

# Colt Innovation Toolbox

v7.2 / May 2014

Colt Innovation & Prototyping team

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# Innovation & Prototyping

Where the sidewalk ends



## Mission

The Innovation & Prototyping Group keeps its finger on the pulse of emerging technologies. We look for technologies or approaches that will lead to a new product or service. Once such a technology is identified, we must be able to explain the costs, benefits, and risks in adopting the technology so that business managers can decide if and when to move forward.

# Innovation & Prototyping

What we do and don't do



- ✓ We build business prototypes of products / services to assess user experience, market potential and implementation & operations costs
- ✓ We bring the most promising ideas back to the Concept to Market process through the Investment Board
- ✓ We keep BU's, internal IT and all stakeholders informed and aligned on prototypes progress
- ✗ We don't run a technology lab nor type approve technology equipment
- ✗ We don't run an alternative go to market process to the Concept to Market or the Bespoke processes
- ✗ We don't work in an isolated environment

## Toolbox Structure

In this stage the idea is taken to the business in order to deliver a tangible bottom-line impact.

3

Throughout the whole idea lifecycle customers are engaged to generate, assess, and eventually commercialize ideas.

4



In this stage ideas for new product / services are collected from a number of sources. No judgment, ranking or rating is applied at this stage.

In this stage ideas are ranked and selected for the next stage. “No Brainers” are immediately transitioned to the Business, with no need for further assessment.

# Idea Collection

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1

# Idea Collection Methodologies

What	Description
Idea Form on Intranet	A form for anyone within Colt to submit ideas for new products / services. Ensures ideas are described in a consistent way.
Innovation Radar Population workshops	A way for the “movers & shakers” within Colt to make sure their ideas are captured in the Colt Innovation Radar.
Innovation Eco-System	A way for Colt to engage with the more innovative and smaller technology companies.
Technology Partners Meetings	Meetings with Colt Technology Partners to explore and influence the partners’ roadmaps and R&D projects.
Exceptions & Variations Process	A way for the team to listen to upcoming and currently not served customer requirements, in order to identify trends and potential candidates for new prototypes.



# Idea Form on Intranet

A form for anyone within Colt to submit ideas for new products / services. Once ideas are received, they are dispatched to the relevant I&P team member for follow-up with the idea generator. The outcome might be to:

- The idea matches an existing idea, and information should be merged.
- The idea is not for a new product / service and should be discussed with others.
- The idea is unique and should be added to the Innovation Radar.

[Click here to open the online form](#)

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## New ideas for products and services

Complete the form below if you have an idea for a new product or service. To ensure consistency and brevity, the single page summary will be the standard format for products and services idea capture. Please visit the [Innovation & Prototyping](#) intranet for more information on how we will turn good ideas into winning propositions.

Idea Name:	<input type="text"/>
Your Name:	<input type="text"/>
Date:	<input type="text"/>
The big idea:	<input type="text"/>
Customer needs and benefits:	<input type="text"/>
How it makes money:	<input type="text"/>
What is Colt's right to play?:	<input type="text"/>
How does this idea align to Colt's vision?:	<input type="text"/>

# Innovation Radar

- Used to record and map the progress of innovative product ideas that are beyond the current Colt product roadmap.
- Focused on ideas that have potential to generate new revenue as opposed to operational, marketing or sales efficiency innovations.
- Ideas go through 3 stages: Unqualified, Being Assessed, Assessed
- The product innovation radar is maintained by the Innovation & Prototyping team.

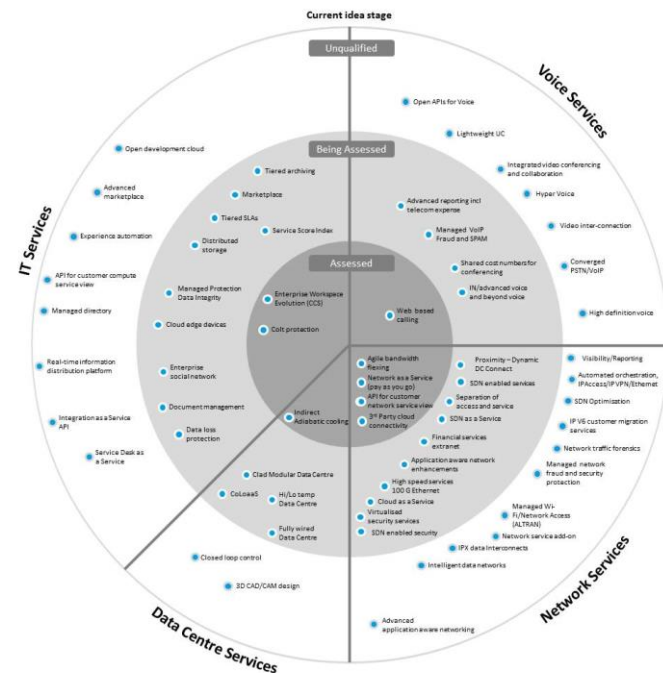
[Click here for the latest version of the Innovation Radar](#)

## Colt Product Innovation Radar

Maintained by the Innovation & Prototyping team  
focuses on ideas that generate new revenue, as opposed to operational, marketing or sales efficiency innovations.

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Version 3<sup>rd</sup> March 2014



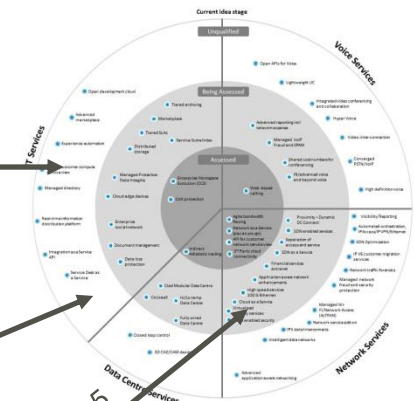
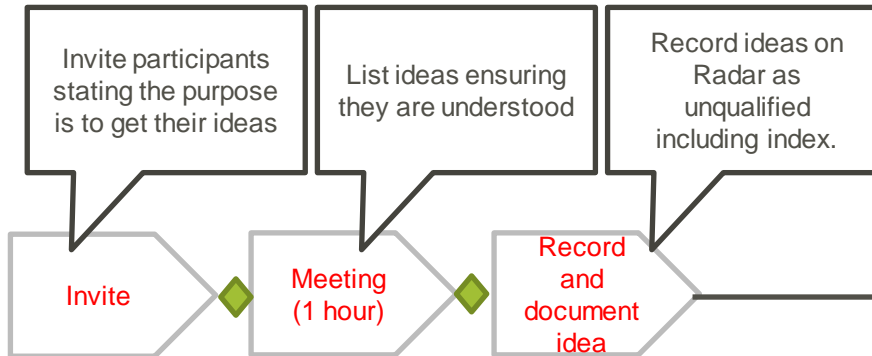


# Innovation Radar Population workshops

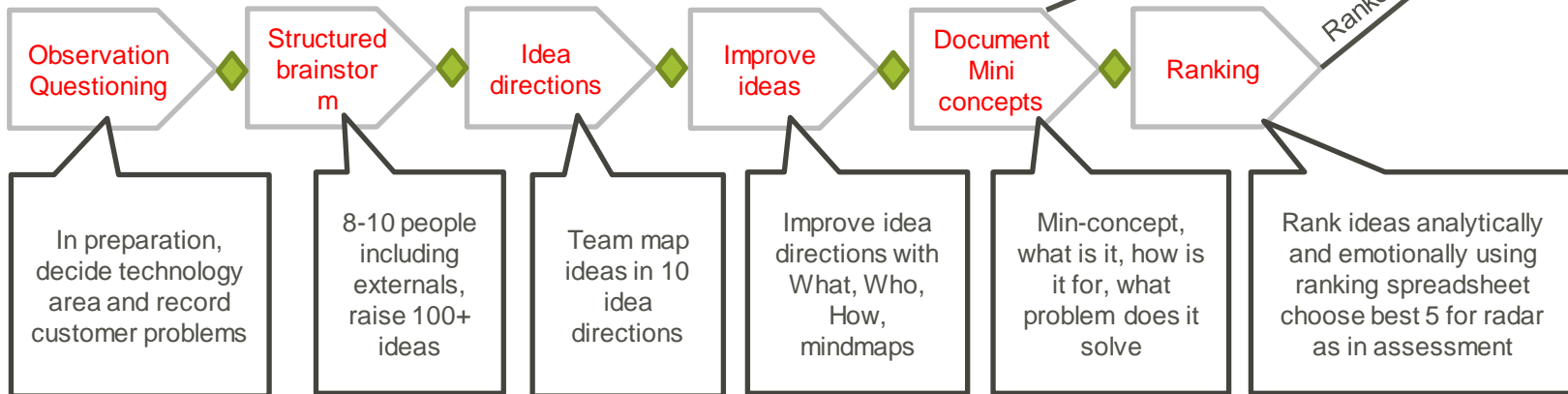
## A. Short ideas workshop 2-3 People



Group



## B. Structure 1 day Idea raising



# Innovation Eco-System

## Structure and actions

Goal: Stretch I&P minds to stretch our vision and give us a platform for experimentation.

- Tap into universities
  - Start with Imperial College – Stuart for contacts
  - Identify relevant events
- Attend start up events (meet ups, tech hubs, check for boot camps)
  - Stuart to provide a list – including Angel Investors
- Identify future trends events and feed to Jen
  - Stuart to ask the team what they attend (like Wired, Re-Work, Smart Cities) and investigate other similar events.
- Speak to futurologists, blue sky thinkers, analysts, experts, etc.
  - Create a database of individuals and expertise, engage, invite to events (lunch, dinner, drinks, etc.)
  - People like the Guardian tech writer, or City AM or Gartner analysts in certain areas.
  - Stuart to speak with the team and create the list
- Find out how other companies practice open innovation
  - Add as a question to the benchmarking exercise – Audra/Ale/Peter to ask in meetings
- Reading/sharing blue sky ideas and trends
  - Ale to set up the lunch and learn sessions (2 x team; 2 x subjects 30min each and 1hr for lunch)
  - Stuart create a database of tagged information for the team to share

# Innovation Eco-System

## Output

- One page reports of:
  - University events and engagements
  - Start up events
  - Future trends events
  - Discussions with futurologists
- Database of content, tagged and searchable.
- Blogs and articles to be shared with the business and externally

## Technology Partners Meetings

The I&P team will hold periodic meetings with the various Colt technology partners with two main objectives:

- **Explore** the partner's evolution of product features & functionalities that are in the pipeline, and understand how we can benefit early from them to enhance our service offering.
- **Influence** the partners' roadmaps and R&D projects to ensure the features and capabilities we need are prioritised.

This activity will be executed through the partner management team with the support of the corresponding partner manager.

Current information on the current technology partners and partner managers can be found on the team's [intranet site](#)

## Exceptions & Variations?

- A way for the team to listen to upcoming and currently not served customer requirements, in order to identify trends and potential candidates for new prototypes.

# Idea Assessment

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# Idea Assessment Methodologies

What	Description
30k feet Ideas Assessment Workshop (Pre- Prototype)	Until this stage all ideas are at the same level. This is the stage where ideas get ranked <sup>1</sup> for the first time.
20k feet Prototype shortlisting	Once ideas are ranked a decision shall be taken on which will become prototypes and which ones won't.
10k feet Prototyping Process	How ideas are assessed through prototypes.

<sup>1</sup> = It is important to notice that ideas are ranked, not necessarily rated. A ranking (i.e. Idea A is better than Idea B) is easier, quicker, and more intuitive to perform than an absolute rating (Idea A is worth X, Idea B is worth Y).

# Idea Assessment Overview



30k feet

Ranking

This stage is about ranking ideas according to specific criteria. Ranking is preferred to Rating or Scoring, as the objective of this stage is not to assess, but to simply define a priority order.

At the end of this stage, some ideas will be qualified as needing a deeper assessment. These are transitioned to the next stage.

20k feet

Prototype Gate

All uncertain ideas (prototype candidates) go through a rough and quick revenue potential assessment. The goal is to further refine the ranking and agree priorities with the right stakeholders.

The second part of this step is to decide, based on team capacity, how many ideas shall be moved to prototyping stage.

10k feet

Prototyping

For each prototype we identify what uncertainties / assumptions we need to assess / test and which experiments will do the job.

The objective is to reduce the uncertainty and risk up to a level where a clear decision on whether the prototype is a product candidate or not can be reached.

Runway

Transition

Once uncertainty has been reduced, conclusions are presented to the relevant stakeholders (typically product management). Together with them we decide whether the prototype should transition into a full product or be shelved.

# 30k ft Assessment - Ideas Hot Board Workshop

## Initial ranking of ideas

The objective is to provide an **initial ranking of all ideas**. These are grouped and recorded on cards and given in random order to a group of LOB leaders who will rank them from hottest to coldest:

Idea cards

**What? For who? How?**



Group  
(2-5 People)

Clearly does a relevant  
job for a customer

**Ideas Hot Board**



Doesn't do anything  
for a customer

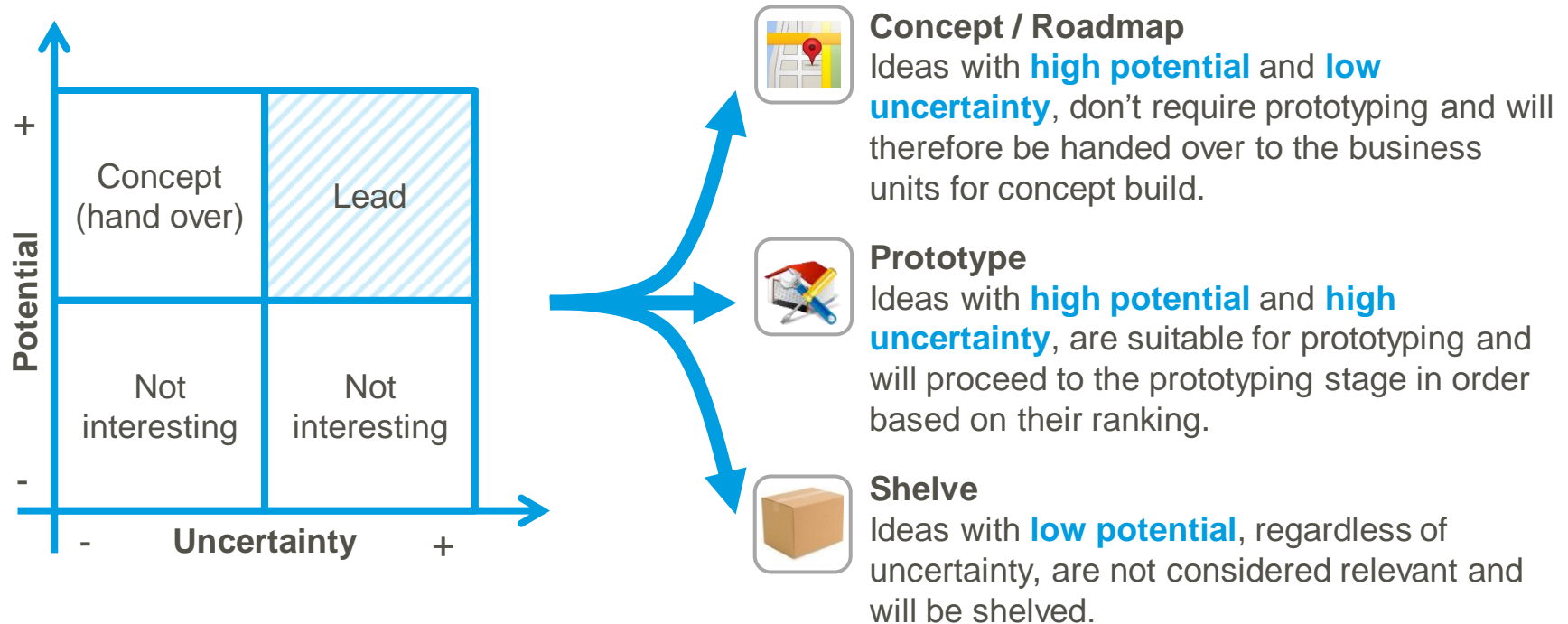


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# 20k ft Assessment - Prototype shortlisting (1/2)

## Overview

All ideas will be assessed in order based on their 30k ft. ranking starting with the hottest. The 20k ft. assessment will consist on a rapid *back-of-the-envelope* evaluation to refine ranking and identify if they are fit for prototyping. This evaluation will be based on both Potential and Uncertainty:



# 20k ft Assessment - Prototype shortlisting (2/2)

## *Back-of-the-envelope* evaluation

### Potential

Idea potential will be defined by their estimated **Revenue opportunity**.

It is essential that this exercise states any assumptions on which the revenue opportunity is defined and any assumption that needs testing should be marked in the uncertainty section.

Revenue is calculated as follows:

#### Revenue

- + Price point (inc. price erosion)
- + 3 year uptake
- + Target market (# of users)
- = **3 year total revenue**

### Uncertainty

Idea uncertainty will be based on two questions, each evaluated in a **1-4 scale** with the support of the LOB Product team:

1. **How close is it to what Colt does today?**
  - People, Process, Tools and Infrastructure
  - Leverage of existing assets / infrastructure
2. **How close is it to what customers expect from us today?**

Evaluation through customer's insight via:

- Customer engagement on co-development workshops
- Bid support exposure "win / no win"
- Surveys

The addition of both evaluations will provide a total uncertainty value (2-8) for each idea.

**It is critical that this exercise also defines the assumptions that need testing (if any).**

A template for the prototype shortlisting model is available [here](#).

# Prototyping Process

## Overview



Our mantra is

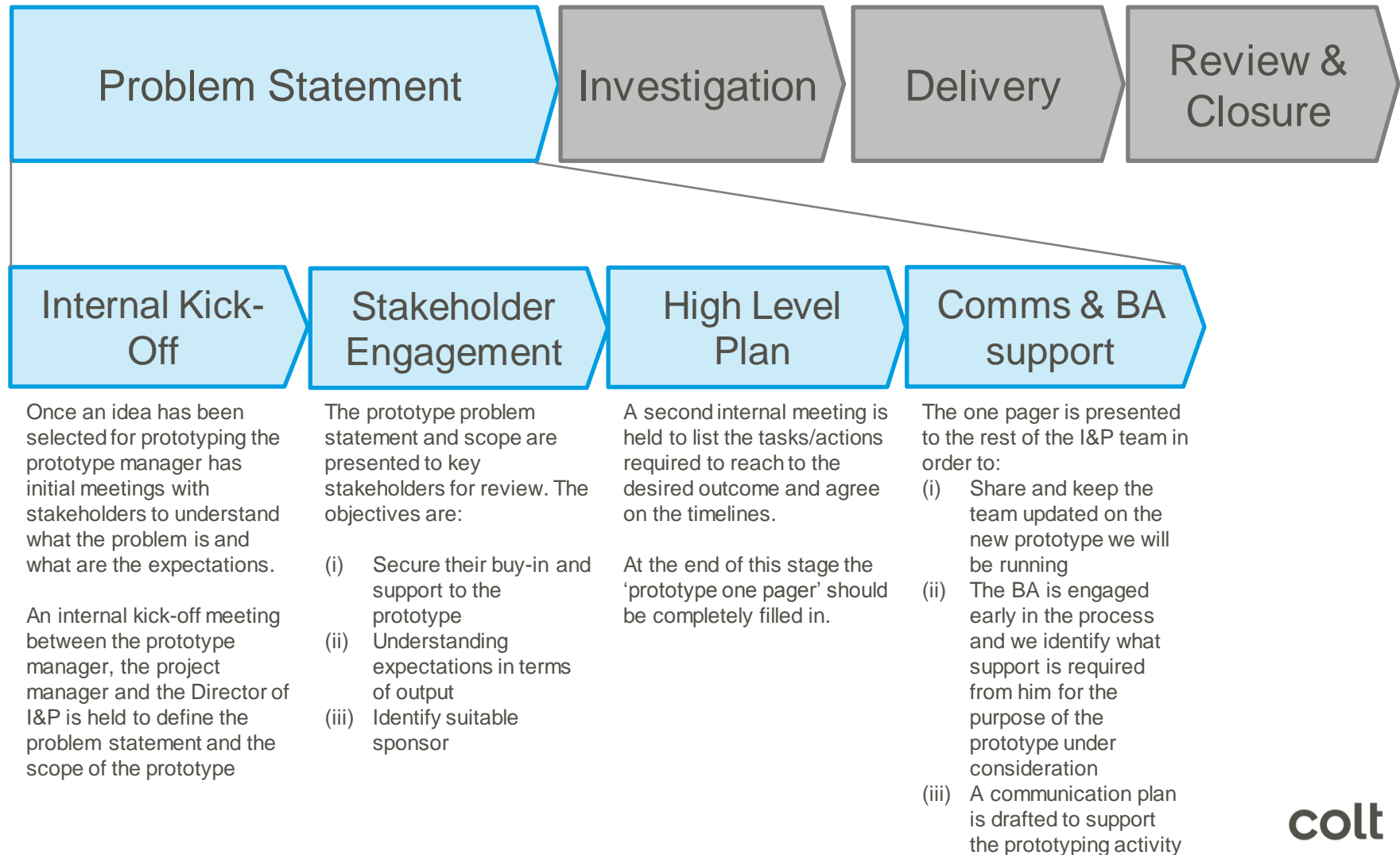
# FAIL FAST, FAIL CHEAP

- As we go through the lifecycle, costs increase and uncertainty decreases.
- If at any Stage, we realise that the idea is assessed as non commercially viable, we must be ready to stop and cut future losses.
- To achieve this we need to set our minds on what assumptions we're testing through the experiment / prototype, stay focused on the assumption, and be ready to stop at any stage when the assumption is proven right / wrong.
- On many occasions we may need to adjust our position (Pivot or Re-invention). This is absolutely acceptable, but we should make sure we do so in a controlled way.



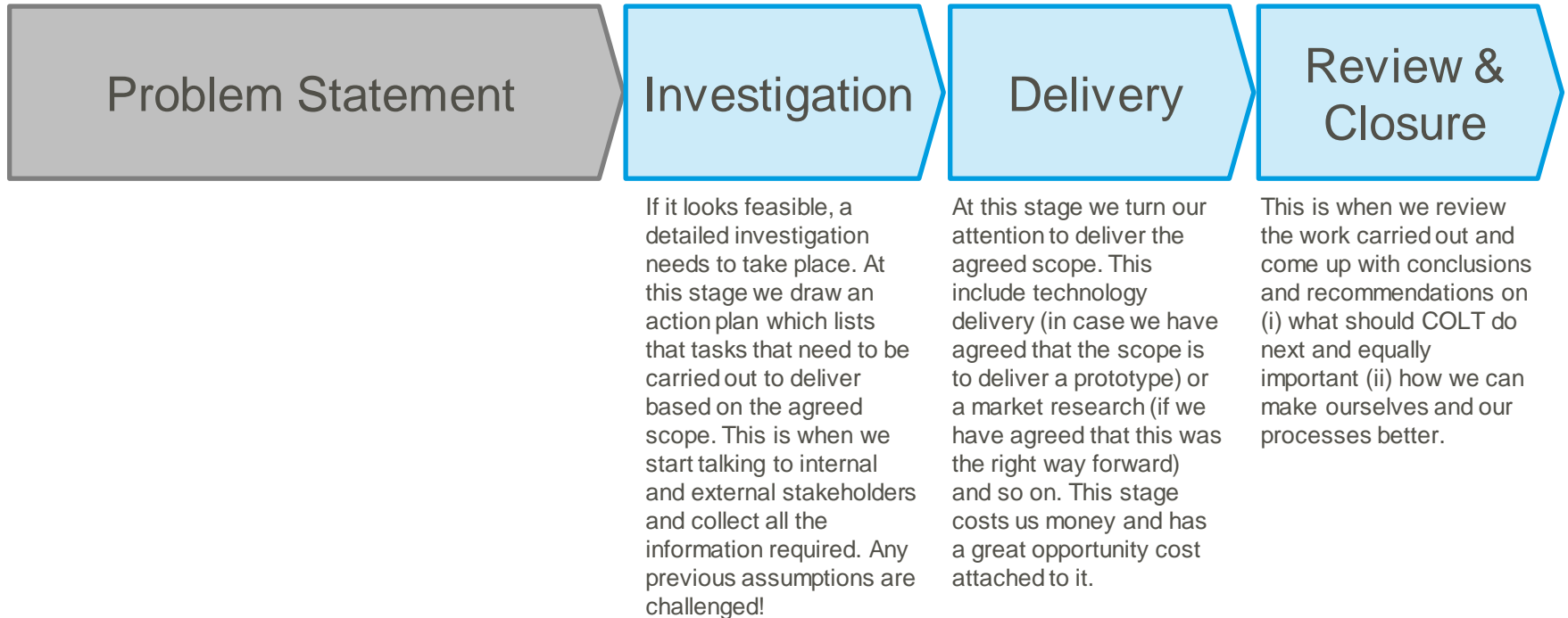
# Prototyping Process

## Problem Statement



# Prototyping Process

## Investigation, Delivery and Review & Closure



# Prototyping Process

The prototype one page slide - available [here](#)

## Prototype Name

SDN

Identify customer use cases - Mock up each use case -  
Rank use cases based on customer feedback - Support the preparation of a relevant concept paper

## Problem Statement:

A sentence capturing the essence of what the problem we are trying to address is

What is the customer need for SDN?



## Problem Statement:

A flow chart showing the main stages required to complete the prototype

Area	Task Description	Completion Date	Status	Commentary
Cust. Feedback	Identify target customers (target 8-9)	29 Oct 27 Nov		Well on target. A number of meetings have been scheduled (Jon managing), AT&T (14-Nov), towards end of Nov AXA, Agilysys face-to-face. Also to help with Fidelity. Also Jon (in the team meeting) mentioned a number of other companies including Bloomberg, Triangic, NYSE, Sunbary is a NO GO.
	Host Meetings	29 NOV		We are on good track
	Obtain feedback from the customers	29 NOV		CS provided feedback
	Rank and Fine Tune the use cases	29 Nov		CSachs wrap
	Conclusions & Rec.	Draft conclusions and recommendations paper	18 Dec	
Transition	'Sell' the ideas to Luke, Mirko, Peter and Matthias and support the preparation of a relevant concept paper	20 Dec		



## Task List

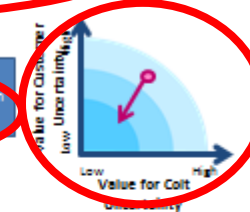
Captures the key tasks for each stage of the process, the target completion date, status (RAG) and commentary

## Prototype Scope:

What are we trying to achieve through this prototype

## Uncertainty Chart:

What is the uncertainty for COLT vs the uncertainty for customer initial position and where would we like it to be once we complete the prototype and assesment



# Prototyping Process

## Governance

- **New Prototypes:**
  - **Internal Kick-Off Meeting:**
    - An initial kick-off meeting between the Prototype Manager, the Director of Innovation and Prototyping and the Project Manager is scheduled once the Prototype Manager has had initial discussions with the key stakeholders and/of future 'adopter' of the prototype.
    - The outcome of this meeting is the 1-pager
  - **Presentation of the New Prototype to the I&P Team**
    - The prototype presents the 1-pager to the rest of the team during the next scheduled team meeting.
    - A communications plan is drafted
    - Similarly, the Business Analysts can identify ways to support the prototyping activity (if required)
  - **Engagement of External Stakeholders:**
    - The 1-pager is presented to the key stakeholders (BUs). The aim is to make them aware of what the scope, objective and timeframes are.
    - Through this we aim to make stakeholders aware and seek buy-in.
- **Following Up Progress and Updating the Team and our Stakeholders**
  - Weekly 'Prototype Review' meetings between the Prototype Manager, the Director of I&P and the Project Manager
  - We will be using the team meeting to discuss (high level view) progress of all prototypes
  - Use of comms to keep stakeholders updates

# Prototyping Process

## Internal Communications Best Practices

- Deliver two-way, open and transparent internal comms to support the execution of the I&P mission and working model
- Build profile of the I&P team and our initiatives
- Increase collaboration and communication within the LOBs with special focus on identified stakeholders (see Stakeholder Matrix)
- Promote a culture of high performance and foster a corporate entrepreneurial spirit
- Build and maintain the 'friends of Innovation' network of internal contributors /supporters
- Develop new and existing communications channels
- Track and measure the effectiveness of internal communication

Introduction

Idea Collection

Idea Assessment

Business Impact

Customer Engagement

# Prototyping Process

## Internal Communications Best Practices

The evolution of Colt's Innovation Radar



The screenshot shows the @colt company newsletter for 4-8 Nov 2013. It features a header with the @colt logo and navigation icons. The main content includes:
 

- Do you know a super manager?**: A call to action for nominating an Inner Circle Manager.
- Customer & competitor news**: Article titled 'KDDI choose Colt' about a partnership with CCS Wholesale Channel.
- Capability news**: Article titled 'Order Management - 107 orders and counting!'.
- VMware training update and free certification offer**: News about VMware certification availability.
- Defining the future look of the corporate desktop**: Article about the Workspace Manager prototype.

## Feature Story (Intranet Homepage)

The screenshot shows the Colt Intranet homepage. It features a navigation bar with links like 'Home', 'Larger', 'Gold Links', 'Social media', 'CEO Blog', 'Feedback', 'FAQs', and 'Site map'. The main content area includes:
 

- Ideas for New Products and Services**: A section for product innovation.
- Innovation & Prototyping**: A featured article by Fraser, Jennifer, dated 5 Nov 2013, 9:25.
- Innovation & Prototyping Org Chart**: A visual organizational chart.
- Overview of What We Do**: A section describing the company's focus.
- Monthly Summary Report - Oct 2013**: A report on recent activities.
- Colt Innovation Radar**: A section about the innovation process.
- Colt Product Innovation**: A section about product development.

I&P Intranet



S&A MBR

Monthly deep dive

The screenshot shows the 'Innovation & Prototyping' section of the Colt intranet. It includes:
 

- PROTOTYPE STATUS UPDATES**: A table listing various prototypes like 'Cloud Broker', 'Enterprise Desktop of the Future', and 'Enterprise Social Networking', with their status and last modified dates.
- CLOUD BROKER**: A section detailing the development and status of the Cloud Broker project.
- CONTACT CENTRE SERVICES**: A section related to customer service innovations.

## I&P SharePoint

### Innovation & Prototyping Monthly Summary - Oct 2013

Prototype	Description	Status	Info
<b>Managed IT</b>	<b>Cloud Broker</b> A cloud broker provides a single interface through which customers can provision, purchase, use and manage multiple cloud platforms to their various interaction applications. For example the cloud broker platform can provide a single pane of glass to manage Amazon Web Services (for on business critical applications) and Colt's Visual offering (for business critical applications).	Final demo session scheduled for the CES executive team. Following the demo a decision will be taken on the next steps. We expect to reach a conclusion on the prototype for end of Nov.	Contact: Rupert Derry
<b>Enterprise Workspaces Evolution - Phase 2</b>	<b>Workspace Manager</b> User centric solutions that provide a single interface to manage and deliver users access to file, applications, desktops and web services with single sign-on, both on desktop and mobile devices through a multi-platform interface, including the appropriate applications for the user depending on the platform, including managed desktop while maintaining control.	CEO has signed to take Workspace Manager to market as part of the new VDI offering based on the VMware suite - Horizon View, Mirage & Workspace. Company in transition of the prototype to the business unit and ongoing activities including internal communications.	Contact: Jozer Lewis
<b>Managed IT</b>	<b>FollowMe PC</b> Solution that enables users to log into their Windows PC and have the whole desktop synchronized to the Colt cloud, including their files, desktop and applications. The enable users to log in their desktop through VDI or through any PC and have access to their desktop. On VDI, the user session is stored in an integrated cache, which ensures security while it is able to store sessions in web office and provides a native user experience, allowing multimedia intensive applications.	Supporting CCS in the evaluation of an innovative "Type-0 hypervisor" based VDI that utilizes only the users workstation and avoids transferring the whole OS. Currently in the process of preparing the solution on-premise and next steps will be validating the solution as part of the future Cloud offering and showcasing to other units for potential applications.	Contact: Jozer Lewis
<b>Business Intelligence as a Service</b>	Enterprise are generating growing volumes of data and are facing increasing pressure to analyze and act on it more quickly than ever. However, if the business sector that traditional architectures will not be able to handle the explosion of data generated on them and companies are looking of new platforms to enable business intelligence applications to process data and gain competitive advantage? Colt can provide customers, either directly or through VDI, with a platform capable of storing, analyzing and visualizing data. Currently we are meeting with several VDI to identify the most interesting partners for Colt and define the minimum common platform that could enable them.	Business Intelligence (BI) is traditionally addressed from a business perspective rather than a technology product perspective therefore the prototype is focused on enterprise ready with systems integration (SI) to explore opportunities for collaboration and a joint go-to-market.	Contact: Jozer Lewis

## Monthly Report

The screenshot shows a Dropbox folder view for 'Innovation and Prototyping'. It lists various files and folders, including 'alpha', 'beta', 'Enterprise Desktop of the Future', 'Enterprise Social Networking', 'FollowMe PC', 'I&P Architecture for MBR', 'Innovation Radar and Prototyping', 'Internal Web Exchange', 'Management', 'Product Innovation', 'Prototyping', 'SharePoint', 'Share Point Frameworks', and 'Turkcell Product Innovation'.

DropBox

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# Prototyping Process

## External Communications Best Practices

### The enterprise desktop is dead - get over it



By: **Javier Lecanda** - 21/10/2013

Javier Lecanda is an Innovation & Prototyping Manager at Colt, where he is responsible for identifying new and disruptive services, evaluating opportunities, reducing the risk and transitioning to product development. Aligned with Colt's strategy, this helps build the services roadmap and ensure future growth. Previously he held a role as a Business Consultant for the telecom industry at Evers Spain, working for the main telecom players in the country with various projects including the definition of strategic plans for network deployment, Customer Experience improvement projects and various market studies. Javier holds a MBA in Telecom & Digital Business by the IE Business School in Madrid and a B.Sc. in Electronics & Communications by ITESM in Mexico city. Catch up with Javier's latest views at <http://twitter.com/lecanda>

Like this

0 likes 0 comments

I recently attended a TechTarget event in London on "Modern End-User Computing", hosted by Brian Madden - an expert on desktop virtualisation. The event was focused on mobility, consumerisation and desktop virtualisation, and how enterprise IT is evolving.

It's no secret that employees are increasingly using consumer devices and putting

**telcoexec** COMPANIES JOBS PEOPLE INSIGHTS ADVICE

**PEOPLE** LIFE STORES

An interview with Dr. Vesa Laine, Founder of Chicon and former Director of Nokia Automotive: Part 2


An interview with Alessandro Vigilante, Director of Innovation and Prototyping at Colt

By **GEORGE MALIM** ON 25 NOVEMBER 2013

Like Tweet +1 +1

**CONTRIBUTORS**

- Cathryn Barnard
- David Lowbridge
- Jason Bandy
- Paul Spallini



Alexandro Vigilante runs the Innovation and Prototyping team at Colt, bringing adjacent, disruptive and non-organic innovation into the prod.

**colt** Colt Technology @Colt\_Technology

Colt's @alebyday shares his thoughts on innovation management with the @sdabocconi MBA class: slideshare.net/AlessandroVigi...

**SlideShare**

intrapreneurship

SDA Bocconi-MBA Class-October 2013

View on web

25/10/2013 10:08

2 NETWORKS

## Blog on colt.net

## Media

## Social Media: Twitter, LinkedIn, SlideShare

### Colt actively practices innovation

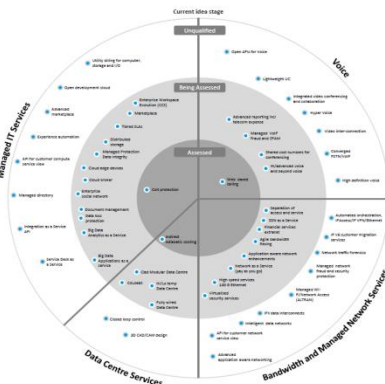
**Colt Product Innovation Radar**

Motivated by the Innovation & Prototyping team

Review on what the possible next trends, or potential IT operations, networking or video efficiency innovations.

version: 2011 October 2013

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Conferences (as Speaker)	Where	When	Who	Status	Comment
Mobile World Congress	Barcelona	February 25-28	Alexis Perichie (Spain), Ulfrik, Erik, Vidarik (Latvia), Green Williams	Confirmed	
Wireless Partner Exchange (WPE)	Las Vegas	February 25-26		Confirmed	
WPL & Ethernet World Congress	Paris	18-22 March	WPL Feedback	Confirmed	
10 World Congress	Paris	18-22 March	WPL Feedback	Confirmed	
SDN Summit	Paris	24-28 Mar	WPL Feedback & James Bennett	Confirmed	
Telco Cloud World Forum	London	Tue 17 April	James Lentine (Singapore), WPL Feedback, WPL Feedback	Confirmed	
Ethernet Europe	Frankfurt	16-17 April	WPL Feedback & Barbara Stein	Confirmed	
Terrad Optical & Transport SDN (Layer 2)	Caracas	Fri 7-17 April	Kristiana Binner	Confirmed	
Transport Network for Mobile Operators	London	22-24 April	Vidarik Perichie, Alexis Perichie	Confirmed	
SDN Conference	Paris	22-24 April	Barbara Stein, James Bennett	No longer attending	
SDN World Forum	Paris	25-26 April	Barbara Stein, James Bennett	Confirmed	
Tel Forum's Management World's Cloud Stream	Nice	13-16 May	Peter Agnew	Confirmed	
SDN OpenFlow APAC Congress	Singapore	4-6 June	Hans-Joerg Gint	Not confirmed	
SDN and Innovation APAC	Singapore	7-9 June	Peter Agnew	Confirmed	
SDN and Innovation APAC	Singapore	7-9 June	Peter Agnew	Confirmed	

## Key messages

## Innovation Radar

## Industry events



# Business Impact

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# Business Impact Methodologies

What	Description
Open Innovation – Business & Customers	
Innovative Companies Engagement	
Prototype Transition – Format	
Prototype Transition – Delivery Mechanisms	
Stakeholder Management	

# Open Innovation

## Stretch Business and Customer Minds

- Showcase of start-ups/futurologists with customers
  - Identify relevant post A-Round start-ups
  - Presentation Day
  - Start-up Fair (demos)
  - Expose to 'friendly' customers (previously involved in co-developments, via CAB/PAB etc.)
- Create a 'future forecast' forum
  - Blogs
  - LinkedIn
- Identify key stakeholders and ensure they are on board:

### Stretch business and customer minds

- Stretch our vision/minds
- Platform to experiment
- Get new ideas for radar
- Educate business on art of the possible
- Bring new ideas to Colt/market/world
- Position Colt as a thought leader

# Innovative Companies Engagement

## New Commercial Models / Go To Market

### Objectives

- Extend service offering
- Leverage skills / capabilities

- Reduce development costs for niche services
- Leverage market leader
- Faster go-to-market

- Extend our reach with limited risk
- Test new markets

- Expand our portfolio
- Identify acquisition targets
- Position Colt as innovative

# of customers



	Product Build	Integrate & Bundle	Try & Test	Empower
<b>Description</b>	Demand is clear and the company can be a supplier to build the solution.	Demand is clear but for time to market or brand awareness integrating a 3 <sup>rd</sup> party is preferred.	There's a clear interest from customers but doesn't justify investment in tech/skills.	The service is not yet interesting for Colt as demand is too low.
<b>What we do about it</b>	Build Colt product using supplier in NPD process.	Integrate w/ Colt's network and IT services.	Re-sell on Colt Marketplace. Provide customer leads.	Provide infrastructure on Free tier for limited time & PAYG model. Co-branding "Powered by Colt"
<b>What's in for Colt</b>	Increased revenue.	Increased revenue Adopt brand expertise	Low-risk engagement for new potential revenues.	Credibility on innovation. Positioning on growth areas.
<b>What's in for Partner</b>	Involves license / usage / support costs.	Involves license / usage / support costs.	Revenue share model. Increased market presence.	Enterprise positioning start-up on reliability. Free-tier infrastructure
<b>Examples</b>	ThinkGrid	Webex	Soonr, Workshare	
<b>Stability</b>	Critical	Important	EBITDA positive	Not important
<b>Equity option</b>	Potential	Potential	Potential	Not interesting

# Prototype Conclusion & Transition – Format

## What was the idea

This should be the idea summary (exactly the one that we have on the radar, etc.).

## Prototype Assignment

What assumption did we want to test and why?

## Execution

What experiment was carried out?

## Conclusions

What did we learn that we can reapply to other initiatives. Be as quantitative as possible, and as graphical as possible.

## Recommendations

Bullet points on what we recommend to do next.

## Annexes

Link to more details, in any format the Prototype Manager wants.

## One Page Only

### Prototype Assignment

- Define and mock up five use cases for Software Defined Networking (SDN) for the purpose of gaining customer insight on the usefulness of SDN technologies to their business and propose and rank mini concepts.

### Execution

- The definition of the use cases was achieved through a one day workshop with ISU and Business Unit subject matter experts. These were visualised in customer experience terms through wireframes and presentations.
- The use cases were shared with six customers: Goldman Sachs, ATT, Triangle, AXA, Fidelity International (FI) and European Broadcast Union (EBU) with the objective of understanding what real customer needs and problems SDN type services could resolve.\*
- A follow up workshop was held to devise mini concepts that solve real customer problems.

### Conclusions

- During the customer meetings 16 real customer problems that SDN type network services can solve were discovered.
- Eight mini concepts were created to solve these customer problems and ranked as below:

Assessment criteria: Each team member scores (1=low; 3=Medium and 5=High) per 2/5/5	Flexible Elastic Connectivity	Priority – Dynamic DC Connect	Network Service Add On	SDN Enabled Services	Network Cloud Integration	Visibility/ Reporting	SDN Optimisation
Does it solve a customer problem that they will pay for now or in the future?	23	20	22	17	17	21	16
Will Colt be unique in providing this service?	14	12	11	14	11	8	14
Is this close to Colt's current or future capabilities?	20	18	12	14	13	11	12
Is Colt sales readiness, cost and timing achievable?	19	14	16	15	11	8	6
Is it easy to buy, consume, use and extend?	22	15	18	16	14	15	12
Will Colt Executives support this product?	22	15	12	12	14	15	9
Does the product enhance the current roadmap?	21	19	18	18	16	15	17
Does Colt have a channel to market?	22	16	17	10	17	13	13
Total relative to each other	163	129	126	116	113	106	99
Functional Ranking (Which concept does each of our team member independently rank 1st?)	**	*			***	*	

### Recommendations

- CCS and CES should prepare commercial propositions and revenue estimates for Flexible/Elastic Connectivity, Dynamic DC Connect and Network Service Add On.
- Progress a Flexible Bandwidth proof of concept with KDDI based on EPN and Modular MSP while continuing technology investigations.
- Prototype Network/Cloud Integration as it is well liked but has a degree of uncertainty.
- Understand what capability will be delivered by the Factory Programme\* and what more will be required to realise these mini concepts.

\* Detailed information gathered from customer meetings and the workshops can be found here:

[Mini-concept link](#) [SDN customer problem insights link](#)

# Prototype Transition – Delivery Mechanisms

## Today

- Communications of assessments/conclusions:
  - ★ – @Colt feature story
  - Intranet
  - ★ – Key stakeholders – email, review meetings (1:2:x)
    - Transition (conclusion paper, concept paper, etc.)
    - Presentations
  - ★ – Video/Demo
- Audience:
  - ★ – Exco
  - ★ – Investment Board
    - Sales Kick offs
    - LAW
    - Specialist Sales

## Future

- At an early stage in the prototype identify the key stakeholders who are decision makers, to be worked with and to be informed
- Create a dashboard of prototypes and status
- Transition to clearly define the:
  - Next steps and ownership
  - Audience should be Portfolio director and above
- Quarterly review of the good/bad/ugly initiatives and their status to the ExCo, Investment Board, SMT, etc.
- Provide twice yearly video/demos of the most interesting initiatives to the ExCo
- Internal audit in 2014 – agree what is to be audited



# Stakeholder Management Matrix

- Robust stakeholder management strategy is essential to drive success within the Innovation and Prototyping team.
- Achieved by interpreting and influencing the rest of the organisation and by creating positive relationships with key stakeholders
- Early and consistent engagement with stakeholders is vital to bring all viewpoints into the open and allows us to build consensus and obtain buy in throughout the innovation lifecycle all the way to closure and adoption of an idea and sharing key lessons and conclusions.
- Our ethos: We are the entrepreneurial arm of an established organisation. Our primary purpose is to find the next big thing for Colt. If we start sketching the internal environment within which we operate we are putting at risk our primary objective which is to innovate - Keep the list short and focus on who really matters!

## Stakeholder Impact – Cooperation Matrix

		Low	High
		Impact	
Cooperation	Low	<i>Don't spend much effort - monitor to shield from gaining lower cooperation</i>	<i>Isolate, educate and Inform</i>
	High	<i>Have coffee, engage regularly not frequently</i>	<i>Engage at working level – use them to educate</i>

1


  
smarter / foster / further

# Customer Engagement

**colt**



4

# Customer Engagement Methodologies

What	Description
Innovation Workshops	Designed to help customers define clear strategies in key areas of innovation, while assuring they are focused on their business requirements before considering developing the underlying technologies.
Co-Development Workshops	Colt Co-development workshops are held with customers to gain valuable insight into how viable a future product or prototype might be.
Direct Customer Relationship	Various tools and channels to engage with our customers and gain insight.

# Innovation Workshops

## Overview

### What it is

Designed to help customers define clear strategies in key areas of innovation, while assuring they are focused on their business requirements before considering developing the underlying technologies. The benefit to the customer is that we facilitate their vision and objectives creation, while providing independent expert insight on key market trends. Our workshops are non-sales led and help the customer to focus on identification of benefits realisation and business case drivers to delivery their desired outcome(s). At the end of the workshop the customer will have takeaway tools and methodologies to use to deliver their chosen strategy. Our approach provides a structured but flexible platform for customers to explore their innovation needs. Workshop can be focussed on a particular area of interest or be more generic according to the customer's requirements. It can be used for high-level discussions or as a detailed strategy setting session –we aim to deliver whatever approach is ideal for the customer.

### Value to Colt

- Customer insight into innovation
- Positioning Colt as though leaders
- Improve customer relationships and pipeline
- Gain a reputation for having a focus on innovation
- Professional services £/€
- Use cases

### Value to Customer

- They come up with answers through our facilitation
- Create vision/strategy
- Gain tools and methodologies they can reuse
- Gain insights into trends
- Take advantage of our expertise
- Independent (non-sales led) view

### When it is needed

- On request as one offs
- On a yearly basis to help manage/assist the customer with their 3-5yr plans
- When focus is required on a single or multiple trend areas
- To get a picture of an unknown area
- Customer needs independent expertise and insight

# Innovation Workshops

## Actions

- Create methodology (1pg)
  - Explore SAPPAIN (\*Denis W.)
  - Investigate others
- Create trends
  - One liner of the mega trends in each area (1pg)
  - Library of analysts (Gartner, Forrester, etc)
- Create pre-questionnaire
  - Standard/re-usable templates for topic areas
- Benchmark against competitors and best practice
- Work to make engagements a regular feature – timing/location
- Output: report on customer pains, strategy/vision, insights, tools, methods to reuse, etc.
- How to sell internally
- Expand into management consulting?

### Our Approach

To help our customers, we have developed a top-down approach helping define a clear strategy and carefully consider business requirements before focusing on developing the underlying technology.

<b>S</b> trategy:	Expressing a vision statement & a clear strategy on how to achieve project's objectives
<b>A</b> dvantages:	Identify benefits delivered by your project is key contribution the developing the business case
<b>P</b> eople:	Identifying Key stakeholders and engaging with them is key to ensure high level of adoption
<b>P</b> rocesses:	Understanding which process are impacted and can be improved might shorten Rol
<b>A</b> pplications:	Assessing required applications & functionalities in order to deliver desired outcome
<b>I</b> nfrastructures:	Reviewing current infrastructures and analysing gaps to fill for successful roll-out
<b>N</b> etworks:	WAN and LAN infrastructures are key underlying Information Delivery Platform of each Company

Our approach provides a structures but very a modular way of approaching customer's projects. Each module can then be taken separately according to customer specific requirements and desired outcome. It can be used for high-level discussions or very detailed strategies – whatever approach is preferred, Colt will always make sure it is

# Co-Development Workshops

## Overview

### What it is

Colt Co-development workshops are held with customers to gain valuable insight into how viable a future product or prototype might be. By gaining customer feedback Colt can ensure that a proposed product can solve real customer problems, develop a positive user experience from the outset, and confirms that customers would want to consume the service. For customers the benefit is that they can influence the product Colt develops so that it is relevant to their business needs. The format is usually a demonstration or mock-up of the customer interface followed by discussion and questioning on how relevant it is and what problems the product idea could solve. A Co-development workshop usually takes 2-3 hours of the customer's time and there may be a follow up for beta testing or early demonstration.

### Value to Colt

- Development based on customer business issue
- Less wasted developments
- Better customer insight
- Improved relationship with customer
- Improved innovation credentials
- Translate customer problems into use cases

### Value to Customer

- Influence on Colt roadmap
- Understanding of technology trends
- Normalised report
- Early access to beta products

### When it is needed

- For uncertain technologies
- Where customer value is uncertain
- Where we do not know what the product should be
- For prototypes

# Co-Development Workshops

## Details





# Direct Customer Relationship

## Exposure and Thought Leadership Activities

- Customer presentation, bid boiler plate, key messages, innovation radar, external monthly update
- Active engagement throughout bid process
- Co-development workshops, Innovation workshops
- Customer Advisory Board, Partner Advisory Board
- Social Media: Colt.net, **LinkedIn presence** (closed Colt Innovation Group), blogs, Twitter, industry events, Tech City, surveys, Facebook,
- Leveraging existing relationship with sales specialists
- Leverage the Colt marketing community
- CCS engage newsletter
- Breakout at internal sales kick offs

## Establish a relationship with IT Leaders via LinkedIn

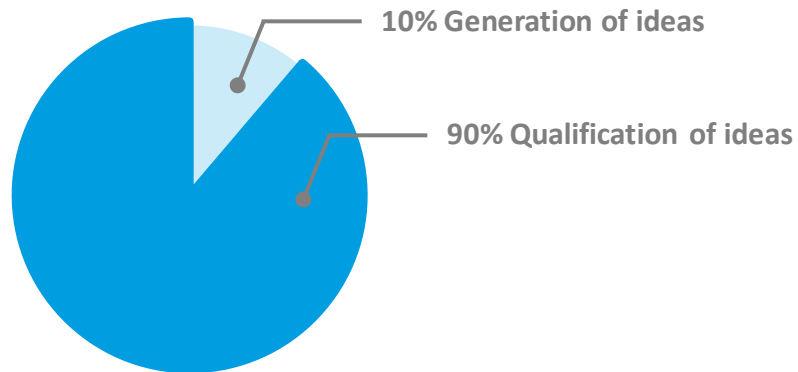
- Colt, our team, 3rd party e.g. hype cycle
- PR, blogs, surveys, beta users
- Promote presence at events
- Analysts engagements
- Co-development and Innovation workshops
- Start-up ecosystem, hang outs / topic discussions (threads), meet ups
- Other IT related LinkedIn groups
- Establish an on-boarding process

**Align with and promote via Colt LinkedIn, personal LinkedIn accounts, Colt.net, sales**

# Innovation & Prototyping

We focus on qualifying ideas

## Team focus



## One KPI

#of ideas qualified and brought to conclusion