



Tentative
Technology Ventures – from idea to execution

***Course # 1238.3604.01
Sofaer International MBA Program
Recanati School of Business
Tel Aviv University
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Dr. David Zvilichovsky

Course Time: Monday 11:30 - 14:15 & Wednesday 11:30-14:15

Classroom: Recanati 303

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Instructor:

Dr. David Zvilichovsky
The Faculty of Management, Tel Aviv University, Tel Aviv, 69978, Israel
Email: davidz@post.tau.ac.il
Office: 451; Tel: +972-3-6408073
Office hours: by appointment.

Teaching Assistant:

Roi Lavan
Email: roilavan@mail.tau.ac.il
Tel: 054 2112341

Course Overview:

This course introduces students to the concepts, challenges and tools associated with the creation of a New Technology Venture. During the course we shall discuss entrepreneurs and entrepreneurship, sharpen our abilities to review venture opportunities and expand our understanding of the various stages and factors which impact the success of NTVs.

Business model design methodologies are studied and implemented. The components of an effective NTV business plan are reviewed.

The course includes an overview of market structures and concepts which have a strong impact on a wide variety of current-day technology ventures; including: Networks and Network Externalities, Two Sided Markets, The Chasm, the Bowling-alley and the Tornado; selling for Free and 'The Long Tail'.

Incorporation, financing, valuations, Venture Capital and deal structures are also discussed.

Teaching methodology incorporates lectures, case studies, guest speakers and active student participation.

During the course students are expected to apply the discussed frameworks and methodologies to an early stage technology venture. The course will be run in collaboration with TheTime (www.thetime.co.il) a technology incubator with a focus on startups in the areas of Telecom, Internet, Media and Entertainment. This will allow participants to get a better feeling for the way theory becomes practice.

The course shall include bi-weekly assignments which consist of written reports and one presentation.

There is no exam. Class grade will be determined according to assignments, presentations and class participation. **Attendance is mandatory.**

Course Topics and Plan (order may change):

1. Entrepreneurship and Entrepreneurs
2. Factors affecting the success of early stage ventures.
3. Frameworks for evaluating NTV opportunities.
4. Designing & Evaluating Business Models
5. Networks, Externalities and Two side markets
6. New economic forces in todays interconnected world (Long Tail, Free...)
7. Crossing the Chasm, the Tornado and the Bowling Alley
8. The Business Plan
9. The Financial Plan.
10. Factors affecting the Incorporation of an NTV
11. Sources and modes for Financing NTVs
- 12. Venture Capital & Deal Structure.**

Reading & References

The course shall cover select topics and data from the following publications:

Books

Thomas Byers, Richard Dorf & Andrew Nelson, Technology Ventures from Idea to Enterprise, McGraw-Hill,

Alexander Osterwalder & Yves Pigneur, Business Model Generation, WILEY

Steven Gary Blank, The Four Steps to the Epiphany, successful Strategies for Products that Win

Dan Senor & Saul Singer, Start-Up Nation, The Story of Israel's Economic Miracle,

Greg Clydesdale, Entrepreneurial Opportunity, The right Place at the right Time , Routledge

Ayala Malach-Pines & Mustafa F. Ozbilgin - Editors, Handbook of Research on High Technology Entrepreneurs, Edward Elgar Publishing

John Bradberry, 6 Secrets to Startup Success , American Management Association

Chris Anderson, Free: The Future of a Radical Price, Hyperion

Chris Anderson, The Long Tail: Why the Future of Business is Selling Less of More, Hyperion

Geoffrey A. Moore, Crossing the Chasm: Marketing and Selling High-tech Products to Mainstream Customers, A HarperBusiness Book

Geoffrey A. Moore, Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hyper-growth Markets, A HarperBusiness Book

William A. Sahlman, How to Write a Great Business Plan, Harvard Business Review

Bruce R Barringer, Preparing Effective Business Plans, an entrepreneurial approach, Pearson – Prentice Hall

Reports

The Startup Genome Reports.

PWC Israel, Moneytree reports : 2010- 2012

IVC Research Center, IVC Yearbook : 2010 – 2012

Papers

Carlota Perez, Technological revolutions and techno-economic paradigms, TOC/TUT Working paper No 20, 2009

Delmar F. & Shane S., Does experience matter? The effect of founding team experience on the survival and sales of newly founded ventures, *Strategic Organization*, 2006 vol 4/3:215-247

Paul Gompers, Anna Kovner, Josh Lerner, David Scharfstein, Skill vs. Luck in Entrepreneurship and Venture Capital: Evidence from Serial Entrepreneurs, 2006 NBER Working Paper No. 12592

Michael Song , Ksenia Podoyntsyana, Hans Van der Bij & Johannes Halman, Success Factors in New Ventures: A Meta-analysis , *Product Innovation Management* 2008;25: pp 7-27

Raji Srinivasan, Gary L. Lilien, & Arvind Rangaswamy, First in, First out? The Effects of Network Externalities on Pioneer Survival, *Journal of Marketing*, 2004, pp 41-58

Erik Brynjolfsson, Yu (Jeffrey) Hu, Michael D. Smith , The Longer Tail: The Changing Shape of Amazon's Sales Distribution Curve , 2010

Kristina Shampanier, Nian Mazar, Dan Ariely, Zero as a Special Price: The True Value of Free Products, *Marketing Science*, 2007, pp 742-757

Martin Peitz, Patrick Waelbroeck, Why the music industry may gain from free downloading - The role of sampling, *International Journal of Industrial Organization*, 2006, pp 907-913