



TECHNOLOGY-BASED ENTREPRENEURSHIP

ME2062 – Spring 2016

SCHEDULE AND READINGS

Session 1

Introduction to Technology Entrepreneurship and the Importance of Technology and Innovations

Mandatory readings

- Course Outline for Technology-based Entrepreneurship ME2062
- Venture Project Description for ME2062
- Evers, N., Cunningham, J. Hoholm, T. (2014). Part I “Entrepreneurship, Innovation, and Policy”
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 3 “Technology Entrepreneurs and New Technology Ventures”

Recommended readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 1 “Smart Economies, Innovation, and Entrepreneurship”
- Kawasaki, “The Art of the Start,” *Change This*, August 2004 (note: long)
<http://changethis.com/manifesto/1.ArtOfTheStart/pdf/1.ArtOfTheStart.pdf>
- Graham, “Startups in 13 Sentences,” *PaulGraham.com*, February 2009
<http://www.paulgraham.com/13sentences.html>
- “The Third Industrial Revolution,” *The Economist*, April 21st, 2012
<http://www.economist.com/node/21553017>

Idea, Opportunity, Innovation

Mandatory reading

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 4 “Innovation and Diffusion of Technology in Products and Services”
- Sarasvathy, S. D., Dew, N., Velamuri, S. R., & Venkataraman, S. (2010). “Three views of entrepreneurial opportunity,” in *Handbook of Entrepreneurship Research* (pp. 77-96). Springer New York.
- Read about the PESTEL/PESTLE/PEST analysis online:
<http://pestleanalysis.com/what-is-pestle-analysis/>

Recommended readings

- Seelig, T., “The Secret Sauce of Silicon Valley,” in *What I Wish I Knew When I Was 20*, http://ospflor63.stanford.edu/upload/handouts/Secret_Sauce_-_Seelig.pdf
- Alvarez, S. A., Barney, J. B., & Anderson, P. (2013). Forming and exploiting opportunities: The implications of discovery and creation processes for entrepreneurial and organizational research. *Organization Science*, 24(1), 301-317.
- Sarasvathy, S. D. (2001). “Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency,” *Academy of Management Review*, 26, 2, 243-263.
- Graham, “How to Get Startup Ideas,” *PaulGraham.com*, November 2012, <http://paulgraham.com/startupideas.html>.
- Zwillig, “Stealth Mode Entrepreneurs Are Putting Themselves at a Disadvantage,” *Business Insider*, October 18, 2012, <http://mobile.businessinsider.com/stealth-mode-entrepreneurs-only-increase-the-risk-2012-10>
- Linkner, “The 10 Commandments of Brainstorming,” *Forbes*, April 20, 2010, <http://www.forbes.com/2010/04/20/brainstorming-ideation-ideas-leadership-managing-innovation.html>
- Carpenter, “Distributed Idea Generation Outperforms Traditional Brainstorming,” *Blogging Innovation*, March 7, 2010, <http://www.business-strategy-innovation.com/2010/03/distributed-idea-generation-outperforms.html>

Session 2**Business Models***Mandatory readings*

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 6 “The Business Model and Business Plan”
- Yoon, E., & Deeken, L. (2013). “Why It Pays to Be a Category Creator,” *Harvard Business Review*, March.

- Baden-Fuller, C., & Morgan, M. S. (2010). “Business models as models,” *Long Range Planning*, 43(2), 156-171.

Recommended readings

- Lay, “Innovation: New Products Are Never Enough,” *Forbes*, Dec. 18, 2009, <http://www.forbes.com/2009/12/18/innovation-business-model-leadership-managing-products.html>
- Osterwalder & Pigneur, “Business Model Generation” (note: long), http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_p_review.pdf

Clusters/Regional Innovation Systems

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 1 “Entrepreneurship, Innovation, and Policy”
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 2 “Research and Technology Transfer from Universities to Business”
- Teigland, R., Hallencreutz, D., & Lundequist, P. (2007). “Uppsala BIO – the Life Science Initiative: Experiences of and Reflections on Starting a Regional Competitiveness Initiative,” in R. MacGregor (Ed.) *Small Business Clustering Technologies: Applications in Marketing, Management, IT and Economics*, London: Idea Group Inc.
- Wennberg, K., & Lindqvist, G. (2010). “The effect of clusters on the survival and performance of new firms,” *Small Business Economics*, 34, 221-241. <http://opec.hse.ru/data/2010/09/14/1233515427/effect-of-clusters.pdf>

Recommended readings

- Porter, M. E. (2000). “Location, competition, and economic development: Local clusters in a global economy,” *Economic Development Quarterly*, 14, 1, 15-34, http://www.development.wne.uw.edu.pl/uploads/Courses/ied_porter_2000.pdf

Session 3

Creating a Strategy, Market Validation, & Introduction to Elevator Pitch

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Part III “Market Opportunity and Strategy”.
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 7 “Market Validation and Research”.
- Porter, M. E. (2001). “Strategy and the Internet”. *Harvard Business Review*, 79(3), 62-79.

- Kim, W. C., & Mauborgne, R. (2004). “Blue Ocean Strategy”. *Harvard Business Review*. October.

Recommended readings

- Adams, R. (2010). *If You Build It, Will They Come? Three Steps to Test and Validate any Market Opportunity*. Summary here: <http://www.slideshare.net/drrobadamsktg-if-you-build-it-will-they-come?>
- Porter, M.E. (2008) “The Five Competitive Forces that Shape Competitive Strategy”, *HBR*, January.
- Isenberg, “The 2-Minute Opportunity Checklist for Entrepreneurs,” *HBR Blogs*, March 4, 2010, http://blogs.hbr.org/cs/2010/03/the_2minute_opportunity_checkl.html
- Levine, “10 Ways to Find out If Your Idea is Actually Brilliant,” *Business Insider*, March 2, 2011, <http://www.businessinsider.com/10-ways-to-find-out-if-your-idea-is-actually-brilliant-2011-3>
- Feld, “Note to Entrepreneurs: Your Idea Is Not Special,” *Reuters blogs*, June 14, 2011 <http://blogs.reuters.com/small-business/2011/06/14/note-to-entrepreneurs-your-idea-is-not-special/>

Pitching Your Venture

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 8 “Routes to Commercialisation and Pitching”
- *Forbes*, “This Entrepreneur Raised \$2M With A Five-Slide Presentation -- About Nothing,” 14 August 2014, <http://www.forbes.com/sites/ilyapozin/2014/08/14/this-entrepreneur-raised-2m-with-a-five-slide-presentation-about-nothing/>

Recommended readings

- Temiz, Serdar, <http://serdartermiz.com/?p=20>
- Rose, D. How to Pitch to a VC, TED video, http://www.ted.com/talks/david_s_rose_on_pitching_to_vcs
- Venture Cup – Guide to a Winning Pitch: <http://www.venturecup.se/wp-content/uploads/Guide-to-a-winning-pitch-eng.pdf>
- Macleod, “Investor Pitches—Do’s and Don’t’s,” *StartupCFO*, November 19, 2010, <http://www.startupcfo.ca/2010/11/investor-pitches-dos-and-donts/>
- Figliulo, “5 Idea Pitch Critical Success Factors for Entrepreneurs,” *ThoughtLeaders*, July 5, 2011, <http://www.thoughtleadersllc.com/2011/07/5-reasons-your-idea-pitch-sucks/>
- Spoon, R. How to create an early-stage pitch deck: <http://www.slideshare.net/ryanspoon/how-to-create-an-early-stage-pitch-deck?ref=http://techcrunch.com/2012/01/07/pitchdeck/>
- *HBR Blog*: “Building a Minimum Viable Product? You are probably doing it wrong.” <http://blogs.hbr.org/2013/09/building-a-minimum-viable-prod/>

- Rosoff, “Five VCs Explain What They Really Think about Your Pitches,” *Business Insider*, June 15, 2011, <http://www.businessinsider.com/five-vcs-explain-what-they-really-think-about-your-pitches-2011-6>

Session 4

Market Analysis: The Marketing and Sales Plan

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 9 “The Marketing Strategy”

Recommended readings

- Magretta, “Stop Competing to Be the Best,” *HBR Blogs*, November 30, 2011, http://blogs.hbr.org/cs/2011/11/stop_competing_to_be_the_best.html
- “What Is Customer Development?” *StartupLessonsLearned.com*, November 8, 2008, <http://www.startuplessonslearned.com/2008/11/what-is-customer-development.html>
- Blank, “Here’s Why the First-Mover Advantage Is Extremely Overrated,” *Bus. Insider*, Oct. 19, 2010, http://articles.businessinsider.com/2010-10-19/tech/30027432_1_market-bad-idea-failure-rate
- Goffin, K., Varnes, C.J., van der Hoven, C., & Koners, U. (2012) “Beyond the Voice of the Customer: Ethnographic Market Research,” *Research-Technology Management*, 55, 4, 45-54.
- Kozinets, R. V. (2002). “The field behind the screen: Using netnography for marketing research in online communities,” *Journal of Marketing Research*, 39, 1, 61-72.
- Matzler, K. Bailom, F., Anschober, M., & Richardson, S. (2009) “Hypercompetition, customer-value competition, and the new role of market research, *Innovative Marketing*, 5, 2, 6-11, <http://bit.ly/NrmI16>.
- Spenner, P. & Bird, M. (2012) “Marketers flunk the big data test,” http://blogs.hbr.org/cs/2012/08/marketers_flunk_the_big_data_test.html?awid=7629625543278651899-3271.

Business Models and Business Model Canvas

Mandatory readings

- Osterwalder, A. & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*, Paperback, pp1-72, <http://www.businessmodelgeneration.com/book>, download first 72 pages from here
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 6 “The Business Model and Business Plan”

Recommended readings

- Kawasaki, “The Zen of Business Plans,” January 21, 2006, http://blog.guykawasaki.com/2006/01/the_zen_of_busi.html#axzz1WMOB9bns
- Berry, “8 Factors that Make a Good Business Plan,” February 18, 2009, <http://timberry.bplans.com/2009/02/some-key-questions-on-business-plans.html>
- Debaise, “Why You Need a Business Plan,” *Wall Street Journal*, September 28, 2009, <http://online.wsj.com/article/SB125391138155241963.html>

Session 5**The Lean Start-up***Mandatory readings*

- Ries, E. (2011). *The Lean Start-up*. Crown Publishing: New York, chapters 1-3.

Recommended readings

- Blank, S. (2013). “Why the lean start-up changes everything,” *Harvard Business Review*, 91, 5, 63-72.

Accounting Basics, Financial Planning*Mandatory readings*

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 12.11,12.12,12.13
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 12 “Entrepreneurial Finance”
- Paul, S., & Whittam, G. (2010). “Business angel syndicates: An exploratory study of gatekeepers,” *Venture Capital*, 12(3), 241-256.
- Sørensen, M. (2007). “How smart is smart money? A two- sided matching model of Venture Capital,” *The Journal of Finance*, 62, 6, 2725-2762.
- Ingram, C., & Teigland, R. (2013). *Crowdfunding among IT Entrepreneurs in Sweden*, https://91.226.36.46/docs/Crowdfunding_among_IT_Entrepreneurs_in_Sweden.pdf

Recommended readings

- Gunn, “Five Common Startup Money Mistakes,” *Entrepreneur*, March 18, 2011, <http://www.entrepreneur.com/article/219368>
- Weisul, “Entrepreneurs Are Worse at Financial Projections...” *BNet*, May 16, 2011, <http://www.bnet.com/blog/business-research/entrepreneurs-are-worse-at-financial-projections-than-you-think/1535>
- Lynch, “10 Tips for Securing Angel or Venture Funding,” *Reuters*, December 1, 2010, <http://blogs.reuters.com/small-business/2010/12/01/10-tips-for-securing->

- angel-or-venture-funding/
- Baker, “Derisking Buckets,” *BrendanBaker.com*, 2012, <http://brendanbaker.tumblr.com/post/16830178199/derisking-buckets-how-to-identify-and-deal-with>

Session 6

Legal Formation and Intellectual Capital

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 5 “Managing Intellectual Property for New Venture Development”
- Vermaelen, T. (2014). “Why Business Schools Should Teach MBAs to Maximise Shareholder Value,” <http://knowledge.insead.edu/blog/insead-blog/why-business-schools-should-teach-mbas-to-maximise-shareholder-value-3726#o140Bd0Coc3kET3K.99>
- Bontis, N. (2001). “Assessing Knowledge Assets: A Review of the Models Used to Measure Intellectual Capital,” https://www.researchgate.net/profile/Nick_Bontis/publication/227726161_Assessing_knowledge_assets_a_review_of_the_models_used_to_measure_intellectual_capital/links/0c96051c9d5a079af4000000?origin=publication_list&ev=prf_pub_xd1

Growing and Managing the New Venture

Mandatory readings

- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 10 “Developing Teams and Building the Organisation”
- Evers, N., Cunningham, J. Hoholm, T. (2014). Chapter 11 “Internationalisation”
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Session 7

First Part: Presentation of Venture Projects

Second Part: Exam

Session 8 16 May

Group work