

Guide for Group Project: Social Intrapreneurial Initiative Proposal

Your group's task is to propose an *intrapreneurial initiative* for the organization you choose. An "intrapreneurial initiative" 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)

Groups are expected to utilize the concepts and tools learned in class in creating and championing their intrapreneurial venture. Equal participation of all group members is strongly encouraged. Free-riders will be identified and receive penalty through individual assignments as well as group members' mutual evaluation. Remember – about 30% of the group project grades are individual portions.

Deliverables

There are six deliverables in total – four are group assignments (Midterm Presentation, Draft Social Intrapreneurship Model, Final Presentation, Final Report) and the other two are individual assignments (two mutual feedback surveys):

- Mid-term group presentation (group assignment; 4pts, 10/7)
- 1st mutual feedback survey (individual assignment; 4pts, 10/9)
- Draft Social Intrapreneurship Model (group assignment; 5pts, 11/9)
- Final group presentation (group assignment; 8pts, 12/7-12/9)
- 2nd mutual feedback survey (individual assignment; 6pts, 12/16)
- Final report (group assignment; 8pts, 12/16)

Further details for each deliverable are outlined below.

1. Mid-term Group Presentation (4pts)

As an early checkpoint for your group project, you are expected to present to the class the basic orientation of your project. Each group will be given 8-10 minutes to go over the following questions:

- What problem did you decide to focus? Why?
- Which organization did you choose? Why?
- What are potential solutions? Specifically,
 - Which organizational capacities are you utilizing?
 - What changes are you proposing in your organization to utilize the capacities?
 - How do such changes address your problem?
- What is your plan to move forward (e.g., data collection, ideation, etc.)?

There is no restriction in presentation media (PowerPoint presentation, handouts, simple verbal presentation) and not all group members need to present. If you have a slide deck or a write-up, email me by the midnight before the presentation day. The presentation will be graded based on the following criteria:

- Are all the above questions addressed?
- Did the group choose the organization and problem based on sound reasoning?
- Did the group craft solutions rigorously? Is there logical integrity in the proposed solutions?
- Did the group accurately apply diverse class concepts?
- Is the presentation clear and persuasive? Are questions well handled?

In addition, each group will be assigned to provide feedback to one other group during the presentation.

2. 1st Mutual Feedback Survey (4pts)

You will fill out a brief survey where you can provide feedback to each of your group members, and this is **an individual assignment**. One of the primary goals of the course is equipping you with the knowledge and skills to work effectively with others in a team. This survey is designed to help you become a better team player by receiving anonymous feedback from your own teammates. This survey is for mutual support. You are giving this feedback not to discourage your teammates but to help them become a better team player. Giving only compliments doesn't help either -- give them honest and constructive feedback. To assess individual contributions to group project, you will also be asked to quantitatively evaluate each group member's contribution.

The survey will be graded based on the following criteria:

- Has the person completely filled out the survey?
- Has the person filled out the survey on time?
- Has the person provided meaningful feedback to his/her teammates?
- Has the person received good evaluations from his/her teammates?

3. Draft Social Intrapreneurship Model (5pts)

As a half-way check point for your group project, you will be required to submit a simple description of your idea-in-progress in the form of Social Intrapreneurship Model, where you flesh out your solution by filling out a preconceived model. The template for the Model will be separately provided. You are expected to fill out the template as much as possible and specify how you dealt with the feedback you received during your midterm group presentation.

The assignment should follow the format described below:

- In the beginning, describe how you responded to the feedback: briefly recap the feedback and explain how you addressed them
- Follow the template of Social Intrapreneurship Model
- After the Model, briefly explain each part of the Model
- Your course number, group number, your names, and Eagle IDs
- Submit to Canvas – PDF format (**no other formats**)

The assignment will be graded based on the following criteria:

- Are all the parts of the model filled out and are they logically coherent?
- Are the arguments underlying the model supported by data?
- Is the proposed solution viable and creative?
- Has the group diligently addressed the feedback?
- Did the group accurately apply diverse class concepts?

4. Final Group Presentation (8pts)

Final group presentation is the chance to demonstrate your semester-long work to your classmates and receive feedback. In these presentations, we turn our classroom into your organization's boardroom, where a team of social intrapreneurs (your group) presents the initiative to the executives and board directors (your classmates). Here are some details of this milestone event.

- Presentation: up to 10mins/ Q&A: up to 5mins
- Your slide deck should be emailed to me by the morning of your presentation
- Participation
 - All group members should participate in the group presentation, and each member will be responsible for the Q&A of the part he/she presented (other group members may help, of course).
 - Participation grades for the course will take into account attending the presentations, giving feedback for classmates' presentations, as well as being an engaged audience member.
 - Another group will be assigned to give peer feedback to your presentation
- Content
 - Compact and illustrative summary of Social Intrapreneurship Model
- Required elements
 - Explain the overall model in detail
 - Describe how the solution is enabled
 - Describe what impacts the solution creates (both economic & social/environmental)
 - For these impacts, fancy financial projections are not required, but articulate your logic (e.g., specific reasons why you think your initiative will contribute to multiple bottom lines)
 - Utilize both quantitative and qualitative evidence to support your arguments in every part of the presentation
 - Lay out a detailed plan on how you will implement the solution
 - Describe specific feedback and how you addressed it

Your final presentation will be evaluated based on the following criteria:

- Problem & Capacity
 - Is the problem/capacity diagnosis based on sufficient data?
 - Is there logical integrity among problem, capacities, and solution?
- Solution & Implementation
 - Solution viability: Is the solution developed sufficiently and presented in detail?
 - Solution creativity: Is the solution creative? Does it go beyond simply transplanting existing CSR practices from other companies?
 - Cost-benefit analysis
 - Does the solution contribute to multiple bottom lines?
 - Does the presentation provide sufficient analysis of the cost to enable the solution?
 - Implementing solution: Is the implementation plan specific and realistic?

- Presentation
 - Response to feedback: Has the group diligently addressed the feedback?
 - Connection to class: Overall, does the presentation sufficiently draw from diverse class concepts? Does the presentation show an adequate understanding of applied concepts?
 - Clarity: Is the presentation easy to understand? Are the contents clearly conveyed?
 - Appeal: Do presenters convey the message in a persuasive manner? Do presenters show enthusiasm for their proposal?
 - Q&A: Do presenters handle questions in an appropriate manner? Do presenters listen to the audience feedback?
 - Time management: Did the presentation end in time?

5. 2nd Mutual Feedback Survey (6pts)

You will fill out a brief survey where you can provide feedback to each of your group members, and this is **an individual assignment**. The survey follows the similar format with the 1st mutual feedback survey. This time, you will be required to assess your teammates' performance throughout the semester. In addition, you will be asked to briefly assess the entire group's performance.

The survey will be graded based on the following criteria:

- Has the person completely filled out the survey?
- Has the person filled out the survey on time?
- Has the person provided meaningful feedback to his/her teammates?
- Has the person received good evaluations from his/her teammates?

6. Final Report (8pts)

As the final outcome of the project, you are expected to submit your final group project report. You will be required to fill out the template of the final report, which will contain the final version of your Social Intrapreneurship Model. (the template will be provided separately)

The assignment should follow the format described below:

- In the beginning, describe how you responded to the feedback: briefly recap the feedback and explain how you addressed them
- Follow the format of the template (do not change the format)
- Your course number, group number, your names, and Eagle IDs
- Submit to Canvas —PDF format (no other formats please)

Finally, here are the key criteria for grading the final business model canvas.

- Problem & Capacity
 - Is the problem/capacity diagnosis based on sufficient data?
 - Is there logical integrity among problem, capacities, and solution?
- Solution & Implementation
 - Solution viability: Is the solution developed sufficiently and presented in detail?
 - Solution creativity: Is the solution creative? Does it go beyond simply transplanting existing CSR practices from other companies?
 - Cost-benefit analysis
 - Does the solution contribute to multiple bottom lines?
 - Does the report provide sufficient analysis of the cost to enable the solution?
 - Implementing solution: Is the implementation plan specific and realistic?
- Writing
 - Connection to class: Overall, does the final report sufficiently draw from diverse class concepts? Does the final report show an adequate understanding of class concepts?
 - Writing quality: Is the final report clean on details (spelling, format, bibliography etc.)? Is it well written?
 - Did the final report fully incorporate the feedback?