ENTREPRENEURSHIP

2015

Articles | Books & Chapters | Cases | Core Curriculum
Course Modules | Simulations | Video

INDIA EDITION
Harvard Business Publishing serves the finest learning institutions worldwide with a comprehensive catalog of case studies, journal articles, books, and elearning programs, including online courses and simulations. In addition to material from Harvard Business School and Harvard Business Review, we also offer course material from these renowned institutions and publications:

- ABCC at Nanyang Tech University
- Babson College
- Berrett-Koehler Publishers
- Business Enterprise Trust
- Business Expert Press
- Business Horizons
- California Management Review
- Crimson Group USA
- Darden School of Business
- Design Management Institute
- European School of Management and Technology (ESMT)
- Haas School of Business
- Harvard Kennedy School of Government
- Harvard Medical School/Global Health Delivery
- HEC Montréal Centre for Case Studies
- IESE Business School
- Indian Institute of Management Bangalore
- Indian School of Business
- INSEAD
- International Institute for Management Development (IMD)
- Ivey Publishing
- Journal of Information Technology
- Kellogg School of Management
- McGraw-Hill
- MIT Sloan Management Review
- North American Case Research Association (NACRA)
- Perseus Books
- Princeton University Press
- Rotman Magazine
- Social Enterprise Knowledge Network
- Stanford Graduate School of Business
- Thunderbird School of Global Management
- Tsinghua University
- University of Hong Kong
- The Wharton School, University of Pennsylvania

CONTACT US:
Harvard Business Publishing, India
+91 22 6516 0248
infoindia@harvardbusiness.org
hbsp.harvard.edu
Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist’s place and suggest business strategies, tactics, and solutions.

New Cases

Andreessen Horowitz
Andreessen Horowitz, a venture capital firm launched in 2009, has quickly broken into the industry’s top ranks in terms of its ability to invest in Silicon Valley’s most promising startups. The case examines the firm’s organizational structure, as well as the motivations and strategies of its founders. Should it seek to double its scale over the next few years? Harvard Business School #814060

AngelList
A 2010 post on the Venture Hacks blog quickly evolved into AngelList, an online matchmaking platform for entrepreneurs and investors. By mid-2013, AngelList had garnered substantial media attention and was used by many high-profile angel investors and venture capitalists. Despite the site’s exponential growth, AngelList’s founders had yet to determine a business model. Harvard Business School #814036

Apple’s Core (Graphic Novel Version)
This short case introduces students to a variety of choices faced by founders, including whether to quit a big-company job to found a new venture, whether to found with a best friend, how to split the equity within the founding team, how to deal with tensions between founders, and whether to take on outside investors who will change the strategy and team. Harvard Business School #814059

Bay Partners (A)
Salil Deshpande’s resignation from Bay Partners triggered the “key man” clause in the limited partnership agreement of its most recent fund, Bay XI. This case considers the options that Deshpande and the Bay XI limited partners face as the firm’s and fund’s futures are thrown into doubt. Harvard Business School #213102

C12 Energy
C12 Energy was founded in August 2008 with a vision to change the CO2 emissions trajectory of the U.S. by building a new industry based on gathering CO2 from industrial sources and storing it underground on a huge scale. This case examines the carrying of a new energy business model from concept to commercial-scale operation. Harvard Business School #813159

Caffèbene: Master Brewer of Growth and Global Ambition
Caffèbene founder Sun Kwon Kim has managed to achieve success in a highly competitive South Korean coffee industry dominated by American and multinational brands. This case introduces a range of topics, including franchising, developing a new retail concept, creating and sustaining competitive advantage, managing rapid growth, and new market entry strategies. North American Case Research Association #NA0215

FasterCures: Removing Barriers to Treatments
FasterCures was a nonprofit “action tank” that aimed to speed up the process of moving new therapies from discovery to patients in need. As FasterCures celebrated its 10th anniversary, the executive director considered what the organization should do to ensure continued impact. Harvard Business School #814003
Quirky: A Business Based on Making Invention Accessible
Quirky helps aspiring inventors develop product ideas and potentially bring them to market. This case highlights a company with a novel business model that achieved initial success but requires creative solutions to various scaling challenges.

SaferTaxi: Connecting Taxis and Passengers in South America
SaferTaxi is a taxi booking and payment service in Latin America. It has developed an initial offering and signed up some drivers and passengers but is struggling to reach desired scale. Now, SaferTaxi is considering adjustments to facilitate adoption.

Slicing Pie with a Razor: Ockham Technologies’ Founding Agreement
Ockham Technologies’ 3 founders are about to craft their founding agreement and split the equity among themselves. Uncertainty lingers over each member’s future contributions, though, and the team must decide how to devise a durable and effective split.

TATCHA: Marketing the Beauty Secrets of Japanese Geisha
This case considers the creation and early growth of California-based TATCHA, a Japanese-themed luxury beauty brand. Founder Vicky Tsai receives an acquisition offer and debates the merits of exiting or continuing to build her business.

Team Wikispeed: Developing Hardware the Software Way
This case explores the way team Wikispeed used tools from the world of software development like modularity, scrum, and extreme manufacturing to organize its innovation efforts. It is ideal for courses on innovation management, R&D management, product development, and entrepreneurship.

Popular Cases

Design Thinking and Innovation at Apple
For several years, Apple has been ranked the most innovative company in the world, but how it has achieved such success remains mysterious because of the company’s obsession with secrecy. This case considers the ingredients of Apple’s success and its quest to develop, in the words of late CEO Steve Jobs, “insanely great products.”

Dropbox: “It Just Works”
Dropbox founder and CEO Drew Hudson must make strategic decisions about new product features, how to target enterprise customers, and whether to pursue distribution deals with smartphone manufacturers.

Evan Williams: From Blogger to Odeo (A)
For several months, founder-CEO Evan Williams has felt trapped, unable to control his firm Odeo and its strategic direction. He longs for the “simple” days of Blogger, the previous venture he had co-founded. This case examines the decisions and actions of a serial entrepreneur who has taken a very different approach with each of his first 2 ventures.
Facebook
As Facebook topped 1 billion monthly users in October 2012, the online social network continued to face questions about how best to monetize its surging traffic.

“\( I \) highly recommend this case. It is absolutely one of the very best cases in the area.”
—Review on the HBP for Educators web site*

How Venture Capitalists Evaluate Potential Venture Opportunities
Venture capitalists from leading Silicon Valley firms are interviewed about frameworks they use when considering potential venture opportunities. The case covers business models, due diligence, funding decisions, financial analyses, the role of risk, and exit strategies.

Ockham Technologies: Living on the Razor’s Edge
Ockham Technologies is a young Atlanta company that has met with early success and is on the verge of raising its first round of financing on attractive terms. This case describes the issues facing a founder-CEO regarding building a board of directors, assembling an executive team, managing tension between co-founders, and outsourcing system development work.

→ Find more cases at hbsp.harvard.edu

Brief Cases

Rigorous and compact, Brief Cases from Harvard Business School present realistic management challenges for students to discuss. Audio versions are now available for select Brief Cases to aid in student preparation.

Harmonic Hearing Co.
Two employees from a small manufacturer of hearing aids consider purchasing the company from the founder, but arranging financing proves difficult. The case presents 2 financing alternatives: one is virtually all debt financed, the other all equity.

Martin Blair
Martin Blair is a first-time entrepreneur who draws on his experience in the food service industry to develop 2 different restaurant concepts almost simultaneously. Both restaurants are successful and Blair now wants to grow the business. In particular, he must decide whether to grow one or both of the concepts and whether to use franchising as a growth strategy.

Sugar Bowl
Shelby Givens has successfully transformed her family-owned bowling alley into an urban lounge called Sugar Bowl. When investors offer to buy the business, Givens must evaluate whether she should accept the offer or retain involvement in the venture she worked so hard to create.

→ Find more Brief Cases at hbsp.harvard.edu/list/brief-cases
Multimedia Cases

Now available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments. Premium Educators can see a Free Trial of each case online.

An Entrepreneur’s Journey: Simi Nwogugu, Multimedia Case
Simi Nwogugu’s life path has taken her from childhood in Lagos, Nigeria, to success on Wall Street and the founding of a business that addresses issues of career and motherhood. Her latest challenge is a move back to Nigeria with her children to accommodate her husband’s career. TN #810701

Entrepreneurial Insights
Seven entrepreneurial leaders answer questions about building their companies. Questions range widely across common business issues, including starting up, acquiring financing, and planning for future challenges. TN #306703

Pura Vida Coffee
Two Harvard Business School graduates start an Internet business with a charitable mission: they intend to sell gourmet coffee over the Internet to support an outreach ministry in Costa Rica. #303051

→ Find more multimedia cases at hbsp.harvard.edu/list/elearning

Articles from Harvard Business Review and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

Corporate Venturing
Large companies have long been wary of corporate venturing. But as R&D organizations face pressure to rein in costs and produce results, companies are investing in startups to gain knowledge and agility. A corporate venture-capital fund can help a company respond rapidly to market changes. This article outlines 6 steps to help companies avoid common pitfalls of corporate venturing. Harvard Business Review #R1310D

Six Myths About Venture Capitalists
For someone who’s starting a company, the misconceptions surrounding venture capital can be powerful. Authored by a former venture capitalist, this article challenges common myths surrounding venture capital to help entrepreneurs develop a more realistic sense of the industry. Harvard Business Review #R1305E

Skunk Works: How Breaking Away Fuels Breakthroughs
At the world’s most innovative companies, “skunk works” has become the standard approach for running top-secret projects with elite special teams. The hallmarks of a skunk works project include high-quality designs in a short time frame with limited resources. This article describes how it all started and how the approach has evolved to inspire Apple and other modern innovators. Rotman School of Management #ROT200
Why China Can’t Innovate
China has no lack of entrepreneurs, market demand, or wealth, but questions remain as to whether the country can succeed in its quest to become the world’s innovation leader. This article examines the promise and the problems China faces in its pursuit of innovation leadership. *Harvard Business Review #R1403J*

Why the Lean Start-Up Changes Everything
Lean start-ups favor experimentation over elaborate planning, customer feedback over intuition, and iterative design over traditional development. This article describes lean start-up techniques and how they could help ignite a new entrepreneurial economy. *Harvard Business Review #R1305C*

**Popular Articles**

**Beating the Odds When You Launch a New Venture**
Great entrepreneurs don’t take risks—they manage them. Risks should be uncovered and hedged in order of importance and affordability: deal-killers first, then the risk of settling too early on a strategic direction, and finally operational risks that can be disposed of quickly and cheaply. *Harvard Business Review #R1005G*

**Finding Your Innovation Sweet Spot**
This article explains how developers can apply 5 innovation patterns that manipulate existing components of a product and its immediate environment to come up with something both ingenious and viable. This is the innovation sweet spot—something far enough from existing products to attract interest but close enough that it is feasible to make and market. *Harvard Business Review #R0303J*

**The Global Entrepreneur**
Many start-ups are now being born global—chasing opportunities created by distance, managing faraway operations, and hunting for the best manufacturing locations, talent, investors, and profitable customers—wherever they may be. Author Daniel Isenberg identifies 3 primary challenges faced by global start-ups and 4 competencies they must cultivate. *Harvard Business Review #R0812J*

**How to Write a Great Business Plan**
A great business plan includes the obligatory financial projections but also focuses on a series of questions that relate to the 4 factors critical to the success of every new venture: the people, the opportunity, the context, and the assessment of both risk and reward. *Harvard Business Review #974202*

**Test for the Fainthearted**
This article defines the key qualities that make a successful entrepreneur: being comfortable stretching the rules, being prepared to make powerful enemies, having sufficient patience to start small, and being willing to shift strategies quickly. *Harvard Business Review #R0205J*

**Why Entrepreneurs Don’t Scale**
Many who excel at starting a business fizzle out as their ventures grow. This article identifies 4 management tendencies that work for small-company or business-unit leaders but become Achilles’ heels as those individuals try to run large organizations. *Harvard Business Review #R0212J*

→ Find more articles at hbsp.harvard.edu
Many academic titles from Harvard Business Review Press are now available as eBooks. Each eBook title is available as a PDF and comes with a full-text Educator Copy available to registered Premium Educators on the HBP for Educators web site.

Books

The Architecture of Innovation: The Economics of Creative Organizations
New research has shed light on the role incentives can play in promoting new ideas. By using the principles of organizational economics, this book explains how companies can set the right incentives and time horizons for investments and create a robust innovation infrastructure in the process. Available as an eBook. Harvard Business Review Press #10796

Breaking Out: How to Build Influence in a World of Competing Ideas
This book shows how the “idea entrepreneur” breaks out—by combining personal narrative with rich content, creating many forms of expression, developing real-world practices, and creating “respiration” around an idea so that other people can breathe it in and make it their own. Available as an eBook. Harvard Business Review Press #10601

Conscious Capitalism: Liberating the Heroic Spirit of Business
With a New Preface by the Authors
In this book, Whole Foods Market co-founder John Mackey and Conscious Capitalism, Inc., co-founder Raj Sisodia argue for the inherent good of both business and capitalism. Featuring some of today’s best-known companies, they illustrate how these 2 forces can—and do—work to create value for all stakeholders. Available as an eBook. Harvard Business Review Press #10845

Heart, Smarts, Guts, and Luck: What It Takes to Be an Entrepreneur and Build a Great Business
After extensive research around the globe, the authors found that every business-builder holds a combination of 4 attributes: heart, smarts, guts, and luck. This book helps managers understand which traits to dial up or dial down to increase their likelihood of success in starting and growing a business. Available as an eBook. Harvard Business Review Press #10253

Worthless, Impossible, and Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value
This book is about how enterprising individuals around the world see value in situations where others do not, use that perception to develop products and services, and go on to realize extraordinary value for themselves, their customers, and society. What these business-builders have in common is a contrarian mind-set that allows them to create opportunities where others see nothing. Available as an eBook. Harvard Business Review Press #11143

Chapters

Cash Is King: Your Working Capital Model—Why Thinking Strategically About Cash Flow Is Key to the Long-Term Success of Your Business
Working capital models form the foundation of some of today’s most interesting business models, including those of Dow Jones and Costco. The authors demonstrate why working capital is so important and why thinking strategically about cash and cash flow is the key to keeping your business moving. From Getting to Plan B: Breaking Through to a Better Business Model #5371BC
Creating Successful Business Models: Lessons from Social Entrepreneurship

Social and environmental entrepreneurs are learning to channel their convictions, creativity, and operational expertise into building sustainable systems that address pressing market failures. The authors examine the 3 primary business model categories for leading social enterprises and discuss the challenges and opportunities of each for mainstream organizations.

From The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World #8028BC

Finding and Evaluating the Opportunity: Is It Real and Large Enough?

Entrepreneurial people are always generating ideas for potential businesses. The difficulty lies in sifting through the ideas and recognizing the few that represent true business opportunities. This chapter explains how to find and evaluate genuine opportunities.

From Entrepreneur’s Toolkit: Tools and Techniques to Launch and Grow Your Business #5276BC

Writing a Business Plan: The Basics

Every entrepreneur is encouraged to write a business plan; those who don’t quickly learn that future operations can be derailed without a cohesive mission and that obtaining outside funding is nearly impossible without one. This chapter discusses the managerial purposes of a business plan and describes the key points that potential investors look for.

From Entrepreneur’s Toolkit: Tools and Techniques to Launch and Grow Your Business #5344BC

→ Find more books and chapters at hbsp.harvard.edu/list/book-chapters

SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

Entrepreneurship Simulation: The Startup Game

This multi-player simulation immerses students in the fundamentals of forming a new company. Students role-play as founders, investors, and potential employees who must interact with their classmates to negotiate deals, calculate valuation, find the right staffing mix, and debate financial gains versus organizational control. Designed for classes of 20-86 students.

The Wharton School, University of Pennsylvania Seat Time: 60 minutes TN #WH0001

Working Capital Simulation: Managing Growth V2

In this single-player simulation, students act as the CEO of a small company, Sunflower Nutraceuticals, and decide whether to invest in growth and cash-flow improvement opportunities in 3 phases over 10 simulated years. Students must understand how the income statement, balance sheet, and statement of cash flows are interconnected and consider the possible effects of each opportunity on the firm’s financial position. The second release of this simulation adds an optional financing decision for students, a new metric tracking the firm’s equity value, and a new optional problem set. Seat Time: 45 minutes TN #7070

→ Find more simulations at hbsp.harvard.edu/list/simulations
Core Curriculum Readings in Entrepreneurship cover the fundamental concepts, theories, and frameworks that business students must learn. Authored by faculty at Harvard Business School, each Reading is about 20-30 pages long and comes with a Teaching Note, Review Questions, and Slides. Many also include video clips and Interactive Illustrations. The 11 Entrepreneurship Readings are:

- Becoming an Entrepreneurial Leader Lynda M. Applegate #8051
- Recognizing and Shaping Opportunities Lynda M. Applegate, Carole Carlson #8056
- Developing Business Plans and Pitching Opportunities Lynda M. Applegate, Carole Carlson #8062
- Attracting Talent and Building Ecosystems Lynda M. Applegate, Carole Carlson #8068
- Financing Entrepreneurial Ventures William R. Kerr, Ramana Nanda, James McQuade #8072
- Partnering with Venture Capitalists Jeffrey Bussgang #8240
- Experimenting in the Entrepreneurial Venture Thomas R. Eisenmann, Eric Ries, Sarah Dillard #8077
- Selling and Marketing in the Entrepreneurial Venture Frank V. Cespedes #8086
- Scaling Entrepreneurial Ventures Lynda M. Applegate #8082
- Building Ventures in Established Businesses Lynda M. Applegate, William R. Kerr #5272
- Launching Global Ventures William R. Kerr #5277

Find more Core Curriculum Readings at hbsp.harvard.edu/list/corecurriculumentrepreneurship

The Case Startup Kit recommends cases ideal for teaching as a “first case” for aspiring case teachers, with cases selected for their brevity, ease of use, and teachability. Each case comes with a Teaching Note. Cases for Entrepreneurship include:

- Amazon.com: The Brink of Bankruptcy #809014
- Cork’d: Building a Social Network for Wine Lovers #911026
- Frank Addante, Serial Entrepreneur #809046
- Rent the Runway #812077
- Savage Beast (A) #809069
- Yieldex (A) #809090

Find more Case Startup Kit cases at hbsp.harvard.edu/list/casestartupent

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4-6 items plus alternate suggestions. Popular modules in Entrepreneurship include:

- Entrepreneurial Finance
- Identifying and Evaluating Opportunities
- Managing and Harvesting Growth
- Managing the Early-Stage Venture

Find more Course Modules at hbsp.harvard.edu/list/course-module
Delivered entirely online, Harvard ManageMentor is the leading business reference from business experts, featuring 44 self-paced modules that address the full spectrum of management issues. Modules in Entrepreneurship include:

- Business Plan Development #9004
- Innovation and Creativity #9024
- Innovation Implementation #9025

→ Find more Harvard ManageMentor modules at hbsp.harvard.edu/list/hmm

Textbook Case Maps match cases to the leading business textbooks on a chapter-by-chapter basis. Maps are prepared by experienced editors at Harvard Business Publishing and suggest several cases for each chapter.

- Hisrich & Peters: Entrepreneurship (McGraw-Hill)

→ Find more Textbook Case Maps at hbsp.harvard.edu/list/textbook-case-maps

These free, short videos are all under 10 minutes long and illustrate a case’s central learning objective. The streaming video is available to registered Premium Educators at hbsp.harvard.edu. Cases with Video Shorts include:

- Corporate Venture Capital at Eli Lilly #806092
- John and Andrea Rice: Entrepreneurship and Life #808042
- Shurgard Self-Storage: Expansion to Europe (Abridged) #810102
- Zipcar: Refining the Business Model #803096

→ Find more Video Shorts at hbsp.harvard.edu/list/videoshorts

Teaching Note Available
ACADEMIC DISCOUNTS FOR STUDENTS

Visit the Harvard Business Publishing for Educators web site for access to course planning tools and student discounts.

<table>
<thead>
<tr>
<th>Articles</th>
<th>$6.95</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>$6.95</td>
</tr>
<tr>
<td>Core Curriculum</td>
<td>$15.90</td>
</tr>
<tr>
<td>Multimedia Cases</td>
<td>$25.00</td>
</tr>
<tr>
<td>Online Courses</td>
<td>$90.00–$150.00</td>
</tr>
<tr>
<td>Simulations</td>
<td>$45.00</td>
</tr>
</tbody>
</table>

Similar discounts apply to all teaching materials at hbsp.harvard.edu. Prices subject to change without notice.

Annual contracts for academic institutions are also available which provide additional discounts on course materials.