Entrepreneurial Execution and Planning, Management 845.301

Spring 1, 2013

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Teaching Assistant: Jill Doubek  email: jill.doubek@fuqua.duke.edu

Course Overview

The focus of this course is the successful creation and early execution of a new venture. The course concentrates on new enterprises based on substantial innovations with potential for high growth and funding by venture capitalists.

The course is based on readings, lectures and case discussion with the intent of allowing students to derive practical lessons from experience in actual ventures. Students in this course will have practical exposure to all the basic operational tools required to start up and operate a company.

The topics to be covered include:

- Value Proposition
- Opportunity Identification
- Company Startup Operations
- Technology Management
- Product Development
- Pitching a Deal
- Finance I (startup financing)
- Scale-up
- Finance II (operations)
- Customer Engagement
- Marketing Communications
- Building Shareholder Value

This course is a complement to the Entrepreneurial Strategy course.

Requirements:

Case/class topic write-ups (40%)

The course will require three brief analyses written up over the course of the term. These analyses may be either case analyses or focus on topics covered in class. The write-ups will be done individually.

Final project (40%)

The final project for this course will comprise the mock formation of a company by student teams based on scenarios provided by the instructor or they can be based on a project of the students’ choosing. This project will include at least:
- Summary business case and slide deck
- Team formation
- Stock and cash compensation
- Stock agreements
- Employee agreements
- Non-compete/IP agreements
- Consulting/services agreements
- Dilution model
- Initial execution plan

Please note that the assignment is not to create a business plan – the focus is on business formation and plan execution, assuming the plan is sound.

This assignment will be completed in teams of up to four students.

**In Class Participation (20%)**

Because every class will be based on a collective analysis of a case or reading, it is critical that you come to class prepared to participate actively in the discussion. The outline of the classes below should help you prepare for class. Learning for everyone in this class is enhanced through debate, different perspectives and new insights that come from you.

Keep in mind that your goal should be to contribute high *quality* comments, *not* high *quantity*. You detract from class discussion if you talk a lot and do not make a clear point. To contribute high quality comments, you must also listen carefully to the comments of your classmates. You should try to extend or qualify their comments while avoiding repeating them.

To keep class conversations interesting and widely distributed across students, priority will be given to those who have spoken less. Occasionally, students will be called on directly to contribute.

At the end of the class, you will be asked for feedback on the value to your learning experience of the contributions of your classmates.

**Course Grading:**

Grading will follow the Fuqua grade distribution for elective courses.
<table>
<thead>
<tr>
<th>Class #</th>
<th>Date</th>
<th>Topic</th>
<th>Topics Details</th>
<th>Pitch Documents (PDF Portfolio)</th>
<th>Reading1</th>
<th>Reading2</th>
<th>Reading3</th>
<th>Reading4</th>
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</thead>
<tbody>
<tr>
<td>Concept</td>
<td>Thursday, January 17, 2013</td>
<td>Value Proposition</td>
<td>- Company essentials (structure of course) - Technology lifecycle - Value inflection points - 1-page memo</td>
<td>2 pages Value Proposition JCable PPT, paper</td>
<td>PT005 TD World Article</td>
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<td>2</td>
<td>Tuesday, January 22, 2013</td>
<td>Opportunity Identification</td>
<td>- Opportunity ID process - Key elements of an opportunity</td>
<td>how vs select Key</td>
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<td>Seed</td>
<td>Thursday, January 24, 2013</td>
<td>Company Startup Operations</td>
<td>- Stock and cash compensation - Stock agreements - Employee agreements - Non-compete/IP agreements - NDA (mutual and one-way) - consulting agreement</td>
<td>Slide Deck (&quot;book&quot;)</td>
<td>agreement examples (PDF portfolio)</td>
<td>the legal forms of organization</td>
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<td>4</td>
<td>Thursday, January 31, 2013</td>
<td>Productization</td>
<td>- Transitioning from research to product - Pitfalls and challenges</td>
<td>Matrix Semi A Pilkington</td>
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<td>Growth</td>
<td>Monday, February 04, 2013</td>
<td>Pitching a Deal</td>
<td>- Presentation skills - Different kinds of presentations - Importance in early stage</td>
<td>Business concept plan Persuasive Presentations</td>
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<td>7</td>
<td>Thursday, February 07, 2013</td>
<td>Finance I (startup financing)</td>
<td>- Dilution model - Financing options - VC terms</td>
<td>Business concept plan</td>
<td>Deal Terms Valuation1 Valuation2 Note on pre &amp; post-money</td>
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<td>8</td>
<td>Monday, February 11, 2013</td>
<td>Scale-up</td>
<td>- Company transition - Operatinal plan - Strategy &amp; timing</td>
<td>Pilkington Matrix B</td>
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<td>Sustaining</td>
<td>Thursday, February 14, 2013</td>
<td>Finance II (operations)</td>
<td>- Operational plan - Linkage between finance and operations</td>
<td>Operational plan</td>
<td>Cronos</td>
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<td>10</td>
<td>Monday, February 18, 2013</td>
<td>Customer Engagement</td>
<td>- Early stage engagement - Importance of execution</td>
<td>Cronos</td>
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<td>11</td>
<td>Thursday, February 21, 2013</td>
<td>Marketing Communications</td>
<td>- Value creation through marketing - Guerrilla marketing</td>
<td>Cronos</td>
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<td>Exit</td>
<td>Monday, February 25, 2013</td>
<td>Building Shareholder Value</td>
<td>- IPO - M&amp;A</td>
<td>Cronos</td>
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