NUTR 280
Nutrition and Entrepreneurship
Spring 2017

Meets: Wednesdays 6 pm – 9 pm Jaharis Rm 118 (Boston Campus)

Course Director:
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Phone: (917) 583-2939
Office hours: By appointment

Teaching Assistant: TBA

Tufts Graduate Credit: 1.0 credit

Prerequisites: Graduate Standing or Instructor Permission

Course Description:

NUTR 280 is designed to introduce students to the theory and practice of entrepreneurship. Entrepreneurial theory and practice relevant to the nutrition/food space will be discussed from the perspectives of a stand-alone start-up company and within larger organizations. The didactic component of this course focuses on fundamentals of entrepreneurship; application to nutrition and food will be developed during in-class activities such as discussions, by student pitch presentations, and by pitch presentation feedback from students and instructors.

This course is designed for students interested in exploring how entrepreneurship can be incorporated into food and nutrition and who may wish to begin to build an entrepreneurial skill set. No pre-requisites or professional experience is required.

Course topics will include ideation, finding potential investors, pitch development and pitching skills, competitive analysis, market sizing, business plan development, basic entrepreneurial finance and legal issues, entrepreneurial ethics, and management skills needed to run an entrepreneurial venture.

Final products of the course will be a pitch presentation and a written business plan.

Student participation will be a large part of this course, and account for 30% of each student’s grade. Each student will be expected to provide support and feedback to other classmates throughout the course as pitch materials and business plans are developed.

Course Goals:

1. Gain an understanding of the skills and key tactics that need to be achieved to start a new entrepreneurial venture including basics in relevant marketing, ethics, finance and legal issues.
2. Learn to work collaboratively with “founding partners” and investors and work through challenges together.
3. Develop hands on skills in business plan and pitch material development.
Course Objectives:

1. Create a new business idea in the food/nutrition space.
2. Research and evaluate the market opportunity and competitive space for your new business idea.
3. Develop an individual business plan over the semester.
4. Develop and present to the class and “elevator pitch” for the new business idea.

Course Texts and Materials:

The course will utilize three books, two of which are available online through the Tufts library, one of which will be on reserve at the Health Science Library, and all of which can be ordered online at Amazon:
1. Disciplined Entrepreneurship: 24 Steps to a Successful Startup, Bill Aulet, 2013, John Wiley & Sons, Inc. (available online through the Tufts library)
3. The Entrepreneur Mind: 100 Essential Beliefs, Characteristics, and Habits of Elite Entrepreneurs, Kevin D. Johnson, 2013, Johnson Media, Inc. (available online through the Tufts library)

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

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 Trunk will automatically be assessed by online plagiarism detection tools.

Classroom Conduct:

All participants should treat each other with respect. Consumption of beverages and food in class is permitted. All due efforts will be made to begin and end class on time. There will be one
10-minute break during each class.

**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 Trunk.
- **Class Activities/Class Participation:** In addition to lectures, during classes throughout the course there will be several in-class activities such as case discussions as well as small-group activities to support brainstorming, business writing and individual pitch preparation. Instructions will be provided in class with clear instructions and require no preparation prior to class. Each student will be expected to participate fully, giving feedback when asked, and writing or presenting when asked.
- **Case Discussions:** Cases will be provided to students for in-class discussion. Following discussion in class, an answer key to the case will be posted on Trunk.
- **Course Assignments:** Students are required to complete short weekly written assignments which will represent draft sections of the formal business plan to be submitted at the end of the course, one formal pitch with a pitch presentation in PowerPoint to be presented to the class, and a formal written business plan that is due at the end of the course. Each weekly written assignment, live pitches, pitch presentation materials and business plans should be completed individually, and group work will not be accepted. Assignments will be posted on Trunk.
- **Pitches & Pitch Presentations:** Initial guidance on “Elements of a pitch” will be provided in week 2, with specific guidance around expectations for what final pitches and pitch presentations should contain. Examples will be provided for illustration. Each student will be expected to individually work on their pitches throughout the semester (with the exception of feedback received during class activities), and be prepared to present a final pitch to the class during one of the last two class sessions.
- **Business Plans:** Initial guidance on “Elements of a business plan” will be provided in week 3, with specific guidance around expectations for what final business plans should contain. Weekly assignments will be comprised of components of a full business plan. Students will receive feedback on weekly assignments which should be considered when creating the final business plan document.
- **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 achieve a passing grade. No other assignments for additional or extra credit assignments will be offered.

**Instructions for Submission of Assignments and Exams:**

Assignments should be submitted via Trunk. If Trunk is not operational, the assignment should be emailed to the course instructor and 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 the course director and/or TA by email prior to the assignment deadline with a brief explanation for why the extension is needed. Assignments received after deadlines will receive a zero grade unless an extension was 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>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Short Writing Assignments</td>
<td>20</td>
</tr>
<tr>
<td>In Class Pitch and Pitch Deck</td>
<td>20</td>
</tr>
<tr>
<td>Class Participation</td>
<td>30</td>
</tr>
<tr>
<td>Business Plan</td>
<td>30</td>
</tr>
</tbody>
</table>
Course Schedule: All classes are Wednesdays unless otherwise indicated. All classes take place 6PM – 9PM in Jaharis Rm 118.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Faculty</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/25/17</td>
<td>Course Intro/The Art of the Brainstorm</td>
<td>Deckinger</td>
<td>None</td>
</tr>
<tr>
<td>2</td>
<td>2/1/17</td>
<td>Invention vs. Innovation</td>
<td>Deckinger</td>
<td>Bring inspirational materials for in class brainstorm + each student to come prepared with at least 2 ideas to bring to brainstorm and 1-page rationale for each (what, why, how, who, when)</td>
</tr>
<tr>
<td>3</td>
<td>2/8/17</td>
<td>Elements of a Business Plan</td>
<td>Deckinger</td>
<td>1-2 fleshed out new business concepts (either new from brainstorm or existing ideas), in written summary format (what, why, how, who, when)</td>
</tr>
<tr>
<td>4</td>
<td>2/15/17</td>
<td>Entrepreneurial Finance Basics</td>
<td>Deckinger</td>
<td>Create an outline of your business plan for your idea including a summary of your overall business concept</td>
</tr>
<tr>
<td>5</td>
<td>2/22/17</td>
<td>Soft Skills for hard challenges</td>
<td>Deckinger</td>
<td>Create a basic equity structure for your business in the template provided</td>
</tr>
<tr>
<td>6</td>
<td>3/1/17</td>
<td>Entrepreneurial Marketing - 1</td>
<td>Deckinger</td>
<td>Positioning Pyramid &amp; Name for your business idea</td>
</tr>
<tr>
<td>7</td>
<td>3/8/17</td>
<td>Entrepreneurial Marketing – 2</td>
<td>Deckinger</td>
<td>Positioning Pyramid &amp; Name for your business idea</td>
</tr>
<tr>
<td>8</td>
<td>3/15/17</td>
<td>Fundraising Basics</td>
<td>Deckinger</td>
<td>Fully developed social media strategy and 1 month content calendar</td>
</tr>
<tr>
<td>10</td>
<td>4/5/17</td>
<td>Entrepreneurial Leadership Skills</td>
<td>Deckinger</td>
<td>Determine your IP, create a 1-2 page summary of any challengers in the market</td>
</tr>
<tr>
<td>11</td>
<td>4/12/17</td>
<td>Pitching 101</td>
<td>Deckinger</td>
<td>Presenting Pitch Decks</td>
</tr>
<tr>
<td>12</td>
<td>4/19/17</td>
<td>Final Pitches - 1</td>
<td>Deckinger</td>
<td>Presenting Pitch Decks</td>
</tr>
<tr>
<td>13</td>
<td>4/26/17</td>
<td>Final Pitches - 2</td>
<td>Deckinger</td>
<td>Presenting Pitch Decks</td>
</tr>
<tr>
<td></td>
<td>5/5/17</td>
<td>Final Business Plans Due</td>
<td></td>
<td>Final Business Plans Due</td>
</tr>
</tbody>
</table>
Course Schedule, Reading and Assignments

Week 1: Course Intro/The Art of the Brainstorm

Description:
1. Introductions and course overview
2. Pitches, Business Plans & In-class Team Projects
3. Fundamentals – What makes a business viable? What is innovation? Where do ideas come from? Why is business writing so critical?
4. Entrepreneurial Values
5. Talk through homework assignment
6. Team Creation/Planning (Class Activity)

Required Reading:
1. Disciplined Entrepreneurship – Pages 15-21
2. The Lean Startup – Pages 1-11

Assignments Due: None

Learning Objectives:
1. Discuss the fundamental need for business writing skills in entrepreneurship
2. Define innovation vs. invention
3. Explain the core values of many successful entrepreneurs

Week 2: Invention vs. Innovation

Description:
1. Evaluating ideas and opportunities – Identifying needs and gaps
2. Industry Analysis – competitors/strategic directions, pricing, trends
3. The art of brainstorming (Class Activity – In Teams)
4. Elements of a pitch – what a pitch should cover, not cover
5. Idea pitching (2 Mins Each) to class and feedback (Class Activity)

Required Reading:
1. Disciplined Entrepreneurship – Step 1, Step 2 & Step 4 (Pages 23-47 & 58-67)
2. The Lean Startup – Pages 12-36

Assignments Due: Bring inspirational materials for in class brainstorm, each student to come prepared with at least 2 ideas to bring to brainstorm and 1-page rationale for each (what, why, how, who, when)

Learning Objectives:
1. Learn how to identify and validate “needs” and “gaps” in various markets
2. Gain an understanding of how to analyze competitors
3. Develop concrete brainstorming skillsets
4. Use brainstorming skillsets to develop viable business ideas

Week 3: Elements of a Business Plan
Description:
1. How to build a business plan – outline examples
2. What needs to be included
3. What doesn’t
4. Business writing exercise (Class Activity)
5. Group reviews and feedback on writing samples (Class Activity)

Required Reading:
1. The Lean Startup – Pages 81-84

Assignments Due: 1-2 fleshed out new business concepts (either new from brainstorm or existing ideas), in written summary format with basic industry analysis (what, why, how, who, when)

Learning Objectives:
1. Gain an understanding of the fundamental structure of a formal business plan
2. Learn the basic principles of formal business writing
3. Create a sample of business writing to address an assigned problem
4. Learn to evaluate and provide feedback on business writing samples

Week 4: Entrepreneurial Finance Basics

Description:
1. Equity Structuring
2. When to see outside help
3. Common pitfalls

Required Reading:
1. Disciplined Entrepreneurship – Step 17 & Step 19 (Pages 182-193 & 203-217)

Assignments Due: Create an outline of your business plan for your idea including a summary of your overall business concept

Learning Objectives:
1. Understand the basic principles of equity structuring
2. Learn to analyze and distribute equity
3. Understand common errors made when equity is being awarded in entrepreneurial ventures

Week 5: Soft Skills for hard challenges

Description:
1. Hiring a founding team
2. Team Culture
3. Sourcing and selecting advisory boards
4. Creating Processes
5. Ethics
6. Ethics Case Study Discussion (Class Activity)

Required Reading:
1. The Entrepreneur Mind – Pages 105 -131

Assignments Due: Create a basic equity structure for your business in the template provided

Learning Objectives:
1. Understand the principal roles within various entrepreneurial organizations
2. Gain an awareness of how advisory boards are formed and function
3. Demonstrate an understanding of evaluating and making ethical business decisions through in class case study discussion

Week 6: Entrepreneurial Marketing - 1

Description:
1. Positioning
2. Branding
3. Public Relations Strategy
   a. Responding to Media Inquiries
   b. Interview Guidelines
   c. Mock Interviews (Class Activity)
4. Social Media Strategy
   a. Channels

Required Reading:
1. Disciplined Entrepreneurship – Step 12 & Step 13 (Pages 139-156)

Assignments Due: None

Learning Objectives:
1. Gain an understanding of basic branding and positioning methods and principals
2. Learn pragmatic PR strategies for handling media requests
3. Demonstrate an understanding of PR learnings through in class mock interviews and feedback to classmates
4. Learn to evaluate the appropriate social media channels to use to grow awareness, loyalty, purchase and gain feedback

Week 7: Entrepreneurial Marketing - 2

Description:
2. CRM Systems and Strategy
3. Marketing Automation
4. Content Marketing
5. Social Media 2
   a. Content
   b. Crisis – Case Study

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Required Reading:
1. Disciplined Entrepreneurship – Step 3, Step 13, Step 17 & Step 18 (Pages 49-56, 149-156, 181-202)

Assignments Due: Positioning Pyramid & Name for your business idea

Learning Objectives:
1. Gain an understanding of how to identify and segment your customer base, including micro-segmentation
2. Learn how to evaluate whether your business needs CRM, Marketing Automation or other tools to be successful
3. Develop a knowledge base about content marketing – when and why it’s important, how it works
4. Bring together learnings from PR, Social Media and content marketing to demonstrate an understanding of how to address crisis situations in media/social media

Week 8: Fundraising Basics

Description:
1. When to raise money
2. Who to ask/Finding investors
3. How to ask
4. How to close
5. How to work with investors – updates, communication flow, setting expectations

Required Reading:
1. The Entrepreneur Mind – Pages 133-162

Assignments Due: Fully developed social media strategy and 1 month content calendar

Learning Objectives:
1. Learn how to assess the timing around fundraising – when is the right time to start looking for investment capital
2. Gain an understanding of where to find, how to ask and how to close investors
3. Understand the basic skill set for working successfully with investors after the closing process

Week 9: Entrepreneurial Law Basics

Description:
1. Business Structures
2. Protecting your IP
3. NDAs – When you need them when you don’t
4. Partner Contract Pitfalls
5. Equity pitfalls

Required Reading:
1. The Entrepreneur Mind – Pages 38-40

Assignments Due: Written letter/email to investors. List of 3-5 potential investors.

Learning Objectives:
1. Understand the basics of business structures (LLCs, B Corps etc.), and how they impact entrepreneurial ventures
2. Get a basic understanding of what is IP, and how it can be protected
3. Learn basic contracts minimums that can help protect an entrepreneurial venture (NDAs, Contracts, Equity Agreements, etc)

Week 10: Entrepreneurial Leadership Skills

Description:
1. Founder stories of success and failure
2. Overcoming adversity
3. Facing the unknown
4. Gaining trust
5. Making tough choices

Required Reading:
1. The Entrepreneur Mind – Pages 195-243

Assignments Due: Determine your IP, create a 1-2 page summary of any challengers in the market

Learning Objectives:
1. Gain an understanding of some of the challenges and pitfalls that entrepreneurs face in small and large businesses
2. Gain some skills in facing adversity and earning trust in various environments
3. Learn the process by which successful entrepreneurs evaluate, analyze and make tough choices

Week 11: Pitching 101

Description:
1. Developing a Pitch and Pitch Deck
2. Personalization – your story, the hook
3. Feedback and Practice
4. Example pitches
5. Pitching techniques – do’s and don’ts
6. Students prepare for 15 minutes – materials to be provided (Class Activity)
7. Practice Pitching on the spot – 60 seconds (Class Activity)

Required Reading: None

Assignments Due:
Learning Objectives:
1. Gain greater detail and understanding of how real business owners build their pitches and pitch materials
2. Understand the balance between professional presentation and personalization, and the value in both to individual pitches
3. Get more comfortable pitching on the spot with in class practice pitches (materials to be provided)

Week 12: Final Pitches - 1

Description:
1. Each student will pitch their idea for 5 minutes + 5 minutes of questions from class + receive feedback from class

Required Reading: None

Assignments Due: Presenting Pitch Materials

Week 13: Final Pitches - 2

Description:
1. Each student will pitch their idea for 5 minutes + 5 minutes of questions from class + receive feedback from class

Required Reading: None

Assignments Due: Presenting Pitch Materials