

FAQs

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1. What's the typical profile of a participant?

Participants should have an idea for a business project that can make profit and create social impact.

Typically they work in multi-national companies but the Lab is open to companies of all sizes.

The project can be connected to the participant's 'day-job' or it can be completely 'side-of-desk' and the participant themselves can work in any part of the company.

Most Lab participants are at a mid-level in their careers, typically having worked for 10-15 years – but we have had exceptional participants in their mid-twenties as well as more senior directors.

Participants can attend the Lab as individuals or as a team. Previous participants have included:

- The Country-Head of a newly formed 'bottom-of-the-pyramid' sales unit
- A Vice-President within a mainstream division with an entirely 'side-of-desk' idea
- 2 Directors and 1 Assistant Vice-President from 3 separate divisions in 1 company collaborating on an entirely 'side-of-desk-project' (which required cross-departmental collaboration for success)
- A Director within a specialist developing country unit designed to increase market access.

See FAQ 8 for details of these participants' progress.

The Lab is targeted towards companies. However, participants from NGOs or Government may be considered under certain circumstances – please contact us to discuss.

2. How much internal support does the participant or project need from their company at the outset?

The more support the participant has within their company for the progression of their idea, the better but the majority of participants have very early-stage ideas. The only criterion for entry to the Lab is that someone in the company sees sufficient merit in the idea to fund the participant's place.

Participants are assisted in gaining further buy-in within their company as part of the 3-month accelerator.



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3. How do companies select participants?

There's no fixed process.

In some cases, senior management (from the main business or departments such as sustainability or learning & development) hand-select participants who they personally know to have a strong idea.

In other instances, companies use internal communication to spread awareness of the Lab throughout the organisation and invite anyone to submit ideas that could both make profit and create social impact. Submissions are judged either entirely by the company themselves or the selection process is supported by a team from Accenture, Leadership Laboratories and Business Fights Poverty (please contact us to discuss).

4. How is the 3-day intensive structured?

A guest-faculty is brought together for each Lab comprising:

- Thought-leaders from the likes of Cornell, Oxford and Cranfield Universities and
- Senior intrapreneurs who've successfully taken profitable social innovations to scale from companies such as Coca-Cola, GSK, Novartis, and Interface

Numbers are restricted to 30 and the format is intimate, authentic and highly interactive. Participants have un-equalled access to senior leaders and have the opportunity to discuss in detail exactly how the senior intrapreneurs achieved their success. In turn, the guest-faculty share the realities and hard-earned lessons of their personal and professional journeys in a closed and protected environment.

On day 3 of the Lab, participants have the opportunity to spend some one-on-one time with selected 'mentors' – senior professionals from the business and development worlds who discuss the specifics of participants' projects and offer challenging & constructive input prior to the 3-month accelerator. Past mentors included the Acting Head of the Private Sector Department at the UK's Department of International Development and the Head of Wayra, Telefonica's incubator for game-changing tech innovations.

5. How is the 3-month accelerator structured?

Every participant is personally coached by a Senior Manager from Accenture Development Partnerships and Senior Directors from Leadership Laboratories and Business Fights Poverty.

Every participant is handled individually and the experience is customised so as to ensure the highest likelihood of the participant's project progressing.

Each project receives 4 days of Accenture consulting time, spread over 3 months. The Accenture Senior Manager first understands the nature of the project and then uses a number of factors (including geography and skills requirement) to assign a coach within Accenture's global team to provide the 4 days consulting. The outcomes and objectives are discussed and agreed in consultation with the participant and the format of the 4 days – phone calls, workshops, research – is customised so as to work around the participant's other commitments and maximise the likelihood of a successful outcome.



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Every individual also receives 8 hours of one-to-one coaching from Leadership Laboratories. The path of an intrapreneur is challenging and the coach helps participants learn and grow through these challenges. Thinking innovatively, managing strategically, finding a way to 'make things happen' – these are underlying abilities that develop when one works to build something one believes in. They are abilities that cannot be taught in a classroom but must be developed in the field, stepping out of one's comfort zones and building something genuinely innovative. It is a challenging and authentic process of leadership development that is guided and accelerated by the coach.

Every participant also spends one-to-one time with Senior Directors from Business Fights Poverty to discuss how to best leverage the 20,000+ community of business and development professionals. This can be in the form of personal introductions to subject-matter experts, crowd-sourced expertise from the community as a whole or even the hosting of on-line events to raise awareness and build momentum.

Ultimately, the success of the project rests on the shoulders of the participant. But the support they receive – technical, personal and in the form of connections, gives them the highest likelihood of success.

The objective of the Lab is to maximise the number of successful projects and intrapreneurial leaders and we take great care in personally crafting the accelerator phase for every participant.

6. What happens after the 3 months?

The goal of The Intrapreneur Lab is to accelerate 500 participants working on 100 projects across 100 multinationals by 2018.

From 2015, Lab alumni events (on-line and in-person) will be hosted to keep this community of intrapreneurs connected.

Over the coming 5 years, many participants who are currently at mid-management level will rise to senior management.

The intention is that in the coming years, this community of emerging leaders will catalyse further innovations and even cross-company collaborations, thus driving forward this emerging frontier of the private sector addressing global issues profitably.

7. What results have previous participants seen?

It is still early days and projects of this nature take time to develop.

However, since the October 2013 Lab, we have seen:

- The 'Country-Head of the bottom-of-the-pyramid unit' having a 2014 strategy that sees the impact of his unit doubling
- The 'Vice-President within a mainstream division with an entirely 'side-of-desk' idea' having developed a business case for her idea, successfully obtained Managing Director support, been given 2 part-time resources and working to pilot the project in 3 countries in Africa
- The 'cross-functional team collaborating on an entirely 'side-of-desk project"



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seeing their idea developing into a potentially entirely new business line within their organisation. The business case will likely be presented later in the year but key management have indicated their early-stage support

- The 'Director within specialist developing country unit' having completely re-evaluated her project and re-constructing it from first principles with new potential partners – and with a view to having significantly greater impact.

8. How much does it cost?

The Lab fee is £6,500 or \$10,500 (USD) per participant. This includes the 3-day intensive (all meals and materials but excludes hotel accommodation) and the full 3-month accelerator. As the Accenture consulting time is allocated on a per-project basis, a reduced per-person fee applies where several participants are working on a single project.

9. How can I find out more?

Please contact us on:

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A COLLABORATION BETWEEN

