



UC SANTA BARBARA

Bren School of Environmental Science & Management

Testing Innovation Opportunities and Organizational Readiness ESM 233, Winter 2024

Class: W 12:30-1:45 pm
BH 1414

Instructor: Emily Cotter
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Course Description

ESM 233 is designed for students to gain experience testing a business model innovation that integrates corporate ESG/sustainability factors. In this practicum, students will continue exploring an innovation idea for a specific company, identified in ESM 231, and test their business model hypotheses to reduce the risk and uncertainty of the business idea. Working on a team with an industry advisor, students will track their work on the "Innovation Project Scorecard" to assess strategic fit, risk reduction and financial potential. In addition, students will determine sustainability impact as the business model evolves.

Teams will de-risk their business idea by going out into the real world, talking to customers and collecting evidence. In an iterative process, teams will go back and forth between designing and testing their idea. The insights gained from this testing will help them make evidence-based business model decisions. Students will also conduct research to understand the corporate culture at the specific company and create a culture map to assess the company's leadership support, organizational design, and innovation practices to determine innovation readiness.

Course Objectives

- Gain practical experience testing and de-risking a business idea, using the "Business Model Canvas" and "Innovation Project Scorecard."
- Develop analytical and critical thinking skills through the process of testing a business idea that integrates ESG/sustainability factors.
- Assess innovation readiness and learn how a company's existing culture can enable or block innovation.

Course Software

Box – File Sharing Service
Canvas – Learning Management System
Slack – Messaging Application

Required Reading

Harvard Business Publishing Coursepack

Cases are listed in the schedule below. See course entitled "Testing Innovation Opportunities (ESM 233, W24)" on Harvard Business Publishing site at:

<https://hbsp.harvard.edu/import/1132068>

All the readings are listed under the Harvard course entitled "Testing Innovation Opportunities (ESM 233, S24)." Each Harvard reading costs \$4.50-8.75. The total approximate cost for the coursepack is \$ 22.25 (paid directly to Harvard Business Publishing).


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

Optional Reading

The Invincible Company
 Alexander Osterwalder, Yves Pigneur, Fred Etienne and Alan Smith
<https://www.strategyzer.com/books/the-invincible-company>

Testing Business Ideas
 David J. Bland and Alex Osterwalder
<https://www.strategyzer.com/books/testing-business-ideas-david-j-bland>

Course Assessment

Assessment		Individual Contribution		Project/Team Contribution
Attendance and Participation <ul style="list-style-type: none"> • Class Attendance • In-Class Discussions • In-Class Labs • In-Class Presentations 		300 points (15%)		
Innovation Project:				
Sprint 1	Interview Summaries		200 points (10%)	
	Progress Report			200 points (10%)
	Sprint Presentation			200 points (10%)
Sprint 2	Interview Summaries		200 points (10%)	
	Progress Report			200 points (10%)
Final Presentation				300 points (15%)
Final Culture Map				200 points (10%)
Final Project Scorecard				200 points (10%)
TOTAL		300 points (15%)	400 points (20%)	1,300 points (65%)

GRAND TOTAL 2,000 points (100%)

Attendance and Participation

Students are expected to attend every class. Attendance and participation will account for 15% of your grade (max. 300 points). Participation is evaluated in several 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. Attendance at all class sessions is critical to the learning process and the participation

component of the course. Innovation is a collaborative and interactive process. Innovators find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day's activities.

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.

Innovation Project

Working on an Innovation Project team, students will continue their research on a specific company with an industry advisor. Teams will work collaboratively to test their business idea and track their progress towards assessing strategic fit, risk reduction and financial potential. Innovation Project Teams should be comprised of three to six people. Teams are encouraged to select a Project Manager 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. Each team will have a private channel on Slack for communication and collaboration.

During the quarter, students will conduct research in two 3-week long "sprints," as follows:

	<u>Sprint Period</u>	<u>Sprint Length</u>	<u>Presentation Date</u>
Sprint 1:	1/17/24 to 2/13/24	4 weeks	2/14/24
Sprint 2:	2/14/24 to 3/12/24	4 weeks	3/13/24*

**The Innovation Project Final Presentation will be given to a panel of business leaders, innovators, and investors at the end of Winter Quarter.*

The goal of these sprints is to "get out of the building" and talk to industry experts or potential customers face-to-face (or via Zoom). Students 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 and/or potential customers. The required minimum for each student will be 3 interviews per sprint. On each presentation day, students will report what they learned through their research.

Description of Course Assignments

Interview Summaries

Students will demonstrate their analytical skills and their ability to perform qualitative research through interviews with 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 be prepared to provide a link to the full interview (e.g., transcribed interview from Zoom), in case anyone would like to read the full transcript. You will create an "Interview Summary" (PDF) to be uploaded to the relevant research subfolder within

the **ESM 233 > W24 > Shared Research by Industry-Sustainability Topic** folder on Box. For further instructions, see "Interview Summary Guidelines" on Canvas.

Your interview summaries for Sprint 1 must be completed by 12:30 PM on Wed 2/14/24. These Interview Summaries will account for 10% of your grade (max. 200 points).

Your interview summaries for Sprint 2 must be completed by 10:30 AM on Wed 3/13/24. These Interview Summaries will account for 10% of your grade (max. 200 points).

Progress Reports

At the end of each sprint, a Progress Report will be submitted by each team/project. The Progress Report will state the research focus and goals for the reported sprint, then summarize what was learned through experiments, research and testing, including the team's key takeaways. The report should discuss any progress made on the Innovation Project Scorecard. For further instructions, see "Progress Report Guidelines" on Canvas.

A progress report for Sprint 1 must be completed by 12:30 PM on Wed 2/14/24. This Progress Report will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

A progress report for Sprint 2 must be completed by 10:30 AM on Wed 3/13/24. This Progress Report will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Presentations

Each team will give one Sprint Presentation in class on Wed 2/14/24 and one Final Presentation to an expert panel on Wed 3/13/24. The Final Presentation will be judged by a panel of experts (business leaders, innovators, and investors). Specific guidelines for the Sprint Presentation and Final Presentation will be posted on Canvas.

A soft copy of the Sprint Presentation must be uploaded on Canvas by 12:30 PM on Wed 2/14/24. The Sprint Presentation will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

A soft copy of the Final Presentation must be uploaded on Canvas by 10:30 AM on Wed 3/13/24. The Final Presentation will account for 15% of your grade (max. 300 points). These points will be the same for each team member.

Please use the following format for submission of your team's presentations:

Sprint Presentation_(Team Name)

Final Presentation_(Team Name)

Final Culture Map

At the end of this course, each team will submit a Final Culture Map. Specific guidelines for the Final Culture Map will be posted on Canvas. A Final Culture Map must be completed by 12:30 PM on Wed 3/20/24.

This Final Culture Map will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Final Innovation Project Scorecard

At the end of this course, each team will submit a Final Innovation Project Scorecard. Specific guidelines for the Final Innovation Project Scorecard will be posted on Canvas. A Final Innovation Project Scorecard must be completed by 12:30 PM on Wed 3/20/24.

This Final Innovation Project Scorecard will account for 10% of your grade (max. 200 points). These points will be the same for each team member.