Module Title: Introduction to Entrepreneurship (ENT)

Module Code: N1589

Candidate Number: 290056

Section A

Q1

Intellectual Property Rights (IPRs) are extremely valuable for startups and entrepreneurs because they can protect a new business's unique ideas and innovations that distinguish it from others in the market. The most common types of IPRs for entrepreneurs are patents, trademarks, copyrights, trade secrets, and industrial designs. For instance, trademarks can be very helpful for a startup developing a brand identity—their protection can be applied for company names, logos, and even product names. For instance, if a small coffee shop develops a memorable name and logo, trademarking them will be able to prevent other small shops in a region from duplicating their brand identity and confusing consumers.

But protecting intellectual property isn't necessarily easy for business owners. It can be expensive and very complicated for a new business owner to trademark or patent. Legal fees, forms, and delays can be intimimating, and it can be harder still to protect these rights. For instance, if a small tech company releases a new app and patents the app, but a large corporation releases an app very similar to theirs, the small company might not be able to financially withstand a court fight over the rights to their idea. On the plus side, strong IPR protection can increase the appeal of a startup to investors, assist in customer confidence-building, and provide the firm with a competitive advantage in the market. There are drawbacks, however. If IPRs become too powerful or too costly to obtain, they can restrict cooperation and even depress innovation if large firms use their resources to thwart new entry.

Q2

The appropriate order in selecting an entrepreneurial business target market and positioning strategy is market segmentation followed by targeting and ending with positioning. Initially, the entrepreneur separates the total market along unique variables like demographics, psychographics, or behavioral attributes to find clusters of prospective customers with similar needs. Secondly, from these segments, the entrepreneur assesses and identifies the most favorable and accessible one(s) as the target market based on segment size, growth rate, and fit with the venture's capability. Lastly, the firm creates a positioning strategy identifying how it wants the product or service to be thought of in the target customers' minds relative to the competition. For instance, take a new business that manufactures protein bars with plants as a main ingredient. An entrepreneur could segment the market into health-oriented consumers, sportspersons, andworking professionals. Following a survey of market size and competition levels, the new business selects health-centric millennials as the main target. Its positioning strategy focuses on highlighting the natural ingredients used in the bars, green packaging for sustainability, along with better taste compared to others, positioning the product as the healthiest option with sustainable ingredients compared to protein bars in the market. This order ensures resources concentrate where potential is at a maximum with a customer, with the value proposition of a product striking a strong chord within a customer's unique needs and value structure for a high possibility of market success.

Q3

Social enterprises are mission-driven organizations using business methods. Social enterprises can be critically evaluated on structure and impact. Most prevalent is the non-profit social enterprise, which reinvests all earnings towards fulfilling social objectives. Grameen Bank in Bangladesh is a non-profit providing microloans with a mission to empower the poor, especially women. For-profit social enterprises balance profitability with social impact; TOMS Shoes is an example where a pair of shoes is donated for every purchased pair. Hybrid social enterprises like Ben & Jerry combine classical business with social mission with a pursuit of profit along with desired societal impact. It comes with problems for each type. Non-profits lack financial sustainability and dependence on donations for funding. For-profits can be pressured to focus more on profit rather than mission at scale. Hybrids need to continuously trade off social impact for shareholder expectation at an individual moment in time. It largely hinges on the nature of the problem being tackled and available resources at hand. Social enterprises provide unique solutions for society's problems but need to manage intricate tradeoffs between mission and margin for effectiveness and rely on measurement of social impact towards an equilibrium with financial viability.

Q4

Schumpeterian tradition of entrepreneurship named after economist Joseph Schumpeter views entrepreneurs as agents of "creative destruction" who take the lead of providing momentum towards economic progress with innovation which destroys prevailing markets and business practices. Opportunity in this tradition is connected with innovation in new products, processes, markets, or organizing forms which fundamentally changes the prevailing order of things. Entrepreneurs thus do not respond to prevailing demand but seek out new opportunity with vision and courage to defy prevailing norms. A classic case is innovation of the personal computer with visionaries like Steve Jobs and Bill Gates who imagined things which others failed to imagine and redefined interaction between society and technology. Schumpeter argues these opportunities do not exist in the form of apparent gaps in the market but possibilities which necessitate a certain articulation of insight, courage, and resources for exploitation. This endeavor often involves integrating knowledge drawn from a plurality of sources with courage investing in new ideas whose viability yet needs to be established. Nonetheless, this perspective enables Schumpeterian entrepreneurship also to be disruptive with high-risk with high failure rates with incumbents resisting changes which have been imposed upon them. Eventually, the Schumpeterian entrepreneurial personality is more than a business owner but a transformative agent who propels industries with vigorous search and exploitation of areas others missed with resultant infusions of innovation and renewal in the economy.

Section B

Q5

a.

Execution intelligence” is the ability to take ideas and actually execute them. It's not necessarily about generating new ideas but actually performing the work involved in taking ideas and producing tangible products or services customers actually want. For Nadia and Liz, this is reflected in how they've gone out and brought new pieces of clothing out onto their Brighton and Hove market in reaction to what customers were asking for and got them out onto the market.

But execution intelligence is never the sole prerequisite for successful entrepreneurs. Another quality is doing things others don't—consider Sara Blakely observing a gap in the market for comfy shapewear and making that observation the foundation for Spanx. Resiliency is another quality because entrepreneurs encounter failure regularly, yet individuals like Elon Musk reflect the value of learning from failure with a bounceback ultimately yielding large success because he learned from failure at SpaceX with a series of failed rockets. Networking is still another essential quality—fostering relationships can provide a means of opening doors and gaining resources.

b.

All these characteristics reinforce each other in helping entrepreneurs prosper. Putting plans into execution contributes execution intelligence, and spotting prospects keeps an enterprise up-to-date and a step ahead of time. Survival allows entrepreneurs to endure times of turbulence, which no new venture can elude. Networking, ultimately, provides entrepreneurs with access to advice, funds, and partnerships which can be a game changer. In the wake of theories of entrepreneurship like Sarasvathy's effectuation, salient entrepreneurs improvise along the way using resources within reach and their strengths and connections.