

BUSINESS PLAN DEVELOPMENT/LEAN STARTUPS

Bachelor course (ECTS: 6)

Course leader:

KING Kimberly, San Diego State University, United States

Kimberly Davis King is a management lecturer at the Fowler College of Business and an entrepreneurship instructor for the ZIP LaunchPad and Lavin Program. A former venture capitalist, King is a partner at Launch Factory, a San Diego based venture studio. She is also the director of UCSD Rady School of Management StartR Accelerator program. She received a Bachelor of Science from Stanford University in industrial engineering, and she earned an MBA from Harvard Business School.

Aims of the course:

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.

Startups 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 startup 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

Course syllabus:

This course will cover key elements of the business plan development including customer and market assessments, analysis of customer development, and business model development. Through lectures, case studies, guest speakers, the team project, students will be exposed to the skills and knowledge necessary to evaluate the commercial viability of new technologies.

Prerequisites:

No prerequisites. Basic knowledge of finance is helpful.

Course content:

DATE	DAILY TOPIC/SESSION
Monday, 8 July	Introductions (Professor and Students) Course Overview Class Goals and Teaching Philosophy (1h)
Tuesday, 9 July	Developing an Entrepreneurial Mindset Ice Beaker Module 1- Recognizing Opportunities Small Group Exercise Individual idea kick-off (Brainstorm) Creativity and Techniques Break out session- work on ideas
Wednesday, 10 July	Trend spotting Business Plan overview for Startups Attractive opportunity criteria Opportunities Group Exercise Assessing a Deal Lean Startups/Customer Development Case: DropBox
Thursday, 11 July	Individual ideas Presentations 2 to 3 minutes Vote on favorite ideas (basis of group formation)
Friday, 12 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">- Market Size- Type of Business- Customer Segments Module 3 -Validating Industry Domain Competition Class Exercise – Business Assumptions exercise
Monday, 15 July	Module 4 – MVP/Prototyping and Marketing Strategies Business Model Canvas Business Models/Customers

	<p>Marketing and Branding Disruption Strategy Business Plan template overview Case: Rent the Runway Working Lab 1 Assignment (small group):</p> <ul style="list-style-type: none"> - Market Size - Type of Business - Customer Segments <p>Lab 1 Assignment Discussion</p>
Tuesday, 16 July	<p>Team Presentations – 5 to 10 minute Market Size Module 4- Prototyping/MVP Distribution Channels/Partnering/Revenue Model Customer Relationships/Demand Creation Class exercise - Revenue Models</p> <p>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</p>
Wednesday, 17 July	<p>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</p>
Thursday, 18 July	<p>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</p>
Friday, 19 July	No lectures (day off)
Monday, 22 July	<p>Module 6 - Financial and other Entrepreneurial Resources Financial Resources Venture Capital, Angel funding and Crowdfunding Continue Lab 3 Assignment (small group) Customer Interviews</p>
Tuesday, 23 July	<p>Movie Class Discussion</p>
Wednesday, 24 July	<p>Business Plan Presentations Discussion and Critiques</p>

Course materials / List of readings:

Cases: (will be provided on Canvas platform)

- Dropbox "It just Works"
 - 811065-PDF-ENG
- Zipcar – refining the Business Model
 - 803096-PDF-ENG
 - Rent the Runway
- 815055-PDF-ENG

Teaching and examination 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.

Evaluation method and grading scale:

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	