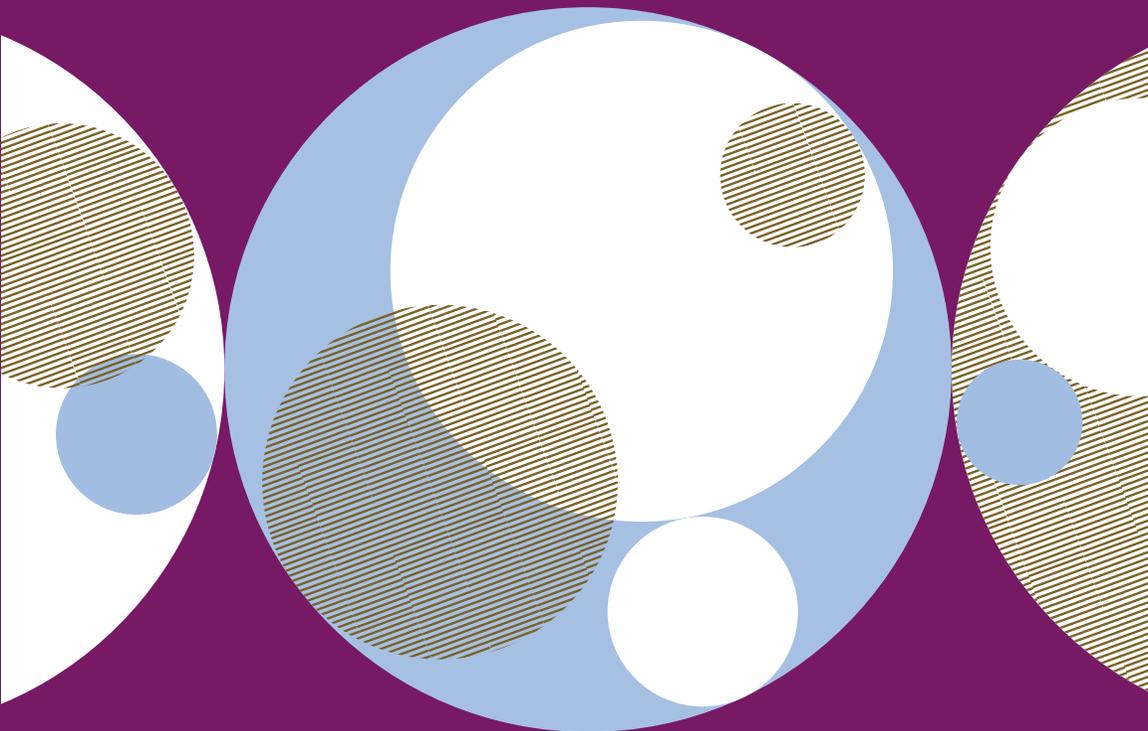


ENTREPRENEURSHIP

2017

Articles | Books & Chapters | Cases | Core Curriculum
Teaching Guides | Simulations | Video



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- North American Case Research Association (NACRA)
- Perseus Books
- Princeton University Press
- Program on Negotiation (PON) at Harvard Law School
- Public Education Leadership Project
- *Rotman Management Magazine*
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UPDATED! CORE CURRICULUM

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 to 40 pages long and comes with a Teaching Note, test bank, and exhibit slides. Many also include video clips and Interactive Illustrations.

Updates to *Core Curriculum* include:

- Test Banks
- Test Builder
- Mobile Access
- Online Note-Taking
- Offline Access

The 11 Entrepreneurship Readings below are listed in one potential teaching sequence.

Becoming an Entrepreneurial Leader

Lynda M. Applegate
#8051

AN ENTREPRENEUR'S TOOLKIT:

- Analyzing Business Models
- Identifying and Prioritizing Opportunities
- Online Research Guide
- Pitching Opportunities

Recognizing and Shaping Opportunities

Lynda M. Applegate,
Carole Carlson #8056

INTERACTIVE ILLUSTRATIONS:

- Identifying Growth Opportunities
- SalesLogic Business Model Comparison (in U.S. dollars)

Developing Business Plans and Pitching Opportunities

Lynda M. Applegate,
Carole Carlson
#8062

VIDEOS:

- Hy-Conn *Shark Tank* Pitch
- Onesole *Shark Tank* Pitch

OTHER TOOLS:

- Business Plan Evaluation Checklist
- Elevator Pitch Template
- Pitch Evaluation Worksheet

Attracting Talent and Building Ecosystems

Lynda M. Applegate,
Carole Carlson
#8068

INTERACTIVE ILLUSTRATION:

- Evolution of the Skyhook Ecosystem

Financing Entrepreneurial Ventures

William R. Kerr, Ramana Nanda,
James McQuade
#8072

INTERACTIVE ILLUSTRATIONS:

- Asset Intensity Ratio
- Building a Cap Table
- Calculating a Cumulative Cash Flow Curve
- How Investor Expectations and Target Returns Drive Company Ownership
- Payouts from Simple Equity and Convertible Investments
- Seed Note Ownership and Value

→ Continues on next page

Partnering with Venture Capitalists

Jeffrey Busgang, Michael J. Roberts
#8240

INTERACTIVE ILLUSTRATIONS:

- How Investor Expectations and Target Returns Drive Company Ownership
- A Payoff Curve
- Sell or Hold?

Experimenting in the Entrepreneurial Venture

Thomas R. Eisenmann, Eric Ries, Sarah Dillard #8077

INTERACTIVE ILLUSTRATION:

- A/B Testing with Conversion Funnels

VIDEO:

- Tiggly's Kickstarter Campaign

Selling and Marketing in the Entrepreneurial Venture

Frank V. Cespedes
#8086

INTERACTIVE ILLUSTRATIONS:

- Customer Profitability
- Retail versus Direct Business Models

VIDEOS:

- Aligning Strategy and Sales
- Design Your Product to Sell Itself
- The Feedback Loop

Leading High-Growth Ventures

Lynda M. Applegate
#8082

INTERACTIVE ILLUSTRATION:

- Zappos

VIDEOS:

- Amazon Fulfillment Center in 2014
- A Day in the Life of Kirk Arnold
- A Day in the Life of Malcolm Frank
- Emerging Organization Design Principles in the 1990s
- Employee Observations of Malcolm Frank and Kirk Arnold
- Hierarchical Organization Design Principles

Leading Breakthrough Innovation in Established Companies

Lynda M. Applegate, William R. Kerr
#5272

INTERACTIVE ILLUSTRATION:

- Horizons of Growth Innovation Life Cycle Model

VIDEO:

- Lou Gerstner on How to Turn Around a Company

Launching Global Ventures

William R. Kerr #5277

INTERACTIVE ILLUSTRATION:

- Home Essentials

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

CASES

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

Better World Books and the Triple Bottom Line

Faced with issues, including shrinking supply and copycat competitors, CEO Mike Miller must decide how to keep Better World Books competitive while remaining committed to a triple bottom line of financial, social, and environmental performance.

TN *McGraw-Hill Education* #MH0034

Career at a Crossroad: Akhil and Roopa

Akhil Patel wants to commit to his startup, but his family is more risk-averse. Akhil could also accept an enticing offer from a prestigious consulting firm. Should he follow his dream and become an entrepreneur or take the "safer" consulting job? *Harvard Business School* #816102

Chicken Republic

Two entrepreneurs succeed against tough odds. Set in 2015, this case examines Nigeria's poultry value chain and the complexities of modernizing a traditional and largely informal industry. *Harvard Business School* #516052

Crowdfunding: A Tale of Two Campaigns

Two different startups, one featuring a new food product and the other dry-erase boards that can be printed with any pattern, turn to crowdfunding in order to grow. They meet with different levels of success. **TN** *Babson College* #BAB282

DonorsChoose.org: Refining a Successful Brand

Since DonorsChoose.org's inception, the charity environment has changed. A branding agency suggests a change to the organization's tagline, and the chief marketing officer must decide on the organization's next steps. **TN** *Ivey Publishing* #W15471

Elon Musk: Balancing Purpose and Risk

This case chronicles the career of Elon Musk through the building of the iconic companies Tesla and SpaceX. The case is set in 2008, when a financing crisis calls into question the futures of both companies. *Harvard Business School* #817040

Empowering Female Micro-entrepreneurs through Education: Raising Half the Sky in Just 3 Hours

Project Salta can serve as a potential template for organizations investing in the education of micro-entrepreneurs. What are the fundamentals needed to thrive as a micro-entrepreneur in a developing country?

TN *Thunderbird School of Global Management* #TB0419

Entrepreneurial Sales and Marketing Vignettes

Which sales candidate is a startup's ideal first hire? What marketing channels are best to invest in? How aggressively should an executive team align sales with customer success? This case presents 3 short, fictitious vignettes exploring these important decisions.

Harvard Business School #817010

Google and Niantic Labs: The Professional Entrepreneur and Innovation in the Silicon Valley (A)

Niantic Labs is a developer of augmented reality games for smartphones. Should entrepreneur John Hanke spin out his most recent venture from Google? This case features multiple subtopics that can be explored in class discussion.

TN *Haas School of Business* #B5868

Jibo: A Social Robot for the Home

After a successful crowdfunding campaign, Jibo considers how to engage developers and content providers with a product that will not be available for another year. How do they convince potential partners that Jibo is a worthwhile investment?

TN *Harvard Business School* #816003

MBA Entrepreneurs: Crowdfunding Wipebook (A) Year One: Persistence and Success

Started as an idea for an MBA course, the Wipebook project went on to become one of the most successful crowdfunding campaigns in Canada. But after initial euphoria, the reality of the entrepreneurial process set in for the founders.

TN *HEC Montreal Centre for Case Studies* #HEC143

N12 Technologies: Building an Organization and Building a Business

Founded in 2010, N12 Technologies employed nanotechnology to manufacture patented material that improved the performance of carbon fiber composites. By 2016, the company's success hinged on its leaders' abilities to scale both the organization and production capabilities exponentially. **TN** *Harvard Business School* #316002

Positioning Urzza: Launching a New Energy Drink

Bisleri International, a household name in bottled water in India, launched a caffeine-free energy drink called Urzza in 2014. It aimed to create a new category of drinks with mass appeal. With its unique positioning, could Urzza meet ambitious sales targets?

TN *Ivey Publishing* #W16224

Rubicon Global

Rubicon is developing an on-demand mobile application that does for waste management what Uber does for taxi service. The team needs more capital to build out the platform. Management and the board must decide how much the company should raise, for what purpose, from whom, and on what terms. *Harvard Business School* #816015

S'well: The Mass Market Decision

Sarah Kauss, a young female entrepreneur, has built a premium water bottle brand from scratch. She must now consider whether to begin expanding the S'well product portfolio to the mass market. *Harvard Business School* #317019

Telefonica: A Lean Elephant

As the lean startup approach becomes widespread in the entrepreneurial community, it spills over into the corporate world as well. This case demonstrates the important contextual differences in employing lean startup techniques inside a larger company.

TN *Haas School of Business* #B5863

Virgin America (A)

Founded in 2007, Virgin America carved out a niche in the airline industry by redefining the passenger experience. But 5 years later, the company was still unprofitable. Students must evaluate the business model and identify the steps needed to reach profitability.

TN *Haas School of Business* #B5828

Popular Cases

ATH Micro Technologies, Inc.

This case takes students through 5 stages of growth in an entrepreneurial startup in the medical devices industry. At each stage, students must confront tensions in balancing profit, growth, and control. **TN** *Harvard Business School* #108092

Business Model Analysis for Entrepreneurs

In this note, author Thomas R. Eisenmann defines a business model and its major elements and offers practical guidelines for early-stage entrepreneurs on how to conduct business model analysis. *Harvard Business School* #812096

Design Thinking and Innovation at Apple

Apple has long been considered the most innovative company in the world, but how it achieved success remains mysterious because of the company's obsession with secrecy. This note considers Apple's success and its quest to develop, in the words of its late CEO, Steve Jobs, "insanely great products." **TN** *Harvard Business School* #609066

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. **TN** *Harvard Business School* #811065

Facebook

Even as Facebook topped 1 billion monthly users, the online social network continued to face questions about how best to monetize its surging traffic.

TN *Harvard Business School* #808128

"I had an extremely positive experience teaching this case. My students loved it."

—Review on the HBP for Educators web site*

Hypothesis-Driven Entrepreneurship: The Lean Startup

This note describes, step by step, how to follow the hypothesis-driven approach when evaluating entrepreneurial opportunity. It explains how the approach mitigates cognitive biases that otherwise can contribute to poor decisions and considers conditions that are best suited for lean startup methods. *Harvard Business School* #812095

"[A] masterful summary of lean."

—Review on the HBP for Educators web site*

Rent the Runway

After a successful launch, the cofounders of Rent the Runway debate whether to grow their startup at a measured pace or raise a new round of venture capital sooner than planned. This case illustrates "lean startup" principles, including the use of minimum viable products to conduct quick but rigorous tests to validate business model hypotheses.

TN *Harvard Business School* #812077

Starbucks Coffee Company: Transformation and Renewal

CEO Howard Schultz led the turnaround of Starbucks Coffee Company from 2008 to 2014. Students examine how Schultz and his team brought the company back from near-collapse by returning to its core values and investing in new products, capabilities, and customer experiences. **TN** *Harvard Business School* #314068

Zipcar: Refining the Business Model

This case describes several iterations of the business model and financial plan for Zipcar, a car-sharing company. Students analyze the underlying economics and business model for the venture and discover how the early assumptions are holding up as the business is initially rolled out. **TN** *Harvard Business School* #803096

“This case study is an excellent teaching aid; I think that it was written such that the students were able to connect with the content [which is critically important] on multiple levels, which enhanced classroom discussions.”

—Review on the HBP for Educators web site*

→ 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 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. The case presents 2 financing alternatives: one is virtually all debt financed, the other is all equity. The financing structure will significantly affect future products and firm performance.

TN *Student and instructor spreadsheets available.* #4271 

NEW! Hotel Vertu: Analyzing the Opportunity in the Boutique Hotel Industry

Two soon-to-be MBA graduates are considering a business opportunity in the boutique hotel industry. Students assess the merits of the proposed project, as well as the overall attractiveness of the boutique hotel industry and the career opportunity it presents.

TN *Student spreadsheet available.* #917501

NEW! Hotel Vertu: Financing the Venture in the Boutique Hotel Industry

Two recent MBA graduates are considering a business opportunity in the boutique hotel industry. Students assess the overall financial returns on the project, how those returns should be parsed between investors and owners, and how the deal with investors should be structured. **TN** *Student and instructor spreadsheets available.* #917505

NEW! Malenti Strings: Intrapreneurship within FLG, Inc.

Given independence from corporate headquarters, Jenica Fletcher relocated and rebranded her company's guitar strings division and transformed Malenti into a fast-growing, profitable business. Coming off its high-end success, Malenti must now decide whether to move into the mid-priced market. **TN** #917513

Martin Blair

Martin Blair is a first-time entrepreneur who developed 2 different restaurant concepts almost simultaneously. Both restaurants are successful. Blair must now decide whether to grow 1 or both of the concepts and whether to use franchising as a growth strategy.

TN *Student and instructor spreadsheets available.* #914521

NEW! Seaside Organics

Sara Norton transforms Seaside Organics from a fledgling startup into an \$89 million company. Students discuss the differences between running a growing startup versus a mature organization and the tensions that can result between entrepreneurs and the managers tasked with running their organizations. **TN** #916526 

Sugar Bowl

Shelby Givens has 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.

TN *Student and instructor spreadsheets available.* #913537 

WebTracker

This case describes the evolution of a tech startup, WebTracker, and focuses on the decision of 2 aspiring entrepreneurs who compare different financing offers to determine the best deal for them and for their company.

TN *Student and instructor spreadsheets available.* #915543 

→ [Find more Brief Cases at hbsp.harvard.edu/briefcases](https://hbsp.harvard.edu/briefcases)

MULTIMEDIA CASES

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

The Atavist: Reinventing the Book

Atavist was founded to publish nonfiction “singles” on mobile devices. But the company’s innovative e-reader technology, originally for internal use only, generated unexpected attention from other companies. How should Atavist balance its publishing venture with its new software licensing business? **TN** *Harvard Business School* #812117

NEW! BionX

BionX Medical Technologies creates bionic solutions that “restore normalized limb function and improve quality of life” for people with mobility impairments. This case explores the hurdles of launching a new technology venture, strategic complexities of multilayer distribution channels, difficulties attaining reimbursement from third-party payers, and valuation issues when significant capital is needed and financial performance is inconsistent.

TN *Harvard Business School* #816702

BOLT: Seed Venture Capital Firm

BOLT is a different kind of seed venture capital firm built to serve the needs of early-stage startups at the intersection of hardware and software. By examining BOLT and a few of its startups, this case provides insights into the evolving world of entrepreneurship and venture capital. **TN** *Harvard Business School* #815702

An Entrepreneur’s Journey: Simi Nwogugu

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

West Coast Chill

In order to get his “self-chilling can” technology to the market, Mitchell Joseph decided to launch an energy drink called West Coast Chill—hoping its success would prove the technology’s viability and woo reluctant beverage companies.

TN *Harvard Business School* #815704

→ [Find more multimedia cases at hbsp.harvard.edu/elearning](http://hbsp.harvard.edu/elearning)

ARTICLES

Articles from *Harvard Business Review*, HBR.org, and other renowned sources provide up-to-the-minute ideas from the best business thinkers.

New Articles

4 Factors That Predict Startup Success, and One That Doesn't

What makes a venture capital investment successful? An analysis by First Round Capital found several founder characteristics that correlate with success.

Harvard Business Review Web Article #H02V33

Are Syndicates the Killer App of Equity Crowdfunding?

Information asymmetry presents a challenge to equity crowdfunding just as in other markets for equity capital. Preliminary evidence foreshadows a meaningful role for syndicates in the allocation of capital to early-stage ventures. *California Management Review* #CMR616

Blitzscaling

In this interview, Reid Hoffman explores his idea of “blitzscaling”—the discipline of getting very big very fast to serve a large and usually global market and become the first mover at scale. *Harvard Business Review* #R1604B

Democratizing Innovation and Capital Access: The Role of Crowdfunding

This article focuses on how crowdfunding might democratize the commercialization of innovation and financing. The authors point toward a potentially vast alternative infrastructure for developing, funding, and commercializing innovation.

California Management Review #CMR614

Financing by and for the Masses: An Introduction to the Special Issue on Crowdfunding

This introduction summarizes the key advantages and disadvantages of crowdfunding for entrepreneurs and for investors. The article concludes with speculations regarding the future of the industry and its effects on entrepreneurship, innovation, and inequality.

California Management Review #CMR611

The Limits of the Lean Startup Method

The author's research has found that while the lean startup approach can be effective, having a strong strategy is more important than conducting a tremendous number of market tests. *Harvard Business Review* Web Article #H02PH5

Network Effects Aren't Enough

Online marketplaces remain extremely difficult to build. Most entrepreneurs and investors attribute this to the challenge of quickly attracting a critical mass of buyers and suppliers. But it is wrong to assume that once a marketplace has overcome this hurdle, the sailing will be smooth. *Harvard Business Review* #R1604D

The Other Disruption

Though less commonly understood, supply-side disruption is arguably more dangerous than the kind described by Clayton Christensen. Disruption of a product's architecture threatens a company's very survival in a way that changes in customer demands do not. This article identifies 3 prescriptions for surviving supply-side disruption.

Harvard Business Review #R1603G

The Present and Future of Crowdfunding

In this article, a group of experts discuss their thoughts about the current state of crowdfunding, its future, important emerging trends in the field, and the opportunities and challenges facing investors and entrepreneurs in the space.

California Management Review #CMR617

Reigniting Growth

Most successful new companies eventually face a predictable yet sudden drop in revenue and profit growth or a collapse of once-high shareholder returns. Most companies that achieve sustainable growth share attitudes and behaviors that can help any company restart its growth engine. *Harvard Business Review* #R1603F

Resources and Innovation in Family Businesses: The Janus-Face of Socioemotional Preferences

This article explores how the socioemotional preferences of family firms—together with their impact on resources and the innovation demands of their markets—shape the firms' approaches to innovation. *California Management Review* #CMR605

Start-Ups That Last

Why do so many promising startups go off the rails? The authors outline 4 activities that can help companies handle greater complexity as they seek new avenues for growth.

Harvard Business Review #R1603C

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 Competitive Advantage in Adversity

The most innovative companies know how to turn adversity into competitive advantage. But capitalizing on adversity means finding solutions in unlikely places: resources that nobody seems to need, people and partners who don't fit the usual bill, and elegantly small answers to big dilemmas. *Harvard Business Review* #R1011H

Finding Your Innovation Sweet Spot

Most ideas for products are either uninspired or impractical. A systematic process, based on 5 innovation patterns, can generate ideas that are both ingenious and viable.

Harvard Business Review #R0303J

The Global Entrepreneur

Many startups 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 startups and 4 competencies they must cultivate. *Harvard Business Review #R0812J*

How to Start an Entrepreneurial Revolution

Governments around the world are trying to spark entrepreneurship. While there is no exact formula, valuable lessons and best practices emerge from surprising places. This article outlines key principles for helping countries jump-start an entrepreneurial ecosystem.

Harvard Business Review #R1006A

Six Myths about Venture Capitalists

For someone who's starting a company, the misconceptions surrounding venture capital can be powerful. This article challenges common myths about venture capital to help entrepreneurs develop a more realistic sense of the industry.

Harvard Business Review #R1305E

Test for the Fainthearted

What makes an entrepreneur? What characteristics set successful entrepreneurs apart, enabling them to keep their companies alive even when the going gets tough? This article explores the key qualities that make someone a successful entrepreneur.

Harvard Business Review #R0205J

Why the Lean Start-Up Changes Everything

Lean startups favor experimentation over elaborate planning, customer feedback over intuition, and iterative design over traditional development. This article describes lean startup techniques and how they could help ignite a new entrepreneurial economy.

Harvard Business Review #R1305C

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BOOKS & CHAPTERS

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

Changing Your Company from the Inside Out: A Guide for Social Intrapreneurs

This book is a road map for intrapreneurs seeking to reshape their companies into drivers of change. Drawing on lessons from social movements and successful intrapreneurs, the authors offer tools for creating positive social change within organizations.

Available as an eBook. Harvard Business Review Press #11057

Get Backed: Craft Your Story, Build the Perfect Pitch Deck, and Launch the Venture of Your Dreams

Get Backed is a handbook for anyone who has an idea and needs to build relationships to get it off the ground. This book will show you exactly what it takes to get funded and will give you the tools to make any idea a reality.

Available as an eBook. Harvard Business Review Press #15004

Getting Beyond Better: How Social Entrepreneurship Works

This book begins by presenting a theory of social entrepreneurship and describing its role in modern society. Authors Roger L. Martin and Sally R. Osberg then outline a framework for understanding how successful social entrepreneurs actually produce transformative change.

Available as an eBook. Harvard Business Review Press #15009

HBR Guide to Buying a Small Business

Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. But finding the right business to buy and closing the deal aren't always easy. Available as an eBook. Harvard Business Review Press #10090

If You Really Want to Change the World: A Guide to Creating, Building, and Sustaining Breakthrough Ventures

Authors Henry Kressel and Norman Winarsky describe the staged approach they have used to launch, invest in, and develop scores of highly successful companies. This book leads entrepreneurs through the critical stages of venture development, from concept to acquisition or public offering to maintaining a rich culture of innovation in the company.

Available as an eBook. Harvard Business Review Press #14235

The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail

Clayton M. Christensen's bestseller describes how established companies miss out on new waves of innovation unless managers know how to abandon traditional business practices. One of the most influential business books of all time, *The Innovator's Dilemma* outlines a set of rules for disruptive innovation. Available in paperback or as an eBook.

Harvard Business Review Press #10032

The Three-Box Solution: A Strategy for Leading Innovation

This book offers a proven method for allocating an organization's energy and resources across "the 3 boxes." Box 1: The present—Manage the core business at peak profitability; Box 2: The past—Abandon ideas, practices, and attitudes that could inhibit innovation; Box 3: The future—Convert breakthrough ideas into new products and businesses.

Available as an eBook. Harvard Business Review Press #15029

Chapters

Cash Is King: Your Working Capital Model—Why Thinking Strategically about Cash Flow Is Key to the Long-Term Success of Your Business

This chapter explains how working capital models form the foundation for today's most revolutionary business models. The authors demonstrate why a seemingly innocuous concept like working capital is so important and why thinking strategically about cash and cash flow is the key to keeping a business moving.

From *Getting to Plan B: Breaking Through to a Better Business Model*, Harvard Business Review Press #5371BC

Creating Successful Business Models: Lessons from Social Entrepreneurship

In this chapter, the authors examine the 3 categories of business models that leading social enterprises seem to fall into, discussing the challenges and opportunities of each for mainstream organizations.

From *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*, Harvard Business Review Press #8028BC

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

Entrepreneurial people generate ideas for potential businesses. But how can they recognize the few ideas that represent true business opportunities? This chapter describes the 5 characteristics of a genuine opportunity, as well as how to find and evaluate such opportunities.

From *Entrepreneur's Toolkit: Tools and Techniques to Launch and Grow Your New Business*, Harvard Business Review Press #5276BC

Getting from Plan A to Plan B and Beyond—Building a Better Business Model

Every aspiring entrepreneur has a Plan A, and virtually all of them believe that their Plan A will work. Unfortunately, they are usually wrong. What often distinguishes successful entrepreneurs is what they do when their first plan fails. Getting to Plan B and beyond requires the development of a business model that really works.

From *Getting to Plan B: Breaking Through to a Better Business Model*, Harvard Business Review Press #5357BC

Investment Management, Staged Financing, and Exits

This chapter considers the post-investment stage of a deal through the life of the business venture. It explores the relationship between the entrepreneur and investor, the different methods for structuring financing, and the benefits and drawbacks of various investor exit strategies.

From *Financing New Ventures: An Entrepreneur's Guide to Business Angel Investment*, Business Expert Press #BEP259

→ [Find more books and chapters at hbsp.harvard.edu/ebooks](http://hbsp.harvard.edu/ebooks)

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 multiplayer 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. The simulation's comprehensive debrief section features informative interviews with successful entrepreneurs and investors. Designed for classes of 20 to 86 students.

TN *The Wharton School, University of Pennsylvania* Seat Time: 60 minutes #WH001

“I used the startup game on the first day of an Entrepreneurship Strategy course for MBA students. It ended up being a highlight of the quarter, and one that students kept trying new materials and learning back to. The game was perfect for entrepreneurship because it immediately forced students to think about ambiguity and the types of trade-offs that characterize entrepreneurship.”

—Review on the HBP for Educators web site*

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. Each opportunity has a unique financial profile and effect on working capital. 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. **TN** Seat Time: 45 minutes #7070

“The simulation draws perfectly on the key concepts in my course—cash flow, working capital, sources of finance, and identifying the best funding strategy from a range of options.”

—Review on the HBP for Educators web site*

→ Find more Simulations at hbsp.harvard.edu/simulations

ONLINE EXERCISES

An exercise illustrates a fundamental concept in marketing and can be used to reinforce key learning objectives in case studies, readings, and simulations. Each exercise is available entirely online and takes less than 30 minutes for students to complete.

New Venture Exercise: The Food Truck Challenge

In this online exercise, students work in small teams to try to run a successful food truck. Teams attempt to maximize revenue over several simulated weeks while considering the trade-offs between analysis, experimentation, and scale. The exercise teaches students about the value of learning by doing, prototyping, and willingness to fail. It is ideal for discussions of innovation, product development, design thinking, team learning, lean startup, marketing, and organizational learning. **TN** Seat Time: 30 minutes #7201

→ Find more Online Exercises at hbsp.harvard.edu/elearning

NEW! Introductory-Level Curriculum Maps

Curriculum maps provide an easy way to find course material for introductory-level topics, recommending specific cases, articles, Core Curriculum Readings, simulations, and other items. Maps are available for both undergraduate and MBA-level courses in Entrepreneurship.

→ [Find more curriculum maps at hbsp.harvard.edu/maps](https://hbsp.harvard.edu/maps)

Case Startup Kit

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
- Evan Williams: From Blogger to Odeo (A) #809088
- Frank Addante, Serial Entrepreneur #809046
- Rent the Runway #812077
- Savage Beast (A) #809069
- Yieldex (A) #809090

→ [Find more Case Startup Kits at hbsp.harvard.edu/casestartupkit](https://hbsp.harvard.edu/casestartupkit)

Course Modules

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4 to 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

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

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

VIDEO SHORTS

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
- DentalCorp #806023
- John and Andrea Rice: Entrepreneurship and Life #808042
- Shurgard Self-Storage: Expansion to Europe (Abridged) #810102
- Zipcar: Refining the Business Model #803096

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

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