

## **From Idea to Commercialization: Start-up School**

### **Winter Semester: October 2024 – February 2025**

---

Chair of [Innovation and Creativity](#)

Prof. Dr. Shashi Matta

Ms. Anna Reith

Mr. Fabian Foelsch

Contact: [Anna.Reith@ku.de](mailto:Anna.Reith@ku.de)

Class Timings:

Wednesday 12:15-14:00 and 14:15-16:00

Classroom: NB-101

Office hours: NB 323,

by prior appointment

---

### **Required Course Materials**

The reading material for this course includes articles and cases from Harvard Business Publishing, and theoretical frameworks from book chapters and other sources. Students will be provided a list of assigned readings during the course. All class slides and supplemental material will be uploaded on ILIAS. Class slides will be uploaded on ILIAS after each respective class session.

### **Course Objectives and Learning Outcomes**

This course is designed as a Start-up School and aims to provide a clear blueprint for students aspiring to join innovation teams in large or medium sized companies and those aspiring to start their own ventures. Students will gain practical experience by working on an original idea in the New Venture Challenge, and by learning and receiving feedback from successful entrepreneurs and innovators. The course objectives include –

1. Understanding and learning the start-to-end process of idea to commercialization by working on an original idea for a new venture.
2. Understanding and applying the concepts of Idea Generation, Idea Evaluation, Experimentation, Concept Testing, Prototyping, and Business Model Canvas for a new product / service / venture.
3. Identifying funding mechanisms and options and comprehending branding and legal know-how for a new venture.
4. Learning Go-To-Market Strategies for a new product / service / venture.
5. Learning how to pitch a new venture to investors and partners.

---

## Evaluation: Graded Components, Grading Scale

---

### Grade Structure

1. Team Project Presentation	50%
2. Written Report	50%
<b>Total (Portfolio)</b>	<b>100%</b>

### Grading Scale

1.0	93-100	Exemplary Performance
1.3	88-92	Strong Performance
1.7	83-87	Good Performance
2.0	78-82	Good Performance, with some deficiencies
2.3	73-77	Good Performance, with clear deficiencies
2.7	68-72	Adequate Performance
3.0	63-67	Adequate Performance, with some deficiencies
3.3	58-62	Weak Performance
3.7	53-57	Weak Performance, with clear deficiencies
4.0	50-53	Poor Performance, with pervasive deficiencies

### Guidelines for Graded Components

#### **Portfolio (100%)**

Students will be assigned to teams by the instructor for the Team Project and submit a portfolio, which includes a Presentation and a Written Report. Each component constitutes 50% of the final portfolio grade.

#### **Team Project Presentation (50%)**

**Wednesday, February 5, 2025, 12:15-16:00**

Students will be assigned to teams (5-6 students each) by the instructor for the Team Project (a New venture Challenge), which includes the Team Presentation and the Written Report. Each team is required to work as team of startup co-founders on an original idea of their own. Student teams will pitch their final New Venture Challenge presentations to a panel of seasoned entrepreneurs, venture capitalists, and the course instructors, in class, on Wednesday, February 5, 2025. Presentation guidelines will be provided in class.

#### **Submission of the Written Report (50%)**

**Friday, March 7, 2025, by 23:55 on ILIAS**

Each team will deliver a Written Report with a detailed reflection on their projects, and answers to questions provided by the instructors. This written report will have an individual student contribution component and individual grade (i.e., each student will be evaluated for their individual contribution to the report). Further instructions will be provided in class. The written report should be uploaded (only Microsoft Word uploads will be considered) on ILIAS by 23:55 on Friday, March 7, 2025. Please adhere to the following formatting instructions for your document –

- Margins of 2.5 cm on all four sides of the document
- All written content (except for tables, figures, images if any) should be typed in Times New Roman font, size 12 point, single spaced.
- The maximum page limit (including title, tables, references and images) is 12 pages.

WEEK # 1

---

Wednesday, October 16, 2024 in NB-001

---

12:15 - 13:45

**Lecture:** **FITC: Start-up School: Introduction and Course Expectations**  
Prof. Dr. Shashi Matta, Ms. Anna Reith

14:15 - 16:00

**Tutorial:** **Team Formation and Idea Generation: New Venture Challenge**  
Ms. Anna Reith

WEEK # 2

---

Wednesday, October 23, 2024 in NB-101

---

12:15 - 13:45

**Tutorial:** **Idea Generation: New Venture Challenge**  
Ms. Anna Reith

14:00 - 16:00

**Lecture:** **The Journey from Idea to Commercialization: A Case Study**  
Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

WEEK # 3

---

Wednesday, October 30, 2024 in NB-101 | HB-112

---

12:15 - 13:45

**Lecture:** **How to Develop a Chosen Idea: What Comes Next?**  
Ms. Anna Reith

**Required Reading:** The Three Stages of Disruptive Innovation: Idea Generation, Incubation and Scaling (2019). Charles O'Reilly and Andrew J. M. Binns. California Management Review.

14:15 - 16:00

**Tutorial:** **Idea Development Exercises: New Venture Challenge**  
Ms. Anna Reith

WEEK # 4

---

Wednesday, November 6, 2024 in NB-101

---

12:15 - 13:45

**Lecture:** **Research and Experimentation: How Much is Too Much?**  
Ms. Anna Reith

**Required Reading:** The Discipline of Business Experimentation (2014). Stefan Thomke and Jim Manzi. Harvard Business Review (HBR).

14:15 - 16:00

**Tutorial:** **Research and Validation: New Venture Challenge**  
Ms. Anna Reith

WEEK # 5

---

Wednesday, November 13, 2024 in NB-101

---

12:15 - 13:45

**Lecture:** **Prototyping and Traditional Concept Testing**  
Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

**Required Reading:** Prototyping: A Quick Introduction (2012). Arar Han and Haim Mendelson. Stanford Graduate School of Business

When Prototyping is Not Enough, Use Theatrical Ticks to Sell Your Idea (2017). Andy Boynton. HBR Digital Article

14:15 - 16:00

**Tutorial:** **Prototyping: New Venture Challenge**  
Ms. Anna Reith

WEEK # 6

---

Wednesday, November 20, 2024 in NB-101

---

12:15 - 13:45

**Lecture:** **Business Model and Business Plan: The Business Model Canvas**  
Ms. Anna Reith

**Required Reading:** What is a Business Model? (2015). Andrea Ovans. HBR.

14:15 - 16:00

**Tutorial:** **Business Model Canvas: New Venture Challenge**  
Ms. Anna Reith

WEEK # 7

---

Wednesday, November 27, 2024 in NB-101

---

12:15 - 13:45

**Tutorial:** **Branding and Legal Entity: New Venture Challenge Consultation**  
Ms. Anna Reith

**Required Reading:** Legal Hazards of Product Launches (2014). Lena Goldberg and Annelena Lobb. Harvard Business School Publishing.

14:00 - 16:00

**Lecture:** **Legal Entity for Your New Venture and Legal Know-How**  
Legal Expert  
Ms. Anna Reith

WEEK # 8

---

Wednesday, December 4, 2024 on Zoom

---

12:15 - 13:45

**Lecture:** **Funding Mechanisms and Options**  
Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

14:15 - 16:00

**Tutorial:** **A Local Hero Startup Case Study**  
Ms. Maria Mair, THI

WEEK # 9

---

Wednesday, December 11, 2024 in NB-101

---

12:15 - 16:00

**Hands-on Workshop**

**Prototyping Workshop**

Prof. Dr. Shashi Matta

Ms. Anna Reith

Mr. Maximilian Bauer

WEEK # 10

---

Wednesday, December 18, 2024 in NB-101

---

12:15 - 16:00

**Consultation:**

**New Venture Challenge**

Ms. Anna Reith

WEEK # 11

---

Wednesday, January 8, 2025 in NB-101

---

12:15 - 13:45

**Lecture:**

**Go-To-Market Strategy: Part 1 (Product and Pricing Strategy)**

Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

**Required Reading:** The New-Market Conundrum: In Emerging Industries the Usual Rules of Strategy Don't Apply (2020). Rory McDonald and Kathleen Eisenhardt, HBR.

14:15 - 16:00

**Tutorial:**

**Product and Pricing Strategy: New Venture Challenge**

Anna Reith

WEEK # 12

---

Wednesday, January 15, 2025 in NB-101

---

12:15 - 13:45

**Lecture:** **Go-To-Market Strategy: Part 2 (Communication and Channels)**  
Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

14:15 - 16:00

**Tutorial:** **Communication and Channel Strategy: New Venture Challenge**  
Ms. Anna Reith

WEEK # 13

---

Wednesday, January 22, 2025 in NB-101

---

12:15 - 13:45

**Lecture:** **The Art of the Pitch: The Deck and the Presentation**  
Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT

14:15 - 16:00

**Tutorial:** **Pitch Presentation Practice: New Venture Challenge**  
Ms. Anna Reith

WEEK # 14

---

Wednesday, January 29, 2025 in NB-101

---

12:15 - 13:45

**Lecture:** **Final Consultation: New Venture Challenge**  
Ms. Anna Reith

14:15 - 16:00

**Tutorial:** **Final Consultation: New Venture Challenge**  
Ms. Anna Reith

WEEK # 15

---

Wednesday, February 5, 2025 on Zoom

---

12:15 - 16:00

**Presentation:**

**New Venture Challenge Team Presentations to Expert Panel**

Ms. Anna Reith

Mr. Fabian Foelsch, CEO and Co-Founder, BRAINEFFECT, and  
Expert Panel of Entrepreneurs and Venture Capitalists

**FINAL WRITTEN REPORT**

---

**Deadline: Friday, March 7, 2025**

---

23:55

**Submission:**

**Submit your Final Written Reports on ILIAS**



## Course at a Glance

<b>Date</b>	<b>Time</b>	<b>Format</b>	<b>Topic</b>
October 16	12:15-13:45	Lecture	FITC: Start-up School: Introduction and Course Expectations
	14:15-16:00	Tutorial	Team Formation and Idea Generation: New Venture Challenge
October 23	12:15-13:45	Lecture	Idea Generation: New Venture Challenge
	14:15-16:00	Tutorial	Challenge The Journey from Idea to Commercialization
October 30	12:15-13:45	Lecture	How to Develop a Chosen Idea: What Comes Next?
	14:15-16:00	Tutorial	Idea Development Exercises: New Venture Challenge
November 6	12:15-13:45	Lecture	Research and Experimentation: How Much is Too Much?
	14:15-16:00	Tutorial	Research and Validation: New Venture Challenge
November 13	12:15-13:45	Lecture	Prototyping and Traditional Concept Testing
	14:15-16:00	Tutorial	Prototyping: New Venture Challenge
November 20	12:15-13:45	Lecture	Business Model and Business Plan: The Business Model Canvas
	14:15-16:00	Tutorial	Business Model Canvas: New Venture Challenge
November 27	12:15-13:45	Tutorial	Branding and Legal Entity: New Venture Challenge
	14:15-16:00	Lecture	Legal Entity and Legal Know-How
December 4	12:15-13:45	Lecture	Funding Mechanisms and Funding Options
	14:15-16:00	Tutorial	A Local Hero Startup Case Study
December 11	12:15-13:45	Lecture	Prototyping Workshop
	14:15-16:00	Tutorial	Prototyping Workshop
December 18	12:15-13:45	Consultation	Consultation Meetings
	14:15-16:00	Consultation	Consultation Meetings
January 8	12:15-13:45	Lecture	Go-To-Market Strategy: Part 1
	14:15-16:00	Tutorial	Product and Pricing Strategy: New Venture Challenge
January 15	12:15-13:45	Lecture	Go-To-Market Strategy: Part 2
	14:15-16:00	Tutorial	Communication and Channel Strategy: New Venture Challenge
January 22	12:15-13:45	Lecture	The Art of the Pitch: The Deck and the Presentation
	14:15-16:00	Tutorial	Pitch Presentation Practice
January 29	12:15-16:00	Consultation	Final Consultation Meetings
February 5	12:15-16:00	Presentation	New Venture Challenge Team Presentations to Expert Panel
March 7	23:55		Deadline for Submission of Written Report