

Entrepreneurship 2: Business plan class

So, let's look at some ideas. Maybe they're yours, or maybe we come up with them.

Let's work on them to see what might be needed to make them really happen.

Some students finish this class starting a business. Some don't. That doesn't matter.

What matters is that studying these ideas will make us all better at studying ideas, and lead each of us **SOMEWHERE**.

Date	Topics/slides	Readings and assignments
Day 1	Orientation and Course Introduction	In-class video: Cirque du Soleil
Day 2	(continued) Case: What can we learn from a small firm? Class Interests	READ Ch 1: The Foundations of Entrepreneurship DUE TODAY 1. What factors from Chapter 1 seem especially relevant to the success of Cirque du Soleil? (1 page) 2. Answer the following questions (1 page total): a. How do I learn best? b. What is one of my significant learning accomplishments & why? c. What is one of my significant learning failures & why? d. What do I expect of the teacher? e. Do I see any obvious problems in the syllabus/schedule?
Day 3	Creativity: Developing Ideas	Today we will meet at the art museum. Please do the readings before class. READ Ch 2 - Entrepreneurial Mind Ch 3: Strategic Management Handout: Art funds beckon investors, p. 16, International Herald Tribune . DUE TODAY

		<p>1. Discuss your formal education in the context of the "Barriers to Creativity" in Chapter 2. (1 page)</p> <p>Also, before class identify two industries that you think are interesting. In-class: a handout with the day's assignment will be provided at the gallery.</p> <p>At the end of the class, you will receive another handout with the assignment for next class.</p>
Day 4	(continued.)	<p>DUE TODAY Turn in at class the assignment that was handed out at the art museum.</p>
Day 5	<p>Choosing your Business Plan Topic Creating a Plan</p>	<p>READ Ch 10: Business Plan</p> <p>DUE TODAY: Group choices for business plan topic. In class--group discussions</p>
Day 6	<p>Case: What can we learn from a large firm? The Associates slides</p>	<p>READ Ch 14: Growth and Succession Case: Downloadable file of The Associates</p> <p>DUE TODAY: How does Overcash's <u>personality</u> seem to you to be particularly relevant (either pro or con) for an entrepreneur? And, what links do you see between the chapter and the Associates case? (1 page)</p>
Day 7	<p>Forms of ownership Buying an existing business Valuation exercise</p>	<p>READ Ch 4: Forms of Ownership and Franchising Ch 5: Buying an Existing Business Handout: Mendocino Brewing Company, Inc (re evaluating the worth of an existing business or a start-up based on market research and pro forma statements)</p> <p>DUE TODAY What is Mendocino Brewing Company worth? Assess its value using several methods. Be specific about any assumptions you make. Last names A-M, do this assignment as if you were Mendocino trying to put itself up for sale. Last names N-Z, do it as if you were a potential buyer. (1 page plus valuation attachments)</p>
Day 8	(continued)	<p>DUE TODAY Business Plan Part II—please turn in multiple copies: the number of people in your group plus one.</p>
Day 9	Marketing a business	<p>READ Ch 6: Marketing Plan Ch 7: Advertising & Pricing</p> <p>DUE TODAY Your copy of another group's plan, edited for content, grammar, style, format, and clarity.</p>
Day 10	Discuss Bus Plan Part III and IV	<p>DUE: Business Plan Part III and IV—please turn in multiple copies: the number of people in your group plus one.</p>
Day 11	Entrepreneurship Summit conference	<p>As part of the course, submit an entry to the "Pitch your business idea in 90 seconds" contest.</p>

Day 12	Making the Pitch: Becoming an effective presenter of your ideas to financiers, employees, customers, and others	DUE TODAY Your copy of another group's plan, edited for content, grammar, style, format, and clarity. DUE TODAY: What was your best or worst experience trying to persuade or speak to a person or group, and why? (1 page)
Day 13	Dollars and Sense: Financing and financial management	READ Ch 11: Funding Ch 9: Plan Ch 8: Cash Flow In-class: financial exercise and template
Day 14	Midterm review--sample questions Midterm Review slides	Before class, complete the midterm sample questions so we can talk about them.
Day 15	Midterm Exam	-
Day 16	Discuss midterm results Review business plans	-
Day 17	Review business plans	-
Day 18	Business plan work	-
Day 19		DUE TODAY Business Plan Part V and VIII—please turn in multiple copies: the number of people in your group plus one.
Day 20	The digital world: Internet/web/e-Commerce	DUE TODAY Your copy of another group's plan, edited for content, grammar, style, format, and clarity. In class—connecting digital issues with your project. Receive and discuss instructions for final exam
Day 21	(continued)	-
Day 22	-	-
Day 23	Business Plan Final Presentations	-
Day 24	Last Day of Class Course wrap-up	DUE: Complete final business plan
	FINAL EXAM	DUE by final: Group peer evaluation form (click to download)

Textbook: Zimmerer and Scarborough, Essentials of Entrepreneurship and Small Business Management

Grading and Details of Projects

To pass this course, you must demonstrate that you understand and can apply course concepts and skills.

Participation/preparation/attendance

I will be class on-time, prepared, and involved. I expect the same from you. Most importantly, I expect you to take an active role in the discussion by asking good questions, raising interesting points, completing written assignments, and participating in class activities.

You start the semester with no participation points and build points by demonstrating a consistent pattern of behavior. Being unprepared for or missing a single class will not affect your participation grade, but missing several classes or showing a pattern of poor preparation will. The following is a general guide, not a strict rule, on how points will be assigned:

Points Criteria - general pattern of behaviors

0/25 Demonstrates poor attendance/timeliness/preparation, does not work well with others.

12/25 Demonstrates inconsistent attendance/preparation and infrequent participation in discussion & exercises, works adequately with others.

18/25 Demonstrates consistent attendance, preparation and occasional participation in discussion and exercises, works well with others.

25/25 Consistently demonstrates insight - asks great questions, applies and integrates concepts, and helps classmates by asking them questions and providing constructive feedback when appropriate, demonstrates leadership.

Grade Breakdown	Points
Preparation/participation	25
Midterm exam	25
Final exam	20
Business plan	30
Free points	2
TOTAL	102

Possible Grades	Total Points
A	90 and above
B	80-89
C	70-79
D	60-69
F	Below 60

BUSINESS PLAN

Each group will select a business idea in the first couple weeks of class. The business can be in any industry, large or small and can be located anywhere. It must be an original idea, however, and cannot be a franchise. Once approved, the group will begin investigating the feasibility of the business through library research, surveys, Internet searches, brainstorming and personal interviews.

During the semester, the group will prepare a complete business plan using the outline below. Draft sections of the business plan will be due throughout the semester (see course outline). The draft sections are designed to keep projects on track and provide the team with feedback which can be incorporated into the final report. Draft sections will be graded on content only.

The business plan project will culminate at the end of the semester with a written report and a 20 minute presentation to the class. Grades for the business plan will be determined using the following criteria:

Points

3	Creativity and originality
3	Overall quality of final written report
4	Quality/professionalism of oral presentation
3	Description of products and/or services
3	Market research and analysis
3	Marketing plan
3	Operations and human resource plans
2	Risk assessment
3	Financial plan
3	Overall depth and quality of research
20	Total possible points

GENERAL BUSINESS PLAN OUTLINE

I. Executive Summary: what, why, for whom, and who is involved?

II. The Company and Its Products and Services

- The industry - history, current state, trends, opportunities
 - The company and concept, mission statement
- Detailed description of products and/or services
- Unique features and advantages of products and/or services, value to customers
 - What it will take to develop products and/or services
- Entry strategy –key success factors in starting the business
 - Growth strategy (5 years)

III. Market Research and Analysis

- Profile of potential customer segments
 - How customers buy and make decisions
- Market size for target area(s) and segments
- Detailed analysis of strengths and weaknesses of competitors
- Market research survey and results
 - Why your service/product is more valuable than competition

IV. Marketing Plan

- Marketing philosophy and strategy
- How specific customers will be identified and contacted
- Pricing strategy
- Service/warranty policies
- Specific advertising and promotion strategies with examples
- Customer retention strategies

V. Operations Plan

- Upfront design and development of product or service
 - Tasks
 - Estimated Costs
 - Timeframe
 - Difficulties and risks

- Specific geographical location(s)
 - Facility and equipment needs
- Ongoing operational process (detailed description of how will product/service be delivered – e.g. business hours, sales processes)

VI. Human resources plan

- Management team
- Organization structure
- Employees – job descriptions and qualifications, quantity, recruiting strategies
 - Outsourced activities
- Employee compensation and benefits, retention strategies, company culture
 - Board of directors and other outside advisors

VII. Risk analysis

- Critical risks and/or problems that could possibly arise
- How the company would respond to each

VIII. Financial plan

- Detailed pro forma cash flow statements by month for the first year
- Summary cash flow statements by quarter for first three years
 - Revenue assumptions (by separate product or service categories)
 - Cost assumptions
- Initial capital requirements (based on cash flow forecasts)

Appendix: Sources