



Syllabus

Course: Entrepreneurship in Practice
 Days and Times: Various, see Spring 2014 minor schedule
 Room: Various, see Spring 2014 minor schedule

Semester: Spring 2014
 EC: 18

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 -pw: “minor”
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Please recycle after use!

COURSE BACKGROUND

Objectives: The course provides the student practical experience in many if not most aspects of starting their own business. Creativity and communication are developed in the context of a business-oriented multidisciplinary team. Also, theoretical and practical knowledge of entrepreneurship will be exhibited in a team-written Business Plan and an individually-written Lessons Learned report.

Extended Description (updated): The course consists of three interlocking elements: ❶ *What you do.* In our program students create their own company in a multi-disciplinary team. They experience many if not most aspects of entrepreneurship in this practice. The company is established in a legally protected environment. At the end of the period, operations are terminated (although teams are welcomed to continue on their own). Besides practicing marketing and finance, the company offers students the opportunity to develop coordination and negotiation skills. ❷ *What you write and present.* Students serve in teams to write a business plan that is reviewed by experts. Specialized workshops are held. Each team must present its company to a jury of different experts from industry and academia. The winning team in the Kickout historically receives a cash prize of €500. ❸ *Lessons Learned / Assessment.* For this component of the course, individual students are expected to describe in detail their personal lessons learned during the semester, possibly linking theory (i.e. learned from CiE) to practice. Coaches and teammates also give each other grades.

Required Materials: In the past, we used a book. This semester there are no required materials.

Instructional Methods: Lectures, workshops, and mentoring by coaches. Students will also engage in extensive teamwork and give team presentations (i.e. pitches and the Kickout).

	<i>Course learning objectives</i>				
	Communication skills	Critical thinking	Teamwork and Leadership	Global and Multicultural Issues	Integration of business areas
Course objectives					
(1) To learn how to describe elements of a business venture to others, especially investors		X			X
(2) To learn how to persuade others to support or invest in a business venture, especially investors		X	X		X
(3) To become familiar with the non-linear unstructured nature of new venture creation		X			X
(4) To experience the process of exchanging or partnering with external stakeholders who are also looking for a profit (esp. suppliers and partners)	X			X	X

EXPLAINING SOME CLASS SESSIONS

Kickoff: A 2-hour class period. There will be an introductory presentation, where we also go over the syllabus. The next day's evening, it's highly recommended for you to attend the Fall 2013 Kickout at the Felix Meritis on Keizersgracht in Amsterdam (31 January at 7pm). Your admission is free.

Business Basics: We have a potentially diverse set of educational backgrounds among students in class. Therefore, in the first Business Basics class session, we will informally investigate the purpose of business and commerce, and then entrepreneurship. In the remaining Business Basics class sessions, we will look at the personality of entrepreneurship, and entrepreneurial teams.

Boot camp: We have a 3-day Boot Camp at a StayOkay in Heemskerk. By the end of this intense program, we should all be in teams, and all teams will ideally have feasible business ideas to tackle for the minor. You and your team are expected to focus on identifying the product or service, identifying the important features of this product or service, identifying the target market, and marketing strategy, the business model, and also the resources that you expect to accumulate and assemble during the semester.

Please bring a bath towel, your soap/shampoo/toothpaste, maybe earplugs, and at least one bag of chips, cookies, or crackers. The StayOkay does not supply these. Also, we will have free wi-fi there, so please bring your laptop or smartphone. It is not necessary for you to bring any equipment, such as pens or paper. We will supply those.

Throughout Day #2, I will be taking individual pictures of you, outside. At the end of Day #2, you and your team will be expected to present your venture idea to a jury for a "go." At the end of Day #3, teams will give their final Boot Camp class presentations, and you can give the presentation in Powerpoint if you have your computer there.

Guest Lectures¹:

Entrepreneurial Starting-Up: Frank Muller will give a talk about some keys to Starting Up, based on his own entrepreneurial experiences.

Workshop StartersCASE: StartersCASE is the name for our protected environment which the UvA provides for operating your student company during the minor. Issues covered are; liability, legal form of the company, taxes, accounting and e-banking. We will use the Dutch accounting software Exact Online.

Pep talk: Arnoud Haverlag, founder of Marvia.nl, will give us a taste of his personality, and his entrepreneurial experiences, and take questions from the audience.

Marketing: We are looking at bringing in entrepreneur Louis Kinsbergen to give a workshop/guest lecture on online marketing.

Negotiation: Professor Femke ten Velden will give an interactive workshop on negotiation skills under resource constraints.

Finance Rabobank. Every semester, Rabobank comes to give a talk about what they expect in a loan request presentation from an entrepreneur.

Sales. Pieter de Zwart from SalesFocus will come in and give a talk about how to make the sale.

Pitch training: Your coordinator will give your 1st Pitch Training. We may have a guest speaker if we have a 2nd Pitch Training.

Intellectual Property Rights. Bart Sutorius, an intellectual property consultant, will come and give a talk about matters of patents, trademarks, and copyrights.

Video production. Jan Scholte, an entrepreneur and video production specialist, is expected to give us a 5-day workshop on video production.

¹ The exact content of these guest lectures is partially at the guest speaker's discretion, and is subject to change.

Kickout: This is why we have all these Practice Pitches. For the Kickout, each team is expected to give a 4-minute presentation (generally with some graphical presentation).

- We expect the Kickout presentations to convey the problem, the solution, and the basic nature of the business model.
- The scoring for the Kickout is expected as follows: It will be 1/2 based on the effectiveness of the Business Plan (which you will submit before the Kickout), and 1/2 based on the Kickout presentation. Please find the scoring sheet for the Kickout presentation near the end of this syllabus.
- Your coordinator will be assigning presentation slots for the Kickout.
- If there is a semi-finals round, then only those teams will be allowed to present the full 4-minute presentation.
- All Kickout presentations (either PPT or zip files) must be sent to me via the Dashboard (<http://www.chsieh.com/spring-2014-teams.html>) or this link: <http://j.mp/1b7CBQq>.
- We may need to have a class discussion about the format of our Kickout, soon after Boot Camp. More details to follow...

COURSE POLICIES

Team and Team members – Generally speaking, each team member has two roles. ❶ You must contribute to the team’s efforts. That means, for instance, deciding among yourselves how to distribute responsibilities of writing the Business Plan and Progress Reports. You should also contribute to the crafting of the team documents, and/or contributing to the actual operations of the business venture. ❷ You are expected to inform the coaches and coordinator when individual or team (seemingly irremediable) hardships arise, via email, or face-to-face conversation. You are also expected to email if questions arise. (However, I reserve the right to point you back to this syllabus, if the answers to your question can be found there, or in the schedule.)

Team Coaches – The basic role of the coaches is to help you formulate valuable problems, and search for valuable solutions. Insofar that decision-making is made up of considering decisions, selecting decisions to make, considering choices, and selecting choices, your coach will only help with considering decisions and choices. Advice may correspond to good decisions or choices, or turn out to be bad decisions or choices. Critically thinking for yourself and being an independent responsible decision-maker is important to the fundamental purpose of this course.

Minor Coordinator – In addition to serving as a backup coach, the coordinator is ultimately responsible for designing the structure and content of the minor, designing the Boot Camp, and designing the Kickout. He also handles the lectures and graded feedback on all (team) documents. The Minor Coordinator will administer the 360-degree peer evaluations at the end of the semester. Most importantly, the coordinator coordinates the 40+ contributors who help enrich our minor. (Please thank the contributors whenever you can, many are volunteering because they just want to help!) Finally, there are occasionally changes that must be made in the Minor. I am always looking ahead by (at least) a month, so if there are any scheduling changes for workshops, I’ll let you know far in advance.

Secretarial staff – Administration-oriented inquiries should be sent to ACE-minor@uva.nl. For example, questions about the day, time, or location for a workshop, or questions asking for clarification about the Kickout should be sent to that email address. You are welcomed to cc the coordinator with any questions or concerns.

Prizes – Of course, there is the grand prize awarded by the jury to the best overall presentation, at our Kickout. However, we will also be awarding the following team *category* prizes at our Kickout:

- **Most inspiring team:** This is the team that is best-organized, and also best embodies innovativeness, and action-taking.
- **Most resilient team:** This is the team that bounces back the best from unavoidable setbacks.

This semester, everyone will be voting for the team(s) that win these prizes.

WHAT YOU WRITE/PRESENT

See the Document Deadline Schedule for due dates of the following deliverables.

S*tartup Document.* This 7-15 page document essentially represents an agreement between your team members and your coach and coordinator. It is supposed to be a basic guidebook for your team... an action plan. It is not the kind of document that would be shown to investors. Instead, the purpose of this document is such that nobody on your team is lost or confused about team objectives, the planned actions (and timing), and responsibilities. The extra effort and work done for this document will make your subsequent Business Plan drafts easier to write!

Generally speaking, the Start-up Doc should include the following sections:

1. Document management/Identification
2. Summary – including Mission Statement
3. Introduction (including your venture's Logo)
4. Content
 - 4.1 Founders' backgrounds
 - 4.2 Team
 - 4.3 The Value Proposition²
 - 4.4 Market knowledge and future market research³
 - 4.5 Your team's planned "Market experiments"⁴
 - 4.6 Plan for advertising and promotion
 - 4.7 Desired end result after 21 weeks (and Business financial goal)
 - 4.8 Financial plan
 - 4.9 Basic risk analysis and restrictions
 - 4.10 Milestones and dates⁵
 - 4.11 Product Breakdown Structure (PBS), Work Breakdown Structure (WBS)

Please refer to the "Misc Documents" section of the Dashboard for samples of the Start-up Doc. Substitute a WBS/PBS with a complete Gantt Chart. *Please use tomsplanner.com for your GANTT chart.* Grading: (Passing = 6.0; Good = 7.0; Very good = 8.0; Excellent = 9.0; Outstanding = 10.0)

Please upload your team's Startup Doc (PDF only, please) by visiting <http://www.chsieh.com/spring-2014-teams.html>

² i.e. Where does the value come from, compared to the cost you charge? How will you make money? How is your product differentiated from others in the market?

³ What are your potential customers? How do you plan on segmenting them?

⁴ i.e. Roughly how many prototypes will your team create? How many surveys? A brief explanation why?

⁵ i.e. Prototype deadlines, survey deadlines, vendor selection deadlines (and other milestones?)

Progress Reports. Two Progress Reports (PR#1 & PR#2) are due during the semester. These Progress Reports are graded based on evidence of progress, and completeness of description and explanation. Usually, for PR#1, teams attach their survey, and also attach some preliminary data results. *I reserve the right to ramp up grading standards for PR#2 vs PR#1.*
 Grading: (Passing = 6.0; Good = 7.0; Very good = 8.0; Excellent = 9.0; Outstanding = 10.0)

Please download the Progress Report .xls template from the Dashboard.

Please upload your team's Progress Reports (PDF only, please) by visiting <http://www.chsieh.com/spring-2014-teams.html>

Date: _____
 Team name: _____

Progress Report

(Please limit the changes made to the template of this .XLS, i.e. cell width and font size)

	Actions: What did your team do? <small>(1200 character limit per cell)</small>	Outcomes: What were the results of these actions? <small>(1200 character limit per cell)</small>	Which members were heavily involved in taking action?	How much time did this action take?	What was the waiting time, if any, between actions and outcomes?
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					

You and your team are welcome to add rows to this list, or delete rows from this list, as preferred.

What are your team's Next Steps?

(1)	
(2)	
(3)	
(4)	

P *ractice Pitches*: For 2-3 sessions this semester, each team is expected to give a 4-minute elevator pitch. Class Q&A follows each team's pitch, for each of the first 2 sessions. The 3rd Practice Pitch represents the Kickout's competitive semi-finals if we have too many teams; it is graded.

- **What are these pitches for?** Generally speaking, these 'pitches' are more like short presentations. Their primary goals are to *inform* the entire class about what/how your team is doing, and to get used to a 4-minute time frame. There are two secondary goals. One secondary goal is to *share knowledge*. Maybe your team has learned something that can help provide insight to other teams. Or maybe other teams have something to share with your team after they hear your presentation. The other secondary goal is to *learn how to respond to challenges*. If the audience hears your presentation and challenges your team's decision-making, your team will need to know how to respond adequately. Or, at the very least, explain why you are not able to respond adequately.
- **What is in the pitch?** The first part of the pitch should walk us through the consumer problem/pain/need/want, the solution that you've identified, the business model (How will your team make money?), and finally your target goal(s) for the end of June. Your team can also talk about the marketing strategy or sales strategy, based on your hypothetical plans or your actual operations/launch. The second part of the pitch should provide us with your progress update. What actions have your team taken? What failures have your team encountered? What successes? And if you wish, What has been learned so far, and How is it changing your original plan? *It is up to you and your team exactly what fits in, and how to allocate your time. For example, maybe you only allocate 30 seconds to describe team progress.*
- In short, sell us your idea! But please let me remind: The audience is not naive or dumb, and will prefer substance and confidence... not blindness or empty flashiness. If the team is planning on a sophisticated video, make sure that any loud sounds or flashing words are supposed to help grab our attention, not keep our attention. Many teams have worked hard in past semesters, with a strong business plan, and then their Kickout presentation is nothing more than an MTV-style video. Usually, this leaves the audience--who hasn't read the business plan--mostly unimpressed.
- **After each team's pitch, there will be a short Q&A session.** Everybody in the audience is welcomed to ask questions or make comments to the team. Maybe these questions serve to get clarification, maybe some comments serve to challenge. If you get beat up by questions that you can't answer, you get beat up. You will have to learn how to handle the questions.
- The 4-minute limit is very strict, and is part of the competition rules. At the 3-minute mark, you will hear a soft bell. At the 4-minute mark, you will hear my elephant and your team will be asked to stop the presentation.
- The first two Practice Pitches are not graded formally, but I may ask the rest of the class to assess your presentation. A third Practice Pitch will be the Semi-finals round.
- Who from your team shows up, is up to you. Who from your team presents, is up to you.
- **All presentations need to be uploaded on the day before the Practice Pitch.** There is no re-sit if your team does not show up for the Semi-finals Practice Pitch. After Semi-finals, you'll receive the course evaluations for both CiE and EiP to fill out.

Please upload your team's Practice Pitches (PPT or zip files only, please) by visiting <http://www.chsieh.com/spring-2014-teams.html>

B*usiness Plan*. The Business Plan is expected to describe a business venture encompassing a market size big enough to support the team's hypothetical salaries. We expect the Business Plan to reflect any of your team's survey data collection efforts or organizational decisions and actions. Just because we call this a Business Plan certainly does not mean that it is based strictly on thought or theorizing.

Business plan's expected format and grading structure

The ability to write effective documents is important when pursuing a Business Venture, because you often must effectively describe and persuade when obtaining funding from others, or when selling your business venture to others (e.g. when you exit). *Importantly, the Business Plan for this minor must be concrete and specific about your product, market, business model, and plans.* Finally, the Business Plan represents an informal contract upon which all your team members agree. Blind assertions must be avoided, or at least marked as such! Final grading of the Business Plan is done under the Minor Coordinator's responsibility.

When you collaborate to put the Business Plan together, consider assigning responsibilities to minimize the costs of coordination and communication. To aid in collaboration, you may consider using MS Word's tracking capability or Adobe's document management capabilities.

The Business Plan should be written in 11 or 12 pt Times New Roman, single-spaced, 2.54cm margins all around. Please constrain this document to a strict maximum of 20 pages⁶, not including appendices, cover page or table of contents. **The format found below is only suggested.** However, you are welcomed to use whatever format you wish, as long as you address these following concepts and issues in your format.

1.0 Highlights

- 1.1 **The Problem** (What is the consumer or industrial pain or need that we've identified? Or perhaps there is a condition or incongruity that we've identified, and from that incongruity we can identify a problem?)
- 1.2 **Our Solution** (What are the candidate solutions to the problem? What is your team's solution? In a few sentences, why is your solution superior?)
- 1.3 **Value Proposition or Business Model** (i.e. What is the structure of the revenue-generating mechanisms? For example, is it a one-time fee, or a subscription model? Do consumers pay after products or services are rendered, or before?)
- 1.4 **Keys to Success** (What are the most important decisions or actions that must be addressed or implemented, respectively, in order to maximize profit?)

2.0 Line of Products or Services

- 2.1 **Features** of each product or service offered (just description) – Different from performance measures or objectives (i.e. comfort or education(al), respectively)
- 2.2 **Price points** (i.e. What are the specific prices of the different lines of your product or service?)

3.0 Market and industry analysis (i.e. Can value be generated or captured at all?)

- 3.1 **Target market** (How are we segmenting the market? Which market are we selecting? We should still be focusing as much as possible on consumer problems, pains, or needs here. If you cite a survey, we expect to see some data from that survey in an appendix, especially if it is your own survey.)

⁶ This is a very rigid limit. If you submit a Business Plan where the Main Body is longer than 20 pages, I will either assess a penalty or ask your team to cut it down. I reserve the right not to read the Appendix. Business Plans not only have to be descriptive and persuasive, they should be efficiently worded!

- 3.2 **Industry analysis** (Generally speaking, who are the suppliers and competitors? Don't describe partners yet! What are the substitute products and services? How likely will suppliers be able to capture the value that we're attempting to capture? What is the extent of the expected rivalry from competitors, and those offering substitute products or services?)
- 3.3 **Concluding statement** (e.g. "Given our basic target market and the industry analysis, we perceive a European market of €XX in revenue per month, from sale of our kind of product or service.)
- 4.0 **Our strategy** (What strategy will we take or what resources do/will we have to capture that value?)
 - 4.1 **Product or service design considerations** (Why did we choose the specific tangible features that we described above in 2.1? Why did we choose the specific price points? What was the rationale?)
 - 4.2 **Partner/supplier/vendor agreements** (Virtually all business ventures will require agreements with outside parties: Are these agreements based on formal contracts or informal handshakes?)
 - 4.3 **Marketing and sales strategy** (i.e. getting consumers to buy: *pre-sale*)
 - 4.4 **Distribution strategy** (i.e. delivering products or services to consumers via different channels: *post-sale*; of course, the notion of pre/post-sale depends on the business model)
 - 4.5 **Service strategy** (Will our team offer service or support after consumers have used/enjoyed the product or service? If 'no,' can omit this sub-section.)
 - 4.6 (optional) **Source of competitive edge** (*In the long-run*, how might our team be able to ultimately generate a sustainable competitive advantage?)
- 5.0 **Organizational summary** (i.e. What does our team look like?)
 - 5.1 **Organizational structure** (e.g. splitting up venture in terms of Roles of the team, outlining knowledge and abilities of individual team members, and how those all align -- Ideally, someone can read those paragraphs and deduce that there will be no confusion whatsoever which responsibility is assigned to which officer.)
 - 5.2 **Compensation scheme** (i.e. sales commissions?)
 - 5.3 **Coordination and Decision-making Rules & Policies** (e.g. there likely arise situations where the decisions made by one team member will impact the performance of decisions made by other members. In such cases, how will decisions be made? Will officers be left to coordinate themselves? Or will they send up their choices to a CEO, who then mandates which choices are made? The point is that Section 5.1 is supposed to clearly describe, lay out, and assign decision-making responsibilities to team members. But what does the organization do when those decisions conflict and lead to suboptimal performance? That's what you need to address in 5.3.)
 - 5.4 **Statement regarding Company ownership**
 (How would your team decide who gets what share of the company (i.e. which officer deserves a greater amount of the profit generated by the company, or a greater amount of a hypothetical sale of the company)? Maybe you decide that each officer gets 25% ownership of the company. But alternatively, maybe some of an officer's tasks are more crucial than the tasks of other officers? If so, then maybe there are differences in the percentage of ownership? Or maybe you decide that some tasks take more time than others? Or you decide that some skills are rarer than others, and that is why some officers get a greater amount of ownership? Some of this will be completely hypothetical, but we still want to have a basic sense of it.)
- 6.0 **Financial Plan**
 - 6.1 Start-up Funding requirements
 - 6.2 Break-even analysis

- 6.3 Projected Cash Flow (monthly, for 2-3 years)
- 6.4 MBV Spreadsheet (Margin, Burn, Volume)
- 7.0 **Contingency plan** (What are the major *changes in the external environment* that may arise in the future that might prevent your team from making a profit, if funded? What will you do if those difficulties arise?)
- 8.0 **Expansion plan** (What steps should be considered or taken in order to replicate the Business Model outside of our current target (i.e. geographic) market? Should the same business model be used? Can this business venture be franchised? If so, what are the considerations that must be made?)
- 9.0 **Bibliography**
- 10.0 **Appendices**⁷

Grading: (Passing = 6.0; Good = 7.0; Very good = 8.0; Excellent = 9.0; Outstanding = 10.0)

Please upload your team's Business Plan drafts (PDF only, please) by visiting <http://www.chsieh.com/spring-2014-teams.html>

Notes:

- Please do not forget that the Business Plan is a Living Document! It is *supposed* to change over time. It is up to your team how you reach consensus to finalize changes in your Business Plan. Tracking in Word is useful for this purpose.
- Templates for the Financial Statements section of the Business Plan will be found on the Misc Documents page of the chsieh.com website. This kind of formatting is what we need to see when the Final Draft is submitted on 13th June. Please contact me if there are any questions.

⁷ You are welcomed to include here a balance sheet and income statement, plotted out by quarter (up to 3 years).

*O*ther Team Deliverables:

We will also need **your team's 4-page executive summary** for the Kickout Jury. I will send to our Kickout Jury both your 4-page executive summary and your Business Plan. Your Executive Summary should cover whatever you think will make an investor want to pick up your Business Plan. It should cover at least the 'Highlights' section of the Business Plan. This is due June 13th.

Please upload your team's Executive Summary (PDF only, please) by visiting <http://www.chsieh.com/spring-2014-teams.html>

*S*ome Recommended Tools:

Stixy

- The tool at Stixy.com is intuitive: Just click-and-drag the document widget in order to upload your Word or PDF document. As long as you record down the URL, anybody on your team can upload and download from the canvas.

Whenisgood.net

- This is a great tool to help you schedule meetings with others outside of the team, especially if you need to organize more than 3 other people.

Qualtrics

- Qualtrics is a marketing survey online software that I use as a homework collection tool. Please look out for the Qualtrics emails. If you aren't receiving them, please check your junk email folder or contact me.
- However, Qualtrics is also available for everybody in our minor to use, for minor-related purposes. With Qualtrics, your team can create surveys or questionnaires with a wide variety of question formats (multiple choice, short answer, Strongly agree/disagree, and many others). You can also distribute your survey to an unlimited number of people, with a variety of specifications (expiration date, respondent-specific links, thank-you messages, reminders, etc.)... Each team for our Minor will have an account to create and distribute unlimited market surveys. Simply visit uvafeb.qualtrics.com and create a new account for your team.

WHAT YOU DO

If your team is doing a product:

- Is the prototype complete? (scored out of 10 points)
- Is the prototype functional? (scored out of 10 points)
- Does it represent a saleable, marketable version? (scored out of 10 points)
 - Specifically, is the packaging or packaging design completely outlined?

If your team is doing a service:

- Was the pilot complete? (scored out of 10 points)
- Was the pilot effective? (Did the pilot fulfill its purpose for the customer?) (scored out of 10 points)
- Was the pilot reflective of an actual potential service? (scored out of 10 points)

Video⁸

- Is it professional? (scored out of 10 points)
- Is it representative? (Is the video at least not conflicting with the venture's mission or purpose?) (scored out of 10 points)
- Is it memorable? (scored out of 10 points)

Website

- Is it informative? (scored out of 10 points)
- Is it accurate? (scored out of 10 points)
- Is it a good marketing tool? (scored out of 10 points)

⁸ It's wonderful if your team can use the video created during the semester for a real-life Kickstarter campaign.

ASSESSMENT

Lessons Learned: This is an individual assignment. It should be a maximum of 2500 words, describing lessons learned during the semester. This document should contain three sections:

- A. What did you expect from the Minor before the beginning of the semester?
- B. How did your actual experience in the Minor match or differ from those expectations? You are welcomed to *briefly* describe your team's venture and its actual operation in this section.
- C. What do you perceive that you learned from the semester? For example, what did you learn about organizations and organizational design? Also, what did you learn about yourself?

Please note that you are not required to cite articles from CiE for your Lessons Learned paper. In fact, you don't have to mention CiE at all if that is your preference. Also, please do not copy-and-paste sections of your Business Plan. Please assume that the person reading your lessons learned paper has already read your business plan (you are welcomed to cite page numbers in your business plan, if you wish). You are also welcomed to link theory (learned in CiE) to practice. This document is graded based on completeness of detailed thought for each of the 3 sections.

Grading: (Passing = 6.0; Good = 7.0; Very good = 8.0; Excellent = 9.0; Outstanding = 10.0)

You will submit this file (DOC or PDF) via a Qualtrics link that I will send to you.

Coach's assessments. Each coach will grade each of the following three criteria from 0.0 to 10.0, for both team and individuals:

- A. Attendance to meetings with the coach (hard)
- B. Time management/deadlines for deliverables (hard)
- C. Entrepreneurial attitude (soft)

Grading: (Passing = 6.0; Good = 7.0; Very good = 8.0; Excellent = 9.0; Outstanding = 10.0)

3 *60-degree Peer Evaluations.* These will be administered via Qualtrics at the end of the semester. The tentative form can be found below. Be careful if you try to make ‘deals’ with fellow teammates. If you and a fellow teammate agree upfront to give each other perfect peer evaluation scores, you encounter some risk that your teammate will shirk or ‘free ride’ on your efforts, in which case the team-based portion of your grade is in jeopardy. Be careful what and when you promise, if at all!

Quantity of effort:

Please grade each yourself and your teammates from 0-100%, with respect to the amount of time and attention they provided in response to your team's presentation or final document creation needs. Do not use fractions or decimals.

	Score that you give this individual
Team member A	_____ %
Team member B	_____ %
Team member C	_____ %
Team member D (you)	_____ %
Team member E	_____ %

Quality of effort:

Please grade each yourself and your teammates from 0-100%, with respect to the amount of seriousness in effort and quality of results they provided in response to your presentation or final document creation needs. Do not use fractions or decimals.

	Score that you give this individual
Team member A	_____ %
Team member B	_____ %
Team member C	_____ %
Team member D (you)	_____ %
Team member E	_____ %

Professionalism:

Please grade each yourself and your teammates from 0-100%, with respect to the amount of professionalism as exemplified in behavior they provided in response to your team's presentation or final document creation needs. Do not use fractions or decimals.

	Score that you give this individual
Team member A	_____ %
Team member B	_____ %
Team member C	_____ %
Team member D (you)	_____ %
Team member E	_____ %

You will submit these evaluations via a Qualtrics link that I will send to you.

JURY SCORING SHEET

(Semi-finals, criteria, June 2014)*[#]

(Entrepreneurship Minor Kickout, June 2014)*

→ THIS IS ONLY SCORED FOR THE PRESENTATION, NOT THE BUSINESS PLAN!!!

OPPORTUNITY IDENTIFICATION

How has the team done in identifying and specifying a compelling consumer problem, pain, or need; and then matching it with a thoughtfully designed product or service?

- 10 (Outstanding)
- 9 (Superior)
- 8 (Very good)
- 7 (Adequate)
- 6 (Needs significant adjustment)
- 4 (A likely source of failure)
- 1 (Not addressed)

COMMERCIALIZATION PLAN / BUSINESS MODEL

How has the team done in envisioning a feasible and effective business model with the most appropriate revenue-generating mechanisms? (For example, is the team pricing the product or service effectively? Is the team generating revenue from the appropriate types of stakeholders?)

- 10 (Outstanding)
- 9 (Superior)
- 8 (Very good)
- 7 (Adequate)
- 6 (Needs significant adjustment)
- 4 (A likely source of failure)
- 1 (Not addressed)

Judge's name _____ Team _____

CREATIVITY

How has the team done in creating and developing a creative venture? Specifically, does the venture exhibit novelty, in other words identifying a new consumer problem/pain/need or solving it in a new way? And if so, does the venture exhibit timely appropriateness, in other words current trends support the emergence of the venture today and in the Dutch market, as opposed to the past or elsewhere?

- 10 (Highly novel; both timely and appropriate)
- 9 (Highly novel; either timely or appropriate but not both)
- 8 (Highly novel; neither timely nor appropriate)
- 7 (Somewhat novel; both timely and appropriate)
- 6 (Somewhat novel; either timely or appropriate but not both)
- 4 (Somewhat novel; neither timely nor appropriate)
- 1 (Not novel, timely, or appropriate)

DELIVERY EFFECTIVENESS

How has the team done in giving a clear, well-organized, persuasive, and professional presentation?

- 10 (Outstanding)
- 9 (Superior)
- 8 (Very good)
- 7 (Adequate)
- 6 (Needs significant adjustment)
- 4 (Largely ineffective)
- 1 (Completely ineffective)

Total score for this team and judge _____

* Tentative and subject to change

This scoring sheet may be used to determine the lineup for Kickout.

GRADING SCHEME

WHAT YOU WRITE/PRESENT	<u>Assignment</u>	<u>Weights</u>	
		<i>Individual</i>	<i>Team</i>
WHAT YOU DO	Start-up Document (<i>team</i>)		5%
	Progress Reports (3% for PR1, 4% for PR2) (<i>team</i>)		7%
	Final Practice Pitch, semi-finals (<i>team</i>)		7%
	Business Plan (<i>team</i>)		13%
	Subtotal = 32%		
WHAT YOU DO	Website (<i>team</i>)		7%
	Logo (<i>team</i>)		5%
	Video, w/ or w/o Kickstarter (<i>team</i>)		7%
	Product prototype / Service pilot (<i>team</i>)		15%
	Subtotal = 34%		
ASSESSMENT	Lessons Learned (<i>individual</i>)	6%	
	360-degree peer evaluations (<i>individual</i>)	13%	
	Coach's assessment (<i>individual</i>)	10%	
	Coach's assessment (<i>team</i>)		5%
	Subtotal = 34%		

Individual multiplier:

Workshop and guest lecture no-shows, up to 1 absence	100%
Workshop and guest lecture no-shows, 2 absences	98%
Workshop and guest lecture no-shows, 3 absences	96%
...etc, etc, etc	

Appointment penalty⁹ (team):

Not attending a requested appointment after Business Plan draft #1	-.12 from entire EiP grade
Not attending a requested appointment after Business Plan draft #2	-.12 from entire EiP grade

(I receive way too many emails everyday. It is not in your best interest to send me anything to that address! I hope you understand!)

N.B.: There is one ungraded deliverable: a 4-page executive summary for judges for the Semi-finals Practice Pitch.

⁹ At least half the team must show up for the appointment.

**Document Deadline Schedule:
Individual- and Team-based (chronologically ordered)***

	<u>Deadlines</u>	<u>Via</u>	
CiE Homework A.....	9 Feb (Sun, midnight).....	Qualtrics	
CiE Homework B.....	5 Feb (Wed, midnight).....	Wordpress	
EiP Start-up Document.....	21 Feb (Fri, midnight).....	Dashboard link	
CiE Homework for week #2.....	2 Mar (Sun, midnight).....	Qualtrics	
CiE Homework for week #3.....	9 Mar (Sun, midnight).....	Qualtrics	
EiP Progress Report #1.....	14 Mar (Fri, midnight).....	Dashboard link	
CiE Homework for week #4.....	16 Mar (Sun, midnight).....	Qualtrics	
EiP Practice Pitch #1.....	20/21 Mar.....	Dashboard link	
CiE Homework for week #5.....	30 Mar (Sun, midnight).....	Qualtrics	
EiP Business Plan Draft #1.....	4 Apr (Fri, midnight).....	Dashboard link	(REQUIRED)
CiE Homework for week #6.....	13 Apr (Sun, midnight).....	Qualtrics	
CiE Short Paper.....	22 Apr (Tue, midnight).....	Qualtrics	
EiP Progress Report #2.....	9 May (Fri, midnight).....	Dashboard link	
EiP Practice Pitch #2.....	15/16 May.....	Dashboard link	
EiP Business Plan Draft #2.....	1 Jun (Sun, midnight).....	Dashboard link	(OPTIONAL, but recommended)
EiP Business Plan (Final Draft).....	13 Jun (Fri, midnight).....	Dashboard link	
3-page Executive Summary.....	13 Jun (Fri, midnight).....	Dashboard link	
EiP Final Practice Pitch (Semis).....	20 Jun (Fri)	Dashboard link	
EiP Lessons Learned.....	22 Jun (Sun, midnight).....	Qualtrics	
EiP 360-degree peer evaluations.....	week after Kickout.....	Qualtrics	

* Highlighted deadlines represent Cases in Entrepreneurship.