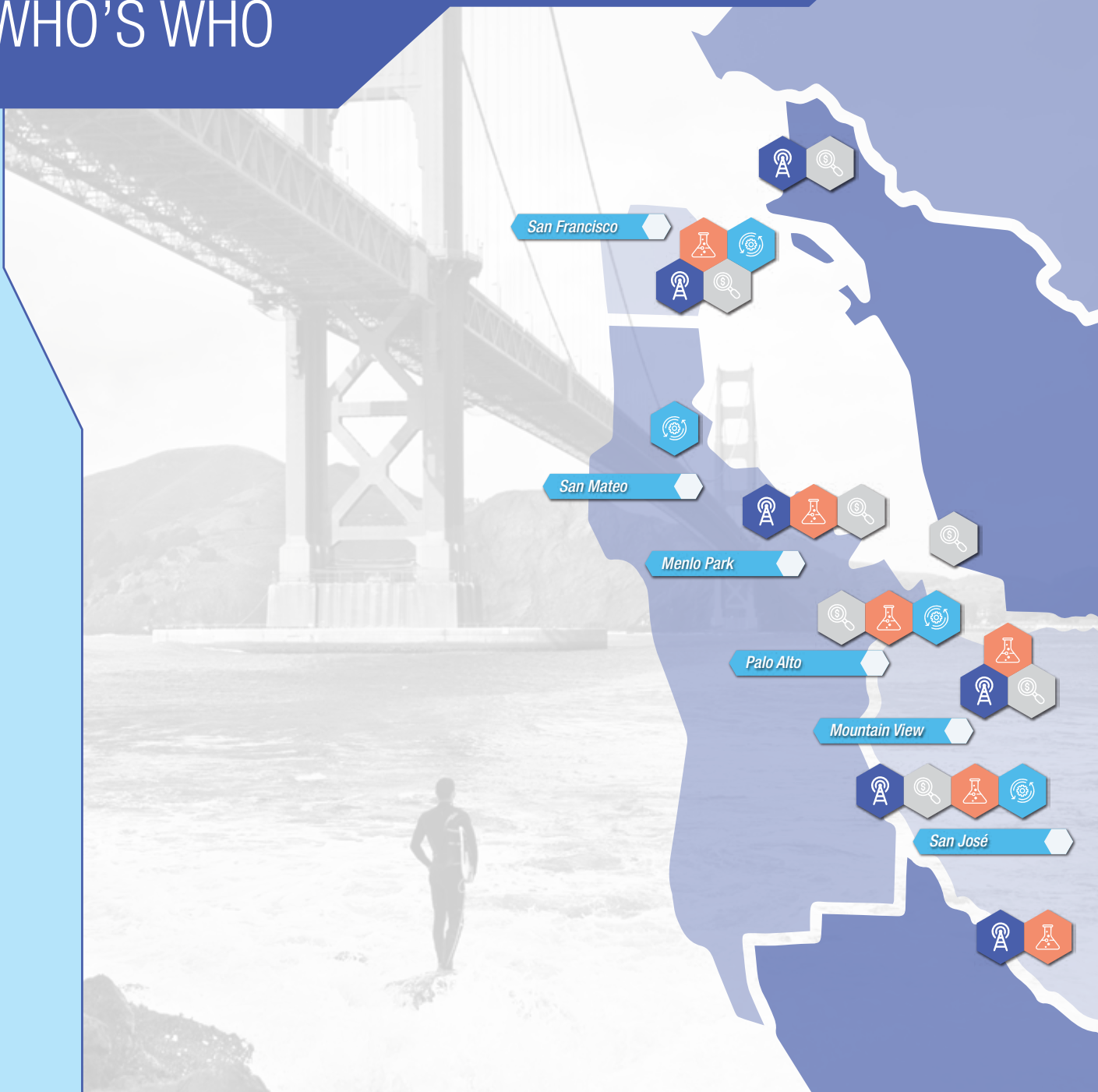




Mind the Bridge

# EUROPEAN CORPORATE INNOVATION OUTPOSTS IN SILICON VALLEY

## THE WHO'S WHO





Mind the Bridge

# EUROPEAN CORPORATE INNOVATION OUTPOSTS IN SILICON VALLEY

## THE WHO'S WHO



### About Startup Europe Comes To Silicon Valley

Launched in 2015, Startup Europe Comes to Silicon Valley (SEC2SV) brings together annually the most relevant founders, corporates, investors, and policy-makers from the EU entrepreneurial ecosystem and Silicon Valley in engaging meetings and workshops, forging meaningful long-term relationships.

SEC2SV 2016 kicked off with the flagship pan-European event in Silicon Valley (European Innovation Day) on Sep 12th, with Tim Draper addressing 500+ entrepreneurs, professionals, and EU policy makers – and closed with an intimate invite-only ceremony, on Sep 20th, led by Elżbieta Bieńkowska, EU Commissioner for Internal Market, Industry, Entrepreneurship and SMEs.

Other key SEC2SV participants included: Betsy Masiello, Head of Public Policy, Uber; Günther H. Oettinger, EU Commissioner for Budget and Human Resources; Julie Hanna, US Presidential Ambassador for Global Entrepreneurship; Francisco de la Torre Prados, Mayor of Malaga, Spain; Henry Chesbrough, the Father of Open Innovation, plus the top EU scaleups expanding to the US.

SEC2SV is a format created and organized by Mind the Bridge as part of the Startup Europe Partnership (SEP) initiative and co-organized with EIT Digital.

*For more info:*

<http://sec2sv.com/>

# Corporate Europe is Landing in Silicon Valley to Boost Innovation

by *Alberto Onetti & Marco Marinucci*

**Europe is seriously looking at Silicon Valley for boosting its ability to innovate.**

More and more European corporates have or are planning to set foot in the Bay Area. **We tracked 44 large European corporations** that have an innovation corporate outpost in Silicon Valley. And numbers are on the rise. **Almost 50% of the outposts were established after 2010.** More than one third of them have opened in the last 3 years. And many other corporations are lined up to launch their own outpost this year. **Germany and France lead the pack** of European innovation settlers in the Bay Area.

64% of the outposts are originally from these two countries.

**Automotive, Telecom, Finance and Energy** are the industries that are currently most interested in having eyes and ears in Silicon Valley. The presence of the European innovation outposts in the Bay Area varies in goal, size and depth of operations. **Almost half of the companies have opted for a lean presence**, in the form of either a Corporate Innovation Antenna and/or a Corporate Venture Capital Office. The other half have chosen a more structured presence either in the form of Corporate Innovation Lab or an R&D Center. Trends reporting, technology scouting (for investment, acquisition or co-development), startup acceleration, initial production and MVP/prototyping are the key drivers of a presence in the Valley.

**Innovation outposts in Silicon Valley have the potential to allow companies to make significant technological advances** and offer a direct competitive advantage. That's why it is relevant to learn from the corporates that are ahead of the game as well as the corporates that have restructured their presence in the Bay Area.

**A forum for these corporate players to meet each other and to share their objectives with the local entrepreneurial community would be beneficial to all.**

**This is the space we are trying to create** with the research work and the directory that is attached to it. Obviously it is still a work in progress, whose refinement will require the participation of the increasingly connected community of European-friendly organizations located in the Bay Area. Initiatives such as **Startup Europe Comes to Silicon Valley (SEC2SV)** provide a natural platform where information and business opportunities can flow freely across the pond.

**The following is an attempt to “open source” this effort to the relevant community.**



*Alberto Onetti & Marco Marinucci*

# Corporate Innovation Outposts in Silicon Valley

## **The number of EU corporations becoming active in the Bay Area is increasing.**

The appetite of more mature European companies to have a presence closer to the world's largest innovation hub (aka Silicon Valley) is increasing.

**Most companies come here, to Silicon Valley, with similar objectives:** to understand technology trends, to scout for technology to license/integrate, to invest in startups, to set-up strategic partnerships.

In this report (that - as explained in the Methodology - has to be considered as a living document) we being to try to answer a question that we have frequently been asked, even more so recently: **how many European corporates have a presence in Silicon Valley?**

### **And in which form?**

This topic is becoming more and more relevant as **European corporates are becoming more serious and concrete about startup-corporate collaboration and Open Innovation.** These corporations that want to stay abreast of the latest technological trends and engage with the most innovative startups cannot ignore what's happening in Silicon Valley... but that is hard to do from the other side of the pond.

That's why more and more companies from the Old Continent have or are planning to set foot in the Bay Area via so-called **"Corporate Innovation Centers" or "Corporate Innovation Outposts"**, i.e. a (usually small) team of people that is set up by a corporation in a global technology hub, with the goal of leveraging the ecosystem of startups, venture capitalists, accelerators, vendors, and academic institutions that this hub provides.

In our experience, **Corporate Innovation Outposts can take very different shapes**, ranging from a mere "innovation antenna" (a person or a 2-3 people team in a co-working space) to an "innovation lab" (a 10-25 people group) or a more structured "R&D center" (an extensive 50-100+ people team with dedicated vertical research teams) or an office of a Corporate Venture Capital (CVC) fund with a focus on investment/M&A<sup>1</sup>.

Beyond the size and form of the presence, **these outposts ultimately succeed or fail based on their alignment with the goals of their corporate headquarters**, and specifically with the business units that are supposed to integrate the innovation coming from the local scouting activities.

<sup>1</sup> Sometimes the outposts host also some partners/associates of the corporate venture capital fund. In other cases, the corporate presence in the technology hub is limited to one or more team members of the CVC arm and, then, with a main investment/M&A focus.

*The appetite of more mature European companies to have a presence closer to the world's largest innovation hub is increasing.*



CVC Outpost



Corporate R&D Center



Corporate Innovation Antenna



Corporate Innovation Lab

**When the teams are well integrated and stable** and the commitment from the top management is clear and strong, **typically concrete results follow** (co-development pilot projects, procurement contracts, investments, acquisitions), independent from the headcount that is manning the Bay Area outpost (we have some corporate clients that are very active also without a heavy presence in Silicon Valley).

**The primary goals typically associated to an innovation outpost in a technology hub are:**

- 1 **support and accelerate** corporate innovation by rethinking the customer experience,
- 2 **improve** operational efficiency,
- 3 **test new business models** and technologies,
- 4 **identify the trends** and cross-business ideas that may not be captured by the single business units, and/or
- 5 **spot candidates for investments and/or acquisitions** with the ultimate goal of producing financial returns and enterprise value.

As Ed McLaughlin - Chief Emerging Payments Officer at MasterCard- says<sup>2</sup>: “The primary goal is to make sure that we can test, learn, experiment, access, incorporate, leverage all the changes that are happening out there in the industry. It gives us the ability to fail fast, to incubate things, to invest and engage with very early stage companies.”

**Time really matters when innovation is involved.** "Technology is advancing so quickly that **if you're not partnering up and you're not iterating fast enough, you're just not going to be relevant,**" as Stephanie Naegeli, Nestlé's Senior Global Digital Innovation Manager, points out.

*When the relationship is intense, frequent and stable and the commitment is clear and strong, typically concrete results follow.*

<sup>2</sup> Capgemini 2015.

# Where do the Innovation Settlers come from?

Germany and France are by far the countries with the most representation in the Bay Area. UK ranks third.

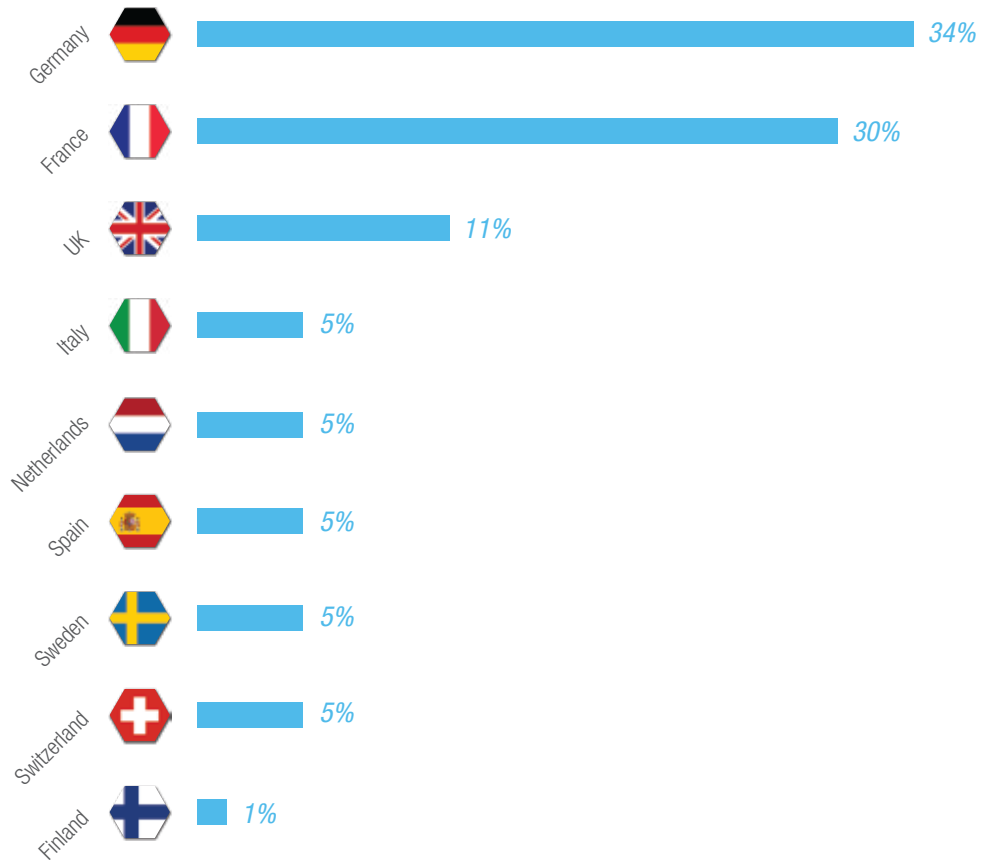
**We have identified 44 European large corporations<sup>3</sup> with an innovation corporate outpost in Silicon Valley.**

As explained in the Methodology, we considered only companies that have at least one full time person in the Bay Area dedicated to innovation.

**Germany and France are by far the countries with the most representation in the Bay Area.** 15 (34%) outposts have been settled by German corporations, while 13 (30%) come from France.

UK is third in this ranking with 5 outposts (11%), while the remaining 11 outposts belong to companies from 6 countries (2 from Italy, Spain, Sweden, Switzerland, and The Netherlands, while Finland accounts for 1).

Corporate Innovation Outposts in Silicon Valley by Country



<sup>3</sup> As described in the Methodology, the current analysis is focused on companies headquartered in Europe with more than 1,000 employees. To be considered, an outpost must have at least 1 full time person in the Bay Area. Companies with a mere sales and/or production presence in Silicon Valley are not included in this research. 3 companies have both an innovation outpost (in the form either of a Lab or a R&D Center) and a Corporate Venture Capital Office.

# EU Corporate Innovation Outposts in Silicon Valley

**United Kingdom**

- AVIVA
- DELPHI
- pwc
- RBS
- sky

**Sweden**

- ABB
- ERICSSON

**Finland**

- NOKIA

**Netherlands**

- SHELL
- PHILIPS

**Germany**

- arvato BERTELSMANN
- Audi
- axel springer
- BASF
- BAYER
- BMW
- BOSCH
- Deutsche Bank
- Deutsche Telekom
- HELLA VENTURES
- innogy
- Mercedes-Benz
- Munich RE
- SAP
- VOLKSWAGEN

**France**

- AIRBUS
- AXA
- BNP PARIBAS
- BOUYGUES
- Capgemini
- DASSAULT SYSTEMES
- EDF ENERGY
- orange
- PSA GROUPE
- GROUPE RENAULT
- SANOFI
- Schneider Electric
- TOTAL

**Spain**

- BBVA
- Telefonica

**Switzerland**

- Nestlé
- swisscom

**Italy**

- enel
- LUXOTICA

## Sectors

- AERONAUTICS/SPACE
- AUTOMOTIVE
- BUSINESS SERVICES
- CHEMICALS
- COMMUNICATIONS
- CONGLOMERATES
- CONSULTING
- ENERGY
- ENGINEERING/ELECTRONICS
- EYEWEAR
- FINANCE/INSURANCE
- FOOD & DRINK
- LIFE SCIENCE/PHARMA
- OIL & GAS
- POWER AUTOMATION
- PUBLISHING
- SOFTWARE
- TELECOM

**In terms of sectors, Automotive is the most represented industry** (8 outposts, 19% of the total).

The percentage increases to 20% if we also include Aeronautics/Aerospace.

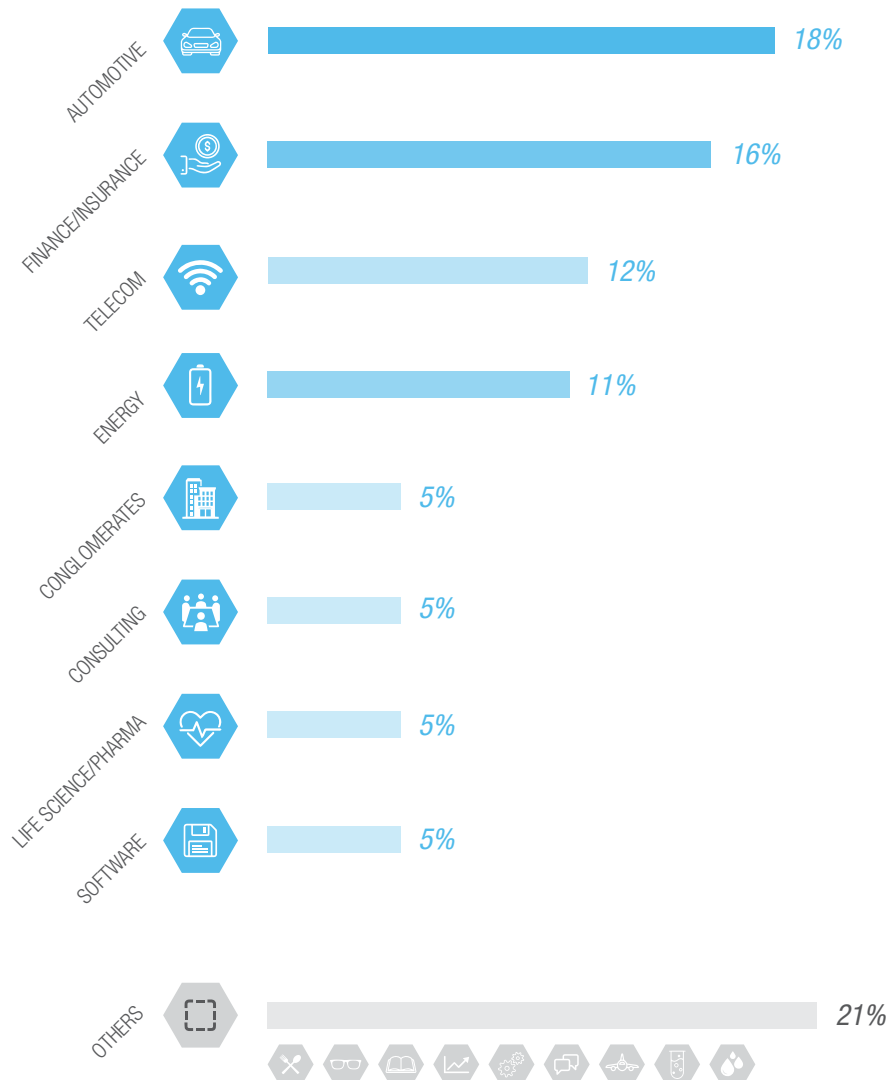
Telecom and Communication companies have also invested significantly in Silicon Valley: 7 (16%) telcos have outposts in the Bay Area.

**Similarly, finance services (Banking and Insurance) have a strong presence in the Valley.** We counted 7 innovation centers of European banks and insurance companies (16% of the total).

**Energy is another well represented industry:** 5 companies (11% of the total) have opened outposts in the Bay Area.

Other sectors represented are Life Science/Pharmaceutical/Chemicals, Software, Consulting (2/3 outposts each).

## Corporate Innovation Outposts in Silicon Valley by Sector





# Where in Silicon Valley?

**14 outposts (32% of the total, one out of three) are based in the City.** This data seems to confirm the ongoing shift to San Francisco and its **growing “centrality”** in Silicon Valley.

**26 outposts (59%) are located down in the Valley.**

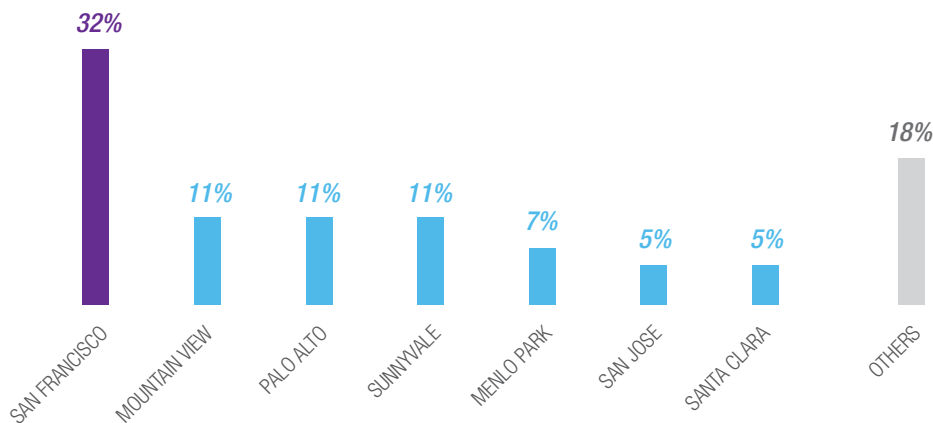
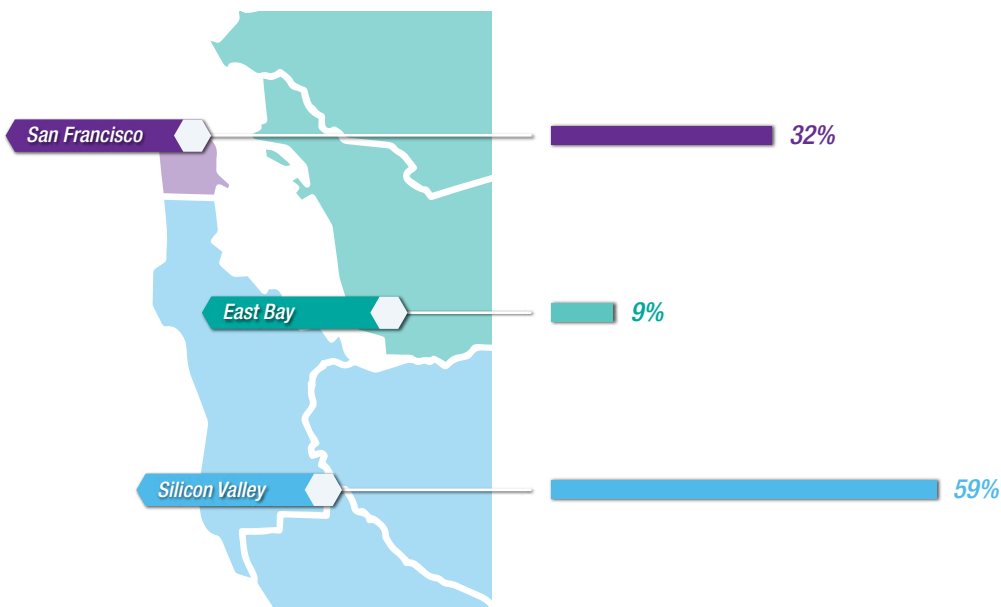
Only 4 (9%) are in the San Mateo County, while 22 (50%) are more south, from Palo Alto to San José.

The most typical places of choice are **Mountain View, Palo Alto and Sunnyvale** (5 outposts each).

**4 outposts (9%) are located in East Bay** (Berkeley, Emeryville, Fremont, and Pleasanton in Alameda County).

*One outpost out of three is based in San Francisco.*

Corporate Innovation Outposts in the Bay Area by Location



# Corporate Innovation Outposts in Silicon Valley



# How in Silicon Valley?

As described with more details in the Methodology, we categorize Corporate Innovation Outposts based on the **depth of operation** (ranging from an Antenna/CVC Office to a Lab and a more structured R&D Center) and the main goals pursued. Regarding the latter, **the aim of an outpost in Silicon Valley can range from:**

- trend reporting /exposure /education
- acceleration
- co-development via POC (proof of concepts)
- procurement and licensing
- investments
- acquisitions.

Although it is often difficult to draw a line between the different categories (the same corporate can pursue multiple goals), we have tried to **map the different prevalent approaches** the European corporates have followed in shaping their presence in Silicon Valley.

## EU Corporate Innovation Outposts in Silicon Valley: Depth of Operation



**Almost half of the companies (20 companies, 46% of the total) have opted for a lean presence**, in the form of either a Corporate Innovation Antenna (11 companies) and/or a CVC Office (9 companies). **55% of the companies have opted for a more structured presence:** 16 companies (36%) in the form of Corporate Innovation Lab in Silicon Valley, while 8 (18%) as part of a R&D Center.

Among the corporates that have currently chosen to set up a lean antenna are telcos like SwissCom, banks such as RBS, energy companies like Enel and Innogy. They are present with a small team with the goal of scouting for strategic innovation and technology.

*Almost half of the companies have opted for a lean presence.*



**Consulting companies** such as PricewaterhouseCoopers and Capgemini **have set-up their own think-tanks** focused on tracking enterprise IT trends and emerging technologies. Companies such as Munich Re and Aviva have **partnered with local organizations to participate in vertical-specific accelerator programs** such as Plug and Play in Sunnyvale<sup>4</sup>. Other companies are present in the Bay Area with an **extension of their corporate venture capital or investment units**.

SKY has a small team reporting to their London Startup Investment & Partnership unit, AXA Strategic Ventures has people on the ground in San Francisco (in addition to Paris headquarters and New York and London offices); BBVA's spin-off Propel Venture is based in San Francisco and London; BMW i Ventures has an office in Mountain View, Axel Springer and Hella Ventures in Sunnyvale, BASF in Fremont, Total Energy Ventures (TEV) in Emeryville; Shell Technology Ventures has just opened an outpost in San Francisco.

In 2016, ABB expanded its presence in Silicon Valley, bringing together robotics, solar, gas analyzers, software development, and wireless communications in San José. Today, the outpost is part of a 200+people structure.

San José is also home for the outpost of Airbus (named A<sup>3</sup>). In the same location Airbus Ventures -the venture capital arm of the group- is also hosted. The presence in the Valley of Bosch's (Palo Alto) and Volkswagen's (Belmont) R&D Centers goes back to the Nineties. The Bosch Research and Technology Center in Palo Alto also hosts their CVC unit. More recent is the presence of SAP in Palo Alto: the 50 people unit - part of the Products & Innovation global organization - was established in 2015. Schneider Electric, Delphi, Ericsson also have R&D establishments in the Bay Area.

Other automotive companies such as PSA, Renault, Mercedes Benz and Audi have labs or R&D centers in the Bay Area. **The lab solution** has also been chosen by some telecom companies (Orange and Telefónica) and life science and pharmas (like Sanofi and Bayer).

In 2013 Nestlé set up an innovation Lab in San Francisco (hosted by Swissnex) to **enhance existing partnerships with the world's largest technology corporations while looking for pioneers** among the technology startups based in the Bay Area.

In the graph below we tried to **plot the positioning of the main European Corporate Innovation Outposts in Silicon Valley**. The factors determining the positioning choice of the corporate outposts are the main goals the corporates aim to reach in the Bay Area as well as the type of establishment they have currently chosen.

It is obviously a simplified representation built upon the information available and the current situation. We plan to constantly monitor the trends in order to consider new entries (and exits) as well as evolution in terms of positioning. We expect some corporates to move from the left-hand side of the matrix towards more central and upper position.

<sup>4</sup> Many other companies are associated to third party accelerators without having a direct presence (i.e. Axel Springer, Santander, Swiss Re among the others). As discussed, they are not considered in this report since they don't have at least 1 full time person currently present or budgeted in the Bay Area.

# EU Corporate Innovation Outposts in Silicon Valley: Positioning Matrix

DEPTH OF OPERATIONS



Corporate Innovation Antenna



CVC Outpost



Innovation Lab



Corporate R&D Center



M&A



Investments



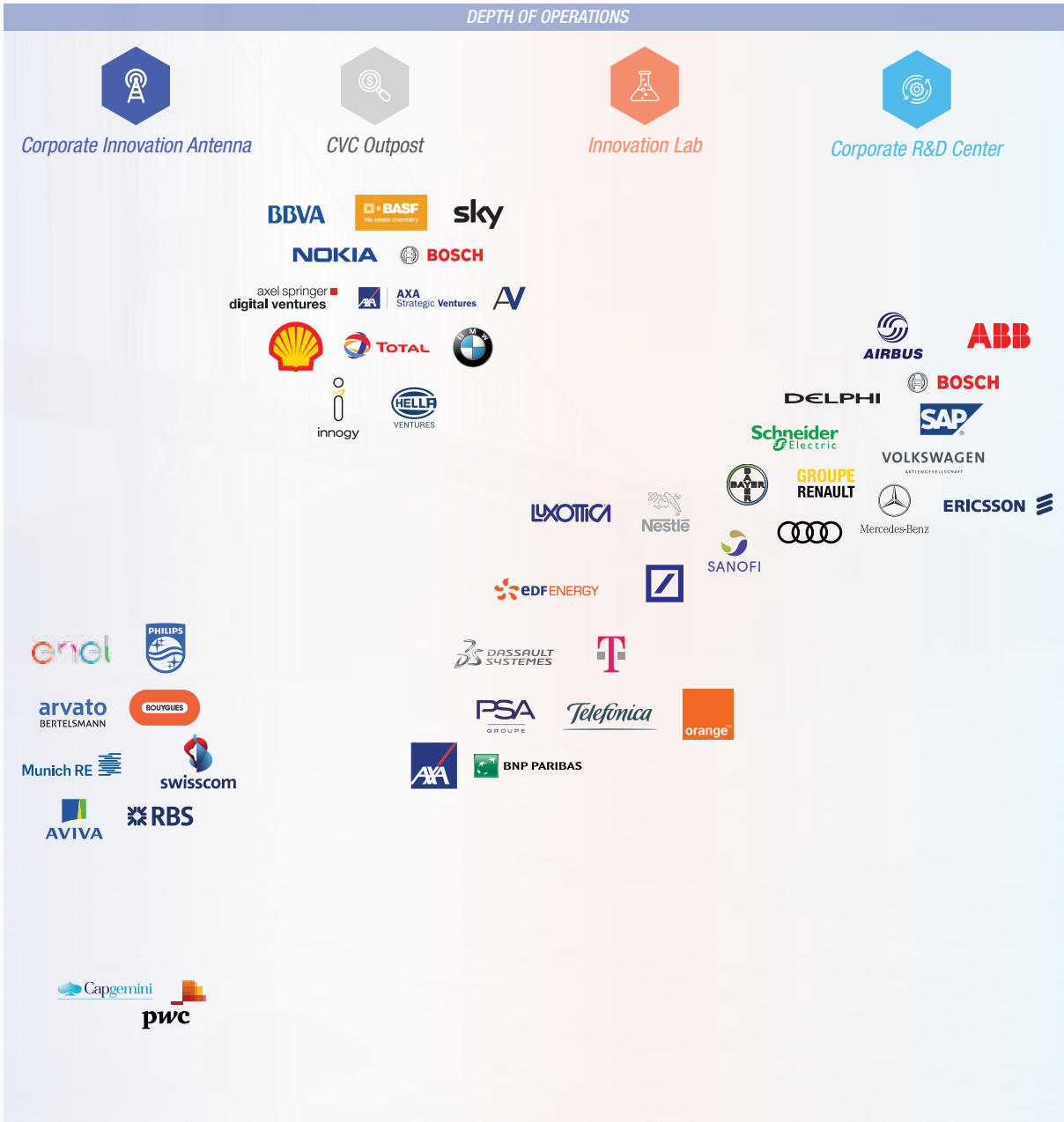
POC/  
Co-Development/  
Procurement



Acceleration



Trend Reporting



# When in Silicon Valley?

Over 20 outposts have been established since 2010. 15 of them opened in the last 3 years.

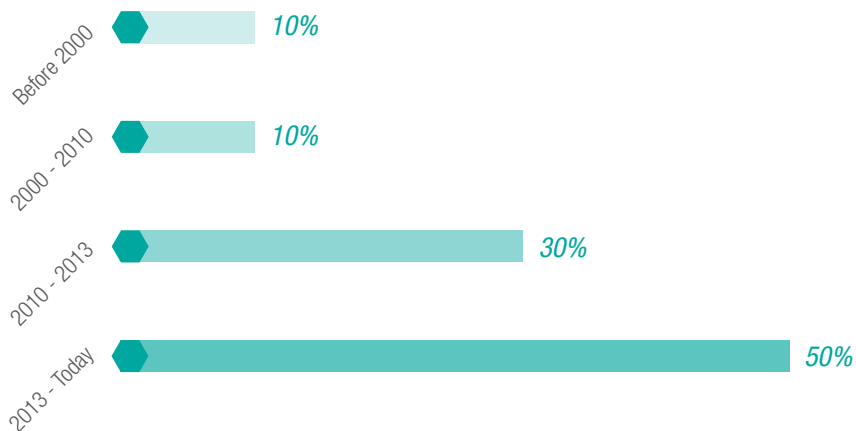
## The time is now.

A lot of innovation outposts in Silicon Valley have opened in the last few years.

## Over 20 outposts have been established since 2010.

15 of them opened in the last 3 years. And – based on our information – other corporations are lined up to launch their own outpost in 2017<sup>5</sup>.

### Time of Establishment



Among the outposts that have recently opened in the Bay Area **we notice a large percentage of Innovation Antennas manned by very small teams** (sometime just one person).

In many cases these outposts are hosted by third party organizations (such as Swissnex, Rocket Space and Mind the Bridge in San Francisco, Plug and Play in Sunnyvale).

**These organizations often offer dedicated supporting services** such as vertical acceleration - in the case of Plug and Play and 500 Startups – or scouting and advisory – as the case of Mind the Bridge and Rocket Space.

**The “lean approach” seems to be adopted not only by startups but also by corporations.**

Many corporates are gradually setting up their presence in the Bay Area with the support of local providers.

**Always better to test the water before deploying a full force on the ground.**



Mind the Bridge

# EUROPEAN CORPORATE INNOVATION OUTPOSTS IN SILICON VALLEY DIRECTORY





**ABB**

R&D Center



*Power Automation*

[new.abb.com](http://new.abb.com)

*Silicon Valley Campus*

[tiny.cc/sv-outposts\\_abb](http://tiny.cc/sv-outposts_abb)

In 2016, ABB expanded its presence in Silicon Valley by bringing together robotics, solar, gas analyzers, software development, and wireless communications under one roof for better integrate development and customer interaction.

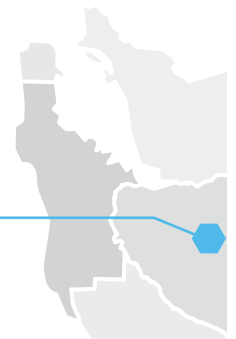


**EMMA RITCH**

*Global Business Development at ABB*

**San José**

*3055 Orchard Dr.  
San Jose, CA 95134, USA*



R&D Center



*Aeronautics/Space*

[www.airbus.com](http://www.airbus.com)

*A<sup>3</sup>*

[airbus-sv.com](http://airbus-sv.com)

It is the Silicon Valley outpost of Airbus Group, the parent of Airbus (the leading maker of large commercial aircraft), Airbus Helicopters (the world's largest supplier of civil helicopters), and Airbus Defense & Space (which makes satellites, drones, and military aircraft, and provides cyber defense capabilities). The mission of Airbus Group is to make things that fly. A<sup>3</sup> aim is to define the future of flight, by disrupting Airbus Group and its competitors before someone else does. They solve big problems by employing world-class experts and by developing fertile partnerships.

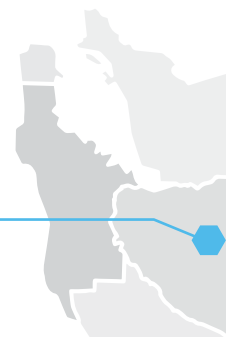


**PAUL EMERENKO**

*CEO, Airbus Group Silicon Valley  
technology and business innovation center*

**San José**

*225 W Santa Clara St,  
San Jose, CA 95113, USA*







 *Aeronautics/Space*

[www.airbus.com](http://www.airbus.com)

*Airbus Ventures*

[airbus-sv.com](http://airbus-sv.com)

Airbus Ventures is equipped with a \$150 million initial commitment to invest in promising, disruptive and innovative business opportunities generated around the globe and related to the Group's fields of interest.

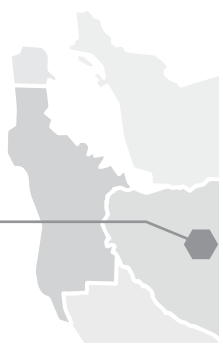


**TIM DOMBROWSKI**

*CEO, Airbus Group Ventures*

**San José**

*225 W Santa Clara St,  
San Jose, CA 95113, USA*



 *Business Services*

[www.arvato.com](http://www.arvato.com)

*Arvato Silicon Valley*

[tiny.cc/sv-outposts\\_arvato](http://tiny.cc/sv-outposts_arvato)

We are establishing a Solutions Design Excellence Center aimed to provide customers as well as prospects, access to Arvato's full service spectrum.

Ultimately the presence in the valley will increase Arvato's solution readiness, time to market and speed of innovation, making Arvato an even more valuable partner for this industry.

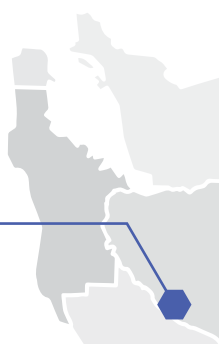


**TOBIAS WURM**

*Director Global Accounts Hightech & Entertainment*

**Los Gatos**

*750 University Ave  
Los Gatos, CA 95032, USA*





# Audi

Innovation Lab



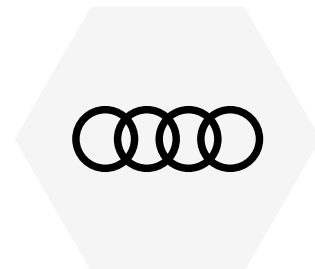
Automotive

[www.audi.com](http://www.audi.com)

Audi Innovation Research

[tiny.cc/sv-outposts\\_audi](http://tiny.cc/sv-outposts_audi)

Audi Innovation Research (A.I.R.) is an internal, interdepartmental think-tank dedicated to provide insights for the future of mobility from the most important and influential markets. As an extension of AUDI AG, A.I.R. is responsible for enriching the partner and agency network worldwide.

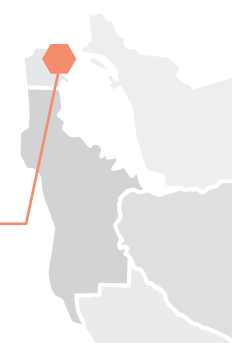


**MARKUS AUERBACH**

Director of Audi Innovation Research SF at Audi of America

San Francisco

201 Post Street., 8th Floor  
San Francisco, CA 94108, USA



# Audi

Innovation Lab



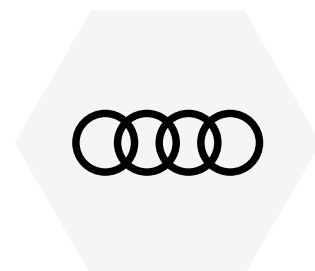
Automotive

[www.audi.com](http://www.audi.com)

Audi TechHub SF

[tiny.cc/sv-outposts\\_audi](http://tiny.cc/sv-outposts_audi)

The Audi Techhub San Francisco interlinks the Silicon Valley technology innovation power with the corporate IT and acts as a key enabler of Audi's digitization initiatives. Focus areas are (Multi-)Cloud, DevOps, Artificial Intelligence, Machine Learning, Mobile platforms and AR/VR technologies.

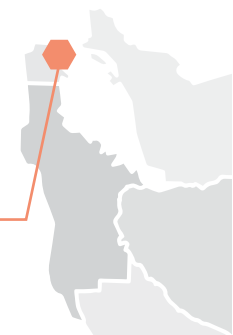


**PATRICK RUMPEL**

Head of Audi TechHub & Technical manager @CODE

San Francisco

201 Post Street., 8th Floor  
San Francisco, CA 94108, USA





*Insurance/Finance*

[www.axa.com](http://www.axa.com)

*Axa Lab*

[tiny.cc/sv-outposts\\_axa](http://tiny.cc/sv-outposts_axa)

AXA Lab is AXA's innovation outpost in the Bay Area. Originally tasked to foster digital culture within AXA and source solutions through partnerships with local tech players (LinkedIn, Facebook, Niantic, Trov, IFTT, etc.), its role has now evolved, becoming a launchpad, which accelerates the creation of NewCos to implement new business models at scale for AXA. A second lab is now fully operational in Shanghai as well.



**GUILLAUME CABRÈRE**

*CEO of Axa Lab*

**San Francisco**

*2 Embarcadero Center  
San Francisco, CA 94111, USA*



**CVC**

## Axa Strategic Ventures



*Insurance/Finance*

[www.axa.com](http://www.axa.com)

*Axa Strategic Ventures*

[tiny.cc/sv-outposts\\_axa](http://tiny.cc/sv-outposts_axa)

AXA Strategic Ventures is a €230M (\$250 million) venture capital fund dedicated to emerging strategic innovations in insurance and financial services. AXA Strategic Ventures invests in startups via seed funding and also provides venture capital for growth companies. The fund currently has four offices: San Francisco, New York, London, and Paris.



**ALEX SCHERBAKOVSKY**

*General Partner*

**San Francisco**

*2 Embarcadero Center, Suite 2200  
San Francisco, CA 94111, USA*





# Axel Springer

CVC



*Publishing*

[www.axelspringer.de](http://www.axelspringer.de)

*Axel Springer Digital Ventures*

[tiny.cc/sv-outposts\\_axelspringer](http://tiny.cc/sv-outposts_axelspringer)

In addition to acquisitions and strategic investments for the development of its digital portfolio, Axel Springer promotes the early development of new business models with its 100% subsidiary Axel Springer Digital Ventures. This happens partly in the form of direct investments (Axel Springer Digital Ventures).

axel springer  
**digital ventures**



**JENNY LAM**

*Investment Manager*

**Sunnyvale**

440 N Wolfe Rd.  
Sunnyvale, CA 94085, USA (Plug and Play Tech Centre)



# Aviva

Antenna



*Insurance/Finance*

[www.aviva.com](http://www.aviva.com)

*Aviva Plug and Play Center*

[tiny.cc/sv-outposts\\_aviva](http://tiny.cc/sv-outposts_aviva)

The partnership with Plug and Play supports Aviva's Digital First strategy, which aims to make dealing with Aviva simple and convenient for customers, and includes testing and developing new ideas aimed at making insurance and financial services more tailored and accessible to Aviva's customers. It will also accelerate Aviva's cultural transformation. Aviva people will have the opportunity to be seconded to Plug and Play and spend up to three months in Silicon Valley, giving them an understanding of the emerging technologies and the experience of working with talented technology experts on the West Coast of the USA.

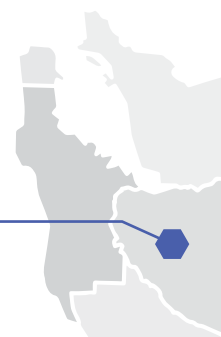
  
**AVIVA**



**N/A (to be announced)**

**Sunnyvale**

440 N Wolfe Rd.  
Sunnyvale, CA 94085, USA (Plug and Play Tech Centre)





CVC

BASF



Chemicals

[www.basf.com](http://www.basf.com)

BASF Venture Capital

[tiny.cc/sv-outposts\\_basf](http://tiny.cc/sv-outposts_basf)

BASF Venture Capital seeks equity investments in early and growth-stage companies with a focus on chemistry and advanced materials. The investment volume of BASF Venture Capital is generally between one and five million euros. We invest this money into young start-ups with breakthrough technologies. It is important to us to offer our development partners excellent access to the global BASF Group. All potential investments are characterized by an attractive return and a convincing business plan. In addition to a solid capital structure, a qualified and highly-skilled start-up management is expected. It is only when we are convinced of both product and marketability that we decide to participate.

 **BASF**  
We create chemistry



**Fremont**

46820 Fremont Boulevard,  
Fremont, CA 94538, USA



Innovation Lab

Bayer



Life Science

[www.bayer.com](http://www.bayer.com)

Bayer LifeScience iHUB

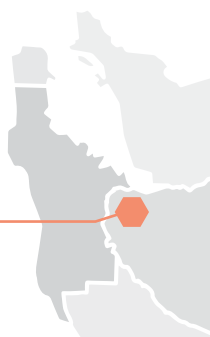
[innovate.bayer.com/iHUB](http://innovate.bayer.com/iHUB)

Based in the Silicon Valley, Bayer's LifeScience iHUB forges collaborations between tech companies and Bayer to find uses for innovative sensors, AI/machine learning and digital apps for human health, animal health and agriculture.



**ARUN KUMAR**

Head of Strategy & Business Development



**Mountain View**

556 Edquiba Rd.  
Mountain View, CA 94043, USA



# BBVA

CVC



 *Finance*

[www.bbva.com](http://www.bbva.com)

*Propel Venture Partners*

[propel.vc](http://propel.vc)

BBVA announces an increase in its financial technology ('fintech') fund to \$250m and a partnership with Propel Venture Partners (Propel). Propel will use the \$250 million – which includes the original \$100 million which established the BBVA Ventures fund in 2013 – in a US and a European fund. Propel's funds will focus on early to late stage investment opportunities at the intersection of technology and finance. Areas of focus include payments, credit, insurance, wealth management, e-commerce, security and compliance.



*JAY REINEMANN*

*Partner*

*San Francisco*

*201 Mission Street, 25th Floor  
San Francisco, CA 94105, USA*



# BMW

CVC



 *Automotive*

[www.bmw.com](http://www.bmw.com)

*BMW iVentures*

[tiny.cc/sv-outposts\\_bmw](http://tiny.cc/sv-outposts_bmw)

BMW i Ventures invests in cutting-edge solutions focusing on the mobility needs of the urban population. We support high-potential start-ups in all stages, from early stage to late stage, which are dedicated to shape the future of global mobility. As a part of the BMW i Ventures portfolio our partners benefit from our long-term experience, our strong reach and the broad network. BMW i Ventures is also moving its headquarters from New York to Palo Alto to be closer to the startups and expanding its presence overseas.

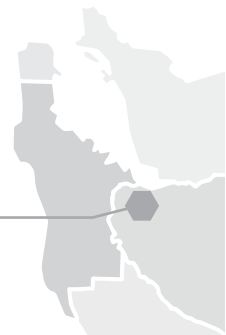


*ULRICH QUAY*

*Managing Partner*

*Mountain View*

*2606 Bayshore Pkwy  
Mountain View, CA 94043, USA*





*Finance*

[group.bnpparibas/en](http://group.bnpparibas/en)

*L'Atelier BNP Paribas*

[www.atelier.net](http://www.atelier.net)

With offices in Paris, San Francisco & Shanghai, L'Atelier BNP Paribas is strategically placed to help the BNP Paribas Group and its clients to accelerate their innovation.

Part of the BNP Paribas Group for almost 40 years, L'Atelier BNP Paribas is singular by its open architecture approach that extends beyond the banking sector. Drawing on its prospective vision and experience, L'Atelier BNP Paribas actively contribute to envision the future (website, newsletter, radio, TV) and help BNP Paribas and its clients to take action and navigate through their digital transformation and innovation acceleration. As part of its open innovation approach, L'Atelier BNP Paribas has several labs and accelerators which brings together disruptive innovators, corporates, resources and support networks to accelerate the speed of innovation.



**NATHALIE DORÉ**

*CEO L'Atelier BNP Paribas North America*



**San Francisco**

*2415 Third Street, Suite 231  
San Francisco, CA 94107, USA*



**R&D Center**



*Engineering/Electronics*

[www.bosch-home.com](http://www.bosch-home.com)

*Bosch Research & Technology Center*

[tiny.cc/sv-outposts\\_bosch](http://tiny.cc/sv-outposts_bosch)

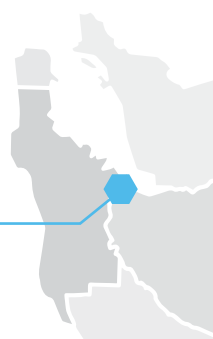
As part of Bosch's drive to internationalize research, we connect Corporate Research with leading edge technology and the innovative environment in North America.

The Bosch Research and Technology Center focuses on the following topics: ASIC design and MEMS technology; Energy conversion and energy storage technologies, modeling simulation and controls; Wireless Technologies; Internet Technologies; Algorithms for Robotics, Autonomous Systems and Data Mining; User Interaction Technologies.



**MICHAEL HÖYNCK**

*Director*



**Palo Alto**

*4009 Miranda Avenue, 2nd Floor  
Palo Alto, CA 94304, USA*





 *Conglomerate*

[www.bosch-home.com](http://www.bosch-home.com)

*Robert Bosch Venture Capital (RBVC)*

[www.rbvc.com](http://www.rbvc.com)

RBVC invests in seed, early and late-stage Venture Capital rounds and participates in the follow-on investments in privately held companies. Depending on the stage of the company the initial amount of investment ranges from below EUR 500k for a seed funding to more than EUR 5m in an early- to late-stage funding round. Our typical aggregate investment allocation per portfolio company ranges, including follow-on investments, typically between EUR 6 and 15 million for usually a 10 to 25% equity position in each company.

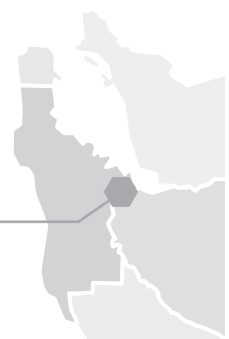


*LUIS LLOVERA*

*Managing Director*

*Palo Alto*

*4009 Miranda Avenue, Suite 150  
Palo Alto, CA 94304, USA*



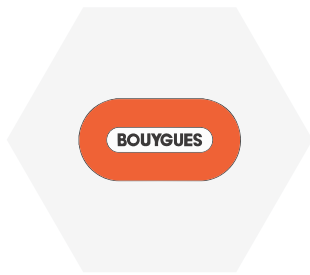
 *Conglomerate*

[www.bouygues.com](http://www.bouygues.com)

*Winnovation*

[www.winnovation.net](http://www.winnovation.net)

Based in the Silicon Valley since 2001, Winnovation is on the front line concerning innovation and has been helping the Bouygues group and startups to make successful partnerships. We are following innovation in the US to identify opportunities and threats that could impact the Bouygues group in the future. We act as middlemen between the group and startups, help both parties to achieve a productive partnership.

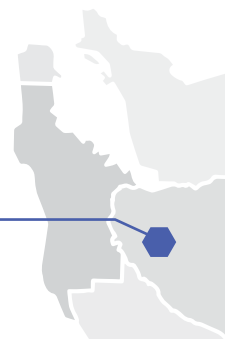


*FRÉDÉRIC GERARD*

*CEO, Winnovation*

*Cupertino*

*2011 Stevens Creek Blvd, Ste 205  
Cupertino, CA 95014, USA*







Antenna

# Capgemini



Consulting

[www.capgemini.com](http://www.capgemini.com)

Applied Innovation Exchange (AIE)

[www.capgemini.com/applied-innovation-exchange](http://www.capgemini.com/applied-innovation-exchange)

AIE provides immediate access to the latest technologies and priorities, including Cloud, Cybersecurity, Insights and Data, Internet of Things and Vanguard IT (Dev Ops). Esp: Automotive, Consumer Products and Retail, Banking, Insurance and Utilities. The AIE aligns over 30 global innovation environments providing new engagement and delivery models for clients, partners and people. There are 9 full-service Exchanges around the world which help companies through the end-to-end applied innovation process.

The San Francisco Exchange is the flagship, with others in Paris, Toulouse, Lille, London, Munich, Utrecht, Melbourne and Mumbai. Capgemini has a network of highly specialized innovation labs, demo centers and Centers of Excellence.

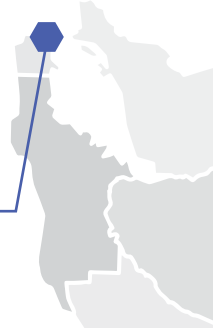


**JOE BOGGIO**

Co-founder & Global lead at AIE

**San Francisco**

425 Brannan St.  
San Francisco, CA 94107, USA



Innovation Lab

# Dassault Systèmes



Software

[www.3ds.com](http://www.3ds.com)

Dassault Systèmes

[tiny.cc/sv-outposts\\_dassault](http://tiny.cc/sv-outposts_dassault)

Dassault Systèmes, "The 3DEXPERIENCE Company", is a European multinational software company that develops 3D design, 3D digital mock-up, and product lifecycle management software.

New US West Coast headquarters are in Santa Clara, California. The headquarters place Dassault Systèmes in the heart of Silicon Valley to help lead innovation with customers and partners in the area.

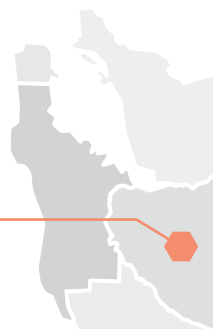


**SCOTT BERKEY**

CEO, Dassault Systèmes SIMULIA

**Santa Clara**

3979 Freedom Circle, Suite 750  
Santa Clara, CA 95054, USA





# Delphi Automotive

Innovation Lab



Automotive

[delphi.com/delphi-home](http://delphi.com/delphi-home)

*Delphi Labs Silicon Valley*

[tiny.cc/sv-outposts\\_delphi](http://tiny.cc/sv-outposts_delphi)

Delphi Labs is focused on developing (and partnering with startups that are developing) new technologies in automated driving, cloud-based services, wireless connectivity, mobile devices, in-car "infotainment" systems, and wearables. The group there also keeps an eye out for promising opportunities that might be of interest to Delphi Venture Capital, the company's \$100 million venture capital fund. Beyond cultural change, the goal is to leverage the ecosystem that exists in Silicon Valley, and bring new technology into company's product portfolio.

**DELPHI**

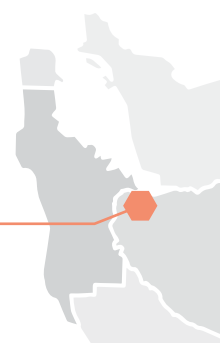


**ALEKSANDAR KOJIC**

*Director, Delphi Labs Silicon Valley*

**Mountain View**

*2522 Leghorn St.  
Mountain View, CA 94043, USA*



# Deutsche Bank

Innovation Lab



Finance

[www.db.com](http://www.db.com)

*Deutsche Bank Labs Silicon Valley*

[tiny.cc/sv-outposts\\_deutschebank](http://tiny.cc/sv-outposts_deutschebank)

The lab evaluates emerging technologies from Silicon Valley and apply them to enhance its products, services and internal processes. It will also further strengthen the Bank's ability to innovate, while deepening its relationships with start-ups. The three innovation labs, known as Deutsche Bank Labs, form part of the digital element of the Bank's Strategy 2020. The Bank plans to spend up to €1B on digital initiatives over the next five years.

**Deutsche Bank**

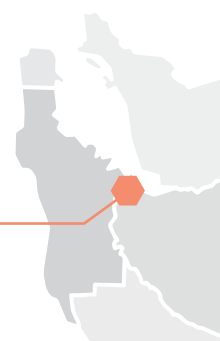


**WIL KOENIG**

*Co-Founder and Director*

**Palo Alto**

*2650 Birch St.  
Palo Alto, CA 94306, USA*





## Innovation Lab

# Deutsche Telekom



Telecom

[www.telekom.com](http://www.telekom.com)

Telekom Innovation Laboratories (T-Labs)

[t-labs.us](http://t-labs.us)

The focus of the T-Labs site Silicon Valley Innovation Center (SVIC) in Mountain View is on the early product development. In future, the activities become a model for the transfer of product development and technologies are expanding that allows SVIC to develop complete and robust solutions for the German Telekom.



Deutsche Telekom

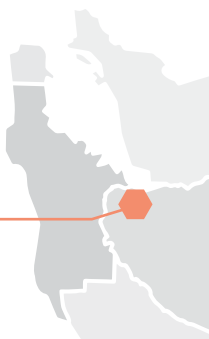


**LOU SCHREIER**

VP Portfolio Strategy and Technology Innovation

### Mountain View

295 N Bernardo Ave., Suite 200  
Mountain View, CA 94043, USA



## Innovation Lab

# EDF Energy



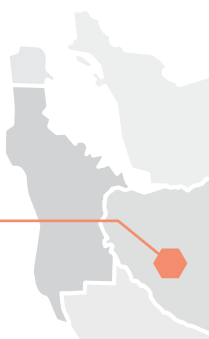
Energy

[www.edfenergy.com](http://www.edfenergy.com)

EDF Innovation Lab

[tiny.cc/sv-outposts\\_edf](http://tiny.cc/sv-outposts_edf)

The mission of the North America Innovation Lab is to create value for EDF and subsidiaries by providing R&D and Innovation support, taking advantage of strong innovation dynamics in the US and the high level of scientific and industrial knowledge through academic and industrial partnerships. It does so by creating partnerships between EDF and its subsidiaries with innovation hubs and networks, universities, major US R&D organizations and startups as well as developing local expertise for the benefit of the EDF's business units in France and in the US.



**VALÉRIE FLORIDIA**

Innovation Director, North America

### Los Altos

4300 El Camino Real, Suite 210  
Los Altos, CA 94109, USA



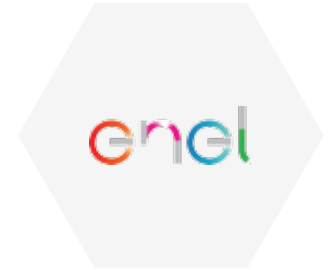
Energy

[www.enel.it](http://www.enel.it)

Enel Innovation Hub Silicon Valley

[startup.enel.com/en/home](http://startup.enel.com/en/home)

The Enel Innovation Hub has the objective of acting as point of contact between the best startups of the Silicon Valley ecosystem and the Enel Group. The Group acts as industrial partner of the startups, making available its know how, its plans for testing and its network of customers, suppliers and venture capital funds with the objective of developing high potential products and solutions and of activating technological and commercial partnerships. Furthermore, startups which will access Enel Innovation Hub will have the opportunity to leverage also on the other Hubs Enel has worldwide, as those of Israel, South America and Asia, and, as the Hub will be available to other medium and large corporates for their open innovation programs, will be able to get in touch, in the same place, with a wide audience of important partners and customers.

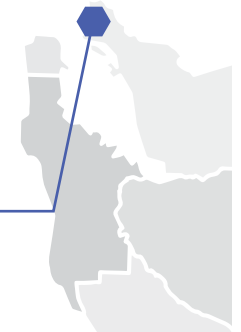


**CARLO NAPOLI**

Hub Innovation Manager

Berkeley

330C Sutardja Dai Hall  
Berkeley, CA 94720, USA



Telecom

[www.ericsson.com](http://www.ericsson.com)

Ericsson Silicon Valley

[tiny.cc/sv-outposts\\_ericsson](http://tiny.cc/sv-outposts_ericsson)

Silicon Valley plays a critical role in Ericsson's efforts to drive the innovation and technology that will shape the future. Since 2009, the region has been the center of development for Ericsson's IP solutions; it has cultivated a rich ecosystem of partnerships to deliver innovative network-based experiences with the latest Software Defined Network (SDN), Network Functions Virtualization (NFV) and radio technologies. Silicon Valley is also a center for Ericsson innovation in TV and Media. While strengthening its presence, Ericsson is continuing to build an open community in Silicon Valley with partners.

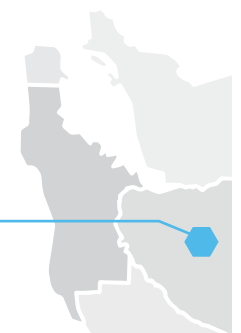


**THOMAS OLSSON**

Head of Ericsson Silicon Valley Experience Center

Santa Clara

2755 Augustine Dr.  
Santa Clara, CA 95054, USA





CVC

# Hella



Automotive

[www.hella.com](http://www.hella.com)

Hella Ventures

[www.hellaventures.com](http://www.hellaventures.com)

Hella Ventures is the corporate venture capital arm of HELLA and our focus is on the pursuit of disruptive technologies and business models that will reshape the future of the automotive industry.

We have offices located in Silicon Valley and Berlin



**JASON WATERMAN**

Managing Director HELLA Ventures



**Sunnyvale**

640 W California Avenue, Suite 210  
Sunnyvale, CA 94086, USA



CVC

# Innogy



Energy

[www.innogy.com](http://www.innogy.com)

Innogy Generator

[innovationhub.innogy.com](http://innovationhub.innogy.com)

Innogy is the answer to the big trends that are changing the energy sector worldwide: decarbonization, decentralization and digitalization. We drive the transformation from a central-oriented energy system to a decentral energy system based on renewables.

Innogy LLC is integral part of a global innovation ecosystems with activities in Silicon Valley, Germany, Tel Aviv and London.

Innogy LLC creates massive strategic impact for Innogy's existing and new businesses, focussing on innovation, investing and market entries. Innogy LLC works intensively with early-stage and later-stage technology companies to develop and leverage technologies that can create customer value. This includes significant investments in Silicon Valley-based companies.



**FLORIAN ANDREAS KOLB**

Managing Director, Innogy (formerly RWE)  
New Ventures LLC, Silicon Valley



**Menlo Park**

68 Willow Road  
Menlo Park, CA 94025, USA





 Eyewear

[www.luxottica.com](http://www.luxottica.com)

*Luxottica*

[tiny.cc/sv-outposts\\_luxotticaSV](http://tiny.cc/sv-outposts_luxotticaSV)

Luxottica Group is a leader in premium, luxury and sports eyewear, with a strong, well-balanced brand portfolio between proprietary and licensed brands. In addition to a global wholesale network involving 150 different countries the Group manages leading retail chains in major markets. The Group's products are designed and manufactured at its twelve manufacturing plants worldwide: Italy, China, the United States, Brazil, and India.

The San Francisco office identified, incubates and connects the company with the most innovative technologies in the world.

**LUXOTTICA**

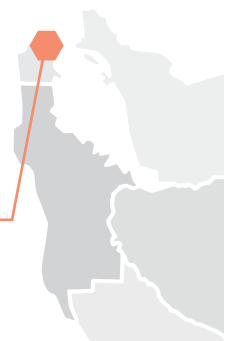


**MAX CECCHINI**

*Vice President, Digital Innovation*

**San Francisco**

*77 Geary Street, Suite 545  
San Francisco, CA 94108, USA*



# Mercedes-Benz



 Automotive

[www.mercedes-benz.com](http://www.mercedes-benz.com)

*Mercedes-Benz Research & Development*

[mbrdna.com](http://mbrdna.com)

Key areas of focus include creating a digital design language for Mercedes-Benz vehicles, designing in-car instruments, hardware/software interfaces for the truly digital car, and connecting cars to the cloud and mobile devices.



Mercedes-Benz

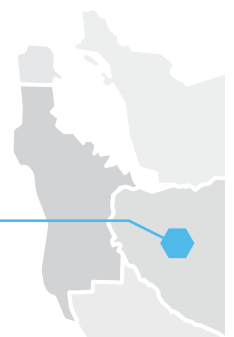


**ARWED NIESTROJ**

*CEO*

**Sunnyvale**

*309 N Pastoria Ave  
Sunnyvale, CA 94085, USA*





Antenna

# Munich Re Group



Insurance

[www.munichre.com](http://www.munichre.com)

Munich Re Silicon Valley Outpost

[tiny.cc/sv-outposts\\_munichre](http://tiny.cc/sv-outposts_munichre)

Our employees on the ground in Silicon Valley are forming partnerships with startups that give us a clear window into changes as they are happening, allowing us to stay ahead of the InsureTech wave.

Munich Re employees located in Silicon Valley, focused on identifying insurance and technology startups that have the potential to redefine insurance.

Munich RE

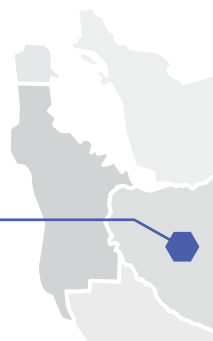


**ROBERT MOZELKA**

Executive Innovation Strategy Munich Re Silicon Valley

Sunnyvale

440 N Wolfe Rd.  
Sunnyvale, CA 94085, USA (Plug and Play Tech Centre)



Innovation Lab

# Nestlé



Food and Drink

[www.nestle.com](http://www.nestle.com)

Nestlé Silicon Valley Innovation Outpost

[tiny.cc/sv-outposts\\_nestle](http://tiny.cc/sv-outposts_nestle)

Nestlé has set up an innovation outpost in Silicon Valley to help deepen relationships with consumers online and in social media. The aim is to enhance existing partnerships with the world's largest technology corporations while looking for pioneers among the thousands of small technology startups that Nestlé can work with. Nestlé will also rotate both marketing and technology talent through the centre on short-term assignments to focus on technology trends, tools and development methods, and open innovation models to solve business problems.

Nestlé



**STEPHANIE NAEGELI**

Senior Global Digital Marketing Innovation Manager

San Francisco

Pier 17, Suite 800  
San Francisco, CA 94111, USA (Swissnex)





 *Communications*

[www.nokia.com](http://www.nokia.com)

*Nokia Growth Partners*

[www.nokiagrowthpartners.com](http://www.nokiagrowthpartners.com)

With more than \$1B under management, NGP specializes in growth-stage investing seeking entrepreneurs building intelligent devices and services connecting everybody and everything. NGP offers market insight, support, a deep network and a global reach spanning the United States, Europe, India and China. NGP is uniquely structured as an independent fund manager sponsored by Nokia, allowing for independent investment decisions and offering strategic opportunities both for Nokia and the companies in which we invest.



**NOKIA**



*PAUL ASEL*

*Managing Partner at Nokia Growth Partners*

*Palo Alto*

*418 Florence Street  
Palo Alto, CA 94301, USA*



## Orange

*Innovation Lab*



 *Telecom*

[www.orange.com](http://www.orange.com)

*Orange Silicon Valley*

[www.orangesv.com](http://www.orangesv.com)

Orange Silicon Valley (OSV) is the Bay Area division of Orange, one of the world's leading telecommunications operators, serving 250 million customers across 29 countries. Through research, development, and strategic analysis, we actively participate in the disruptive innovations that are changing the way we communicate. OSV contributes to and engages with the regional Silicon Valley ecosystem through numerous programs, such as our Orange Fab startup accelerator, Orange Institute, and ongoing collaborations with our partners.



**orange™**

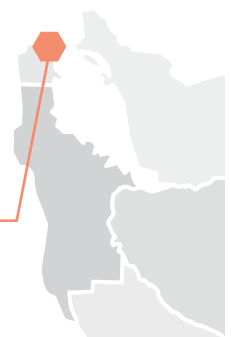


*GEORGES NAHON*

*CEO Orange Fab*

*San Francisco*

*60 Spear St.  
San Francisco, CA 94105, USA*







Antenna

Philips



Conglomerate

[www.usa.philips.com](http://www.usa.philips.com)

Philips Silicon Valley Center

[tiny.cc/sv-outposts\\_philips](http://tiny.cc/sv-outposts_philips)

The global leader in lighting, aims to collaborate with the world's top technology start-up, pushing the boundaries of connected lighting for the Internet of Things (IoT).

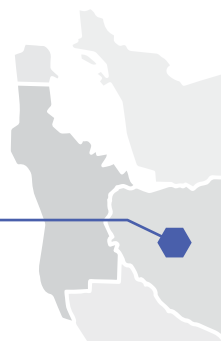
The company has teamed up with Silicon Valley's Plug and Play Tech Center, one of the world's largest accelerators, to mentor and partner with some of the newest, most exciting IoT innovators.

As an anchor partner, Philips will steer the technology focus toward connected lighting and base experts on-site in Sunnyvale, where they will identify and nurture talent, building our capabilities in this rapidly growing market.



**MARK PABELLE**

Senior Director, Open Innovation, North America



**Sunnyvale**

1000 W Maude Ave  
Sunnyvale, CA 94085, USA



Antenna

PricewaterhouseCoopers



Consulting

[www.pwc.com](http://www.pwc.com)

PwC Center for Technology & Innovation

[www.pwc.com/us/en/technology-innovation-center.html](http://www.pwc.com/us/en/technology-innovation-center.html)

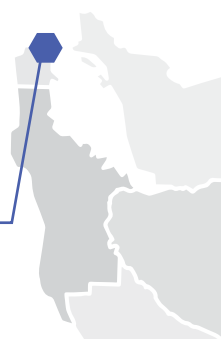
The Global Innovation Software Labs (GISL) enables PwC to quickly develop new, game changing business models and complete commercial software offerings that provide unique value to our clients and differentiate PwC in the market.

PwC's Center for Technology and Innovation (CTI) is a think tank focused on enterprise IT trends and emerging technologies for chief information officers (CIOs) and other executives. Best known for its Technology Forecast, the CTI also publishes a series of white papers that explore the evolving role and influence of CIOs.



**VINOD BAYA**

Director, Center for Technology & Innovation



**San Francisco**

Three Embarcadero Center  
San Francisco, CA 94111, USA



# PSA Group

Innovation Lab



Automotive

[www.groupe-psa.com](http://www.groupe-psa.com)

Connected Car Group

[tiny.cc/sv-outposts\\_psa](http://tiny.cc/sv-outposts_psa)

To meet the rapid development of new automobile uses, PSA Group has created The Business Lab. This new entity has the task of detecting, experimenting and transforming opportunities into new businesses for the Group, particularly with regard to Mobility and Digital issues. The Business Lab is part of the deployment of the Push to Pass strategic plan, thanks to which the PSA Group aims to become a car manufacturer with cutting edge efficiency, as well as the preferred mobility provider worldwide.

The Connected Car group based in San Francisco will contribute to the enhancement of the digital in-car experience for PSA's global platforms of the future.

**PSA**  
GROUPE



**GUILLAUME SOYER**

Business Development Manager - North America chez Groupe PSA

San Francisco

San Francisco, CA, USA



# Renault

R&D Center



Automotive

[group.renault.com](http://group.renault.com)

Renault Innovation Silicon Valley

[renaultsv.com](http://renaultsv.com)

Silicon Valley office is geared to capitalize on the region's world-class engineering talent and stay ahead of trends that are reshaping the way people interact with their cars. Renault's main focus are on autonomous and assisted driving, zero-emission vehicles, and connected cars.

In a shared facility with Nissan, RISV houses an advanced research center specializing in connected services, autonomous driving, and new businesses in mobility and advanced user experience. Renault aims to learn from and actively contribute to the Silicon Valley startup ecosystem by launching several partnerships with start-ups, universities, and labs each year. Renault supports their affiliates in many ways to co-develop new research topics, use cases, and products.

**GROUPE**  
**RENAULT**

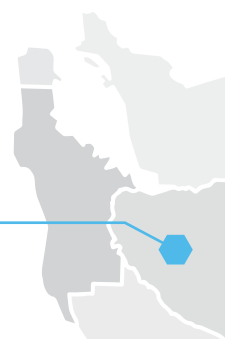


**SERGE PASSOLUNGI**

Directeur, Renault Innovation Silicon Valley

Sunnyvale

1215 Bordeaux Drive  
Sunnyvale, California 94089, USA





Antenna

# Royal Bank of Scotland



Finance

[www.rbs.com](http://www.rbs.com)

RBS Silicon Valley Solutions

[tiny.cc/sv-outposts\\_rbs](http://tiny.cc/sv-outposts_rbs)

Establish and manage a technology scouting office in Silicon Valley to identify new technologies to improve the way RBS interacts with its customers.

The opportunity this presents in allowing entrepreneurs to hear directly from experts in all geographic locations is invaluable. They have a whole series of coaching sessions on a range of topics ranging from 'digital advice for start-ups' to 'the dos and don'ts of pitching to large corporates'.

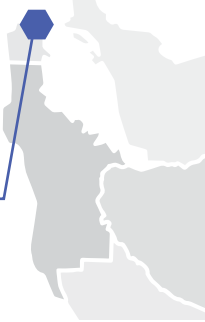


**JOHN STEWART**

Head of Silicon Valley Solutions; Innovation scout

San Francisco

San Francisco, CA, USA



Innovation Lab

# Sanofi



Pharmaceuticals

[en.sanofi.com](http://en.sanofi.com)

Sanofi San Francisco External Innovation

[tiny.cc/sv-outposts\\_sanofi](http://tiny.cc/sv-outposts_sanofi)

The External Science & Partnering organization is globally distributed in the major hubs of innovation and is charged with cultivating geographical ecosystems to build the external innovation pipelines of Sanofi and Genzyme therapeutic units

Sanofi team in California supports the global external innovation strategy by building a deep network of external collaborators, identifying and evaluating innovative opportunities aligned with the therapeutic areas goals, and helping drive partnering deals with academic institutions, biotech companies and non-profit-organizations located on the west coast of the US and Canada.

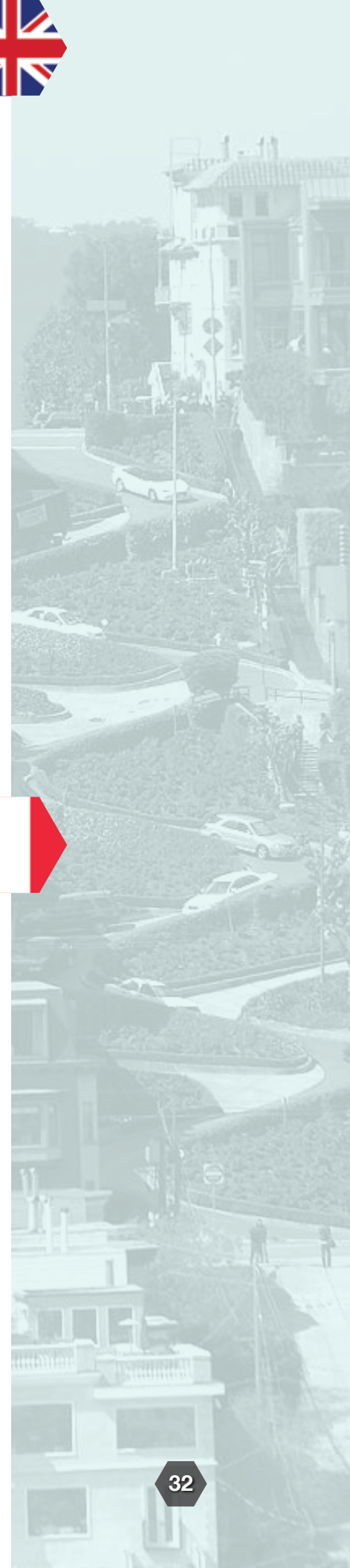


**SYLVAIN CASES**

Sr. Director, Head of External Science & Partnering

San Francisco

185 Berry Street  
San Francisco, CA 94107, USA





 *Software*

[www.sap.com](http://www.sap.com)

*SAP Innovation Center Network*

[icn.sap.com](http://icn.sap.com)

As part of the SAP's Products & Innovation organization, the Innovation Center Network combines the best of both worlds: the creativity and agility of a startup with the backbone of a world market leader in business software. The SAP Innovation Center provides a working environment conducive to free thinking, with the flair and agility of a young start-up. Its mission is to further the development of technologically advanced, innovative, customer-oriented solutions. It connects teams around the globe working on a diverse range of projects, while following the same approach to innovation. The goal is to create new growth businesses for SAP by pioneering new markets and disruptive technologies.



**PETER WEIGT**

*Co-Head of SAP Innovation Center Silicon Valley*

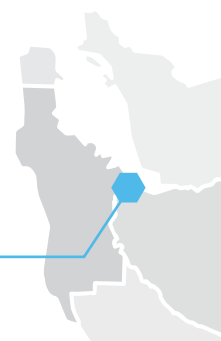


**MOHAN BALAJI**

*Co-Head of SAP Innovation Center Silicon Valley*

**Palo Alto**

*3410 Hillview Avenue  
Palo Alto, CA 94304, USA*



## Schneider Electric



 *Energy*

[www.schneider-electric.com](http://www.schneider-electric.com)

*Schneider Silicon Valley Innovation Center*

[tiny.cc/sv-outposts\\_schneider](http://tiny.cc/sv-outposts_schneider)

Silicon Valley Innovation program is designed to scout and develop start-ups focused on applications related to the intersection of energy and the Internet of Things. The Innovation program will leverage Schneider Electric's R&D resources and support from Aster Capital, an energy and IoT focused venture capital firm, to partner or invest in new companies and engage Silicon Valley-based universities, to help expand Schneider Electric's open innovation strategy.

The goal of the program is to explore new growth opportunities outside of existing markets and technologies and extend the company's existing assets into new opportunities.

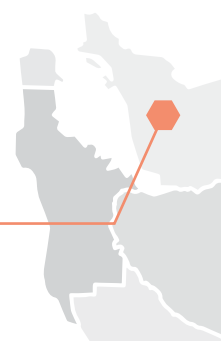


**PAUL CAMPBELL**

*VP Innovation / Head of Silicon Valley Innovation Center*

**Pleasanton**

*5735 W Las Positas Blvd, Suite 400  
Pleasanton, CA 94588, USA*





Oil & Gas

[www.shell.com](http://www.shell.com)

Shell Technology Ventures (STV)

[startups.sky.com](http://startups.sky.com)

Advanced technologies and disruptive innovation are vital to help meet future global energy needs. Shell Technology Ventures (STV) invests in companies across the energy sector to speed up the development and deployment of technologies complementing our business. They act as an investor and a partner in the commercialisation of innovation. STV's investment focus is a mix of traditional oil and gas, clean and green technologies, funds-of-funds and supporting companies to spin out.



MARC VAN GERVEN

VP Solar

San Francisco

600 Montgomery St., 27th Floor  
San Francisco, CA 94111, USA



Telecommunication/Entertainment

[corporate.sky.com](http://corporate.sky.com)

Sky Startup Investments & Partnerships

[startups.sky.com](http://startups.sky.com)

Sky Startup Investments & Partnerships team helps to accelerate innovation at Sky by partnering and collaborating with innovative technology startups using both strategic investments and commercial partnerships. The Startups team focuses on innovations in the media and technology sector to enhance our current products and develop new concepts to deliver better experiences and products for our customers.



JOHN JELLEY

VP, Tech Futures

San Francisco

New Montgomery St.,  
San Francisco, CA, USA





 Telecom

[www.swisscom.ch](http://www.swisscom.ch)

*Swisscom Silicon Valley Outpost*

[ict.swisscom.ch](http://ict.swisscom.ch)

The outpost's vision is to empower Swisscom to bring to the market new digital services.

This is done by helping intrapreneurs to identify, incubate and accelerate their business ideas with startups.

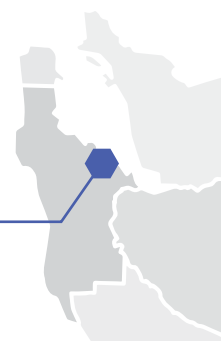


**GREGORY LEPROUX**

*VP, Business Development*

**Menlo Park**

*1160 Chestnut St.  
Menlo Park, CA 94025, USA*



 Telecom

[www.telefonica.com](http://www.telefonica.com)

*Telefónica Silicon Valley Office*

Telefónica's venture operation in Silicon Valley is focused on finding innovation partners in the Bay Area that could be a strategic help to Telefónica.

*Telefonica*

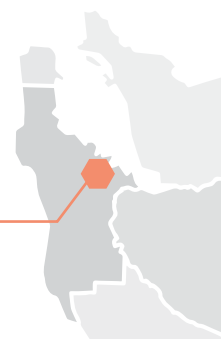


**GUENIA GAWENDO**

*Managing Director*

**Menlo Park**

*101 Jefferson Drive  
Menlo Park, CA 94025, USA (SPACES)*





CVC

# Total Energy Ventures



Energy

[www.total.com](http://www.total.com)

Total Energy Ventures (TEV)

[tiny.cc/sv-outposts\\_total](http://tiny.cc/sv-outposts_total)

Since 2008, Total has had a team - Total Energy Ventures - that identifies opportunities for cooperation with energy startups, and supports them by acquiring holdings.

With more than 2,500 proposals analyzed and investments made in over 20 startups since it was set up, Total Energy Ventures gives the Group clearer insight into the changes affecting some professional fields and helps it to plan for long-term growth. As part of Total's commitment to a better energy future, Total Energy Ventures constantly tracks the startups ecosystem in order to identify, promote and capitalize on breakthrough innovations.



*N/A (to be announced)*

**Emeryville**

5858 Horton Street, Suite 253  
Emeryville, CA 94608, USA



R&D Center

# Volkswagen Group



Automotive

[www.volkswagenag.com](http://www.volkswagenag.com)

Volkswagen Group Electronics Research Laboratory

[www.vwerl.com](http://www.vwerl.com)

The Electronics Research Laboratory (ERL) is a part of the global research and development network that supports the Volkswagen Group brands. These brands include Audi, Bentley, Bugatti, Lamborghini, and VW. Located in Silicon Valley.

**VOLKSWAGEN**  
AKTIENGESELLSCHAFT

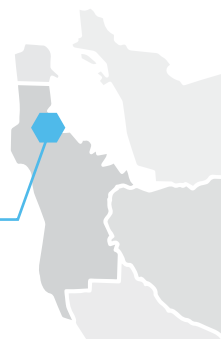


**CHUHEE LEE**

*Director of Technology and Strategy*

**Belmont**

500 Clipper Drive  
Belmont, CA 94002, USA



# Methodology

We define Corporate Innovation Outposts as follows:

## **“Corporate Innovation Outpost” (or “Corporate Innovation Center”)**

*A team of people and often a physical site that is set up by a corporation in a global technology hub to perform/support activities of: Technology Scouting, Open Innovation, Startup Investments, and M&As.*

A Corporate Innovation Outpost must have at least 1 full time person in the Bay Area in order for it to be taken into account.

More specifically, we categorize Corporate Innovation Outposts in order of depth of operation as follows:

## **“Corporate Innovation Antenna”**

*One to a few people in Silicon Valley bridging the corporate to the Bay Area startup ecosystem and facilitating corporate cultural transformation. Typically the Antenna is hosted in a coworking space or third party innovation center.*

## **“Corporate Innovation Lab”**

*Beyond bridging, Labs have an office tasked with innovation that can include startup incubation, acceleration, and strategic partnerships.*

## **“Corporate R&D Center”**

*Beyond the above, R&D centers handle a critical component of initial production and MVP/prototyping as well as dedicated vertical research teams. Typically associated with hardware companies and deep enterprise software.*

## **“CVC Office”**

*An outpost that hosts some partners/associates of the corporate venture capital fund.*

For the purpose of this study, **only large companies with 1,000+ employees**, with **headquarters in Europe** are included. **Companies with a mere sales and/or production presence in Silicon Valley are not included.**

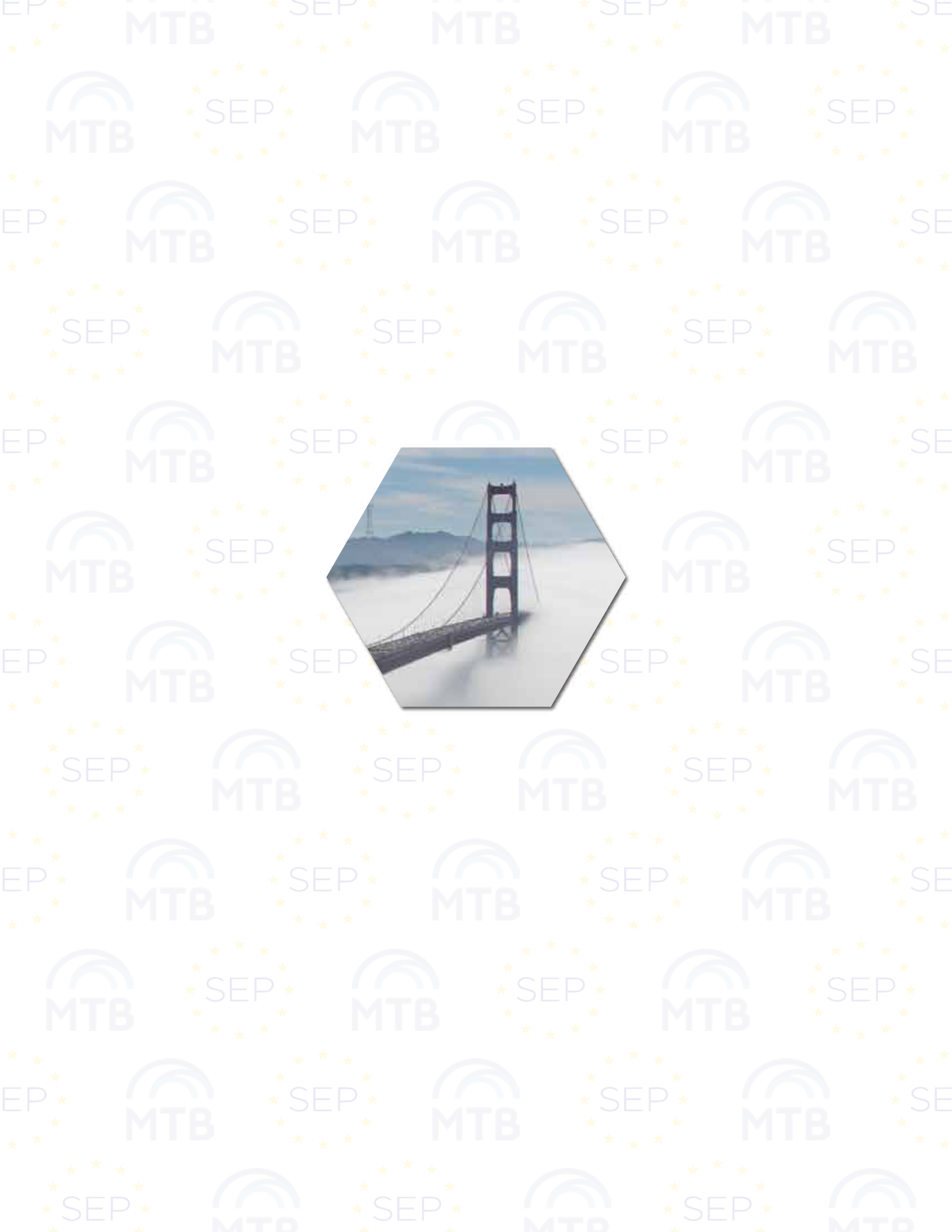
**For the purpose of this study, only Corporate Innovation Outposts located in the Bay Area are included.**

The following cities are home to various high-tech companies and have thereby become associated with “Silicon Valley”, although some are technically outside of Silicon Valley.



- 
- Belmont (San Mateo County)
  - Berkeley (Alameda County)
  - Burlingame (San Mateo County)
  - Campbell (Santa Clara County)
  - Cupertino (Santa Clara County)
  - East Palo Alto (San Mateo County)
  - Emeryville (Alameda County)
  - Foster City (San Mateo County)
  - Fremont (Alameda County)
  - Los Altos (Santa Clara County)
  - Los Altos Hills (Santa Clara County)
  - Los Gatos (Santa Clara County)
  - Menlo Park (San Mateo County)
  - Millbrae (San Mateo County)
  - Milpitas (Santa Clara County)
  - Monte Sereno (Santa Clara County)
  - Morgan Hill (Santa Clara County)
  - Mountain View (Santa Clara County)
  - Newark (Alameda County)
  - Oakland (Alameda County)
  - Palo Alto (Santa Clara County)
  - Pleasanton (Alameda County)
  - Redwood City (San Mateo County)
  - San Bruno (San Mateo County)
  - San Carlos (San Mateo County)
  - Santa Clara (Santa Clara County)
  - San Francisco (San Francisco County)
  - San Jose (Santa Clara County)
  - San Mateo (San Mateo County)
  - San Ramon (Contra Costa County)
  - Santa Cruz (Santa Cruz County)
  - Saratoga (Santa Clara County)
  - Scotts Valley (Santa Cruz County)
  - South San Francisco (San Mateo County)
  - Sunnyvale (Santa Clara County)
  - Union City (Alameda County)

Mind the Bridge sources of information include the MTB database and public records. Research is ongoing and results reported in this report are preliminary and cannot be considered as final. Mind the Bridge welcomes contributions from everyone in the European and US ecosystem by providing data and indicating cases of corporate innovation outposts to be assessed. "European Corporate Innovation Outposts in Silicon Valley. The Who's Who" is published by Mind the Bridge as part of Startup Europe Comes to Silicon Valley (SEC2SV) and Startup Europe Partnership (SEP) initiatives.



*With the support of:*

Startup  
Europe  
Partnership





# Mind the Bridge

## About Mind the Bridge

Founded in 2007, Mind the Bridge is a Silicon Valley/European organization dedicated to developing, promoting, and supporting sustainable entrepreneurial ecosystems around the world and bridging them to the world's most innovative center - Silicon Valley.

Mind the Bridge offers a suite of programs and services (Startup School, Investors Program, Scaleup Mastery Program, Corporate Executive Program, Technology Scouting) with partnerships and operations in Europe, Asia, MENA, and LATAM.

Mind the Bridge has also been chosen by the European Commission to drive "Startup Europe Partnership (SEP)", the pan-European open innovation platform to connect startups to large corporates. It is also the host of Startup Europe Comes to Silicon Valley (SEC2SV), an intense week of activities in Silicon Valley for top EU scaleups, corporates and policy makers.

*For more info:*

[www.mindthebridge.com](http://www.mindthebridge.com)

[www.startupeuropepartnership.eu](http://www.startupeuropepartnership.eu)

[@mindthebridge](https://twitter.com/mindthebridge)