

## **IE-CHALLENGE**

### **IE-IMPACT IE-IMPACT SEP-2023 IEC-IE-IMPACT.3.M.A1.Relations**

Area Functional Group - Program Direction

Number of sessions: 30

Academic year: 23-24

Degree course: THIRD

Number of credits: 6.0

Semester: 1º

Category: COMPULSORY

Language: English

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**Professor DANIEL SORIANO HERNÁNDEZ**

**Director of the Entrepreneurship & Innovation Center and Adjunct Professor of Entrepreneurship, IE Business School**

Director of the Entrepreneurship & Innovation Center and Adjunct Professor of Entrepreneurship, at IE Business School. Trainer and Coach of Corporate Innovation Projects in Corporations at Headspring Executive Development (Joint Venture between IE and Financial Times). He is a member of a Tech and Digital investment committee for 3 different venture capital instruments at Caixa Capital Risc. The venture capital instruments invest in startups in different stages, from early stage to Series A (50.000€ - 3.000.000€). Additionally, Daniel is a member of the Academic Council at MOTI (Madrid Internet of Things Institute), he is a trainer in Design Thinking and Lean Startup methodologies as well as Pitch Coach for start-ups for international investor forums.

As Director of several leader competitions for innovative technology start-ups, he has been in touch with experience-based entrepreneurial opportunity identification, feasibility analysis, and fundraising. He has also been responsible for managing professional advisory services to new technology-based companies where he was able to identify the needs of newly established firms with a high technological component.

On the academic level, he is a professor of Entrepreneurial Management at IE Business School MBA Programs, and also specific programs for technology-based entrepreneurs, aimed at both start-ups and SMEs with growth projects. He mentors intrapreneurship projects in large firms from different countries and sectors, such as banking, energy, distribution, construction, IT, pharma, and retail.

Professor Soriano obtained the IE Business School MBA degree, he studied Economics and Innovation Management at UPM, UCM y UAM and he is a Computer Science engineer at UPM. He participated in the European Entrepreneurship Colloquium organized by European Forum for Entrepreneurship Research (EFER).

His interests are focused on start-ups, corporate innovation, venture capital, and design thinking.

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### **Customer Success Manager & Market Research Consultant at Emplifi**

Co-founder of one of the first Latin American consultancies dedicated to strategic analysis of Social Media with 8 years of experience as an account executive and cross-functional project manager for multinational firms. Highly proficient in data analysis and translating findings into actionable recommendations. With an entrepreneurial spirit, I am empathetic and team-oriented, possess strong communication skills and the ability to adjust to different environments.

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## **SUBJECT DESCRIPTION**

**IE CHALLENGE** is the final course in the IE Impact academic learning journey.

**IE IMPACT** is a multi-bachelor, multi-school mandatory academic program for all IEU students whose mission is to foster the skills, mindsets, and knowledge we at IE University believe our future graduates need to develop into leaders of positive change.

**IE IMPACT** includes three “pillar courses” in some of IE’s core values: the Humanities, Technology, and Entrepreneurship. The IE Impact learning journey aims to help IEU students to develop:

- humanistic approaches to interpersonal relations, decision-making, and critical thinking;
- familiarity with the technologies that are applied to solve some of the world’s greatest challenges; and
- entrepreneurial mindsets, know-how, and skills to identify and solve problems worth solving, and to create validated business models that enable solutions to be enduring and scalable.

The **IE CHALLENGE** is the culmination of the IE Impact learning journey and its fourth and final course. Students in the IE Challenge will apply the skills, knowledge, and mindsets they began to develop during the three pillar courses, and through their hands-on work they will deepen their learning development related to IE's core value of **Diversity**. In the IE Challenge, IEU students will be placed in diverse teams with team members from other backgrounds, degrees, demeanors, etc. Each team will explore and innovate solutions for real-world challenges that are posed to them by clients (enterprises or organizations) whose business or organizational models are either driven by sustainability or who are developing internal sustainability transformation cultures or policies. By working directly in teams to support these enterprises or organizations, IEU students will deepen their individual development as problem-solvers who will lead positive change.

Upon the successful completion of the IE Challenge, students will receive a certificate that demonstrates their participation in this rigorous program, which they will be encouraged to save and share as part of their portfolio of accomplishments to demonstrate their hard and soft skills.

## LEARNING OBJECTIVES

Upon the completion of this course, students will meet the following objectives:

- Address and resolve challenges of organizations whose missions seek to generate a positive impact on society
- Analyze and understand the needs of groups immersed in complex contexts to meet the Sustainable Development Goals
- Identify problems or challenges facing society that must be solved.
- Ideate and validate solutions to the problems or challenges identified that must be solved.
- Design and execute a methodology based on an Entrepreneurial Mindset
- Present in front of an audience the proposal
- Work efficiently in diverse teams.

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	3.33 %	5.0 hours
Discussions	0.0 %	0.0 hours
Exercises in class, Asynchronous sessions, Field Work	23.33 %	35.0 hours
Group work	30.0 %	45.0 hours
Individual studying	43.33 %	65.0 hours

TOTAL	100.0 %	150.0 hours
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## PROGRAM

### SESSIONS 1 - 2 (LIVE IN-PERSON)

#### Sustainability Topics:

- Social Challenge
- Economic Development

#### **KICK-OFF SESSION. Client and Challenge briefing. Teambuilding activity.**

IE Challenge will begin its journey with this double session.

During the first session, the IE Impact learning journey will be discussed and the IE Challenge will be explained in detail to explain the methodology, stakeholders, and each of their roles, and expectations. Teams will be briefed on the client for whom they will all work during the semester, and the challenge will be presented.

During the second session, students will begin to lay the foundations for high-performing teams through a series of dynamic activities and targeted team challenges. They will set expectations and align on team goals.

### SESSION 3 (ASYNCHRONOUS)

#### Sustainability Topics:

- Social Challenge
- Economic Development

#### **Client management**

During this asynchronous session, teams will understand the principles of how to deal with a client in a consulting project. Teams will have to develop certain activities on their own before the beginning of the first workshop.

### SESSIONS 4 - 5 (LIVE IN-PERSON)

#### Sustainability Topics:

- Social Challenge
- Economic Development

#### **WORKSHOP: Research strategy**

During this workshop, the facilitator will explain the innovation process that will be followed. The teams will start working on their project starting their research strategy.

### SESSIONS 6 - 7 (LIVE IN-PERSON)

#### Sustainability Topics:

- Social Challenge
- Economic Development

#### **COACHING SESSION: Research Process**

During this session, one coach will meet individually with each team to:

- Support teams to develop an effective and fact-based exploration strategy.

- Review the stakeholders' map, interview questionnaires, and research strategy.
- Push teams to talk to strangers in order to collect objective facts.

## **SESSIONS 8 - 9 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **WORKSHOP: Making sense of data**

During this workshop, the facilitator will help teams to analyze the information from primary research activities to identify areas of opportunity.

Once the opportunity is identified, there will be a zoom-in on the exploration of the specific segment on which to continue exploring.

## **SESSIONS 10 - 11 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **COACHING SESSION: Problem and Customer Analysis**

This coaching session will help the teams consolidate their knowledge of the problem and the customer. This information must be presented to the client in the next session.

## **SESSIONS 12 - 13 (LIVE ONLINE)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **CLIENT CHECK-IN: Problem and Customer**

During this meeting, teams will share with the client key facts collected during the research stage, first discoveries/learnings about the problem, and the target user. The client will provide feedback.

## **SESSIONS 14 - 15 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **WORKSHOP: Ideation and Testing**

This workshop will help teams to consolidate all the research to identify key insights and generate ideas. These ideas will be transformed into MVPs to start the testing process.

## **SESSIONS 16 - 17 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **MID-TERM EVALUATION: Presentation of Testing Process**

Each team will pitch in 10 minutes:

- MVP candidate
- MVP tests
- Experiments conducted
- Results, outcomes, and next steps

The presentation will be graded (10% of the total grade) and the professor will provide feedback to improve the testing process.

After this session, teams will have to continue conducting MVP tests so they can show the results to the client in the next Client Check-in.

## **SESSIONS 18 - 19 (LIVE ONLINE)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **CLIENT CHECK-IN: Testing process**

Teams will share the features of their MVP and the results of the tests they are conducting to learn from the market and iterate their solutions. The client will provide feedback.

## **SESSIONS 20 - 21 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **WORKSHOP: Business Model and go-to-market strategy + EXAM**

#### **WORKSHOP (Session 20 + first 20 minutes of Session 21)**

During this workshop, students will:

- Understand the need to develop a business model and the relationship of each of its parts
- Understand the use of the Business Model Canvas tool
- Correctly build a BMC and define a validation strategy for it
- Craft a first go-to-market strategy for their solution

#### **EXAM (Last 60 minutes of Session 21)**

- Each student will have to complete a quiz within the 60 minutes given.
- This exam counts for 10% of the total grade.

## **SESSIONS 22 - 23 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Social Challenge
- Economic Development

### **COACHING SESSION: Business Model and go-to-market strategy**

During this session, each team will share their validated Business Model canvas. Teams should provide a preliminary go-to-market strategy that will be shared with the client during the next session.

## **SESSIONS 24 - 25 (LIVE ONLINE)**

**Sustainability Topics:**

- Social Challenge
- Economic Development

**CLIENT CHECK-IN: Business Model and go-to-market strategy**

Teams will share their MVP, business model canvas, and go-to-market strategy with the startup in order to collect feedback.

**SESSION 26 (ASYNCHRONOUS)**

**Pitching skills session**

During this session, students will discover how to deliver persuasive presentations that can transmit the true impact of their work to clients. They will look at best practices in areas such as structure, story, non verbal communication and professionalism. They will look back to the client management best practices early on in the challenge to identify how to really connect with their target audiences in this pitch.

**SESSIONS 27 - 28 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Social Challenge
- Economic Development

**COACHING SESSION: Pitch**

In this final session, each team will share the presentation with the facilitator/coach to get feedback and refine it.

**SESSIONS 29 - 30 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Social Challenge
- Economic Development

**FINAL EXAM: Final Presentation**

During this double session, each team will present their proposal in front of a jury that will include IEU faculty and the client.

**VERY IMPORTANT.** All students must attend the final presentation in person. In other words, there will not be an option to attend online and if you do not present in person, you will get a 0. Remember that the final presentation is worth 10% of your final grade.

**EVALUATION CRITERIA**

criteria	percentage	Learning Objectives	Comments
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Test	10 %		(INDIVIDUAL) This test aims to evaluate students' knowledge, critical thinking skills, and problem-solving capabilities within the context of design thinking principles and practices.
Individual participation and contribution	25 %		(INDIVIDUAL) Average grade in workshops, coaching sessions, client check-ins, and individual tasks requested.
Individual contribution to the project and team members evaluation	15 %		(INDIVIDUAL) Report evaluating self and team members.
Group project report and deliverables	30 %		(GROUP) Client check-ins average grade (10%) + Coaching sessions average grade (10%) + Final report grade (10%)
Mid-term presentation	10 %		(GROUP) Mid-term presentation of testing process.
Final Presentation	10 %		(GROUP) Final presentation before Jury Panel

## RE-SIT / RE-TAKE POLICY

### ATTENDANCE POLICY

Attendance to IE Challenge sessions is essential and just like any other IEU academic course, all students must follow IEU's Attendance Policy.

The IE Challenge has a very particular methodology, and it requires dedication to one's team, one's client and one's challenge; and it also requires active participation both during class sessions and beyond. Therefore, attendance and participation are essential. Keep in mind that the IE Challenge sessions, with the exception of the client check-ins, are designed to be live in-person.

Students are advised to take into account that the IE Challenge sessions, except for the two asynchronous sessions, are all double sessions; therefore, if a student is absent on a day there are 2 sessions scheduled, the student will be marked absent for the 2 corresponding sessions.

PLEASE NOTE: in the IE Challenge, there are 5 double sessions scheduled for team coaching with the team's professor. If a student is absent or late for one of these coaching sessions (including the criteria for absence listed in the IEU Attendance Policy), the student will be marked absent for 2 full sessions, regardless of the duration of the time the student/team is scheduled to meet with the professor for coaching.

PLEASE NOTE: in the IE Challenge, there are 3 double sessions scheduled for (online) Client Check-ins. These double sessions total 6 full sessions. If a student is absent or late for one Client Check-in (including the criteria for absence listed in the IEU Attendance Policy), the student will be marked absent for 2 full sessions, regardless of the duration of the time the student/team is scheduled to meet with the client.



## **PARTICIPATION**

Active participation in the sessions (workshops, coaching, asynchronous and client check-ins) is essential for students to achieve the learning objectives established for the IE Challenge.

Moreover, the active participation of each and every student in the IE Challenge is essential when it comes to teamwork. Teams are required to work together to manage, execute and monitor the tasks and deliverables expected of each team weekly. Part of the learning journey of the IE Impact and the IE Challenge is working in diverse teams.

“Free-riding” (any student who does not take an active role in contributing to the progress and completion of the work expected of each team weekly and who allows the work to be done by others) will be monitored and evaluated accordingly. Any student who is having difficulty in developing the skills, mindsets, and know-how necessary to contribute actively to his/her team, should email [ieimpact@ie.edu](mailto:ieimpact@ie.edu) to request additional support so that the IE Challenge team can help those students who want to do better but may be unclear about how to do better on their own.

Likewise, any student who thinks that his/her team may need extra support in terms of team management should also reach out to [ieimpact@ie.edu](mailto:ieimpact@ie.edu) to discuss options and redirect team dynamics, if necessary.

## **RE-SIT / RE-TAKE POLICY**

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or “re-sit”) in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

### **The Extraordinary Call Evaluation criteria will be subject to the following rules:**

Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.) The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on your performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects, and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.

Re-takers: Students who failed the subject in a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have the possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

