

ENI 8011 – Innovation Studio 2: Launch and Scale

Course Syllabus – Spring 2021

(Draft – Subject to Change)

Instructor: TBD

Class Schedule: TBD

Classroom: TBD

Office Hours: TBD

Course Description: This is an experiential class with the goal of teaching the entrepreneurial mindset and how to apply it launch and scale a business, develop deployable solutions to business challenges, or create new products and services that result in growth opportunities for your organization. In order to do this, we will treat this class as a mini-accelerator and immerse students in actively launching and scaling a new business, solution, product or service. We will use a combination of evidence-based entrepreneurship and agile development to conduct experiments and build a business or solution that is authentically aligned to the demands of the market. The goal is to prepare founders and innovators to leverage methodologies and processes to discover an idea, validate the opportunity, and scale into the market.

This class will provide students with an end-to-end overview into the philosophy, attitudes, perceptions, behaviors, concepts, theories, methods, tools, and techniques to successfully launch and scale a business, solution, product or service. You will learn the most novel methodologies around identifying desirability in the market, feasibility of delivering value to the market, and viability of the business model. The focus is on taking a scientific approach, to control for bias and reduce risk, when launching and scaling new entrepreneurial ventures and solutions for existing businesses.

The course explores a rigorous and disciplined approach to validating product market fit, building a team and a product or service, developing a viable business model, and crafting messaging and pitches that resonate with your audience. This course is highly interactive. Students engage in online collaboration and remote team activities to apply those learnings on a project that takes them “out of the building” to actually launch and scale a business or solution, ideally generating revenue before the end of the semester. Every few weeks, students convene in the classroom to share learnings, and to receive feedback and coaching on their approaches, results, and future experiments.

Course Objectives:

Learning Objectives: The primary objective of the course is to help graduate students employ the necessary methodologies and processes to successfully launch and scale a business, solution, product or service through a hands-on experiential course.

- Employ a scientific mindset to launch and scale a business, solution, product or service
- Develop a unique perspective to know what questions to ask
- Hone their problem solving skills to recognize personal bias when making decisions
- Learn to create a compelling story that resonates with an audience
- Conduct through competitor and market analysis
- Analyze business risks
- Practice design thinking and its application for launching and scaling a business or solution
- Practice overcoming humans' greatest fear: Public Speaking
- Get comfortable with ambiguity and understand methodologies to turn ambiguity into certainty
- Define and reframe problems, questions, and experiments to control for bias
- Refine business models through feedback
- Document and archive your entrepreneurial process
- Gain insights into behavioral economics and its impact on launching and scaling a business or solution
- Think creatively and critically to validate a business model
- Develop marketable and tangible skills, such a Financial Model and Marketing Plan creation
- Define reasonable success objectives for your business, solution, product or service and apply methodologies learned in the course to achieve that success

Upon completion of this course, the student will be able to:

- Validate business models through a scientific and evidence-based approach
- Create a plan and strategy to launch and scale a business, solution, product or service that is driven by insights derived from business model experiments
- Recognize personal bias that interferes and skews experiments
- Conduct high-level due diligence to analyze business opportunity
- Tell a story and create a pitch that resonates with a desired audience

- Create financial statements that drive business strategy.

Tangible outcomes of this course (individually for each student):

- Validated Business Model
- Pitch Deck and Pitch
- Financial Statements
- Marketing Plan

Contributing Texts:

Testing Business Ideas: Osterwalder and Bland, John Wiley & Sons, 2020

Class Schedule and Activities:

CLASS	TOPIC AND COURSE CONTENT
Week 1	Introduction and Overview
Week 2	Pitch Competition and Team Formation
Week 3	Exploration of the Entrepreneurial Mindset and its application in Designing a Business (Remote and Online)
Week 4	Introduction to Business Model Testing and Assumptions Mapping (Remote and Online)
Week 5	Theory of Experiments
Week 6	Practice of Experiments (Remote and Online)
Week 7	Deep Dive into Experiments, Prototyping, and Product Development
Week 8	Framing the Model with Validation Experiments (Remote and Online)
Week 9	Practice of Validation Experiments (Remote)
Week 10	Introduction to Fundraising and Financials
Week 11	Creating Financial Statements (Remote and Online)
Week 12	Creating a Marketing Plan (Remote and Online)
Week 13	Theory of Storytelling and Pitching
Week 14	Pitch Preparation and Practice (Remote)
Week 15	Pitch to Investors/ Entrepreneurs