Innovation: A Playbook

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Dropbox Education
Agenda

• A&M collaboration

• What is innovation?
  • How can you create innovation?
    • McKinsey recommendations
    • Dropbox experience
    • Your ideas

• **Expectations**
  • Share your experiences
  • Learn from each other
A&M

The Texas A&M University System
51,863 Dropbox users registered with a domain email
3,354 new users since 01/02/2016 (7% growth)
6,182 active users since 10/03/2016
2,457 external sharing users

Your Collaboration Index

Industry Collaboration Index: Education

External Connectivity

Drive strategic relationships

6 /10

Internal Collaboration

Break departmental silos

6 /10

Workplace Productivity

Create a flexible work environment

5 /10

External Connectivity enables firms to establish persistent connections with strategic partners and enhance communication and coordination.

Internal Collaboration leads to greater information flow across departmental silos and helps to streamline workflows.

Workplace Productivity affords workers with ease of access to work content from anywhere, from any device, and at any hour of the day, enhancing productivity and engagement.
A&M

Internal Collaboration
Visualized connections between 737 different locations.
What is innovation?

• Innovation is…
Thesis

• Innovation happens by design
# How to innovate

## Testing for innovation

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
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<tbody>
<tr>
<td><strong>Aspire</strong></td>
<td>Do you regard innovation-led growth as critical, and do you have cascaded targets that reflect this?</td>
</tr>
<tr>
<td><strong>Choose</strong></td>
<td>Do you invest in a coherent, time- and risk-balanced portfolio of initiatives with sufficient resources to win?</td>
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<tr>
<td><strong>Discover</strong></td>
<td>Do you have differentiated business, market, and technology insights that translate into winning value propositions?</td>
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<tr>
<td><strong>Evolve</strong></td>
<td>Do you create new business models that provide defensible and scalable profit sources?</td>
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<tr>
<td><strong>Accelerate</strong></td>
<td>Do you beat the competition by developing and launching innovations quickly and effectively?</td>
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<tr>
<td><strong>Scale</strong></td>
<td>Do you launch innovations at the right scale in the relevant markets and segments?</td>
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<tr>
<td><strong>Extend</strong></td>
<td>Do you win by creating and capitalizing on external networks?</td>
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<tr>
<td><strong>Mobilize</strong></td>
<td>Are your people motivated, rewarded, and organized to innovate repeatedly?</td>
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Source: McKinsey analysis

Aspire

• McKinsey
  • “A far-reaching vision can be a compelling catalyst, provided it’s realistic enough to stimulate action today.”

• Dropbox
  • ”Simplify the way people work together.”

• Universities
  • What aspirational messages does your team use?
Choose

• McKinsey
  • “Innovation is inherently risky, to be sure, and getting the most from a portfolio of innovation initiatives is more about managing risk than eliminating it… During this process, companies should set in motion more projects than they will ultimately be able to finance, which makes it easier to kill those that prove less promising.”
Choose

• Dropbox
  • Mailbox vs. Paper
• Universities
  • Are there projects you’ve had to shut down that you still were able to learn from? Please share
Discover

• McKinsey
  • “[We] can look for insights by methodically and systematically scrutinizing three areas: a valuable problem to solve, a technology that enables a solution, and a business model that generates money from it. “

• Dropbox
  • When I visited my dad at work when I was a kid, in the 90s, if he wanted to find something he would just search his hard drive and it was either there or not. Now we have 10 search boxes and as a result there's been this crazy inversion where now it's easier to search all of human knowledge than my company's knowledge.
Evolve

• McKinsey
  • “Established companies must reinvent their businesses before technology-driven upstarts do. “

• Dropbox
  • From personal file syncing to enterprise collaboration
Accelerate

• McKinsey
  • Companies need a well-connected manager to take charge of a project and be responsible for the budget, time to market, and key specifications—a person who can say yes rather than no. In addition, the project team needs to be cross-functional in reality, not just on paper.”
Accelerate

• Dropbox

• Universities
  • How do you prevent stifling bureaucracy?
Scale

• McKinsey
  • “Explicitly considering the appropriate magnitude and reach of a given idea is important to ensuring that the right resources and risks are involved in pursuing it. The seemingly safer option of scaling up over time can be a death sentence.”

• Dropbox
  • Our collaborative features focus on small teams, but are always designed with institutional security needs in mind, prepared for scale (bit.ly/simplicityatscale)

• Universities
  • Do universities feel the same pressure? Is gradual change more tolerable in a university setting? What have you seen?
In the space of only a few years, companies in nearly every sector have conceded that innovation requires external collaborators. Flows of talent and knowledge increasingly transcend company and geographic boundaries.... High-performing innovators work hard to develop the ecosystems that help deliver these benefits.

• **McKinsey**
  • In the space of only a few years, companies in nearly every sector have conceded that innovation requires external collaborators. Flows of talent and knowledge increasingly transcend company and geographic boundaries.... High-performing innovators work hard to develop the ecosystems that help deliver these benefits.

• **Dropbox**
  • *Massive collaboration network*

• **Universities**
  • What sort of collaboration do you see within the A&M system and beyond it that helps you innovate?
External Connectivity
Extent of connections to top 50 domains.

Education +3%
- Education Co
- Education Co
- Texas A&M University
- Texas A&M University
- Education Co
- Texas A&M University-Corpus...
- Education Co
- Education Co
- Tarleton State University
- Texas A&M University
- Education Co
- Rice University
- Education Co
- Education Co
- Texas A&M University
- Texas Tech University
- Education Co
- Education Co
- Education Co

Other +15%
- ag.tamu.edu
- cvm.tamu.edu
- worldofforesresearch.org
- Other Co
- coastalbendinnovation.com

Media +23%
Sudden Link
External Connectivity
Extent of connections to top 50 domains.
A&M

External Connectivity
Extent of connections to top 50 domains.
A&M
Mobilize

• McKinsey

  “Companies must help people to share ideas and knowledge freely, perhaps by locating teams working on different types of innovation in the same place, reviewing the structure of project teams to make sure they always have new blood, ensuring that lessons learned from success and failure are captured and assimilated, and recognizing innovation efforts even when they fall short of success.”
Mobilize

- Dropbox
- Office design, reorg
Mobilize

• Universities
  • We’ve seen many different models of IT structure, particularly in larger universities & systems. Some are more decentralized while others are very top-down. What do you think works and why?
Workplace Productivity
Visualized 4,992 active devices and file activities in the past year.

Desktop Devices
Most frequently used platform: Other Windows
Total number of desktop devices: 3,303

Mobile Devices
Most frequently used platform: Other iOS
Total number of mobile devices: 1,589

Your Activity from 01/02/2016 to 01/01/2017

- Most active day of the week: Tuesday
- Most active month of the year: July
- Total files added in the past year: 14,807,151
- Total shared folders today: 55,324
- Current storage usage: 55.23 GB
- With an average of 1.8 GB per year
Wrap-up

• Innovation happens by design!
• A&M already has the pieces in place
• Q&A