FINAL PROJECT

Grado en Administración de Empresas / Bachelor in Business Administration BBA SEP-2023 FP-NBA.BusModelDev.4.M.A

Area Functional Group - Program Direction

Number of sessions: 15

Academic year: 23-24

Degree course: FOURTH

Number of credits: 12.0

Semester: 2º

Category: COMPULSORY

Language: English

Professor: **MARCOS EGUILLOR FERNANDEZ**

E-mail: meguillor@faculty.ie.edu

Senior digital business executive & entrepreneur. Investor, advisor and director.

Innovation | Transformation | Digital | Optimist.

Marcos has worked in the digital arena since 1999, in the Internet, telco, mobile devices, apps, software, Internet of Things, media and broadcast, videogames, esports, social media and content, gamification, elearning, crisis communication, education, events and consulting verticals, among others.

He has played international leading roles in innovation, digital transformation, product/services design, development and standardisation. He has also got leading responsibilities in corporate and business development and project management.

He is a serial entrepreneur, investor, mentor, advisor and director in multiple ventures. He is a cofounder and head of revenue of vidiv, online platform for mass events, and MAD Lions esports club (acquired by the Canadian OverActive Media group). Also, a co-founder and president of Barbara IoT, a deep tech company with a focus on IoT and cybersecurity. Further, founder of the Innovation as a Service resultancy firm BinaryKnowledge_, and cofounder of IdeaFoster, innovation agency acquired by the Peruvian company Canvia.

Marcos is a member of the Spanish Institute of Directors-Administrators (IC-A). He has worked in international organizations, being a member of the board of the Open Mobile Alliance (OMA) on behalf of the Telefónica Group, a member of the Spanish Association of Telecommunications Engineers (COIT-AEIT) and a representative member before the Spanish Engineering Institute (IIE). In addition, he has been a member of the committee and vice-president of the Spanish Red Cross in Madrid, a member of the advisory board of the IMAN Foundation or a member of the Internet of Things Council.

He is an independent consultant and evaluator of FP7 and Horizon2020 calls of the European Commission.

As an educator and speaker, he is an adjunct professor at IE Business School, Headspring (joint-venture with Financial Times that delivers in-company programs) and other institutions. Furthermore, he has also extensively collaborated in hackathons, incubation and acceleration programs of many organizations.

He holds an MSc. in Telecommunication Engineering and an Executive MBA. He is a candidate PhD and Project Management Professional certified. Marcos received a Torres Quevedo grant as a researcher by the Ministry of Innovation and Science of Spain from 2010 to 2012. And he was awarded with Telefónica I+D Prize for Innovation in 1999 and recognized for excellence as professor and mentor at IE Business School and University several times.

Office Hours

Office hours will be on request. Please contact at:

meguillor@faculty.ie.edu

SUBJECT DESCRIPTION

This class has been created for students that want to create and present a Business Plan as their BBA thesis.

Notice that the job of the professor is NOT to co-write the thesis, but rather to guide you, supervise the work and evaluate it.

LEARNING OBJECTIVES

PREREQUISITES

- Have a business idea. You should pitch your business idea in order to get it approved as a valid project for the thesis.
- Self-criticism, determination, open-mindedness, empathy and assertiveness.

METHODOLOGY

This course follows a flipped classroom learning method, which means you should attend all sessions:

- With the corresponding content ready to be reviewed, discussed openly and challenged.
- With questions that you need to solve to help you progress accordingly.

In addition, to effectively run the course you should:

- Formulate your idea and business model in terms of the target customers, their problems and the solutions that will potentially satisfy their interests and needs.
- Research and assess the business opportunity behind it.
- Validate the hypotheses that you have used to design your business model, by interviewing, surveying and experimenting with your target customers, using Minimum Viable Products (MVPs).
- Write up your Business Plan on a regular basis by strictly following the given Business Plan Guidelines and Requirements.

- Prepare a business pitch containing all the relevant elements of your Business Plan and present it to a panel, along with a Minimum Viable Product of your solution.

IMPORTANT: Professors will provide oral feedback about the projects during sessions. They will also provide guidance and answer questions that are specific about concrete topics and concerns in writing through the Discussion Board. They will not provide written feedback about individual projects.

CRITERIA FOR APPROVAL OF BUSINESS IDEAS

1. It is an individual project. Co-developed projects (maximum of two students) should:
    - Get special authorization.
    - Be thoroughly challenged on the necessity of the approval.
    - Demonstrate additional, distinctive and auditable individual effort.
2. It is a new project. Existing projects should meet the following criteria:
    - The project is incomplete and there is enough room to conduct substantial further work on its development, demonstrating auditable evolution compared to the existing situation and plans of the organization.
    - The project is based on extensions of the initial business idea (e.g. Testing new versions or business models, expanding to new markets, etc.), and not merely a rewriting of the existing Business Plan.
    - Get special authorization.
    - Be thoroughly challenged on the necessity of the approval.
    - Demonstrate additional, distinctive and auditable individual effort.
    - Should students choose this path, they have the obligation of (1) identifying the areas of the project that will be expanded during the Final Project, (2) write a 1-page proposal with an action plan for the professors to review.
3. There should be a real business opportunity behind the idea. It could be a social venture.
4. It should add any sort of innovation to the market.
5. Ideally it should be scalable and global.
6. It could be anything that is not illegal. There is no need for it to be technology-oriented.
7. It cannot be a franchise of an established business in the existing market.

CONTENT

Different courses of the BBA have thoroughly developed all the concepts of the Business Plan previously. Therefore, the professor will not teach the basics of this elements, but will focus on how to put all the pieces together in a coherent manner.

Sessions will primarily focus on reviewing in the group the content created by participants since the previous session, providing feedback and answering their questions.

REQUIREMENTS

- Attendance. Participants should attend all sessions. More than one absence will automatically lead to failing the course and qualifying for the extraordinary call.
- If you are not able to present the corresponding topic or you don't participate providing feedback to other students during sessions, you'll be asked to leave and you will miss attendance.
- Business Plan. All documents should strictly comply with the Business Plan Guidelines and Requirements.

MVP:

You should create MVPs of your product/service. Mandatory: video explainer; landing/web pages and functional prototypes; optional: rich wireframes, mockups, leaflets and brochures; layouts of facilities; draft LoI, MoU or contracts, others

Pitch:

- You will have up to 10min to deliver your presentation, including the MVP, followed by up to 5min of Q&A with the panel.
- You should take with you one printed copy of your presentation materials. Please, avoid any plastic.
- You can bring guest audience to the presentation.

Validation of hypotheses. You should:

- Perform at least 10 interviews with target customers and industry experts.
- Perform at least 150 surveys with target customers.
    Further instructions will be provided in the Business Plan Guidelines and Requirements.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	1.0 %	3.0 hours
Discussions	3.0 %	9.0 hours
Exercises in class, Asynchronous sessions, Field Work	3.33 %	10.0 hours
Individual studying	92.67 %	278.0 hours
TOTAL	100.0 %	300.0 hours

PROGRAM

SESSION 1 (LIVE IN-PERSON)

INTRODUCTION TO THE COURSE

Before the session:

- Review the syllabus.

During the session:

- Review the syllabus and how you are supposed to work and research. Explain how to reference and the results of plagiarism. Set expectations.
- Review class dynamics, when and how to get feedback and requirements for it to happen.

- Review the Business Plan Table of Contents, instructions and rules to write it.
- Review requirements for hypotheses validation, experiments, Minimum Viable Products and how to create and conduct them.
- Review the final pitch requirements, instructions and ways to create it.
- Share sample Business Plans and pitches of reference.

SESSIONS 2 - 3 (LIVE IN-PERSON)

IDEAS PRESENTATION AND APPROVAL

Before the session:

- Prepare and share the Tweetpitch of your business opportunity.

During the session:

- Review the business opportunities and provide feedback.
- Validate ideas to proceed with Business Plans; they could be partially, conditionally or fully validated or rejected, based on the criteria aforementioned.

After the session:

- Adjust the idea and approach to design the Business Plan as discussed during the session.
- Start writing your Business Plan.
- Make it available for review, inspection and feedback.
- Kick-off interviews, surveys and experiments with potential customers and practitioners from the industry. Start working on your MVP

SESSIONS 4 - 5 (LIVE IN-PERSON)

OPPORTUNITY ANALYSIS AND BUSINESS DESIGN

Before the session:

- Work out the DESCRIPTION OF THE OPPORTUNITY, MARKET & INDUSTRY ANALYSIS and BUSINESS MODEL chapters of the Business Plan Guidelines and Requirements.
- Make the latest version of your Business Plan available for review, inspection and feedback.
- Prepare questions about your project and Business Plan. They should be very specific to get feedback.

During the session:

- Review and feedback in group.
- Q&A.

After the session:

- Adjust and continue working on the project and Business Plan as discussed during the session.
- Continue with interviews, surveys and experiments with potential customers and practitioners from the industry. Continue working on your MVP.

SESSIONS 6 - 7 (LIVE IN-PERSON)

INDIVIDUAL REVIEW AND COACHING

Before the session:

- Make the latest version of your Business Plan available for review, inspection and feedback.
- Prepare questions about your project and Business Plan. They should be very specific to get feedback.

During the session:

- Individual discussions and group-wide recommendations.

After the session:

- Adjust and continue working on the project and Business Plan as discussed during the session.
- Continue with interviews, surveys and experiments with potential customers and practitioners from the industry. Continue working on your MVP.

SESSIONS 8 - 9 (LIVE IN-PERSON)

GO-TO-MARKET

Before the session:

- Work out the OPERATIONAL PLAN, MARKETING & SALES PLAN, FINANCIALS, TEAM, LEGAL, ESG and RISK MANAGEMENT chapters of the Business Plan Guidelines and Requirements.
- Make the latest version of your Business Plan available for review, inspection and feedback.
- Prepare questions about your project and Business Plan. They should be very specific to get feedback.

During the session:

- Review and feedback in group.
- Q&A.

After the session:

- Adjust and continue working on the project and Business Plan as discussed during the session.
- Continue with interviews, surveys and experiments with potential customers and practitioners from the industry. Continue working on your MVP.

SESSION 10 (LIVE IN-PERSON)

TIPS ON WRITING THE BUSINESS PLAN AND PITCHING

Before the session:

- Make the latest version of your Business Plan available for review, inspection and feedback.
- Prepare questions about your project, Business Plan and pitch. They should be very specific to get feedback.

During the session:

- Tips on writing the Business Plan and Pitching. Go over the Executive Summary.
- Review and feedback in group.
- Q&A.

After the session:

- Adjust and continue working on the project and Business Plan as discussed during the session.
- Continue with interviews, surveys and experiments with potential customers and practitioners from the industry. Continue working on your MVP.

SESSIONS 11 - 12 (LIVE IN-PERSON)

INDIVIDUAL REVIEW AND COACHING

Before the session:

- Make the latest version of your Business Plan available for review, inspection and feedback.
- Prepare questions about your project and Business Plan. They should be very specific to get feedback.

During the session:

- Individual discussions and group-wide recommendations.

After the session:

- Adjust and continue working on the project and Business Plan as discussed during the session.
- Continue with interviews, surveys and experiments with potential customers and practitioners from the industry. Continue working on your MVP.

SESSIONS 13 - 15 (LIVE IN-PERSON)

BUSINESS PITCH PRESENTATIONS

Before the session:

- Prepare and get final versions of the Business Plan, Minimum Viable Product and pitching material.

Deliver all the materials.

- Rehearse the pitch. Make sure it fits the time allocated to it.

During the session:

- Participants will present their pitches and Minimum Viable Products, followed by Q&A with the panel.
- The date of the pitch will be assigned by the Direction of the Program and the time-slot by the professor.

EVALUATION CRITERIA

The written Business Plan will account for 60% of the grade and will solely be evaluated by the professor. Exceeding the maximum pages will be highly penalized.

The oral presentation (pitch), including the MVP, will accrue 40% of the grade. It will be evaluated by the professor of the course and an assisting professor.

In order to pass the course, both the Business Plan document and the oral presentation (pitch) should pass. They cannot compensate.

Qualifying grading criteria. Missing to comply with any of them could automatically mean failing the course:

- Compliance with the document structure and number of pages defined in the Business Plan Guidelines and Requirements.
- Maximum of 10 typos, grammar or spelling mistakes in the Business Plan and pitch material.
- Adding transcripts and conclusions of the validation interviews to the Annex.

- Creating and presenting an MVP of the solution during the pitch.
- Attendance; maximum of one absence.

Other grading criteria are:

Compliance with these requirements is mandatory but not sufficient to pass the course. Grades of 10 out 10 require excellence in all aspects:

- Business driven, coherent and creative approach.
- Sufficient and proper mix of quantitative and qualitative research, information and references backing the analysis, conclusions and decisions.
- Sufficient and properly designed and executed validation of hypotheses.
- Clear, complete, coherent and strategic minded design of the business model and go-to-market strategy for the business opportunity.
- Every element considered relevant should be part of the Body of the Document, and potentially part of the Executive Summary too.
- Everything should be self-explanatory.
    - Executive Summary. It should stand on its own and make sense without the need to read the full paper, providing a quick understanding of the main points of the Business Plan.
    - Body of the Document. It should stand on its own and make sense without the need to read any of the elements of the Annex.
- Nothing should be taken for granted.
- Proper, formal and fluent writing style and defense for non-experts on the topic.

criteria	percentage	Learning Objectives	Comments
Business Plan	60 %		
Pitch	40 %		

RE-SIT / RE-TAKE POLICY

Each student has 4 chances to pass the Final Project over two consecutive academic years: ordinary call and extraordinary call (re-sits) in June/July. Students who do not comply with the attendance rule during the semester will fail the first call and have to submit and present again the Extraordinary call period. Evaluation criteria will be subject to the following rules: Students failing the course in the ordinary call (during the semester) will have to re-submit their paper and present their project again?in June / July. The extraordinary call in June / July (re-sits) requires your presence. There is no possibility to change the date, location or format of the submission or defense, under any circumstances. Dates, location and instructions of the June / July?presentations will be posted in advance. Please take this into consideration when planning your summer.

The extraordinary June / July re-sits?will consist of another oral presentation and a resubmission of your final paper. Your final grade for the course will be based solely on these two items. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in this re-sit. Please, make sure to improve your project with the professor's feedback received during the ordinary call in order to pass your failed project. In case you decide to skip the opportunity to redo?the project during the June / July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker and pay the corresponding extra cost. As you know, students have a total of 4 allowed calls to pass a given subject or course, in order to remain in the program. Re-takers: Students who failed the Final Project in the ordinary and extraordinary call within any Academic Year will have to re-enroll as re-takers. If the same topic is offered students may choose to enroll as a retaker in the same course and contact their professor individually. If the topic is not offered or the student would like to enroll a different topic, (s)he might choose any available topic respecting the established requirements, deadlines and regulations. As retaker, students may also choose a different Final Project. The maximum grade that may be obtained in the re-take exam (3rd call) is 10.0 (out of 10.0).? Students failing more than 18 ECTS credits after the June-July re-takes will be asked to leave the Program. Supervision: students will have formal supervision during the ordinary calls (1st and 3rd call) only. For the extraordinary exam, students will work on their own based on the feedback (written or oral) received by the evaluation committee in the defense of the first call.

BEHAVIOR RULES

Please, check the University's Code of Conduct here. The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy here. The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code here. The Program Director may provide further indications.