

***Entrepreneurship and New Ventures:  
A Socratic Approach to Innovation Analysis and Application***  
**Engineering 1930X**  
**Commerce, Organizations, and Entrepreneurship**  
**Brown University**  
**Spring 2008**

**Mr. Danny Warshay**  
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**Class Times:** Tuesday/Thursday 10:30 – 11:50

**Office Hours:** By appointment

**Course Objective and Methodology**

Taught via Socratic method, this course will use case studies that explore essential elements of the entrepreneurial process: Defining Entrepreneurship; Recognizing Opportunities and Developing Business Models; Assembling The Team; Raising Financial Resources; Managing Uncertainty; Managing the Growing Venture; and Realizing Value. Guests will include successful entrepreneurs and expert practitioners who will highlight practical approaches to entrepreneurial success.

The format of this course will follow a typical Harvard Business School methodology. As an advanced course, it will expect that students will have enough prerequisite background to understand the rhythm and demands of a case study approach; and that students will be able to apply what they learn through their own analyses of cases and other materials individually and in groups (i.e., in class discussions, in written assignments, in a capstone group business planning assignment, and in a final examination).

The primary objective of the course is to enable students who have some facility with fundamental management principles and financial analysis, garnered through case study and other exposure typically in Engineering 90 or 900 and in some cases through a suitable substitute, to focus on specific demands of the entrepreneurial process, and, throughout the course, to develop confidence and acquire the tools needed to launch something on their own.

This course will be rigorous and among the most demanding of the courses students take this semester. Students who meet this challenge and work hard will find the process satisfying, and will reap significant rewards for the commitment and investment they make at Brown and throughout their professional careers.

**Study Groups**

Small groups of students who meet before class to compare and contrast their own individual case analyses can be another invaluable collaborative learning experience. The success of these groups depends on each participant preparing the case before the group gathers. Study groups will form naturally, although any student unable to find a suitable group should approach the professor for assistance.

### **Permission and Statement of Personal Objectives**

As I have continued to teach this course, demand for enrollment has increased significantly. As always, I will do my best to accommodate as many students as is reasonably possible -- especially COE concentrators.

One of the methods for determining acceptance into limited enrollment will be a statement of personal objectives. With your request for permission, please submit a one-page statement of your background and personal objectives for this course. This should address the following: (A) Why would you like to take this course? (B) What do you personally want to get out of the course? (C) A brief description of your background and anticipated graduation year, any small company or entrepreneurial experience, activities, concentration, and what you hope to do after Brown. Please also indicate whether you have taken EN90 and/or EN 900 or other relevant courses. E-mail your statement to both [scott\\_norton@brown.edu](mailto:scott_norton@brown.edu) and [daniel\\_warshay@brown.edu](mailto:daniel_warshay@brown.edu)

IMPORTANT: please note that you need to come to class -- BEGINNING WITH THE VERY FIRST CLASS -- having read that session's case study and supplemental readings, ready to be cold called. The R&R case and the note *Some Thoughts On Business Plans* are required for the first class, and the Aravind Hospital case and the note *A Perspective on Entrepreneurship* are required for the second class. Failure to come to class prepared will make it impossible for you to be admitted to the course. Copies of all readings are on reserve at the Rock, and study questions for the R&R and Aravind cases are below.

### ***R&R***

1. Use the POCD model from the *Some Thoughts On Business Plans* article to evaluate this business.
2. What obstacles did Bob Reiss face and how did he overcome them?
3. How successful was Reiss (be sure to quantify your answer with some financial numbers).
4. What factors contributed to his success?

### ***Aravind***

1. Use the POCD model from the *Some Thoughts On Business Plans* article to evaluate Aravind.
2. Identify the key factors that have led to Aravind's success.
3. Quantify some of the operational success factors (again, be sure to run some numbers here, financial and otherwise).
4. Would you like to work at Aravind? Why or why not?
5. Are there any weaknesses in Aravind's model?
6. Using Howard Stevenson's definition of entrepreneurship from page three of the *Perspectives on Entrepreneurship* article ("pursuit of opportunity without regard to the resources currently controlled"), do you consider Dr. V. an entrepreneur? How about Bob Reiss from R&R?

## Course Materials

Our primary source of notes, cases and online tutorials will be Harvard Business School Publishing. The easiest and most cost-effective way to order the HBS notes and cases is online through a private section of HBS Publishing's web site set up specifically for our class: <http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c64982> . I have also placed a limited number of copies on reserve at the Rock.

To register online for the two eLearning tutorials, "*Financial Accounting: An Introductory Online Course*" and "*Pre-Money/Post-Money Valuation*," students should use the following link: <http://elearning.hbsp.org/sponsor.html?sponsorCode=brown122607>

After registering for the first time, students will login at [www.elearning.hbsp.org](http://www.elearning.hbsp.org). Once they are logged in they need to click on the Program Catalog link on the left hand side of the page. Then they will need to click on each program title and select it to pay for the course, which will add the online course to their Launch Pad. When they click on My Launch Pad they will see each course listed. To access the course on the Launch Pad the students will need to click on the title to launch it.

If you have technical trouble with any of the HBS materials, call HBS technical support (not customer service) at 800-810-8858.

While all students are required to complete the financial accounting online tutorial (including passing both exams) **by no later than the end of February**, students with little or no accounting background will benefit from working through the tutorial as soon as possible. The tutorial takes approximately fifteen hours to work through, so students should pace themselves accordingly. And because it typically takes many students more than one attempt to pass the exams, please contact the professor to reset them if you do not pass the first time.

The other *required* books will expose the class to additional cutting-edge thinking about entrepreneurship. For me, they have been instructional, practical, and inspirational, and I hope they will be for you too, well beyond this class itself. While they are available at the Brown Bookstore and on BrunoBoooks.com (a startup launched in the Fall '07 version of this course), to reduce the financial burden of having to purchase all of them, I have placed several copies of each required item on reserve at the Rock. To avoid a last-minute rush, please plan to read these well in advance of the particular class for which they have been assigned. I have also placed the *recommended* books on reserve and encourage you to read them to the extent you have time and interest in the particular subject. I especially recommend *The Case Study Handbook* to anyone interested in explicit guidance for reading and analyzing Harvard case studies.

Finally, throughout the semester, you will find additional resources on our class MyCourses site.

Required: HBS Publishing Notes and Cases (see below in syllabus context)

*Financial Accounting: An Introductory Online Course* (HBS)

*Pre-Money/Post-Money Valuation* online tutorial (HBS)

*The Innovator's Dilemma* by Clayton Christensen

*Jump Start Your Business Brain: Scientific Ideas and Advice That Will Immediately Double Your Business Success Rate* by Doug Hall

*Art of the Start* by Guy Kawasaki

*The Monk and the Riddle* by Randy Komisar

*Purple Cow: Transform Your Business by Being Remarkable* by Seth Godin

Recommended:

*How to Read a Financial Report* by John Tracy

*Permission Marketing: Turning Strangers Into Friends And Friends Into Customers* by Seth Godin

*The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases* by William Ellet

*Upstart Start-Ups!: How 34 Young Entrepreneurs Overcame Youth, Inexperience, and Lack of Money to Create Thriving Businesses* by Ron Lieber

*E-Myth Revisited* by Michael E. Gerber

*Patent It Yourself* by David Pressman

*The Entrepreneur's Guide to Business Law* by Constance Bagley

*Note on Basic Option Properties (HBS)*

*The Power of Strategy Innovation* by Robert E. Johnston Jr., J. Douglas Bates

## Student Evaluation

Final grades will reflect the following deliverables:

Classroom participation	35%
Five Written Case Analyses	10%
Team Business Plan	25%
Final Case Study Examination	30%

## Guidelines for Student Evaluation

- 1. Classroom Participation** – The basis for high-quality classroom participation is diligent preparation. Students should expect to spend approximately three hours reading, assessing, and analyzing each case study on their own, and are encouraged to conduct further analysis in study groups prior to each class. Each class focused on a case study will begin with a cold call of a student to open the class, typically with his or her own assessment of the case (e.g., “use the POCD model to evaluate the company,” or “what would you do if you were the protagonist entrepreneur and why?” or “would you invest in this company if you were a venture capitalist and why?”). Throughout the rest of the class, students will be asked to support or challenge the initial opening, as the professor facilitates a case discussion. This Socratic approach will enable students to discover, analyze, and demonstrate mastery over the key issues of the case. Reading the assigned books and other articles will arm students with tools and vocabulary required to analyze cases, and students should expect to be cold called about those readings as well. Because classroom participation is so central to the success of each student and to the collective experience of the entire class, attendance in all classes is mandatory. Even one absence will seriously impair any student’s ability to succeed in this course.
- 2. Five Written Case Analyses** – Students will submit written analyses of one case study for each of the five units on the syllabus after they are discussed in class. These one- to two-page papers should begin with a clear and concise recommendation and follow with succinct supporting analysis. There is no need to summarize the case and the tone should be more professional and businesslike than academic. A more detailed set of guidelines and a sample paper are available on MyCourses. A draft of the first short paper must be handed in to the Writing Fellow for review two weeks prior to the due date. The remaining four papers need not be reviewed by the Writing Fellow. The strict deadlines for submission are listed below.
- 3. Team Business Plan** – Each team’s business plan will be graded based on the oral presentation and final report. Feasibility of the product or firm and completeness of the final report will heavily influence your grade. The financials must be consistent with the plan’s strategy. A draft of the business plan must be handed in to the Writing Fellow for review two weeks prior to the final due date.
- 4. Final Case Study Examination** – The final exam will be a case that requires students to draw on the methodologies and entrepreneurial processes covered throughout the semester.

	Date	Case/Reading	Assignments Due
<b>I. What is an Entrepreneur?</b>			
1	1/24/08	R&R <i>Some Thoughts On Business Plans</i>	
2	1/29/08	The Aravind Eye Hospital <i>A Perspective on Entrepreneurship</i>	
3	1/31/08	<i>Purple Cow</i> Guest: Steve Lane	
<b>II. Getting Started: Entrepreneurial Fundamentals</b>			
<b>II. a) Recognizing Opportunities and Developing Business Models</b>			
4	2/5/08	Profit Logic <i>Note on Business Model Analysis for the Entrepreneur</i> Guest: Scott Friend '87	
5	2/7/08	Zipcar <i>Jump Start Your Business Brain</i>	Brainstorming activity Paper 1 due to Writing Fellows
<b>II. b) Assembling The Team</b>			
6	2/12/08	Ockham Technologies • <i>Splitting the Pie</i> • <i>Benefits of Having an Independent Board</i> • <i>Think Big</i> (all three on MyCourses)	Business Plan Team Due
7	2/14/08	Precise Software <i>Art of the Start</i>	Paper 1 due
<b>II. c) Raising Financial Resources</b>			
8	2/21/08	Honest Tea <i>New Venture Financing</i>	Business Plan Idea Due
9	2/26/08	Parenting Magazine <i>HBS Pre- and Post-Money Online Tutorial</i> <i>Venture Capital Valuation Method</i> (on MyCourses)	
10	2/28/08	Tell Me (Berkeley case on MyCourses + HBS case) Guest: Angus Davis	
11	3/4/08	CelTel International <i>Legal Forms of Organization</i>	Paper 2 due

12	3/6/08	<ul style="list-style-type: none"> <li>• <i>Buzz Article: Equity Instruments and Term Sheet Provisions</i></li> <li>• <i>Cool Fuel Term Sheet</i> (both on MyCourses)</li> </ul> Guest: Bill Stone	
<b>II. d) Managing Uncertainty</b>			
13	3/11/08	E Ink: Financing Growth	1 Page Ad due
14	3/13/08	Mercury Rising: Knight Ridder's Digital Venture	
<b>III. Managing the Growing Venture</b>			
15	3/18/08	Shurgard Self-Storage: Expansion to Europe	Paper 3 due
16	3/20/08	Corporate New Ventures At P&G <i>Innovator's Dilemma</i> Guest: Bob Johnston, Doug Bate	
17	4/1/08	Noodles & Co <i>A Note on Franchising</i>	Investment Calculation exercise due (see assignment on MyCourses)
18	4/3/08	Elevator Pitch Presentations	
19	4/8/08	Elevator Pitch Presentations	
20	4/10/08	Presentation Workshop	Paper 4 due
<b>IV. Realizing Value</b>			
21	4/15/08	TBD	Business plan draft due to Writing Fellows
22	4/17/08	Kendle International <i>A Note on the Initial Public Offering Process</i>	
23	4/22/08	Kate Spade <i>Monk and the Riddle</i>	
24	4/24/08	Business Plan Presentations (Extended Class)	Paper 5 due Business plan presentations due
25	4/29/08	Business Plan Presentations (Extended Class)	
26	5/1/08	Business Plan Presentations (Extended Class)	Business plans due
	5/13/08 9:00-1:00	Final Examination	

## Danny Warshay

Danny Warshay has devoted his career to building, managing and harvesting high-growth entrepreneurial ventures. He is the founder and managing director of DEW Ventures, a platform he has used to launch and develop a variety of new, quickly growing companies.

Through DEW Ventures, Danny has co-founded:

- RoundOne: The Entrepreneur's Playbook ([www.roundone.com](http://www.roundone.com)), an online content and social networking platform focused on empowering entrepreneurs.
- Culinova ([www.culinova.com](http://www.culinova.com)), which develops foods with health and functional benefits and licenses them typically to large food companies looking for innovation.
- LoyalTec ([www.loyaltec.net](http://www.loyaltec.net)), which helps its retail clients use their own transactional data to transform anonymous customers into loyal ones. The Allied Group ([www.thealliedgrp.com](http://www.thealliedgrp.com)) acquired LoyalTec in 2007.

Danny began his entrepreneurial pursuits while an undergraduate at Brown as co-founder of Clearview Software, the developer of the *SmartForms* suite of Macintosh applications software. Apple Computer acquired Clearview in 1989. He then co-developed Specialized Systems and Software, a custom software development firm sold to Medline Industries.

Danny led the growth of Anchor Communications, a startup magazine and Internet publishing company sold in two parts to A.H. Belo Corporation and Miller Publishing Group. While at Anchor, Danny served as publisher of the company's regional titles including *Rhode Island Monthly* and spearheaded the launch of its first Internet products including [RhodeIsland.com](http://RhodeIsland.com). He also served as Chief Operating Officer of Anchor's first national products, *Getaways* magazine and [GetawaysOnline.com](http://GetawaysOnline.com) Internet travel service.

As co-founder and managing director of Health Business Partners — the nutrition industry's premier venture capital and financial advisory firm — Danny built and led the firm's venture capital practice.

Danny's corporate experience came at Procter & Gamble as a member of the Duncan Hines Brand Management team where he managed the development and marketing of new products.

One of Danny's business passions is Open-Book Management – an approach to empowering, motivating and rewarding employees through exposure to all relevant measures, financial literacy, and providing a meaningful stake in the outcome through employee ownership. He has spoken in national forums and has been interviewed in *Inc. Magazine* on the topic, and coaches companies interested in embracing this approach.

Danny has served on the boards of several startups, and was a founding board member of the Brown University Entrepreneurship Program where he is now a Trustee Emeritus. He currently serves on the board of Rhode Islanders Sponsoring Education (RISE) — a non-profit that provides mentoring, social service support and educational opportunity for the children of incarcerated parents; the Jewish Community Day School of Rhode Island; and as an Honorary Life President of the Brown University Hillel Foundation where for four years he served as President during the foundation's \$12 million capital campaign and construction of its 28,000 square foot new facility. He is also the recipient of the Merrill L. Hassenfeld Leadership in Community Service Award.

Danny is an adjunct professor at Brown University where he teaches Entrepreneurship and New Ventures: A Socratic Approach to Innovation Analysis and Application - an advanced course that he developed in an interdisciplinary program called Commerce, Organizations & Entrepreneurship, and the

entrepreneurial finance modules of the Masters Program in Innovation Management and Entrepreneurship (PRIME). He is the recipient of the Brown Israel Faculty Exchange Fellowship through which he has taught his Entrepreneurship and New Ventures course in the Executive MBA Program of the Recanati School of Business Administration at Tel Aviv University. And most recently, he taught an intensive version of his Entrepreneurship and New Ventures course for a group of 35 Egyptian executives, heads of NGOs and entrepreneurs at the TMA Executive Training Institute of Cairo.

He received a B.A. in History, *magna cum laude*, from Brown University (Junior Year at Hebrew University in Jerusalem), and an M.B.A. from Harvard Business School.

In addition to spending time with his wonderful wife and three terrific children, Danny loves the mental and physical challenges and rewards of vinyasa yoga. He is also an avid (and tortured) Cleveland sports fan.