



MASSACHUSETTS INSTITUTE OF TECHNOLOGY

2.937/10.807/15.371 Innovation Teams
Spring, 2008

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Time: Tue. & Thu. 4:00-6:30PM

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**** SYLLABUS WILL CHANGE – PLEASE CHECK STELLAR FOR UPDATES ****

Web site: <http://stellar.mit.edu/S/course/15/sp08/15.371/index.html>

Overview

When you join an i-Team, you and other highly qualified graduate students spend a semester collaborating with MIT research labs. You and your team work with a technology selected by the [Deshpande Center](#), and focus on building a go-to-market strategy for breakthroughs emerging from preeminent labs. You will be guided by the labs' Principal Investigators, and mentors from the local business community.

Identifying the best path for commercializing a breakthrough technology is an iterative process, so the class is designed with checkpoints. We expect that you will put forth hypotheses, test them, then go back and revise them based on customer inputs or other validations. At several points, your team will present snapshots of your progress, receive feedback, and refine your assumptions and plans.

Class Goal

The goal of the class is to explore, identify and analyze the path “from idea to impact” for a lab’s emerging technology. At the end of the semester, your team will have identified the market(s) and application(s) with the most promise. It’s also entirely acceptable for your team to come to a well-researched conclusion that there is no readily apparent use for the technology. Your report will provide an evaluation of the technology’s status, an exploration of the intellectual property landscape, an overview of an appropriate business model, a consideration of the competition, and recommendations for next steps. These could serve as the starting point for you or a subsequent team to develop a business plan or licensing program. Mid-way through the semester, your team will present findings to the class and a group of invited distinguished guests from the business, academic, and private investment communities.

Deliverables

Surveys are posted after every class, and your survey responses count toward your grade. In addition, there are various assignments which you’ll submit via Stellar, with the exception of the two peer evaluations (midterm and final), which should be emailed directly to Ken Zolot (zolot@mit.edu).

Initial Assessment: During the Feb 7th class, your team will meet with the laboratory's Principal Investigator (PI) and your catalyst. During this meeting, the teams will engage in a discussion with the PI and the catalyst to explore the current state of the technology and potential applications. After this class, you will develop a hypothesis of the best market(s) and application(s) for the technology and write a short (1-2 page) analysis of the proposed work for the semester. This is an individual assignment.

Customer Interviews and Analysis: Perhaps the most important aspect of the project will be identifying the market(s) that hold the most potential for the technology. To that end, it's critical to contact and interview potential customers to determine their level of interest. We expect your team to conduct a minimum of 10 customer interviews, and to summarize those interviews in an appendix of the final report. Although 10 is the minimum number of interviews, we encourage as many as possible.

Midterm Presentation: Your team will give a 10-minute presentation to distinguished invited reviewers.

"Take an Inventor to Dinner" report: You'll recruit a guest inventor from the community, meet this inventor, and prepare a one-to-two page report describing the meeting.

Final Report: Your team will submit a written summary at the end of the semester. The written summary mainly consists of all the previously submitted parts.

Text/Readings

There is no textbook for the class; however we have assembled a series of articles into a course reading packet. This packet is available for purchase from CopyTech in the basement of E52. Ask for the packet for 15.371J. There will be additional materials that we hand out in class or post to Stellar.

Class Schedule

Although the class schedule calls for two 2.5 hour meetings per week, on average only three hours per week will be devoted to a formal classroom session. The remainder of the time is set aside for group meetings, customer visits, or other project work (we'll call that "team time"). During team time, the classroom will be available for your use, but it is not necessary to appear in class. It *is* necessary to be available for your teammates during this time slot. The schedule will vary from week to week. During any given week, we might meet Tuesday but not Thursday, or vice versa, or we might have shortened classes on both Tuesday and Thursday.

Grading

Grading has five equally weighted components:

- ▷ *Individual written assignments (individual assessment of PI presentation, Catalyst party recap, case study questions, “take an inventor to dinner” report, “innovation ecosystem” analysis).*
- ▷ *Team written reports (customer list plus results of interviews and analysis, snapshots, case study, final report)*
- ▷ *Team presentations (midterm poster and PowerPoint deck, class presentations)*
- ▷ *Responses to class surveys:* After each class, we will post a survey for you to complete. Even if you didn't get a chance to speak up in class, this survey is a great way for you to share with us the insights that you gained in class, and for you to guide us as we develop the curriculum.
- ▷ *Attendance, class participation, and peer reviews:* The instructor, TAs, and PI will assess each individual's contribution to the overall project. Also, each team member will confidentially grade his/her peer team members twice during the semester: the mid-term peer evaluations, and the final peer evaluations. Due to the importance of teamwork in this class, attendance at every class is mandatory. Unexcused absences will have significant effects on grades.

Action-based; no set formula

This class is all about learning by doing. You'll immerse yourself in a non-trivial project, based on never-before commercialized MIT innovations. There is a necessary element of uncertainty that we hope you'll embrace. There is no formula for how this is done. We hope that you and your team will take the initiative to find new methods and make new connections. In other courses at MIT (or anywhere), there is well-understood material that the faculty attempts to deliver to students, and there are problem sets to verify the effectiveness of this knowledge transfer. I-Teams is far less structured, and harder to measure. We can provide some basic tools, and tell stories of how others have traveled this road. But we cannot determine whether you've gotten the “right” answer. Not because we want to keep it a secret, but because we don't pretend to know. Maybe you can teach us a thing or two.

Schedule

**** SYLLABUS WILL CHANGE – PLEASE CHECK STELLAR FOR UPDATES ****

Feb 05 - Tue	<p>Topic: i-Teams, 4 years later Overview of coming semester and expectations</p> <p>Guest Speaker: Mira Sahney, founder and President of Myomo</p>
Feb 07 - Thu	<p>Topic: PI Presentations The Principal Investigator (PI) from each project will give a brief presentation to the entire class. Afterwards, we'll have dinner sent in, and the class will split into teams. This will be the first step in the team-building process, and you will also have the opportunity to discuss with the PI the details of his/her research</p> <p>Assignments due: (after class, see below) Due on Friday night, individual (not team) assessment of the PI presentation</p>
Feb 08 - Fri	<p>Assignments due: PI Presentation Assessment Individual (not team) assessment of the PI presentation and the work ahead. Follow the suggestions in the appendix to this syllabus. Assignments must be submitted through Stellar by 8am on Mon, Feb. 10th.</p> <p>Final team assignments will be announced by Thursday, February 14th</p>
Feb 12 - Tue	<p>Topic: What is Science? What is Innovation? What is Product Development?</p> <p>Guest Speaker: Robert Langer, Institute Professor David Lucchino and Chris Loose, founders, Stericoat</p> <p>Readings: Bowen, "The Langer Lab", HBS case 9-605-017 Stericoat minicase, K. Zolot and D. Lucchino, will be posted to Stellar</p>
Feb 14 - Thu	<p>Team Time, no formal class meeting.</p> <p>Look for an email with instructions for this class</p>

Feb 21 - Thu	<p>Topic: Refining product design based on market feedback SPECIAL CLASS FIELD TRIP TO IDEO, 485 MASS AVE, CAMBRIDGE</p> <p>Guest Speaker: David Privitera, Director, IDEO Boston</p> <p>Assignments due:</p> <ul style="list-style-type: none"> • Have scheduled the meeting with your Technology Licensing Officer (meeting to take place before March 4th). Please involve the PI, Ken Zolot, Luis Perez-Breva, and your catalyst in the scheduling discussions, as some subset of us will try to get to your meeting. • Carefully review the Fountain, et. al. USF Syllabus, and attempt to complete the "Technology Assessment Tool" that's in the appendix. You're not required to complete and submit the entire assessment, but you should be prepared to share some of your responses with the class. [This reading is not in your course packet. We will post it to Stellar.] <p>Readings:</p> <ul style="list-style-type: none"> • http://www.worldscibooks.com/business/6052.html (posted on Stellar) • Explore: http://www.thoughtlessacts.com/ • Paul Bennett "Listening Lessons", Advertising Age's March 2006.
Feb 26 - Tue	<p>Topic: Intellectual Property</p> <p>Guest Speaker: Bruce Sunstein, co-founder of Bromberg & Sunstein, and head of the Patent Practice Group.</p> <p>Assignments due:</p> <ul style="list-style-type: none"> • <i>Customer list</i>; Submit a list of 10 customers with which to conduct exploratory interviews. List should include company, position/title, and/or desired expertise. If you can list specific names and contact info, that's even better. Submit through Stellar by 5pm. • Individual Assignment – Try to draft three patent claims for your project. For each, detail what you are trying to protect, why, against whom/what, and who else might care. Submit through stellar <p>Readings:</p> <ul style="list-style-type: none"> • "An Investor's Guide to Technology Transfer at MIT (TLO)", PDF posted on Stellar. • Explore: http://web.mit.edu/tlo/www/community/preserving_patent_rights.html • Explore http://inventors.about.com/od/patentsbasics/a/PatentClaims.htm if you need information about how to write a claim. <p>Note: <i>Bring your "add" slips to class to be signed.</i></p>



Feb 28 - Thu	<p>Topic: <i>Deshpande Center Volunteer Party @ 5:00pm</i></p> <p>The Deshpande Center Volunteer Party starts at 5pm. You'll attend a reception to network with other PIs and catalysts. Please note that this is an invitation-only event. Your invitation is not transferable to others. Space is limited, so unfortunately we cannot accommodate any guests you might have wanted to bring.</p> <p>Location will be announced in class on Feb 26th.</p> <ul style="list-style-type: none"> • Please note that midterm approaches fast. Consider meeting with your team at the usual lecture time, 4pm, and go together to the event. You may find the stroll through the MIT corridors useful to get inspiration for your project posters from the many posters that populate MIT's walls. • Also Note the assignment due on March 4.
Mar 04 - Tue	<p>Topic: Organizational dynamics of innovation</p> <p>Guest Speaker: Mark Rice, Murata Dean emeritus of F.W. Olin Graduate School of Business at Babson College</p> <p>Assignments due:</p> <ul style="list-style-type: none"> • <i>Individual Assignment:</i> Recap of Deshpande Center Volunteer Party. The Deshpande Center Party reunites researchers and entrepreneurs. We encourage you to reach beyond your comfort zone and meet people from the collective you are less familiar with. Describe what they do and how it might be relevant to your project. What did you learn? Write this up in a simple report, less than a page. Submit through Stellar. • <i>Team Assignment:</i> list possible applications and markets for your technology. You may find your patent claims and customer list useful to stir discussion. Submit through Stellar <p>Readings: DuPont's Biomax®: The Push for Commercial Applications, Rice et Al, , Rensselaer Polytechnic Institute. (in course packet)</p>
Mar 06 - Thu	<p>Team Time, no formal class meeting.</p> <p>Assignments due:</p> <ul style="list-style-type: none"> • <i>Customer call log:</i> submit your notes from calls to the customers you identified for the 2/26 class. What have you learned, and who do you want to speak to next? Submit through Stellar by 11pm 6-Mar. • Draft of your midterm presentation PowerPoint slides should be ready. Presentation should be 5 minutes each plus 5 minutes Q&A. Make sure your PI and catalyst are happy with the presentation. • Draft of your poster-boards – bring to class with you (no need to prepare an actual poster, you can bring individual panels as regular sheets of paper).

Mar 11 - Tue	<p>Topic: Guided Team Time & QA session</p> <p>Assignments due: Submit your final midterm presentation PowerPoint slides by 11pm on Tue 11 Mar. Presentations should be 5 minutes each plus 5 minutes Q&A. Final PowerPoint decks must be submitted – teams will not be allowed to bring USB sticks or project from their own computers. Submit through Stellar.</p>
Mar 13 - Thu	<p>MIDTERM PRESENTATIONS</p> <p>Special class: invited guests to hear all teams' midterm presentations</p> <p>We've invited approx 25 VIP guests to join us in class and serve as a sounding board for your presentations. Each team will present a 10 minute talk (5 minute presentation, plus 5 minutes Q&A). You'll be presenting to leaders of the local business and scientific community. Guests will be asked to provide written feedback to the teams. During the dinner break, guests will review your posters.</p> <p>Assignment due: Final poster board to present during the networking dinner. SNAPSHOT DUE – all teams to submit the working draft of the final report. Submit through Stellar before the start of class.</p>
Mar 18 - Tue	<p>Team Time: No formal class meeting</p> <p>Assignments due: Midterm Peer Evaluations. Individual (not team) assignment. Please use the template which we will post to Stellar; submissions must be emailed to zolot@mit.edu by 5pm on Tuesday, 18-Mar.</p>

Mar 20 - Thu	<p>Topic: Lead User Analysis</p> <p>Guest Speaker: Ed Roberts, Chairman, MIT Entrepreneurship Center</p> <p>Assignments due: <i>Project Milestone:</i> Narrow your focus. If you have been evaluating several possible alternative first markets for your technology, now is the time to stop evaluating and pick one. You may not yet have enough information to determine whether this is the ideal choice. But it is important that you now shift your focus away from a preliminary exploration of many markets, and do a deep dive into one specific market, and the appropriate market-entry strategy. See the readings section to analyze possible</p> <p>Discuss with industry experts about the entrenched issues that the technology is out to solve. Who are the stakeholders that will be affected by the entry of the technology? How receptive will they be? What are the processes that need to be changed if the technology is to be practiced?</p> <p>Readings: C. Luthje and C. Herstatt, "The Lead User Method: An Outline of Empirical Findings and Issues for Future Research", R&D Management, 34, 5, 2004, 553-568 More TBA</p>
Apr 01 - Tue	<p>Topic: Innovation in the Developing World</p> <p>Guest Speaker: Iqbal Quadir, founder, GrameenPhone, Executive Director, Legatum Center for Development and Entrepreneurship</p> <p>Assignments due: TBA</p> <p>Readings:</p> <ul style="list-style-type: none"> • "Power to the People" Economist article (posted to Stellar) • Acceptance speech of Nobel Laureate Muhammad Yunus, founder of grameen bank and inventor of microcredit. http://nobelpeaceprize.org/eng_lect_2006b.html

Apr 03 - Thu	<p>Topic: The innovator's mindset</p> <p>Guest Speaker: Marina Hatsopolis</p> <p>Assignments due: SNAPSHOT DUE – all teams to submit the working draft of the final report, in its current form. Submit through Stellar.</p> <p>Readings: Prior Knowledge and the Discovery of Entrepreneurial Opportunities Scott Shane, <i>Organization Science</i>, Vol. 11, No. 4 (Jul. - Aug., 2000), pp. 448-469. (included in course packet)</p>
Apr 08 - Tue	<p>Team time, no formal class meeting.</p>
Apr 10 - Thu	<p>Topic: Technologies in Search of a Market</p> <p>Guest Speaker: Eric Paley & Micah Rosenbloom, Brontes 3D</p> <p>Assignments due:</p> <ul style="list-style-type: none"> Flashback!: Rescue your month-old list of applications, and discuss it with your team. Given what you now know, are there other applications you can think of? How would you set on to find out more about these applications?. You do not need to turn in anything for this assignment. But you will enjoy today's lecture better if you do this second-guessing effort. <p>Readings:</p> <ul style="list-style-type: none"> MIT Brontes Case Study (posted to Stellar). Visit http://www.brontes3d.com
Apr 15 - Tue	<p>Topic: Supply Chain Analysis</p> <p>Guest Speaker: Yossi Sheffi</p> <p>Assignments due:</p> <ul style="list-style-type: none"> Supply Chain and Business Model Analysis – Follow the suggestions in the Appendix. Submit through Stellar SNAPSHOT DUE – all teams to submit the working draft of the final report, in its current form. Submit through Stellar <p>Readings: TBA</p>

Apr 17 - Thu	<p>Team Time, no formal class meeting.</p> <p>Assignments due:</p> <ul style="list-style-type: none"> Individual Assignment: What would you need to make a recommendation at this stage? Follow the suggestions in the appendix (appendix # VIII). Write a one page summary and submit to stellar.
Apr 24 - Thu	<p>Topic: Changing Cultures; Strategies for Breakthrough Products or Social Change</p> <p>Guest Speaker: John Abele, co-founder and chairman of Boston Scientific</p> <p>Assignments due:</p> <ul style="list-style-type: none"> Team assignment: Size your target market. Make sure that you have a well defined market, who will buy your product?, why?, where?, how?. Then try to assess the size of your target entry market and the entry and expansion challenges. <p>Readings:</p> <ul style="list-style-type: none"> Collaboration Paradox document (posted to Stellar). Visit http://www.youtube.com/watch?v=ljbl-363A2Q.

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Apr 29 - Tue	<p>IdeaStream (Details TBA. For now, reserve the entire day if you can.) No formal class.</p> <ul style="list-style-type: none"> If you come to IdeaStream, pick any two technologies showcased at the conference and try to learn what options they see for commercialization, partnership, startup, licensing, etc and why. Contrast your views with experienced entrepreneurs. (Assignment will be due on May 1st) If you don't come to the conference, pick the technologies from the conference program or the Deshpande Centerweb site. <p>Readings: Profiting from technological Innovation. David J Teece, Research Policy 15, 1986, 285-305. (available through MIT Libraries VERA, look for link in Stellar)</p>
May 01 - Thu	<p>Topic: TBA</p> <p>Assignments due:</p> <ul style="list-style-type: none"> SNAPSHOT DUE – all teams to submit the working draft of the final report, in its current form. Submit through Stellar Write a one-page report of your IdeaStream impressions (see description in Apr 29 entry) and submit through Stellar. <p>Readings: TBA</p>
May 06 - Tue	<p>Topic: Team Time: No formal class meeting.</p> <p>Assignments due: "Take an inventor to dinner": (Individual assignment, not teams). Find a member of the community who has experience starting a technology-based venture (or licensing deal). Take him/her to dinner to share your thoughts. Write a one-or two-page summary of this conversation. Describe any insights you gained from it. Submit through Stellar</p>
May 08 - Thu	<p>Topic: Group discussion of team results.</p> <p>Come to class ready to discuss your final recommendation and findings with the rest of the class.</p> <p>We recommend that you prepare a brief (5 minute) presentation to encourage feedback from your peers. You should feel free to do so with a Power Point if that's what you want.</p> <p>Assignments due: Final report must be submitted by 11:00pm, Friday May 9th. Submit through Stellar before midnight.</p>

May 13 - Tue	<p>Topic: Entrepreneurship as a career choice</p> <p>Guest Speaker: Avi Yaron, CEO and Founder of VisionSense LTD.</p> <p>Assignments due: Final Peer Evaluations must be submitted by 11:00pm. Please use the template which we will post to Stellar. Send these directly to Ken Zolot (zolot@mit.edu).</p> <p>Readings: Visionsense case. June 2005, Babson College <i>Arthur M Blank Center for Entrepreneurship</i>. Posted to Stellar.</p>
May 15 - Thu	<p>Topic: Living in an innovation ecosystem.</p> <p>We will have a group discussion to summarize your i-Teams experience. We are interested in your views and experiences as i-Teamers in MIT's innovation ecosystem.</p> <p>Assignments due:</p> <ul style="list-style-type: none"> • Innovation Ecosystem assessment (individual, not team). Due Friday, May 16th. Please see the appendix for details. Submit through Stellar. • In-depth final class survey

Appendix I
PI Initial Assessment

- Confirm your project choice now that you have seen all the PIs present
- You only need to write about the PI project that you are interested in joining (i.e. you don't have to summarize all the presentations).
- Develop a hypothesis of the best market(s) and application(s) for the technology.
- Discuss the other team members you met and how you envision the division of responsibilities & skills
- Lay out analysis for the proposed work for the semester
- The analysis should be 1-2 pages long

If you are interested in more than one of the projects, feel free to write multiple versions of this.

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Appendix II
Drafting patent claims

A patent is the first step away from the technology and into the market, it forces you to think about the technology in very concrete terms, about its key distinctive features and the ones that are likely to provide a competitive advantage. It is also a disclosure so it requires you to do a cost/benefit assessment of what you get out of it.

A common misconception is to believe that patents are as applicable as the laws of physics. While one does not need to be informed about gravity to fall, one needs to know about patent infringements to exercise the protection granted by a patent. Remaining informed and litigation entail costs. There are however many other benefits to well-written intellectual protection, such as its licensing value, or the credibility it brings to your project.

In this assignment we do not want you to focus on crafting the language of a patent but on the features and aspects of the technology you think are worthy of protection and why.

- What are the key features of the invention?
- Can you generalize them to cover additional applications/processes/ideas?
- Can you patent applications of the invention?
- What else would be good to know about the technology to achieve further protection?
- Why would you want to protect those features?
- Why is it that the patent will grant you credibility?
- Is there prior art? How would you find about it? Why may it conflict with your patent?

Appendix III
Summary of Customer Interview Points

- What customers/users are currently doing
- Why the product would be valuable
- How they would use it
- The key attributes it would need to have for them to buy/use it
- The economic value of the product to the user or customer
- The competitors or substitutes for this product

- How is the current product/process inefficient
- How much does the customer need the new product
- What's the customer's current buying process
- Any complimentary products

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Appendix IV
Midterm presentation

- Description of technology and current status of development
- Summary of Intellectual Property and TLO meeting
- 1-3 target markets and applications with justification
- Primary applications of the technology
- Summary of customer interviews/feedback

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Appendix V
Industry Expert Discussion Report

- Identify 1-3 industry experts in potential markets the technology will operate in
- How do companies operate in this market?
- Identify the industry's value chain
- Maturity of industry
- Trends in the industry
- Industry opportunities
- Is the industry cyclical
- Key threats / risks for entrants
- Partnership opportunity
- Possible regulatory concerns
- Client demographics
- Stakeholders in introduction of this technology
- Risks involving stakeholders resistance

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Appendix VI
Summary of Market Data Analysis

- Number of potential customers in market
 - Potential value of market
 - Growth rate of industry
 - Company leaders within identified customer base
 - Existing companies (competitors) within market space
 - Other key stakeholders within market
 - Market barriers to entry
 - Potential market segmentations
 - Beachhead opportunities (what small market niche will you initially focus on?)
-
- How do companies compete in this market
 - Industry's value chain
 - Maturity of industry
 - Trends in the industry
 - Industry opportunities
 - Is the industry cyclical
 - Key threats / risks for entrants
 - Partnership opportunity
 - Possible regulatory concerns
 - Client demographics
 - Market readiness
 - Market share distribution

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Supply Chain and Business Model Analysis

- Potential manufacturing strategies (suppliers, partners, distributors, licensors)
- Dependence on raw materials
- Inventory concerns
- Distribution from manufacturing facilities to customers
- Information technology infrastructure
- Monetization strategies
- Potential external dependencies
- Sales forecasting
- Quarterly and yearly performance metrics
- Product risks
- Company strengths
- Definition of strategic position
- Company message
- Marketing vehicles
- Supply and distribution
- Customer service

These points are intended to serve as suggestions but are by no means exhaustive.

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Individual Assignment:

What would you need to make a recommendation at this stage?

- Write a one page summary, follow the suggestions below. Submit through Stellar.

By now you should have a fairly concrete idea of a market, an application and the supply mechanisms and dynamics in the industry you are targeting. Remember that the outcome of this course is a recommendation for a go-to-market strategy that may involve licensing, partnership, startup or more lab work. We want you to assess the information you have gathered and compile a "wish list" of information that will help you sharpen your final recommendation.

In essence, given where you are, what information do you think your group is missing to start converging on a recommendation and how would you (individually) steer the conversation to help your team? Does everything tie together neatly?

The goal of this assignment is to start focusing your attention towards motivating your final recommendation. This assignment is an individual assignment.

If you do not have a wish list, you can use the following items to get you started:

- Questions you pose to yourself about what the final report should include in order to be meaningful to the PI.
- Decisions about the content of your report that you did along the way.
- Considerations about complementary licensing strategies that build on your flashback assignment.
- Additional topics you feel were not covered and need to be covered or speakers you feel future i-Teams classes should invite that would have helped you in your particular technology analysis.
- Considerations about how to assess go-to-market time-frames.
- Perhaps you have already a wish list of things you'd like the technology was capable of.

We are not asking you to comment on i-Teams, you will have an opportunity to do that at the end of the semester. We are asking you to tell us about what is missing in your analysis, what are the information needs you face today to make a recommendation and why are those pertinent to your technology. Sometimes teams feel that the technology needs more lab work, going through this exercise then proves useful to frame the motivation for that extra step of research.

Appendix IX
Final Report

As a very rough guideline, most reports will probably be in the fifteen to twenty-five page ranges, and might include:

- Executive Summary
- Technology Description/Analysis
 - Summary of intellectual property and TLO meeting
 - Status of development
- Market Analysis
 - Problem addressed
 - Size of market
 - Competitive analysis
 - Industry dynamics
 - Supply chain analysis
- Business Model Analysis
- Next Steps and Conclusions
- Appendix
 - Sources
 - Summary of customer interviews

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Appendix X
Innovation Ecosystem Analysis

For the last semester you have been immersed in MIT's innovation ecosystem. Many of you had already experienced some of it through your own personal experiences or through other courses. i-Teams tries to put you in touch with all the components in this ecosystem through events, talks, and connections. The technology is a vehicle for you to navigate through this ecosystem with a set of concrete questions and make the most of it, while creating value for the ecosystem. Through the semester we have asked you to complete assignments related to the technology, and assignments that required you to go and discover what the world looks like. This is your occasion to put it all together in a short paper.

What we ask you to do now is reflect upon the process and the environment in which it happens. Here is a list of questions to get you started.

- Could you describe the ecosystem?
- What is the value for each of its components, or ... what's the food-chain.
- What's broken? What's working? Is this the right way to do it?
- What would you modify in this ecosystem that would have improved your experience or that will improve the chances of success of this or other technologies?
- How would you go about creating such an ecosystem elsewhere?
- Has your perspective about what constitutes an innovation ecosystem changed?
- i-Teams aims at being a guided tour (some of you prefer to call it roller-coaster) through this ecosystem. Many researchers, students, and businesspersons have navigated this ecosystem alone before and still do it. Is i-Teams an effective tour-guide through the ecosystem? What other roles can i-Teams play?
- Some of you may have arrived at MIT from different universities, what would you like to bring here from there? What would you take back there from this innovation ecosystem?

You don't need to answer all the questions listed above they are mainly meant to give you an idea on how to address the subject.

The write-up should be at least 1-2 pages but feel free to make it longer.

Individual assignment, due Friday, May 16th. Please submit through Stellar.

Notice on intellectual property for i-Teams members

The goal of the class is education. As a consequence of your educational endeavors, commercial activities might arise from your work. You will be working with groups that may be filing patents or otherwise involved with confidential information, intellectual property, and product development. The MIT Technology Licensing office oversees any questions on these matters, and wants to stimulate the transfer of MIT technologies into societal benefit. Here are a few guidelines to consider before you agree to serve on an i-Team.

Confidentiality: You may come in contact with confidential information. The faculty Principal Investigator (or others on the team) will, we hope, tell you which information is confidential. Treating such information with care is vital to securing the intellectual property rights to the technology. Be aware of how you propagate confidential information, including the turning in of assignments for the i-Teams (as an exercise, treat your assignments the way you'd treat pitches to potential investors or partners: describe enough to generate excitement without divulging anything proprietary).

No public disclosure: Faculty or teammate intellectual property discussions in an MIT classroom or other MIT academic setting (with no third parties present) does not constitute "public disclosure." However, presentations where the public is invited (if applicable) or present must not include any confidential information.

Assignment of inventions: While you are working with the team, intellectual property (copyrights, inventions, trade marks, etc) may be developed. Ownership of intellectual property is governed by MIT policy. If the research leading to an invention was supported by sponsored research funding or made significant use of MIT facilities and/or MIT-administered funds, then MIT owns the intellectual property.

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