



Open Innovation Summit, Chicago
Intrapreneur Friendly

Jason Flores

Sr. Manager Mobile Technology & Innovation

jason.flores@united.com





i am *Jason Flores*
i live in *Chicago, Illinois*
i work *@ United Airlines*
i travel *100K miles a year leisurely*
i get involved in *start up communities*
i collect *watches*
i ride a *motorcycle*



85,000+ employees worldwide

374 destinations with **59** countries served worldwide

5,000+ daily departures

1,200+ Combined mainline and regional fleet

139 million passengers in 2013





Innovation at **UNITED**

The story...

Where to begin?

INNOVATION TEAM



INNOVATION PROGRAM MANAGEMENT



FRONT END



BACK END



What is an Intrapreneur?

“A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation”

- The American Heritage Dictionary

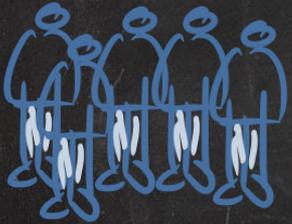
Who are the key players?



Idea owner

Any employee

- The Driver



Venture Capital
(VC) Team

Business & IT leaders

- The Investors



Innovation
Program Team

Program team members

- The Champions



Strategy
Steering Group

C-level Officers

- The Navigators

How are ideas evaluated?

Return



Is this idea financially viable?

Advantage



Does this idea get us to a better place?

Market



Is there a market for this idea?

Potential



Can it be implemented?

This program is a high-risk "startup", with no clear return. What is the opportunity hypothesis for the program?

Analogous to 40% exit rate

Bunch of Ideas

Five good ideas receive seed capital

Two of them transition to project intake

Three ideas close-out after Proof of Concept

Program Investment

Capex	\$XXX
Opex	\$XXX
NPV	\$ 0

If funded as a project, returns 10x idea seed capital in YR1

Program Critical Success Factors

- ✓ Cross-divisional leadership support and feedback
- ✓ Idea piggy bank - Dedicated budget for funding ideas
- ✓ Early stakeholder involvement
- ✓ Innovation team support and process transparency
- ✓ Stick with a hypothesis
- ✓ 90 proof

Intrapreneur Best Practices

1. Assume you know nothing.
2. Risky business.
3. We failed. Awesome!
4. Culture doesn't have to be a deal breaker.
5. Not alone. We are all in the same boat.
6. New best friends: Start-ups and innovation community.



Stop



Start



Continue

1

Assume you know nothing.



Stop

- Thinking status quo is good enough
-



- Getting disruptive
 - Flexing that innovative thinking muscle
-



Continue

- Continue to challenge and change the way you look at things

Risky Business.



Stop

- Thinking everything is too risky
 - Quit being scared, suck it up
-



Start

- Being comfortable with risk and everything that comes with it
-



Continue

- Defining the risk tolerance of your company (Oh crap moment)

We failed. Awesome!



Stop

- Thinking failure is the end of the world
 - Not rewarding failure
-



Start

- Start somewhere; just get something out the door
 - MVP (Minimal Viable Product); not the whole enchilada
 - Celebrate failure and view as learning opportunities
-



Continue

- Agility - Fail early, fast, often, and iterate, iterate, iterate

Culture doesn't have to be a deal breaker.



Stop

- Being skeptical of innovation
 - Thinking you are done once you have created a program (no setting the cruise control)
-



Start

- Take the passenger seat; let the idea owner drive
 - Showing something actually happens
-



Continue

- Leadership communication and alignment
- Listening to feedback
- Refreshing employee engagement, allocating time to innovate, and socialization (Don't lift off the gas pedal!)

5

Not alone. We are all in the same boat.



Stop

- Thinking you are the only company that can't figure out innovation
 - Getting discouraged
-



Start

- Thinking of innovation within a company as a start-up
-



Continue

- Increasing commitment, funding, and support to innovation

6

New best friends: Start-ups and innovation community.



Stop

- Ignoring the start-up community
-

Start

- Investing and partnering with start-ups
-



Continue

- Involvement in the innovation community

INNOVATION

=

Great Idea + Iterations + Implementation + Value

When you start to feel like this...

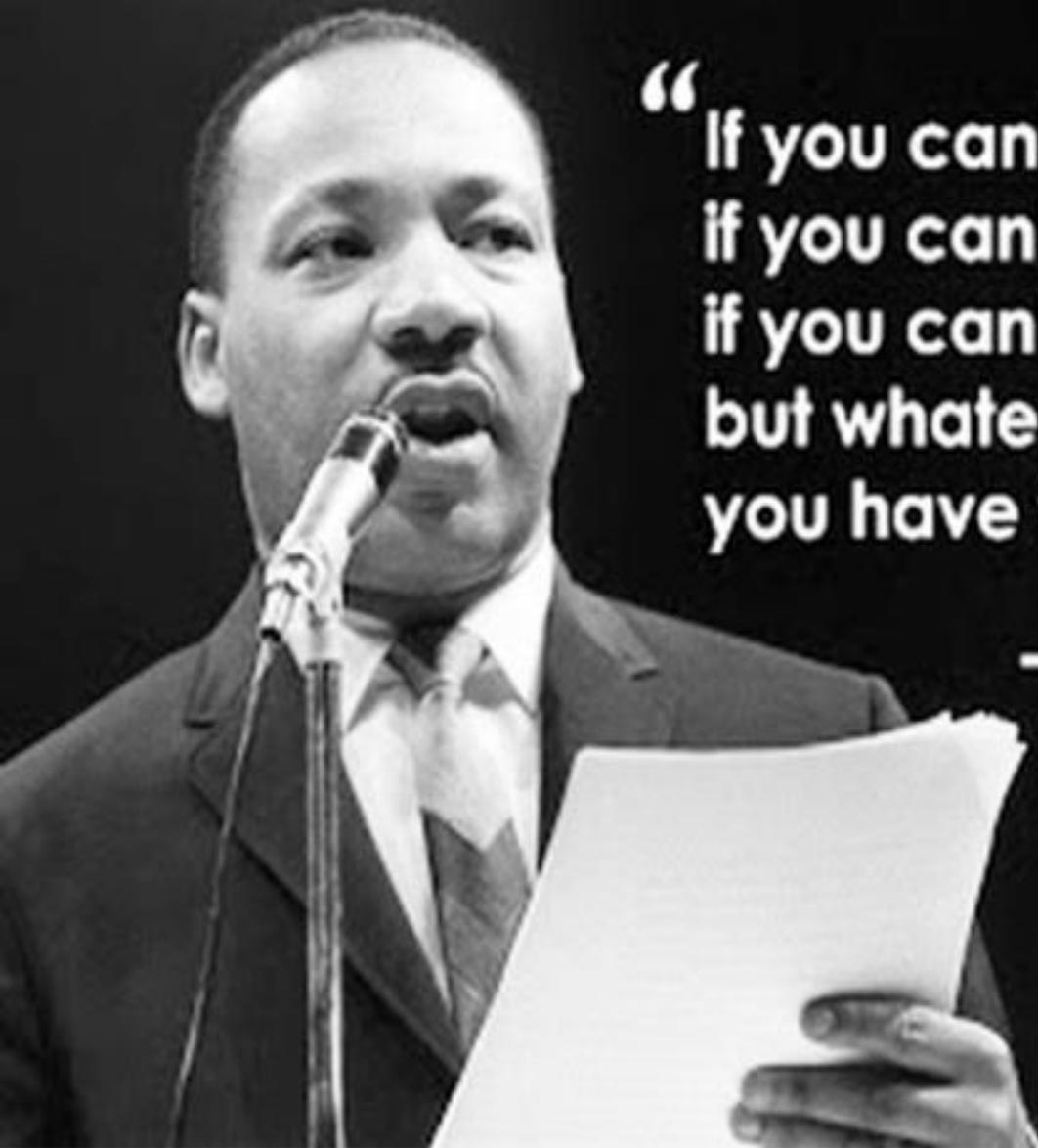


...or



...remember to...





**“If you can't fly, then run,
if you can't run, then walk,
if you can't walk, then crawl,
but whatever you do,
you have to keep *moving forward*.”**

— Martin Luther King Jr.

That's all Folks!



Please feel free to add
me to your LinkedIn!

Jason Flores

jason.flores@united.com

872-825-1485