Haas@Work Program Overview

Delivering Fresh Thinking That Creates Value

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UC Berkeley’s Haas School of Business is a global thought and educational leader in Innovation, including a focus on lean-startup methodologies, open innovation, design-based approaches to applied innovation, organizational design, and dynamic capabilities.

Haas@Work integrates Berkeley’s approach to innovation, and connects faculty, students, and companies interested in promoting and driving innovation.

- **Haas@Work’s mission is:**
  - To give students an inside ‘hands on’ look at corporate innovation processes, and help them develop relevant skills, tools, and strategic frameworks.
  - To connect Haas and industry, supporting the school’s position as a hub for the evolving field of design-thinking and demand-driven innovation.

- **We offer several programs which put students to work on faculty-curated, applied innovation engagements with corporate partners:**
  - A ‘Flagship’ semester long applied innovation project course
  - An applied innovation roundtable (BRAID)
  - A project based big data course
  - A tournament-style mid program review course and conference
Imagine an MBA-level applied innovation course and program, offering you an opportunity to partner with students and faculty of UC Berkeley to address a significant business challenge.

- **A 16 week course is built around the specific opportunity or challenge identified by your company**
  - The project is the focus of the course

- **Project Team: Roughly 12 students + faculty mentor/coach**
  - Weekly 3½ hour class/team time
  - Additional 5-10 hours/week outside of class (per student)
  - Teams include students from the School of Information
  - Dedicated faculty member

- **Innovation/consulting agency model, with a defined framework, structure, and faculty oversight**
  - Project leads/workgroups
  - Defined deliverables / project tools
  - Discovery based approach
Process Overview

- Our process takes students through a “diverge/converge” process 3 times.
  - For identifying key insights and framing the innovation “problem”
  - For identifying new concepts and possible solutions
  - For modeling, validating and designing experiments
Explore Phase

- Insight generation across multiple lenses to use as a foundation for ideation.

- Trust as a competitive dimension.

- "Why can’t I design my own experience?"

- Need for greater transparency.

- Customized platform experience expectations.

- Industry Mapping: identify unused or under-used dimensions of competition.

- Discontinuities: identify inflection points that can create challenges or opportunities.

- Core Competencies: identify unique strengths that can be leveraged.

- Orthodoxies: surface deeply held beliefs that should be challenged.

- Customer Insights: identify unmet needs or frustrations we can solve.
Recommend Phase

- Lens crashing
- Ideation and divergent thinking
- Filtering/elaborating/prototype
- Business model canvassing
- Multiple solutions pitched
Refine/Execute Phase

- Experiment/pilot design
- Economic modeling
- Validation/risk identification

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Key Elements of Haas@Work

- A “Fresh” Perspective
- Diverse Talent
- Proven Methodology
- Leading Edge Ideas
- Rapid, Tangible Results
- Strict Confidentiality
- Increased Exposure/Collaboration with Haas
- New Tools and Ideas for Enhancing Your Internal Innovation Engine

The course delivers key insights, innovative solutions, and concrete results in a key focus area.
Typical Project Workplan

**Pre-Course**
- Design
  - Select and scope business opportunity.
  - Identify internal champion and resources.
  - Set project goals
  - Identify sub-challenges
  - Select participants
  - Data needs identified

**Weeks 1-5**
- Explore
  - Teams build knowledge about company and challenge via interviews, research ethnographic observation, and strategic analysis
  - Teams generate new insights on the company, its customers, and its environment

**Weeks 6-11**
- Recommend
  - Multiple concepts and ideas generated for achieving project goals, based on findings from previous phase
  - Concrete recommendations and business modeling for the most promising ones

**Weeks 12-15**
- Refine/Execute
  - Further concept refinement and validation
  - Design Experiments to prove/disprove key assumptions and address open issues
  - Implementation plan

**Deliverables**
- **Pre-Course:** Statement of work and project briefing developed by Haas.
- **Week 1:** Project kick off meeting with student team
- **Week 5:** Lens briefing: Students brief company on insights developed.
- **Week 9:** “Gallery of top ideas” prototyping/speedpitch and screening session.
- **Week 11:** Smaller workshops to further develop solutions proposed by the team.
- **Week 15:** Final presentation and report on the key discoveries and plan for selected concepts.
What Makes a Great Project?

- Challenging issue with no existing or obvious pre-set solution
- Desire to explore ‘white space’ and challenge assumptions
- High-value to the sponsoring company/organization
- Strong support from senior-level management and employee participants
- Requires a multi-disciplinary approach to address
- Demands a set of actionable recommendations
Deep Experience and High Value Generation

“We’ve already begun to incorporate some of your thinking into our plans...several of your ideas represent new and different approaches; we are likely to proceed into a pilot as the fastest route to validation.”

- Sue Barsamian, SVP/GM Technology Services, HP

“We want to start testing and building this concept now. Working on this is the most fun I have had since I have been here at PayPal.”

- Darrell Esch, VP – Global Payment Products

“The students were astounding. It was like the cavalry coming over the hill.”

- Michael Metz, Former Sr. Director of Marketing, Cisco
Project Partner Investment

- One dedicated “champion”
- A staff liaison for the project team
- Key executive participation in workshops and final meeting
- Access to relevant company data and contacts
- Sponsor fee and contribution to Haas based on performance
About Berkeley Roundtable on Applied Innovation and Design

- **Braid /brād/ {noun}:** A membership organization focused on advancing design-based innovation practices and strategies, strengthening collaboration between UC Berkeley & participating companies, and enabling co-innovation opportunities.

: Current Members