INTRAPRENEURSHIP & BUSINESS INNOVATION

International MBA IMBA-EN SEP-2024 S-ENT

Area Entrepreneurship

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **DANIEL ALBERTO MEDINA RODRÍGUEZ**

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Co-founder at Area101, with the mission of building the most important community for innovation leaders in the world

In the past I co-founded Opinno, where I performed as the Director of Innovation and Strategy, managing 5 business unit: Innovation and Strategy, Business Design, Culture Transformation, Enterprise Agility and Data-driven business, and in charge of building a portfolio of over 10M in projects, becoming one of the most important innovation, design and transformation consulting companies in the country

I have also worked in 6 different countries in companies like Microsoft and PricewaterhouseCoopers, with organizations from IBEX, CAC and FTSE organizations to SMES and startups. I also launched, developed and sold two digital startups in Spain and Latin-America.

I'm also professor on corporate innovation, business design, and culture transformation in: ESIC, Istituto Europeo di Design and Instituto de Empresa, obtaining the IE Academic Excellence Award for 2 years in a row

During my career I helped several MNCs and SMEs to accelerate, reinvent and transform their business through innovation, design, business modeling and venture building, digital transformation, organizational agility, culture transformation, CX and technology in industries such as: banking, insurance, retail, pharma, energy and manufacturing

I speak fluent Spanish, English and French, and currently learning the Russian

Former member of TEDxCibeles, founder of LeanStartupMachine Madrid and speaker in events like DES, Agile Days, Insurance Day, Santander Digital Day, ...

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

Intrapreneurship and Business Innovation is about how to manage the innovation discipline inside a big organization

Defining innovation as something new that brings positive change in terms of impact, we will review how innovation impact on every area of an organization and what is mean to innovate from a corporate perspective

The intersection between pure innovation and corporate business is a real challenge, that we will face with real examples during the whole course

We will act as a Chief Innovation or Chief Trasnformation Officer and they challenge this role face on a day-to-day basis, such as:

- Corporate innovation and their components
- Innovation Strategy and Future Design
- Business Design
- Intrapreneurship & Culture Transformation
- Agile Organizations and the Agile Method

The course is thought to be more than 50% hands-on, meaning that the students will not only learn about the concepts but will also apply them all.

We will start with a case (Industry, Context and Challenge) that we will work through the whole course and that will be key part on the evaluation system. It will a simulation of a new Chief Innovation Officer entering to the role into a big corporation and being ask in the first 30 days to develop the whole innovation model for the company.

LEARNING OBJECTIVES

The main goal of the course is to prepare the students with the concepts, methodologies, tools, and experience to perform at a very high level on:

- Innovation department of any corporation
- The innovation role within any business units
- Disrupt their business units with the introduction of the innovation concepts
- Launch new innovations on the corporate ecosystem
- Manage any innovation project withing a corporate environment
- Develop new methodologies around innovation
- The idea is to take one real corporate case and run the first 90 days as an Innovation Director, to build the skills necessary to lead the discipline in any kind of company

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	30.0 %
Discussions	10.0 %

Exercises in class, Asynchronous sessions, Field Work	10.0 %
Group work	40.0 %
Individual studying	10.0 %
TOTAL	100.0 %

AI POLICY

Critical GenAI use is encouraged

In this course, the use of generative artificial intelligence (GenAI) is encouraged, with the goal of developing an informed critical perspective on potential uses and generated outputs.

However, be aware of the limits of GenAI in its current state of development:

·If you provide minimum effort prompts, you will get low quality results. You will need to refine your prompts to get good outcomes. This will take work.

·Don't take ChatGPT's or any GenAI's output at face value. Assume it is wrong unless you either know the answer or can cross-check it with another source. You are responsible for any errors or omissions. You will be able to validate the outputs of GenAI for topics you understand.

·AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work].

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

PROGRAM

SESSION 1 (LIVE IN-PERSON)

The Future of Corporations and What is Innovation

- Presentation of the course, evaluation method and corporate innovation case
- Icebreaker: personal intro
- The Future of Corporations
- Teamwork: Divide into groups and each group will select a MNC company
- Teamwork: Define corporate innovation and define a common understanding
- What is Corporate Innovation
- Component of Corporate Innovation: Strategy, Culture, Organization, Ecosystem and Business
- Teamwork: Map the challenges of Corporations regarding Innovation

SESSION 2 (LIVE IN-PERSON)

Innovation Strategy & Future Corporate Design Introduction

Content

- What is Innovation Strategy
- Future Design / Future Foresigthing

- Future Design: Key driver phase
- Teamwork: Map the key drivers on your business

Article: Futures Thinking & Design Thinking (futurehumanbydesign.com)

Article: Future Thieving #2—Speculative design methods and tools (Medium)

SESSION 3 (LIVE IN-PERSON)

New Innovation Strategy: Future Corporate Scenarios

Activity - Future Scenario Creation: each person must create their own model to build a Future Scenario for their industry

Pre-reading:

Multimedia Material: DesignJam EP : Foresight Foundations with Stuart Candy (Vimeo.com)

Multimedia Material: Foresight 101. Designing our own futures | Stuart Candy | TEDxBlackRockCity (Youtube.com)

SESSION 4 (LIVE IN-PERSON)

Content:

•Challenge map
•Envision and Backcasting
•Innovation Governance
•Innovation Portfolios and model on different organizations
•Tips on Building Innovation Portfolios
•Teamwork: Build the innovation portfolio of the organization
•Innovation KPIS and Scorecards

Pre-reading:

Article: Frameworks for Building Innovation Portfolios (Medium.com)

SESSION 5 (LIVE IN-PERSON)

Specific Innovation Model

Content:
•Innovation models from corporations
•Individual work: read and discuss cases on the book “101 innovation stories”
•Teamwork: research on innovation portfolios from different corporations
•Teamwork: design the optimal innovation portfolio model for your company and state why. Students must state what they think is the best innovation portfolio model for the industry of their company and justify through real cases why it is the best fit

Pre-reading:

Article: Managing Innovation Portfolios – Strategic Portfolio Management (innovationmanagement.se)

SESSION 6 (LIVE IN-PERSON)

Corporate Culture

Content:
•What is Corporate Culture?
•Change Management vs Culture Transformation
•Concept of Transformation: Digital, Innovation, Agility, …
•Models of Corporate Transformations
•Teamwork: Choose a concept to introduce and build a high-level 1-year transformation plan
•Skill Model as the center of the employee lifecycle
•Examples of corporate transformations models
•Customer Centric Culture
•Video: Starting a Movement

Pre-reading:

Multimedia Material: How to Make a Cultural Transformation | Simon Sinek (youtube.com)

SESSION 7 (LIVE IN-PERSON)

Intrapreneurship

Content:
•Internal innovation – intrapreneurship definition
•Cases of intrapreneurship program
•Activity: designing an intrapreneurship program

SESSION 8 (LIVE IN-PERSON)

The Innovation Method

Content:
•The Innovation Framework: Design Thinking, Lean Startup and Agile
•Case of a full Lifecycle of a Product or Service in Corporate Innovation
•Exploration phase vs Delivery phase
•Introduction to the Business Design Model: Design Thinking, Lean Startup, Scrum
•Business Estimation: 3 estimation exercises

SESSION 9 (LIVE IN-PERSON)

Running a Sprint 0 (Design Thinking & Lean Startup) Part 1

Content:
•Corporate Design Thinking
•Team Work: Selecting and exploring a Challenge from your innovation portfolio
•Observing customer
•Team Work: Define a segment, observe the customer and build a persona
•Team Work: Map the needs, estimate the market
•Team Work: Choose a “need to solve” and estimate the potential

SESSION 10 (LIVE IN-PERSON)

Running a Sprint 0 (Design Thinking & Lean Startup) Part 2

Content:
•Review the Sprint 0
•Team Work: Generating Ideas
•Team Work: Generate and select an idea for the “need to solve”
•Team Work: Define the concept, the value proposition and the tangible idea
•Team Work: Define the 1-month prototype

SESSION 11 (LIVE IN-PERSON)

Running a Sprint 0 (Design Thinking & Lean Startup) Part 3

Content:
•Review the Sprint 0
•Experimentation and MVP
•Team Work: Define experiments and plan them
•Team Work: Define the KPIs and roadmap

SESSION 12 (LIVE IN-PERSON)

Delivery with Scrum

Content:
•What is Scrum?
•Scrum Project Management vs Traditional Project Management
•Scrum Methodology
•Roles in Scrum
•Scrum Artifacts: Products Backlog & Sprint Backlog
•Scrum ceremonies: Sprint Planning
•Team Work: Planning our first Sprint
•Scrum ceremonies: Sprint Review and Sprint Retrospective
•Team Work: Team Retrospective

SESSION 13 (LIVE IN-PERSON)

Running a Value Delivery Sprint

Content:
•Teamwork: Running a Scrum Sprint
All the class will be experiment through a practical case called “The Zoo”

Pre-reading:

Multimedia Material: Introduction to Scrum - 7 Minutes (youtube.com)

Multimedia Material: What is Scrum? (youtube.com)

SESSION 14 (LIVE IN-PERSON)

Agile Organizations

Content:
•Agile Organization: a corporate vision
•Agile Manifesto
•Agile Strategy
•Agile Governance
•Agile Ways of Working
•Agile Project
•Agile Process
•Agile Culture
•Agile Transformation

Pre-reading:

Article: The journey to an agile organization (mckinsey.com)

Article: The five trademarks of agile organizations (mckinsey.com)

Working Paper: Agile Implementation Beyond Cosmetics (walkleadership.com)

SESSION 15 (LIVE IN-PERSON)

Final Presentations

Case presentation: each team will have 10min to present their innovation cases into a panel compose by the professor and 3 students that will act as the Executive Board and evaluate the work done

The case is built with all the content generate through the course: business context, future scenarios, innovation challenges, innovation portfolio, main initiative conceptualization and validation results, culture transformation plan, …

EVALUATION CRITERIA

•The Class Participation will be evaluated by how much "content of value" the student add to the group and how much value the student add the asynchronous activity
•The Individual Work correspond to the sum of all the evaluations of the homework given in each class to be deliver individually
•The Workgroups correspond to the sum of all the evaluations of the homework given in each class to be deliver by the group
•The Group Presentation correspond to the final group presentation where the student exposes the case worked through the course

criteria	percentage	Learning Objectives	Comments
Group Presentation	15 %		
Individual work	25 %		
Group Work	30 %		
Class Participation	30 %		

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.

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.