



Mind the Bridge

CSS Survey

Corporate Startup
Stars 2021



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Corporate Startup Stars Survey

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Corporate Startup Stars - Info & Instructions

Mind the Bridge, in collaboration with the **International Chamber of Commerce** (ICC), the 100 y.o. institution representing more than 45M business worldwide, annually elaborates the “Corporate Startup Stars” list - a ranking of more “startup-friendly” global corporates.

Awarded companies have gone the extra mile to establish mutually-beneficial partnerships with startups - whether through procurement/licensing/partnerships, accelerators, direct investments, acquisitions or other dedicated internal programs.

How to fill the application:

- Applications should be done at group level, consolidating all the multiple innovation activities that corporates are running through all their different entities/Bus (CVCs, special vehicles, ...)
- You can use this offline template in order to know which information you need to gather.
- To submit your application, the information needs to be sent through the form in our webpage.
- The application needs to be done all at once (we cannot save your progress for privacy reasons).
- Not all the questions are mandatory, and the system will automatically exclude those that are not relevant, based on your previous answers.

1. General

- 1A. Company name
- 1B. Location of HQ (Country/Region)
- 1C. Company's website
- 1D. Year of establishment of your company
- 1E. Company's sector
- 1F. Your full name
- 1G. Your role and department in your company
- 1H. Work email
- 1I. Company yearly gross revenues
- \$0-10M
 - \$10M-50M
 - \$50M-100M
 - \$100M-250M
 - \$250M-500M
 - \$500M-1B
 - \$1B-10B
 - \$10B-50B
 - \$50B-100B
 - \$100B+
- 1J. Compared to 5 years ago, revenues are:
- Increased
 - Stable
 - Decreased

1K. Headcount

0-10
10-50
50-100
100-250
250-500
500-1K
1K-10K
10K - 50K
50K - 100K
100K +

1L. Compared to 5 years ago, headcount is:

Increased
Stable
Decreased

1M. EBITDA (as % of revenues)

0-5%
5-10%
10-15%
15-20%
20-30%
30-50%
50%+

1N. Compared to 5 years ago, EBITDA is:

Increased
Stable
Decreased

1O. R&D annual expense (as % of revenue)

0-5%
5-10%
10-15%
15-20%
20-25%
25-30%
30%+

1P. Compared to 5 years ago, R&D annual expense is:

Increased
Stable
Decreased

2. Internal

2A. Is innovation part of the core values/mission statement of your company?

Never been mentioned

It is not explicitly mentioned, but implied

Yes, but it is not among our priorities

Yes, it is one of the top 3 priorities

Yes, it is the core value driving the decision making

2B. Does your company's top exec (CEO/Owner) refer frequently to innovation as a key driver of growth?

Never

Occasionally

Yes, but only during major events

Yes, frequently

Yes, all the time

2C. Is there a dedicated person in charge of innovation activities at your company?

Yes

No

2D. Which is his/her job title?

2E. Email of the person in charge

2F. Does your company have (or is setting up) a dedicated open innovation unit?

Yes

No

2G. Is the dedicated innovation unit the R&D group?

Yes

No

2H. When was the dedicated innovation unit established?

It is planned

Less than 1 year ago

1-3 years ago

3-5 years ago

5+ years ago

2I. Who does the head of the Open Innovation unit report to?

- I am not sure where it reports to
- Reports to an operating group at least two levels under the Area Directors/CxOs
- Reports to one of the Area Directors/ CxOs
- Reports to a specific innovation committee with several CxOs/area directors
- Reports directly to the CEO

2J. What best describes your company's process for Open Innovation activities?

- No process in place (yet)
- Various ad hoc processes
- An established process in place, but people are not aware of it
- An established process in place, but people do not always use it
- An established process in place, that is known and used across the organisation

2K. Does your company have specific KPIs to measure Open Innovation activity?

- No
- We use the same KPIs as for our regular business
- Yes, some specific KPIs, but not universally applied
- Yes, specific and dedicated KPIs but they are not as relevant as the ones for regular business
- Yes, clearly structured and relevant KPIs in place

2L. Does your company have a roadmap of the areas/verticals/challenges it wants to explore through innovation in the next year?

- No
- It is being discussed, but not formalised in a roadmap
- We have a roadmap, but it is not actively used
- Yes, we have clear a roadmap for the next year
- Yes, we have a clear roadmap that is structurally implemented

2M. Are innovation measures considered in your company's incentive compensation programme?

- Not at all
- Not yet, but it is planned
- They are measured, but not considered in the incentive compensation programme
- Yes, they are considered but only for the people directly working on innovation
- Yes, they are included and relevant for people beyond the innovation unit/teams, including the executive team

2N. Does your company provide internal training for Open Innovation?

- Never
- Some training, mostly theoretic, generic and ad hoc
- Yes, regular training but in limited formats with no direct applicability to our innovation activities
- Yes, regular training in various formats with direct applicability to our innovation activities, but only open to people working on innovation
- Yes, regular training in various formats with direct applicability to our innovation activities, open to everyone in the organisation

2O. Do you think your company has a culture of innovation?

- No
- Limited to a minority of people
- Yes, but not everywhere in the company
- Yes, quite widespread
- Yes, excellent and widespread in the entire company

2P. How does your company look outside for innovation trends?

- We do not look outside for trends
- Ad hoc, not planned
- Some people dedicate time to spotting trends, but it is not structured
- We have meetings to discuss new trends, but it is not structured or explicitly resourced
- We have explicitly resourced people/teams/units to spot outside trends in a structured way

2Q. How does your company deal with failure?

- Failure is not tolerated, who fails is fired
- There is little tolerance for failure, who fails is penalized
- There is moderate tolerance for failure, but it is not openly discussed
- Failure is tolerated, openly discussed and used for improvement, but not in a structured way
- Failure is fully accepted and we have a structured programme for discussing and learning from it

2R. How would the majority of employees describe the internal risk appetite when it comes to new projects across the organisation?

- Close to zero
- Minimal, only low-risk projects are considered
- Moderate, new projects are considered but risk is discouraged
- Quite good, there is a clear willingness to try new projects
- High risk projects tend to be encouraged

2S. Does your company have an intrapreneurship (employee-led innovation) program? If yes, how long has it been going on?

- No
- No, but it is planned
- Yes, 1-3 years
- Yes, 3-5 years
- Yes, 5 years

2T. Is the intrapreneurship program challenge-based?

- No, employees can submit any kind of ideas
- Partially, employees can submit ideas applicable to a broad number of pre-identified challenges
- Yes, employees can submit ideas applicable to a selected number of pre-identified challenges

2U. Is the intrapreneurship program organised annually or is always open (rolling)?

We launch challenges/contests occasionally (less than once a year)

It is run once a year

It is run multiple times a year

It is always open (rolling)

2V. How many employees are actively engaged in the program (average per year)?

0-5%

5-10%

10-20%

20-50%

50%+

2W. How many projects/ideas are submitted by employees (average per year)?

<50

50-100

100-500

500-1000

1000-2500

2500+

2X. How many projects/ideas are awarded (average per year)?

<3

3-5

5-10

10-15

15-25

25-50

50+

2Y. How many projects/ideas are actually implemented (average per year)?

<3

3-5

5-10

10-15

15-25

25-50

50+

2Z. Please name one or more success stories (important for evaluation)

2AA. Does your company use a technology platform for its intrapreneurship programs?

No

No, but is planned

Yes

2AB. If so, please name the technology platform(s) you are (or will be) using

Internally Developed

Hives

HYPE Innovation

Idea Drop

IdeaScale

Innovation Cloud

Pollen8

Qmarkets

Skipsolabs

Wazoku

3. External

3A. How many startups does your company screen per year?

- None
- Occasionally a few
- 10-50
- 50-250
- 250-1000
- 1000-2500
- 2500+

3B. How many startups does your company filter per year?

- None
- Occasionally a few
- 0-10
- 10-50
- 50-100
- 100-200
- 200+

3C. How does your company get in contact with those startups?

- By chance
- Occasionally, during startup events
- Regularly, during startup events
- Regularly, during startup events organised by us
- We have a structured scouting process

3D. In which geographies does your company scout for startups?

- Domestically (your own country)
- Regionally (your own Continent)
- Internationally (more than one Continent)
- Globally (entire world)

3E. Does your company have a presence in a global innovation hub?

- No
- We are planning to visit
- We visit regularly
- We have a person there
- We have a structured innovation unit

3F. In which global innovation hubs do you have a structured innovation presence (at least one full-time person, not mere sales)?

Silicon Valley

Israel

Singapore

Dubai

Seoul

London

Berlin

3G. How are your organisation's startup acceleration activities organised?

We don't have any acceleration activities

We don't have any acceleration activities, but they are planned

Organised by third parties (e.g. Techstars, Startupbootcamp)

A combination of our own and third party accelerator

We have our own accelerator

3H. How many startups does your company accelerate per year on average?

None

1-10

10-25

25-50

50+

3I. Which applicants is the acceleration programme open to?

Domestic startups (your own country)

Regional startups (your own Continent)

International startups (more than one Continent)

Global startups (entire world)

3J. Please name one or more success stories (important for evaluation)

3K. Does your company have a Venture Builder? If yes, how long has it been going on?

No

No, but is planned

No, but we encourage spin-offs

Yes, 1-3 years

Yes, 3-5 years

Yes, more than 5 years

3L. How many projects/ventures are incubated by the Venture Builder unit (average per year)?

1-3

3-5

5-10

10-15

15-25

25+

3M. Where do the ideas that the Venture Builder incubates originate from?

External (Startups/Entrepreneurs)

Top Management

Employees (through Intrapreneurship programs)

Employees (unsolicited)

Business Units

3N. How many funds are allocated (average per year) to the Venture Builder unit (doesn't include personnel costs)?

\$0-1M

\$1-2.5M

\$2.5-5M

\$5-10M

\$10-25M

\$25-50M

\$50M+

3O. Please name one or more success stories (important for evaluation)

3P. How many POCs/Pilots with startups do you run per year?

None

1-3

3-5

5-10

10-25

25-50

50+

3Q. How many startups have you started a long term collaboration with, per year?

None

1-3

3-5

5-10

10-15

15-20

20+

3R. How much business did your organisation cumulatively procured from startups (per year)?

None

<\$1M

\$1-5M

\$5-25M

\$25-50M

\$50-100M

\$100M+

3S. Where are the startups you engaged through procurement based?

Domestic startups (your own country)

Regional startups (your own Continent)

International startups (more than one Continent)

Global startups (entire world)

3T. Please name one or more success stories (important for evaluation)

3U. Did your company invest in startup companies?

Never

No, but we are open to it

Once in the past

Once in the last 2 years

More than once in the last 2 years

Regularly, 1-5 per year

Regularly, 5-15 per year

Regularly, 15+ per year

3V. If so, how much does your company invest in startup companies per year?

- None
- <\$1M
- \$1-5M
- \$5-25M
- \$25-50M
- \$50-100M
- \$100M+

3W. Does your company have a dedicated CVC (Corporate Venture Capital)? And if so, what is the fund size?

- No
- No, we invest off-balance
- Yes, \$1-10M
- Yes, \$10-50M
- Yes, \$50-100M
- Yes, \$100-200M
- Yes, \$200M+

3X. Where are the startups you invested in based?

- Domestic startups (your own country)
- Regional startups (your own Continent)
- International startups (more than one Continent)
- Global startups (entire world)
- Please name one or more success stories (important for evaluation)

3Y. Please name one or more success stories (important for evaluation)

3Z. Did your company acquire startup companies?

- Never
- No, but we are open to it
- Once in the past
- Once in the last 2 years
- More than once in the last 2 years
- Regularly, 1-5 per year
- Regularly, 5-15 per year
- Regularly, 15+ per year

3AA. If so, how much did your organisation spend on average per year in startup acquisitions?

None

<\$1M

\$1-5M

\$5-25M

\$25-50M

\$50-100M

\$100M+

3AB. Where are the startups you acquired based?

Domestic startups (your own country)

Regional startups (your own Continent)

International startups (more than one Continent)

Global startups (entire world)

