

Innovation at CA Technologies

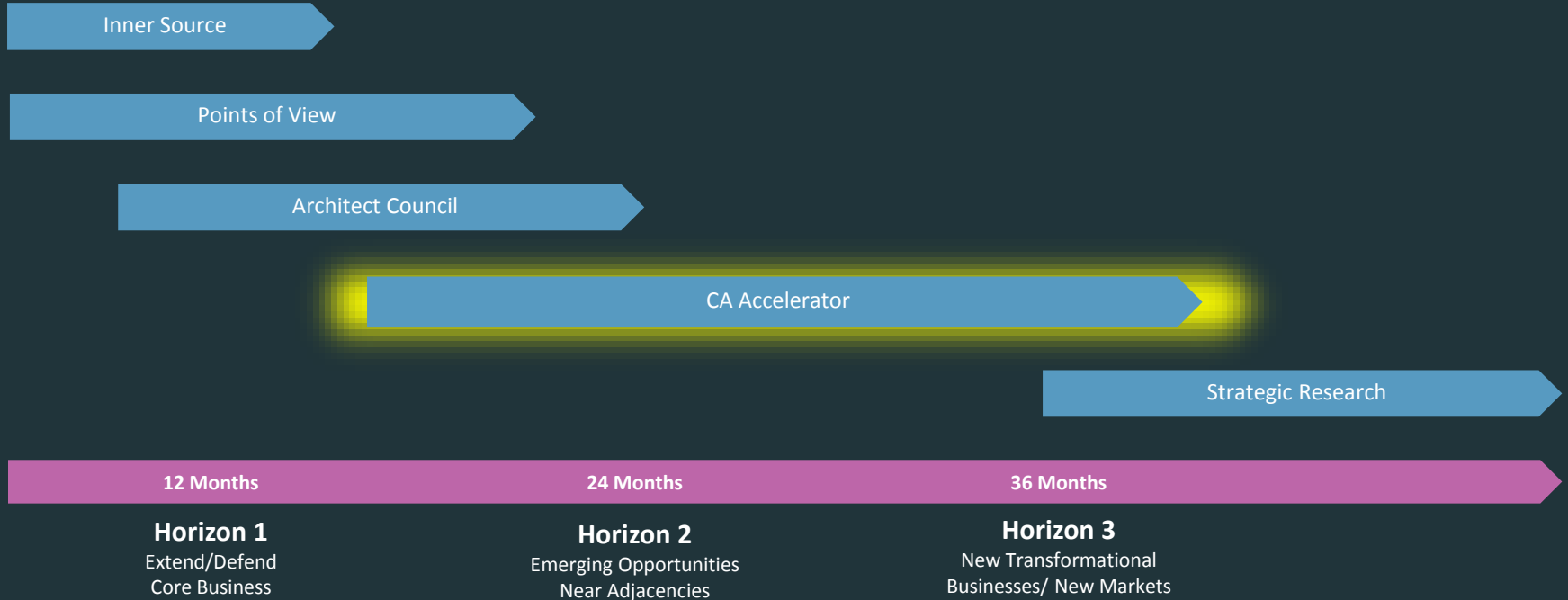
Otto Berkes
CTO

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CTO Innovation Programs

Innovation across all three horizons



Innovation Fails in Established Businesses When...

- **New businesses are managed like mature businesses**
 - New income and market adoption targets are unrealistic
 - Business cases are optimized for the approval process
 - New businesses are funded and staffed like mature businesses
- **There is no consistent framework to help new businesses succeed**
 - Innovation process and governance is optimized for core business extensions
 - Process and governance is too heavy for new ideas
 - Customers are involved far too late in the incubation process
 - Time required to build a meaningful new business is not understood

The Challenge: Breakthrough Businesses are Different

Transformational businesses:

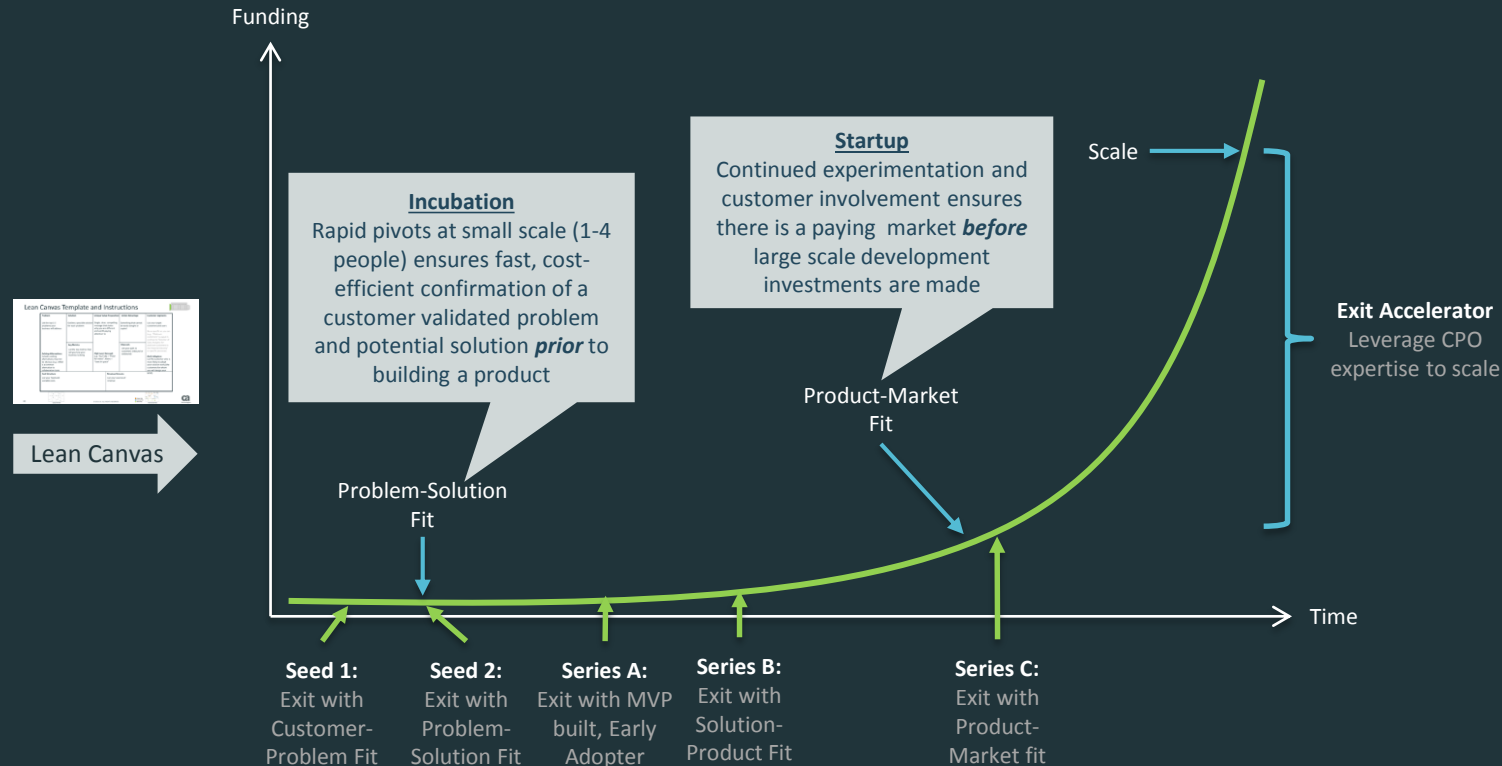
- Require **exploration** and **experimentation**
- Require **different metrics**
- Require **different skills**
- Can be **too far ahead** of well understood customer needs
- Often require **new business model** incubation

Operational Principles:

- Small, **incremental** investments
- **Rapid** experimentation and **iteration**
- **Learn** and pivot **quickly**
- Staged **evaluation** and **disciplined governance** following **lean** principles
 - Minimize cost
 - Drive focus
 - Increase odds of success

CA Accelerator: a lean/agile approach to incubation

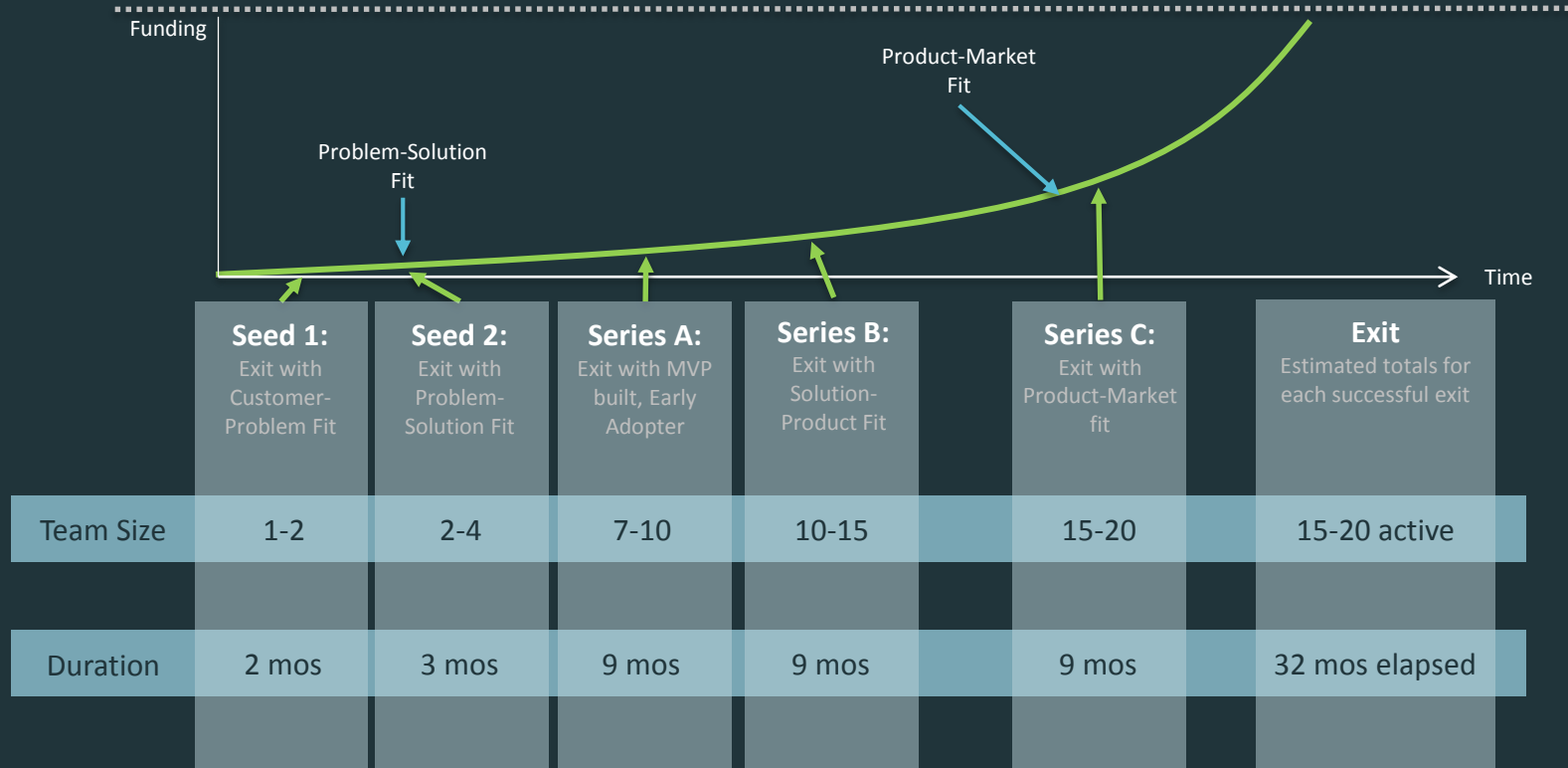
Model ensures business incubations are making appropriate investments and building things customers will pay for - or they are shut down.



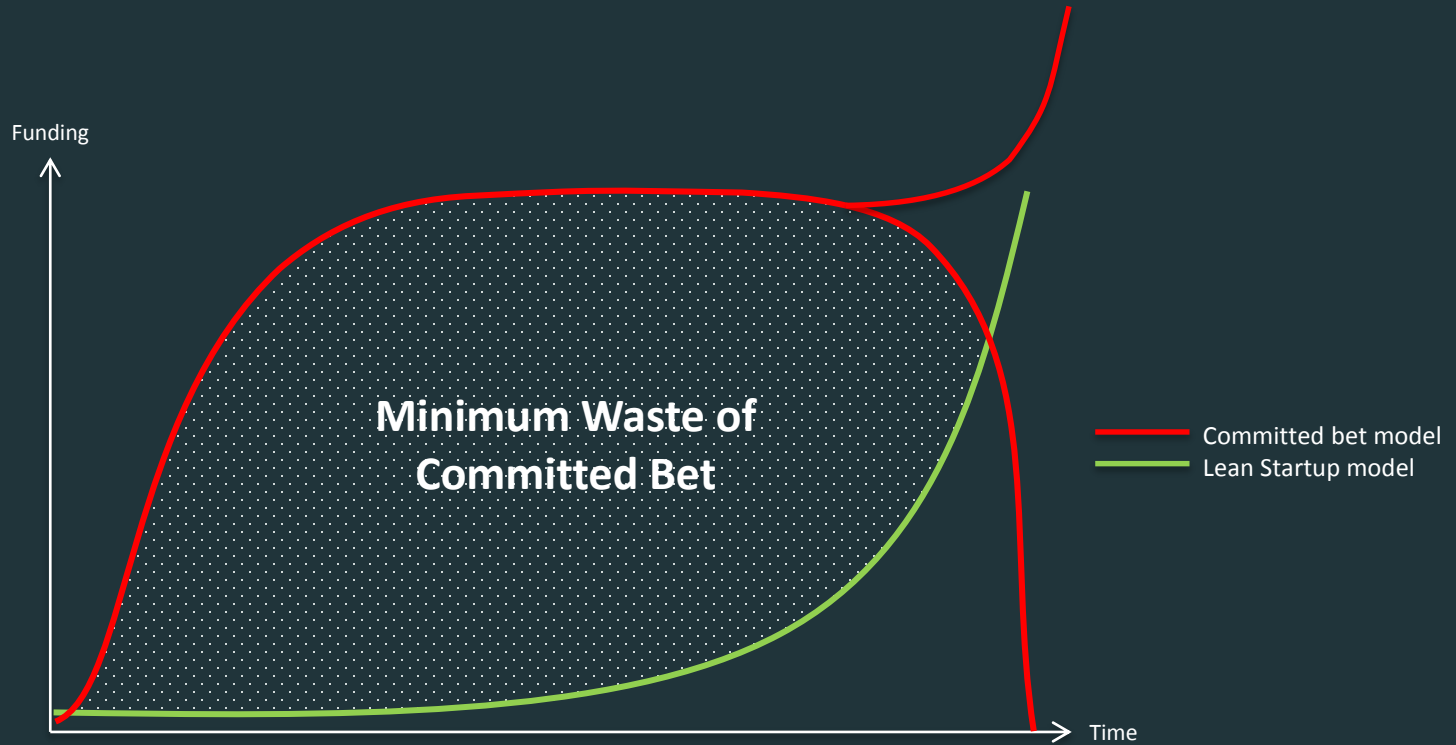
Accelerator Operational Model

Innovation requires investment, experimentation, focus, and patience

Lean innovation is more cost effective than committed bets



CA Accelerator is designed to minimize waste



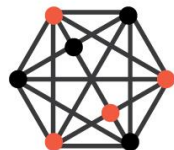


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Agenda



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