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Silicon Valley Innovation and Entrepreneurship Program at UC Berkeley

Fall 2014

The Silicon Valley Innovation and Entrepreneurship Program at UC Berkeley is an integrated program that provides students with an intensive, immersive and hands-on approach to the study of innovation, entrepreneurship and startups. The program involves in-class instruction from top UC Berkeley innovation and entrepreneurship faculty, frequent guest speakers that include investors, entrepreneurs and key advisors, visits to companies across in the Silicon Valley ecosystem, and regular hands-on workshops where students and teams actively evolve their concepts and ventures. This program incorporates:

-   classroom education in the form of lectures, case studies and exercises from top faculty in entrepreneurship, innovation and related disciplines, drawing upon expertise in business, technology, design, leadership, finance, and law;
-   numerous guest lectures and speakers - including entrepreneurs, angel investors and venture capitalists, attorneys, investment bankers, marketers and branding experts, social media experts, and more - who bring their entrepreneurship, innovation and startup–building expertise and networks into the classroom to demonstrate and teach "how it is done" in launching and growing innovative, high-growth and high-value ventures in the San Francisco Bay Area/Silicon Valley;
-   deep immersion into the San Francisco Bay Area/Silicon Valley ecosystem with numerous visits to workplaces of companies ranging from early stage startups and accelerators to large enterprises, many of which have redefined the way much of the world interacts with and does business in the 21st century;
-   a core "new venture startup project" where students form small startup teams and undertake many of the steps necessary to create and launch a new venture. These startup projects serve as customized case studies for the teams and each of the participants to enable them to experience the process and issues relating to launching a company in real-time.

Depending on the student and their course of study, the curriculum outlined in this syllabus will act as a standalone innovation and entrepreneurship program, or it may be augmented with complementary

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courses in technical disciplines such as mobile solutions, big data, or digital signal processing, adding additional technical skills development to complement the business outlined related content described in this syllabus and overview.

The foundation and structure for this program is laid in the classroom. That said, much of the activity and learning takes place outside of the classroom as students and teams build demos and prototypes, interact with customers, and evaluate funding alternatives, experience team dynamics, investigate partnerships, and develop and test various go to market strategies. More specifically, during this program students will experience and perform a broad variety of activities in a very hands-on manner, including:

- o identify and screen promising opportunities,
- o experiment with "design thinking" and rapid prototyping,
- o create a minimum viable product and/or demo to share with the marketplace,
- o undertake early "customer discovery" activities,
- o learn about recruiting a team, team dynamics and culture setting,
- o understand the role of "failure" in developing products, customers, and new ventures in general, and how best learn from and build upon failures to attain long-term success,
- o learn core principles of effective branding and how to apply them,
- o develop an understanding of competitive positioning of products and companies,
- o develop an understanding of how and when "value" - as defined by the market in funding and M&A activities - is created over the life of an early-stage venture and implications for entrepreneurs in building a strategy for funding and liquidity,
- o develop an understanding of how to "pitch" a new venture to investors and other stakeholders, including the development of key tools and skills,
- o gain insights, tools and skills in effective leadership and communication in early-stage ventures and as companies grow,
- o develop an understanding of marketing and go-to-market strategies and tactics,
- o learn about financial models and business models, and the implications of these on building and funding new ventures,
- o develop an understanding of intellectual property protection of various types ranging from patents to copyrights to trade secrets,
- o gain knowledge of broader legal issues ranging from entity formation and types to strategies to limit the liabilities of organizations and entrepreneurs,
- o gain a deeper understanding of the many ways that startup ventures can succeed and fail, including identification of early warning signs, the implications of such signals, and options for corrective action.

At the conclusion of this program each student team will formally present their venture to a panel of experienced entrepreneurs and investors, replicating the real world process that startup ventures undertake in Silicon Valley to launch their company and obtain funding for growth. In previous offerings of this and similar programs some of the student teams have gone on to obtain angel and venture funding, matriculate to prestigious incubator accelerator programs, launch successful products and

services, build scalable and sustainable enterprises, including some ventures that have been acquired or held initial public stock offerings.

Throughout the course there will be frequent hands-on activities and exercises where students actively put to work a broad range of teachings and new skills, including those listed above. This is very much an "introduce, apply, provide feedback, and integrate" approach to teaching innovation and entrepreneurship, driving rapid iteration and improved performance.
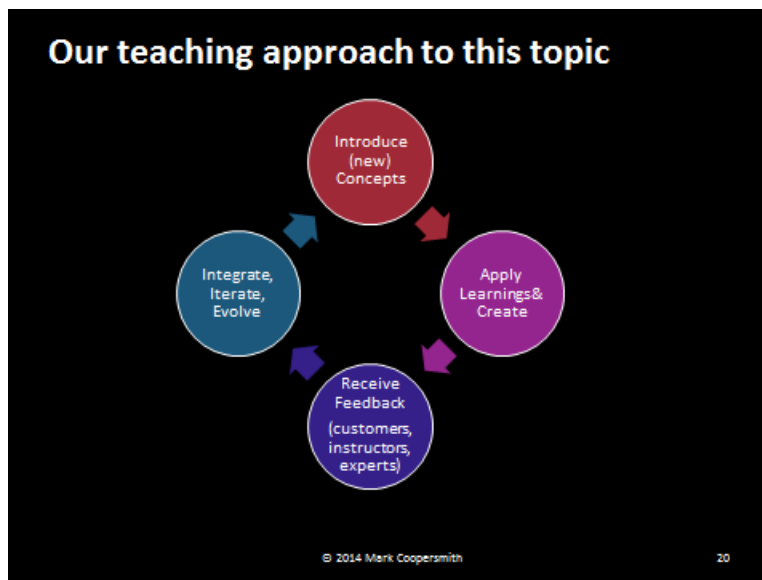
In addition to all of the activities that students undertake to build their venture, they will participate in the following additional types of activities to instill greater learning and a better understanding of the San Francisco Bay Area/Silicon Valley entrepreneurial ecosystem:
- attend meet ups, talks, demo sessions and other events on their own throughout the Bay Area,
- act as independent consultants for one another, improving their ability to both offer and receive constructive advice,
- keep logs of their activities and learnings, and present them to their fellow classmates,
- develop videos to market their ventures, and also to capture their learnings in a way that can be shared and reviewed at a later time.

Finally, this curriculum will actively incorporate and investigate the concepts of experimentation and failure, and how best to engage directly in productively with failure for the benefit of executives and organizations. We will investigate and learn how resilient and resourceful entrepreneurs and organizations leverage these concepts to drive nonlinear and non-intuitive innovation, growth, resilient organizations and long-term success. Some of the teachings will be adapted from the pioneering UC Berkeley Haas School of Business course "The Other F Word," co-taught by Mark Coopersmith and John Danner, which is also the foundation for a John Wiley & Sons book to be published in 2015.

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CURRICULUM DETAILS

The court curriculum consists of three primary modules:

"Theory and Practice of Innovation and Entrepreneurship" - an Applied Approach
Mark Coopersmith, lead instructor
Meets Tuesday 9 AM to 11 AM, and continues that afternoon from 1:30 PM to 4 PM

        <see detailed description below>

"Entrepreneurship and Innovation Workshop"
Whitney Hischier, lead instructor
Meets Thursday 2:00 PM to 4:00 PM

    This workshop session meets once a week and is tightly integrated with the core curriculum coursework. The workshop provides a less formal and highly interactive environment to investigate issues in more depth and accelerate the development and evolution of the venture projects, also providing an environment for additional investigation of related issues. Workshop leader Whitney Hischier has taught numerous workshop programs such as this and will provide complimentary insights, perspectives and knowledge.

"The Silicon Valley Ecosystem" - Immersion, Culture, Guest Speakers, Site Visits and Insights
Edith Yeung, lead instructor
Meets Monday 2:30 PM to 5 PM, and other times on Monday – including potentially a few full days – as directed

    Students will meet with and hear from dynamic innovators in Silicon Valley both on campus at UC Berkeley and also during site visits throughout the Bay Area.   Speakers will share their successes and equally importantly their failures and how they responded to those failures. This course serves to put students in the "Silicon Valley" frame of mind and connected into the ecosystem. The speakers and topics will often share new perspectives on issues that the students are facing in their hands-on course work and projects in the core curriculum as they form teams, develop their MVPs (minimum viable products), create go-to-market plans, interact with potential customers and partners, and learn about the requirements to build a scalable startup venture. In addition to speakers coming to UC Berkeley, site visits may also include trips to incubators and accelerators, venture capital firms, funding events, conferences or events, and more.

"Theory and Practice of Innovation and Entrepreneurship" – an Applied Approach

    This module represents the core of The Silicon Valley Innovation and Entrepreneurship Program, and it is in these sessions where most topics will be initially introduced, to be investigated further in the workshop and also in site visits and with guest speakers.   This course is an intensive applied

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study and practice of the entrepreneurial process. Current theory and practices will be introduced and integrated with hands-on activities and exercises that address innovation, startup formation, and the growth of early-stage ventures, incorporating best practices and teaching from UC Berkeley and across Silicon Valley regarding how successful ventures are conceived, launched and accelerated.

Both in the classroom and extensively outside of the classroom students will explore methods to launch, build and evolve new ventures with activities and learnings based around new business ventures that they will be developing as members of integrated teams. Fast iteration and accelerated development are actively investigated incorporating "lean-startup" methodologies and activities. These business activities will be coordinated and integrated with deeper technology and product development activities and teachings offered in related classes and curriculum.

Students will form teams or join existing teams to develop a business venture from a business concept, new opportunity or core technology. Each week, every team will provide an update of the activities they have undertaken and progress they have made since the prior session, including product development and market research/experimentation/iteration, incorporating the "lean startup" methodology pioneered at UC Berkeley. Typically the instructor will introduce the topic for that session, provide comments and often lead a discussion, linking our discussion with reading assignments, videos, activities, sites visits, and other content and experience.   Students will sometimes break up into smaller working groups and will also provide consulting and feedback to one another, often in a moderated or mentored forum. Students will be expected to make progress with their products/services/technology and their overall venture every week during the semester, with interim deliverables and presentations required to encourage and assess progress. At the conclusion of this course each team will provide final presentations highlighting their business vision and model, their products and a demo, their progress over the semester, anticipated future phases of the venture, and a formal funding pitch.

Criteria that students will be assessed on include the progress that they and their team make with their venture over the course of the semester, recognizing that each team may start at a slightly different place. There will also be individual assessments on class participation, interim deliverables, and their performance as consultants and clients to one another. In some instances ventures may progress relatively quickly while others may encounter problems with their product, business model, product/market fit, selling model, or others. Instances of failure such as this are common in Silicon Valley and an inherent element of the entrepreneurial process. When situations such as this occur during the semester then "failing fast," incorporating those insights and learnings, and developing a more promising "Plan B" will likely occur with some ventures and teams. How well the student navigates these issues and responds to adversity and changing conditions will count toward their overall evaluation. This class is – after all – about experiencing the entrepreneurial process at a fundamental level.

Each class member is expected to contribute actively in the discussions and presentation critiques. Students must be willing to discuss their project in-depth and openly with others in the class

including students, mentors and instructor(s); with these discussions taking place within the informal "NDA of the classroom" (nondisclosure agreement). This includes sharing failures and challenges, along with their responses to those types of events. Students will also act as consultants to one another, and also will be clients as a part of this consulting process, with learnings expected on both ends of this consultant-to-client exchange.

In addition to their attendance and work in class, attendance by each student at entrepreneur and startup-oriented activities both on and off campus will strongly reinforce the material presented in the class and will encourage greater and more personal initiative and immersion into the San Francisco/Silicon Valley entrepreneurial ecosystem and environment. These types of group events, presentations and "meet-ups" are extremely common in the Bay Area, and students will be required to attend a number of such events on their own. Students will keep a record of these visits and share key insights and learnings with the instructor and classmates.

The following tentative schedule provides a general overview of the curriculum and topics on a week by week basis. Keep in mind that these specific topics, their timing, and reading assignments are all tentative and may change based on the composition and progress of the student ventures, schedules of guests and speakers, opportunities to attend outside events, and more.

Tentative schedule, topics and readings for the core curriculum

Class	Date	Topic and Key Concepts	Reading to be done BEFORE class meeting	Activity(s)
1	Sep 2	Course overview, introductions and expectations. Introduction to Entrepreneurs, Entrepreneurship, and Innovation.	Kawasaki Chapters 1, 5 Ries Chapters 1, 2, 4	Staff and student introductions. Syllabus review. Introduction to entrepreneurship and innovation. New venture simulation.
2	Sep 9	Opportunity identification and screening. Customer discovery. Design thinking and rapid prototyping (analog and digital).	Ries Chapters 3, 5, 14	Initial MAT development. Early demos and feedback. Begin developing customer discovery questions and initial outreach.
3	Sep 16	Building the New Venture Team: recruitment, team dynamics, culture, personal styles, leadership.	Kawasaki Chapter 6 Ries Chapters 6, 7	Personal styles assessment and exercises. Role playing interviews. Exercises in effective communication and conflict resolution in startup environments.

4	Sep 23	Marketing, branding and competitive positioning. Channels of distribution. Go-to-market planning and execution.

Design continued: from prototype and demo to product. | Kawasaki
Chapter

Ries
Chapter | Findings from customer interactions, iterations on products and offerings. Focus on product features and benefits to meet customer needs (product/market fit). |
| 5 | Sept 30 | Moving from demos and prototypes to MVPs to amazing products customers want. Integrating product design and development.

Launch student-to-student consulting assignments | Kawasaki
Chapters 2, 8, 9, 10 | . |
| 6 | Oct 7 | Investigating and building the Business and Financial Models for your Venture.

Each venture will investigate options and develop a path-to-funding that is relevant for their type of venture and stage of development. Discussion will include the implications of various strategies for entrepreneurs as well as for investors and other stakeholders. | Kawasaki
Chapter 7

Ries
Chapter 10 | |
| 7 | Oct 14 | Pitching your Venture: an in-depth workshop that provides an overview of the fund-raising and funding process, and how entrepreneurs can best be prepared at every step. Developing a strategy, relationships, building blocks and tools to be most prepared for funding discussions and success. Understanding the funding ecosystem and the unwritten rules of engagement. | Kawasaki
Chapter 3 (review) | |
| 8 | May be Fri Oct 24

(not Tues Oct 21) | Full-day attendance at the FailCon conference in San Francisco.

Immersive exposure to the Silicon Valley perspective on failure. Insights from entrepreneurs on how they leverage failures to drive long-term innovation, growth and success. | Ries
Chapter 11 | |

9	Oct 28	Getting your Legal House in Order: a review of intellectual property rights and protection including patents, copyright, trademarks and trade secrets. Other legal requirements for startups including corporate form, limitation of liability, issuance of equity to attract capital and talent. Issues between founders.		
off 10	Nov 4	Presentations and recommendations: Internal consulting projects		
11	Nov 11	Practice presentations "The Other F Word" and "When Things Don't Go According to Plan": a review of common reasons that start-ups fail to attain expectations or just fail, and how to anticipate and prepare/avoid them where possible. How to iterate through potential failure to improve innovation, product market fit, growth, and business models.	Ries Chapter 12	
12	Nov 18	Thinking about the exit at the start. Developing a basic understanding of value creation and deal-making in early stage ventures. Identification of key stakeholders and their interests and motivations, and how better to navigate these types of opportunities and issues		Practice pitches
13	Nov 25	Course summary and wrap up	Kawasaki 11 Ries 13	
Final	Dec 9	Final Presentations to a panel of investors, entrepreneurs, faculty and other experienced judges and mentors.		

REQUIRED READINGS:

Text books:
- Guy Kawasaki, "The Art of the Start"

- Eric Ries, "The Lean Startup"

Additional readings and videos will be assigned by instructors and guest speakers throughout the semester.

BASIS FOR STUDENT ASSESSMENT: Students will be assessed based on their progress in developing his or her team project, class assignments and deliverables, the level and quality of participation in class discussions and presentations, and the quality of peer-to-peer advising/consulting for other students' projects along with how well the student incorporates and/or responds to input from instructor, mentors and fellow students (the ability to be a good consultant and also a good client).

Venture progress – 35% of final assessment. At the start of the course students will define the current state of their venture and identify a set of assumptions they are operating under and will test, lay out core objectives for the semester with an understanding those may evolve rapidly based on market interaction and real-world findings, and identify initial tasks to be undertaken. Your assessment for "progress" will be based on the actual progress you make in developing/showcasing prototypes or minimum viable products, your interactions with prospective customers and partners, any insights you take from those interactions, exploring options and iterating quickly, adapting to changing circumstances, and evolving and building the venture.

Deliverables - 30% of assessment. Throughout the semester each student/team will be required to submit and/or present assignments that represent the thinking and work that is being done to evolve the venture and demonstrate progress that is being made. These assignments represent key building blocks for your venture. Timeliness, comprehensiveness and evidence of original thinking will all be incorporated in evaluating this element.

Participation – 25% of final assessment. Your assessment for participation includes topical presentations about your company and your efforts in starting the company, including being prepared every week to present a brief update on progress. You will be evaluated on the quality of your in-class questions and comments in instructor-led discussions and also providing feedback to your fellow students. Attendance will be a component of this portion of the assessment.

Consulting – 10% of final assessment. During the semester, each student will act as a consultant to another student in the course. Each student will have the opportunity to offer insights and advice to another student and their venture, and each student will also have the benefit of being a client receiving advice from fellow students. You will be judged on the quality and depth of the out-of-the-classroom work you undertook to develop your insights and recommendations, the manner in which you synthesize this information, and how the information is presented to your "client" including the ability for the good client, including how you receive the advice and integrate or act upon it.

PRIMARY INSTRUCTORS:

Mark Coopersmith
Senior Fellow, Lester Center for Entrepreneurship & Innovation, UC Berkeley Haas School of Business
markcoop@haas.berkeley.edu

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An educator, business leader and entrepreneur, Mark has spent more than 20 years building businesses at the intersection of technology, media, and brands. Mark works with investors, boards, and company leaders to drive growth and restructure businesses that range from early-stage ventures such as clean tech firm ETwater through global enterprises such as Intel, DirecTV and Sony.

Mark draws upon those experiences at UC Berkeley where he teaches Innovation and Entrepreneurship at the Haas School of Business, and where he also mentors and advises students and startup teams including at the UC Berkeley SkyDeck venture accelerator. In addition to his popular Workshop for Startups course from which many new ventures are launched, Mark co-teaches the pioneering course "The Other F Word" about how a direct and productive relationship with experimentation and failure drives innovation, growth and overall organizational resilience. Mark and his colleague John Danner are writing a book on "The Other F Word," to be published by John Wiley & Sons in early 2015.

Previously Mark was an Executive Vice President at Sony where he co-founded and built a $150mm consumer products and online commerce division, and was the founding CEO of pioneer online payments company WebOrder which he took though funding, growth and M&A (now part of Motorola). He was a Group VP and General Manager at consumer products company Newell Rubbermaid where he led the $350mm Global Technology Brands group; and earlier in his career was a strategy and M&A consultant with Ernst & Young.

Mark is an alumnus of UC Berkeley, where he earned his B.A. and MBA degrees. A frequent speaker on innovation, entrepreneurship and competitiveness, he has been broadly quoted including in the New York Times, The Economist, The Washington Post, LA Times and USA Today, and appeared in media ranging from Fox News and The Huffington Post to CNN and ABC Radio.

Whitney Hischier
hischier@haas.berkeley.edu

Whitney Hischier works as an educator, consultant and coach. Her work involves designing and delivering custom executive education programs, facilitated workshops, consulting and coaching in often challenging situations. Her career spans 20 years of turn-arounds, entrepreneurship, management consulting, and executive education. Whitney has spent much of it working in distinct and remote parts of the world with a focus on enhancing national economic growth through business education and building networks between the public, private and academic sectors.

Whitney is a lecturer at the Haas School of Business, UC Berkeley in experiential and consulting-based courses, including Startup Lab, International Business Development, Natural Leadership (equine guided education), Managing and Motivating People, and Problem Finding Problem Solving.

Prior to joining UC Berkeley, Whitney worked as a change management and system implementation consultant for KPMG London, ABN Amro Amsterdam, and Deloitte SF. She holds a BA from Stanford University in International Relations and an MBA from Haas.

Edith Yeung

edith@dolphin.com

Edith Yeung is the Vice President of Marketing & Partnerships at Dolphin Browser, a Sequioa-backed mobile browser with over 100 million installs. She also founded RightVentures - seed stage investment firm focusing on mobile & consumer internet. She invests and advises companies like Fleksy, Mighty Text, Pack, Bounce.io, Strikingly.

Prior she worked with companies like AT&T Wireless, Oracle, Siebel, Autodesk, Cisco, Telstra and Hungary Telecom. A few years back, she also founded BizTechDay, the insightful voice of news, events & research for the SMB internet market.

She frequently speaks on mobile and entrepreneurship. You can find her work on CNBC, CBS, NPR, Techcrunch, Next Web, Mashable, Read Write Web, Fora.

And she loves dogs.