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15.369 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development
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15.369 CORPORATE ENTREPRENEURSHIP: STRATEGY FOR TECHNOLOGY-BASED NEW BUSINESS DEVELOPMENT

Val Livada

Assistant: Deborah Cohen TA: Ovidiu Bujorean

Focus

- ▣ How large organizations innovate
- ▣ Emphasis on “non-traditional/non-process” innovation activities
- ▣ But, taking into account the broader innovation ecosystem of large organizations

Style

- ▣ Highly interactive – *audience participation is not only encouraged but mandated (if you know what's good for you)*
- ▣ *Experience based and anecdotal (since I know what's good for me)*



“Lateral thinking”

Background

- ▣ Practitioner/observer not theoretician
- ▣ Broad not deep
- ▣ Contrarian (*way too often*)

Approach

- ▣ Adherence to established format and materials
(course originally taught by Ed Roberts)
- ▣ Combination of:
 - *Fundamental readings – to provide a knowledge base*
 - *First hand experience -- to provide reality*
- ▣ Establish a forum for stimulating discussion/arguments

Course Logistics

- ▣ One individual mini-paper, due November 21
 - 3 pages, double-spaced
 - Real-case, from personal experience
 - Example of alternative strategy
- ▣ Co-authored, team term-paper, due December 12
 - 3-5 students
 - 10-12 pages, double-spaced
 - Comparative analyses of two major competitive companies' efforts
- ▣ Class participation and attendance is *stressed*

Modules

- October 30 – Introduction and frameworks
- November 6 -- *Air Products*, Multiple mechanisms for internal ventures
- November 13 – *Intel*, Corporate Venture capital
- November 20 – *Covidien*, Acquisitions and strategic alliances
- November 27 – *IBM/Biogen*, Internal incubators
- December 4 -- *MIT/Rockwell*, IP strategies
- December 11 -- *?*, Integrating internal and external ventures



- ▣ Is corporate entrepreneurship really necessary?
- ▣ Can/should it be continuous?
- ▣ Is today's competitive environment different?
- ▣ Are large companies capable of significant innovation?
 - Are small companies better at it?
- ▣ How can corporate entrepreneurs succeed?
 - Career tracks
 - Compensation