

BABSON BUILD

The Entrepreneurship Program for University Students



A ONE-WEEK GRADUATE PROPOSAL FOR: International Institute of Management Studies (IIMS)

Thank you for considering a collaboration with Babson College to provide a high-quality Entrepreneurship Education program for your students. This document will provide an overview of offerings, benefits, and terms and conditions of ***Babson Build: The Entrepreneurship Program for University Students***.

Babson College: The Leader in Entrepreneurship

With the enormous power of Entrepreneurial Thought and Action® underlying everything Babson College does, it is our mission to educate leaders who create great economic and social value – around the world. Established in 1919, Babson's founder, Roger Babson, was an accomplished entrepreneur in his own right and instilled a culture of innovation and entrepreneurship at Babson that guides our activities today. Our teaching focuses on developing entrepreneurial leaders by giving them usable insight that will help them to foster growth and create value in their organization.

For the 23rd year, *U.S. News & World Report* has ranked our undergraduate school #1 in entrepreneurship, and in 2018, Babson received Money Magazine's #2 pick for Best College for Business Majors in the United States. *Babson's MBA program is currently ranked #1 in the US and/or worldwide for the 26th straight year by U.S. News & World Report. Entrepreneur Magazine, US News and World Report, and Princeton Review* have all recognized Babson's MBA Program as # 1 in entrepreneurship worldwide.

Babson Executive Education has been ranked among the top executive education schools worldwide and in the top eight global custom providers by both the *Financial Times* and *BusinessWeek*. These rankings provide further evidence of Babson's outstanding reputation in business education and entrepreneurship. Entrepreneurship at Babson is not just an academic discipline; it is an attitude and a way of living.



About Babson

Babson Build: The Entrepreneurship Program for University Students is held on the beautiful Babson College campus, located just 20 minutes from downtown Boston. Since its inception in 1919 at the hands of financier and entrepreneur, Roger Babson, Babson College has been guided by the principle that entrepreneurial thought and action is "the most positive force on the planet for the generation of sustainable economic and social value." The College's 370-acre campus in Wellesley, Massachusetts is a vibrant and diverse community of more than 2,100 undergraduate and 900 graduate students, nearly 250 full-time and part-time faculty, and a staff of 670.

During **Babson Build**, time is allocated outside of the curriculum for recreation and the opportunity to explore Boston, a city rich in history and culture. Nestled into the New England area of the Atlantic seaboard, Boston and its surrounding areas offer something for everyone to enjoy: fine dining, sporting events, museums, shopping, harbor cruises, and much more.

A TRANSFORMATIONAL LEARNING EXPERIENCE

Babson's globally recognized Entrepreneurial Thought and Action® (ET&A) methodology teaches students to balance action, experimentation, and creativity with a deep understanding of business fundamentals and rigorous analysis.

Program Curriculum

Participant Profile

This program is designed for students from leading universities worldwide. The diversity of the teaching faculty will provide unique perspectives and entrepreneurial aptitude that will enrich the learning experience for all. At the end of the program, students will receive a certificate confirming their completion of **Babson Build**. It is therefore expected that students be present for all sessions. Course materials and lectures are taught in English, so students must be proficient in both speaking and reading English. Students are required to prepare for each class, contribute to class discussions, and be actively engaged in presentations and group work.

Program Overview

Babson Build is designed as a course to be delivered at Babson College. The course will include case studies, break-out sessions, videos, group presentations, and lectures, and is designed around complementary topics. Strong emphasis will be placed on acquiring knowledge about the primary and secondary topic areas of entrepreneurship, as well as the development of strong negotiation skills. Students will be expected to complete assigned readings within the program to further develop their knowledge about entrepreneurship.

Students will explore thought-provoking content and learn principles of Entrepreneurial Thought and Action. Leveraging Babson's leadership, **Babson Build** will provide current insights and perspectives on entrepreneurship. Upon completion of the program, certified students will:

- Have a more comprehensive understanding of the entrepreneur and the entrepreneurial mindset.
- Be motivated to engage in entrepreneurship activities and businesses.
- Understand the process and content sides of being an entrepreneur.
- Demonstrate the capability to learn from real cases studies and other interactive classroom workshops.
- Understand the value of experiential learning.
- Participate with innovative ideas in a business contest in order to understand how to work as a team and develop his or her entrepreneurial mindset and marketing techniques.
- Immerse themselves in the entrepreneurship culture and benefit from the networking and idea-sharing that is such a rich benefit of the program.



BABSON BUILD OFFERS A DYNAMIC, FUN, AND UNFORGETTABLE LEARNING EXPERIENCE.

Innovation: Entrepreneurial Thought and Action

The ET&A session will explore entrepreneurial thinking and how it impacts our behaviors that lead to entrepreneurial action. We will emphasize entrepreneurship as a way of thinking and acting that goes beyond the traditional discipline boundaries as we know them today. We will examine how entrepreneurs act under increasing levels of uncertainty. There are often two choices when preparing to navigate an uncertain future. You can predict what will happen in the future or you can create the future. We'll talk about the need to be able to do both.

Corporate Entrepreneurship

There are several studies to indicate that there are many elements that make up a truly innovative company: focused innovation strategy; winning overall business strategy; deep customer insights; great talent; etc. More important than any of the individual elements, however, is the role of corporate culture. The executives and the managers set the tone for the enterprise culture. Unfortunately, a firm cannot make people creative and innovative. The only thing that executives can do is to create a climate where people can be naturally creative. So, at the heart of innovation is the corporate culture.



Sample One Week Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
<i>Orientation</i> Innovation & Entrepreneurship	Business Model Innovation	Managing Growth	Work Groups	Executive Summaries
Entrepreneurial Finance	Corporate Entrepreneurship	Marketing for Entrepreneurs	Operations for Entrepreneurs	<i>Departure</i>

Entrepreneurial Finance

Understanding how the financial challenges associated with growing ventures impact value has the potential to add tremendously to ideas, innovation, and confidence in decision-making. We will explore and assess various financial techniques for companies, examining the implications of strategy, marketing, and production decisions on finance. We will delve into why investors invest, and also define the process and content that should be used by business leaders.

Business Model Innovation

Participants will review the elements of a business model and how business models support a company's value proposition, financial strategy, and business strategy. It will tie the importance of a well-articulated business model to company value proposition and financial strategy. The second part of the session is interactive and will work through the data and examine the important levers of the model to reinforce the importance of being able to clearly articulate and understand the key cost and revenue drivers of any business. Participants will be asked to: articulate various views of the company's business model; examine from both a managerial and analytical view the business model and how it informs us about the business in terms of key levers to control to make the venture successful, lay the data out against the model and tease out a set of conclusions and recommendations for improvement.

Operations for Entrepreneurs

Operations is at the heart of addressing potential complexities to scale your entrepreneurial venture. We will explore a scaling operations framework and use techniques from systems, lean, and design thinking to visualize processes and ideas and identify areas of opportunity for operational improvement to scale using current case company challenges. We will also discuss the importance of leading through coaching and how to develop a "community of creative scientists" to enhance your operating routines.



Sample Session Descriptions



Work Groups

Participants will work in teams to produce compelling and succinct Executive Summary presentations for the program culmination. Key presentation objectives include: concise, clear, and comprehensive positioning, description of market, solution to the pain, customer identification, and value proposition.

Managing Growth

This session explores the challenges and opportunities associated with entrepreneurial management and growth. We will focus on the decisions of high-growth owner/managers in recognizing and choosing opportunities, obtaining and allocating resources, challenging and directing personnel, and adapting personal goals and corporate strategies to changing personal business conditions. In this process, participants will examine management challenges for companies that are preparing to become public. We will also look at the myriad issues important to rapidly growing companies, including building leadership capabilities, forming early-stage strategic alliances, learning how to compete in a complex marketplace, establishing and communicating vision, cash planning, and maintaining the entrepreneurial spirit in a growing organization.

Marketing for Entrepreneurs

This session will examine the process of outlining an organization's capabilities and core competencies in order to more efficiently invest marketing dollars. It will delve into the areas that marketing executives need to address in creating a plan that delivers revenue and builds awareness for their product or service. Entrepreneurial Marketing requires managers to understand all aspects of business as their decisions are felt throughout the organization.

Executive Summaries

The objective of this exercise is for participants to take the program learning—concepts and frameworks—and apply it to make a team presentation at the end of the week to a group of potential “investors.” The potential investors are looking for several key issues in the presentation: uniqueness, soundness of business model, fatal flaws, and execution tactics. Teams will work on this “executive summary” throughout the week and the program will culminate with presentations to the entire class on Friday morning.

Potential Participating Faculty

JAY RAO — Faculty Director



Dr. Jay Rao is a faculty member in the Technology, Operations and Information Management Division at Babson College. His research and consulting focus is in the areas of Innovation, Implementation of Innovation Programs within Firms, and Customer Experience Innovation. He teaches in the MBA and Executive Education Programs. Prior to Babson, Dr. Rao taught at the University of Kentucky and at UCLA.

His research has appeared in The Sloan Management Review, The Academy of Management Executive, Journal of Innovative Management, Production and Operations Management Journal, Quality Management in Health Care, and the Cornell Hotel and Restaurant Administration Quarterly. He has written over a dozen business cases that range in topics from Innovation, Customer Service, Operations Strategy, Strategic Alignment, Supply Chain Management, and Quality Management. He has consulted for Benchmark Assisted Living, EMD Serono, FitLinxx, Novartis, Lojack, Fidelity Investments, Boston Scientific Corporation and others.

LES CHARM — Lecturer, Entrepreneurship

Professor Charm has been a partner in the firm of Youngman & Charm (now Leslie Charm and Assoc.) since 1972. The firm specializes in directorship functions for firms owned and operated by entrepreneurs and assisting companies that are experiencing operating and/or financial problems. Youngman & Charm has operated in a variety of industries, channels of distribution, and has been involved in many successful financings and acquisitions and mergers.

From 1977 through 1990, Professor Charm was Chairman and President of a major distributor and specialty retail chain. He has been active in other specialty marketing companies, and served as a member of the Board of Directors of the International Franchise Association. He was a Director of the National Association of Corporate Directors, New England. He is currently on the board of several firms, all of which are owned or controlled by the founder or family, where he generally sits as the lead Director. Professor Charm has taught throughout the world on a variety of topics regarding entrepreneurship and governance. He is on the President's Council at Babson, and is the recipient of the Appel Award for Entrepreneurship.



LAUREN BEITELSPACHER — Associate Professor, Marketing



Lauren Skinner Beitelspacher (Ph.D., University of Alabama) is an Associate Professor in the Marketing Division at Babson College. Her research interests include: buyer-supplier relationships, retail management, and the retail supply chain. Her work has been published in numerous scholarly journals including: Journal of Marketing, Journal of Applied Psychology, Journal of Retailing, Journal of the Academy of Marketing Science, Journal of Business Research, and Industrial Marketing Management. She has also presented her work at numerous conferences and won several best paper in track awards at the American Marketing Association, Society for Marketing Advances and Academy of Marketing Science conferences. Her research concentrates specifically on the relationships with retailers and manufacturers. Whenever possible, her research focuses in the athletic, outdoor, and sporting goods industry.

Lauren is very involved in pedagogical contributions for principles of marketing and retail management. Lauren is also actively involved in the marketing community. She is the co-chair of Retail and Pricing Special Interest Group for the American Marketing Association.

WILJEANA GLOVER — Associate Professor



Wiljeana Glover is an Assistant Professor of Technology, Operations, and Information Management and is the Faculty Director of the Schlesinger Fund for Global Healthcare Entrepreneurship at Babson College. Professor Glover studies the effectiveness of improvement and innovation techniques to advance operational performance. She conducts research studies and engages students in teaching activities in partnership with healthcare delivery organizations in a variety of countries, including the U.S., Mexico, Israel, South Africa, Uganda, and Haiti. She has also worked with manufacturing and other service organizations.

Professor Glover has published in numerous academic journals including Healthcare Management Review, BioMed Central (BMC) Health Services Research, IEEE Transactions on Engineering Management, International Journal of Production Economics, and International Journal of Production Research.

She completed her Ph.D. at Virginia Tech and postdoctoral studies at the Massachusetts Institute of Technology (MIT). Prior to her academic career, she worked as an Associate Consultant with Stockamp and Associates, implementing revenue cycle and process improvements in hospital settings.

ED MARRAM — Lecturer, Entrepreneurship

Professor Marram has developed a reputation for outstanding academic and technical accomplishments. An Adjunct Professor at Babson for 20 years, he regularly lectures on Entrepreneurship and issues facing high-growth businesses in both graduate level and Executive Education programs. He was an entrepreneur in the high-technology sector for more than 35 years; he was the founder, President and C.E.O. of GEO-CENTERS, INC., a high technology, professional services firm, which he sold in 2005. GEO-CENTERS, INC. was recognized twice by Inc. magazine as one of the fastest growing, privately-held companies in the United States.

In 1999 and 2000, Professor Marram was appointed to the Summer National Defense Science Board. He currently serves on the College Advisory Council, College of Natural Sciences and Mathematics at the University of Massachusetts, Amherst and the Chemistry Advisory Group at Tufts University.



JEAN-LUC BOULNOIS — Adjunct Lecturer



Jean-Luc G. Boulnois has over 30 years of international leadership experience in the medical device industry, where he developed early-stage companies, participated in an Initial Public Offering, and led several mergers, acquisitions, and financing rounds. Dr. Boulnois' focus has been on high growth opportunities, either through innovation, unique business models, or strategic expansion.

Dr. Boulnois is the President and CEO of Quadrature, a medical device strategic consulting firm.

From 2005 to 2016, Dr. Boulnois was Chairman and Chief Executive Officer of Microline Surgical, a Boston-based international surgical products company that designs, manufactures, and markets worldwide minimally invasive electro-surgical instruments. Dr. Boulnois has been involved with Microline for over 20 years, a period of growth in revenue and profits exceeding 15% year-on-year. In 2004, as Venture Partner, he joined Dover Medical Ventures, a Boston-based venture fund in creation dedicated to financing early stage medical device enterprises.



AGREEMENT

This document confirms that International Institute of Management Studies (IIMS) has entered into an Agreement with Babson College to participate in a 5-day program with IIMS MBA/PGDM Students:

Babson Build: The Entrepreneurship Program for University Students – MBA3

Dates: Arriving Sunday, July 12, 2020; Departing Friday, July 17, 2020

Location: Babson College, Wellesley, Massachusetts

Program Fee: Delivery of the program will be charged at \$2,250 USD per participant.

For groups of 5 or more, a Group Coordinator may accompany the students and observe the program at no charge. Meals and off-campus accommodations are the responsibility of the Group Coordinator.

Included in the fee:

- ✓ A 1-week academic program.
- ✓ Program design, case discussions, classroom and materials, and program administration.
- ✓ Shared accommodations (double room + community bathroom) in a Babson College residence hall.
- ✓ Three meals per day at a Babson Dining Hall (or voucher equivalent), beginning with dinner on Sunday and ending with lunch on Friday.
- ✓ Sessions to be held in classrooms on the Babson College campus.
- ✓ Welcome reception with food and non-alcoholic beverages.
- ✓ Transportation to the city of Boston for exploration.
- ✓ Transportation to the Wrentham Village Premium Outlets.
- ✓ Transportation to and from Logan Airport (one pick up & one drop off per program).

Misc. Expenses:

Any out-of-pocket expenses associated with the program will be billed at cost. Such costs would include shipping or mailing of advance reading materials to participants. Incidental personal expenses will be charged to individual students.

Important Note:

We are holding these dates for you contingent upon receipt of the signed agreement. We strongly encourage you to return the agreement as soon as possible in order to guarantee your participation in the program. A final “head count” is due to us no later than April 15, 2020. After that date, there is no guarantee that we can accommodate additional students. The comprehensive participant list is due to us in the template provided by June 1, 2020.

Terms of Payment:

Ninety days prior to the start of the program, Babson will invoice IIMS one-half of program fees. The remaining one-half plus miscellaneous expenses will be invoiced at the conclusion of the program. All payments shall be net of all local, regional, or national taxes, including but not limited to withholding tax, all of which, if any, shall be borne by IIMS.

Health Insurance:

It is IIMS’s responsibility to ensure that all participants have health insurance.

Language:

Participants must be proficient in both speaking and reading English. Translation is not available.

Learning Environment:

Babson College is committed to preserving a learning environment that promotes the health and safety of our community members. Babson reserves the right to refuse continued program participation for any participant of client that fails to meet Babson College's Community Standards (available at Babson's website).

Intellectual Property:

All materials in connection with this MOA, together with all copyright, trademark, trade dress, trade secret, patent and other proprietary rights therein ("Intellectual Property") shall belong exclusively to Babson College. The receiving party will not alter, deface, remove, cover-up or mutilate in any manner whatsoever any copyright or other proprietary notice that Babson College may affix to the Program Materials. Solely during the term of this MOA, the providing party will agree to grant a limited, non-transferable, non-exclusive, right to use the whole (not individual pieces alone) of such Intellectual Property (other than the name "Babson College or any of its logos or designs), free of any royalty or any related economic consideration, solely for the benefit of the Program.

Contact information for individual handling payments:

Name _____

E-Mail _____

Telephone _____

Address _____

Cancellation:

In the event of cancellation or postponement, a fixed cancellation fee will be charged as detailed below. Cancellation fees will not be assessed for students who plan to attend by are unsuccessful in the visa application process. Written notice of cancellation received:

Less than 30 days prior to start of program:	85% of total program fees
30-59 days prior to start of the program:	70% of total program fees
60-90 days prior to start of the program:	55% of total program fees

The parties have caused this Agreement to be executed in duplicate and entered into as of the date of the last party below to execute.

Please return signed agreement via scanned document or to fax number 781-239-5266.

Accepted by _____

Date _____

Signed for Babson College _____

Date _____