

From Idea to Commercialization: Start-up School

Winter Semester: October 2023 – February 2024

Chair of [Innovation and Creativity](#)

Prof. Dr. Shashi Matta

Ms. Anna Reith

Mr. Fabian Foelsch

Contact: Anna.Reith@ku.de

Class Timings:

Thursday 16:15-18:00 and 18:15-20:00

Classroom: NB-301

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%
Total (Portfolio)	100%

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%)

Thursday, February 8, 2024, 16:15-20:00

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 Thursday, February 8, 2024. Presentation guidelines will be provided in class.

Submission of the Written Report (50%)

Thursday, March 7, 2024, 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 Thursday, March 7, 2024. 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

Thursday, October 19, 2023 in NB-301

16:15 - 17:45

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

18:15 - 19:45

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

WEEK # 2

Thursday, October 26, 2023 in NB-301

16:15 - 17:45

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

18:00 - 19:45

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

WEEK # 3

Thursday, November 2, 2023 in NB-301

16:15 - 17:45

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.

18:15 - 19:45

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

WEEK # 4

Thursday, November 9, 2023 in NB-301

16:15 – 17:45

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).

18:15 – 19:45

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

WEEK # 5

Thursday, November 16, 2023 in NB-301

16:15 – 17:45

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

The Future of Prototyping is Now Live (2014). David Aycan and Paolo Lorenzoni. HBR Digital Article

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

18:15 – 19:45

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

WEEK # 6

Thursday, November 23, 2023 at THI

16:15 - 19:45

Hands-on Workshop

Prototyping Workshop

Prof. Dr. Shashi Matta

Ms. Anna Reith

Mr. Maximilian Bauer

WEEK # 7

Thursday, November 30, 2023 in NB-301

16:15 - 17:45

Lecture:

How to Pitch a New Venture?

Prof. Dr. Shashi Matta

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

18:15 - 19:45

Tutorial:

How to Pitch a New Venture?

Prof. Dr. Shashi Matta

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

WEEK # 8

Thursday, December 7, 2023 in NB-301

16:15 - 17:45

Lecture:

Funding Mechanisms and Options

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

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

18:15 - 19:45

Tutorial:

A Local Hero Startup Case Study

Ms. Maria Mair and Ms. Sabine Tauschek, THI

WEEK # 9

Thursday, December 14, 2023 in NB-301

16:15 - 17:45

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

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

18:15 - 19:45

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

WEEK # 10

Thursday, December 21, 2023 in NB-301

16:15 - 17:45

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

18:15 - 19:45

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

WEEK # 11

Thursday, January 11, 2024 in NB-301

16:15 - 17:45

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.

18:15 - 19:45

Tutorial: **Product and Pricing Strategy: New Venture Challenge**
Ms. Anna Reith

WEEK # 12

Thursday, January 18, 2024 in NB-301

16:15 - 17:45

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

18:15 - 19:45

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

WEEK # 13

Thursday, January 25, 2024 in NB-301

16:15 - 17:45

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

18:15 - 19:45

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

WEEK # 14

Thursday, February 1, 2024 in NB-301

16:15 - 19:45

Final Consultation: New Venture Challenge Consultation Meetings with Teams

Ms. Anna Reith

WEEK # 15

Thursday, February 8, 2024 in NB-301

16:15 - 19:45

Presentation: New Venture Challenge Team Presentations to Expert Panel

Prof. Dr. Shashi Matta

Ms. Anna Reith

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

FINAL WRITTEN REPORT

Deadline: Thursday, March 7, 2024

23:55

Submission: Submit your Final Written Reports on ILIAS

Course at a Glance

Date	Time	Format	Topic
October 19	16:15-16:45	Lecture	FITC: Start-up School: Introduction and Course Expectations
	18:15-20:00	Tutorial	Business Idea Generation and Team Formation
October 26	16:15-18:00	Tutorial	Business Idea Generation: New Venture Challenge
	18:15-20:00	Lecture	The Journey from Idea to Commercialization
November 2	16:15-18:00	Lecture	How to Develop a Chosen Idea: What Comes Next?
	18:30-20:00	Tutorial	Idea Development Exercises: New Venture Challenge
November 9	16:15-18:00	Lecture	Research and Experimentation: How Much is Too Much?
	18:30-20:00	Tutorial	Research and Validation: New Venture Challenge
November 16	16:15-18:00	Lecture	Prototyping and Traditional Concept Testing
	18:30-20:00	Tutorial	Prototyping: New Venture Challenge
November 23	16:15-18:00	Lecture	Prototyping Workshop
	18:30-20:00	Tutorial	Prototyping Workshop
November 30	16:15-18:00	Lecture	How to Pitch a New Venture?
	18:30-20:00	Tutorial	How to Pitch a New Venture?
December 7	16:15-18:00	Lecture	Funding Mechanisms and Funding Options
	18:30-20:00	Tutorial	A Local Hero Startup Case Study
December 14	16:15-18:00	Lecture	Business Model and Business Plan: The Business Model Canvas
	18:30-20:00	Tutorial	Business Model Canvas: New Venture Challenge
December 21	16:15-18:00	Lecture	Legal Entity and Legal Know-How
	18:30-20:00	Tutorial	Branding and Legal Entity: New Venture Challenge
January 11	16:15-18:00	Lecture	Go-To-Market Strategy: Part 1
	18:30-20:00	Tutorial	Product and Pricing Strategy: New Venture Challenge
January 18	16:15-18:00	Lecture	Go-To-Market Strategy: Part 2
	18:30-20:00	Tutorial	Communication and Distribution Strategy: New Venture Challenge
January 25	16:15-18:00	Lecture	The Art of the Pitch: The Deck and the Presentation
	18:30-20:00	Tutorial	Pitch Presentation Practice
February 1	16:15-19:45	Consultation	Final Consultation Meetings
February 8	16:15-19:45	Presentation	New Venture Challenge Team Presentations to Expert Panel
March 7	23:55		Deadline for Submission of Written Report