

Course Number B8722

Global Immersion Program: Exploring the Start-Up Culture in Turkey

Building/Room: Uris 331
Tuesday 9:00AM - 10:30AM

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Course Introduction

Economic studies have demonstrated that entrepreneurship and new venture creation are critical components of economic growth, innovation, and human development in emerging markets. While various economic indicators and metrics show the correlation, how to create an enabling ecosystem that promotes a culture of entrepreneurship and innovation is not scientifically evident. However, if one reads articles from the popular media, business and economic journals, and anecdotes from entrepreneurs in these markets, there are common signposts that lead to a roadmap. While there are certainly differences across emerging markets, it is clear that governments, investment community members, academic institutions, and entrepreneurs themselves play a critical role in developing and enhancing a start up culture in a specific region. (See the **Entrepreneurial Ecosystem Framework** below to get a sense of the many factors and domains important in assessing a start up culture.)

When it comes to investigating the development of a start up culture and the impact it can have in an emerging market, there is no place more exciting than Turkey. Turkey has it all...emerging youth population, political intrigue, transitioning industrial base, and competing social norms. In the midst of all this transition, entrepreneurship has been growing as evidenced by increased participation in venture creation. According to 2010 GEM Reports, 9 out of every 100 Turkish adults are involved in entrepreneurial activity. While this is an increase from 2008, Turkey still lags behind other high growth markets such as Brazil or China in level of entrepreneurial participation. As of the 2010 report, the reasons for this lagging performance

Entrepreneurial Ecosystem Framework		
Regional Profile	Stakeholder Profiles	Ecosystem Status
Population demographics	Recognized entrepreneurs & high potential start-ups	Entrepreneurship networks
Natural resources	Investors	Government policies & programs
Key industrial sectors	Government officials	Education & training programs
Annual per capita income	NGO directors	Venture funding sources
Employment data	Corporate leaders	Commercial infrastructure
Education levels	Industrial association directors	Research/development & intellectual property
Educational institutions	Academic faculty & training program directors	Culture & social norms
Infrastructure		
Special factors		

included access to investment capital, tax and regulatory burdens, inadequate educational resources, and lack of cultural support.

We, as a class, will jump right into 2014 and assess the current conditions for entrepreneurship in the region with a focus on the city of Istanbul. By reviewing current reports and media coverage, listening to domain experts, and interviewing representatives of all major stakeholder groups, we will come to our own conclusion as to the current culture for entrepreneurial activity in Istanbul and potential ripples throughout the Country and region. Working in teams, we will generate a report that provides an up-to-date view of the region from an economic, political, and cultural perspective while interweaving how these regional elements influence the entrepreneurial ecosystem in Istanbul. The report will outline specific recommendations to enhance the ecosystem in Istanbul.

Global Immersion Program classes bridge classroom lessons and business practices in another country. These three credit classes meet for half a term in New York prior to a one week visit to the country of focus where students will meet with business executives and government officials while working on team projects. Upon return from the travel portion of the class, students will have a wrap up meeting at Columbia Business School. The 2013-14 Global Immersion program fee for all 6 night courses is \$1800 and provides students with double occupancy lodging, ground transportation and some meals. It does not cover round trip international airfare. Attendance both in New York and in-country and regular participation are a crucial part of the learning experience and as such attendance is mandatory. Students who miss the first class meeting may be removed from the course and will not have their program fee refunded to them. No program fee refunds will be given after the add/drop period has closed.

Course Sessions

The course will consist of six (6) classes in New York City that will introduce you to the applied study of entrepreneurial ecosystems, with a focus on Turkey and Istanbul. A week-long visit to Istanbul will include visits to stakeholders groups critical to ecosystem development and start up culture formation including government officials, members of the investment community, corporate leaders, and of course, entrepreneurs. Students will undertake projects that focus on each major stakeholder group, investigating recent activities and influence these groups have on the overall entrepreneurial ecosystem. This class will meet during the A-term on Tuesday's, 9-10:30am from January 28th through March 4th with one post trip meeting on Tuesday April 1st from 9-10:30am. Travel will take place to Istanbul, Turkey from Sunday, March 16th, 2013 through Saturday, March 22nd, 2013.

Course Assignments, Deliverables & Grading

Regional Profile due 2/4 (20%)
Stakeholder Profiles due 2/11, 2/18, 2/25, 3/4 (20%)
Final Report/Slide Presentation due 4/1 (30%)
Active Class Engagement & Travel Participation (30%)

Session Topics

Session One: Introduction (1/28/14)
Course Outline, Projects, & Deliverables
Introduction to Entrepreneurial Ecosystems
Travel Details for Istanbul

Session Two: Regional Profile (2/4/14)
Discussion on Turkey demographics
Natural Resources, Labor
Industrial Sectors & Infrastructure

Session Three: Government Policy (2/11/14)
Exploration of policies & incentives
Research & Development Support
Intellectual Property Laws

Session Four: Investor Community (2/18/14)
Funding New Ventures & Sources of Capital
Angels, Venture Capital, Private Equity
Multinational Corporations

Session Five: Entrepreneurs (2/25/14)
Networks, Diaspora, Success Stories
Women & Youth
Social Norms

Session Six: Bringing It All Together (3/4/14)
Stakeholder Interview Guidelines
Final Trip Plans

TRAVEL to ISTANBUL (3/16-22/14)

Session Post Trip: Final Presentations (4/1/14)
Report Delivery & Presentations
Trip Debrief & Wrap Up

The course assignments and deliverables are designed to provide students and project teams with a step-by-step approach to analyze the current state of entrepreneurial ecosystem in a particular region. We start by creating a **Regional Profile**, learning as much as we can about the target region, identifying current data and trends in population, labor, infrastructure and industrial development. After we create a Regional Profile, project teams start to investigate critical stakeholder groups, their history, programs, activities, and influence on the ecosystem. These **Stakeholder Profiles** include annotated mappings, showing where they are located, how they are clustered, and descriptions of their primary programs and activities. As part of developing our Stakeholder Profiles, students prepare interview questions and protocols to be applied when meeting representatives from each stakeholder group while in country. During our travels in country, we visit and interact with representatives from each of the major stakeholder groups, thus collecting first hand information and perceptions regarding the current state of entrepreneurship. After our trip, students will aggregate all regional and stakeholder profile research and generate a **Final Report** with accompanying **Slide Presentation**, summarizing our findings and making specific recommendations to enhance the existing entrepreneurial ecosystem in the targeted region. This final report will be distributed to the stakeholders visited as well as other relevant parties who can influence future activities and programs in the region.

Active Class Engagement & Travel Participation. This class is very “hands-on” and students are highly encouraged to participate in class discussions, engage guest speakers, and actively collaborate in project teams. Participation includes timely completion of all weekly project assignments, attendance in all seven class sessions including completion of end of class reflection questions, completion of all course evaluation surveys, and active engagement in all scheduled sessions and appointments while in Turkey.

Course Management Platform

The program is facilitated by the use of Columbia Business Schools course management system, called CANVAS. Faculty use this system to provide participants with class materials, encourage student engagement, and interaction with course content, receive assignment submissions, and create two-way dialogue on project work. In order to gain the most from the program, participants need to have reliable Internet connectivity and bandwidth to be able to download program materials and watch associated videos.

Course Faculty



Jack McGourty Ph.D. is Director of Community and Global Entrepreneurship at the Columbia Business School and a faculty member teaching courses in entrepreneurship; venture creation, and product innovation. Since joining the Business School, Jack has taught "Launching New Ventures" every semester and will be teaching a new course in Spring 2014 under the Global Immersion Program called " Exploring the Start Up Culture in Turkey". Prior to joining the Columbia Business School, Jack was Vice Dean for Columbia’s Engineering School. Over the past 15 years, Jack has been an active member of the University's entrepreneurial community, establishing an undergraduate minor in entrepreneurship, teaching core and advanced courses in new venture creation & growth, and launching the Columbia-Harlem Small Business Development Center. Jack is the driving force behind Venture for All®, a program designed to educate aspiring entrepreneurs and build capacity for high potential startup ventures in emerging global markets.

Prior to coming to Columbia in 1998, Jack was a senior executive and board member for a large publicly traded company. During his tenure, Jack held several senior positions including vice president of human resources, executive vice president of operations, division president, and company president & chief operating officer. He was also the managing principal of Assessment Alternatives Inc., a consulting firm providing programs and services to medium and large companies on new business development, innovation and product realization.