



## IB/ET 361 BUSINESS MODELING & PLANNING

IES Abroad Milan

### DESCRIPTION:

How to create a new business from scratch? What are the steps to create a profitable company? How can we design products and service that fit customers' needs? Which tools and methodologies should we adopt to plan our activities and organize our resources? How do we effectively present a business idea to venture capitalists and investors?

The course aims to answer these and similar questions and to challenge students with the difficult task of creating a plan for a new venture – filling the gap between theory and practice.

Students will learn through applying theoretical frameworks to case histories, talking with start uppers and entrepreneurs during field studies and business talks, testing themselves with assigned exercises, and working in teams during workshops.

By the end of the course, students will be able to write an entire business plan and launch a new venture: for their final project, they will create an entire business plan and present it during a pitching session.

The course has the following objectives:

- To reinforce creative and managerial skills in would-be entrepreneurs, managers, business consultants;
- To provide tools and methods for conceiving, leading, and managing new ventures;
- To enable students to understand and act in the startup environment by meeting start uppers, incubators, and investors.

**CREDITS:** 3

**CONTACT HOURS:** 45

**LANGUAGE OF INSTRUCTION:** English

### PREREQUISITES:

Background in business-related fields (finance, financial accounting, entrepreneurship, marketing, economics, etc.) is helpful, but not required

### METHOD OF PRESENTATION:

Case studies, Workshop & Teamwork

### REQUIRED WORK AND FORM OF ASSESSMENT:

- Course Participation – 15%
- Midterm Exam – 25%
- Individual Assignment – 20%
- Final Project (Teamwork) – 40%

### Course Participation

Class attendance and participation in discussions are essential to profit from this course. Readings are mandatory and are the object of the midterm and final project.

<b>A</b>	<b>Excellent Participation</b> The student's contributions reflect an active reading of the assigned bibliography. Skillfully synthesizes the main ideas of the readings and raises questions about the applications and implications of the material. Demonstrates, through questions and comments, that they have been capable of relating the main ideas in the readings to the other information discussed in the course, and with their own life experience.
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	The student makes informed judgments about the readings and other ideas discussed in class, providing evidence and reasons. They respectfully state their reactions about other classmates' opinions, and are capable of contributing to the inquiry spiral with other questions. The student gets fully involved in the completion of the class activities.
<b>B</b>	<b>Very Good Participation</b> The student's contributions show that the assigned materials are usually read. Most of the time the main ideas are identified, even though sometimes it seems that applications and implications of the information read were not properly reflected upon. The student is able to construct over others' contributions, but sometimes seems to interrupt the shared construction to go over tangents. They are respectful of others' ideas. Regularly involved in the activities but occasionally loses concentration or energy.
<b>C</b>	<b>Regular Participation</b> The participant evidences a regular reading of the bibliography, but in a superficial way. They try to construct over others' ideas, but commonly provides comments that indicate lack of preparation about the material. Frequently, contributions are shallow or unarticulated with the discussion in hand.
<b>D</b>	<b>Insufficient Participation</b> Consistently, the participant reads in a shallow way or does not read at all. Does not participate in an informed way, and shows lack of interest in constructing over others' ideas.

### Midterm Exam

The midterm exam is composed of a series of theoretical questions and exercises about Business Model Design, Customer Experience, and Marketing.

### Individual Assignment

Throughout the course, students will be asked to complete an individual assignment. The assignment consists into a presentation of an analysis and a design of new strategy for a business analyzed in class.

### Final Project (Teamwork)

The final project is developed in teams of 3 to 5 members and consists of the creation and presentation of a business plan based on a structured case history.

### LEARNING OUTCOMES:

By the end of this course, students will be able to:

- Evaluate and design new business models
- Budget costs
- Forecast sales
- Assess financial needs

### ATTENDANCE POLICY:

IES Abroad Milan Attendance Policy: Regular class attendance is mandatory. IES Abroad Milano allows a maximum of **THREE (3) excused absences per course before the final course grade is penalized**. This margin is specifically intended to cover any absences arising from unavoidable and unexpected events or emergencies related to health, family, and religion. Each absence beyond the three excused ones will automatically result in a penalty of **2 points off (2/100)** the final grade. **SEVEN (7) absences per course will result in a failing grade (the three excused absences included)**.

Please note that this rule does **not** apply to exams: failure to attend your midterm and/or final exam will automatically result in an F grade on that exam. Absence on the date of other scheduled tests, presentations, or quizzes does not entitle a student to recover/reschedule such tests. If using absences for travel, students must be aware that they may find themselves in a situation in which they have no excusable absences left in case of illness.

**CONTENT:**

Week	Content	Assignments
<b>Week 1</b> Session 1	<b>Course Introduction</b> <ol style="list-style-type: none"> <li>1. Introduction of scope, methods, and type of work</li> <li>2. Professor's slide (L1 – Intro)</li> </ol>	<ul style="list-style-type: none"> <li>• Required Readings: <i>How to Design a Winning Business Model</i>, Ramos Casadeus, Masanell, Joan E. Ricart. HBR, January, February 2011</li> </ul>
Session 2	<b>Business Model Design 1</b> <ol style="list-style-type: none"> <li>1. How to create powerful business models</li> <li>2. Business Model Canvas</li> <li>3. Professor's slide (L2 – Business Model Design)</li> </ol>	<ul style="list-style-type: none"> <li>• Recommended Readings: <i>Business Model Generation</i>, Alexander Osterwalder, Yves Pigneur. John Wiley &amp; Sons Inc., 2010</li> </ul>
<b>Week 2</b> Session 1	<b>Business Model Design 2</b> <ol style="list-style-type: none"> <li>1. VML</li> <li>2. Exercises: application to an international case</li> </ol>	<ul style="list-style-type: none"> <li>• Required Readings: <i>How to Design a Winning Business Model</i>, Ramos Casadeus, Masanell, Joan E. Ricart. HBR, January, February 2011</li> </ul>
Session 2	<b>Business Model Design 3</b> <ol style="list-style-type: none"> <li>1. Presentation of groups' business models through business model canvas</li> </ol>	<ul style="list-style-type: none"> <li>• Required Readings: <i>How to Design a Winning Business Model</i>, Ramos Casadeus, Masanell, Joan E. Ricart. HBR, January, February 2011</li> </ul>
<b>Week 3</b> Session 1	<b>Customer Experience Design 1</b> <ol style="list-style-type: none"> <li>1. How to design innovative products and services               <ol style="list-style-type: none"> <li>a. Product &amp; Service Design</li> <li>b. Personas</li> <li>c. Customer Journey Map</li> </ol> </li> <li>2. Professor's Slide</li> </ol>	<ul style="list-style-type: none"> <li>• Required Readings: <i>How to Design a Winning Business Model</i>, Ramos Casadeus, Masanell, Joan E. Ricart. HBR, January, February 2011</li> </ul>
Session 2	<b>Customer Experience Design 2</b> <ol style="list-style-type: none"> <li>1. Design of a Customer Journey Map and Personas in teams</li> </ol>	<ul style="list-style-type: none"> <li>• Recommended Readings: <i>Business Model Generation</i>, Alexander Osterwalder, Yves Pigneur. John Wiley &amp; Sons Inc.,</li> </ul>
<b>Week 4</b> Session 1	<b>Marketing Strategy I</b> <ol style="list-style-type: none"> <li>1. Segmentation, Targeting, Positioning</li> <li>2. Strategic Plan</li> <li>3. Professor' Slide</li> </ol>	<ul style="list-style-type: none"> <li>• Recommended Readings: <i>Business Model Generation</i>, Alexander Osterwalder, Yves Pigneur. John Wiley &amp; Sons Inc.,</li> </ul>
Session 2	<b>Marketing Strategy II</b> <ol style="list-style-type: none"> <li>1. Marketing mix</li> <li>2. Media mix</li> </ol>	<ul style="list-style-type: none"> <li>• Study for Midterm Exam</li> </ul>
<b>Week 5</b> Session 1	<b>Marketing Strategy III</b> <ol style="list-style-type: none"> <li>1. Marketing plan goals</li> <li>2. Channels</li> <li>3. Budget</li> <li>4. Metrics</li> </ol>	<ul style="list-style-type: none"> <li>• Study for Midterm Exam</li> </ul>

Session 2	<b>Midterm Exam</b>	
<b>Week 6</b> Session 1	<b>Review of first half of the course</b> 1. Exercises in class 2. Discussion in class	<ul style="list-style-type: none"> <li>Required Readings: <i>How to Write a Great Business Plan</i>, William A. Sahlman. HBR, 1997</li> </ul>
Session 2	<b>Marketing Quantitative Marketing Plan</b> 1. Exercises in class	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The startup Owner's Manual. The Step-by-step Guide for Building a Great Company</i>, Steven Blank and Bob Dorf, K&amp;S Ranch Inc., 2012</li> </ul>
<b>Week 7</b> Session 1	<b>Business Planning: Forecasting Sales 1</b> 1. FdB 2. Sales forecast exercises	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The Definitive Business Plan. The fast track to intelligent business planning for executives and entrepreneurs</i>, Richard Stutely, FT – Pearsons</li> </ul>
Session 2	<b>Business Planning: Forecasting Sales 2</b> 1. Sales forecast exercises 2. Exercises in class	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The startup Owner's Manual. The Step-by-step Guide for Building a Great Company</i>, Steven Blank and Bob Dorf, K&amp;S Ranch Inc., 2012</li> </ul>
<b>Week 8</b> Session 1	<b>Business Planning Metrics</b> 1. Cost budgeting	<ul style="list-style-type: none"> <li>Required Readings: <i>How to Write a Great Business Plan</i>, William A. Sahlman. HBR, 1997</li> </ul>
Session 2	<b>Business Planning: Cost Budgeting</b> 1. Investments 2. Amortization, Depreciation	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The Definitive Business Plan. The fast track to intelligent business planning for executives and entrepreneurs</i>, Richard Stutely, FT – Pearsons</li> </ul>
<b>Week 9</b> Session 1	<b>Business Planning: Cost Budgeting</b> 1. Assessing Financial Need 2. Exercises in class	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The Definitive Business Plan. The fast track to intelligent business planning for executives and entrepreneurs</i>, Richard Stutely, FT – Pearsons</li> </ul>
Session 2	<b>Business Planning: Assessing Financial Need &amp; Evaluation of Companies 1</b> 1. Assessing Financial Need 2. Exercises in class	<ul style="list-style-type: none"> <li>Required Readings: <i>How to Write a Great Business Plan</i>, William A. Sahlman. HBR, 1997</li> </ul>
<b>Week 10</b> Session 1	<b>Business Planning: Assessing Financial Need &amp; Evaluation of Companies 2</b> 1. Evaluation of projects and companies 2. Exercises in class	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The Definitive Business Plan. The fast track to intelligent business planning for executives and entrepreneurs</i>, Richard Stutely, FT – Pearsons</li> </ul>

Session 2	<b>Business Planning: Assessing Financial Need &amp; Evaluation of Companies 3</b> <ol style="list-style-type: none"> <li>Evaluation of projects and companies</li> <li>Exercises in class</li> </ol>	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The startup Owner's Manual. The Step-by-step Guide for Building a Great Company</i>, Steven Blank and Bob Dorf, K&amp;S Ranch Inc., 2012</li> </ul>
<b>Week 11</b> Session 1	<b>Slide Deck Presentation 1</b> <ol style="list-style-type: none"> <li>Metrics and KPIs</li> <li>Exercises in class</li> </ol>	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The startup Owner's Manual. The Step-by-step Guide for Building a Great Company</i>, Steven Blank and Bob Dorf, K&amp;S Ranch Inc., 2012</li> </ul>
Session 2	<b>Slide Deck Presentation 2</b> <ol style="list-style-type: none"> <li>Presentation of a slide deck</li> </ol>	<ul style="list-style-type: none"> <li>Recommended Readings: <i>The startup Owner's Manual. The Step-by-step Guide for Building a Great Company</i>, Steven Blank and Bob Dorf, K&amp;S Ranch Inc., 2012</li> </ul>

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