GNAM GLOBAL NETWORK WEEK
FOR EXECUTIVE MBA STUDENTS

ESMT European School of Management and Technology, Berlin

Monday, June 14 – Friday, June 18, 2021

Syllabus

An Innovation Sprint from Idea to Business

Linus Dahlander

ESMT Berlin
European School of Management and Technology GmbH
Schlossplatz 1
10178 Berlin
Germany

https://esmt.berlin/
OVERVIEW

Aims

This course is a hands-on experience in which you have to generate your business idea in an accelerated environment. Entrepreneurship primarily addresses the challenges of going from generating an idea, testing it in the market, and iteratively developing the idea to improve it. The course uses a hands-on approach. You will receive guidance on how to structure and implement an entrepreneurial business, ranging from the inception of a product/service design to raising capital. Throughout the course, the cross-functional and interdisciplinary nature of going from idea to company will be emphasized.

Learning outcomes

During the course, students will gain the capabilities to identify entrepreneurial opportunities and to develop business ideas from these opportunities. These skills are not only of high value for new entrepreneurial companies but also relevant in a broader business context. In fact, what we do is a central tool for planning and controlling new business activities/ventures within established organizations.

This course aims to develop:

- Your ability to apply knowledge, frameworks and techniques from many disciplines, such as marketing and finance, in the context of going from idea to company.
- Your ability to modify existing tools to offer new solutions to complex problems or to create new opportunities.
- Your ability to deliver effective written and oral presentations.
- Your ability to identify all relevant stakeholders and propose solutions that take into account multiple interests when setting up new ventures.
- Your ability to be innovative in the development of business solutions/ideas.
Module format

The module will consist of five intense days organized online. You will generate one idea individually before the module, and then apply different tools and techniques to develop the idea further. You will also interact with other fellow students as well as the instructors. In the mornings you will work on selected online material, and in the afternoon, you will interact with other students to apply the lessons learned.

Project Work (preliminary schedule – to be confirmed)

**Pre-module work**
Generating Entrepreneurial Ideas  
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.

**Monday, June 14, morning**  
Creating an Entrepreneurial Business Model  
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.

**Monday, June 14, afternoon**  
Coaching in pairs and input from professor

**Tuesday, June 15, morning**  
Articulating and Testing the Assumptions of Your Idea  
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.

**Tuesday, June 15, afternoon**  
Guest speaker  
Coaching in pairs with input from professor

**Wednesday, June 16, morning**  
Analyzing Competition and Placing Your Idea in the World  
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.

**Wednesday, June 16, afternoon**  
Guest speaker and coaching pairs with input from professor

**Thursday, June 17, morning**  
Pitching  
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.
Thursday, June 17, afternoon
Guest speaker and coaching pairs with input from professor

Friday, June 18, morning
Pitch Showcase
Session from Linus’ Online Class – Available to enrolled students through ESMT’s Hub.

Friday, June 18, afternoon
Guest speaker and practicing pitches
## Schedule (preliminary schedule – to be confirmed)

<table>
<thead>
<tr>
<th>Pre-Work</th>
<th>Monday, June 14</th>
<th>Tuesday, June 15</th>
<th>Wednesday, June 16</th>
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<td>2 hours of peer review: Peer feedback due 1:29PM (Berlin time, GMT +2)</td>
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Assessment

You will produce two deliverables that will be used as a final examination of the competencies achieved during the course. It is assessed entirely in groups:

- First, you will produce a video of about 5 minutes for prospective investors in groups. Please look through a few Kickstarter videos for inspiration. I expect you to pitch your idea in a similar fashion. You have to describe what potential investors would be looking for. This will be worth 50%.
- You will submit a short slide deck and an extended slide deck where all your analyses are reported. The extended slide deck will include the slides in the second deliverable PLUS additional slides that explain the details of your ideas. This task is worth 50%.

We will look for four aspects when evaluating your work:

1. Potential: What potential does the idea have? Is it realistic? Could it be achieved with realistic milestones? If I were a millionaire investor, would I invest in this?
2. Validation: What external validation of key assumptions do you have that you use to make decisions?
3. Logic: Is the logic in the pitch, pitch deck and video and your decision process convincing? Is it appealing for key constituents?
4. Presentation: Is the pitch, pitch deck and video clear and persuasive? Is it done in a way that a potential investor would understand?

Please note: Upon successful completion, students will be awarded the credit of 4 ECTS on a Pass/Fail basis. This course will not receive a percentage or letter grade. Other universities may award different numbers of credits based on their own system.
PROGRAM DIRECTOR

Linus Dahlander

Professional experience
Prior to being a professor, director of research and the Lufthansa Group Chair in Innovation at ESMT, Linus has been at Chalmers University of Technology, Stanford University and Imperial College London. He has been recognized as one of the best young business school professors in the world by Poets & Quants and his research has won multiple prizes, such as a prize for the best young researcher in Europe on innovation and leadership. He is very active in the European startup scene.

Focus in research and teaching
Ongoing research projects with several companies on innovation, entrepreneurship, strategy and digitalization in close collaboration with among others Lego, Ericsson, and Uservoice.

Publications
THE EXECUTIVE MBA TEAM

Henriette Kressner
Program Manager, Executive MBA Program
Tel.: +49 30 212 31 1603
Email: emba-office@esmt.org

Anna Kulpa
Program Manager, Executive MBA Program
Tel.: +49 30 212 31 1605
Email: emba-office@esmt.org

Masha Zenina
Program Manager, Executive MBA Program
Tel.: +49 30 212 31 1609
Email: emba-office@esmt.org