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How to identify, validate and launch innovative solutions with startups in 20 weeks

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Pressure to Innovate Real Estate

Emerging technologies and innovative business models disrupt the real estate industry



New Business Models

Technological products and solutions have experienced massive cost savings and efficiency gains, enabling new data-driven business models with a competitive advantage in the real estate industry



New Innovative Players

PropTech and ConstructionTech startups recognize market opportunities and enter the industry in increasing numbers, becoming serious competitors to established players



New Risks

Extensive technological advances require participants in the real estate industry to deal with new forms of risk, including cyber attacks, cyber security and data protection



High Market Demand

The market demands responses in the face of rapid urbanization, future mobility concepts, smart cities, climate change and societal shifts such as the Future of Work



High Legal Requirements

Legal requirements for energy and CO₂ efficiency as well as data protection are increasing in the real estate industry and will continue to increase in the future



High Customer Expectations

Customer expectations are increasing and buildings must be more individual, modern and connected, while offering energy optimization and improved safety

The Dilemma with Corporate Innovation

The lack of internal capabilities to execute innovation projects in a systematic and data-driven way leads to disappointing effects



Insufficient Focus

Innovation topics are defined without market trend validation and P&L impact



Missing Data & Know-how

Insufficient data to cover the market and make decisions based on use cases and experience



No Transparency

Activities are dispersed across the organization and innovation is driven in silos



Limited Ability to Execute & Scale

Execution gets stuck due to missing know-how, experience and capabilities to cover all requirements

WASTE OF RESOURCES AND LOSS OF COMPETITIVE ADVANTAGE

“Our innovation approach is not focused, even chaotic, because the future could be everywhere – so we’re also trying to be everywhere.”

- a Leading Real Estate Client

“I can't even tell whether KPIs and targets for our venturing programs exist - but I wouldn't be surprised if it was mostly gut feeling.”

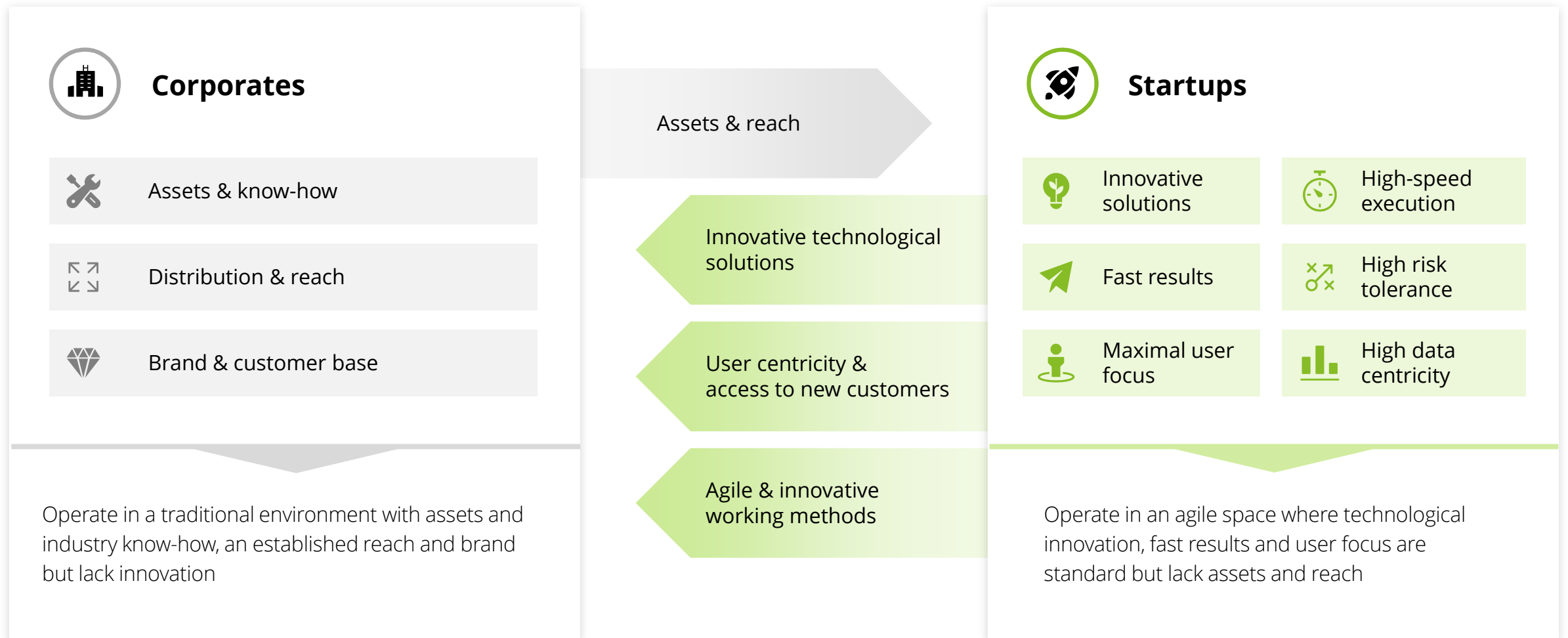
- a Leading Insurance Client

“The spectrum of our innovation activities is opaque and most is happening in silos, which is highly inefficient.”

- a Leading Finance Client

Accelerate Growth Through Startup Collaboration

Established companies in the real estate industry need to cooperate with startups in order to remain competitive in the future



Your Mission. **Collaborative Innovation.** Our Offering. **Deloitte Catalyst.**



Clarify the landscape

The startup and innovation ecosystem is complex. For an efficient collaboration, identify and analyze the latest developments from promising players and emerging trends.



Harness the possible

Exposure of your team to disruptive ideas through meaningful connections with a curated set of players to define the right scope and focus of collaboration.



Incubate new solutions

Co-developing innovative solutions and platforms together with startups and other alliance partners to meet resolved needs of your business.



Deloitte Catalyst accelerates innovation and growth for your enterprise, delivering **end-to-end solutions** that transform your business

Introducing Catalyst

We developed an end-to-end approach for startup collaboration, focused on five fields of action



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Immersion

An intensive, curated experience, including meetings with transformative startups, leading venture capitalists and innovation labs. Destinations include internal hubs (e.g. Tel Aviv) and local hot spots.



Scouting

Identifying the innovative companies and technologies within the ecosystem to achieve your growth, investment, talent, or innovation objectives. Delivered as a single report or ongoing service.



Proofs of Concept

Shape and support execution of startup PoCs to meet a client's specific objectives, in concert with Deloitte Catalyst's extensive technology capabilities.



Incubation

Prototyping new solutions in collaboration with startups and our other leading alliances to create innovative platforms that address the unmet needs of your business and customers.



Soft landing

Customized support in establishing and operating a local presence in an ecosystem, whether a corporate venture capital fund, innovation lab, or R&D center.

The Startup[at]Scale Track

Startup[at]Scale is a structured and condensed startup collaboration approach based on open innovation that enables you to get from startup scouting to a partnership in 20 weeks



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**STARTUP
[AT] SCALE**

20 weeks



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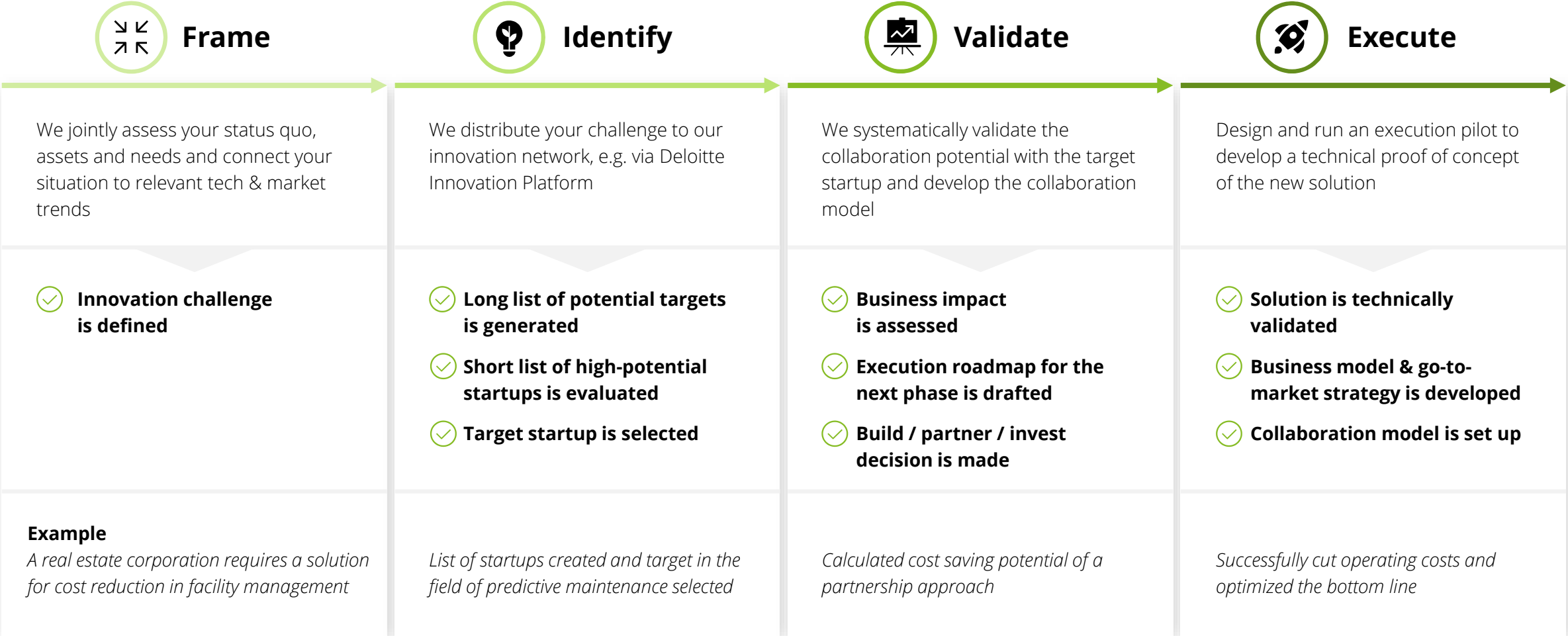


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Introducing Our Startup[at]Scale Track

In an end-to-end process, we enable you to frame an innovation challenge, identify high-potential startups and validate their business impact to enable a collaboration



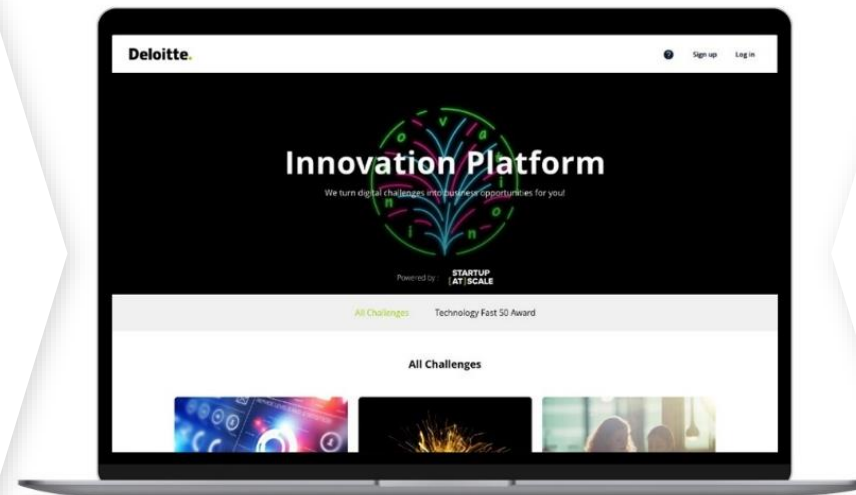
1 | Frame

Together we frame an open innovation challenge tailored to your needs and launch it online

Business Challenge

- Generating new revenue streams through new commercial solutions
- Exploring use cases of technologies in adjacent markets
- Reducing operational costs through new internal solutions
- Improving existing solutions with new technologies
- Understanding industry technology adoption through existing use cases

(illustrative)



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Tech Challenge

- Upgrading existing technologies with next-generation solutions
- Accelerating the maturity of in-house technologies that are still in R&D stage
- Developing new applications for disruptive, non-mature technologies
- Exploring compatibility of several new technologies
- Building a funnel for acquiring technologies and IP/patents

(illustrative)

2| Identify

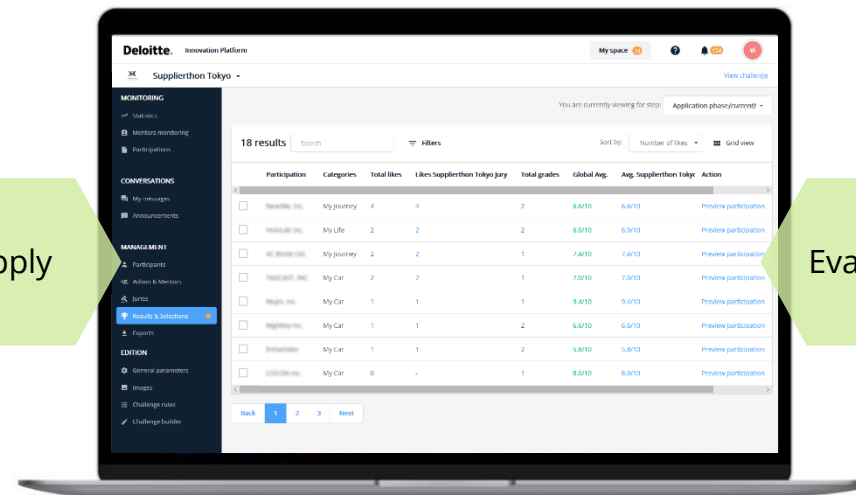
Startups apply for your challenge on the Deloitte Innovation Platform, a central funnel to orchestrate your innovation process

Startups & Scaleups

Startups & scaleups apply to your challenge on the Deloitte Innovation Platform.

- ✓ Long list and short list of high-potential startups
- ✓ Direct interaction and follow-ups with startups
- ✓ Startup information, documents and communication is centralized and accessible to all stakeholders

Apply



Evaluate

Experts

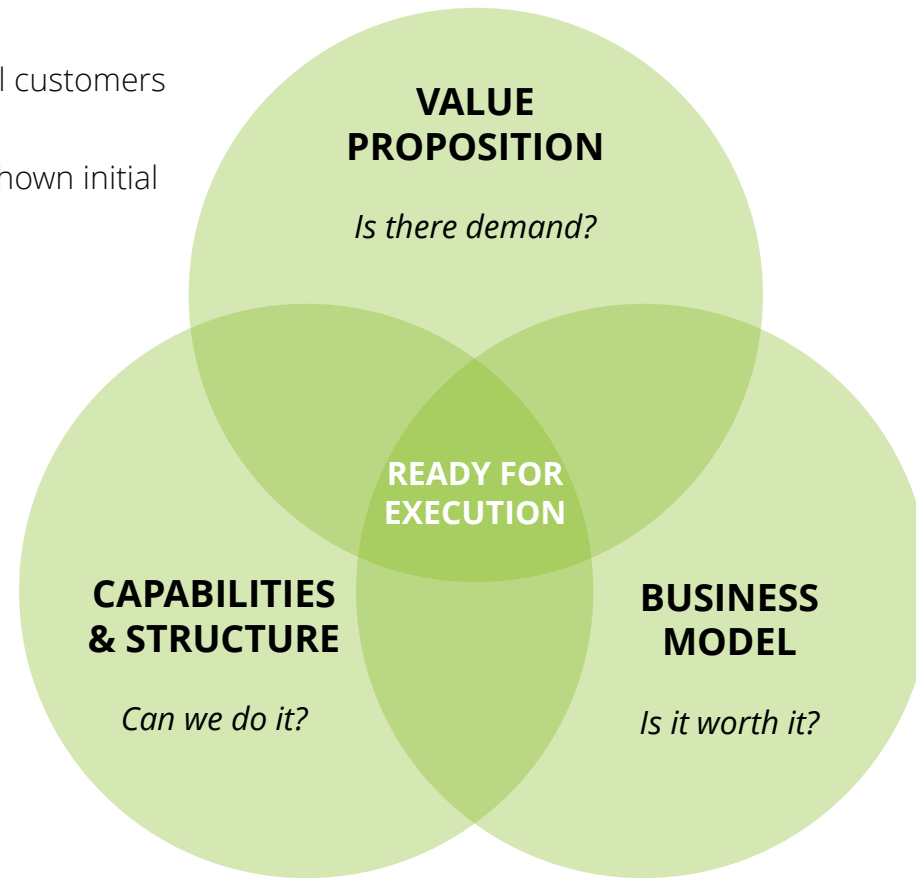
Industry, business and tech experts from your organization and Deloitte assess and select high-potential startups.

- ✓ Qualitative and quantitative evaluation of startups
- ✓ Transparent decision making with multiple stakeholders
- ✓ Relevant stakeholders are involved from the beginning

3 | Validate

We validate the impact of your startup collaboration based on three core parameters. Once all parameters are answered positively, innovations are ready for execution.

- ✓ Real pain points of potential customers addressed?
- ✓ Have potential customers shown initial interest in the idea?

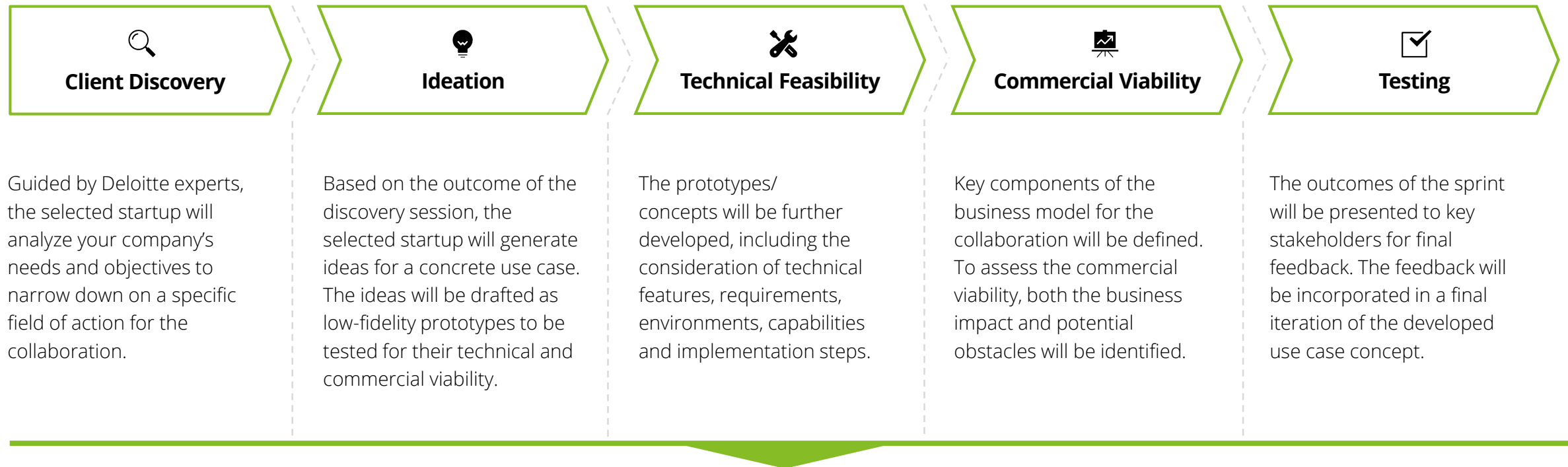


- ✓ Is the solution technically feasible?
- ✓ Do we understand the capabilities we need to build and maintain?
- ✓ Does the concept align with our competencies and strategy?

- ✓ Is there a relevant market and sustainable trends?
- ✓ Is there a clear opportunity to differentiate?
- ✓ Are the assumptions of business model & case valid and significant enough?

3 | Validate - Acceleration Sprint

For a successful collaboration, startups need to be prepared to work with established corporates. Our Acceleration Sprint prepares the selected startup for a proof of concept with you.



- ✓ **Execution-ready startup** that is well-prepared for a Proof of Concept
- ✓ **Refined solution** that responds to your objectives and demonstrates both technical and commercial viability
- ✓ **Understanding** of your processes and requirements for a successful collaboration

4 | Execute

Ramp up the defined collaboration model to benefit from its positive impact on your business as fast and effective as possible



Build

Build a new product or business inside or outside your core organization by leveraging a startup's technology or product.

- ✓ **New revenue potential through access to new markets and customers**
- ✓ **Build in-house: Have full control over the product/business**
- ✓ **Build product/business tailored to your needs from the very beginning**



Partner

Partner with a startup to execute innovations in an asset-/ resource-light and agile way.

- ✓ **New revenue potential with high ROI and little financial risk**
- ✓ **Agility and fast product validation in a controlled environment**
- ✓ **Access to emerging technologies, new markets, products and expertise**



Buy / Invest

Buy a startup to quickly build new or additional capabilities or invest in a startup to benefit from promising returns or strategic advantages.

- ✓ **Quickly participate in new market opportunities**
- ✓ **Fast access to new markets, technologies, products and expertise**
- ✓ **Learn about market developments, trends, customers at a low risk and be able to react faster to trends**



Thank you.

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