

CMGT 599: Entrepreneurial Communication | Spring 2017

Instructor: Freddy J. Nager, MBA, fnager@usc.edu

Class Dates & Time: Wednesdays, 6:30-9:20 pm, January 11-May 10, 2017; no class March 15 (Spring Recess)

Classroom: ASC 231

Office Hours: available by appointment

Units: 4

Today's entrepreneurs can launch a business within a single day by leveraging internet-based tools and communication platforms, yet new venture viability now requires far more than "building a better mousetrap." Not only are major markets saturated, competition is now global, and potential customers are widely dispersed across countless media channels. This makes marketing communication more time-intensive and financially challenging than ever. While large corporations can combine established brand awareness with substantial investment in promotional communication, most entrepreneurs need to draw on research, critical analysis, and innovative communication practices simply to convey their value, vision, and viability to key stakeholders. In today's markets, only media and messages that combine both creativity and strategy can successfully deliver brand awareness and differentiation, compel desired audience behavior, and stand any chance of generating a word-of-mouth "buzz."

Learning Objectives

In this course, students will assume the role of both entrepreneurial clients and marcom consultants, mastering both theoretical approaches and practical skills:

- Conducting in-depth research of target markets and academic literature to substantiate communication choices. This includes critically analyzing the value of various research methods for resource-limited entrepreneurs.
- Applying analytical frameworks to coordinate research findings and address all potential concerns. These include the AIDA marcom funnel and the 3B's (Brand, Buzz, Behavior) qualitative criteria for communication.
- Factoring in "signals" while setting a marcom mix: what cognitive impact will their choices have on their target audiences? For example, a price isn't just a multiple of cost — it shapes the customer's perception of the brand.
- Crafting content in various presentation formats and voices to communicate with different stakeholders: consumers, investors, regulators, potential collaborators, and employees, to name a few. These include mission and vision statements, value propositions ("elevator pitches"), and business pitches.
- Employing innovation techniques to create media that "cut through the clutter" on congested platforms, such as YouTube and other User Generated Content sites.
- Working with the entrepreneurial mindset — one that generally takes a higher risk, experimental "learn as you go" approach to marcom, in contrast to traditional corporate strategies.

The course will culminate in a detailed, well-researched communication plan to reach and persuade prospective investors, whether on crowdfunding sites or to traditional investors.

Note that this is not a business planning course: students will not conduct feasibility analyses or financial projections, and will not provide in-depth details about their product manufacturing or operations management. Rather, this course focuses on the *communication research, analysis, strategy, and application* that help entrepreneurs succeed.

Instructor

Freddy J. Nager has over 25 years of professional experience in marketing and media. In 2007, he launched the agency Atomic Tango LLC to consult entrepreneurs in various industries. Today, Atomic Tango oversees several ventures, including the consultancy Marketing Forensics. Freddy previously held lead creative positions at MCA Records/Universal Music Group, major ad agency Saatchi & Saatchi, and numerous startups. He received his MBA from the USC Marshall School of Business and his BA from Harvard, and has taught at Annenberg since 2012.

Textbooks

Required. Readings from these texts will be assigned, with discussion questions posted to Blackboard.

- *Narrative And Discursive Approaches In Entrepreneurship*, by Daniel Hjorth & Chris Steyaert, (2005) Edward Elgar Publishing
- *Selling the Wheel: Choosing the Best Way to Sell for You, Your Company, Your Customers*, by Jeff Cox & Howard Stevens, (2000) Touchstone

Recommended. These books provide professional advice on writing and strategy.

- Rita Gunther McGrath & Ian MacMillan, *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*, (2000) Harvard University Press
- Chip Heath & Dan Heath, *Made to Stick: Why Some Ideas Survive and Others Die*, (2007) Random House
- YoungMe Moon, *Different: Escaping the Competitive Herd*, (2010) Random House/Crown

In addition, articles from academic journals will be assigned and discussed, including *IEEE Transactions on Professional Communication: December 2016 Special Issue on Entrepreneurship Communication*.

Please see the Lecture Schedule in this syllabus for details.

Assignments

Assignments will center on a new venture — no pre-existing businesses permitted. Each student will assume two roles:

1. **Communication Consultant:** in service of an entrepreneurial "client" (a classmate), each student will conduct research, provide recommendations, and craft official documents to articulate the entrepreneur's ideas, promote their ventures, and pitch investors.
2. **Entrepreneur:** Each student will develop an original idea for a future business (which may include starting a communication consultancy) and work with a consultant classmate.

The following assignments should demonstrate original thinking and ability to apply research, theories, and frameworks to support ideas. All three assignments serve as components of one comprehensive marketing communication plan. All papers must be posted as Word documents (no PDFs) to Blackboard by the due date. Without an exceptional circumstance and permission from the instructor in advance, late papers will not be accepted. The specific assignment instructions will be provided on each assignment prompt.

ASSIGNMENT I: Entrepreneur Bio, Mission, and Vision (10%)

The first assignment also tests your writing skills. In 500-1000 words, promote your client's concept and credibility. In addition, describe the venture's purpose (the Mission Statement) and long-term goal (Vision Statement). The first draft will receive an initial grade, then be returned for revisions. Revised papers are not guaranteed to receive a grade increase. These are the 3 parts of the assignment:

1. **Entrepreneur Bio:** Write an official bio for your entrepreneur that may be used in a business plan and other communication materials. This bio should briefly describe the venture, then highlight elements of the entrepreneur's background that support the venture and enhance his/her credibility.
2. **Mission Statement:** In 1-3 sentences, explain your client's core purpose for starting this business, other than making money. Use specific, concrete language to define the mission. You should mention the product/service, but not in detail; the WHY is most important here.
3. **Vision Statement:** In 1-3 sentences, express your client's long-term goal (5-years or more). What does your client see in the company's future? This vision should be S.M.A.R.T. (specific, measurable, achievable/aspirational, relevant, and time-bound) and inspire others, from investors to employees

ASSIGNMENT II: Stakeholders Communication Analysis + Positioning Statement (40%)

In this research-intensive paper of 1000-2000 words, you will analyze how key customer segments, competitors, and community stakeholders might shape the entrepreneur's communication strategy. All findings must be based on research, with no generalizations or stereotypes. Based on these findings, you will also create a positioning statement and perceptual map.

1. **Customers:** Who are your client's target customers and how do they communicate? Explain the following:
 - Why you selected this target segment(s).
 - What media they primarily consume.
 - Who influences them.
 - How they communicate (i.e., the language they prefer in writing or speaking).
2. **Competitors:** Name 3 competitors, direct or indirect, and analyze one in depth. (You might search Kickstarter for this.) Please note the following:
 - How they brand themselves (evaluate their design, voice, and credibility enhancers).
 - What media and messages they use.
3. **Community:** Analyze one each of the following three external stakeholder categories.
 - **Influencer:** Who influences your client's customers, and what media and messages do they use?

- **Complement or Collaborator:** What other organizations or individuals can your client work with to promote and enhance the venture's brand?
 - **Other:** Pick one other member of your client's community. This may be a neighborhood association, a local newspaper, a government regulator, or any other outsider (not customer or competitor) who can affect your client's business. How will you communicate with them (media and message)?
4. **Positioning Statement:** Using the Rule of 16, create a positioning statement using no more than 16 words in a style that a 16-year-old can understand. Describe the company, the customer need, and what differentiates the brand from the competition.
 5. **Perceptual Map:** Based on the positioning statement, draw a perceptual map using the graphics program of your choice. Include two measurable criteria to form the axes. Within the body of the map, show your client's brand, 2 competitors, and the target customers.

ASSIGNMENT III: Investor Statement — Kickstarter Plan or Investor Solicitation (40%)

Within 2000-3000 words, the final paper will detail a step-by-step plan to accomplish one of the following:

Option 1 - Launch the venture on Kickstarter: This will include an analysis of a competitor's Kickstarter campaign messages, setting a crowdfunding goal and rewards, developing a supporter management plan using social media, and writing a press release to promote the campaign.

1. **Goal:** How much money will you try to raise via Kickstarter, how many days (30 to 60) will your campaign run, and what will you use the money for? Please keep in mind what Kickstarter rules permit — for example, you may not raise general operating funds for a business. Describe the project in detail, using the words that will appear on your Kickstarter page. Explain how this project supports your client's brand, position, mission, and vision. Then compare this project to a similar competitive project on Kickstarter (past or present). How will yours be different. Finally, explain the Risks And Challenges, using the words that will appear on your Kickstarter page.
2. **Pledges + Rewards:** What will supporters receive for their money? Set the different pledge levels, and describe the rewards and number available, using the words that will appear on your Kickstarter page. Make sure that all pledge levels add up to your goal, and consider the costs of creating and shipping the rewards.
3. **Video:** Script a short (max 2-minute) video for your client, including all the dialogue and descriptions. Knowing that this video will also appear on YouTube and social media, what links and other calls to action will appear in it?
4. **Off-Site Promotions:** Describe the media and messages you will use to promote the campaign and secure the initial 20% of the goal. Based on research, estimate the number of your client's audience who will respond, the total returns, and the costs (including hours invested).
5. **Press Release:** Write a press release, maximum 500 words, announcing this campaign. Then list the names of all publications and people to whom you will submit this release.

Option 2 - Pitch the venture to investors: This will include a detailed summary of the marcom mix signals, and a press release to announce the venture.

1. **Goal:** What is the objective of your pitch? Set a S.M.A.R.T. goal, and explain in detail why you picked this number and deadline. Explain how this goal supports your client's brand, position, vision, and mission.
2. **Product Signals:** Describe the product, the customer needs it meets, and how it differs from the competition. What signals do the product features and benefits send, and how will you communicate them?
3. **Place Signals:** Describe where the product is available and/or how the customer can acquire it. What psychological impact will this distribution choice have on the customer? Note the distribution features that send the strongest signals. How will you communicate them?

4. **Price Signals:** Describe your pricing strategy (luxury, two-tariff, freemium, etc.) and list your prices and fees. Explain why you made this choice, how it differs from the competition, and the anticipated psychological impact. How will you communicate the price?
5. **Promotions:** Describe your media and messages at each of the marcom funnel (Awareness, Interest, Desire, Action, AND Satisfaction). Cite research to support your choices. How will your promotions differ from the competition? In addition, what type of sales professional from "Selling The Wheel" (Wizard, Relationship Builder, Closer, OR Captain And Crew) should your client employ for this campaign, and why? Finally, estimate a budget (expenses and hours) for the above.
6. **Press Release:** Write a press release announcing the new company and product, maximum 500 words. Then list the names of all publications and people to whom you will submit this release.

CLASS PARTICIPATION (10%)

Each student must contribute to the learning in this class and on Blackboard. The full score cannot be earned simply by attending. In most class sessions, you must speak, ask questions, and debate respectfully. Preparation is essential: completing assigned readings before class; researching additional materials; and applying theories to personal and professional experiences. Staying silent is unacceptable behavior, especially in the company of guest speakers, since it conveys disengagement. Here is how class participation is evaluated:

- Is the contribution relevant to the discussion and respectful of others?
- Do you consider ideas offered by the reading and by classmates?
- Does the contribution increase everyone's understanding or merely repeat facts?
- Are views supported with data, third-party theories and research?
- Do you test new ideas and challenge assumptions, or just "play it safe"?

Grading & Guidelines

A	93.0% or higher (extremely rare)
A-	90.0%-92.9%
B+	87.0%-89.9%
B	83.0%-86.9%
B-	80.0%-82.9%
C+	77.0%-79.9%
C	73.0%-76.9%
C-	70.0%-72.9%
D	60.0%-69.9%
F	59.9% or lower

A's and A-minuses must be earned by "going the extra mile" to develop professional caliber work that could be presented to a client or CEO. A-level work is mistake-free, reflects in-depth research, shows creativity and superlative communication skills, and demonstrates a strong understanding of the course material. Personal recommendations will be provided on request to students who earn an A.

- **Attendance:** You must attend every class, arrive on time, and stay for the entire class (missing more than 10 minutes counts as a half absence). Makeup assignments will be given for any absences. Should you need to miss a class, notify the instructor in advance (except, of course, in the case of illness or emergencies), and obtain what you missed from classmates and Blackboard. Two absences will result in complete loss of participation points. More than two absences will result in a course grade of C- or lower.
- **Critical Thinking:** In communication there are few "right" answers: what works for one company might fail for another — or even for the same company at another time. Assignments must describe "why" and "how," not just "what," and will be evaluated on the quality of the reasoning.
- **Professional Writing:** Since this a graduate program in communication, **your writing and formatting will be factored into all assignment grades**, so please proofread to eliminate all errors. If you need help with fluency or simply polishing your work, contact the USC Writing Center: <http://dornsife.usc.edu/writingcenter/>
- **Respect:** Treat classmates and speakers with courtesy. You may certainly question and criticize ideas — that is encouraged in the learning environment — but never criticize the person. Also, *be present*: **all computers and phones must be turned off during lectures — no exceptions**. Computers may be used during designated research and writing periods. You may eat in class, but not in the company of guest speakers.
- **ADA Compliance Statement:** Any student requesting academic accommodation based on a disability must register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Deliver it to your instructor as early in the semester as possible. DSP is located in STU 301, 8:30 am-5:00 pm, Monday through Friday, phone 213-740-0776.
- **Plagiarism:** Plagiarism is a cardinal sin in academia, with substantial penalties, including a "0" for the assignment and possible disciplinary action. You must understand what constitutes plagiarism, and exercise scrupulous effort to avoid it. Copying even as little as one sentence without proper referencing constitutes plagiarism.
- **Statement on Academic Integrity:** USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. Scampus, the Student Guidebook, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A: <http://www.usc.edu/dept/publications/SCAMPUS/gov/> Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>

Lecture Schedule + Topics

This schedule may change depending on the pace of class discussions and the availability of guest speakers. For final requirements, please refer to the lecture slides, which will be posted to Blackboard. Readings should be completed prior to the *next* class. All articles are available on Blackboard unless otherwise indicated.

The course is divided into four phases:

1. Ideation and Articulation
2. Research and Analysis
3. Marcom Mix Formulation
4. Pitching and Crowdfunding

Phase I: Ideation and Articulation

Successful entrepreneurs transcend the mere selling of products and services; they examine their motivations, set goals, and build distinctive, compelling brands. In this module, we will cover different approaches to developing entrepreneurial ideas and expressing them in a manner that inspires stakeholders inside and outside the organization.

Class 1 (January 11): Critical Thinking, Communication, and the Entrepreneurial Mindset

- Intro To The Class
- Writing for the entrepreneur — and the jargon trap
- Readings to be completed for next week:
 - Slogar, "Significance of Entrepreneurs Negotiation and Communication Skills," *Economic and Social Development: Book of Proceedings*: 583-587 (Apr 10-Apr 11, 2014)
 - Halim & Razak, "Communication Strategies of Women Leaders in Entrepreneurship," *Procedia - Social and Behavioral Sciences*, Volume 118, 19 March 2014, Pages 21-28
 - David Meerman Scott, "The Gobbledygook Manifesto," *ChangeThis*, 2007

Class 2 (January 18): Articulating the Entrepreneur's Mission and Vision

- Entrepreneurial Approach vs Market Orientation in developing communication strategies
- The "Why": How to Write Mission Statements
- The "Where": How to Write Vision Statements
- Social Ventures (B-Corporations and the Triple Bottom Line)
- Assignment:
 - Paper 1: Entrepreneur Bio, Mission, and Vision due before Class 4, February 1
- Readings to be completed for next week:
 - Toftoy & Chatterjee, "Mission Statements and the Small Business," *Business Strategy Review*, 09/2004, Volume 15, Issue 3
 - Baum, Kirkpatrick & Locke, "A Longitudinal Study of the Relation of Vision and Vision Communication to Venture Growth in Entrepreneurial Firms," *Journal of Applied Psychology*, 1998, Vol. 83, No. 1, 43-54
 - Darling & Beebe, "Effective Entrepreneurial Communication in Organization Development," *Organization Development Journal*, Spring 2007; 25, 1; pg. 76
 - Delgado-García, Rodríguez-Escudero & Martín-Cruz, "Influence of Affective Traits on Entrepreneur's Goals and Satisfaction," *Journal of Small Business Management*, 2012
 - Heath & Heath, "5 Tips For Creating A Sticky Strategic Vision," *MadeToStick.com*, 2009

Class 3 (January 25): Developing The Entrepreneurial Brand

- The Elements of a Brand
- Brand-centric Integrated Communication
- Developing the Entrepreneurial Brand Bible
- Readings to be completed for next week:
 - Eggers, Eggers & Kraus, "Entrepreneurial Branding: Measuring Consumer Preferences Through Choice-Based Conjoint Analysis," *International Entrepreneurship and Management Journal*, June 2016
 - Rode & Vallaster, "Corporate Branding for Start-ups: The Crucial Role of Entrepreneurs," *Corporate Reputation Review*; Summer 2005; 8, 2; pg. 121
 - W Hotels, "Evolution of W Hotels Design Identity"
 - Kaiser Permanente, "Brand Voice Guidelines," 2006

Phase II: Research and Analysis

Entrepreneurs do not work in a vacuum. To determine ideal media and messages — including the proper "voice" — they must identify and analyze the communication habits and expressions of the people and organizations ("stakeholders") who can help or hinder their marcom plans.

Class 4 (February 1): Market Research – Identifying Customer Communication Approaches

- Addressing Pain Points vs Wants vs Needs
- Communicating with Customers vs Pandering: How to Find the Entrepreneur's Voice
- Assignment:
 - Paper 1 due before class
 - Paper 2: Stakeholders Communication Analysis + Positioning Statement, due before Class 8 (March 1)
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Intro and Chapters 1-3
 - Yankelovich & Meer, "Rediscovering Market Segmentation," *Harvard Business Review*, February 2006

Class 5 (February 9): Market Research – Using Communication To Differentiate From Competitors

- Positioning and Perceptual Maps
- Challenger Brand Strategies
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Chapters 4-5
 - D'Aveni, Mapping Your Competitive Position, *Harvard Business Review*, November 2007, <https://hbr.org/2007/11/mapping-your-competitive-position>
 - Morgan, "Eating the Big Fish: The Eight Credos of Successful Challenger Brands," Wiley & Sons 2009
 - Inc. Staff, "How To Conduct Competitive Research," *Inc.*, 10 May 2010, <http://www.inc.com/guides/2010/05/conducting-competitive-research.html>

Class 6 (February 15): Market Research – Leveraging Community Stakeholders In Communication

- Communicating and Collaborating with other Stakeholders: Investors, Employees, Influencers, Regulators, Interest Groups, Collaborators/Complements
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Chapters 6-7
 - Li, Lai & Chen, "Discovering Influencers For Marketing In The Blogosphere," *Information Sciences*, 22 July 2011
 - Trusov, Michael, et al, "Determining Influential Users in Internet Social Networks," *Journal of Marketing Research*, August 2010
 - Berkman, "Valuing Influentials Means More than Just Counting Connections," *MIT Sloan Management Review*, 10 July 2013, <http://sloanreview.mit.edu/article/valuing-influentials-means-more-than-just-counting-connections/>

Phase III: Entrepreneurial Marcom Mix Formulation

We will implement a variation of the classic marketing mix, with an emphasis on **psychological signals**: how your choices and the methods you use to communicate them will shape the perceptions of the target market.

Class 7 (February 22): Product Signals

- What are we actually selling? The Red Bull case study
- Product Features vs Benefits: Beyond the Physical
- Tailored Sales Strategies + Product Maturity Levels
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Chapters 8-9
 - Cox & Stevens, *Selling The Wheel*, pp. 9-131, discuss on Blackboard
 - Kotler, "Atmospherics as a Marketing Tool," *Journal of Retailing*, 1973
 - Houssi, Morel & Hultink, "Effectively Communicating New Product Benefits to Consumers: The Use of Analogy Versus Literal Similarity," *Advances in Consumer Research*, 2005

Class 8 (March 1): Price Signals

- Value: More than Just a "Bargain"
- False Equivalencies (the "Price of Starbucks Coffee" comparison)
- Assignments:
 - Paper 2 due before class
 - Paper 3: Investor Statement, due before Class 15 (May 10)
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Chapters 10-11
 - Cox & Stevens, *Selling The Wheel*, pp. 135-253, discuss on Blackboard
 - Pitt, Berthon & Morris, "Entrepreneurial pricing: the Cinderella of marketing strategy," *Management Decision*, (1997) Vol. 35 Issue 5 pp. 344-350
 - White, & Yuan, "Building Trust To Increase Purchase Intentions: The Signaling Impact Of Low Pricing Policies," *Journal of Consumer Psychology*, 2011
 - Kumar, "Making Freemium Work," *Harvard Business Review*, May 2014, <http://hbr.org/2014/05/making-freemium-work/ar/pr>

Class 9 (March 8): Place Signals

- Retail Therapy + Distribution
- Why Brick-and-Mortar in a Digital World?
- Readings to be completed for next week:
 - *Narrative And Discursive Approaches In Entrepreneurship*, Chapters 12-14
 - Yani-de-Soriano & Foxall, "The Emotional Power Of Place: The Fall And Rise Of Dominance In Retail Research," *Journal of Retailing and Consumer Services*, 2006
 - Davis, Wang & Lindridge, "Culture Influences On Emotional Responses To On-Line Store Atmospheric Cues," *Journal of Business Research*, August 2008

March 15: Spring Recess — no class meeting**Class 10 (March 22): Promotion Signals**

- It's Not Just The Message — How The Media Selection Also Sends Signals
- Touchpoints + The Marketing Communication Funnel (AIDA+)
- Qualitative Evaluation: The 3B's (Brand, Buzz, Behavior)
- Readings to be completed for next week:
 - Fischera & Reuberb, "Online Entrepreneurial Communication: Mitigating Uncertainty And Increasing Differentiation Via Twitter," *Journal of Business Venturing*, Volume 29, Issue 4, July 2014
 - Kirthi Kalyanam, Monte Zweben, "The Perfect Message at the Perfect Moment," *Harvard Business Review*, November 2005, <https://hbr.org/2005/11/the-perfect-message-at-the-perfect-moment>
 - Charles Falzon, "Brand Development and Transmedia Production—The Geofreakz Case Study," *Journalism and Mass Communication*, September 2012

Classes 10-11 (March 29 & April 5): Storytelling + Emotion

- Creating Emotion in Modern Media: the 4R's
- Writing and Pitching Press Releases
- Readings to be completed for next week:
 - Garud, Schildt & Lant "Entrepreneurial Storytelling, Future Expectations, and the Paradox of Legitimacy," *Organization Science*, September-October 2014
 - Valliere, "Entrepreneurial Sensegiving And The Attention Contract," *International Entrepreneurship And Management Journal*, March 2015
 - Roundy, "Doing Good by Telling Stories: Emotion in Social Entrepreneurship Communication," *Journal of Small Business Strategy*, Fall 2014

Part V: Pitching and Crowdfunding**Class 12 (April 12): Crowdfunding Strategies**

- Kickstarter as a Framework
- S.M.A.R.T. Goals

- Readings to be completed for next week:
 - Ahlers, et al, "Signaling in Equity Crowdfunding," *Entrepreneurship: Theory and Practice*, July 2015
 - Gerber & Hui, "Crowdfunding: Motivations and Deterrents for Participation," *ACM Transactions on Computer-Human Interaction*, December 2013
 - Meyskens & Bird, "Crowdfunding and Value Creation," *Entrepreneurship Research Journal*, April 2015
 - Mollick, "The Dynamics of Crowdfunding: An Exploratory Study," *Journal of Business Venturing*, January 2014

Class 13 (April 19): Pitching

- Elements of a Entrepreneurial Presentation
- Making PowerPoint Persuasive
- Readings to be completed for next week:
 - Parhankangas & Ehrlich, "How Entrepreneurs Seduce Business Angels: An Impression Management Approach," *Journal of Business Venturing*, Volume 29, Issue 4, July 2014, Pages 543–564
 - Wallnöfer & Hacklin, "The Business Model In Entrepreneurial Marketing: A Communication Perspective On Business Angels' Opportunity Interpretation," *Industrial Marketing Management*, Volume 42, Issue 5, July 2013, Pages 755–764
 - Chip Heath & Dan Heath, "Making Your Presentation Stick," *MadeToStick.com*, 20 October 2008

Class 14 (April 26): Showcasing — Conventions and Conferences

- Exhibition strategies for startups
- Communication outreach before, during, and after
- Students will make a 10-pitch to an "investor group" of peers covering their client's venture and plan
- Observing students will make constructive suggestions to the presenters

May 3: Study Period — no class meeting

Class 15 (May 10): The Show — Capstone Project Presentations and Exhibits

- Consultants will showcase their client startups with an exhibit, including a press release/brochure
- "Best In Show" awards presented for various categories, including innovation, creativity, and feasibility
- Final paper 3, The Investor Statement, due