



BYU
MANAGEMENT
SOCIETY



No. 2 Building & Testing
the Business Plan

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What is the Willes Center?

A Rare Combination of Faculty, Staff, and Entrepreneurs in Residence at BYU-Hawaii who teach students how to:

- Recognize Opportunity
- Marshall Resources
- Manage the Risk
- Scale the Venture
- Harvest the Venture



The Numbers

- 627 Students in Our Classes
- 25 Courses this Winter Semester
- 15 Faculty, Entrepreneurs in Residence and Staff in the Willes Center



The Team



Ryan Chaffin



Corey Blake



Bridgette Blake



Devin Sorensen



Sam Fonoimoana



Paul Wilson



Doug Speirs



Carol Speirs



David Waite



Mike Ross



Scott Stiles



Tay Steele



Jason S. Earl



Josh Dalton



Tawnya Briskin

What Do We Teach?

- Learn How to Learn
- Learn How to Make Money
- Learn How to Live a life of Meaning

- What Every Entrepreneur Needs

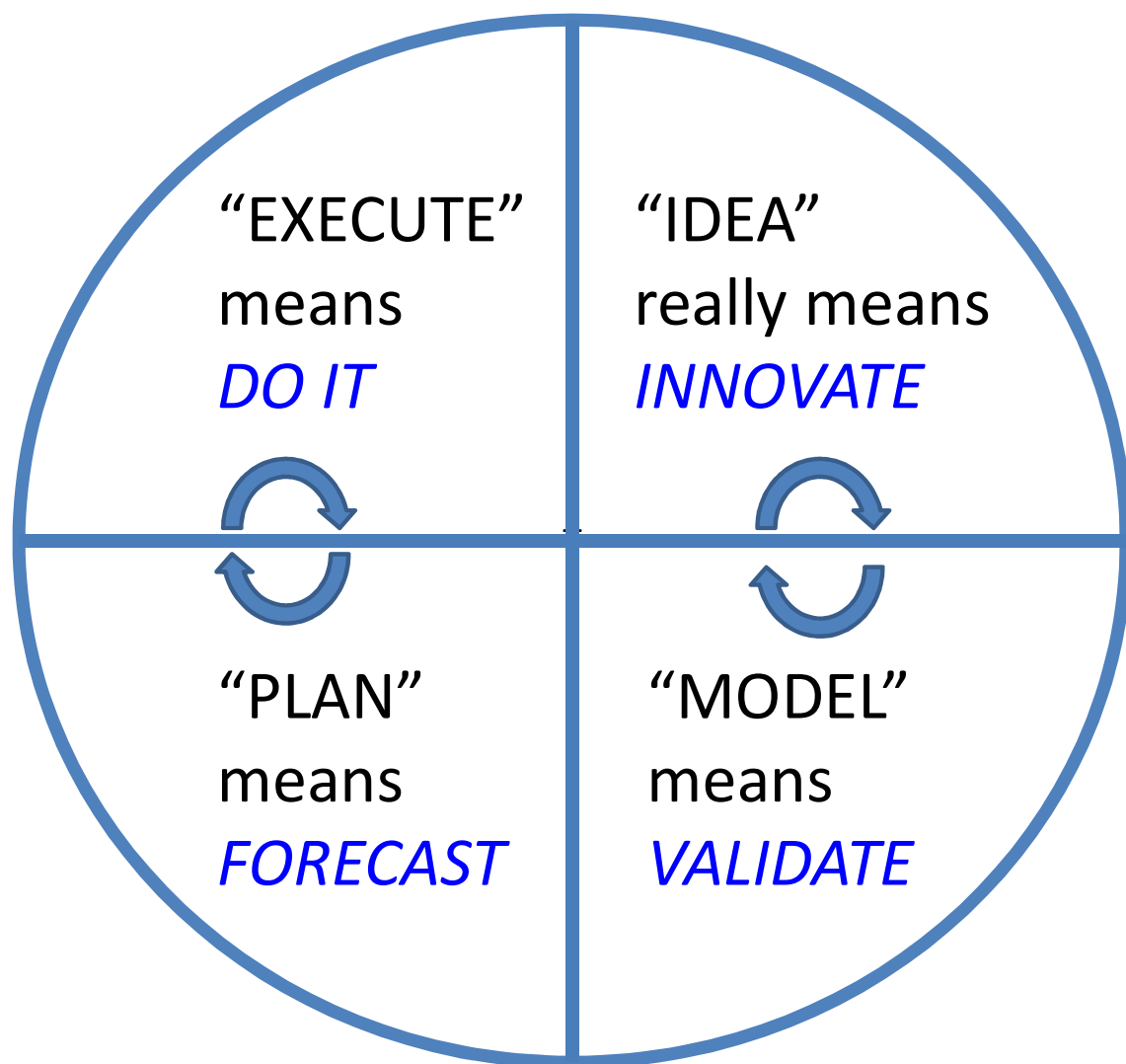


What Every Entrepreneur Needs

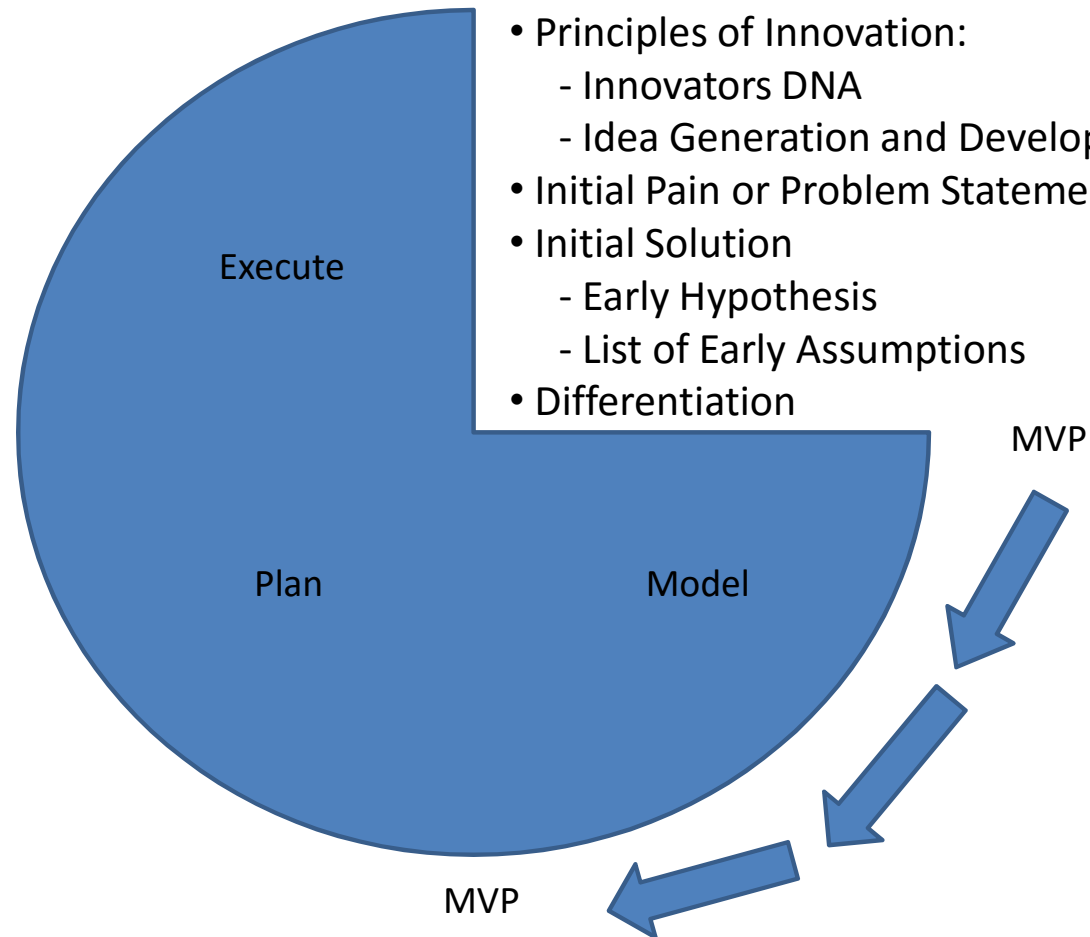


- You Need a Strategy
- You Need a Mentor
- You Need a Team
- You Need a Purpose
- You Need to Know the Myths



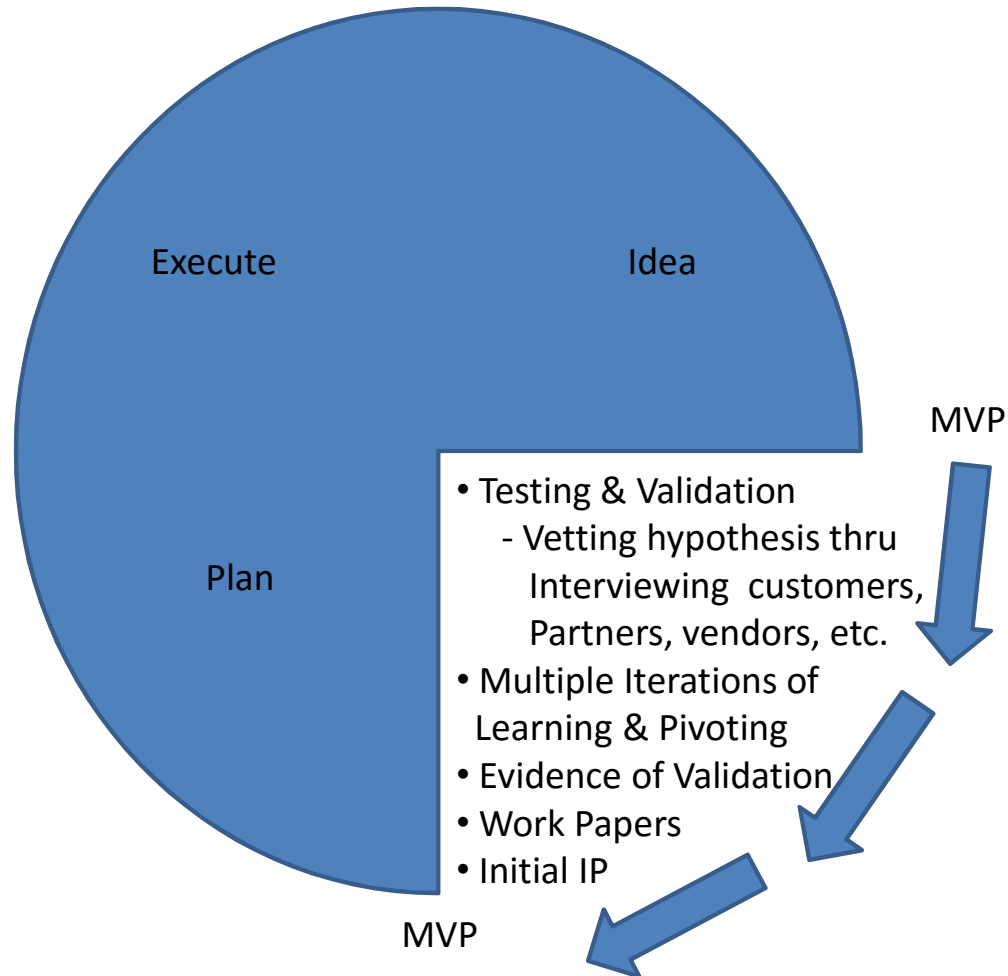


IDEA



- Principles of Innovation:
 - Innovators DNA
 - Idea Generation and Development
- Initial Pain or Problem Statement
- Initial Solution
 - Early Hypothesis
 - List of Early Assumptions
- Differentiation

MODEL



FORECAST for SCALE



Final Draft of
Executive Summary

1. Finished Pain
2. Finished Solution
3. Business Model Progress/Results
4. Underlying Technology (Secret Sauce, Blue Ocean, Disruption)
5. Competitive Analysis
6. Validated Revenue Streams
7. Validated Marketing & Sales Plan
8. Leadership Team (Qualifications)
9. Financial Summary*
 - Income projections w/ validated assumptions
 - Cash flow projection w/ validated assumptions
 - Projected cash requirements, timing
10. Milestones, Current Status, and Scaling
11. Draft Executive Summary

Execute

Idea

Model

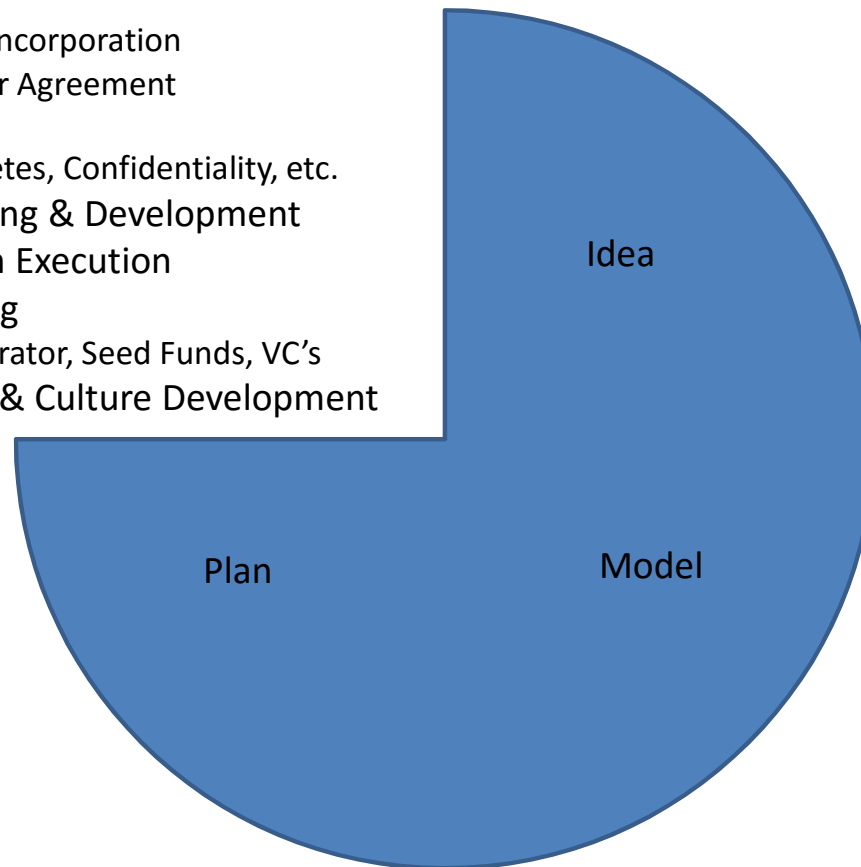
*Projections and funding requirements have been validated and extrapolated accordingly.

**Milestones prove current market traction, current state of the company, and next steps for scaling.

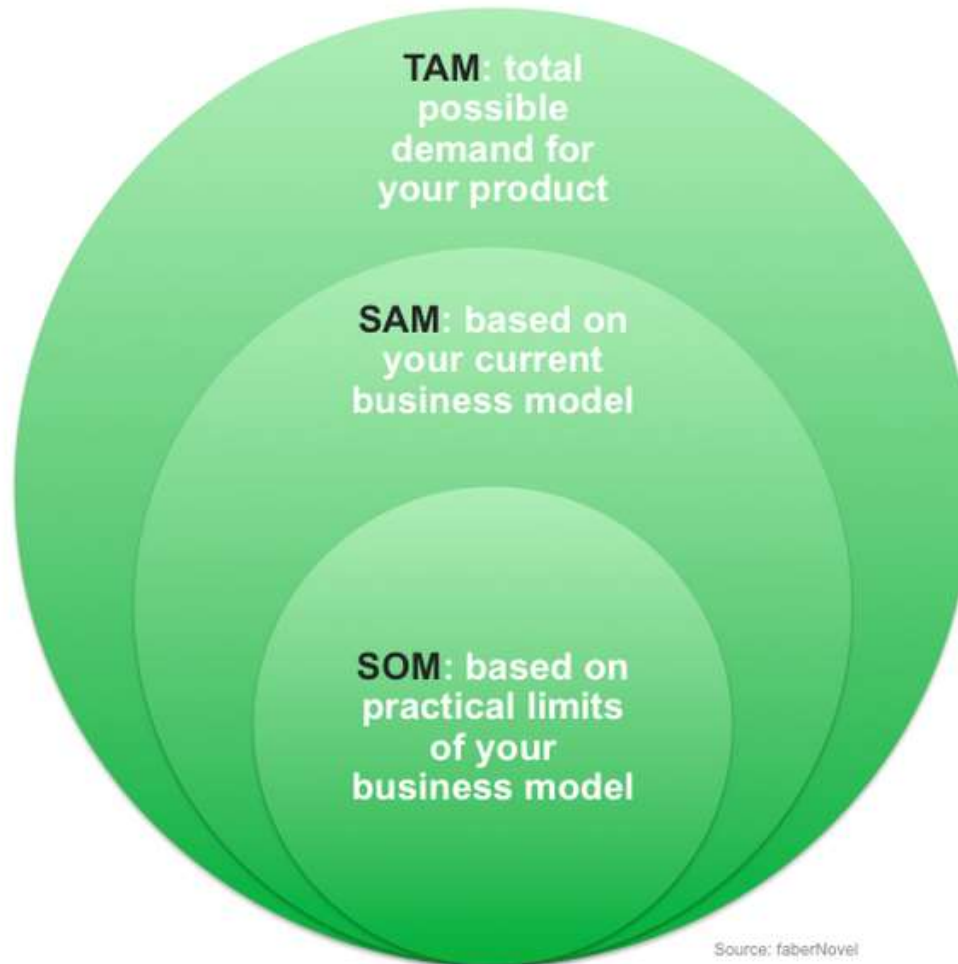
EXECUTE



1. Legal Work
 - Articles of Incorporation
 - Shareholder Agreement
 - CAP Table
 - Non Competes, Confidentiality, etc.
2. Team Building & Development
3. Scaling Plan Execution
4. Fund Raising
 - F&F, Accelerator, Seed Funds, VC's
5. Leadership & Culture Development



Define Your Market TAM, SAM, SOM



Total
Addressable
Market

Segmented
Addressable
Market

Share
Of
Market

Source: faberNovel

How We Learn Entrepreneurship



Learn to Know:

- Around the Campfire
- Stories of Heroes
- Fancy PowerPoints

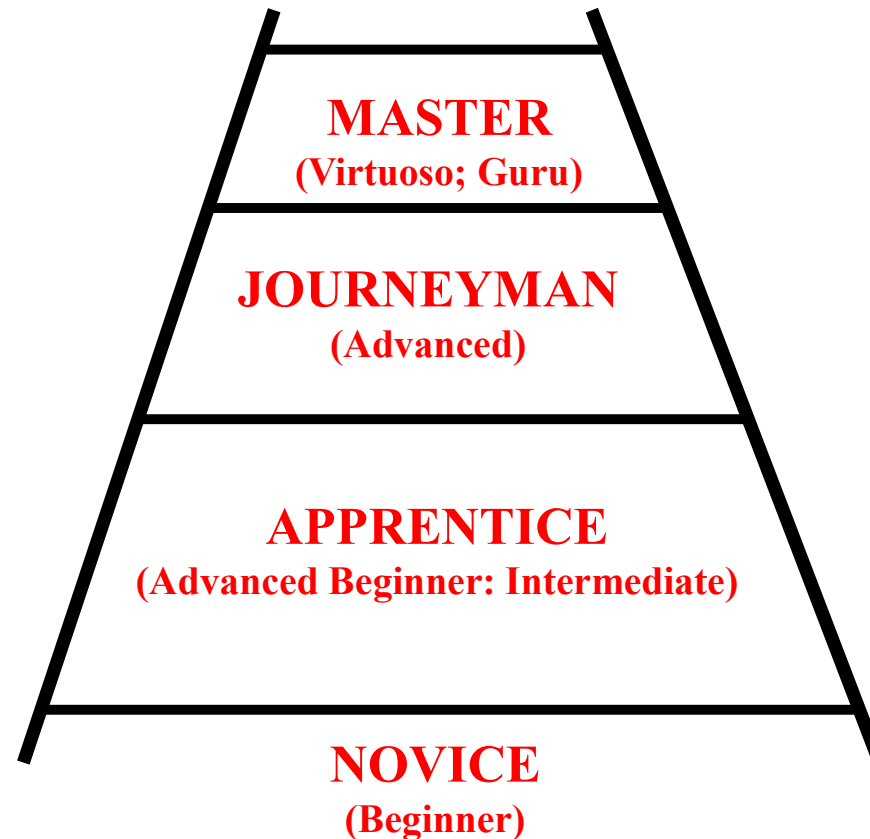


Learn to Become:

- Hold the spear
- Throw the spear
- Get real experience
- Make some small mistakes
- Do what Mentor says to do



Why You Need a Mentor



Ladder of Expertise - Dorothy Leonard & Walter Swap *Deep Smarts* (2005) Boston, MA: Harvard Business School Press

Why You Need a Team

One of three ways:

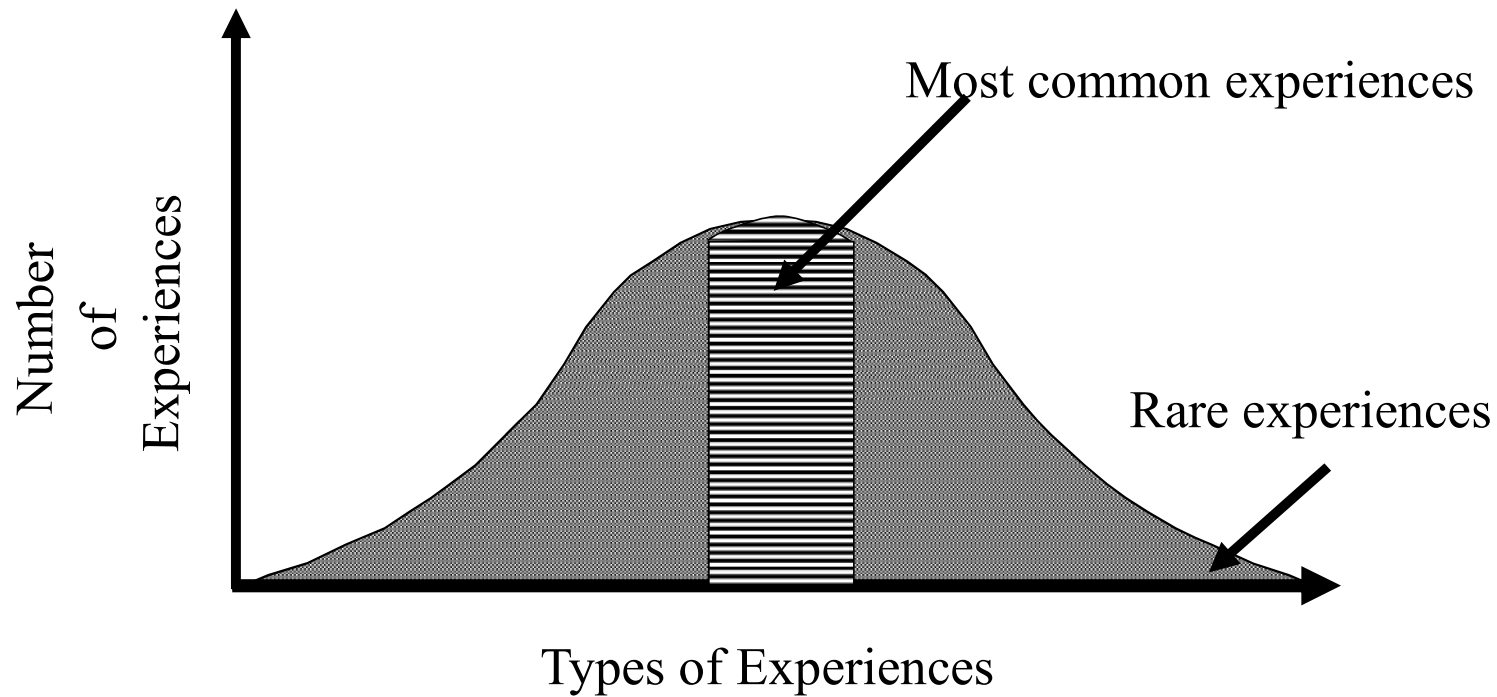
- 1) Group think – little engagement
- 2) Follow a strong leader off a cliff
- 3) Engaged group decision which outperforms any individual decision on the team

Management vs. Leadership:

- Management deals with Complexity
- Leadership deals with Change

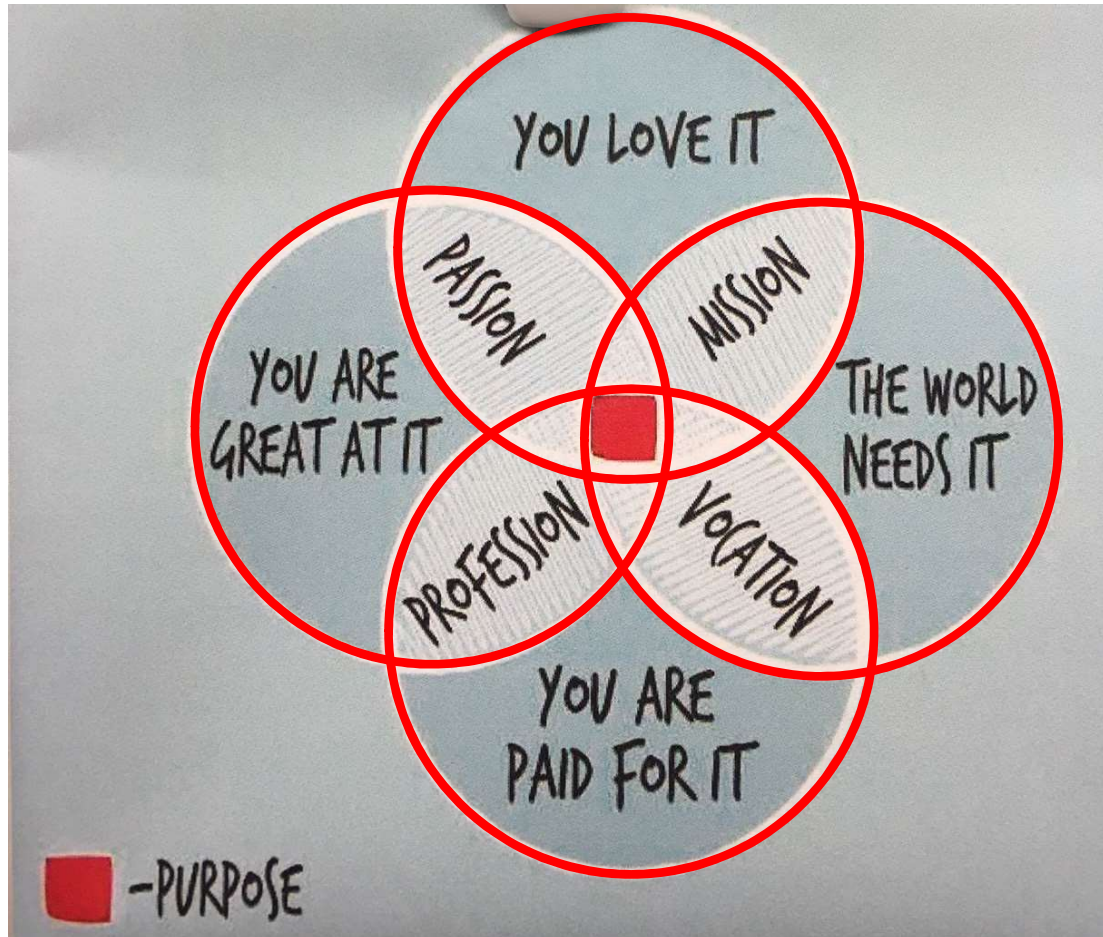


Why You Need Rare Experiences



Distribution of Experiences, Dorothy Leonard & Walter Swap *Deep Smarts* (2005) Boston, MA: Harvard Business School Press

Why You Need a Purpose



Why You Need to Know the Myths



If you don't build your own
dreams...

Someone will hire you to build
theirs.