

EIT ICT Labs Doctoral School

I&E Education Phase: Growth & Harvest Session

Welcome to the closing session of the I & E Education Program!

Teaching methods used in the **I&E education** combine theoretical teaching (traditional classroom sessions) with tacit and narrative learning (real life entrepreneurship case training and venture creation practice) in order to prepare the candidates for entrepreneurial careers in the local and global knowledge societies also outside the academia.

The intended learning outcomes of the whole I&E education – among others - are

- ability to link technical research with business opportunities, to transform research innovations into feasible business solutions
- ability to recognize innovation, entrepreneurship and business potential connected to their own discipline
- ability to market high-technology innovations and related understanding market dynamics
- the skills, knowledge and ability to start-up, establish, manage and successfully lead a knowledge intensive firm entrepreneurially and managerially
- ability to secure the financing of high-technology innovations at different stages of the venture or firm development.

Growth and Harvest (following the Business Modelling and Development component) is the closing step of the Business Competence Phase. The form is an intensive learning period in order to facilitate doctoral candidates' and staff mobility between the partners. This component will introduce doctoral candidates to **business growth and international growth -related management issues**. After completing the Growth and Harvest component, the doctoral candidate has an understanding of the market competition, networking knowledge and business, organizational and human management as well as financial issues of a growing business. Special attention is paid to analyzing actual on-going growth businesses in a certain geographical area(s) via discussing special case studies. Invited guests from local and/or international business community will also strengthen real-life attitude of the session.

During the Growth and Harvest component a special interest is focused on the **entrepreneurial leadership and management of growing businesses**. The contribution of growing firms to economic development and employment generation is also discussed. This final business competence component of the I&E programme will also examine the contribution of growth firms to the European economy and discuss the changing role and activities of the entrepreneur and the manager as the business grows.

The intended **learning outcomes** of the Growth and Harvest component include the following:

- ability to exploit the growth potential of their research based venture
- ability to lead a growing firm entrepreneurially and managerially and manage the value of a company in the markets
- ability to understand the roles of an entrepreneur/ managers and differentiate the changing role and activities of the entrepreneur/ manager as the business grows.
- effectively manage a research, development and innovation portfolio and maintain innovativeness in a growing firm
- master different growth and harvesting strategies, master business valuation and appraisal and different exit strategies
- ability to exploit the competition and networking knowledge in business
- ability to secure the finance in a growing company, also master the basic of risk management in an organisation
- ability to discuss and realize the contribution of growing firms to economic development and employment generation at local and European level.

Session Schedule

Updated 16th June, 2014

Date	16 th June, Monday (start at 9:30)	17 th June, Tuesday	18 th June, Wednesday	19 th June, Thursday	20 th June, Friday	Tasks for the 2 nd session
TOPIC	1. „The ICT Market: Global Trends”	2. „Startups: Business Models of the Growth Phase”	3. Lect.: Startups, Human Capital, Knowing Yourself	4. „Startups: Financing & Valuing The Company”	No class, individual work on tasks	Task a) Participation in discussions Task b) Written analysis of a business article Task c) A OnePager pitch document
9.00 – 10.30	(9:30 – 10.00) Kick-off meeting	Lecture time	Lecture time	Lecture time (invited lecturer Dr. Kia Golesorkhi)		
10.30-11.00	(10.00 – 11.00) The ICT Market	Coffee break	Coffee break	Coffee break		
	Coffee break	Hands-on practices	Hands-on practices	Hands-on practices		
11.00 – 12.00	Hands-on practices	Discussion: Case study / business article	Visiting: Mate Wohlmuth, SOPRESO Kft	Discussion: Case study / business article		
12.00 – 13.30	1. Exploring your ICT idea for a business. Explore global market data using databases.	2. Role of planning in the growth phase: update the Business Plan. Creating a “OnePager” document.	3. Discussion and practicing: Role of HR planning: self- testing; (re-) build your BP’s HR section	4. Exploring your financing ideas for the growth phase. Financial Planning. Corporate valuing. Plan exit strategy.		
	Lunch break		Lunch break	Lunch break		
14.00 – 15.30	Personal work & social events	CHANGE: Personal work & social events	Personal work & social events	Personal work & social events		

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Date	30 th June, Monday (start at 9:30)	1 st July, Tuesday	2 nd July, Wednesday	3 rd July, Thursday	4 th July, Friday	Outcomes of the 2 nd session
Time						
TOPIC	5. „Startups: „Go-to-Market and Pricing Techniques”	7. ”Intellectual Property Rights and ICT”	8. „Startups: Presenting Your Growing Company to Others”	9. „Startups: „Knowledge Management & Innovation”	10. „Value Your Company in the EU & Global ICT Market”	Task d) Creating the Business Case document for your startup
9.00 – 10.30	Lecture time (start at 9:30)	Lecture time (invited presenter <i>Dr.Orsolya Vass</i>)	Lecture time	Lecture time	Lecture time	
10.30- 11.00	Coffee break	Coffee break	Coffee break	Coffee break	Coffee break	Task e) Presenting and evaluating your company ideas
	Hands-on practices	Hands-on practices	Hands-on practices	Hands-on practices	Hands-on practices	
11.00 – 12.00	Discussion time: Invited startup CEO David Ottlik, SYNETIQ	Discussion: Case study / business article	Discussion time Case study / business article	Discussion time: Case study / business article	Preparation time: Complex valuation of your company.	
12.00 – 13.30	5. Role of the Market Analysis: (re-)build your Mktg Plan section. Creating a Business Case.	7. Role of IPR problems: use of IPR databases, services; build the IPR section of your BP document	8. Explore your growing ideas: global presence, partnerships and networks, risk management, R&D, BP	9. Explore your KM expectations and build a KM frame-work for your BP. Prepare a pitch presentation.	10. Presentations for professional and financial partners. Checking pitch presentations. Tasks for the future.	
		Lunch break	Lunch break	Lunch break	Lunch break	
14.00 – 15.30	6. „Startups: New roles - Organization & Leadership”	Personal work & social events	6. Explore your ideas to (re)build the organization. Testing roles. Small & large organisations		Personal work & social events	

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Keywords for „LECTURE TIME” presentations.

#1. „The ICT Market: Global Trends”

„New Product” – Gartner’s Magic Quadrant – development of markets – ICT production market and innovations – content-based services – regional markets – statistical data on global and sectoral ICT markets – finding your product/service on the market – case study / business article

#2. „Startups: Business Models of the Growth Phase”

The term: „business model” – decision parameters – The Creator / Distributor / Landlord / Broker model – elements of corporate asset – online models from direct selling to info-brokering – The Osterwalder model – The Turban model - resources for growth phase – normal earnings – financing the growth phase - ensure sustainable growth (business model, retention strategies, excellence) – creating a OnePager presentation - case study / business article

#3. „Startups: Human Capital: Knowing Yourself”

Role of human capital – knowledge workers and knowledge companies – The Researcher, the Leader, and the Entrepreneur – self-testing – indoor training – employ or hire – use of partners’ knowledge asset - case study / business article

#4. „Startups: Financing & Valuing The Company”

Role of financing among other resources - Financing phases – leaving a startup phase – the „Valley of Death” - risks – VC investments – loans and sources for growth – the economic value of a business - valuing a company: models, financial statements - CAPCM, MCAPM – exit strategy of a VC - case / article

#5. „Startups: „Go-to-Market and Pricing Techniques”

Incumbent companies – analyzing the market to enter – problems of timing – special costs – local market – global markets: etno-, poli-, -region-, and geo-centric approaches – after sales services – price and customer value - pricing models – extreme pricing – price as a market weapon - case study / article

#6. „Startups: New roles - Organization & Leadership”

Breaking point in organizational development – Owners and managers – Role of a leader – Role of a CIO – Leadership and personal characters – Change management – organization models for the growth phase – case / business article

#7. „Intellectual Property Rights and ICT”

Intellectual /immaterial property – role and forms of knowledge asset – steps to protect your property – agencies, procedures – PATLIB Centers – patenting-selling knowledge asset: rights (licence, concession, trademark, franchise) - identifying tasks on your own business ideas – use of databases and portals

#8. „Startups: Presenting Your Growing Company to Others”

Different forms of promotion – Role of the OnePager-variations – Role of the Business Case documentation – Presenting a Business Plan – verbal presentation for professionals and for capital investors – practical hints and feedback on students’ work

#9. „Startups: „Knowledge Management & Innovation”

Knowledge as an asset for a startup – turning tacit information to explicit – use of ICT tools for the Drucker’s knowledge circle - elements of a company knowledge asset – methods to manage and leverage KM asset – knowledge map – motivation for dissemination – case / business article

#10. „Value Your Company in the EU & Global ICT Market”

Invited guests (according to schedule): position of a growing company in the EU market – US or not US – ICT global trends: how to leverage them?

Requirements and Assessment scheme

According to the Doctoral Programme the course offers 6 credits for participants fulfilling requirements.

The assessment scheme is as follows:

- a) 10% goes for active participation in discussions, especially when cases and personal presentations are on the scene
- b) 20% goes for a written analysis (2-3 pages, presenting the problem, analysis, opinion, references) of a relevant business article
- c) 20% goes for describing your planned business for a general public (**The OnePager** document, 2 pages and a short “elevator pitch”)
- d) 30% goes for describing your business evaluation for partners and investors (**The Business Case** document, 4-5 pages)
- e) 20% goes for a final presentation focusing on a professional investor (pitch meeting, with oral / MM / video presentation)

Task a) is continuous.

Task b) and Task c) to be handed over by the end of the first week

Task d) is due at the beginning of the second week

Task e) is required for the last day of the session (live presentation plus documentation being handed over).

All presented and prepared materials are either owned and copyrighted by the EIT ICT Labs Budapest or belong to intellectual property of participants of the G & H course.

Violating academic honesty declared in the Student Handbook has definite consequences for all participants.

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