

LOGA DE MEO SPEAKS AT HARVARD BUSINESS SCHOOL

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Luca de Meo Speaks at Harvard Business School

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Why engage in CMV?

- Reduce growth dependence
- Only 1% of innovative projects ever reach success targets



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Key challenges

- Strategic fit

- Limited product overlap

- Limited synergy



Increase effectiveness of CMV

- Develop the core competencies of work within the company
- Increase cross-functional attraction



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CMV Structure

- Lack of integration with other departments
- Strong inner culture
- CMV needs a sponsor from within



Conclusion

- Talking will only make us change
- Find right strategy, believe
- Increase integration of CMV in the company
- Run to become an employee from company

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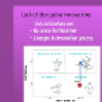


Why engage in CNV?

- Achieve growth objective
- only 15 % of innovation projects were meeting success targets



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CNV Structure

- Lack of integration with other departments
- strong inner culture
- CNV viewed as a separate team



Conclusion

- Falling will only make us stronger
- Find right strategic balance
- Optimize integration of CNV in the company
- Aim to become an ambidextrous company

Increase effectiveness of CNV

- Eliminate the non-transparency of work within the company
- Increase cross-functional interaction



Fit with the organization's process



B Use heavyweight teams within the existing organization	C Use a heavyweight team in a separate spinout organization
A Use a lightweight or functional team within the existing organization	D Development may occur in-house through a heavyweight team but commercialization almost always requires a spinout

Good

Poor



Fit with the organization's values