

adASTRA:

The STRABAG intra-preneurship programme

Transforming ourselves and the industry through corporate start-ups

The construction industry needs solutions that are climate-resilient, environmentally friendly and economical all at once. To develop new business models that meet this challenge, STRABAG launched its intrapreneurship programme adASTRA. With adASTRA, entrepreneurial-minded employees are given the means to realise innovative business ideas and start-ups, either as a spin-in within the STRABAG Group or as a spin-out on the external market.

The start-up programme was successfully launched under the patronage of Klemens Haselsteiner in 2021. At adASTRA, the STRABAG project teams work on exciting business ideas to “shake up” the construction industry. The intrapreneurs pitch their ideas to a board of top STRABAG managers, who then decide which start-up projects should be continued – with funds from their budget! In other words, there’s more to win here than just a token thumbs-up: the intrapreneurs stand a chance to implement their ideas with direct commitment from the management board and the division heads.



Klemens Haselsteiner

As a leading construction group, we want to show how construction can be both modern and sustainable. Our intrapreneurship teams operate like start-ups, but with a crucial advantage: STRABAG gives them the financial resources and technical expertise to develop, test and, if all goes well, implement their ideas. With adASTRA, we are investing in the innovative strength of our more than 83,000 employees. So they can continue to work on progress on behalf of STRABAG.



Objectives

- To develop business models and social enterprises that sustainably and innovatively shape the future of the industry
- Target: internal funding of one to two business ideas per programme cycle to finance their further development
- Long-term goal: corporate start-ups that are continued as spin-ins within the Group or as spin-offs that may be attractive to external investors and which stand a chance of succeeding in the open marketplace
- To promote a culture of innovation and establish new, agile ways of working with design-thinking methods



„With STRABAG to the stars“: adASTRA at a glance

The adASTRA programme involves small, agile intrapreneurship teams developing innovative business models and testing them in a multi-stage process to determine their usefulness and market demand. Essential for innovation is an active learning culture. The further development of adASTRA shows that the programme does more than just pay lip service to this important concept.

The stage-gate process in detail:

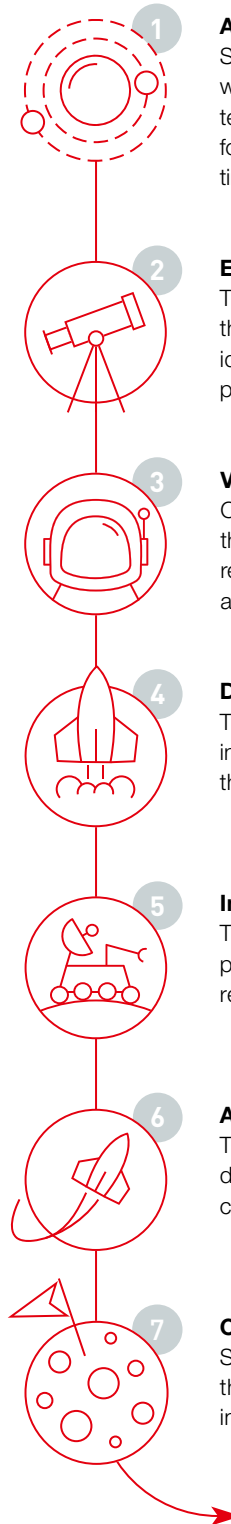
From the initial idea to the financing decision and spin-off of the start-ups

225
APPLICANTS

193
BUSINESS IDEAS

71
INTRAPRENEURS

5
MVPS



Activation Phase
Start-up methods and mindsets are taught in a series of workshops. This foundation is designed to support the teams in submitting their applications and to prepare them for the subsequent phases of the programme. At the same time, additional innovation skills flow back into the company.

Exploration Phase
The teams analyse and evaluate the problem, the market, the opportunity and the competition for their business idea. The intrapreneurs also learn how to convincingly pitch their ideas.

Validation Phase
Over the course of three months, the intrapreneurs work on the business model and its validation. STRABAG provides resources such as time as well as experienced venture architects to help the intrapreneurs create their business case.

Demo Day
The teams pitch their business models to the adASTRA investors. This is where the decision is made as to whether the business idea will be financed and pursued further.

Incubation Phase
The intrapreneurs develop the MVP (minimum viable product). The business model is tested and continuously refined with the aid of pilot customers.

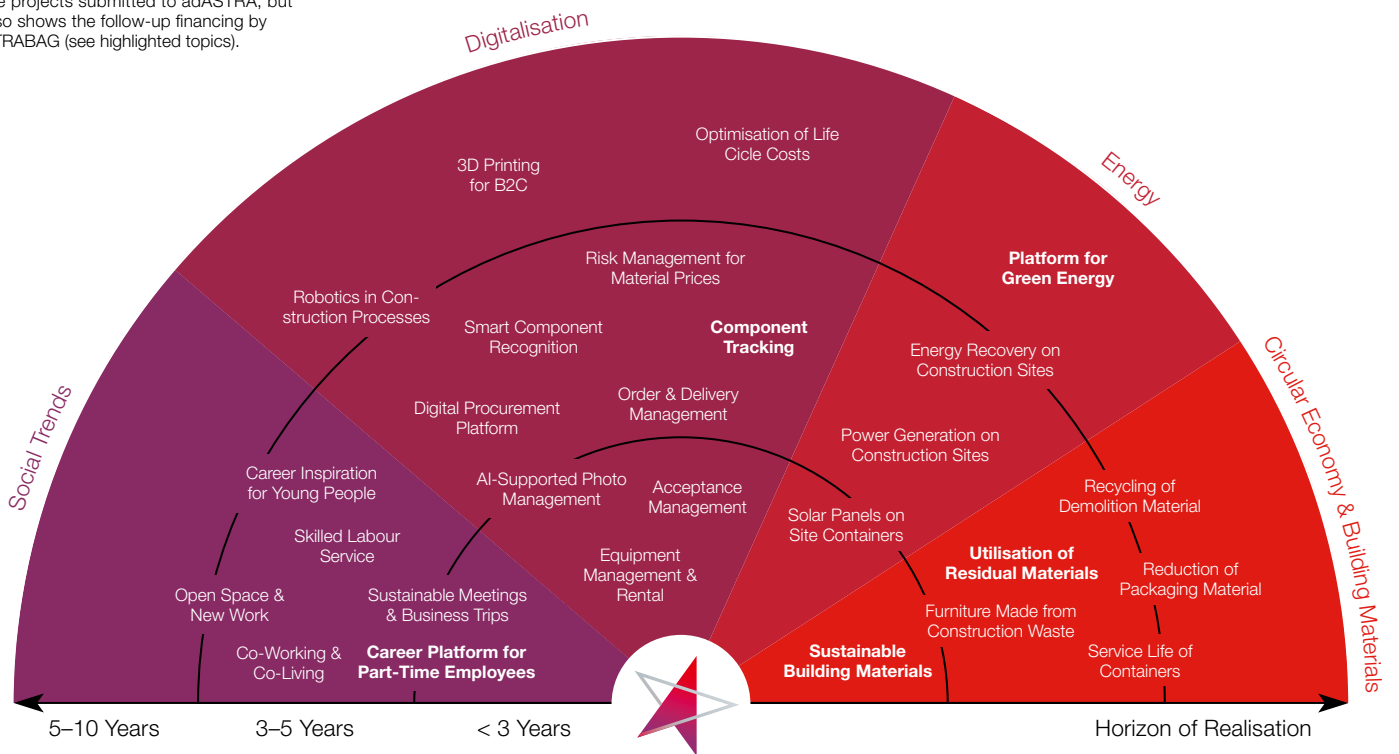
Acceleration Phase
The product is developed to marketability. The goal is to develop the business case in such a way that market entry can follow in the next step.

Corporate Startup
Spin-in: the corporate start-up is maintained within the group. | Spin-out: the corporate start-up operates independently on the general market.

Successfully launched, successfully underway

adASTRA was launched for the first time in 2021 and resulted in an astonishing momentum of ideas within the company, a dynamic that was repeated during the second programme run as well. The variety of ideas submitted – from New Work to innovative building materials – is proof of this momentum.

The wide thematic range doesn't just reflect the projects submitted to adASTRA, but also shows the follow-up financing by STRABAG (see highlighted topics).



The topic radar is just one indicator of adASTRA's impact. Several teams that weren't directly involved in the intrapreneurship programme are also adopting agile working methods introduced to them in webinars and start-up talks. Just as hoped, the innovative spirit of the start-ups does not result in isolated silos but conquers the corporate corridors. The target for adASTRA would already have been reached if one or two project ideas per programme had found internal follow-up funding. Not only this has been achieved, as the first adASTRA startup up is now operating independently on the market: tandemio (formerly teamup) – a platform for digitally networked job sharing.

adASTRA Contact

Franz Klager, Programme Lead
adASTRA

Pawel Miedzinski, Programme
Co-Lead adASTRA

