Cleantech to Market Syllabus
Beverly Alexander & Brian Steel
MBA 212A.1 (3 units)
Haas School of Business

Cleantech to Market is a capstone program serving three groups: (1) graduate students who develop and apply their business, engineering, scientific, legal, and policy knowledge to identify and optimize market opportunities for leading-edge clean technology, (2) scientists and engineers whose research benefits from these valuable insights and recommendations, and (3) industry partners who value their front row view of the next generation of clean tech solutions and leaders from UC Berkeley who will implement them.

Cross-disciplinary student teams perform a 15-week market assessment of inventions from nationally acclaimed research institutions such as UC Berkeley, Lawrence Berkeley National Laboratory, California Institute of Technology, and Carnegie Mellon University.

Students meet and work with professionals from across the clean tech industry to prepare market reports and public presentations for each technology, and collaborate as a class to support each other’s work.

The course culminates in teams presenting their findings at an all-day symposium for industry professionals and in private meetings with the scientists. Throughout, students learn skills that position them to become the next generation of innovative clean tech leaders.

**PHASE I: TECHNOLOGY CHARACTERISTICS & INITIAL HYPOTHESES**

**APPLIED INNOVATION: Problem Framing, Diverging, Team Creativity, Opportunity Recognition**

C2M students first identify their technology’s performance characteristics. Next, they frame initial hypotheses about the value proposition of those characteristics for potential customer segments. Teams develop at least twelve customer hypotheses through brainstorming, informational interviews, and other market research.

**PHASE II: TESTING HYPOTHESES & PRODUCT-MARKET FIT**

**APPLIED INNOVATION: Valuation of Ideas, Experimentation, Managing Ambiguity, Converging**

After three weeks of divergent thinking about the possibilities, C2M students begin to converge on the most promising opportunities. This involves testing their hypotheses through deeper contacts with potential customers, cost modeling, and more closely analyzing the degree of product-market fit. Students focus on both long-term, larger markets and short-term entry markets for a minimum viable product. Students often find their initial hypotheses are more or less viable, and that relevant markets are larger, smaller or more complex than originally imagined.
PHASE III: MARKET SIZING, COMPETITOR ANALYSES & REVENUE MODELING

APPLIED INNOVATION: Revenue Model Innovation, Risk Selection

After four weeks of multiple iterations and converging, C2M students select the most promising two to four customer segments and dive deeper into target market assessments, market sizing, and revenue projections. Teams also begin to frame the structure for their market reports and symposium presentation slides using both the Business Model Canvas and the C2M Core Analysis (below). They also consider what further scientific and/or engineering research might increase the technology’s market potential, what are the main obstacles to commercialization, what is the best pathway to market, what are the most important next steps, and what types of funding may be most appropriate for the next stage.

C2M CORE ANALYSIS

- **Technology Characteristics & Value Proposition / Customer Segments**
  - What characteristics define this technology?
  - What are the key cost and performance metrics?
  - What problems or customer pain does it solve?
  - What solutions, benefits or opportunities could it offer?
  - What degree of improvement might it offer?
  - Are there manufacturing or other issues that might impact the transition from lab scale to commercial scale?
  - Is it more likely to become a company, a product, or a feature?
  - How will you protect the intellectual property?

- **Market Selection, Market Sizing**
  - What is your most promising first market, and who might be your early adopters?
  - Are you creating a new market or re-segmenting an existing market?
  - How do you define the size and expected growth of your customer segments?
  - Who are your buyers, decision makers, users, influencers, recommenders, and saboteurs?
  - How will you get, keep and grow your customers?
  - How will broader societal, technical, economic, regulatory, and political trends impact you?
  - How will global and capital markets, commodities, and existing infrastructure impact you?

- **Value Chain (Components & Dynamics) & Competitors (Existing/Emerging)**
  - Where does this technology fit in the value chain?
  - Who are your potential partners, channels and suppliers?
  - What is the nature of your value chain “neighbors”? How much disruption will you cause?
  - Who are your existing and emerging competitors? Substitute products & services?
• Do customers face inertia, barriers to entry/exit, and real or perceived switching costs?
• How will you position yourself relative to existing and emerging competitors?

  o Minimum Viable Product
  • What product has the fewest features that customers need to “pay” for with resources that you value (e.g., money, time, attention, data, etc.)?
  • What are the pros/cons of additional features or functionality?

  o Cost Modeling
  • What are your startup costs (initial/sunk, ongoing fixed & variable, and capital or operating)?
  • What market research can help you estimate these costs?
  • Is your business model high-margin/low-volume, low-margin/high-volume, or other?
  • Do you need to create manufacturing facilities or can you use facilities that already exist?
  • Could partners help provide resources and/or perform key activities?
  • Would it help to develop a techno-economic analysis of key leverage points?
  • What are your customer acquisition costs?

  o Revenue Projections, Sources of Capital
  • For what value are your customers really willing to pay?
  • Who are they, what is your customer archetype, and what do they currently pay?
  • What is the revenue model, and what are your pricing tactics?
  • Is this a startup or should the technology be licensed to an existing company?
  • If you license the technology, what should be the scope of the license (geography, field of use)?
  • How long will it really take you to deliver your first product to your first paying customer?
  • Can you leverage non-dilutive funding in the meantime (grants, non-recurring engineering)?
  • Do you need a debt strategy?
  • If this is a startup, when should you seek funding that gives people equity in your company?

  o Next Steps
  • What are your strengths, weaknesses, opportunities, threats, and key mitigation strategies?
  • What are the specific and actionable next steps to improve market viability?

PHASE IV: PRESENTATION SLIDES & MARKET REPORTS

APPLIED INNOVATION: Influence Beyond Authority

At the end of the semester, C2M teams present their findings to clean tech professionals at the annual C2M Symposium. Teams have 20 minutes to present, followed by 10 minutes of Q&A. The objective here is to increase awareness of and commercial interest in the clean tech research. The presentations must be crisp, clear, compelling, grounded in market research, and present an inspiring vision of the opportunities along with a credible
description of key risks and mitigation strategies. Teams also provide a one-hour debrief to their scientists. The goal of that private meeting is to provide a deeply realistic view of the market along with actionable recommendations on next steps. The discussion should include key takeaways from the market report, a summary of the most promising paths to market, and new performance and/or cost targets that would improve market positioning.

THROUGHOUT: TEAM FORMATION & TEAM PERFORMANCE

APPLIED INNOVATION: Team Creativity, Adaptive Governance, Managing Conflict

Finding paths to market for new technologies involves significant ambiguity and innovation. C2M team members come from different disciplines, countries, and cultures. This means they must work hard at learning to function as a high-performing team rather than just a collection of diverse individuals. Students work with select Haas tools to manage that experience, including a team performance model, checklists of team best practices, and a mid-semester team survey instrument.

DELIVERABLES:

Interim: (1) list of technology characteristics & performance metrics; (2) presentation of 12+ initial product-market hypotheses; (3) presentation of the 2-4 most promising markets; (4) draft slides, market report summary, and work plan; and (5) dry run presentations to instructors & industry professionals.

Final:

• Market report (approximately 50 pages plus appendices)
• Symposium slides & oral presentation (20 minutes for presentation + 10 minutes of audience Q&A)
• Final debrief with scientists (1 hour +/- based on need and availability)
GRADING:

65% Team

- Market report – 35%
- Symposium slides – 20%
- Interim deliverables – 10%

35% Individual

- Peer feedback surveys – 20% (5% mid-semester + 15% end-of-semester)
- Instructor observations (written assignments and participation, including attendance) – 10%
- Symposium oral delivery – 5%

CLASS STRUCTURE: Class is a combination of instruction, guest lectures, and in-class team meetings and coaching. Students should spend 9-10 hours/week (3 in class and 6+ outside class).

OFFICE HOURS: Throughout the semester, the instructors provide in-class team coaching. They are also available for conference calls, email correspondence, and additional in-person coaching as needed.

READINGS: C2M readings include (1) articles, case studies, and book chapters in study.net; (2) web links to materials embedded in the syllabus; and (3) sample C2M work products from prior years.
# PHASE I (WEEKS 1-3): TECHNOLOGY CHARACTERISTICS & INITIAL HYPOTHESES

<table>
<thead>
<tr>
<th>Date</th>
<th>Speakers</th>
<th>Readings + Deliverables: complete before class</th>
<th>Activities: do in class</th>
<th>Notes</th>
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<tr>
<td>Tues</td>
<td>Bev &amp; Brian</td>
<td><strong>READ:</strong></td>
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<td>8/26</td>
<td>C2M Students</td>
<td><strong>C2M Syllabus</strong></td>
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<td>o Introductory sections up to an including the visual summary of C2M's innovation process.</td>
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<td>o C2M Phase I assignments (weeks 1-3 in the Syllabus, also in the bCourses Module for Phase I.</td>
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<td><strong>C2M team formation documents:</strong></td>
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<td>o Sample C2M work plan</td>
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<td>o C2M team best practices</td>
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<td>o Framework for team collaborative plan</td>
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<td>o C2M roles &amp; responsibilities</td>
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<td><strong>Haas Core Course Lessons for C2M Phase I</strong></td>
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<td><strong>PREPARE</strong> one PowerPoint slide with your name, pictures, what you can contribute to C2M, what you want out of C2M, and a fun fact about yourself (be creative).</td>
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<td><strong>UPLOAD</strong> your PowerPoint slide to the &quot;AUG 25: Introductory Power Point Slides&quot; folder in the C2M bCourses files by 4 pm on Monday, Aug. 25. We will combine the individual slides into a class slide show for Tuesday, Aug 26.</td>
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<td><strong>PRESENTATIONS:</strong> B&amp;B will introduce C2M structure &amp; tools. Students will have one minute to stand up during their slide to introduce themselves, their expertise, and their goals for C2M (team leads will introduce absent team members).</td>
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<td>Thurs</td>
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<td><strong>READ &amp; COMMENT</strong> on:</td>
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<td>8/28</td>
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<td>1. C2M Core Analysis.</td>
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<td>2. Grading Worksheet for C2M Market Reports.</td>
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<td>3. Allocate these three C2M market reports evenly among</td>
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your team members so that each person reads one and the whole team reads all three (i.e., each report is read by two team members):

- Lithium Sulfur Battery (report).
- Acid & Heat Stable Enzymes (report).
- Micro-Synchrophasors (report).

**READ/WATCH & COMMENT on:**

2. C2M Symposium video - watch the one that is associated with the market report you read:
   - Lithium Sulfur Battery (video).
   - Acid & Heat Stable Enzymes (video).
   - Micro-Synchrophasors (video).

**TEAM WORK & CLASS DISCUSSION:** Team members will share their insights on the core analysis, reports, videos, and grading criteria. After a class discussion, the teams will meet to apply our collective insights to their projects.

**Tues 9/2**

| Mike Lebow, Google |
| Brett Foreman, WaterSmart |
| Vivek Rao, PhD, Mechanical Engineering |
| Meera Atreya, PhD, Chemical Biology |

**REVIEW** sample C2M source notes for:

- Informational interviews.
- Written sources.

**WEEKS 2-11:** Over the next 10 weeks, each team must conduct at least 40 informational interviews & research at least 40 written sources (including internet sources). We recommend you get started now, and maintain a steady pace of at least 8 per team per week. Written sources can be helpful while you are climbing the learning curve on your technology. We will learn more about market research resources from the Haas and COE librarians this Thursday.

**C2M ALUMNI PANEL:** Leveraging (1) your reading of the C2M market reports and (2) your viewing of the C2M Symposium videos, bring your best Qs for this C2M alumni panel. Learn about their challenges, mistakes, triumphs, and
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<tr>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
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<tr>
<td>Thurs</td>
<td>9/4</td>
<td>Bev &amp; Brian</td>
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<td></td>
<td></td>
<td>Hilary Schiraldi and Lisa Ngo, Haas &amp; COE Librarians</td>
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<td><strong>READ for Quiz 1 today:</strong></td>
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<td>1. Hypothesis-Driven Entrepreneurship article (study.net).</td>
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<td><strong>TEAM LEADS upload completed Team Collaborative Plan into SEPT 6 bCourses folder by 5:00 pm on Sat., 9/6.</strong></td>
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<td><strong>PRESENTATIONS, CLASS DISCUSSION &amp; TEAM WORK:</strong> Learn about C2M market research resources from B&amp;B and two key UCB librarians. Meet in teams to plan how you will use these resources:</td>
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<td>2. Cleantech events: see BERC, CITRIS, UCB, LBL calendars.</td>
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<td>3. UCB’s clean tech resources and databases (librarian handouts).</td>
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<td>Tues</td>
<td>9/9</td>
<td>Bev &amp; Brian</td>
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<td><strong>READ &amp; COMMENT on:</strong></td>
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<td>1. Ten Reasons High-Tech Companies Fail</td>
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<td>2. The 5 Customer Segments of Technology Adoption.</td>
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<td>3. Market Segmentation Checklist</td>
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<td>4. Minimum Viable Product and the Importance of Experimentation in Technology Startups</td>
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<td><strong>PRESENTATIONS &amp; TEAM WORK:</strong> B&amp;B will present the top 10 mistakes cleantech commercialization teams tend to make. Teams will work on their list of technology characteristics and performance metrics (B&amp;B coaching).</td>
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<td><strong>TEAM LEADS upload the following three deliverables into the relevant Sept 10 bCourses folders by midnight 9/10:</strong></td>
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<td>1. Detailed list of technology characteristics &amp; performance metrics, including any pending Qs for scientists.</td>
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<td>Thurs</td>
<td>9/11</td>
<td>Team Leads</td>
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<td><strong>TEAM LEADS upload the following three deliverables into the relevant Sept 10 bCourses folders by midnight 9/10:</strong></td>
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<tr>
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<td>1. Detailed list of technology characteristics &amp; performance metrics, including any pending Qs for scientists.</td>
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2. **Draft of 12+ product-market hypotheses.**
3. **Completed NDAs for your team for LBL, CMU & Caltech.**

**TEAM LEAD PRESENTATIONS & TEAM WORK:** Each team lead will present a summary of their work plans to the class. After that, teams will work on their product-market hypotheses (B&B coaching).

### PHASE II (Weeks 4-7): TESTING PRODUCT-MARKET FIT HYPOTHESES

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<tr>
<td>Tues 9/16</td>
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<td><strong>READ &amp; COMMENT</strong> on:</td>
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<tr>
<td>Brian Steel</td>
<td></td>
<td>1. Aquion Energy case study (study.net).</td>
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<tr>
<td>Ilan Gur, Cyclotron Road</td>
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<td>2. Aquion Energy website (scan).</td>
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<td>3. The Only Thing That Matters Is Getting to Product/Market Fit.</td>
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<td>4. Haas Core Course Lessons for C2M Phase II.</td>
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<td>Thurs 9/18</td>
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<td><strong>CASE STUDY &amp; GUEST SPEAKER:</strong> The class will discuss the case, and Ilan Gur will help guide and evaluate the discussion. Ilan will talk about his novel approach to supporting early stage clean tech at Cyclotron Road as well as his experiences at ARPA-E that led to this.</td>
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<td>C2M Teams</td>
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<td><strong>TEAM PRESENTATIONS (Team Leads email slides to B&amp;B by 9:00 am on 9/18):</strong> Each team will present their technology’s characteristics, key performance metrics, and 12+ product-market hypotheses. Each team will have 9 minutes:</td>
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<td>• 5 minutes to present,</td>
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<td>• 2 minutes to answer clarifying questions from the class,</td>
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<td>• 2 minutes for class to provide written feedback.</td>
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<td><strong>GIVE FEEDBACK:</strong> After each team presents, the class will ask questions and then provide written on-line feedback.</td>
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<td>Tues 9/23</td>
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<td><strong>TEAM WORK:</strong> Teams will work in class on their product-market hypotheses (B&amp;B coaching).</td>
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<tr>
<td>Bev &amp; Brian</td>
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<td><strong>TEAM LEADS SCHEDULE</strong> one-hour coaching session</td>
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outside class with B&B to discuss how you will converge on the top 2-4 product-market hypotheses for your technology.

**READ & COMMENT on:**
1. Alphabet Energy case study (study.net).
4. Innovation & Early Adopters.

**CASE STUDY & GUEST SPEAKER:** The class will discuss the case, and Adam Lorimer of Alphabet Energy will help guide and evaluate the discussion.

**READ for today:** Divide these readings evenly among your team members, so that half the team reads one and half reads the other, i.e., each is read by three team members.
- Cleantech Capital in California.
- Pages 1-31 of Who's Winning the Clean Energy Race.

In-class discussion of today’s readings.

**TEAM WORK:** Teams will work on refining their product-market hypotheses and converging on the best 2-4 markets (B&B coaching).

**PEER EVALUATIONS DUE 10/2:** Answer survey questions candidly and completely (your answers are anonymous).

**RETURN RESPONSES** no later than Oct. 2 at 11:59 pm. 100% team participation is required before we can prepare your team report.

**TEAM WORK:** Teams will work on refining their product-market hypotheses and converging on the best 2-4 markets (B&B coaching).

**READ** Team Performance Reports (emailed to each team).

**MID-SEMESTER TEAM COACHING:** Go to the Haas Innovation Lab from 11 am to 1 pm (lunch will be served).

**TEAM PRESENTATIONS** (email slides to B&B by 9:00 am on 10/9): Each team will present their 2-4 most promising value
propositions/customer segments:
- 5 minutes to present,
- 2 minutes to answer clarifying questions from the class,
- 2 minutes for class to provide written feedback.

**GIVE FEEDBACK:** After each team presents, the class will ask questions and then provide written on-line feedback.

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**PHASE III (WEEKS 8-11): MARKET SELECTION, MARKET SIZING, & REVENUE PROJECTIONS**

**Tues 10/14**  
*Stuart Bernstein,*  
Global Head,  
Clean Technology & Renewables,  
Goldman Sachs  
*Radford Small,*  
Managing Director, Natural Resources,  
Goldman Sachs  

**READ/WATCH & COMMENT** on:  
1. Global Cleantech 100.  
2. Goldman Sachs – Our Thinking on Clean Technology & Renewables  
3. Haas Core Course Lessons for C2M Phase III.

**GUEST SPEAKERS:** Bring your best questions to these global clean tech bankers. Learn about clean tech trends in light of Goldman Sachs’ $40 billion global clean tech investment commitment.

**Thurs 10/16**  
*Matt Scullin,*  
Alphabet Energy  
*Brooks Kincaid,*  
Imprint Energy co-founder  

**GUEST SPEAKERS:** Learn first hand from these clean tech founders about the journey from lab research to manufactured product, and the pros and cons of different types of funding strategies.

**TEAM WORK:** Work on your markets and start thinking about your slides. Make sure the team is clear on the timeline for finishing your report, and how each member will contribute to its development. (Bev & Brian plus Matt & Brooks coaching).

**Tues 10/21**  
*Ricardo Angel,* GE Energy Ventures  
*Sheeraz Haji,* CEO Cleantech Group  

**READ & COMMENT** on:  
1. Corporate Investors and the Shift in Cleantech VC.  
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| Thurs 10/23 | **GUEST SPEAKERS:** Learn about the role of corporations in clean tech commercialization. | **READ & COMMENT** on another C2M market report (i.e., one you did not read for 8/28). Focus on what it will take to write an effective market report for your technology (keep in mind the C2M Core Analysis & Grading Worksheet for C2M Market Reports).  

- **C2M Market Reports:**  
  - Lithium Sulfur Battery (report).  
  - Acid & Heat Stable Enzymes (report).  
  - Micro-Synchrophasors (report).  
- **C2M Core Analysis.**  
- **Grading Worksheet for C2M Market Reports.**  

**TEAM WORK:** Work on market selection and draft symposium slides. Start to outline and fill in portions of your market report. |
| Tues 10/28   | **TEAM WORK:** Work on market selection, market sizing, and revenue projections (Bev & Brian coaching). |                                                                                                                                              |
| Thurs 10/30  | **STUDY & COMMENT** on two C2M Symposium slide decks and the two related videos (you must view the slides in slide show mode to pick up the animation). Focus on story line, analytics & graphics.  

- Rugged Solid Oxide Fuel Cells (slides & video).  
- Acid & Heat Stable Enzymes (slides & video).  

**PRESENTATION & CLASS DISCUSSION:** Bev & Brian will lead a class discussion on designing effective slide presentations using sample C2M slides from prior years. |
| Tues 11/4 & 11/6 | **DETERMINABLES CHECK POINT:** Teams will meet with Bev & Brian on 11/4 and 11/6 in class to check on each team’s progress toward producing high quality final deliverables. Teams will work independently when not meeting with Bev & Brian. |
| Thurs 11/6 | SUBMISSIONS: Two days before your in-class meeting with B&B, email the following to B&B by 9:00 am (on 11/2 for 11/4 meeting or on 11/4 for 11/6 meeting):
1. Draft Symposium slides,
2. Synopsis of your market report, and
3. Work plan for the next 4 weeks.

We encourage you to use documents that you already have (i.e., no need to spend time on creating new work products just for this).

SEND CASEY the names, affiliations, and emails of people you want to invite to the C2M Symposium (you may also send out invitations).

INVITE YOUR SCIENTISTS to the C2M Symposium! |
| --- | --- |

| PHASE IV (WEEKS 12-15 & FINALS WEEK): PRESENTATION SLIDES & MARKET REPORTS |
| --- | --- |
| Tues 11/11 | VETERANS DAY HOLIDAY |
| Thurs 11/13 | C2M Teams
Bev & Brian
Tech Transfer
Alumni Judges

READ Haas Core Course Lessons for C2M Phase IV.

PRESENTATIONS: Each team will present a draft of their slides for the 12/5 C2M Symposium to B&B, class & tech transfer reps:
• 20 minutes of presentation,
• 10 minutes of Q&A, and
• 10 minutes of instructor feedback while the class provides written feedback.

BRING copies on which the audience can provide written feedback.

GO to your assigned room (we will be running four rooms today).

PRESENTATIONS: Each team will present a draft of their slides for the 12/5 C2M Symposium to clean tech industry |
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<tr>
<th>Tues 11/18</th>
<th>C2M Teams</th>
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<tr>
<td>Thurs 11/20 &amp; Tues 11/25</td>
<td><strong>Bev &amp; Brian Industry Judges</strong>&lt;br&gt;professionals:&lt;br&gt;• 20 minutes of presentation,&lt;br&gt;• 10 minutes of Q&amp;A, and&lt;br&gt;• 10 minutes of industry coaching.&lt;br&gt;&lt;br&gt;<strong>BRING</strong> copies on which the clean tech professionals can provide written feedback.&lt;br&gt;&lt;br&gt;<strong>GO directly to your assigned room in the library (link includes rooms, times, and industry coach bios).</strong>&lt;br&gt;TEAM WORK&lt;br&gt;• <strong>REVIEW</strong> your progress with Bev &amp; Brian during 20 minute coaching sessions in class.&lt;br&gt;• <strong>ASK</strong> any questions you have about your slides, market report and/or market research.&lt;br&gt;• <strong>SCHEDULE</strong> a one-hour debrief with your scientist for the week of Dec 8-12.</td>
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<td>Thurs 11/27 &amp; Tues 12/2</td>
<td><strong>Bev &amp; Brian</strong>&lt;br&gt;<strong>C2M Teams</strong>&lt;br&gt;&lt;br&gt;<strong>TUESDAY, NOVEMBER 27, 2020</strong>&lt;br&gt;<strong>THANKSGIVING HOLIDAY</strong>&lt;br&gt;&lt;br&gt;<strong>PRESENTATIONS</strong> (class will be held in the CITRIS Auditorium)&lt;br&gt;• B&amp;B review final instructions for Symposium, market reports &amp; scientist debriefings; class Q&amp;A to ensure clarity.&lt;br&gt;• Teams rehearse/test their slides on the auditorium’s projector.&lt;br&gt;&lt;br&gt;<strong>FINAL SYMPOSIUM SLIDES DUE:</strong> Team leads email to Bev, Brian &amp; Casey by <strong>midnight Wed., Dec. 3 (NO EXCEPTIONS!)</strong>&lt;br&gt;&lt;br&gt;<strong>FRIDAY, DECEMBER 5, 2020</strong>&lt;br&gt;<strong>C2M SYMPOSIUM 9:00 AM - 4:00 PM</strong>&lt;br&gt;&lt;br&gt;<strong>PRESENTATIONS</strong> to Symposium audience of clean tech professionals:&lt;br&gt;• 20 minutes of presentations, followed by 10 minutes of Q&amp;A&lt;br&gt;• <strong>OBSERVE &amp; EVALUATE THREE TEAMS</strong> (Casey will have the evaluation forms; please write your name on your packet so we know you turned it in)&lt;br&gt;• Attend the Symposium when you can for networking</td>
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### C2M Teams

- Schedule a 1-hour debrief session with your scientists and invite B&B plus any relevant tech transfer staff.
- Provide an in-depth summary of your market report.
- **FIND OUT** if they require any confidential materials in the market report to be redacted (i.e., protected equations, formulas, unpublished findings, etc.).

### Fri 12/12

#### FINAL PEER & TL SURVEYS DUE:

- B&B will send on-line surveys to each team by email.
- Submit your survey responses by midnight 12/12 to receive class credit.
- Please be fair and thoughtful as these surveys represent 10% of each person’s grade.

#### FINAL MARKET REPORTS DUE:

- Team leads email to Bev, Brian & Casey by midnight:
  - Complete market report
  - Complete source notes
  - Redacted market report (if any redactions).
- Follow the C2M Market Report formatting Guidelines.