
Schedule:

0) Preparation for the first class:

* Read

* Do Business Plans Make No Difference In The Real World?

http://www.babson.edu/entrep/fer/2005FER/chapter_xii/paper_xii3.html

* The Four Steps to Epiphany – chapter 1

* Prepare & Deliver to Instructor on Day 1.

* Brief Introductory Bio and Notes

- Who are you?

- Why you are taking this course?

- What do you expect to learn?

- Can be bullet form.

- 1 page maximum.

1) Oct 27 - Introduction

Plan

- Lecture for 90min ~ 40ish slides

- Discussion around 'Do Biz Plans Make Difference?'

Readings

- Do Business Plans Make No Difference In The Real World? (wCT)

- The Four Steps to Epiphany – chapter 1 & 2

Supplemental

- Which comes first (why stories matter) - Seth Godin (wCT)

2) Oct 29 - 3 Types of Startup

Plan

- Lecture for 1 hour ~ 20 slides

- Case discussion: In & Out Burger

Reading

- Geoffrey Moore, Crossing The Chasm – Chapter 1 - pages 9 - 25 (C.pkg)

- Case #1 – In & Out Burger (9-503-096). (C.pkg)

Supplemental

- Clayton Christensen - Innovators Solution – pages 43-51 (C.pkg)

- The Pmarca Guide to Startups, part 4:

The only thing that matters, Jun 25, 2007 (wCT)

3) Nov 3 - Customer Discovery - Part 1

Plan

- Lecture for 1 hour ~ 20 slides –
- Guest Speaker – Bill Richardson @ 11:30am, PMCS SATURN Story

Readings

- The Essential Drucker, Chapter 3, The Purpose and Objectives of a Business, pages 18 – 31 (C.pkg)

Supplemental

- The Four Steps to Epiphany – chapter 3
- McGrath & MacMillan – Entrepreneurial Mindset – Chapter 10 (library) pages 231-245 (Library)

4) Nov 5 - Customer Discovery - Part 2

Plan

- Lecture for 1 hour ~ 20 slides.
- 1 hour discussion wrt “CD” around IMVU & E-Ink cases.

Reading

- Case #2 – IMVU (E-254) (C.pkg)
- Case #3 – E-Ink 2005 (9-705-506) (C.pkg)
- Marshall Goldsmith – What Got You Here, Won’t Get You There Chapter 9 – Listening (C.pkg)

Supplemental

- More on IMVU --

<http://startuplessonslearned.blogspot.com/2009/02/lean-startup-at-uc-berkeley-haas-school.html>

5) Nov 10 – Customer Validation - Part 1

Plan

- Lecture for 1 hour
- Guest Speaker – Ken Simpson @ 11:30 am.
- CEO and Founder, MailChannels

Readings

- The Four Steps to Epiphany – chapter 4

Supplemental

- Miller Heiman - Strategic Selling, Chapter 1 (C.pkg)

6) Nov 12 Customer Validation - Part 2

Plan

- Lecture for 1 hour
- Guest Speaker – David Helliwell @ 11:30 am.
 - CEO and Founder, Pulse Energy

Reading

- The Four Steps to Epiphany – chapter 4

Supplemental

- Who Captures Value in a Global Innovation System?
The case of Apple's iPod (wCT)
- Michael T. Bosworth – Solution Selling –
Strategy 1 - Three levels of Buyer Needs (C.pkg)

7) Nov 17– Customer Creation - Part 1

Plan

- Lecture for 1 hour
- Guest Speaker -- Ronna Chisholm @ 11:30 am,
Business Director, Dossier Creative

Readings

- The Four Steps to Epiphany – chapter 5
- Ries & Trout - Positioning
- <http://www.quickmba.com/marketing/ries-trout/positioning/> (wCT)

Supplemental

- McGrath & MacMillan – Entrepreneurial Mindset – Chapter 9
pages, 197-215 (Library)

8) Nov 19– Customer Creation - Part 2

Plan

- Lecture for 1 hour
- Guest Speaker -- Michael Kuhlmann @ 11:30 am
 - President & CEO, Colony Networks

Reading

- The Four Steps to Epiphany – chapter 5

9) Nov 24 – The Learning Mindset

Plan

- Lecture for 1 hour
- Guest Speaker Barry Hagglund @ 11:30 am
President & CEO at Argon Security Technologies, Inc.

Readings

- Carol Dweck, Mindset, Chapter 1 – Pages 3 - 14 (C.pkg)

**10) Nov 26 - Company Building and Wrap.
Plan**

- Lecture for 1 hour
- Guest Speaker Geri Jones @ 11:30 am
 - HR Expert/Magician
 - xVP-HR PMC-Sierra and MDA

Reading

- The Four Steps to Epiphany – chapter 6

11) Dec 1 - Presentation Day 1

12) Dec 3 - Presentation Day 2

Evaluation

Class Participation	25%	
Application Exercises	25%	(2 exercises @ 12.5% each)
Group Project	50%	

(1) Application Exercise Papers – 2 Papers. 2 Pages each. Independently written.

Students will write two exercise papers. Each will apply a single phase of the customer development model to a company. Students can choose any 2 of the four phases (listed below) for their papers. (nb. Two phases and Two companies).

- i. Market Type
- ii. Customer Discovery
- iii. Customer Validation
- iv. Customer Creation

- * Students will analyze Market Type, Customer Discovery, Customer Validation and Customer Creation choices companies have made.
- * Students will analyze company's customer and market hypothesis, channel and sales strategy, and demand creation activities.
- * These exercises will cover understanding early customer needs and matching them with product features, how to research product distribution channels, creating a sales roadmap for early customers, and demand creation and chasm- crossing sales plan to transition to mainstream customers.
- * Companies used are the students choice -- from their direct experience or independent research/reading.
 - The "cases" covered in class may be a good starting point.

(2) Team Research Paper (~4 per group) – minimum 3,000 words, at least 10 pages, & 15 minute presentation during exam week.

- * Paper that discusses lessons learned from the class.

* For Example: Discuss the early years of a company in context of the Customer Development model. What type of model did it use? How could the Customer Development model have helped them make decisions?

Instructor:

Iain Verigin is a retired entrepreneur who specializes in Product Marketing & Business Development with a focus on new product introductions. Since 1989 Iain has been involved in two startups. He was a member of the founding group at PMC-Sierra (PMCS:NASDAQ a communications & networking semiconductor startup) and was an early participant in Packet Engines (a gigabit ethernet networking equipment startup). Both startups were successful: the most successful was PMC-Sierra which has annual revenue exceeding \$500M USD and a market capitalization > \$1B USD. Packet Engines was acquired by Alcatel for \$315M USD in 1998.