

Nutrition and Entrepreneurship

NUTR 280

Tufts University Friedman School of Nutrition Science & Policy

Jan 17th – April 24th, 2024

Meets:

Wednesdays 4:30 pm-7:30 pm ET

Primary Location In-Person: Boston Campus, Jaharis 118, 150 Harrison Ave, Boston, MA 02111

Alternate In-Person Location TBD:

Wednesday, April 20th, Jaharis 156

Secondary Location: Zoom Conference Meeting – TBD – only digital if necessary

<https://tufts.zoom.us/j/96384788965?pwd=Q2FoYmozZ0FwUEFpSWJlQ1BXbDVydz09>

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, starting Monday, January 22nd. This time does not have to be NUTR 280 specific discussion. Often these office hours conversations focus on prioritization and organization techniques, job search or networking topics, business themes and trends, or whatever you want to talk about (if you are feeling something, then very likely others are feeling the same thing, so let’s talk!).

(2) Zoom Required INSTRUCTOR Weekly Business Team Review, 20 minutes, required with each team and timing TBD – Likely times will be Monday evenings between 6pm and 8pm ET. These will start the week of January 29th.

(3) Zoom Required Weekly ALUM MENTOR Weekly Business Team Review, 20 minutes, required with each team with expected kick-off in late February. Times will be determined by availability of each business team and mentor.

(4) Zoom Drop-in by appointment. Instructor’s calendar available for bookings here:

<https://meetings.hubspot.com/jimmy-edgerton>

<https://tufts.zoom.us/my/jimmyzoomjumbos> -- Jimmy’s Personal Zoom Meeting ID

Teaching Assistant (TA): Allie Arnold

Email: Allison.Arnold@tufts.edu (Include “NUTR & Biz” in email subject)

Phone: 509-499-0105

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*
- *Business Teams have two weekly meetings outside of scheduled classroom time: (1) with Instructor, and (2) with Alumni Mentor*

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 launch and 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 16th by 5pm ET**. The Background Bio will include a couple paragraphs bio (max 1-page) 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 Monday, 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 16th, 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?
 - l. Do you know of "Market Problems" that consumers, and/or companies, experience in Nutrition, Food, and Beverage sectors? (Fun light reading: <https://www.pragmaticinstitute.com/product/framework/market-problems/>)
 - m. Provide one example of how "Fear of Failure" manifests itself in the life of one person close to you?
 - n. Have you previously spoken to any individual Friedman Alum more than once, and if so, did you find the experience valuable?
 - o. Have you read that class participation is 30% of your grade in NUTR 280?
 - p. Have you used MIRO, or other "digital dry erase boards", before?
 - q. What are your biggest goals if you were to begin a business tomorrow? make money, help others, be creative, invent, etc? There is no wrong answer.
 - r. If you found the right opportunity, would you be ready to start your own business or join an existing startup business after you finish your degree at the Friedman School?
 - s. At the end of this course, (a) what skills do you hope to gain or (b) experiences do you hope to leave with or (c) what do you want to learn? (Must be at least one thing that you can clearly test – yes or no – at the end of the course.)
 - t. If you cannot attend all classes in person, what time zone would you plan to synchronously attend the classes via Zoom?
- 3) Review and fill out the "Class Introductions" space on NUTR 280 2022 Miro (interactive white board). **The Class Introductions Miro must be completed on/before Tuesday, January 16th, at 5pm ET.**

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.
- The course's three pillars of entrepreneurship are (1) Why?, (2) Partnership, and (3) Value. You will be asked to examine each of these pillars and build the skills to be able to define them as needed to meet your objectives.

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> (a summary of the book)
- * The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, 2011, Crown Business. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
 - 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”
- The 24-Hour Turnaround. How Amazing Entrepreneurs Succeed in Tough Times, Jeffrey S. Davis and Mark Cohen. Focus on Chapter 3. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
- * Writing the Winning Business Plan for Entrepreneurs, 2019 Edition, Jack Derby, Director of the Tufts Entrepreneurship Center. Will be made available on Canvas in “Files” for you.
- * Vagabonding: An Uncommon Guide to the Art of Long-Term World Travel, Rolf Potts, 2013, Random House. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
- The Up Side of Down: Why Failing Well is the Key To Success, Megan McArdle, 2014, VIKING Published by the Penguin Group. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
 - Chapter 1: Failure is Fundamental thru Chapter 1, Section II: The Opposite of Failure is Not Safety: It's Nothing.
- The Undoing Project: A Friendship that Changed Our Minds, Michael Lewis, 2017, W.W. Norton & Company. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
- * The E-Myth Revisited, Michael Gerber, 2004, Harper Business. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
- * Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim & Renee Mauborgne, Harvard Business School Press. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
 - 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/>
 - b) <https://www.blueoceanstrategy.com/bos-moves/cirque-du-soleil/>
 - c) <https://www.blueoceanstrategy.com/bos-moves/novo-nordisk/>
- * Zero to One, Blake Masters & Peter Thiel, 2014, Currency; Limited Edition. (Available on Audible/Amazon. Necessary chapters will be uploaded to Canvas.)
 - 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
 - **Error! Hyperlink reference not valid.**
 - 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
 - * Tate’s Bake Shop
 - * Bevel
- “The Drive”, by Peter Attia.
By the second class listen to at least one of the following episodes:
 - * #60 – Annie Duke, Decision Strategies, from a professional poker player;
 - #17 – Mike Trevino, 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;
 - Or Summary Article “Naveed’s Notes on the 4 hour work week” by Naveed Janmohame: <https://www.naveedjan.com/notes/the-4-hour-work-week>
 - #282 – How To Say No;
 - #272 – Richard Branson Interview.
 - *#545 – Marco Canora – The Art of Food, Eating, Nutrition, and Life
- “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
 - [79. Jason Karp, Founder & CEO of HumanCo](#) – a holding company of health and wellness brands.
 - (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
 - Watch before the first class
- * Amy Cuddy: "Your body language may shape who you are | Amy Cuddy" TED Talk.
 - <https://youtu.be/Ks-Mh1QhMc>
- Justin Willman, "How to Read Minds – Tom Hanks".
 - <https://youtu.be/DALbj2rW7CY>
- [Interaction between Dairy Farmer & Vegan -- YouTube](#)
- * 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.
 - <https://www.benjerry.com/whats-new/2015/ted-talks-greyston-bakery>

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, with the intent of splitting the class time into thirds.

Zoom/Hybrid Expectations: We know, zoom is different than in-person, and we are going to maximize the digital experience as best we can, when the digital experience is necessary. 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:

Activity	Contribution to Final Grade (%)	Grading Scale	
Weekly Short Writing Assignments (Pass/Fail, zero or 100%)	10 %	93-100	A
In Class Pitch	10 %	90-92	A-
Class Participation	30 %	88-90	B+
Business Plan	30 %	83-87	B
Business Plan Presentation	20 %	80-82	B-
		0-79	F

Grading rubrics for the course assignments will be posted on Canvas.

Course Schedules

Week	Date	Topics	Reading & Assignments Due by 1pm of each meeting
1	Jan. 17	-Introduction -Business Overview -Food Landscape	Due 5pm on Tuesday 1/16: 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 “How I Built this Podcast”, Chobani: Hamdi Ulukaya on Castbox. Check out this episode! https://castbox.fm/vb/547745894 6) On Wednesday 1/19, between 8am-4pm, review peers’ Background Bios (all emailed to class)
2	Jan. 24	-Teams Decided -Business Models & Profit Margin -Value: Real & Perceived -Case Study: Capital Kombucha & Buchi / Andreas Schneider. https://www.capitalkombucha.com/ and www.drinkbuchi.com and 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) Chobani. See Canvas for further resources. 2) Review: <u>Writing the Winning Business Plan for Entrepreneurs, 2019 Edition</u> . 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 YouTube Video “Interaction between Dairy Farmer and Vegan” -- https://www.youtube.com/watch?v=ulsQpeEUxx0&t=53s 4) Read the <u>“Eat The Change Brand”</u> Article, and the <u>“Finding a Co-Founder”</u> Article by Seth Goldman. See Canvas for further details. 5) Read the book “Zero to One” excerpt in Course Materials/Texts
3	Jan. 31	-Social Entrepreneurship -Profit and Not-for-Profit Models -Corporate Social Responsibility -Case Study: Community Servings/David Waters	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 <u>Guy Raz: Honest Tea / Seth Goldman</u> from Course Materials/Texts 4) Create a Persona for your #1 target customer for

		<p>your business</p> <ol style="list-style-type: none"> 5) Revise your Business Model Canvas, after completing other assignments (collaborate with your partners if you have them) 6) Read the Every.To article from Course Texts/Materials on Costco & Private Label
4	<p>Feb. 7</p> <p>Elements of a Business Plan -Finalize Value Propositions -Finalize Persona identification -Case Study: Jack Derby, Derby Entrepreneurship Center (Wrote the book on Business Planning)</p>	<ol style="list-style-type: none"> 1) Read <u>Vagabonding</u> 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) https://www.youtube.com/watch?v=4bKDug_GaJc 4) Read <u>Capitalism can be virtuous, so I think I'll stick with it - WaPo article by Seth Goldman 2.3.2020</u>
5	<p>Feb. 14</p> <p>Entrepreneurial Marketing Part #1 -What is a Marketing Plan? -Marketing Fundamentals -Team Mini-Pitch Presentations on Business Idea -Case Study: Julie Meyer of Eat Well Global</p>	<ol style="list-style-type: none"> 1) Watch on YouTube the <u>Disciplined Startup by Bill Aulet</u> from Course Materials/Texts 2) Write an Executive Summary (no longer than two pages) 3) Read <u>E-Myth Revisited</u> Excerpt from the Course Materials 4) Elevator Pitch memorized, no more reading from notes
6	<p>Feb. 21</p> <p>-Sales & Going to Market -Customer Channel Strategy -Selling Customer Value -Creating a Sales Process & Tools -Discussion on Sales Models -Vendors versus</p>	<ol style="list-style-type: none"> 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. - Create a one pager on one of the Customer Personas that

	<p>Employees, Options to Drive Sales -Case Study: John Kobi Asare / Digital Campaigns</p>	<p>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 qualitatively discuss your specific, immediate Target Market.</p> <ol style="list-style-type: none"> 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 be new hires, OR, why no new hires will be necessary for your business. Submit an organizational chart showing this information. 5) Create a Customer Profile, and book three interviews, one for each role within the profile, OR, 3 interviews if all roles are the same consumer. Complete at least one interview before Class 6. 6) Read “The Next Emerging Sales Trend: Syndicated Selling” from Crunchbase articles in Course Texts/Materials
7	<p>Feb. 28 -Entrepreneurial Marketing Part #2 -Inbound & Outbound -Process, systems and tools -CRM -Social Media and Blogs -Other Marketing Tools -Channel Strategy -Case Study: Tawanda Muzhingi, Innovation & Agriculture</p>	<ol style="list-style-type: none"> 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 <u>The Lean Startup</u> Excerpt from the Course Materials 4) Re-read Derby, <u>Writing the Winning Business Plan</u> pages 62-75 for Sales plan section
8	<p>Mar. 6 -Finance Principles 101 -The importance of gross</p>	<ol style="list-style-type: none"> 1) Create the Marketing Plan and submit written plan for next class

	<p>margin</p> <p>-Financing your business concept</p> <p>-Equity Structures, Valuations, common pitfalls, short-term cash management</p> <p>-Regulatory: Reporting Basics and Taxes</p> <p>-Importance of Finding Mentors</p> <p>-Case Study: Annie Carlon / ACRU Solutions</p>	<ol style="list-style-type: none"> 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 Presentation/Video submission or a written report that is no more than one page)
9	<p>Mar. 13</p> <p>-Fundamentals of Leadership & Management Organization</p> <p>-Organizational structure basics</p> <p>-Creating the culture, you want</p> <p>-What is “Leadership” anyway?</p> <p>-Making the Tough Choices</p> <p>-Ensuring diversity</p> <p>-Guest Speaker: Danielle Vogel, of Glen’s Garden Market</p>	<ol style="list-style-type: none"> 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).
	<p>Mar. 20</p> <p>Spring Break No classes</p>	<p>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 !)</p>
10	<p>Mar. 27</p> <p>-Fundraising and Financing Strategies</p> <p>-Case Study: Biena Snacks with Founder & CEO Poorvi Patodia</p>	<ol style="list-style-type: none"> 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) 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”
11	Apr. 3 -Scaling a Business -Product & Owner Strategy -Presentation Skills -Bringing the Business Plan Together -Case Study: Happy Tummy Asia with Founder & CEO Monita Sun	<ol style="list-style-type: none"> 1) Submit a draft of the Business Plan today if you want feedback before the Final submission 2) Tactics, Strategies, and Perspectives to get you thinking about being “Effective, not Efficient” and “how to achieve desired results; not just be busy all the time”. Consume at least one of three options, specified in Course Materials: (a) Tim Ferriss Podcast, The Four-Hour Work Week revised, or (b) Article Summary on The Four-Hour Work Week Revise, or (c) And/or, listen to How I Built This podcast with Tristan Walker of Bevel. 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.
12	Apr. 10 -Entrepreneurial Law Basics, Discussion on: -Corporate structures -Intellectual Property (IP) -Hiring requirements: employees, contractors, and interns -Compliance: regulatory and FDA -Contracts & Liability Guest Speaker: Joe Volman, Esq. & Tufts Gordon Institute Lecturer -Time to Practice the Presentations 5:45pm- 7:30pm	<ol style="list-style-type: none"> 1) Listen to one of the two specified sections of the Podcast Episodes: <u>Tim Ferriss: #545 – Marco Canora, The Art of Food, Eating, Nutrition, and Life</u> or <u>The Drive by Peter Attia: Annie Duke, Decision Strategies</u> 2) Meet in person with your team and practice your pitch, in its current version, all the way thru at least twice. Each individual, on their own regardless of team, submit a half page analysis on what went well, what did not go well, what could be improved, and what is currently great. 3) Submit a draft of the PPT presentation if you want feedback before final presentation
13	Apr. 17 -Extra Review Class -Recap Final Presentations -Specific Review of Certain Concepts, Themes or Case Studies Case Study: Margarita Womack, Founder & CEO of Mas Panadas Guest Speaker: Kathryn	Students choose specific topics for added focus. Likely topics will cover Financials, Fundraising, and Presentation Skills. Different groups of students (not by business team) will have different topics of focus, and we will learn in small groups in class.

		Taylor Reddy, VP at .406 Ventures	
14	Apr. 24	-Amazing Presentations to Experts in the Food Industry -Feedback and Review of Presentations -Lessons Learned -Questions Unanswered -Next steps after class	1) Present the Presentation Plan Pitches 2) Write a 1/2-page analysis, everyone submits on their own (not by team), on the biggest hurdle that is stopping your business from starting on Saturday, May 14 th , 2022, and why you are, or are NOT, going to remove that hurdle. (There is no wrong answer.)
Finals Due	May 2 (Thurs)	Submit Final Business Plan Today by midnight	1) Submit final business plan 2) Submit final PPT from presentation 3) Calling out any material changes to the PPT presentation (changes, based on feedback from judges, that are effective and concise will be graded highly) 4) Post Course Reflection Survey

Class Objectives

Jan 17th - 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 24th - 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

Jan 31st - 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 7th - 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 14th - 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 21st - 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

Feb 28th - 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 6th - 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 13th - 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 20th – Week 10: No Class, Spring Break: One month until Final Presentations!

Mar 27th - Week 11: Fundraising and SCALE

Learning Objectives

1. Learn strategies to effectively plan the resource evolution required to rapidly scale an organization’s effect
2. Identify funding sources most common for non-profit and for-profit entities.

Apr 3th - Week 12: Scale, Strategy, and Presentation Skills

Learning Objectives

1. Understand key resources and strategies to rapidly grow an organization
2. Identify levers of power that Company Owners control, and understand that Owners can position a business any way they want, but they cannot do everything at once.
3. Understand key presentation tactics that efficiently and effectively convey key points.

Apr 10th - Week 13: Entrepreneurial Law Basics & Practice Your Presentation

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
6. Demonstrate presentation skills and concepts
7. Develop skills to analyze pitch presentations of others and use the knowledge to refine and improve your own pitch presentation.

Apr 17th - Week 20: Extra Class

Learning Objectives

1. Build comfort with introspection, and speaking up when certain topics demand additional breadth for learning, or additional depth for mastery
2. Utilize the “see one, do one, teach one” model and assist classmates with learning course materials.

Apr 24th - Week 15: Pitch Your Business

Learning Objectives

1. Recognize Teamwork and describe the feeling of succeeding together

May 2nd – Week 17: Final Business Plan Due

1. Confront a challenge and accept constructive feedback from others