

Developing an Arts Venture Plan  
ARAD 4390. Spring 2012  
[tbowles@smu.edu](mailto:tbowles@smu.edu)

Professor: Trey Bowles  
M-W-F, 9:00-9:50 am, OFAC 1060  
768-7659, Office hours by appointment

### **Course Objectives and Overview:**

This course will help develop the skills and practical understanding on how to start a for-profit or non-profit arts-related venture. Starting with an idea and ending in the essentials of a business plan, this course will be your road map for how to build your dream business.

#### Course Evaluation:

Course project report	30%	Project Presentation	(2) 15%
Quizzes	20%	Exams (2)	20%
		Participation	15%

#### Grades:

A 93 and above	B+ 87-89	C+ 77-79	D+ 67-69	F Below 60
A- 90-92	B 83-86	C 73-76	D 63-66	
	B- 80-82	C- 70-72	D- 60-62	

### **Grading Process:**

This course will include three different types of methods for grading: Exams, Quizzes and Class Project/Presentation. First there will be 7 quizzes throughout the semester built around the textbook, in-class discussions, and case studies we will read. Each Exam will be worth 10% of your overall grade and you will be able to drop your bottom two quiz grades. Participation will be a key part of the grading process. Attending class, contributing to the discussions, asking questions, and providing outside research and discovery in the class will essential to the professors ability to analyze the understanding and growth of the student.

**Class Format:** Each course topic will be introduced by lecture and discussion and followed by a guest speaker, case analysis or quiz. Readings listed for each class date must be read before that class so they may be discussed.

### **Learning Objectives and Outcomes:**

By the end of this course, students should be able to:

- Determine the feasibility of an idea/concept and the value it would have as a stand alone business or non-profit organization
- Develop and write a full business plan and the elements that comprise each of its parts.
- Have developed key entrepreneurial skills necessary for functioning in the business world.
- Formulate a strategy that will help an arts organization further achievement of its mission

## Course Project:

The course project will be built around an exercise we do as a class early in the semester combined with the student coming up with his/her own arts-related business or non-profit idea. The course will teach the student how to estimate the feasibility of a given idea/concept and then develop a business model and plan around that concept. This will include examining the market opportunity and key elements necessary to determine how to place and position the product or service. The student will also be able determine a target market, develop a strategy for differentiation, go to market strategy, sales strategy, pricing, and promotional plan. The student will take their own idea from concept to fruition and develop a customized plan for their business/non-profit which will include a high level Income Statement and projections for the arts-related business' success. The project will be graded by how well and thoroughly it incorporates the course concepts and whether the recommendations are realistic and valuable. A project report (8-10-page limit, single-spaced, exclusive of exhibits) will be due on the date of the oral presentation (details will be provided on the first day of class), presentations will be made to professor and potential additional mentors, investors, local entrepreneurs or non-profit directors. You and your group members will turn in one copy of the fourth point below.

The project will be evaluated based on the following criteria and should be organized in the following sections:

- |    |  |                        |
|----|--|------------------------|
| 1. | <u>Executive Summary</u> (5-8 pages)   | 15 points              |
| 2. | <u>SWOT Analysis and Porters 5 Forces Analysis: &amp;Competitive Analysis</u>                      | 10 points              |
| 3. | <u>Marketing Plan</u>  | 10 points              |
| 4. | <u>Canvas</u> : Full portrayal of all necessary elements of the Business Model Generation Process. | 15 points<br>40 points |

## HONOR CODE

All work undertaken and submitted in this course is governed by the University's Honor Code. The instructor in this course believes that intellectual integrity and academic honesty are vital to the learning process at SMU. As a student you have the responsibility of knowing the regulations of the SMU Honor Code (found in the SMU Policies For Community Life), and the penalties for departing from it. This includes all areas of dishonesty including plagiarism, cheating on tests, use of the work of others (published or unpublished), and the observance and knowledge that others are cheating.

*Preparation for case discussions:* Do not use external sources, such as internet searches, to supplement the information presented in the case. Do not discuss the case with members of the class who are not in your group. Engaging in either behavior represents a violation of the honor code.

*Coursework recommendations:* Your name should be included on an assignment only if you contributed substantially to the completion of the assignment. Putting your name on an assignment that was completed entirely by your group members without your input, constitutes representing others' work as your own and is a violation of the honor code.

Disability Accommodation: Students who need academic accommodations for a disability must first contact Ms. Rebecca Marin, Coordinator, Services for Students with Disabilities (214-768-4557) to verify the disability and establish eligibility for accommodations. These students should then schedule an appointment with the professor to make appropriate arrangements. (See University Policy No. 2.4.)

Religious Observance: Religiously observant students who wish to be absent on holidays that require missing class should notify their professors in writing at the beginning of the semester, and should discuss with them, in advance, acceptable ways of making up any work missed because of the absence. (See University Policy No. 1.9.)

**Course Schedule\***

<b>Class</b>	<b>Topics/Assignments Due</b>	<b>Readings/Guests</b>
Jan. 18 WED	Introduction, Class Layout, and First Case Study/Story-Right Brain/Left Brain Test	
Jan 20.  Hmwk due:	Business 101: Refresher/-Financials Discuss Chapter 1- Canvas- Vocab Words  Read Chapter 1- Canvas	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Jan 23  Hmwk due:	Discuss Chapter 1-Part 2: Business Refresher, Vocab Words  Start to write down 5 different ideas that you might have for a business model/idea..  Get poster board and Post it Notes	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Jan 25  Hmwk due:	Chapter 1- Part 3/Go over Case Study  Read Case Study 1	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Jan 27  Hmwk due:	<b>Quiz</b> over Vocab Words/ Discuss Special Project (Group Project)  none	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Jan 30  Hmk	Presentation on Special Project Day 1  Prepare for Presentation	

due:		
Feb 1	Presentation on Special Project-Day 2	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	<i>Case Study 2</i>	
Feb 3	Apply Special Project to the Course	
Hmwk due:	What is a better business....	
Feb 6	Feasibility Analysis In-Class-Share your idea with the class	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Get your poster board and make your canvas	
Feb 8	For Profit or non-profit: Discussion	
Hmwk due:	Case Study: For Profit vs. Non-Profit	
Feb 10	Guest Speaker:	Guest Speaker: Legal Expert: Pros and Cons of legal entities, for-profit or non-profit
Hmwk due:	Read Chapter 2-Patterns and come prepared for your questions for Guest Speaker	
Feb 13	Discuss Different Business Models in Patterns: ch 2-Part 1	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Finish reading Chapter 2	
Feb 15	Patterns: Cont'd- Part 2/ Course Project-Developing a Business Plan Using Business Model Generation	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Case Study on Patterns in Chapter 2	
Feb 17	Patterns Part 3-Talk about Team Project	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game</u>

		Changers, and Challengers. New York: Wiley
Hmwk due:	Find teams and come prepared with your idea next class	
Feb 20	Discuss Chapter 3-Design-Part 1	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Read Chapter 3-Design/Turn in Project Business	
Feb 22	Discuss Chapter 3-Design Part 2 Guest Speaker	Mullins, John . (2010) <u>New Business Road Test: What Entrepreneurs and Executives should do before writing a business plan. Third Edition</u> . FT Prentice Hall
Hmwk due:	Come ready with questions for Guest speaker	Guest Speaker: Cameron Creative Director at Richards Group
Feb 24	Quiz/ Design- Part 3	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk Due:	Finish up reading Chapter 3	
Feb 27	Test Review	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	none	
Feb 29	TEST	
Hmwk due:		
Mar 2	Discuss Chapter 4-Strategy	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Read Chapter 4-Strategy	
Mar 5	Discuss Chapter 4-Strategy Part 2	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	CASE STUDY	

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Mar 7	Quiz	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	none	
Mar 9	Discuss Chapter 4 Part 3	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk Due:		
Mar 19	Review First Part of the Course and Begin Project	
Hmwk due:		
Mar 21	Discuss Chapter 5-Process-Part 1	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Read Chapter 5-Process	
Mar 23	Discuss Chapter 5-Process-Part 2	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Read chapter 5	
Mar 26	Quiz/Discuss Case Study	
Hmwk due:	Read Case Study	
Mar 28	Discuss Chapter 5- Part 3	Osterwalder, Alexander and Pigneur, Yves (2008) <u>Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers</u> . New York: Wiley
Hmwk due:	Finish reading chapter 5	
Mar 30	Overview of Pro-Forma	
Hmwk due:	Look over Financials handout	

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April 2	Discuss Favorite Case Study	
Hmwk due:	Determine favorite Case Study and Why? One pager and come ready to defend.	
April 4	Guest Speaker	Guest Speaker: Jason Illian (Rethink Books and Co-Chair Startup America: Texas Region)
Hmwk due:		
April 6	Discuss SWOT Analysis	SWOT Analysis Handout
Hmwk due:	Read SWOT Analysis Handout	
April 9	Discuss Michael Porter's 5 Competitive Forces	Mullins, John . (2010) <u>New Business Road Test: What Entrepreneurs and Executives should do before writing a business plan. Third Edition.</u> FT Prentice Hall
Hmwk due:	Read Porter's Five Forces Document	Michael Porters' 5 Forces Handout
April 11	Quiz: Working Class on Going through Poster Boards. How are the projects going	
Hmwk due:		
April 13	First Draft of Executive Summary Due/Walk through the rest of the process. Q&A	
Hmwk due:		
April 16	Importance of Financials 2: Getting Stuck?	
Hmwk due:		
April 18	Discuss Business Plan Case Study	
Hmwk due:	Read Case Study on Business Plan Generation	
April 20	<b>Test</b>	
	Turn in Business Plans	

April 23	Presentations on Business Plan
Hmwk due:	
April 25	Presentations on Business Plan
Hmwk due:	
April 27	Presentations on Business Plan
Hmwk due:	
April 30	Exam Review and Evals: Discuss Grades on Project
May 2- May 8	EXAMS

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**\*The syllabus is subject to change based on possible schedule changes of the guest speakers and additional readings they may suggest**

## **Readings:**

### **Required Texts:**

Osterwalder, Alexander and Pigneur, Yves (2008) Business Model Generation: A handbook for Visionaries, Game Changers, and Challengers. New York: Wiley

### **Optional Suggested Readings:**

Mullins, John . (2010) New Business Road Test: What Entrepreneurs and Executives should do before writing a business plan. Third Edition. FT Prentice Hall

Kawasaki, Guy. Art of the Start: The Time-Tested, Battle Hardened Guide for Anyone Starting Anything