Lessons from Israeli Innovation
A joint Wharton – Coller Program
Global Modular Course (MGMT 897)

December 30, 2018 – January 2, 2019

This is an intensive module, classes and events will run all day.
Some evenings will also have scheduled activities. Enrolling students should plan accordingly.

Module Overview & Assignment Details

" *Israel is, by many measures, the country (relative to its population) that has done the most to contribute to the technology revolution* " Bill Gates

Individuals, organizations and countries survive, adopt, improve, grow and sustain through innovation in many guises. Israel, a country of just over 8 million people, has been investing in Research and development (as a % of GDP) more than any other nation on the globe. In many ways a true entrepreneurial venture in its own right. The Israeli eco-system supports the creation of hundreds of new startups every year, many of these companies play a significant   role in shaping the worlds' innovation landscape. During the course we expect participants to gain knowledge and insights into the attributes and drivers of the Israeli "startup nation".

One of the striking attributes of the current Israeli eco-system is the widespread presence of technology multinationals (MNCs) in the Israeli scene.

320 MNC R&D centers in Israel employ 40% of the country's R&D force. This has become one of the dominant forces shaping today and impacting the future of Israel's High-Tech industry.

In your course assignments you will be focusing on a multinational that is operating in Israel (Pre-course Assignment) and on Israeli companies that are potential targets for being acquired by a multinational (Post-course group assignment).

Please review the attached assignment and timeline specifications. The pre-course assignment should be submitted by December 23rd 2018.

Pre-course assignment

For your pre-course assignment (which is an individual assignment) you will study **one** of the very large multinational technology companies that are present in the Israeli Industry. Following is a list of MNCs that will be the focus of the pre course assignments. Five of them have been operating in Israel for many years and one is a recent arrival:

- Google
- Intel
- Microsoft
- Amazon
- Medtronic
- Alibaba

Selection Process: Students will select the target company for their personal assignment subject to availability, up-to 12 students per company. A link to the selection page will be announced following the completion of the registration process (Mid November).

For your assigned MNC please create a concise 2-page report and 4 slide presentation using the following guidelines:

a) Identify and describe the entry path of the MNC selected into the Israeli High-Tech industry, some opened independent R&D centers while most entered via an acquisition which became the basis for their local R&D center.
b) What in your mind was the main motivation for the specific MNC to embark on this path.
c) Provide an overview of the current activities of this MNC in Israel.

Pre-course assignments are due by end of day December 23rd , attending class is subject to the timely submission of the assignment.

Assignments will be submitted on the Wharton Canvas.

Please verify that you have your Canvas credentials and access to the course site.

A select number of students will be called upon to present their pre-course assignment in class.

Post-course assignment (group assignment)

Your post-course assignment (which will be a group assignment) will focus on an Israeli company that in your mind is in a position to be acquired by a multinational within 24 months. This can be a public company or a private company. The report should be comprehensive but concise, not more than 15 pages.

Team allocation process: TAs will distribute a link for self-selection into Teams of 4-5 students. Each group will include students from Both TAU and Wharton. During class you will have an opportunity to coordinate with your team members, select a company and initiate the collaborative effort. Teams should select their post course target company no later than January 7th.

Assignment Specification:

- Describe the selected company, its history, products & value proposition.
- What in your mind are the relative advantages for this company compared to its competitors?
- Does this company gain advantages from being an Israeli related entity?
- What are the disadvantages?
- Who could be the Multinationals that may be interested in acquiring this company? Why?
- If you were the founders of the Company would you target an acquisition or push for independent growth? (Please Substantiate)
- Assume that the company management has decided to keep the acquisition strategy as a viable path. Who should they target as their #1 priority?
- If you were advising the company, what would you recommend as a strategy (or specific actions) that could increase the probability for such a transaction to occur?

Assignments due by January 28th (via submission on Canvas).

Grading

Pre Course assignment: 20%
Attendance: 15%
Participation: 20%
Post course assignment: 45%