Entrepreneurship and Innovation: The Israeli Model

Winter 2017

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Academic Directors

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Teaching Assistant

Shir Mor   e-mail: shir252@gmail.com

- 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 24th, 2017 - January 5th, 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)

Articles

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

Dr. Eyal Benjamin

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

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

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

Day	Hours	Topic	Lecturer	Where
Wednesday December 27th	19:00-20:00	Meeting with an Israeli entrepreneur	Moti Radomski	Stock Exchange
Thursday December 28th	09:00-09:15	Welcome and program inauguration	Prof. Moshe Zviran Udi Aharoni	Dan David Building, room 302
	09:15-10:45	Entrepreneurship and innovation in Israel	Prof. Moshe Zviran	Dan David Building, room 302
	10:45-11:00	Break		
	11:00-12:30	The Israeli macroeconomic environment and the defense sector	Prof. Asher Tishler	Dan David Building, room 302
	12:30-13:30	Lunch		On campus
	13:30-16:45	The VC and entrepreneurship funding industry	Dr. Barak –Ben Avinoam	Dan David Building, room 302
Sunday, December 31st	11:30-12:30	Company visit at Ebay		Natanya
	15:30-17:00	Company visit at Intel		Petach-Tikva
Monday, January 1st	10:00-13:15	Entrepreneurship - practical aspects	Dr. Eyal Benjamin	Recanati Building, room 304
	13:15-14:15	Lunch		On campus
	14:15-17:30	Creativity and Ideation workshop	Omer Pomeranz	Recanati Building, room 103
Tuesday January 2nd	09:15-10:30	Case analysis	Dani Dankner	Dan David Building, room 302

	10:30-10:45	Break		
	10:45-12:15	Team building workshop	Dr. Yael Elraz-Shapira.	Dan David Building, room 302
	12:15-13:15	Lunch		On campus
	13:15-16:30	Data analytics and digital consumers	Prof. Gal Oestreicher – Singer	Dan David Building, room 302
Wednesday, January 3rd	09:00-10:30	Visit to army base		
	11:00-12:30	Visit to Shvil Hasalat (the Salad Trail)		
Sunday January 07th	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		Dan David Building, room 303

Assignments

Course assignments

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.

Shir Mor shir252@gmail.com

- ACE case analyses should be submitted by **January 02ⁿᵈ, 2018, until 09:00**.

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

- Final case analyses should be submitted by **January 31ˢᵗ , 2018**

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

Course grade

- ACE 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?

Appendix A- short bios:

Program Director:

Udi Aharoni

Udi Aharoni is the CEO & Academic Director of Lahav Executive Education at the Coller School of Management and a lecturer of the School's MBA and EMBA strategy, global strategy and innovation strategy courses. In addition, he is the director of Eli Hurvitz Institute of Strategic Management at the School.

Course Manager:

Idit Admon

Idit Admon is the International Programs Manager of all international activities at the Coller School of Management. She holds an undergraduate degree in political science from the Hebrew University of Jerusalem.

Faculty members (in alphabetical order):

Dr. Barak Ben-Avinoam

Barak Ben-Avinoam is a Partner at Benhamou Global Ventures (BGV), a Silicon Valley-based early stage venture capital fund that focuses on enterprise IT innovation. Barak is an expert in the field of early-stage investments, accelerators and incubators.

Prior to BGV Barak Ben-Avinoam was a managing partner at Fastlane Ventures (FLV), the leading Internet accelerator in Russia, and a managing director at QuantumWave Capital (QWC), a boutique, Paris-based investment banking firm specializing in technology mergers and acquisitions.

Before his tenure as an investor Barak was a co-Founder and held C-level positions at several technology start-up companies, including CEO of Flash Networks, GM of European Operations at Business Layers, and CEO of Prolify.

Barak holds a Doctorate of Business Administration, with honors, from the International School of Management, Paris, France, and a B.Sc. in Information Systems, with honors, from Drexel University, Philadelphia, PA.

Dr. Eyal Benjamin

Dr. Eyal Benjamin is a four-time serial entrepreneur with a background in ICT and automotive ventures. Specializing in a strategic-innovation, he is a scholar and head of the

StartHub entrepreneurship center at the Academic College of Tel-Aviv Jaffa. Eyal has earned a PhD. from the Swinburne University of Technology, Australia.

Danny Dankner

In 2001, Danny Dankner established – Ace (Applied Cognitive Engineering), a start-up company that developed a computerized system for training and improving the cognitive skills needed for executing a specific task or performing in a given job, through the use of a video game designed to improve decision making under stressful conditions. He holds an LL.B. from Tel Aviv University and an MBA from the Coller School of Management.

Dr. Yael Elraz Shapira

Dr. Yael Elraz Shapira is a graduate of the Department of Psychology at Bar-Ilan University. She has extensive experience in organizational consulting for local and global organizations, specifically in the field of executive development and executive coaching.

She is a lecturer in the MBA, EMBA and IMBA programs. Amongst the courses she has developed and taught are: Principals of Management, Organizational Behavior, Motivation at Work and Leadership.

Prof. Gal Oestreicher - Singer

Gal is part of the Management and Information Technology Group. Her research focuses on the effects of social media, consumer engagement and peer influence on electronic commerce outcomes and on the business models of content websites.

Her work has been published in the top journals in the fields of both Information Systems and Marketing. She is the recipient of several prestigious awards, most recently the AIS Sandy Slaughter early career award. I serve on the editorial boards of MIS Quarterly, Information Systems Research and Management Science. She received her Ph.D. from New York University in 2008, and holds degrees in law and electrical engineering from the Hebrew University in Jerusalem and Tel Aviv University

Omer Pomerantz

Omer is an independent consultant and mentor in the areas of disruptive innovation, creativity and entrepreneurship. He works with individuals and organizations, helping them to realize their full creative potential in real-life projects.

Omer's experience includes executive-level technical positions in multi-national companies where he held various technical and managerial positions. He worked closely with market-

leading mobile companies, across the globe and collaborated with development teams in USA, Europe and the Far East.

Moti Radomski

Co-Founder & CEO, Mamaya Inc - the world's first automated social media agency for online merchants. Moti has over 20 years of experience with products that make a change.

In 2005, co-founded YaData, a marketing data-mining company, which was acquired by Microsoft three years later. Prior to that, he played key roles in product management, sales and R&D for various technological companies.

Prof. Asher Tishler

Asher Tishler received his B.A. in Economics and Statistics from the Hebrew University of Jerusalem, and his Ph.D. in Economics from the University of Pennsylvania. Currently he is president of the College of Management. He was a faculty member of Tel Aviv University's Faculty of Management from 1976 to 2014.

During his tenure at Tel Aviv University's Faculty of Management he served as dean (2007-2014), academic director of the Executive MBA program and the Kellogg-Recanati international MBA program (2000-2003), academic director of Lahav Executive Education (1995-1998), director of the Israel Institute of Business Research (1991-1994), and head of the Economics-Management Department (1986-1988). During 2006-2010 he served as director of the Institute of Technology and Society, and during 2006-2014 he was director of the Eli Hurvitz Institute of Strategic Management.

Professor Tishler's main research interests are energy economics, defense-related issues, strategy and models of innovation. His areas of teaching are macroeconomics, managerial economics, and advanced statistical methods for business. He has been consultant to high-tech, clean-tech, financial, industrial, consulting and business intelligence firms in Israel and abroad

Dr. Gil Winch

Dr. Gil Winch is a clinical and organizational psychologist who worked with the biggest companies in the Israeli economy for over 15 years. In 2001 he founded Tandem Consultants, an organizational consulting company. A few years later, after learning about the severity of unemployment among people with disabilities in Israel, he began researching

and developing a unique managerial model that could bring about a profound change in the employment of people with disabilities.

In early 2008, Dr. Winch founded Call Yachol, a free market social business that hires primarily chronically unemployed individuals with severe disabilities, as a proving ground for his model. To date, his unique managerial model has enabled the return of hundreds of chronically unemployed severely disabled individuals to the workforce, helping them reach full productivity and allowing them to earn regular wages in a free market job.

Prof. Moshe Zviran

Prof. Moshe Zviran serves as the Dean of Tel Aviv University's Coller School of Management. He is a professor of Information Systems at the Coller School of Management. Prof. Zviran has published numerous articles in leading academic journals and authored two books in information systems. He is also a consultant for leading organizations in Israel and serves as a board member in several companies and organizations.