

# Entrepreneurship and Innovation: The Israeli Model

## Winter 2017



## Entrepreneurship and Innovation: The Israeli Model

### Winter 2017

#### Academic Directors

Prof. Moshe Zviran      Tel: +972-3-6408720      e-mail: [zviran@tau.ac.il](mailto:zviran@tau.ac.il)

Udi Aharoni      Tel: +972-3-6407314      e-mail: [udia@post.tau.ac.il](mailto:udia@post.tau.ac.il)

#### Program Coordinator

Idit Admon      Tel: +972-54-2222636      e-mail: [iditadmon@post.tau.ac.il](mailto:iditadmon@post.tau.ac.il)

#### Teaching Assistant

TBA

- Program structure: The program consists of 36 contact hours of classes, workshops, and company visits.
- Credits: 3 credit units
- Language of instruction: English

#### Dates

- December 24<sup>th</sup>, 2017 - January 5<sup>th</sup>, 2018

#### Background

The dramatic shift to an innovative and entrepreneurial high-tech orientation that the Israeli economy has undergone in recent decades has not only been acknowledged globally. It has also contributed to the prosperity of associated areas such as agriculture, pharmaceuticals and the ecology. Many factors can be said to have led to Israel's high-tech success, some of which have to do with the hostility of the external environment, the lack of natural resources, and the so-called collective Israeli personality – ingenious, tough and adaptive. Be that as it may, entrepreneurship and innovation have come to be regarded as integral parts of the Israeli economic mindset, and the many successful IPOs and M&As of Israeli start-up companies have turned our small country into a world leader in certain high-tech areas. Indeed, many of today's global players started their operations in the local Israeli economy.

As with leaders, a predisposition is needed, but there is certainly room for born entrepreneurs to be nurtured thus the program is designed to provide students with exposure to the models, theories and practical approaches to entrepreneurship and innovation that Israeli professionals and academics have developed over the years.

### Program description

The program will frame the central aspects of doing business in Israel within the context of the country's booming high-tech economy and the emerging of global Israeli companies.

It will offer a unique synthesis between state of the art academic studies and practical, hands-on experience with the Israeli high-tech industry and its leaders.

### Program objectives

The emphasis in the program will be on understanding the dynamics of the Israeli entrepreneurial environment and on analyzing Israeli innovative companies at different lifecycle stages.

### Course material

- Case study (all cases will be provided to participants)
- Articles (students are required to read the articles prior to class sessions)

### Case

- **Applied Cognitive Engineering (ACE)** a small Israeli company specializing in computer-based cognitive simulation training based on a special training method developed for Israeli combat pilots, was established in the summer of 2003 (TAU School of Management Case)  
<http://www.hurvitz-coller.tau.ac.il/wp-content/uploads/2016/06/IntelligymI-2009.pdf>

### Articles

#### Prof. Leo Leiderman

#### **Globalization Resets**

- <http://www.imf.org/external/pubs/ft/fandd/2016/12/pdf/mallaby.pdf>

#### **Demographic Upheaval**

- <http://www.imf.org/external/pubs/ft/fandd/2016/03/pdf/bloom.pdf>

## A World of Change

- <http://www.imf.org/external/pubs/ft/fandd/2014/09/pdf/kose.pdf>

### Dr. Yuval Kalish

David Krackhardt & Jeff Hanson, Informal Networks: The Company Behind the Chart, *Harvard Business Review*, <https://hbr.org/1993/07/informal-networks-the-company-behind-the-chart>

Herminia Ibarra & Mark Hunter, How Leaders Create and Use Networks *Harvard Business Review*, <https://hbr.org/2007/01/how-leaders-create-and-use-networks>

### Dr. Eyal Benjamin

- Howard H. Stevenson & David E. Gumpert The Heart of Entrepreneurship  
<https://hbr.org/1985/03/the-heart-of-entrepreneurship>

### Dr. Barak –Ben Avinoam

- Diane Mulcahy, Venture Capitalists Get Paid Well to Lose Money *Harvard Business Review*, <https://hbr.org/2014/08/venture-capitalists-get-paid-well-to-lose-money>
- Nilofer Merchant, The One Thing VCs Could Do Immediately to Increase Returns, *Harvard Business Review*, <https://hbr.org/2013/09/the-one-thing-vcs-could-do-immediately-to-increase-returns>

### Omer Pomeranz

- Mitchel Resnick, All I Really Need to Know (About Creative Thinking) I Learned (By Studying How Children Learn) in Kindergarten,  
<http://web.media.mit.edu/~mres/papers/kindergarten-learning-approach.pdf>

### Dr. Yael Elraz-Shapira.

- Alex "Sandy" Pentland The New Science of Building Great Teams, *Harvard Business Review*, <https://hbr.org/2012/04/the-new-science-of-building-great-teams>
- Lynda Gratton and Tamara J., Eight Ways to Build Collaborative Teams, *Harvard Business Review*, <https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>

### Program topics

The main issues that will be discussed in class are:

- The Israeli cultural and macroeconomic environment
- From technology transfer and commercialization to IPO
- Venture capital and start-up financing
- Innovation and entrepreneurial mindset in high-tech biotech, and cleantech start-ups

The cases will allow insights into Israeli companies and corporate strategic culture.

### Visits

- Visits to start-up companies & Hubs /Accelerators

### Course assignments

All students are required to read the articles and cases prior to the class sessions.

Each student will submit (to the course's teaching assistant, by e-mail) ACE case analysis by **January 1<sup>st</sup>, 09:00** and the final (also personal) case analysis, by **January 31<sup>st</sup>**.

### Course grade

First Case analysis	30%
Final case analysis	70%

**We wish you a pleasant stay in Israel and an enjoyable course!**

### Tentative topics lectures<sup>1</sup>

Day	Hours	Topic	Lecturer	Room
Wednesday December 27 <sup>th</sup>	17:30-19:00	Meeting with an Israeli entrepreneur	Moti Radomski	Stock Exchange
Thursday December 28 <sup>th</sup>	09:00-09:15	Welcome and program inauguration	Prof. Moshe Zviran Udi Aharoni	
	09:15-10:45	Entrepreneurship and innovation in Israel	Prof. Moshe Zviran	
	10:45-11:00	Break		
	11:00-12:30	The Israeli macroeconomic environment and the defense sector	Prof. Asher Tishler	
	12:30-13:30	Lunch on campus		
	13:30-16:45	Leadership, networking and business success - leveraging personal networks	Dr. Yuval Kalish	
Sunday, December 31 <sup>st</sup>	15:00-18:15	Entrepreneurship - practical aspects	Dr. Eyal Benjamin	
Monday, January 1 <sup>st</sup>	09:00-12:15	The VC and entrepreneurship funding industry	Dr. Barak –Ben Avinoam	
	12:15-13:00	Lunch on campus		
	13:00-16:30	Companies visits in Tel-Aviv		

<sup>1</sup> The agenda that follows is tentative; schedule, contents and outline would be adjusted according to availability of lecturers and companies during the relevant period of programs dates.

	16:45-20:00	Creativity and Ideation workshop	Omer Pomeranz	
Tuesday January 2 <sup>nd</sup>	09:00-10:30	Case analysis	Dani Dankner	
	10:30-10:45	Break		
	10:45-12:15	Data analytics and digital consumers	Prof. Gal Oestreicher – Singer	
	12:15-13:15	Lunch on campus		
	13:15-16:30	Team building workshop	Dr. Yael Elraz-Shapira.	
Wednesday January 3 <sup>rd</sup>	14:00-16:00	Cyber Park		Beer Sheva
Sunday January 07 <sup>th</sup>	14:00-15:30	Social entrepreneurship in Israel	Dr. Gil Winch	Rishon Lezion
	15:30-16:00	Drive to TAU		
	16:00-17:00	Program closing ceremony		

### Assignments

#### Case study preparation

Each student will submit (by email) a short case analysis according to the course schedule and a final case analysis to the course's teaching assistant.

- ACE case analyses should be submitted by mail to the course's teaching assistant - by **January 02<sup>nd</sup>, 2018, until 09:00.**

Case analysis should not exceed **3** pages, font 12, space 1.5

- The final case analyses should be submitted by mail to the course's teaching assistant - by **January 31<sup>st</sup>, 2018**

Final case analysis should not exceed **6** pages, font 12, space 1.5

### Course grade

- ACE's case analysis 30%
- Final case analysis 70%

### Questions for ACE:

1. Analyze ACE's global competitive environment.
2. What are ACE'S core resources, capabilities and competences?
3. What are your main recommendation to ensure the ACE's growth in the next 5 years and what are the main risks?

### Final Assignment questions

1. What are the strengths and weaknesses of Israel?
2. What is the competitive advantage of Israel and is it sustainable for the next ten years?
3. What are the pros and cons to develop Israeli start-up company versus US start-up company?