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# Entrepreneurship

**2019**

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- Perseus Books
- Princeton University Press
- Program on Negotiation (PON) at Harvard Law School
- Public Education Leadership Project
- *Rotman Management Magazine*
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## CORE CURRICULUM READINGS

*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 20-40 page Reading comes with a Teaching Note, test bank, exhibit slides, and a list of related materials. Many also include video clips and Interactive Illustrations. The 11 Entrepreneurship Readings below are listed in one potential teaching sequence.

### Becoming an Entrepreneurial Leader

LYNDA M. APPEGATE  
#8051

#### AN ENTREPRENEUR'S TOOLKIT:

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

### Recognizing and Shaping Opportunities

LYNDA M. APPEGATE, CAROLE CARLSON  
#8056

#### INTERACTIVE ILLUSTRATIONS:

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

### Developing Business Plans and Pitching Opportunities

LYNDA M. APPEGATE, 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. APPEGATE, 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

### Partnering with Venture Capitalists

JEFFREY BUSSGANG, 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

CONTINUED ON NEXT PAGE

## Leading High-Growth Ventures

LYNDA M. APPLGATE

#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. APPLGATE, 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/core-curriculum](https://hbsp.harvard.edu/core-curriculum)

## 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

### Blockchain, Cryptocurrencies and Digital Assets

There were thousands of cryptocurrencies by late 2017, and the largest, bitcoin, had a market capitalization of \$100 billion. This note provides an overview of cryptocurrencies and other digital assets.

HARVARD BUSINESS SCHOOL #818066

### Bratwurst, Beer and Business: Planning for Growth at Wurstküche

Two young Los Angeles restaurateurs find rapid success using branding and customer service to differentiate their offerings. But when the founders expand to Denver, Colorado, they unexpectedly struggle with operational complications and organizational culture problems across disparate locations.

TN GREIF CENTER FOR ENTREPRENEURIAL STUDIES-USC MARSHALL #SCG526

### Business Model Innovation at Wildfang

As CEO Emma McIlroy and her team prepared for a funding pitch to scale Wildfang, a menswear-inspired fashion brand, they weighed the merits of 2 distinct business models. Students will use customer lifetime value (CLV) modeling and the Business Model Canvas (BMC) template to evaluate business models.

TN NORTH AMERICAN CASE RESEARCH ASSOCIATION #NA0460

### 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 to any pattern, turn to crowdfunding to grow. They are met with different levels of success.

TN BABSON COLLEGE #BAB282

### **Eastern Bank: Innovating Through Eastern Labs**

A community-focused mutual bank launches an innovation project designed to bring new technology solutions to its customers and processes. After several years and a spinoff technology business, CEO Bob Rivers wonders whether “Eastern Labs” was the right intrapreneurship model for Eastern Bank.

**HARVARD BUSINESS SCHOOL #318068**

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

Should entrepreneur John Hanke spin out his most recent venture, Niantic Labs, a developer of augmented reality games for smartphones, 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 around 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**

### **N12 Technologies: Building an Organization and Building a Business**

Founded in 2010, N12 Technologies employed nanotechnology to manufacture patented material which improved performance of carbon fiber composites. By 2016, the company’s success hinged on its leaders’ ability to scale both the organization and production capabilities exponentially.

**TN HARVARD BUSINESS SCHOOL #316002**

### **Rapid7**

Rapid7 is an early-stage cybersecurity firm considering an acquisition of Metasploit, a “white-hat” hacker community. What kind of economic terms, product commitments, and approaches to team integration should Rapid7 propose? **HARVARD BUSINESS SCHOOL #817077**

### **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**

### **Sales Razor Technologies**

A founder/CEO must build a board of directors, assemble an executive team, manage tensions between cofounders, and outsource system development work. **HARVARD BUSINESS SCHOOL #217040**

### **ShotSpotter: Public Safety, IoT, and Big Data**

ShotSpotter is a gunfire alert system that uses acoustic sensors to detect and pinpoint the location of gunshots. This case examines ShotSpotter and its maker SST and provides an introduction to the Internet of Things (IoT) economy. **TN BABSON COLLEGE #BAB358**

### **Xiaomi: Designing an Ecosystem for the “Internet of Things”**

Xiaomi had quickly risen to become one of China’s top smartphone manufacturers. By mid-2015, the company was heavily investing in an “ecosystem” of smart products and allied companies. To accommodate this new strategy, would Xiaomi need to transition from a web-based to a retail-based sales model? **TN GREIF CENTER FOR ENTREPRENEURIAL STUDIES-USC MARSHALL #SCG527**

# Popular Cases

## 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 case considers Apple's success and its quest to develop, in the words of 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**

## 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**

## 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**

**➔ Find more cases at [hbsp.harvard.edu](https://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 all equity. The financing structure will significantly affect future products and firm performance.

  STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE #4271

### 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.  STUDENT SPREADSHEET AVAILABLE #917501

### 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.

 STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE #917505

### 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.  #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 one or both of the concepts and whether to use franchising as a growth strategy.

 STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE #914521

### Promontory, Inc.

After founding his promotional products company 2 years earlier with the intention of pursuing a high-end strategy, CEO Brett Ricard soon faced slowing growth. How might Ricard improve Promontory, Inc.'s sales approach, and what alternative strategies could the company pursue?

 #917535

### 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.



  #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.

  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.   STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE #915543

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

## 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?

 HARVARD BUSINESS SCHOOL #812117

### BionX

BionX Medical Technologies creates bionic solutions that “restore normalized limb function and improved 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 3rd-party payers, and valuation issues when significant capital is needed and financial performance is inconsistent.  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.


 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.

 HARVARD BUSINESS SCHOOL #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.  HARVARD BUSINESS SCHOOL #306703

### NEW! The Entrepreneurial Journey of a Manager

This multimedia case follows the journey of Maria Eugenia Giron and her team in the management buy-in of Carrera & Carrera, a Spanish luxury goods company. Students learn about Maria Eugenia’s transition from corporate executive to entrepreneur.  IE BUSINESS SCHOOL #10036E


### 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.

HARVARD BUSINESS SCHOOL #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.  **HARVARD BUSINESS SCHOOL #B15704**

 Find more multimedia cases at [hbsp.harvard.edu/cases](https://hbsp.harvard.edu/cases)

## 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

### Are You Suited for a Start-Up?

Startups can be difficult to understand from the outside. How can someone tell whether a company has potential, and whether it’s the right fit for them? Author Jeffrey Bussgang explains how people can assess their fit for the startup life, choose the right company, sell themselves, and make the leap.

**HARVARD BUSINESS REVIEW #R1706M**

### 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**

### The Board’s New Innovation Imperative

Once the cautious voices urging management to mitigate risk, boards are now calling for breakthrough innovation. But embracing innovation and its inherent risks requires that boards and senior management develop new ways of working together. **HARVARD BUSINESS REVIEW #R1706G**

### Creating Better Innovation Measurement Practices

Finding the right metrics to track innovation is by no means straightforward. To avoid common mistakes, executives should take a holistic perspective on their company’s innovation process.

**MIT SLOAN MANAGEMENT REVIEW #SMR630**

### Finding Your Company’s Second Act

Technological changes have accelerated the speed with which new innovations penetrate markets and then become obsolete. As a result, many companies struggle to find new sources of revenue after a big-bang success. The authors describe 7 mistakes that make companies vulnerable to such flameouts and offer tactics to ensure that a business can be a second-act survivor. **HARVARD BUSINESS REVIEW #R1801G**

### From Startup to Scalable Enterprise: Laying the Foundation

This article covers the essential steps in the transition from a nascent startup to an organization capable of sustained and profitable growth. **BUSINESS HORIZONS #BH835**

### How Venture Capitalists Really Assess a Pitch

After spending almost 10 years capturing what happens in venture capital pitch meetings and quantifying the results, Lakshmi Balachandra has drawn 4 broad conclusions: passion is overrated, trust beats competence, coachability matters, and gender stereotypes play a role. **HARVARD BUSINESS REVIEW #F1703A**

## **Male and Female Entrepreneurs Get Asked Different Questions by VCs—and It Affects How Much Funding They Get**

In the United States, female entrepreneurs receive only about 2% of all venture funding, despite owning 38% of the businesses. The authors' research offers new evidence as to why female entrepreneurs continue to receive less funding than their male counterparts. **HARVARD BUSINESS REVIEW WEB ARTICLE #H03QHY**

## **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**

## **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**

## **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**

## **When Founders Go Too Far**

After years of routinely ousting startup founders before an IPO, certain venture capital firms have recently pursued a more "founder friendly" approach. In this article, Steve Blank argues that this trend has gone too far—and offers prescriptions for how to begin correcting this power imbalance.

**HARVARD BUSINESS REVIEW #R1706F**

# **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 surrounding 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 Educators on the Harvard Business Publishing Education website. Students receive 50% off eBooks in digital coursepacks.

## Books

### Built for Growth: How Builder Personality Shapes Your Business, Your Team, and Your Ability to Win

This book decodes the interplay between an entrepreneur's "builder personality" and new business success. The authors uncover 4 distinct types of highly successful entrepreneurial personalities—the Driver, Explorer, Crusader, and Captain. Each type gets motivated, makes decisions, manages, and leads their business in a different way. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10117**

### Dual Transformation: How to Reposition Today's Business While Creating the Future

The threat of disruption is also the greatest opportunity a leadership team can face. In *Dual Transformation*, the authors introduce the dual transformation framework: Transformation A, a repositioning of today's business to maximize its resilience, and Transformation B, the creation of a new growth engine. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10091**

### **Entering StartUpLand: An Essential Guide to Finding the Right Job**

This practical, step-by-step guide provides an insider's analysis of various startup roles and responsibilities, including product management, marketing, growth, and sales. The book helps students understand what it means to join a startup—and whether it is the right choice for them.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10162

### **Entrepreneurial You: Monetize Your Expertise, Create Multiple Income Streams, and Thrive**

Many professionals dream of becoming independent, whether by starting their own businesses, becoming consultants or freelancers, or developing a side project. In this book, author Dorie Clark provides a blueprint for professional independence, with insights and advice on how to build personal brands, monetize expertise, and extend reach and impact online.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10075

### **HBR's 10 Must Reads on Entrepreneurship and Startups (featuring Bonus Article “Why the Lean Startup Changes Everything” by Steve Blank)**

In this collection of *Harvard Business Review* articles, leading experts like Clayton Christensen, Marc Andreessen, and Reid Hoffman provide insights and advice on different aspects of entrepreneurship.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10190

### **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 EBOOK. HARVARD BUSINESS REVIEW PRESS #10032

### **The Medici Effect, with a New Preface and Discussion Guide: What Elephants and Epidemics Can Teach Us about Innovation**

Why do so many world-changing insights come from people with little or no related experience? Charles Darwin was a geologist when he proposed the theory of evolution. And it was an astronomer who finally explained what happened to the dinosaurs. *The Medici Effect* shows how breakthrough ideas most often occur when we bring concepts from one field into a new, unfamiliar territory.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10129

### **The Power of Little Ideas: A Low-Risk, High-Reward Approach to Innovation**

The current conventional wisdom holds that companies must move beyond incremental, sustaining innovation and invest in radical innovation. This book argues that there is a “third way,” which involves innovating around a key product or strategy without changing the core business.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10019

## **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 everyone believes 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

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## 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.

**TN** DESIGNED FOR CLASSES OF 20-86 STUDENTS. SEAT TIME: 60 MINUTES, THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA #WH0001

*"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 tying 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 tradeoffs that characterize entrepreneurship."*

REVIEW ON THE HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE\*

### NEW! Innovation Simulation: Breaking News

Winner of the 2018 International Serious Play Awards Gold Medal. In this 20-minute online simulation, students manage the innovation process for a struggling newspaper company. Working with limited time and budget, students design innovation initiatives—open innovation campaigns, customer focus groups, and internal R&D projects—to generate a pool of innovation ideas. Students must then review, test, and make a selection from among those ideas in order to choose the best possible innovation. Students learn about managing the innovation process, the different modes of innovation, idea generation and selection, and the role of organizational context in innovation.

**TN** SEAT TIME: 20 MINUTES #8675

### New Venture Simulation: The Food Truck Challenge

In this online simulation, students work in small teams to try to run a successful food truck. Teams attempt to maximize profit over several simulated weeks while considering the tradeoffs between analysis, experimentation, and scale. The simulation 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**

### 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 HARVARD BUSINESS PUBLISHING EDUCATION WEBSITE\*

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- Innovation Implementation #9025
- Innovation and Creativity #9024

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## TEACHING GUIDES

### 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/guides](https://hbsp.harvard.edu/guides)

## 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
- Frank Addante, Serial Entrepreneur #809046
- Cork'd: Building a Social Network for Wine Lovers #911026
- Rent the Runway #812077
- Evan Williams: From Blogger to Odeo (A) #809088
- Savage Beast (A) #809069
- Yieldex (A) #809090

→ Find more Case Startup Kit selections at [hbsp.harvard.edu/guides](https://hbsp.harvard.edu/guides)

## 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 options.

### POPULAR MODULES IN ENTREPRENEURSHIP INCLUDE:

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

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