15.369 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development
Fall 2007

Corporate Entrepreneurship Class
The top three subjects

1. The familiarity matrix framework (mentioned 17 times)

2. Corporate Venture (mentioned 13 times)

3. IP strategy and patents (mentioned 2 times)

Key takeaways include:

- Large corporations often utilize internal venture capital to make financial and strategic investments that benefit the parent firm;
- People can be successful in many positions within various types of organizations at all levels in order to create an entrepreneurial environment;
- Even large companies are able to have entrepreneurial environments within them but it’s best to keep those groups separate and independent of the original development and functional areas;
- Corporate VC's isn't always just about financial return;
- I am impressed with the critical role network plays in implementing a successful corporate entrepreneurship strategy.

Key takeaways include:

- The vast majority of the information which we read indicates that very rarely are corporate venture groups successful over the long term;
- Ally or Acquire - I do believe that the Familiarity Matrix is a useful tool for decision making going forward and we have applied this framework in our mini-paper and our research paper;
- Universities make very little off patents;
- The Roberts-Berry familiarity matrix is a good tool to decide which type of corporate entrepreneurship a firm should pursue based on their level of familiarity with both the market they would be entering and the type of technology they would be acquiring with this market;

Key takeaways include:

- Big corporations are not as opposed to innovation as I once thought of;
- R&D is quite different than corporate venturing;
- Write down the reasons WHY the merger or acquisition is being conducted in the first place;
- The majority of investments will lose money if you are unable to kill them in a timely fashion;
- Ecosystem or "strategic" investing fundamentally increases a firm's risk exposure and consequently is a dangerous game for all but the largest investors;
- Companies could use Corporate VC to expand its business into new technology area;
- Companies need to create unique career incentives for Corporate;