University of California at Santa Barbara

Bren School of Environmental Science and Management

New Venture Opportunity Analysis
ESM 256B, Winter 2019

Class: MW 2:00-3:15 pm (Bren Hall 1520)

Instructor: Emily Cotter
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Course Description
ESM 256B 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 the analytical and conceptual skills required to assess the potential for a new environmental venture (i.e., an Eco-E Opportunity). The Eco-E opportunity analysis process involves identifying, evaluating and determining whether or not to pursue an opportunity. In addition, the process includes analyzing whether or not the opportunity will result in an environmental and/or social benefit.

Working on a team, students will generate an idea, identify and define a market opportunity, and perform an assessment of whether their new venture concept represents an Eco-E Opportunity and whether it should be pursued. Topics covered include: idea generation, industry analysis, opportunity recognition, concept development, market definition, customer discovery, competitive analysis and business model development.

Learning Objectives
- Learn to identify, develop and evaluate potential Eco-E opportunities.
- Acquire skills for researching and analyzing key industry, market, competitor and customer information, gathering data from both primary and secondary sources.
- Develop analytical and critical thinking skills through the process of completing an opportunity assessment for launching a new product or service.
- Build a compelling case to prove that your concept is a viable Eco-E Opportunity, through a written analysis and oral presentation before a panel of judges comprised of entrepreneurs and investors from the local business community.

Required Reading
Harvard Cases
Cases are listed in the schedule below. See course entitled “New Venture Opportunity Analysis (ESM 256B, Winter 2019)” on Harvard Business Publishing site at:

https://hbsp.harvard.edu/import/596148

All the cases are listed under the Harvard course entitled "New Venture Opportunity Analysis (ESM 256B, Winter 2019)." Each Harvard Case costs $4.25-7.95. The total approximate cost for the coursepack is $24.95 (paid directly to Harvard Business Publishing).

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

Optional Reading
Value Proposition Design
Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith and Trish Papadakos
https://strategyzer.com/books/value-proposition-design

Attendance and Participation
Students are expected to attend every class. The participation portion of the grade is 400 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.

Idea Generation
As part of the educational process, during the course of the Eco-E program, individual students will bring a variety of ideas and information to an Eco-E class project for discussion, review and analysis. Any ideas or information introduced to an Eco-E class project by an individual student will be available for use by any student team member, both during or after the Eco-E class project, for any purpose, unless it is Prior IP. Prior IP is intellectual property that is developed by a student before the Eco-E class project began and that is both recognized and protectable under United States copyright, patent or trademark laws. Any Prior IP introduced by a student during the course of an Eco-E class project may be used by all student team members in the course of the Eco-E class project for academic purposes.

To avoid misunderstandings and confusion, if a student wants to contribute Prior IP to an Eco-E class project, that student should clearly identify it as Prior IP to the other student team members and notify the instructor that the Prior IP is being contributed to the class project for academic use in the Eco-E class project.

Assignments and Grading
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 Presentation 1_Green Gauchos

Individual Assignment
(Assignment Name)_(Last Name)
Example: Peer Evaluation_Cotter

The deadline is at the beginning of class (i.e., 2:00 pm) 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.

	Individual Contribution	**Team Contribution**
Participation • Attendance • In-Class Discussions & Exercises • Pitches & Presentations • Workshops	400 points (20%)	
Eco-E Opportunity Project:		
Eco-E Opportunity Concept Proposal		100 points (5%)
Eco-E Opportunity Concept Proposal Presentation		100 points (5%)
Sprint #1 Progress Report		100 points (5%)
Sprint #1 Presentation		100 points (5%)
Sprint #2 Progress Report		100 points (5%)
Sprint #2 Presentation		100 points (5%)
Written Analysis		400 points (20%)
Final Presentation		500 points (25%)
Individual Contribution to Eco-E Opportunity Project, Based on Peer Evaluation	100 points (5%)	
	500 points (25%)	1,500 points (75%)

TOTAL	2,000 points (100%)

Description of Course Assignments

Eco-E Opportunity Concept Proposal

The purpose of this assignment is to focus your team on a clear and compelling concept for your initial Eco-E Opportunity hypothesis (customer problem, environmental problem and proposed solution). Consider the Eco-E Opportunity Canvas elements, when drafting this proposal. In no more than one single-spaced page:

- Discuss the opportunity by presenting your concept statement addressing all three Eco-E elements (no more than a couple of sentences).
- Provide elaboration on the concept and justify it based on your initial industry/market analysis and customer research. Be sure to cite sources where required (e.g., industry statistics).
- Describe the fundamental environmental problem that would be addressed by your proposed solution.

A soft copy must be uploaded onto GauchoSpace before class on 1/28/19.

Eco-E Opportunity Concept Presentation

The purpose of this assignment is to present your initial Eco-E Opportunity concept to your classmates in order to receive peer feedback on your proposed idea. For this assignment, you will create five (5) PowerPoint slides, as follows:

1. Team – List the name of your project team with all the team members
2. Eco-E Opportunity Concept (Overview)
3. Core Customer Problem Hypothesis
4. Solution Hypothesis
5. Environmental Problem Hypothesis

A soft copy must be uploaded onto GauchoSpace before class on 1/28/19.

Eco-E Opportunity Project

Working on a team, students will demonstrate their ability to perform customer discovery research and analyze a potential Eco-E opportunity. Eco-E Opportunity Project Teams ideally will be comprised of two to five people. During the quarter, teams will conduct customer discovery research, perform industry/market analysis, research the environmental problem in three "sprints," as follows:

	Sprint Period	Sprint Length	Presentation Date
Sprint #1:	1/28/19 to 2/10/19	14 days	2/11/19
Sprint #2:	2/11/19 to 2/24/19	14 days	2/25/19
Sprint #3:	2/25/19 to 3/10/19	14 days	3/11/19*

**Eco-E Opportunity Project – Final Presentation on Monday, March 11, 2019*.

Note: Eco-E Opportunity Project – Written Analysis due by 5:00 PM on Friday, March 15, 2019.

The goal of each sprint is to "get out of the building" and talk to 10-15 customers and/or industry experts face-to-face, in order to discover evidence for the following:

- a customer problem exists;
- a proposed solution that solves this problem for an identifiable group of customers/users;
- the market is accessible and potentially large enough that a viable business might be built; and
- the proposed solution can help solve an environmental problem.

For the environmental problem analysis, teams will research and analyze the environmental problem, policy and solutions. Additionally, teams will research and analyze the macro environment to provide supporting context for developing a business model based on the Eco-E Opportunity.

On each presentation day, teams will report what they learned through customer discovery research during the last sprint. Teams will also share any new research or analysis that supports the overall Eco-E Opportunity (see the Eco-E Opportunity Canvas for specific questions to be answered). The Progress Report and Presentation for each Sprint will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Opportunity Analysis Project – Final Presentation

Each team will be asked to do a presentation of their opportunity analysis. The presentations will be judged by a panel of experts (investors, entrepreneurs). Specific guidelines for the presentations will be posted on GauchoSpace and discussed in class. The Presentation will account for 25% of your grade (max. 500 points). These points will be the same for each team member.

In addition, 5% of your grade (max. 100 points) will depend on your individual contribution to the team, as evaluated by your teammates. An evaluation form will be completed during the last week of class to provide these peer evaluations.

Opportunity Analysis Project – Written Analysis

This written final report will demonstrate your ability to conceptualize and analyze your Eco-E Opportunity. The project will be conducted in teams of two to five students. A separate document regarding the details of the final paper and the grading sheet will be posted on GauchoSpace. The Written Analysis will account for 20% of your grade (max. 400 points). These points will be the same for each team member.

New Venture Opportunity Analysis (ESM 256B, Winter 2019) – Course Schedule

Session	Class Date	Class Topic	Deliverables	Readings
1	**Mon 1/7/19**	**Eco-E Opportunity Overview** **Team Recruitment Pitches (Optional)**	Optional: Come prepared to pitch a new idea to recruit a team. Submit an Eco-E Opportunity Pitch slide by email to ecotter@bren.ucsb.edu by 8:00 AM.	Embracing Bad Ideas To Get To Good Ideas How to Get Startup Ideas Why Too Many Startups (er) Suck Eco-E Opportunity Canvas
2	**Wed 1/9/19**	**Business Model Environment** • Industry Definition • Key Trends • Macroeconomic Forces **Market Research** **Team Recruitment Pitches (Optional)**	Optional: Come prepared to pitch a new idea to recruit a team. Submit an Eco-E Opportunity Pitch slide by email to ecotter@bren.ucsb.edu by 8:00 AM.	Marketing Analysis Toolkit: Situation Analysis (Harvard Case #510079) Note on Market Research (Harvard Case #E165) Online Research Guide
3	**Mon 1/14/19**	**Industry Forces: Competitive Analysis** • Industry Competitiveness • Competitive Analysis **Market Forces** • Market Segments **Team Recruitment Pitches (Optional)**	Optional: Come prepared to pitch a new idea to recruit a team. Submit an Eco-E Opportunity Pitch slide by email to ecotter@bren.ucsb.edu by 8:00 AM.	Competitor Analysis: Understand Your Opponents (Harvard Case #2572BC) A New Way to Look at Competitors Four Steps to the Epiphany: Channel "Food Chain" (p.91-92), Channel Discounts and Financials (p.93-94) Marketing Reading: Segmentation and Targeting (Harvard Case #8219)
4	**Wed 1/16/19**	**Market Analysis** • Market Type • Market Entrance Strategy Market Size **Team Recruitment Pitches (Optional)**	Optional: Come prepared to pitch a new idea to recruit a team. Submit an Eco-E Opportunity Pitch slide by email to ecotter@bren.ucsb.edu by 8:00 AM.	Four Steps to the Epiphany Preview: The Four Types of Startup Markets (p. 20-23) Why Pioneers Have Arrows In Their Backs Marketing Analysis Toolkit: Market Size and Market Share Analysis (Harvard Case #510081)
	Mon 1/21/19	**NO CLASS – Martin Luther King, Jr. Holiday**		
5	**Wed 1/23/19**	**Eco-E Problem-Solution Analysis** • Overview of Background/ Literature Reviews presented by Prof. Matt Potoski **Team Recruitment Pitches (Optional)**	Optional: Come prepared to pitch a new idea to recruit a team. Submit an Eco-E Opportunity Pitch slide by email to ecotter@bren.ucsb.edu by 8:00 AM.	Eco-E Opportunity Canvas Sample Background/Literature Reviews
6	**Mon 1/28/19**	**Eco-E Opportunity Concept Proposal Presentations**	**Team Formation Deadline** Eco-E Opportunity Concept Proposal Presentation Due by 12:00 PM.	
	Wed 1/30/19	**NO CLASS**		

Session	Class Date	Class Topic	Deliverables	Readings
7-8	**Fri 2/1/19 1:00-3:00 PM (TBD) DCR**	**Eco-Entrepreneurship Advisory Council (EEAC) – Winter Meeting**	**Eco-E Opportunity Concept Proposal Presentations** First year students will present their Eco-E Opportunity concept proposals and initial research to the EEAC. EEAC will be asked to comment on the ideas, provide insights and make recommendations for customer research steps.	
9	**Mon 2/4/19**	**Customer Discovery** • Value Proposition Design • Identifying Opportunities Ladders		Value Proposition Design Preview 10 Tips for Amazing Customer Development Interviews Four Steps to the Epiphany: Customer Hypotheses – Types of Customers (p. 43-45), Customer Hypotheses – Customer Problems (p. 46-47), Customer Hypotheses – A Day in Your Customer's Life (p. 48)
10	**Wed 2/6/19**	**Value Proposition Design Workshop**	Come prepared to discuss your team's proposed value proposition.	
11	**Mon 2/11/19**	**Sprint #1 Presentations**	Sprint #1 Progress Report and Presentation Due by 12:00 PM.	
12	**Wed 2/13/19**	**Guest Speaker**		
	Fri 2/15/19 5:00 PM	**MESM 2020 Eco-E Project Proposal Due (Optional)**	Project proposals are due via email to ecotter@bren.ucsb.edu on February 15, 2019 by 5:00 p.m. and are limited to three pages (excluding references).	
	Mon 2/18/19	**President's Day – NO CLASS**		
13	**Wed 2/20/19**	**Guest Speaker**		
14	**Mon 2/25/19**	**Sprint #2 Presentations**	Sprint #2 Progress Report and Presentation Due by 12:00 PM.	
15	**Wed 2/27/19**	**Final Presentation Preparation**		
16-17	**Mon 3/4/19 12:00-6:00 PM Bren 1414**	**Eco-E Opportunity Analysis Final Presentation Practice**	Sign-up on GauchoSpace for a 30-minute team presentation practice time slot. Eco-E alumni and second-year students will serve as advisors and provide feedback.	
	Wed 3/6/19 11:00 AM-12:00 PM Bren 1414	**MESM 2020 Master's Project Unveiling Presentation**	First-year MESM students should attend to find out which proposals were chosen by the Group Project and Eco-E Project Selection Committees to move forward as projects for your class.	
18	**Wed 3/6/19**	**Guest Speaker**		
19-20	**Mon 3/11/19 2:00-5:00 PM (TBD) Bren 1414**	**Eco-E Opportunity Analysis Final Presentations** All teams present to judging panel	Final Presentation Due by 12:00 AM	

Session	Class Date	Class Topic	Deliverables	Readings
	Wed 3/13/19	**NO CLASS**		
	Fri 3/15/19 5:00 PM	**Eco-E Opportunity Project Written Analysis Due**	Eco-E Opportunity Project (Written Analysis) Due by 5:00 PM.	
	Mon 3/18/19 5:00 PM	**Peer Evaluation Form Due**	Peer Evaluation Form Due by 5:00 PM.	