Sofaer Global MBA

Propel Impact Design Entrepreneurship Lab

1238.3668

Module 1&2: 2021/22

Course Section Details

Section	Day	Hour	Lecturer	
Class	Tuesday	14:00-18:00	Rebecca Sternberg Tamar Many	rebecca.sternberg@gmail.com 0528221582 tamarm@shenkar.ac.il 0522997635

Course TA: Hanna Gutwilen
Office Hours: by appointment

Course Units

2 course units = 8 ECTS units

*The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

Propel Impact Entrepreneurship Lab is a semester-long course designed for interdisciplinary GMBA and design students. Invoking business skills and design thinking methodologies, students will develop innovative services aimed at solving prescient challenges.

The course will convene around a key theme to design ventures with potentially impactful paths towards the market. In a lab environment, students will actively engage in real-world problem solving, based on real-word data to promote real-world impact, around a central behavioural challenge.

Propel Impact Entrepreneurship Lab project-based learning will focus on ideation, impact business models, entrepreneurial skills, teamwork and communication needed to transform challenges into opportunities and develop innovative approaches that demonstrate the potential for measurable, sustainable economic, social and environmental impact.

Each year, the *Propel Impact Entrepreneurship Lab* will interface with a network of academics, industry experts, thought leaders, partner organizations and community members who serve as a real-world context for projects. Additionally, students will gain introductory exposure to relevant technologies and innovative business approaches surrounding the semester's theme:

1.　Explore
Gain experience collecting multiple data points to uncover needs, opportunities and new understandings surrounding the challenge theme. Map, visualize and analyze data, elicit insights.

2.　Design
Working in teams, design a venture related to needs and opportunities surrounding the key theme: delineation of the requisite data, service ideation, user experience, business model, minimal viable product (MVP) based on a driving behavioral approach and a dedicated impact model.

3.　Propel
Present the impact venture, including service naming, content delivery, communication and delivery, alongside preliminary user or market validation.

Course Objectives

With the successful completion of the *Impact Entrepreneurship Lab*, students will gain hands-on experience in the following key areas:

1. **Data analysis and representation:**
   a. Ability to collect qualitative and quantitative information from a wide variety of data sources and types.
   b. Data analysis and visualization and mapping; ability to cross-reference and interrelate data across multiple vantage points, through data representation and information design.
   c. Conceptualization of data-driven needs and challenges into opportunities.
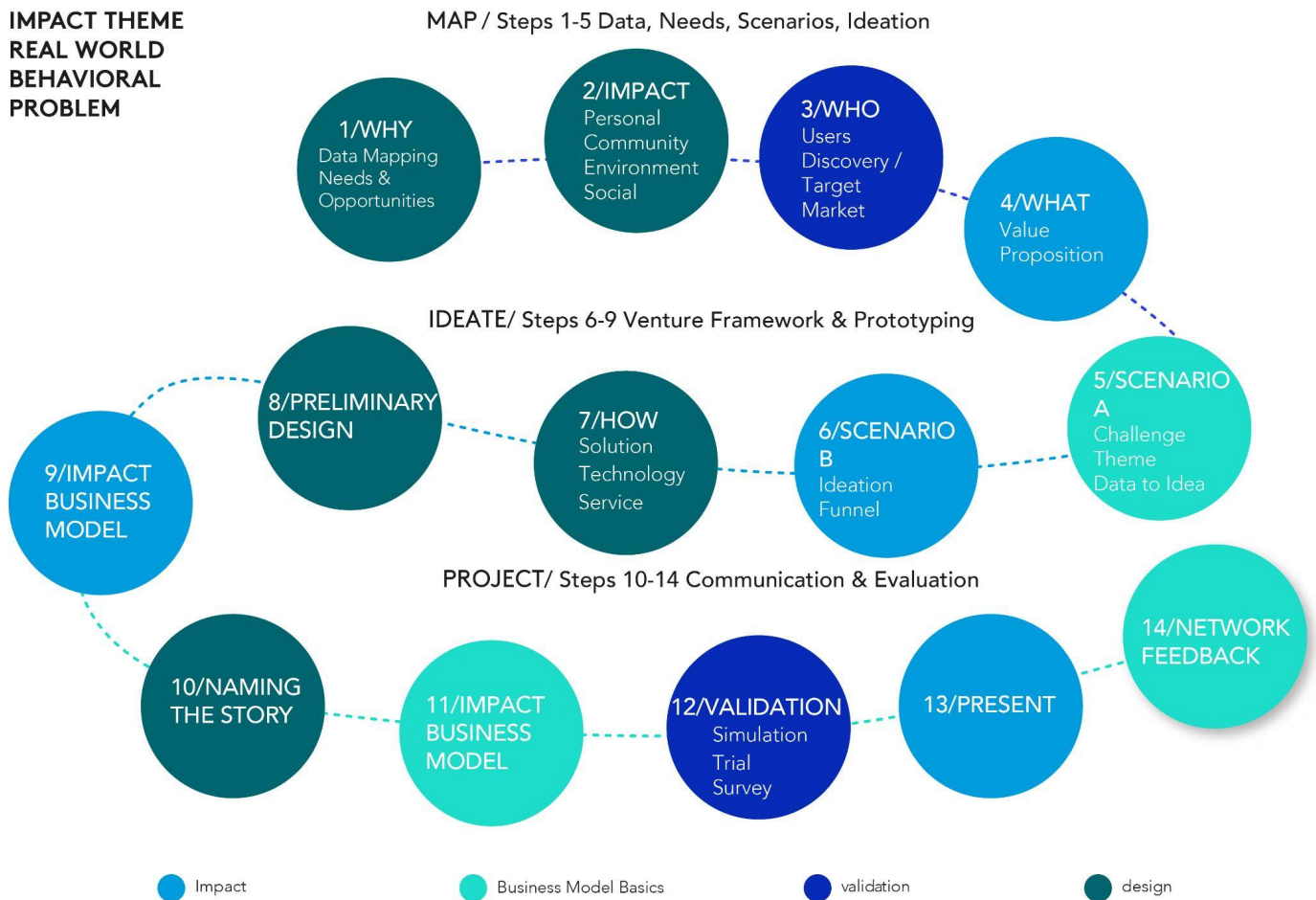   d. The capacity to look deeply at a space and create new insights and understandings.
2. **Scenarios and impact models:**
   a. Ability to define goals and scenarios grounded in data.
   b. Venture ideation derived from scenario objectives, innovation paths and behavioural goals
   c. Development of venture impact model and case studies

3. **Impact ideation, preliminary design and communication:**
   a. Ideation of a venture to achieve product/service goals.
   b. Service prototyping and validation of technology, user and market assumptions
   c. Naming, communication and presentation

    d. Sustainable business models

    e. Impact and performance metrics for systemic change

IMPACT THEME REAL WORLD BEHAVIORAL PROBLEM

MAP / Steps 1-5 Data, Needs, Scenarios, Ideation

- **1/WHY** Data Mapping Needs & Opportunities
- **2/IMPACT** Personal Community Environment Social
- **3/WHO** Users Discovery / Target Market
- **4/WHAT** Value Proposition

IDEATE/ Steps 6-9 Venture Framework & Prototyping

- **8/PRELIMINARY DESIGN**
- **7/HOW** Solution Technology Service
- **6/SCENARIO B** Ideation Funnel
- **5/SCENARIO A** Challenge Theme Data to Idea
- **9/IMPACT BUSINESS MODEL**

PROJECT/ Steps 10-14 Communication & Evaluation

- **10/NAMING THE STORY**
- **11/IMPACT BUSINESS MODEL**
- **12/VALIDATION** Simulation Trial Survey
- **13/PRESENT**
- **14/NETWORK FEEDBACK**

Legend: ● Impact   ● Business Model Basics   ● validation   ● design

2021/22 Theme - @Work

2021 Theme: The Propel Impact Lab Theme for 2020/21 is "@Work"

Challenge: The future of work is now.
Digitalisation and globalisation have sparked radical shifts in how we live and work. The coronavirus (COVID-19) crisis has accelerated these beyond anything we could have imagined. Artificial intelligence, hybrid human-machine collaboration, automation and robotics, will make this shift as significant as the mechanization in prior generations. Demographic shifts - lower birth rates, longer lifespans, migration across economic divides, growing pay gaps, changing attitudes towards work life-balance, and the expansion of the workforce to include both on-and off-balance-sheet talent, are all changing the nature of work itself.

How can we usher in a <u>new age of work</u> by radically reimagining our workplaces, work models and workflows to be at once more equitable and more productive?

Propel Impact Entrepreneurship will focus on changes that can drive the future of work. @work will explore and map accelerated trends and new impacts on work-life. Based on a data driven approach, students will ideate new behavioural service approaches to shape a fairer, more digital, higher quality, flexible and resilient reinvention of work into the future. We will propose designs, services and business models that offer measureable, impactful results to address the future of work.

Course Assignments

Students are required to participate in all class meetings, including lectures, workshops and studio. Students must meet all assignments during the semester as well as mid and end of semester submissions.

Evaluation of Student Performance and Grade Composition

Percentage	Assignment	Comments
5%	Attendance and active participation	The grade will consider the process, personal contribution, participation and team-work as well as the quality of the final deliverable
15%	Data Analysis and Mapping	
20%	Midterm Scenario & Ideation	
25%	Formulation and Design of Venture	
35%	Final Presentation & Submission	

* According to University regulations, participation in all classes of a course is mandatory (Article 5).
** Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)
***Evaluation of the Course by Student. Following the completion of the course, students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers, and the university.

Course Assignments

A major vehicle for learning in the course is a real-world impact challenge and project-based learning.

Students who are unable to complete an assignment or course requirement must notify the TA of the course in advance via email

The Impact Challenge selected for the Fall Semester of 2020-2021 To:Health

Students will work in interdisciplinary teams, made up of three business students and up to two designers.
Assignments will be submitted to a shared drive before each due date.
The lab format of the course is based on peer-to-peer learning.

Effective participation includes: (1) providing insightful questions and comments on concepts from lectures and readings; (2) sharing your experience or point of view with the class; (3) building on points raised by others; (4) clarifying issues; and (5) relating ongoing topics to previous class discussions.

Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is a core course) will fall between 88-90.

Additional information regarding this policy can be found on the Faculty website. https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams

Design students will be evaluated based on the Shenkar Engineering.Design.Art grade scale.

Evaluation of the Course by Students

Following completion of the course, students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students. It is therefore recommended to periodically check the course site, in general, before each lesson, and at the end of the course as well. (For example: exam details and updates regarding assignments)
Course slides will be available on the course site.

Please note that topics which are not covered in the slides, but are discussed in class, are considered an integral part of the course material and may be tested in examinations.

A dedicated shared drive will also be established for project-based learning.

Course Schedule / Wednesday / 14:00-18:00 PM

Week 1 12.10.21	Course Introduction		
		14:00-14:45	Overview of Propel Impact Lab format/theme
		15:00-15:45	Student/Lecturer Introduction (outside/inside)
		16:00-16:45	Why Behaviour? Impact Entrepreneurship / Design Thinking
		17:00-18:00	My take on…@Work
		The Gig Economy : The Complete Guide to Getting Better Work, Taking More Time Off, and Financing the Life You Want, Diane Mulcahy	

EXPLORE

Week 2 19/10/21	Impact Challenge Theme @Work Partner Presentation Day		
		14:00-14:45	*Challenge Partner Introduction*
		15:00-15:45	*Challenge Partner Introduction II*
		16:00-16:45	Mapping as Data Driven Discovery
		17:00-18:00	Personal Behavioural Mapping Presentation Quantitative Data Mapping Assignment & Groups
		https://www.harvardbusiness.org/insight/adapting-organizations-for-the-future-of-work/ https://www.workfront.com/sites/default/files/files/2019-05/2019_HBR_The_Future_of_Work_Report.pdf https://podcasts.apple.com/us/podcast/hbs-managing-the-future-of-work/id1395603706	

		https://www.hbs.edu/managing-the-future-of-work/Documents/research/hiddenworkers09032021.pdf https://hbr.org/2020/11/our-work-from-anywhere-future https://www.wsj.com/news/collection/women-in-the-workplace-2021-581714ed
Week 3 **26/10/21**	**Why** Mapping 1 Needs & Opportunities	<table><tr><td>14:00-14:45</td><td>*Data Visualization Talk* Lecture</td></tr><tr><td>15:00-15:45</td><td>Lab: Quantitative Data Mapping</td></tr><tr><td>16:00-16:45</td><td>Lab: Quantitative Data Mapping</td></tr><tr><td>17:00-18:00</td><td>In Class Qualitative Data Collection / Behavioural Mapping</td></tr></table> *Recommended Reading:* Edward Tufte, The Visual Display of Information https://dschool.stanford.edu/resources
Week 4 **1/11/21**	**Impact** **Mapping 2** Personal Community Environment Economic	<table><tr><td>14:00-14:45</td><td>*Impact-Talk* Behaviour & Impact</td></tr><tr><td>15:00-15:45</td><td>Lab: Data Mapping Presentation</td></tr><tr><td>16:00-16:45</td><td>Lab: Quantitative Data Mapping</td></tr><tr><td>17:00-18:00</td><td>Qualitative Data Collection / Behavioural Mapping</td></tr></table> **Impact Theory of Change** An **intended impact** is a statement or series of statements about **what** specifically the organization is trying to achieve and will hold itself accountable to.

		A theory of change is an expression of the sequence of cause-and-effect actions or occurrences by which organizational and financial resources are assumed to be converted into the desired social results. *Recommended Reading:* Manzini, Ezio (2014) Design When Everybody Designs. An Introduction to Design for Social Innovation. MIT Press https://mitpress.mit.edu/books/design-when-everybody-designs https://www.bookdepository.com/Creative-Blindness-How-Cure-It-Dave-Trott/9780857197306?ref=pd_detail_1_sims_b_p2p_1
Week 5 **8/11/21**	**Who** **Mapping 3** User Discovery & Markets	<table><tr><td>16:00-16:45</td><td>*Impact-Talk* *Users & Ethnography*</td></tr><tr><td>16:45-17:45 B-17:45-18:00</td><td>Lab: Users/Ethnographic Mapping</td></tr><tr><td>17:45-18:45 B-18:45-19:00</td><td>Lab: Users/Ethnographic Mapping</td></tr><tr><td>19:00-20:00</td><td>Lab: Users/Ethnographic Mapping Presentations</td></tr></table> User Discovery Early lead you to product-market fit. For early adopters, your product has to have some value, but it doesn't have to be perfect. They care about functionality, core value, experience and getting a competitive edge. How do you discover users and design for their needs? *Recommended Reading:* If You Really Want to Change the World (2015): A Guide to Creating, Building, and Sustaining Breakthrough Ventures by Henry Kressel Crossing the Chasm (1991) Geoffrey Moore

		https://hbr.org/1998/07/welcome-to-the-experience-economy

STRATEGY/SCENARIOS To:Health		

Week 6 **15/11/21**	**What** From Data to Impact Ideation	14:00-14:45 — Scenario Introduction 15:00-15:45 — Lab: Scenario Round Tables 16:00-16:45 — Lab: Scenario Round Tables 17:00-18:00 — Lab: Scenario Impact Ideation Summary *Recommended Reading:* https://hbr.org/2015/09/design-for-action https://hbr.org/2018/09/why-design-thinking-works https://hbr.org/2019/03/the-right-way-to-lead-design-thinking https://hbr.org/2018/09/design-thinking-is-fundamentally-conservative-and-preserves-the-status-quo https://hbr.org/2016/10/the-transformative-business-model Doughnut Economics (2017): Seven Ways to Think Like a 21st-Century Economist, by Kate Raworth
Week 7 **22/11/21**	**How** Ideation Funnel	14:00-14:45 — Ideation Funnel Introduction 15:00-15:45 — Lab: Scenario Round Tables 16:00-16:45 — Lab: Scenario Round Tables 17:00-18:00 — Lab: Scenario Ideation Funnel Summary **Scenario Workshop B:** Funnel of Focus and Ideation How can we evaluate ideas and conceptualize products/services? We will use an ideation funnel to

<table>
<tr><td></td><td></td><td colspan="2">outline a high-level innovation process in search of good ideas by defining service goals and assaying service barriers.

Recommended Reading:

IDEO.org (2015) *The Field Guide to Human-Centered Design*. 1st Edition 2015 ISBN: 978-0-9914063-1-9
http://www.designkit.org/resources/1

Permanent Innovation, Langdon Morris http://bit.ly/fgpNd2.

Thinking, Fast and Slow, (2013) by Daniel Kahneman

https://ismguide.com/wp-content/uploads/2021/03/HBR_The-future-of-work-is-immersive.pdf</td></tr>
<tr><td colspan="4">DESIGN</td></tr>
<tr>
<td>**Week 8**

7/12/21</td>
<td>Preliminary Design</td>
<td colspan="2">
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<tr><td>14:00-14:45</td><td>*Impact-Talk*
Guest Lecture</td></tr>
<tr><td>15:00-15:45</td><td>Lab: Preliminary Design Development</td></tr>
<tr><td>16:00-16:45</td><td>Lab: Case Study</td></tr>
<tr><td>17:00-18:00</td><td>Lab: Case-Study Presentations (1)</td></tr>
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Tiny Habits : The Small Changes That Change Everything, BJ Fogg

Creative Blindness (And How To Cure It) : Real-life stories of remarkable creative vision, Dave Trott</td>
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<td>**Week 9**

14/12/21</td>
<td>**Sustainable Impact**
Impact Models</td>
<td colspan="2">
<table>
<tr><td>14:00-14:45</td><td>*Impact-Talk*
Guest Lecture</td></tr>
<tr><td>15:00-15:45</td><td>Lab: Design Development</td></tr>
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</td>
</tr>
</table>

		16:00-16:45	Lab: Impact Model
		17:00-18:00	Lab: Case-Study Presentations (2)

Impact Business Models and Business Model Canvas

Suggested Reading:

Carl Frankel and Allen Bromberger, The Art of Social Enterprise: Business as if People Mattered (New Society, 2013) Chapters 1-4, 7

Seth Goldman and Barry Nalebuff, Mission in a Bottle: The Honest Guide to Doing Business Differently and Succeeding (Crown Business, 2013)

Battilona, Julie; Lee, Matthew; Walker, John; Dorsey, Cheryl "In Search of the Hybrid Ideal" Stanford Social Innovation Review (Summer 2012) (http://www.ssireview.org/articles/entry/in_search_of_the_hybrid_ideal)

Week 10

21/12/21

User Experience

Service Prototyping

14:00-14:45	*Impact-Talk* *Service Naming*
15:00-15:45	Lab: UI Design Development User Experience/MVP Experience
16:00-16:45	Lab: UI Design Development User Experience/MVP Experience
17:00-18:00	Pachakucha

User Experience

"User experience" encompasses all aspects of the end user's interactions with a company, a service or product.

The first requirement for an exemplary user experience is to meet the exact needs of the customer, without fuss or bother. Next come simplicity and elegance that produce products that are a joy to own, a joy to use. True user

experience must be a seamless merging of the services of multiple disciplines, including engineering, marketing, graphical and industrial design, and interface design.

Recommended Reading:

https://www.igorinternational.com/process/igor-naming-guide_12.pdf

Hidden in Plain Sight (2013) Chipchase & Steinhardt

Co-design and Prototyping
Sanders, Elizabeth B. N., and Pieter Jan Stappers. (2012) Convivial Toolbox. Generative Research for the Front End of Design. Amsterdam: BIS
Penin, L., Forlano, L., & Staszowski, E. (2012).

https://www.nngroup.com/reports/

Week 11 **28/12/21**	**Impact Simulation**		
		14:00-14:45	*Impact-Talk* *Impact Business Model*
		15:00-16:15	Project Presentations (1)
		16:30-18:00	Project Presentations (2)

Week 12 **4/1/22**	**The Story**		
		14:00-14:45	*Impact-Talk* *Storytelling & Empathy*
		15:00-15:45	Lab: Project Development
		16:00-16:45	Lab: Project Storytelling
		17:00-18:00	Presentation Guidelines: Who, What, Why, How Value, Impact, 1st Steps

Presentations and Storytelling
https://www.skillshare.com/classes/business/Storytelling-for-Leaders-How-to-Craft-Stories-That-Matter/1980968673

Week 13 11/1/22	Testing 1,2,3	1
		<table><tr><td>14:00-14:45</td><td>*Impact-Talk* *MVP: What is it - how to validate ideas*</td></tr><tr><td>15:00-15:45</td><td>Lab: Design Development User Experience</td></tr><tr><td>16:00-16:45</td><td>Lab: Impact Business Model</td></tr><tr><td>17:00-18:00</td><td>Final Presentation Review Prep</td></tr></table> https://jnd.org/people-centered-not-tech-driven-design/
Week 14 18/1/22	Presentation	**Final Presentation Day.**