



UC SANTA BARBARA

Bren School of Environmental Science & Management

Introduction to Eco-Entrepreneurship ESM 256A, Fall 2020

Class: W 12:30-1:45 pm, via Zoom
(See GauchoSpace for Zoom Link)

Instructor: Emily Cotter
Office Hours: F 10:00-11:00 am (See GauchoSpace for Zoom Link)
Or, by appointment
Cell Phone: 310.569.3941
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Course Description

ESM 256A is an introductory course on entrepreneurship for students interested in developing an entrepreneurial perspective, understanding the new venture creation process and learning how to generate market-validated ideas. This course is focused on ideas for new products or services that can make a positive environmental and/or social impact. Skills developed in this course are applicable to future jobs in, including but not limited to, corporate social responsibility, nonprofit management, public sector leadership, or social and environmental entrepreneurship.

Course Objectives

- To learn the basics of customer discovery research.
- To understand how to use a customer development approach in generating ideas.
- To develop analytical skills through detecting patterns in customer discovery research, brainstorming ideas, observing, interpreting data, integrating new information, developing hypotheses, and determining a direction based on multiple factors and possible options.

Course Software

Box – File Sharing Service

GauchoSpace – Learning Management System

Google Drive – File Storage and Synchronization Service

Zoom – Online Conference System

Slack – Messaging Application

Students should register for an account with Slack and join the **esm256Afall2020** workspace. See GauchoSpace for the invitation link.

Required Reading

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

Optional Reading

The Entrepreneur's Guide to Customer Development

Brant Cooper and Patrick Vlaskovits

<https://startupbluebook.com/>

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers

Alexander Osterwalder and Yves Pigneur

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

Remote Class

Our class will meet through the Zoom online conference system. We will adopt the same rules and norms as in a physical classroom. For everyone's benefit, please join the class in a quiet place. Turn on your video. Mute your microphone, unless you are speaking. Close any browser tabs not required for participating in class. This form of learning is somewhat new to all of us, and success will depend on the same commitment we all bring to the physical classroom.

All live Zoom panel discussions and speakers will be recorded for students who may not be able to attend in real time (due to an excused absence or connectivity problems). Each video will be available to individual students by request. By default, your microphone will be muted when you join the session. If you do not want to be included in the recording, simply turn off your camera and keep your microphone off. You may ask questions in the chat window.

Attendance and Participation

Students are expected to attend every class. Attendance and participation will account for 25% of your grade (max. 500 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.

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, throughout 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 only.

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.

Course Plan

Due to the necessity for remote instruction, this course is structured using a flipped classroom approach. Instructional content will be reviewed outside the classroom, while application of that content will occur in the classroom. Therefore, students are responsible for watching recorded lectures online (each video will be short, 5-15 minutes long) and reviewing supplemental materials as homework, prior to class. Students will also collaborate on research outside the classroom, working on small teams.

Class sessions will be used for panel discussions/speakers, discussing research in small breakout groups, activities and workshops, and for teams to present their work. Expect class sessions to only last ~45 minutes and panel discussions/speaker sessions to last ~1 hour.

Idea Generation Teams

Working on teams, students will work collaboratively on customer discovery research, generate ideas and analyze potential Eco-E opportunities. Idea Generation Teams should be comprised of three 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 working efficiently during each sprint.

Students will sign-up for a team on GauchoSpace. If you do not sign-up for a team by the deadline, you will be assigned to a team by the instructor. Each team will have a private channel on Slack for communication and collaboration. Students may be able to switch teams for Sprint 2, if space allows.

The Team Formation Deadline is 5:00 PM on Wed 10/21/20.

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

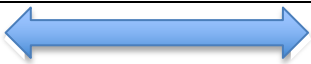
	<u>Sprint Period</u>	<u>Progress Report</u>	<u>Sprint Presentation</u>
Sprint 1:	10/28/20 to 11/18/20	11/18/20	11/18/20
Sprint 2:	11/19/20 to 12/9/20	12/9/20	12/11/20*

**The Final Presentation will be given to the Eco-E Advisory Council (EEAC) on Friday, December 11th and is tentatively scheduled for 9:30-11:30 am (please mark your calendar).*

The goal of these sprints is to “get out of the building” and talk to customers and/or industry experts face-to-face (via Zoom), in search of customer problems to solve. Teams should set milestones for each sprint (e.g., interview 5 industry experts and 5 potential customers during Sprint 1).

During each sprint, teams should aim to interview at least 10-15 industry experts or potential customers. The required minimum for each team will be 3 interviews for every team member per sprint. For example, a team of 4 students is required to conduct at least 12 interviews during a given sprint. Interviews are defined as qualitative, in-depth interviews (not online surveys using closed-ended questions).

Course Assessment

Assessment		Individual Contribution		Team Contribution
Student Profile		100 points (5%)		
Knowledge Assessments		200 points (10%)		
Idea Generation Teams:				
Sprint 1	Interview Summaries		200 points (10%)	
	Team Formation Post			100 points (5%)
	Progress Report			100 points (5%)
	Sprint Presentation			100 points (5%)
Sprint 2	Interview Summaries		200 points (10%)	
	Team Formation Post			100 points (5%)
	Progress Report			200 points (10%)
	Final Presentation			200 points (10%)
Attendance and Participation <ul style="list-style-type: none"> Attendance In-Class Discussions Panels/Speakers Workshops 		500 points (25%)		
TOTAL		800 points (40%)	400 points (20%)	800 points (40%)

GRAND TOTAL 2,000 points (100%)

The deadline is at the beginning of class (i.e., 12:30 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

Student Profile

The purpose of a Student Profile is to provide the instructor and your classmates with some insights into your background and to help in the formation of compatible idea generation teams. Note: Your responses will be shared with the entire class. You will create a post in **#profiles** within the **esm256Afall2020** workspace on Slack. See “Instructions for Profile Post” in **#profiles**.

Your Student Profile must be completed by 5:00 PM on Fri 10/9/20. The Student Profile will account for 5% of your grade (max. 100 points).

Knowledge Assessments

The purpose of Knowledge Assessments is to encourage students to pay close attention to online lecture videos and other content assigned on Gauchospace, then to test your knowledge and apply Eco-E concepts. The format of these assessments will be frequent and short, and may include:

- informal writing assignments, like responses to readings or focused content questions;
- messages posted on Slack, in response to prompts embedded in lecture videos; and,
- quizzes on Gauchospace.

Each assessment should be completed during the same week in which the lecture video, reading or other material is assigned.

For grading purposes, all Knowledge Assessments must be completed by 12:30 PM on Wed 12/16/20. Knowledge Assessments will account for a combined 10% of your grade (max. 200 points).

Interview Summaries

Students will demonstrate their analytical skills and their ability to perform customer discovery research through interviews with academic experts, industry experts or potential customers. Each student is required to participate in at least 3 interviews per sprint. You may have more than one team member participate in an interview and work together on the interview summary. However, each team is required to have a minimum number of interviews per sprint, equal to 3 interviews per team member. For example, a team of 4 students must conduct a minimum of 12 interviews during a given sprint.

An interview summary should be submitted for each interview conducted. It is a brief report of the key insights from an interview with an academic expert, industry expert or potential customer. Be sure to list all students who participated as interviewees. Students should provide a link to the full interview, in case anyone would like to read the full transcript. You will create an “Interview Summary” post in the relevant research channel(s) within the **esm256Afall2020** workspace on Slack. For further instructions, see “Submit Your Interview Summary by Post” in **#tips-for-slack**.

Your interview summaries for Sprint 1 must be completed by 12:30 PM on Wed 11/18/20. These Interview Summaries will account for 10% of your grade (max. 200 points).

Your interview summaries for Sprint 2 must be completed by 12:30 pm on Wed 12/9/20. These Interview Summaries will account for 10% of your grade (max. 200 points).

Team Formation Posts

At the beginning of each sprint, teams will create “Team Formation” posts in Slack. The post should provide the team’s working name and the name of each team member, followed by the team’s research focus. In a brief paragraph, explain why the team came together and address at least one of the following questions:

- What environmental problem does the team want to help solve?
- Is there a particular industry that interests all the team members?
- Is there a trend in a specific industry that may represent an opportunity?
- Is there a potential customer identified based on observations of a customer problem?

The Team Formation Post for Sprint 1 must be submitting in **#sprint-1-teams** within the **esm256Afall2020** workspace on Slack by 12:30 PM on 10/28/20. This Team Formation Post will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

The Team Formation Post for Sprint 2 must be submitting in **#sprint-2-teams** within the **esm256Afall2020** workspace on Slack by 12:30 PM on 11/19/20. This Team Formation Post will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

Team Progress Reports

At the end of each sprint, teams will submit 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. 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 more than one idea during the quarter, guided by customer and industry research.

Each team will create a "Progress Report" post in their private team channel within the **esm256Afall2020** workspace on Slack. For further instructions, see "Submit Your Team's Progress Report by Post" in **#tips-for-slack**.

The Progress Report for Sprint 1 must be completed by 12:30 PM on Wed 11/18/20. This Progress Report will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

The Progress Report for Sprint 2 must be completed by 12:30 PM on Wed 12/9/20. This Progress Report will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Team Presentations

Each team will give one Sprint Presentation in class on Wed 11/18/20 and one Final Presentation to the Eco-E Advisory Council (EEAC) on Fri 12/11/20. Specific guidelines for the Sprint Presentation and Final Presentation will be posted on Gauchospace and discussed in class.

A soft copy of the Sprint Presentation must be uploaded onto Gauchospace by 12:30 PM on Wed 11/18/20. The Sprint Presentation will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

Please use the following format for submission of your team's Sprint Presentation:
Sprint Presentation_(Team Name)

A soft copy of the Final Presentation must be uploaded onto Gauchospace by 8:30 AM on Fri 12/11/20. The Final Presentation will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Please use the following format for submission of your team's Final Presentation:
Final Presentation_(Team Name)