Global Modular Course (MGMT 897)
Technology, Innovation and Entrepreneurship in Buenos Aires
May 27-30, 2019

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COURSE DESCRIPTION
Technological change, innovation and entrepreneurship are transforming the global economy at an unprecedented pace. This process of transformation has spread beyond Silicon Valley, with the emergence of innovation ecosystems in cities across the world. Most people associate Argentina with beef, natural resources and a turbulent economy. However, today Argentina is exporting more creative services than meat and a full-fledged innovation ecosystem is blossoming, with unicorns, accelerators and venture capital funds that have created over US$15 billion in value and are transforming major sectors of the Argentine economy. During the course, we will interact with the business and government leaders who are at the forefront of this revolution and we will unearth and explore the forces that explain how an innovation ecosystem can thrive even in some of the most challenging political and economic environments.

Through site visits and expert panels, we will familiarize ourselves with the Argentinian landscape of technological change, innovation and entrepreneurship. Furthermore, we will be action-oriented: the module culminates with team presentations of our observations and answers to the organizing questions to a panel of top Argentinian officials from the Buenos Aires (BA) city and national governments.

Throughout the course, we will be able to reflect on several key issues that are relevant to the development and growth of innovation ecosystems. The issues would entail:

1. What factors explain the rise of innovation ecosystems in challenging emerging countries such as Argentina?
2. What are the necessary and sufficient inputs to building a thriving innovation ecosystem?
3. What are the binding constraints to entrepreneurial action, which if loosened, could materially improve society and what kind of initiatives could be most effective in achieving that goal?

The course will involve intensive on-the-ground interactions with the founders, executives, creative professionals and policymakers who are contributing to and shaping the local innovation ecosystem. We will visit some of the most successful digital companies like MercadoLibre (an e-commerce platform worth over US$7B), Globant (a Unicorn that designs software for global titans like Google) or Satellogic (a startup that is building a constellation of micro-satellites to provide real-time earth imagery). We will also visit one of the most dynamic venture capital funds in the region with a portfolio of over 190 startups, NXTP labs, and get to know the founders of some of the companies in their portfolio. Finally, we will also interact with senior government officials and provide them with insights gathered during the course to hopefully help them push the BA innovation ecosystem to new heights.

PREPARATION & GRADING
You will be evaluated based on pre-trip assignments and based on your performance during the module. In addition to active participation and engagement in the various activities over the four days, there will be a group presentation to a panel of BA government officials to share your learnings and insights. Here is a summary of components of the grading:

- Pre-trip team assignment and presentation on Day 1 (25%)
- Participation (50%)
- Final team presentation on Day 4 (25%)
**PRE-TRIP TEAM ASSIGNMENT**
A significant amount of preparation work will be expected before you arrive in BA. Before class, you will read a set of materials drawn from both academic studies and the white papers, which gives a perspective on the key course questions listed above. In addition, you will be asked to select a case study city (from around the world, excluding Buenos Aires) about which to conduct research and prepare a ten minute presentation in teams of 5 students. This will form a strong basis on which to guide our meetings with companies and government officials in BA.

Please select one of the following locations, team with other students in the course (the teaching assistant will maintain an up-to-date Google document of course registrants) and develop a presentation summarizing your key learnings of innovation ecosystems within your focal location. We wish to have broad geographic coverage, and so once a city has been covered by another team, please select a different city/region. Explain the key factors and initiatives that allowed innovation ecosystems in each of the following economic hubs to prosper, or alternatively, disappoint in its performance:

- North America: New York City and Austin
- Europe and Middle East: London and Tel-Aviv
- Asia: Singapore and Shanghai
- Latin America: São Paulo and Santiago

Presentation Instructions:
- 10 minutes presentation and 2 minutes of Q&A
- All presentations should be uploaded on Canvas course website by Saturday, May 25
- Each presentation should address the following questions:
  1. How would you characterize the innovation ecosystem in terms of size, growth stage, history and areas of innovation?
  2. What are the key factors that triggered its growth through its different stages?
  3. Who are some of the most important actors shaping the ecosystem?
  4. How did the institutional and market infrastructure elements influence its development?
  5. What policies were key to the development of the ecosystem?

Our aim is to develop an emergent framework to the course questions by discussing the experience of other cities, and to compare and contrast that experience with what we witness on the ground in Buenos Aires.

**FINAL PRESENTATION**
Once in Buenos Aires, you will be grouped with students who studied other innovation ecosystems into teams to prepare the final presentation. Throughout the visits and presentations in Buenos Aires, you will analyze the local ecosystem and contrast it with what you had learnt before. On day four of the course, the team will prepare a new 10-minute presentation in which you will identify the key constraints and opportunities for action for the city of BA across domains such as education, access to capital, business environment and linkages, and present ideas on how the local ecosystem could be taken to a new level of development. These insights will be summarized and presented to key local and national government officials.

**REQUIRED READINGS**
All required readings will be available via Canvas:
• Harvard Business School cases to understand the background of the following organizations we will visit: NXTP Labs; Globant; MercadoLibre; and Endeavor.

INSTRUCTOR BIOGRAPHIES

Rahul Kapoor is an Associate Professor of Management at the Wharton School, University of Pennsylvania. In his research, Rahul explores the strategies pursued by established and emerging firms in technology-based industries. He focuses on how firms organize for innovation and manage technological and industry-level changes. His work has been published in several leading peer-reviewed journals including the Academy of Management Journal, Organization Science, Research Policy and Strategic Management Journal, and in practitioner journals including the Harvard Business Review and MIT Sloan Management Review. He is the Program Chair for the Technology and Innovation Management Division of the Academy of Management, and a member of the editorial board for the Academy of Management Journal, Academy of Management Review, Organization Science, Strategic Management Journal and Strategy Science. At Wharton, Rahul teaches undergraduate, MBA, Executive MBA, and PhD courses on technology and innovation Strategy. He is also an active contributor to Wharton’s Executive Education, teaching in both the customized and open enrollment programs. He has received several awards for his research and teaching including the inaugural Academy of Management (Technology and Innovation Management Division) Emerging Scholar Award. Prior to joining academia, he spent over 7 years in the high-tech industry where he worked for Texas Instruments and was involved with two startups, one of which he co-founded.

Ignacio Peña is a strategist, an innovator, an advisor and an international speaker. He founded Surfing Tsunamis, a catalyst of abundance, inclusion and regeneration through transformational innovation initiatives. Recent initiatives include designing a massive transformative purpose for one of the leading companies in Latam, shaping the strategy of the innovation lab of a leading multi-lateral organization, proposing a global Inclusion Moonshot to G20 leaders, designing a 35 acre innovation park in the heart of a mega-city, organizing large events about exponential technologies for youth and helping disruptive entrepreneurs to launch and scale their startups. Ignacio co-founded a leading angel investor fund in Argentina, with a portfolio of over 20 disruptive global startups and created the first MOOC focused on technology entrepreneurship in Latin America. Previously, he worked for over 15 years as strategic consultant for leading corporations, governments, NGOs and associations. He was Partner and Managing Director of The Boston Consulting Group based in Brazil and worked at Booz & Co. He executed over 100 projects in more than a dozen sectors, was involved in M&A transactions worth over US$5B and has deep experience in strategy, innovation, corporate development and large-scale transformations. Ignacio is Lecturer at the Wharton School, Faculty at Singularity University and was selected Bold Innovator at XPRIZE in 2016, when he designed a global prize to make nutritious food ultra-affordable everywhere. He published in a range of international media, including the Huffington Post, the Financial Times, Knowledge@Wharton, La Nación and Clarín. He holds an MSc in Economics from UCA, an MBA from the Wharton School, an MA in International Studies from the University of Pennsylvania.