Course Syllabus
Summer Term 2024

TU Berlin
Chair of Entrepreneurship & Innovation Management
Course number: 7352 L 11 – Module numbers: 70256, 70057
Initiator: Prof. Dr. rer. oec. habil. Hans Georg Gemünden
Head of Chair: Prof. Dr. Jan Kratzer
Course-Coordination: Aamruth Shankar, MSc Charleen von Kolpinski, Dr. Karina Cagarman
Office: Anne Bamberg

Version gt3.0, 06th of April 2024

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Time & Place

The course will take place

Thursday (check timeline here or on [ISIS](#))
09:30 – max. 18:00
In presence (offline), without online streaming
Room EINS or H 3006 (check [ISIS](#) for details)

Some sessions may take place **only online** via Zoom. For details **check the time table & the respective announcements.**

<div style="border: 2px solid red;">

<u>IMPORTANT NOTE</u>
IT IS ILLEGAL AND THEREFORE YOU ARE <u>NOT ALLOWED TO RECORD</u> ANY OF OUR LIVE VIDEO SESSIONS WITHOUT OUR CONSENT.

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ATTENDING FIRST FIVE WEEKS OF BLOCK LECTURE IS MANDATORY!
WE STRONGLY RECOMMEND YOU ATTEND EVERY LECTURE!
IT MAY BE HARD TO HANDLE THE CONTENT WITHOUT THE
BASIC UNDERSTANDING PROVIDED IN THE LECTURES.

Communication Channels

ISIS

ISIS is the most "static" but very **important course site.** Here you find:

- **Announcements!**
  (always important and binding)
- **Course Syllabus** document with "all" details you need.
- **Uploads & Deadlines & Polls**
- **Teaching material & all other documents**
- **Semester timetable**

ACCESS: ISIS / course name: **Venture Campus SS24** (short: VC SS24)

ZOOM

Some lectures may take place live via Zoom.
So, you will have to be "present" to follow the class
- **You are by law not allowed to record our lectures.**

E-Mail

For more formal communication & documents please use
aamruth.shankar@tu-berlin.de

Course Description

The module VENTURE CAMPUS is a business plan seminar, aimed at (ONLY) master's degree students of (in principle) all disciplines. The course awards alternatively 12 ECTS or 9 ECTS. It provides introductions to the most important elements of business planning including e.g. business model development, marketing, finance, legal aspects as well as pitching skills. No prior knowledge in business or economics is required. The course has a strong focus on ecologically and socially sustainable business ideas and models.

The students will present and discuss their initial business ideas and will then form teams to work on developing a viable business concept. Expert inputs as well as team mentoring by staff of the chair as well as external experts will facilitate the process of business planning. Finally, all teams hand in a written business plan document, present their plan in a final panel presentation that, besides class-mates, usually includes an audience of investors and/or experts from the start-up scene.

The seminar takes place throughout an entire semester as a block lecture and general weekly status alignment and takes place every semester.

The main target group of Venture Campus are students of TU Berlin who have a strong interest in getting to know how to develop a viable business concept, how to write a business plan and how to sell their concept to a panel of potential investors. Please keep in mind: The vast majority of slots is reserved for students to who this class is compulsory. Only if there happen to be remaining places, we will consider additional students, prioritizing students who are enrolled at TU Berlin.

Formal Requirements (9 vs. 12 ECTS)

The completion of the Venture Campus seminar can award either 9 ECTS or 12 ECTS, depending on the requirements of your program. As a guideline:

- **IMES students:** **12 ECTS**
- **EIT Digital students:** **9 ECTS** (only!)
- Other students: 12 ECTS

The formal requirements between 9 and 12 ECTS differ – see below!
For the detailed requirements of each deliverable, please refer to the respective chapter in this syllabus.

For 9 ECTS (EIT Digital/ICT Innovation Master only):

Deliver the following <u>group assignments</u>:
- business plan document 2/3
- presentation of business concept 1/3

Each assignment is awarded 100 Points and subsequently weighted accordingly. Final Points are converted into a grade according to the examination regulations of the TU Berlin Faculty VII.

For 12 ECTS (e.g. "IMES" Master, and others):

Deliver the following <u>group assignments</u>:
- business plan document 1/2
- presentation of business concept 1/4

Deliver the following <u>Learning Reflection</u>
- Learning Reflection(Prototype) & Sustainability Impact 1/4

Grading Table

Each assignment is awarded 100 Points and subsequently weighted accordingly. Final Points are converted into a grade according to the examination regulations of the TU Berlin Faculty VII:

Points:	>= 0	>=50	>= 54	>= 59	>= 63	>= 67	>= 72	>= 76	>= 80	>= 85	>= 90
Grade:	5,0	4,0	3,7	3,3	3,0	2,7	2,3	2,0	1,7	1,3	1,0

Exam Registration

In order to receive your ECTS for Venture Campus, you need to officially register for the exam at the exam registration office. **Deadline: 26ᵗʰ April 2024!**

Register via Moses

- Log in to your Moses account moseskonto.tu-berlin.de
- Go to "Modultransfersystem" MTS (tab at top)
- Look to Module exams -> register (menu on the left)
- Search the current course; Summer term and course ID 70256
- Register for exam

If you need help we suggest asking your fellow students first who are familiar with the system.

Timeline

ISIS Announcements and information always takes precedence over the information in this Syllabus, esp. regarding the timetable.

Day	TIME		TOPICS
	From	**To**	
15.04.24	10:00	12:00	Introduction & Organization 1(Zoom)
18.04.24	9:30	10:00	Organization 2
	10:00	11:00	Problem & Impact
	11:00	11:30	BREAK
	11:30	13:00	Problem Understanding
	13:00	14:00	BREAK
	14:00	15:30	Observation Phase
	15:30	16:00	BREAK
	16:00	17:30	Customer Analysis
21.04.24			**BUSINESS IDEA SELECTION**
22.04.24			**FIRST ITERATION: TEAM FORMATION**
25.04.24	9:30	11:00	Chem Venture + How to build a team
	11:00	11:30	BREAK
	11:30	13:00	Startup Funds
	13:00	14:00	BREAK
	14:00	15:30	Operations & Legal Structure
	15:30	16:00	BREAK
	16:00	17:30	Problem Overview
25.04.24			**BOWLING/Social Event**
02.05.24	9:30	11:00	Finance
	11:00	11:30	BREAK
	11:30	13:00	Finance
	13:00	14:00	BREAK
	14:00	15:30	IPR
	15:30	16:00	BREAK
	16:00	17:30	Pitch Deck and Guest Pitches
8.5.2024	9:30	11:00	Market Research
	11:00	11:30	BREAK
	11:30	13:00	Market Sizing & Marketing
	13:00	14:00	BREAK
	14:00	15:30	AI
	15:30	16:00	BREAK
	16:00	17:30	Sustainable entrepreneurship & Guest Pitches
09.05.2024			**HOLIDAY**
12.5.2024			**BUSINESS IDEA ABSTRACT SUBMISSION**
14.05.2024			**MENTOR ASSIGNMENT**

16/05/2024	**9:30**	**17:00**	**GREEN TECH CONFERENCE**
17/05/2024	**9:30**	**16:00**	**GREEN TECH CONFERENCE**
17/05/2024		**Volley Ball/Social Event**	
23.05.24	9:30	11:00	Ideation Phase
	11:00	11:15	BREAK
	11:15	13:15	SDG Impact
	13:15	14:15	BREAK
	14:00	15:30	Business Model
	15:30	16:00	BREAK
	16:00	17:30	Sustainable Business Model
30/05/2024		Mentor Call	
6.6.2024		**MID TERM PITCH PRESENTATION**	
13/06/2024		Mentor Call	
14/06/2024		**INCUBATOR Bootcamp WEEKEND**	
15/06/2024			
16/06/2024			
25/06/2024		**PEER BP REVIEW SUBMISSION**	
27/06/2024		Mentor Call	
2.7.2024		**PEER BUSINESS PLAN REVIEW**	
4.7.2024		Biweekly Status Call	
11.7.2024		Mentor Call	
11.7.2024		**PEER PITCH REVIEW**	
18/07/2024		**FINAL PITCH PRESENTATION**	
25/07/2024		**FINAL PRODUCT DOCUMENT SUBMISSION**	
31/07/2024		**FINAL BUSINESS PLAN SUBMISSION**	

Business Idea Selection & Team Formation

Some of the current industrial problems, would be presented and students could also present their own idea. Students with business ideas will have 2min to present during the kickoff day/first class on **18.04.2024.**

After all the presentations, students will have time till **21.04.24** to select the top five priority idea they would like to work. Based on the selection an interdisciplinary team will be formed and informed to students.

Mentoring Program

After the delivery of the first abstracts of your team's business idea, each team will be assigned an individual mentor **(ca. in week 4)**. We will try to find the best match between the teams' business ideas and their mentors' domain of expertise. Mentors are typically members of the Chair of Entrepreneurship & Innovation Management, the Centre for Entrepreneurship, external experts from the Berlin start-up scene or research professionals.

To Do:
- You as a team contact your mentor as soon as you received her/his contact details from us.
- Schedule a first (online) appointment as a team with your mentor as soon as possible; <u>independent from how far your business idea has developed or not.</u>
- Agree (in that meeting) with your mentor on the mode and frequency of communication (see information below).

But please read on for more details:

Your mentor's role…

Your mentor will be available to you as a team to meet you in person (in most cases) and may help you by *for example*
- providing you with feedback on your work
- suggesting next steps
- challenging you with question from their "outsider" perspective
- providing a fresh view
- connecting you with relevant partners, experts or industry contacts
- making suggestions to improve your methods or (team)processes
- To some extent: moderate team conflicts

To avoid misunderstandings about the role of the mentorship:
<u>Your mentor is not responsible for your team success,</u> and your team success does not depend much on your mentor. The mentoring is one of many building blocks of your progress – a bonus to all other inputs you receive.

And:
In case of serious team problems, *please contact us course coordinators* ***rather sooner than later!*** *There is no shame in contacting us. We will help you find productive and harmonious ways to handle the situation. Mentors can help with tips regarding processes / team organization based on their experience, but for more fundamental team problems they are not the right addressees.*

Some mentoring guidelines

- Expect to "**meet" your mentor online 2-3 times** throughout the semester (e.g. video chat)

- The intensity of your mentoring will depend on your needs, your initiative and the availability of your mentor
- You will receive your mentor's contact details around the 4th week of the course (after the assessment of your first business abstract)
- **It is your responsibility to contact your mentor** very soon, to make a first appointment (your mentor is asked not to take the initiative for the first contact)
- Please discuss with your mentor the format of your collaboration (meetings, modes of communication, goals, frequency, other mutual expectations etc.)
- Keep your communication with your mentor streamlined and keep it a group conversation.
- Remember: our mentors are voluntary contributors to Venture Campus. They are looking forward to the exchange with you, but they also do not receive any reimbursement.

Assignments

In the following sub-chapters, we provide you with all the information you need to complete the deliverables that are due throughout the semester. They are listed in the order of their deadlines. **For the exact deadlines, please primarily check ISIS.**

All assignments also require a **digital upload on ISIS** with dedicated **file naming conventions** (see each chapter) that greatly improve our quality of life as your course coordinators.

Documents related to assignments

On ISIS you also find the following documents that you will need for the assignments. In the coming guidelines for each assignment we will refer to ISIS when you need one of them.

- **Business Plan Grading Checklist** (.pdf)
- **Financial Planning Spreadsheet Template** (.xlsx)

Learning Material

Additionally, you will find some learning material on ISIS:

- **Business Model Canvas template** (Osterwalder/Pigneur)
- **Business Model Canvas example**
- **Literature recommendations** (see also end of this document). Copies of the articles can be found in the library on the main building's 5th floor in our "Venture Campus Semesterapparat" (ask at the reception)
- **Lecture slides** (all or most). Incl. those by external guests. They will be listed under the respective session's week.
- **Many other tools and canvases...**

If there are any questions left (*after* reading all the instructions) or if you discover any inconsistencies, please contact us via **ISIS student question form**.
Also if you have feedback for us, e.g. how to communicate some things in a clearer manner, please let us know!

Business Idea Abstract

Please – as a team – upload on ISIS an abstract of your business idea (deadline: see ISIS).

Form
- 1-2 pages (maximum 2 pages of text)
- Include on Top (or on a cover page):
  - Current name/working title of your team/project
  - 2-sentence summary of your idea
  - Date & Semester
  - Of **every** team member:
    - First name, Last name
    - Email address (if the respective member agrees to providing it to the coordinators)
    - Matriculation number
- **Upload as PDF.**
- **File naming:** include team number, team name in the following format: "T02_GreatTeam_Abstract.pdf"

Style
- You are welcome to be creative
- Don't be shy making the document appealing to the readers' eyes. That way you will already be thinking about the "look & feel" of your business
- You're invited to use visuals
- **Remember: The main goal is to describe/depict your business idea in the way you think is most appropriate and that conveys your message the best.**
- This means: It is **both fine** to deliver a simple, merely informative document or an *additionally* nicely designed/branded document.
- **No need for marketing/sales talk! Be brief and specific!**

Content
- Customer/user need, the challenge or general "problem" that you identified
- very importantly: **the product/service/solution you intend to offer!**
- Current market situation & gap you have identified
- your unique selling proposition (USP); i.e. the part of your value proposition that differentiates you from competitors and competing solutions to the need you address
- Your intended target customer/user
- Any other information you deem relevant

Interim Pitch

Please upload your slide deck the night before the pitching session (info: see below).

Your interim pitches will *not* be graded. View this as a great opportunity to present your current status, practice your pitching style and argumentative flow, specify your business idea to an audience and to learn from each other.

Technical aspects

- Upload your team's pitch deck on ISIS.
  This serves back-up purposes only.
    - **Upload as PDF!**
    - **File naming:** include team number, team name in the following format: "T02_GreatTeam_InterimPitch.pdf"
    - In case your pitch includes videos, please provide the file through some filesharing to aamruth.shankar@tu-berlin.de

Process of the pitching session:

- **In presence** in the regular classroom (see time table)
    - you bring one laptop that is prepared with the your slides to share
    - We provide: **1 HDMI cable**
    - Please test your slides and tech beforehand (e.g. on some external monitor & sound system)
- **Presentation & prototype demo time per team: max. 5 min**
- **Q&A and feedback per team: max. 5 min**
- Please involve ALL team members in the presentation (and/or Q&A, if applicable).
- The order of pitches will be announced at the beginning of the session
- **After each pitch there will be 5 Minutes of Q&A** to the respective team. All members should be present and active. **We encourage everyone to ask questions to your classmates** and we might give some constructive feedback.
- The session will take ca. 3 hours (incl. break). Everyone should be there throughout. You can learn a lot from each other!

Content:

- **Focus:** Try to explain your **problem/solution** and **business model** with all its key elements ***without*** using the graphical layout of the business model canvas. Make sure to really show **what it is** that you want to bring to a market, and not only its functions or aspirations. Make it tangible and adopt a user-centric and audience-centric approach.
- Of course, we do not expect you to talk about aspects we haven't yet covered in our sessions! (e.g. detailed financials, IPR or the like)

- Address topics such as:
  - o **Problem/need and value proposition**
  - o **your solution/offer** (really: *what is it?*)
  - o Business model and revenue model (without canvas layout)
  - o Market & Competition (e.g. positioning)
  - o Team and your functional roles (if determined already. E.g. CEO, CFO, etc...)
  - o Demo current prototype of the product, if available.
- You're very welcome to use creative presentation styles and techniques. Especially in this online-semester (video) you may use any technical features that come with it; e.g. acting, special visual means, interacting with slides, etc. Take risks and have fun.
- **Ask for feedback.** We all are aware that these are intermediate results. Take it as a chance to pose questions to the audience and collect feedback and inspiration (both regarding your idea, and your pitching style). No need to pretend it's a finished process.

Some supplementary remarks: Focus on providing a **dense argumentative flow**. Do **not** spend unnecessary time on showing all your results from the many analyses you conducted and tools you used. Instead, focus on the **specific results and messages that are relevant** to how you set up your business:

<div align="center">

What are your key insights?
What do you deem relevant to your audience in order to
understand your business and business conditions?

</div>

Of course you can include in your pitch the tools and frameworks that we introduced throughout the lectures. Just make sure you're always aware of what message you wish to convey and to not overwhelm your listeners with too much/irrelevant information at a time. Apart from the bullet points above, we do not want to prescribe you exactly what elements/tool to employ, because: a) It depends on your individual business, your specific research and the conclusions you draw from them and your current status. And b) filtering your own knowledge about your own business to make for a strong case is a complex intellectual task combined with the hard work you have done up to this point; we want to leave that challenge to you, and also do not want to restrict you in finding your own way of composing a convincing case.

After each presentation you will receive brief overall feedback such as what went well, or which points might need improvement or further research.

We are looking forward to your presentations!

<div align="center">

TIP:
Check the guideline and grading criteria for the final presentation (a few chapters below) – you can use that as a point of reference and fulfill as much of it as you deem possible and desirable for your interim presentation.

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Business Plan Draft for Peer Review

Please – as a team – upload on ISIS a draft of your business plan (deadline: see ISIS). **Upload as PDF. File naming:** include team number, team name in the following format: "T02_GreatTeam_BPdraft.pdf"

The objective of your draft BP

Here you have a chance to receive feedback on the current version and state of your business plan **from your fellow students**. Each team will hand in a draft version of its business plan. That draft will (by the coordinators) be assigned to one team of fellow students who will then be asked to provide some feedback and ask questions in a feedback document (see next assignment/chapter). That way each team will receive feedback by exactly one other team. The feedback can then be used as input for further adjustments, research and depth of the business plan.

The course coordinators will not judge/evaluate your drafts; they have no impact on your final grade.

Content & Form

At this point you should be working roughly *towards* the final business plan. Please consult the section about the requirements and expectations of your final business plan (see below). It is then up to you how close you will be to that final product; e.g. it may be 60% or 80% of the way. Your draft should already follow roughly the structure of the final business plan in terms of the order of elements and which chapters will be included (tip: already include the headers, even if not filled with content yet). Of course, no one expects you to include topics that have not been addressed in class yet; e.g. typically financial tables will not be ready yet. **The more you can provide, the more valuable the feedback by your peers will be.**

Peer Review on Business Plan draft

Please – as a team – provide feedback on the business plan draft from another team that you received and **upload it on ISIS as PDF** (deadline: see ISIS or timetable above).

Objective

It is the aim of the peer review to produce written feedback for the team whose business plan draft has been assigned to you. Remember that you are reviewing a <u>draft</u> (i.e. work in progress), so please be kind and productive.

Form/Process

- Doesn't have to be more than 3 pages (but can, of course)
- Include on Top:
    - **Number and name of your team**
    - **Number and name of the team whose draft you reviewed**
    - **Date & Semester**
    - The structure is up to you. It can be helpful to follow the structure of the document you reviewed (e.g. incl. the respective section titles)
- **Upload as PDF.**
  File naming: include the team numbers, team name in the following format; "you" are "T02" in this example": "T02_GreatTeam_reviewfor_TeamXYZ.pdf"
- It is a team assignment. Make sure everyone contributes to the discussion/feedback.

Content of your feedback

- We ask you to focus on e.g. the following content-level elements:
    - The intended customer/user benefit
    - Target group
    - Differentiation from existing competition and competing solutions (incl. USP)
    - Market positioning
    - Business concept; esp. anticipated revenue streams
- Ask yourselves e.g. the following questions:
    - What do you like/appreciate while reading the other team's draft?
    - Which are areas for improvement?
    - What questions remain to you as an "external reader"? And which questions should the team ask itself?
- You may comment both on content and formal aspects!
- Use the business plan grading checklist (see ISIS) to help you focus

Final Business Plan

Please – as a team – upload on ISIS your final version of your business plan (deadline: see ISIS).

Requirements Business Plan Document

Form

- **Deliver <u>1 digital copy</u> (details below)**
- **Deadline respectively: see ISIS**
- **Max. 30 pages** for the main text body. Less is appreciated, too!
    - o including 1-2 pages Executive Summary, diagrams and pictures
    - o **excluding:** title page, table of contents (at beginning), detailed assumptions, references and financial tables, appendix, list of figures, list of abbreviations etc. (if used)
- **Text formatting:**
    - o Margins: all 2,5cm (inner, outer, top, bottom)
    - o Line spacing: 1,5 (this is crucial as it determines the length of your text body!)
    - o Alignment: justified
    - o Font style/size: Feel free to choose your own type, but make sure it is readable. The font's space consumption should be comparable to at least Arial 11pt
- **Digital copy:**
    - o **Upload your Business Plan document as PDF – via upload link on ISIS**
      File naming: include team number, team name in the following format: "T02_GreatTeam_BPfinal.pdf"
    - o **Upload your financial table BOTH** as **PDF** and **Excel** file!
      Make sure your financial PDFs are readable and usefully formatted
      File naming: include team number/name and version in the following format: "T02_GreatTeam_financials.pdf" and ".xlsx" respectively

      That means:

      In total 3 Files: 1 BP PDF file, 1 Financial Excel file, 1 Financial PDF file

Style

- Language style: "Informative business style". Some tips:
    - o objective, honest, economical, effective. no "sales-tone" needed. Convince with your content, not with overly flowery/grand marketing talk.
    - o Be concise. Every sentence/word should be important to your argument.
    - o use superlatives wisely
    - o one coherent style throughout the document (not just per team member)
    - o use business and industry vocabulary – make sure to introduce jargon to the non-expert reader. When using specialized abbreviations, make sure to

introduce them, and maybe spell them out a few times throughout the document, so non-expert readers can follow. You may add a list of abbreviations.

- o Help the reader with good visual formatting – e.g. highlighting key terms in **bold**, using line breaks, <u>meaningful</u> headers and figures effectively.
- o bullet points can be effective and efficient and capture readers' attention (but do not forget the text!)
- o **Tip:** One sentence should not be longer than three lines; one paragraph should contain at least two sentences

- Use visuals! N

- You are invited to design your BP in a **visually appealing way!** You may use an individual **corporate design/style.** While this will not be the most important element for grading, it will certainly make it easier to read and transport your message in a more convincing way.

Content

- **Check our extensive business plan checklist! (to be found on ISIS)**
  It will provide you with detailed information on what content must be covered, how it will be weighted. It may also serve as an orientation or template for the general structure and order of elements.
- **Also check and fill in the financial spreadsheet! To be found on ISIS.**
  How to approach and fill in the spreadsheet will have been covered in the sessions on *"Operational Finance"* and *"Basics in Taxation"*
- **Title Page must include:** (not necessarily in that order)
  - o Business name
  - o Team number
  - o Names of all team members & contact details of at least one
  - o Name of mentor
  - o Date and Semester
  - o Very simple, on-the-point 1-or-2-sentence description of your business idea (i.e. *not* your business mission, but the actual offering)
- Confidentiality disclaimer on separate page before table of contents
- **1 set of financial tables** (based on the Excel template we provided and discussed) that represents your **realistic financial projections;** i.e. neither overly optimistic nor overly pessimistic in your view. Please state any assumptions that you make for your financial simulation. For the digital copy send the financial table as separate files (check formatting above).
  - o Planning period: 3 years (and: show when your revenues/profits are taking off!)

- o Use the "Assumptions & Explanations" tab to state any assumptions, sources, reasoning and explanations that help the reader understand your calculations.
- o *Optional:* Add a revenue simulation in which you can calculate revenues based on assumptions and decisions regarding various parameters (e.g. price model, pick-up rate by customers, etc.)

Crucial for the best outcome is... that the business plan is coherent. You achieve this by reading each others' parts (within the team), checking if all information is presented in the right logical order and that all parts refer to the same idea of what exactly your business does. To do this, make sure to have all parts ready several days before the deadline so there is enough time left to make things consistent. **Be on the same page** (figuratively).
Problems we often encounter when teams have not make sure they all have the same idea: Often the value proposition in the "business idea" section is incomplete, and instead a lot of VP elements are presented throughout the rest of the plan. Sometimes we have received the most crucial information only when checking the financial template; a clear sign that team members worked in independent "silos" and lacked exchange. *Make sure you do it differently:* When everything is done, take all the outcomes and distribute them where they belong.

- **Appendix:**
  - o Is mandatory!
  - o Make sure to structure it clearly and make unambiguous in-text references
  - o Remember that all important messages and key facts belong in the body of the text! If a key-message or -argument is hidden in the appendix, it will *not* be counted. This means: please do not replace an important argument in the text by some kind of "see appendix" reference.
  - o "For further details: See appendix XY" or the like is fine; please specify exactly *where* in the appendix to look.
  - o Content of the appendix can be:
    - References *(mandatory!)*
    - Assumptions, if applicable (apart from those in financial planning)
    - Interviews and surveys (or summaries of their results)
    - more Mockups (e.g. screenshots, drawings, etc.)
    - Filled in **Business Model Canvas**; Osterwalder/Pigneur, or any other (state source!) *(mandatory)*
    - And anything else you wish to provide.
- Provide **full list of references** in your appendix right after the main text body. E.g. any statistical and other factual claims need to be backed up! Use one coherent citation style.

Grading Criteria ("Checklist") Business Plan

On ISIS you find the exact grading template that your reviewers will use to grade your business plan document.

Final Pitch

Please – as a team – upload your **pitch deck as a PDF on ISIS** prior to the presentations (deadline: see ISIS; details: see below).

This semester, pitches will take place <u>in presence.</u> Please upload your slide deck in ISIS (info: see below).

Your final pitch is your business pitch in front of your fellow students as well as a selection of external guests like e.g. team mentors, experts from the start-up scene and possibly investors/business angels.

This is also one of your exams! Of course, your attendance is compulsory.

Time & Place

**<u>OFFLINE, IN PRESENCE</u>
<u>Thursday, July 18th 13:00 – approx. 18:00</u>**

Guideline Final Pitch

Technical aspects

- Upload your team's pitch deck on ISIS.
  This serves grading and back-up purposes only.
    - o **Upload as PDF!**
    - o **File naming:** include team number, team name in the following format: "T02_GreatTeam_FinalPitch.pdf"
    - o In case your pitch includes videos and a video of functional prototype, please provide the file through some filesharing link to venturecampus@entrepreneurship.tu-berlin.de
- **In presence** in the regular classroom (see time table)
    - o you bring one laptop that is prepared with the your slides to share
    - o We provide: **1 HDMI cable** & **1 aux audio cable** (3,5mm mini jack)
    - o Please test your slides and tech beforehand (e.g. on some external monitor & sound system)

Process

- **Presentation Setup**   **max. 01 min**
- **Pitching & Prototype demo time per team:**   **max. 7 min**
    - o Business Pitch   max. 06 min
    - o Demo   max. 01 min

- **Q&A per team:**   max. 5 min
  = *time per team in total:*   *max. 12 min*
- There will be rigid time management. Please rehearse beforehand.
- Please **involve ALL team members** in the pitch and/or Q&A.
  Involving every member already in the pitch can make for a strong team-case. Please avoid one-/two-(wo)men-shows. At the latest by the end of the Q&A every member should have been involved. **Don't be fooled: We have seen amazing presentations with 7 team members all presenting!**
- The order of your teams' pitches will be announced at the beginning of the session.
- **Special agreements:** If for any important reason you need your team to present at or outside of a certain time (e.g. another exam), please let us know a few days in advance and we will try to accommodate it.

Content

Your pitch should cover the following topics and messages:

- **Intro:** (for example) a teaser Image plus a one-sentence pitch
- **The Problem** (current situation): brief and to the point.
- **Your Solution:** Start your offering, associated value proposition, add a bigger vision and complexity). Don't let the listeners wait for too long.
- **Introduce your Product** (an early prototype? A demo? A mock-up? A story-board?) or service. What does it mean from the users' point of view?
- **Business & Revenue Model:** how you intend to make money; who pays for what? Pricing.
- **Target Market** (size, trends, target customer, entry strategy) - Messages (for example): "The market is big/new - and growing" or "The market is an attractive niche"; "We know our customer"; "This is how we will enter the market"
- **Competition/challenges** – Messages (for example): "We are the first ones to do this" or "We are the first ones to answer the need X of our customers" and "This is how we differ from existing offerings"
- **Financial Projection:** your key financials – when to break even, become profitable, funding needs and sources (compare: call to action)
- **Your Team**: roles and competencies -> Why you are capable/competent – Message: "We are the right team to do this"
- **Prototype Demo:** Present the demo of the functional prototype that has been build as MVP. Best would be of a Live demo but a backup video recording of the functional prototype(Maximum 2 min) would be suggested.
- **Your chosen "Call to Action":** What do you want the audience to do: how much money, what contacts, skills, team members etc do you need; which investor types or support are you looking for?
- **Back-Up slides for your Q&A:** e.g., details on your Marketing campaign - "This is how we enter the market"; Market Research you conducted; your target customer profile; critical success factors e.g., legal aspects, licenses (if necessary); key financials for first 3 years: projected turnover, cost, break-even; Your 2-3 biggest groups of expenditure in % (e.g. material, staff, etc.); Milestones; more details on competitors; etc.

- Please remember a **title slide** and a **closing-slide**.

Grading Criteria Final Pitches

When grading your presentations, we will pay attention to the following elements – so we recommend you do, too. **At the core of our grading is the question: Did the team choose the right kind of information (content) and communicate it in a clear and appropriate way (Form & Style)?**

Form & Style

- Slide-Design
  - Consistency
  - Structure
  - Visually clear & appealing
  - Tidy & on the point
- Language
  - Clear voice and pace
  - Appropriate style and vocabulary
- Projection and performance
  - No extensive reading (notes are fine)
  - Addressing the audience
- Team:
  - Teamwork
  - Flow/"choreography" between speakers
  - Display of team coherence (e.g. deliberate dress code, zoom backgrounds? etc.)
  - Introduction/roles
- Prototypes, storyboards, mock-ups
- Adequate use of media
- Time-keeping
- Smooth process (e.g. in terms of technical preparedness)

Content

The content-level of your business model and plan will be evaluated based on the business plan document. In this pitch we will look at how you managed to *communicate* your business idea and model, i.e. what choices you made regarding what to present and how:
- Structure & „story line"
- Is the problem/need and the idea/solution clear?
- Is the business-/revenue-model clear?
- Relevance of information.
- Has market-expertise been shown?
- How are assumptions presented and "sold"?
- Is there a call to action?
- Are questions anticipated?

- Were backup-slides prepared? And used?
- Q&A:
  - How were questions handled? Were the responses adequate? And adequately communicated?
  - Were the responses productive?
  - Were responses to feedback too defensive?

Bonus: Creativity & Uniqueness

Sometimes business ideas or pitch topics lend themselves to particularly creative expression. While this is not mandatory, it may give you an edge.
- E.g. inventive way of demonstrating the need?
- Interesting (and useful) structure
- Special stylistic means? (e.g. good use of extensive story telling)
- Creative (and useful) use of media?

No need to be shy.

Learning Reflection

This section includes Two parts:

1. Report: The report contain three sections
- Developed Product prototype (MVP) Details:
  - Introduction
  - Product details including implemented user stories.
  - Limitation and future planned product scope
- Project Management:
  - Individual team member roles in developing Business Plan and Prototype/MVP
  - Issues faced during the project, steps taken to overcome it and things that the team could have done differently for better project management/product development.
- Comparison between Initial (Start of the project) Sustainability Impact Forecast vs Final Sustainability Impact Forecast (after 3 months of BP and Product development). Reason/s for the change in forecast and future scope of it(Example: The way to improve the forcast, especially the SDGs that are negative). *Refer to SDG Workshop Lecture.*

2. LinkedIn Post: Submission of minimum two post details of the Challenge/Problem the team is tackling in the Business Journey that will be posted on the Venture Campus LinkedIn Page.

* **Note:** Any images in the post are welcomed like the interview you conduct with the customer/stakeholder, your team & mentor or other images but please have the permission to be posed on the Venture Campus LinkedIn Page.

Form
- **Deliver <u>1 digital copy</u> (details below)**
- **Deadline respectively: see ISIS**
- **Max. 10 pages** for the main text body. Less is appreciated, too!
  - About 3 - 5 pages: Developed Product prototype (MVP) Details
  - About 1 - 3 pages: Project Management.
  - About 1 - 2 page: Initial and Final Sustainability Impact forecast learning
  - **excluding:** title page, table of contents (at beginning), detailed assumptions, and references, appendix, list of figures, list of abbreviations etc. (if used)
  - No programming code and should be like a user manual to understand the product and its features.
- **Text formatting:**
  - Margins: all 2,5cm (inner, outer, top, bottom)
  - Line spacing: 1,5 (this is crucial as it determines the length of your text body!)
  - Alignment: justified
  - Font style/size: Feel free to choose your own type, but make sure it is readable. The font's space consumption should be comparable to at least Arial 11pt
- **Digital copy:**
  - **Upload your Learning document as PDF – via upload link on ISIS**

> **File naming:** include team number, team name in the following format: "T02_GreatTeam_Learning.pdf"

That means:

In total 1 Files

Style

- Language style: "Informative business style". Some tips:
  - o objective, honest, economical, effective. no "sales-tone" needed. Convince with your content, not with overly flowery/grand marketing talk.
  - o Be concise. Every sentence/word should be important.
  - o use superlatives wisely
  - o one coherent style throughout the document (not just per team member)
  - o use business and industry vocabulary – make sure to introduce jargon to the non-expert reader. When using specialized abbreviations, make sure to introduce them, and maybe spell them out a few times throughout the document, so non-expert readers can follow. You may add a list of abbreviations.
  - o Help the reader with good visual formatting – e.g. highlighting key terms in **bold**, using line breaks, <u>meaningful</u> headers and figures effectively.
  - o bullet points can be effective and efficient and capture readers' attention (but do not forget the text!)
  - o **Tip:** One sentence should not be longer than three lines; one paragraph should contain at least two sentences

Literature Recommendations

Note: The better and more complete access to recommended literature can be found in our ISIS course; with direct access to articles, complying with all licensing regulations, and also structured by lecture.

Just in case you find some recommendations also here. This list is a collection of academic and business literature that can be helpful for the preparation of your business plan this semester and for your general understanding of what it means to "start-up"; partially including a focus on social and/or ecological sustainability.

Entrepreneurship & Business Models in general

No.	Author	Title	City/ publisher / year of publication
1	Abrams, Rhonda	*Successful business plan*	Palo Alto, Calif. / The Planning Shop 2014
2	Finch, Brian	*How to write a business plan*	London / Kogan Page 2013
3	Götting, Horst-Peter	*Gewerblicher Rechtsschutz*	München / Beck 2014
4	Haislip, Alexander	*Essentials of venture capital*	Hoboken, NJ / Wiley 2011
5	Kawasaki, Guy	*The art of the start*	New York / Portfolio 2004
6	Klett, Alexander R.	*Intellectual property law*	München / Beck / 2008 in Germany
7	Lodish, Leonard M.	*Marketing that works*	Upper Saddle River, N.J. / Wharton School Publ. 2007
8	Nesheim, John L.	*High tech start up*	New York, NY / The Free Press 2000
9	Pinson, Linda	*Anatomy of a business plan*	Tustin, CA / Out of Your Mind...and Into the Marketplace 2013
10	Osterwalder, Alexander, Pigneur, Yves	*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (This is an **e-book** available via PRIMO-portal with your TUBIT-account)	New Jersey / Wiley 2013
11	Sahlman, William A.	*How to write a Great Business Plan* (This is a **paper copy** in a separate folder in a shelf at DBWM.)	Harvard Business Review 1997
12	Ries, Eric	*Lean Startup*	Random House Audio 2011

| 13 | Read, Stuart; Sarasvathy, Saras; Dew, Nick; Wiltbank, Robert | *Effectual Entrepreneurship, 2nd edition* | Routledge 2016 |
| 14 | Porter, Michael E.; Kramer, Mark R. | *Creating Shared Value* | Harvard Business Review 2011 |

Entrepreneurship & Sustainability specifically

12	Beard, Alison; Hornik Richard	*It's Hard to Be Good. But it's worth it. Here are five companies whose success is built on responsible business practices.*	Harvard Business Review Nov, 2011, Vol.89(11), p.88(8)2011
13	Boons, Frank; Lüdecke Freund Florian	*Business models for sustainable innovation: state-of-the-art and steps towards a research agenda*	Journal of Cleaner Production 2012
14	Burkett, Ingrid	*Using the Business Model Canvas for social enterprise design*	Melbourne Business School 2013
15	Schaltegger, Stefan; Wagner, Marcus	*Sustainable Entrepreneurship and Sustainability Innovation: Categories and Interactions*	Business Strategy and the Environment 2011
16	Shepherd, Dean A.; Patzelt, Holger	*Entrepreneurship: Studying Entrepreneurial Action Linking "What Is to Be Sustained" with "What Is to Be Developed"*	Baylor University / ET&P 2011
17	Thompson, James D.; MacMillan, Ian C.	*Making Social Ventures Work*	Harvard Business Review 2009
18	Unruh, Gregory; Ettenson, Richard	*Growing Green: Three smart paths to developing sustainable products*	Harvard Business Review 2010
19	Yunus, Muhammad; Moingeon, Bertrand; Lehmann-Ortega, Laurence	*Building Social Business Models: Lessons from the Grameen Experience*	Elsevier 2010