



## Creating and Growing New Ventures (ESU9X01)

Lecturer: Laurence Beder

Second Quarter 2021 - MBA Elective

Exam Equivalent Assessment

**Hand in date:**

Soft Copy submission: Blackboard site with Turnitin report - submissions no later than 30 June 2021 before 17.00

This is an **EXAM EQUIVALENT** individual assessment. You are expected to have all the necessary books, notes or other materials in your personal possession. Questions should be answered sequentially and the document must be in a word document, Arial font size 11. **All information not sourced from material discussed or distributed during this elective must be correctly referenced**

**CHOOSE ANY ONE OF THE FOLLOWING START - UPS OR “MINICORNS” WHICH CONTINUE TO MAKE WAVES IN THE SOUTH AFRICAN ENTREPRENEURIAL START-UP SPACE:**

1. BATHU – *BALOYI*
2. SWEEPSOUTH - *PANDOR*
3. FINCHATBOT – *PAILLUSSEAU*
4. NAKED– *GREYBE, THOMSON & NORTH*
5. BASALT - *ZWIERS*

Access material from <https://tracxn.com/d/soonicorn-awards/top-startups-in-south-africa-tech-2020#Minicorns>, <https://www.africarena.com/post/finchatbot-s-us-1-6-million-expansion-plan>, <https://buzzsouthafrica.com/top-10-innovative-startups-south-africa/> and <https://ventureburn.com/2020/11/local-fintech-startup-wins-technology-company-of-the-year/> to gain initial insights into some of these start-ups in question, alternatively use Google.

**The Minicorns** - are the high growth early-stage ventures (Series A+). Watch out for these companies as they take the business to the next level, by scaling up for the accelerated growth.

**AFTER CONDUCTING RESEARCH ON ANY ONE OF THEM, ANSWER THE FOLLOWING QUESTIONS:**

**Question 1****20 marks**

Describe and critique any **two important dilemmas/ problems** that the start-up team has had to deal with during the COVID -19 Pandemic. Based on your research of your chosen start-up, research and provide insights on what measures they have put in place to continue on their accelerated growth journey or pivot during the Covid-19 period. What advice would you give the team to help them to deal with these dilemmas going forward?

**Question 2****15 marks**

If you were preparing a **Lean Startup Canvas for this business**, describe what you believe the **“Unfair Advantage”** for your chosen start-up would be.

**Question****20 marks**

**Utilising Lean Start-up thinking** as discussed on the course, assess **any two Lean Start-up constructs or elements that** your chosen start-up might have utilised to gain traction in the market. Make recommendations as to whether you would still advise the start-up to adopt any further elements going forward.

**Question 4****30 marks**

Assume your chosen start-up is thinking of approaching a funding institution to potentially enter one or two more countries in the SADC region, Africa itself or going international. Prepare a **detailed Executive Summary** for your start-up's business plan, as this is the first area of the business plan that the funding institution will look at. Ensure that you indicate what funding approach/es have best applied or potentially could be utilised going forward.

**Question 5****15 marks**

What advice would you give the business in question to **help continue to grow and scale-up the start-up**. Utilise the various alternative opportunity growth strategies found in the Ansoff matrix to guide your answer.

**TOTAL 100 marks**