

Master of Business Innovation – Business Planning Module

Dr. Marcel Dissel

Session 1 (09.00-10.30) Why do we need a business plan?

Session purpose

- To understand technology management principles in relation to the exploitation of new technologies.
- To consider the recipient of the business plan
- To consider the purpose of the business plan

Discussion topics

- What are the typical issues and problems in the exploitation phase of technologies?
- Who do we write the business plan for?
- What types of business plans are available?

Session preparation

- Hindle, K. and Mainprize, B (2006) A Systematic Approach to Writing and Rating Entrepreneurial Business Plans, The Journal of Private Equity, 7-22
- Kubr, T., Marchesi, H. and Ilar, D. (1998) Planning for Growth: Business Planning for a Successful Venture, McKinsey Handbook

Session 2 (10.45-12.15) Structuring the business plan

Session purpose

- To discuss the contents of a business plan
- To define the strategy of the proposed plan
- To appreciate marketing aspects of the business plan

Discussion topics

- How to present the people behind the plan?
- How to elaborate the strategy of a technology?
- How can I identify the potential markets for a technology?

Session preparation

- Lamb, S. (2006) How to write it: business plans and reports, Business & Economic Review, Oct-Dec, 17-24
- Sahlman, W. (1997) How to write a great business plan, Harvard Business Review, July-August

Session 3 (13.00-18.15) Preparing a roadmap

Session purpose

- Introduction to and practicing with a roadmapping method as a starting point for creating a business plan for new technologies.

Discussion topics

- What are the market trends and drivers of my business plan?
- What are the potential value streams?
- What are the technology / R&D programmes?
- What are the barriers and enablers?

Group task:

- Prepare and present a roadmap

Session preparation

- Dissel, M.C., Phaal, R., Farrukh, C., and Probert, D.R. (2009) Value Roadmapping: Here s a systematic approach to supporting early-stage technology investment decisions, Research Technology Management, Nov-Dec. 2009

Session 4 (18.30-20.00) Valuing a business

Session purpose

- Understand how to value and evaluate new technologies and businesses
- Have an overview of commonly used tools and techniques

Discussion topics:

- How can I quantify new technologies?
- How can I quality new technologies?

Session preparation

- Callow, D. and Larsen, M. Understanding Valuation: A Venture Investor's Perspective, white paper Boston Millennia Partners.

Session 5 (9.00-14.30) Selling the business plan

Session purpose

- To understand and apply the steps towards getting funding for your new technology venture:
 - o Identifying the market
 - o Selecting the key customers
 - o Analyzing the requirements
 - o Developing the business solution
 - o Presenting and negotiating

Case work

- Prepare and present the elevator pitch
- Get feedback from your “investors” panel

Session preparation

- Dissel, M.C., Probert, D.R., Tockenbuerger, L. (2007) Selling new technologies: Making a convincing business case, IEEE Engineering Management Conference, Singapore

Session 6 (15.00-16.30) Planning the business planning process

Session purpose

- To understand the principles of a business planning process
- To create a leadership design

Discussion topics

- Who do I need to involve in creating my business plan
- What tasks and contacts do I need to prepare
- How will I go about these tasks