

# University of California at Santa Barbara

## Bren School of Environmental Science and Management

### Introduction to Eco-Entrepreneurship ESM 256A, Fall 2018

Class: T, 8:00-9:15 am (Bren 1414)

Instructor: Emily Cotter  
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#### **Course Description**

ESM 256A is an introductory course on entrepreneurship for students interested in launching a new product or service that offers an environmental and/or social benefit. This course is about developing an entrepreneurial perspective, understanding the venture creation process and generating/evaluating ideas. Working on a team, students will generate ideas, analyze potential opportunities and perform customer discovery research. Topics covered include: idea generation, opportunity recognition and initial concept development.

#### **Required Reading**

*The Entrepreneur's Guide to Customer Development*  
Brant Cooper and Patrick Vlaskovits

<http://www.custdev.com>

The cost of this book is \$9.95 (PDF).

All other required reading will be made available via download on GauchoSpace.

#### **Optional Reading**

*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*  
Alexander Osterwalder and Yves Pigneur

<https://strategyzer.com/books/business-model-generation>

#### **Attendance and Participation**

Students are expected to attend every class. The participation portion of the grade is 300 points. Participation is evaluated in a number of ways. Obviously, participation is correlated with attendance. It is impossible to earn participation points if a student is not in class. Students remain responsible for submitting work due even if absent. Students should e-mail the instructor prior to any missed class. Students remain responsible for the material covered and assignments given during an absence and are to discern this information from their peers.

Attendance at all class sessions is critical to the learning process and the participation component of the course. Entrepreneurship is a collaborative and interactive process. Entrepreneurs find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day's activities.

### Confidentiality Policy

Throughout the Eco-Entrepreneurship focus, students will be exposed to proprietary information from other students, guest lecturers and faculty. All such information is to be treated as confidential. By enrolling in and taking part in Eco-Entrepreneurship classes and activities, students agree not to disclose this information to any third parties without specific written permission from students, guest lecturers or faculty, as applicable. Students further agree not to utilize any such proprietary information for their own personal commercial advantage or for the commercial advantage of any third party.

In addition, students agree that any legal or consulting advice provided without direct fee and in an academic setting will not be relied upon without the enlisted opinion of an outside attorney or consultant, in each case without affiliation to the Eco-Entrepreneurship focus.

Receipt of this policy and registration in this class is evidence that you understand this policy and will abide by it.

### Assignments and Grading

	<b>Individual Contribution</b>	<b>Team Contribution</b>
Participation <ul style="list-style-type: none"><li>• Attendance</li><li>• In-Class Discussions</li><li>• Panels/Workshops</li></ul>	400 points (20%)	
Student Profile Survey	100 points (5%)	
Idea Generation Team:		
Sprint #1 Progress Report		200 points (10%)
Sprint #2 Progress Report		200 points (10%)
Sprint #3 Progress Report		200 points (10%)
Final Presentation		400 points (20%)
Individual Contribution to Idea Generation Team(s), Based on Peer Evaluation	100 points (5%)	
Reflection Paper	400 points (20%)	
	1,000 points (50%)	1,000 points (50%)
	<b>TOTAL</b>	<b>2,000 points (100%)</b>

All assignments must be turned in on time. Assignments will be submitted in soft copy format on GauchoSpace, unless otherwise instructed. All assignments submitted on GauchoSpace should use the following file format:

#### Team Assignment

(Assignment Name)\_(Team Name)

*Example: Sprint #1 Progress Report\_Green Gauchos*

#### Individual Assignment

(Assignment Name)\_(Last Name)

*Example: Reflection Paper\_Cotter*

The deadline is at the beginning of class (i.e., 8:00 am) on the due date listed for each assignment, unless otherwise instructed. Assignments submitted after the deadline but within 24 hours will lose 5% of the total points; after that, an additional 5% for each day that the assignment is late.

## Description of Course Assignments

### Student Profile Survey

The purpose of this survey is to provide the instructor and your classmates with some insights about your background and help in the formation of compatible idea generation teams. Note: Your responses will be shared with the entire class. A survey link will be posted on GauchoSpace. The online survey must be completed by 8:00 AM on Friday 10/5/18.

### Idea Generation Team

Working on teams, students will demonstrate their ability to perform customer discovery research, generate ideas and analyze potential Eco-E opportunities. Idea Generation Teams should be comprised of four to six people.

Teams are encouraged to select a Team Leader who will be responsible for helping the team perform at its highest level. This involves removing any impediments to progress, facilitating meetings and making sure the team is organized and ready for the next sprint.

During the quarter, teams will conduct customer discovery research and perform analysis in three “sprints,” as follows:

	<u>Sprint Period</u>
Sprint #1:	10/17/18 to 10/30/18
Sprint #2:	10/31/17 to 11/13/18
Sprint #3:	11/14/18 to 11/27/18

Teams should set milestones for each sprint (e.g., interview 5 industry experts during Sprint #1).

The goal of these sprints is to “get out of the building” and talk to customers and/or industry experts face-to-face, in hopes of discovering customer problems to solve. During each sprint, teams should interview at least 5 industry experts or 10-15 potential customers. Interviews are defined as qualitative, in-depth interviews (not online surveys using closed-ended questions).

At the end of each sprint, teams will submit Sprint Progress Reports. Each team will report what they learned through customer discovery research during the sprint, any customer problems discovered, any new ideas generated or any resulting pivots, and the team’s assessment of opportunities.

Each team will give one in-class Final Presentation on Friday 12/7/18.

Teams will be evaluated based on the quality of the ideas generated and the research/analysis performed, not the volume of ideas generated through this course. However, each team is encouraged to generate and analyze at least 2-3 ideas during the quarter.

Specific guidelines for the Final Presentation will be posted on GauchoSpace and discussed in class. A soft copy of the presentation must be uploaded onto GauchoSpace by 8:00 AM on Friday 12/7/18.

The Idea Generation Team Sprint Progress Reports will account for a combined 30% of your grade (max. 600 points). These points will be the same for each team member. The Idea Generation Team Final Presentation will account for 20% of your grade (max. 400 points). These points will be the same for each team member. In addition to this, 5% of your grade (max. 100 points) will depend on your individual contribution to the team(s) on which you participate, as evaluated by your teammates. An evaluation form will be completed during the last week of class to provide these peer evaluations.

### Reflection Paper

According to one of the fathers of management/organization theory, Henry Mintzberg, the primary purpose of the university is to encourage reflection on what you have learned and how that learning might apply to your life and career. In this spirit, one of the assignments in this course is a reflection

paper, to be completed at the end of the course. The Reflection Paper will have two sections: (1) Course Reflection and (2) Personal Reflection.

In writing the Course Reflection, think back to the in-class lectures/discussions, reading assignments, Eco-E Idea Generation Panels/Workshops, guest speakers and team presentations, and discuss what you learned. Highlight the individual panelists/speakers or the specific lecture/discussion or reading material that impressed or influenced you most. What key insights resulted? The reflection paper should NOT just summarize the information you heard or read. Rather, your reflection should explore the insights drawn from the ideas presented by panelists/speakers, in class sessions or reading material. Additional research is not needed to develop reflection papers.

In writing the Personal Reflection, think back to the activities and experiences in the course, and provide self-reflection on questions such as: How has the course influenced your personal or career goals? Have your thinking, attitudes, motivations changed? What has surprised you? What have been the most important insights for you? Can you see yourself becoming an eco-entrepreneur? Why/why not? When and how will you pursue your eco-entrepreneurial goals? Feel free to address any other self-reflective questions as well.

There is no page limit. As a rough guideline, 2,000-3,000 words is an appropriate length (3-4 pages, single-spaced). Reflection papers will be graded as: "Exceptional; clearly above average; includes deep, personal reflection" – 300 points; "Thoughtfully completed; average" – 255 points; "Not thoughtfully completed" – 150 points.

A soft copy must be uploaded onto GauchoSpace by 8:00 AM on Tuesday 12/11/18.

## ESM 256A Fall 2018 Course Schedule

Session	Class Date	Class Topic	Deliverables	Reading Assignments
1	Tue 10/2/18	<b>Introduction to Eco-Entrepreneurship</b> <ul style="list-style-type: none"> <li>Types of Startups</li> <li>Fundamental Concepts of Customer Development</li> <li>Where Good Ideas Come From</li> </ul>	Student Profile Survey Due by 8:00 AM on Fri 10/5/18 <u>Note:</u> Your responses will be shared with the entire class to help with team formation (to be posted on GauchoSpace)	Why Governments Don't Get Startups My Company Has No Value. Does Yours? The Meaning of Social Entrepreneurship The Entrepreneur's Guide to Customer Development: Intro (p. 11-14), Customer Development (p. 17-21), Concept Definitions (p. 16-19, 24-26, 30-31)
2	Tue 10/9/18	<b>Idea Generation Teams</b> <ul style="list-style-type: none"> <li>Customer Discovery</li> <li>Customer Job To Be Done</li> </ul> <b>Eco-E Idea Generation Workshop</b> <ul style="list-style-type: none"> <li>Team Recruitment Pitches (1 slide, 2-minute pitch) – Come prepared to recruit team members (optional)</li> <li>Networking Time for Team Formation</li> </ul>	Optional: Submit Fast Pitch slide by 5:00 PM on Mon 10/8/18	Idea: Genchi Genbutsu Ignore Your Customer What Customers Want from Your Products 10 Tips for Amazing CustDev Interviews (Part 1) The Entrepreneur's Guide to CustDev: 8 Steps to Customer Discovery (Step 1, p. 49-51; Steps 3-6, p. 56-64)
3	Tue 10/16/18	<b>Idea Generation Panel #1 – “Eco-E Problem Discovery Process”</b> <b>Panelists: MESM 2019 Eco-E Students</b> This session will be the first of three Eco-E Idea Generation Panel Discussions during Fall 2018. The goal of the Eco-E Idea Generation Panel Series is to receive feedback from UCSB/Bren faculty, Eco-E alumni/students and industry experts on your Eco-E problem identification. <b>Eco-E Idea Generation Workshop</b> <ul style="list-style-type: none"> <li>Team Recruitment Pitches (1 slide, 2-minute pitch) – Come prepared to recruit team members (optional)</li> <li>Networking Time for Team Formation</li> </ul>	Optional: Submit Fast Pitch slide by 5:00 PM on Mon 10/15/18  Sprint #1 Team Formation Deadline (sign-up by the end of class) – this will be your team assignment for Sprint #1	Idea Generation Articles (see GauchoSpace)
4	Tue 10/23/18	<b>Eco-E Venture Creation Process</b> <ul style="list-style-type: none"> <li>Design Thinking Approach</li> <li>Lean Startup Methodology</li> <li>Introduction to Business Models</li> <li>Ecosystem Map/Value Chain</li> </ul>		Glass Works: How Corning Created the Ultrathin, Ultrastrong Material of the Future Lessons From the Green Gold Rush The Elusive Green Consumer The Problem with Butts Business Model Generation Preview Getting to a Single Perspective Start-Up Seeks Profits in Mounds of Garbage Anatomy of a Failed Launch The Entrepreneur's Guide to CustDev: Concept Definitions (Lean Startup, p. 28-29), Know Thy Business (p. 34-42)

Session	Class Date	Class Topic	Deliverables	Reading Assignments
5	Tue 10/30/18	<b>Idea Generation Panel #2</b> <b>Panelists: UCSB/Bren faculty, Eco-E alumni/students and industry experts</b> <ul style="list-style-type: none"> <li>Come prepared to present your team's Eco-E problem identification, insights and potential ideas.</li> </ul>	Sprint #1 Progress Report Due Sprint #2 Team Formation Deadline (sign-up by 8:00 AM on Wed 10/31/18) – this will be your team assignment for Sprint #2	Idea Generation Articles (see GauchoSpace)
6	Tue 11/6/18	<b>Optional: MESM 2020 Eco-E Project Proposal Kick-Off</b> <ul style="list-style-type: none"> <li>Overview of the Eco-E Project and proposal process, presented by Emily Cotter</li> <li>MESM 2019 Eco-E Project Panel</li> </ul>		
7	Tue 11/13/18	<b>Idea Generation Panel #3</b> <b>Panelists: UCSB/Bren faculty, Eco-E alumni/students and industry experts</b> Come prepared to present your team's Eco-E problem identification, insights and potential ideas.	Sprint #2 Progress Report Due Sprint #3 Team Formation Deadline (sign-up by 8:00 AM on Wed 11/14/18) – this will be your final team assignment for the remainder of the quarter	
	Tue 11/20/18	<b>NO CLASS</b>		
8	Tue 11/27/18	<b>Final Presentation Preparation</b>	Sprint #3 Progress Report Due	
9	Tue 12/4/18	<b>Guest Speaker: Heather Hochrein, Co-Founder of EVmatch (MESM 2016)</b>		
10	Fri 12/7/18 9:00 AM – 12:00 PM (tentative) Bren 1414	<b>Eco-Entrepreneurship Advisory Council (EEAC) – Fall Meeting:</b> <b>Idea Generation Team – Final Presentation</b>	Idea Generation Team – Final Presentation Due by 8:00 AM on GauchoSpace	
	Tue 12/11/18	<b>Reflection Paper Due</b> <b>Peer Evaluation Form Due</b>	Due by 8:00 AM on Tue 12/11/18	