

# Entrepreneurship in the Green Energy Economy

## 1 – Introduction

- Basic definitions
- Entrepreneurship within the global energy transition
- Motivation, attitude and values of 'green' entrepreneurs

## 2 Ideation and generation of a business model

- 2.1** Learning objectives of this unit
- 2.2** Value proposition and value streams
- 2.3** Design Thinking
  - 2.3.1 The Design Thinking process
  - 2.3.2 Applying Design Thinking in practice
- 2.4** Personas
  - 2.4.1 Different perspectives on personas
  - 2.4.2 Creation of personas and scenarios
- 2.5** Business Model Canvas
  - 2.5.1 Purpose of the Business Model Canvas
  - 2.5.2 Elements of the Business Model Canvas
- 2.6** Lean Canvas
  - 2.6.1 Purpose of the Lean Canvas
  - 2.6.2 Elements of the Lean Canvas

## 3 Implementation and validation of a business model

- 3.1** Learning objectives of this unit
- 3.2** Lean Startup
  - 3.2.1 Lean Startup principles
  - 3.2.2 Lean Startup process cycle
  - 3.2.3 Minimum viable product (MVP)
  - 3.2.4 Innovation accounting
- 3.3** Rapid prototyping
- 3.4** Digital prototyping
- 3.5** Innovation management
  - 3.5.1 Purpose of innovation management
  - 3.5.2 Fugle innovation process model

## 4 Blue Ocean strategy: creation of new market space

- 4.1** Learning objectives of this unit
- 4.2** The traditional approach to marketing
  - 4.2.1 Ansoff's product-market growth matrix
  - 4.2.2 Limitations of traditional marketing strategies
- 4.3** Introduction to the Blue Ocean strategy
  - 4.3.1 Blue Oceans versus Red Oceans
  - 4.3.2 Value innovation
- 4.4** Central instruments of a Blue Ocean strategy
  - 4.4.1 Strategy canvas
  - 4.4.2 Four actions framework
  - 4.4.3 Eliminate-Reduce-Raise-Create (ERRC) grid
- 4.5** Formulating a Blue Ocean strategy
  - 4.5.1 Reconstruction of market boundaries
  - 4.5.2 Establishing a strategic focus
  - 4.5.3 Reaching beyond the existing demand
  - 4.5.4 Establishing the strategic sequence
- 4.6** Executing a Blue Ocean strategy
  - 4.6.1 Overcoming key organisational hurdles
  - 4.6.2 Transforming a strategy into operations
  - 4.6.3 Achieving strategy alignment
  - 4.6.4 Renewal of Blue Oceans

## 5 Funding a business

- 5.1** Learning objectives of this unit
- 5.2** Introduction
- 5.3** Seed capital through personal investment
  - 5.3.1 Friends and family
  - 5.3.2 Bootstrapping
  - 5.3.3 Startup contests
  - 5.3.4 Factoring/invoice advances

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<b>5.4</b>	<b>Crowdfunding</b>		
5.4.1	Donation crowdfunding		
5.4.2	Lending crowdfunding		
5.4.3	Equity crowdfunding		
5.4.4	Summary of crowdfunding options		
<b>5.5</b>	<b>Investor-based funding</b>		
5.5.1	Venture capitalists		
5.5.2	Angel investors		
5.5.3	Incubators and accelerators		
5.5.4	Private equity firms		
5.5.5	Strategic investors and partnerships		
<b>5.6</b>	<b>Commercial bank loans</b>		
<b>5.7</b>	<b>Public financial institutions</b>		
5.7.1	Government grant		
5.7.2	Government loan		
5.7.3	Concessional loan/soft loan		
5.7.4	Line of credit (LOC)		
5.7.5	Government bond		
5.7.6	Summary of public financing instruments		
<b>5.8</b>	<b>Summary of business funding options</b>		
<b>6</b>	<b>Building and evolving a company</b>		
<b>6.1</b>	<b>Learning objectives of this unit</b>		
<b>6.2</b>	<b>Co-founding and recruiting</b>		
6.2.1	Building a team of founders		
6.2.2	Establishing an organisational structure		
6.2.3	Recruiting strategies for startups		
<b>6.3</b>	<b>The agile organisation</b>		
6.3.1	Organising complex environments		
6.3.2	Agile leadership, strategy and governance		
6.3.3	Scrum		
6.3.4	Kanban		
		<b>6.4</b>	<b>Business exit strategies</b>
		6.4.1	Initial public offering
		6.4.2	Merger and acquisition
		6.4.3	Management buyout
		<b>7</b>	<b>Summary</b>
		<b>7.1</b>	<b>References (cited)</b>
		<b>7.2</b>	<b>Further reading (recommendations)</b>
		<b>8</b>	<b>Glossary of terms</b>