Nutrition and Entrepreneurship
NUTR 280
Tufts University Friedman School of Nutrition Science & Policy
Jan 19 – May 5, 2022

Meets:
Wednesdays 4:30 pm-7:30 pm ET
Primary Location: Boston Campus, Medical Education Building, 145 Harrison Ave, Room #507
   (Alternate Location TBD: DeBlois Auditorium, Rm #108, in Medical Education Building, across street from Jaharis)
Secondary Location: Zoom Conference Meeting
https://tufts.zoom.us/j/99407730777?pwd=V29pSld0Ui9SRmZHdVhoYWZlR0JwZz09
Instructor’s family is expecting a baby in late February, so instructor is likely to be present only via zoom for at least classes 5 thru 9, and then return in person for the second class after Spring Break (class 12). Teaching Assistant will be present in-person for each class, and guest lecturers and/or group work will be planned for any course where the instructor is not present in-person.

Instructor: Jimmy Edgerton (JE)
Email: jimmy@jwsdc.com (Include “NUTR & Biz” in email subject)
Phone: 202-281-8245
Office Hours: (1) Zoom Status & Resiliency Check drop-in on Mondays 2-2:30pm ET, does not have to be NUTR 280 specific discussion, with a focus on prioritization techniques and feeling successful.
   (2) Zoom Required Weekly Business Team Review, 15 minutes, required with each team and timing TBD – Likely times will be Fridays mid-day/afternoon or Monday morning.
   (3) Zoom Drop-in by appointment.
https://tufts.zoom.us/my/jimmyzoomjumbos -- Jimmy’s Personal Zoom Meeting ID

Teaching Assistant (TA): Isabella Citone
Email: Isabella.Citone@tufts.edu (Include “NUTR & Biz” in email subject)
Phone: 518-860-6778

Course Description:
Tufts Graduate Credit: 3.0 Semester Hour Units

Prerequisites: Graduate Standing or Instructor Permission

Course Description:
NUTR 280 is designed to introduce students to the theory, practice, and ethos of food entrepreneurship. Entrepreneurial theory and practice relevant to the exciting and rapidly changing environment of food will be discussed from the perspectives of both a startup business and promoting entrepreneurial thinking within larger organizations. The instructional component of this course includes…
   ● Fundamentals of entrepreneurship
   ● Applications to nutrition and food
   ● What it takes to build business plans and the basics of sales and marketing plans
   ● In-class discussions, including one or two relevant case studies
   ● Student business plan presentations and feedback from food/beverage/nutrition executives

This course is designed for students interested in exploring how entrepreneurship can be incorporated into
food and nutrition, and those who may wish to begin to build an entrepreneurial skill set. No pre-requisites or professional experience is required. [Note: in every instance where the word food is used in this syllabus, please understand this includes “food and beverages”]

Course topics will include building business plans, market assessment and competitive analysis, market sizing, building a team and organizational structures, basic entrepreneurial finance/accounting and financing/funding frameworks, legal structures, and considerations along with the management skills needed to run an entrepreneurial venture.

The primary final products of the course will be a (1) written business plan, and a (2) final “pitch” presentation, which will outline the business, its business model, a go-to-market sales and marketing plan, and basic financials. Student participation will be assessed both individually and as a part of a semester-long team and is a large part of this course accounting for 30% of each student’s grade. Each student will be expected to provide support and feedback to other classmates throughout the semester as business plans are developed, and each student will regularly give elevator pitches to guest speakers and receive immediate feedback.

To this point, students are required to submit two documents prior to the course including:

1) The **Background Bio** will be submitted to the course instructor, the TA and to all of the other students in the course, due Tuesday January 18th by 5pm ET. The Background Bio will include a less than one-page bio outlining their background and work experience and any entrepreneurial, and/or intrapreneurial, activities or ideas that they have or may have had in the past… including your experience in lemonade stands and/or NFT food art☺!

2) A **Pre-Assessment Survey** will be submitted only to the course instructor and the TA, and the course instructor will send to each student the Pre-Assessment Survey by Saturday, January 15th, before the course begins. The Pre-Assessment Survey will include answers to the following questions below. These responses will have no reflection on your grade but will help the course instructor tailor the course to the students’ needs and goals. **The Pre-Assessment Survey must be returned to the course instructor on/before Tuesday, January 18th, at 5pm ET.** Some of the questions included in the Pre-Assessment Survey will be:
   a. How confident are you in your personal capabilities? Rate each of the following characteristics on a scale from 1 (lowest) to 5 (highest): research, public speaking, selling, marketing, numbers analysis, spreadsheets, finance and accounting, writing, business idea, leading a group, being part of a group, communicating within a group, and working individually.
   b. Do you have a business idea, industry, or business theme that you are most passionate about, and why?
   c. If you have a business idea, do you have a strong preference to work alone on your business idea? If yes, why?
   d. How do you feel about group learning, and have you had different group learning experiences, and outcomes, when working in person or working together via zoom?
   e. 1st three words that come to mind when thinking of food and beverages?
   f. What is your favorite consumer packaged food (i.e. something you buy at a convenience or grocery store) or favorite restaurant? What about the food most draws you to it?
   g. Do you follow the stock market? Do you follow news on what companies are bought and sold? What business or news publication do you most often consume information? Why?
   h. Are you specifically interested in Web3 and/or NFTs, and how do you view centralized vs. decentralized systems on both the internet and in the food, beverage, and nutrition industries?
   i. Your favorite food business, such as a company or leader you follow? Why?
   j. Your favorite strategy, business pivot, or inspiring story, from the food industry? (Can be an article, a YouTube video (other multimedia), or a written anecdote.)
   k. Upon reading the Course Texts and Materials, which selection(s) jumped out and piqued your interest the most?
Course Goals:

- Gain an understanding of the skills and key tactics that need to be achieved to start a new entrepreneurial venture, or an intrapreneurial venture within an existing organization.
- Learn what it takes to work collaboratively, and effectively, with team members.
- Develop basic knowledge in business, marketing, sales and financial planning along with experience in making presentations.
- Create your own framework to understand why a business must first be financially sustainable before it can be environmentally sustainable or a social steward.
- Examine “value”

Course Texts and Materials:

The course will utilize various resources that are optional, but not necessary, to be reviewed by the students. Most of these resources are available online through the Tufts library, and all of which can be ordered online at Amazon and/or Audible.com. **There is no need to purchase any Course Texts and Materials before the semester starts, and almost all (if not all) materials will be accessible via Canvas, public information, or Tufts library resources.**

* Required Readings are indicated with an asterisk, *, and the week due will be shown in the Course & Assignment Schedule. All non-asterisk readings are considered optional and are listed to provide further entrepreneurial content, tactics, strategies and perspectives.

Books & Writings:

- **Disciplined Entrepreneurship: 24 Steps to a Successful Startup**, Bill Aulet, 2013, John Wiley & Sons, Inc. (available online through the Tufts library)
  - * [https://www.youtube.com/watch?v=FqmCN5Tt0Jo](https://www.youtube.com/watch?v=FqmCN5Tt0Jo) (a summary of the book)
  - Chapter 1 - Vision, Start
  - Chapter 3 - Vision, Learn
  - Chapter 4 - Vision, Experiment
  - Chapter 10 - Accelerate, Grow
  - Bonus: Chapter 6 – “Steer, Test” & Chapter 7 – “Steer, Measure”
Entrepreneurship Center. Will be made available on Canvas in “Files” for you.

  - Pages to Read: 12-22, 29-30, 35-44, 61-64, 79-80
  - Additional Reading of three Short Blogs with Book Summary and Blue Ocean Case Study Anecdotes:
    - a) [https://www.clearpointstrategy.com/blue-ocean-strategy/](https://www.clearpointstrategy.com/blue-ocean-strategy/)
    - c) [https://www.blueoceanstrategy.com/bos-moves/novo-nordisk/](https://www.blueoceanstrategy.com/bos-moves/novo-nordisk/)
  - Required sections are the Preface and Chapter 1.
- *Writings by Seth Goldman*, co-founder of Honest Tea, Board Chair Beyond Meat, co-founder Eat The Change
  - “Capitalism can be virtuous, so I think I’ll stick with it”
    - Available as Washington Post Article and will be uploaded to Canvas
  - “Finding a Co-Founder”
    - Website blog article
  - “Finding our Brand Name”
    - Website blog article
- Writings by Crunchbase
  - *How VCs Can Build Killer Pitch Decks to Attract Potential Investors*  
    - Uploaded PDF to Canvas
  - *18 Female Founders Share Why They Bootstrapped Over Raising Outside Funding*  
    - Uploaded PDF to Canvas
  - *The Next Emerging Sales Trend: Syndicated Selling*  
    - Uploaded PDF to Canvas
- Writings by Brene Brown
  - *Imposter Syndrome (and Leadership)*, with Jodi-Ann Burey & Ruchika Tulshyan
- Writings by Every.To
  - How Costco Convinces Brands to Cannibalize Themselves  
    - Uploaded PDF to Canvas

**Podcasts:**

- “How I Built This”, by Guy Raz.
  - * Milk Bar,
  - Stonyfield Yogurt,
  - Dave’s Killer Bread,
  - Crate & Barrel,
  - RxBar,
  - * Honest Tea,
  - Bob’s Red Mill,
  - Panera Bread,
  - Sam Adams Beer,
  - Clif Bar,
  - Kodiak Cakes
By the second class listen to at least one of the following episodes:

- Tate’s Bake Shop
- “The Drive”, by Peter Attia.
  - #60 – Annie Duke, Decision Strategies, from a professional poker player;
  - #17 – Mike Treviso, Lessons from an endurance athlete;
  - #08 – Tom Bilyeu – Quest Nutrition Founder.

- “Behind Her Empire”, by Yasmin Nouri.
  - #28 – Gail Becker, Caulipower Founder, Quitting your miserable job and stepping into purpose
  - #15 – Natasha Case, Coolhaus Founder, Selling Ice Cream from a Broken Truck to Becoming a Multi-Million Dollar Household Brand

- “The Tim Ferriss Show”, by Tim Ferriss.
  - #295 – The Four-Hour Work Week, Revised;
  - #282 – How To Say No;
  - #272 – Richard Branson Interview.
  - #545 – Marco Canora – The Art of Food, Eating, Nutrition, and Life

- “The Joe Rogan Podcast”, by Joe Rogan. By the second class listen to at least thirty minutes (before the 2 hour mark) of (only on Spotify)
  - Episode #1393 – The Game Changers [Film Documentary] Debate.

- “Pivot” with Kara Swisher and Scott Galloway
  - Why the future of work is the future of travel, with Airbnb CEO Brian Chesky. Guest Episode: Decoder with Nilay Patel

- “Fitt Insider” with Joe Vennare
    - (Specifically on Jason’s/HumanCo’s organizational and fundraising journey)

- **“AugMentors: Mentoring that Matters”**, by Julie Meyer & Jimmy Edgerton.
  - EP #4: Dreaming Big with Lorna Davis
  - EP #14: Making an Impact with Seth Goldman
  - EP #18: Keeping Enthusiasm with Betsy Fore
  - EP #19: Principle Series Recap & Reflections

YouTube TED Talks –
- Simon Sinek: “Start with why -- how great leaders inspire action | Simon Sinek | TEDxPugetSound".
  - [https://youtu.be/u4ZoJKF_VuA](https://youtu.be/u4ZoJKF_VuA)
  - Watch before the first class

- Amy Cuddy: “Your body language may shape who you are | Amy Cuddy" TED Talk.
  - [https://youtu.be/ks-_Mh1qhmC](https://youtu.be/ks-_Mh1qhmC)

- Justin Willman, “How to Read Minds – Tom Hanks”.
  - [https://youtu.be/dALbj2rW7CY](https://youtu.be/dALbj2rW7CY)

- Greyston Bakery: a long-time supplier of the brownies in Ben & Jerry’s Chocolate Fudge Brownie ice cream was founded with the sole purpose of employing the chronically unemployable.

Additional reading and other course materials will be posted on Canvas.

**Accommodations of Disabilities:**

Tufts University is committed to providing equal access and support to all students through the provision of reasonable accommodations so that each student may access their curricula and achieve their personal and academic potential. If you have a disability that requires reasonable accommodations, please contact the Friedman School Assistant Dean of Student Affairs at (617) 636 - 6719 to make arrangements for determination of appropriate accommodations. Please be aware that accommodations cannot be enacted retroactively, making timeliness a critical aspect for their provision.
Academic Conduct:

Each student is responsible for upholding the highest standards of academic integrity, as specified in the Friedman School’s Policies and Procedures manual (http://www.nutrition.tufts.edu/student/documents/policies-procedures) and Tufts University policies (http://students.tufts.edu/student-affairs/student-life-policies/academic-integrity-policy).

It is the responsibility of each student to understand and comply with these standards, as violations will be sanctioned by penalties ranging from failure on an assignment and the course to dismissal from the school. Written assignments submitted via Canvas will automatically be assessed by online plagiarism detection tools.

Classroom Conduct:

All participants should treat each other with respect.

In-Person Expectations: Consumption of beverages and food in class are permitted, but please be courteous of noise and smells of items, so as not to disrupt the class. All due efforts will be made to begin and end class on time. Students are expected to be in the classroom no later than the assigned start time. There will be two 7.5-minute breaks during each class at approximately after one hour, and after the second hour.

**DUE TO COVID SAFETY MEASURES ON CAMPUS:

THERE WILL BE NO FOOD NOR DRINK ALLOWED DURING IN PERSON CLASSES. ALL FOOD & DRINK MUST BE CONSUMED OUTSIDE OF THE CLASSROOM.

Zoom/Hybrid Expectations: We know, zoom is different than in-person, and we are going to maximize the digital experience as best we can. JE & TA are going to do our best to break up the three-hour time block in multiple ways. We will be utilizing Miro for group/whiteboard co-working, and multi-media A/V, and guest speakers, and synchronous mini-lectures, and group discussions – and taking multiple breaks from being on video, in addition to giving time to work on your business plans most classes. We are also open to your ideas, so do not hesitate to reach out. Regardless, and to be clear, your video should be on 95% of the time. If you are eating, or an emergency comes up, or you must go to the bathroom, or something occurs, then it is totally OK to turn off your camera and mute yourself – but please turn off your camera only in similar situations that you would have in person also stood up and left the classroom.

Zoom/Hybrid Timing: We will plan to have multiple breaks each class. Likely two 10-minute breaks at approximately 5:20pm and then again at 6:40pm. Much of the timing around breaks will be determined by Guest Speaker availability.
Description of Course Elements:

In addition to the course elements provided here, each week’s class lecture topics and in-class activities have been outlined below in each week’s description.

Lectures:
Lectures will be provided by the course instructor or guest lecturers. Lecture slides will be posted on Canvas by the course TA.

Class Activities/Class Participation:
In addition to lectures, throughout the course there will be several in-class activities such as case discussions as well as small-group activities to support brainstorming, business planning, command of message.

Case Study Discussions:
Relevant case studies will be provided to students for in-class individual discussion.

Course Assignments:
Students are required to complete short weekly written assignments which will represent draft sections of the formal business plan, which is one of the primary objectives of this course. Additional brief assignments, not included in the Course Schedule below, may be assigned at from time to time. These assignments will specifically add to the depth of the next week’s meeting. This business plan, with supporting materials will be submitted at the end of the course accompanied with a formal pitch presentation which will be presented to the class and to outside guests.

Business Plans:
Initial guidance on the elements of a business plan will be provided in week 2, with specific detail around expectations for what final business plans should contain. You will need to read Writing the Winning Business Plan for Entrepreneurs, 2019 Edition. This is posted on Canvas. You can also connect with the author, Tufts Lecturer Jack Derby at anytime if you have questions. You should also think seriously about attending the Founder’s Workshop on February 8th on the Medford campus for a series of expert lectures and connections with Tufts entrepreneurs and investors. https://gordon.tufts.edu/entrepreneurship-center/workshops-events

It is recommended to strongly encouraged to enter the Tufts University-Wide $100k New Ventures Business Plan Competition -- https://gordon.tufts.edu/entrepreneurship-center/competitions/100k-new-ventures-competition

Readings:
Required reading assignments are detailed by week below. Required readings that accompany a lecture or activity must be completed in advance of that lecture or activity so that content can be discussed in class.

Extra credit and makeup assignments:
Students in jeopardy of failing the course may be offered assignments (either remediation of previously completed assignments or additional assignments) to assist in achieving a passing grade. No other assignments for additional or extra credit assignments will be offered. To reiterate, your best method of avoiding a failing grade is to participate actively and passionately in class.

Instructions for Submission of Assignments and Exams:
Assignments will be submitted via Canvas. If Canvas is not available, assignments must be submitted at the required time to Instructor J. Edgerton and the TA prior to the time the assignment is due. Students who are unable to complete an assignment or exam on time and are requesting an extension should notify both Instructor J. Edgerton and the TA by email 24 hours prior to the assignment deadline with a brief explanation for why the extension is needed. Emergencies do come up and will be understood, but by definition, emergencies are not common occurrences. Assignments received after deadlines will receive a zero grade unless an extension was granted, and it will only be on rare situations that an extension will be granted.
Assignments and Grading:

The contribution of course activities to the course grade is found in the table below:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Contribution to Final Grade (%)</th>
<th>Grading Scale</th>
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<tbody>
<tr>
<td>Weekly Short Writing Assignments (Pass/Fail, zero or 100%)</td>
<td>10 %</td>
<td>93-100 A</td>
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<tr>
<td>In Class Pitch</td>
<td>10 %</td>
<td>90-92 A-</td>
</tr>
<tr>
<td>Class Participation</td>
<td>30 %</td>
<td>88-90 B+</td>
</tr>
<tr>
<td>Business Plan</td>
<td>30 %</td>
<td>83-87 B</td>
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<tr>
<td>Business Plan Presentation</td>
<td>20 %</td>
<td>80-82 B-</td>
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Grading rubrics for the course assignments will be posted on Canvas.
## Course Schedules

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Reading &amp; Assignments Due by 1pm of each meeting</th>
</tr>
</thead>
</table>
| 1    | Jan. 19 | -Introduction  
- Business Overview  
- Food Landscape  | Due noon on Tuesday 1/18:  
1) Submit Background Bio via Discussion Board in Canvas  
2) Submit Pre-Assessment Survey  
3) Watch “Simon Sinek: Start with why” YouTube Video in Course Materials/Texts  
4) Bring at least one business idea, or general business concept, to class for discussion (does not have to be THE final idea).  
5) Listen to the AugMentors podcast with Lorna Davis in Course Readings/Materials  
6) On Wednesday 1/20, between 8am-4pm, review peers’ Background Bios (all emailed to class) |
| 2    | Jan. 26 | - Teams Decided  
- Business Models & Profit Margin  
  - Value: Real & Perceived  
  - Case Study: Capital Kombucha & Buchi / Andreas Schneider.  
    [https://www.capitalkombucha.com/](https://www.capitalkombucha.com/) and  
    [www.drinkbuchi.com](http://www.drinkbuchi.com) and  
    [https://www.linkedin.com/in/andreas-schneider-87a2292/](https://www.linkedin.com/in/andreas-schneider-87a2292/)  | 1) Create a business canvas for (a) your business idea that you will create a Business Plan for as your final project, OR if you are undecided about a business then create a business canvas for (b) Beyond Meat. See Canvas for further resources.  
2) Review: Writing the Winning Business Plan for Entrepreneurs, 2019 Edition. The intent is not to read every page but focus on salient topics where you feel the least comfortable or particularly interested.  
3) Listen to the Joe Rogan Podcast in Course Materials/Texts  
5) Read the book “Zero to One” excerpt in Course Materials/Texts |
| 3    | Feb. 2 | - Social Entrepreneurship  
- Profit and Not-for-Profit Models  
- Corporate Social Responsibility  
  - Case Study: Kelly Close, of Close Concerns and DiaTribe  | 1) Watch the Greyston Bakery YouTube Video in Course Materials/Texts  
2) Perform a broad competitor search and perform SWOT analysis for your Business’ top 3 competitors (analysis should be exhaustive… there is nothing worse than being blindsided by an existing and established competitor)  
3) Listen to the Podcast Episode Guy Raz: Honest Tea / Seth Goldman from Course Materials/Texts  
4) Create a Persona for your #1 target customer for your business  
5) Revise your Business Model Canvas, after completing other assignments (collaborate with |
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<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
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| Feb. 9 | Entrepreneurial Marketing | 1) Read *Vagabonding* Excerpt from the Course Materials (replace entrepreneurship, in your mind, each time you read adventure or travel)  
2) Prepare to present in class a 10-minute team presentation (10 slides) on your business -- with 5-minute Q&A afterwards. The presentation will cover the following topics: Vision Statement, Mission Statement, The “Why” for each Entrepreneur, Business Model, Target Market, Target Customer, Value Proposition to Customer, list COGS or CAC buckets, How you Plan to Value your Business, Competitive Analysis, SWOT analysis, Elevator Pitch  
3) Read *Capitalism can be virtuous, so I think I'll stick with it* - WaPo article by Seth Goldman 2.3.2020 |
| Feb. 16 | Elements of a Business Plan | 1) Watch on YouTube the *Disciplined Startup* by Bill Aulet from Course Materials/Texts  
2) Write an Executive Summary (no longer than two pages)  
3) Read *E-Myth Revisited* Excerpt from the Course Materials  
4) Elevator Pitch memorized, no more reading from notes |
| Feb. 23 | Sales & Going to Market | 1) Choose the Business Plan format  
2) Research and analyze your Target Market and explain who will serve those customers and the existing Market Trends. Do so by creating a one pager – graphics plus text, taking up no more than one page – for the following topics:  
A – Create a one pager on the target Persona that your business will focus on.  
B - Create a one pager on who is your market segment, and how will that segment may grow/change over time.  
C – Create a one-pager showing your research on existing market trends, negatively and positively affecting your business, and quantitatively discuss the size of the market and |

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<table>
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<tr>
<th>7 Mar. 2</th>
<th>Entrepreneurial Marketing Part #2 -Inbound &amp; Outbound -Process, systems and tools -CRM -Social Media and Blogs -Other Marketing Tools -Channel Strategy -Case Study: S2 Design / Nancy Wargo on Branding &amp; Design Experience</th>
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</table>

1) Create the Sales Plan and submit written plan for next class. Be clear about what channels your business will NOT be immediately trying to sell to.

2) The Sales Plan will include a spreadsheet with projections for three years of sales for goods and services.

3) Read The Lean Startup Excerpt from the Course Materials

4) Re-read Derby, Writing the Winning Business Plan pages 62-75 for Sales plan section

qualitatively discuss your specific, immediate Target Market.

3) Sales Driver Presentation – Research and identify one vendor/consultant/business that could be contracted to help drive sales for your business and prepare and present in class a 2-3 minute presentation.

4) Create a business Organizational Chart for all the roles your business will need one year after initial launch. Decide on your team who will be taking on each role. Identify the first three positions that will be taken on by new hires, OR, why no new hires will be necessary for your business. Submit an organizational chart showing this information.

5) Customer Discovery – Book a Customer Interview

6) Read “The Next Emerging Sales Trend: Syndicated Selling” from Crunchbase articles in Course Texts/Materials

1) Create the Marketing Plan and submit written plan for next class.

2) Watch on YouTube the Amy Cuddy video from Course Materials

3) Revise the Executive Summary to be a succinct one page.

4) Read Blue Ocean Strategy Excerpt from the Course Materials

5) Each individual finds a Blue Ocean Opportunity for their business as it is currently constituted, or a Blue Ocean Opportunity that is a pivot to the current business plan. (PowerPoint
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<th>Date</th>
<th>Topic</th>
<th>Details</th>
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</table>
| **9** | Fundamentals of Leadership & Management Organization                   | 1) Submit preliminary simple Income Statement Projecting three years sales and expenses. (Make sure fixed costs and variable costs are clear – worksheet provided)  
2) What investment is needed each year and how does the business value change each year?  
3) Submit a Detailed Cost of Goods Analysis (worksheet provided)  
4) Write a one-page analysis of key mentors in your life now, and potential key mentors if you were to pursue your business full-time. (At least one unique person for each role.)  
5) Listen to the Podcast Episode Behind Her Empire: Gail Becker, Caulipower Founder from Course Materials/Texts  
6) Read the Brene Brown Article, and come to class prepared to each share for 90 seconds on meaning of Leadership, including one anecdote (or anti-leadership example). |
| **Mar. 16** | Mentors                                                                  | Presentation/Video submission or a written report that is no more than one page) |
|       | -Case Study: Annie Carlon / ACRU Solutions                               |                                                                         |
|       | -Case Study: Eat Well Global / Julie Meyer                               |                                                                         |
|       | -Fundamentals of Leadership & Management Organization                   |                                                                         |
|       | -Organizational structure basics                                         |                                                                         |
|       | -Creating the culture, you want                                         |                                                                         |
|       | -What is “Leadership” anyway?                                           |                                                                         |
|       | -Making the Tough Choices                                               |                                                                         |
|       | -Ensuring diversity                                                     |                                                                         |
|       | -Guest Speaker: Danielle Vogel, of Glen’s Garden Market                 |                                                                         |
| **Mar. 23** | Spring Break No classes                                                  | When we return there are four (4) weeks until Final Pitch Presentations, and five (5) weeks until Final Business Plan Due. (don’t worry – You Will Be Ready !) |
| **10** | Fundraising and Financing Strategies                                     | 1) Submit an organizational chart of your company for each year of financials. Call out key hires, and try to identify positions where different skills are required as the business scales/changes  
2) Write a paragraph on 3-5 potential investors for the business and why an investment would be made.  
3) Submit 1-3 PowerPoint slides on the “ask” for your business. These slides must be able to be spoken on and stand alone. The ask does not need to be for money at this time, but every pitch has an “ASK”  
4) Submit a draft of the Business Plan today if you want feedback before the Final submission  
5) Read the Crunchbase articles on “How VCs Can Build a Killer Pitch Deck” and “18 Female Founders Share Why They Bootstrapped Over Raising Outside Funding” |
|       | -Scaling a Business                                                     |                                                                         |
|       | Case Study: Kathryn Taylor Reddy of .406 Ventures                       |                                                                         |
|       | Case Study: Elizabeth Shah of Bookoff McAndrews PLLC                    |                                                                         |
| **Apr. 6** | Entrepreneurial Law Basics                                              | 1) Submit a draft of the PPT presentation if you want feedback before final presentation  
2) Listen to the Podcast by Tim Ferriss, the Four-Hour Work Week Revised in the Course |
<p>|       | -Discussion on possible structures                                       |                                                                         |</p>
<table>
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<tr>
<th>Date</th>
<th>Event Details</th>
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| 12 Apr. 13 | **-Discussion on IP**  
- Hiring requirements of employees, contractors and interns  
- Compliance regulatory and FDA  
- Presentation Skills  
- Bringing the Plan Together  
Case Study: Joe Volman  
**Materials, required sections will be highlighted.**  
3) Draft a letter for communication to one of your previously identified investors with the purpose of investment, and a second email to a different investor with the intent more of a mentorship relationship. Write two paragraphs on each letter describing your selection process and goals / strategies with each investor. |
| 13 Apr. 20 | **-Tufts $100k New Ventures Competition**  
(attendance of the presentations highly suggested, but entering the competition is optional)  
**-Time to Practice the Presentations**  
5pm-7pm  
1) Take notes on presentations and be ready to discuss and share the good and bad  
2) Listen to specified sections of the Podcast Episodes: Tim Ferriss: #272 The Richard Branson Interview and The Drive by Peter Attia: Annie Duke, Decision Strategies  
3) Meet in person with your team and practice your pitch, in its current version, all the way thru at least twice. Write a half page analysis on what went well, what did not go well, what could be improved, and what is great. |
| 14 Apr. 27 | **-Amazing Presentations to Experts in the Food Industry**  
- Feedback and Review of Presentations  
- Lessons Learned  
- Questions Answered  
- Next steps after class  
1) Present the Presentation Plan Pitches  
2) Write a one-page analysis on the biggest hurdle that is stopping your business from starting on Saturday, May 15th, 2022, and why you are, or are NOT, going to remove that hurdle. (There is no wrong answer.) |
| **Finals Due** May 5 (Thurs) | **Submit Final Business Plan Today by midnight**  
3) Submit final business plan  
4) Submit final PPT from presentation  
5) Call out any material changes to the PPT presentation (changes, based on feedback from judges, that are effective and concise will be graded highly)  
6) Post Course Reflection Survey |

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Class Objectives

Jan 19th - Week 1: Introduction & Overview
Learning Objectives
1. Identify entrepreneurial tendencies in everyone, including yourself
2. Explain basics of Business Models
3. Acquire the knowledge to conduct a business SWOT analysis

Jan 26th - Week 2: Business Models to Create Profit & Value
Learning Objectives
1. Explain how “Value” and “Success” can be defined in different ways
2. Research market opportunities and competitive space for your business.
3. Analyze all costs that make up a certain good or service
4. Build a team and define content for the Business Model

Feb 2nd - Week 3: Social Entrepreneurship & CSR
Learning Objectives
1. Create a marketing plan to support a business concept.
2. Discuss social entrepreneurship and Corporate Social Responsibility strategies and identify how to incorporate such strategies into business plan concepts
3. Contrast profit and non-profit models

Feb 9th - Week 4: Entrepreneurial Marketing Part #1
Learning Objectives
1. Explain basic branding and positioning methods
2. Discuss types of content marketing
3. Evaluate the appropriate social media channels to grow awareness, loyalty, purchase and gain feedback.
4. Design a marketing plan that best suits the concept

Feb 16th - Week 5: Elements of a Business Plan
Learning Objectives
1. Construct a basic Business Plan intended to structure a business concept
2. Develop skills to evaluate how various business models target different customer channels

Feb 23rd - Week 6: Sales and Going to Market
Learning Objectives
1. Develop a Sales Plan
2. Identify sales models that best suit the business going to market
3. Provide examples of the range of sales tactics and promotions

Mar 2nd - Week 7: Entrepreneurial Marketing Part #2
Learning Objectives
1. Evaluate the appropriate marketing channels to grow awareness, loyalty, purchase and gain feedback
2. Design a marketing plan that best suits the business concept

Mar 9th - Week 8: Understanding Business Finances
Learning Objectives
1. Explain basic principles of equity structuring
2. Demonstrate budgeting skills
3. Demonstrate basic understanding of key financial documents and the basic valuation of a business
4. Summarize requirements for the regulatory “Care & Feeding” of a business: taxes, reporting basics, licensing.

Mar 16th - Week 9: Entrepreneurial Leadership Skills & Management Organization
Learning Objectives
1. Gain knowledge of some the common challenges and pitfalls that entrepreneurs
2. Develop “firewalking” techniques to anticipate, and then react and resolve, before a negative event occurs
3. Understand strategies to build a business’ team and culture
4. Learn how to identify the type of outside advisors that can be helpful

Mar 23rd – Week 10: No Class, Spring Break: One month until Final Presentations!

Mar 30th - Week 11: Fundraising and SCALE
Learning Objectives
1. Understand key resources and strategies to rapidly grow an organization
2. Learn strategies to effectively plan the resource evolution required to rapidly scale an organization’s effect
3. Identify funding sources most common for non-profit and for-profit entities.

Apr 6th - Week 12: Entrepreneurial Law Basics and Presentation Skills
Learning Objectives
1. Summarize the basics of business structures (LLC, C Corp, S Corp) and their impact to entrepreneurial ventures
2. Explain the concept of Intellectual Property, and how it can be protected
3. Explain how basic contracts may be necessary in an entrepreneurial venture (NDA, Contract, Equity Agreement, “handshake & relational equity”)
4. Construct a plan and presentation using basic knowledge on what is required to accumulate information, determine customer base, build a winning team, and create a sales, marketing plan, and a financial plan.
5. Understand key presentation tactics that efficiently and effectively convey key points.

Apr 13th - Week 13: Entrepreneurship Competition Attend (1-5pm) and Practice Your Presentation (5-7:30pm)
Learning Objectives
1. Demonstrate presentation skills and concepts
2. Develop skills to analyze pitch presentations of others and use the knowledge to refine and improve your own pitch presentation.

Apr 20th - Week 14: Pitch Your Business
Learning Objectives
1. Recognize Teamwork and describe the feeling of succeeding together

Apr 27th - Week 15: Extra Class Review
Learning Objectives
1. Confront a challenge and accept constructive feedback from others

May 5th – Week 15: Final Business Plan Due