

Description of Group Project: Championing an Intrapreneurial Venture

Imagine you have been working at your assigned company for 2-3 years. Your team's task is to propose a specific *intrapreneurial venture* and a plan for advocating it at the company you have been assigned: Amazon, Citigroup, Microsoft, Accenture, PepsiCo, American Express, General Motors, or Morgan Stanley. An "intrapreneurial venture" uses the company's resources to advance its core business objectives in a new way. It can be a new product or service, but it can also be a change in how the company manages its people or processes, or how it connects with its community. Chapter 2 of Davis and White's *Changing your company from the inside out* describes several types of socially-oriented ventures:

Products: selling goods and services whose values extend beyond profit (e.g., eBay's World of Good marketplace; PWC's social audit practice; the Wello water wheel; fair trade products; Bloomberg's ESG metrics)

People: making the workplace more just and rewarding (e.g., Cascade Engineering's Welfare-to-Career program; Accenture's First Nations delivery center; Netflix's parental leave policy; domestic partner benefits for LGBTQ employees)

Practices: making how we do it more sustainable (e.g., Ford's code of human rights; Puma's reduced packaging initiatives; SC Johnson's supply sourcing from Rwanda; greening the supply chain)

Public: building the community beyond the walls of the organization (e.g., IBM's Corporate Service Corps; Goldman Sachs' 10,000 Women initiative; Google.org)

Your team will be evaluated based on four short written assignments and an oral presentation. Written assignments and presentations will be graded on clarity, depth and sensible use of class content. Teams will have an opportunity to provide input on members' contributions. Your individual participation score may be adjusted depending on your teammates' feedback.

Some suggestions on process (exhibit 1) may be useful in planning and managing the project. To help you develop your report and presentation, evaluation guidelines are also included (exhibit 2).

Written Deliverables

Written assignments are to be submitted by one of the team members through Canvas. Please keep in mind the following guidelines:

- Every assignment must include a title, company, section and team number, and members' names
- Written assignments should all be double spaced 12pt. Times New Roman font and 1 inch margins
- List any sources of data using a standard bibliographic format
- Any charts, diagrams and tables must fit within the page limit
- For each assignment, please submit to the "Assignments" folder in Canvas two separate files. One should be cover page, including your section number, company name, team number, and the names of team members. The second file should be "anonymized" (i.e., no section number or team member names) and should include as an appendix any previous deliverable (for example, when you turn in assignment 4, you will include assignments 1, 2 and 3 as an appendix).

1) Introducing your venture: due by 5pm on Wednesday September 20th (2-3 pages) [4 points]

After briefly describing your company, analyze opportunities for intrapreneurship at your organization. Summarize your company's most visible current and recent initiatives. You may also want to analyze what sort of intrapreneurial ventures have flourished in your company's industry. Next, propose a venture/initiative and provide a concise description of what problem it will address. How does your venture draw on the company's competencies, how does it advance the company's objectives, and what additional value does it provide? Who would be your venture's internal and/or external "customers"? Although the details of your venture will perforce change as you learn more about the company, describe how you will go about your study (e.g., data sources, methods of analysis, interviews, etc.).

2) Analysis I: due by 5pm on Wednesday October 4th (3-4 pages) [6 points]

A) [2 points] For each of the eight companies we are covering (Amazon, Citigroup, Microsoft, Accenture, PepsiCo, American Express, General Motors, or Morgan Stanley) locate the latest (FY 2016) CEO's letter to shareholders. Import these documents as plain text into Yoshikoder (use the UTF 8 encoding). Analyze the text of these eight letters against the Logics.txt dictionary and answer the following questions:

- i) Which CEO and company had the highest use of the inspired logic?
- ii) What is the most plausible reason for i) (max. 3 sentences)?
- iii) Which are the two dominant logics for General Motors?
- iv) Which CEO and company had the highest use of the sustainable logic?
- v) Name the company or companies for which the market logic was NOT the highest logic.

B) [2 points] Provide a brief [max. 350 words] description of the strategy, structure and culture of your organization, drawing on SEC filings (10-K, proxy statements) other company documents, and any news sources.

C) [2 points] [max. 2 pages] For your assigned company only, use Yoshikoder and the logics.txt dictionary to analyze two additional documents to compare with the CEO's letter to shareholders you collected for point A). You can select any two documents as long as you justify their relevance to your intrapreneurial venture (possible documents include but are not limited to recruiting materials, analyst reports, reviews from Glassdoor.com, and CEO or board member speeches). Compare results of all three documents (the letter to shareholders and the two others) using a radar chart. Describe major differences and similarities in the intended audience and the purpose of each document. Does the information gleaned from the foregoing analyses call for changes in your venture? Why or why not?

Team Check-in [1 point]

While not part of your intrapreneurial venture, completing this simple assignment will help take stock of where you wanted to go as a team and practice the important skill of team reflection. By midnight on Friday 6th October:

A) Each team member must email a short paragraph [100-150 words] to your section's TA outlining one positive aspect of your team and one challenge or impediment that may be holding the team back.

B) Each team must email their section's TA with the time and location for a 30 minute Team Check-in meeting to take place immediately before or immediately after Fall Break. The purpose of this meeting is to address each member's insights and any

4) Framing and implementation: Due by 5pm on Wednesday Nov. 29th (2-3 pages) [5 points]

Frame the case for your proposed change initiative. How will you go about persuading key individuals that need to sign off on adopting your venture? Beyond top managers, how will you gain broad support from the individuals who will be implementing the venture? Describe the main steps in the implementation of your venture. What challenges and obstacles do you foresee in having your venture adopted and implemented, and how would you respond? If helpful, feel free to incorporate learnings from other RIS courses.

5) In-class Presentation [6 points]

The oral presentation is your team's opportunity to integrate insights gained from the written assignments and to use the skills you have learned in your BCOM course.

- Teams will address their presentation to the appropriate “managers” at the organization, played by other groups assigned to the same organization (for example, if group A and B were assigned to work on Amazon, group A students will play the managers to which group B presents their intrapreneurial venture, and vice-versa)
- Each group has 6 minutes to present their pitch and 2 minutes to answer questions posed by “management”. The scores and comments of students NOT presenting on the same organization (i.e. not “managers”) will be considered by the instructors’ when evaluating presentations.
- Participation for 12/5 and 12/7 will be based on being engaged managers and for thoughtful written comments of other groups presenting.
- On presentation days, PowerPoint slides will be pre-loaded by the instructor to minimize transition times between groups. Slides will have been uploaded to Canvas by 5pm on Monday December 4th. Note that all teams must upload their slides by this deadline, regardless of presentation day.

Planning and Managing the Group Project: Some Suggestions to ConsiderGeneral advice

After observing hundreds of teams flourish and flounder over the years, we have observed some best and worst practices to keep in mind.

- DO get to know each other (what strengths do you each bring to the group? what are your respective tendencies for how you communicate and work?)
- DO work hard to gain your teammates' respect by respecting their time. Everyone is busy! Showing respect means
 - DO NOT miss meetings without communicating with your teammates well in advance, outlining in writing how you will catch up
 - DO NOT use team meeting time to work on your other assignments or personal matters
 - DO COMMUNICATE and DELEGATE: Let it be known if you feel you are doing more than you should, and ask for help
 - DO STEP UP: If one or two other people are doing most of the work, ask them how you can do more and follow through

At the first meeting:

- Come up with a broad plan of action for the project, who will do what, what challenges do you anticipate and how these will be addressed. Make sure your plan is specific, achievable and time-bound.
- Plan the agenda for the rest of the meetings (starting with the suggestions presented in this document, develop a plan for the key steps in your project)
- Schedule the rest of the meetings (don't forget to allow a little cushion)

At every meeting:

- Agree on a rough agenda and duration of the meeting (possibly in advance)
- Assign someone to coordinate the meeting (think about doing this in advance) and to keep the team on track and aware of time during the meeting
- Prioritize problems/issues
- At the end of the meeting, be sure that assignments for the next meeting are clear
- If anyone is absent, assign someone to call that person and give an update

Evaluation Guidelines for Written Deliverables and In-Class Presentation

I. Quality of Analysis

Is there a focus on the key issues? Does the report explain how priorities were determined?

Are ideas and theories from MO 300 appropriately used to identify the key issues? Are they explained?

Are examples and specific facts used to support key points? Are these relevant, clear, and concise?

II. Quality of Recommendations

Do the recommendations and/or lessons learned follow logically from the analysis and grounded in the data and arguments presented?

When appropriate, does the team consider a process for implementation of recommendations?

III. Quality of Writing/Presentation

Are the arguments in the report/presentation well organized, clear, consistent, and complete?

Is the writing clean on details (spelling, format, bibliography etc.)? Is the prose/delivery engaging and persuasive?