UNIVERSITÄT BERN

Master of Science Program

Academic Year: 2015-2016

Course: Lean Startup Course

Course syllabus

Room: Hörsaal 205, Hallerstrasse 6, 3012 Bern

Course credits: 3 ECTS

Faculty: Dr. Jan Brinckmann, Professor of Entrepreneurship & Strategy, ESADE

Dear Participants,

At the turn of the new millennium the dynamics of business have changed fundamentally. Technological advances, global inter-connectedness, and societal changes among other factors create a new setting for businesses. Large corporations experience hyper-competition, market disruption and limits to growth due to saturated markets for their traditional products. Markets converge or differentiate into ultra-niche markets. The classical economics of capital and scale have turned into economics of ideas and networks while the speed of innovation and change increases. More than ever vast opportunities arise for aspiring, fast moving entrepreneurs especially in the international domain.

Our course Lean Startup aims to inspire and empower you to become an entrepreneur in the international context. It fosters competencies needed for those persons who are interested in pursuing their ideas and dreams by creating their own high growth venture. Participants will work in teams on their own entrepreneurial projects. The course is designed to familiarize you with the Lean Startup approach at an advanced level. We cover major aspects of founding an international business including business opportunity identification and validation, strategy and business model development, founding team creation, hiring, financing, managing, and marketing the venture. The course is designed to present you with diverse insights and perspectives. Concepts are judged buy rigor and relevance. Empowering means placing you in the driver seat and equipping you with the knowledge, skills, and experiences to make your aspirations become reality.

I look forward to welcoming you in class and getting to know you!

Dr. Jan Brinckmann

March 07th, 2016, Barcelona

1. Course objectives

The course aims to develop knowledge, skills and aspirations of participants to profoundly understand the Lean Startup approach. This includes:

- Determining attractive opportunity spaces for you
- Identify and validate attractive business opportunities
- Evaluate and validate a business model for your venture
- Financing, sales/marketing for and management of your intended venture

Because there is no universal solution applicable to all decisions entrepreneurs face, this course is designed to help participants develop a flexible, methodical and creative way of thinking about creating and managing entrepreneurial firms.

2. Methodology

Entrepreneurship is about conceiving AND doing. Thus, a focus will be placed on hands-on experiences in real-life situations. Interactive lectures and discussions, business cases, group-presentations, reading and video assignments, video-clips, role-plays, field-work, and own especially your own venture project work are teaching methods employed in this course. Additionally, participants get the chance to discuss their ideas and learn from entrepreneurs who will join us through video-conferencing or in person.

A key element of the course is the development of your own venture project in a small group of 3-4 students. Following the teaching philosophy of this course you are encouraged to make this project as promising, validated and realistic as possible. Please also note that substantial group work is required.

3. Evaluation

Individual:

Participation in class (especially concept and case preparation and discussions as well as guest-speaker events)	30%
Group:	
Final presentation of the venture project	30%
Final project hand-in	40%

Classroom attendance is mandatory. You need to attend at least 80% of all sessions. In order to pass the class successfully, you need to get at least a 4.0 (out of 6.0 points) as your final overall grade.

The venture project is a team-task. While in general each team member will get the same grade, team members can also choose a peer-evaluation if they feel that contribution to the team effort was SUBSTANTIALLY different. If you feel that input one or more team-members was substantially less than average, please inform me by email. I will keep this email confidential, yet call on each group member to provide me with a peer evaluation. Please note, however, that part of the team learning outcome is to work with members with different levels of aspirations, abilities, ideas, etc. Hence, try to solve problems internally. The call for peer evaluation is meant to be a last resort if prior efforts did not succeed.

All hand-ins need to be uploaded ON TIME.

Additional information on grading and the different course components will be given in the first session.

4. Faculty

Email :
jan.brinckmann@esade.edu

Telephone :

+34 932 806 162 Ext. 2219

Twitter: JanBri

Contact at Uni Bern:

Frau Julia Isensse
(julia.isenssee@imu.unibe.ch; Tel. +41 31 631 3811)

Dr. Jan Brinckmann is Professor of Entrepreneurship and Strategy at ESADE Business School. He is Director of the Entrepreneurship Lab of the ESADE MBA Program and is Director of ESADE's own Accelerator. He also teaches High Technology Venturing in the MBA program of the University of Stankt Gallen. Previously, he was Professor and Director of the Entrepreneurship Program at Loyola University Chicago, taught at the Johnson School of Business, Cornell University, and was visiting scholar at Stanford University and Case Western Reserve University. Dr. Brinckmann received his Ph.D. from the Institute of Technology and Innovation-Management at the Technical University Berlin. He participated in different post-graduate seminars on entrepreneurship and management at Harvard Business School. His research has been published in five books and prestigious entrepreneurship and strategy journals including the Journal of Business Venturing, Entrepreneurship Theory and Practice, Strategic Entrepreneurship Journal, Creativity and Innovation Management, as well as Research Policy. He sits on the editorial review boards of the Journal of Business Venturing and Entrepreneurship Theory and Practice - the two best academic journals in the field of entrepreneurship. He regularly presents at leading international entrepreneurship conferences and has received four best paper awards.

Dr. Brinckmann has founded and is Managing Director of Karma Ventures a high tech venture investment and advisory holding. Further he is member of the boards of Aklamio, Careesma, Red Points and Kviar Groupe. He is a business angel of Juniqe, First Stop Health, Favcorner, Savedo and Icebergs which was acquired by Pinterest. Further, Dr. Brinckmann is international partner of Brains to Ventures the leading business angel network from Switzerland and their VC fund. He consulted various high-tech firms including Grupo Intercom, Zanox, FinAds, Pandora, European Wildlife Works, iWorld Group, Hilltop Technologies, and Fiabee. Jan is the responsible for the ESADE support for the KIC InnoEnergy incubator at ESADE Creapolis. His mission is to empower entrepreneurs. More information:

http://es.linkedin.com/in/janbrinckman

5. Session Structure

Overview

	Tuesday	Wednesday		Friday		Tuesday
	12.04.2016	13.04.2016		29.04.2016		10.05.2016
	Identifying Opportunity Spaces	**Identifying the Pain Point & Solution - Getting to PMF**				**Problem/Solution Pitches & Hypotheses**
08.30-10.00	Welcome & Intro. Opportunties	Validation of the Painpoint		**Submit Problem, Initial Solution Draft**		Sales & Financing
Break						
10.20-11.30	Promising Business Opportunities	Business Case Discussion: Mjini				Workshops & Final Presentation
Break						
12.00-13.00	Special Guest: Entrepreneurship Talk	Special Guest: Entrepreneurship Talk				Final Presentation
Lunch Break						
14.30-16.00	Identifying Opportunities & Pain-points	Analyzing the Business Model, Metrics				
Break						
16.20-18.00	Team formation, markets & opportunities	Problem/Solution, Hypotheses, Unit Economics Workshops				

Seminar Day 1 (12.04.2016): Finding Opportunities

On the first day, we will start with an introduction to the course and the lean startup world. We will discuss what promising business ideas are, how to evaluate different business ideas and how to go about systematically identifying promising business opportunities. At the end of the day, we will form teams in order to start your venture projects and identify promising business opportunities.

Preparation: Identity at least one promising business opportunities that can be the basis for a high growth venture based on the knowledge and insights you have before starting the lean startup course.

Suggestion: Read the book Lean Startup by Eric Ries (English and German versions are available)

Alternatively/additionally:
Read the Startup Playbook by Sam Altman http://playbook.samaltman.com/

Seminar Day 2 (13.04.2016): Validating Opportunities & Lean Startup Metrics

On the second day we will study the specific process of to validate a business idea using a lean startup approach. We will use the Mjini Case to experience a startup in its evolution and discuss their approach to launching a company. In the afternoon, we will focus on the analysis of the business model.

Preparation: Please read the Mjini Business Case and answer the following questions as you prepare for the case discussion:

1. Are the Mjini founders onto something big? How do you assess their progress?
2. How did Mjini overcome the Chicken and Egg problem?
3. What are key lessons learned regarding doing market research for innovative products?

Please note that you are required to purchase the Mjini Business Case by yourself. You can do so here:
https://cb.hbsp.harvard.edu/cbmp/product/BAB097-PDF-ENG

Intermediate Hand-in (29.04.2016):

Please complete the document you can find following this link (you can download the Google Doc as an Excel file).

Additionally submit a word document (max 3 pages) in which you describe:

1. The findings from your target customer problem exploration interactions and additional research needs in this regard
2. The solution you have in mind to address the identified problem describing your selected target customer and the value proposition including the 4Ps of Marketing (Product, Place, Price, Promotion).

Seminar Day 3 (10.05.2016): Marketing, Financing & Final pitches

On the third day we will discuss marketing and financing concerns drawing on the lean startup concept. The day concludes with a presentation of your venture project to your peers. Your challenge is to do a convincing pitch that stands out and persuades the audience to invest in your project based on your initial findings and progress.

Final Hand-in (17.05.2016)

The final business project (extended slide deck max 30 slides) needs to be submitted a **week after the final presentations.** This gives you time to incorporate suggestions following the final presentations.

You can find examples of pitch decks and how to structure them following this link.

If you have additional questions, please feel welcome to ask. I am looking forward to getting to know you in class and look forward to your exciting venture projects.

With warm regards,