Harvard Business Publishing Education

What's New in Core Curriculum: Entrepreneurship – July 2024

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Becoming an Entrepreneurial Leader (8051)

Summary:

The core framework of this reading remains the same. Updates have been made to refresh case details, add examples of specific founders' paths to entrepreneurship, and update discussion of disruption in the computing industry covered in the Supplemental Reading.

Detailed Revision/Release Notes:

Updates to content

- 2.1 Leading the Innovation Lifecycle
  - Exhibit 2 revises descriptions of Key Activities and Decisions involved in scaling and expanding scope. The chart now includes references to market adoption, margins, and revenues.
  - Exhibit 3, a new figure, charts a founder's entrepreneurial activities and roles over time.
- 2.2.1 Category 1: Low-Growth Businesses and MVP Experiments
  - Introduces as a case example in discussion of pivots from initial MVP experiments that were ultimately successful.
- Accessibility features
  - Core Readings in the Entrepreneurship series support screen reader access.
  - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
  - Transcripts and closed captions are now both available for videos.

Updates to statistics and examples

- Exhibit 4 updates the comparison of Amazon to competitors, compares stock pricing of Amazon and Walmart. Exhibit 5 replaces the previous chart to compare Amazon and Apple market value through 2018.
- Company examples reflect updates for founders of Amazon, Bluemercury, and Andonix.
- In section 3.2, company and case details have been updated. Links to two videos appear in the reading: Video 1 on early computing interfaces and Video 2 on XEROX's computing offering. References to additional videos for discussion—including early IBM and Apple ads—now are cited in the endnotes with links also included in the Teaching Note.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing relevant notes and cases.
- **Test Bank** questions have been updated to reflect changes in the core reading.
- Note that exhibits have been updated and the **Slides** reflect these changes.
- The **For Further Reading** list in the core reading has been updated with related resources for students and faculty.

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Recognizing and Shaping Opportunities (8056)

Summary:

The core framework of this reading remains the same. Details for the central examples and founder stories for Zipcar, Twitter, and Telepizza have been refreshed. The Teaching Note is also updated, along with the figures for presentation during class discussion.

Detailed Revision/Release Notes:

Updates to content

- 2.3.4 Identifying Resources and Capabilities
  - Exhibit 4 adds external and internal stakeholder analysis to the examples of sample frameworks.
- 3.1 Designing an Entrepreneurial Apprenticeship
  - Lists additional resources for entrepreneurial support, including *business incubators* and *accelerators*.
- 3.2 Comparing Business Models
  - The SalesLogic exercise is updated, with case details in Section 3.2.1; case analysis and questions for discussion in Section 3.2.2; and a section on performing cash flow analysis and preparing a recommendation.
  - Tips for using Interactive Illustration 2 are updated and highlighted in the sidebar.
  - The Teaching Note also includes updates to support discussion and instructions for this exercise.
- Accessibility features
  - Core Readings in the Entrepreneurship series support screen reader access.
  - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
  - Interactive Illustrations include links to written descriptions.

Updates to statistics and examples

- Company examples such as Twitter, Blogger, and Medium, and their founders are now updated in the reading.
- Examples of entrepreneurship associations include suggestions from various countries.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing relevant notes and cases.
- **Test Bank** questions have been updated to reflect changes in the core reading.
- Note that **Exhibits** have been updated, and the **Slides** reflect these changes.
- Links to **Interactive Illustrations** have been updated.
- The **For Further Reading** list in the core reading has been updated with additional resources for students and faculty.

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Developing Business Plans and Pitching Opportunities (8062)

Summary:

In this reading, the core framework remains the same. Details for the case examples, including Zipcar, Twitter, and Telepizza, have been refreshed. Exhibits, rating sheets, and exercises are also updated.

Detailed Revision/Release Notes:

Updates to content and exercises

- An Opportunity Rating Sheet (Exhibit 2) is added as a general overview of evaluation criteria. It can also be used in class exercises to evaluate opportunities presented by students or as part of case exercises.
- Discussion of intellectual property is updated to further address IP considerations during pitches, as well as global and domestic patents and IP rights.
- Supplemental Reading: Evaluating Investor Pitches
    - The Evaluation Forms to assess Shark Tank video pitches have been revised.
- In the Teaching Note, additional exhibits are included to reinforce discussion of case examples.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - Closed captions and transcripts are now available for videos.

Updates to statistics and examples

- Listing of resources and templates for business plans and pitches in the For Further Reading section are updated.
- The list of Key Terms now includes *angel investment group* and *VC investors.*

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.
- **Test Bank** questions have been updated to reflect changes in the core reading.
- Note that exhibits have been revised, and the **Slides** reflect these changes.
- The **For Further Reading** list in the core reading has been updated with relevant resources for students and faculty.

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Attracting Talent and Building Ecosystems (8068)

Summary:

In the update of this reading, there is greater emphasis of the distinct needs of ecosystems for new ventures, referring to entrepreneurial or innovation ecosystems. It also expands on sources of innovation and support for new ventures. The Supplemental Reading updates the discussion of the role of boards, and the overview of forms of organization in the U.S. and other countries.

Detailed Revision/Release Notes:

Updates to content and exercises

- 2.2 Building Innovation Ecosystems
    - Introduces and clarifies terms such as innovation ecosystem, hybrid support for ventures, hyperaccelerators, and venture studios.
    - A new exhibit presents a comparison of four types of entrepreneurial support, including incubators and accelerators.
    - A new chart details Skyhook's ecosystem and an overview of its changes over time. This replaces an interactive illustration presenting similar information.
    - Hackathons and similar events are identified as ways to tackle data-heavy or so-called stubborn problems, as avenues for recruitment. The section identifies specific formats such as civic hackathons and contests.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.

Updates to statistics and resources

- This revised reading reflects recent findings on the impact of solo founders, and effective equity splits in founding companies, as well as trends in accelerators, including growth of funding.
- Founder details are updated throughout the reading.
- Sources for governmental support for new ventures is updated, including resources in the EU and the U.S.
- 3.2 Legal Forms of Organization: This Supplemental Reading updates the chart listing legal forms of organization in seven countries.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.
- **Test Bank** questions have been updated to reflect changes in the core reading.
- Note that exhibits have been revised and renumbered. The **Slides** reflect these changes.
- The **For Further Reading** list in the core reading has been updated with relevant resources for students and faculty.

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Financing Entrepreneurial Ventures (8072)

Summary:

This core reading features expanded examples, revised data on VC investing in the U.S. and globally, and updated topics such as crowdfunding and the Jobs Act of 2012. To guide students, new steps are added to calculations in sections covering concepts such as cumulative cash flow analysis, valuation, and dilution.

Detailed Revision/Release Notes:

Updates to content

- 2.4.3 Strategic Investors
  - Expands on the impact of economies of scale on strategic corporate investment in new ventures.
  - Updates discussion of strategic investment in emerging economies.
- 2.8 Alternative Funding Models
  - Adds content on the JOBS Act of 2012 to reflect changes in implementation after 2016.
  - Updates discussion of token crowdfunding and related regulations.
- 2.8.1 Financing Needs and Cumulative Cash Flows
  - Revises terms used in calculating free cash flow (to *free cash flow/sales*) for clarity and consistency with terms presented in Interactive Illustrations 1 and 2.
- 2.8.2 Equity Division and Cap Tables
  - Changes to this section add steps to make the process of calculating the dilution factor and valuations more explicit and consistent with terms presented in Interactive Illustration 2.
- 2.8.4 Convertible Notes, Nonpriced Rounds, and Conversion Caps
  - Now includes a reference to SAFEs in the discussion of convertible notes.
- 2.9 Alternative Funding Models
  - Updates discussion of crowdfunding and accelerators as established alternative to venture funding and support.
  - Section 2.9.1 refines discussion of token crowdfunding to reflect new trends, and updates discussion of types of crowdfunding affected by JOBS Act of 2012.
- Accessibility features
  - Core Readings in the Entrepreneurship series support screen reader access.
  - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
  - Interactive Illustrations include links to written descriptions.

Updates to statistics and examples

- Updates data on levels of VC and angel investment, startup funding in the U.S. and globally, trends in angel investment, and accessibility of funding to new ventures based on location.
- Revises U.S. statistics on self-employed and small business owners.

- Recent trends in venture debt are now included in Section 3.1.2.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.
- **Test Bank questions** have been updated to reflect changes in the core reading.
- Note that links to **Interactive Illustrations** have been updated.
- Figures in the reading and in the **Exhibit Slides** are updated.
- The **For Further Reading** list has been updated with relevant notes, cases, and articles for students and faculty.

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Partnering with Venture Capitalists (8240)

Summary:

This revision features expanded coverage of trends in VC funding industry, early-stage funding, and exit scenarios, and includes updated data on VC funding and returns by industry and region.

Detailed Revision/Release Notes:

Updates to content

- Expands discussion to explicitly include early-stage funding, adding terms *pre-seed* or *"friends and family" rounds*, and *seed funding*.
- Section 2.2 What are Venture Capitalists Looking For?
    - The term *competitive moat* is added to discussion of entrepreneurial strengths, as well as in discussion of lessons on entrepreneurial failure and "failing well" (Section 2.7).
- *SAFEs* are added to the discussion of convertible notes and to Key Terms.
- "Non-tech" startup examples have been added, including Moderna, Genentech, and Skims.
- Discussion of technology trends impacting the VC funding industry now include AI and clean technology.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - Interactive Illustrations include links to written descriptions.

Updates to statistics and examples

- The reading updates discussion of trends in VC investment, including overall growth, 2021-2022 corrections within the VC industry, and key questions regarding future trends, innovations, and impact of technology such as AI.
- Revised data in Exhibit 1: Average Annual Returns replaces the 2014 data and now compares average annual VC returns to the Russell 2000 Index. Exhibit 1 also now presents the value-add (bps) results for comparison.
- Case details for the Constant Contact example are updated.
- Throughout the reading, updates include:
    - Levels of investment and capital funding for first-time financings compared to follow-on funding.
    - VC funding by region and industry, and recent data on total VC investment.
    - Changing trends in number of investments in typical VC funds and patterns of fund returns.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.

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- Note that links to **Interactive Illustrations** have been updated.
- Figures in **Slides** reflect updates to the exhibits.
- **Test Bank** questions have been updated to reflect changes in the core reading.
- The **For Further Reading** list has been updated with relevant references and articles for students and faculty.

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Experimenting in the Entrepreneurial Venture (8077)

Summary:

In this update, the core framework and structure of this reading remains the same. Updates have been made to refresh company and case details throughout.

Detailed Revision/Release Notes:

Updates to content

- 3.2 Guidelines for Entrepreneurial Ideation: Supporting research on the value of collaboration, entrepreneurial teams, and founding partners is updated.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - Interactive Illustrations include links to written descriptions.
    - Closed captions and transcripts are both now available for videos.

Updates to statistics and examples

- Examples have been updated to refresh details for companies such as Zynga, Facebook, Dropbox, and RTR.
- The Teaching Note updates suggested topics for classroom use including revised examples and concepts such as how entrepreneurial failure can inform future experimentation.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related cases, notes, podcases, books, and articles.
- Changes to figures in the reading are also reflected in the **Exhibit Slides.**
- Note that links to the **Interactive Illustration** have been updated.
- The **For Further Reading** list has been updated with relevant references and articles for students and faculty.

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Selling and Marketing in the Entrepreneurial Venture (8086)

Summary:

The framework of this reading remains the same, with additions to entrepreneurial examples, and an updated discussion of modeling the sales processes to address sales cycles with multiple points of contact and inclusion of sales streams and omni-channel engagement. A new video presents an entrepreneur's perspective on remaining responsive to changing customer needs. Tips for young ventures creating an effective sales team are also expanded.

Detailed Revision/Release Notes:

Updates to content

- 2.6.2 Sales Funnels and Sales Streams
    - This section expands the discussion of sales models to include the sales funnel, but also discusses models that can accommodate varied approaches to sales, including multiple sales streams and omni-channel approaches.
- 2.6.3 The Go-to-Market System
    - The sidebar Building a Sales Team offers tips for entrepreneurs as they consider what to look for when recruiting sales and marketing talent.
    - Within the sidebar, the example of Splunk is added to highlight a firm's long-term approach that addresses needs for both sales and marketing.
- Video 1 presents an entrepreneur's personal experience with responding to the market and pivoting in response to shifts in customer needs.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - Interactive Illustrations include links to written descriptions.
    - Closed captioning and transcripts are both now available for videos.

Updates to statistics and examples

- Company and sales figure updates for classic company examples.
- New examples are added, such as Splunk's experience on building a sales team.

Teaching support updates

- The **For Further Reading** list has been updated with relevant references and articles for students and faculty, including resources on topics such as sales principles, buyer personas, and successful meeting management.
- **Test Bank questions** have been updated to reflect changes in the core reading.
- Note that links to **Interactive Illustrations** and **Videos** have been updated.
- Updates to figures in the reading are also included in **Exhibit Slides.**
- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.

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Leading High-Growth Ventures (8082)

Summary:

The framework of this reading is unchanged, and example cases have been updated throughout. This revision places emphasis on how technology changes and innovation, such as remote work and AI, will impact leadership, organizational design, and business offerings. A section on the Future of Work and the example of Andonix, and its approach to technology for an industrial workforce, are new.

Detailed Revision/Release Notes:

Updates to content and exercises

- 2.3 Evolving Capabilities and Organization
  - Discussion of innovation and 21st century organization is expanded to address AI and technology as replacing workers, as well as innovation's ability to empower workers.
  - Andonix is added as a company example of a venture using AI and automation designed for workers in manufacturing and other industrial uses.
  - Video from Andonix (Video 4) provides an opportunity to visualize a worker-centric technology.
- 2.3.2 The Future of Work
  - This new section adds to the discussion of organizations' need to respond to changing demands and challenges of acquiring talent and designing jobs and roles within an organization.
- Accessibility features
  - Core Readings in the Entrepreneurship series support screen reader access.
  - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
  - Interactive Illustrations include links to written descriptions.
  - Closed captions and transcripts are both now available for videos.

Updates to statistics and examples

- This revision updates company details on Zappos and Google/Alphabet.
- Findings on the connection between financial success and markers of organizational purpose.
- Sources for governance now include resources from various countries.
- Exhibits are updated, and a table listing managerial challenges was omitted; this discussion remains in the text of the reading. Exhibits have been renumbered.

Teaching support updates

- Note that exhibits have been revised and renumbered. The figures presented in the **Slides** reflect these changes.
- The **For Further Reading** list in the core reading has been updated with relevant resources for students and faculty.
- Links to **Interactive Illustration** have been updated.

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- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.
- **Test Bank questions** have been updated to reflect changes in the core reading.

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Launching Global Ventures (5277)

Summary:

This revision features updates to the original case examples, as well as the addition of five examples of born-global ventures. Supporting data and cases on topics such as global business networks, location choice, and how to measure and define a global business are also updated and clarified in this reading.

Detailed Revision/Release Notes:

Updates to content

- The broad definition of globalization now emphasizes interdependence among markets and economies and includes recent technology developments.
- Section 2.1.5: Key Elements of Successful Global Business-Model Execution
    - Expands coverage of network effects and local partnerships and updates the case of Grub and Uber in Southeast Asia.
    - The topic of ethnic networks is updated to emphasize cross-border connections in diaspora networks and funding groups.
- The updated reading includes references to new example companies including Mobsquad (Section 2.1.3), Papaya (Section 2.1.3), Emtech (Section 2.1.3), Zipline (Section 2.1.5), and Alvogen (Sections 2.2 and 3.3.2).
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - Interactive Illustrations include links to written descriptions.

Updates to statistics and examples

- The central examples in the reading—Celtel International, Home Essentials, Cherrypicks and SK Telecom, and Rocket Internet—include relevant updates to company status, business models, and operations.
- Company details are updated for classic examples including Dashfire (referencing FarShore as its partner company), Grab, Homestrings, Zalando, and EFL.
- Examples of multinational companies now include Honeywell, BMW, and Hitachi.
- In updating challenges of measuring the impact and reach of global new ventures, two charts based on 2014 data were removed. This content is now updated and covered in the text in Section 2.1.1. (Note that Exhibits have been renumbered in this revision.)
- Section 3.2.1: Three Keys to Making Smart Location Choices updates examples of useful resources when assessing location choices.

Teaching support updates

- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and case.

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- **Test Bank questions** have been added to reflect changes in the core reading.
- Note that links to **Interactive Illustrations** have been updated. Figures presented in the **Slides** are updated to reflect changes to exhibits in the reading.
- The **For Further Reading** list has been updated with relevant notes, cases, and articles for students and faculty.

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Leading Breakthrough Innovation in Established Companies (5272)

Summary:

In this revision, company and product details have been updated throughout the reading. The core framework and its central examples, Apple and IBM, remain the same.

Detailed Revision/Release Notes:

Updates to content

- Section 2.2: Building Internal Innovation Capabilities
    - Company details are updated in the examples used in this section: Apple's history of innovation and IBM's applications of the Horizons of Growth model.
- Strategic partnership examples are revised and include Moderna and Merck.
- Accessibility features
    - Core Readings in the Entrepreneurship series support screen reader access.
    - Exhibit design is updated for improved readability and graphics now include alt text descriptions for screen readers.
    - The Interactive Illustration includes links to written descriptions.

Updates to statistics and examples

- Details of product offerings such as Amazon's IaaS platform, SnapTax, and Project Agrinova are updated.
- Historical performance data on Apple is revised to include recent valuations.

Teaching support updates

- The **For Further Reading** list has been updated with relevant references and articles for students and faculty.
- **Test Bank questions** have been updated to reflect changes in the core reading.
- Note that links to **Interactive Illustrations** have been updated.
- Updates to figures in the reading are also included in **Exhibit Slides.**
- The **Teaching Note** has been updated, along with the listing of **Related Materials** referencing related notes and cases.