

Commercial Track: The Art of Business Building from Idea to Pitch

11:00AM - 12:15PM ET Tu/Th

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You will be able to use what you learn in this class to help you land a job, be a more impactful employee or start a business. You and your teammates will develop a for-profit product or service idea through the business building journey from concept to pitching your business. You will build upon what you learned in ECON 125 and 325 including honing your presentation, customer discovery and financial modeling skills. We will use a combination of lectures, case discussions, in class exercises and guest speakers to bring the material and concepts to life. The class culminates in your team pitching your validated business to real angel investors. Whether you already have an idea you'd like to develop or you want the experience of being part of a startup team, this class will develop your entrepreneurial skill set.

Prerequisites:

- ECON 101 and ECON 125 must have been completed
- ECON 325 must be taken prior to or during the same semester

Goals and objectives of the course:

- Experience building a business from inception to pitching to angel investors
- Apply and extend the learning from ECON 125 and 325
- Learn to work effectively on a team-based venture
- Explore in more detail the process of creating business models and financing new ventures
- Become proficient at customer discovery, financial modeling and presenting ideas

Class structure

- Every student proposes an idea for a product or service business
- Teams are formed around the top vote getting ideas
- Teams perform the following
 - Customer discovery to validate their problem and solution
 - Create an MVP
 - Pivot as needed based on customer feedback
 - Build a financial model
 - Develop and deliver an investor presentation to angel investors
 - Fill out the application for an NC IDEA grant
- Team guidelines and considerations
 - Teams should include a mix of experiences, genders, backgrounds, majors
 - **You should ask about the level of time commitment each team member will bring**
 - **Some students will place a higher value on getting a good grade than others**
 - **If you are grade oriented, discuss that with potential team members**
- Idea requirements
 - Must have the potential to scale beyond the UNC campus
 - Must have some element of innovation
 - Cannot be a recreation of an existing business
 - Must be amenable to creating some form of prototype or minimally viable product

Required Resources: (other resources will be posted in Sakai)

1. Nail It then Scale It, by Nathan Furr and Paul Ahlstrom (Amazon.com or bookstore)

Note on Rubrics

- There will be no rubrics for the majority of the assignments in the class
- This class is preparation for entering the work world where rubrics don't exist
- Please take this into consideration when deciding to take the class.

Syllabus Changes

- I reserve the right to make changes to the syllabus, including project and assignment due dates.
- The nature of a highly interactive course such as this also requires flexibility.
- Any changes will be announced as early as possible.

Class Attendance is required

- Measured by the taking of polls during class.
- You must email me 30 minutes prior to class asking to be excused from class and why
 - To be an excused absence it requires an email reply from me agreeing that it is excused.
- Illness or other major life issues will be the only accepted excuses.
- Standard university attendance policies apply (see [University Policies and Resources](#) below)

General Assignment requirements

- Sakai specifies when assignments are due, usually it is 30 minutes before class starts but there are exceptions
- Use correct spelling, punctuation and grammar. Your future employers will expect this of your work.
- Late assignments submitted the same day but after the submission deadline are marked down one letter grade
- Late assignments submitted after the day they are due get no credit

Individual assignment requirements

- Naming convention of any team file you submit on Sakai:
 - [Last Name] Class [class number].[file extension]
 - Example: Collopy Class 1.xlsx
- Put your name **in** every individual homework document you submit on Sakai

Team assignment requirements

- All team members get the same grade for team assignments
- Naming convention of any team file you submit on Sakai:
 - [Team Name] Class [class number].[file extension]
 - Example: UberPlus Class 1.xlsx
- Put all the names of the team **in** every team homework document you submit on Sakai

Grade distribution (I do not round up so for example, 89.999999 is a B+):

- Greater than or equal to 93 = A
- Greater than or equal to 90 and less than 93 = A-
- Greater than or equal to 87 and less than 90 = B+
- Greater than or equal to 83 and less than 87 = B
- Greater than or equal to 80 and less than 83 = B-
- Greater than or equal to 77 and less than 80 = C+
- Greater than or equal to 73 and less than 77 = C
- Greater than or equal to 70 and less than 73 = C-

Grading System

10% Class Attendance

- Measured by the polls you take during class
 - 100 = 2 unexcused absences (you get to miss two classes without a valid excuse)
 - 95 = 3 unexcused absences
 - 85 = 4 unexcused absences
 - 75 = 5 or more unexcused absences

10% Weekly Team Peer Feedback Poll (every Tuesday)

- This is a team based class. The shared learning aspect of this is an integral part of the class.
- It is expected that everyone pull their own weight and contribute to their team.
- This is the way it works in the work world.
- Each team member will rate other team members each week based on the following

Categories	Criteria
Attended team meetings (outside of class) Delivered on commitments made to the team	Always Most of the time Sometimes Never
Quality of work relative to other team members Level of responsibility relative to other team members Level of contribution relative to other team members	Higher Same Lower Unusable

10% Quizzes

- You must be on the class Zoom meeting to take the Poll Everywhere quizzes.
- They will be multiple choice to tell me if you read the assigned material.

30% Assignments

- Listed on Sakai. I will try to have them up at least a week before the due date.

40% Final project

- (1) 10% : In-class team pitch presentation
- (2) 10% : In-class pitch deck PowerPoint file
- (3) 10% : Leave behind pitch deck
- (4) 10% : NC IDEA application

University Policies and Resources

Attendance:

No right or privilege exists that permits a student to be absent from any class meetings, except for these University Approved Absences:

1. Authorized University activities
2. Disability/religious observance/pregnancy, as required by law and approved by Accessibility Resources and Service and/or the Equal Opportunity and Compliance Office(EOC)
3. Significant health condition and/or personal/family emergency as approved by the Office of the Dean of Students, Gender Violence Service Coordinators, and/or the Equal Opportunity and Compliance Office(EOC).

Diversity Statement:

I value the perspectives of individuals from all backgrounds reflecting the diversity of our students. I broadly define diversity to include race, gender identity, national origin, ethnicity, religion, social class, age, sexual orientation, political background, and physical and learning ability. I strive to make this classroom an inclusive space for all students. Please let me know if there is anything I can do to improve, I appreciate suggestions.

Honor Code:

1. The course is largely based on team activities and assignments and collaboration among team members is required and expected. Any assignment labeled as an “individual” assignment will require you to submit work that is not done in collaboration with your team.
2. All students are expected to follow the guidelines of the UNC honor code. In particular, students are expected to refrain from “lying, cheating, or stealing” in the academic context. If you are unsure about which actions violate that honor code, see [Office of Student Conduct \(unc.edu\)](#).
3. Students are bound by The Honor Code of the University. It is in effect at all times, and the submission of work signifies understanding and acceptance of those requirements. Plagiarism will not be tolerated.
4. The University of North Carolina at Chapel Hill has had a student-administered honor system and judicial system for over 100 years. The system is the responsibility of students and is regulated and governed by them. If you have questions about your responsibility under the honor code, please consult with the office of the Dean of Students or the Instrument of Student Judicial Governance. This document, adopted by the Chancellor, the Faculty Council, and the Student Congress, contains all policies and procedures pertaining to the student honor system. Your full participation and observance of the honor code is expected [Office of Student Conduct \(unc.edu\)](#).
5. You are bound by the Honor Code when making a request for an approved absence.
6. It will be an honor code violation if you take a quiz when you aren't in class.

Accessibility Resources:

The University of North Carolina at Chapel Hill facilitates the implementation of reasonable accommodations, including resources and services, for students with disabilities, chronic medical conditions, a temporary disability or pregnancy complications resulting in difficulties with accessing learning opportunities. All accommodations are coordinated through the Accessibility Resources and Service Office. See the ARS Website for contact information: <https://ars.unc.edu> or emailars@unc.edu. Relevant policy documents as they relate to registration and accommodations determinations and the student registration form are available on the ARS website under the About ARS tab.

Counseling and Psychological Services:

CAPS is strongly committed to addressing the mental health needs of a diverse student body through timely access to consultation and connection to clinically appropriate services, whether for short or long-term needs. Go to their website: <https://caps.unc.edu/> or visit their facilities on the third floor of the Campus Health Services building to learn more.

Title IX Resources:

Acts of discrimination, harassment, interpersonal (relationship) violence, sexual violence, sexual exploitation, stalking, and related retaliation are prohibited at UNC-Chapel Hill. If you have experienced these types of conduct, you are encouraged to report the incident and seek resources on campus or in the community. Please contact the Director of Title IX Compliance/Title IX Coordinator (Adrienne Allison, adrienne.allison@unc.edu). Additional resources are available at safe.unc.edu.

Learning and Writing Centers:

The UNC Learning Center is a great resource both for students who are struggling in their courses and for those who want to be proactive and develop sound study practices to prevent falling behind. They offer individual consultations, peer tutoring, academic coaching, test prep programming, study skills workshops, and peer study groups. If you think you might benefit from their services, please visit them in SASB North or visit their website to set up an appointment: <http://learningcenter.unc.edu>.

The Writing Center is located in the Student and Academic Services Building and offers personalized writing consultations as well as a variety of other resources. This could be a wonderful resource to help with your writing assignments in this course (and any assignments in your other courses). You do not need a complete draft of your assignment to visit; they can help you at any stage! You can chat with someone in the writing center or set up as appointment on their website: <http://writingcenter.unc.edu>.

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
1 19-Jan	Professor	Class overview	Syllabus (in Sakai)	Bring to class any questions you have about the syllabus	
	Professor	Business Entrepreneur mindset	https://linkedin.com/in/tom-collpy	Take the Poll Everywhere poll sent via email to you.	
	Professor	Desire Concept and Persona canvases	https://steveblank.com/2018/04/03/the-difference-between-innovators-and-entrepreneurs/	For help go to https://poll.unc.edu/	
			Valid Venture - Desire Discovery v13.xlsx (see Attachments Enable Editing in excel to format correctly)	Nothing needs to be submitted on Sakai for this class	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
2 21-Jan	Professor	Review student canvases	Sections 1 through 3. https://venturewell.org/wp-content/uploads/5.-Lesson-3_Handout.pdf	Think about what Uber and Twitter's Concept and Persona Canvases could have looked like when they were just forming their startups.	
	Professor	Evidence-Driven Business Building	Evidence-Driven Business Building diagram in the Valid Ventures - Desire Discovery.xlsx spreadsheet (see Attachments)	Record yourself presenting your 4 canvases using Otter.ai on your phone. You can download it from your phone's app store	
Thu			https://www.slideshare.net/kambosu/uber-pitch-deck?ref=https://www.docsend.com/	Submit the following in Sakai:	
				MS Excel Valid Ventures - Desire Discovery spreadsheet with two worksheets filled in: (1) Uber Concept Canvas (2) Uber Persona Canvas	
				MS Excel Valid Ventures - Desire Discovery spreadsheet file with two worksheets filled in: (1) Twitter Concept Canvas (2) Twitter Persona Canvas	
				MS Word document of an Otter.ai transcript of you describing your 4 canvases. Include a link to the Otter.ai file in the word document.	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
3 26-Jan	Students	Each student will be given 1 minute to present your Concept Canvas	Chapters 1 and 2 of Nail It Then Scale It (hereafter referred to as NISI) p. 1-34	MS Excel Valid Ventures - Desire Discovery spreadsheet with two worksheets filled in:	
	Professor	NC IDEA Grant Overview	NC Idea Grant Pre-Proposal Grant Application (see Attachments)	(1) Your idea Desire Concept Canvas (2) Your idea Desire Persona Canvas	
	Professor	Next steps		MS Word document with answers to the following questions.	
				1) Describe how The Evidence-Driven Venture Building Model is similar and/or different than Lean Startup and the NISI Model.	
				2) Describe how the Key Elements of EDBB are similar or different to the sections of the NC Grant Pre-Proposal Grant Application.	

DRAFT - ECON 327-004 Spring 2021

Home work	Presenter	Topics	Individual Reading Due by 10:30AM	Individual Homework Due by 11:00 PM	Team Homework Due by 10:30AM
27-Jan Wed	Students	Additional Homework - Idea Voting		Vote for your top 3 ideas via the survey link emailed to you	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
4	Students	Top vote getters present again	Read pp 1-29 Talking to Humans (use Schools link on this webpage https://www.talkingtohumans.com/download.html to download the book)	MS Word document answering the following questions:	
28-Jan	Students	Vote for top ideas during class via Poll	https://steveblank.com/2020/04/07/customer-discovery-in-the-time-of-the-covid-19-virus/	What are the two things you don't do during customer discovery?	
Thu	Professor	Creating Successful Teams		What are you looking for during customer discovery?	
	Professor	Resumes due by tomorrow		What customer discovery did the founders of the pillow company do?	
	Professor	Resumes distributed to all students		Which initial assumptions were they able to validate?	
				Which initial assumptions were they not able to validate?	
Home work	Presenter	Topics	Individual Reading Due by 10:30AM	Individual Homework Due by 11:00PM	Team Homework Due by 10:30AM
29-Jan Fri	Students	Submit your resume		Submit a MS Word document or pdf file of your resume to the Google drive Brandon gives you a link to	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
5	Students	Students select their teams	pp 30-65 Talking to Humans	MS Word document with your ranked list of which team you want to be on if your idea wasn't selected	
2-Feb	Professor	Team Recommendations	Submitted resumes of potential teammates on the Google drive link provided by Brandon. Resumes will be available for reading on January 30th	MS Word document with your choice for your top 4 teammates and why you chose each one	
Tue	Professor	Team Assignments		MS Word document with the answers to the following questions:	
	Professor	Weekly Team Assessments		What are the 8 things you should be doing, avoiding and thinking about during a customer discovery interview?	
				What are the 3 rules for who you talk to?	

DRAFT - ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
6	Professor	Listening	https://s3-eu-west-1.amazonaws.com/interviewing-for-research/InterviewingForResearch.pdf	MS Word document answering the following questions:	MS Excel Valid Venture - Desire Concept and Desire Persona Canvas spreadsheet
4-Feb	Professor	Biases	https://en.wikipedia.org/wiki/List_of_cognitive_biases	1) What are the fundamentals of a persona?	
Thu	Professor	Intellectual Honesty	https://www.lanredahunsi.com/book-summary-the-intelligence-trap-why-smart-people-make-dumb-mistakes-by-david-robson/	2) What isn't a useful persona?	
	Professor	How to find the 'how do I' answer yourself	Additional Resources you can review:	3) What are the 3 Taxonomy of Stupidity that would most negatively impact your success in this class and why?	
	Professor	Recap of Evidence-Driven Business Building	Review https://steveblank.com/tools-and-blogs-for-entrepreneurs/(resources to use for class)	4) What are the 3 Taxonomy of Wisdom that would most positively impact your success in this class and why?	
			https://www.alexandercowan.com/venture-design/		
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
7	Professor	Desire Conversation Canvas	Review the Desire Conversation and Analysis Canvases	Submit the following in Sakai:	
9-Feb	Professor	Desire Analysis Canvas	Read sections 4 and 5. https://venturewell.org/wp-content/uploads/5.-Lesson-3_Handout.pdf	MS Word document describing your two key takeaways from EACH video (10 takeaways) and why you think each takeaway will help you in this class. Two or three sentences per takeaway.	
Tue	Professor	Desire Tracking Canvas	Watch these 5 videos: https://vimeo.com/76173388 https://vimeo.com/75308828 https://vimeo.com/75184102 https://vimeo.com/75603393 https://steveblank.com/2020/04/07/customer-discovery-in-the-time-of-the-covid-19-virus/		
	Professor	Customer Conversations			
	Professor	An Example Conversation			

DRAFT - ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
8	Teams	Present Desire Conversation Canvas	Read pp 76-79 Talking to Humans	MS Word document of a transcript of your first Desire Conversation. Use Otter.ai to capture the transcript. Include a link to the Otter.ai file.	MS Excel Spreadsheet of Desire Conversation Canvas Desire Analysis Canvas Desire Conversation Canvas Desire Analysis Canvas Desire Tracking Canvas
11-Feb	Teams	Present Desire Analysis Canvas	Watch these 5 videos: https://vimeo.com/76175907 https://vimeo.com/73674284 https://vimeo.com/73714461 https://vimeo.com/76176674	MS Word document answering the following:	
Thu	Professor	Provide live assessments	https://www.youtube.com/watch?v=MT4lg2uqjTc	1) Describe your two key takeaways from EACH video (10 takeaways) and why you think each takeaway will help you in this class.	
	Teams	Present Desire Tracking Canvas		2) Describe Eric's 3 numbers he wants from each conversation	
	Teams	Update assessments on Canvas		3) Describe how Eric recommends using the 3 numbers	
				4) What are the question and answers that the CEO of Superhuman uses to measure Product Market Fit?	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
9	Professor	Outreach Discovery Canvases	Outreach Discovery Canvases in the Valid Venture - Outreach Discovery MS Excel spreadsheet in Attachments	MS Excel Valid Venture - Desire Discovery file with the following filled in:	MS Excel Valid Venture - Desire Discovery spreadsheet including:
18-Feb	Professor	Outreach messages	https://arshsingh.com/2018/02/10/sell-your-product-before-you-build-it-save-your-time-and-money/	Desire Concept Canvas Desire Conversation Canvas 2 Desire Conversation Analysis Canvas worksheets for 2 conversations Desire Tracking Canvas	Desire Concept Canvas Desire Conversation Canvas All Desire Conversation Analysis Canvas worksheets for all conversations Desire Tracking Canvas
Thu	Professor	Landing page messages	https://zerotousers.substack.com/p/15-acquisition-channels-i-discovered	MS Word document containing:	
	Professor	Calls to action		Transcripts of both conversations	
	Professor	A/B/C/D testing		Link to the Otter.ai files	
				MS Word document answering:	
				What's the advantage of selling before you build your prototype?	
				Do you care about how much they will pay at this point?	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
10	Rachel	How to test customer demand through landing page CTA's	Chapter 3, p35-92 in NISI (Nail It Then Scale It)	MS Word document answering (no more than 2 pages):	
23-Feb				What are the 3 fundamentals of NISI?	
Tue				Why are each one important to building a startup business?	
				What are the 4 steps of Phase 1 of NISI?	
				How are they similar or different from the Evidence-Driven Business Building process?	

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
11	Teams	Outreach Message Canvas	Testing with Humans pp 1 - 58 (use Schools link on this webpage https://testingwithhumans.com/book.html to download the book)	What are your top 3 takeaway Lessons Learned and why did you pick each one?	Fill in the Template in Practice for your team's Landing Page experiment. See pp 49-52 Testing With Humans for an example
25-Feb	Teams	Outreach Channel Canvas	https://zapier.com/blog/best-landing-page-builders/		
Thu	Professor	My soccer ball startup story	https://www2.slideshare.net/scottiebales1/landing-pages-18476899		
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
12	Bill Harper	How to craft your message talk and workshop	NISI Phase 3: Nail the Go to Market Strategy, p 135-158	MS Excel Valid Venture - Desire Discovery file with the following filled in:	Desire Concept Canvas Desire Conversation Canvas All Desire Conversation Analysis Canvas worksheets for all conversations Desire Tracking Canvas
2-Mar			Testing with Humans pp 78-81	Desire Concept Canvas Desire Conversation Canvas 4 Desire Conversation Analysis Canvas worksheets for 4 conversations Desire Tracking Canvas	MS Word document with the following:
Tue			https://www2.slideshare.net/InnovationAcademy/eia2019hk-building-landing-pages-and-acquiring-first-users-gilles-de-clerck?qid=68a4a300-0bdd-413e-a991-8a9ba714f512&v=&b=&from_search=10	Submit a MS Word document answering the following:	Your top 3 outreach messages from your Desire Conversation Analysis Canvases
			https://www2.slideshare.net/cmbankoff1/the-6landingpagetypes?qid=68a4a300-0bdd-413e-a991-8a9ba714f512&v=&b=&from_search=31	Describe your basic map of the market communication and distribution infrastructure for your company? Each team member does this independently.	
			https://www.crazyegg.com/blog/ab-testing-examples/		
			https://blog.hubspot.com/marketing/5-landing-page-a/b-tests-and-their-surprising-results		
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
13	Teams	4 outreach messages to be tested	https://www.wix.com/blog/2015/11/create-a-powerful-free-landing-page-in-under-an-hour		Submit the following on Sakai:
4-Mar	Teams	4 landing page concepts to be tested	https://zapier.com/blog/best-landing-page-builders/		Latest Desire Discovery and Outreach Discovery Canvas spreadsheets
Thu	Teams	4 calls to action to be tested	https://www.crazyegg.com/blog/landing-page-ab-testing/		MS PowerPoint file showing a mockup of your landing page concept and the calls to action on the page.
			https://mailchimp.com/help/create-a-landing-page/		
			https://mailchimp.com/features/landing-pages/		
			https://mailchimp.com/resources/i-built-a-landing-page-now-what/		

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
14	Professor	Solution Description Canvas	NISI, Phase 2, p 93-134. Nailing the solution	MS PowerPoint file describing your customer's AHA moment map similar to the diagrams in the Aha Moment Guide and the readings for this class.	MS PowerPoint file showing you're the AHA moment map you selected and why you selected it
9-Mar	Professor	Solution Conversation Canvas	Watch this video https://www.youtube.com/watch?app=desktop&v=8r-OR8ghR7o		
Tue	Professor	Solution Analysis Canvas	https://www.appcues.com/blog/aha-moment-guide		
	Professor	AHA Moments Diagrams	https://firstround.com/review/how-superhuman-built-an-engine-to-find-product-market-fit/		
			https://www.youtube.com/watch?app=desktop&v=8r-OR8ghR7o		
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
15	Teams	Landing page metrics	Read pp 59 -67 Testing With Humans	MS PowerPoint file answering the following:	MS PowerPoint file describing your landing page tests including outreach messages, calls to action and metrics
16-Mar	Teams	Call to action metrics		Identify what you think are your top 5 riskiest assumptions and the current status of each assumption.	
Tue	Teams	Ideas for improvement		Use the format on page 64.	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
16	Teams	Solution Description Canvas	Read pp 78-99 Testing With Humans	MS Excel Valid Venture - Solution Discovery file with the following filled in:	MS Excel Solution Discovery spreadsheet file with
18-Mar	Teams	Solution Conversation Canvas		Solution Description Canvas Solution Conversation Canvas 2 Solution Conversation Analysis Canvas worksheets for 2 conversations Solution Tracking Canvas	Solution Description Canvas Solution Conversation Canvas all Solution Conversation Analysis Canvas worksheets and all conversations for each team member Solution Tracking Canvas
Thu	Teams	Solution Analysis Canvas		MS Word document with the transcripts for 2 Solution conversations	MS Word file containing a link to your Landing page
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
17	Students	Rate the questions in the poll		Submit the following on Sakai	Submit the following on Sakai:
23-Mar	Rachel, Hersh, Max, Vikram	Students ask startup founders panel for help		MS Word document answering the following questions:	MS Word document answering the following questions:
Tue	Teams	Bring your questions about how to overcome your key challenges.		What are the top 3 challenges you are facing delivering what you committed to your team?	What are the top 3 challenges your team is facing working effectively as a team?
				What are the top 3 challenges you are facing working with your teammates?	What are the top 3 challenges your team is facing getting the quotes or metrics you need to validate your business?

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
18	Professor	Business Models	Read 69-77, 101-103 Testing With Humans	MS Word document answering the following questions:	MS PowerPoint file showing your team's business model canvas. Fill in all boxes of the canvas.
25-Mar	Professor	TAM and Initial Target Market		Using any sources you want, write down your definition of TAM, SAM, SOM and Initial Target Market. Identify the sources you used to come up with your definitions	MS Word file answering all the questions in the Business Assumptions Exercise in the Appendix on pp 101-103 of Testing With Humans
Thu	Professor	What is Competition?		Using any sources you want, write down your definition of what a competitor is for a startup. Identify the sources you used for your definition.	
	Professor	What's an MVP - Product Market Fit		Using any sources you want, write down your definition of what a MVP, Prototype and mockup are. Identify the sources you used to come up with your definitions.	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
19	Nancy Lovas	Market size, competition and Business models research	NISI, Phase 4, p 159-170. Nailing the business model	MS Word file with answers to the following questions:	MS Word document describing 3 key pieces of data you need to find to support your market size, competition and business model claims and assumptions
30-Mar				What are some of the problems with rigorously following the plans for a business after it launches?	
Tue				Describe 3 critical assumptions for the success of your team's business?	
				How would you validate those assumptions using research data?	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
20	Teams	Present your TAM & Initial Target Market	https://corporatefinanceinstitute.com/resources/knowledge/strategy/total-addressable-market-tam/		MS PowerPoint presentation with at least 4 slides showing your first pass at your 1) TAM & Initial Target Market 2) Competition 3) Business model 4) MVP mockup The MVP can be more than 1 slide
1-Apr	Teams	Present your competition	https://perfectpitchdeck.com/2018/03/27/who-are-your-startup-competitors/		
Thu	Teams	Present your business model	https://corporatefinanceinstitute.com/resources/knowledge/strategy/total-addressable-market-tam/		You will have 90 seconds to pitch all four in class
	Teams	Present your v1 MVP mockup	https://en.wikipedia.org/wiki/Total_addressable_market		
			https://www.marketingtutor.net/what-is-a-market/		

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
21	Professor	Pitching your startup	https://www.docsend.com/index/pre-seed-fundraising-report/	MS Word document answering the following questions:	MS Excel 'Valid Venture - Desire Discovery' file with all your canvases up to date and include a worksheet for each Desire Discovery conversation you have had
6-Apr	Professor	Live Pitch Deck	https://www.linkedin.com/pulse/what-do-i-look-pitch-sarah-guo/	What are the top 3 things investors are looking for in an investor presentation and why do they want those 3 things?	MS Excel 'Valid Venture - Outreach Discovery' file with all your canvases up to date
Tue	Professor	Leave Behind Deck	https://try.docsend.com/pre-meeting-pitch-deck-template		MS Excel 'Valid Venture - Solution Discovery' file with all your canvases up to date and include a worksheet for each Solution Discovery conversation you have had
	Max	Founder Pitches to the Class	https://foundersnetwork.com/wp-content/uploads/2018/12/Ultimate-Pitch-Deck-Guide.pdf		
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
22	Karen Reed	The Art of Pitching	https://www.docsend.com/blog/pitch-deck-examples/		MS PowerPoint file that is the first pass of the flow (sequence of slides) and overall story arch of your investor presentation. Think of this as an outline of your presentation.
8-Apr			https://vimeo.com/groups/213077/videos/85404447		Include on each slide:
Thu			https://www.ryrob.com/how-to-pitch/		The planned title
					A short description of the expected content or the expected content
					You don't have to have the final graphics/images/text
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
23	Greg Lissy (Finmark)	Financial Modeling - Finmark	Read the following:	MS Word document describing what you think your key revenue and cost assumptions are for your business.	Start working on:
13-Apr	Professor	How to model your business	https://www.startuprocket.com/articles/startup-financial-modeling-part-1-what-is-a-financial-model		Finmark financial model soon after this class ends. You will have to submit your first version on 4/15 and your final version on 4/22
Tue			https://www.startuprocket.com/articles/startup-financial-modeling-part-2-start-with-your-assumptions		NC Idea grant application due on 4/27. Make sure you consider which quotes and metrics to use in the application.
			https://www.startuprocket.com/articles/startup-financial-modeling-part-3-the-income-statement-and-custom-detail-tabs		
			https://www.startuprocket.com/articles/startup-financial-modeling-part-4-the-balance-sheet-cash-flow-and-unit-economics		

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
24	Merrill	Venture Math	Listen to the following:	MS Word document with 3 questions related to for the attorney guest speaker. They can include questions about anything legal related including vesting, fundraising, term sheets and ownership dilution.	A link to your Finmark model that includes your first attempt at entering your revenue and cost assumptions.
15-Apr	Merrill	How does vesting work?	https://gimletmedia.com/shows/startup/8who49/	MS Word document answering the following questions:	MS Word document with screen shots of Finmark screens showing your initial cost and revenue assumptions
Thu	Merrill	Legal topics	Read the following:	What split did the Gimlet cofounders start with in their negotiations?	The goal of this exercise is to ensure you have a clear understanding of the underlying economics of your business.
			http://www.xconomy.com/boston/2016/12/22/the-price-of-growth-founders-dilution/	What split did the Gimlet cofounders settle on and why?	
			http://www.smithlaw.com/attorneys-Merrill-Mason.html	How much money did Gimlet raise?	
			https://www.vox.com/2019/2/7/18214941/alex-blumberg-matt-lieber-gimlet-spotify-deal-acquisition-peter-kafka-media-podcast-audio-interview	Who did they sell to and for how much?	
			https://nvca.org/recommends/nvca-2020-term-sheet-2/	Why did they sell?	
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
25	Students	Ask your financial modeling questions	Watch the following:	MS Word Document with 3 questions you have about building a financial model	A link to your latest Finmark model that includes in it your revenue and cost assumptions.
20-Apr	Professor	Financial Modeling - Q/A	https://www.youtube.com/watch?v=ErbRhO7qbM4&feature=youtu.be	MS Word Document where you describe three examples from the video that were confusing to you	
Tue					
Class	Presenter	Topics	Individual Reading Due by 11:00 AM	Individual Homework Due in Sakai by 10:30 AM	Team Homework Due in Sakai by 10:30 AM
26	Teams	Present your quotes and metrics for each key pitch topic including financial model	Watch this video: https://www.youtube.com/watch?v=d812a7qG9Kw		Submit the following on Sakai:
22-Apr	Teams	Come to class with all your pitch questions	Keep in mind that some of his suggestions are for in person presentations, think about how they would be similar or different online		A link to the final version of your Finmark model including your profit and loss (Income Statement) for the first 12 months
Thu	Professor	How to translate data to pitch slides	Optional video to watch: Great info on pitching to investors. 1 hour long but best overview of raising money I have seen		MS Word document with screen shots of your Finmark screens showing profit and loss for 12 months
			https://www.youtube.com/watch?v=SFZLyD8ezfw&utm_campaign=Email+%7C+Nurture+-+Fundraising&utm_source=hs_automation&utm_medium=email&utm_content=79888002&_hsenc=p2ANqtz-_5rt7C0maYR5nc2MkRP3XpisUS_pyP4_oDdk1hq2QvsAU76f7bUajhD2vpXkHrvjhqW_AUOpvSzfvtHuDc5e6DggOg&_hsmi=79888002		MS PowerPoint file that has 4 slides labeled Problem, Solution, Traction and Financials. On each slide show the top quotes or metrics (up to 3) that you have collected that validate your startup.

DRAFT – ECON 327-004 Spring 2021

Class	Presenter	Topics	<u>Individual Reading</u> Due by 11:00 AM	<u>Individual Homework</u> Due in Sakai by 10:30 AM	<u>Team Homework</u> Due in Sakai by 10:30 AM
27	Teams	Work on your Final Pitch deck and leave behind decks (two) due by 10:30 AM on 4/29 via Sakai			Submit the following on Sakai:
27-Apr	Professor	Pitch prep coaching			MS PowerPoint file that contains version 1 of your final leave behind pitch deck with all slides that will be in your final submission
Tue					MS PowerPoint file that contains version 1 of your final in class pitch deck with all slides that will be in your final submission
Home work	Presenter	Topics	<u>Individual Reading</u> Due by 10:30AM	<u>Individual Homework</u> Due by 11:00 PM	<u>Team Homework</u> Due by 11:55 PM
27-Apr Tue	Students	Additional Homework - Idea Voting			By 11:55 pm on 4/27 submit the NC Idea Grant Application
Class	Presenter	Topics	<u>Individual Reading</u> Due by 11:00 AM	<u>Individual Homework</u> Due in Sakai by 10:30 AM	<u>Team Homework</u> Due in Sakai by 10:30 AM
28 29-Apr	Teams	Pitch to investors			Submit the following on Sakai:
Thu					MS PowerPoint file to be used to pitch in class
					MS PowerPoint file that is the leave behind deck you would send to investors
Class	Presenter	Topics	<u>Individual Reading</u> Due by 11:00 AM	<u>Individual Homework</u> Due in Sakai by 10:30 AM	<u>Team Homework</u> Due in Sakai by 10:30 AM
29 4-May Tue	Teams	Pitch to investors			