

SUN, MAR 10		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>	<i>Daily Schedule</i>
	Check in available at Schwab Residential Center <i>Schwab Lobby</i>		
2:00 - 3:30 pm	Optional Campus Tour <i>Schwab Lobby</i>		
3:45 - 4:00 pm	Meet Claire Coyle in the lobby of the Schwab Residential Center. We will walk as a group to the classroom. <i>Schwab Lobby</i>		
4:20 - 5:20 pm	Reducing Gender Biases in Modern Workplaces: A Small Wins Approach to Organizational Change <i>Seawell Boardroom, Bass Center</i> Shelley Correll 		
5:45 - 6:15 pm	Opening Reception. Guest Speaker, Dave Watson, President and CEO, Comcast Cable, and Senior Executive Vice President, Comcast Corporation <i>Seawell Boardroom, Bass Center</i>		
6:30 - 7:30 pm	Dinner <i>Vidalakis Dining Room</i>		

MON, MAR 11		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>		<i>Daily Schedule</i>
6:00 - 6:45 am		Optional Morning Exercise	<i>Schwab Lobby</i>	
7:00 - 8:00 am		Breakfast	<i>Vidalakis Dining Room</i>	
8:00 - 9:20 am		Systems Leadership and The Industrialist's Dilemma <i>E103 - Knight Management Center</i> Robert Siegel 	<p>This session will explore the tectonic shifts that threaten to disrupt the ways in which large and successful companies organize and develop products brought about by the combination of physical and digital solutions. We will analyze the challenges presented by this digital evolution, and provide frameworks that will examine organizational design and go-to-market strategies in this new world order. We will also take an in-depth look at the competencies required of leaders who must combine the attributes of both physical- and digital-native organizations.</p> <p>Readings:</p> <ul style="list-style-type: none"> ⌘ The Problem with Legacy Ecosystems ⌘ Why Some Digital Companies Should Delay Profitability As Long As They Can 	
9:20 - 9:40 am		Break	<i>Knight Management Center</i>	

MON, MAR 11

THE WICT SENIOR EXECUTIVE SUMMIT (SES)

March 10 - 14, 2019

Daily Schedule

<p>9:40 - 11:00 am</p>	<p>What Is Truth? - with Tony Sebro, General Counsel, Wikimedia Foundation <i>E103 - Knight Management Center</i></p> <p>Robert Siegel </p> <p>Historically, a small subset of organizations (governments, corporations, religious and educational institutions) have helped society understand and determine what are facts and truth. The rise of the internet, new technologies, and communication tools have reshaped the way we consume and learn new information - for better and for worse. The Wikimedia Foundation oversees a global network of people and groups that help share information for public consumption. The challenges of overseeing this loose affiliation of global teams is explored in this fascinating case discussion.</p> <p>Case: Wikimedia Foundation</p> <p>Preparation questions:</p> <ol style="list-style-type: none"> 1. Analyze the unique role of the Wikimedia Community. What has Wikimedia's strategy been to engage them in Wikipedia 2030? Is it effective? What should Maher and team have done differently? 2. Is the existing technology and infrastructure a core rigidity or core competency? Why? 3. Imagine Wikipedia tripled its budget in 2019. Given the Wikimedia 2030 vision and current climate, how would you allocate the funds? Where would you focus the Foundation's efforts? 4. Who is Wikimedia's most important constituent? Why? 5. What should Wikimedia do to enable integration of broader media types? Mobile editing? Come up with a plan on which the Foundation should execute. 6. How should Wikimedia manage its relationships with Google and Amazon? What specific actions should the Foundation take to ensure its objectives are met. 7. Should Wikimedia continue to fund itself from small donations? Is there a better funding strategy that it should consider?
<p>11:00 - 11:20 am</p>	<p>Group Photo and Break <i>Knight Management Center</i></p>

MON, MAR 11

THE WICT SENIOR EXECUTIVE SUMMIT (SES)

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Daily Schedule

11:20 am - 12:40 pm

Building Effective Partnerships

E103 - Knight Management Center

[George Foster](#) 

[Harpinder Singh](#) 

Partnerships are an essential part of organizational growth and revitalization. This session builds on the lessons learned by corporations that have experienced both productive and unproductive partnerships, and includes a parallel analysis of an early stage company and an established company with regards to on-line consumer purchasing information.

Reading:

Extracts from Executive Summary and Section 5 ("*Large Companies Scaling Leverage for Early-Stage Companies: Navigating through the Pitfalls*") of Foster et al. *Entrepreneurial Ecosystems Around the Globe and Early-Stage Company Growth Dynamics – the Entrepreneur's Perspective*, World Economic Forum, 2014.

Case:

The Dilemma at Informagic

Preparation questions: (questions are for individual preparation for the class discussion, will not be submitted)

1. What factors could explain the lengthy (almost two years) negotiation timeline between Einstein Research and Informagic? What are the pros and cons to Einstein of such a lengthy timeline to an actual partnership proposal? ...to Informagic?
2. Einstein Research proposes ("demands") it be the sole partner who "owns" the relationship with the final customer. What are the upsides and downsides of this proposal to Einstein? ...to Informagic? How might Informagic counter-propose to get more access to the final customer?*
3. Einstein's proposed agreement is a "minimum revenue guarantee with Informagic getting a percentage of revenue if sales exceeded that baseline." What are the complexities of executing this proposal? Would an agreement based on a percentage of profitability (say 50% of profitability) be more attractive to Informagic than an agreement that provides for say 20% of revenue sharing?
4. Recommend what decision Hank should make and outline the considerations underlying your recommendation.

12:40 - 2:00 pm

Lunch

Vidalakis Dining Room

2:00 - 3:30 pm

Recruiting and Retaining Talent: A Panel Discussion

E103 - Knight Management Center

[George Foster](#) 

During this panel, we will speak with top experts to reflect on the challenges employers face when evaluating, attracting, and retaining talent. Panelists will include experts from different sectors of the human resources ecosystem.

[Sonia Mathia](#) - SVP, Global Head of People & Workplace at Synack, Inc.

[Shannon Schiltz](#) - Partner, Andreessen Horowitz

[Judith Williams](#) - SVP, Global Head of People Sustainability & Chief Diversity and Inclusion Officer at SAP

MON, MAR 11		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>	<i>Daily Schedule</i>
3:30 - 5:45 pm	Free Time <i>Knight Management Center</i>		
5:45 - 6:15 pm	Reception <i>Vidalakis Courtyard</i>		
6:15 - 7:15 pm	Dinner <i>Vidalakis Dining Room</i>		

TUE, MAR 12		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>	<i>Daily Schedule</i>
6:00 - 6:45 am	Optional Morning Exercise <i>Schwab Lobby</i>		
7:00 - 8:00 am	Breakfast <i>Vidalakis Dining Room</i>		
8:00 - 9:20 am	Disruption: A Disruptor's View <i>E103 - Knight Management Center</i> Robert Siegel		
	<p>What are the goals of a startup? How are factors like revenue growth, profitability, fundraising and competition analyzed through the lens of a burgeoning company? As disruptors, they must remain agile to keep pace with, and outsmart, competitors. Do their business models change over time and how are they shaped by their roles as disruptors? In this session, we will explore how data and information is changing a wide variety of industries. In addition, we will look in-depth at 23andMe, a leader in genetic sequence analysis, which utilizes a unique and non-traditional business model based upon the collection and analysis of data.</p> <p>Case: 23 and Me</p> <p>Preparation questions:</p> <ol style="list-style-type: none"> 1. Evaluate the ways in which 23andMe has been disruptive. In what ways has it managed its business more conventionally? 2. Which audience(s) will 23andMe's disruption impact most (e.g., physicians, researchers, pharma, consumers)? Be prepared to defend your answer. 3. How does 23andMe manage its business to maximize both present and future growth? Take into account the financial, cultural, and operational aspects of the business. 4. What business is 23andMe in? 5. Evaluate the barriers to entry for 23andMe in its current state versus when the company first launched. 		
9:20 - 9:40 am	Break <i>Knight Management Center</i>		
9:40 - 11:00 am	Leadership, Story and the Power of Performance <i>E103 - Knight Management Center</i> Melissa Castenschiold Jones Briggs		
11:00 - 11:20 am	Break <i>Knight Management Center</i>		
11:20 am - 12:40 pm	Leadership, Story and the Power of Performance II <i>E103 - Knight Management Center</i> Melissa Castenschiold Jones Briggs		
12:40 - 2:00 pm	Lunch <i>Vidalakis Dining Room</i>		

TUE, MAR 12

THE WICT SENIOR EXECUTIVE SUMMIT (SES)

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Daily Schedule

<p>2:00 - 3:20 pm</p>	<p>New Ventures in Established Markets, with Shan-Lyn Ma, CEO and Founder, Zola <i>E103 - Knight Management Center</i></p> <p>George Foster </p> <p>Building a strategy for a new venture includes an assessment of the competitive space - both existing and potentially emerging. This session provides a framework for navigating a new business endeavor, including a case analysis of a successful wedding registry venture that succeeded despite many who viewed the business as having limited scaling potential or sustained progress.</p> <p>Case:</p> <p>Zola (Stanford GSB, 2017)</p> <p>Preparation questions:</p> <ol style="list-style-type: none"> 1. What were the key building blocks that enabled Zola to successfully enter and scale in a market with well-resourced incumbents? 2. Which strategic growth option-All Things Registry, All Things Home, or All Things Wedding-should Zola pursue and why? Present the pros and cons of each option as the rationale for your decision. If you choose Weddings, indicate which area(s) of that market Zola should pursue first. 3. As Ma, prepare for a conversation with your management team to ease their concerns about bringing in a new president, and be prepared to address their questions about recruiting for an internal vs. an external candidate. Two issues are to be addressed: <ol style="list-style-type: none"> 1. Your talking points in bullet point form. 2. The two likely questions you think will be the most important ones to have a thoughtful response and the planned talking points for responding to each. 4. Provide your recommendation to Ma for which funding path she should pursue, with solid reasoning to defend your answer.
<p>3:20 - 5:45 pm</p>	<p>Free Time <i>Knight Management Center</i></p>
<p>5:45 - 6:15 pm</p>	<p>Reception <i>Vidalakis Courtyard</i></p>
<p>6:15 - 7:15 pm</p>	<p>Dinner <i>Vidalakis Dining Room</i></p>
<p>7:15 - 9:00 pm</p>	<p>Late-Night Reception <i>Rosenberg Lounge, Schwab Residential Center</i></p>

WED, MAR 13		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>	<i>Daily Schedule</i>
6:00 - 6:45 am	Optional Morning Exercise <i>Schwab Lobby</i>		
7:00 - 8:00 am	Breakfast <i>Vidalakis Dining Room</i>		
8:00 - 9:20 am	The Role of Intellectual Property in Strategic Financial Decision Making I <i>E103 - Knight Management Center</i> Efrat Kasznik  <p>In today's competitive marketplace, companies - from Fortune 500 firms to early stage start-ups - rely on intellectual property (IP) to keep them one step ahead of the game. Through a combination of case studies, analysis of current events and class discussion, we will cover a variety of issues shaping a successful IP strategy in today's global business environment.</p> <p>This is a two-session series with the following learning objectives for each session:</p> <p>Session 1: Managing IP as a Strategic Business Asset. This session will cover the fundamentals of a successful corporate IP strategy, including:</p> <ul style="list-style-type: none"> ⌘ The innovation cycle and technology transfer mechanisms ⌘ Types of IP assets: patents, trade secrets, trademarks, copyrights ⌘ Understanding the forces shaping the global IP marketplace ⌘ Building an IP portfolio that is aligned with business objectives 		
9:20 - 9:40 am	Break <i>Knight Management Center</i>		
9:40 - 11:00 am	The Role of Intellectual Property in Strategic Financial Decision Making II <i>E103 - Knight Management Center</i> Efrat Kasznik  <p>Session 2: IP Strategy Throughout the Lifecycle</p> <p>In part two of this discussion, we will explore the strategic objectives for IP management throughout the corporate lifecycle, as well as identify the opportunities for IP monetization and commercialization in new product/technology markets:</p> <ul style="list-style-type: none"> ⌘ IP monetization business models: licensing, sale, spin-offs, enforcement ⌘ IP strategy throughout the lifecycle ⌘ IP consideration for newcomers and incumbents ⌘ Technology transfer opportunities in new markets <p>Case: Google's Acquisition of Motorola Mobility</p>		
11:00 - 11:20 am	Break <i>Knight Management Center</i>		

WED, MAR 13 Daily Schedule THE WICT SENIOR EXECUTIVE SUMMIT (SES) March 10 - 14, 2019	
11:20 am - 12:40 pm	<p>Designing a Profitable Brand, A Case Study of Minted <i>E103 - Knight Management Center</i></p> <p>Robert Siegel </p> <p>Mariam Naficy (Minted CEO) and Melissa Kim (Minted COO) have grown the company to become a leader in the online printed cards, independent design and art market segments. As the business has continued to scale they wrestle with simultaneously growing their existing business while also looking at expanding into new markets, all the while keeping their existing customer base engaged. The case highlights the difficult decisions management faces in deciding where to pursue growth opportunities when choices might be overly abundant while also focusing on the importance of profitability.</p> <p>Case: Minted in 2017: Designing a Profitable Brand</p> <p>Preparation questions:</p> <ol style="list-style-type: none"> 1. What were Minted’s core competencies in 2008? How unique and sustainable were they? What about in 2017? 2. If you were Naficy in 2017, what would you recommend Minted pursue? Should Naficy move forward with new expansion categories – or do you think the company lacks focus? Why? 3. What are the biggest risks facing the Company in 2017? 4. How might you prioritize next steps? Create a strategic action plan for Minted going forward. 5. Do you think Minted is a company best suited to stay independent? Why or why not?
12:40 - 2:00 pm	<p>Lunch <i>Vidalakis Dining Room</i></p>

WED, MAR 13

THE WICT SENIOR EXECUTIVE SUMMIT (SES)

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Daily Schedule

<p>2:00 - 3:20 pm</p>	<p>True Grit - TheRealReal, with Julie Wainwright, Founder & CEO, TheRealReal <i>E103 - Knight Management Center</i></p> <p>Robert Siegel </p> <p>As CEO of several successful companies in the 1990s, Julie Wainwright was a star executive in the technology industry. At the height of the first internet wave she became the CEO of Pets.com, which ultimately became the poster child for Silicon Valley excess and hubris during what is referred to as "The Internet Bubble." Unwilling to allow herself to be defined by this experience, Wainwright started TheRealReal, a startup in the online fashion retail industry that has changed the way consumers purchase luxury goods. This session will reveal the tenacity and perseverance Julie required to simultaneously overcome market and personal challenges on the path to building her next great company.</p> <p>Case: The RealReal</p> <p>Preparation questions:</p> <ol style="list-style-type: none"> 1. How does Wainwright's career trajectory and persona compare to other entrepreneurs you've learned about? Think about the decisions she's made, the path she's traversed, and the environments in which she has worked as context for your answer. 2. Evaluate the challenges Wainwright faced in raising her Series A and Series B financing. What factors do you attribute to the resistance she encountered and how influential were each of those factors? 3. What do you view as The RealReal's 2-3 greatest challenges and opportunities on the company's path to become a \$1 billion business? 4. As Wainwright, what strategy(ies) would you pursue in 2015 to accelerate the journey to \$1 billion in revenue? Be prepared to provide reasoning behind your recommendation. 5. Who do you view as The RealReal's most significant competitor? 6. As the CEO of The RealReal, what keeps you up at night?
<p>3:20 - 3:40 pm</p>	<p>Break <i>Knight Management Center</i></p>
<p>3:40 - 5:00 pm</p>	<p>Capture Your Learnings <i>E103 - Knight Management Center</i></p> <p>George Foster </p> <p>Robert Siegel </p>
<p>5:00 - 6:00 pm</p>	<p>Certificate Ceremony and Reception <i>Knight Management Center</i></p>
<p>6:15 - 7:15 pm</p>	<p>Dinner <i>Vidalakis Dining Room</i></p>

THU, MAR 14		THE WICT SENIOR EXECUTIVE SUMMIT (SES) <i>March 10 - 14, 2019</i>	<i>Daily Schedule</i>
6:00 - 6:45 am	Optional Morning Exercise <i>Schwab Lobby</i>		
7:00 - 8:00 am	Breakfast <i>Vidalakis Dining Room</i>		
8:00 - 9:20 am	Platform Economics <i>E103 - Knight Management Center</i> Susan Athey	<p>In this first session, we will review the characteristic features of platforms, and discuss both the ways in which these features have propelled platforms to prominence in recent years, and the ways that platforms maintain their market power.</p>	
9:20 - 9:40 am	Break <i>Knight Management Center</i>		
9:40 - 11:00 am	Digital Intermediaries, Product Quality, and News <i>E103 - Knight Management Center</i> Susan Athey	<p>In the second session, Professor Athey will share her research on the role of digital intermediaries on news, as well as her expertise in working with a variety of news publishers.</p>	
11:00 - 11:20 am	Break <i>Knight Management Center</i>		
11:20 am - 12:20 pm	Creating New Opportunities through Reputation, Impactful Presence, and Personal Branding <i>E103 - Knight Management Center</i> Allison Kluger	<p>Successful leaders have to conceive, author, rebuild, pivot, differentiate, and finally maintain a personal reputation to make a lasting, recognizable and powerful identity. This session will explore how you can effectively communicate to create, adapt and maintain your personal reputation.</p>	
12:20 - 12:40 pm	Program Wrap-Up <i>E103 - Knight Management Center</i> George Foster Robert Siegel		
12:40 - 2:00 pm	Boxed Lunches To Go, and Checkout of Schwab Residential Center by 2:00 pm <i>Vidalakis Dining Room</i>		