

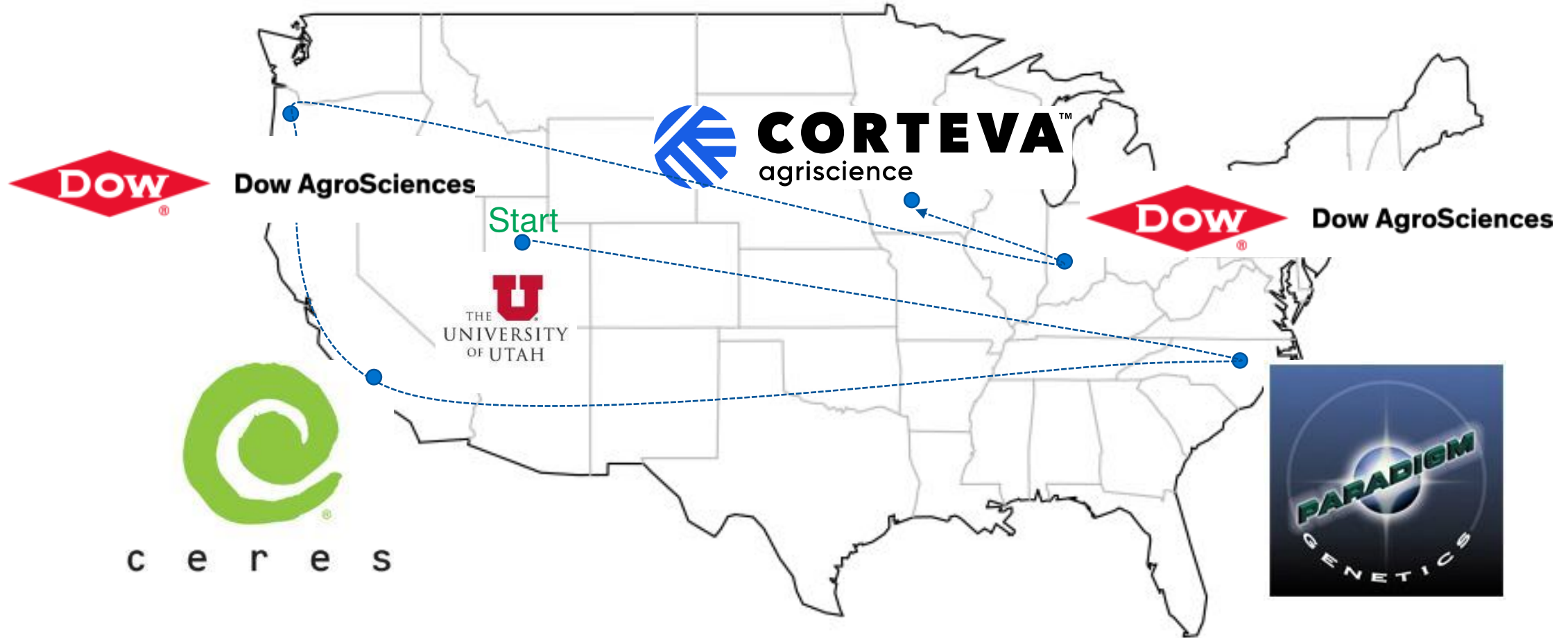


Building an Innovation Incubator within Corteva Agriscience

Cory A. Christensen, Ph.D.
PDMA WEBINAR - 20 FEB 2020



One Innovator's Journey

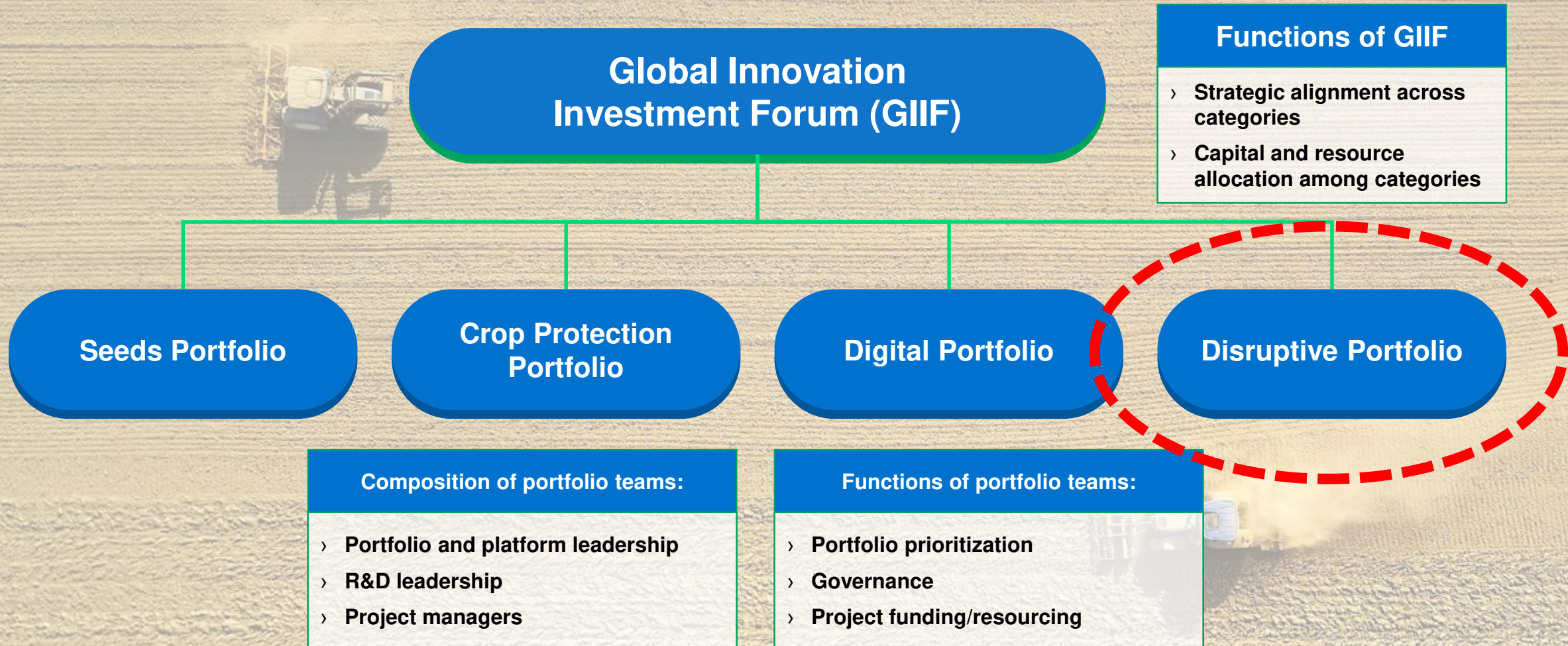


Rooted in Excellence

Corteva Agriscience draws upon the combined strengths of three agricultural leaders.



Disciplined and Accountable: Structure



Building an Innovation Incubator

Incubator Imperatives

Ag industry facing disruption from multiple sources – technology & market

- Identify new opportunities for break-out growth
- Adapt to changing market conditions
- Disrupt from within

Challenge Areas

Politics & Culture

- Building Trust & Credibility

Project Level

- Focusing on Critical Assumptions
- Developing Reliable Information

Decision-Making

- Building the Right Portfolio

Challenge | Building Trust & Credibility

Symptom: franchise business does not want to fund high uncertainty projects, R&D may be enamored with ideas that have poor ROI.

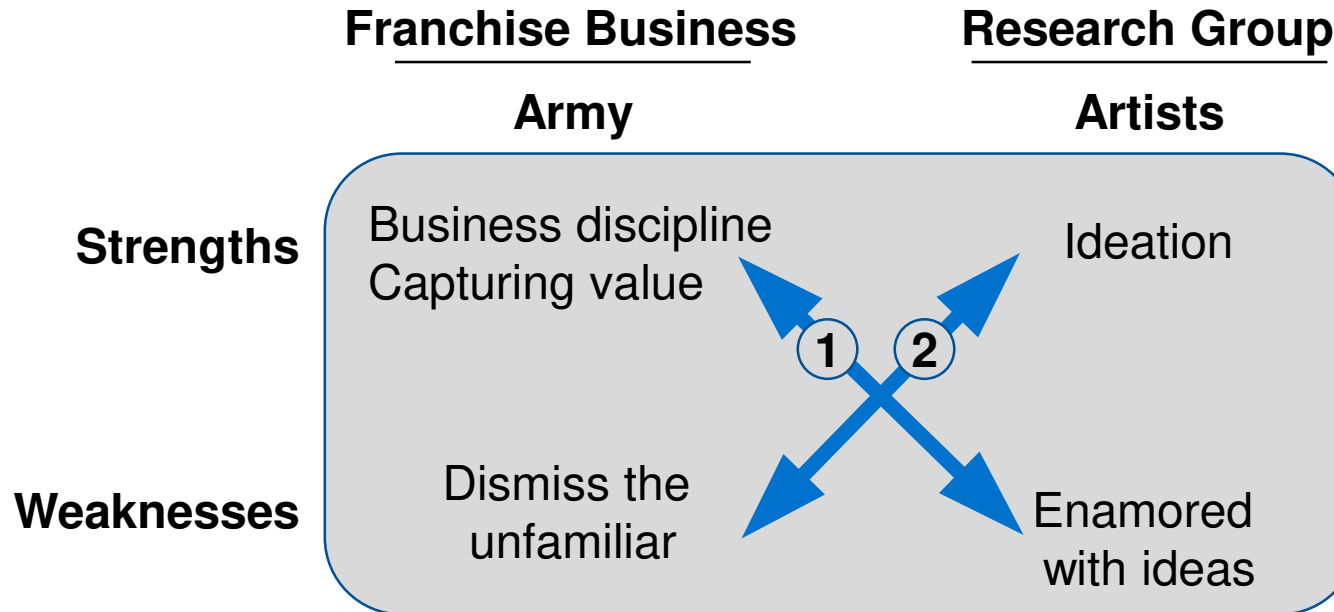
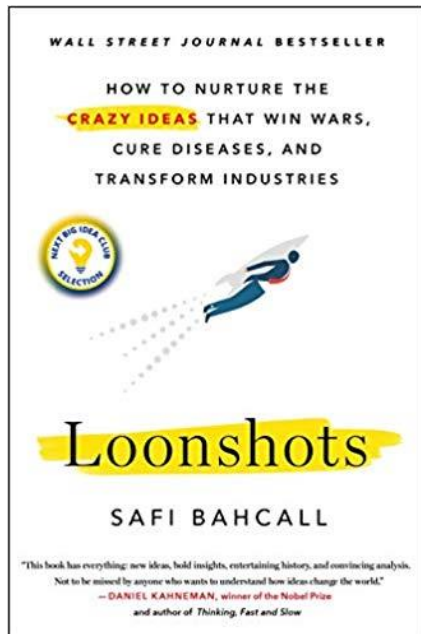


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Pixar President, Ed Catmull – “your ideas are ugly babies”

Solution | Full Transparency with Separate Decision-Making



To win at Innovation

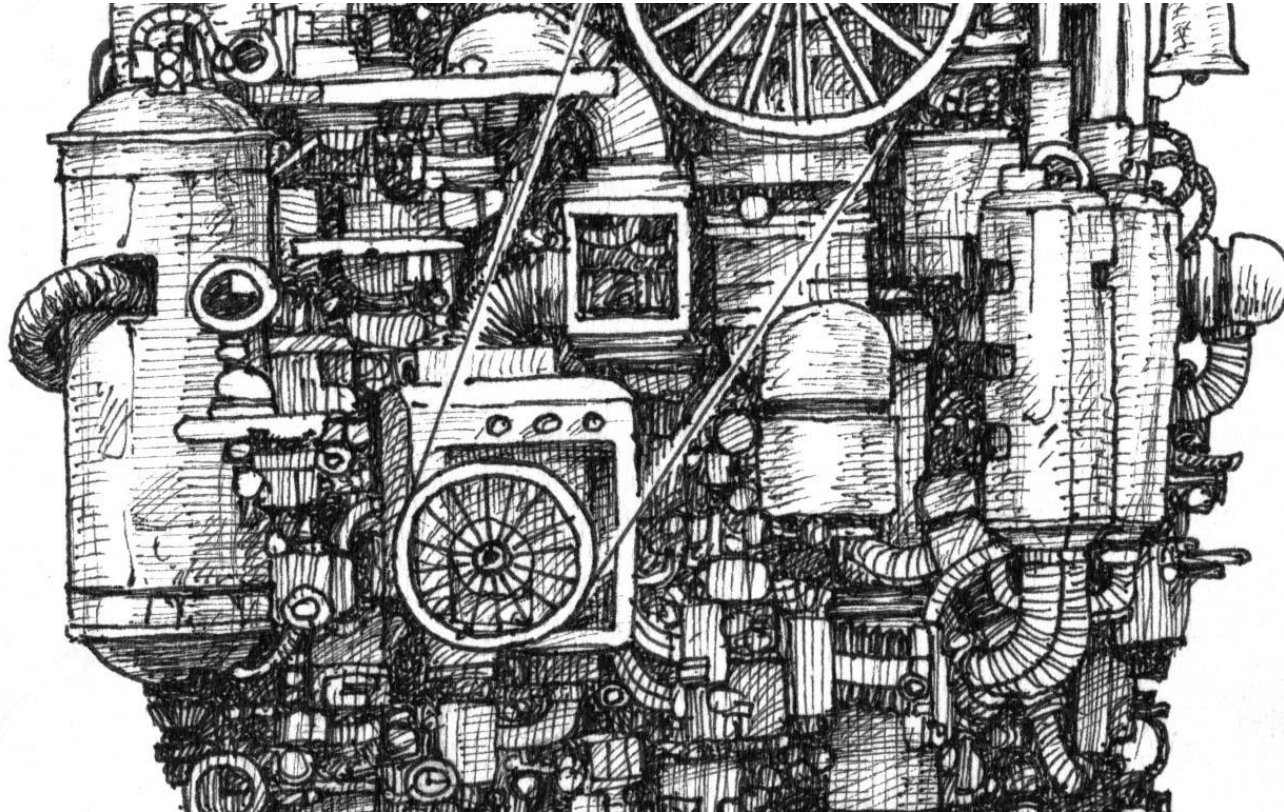
Balance S x W by:

- 1 Strengthen interaction
- 2 Separate decision-making

Challenge | Focusing on Critical Assumptions

Project Level

Symptom: using Lean Method, but technical de-risking outstripping other components of business model, chase hypotheses in comfort zones.



<https://medium.com/the-mission/building-a-business-machine-the-ultimate-guide-to-standard-operating-procedures-1cc4cc473aca>

Solution 1 of 2 | Clarity on Investment Readiness

Explore

Incubate

Develop

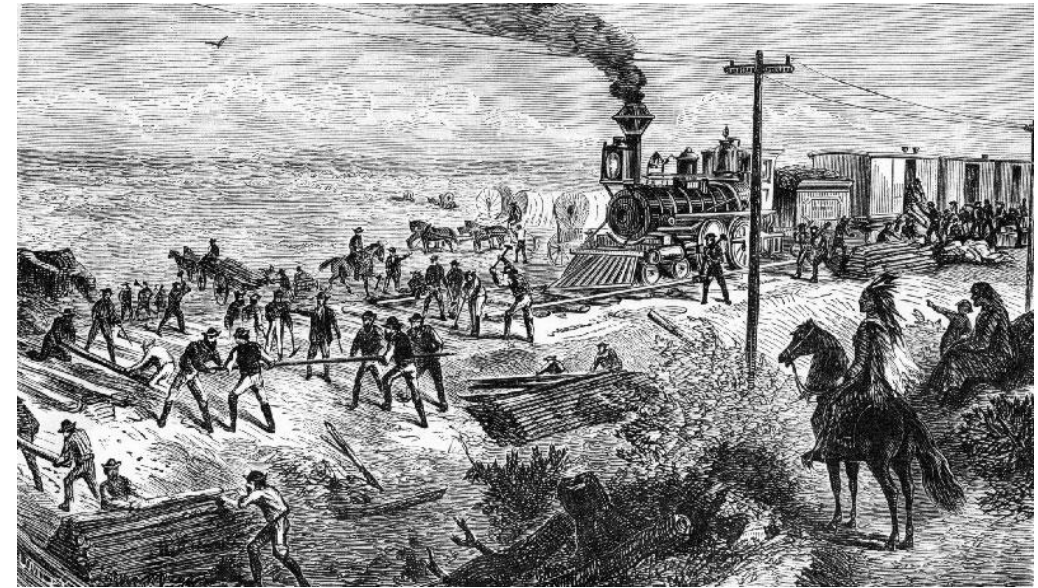
Scouting



Surveying



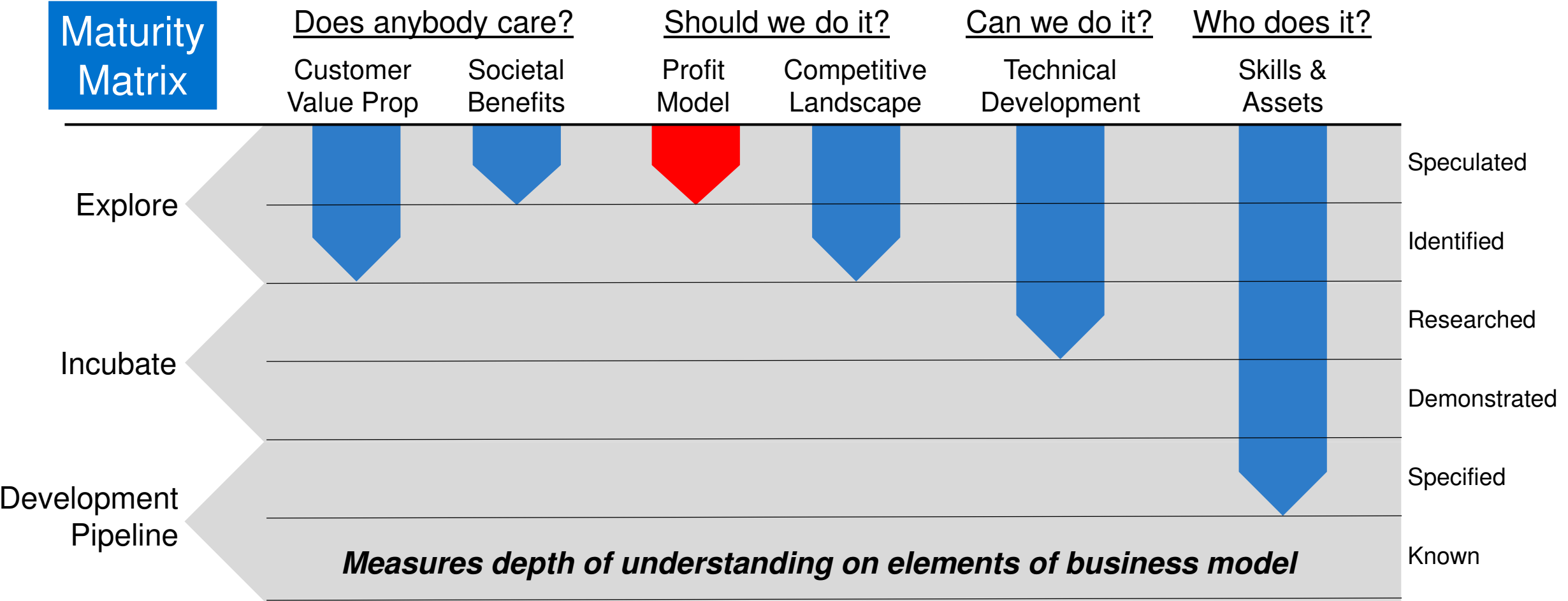
Laying Track



From: Mapping the Route to Awesome Innovation: the Role of Scouts | ValuePoint Oct 2019

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Solution 2 of 2 | Measuring De-risking Progress



Challenge | Developing Reliable Information

Project Level

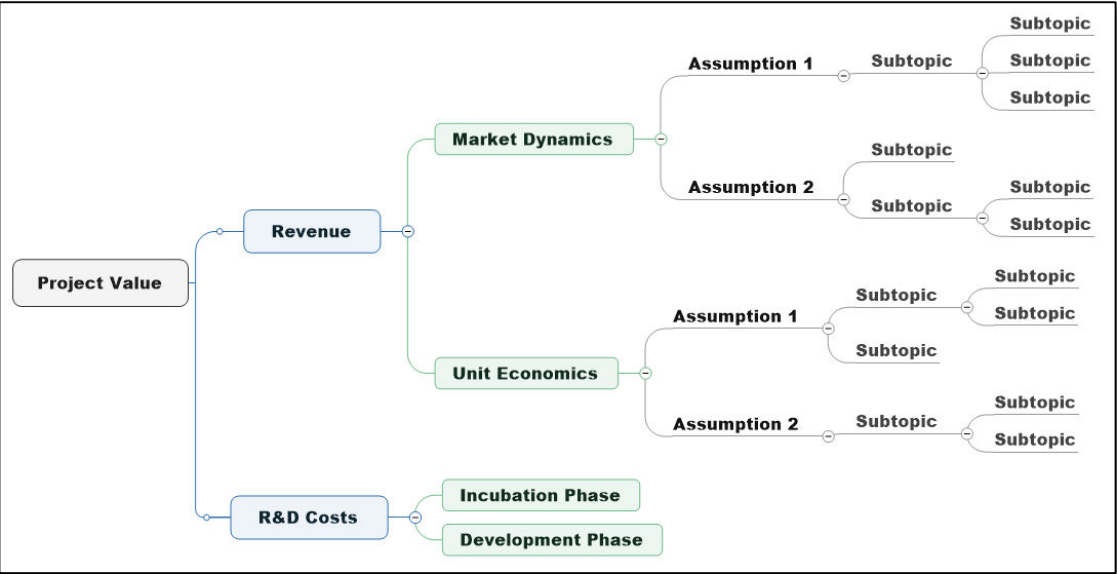
Symptom: resistance to project valuation and inconsistent approaches to project valuation



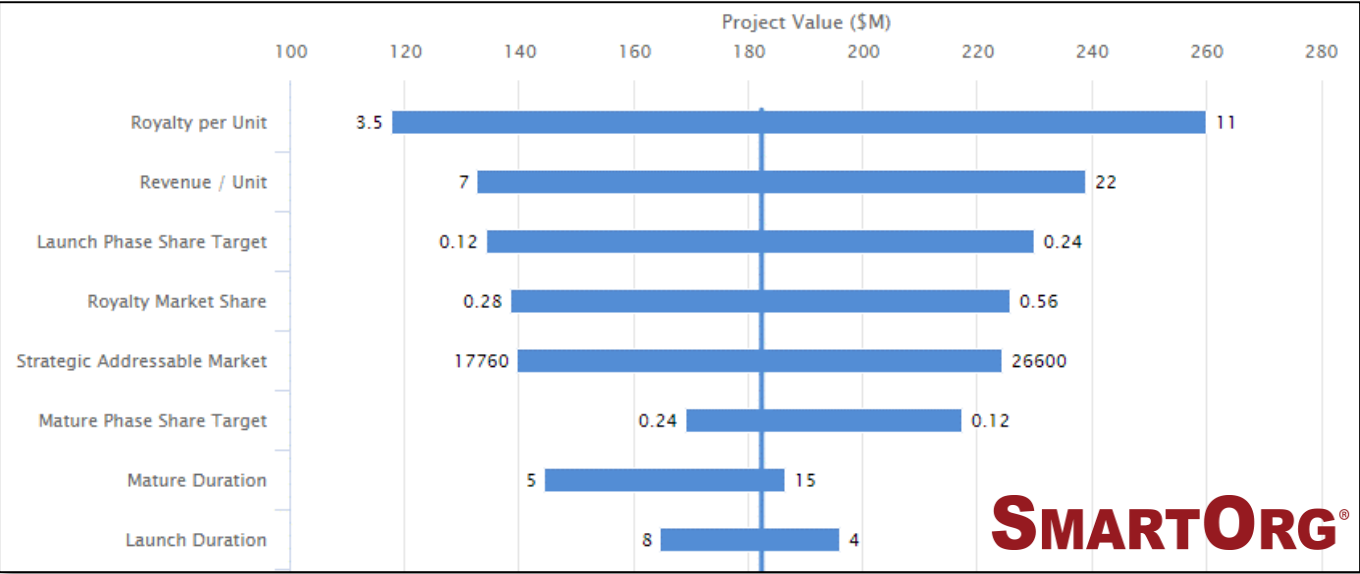
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Solution 1 of 2 | Visualization of Assumptions

Assumptions mapping



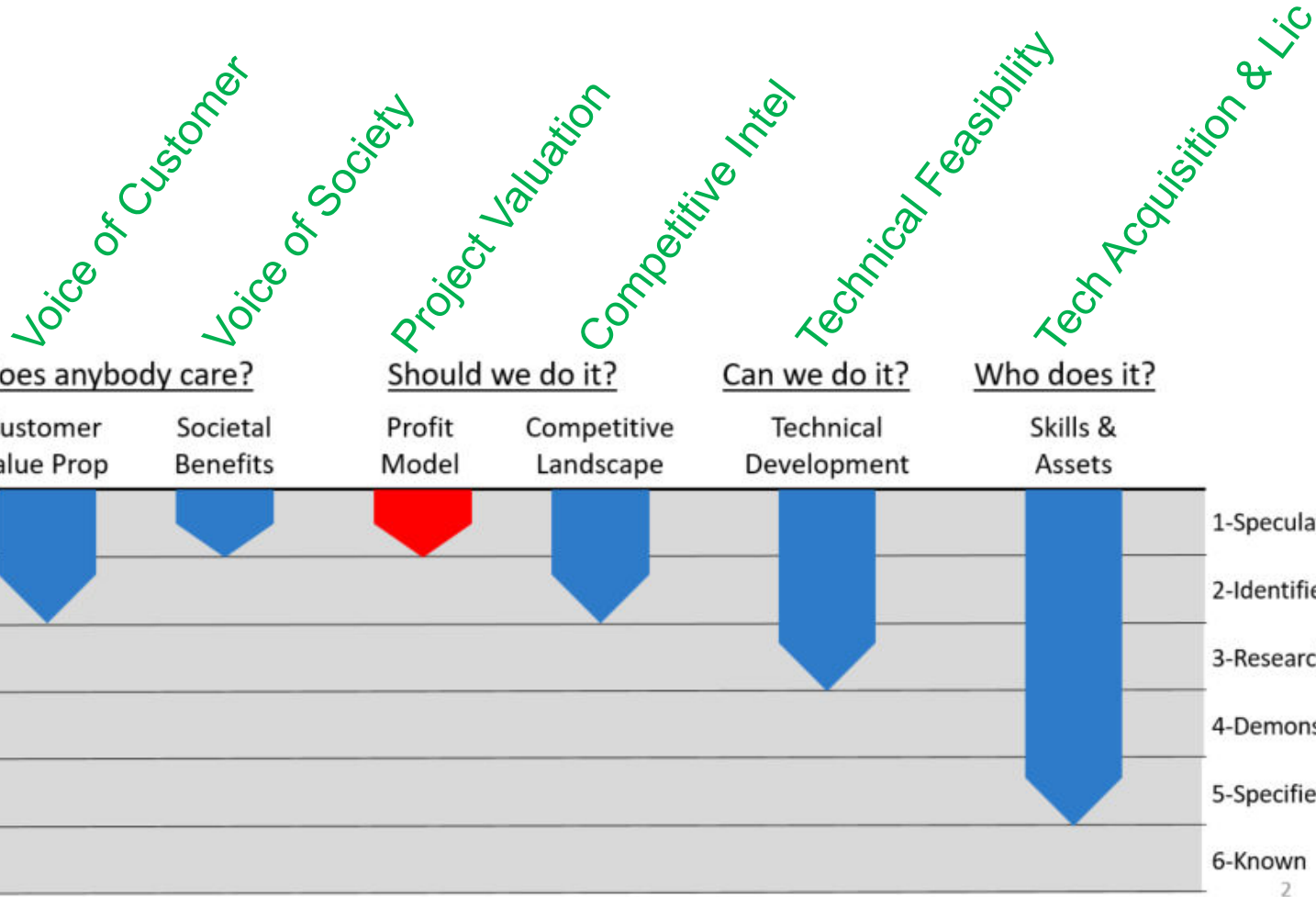
Parameterized models of project value



Solution 2 of 2 | Innovation Services to Support Intrapreneurs

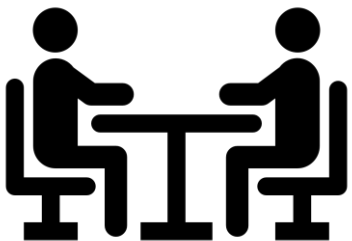
Innovation Services

Maturity Matrix

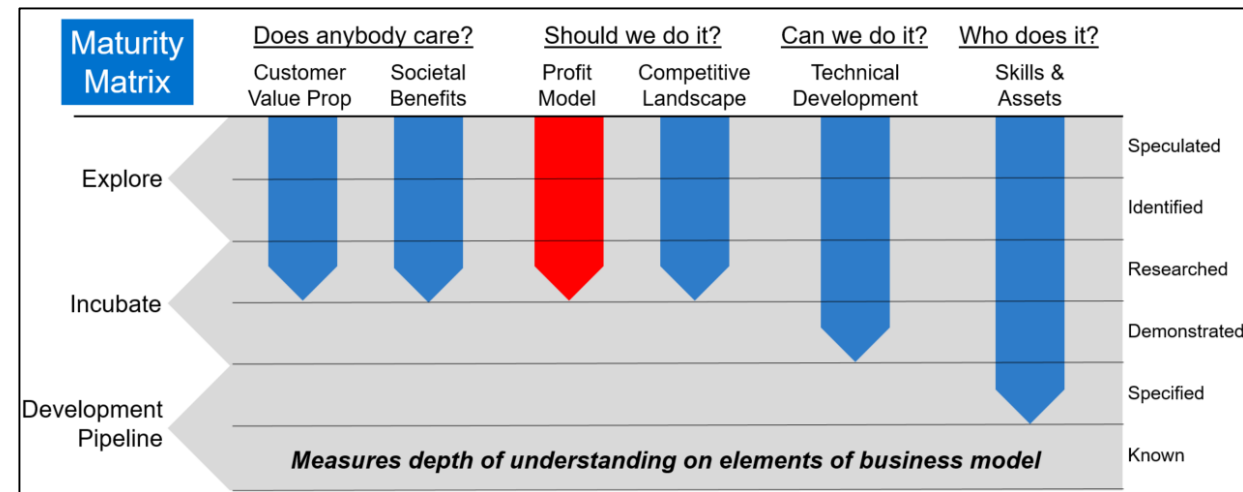
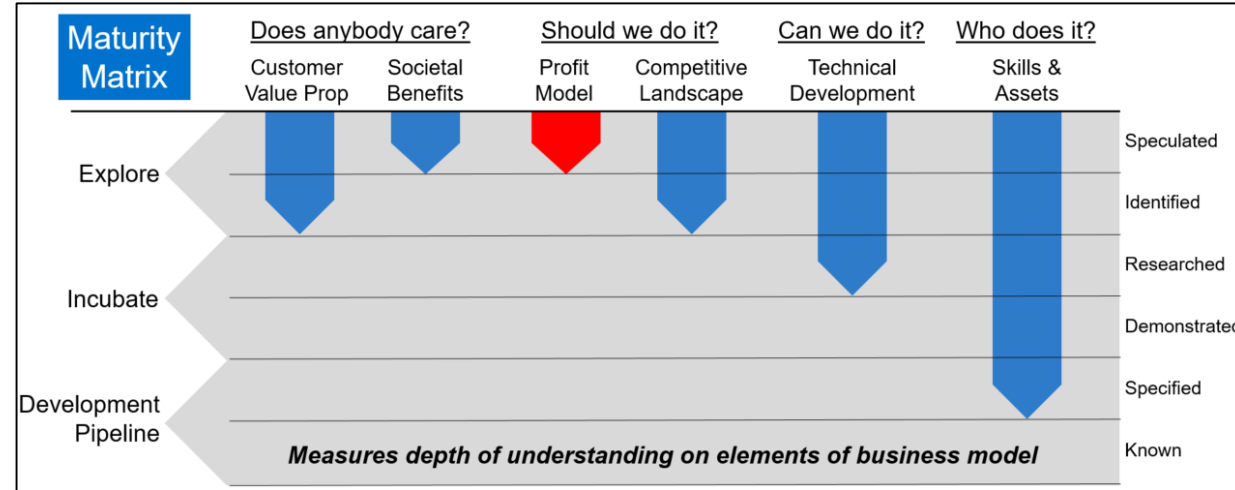
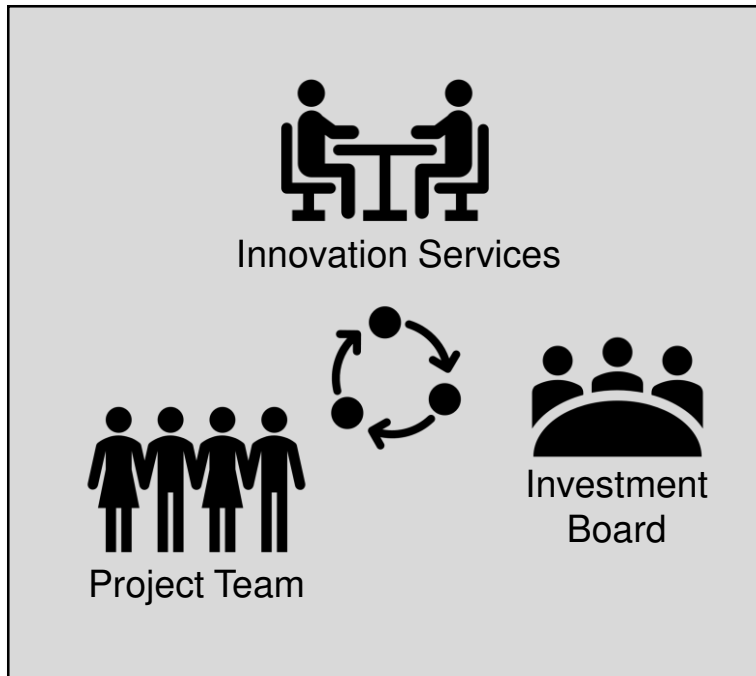


Role of Innovation Services

- Access to information & expertise
- Data consistency and reliability across projects
- Independent vetting



Application in Annual Planning Cycle



Each planning cycle ensures that project teams are making progress on de-risking the most critical assumptions in order to secure ongoing investment.

Challenge | Building the Right Portfolio

Decision-Making

Symptom: legacy/familiar projects & discards



Photo by [Jonas Verstuyft](#) on [Unsplash](#)

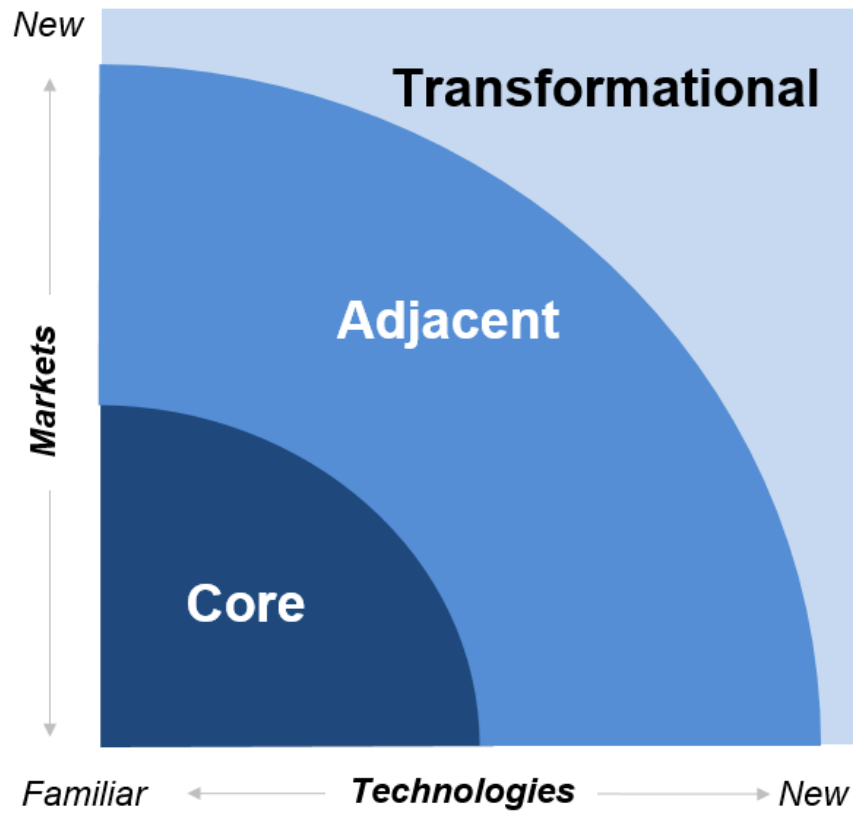
Solution 1 of 2 | Strategy-Driven Battlefield Diversification

General Gouverneur K. Warren
At Little Round Top in Gettysburg

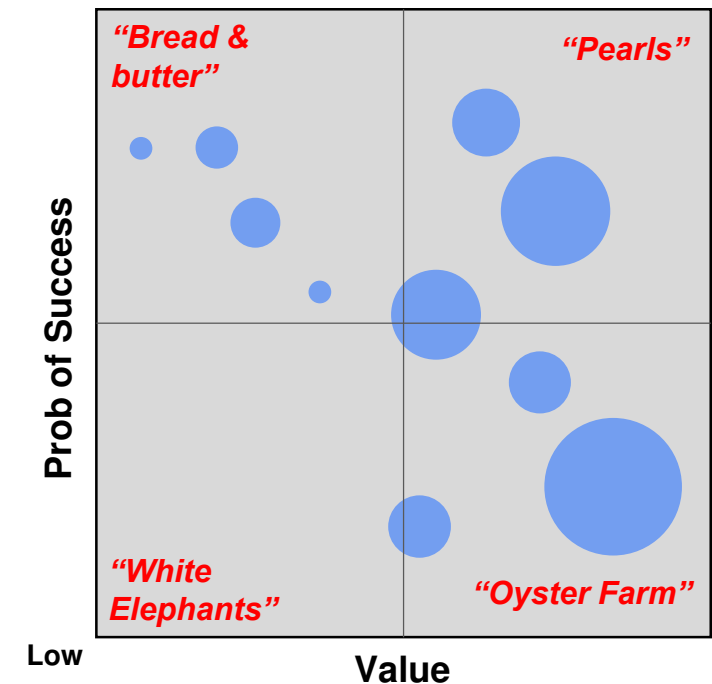
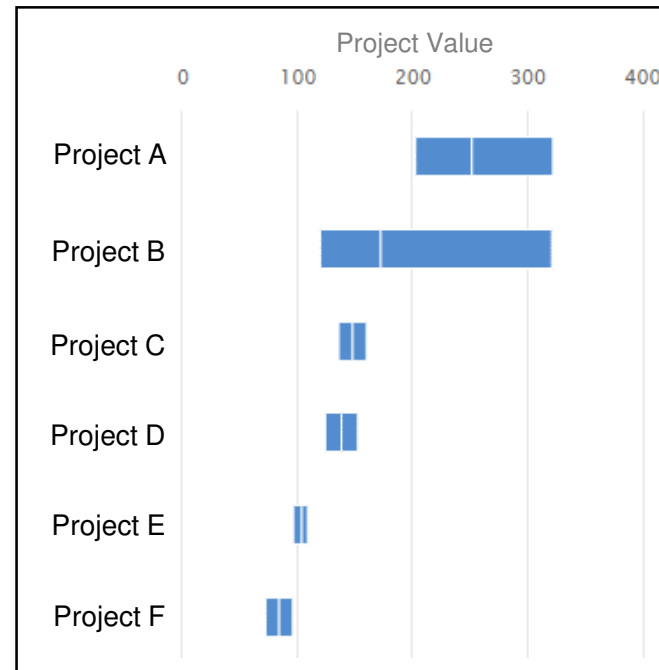


Solution 2 of 2 | Find Upside Outside of the Core

Adjacency matrix



Portfolio analysis – project uncertainty & value



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Building an Innovation Incubator | Conclusion

Building Trust & Credibility

- Full Transparency with Separate Decision-Making

Focusing on Critical Assumptions

- Clarity on Investment Readiness
- Measuring De-risking Progress

Developing Reliable Information

- Visualization of Assumptions & Pressure Testing
- Innovation Services

Building the Right Portfolio

- Strategy-Driven Battlefield Diversification
- Find Upside Outside of the Core



Photo by [Robert V. Ruggiero](#) on [Unsplash](#)

Q&A