



ORACLE FOR STARTUPS PROGRAM FUELS CONTINUOUS INNOVATION THE OPEN WAY

*"We want to help people invent things that haven't
been invented before - that's our vision"*

*Jason Williamson, VP Oracle for Startups and
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CX-Create

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Summary

This report examines the Oracle for Startups program:

- The value of the program to entrepreneurial startups
- What Oracle and its enterprise customers gain from it.
- How it differs from the 7,000 + alternative incubator and accelerator programs
- Examples of successes.
- What to expect as the program evolves.

The business drivers behind Oracle for Startups program

Accelerating disruptive change drives the need for continuous innovation

No industry can avoid the demand to create new forms of value to escape the profit-sapping effect of commoditization and remain relevant to customers. Continuous innovation is a strategic imperative that directly impacts survival and growth.

The art of the technologically possible is also evolving at an accelerated pace. While biotech, healthcare, and pharma-related startups grab the headlines in the current pandemic, every industry, even apparent technological laggards like farming and mining, expose opportunities for startups to change the ways business ecosystems operate. Technologies like AI, blockchain, high-performance cloud computing (HPC), e-Commerce, IoT, 3D printing, VR/AR, and smartphone apps and platforms enable imaginative entrepreneurs in innovative startups to change competition rules and scale up at remarkable speed.

The hockey stick curve continues apace as growth in unicorns accelerates

According to CBInsights, the number of unicorns (startups valued at \$1bn or more) rose by 120 to 524 worldwide in 2020. Between January and May 2021, another 168 crossed the unicorn threshold. By the end of the year, if this rate continues, we can expect a near doubling over 2020. The US leads the way with 300 unicorns, followed by China on 133 and Europe on 70, with the highest valued European startup being the Swedish fintech company, Klarna.

Unicorns represent only the tip of a rapidly growing iceberg of startups. Many will fail, and spotting the winners is a fool's errand for most of us. Some will operate in exotic niches while others are focused on last-mile capabilities, slip-streaming the successes of established software giants.

All startups need access to modern advanced cloud technologies to develop their innovative solutions as fast as possible. Oracle provides that but also a lot more.

Oracle's open-to-all startup program may come as a surprise to those who perceive the vendor as an IT giant for large enterprises. Perhaps, the bigger surprise will be from its non-acquisitive philosophy. Oracle isn't making any investment bets on potential winners, nor will it take an equity stake. It aims to give every startup that joins its program the chance to grow, aided by Oracle's advanced second-generation cloud technologies, marketing support, and constructive mentorship.

CX-Creates viewpoint

The original Oracle for Startups program started in 2017 relied on providing co-working facilities in nine sites around the world. However, at best occupancy was only around 20%. Physical co-working facilities were not universally valued and proved to be a chokepoint for expansion of the program.

In early 2019, Oracle co-founder and CTO, Larry Ellison instructed Jason Williamson, VP of Startups and Oracle for Research, to make the program 100% virtual, which in hindsight given the subsequent pandemic, proved prescient. Since then, Oracle now provides support for thousands of startups. What attracted most startups was access to Oracle's cloud infrastructure and PaaS coupled with hands-on migration support, enabling them to scale their businesses quickly. But that is only the start. The philosophy behind the program has also proved compelling.

Guiding philosophy is supportive, not acquisitive, and open to all.

Far from being an attractive and growing source of innovations to plunder for its own ends, the stance at the outset and continued under Williamson's leadership and endorsed by Ellison is to act as a strategic partner helping startups to flourish. The new Oracle for Startups program is open to any startup, irrespective of industry focus or geography.

Oracle has attracted a rapidly growing army of entrepreneurial innovators, aided by a small enthusiastic team with a startup mentality. It delivers a well-constructed and graduated value proposition that offers more as each startup progresses. At the outset, it provides startups with access to a class-leading technology platform at a heavily discounted rate – Oracle Cloud Infrastructure (OCI), with advanced tooling to meet the needs of a wide variety of developers seeking to create innovative new solutions.

Access to advanced technologies at low cost, marketing support, and potential introductions to Oracle enterprise customers, partners, and a VCs network offers startups an encouraging environment to grow and invent.

From Oracle's perspective, an expanding and enriched startup ecosystem will provide essential impetus to its R&D and the halo effect of startups using Oracle technology. The approach works, and Oracle and its customers will undoubtedly gain in the long run. The timing couldn't be better as companies of all sizes and hues battle to emerge from the pandemic as resilient and adaptive businesses pursuing new growth opportunities. Successful startups will be the primary beneficiaries.

Highlights summary

- Oracle for Startups program – an accessible and valuable launchpad for innovative new businesses
- Oracle introduces Startup Idol to the analyst community providing early visibility for innovators
- More cross-fertilization is coming, and everyone stands to gain

Highlights of the Oracle for Startups program - the detail

Oracle for Startups program – an accessible and valuable launchpad for innovative new businesses

Startup demographics reflect global demand

Oracle's relaunched startups program (July 2019) has attracted thousands of entrepreneurs across the globe and over a range of industries and specialisms – see Figure 1 for the regional split.

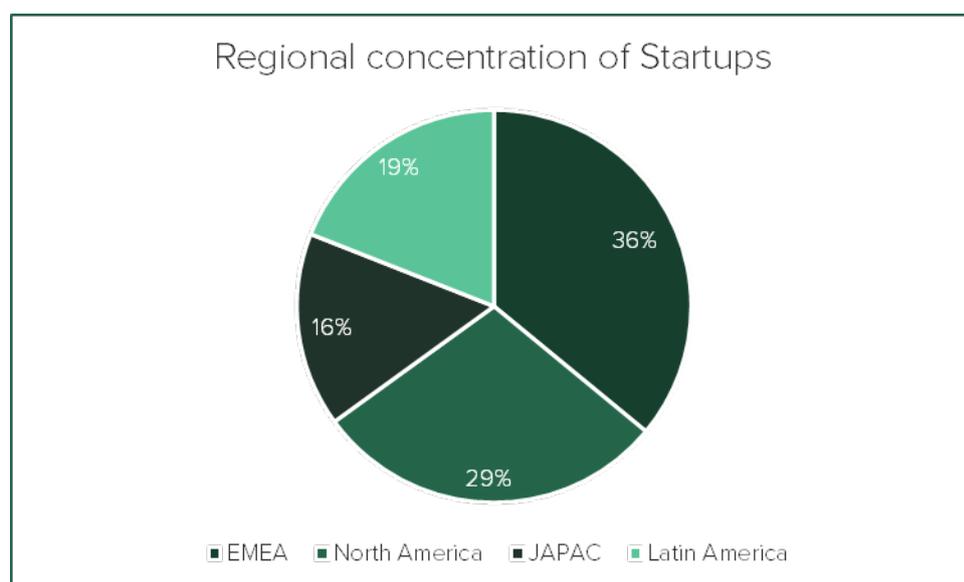


FIGURE 1: REGIONAL SPLIT - SOURCE: ORACLE FOR STARTUPS PROGRAM

The biggest take-up has been in EMEA, not the US, reflecting the latter's more mature VC market. The US has traditionally led the technology field, and EMEA often lags. Access to venture capital has in the past been heavily concentrated in the US. That picture is rapidly changing, especially in the UK. According to the Financial Times, venture capital funding in Europe is playing catch-up with the US. Although under a third at \$24Bn vs. \$74Bn, it is growing 1.5 times faster than the US. A quarter of all VC firms in Europe is headquartered in London, which has also attracted big tech investors like Sequoia. The fintech and biotech scene in the UK is flourishing.

Outside the North American and EMEA regions, the Oracle for Startups program is flourishing in Latin America and across the APAC region from Australia to Japan. According to Forbes, there are now over 7,000 incubator and startup accelerators operating globally, reflecting growth in the volume of new startups.

Top industries represented in the Oracle program include communications, financial services, healthcare, high-technology, professional services, and retail. This industry distribution echoes worldwide findings from Statista – see Figure 2.

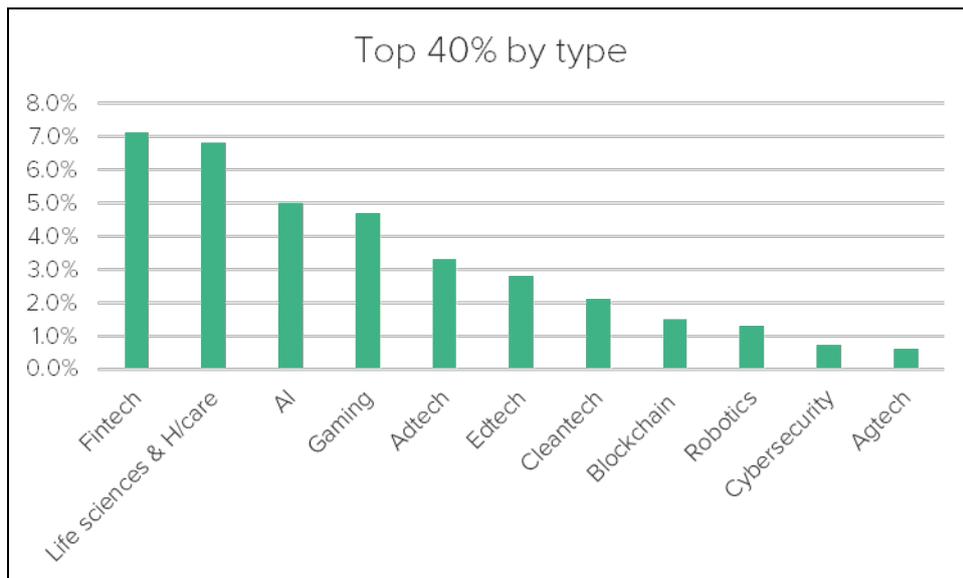


FIGURE 2: TOP 40% OF STARTUPS WORLDWIDE - SOURCE: STATISTA

So why do startups choose Oracle?

Oracle for Startups program has several attractive aspects

The team behind Oracle for Startups program is culturally aligned

The new startups' program launched in July 2019 is led by Jason Williamson, with highly relevant credentials. Before joining Oracle in 2017, Williamson created and led several key initiatives within the investment and startup community at Amazon Web Services (AWS). He launched AWS's Private Equity Program and alliances with Bain & Company, McKinsey & Company, Boston Consulting Group, PwC, and Deloitte. He has firsthand experience as a startup entrepreneur co-founding a SaaS CRM solution for the construction industry, a first-of-its-kind. His team operates as a startup within Oracle and is not measured on revenue performance or sales figures. According to Williamson, a key indicator of success is growth in startup workloads in the Oracle Cloud. That growth is therefore dependent on the success of the program's members.

The Oracle for Startups program provides enticing benefits:

- Open to any startup irrespective of industry or location – registration takes minutes.
- A simple onboarding process including an initial \$500 cloud credits (startups can access more credits via the portal) offers immediate access to Oracle's IaaS/PaaS and associated technologies (AI/blockchain/IoT and modern development tools); after credits expire, startups get the heavily discounted rate of 70% for the first two years.
- A dedicated portal for startups to provide on-demand access to program benefits and related content and expertise.
- Hands-on technical support including migration assistance
- Potential access to Oracle's enterprise portfolio of some 430,000 customers
- Mentoring support for both the business and developers at each startup.
- Introductions to VCs and coaching on presenting to this community of investors

- Storytelling exposure and amplification via blogs, social media, and events.
- Promotion of startups to the analyst community, including virtual regional events such as Oracle Startup Idol, held in 2020 and 2021, increasing their market exposure.

Membership is for an initial period of two years, to coincide with the two-year 70% discount, but Oracle continues to work with startups after that period. As startups mature into proven successful businesses, they can graduate and join the Oracle PartnerNetwork (OPN) as ISVs, creating more growth opportunities. As Williamson said, this creates a virtuous cycle, benefitting startups, Oracle's enterprise customers, and as a result, Oracle.

Figure 3. provides a high-level comparison of Oracle for Startups program, which has some of

	Incubators	Angel investors	Accelerators	Hybrid	Oracle for Startups
Duration	1 – 5 years	Ongoing	3 – 6 months	3 months to 2 years	Open-ended
Cohorts	No	No	Yes	No	Open/agnostic
Business model	Rent, non-profit	Investment	Investment	Investment	Indirect <ul style="list-style-type: none"> • increased OCI workloads • extensions to enterprise applications
Selection	Non-competitive	Competitive	Competitive 1%-3% accepted*	Competitive	Open
Venture stage	Early or late	Early	Early	Early	Early to mature
Technology provision	None	None	None	None	OCI and associated tech
Education & mentorship	Tactical if any	Ad hoc if required	Intense	Some	Continuous
Venture location	On-site	Off-site	On-site	On-site	Virtual

the attributes of an accelerator program, but not all.

FIGURE 3: HOW ORACLE COMPARES WITH ALTERNATIVES MODELS.

(SOURCE: ADAPTED FROM COHEN, SUSAN. "WHAT DO ACCELERATORS DO? INSIGHTS FROM INCUBATORS AND ANGELS." 2013 - * SOURCE: FORBES - HOW STARTUP ACCELERATORS WORK ALEJANDRO CREMADES, 2019).

Oracle for Startups offers an attractive alternative to investment-led offerings

Accelerator programs are hard to join

Y Combinator pioneered accelerator programs in 2005, followed by Tech Stars in 2006 and others over the last decade. What they all have in common is providing investment for an equity stake. Membership is highly selective. According to Forbes, Alejandro Cremades (*How Startup Accelerators Work*, 2019), between 1% and 3% of startups are accepted. Even if successful support is usually temporary, Oracle's support under its program lasts for two years, and once successful, other support programs like OPN kick in.

No equity stake by Oracle

Oracle does not take an equity stake in any of its startup members. It also welcomes any startup, the only qualification being that they are genuine startups and not owned by another company.

Cohort agnostic

Another significant difference is that most accelerators target specific segments or cohorts serving a particular industry or cross-industry need. They typically open their books to new members once or twice a year. Oracle is entirely agnostic, and businesses can join throughout the year. The only proviso apart from being genuine startups is that they develop at least some workloads on Oracle OCI technologies.

Oracle provides access to its cloud technologies

From a business model perspective, the rationale for Oracle is not a direct return on investment, but as startups progress, OCI workloads will increase as a consequence. Some of its startups, particularly in healthcare and drug discovery, require massive datasets and AI to determine high-potential molecular combinations.

GridMarkets helping computational chemists fight Covid-19

Oracle startup GridMarkets is a case in point. The company has developed a cloud-based rendering platform initially developed to provide animators and game developers with a high-performance computing platform to create animations for games or movies. This allows smaller firms to compete with major companies like Pixar Animations Studios.

Pharmaceutical companies share the same need for analyzing massive datasets for drug discovery. The company joined the Oracle for Startups program in 2018. Previously running on AWS, GridMarkets has migrated to OCI, in part due to the economies it provides but also performance improvements. Chemical engineers use the GridMarkets platform to compute billions of chemical combinations to find new drugs that will bind with and prevent the Covid-19 virus from replicating.

The Oracle for Startups Portal provides a single place to access benefits

The Startups Portal provides a single point of access to all the potential benefits of the program. This includes:

- **Market Connect** - which helps startups qualify for introductions to Oracle customers and other benefits. This is a highly valued benefit to most startups on the program
 - Complete their Startup Profile on the portal
 - Begin using OCI
 - Submit a case study (template provided) to provide evidence of success
 - Submit a reference architecture to confirm technical viability
 - Explain how the solution integrates with Oracle solutions (if applicable)
 - Submit a two-minute elevator pitch in video form explaining the value of the solution to Oracle customers, partners, and product teams
 - Upload scalable vector logos, which can then be used in Oracle's marketing communications collateral
- **VC Connect** – provides access to a network of VCs that Oracle can introduce startups seeking funding. Oracle hosts investor consortiums and mentors startups to help them pitch their companies to investors.

- **Credits Program** – enables startups to request additional credits beyond those offered at the start. 'Credits to Scale' allows startups to decide how much they want to spend on the cloud and get twice their chosen amount in free cloud credits.
- **Migration Assistance: Startups can request migration assistance for workloads from a dedicated and hands-on technical team of cloud architects and experts**
- **Mentorship** - Director-level Oracle mentors provide this with a minimum of 15 years of industry experience. Business and technical mentoring is offered to help startups navigate opportunities and develop robust solutions quickly. The appropriate mentor is selected based on the startup's needs and relevant domain expertise, either business, technical, or usually, both.
- **Virtual Library** – provides access to thought leadership content, technical information, videos

The Oracle for Startups program offers significant advantages over investor-led alternatives, although startups seeking investment can also benefit from VC introductions by Oracle's team. A host of critical technologies – OCI, autonomous database, AI, HCP, blockchain, IoT, and developer tools can all be accessed, including mentoring support from domain experts, depending on the nature of the startup.

The first Oracle's Startup Idol regional virtual event took place at Oracle Open World in London in 2020, followed by another in APAC the same year. So far two have happened in 2021, the first in the US and the second in EMEA, with a third for LATAM region happening in September. The 2021 Startup Idols illustrate the range of startups and their imaginative use of Oracle technologies.

Oracle introduces Startup Idol to the analyst community providing early visibility for innovators

In early 2020 throughout 2021, Oracle introduced a range of exciting innovators to the IT Analyst community with its regional program – Oracle Startup Idol. There have been four Oracle Startup Idol events to date, and the program plans to continue them.

The format was a little like Dragon's Den. In this UK program, innovators pitch to four very successful and wealthy entrepreneurs for investment in exchange for an equity stake in their fledgling businesses. Only this time, the prize was not monetary, but kudos and exposure to analysts.

There are three winners' categories:

- Most creative
- Best Innovation Solution
- Best overall pitch

This was more of a bit of fun than a tough competition, and each of the six participants displayed inventiveness and early successes.

The January 2021 Startup Idol

Five startups from around the world joined this round of Startup Idol,

HEARTio uses AI to help clinicians diagnose heart conditions

The Pittsburgh, Pennsylvania-based startup uses AI to help emergency services rapidly diagnose heart abnormalities through a hook-up to an ECG. An accurate diagnosis helps prevent death, as CEO and founder Utkars Jain knows from personal experience when his father died following a misdiagnosis of chest pains.

The diagnostic tool, ECGio, is considered a significant breakthrough device by the FDA. 55% - 80% of patients get the all-clear when presenting chest pains, without the need for expensive and uncomfortable (for the patient) invasive diagnostics. ECGio is an AI platform that provides clinicians with a rapid means to identify any heart condition causing chest pains.

Standard diagnostic techniques tend to trade speed for accuracy. ECGio uses big data from ECG records to develop deep learning algorithms to provide individualized predictions by identifying arterial stenosis (heart-valve disease) in seconds. If diagnosed quickly, surgeons can then take the right action to save lives.

HEARTio was voted the winner in all three categories.

ATLAS intelligent data platform brings affordable healthcare centers to disadvantaged nations through faster, cheaper field hospital construction

The ATLAS integrated construction & architecture software (ICAS) unifies the design, procurement, and delivery processes for constructing healthcare facilities. It creates a fully integrated supply chain management solution on a single platform. It monitors and tracks progress from design, technology selection, procurement, deployment, installation, handover to facilities management. 3D models are developed to visualize the health center and can be decomposed to show individual rooms and even the equipment to be used.

Headquartered in London, ATLAS meets the UN's sustainable development goals - #3 Good health and well-being, and #9 Industry, innovation & infrastructure.

CogniCor boosts productivity at finance and insurance companies

Based in Palo Alto, CogniCor's AI-driven digital assistant boosts productivity and increases efficiency at financial firms and insurers by accelerating processes that span front and middle office from weeks to minutes. It mimics the human brain through a combination of real-time inductive and deductive reasoning based on the client's context and previous history. The digital assistant also ensures regulatory compliance so that only the correct offers or recommendations are made.

A range of processes is supported, including new client onboarding, transaction within the chat window, complaints resolution, connect with human agents, automate manual tasks, and much more.

Reengen lowers energy bills and carbon footprints, a boost to sustainability

Reengen, headquartered in Istanbul, is an energy IoT and PaaS AI analytics platform serving a wide range of industries includes banks, hospitals, hotels, manufacturers, municipalities, office buildings, shopping malls, retailers, and utilities. It connects legacy systems to the cloud enabling organizations to manage energy consumption and reduce their carbon footprint.

The analytics platform covers the entire spectrum from energy production to consumption. Enterprises can collect, store, organize, analyze, visualize real-time data, and generate actionable intelligence.

In addition to Oracle, the company has partnerships with Cisco and the Center for Energy, Environment and Economy, Ozyegin University, and several energy-related technology companies. IKEA, Pepsi, Marks & Spencer, Vodafone, and Zara are among its growing portfolio of major customers.

The total carbon footprint saved by using the platform is 1.7 giga-tonnes.

SmartHint elevates the shopping experience and drives more revenue

SmartHint, based in Curitiba, Brazil, is an intelligent search and recommendation engine that helps online customers find what they seek. Intelligent recommendations adapt based on a customer's behavioral and purchasing characteristics. A vast dataset of over 50 million commerce users improves the accuracy of predictions. Urgency pop-ups are generated on product pages and when carts appear to have been abandoned.

So far, the startup has attracted some big names as customers, such as Lego, New Balance, and Samsonite.

MINAZ E-COMMERCE SERVICES UG developed Tracifier to prevent food fraud

The solution Tracifier built on the Oracle Blockchain Platform provides complete traceability of food supplies. The startup is based in Hamburg, Germany. Tracifier ensures the accuracy and transparency of customer claims on monitoring and inspecting of products. The solution covers the entire value chain of food from harvesting products on farms, sampling for quality assurance, testing in laboratories, and monitoring and auditing the supplying process of goods to the final consumers in the market. This prevents fraudulent claims or attempts to pass off fake food products as trusted branded items.

EMEA Idol

ConcR – a potential lifesaver in the field of concrete

ConcR from Berlin serves the construction and engineering industry by embedding IoT sensors in concrete so engineers can monitor its compressive strength after it has been poured at a construction site. The sensors remain buried within the concrete for the lifetime of the construction. Real-time data feeds provide an assessment of structural health. This not only reduces the time for testing by about 30% but dramatically enhances its accuracy.

The potential to avoid catastrophic loss of life through shoddy or substandard construction or as a result of seismic activity is vast. If public safety regulators or insurers offering construction all risks (CAR) policies insist on such capabilities, this would add even greater impetus to the firm's success. The firm is currently exploring integration with Oracle Construction and Engineering products – Primavera Cloud and Aconex Field.

DigiFarm improves crop yields and reduces fertilizer use and potential river contamination

DigiFarm, another impressive startup founded by Nils Helset, a 15th generation Norwegian farmer, has developed a deep neural network that analyzes satellite imagery at a one-meter resolution. This provides the most accurate picture of field boundaries and information on historical and anticipated crop yields to help farmers plan, use fertilizers responsibly and lower costs, and boost crop yields.

The company started in 2018 with a grant from Innovation Norway and in 2020 joined the Oracle for Startups program and NVIDIA Inception Program (now in partnership with Oracle).

Crop yields have increased by around 10%, and input costs have reduced by 15% for many of its farming customers. It has pilot projects worldwide in Australia, Brazil, Canada, Germany, Italy, Spain, and the US. It has also come to the attention of the Gates Foundation, where the company has submitted an application supported by the United Nations (UNCDF) in Tanzania and Zambia.

DigiFarm provides APIs to export data into other digital farming solutions.

If farmers can minimize fertilizer usage, particularly in sensitive areas, such as alongside riverbanks, pollution of rivers, a recognized issue, can be avoided. A partnership with What3Words, which provides location accuracy down to a meter, could help farmers with in-tractor locators, further improve fertilizer use.

Evreka, an Oracle Sustainability Award winner, provides intelligent solutions for waste management

Using big data and machine learning, Evreka, based in Cankaya, Turkey, provides a SaaS waste management solution. Municipalities and private waste companies can track and manage a complex array of tasks involved in collecting and managing waste disposal.

It has a growing roster of partnerships in ten countries in EMEA, Malaysia, and Singapore.

Customers have benefitted from lower operational costs and reduced CO2 emissions by up to 45%—a worthy sustainability award winner.

Integrations with Oracle billing solution Oracle Utilities C2M are in place now, and further integrations are being scoped out with Oracle Asset Management, among others.

Keyless provides identity management and cybersecurity that beats any current regulatory requirements

Keyless, based in London, has developed a passwordless biometric authentication solution that eliminates the need to store and manage biometric data, passwords, cryptographic keys, and PII information. The solution is based on a decade of research into biometrics, cryptography, and proof of identity. It offers zero-knowledge proofs (ZKP) and multi-factor authentication (MFA) to provide military-grade security. ZKP is a cryptographic technique that enables authentication to any digital service from any device using zero-knowledge facial and behavioral biometrics.

Going a step further, distributed private computation (sMPC, SSS) is a cryptographic algorithm that allows private sharing to be distributed securely amongst untrusted parties without revealing any personal information. This allows both parties to jointly compute a function over their inputs while keeping those inputs private.

The firm has several notable customers, including LUISS University, Poste Italiane, Verizon, and Vodafone. It also has partnerships with several authentication platform providers and major IT vendors, Microsoft, IBM, and Oracle.

MeVitae AI-based Blind Recruiting removes recruiter bias improving the chances of hiring the best candidate

Forward-thinking companies recognize the importance of diversity for the health of their businesses. MeVitae, based in Oxford UK, uses AI and people science to mitigate unconscious and algorithmic bias when recruiters receive candidate CVs. It uses an AI-based Blind Recruiting solution that plugs into existing applicant tracking systems (ATS) supplied by more than fifteen leading global vendors. The solution automatically redacts information like gender, ethnicity, or age so recruiters can focus on hiring the most talented for the role. As a result, clients have enriched the gender and ethnic diversity of their talent pool. MeVitae now has partnerships with Microsoft and Greenhouse, an ATS solution provider.

Vistory – a secure platform for 3D printing across the supply chain

Vistory, based in Vélizy-Villacoublay, France, has developed a trusted third-party platform for distributed additive manufacturing based on Oracle's blockchain technology. MainChain gives industrial customers complete security and control over the supply chain involving 3D printing production of their products. This ensures that only approved partners are eligible, and it protects the industrial customer's trade secrets and IP. Vistory describes it succinctly – building technological bridges for digital trust. MainChain bridges all the supply chain's stakeholders - OEM, design offices, marketplace, printer manufacturers, service bureaux, and end customers.

Supply chains have been heavily disrupted due to the pandemic. The ability to manufacture spare parts closer to the end customer, if not on-site, is one of the attractions of additive manufacturing.

MainChain connects to design and production systems via APIs in a private cloud or on-premises setting, as required. It provides military-grade security, and one of its customers is the French Ministry of Defense. The French army uses MainChain to give it the flexibility and speed to maintain military assets in the field through 3D printing. It has three objectives:

- Adapt the economic model through the new additive manufacturing production process.
- Control intellectual property and ensure traded data integrity.
- Improve maintenance in operational conditions of land-based equipment by manufacturing spare parts in the field.

In just a year, revenue has grown from \$100k in 2020 and is expected to exceed \$3M by the end of this year.

More cross-fertilization of ideas is coming, and everyone stands to gain

Looking ahead and encouraged by the early success of the Oracle for Startups program, the vendor has signaled a further expansion of its innovation ecosystem.

Tapping into university innovators

There is no doubt that startups continue to come up with novel uses of Oracle technologies. There is also growing interest among universities to create their own startups. That has been happening for several years, and Oracle has already reached out to US-based universities with some success. Williamson and his team are planning to expand such overtures to universities outside the US with a strong track record of research and innovation in high-growth areas such as biochemistry, sustainability, and clean energy.

Offboarding startups

A novel idea that is being explored is what Oracle calls – offboarding startups. The idea is to create a revolving door between startups and Oracle, where graduates can gain skills within Oracle and share their insights from working in startups. The flow of ideas and diverse experiences provide value to everyone involved.

Increase regional focus and resources

Given the program's success, Oracle is increasing the level of regional focus in key areas like Israel and Latin America with increased resources and staffing. The program will also increase resources for the Oracle for Startup ambassadors program. More resources are also planned to expand the initiative.

More VC involvement

Oracle plans to increase connections with the VC community and is already running several pilots with select VCs. This will help more startups find funding to accelerate their growth.

An adaptive program as Oracle learns through experimentation

To quote Williamson, *'Constantly testing learning and iterating is what we are all about. We are never afraid to try new things, take strategic risks and follow the data to make the program the best experience for founders, innovators, researchers, and students.'*

This bodes well for startups and will undoubtedly create more growth opportunities through a unique and adaptive value proposition. The injection of innovation, especially in tackling some of our biggest global challenges in fighting disease, access to health, sustainability, climate change, diversity, and leveling up in some of the poorest nations, offers considerable promise for the future.

Appendix

About CX-Create

Jeremy Cox founded CX-Create Limited in January 2021, a former principal analyst at Omdia (formerly Ovum) focused on the art and science of persistent customer relevance. CX-Create's mission is to help enterprises and the vendors that serve them remain relevant.

He is recognized by major CX vendors, clients, and former colleagues as a leading thinker in customer experience and engagement. He also has a passion for innovation, recognizing that to remain relevant, businesses must deliver a positive customer experience and innovate continuously. Innovation and CX go hand-in-hand.

Additional reading:

- A growing portfolio of examples of startup successes can be found on the Oracle for Startups website: <https://blogs.oracle.com/startup/>
- [New value disciplines must be mastered for the digital age](#) – CX-Create. This short blog explores the need for an integrated set of disciplines – operational excellence, customer experience, and continuous innovation.