

ACCEL REE Conference 2005

Stanford University

October 27, 2005

Provocative Cases and Tantalizing Tests

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Compile a list of additional materials for the classroom for entrepreneurship:

What makes great cases

- Students personally know the company and/or the product (intimacy)
- Multidimensional (not just marketing, finance, etc.)
- Bring in the CEO/principal/founder to class
- Current events and cases are often helpful

Suggestions from the group - books

Starting Something : An Entrepreneurs Tale of Control, Confrontation Corporate Culture, by Wayne McVickers. ISBN 1-932881-01-8 (2005)

Each chapter is a month in the launch of Neoforma, the first health-care dot-com, B2B e-commerce company. Great inside view of VC, the IPO process, company culture, etc., etc.

The Frozen Water Trade: A True Story by Gavin Weightman, ISBN 0-7868-6740-X (2003)

Entrepreneurship from a history perspective (19th century style) – harvesting New England ice for sale to the Caribbean. Another example of creating a market where one never existed before.

Ether Day: The Strange Tale of America's Greatest Medical Discovery and the Haunted Men Who Made It, by J. M. Fenster, Julie M. Fenster, ISBN 0-06-019523-1

The trials, tribulations, chicanery, greed and fraud surrounding the discovery and use of ether – the wonder anesthesia product in the mid-1800s.

Beer School : Bottling Success at the Brooklyn Brewery, by Steve Hindy, Tom Potter, ISBN 0-471-75717-9

One review off Amazon.com: Excellent read all the way around that presents a step by step look back at starting a business with honest assessment of what went right and what went wrong. Well written, entertaining, and informative.

Fire In The Belly: Building A World-leading High-tech Company From Scratch In Tumultuous Times, by Jerry D. Neal, Jerry Bledsoe, ISBN 1-878086-98-7.

According to all business logic RF Micro Devices should never have been born, much less built to a world-leading high-tech company: yet, it was, and Jerry D. Neal and Jerry Bledsoe chart its amazing course.

Marketing High Technology – An Insider's View, by William Davidow, ISBN 0-02-907990-X

“Marketing is civilized warfare. If you find this metaphor too brutal, or you are not prepared to fight, you should not enlist.” Learn how some of Intel’s success is technology-based, and some due to great marketing strategy.

The Art of the Start : The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything, by Guy Kawasaki. ISBN 1-59184-056-2

If you have not heard Guy speak – this is the next best thing. “From raising money to hiring the right people, from defining your positioning to establishing your brand, from creating buzz to buzzing the competition, from managing a board to fostering a community, this book will guide you through an adventure that’s more art than science – the art of the start.”

Outrageous Optimism: Wisdom for the Entrepreneurial Journey, by Jack Roseman, Steve Czetli ISBN 0-9745135-1-2

Very readable book with 41 chapters (average of 4 pages long) with chapter titles like *Mission or Money?*, *Ugly Babies*, *Unconventional Capital*, *Ideal CEOs* and *Worrier vs. Warrior*.

Intellectual Property Law for Engineers and Scientists, by Howard B. Rockman, ISBN ISBN: 0-471-44998-9.

Amazon review (5-start rating): “The first section of the book deals with patents, what they are, how to perform a patent search for prior art, how to obtain one, what can be patented, the requirements for originality and non-obviousness; how to continue the patent process if your application is rejected, how to obtain competent legal assistance, how to enforce patent rights and how to use a patent right as a business asset. Until I read the material on patents, I never realized how complex the patent process is.

The next section deals with employment contracts and non-compete restrictions, something that affects all workers in the technical areas.

The next chapters cover copyright issues, what copyright is, how long it lasts, what the requirements are for originality, what can be copyrighted, the consequences of recent legislation, and mask work protection rights. The final chapters deal with trade secret law, trademarks and cybersquatting.”

....Therefore, whatever your position in the intellectual property food chain, this is a book that you must read. I may have learned more valuable information from this book than from any other that I have read. It is definitely on my best books of the year list.”

Note: book is 544 pages....

The Entrepreneur's Guide to Business Law, by Constance E. Bagley, Craig E. Dauchy ISBN 0-3240429-1-4

Amazon review: Any person beginning a new start-up should pick this up before they get much further than an idea. Though geared towards the major legal issues involved in starting a company, this book covers many of the essentials of beginning and structuring a business far better than most of the other books on financing or building start-ups. I've at least looked through a dozen books on the subject and none has had better, more explicit guidance on dividing founder's equity, options, funding relationship and so much more. I cannot recommend this book highly enough; you'll be at a disadvantage without it.

How Breakthroughs Happen: The Surprising Truth About How Companies Innovate, by Andrew Hargadon ISBN 1-57851-904-7

Innovation is about creatively recombining ideas, people and objects from past technologies in ways that spark new technological revolutions. This process of “technology brokering” is so powerful, explains Hargadon, because it exploits the networked nature – the social side – of the innovation process. Book is divided into three parts:

Part One: Technology Brokering and the Pursue of Innovation

Part Two: Networks of Innovation

Part Three: How Firms Pursue Innovation through Technology Brokering

Suggestions regarding non-book resources:

- IEEE Spectrum article: *Dead Patents Walking* (May 2002)
<http://www.spectrum.ieee.org/careers/careerstemplate.jsp?ArticleID=i050202>
Reviews the practice of “submarine patents” – intentionally delaying patent filing to expand IP coverage as much as possible. Have students study what’s happened in the courts since May 2002, and debate the ethical issues around the submarine patent approach.
- Movies: Shattered Glass, Start-up.com
- TV shows: Star Trek (ethics, technology)

Suggestions regarding cases

- After discussing case/business models, bring in similar companies, competitors, etc., to class
- Analyze a case blinded (“learning element”), the unblind it (“practical element”)
- Analyze a case with the founder in the audience, unbeknownst to the students
- Bring in the entrepreneur’s spouse and get their perspective
- Analyze “screwed-up”, off-the-wall companies

Suggestions regarding simulations

- General Comment: Use simulations to help students understand how to read and build financial/pro forma statements
- Product management: Mike’s Bikes (Australian SW simulation tool). See <http://www.smartsims.com/page.asp?basp=basp/simulations>
 - MikesBikes / Intro. version [A general business simulation which includes management features.]
 - MikesBikes / Advanced version [MikesBikes-Advanced, is used in Business Strategy/Capstone, General Business, Management Accounting, Organizational Behavior, and Professional Certification Course for Accountants.]
- Market: MarketPlace Business Simulation: <http://www.marketplace-simulation.com/college/index.php>
Web Marketplace business simulation allows students to apply the newly acquired theoretical knowledge in a simulated business world. As the students make realistic business decisions and analyze the results of their actions, the important business principles will become a part of their natural thinking.
- New Product: CapSim (online) See <http://www.capsim.com/>
- Wall Street Raider Simulation See <http://www.roninsoft.com/wsraider.htm>
“In this highly realistic simulation, 1 to 5 players (including the computer) compete to amass fortunes, investing in, or taking over and managing, any of up to 1590 companies in 70 industry groups. Once in control of a company, you'll use all the tricks of the trade of *real* Wall Street corporate raiders to expand your empire and net worth.”

Suggestions on activities

- Find old patents (such as from Boeing); have students review the patent, use patent as idea-generation tool. Example: aerospace product → new product in adjacent markets.
- Have students interview scientists (or design engineers or inventors); pose questions such as
 - Where do best ideas come from?
 - Arrange class time/deliverables to foster student/outside person
 - Presentation to class on scientist/design engineer/inventor
 - Class or faculty select inventions to develop business plan around – then deliver back to scientist/design engineer/inventor.
- Provide a great case to your school's Theater Dept.; they develop a skit to present to the class or at an entrepreneurship event.
- Identify an industry trend. Study it, research it, investigate what it means in products, services. Discuss in class.
- “Myths and Truths: Funding basics” panel discussion, with people representing friends and family funding, angels, venture capital.