



*Ljubljana Summer School*  
*“Take the Best from East & West”*  
*4 – 22 July 2022*

## **Business Plan Development/Lean Start-ups**

**Bachelor course (ECTS: 6)**

09.30 – 12.00

**KING Kimberly**

San Diego State University, United States

### **Course objectives and learning outcomes:**

This course focuses on the development of a business plan, designed to either start a new venture or take an existing venture into new markets. The course deals with the competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager.

Start-ups routinely generate ideas for new business opportunities. Few of them however, really evaluate the complexities associated with bringing a new idea into the market. Through the process of developing a business plan, you will have the chance to evaluate and deal with a wide range of issues entrepreneurs face while seeking to capitalize on market opportunities. This hands-on interactive course covers the techniques and methods for the generation of new venture ideas, assessment of these ideas to qualify them as viable opportunities, and development of an analytical framework for validating ideas. We are specifically focused on learning lean start up principles, how to identify scalable new venture ideas that fulfil a market need, state customer value propositions and add social and economic value. The course deals with the competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager. Upon completing this course, students should be able to:

- Identify potential market opportunities for an early stage technology
- Utilize screening and feasibility tools to effectively conduct a feasibility analysis to determine the worthiness of a potential new business idea
- Complete a business model canvas
- Utilize existing databases and other tools for conducting technology-based market research, market discovery, and customer development
- Prepare an analysis for an early stage technology thru a lean model canvas

### **Prerequisites for attending the course:**

None. Basic knowledge of finance is helpful.



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**Course syllabus/Daily topics:**

<b>PROGRAMME DAY</b>	<b>ACTIVITY/TOPIC/SESSION</b>
Monday, 4 July	<b>LSS Welcome session (no lectures)</b>
Tuesday, 5 July	Introductions (Professor and Students) Course Overview Class Goals and Teaching Philosophy Developing an Entrepreneurial Mind-set Ice Breaker Module 1- Recognizing Opportunities Small Group Exercise Individual idea kick-off (Brainstorm) Creativity and Techniques Break out session- work on ideas
Wednesday, 6 July	Trend spotting Business Plan overview for Start-ups Attractive opportunity criteria Opportunities Group Exercise Assessing a Deal Lean Start-ups/Customer Development Case: DropBox
Thursday, 7 July	Individual ideas Presentations 2 to 3 minutes Vote on favourite ideas (basis of group formation)
Friday, 8 July	Module 2 -Validating Market Domain Problem Solution Fit Class Exercise – Wallet exercise Market Sizing Customer Value Proposition Lab 1 Assignment (small group): <ul style="list-style-type: none"><li>– Market Size</li><li>– Type of Business</li><li>– Customer Segments</li></ul> Module 3 -Validating Industry Domain Competition Class Exercise – Business Assumptions exercise
Monday, 11 July	Module 4 – MVP/Prototyping and Marketing Strategies Business Model Canvas Business Models/Customers Marketing and Branding Disruption Strategy Business Plan template overview Case: Rent the Runway Working Lab 1 Assignment (small group): <ul style="list-style-type: none"><li>– Market Size</li></ul>



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	<ul style="list-style-type: none"> <li>– Type of Business</li> <li>– Customer Segments</li> </ul> Lab 1 Assignment Discussion
Tuesday, 12 July	Team Presentations – 5 to 10-minute Market Size Module 4- Prototyping/MVP Distribution Channels/Partnering Customer Relationships/Demand Creation Class exercise – Marshmallow experiment, Prototyping Lab 2 Assignment (small group) – Business Model Canvas Customer Discovery narratives in your journals (project diary) Testing of your business model Canvas Proposed experiments to test Class Exercise – Mock Interviews Lab 2 Assignment Discussion
Wednesday, 13 July	Module 5 - Management Team/Corporate Structure Self-assessment exercise Team exercise Incubators Continue Lab 2 Assignment (small group) – Business Model Canvas Customer Discovery narratives in your journals (project diary) Draft of your business model Canvas Proposed experiments to test Assignment Discussion
Thursday, 14 July	Case: Zipcar Art of the Pitch Class exercise - Storytelling Competition New Venture Finance and Financial Plans and Analysis Lab 3 Assignment (small group) Customer Interviews
Monday, 18 July	Module 6 - Financial and other Entrepreneurial Resources Financial Resources Venture Capital, Angel funding and Crowdfunding Continue Lab 3 Assignment (small group) Customer Interviews
Tuesday, 19 July	Movie Class Discussion
Wednesday, 20 July	No lectures (preparation for final examination)
Thursday, 21 July	Business Plan Presentations (1-8); Discussion and Critiques
Friday, 22 July	<b>Meeting hours with students &amp; LSS Farewell session</b>



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#### Six Modules:

##### Module 1: Recognizing Opportunities

Participants will learn how to identify and recognized a business opportunity. Starting with building their entrepreneur mind-set, participants will present their own idea or present a problem or opportunity from emerging trends and challenges.

##### Module 2: Validating Market Domain, Micro-Level and Macro-Level

Teams will be formed, and participants will begin on the micro-level evaluation and testing their Problem Solution fit, and Customer Value propositions and Product Market Fit using Mullins Opportunity framework and Lean Start-up/Customer Development principles. On the macro-level, the teams will use secondary and primary research to determine market sizing, market trends and attractive growth opportunity criteria.

##### Module 3: Validating Industry Domain, Micro-Level and Macro-level

This module will focus on scientific and systematic approaches to understanding and analysing an industry and testing the business model canvas, the industry value chain and how to differentiate from the competition.

##### Module 4: Minimal Viable Product/Prototyping Techniques and Marketing Strategies

In this module, teams will develop, refine and test a minimal viable product and determine the appropriate business model. Marketing concepts will then be applied to develop a go to market strategy and customer acquisition strategies to maximize value creation.

##### Module 5: Building and Validating Team

This module will focus on the specifics of building an entrepreneurial team and communications. This will include determining the right company entity as well as building the external team including advisors, mentors and service providers. Teams will perform a self-assessment, team exercises and exercises to establish connections with other stakeholders.

##### Module 6: Financial and other Entrepreneurial Resources

In this module, there will be discussions and exercise on types of funding including Institutional funding, Angel funding, Incubators, Crowdfunding and other entrepreneurial resources. Module will include resources for entrepreneurs and overcoming the myths of entrepreneurship.

#### Teaching methods:

The course will be taught through lectures, case studies discussions, guest speakers, and the field study project, students will be exposed to the skills and knowledge necessary to start or evaluate a new company.

This class requires a high level of involvement. Students are expected to attend and participate in all class meetings (unless pre-arranged with the instructor). Reading assignments and cases for analysis and discussions should be prepared in advance. This course will focus around one preliminary deliverable. For this assignment, students will work in group teams to develop a business plan. Presentations are scheduled for the classes.



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#### Course materials/List of readings:

##### Cases:

- Dropbox "It just Works"  
<http://hbr.org/product/dropbox-it-just-works/an/811065-PDF-ENG>
- Zipcar – refining the Business Model  
<http://hbr.org/product/zipcar-refining-the-business-model/an/803096-PDF-ENG>
- Rent the Runway  
<https://hbr.org/product/rent-the-runway-abridged/815055-PDF-ENG>

#### Examination methods and evaluation criteria (weighted categories):

Grades will be determined based on the following weighting distribution.

##### Business Plan:

- Business Model Canvas with Journal 20%
- Business Plan Presentation (Group) 20%
- Business Plan Presentation (Individual) 10%

Class Participation 20%

Business Idea Paper 10%

Case Questions Assignments 10%

Business Plan Critique 10%

#### Grading scale:

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	