Óbuda University
Keleti Faculty of Business and Management

[GUVSU1GBNF STARTUP] Startup development lab

Institute:	Marketing és Üzleti Tudományok Intézet (1084 Budapest, Tavaszmező u. 15-17.)	**Credit:**	4

Type of classes:	Nappali	**Language:**	Angol	**Semester:**	2024/25/1

Level:	Business Development MSc, Marketing MSc, Erasmus, SH

Responsible Teacher:	Dr. Varga János	**Teacher(s):**	Dr. Kristóf Péter, Macsai Zsolt

Consultations (total/week):	0	**Lectures:**	2	**Practice lectures:**	1	**Labs:**	0	**Consultations:**	0

Type of Exam:	Multidimensional and interdisciplinary work during the semester. Score collection based on various deliverables. Mid-term and final presentations. No formal exam.

Aim of the subject:	The aim of the course is to provide a safe experimenting and failing environment for the students so that they learn the most about startups, startup culture, financing, exponential technologies, disruptive innovations, and the startup ecosystem. Students work on their own initiatives (in teams), create hypotheses, and validate them with pre-planned and executed experiments. They record their learning milestones and share the results with the course instructors and with other teams. Furthermore, they get familiar with the latest methodologies and tools, like lean startup, exponential organizations, business model canvas, problem-solution fit canvas, value proposition canvas, ExO canvas, market analysis, Minimum Viable Product.
Requirements during the semester (homework, essays, exercises, teamwork, presentations, part and final oral/written exam etc.):	Team formation Opportunity seeking and analysis, global grand challenges frameworks, SDGs by UN Teamwork throughout the whole semester Team presentations (online/recorded and in-person) during and at the end of the semester (closing presentation) in front of a jury/panel Listen to pre-recorded sessions (video lectures) Delivery of the expected materials Way of teamwork: MS Teams is preferred (and expected)

Week of semester	Topics of lectures/practices
1.	**MODULE I. (On Moodle Educational System)** *Course video to watch and understand:* ● Introduction into Exponential Organizations (ExO) *Course book to read and understand:* ● Introduction (16-30.) *Additional materials to watch, read and understand:*

- https://youtu.be/c2D8-6Q59Cc
- https://youtu.be/AbzfX53qb6c
- https://youtu.be/tSt24JpQ8TI
- Read this Forbes article: https://www.forbes.com/sites/nishandegnarain/2021/01/03/how-exponential-organizations-and-compassionate-leadership-could-define-the-next-decade/

To do for the next week:
- You will be working in teams of 3-4. Start thinking about your team.
- Take into consideration: diversity in background, skills, experience, culture, gender, and personality type.

2.

MODULE II. (On Moodle Educational System)

Course video to watch and understand:
- The 11 attributes of Exponential Organizations
- The 10-week ExO Sprint (the process we'll follow during the semester)

Course book to read and understand:
- ExO Model (34-77.)
- ExO Sprint (80-95.)

To do for the next week:
- Continue learning about global and local grand challenges
- Finalize your team
- Collect 10-20 problems you want to solve in this course. Put it in a written format (template to be provided): share it with the lecturer, who will feedback on it
- List 20 disruptive startups and provide which industry they are disrupting (template to be provided): share it with the lecturer, who will feedback on it
- List 10 established companies and their innovations

3.

IN-PERSON SESSION I. (2*90 minutes with 15-30 minutes of break)

Finally, we meet in-person!

Key activities during this class:
- Clarify every question you have
- Short explanation of the Syllabus
- Introduction into the dynamics of the semester and the weekly expectations and deliverables
- Expectations regarding the mid-term and the final (semester-closing) presentations
- Share your expectations towards the course
- Definition of our 10-week work process (the ExO Sprint) and the available resources
- Exponential gameplay
- As a startup founder, how can you live up with the possibilities created by exponential technologies?
- What are ExO initiatives? Quick overview
- Start creating initiatives (5-8) based on the problem-list from the previous week

To do for the next week:
- Narrow down the number of your initiatives to 3-4 and detail them (template will be provided)
- Identify and assign global grand challenges, exponential technologies, and disruptive startups to your initiatives, and analyse related risks, opportunities, and timing.
- Identify, how you will be different – your value proposition and unique selling point(s).
- Read this article by Salim Ismail: https://medium.com/@salimismail/massive-transformative-purpose-the-heartbeat-of-every-exo-8f59e7a811b4.

4.

MODULE III. (On Moodle Educational System)

Course video to watch and understand:
- What is an initiative and how to work with?
- A detailed (and repeated) explanation of the Massive Transformative Purpose (MTP): why is it important and how to create one?
- Using the ExO canvas

Course book to read and understand:
- ExO Model (34-77.)
- ExO Sprint (80-95.)

To do for the next week:

	● Narrow down the number of your initiatives to 1-2 and introduce them in a 5-minute video presentation: share it with the lecturer, who will feedback on it ● Continue understanding the concept of the MTP. Read the article: https://singularityhub.com/2016/11/08/the-motivating-power-of-a-massive-transformative-purpose/, and create MTPs of your initiatives.
5.	**MODULE IV. (On Moodle Educational System)** *Course video to watch and understand:* ● Experiment design and validation: how to maximize learning? (with limited resources and time) – The Mom Test ● How to use the Problem/Solution Fit Canvas? *Course book to read and understand:* ● The Mom Test *To do for the next week:* ● Define key hypotheses and design experiments to achieve problem/solution fit. These contain key hypotheses, experiments, and evaluation criteria (template to be provided): share the filled template with the lecturer who will provide feedback on it ● Create the first draft of the Problem/Solution Fit Canvas (for 1-2 of your initiatives) ● Prepare for a 10-minute in-person presentation about your learning journey, key challenges, how you overcame. Introduce your 1-2 initiatives: problem, exponential technologies applied, key hypotheses, validation, expected results. It will be discussed during the class, and you'll receive useful feedback from the lecturers and your peers.
6.	**IN-PERSON SESSION II.** (2*90 minutes with 15-30 minutes of break) *Key activities during this class:* ● Listen to student presentations ● Discuss learnings so far ● Clarification of questions ● How will the semester proceed? ● What is the disrupt session and how to prepare? ● How to make real experiments and maximize learning? Fine tuning of experiments and providing useful hints to execute them. To do for the next week: ● Run your experiments, collect feedback and record your learnings

7.	**MODULE V. (On Moodle Educational System)**
	
	Course video to watch and understand:
	● Introduction into the Business Model Canvas (BMC)
	● The concept of the 1-Pager
	
	To do for the next week:
	● Watch video about the BMC
	● Refine (2nd iteration) your Problem/Solution Fit Canvas
	● Create the 1st iteration of the BMC
	● Create the 1st iteration of your 1-Pager
	● Start putting together your (10-15 minute) disrupt presentation
	    o Name of the initiative.
	    o MTP: the why behind your initiative.
	    o Problem: describe the problem you solve.
	    o Solution: present the solution's differentiating factor (value proposition), discuss how it will disrupt current industries or established organizations and how it will be scalable.
	    o ExO Attributes and ExO Canvas: which one you will use to reach and to manage abundance you are tapping into.
	    o Business Model Canvas: scratch how your initiative will create, deliver, and capture value.
	    o Define use cases and ensure the key values of the initiative are shown.
	    o Experiments and lessons learned – summarize key insights from the experiments and why this initiative was chosen.
	● It is optional to share, but if you do so, the lecturer will provide his feedback (even on fragments) what you can use for improving your material

8.	**MODULE VI. (On Moodle Educational System)** *Course video to watch and understand:*

- No videos during this week
- You are in the focus, and we'll listen to your videos

To do for the next week:
- Create the 2nd iteration of the BMC
- Create the 2nd iteration of your 1-Pager
- Record your disrupt video and share it with the lecturers
  - 2-3 Disruptors will evaluate and provide feedback: how to iterate/pivot in the upcoming weeks and bring your initiative to the next level by the end of the semester
- Submit your ExO Canvas, BMC, and 1-Pager for review and feedback

---

9.

IN-PERSON SESSION III. (2*90 minutes with 15-30 minutes of break)

Key activities during this class:
- Learn about the concept of the Minimum Viable Product (MVP): Landing page / Wireframe / Video / 'Wizard of Oz' web page front / Working prototype
- Start conceptualizing your MVP
- Prepare for leaving your comfort zones: experimentation, and the feedback of unknown people and early adapters (the power of building communities)
- If you have had more than 1 initiative so far, it is time to reduce it to only 1
- Growth stages of startups: problem-solution, product-market, scale

To do for the next week:
- Identify key hypotheses you want to validate, and plan how validation will happen.
- Define your MVP.
- Start building your MVP: Landing page / Wireframe / Video / 'Wizard of Oz' web page front / Working prototype.
- As for help, re-read The Mom Test by Robert Fitzpatrick.

10.

MODULE VII. (On Moodle Educational System)

Course video to watch and understand:
- Some more hints and support to the toughest part of the semester
- The power of pivot

To do for the next week:
- Bring your MVP to the next level
- Find your early adopters.
- Sell to your early adopters.
- Measure results and learn.
- Hint: this is the toughest part of the course but results in the most learning. Get prepared and don't look for excuses. Therefore, especially feel free to reach out the lecturers with any questions or problems you face.

11.

INDIVIDUAL PROJECT WORK

To do for the next week:
- Refine (and extend if necessary): MTP, ExO Canvas, BMC
- Pimp-up your MVP
- Create stories around your initiatives (use the story-telling technique to introduce it during the final presentation)
- Start drafting your final presentation (of 10-15 minutes)
  - Name of the team and the team members. Tell about the key activities and responsibilities of the members.
  - Summary of the key relevant external disruptive trends which inspired you.
  - Problem: introduce how you identified, how you validated the problem you are solving.
  - MTP: why you will change the world.
  - Solution: key features of your solution (aka how you will change the world). Also name the exponential technologies you are leveraging.
  - Business Model: focus on customer segments, value proposition, channels, customer relationships.
  - Market and competitors: identify your market segment and key trends. Introduce your competitors.
  - ExO Canvas – explain how you will implement your initiative and how it will be a scalable solution. Tell about 4-6 attributes, include the WHY (why is this attribute important), HOW (how it will be implemented) and WHAT (implementation plan).
  - Experiments and lessons learned – summarize the key findings from the experiments and how you have improved the project throughout the course.
  - Exponential thinking/evolution (if needed) – describe the different strategic phases of your ExO Initiative.

	o Scaling phases: use an exponential curve to show how your initiatives will make a difference and have a global/significant impact. o Implementation plan and budget including the required investment to start your startup. o Your MTP. Yes, again – this is your key message, so repeat! ● Make dry runs (test presentations) with your teams. o Measure the time so you don't overrun. o Record the presentation, re-live and fine-tune. (no sharing is expected)
12.	**VIDEO LECTURE VIII.** *Course video to watch and understand:* ● Some more hints and support to the toughest part of the semester ● Summary of the expectations during the final presentation *To do for the next week:* ● Refine (and extend if necessary): MTP, ExO Canvas, BMC ● Fine-tune your final presentations ● Ask your questions (online)
13.	**FINAL PRESENTATION – IN-PERSON SESSION IV.** (2*90 minutes with 15-30 minutes of break) The big day is here! Tell your story and win your investors (jury members). *Key activities during the final pitch:* ● You will deliver your presentations in front of the course lecturers and other invited professors. ● You will receive feedback and evaluation from an independent jury, consisting of the ecosystem stakeholders of the university. *Prepare and submit your final assignment:* ● Record your learnings, experience, and impressions. ● Think about what went well and what can be improved. ● How would you change your presentation? ● What would you do differently from day 1? ● Peer-to-peer evaluation ● Final business plan and support documentation (canvases, slide deck) ● Fill out course survey
14.	**SUMMARY, CLOSING THE COURSE – IN-PERSON SESSION V.**

Name of the element	**Weight**	**Type**	**Details**
Finalized business plan and support documentation	40%	group/written	Business plan, business model and ExO templates completed with validated information, MVPs, stakeholder feedback documentation
Weekly progress	30%	group/written	Evidence of learning as the result of the market experiments conducted by the team
Final presentation	15%	group/oral	Presentation of the business concept and the product or service
Peer-to-peer evaluation	15%	individual	Continuous contribution to the group work

Type of evaluation, repetition, calculation of grade, etc.

Compulsory literature:
Pre-recorded videos.
Salim Ismail et al: Exponential Transformation: Evolve Your Organization (and Change the World) With a 10-Week ExO Sprint, Wiley, 2019.
Robert Fitzpatrick: The Mom Test. Open E-Book.

Suggested literature:
Salim Ismail et at: Exponential Organizations 2.0: The New Playbook for 10x Growth and Impact. Ethos Collective, 2023.

Other literature:	Peter Diamandis: The Future Is Faster Than You Think: How Converging Technologies Are Transforming Business, Industries, and Our Lives (Exponential Technology Series), Simon & Schuster, 2020. Business Model Generation, written by Alexander Osterwalder & Yves Pigneur 2010, ISBN: 978-0470-87641-1 Start Up Nation, Dan Senor and Saul Singer, 2011. Eric Ries: Lean Startup, 2010. Kristof P., Nagpal C (2024): How Exponential Organizations outcompete(d) their traditional counterparts (in the past 8 years)?. International Journal of Organizational Analysis.