B7556: Global Entrepreneurship  
EMBA Block Week, December 18-22, 2017  
Professor Daniel Isenberg

[NOTE THAT CLASS WILL RUN 9:00 AM SHARP - 6:00 PM MONDAY DECEMBER 18 THROUGH THURSDAY DECEMBER 21 SO THAT WE CAN END BY 12:00 FRIDAY DEC 22.]

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Note: To communicate with me in writing, use disen@babson.edu. Please do not communicate with me via Canvas, Linked In, Facebook or other messaging platforms because I may not notice it. Do not submit your final paper through the Canvas course platform. Submit your final paper by email to both myself and the course teaching assistant, nkeita17@gsb.columbia.edu.

Teaching Assistant  
Nina Keita (nkeita17@gsb.columbia.edu)

COURSE SYLLABUS AND OVERVIEW

The first objective of the block elective, Global Entrepreneurship (GE), is to increase the probability that students will sometime in their careers make “the entrepreneurial choice,” that is, decide to establish a new venture, or significantly repurpose an existing asset, which either addresses a global opportunity, and/or has at least one important element of the venture which is global in nature (e.g., global markets, global suppliers, global competitors).

The second objective of GE is, once the choice is made, to increase the probability that the venture will grow and generate wealth, whether that wealth is personal, social, or both.

Because global factors increasingly impinge upon entrepreneurs from inception, whether the venture is addressing a domestic market or a global one, GE is relevant to both US-based and non-US-based students.

Course Philosophy
Following are some thoughts about the “spirit” of GE that will help orient you:

GE is practitioner-oriented. We will place a high priority on developing practical knowledge, which means the insights and values required to make the entrepreneurial choice, and the skills and competencies to turn that choice into a successful international venture.

GE is action-oriented. Most of the cases in GE will have an action component and will require students, taking the perspective of the entrepreneur, to make at least one decision and plan to execute that decision. Analysis of the issues will be used in the service of effective action, and we will place a lower priority on conceptual frameworks and analytic tools for their own sakes.
**GE is integrative.** As implied above, students will be required to utilize all of the conceptual and analytic tools they have learned from marketing, finance, strategy, human resources management, negotiations, operations management, etc., in order to make effective decisions and action plans. By taking advantage of all of the perspectives learned so far, GE presents students with a valuable opportunity to balance and integrate these different perspectives in order to develop entrepreneurial skills and insights.

**GE adopts a multi-cultural perspective.** In GE we try to understand and take into account the often-implicit cultural assumptions that underlie and qualify the definition of opportunity, its realization in entrepreneurial ventures, and even in the definition of success and failure.

**GE is useful for many professions.** Although GE’s primary objective is to prepare students as entrepreneurs, nevertheless, the insights from GE may help other professionals, such as hedge fund or private equity managers, international marketing and business development managers, venture capitalists, and consultants.

**Case Discussions, Classroom Process and Evaluation**

1. In general, I am assigning two case discussions for the mornings, and one for the afternoons. That will allow us some flexibility to either let some of the discussions spill over into the afternoon, or use the time to delve more into one of the topics that comes up, either in discussion or lecture format.

2. The success of GE will be in engaging all of us as a learning community. The cases, exercises, videos, lectures, and of course, your classmates’ experience, all provide a unique opportunity for us to achieve the course mission, and of course, for all of us to learn a substantial amount. I will be learning as well, and continually striving to improve GE and make it as relevant as possible to you, and will remain open to your feedback and suggestions. I have written a large amount of material on the topic of GE and will try, to the extent possible, to adapt the material to your interests.

3. For the above reason, thorough preparation and active participation and learning in real time are absolutely essential, and I expect all of you to come to class having studied each case, thought about the assignment questions, completed any required exercises, and then be an active class participant.

4. I have posted assignment questions in the syllabus and on CANVAS for each case as a rough guideline for our discussion. One * suggests about an hour of preparation. Additional *s indicate additional preparation is required, so plan accordingly. From my experience, it is important that you read the cases twice, once in advance of the block week, and once the evening before the session in which it is discussed.

5. By the way, note that many of the cases serve multiple purposes, because they are all taken from real life and have more than one issue in them. So although I put them in a particular module, we will inevitably use each case for learnings in other modules as well.

6. Since participation is so key, 50% of your class grade will be based on participation. I will use the cold call method from time to time, as most of you have probably experienced.

7. The other 50% of your class grade will be based on the final written exercise, due Friday, January 5th, 2018 by 23:59 pm.

I have been having a great time teaching this class at Columbia, and I am really looking forward to it again. Note that some of the cases will require extra preparation time, and I have given some guidelines as to which cases.
Course schedule

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<th>Activities</th>
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<td>Afternoon</td>
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<td>Clutch Group (India): Should Clutch Group Grab This Opportunity?** Guest: Abhi Shah (Visitor)</td>
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<td>Day 2</td>
<td>Tuesday Dec 19</td>
<td>Morning</td>
<td>Scaling up</td>
<td>Cinemex * Can PACIV (Puerto Rico) Serve European Customers?**** Guest: Jorge Rodriguez-Gonzales (Visitor)</td>
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<td>Trolltech (Norway): Will Cenapio Steal Christmas**</td>
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<td>Day 3</td>
<td>Wednesday Dec 20</td>
<td>Morning</td>
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<td>Studio Moderna: A Venture in Eastern Europe** Sandi Cesko (Via Zoom)</td>
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<td>Iqbal Quadir and the Creation of Grameenphone (Bangladesh)*** (Visitor)</td>
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<td>Day 4</td>
<td>Thursday Dec 21</td>
<td>Morning</td>
<td>Dealing with global capital and global shareholders</td>
<td>Lecture on venture valuation and capitalization structures Microfinance International Corporation: No, Not Another Microfinance Case***</td>
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<td>Afternoon</td>
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<td>WildChina (A) (B to be handed out in class) Mei Zhang (Via Zoom)</td>
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<td>Day 5</td>
<td>Friday Dec 22</td>
<td>Morning</td>
<td>Hyper growth</td>
<td>Alvogen** (read Robert Wessman and Actavis’ “Winning Formula”* as background)) NYC Entrepreneurs live cases (To be arranged) Lecture and wrap up (Class will end at 12:00 pm)</td>
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*Read and think about the case; ** Read and think about the case, plus some quantitative or qualitative analyses; ***Read and think about the case, plus heavy quantitative and/or qualitative analysis.

Study Assignments

Given Imaging Ltd. – First We Take Manhattan, Then We Take Berlin?

We will use the Given Imaging case to further understand how a seed stage start up with global aspirations makes market choices.

1. What should Meron propose to the board in terms of market strategy? Specifically, should Given NOW go into one, two, or all three of the major markets? Think specifically about Japan, Europe and the US.
2. What are the implications of that decision for the two resumes on his desk?
3. What factors in this situation make the global market choice complex?

Clutch Group-Should Abhi Shah Grab This Opportunity?

1. What should Shah do regarding Christine Brown? How should he proceed? How should he handle his board of advisors in this matter?
2. In what respects would you say that Shah is or is not a global entrepreneur?
3. What has Shah done particularly well or particularly poorly?
Cinemex

Our next case in IE is Cinemex, a large cinema complex developer and operator started by three recently graduated MBA students in Mexico City. We will use the Cinemex case as one example of a bilateral international venture. Don’t spend any time on the call center issue. In preparing the case, consider the following questions:

1. What is the fundamental nature of the opportunity?
2. In what way(s) is Cinemex a global venture?
3. What should Matt, Miguel, and Adolpho do now to realize the short and long-term potential of Cinemex? By what criteria should they decide?
4. Is Cinemex a success?

Can PACIV (Puerto Rico) Serve European Customers?

1. Explicate PACIV’s marketing strategy in general and customer service model in particular. What does it take to make these models work?
2. Make a strong and clearly reasoned argument for either focusing on Puerto Rico, the United States, and/or setting up a European office. To do so you will have to estimate the regional opportunities for CSV.
3. Depending on your answer to #2 above, how should Rodriguez-Gonzalez respond to Snelgrove’s request to head all of Europe if he joins?
4. For class, you must have attempted a quantification of the size of PACIV’s markets.

Trolltech (Norway)—Will Cenapio Steal Christmas?

Christmas is a very important holiday time in Scandinavian countries in general, and Norway in particular. Yet Dr. Ogawa is asking Trolltech to cancel vacation in order to complete a long overdue project.

1. Should Chambe-Eng agree to Dr. Ogawa’s demand that Trolltech cancel Christmas vacation? If so, how should he implement this decision internally? If not, how should he implement his decision vis-à-vis Cenapio?
2. What are the various causes of the problems in the relationship between Trolltech and Cenapio?
3. What should Trolltech do about Linaware?

Studio Moderna: A Central European Venture

Studio Moderna (SM) is a leading electronic retailer in Central Europe (CEE) facing several issues, including internal organizational conflict as well as strategic challenges. Please think about the following questions.

1. What does the call center conflict teach us about SM’s organizational strategy, and how it should be modified? Should Cesko spinoff the call center?
2. What is the logic, if any, behind SM’s growth to date?
3. How should SM continue to grow? Are the consultants right in their recommendations? How should Cesko respond to these recommendations? Why?
4. How successful has Sandi Cesko been as an entrepreneur?
Iqbal Quadir, Gonofone, and the Creation of GrameenPhone (Bangladesh)

Iqbal Quadir has put together a consortium of international partners:

1. How should Quadir handle the meeting with Telenor? Be as specific as possible. It is possible that Telenor might offer to buy Gonofone out, including his right to buy Marubeni’s shares. What should be his reservation price? Assuming he reaches an agreement with Telenor, what should his next steps be? Be specific about if or how he should deal with Marubeni, GrameenTelecom, and Fundos. Be prepared to engage in a role play of the meeting, taking both roles of Telenor and Quadir.

2. Examine the value of Quadir’s stake in Gonofone and GrameenPhone as the financing progresses. Assume that GrameenPhone is valued at 3x sales and 15x earnings. List all of the deals that Quadir made which are mentioned in the case (hint: there are more than 10). Choose the most interesting of them for you. What is interesting about those deals. What is Quadir’s implicit theory of international deal-making? How generally applicable is it?

Microfinance International Corporation: No, Not Another Microfinance Case

1. What should Tochisako do about OK Capital? What should his approach be? Prepare an action plan for the meeting. What plausible explanations can you come up with for their behavior?

2. Can MFIC be a large company? Be prepared to relate your answer to the appropriateness of the business model, among other factors (such as management).

3. Depending on your answer to #2 above, should MFIC operate globally or focus regionally?

Try to reconstruct the capitalization table as of July, 2006, assuming directors and officers all had common shares purchased at the same price. Bring your cap table to class.

WildChina (A)

1. What should Mei Zhang do to deal with the issues in the case? Develop a specific action plan and rationale for each action.

2. What are the causes of these problems? Could they have been avoided?

3. What are the broader implications of Mei’s career choice in moving back to the US? Is this a legitimate decision for an entrepreneur to make?

(B) case to be handed out in class

Alvogen (read Robert Wessman and Actavis’ Winning Formula as background)

45-year-old Robert Wessman faces a critical decision point for Alvogen. What should he do and why? Read Actavis as background and answer the questions:

1. Are there any identifiable ingredients of Wessman’s “secret sauce?”

2. Is Wessman 2015 different as an entrepreneur from Wessman 1999?

3. What is the Actavis “winning formula?” Is this formula “generically” applicable? Is it applicable to Alvogen
FINAL ASSIGNMENT (50% OF GRADE) –  **DUE Sunday, January 5th, 2018 BY MIDNIGHT EST**

For each of the cases assigned (whether or not we discussed it in class):

1. Write one personal takeaway that you derive from the case or the discussion. Remember that a takeaway is a personal rule of thumb for how you will or should behave or act or respond in a given situation in the future. This is usually one or two sentences long. It should be written in the prescriptive or imperative tone: “I should…” or “I will…”.

2. Show explicitly how this takeaway is related to the case. This can be just in a few sentences but show clearly how your personal rule or prescription derives from the case or the case discussion or the sequel (outcome) to the case.

3. In a real venture that you are planning, or in a hypothetical venture (which could be the same or different for each of the answers), show how you would or might apply the takeaway. Again, this can be in just a few sentences.

4. **PUT YOUR NAME IN THE FILE NAME** (e.g. “myname final December 23 2017”), **BUT IN THE PAPER ITSELF, ONLY PUT YOUR NAME ON THE LAST PAGE. PUT YOUR STUDENT ID ON ALL PAGES. KEEP A COPY OF YOUR EXAM!**

5. PDF the file please

6. **Do not submit your final paper through the Canvas course platform.** Submit your final paper by email to both myself and the course assistant, Nina Keita nkeita17@gsb.columbia.edu).
Case numbers and article information for ordering purposes (for administrators only)

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<td>The Global Entrepreneur</td>
<td>HBR Dec 2008 R0812J</td>
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<td>How to Start an Entrepreneurial Revolution</td>
<td>HBR June 2010 R1006A</td>
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<td>Take Advantage of Your Diaspora Network</td>
<td>HBS Case 808029</td>
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<td>Distance Still Matters</td>
<td>HBR Sep 2001 # R0108K</td>
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<td>Global Heroes: A Special Report on Entrepreneurship</td>
<td>Economist, Mar 14 09</td>
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<td>The Entrepreneur’s Path to Global Expansion</td>
<td>Sloan (SMR), 2005, 46 (2) #46210</td>
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<td>Worthless, Impossible and Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value</td>
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<tr>
<td>Building an Effective Global Business Team</td>
<td>SMR, Sum 2001, 42 (4), #4246</td>
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