



Technion - Israel Institute of Technology
The William M. Davidson Faculty of Industrial Engineering and Management



MBA- Focusing on Entrepreneurship, Innovation & Technology Management

COURSE TITLE:
**Business Development:
Harnessing the Eco System
Syllabus**

Course Number: 0324541

Credit Points: 2.0

Semester: Spring

Year:2023

Number of weeks: 13

Day&Time:

COURSE INSTRUCTORS:

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Meeting times for students by appointment only

COURSE BACKGROUND

The technology ecosystem is changing at an increasing rate, and for any organization to survive and thrive, it is essential to understand the importance of the ecosystem and how it can be leveraged for sustainable growth. The organization is required to adapt its strategy and quickly execute in response or ahead of the changing environment. In addition, the complexity of the ecosystem requires a significant amount of cross-disciplinary capabilities which might not all be available internally.

Even if the corporation's strategy is well formed, its execution will always be constrained by limitations size, funding, existing capabilities, resources, and dependencies on the supporting ecosystem. As seen in the case of worldwide WiFi enabling that started in 2002. It did not matter how many transistors Intel put in its chip you needed to engage the ecosystem to put up access points and connectivity in the hotels and airports to connect your computer.

So one of the most critical strategic capabilities the organization needs to develop is the ability to utilize and harness the ecosystem to help the organization achieve its stated strategy.

COURSE OBJECTIVE

This course aims to provide you with a comprehensive understanding of the business ecosystem and the tools to navigate it. You will develop strategic thinking and understanding of Business Development and applicable knowledge of the strategic business development (BD) process, and how to identify, analyze and leverage the opportunities available in it. We will explore various topics including ecosystem mapping, stakeholder analysis, competitive intelligence, and strategic partnerships. Through case studies, exercises, and practical applications, you will gain the skills and knowledge necessary to successfully navigate and harness the ecosystem for business development. Whether you are a startup entrepreneur, a business owner, or an aspiring business development professional, this course will equip you with the tools behaviors, and mindset needed to extract value from these engagements to drive growth and success in today's dynamic marketplace.

The course will take the students along the BD process path including:

- Defining and understanding corporate and BU strategy and its BD implications.
- What does the deal flow look like, who should be involved, and how?
- Developing a gap analysis to understand the required ecosystem capabilities.
- Formulating a gap-filling strategy including “build” vs buy” considerations

- Developing a working knowledge of the various tools in the BD toolbox and considerations for using them. (e.g. NRE project, IP licensing, licensing, JV, M&A, Equity investments)
- How to engage with the internal stakeholders to close the deal and capture the generated value.
- Post-deal and portfolio management aspects: How to extract the value from the BD deals.
- Internal and external barriers to success (what can go wrong) and mitigation strategies.
- Legal and negotiation aspects associated with a strategy relying on ecosystem support

During the course, the students will be required to develop a BD strategy, perform ecosystem analysis to identify the best course of action, develop a negotiation plan, and formulate a value creation and extraction strategy based on the deals they propose.

The course will also bring real-life examples from BD managers in Multinational corporations and startups, We will also have Strategic Investors and M&A experts present and share their perspectives on the subject.

Course Plan

Lesson	Subject	Content
1	The Business Ecosystem as part of the corporate strategy	Introduction and Course Overview, Understanding of the exponential Business Environment, (V.U.C.A) and the implication on the organization. What is Strategy? How do you turn it into reality? The place of BD in the Organizational value creation chain.
2	BD Process	Analysis and Understanding of the strategy, Alice in Wonderland syndrome, and target identification. Winning proposition development, The Business Development Process.
3	Value Chain and Gap Analysis	Methods and tools for gap and Barrier identification, and value chain analysis.
4	Ecosystem analysis	Ecosystem analysis using the Porter+ model
5	5F – Model	Overview of the 5F-s model(Find, Filter, Fund, Foster, Free)
6	BD Tool Box	Review of BD tools, their pros, and cons, when and how to use them; special focus on the reality and myths of M&A, and how to drive integration.
7	Negotiation Basics	BATN and BATNA
8	Test Case - Centrino	Centrino Test Case- SM-156 Intel Centrino in 2007 Stanford Graduate School of Business
9	Legal Considerations in the BD process	Legal aspects in the BD process, NDA, Hold Harmless, Equity implications, SOW, Indemnification, MOA, LOI

10	To Buy or Not Buy and the Day After	Reality and perception in M&A. Post deal management considerations and portfolio management. How to maintain and grow the relationship
11	Test Case – Whole Foods	Amazon's acquisition of WholeFoods
12	What to watch out for	Business Development as a strategic capability. How to engage with the rest of the organization's issues, barriers complexities, and solutions, Plan for Success
13	Project Presentations	

TEACHING METHODS

This course will consist of a series of lectures, panels, and weekly progress reports. The students will need to perform market analysis, case study reading, and in-class discussions.

PROJECT TEAM

Course / Project Team	Email Address	Area of Experience
Course Lecturer Mr. Yoav Hochberg	yhochberg@gmail.com	Strategy, Strategic Planning, Strategic Innovation, Business Development, Competitive Analysis, leadership development, Neuro-Linguistic Programming; Venture Capital, Entrepreneurship, and innovation

STUDENT ASSESSMENT

- Attendance and active participation in class sessions are required. Please coordinate any absence
- 25% - 5 exercises - JBTB, WF, Centrino, Amazon, 3 deals
- 15% - Company business strategy assessment - Ecosystem Analysis
- 50% Business Development strategy plan presentation and final project
- 10% Participation and engagement – This is an interactive class in which students are expected to actively participate and engage in the content, read as required, and present self-perspectives and knowledge from their own experiences.

Reading Materials:

- Strategy is Destiny – Robert A Burgelman, The Free Press, 2002.
- Playing to win– A.G. Lafley, Roger L. Martin, Harvard Business review press, 2013
- **Deal Is Done--Now What?** [Jeswald Salacuse](#) - Product #: N0511A-PDF-ENG
- **Corning Incorporated: Reinventing New Business Development** by [Robert A. Burgelman](#) and [Lyn Denend](#) Product #: SM167A-PDF-ENG
- **The Business Development Manager** by [Jeffrey J. Bussgang](#), [Thomas R. Eisenmann](#), [Sarah Dillard](#), [Katharine Nevins](#), [Puja Ramani](#) Product #: 812107-PDF-ENG