



Session: Internal Start-Ups

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Summary: This session was conducted as an open discussion based on the facilitator provided outline. The focus was how to launch an internal start-up within an existing enterprise.

Objective: Identify tools, methods and processes to pitch an internal start-up.

Session Notes

1. Define: Internal Start-Up vs New Product Launch
 - a. Different go-to-market strategy
 - b. Does not fit with the corporate roadmap
 - c. Can be different product for same market
2. You own the IP?
 - a. Tough Call: Leave the company to start or run it internally
 - b. Evaluate what legal obligations you have to the company
3. The Pitch and getting approval
 - a. Do your due diligence on the market opportunity
 - b. Be specific: name your team, pick the workspace
 - c. Work within established processes
 - d. Start early getting your believers to contribute to the model
4. Initiative set-up: Integrated / Separate
 - a. Should be separate
 - b. Can emerge from skunkworks
 - c. Avoid shared resources
 - d. Separate budget
 - e. Set the stage / investment by funding milestones
5. Sponsors and Champions
 - a. Find your believers who want to work on the project
 - b. Believers in different parts of the organization can influence management that you do not report into
 - c. Prepare your business case
6. The Team
 - a. Best to identify your own team, be specific
 - b. Tread carefully as managers may not appreciate poaching
 - c. Identify a new career path for others

- d. Reinvigorates employees to work on something new
- e. Include in your plan potential new hires
- 7. Company: Timing / Culture
 - a. If a process is in place, use it
 - b. Make sure you understand the culture before taking the risk
 - c. What is happening in the company right now that make this a good/bad time for an internal start-up
- 8. Internal start-up values
 - a. Mirrors many values of start-ups (fail fast, everyone pitches in, etc)
 - b. More responsibility to communicate to the enterprise

Thank you to John Newburn for taking notes.