

Entrepreneurship & Business Planning

ELS101-03 / Wednesday, 1:20 to 4:20PM / 574 Boston Ave, Rm 202 / Spring 2016



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Course Description

The Entrepreneurship and Business Planning (EBP) course covers the entrepreneurial process from conception to birth of the new venture. It looks at both process and people involved in assessing ideas, exploiting opportunities, gathering resources, and converting concepts into businesses. We will pay particular attention to the ways in which students can apply their different skill sets and abilities to enter and succeed in business. EBP seeks to help students think through the career path that makes the most sense for them given their particular backgrounds and aspirations in both an entrepreneurial or corporate environments.

A key aspect of the course is working in teams to write, and present, a business plan for a new (or dramatically expanded) venture.

Course Objectives and Teaching Methods

The aim of this course is to provide you with the tools and techniques to explore problems, find points of leverage, develop innovative and creative approaches and solutions, to develop and evolve strategies to deliver value and impact as well as how to get the idea off the ground.

The format will be a highly dynamic, experiential class room that is focused on providing both the confidence and competence to bring ideas to fruition. Regardless of whether you start your own venture, or pursue gainful employment elsewhere, the approaches you will learn will position you well to stand out for the right reasons.

The principal project for the semester is the development of a business plan for a new business. Each person will be asked to generate ideas for a new venture. These ideas will then be judged based on viability and student interest. Teams of approximately four / five students will be assigned randomly. Each team will then develop a business plan package consisting of a financial model, a “pitch deck,” a growth marketing and sales report, an executive summary and any other materials necessary to tell the story of your business.

Team Projects

Industry Analysis & Marketing Plan

This subsection of the business plan / pitch deck should reflect a draft of your team's industry assessment and plan to take your product to market.

Oral Presentation of Industry Analysis & Marketing Plan

Each team will present the industry and market plan to the class and professor for feedback.

Business Plan / Financial Model

The final business plan should be of a quality that will pass muster with a real venture capitalist or angel investor.

Pitch of the Business Plan

Presentation of the final business plan to the class, professor and entrepreneurs / investors.

Individual Projects

Problems and Solutions

Elevator Pitch

Entrepreneur Interview

Financial Model Project

Team Participation Evaluation Paper

Self-Evaluation Paper

Resources

Entrepreneurship, THIRD Edition, Bygrave, Zaacharakis

Student Evaluation

Item	Point Value
Class Participation	150
Problems & Solutions Paper	
a) Problem Generation	
b) Executive Summary	
Elevator Pitch	50
Entrepreneur Interview Paper	
Financial Model	150
Interim Business Plan	50
Growth Marketing & Sales Report	100
Team Business Plan:	
a) Presentation of Plan	100
b) Written Plan	100
Self-evaluation Paper	
Team Peer-evaluation Paper	
TOTAL	700

IMPORTANT NOTICE: All assignments are to be handed in (hard copy) at the beginning of class on the due date by 125PM according to JW's iphone! If the assignment is handed in after 125pm and before the end of class it will received a markdown of 25%. Any paper not handed in by the end of class will be considered late. A late paper will get a zero, but must be turned in.

1. CLASS PARTICIPATION

This will be based on the **quality** and quantity of a student's contribution to classroom discussion and projects. The key to success in class discussions is careful preparation of the activities that have been assigned. Class attendance is required. If you are unable to attend a class meeting, please let me know in advance. Whenever you miss a class discussion, your class participation grade will suffer, but the penalty will be ameliorated, if you hand me your preparation materials for the case, before it is discussed in class. **If you have difficulty speaking in class, please see me early in the semester.**

2. PROBLEMS AND SOLUTIONS

Research and evaluate 3 of the concepts generated from the initial brainstorm and work up 1 Executive Summary (XS). Your research should include data and sources and your XS should be clearly articulated.

3. ELEVATOR PITCH

The elevator pitch is a 30-second speech that summarizes who you are, what you do and why you'd be a perfect candidate or why someone should invest in you. You should be able to perform your elevator pitch at any time, from a party to a formal job interview.

This sounds simple, but condensing years of experience or pages of slides and financial documents into a simple high power 30-second statement is no easy task. Students will draft and present their elevator pitch in class.

4. ENTREPRENEUR INTERVIEW PAPER

A 1,000-word summary of an interview with an entrepreneur — this field research project should build on the concepts developed in this course. The paper should reflect what you learned in the interview — not just a record of the questions and answers that occurred during it. At the end, there should be a summary of what you learned from the entrepreneur you interviewed. **If you do not know an entrepreneur to interview, please let me know early enough for me to help locate one for you.**

5. FINANCIAL MODEL PROJECT

Developing and understanding a financial model is a cornerstone to starting, running, and understanding a business. Students will each develop a basic financial model (Budget, Profit & Loss Sheet, and Balance Sheet) for their business and generate a report that helps explain the model. The report should highlight what assumptions were made and outline the financial story of the business. The report should not just repeat the numbers and headings. Understanding the cash flow and financial basis for a business is critical. Students will be evaluated on their understanding of how the business runs (the

components that make up the model) and not on how the business performs. The output of this project should be used to help construct your Team Final Business Plan.

6. INTERIM BUSINESS PLAN

You are asked to develop the first draft pitch deck of the Business. This should reflect your research about the industry in which you are dealing (nature of industry, competitors, etc.) and a draft of how you intend to get your product/service to market. Be fairly specific as this is an important part of your business development.

7. TEAM FINAL BUSINESS PLAN

Then there is the final business plan. This will consist of the pitch presentation, the financial model, the pitch deck itself, the executive summary, and any other supplement materials necessary to tell the story of your business.

Although no specific weight is applied to any of the various components, there is a naturally progressive impact of each part. Criteria for evaluating the plan include feasibility of the product or service, completeness and viability of the business plan, and quality of the presentations. When writing the plan, you should envision that you are presenting to a group of investors who may be interested in contributing cash to your organization. The business plan grade will be weighted by the individual contribution. This means that one student's grade may differ from another's on the same team.

8. SELF-EVALUATION PAPER

Many past students have reported that early introspection has led to better decisions later. This one-page summary should be an analysis of your suitability to be an entrepreneur – why or why not. Use information learned from the class to frame your answer.

9. TEAM PEER-EVALUATION PAPER

Each student should write a one-page summary of who contributed what part of the team Business Plan. For example, "Joseph wrote the Executive Summary and the Marketing Plan; Anna wrote the Financial Page". If a member of your team contributed a great deal or not at all, I'd like to know that too.

Common Errors Often Encountered in Student Written Assignments

1. *Students repeat data* instead of using it to support arguments or point out facts in a piece of work.
2. This leads to another common error, *using your own opinion* when there are facts available or opinions available from customers or others within your market/field of endeavor.
3. *Overly eloquent language*. In business, you use terse, succinct sentences and a lot of bullet points. Your aim is to communicate the information as directly and succinctly as possible. Overly elaborate language exists in the English department and in work that is trying to hide a lack of real information.
5. *Not being decisive and forming conclusions*. If you've read the data or got the information, you should end with some conclusions. Even if you're wrong, what's important is the process of analysis that you went through to get there.
6. *Excessive grammatical mistakes*. Poor spelling and bad grammar can get you marked down.
7. *Not answering all the questions/parts asked in the homework assignment*. Sometimes there are two or more questions under one. Answer ALL parts of the questions or you will be marked down. If you don't understand an assignment, ask, and if even then you don't understand the assignment ask again!

Class Schedule

Date	Topics	Preparation & Assignments
Week 01	Class Overview & Identifying Opportunities <ol style="list-style-type: none"> 1. Review Syllabus/ Assignments 2. Student introductions 3. Identifying opportunities 4. Evaluating opportunities (start) 5. Customer Need 	Assignment: <ol style="list-style-type: none"> 1. Text: Ch. 2, The Entrepreneurial Process and Ch. 3, pp. 86 – 106 2. Research and evaluate 3 concepts generated from the initial brainstorm, team brainstorm or on your own.
Week 02	Evaluating Opportunities <ol style="list-style-type: none"> 1. Evaluating opportunities 2. Is your idea an opportunity? 3. Team Formation 4. Strategy vs Goals 5. Executive Summary 	Prepare: <ol style="list-style-type: none"> 1. Be prepared to discuss the problems you evaluated. Assignment: <ol style="list-style-type: none"> 1. Select one of your 3 concepts and write-up an executive summary. Bring a hard copy to class. 2. Text: Ch. 4, Chp. 5, pp. 165 - 178
Week 03	Business Model & Value Propositions <ol style="list-style-type: none"> 1. Marketing, Branding and Value 2. Revising your Business Plan 3. Team Time (review XS's and prepare for presentation & discussion). 4. Revenue vs. Expense 5. Elevator Pitch 	Prepare: <ol style="list-style-type: none"> 1. Be prepared to discuss the strategy you will use to drive your business. Assignment: <ol style="list-style-type: none"> 1. Develop an elevator pitch for yourself. Each team member should develop a unique pitch that incorporates who they are and why that matters. Be prepared to present the pitch in class. 2. Text: Ch. 7. 3. Tufts Research Review: Identify research that is taking place at Tufts and evaluate it / position it for commercial success. 4.
Week 04	The Team, the equity, and the Business Plan <ol style="list-style-type: none"> 1. Elevator Pitch Presentations 2. Defining the Team, equity and compensation structure of a new venture. 3. Valuation 4. The Business Plan 5. Intro to Venture Sketches. 	Prepare: <ol style="list-style-type: none"> 1. Elevator Pitch Assignment: <ol style="list-style-type: none"> 1. Text: Ch. 8. 2. Work with your team to start developing your interim business plan

3. Entrepreneur Interview: 1000 words outlining the interview, what was discussed, what you asked, what lessons you took away from the process, and how it applies to your venture.

Week 05	Financial Model & Statements <ol style="list-style-type: none"> 1. Capitalization Table 2. Budget 3. Revenue Projections 4. Profit & Loss 5. Balance Sheet 	Prepare: <ol style="list-style-type: none"> 1. Recall and refresh your Income vs. Expenses document developed during Week 3. Assignment: <ol style="list-style-type: none"> 1. Financial Model Project. Submit copies of both excel and ppt (or PDF) files via Trunk and bring a hard copy of both to class. 2. Text: Ch.9
Week 06	Financing Ventures <ol style="list-style-type: none"> 1. Angels, Venture Capitalists, Entrepreneurs, and Lawyers Panel Discussion. 2. Other types of financing 3. Term Sheets 	Prepare: <ol style="list-style-type: none"> 1. Questions for Panel Discussion Assignment: <ol style="list-style-type: none"> 1. Read: A "Rich-vs.-King" Approach to Term Sheet Negotiations. 2. Work with Team on Interim Business Plan
Week 07	TEAM MEETINGS WITH INSTRUCTOR BY APPOINTMENT	Prepare: Interim Business Plan Assignment: <ol style="list-style-type: none"> 1. Text Ch. 12. 2. Identify the liabilities and risks of your business outside of operational failures, ie, lawsuits, patent infringement, etc. Be prepared to discuss these during class.
Week 08	Legal and Tax Issues <ol style="list-style-type: none"> 1. Types of entities 2. Intellectual Property <ol style="list-style-type: none"> a. Patents b. Trade Secrets c. Trademarks d. Copyright 	Assignment: <ol style="list-style-type: none"> 1. Read "Why Innovation in Health Care is So Hard" HBR paper. 2. Work with your Team on your Business Plan.
Week 09	Building a Business <ol style="list-style-type: none"> 1. Sales, Marketing and Growth. 2. Managing the Regulatory Environment 3. Managing Business Development 	Assignment: <ol style="list-style-type: none"> 1. Text: pp. 135 – 143, pp. 173 – 178 2. As a team develop a 10 minutes presentation on your sales, growth

and marketing strategy.

Week 10

Sales Strategy & Scaling Your Venture

1. Team Presentations
2. Managing your pipeline
3. The cost of consumers
4. Sales metrics

Prepare:

1. 10 minute presentation on sales and growth strategy.

Assignment:

1. Draft your final presentation.

Week 11

Tuning Your Pitch

1. Delivering the message
2. Dealing with nerves

Assignment:

1. Business Plan due at start of Week 12 Class.
2. Self-evaluation paper

Week 12

Putting It All Together

1. Networks
2. CV / Resume
3. The Journey

Prepare:

1. Submit 1 Hard Copy of your Team Business plan (due at the start of class).
2. Turn in self-evaluations.

Assignment:

1. Finalize Pitch Deck and prepare for the final presentation.
2. Peer-evaluation paper

Week 13

**FINAL PRESENTATIONS OF
TEAM BUSINESS PLANS**

Each presentation will be 15 minutes with 10 minutes of Q & A session from a panel of Judges/Investors/Entrepreneurs: TBD

Prepare:

1. Prepare your final presentation

Due by class:

1. Turn in peer-evaluations.
2. **PLEASE BRING PRESENTATION ON USB DRIVE IN A FORMAT THAT HAS BEEN TESTED ON A MAC.**