



Entrepreneurship and Innovation

A one-year Master's degree

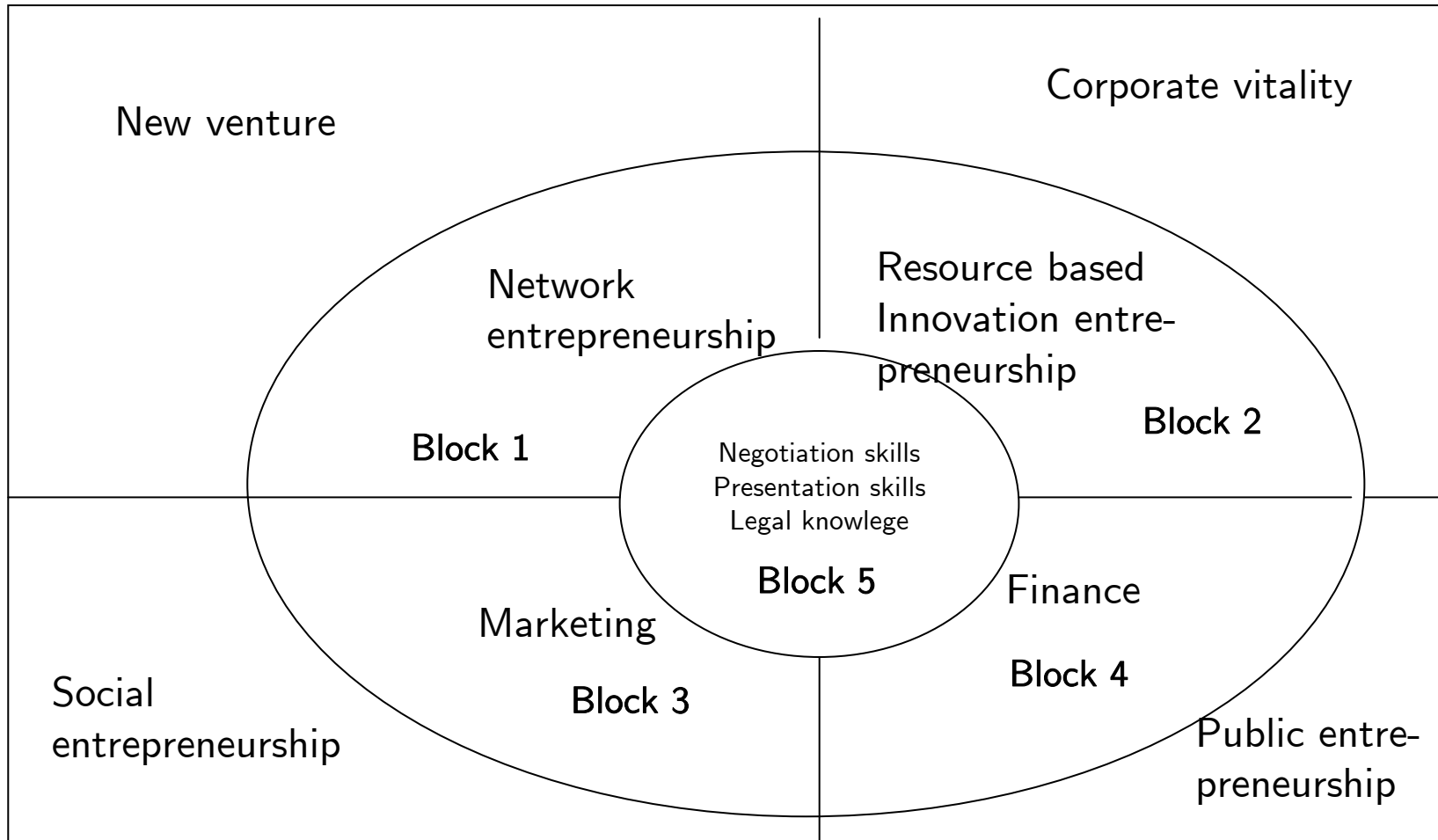
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Master Entrepreneurship & Innovation,
June 5, 2007

The "Entrepreneurship and Innovation" framework



Start October 2007, 6 blocks

Block 1 Entrepreneurship Human Side (50 hours)

Block 2 Entrepreneurship Management of innovation (50 hours)

Block 3 Marketing (50 hours)

Block 4 Finance (50 hours)

Block 5 Individual Skills (50 hours)

Block 6 Practice Project Work Master Thesis (50 teaching hours)

Workload
allocated

	Concept and theory Blocks 1-5	Practice work with Mentor companies Block 6
Oct 07- April 08	80%	20%
April 08- Sept 08	20%	80%



Block 1 Entrepreneurship Human Side

- Our new entrepreneurial society; entrepreneurship and culture
- Entrepreneurship: an overview
- Intrapreneurship and leadership
- Management, leadership and entrepreneurship
- Business planning and presentation skills



Block 2 Entrepreneurship Management of innovation

- Business plan development detailed
- Resource acquisition
- Internationalization: some special aspects
- Entrepreneurial universities
- Corporate entrepreneurship and venturing
- Science parks and incubators in the innovation process
- Innovation management



Block 3 Marketing

- How to develop and keep a customer
- Product/market relations
- Industry/cluster analysis
- Going global
- Technology logics
- Service/product/relationship marketing
- B2B, B2C, B2G



Block 4 Finance

- Financing growth: VC growth financing in technology-intensive environment
- From valuation to contingent valuation: contracting for value creation, the venture capital process
- Structuring, negotiating and valuing buyout deals: valuing and structuring MBO deals, structuring deals and due diligence including professional buy outs



Block 5 **Individual skills**

- Presentation skills
- Negotiation skills
- Legal skills



Block 6 Practice Project Work in the Four Entrepreneurial Types

- "New venture" start-up type: garage entrepreneur/Silicon Valley in a "born global" environment/SMEs
- "Corporate vitality" is corporate entrepreneurship: MNEs
- "Public entrepreneurship": EC, EIB
- "Social entrepreneurship": Unicef, Cancerfund



Global Faculty

- Prof. Dr. J. Amaro de Matos, Universidade Nova de Lisboa
- Prof. Dr. B. Bjerke, Stockholm University
- Prof. Dr. H. Das, IMI, Delhi
- Prof. Dr. S. Gullander, SSES Stockholm School of Entrepreneurship
- Prof. Dr. S. Khan, Shanghai University
- Prof. Dr. N. Jonard, UL
- Prof. Dr. S. Soderman, UL and Stockholm University
- Professors from INSEAD, ESSEC, Bocconi University, IESE

- Practitioners/CEOs from Grande Region:

For example Arcelor Mittal, Cargolux, Dupont, European Investment Bank/Fund, Goodyear, HiTec, IKEA, SES, Skype, Volvo, Bob Krieps, Claude Faber...



Mentor Firms: Concept I

- A mentor organization from the start
- Joint learning and experience sharing, interchanges of experiences between the mentor company, the student and the professors
- The University teaches the students models and best practices which are discussed and applied in practical problem-solving at the mentor firm
- Ideal outcome is that the student is offered a position in her/his mentor firm



Mentor Firms: Concept II

- Reasonable, relevant and robust issue to investigate
- Committed contact person within the company
- Working place from Oct, 15 onwards
- From about 1 day per week to almost full time
- Regular experience sharing meetings between mentors, students and faculty
- Well written report diagnosing opportunities and recommendations
- Access to university resources and networks



Examples of issues

- Business plan and execution
- Execution of existing business plan
- Market research
- Market planning
- Branding and consequences
- Sponsorship pros and cons



Example 1: Remanufactured engines

- Build a Model for Implementation of Reman on New Markets
- Why:
 - Company ABC Support has a working structure for the marketing of Reman parts on mature markets.
- Issues:
 - At which point do we reach a situation where it is economically sound to introduce the Reman program on a new market, e.g. Russia.
 - How do you help the customer in the best way before the Reman system is introduced.
- Solutions: ...



Example 2: Benchmarking

- Benchmarking of Export Sales Organisation
- Why:
 - Company ABC, based in Germany, sells to Eastern Europe, Central Asia, Middle East, Africa, Oceania, and Latin America.
- Issues:
 - Is this the best possible location for their offices?
 - Benchmark against other MNCs in Europe, selling to other parts of the world.
 - Issues of alternative locations, costs, competencies,...
- Solutions:...



Example 3: Using Web Information

- Evaluation of Dealers' ability to use web based functionalities and information technologies
- Why:
 - ABC International Region, has a distribution network built up by independent dealers
- Issues:
 - Evaluating Dealer IT infrastructure, stability and response time; Identifying bottlenecks and propose upgrades; Evaluating dealers' experience of information and applications on the extranet,...
- Tasks:
 - Establish questionnaire reflecting needs for web communication between ABC and dealers, Survey sample of dealers,...



Example 4: Used parts opportunity

- Benchmark for Used Parts Strategies within the XYZ industry
- Why:
 - Alternatives to buying a completely new spare part range from remanufactured, rebuild, repaired further down the value chain to used parts.
- Issues:
 - Which of the larger competitors are involved in the Used Parts business; how do they operate/structure this; is it supported by the OEM; are they run market by market, region by region; How do they go to market with the Used Parts Offering? Price positioning? Warranty?
- Solutions:
 - A general overview benchmark primarily through WEB studies; 1 or 2 more in depth case studies more in detail outlining the processes, logistics, marketing, sourcing,...