

FOUNDATIONS IN ENVIRONMENTAL ENTREPRENEURSHIP

ENVIRON782 – Marketing & Finance (full semester, 3 credits)

ENVIRON590 – Finance (2nd half semester, 1.5 Credits)

Spring, 2017

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COURSE OVERVIEW

The focus of the course is to teach the foundations of entrepreneurial activity within the context of environmental science and policy. The course provides an introduction to marketing, finance and entrepreneurial execution, targeting students who have no previous business experience. Classes are taught by experienced entrepreneurs and course work is based on readings, lectures and case discussion with the intent of allowing students to derive practical lessons from experiences in actual ventures.

The course concentrates on new enterprises based on substantial technology innovations with potential for high growth and funding by venture capitalists.

Topics to be covered include:

- Entrepreneurial Execution
 - Introduction to the start-up
 - Start-up Case Studies
- Marketing
 - Knowing your Audience
 - Creating a Brand
 - The Communications Plan & Launch
 - Internet Marketing & Metrics
- Finance
 - Financial Statements
 - Valuation Techniques
 - Finance I (startup financing)
 - Finance II (operations)
 - Management topics

This course builds on Environmental Mega-trends and is a complement to the Environmental Entrepreneurship Experience.

REQUIREMENTS

Case/class topic write-ups (60%)

The course will require 4 analyses/projects 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 may be assigned individually or in teams.

In Class Participation (10%)

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

Each student should strive to contribute high *quality* comments, *not* high *quantity*. To contribute high quality comments, students should strive to listen carefully to the comments of classmates with the goal of extending or qualifying others' comments and ideas 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.

Final Exam (30%)

The final exam will cover topics learned in class. The exam for ENV782 students will cover marketing communications and finance. The exam for ENV590 students will cover the finance section only.

COURSE GRADING

Grading approach will follow standard letter grade.

READINGS

Readings will be available to students through the Harvard Business Review website. See also course details below.

All students are expected to prepare a 3 (PowerPoint) slide overview of each reading (see list of readings below). Students should be prepared to be called upon at any time to present their three slides in a 3-5 minute presentation to the class.

#	Location	Section	Source	Title	Author
1	HBR Course Pack ENV782	Marketing	Book Chapter	Building a Marketing Plan: Chapter 8: Planning for Integrated Marketing Communications	Ho Yin Wong; Kylie Radel; Roshnee Ramsaran-Fowdar
2	HBR Course Pack ENV782	Marketing	Industry and Background Note	Market Segmentation, Target Market Selection, and Positioning	Miklos Sarvary; Anita Elberse
3	HBR Course Pack ENV782	Marketing	Case	Positioning the Tata Nano (A)	Alice M. Tybout; Natalie Fahey
4	HBR Course Pack ENV782	Marketing	Case	Positioning the Tata Nano (B)	Alice M. Tybout; Natalie Fahey
5	HBR Course Pack ENV782	Marketing	Case	Air France Internet Marketing: Optimizing Google, Yahoo!, MSN, and Kayak Sponsored Search	Mark Jeffery; Lisa Egli; Andy Gieraltowski; Jessica Lambert; Jason Miller; Liz Neely; Rakesh Sharma
6	HBR Course Pack ENV782	Marketing	Newsletter Reprint - Other	Business Communications That Work	Chris Turner
7	HBR Course Pack ENV782	Marketing	HBR Article	Growing Green: Three Smart Paths to Developing Sustainable Products	Gregory Unruh; Richard Ettenson
8	HBR Course Pack ENV782	Marketing	Personal Material	Cronos Integrated MicroSystems	Jesko A. von Windheim
9	HBR Course Pack ENV590	Finance	Industry and Background Note	Introductory Note on Financial Statements	Elizabeth M.A. Grasby
10	HBR Course Pack ENV590	Finance	Industry and Background Note	Conceptual Framework for Financial Reporting	David F. Hawkins; Jacob Cohen
11	HBR Course Pack ENV590	Finance	Industry Background Note	Note on Evaluating Capital Investments	David House
12	HBR Course Pack ENV590	Finance	Case	The Valuation and Financing of Lady M Confections	Mihir A. Desai; Elizabeth A Meyer
13	HBR Course Pack ENV590	Finance	Industry and Background Note	Note on Pre-Money and Post-Money Valuation (A)	Linda A. Cyr
14	HBR Course Pack ENV590	Finance	Industry and Background Note	Note on Valuation of Venture Capital Deals	
15	HBR Course Pack ENV590	Finance	Case	An Intern's Dilemma	Sandra J. Sucher; Matthew Preble

SCHEDULE

ENVIRON 590/782 Thursday 4:40-7:10 - Location Environmental Hall 2102

Schedule: Foundations in Environmental Entrepreneurship

Class	Date1	Topic	Instructor	Date	Day
	1/11/2017	Term start		1/11/2017	Wednesday
Class 1	1/12/2017	Foundations introduction	Karl von Gunten/JvW	1/12/2017	Thursday
Fuqua Spring 1 begins	1/19/2017			1/19/2017	Thursday
Class 2	1/19/2017	marketing	Karl von Gunten/JvW	1/19/2017	Thursday
Class 3	1/26/2017	marketing	Karl von Gunten/JvW	1/26/2017	Thursday
Class 4	2/2/2017	marketing	Karl von Gunten/JvW	2/2/2017	Thursday
Class 5	2/9/2017	marketing	Karl von Gunten/JvW	2/9/2017	Thursday
Class 6	2/16/2017	marketing	Karl von Gunten/JvW	2/16/2017	Thursday
	2/16/2017	Cronos write-up due	Karl von Gunten	2/16/2017	Thursday
Class 7	2/23/2017	marketing	Karl von Gunten/JvW	2/23/2017	Thursday
Fuqua Spring 1 ends	2/28/2017			2/28/2017	Tuesday
Class 8	3/2/2017	finance	Jesko von Windheim	3/2/2017	Thursday
Class 9	3/9/2017	finance	Jesko von Windheim	3/9/2017	Thursday
	3/9/2017	Marcum plan due	Karl von Gunten	3/9/2017	Thursday
Spring Break	3/10/2017			3/10/2017	Friday
Class 10	3/23/2017	finance	Jesko von Windheim	3/23/2017	Thursday
	3/24/2017	Lady M Confections phase I due	Jesko von Windheim	3/24/2017	Friday
Class 11	3/30/2017	finance	Jesko von Windheim	3/30/2017	Thursday
	3/30/2017	Valuation exercise due	Jesko von Windheim	3/30/2017	Thursday
Class 12*	4/6/2017	MP presentations	No Class	4/6/2017	Thursday
	4/12/2017	Lady M Confections phase II due	Jesko von Windheim	4/12/2017	Wednesday
Class 13	4/13/2017	finance	Jesko von Windheim	4/13/2017	Thursday
Final Exam	5/5/2017	7:00 - 10:00 pm	Jesko von Windheim	5/5/2017	Friday
*Will be made up with an additional class			Jesko von Windheim	N/A	N/A

COURSE DETAILS

Foundations of Environmental Entrepreneurship				
Class	Topic	Topics Details	Reading	
Introduction	1	Entrepreneurship Overview	<ul style="list-style-type: none"> • Introductions/form of the class/goals • Introduction to entrepreneurship • Technology lifecycle • Start-up case studies 	
	2	Knowing your Audience	<ul style="list-style-type: none"> • Audience segmentation and profiling • Questions to answer • Positioning (statement development) 	<ul style="list-style-type: none"> • Planning for Integrated Marketing Communications • Market Segmentation, Target Market Selection, and Positioning
Marketing	3	Creating a Brand	<ul style="list-style-type: none"> • Message development (message map) • Product naming, domains • Identity development (options) 	<ul style="list-style-type: none"> • Celebrity Cruises - Brand Identity Guidelines
	4	The Communications Plan & Content	<ul style="list-style-type: none"> • Marketing goals/strategy/tactics • Structure of the plan • Marketing Materials 	<ul style="list-style-type: none"> • Positioning of Tata Nano (A & B)
	5	Internet Marketing	<ul style="list-style-type: none"> • Content planning • Search engine optimization • Social marketing 	<ul style="list-style-type: none"> • Air France Internet Marketing
	6	Launch	<ul style="list-style-type: none"> • Communications training • Influencer relations & credibility builders • Face time with target audiences 	<ul style="list-style-type: none"> • Business Communications That Work
	7	Management Plan	<ul style="list-style-type: none"> • Marketing resources • Measurement, evaluation & budgeting 	<ul style="list-style-type: none"> • Growing Green - Three Smart Paths to Developing Sustainable Products
<ul style="list-style-type: none"> • Assignment: 1 page memo on the Cronos case study • Team Assignment: Create a marketing communications plan around a new technology, business process – due mid-semester 				
Finance	8	Intro to Acct'g & Financial Statements	<ul style="list-style-type: none"> • Accounting Basics • P&L • Cash Flow • Balance Sheet 	<ul style="list-style-type: none"> • Introductory Note on Financial Statements—skim through to page 19 • A Conceptual Framework for Financial Reporting
	9	Financial Statements (con't)	<ul style="list-style-type: none"> • Introduction to Lady M Confections • For-profit vs. Not-for profit 	<ul style="list-style-type: none"> • Lady M Confections
	10	Valuation Techniques	<ul style="list-style-type: none"> • Time Value of Money • Net Present Value • Internal Rate of Return 	<ul style="list-style-type: none"> • Note on Evaluating Capital Investments • Lady M Confections • Complete worksheet assignment
	11	Finance I (startup financing)	<ul style="list-style-type: none"> • Dilution • Financing options • VC terms/Valuation 	<ul style="list-style-type: none"> • A Note on Valuation of VC Deals • A Note on Pre-Money and Post-Money Valuation
	12	Finance II (operations)	<ul style="list-style-type: none"> • Operational plan • Linkage between strategy, operations and finance • Exits 	
	13	Management Topics	<ul style="list-style-type: none"> • Term Sheet • Sequoia bombshell • Ethics 	<ul style="list-style-type: none"> • An Intern's Dilemma
<ul style="list-style-type: none"> • Assignment: Valuation exercise • Assignment: Spreadsheet exercise – Lady M Confections • Final Exam 				