

8011 - Final Master Thesis (FMT)

General Information	
<p> Degree: University Master's Degree in Entrepreneurship and Innovation Course: First Quarter: First - Second - Third ECTS credits: 15 Course Coordinator: Francesc Ribas, Ph.D. Teaching Theory: Francesc Ribas, Ph.D, Dolors Celma, Ph.D., Aleksander Kucel, Ph.D Teaching language: English / Spanish </p>	
1.- Objectives	
<p>General objectives</p>	<p>Design the business plan and feasibility of an innovative business project through the application and development of empirical research: problem statement, search for information, analysis of results and presentation and defense of the research project.</p>
2.- Competences	
<p>2.1.- Basic competences</p>	<ul style="list-style-type: none"> • CB1 - Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context • CB2.- That the students know how to apply the knowledge acquired and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study • CB3.- That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments • CB4.- That the students know how to communicate their conclusions and the latest knowledge and reasons that support them to

	<p>specialized and non-specialized audiences in a clear and unambiguous way</p> <ul style="list-style-type: none"> • CB5 - That students have the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. • CG1.- Have autonomous reasoning with critical distance on business topics or issues and application of innovative ideas • CG2.- Apply tools and methodologies that facilitate creative and innovative thinking in everyday situations related to the business environment • CG3- Analyze business environments, local and global, in order to detect new market opportunities that can be transformed into commercial products • CG4- Strategically manage business innovation processes from diagnosis to application being able to align resources, capabilities and skills to implement them
<p>2.2.- Transversal competences</p>	<ul style="list-style-type: none"> • CT1.- Communicate in English business ideas and projects in an effective, clear way, applying synthesis capacity • CT2.- Lead a team and work multidisciplinary teams, actively participating in tasks and negotiating with dissenting opinions until reaching consensus positions • CT3.- Recognize the diversity of points of view, understand multiculturalism and be able to make their own opinions known in respect to divergent opinions • CT4. Develop the ability to assess gender inequalities to design solutions
<p>2.3.- Specific competences</p>	<ul style="list-style-type: none"> • CE1.- Plan and manage events, seminars and congresses related to entrepreneurship and innovative business creation. • CE2.- Apply tools for planning and control of entrepreneurial projects of a local or international nature and in real and virtual environments

	<ul style="list-style-type: none"> • CE3.- Apply competitive intelligence to detect signs of change, analyze trends, reactions and strategies of current and / or potential competitors. • CE4.- Successfully design and implement projects and management plans for R&D and innovation at the business level • CE5.- Know how to recognize and use all the financial resources available to entrepreneurs • CE6.- Use advanced financial information systems to support business decision making • CE7.- Know how to apply and adapt technology for the creation of entrepreneurial projects. • CE8.- Promote relational capital by creating social networks and incorporating existing ones in order to get the most out of them in the development and application of your business idea • CE9.- Integrate an innovative project in one or more parts or processes of an existing organization to improve its competitiveness • CE10.- Design innovative operational processes that allow to make more efficient the current processes of the companies • CE11.-Apply methodologies of a scientific nature to design innovative business models • CE12- Develop a Business Plan with innovative components for both new and existing companies.
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3.- Methodology

- **Interaction / Iteration:** Achievement of an apprenticeship through a proposal of autonomous work, with supervision by the teacher (tutors) throughout a certain period.
- **Tutoring:** Attendance to the meetings with tutors for monitoring and recommending the content, sources and aspects of the research.
- **Validation:** Make oral presentations in front of a court with the help of electronic support
- **ICT:** Use of data bases, digital and audiovisual resources of the library

4.- Overall assessment of the subject

Evaluation system:

- ES1. 1st Evaluation Committee - 10%
- ES2. 2nd Evaluation Committee - 10%
- ES3. Final Evaluation Committee - 20%
- ES4. Individual Activities - 20%
- ES5. Business Plan - 40%

5.- Contents

First Quarter	Product / Service	Summarize the product / service
	Market	Definition and sizing of the market. This item includes: <ul style="list-style-type: none"> a) Quantitative sizing: market size. This point should include the data sources consulted. b) Qualitative sizing: target market segmentation and features.
	Client Identification	Identification of the target customer and its main characteristics.
	Value proposal	This item will identify the problem/need that solves/covers the value proposition submitted. Likewise, this point should include the analysis of the competition and competitive advantages of the proposal.
Second Quarter	Revenue Model	Establish a first revenue model of the proposal. The revenue model should include: <ol style="list-style-type: none"> 1. An example of unit revenue 2. Identification of the business growth levers.
	Marketing Plan	Explanation of the marketing plan of the product/service presented. This plan should include: <ul style="list-style-type: none"> a) Product Definition/Service b) Price strategy c) Channel Mix strategy In the case of App projects, it is mandatory to clearly identify the proposed online marketing strategy (channels, acquisition costs, conversion ratios, ...) on a real basis. It is mandatory to explain detail the Marketing Plan costs.

	Sales Plan	Explanation of the sales model to rollout. At this point it is mandatory to explain: <ol style="list-style-type: none"> a) Sales team structure b) Sales cost c) Temporary sales projection
	Operations Plan	Clearly identifying the basic processes of the new project Macro and micro processes
Third Quarter	Financial and Growth Plan	Financial Plan must include: <ol style="list-style-type: none"> a) Revenue and Costs b) Profit & Loss Statement c) Investment Plan d) Cash flow Projection e) Analysis of economic-financial ratios (viability) f) Need for capital g) Identification of growth levers
	Launching Plan	Detailed 6-month Action Plan

6.- Didactic Resources

References:

Abrams, R. M. and Kleiner. E. (2010). The successful business plan: secrets & strategies. The Planning Shop.

Weill, P., & Woerner, S. (2018). What's your digital business model?: six questions to help you build the next-generation enterprise. Harvard Business Press.

IRÍZAR I.(2012) El plan de negocio en la práctica. Netbiblo

OSTERWALDER, Alexander i PIGNEUR, Yves. (2011): "Generación de modelos de negocio" (3ª Edición). Deusto (Grupo Planeta).

Dees, J. G., Emerson, J., & Economy, P. (2002). Enterprising nonprofits: A toolkit for social entrepreneurs (Vol. 186). John Wiley & Sons.

Wirtz, B. W. (2019). Digital business models. Springer International Publishing.

Further Reading:

CLARK, Tim. (2012): "Tu modelo de negocio" (2ª Edición). Deusto (Grup Planeta).

Chen, X. P., Yao, X., & Kotha, S. (2009). Entrepreneur passion and preparedness in business plan presentations: a persuasion analysis of venture capitalists' funding decisions. *Academy of Management Journal*, 52(1), 199-214.

Brunet-Thornton, R., & Martinez, F. (Eds.). (2018). Analyzing the impacts of

industry 4.0 in modern business environments. IGI Global.

Lee, M., & Huang, L. (2018). Gender bias, social impact framing, and evaluation of entrepreneurial ventures. *Organization Science*, 29(1), 1-16.

Kim, Y. C. (2018). Alibaba: Jack Ma's unique growth strategy and the future of its global development in the Chinese digital business industry. In *The digitization of business in China* (pp. 219-247). Palgrave Macmillan, Cham.