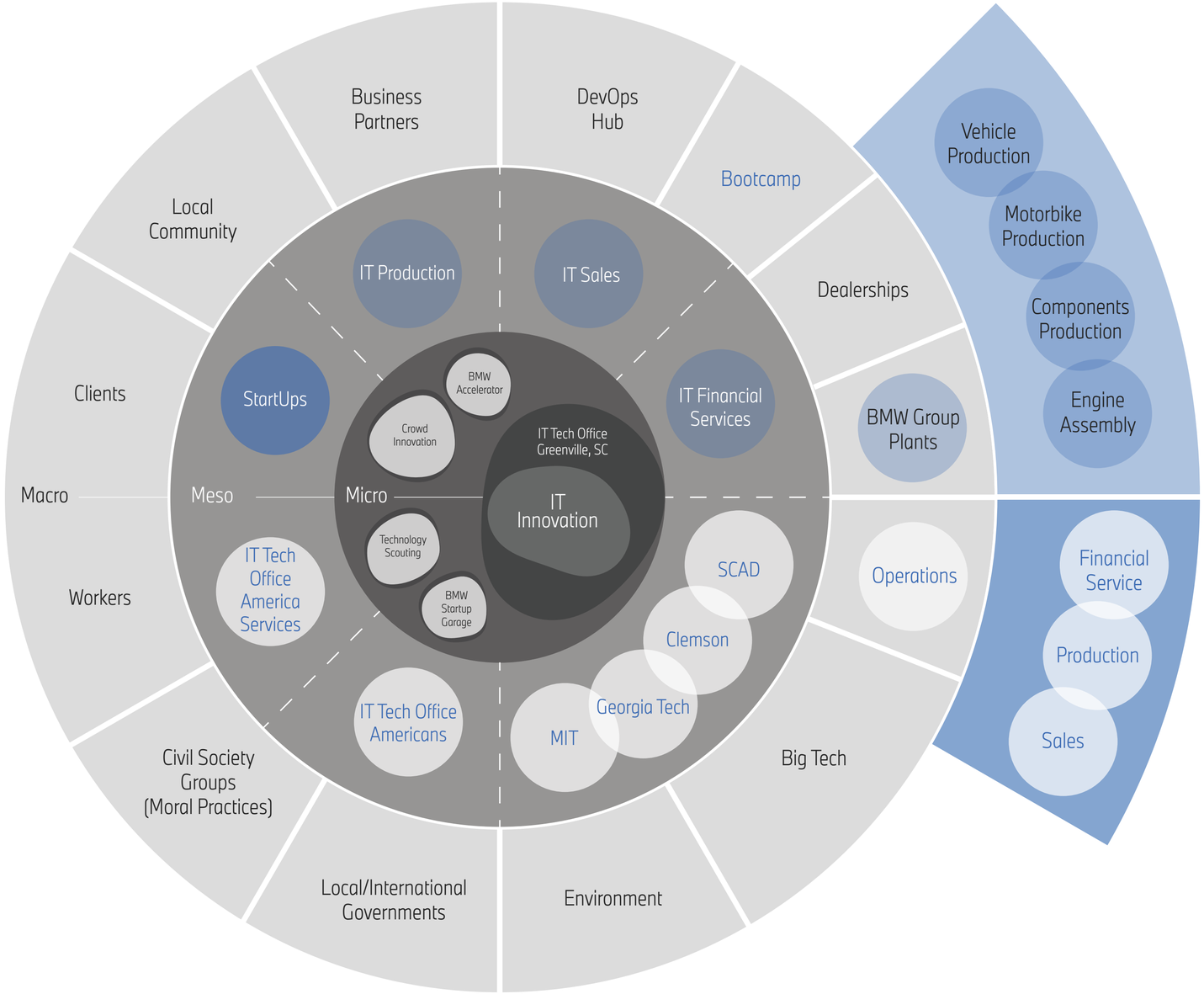
UNDERSTANDING THE ECOSYSTEM

CURRENT STATE
STAKEHOLDER MAP USA + (CAMBI)

This stakeholder map visually represents the diverse actors serviced by the IT Tech Offices, ranging from business functions, institutions, partners and programs. These entities are positioned according to their level of influence and relationship (described as Micro-Meso-Macro) to the IT tech Office.

We positioned the IT Tech Office in the center to better understand the current interdependencies with the other stakeholders.

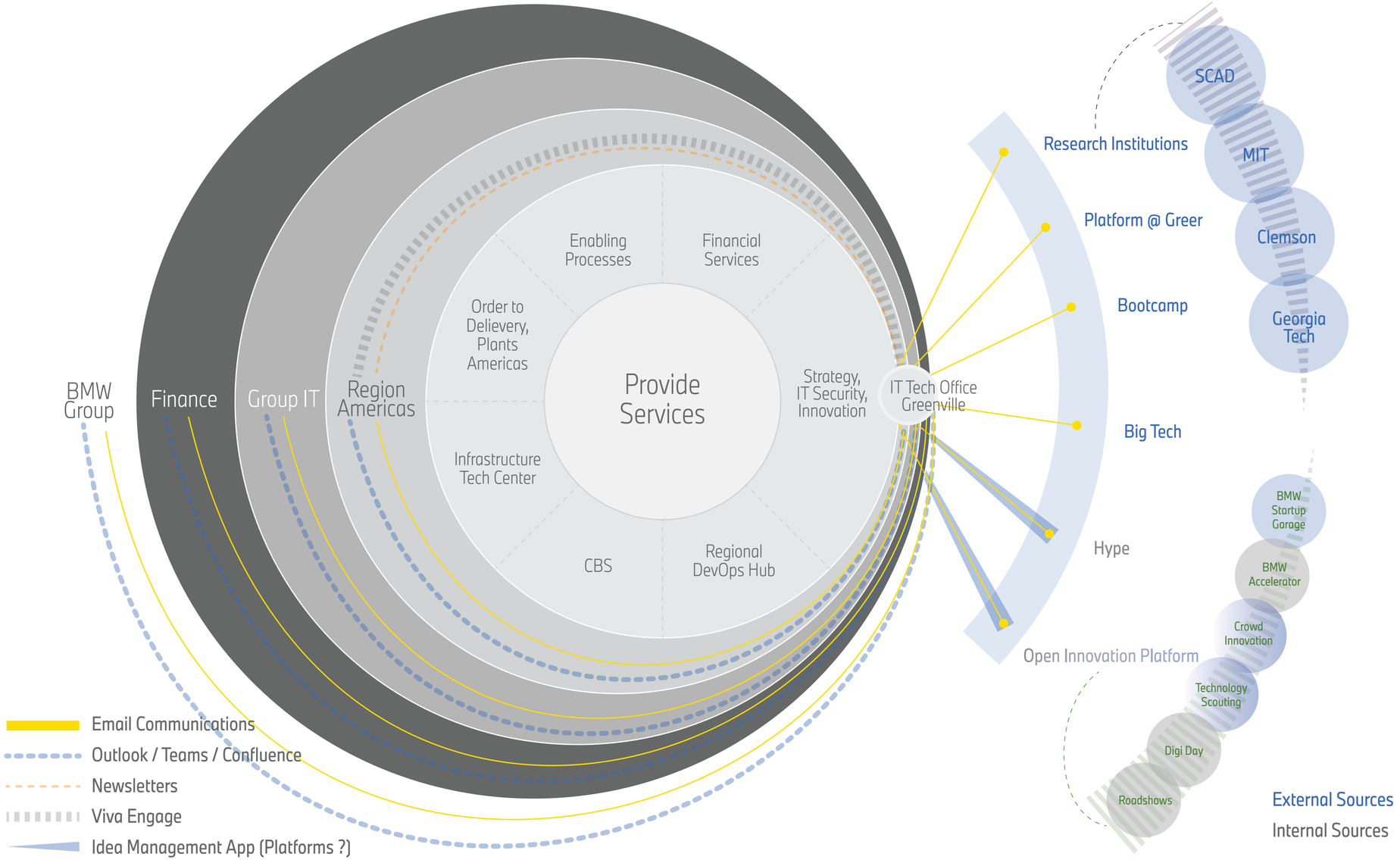
This visualization helps us define the key stakeholders in the ecosystem of value exchanges shared in the next page. It provides an overview to the main players of which the relationships will be further explored in the ecosystem map.



CURRENT ECOSYSTEM

This ecosystem map identifies the value exchanges within BMW and its external partners with a focus on innovation activities. The map illustrates the dynamic environment of partnerships that the IT Tech Office can leverage.

However, it also reflects the challenges and complexity of managing these relationships. Through this analysis, opportunities emerge for streamlining workflows and enhancing exchanges among diverse stakeholders, fostering an Innovation environment conducive to cultivating an innovation-driven culture.

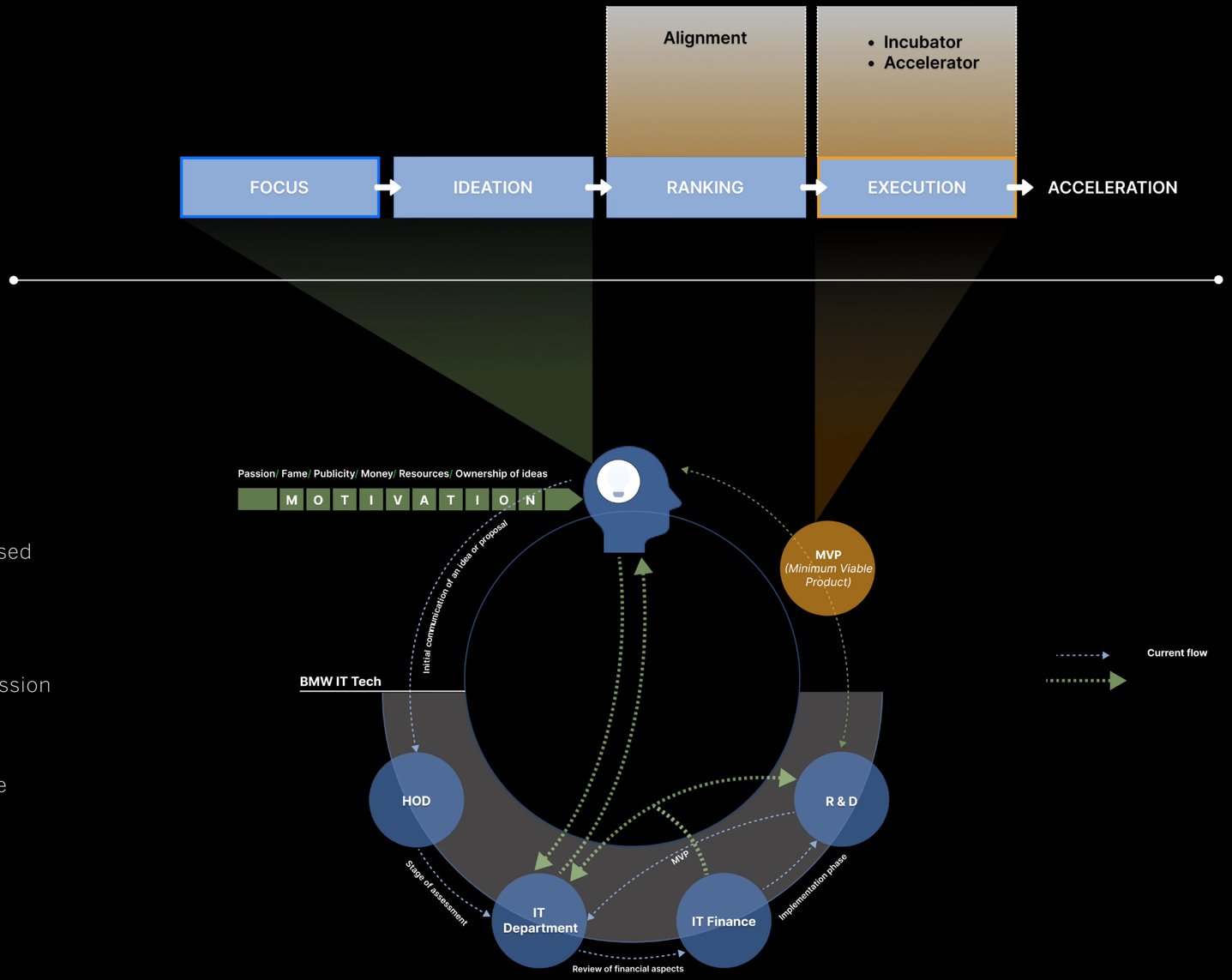


VISUALIZING THE INNOVATION JOURNEY

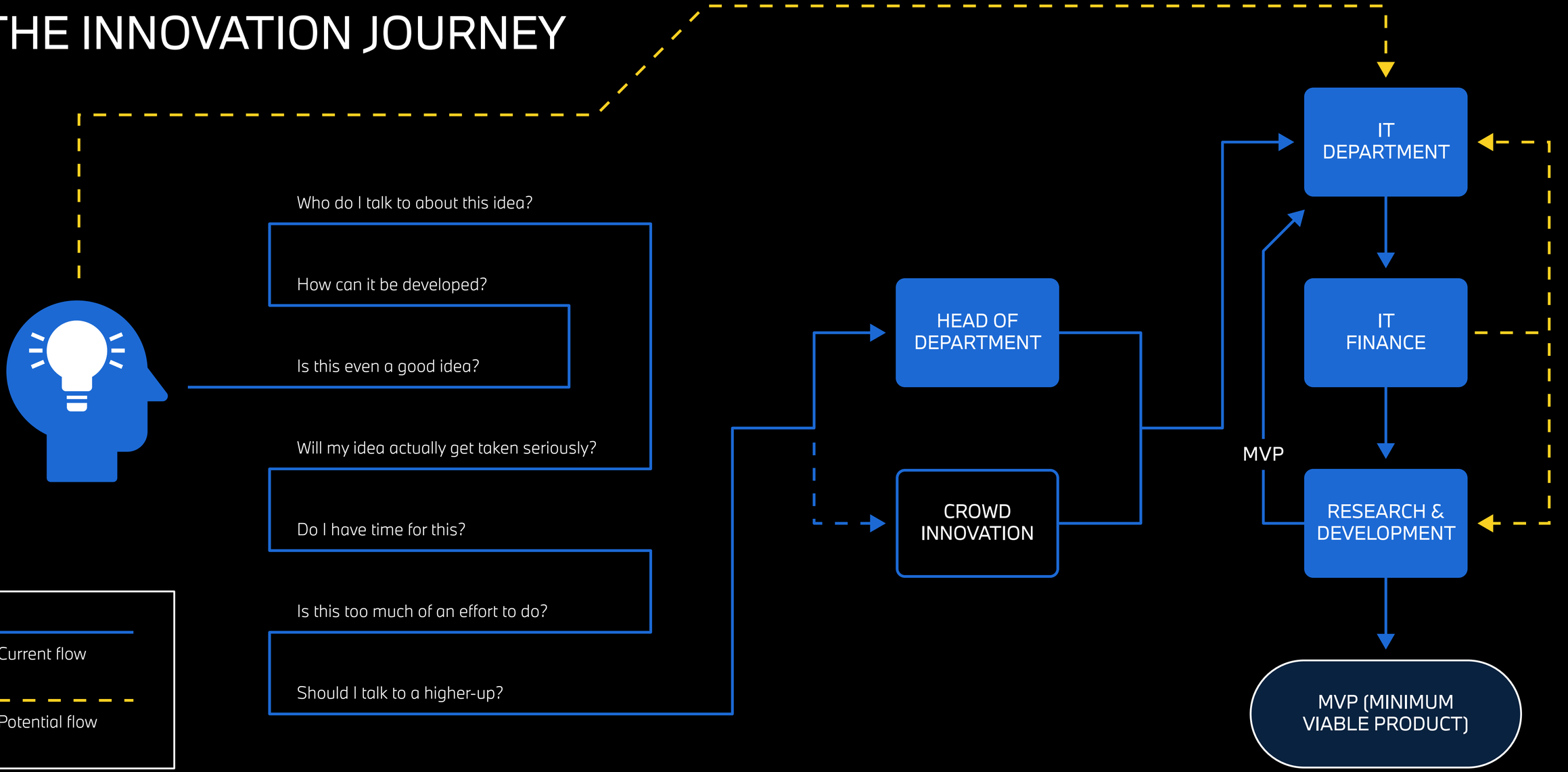
This visual was our first attempt at illustrating how ideas generally get passed around in a large organization, and all the departments that are involved in before any sort of minimum viable product gets created to test.

The diagram also notes possible motivations for idea sharing including: passion and ownership of ideas, financial incentives, and reputational advantages.

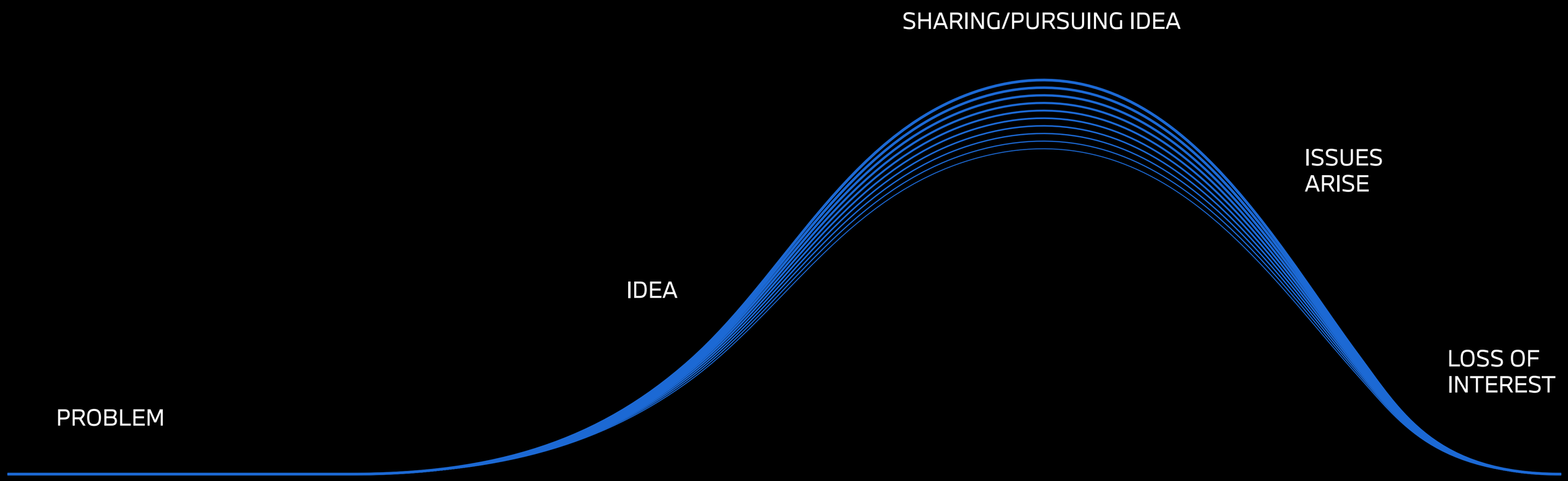
The following pages showcase a variety of graphics aimed at visualizing the journey of innovation, created through a constant reassessment of the key elements of this journey.



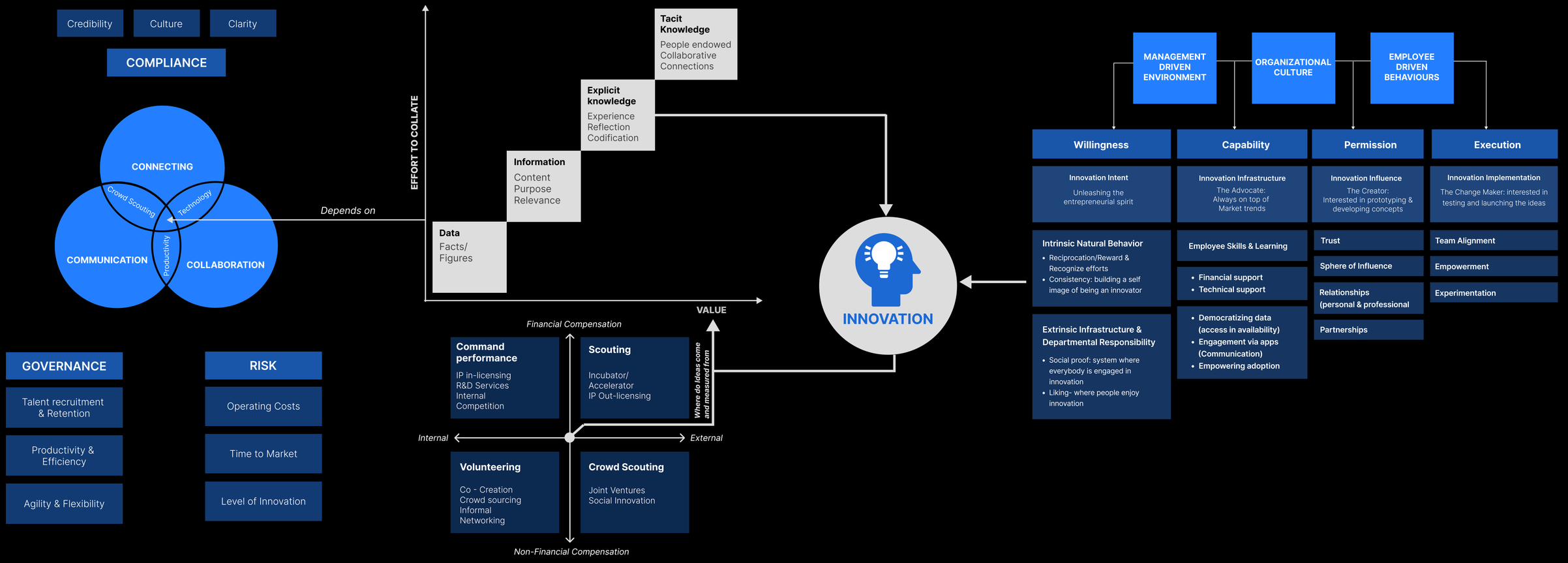
THE INNOVATION JOURNEY



AVOIDING FRUSTRATION

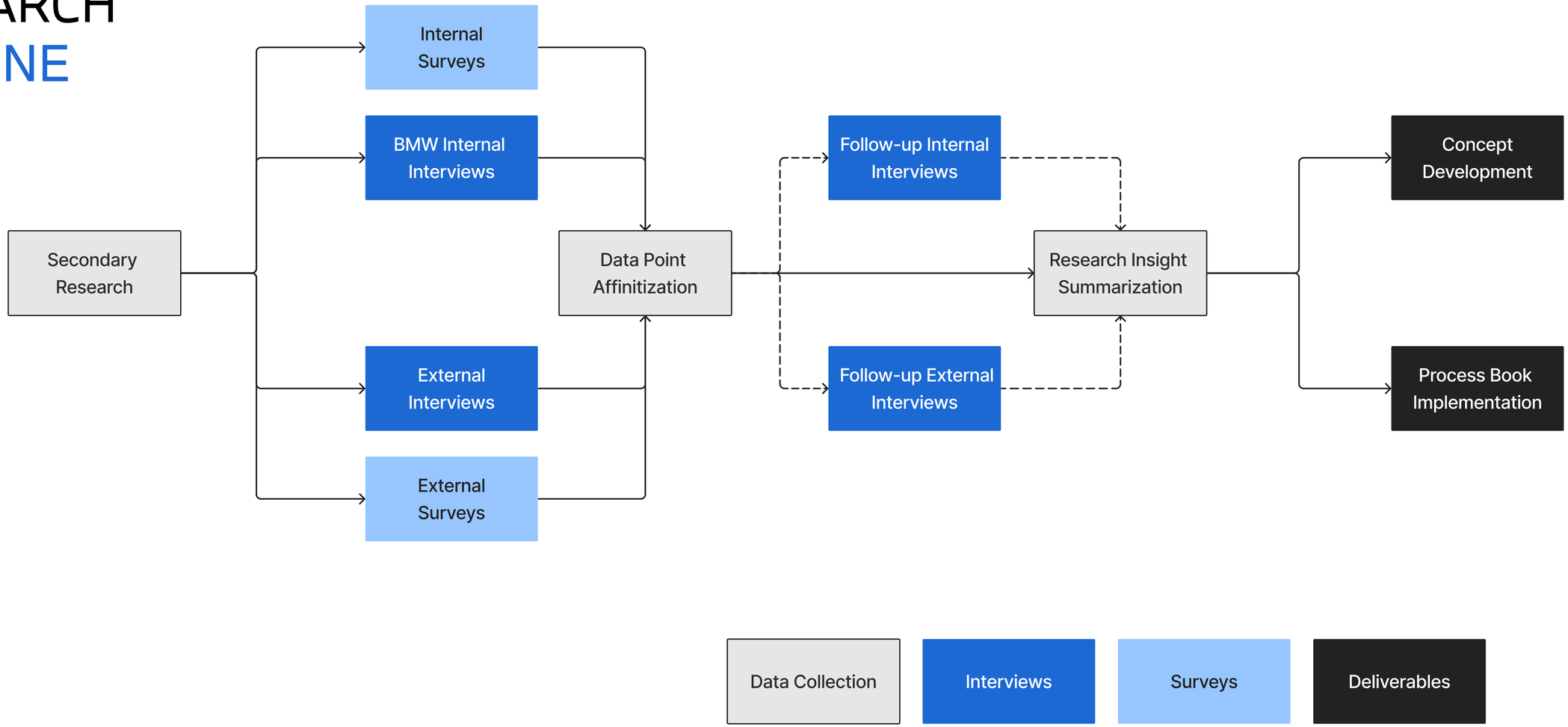


THE INNOVATION JOURNEY

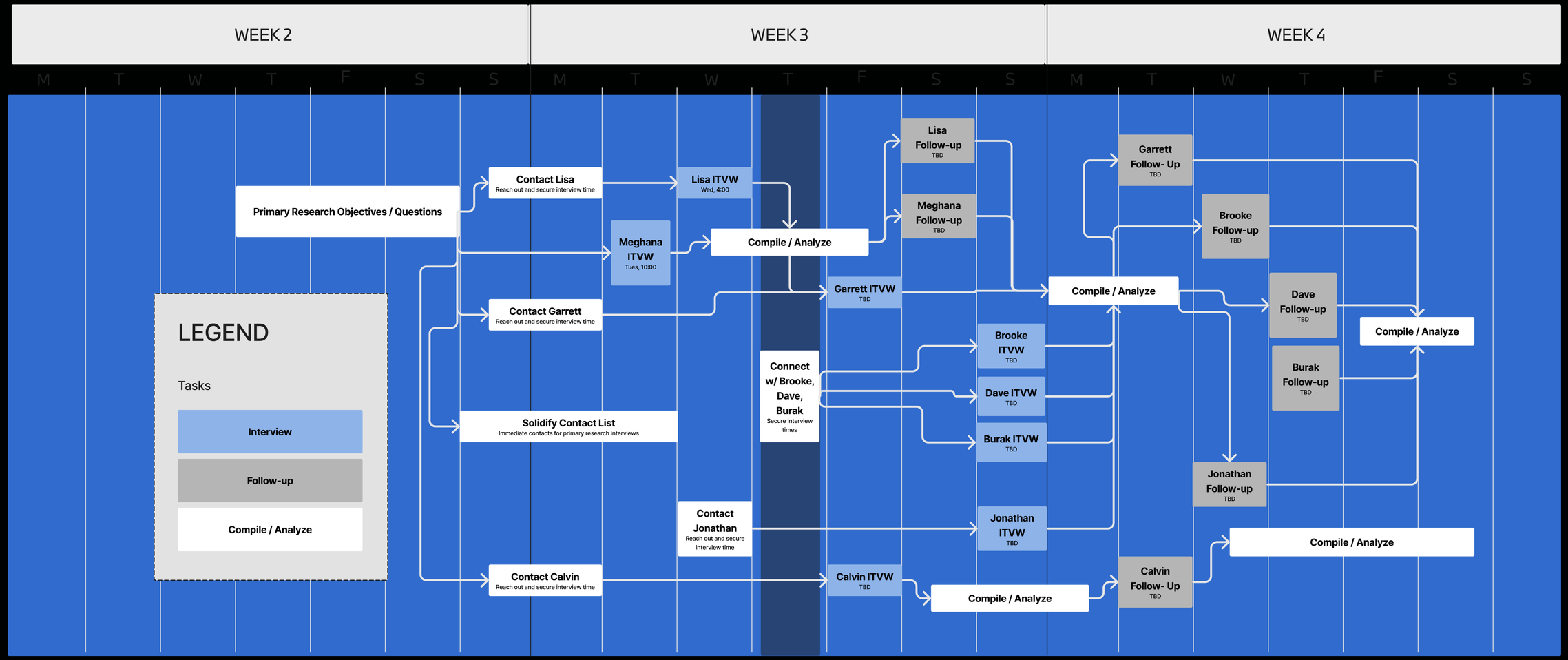


2.2 PRIMARY RESEARCH

PRIMARY RESEARCH OUTLINE



RESEARCH TIMELINE



INTERNAL INTERVIEWEES

NAME	Description/Role	Objective	CONTACT	INTERVIEWER	DATE + TIME	Status
Garrett Grainger	Interaction designer IT Office Greenville	See questions	@garrett.ux/linkedin	Lucy / Lukas	TBD	
Brooke	general strategist IT Office Greenville	See questions	TBD	Syna / Lucy	TBD	
Dave	Graphic / content designer IT Office Greenville	See questions	TBD	Lucy / Ruka	TBD	
Burak	VR / AR specialist IT Office Greenville	See questions	TBD	Lukas / Carey	TBD	
Meghana	3D designer IT Office Greenville	See questions	Meghana.Rajakumar@partner.bmwgroup.com	Lukas/ Syna / Lucy / Carey/ Rae	Tues, 10:00am	
Voruganti, Venkat (FG-AM-55)	Customer, Brand, Sales		Venkat.Voruganti@bmwna.com			Email sent by Carey (4/12)
Posey Brandon (FG-AM-63)	DevOps Hub / CAMBI	Relationship with IT Tech?	Brandon.Posey@bmwgroup.com			Email sent by Carey (4/12)
Sultan, Syed (FG-AM-31)	Financial Services	Innovation events, hosting?	Syed.Sultan@bmwfs.com			Email sent by Carey (4/12)
Moore, Jimmy (FG-AM-40)	Plant, Production	Relationship with IT Tech?	Jimmy.Moore@bmwmc.com			Email sent by Carey (4/12)
Shivanna, Nita (FG-AM-71)	Enabling Processes		Nita.Shivanna@bmwgroup.com			Email sent by Carey (4/12)
Stein, Jeffrey (FG-AM-81)	Infrastructure		Jeffrey.Stein@bmwgroup.com			Email sent by Carey (4/12)
Hinz, Johanna (FG-160)	Munich counterpart of IT Tech Office		Johanna.Hinz@bmw.de			Email sent by Carey (4/12)

EXTERNAL INTERVIEWEES

NAME	Description/Role	Objective - To understand...	CONTACT	INTERVIEWER	DATE + TIME	Status
Calvin Kwon (Work-up)	part of a startup going through an accelerator program	the startups side perspective of going through an accelerator program and that pain points	Personal Contact (Lucy)	Research Leads	TBD	
Lisa Wiesner	(employee) involved (team member on a project) in internal innovation campaign (Global invitro diagnostics company)	How this program works as a project member in her business, what fails?	Personal Contact(Lukas)	Research Leads	TBD	
Patricia Ferreira	CEO, Founder, Silvis Materials (successful startup) been through multiple accelerator programs		personal contact(lukas)		Wed(17)- TBD	
David Packer	MIT Sloan school of Management	Academic / industry collab programs	Personal Contact(Lukas)	Lukas	TBD	
Jaidon Lalor	Start-up (in Germany) co-founder (American)	Why Germany vs. U.S.? Innovation culture.	Personal Contact(Carey)	Carey	TBD	
Hilary Dennis	Works for a start-up that used to be part of larger corp and now is back to being start-up	Learning what it's like to be an American start-up operating within a larger company	Personal Contact (Lily) hilarywilliamdennis@gmail.com			Email sent by Carey (4/12)

RESEARCH QUESTIONS

		Aa					Data Collection Method
.01	What are the charactertistics of communication channels among IT Tech Office members and its stakeholders?	■				■	▲ ■
.02	How are feedback, issues and questions currently escalated to leaders?	■				■	▲ ■
.03	What types and methods of feedback and data collection systems are in place?	■	■			■	▲ ■
.04	How do different departments perceive the IT Tech Office's role and function?	■				■	▲ ■
.05	How are relationships built across departments in the BMW group?	■		■	■	■	▲ ■
.06	What are advantages and disadvantages of current cross-cultural collaboration?	■				■	▲ ■
.07	What forms of support are provided to a StartUp after the program is concluded?	■		■		■	▲ ● ■
.08	How is success typically measured in an accelerator program? How is failure measured?	■				■	▲ ■
.09	What key aspects drive Startups to want to participate in an accelerator program?	■				■	▲ ● ■
.10	What forms of support provide positive reinforcements for Startups in accelerator programs?	■				■	▲ ■
.11	What channels alert Startups of upcoming/ongoing accelerator programs?	■	■	■		■	▲ ● ■
.12	What are the most effective formats of hosting an accelerator program?	■	■	■		■	▲ ■

▲ Secondary Research
● Survey
■ Interviews

INTERVIEW QUESTIONS: MEGHANA



.01	Who does the IT Tech Office in Greenville report to?		■		
.02	What is the role of the DevOps Hub within BMW's IT service operations?		■	■	
.03	How would you describe the team dynamics within the IT Tech Office? How does the team communicate with other departments?	■		■	
.04	What does an ideal interaction between IT Tech Office and other department stakeholders feel like?	■			■
.05	How is information delivered and documented, and how often is it revisited?		■	■	■
.06	How is feedback and critiques generally given and received within the IT Tech Office?		■	■	
.07	How often do cross-departmental activities happen? What are they like?	■			
.08	What kind of outreach does IT Tech Office do on a regular basis? What about special events?		■	■	
.09	What is the current process of borrowing AR/VR equipment from the IT Tech Office or relevant departments?		■	■	
.10	How does the IT tech office team use Microsoft Teams to connect with each other within their department? ...To other teams and departments outside their own?		■		
.11	Are there any difficulties between how your office and other departments within your region communicate?	■		■	
.11	What would you say are the biggest barriers to collaboration between departments with your region?	■			

INTERVIEW QUESTIONS: INTERNAL, EMPLOYEE

.01	When was the last time you had an idea to share with your seniors/the company?		■	■	
.02	Have you had the chance to develop the idea? How did it go? What challenges did you face?		■	■	
.03	If given the chance, would you like to participate to create new ideas?				■
.04	How often do you use social media? What are they? Do you use yammer/internal company socials?		■	■	
.05	Walk me through a typical day at work. What do you look forward to?	■		■	
.06	What would your ideal work day look like? What kinds of interactions do you hope to have with your coworkers?	■			■
.07	How do you feel about the use of ‘technology’ in your work?	■			
.08	What inspires you to create? What does innovation mean to you?	■			
.09	How familiar are you with the different departments at BMW Group? Are you curious about the company beyond your scope or work? Why or why not?		■		■

INTERVIEW QUESTIONS: CALVIN (EXTERNAL)

.01	For founders who have completed an accelerator program, what specific forms of support did you receive after the program concluded?		■	■	
.02	What were the main motivating factors or key drivers that led your startup to participate in an accelerator program?	■	■	■	
.03	Can you describe any particular forms of support or resources provided during the accelerator program that you found particularly beneficial or reinforcing for your startup's growth?		■	■	
.04	How did your startup learn about the accelerator program you participated in? What channels or sources did you find most effective for discovering upcoming or ongoing accelerator programs?		■	■	
.05	In your experience, what were the most effective formats or structures used by accelerator programs to support startup growth and development?	■		■	
.06	Looking back, what additional support or resources do you think would have been beneficial for your startup after completing the accelerator program?	■		■	
.07	Can you share any insights into the specific challenges or obstacles your startup faced during the accelerator program, and how they were addressed or overcome?	■		■	
.08	From your perspective, what role does mentorship play in the success of startups participating in accelerator programs?	■	■	■	
.09	How do you think the overall experience of participating in an accelerator program has influenced the long-term trajectory and growth of your startup?	■			■



INTERVIEW INSIGHTS

Disclaimer: The names used in some of the following interview results are fictitious and have been generated to disassociate from specific individuals, prioritizing the focus on the insights presented.

BMW INTERNAL INTERVIEWS

HENRY

Customer, Brand, and Sales Manager

ABOUT

Henry has over 20 years of experience working for BMW Group, recently focused on using data to feed machine learning as well as working in the business sectors of marketing, selling, and customer satisfaction.

SUMMARY

Foremost, we were able to get a more clear understanding of Henry's varying roles at BMW. Henry's daily responsibilities as a manager entirely revolve around attending meetings that cater to varying topics from planning to strategy. At the start of every day, his team will meet to get on the same page about their project and throughout their day will always be communicating through Teams regardless of location. Henry stated that he believes that inspiration comes from "success making us feel good about ourselves." He also stated that he tries to conduct workshop sessions that cater to gathering ideas from other areas of service within BMW.

KEY QUESTIONS

- What inspires you to innovate?
- Where are the areas for improvement in regards to collaboration?
- Are there any management styles that have been successful in regards to workshops or socialization?

KEY TAKEAWAYS

Henry is excited by the cutting front edge of technology and being able to work in new areas of opportunity. When asked about new areas of opportunity, he stated that culturally, everybody can agree that we need to innovate in order to be successful but there is generally no time to actually develop ideas. Henry stated that while taking a whole day to allow employees to be creative sounds good in theory, it does not work in reality as it is too difficult to get permissions to meet outside HQ. When asked about successful forms of management, he claimed that one individual or team should dedicate their time to collaborate and work with others as he believes that having a driving figure allows for innovation cross-collaboratively is more successful. Henry has participated in hosting workshops which he called brainstorm sessions in which the presentation part is kept light and catered for open discussion to collect other's ideas. He believes that there are ways to promote workplace collaboration but they need to be found.



INTERVIEW SNIPPET

> If innovation is a part-time job for everyone, then it would be less successful.

BMW INTERNAL INTERVIEWS

CARMEN

Technical Training Coordinator

ABOUT

Carmen, who has a Master's Degree in Archiving, Library Sciences, applied for the BMW Scholar program, got into BMW as an intern, and then got hired full-time.

SUMMARY

X-Labs is an operation ran by two people. Carmen finds and gathers topics, facilitates workshops, and helps guide others to the resources either available on X-Labs or to Subject Matter Experts within the company, whereas her colleague keeps track of engagement metrics, KPIs, and sends out the marketing emails for upcoming workshop sessions. Carmen embodies the spirit of a lifelong learner, excited to learn and share about everything with anyone who is interested. From her perspective, their team improves how to offer these resources to everyone at BMW Group, mentioning an X-Labs app that is in development. Carmen is very optimistic and hopeful of X-Labs' role in sharing ideas and resources to all internal customers.

KEY QUESTIONS

- Where do you get ideas for topics to share on X-Labs?
- What engagement metrics are measured and how many people usually attend?
- What is the future of X-Labs?

KEY TAKEAWAYS

- Bottleneck - present ideas and topics are obtained through news channels, Morning Brew, and external sources.
- There are some external collaborations with speakers from local universities to give keynote talks.
- Resources are widely shared but one must know that you can reach out to Carmen for these.
- X-Labs will be available as an App in the future.
- Confluence and Jira are the main softwares used for project management.
- X - LABS stands for Learn, Apply, Benefit.
- There are more interactions with Central (Munich) but with China and Australia the time difference makes it difficult to interact and there's not much overlap there.



INTERVIEW SNIPPET

> Innovation, to me, means open-mindedness, willingness to change and try new things.

BMW INTERNAL INTERVIEWS

MICHAEL

Cloud Architect

ABOUT

Michael currently works hybrid, handling DevOps as Cloud Architect in the west coast.

SUMMARY

Michael notes that it can be difficult to prioritize innovation when there's already so much required to do. He describes how innovation means something different depending on the function of the organization. Based on his experience working with production plants, innovation is more about changing processes, which encounters many pushbacks. In the "tech space," innovation is far more experimental and is about testing and incorporating new tools and bringing in value solve problems. Thus, he states that prioritization of ideas and tasks is something that could be explored further. He also shared that in the tech space, there are less social gatherings than there used to be, and many are hesitant to partake in them without incentive.

KEY QUESTIONS

- How do you work across departments and timezones?
- How and where do you go when you have an idea?

KEY TAKEAWAYS

- People talk to each other from different departments based on what you need from them.
- Most ideas circulate within the department and rarely leave, and when it does, there's a duplication of ideas and it doesn't always lead somewhere.
- BMW uses Jira to prioritize but then everyone has their own Jira board - how do we combine them?
- Most conversations take place on Teams, and there isn't a clear reason to go on Yammer, or internal socials.
- Working across timezones can be frustrating because there's only a few hours that overlaps with Central (Munich), otherwise it's one-off conversations with sister departments like in Portugal.
- There's BMW's way of using AWS and other platforms which can be frustrating.
- "I find my tech news on X or other niche publications which has the most cutting edge stuff."



INTERVIEW SNIPPET

> What is the priority of innovation versus my already existing commitments? ; Innovation at the plant [...] is different than innovation at the tech space.

BMW INTERNAL INTERVIEWS

RYAN

VIP Support Technician, Manufacturing

ABOUT

At present, Ryan has been more recently involved on the infrastructure side of innovation where his team focuses on placing existing technologies into the BMW ecosystem in contrast to his former roles of inventing new technologies.

SUMMARY

Ryan values participatory networking over simply consuming information, citing the significance of active engagement in the startup culture of Silicon Valley, where attending conferences plays a vital role. He criticized the effectiveness of agile methods in handling large tasks, citing them as more suitable for clear product development rather than innovative experimentation. Ryan noted his team's preference for external innovative products rather than internal, which may be ideas that are either or just beginning or deal more within the design space that surrounds the car itself. He described Viva Engage as unpopular and not useful in regards to virtual cross-collaborative efforts.

KEY QUESTIONS

- What role does infrastructure set up play in an organisation?
- How did the environment of Silicon Valley foster innovation?
- What does innovation mean to you and is the agile methodology effective for encouraging it?

KEY TAKEAWAYS

By setting up a structured ecosystem within a large corporate organization, there is a clear-cut distinction for the types of work each team is expected to perform with little to no exploration outside these boundaries. Ryan just recently joined a new team that focuses on on utilizing available technologies and incorporating best fit products that can be integrated into BMW's ecosystem within a budget. He noted that one team member is dedicated to representing the innovative efforts of his team. This representation focuses on the process of innovation leading to the product, rather than just the end-result. Overall, Ryan views innovation as a novelty where the mystery and drive for exploring the unknown is what makes these endeavors so unique and in a sense, amusing. He does not believe an agile method works for innovative-driven spaces, but rather works for product development, where the timeline is more clearly laid out and less uncertain, alike innovation.



INTERVIEW SNIPPET

> Innovation to me is more about novelty than just using existing technologies in different use cases efficiently.

START-UP INTERVIEWS

PATRICIA

CEO and founder of Silvis Materials

ABOUT

Patricia has over 20 years of plastics engineering experience. Since founding Silvis Materials in 2020, she has succesfully secured multiple rounds of partnerships and funding.

SUMMARY

Patricia's involvement with accelerators was critical to getting her company off the ground. She described accelerators as opportunistic for anybody, regardless of whether they're in the idea phase or are wanting to position themselves to get investments. However, with any program, the first question anyone asks is, "do I get any money, and do they take any equity?" and they really have to know what they're signing. The best experiences she had with accelerators were Plug and Play and Techstars, citing their modular approach to building your schedule, as well as the mentor-madness program.

KEY QUESTIONS

- What were some of the most effective formats that were used by these accelerator programs?
- Were there any challenges that you've encountered in any of the programs you've participated in?
- Could you describe some of the successful mentorship programs that you've experienced?

KEY TAKEAWAYS

With Techstars, Patricia didn't want to move. However, as much as she "hated living in Tennessee for three months straight, I think it was helpful to have some in-person meetings. I liked the opportunity to not attend weekly meetings and attend what I wanted to. The best mentorship program was with Techstars, and they ran it on Notion. They had a list of all the mentors and you had to meet with each one on Zoom to do a one minute pitch. In the end, you would end up with ten mentors to pick from. I highly recommend a mentor madness kind of thing."



INTERVIEW SNIPPET

> The best mentorship program I've experienced was with Techstars... I highly recommend a mentor madness kind of thing.

START-UP INTERVIEWS

JAIDON

Co-founder of Blueprint

ABOUT

Recently graduated from SCAD, Jaidon and fellow alum, Tyler, began their startup, Blueprint, in July 2022 with a focus on developing AI research and offering services in software for website development and service design.

SUMMARY

Jaidon believes the “solopreneur” lifestyle of frugality and handling the grunt work is worth the struggle in the end. The startup life is appealing to people like Jaidon for the autonomy and flexibility offered as well as getting to develop future forward projects that both help the world and make money. Jaidon believes that securing investments is selling your agency and results in “too many cooks in the kitchen,” leading him to seek out small niches that large companies cannot employ endeavors into. As for Blueprint’s future, he seeks to make it more easy and fun for people to create value rather than leaning into smart tools that allow individuals to take massive shortcuts in their design and creative process.

KEY QUESTIONS

- What does innovation mean to you?
- Can you share how you have connected with other startups or individuals?

KEY TAKEAWAYS

What innovation means to Jaidon changes everyday and is closely tied to what is going to make him successful which is also a subject that changes for him frequently. He seeks to learn about innovation in the wild, apart from the innovation developed within major companies in which there are innovation strategists available to do the work you seek to do yourself. Jaidon believes that corporations lack META, or the most effective tactics available, where the innovation strategy has never been refreshed and questions if they even know what innovation means. He claims that innovation is what needs to be done and driven by acts of disruptive innovation. He stated that he prefers to join information ecosystems available on platforms like X or YouTube where you are in the company of other solopreneurs discussing the latest cutting edge information as opposed to keeping friends that host their own startups. Jaidon mentioned that if you learn information through Facebook or LinkedIn, you are too late to the trend.

blueprint

Design & Build

INTERVIEW SNIPPET

> You’re too late (to the latest cutting edge information) if you learn about stuff on Facebook or Linkedin.

INNOVATION LABS INTERVIEWS

HILARY & MICHAEL

VP Creative and VP Development, Gen City Labs

ABOUT

Hilary and Michael have a combined 24 years of experience as part of Gen City Labs. They work with clients such as VISA, Mercedes-Benz, and Microsoft to best combine known tech such as AR, VR, and AI to develop creative solutions and successfully tell stories.

SUMMARY

Hilary and Michael explained how GCL was able to successfully implement agile systems with big clients like Visa and were required to significantly bulk up their staff. The two claim that they could never imagine a work life without an agile system, which allows for more transparency within the staff and gives leadership a better understanding of all departments through weekly tracking meetings. They gave an in-depth overview of the flow of GCL's client projects, where there is an emphasis on open-ended brainstorming. There is a large focus on encouraging limitless creativity while promoting efficiency and transparency.

KEY QUESTIONS

- Can you discuss where collaborative creativity occurs outside of client projects?
- Is your company looking forward 3-5 years, focused on existing technologies, or is there a middle ground?
- How do you successfully apply an agile system into a preexisting structure?

KEY TAKEAWAYS

When there is no brand or story to tell, employees in the design and development teams at GCI are set free to explore new territory with month-long R&D challenges where creativity is at the forefront. Oftentimes, these fun challenges are utilized as final solutions for their client. Hilary and Michael claim that the more time people create with R&D challenges, the further the company can get ahead instead of waiting on clients. They stated that they continue to explore cutting-edge technology despite its accelerated commercialization, especially in formerly niche areas like AI. The duo mentioned that having an influx of new workers who were experienced with the agile method made it easier to rebuild a structure. In addition, sending people to specifically get trained in agile systems allows for easier adaption. This is an organic process where initial resistance is expected but ultimately brings sanity and a system that they could never get rid of now.

GEN CITY LABS

INTERVIEW SNIPPET

> It's easier to focus on creativity, because that is always relevant.

INNOVATION LABS INTERVIEWS

ALEXANDER

Strategic Innovation Consultant and Author

ABOUT

Alexander Manu is a professor of Generative Design & Business Strategy at OCAD University, Toronto, Canada. His consultancy provides strategic counsel and future based advisory to executive teams in Fortune 500 companies.

SUMMARY

Alexander Manu shared his experience as a consultant to major firms like Motorola and Nokia. He shared key takeaways from the innovation culture created within the various business ecosystems of Motorola and Nokia. He started with understanding a basic definition of innovation for his client and what it meant to them. Prof. Alexander emphasized that an organization needs to create an environment for the enthusiast with desires, which can allow them to think outside the box and invent. Prof. Alexander also tapped on to human psychology of incentives its tactical languages, the difference between tactical and strategic innovation. Lastly, the session ended with several keynotes.

KEY QUESTIONS

- How do we create a culture that thinks out of the box?
- Instead of enabling everybody to generate ideas how to create prospective innovators?

KEY TAKEAWAYS

- The purpose of Innovation is to create culture, not products.
- Innovation is rooted in desire, not in need.
- Environment changes perception.
- Innovation is an outcome, not a process.
- In order to innovate, we have to invent.
- Innovation is a behavior.
- Define for your client what innovation is and how it occurs.
- Innovation is the behavior and invention is the device.



INTERVIEW SNIPPET

> Innovation creates culture, not products.

INNOVATION LABS INTERVIEWS

RAJARAMAN

Associate Partner, Enterprise Agility at IBM

ABOUT

Raj is an Enterprise Transformation Coach. He specializes in Business Agility, Enterprise Design Thinking, Executive Leadership Coaching, Organizational Design, and Cultural and Leadership Transformation.

SUMMARY

Raj discussed fostering innovation within organizations through promoting a culture of experimentation and collaboration. This idea is exemplified by IBM's "Fish Bowl" for experimentation. It emphasizes quick development cycles and "Value Orchestration" to measure and scale innovations. Raj went on to discuss innovation success metrics, such as patent filings and the transformation of ideas into actionable outcomes. He spoke about collaboration extending to universities and internal career mobility currently practiced at IBM. Tools like empathy maps and customer journey maps guide decisions, while a "Global Center of Excellence" ensures continuous process and system improvements.

KEY QUESTIONS

- What is IBM's innovation process?
- What is innovation, what drives it?

KEY TAKEAWAYS

- International sharing of resources helps up-skill employees and maintain consistency across global operations.
- "Innovation is a mindset."
- IBM Fishbowl Model
- IBM Garage
- Subject Expert Matters



INTERVIEW SNIPPET

> We at IBM massively believe in skill building. A degree isn't our main focus but an individual's potential and training is.

INNOVATION LABS INTERVIEWS

LAUREN

Marketing and Communications Director

ABOUT

Lauren is a director of marketing and communications at an international medical diagnostics company.

SUMMARY

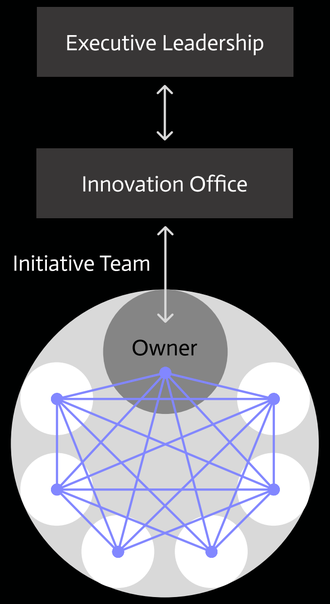
Following a merger in her company, leadership recognized the need to build an entrepreneurial culture and find a new ways to take advantage of the expertise of each company. A program crossing all regions and departments was developed, with a designated innovation office reporting directly to the CEO. Each initiative was assigned an owner, determined by their function and level of expertise. Being an initiative owner allowed you to choose your team, lead an important initiative for the company, and have a voice in regards to how the company would improve and grow. This program also offered employees the opportunity to participate in business development and develop skills that they probably wouldn't be able to otherwise.

KEY QUESTIONS

- Once initiative owners were identified, how did they select their team members?
- What motivated you to participate as a member of the initiative team?
- How did the organization of the program make it easy for you to participate?

KEY TAKEAWAYS

Owners checked with your supervisors prior to inviting you, both to get input but also to communicate that you would be working on these initiatives and your full time work would have to balance with them, because they are a priority. The program and its importance is understood and appreciated, so they know that your time is being spent on it. It was kudos to be asked to be part of a team. Being part of the direction of the company was very much a recognition of your value and expertise; you were seen as having a voice. You're seen by leadership as a leader, and it grows your career. If support and incentive is not coming from the top down, where does the motivation come from? You then have to prioritize between the job you have to do and work that doesn't seem as relevant. Everyone gets direction from their supervisor, and if they're not on board then how do you participate? The program was promoted heavily by the CEO, and that carried through to everyone in the company.



INTERVIEW SNIPPET

> In a global company, everybody wants to have exposure and be seen by upper leadership, these types of programs enable that.

03 DEVELOP

3.1 IDEATION



INITIAL IDEAS

After extensive secondary and primary research, we took some time as a team to unleash any ideas we had. We voted on our favorite five, which are included in the following section.

IDEA NO. 1

SOCIAL NETWORK SYSTEM

Combatting email fatigue by establishing an internal social network system.

- Buzzword of the day
- Personalized stories as “Day in the life”
- Information Channels requiring subscription



IDEA NO. 2

CASUAL
TEAM CONNECT

Improving team connection and interactions with social gatherings that promote cross-departmental engagement.

- Establishing bonds and social links
- Conversations to develop kinships and share ideas
- Opportunities to network and forge connections



IDEA NO. 3

OFF-SITES AND RESET DAYS

Bringing employees out of the office environment for outings and off-sites to encourage creativity within their work.

- Maintaining a distinct and personalized pace
- Evolved mindset
- Stepping away from work to refresh



IDEA NO. 4

DIGITAL IDEA PLATFORM FOR I.T.

Sharing and tracking ideas directly received by the IT Tech Office via a unified portal/ platform exclusive to BMW employees.

- Processed further to Startup Garage and Accelerator
- Connects IT Tech team directly with every individual
- Empowers expression without fear



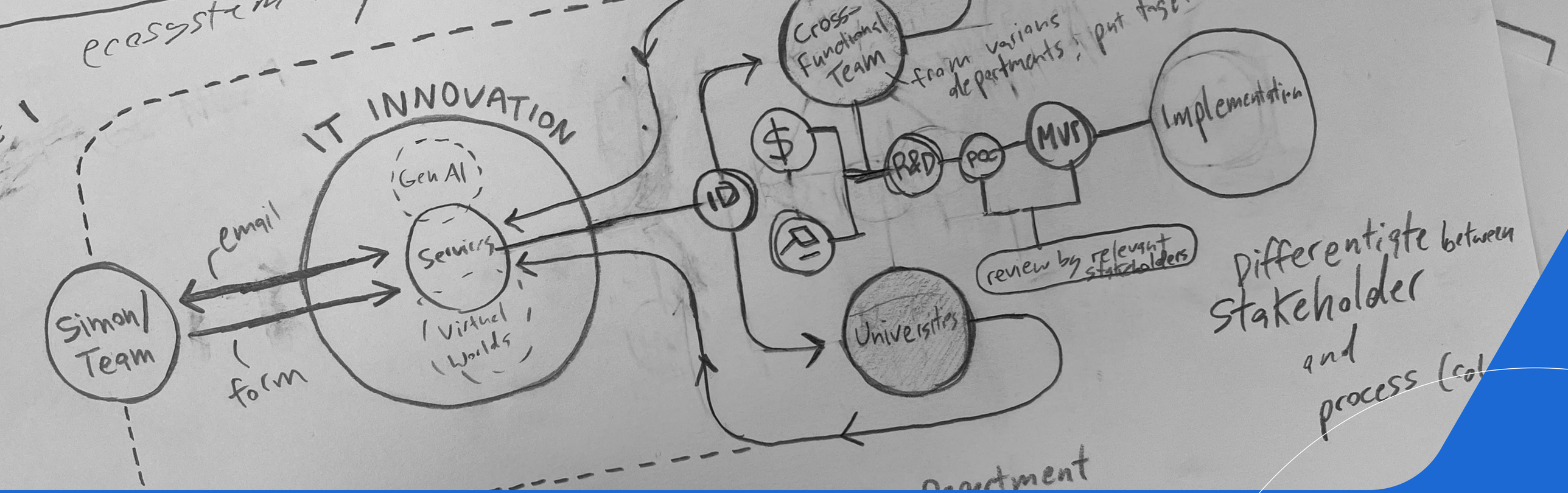
IDEA NO. 5

MODULAR MEETING SPACES

Offer employees and Startup Garage participants spaces to host meetings of varying sizes for different capacities.

- A space to meet in private as a team
- Fosters innovation for employees/participants
- Efficiency without external distractions





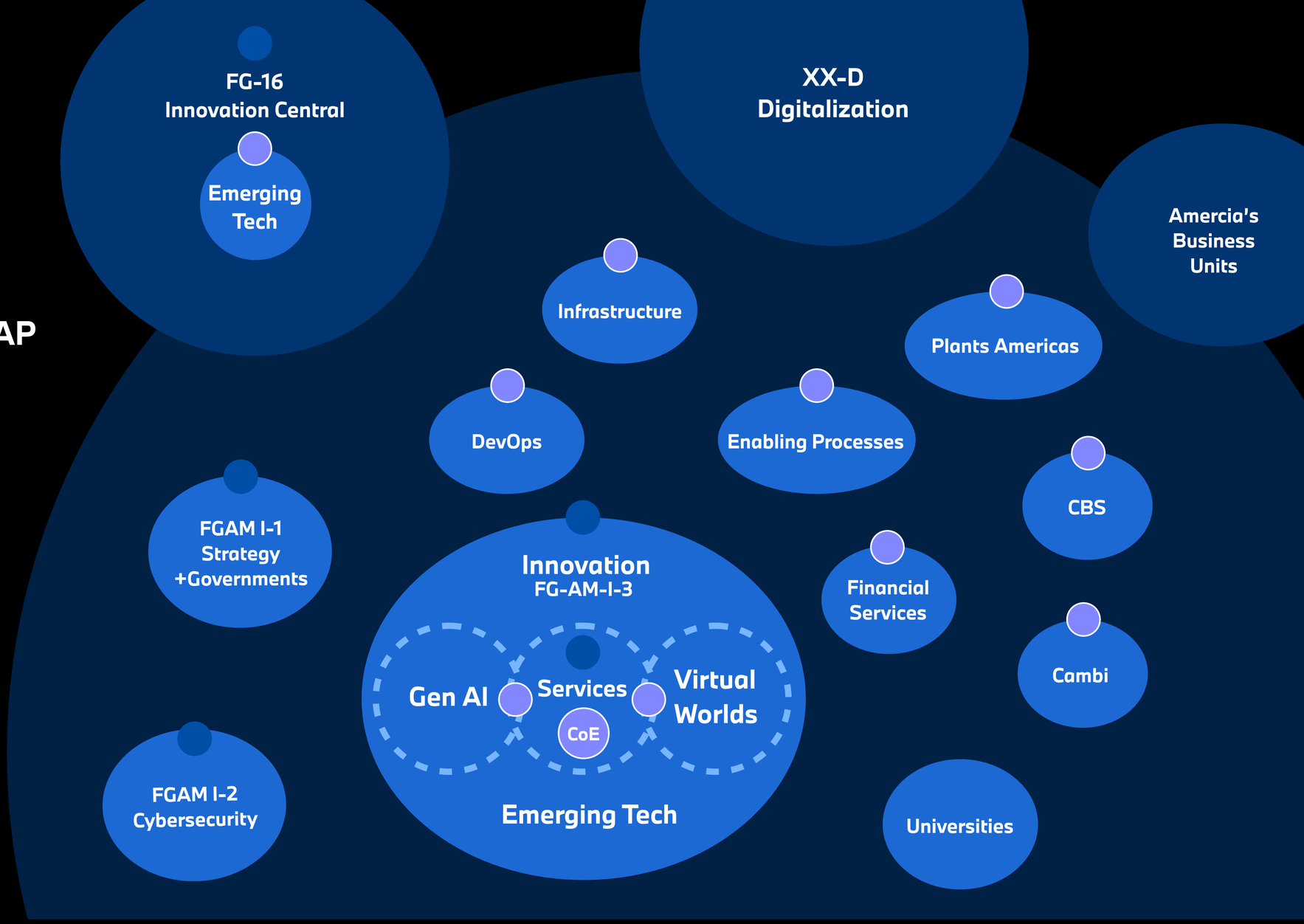
VISUAL EXPLORATIONS

This section showcases various attempts to visually capture the relationships between BMW's stakeholders, both in the present and as we envisioned them for the future.

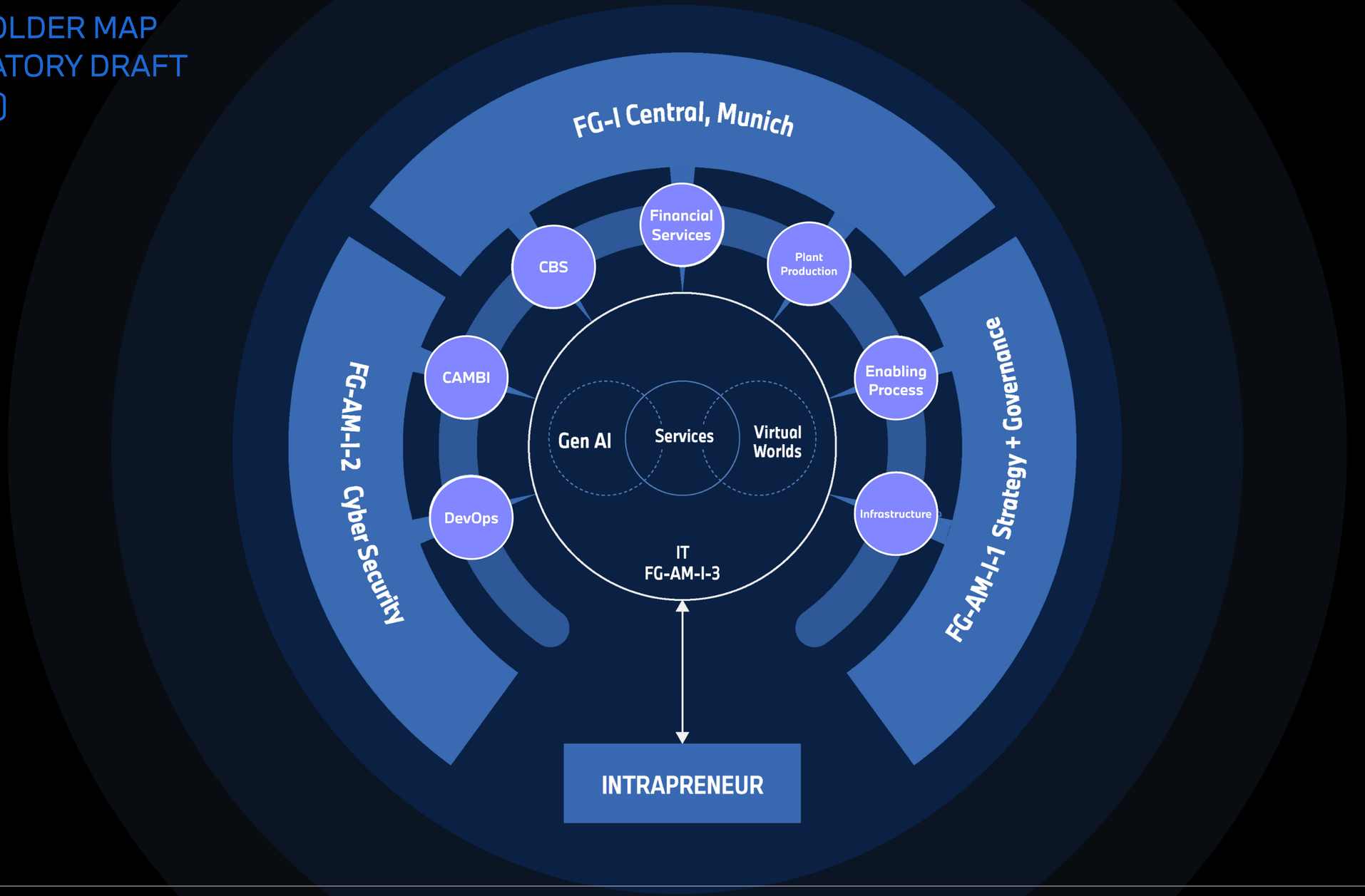
STAKEHOLDER MAP EXPLORATORY DRAFT (STAGE 1)

STAKEHOLDER MAP

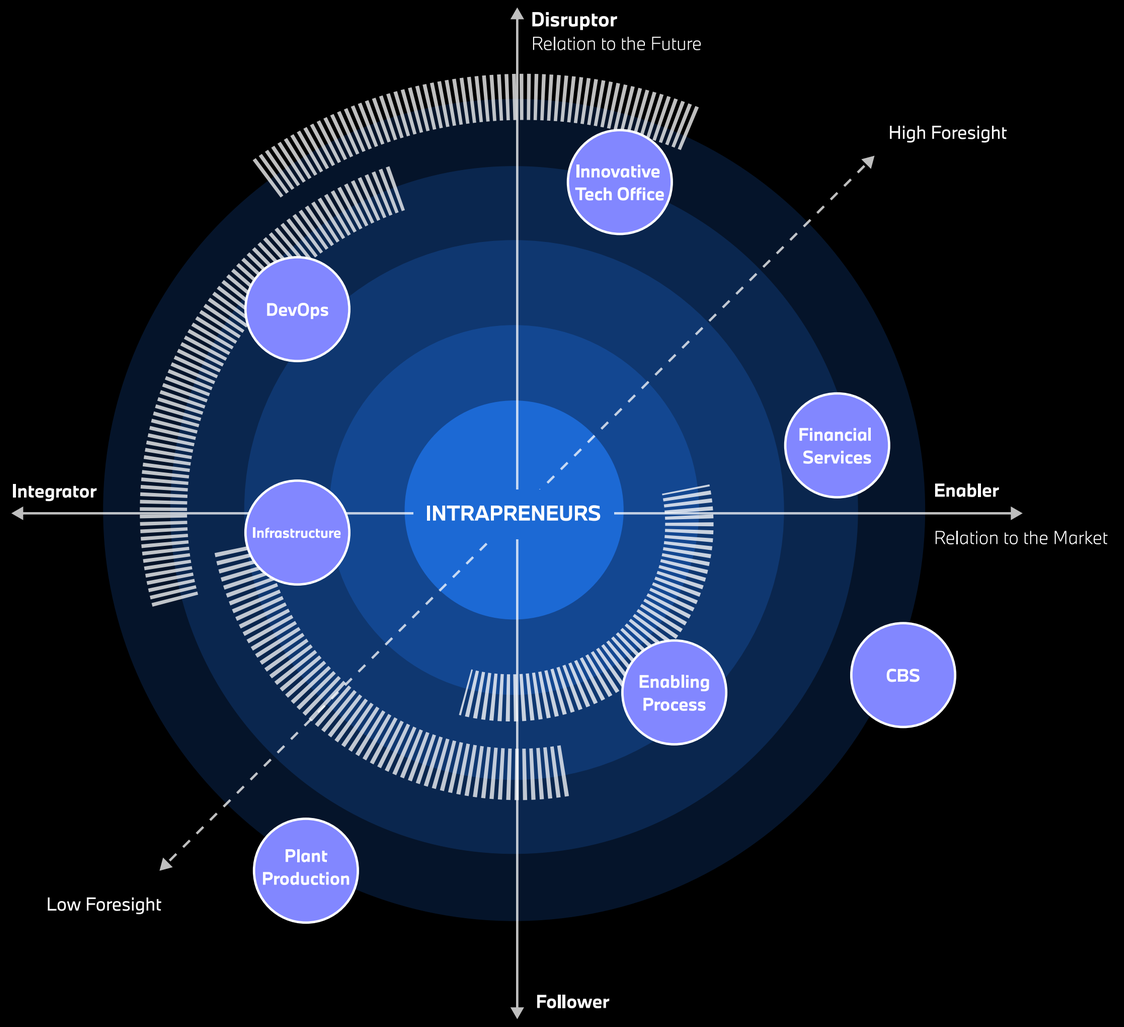
- Innovation Actors
- Cross Functional



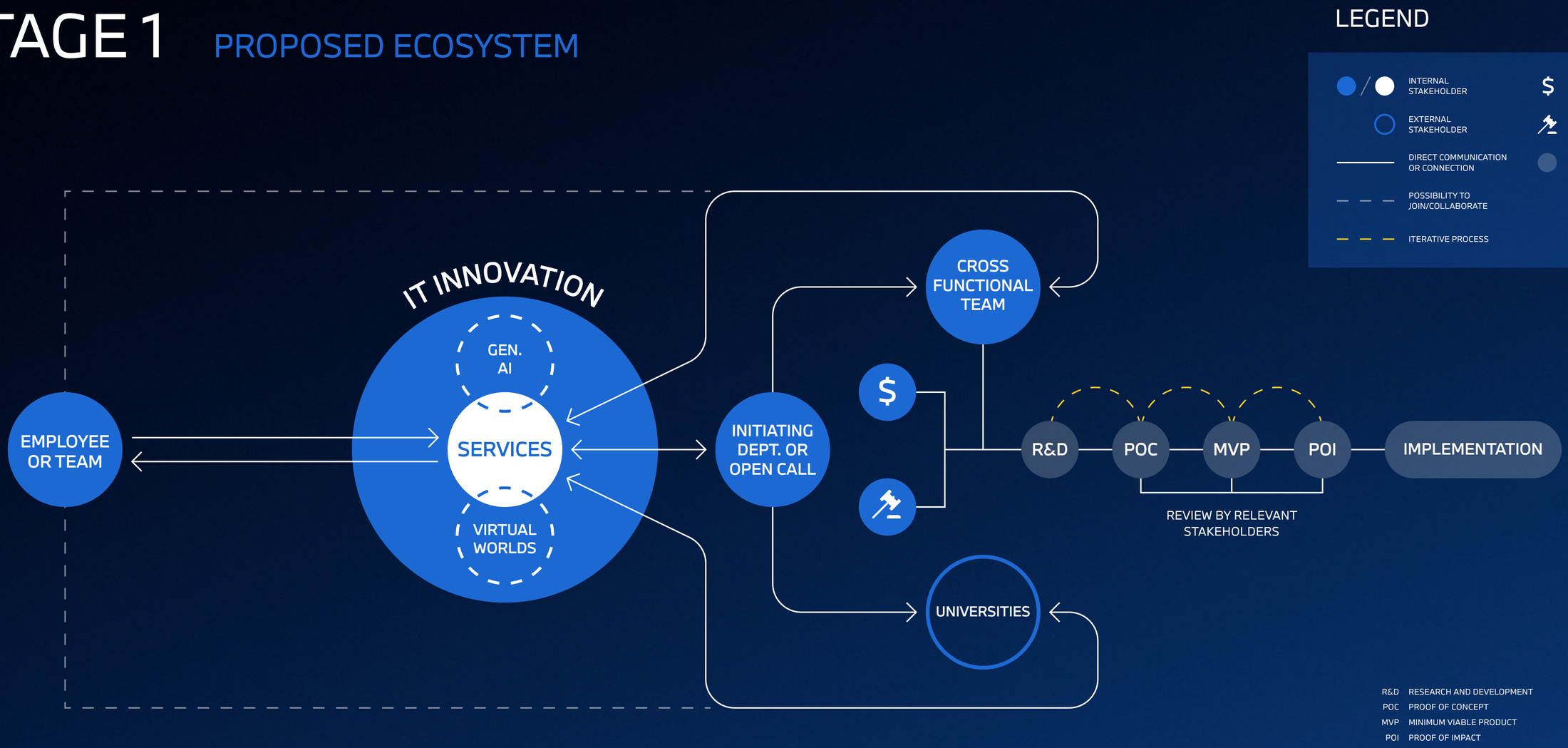
STAKEHOLDER MAP EXPLORATORY DRAFT (STAGE 2)



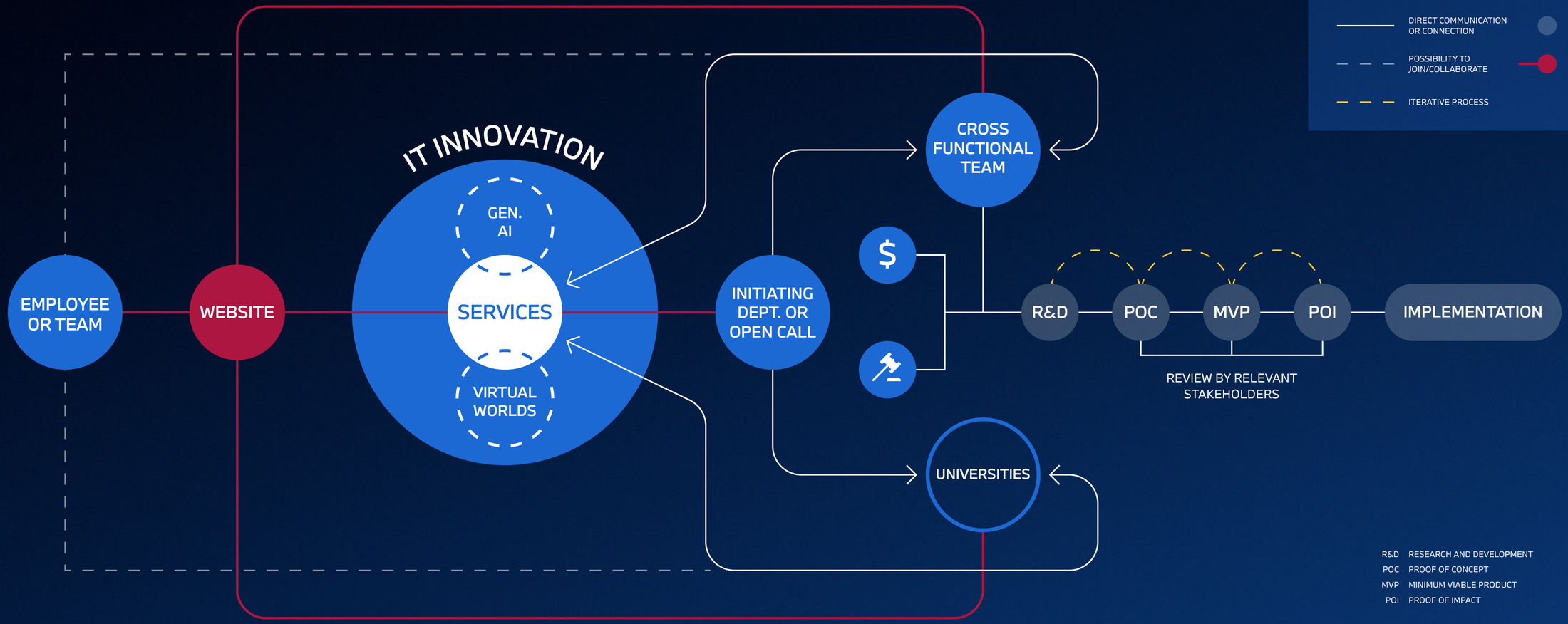
STAKEHOLDER MAP EXPLORATORY DRAFT (STAGE 3)



STAGE 1 PROPOSED ECOSYSTEM



STAGE 2 PROPOSED ECOSYSTEM

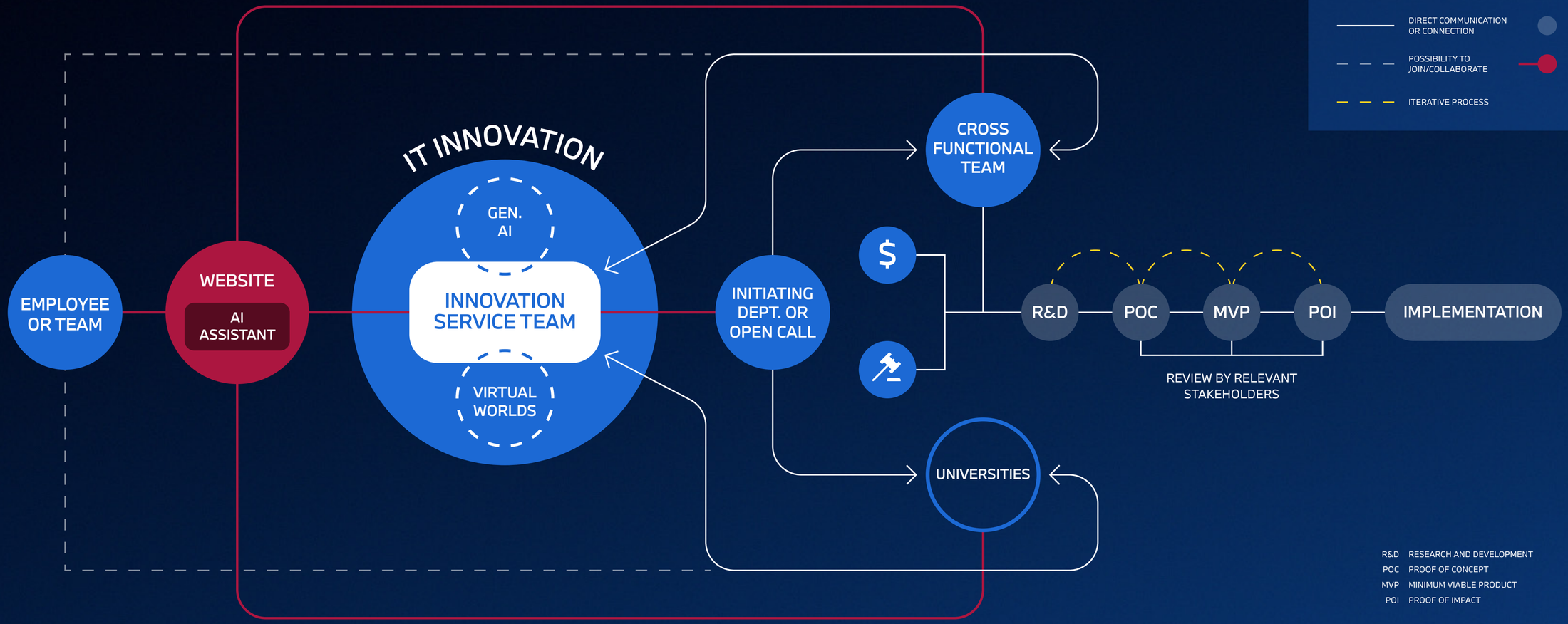


LEGEND

- INTERNAL STAKEHOLDER
- EXTERNAL STAKEHOLDER
- DIRECT COMMUNICATION OR CONNECTION
- POSSIBILITY TO JOIN/COLLABORATE
- ITERATIVE PROCESS
- FINANCIAL SERVICES
- LEGAL DEPARTMENT
- DEVELOPMENTAL STAGE
- COMMUNICATION THROUGH WEBSITE

R&D RESEARCH AND DEVELOPMENT
POC PROOF OF CONCEPT
MVP MINIMUM VIABLE PRODUCT
POI PROOF OF IMPACT

STAGE 3 PROPOSED ECOSYSTEM

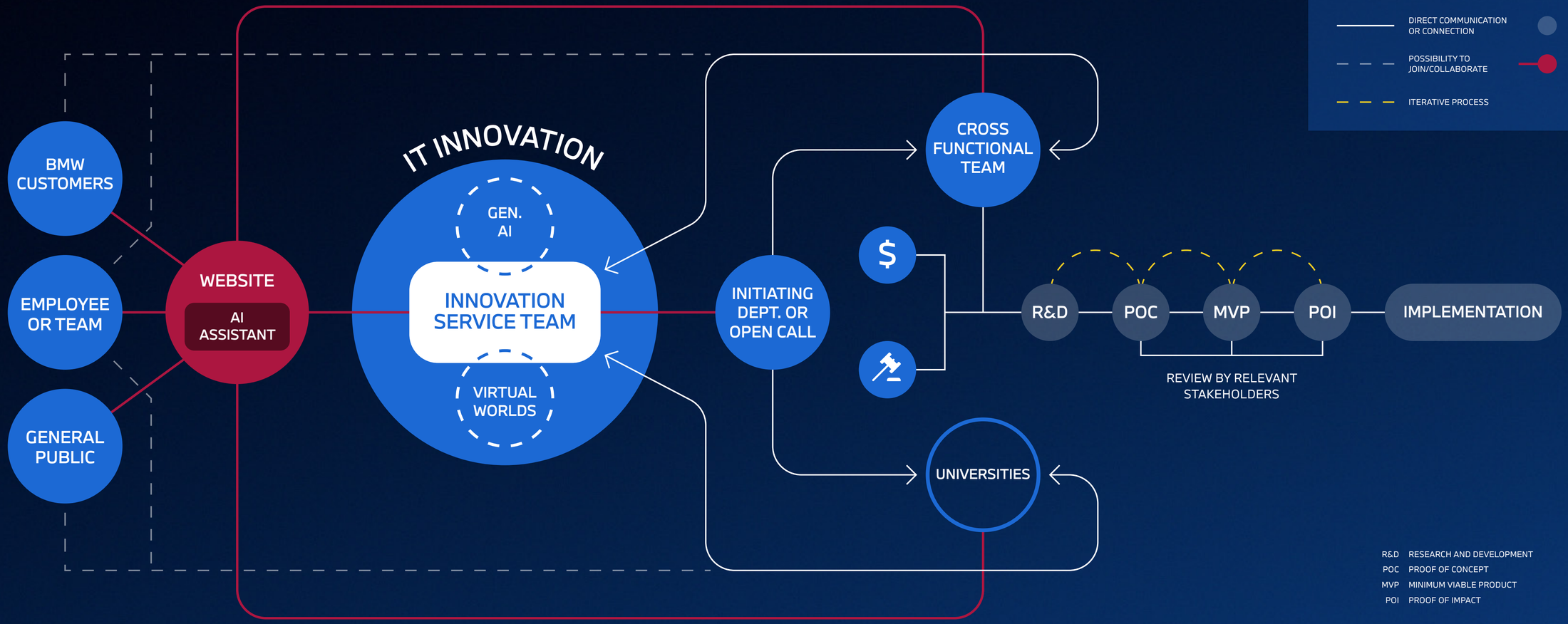


LEGEND

- INTERNAL STAKEHOLDER
- EXTERNAL STAKEHOLDER
- DIRECT COMMUNICATION OR CONNECTION
- POSSIBILITY TO JOIN/COLLABORATE
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- FINANCIAL SERVICES
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- COMMUNICATION THROUGH WEBSITE

R&D RESEARCH AND DEVELOPMENT
POC PROOF OF CONCEPT
MVP MINIMUM VIABLE PRODUCT
POI PROOF OF IMPACT

STAGE 4 PROPOSED ECOSYSTEM



LEGEND

- INTERNAL STAKEHOLDER
- EXTERNAL STAKEHOLDER
- DIRECT COMMUNICATION OR CONNECTION
- POSSIBILITY TO JOIN/COLLABORATE
- ITERATIVE PROCESS
- FINANCIAL SERVICES
- LEGAL DEPARTMENT
- DEVELOPMENTAL STAGE
- COMMUNICATION THROUGH WEBSITE

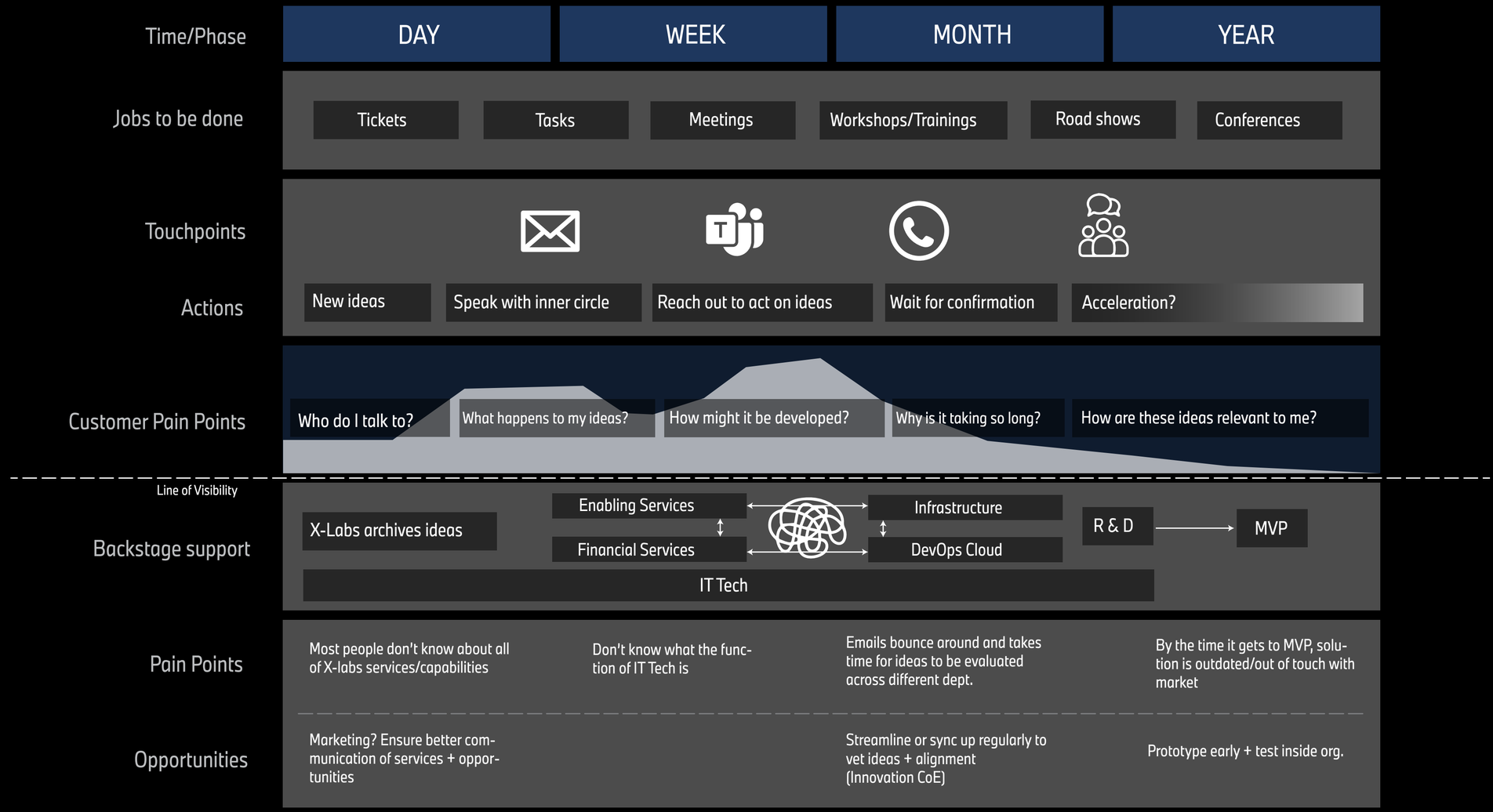
R&D RESEARCH AND DEVELOPMENT
POC PROOF OF CONCEPT
MVP MINIMUM VIABLE PRODUCT
POI PROOF OF IMPACT



CRAFTING A BLUEPRINT

After extensive research and some initial ideation, we had all the building blocks to begin creating the blueprint. This section captures the key moments that led us to the final deliverables.

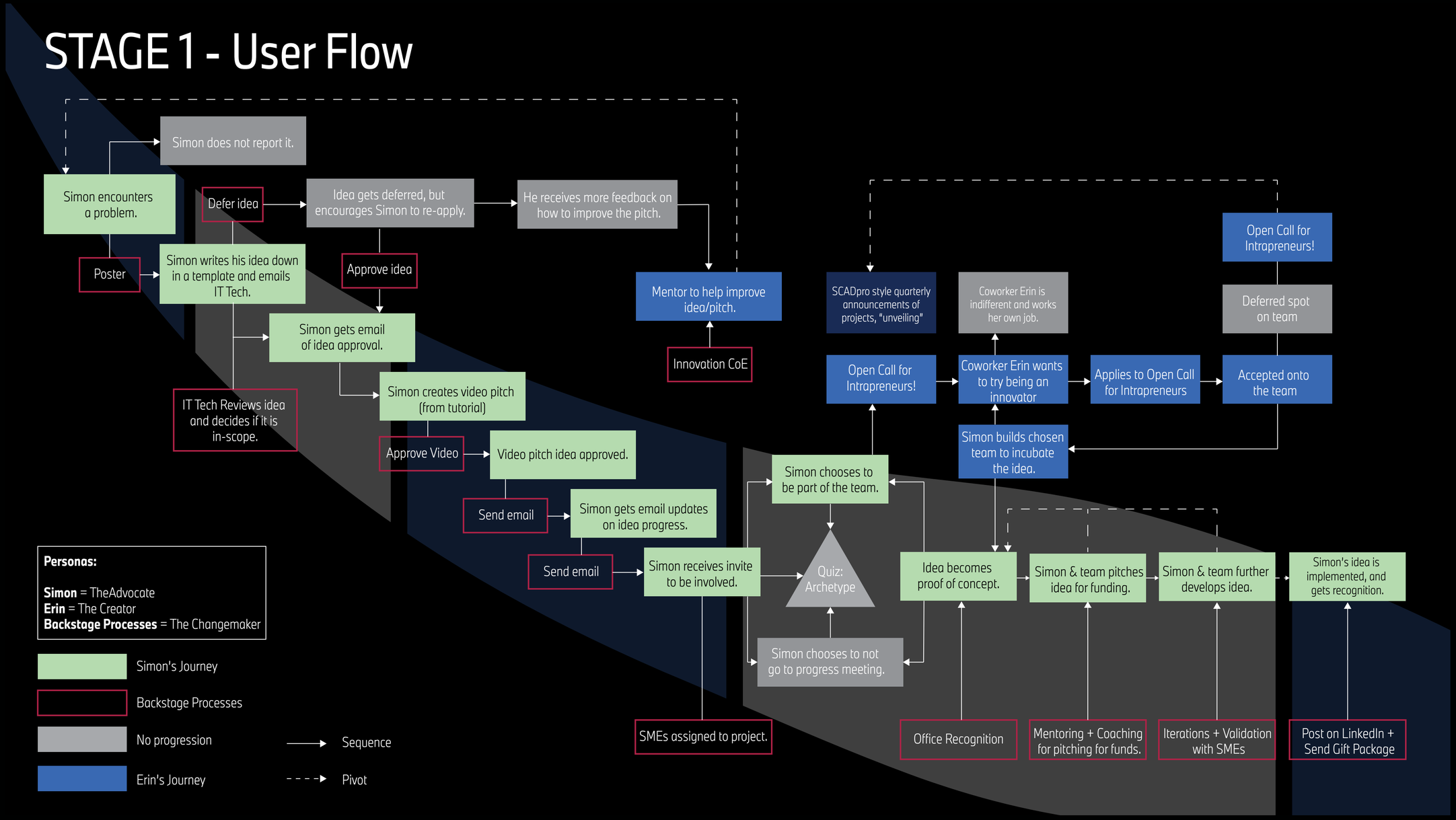
BMW INNOVATION FLOW: CURRENT BLUEPRINT



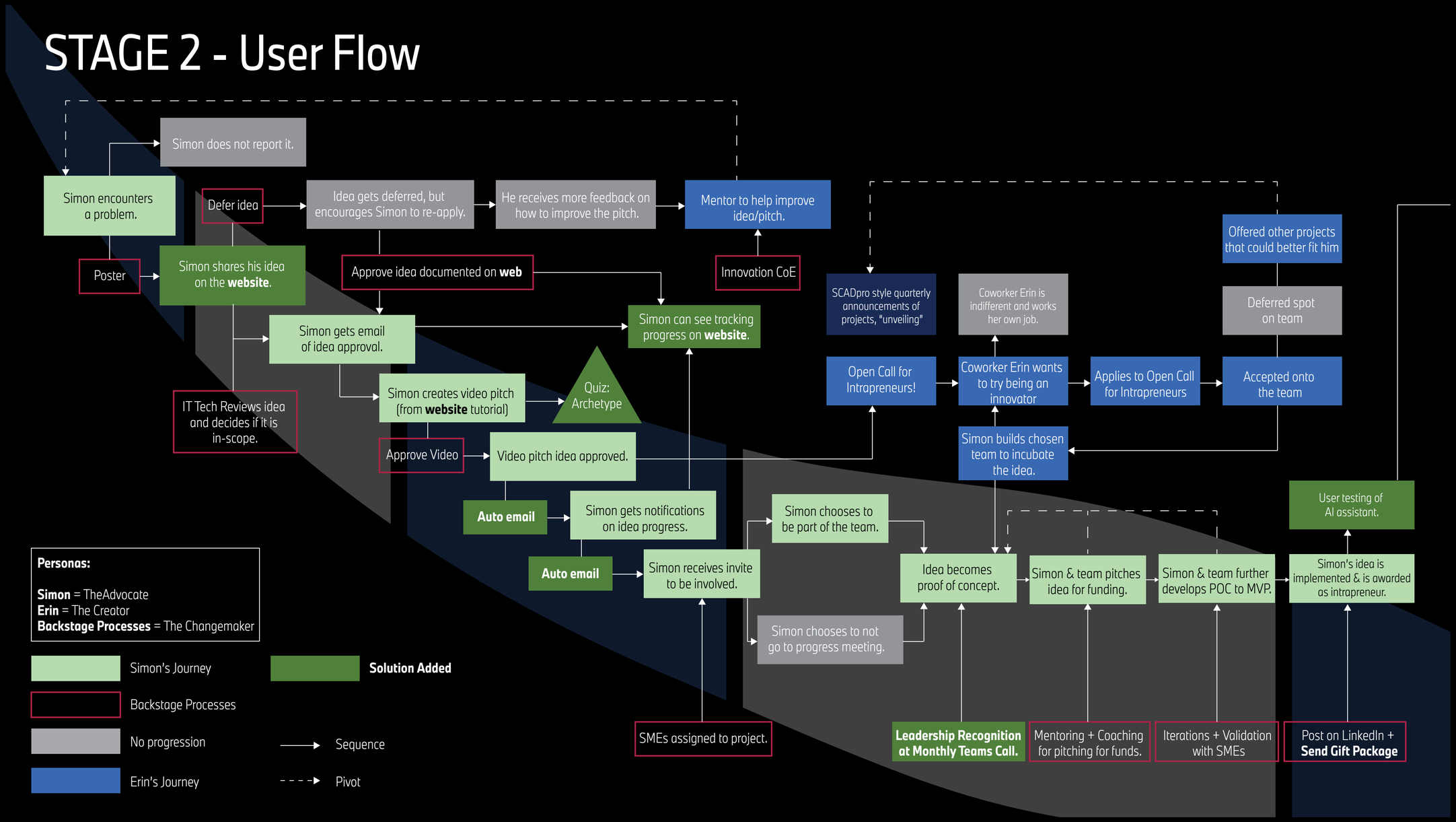
SIMPLIFIED INITIAL BLUEPRINT

	PHASE 1			PHASE 2			PHASE 3		
	EXPLORATION	IDEATION	DEVELOPMENT	VALIDATION	REFINEMENT	IMPLEMENTATION	LEADERSHIP	RECOGNITION	CULTURE
ACTIONS	Inspiration and idea generation	Sharing and assessment	Continuous engagement	Validation of ideas, prototyping, and testing	Mentorship and refinement	Development and implementation	Cross-functional capabilities	Recognition and incentives	Iteration and innovation impact
TOUCH POINTS	Newsletter Tech Radar Viva Engage X-Labs	HYPE Microsoft Teams Innovation Cloud	Viva Engage Outlook	CAD software training Simulation Pilot Production Quality controls	Startup Garage X-Labs Cross collaboration	CAE Software Supply Chain Integration Automation and AI	Microsoft Teams Viva Engage Microsoft Azure Boards Power BI, Tableau	Viva Engage Badges Innovation Spotlights/ Champion Performance Bonus	Innovation Cloud Microsoft Power BI Viva Engage Outlook
BACK STAGE PROCESS	Updating systems Connecting to SMEs	Maintaining and updating the innovation cloud	Automated in-app messaging feedback Discussion prompts	Updating software and training, maintaining quality metrics	Updating systems, connecting to SMEs, start-up scouting, financial analysis	Updating automation, co-development initiatives	Resource allocation, feedback mechanisms, developing knowledge repositories	Maintain performance reviews, measurable and clear criteria maintenance	Implement feedback loops, update the innovation cloud, leverage data analytics
VALUE	Creates intra-preneurs	Finding valuable ideas	Encourage creativity and improve retention	Risk reduction, faster time to market, patent and IP rights	Skill enhancement, networking and account-ability	Competitive advantage, tangible and impactful results	Streamline innovation processes	Inspires and motivates intrapreneurs (talent attraction & retention)	Agility & adapt ability, risk management & empowerment

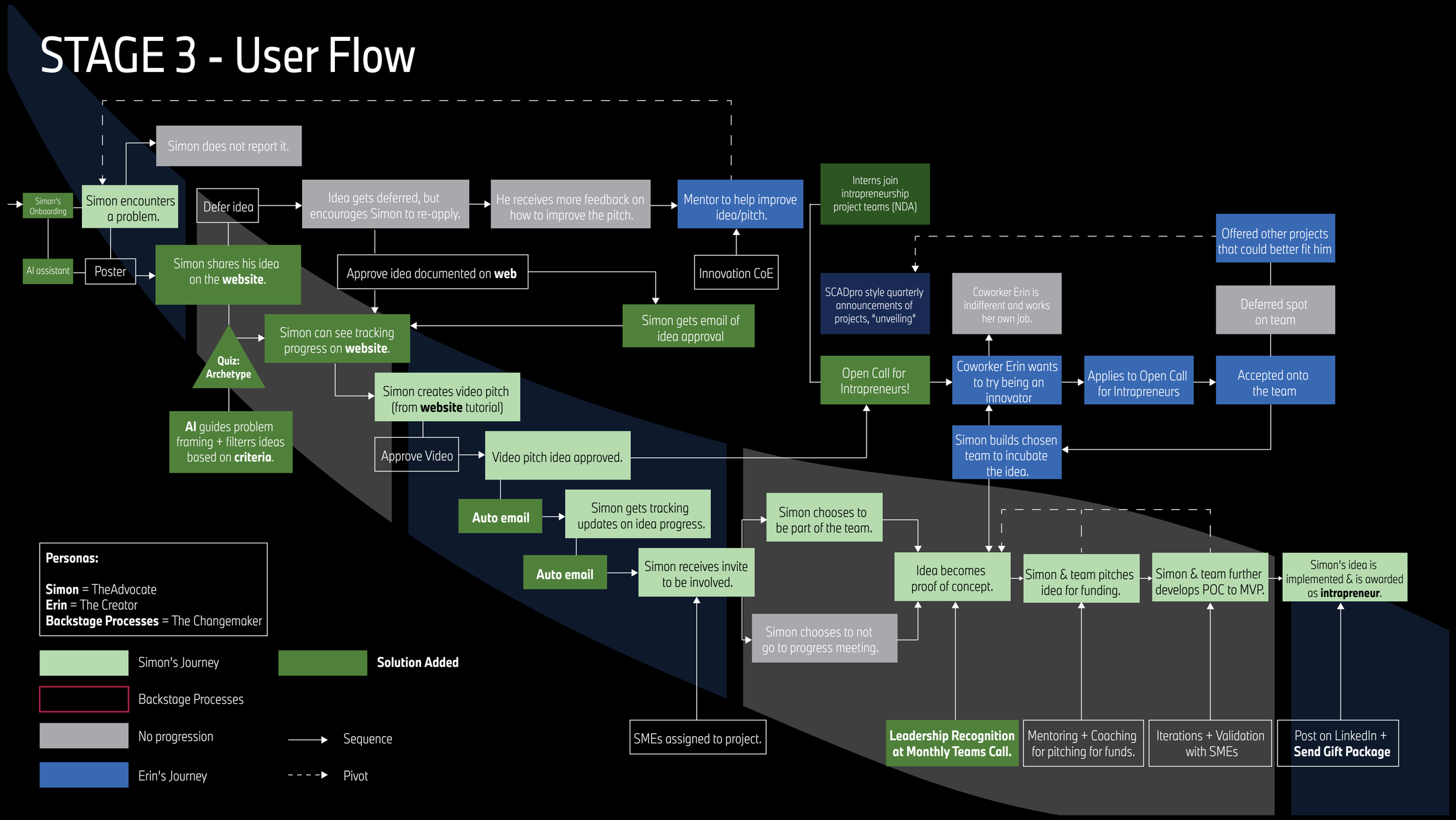
STAGE 1 - User Flow



STAGE 2 - User Flow

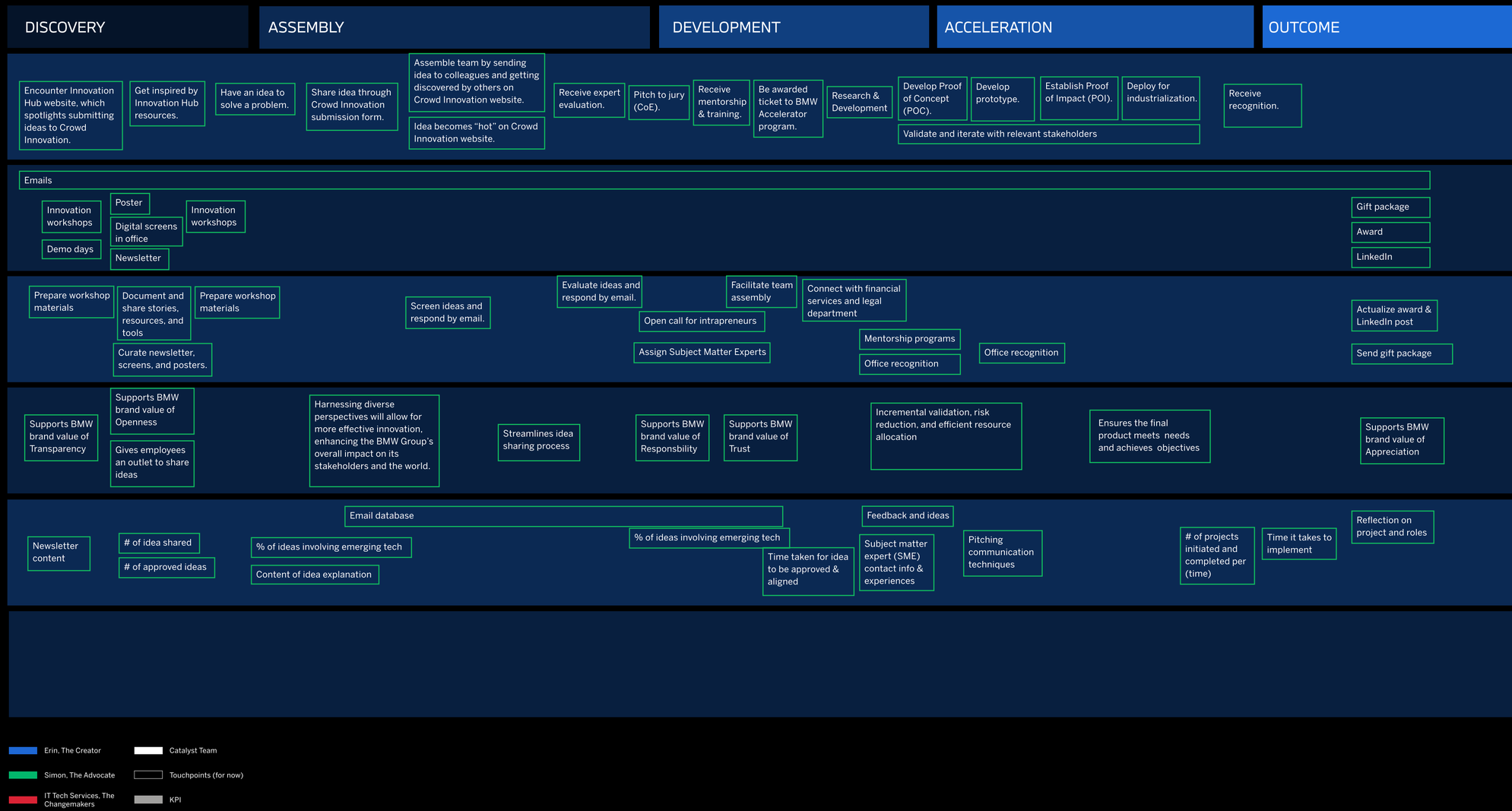


STAGE 3 - User Flow

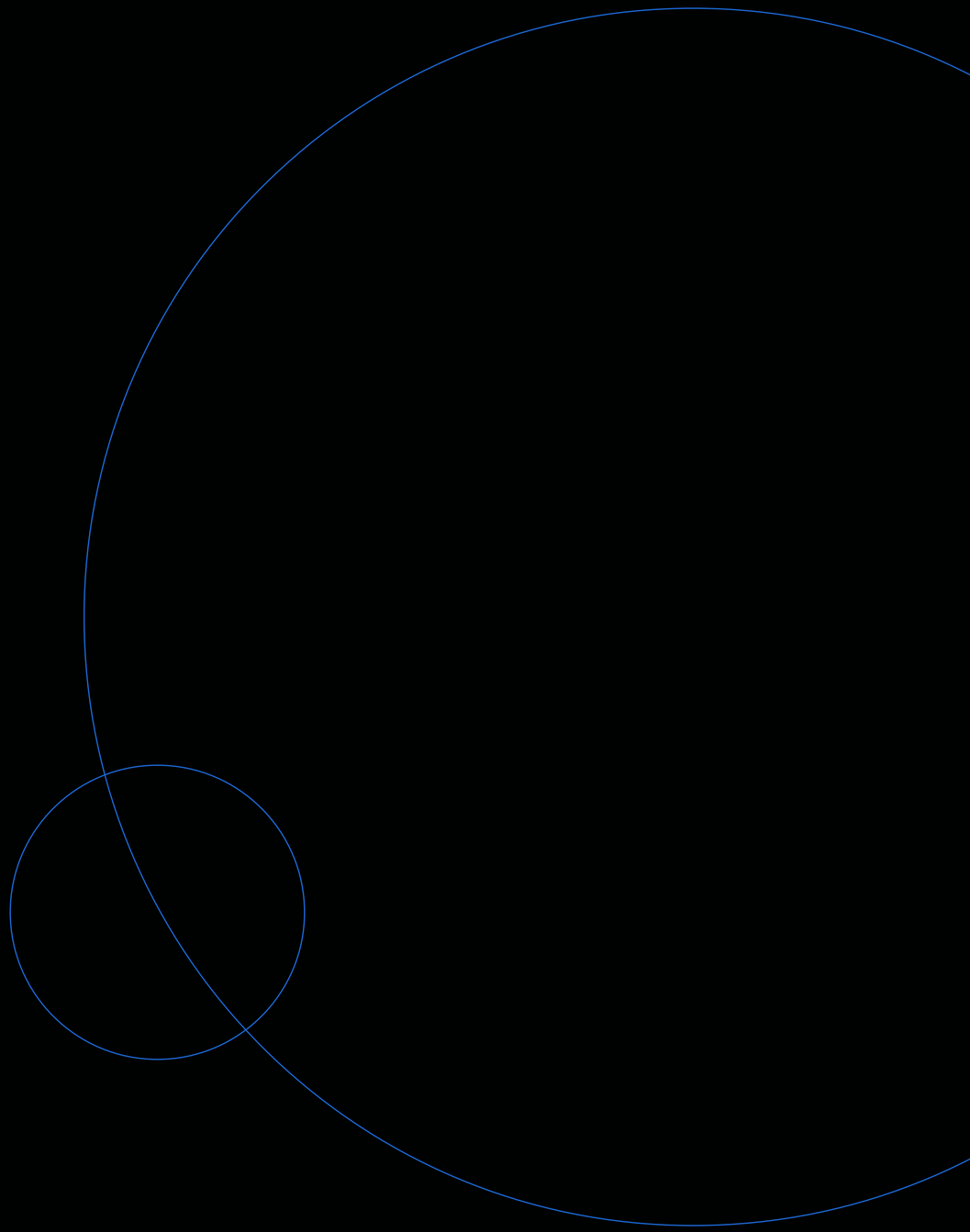


ROUGH DETAILED BLUEPRINT (BEFORE PIVOT)

BMW INNOVATION BLUEPRINT



04 DELIVER

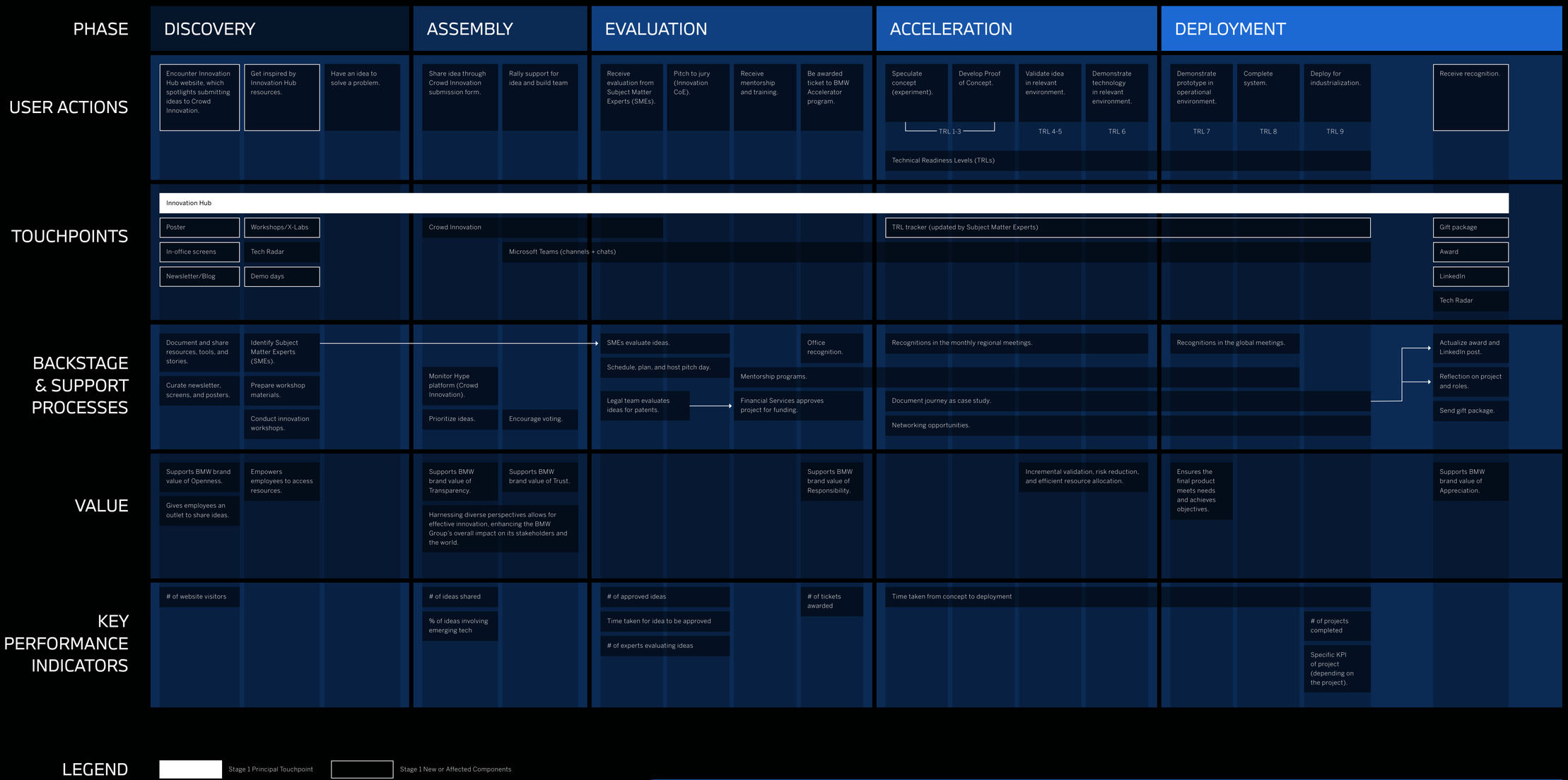


4.1 FINAL DELIVERABLES

BLUEPRINT

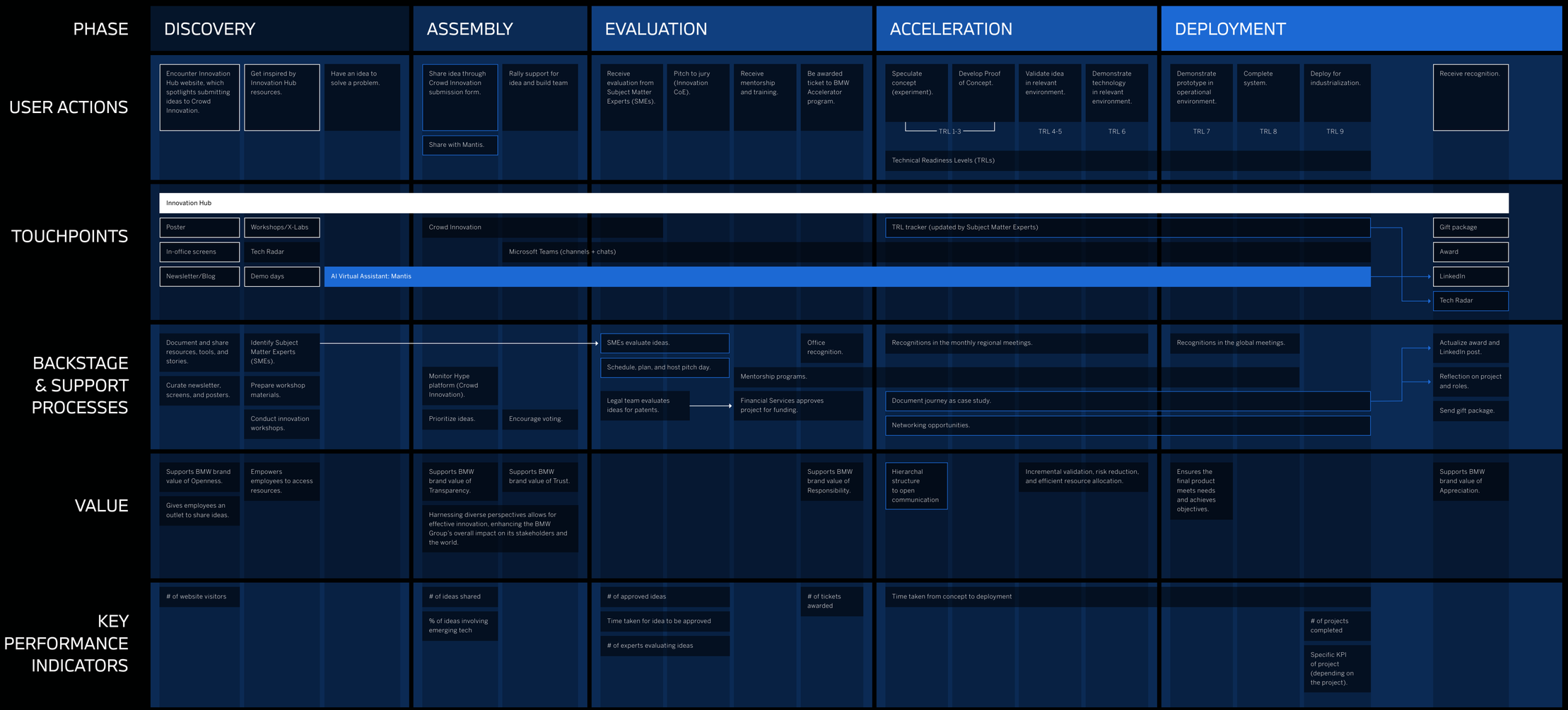
BMW INNOVATION STRATEGY BLUEPRINT

STAGE 1



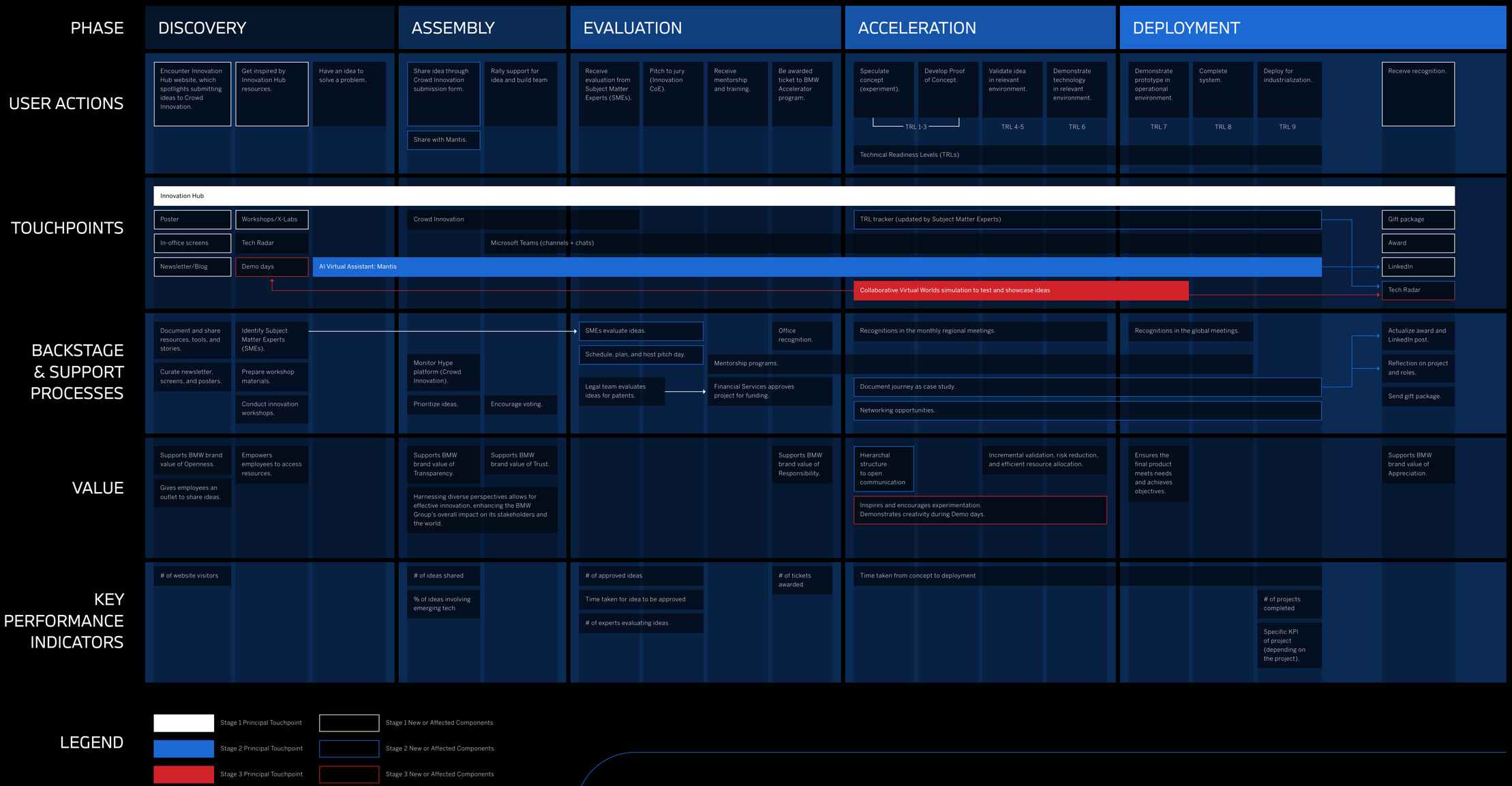
BMW INNOVATION STRATEGY BLUEPRINT

STAGE 2



BMW INNOVATION STRATEGY BLUEPRINT

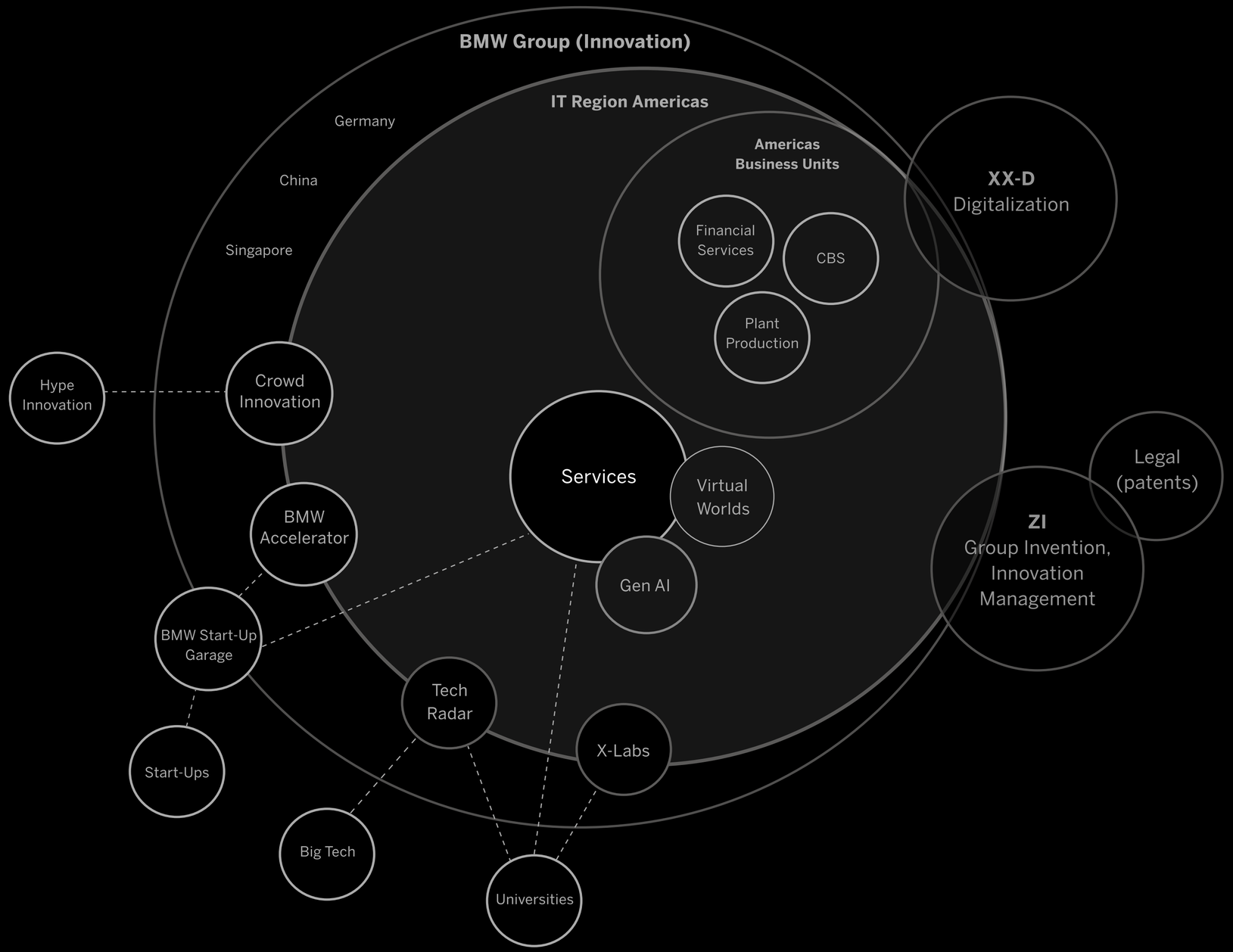
STAGE 3



STAKEHOLDER MAPS

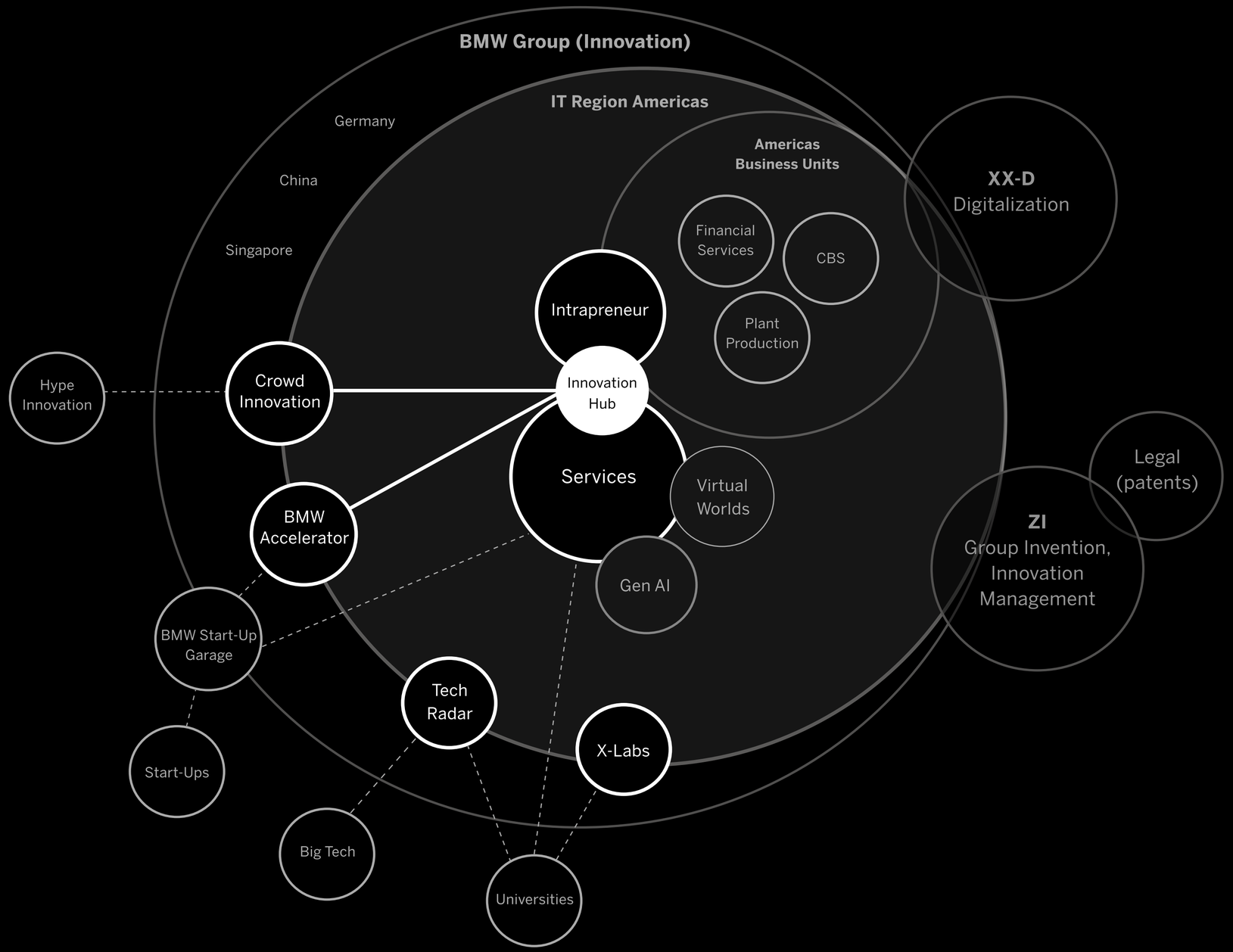
STAKEHOLDER MAP

STAGE 0



STAKEHOLDER MAP

STAGE 1

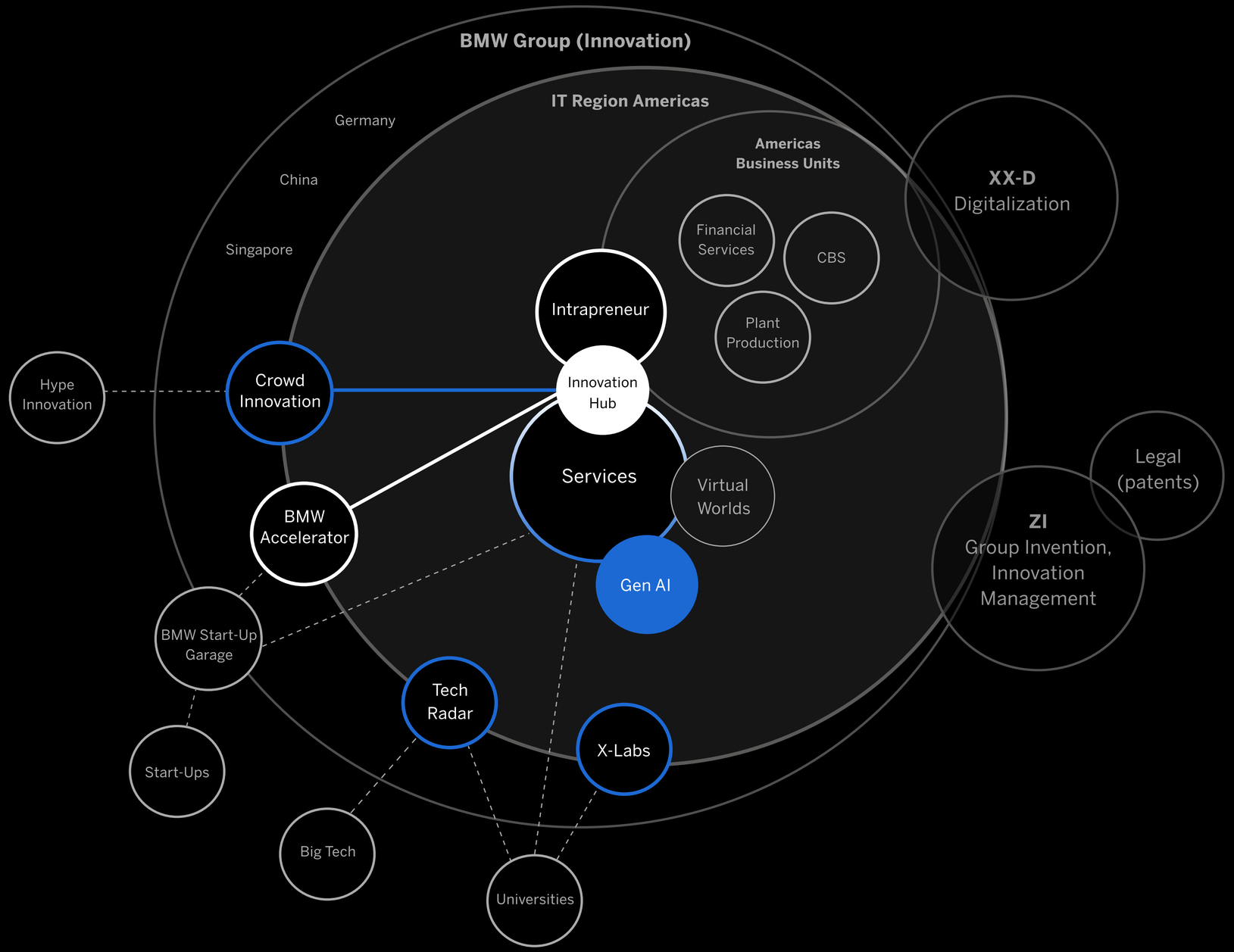


LEGEND

Stage 1 New or Affected Components

STAKEHOLDER MAP

STAGE 2



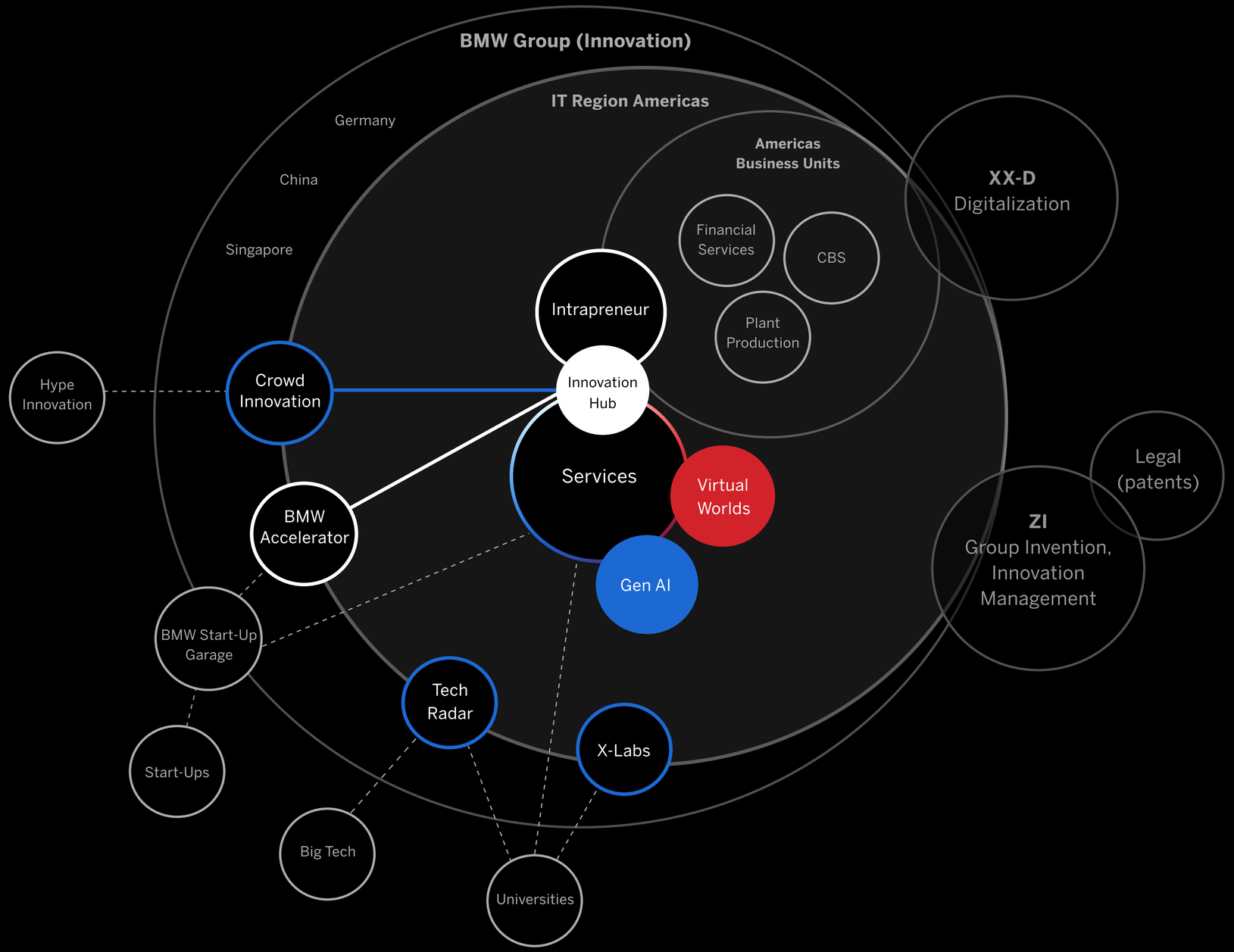
LEGEND

Stage 1 New or Affected Components

Stage 2 New or Affected Components

STAKEHOLDER MAP

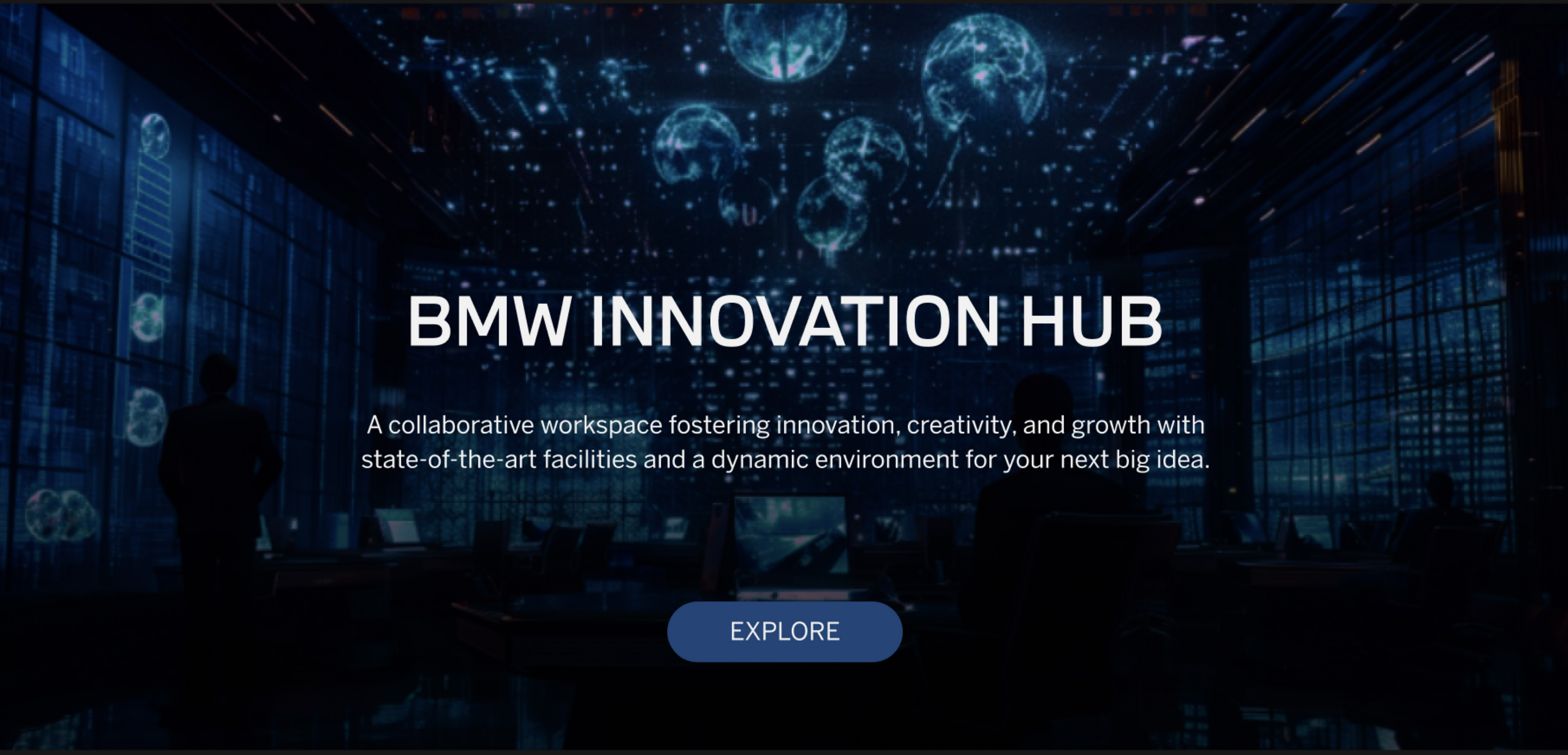
STAGE 3



LEGEND

- Stage 1 New or Affected Components
- Stage 2 New or Affected Components
- Stage 3 New or Affected Components

INNOVATION HUB



BMW INNOVATION HUB

A collaborative workspace fostering innovation, creativity, and growth with state-of-the-art facilities and a dynamic environment for your next big idea.

EXPLORE

BMW RESOURCES



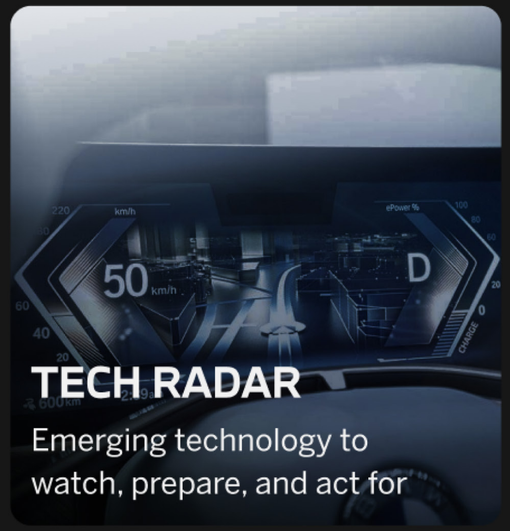
CROWD INNOVATION

Take the first step and share your ideas



X-LABS

Workshops on upskilling



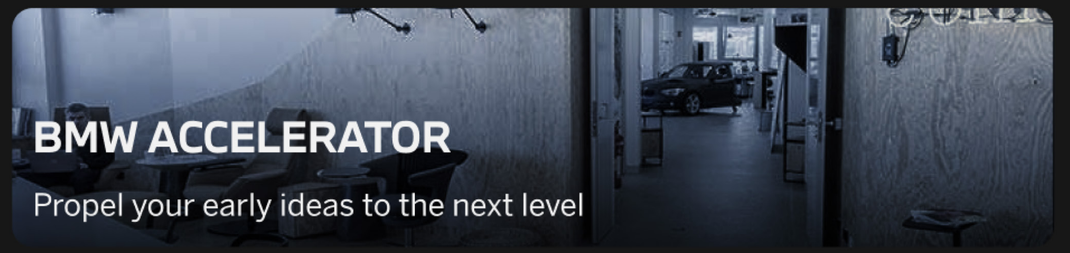
TECH RADAR

Emerging technology to watch, prepare, and act for



STARTUP GARAGE

Venture client that contributes to innovation



BMW ACCELERATOR

Propel your early ideas to the next level


BUILT IN THE US:
THE ALL-NEW BMW X3
WHAT IS THE INNOVATION HUB?
STAY CONNECTED WITH BMW'S RESOURCES
LEARN HOW TO BECOME A BMW INNOVATOR
CONCEPTUALIZE YOUR IDEAS WITH TEMPLATES

DIGITAL RESOURCES

TEMPLATE NAME	FILE SIZE	PDF DOWNLOAD
BUSINESS MODEL CANVAS	150 KB	
EMPATHY MAP	120 KB	
SWOT ANALYSIS	120 KB	
VALUE PROPOSITION CANVAS	150 KB	



HOW TO GET STARTED?

A collaborative workspace fostering innovation, creativity, and growth with state-of-the-art facilities and a dynamic environment for your next big idea.

STEP 1

ACCESS INTERNAL PORTAL

Use Your BMW Employee Credentials To Log Into The Internal Employee Portal

STEP 2

EXPLORE RESOURCES

Access BMW's Innovation Resources Like XLabs And Tech Radar For Idea Development.

STEP 3

SUBMIT YOUR IDEA

Follow The Submission Guidelines To Propose Your Innovative Ideas.



BMW GROUP INNOVATION HUB

Channels Resources DE EN

BMW INNOVATION HUB

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NEWSLETTER

BMW GROUP INNOVATION HUB

IT TECH OFFICES
AMERICAS

THE HUB: IT Tech Office Americas Official Newsletter

ITTechOfficeAmericas

Tuesday, February 27, 2024 at 3:10PM



Are you an Innovation Champion?

Share your ideas with us now

SUBMIT HERE



INNOVATIONS

Our Successes and Advancements

In 2023, the tech office strides in innovative technologies. We created solutions to optimize EVE 3D car models for the metaverse and gaming platforms and introducing energy-saving initiatives using deep reinforcement learning.

Read More

Read More

CONFERENCES

Sharing Our Experiences

We actively engaged in numerous conferences, such as the "Innovation Summit," "Digital Days," "South by Southwest," and "Unreal Fest," where we shared insights and explored the future of tech for BMW, culminating in attending CES at the beginning of 2024, returning with valuable insights.

Read More





UNIVERSITIES

Our Research Collaborations

BMW strengthened university relationships, conducting sustainability research with Clemson University, exploring AI and the Metaverse with Georgia Tech, and initiating a new collaboration with SCAD (Savannah College of Art and Design) for innovative thoughts.

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BMW GROUP INNOVATION HUB

IT TECH OFFICES
AMERICAS

THE HUB: IT Tech Office Americas Official Newsletter

o ITTechOfficeAmericas

Tuesday, February 27, 2024 at 3:10PM



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Keep up with Emerging Trends on Our Tech Radar

POSTERS

Let's discuss over
a fresh cup of
Inspiration



Let's hear
Your Ideas



Your ideas are
Valuable



APPRECIATION

THE BLUE BOX


on't grab from your memory,
reate from your imagination!
ank you for your unwavering support and contributions.
value your effort and teamwork, and grant you these gifts
a small token of our appreciation.
THINKING CAP


BMW
Innovation Star
2024
Simon Simmons


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Heartiest Congratulations to our #InnovationStars 🏆
This prestigious award recognises innovative ideas, exceptional commitment and a kindling spirit to be a part of the future of mobility with BMW 🚀

Do you have ideas that don't let you sleep at night or a burning desire to keep learning and experimenting with the latest technology? Explore our Innovation hub rich with resources to jumpstart your journey.
https://www.innovationhub/bmw/northamericas/cambi.com

#BMWinnovation #Innovationhub #Impactfulideas #Drivingthefuture
See translation

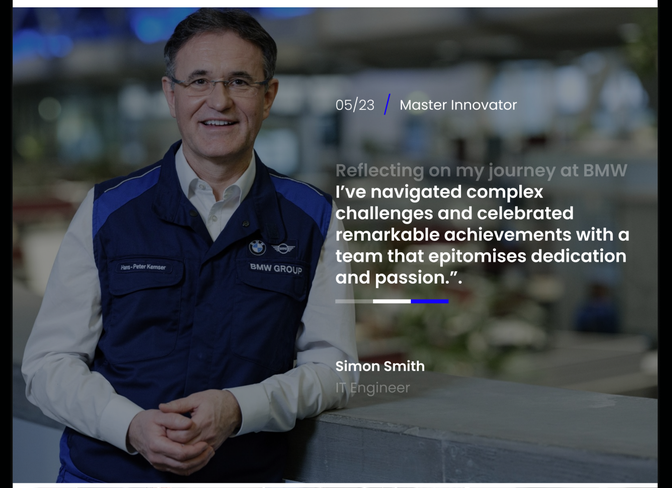


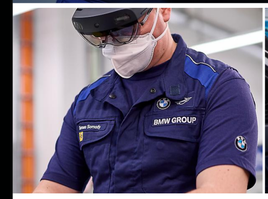
BMW North America
2,881,899 followers
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Celebrating Simon, our Master Innovator.🚀
Today, we shine a spotlight on Simon, our passionate IT engineer who's dedication and creative approach are a true inspiration for all of us. Join us in congratulating him and looking at the next chapter in the future of mobility.

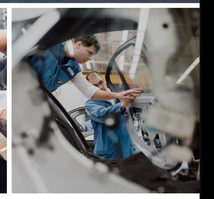
Join Simon and know more about our crowd innovation platform and other resources that will help you become a champion as well on the innovation hub.
https://www.innovationhub/bmw/northamericas/cambi.com

#BMWinnovation #Innovationhub #Impactfulideas #Drivingthefuture
See translation









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05 ACKNOWLEDGEMENTS

5.1 RECOGNITIONS

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