

The background is a dark navy blue space filled with numerous small white stars. Several stylized planets are scattered throughout: a yellow-orange planet with horizontal stripes in the top left, a blue and green Earth-like planet on the left, a yellow-orange planet with horizontal stripes on the right, a red planet with darker red spots in the bottom left, and a light blue planet with a white ring in the bottom right. Darker blue wavy lines represent nebulae or galaxy arms.

OPINNO WAY

THIS IS WHO WE ARE, THIS IS HOW WE WORK

THIS IS WHO WE ARE

1

OUR STORY

Our journey to becoming the most relevant Open Innovation consulting firm worldwide

2

WHY

Which motivation guides our purpose driven organization

3

HOW

Opinno is unique. Our values and attitudes speak for us

4

WHAT

Our approach to innovation. Our projects

5

MANIFESTO

Our guiding principles regarding Sales, Project Management, Impact, Innovation, Talent and Respect

OUR STORY

Opinno was born in **Silicon Valley at the end of 2008**, coinciding with the collapse of Lehman Brothers and the beginning of the economic crisis. For us, this date is symbolic because it marks the beginning of a profound transformation in all the sectors that had not yet been digitized and a moment in which innovation, at last, became a strategic asset for all companies.

Opinno was born and raised in an environment of high uncertainty. This has made us an efficient, agile, and resilient company who is very focused on our customers. For us, startups are the organizations that best represent these values, hence our philosophy which we always bring to our customers:

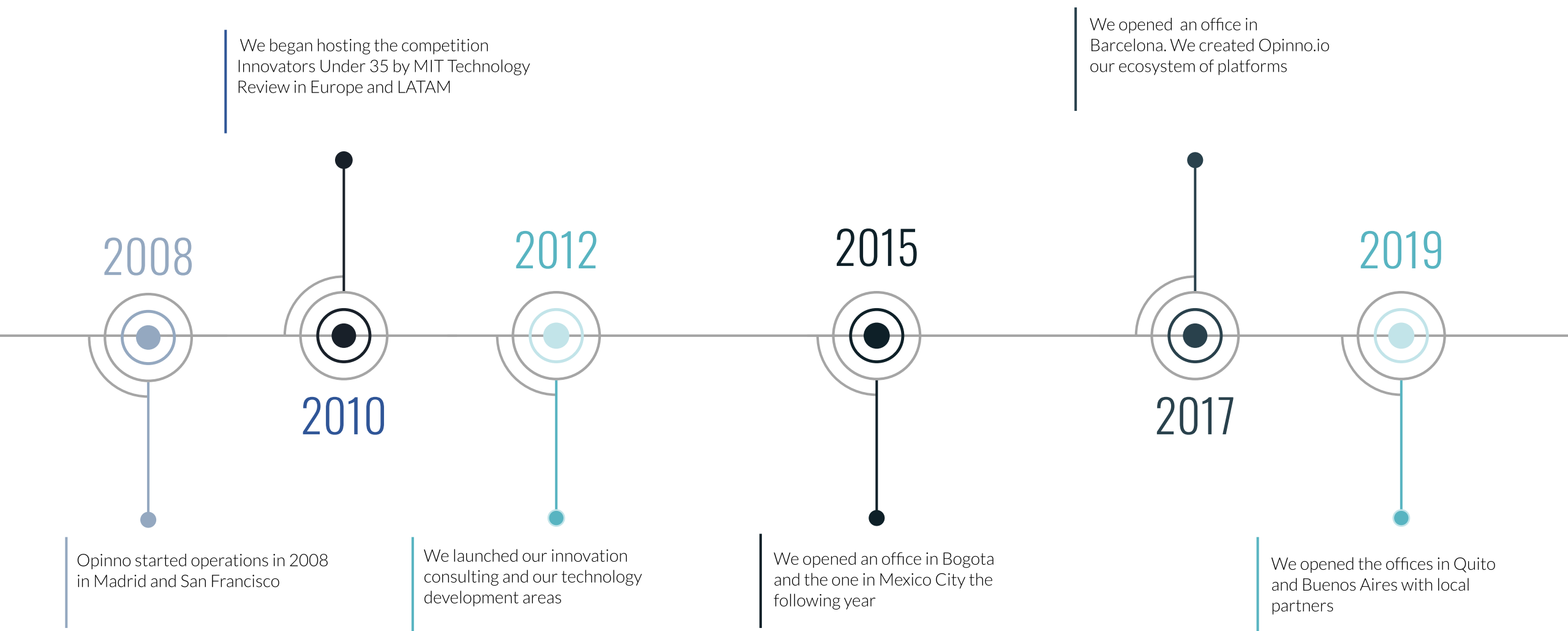
“When it comes to innovation, every business is a startup”



We launched Opinno to share and implement innovation methodologies and organizational practices that make companies more resilient and adaptable to the new environment

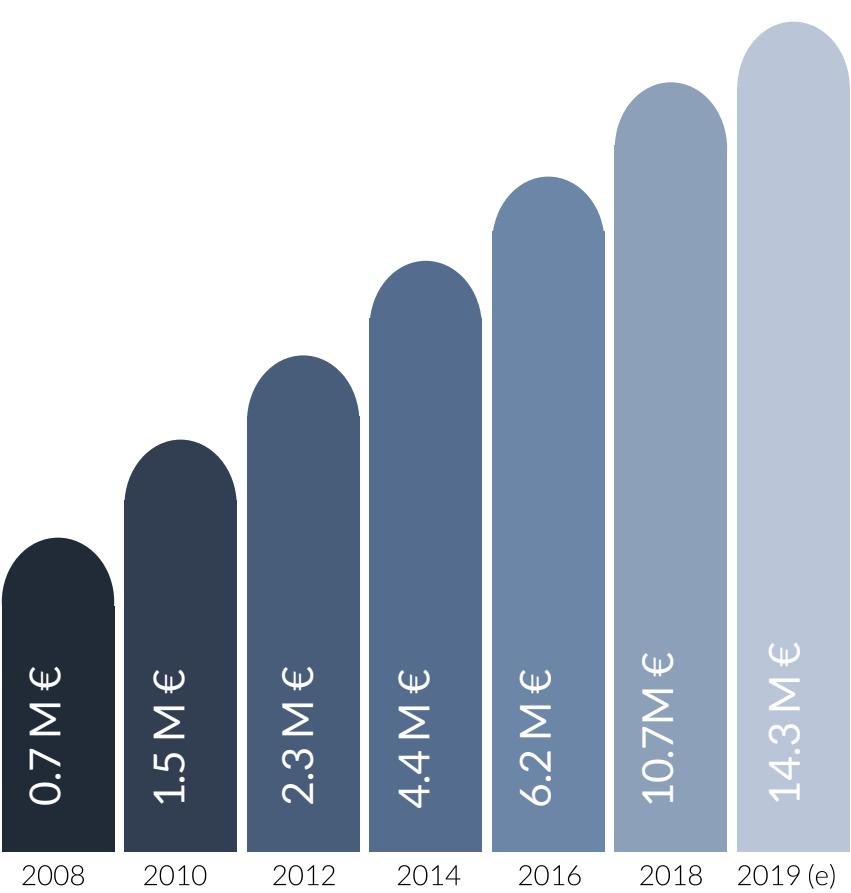
Pedro Moneo, Founder & CEO at Opinno

OUR STORY | Milestones

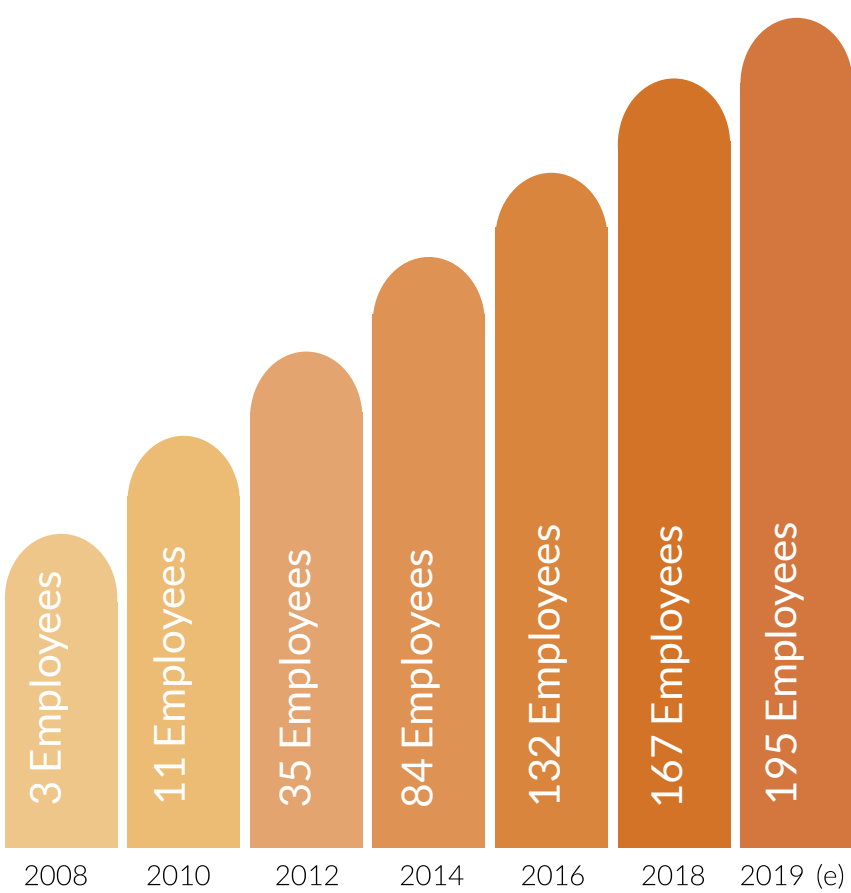


OUR STORY | Growth

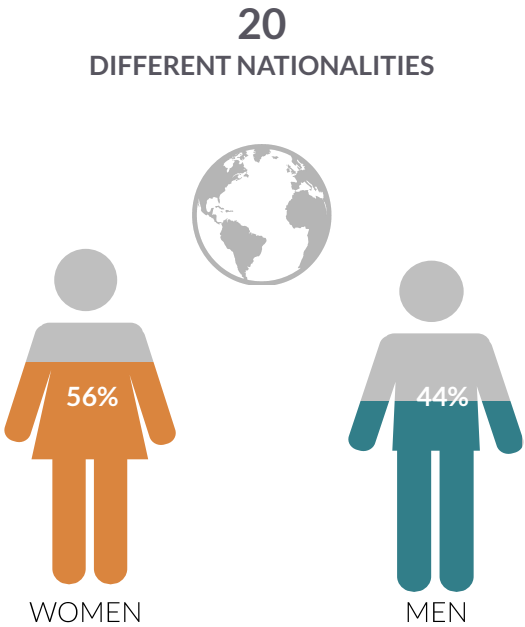
Opinno has maintained an average of 30% annual growth in turnover and employees



REVENUE



EMPLOYEES



OUR STORY | Our community

As the Publisher of **MIT Technology Review Spanish Edition** and the organizers of **MIT TR Innovators Under 35** awards, we have built one of the largest innovation ecosystems worldwide.

Through this ecosystem, we absorb the most disruptive methodologies and the latest trends in strategy, leadership and innovation



+ 600
Innovators under 35
(Latin America and Europe)



+ 400
Expert judges evaluating competitors



+ 500
Speakers



+ 11.700
Assistants to our conferences



+ 300.000
readers of our publications



+ 180
Experts in innovation



Innovators Under 35

MIT Technology Review

Publicado por Opinno

OUR STORY | International footprint

1

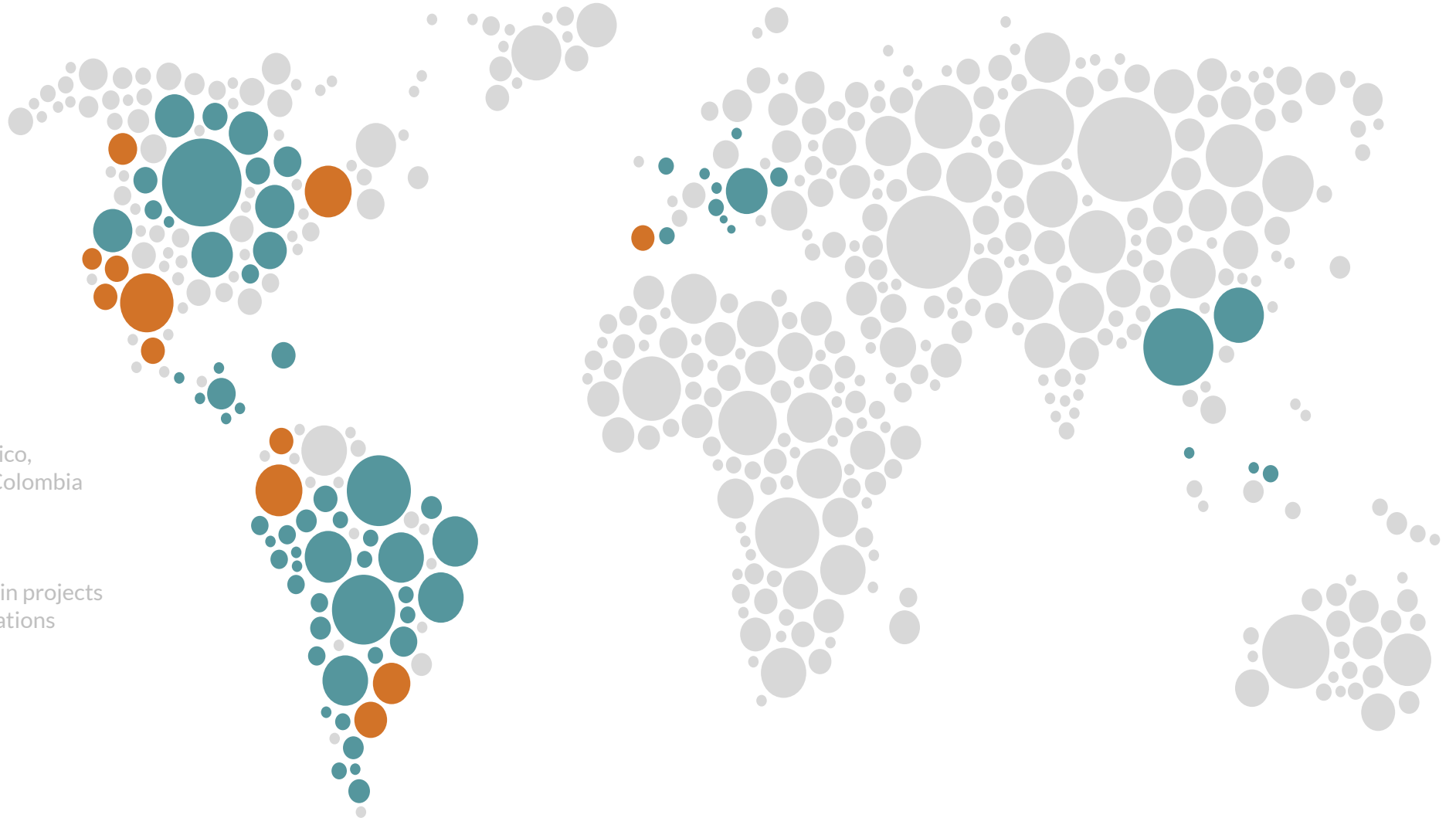
OFFICES

Our offices are in Mexico, Spain, USA, Ecuador, Colombia and Argentina

2

PROJECTS

We have collaborated in projects with different organizations around the world



WHY | Our purpose

“We transform our society to prepare it for the challenges of the future and of the exponential world we live in”

We live in exciting times. The pace of change is accelerating and for the first time in history, we will likely witness more than one radical change in the way we live in a single lifetime.

While many of these shifts will improve quality of life for people and increase life expectancy, the opposite happens to organizations. It will become increasingly harder to adapt fast enough to ensure long-term survival. As with the population, with each new wave of advancement, there will always be those who are left behind.

At Opinno we thrive in change. We are eager to share our approach to harnessing the possibilities of this new era with organizations in both the private and the public sector



“Replicating the same business model year after year works fine, until the rules of the game are altered, and the speed of change is so fast that your company isn’t equipped to run”

Antonio Fontanini Chief Exponential Officer at Opinno

HOW | Our philosophy

We are unique in many ways. It is our values that set us apart from other organizations out there, they represent our work ethics and our seal of guarantee.

We bring together people with the same values and with potential to become great leaders. No one is perfect; our careers at Opinno are an opportunity to learn from our colleagues and improve in weaker areas, while we contribute to others with our strengths



“At Opinno, we provide a great experience from a friendly recruitment process to a personalized career and development plan. We are working on processes inspired in our values such as an improved onboarding, the addition of various flexible benefits, our new performance evaluation... and more amazing projects to ensure the dreams of our employees come true!”

Rebeca Bárcena, Talent Management Director at Opinno

HOW | Values and Attitudes

SHINE

Motivated We love what we do, and it shows.

Inspiring We evangelize about innovation at every opportunity, catalyzing change in organizations.

Resourceful We find a way to reach the goal when things don't go according to plan



DARE

Rebellious We challenge the status quo.

Visionaries We aim high, and always ask ourselves "why not?"

Entrepreneurial As innovators, we often create our own path



MASTER

Meticulous We strive for excellence in everything we deliver.

Curious We take every opportunity to learn and apply that knowledge.

Overachievers We go the extra mile, beyond requirements and expectations



UNITE

Empathetic We work to understand the point of view of others.

Collaborative We know that as a team, the whole is more than the sum of its parts.

Humble We benefit from the knowledge and experience of others



CARE

Honest We practice what we believe is right, especially when no one is watching.

Sustainable We minimize the impact of our team and work on our planet.

Committed We devote part of our resources to social projects



IMPACT

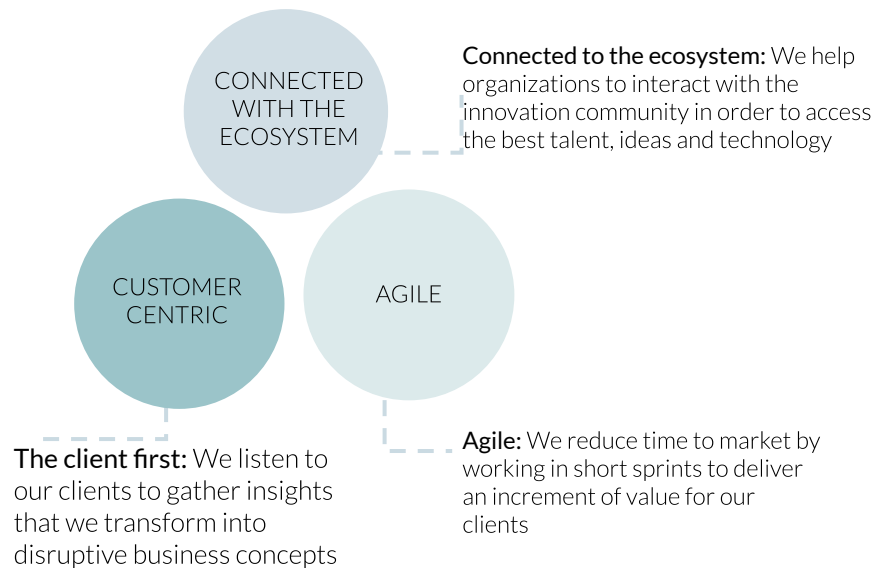
Results oriented We minimize work that does not yield results.

Focused We keep the objective in mind and prioritize accordingly.

Data lovers We aim to measure relevant variables that reflect the scope of our work

WHAT | Our approach

We see innovation as a process that begins by listening to people and ends with the design and prototyping of new products and services that generate an impact on society. Our approach to innovation can be summarized in our Innovative Organization Model:



“In the current environment, only those companies willing to take risks and challenge their own business model will survive in the long term”

Tommaso Canonico CEO at Opinno Europe

WHAT | Our work

Although we are constantly evolving, to help organizations develop these characteristics, we carry out projects such as:



Launching the global insurtech startup Accelerator



Finding and awarding the most relevant global community of innovators, pioneers and social changemakers curated by MIT Technology Review



Designing a 100% digital and hassle free on-boarding for new clients in the car-sharing sector



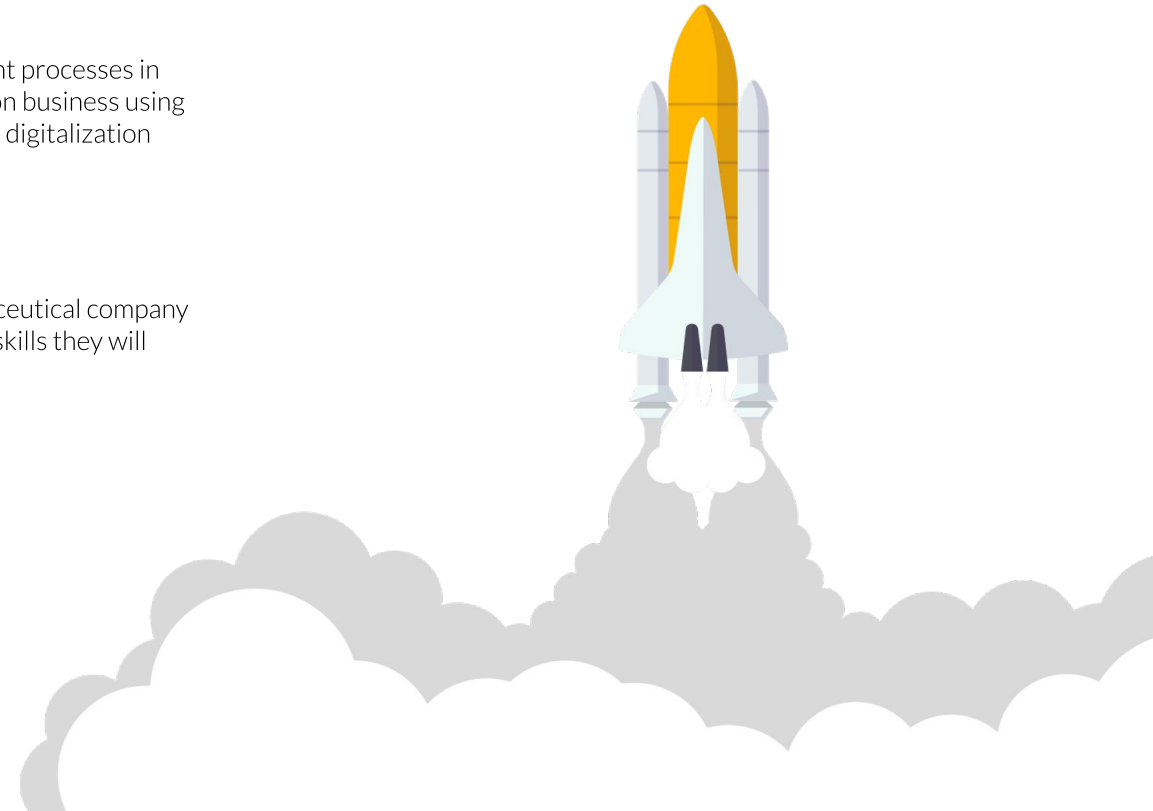
Transforming 30 different processes in the electricity distribution business using Agile methodologies and digitalization



Creating the technical layer for the first "intelligent" building of offices with a virtual assistant



Helping a swiss pharmaceutical company develop the innovation skills they will need in the future



MANIFESTO | Shine

1

We build relationships with our clients that last beyond one-off projects

2

We design each project by putting ourselves in our client's shoes to be mindful of what will add value to their strategy

3

We understand the business challenges our clients face, the future of their industry, and what is important to their customers and users

4

During the commercial stages we iterate by interacting with the client to validate different approaches until we are ready to submit a detailed collaboration proposal

5

We humbly accept changes and suggestions from the client as long as they add value to the project. We understand them as opportunities for improvement



MANIFESTO | Dare

1

We apply our innovation methodologies such as Design Thinking, Lean Startup and Agile even in the way we execute our projects

2

We face new challenges with passion, even if it means stepping outside our comfort zone

3

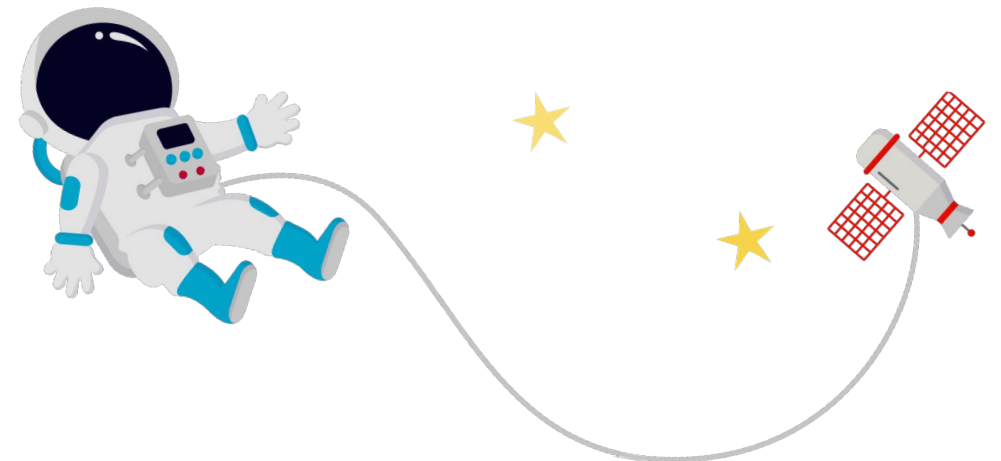
We constantly reflect on how to improve projects and processes, evolving the way we do things

4

Each year we carry out new projects to help our clients keep up with the accelerating pace of change

5

We encourage everyone in the organization to share ideas for new products and services or for ways to improve our work as a team



MANIFESTO | Master

1

We make sure that every delivery, every slide, every message and every piece of information adds value, is clear and is the product of a process of analysis

2

We are rigorous in every deliverable and believe in the importance of detail

3

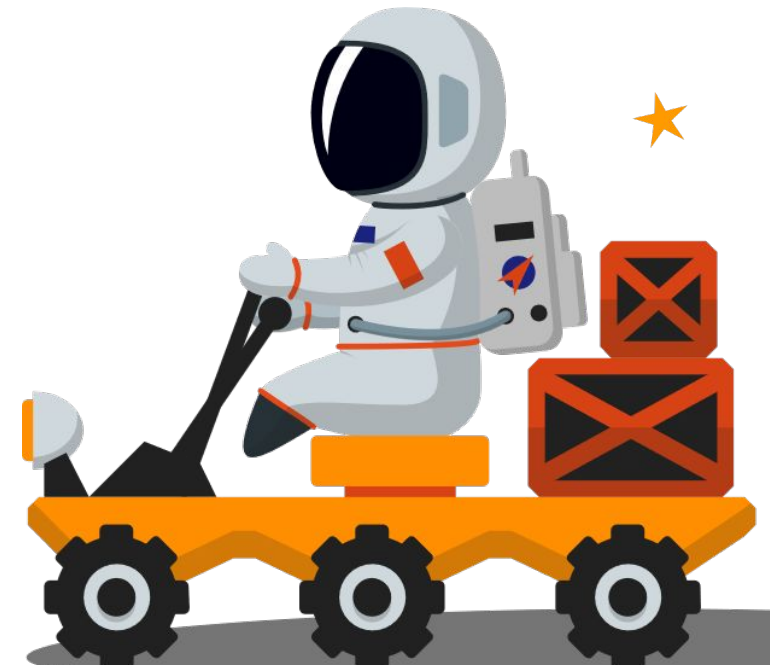
We work on sprint cadences, with weekly value deliverables.

4

We are flexible during the internal content iteration process and welcome any change that adds value.

5

We are in constant search of trends, methodologies, tools and we apply them to our work.



MANIFESTO | Unite

1

We question and participate in the challenges and strategies of the area and the company

2

We grow together by complementing strengths and weaknesses

3

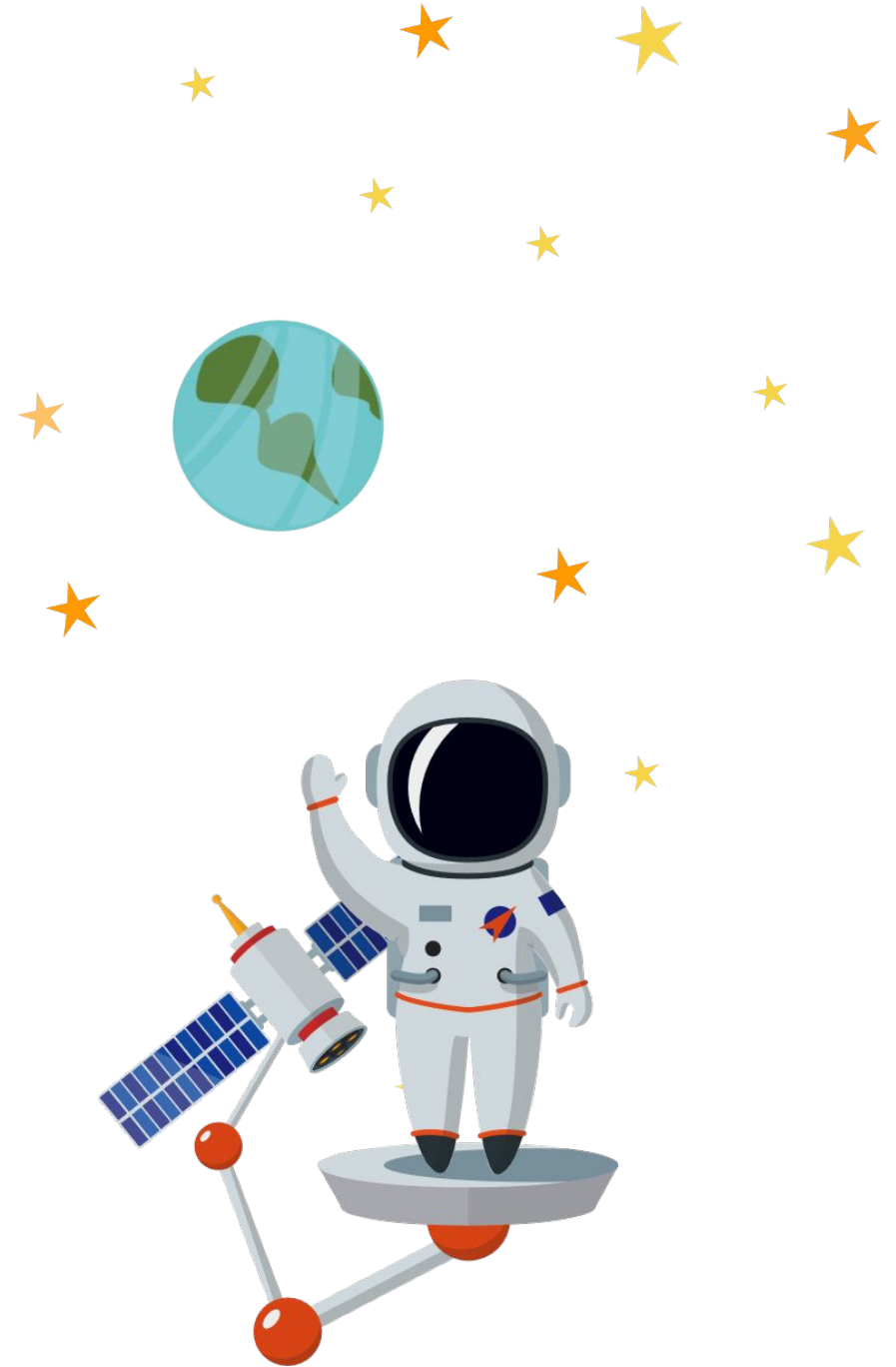
We share constructive criticism about particular actions, we don't judge

4

When someone asks for help, we always strive to provide it

5

We focus on finding solutions, not on discovering who caused the problem



MANIFESTO | Care

1

We are aware that all our actions, as people and as a company, will have an impact on other people's lives

2

We are ethical, respectful and honest

3

We believe good governance is key to guarantee the integrity of the company and its people

4

We value the common good as much as the interests of individuals

5

We believe in the role of companies in improving society so we devote part of our time and profits to give back to the community



MANIFESTO | Impact

1

We make decisions based on data, not intuition

2

We don't make statements if we are not 100% sure of the data that supports them

3

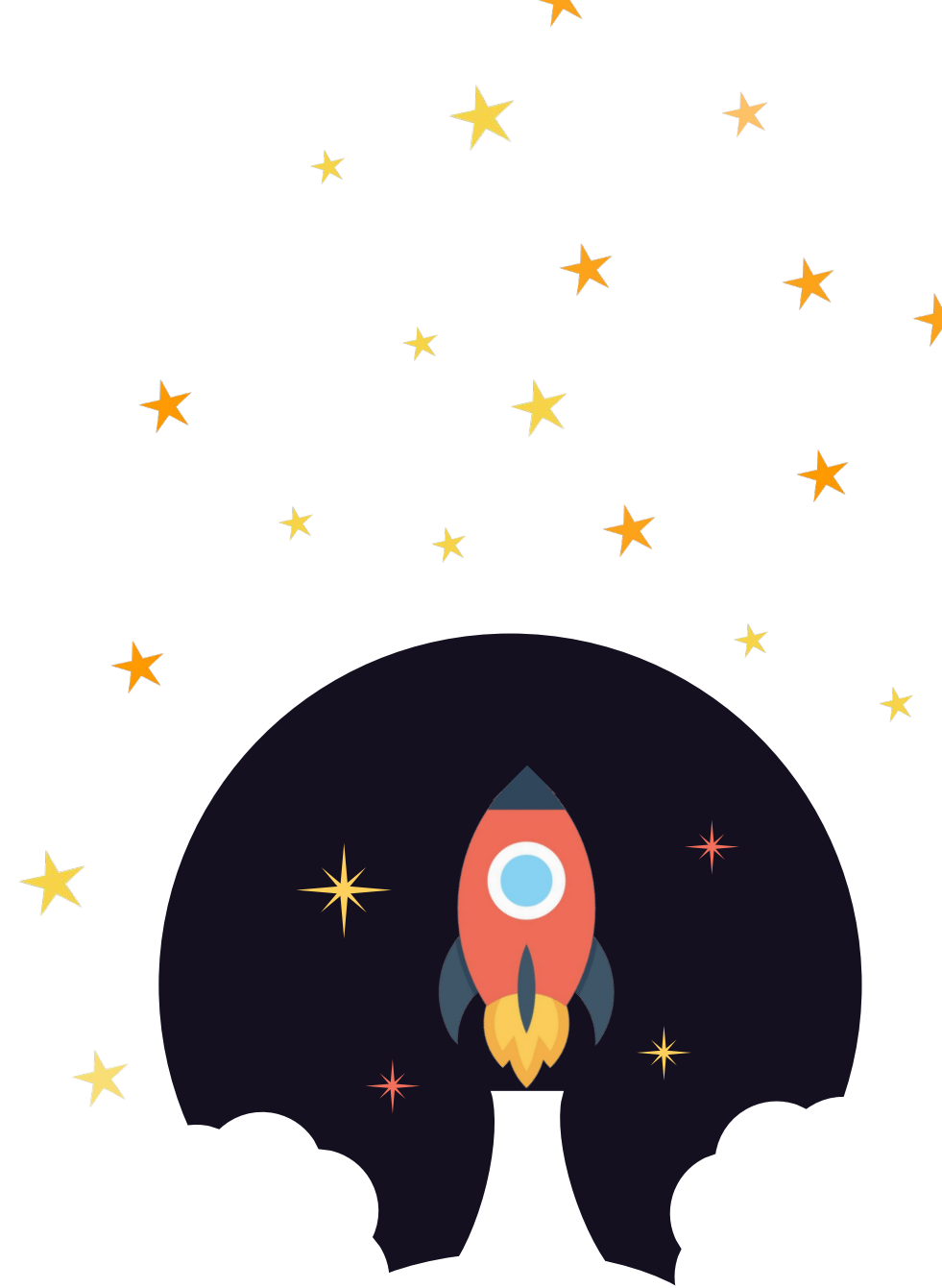
We take on our client's business objectives as our own

4

We ponder all the variables of a project and choose the most suitable impact assessment model

5

We prioritize work in every project based on the impact it will have on our client's Key Performance Indicators



THIS IS HOW WE WORK

1

SHINE

2

DARE

3

MASTER

4

UNITE

5

CARE

6

IMPACT

SHINE

How we get to know our clients and develop relationships with them

WHY IS OPINNO UNIQUE AT SALES?



Everyone participates in the sales process

Sales is not an isolated department, but a distributed responsibility among the whole team. Everyone participates and contributes. We all know our unique value proposition and we are able to detect opportunities for collaboration with current or new clients



Each proposal for collaboration is original

We don't believe in the "one size fits all" approach. We tailor each proposal for the challenges of the client and their industry, after understanding their particular needs. We also research and innovate when designing each approach



We are predictive, not reactive

We don't just wait for the market to tell us what is needed. Our role implies connecting the dots: understanding the evolving needs of people and organizations and aligning them with what is possible thanks to technology or methodologies

BUSINESS DEVELOPMENT

Most of our business is loyal business. Our best sales tool are our successful projects



We work hard to continually exceed the expectations of our loyal clients.

We are also always eager to work on new challenges, with new organizations. For this purpose, we collaborate with a network of ambassadors who form our expert council. Since trust is such an important factor when it comes to intangible services like consulting, the council helps us reach people who we may collaborate with.

There are other ways in which we get in touch with new clients. For example, in our research on emerging technologies and trends we interview experts and executives that have valuable insights in that field. In that process or as a result of reading our reports, sometimes leads arise.

We also engage new clients through our events: **EmTech by MIT Technology Review**, **Harvard Business Review Summit**, **Innovators Under 35**



“We fall in love with our client’s problem, not with the solution. Companies must change from product centric to customer centric”

Alejandro Briceño, Employee Experience Director

DESIGNING THE PROJECT

Like we do with our projects, we also apply an iterative approach to the commercial process



We always evangelize about the importance of innovation and we are happy to share our innovation model and methodologies. Through this process, we learn about the needs and challenges of the client



Once we detect a need, we develop a brief outline of the collaboration that we share with the client in order to get some feedback before further detailing the project



Every industry, company and challenge requires a different solution. That is why we create a tailor-made roadmap for each Project. Designing the Project sometimes requires a thorough research and ideation process of its own

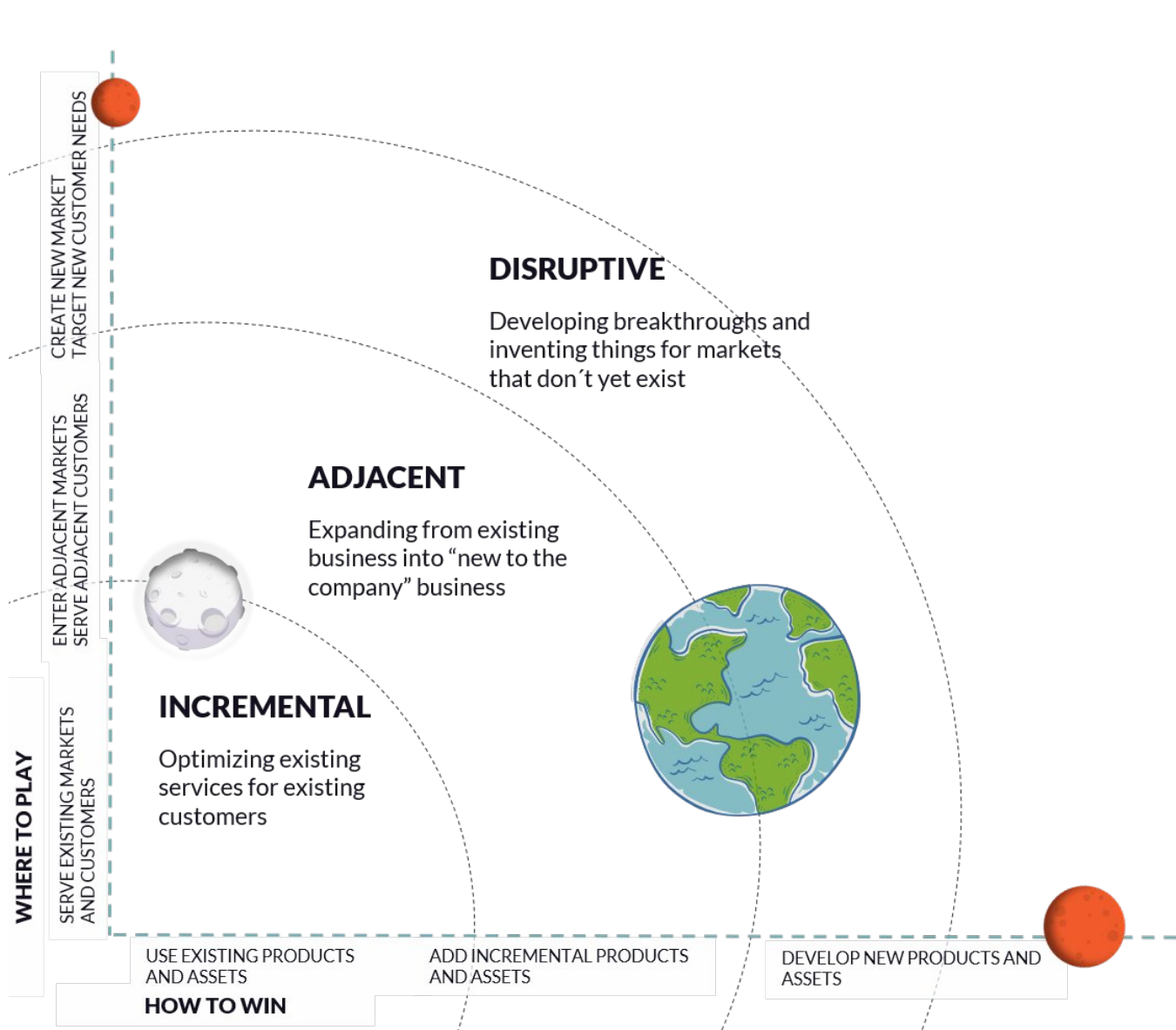


After we receive the confirmation from the client, we also formalize the relationship by signing an agreement that reflects the commitments on both sides

DARE

How we evolve the way we collaborate with our clients

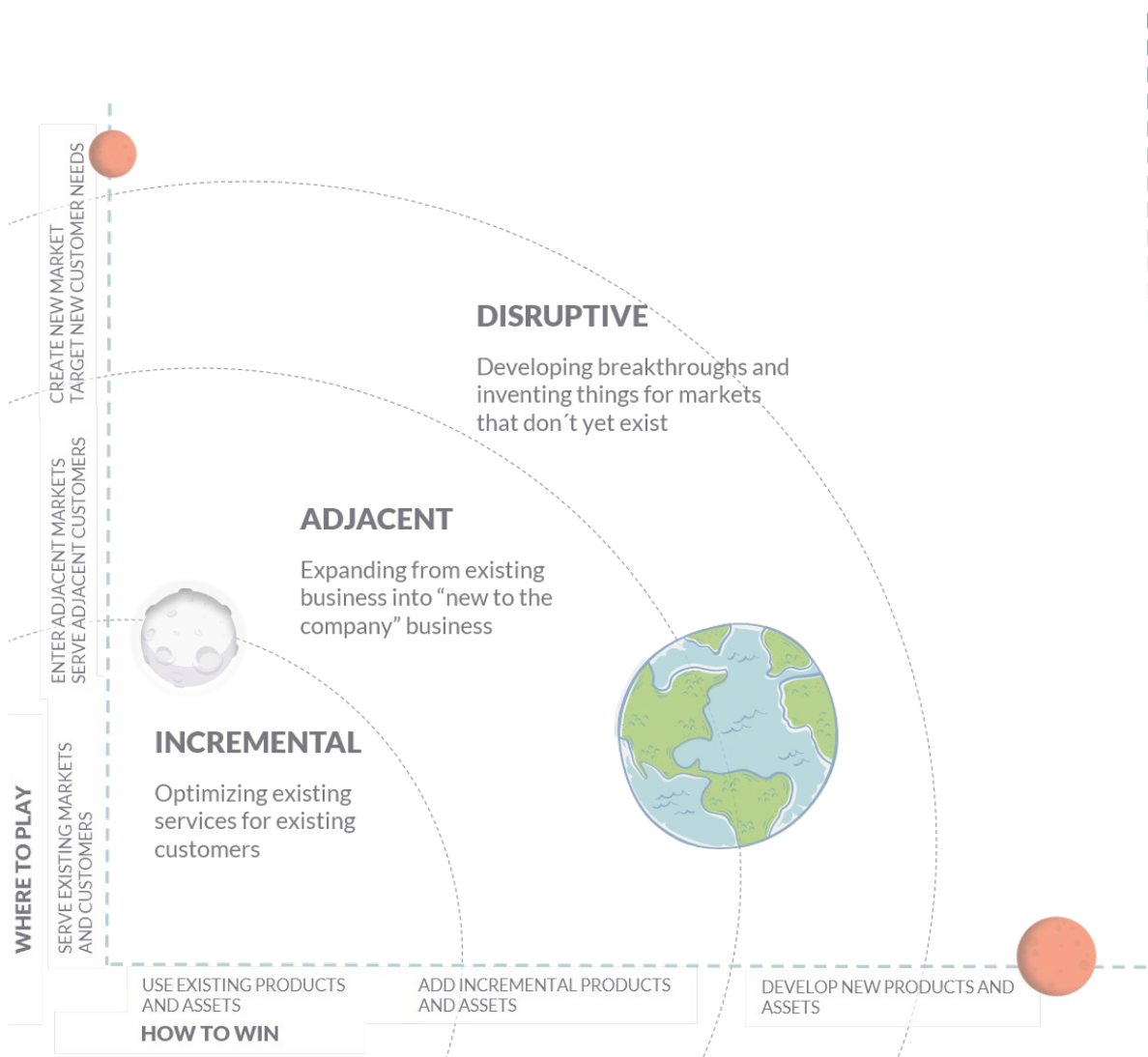
OUR MODEL | Adaptation of the 3 horizons of innovation



“We adopted the framework of the three horizons of innovation because it helps us differentiate the way we approach the incremental day to day improvements from the way we approach the long term - high uncertainty scenarios”

Elena Rodríguez, Opinio People Director

OUR MODEL | Adaptation of the 3 horizons of innovation



Incremental innovation

Our approach to this constant improvement is decentralized. At the Project level, teams research new methodologies and tools that may prove useful, whilst striving continually to “wow” our clients by surpassing their expectations.. As soon as we detect opportunities for improvement in the organization, we launch taskforces that work using project management approach to develop and implement change **Example: implementing eye tracking technology to improve usability testing**

Adjacent innovation

Every year we collaborate with our clients on identifying and launching new challenges. We work very closely with our clients, and every once in a while we detect unresolved needs. When this happens, our business units evolve the offering **Example: Designing a viralization methodology to reach more layers of employees during cultural transformation processes in large organizations**

Disruptive innovation

We acknowledge that exponential change will make anyone obsolete in the long term. This is why we are always working on our future business foundation. To do so, we invest in exploring possible disruptive innovations that need a separate pipeline for development and often combine the expertise of several of our business lines **Example: Creating a technological layer for a Smart Building, improving the experience of the occupants and significantly increasing the property's value**

HOW DO WE EXPLORE POSSIBLE DISRUPTIVE INNOVATION? | The process



OUR COMMITMENT



Our target is to have at least 20% of new business every year. That is, revenue coming from products or services we did not offer previously



We invest at least 10% of our profits in innovation projects, both in the time of our team and in the resources we may need for prototyping, suppliers, etc



We encourage anyone in the company to step up and propose an idea. As an incentive, when possible the “owner” of the idea participates and leads the innovation team



MASTER

How we ensure success in every project

WHY IS OPINNO UNIQUE AT PROJECT MANAGEMENT?



The best idea rules

Our teams are **flexible and horizontal**. Our leaders are facilitators who **encourage communication**. They know that the best idea can come from anyone, regardless of the role we play in a particular project



We are agile

We have adopted **the Agile philosophy**, working in weekly iterative cycles or sprints. We welcome changes if they add value, over sticking to a plan. We learn from experience and apply the lessons to our future projects. **We validate, always**



Our clients participate in the projects

We involve our clients in the projects in order to tap into their knowledge and experience. We are open and **transparent** about the progress of each deliverable to gather feedback and manage expectations. We **empathize with them and their business needs**

THE THREE STAGES OF EVERY PROJECT

1

INITIATION Paving the way

Launching a new Project is exciting.
The first step is to **assemble the right team** with all the necessary skills and diverse backgrounds

In the kick-off meeting with the client, we thoroughly review the scope of the Project to make sure we understand the **expectations and constraints**. We also agree on the planning and commitments on both sides

Last but not least, at this stage we take care of the formal aspects of the relationship with the client: **the contract**

2

EXECUTION Taking Action

We have adopted the Agile philosophy, so we execute projects in short iterative cycles, **weekly sprints**

Every week begins with the sprint planning and ends with the **review of that week's deliverable** and a **retrospective** about how to keep improving. At the end of the week we share a report of the progress with the client

The team meets daily to decide what to focus on each day. Sometimes, new information appears and we need to adapt our plans accordingly. We are happy to be **flexible** if it adds value to the client

3

CLOSURE Wrapping up

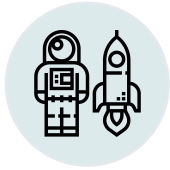
Once the goal is achieved, we reflect internally on the **learnings and take-aways** of the project

We **evaluate** everyone's **performance**, in relation to each one of our six values: shine, dare, unite, care, master and impact

Finally, we meet with the client to receive **feedback** about our work and to review the **impact** of the project. This is also when we discover new challenges in which we may be able to collaborate



ROLES



PROGRAM LEADER

- Acts as an advisor for the project and team
- Ensures quality by reviewing the key deliverables
- Removes any major impediment for the project



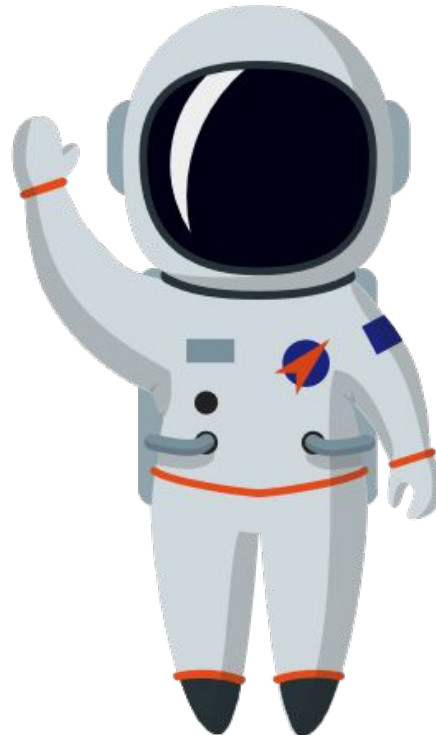
PROJECT LEADER

- Leads and coaches the team throughout the Project to achieve maximum potential
- Is the point of contact with the client and translates their needs and priorities
- Develops reports on the progress of the project



TEAM

- Executes the work to produce the result expected by the client
- Works as a team and is collectively responsible for each deliverable
- Each team member is independent and advances with minimum supervision



“We are what we deliver, that's why we are passionate about achieving excellence. This is reflected in the way we manage our projects to ensure that we create an impact, deliver quality and generate happiness”

Daniel Medina, Opinno Ideas Director

UNITE

How we find, attract and develop the best talent

WHY IS OPINNO UNIQUE AT TALENT MANAGEMENT?



“We don’t measure talent by academic success but rather by curiosity, initiative and ability to learn”

Francisco Maestre, Opunno Solutions Director



We believe employees, candidates and alumni are our most important customers

We make them feel at home even before they join us, and we still collaborate with many of them even after they move on to other challenges. Attracting top talent requires dedication and thoroughness, that is why **we have carefully designed the end to end journey**



We leverage diversity as an asset

It is not just that we have a workforce of 20 nationalities and are proud of our gender diversity. We **proactively include people of different backgrounds and profiles** in different roles in our projects and we promote similar work conditions across geographies



We all do talent management

Everyone in the company is responsible for **creating leaders around us**. The talent management department closely works with the business units. Each has a dedicated talent management business partner who is located in the same space and participates in their activities. Also, project and program leaders follow the personal and professional needs of their teams in order to **support their growth**

THE THREE KEY STAGES IN OUR TALENT DEVELOPMENT PROCESS

1

IDENTIFY

How do we find and select talent?

We don't wait for talent to come knocking, **we go where talent is**. We use the platform most appropriate for each vacancy

Sometimes we launch **competitions** because we know seeing people in action is the best way to find the right talent to join our team

We **prioritize shared values** and the right set of skills over experience. The cultural fit is unnegotiable, the rest might be learned or developed

Before inviting a new member to the team we carry out at least three interviews (two of them in person), a **technical assessment** and we check references

2

KEEP

How do we keep talent?

At Opinno **team building happens every day**. From taking a break sharing fresh fruit provided by the company, to staying a few days extra to enjoy the Brazilian carnival when a project takes us there

We value a **healthy balance** between personal and professional lives. We enjoy a flexible schedule, remote work if needed, and our teams members work autonomously

Our work environment is unique: **we have fun at work**, we collaborate and help each other and frequently, we are friends more than colleagues

Our **success is shared**. We are open about the performance of the company and we involve the whole team in the quarterly and yearly milestones reviews

3

DEVELOP

How do we develop talent?

We are constantly training and **learning about new topics** and methodologies, often with the help of distinguished guests

We have designed a **career plan** adapted to the motivations of our diverse team, we understand that not all want to grow in the same way

We pause twice a year to evaluate each other and learn from the **feedback** of our colleagues and leaders.

We **recognize the contributions** of everyone and we are happy to find out our opportunities for improvement.



CARE

How we apply the highest ethical standards and give back to the community

WHY HAVING A POSITIVE IMPACT ON SOCIETY IS A PRIORITY FOR OPINNO



It is part of our DNA

Trust is very important to us and we believe in the importance of regulations as limits and guidelines that serve a higher purpose. For this reason we take pride in **respecting the highest ethical and legal standards** in duties such as protecting our client's and users personal data, respecting confidentiality and avoiding any questionable practice



We take social projects as seriously as the rest

We approach **social projects with the same philosophy**, thoroughness and quality standards that we apply to the rest. Our social initiatives are not just for show; they go through the same project management processes as the projects for any other client



Innovation is solving problems for people

At Opinno **we place people at the center of every project**. We understand innovation and progress as the way of improving people's lives. We stay away from fads and evaluate whether a particular innovation really is a solution to someone's problem

RESPECT AND COMPLIANCE

Good governance is a guiding principle for us. It means ensuring that, as a company, we comply fully with the external regulations and **commit to acting responsibly and with integrity.**

We understand that our clients have to be confident that their own business is not threatened by risks in our relationship with them. In a digital age, reputations that have been built over decades can be damaged in minutes.

For this reason we are open about what we do and how we do it.

As a company with some 200 employees, operating in over 20 countries we have to respect local culture and **apply consistently high standards of conduct**, whatever the local regulatory environment and business practices.

These are some of the areas in which we constantly work to detect, anticipate and correct any problems:

- Ethics code
- Personal data protection
- Confidentiality
- IT Security
- Traceability of actions



“We want to look back and be proud, not only of everything we have built, but also about the ethics and responsibility with which we achieved it”

Tomás Baylac, Chief Financial Officer

SOCIAL COMMITMENT

We want to benefit society through our work, especially those less fortunate. We strive to go one step further and make sure that innovation and economic development don't increase inequality. For this reason we implement different actions:



Collaborating with the third sector

We apply our knowledge and experience in projects with NGOs and other not-for-profit organizations. We also undertake projects with companies “at disadvantage”, smaller companies or even startups that may find it harder to access professional innovation consulting services. Sometimes these projects imply an opportunity cost for us (lower margins, for example) that we are happy to forfeit



Volunteering and social work

We encourage our team to participate in humanitarian initiatives. Besides, we invite external speakers to share their perspective on social inclusion and diversity



We support the public sector

Aware of the key role of institutions to ensure welfare, occasionally we provide them with services free of cost in order to foster their participation in the innovation ecosystem



PLEDGE

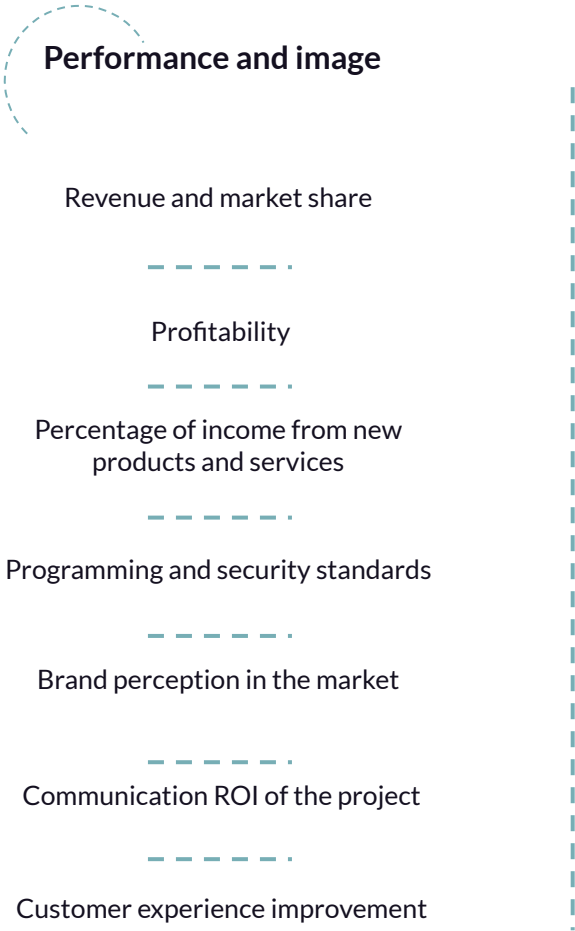
We pledge to devote 1% of our working hours to projects with social impact and limited profits

IMPACT

How we measure the results of our work

OUR TAGLINE | We deliver impact through innovation

Our projects aim to transform organizations in different dimensions:



THE TWO STEP PROCESS



DEFINING THE ASSESSMENT MODEL

At each project kick-off meeting we establish the variables that will help us measure the end results. Depending on the nature of the project, we will focus only on the ones that apply



APPLYING THE ASSESSMENT MODEL

Once the project has been completed, we meet with the client again to request the necessary information to evaluate the impact of the work that has been carried out. In some cases, with clients who are big companies, it is more difficult to specifically trace performance to an individual project or effort. In these scenarios we try to identify trends in overall performance



“In order to scale innovation in large organizations it is key to measure the impact of innovation, which can be challenging. For this reason our approach prioritizes data-driven and market-oriented innovation ”

Jesús Obelmejías, Head of Strategy at Opinno Barcelona

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