

Course Outline 2017
COMENT 708: BUSINESS ANALYSIS FOR RESEARCH
COMMERCIALISATION (30 POINTS)

Quarters 2 & 3 (1174 & 1176)

Course Prescription

The course develops a multi-disciplinary set of competencies for research commercialisation, entrepreneurship and technology ventures. It draws upon core concepts, models and knowledge from the disciplines of Accounting/Finance, Marketing, IP and Commercial Law. Emphasis will also be placed on linkages between the disciplinary concepts and methods and how they are applied in specific situations.

Goals of the Course

The main goal of the course is to enable students to identify issues, risks and opportunities that arise in the research commercialisation process. Students will be introduced to analytical approaches, methods and tools for carrying out business analysis for research commercialisation from the disciplines of Accounting and Finance, Marketing, IP and Commercial Law. While gaining knowledge about tools and methods from each discipline, students will develop the understanding of how to combine and apply these skill sets for business analysis in the different stages of research commercialisation following pathways such as venture formation, licensing and partnering.

Learning Outcomes

By the end of the course it is expected that students will be able to:

1. Identify and describe core tools of analysis and concepts from the disciplines of Accounting/Finance, Marketing, IP and Commercial Law with relevance for research commercialisation;
2. Demonstrate how to apply particular tools of analysis and concepts to research commercialisation according to a particular stage of research commercialisation;
3. Identify and evaluate correlations, linkages and mutual implications between disciplinary tools of analysis and develop an understanding of how to integrate different disciplinary tools and concepts to assess research commercialisation opportunities; and
4. Effectively communicate issues related to business analysis in both oral and written forms to core stakeholders in the research commercialisation process.

Teaching and Learning

Compulsory 1 hour “backbone” sessions will be conducted after most Friday sessions (from 6-7pm). Each backbone session will cover topics and issues of more practical relevance in relation to the research commercialization process. Speakers for each backbone session will be announced at a later point.

The class will meet for 20 x 3 hour lecture sessions. At the end of the course the class will meet for a written exam and for an oral exam. Class time will be used for a combination of lectures and applied discussions of case studies and examples. In addition to attending classes, students should be prepared to spend additional eight to ten hours per week on activities related to this course. These activities include carrying out the required readings and preparing for class tests and the assessments.

Through our class time together, you will refine your conceptual understanding of the material in the readings and be provided with opportunities to demonstrate your application of the ideas and tools.

Content Outline

The course is divided into 5 stages:

- I. **Foundation topics.** Theoretical introduction of each discipline, core concepts and definitions.
- II. **Early stage commercialisation.** Students will become familiar with the most critical aspects and obstacles of this stage where high levels of uncertainty generally occur.
- III. **Development.** At this stage, progress in a few areas of the research commercialization process takes place and uncertainty levels begin to phase out.
- IV. **Pre-market introduction.** Students will become familiar with the key issues that arise prior to product launch.
- V. **Post market introduction/growth.** Students will examine issues concerning survival in marketplace and key steps for sustainable growth.

The timetable is set out at the bottom of this document.

Assessment

Assessment consists of six pieces of course work, including an oral presentation.

Assessment Task	Weight	Due Date	Learning Outcomes Assessed
1. In-Class Test	15%	20 May at 12pm	1
2. Individual Report	30%	27 June at 9am	1,2,4
3. Group Presentation (10%) and Group Report (30%) - with Peer Moderation	40%	Presentation: 26 August Report: 27 August at 12pm	1,2,3,4
4. Oral Individual Exam	15%	4 and 5 September	1,2,3,4

1. In-Class Test

This is an individual task. It is worth **15%** of your final grade.

You will be required to answer a set of short questions, problem questions or multi-choice questions.

The test will be sat on **Saturday 20 May at 12pm**. You should allocate at least 2 hours for the test.

2. Individual Reports

This is an individual assignment worth **30%** of your final marks. It is comprised of three components that address issues involved in the early stage of commercialising a new idea from each discipline covered in the course.

The report is due on **Tuesday 27 June at 9am**. Details will be provided in class.

3. Group Report and Group Presentation

This is a group assignment comprising **40%** of your final marks.

The first component is a group presentation on **Saturday 26 August** (10%). The second component is a group report to be submitted by **Sunday 27 August at 12pm** (30%).

Further details about the group assignment will be provided before the semester break. You should note that your marks for the group assignment will be influenced by a peer assessment component.

4. Oral Individual Examination

This is worth **15%** of your final marks.

The focus of the oral assessment is a reflection on the principles/tools/practices learned in the course. Details will be provided before the semester break. The draft dates for the oral examinations are **Monday 4 September and Tuesday 5 September**.

Teaching Staff

Course Co-ordinator and Accounting and Finance

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Additional Learning Resources

IP and Commercial Law:

For further references to intellectual property aspects the course we recommend Ian Finch (ed.), *James & Wells Intellectual Property Law in New Zealand* (2nd ed, Brookers, Wellington, 2012).

For further reference to other legal aspects covered in the course we recommend Jeremy Hubbard "Principles of Law for New Zealand Business Students" (4th ed, Pearson, Auckland, 2010).

Accounting and Finance:

For further references to aspects of finance and accounting you could reference:

Financial Statement Analysis and Security Valuation (Int'l Ed) Paperback by Stephen H. Penman

However, this text provides more detailed information than we will cover in class.

Other reputable introductory accounting and finance textbooks also cover many of the key concepts we will discuss in class.

You may also review "*Fuel for your Business*" published by the NZ Venture Capital Association. Copies of this resource should be available on short-loan at Kate Edgar.

Marketing:

These readings, from various sessions of the course, will be very useful for the early stages of the programme:

de Swaan Arons, M., van den Driest, F., and Weed, K. (2014), The Ultimate Marketing Machine, *Harvard Business Review*, July-August, 54-63.

Matzler, K., Bailom, F., von den Eichen, S., and Kohler, T. (2013). Business Model Innovation: Coffee Triumphs For Nespresso, *Journal of Business Strategy*, 34(2), 30-37.

Day, G. (2007). Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio, *Harvard Business Review*, December, 110-120.

Jarvenpaa, S. and Lang, K.R. (2005). Managing the Paradoxes of Mobile Technology, *Information Systems Management*, Fall, 7-23. (This is a classic article on the topic, quite interesting, and represents an issue not well covered in mainstream marketing literature)

Teaching Schedule

Stage	Week	Date	Time	Room	Subject	Main topics
Foundation	W1	7 Apr	3-7	223	A & F	Introduction to the course Finance and Accounting <ul style="list-style-type: none"> • Introduction to key Accounting and Finance Concepts • Financial markets • Venture life-cycle Purpose and structure of financial statements
Foundation	W1	8 Apr	9-12	223	IP & Com. Law	What is Law and Intellectual Property (IP)? (Nick)
Foundation	W2	21 April	3-7	223	Marketing	What is Marketing? Foundation concepts and principles <ul style="list-style-type: none"> • Definition and Evolution • Macro orientation • Value creation
Early stage	W2	22 April	9-12	223	IP & Com. Law	IP Identification, Creation and Ownership (Nick)
Early stage	W3	5 May	3-7	223	A&F	Financial Models and Analysis <ul style="list-style-type: none"> • Financial Statements • Free cash flows and working capital • Break-even analysis • Cost/volume profit analysis • Financial Statement Analysis
Early stage	W3	6 May	9-12	223	Marketing	Early Stage Market Opportunity Identification, Exploration and Screening (I) <ul style="list-style-type: none"> • Marketing and the New Product Development opportunities and issues • Preparing for your Market Validation process: Structuring the problem at hand • Criteria for prioritization of opportunities
Early stage	W4	19 May	3-7	223	IP & Com. Law	Protecting Ideas At Early Stage (Alan)
Early stage	W4	20 May	9-12	223	Marketing & exam	Early Stage Market Opportunity Identification, Exploration and Screening (II) <ul style="list-style-type: none"> • Examining, testing and validating market opportunities – Beginning with customers • The Market Validation process - The logic of Ready? Aim? Fire? • In class exam

Stage	Week	Date	Time	Room	Subject	Main topics
Development	W5	2 June	3-7	223	Marketing	In-Depth Market Study and Analysis (I) <ul style="list-style-type: none"> • Environment, industry and technology analysis and assessment • Customers, competitors and market analysis and assessment • Life cycles - analysis and assessments
Development	W5	3 June	9-12	223	A&F	Financial models and valuation: <ul style="list-style-type: none"> - Financial models - Valuation of new ventures - Tools of Finance: NPV, IRR, Payback
		27 June	9am		Assessment	Individual Report
Quarter Break						
Development	W6	30 June	3-7	223	IP & Com. Law	Using IP Law to Protect Innovation (Alan)
Development	W6	1 July	9-12	223	IP & Com. Law	Using IP to Protect The Distinct Identity of Innovation (Alan)
Development	W7	14 July	3-7	223	Marketing	In-Depth Market Study and Analysis (II) <ul style="list-style-type: none"> • Need /Solution opportunities - assessment and validation • Prioritization of value opportunities
Development	W7	15 July	9-12	223	A&F	Valuation of New Projects / Entities <ul style="list-style-type: none"> • Application of Finance Tools to evaluate and value new projects and entities • Relevant cash flows
Pre-market	W8	28 July	3-7	223	Marketing	Pre-Market Entry Analysis and Planning <ul style="list-style-type: none"> • Product/market life cycle option – assessment and selection • Go-to-market marketing programme assessments and selection
Pre-market	W8	29 July	9-12	223	A & F	Raising capital <ul style="list-style-type: none"> • Valuation gap • Funding instruments to close the valuation gap • Impact of funding rounds

Stage	Week	Date	Time	Room	Subject	Main topics
Pre-market	W9	11 August	3-7	223	IP & Com. Law	Using Contracts and Agreements to Exploit IP (Nick)
Post-market	W9	12 August	9-12	223	A&F	Cost of Capital <ul style="list-style-type: none">Required rates of return Post-market A&F <ul style="list-style-type: none">Debt and equity raisingExit considerationsCourse review
Post-market	W10	25 August	3-7	223	Marketing & I.P. Com. Law	Post-Market Entry and Planning (Marketing): 3-5 pm Managing IP Issues Post Market (Law): 5-7 pm (Nick)
Post-market	W10	26 August	9-12	223	Assessment	Group Presentations
		27 August	12pm			Group Project submission
Oral Examination (4-5 September)						