Design Your Intrapreneurship Program

Product Brochure
Introduction
Academy for Corporate Entrepreneurship (AfCE) 03
Innovation Phases and AfCE Offerings 04

Ideation Phase 05
Intrapreneur DNA Test 06
Intrapreneurship E-Learning Course 08
Ideation + Team Formation Day 10
Kickbox Program 12
Portfolio Mapping & Innovation Thesis 14

Discovery Phase 16
Kick Off Event 17
Corporate Startup Accelerator 19
Prototype Fund 21
Train the Trainer 23

Incubation Phase 25
Incubation Sprints 26
Incubation Development Fund 28
Lean Experiment Infrastructure 30

Why the Surfer? 32
Thank You 33
Academy for Corporate Entrepreneurship (AfCE)

The most scientific and rigorous methods for Corporate Entrepreneurship.

About
AfCE is unique in providing intrapreneurs around the world end-to-end support in the innovation process, from ideation and discovery to incubating and piloting new ventures, as well as guiding executives in how to embed corporate innovation support systems and structures. As of 2018 we’ve been running Intrapreneurship Programs across 19 countries trusted by many international Fortune 500 companies where we provide sustainable and scalable methods.

Mentors
Our world-class mentors (our unfair advantage) have proven entrepreneurial track records so have "been there done that" and are not afraid to show corporate start-up teams tough love in order to transfer the entrepreneurial mindset and skills to develop Intrapreneurs. AfCE mentors speak 3 languages on average and have created over 35 Billion Dollars worth of innovation projects. They've also founded 2.2 startups each and average an age of 42 with magnitudes of industry experience to share.

Curriculum
Thanks to our world-class mentors and great advisors, we’ve been able to adapt and refine the best Silicon Valley techniques to apply Corporate Entrepreneurship in your organisation. Through hands-on experiential learning guided by our curriculum and mentors, participants will develop the entrepreneurial mindset and skills required to bring new products and services to market faster and more successfully than before. We teach the capabilities, help build the support systems and develop new leadership skills necessary to create a culture of innovation and entrepreneurship. We believe we apply the most scientific and rigorous methods to Corporate Entrepreneurship.
These are the Innovation Phases.

In 2018, we analysed over 100 innovation agencies around the world and uncovered that the most common innovation services offered were typically within the Ideation stage, especially when it came to running “Ideation Workshops” or something similar. Inside corporates, what often happens is that management gets excited by new ideas and they get pushed too quickly into the incubation stage to start building the solution.

Unfortunately, many of these ideas are not yet mature enough and have not been validated by the market - they do not solve a real problem for a real customer in an interesting way. Customers would reject the idea and executives lose interest because they don’t see any traction. So the idea rolls back down the slope and lands in the “Valley of Death”.

The best Intrapreneurship programs have a structure and a strategy to address each innovation phase.

Welcome to the Academy for Corporate Entrepreneurship.
Ideation Phase

Intrapreneur DNA Test
Intrapreneurship E-Learning Course
Ideation + Team Formation Day
Kickbox Program
Portfolio Mapping & Innovation Thesis
How do you identify Intrapreneurs?

The Problem

Many corporate innovation programs struggle with having the right employees commit to their program which ultimately has a ripple effect in building a sustainable and scalable innovation ecosystem. Successful entrepreneurs share common personality traits and finding that match with Intrapreneurs is a critical part of the process to ensure quality within the program.

The Solution

The Academy for Corporate Entrepreneurship (AfCE) has worked with social scientists to provide the world’s most accurate personality based test to identify and screen potential Intrapreneurs. This testing process has been used at the Founder Institute since 2010 with over 35,000 entrepreneurs and has been frequently calibrated against the real world performance of launching new ventures.

The Value

✓ Determine Intrapreneurs who would be a great fit for your program
✓ Increase the quality of your program by up to 40%
✓ Form balanced corporate startup teams
✓ Certification, reporting and valuable insights for HR

Using the AfCE Match Criteria you can predict the most suitable Intrapreneurs for your program!

Characteristics assessed:
- Learn from experience
- Like to analyse data
- Build strategic relationships
- Assume responsibility
- Highly adaptable
- Good interacting with people

Scores:
- Problem solving
- Intellectual disposition
- Mannerliness
- Self regard
- Experiential disposition
- Social intelligence

Investment: 30 minutes | €200 / US$240 per test
Client Success:

**MIGROS**
Switzerland’s largest retailer, Migros, with over 100,000 employees, uses the Intrapreneur DNA Test to help screen for potential Intrapreneurs to accept into their program. 47% of applicants were considered to be a strong fit.

**Allianz**
Allianz used the Intrapreneur DNA Test to provide further personality background information about their pool of high potentials. This helped to form well balanced teams, establish empathy and aided AfCE mentors to adjust their mentoring approach.

True or False:
“The more senior you are, the more suitable you are for Intrapreneurship.”

**FALSE.** AfCE has found no correlation between seniority and suitability for Intrapreneurship, meaning Intrapreneurs can come from any level across the organisation.

For further enquiries or to get your DNA test today, please reach out to malisse@afce.co

www.afce.co
Intrapreneurship E-Learning Course

Are you sure you understand Intrapreneurship?

The Problem

We’ve noticed that corporates and innovation enthusiasts have a huge interest in Intrapreneurship, but the concept and understanding of what is really involved in an Intrapreneurship journey can be unclear. The lack of knowledge can make it difficult to start implementing a corporate innovation strategy.

The Solution

The Academy for Corporate Entrepreneurship has developed a self-paced interactive online course which covers everything you need to know about Intrapreneurship and will encourage employees to think about innovative ideas they can develop. This is perfect for both Intrapreneurs and senior management. It is accessible on mobile and tablet devices and available offline as well.

The Value

✔️ Spread awareness about Intrapreneurship
✔️ Start identifying engaged Intrapreneurs
✔️ Start funnelling new innovative ideas
✔️ Full reporting on results and certification included

Investment: 5 to 7 hours + Bonus Material | €400 / US$480 (per person)
Client Success:

Bayer noticed that although participants were submitting many ideas and were showing passion to join the Corporate Startup Accelerator, people were missing a fundamental understanding of what Intrapreneurship meant which ultimately slowed them down in developing their ideas. Now it is mandatory for teams to complete the Intrapreneurship E-Learning Course before coming into the Kick Off event at the beginning of the Corporate Startup Accelerator so everyone has a common language to work from and can move quickly through the program.

“At Allstate, we are building a community of 300 Intrapreneurs. We need to make sure the community is exposed to fundamental training about Intrapreneurship, so developing the Intrapreneurship E-Learning Course with AFCE is critical for us. It helps ensure common standards and language to scale the skills as our community grows.”

Maria Racho Odiamar
Organisational Effectiveness
Allstate Insurance Group

For further enquiries or to get access to your Intrapreneurship E-Learning Course, please reach out to malisse@afce.co
How do we get **clarity on our ideas** and form **aligned** corporate startup teams?

**The Problem**

Ideas are usually generated in response to an ‘innovation challenge’ or some other impetus but everyone has a different view on what the real problem is, who the customer is and even what the solution might be. Often the idea is not even compelling or interesting to senior execs, meaning it can be easily killed prematurely. Numerous ideas may have been generated under one challenge but participants are unsure how to best prioritise them. When team members do not “self-select” their idea or team, the project often lacks ownership, increasing the chance of failure.

**The Solution**

In one day, mentors from the Academy for Corporate Entrepreneurship (AfCE) can facilitate participants to explore and understand the following components of various ideas:

- What is the problem?
- Who is the customer?
- What could be the solution?
- How to communicate the idea?

Mentors help teams to prioritise ideas against proven startup criteria (the fundamentals of good corporate startup ideas) and facilitate individuals in self-selecting the idea and team they are motivated to work with. During this process, the **AfCE Intrapreneurship DNA Test** results can also be leveraged to help form balanced teams and make individuals more aware of each other’s traits and preferences. As a result, motivated and balanced teams have been formed and the best ideas have been clearly selected and defined - the perfect starting point to enter the **Discovery Phase** where AfCE supports through in-depth mentorship during the **Corporate Startup Accelerator**.

**The Value**

- Form motivated and balanced corporate startup teams
- Select and define the most compelling ideas
- Achieve team forming, storming and norming stages
- Set your teams up for entering the **Discovery Phase**
Client Success:

Allianz

At Allianz we selected 20 Intrapreneurs where 10 of them had responded to 5 published innovation challenges with numerous ideas. We invited them to an Ideation and Team Day and quickly filtered the 10 ideas down to 4 viable ideas that everyone believed in. From here, participants organised themselves into 1 team for each of the 4 ideas and created alignment and clarity around the problem, customer and solution. Each team was given homework to already start basic customer interviews, before attending the Corporate Accelerator Kick Off.

For further enquiries and pricing about the Ideation + Team Day, please reach out to malisse@afce.co

www.afce.co
How can we inspire many employees to innovate but ensure we offer structured and meaningful guidance?

The Problem

When corporates try to show the organisation that they want to innovate, they can create a lot of fanfare through poorly executed workshops, talks and even ideation software that do not help projects or teams to mature their ideas beyond the initial enthusiasm. You want to reach the masses, at relatively low cost, but you also want to see some solid outcomes.

The Solution

In 2018 the Academy for Corporate Entrepreneurship (AfCE) was commissioned by a client to improve the Adobe Kickbox program so that the quality and success rate of participants would be increased. The program comprises of a physical toolbox supported by an interactive online e-learning curriculum and some expert mentoring that teams can request ad-hoc. The toolbox can include a welcome letter from execs, pre-paid prototype fund, experiment map, business model canvas, post its and pens, bad ideas book, bullshit buzzer, snacks, timer, printed course materials etc.

The Value

- Scalable low-cost introduction to innovation
- Low organisational effort
- Let the market determine which are the good ideas
- Allow Intrapreneurs to “bubble up”
- Increases effectiveness of follow-on programs
- Customize your KickBox box with your own internal company and program branding
The program comprises of 6 levels including 10 assignments and 4 experiments that are self-paced, but typically spread over 12 weeks:

- 01. Inception
- 02. Ideate
- 03. Improve
- 04. Investigate
- 05. Iterate
- 06. Infiltrate

Depending on your goals for the program, it can be kicked off using 3 various workshop formats:

- ★ Two-day Kick Off event
- ★ One-day Virtual Kick Off event
- ★ 2hr pre-recorded Kick Off video.

Client Success:

BAYER

Bayer use this program as part of their ideation stage to encourage up to 400 teams to start exploring innovative ideas. If teams and ideas perform well, they gain a fast track into Bayer’s Catalyst Fund program, which is a Corporate Startup Accelerator program with significantly more funding and support.

For further enquiries and pricing about the Kickbox, please reach out to malisse@afce.co

www.afce.co
Knowing **where** to innovate is just as important as knowing **how** to innovate.

**The Problem**

Everyone knows that innovation is crucial for future growth and sustainability. Many organisations undertake innovation and Intrapreneurship programs, but few succeed in obtaining the transformation they seek. This failure is often due to lack of alignment at the top, resulting in too many disconnected initiatives which don’t yield results. Millions are wasted and stakeholders and employees often become disillusioned along the way. You need to align innovation efforts and provide a common direction that is connected to your overall corporate goals.

**The Solution**

Based on our extensive experience with global leaders, The Academy for Corporate Entrepreneurship (AfCE) has developed an **EXECUTIVE MASTER CLASS** which enables top leaders to align on your current situation and challenges, discover trends in your industry and articulate a roadmap to achieve your goals. This 1.5 day hands-on masterclass for senior executives enables you to build the foundation for your innovation and corporate entrepreneurship programs. With the guidance of world-class mentors, your team will work together to answer key questions such as:

- What are our current business models and core products?
- Which products/services within our current business are facing decline?
- How do we expect innovation to help us to respond to important emerging trends?
- Which new markets do we want to enter and grow in?
- Which arenas should we be exploring in order to find the next set of business models that can sustain our company?
- Where are we going to invest in innovation and where are we not going to invest?

The outcome of this Master Class is a clear and strategic one-page narrative about your vision of the future, how you plan to use innovation and what kinds of ideas and initiatives you will and won’t invest in.
The Value

✓ Increase your ability to select the ideas, projects and programs that will achieve your strategic goals
✓ Align your innovation programs with corporate strategy, corporate goals, company context and macro trends
✓ Reduce the cost of innovation by reducing the number of ideas not aligned with your strategy
✓ Avoid disconnected and ineffectual initiatives
✓ Have a clear and communicable roadmap of where you need to go in the future

About Dan Toma

Dan is a partner of AfCE and also the co-author of The Corporate Startup - according to The British Library, the management book of 2018 on innovation and entrepreneurship. He is a Lean Startup & Transformation expert having worked with corporations and governments around the world.

Client Success:

Spar Nord Bank

Spar Nord is a Danish bank based in North Jutland which has experienced 15 years of uninterrupted growth. However, recent changing trends affecting the banking market have forced Spar Nord to take a fresh look where and how they want to innovate.

Members from strategy development, business development, digital innovation, corporate communication, investor relations, marketing and customer services came together to make sense of their Innovation Portfolio and Innovation Thesis. They reviewed market forces, key trends, industry forces, and macro-economic forces impacting their business models. Then they identified how they expect innovation to fill key gaps in their portfolio and which ideas and teams they will and will not invest in, forming an Innovation Thesis to be shared across the company.

For further enquiries and pricing about the Executive Master Class, please reach out to malisse@afce.co

www.afce.co
Discovery Phase

Kick Off Event
Corporate Startup Accelerator
Prototype Fund
Train the Trainer
How do I break the traditional mindset and go out of the building and run real experiments with real customers?

The Problem

Moving people away from long discussions and planning meetings requires a real-world entrepreneurial experience. Teams must be hands-on when learning the fundamentals of Design Thinking, Customer Development and Lean Startup, which ‘sets the scene’ for the journey ahead. If teams are not properly introduced or guided through these fundamental methods, it can create gaps in the program which can cause undesirable ROI outcomes.

The Solution

The Academy for Corporate Entrepreneurship (AfCE) has developed a tried and tested 2 day workshop which gets corporate startup teams testing critical assumptions around innovative ideas from day 1. Each team is guided by their personal AfCE mentor throughout the 2 days to ensure the correct assumptions and customers are identified and the best experiments are conducted. Team participants form a strong bond with each other, as well as with the 2 mentors they will interact with over the following 12 weeks when entering the corporate startup accelerator phase.

The Value

✔ Identify the most critical assumptions
✔ Learn lean experiment design and tracking
✔ Learn and practice interviewing customers
✔ Practice data based decision making
✔ Foster teamwork and culture change
✔ Cross functional exposure and learning
✔ Pre Kick Off preparation support
Client Success:

**BAYER**

Seven newly formed corporate startup teams flew in to Bayers’ Mexico City Innovation Hub to kick start their innovation projects. The 2 days were lead by AfCE’s CEO and 7 AfCE mentors speaking English and Spanish with their teams, along with opening remarks from Bayer’s South American regional management and the Global Head of Innovation was in attendance for the full two days. Four of the seven teams already invalidated crucial aspects of their idea within their first experiments. Similar Kick Offs have taken place in Berlin, Taipei, Seoul, Leverkusen and Barcelona.

**MIGROS**

To help further introduce corporate entrepreneurship within Migros (Switzerland’s largest retailer), AfCE was asked to run a mini version of this Kick Off for 70 participants so they could learn the principles behind Lean Startup. Six Train the Trainer participants from within Migros were leveraged so that only three AfCE mentors were required on site.

For further enquiries and pricing about the Kick Off Event, please reach out to malisse@afce.co

www.afce.co
How do I implement an accelerator process that cuts through the “innovation fluff” and creates tangible results so that teams achieve problem-solution fit?

The Problem

Most corporate accelerator programs fail due to a lack of structure, expert guidance and support for running experiments. It often takes 3 or 4 iterations before a corporate has learned how to run a ‘good’ Intrapreneurship program which must be very different from a startup accelerator in order to deliver ROI for the business. It’s too easy to get caught up in the whirlwind of fancy jargon and sexy activities that don’t achieve ROI.

The Solution

For over 4 years, the Academy for Corporate Entrepreneurship (AfCE) has been iterating its design of a corporate accelerator and learning from numerous implementations across industries and size of company. 50 carefully crafted tutorials and 20 assignments strategically placed along a 12 week curriculum help Intrapreneurs learn what they need to know and apply to their own idea. A tag-team of 2 world-class mentors guide each corporate startup team to leverage the curriculum and identify assumptions and run experiments with real customers. This includes weekly check-ins as well as continuous support via Slack / Whatsapp.

With other AfCE services such as the Prototype Fund and Train the Trainer weaved into the accelerator program, this program paves the way to build a sustainable and scalable innovation ecosystem within your company.

The Value

✔️ World-Class Mentors vs Consultants
✔️ Transfer of skills and mindset to Intrapreneurs
✔️ Experiment based
✔️ Structured approach creates accountability and monitoring of development
✔️ Be pitch ready by the end of 12 weeks (over 70% success rate)
✔️ Full participant evaluations and certification provided
✔️ Part time next to day job

World-Class Mentors

- Total No. of Innovation projects mentored: 863+
- Average No. of Languages Spoken: 3
- Average No of corporates employed by: 2.4
- Countries worked in: 37
- Age Range: 33-50
- Average No. of Startups founded: 2.2
- Total value of innovation projects: USD$24.4B
Essential to the program, each team is assigned 2 mentors working as a tag-team who conduct weekly mentoring calls to offer guidance and ensure teams are on track.

The 12 weeks cover the following topics:

**Lean Startup**
- 00 Kick Off
- 01 Customer
- 02 Problem
- 03 Solution
- 04 Hopeful
- 05 Satisfied
- 06 Passionate
- 07 Intrigued

**Business Model**
- 09 Convinced
- 10 Aware
- 11 Business Model
- 12 Pitch
- 13 Graduate

**Sales/Marketing**
- Incubate & build solutions

**Design Thinking**

**FACT:**
We see around 60% of teams achieving problem-solution fit and raising internal investment to continue into an incubation phase. 20% successfully demonstrate why the venture should not receive investment and only 20% fail to reach a conclusive outcome.

**Client Success:**

**BAYER**

Bayer tested accelerator programs with 8 different agencies (selected from 39 agencies) before settling on AfCE’s approach. The result was due to a high level of expertise in lean startup for experimentation, as well as ultra-high trust working with AfCE mentors.

For further enquiries and pricing about the Corporate Startup Accelerator, please reach out to malisse@afce.co

www.afce.co
Prototype Fund

How do we ensure our corporate startup teams can run fast experiments and build minimum viable products (MVP’s)?

The Problem

Often we tell teams how important it is to run experiments and validate but for most teams, who are not based in a purpose built incubator, the thought of setting up landing pages, creating click dummies, or simply contracting video demos is extremely daunting. They don’t know what to do, how to do it or where to turn to, let alone being able to pay for it without having a tug of war with procurement and finance. This leads to a serious lack of validation and poor evidence based pitches which could have been so much more impressive.

The Solution

The Academy for Corporate Entrepreneurship (AfCE) has created the Prototype Fund, a pre-budgeted and approved sum that can be spent on an array of suitable experiments and MVP services with super-fast turnaround times. This service has made such a difference to our corporate startup teams that we now mandate its use for all AfCE Corporate Startup Accelerator programs.

The Value

✓ Make your project tangible and come alive
✓ Dramatically increase the validation of your idea through better experiments
✓ Create an awesome pitch that will get you funded
✓ Re-use any unspent funds
Our Prototype Fund’s team of designers, developers, online marketers and integrated project managers offer:

- Logo
- Email / Browser
- Customer surveys
- Flyers, posters, brochures, storyboards
- Landing pages / Websites
- Design prototypes
- Online Marketing Campaigns
- Solution Videos
- Pitch Deck Design
- Credit Card (for other tasks)

“The prototype team did a great job translating our ideas into physical mockups which we were able to put in front of the customer and collect insightful feedback. We actually had to pivot a few times!”
- Participant

“I liked working with them on our website and testing more and more serious behaviour. The turnaround times were really fast compared with what we can get done internally.”
- Participant

For further enquiries and pricing about the Prototype Fund, please reach out to malisse@afce.co

www.afce.co
How do we make our corporate entrepreneurship and innovation programs sustainable and scalable?

The Problem

Companies are spending a lot of money on consultants who may do the job for you, but don’t transfer the skills and mindset so you can do it all by yourself in the future. You will only create a culture of innovation if your own people have been transformed into top innovators who can become evangelists and also spread the skills and mindset.

The Solution

The Academy for Corporate Entrepreneurship (AfCE’s) Train the Trainer (TTT) program selects high performing Intrapreneurs to receive expert coaching on how to mentor corporate startup teams. The participants will shadow various AfCE mentors with real teams and start to adopt some of the mentoring responsibility themselves. They will receive ongoing feedback and support as they increase the amount of mentoring responsibility and learn how to design, structure and mentor Intrapreneurship programs. This development program is designed such that they should be able to execute programs with zero or limited support from AfCE. The TTT is run in parallel with teams undergoing the Corporate Startup Accelerator.

The Value

- Reduce your reliance on external agencies to innovate
- Create new innovation career paths for your most capable innovators
- Ensure sustainable and scalable innovation programs

There are three levels which can be achieved

- **Blue Belt: Advocate Intrapreneur**
- **Brown Belt: Driver Intrapreneur**
- **Black Belt: Champion Intrapreneur**
Client Success:

**MIGROS**

After running 2 cohorts and observing that 50% of participants performed extremely well, Migros decided to further develop 6 TTT Intrapreneurs to Brown Belt status. These Intrapreneurs have been instrumental in supporting further innovation initiatives to a much broader audience thanks to the dramatic reduction in costs due to the TTT's "stepping in" for AfCE mentors.

**BAYER**

Bayer views the TTT as a more sophisticated extension of its existing 800 Innovation Ambassador network and 80 Innovation coaches to fully support corporate startup teams to go from Ideation to Incubation. TTT’s therefore allow Bayer to offer corporate startup teams more end to end support, rather than just ad-hoc workshops or generic advice.

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**Blue Belt: Advocate Intrapreneur**  
*included with Corporate Startup Accelerator*

Blue Belts have successfully completed the 12 week Corporate Startup Accelerator proving they can develop and test an innovative idea whilst practicing the following Intrapreneurship skills:

- Design Thinking
- Customer Interviews
- Lean Startup Principles
- Customer Experiments
- Data Based Decision Making
- Managing Prototypes + Prototypes

**Brown Belt: Driver Intrapreneur**

Securing a Brown Belt is a halfway step to achieving the Black Belt and produces the following outcomes for participants:

- Able to plan an ideation strategy and co-host a Kick Off workshop
- Understand the innovation process and leverage the entire AfCE curriculum
- Learn Innovation Accounting metrics and encourage high quality lean startup experiments
- Host internal team sessions and co-mentor mentoring sessions
- Advise teams on strategic use of Prototype Fund to achieve MVPs

**Black Belt: Champion Intrapreneur**

Securing a Black Belt means you are capable of leading AfCE programs or similar without the primary support of an AfCE mentor, thus allowing you to scale your efforts internally at a much lower cost. The outcomes include:

- Fully plan ideation strategies and host internal Kick Off workshops
- Mentor teams through AfCE or similar curriculum for Corporate Startup Accelerator programs
- Create and manage Prototype Funds
- Launch suitable Incubation Programs to further support the most successful teams

For further enquiries and pricing about the Train the Trainer program, please reach out to malisse@afce.co
Incubation Phase

- Incubation Sprints
- Incubation Development Fund
- Lean Experiment Infrastructure
How do we ensure we are building the right solution for our customer before we launch it?

The Problem

After achieving problem-solution fit during the Corporate Startup Accelerator, teams must aim to achieve product-market fit before launching their offering. It is very tempting to launch into building out the solution and disregard collecting continuous customer feedback and experiments, which can lead to the project failing upon launch. Teams must continue with lean startup principles, testing proposed product features as they go.

The Solution

To help teams navigate the Incubation Phase, the Academy for Corporate Entrepreneurship (AfCE) has developed a sprint mentoring approach where a tag-team of AfCE mentors effectively become product owners in the team and guide a sequence of lean experiments using a combination of in person workshops and virtual support for the team. This allows teams to achieve 2-3 sprints per month whilst putting the customer at the centre of their development activities.

The Value

- Increase number of real beta customers
- Prove your conversion metrics
- Avoid bias and only build what the customer needs
- Aligns with AfCE Incubation Development Fund
Over a typical 6 month Incubation Phase, these sprints mature through 4 stages (as much as possible) to gain a full understanding of the solution:

- **Win customers**
- **Increase # of active users / customers**
- **Make it sticky (increase # of returning users / customers)**
- **Find the funnel formula (increase conversion rates across AAARR metrics)**

**Client Success:**

Allianz aimed to launch and test a new business model in South Africa in order to build a locally hyper relevant and globally highly scalable digital insurance product. The Munich based team started working with our incubation mentors who were experienced in the German as well as South African and international markets, to help them lay out a series of Incubation Sprints. 100+ critical business assumptions were prioritised into a workable experiment backlog of sprints to de-risk the business model.

Empathy work in South Africa together with ongoing hypothesis-based online experiments including a highly converting Marketing Funnel via Facebook + Google Ads, websites and Minimal Viable Products (MVPs) allowed the heterogeneous team to quickly A/B Test various value propositions in the market.

For further enquiries and pricing about the Incubation Sprints, please reach out to malisse@afce.co

www.afce.co
Incubation Development Fund

How do we acquire ad-hoc development resources to help us quickly build and test our solution using lean and agile methods?

The Problem

Most corporates or developer agencies prefer to receive a longer term and clearly defined ‘scope of work’ which does not allow for iterative lean experimentation with customers to achieve further validation. The speed of development is often severely slowed down if hosted within the corporate.

The Solution

Similar to the Prototype Fund, the Academy for Corporate Entrepreneurship (AfCE) has developed an Incubation Development Fund which provides UX, Developer, Marketing and Project Manager resources to support 2-3 development sprints per month for almost any type of digital offering. By hosting outside of the official corporate IT environment, many legal and financial roadblocks can be avoided in order to maintain speed of development and learning.

The Value

- Remain lean and agile to quickly test product features with customers
- Avoid developer, legal and financial roadblocks
- Remain on budget and on time
- Aligns with AfCE Incubation Sprints solution
Each sprint covers 7 essential steps:

1. **Define**
   - Customer journey mapping, wireframe, experiment design, handover to UX

2. **Design**
   - UX creates mock ups of user stories

3. **Comprehension Testing**
   - Conduct comprehension test with mock ups

4. **1st Analysis**
   - Report results and iterate on UX design

5. **Build Phase**
   - Developers build functioning feature and test quality

6. **Launch / Release**
   - Go live and collect data on behaviour for experiment outcome

7. **2nd Analysis**
   - Complete experiment map and repeat with new insights

**Client Success:**

Bayer’s own “Catalyst Fund” generates projects via the AfCE Corporate Startup Accelerator that receive follow on funding to enter the Incubation Sprints programme. Whether testing new features with healthcare professionals to digitalise clinical trials, or to engage back office employees to play an interactive game to increase product knowledge, the Incubation Development Fund helps to build products fast.

For further enquiries and pricing about the Incubation Development Fund, please reach out to malisse@afce.co
Lean Experiment Infrastructure

How can we enable employees to run hundreds of rapid lean experiments (like Facebook or Booking.com) without harming the existing business?

The Problem

Organisations and departments are optimised for executing on the existing business model, not for exploring new business models and innovative ideas. Even though teams may learn and experience running lean experiments during an AfCE Program, when back in the daily business, they struggle to continue experimenting due to the way the existing legacy infrastructure has been set up. The lack of an experiment or testing infrastructure causes projects to run slowly, go over budget and achieve limited validation causing slow decision making around new ideas.

Do you hear similar comments in your organisation?

“‘To update the website we need our expensive SAP developers, but they are booked out for months.’”

“‘Legal restrictions make it hard for us to directly interact with customers so we have to use expensive third parties and often we miss out on the context.’”

“‘We don’t have anybody who can do Facebook or Google Ads to drive traffic to our test page.’”

“‘Our web environment doesn’t allow us to run A/B tests so if we make one small change, it will effect all of our visitors.’”

The Solution

Facebook runs thousands of tests on their platform at the same time. Their developers and product managers can test new features with their existing user base to validate if new features get traction or not before deciding to invest more widely. Booking.com runs dozens of conversion increasing A/B tests on their website every single day. Both platforms are great examples of experiment infrastructure.

We work strategically with our clients helping them create their own experiment infrastructure which could be called a “Test Kitchen” or an “Experiment Lab” for example. It works alongside the existing systems to enable the faster setup and tracking of data from behavioural driven experiments. We have set up experiment infrastructures for many of our clients allowing teams to align on methodology and, similar to kanban, run weekly sprints that can fit into and work with existing ways of working.
The Services

- Marketing Ads to drive traffic via Facebook, Google, LinkedIn etc
- Experiment backlog + prioritisation of business assumptions + testing roadmap
- Innovation Accounting & KPI dashboards to track experiment & learning progress
- Scrum Master style support for weekly sprints
- A/B Testing Platform functionality for existing web sites
- Web & mobile analytics, conversion funnel, heatmap, session recording, reporting & analysis
- Plug and Play templates, pages and experiment examples
- Extended team of designers, marketers, developers with hands-on skills and support to set up, execute and analyse experiments and act as extended team getting things done for you

The Value

- Empower employees to rapidly collect real data
- Increase the speed of learning & quality of decision making
- Improve your culture of experimentation and learning from customers
- Improve traction and conversion of existing and new projects
- Test on small sub-groups without harming your brand

Client Success:

**MIGROS**

*Migros Klubschule*, the education arm of Migros, Switzerland’s largest retailer, decided to redesign their complex and outdated website. Over the years the site became very overloaded and was very slow to update due to the limited resources and access to specialised developers that are able to work on the web system.

The Migros Klubschule team reached out to AfCE to help set up a **Site Lab**, with a mixed team of internal innovation ambassadors and web content managers. The Site Lab enables the team to test new product ideas utilising existing traffic but without the need to make changes to the existing website. During the process, key employees were further trained in lean startup experimentation methods and were able to help execute experiments for various departments wanting to test new ideas and collected evidence to determine the best design for the new corporate website.

For further enquiries and pricing about the Experiment Infrastructure, please reach out to **malisse@afce.co**

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Being able to surf a big wave is extremely difficult. Surfers may have a laid back image, but look closer and you will see that they are extremely rigorous and diligent. They get up before sunrise, paddle out into dangerous waters and observe diligently for the right conditions, constantly surveying and assessing the environment before making a bold move onto a wave that can be ridden to the end. They do it again and again, in constant experimentation loops that pit their skills against the force of the sea in search for the best ride.

But sooner or later, that wave is going to fizzle out, like a cash cow bleeding dry, and you’ll need to find the next wave to ride. Often you are alone. You will wipe out and hurt yourself, but you’ll need to get up on the board again. It takes extra effort and can be exhausting.

Intrapreneurship is very similar. An Intrapreneur will fail many times before they succeed. They need to train and practice in order to get better. They need to be able to recognise business opportunities before they hit and get into position to be able to ride the wave. There’s a lot of science in surfing a big wave, and there’s a lot of science in getting Intrapreneurship right too. The next big wave is always coming, but you don’t know when. When it does, you need to be ready to ride it. Then it’s the best feeling in the world, just like achieving traction with your new business idea!
Thank you

To get in touch with us, please contact malisse@afce.co or reach out to the AfCE representative who sent you this brochure.

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