Division of Programs in Business

Master of Science in Management and Systems

Course #: MASY1-GC 4200-100 (21255)

6 units

Fall 2015

Course schedule: Tuesday and Thursday 6:00 PM – 9:00 PM

Room: # 434 Midtown Center

**INSTRUCTOR INFORMATION**

Instructor: Myron Gould

Email: mg38@nyu.edu

Phone: 212-992-3664

Office hours: By appointment only

Bio: Myron Gould is CEO of the Meirig Group, a management consulting firm offering strategic services and training focused on business and marketing planning, employee engagement and innovation.

Building on an extensive career as a corporate marketer and an entrepreneur, he formed a marketing consulting practice in 1997, providing measurable solutions to customer acquisition and customer retention challenges while controlling marketing risk. The organization provided marketing and business planning services for mid-size to Fortune 100 companies in a broad range of industries. He is a frequent speaker and has had numerous articles published.

Mr. Gould has integrated communications with current technology to develop innovative approaches to acquisition and retention using segmentation, personalization and data mining for business-to-business and business-to-consumer clients.

He is a highly successful writer and marketing strategist who has conceived of, managed and implemented widely recognized promotional strategies for familiar national and global consumer brands including Frito-Lay, Walt Disney Company, The Muppets, Citibank, and many leading entertainment, publishing and packaged goods companies. He has conceived of, written and produced effective campaigns and support materials for businesses in a broad diversity of industries including manufacturing, financial services, pharmaceuticals, staffing educational services and health care.

Myron has held executive positions at Columbia Records (CBS, Inc.), The Kleid Company, Maxwell Sroge Company and Chemical Bank (J.P. Morgan Chase). He founded a marketing services company he operated for more than fifteen years.

Professor Gould teaches graduate courses at New York University including "Strategic Marketing," "The Marketing Plan" and a capstone research course he created, "Innovation and Entrepreneurship." He has acted as a consultant to New York City’s Department of Small Business Development and has presented seminars to help entrepreneurs and small business owners start and develop their enterprises.

A graduate of Babson College, Mr. Gould earned an MBA degree from Baruch College. He was awarded an Honorable Discharge from the U.S. Navy.

***Course Description***Every business starts with an idea. Often idea development brings improvement or change to an existing process or product – even to people’s lives. Sometimes the result is something new that did not exist. An entrepreneur plans a new business based on an idea, manages it and assumes the risks of growing it, with the intention of earning profit. Entrepreneurship starts with recognizing a good opportunity, then building an organization to pursue it. A business plan is a dynamic document intended to be used by management as a tool to guide the growth of a business from its inception. Proper development of a business plan demands uncovering relevant, actionable information and organizing it to be used in planning strategies for every aspect of the business entity. This course teaches students how to develop a structured business plan using entrepreneurial best-practices to integrate their innovative concepts and capitalize on their opportunity.

This is a hands-on, labor intensive course where the student can expect to spend 250 hours writing a business plan in addition to 30 hours preparing class assignments. This does not include time spent in class.

*Prerequisites: Strategic Marketing, Financial Management, Essay Writing Sample, Interview, Pre-Course Orientation*

### ***Learning Objectives***

Innovation

* Learn “Seven Rules for Innovation” and how to integrate them into a business
* Understand the innovation framework and how to leverage innovation in an existing organization
* Learn how to make a good decision about how much of a role innovation should play in your business
* Learn how to structure a company for innovation, how to design the process of innovation and how to design incentives to support innovation
* Learn how to build and implement systems to measure innovation

Entrepreneurship

* Understand the Entrepreneurial Process
* Understand the difference between an idea and an opportunity
* Learn how to identify a good opportunity and how to shape it
* Learn how to integrate people and processes to build a business
* Learn about raising money to start and grow a business
* Learn about the different forms of financing
* Learn about legal and tax issues
* Learn about how to protect intellectual property
* Learn how to manage the growth of an entrepreneurial venture

Writing a Business Plan

* Be able to analyze information and separate that which is relevant to the Business Planning process
* Understand the difference between reporting information and developing an actionable plan
* Understand why Business Planning demands a structured approach
* Learn what must be included in each module of a Business Plan
* Understand how the elements of a Business Plan module integrate to become a proactive, management tool
* Learn how to apply metrics and analysis to appropriate modules of a Business Plan
* Learn how to use a Cash Flow statement as a dynamic business management tool
* Understand everything about a planned business to have the ability to start it and run it

***Readings:*** (All texts are to be the most current edition published – regardless of the edition listed here)

Entrepreneurship, 3rd Edition, ISBN: 978-1-118-58289-3, William Bygrave, Andrew Zacharakis, John Wiley & Sons

Making Innovation Work: How to Manage It, Measure It, and Profit from It, Updated Edition, ISBN-13: 9780133092585, Tony Davila, Marc Epstein, Robert Shelton, Pearson Education, Inc. publishing as FT Press

The End of Competitive Advantage, 978142272810, Rita Gunther McGrath, Harvard Business Review Press

The Successful Marketing Plan, 4th Edition, 978-0-07-174557-4, Roman Hiebing, Scott Cooper, Steve Wehrenberg, The McGraw-Hill Companies

Gould Course Pack

### ***Course Requirements***

1. **Business selection** – Student will submit a description of the business they will use as the focus of their participation in this course via email by the date established in the email sent to students prior to the start of the term and no later than 2:00 PM of the day of the first meeting of the class. The description cannot exceed 100 words. ADDITIONALLY, the description will be accompanied by a “Working Name” the student will use to refer to the business throughout the course.
2. IMPORTANT: this course is about writing a Business Plan for a new business. YOU CANNOT USE AN EXISTING BUSINESS AS THE SUBJECT FOR THIS COURSE. You must obtain permission from the professor if you wish to write a business plan for a new division of an existing business. You might be asked to provide a letter from the appropriate senior executive of the company stipulating to the fact that the company is considering starting the new business and will provide you with all information necessary for you to be able to complete the Business Plan.
3. Each student must work on his or her own business – two students cannot work on the same business.
4. IMPORTANT: Whether for profit or not-for-profit your business must have a revenue component. A business created without a revenue component will not be permitted. For example, creating an App will not, for the purposes of this course, be permitted unless it includes a way to generate revenue besides a charge for downloading the App.
5. **Business Plan Modules** – Student will prepare a paper for each Business Plan module in accordance with the schedule provided in the Sessions grid below. Modules are to include ONLY the work covered during the week (or weeks) represented by the module. For example, if the classes during a week cover “Industry Analysis” and “Competitive Analysis,” the paper submitted should include both of the modules. Submitting a paper with just one of these modules will not be acceptable. The paper must include all of the work covered.
6. **How to save your** papers – Students are required to use the following system when saving papers for this course: “First Name Last Name Innovation Week X.docx” Nothing else should appear in the name the paper is saved as. So for Susie Davis’s week two paper that might include the Industry Analysis and the Competitor Analysis, she would save it as follows (not including the quotation marks): “Susie Davis Innovation Week 2.docx”
7. All papers should be prepared as Word documents, in report form (not PowerPoint or other presentation formats AND NOT as a .pdf file or an .rtf document), double-spaced, with 1" margins. All papers should be typed in 12-point, Times New Roman font. Pages must be numbered, should include the student’s name and the “Working Name” of the business in a header at the top of each page.
8. The cover page of each paper should include the Working Name of the business, your name, the week number, a list of the Business Plan Modules included, and the date submitted. For example:

Susie’s Bake Shop

Susie Davis

Week 2

Industry Analysis

Competitor Analysis

May 18, 2015

1. References must be properly cited. Charts, graphs, images, illustrations and similar materials must appear “in-place” within the pages of the paper. Spreadsheets and other large Business Plan elements prepared in their inherent format should be presented as separate documents, and should accompany the report containing the Business Plan module they are part of.
2. Papers must be “spell-checked” and “grammar checked.” Any paper not adhering to these specifications will be returned without a grade and will experience loss of points when resubmitted – if resubmission is permitted by the Professor.
3. **Final Paper** – Student will prepare a Final Paper consisting of finalized versions of each of the Business Plan modules written during the course, presented in the sequence shown on the document “Elements of a Business Plan.” The final paper will be due on the date and time stated in the Sessions Grid at the end of this syllabus. The Final Paper must be written to conform to the specifications stated in the appropriate sections within this list.

**Grading Policy**

This is a “Pass/Fail” course. THERE IS NO “GREY AREA,” or middle ground. A “mediocre” business will not succeed. Ineffective strategies will not grow the business. Partial planning is of no value. A Business Plan must be the best it can be for a business to have any chance for success. A plan that does not follow what is taught in this course; is not complete and thorough, or does not meet the expectations and comply with the standards taught, will not pass.

The work produced by the student throughout the term is intended to be a “draft” of a Business Plan. No grade will be assigned for this work. The purpose is for the student to receive comments from the Professor to help improve what has been prepared.

Work submitted throughout the course will be commented on with the expectation that the student will consider the comments when creating the final Business Plan. The student has the option to consider comments or suggestions, or ideas that are intended to improve the business planning, but is not obligated to accept and use these suggestions. Comments intended to improve the methodology used to write the Business Plan or to prepare sections in a prescribed manner stipulated by the Professor, are expected to be followed precisely in the Final Business Plan.

The final Business Plan will earn the only grade for this course. It will either “Pass,” or “Fail.”

Your Business Plan might be used by the school and/or the professor as an example to be shown to others.

***Disclaimer***

The grade received in this course is a reflection of the student’s effort in following the instructions provided during the course for preparing a Business Plan, and the demonstrated level of understanding of the subject matter. The grade does not reflect anyone’s opinion about the potential success of the business.

**Grade Calculation**

During class lectures covering each Business Plan module, the Professor will provide information about what the module is intended to accomplish and what is expected to appear within the write-up of the module. The Professor might decide to use a Business Plan Evaluation Tool created by the Professor for the purpose of providing comments and assigning points for the work evaluated.

The comments provided on the papers submitted and the points assigned in a Business Plan Evaluation Tool (if used) will give the student a clear understanding of where they stand throughout the term and will provide strong guidance for preparing the final Business Plan. The comments and points assigned have no bearing on the student’s final grade.

Only the final Business Plan will be evaluated for a final grade in this capstone program. The Business Plan Evaluation Tool does not cover every section of the Business Plan. If used, it is provided for information purposes only. It does not represent a final grade.

# This course utilizes the following grading scale:

Letter Definition

# P Pass the course

F Fail the course

**ATTENDANCE**

Students are expected to attend all classes. Per University policy, excused absences are only granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. In the case of religious observance or civic obligation, this should be reported no later than the first week of class. Recruiting activities, job interviews and incompatible travel plans, for example, are considered unexcused absences even if notification is given in advance. Unexcused absences from sessions will have a negative impact on your final grade. Students are responsible for assignments given during any absence.

Students will receive credit for attendance only when they arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class.

Points will be lost for each class session missed. Class standing for students who miss more than one class session will be subject to review. Entering a class “late” constitutes ½ of a class session missed.

**ACADEMIC INTEGRITY**

Students are expected to quote accurately and identify the origin of citations from others, as well as to acknowledge when ideas are dependent upon concepts developed from other sources. This process of attribution and referencing allows each individual to demonstrate how her or his understanding and ideas relate to an existing body of knowledge—and add to it. Proper attribution demonstrates the values of academic integrity, and systematic reflection and intellectual development. To do otherwise and not reveal sources constitutes plagiarism. **Plagiarism is a form of academic dishonesty.**

### **Students please review** [**NYU’s full academic integrity & plagiarism statement**](http://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/academic-integrity-for-students-at-nyu.html)**.**

### **Students please review** [**SPS Policies on Academic Integrity and** **the Academic Integrity Disciplinary Procedures**](http://www.scps.nyu.edu/academic-policies-and-procedures.html#Academic_Integrity_Disciplinary_Procedures)**.**

The Professor reserves the right to submit students’ work to services that rate papers for originality by comparing work handed in by students at this and other educational institutions. Work receiving a match score of 26% or greater will earn a zero with no negotiation whatsoever.

**FERPA & TURNITIN**  
Some assignments in this course may be checked for plagiarism using Turnitin.

Review the [Family Educational Rights and Privacy Act](http://www.scps.nyu.edu/academic-policies-and-procedures.html#Family_Educational_Rights_and_Privacy_Act__FERPA_) (FERPA).

**NYU CLASSES**

To learn more about NYU Classes, visit the [Training and Support website](https://wikis.nyu.edu/display/nyuclasses/), or browse the NYU ServiceLink website for support articles relating to [NYU Classes](http://www.nyu.edu/servicelink/service/NYU+Classes), including information about the [Meetings tool (BigBlueButton)](http://www.nyu.edu/servicelink/keyword/bigbluebutton).

**Get Acquainted with NYU SPS Tools**

* [Introduction to NYU Classes](https://wikis.nyu.edu/display/nyuclasses/Student+Quick-Start)

For online classes:

* [Accessing BigBlueButton](http://youtu.be/Oug49Uk7vtA)
* [BigBlueButton Tutorial](http://www.youtube.com/watch?v=LS2lttmPi6A)

**STUDENTS WITH DISABILITIES**

If you are a student with a disability who is requesting accommodations, please contact New York University's Moses Center for Students with Disabilities at 212-998-4980 or mosescsd@nyu.edu. You must be registered with the Moses Center to receive accommodations. Additional information can be found at [www.nyu.edu/csd](http://www.nyu.edu/csd). The Moses Center is located at 726 Broadway on the 2nd floor.

**INTERNATIONAL STUDENT SUPPORT**

If you are an international student and need additional support, please visit the [International Student Support Center](http://www.scps.nyu.edu/student-affairs/student-life/international/international-student-support-center.html) website.

**TECHNICAL SUPPORT**

Email: [AskITS@nyu.edu](mailto:AskITS@nyu.edu)

Contact Forum: https://www.nyu.edu/its/askits/contactus

Phone (24/7): 212-998-3333

**Course Organization**

General:

Subject matter lectures, course pack materials and the textbooks will be used to illustrate principles and stimulate thinking. Students will gain insight and understanding about how to plan for, develop and operate a student-selected business by performing module-specific research, in combination with the application of analytical methods presented during lectures and in the course pack. Students are required to attend class consistently – more than one absence during the course might jeopardize the student’s standing. Students are expected to meet course milestones for completing all course assignments and preparing research for each Business Plan module. Students are expected to participate in class discussions.

**IMPORTANT: It is critical that you check your announcements and assignments on a regular basis. These supersede the syllabus.**

**Course Communication Strategy:**

Students will be given every opportunity to exchange ideas and express concerns with the Professor as well as with classmates. Communication will be achieved as follows:

* **E-mail** – Students will receive individual and broadcast email (all class participants) from the Professor. Students will also have the same communication capability.
* **P**LEASE INCLUDE THE FOLLOWING IN THE SUBJECT OF EMAIL YOU SEND TO ME:

**“Innovation and Entrepreneurship”**

**General Policies and Class Etiquette:**

All class policies are at the discretion of the Professor. Any unforeseen incidences, circumstances, or situations will be objectively reviewed. Students may make an appointment to discuss any issues relative to the course or its policies. Email is the preferred means of communicating outside of class**.** Individual meetings will be arranged as necessary and mutually convenient.

**A. Class Participation:**

1. Class participation is a vital part of the learning process for this class. It will be used in determining a student’s final grade. Students are expected to be prepared to discuss the planned-for material as well as to participate in class activities as described in and inferred by this document.

B. **Assignments**

Written assignments must be submitted by the due dates indicated in the Sessions grid below. Assignments submitted after the due date will not be graded.

Students must be prepared to present their paper for each module on-time – there can be NO EXCEPTIONS to this requirement. Our schedule is too tight to allow for any leeway. Assignments presented after the deadline will experience significant point loss.

C. **Other General Policies include**:

1. Assignments will be eligible for full credit if turned in when due. The ***ONLY*** exception may include a change in the due date by the Professor. Assignments will only be accepted IN THE FORMAT SPECIFIED IN THE CLASS SESSION INFORMATION PROVIDED IN THIS SYLLABUS AND/OR ANY ADDENDUM AS MAY BE PROVIDED BY THE PROFESSOR. Assignments must be submitted in accordance with the schedule provided by the Professor. ***NO LATE ASSIGNMENTS OR MAKE-UPS WILL BE ACCEPTED OR OFFERED.***

2. Requests for re-grading of assignments must be made in writing (email is acceptable) directly to the Professor within one week after they are returned to the students. Specific written explanations about what is being requested for re-grading must be made and must be accompanied by a written justification of the original answer (not a repeat of the original answer submitted). Any requests for specific re-grades will provide the Professor with the opportunity to re-grade the entire assignment at his discretion.

3. Students are expected to uphold New York University’s guidelines on Academic Integrity at all times. Plagiarism, cheating, and/or dishonesty relative to one’s academic work is neither permitted nor tolerated. Any violations will be reported to the Department Chair’s Office and such reports become part of the student’s permanent record. Students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned.

The Business Plan submitted for this course is expected to include the following:

**Written Business Plan Modules**

Situation Analysis

Mission Statement

Industry Analysis

Competitor Analysis

Critical Success Factors Matrix

Company Background

MACRO SWOT

Segmentation and Positioning

Segmentation

Positioning

Challenges, Goals and Objectives

MICRO SWOT

Marketing Mix

Product

Place

Promotion

Facilities Plan

Facility

Equipment

Supplies/ Supply Chain

Systems and Procedures

Standards/ Quality Control

Production Scheduling

Timelines/ Milestones

Operational Plan

Human Resources

Organization Planning/ Chart

Processes Planning

Price

Measurement and Analysis

Methodology

Breakeven Analysis

Lifetime Value

Marketing Ratios

Marketing Plan P&L

Campaign Cash Flow

RFM Analysis

Marketing Plan Budget and Calendar

Calendar/ Timeline

Detailed Promotion Budget

Establishing Benchmarks

Tracking and Analysis Plan

Financial Plan

Start-up Sources of Funds

36-Month Pro-Forma Cash Flow

Three-Year Pro-Forma Profit and Loss Statements

Three-Year Pro-Forma Balance Sheets

Business Ratios

Exit Strategy

Executive Summary and Plan Presentation

Executive Summary

Plan Presentation

Elevator Pitch

**Session Details**

**Before this course begins Student is expected to read the following:**

The End of Competitive Advantage, 978142272810, Rita Gunther McGrath, Harvard Business Review Press

Bygrave Chapters: 1, 2

Hiebing Chapters: 1, 2

Bygrave:

Chapter 1: The Power of Entrepreneurship

Chapter 2: The Entrepreneurial Process

Hiebing:

Chapter 1: What You'll Need to Know - Part 1

Chapter 2: What You'll Need to Know - Part 2

**Session 1 Thursday, 9/3**

**Before this class read:**

Bygrave Chapters: 3

Hiebing Chapters: 3, 4

**Course Pack Materials:**

MissionStatement.doc

Industry.doc

View section examples

**Lecture Part 1: Opportunity Recognition**

**Lecture Part 2:** Mission Statement

**Presentation:** Gould – MissionStatement.pptx

**Lecture Part 3:** Industry Analysis

**Presentation:** Industry Analysis.ppt

**Tools:** STEP Analysis, Porter’s Five Forces

**Write a Mission Statement** for your business.

**Define your business’s Core Competency.**

**Find the NAICS** code for the Industry your business will be part of. **Prepare a thorough Industry Analysis.**

**Session 2 Tuesday, 9/8**

**Before this Class read:**

Davila Chapters: 1, 2

**Class Discussion:** Innovation

Topic 1: Defining Innovation

Topic 2: Seven Rules of Innovation

Topic 3: Leveraging Innovation

Each student is expected to present one example of how innovation has been used by companies in the industry in which their business will participate. Include a brief description of what was done and why it was innovative. Explain what type of innovation was employed.

**Essay 1** assignment due by midnight **Sunday**. **Write a paper describing** how has innovation been employed by businesses in your industry? Answer the following questions:

1. What has been done that was innovative?

2. What made it innovative?

3. How did the businesses initiate and implement their innovative tactics.

4. How did this impact their business?

5. How did this impact the industry?

**Support your responses** with facts and properly cited references from credible authorities.

**Session 3 Thursday, 9/10**

**Before this Class read:**

Bygrave: Chapters 4, 7

**Course Pack Materials:**

Competitors.doc

View section examples

**Class Discussion**

Topic 1: Business Model and Strategy

Topic 2: Business Planning Process

**Lecture Part 1:** Competitor Analysis

**Presentation:** CompetitorAnalysis.pptx

**Prepare a thorough Competitor Analysis** including all relevant Direct, Indirect and Substitute competitors.

**No Class Tuesday, 9/15**

**Session 4 Thursday, 9/17**

**Course Pack Materials:**

CriticalSuccessFactorsMatrix.xls

View section examples

**Lecture Part 1:** Critical Success Factors Matrix

**Presentation:** Gould – Competitor Profile Matrix.ppt

**Tools:** Critical Success Factors Matrix.xls

**Presentation about your business:**

Make a presentation (maximum 10 minutes) about your business. This will be verbal and can include simple PowerPoint slides. It will include information about the business you will be in; your Mission Statement; Key information you learned about your Industry; who your key competitors are and important information you learned about them. This will be good for practicing your presentation skills. It will help form your thoughts about your business at this early stage. It will be interesting to compare this to the presentation you will make at the end of this course when your business plan is complete.

**Write a statement** defining how you will decide which competitors are successful. **Use this statement to select the competitors** you will analyze in your Critical Success Factors Matrix. **Prepare a comprehensive Critical Success Factors Matrix** including every successful competitor.

**No class Tuesday, 9/22**

**Session 5 Thursday, 9/24**

**Before this Class read:**

Davilla: Chapters 3, 4, 5

Bygrave: Chapters 15

**Lecture Part 1**: Social Entrepreneurship

PowerPoint Presentation: Social Entrepreneurship

**Class Discussion**

Topic 1: Designing Innovation Strategies

Topic 2: Structure a Company for Innovation

Topic 3: Designing the Process of Innovation

**Essay 2** assignment midnight Sunday. **Prepare a preliminary statement describing if, how, and to what degree you will incorporate innovation into your business planning.** Support your statement with information about businesses in your industry; provide a strong rationale for what you say; include references from credible authorities.

**Session 6 Tuesday, 9/29**

**Before this Class read:**

Bygrave: Chapters 6, 12

**Course Pack Materials:**

Company and Management Background

View section examples

**Class Discussion**

Topic 1: Building a Team

Topic 2: Legal and Tax Issues

**Guest Lecturer: Elena Volkova, Esq. – Business Start-up**

**Lecture Part 1:**

Company and Management Background

Presentation: CompanyBackground.pptx

**Prepare a thorough Company and Management Background write-up**

**Prepare and submit in advance questions you want answered** about the next session’s topics.

**Session 7 Thursday, 10/1**

**Before this class read:**

Bygrave: Chapters 13

**Guest Lecturer: Laurie Marshall, Esq. – Intellectual Property, Trademarks, more.**

**Guest Lecturer: Eric Greenbaum, Esq. – Patent Attorney**

Topic 1: Intellectual Property

Topic 2: Insurance Issues for Businesses

**Session 8 Tuesday, 10/6**

**Before this Class read:**

Bygrave: Chapters 5

Hiebing: Chapters 7, 8, 9

**Course Pack Materials:**

SWOT Analysis.doc

View section examples

**Guest Lecturer: Martin Ender, CPA – Business Start-up**

**Class Discussion**

Topic 1:Entrepreneurial Marketing

**Lecture Part 1:** Macro SWOT Analysis

**Presentation:** SWOT Analysis.ppt

**Lecture Part 2:** Macro Marketing Challenges, Goals and Objectives

**Presentation:** Gould – Marketing Challenges.ppt

**Prepare a Macro SWOT Analysis.**

**Define Macro Marketing Challenges** for Start-up and projected Macro Marketing Challenges for Year 2 and Year 3.

**Session 9 Thursday, 10/8**

**Before this class read:**

Hiebing: Chapters 5, 6

**Course Pack Materials:**

Market Segmentation.doc

Positioning.doc

View section examples

**Lecture Part 1:** Market Segmentation

**Presentation:** Market Segmentation.ppt

**Lecture Part 2:** Marketing to Business Customers

**Presentation:** Gould – Marketing to Business Customers.ppt

**Lecture Part 3:** Positioning

**Presentation:** Gould – Positioning.ppt

**Discussion:** Micro SWOT Analysis

**(**refer to SWOT Analysis in a previous session**)**

**Define Macro segments** by perception. Provide a rationale for each. Support your decisions with information from credible authorities.. **Define Micro Segment Profiles** for each Macro Segment Give each Micro Segment a working name. **Write a Position Statement** for each Micro Segment. **Create a Micro SWOT Analysis for each Micro Segment**. **Write a set of Micro Challenges** for each Micro Segment.

**No class Tuesday, 10/13**

**No class Thursday, 10/15**

**Session 10 Tuesday, 10/20**

**Before this class read:**

Davila: Chapters 6, 7, 8, 9

**Class Discussion**

Topic 1: Measuring Innovation

Topic 2: Incentives to Support Innovation

Topic 3: Learning Innovation

Topic 4: Planning for Innovation

**Essay 3** assignment due midnight **Sunday**. **Write a plan** for how you will integrate innovation into your planning process, **or if you will not incorporate Innovation planning into your business, write a thorough explanation** detailing why. Be sure to support your work with properly cited references from credible authorities.

**Session 11 Thursday, 10/22**

**Before this class read:**

Hiebing: Chapters 12

**Course Pack Materials:**

View section examples

**Lecture Part 1:** Product

**Presentation:** Product.ppt

**Make decisions about each element of Product and prepare a thorough document** supporting each decision with your rationale. Be sure to include every element of Product. If something is not relevant, list it and include your rationale for why it is not relevant.

**Session 12 Tuesday, 10/27**

**Before this class read:**

Hiebing: Chapters 14

**Course Pack Materials:**

View section examples

**Lecture Part 1-** Place Part 1:

Distribution Channels

**Presentation: Place.pptx**

**Write a thorough description of each channel system** you will use. Include explanations of what you expect from each channel member. **Address the channel system issues** discussed during class and provide an explanation showing how you will manage each of them. **Include a visual** incorporating all your channel systems.

**Session 13 Thursday, 10/29**

**Before this class read:**

Hiebing: Chapters 20

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Place Part 2:

Topic 1: Logistics

Topic 2: Customer Service

**Presentation: Fulfillment.pptx**

**Write a thorough description of the logistics** you will employ to manage the transactions and relationships with your suspects, prospects and customers**. Include process diagrams and other visuals** where appropriate. **Define your Customer Service policies** including all appropriate issues you expect to address while doing business. **Identify resources you will use** within and/or outside your company. **Include relevant process flow charts and step-by-step procedures.**

**Session 14 Tuesday, 11/3**

**Before this class read:**

Hiebing: Chapters 15, 16, 17, 18, 19, 21

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Promotion Part 1

**Presentation:** Promotion: Tools and Methods

Topic 1: Managing Marketing Risk

Topic 2: Evaluating Print Media

Topic 3: Media Planning

Consider the Market Segments you defined and begin planning which media forms you will use to communicate with each segment. **Begin to organize a segment-by-segment plan for Promotion.** No written assignment will be submitted for this session.

**Session 15 Thursday, 11/5**

**Lecture Part 1 - Promotion Part 2**

**Presentation:** Promotion Tools and Methods

Topic 1: Marketing Lists and Databases

Topic 2: Online and Social Media

**Get costs and specifications for each Promotion Tool** you intend to use. Organize these into a spreadsheet using the templates provided. Begin to consider the number of exposures you will need from each form of Promotion to be able to achieve the goals set in your challenges for each market segment. No written assignment will be submitted for this session.

**Session 16 Tuesday, 11/10**

**Course Pack Materials:**

RFM Spreadsheets

View section examples

**Lecture Part 1 -** Promotion Part 3

Topic 1: Creating a Promotional Campaign Plan

**Lecture Part 2 -** Customer Retention Plan: RFM Modeling

**Presentation:** Example of RFM Analysis

**Prepare a Promotional Plan by quarter** for the first year in business.

**Essay 4**: Assignment due midnight, Sunday. **Prepare a RFM Model** using the transactional data provided for this purpose. Use the “previous” campaign spreadsheet to analyze the results of your RFM Model providing decisions about marketing to the resulting customer segments during the “next” campaign.

**Session 17 Thursday, 11/12**

**Before this class read**

Textbook Chapters: Chapters to Read

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Operations Plan - Setting up the Business

**Presentation:** OperationsPlanPart1.ppt

**Tools:** Operations Planning Examples and Worksheets Set

**Prepare a complete set of Process Flow Charts for your business** – from Supply Chain through fulfilling orders. Include a description of each process.

**Session 18 Tuesday, 11/17**

**Before this class read**

Textbook Chapters: Chapters to Read

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Operations Plan - People

**Presentation:** OperationsPlanPart2.ppt

**Tools 1:** Organization Chart Templates

**Tools 2:** Sample Job Descriptions

**Tools 3:** Sample Job Qualifications

**Tools 4:** Sample How People Get Paid.

**Create Organization Chart for start-up, end of Year 1 and end of Year 2.** Give each position to be filled a working name. **Write a job description** detailing what the person filling the job will do. **Write a separate job qualifications expectation** for each job description. Include information about how each person will be paid and how much they will be paid. **Create a calendar for the first year** showing when each position is expected to be filled.

**Session 19 Thursday, 11/19**

**Before this class read**

Hiebing: Chapters 13

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Price

**Presentation:** Price.pptx

**Discussion:** Deals and Deal Sheets

**Tools 1:** Sample Deal Sheet

**Create a Pricing Plan** for your product(s) or service(s) including the prices you will charge. Be sure to include pricing for any channel system members you will deal with. Include promotional discounts you intend to use. If you will use indirect channel systems, **write a Deal Sheet for each promotion** you will offer to channel system members during the first year. The Deals should appear in your Promotion Calendar. Be sure to set expectations for each Deal and include these in your Marketing Budget.

**Session 20 Tuesday, 11/24**

**Before this class read**

Hiebing: Chapters 22

**Course Pack Materials:**

View section examples

**Lecture Part 1 -** Metrics

**Presentation:** MarketingMetrics.pptx

**Lecture Part 2**

Topic 1-Marketing Plan Budget

Topic 2: Marketing Calendar

**Presentation:** MarketingBudgetAndCalendar.pptx

**Create calculations for each ratio and Metrics tool presented** during class. Use appropriate spreadsheets where required. **Prepare a Marketing Plan Budget and a Marketing Plan Calendar.**

**Innovation Essay:**The New York Times article "Welcome to the Failure Age" found in the Innovation folder on admincrm.com serves as the final document we will use to establish understanding of the role Innovation plays in a business. You are asked to prepare an essay which will include your final Innovation plan you will incorporate into your business. There is no restriction to length. You need to prepare a plan that will serve your business well. This document WILL be reviewed - but WILL NOT be returned with comments. Due midnight Sunday.

**Session 21 Tuesday, 12/1**

**Before this class read**

Bygrave: Chapters 8, 9, 10, 11

**Course Pack Materials:**

Financial Plan Template

View section examples

**Lecture Part 1 -** Financial Plan

**Presentation:** Financial Plan Template

**Guest Lecturer(s)** – To be announced

Topic 1: Financial Plan Template

Topic 2: Accounting Issues in Setting Up a Business

Topic 3: About Investors

**Lecture Part 1 -** Exit Strategies

**Presentation:** Exit Strategies

Prepare Financial Statements for Year 1, Year 2 and Year 3 using the template provided.

**Essay 5**: Assignment due midnight **Sunday**. Consider different Exit Strategies appropriate for investors in your business. Explain the benefits of each and select your preference. Provide your rationale describing why you think this is the best Exist Strategy.

**Session 22 Thursday, 12/3**

**Before this class read**

Bygrave: Chapters 14

**Course Pack Materials:**

View section examples

**Class Discussion**

Topic 1: Entrepreneurial Growth

**Lecture Part 2** - Executive Summary

**Lecture Part 3** - Presenting the Business

**Presentation:** Presenting the Business

**Tools 1**: Business Presentation Examples

**Tools 2:** Elevator Pitch Examples

**Prepare an Executive Summary** of your Business Plan as a written document following the guidelines provided during class. **Create a PowerPoint presentation** to showcase your Executive Summary.

**Prepare an Elevator Pitch** for your business.

**Session 23 Tuesday, 12/8**

**Tools Required:**

Business Plan Critique Form

(to be provided by professor)

**Practice Presenting Business Plan and Peer Evaluation**

**Student Presentations of Business Plans**

**Presentation Round #1**

Each student will be allowed 10 minutes to present the PowerPoint presentation of the Executive Summary of their Business Plan. This will be followed by 10 minutes for Q&A.

Classmates will be given 10 minutes to complete a Business Plan Critique Form evaluating each presentation. The forms will be sent to the professor via email. Each student will then discuss their review with the presenter.

**Essay 6:** Assignment due midnight **Sunday**. Write a formal request to have your Business Plan reviewed by investors. You need to show investors how your Business is a strong opportunity. How much money are you asking for? What are you offering in return?

**Session 24 Thursday, 12/10**

**Tools Required:**

Business Plan Critique Form

(to be provided by professor)

**Practice Presenting Business Plan and Peer Evaluation**

**Student Presentations of Business Plans – Presentation Round #2**

This class session will be conducted in the same manner as the previous class session**.**

**Final Business Plan Due by Midnight Sunday, 12/13– Via Email AND Posted to class website**