

NUTR 280
Nutrition and Entrepreneurship
Spring 2018

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

Course Lecturer:

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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)
2. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, 2011, Crown Business. (Available on reserve at the Health Science 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 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. 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 Canvas.
- **Class Activities/Class Participation:** In addition to lectures, during classes throughout the course there will be several in-class activities such as pitch competitions as well as small breakout 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.
- **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 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 and business plans should be completed individually, and group work will not be accepted. Assignments will be posted on Canvas. All assignments should also be submitted as 2 printed copies in class, in addition to posting on Canvas.
- **Pitches & Pitch Presentations:** Initial guidance on "Elements of a pitch" will be provided in week 3, 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 90 second pitch to the class during the last class session.
- **Business Plans:** Initial guidance on "Elements of a business plan" will be provided in week 4, 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 Canvas. If Canvas 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:

Activity	Contribution to Final Grade (%)
Weekly Short Writing Assignments (Pass/Fail)	20
In Class Final Pitch	20
Class Participation	30
Business Plan	30

Course Schedule: All classes are Wednesdays unless otherwise indicated. All classes take place 6PM – 9PM in Jaharis Rm 118.

Course & Assignment Schedule				
Week	Date	Topic	Faculty	Assignments <u>Due</u>
1	1/24/18	Course Intro/The Art of the Brainstorm	J. Deckinger	None
2	1/31/18	Invention vs. Innovation/The Art of the Brainstorm Cont'd	J. Deckinger	Bring inspirational materials in for class brainstorm + each student to come prepared with at least 2 ideas to bring to kick off brainstorm.
3	2/7/18	Pitching 101 "Elements of a Pitch"	J. Deckinger S. Papp	Select one idea from the brainstorming process in class (or an existing idea) and flesh out 1-2 pages in written summary format. The 1-2 pages should provide some detail on what the idea is, why it's needed, how you plan to go about achieving it, who is the target audience, where the idea will be executed (i.e. in the US, specific city or internationally, etc) and an early timeline for starting the business. Please submit on Canvas and bring 2 hard copies to class.
4	2/14/18	Elements of a Business Plan	J. Deckinger MassChallenge	Deliver a drafted, written pitch in the format discussed in class. This will become the basis for your final elevator pitch. Please submit on Canvas and bring 2 hard copies to class.
5	2/21/18	Entrepreneurial Marketing 1	Wolfgang or Greenhalgh	Create an outline of your business plan for your idea including a summary of your overall business concept. This should include supporting data for your overall market and projected customer segments, and your basic Y1 gross revenue estimates. Greater details on what is expected from this assignment will be covered in class. Please submit on Canvas and bring 2 hard copies to class.
6	2/28/18	Entrepreneurial Marketing – 2	J. Deckinger	Please create a positioning pyramid for your business idea, based on the template provided in class. You should include a final name for your business. The name must be original, and not represent an existing business. It must have a valid available web domain. Both assignments can be submitted together in one document as a Powerpoint, Word Doc or PDF.

				Please submit on Canvas and bring 2 hard copies to class.
7	3/7/18	Entrepreneurial Finance Basics	M. Hipwood B. Yates-Mack	Fully developed Go To Market strategy including paid, earned and owned elements of marketing discussed in class. Assignment can be submitted in PowerPoint, Word or PDF format. Please submit on Canvas and bring 2 hard copies to class.
8	3/14/18	Fundraising Basics	J. Deckinger K. Deckinger L.D'Asaro R. Wang	Create a draft of a 13 Week Operating Budget using the format provided in class. Please submit on Canvas and bring 2 hard copies to class.
9	3/28/18	Entrepreneurial Law Basics	D. Melwani W. Perkins	Draft letter for email/mailed inquiries to investors. The letter should follow guidelines discussed in class. Additional assignment includes a list of 3-5 potential actual investors based on research, and a short 2-3 sentence summary on each and why they are a potential resource for your business. Both assignments can be turned in together as a word or PDF document. Please submit on Canvas and bring 2 hard copies to class.
10	4/4/18	Entrepreneurial Leadership Skills	J. Deckinger E. Willemsen	Determine any potential IP in your business idea. Create a 1-2 page summary that includes any potential challengers in the market, any legal issues you have to explore and a list of any questions you would ask an attorney on your first meeting. Details on this assignment will be provided in class. Please submit in word or PDF format. Please submit on Canvas and bring 2 hard copies to class.
11	4/11/18	Soft Skills for hard challenges	J. Deckinger G. Slamowitz	Submit a 90 second amateur video of your pitch via Canvas and email to Jessica.deckinger@tufts.edu prior to class
12	4/18/18	Final Pitches – Practice Session	Wolfgang C. Friedman	Reviewing Pitch Videos & Business Plan Drafts in Class. Each student should come with a short 5 minute PowerPoint with key elements of their business idea to present to class.

				Please submit on Canvas and bring 2 hard copies to class.
13	4/25/18	Final Pitches - Live	J. Deckinger	Presenting final live 90 second pitches
	5/8/18	Final Business Plans Due		Final Business Plans Due on Canvas

Course Schedule, Reading and Assignments

Week 1:

Course Intro/The Art of the Brainstorm

Description:

1. Introductions and course overview
2. Fundamentals – What makes a business viable? Where do ideas come from? Why is business writing so critical?
3. Entrepreneurial Values
4. Talk through homework assignment
5. Class Participation Exercise – Ideation Challenge (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/The Art of the Brainstorm Cont'd

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 in for class brainstorm + each student to come prepared with at least 2 ideas to bring to kick off brainstorm.

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:
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 – 90 seconds (Class Activity)

Required Reading: None

Assignments Due: Select one idea from the brainstorming process in class (or an existing idea) and flesh out 1-2 pages in written summary format. The 1-2 pages should provide some detail on what the idea is, why it's needed, how you plan to go about achieving it, who is the target audience, where the idea will be executed (i.e. in the US, specific city or internationally, etc) and an early timeline for starting the business. Please submit on Canvas and bring 2 hard copies to class.

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 4:
Elements of a Business Plan**

Description:

1. How to build a business plan
2. Examples of Business Plan Content
3. Resources to do background research
4. What needs to be included
5. What doesn't

Assignments Due: Deliver a drafted, written pitch in the format discussed in class. This will become the basis for your final elevator pitch. Please submit on Canvas and bring 2 hard copies to class.

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 5:
Entrepreneurial Marketing - 1

Description:

1. Positioning
2. Branding
3. Public Relations Strategy
 - a. Where to spend your time/what to focus on
 - b. Responding to Media Inquiries
 - c. Interview Guidelines
 - d. Do's and Dont's of PR
4. Social Media Strategy
 - a. Channels

Required Reading:

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

Assignments Due: Create an outline of your business plan for your idea including a summary of your overall business concept. This should include supporting data for your overall market and projected customer segments, and your basic Y1 gross revenue estimates. Greater details on what is expected from this assignment will be covered in class.

Please submit on Canvas and bring 2 hard copies to class.

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 6:
Entrepreneurial Marketing - 2

Description:

1. Google Analytics
2. CRM Systems and Strategy
3. Marketing Automation
4. Content Marketing
5. Social Media 2
 - a. Content
 - b. Crisis – Case Study

Required Reading:

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

Assignments Due: Please create a positioning pyramid for your business idea, based on the template provided in class. You should include a final name for your business. The name must be original, and not represent an existing business. It must have a valid available web domain. Both assignments can be submitted together in one document as a Powerpoint, Word Doc or PDF.

Please submit on Canvas and bring 2 hard copies to class.

Learning Objectives:

1. Gain an understanding of how to use and leverage Google Analytics to evaluate and make marketing decisions
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 7:

Entrepreneurial Finance Basics

Description:

1. Equity Structuring
2. When to seek outside help
3. Common pitfalls
4. 13 Week Cash Management
5. Longer-term Budgeting
6. Basic Valuation

Required Reading:

1. Disciplined Entrepreneurship – Step 17 & Step 19 (Pages 182-193 & 203-217)
2. The Lean Startup – Pages 81-84

Assignments Due: Fully developed Go To Market strategy including paid, earned and owned elements of marketing discussed in class. Assignment can be submitted in PowerPoint, Word or PDF format.

Please submit on Canvas and bring 2 hard copies to class.

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
4. Develop basic budgeting skills

5. Develop understanding of basic valuation of a business

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: Create a draft of a 13 Week Operating Budget using the format provided in class.

Please submit on Canvas and bring 2 hard copies to class.

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: Draft letter for email/mailed inquiries to investors. The letter should follow guidelines discussed in class. Additional assignment includes a list of 3-5 potential actual investors based on research, and a short 2-3 sentence summary on each and why they are a potential resource for your business. Both assignments can be turned in together as a word or PDF document.

Please submit on Canvas and bring 2 hard copies to class.

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 any potential IP in your business idea. Create a 1-2 page summary that includes any potential challengers in the market, any legal issues you have to explore and a list of any questions you would ask an attorney on your first meeting. Details on this assignment will be provided in class. Please submit in word or PDF format.

Please submit on Canvas and bring 2 hard copies to class.

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:
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: Submit a 90 second amateur video of your pitch via Canvas and email to Jessica.deckinger@tufts.edu prior to class.

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 12:

Final Pitches – Practice Session

Description:

1. Each student's video and 5 minute summary presentation will be reviewed in class. Class and instructor will give feedback to each student.

Required Reading: None

Assignments Due: Reviewing Pitch Videos & Business Plan Drafts In Class. Each student should come with a short 5 minute PowerPoint with key elements of their business idea to present to class.

Please submit on Canvas and bring 2 hard copies to class.

Week 13:

Final Pitches - 2

Description:

1. Each student will pitch their idea for 90 Seconds + 5 minutes of questions from class + receive feedback from class and instructors

Required Reading: None

Assignments Due: Presenting final live 90 second pitches