**Important Note**

Before diving into the course description I wanted to share that because I have a full time job there are times I have to travel for my job. That means some classes will be on zoom or have guest lecturers for the class. Every single class will not feature me in person but the majority will. Thank you for understanding. The books required for the class are at the end of this document. All the additional reading will be provided via the internet in the form of articles, videos and podcasts.

**Course Description**

This course is about the fundamentals of social entrepreneurship but is ultimately about you. It’s not a toolkit to launch businesses. It’s an indoctrination into what it truly means to build and start something and an exploration of you and your goals so you can assess if this is really what you want to do. There are no textbooks and operating manuals. You won’t learn any special skills.

Instead, there is a lot of discussion about real life and how the world works and what your place in that world could be.

This course starts with the premise that individuals can have a meaningful impact on social issues through the vehicle of social entrepreneurship and that they can help shape and change the world. The course is applicable to multiple aspects of social enterprise including - for profit companies and start-ups, non-profit or self funding organizations and people who want to act more entrepreneurially from within larger NGO’s, non-profits or socially oriented businesses.

This course is for those who seek to learn and use an entrepreneurial approach to ameliorate major, global, social challenges and to think about changing the world in the process. No prior business experience is needed, just an open mind to learning new things and new ways to look at the world. In the end it’s not required that people pursue a path of social entrepreneurship but more so that they have a new lens with which to see the world and how to solve problems in the world.

There are multiple definitions of social entrepreneurship and it is not the aim of this class to define a single path or to cover every single iteration. Instead the aim is to help students with a passion for social impact, start to think about and understand an entrepreneurial mindset, and how to apply it. It is important to understand that there are no hard skills of entrepreneurship, merely a mindset of how to think about creating businesses, and this class focuses on the mindset. There is no startup handbook or ten step program that comes out of the class because every startup journey is personal and different. What matters more is what you learn about you and how you start to learn about the world around you.

There is debate about whether entrepreneurs are born or they are made. Either way, it is likely that their success was not learned by sitting in a classroom or listening to lectures.

Entrepreneurs succeed because they have a mindset for experimentation, and they have a passion and vision to change the world. Also they are pretty good story tellers. Students taking this class will best learn when they embrace the class and the methods of learning in the class

with an entrepreneurial mindset. In other words, I am biased towards the way that I learned to be both a social and a start up entrepreneur. I tried a lot of things. I asked a lot of questions. I read articles, books and watched videos and listened to podcasts. I asked for advice. I took meetings. I failed. I looked at my metrics. I hired people smarter than me. I took ideas from one vertical and applied them to another. And every day I tried to learn something new, made new experiments, cared nothing for the way it was supposed to be, tried to do too much, and thought, there must be a better way. To inculcate that through the class is the ultimate goal.

Students will be given multiple opportunities to develop and use their entrepreneurial mindset through

-Co-creating and shaping the curriculum, providing feedback ongoing about our learning

-Researching and finding articles, videos, podcasts and people to talk to that are not in the curriculum but support their learning and their final projects

-Learning and presenting in multiple modalities (video, presentations, papers)

-Questioning speakers, building business models, discussing and cooperating with classmates

-Assessing their own strengths and weaknesses and development over the course of the semester

**Assignments**

-You must do the required reading every week

-In addition to reading I will assign videos and podcasts which you are required to watch or listen to

-I will ask you to do research to support the reading and share this research with the class

-Participation in class and presentations

-Everyone will work on an idea for a social enterprise and use that as the structure for applying what is discussed each week

-Help make our class the best class it can be, on a weekly basis

-If you turn in your assignments literally right before class I can’t look at them, ever.

**Grading**

Participation and Attendance (20%):

Participation shows that you are engaged and have done the homework. It also reflects regular attendance in class. If you feel uncomfortable participating you have the option of emailing me additional thoughts after class. I actually take attendance. Unexcused absences count against your grade (details below).

Weekly assignments + Midterm Project (40%):

As a start-up, every month you report to your board of directors and keep them updated on your progress, your metrics and key developments. Likewise each week you must update me via email before the next class. An slack message gives me a brief overview of what you’ve been learning, questions you might have, other resources, feedback on the class and progress on

your idea. In other words, every week you send me an email which consists of three parts: 1) A brief overview of what you learned (this is not a book report so no need to reflect back what’s in the reading). 2) Your thoughts, reactions, feelings. 3) Questions you had (you can just list these). If you do not submit a summary email each class before the class starts, you will lose points from your final grade.

I also know how to use ChatGPT and other similar programs. If you use those programs to send me a summary of the reading, it will be both apparent to me and annoying. So please don’t. I am not interested in summarizations of readings. I am interested in your thoughts and perspectives. Only you, not large language models, can provide that.

(40%): Your final product

1. You will create a social venture as a group project in this class. You will build a plan and present it ongoing and at the end to your peers for feedback. It will not be perfect. It may never launch. But it’s the process of structuring and doing this that will lay the groundwork for your next venture and the one after that.
2. You will write a 3 - 5 page letter to yourself about what you learned and advice on how to be a successful social entrepreneur.

**Course Rules and Requirements:**

1. Absences: Attendance will be taken for each class. As active participation is an important element of your grade, so is attendance. Any more than three absences will result in a zero for the attendance (and participation) portion of your grade. Please notify me by email prior to any class in which you will be absent or late. There will be no make-ups due to excused or unexcused absence or lateness.
2. Group Work: One of the course deliverables and many of the in-class discussions will involve group work. You are expected to work cooperatively in such groups and to be an individual contributor to the group process. Group dynamics will be observed and will also contribute to the class participation portion of your grade. You will be asked to grade your fellow group members at the end of the project, especially around participation.
3. Preparation: As stated in the syllabus, this course involves reading the assigned materials and completing the assignments. Therefore, coming prepared to class is absolutely required. Students may be asked questions whether or not they offer to participate so please make sure you are prepared.
4. Academic Honesty: Academic dishonesty will not be tolerated. Participation in cheating, forgery and plagiarism are subject to disciplinary action.
5. Wagner School Policies: The course will be subject to all Wagner School policies

Also: I have a NO TECHNOLOGY approach to teaching. It is very hard to teach students who are hidden behind their laptops or are on their phones. So no laptops, ipads or phones in class. If you have a learning exception to this, of course please connect with me.

**About the Instructor**

Dan Porter has been a social entrepreneur and a start up entrepreneur for over 25 years. He was on the founding team of Teach For America and served as its first President. He was on the board of Venture for America in its early incarnation. As a startup entrepreneur he launched the first online ticketing company, TicketWeb, which was sold to Ticketmaster for $40 million. He was the CEO of OMGPOP and designed the mobile game Draw Something which was downloaded over 250 million times, and he sold the company to a large publicly traded company for $200 million. As an investor he ran digital investments for Richard Branson and the Virgin Group in North America and launched a venture fund while running digital at the global talent agency William Morris Endeavor. He is currently the CEO of Overtime, a digital sports network, and he is a graduate of Princeton University and NYU.

**Required Reading**

**The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses**

Eric Ries [https://www.amazon.com/dp/0670921602/ref=cm\_sw\_r\_cp\_dp\_T2\_J.oDzbR4T34Q4](https://www.amazon.com/dp/0670921602/ref%3Dcm_sw_r_cp_dp_T2_J.oDzbR4T34Q4)

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**Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs**

Muhammad Yunus [https://www.amazon.com/dp/1586489569/ref=cm\_sw\_r\_cp\_dp\_T2\_XbpDzbT49ZXZA](https://www.amazon.com/dp/1586489569/ref%3Dcm_sw_r_cp_dp_T2_XbpDzbT49ZXZA)

Below you will find an outline of what we plan to discuss, on a weekly basis. The exact topic in each class is subject to change before the semester begins and as the semester goes along depending on how much we are able to cover and what questions arise in the process of our learning. Changes will be reflected on this document.

**Class 1: Can you learn how to be an entrepreneur?**

**Class 2: How do organizations think about solving the world’s problems? Class 3: What goes wrong when trying to save the world?**

**Class 4: How to start, by thinking really small Class 5: How to develop products**

**Class 6: How entrepreneurs use a market driven approach Part 1 Class 7: How entrepreneurs use a market driven approach Part 2 Class 8: How to think about what to measure**

**Class 9: What is strategy and positioning?**

**Class 10: Target population and All the Parts of the Project Class 11: How do we get money for our idea?**

**Class 12: What they say about you when you’re not in the room Class 13: Final Presentations**

**Class 14 Final Presentations**

Before you get to class, please read:

**Homework due Class 1 - September 3, 2024**

*Reading assignment due:*

1. The [article on entrepreneurship](https://drive.google.com/file/d/15ib5ACKSAxgKO4hW99QRP3rvfymF2Xer/view?usp=sharing) from the Wall Street Journal Overall there are

14 classes

70 Readings / videos / podcasts 2 short written pieces

1 final project

I have spent years cultivating and putting together the articles for the course. But sometimes the links break or move for articles I have assigned and now more and more sites make you pay for articles which is why some of them I know share as pdfs. If you can not find an article or podcast, or it has been taken down or moved behind a paywall, please let me know and I will either find a copy or assign a different article!

Looking ahead - storytelling is a big part of this class. To be a successful entrepreneur oftentimes means telling a great story, to investors, to your staff, to your customers. There are three types of stories we are going to study. And I will ask you to do for the class.

First is more a traditional stand up story. Stand in front of the class and tell us a story. I will give you a theme.

1. Stand up storytelling <https://www.youtube.com/watch?v=YjrlGhAB4a4> <https://youtu.be/coD6GER29iE?si=fpDoxjxMbs4qoAlo>
2. Twitter

<https://x.com/timjcarden/status/1821963830723055619>

1. TikTok <https://www.tiktok.com/t/ZTNTgt11T/>

Here’s some quick information on what I do and who I am…

<https://paw.princeton.edu/article/dan-porter-overtime-gen-z-sports> <https://youtu.be/9Prj5Atkvzg>

*Start-up study. Coffee Podcast*

Yemen Coffee Episode <https://www.youtube.com/watch?v=_h7GWC1xFGo>

Or here too: <https://open.spotify.com/episode/1BBdIGU2nEUSyjSp4INZhE>

*Reading*

Muhammad Yunus. Building a Social Business Introduction and Chapter 1

For Profit versus Non Profit <https://drive.google.com/file/d/1GHYJcX7PQBt3zxpS9BgkbyuAUHOtjlcf/view?usp=sharing>

The Way we think about charity is dead wrong <https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong>

People powered

[https://www.nj.com/togethernj/2020/08/nj-man-running-free-biweekly-food-pantry-out-of-his-gara](https://www.nj.com/togethernj/2020/08/nj-man-running-free-biweekly-food-pantry-out-of-his-garage.html) [ge.html](https://www.nj.com/togethernj/2020/08/nj-man-running-free-biweekly-food-pantry-out-of-his-garage.html)

[https://www.abc.net.au/news/2020-08-04/coronavirus-face-masks-cropping-up-on-fences-across](https://www.abc.net.au/news/2020-08-04/coronavirus-face-masks-cropping-up-on-fences-across-brisbane/12519142)

[-brisbane/12519142](https://www.abc.net.au/news/2020-08-04/coronavirus-face-masks-cropping-up-on-fences-across-brisbane/12519142)

Material:

Ed Gavagan Speech, https://www.youtube.com/watch?v=N9vKRqtGZi8Work due:

* One Pager on a) how it makes you feel. And b) breakdown the construction of the story.
* Prepare a three-minute story about one of your first memories at NYU using Ed Gavagan’s techniques. I will ask for volunteers to present theirs and give feedback. Over the course of 14 weeks we should be able to get to about 30 out of 45 stories. Couple of notes:

Anyone who delivers a story will get some extra credit We will discuss what makes great stories ongoing

I passionately believe that storytelling might be the MOST important trait of a great entrepreneur which is why I focus so much on this skill

If you need to tweak the assignment (substitute summer camp or HS for NYU etc.) that’s OK too

*Start-up study. Toms* <https://www.npr.org/2019/02/08/692781997/toms-blake-mycoskie> Or here:

<https://podcasts.apple.com/us/podcast/toms-blake-mycoskie/id1150510297?i=1000429604693>

*Reading*

Challenges of selling to the poor <https://drive.google.com/file/d/1AtmpRIERps9AKZeNTxgMA7VYD5z5_iZ1/view?usp=sharing>

Problem with helping people without asking

<https://getpocket.com/explore/item/why-detroit-residents-pushed-back-against-tree-planting>

When charity is too powerful <https://drive.google.com/file/d/1Hpz4JlpmENwmCWPt7cXBoKJcomse2JYm/view?usp=sharing>

Inspiration <https://archive.is/0mdqf>

Listen to Metrics - when helping hurts <http://freakonomics.com/podcast/when-helping-hurts/>

*Project*

Come up with a list of one or two companies you’d be interested in checking out - and send them to me so we can make sure they are directionally correct.

*Project*

We are going to start with the Mid Term Project. So start thinking of, researching and learning about companies out there so you can make sure you’re on the path to choosing one.

**Mid Term Project (This is the same information in the projects document for the class)**

Find a social business that feels relevant to you and your interests. It can be a big business or a really small business. It can impact NYC or your hometown. It can be public health related (pandemic), business related (different types of community or ethnically focused businesses), environmental or anything else that feels very topical and very now. Ideally it is something that inspires you. This should not be a typical non profit (it has to be a business!). It should be a social business that means that it should be generating some revenues to support itself - and not a fundraiser or a non profit that’s supported by donations. Your project should be about a page introduction as follows: explain the project, why you decided on that business, how you found them, what was the process of contacting them like and so forth. Then a page or two

about the most important five questions you could ask them (what do you want to know!) and then ask either the founder or someone involved with the project. Asking good questions and good follow up questions is key! You can ask the questions in person, over the phone or video, or over email. Your grade is based on your ability to find an interesting social business, make contact with them and ask good questions that generate good answers. One word of advice from past projects is that if you find yourself having trouble making contact with the organization or the right person, you may need to find a different organization rather than waiting until the last moment when you haven’t been able to get through to them and end up with no project. Some people and organizations are hard to get in touch with!

The project is due **October 14th** which is the day before Fall Break begins. I will always accept it earlier. And the sooner we agree on a company worth interviewing the better.

*Startup study: Solving homelessness*

Can a startup solve homelessness

<https://gimletmedia.com/shows/the-pitch/brh8av/can-a-startup-solve-homelessness-63>

*Reading* Lean Startup Chapter 3, 4

Yunus Chapter 2

Paul Graham from Y Combinator <http://www.paulgraham.com/before.html>

Plastic straw bans?

<https://grist.org/culture/plastic-straw-bans-single-use-plastic-pollution-impact/>

Sustainability! <https://archive.is/myxdj>

[**https://archive.ph/eQdcP**](https://archive.ph/eQdcP)

What to work on <http://www.paulgraham.com/greatwork.html#f1n>

(You are welcome to read the whole article but it’s the first 10 paragraphs or so that I’d like you to read)

Email

[https://twitter.com/sahilbloom/status/1581260995153911809?s=46&t=Z-I41dcbLlM9KBA4V3oDy](https://twitter.com/sahilbloom/status/1581260995153911809?s=46&t=Z-I41dcbLlM9KBA4V3oDyg) [g](https://twitter.com/sahilbloom/status/1581260995153911809?s=46&t=Z-I41dcbLlM9KBA4V3oDyg)

Project

Pick your final company to profile and start getting in touch with them.

*Startup study: Daymond John*

https://[www.npr.org/2018/06/07/599900951/fubu-daymond-john](http://www.npr.org/2018/06/07/599900951/fubu-daymond-john)

*Reading*

<https://bothsidesofthetable.com/dont-be-fooled-by-your-own-expertise-41062da064f> <http://paulgraham.com/startupideas.html>

<https://foundercollective.medium.com/startups-your-competitors-arent-lucky-d3c68357be5c> <https://twitter.com/ColeSouth/status/1550230795230781440> <https://twitter.com/ShaanVP/status/1364621955647893504>

Project

Now that your mid term project is underway, we are going to start working on the end term project. Everyone will be assigned in a group of three or more, if you have ideas for a social entrepreneurship project focus not on an idea but on what you’ve observed. What is a problem to solve?

**Final Project**

The final project is a customer development project where you seek to solve a local problem, either at NYU or in your community (where you live now or where you or your family is from). Your goal is to start with an assumption or idea, but through talking to people, see how that idea evolves. Then map out steps to get there. This is related to what we have studied in class which is the customer development process and finding out through talking and listening to people - what problems they have, which then drive your ideas. Oftentimes you start with a hunch but it changes when you get out and talk to people. Or you pursue ideas which either need to be made smaller or shift over time. The actual customer development process (talking to people) and your learnings and idea generation are a big part of how I assess you on the project. The rest of the assessment is your idea mapped out, your presentation to the class and the quality of the teamwork. We will do this in teams of three or four people. I strongly discourage teams of one or two people. The last two classes consist of pitch sessions by each group.

Pre-pandemic this project has involved a lot of going out into the real world and visiting and talking to people. Students have spent time at homeless shelters, visiting non profits, going to landfills or interviewing food truck owners or university administrators. Given the variability of Covid we will adapt to whatever the circumstances are at the moment that allows the project to proceed and students to stay safe and healthy. The emphasis on a local project (even one that serves your dorm or your block) should help ensure that students can have access to customer development interviews while staying Covid safe.

We will start to find interest areas and assign groups to work on the project!

*Startup study: Barefoot College*

[https://www.ted.com/talks/bunker\_roy /](https://www.ted.com/talks/bunker_roy)

[https://www.youtube.com/watch?v=ON\_NQ1HnRY](https://www.youtube.com/watch?v=ON_NQ1HnRYs)s (watch as much or as little as you want)

*Reading*

Blue Ocean Chapter 1, 2, 3 Zero to One - Secrets

[https://drive.google.com/drive/folders/0B5swaEd-yxh7d0Rrb2ZkN0ZaYUE?resourcekey=0-JkTu](https://drive.google.com/drive/folders/0B5swaEd-yxh7d0Rrb2ZkN0ZaYUE?resourcekey=0-JkTuPS0Ul0jtmQ2-d_Dgmw&usp=sharing) [PS0Ul0jtmQ2-d\_Dgmw&usp=sharing](https://drive.google.com/drive/folders/0B5swaEd-yxh7d0Rrb2ZkN0ZaYUE?resourcekey=0-JkTuPS0Ul0jtmQ2-d_Dgmw&usp=sharing)

(Rather than make you buy these books I scanned 4 chapters and put them online for you. Do not sleep on these. This is among the best business writing I have ever read and I have and will continue to re-read these hundreds of times)

Dumpster diving <https://archive.ph/Sn3EC>

<https://archive.ph/pvh40>

Customer development (this is the bible I use at my company) [https://s3.amazonaws.com/TalkingtoHumans/Talking+to+Humans.pdf](https://s3.amazonaws.com/TalkingtoHumans/Talking%2Bto%2BHumans.pdf)

A radical disagreement! <https://www.youtube.com/watch?v=Jjw3ovJrUpY>

*Project*

With your group, think about the problem you want to solve, and ideas for potential solutions (your hypothetical social business will be oriented towards the solution).

*Startup study: Sanga Moses*

<https://www.youtube.com/watch?v=K6TAf2UKgAM>

*Reading*

Yunus Chapter 3

How to focus

[https://bothsidesofthetable.com/why-successful-people-focus-on-the-bottom-end-of-the-funnel-6](https://bothsidesofthetable.com/why-successful-people-focus-on-the-bottom-end-of-the-funnel-6d729099fcf8) [d729099fcf8](https://bothsidesofthetable.com/why-successful-people-focus-on-the-bottom-end-of-the-funnel-6d729099fcf8)

How to be a billionaire

[https://www.quora.com/Will-I-become-a-billionaire-if-I-am-determined-to-be-one-and-put-in-the-n](https://www.quora.com/Will-I-become-a-billionaire-if-I-am-determined-to-be-one-and-put-in-the-necessary-work-required/answer/Justine-Musk) [ecessary-work-required/answer/Justine-Musk](https://www.quora.com/Will-I-become-a-billionaire-if-I-am-determined-to-be-one-and-put-in-the-necessary-work-required/answer/Justine-Musk)

Community Fridge <https://drive.google.com/file/d/1nY4KfbgBSBaK0yQVVQmoCODH07v3cuFH/view?usp=sharing>

Food Rescue <https://archive.ph/8sYOj> <https://archive.ph/2dDK2>

What makes a good business partner

[https://bothsidesofthetable.com/what-makes-a-great-business-partner-1206b561f221](https://bothsidesofthetable.com/what-makes-a-g%20reat-business-partner-1206b561f221)

Naming Your Company

<http://mentalfloss.com/article/87172/hidden-meanings-behind-15-company-and-brand-names>

Material:

* Nathan Baugh Twitter thread [https://twitter.com/nathanbaugh27/status/1630612819598098458?s=46&t=60m8mfcPRnXO\_us](https://twitter.com/nathanbaugh27/status/1630612819598098458?s=46&t=60m8mfcPRnXO_ussnCTuJw) [snCTuJw](https://twitter.com/nathanbaugh27/status/1630612819598098458?s=46&t=60m8mfcPRnXO_ussnCTuJw)

Work due:

* Write a story with Nathan Baugh’s storytelling engine. Try to write about a business or culture. I will ask for 5 volunteers to present theirs to the class and I will give them feedback.

*Project*

What do you have so far? Each of you should use a friends and family filter - everyone needs to ask 5 people for feedback. What do you think of my idea? Is this a good problem to solve? Does it make sense? Can I explain it? Does it sound achievable? Please list the name and relationship for each person you spoke to and one sentence of feedback they provided.

*Startup Study: Stonyfield Yogurt* <https://www.npr.org/2019/08/15/751574289/stonyfield-yogurt-gary-hirshberg> Or here:

[https://podcasts.apple.com/es/podcast/stonyfield-yogurt-gary-hirshberg/id1150510297?i=10004](https://podcasts.apple.com/es/podcast/stonyfield-yogurt-gary-hirshberg/id1150510297?i=1000447210267) [47210267](https://podcasts.apple.com/es/podcast/stonyfield-yogurt-gary-hirshberg/id1150510297?i=1000447210267)

*Reading*

Lean startup Chapter 5, 6, 7

[http://www.businessinsider.com/the-incredible-story-of-how-laid-off-omgpop-workers-got-hired-b](http://www.businessinsider.com/the-incredible-story-of-how-laid-off-omgpop-workers-got-hired-back-just-in-time-to-cash-in-on-the-big-sale-2012-4) [ack-just-in-time-to-cash-in-on-the-big-sale-2012-4](http://www.businessinsider.com/the-incredible-story-of-how-laid-off-omgpop-workers-got-hired-back-just-in-time-to-cash-in-on-the-big-sale-2012-4)

Happiness in your job <https://archive.ph/JH9BF>

Golden Age of Thrifting <https://archive.ph/TzCOw>

Ditch the MBA <https://archive.is/Wuk5Y>

This reading is about you, your education and your life <https://drive.google.com/file/d/1nygxgb9sfSsqi-lRPvoqtDljU1DBly5y/view?usp=sharing>

This is what a Venture Capital “deal memo” looks like (with comments from the author added) <https://www.bvp.com/memos/shopify>

*Project*

Everyone needs to have committed to an idea, however imperfect, as a result of the inclass work from this past class. And now start thinking - how are we going to DO this and what are the first steps going to be?

*Startup Study: Tatcha*

<https://www.npr.org/2020/07/10/889810099/tatcha-vicky-tsai>

*Reading*

Yunus Chapter 8

Recycling

<https://grist.org/regulation/recycling-bias-study-waste-prevention/>

The Rich ruin everything

<https://archive.ph/6meNU>

Interesting article about the Impact of Alibaba on a variety of small businesses <https://www.linkedin.com/pulse/what-i-wish-silicon-valley-understood-alibaba-brian-a-wong/>

Look ahead! Start thinking about this

<https://medium.com/swlh/how-to-create-a-winning-investor-pitch-deck-794022ac4c59>

North Star Metrics

<https://future.a16z.com/north-star-metrics/>

*Project*

Your North star and unit economics needs to be done and tight and ready to present

*Startup Study:*

La Colombe

[https://www.npr.org/2020/07/17/892312195/la-colombe-coffee-roasters-todd-carmichael-and-j-p-](https://www.npr.org/2020/07/17/892312195/la-colombe-coffee-roasters-todd-carmichael-and-j-p-iberti) [iberti](https://www.npr.org/2020/07/17/892312195/la-colombe-coffee-roasters-todd-carmichael-and-j-p-iberti)

*Reading*

Lean startup Chapter 8

Are you solving the right problem? <https://archive.ph/wDXOG>

Making Hard Decisions Easier <https://www.youtube.com/watch?v=PtRVIp_e2bs>

Some popcorn business model reading

<https://thehustle.co/why-is-movie-theater-popcorn-so-outrageously-expensive/>

What happened to Nike

https://[www.linkedin.com/pulse/nike-epic-saga-value-destruction-massimo-giunco-llplf/](http://www.linkedin.com/pulse/nike-epic-saga-value-destruction-massimo-giunco-llplf/)

* The Moth Presents Dr. Mary-Claire King at the World Science Festival: <https://www.youtube.com/watch?v=tOP5pUIYhv4>

Work due:

* Create a story where you are a customer, or a business owner, or someone being served by a business, but there’s a “twist” in the story!

*Project*

Your group needs to be able to clearly explain who your target population is (your customer and who you impact if those are different) and what their problem is and the beneficiary experience. In other words how your social enterprise is benefiting them. This is going to be a key part of your presentation so it has to be super tight. I also need to know - How do you know your beneficiary wants this solution and how do you know it’s the right solution?

*I will say this once here - this is the time that you may need to email your teammates or meet after class. I provide a lot of class time to work on the project - but if you need more time or are not making enough progress, the lack of class time is not an excuse. You will need to meet outside of class time.*

*Startup Study: Lyft* <https://www.npr.org/2018/06/22/622601114/lyft-john-zimmer> Or here:

https://podcasts.apple.com/in/podcast/lyft-john-zimmer/id1150510297?i=1000414553341

*Reading*

<https://ssir.org/articles/entry/ten_nonprofit_funding_models>

Naming

<https://thenextweb.com/entrepreneur/2017/10/26/before-naming-your-startup-read-this/> <https://www.youtube.com/watch?v=rzbXht7MJVM>

Brand

[https://medium.com/startup-grind/the-quick-and-dirty-guide-to-building-your-startup-brand-2183](https://medium.com/startup-grind/the-quick-and-dirty-guide-to-building-your-startup-brand-21834f46740b) [4f46740b](https://medium.com/startup-grind/the-quick-and-dirty-guide-to-building-your-startup-brand-21834f46740b)

[http://firstround.com/review/This-Startup-Cracked-a-24-Billion-Market-with-Branding-Heres-Their](http://firstround.com/review/This-Startup-Cracked-a-24-Billion-Market-with-Branding-Heres-Their-Formula/)

[-Formula/](http://firstround.com/review/This-Startup-Cracked-a-24-Billion-Market-with-Branding-Heres-Their-Formula/)

<https://startupnation.com/grow-your-business/understand-branding-brand-positioning/>

Story telling

[https://firstround.com/review/good-leaders-are-great-storytellers-our-6-tips-for-telling-stories-that](https://firstround.com/review/good-leaders-are-great-storytellers-our-6-tips-for-telling-stories-that-resonate/)

[-resonate/](https://firstround.com/review/good-leaders-are-great-storytellers-our-6-tips-for-telling-stories-that-resonate/)

*Project*

Analyze the most competitive alternative to your project. How do you compare with them? Address the sociopolitics around your project and prepare to discuss and share with the group. Who are your allies? Who is going to be bothered by your project because you’re in their turf? How do you protect against a “Tom’s” experience

*Startup Study: Carol’s Daughter*

https://one.npr.org/?sharedMediaId=532244414:532276588

*Watching*

The following are playlists from Tech Stars demo day. You can watch either, or watch both. Your homework is your notes about what makes a great pitch and how to sell it /

[https://www.youtube.com/playlist?list=PLPf9eND9iK-nA-8Ps9E4qptohbstbkW9H /](https://www.youtube.com/playlist?list=PLPf9eND9iK-nA-8Ps9E4qptohbstbkW9H)

[https://www.youtube.com/watch?v=uO5m2K88k14&list=PLMrjlzyNJBDQS7ozvQLwOV4CgMb9](https://www.youtube.com/watch?v=uO5m2K88k14&list=PLMrjlzyNJBDQS7ozvQLwOV4CgMb9nd1jg) [nd1jg /](https://www.youtube.com/watch?v=uO5m2K88k14&list=PLMrjlzyNJBDQS7ozvQLwOV4CgMb9nd1jg)

Use video to sell your startup

<https://bothsidesofthetable.com/what-is-the-best-way-to-explain-your-startup-98abd1dc9c98>

Persuasion

https://drive.google.com/file/d/1sB0o9WogZFR\_8WF00--Bw0ki7xmdHecL/view?usp=sharing

Life <https://www.shaanpuri.com/essays/someday>

*Project*

Create a short pitch deck for your project. We will review in class but any groups that are ready can present early (next week). THIS IS YOUR PITCH DECK. This is your final project and your grade. Make it epic and make your presentation of it amazing. Practice, practice. Make sure everyone participates. Be confident. Have great slides. Tell a great story. Show us what you have learned!

*Startup Study:*

Podcast. Whole Foods

<https://www.npr.org/2018/11/15/668332104/whole-foods-market-john-mackey> Or here:

[https://podcasts.apple.com/za/podcast/whole-foods-market-john-mackey/id1150510297?i=1000](https://podcasts.apple.com/za/podcast/whole-foods-market-john-mackey/id1150510297?i=1000424120372) [424120372](https://podcasts.apple.com/za/podcast/whole-foods-market-john-mackey/id1150510297?i=1000424120372)

*Reading*

[*http://www.businessinsider.com/the-do-something-principle-motivation-2017-7*](http://www.businessinsider.com/the-do-something-principle-motivation-2017-7)[*https://archive.is/iRxj2*](https://archive.is/iRxj2)

[*https://www.youtube.com/watch?v=bNpx7gpSqbY*](https://www.youtube.com/watch?v=bNpx7gpSqbY)

“Education is not the learning of facts, but training the mind to think.” -Albert Einstein

Ignore the pitch at the end of this article to subscribe or sign up for a course. Read this article and think about the mental model as opposed to facts based approach of this course.

https://archive.is/2021.07.27-104108/https://medium.com/accelerated-intelligence/how-to-tell-if-s omeone-is-truly-smart-or-just-average-a2f0bcac5db2

Inclusive Leadership

[https://firstround.com/review/the-managers-guide-to-inclusive-leadership-small-habits-that-make](https://firstround.com/review/the-managers-guide-to-inclusive-leadership-small-habits-that-make-a-big-impact/)

[-a-big-impact/](https://firstround.com/review/the-managers-guide-to-inclusive-leadership-small-habits-that-make-a-big-impact/)

*Project*

Final presentations for first groups

# Final presentations

Optional fun readings :)

Optional bonus podcast Brooklinen (NYU Grads!)

<https://www.npr.org/2020/04/15/835181472/brooklinen-vicki-and-rich-fulop>

Bonus! <https://www.youtube.com/watch?v=3b1J_FzefLE>