Lean Entrepreneurship

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First Week
About me...

- Research Fellow, CMU Software Industry Center
- Director Business Development, Peak Strategy (sold to Morgan Stanley)
- CEO & Co-Founder, mSpoke (sold to LinkedIn)
- COO, ReadWriteWeb (sold to SAY Media)
- Partner, Birchmere Ventures
Lean Entrepreneurship

- Technology Startup are not just small versions of big technology companies
- Introducing innovation (especially in technology based innovation) requires a more agile approach
- Social & Cloud platforms are catalyzing significant additional changes (for the better)
- Many principals are applicable to “intrapreneurship” as well
Class Format

- Lecture emphasizing a specific best practice
- Student group led analysis of a high growth technology company (can be private or public) & lessons that can be learned
- An interactive discussion with the class on whether they would invest in the company presented or not. This discussion will be started based on a handout delivered by the group presenting.
Best Practices Covered
Customer Discovery

- C-P-S Technique
- Interviews with prospective customers
- Understanding the difference between customer needs and product features
Digital Business Models

- The business model canvas paradigm
- Financial Modeling
- Common High Growth Technology Business Model Patterns
Developing a Replicable Sales & Marketing Plan

- Understanding difference between innovators / early adopter customers those ‘across the chasm’
- Sales Process
- Tools & Techniques to automate continuous measurement and scale
Agile & Continuous Product Development

- Minimally Awesome Products
- SCRUM vs Continuous Deployment
- Leveraging Platforms
Recruiting Team Members

- Culture
- Generalist vs Specialist
- What do technologists really want?
Raising Capital for Your Startup

- VC Fundamentals
- Emergence of Accelerators for High Growth Tech Startups
Logistics
Class Preparation

• Each week, you will be required to spend approximately an hour watching video lectures or reading content to prepare for that week’s class material.

• One week, you will be required to have (as part of a group) conducted an analysis of a high growth tech company

• You have two assignments to hand in that you can work on through the course for a few hours / week
Class Evaluation

- Student Group Presentation (30%)
- Two Unscheduled Quizzes (5% each - 10% total)
- Attendance & Participation (10%)
- Two Application Exercises (25% each – 50% total)
Student Group Presentation (30%)

• Clarity of overall presentation (10 out of 30%)
• Selected relevant information from company’s history to share with class (5 out of 30%)
• Metrics & benchmarks identified in class and handout (5 out of 30%)
• Good analysis of current valuation (10 out of 30%)
Attendance & Participation (10%)

• Contribution to the discussion by raising thoughtful questions and analyzing relevant issues. Builds on others’ ideas listen! (5 out of 10%)

• Expands the class’ perspective and appropriately challenging assumptions and perspectives (5 out of 10%)
Application Exercises
(25% each - 50% total)

• Clarity of overall presentation (5 out of 25%)

• Process and work conducted to create the deliverable (please show the work completed to land on the deliverable) (10 out of 25%)

• Quality and thoughtfulness of the analysis conducted (10 out of 25%)
Application Exercises

• Put into practice the best practices you are learning in the class.

• If you are working on or exploring launching a startup, you should target the exercises on your startup. If not, you can partner with a local startup or just do the exercises on a fictitious startup.

• For your grade, I am more concerned with the process and work you do. Therefore, the quality of the idea you are exploring won’t impact it. However, I’d always encourage you to maximize the value of your personal time by investing in ideas you actually are interested in.

• Each exercise should be delivered as a SINGLE PDF FILE and uploaded to blackboard.
Exercise 1

• Use Business Model Canvas to clearly articulate concept

• A set of hypothesis you set out to test about your customer’s problems and needs (use C-P-S as at least part of this)

• The customer discovery interviews you conducted to test these hypothesis - do at least 5

• Validated (or invalidated) learning’s about your customer’s problems & needs
Exercise 2

- A specification for your Minimally Awesome Product (or MVP) based on Exercise 1
- What you would validate / invalidate with your M.A.P.
- A product backlog of the work required to build your M.A.P.
- An estimate of the market opportunity size
- How you would generate momentum (sales / marketing techniques)
Laptop Policy

Use your laptop only to participate & take notes!
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Application Exercise Dates</th>
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</thead>
<tbody>
<tr>
<td>January 14, 2019</td>
<td>Course Introduction</td>
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<td></td>
<td>Think Like an Investor, Matt Crespi</td>
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<tr>
<td>January 28, 2019</td>
<td>Customer Discovery &amp; Development</td>
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<tr>
<td>February 4, 2019</td>
<td>Digital Business Models</td>
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<tr>
<td>February 11, 2019</td>
<td>Developing a Replicable Online Sales &amp; Marketing Plan</td>
<td>Application Exercise I (5:45pm)</td>
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<tr>
<td>February 18, 2019</td>
<td>Agile &amp; Continuous Product Development</td>
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<td>February 25, 2019</td>
<td>Recruiting Team Members</td>
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<tr>
<td>March 4, 2019</td>
<td>Raising Capital For Your Startup</td>
<td>Application Exercise II (by midnight)</td>
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