

OPINNO IMPACT REPORT

2020



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LETTER FROM THE CEO

Welcome to the 2020 edition of the Opinno Impact Report. 2020 was a year like no other. The terms 'social-distancing' and 'remote-working' are now key to our everyday vocabulary. The arrival of the COVID-19 pandemic, and all its challenges, led to an overnight global digitalisation of companies. This report will focus on everything we have achieved over the last year and the exciting ventures that have placed us as a global consultancy firm.

At Opinno, we viewed the crisis as an opportunity to help companies tackle the radically different climate we were presented with. An exciting new venture in 2020, were the webinars we held with leading CEO's, Opinno Talks. It created a platform that allowed us to connect with our community, whilst sharing expertise. We hope that we provided you with some knowledge and solidarity when learning how to adapt to an event that has been particularly isolating by nature.

In order to aid industry leaders and start-ups alike, we produced a series of publications that focused on adapting to new ways of working, the demands of the pandemic and the most effective tools to increase productivity, with "Remote Working Protocol" and "Communicating in a New Era".

Alongside our ongoing partnership with the MIT Technology Review, the Opinno Research Center has produced more than 50 articles on the most important issues in the innovation sector. In 2020, these articles focused on different companies' response to the pandemic. Interviews were conducted with CEOs, GMs, CDOs, and CIOs of leading companies who were directly affected by the crisis (in the health, finance, pharmaceutical and retail sectors).

I am immensely proud to share our acquisition of the Italian innovation consultancy, Tree. Tree is very much in line with our business model, specialising in open innovation and ecosystem building. Our expansion to Italy has cemented our global presence; fortunately, ahead of the pandemic, we were already constantly learning about remote team management as we continue to build our international network, with offices in 6 countries.

2020 was a productive year for our social impact arm; Opinno.org. We maintained our dedication to being members of the 1% Pledge, which signals our commitment to accountability and positive community impact.

Having built a strong innovation partnership with Amazon Web Services, we expanded our network to partner with Microsoft, Salesforce and Workday. With Workday, we designed the [Agile Maturity Index](#); a platform that allows companies to identify their agility level and receive tailored recommendations for improvement. Furthermore, as a result of our partnerships with European business schools, we published two reports ([ESCP](#) and [IESE](#)) which continue to be used as case study material for students in 2021.

Thank you for joining us on this journey, and we look forward to further shaping the "new normal" by delivering impact through innovation.



Pedro Moneo
Founder & CEO

A GLOBAL INNOVATION CONSULTANCY

We specialize in helping organizations prepare for the future, adapt to change, and transform their ways of working. Our mission is to bridge the gap between problems and problem-solvers, empowering changemakers to effect transformative solutions. We take what seem like impossible situations and challenges and turn them into what they really are: areas of opportunity.

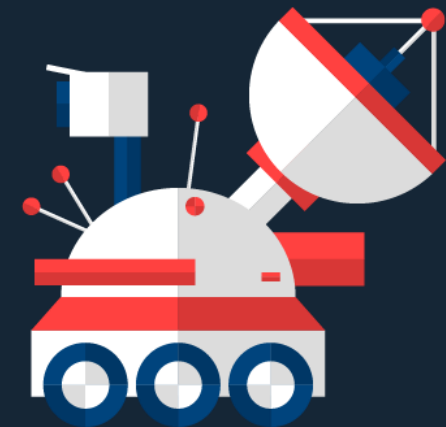
Our motto is ***we deliver impact through innovation***. These words are more than a corporate slogan; they represent the intentionality with which we approach our work.

Opinners *are experts in their fields* and our teams are multidisciplinary by design.

Our focus is on *solving problems*, emphasizing a service mentality towards our clients.

We measure results *through impact*, not decks.

Innovation is our lifeblood, our approach to realizing our vision for a better world.



INNOVATION NETWORK

Opinno was born in a moment of great change, the financial crisis of 2008. This crisis, like previous ones, was a time of paradigm shifts. As a consulting company, we know that we must always stay current in our knowledge, be up to date with the latest trends, and provide value to our clients through innovative approaches, experience, expertise, insights, and execution capacity.

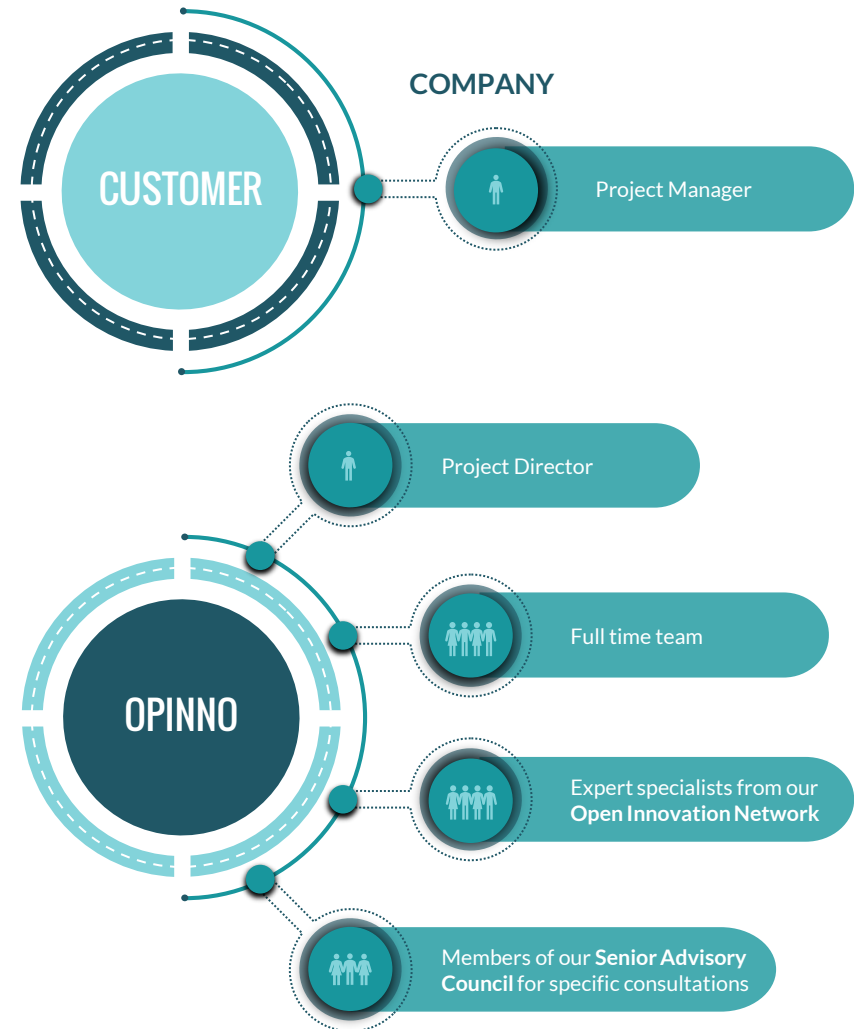
In a globalized world, the most specialized talent can live in any corner of it, and, thanks to digital platforms, we can invite them to participate in projects with our clients. Over the years, we at Opinno have developed a working model that we call **Hybrid Consulting**, which draws from the best of the traditional consulting model and adds all the benefits of remote collaboration with top experts through digital tools.

What does our model inherit from traditional consulting?

We earn our clients' trust through our track record as a company, P&L and solid balance sheets, audited accounts, financial guarantees and liability insurance, strict compliance, and all our awards, accreditations, and partnerships. All of our in-house consultants are certified in our proprietary Opinno Way methodology, which defines how we relate to our clients, how we execute projects, how we coordinate our teams, how we ensure that our quality and innovation standards are met, and how we ensure that our projects have a positive impact that contribute to the sustainability and well-being of our stakeholders.

What does our model add to traditional consulting?

A senior advisory council with more than 200 members, all of whom are senior executives from main industries: banking, insurance, energy, retail, pharma, etc. An open innovation community of more than 200,000 readers and 50,000 experts distributed around the world, highly specialized in areas like blockchain, cybersecurity, big data, machine learning, UX/UI, and service design.



INNOVATION SPECIALISTS

from imagining a new product to prototyping it, to measuring its market potential to manufacturing it and launching it on the market, we do it all

Our model is based on the Lean concept (*build, measure, learn*) that encompasses all three of our areas

STRATEGY & BUSINESS ARCHITECTURE



OPEN INNOVATION

TECHNOLOGY SOLUTIONS

A ONE-STOP SHOP FOR INNOVATION

We designed Opinno as a one-stop shop for **innovation**. We build long-lasting relationships with our clients and help them design and implement their innovation and digital transformation strategies. Some of our most frequent projects include building **a new vision of the company** and a plan to implement it, creating an innovation ecosystem, transforming the **company culture**, the ways of working, the product portfolio and the **technology infrastructure** are some of our most frequent assignments.

Open Innovation

We conduct analysis of innovation ecosystems to provide insights and **business intelligence** that are employed in outreach projects and to help our clients. Additionally, this area implements **open innovation initiatives** from competitions in the development of corporate **accelerators**. Through our potential marketing services, we **identify the reception that new products and services may have in the market before launching them** to adjust the positioning.

Strategy and Business Architecture

After years of analyzing new market trends we have **developed a methodology** that allows us to help our clients imagine the future, understand what role they will play in that future, and define the steps they need to take to make it happen. An essential step to start that journey is preparing for it, which is why we encourage our clients to undertake **two fundamental types of change**: cultural and methodological. This is what we call Transformation. At Opinno we do not stop at imagining the future, but

through Business, Service and Product Design, **we help our clients reinvent their offering** and redefine the channels of relationship between clients and users.

Technology Solutions

Through the discipline of digital experience, we use the latest techniques of **UX, prototyping, and information visualization** to complement the activity at business design. In addition, we translate a company's vision for the future into a **technological architecture** that supports change, is modifiable, scalable, efficient, secure, and stable. Closely related to the above is **data architecture**, which is increasingly important to our clients. We design and manage structures that capture information and organize, protect, manage, and present it in a way that informs strategic decision making. Finally, we support our customers in their migration to the cloud: an inevitable, delicate, yet very beneficial process for organizations. As we accompany clients through this process, we help equip workforces with a **DevOps culture**. For this leap from local to cloud environments, we lean on our partners.

NINE DISCIPLINES, NINE SPHERES OF IMPACT

Within each of our three areas we have developed a series of disciplines that represent our service portfolio:

OPEN INNOVATION



INSIGHTS & MARKET INTELLIGENCE
 Content curation
 Scouting and observatories
 Trend analysis



ECOSYSTEM DEVELOPMENT
 Corporate accelerators
 Intrapreneurship programs
 Venture building



DIGITAL MARKETING
 Marketing strategy
 Brand and communication experience
 Potential marketing

STRATEGY & BUSINESS ARCHITECTURE



STRATEGY
 Moonshot thinking
 Governance transformation
 Strategic foresight



TRANSFORMATION
 Cultural transformation
 New ways of working
 Enterprise agility



BUSINESS DESIGN
 Customer experience
 Service design

TECHNOLOGY SOLUTIONS



DIGITAL EXPERIENCE
 UX / UI
 Prototyping
 Data visualization



ARCHITECTURE & ENGINEERING
 PMO and architecture
 DevOps and cloud
 Data governance and stewardship



DEVELOPMENT
 Web and mobile
 E-commerce
 Corporate applications

DELIVERING IMPACT THROUGH INNOVATION

Measuring results is the cornerstone of our business:

At the start of each project, we select a set of KPIs that will **measure our performance** throughout the whole process. Once these KPIs have been accepted by our partners, we track progress in order to make any necessary adjustments.

We work best by splitting our time in sprints. But most importantly, we **make sure we deliver value** at the end of each work cycle.

Once the project is finished, we meet again with the client to evaluate the impact of the work that was carried out. We aim to always deliver an actionable set of ideas or a functional product.



"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."

Javier Iglesias
Chief Operating Officer

What dimensions do we measure?



Performance and image

growing income, saving costs and enhancing the brand experience



Innovation ambition

increasing the number and speed of new product releases and their adoption



Cultural transformation & strategy

training, monitoring and validating the adoption of new ways of working

How do we measure it?



Prioritizing metrics that measure the results derived for the client over those that measure activities



Setting a clear baseline in all directional metrics to which we compare future data



Establishing comparisons with alternative scenarios



OUR IMPACT STORIES

The value of a project ultimately lies in its impact on the organization and its environment. We feel that our results speak for themselves, so we have presented a selection of projects that showcase our work with clients across all nine of our primary disciplines, as told by the project leaders who led the work. We have highlighted client stories across different sectors to illustrate the difference the Opinno Way makes in producing tangible results. Enjoy this taste of Opinno!

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

Tommaso Canonici

Cofounder & Managing Director



Innovability, a new way of looking outward

"Good ideas are always welcome, wherever they come from"

In today's world, innovation is no longer an isolated task. In order to truly innovate, we must consider ideas and solutions that originate outside of our organizations.

A leading multinational power company, present on five continents and 32 countries, has made this principle the cornerstone of their approach to innovation, which they call Open Innovability®, which translates as "good ideas are always welcome, wherever they come from."

Open Innovability® is the digital crowdsourcing platform created by this company to solve global problems by integrating two key concepts, Open Innovation and Sustainability. This platform is used to launch different challenges that seek to resolve real world problems by connecting with sustainable and innovative ideas. The goal of the company is ambitious and compelling: to position itself as a global innovation leader in the year 2021.

Innovation hubs are part of the company's strategy to lead the energy ecosystem of global innovation by connecting talent, ideas, experience, technology and resources. The goal is to identify, attract and collaborate with the most innovative

startups and SMEs around the world, providing the necessary resources to develop the best energy solutions in a responsible and effective way.

“One of the most important challenges has been the design of a global and local communication strategy to promote their international network of innovation hubs, thus positioning the company as a reference in open innovation.”

Amelia Hernández, Project Leader

Each innovation hub is a reference point for startups in their market. Their participation in the global network is an added value, since each hub relates to and collaborates with each other in order to exchange experiences. Thus, all the innovative ideas and best practices generated in one territory can easily transfer from a local level to the international network.

During the last 3 years, the company has published over 140 innovation challenges, collecting thousands of ideas and solutions in more than 100 countries, and has provided economic rewards and collaboration agreements with companies,

startups, researchers and individuals all over the world.

At Opinno, in addition to designing the communication strategy, we are actively collaborating to generate a wide variety of editorial and visual content with a special focus on video production. Our work includes concept development as well as creating landing pages, generating interviews and supporting social media and other media with creative content as well as elaborating materials to promote and enhance international events.

As a result of this collaboration, we have increased the visibility of success stories and the collaborative platform worldwide, creating engagement with new companies and SMEs in their respective ecosystems.

We have worked to promote more than twenty challenges, created eight customized strategies for the ecosystem of each hub and developed more than 100 pieces of content.

At Opinno we are proud to have the opportunity to collaborate on an initiative that is leading the way forward, attracting talent, external ideas and solutions that represent a new way of truly leading sustainable open innovation.



Amelia Hernández
Project Leader

Area: Open Innovation

Discipline: Insights & Market Intelligence

Industry: Energy

Office: Rome

"Sustainability through innovation is a long-term investment that has led to inspiring results. Our 3-year collaboration has enabled us to grow with the client as they lead the Energy Transition towards a more innovative, green and fair world."

IMPACT

5 global event campaigns in 8 countries

100+ pieces of content developed

350k+ people reached

A groundbreaking, scalable telemedicine app

Contributing to the healthcare revolution

A doctor's visiting time is a limited resource. There is a need for new strategies to effectively diagnose and treat patients, without face-to-face consultations, by increasing the use of digital tools, such as video and apps.

Psoriasis, an incurable skin disease, is a perfect example of how poor treatment continuity, lack of patient knowledge and the need for frequent monitoring affects the quality of life of those who suffer from it. What if there was a new, more efficient and scalable solution to diagnose and treat psoriasis?

Reimagining medicine to improve people's lives fuels [Novartis](#), the global health leader who created Novartis Biome a network which strengthens interaction between the company and other agents within the ecosystem. So, when they contacted Opinno to help them identify and gather the best startups in the world for the BIOME Derma Pitch Competition we knew this was an opportunity to contribute to a healthcare revolution.

The scouting process involved emails, phone calls and weekly reminders to potential startups, which resulted in a list

of 101 candidates. We narrowed that list to 20 startups, who were placed under the scrutiny of dermatologists who attended the 5th National Psoriasis Congress in Madrid.

“At Opinno, we know from experience that launching a competition of this kind implies a clear definition of the challenge presented to the competing startups, an appealing proposition that adds value to independent entrepreneurs and a transparent set of selection criteria that clears the path and chances to win for all competitors.”

Daniel Tremola, Project Leader

In order to win, each would have to integrate their idea, and the best of AI into an app. It consisted of optimizing the attention received, allowing both patients and dermatologists to obtain relevant information in order to provide ongoing recommendations based on symptoms. For example, a potential solution could include medication reminders,

information about healthy habits or personalized recommendations.

The candidates knew what winning would mean: gaining visibility, financial opportunities, support from Novartis experts and dermatologists. But first, they would have to pitch their ideas at the coveted Pilot Project Program.

During each phase- Launch, Scouting, Evaluation, and final Pitch Day - we analyzed and helped execute methodology and results. But we also wanted to extract the best practices and areas of improvement for future editions. This involved designing an efficient communication strategy including web site architecture, visual and copy management as well as the development of information kits.

The winner was CaptureProof a groundbreaking, scalable telemedicine app that could help change diagnosis and treatment of psoriasis forever.

The end results: a happy client, a winning startup, a proud team, and a giant step forward in innovative digital solutions that will disrupt and shape the healthcare revolution.



Daniel Tremola

Business Design and Digital Experience Lead

Area: Open Innovation

Discipline: Ecosystem Development

Industry: Pharma

Office: Barcelona

"Working hand in hand with one of the largest, global pharmaceutical companies to help them become an innovative medicinal company powered by data and digital technologies has been one of my greatest professional challenges to date."

IMPACT

5

franchises working on projects inside the Biome umbrella

100

attendees of the Pitch Competition from around the world

100+

startups analyzed

Leaders of the mobility market

From new trend to opportunity: staying one step ahead of the competition

In recent years, we've become increasingly aware of traffic reduction plans for cities, new fuel regulations and the expenses associated with the purchase, maintenance, insurance and taxation of private vehicles.

As a result, renting vehicles, a popular trend among big companies looking to change models frequently, with costs all included, is now attracting private citizens. One of the largest insurance companies in Spain, Grupo Catalana Occidente (GCO), was the first to see this opportunity to position itself as a leader in the mobility market.

After meeting with Grupo Catalana Occidente, it became clear they wanted to assess the potential growth of this new trend and take advantage of it, by offering a new renting service to its clients.

So, in the summer of 2019, we launched a collaborative project and established a set of goals: evaluate the opportunity to offer a renting service for private clients, analyze potential business models and define a course of action to develop the

best possible model within a pilot program, which would include an MVP (Minimum Viable Product).

“For the first month, we focused on analyzing the private renting landscape in Spain. This phase included a development study, a three-year market growth projection, an analysis of operators and intermediaries, as well as a compilation of the best practices among insurance companies already offering the service in other countries.”

Xavier Contijoch, Director

Having taken into account the potential risks and benefits, the best possible business model involved alliance with one of leading operators in the market, which would be responsible for both purchasing the vehicles and providing all the services included. GCO on the other hand would take care of marketing the service and policy, as well as managing all insurance related aspects.

By conducting a digital survey, we were able to define the best value proposition, but also got a much better understanding of the potential clients that would use this new service, including their socioeconomic status and age to their needs, motivations and preferences regarding models and conditions.

Finally, in 2020, GCO closed a deal with ALD Automotive to offer vehicles to its private clients. Both companies committed to always including hybrid or electric vehicles options, and model upgrades in accordance with active ALD campaigns and client needs. As of November, last year, the service has been operating in Madrid, Barcelona and Valencia through the network of Seguros Catalana de Occidente.

In 2021, the service will expand to the rest of Spain and be offered by two other insurance companies, Plus Ultra Seguros and Seguros Bilbao. At Opinno, we are proud to have collaborated with Grupo Catalana Occidente in defining a new business model that is now part of the company's reality.



Xavier Contijoch
Director Opinno Barcelona

Area: Open Innovation

Discipline: Launch Readiness

Industry: Insurance

Office: Barcelona

“New models of consumption are transforming our society, so in order to stay relevant, a thorough analysis of the current trends and the development of innovative business models for new markets is essential to staying one step ahead of the competition.”

IMPACT

- 3** operational and financial models analyzed
- 3** value propositions tested in a digital environment with clients
- 2** leading companies united in a solid collaboration



Miguel Ángel Foces
Project Leader

Area: Strategy & Business
Architecture

Discipline: Strategy

Industry: Pharma

Office: Mexico City

“Our collaboration began by helping them prepare the program and identify and define their own strategic challenges. The next step involved designing the brand identity and creating a communications plan directed towards its collaborators.”

IMPACT

160 trained collaborators on innovative methodologies

80+ participants in the competition

133 generated ideas

The fast fish eats the slow one

The digital transformation starts with you

Creativity is becoming one of the most valuable intangible assets for companies, amidst the global disruptive landscape we live in.

Traditionally, it was understood that *it was the big fish that eats the little one*. But in this new world of business, managed at high speed, it's the **fast fish that eats the slow one**. Instead of size or historical momentum, it's flexibility and a fast response to digital challenges that will shape the future of companies.

This is where **creativity** can play a decisive role. It's a **true game changer** and one that leads to the following reflection: How does quality creative thinking take place? Where can imaginative solutions to real and everyday problems be generated at an operational level, in the next generation of companies?

This was a key question that Stendhal Mexico, the pharmaceutical lab dedicated to high specialty drugs and primary care in Latin America, decided to answer last summer.

Perhaps the treasure of creativity was hidden among their workforce, the people

involved in the daily operations and, therefore, those who are closer to the needs of both the client and the company itself.

Innovación is the name of the pilot initiative, launched last fall, and made available to any collaborator who wanted to be part of this new approach to innovation. A recipe, whose ingredients - disruptive ideas and agile methodologies - would promote a new culture which featured entrepreneurship and connection with the ecosystem as key elements.

The program included people-centered design processes such as Design Thinking and Lean Startup. These two methodologies are complementary and ensure that new product ideas are validated quickly, which was one of the key challenges we identified during the first phase. Then, more challenges were added: how can we strengthen the role of the medical representative with innovative solutions, how can we better reach end users through new business models, or how can we improve access to the public sector? We also worked on

fully understanding the needs of clients and tweaking business models to accommodate local peculiarities.

Before the pitching phase began, all participants received initial training via Master Classes in order to boost the angle and quality of their ideas. After analyzing 133 proposals registered by mid-October, we narrowed it down to 80 potential candidates. Each and everyone, then had to pass the scrutiny of an executive committee, which was established to select 9 finalists.

The nine candidates defended their ideas before the committee, in a final pitching session. The result: 3 winning projects. Three imaginative and viable solutions to redesigning the ordering process, streamlining financial planning and the use of video in drug prescriptions.

32 weeks of work, 160 employees and 20 managers were trained in methodologies and management of innovation projects. A final rating of 8.25 encourages us to continue collaborating in this pilot program that will be soon celebrating future editions.

United by values

How to create a consistent personality

We don't learn about people based on the values they claim to have, but from the consistency of their daily decisions.

This also applies to the perception we have of brands and companies. In order to operate, they too need to create a predictable and consistent personality. What really makes a difference in how a company is perceived, however, is not just a matter of values, but about the visible decisions they make.

How can a company build effective teams, create excellent customer service, or drive innovation, if it doesn't share its values with those who apply them daily? Employees, through their conduct, spirit of service and decision-making, are undoubtedly the true expression of this differential personality.

Well aware of this reality, and for the third consecutive year, BBVA, with the collaboration of Opinno, has organized Values Day. "United by Values" is the name of the most recent edition, through which more than 125,000 employees worldwide have had the opportunity to reflect, discuss and share insights on the

culture of their company.

This year, as a result of the pandemic, all Values Day activities and workshops were moved online, increasing employee participation by 11%, compared to the previous edition.

Opinno organized the main activity of the day, the Values Workshop, where 65,800 employees, distributed in 6,700 groups, took part in lively discussions about the bank's values and behaviors.

“We conducted a historical analysis in order to understand how the company's values evolved and how they were applied at different moments. This led us to suggest new initiatives based on those values, and thus respond to the demand of the bank's strategic priorities in the future. These priorities include having the best team, operational excellence, data and technology, as well as customer growth, by helping them transition into a sustainable future and improving their financial health.

Libia Renza, Project Leader

Some of the proposed initiatives have paved the way to further engagement of customer relationships, in order to better understand them and get ahead of their needs, incentivizing employee initiatives and enhanced mobility of those who promote cultural exchange.

After conducting a survey among employees, we discovered that more than 90% consider they now have a better understanding of BBVA's values and their application in daily life. On average, 76% of employees participated, highlighting the presence of the workforce in Spain, Mexico and South America. Interestingly, the number of those who prefer to keep Values Day online practically doubles those who would rather participate in a more conventional format.

As a final note, at Opinno, we are once again reminded that having a strong culture with clear and well perceived values, both outside and within the company, is the best way to create a space in which our team, clients and associates can collaborate and cultivate a differential personality.



Libia Renza

Head of Opinno.org
and Project Leader

Area: Strategy & Business
Architecture

Discipline: Transformation

Industry: Banking

Office: Madrid

"Values are the foundation of any company. Digitalisation has allowed us to have a global impact experience within BBVA so that, through values and behaviours, we can work on providing solutions to the bank's strategic challenges."

IMPACT

125k+ participant employees

6k+ organised teams

9 countries



Jesús Obelmejías
Strategy and Innovation Director
Opunno Barcelona

Area: Strategy & Business
Architecture

Discipline: Business Design

Industry: Security Services

Office: Barcelona

"We built a catalogue of services so that the targeted project area could be a source of customer insights for the whole company."

IMPACT

5+ services defined within the portfolio

4 iterated request processes

6 manuals defining how to interact with other departments

The secret art of listening

Finding a common language

Companies have traditionally relied on their production process to evolve. However, in a constantly evolving landscape, it is a new and intangible skill that is transforming this more conventional approach. The secret behind the mastery of organizations like Netflix, Amazon and Spotify is that they know how to listen.

The key to developing winning products and services is knowing how to learn from customers by listening. Employees are at the center of customer experiences because of their daily engagement with them. However, the background noise generated by business activity can drown out both voices. One needs to know how to amplify them and act accordingly.

Our client, a renowned and global brand in the financial sector, became aware of this new window of opportunity and decided to spearhead a transformation process based on listening, analysis and activation of both employee and customer experiences.

“When we were asked to analyze their activity, we realized that it wasn't just about listening. The real opportunity was to transform this information into valuable insights for the company. The entire process involved moving from a traditional satisfaction survey model to a genuine integration of customers' and employees' voices”.

Jesús Obelmejías
S&I Innovation Director at Opunno

This process began in late 2018 and is still underway. The goal was to integrate the new program, so we started designing its visual identity and a common language. We wanted all the agents involved to convey a consistent message.

The new program facilitates communication channels between the quality department and the other sectors of the company. At Opunno, we have worked on its design and implementation, with well-defined goals. These include

responding to requests generated by other departments and adopting an active role in generating value propositions.

The creation of the website, including its visual and written content, has been a crucial stage. The website now incorporates recommendations on how to chat with customers, and in the last phase of this collaboration, we are also editing short videos with tips that will improve the communication process.

The result of our collaboration is the improvement in the ability to amplify, listen and process the voice of these two important groups, as well as creating new opportunities for collaboration, between different departments. In short, this initiative largely focused on moving the customer's voice to the rest of the value chain, gaining visibility and initiative.

This highly rewarding collaboration leaves us with a final takeaway: listening to customers and employees is no longer something that can be overlooked.

Anyone can invest in real estate

It is highly complex to achieve to simple results

Not long ago, when an entrepreneur needed funding to get a project going, the options were limited, borrowing, asking for a grant or approaching family and friends.

During the first decade of this century, two companies began offering a new way of online financing. IndieGoGo was the first to propose a collaborative production of films when the Sundance Film Festival first appeared on scene, and Kickstarter, which helped popularize micro-financing in order to "bring creative projects to life."

Today, real estate crowdfunding allows the average person to invest in this sector without large quantities or sophisticated knowledge.

The differential value of iCrowdHouse is the extensive knowledge and experience from its partners in the real estate market. Our role is to provide technology and experience in online design and usability. This business is very complex, and the architectural design needed to create a quality platform is complicated. Everything

needs the highest quality certifications

Senén Bernárdez, KAM at Opinno

Our work focuses on developing solutions and designing the architecture needed to connect investors, who want to make the most of their money, with developers or planners looking to finance their real estate projects. That connection is made possible through the iCrowdHouse website, where our platform-specific software offers user friendly tools and solutions.

Investors are accustomed to an intuitive handling of online operations, thanks to simple instructions, basic steps and easy-to-use tools that allow them to plan their investments and have real-time information on the history and evolution of their transactions.

Project developers and planners require excellent management tools that allow them to demonstrate both viability and project performance while maintaining a fluid relationship with investors. This also enables them to maintain a recurring, flexible and scalable source of funding in order to tackle new projects.

Each promotion or real estate project begins with an initial funding purpose and once it is achieved, there is a follow-up process on the live project itself. During both phases, relevant information needed to evaluate the state of investment or project is provided, together with the tools needed to track and carry out different actions such as voting on the board, distribution of dividends or publishing of news.

In addition to this, our work also considers the need for automatically embedding iCrowdHouse's proposals on third party websites, helping to attract new investors.

iCrowdHouse is scheduled to be launched in 2021. At Opinno we are proud to participate in the creation of this new real estate crowdfunding platform which demonstrates that to achieve simple results, high complexity is often required.



Senén Bernárdez
Key Account Manager

Area: Technology Solutions

Discipline: Development

Industry: Real State

Office: Madrid

"This project demanded the creation of a best-in-class real investment platform."

IMPACT

13 closed huge projects

4 designed opportunity generators

9 months on code developing



Hugo Monsalve
Project Leader

Area: Technology Solutions

Discipline: Architecture & Engineering

Industry: Logistics

Office: Cadiz

"It has been very rewarding to see that, following a successful pilot, an exciting project has been developed that will certainly help TRADISA to improve its business, initially by facilitating its employees' daily tasks and later on by helping them to make the right decisions."

IMPACT

100k+

automatically processed e-mails per year



automated report generation



a fully integrated solution with Teams via Microsoft apps

A revolutionary dashboard

Leading vehicle transportation in Europe

Vehicle transportation within the EU is one of the most mature and competitive markets in the world. The absence of borders allows for an easy relocation of manufacturing but has also created the need for greater mobility between different countries.

This market has manufacturers, dealers and even individuals constantly generating timely and varying requests in order to move their vehicles from one place to another. To meet the high demand, there are several highly specialized transportation companies.

Tradisa stands out as a leader in vehicle transportation throughout Europe with distribution centers located in Spain and other key European cities.

In addition to their specialized logistical team, one of the services that make Tradisa unique is the speed in which they respond to the high demand. For years, vehicle transportation companies have used a bidding system, allowing potential clients to publish their requests on specialized websites or send emails with their transportation needs and receive

immediate offers from major carriers.

"The key to working effectively in this market is the speed and rate of response based on quality information. We need to know the average prices based on the history of bids made by the company. The dashboard will help them be more agile in managing their bids, prioritizing them by expiration dates. The amount of time saved is huge and this positively impacts the business."

Hugo Monsalve, Project Manager

The goal is to not get lost in the sheer volume of data generated by the company's activity in order to save time in its interpretation, strengthen the effectiveness of services and avoid losing opportunities amidst the immediacy of bids.

In order to automatize the process of managing requests, the team needs to first interpret the emails sent by potential clients. Once the information is received

in a structured HTML file with the basic data, the next step is grouping these requests in an orderly way, helping the team make decisions without missing business opportunities.

In many cases, client requests do not respond to a pre-determined structure, making their management very complicated. Therefore, we are using new technology to design a neural network for their treatment.

The tool also allows the team to look up the history of requests received, and proposals issued, whether they were carried through or not. With this information, the platform suggests an optimal price for each bid, based on a conversion from historical analysis. This solution is accessible from any device, allowing for full control of the business opportunities that are presented daily.

After eight weeks of work, we are fine-tuning the last details so the dashboard can be operating later this year. The team at Opinno are thrilled to be supporting one of the leading European vehicle transportation companies.

OPINNO.ORG | SOCIAL IMPACT

We want to benefit society through our work. We strive to go further than corporate social responsibility pledges and actually make sure the innovation and economic development that we foster are broadening access to opportunity. To this end, Opinno implements various actions:

- 1. Collaborating with the third sector.** We apply our knowledge and experience to projects with NGOs and other not-for-profit organizations. We undertake projects with companies with fewer resources, smaller companies, or even startups that may find it difficult to access professional innovation consulting services. Sometimes these projects imply an opportunity cost for us, such as lower margins, that we are happy to forgo.
- 2. Volunteering and community service.** We encourage our team to participate in social and humanitarian initiatives. We also regularly invite external speakers to share their perspective on social inclusion and diversity with our team.
- 3. We support the public sector.** Aware of the key role of institutions to ensure welfare, we occasionally provide our services free of cost in order to foster civic institutions' participation in the innovation ecosystem.
- 4. 1% Pledge.** We pledge to devote 1% of our working hours to projects with a social impact and limited profits.

In 2020 we continued to develop our involvement in social and civic causes. We have kept our **1% Pledge**, despite the difficulties caused by the Covid-19 crisis and we are closer than ever to obtaining the **B Corp** certificate. We increased our participation in various causes, including our support to organizations such as **Ashoka, Fundación Unidos en Red, Celera, Fundación Tomillo, 26 Letters** and **Scale up**.

At Opinno we have learned that our commitment to this global movement is not only a **benefit for the organizations** but also for our **human team**. **Applying our experience** in digital transformation to this type of entrepreneurship is very satisfying and also the main reason why we have decided to renew this program. The commitment and dedication of our staff is undoubtedly the best guarantee to face this challenge in the coming years.

1% Pledge, a renewed commitment

Most companies have the capacity to join this global movement

The 1% Pledge was founded in 2014 with the initial goal of getting 500 companies to commit 1% of their capital, profits, time or product to philanthropy as a way of giving back to society. Today, more than 8,500 companies worldwide have accepted this challenge.

The founders of this organization are convinced that most companies have the capacity and availability to join this global movement if they have: willingness to have it be a flexible collaboration, freedom in terms of choices, and commitment during the early stages of the company's growth.

At Opinno, we have spent more than a year dedicating 1% of our time to support organizations doing what we do best. "We want to help them develop by providing know-how and proposals for digital innovation and technology, all of which generate real value." says Sara Alonso, of Opinno.org, the social arm of our company. In 2020, we have actively worked with the following:

[Ashoka](#) is a non-for-profit organization that, for the last 40 years, identifies, connects and supports the world's leading

social entrepreneurs. Opinno supports Ashoka by providing a consultancy program focused on helping them define their 2.0 community and improving relationships with their groups of interest.

[Unidos en Red](#) Foundation brings together companies, celebrities and networks of volunteers in order to optimize social impact projects. We have signed a collaboration agreement aimed at boosting synergies, increasing the impact of their calls to action as well as developing joint initiatives together, to integrate new strategic partners in Ibero-America.

Together with [Celera](#), whose mission is to identify young talent in Spain and enhance their skills, we organize talks on innovation and technology.

[Fundación Tomillo](#) focuses on providing support for children's wellbeing, training, employment and entrepreneurship. We're helping them define a set of actions aimed at their digital transformation.

[26 Letters](#) operates in Lebanon to promote the access to quality education

for all. Our collaboration focuses on defining a digital value proposition for donors and volunteers.

[Scale Up](#) is dedicated to training and certifying volunteers. For this international cooperation project, we have helped identify proposed improvements to optimize the process of volunteer support.

At Opinno, the satisfaction of applying our experience in digital transformation to this type of initiatives is the main reason why we've decided to renew our desire to give back to society through this program.



Sara Alonso
Innovation & Strategy
Consultant

Area: Opinno.org
Office: Madrid

"The best way for us to generate social impact is by continuing to commit 1% of our efforts to it. The 1% pledge is not just a commitment, it is a lifestyle."

Tree School

Connecting with companies' needs through Education

Imagine a world where the number of jobs offers far exceeds the number of candidates able to fill them. Innovation and technology companies are dealing with a paradox: while they struggle to find qualified staff, unemployment rates in the younger population continue to soar.

"This dilemma represents an opportunity to energize the young labor market by reorienting their training towards the digital innovation sector" says Silvia Amato, Education Manager at Tree.

Founded by Antonio Perdichizzi, Tree is an Italian firm specializing in open innovation, ecosystem building and education, which promotes the digital and cultural transformation of companies. With the recent acquisition of Tree, at Opinno we are not only consolidating our position in Southern Europe but incorporating Tree School, an educational experience that is having a huge impact connecting to the real needs of companies.

"180 students have already completed their training and are conducting their first interviews. The last 4 courses have been

dedicated to Data Science & Machine Learning, Frontend Developer, Backend Developer & Mobile App Developer," adds Silvia.

"The courses that we offer in partnership with Tree School, present a unique opportunity to thousands of young talents who want to improve their skills and to face the entire world of jobs with exclusive training. Remote learning will accelerate the assimilation of subjects in IT and will allow candidates to enjoy a stimulating experience thanks to the different aspects of innovation and technologies that Experis and Tree will lead to teaching."

Riccardo Barberis, ManpowerGroup Italy Managing Director

These are Young talents between the age of 18 and 25. Most have recently graduated in STEM (Science-Technology-Engineering & Mathematics) disciplines and, thanks to the school, these students from the Catania region, now

have an entire world of professional possibilities before them

Our educational project is based on four value propositions. The first one inspires the rest and is based on the quality of the learning experience. Innovative digital tools taught through project work, are combined with interactive teaching and mentorships as well as Lean and project management methodologies.

Our school is career oriented, and our main goal is placing students in the job market. Our main stakeholders have direct access to our network of trained talent. Plus, every month we organize talent auditions for them to interact and interview potential candidates, within our virtual event platform.

At Opinno we are proud to learn and be able to write about what we believe to be a perfect example of an impact story. One that turns challenges into opportunities, by balancing the needs of students and companies in the digital sector and creating a win-win situation for both parties, and for society at large.



Silvia Amato
Education Manager

Area: Opinno.org
Office: Rome

"After collaborating with Ashoka for this Summit, we set the foundations for a close collaboration between two organizations so that they could continue to flourish throughout 2020, as part of Opinno's CSR commitment."



Javier Montero
Jr. Strategy & Innovation Consultant

Area: Opinno.org

Office: Madrid

“Together with Fundación ONCE, we worked on the initial selection process and coordinated the companies who imparted the 800 hours of master classes and workshops. These external companies will also provide a clear vision of what future programmers can expect once they’re hired, by offering them internships.”

Programming Courses for Non-Programmers

Programming is accessible to everyone and anyone

A new trend is emerging which will allow easier access to employment. This exciting trend promises to boost the technological revolution by putting everyone's capacity for initiative to the test. If we add the need to create more inclusive societies to the mix, “everyone” should, by default, include people with disabilities. This is exactly what Fundación Once challenged us to do.

Their goal could not have been clearer or more powerful: to promote digital capabilities, specifically in web programming, to give people the skills they need to work and succeed.

“We are talking however, about a truly universal language, one that is more accessible than we think, and the only one that allows us to build new realities and literally be able to program immediate changes. Learning to program also reinforces the sense of security and control, the capacity to be creative, and the

pride and satisfaction from the results.”

Javier Montero, Jr S&I Consultant

Something totally unexpected happened during the first phase: Covid-19. “When we were given the assignment from Fundación ONCE to coordinate an on-site 800-hour course, little did we imagine that a global pandemic was going to test our ability to adapt, making the transition from a classroom setting to a virtual one” recalls Javier.

To ensure equal access for all students, this new online format required integrating accessibility features such as automatic subtitling or the presence of an online sign language interpreter for a student with hearing disabilities.

The second and third phase of the course has 30 students in Madrid, Valencia and Barcelona, learning simultaneously. Both phases consist

of 550 hours of web programming, innovative methodologies and transversal skills. Once they complete their training, the students will go onto the final phase: real internships at companies which collaborate with Fundación ONCE and Inserta Empleo.

Despite all the challenges, Javier and her team already have a great reason to celebrate: 95% of the students are still actively enrolled.

Along with a happy client, integrating people with disabilities into the tech world, and the benefits this has in society, at Opinno we are left with one final thought. As a company we must continue to collaborate with our ecosystem and as a society, we must pay more attention to initiatives that ensure personal and professional development for everyone. In this way, Fundación ONCE is undoubtedly leading the way.

Opinno was founded in Silicon Valley in 2008, coinciding with the beginning of the financial crisis. This marked the beginning of a transformation of sectors that had not yet been digitized and a moment in which innovation became a strategic asset for all companies.

In this newly competitive environment, companies must collaborate with their ecosystem. This is why we developed a network of more than 30,000 experts, through our partnership with the MIT Technology Review. Leading academics and professionals collaborate with our more than 180 consultants from our 9 offices on projects in more than 20 countries. To this end, we have developed our own culture and working methodology, which we call the Opinno Way, and a collaborative working platform: Opinno.IO.



Why?

To help large organizations adapt to the increasingly fast pace of the market



How?

We apply the values and methodologies used by the startups with the greatest global impact



What?

Innovation as a service: a comprehensive support model that covers all the needs of an organization

Alliances

MIT
Technology
Review

Microsoft
Partner

aws partner
network

workday.

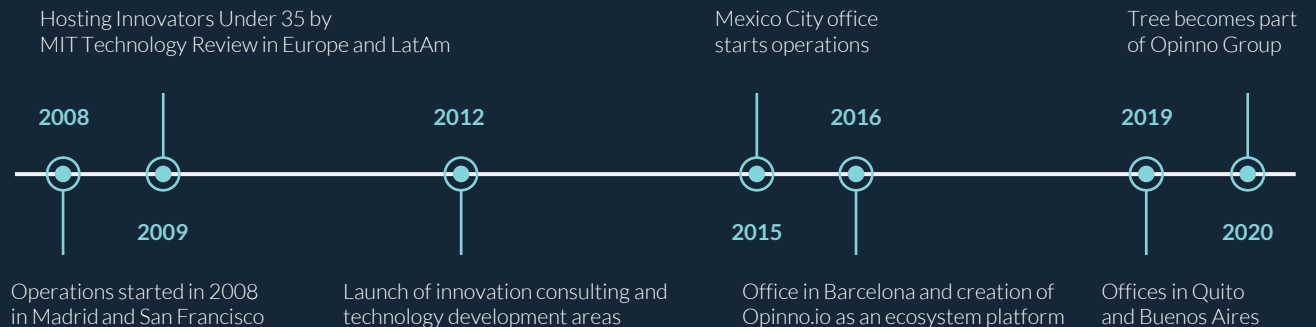


180+ employees

53% women

12 nationalities

Company History



OUR VALUES

Our values set us apart from other organizations; they represent our work ethic and our quality guarantee. We bring together people with the same values and who have the potential to become great leaders.

SHINE

Motivated We love what we do (and it shows).

Inspiring We evangelize about innovation at every opportunity, catalysing organizational change.

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 then apply that knowledge.

Overachievers We go the extra mile, beyond requirements and expectations.

UNITE

Empathetic We work to understand others' point of view.

Collaborative We know that in 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 environmental impact of our teams.

Committed We devote part of our resources to social projects.

IMPACT

Results oriented We recalibrate work that does not yield results.

Focused We keep the objective in mind and prioritize accordingly.

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



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

Rebeca Bárcena

Talent Director

OUR LEADERSHIP TEAM

Talent is our best asset and customer satisfaction is our obsession. Over the past few years we have trained hundreds of consultants. Many of them are now part of our Leadership Team or have become members of our Advisory Board.



Pedro Moneo
Founder & CEO



Andrés Haidar
Argentina Director



Antonio Fontanini
Chief Exponential Officer



Antonio Perdichizzi
Italy Director



Beatriz Ferreira
LaTam Director



Bernardo Duce
Technology Solutions Director



Daniel Medina
Strategy Director & Founding Partner



Elena Rodríguez
Open Innovation Director



Javier Iglesias
Chief of Operations Officer and Technology



Juan Gallego
Ecuador Director



Rebeca Bárcena
Talent Director



Tomás Baylac
Chief Finance, Admin Officer
& Founding Partner



Tommaso Canonici
Managing Director & Founding Partner



Xavier Contijoch
Barcelona Director

OUR EXPERT COUNCIL

As an Open Innovation consultancy, we believe in an open collaboration model. Our **ecosystem** is made of thousands of senior experts located globally. This community participates in our consulting engagements as experts with deep knowledge in concrete domains. The members of the Opino Expert Council act as a plug and play advisory board on our projects, providing insight at crucial points.



Anna Olsina Costa

Miembro del Institut d'Estudis Estratègics,
Foment del Treball Nacional



Antonio Gonzalez Barros

President & Founder, Grupo Intercom



Antonio Núñez

Senior Partner, Paragon Partners
Co-autor de "El líder ante la innovación"



Balvinder Power

Board Member, BOOSTER Space Industries
Co-Founder, Unfold Work



Beatriz Lara

Board of Directors Member, UniCredit
Innovation Advisory Board Member, Prosegur



Clotilde Tesón Rufz

Europe and Asia HR & Culture Director, DRAXTON
Executive Coach Certified by ICF



Diana Díaz Agrela

Head of Advanced Analytics & Big Data |
Digital Strategy & Transformation, Bankia



Fabián Orue

Partner, Crede Capital Group
Executive Leadership Coach MBA



Guayente Sanmartin

VW Vice President & General Manager,
Large Format Design Business, HP
Partner, Investready



Ignacio Villoch

Founder, Kamiwaza 2020
Mentor, IKIGAI



Jose María Visconti

Digital Marketing & Digital Business
Masters Director, ESIC
Digital Transformation Senior Consultant



Juan Pedro Benítez

Chief Digital Innovation Officer, AECC
CEO startups CInO Mentor, social tech
innovation & entrepreneurship, healthtech,
agetechnology, digital IoT AI wireless



Elisabetta Galli

Global HR - International HR BP, L&D CoE,
Lightsource BP
Ex-Global Head of Knowledge, Development
and Talent Management, Banco Santander



Philippe Margueritte

SVP Global Travel Retail & Export, Coty



Viviana Korantinovsky

CEO, Kamaljit Europa
Managing partner, Opino Argentina
Certified Professional Coach- ICF ACC

THIS IS WHO WE ARE, THIS IS HOW WE WORK

Thank you for reading our 2020 Annual Impact Report.

For more information, please visit www.opinno.com.

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