



**EGADE Business School**  
**Tecnológico de Monterrey**

Course:

The art of fundraising, how to get backed  
in an uncertain world.

Instructor:

**Professor Luis Antonio Márquez Heine**

<b>Time and dates:</b>	<b>Dates:</b> Tuesday September 15 to Thursday December 3, 2020. <b>Class meeting times:</b> Tuesdays and Thursdays, 8:00 a.m. – 9:30 a.m. (Mexico Central Time)
<b>Professor:</b>	Mtro. Luis Antonio Márquez Heine
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### Professor Luis Antonio Márquez Heine

Professor Márquez is a lawyer from the National Autonomous University of Mexico, has a master's degree in Public Administration from the JFK School of Government, from Harvard University, and a certification in Innovation from the University of Salamanca.

In 2016 he joined EGADE Business School as Director of the Center for Innovation and Corporate Entrepreneurship at the Santa Fe campus and Director of the Full-Time MBA.

Until the end of 2016, he was Country Manager of Bricapital, a private equity fund focused on the hospitality sector with headquarters in Miami with assets in South Florida, the Caribbean, Mexico and Colombia, representing a portfolio of 150 million dollars in assets under management. His main role was to coordinate the fundraising strategy and campaign outside Mexico.

Luis Antonio Márquez started and headed the Mexican Venture Capital and Private Equity Association (AMEXCAP). For 9 years he led the organization with more than 65 private and venture capital funds and 10 billion dollars under management.

Additionally, he participates and has actively participated as an independent board director in different boards, including Hoteles Misión, Exitus Nómina, Serfimex and Big-Bang .

In terms of fundraising, Luis Antonio has advised for several companies including Fábrica de Cine (The Irishman) and GreenWell Capital (Six Senses) and Grupo Aries (Construction). In the social arena, Professor Márquez headed the fundraising strategy and campaigns for Incluyendo México, Fundación Camino a Casa and Patrimonio de la Beneficencia Pública (Ministry of Health in Mexico)

In the entrepreneurship part, Mr. Márquez has been an investor in diverse ventures including NAALA, a smart mirror company, LiveSun energy company and is a member of the Investment Committee of GS Capital, a Venture Capital fund with investments SkyAlert, Atlantia Search, Rocket , TuCantón,

From 2016 to 2019 he was the leading leader of Escala, a weekly radio program for Radio Mexiquense, 91.7 FM. Since 2013 he has been a mentor and judge for various incubators and accelerators, including Mass Challenge, Posible from Fundación Televisa, New Ventures México and the forum of Entrepreneur México magazine



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## Learning objectives:

Evan Baehr in his book *Get Backed* starts with an crucial paragraph: “Launching the venture of your dreams takes more hustle, more failure, and significantly more resources than a lot of people can stomach. Yet, talk to any entrepreneurs who’ve been through it and they will tell you one thing: it’s worth it.” Using his words, the purpose of this course is to demystify one of the most intimidating parts of launching a venture: raising money.

Through this course, participants will learn a methodology to develop business and social opportunities through identifying your customer correctly, including problems and needs (customer discovery). The key to fundraising is creating value, participants will learn how to identify and describe their venture values.

An elementary component for successful fundraising is knowing how to tell stories. Narrative and non-verbal communication must have a balance to communicate effectively, therefore, in this course, students will improve two important skills: intuition and visual thinking to communicate effectively.

This course will focus basically in learning how to clearly identify customer’s needs and markets, as well as using the right documents and presentations to address potential investors in different stages including the final pitch to deliver a strong message.

The course includes time to practice, we call it hands-on exercises so that the participants practice techniques learned.

## Pedagogies used

Type	% of the course
Class Exposition	50%
Applied projects - Experiential	30%
Participant presentations and exercises	20%

### Participant presentations and exercises

Presentations	20%
Project development:	30%
Final pitch	50%
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TOTAL	100%

## Grading scale

1-100



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## Recommended reading before starting the course

1. Kim Scott 2017, **Radical Candor**, Be a Kick-ass Boss without losing your Humanity, St. Martin's Press.
2. Roam, Dan 2009, **The Back of a Napkin (Expanded Edition)**, Solving Problems and Selling Ideas with Pictures. Penguin Publisher
3. Osterwalder, A. & Pigneur 2009, Y. **Value Proposition Design: How to Create Products and Services Customers Want**. 2014. Ed. John Wiley and Sons
4. **Warby Parker**: A Vision of "good" fashion brand

## Recommended additional bibliography

5. Baehr, Evan 2015 **Get Backed**, Craft your story, build your perfect pitch deck and launch the venture of your dreams, Harvard Business School Publishing
6. Stanley Weinstein and Pamela Borden 2017, **The Complete Guide to Fundraising Management**, John Wiley and sons
7. Klein, Kim 2004 **Fundraising in Times of Crisis**, 2004 Jossey-Bass, Wiley Imprint
8. Osterwalder, A. Bernarda, Smith & Pigneur, Y. **Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers**. 2014. Ed John Wiley and Sons
9. Michalko, M. **Thinkertoys: A handbook of creative thinking techniques**. New York, NY: Ten Speed Press. 2006
10. Constable, G. **Talking to Humans: Success starts with understanding your customers**. 2014. Ed John Wiley and Sons
11. Robinson, K. **The Element: How Finding Your Passion Changes Everything**. 2008. Penguin Books.
12. Ulwick, A. **What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services**. First edition, 2005, McGraw-Hill Education.
13. Reynolds, G. **Presentation Zen: Simple Ideas on Presentation Design and Delivery**. Second edition, 2011. New Riders.
14. Weissman, J. **Presenting to Win: The Art of Telling Your Story**. First edition, 2008. FT Press.

## Course outline

Session 1 Synchronous	Welcome and Introduction to the course Expectations and deliverables Fundraising is about customer discovery and opportunity recognition Lean Methodology <ul style="list-style-type: none"><li>• Assumptions and development of the hypothesis</li><li>• Construction of the 9 blocks</li><li>• Value Proposition and Market Segments</li><li>• Product description, what pain does it resolve?</li><li>• Identification of the client, what pain does it resolve?</li></ul>
Session 2 Asynchronous	<b>Video The Hero's Journey</b> <a href="https://www.youtube.com/watch?v=Hhk4N9A0oCA">https://www.youtube.com/watch?v=Hhk4N9A0oCA</a>



	<p>See the following videos:  Techniques for interviewing people and detecting customer needs:  <a href="https://www.youtube.com/watch?v=OTkP2JDeGWM">https://www.youtube.com/watch?v=OTkP2JDeGWM</a>  <a href="https://www.youtube.com/watch?v=KZYntTU3JW4">https://www.youtube.com/watch?v=KZYntTU3JW4</a>  <a href="https://www.youtube.com/watch?v=2RBsXOYRUUM">https://www.youtube.com/watch?v=2RBsXOYRUUM</a>  <a href="https://www.youtube.com/watch?v=Cl9vMBFHIf0">https://www.youtube.com/watch?v=Cl9vMBFHIf0</a></p> <p>See video from Steve Blank on customer discovery  <a href="https://www.youtube.com/watch?v=vw1_-WyOtxk">https://www.youtube.com/watch?v=vw1_-WyOtxk</a></p> <p><b>Task 1:</b> Present initial hypothesis of your project using the canvas of value proposition and customer description. If the hypothesis has not been completed, the teams will be given time to work on it during the asynchronous class.</p> <p><b>Task 2:</b> Read Warby Parker case</p>
Session 3 Synchronous	<p>The Secret of raising money: fundraising principles  Fundraising in times of crisis  Creating value through visual thinking</p> <ul style="list-style-type: none"> <li>• Value? For whom?</li> <li>• Visual thinking as a tool to solve problems?</li> <li>• The scientific method applied to solve problems through visual thinking</li> <li>• Visual thinking application to create presentations</li> </ul>
Session 4 Hands-on exercises	<ul style="list-style-type: none"> <li>• Presentaciones Warby Parker y revisión del lienzo de propuesta de valor y descripción del cliente por equipos</li> </ul>
Session 5 Synchronous	<p><b>The Art of Storytelling</b></p> <ul style="list-style-type: none"> <li>• Communication for growth</li> <li>• The art of telling your story</li> <li>• The psychology behind the sale</li> <li>• The power of presenting</li> <li>• The relationship with your audience</li> <li>• Why in PowerPoint?</li> <li>• Persuasion</li> <li>• Achieving "Ajas"</li> <li>• The wrong me</li> <li>• ... and what's in it for you?</li> </ul>
Session 6 Hands-on exercises	<p><b>Task 1.</b> With what we have seen so far, team participants will start working on their (real) presentations</p> <p><b>Exercise 1 of task 1.</b> Record a 50-second video explaining the strategy to follow in steps, as well as describing the inputs to develop your presentation. Send this video by Canvas.</p> <p><b>Exercise 2 of task 1.</b> Start working on your final presentations</p> <p>The instructor will be present during the period of this exercise to answer questions</p>



Session 7 Synchronous	<p><b>Hara Hachi Bu</b>  <a href="https://drive.google.com/file/d/18gQJsdhSnLYFAJfW01Jkfl6Uw9szdYiK/view?usp=sharing">https://drive.google.com/file/d/18gQJsdhSnLYFAJfW01Jkfl6Uw9szdYiK/view?usp=sharing</a> Note: The whole video is worth watching but the questions will be based on the Design Stage part.</p> <ul style="list-style-type: none"> <li>• Design matters</li> <li>• Ideas to present more visually</li> <li>• "Kanzo, Shizen and Shibumi"</li> <li>• "Signal to Noise Ratio"</li> <li>• Superiority of photography</li> <li>• Empty space or negative space</li> <li>• Rule of thirds</li> <li>• Contrast, repetition, alignment and proximity</li> </ul> <p><b>Task 1.</b> Research and read about the SCAMPER method to generate ideas  <a href="https://www.interaction-design.org/literature/article/learn-how-to-use-the-best-ideation-methods-scamper">https://www.interaction-design.org/literature/article/learn-how-to-use-the-best-ideation-methods-scamper</a></p> <p><b>Pecha Kucha 20X10 Challenge:</b> By teams  Each team will choose a single product from the three options offered by the instructor. Teams using the SCAMPER method will redesign the product. The products are: Beach Vault, Derma Wand and Grower's First coffee program  Ver <a href="https://www.pechakucha.com/">https://www.pechakucha.com/</a></p> <p><b>Task 2.</b> Continue with the preparation of the presentations</p>
Sesión 8 Hands-on exercises	Student presentations of both the exercise and the final presentations
Session 9 Synchronous	<p><b>Fundraising Pitch and Campaign</b></p> <ul style="list-style-type: none"> <li>• The design of an effective Pitch Deck</li> <li>• Accelerating the machine, not building it</li> <li>• Preparing the elevator pitch</li> <li>• Structure of the presentation</li> <li>• Balance between verbal and non-verbal communication</li> </ul> <p>Tools and documents, you have to prepare for the fundraising strategy and campaign</p>
Session 10 Hands-on exercises	<b>Shadow rounds.</b> Teams fine-tune their presentations and during this session they can practice with the instructor to fine-tune details.
Final Session	<b>Final Presentations (Pitch) and video. Pitch 5 minutes - video 45 seconds</b>
Evaluation	<ul style="list-style-type: none"> <li>• 3 real investors will listen to the pitches and evaluate</li> </ul>



**Other important topics:****Presentations and tasks:**

Homework, assignments, projects or reading verifications are expected to be delivered on the date indicated by the teacher, the date indicated on the Canvas with the previously established indications.

**Assistance and punctuality:**

**Classes will start on time.**

**Class participation:**

A high degree of class participation is expected regarding (1) topic discussions and personal professional experiences, (2) assigned cases, (3) assigned tasks.

Therefore, it is expected that the cases and tasks will be analyzed and resolved prior to the sessions assigned for discussion.

**Evaluation:**

Tests will be carried out to validate knowledge. Assignments will be explained in advance for your solution.

**Video on:**

Participants must leave their camera on during the course.

