הפקולטה לניהול ע"ש קולר אוניברסיטת תל אביב

Coller School of Management Tel Aviv University

1231.3943 – Digital Opportunities: Insights from the Startup Nation

Summer Semester – 2023

Section	Day	Hour	Final Task	Lecturer	Email
01			Project	Dr Shai Harel (TAU) Dr Llewellyn Thomas (ICBS	shaiharel@tauex.tau.ac.il llewellyn.thomas@imperial.ac.uk

Course Units

1 course unit = 4 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

With over 6,000 active startups and an economy driven by high-tech and innovation, Israel has earned the reputation of being the “Start-Up Nation” and the global leader in the number of startups per person. Tel Aviv, which has seen 2,000 new startups in the last ten years, is second only to Silicon Valley in terms of its digital entrepreneurial ecosystem. It has generated US$111.3 Billion in exits in the past decade, including $21.7 Billion in 2019 alone.

Israel's entrepreneurial ecosystem is vibrant because of its distinctive society and culture, robust economy marked by widespread digitalization, government support, and "global-first" market strategy. It is shaped by a “can-do” mindset, a cooperative culture, and an acceptance of failure. Israel's mandatory military service also contributes to the digital entrepreneurship by fostering problem-solving and networking skills. Many Israelis are serial entrepreneurs who combine different digital solutions to tackle big challenges, and successful entrepreneurs often mentor and support the younger generation in a "play it forward" culture.

In this course we consider how digital opportunities are realized in the Israeli context. As well as considering those industries such as software, telecommunications, music, and other forms of digital content and services that have already seen significant entrepreneurial activity, we also investigate the digital opportunities in ClimateTech, generative AI and cybersecurity.

The module features several guest speakers from industry. Guest speakers will leverage the local Israeli context to provide rich and meaningful insight into the digital opportunities in Israel as well as providing a global perspective. For each session, students will be given suggested readings to better understand each topic and prepare for the group and final individual assessment.

MODULE OBJECTIVES

Knowledge Objectives

Students will develop analytic frameworks to evaluate digital opportunities. Students will be able to assess how location affects digital business opportunities, and the related dependencies and impacts. They will understand and apply the strategic mechanisms for capturing the economic benefits from new technological opportunities.

Skill Objectives

Students should develop an appreciation of managerial and personal skills including:

- Improve diagnostic and analytical skills.
- Enhance verbal skills via class and group discussions.
- Build up critical thinking and interpretation skills.
- Critically analyse digital business opportunities and digital business models.

LEARNING OUTCOMES

At the end of this course, students will be able to demonstrate understanding, critical assessment, and application of the following:

- Concepts related to entrepreneurial ecosystems.
- Developing digital opportunities
- Societal impacts of digital opportunities.
- Digital opportunity assessment.

TEACHING METHODS AND STRUCTURE

The module consists of 20 hours over 4 days. The module will be taught from the Tel Avivi University classrooms in Tel Aviv with no support for hybrid (online delivery). For ICBS students there will also be a compulsory excursion to the Peres Center for Peace & Innovation (https://www.peres-center.org/en). Date to be confirmed. We will also endeavour to provide access to other aspects of the Israeli tech start-up scene, as well as a social calendar.

The module is interactive and relies on self-study, lectures, module notes, teamwork and in-class discussions and case analyses. The topics covered during the module are illustrated with examples of current and past digital businesses. The use of cases and practical examples is aimed at highlighting the opportunities that the digital economy provides.

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Evaluation of Student and Composition of Grade

The module is assessed as follows:

- **Group coursework**
  - Digital opportunity analysis
  - Midpoint Video (Day 02): 20%
  - In Class Presentation (Day 04): 50%
  - Students will systematically analyse digital opportunity of selected case studies and present in class their findings (groups will have 15 minutes each)
  - More detail will be provided at the beginning of the module

- **Individual coursework**
  - Individual reflection
  - Individual report: 30%
  - Provide a two-page reflection on the module and its impact on your professional and personal futures as you see them. Make sure you refer mostly to the topics and issues introduced in the various sessions.
  - Students will submit their individual report using The Hub by end of day Sunday 14th August 2023.

Criteria used to assess quality of coursework are detailed in the grading rubrics

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.
Additional information regarding this policy can be found on the Faculty website.
Score Retention Policy

Evaluation of the Course by Student

Following 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 Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.
Course material will be available on the course site.
Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

DAY 01 Session 01 – Introduction and the Israeli Entrepreneurial Ecosystem

Overview:	In this session we introduce the module, the group challenge, and the Israeli digital entrepreneurial ecosystem. Students will have the opportunity to familiarize themselves with the approach to the module, as well as their assigned case and its competitive and IP landscape.
Lecturers:	Shai Harel & Llewellyn Thomas
Required Readings:	The Israeli Tech Ecosystem 2023: https://bit.ly/3qGtxom Israel Tech Ecosystem Review 2023; https://bit.ly/46bzidW
Optional Readings:	Senor, D., & Singer, S. 2011. Start-Up Nation: The story of Israel's economic miracle. Random House Digital, Inc. Cohan, P. S. 2018. Start-up Cities. Apress.

DAY 01 Session 02 – Digitalization and Constantly Emerging Opportunities

Overview:	In this session we delve into the constantly changing world of digitalization and how and why new digital opportunities arise. Students will analyse how digital technology changes value propositions.
Lecturers:	Llewellyn Thomas
Required Readings:	van Alstyne, M. W. & Parker, G. G. 2021. Digital Transformation Changes How Companies Create Value. *Harvard Business Review Digital Articles*. Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. 2016. Know Your Customers' "Jobs to Be Done." *Harvard Business Review*.
Optional Readings:	Parmar, R., Mackenzie, I., Cohn, D., & Gann, D. M. 2014. The new patterns of innovation. *Harvard Business Review*.

DAY 02 Session 01 – The Emerging ClimateTech Marketplace

Overview:	In this session we feature a guest speaker from the Israeli tech scene who will introduce the emerging ClimateTech landscape. ClimateTech refers to digital technologies that are explicitly focused on reducing greenhouse gas emissions or addressing the impacts of global warming. It covers a wide range of sectors that aim to achieve net zero emissions by 2050 and decarbonize the world economy.
Lecturers:	Guest Lecturer & Shai Harel
Required Readings:	Tech Nation, Climate Tech Report 2023: https://bit.ly/43Le9pp Cain, M. and Albanese, N., Top Climate Tech Trends to Watch in 2023: https://bit.ly/3CRU4SN
Optional Readings:	Winston, A. 2023. We Should Bring Moore's Law to Climate Action, *MIT Sloan Management Review*. Frick, W. 2017. Does Silicon Valley Still Care About Climate Change? *Harvard Business Review*.

DAY 02 Session 02 – Generative AI and the Future of AI

Overview:	In this session we feature a guest speaker from the Israeli tech scene who will delve into generative AI, especially the opportunities that it enables, as well as AI more generally, analytics and data. A key insight from this session is a deeper understanding of how AI can be leveraged to deliver novel value propositions.
Lecturers:	Guest Lecturer & Shai Harel
Required Readings:	Davenport, T.H., Mittal, N., 2022. How Generative AI Is Changing Creative Work. *Harvard Business Review* Vinsel, L. 2023. Don't Get Distracted by the Hype Around Generative AI. *MIT Sloan Management Review*.
~~Optional Readings:~~	Thomas, L. D. W., and R. Tee. 2023. Generativity: Driving the promise of generative AI. *The European Business Review.* Iansiti, M., & Lakhani, K. R. 2020. Competing in the age of AI. *Harvard Business Review*.

DAY 03 Session 01 – Digital Crisis Management

Overview:	In this session, drawing on lessons learnt from the Ukraine situation and the Covid pandemic, as well as other economic, social, and political shocks, we consider digital responses to crisis situations.
Lecturers:	Shai Harel & Llewellyn Thomas
Required Readings:	McDonald, R., Gao, C., 2017. Every pivot needs a story. *Harvard Business Review*.
Optional Readings:	Dalton Caldwell – All about Pivoting: https://www.youtube.com/watch?v=8pNxKX1SUGE

DAY 03 Session 02 – Group Mentoring

Overview:	In this session the professors work with each student group on their assigned cases and coursework.
Lecturers:	Shai Harel & Llewellyn Thomas
Required Readings:	None.
Optional Readings:	None.

DAY 04 Session 01 – Group Presentations

Overview:	In this session the students present their assigned cases.
Lecturers:	Shai Harel & Llewellyn Thomas
Required Readings:	None.
Optional Readings:	None.

DAY 04 Session 02 – Wrap Up: The Dark Side of Digital

Overview:	In this session we investigate the broader technological, societal, economic and political impacts of digitalization, and how these can both help and hinder digital opportunities. We also consider approaches for managerial mitigation of such challenges.
Lecturers:	Shai Harel, Llewellyn Thomas and Guest Lecturer
Required Readings:	Renaud, K., Warkentin, M. and Westerman, G. 2023, From ChatGPT to HackGPT: Meeting the Cybersecurity Threat of Generative AI, *MIT Sloan Management Review*. Parmar, R., Peters, M., & Thomas, L. D. W. 2023. Responsible Computing. *Harvard Business Review*.
Optional Readings:	Howard, A., & Borenstein, J. 2020. AI, robots, and ethics in the age of covid-19. *MIT Sloan Management Review*. Kanze, D., Conley, M. A., & Higgins, E. T. 2020. Research: Organizations that move fast really do break things. *Harvard Business Review Digital Articles*.

*Subject to change