

CORPORATE VENTURING & ECOSYSTEM DEVELOPMENT

International MBA IMBA-EN SEP-2024 S-ENT

Area Entrepreneurship

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **PARIS DE L'ETRAZ**

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Paris de l'Etraz has spent his lifetime practicing entrepreneurship. Within one year of his graduation as a computer programmer in 1982, Paris was raising money for his boss in order to start up a new software venture in Boston with angel investors. This then led him to a career in New York City running a small venture capital fund for medical technologies. From then on he went to spend 20 years working for UBS and ABN AMRO bank in mergers & acquisitions. In 2002 he started his own CRM software company and in 2004 a sports marketing company. Today his holding company Amazing Lab does fund raising and investment banking for companies in renewable energy, sports content, digital marketing, security and infrastructure. In 2009 he founded with several partners Amazing Biatia Energy that develops and commercializes rooftop solar installations across Spain.

Paris is also an expert in Strategic Key Account Management having performed workshops at some of today's leading financial and professional service companies including, ABN AMRO, Deutsche Bank, HSBC, CAJA Madrid and Sherman & Sterling. Paris has authored chapters in books on Client Relationship Management as well as Relationship marketing with a special emphasis on strategic relationships.

Prof. De l'Etraz has been actively involved in the development and fundraising of renewable energy, software, entertainment and sports marketing ventures. He has been involved since 2004 in many projects involving both Digital Marketing as well as Digital content creation for the entertainment and sports industry. Much of Paris' work involves the application of new technologies to the entertainment, sports, software and renewable energy sectors.

Combining a Doctoral Program in Management Sciences with being an entrepreneur as well as teaching entrepreneurship comes natural to Prof. de l'Etraz who stresses that, "Entrepreneurship is a state of mind...it is a something that you need to work at...especially if you want to be successful. Successful Entrepreneurship is about reaching an equilibrium between your relationship with risk and your personal aspirations. Your Business Plan is your road map... but you must be well prepared to sell effectively it to others. Presenting and selling your new venture successfully is not a science...

Academic Background

BA, Computer Science, Boston University, 1982, USA

1982 Kodak Award for Excellence in Computer Science

MA courses completed, Boston University, 1984, USA

Doctoral Program, Management Sciences, ESADE Business School, Barcelona, Spain

Adjunct Professor of Key Account management and Relationship Marketing, ESADE Business

School, Barcelona, Spain, 2004-2008

Professor of Entrepreneurship, IE University, Madrid, Spain, 2008 to present

Corporate Experience

2009 – present, Amazing Biatia Energy, Founder and Director

2005 – present, Amazing Lab, AG, Madrid, Spain, Founder and President

2004 – present, Swissrisk Financial Solutions, Madrid, Spain, Board member

2000 – 2004, Mathias & Co. London, Senior Vice President

1990 – 2000, ABN AMRO Bank NV, London, Madrid, Amsterdam, Managing Director, M&A 1986 – 1990, Union Bank of Switzerland, New York & Zurich, Vice President.

1984 – 1986, Metropolitan Asset Group Venture Capital (MAG), New York. Vice President.

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

This course explores the dynamics of corporate venturing and the development of innovation ecosystems. It covers the strategies for creating and managing ventures within a corporate structure, fostering an environment conducive to innovation, and leveraging external partnerships and networks for sustainable growth.

LEARNING OBJECTIVES

- Understand the fundamentals of corporate venturing and innovation ecosystems.
- Learn to identify and evaluate opportunities for corporate ventures.
- Develop strategies for building and sustaining innovation ecosystems.
- Analyze the role of leadership, culture, and governance in corporate innovation.
- Explore real-world examples and case studies of successful corporate ventures and ecosystems.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	20.0 %
Discussions	20.0 %
Exercises in class, Asynchronous sessions, Field Work	20.0 %
Group work	20.0 %
Individual studying	20.0 %
TOTAL	100.0 %

AI POLICY

Restricted use of GenAI

USE OF GHATGPT AND OTHER AI TOOLS

Any time you use ChatGPT or other tools, you should disclose it. For instance, if you use it to improve the writing of your final report, you should clearly state you have done so, as well as cite anything else that has directly come out of ChatGPT. Never take what ChatGPT gives you without critically examining it to decide if it is true, and accurate. In general, I strongly caution you against using ChatGPT's output and passing it as your own work. Doing so is considered cheating. Using ChatGPT or similar technologies in the mid-term exam is strictly prohibited.

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Introduction to Corporate Venturing

- Overview of Corporate Venturing
- The Role of Open Innovation today in Corporate Innovation
- Distinction between corporate venturing and traditional business development
- Challenges with Corporate Venturing

Practical Case: Corporate Venturing and Innovation: Driving Growth and New Business Development (TCC 821-0040-5)

This background note discusses corporate venturing activities (CVA) and the four most common types: Corporate Venture Capital Unit, Corporate Venture Builder, Venture Client Model, and Corporate Incubator/Accelerator. It focuses on how firms engage in CVA to drive innovation and new business development by forming relationships with start-ups and gaining insights into emerging technological innovations.

SESSION 2 (LIVE IN-PERSON)

Innovation Ecosystems

- Understanding innovation ecosystems
- Role of ecosystems in corporate innovation
- Building Ecosystems
- Examples of “best in class” Ecosystems
- The Challenges in Building Ecosystems

Students are put into Teams and begin Selection Process of Ideas for Projects

SESSION 3 (LIVE IN-PERSON)

Designing Corporate Ventures

- Identifying opportunities for corporate ventures
- Venture Building and Venture Studios
- Designing and structuring corporate ventures
- Mini-Workshop on Identifying Opportunities, Initial selection of Project Ideas

SESSION 4 (LIVE IN-PERSON)

Financing Corporate Ventures

- Financing models for corporate ventures
- Balancing strategic and financial objectives
- Corporate Venture Capital
- The role of M&A in Corporate Innovation

Working Paper: A Process Model of Corporate Venture Capital as External Innovation Capability: The Case of JetBlue Technology Ventures" (Stanford Graduate School of Business)

This working paper presents a process model of corporate venture capital based on field research of JetBlue Technology Ventures (JTV), the CVC unit of JetBlue Airways. It explores how the JTV subsidiary was designed and staffed to interact effectively with the company’s internal innovation process, creating strategic value for JetBlue and the startups involved.

SESSION 5 (LIVE IN-PERSON)

Building Innovation Ecosystems

- Strategies for building and nurturing innovation ecosystems
- Ecosystem stakeholders and partnerships

Practical Case: Saudi Aramco and Corporate Venture Capital (HBS 816068-PDF-ENG)

This case study delves into Saudi Aramco's internal venture capital arm, which was launched in 2011 and quickly became the world's largest investor in energy-related startups. The case explores the challenges and strategic decisions involved in structuring the fund, its governance, and its role in contributing to the modernization of Saudi Arabia's economy. It also discusses the unique challenges faced by large corporations when participating in the world of startups, especially in industries like energy, which may be poorly suited to the investment profile of traditional venture capitalists due to long product development cycles and high capital requirements for product development and testing.

SESSION 6 (LIVE IN-PERSON)

Corporate Venture Governance

- Governance structures for corporate ventures
- Managing risk and performance in corporate ventures
- Mini-Workshop on Governance and Project Ideas Finalized

SESSION 7 (LIVE IN-PERSON)

Culture and Leadership in Corporate Venturing

- The role of organizational culture in supporting innovation
- Leadership styles and their impact on innovation
- Mini-Workshop on Culture

SESSION 8 (LIVE IN-PERSON)

Project Coaching on Ideas for Teams

SESSION 9 (LIVE IN-PERSON)

Mid-term Exam

SESSION 10 (LIVE IN-PERSON)

Venture Studios & Accelerators

- Strategies for collaborating with startups, accelerators, and incubators
- Venture Studios

Practical Case: R/GA: Corporate Venture Studio vs. Accelerator (HBS 719414-PDF-ENG)

This case study examines the new approach to accelerating innovation through corporate venturing by R/GA Ventures and the Los Angeles Dodgers. It contrasts the concepts of a corporate venture studio and an accelerator, exploring how partnerships between startup ventures and established corporations can foster innovation. The case focuses on the Global Sports Venture Studios, highlighting the dynamics of start-ups, entrepreneurial finance, corporate venture capital, incubators, accelerators, and the role of ecosystems in entrepreneurship.

SESSION 11 (LIVE IN-PERSON)

Scaling and Sustaining Ventures

- Challenges in scaling corporate ventures
- Strategies for long-term sustainability
- Mini-Workshop on Scaling Ventures & M&A

SESSION 12 (LIVE IN-PERSON)

Emerging Trends and Future Outlook

- The role of Generative AI today in Corporate Venturing
- The future of internal corporate innovation teams

SESSION 13 (LIVE IN-PERSON)

Accelerating Corporate Innovation: The Competitive Advantage of Ecosystem Engagement

- This session focuses on leveraging key stakeholders within innovation ecosystems and engaging in ecosystems via hackathons, accelerators, and venture competitions. It also covers strategies to break down internal silos and shift towards a more open innovation ecosystem approach.
- Practice Session on Projects

SESSION 14 (LIVE IN-PERSON)

Innovation Ecosystems: A New Approach to Accelerating Corporate Innovation and Entrepreneurship (MIT Sloan Executive Education)

- This session, discusses high-level frameworks and tools to understand innovation and entrepreneurship in the ecosystems around them. It aims to shift to a more effective ecosystem-based open innovation approach and design programs to engage effectively with external stakeholders.
- Practice Session on Projects

SESSION 15 (LIVE IN-PERSON)

Final Presentations

EVALUATION CRITERIA

This course is envisioned as a highly interactive class, where students learn from each other's experiences and class discussion (in the class and in the working groups outside of class). It is therefore, based on both individual and teamwork. The components are weighted as follows:

Learning Objectives:

Group Presentation: - Present to a Jury a Corporate Venturing Project and be able to defend it in every aspect covered in class.

Case Study Analysis: Prepare a 3 page report on the analysis of a Case Study presented in Class.

Class Participation: - Understand the central role of entrepreneurship in corporate renewal, growth and transformation. - Recognize the opportunities and risks of corporate venturing - Appreciate the connection between corporate entrepreneurship, strategy and organizational design. - Learn how to develop the processes and capabilities conducive to corporate entrepreneurship. - Develop an awareness of the power of corporate entrepreneurship to create sustainable and value.

Intermediate Test: Understand the central role of Corporate Venturing from every perspective, from designing to financing.

criteria	percentage	Learning Objectives	Comments
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Group Presentation	30 %		
Case Study Analysis	20 %		
Class Participation	20 %		Includes innovation & Project Coaching sessions
Intermediate tests	30 %		Includes everything covered up until session 6

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place. Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered.

Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

PEER EVALUATIONS

IMPORTANT! Apart from the above grading components, a mandatory peer appraisal will be carried out among the team members to assess each students' individual contributions to the group work (interim presentation and final report). With this evaluation, I will calculate each student's individual contribution made to the group and may use it, if a relevant lack of commitment is identified, to apply a proportional correction of one's grade on team deliverables. This evaluation criterion may lead to a significant reduction in one's grades. To avoid this scenario and any unpleasant surprises, I strongly encourage all team members to contribute equally to team activities.

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.