

## Planning the Business

[01] 8:30AM Wed, Sep 8, Hawes Hall 101

[02] 10:05AM Wed, Sep 8, Hawes Hall 101

### TOPIC

Z Corporation

The founders of Z Corporation (Z Corp), Marina Hatsopoulos and Walter Bornhorst have picked Tom Clay to run their fledgling company. In April 1998, Clay starts to expand the sales effort behind the company's new Z402 System, a 3D printer used for rapid prototype fabrication.

### MATERIALS



Z Corporation (801210)

*EC Weeks 1 & 2 Packet*



"Define the Battle: Positioning." Chapter 6 from **Crossing the Chasm**, by Geoffrey A. Moore.

This is from the re-written version of Moore "classic," **Crossing the Chasm**. Please read pages 152 - 156. Moore's terminology is still (after more than ten years) the lingua franca of new product marketing.

*EC Weeks 1 & 2 Packet*



[See Z Corp and its Z402 System in action!](#)

(Available after class)

### ASSIGNMENT

1. Who are Z Corp's customers and why will they buy from Z Corp?
2. Create a sales pitch for the Z402 System that passes Moore's "elevator test." Who is the target customer for your pitch? How does the Z Corp offering compare to the offering that your target customer is most likely to consider?
3. How big is the Z Corp opportunity? Prepare two different sales plans for Z Corp with three-year unit and dollar projections.
4. What are the top three requirements for achieving each sales plan? What are the odds of achieving each plan?
5. Which sales channel would you adopt to implement your sales plan?

[01] 8:30AM Mon, Sep 13, Hawes Hall 101


[02] 10:05AM Mon, Sep 13, Hawes Hall 101

## TOPIC


Surface Logix

Carmichael Roberts is in the midst of extracting a business from a Harvard laboratory. He has spent several years getting to know the lay of the land. His next steps are to pick his initial customers and raise the money he needs to build the business of his dreams.

## MATERIALS

 Surface Logix (802050)

*EC Weeks 1 & 2 Packet*

 "Crossing the Chasm---And Beyond." Chapter 2 from **Inside the Tornado**, by Geoffrey A. Moore.

This reprint acts as a summary of the customer adoption model described in Moore's first book, **Crossing the Chasm**. Please read pages 13 - 26. I recommend, but do not require, reading the original book in its entirety. Nearly everyone I know has benefited from doing so. If you chose to do so, you should read pages ix-63 by Monday, September 20 and pages 63-211 by Monday, September 27.

*EC Weeks 1 & 2 Packet*

## ASSIGNMENT

1. Should Roberts pursue this novel food industry opportunity or stay focused on mainstream life sciences applications?
2. What are the key ingredients in building a successful business at Surface Logix?
3. What questions does Roberts need to have answered now? What does he need to do in order to get the answers? How long will it take him to get the answers?
4. What can Roberts do to increase the likelihood of capturing the opportunities that lay before him? What can Roberts do to decrease the likelihood or, at least, the consequences of any threats that lay before him?

[01] 8:30AM Tue, Sep 14, Hawes Hall 101

[02] 10:05AM Tue, Sep 14, Hawes Hall 101

## TOPIC

Millennial Net

MIT PhDs, Sokwoo Rhee and Sheng Liu, launched their company right as the venture world entered a "nuclear winter." Their wireless, mesh network technology raised the possibility of bringing the power of the Internet to the physical world, allowing "machine-to-machine" communication. The promise of this technology has attracted a multitude of venture-backed entries. So, even with money in the bank, CEO Andy May knew that it just wasn't clear what the risks and rewards of the venture were likely to be.

## MATERIALS



Millennial Net (N9-804-173)

*EC Weeks 1 & 2 Packet*



[The Self-Healing Minefield](#)

This is a DARPA ( Defence Advanced Research Projects Agency) document applying mesh network technology to create a minefield that "can repair itself" after being attacked.



Bill Hollister's Logic Chain(tm) User's Guide

This is a training manual prepared by the Strategy Development Group.

*Classroom*

## ASSIGNMENT

1. Which market(s) should Millennial Net attack?
2. Create a sales pitch for the Millennial Net offering that passes Moore's "elevator test" for your target market. Who is the target customer for your pitch?
3. Build a three level (i.e., three So Whats?) Logic Chain(tm) to support this pitch for each of the top three issues that you think a sales person will face in closing Millennial Net orders. (The Logic Chain structure links basic product features through specific functional advantages to calculated customer benefits by moving vertically up the Logic Chain. Address positive issues as well as negative issues in your Logic Chain(tm). What are the "proofs" you need to support the steps in your Logic Chain(tm)?
4. What should the company do about ZigBee?
5. What is the likely competitive landscape for this market by 2008? What can Andy May do to shape the evolution of this new market?

[01] 8:30AM Wed, Sep 15, Hawes Hall 101

[02] 10:05AM Wed, Sep 15, Hawes Hall 101


## TOPIC

Myteam.com

Myteam is running out of cash and out of time...as is founder Elliot Katzman's dream of creating something that is "indispensable in the daily lives of those involved in amateur sports."

## MATERIALS

 [EMarketing Course Project Description](#)

 Myteam.com (N4-503-026)  
*EC Weeks 1 & 2 Packet*

 [MyTeam Video Clip](#)

(Available after class)

 [EMarketing Sponsored Projects List](#)

Will be available after class on Wednesday, September 15.

Updated on Sunday, September 19.

 [EMarketing Project: Sponsor Evaluation](#)

 [EMarketing Project: Mentor Evaluation](#)

 [EMarketing Project: Student Self-Evaluation](#)

 [Student Non-Disclosure Agreement](#)

 [EMarketing Project Discussion Board](#)

This is available to you for finding either team members or projects.

 [EMarketing Students, Sections 1 & 2](#)

This listing of all EMarketing students may be used for identifying potential team members. A course project team may have members from either a single or both sections of EMarketing.

## ASSIGNMENT

1. What are the strengths and weaknesses of Myteam as a concept and Myteam as a business?
2. What drives the cash-flow economics of the Myteam concept?

Syllabus for Entrepreneurial Marketing: Learning  
from High-Potential Ventures

3. Who are Myteam's customers and why should they value Myteam relative to their alternatives? Who are Myteam's partners and why should they value Myteam relative to their alternatives?
4. What should Katzman do now?
5. If you had been running Myteam and could have done one thing differently, what would it be?

**End of Planning the Business**

**Building the Product & Building the Team - Tools & Techniques**

[01] 8:30AM Mon, Sep 20, Hawes Hall 101

[02] 10:05AM Mon, Sep 20, Hawes Hall 101

**TOPIC**


DiscoverWhy

Jack Maguire, the founder of DiscoverWhy, holds patents that appear fundamental to the evaluation of customer response, particularly over the Internet. Having just barely survived the collapse of the Internet bubble and the post-9/11 evaporation of advertising spending, he has picked Dave Driscoll to restart the company.

**MATERIALS**

 DiscoverWhy (804087)

*EC Weeks 3 on Packet*

 Questionnaire Design and Development (590015)

Please read pages 1-6.

*EC Weeks 3 on Packet*

 Geoffrey Moore's **Crossing the Chasm** (ISBN 0-06-662002-3)

For those that chose to do so, please read pages 63-221.

*Spangler distribution*

 [MSNBC -- Bush & Gore 2000](#)

 [Dole Testimonial](#)

**ASSIGNMENT**

1. Given what has been learned in the initial thrust of the product, who are DiscoverWhy's customers and why will they buy from DiscoverWhy? How big is the DiscoverWhy opportunity?
2. Build a three level (i.e., three So Whats?) Logic Chain(tm) to support this pitch for each of the top three issues that you think Driscoll will face in closing DiscoverWhy target customers. What are the "proofs" you need to support the steps in your Logic Chain(tm)? What is your target customer's alternative?
3. Which objections should Driscoll anticipate for this new company and new product?
4. How do target customer selection and product application selection relate to Moore's model of adoption?

[01] 8:30AM Tue, Sep 21, Hawes Hall 101


[02] 10:05AM Tue, Sep 21, Hawes Hall 101

## TOPIC

Entropia (A)

Computers, computers everywhere and not a one in use. John Wark sees that PC grid computing offers the potential to use the "wasted cycles" across an organization to attack previously unthinkable, computation problems. The technology has been established in life sciences. Now, he wants to find out the potential in financial services. He just has to figure out who to target, what to offer and how to get to them.

## MATERIALS

 Entropia (A) (802227)

*EC Weeks 3 on Packet*

 CQM's Concept Engineering Manual

Please read pages 1-32.

*Spangler distribution*

 [See CQM's products and services \(Optional\)](#)

## ASSIGNMENT

1. Who is the "perfect customer" for Entropia's offering?
2. What are the customer's alternatives? And, why should the customer adopt Entropia's solution? Who are Entropia's competitors likely to be and how should Entropia prepare to counter their offerings?
3. What are the steps in the process that Wark used to evaluate Entropia's options?
4. What are the strengths and weaknesses of the process that Wark has used to evaluate Entropia's options?

[01] 8:30AM Wed, Sep 22, Hawes Hall 101


[02] 10:05AM Wed, Sep 22, Hawes Hall 101

## TOPIC

MarketSoft

Greg Erman and Nancy Benovich-Gilby have launched a new company to attack an old problem, directing salespeople to the "hottest" prospects before they "go cold." They have assembled a team rapidly and have used a precise process for developing their first product, eLeads. Now, it is time to debut.

## MATERIALS

 MarketSoft (800069)  
*EC Weeks 3 on Packet*

 **CQM's Language Processing Manual**

You should read pages 1-28. You will be constructing your own LP Diagram using customer interview data in the two-day Juice Guys class next week.

*Spangler distribution*

 Red Auerbach on Management (HBR 87201)

This is for your reference only.

*EC Weeks 3 on Packet*

 Seeing What's on Red Auerbach's Mind (804160)

This is for your reference only.

*EC Weeks 3 on Packet*

 [The Auerbach LP](#)

This is for your reference only.

 [See MarketSoft's products and services. \(Optional\)](#)

## ASSIGNMENT

1. How have Erman and Benovich-Gilby created value to date?
2. What does Exhibit 6 say about the needs of MarketSoft's customers?
3. Why has Benovich-Gilby chosen to interview this number of customers? What would John Hauser say about the sample? What would Jack Maguire say about the sample?
4. What are the top three strengths and the top three weaknesses of MarketSoft's product development process?

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from High-Potential Ventures

5. What would you do to exploit the strengths and contain the weaknesses of MarketSoft's product development process?

[01] 8:30AM Mon, Sep 27, Hawes Hall 101

[02] 10:05AM Mon, Sep 27, Hawes Hall 101

## TOPIC

Juice Guys (A)

This is **Day 1** of a two-day exercise that simulates the customer interviewing process used by Sharon Fox and Cindy Rushmore (MBAs 99) in their study of the smoothie market for Juice Guys, a Nantucket Nectars venture. Their Juice Guys field study report has been "broken" into two, creating Juice Guys(A) and Juice Guys(B). Juice Guys(A) describes the process that the team used and contains the "raw" data that they used to draw their conclusions. Juice Guys(B) contains their analysis and actions. Juice Guys(B) will be distributed in class on Day 2.

## MATERIALS

 Juice Guys (A) (800122)

*EC Weeks 3 on Packet*

 CQM's **Language Processing Manual**

Please bring this manual to class which will be held in the Williams Room at the Spangler Center.

 CQM's **Concept Engineering Manual**

Please bring this manual to class which will be held in the Williams Room at the Spangler Center.

## ASSIGNMENT

### DAY 1

On Day 1, you will interview a potential Juice Guys' customer (a classmate) and begin to analyze that interview along with the others shown in Juice Guys(A), Exhibit 5. You will complete a simplified LP on Day 2. This is an exercise where **form matters (e.g., color coding, process steps, clear language, etc.)** as it simplifies your task and increases the likelihood of staying focused on understanding the customer. ?

**For Day 1,**

- 1. Read Juice Guys(A), including the interviews, and review the Concept Engineering Manual pp. 1-32, as well as the LP Manual pp. 29-42.**
- 2. From the point-of-view of a customer, prepare your own answer to the following question, "What is the Ultimate Juice Shop?" Form the answer as a ten-or-so word, complete sentence. Write it down and bring it to class.**
- 3. Select 10 quotes from the interviews that are particularly important to you for understanding the point of view of the customer. Number each quotes in your hard-copy case and transcribe each quote onto a separate 3"x5" Post-it using thin-tip black ink using the customer's own words as closely as possible. Record your number for each quote on the upper right hand corner of the Post-it in very small print. Bring your Post-it notes and hard-copy case to class.**
- 4. Organize yourselves into teams of 4 to 5 before coming to the Williams Room at Spangler. You will be working as a team around the tables that have been set-up in the Williams Room.**

**Day 1 In-Class in Williams Room at Spangler**

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- Introduction ??? 5 min.
- The Concept & Customer ??? 10 min.
- The Questions & Asking the Questions ??? 10 min.
- The Interview ??? 15 min
- Pick one team member as the "customer," take turns asking questions from the interview guide, but pursuing "stepping-stone" questioning as a follow-on to the customer's response. Everyone takes their own interview notes using the blank interview guides unless they are asking questions.
- Starting the LP, Selecting Quotes and Agreeing on the Team's Top 25 ??? 35 min.
- Wrap-Up ??? 5 min

### Day 1 Out-of-Class in the Williams Room with Consulting Help Available

Lassiter will be available to help in Williams Room from 5pm through 6pm. You can have access to the Williams Room to use the tables and materials until 12 midnight.

If you have not done so, each team member "transcribes" their most meaningful 10 quotes from Juice Guys (A), Exhibit 5, and the Interview onto yellow 3x5 Post-it labels using a thin-tip black pin. If you are "interpreting" a customer quote, write it out first on "scrap" paper to avoid running out of post-it notes. **You should record the physical location of the interview note from which the "transcription" has taken place in very small print on the upper left hand corner of the post-it note.**

The team then completes the MPM process, reducing down to the team's "top 20 black level" labels. This step in the process insures that the team has a common understanding of what is really important to the customer.

The team then groups these "top 20 black level" labels by "image" into **groups of no more than three labels**. It is okay if every label does not get grouped. These singles are called "lone wolves" and often contain key observations. ("Grouping" is the part where skill built from practice creates insight, enabling a team to go beyond "hearing" what was said to "hearing" what the customer did not say.) The team then needs to agree to the wording of the "red level" labels using scrap paper and then transcribing that wording onto 3x5 yellow Post-it labels using a thin-tip red pen for class the next day.

### DAY 2

For Day 2, read the LP Manual, pages 42-60. In class, the team will further "distill" the interview to separate the "vital few" from the "useful many." Finally, the team will plan the "move to action." **Your team must come to class with the top 20 black labels "distilled" to red label groups and/or lone wolves.**

### Day 2 In-Class in Williams Room at Spangler.

- Introduction ??? 5 min.
- Construct a Simplified LP ??? 55 min.
- Discussion of the Class LP's ??? 10 min.
- Review of Juice Guys (B) ??? 5 min.
- Lessons Learned from the Interview & LP Process ??? 35 min.

[01] 8:30AM Tue, Sep 28, Hawes Hall 101


[02] 10:05AM Tue, Sep 28, Hawes Hall 101

## TOPIC

Juice Guys (B)

This is **Day 2** of a two-day exercise that simulates the customer interviewing process used by Sharon Fox and Cindy Rushmore (MBAs 99) in their study of the smoothie market for Juice Guys, a Nantucket Nectars venture. Their Juice Guys field study report has been "broken" into two, creating Juice Guys(A) and Juice Guys(B). Juice Guys(A) describes the process that the team used and contains the "raw" data that they used to draw their conclusions. Juice Guys(B) contains their analysis and actions. Juice Guys(B) will be distributed in class on Day 2.

## MATERIALS

 Juice Guys(B) (9-800-123)

Will Be Handed Out in Class

 CQM's **Language Processing Manual**

Please bring this manual to class which will be held in the Williams Room at the Spangler Center.

 CQM's **Concept Engineering Manual**

Please bring this manual to class which will be held in the Williams Room at the Spangler Center.

 [Monet - Immitates, Masters and ..then Innovates](#)

Monet changed his style of painting several times over his career, motivated at times out of boredom, desire for improvement and physical necessity. One of Monets more remarkable periods of change took place when he decided to let classical Japanese painting techniques influence his style. He repetitively copied numerous works by early Japanese masters, then modified his technique gradually over many attempts until he ultimately revolutionized his own style, producing his elegant series, Water Lilies. But note that Monet copied, mastered and then innovated. If one masters and then innovates, one knows what is left behind and decides what must be carried forward.

## ASSIGNMENT

See previous day's assignment.

[01] 8:30AM Mon, Oct 4, Hawes Hall 101

[02] 10:05AM Mon, Oct 4, Hawes Hall 101

## TOPIC

WebSpective

Swapnil Shah has brought a new CEO, Glenn House, into his company. House has joined the company only to discover that no one wants to buy their products. He has reacted by asking the founding team lead by Shah to visit customers and to build a technology/ product roadmap that reconciles what the customer wants with what the company can do. But even after doing all this work, there is still one big problem. No one wants to buy their products.

## MATERIALS

 WebSpective Software, Inc. (A) (800136)

*EC Weeks 3 on Packet*

 CQM's **Concept Engineering Manual**

Please read pages 32 through 70.

 [The Inside the Tornado LP](#)

This is for your reference only.

## ASSIGNMENT

1. When House joins the company, why aren't the company's products selling? How has the founding team gotten into this position?
2. What are the key steps in the time line of the process that House follows? How does this compare to the steps that Erman and Benovich-Gilby follow at MarketSoft?
3. What are the strengths and weaknesses of the new development/planning process House has introduced into WebSpective?
4. How do Exhibits 7, 8 and 9 fit together?
5. At the end of the case, why aren't the company's products selling? What should House and Shah do about it?

[01] 8:30AM Tue, Oct 5, Hawes Hall 101


[02] 10:05AM Tue, Oct 5, Hawes Hall 101


## TOPIC

Boston Beer: A Light Decision

The Boston Beer Company (NASDAQ-SAM) had grown and prospered following the vision of its founder, Jim Koch. Koch has attracted a talented management team, built a powerful brand and won an ardent following. Unfortunately, a brilliant past does not guarantee a brilliant future. A HBS Field Study team has gotten the assignment to look at Boston Beer's alternatives in the light beer market.

## MATERIALS

 Boston Beer Company: Light Beer Decision (899058)  
*EC Weeks 3 on Packet*

 The ZMET Research Process (2-599-056)  
*EC Weeks 3 on Packet*

 [See Boston Beer Company's products and organization. \(Optional\)](#)

 [Boston Beer: A Light Decision](#)

## ASSIGNMENT

Course Project Assignment

Initial Project Plan - Team Formation/ Project Selection/Timeline

Every team leader should submit a 2 page Project Review by e-mail to me as a Word or PowerPoint attachment (named by the team leader's last name) covering the items shown in the Course Project Description by Tuesday, October 5 at 5 pm and with the team members and sponsor copied on the email. The Course Project Description is available on the Course Platform at MyTeam on September 15 and at the Final Lecture on December 7.

Boston Beer Assignment:

1. As a member of the HBS team, what are your specific recommendations?

If you think the light beer business should be pursued, please make a specific recommendation for items such as the brand name, the label, the bottle color/size, taste characteristics, channel introduction plans, etc.

If you think the light beer business should not be pursued, please make a specific recommendation of similar detail.

2. What is the contribution of each form of marketing data-- taste tests, ZMETs, consumption data, economic analyses,

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management interviews etc.-- to your recommendation?

3. Who from Boston Beer management has to do what in order to implement your recommendations?

4. What are the steps that can be taken to mitigate the risks of your recommendation?

5. Rhonda Kallman left Boston Beer and launched her own light beer entry in fall of 2001, named Edison Light. Jim Koch and Martin Roper subsequently launched a new light beer entry in the spring of 2002, named Sam Adams Light. What does this tell us?

**End of Building the Product & Building the Team - Tools & Techniques**

**Customer Adoption & Company Adaptation - People & Partners**

[01] 8:30AM Tue, Oct 12, Hawes Hall 101

[02] 10:05AM Tue, Oct 12, Hawes Hall 101

**TOPIC**

Helicos BioSciences

Stan Lapidus, President and CEO of Helicos BioSciences Corporation, couldn't help but smile as he looked around the table. Joining him at the board meeting were representatives from fivecount 'em, fiveventure capital firms. He wondered if they really thought the success of a venture was pre-determined by its genes.....

**MATERIALS**

 Helicos BioSciences (N1-805-029)

*Spangler distribution*

**ASSIGNMENT**

1. On balance, was it a good idea or a bad idea to get five VCs involved in this deal?
2. Who has created the value in Helicos at the point when the case ends? Identify the primary source of their value and allocate the percentage of the value created to each of the following parties:
  - Flagship (Noubar Afeyan and Samir Kaul)
  - Stephen Quake
  - Stan Lapidus
  - The other VCs involved (as a group)
  - The SAB
3. Assess the Flagship team's efforts to assemble the parties in the Helicos deal. Why has Flagship approached this venture this way? Are there areas where they should have done more or less? How do these relate to customer adoption?
4. Compare the early startup process at Helicos with the process at Surface Logix. How are these processes the same and different? What are the effects of these differences?
5. In your opinion, what is the biggest challenge facing Lapidus going forward?

[01] 8:30AM Wed, Oct 13, Hawes Hall 101

[02] 10:05AM Wed, Oct 13, Hawes Hall 101

## TOPIC

Bluefin Robotics

Jim Bellingham, the founder of Bluefin Robotics and Frank van Mierlo, its CEO, have been on a ten-year trek to introduce the new technology of robotics to ocean sciences. They have transitioned from the lab to the field, producing real vehicles that can stand the rigors of deep ocean operation. Yet somehow, the company seems stalled, hampered by its past commitments and unsure of its future direction.

## MATERIALS

 Bluefin Robotics (802005)

*EC Weeks 3 on Packet*

 Geoffrey Moore's **Inside the Tornado** (ISBN 0-88730-824-4)

Please read Chapters 3 and 7.

 [Bluefin AUV in Labrador Sea](#)

## ASSIGNMENT

1. Who is Bluefin's customer? What are they buying from Bluefin?
2. What is customer adoption likely to be like for AUVs? What is the role of "a partner" in this type of market?
3. In spite of their commitments to Thales, Bluefin is pressing ahead with other markets and customers. Why? In developing this market, what other options does Bluefin have?

[01] 8:30AM Mon, Oct 18, Hawes Hall 101


[02] 10:05AM Mon, Oct 18, Hawes Hall 101

## TOPIC

Sycamore Networks

This case describes the events at Sycamore Networks from its founding through June 2000. Founders Desh Deshpande and Dan Smith are doing Sycamore as a "different kind" of start-up. Maybe, it is not start-up at all.

## MATERIALS

 Sycamore Networks (9-801-706)  
*EC Weeks 3 on Packet*

 Geoffrey Moore's **Inside the Tornado** (ISBN 0-088730-824-4)  
Please read Chapter 4 which itself is named Inside the Tornado, pages 63-100.

 [Visit Sycamore Networks \(Optional\)](#)

 [Sycamore: Daniel Smith](#)

## ASSIGNMENT

1. Who are Sycamore's customers and why will they buy from Sycamore? How big is the Sycamore opportunity? Who are Sycamore's competitors?
2. How does Sycamore break into accounts? Flowchart the sales process at FiberWest. What are the key ingredients to completing each step in this process for the FiberWest sale? What is the most crucial part of the process?

A common vocabulary for describing the sales and marketing process uses the stages:

- a. Lead Generation (Who should buy from us?)
- b. Qualify( Why should they buy and why should they not buy?)
- c. Relate (How do we build their trust in us?)
- d. Discovery (What problem/opportunity do they suffer/seek?)
- e. Advocate (How do we present our solution such that it meets their needs and overcomes their objections?)
- f. Support (How do we help them sell to their internal audience?)
- g. Close (How do we get them to actually place the order and commit the resources for successful implementation?)

## Syllabus for Entrepreneurial Marketing: Learning from High-Potential Ventures

h. Rollout (How do we help them implement?)

i. Reorder (How do we capture the total opportunity open to us?)

3. How does the initial account selection effect characteristics of the product, the marketing program and the rest of the company?

4. What are the top three sales and marketing challenges that Sycamore will face? How would you respond to those challenges?

[01] 8:30AM Tue, Oct 19, Hawes Hall 101


[02] 10:05AM Tue, Oct 19, Hawes Hall 101

**TOPIC**

StorageNetworks

Peter Bell and the StorageNetworks concept have gone further, faster than nearly any company in history. Yet, it seems to have become "unwired" just when victory is in sight. Surely a company with more than 200 engineers, \$200 million in cash, and some of the best backers in the venture world can capture opportunity.

**MATERIALS**

 StorageNetworks: Restarting a Public Company (803198)  
*EC Weeks 3 on Packet*

**ASSIGNMENT**

1. Why has StorageNetwork's business model evolved as it has?
2. What are the key issues confronting Peter Bell and Paul Flanagan as STORos is launched into the market?
3. Who are StorageNetworks stockholders and what are their motivations?
4. What are the minimum criteria that Bell and Flanagan should set for continuing to pursue the opportunity rather than dissolving the company?
5. What are the challenges in "restarting" a public company?

[01] 8:30AM Wed, Oct 20, Hawes Hall 101

[02] 10:05AM Wed, Oct 20, Hawes Hall 101

## TOPIC

OfficeTiger

Randy Altschuler and Joseph Sigelman, the co-CEOs of OfficeTiger, made the final changes on their presentation for their fourth quarter 2003 board meeting the next day and sat back to discuss the meeting. At the top of the presentation would be a discussion of new investors who had the potential to finance acquisitions for OfficeTiger. Altschuler and Sigelman knew that the whole outsourcing bubble would burst someday...

## MATERIALS

 OfficeTiger (804109)

*EC Weeks 3 on Packet*

 [BBC World Asia Business Report](#)

## ASSIGNMENT

1. What has made OfficeTiger successful to date?
2. Should role should merger activity play in OfficeTiger's plans?
3. How can they best exploit or, in some cases, survive, the coming changes in the outsourcing business?
4. What should Altschuler and Sigelman do?
5. How do the situations at StorageNetworks and OfficeTiger compare and contrast?
5. What are the key challenges an entrepreneur faces in entering an evolving market?

[01] 8:30AM Mon, Oct 25, Hawes Hall 101


[02] 10:05AM Mon, Oct 25, Hawes Hall 101

## TOPIC

Orange Imagineering

Rich Miner is trying to lead Orange down a new path. As a proven entrepreneur, Miner has been successful in the start-up world. Now following the acquisition of his start-up, he has established a corporate R&D/ venture operation in America to serve as the "eyes and ears" for his European parent company, Orange Telecom. He has resources that he has never imagined. But now, he has moved into an established firm, that at times appears to be "a world unto itself."

## MATERIALS

 Orangelmagineering (N9-804-001)  
*EC Weeks 3 on Packet*

 [Orange Imagineering: Culture](#)

 [Orange Imagineering: Products](#)

## ASSIGNMENT

1. What should Miner do next to integrate his unit into the Orange Empire?
2. What are the forces that are driving the world of Orange? What effects do they have on the firm and its managers?
3. What does Miner have to do to within Orange Imagineering in order to adapt it to the world of Orange?
4. What are the key challenges Miner faces as entrepreneur within an established company? What should he do to manage them? What can he do to manage them?

[01] 8:30AM Tue, Oct 26, Hawes Hall 101


[02] 10:05AM Tue, Oct 26, Hawes Hall 101

## TOPIC

Relay Healthcare

As of the spring of 2004, RelayHealth had signed contracts with five health plans and 15 physician groups. Nonetheless, Gio Colella, RelayHealth's CEO, knew that the firm faced significant challenges in convincing doctors and patients to change their behavior and communicate on-line. He struggled with the timing and sequencing of a marketing strategy that targeted three categories of customers: patients, doctors, and health plans. At times, changing their collective behavior seemed like shoveling sand in the desert...

## MATERIALS

 RelayHealth (805021)

*EC Weeks 3 on Packet*

## ASSIGNMENT

1. Why have venture capitalists been willing to invest so much in the RelayHealth?
2. What has driven customer adoption in the past for RelayHealth? What is likely to drive customer adoption in the future?
3. Who has the most to gain and the most to lose if RelayHealth is successful?
4. What can Gio Colella do to "drive adoption?"
5. What are the key challenges an entrepreneur faces in entering an established market?

**End of Customer Adoption & Company Adaptation - People & Partners**

## Applying the Tools & the Thinking

[01] 8:30AM Mon, Nov 8, Hawes Hall 101


[02] 10:05AM Mon, Nov 8, Hawes Hall 101


### TOPIC


Steinway & Sons (A) & (B)

In the Steinway (A) case, Dana Messina and Kyle Kirkland, two young entrepreneurs/investment bankers, have recently purchased the 140-year old piano manufacturer Steinway & Sons. The company produces some of the finest products in the world in the mature and shrinking piano industry. Moving forward, the two owners must decide what actions to take and what roles to play in this well-established company. In particular, they need to decide how they should work with Steinway's president, Bruce Stevens.

### MATERIALS

 Steinway & Sons: Buying a Legend (A) (500028)  
*EC Weeks 3 on Packet*

 Steinway & Sons: Buying a Legend (B) (500045)  
*Classroom*

 Geoffrey Moore's **Inside the Tornado** (ISBN 0-88730-824-4)  
Please read Chapter 5 , On Main Street, pages 101 - 130.

 [See Steinway & Sons, the piano company. \(Optional\)](#)

 [See Steinway Musical Instruments, the holding company. \(Optional\)](#)

 [Yamaha v. Steinway](#)

Available after class

### ASSIGNMENT

1. What rationale could Messina and Kirkland have for buying this company? What entrepreneurial opportunities exist within this industry? Within this company?
2. What value do Messina and Kirkland bring to Steinway & Sons?
3. What is Steinway & Sons single biggest strength? How can it best be leveraged? What is Steinway & Sons single biggest weakness? How can it be minimized or eliminated?

## Syllabus for Entrepreneurial Marketing: Learning from High-Potential Ventures

4. How do you see Messina and Kirkland interacting with Steinway's existing management, Bruce Stevens and Frank Mazurco? What tensions might arise? How should they be managed?
  
5. What actions did Stevens take to turn around Steinway when he took over operating responsibility in 1985? What actions should Messina and Kirkland take with the company now? In the near term? In the long term?
  
6. As outlined in the Steinway (B) case, fourteen months after taking control of the company, Messina and Kirkland take Steinway public with an IPO that raises \$63 million. Why do they do this? How does this change the game they are playing?

[01] 8:30AM Tue, Nov 9, Hawes Hall 101

[02] 10:05AM Tue, Nov 9, Hawes Hall 101

## TOPIC

Entrepreneurial Marketing: Learning from High-Potential Ventures

## MATERIALS



Entrepreneurial Marketing: Learning from High-Potential Ventures (803036)

*Classroom*



Teradyne, Inc.: Nothing Ventured, Nothing Gained (898190)

This is an optional reading, referred to in the note, "Entrepreneurial Marketing: Learning from High-Potential Ventures."

*EC Weeks 3 on Packet*



[EMarketing Course Project Description](#)

Your 2nd EMarketing Project Update is due Tuesday, November 9 by 5p. A suggested format is shown in the EMarketing Course Project Description.

## ASSIGNMENT

1. Read the course note, Entrepreneurial Marketing: Learning from High-Potential Ventures (9-803-036).
2. Which tools are straight-forward to apply in your course project? Which tools are difficult to apply in your course project? Why?
3. What are strengths and weakness of the process outlined in Figure 8?
4. Where and when is the process most and least applicable in your mind?
5. What process will use in your project?
6. Think about your cases and complete the case evaluation poll to help yourself "lock-in" the learning.

## End of Applying the Tools & the Thinking

## Capturing the Learning


[01] 8:30AM Tue, Dec 7, Hawes Hall 101

[02] 10:05AM Tue, Dec 7, Hawes Hall 101

### TOPIC

Entrepreneurial Marketing Final Lecture

### MATERIALS

 [Entrepreneurial Marketing: Learning from High-Potential Ventures \(N9-803-036\)](#)  
*Classroom*

 [Entrepreneurial Marketing Final Lecture Slides](#)  
*Classroom*

 [The Brand Called You: Creating and Managing That Most Important of Brands \(Optional\)](#)

 [EMarketing Course Project Description](#)

 [EMarketing Project: Sponsor Evaluation](#)

 [EMarketing Project: Mentor Evaluation](#)

 [EMarketing Project: Student Self-Evaluation](#)

 [POLL: EMKT - Fall 2004: Case Evaluations Poll](#)

Please evaluate the cases & readings used this term.

POLL opens on December 1st & **CLOSES** noon, Tuesday, December 7th.

### ASSIGNMENT

1. Review the course and the course note, "Entrepreneurial Marketing: Learning from High-Potential Ventures." What did you learn? What do you still need to learn?
2. Think about your cases (listed in Appendix 1 of the course note) and ask yourself what was the key thing you learned in each case. Please complete the Course Evaluation Poll.
3. There is a purely optional reading about managing your own career, "The Brand Called You." Read it sometime when you are in the mood.
4. Your Final Project Report is due in Rock Center 319 on Friday, December 10 by 5 p. Please deliver one hard-copy and one electronic copy, including each team member's own Self-Evaluation and your Sponsor/Mentor Evaluation. Sign-off the delivery of your hard-copy with Theresa Gaignard. Have a great holiday break!

**End of Capturing the Learning**