



William *and* Phyllis
MACK INSTITUTE
for INNOVATION MANAGEMENT

MGMT892: Collaborative Innovation Program

Fall 2021 Overview

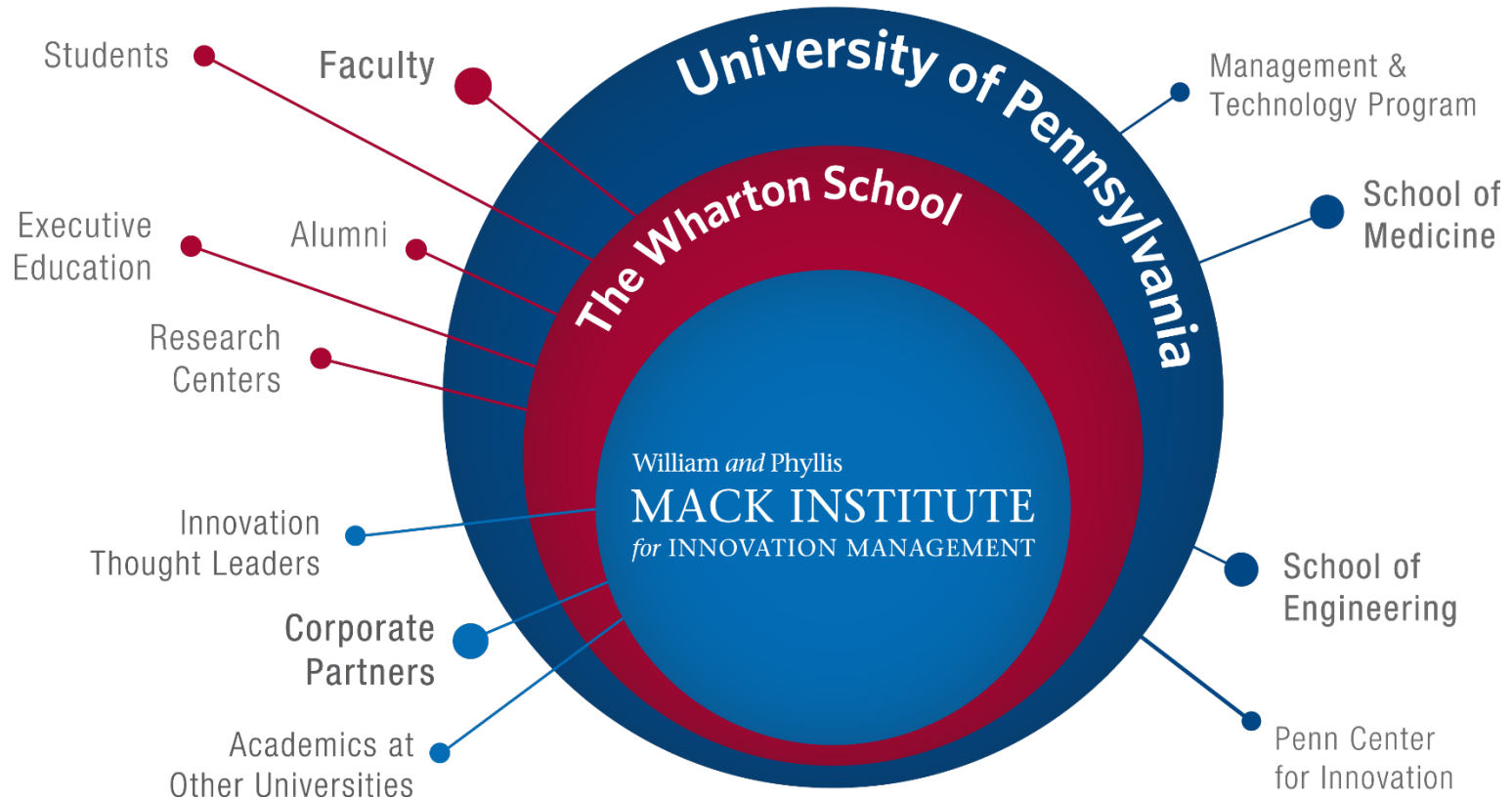
The Wharton School

Our Mission

The Mack Institute fosters industry and academic communities to transform our innovation research into real-world impact.



A Central Node in a Knowledge Network



We act as the hub of a global network linking scholars, industry leaders, and students.

WHO WE ARE



HARBIR SINGH
Co-director, Mack Institute; Vice
Dean for Global Initiatives and
Mack Professor of Management



NICOLAJ SIGGELKOW
Co-director, Mack Institute; David
M. Knott Professor and Professor
of Management



CHRISTIAN TERWIESCH
Co-director, Mack Institute;
Andrew M. Heller Professor;
Senior Fellow, Leonard Davis
Institute for Health Economics



JOHN PAUL MACDUFFIE
Director, PVMI, Mack
Institute; Professor of
Management

Faculty Leadership



GEORGE S. DAY
Geoffrey T. Boisi Professor
Emeritus



JITENDRA V. SINGH
Dean, Michael Jebsen Professor
of Business, Hong Kong Science
and Technology University

Faculty Emeritus in Residence



TERRI BUTRYMOWICZ
Program Manager



KATE FITZ-HENRY
Admin Coordinator



JOE NEBISTINSKY
Associate Director for
Engagement

Mack Institute Staff

Mack Institute Core Team



RAPHAEL (RAFFI) AMIT
Robert B. Goergen Professor
of Entrepreneurship;
Academic Director, Goergen
Entrepreneurial Programs;
Academic Director, Wharton
Global Family Alliance



DAVID ASCH
Professor of Medicine,
Medical Ethics and Health
Policy, Anesthesiology and
Critical Care Medicine,
Health Care Management,
and OPIIM; Exec. Director,
Center for Health Care
Innovation



WILLIAM HAMILTON
Ralph Landau Professor
Emeritus of Management
and Technology



DAVID HSU
Richard A. Sapp Professor;
Professor of Management



LORI ROSENKOPF
Simon and Mildred
Palley Professor of
Management; Vice Dean
and Director, Wharton
Undergraduate Division



VIJAY KUMAR
Nemirovsky Family Dean,
School of Engineering and
Applied Science; UPS
Foundation Professor



DANIEL LEVINTHAL
Reginald H. Jones Professor
of Corporate Strategy; Chair,
Management Department



BRIAN LITT
Professor of Neurology and
Bioengineering; Director,
Center for Neuroengineering
and Therapeutics



KARL T. ULRICH
Vice Dean of Innovation;
CIBC Professor; Professor
of Operations and
Information Management



SIDNEY G. WINTER
Deloitte and Touche
Professor Emeritus

Research Priorities

INNOVATION OPPORTUNITIES AND RISKS

How do emerging technology-based industries differ from established industries? How do they emerge and evolve?

What explains patterns of competitive entry, shakeout, and survival in these industries?

STRATEGIES FOR INNOVATING

What distinguishes growth leaders from laggards?

How do winning firms bring their innovations to market ahead of their rivals?

What strategies can help contain risk from moves into adjacencies and white spaces?

EVOLVING AND LEADING FOR INNOVATION

What new forms of organization and business models are enabled by advances in technology and enhanced globalization?

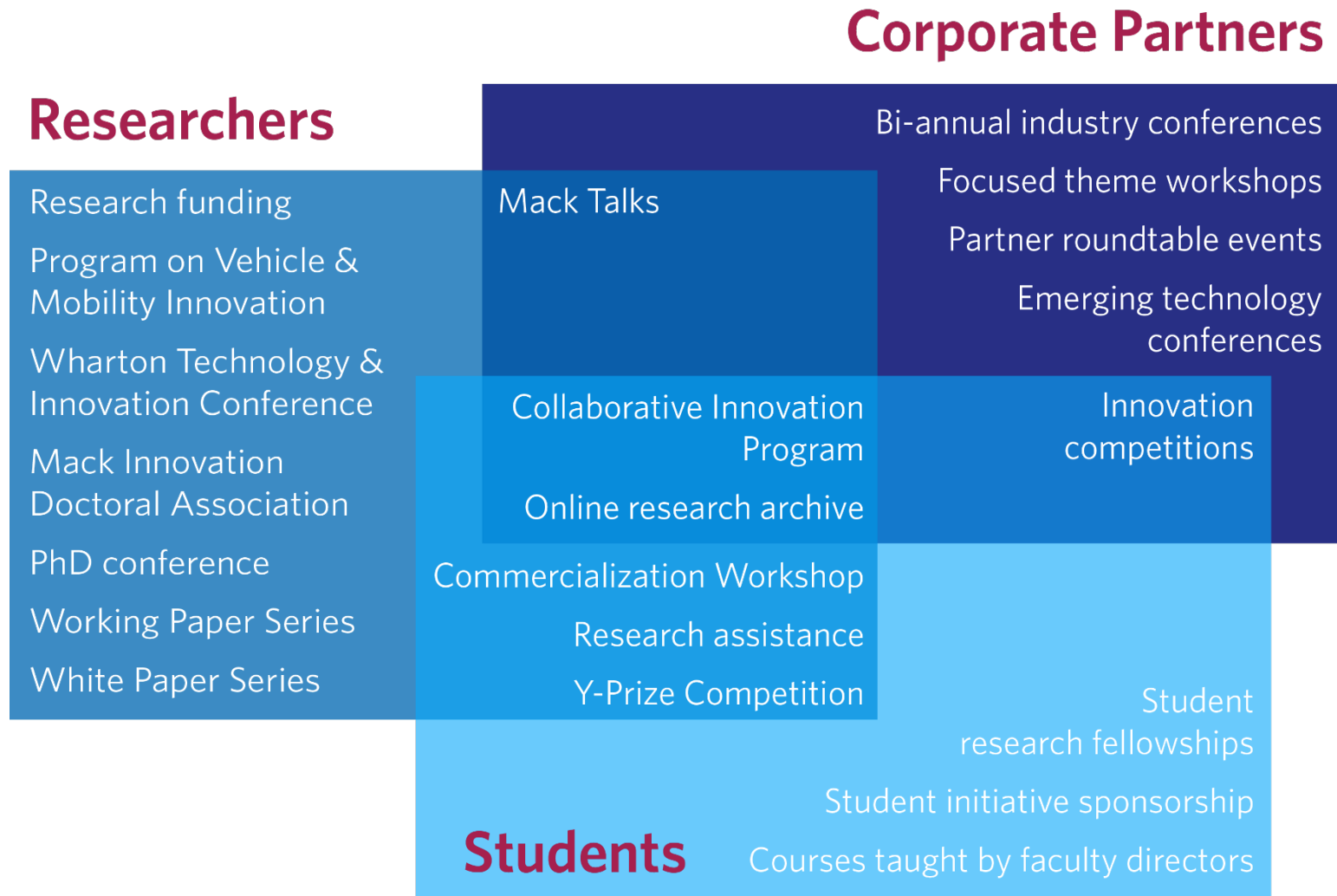
How do best practice firms act on opportunities and threats sooner than their rivals?

CAPTURING ECONOMIC VALUE FROM INNOVATION

How do firms make wise bets on long-term innovation projects when prospects are distant and uncertain?

What is the right balance of risk and return in innovation portfolios?

Overview of Programs Engaging Stakeholders



MGMT892: Collaborative Innovation Program (Consulting Practicum | 1cu | Both Campuses)

HOW IT WORKS

- Mack Institute's corporate partners propose a pressing innovation/ strategy/ management challenge that they are currently trying to address
- Student teams work with the sponsor in addressing the challenge and provide recommendations at the end of the course
- Team sizes range from 4 to 6 students and may comprise of students from across UPenn schools and programs (*Students may apply in groups*)
- 2 – 4 class sessions/lectures will be held on frameworks for innovation in incumbent firms, team-building for consulting, and capacity-building for innovation investments
- Teams will meet independently, with clients, and faculty to monitor the project progress
- Mid-term and end-term presentations will be done with the sponsor team
- The Mack Institute will be available to oversee programming and ensure smooth running of the project

BENEFITS

- Real life management challenges with real resources and investment
- Practical application of classroom concepts to help corporations navigate the challenges and opportunities posed by emerging technologies and markets
- Gain work experience in lieu of/in addition to an internship, and boost your resume
- Opportunity to work in the industry and function of your choice and interest, regardless of your background
- Opportunity to interact closely with senior management and gain visibility with the C-Suite of large organizations
- Access to CIP Alumni Database
 - All students who have participated in the course since 2014

Corporate Partners and Sample Projects



Mercedes-Benz



INDUSTRIES REPRESENTED

- ✓ Technology
- ✓ CPG
- ✓ Electronics
- ✓ Healthcare
- ✓ Financial Services
- ✓ Automotive
- ✓ Telecommunications
- ✓ Manufacturing
- ✓ Education Technology
- ✓ Publishing
- ✓ Pharmaceuticals

SAMPLE LIST OF PAST PROJECTS

- New Growth Areas to serve the Connected Home Consumer
- Telematics and Big Data Strategy for the Connected Vehicle
- Non-Traditional Methods and Metrics of Brand Tracking and Brand Health
- B2B Digital Health Go-to-Market Strategy
- Digitizing Telco's: Developing a Framework for a 5 -10 Year Horizon
- Biomedical Big Data: Strategic Implications for Oncology
- Economic Models for a Platform Strategy in Financial Services
- New Growth Areas to Serve Gen Z Consumer Behavior
- Re-inventing Product Distribution for Millennials
- Developing a Go-to-Market Plan for a new Digital Private Equity Product
- Manufacturing Footprint Optimization: Regional Source of Supply
- Alternative Approaches to Growing Mature Brands
- Crowdsourcing for Open Innovation

Fall 2021 Projects

Project Title:	Industry
Assess the Development of an Internal Innovation Management System	Semiconductor Manufacturer
Unstructured Data Handling: Pivoting from "data-rich" to "data-driven" Healthcare Organization	Information Management & Digital Services
Creating a Sales Strategy that Expands Reach for High-Growth, Unicorn Companies	Multinational Software
The Role of Technology and the Industry in Responding to Climate-Related Risks	Tech-Focused Risk Management
Consumer Research and Product/Service Strategy for Smart Home Technology	Home Services
Identifying Market Trends and Aligning a Distributor's Value Proposition for Growth	Industrial Supplies Distributor
Investments in Corporate Bonds vs Municipal Bonds: Advantages & Challenges	Financial Services
Identifying Emerging Technological Innovations from the University Ecosystem and Developing Models to Partner with Higher Education to Facilitate Commercialization	Telecom
New Organizational Models for a Financial Services Venture Team	Financial Services

Application Process and Timeline

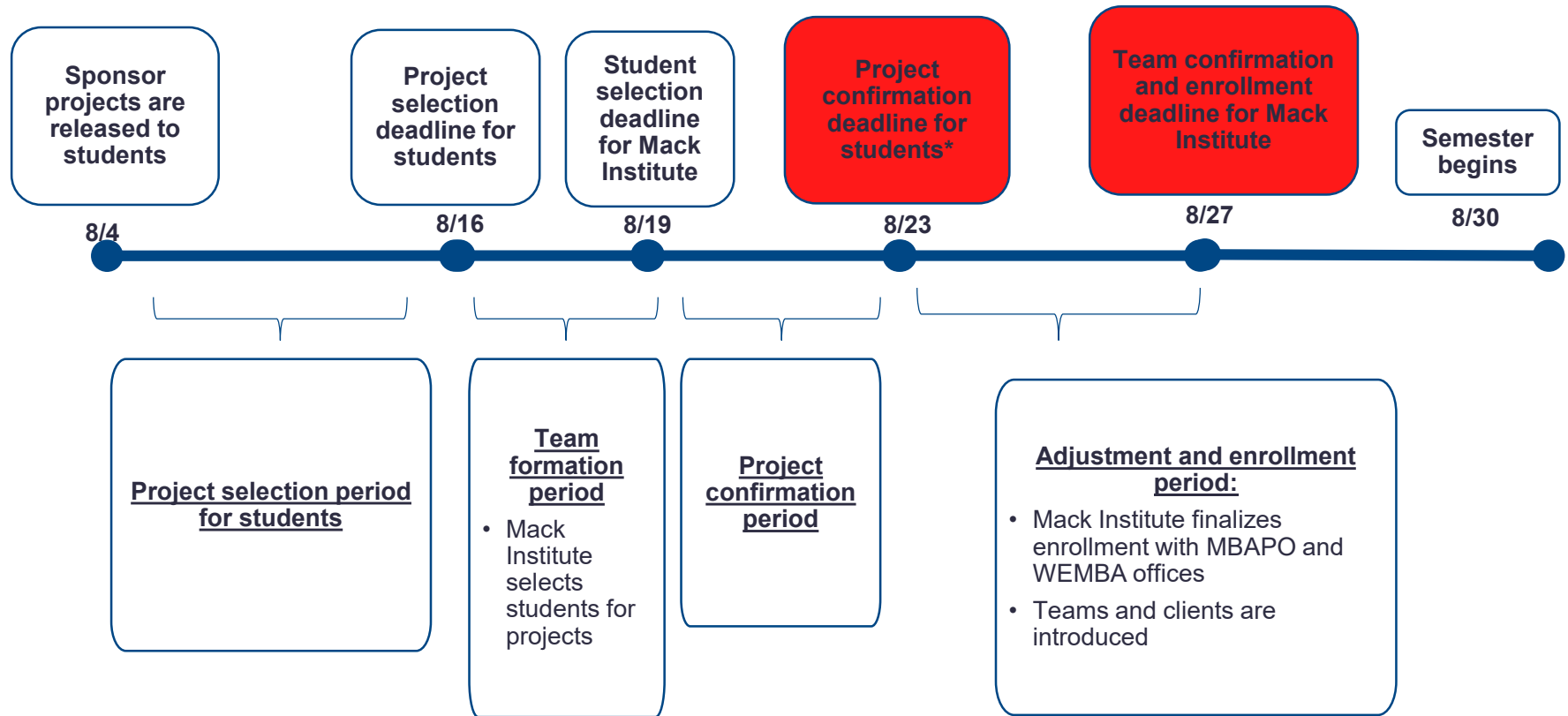
! This course will not appear in Course Match !

**Once selected and confirmed you will be registered manually by
the MGMT department**

PROCESS and TIMELINE

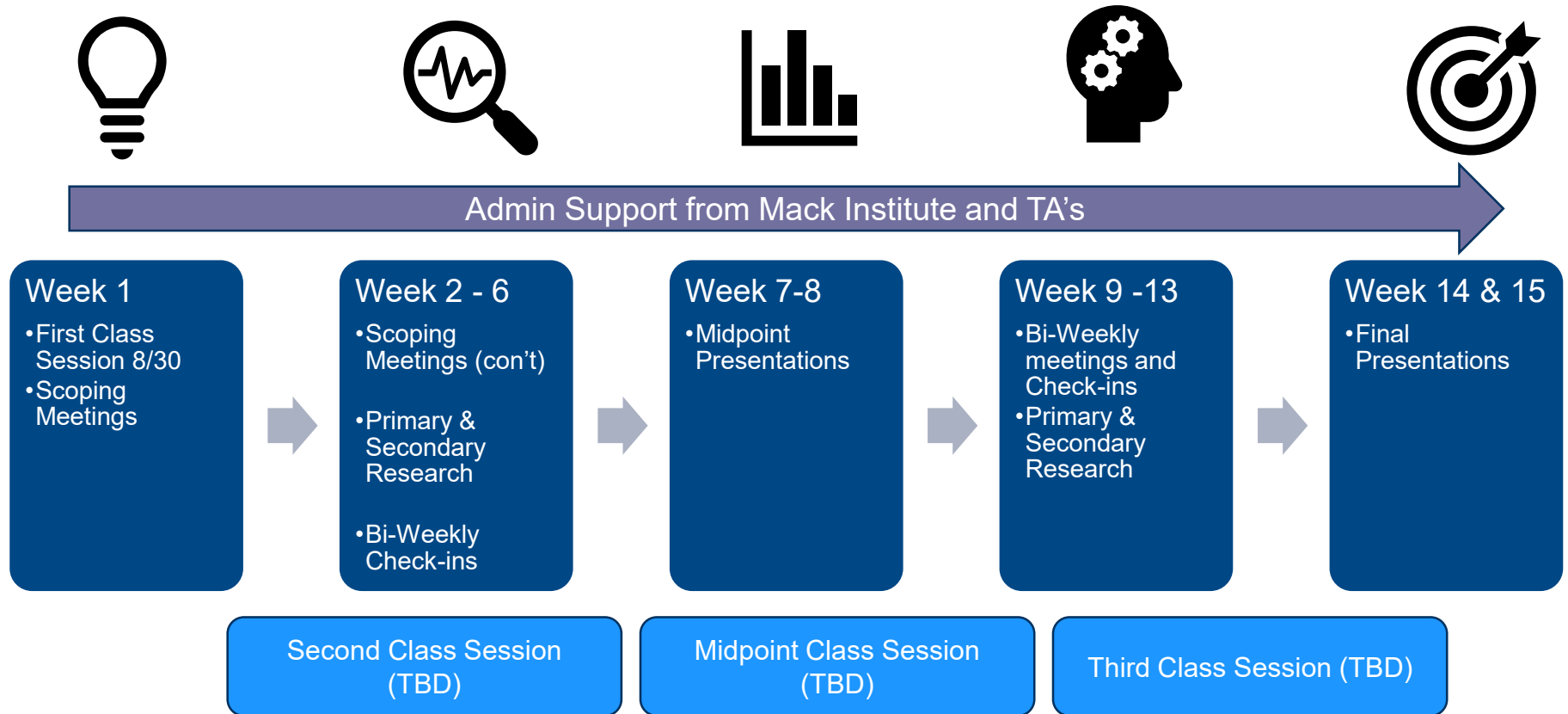
- Mack Institute releases projects to students on **Wednesday, 8/4/21**
- Students submit resumes and their project choices by **Monday, 8/16/21**
- Mack Institute selects students by **Thursday, 8/19/21**
- Students confirm their participation in the projects they were selected for by **Monday, 8/23**
- Mack Institute finalizes student enrollment between **Tuesday, 8/24 and Friday, 8/27**
- **Fall Semester begins 8/30/21**

CIP Project Selection Timeline



NOTE: This course has a no-drop policy, so the students' decision confirming their participation will be final and binding

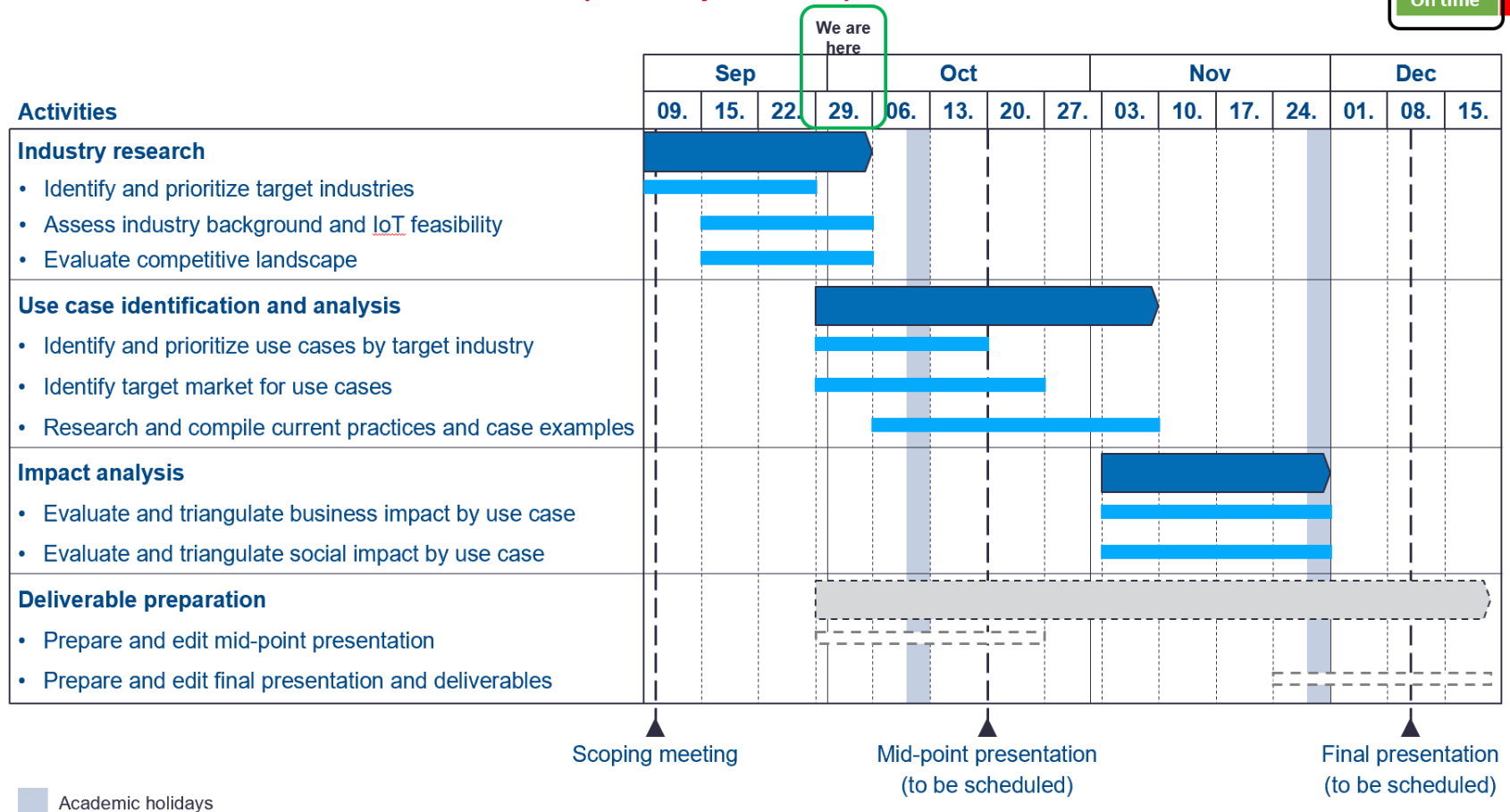
CIP Course Timeline for the Fall Semester



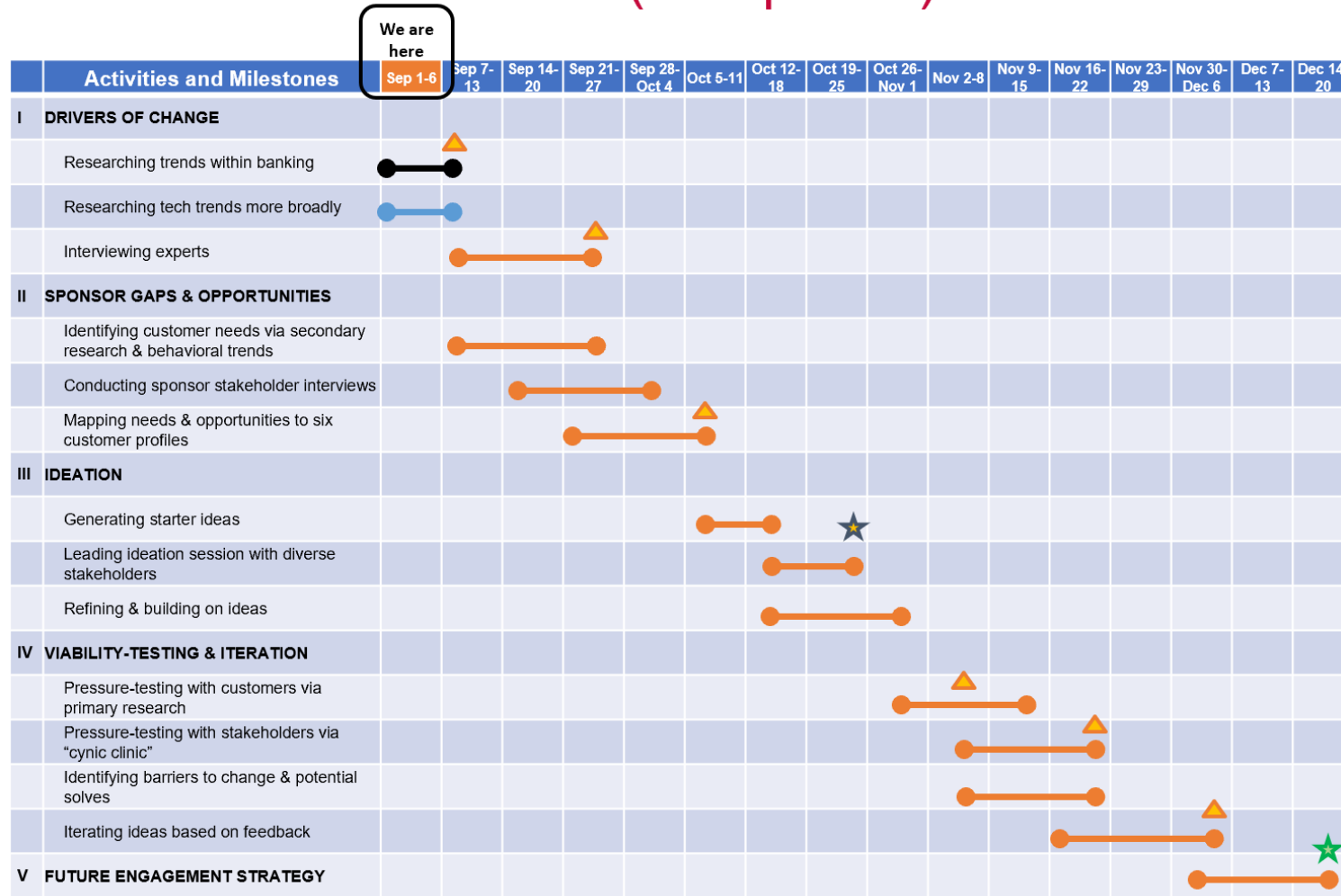
PROPOSED TIMELINE (Sample #1)

Project Status:

On time Delayed



PROPOSED TIMELINE (Sample #2)



Project Status:



Legend:

- ▲ Check-in with sponsor
- ★ Mid-point review
- ★ Final presentation
- Completed
- Current activity
- To be completed

Questions?

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