



Year in Review | 2021-22

The Ohio State University
Center for Innovation Strategies



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Our Mission

The Center for Innovation Strategies inspires a growth mindset in organizations and students by

- acting as a catalyst and facilitator within the innovation ecosystem;
- providing quality instruction and enabling **the** co-creation and sharing of innovation knowledge, frameworks and tools, and;
- advancing innovation research and applied practice

Defining Innovation

Innovation spans multiple disciplines and departments within companies and industries.

It is the practice of top-line growth and value creation through the development of new products and services, including new branded concepts, patents, and intellectual property.

- Begins with target consumer's articulated and unarticulated wants and needs
- Employs multi-disciplinary collaboration
- Incorporates networked, "open innovation" based partnerships
- Combines strategic rigor and creative intuition in decision making

INSPIRING A GROWTH MINDSET

"Leaders need to be increasingly discovery driven, meaning they have to be able to adapt their mindset as new information comes in and they have to be very candid and willing to have frank discussions about what's really going on."

Rita McGrath, PhD, Professor, Columbia Business School; author, *The End of Competitive Advantage*

Center Faculty and Staff

Jenny Heckscher, Director, Innovation Programs

Christian Lampasso, Program Manager

Paul Reeder, Executive Director

Brian Wulff, Program Director

Student Interns

Justin Inacio, Huntington Bucks Go Pro Innovation Intern

Eva Mazzola, Innovation Intern

Mario Ramon Soszna, MBA Graduate Assistant

Ethan Rosas, Innovation Intern

Angel Stacklin, Student Program Leader

Thomas Stephens, MBA Graduate Assistant

Christina Strati, Innovation Intern

Yash Verma, Innovation Intern

Lizzie Voss, Innovation Intern



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Founding Members

We are grateful to our founding members who have shared resources, guidance and expertise as we develop our programs and activities.



Ray Bajaj, Cardinal Health, SVP, Chief Technology Officer
Rob Davlin, Cardinal Health, Consultant, User Experience Design



Alan Varrasso, JP Morgan Chase, Chief Technology Officer



Renee Cacchillo, Safelite, SVP, Customer, Brand, & Technology



THE J.M. SMUCKER Co

Tina Floyd, The J.M. Smucker Company, VP, Marketing, Consumer Foods



Elizabeth Drake, The Wendy's Company, Manager, Corporate Communications



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Impact

To achieve our mission of helping students and partners develop a growth mindset, we offer programs for students, professionals and community partners. Our programs are designed to help our students and partners learn from academic and industry experts, engage with and influence the talent pipeline and connect with the broader innovation ecosystem.

Experiential Innovation Programs for Students and Organizations

OnRamp



OnRamp is an extracurricular experiential program for undergraduate students. Under the expert guidance of the CIS team, OnRamp allows students to engage with industry partners to validate and develop early stage innovation initiatives.



Student Talent

Start a relationship between industry leaders and some of Ohio State's most innovative and driven students



Lean Start-Up

Explore multiple early stage low fidelity products to quickly iterate and improve with low risk of failure



Customer Validation

By conducting personal interviews to potential users, true customer data is obtained for a final solution



Culture Exposure

Create an outlet for corporate ideation and expose associates to lean process and customer-driven thinking



Collaboration

Collaborate in parallel with industry partners to produce dual innovation products from the ground up



Real-World Impact

Start imagining the impossible over incremental improvements for powerful alternative business models



The Center for Innovation Strategies OnRamp has expanded from a single program focused on validating early-stage concepts into a multi-program platform designed to assist companies with all stages of the innovation process, from ideation to hand-off. This new platform allows corporate sponsors to engage with the CIS team and undergraduate students through a variety of innovative value-generating processes. Students have an opportunity to directly influence real-world innovations from concept to implementation. Innovation ideas or exploratory areas are posed from within the company, and company representatives oversee and help with the direction of the idea, with ongoing guidance and consultation from the CIS team.

OnRamp Program Offerings - Summary

Innovation Gym

A monthly hands-on 90 minute workshop to showcase student talent. Through ideation and collaboration, students delve into a large-scale problem and derive a solution to train their growth mindset.

Catalyst

CIS leadership and a select group of students explore trends, conduct an environmental scan, and ideate a large volume of potential innovation concepts to fill your innovation pipeline. In this eight week program concepts are generated, vetted, and selected for further exploration, to fuel and accelerate the de-risking and validation process for early stage innovation concepts.

Tech Push

Known technologies in a sponsoring company's IP portfolio are broken down to attributes and then applied to many different industry verticals. With guidance from CIS leadership, student teams explore potential business use cases and prospective partners to help formulate a business development strategy for the commercialization of technologies.

Custom Sprint

Highly motivated student teams are employed as extra bandwidth to address your innovation needs through a customized 6 to 8-week innovation sprint. Previous sprints include a program designed to explore societal and business impacts of the evolving cannabis industry and challenges related to mobility and energy innovation.

Idea Accelerator

Student teams are given an exploratory space and then provided instruction which enables them to employ start-up methodology and research methods to identify problems and unmet customer needs. Insights are derived from gathered data in order to build unique solutions and potential innovation experiments across the three horizons innovation framework.

Business Modeling – A Full-Time Summer Program

A full-time summer internship focused on validating a business case around a proposed concept. Student teams will build prototypes, conduct user testing, and interview potential customers to develop a viable business model for further investment.



OnRamp Program Offerings - Details

Catalyst

Phase I: Develop Framework for Idea Generation

CIS leadership works closely with sponsoring company innovation leaders to create the framework and parameters for idea generation, including discussion of past innovation projects and the innovation portfolio.

Phase II: Structured Idea Generation

CIS leadership guides a student team to conduct secondary research of societal and technological trends. CIS then plans and facilitates an ideation session with company representatives and students to generate high level business concept areas for further exploration and vetting.

Phase III: New Concept Development

CIS leadership and a team of students previously trained on innovation process explore initial parameters such as customer, needs and value proposition, monetization model and development risk. In collaboration with sponsoring company leadership, concepts are selected for further exploration. CIS leadership and student teams develop and present a comprehensive overview deck of high potential concepts for consideration by company leadership.

Idea Accelerator

Phase I: Customer / Problem

During the first six weeks of the OnRamp program, the students are solely focused on their initial concept's customer and problem. By interviewing potential customers and observing the given environment, with guidance from CIS leadership, student teams will articulate the customer's true pain points and needs. An unvalidated idea has no data to support its potential for success. OnRamp creates value by defining the jobs to be done before solidifying a business model. This allows students the freedom to iterate on the idea rapidly, thus creating the opportunity for value creation.

Phase II: Solution

After the students have analyzed their customer observations and insights, they begin deriving potential solutions from this data. The last four weeks of the program focus on their final solution delivery mechanisms, the core features, and customer journey before presenting their validated concept at demo day.

Tech Push

Phase I: Technology Portfolio Review Session

CIS leadership will host a facilitated session with the client and Ohio State undergraduate students to explore selected and pre-vetted technologies. The attributes of each technology platform will be extracted in a generalized outline. Each technology platform will be prioritized by the participants for their broad market appeal.

Phase II: Industry Alignment and Use Case Building

From the prioritized list, three to five concepts will be selected and assigned to student teams. The teams will explore the technology attributes, potential industry alignments and ideate potential business use cases. This six-week sprint will be facilitated through weekly cohort meetings, with



input from the client at selected points on business use cases including any business intelligence relating to potential partners.

Phase III: Identification of Prospective Partnership and IP Field Vertical Markets

With the filtered list of use cases, external-to-client enterprises will be matched with potential use cases for direct core compatibility or adjacent platform application. This matching process will be a high level alignment to be validated through more detailed business intelligence at a later stage.

Business Modeling – A Full-Time Summer Program

Phase I: Exploration

Once given starting point, students will conduct primary and secondary research to generate as much information around the topic as possible, which includes interviewing potential customers and tech scouting.

Phase II: Validation

After primary and secondary research has been conducted, the team will data mine for insights and unique opportunities for potential value creation.

Phase III: Ideate

Building only from the insights and opportunities found through exploration and validation, a form of lateral thinking is deployed to generate all possible solutions regardless of feasibility.

Phase IV: Development

By meshing viable components from the ideate phase, the team will converge on the highest value proposition for the concept through a second round of primary interviews and user testing.

Sample Schedule for 10-Week OnRamp Idea Accelerator

| Week | Topic | Description |
|-----------------|--|--|
| Week 1 | Goals & Idea Presentation | Understand duties and expectations of OnRamp and see final product example. |
| Week 2 | Customer Bio & Validation of 5 Questions | Create customer personas with specific behaviors and needs to identify target customer. Understand why validation is essential to innovation and create validation plan. |
| Week 3 | Validation Plan & Interview Preparation | Organize interview question objectives and build validation script. Understand proper interview techniques such as open-ended questions and front end pivots. |
| Week 4 | Check-In Meeting & Resource Day | 1-on-1 meetings with coordinator for direct support of project's progress. Resource day is an event with industry professionals to discuss and validate the subject matter of project. |
| Week 5 | Interview Organization & Visualization | Better understand data and information gathered by the organization and visualization techniques and tools for data absorption |
| Week 6 | Data Insights & MVP Creation | Understand and derive Jobs-To-Be-Done, identify customer pain points and create opportunity awareness for solution development. Make the initial solution with MVP statement. |
| Week 7 | Matrix Checklist & Branding | Get feedback on MVP statement by sponsor and make changes. Define solution's unique position by understanding competitive advantages and added value. |
| Week 8 | Deliverable Creation & Customer Storyboard | Create logo, company name and best practices. Prepare for Demo Day and create customer storyboard by mapping the customer's journey. Work on final whitepaper, presentation deck and poster. |
| Week 9 | Final Deliverables & Mock Presentation | Have final deliverables ready, run through mock presentations and make final tweaks. Organize the OnRamp story. |
| Demo Day | Presentations | Present and discuss final idea to event attendees and sponsor leaders. |



In 2021-22, over 158 students participated in an OnRamp paid internship opportunity

OnRamp Student Internships, 2021-2022

Spring 2021 – 40 Students
Summer 2021 – 23 Students
Fall 2022 – 33 Students
Spring 2022 – 62 Students

Full-Time Honda Summer Internship OnRamp Students:

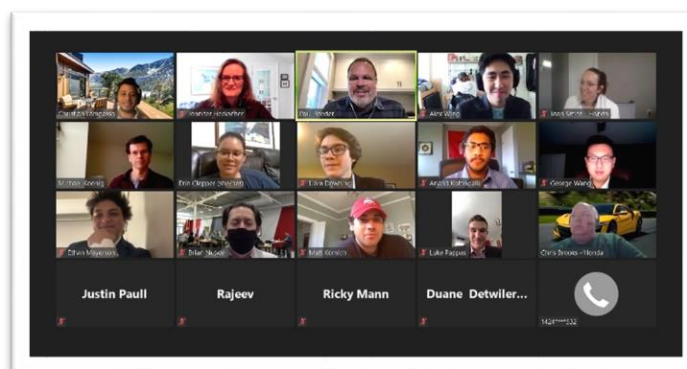
Summer 2021 – 15 Students



Career and Internship Opportunities

OnRamp serves as an excellent talent pipeline for industry partners. Companies engage with talented students and enhance their employer brand on campus. Students gain valuable experience, and often land internships and full-time opportunities with sponsoring companies

Full-Time Hires – 5 Students



OnRamp Demo Days

Demo Day is a final pitch event with each student team providing a final presentation to sponsor leaders and discussing final ideas with attendees. CIS hosted several OnRamp Demo Days in 2020-21:

Summer 2021

Easton Town Center—July 29, 2021
Honda R&D—August 10, 2021

Fall 2022

Columbus Fashion Alliance—October 26th, 2021
Venture Suite—November 16, 2021
Campbell's Soup—November 30, 2021

Spring 2022

Grange Insurance—March 8, 2022
Proctor & Gamble—April 12, 2022
JM Smuckers Co.—April 13, 2022
Honda R&D—April 26, 2022



Learn more about our [partner 99P Labs](#), [Honda's digital proving ground for mobility and energy innovators](#), and a [student perspective of OnRamp in this Medium article by former OnRamper, Matt Komich](#).

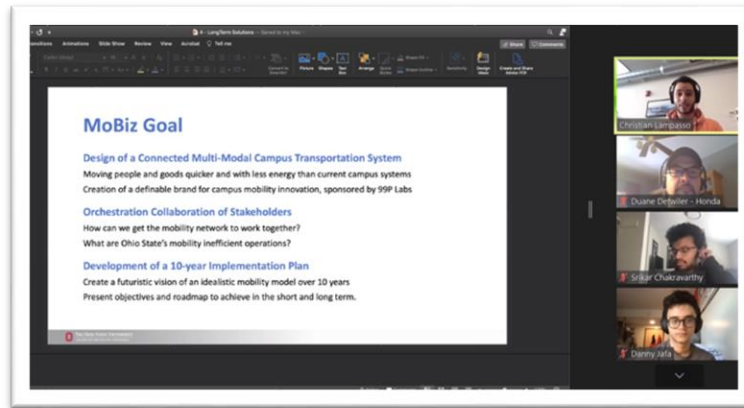
Thank you to our OnRamp sponsors



MoBiz Innovation Sprint sponsored by Honda Development & Manufacturing of America

Overview

The Center for Innovation Strategies partnered with Honda Development & Manufacturing America (HDMA) for a student-driven innovation sprint to explore the design and deployment for a connected/integrated multi-modal campus transportation system that will move people and goods more quickly and with less energy than current campus transportation systems do today. Over six weeks, multi-disciplinary teams of students participated in workshops to create sustainable mobility concepts and a definable brand for campus mobility innovation. The sprint concluded with final pitch videos reviewed by Honda senior leadership.



*A special thank you to Honda,
a CIS Sponsor and MoBiz Sprint Sponsor.*

OnRamp Sprint sponsored by Grange Insurance

The current growth of our daily lives has been evolving to be intertwined with technology. These innovations on the web are creating new valuable digital assets that consumers are starting to hold dear - is there a customer need to feel protected while online? Student teams participated in six weeks of workshops to reinvent what it means to feel protected and have peace of mind in the emerging digital world.



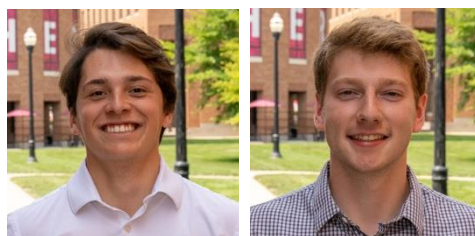
Thank you to Grange Insurance for your sponsorship.

Experiential Program in Drug Development (EPDD)



In 2020, the Ohio State University Center for Innovation Strategies (CIS) launched a new Experiential Program in Drug Development (EPDD) for MBA and graduate students. Led by Brian Wulff, PhD, the program provides a valuable opportunity for students with a STEM-based degree who are pursuing a graduate business degree at the Fisher College of Business. Thanks to a generous gift from the Harry T. Mangurian, Jr. Foundation, this experiential program draws upon the breadth of expertise at Ohio State by strengthening the relationship between Fisher, CIS and the Wexner Medical Center, a partnership that is centered by the strong connection between CIS and the [Drug Development Institute \(DDI\)](#). The EPDD offers firsthand experience in the drug development process through interaction and support provided to university and external partners. Structured as a two-year position for graduate business students, participating graduate assistants support the drug development programs of CIS partners through market analysis and competitive intelligence work.

This initial test of the EPDD model was highly successful, allowing us to quickly and efficiently jumpstart the program. In fall of 2021, CIS hired two new graduate associates—Mario Ramos “Alex” Soszna (left) and Thomas Stephens (right), who will work with Dr. Wulff to analyze pharmaceutical technologies from a business perspective, while gaining experience conducting market research and exposure to the pharmaceutical and biotech industry.



As the EPDD program wraps up its first full year two of our graduate associates (GA) have completed their degrees. These alum have been offered positions ranging from investment companies like Bridgewater Associates, to Life Science companies like the Bayer Corporation.

For more information on future part-time graduate research opportunities in the Experiential Program in Drug Development, please contact Dr. Brian Wulff, wulff.12@osu.edu.

*Thank you to The Harry T. Mangurian, Jr. Foundation for their support
of the Experiential Program in Drug Development.*



Scotts Miracle-Gro Legacy Project

CIS and its Executive Director Paul Reeder have been involved with the development of The Legacy Project since 2016. The Legacy Project is a youth empowerment program for high school students supported by The Scotts Miracle-Gro Foundation and The Hagedorn Legacy Foundation. CIS provides strategic leadership and comprehensive growth mindset content curriculum for The Legacy Project.

CIS collaborated with The Legacy Project to host two incubator labs held on Saturday, February 26 and Saturday, April 30. In these sessions, high school students participated in activities to enhance their growth mindset, enabling them to solve problems and think creatively. Activities included students working in groups through leadership activities; personal strength identification and development; improv exercises; problem exploration; and solution ideation.



Thank you to The Scotts Miracle-Gro Foundation & The Hagedorn Legacy Foundation for their support of The Legacy Project.



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Buckeye Preview

Hosted for high school seniors & their families, Buckeye Preview is an on-campus recruitment event that allows students to learn about Ohio State and their college/academic program of interest by participating in a variety of breakout sessions. Breakout options include two 30-minute alumni panel sessions where local young alumni highlight their Buckeye journey and how the university prepared them for success. Through this program, our Program Manager, Christian Lampasso, had the opportunity to serve as a guest panelist on October 8, a guest lecturer for the Integrated Business & Engineering Program on October 18, and a Fisher College of Business Alumni Board Speaker on November 12.



Academics: Entrepreneurship & Innovation Minor

Paul Reeder, Executive Director for the Center for Innovation Strategies, teaches an independent study entrepreneurship course (BUSADM 4998/4510) in the Entrepreneurship & Innovation minor. The independent study program is a student-centered learning experience. The course focuses on an accelerator style curriculum for students with identified business opportunities. Each student defines their company's goals for the semester and completes a detailed project launch plan incorporating customer segmentation and validation, business case modeling, opportunity size analysis and a marketing launch strategy. This course is a capstone course for the final practicum in the minor.

Student Organizations

Scarlet Digital



Paul Reeder, Executive Director, is the interim advisor for the new Fisher College of Business student organization for product managers called Scarlet Digital. The organization plans to build a project-based system to allow students to gain hands-on experience while building a community of peers, alumni, and corporate relations around Product Management.

Women Founders Club



Jenny Heckscher, Director of Innovation Programs, is the advisor for this new undergraduate student organization. The mission of the organization is to create a lifelong network of support and resources for women founders to develop mutually-beneficial relationships, inspire each other, and together, inspire other aspiring women founders to find their wings and soar through the world of entrepreneurship and innovation.

Student Programs - Get Involved

Are you interested in getting involved?

We are often seeking speakers and mentors for our student programs. For more information contact **Christian Lampasso** at Lampasso.1@osu.edu.



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Professional Education Programs

CIS offers workshops to help professionals at all levels develop a growth mindset and learn from and engage with industry and academic experts.

IGS Discovery Session

On Tuesday, November 2nd, CIS facilitated a Discovery Session between IGS Energy and Ohio State. In this session, sponsored by the Sustainability Institute, future research themes were explored in a rigorous deep dive process. Subject matter experts from multiple colleges at Ohio State worked collaboratively with their technical counterparts at IGS Energy to identify common areas of future business growth. Four themes emerged and were developed by the multi-disciplinary teams to create a framework for a research project. Selected proposals will be funded through the IGS partnership. The session was conducted at Honda's 99P Labs innovation space.



Innovation Leader

In summer 2021, CIS launched a new associate driven program, Innovation Leader, with our founding member Safelite. CIS led two teams of Safelite associates through innovation projects – guiding them through problem exploration, customer validation, and solution ideation. This process unfolded over eight weeks through four, 90-minute group facilitation sessions. In the weeks following the workshop, teams continued innovating to move the projects forward, with the option to attend an open consultation session with CIS leaders to resolve any questions or issues.



Professional Programs - Get Involved

Interested in our Innovation Leader program? Contact **Jenny Heckscher** at Heckscher.1@osu.edu.

Community Programs

City of Columbus Partnership

CIS partnered with the City of Columbus on the following exciting initiatives.

Columbus Fashion Alliance

The Center for Innovation Strategies partnered with the [Columbus Fashion Alliance](#) for a student-driven innovation sprint focused around sustainable fashion. This program engaged thirty students in six 1-hour workshops. This collaboration with fashion industry leaders focused on the development of cutting-edge proposals to retail industry challenges around waste with the ultimate goal of creating a more circular economy. [Learn More](#)



Venture Suite

CIS and a team of students worked with [Venture Suite](#) senior leadership to build a roadmap that touches on the roadblocks, resources, and possible pathways for underrepresented individuals looking to create their own business. The team conducted research to explore the problem/opportunity area, conducted interviews, developed and iterated potential solutions, and presented final solutions to Venture Suite for consideration.

Collaboration with College of Nursing



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COLLEGE OF NURSING

CIS Executive Director Paul Reeder was asked by the Ohio State College of Nursing's Office of Strategic Partnership to create a process and facilitate the rebranding of a community enrichment program. Paul guided a creative team through the 5 stages of brand re-imagination, and at the completion of the online session, 4 potential brand names were selected for presentation to the Dean of the College for review.

FlyOhio Vertiport Innovation Challenge

Paul Reeder, CIS Executive Director, coached a student team competing in the FlyOhio Vertiport Innovation Challenge. Sponsored by University of Cincinnati, this challenge encourages student teams from universities across the state to create a network of vertiports for their region of Ohio, integrated with smart mobility solutions on the ground, to enable safe, easy and equitable movement of goods and people. Under Paul's leadership, the Ohio State team, featuring Sharma Arushi, Chris Johnson, Tron Tian, and Cami Herman, received Best Overall Presentation after being selected as one of four teams to represent the region in the State Finals of the competition.



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Center for Innovation Strategies In the News



CIS Student Intern Angel Stacklin Featured in Fisher College of Business Interview

Ohio State student Angel Stacklin, CIS student program leader for [The Legacy Project](#), was featured in a [Fisher College of Business article](#) detailing her experience with this program.

Contact Us

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