



Entrepreneurial Execution, Planning and Management 845.301

Spring 1, 2016

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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 classes 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.

To help you prepare for class you should create 3 PowerPoint slides on at least one reading or case for each class and be prepared to present your summary/analysis to your fellow students (3-5 minute presentation).

For discussions, 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.

Course Grading:

Grading will follow the Fuqua grade distribution for elective courses.

Readings¹

Readings will be available to students through the Fuqua School of Business. See also course details and schedule below.

#	Source	Title	Author
1	Trans. Mater. Res. 1 (2014) 016001	A Lab-to-Market Roadmap for Early-Stage Entrepreneurship	Jesko A. von Windheim
2	HBR Article	Customer Value Propositions in Business Markets	James C. Anderson; James A. Narus; Wouter Van Rossum
3	Case Study	PFT Technologies Inc.	Jesko A. von Windheim
4	HBR Case	How Venture Capitalists Evaluate Potential Venture Opportunities	Michael J. Roberts; Lauren Barley
5	HBR Industry and Background Note	Legal Forms of Organization	Michael J. Roberts
6	HBR Case	Intel Research: Exploring the Future	Alan MacCormack; Kerry Herman
7	Personal Material	IP Mgmt Overview_NewCo	John M Fuscoe
8	HBR Case	Matrix Semiconductor Inc. (A): Tackling Challenges of Strategic Dimensions	Robert A. Burgelman; Robert E. Siegel; Lyn Denend
9	HBR Industry and Background Note	Deal Structure and Deal Terms	Michael J. Roberts; Howard H. Stevenson
10	HBR Industry and Background Note	Funding New Ventures: Valuation, Financing and Capitalization Tables	Michael J. Roberts
11	HBR Industry and Background Note	Note on Valuation of Venture Capital Deals	Thomas Hellmann
12	HBR Industry and Background Note	Note on Pre-Money and Post-Money Valuation (A)	Linda A. Cyr
13	HBR Case	Pilkington Float Glass--1955	Kim B. Clark
14	HBR Case	Matrix Semiconductor Inc. (B): Transitioning from Innovation to Execution	Robert A. Burgelman; Lyn Denend
15	HBR Industry and Background Note	Note on Business Model Analysis for the Entrepreneur	Richard G. Hamermesh; Paul W. Marshall; Taz Pirmohamed
16	Case Study	Cronos Integrated Microsystems I: Microrelay	Jesko A. von Windheim
17	Case Study	Cronos II: Company Launch	Jesko A. von Windheim
18	Case Study	Cronos III: Company Exit	Jesko A. von Windheim
19	HBR Newsletter Reprint - Other	Presence: How to Get It, How to Use It	
20	HBR Newsletter Reprint - Other	Basic Presentation Checklist	
21	HBR Newsletter Reprint - Other	Coping with Stagefright	John Daly; Isa Engleberg
22	HBR Newsletter Reprint - Other	How to Make Your Case in 30 Seconds or Less	Nick Wreden
23	HBR Newsletter Reprint - Other	Presentations 101	John Clayton
24	HBR Newsletter Reprint - Other	Easy on the Eyes	Kirsten D. Sandberg
25	HBR Newsletter Reprint - Other	Why the Best Presentations Are Good Conversations	Roly Grimshaw
26	HBR Newsletter Reprint - Other	Are Your Presentations Inspiring?	

¹ Highlighted reading material is background reading for the session on "Pitching a Deal"

Course Details

9:00 - 11:15 am M/Th
Fuqua 2008 MBA Classroom

Strategy 845.301 – Entrepreneurial Execution

	Section #	Topic	Topics Details	Hand-in	Reading1	Reading2	Reading3	Reading4
Concept	1	Start-up Challenges Value Proposition	- Company essentials (structure of course) - Technology lifecycle - Value inflection points - 1-page memo		Lab-to-Market Value Proposition	JiCable PFT paper	PFT005 TD World Aticle	
	2	Opportunity Identification	- Opportunity ID process - Key elements of an opportunity	Cronos I	Cronos I	how vcs evaluate deals		
Seed	3	Company Startup Operations	- Stock and cash compensation - Stock agreements - Employee agreements - Non-compete/IP agreements - NDA (mutual and one-way) - consulting agreement		the legal forms of organization	agreement examples (PDF portfolio provided)		
	4	Technology Management	- Strategy - Intellectual property - Technology intelligence		Intel Research	IP Management Overview		
	5	Pitching a Deal	- Presentation skills - Different kinds of presentations - Importance in early stage		Multiple Presenation Skills Readings			
Growth	6	Productization	- Transitioning from research to product - Pitfalls and challenges	Matrix/ Pilkington	Matrix Semi A	Pilkington		
	7	Finance I (startup financing)	- Dilution model - Financing options - VC terms	dilution model	Deal Structure & Terms	Funding New Ventures	Note on Valuation	Note on pre & post-money
	8	Scale-up	- Company transtition - Operational plan - Strategy & timing		Pilkington	Matrix B		
Sustaining	9	Finance II (operations)	- Operational plan - Linkage between finance and operations					
	10	Customer Engagement & Marketing	- Early stage engagement - Importance of execution - Value creation through marketing - Guerrila marketing					
	11	Business Model/Plan	- Value creation through marketing - Guerrila marketing		Note on Bus Model			
Exit	12	Exit	- IPO - M&A	Final Project	Cronos			

Notes: 1) Each section is 2 hours 2) 1 session is reserved for student presentations and special topics. 3) Highlighted sessions have write-ups due (see schedule for details).



Schedule (Spring I, 2016)

9:00 - 11:15 am Fuqua 2008 MBA Classroom

<u>Date</u>	<u>Topic</u>	<u>Reading</u>	<u>Case</u>	<u>Class</u>	<u>What</u>
1/21/2016	Class Intro/Value proposition	Lab-to-Market Customer Value Prop.	PFT (2 papers)	Lecture/Discussion	house keeping/3 levels of value prop
1/25/2016	Opportunity Identification	How VCs select opps	Cronos I: MEMS Microrelay	Lecture/Discussion	Why VCs invest/Method for opp ID
1/28/2016	Company Start-up Operations	Legal forms of org		Lecture/Discussion	Legal structure Pros & Cons/Start-up ops
2/1/2016	Technology Management	IP Mgmt Overview_NewCo	Intel	Lecture/Discussion	IP/Roadmapping/Technology pipeline mgmnt
2/4/2016	Pitching a Deal	"Pitch" readings (multiple)		Lecture/Discussion	how to create a deal pitch
2/4/2016	Cronos Microrelay - Opportunity Analysis due				
2/8/2016	Productization Challenges		Matrix A&B/Pilkington	Lecture/Presentations	product dev challenges
2/11/2016	Startup Financing	Deal Structure; Notes on Valuation, Premoney	Funding New Ventures	Lecture/Discussion	valuation & dilution; cap table management
2/11/2016	Matrix/Pilkington Write-up Due				
2/15/2016	Scale-up			Lecture/Discussion	Scale-up intro/Experience Curve
2/18/2016	Finance II/Revenue Planning			Lecture/Discussion	Start-up revenue Planning
2/18/2016	Dilution Model Assignment Due				
2/22/2016	Customer Engagement/Marketing	examples documents		Lecture/Discussion	cust engagement & marketing communications
2/25/2016	Business Model/Business Plan	Note on Business Model Analysis		Lecture/Discussion	Business model vs business plan
2/29/2016	Example: Scale-up & Exiting a Company		Cronos	Lecture/Discussion	Nextreme and Cronos examples
3/4/2016	Final Project Due				