University of California at Santa Barbara

Bren School of Environmental Science and Management

New Venture Opportunity Analysis
ESM 256B, Winter 2016

Class: MW 2:30-3:45 pm  (Bren Hall 1414)

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<tr>
<th>Instructor</th>
<th>Module 1</th>
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<tr>
<td>Sarah Anderson</td>
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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 2016)” on Harvard Business Publishing site at:

https://cb.hbsp.harvard.edu/cbmp/access/42942506
All the cases are listed under the Harvard course entitled “New Venture Opportunity Analysis (ESM 256B, Winter 2016).” Each Harvard Case costs $3.95. The total approximate cost for the coursepack is $35.55 (paid directly to Harvard Business Publishing).

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

**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 program, 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 the Eco-Entrepreneurship program’s 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 program.

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

**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., 2:30 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.
Description of Course Assignments

Background/Literature Review – Written Paper
You should find out what is known about the environmental problem that you would like to address.

You need to locate materials already written about the specific problem and its location or other context, including agency, industry, and consultants’ reports, which will often lead you to critical datasets and useful scientific literature. You will also need to initiate a strategic search for technical literature (journals, books, electronic resources) describing and explaining the problem and methods for studying it. What is already known in general about natural and social processes involved in the problem?

Your paper should include an environmental problem analysis that addresses the following questions:
- What is the environmental problem you hope to address?
- What causes this environmental problem?
- Who is affected by this problem?
- How big is this problem?
- What are the uncertainties/unknowns?

A soft copy must be uploaded onto GauchoSpace by 2:30 PM on 1/25/16.

Background/Literature Review – Process and Results Presentation
The purpose of this assignment is to present the results of your Background/Literature Review to your classmates. In addition, you will share your process.

A soft copy of your PowerPoint presentation must be uploaded onto GauchoSpace by 2:30 PM on 1/25/16.

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 2/1/16.

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 2/1/16.

Team Partnership Agreement
Each team will prepare a 1-2-page partnership agreement detailing the following: (1) Names of partners; (2) Purpose of the partnership; (3) Inception date of partnership and termination date; (4) General areas of responsibility for each of the partners; (5) Dissolution of the partnership; (6) Arbitration in the event of disagreement. An example will be posted on GauchoSpace and discussed in class prior to the due date on 2/9/15.

A signed hard copy is due at the beginning of class on 2/10/16.

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 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:

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<th>Sprint Period</th>
<th>Sprint Length</th>
<th>Presentation Date</th>
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<tr>
<td>1</td>
<td>2/1/16 to 2/9/16</td>
<td>9 days</td>
<td>2/10/16</td>
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<tr>
<td>2</td>
<td>2/11/16 to 2/21/16</td>
<td>11 days</td>
<td>2/22/16 or 2/24/16</td>
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<td>3</td>
<td>2/23/16 to 3/6/16*</td>
<td>13 days</td>
<td>3/7/16**</td>
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*Eco-E Opportunity Project – Written Analysis due by 12:00 PM on Friday, March 4, 2016.

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).

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 20% of your grade (max. 400 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 is the major project for the class and 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 project and the grading sheet will be posted on GauchoSpace. The Written Assessment will account for 20% of your grade (max. 400 points). These points will be the same for each team member.