



Modulhandbuch
MBA
Schwerpunkt
Business Development &
Entrepreneurship
“Silicon Valley Program”

THD - BITZ Oberschneiding

SVP-1-01: Module Venture Analysis and Testing

Modul Nr.	SVP-1-01
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-1-01: Module Venture Analysis and Testing
Lehrende	Prof. Dr. Tobias Strobl Prof. Dr. Veronika Fetzer Prof. Matthias Notz Prof. Peter Schmieder
Semester	1
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	4
ECTS	8
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 60h Selbststudium: 180h Virtueller Anteil im Selbststudium: 0 Stunden Gesamt: 240h Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Framing a problem statement for a (prospective) customer
- Designing a first-pass business model
- Assessing a venture opportunity
- Designing a vision to align your venture team, and to support the implementation of a future proof business

Fachkompetenz:

1. Problem Statement

- Identify the real problem you are trying to solve
- Frame the problem statement for the specific pain point of a prospective customer, including context, impact, and alternatives
- Validate the problem that you identified by interviewing relevant prospect customers (rule of thumb: 10 or more customers)

2. Business Model Canvas

- Synthesize your venture with the business model canvas (BMC) and implement the BMC to create, deliver and capture value
- Describe your customer segments, the products, and services you provide to your customers, and your promise
- Identify the revenue streams and how you sell your products and services to your customers (type of transactions, number of transactions)
- Describe the interrelationship between customer desirability, technical feasibility, and financial viability

3. Venture Opportunity Assessment: The Radar Chart

- Evaluate the feasibility and fit of your venture idea (or a set of alternatives that you may consider), based on a set of pre-defined criteria
- Obtain a picture of which evaluation criteria appear to be strengths and which are in need of considerable investigation, data collection, hypothesis testing, and risk mitigation

4. Vision Framework

Design the vision of your venture and create a rallying cry for your team, with long lasting entrepreneurial success

4.1 Cover Story Vision Canvas

- Project yourself into the future to formulate the actual vision of your venture
- Co-design your vision together with your team in a simple visual way

4.2 5 Bold Steps Vision Canvas

- Frame the vision statement of your venture and the steps to achieve that vision
- Identify what supports and/or impedes achieving that vision

Methodenkompetenz:

1. Problem Statement

Use the method *Problem Cycle Canvas* to walk through the process of defining a problem statement and map out what really matters to your customers:

- When does the problem occur? What is triggering the problem?
- What customers have the problem?
- What is the root cause of the problem?
- Can you quantify the impact of the problem?
- What alternative solutions currently solve the problem?
- What are the disadvantages of the alternative solutions?

2. Business Model Canvas

Use the method *Business Model Canvas* (BMC) to describe how your venture creates, delivers, and captures value:

- *Value Proposition*: What is the value you deliver to your customer? What is the customer need that your value proposition addresses?

- *Customer Segments:* Who are your customers?
- *Channels:* How do your customer segments want to be reached?
- *Customer Relationships:* What relationships does each customer segment expect you to establish and maintain?
- *Revenue Streams:* How do your customers reward you for the value you provide to them?
- *Key Resources:* What are the resources you need to deliver your value proposition?
- *Key Activities:* What are the activities you perform every day to deliver your value proposition?
- *Key Partners:* Who are your key partners?
- *Costs:* What are the important costs you make to deliver the value proposition?

Fill out the 9 building blocks of the BMC and thereby accomplish your first-pass BMC

3. Venture Opportunity Assessment: The Radar Chart

Use the Radar Chart framework, based on a set of pre-defined criteria, as a method to evaluate the feasibility and fit of your venture idea (or a set of alternatives that you may consider):

- Create your Venture Dashboard by answering basic questions about your venture scored on a scale from 1 to 5
- Review the Venture Dashboard graphic that summarizes and provides a detailed view of your venture, and most importantly, draw the right conclusions from the dashboard:
- Are we as a team on the right track?
- Are there any areas that require more investigation from your team?
- From this first pass assessment, do you and your team assess any underserved needs of your venture?
- Can you quickly identify where you should focus your work when you will work on your business model (canvas)?

4. Vision Framework

Use the methods *Cover Story Vision Canvas* and *5 Bold Steps Vision Canvas* to design and implement a future proof, sustainable business model and rallying cry for your team

4.1 Cover Story Vision Canvas

- Project yourself into the future and start formulating the actual vision of your venture, starting with the definition of your vision time period/horizon and overarching goal: Where are you in 3 to 5 years from now? What is your goal?
- Co-design your vision together with your team in a simple visual way, including bold facts and figures and major achievements you are striving for (in the future)

4.2 5 Bold Steps Vision Canvas

- Frame the vision statement of your venture and the 5 bold steps to achieve that vision, based on re-using relevant input from the Cover Story Vision Canvas
- Identify the pillars (themes) that support your vision, including actions, supports, opportunities, and challenges

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure

Inhalt

1. Problem Statement
2. Business Model Canvas
3. Venture Opportunity Assessment: The Radar Chart
4. Vision Framework
 - 4.1 Cover Story Vision Canvas
 - 4.2 5 Bold Steps Vision Canvas

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): Business Model Shifts: Six Ways to Create New Value For Customers, Wiley Verlag ISBN 1119525349

- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): Ten Types of Innovation: The Discipline of Building Breakthroughs, Wiley Verlag ASIN B00DZLBHU8

Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore, <https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-1-02: Module Venture Testing and First Pass Validation

Modul Nr.	SVP-1-02
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-1-02: Module Venture Testing and First Pass Validation
Lehrende	Prof. Dr. Tobias Strobl Prof. Dr. Veronika Fetzer Prof. Matthias Notz Prof. Peter Schmieder N.N. international adjunct professors
Semester	1
Dauer des Kurses	1 Semester (geblockt)
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	6
ECTS	8
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 90h Selbststudium: 150h Virtueller Anteil im Selbststudium: 50 Stunden Gesamt: 240 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Identifying the market size and share
- Segmenting a market, and selecting a target market (beachhead market)
- Defining a go-to-market (GTM) strategy
- Validating a problem
- Validating a solution
- Validating a business model
- Mapping the ecosystem of a venture
- Mapping the context of a venture, including current and future market trends, and the environment
- Analyzing the competitive landscape of a venture
- Designing a customer interview plan
- Defining a pricing strategy

- Setting up digital and cloud based tools for scalable processes and lean operations
- Scaling a venture
- Designing a marketing campaign plan
- Identifying the financials, including (financial) projections and validation, for a venture
- Designing a successful investors pitch

Fachkompetenz:

1. Market Size and Share (TAM, SAM, SOM)

- Define the time period/horizon for your market considerations (usually 5 years from now)
- Determine the total market size, your Total Available Market (TAM), that is available for your product/service globally
- Determine the portion of the TAM within your geographic reach which is your Serviceable Available Market (SAM)
- Use a bottom up approach to determine the portion of the SAM, your Serviceable Obtainable Market (SOM), that you can realistically capture
- Specify all the underlying assumptions and bottom line for your market considerations

2. Market Segmentation and Target Market Selection (Beachhead Market)

- Define your target market to position your product, in a profitable manner, to the right customer, based on their need
- Identify the different customer/beneficiary types that exist in your target market and identify why these potential customers will "consume" your product/service rather than an alternative (including "non-consumption")
- Specify all the underlying assumptions and bottom line for your market considerations

3. Go-to-Market (GTM) Strategy

- Clearly state the overarching product and market goals for your venture
- Define all the elements of your GTM strategy
- Perform hypothesis testing - according to your UAP - with multiple iterations, from high levels statements of belief, i.e., at 30,000 feet, to ground level statements of validated facts

Note: The GTM Strategy should lead to a well thought out tactical plan that orchestrates all the elements to achieve Awareness, Customer Inquiry, Trial, Preference and actual Selection which are the stages in your "sales" or adoption funnel.

4. Problem Validation

- Identify the elements that validate the existence of a problem

- Clearly describe the value your product/service provides to each target market segment whilst communicating what differentiates you from competition (or service alternatives)
- Show evidence (if possible) of your value proposition

5. Solution Validation (Untested Assumption Plan)

- (*Continuously*) track your untested assumptions in the Untested Assumption Plan (UAP)
- Review your business model canvas, financials, vision, and other relevant documents to determine your hypotheses and untested assumptions
- Identify a roadmap for testing, validation and de-risking
- Run experiments and perform activities to (un)validate your assumption, starting with the riskiest assumption

6. Business Model Validation

- Define what elements of your BMC are critical to your venture's success

7. Venture Ecosystem

- Map the economic cluster for your venture

8. Context Mapping

- Map out the current and future market trends, the environment around your venture, and the drivers and forces outside your venture that (could) shape your venture now and in the future

9. Competitive Landscape Analysis

- Specify the different dimensions of competition, and analyze your competitors in terms of their positioning, relative strengths, weaknesses and strategy
- Review your value proposition against these of competitors and reinforce (if needed)
- Realign your sales and marketing strategy to face competition
- Identify the key differentiator(s) between you and your competitors, and your (unfair) defensible competitive advantage

10. Customer Interview Plan

- Define and complete the Customer Interview Plan for your venture, including the breakdown of your riskiest assumption(s)
- Address your hypotheses and riskiest assumptions during the customer interviews

11. Pricing strategy

- Categorize your customers into innovators, early adopters, early majority, later majority, and laggards
- From the innovators and early adopters' categories, select your launch customers for your product/service

- Test and validate your customer's willingness to pay (WTP)
- Implement the right pricing strategy/ strategies and price point to launch your product/service

12. Digital & Cloud Based: Scalable Processes and Lean Operations

- Set up scalable processes and lean operations for your venture by using relevant digital, cloud based tools

13. Venture Scaling

- Prepare your venture for hockey stick (exponential) growth
- Map out ways and options to scale your venture into international markets
- Implement your venture's scalability parameters, the timeframe for scale and exponential growth, and the required infrastructure, including the required dimensions to factor in for venture scaling

14. Marketing Campaign Plan

- Identify your target audience to whom your product will matter
- Determine how you can reach your specific audience
- Define the goals and objectives to achieve by the end of your campaign
- Benchmark your competitors marketing campaigns
- Generate creative, value-driven ideas for your marketing campaign that stand out from competition
- Select the channels for your marketing campaigns (internet, social media, email, ads, influencer, etc.)
- Develop an offer, e.g., a free trial, a limited discount, an e-book, or even a free webinar, etc.
- Determine the required resources needing for your marketing campaign (in-house, freelancers, an outside agency)
- Create an estimate for your campaign metrics to measure your return on investment (ROI) (response rates, conversion ratio, total revenue to be generated)
- Create an estimate for your marketing budget

15. Financials (Cash Flow)

- Identify the cash flow needs of your venture (high level financials) which includes the cash inflows, outflows and relative timing
- Create the financial validation for your venture which will be included in your investor pitch, and provide the relevant, basic financial information

Note: The first part of the exercise will make you input the numbers into a cash flow model. The second part of the model is an income statement that needs some user inputs. Using these inputs and numbers derived from revenue and expense items in the cash flow, the model will calculate and derive the income statement on an annual basis.

- Identify your untested assumptions in your cash flow projections
- Define the pricing strategies for your product/service

- Define a comprehensive set of your venture's unit economics relevant for your product/service

16. Pitch

- Design a compelling story for a successful investors pitch that will create instant excitement for your venture

Note: Your investors pitch is different from a customer sales pitch. Your investors pitch may contain the basic elements for a great VC story (team, vision, traction, business model, and market), and shall demonstrate how you will successfully de-risk the market, the product, and the execution.

- Implement a pitch that is tailored to your target audience and able to convey your key messages per each of the required elements for an investors pitch in as compelling manner
- Prepare your 10-minute full form version of your investors pitch, and also 8-minute and 3-minute short versions of your pitch deck
- Prepare your 1-minute (max. 90-second) elevator pitch which is the short summary of your venture opportunity that defines your product/service and its value proposition in order to stimulate enough interest on the part of your listener that it precipitates "next step" results

Methodenkompetenz:

1. Market Size and Share (TAM, SAM, SOM)

Use the market size and share canvas to define your TAM, SAM, and SOM for a defined time period/horizon for your market considerations (usually 5 years from now)

- *Total Available Market (TAM):*
The global _____ (market for your product or service) market size is estimated to reach USD _____ billion by _____ (future year) and expand at a compound annual growth rate (CAGR) of _____ % from _____ (start of forecasting period) to _____ (end of forecasting period).
- *Serviceable Available Market (SAM):*
The _____ (segment of the TAM within your geographical reach) market size is estimated to reach USD _____ million by _____ (future year) and expand at a compound annual growth rate (CAGR) of _____ % from _____ (start of forecasting period) to _____ (end of forecasting period).
- *Serviceable Obtainable Market (SOM):*
The _____ (portion of the SAM that you can realistically capture) market size we target to capture is USD _____ million in _____ (future year).

Note: Use a bottom up approach to determine the portion of the SAM, your Serviceable Obtainable Market (SOM), that you can realistically capture

2. Market Segmentation and Target Market Selection (Beachhead Market)

- Identify your target segments by segmenting your customers into different categories based on demographics, customer types, attributes, preferences and needs (sample categories: age, education level, income level, location, size of family, or group affiliation such as an industry or village organization)
- Evaluate the attractiveness of each target segment in terms of early adoption and revenue potential, i.e., dollar value per transaction and total number of transactions that can be addressed in your target market with the resources available to your venture
- Select the most attractive and scalable target market segment, your Beachhead Market, to enter with a first compelling use case

3. Go-to-Market (GTM) Strategy

- Clearly state the overarching product and market goals for your venture
- Define all the elements of your strategy to enter your chosen target market(s) with a minimum viable product (MVP) that achieves market adoption and sales traction (or desired impact in the case of a social enterprise)
 - Define the MVP, its features and value proposition
 - Define the Whole Product Solution
 - Determine all dimensions of the product experience
 - Define the price (per package alternatives), place (distribution methods), ordering, sales channels, packaging, technology, promotion (sales and marketing plan), planned market share, advertising/social media campaigns according to the stage of Awareness in your Adoption Funnel, and expected financial results
- Define the right strategic partners for your venture that will help you 1) enter the (new) market and 2) scale across market(s)
- Specify the type of alliances you want to achieve to enter and scale across markets
- Identify the combined created value with your strategic partners and the activities in the value chain that create competitive advantage
- Perform hypothesis testing - according to your UAP - with multiple iterations, from high levels statements of belief, i.e., at 30,000 feet, to ground level statements of validated facts

4. Problem Validation

- Identify the elements that validate the existence of a problem:
 - Market: For which market is the value proposition being created?
 - Value experience: What does this market value most?
 - Offering: Which products or services are being offered?

- Benefits: What are the benefits that this market will derive from the product or service?
- Alternatives and differentiation: What alternative options does this market have to the product or service?
- Proof: What evidence is there to substantiate your value proposition?
- Clearly define the value proposition for your product/service which must describe the value your product/service provides to each target market segment whilst communicating what differentiates you from competition (or service alternatives)
- Show evidence (if possible) of your value proposition:
 - Experience (demos, test drives, pilots, references)
 - Expert insights (academic, consultants, analysts, gurus)
 - Examples (diagrams, pictures, customer PR)
 - Statistics & quantification makes evidence stronger
 - Analogies help make evidence understandable
 - Irrefutable facts are the best evidence

5. Solution Validation (Untested Assumption Plan)

- From your UAP, evaluate which of your hypotheses and untested assumptions are valid and which may require you to rethink your plan or approach
- Prioritize which hypotheses and untested assumptions are critical to launch your venture, and which might be a showstopper:
 - Specify the level of risk of your assumptions
 - Specify their dependency in time
- Identify a roadmap for testing, validation and de-risking
- Run experiments and perform activities to (un)validate your assumption, starting with the riskiest assumption

6. Business Model Validation

- Determine what elements of your BMC have been validated and what elements remain to be validated

7. Venture Ecosystem

- Map the economic cluster for your venture which is a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field

8. Context Mapping

- Map out the current and future market trends, the environment around your venture, and the drivers and forces outside your venture that (could) shape your venture now and in the future such as:
 - Demographic trends
 - Technology trends
 - Rules and regulations

- Customer needs
- Economy and environment
- Competition
- Uncertainties

9. Competitive Landscape Analysis

- Map out the competitive landscape around your venture in the regional, domestic, and global markets by using the tools *Competitive Feature Analysis*, *2x2 Matrix*, *Competitive Petal Diagram*
- Utilize the *Competitive Feature Analysis* to analyze and provide insights into the competitive landscape in the marketplace and how to position your venture against competitors
- Identify the key differentiator(s) between you and your competitors, and your (unfair) defensible competitive advantage that shall allow you to create market advantage

10. Customer Interview Plan

- Define in your Customer Interview Plan how you will break down your riskiest assumption(s) into measurable and observable experiments, and specify a clear falsifiable hypothesis
- Complete the Customer Interview Plan for your venture
- Address your hypotheses and riskiest assumptions (defined in your Solution Validation, UAP) during the customer interviews

11. Pricing strategy

- Use the different pricing strategies and test, validate and implement them, in particular to test and validate your customer's willingness to pay (WTP):
 - Value-based pricing, incl. the Van Westendorp's Price Sensitivity Meter (PSM)
 - Foundation customers
 - Match & play co-pricing

12. Digital & Cloud Based: Scalable Processes and Lean Operations

- Use relevant digital, cloud based tools to establish scalable processes and lean operations for your venture. The tools include, but are not limited to:
 - CRM
 - Expense management/payment
 - Project management
 - Wiki/documentation
 - Productivity systems

13. Venture Scaling

Use the venture scaling canvas to prepare your venture for hockey stick (exponential) growth:

- Apply the scalability parameters to your business model
- Describe the timeframe for scale and exponential growth of your venture

- Describe the infrastructure and your organizational structure for the point in time when you scale

14. Marketing Campaign Plan

Use the method marketing campaign plan to

- identify your target audience to whom your product will matter
- specify how you can reach your specific audience
- determine all relevant tasks and tactics

Set realistic and specific goals and objectives to achieve by the end of your campaign

- Create brand awareness?
- Generate (more) leads?
- Nurture existing customers?

Determine all relevant tasks and tactics to successfully ramp your marketing campaign

15. Financials (Cash Flow)

- Use the financial modeling techniques 'cash flow model' and 'income statement' to identify the cash flow needs of your venture
- Use the basic summary cash flow statement, and/or a summary income statement, to create the financial validation for your venture
- Use the templates to provide in a structural manner the following basic financial information:
 - How much cash do you plan to invest to bootstrap your venture?
 - How much money are you bringing in as equity or loan or other forms of investment?
 - What are your product costs on an annual basis?
 - For each product line or category can you provide the revenue projections on an annual basis?
 - What are some of the sales and marketing costs and any administrative costs you can expect?
- Use the applicable pricing strategies for your product/service
- Use a comprehensive set of your venture's unit economics relevant for your product/service
- Use your cash flow projections form to identify all the untested assumptions you have when it comes to your financials

16. Pitch

Use the method '*Pitch deck overview - Sample structure*' to design a compelling story for an investors pitch:

Slide 1: Introduction

- Company name (and subtitle if any)
- Compelling image
- Company logo
- Name of CEO (alternatively: name of presenter)

Slide 2: Team

- Executive team (CEO, CTO, CPO, ...), incl. 2-3 key accomplishments per each executive team member
- Core team members (marketing, sales, ...), incl. 1-2 key accomplishments per each member
- Advisory board members, incl. 1-2 key accomplishments per each member

Slide 3: Problem statement

- What is the problem (sense of urgency)?
- For whom is this a problem?
- If possible: present bold facts (e.g. \$ lost, ...)

Slide 4: Solution

- Presentation of solution (e.g. software architecture, self explanatory graphic, ...)
- Could be an image of the prototype, a video, etc.

Slide 5: Impact & benefits

- Bold facts (e.g. \$ cost savings) why the solution is outstanding
- Performance metrics

Slide 6: TAM, SAM, SOM

- Accurate numbers for market size and share
- References (URL, papers, books) for TAM, SAM, SOM

Slide 7: Competitive landscape & advantage

- Presentation of the 4-5 main competitors vs. your venture using a competitive feature analysis (customer-relevant features !!!)
- Alternatively: 2x2 competitive matrix
- As a bottom line: competitive advantage of your venture (e.g. IPR, technology/AI/algorithms, first-mover, team & outstanding subject matter expertise, strategic relationships)

Slide 8: Business model

- Revenue model and pricing structure, e.g., subscription tiers, licensing model, etc.
- Unit economics and forward looking metrics, e.g., CAC, LTV, ARPU, ARR/MRR

Slide 9: Go-to-market strategy

- Presentation of how you will create awareness, to consideration, to deal closure
- Presentation of strategic partnerships, sales partner
- Optional: customer traction, validation roadmap

Slide 10: Growth forecast

- 5-year revenue projection (graph)
- Table underneath graph for cash-in, cash-out, net cash

Slide 11: Funding ask & allocation

- Amount of funding
- Allocation of funding (development of product/technology, marketing, sales, etc.)
- Way forward & key milestones to be accomplished, incl. timeline

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Module SVP-1-01

Inhalt

1. Market Size and Share (TAM, SAM, SOM)
2. Market Segmentation and Target Market Selection (Beachhead Market)
3. Go-to-Market (GTM) Strategy
4. Problem Validation
5. Solution Validation (Untested Assumption Plan)
6. Business Model Validation
7. Venture Ecosystem
8. Context Mapping
9. Competitive Landscape Analysis
10. Customer Interview Plan
11. Pricing strategy
12. Digital & Cloud Based: Scalable Processes and Lean Operations
13. Venture Scaling
14. Marketing Campaign Plan
15. Financials (Cash Flow)
16. Pitch

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114

- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): Business Model Shifts: Six Ways to Create New Value For Customers, Wiley Verlag ISBN 1119525349
- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): Ten Types of Innovation: The Discipline of Building Breakthroughs, Wiley Verlag ASIN B00DZLBHU8

Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore, <https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-01: Module Transformation via Mentoring and Applied Feedback - Customer Discovery

Modul Nr.	SVP-2-01
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-01: Module Transformation via Mentoring and Applied Feedback - Customer Discovery
Lehrende	Prof. Dr. Tobias Strobl
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	1
ECTS	2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 15h Selbststudium: 45h Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 60 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Identifying unique market insights
- Identifying and validating unique customer insights
- Validating a business model

Fachkompetenz:

1. Unique Market Insights

- Describe the unique market insights that you have gained from your (potential) innovators and early adopters
- Identify the economic buyer, industry/market sector recommenders, and internal to the company influencers

2. Unique Customer Insights

- Define how you will break down your riskiest assumption(s) into measurable and observable experiments, and specify a clear falsifiable hypothesis
- Address your hypotheses and riskiest assumptions during your customer interviews, including all quantifiable results from the interviews

- Describe the top priority challenges that your customers face
- Describe the unique customer specific insights
- Describe the features that your customers want to accomplish and which they find indispensable

3. Link to Validated Business Model

- Link your validated BMC (SVP-1-02-5) with the findings from Unique Market Insights and Customer Validation and Unique Customer Insights (SVP-2-01-1 and SVP-2-01-2)

Methodenkompetenz:

1. Unique Market Insights

Use the method '*Customer Interview Plan*' to identify and describe:

- The unique market insights that you have gained from your (potential) innovators and early adopters
- The economic buyer, industry/market sector recommenders, and internal to the company influencers

2. Unique Customer Insights

Use the method '*Customer Interview Plan*' to define the unique customer specific insights, and all the relevant results from your interviews:

- The breakdown of your riskiest assumption(s) into measurable and observable experiments, and specify a clear falsifiable hypothesis
- Your hypotheses and riskiest assumptions (defined in your Solution Validation, UAP) during the customer interviews
- The number of customers interviewed
- The top priority challenges that your customers face
- The features your customers want to accomplish and which they find indispensable

3. Link to Validated Business Model

Use the BMC (SVP-1-02-5) and validate it with the findings from Unique Market Insights and Customer Validation and Unique Customer Insights (SVP-2-01-1 and SVP-2-01-2)

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages. Learn interview techniques and apply them to personas from defined segments.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure

- Previous Modules

Inhalt

1. Unique Market Insights
2. Unique Customer Insights
3. Link to Validated Business Model

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): Business Model Shifts: Six Ways to Create New Value For Customers, Wiley Verlag ISBN 1119525349
- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): Ten Types of Innovation: The Discipline of Building Breakthroughs, Wiley Verlag ASIN B00DZLBHU8

Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>

- Forbes: Scenario planning and strategic forecasting,
<https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-02: Module Transformation via Mentoring and Applied Feedback - Cash Flow Management and Market Segmentation

Modul Nr.	SVP-2-02
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-02: Module Transformation via Mentoring and Applied Feedback - Cash Flow Management and Market Segmentation
Lehrende	Prof. Dr. Tobias Strobl
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	1
ECTS	2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 15 Selbststudium: 45 Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 60 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Segmenting a market
- Deriving a viable beachhead market
- Compiling healthy venture financials

Fachkompetenz:

1. Identification of a Market Segmentation, based on Customer Discovery and Persona Analysis, and Derivation of a Viable Beachhead Market

- Define your customer persona by giving your customer segment (B2C, B2B, or B2G) a face and name
- Specify your customers' attributes, characteristics, and their most urgent needs
- Determine the customer journey to identify how a customer experiences a problem you are trying to solve

- Identify how this problem or opportunity shows up in your customers' lives, how they experience it, and how they interact with you
- Specify the key moments of the customer and resulting solution alternatives
- Identify your market segment based on the findings from your customer persona and customer journey
- Determine the beachhead market for your product/service
- Execute on your market segments in your defined beachhead market based on SVP-2-01-2 - Customer Interview Plan and Unique Customer Insights

2. In the Context of Overall Healthy Venture Financials

- Review your venture financials defined in SVP-1-02-13 - Financials (Cash Flow), and review your set unit economics (forward-looking metrics)

Methodenkompetenz:

1. Identification of a Market Segmentation, based on Customer Discovery and Persona Analysis, and Derivation of a Viable Beachhead Market

Use one (or more) persona frameworks to give your customer segments a face and name, and to identify your customers' attributes, characteristics, and their most urgent needs:

- B2C persona canvas
- B2B persona canvas
- B2G persona canvas

Use the framework customer journey to identify how a customer experiences a problem you are trying to solve:

- How does this problem or opportunity show up in your customers' lives?
- How do they experience the problem or the opportunity?
- How do they interact with your venture?
- Specify the key moments of the customer and resulting solution alternatives

Use the persona frameworks and customer journey canvas to identify your market segment(s) and to derive your beachhead market

2. In the Context of Overall Healthy Venture Financials

Use the method 'Cash Flow Statement' to review your venture financials (defined in SVP-1-02-13 - Financials), and review your set unit economics (forward-looking metrics)

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Identification of a Market Segmentation, and Derivation of a Viable Beachhead Market
2. In the Context of Overall Healthy Venture Financials

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), *Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation*, Wiley Verlag ISBN 1119272114
- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): *Business Model Shifts: Six Ways to Create New Value For Customers*, Wiley Verlag ISBN 1119525349
- Osterwalder, A., Pigneur, Y. (2010): *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): *Value Proposition Design: How to Create Products and Services Customers Want*, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): *Ten Types of Innovation: The Discipline of Building Breakthroughs*, Wiley Verlag ASIN B00DZLBHU8

Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>

- Viki, T.: Leading innovation = managing uncertainty,
<https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA,
<https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting,
<https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-03: Module Transformation via Mentoring and Applied Feedback – Untested Assumptions and Risk and Gap Management

Modul Nr.	SVP-2-03
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-03: Module Transformation via Mentoring and Applied Feedback – Untested Assumptions and Risk and Gap Management
Lehrende	Prof. Dr. Tobias Strobl
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	1
ECTS	2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit:15 Selbststudium:45 Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 60 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Executing on an Untested Assumptions Plan
- Managing risks and gaps

Fachkompetenz:

1. Untested Assumptions Plan

- Identify, evaluate, prioritize and prove the validity of all the relevant untested assumptions within and around your venture

2. Risk and Gap Management

- Identify major risks of your venture and ways to mitigate them

Methodenkompetenz:

1. Untested Assumptions Plan

- Apply the methodology of untested assumptions to identify, evaluate, prioritize and prove the validity of all the relevant assumptions within and around your venture

2. Risk and Gap Management

- Use the method '*Untested Assumptions Plan*' further to identify major risks of your venture and ways to mitigate them

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages. Execution of a deep dive customer and target group interaction. Self-confident but humble relationship building with current personas from existing industries.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Untested Assumptions Plan
2. Risk and Gap Management

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), *Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation*, Wiley Verlag ISBN 1119272114
- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): *Business Model Shifts: Six Ways to Create New Value For Customers*, Wiley Verlag ISBN 1119525349

- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
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Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore, <https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-04: Module Go-To-Market Strategy

Modul Nr.	SVP-2-04
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-04: Module Go-To-Market Strategy
Lehrende	Prof. Dr. Tobias Strobl
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	1
ECTS	2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 15h Selbststudium: 45h Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 60 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Executing on a Go-To-Market Strategy

Fachkompetenz:

1. Go-To-Market Strategy

- Execute on a Go-To-Market Strategy with the best impact/invest ratio

Methodenkompetenz:

1. Go-To-Market Strategy

- Use the method 'Go-To-Market Strategy' from the module SVP-1-04 (Market Segmentation) to execute on a Go-To-Market Strategy

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages. Sales and marketing competences via direct interaction with targeted groups and personas.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Go-To-Market Strategy

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
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- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>

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<https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting,
<https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-05: Module Investors Pitch, Due Diligence and M&A

Modul Nr.	SVP-2-05
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-05: Module Investors Pitch, Due Diligence and M&A
Lehrende	Prof. Peter Schmieder N.N.
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	2
ECTS	3
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 30h Selbststudium: 45h Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 75 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Applying the investors' perspective to your venture and your investors pitch
- Creating due diligence materials

Fachkompetenz:

1. Be aware of the investor's perspective and pro-actively eliminate potential risks

- Apply what the investor's perspective means for your venture, and your investors pitch
- Show the investor that you understand how to manage risks

2. Due diligence materials

- Prepare your due diligence by creating your data room with your most relevant, up-to-date due diligence documents and relevant materials

Methodenkompetenz:

1. Be aware of the investor's perspective and pro-actively eliminate potential risks

- Use the method 'Pitch deck overview - Sample structure' to apply what the investor's perspective means for your venture, and your investors pitch:
 - Team - Right team for this opportunity
 - Vision - Dominate your market and be(come) the number one
 - Business Model – Dollarized value proposition (*unique, compelling solution for which customers are willing to pay for*)
 - Traction - (Solution) validated by early customers
 - Market (bottom up and top down) - Large market opportunity
 - Differentiation - Unfair market advantage
 - End Game/Exit - Angel/VC-scale returns via high-value exit opportunities
- Use the methods and frameworks for de-risking and risk reduction to manage risks:
 - Technology/product risk - Does it work at scale? In the real world?
 - Management and execution risk - Is your team right for this deal?
 - Market risk - Will customers buy it?
 - Competitive risk - Can you dominate your market(s)?
 - Exit risk - Multiple buyers? Private equity? IPO?
 - Capital risk - Too much \$\$ to get to scale? Down round risk? Who will invest after?

2. Due diligence materials

Use the methods and frameworks for due diligence to create your data room with your most relevant, up-to-date documents:

- Executive summary (one pager)
- Appendix (to the pitch deck)
- Extended versions of your venture's financials, including a comprehensive set of your venture's unit economics
- Technological and scientific proof points of your venture
- Term Sheet

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages. Self-Confidence and Empathy by walking around in the investor's decision making process.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Be aware of the investor's perspective and pro-actively eliminate potential risks
2. Due diligence materials

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
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- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): Ten Types of Innovation: The Discipline of Building Breakthroughs, Wiley Verlag ASIN B00DZLBHU8

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- Doblin: Ten types of innovation - the building blocks of breakthroughs, <https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>

- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-06: Module Investors Pitch, Rhetoric and Audience Management

Modul Nr.	SVP-2-06
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-06: Module Investors Pitch, Rhetoric and Audience Management
Lehrende	Prof. Dr. Tobias Strobl Prof. Dr. Veronika Fetzer Prof. Matthias Notz Prof. Peter Schmieder N.N.
Semester	2
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	2
ECTS	3
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 30h Selbststudium: 45h Virtueller Anteil im Selbststudium: 20 Stunden Gesamt: 75 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Identifying the purpose of an investors pitch
- Tailoring an investors pitch

Fachkompetenz:

1. Pitch Training

- Identification of pitch purpose
- Tailor a pitch to the target audience

Methodenkompetenz:

1. Pitch Training

- Use the method 'Storytelling Canvas' to identify the pitch purpose, and to tailor the pitch of your venture to the target audience

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages. Rhetorics, pitch competencies, communication, audience management, capture attention, interest, desire and the call for action.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Pitch Training

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
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Articles

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- Viki, T.: Leading innovation = managing uncertainty,
<https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
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<https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting,
<https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-2-07: Module Protection of Intellectual Property

Modul Nr.	SVP-2-07
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-2-07: Module Protection of Intellectual Property
Lehrende	N.N.
Semester	1
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	2
ECTS	2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 30h Selbststudium: 30h Virtueller Anteil im Selbststudium: 10 Stunden Gesamt: 60 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Implementing the legal entity of your venture
- Protecting the IP and brand of your venture

Fachkompetenz:

1. Protection of Intellectual Property (IP)

- Implement the most fitting legal entity, especially in the context of being invested in
- Synthesize the creation and protection of your brand, IP, etc. to establish and defend your market position

Methodenkompetenz:

1. Protection of Intellectual Property (IP)

- Use best practices and conduct interviews with other founders and ventures to identify the most fitting legal entity for your venture
- Use frameworks to compile the materials relevant for protecting and defending your brand, IP, etc.

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- Previous Modules

Inhalt

1. Protection of Intellectual Property (IP)

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), *Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation*, Wiley Verlag ISBN 1119272114
- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): *Business Model Shifts: Six Ways to Create New Value For Customers*, Wiley Verlag ISBN 1119525349
- Osterwalder, A., Pigneur, Y. (2010): *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*, Wiley Verlag ISBN, 9780470876411
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadacos, T. (2014): *Value Proposition Design: How to Create Products and Services Customers Want*, Wiley Verlag ISBN, 1118968050
- Keeley, L., Walters, H., Pikkell, R., Quinn, B. (2013): *Ten Types of Innovation: The Discipline of Building Breakthroughs*, Wiley Verlag ASIN B00DZLBHU8

Articles

- Doblin: Ten types of innovation - the building blocks of breakthroughs,
<https://doblin.com/ten-types>
- Viki, T.: Leading innovation = managing uncertainty,
<https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA,
<https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting,
<https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore,
<https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-3-01: Module Venture Finalization

Modul Nr.	SVP-3-01
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-3-01: Module Venture Finalization
Lehrende	Prof. Dr. Tobias Strobl Prof. Dr. Veronika Fetzer Prof. Matthias Notz Prof. Peter Schmieder N.N.
Semester	3
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	6
ECTS	8
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: 90h Selbststudium: 120h Virtueller Anteil im Selbststudium: 40 Stunden Gesamt: 240 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Managing the (core) team of your venture
- Delivering a compelling pitch of your venture

Fachkompetenz:

1. Management Team

- Define the key roles required in the core team of your venture, and competences and execution capabilities in your management team
- Set up your advisory board

2. Pitch Delivery

- Synthesize all previous learnings via mentoring and deep dive advisory to be aggregated in a compelling and comprehensive investors pitch

- Deliver a pitch, matching the pre-identified purpose and tailored to the targeted audience in a real life pitch setting in front of a qualified international investors panel

Methodenkompetenz:

1. Management Team

Use best practices and conduct interviews with other founders and ventures to define and set up:

- The key roles in the core team of your venture
- The advisory board of your venture

2. Pitch Delivery

Use frameworks to synthesize all previous learnings in a compelling and comprehensive investors pitch

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- All Previous Modules

Inhalt

1. Management Team
2. Pitch Delivery

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114
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- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., Papadakos, T. (2014): Value Proposition Design: How to Create Products and Services Customers Want, Wiley Verlag ISBN, 1118968050
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- Viki, T.: Leading innovation = managing uncertainty, <https://blog.strategyzer.com/posts/leading-innovation-equals-managing-uncertainty>
- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore, <https://www.businessmodelsinc.com/business-model-shifts-blog>

SVP-3-02: Module Final Thesis

Modul Nr.	SVP-4-01
Modulverantwortliche/r	Prof. Peter Schmieder
Kursnummer und Kursname	SVP-4-01: Module Final Thesis - Colloquium
Lehrende/Betreuer	Prof. Dr. Tobias Strobl Prof. Dr. Veronika Fetzer Prof. Matthias Notz Prof. Peter Schmieder N.N.
Semester	3
Dauer des Kurses	1 Semester
Häufigkeit des Kurses	Jährlich
Art der Lehrveranstaltungen	Vorlesung
SWS	0,2 SWS pro Final Thesis and Colloquium
ECTS	18 + 2
Lehrform	S, SÜ, Ü
Workload	Präsenzzeit: Thesis Seminar Selbststudium: 600h Virtueller Anteil im Selbststudium: 0 Stunden Gesamt: 600 Stunden
Prüfungsarten	PStA /Prüfungspräsentation
Unterrichts- / Lehrsprache	Englisch

Qualifikationsziele des Kurses

After completing the underlying module, the students have acquired the following learning objectives:

- Executing on your due diligence
- Presenting your VC investment deck
- Defending your final investors pitch (final colloquium)

Fachkompetenz:

1. Due Diligence and VC Investment Deck

- Defend your final investors pitch in front of potential investors and experts
- Determine the due diligence of your venture
- Finalize your VC investment deck as per scientific standards (standards from literature) to validate a hypothesis, in general terms the introduction of a transformation and market entry strategy for your product/service

2. Final Colloquium

- Defend your final investors pitch in front of faculty/mentoring professor

Methodenkompetenz:

1. Due Diligence and VC Investment Deck

- Use the methods and frameworks for due diligence and VC investors pitch (standards from literature) to defend your final investors pitch in front of potential investors and experts

2. Final Colloquium

- Use your final investors pitch and defend your aggregated work for your venture in front of faculty/mentoring professor

Sozialkompetenz:

Successful business design makes the venture teams practically experience the co-creation of results and interaction with prospective (paying) customers and end users, even in the very early stages.

Zugangs- bzw. empfohlene Voraussetzungen

- MVP (Minimum Viable Product)
- Scalable Prototype
- Product-Market Fit
- Entrepreneurial Team Structure
- All! Modules!

Inhalt

1. Due Diligence and VC Investment Deck
2. Final Colloquium

Lehr- und Lernmethoden

- Instruktion
- Flipped Classroom
- Critical Incidents
- Direct Action Learning
- Execution
- Presentation

Besonderes

Keine Angabe

Empfohlene Literaturliste

Books

- Van Der Pijl, P., Lokitz, J., Solomon, L. K., van der Pluijm, E., van Lieshout, M. (2016), Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley Verlag ISBN 1119272114

- Van Der Pijl, P., Lokitz, J., Wijnen, R., van Lieshout, M. (2020): Business Model Shifts: Six Ways to Create New Value For Customers, Wiley Verlag ISBN 1119525349
- Osterwalder, A., Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley Verlag ISBN, 9780470876411
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- HBR: HBR overview of Innovator's DNA, <https://hbr.org/2009/12/the-innovators-dna>
- Forbes: Scenario planning and strategic forecasting, <https://www.forbes.com/sites/stratfor/2015/01/08/scenario-planning-and-strategic-forecasting/#23c85a2c411a>
- Van der Pijl P.: 6 business model shifts to explore, <https://www.businessmodelsinc.com/business-model-shifts-blog>