

# CA Accelerator

Leaning in with innovation.

“The only way to win is to learn faster than anyone else.”

Eric Ries, author, “The Lean Startup”

“Transformation is a messy process. You need the right environment for ideation, discovery and experimentation.”

Otto Berkes, CTO, CA Technologies

## The Transformation Imperative

Long gone are the days when IT was narrowly focused and centralized. In the app economy, where data assets have been democratized and digital disruption is everywhere, lines of business are often building their own solutions.

With the consumerization of IT, customers, partners and employees expect rich, rewarding and productive experiences—and tolerance for anything less is vanishing.

The urgency to harness technology for competitive advantage now reaches from front-line managers all the way to the boardroom. Digital first is the new normal, and succeeding in this environment requires fresh thinking and new approaches.

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## CA Accelerator Overview

To surface breakthrough ideas and rapidly recast them as meaningful products, CA Technologies created a forward-thinking, internal innovation incubator: [CA Accelerator](#). It's a safe sandbox for CA intrapreneurs to vet their ideas by testing hypotheses about target problems, customers and solutions, and validating the market need for their innovations.

Rather than the traditional model—making a few big investments on long-term development projects that often miss opportunities due to lock-in and/or flawed assumptions—CA Accelerator nurtures many small projects that rapidly iterate their way to success. Incubations are treated like true startup businesses with the freedom to engage the marketplace and socialize their ideas.

The learnings captured along the way make CA a more connected and vital partner.

“CA Accelerator is concrete evidence that CA Technologies has pivoted to become a software factory.”<sup>1</sup>

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## Driving Business Model and Technology Innovation

The CA Accelerator program helps ensure that CA is harnessing the full breadth of potential that technology offers. Regarding business and delivery models, CA Accelerator projects use creative approaches that accelerate time-to-value for customers:

- SaaS, mobile app and API-based services.
- Frictionless try and buy.
- Open-source software, containers and microservices.

CA Accelerator projects often leverage fast-emerging technologies and techniques that help solve customer problems in new ways:

- Artificial intelligence, neural networks and deep learning.
- Advanced analytics, including predictive/prescriptive, real-time and data analytics.
- Bots, the internet of things (IoT) and serverless architectures.

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## Build, Measure, Learn, Repeat

Startups fail when new businesses are treated like mature businesses.

CA Accelerator functions like an internal venture capital firm as projects are financed through a series of progressive funding rounds based on milestones achieved. The program also shares characteristics with other well-known public incubation and accelerator programs like Techstars and Y Combinator, where teams benefit from access to expertise, by sharing best practices, startup tools and techniques, and via a support framework.

Ideas pitched by CA employees are evaluated for fit and viability. If accepted into the program, staff are placed on an Incubation Rotation enabling them to pursue their ideas full time.

CA Accelerator reflects lean and agile thinking as projects iterate their way to success, pivoting as needed. If, through testing, an idea is determined to be either too early or it solves a problem that is not compelling enough for customers, the project is paused.

Nevertheless, the insights gained contribute to the company’s body of knowledge and are shared openly. These experiences are crucial as we harness new and emerging technologies like artificial intelligence, containerization and IoT.



## Running Lean

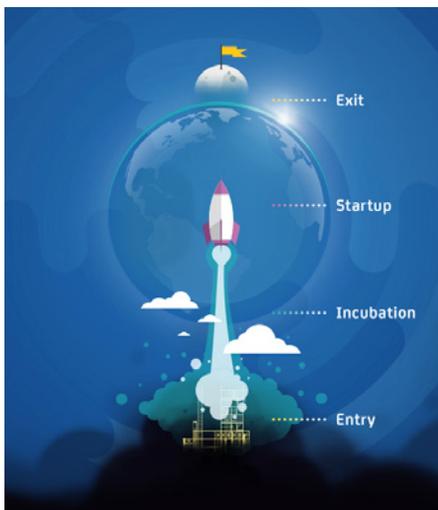
CA Accelerator uses a consistent, proven innovation framework designed to give new ideas the greatest chance at success—and to get new products into customers’ hands as quickly as possible.

CA Accelerator uses the lean startup framework formulated by successful entrepreneurs like Eric Ries and Ash Maurya. The process begins with an idea, and rather than encumbering idea harvesting by requiring a comprehensive business plan, we fast-track the process by requiring only a simple, single-page matrix—the Lean Canvas—to document the idea.

<b>Problem</b>	<b>Solution</b>	<b>Unique Value Proposition</b>	<b>Unfair Advantage</b>	<b>Customer Segments</b>
	<b>Key Metrics</b>		<b>Channel</b>	
<b>Cost Structure</b>			<b>Revenue Streams</b>	

Governance is through a cross-functional Angel team led by the CTO. Teams present their updates to the Angel team every month, explaining what they’ve learned, how their experiments are progressing and, on occasion, requesting additional resources or promotion to the next funding stage. The Angel team assesses the progress against objectives and determines if projects should persist, pivot or pause.

## CA Accelerator Stages



If accepted into the CA Accelerator program, projects enter the Seed 1 stage and focus on a series of experiments designed to prove the customer-problem fit. Employees are approved for an Incubation Rotation during which their previous (or similar) position will be held open.

If the Seed 1 hypotheses are validated, they advance to Seed 2 where they focus on problem-solution fit.

Rapid pivots at small scale (1–4 people) ensures fast, cost-efficient confirmation of a customer-validated problem and potential solution prior to building a product.

If successful, they advance to Startup Series A where they build a minimum viable product (MVP).

Startup Series B focuses on solution-product fit and Startup Series C concludes with product-market fit.

Constant experimentation and customer involvement ensures there is genuine market demand before significant investments are made.

## How Can I Get Involved?

To ensure our innovation is customer-centered and we build products that matter, customer involvement is not only welcomed, but required at every stage.

Customers and partners can contribute in the following ways:

Share feedback regarding current incubations. Get involved and tell us what you think about projects currently underway. Do they satisfy a current and pressing need? How would you use the product(s) and what value would you experience? To review our current portfolio, request a meeting with CA Accelerator leadership through your account team or contact projects directly by visiting [ca.com/accelerator](https://ca.com/accelerator).

Share your biggest challenges. By sharing your problems—the big ones that keep you up at night—our innovators can ideate and evaluate various solutions. With an array of powerful new technologies, the time may be right to address your problem, ensuring the next generation of solutions from CA are aligned with your needs. To share your challenges, ask your account team to put you in touch with CA Accelerator leadership.



To learn more about CA Accelerator and current incubations, visit [ca.com/accelerator](https://ca.com/accelerator)

CA Technologies (NASDAQ: CA) creates software that fuels transformation for companies and enables them to seize the opportunities of the application economy. Software is at the heart of every business, in every industry. From planning to development to management and security, CA is working with companies worldwide to change the way we live, transact and communicate—across mobile, private and public cloud, distributed and mainframe environments. Learn more at [ca.com](https://ca.com).