Syllabus Winter- Spring 2018  
Economics 173A and B: Introduction to Social Entrepreneurship

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Betsy Densmore, President, Academies for Social Entrepreneurship  
Archie Holton, Academies for Social Entrepreneurship

Enrollment by instructor consent. Class meets Tuesday Evenings 6:15- 9:30  
See the course schedule below for the meeting topics each week.

Overview: This course offers a full-scale immersion into the world of social entrepreneurship. In class, students will be introduced to the basics of business planning for Social Enterprises following a curriculum that has been successfully implemented by our partner in this course, Academies for Social Entrepreneurship. Students will also be assigned in teams to work with participating Social Enterprises in the Los Angeles area to develop and implement a new revenue generating business plan for the Social Enterprise to which they are assigned.

The Academy will mentor participating social ventures in developing earned income opportunities and offer a platform to present their ventures to potential investors.

This Social Enterprise Academy is a two-quarter program. This means that students are enrolling for two quarters, Winter & Spring. Students must enroll in both quarters to receive a grade for Winter Quarter. It is very important that you understand the commitment to your team when you start this course. We cannot have students dropping the course part way through.

The Academy is designed to enable participants to produce a feasible plan for developing a successful service or product which generates income (or for expanding an existing social enterprise), “pitch it” to potential investors and to receive support in implementing the plan. The program combines teamwork, expert training and individualized coaching in a comprehensive approach proven to be effective in building successful new business development.

Promises of the Academy for students and participating social ventures:

• Comfort with exploration, market research and feasibility studies for new ventures.
• Clarity about your best opportunities to expand impact and income.
• Practical and realistic operational planning.
• Access to new resources for technical assistance and startup funding.
• Mastery in the business development process that your organization can repeat again and again.

Specifics of the Program for participating social ventures:

• Designed for teams of 2-4 people from each organization.
• Teams will be matched with teams of students with 5 students on a team.
• Program features a series of workshops to support the development of your social enterprise.
• Each organization gets an experienced entrepreneur as an advisor who guides refinement of the business plan that is “pitched” to potential investors.
• Winners receive cash and pro bono awards.

12/29/18
**Expectations of Students:**

*Students will be assisting in the launch of a new venture for an established not-for-profit organization. Students will meet weekly and will be expected to spend 8-10 hours per week outside of class.* In Econ 173A, most of your time outside of class should be spent on conducting primary research. In Econ 173B, most of your time outside of class should be spent on preparing a detailed business plan and pitch presentation for this new venture. The main written assignments are described below. You will also be expected to report on your primary research using worksheets from the *Disciplined Entrepreneurship Workbook.*

Students will also be expected to attend all class sessions. Nine of these sessions will be attended by both students and staff from the participating non-profits. These workshops will be led by a medley of UCLA faculty, alumni and business leaders with experience in the social ventures industry. On other Tuesdays, students will meet with course faculty and their own teams to complete tasks associated with business plan development.

A specific description of the roles to be played by the students and all other participants in the Academy is attached at the end of this syllabus.

**Written Project Students Are Expected to Deliver for this Course by the End of Each Quarter:**

Students are expected to submit a *Market Research Report* (roughly 20 pages plus data appendices) at the end of Winter Quarter (due Friday March 23) and a *Full Business Plan* (roughly 40 pages with appendices) at the end of Spring Quarter (due Friday June 1) for the venture that their team is working on. The reports will be the basis for a “pitch” that will then be developed for a business plan competition judged by potential social investors. At least $30,000 in cash/pro bono awards for the participating non-profits will be available.

**Oral Presentations Students are Expected to Deliver:**

Students are expected to make a ten minute presentation on their *market research* in class on Tuesday March 13. Students are expected to make a presentation of their *pitch for the venture* in class on Tuesday May 1. After that, one student on each team will work with one NFP staff member to present their venture pitch in the First Round Showcase on Friday May 25 and in the Final Competition June 9.

**Expectations of Students**

Students are expected to attend all class sessions 6:15 – 9:30 Tuesday evenings for both Winter and Spring Quarter (Econ 173A and 173B). **You will need to provide an excuse for any absences and your grade will be impacted if you miss more than one session.**

Students are assigned into teams to ensure that the students on each team bring a mix of talents and experience. Teams are assigned to participating not for profit organizations at random.
Each team of students is expected to appoint one member to coordinate all communication outside of class between the team of students and the staff of the organization to which that team is assigned. The team should report to Prof. Atkeson at the address uclasea2018@gmail.com which of their members will fill this role by the end of first week.

Each team of students is also expected to appoint a different member to provide a weekly report (one paragraph) of the activities of each member of the team for that week. This report is to be submitted to Prof. Atkeson by e-mail at the address uclasea2018@gmail.com by midnight on Monday each week.

Each team of students is expected to visit the participating not for profit organization to which they are assigned during the first two weeks of winter quarter.

Students will have to make a significant in-class presentation March 13 (173 A) of the results of their Market Research Report and May 1 (173 B) of the first draft version of their full pitch for their proposed venture. Students will then be expected to work with their not for profit staff to prepare for the two rounds of competition.

Students’ grades will be determined as follows.

Each team of students will receive a baseline grade for Econ 173A and Econ 173B based on their their in-class presentations (20%), their written market research study submitted at the end of Winter Quarter (30%), and their Business Plan submitted prior to the competitions Spring Quarter (30%). Attendance will determine the remaining (20%) of each student's grade.

Each student will receive a single grade that applies to both quarters at the end of the two-quarter sequence. We will use the weekly work reports submitted by each team to make sure that everyone is on track during the academy.

This course requires students to work effectively in teams. Each student is also encouraged to bring any issues that arise relating to the functioning of your term to Prof. Atkeson’s attention promptly in person or via email as the Academy progresses. Please use the e-mail uclasea2018@gmail.com for this communication.
Readings:

The required texts for this course are “Disciplined Entrepreneurship” by Bill Aulet. (http://disciplinedentrepreneurship.com) and the accompanying workbook

In addition, the following specific readings are assigned

On Teamwork and Project Management:


“A Framework for Action: Important First Steps” Chapter 4 of Managing Projects Large and Small 2004

On SWOT Analysis


“SWOT Analysis I: Looking Outside for Threats and Opportunities” Harvard Business School 2006


On Business Planning


On Market Research

“Note on Market Research” Alicia Steiger, Stanford Business School June 2004


12/29/18
On Marketing

“Brands and Branding” Douglas Holt, Teaching Note. Harvard Business School

“Understanding Brands” Anat Keinan and Jill Avery Harvard Business School 2008


On Financial Forecasting

“Note on Financial Forecasting” Revised April 1983. Harvard Business School
2018 SOCIAL ENTERPRISE ACADEMY PROGRAM SCHEDULE

Academy work sessions will be held on Tuesday evenings, from 6:15 pm to 9:00 pm, on the UCLA campus in the Humanities Building Room A65.

Round One of the Venture Competition will take place on Friday May 25, 2018 and the final Showcase will occur on the afternoon of Friday June 8, 2016.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Work Session &amp; Topic</th>
<th>Outcome/Deliverable</th>
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<tbody>
<tr>
<td>1</td>
<td>9-Jan</td>
<td>Orientation to Academy Process</td>
<td>Begin with the end in mind</td>
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<td>2</td>
<td>16-Jan</td>
<td>Student Teams Only</td>
<td>Understanding your role Students Experience “client” via Site Visit</td>
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<td>3</td>
<td>23-Jan</td>
<td>Doing SWOT Analysis</td>
<td>clarity as to context for your venture</td>
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<td>4</td>
<td>30-Jan</td>
<td>Student Teams Only</td>
<td>Report on SWOT Research/Organize Market Research</td>
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<td>5</td>
<td>6-Feb</td>
<td>Apply the SWOT Criteria/Intro to Market Research</td>
<td>Pick Three Ventures to Research</td>
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<td>6</td>
<td>13-Feb</td>
<td>Student Teams Only</td>
<td>Drilling Down on Market Research</td>
</tr>
<tr>
<td>7</td>
<td>20-Feb</td>
<td>Present Research and Choose</td>
<td>Pick THE venture you will focus on</td>
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<tr>
<td>8</td>
<td>27-Feb</td>
<td>Student Teams Only</td>
<td>Introduction to Marketing Plan Outline and Format</td>
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<tr>
<td>9</td>
<td>6-Mar</td>
<td>Effective Sales &amp; Marketing</td>
<td>Familiarity with PR and marketing strategies</td>
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<tr>
<td>10</td>
<td>13-Mar</td>
<td>Students present market research on chosen venture</td>
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Final Exams and Spring Break --- no sessions Marketing Plan due Friday March 23

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<th>Date</th>
<th>Work Session &amp; Topic</th>
<th>Outcome/Deliverable</th>
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<tbody>
<tr>
<td>11</td>
<td>3-Apr</td>
<td>Your Business Model</td>
<td>Your operations model</td>
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<tr>
<td>12</td>
<td>10-Apr</td>
<td>Student Teams Only</td>
<td>Feasibility report and costing components</td>
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<tr>
<td>13</td>
<td>17-Apr</td>
<td>Financials Matter</td>
<td>Reality check on budgeting &amp; funding sources</td>
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<td>14</td>
<td>24-Apr</td>
<td>Student Teams Only</td>
<td>Intro to Pitching Style and Substance</td>
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<td>15</td>
<td>1-May</td>
<td>Preparing to Pitch - What, to Whom?</td>
<td>Students Present First Draft</td>
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<tr>
<td>16</td>
<td>8-May</td>
<td>Student Teams Only</td>
<td>Practicing the pitch (2 students pitch)</td>
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<tr>
<td>17</td>
<td>15-May</td>
<td>Dress Rehearsal for Showcase</td>
<td>NPO &amp; Student Pitch</td>
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<tr>
<td>18</td>
<td>Fri 5/25</td>
<td>Round One of Showcase</td>
<td></td>
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<tr>
<td>19</td>
<td>29-May</td>
<td>Debrief Presentations &amp; Course</td>
<td>Business Plans Due June 1</td>
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<tr>
<td>20</td>
<td>Fri 6/8</td>
<td>Showcase Final &amp; Symposium</td>
<td>$35,000 goes to the winner(s)!</td>
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WHO IS ACCOUNTABLE FOR WHAT IN THE UCLA SOCIAL ENTERPRISE ACADEMY?

[Many thanks to Marnie Bodek, former UCLA staffer and Academy mentor, for this document!]

A. **Students:** Each team will have 4-5 students from the College of Letters & Science.

**Roles and Responsibilities:**
1. Learn about the non-profit through site visits, readings and discussion with non-profit staff.
2. Draft SWOT analysis
3. Serve as primary resource for all data driven decisions (i.e. develop, test and validate hypotheses)
4. Recommend at least 3 business venture ideas to the not-for-profit
5. Prepare market analysis for selected business venture and a substantial write-up of that analysis
6. Prepare business model for selected business venture and a written business plan for the venture in coordination with not-for-profit team members
7. Prepare a set of pro-forma financial statements for venture.
8. Work with not-for-profit team members to prepare Final Presentation for Showcase.

**Expectations:**
1. Identify a group leader and determine appropriate areas of responsibility for individual student members.
2. Commit at least 240 hours per student in and out of the class over two quarters (12 hours/week including class)\(^1\)
3. Remember that your role is to serve the non-profit.
4. Develop recommendations for each major component of the process.
5. Utilize your team coach as an advisor/resource for data-driven elements of the planning process, especially the marketing research and financial modeling.
6. Communicate with SEA Leadership Team when/if team issues develop.

B. **Not-for-profit Organization:** An organization or venture that advances a social mission and wants to develop an earned income strategy to forward that mission.

**Roles and Responsibilities**
1. Provide financial & program information on the not-for-profit’s mission, purpose, values and goals.
2. Explain financial needs and expectations in context of venture development process.
3. Host site visit.

\(^1\) This is official UCLA workload policy as stated on page 25 of this document http://www.registrar.ucla.edu/facultystaff/ugcrsprgaprvgd.pdf
4. Undertake SWOT analysis to generate a multitude of possible venture ideas.
5. Work with students to develop hypotheses for venture ideas, market research, marketing plan and business plan.
6. In collaboration with the full team, develop and present the final presentation

**Expectations**

1. Provide 3-5 representatives from the organization (staff and/or volunteers such as board members) to attend class workshops, site visit(s), and participate in all collaborative meetings – these individuals will invest @50-60 hours each between January and June.
2. Refrain from limiting the team process to any pre-conceived business ideas.
3. Listen to all student recommendations with an “open mind” and provide respectful feedback.
4. Make initial contact with your business mentor and together determine the appropriate frequency of communication.
5. Be transparent with all meetings and invite all parties to attend.
6. Share data on relevant program and financial progress upon request for at least 18 months following the completion of the program.

**C. Mentor:** An experienced professional who will guide the not-for-profit team in crafting a social enterprise that is sustainable and will expand the not-for-profit’s impact.

**Roles and Responsibilities:**

1. Advise the not-for-profit team by asking questions, providing an outside perspective, challenging assumptions, providing guidance and suggesting resources.
2. Serve as an experienced “ear” to the not-for-profit team leader.
3. Ensure that the business planning process is on track.
4. Help the team prepare the final presentation.

**Expectations**

1. Serve as an advisor to the students as they develop data-driven components of the business plan.
2. Provide general advice to students on how to deal with conflict on their team.

**D. Coach**

**Description:** A young professional who will provide the students with assistance and guidance in developing the various components of the business plan.

**Roles and Responsibilities:**

1. Serve as a resource for students by assisting them with their market research and plan, business model and financial projections.
2. Ensure that the students understand the business model components and use appropriate assumptions. Provide feedback as needed on all components.
3. Conduct dress rehearsal and advise on slide presentation, public speaking and appropriate dress for the student practice pitch.

**Expectations:**

1. Serve as an advisor to the students as they develop data-driven components of the business plan.
2. Provide general advice to students on how to deal with conflict on their team.
3. Commit a minimum of 8 hours to the students--coaching them via Skype, phone or in person at a minimum once every 10 days.
4. Attend at least one all-team meeting and is welcome at all class sessions and the Showcase.

F. SEA Leadership Team: Andy, Betsy, Archie

Roles and Responsibilities
1. Screen and select students and not-for-profit organizations that apply to participate in the Academy.
2. Develop, lead and/or oversee all classroom lectures and discussion
3. Review and comment on business venture ideas, marketing plan, business plan and final presentation
4. Provide timely feedback and serve as a resource for all team members if and/or when the process challenges teams

Expectations
1. Provide honest and timely feedback to each team
2. Respect all team members and their final decisions
3. Do whatever it takes to fulfill the promises of the program.

Expectations For All Team Members:
1. Work collaboratively on development of business venture and final presentation with all team members.
2. Utilize guest resources & SEA Leadership Team for feedback on the SWOT Analysis, selection of the business venture, review of the marketing plan, business plan and final presentation.
3. Consult with the SEA Leadership Team, when process questions arise or team problems surface.
4. Respect all team members.
5. Attend appropriate scheduled classroom workshops, team meetings and site visits.
6. Refrain from “limiting” the team process in any way.
7. Remain committed to the project until its completion.