

## **COURSE PROGRAMME OUTLINE:**

### **COMMERCIALIZATION OF PRODUCTS AND SERVICES IN BIOSCIENCES SERVICES**

#### **(SPECIFIC EMPHASIS ON SMMES IN THE HEALTH, NUTRITION AND BIOTECHNOLOGY SECTORS)**

#### **GENERAL GUIDELINES ON THE COURSE**

The course has been specifically tailored for new start-up SMMEs in the health, nutrition and biotechnology industries and utilizes experiences gained by the presenters of the course over 30 years. Many practical examples /case studies will be presented and guidance provided to participants to equip them to identify, protect and successfully commercialize their inventions in this space – with the minimum cost and maximum benefit/impact.

In particular, templates (business plans, agreements, financial models and other tools) relevant to the health, nutrition and biotechnology industries will be provided to participants for each aspect of the learning in the 5 Modules. Module 5 is the final optimization of the business model developed in Modules 1 to 4 and will culminate in a bankable business plan.

Participants will be recruited via an on-line Expression of Interest and a relevant template has been drafted. Participants from the targeted audience with the relevant experience and entrepreneurial intent will be selected for this course. A pre-engagement survey will be conducted to assess the needs and the modules will be adjusted in terms of learning content based on feedback received from prospective participants. Beta-testing of the on-line platform with prospective participants will be conducted 1 week prior to the live on-line course planned for June 2018.

The course will be presented using an appropriate Webinar platform (WebEx, Adobe Connect etc.), Mazangani is currently in a Beta-testing programme to select the most appropriate and effective platform to present the course.

Our key aim is to present the course over 4 weeks with each Module being presented in four 2-hour slots over a period of one week (Module 5 will be presented in week 4 concurrently with Module 4). Each Module will consist of a theoretical presentation outlining the important underlying learning objectives, followed by a live Question and Answer session (Q&A). Depending on the module, this will have a number of practical interactive sessions with presenters assisting participants with their unique commercialization opportunities.

Free follow up consultations will be held (2 hours each – one to two sessions per month, depending on demand, for 6 months) to assess progress and provide further practical and theoretical assistance in getting participants to having complete and robust business plans – and providing more detailed inputs in theory gaps that may exist. This will also enable Mazangani to get a full understanding of the course impact and enable us to draft a final review report with an assessment of the learning outcomes. We will also draft a final training report and feedback survey analysis after this 6 months. The feedback received will also assist us in making recommendations and implement changes to the programme where needed.

The intent is to also “Live Record” the theory sessions and making these available online through the Mazangani website. This will allow for future use of the same course material by additional interested parties who will be able to access these online. Any new participant will also have the option to attend live Q&A or practical session. In this way the course can reach far more than the initial target audience of 15 to 20. It is anticipated that the cost for access per module would be R500 per module (including Q&A & practical sessions).

Through the online platform we intend to refine modules on a continuous basis and expand offerings as is dictated by participants of our courses and where necessary we will also arrange face to face consultations (at the cost of the participant) to provide hands-on assistance and / or support in drafting business plans, presenting to funders and or any of the other commercialization activities covered in the course.

Below you will find a high-level summary of the 5 On-Line Modules:

## **MODULE 1 IDENTIFYING THE COMMERCIALIZATION OPPORTUNITY**

### **LEARNING OBJECTIVE:**

The objective of Module 1 is to impress on participants the importance of clearly identifying whether an invention presents a commercialization opportunity. In the highly competitive health, nutrition and biotechnology space it may be easy to identify certain customer needs, but the challenge is that there are many solutions out there that may address such a need.

Participants will be introduced to the concept of an “unmet need” which is a need that is currently not met by any existing solution and hence provides a real commercialization opportunity. The key learning objective is to get participants to critically analyze their inventions and the needs they are addressing, in the context of other competing solutions, to assess if it truly is a commercialization opportunity. Participants will also be exposed to simple market intelligence, identifying target markets, and conducting market testing and acceptance studies. Participants will also be introduced to Technology Readiness Levels (TRLs), which will enable time-to-market assessments and provide a detailed understanding of regulatory issues and other hurdles pertinent to the health, nutrition and biotechnology industry. Lastly a model will be provided on how to assess capital investment requirements, labour and operating costs to create a successful venture.

This is the most critical (but often neglected) first step for any enterprise and not done thoroughly, will lead to the demise of any new enterprise.

### **TRAINING METHODOLOGY**

The difference between customers’ needs and what constitutes “unmet needs” will be illustrated through practical examples from the health, nutrition and biotechnology environment and participants will be challenged to ascertain within broad identified needs, which needs are truly “unmet”.

Participants will be introduced to a number of easy on-line tools to search for market/business intelligence and how to interpret these in terms of the challenge to identify unmet needs. In addition, of critical importance is to get participants to understand the route to market for their inventions that are targeted at “unmet needs”. In this regard, the scale-ability of the solution and customer/market testing and acceptance will be discussed and templates provided for how to assess these. Furthermore, the Technology Readiness Level (TRL) of their proposed solution will be discussed in light of international standards so participants will be able to assess what their TRL levels are and the time-to-market. In addition, in the health and nutrition space, regulatory issues such as HACCP, cGMP manufacturing, ingredient qualification, access and benefit share and bioprospecting regulations, all impact on the cost and time-to-market. Participants will be provided with an overview of what is required, exemplified by practical examples where previous commercialization efforts have failed due to a miscalculation of one or more of the above – leading to failure of a commercial venture – despite it having identified a true “unmet need” - but not understanding the full cost and regulatory requirements to get this to market.

Participants will also be exposed to how to define, from available market information, their target market (where the unmet need is) and to decide what realistic market share of the target market can be achieved. This will then translate in calculation of a base-case, best-case and worst-case scenario

for revenues potentially to be earned by the new venture. Furthermore, participants will be guided as to the estimation of critical cost elements in line with the regulatory and other route to market requirements, such as capital investment required, labour requirements, operating costs etc. – all of which feeds into Module 2 which assesses the commercial viability of the new venture.

Lastly, participants will be given the opportunity to assess their own inventions in light of the above. A Question & Answer (Q&A) session will precede this and the participants will be given a chance (at their own pace) to complete this in a practical session. Presenters will be available to provide one-on-one guidance and share learnings with other participants. Participants will then also be provided an opportunity to present their concepts to the wider audience for a debate on the leaning objectives of this Module.

The module will be offered in several parts, one theoretical presentation, followed by a Q&A session and 2 practical sessions where trainers will assist participants in practical application of the theory, as well as one session where teams will present their plans. The module will thus be presented in four 2-hour slots over a period of a week.

### **LEARNING OUTCOMES**

Participants will understand the meaning of an “unmet need” in the context of the nutrition, health and biotechnology space. In light of this understanding they will be able to assess the market size and target market, as well as what share of it they can potentially capture. Participants will also be able to assess the Technology Readiness Level (TRL) of their invention, understand scale-ability issues, the regulatory requirements for the health, nutrition and biotechnology industries and translate that into estimates for time-to-market, capital investment requirements, labour and other operating costs. All these will be critical inputs into assessment of commercial viability which will be dealt with in Module 2.

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## **MODULE 2: ASSESSING THE VIABILITY OF THE COMMERCIAL OPPORTUNITY**

### **LEARNING OBJECTIVE:**

The learning objective of Module 2 is to assess the commercial viability of the venture using detailed financial analysis and tools that can generate the kind of financial information that can be presented to sophisticated investors. Participants will be exposed to framing their input assumptions for base-case, worst-case and best-case scenarios. The module is divided in two separate training sections, the first dealing with the creation of a simple techno-economic valuation and the accompanying financial statements (as well as how to interpret these), and the second looking at assessment of risk, company/technology valuation and investors assessment of the venture.

We will explain phasing of expenditure and income and how it impacts on a company's profitability. Participants will learn how to use a professional techno-economic valuation tool which will allow them to use their input assumptions and create a full financial model. This will enable them to generate an Income Statement, Cash Flow Statement and Balance Sheet for the Venture. Furthermore, the concept of "Time value of Money" will be learned as well as how this is used to value your intellectual property and/or your new venture. Participants will understand concepts such as Net Present Value (NPV), Internal Rate of Return (IRR), Breakeven and Free Cash Flow (FCF). From this, participants will be able to construct a Discounted Cash Flow (DCF) Model which is the tool to enable technology/company valuations. Participants will also be introduced to venture capital valuations such as the "Multiple Approach" or "Market Valuation" approach often used by investors as well as the "Net Asset Valuation Approach". Participants will walk away with different approaches to valuation of their offering/company. Finally, participants will be introduced to "Sensitivity Valuations" or establishing Risk to the overall venture by varying input assumptions. This will allow participants to clearly understand their individual market and / or technological risk. A brief introduction to Monte Carlo Simulations will introduce the concept of Risk/Benefit Valuations to the participants and equip them to deal with difficult questions often asked by investors.

### **TRAINING METHODOLOGY**

Participants will be provided with a Financial Model template that can be used to assess the commercial viability of their venture. Using concepts such as NPV, IRR and Breakeven, participants will be guided in how to construct their own techno-economic valuations and assess how their venture will be assessed by a potential investor. It will provide a framework where participants can estimate the commercialization risk and identify the critical input assumptions that underpin that risk. Participants will be taught how investors in the health, nutrition and biotechnology sectors assess investment requests and be able to decide what a fair equity would be for any said investment. Concepts such as fixed costs, variable costs, capital costs will be explained to empower participants to optimize their business and cost models.

Lastly, based on some simulations and financial modeling, participants will be taught how to capture the resultant information in a concise and clear Business/Investment Plan to investors. A template to be used for such a Business Plan/Investment Plan will be provided and participants will be trained how to translate outputs from Techno-Economic (TE) Models and Risk Assessments to such a business plan. The importance of cash flow (and the difference between this and profit) will be emphasized and risk modelling will be done around cash flow to determine the minimum amount of cash needed for the venture to succeed. The Weighted Average Cost of Capital (WACC) and the investors' requirements for return will be explained so participants obtain a clear understanding of the cost of capital from

investors. Participants will also be taught how to calculate fair royalty rates and fair equity holdings for investors as well as the "Affordable cost of R&D".

Finally, based on a solid understanding of the viability of a venture, and the risk associated with it, participants will be taught how to craft their "Unique Value Proposition". The different investor types will be explained to participants. They will be guided on how to adjust their business plan presentation/pitch depending on which type of funder they engage with.

The module will be offered in several parts, two separate theoretical presentations, followed by a Q&A session and a practical session where trainers will assist participants in practical application of the theory. This module will be presented in four 2-hour slots over a period of a week.

### **LEARNING OUTCOMES**

Participants will leave the module with a basic ability to construct their own financial and techno-economic models, assessing business risk using simulation tools, translating this into a business plan template. They will also be able to extract important financial parameters to present to various types of investors. They will also be able to understand the concept of "Time Value of Money", "Weighted Average Cost of Capital" and be able to get an initial valuation of their company which will enable them to assess how much equity a particular investor could be entitled to. It will provide participants a solid foundation from which to engage potential investors. Module 3 will deal with how to protect their inventions and business concepts, and how to contractually engage with any potential partner/investor.

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## **MODULE 3: PROTECTING YOUR INVENTION AND BUSINESS CONCEPT**

### **LEARNING OBJECTIVE:**

The learning objective of Module 3 is to ensure participants understand the importance and criticality of the need to protect your invention and business ideas and how to contract with partners, collaborators and investors to ensure your ideas are protected. Participants will also be familiarized with the legislation on the protection of the use of indigenous biological resources and the use of indigenous knowledge.

This module will also cover the use of biodiversity, bioprospecting, benefit sharing and compliance with various regulations. The use of natural resources to develop products for health, nutrition and biotechnology has gained momentum in the Southern African region, and thus the need to understand the international and national laws that protect the use of biodiversity and indigenous knowledge. Participants will be introduced various international laws such as the Convention on Biological Diversity (CBD), Nagoya Protocol on access and benefit sharing and fair and equitable sharing of benefits which have been ratified by their countries.

The Module is divided into 2 theoretical sessions, the first dealing with the various ways of protecting IP with practical recommendations as to what is most appropriate / cost-effective in the health, nutrition and biotechnology sectors. The second training session deals with the kind of contracts one can expect to encounter in this industry and how each impact on your business and new venture. Participants will also be taught how to negotiate favourable terms on these contracts and templates for each will be provided which are appropriate for the health, nutrition and biotechnology industries. Participants will leave the module equipped with an arsenal of appropriate templates and knowledge to negotiate favourable term sheets and contracts with investors and indigenous knowledge holders.

### **TRAINING METHODOLOGY**

Participants will be provided with a detailed understanding of the mechanisms available for protecting their inventions, including the use of Trade Secrets, Patents, Plant Breeders Rights, Exclusive Licenses Trademarks etc. The pros and cons of each protection method will be discussed in detail and suggestions made (based on practical experience) for an SMME operating in the health, nutrition and biotechnology landscape. Participants who uses natural resources and indigenous knowledge will be taken through various steps of sourcing the material, agreements and sharing of benefits with knowledge holders.

The second part of the module will deal with contracting aspects and emphasize the importance of these in protecting your business and inventions. Basic contracts such as non-disclosure agreements, collaboration and partnership/consortium agreements, material transfer agreements as well as funding/ investment agreements will be dealt with in detail. Participants will be provided with templates that can be used for each of these. Critical aspects of each agreement type will be highlighted and the preferred position for an SMME highlighted. Importantly, participants will be informed of what constitutes "unnecessary agreements" and what are the essential ones that are required for an SMME operating in the health, nutrition and biotechnology industry. Participants will also be introduced to licensing, investment and benefit sharing agreements and taught how to draft appropriate term sheets prior to entering into formal agreements. Based on the knowledge gained in Module 1 and 2, participants will be able to draft term sheets on the basic elements of a license/investment/benefit sharing contract and be able to frame appropriate royalty rates, benefit

sharing percentages, equity sharing and required funding levels. Industry-appropriate templates will be provided to attendees to draft their own agreements.

The module will be offered in several parts, two separate theoretical presentations, followed by a Q&A session and a practical session where trainers will assist participants in practical application of the theory and drafting their own contracts. Participants will also be given the opportunity to draft a term sheet for a potential investor based on knowledge gained in Modules 1 to 3. This module will be presented in four 2-hour slots over a period of a week.

### **LEARNING OUTCOMES**

Participants will leave the module with a clear understanding of how to protect their inventions and business concept, the appropriate contracts for each state of development, and they will have access to the appropriate templates. They will also gain practical experience in drafting their own term sheets and contracts and negotiate appropriate terms with investors and indigenous knowledge holders.



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## **MODULE 4: STARTING YOUR OWN VENTURE**

### **LEARNING OBJECTIVE:**

The learning objective of Module 4 is to equip participants with all the tools and knowledge necessary to structure a new venture, register it and make it fully functional with all regulatory aspects in place, including a brand identity and marketing strategy. Very often this is a neglected area and new start-ups often rely on expensive 3rd party providers to register a company, get it tax compliant, develop a brand identity, put in place all the shareholders/subscription agreements, create websites etc. This module will teach participants how to do all the above cheaply by themselves, in a short space of time. The relevant tools will be provided to make this an easy exercise.

### **TRAINING METHODOLOGY**

Participants will be provided with a detailed understanding of the sequence of steps for establishing their own enterprise. The importance of a brand identity that speaks to your customers and market (as identified in Module 1) is of key importance. So, the first step of any company creation is the brand identity and often this is neglected, with the consequence in later years that it has to be redone at great cost and loss of brand equity. The importance of selecting the right name for the company will be dealt with as well as the associated procurement of relevant domains, trademarks and a name reservation with the appropriate legal authority.

The modalities of registering a company and the legal requirements and implications of being a company founder, director and/or shareholder will be explained. Regulatory requirements for maintaining a new legal entity, reporting requirements, tax compliance and supplier registrations will be dealt with.

The agreements required for setting up a new venture such as shareholder's agreements and /or subscription agreements will be explained. Regulatory requirements for maintaining company records such as a share register, minutes from Annual General Meetings (AGM), financial results and tax compliance will be explained. Appropriate shareholder and subscription agreement templates will be provided and key contractual clauses such as "Vesting of Shares", "Tag Along, Come Along and Drag Along clauses" will be covered. Appropriate models for start-up ventures in a biotechnology, health and nutrition type environment will be clarified and various share-issuing practices and "golden handcuff" practices (to ensure retention of key inventors) will be elaborated on. Lastly, methods of earning income from your company, including basic employment agreement templates will be provided as well as the concept of dividends and/or Director Fees, and other company-related expenditure that can be claimed.

The module will be offered in several parts, one theoretical presentation, followed by a Q&A session and a practical session where trainers will assist participants in practical application of the theory. In the practical session participants will draft their own brand identities and be assisted in selecting appropriate shareholders/subscription agreements, Memorandum of Incorporation (MOIs) and choosing the right type of company to be registered (sole proprietor, private enterprise, non-profit company etc.). Participants will also be assisted in the registration of unique domains and provided with tools for designing brand identities and websites. Participants will then also be provided an opportunity to present their brand identities to the group. This module will be presented in four 2-hour slots over a period of a week.

## **LEARNING OUTCOMES**

Participants will leave the module with a clear understanding of how to establish a unique brand identity, how to protect it and how to set up a new venture. Participants will have a practical understanding of how to register a company, comply with regulatory requirements and maintain a going concern. This will include tax compliance, bank accounts and financial administration in compliance with all the above, as well as how to create and maintain their own websites (without any IT knowledge). This will minimize reliance on 3<sup>rd</sup> party providers and contribute to the "Bootstrapping Concept" elaborated on in Module 5 and to be used in the early days of a start-up venture. Module 5 will be presented concurrently with Module 4.

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## **MODULE 5: THE "BOOTSTRAPPING CONCEPT"**

### **LEARNING OBJECTIVE:**

The learning objective of Module 4 is to equip participants with all the tools and knowledge necessary to structure a new venture, register it and make it fully functional with all regulatory aspects in place, including a brand identity and marketing strategy. Very often this is a neglected area and new start-ups often rely on expensive 3rd party providers to register a company, get it tax compliant, develop a brand identity, put in place all the shareholders/subscription agreements, create websites etc. This module will teach participants how to do all the above cheaply by themselves, in a short space of time. The relevant tools will be provided to make this an easy exercise.

### **TRAINING METHODOLOGY**

Participants will have a good understanding of their business from Modules 1 to 3 and this Module will provide a detailed understanding of the "Bootstrapping Concept". Practical aspects of how to create and manage such a Bootstrap environment will be provided with phasing, outsourcing and the use of cost effective marketing and effective market channels (route to market).

The module will be offered in several parts, one theoretical presentation, followed by a Q&A session and a practical session where trainers will assist participants in practical application of the theory (in two separate sessions) utilizing their developed business models and business plans. This module will be presented in parallel with Module 4 in four 2-hour slots over a period of a week.

### **LEARNING OUTCOMES**

Participants will leave the module with a clear understanding of the "Bootstrap Concept" and will be able to use this to optimize their business model and maximize returns and equity-holding for themselves. Participants will utilize models generated in Modules 1 and 2 to maximize the benefit/impact of their ventures. This model will be the final crafting of a business strategy and will result in a fully developed business plan, incorporating all elements from this module. Due to the unique differences between ventures, it is expected this Module will have a large practical and one-on-one consultative element where trainers will provide individual attention to each participant to ensure an optimized business model.

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## BELOW A SUMMARY OF THE COURSE CONTENT PER MODULE

### COURSE PROGRAMME AND DELIVERIES OF MODULES

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#### WEEK 1:

#### MODULE 1: IDENTIFYING THE COMMERCIALIZATION OPPORTUNITY

##### A: Theoretical session – Day 1 (Monday) - 2 hrs (10h00 to 12h00)

###### Items

1. Introduction of Trainers
2. Introduction of Participants
3. Expectations of Course
4. Outlines of Learning Objectives and Expected Outcomes
5. Theory Topics to be covered:
  - a. Identify an unmet market need
  - b. Tools to access market/business intelligence
  - c. Identifying market size and target markets
  - d. Technology Readiness Levels (TRLs)
  - e. Develop or in-license a suitable technology
  - f. Proof of concept
  - g. Market acceptability
  - h. Scale-ability of concept
  - i. Regulatory requirements (e.g. cGMP, HACCP etc.)
  - j. Time-to-market assessments
  - k. Capital, labour and operating costs required

**Practical Assignment:** - Identify a real commercialization opportunity based on what you are currently engaged in. Gather the following information to be discussed in the practical session:

- a. What unmet need are you addressing?
- b. How do you access technology (develop, in-license)?
- c. What market testing has or will be done?
- d. What is the technology readiness level?
- e. What are the regulatory requirements?
- f. What is the total market size?
- g. What is the size of your target market?
- h. What is the revenue potential?
- i. What are the investment requirements (lab/factory space etc.)?
- j. What are your labour requirements?
- k. What are the other operating costs?

##### B: Question and Answer Session - Day 2 (Tuesday) – 2 hrs (10h00 to 12h00)

##### C: Practical Sessions - Day 3 (Wednesday) – 2 hrs (10h00 to 12h00)

##### D: Presentation by Teams Day 4 (Friday) – 2hrs (10h00 to 12h00)

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## WEEK 2

### MODULE 2: ASSESSING THE VIABILITY OF THE COMMERCIAL OPPORTUNITY

#### A: Theoretical session – Day 1 (Monday) - 2 hrs (10h00 to 12h00) -)

##### Items

1. Introduction of Trainers
2. Introduction of Participants
3. Expectations of Course
4. Outlines of Learning Objectives and Expected Outcomes
5. Theory Topics to be covered:
  - a. Outlining the assumptions (revenue, capex, operating costs, labour)
  - b. Drafting of essential financial statements – income statement, cash flow statement and balance sheet
  - c. Time value of money
  - d. Financial measures (NPV, IRR, Breakeven)

#### B: 2<sup>nd</sup> Theoretical session - Day 2 (Tuesday)– 2 hrs (10h00 to 12h00)

##### Items

1. Introduction of Trainers
2. Introduction of Participants
3. Expectations of Course
4. Outlines of Learning Objectives and Expected Outcomes
5. Theory Topics to be covered:
  - a. Techno-economic modelling
  - b. Assessing the business risk – sensitivity analysis
  - c. Understanding the key drivers for your business success
  - d. Scenario analysis (Monte Carlo models)
  - e. Building the base-case for your business
  - f. Raising funding – unique value proposition

**Practical Assignment:** - Based on real commercialization opportunity, what you are currently engaged in and your initial set of assumptions as defined in Module 1, calculate an IRR and NPV for the base-case using the model provided - Practical assistance and training will be provided in the practical session.

#### C: Question and Answer Session - Day 3 (Wednesday) – 2 hrs (10h00 to 12h00)

#### D: Practical Session - Day 4 (Thursday) – 2 hrs (10h00 to 12h00)

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**WEEK 3:**

**MODULE 3: PROTECTING YOUR INVENTION AND BUSINESS CONCEPT**

**A: Theoretical session - Day 1 (Monday) 2 hrs (10h00 to 12h00)**

**Items**

- 1. Introduction of Trainers**
- 2. Introduction of Participants**
- 3. Expectations of Course**
- 4. Outlines of Learning Objectives and Expected Outcomes**
- 5. Theory Topics to be covered:**
  - a. Different ways to protect your invention (pros and cons)
    - i. Trade secret
    - ii. Trademark
    - iii. Patent
    - iv. Exclusive rights/license
    - v. Plant breeders rights
    - vi. Copyright ©
    - vii. Registered design
  - b. Legislation applicable to use of indigenous biological resources/ indigenous knowledge
    - i. Convention on Biological Diversity (CBD)
    - ii. Nagoya Protocol on access and benefit sharing
    - iii. Permits
  - c. Recommendations for SMMEs in this Sector

**B: 2<sup>nd</sup> Theoretical session - Day 2 (Tuesday) – 2 hrs (10h00 to 12h00)**

**Items**

- 1. Introduction of Trainers**
- 2. Introduction of Participants**
- 3. Expectations of Course**
- 4. Outlines of Learning Objectives and Expected Outcomes**
- 5. Theory Topics to be covered:**
  - a. What contracts do you need and how to negotiate good terms?
    - i. Non-Disclosure Agreements (NDA)
    - ii. License agreements
    - iii. Material Transfer Agreements (MTA)
    - iv. Research Collaboration Agreements (RCA)
    - v. Funding agreements
    - vi. Benefit Sharing Agreements (BSA)
  - b. Fair license, royalty and benefit sharing terms
  - c. Term sheets
  - d. Conclusion and Recommendations

**Practical Assignment:** - Decide how you will protect your invention(s) and provide a rational basis for this. Make a decision on which agreements would be necessary. Groups will identify their businesses and investment requirements and also draft contracts and term sheets for negotiations with investors. (Practical assistance and training will be provided during the practical session).

Using the templates provided draft the following for your business:

- a. Agreements you may need before you proceed (NDA, MTA, and/or RCA)
- b. A draft term sheet for negotiating with funders and/or licensors
- c. Also prepare a 10-minute pitching session to a funder or licensor

**C: Question and Answer Session - Day 3 (Wednesday) – 2 hrs (10h00 to 12h00)**

**D: Practical Interactive Session - Day 4 (Thursday) – 2 hrs (10h00 to 12h00)**

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**WEEK 4:**

**MODULE 4: STARTING YOUR OWN VENTURE**

**A: Theoretical session - Day 1 (Monday) – 2 hrs (10h00 to 12h00)**

**Items**

- 6. Introduction of Trainers**
- 7. Introduction of Participants**
- 8. Expectations of Course**
- 9. Outlines of Learning Objectives and Expected Outcomes**
- 10. Theory Topics to be covered:**
  - a. Brand identity
  - b. Company name selection / reservation / protection
  - c. Company registration
  - d. Shareholders agreement
  - e. Subscription agreements
  - f. Memorandum of Incorporation (MOI)
  - g. Company records – regulatory obligations
  - h. Bank account
  - i. Tax compliance
  - j. Supplier registrations
  - k. Brand equity - Product branding and packaging
  - l. Conclusion and Recommendations

**Practical Assignment:** - Decide on a name for your business and a brand identity. Check availability using tools provided. Groups will pitch their brand identity in 10 minute sessions - (Practical assistance and training will be provided during the practical session)

**B: Question and Answer Session -**

**Day 2 (Tuesday) – 2 hrs (10h00 to 12h00)**

**C: Practical Interactive Session -**

**Day 3 (Wednesday) – 2 hrs (10h00 to 12h00)**

**D: Presentation by Teams**

**Day 4 (Friday) – 2hrs (10h00 to 12h00)**



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## **MODULE 5: THE "BOOTSTRAP" CONCEPT**

### **A: Theoretical session – Day 1 (Monday) - 2 hrs (14h00 to 16h00) - Items**

- 1. Introduction of Trainers**
- 2. Introduction of Participants**
- 3. Expectations of Course**
- 4. Outlines of Learning Objectives and Expected Outcomes**
- 5. Theory Topics to be covered:**
  - a. The "Bootstrapping" concept
  - b. Outsourcing capital & labour requirements
  - c. Market channels and route to market
  - d. "Bootstrapping" marketing, websites, distributors and sales force
  - e. E-commerce

**B: Question and Answer Session - Day 2 (Tuesday) – 2 hrs (14h00 to 16h00)**

**C: Practical Interactive Session - Day 3 (Wednesday) – 2 hrs (14h00 to 16h00)**

**D: Final Business Plan Presentation by Teams - Day 5 (Friday) – 2hrs (12h00 to 14h00) – Incorporating all learning from the course.**