Overview

Sustainability Across The Enterprise is an ‘enhanced experiential learning course.’ Teams of 3-6 students work on live sustainability projects with client organizations, under the joint guidance of a client liaison and the Kellogg instructor. In addition to the project component, three 1.5 hour class sessions and two cross-project class workshops provide a foundation in corporate sustainability. The split between the project and the class components is about 80:20.

The course is designed for students with an interest in environmental sustainability, or industries in which natural resources and their sustainable management are at the core of business. This includes, for example, energy, food & agriculture, real estate, and transportation industries. The projects, as well as the class sessions, emphasize the integration of sustainability principles in managing for-profit companies.

Enrolment is via application for specific projects (link). You can apply as an individual or as a team. You can apply for only one project or rank several in order of preference. I allow students to ‘bring in’ / initiate projects, in addition to applying for those listed at the end of this document. If you are interested in a project and have a contact that is willing to sponsor it, please contact me as early as possible, since all projects have to meet certain standards. Applications open on February 12 and applications will be processed on a rolling basis until March 16, so earlier applicants have the greatest chance of acceptance in the project of first choice. Once formed, each team confirms and refines the scope of the project with the client before the start of the spring quarter (very low time requirement). All project work takes place during the spring quarter. There are no pre-requisites for the class. At the team-level, some expertise relevant to the project is desirable.

The class is structured around work on the project. It includes regular team meetings with the faculty advisor and the client contact (normally via weekly conference calls, and at a time of mutual convenience rather than during the advertised class times). At the end of the quarter, students present to the client and to the class. We meet during the class times only on the dates listed below.

The course is ideal for students seeking:
- experience with managing business and sustainability in an integrated fashion
- an general introduction to sustainability issues in target industries or functions
- to expand their resume and contacts
- looking to work in a sustainability related job or industry after graduation
Format
The course is centered on a project with a corporate client. Most of the work will occur in your own time, in team meetings and client calls. Occasionally, work may be carried out on the client site, but that is not normally required.

By then end of the first week of the spring quarter you will sign an agreement of understanding with the client organization that defines the scope, timeline and deliverables of the project. A mid-term progress presentation and workshop with the other teams in the class occurs in week 5. At the end of the quarter you present to the management team of the client organizations and (in reduced from) the class. In most instances, the client presentation will be to members of the senior management team.

Team and Client Meetings
Most clients schedule a weekly conference call. A meeting of the project team and the faculty advisor often happens in conjunction with that call. The entire team is expected to normally participate in each meeting in a timely and prepared fashion, though other work is normally divided up between team members. The meeting times are flexible. It is your responsibility to schedule team meetings and to organize work as necessary.

The Role of Faculty Advisor
You are expected to manage the project independently in collaboration with the client project liaison. The faculty advisor’s role is to help you structure and solve problems, to help avoid and remove roadblocks, to intervene in the case of conflicts within the team or with the client, and to suggest appropriate resources, such as experts and materials applicable to the project. The faculty advisor is not the project manager – you own the project and are ultimately responsible for progress and deliverables. The faculty advisor participates in all communication with the client and meets with the team once a week for about 30 minutes (and more often if needed).

Lecture Sessions
In addition to the project-based work, there will be three class sessions and two presentation workshops, on Thursdays, 6:30-8pm:

- Week 1, April 4: Introduction, Sustainability thinking, Principles of business sustainability
- Week 3, April 18: Drivers and business models, Measuring environmental impacts
- Week 5: May 2: Project update presentations/workshop
- Week 7, May 16: Sustainability reporting, Mini-case: From CSR to Deep Sustainability
- Week 10, June 6: Final presentations

Expenses
Client organizations are expected to cover any project related expenses, such as travel, international calls, or purchase of data or reports, if necessary. Please verify with the client about their policies.

Course Packet and Canvas
There is no course packet for the class. I will make distribute any background readings for the lecture sessions available via email, but to make time for work on the projects, these will be minimal.
Assignments and Grading

The grade in this course is heavily weighted to the quality of the final team report delivered to the client. Deliverables will be evaluated by the faculty advisor and by the client companies via a confidential project assessment survey. Client relationship management is part of the client survey. Each group also performs a peer evaluation of members’ contribution and individual grades are adjusted accordingly.

<table>
<thead>
<tr>
<th>Grade Component</th>
<th>Weight</th>
<th>Due</th>
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<tbody>
<tr>
<td>Mid-term progress review</td>
<td>10%</td>
<td>(week 5)</td>
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<tr>
<td>Final recommendations report</td>
<td>65%</td>
<td>(week 10/11)</td>
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<tr>
<td>- Faculty advisor grade</td>
<td>35%</td>
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<tr>
<td>- Client assessment</td>
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<td>- Peer evaluation adjustment*</td>
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<td>continuous</td>
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<td>Total</td>
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* 10% is equivalent to one letter grade. Project teams evaluate the each team member’s contribution at the end of the quarter. The default is equal contributions, and the group average adjustment is 0, hence upward adjustments for one member lead to automatic downward adjustments for the others.

Adding and Dropping the Class

Due to the project-based and client-facing nature of the course, please apply only if they are reasonably certain they will take the class and work on a project. You cannot drop the class once the quarter has started. Not only would you leave your teammates under-resourced for the project, you would also disappoint client expectations and damage the Kellogg brand with potential recruiters. If you are unsure about your commitment to the course when applying, please clearly indicate so in the application letter or email me. This will no disadvantage you but allows me to plan and find a suitable solution.

Kellogg Honor Code

All students are expected to adhere to the Kellogg honor code. In particular, be reminded to provide citations for research, data, graphs and quotations taken from other sources. This includes documenting sources in PowerPoint presentations as well as other written reports and client correspondence. Plagiarism is a serious breach of the Kellogg honor code.

Client Confidentiality and Conflict of Interest

The information you will receive from client companies is considered proprietary and strictly confidential. Students are expected to sign confidentiality agreements requested by the client organizations, and make all reasonable efforts to protect non-public client information and destroy or return all information at the conclusion of the course if the client so requests. If team members wish to share confidential information among them, it is recommended that they use a shared workspace that is password protected. In addition, students are required to disclose upon applying or whenever it arises, any conflict of interest due to past or future employment for competitors or other reasons.
Clients and Project Descriptions

All projects are open to individual and team applications. Applications are accepted starting February 12 and until the end of the winter quarter, March 16. Please enter your application details here.

You may rank only one or a few projects, and I will do everything I can to honor your preferences. By submitting an application, you agree to work at any firm that you provide a ranking for. You may modify your project selection and ranking until you are member of a confirmed team and that project is closed.

If you apply as part of a team, please name the other team members in the applicant statement. Feel free to also email me directly. However, each member of a team must submit the complete application documents through the application interface as well, and I reserve the right to add team members that applied individually.

Applications are reviewed on a rolling basis and acceptance and project assignments are made continuously throughout the application period. The client companies have the right to reject students due to concerns of confidentiality or qualification.

You will be notified of provisional acceptance as soon as project teams of sufficient size are formed. Please contact me directly if you need a status update at any time before.

You should register for other classes as if you were not accepted to KPPI-936, yet be prepared to drop a course or two if you are accepted. You may not drop this course once you are matched.

Overview list of projects described below:
eIQ Mobility: Electric Fleet as Service
Ironclad Energy: Sustainability Assessment, Ultra High Purity Water
The Good Food Institute: a) Business plan for a startup in plant-based meat, b) Advisory company
HERE Technologies: Environmental footprint reporting and management
Mars Wrigley Confectionary: a) Sustainable Packaging, b) Palm Oil
Invenergy: Analysis and Evaluation Framework for Decentralized Wind/Solar Market
Pepsico: Plastics / Sustainable Packaging - Consumer Insight and Engagement Playbook
Molson Coors: Building an ESG Investor Engagement Strategy
**elQ Mobility: Electric Fleet as Service**

**Industry context**
In the US, corporate & public fleets represent ~10M vehicles, and 296 Billion miles in 2018. Based on vehicle cost per mile, that’s a $200 to $250 Billion industry. Managers of traditional fleets (internal combustion) have years of institutional knowledge of how to optimize their operations. But in an Electric Vehicle environment, fleet executives now need to include data from charging infrastructure, facilities, utilities & rates, incentives, policy, new vehicle costs, different insurance, etc. That data is difficult to collect, and there are no analytical systems to learn. At the same time, the e-mobility market is exploding and has become the new battleground for established OEMs and emerging players. E-mobility for fleets is unique and particularly exciting, since fleets have highly predictable routes (thus predictable EV charging requirements), often are based in hubs (thus large-scale charging systems with potential grid services), and belong to large corporations (thus attractive for capital).

**About elQ Mobility**
elQ Mobility (www.eiqmobility.com) is a start-up founded in 2018 by 3 executives from Schneider Electric and an energy researcher. The founders interviewed 250+ senior OEM, utility, fleet & transportation experts, and visited 23 EV players in China. Based on this, elQ Mobility is building a powerful decision & planning platform that harvests data from across fleets, EV categories, locations, utilities, and solves fleet managers’ problems in transitioning to EVs through data-based decision-making. That knowledge base will grow to become a foundational asset for ‘charging infrastructure as a service’ and finally ‘electric Fleet as a service’ solutions. The service solutions completely de-risks migration from diesel to electric fleets. eIQ Mobility has several dozen potential customers, incl. final-mile delivery fleets & major OEMs, and secured a 7-figure seed financing round.

**Project description and scope of work**
In 2019, elQ Mobility will be testing its electric-Fleet-as-a-Service (eFaaS) product, where large EV fleet operators provide no upfront CAPEX, and neither own nor operate their fleets. They effectively will acquire from elQ Mobility the EVs, charging infrastructure, energy, etc on a per-mile basis. The system design, installation, commissioning, financing, servicing & maintenance is the responsibility of elQ Mobility. Think of it as Power-Purchase-Agreement applied to fleets.

We'd like the team to
1. model the eFaaS solution, auditing the variables that factor into the economic model, and designing the TCO (total cost of operation) model. Variables to consider - but not limited to these - include: EVs & residual value, hardware (chargers, low-voltage equipment), permitting, site preparation, labor, electric vehicle actual performance & range, financing costs, energy contracts & rate structure, federal / state / local incentives & tax implications, etc.
2. investigate the legal & policy context, determine potential barriers & opportunities of eFaaS
3. identify capital sources that may be the best suited for this model

**Deliverables**
We ask the team to propose deliverables they’d see as most valuable and realistic, and a project process proposal. We would like to see a deep fact-based assessment of the components of IaaS cost structure, a rigorous evaluation of the scope & variability of each cost line, and an operational IaaS financial model - based on $-per-kWh, or $-per-mile that can be used to create an online pricing platform. The project could involve 3rd party research, Voice-of-Customer, or finding potential pilot customers for data collection. The team works closely with one of the co-founders who worked with a Kellogg team before.

**Useful team skills & experience**
Automotive, trucking, mobility, grid, utility & energy markets, fintech, banking, project financing
Ironclad Energy: Sustainability Assessment, Ultra High Purity Water

Ironclad is an acquirer, developer, owner, and operator of middle market generation facilities. Ironclad looks to improve and optimize owned facilities technically, commercially, operationally and/or financially using decades worth of experience in this sector. Ironclad owns RED Rochester, the utility operator of Eastman Business Park I Rochester, NY. RED is a pioneer in energy recycling and management in decentralized utility systems. The exiting high purity water plant (HPWP) at the Park was build to support Kodak film operations. Film production has declined significantly and HPWP is significantly under-utilized.

Project description and scope of work
Sustainability, business and market assessment for three alternative pathways for utilizing the existing high purity water plant:
- Sustainable Bottled Water: Sustainable packaging and marketing plan to compete with plastic bottles
- Sustainable High Alkalinity Water: Produce high alkalinity water in sustainable packaging with a marketing plan
- Saline Solution IV: Produce saline solution IV bags for health care industry in sustainable offering that meets FDA standards

Deliverables
Recommendations and supporting data regarding, what is the best market option for developing the existing water plant? Does sustainable packaging matter to consumers and business purchasing? Can we market water directly with a chance of success given competition? Does partnering with industry player make more sense? If yes, who & why? The team works closely with Ironclad and RED executives.
The Good Food Institute: Business plan for a startup in plant-based meat

The Good Food Institute (GFI) works with scientists, investors, and entrepreneurs that create substitutes for animal-based food. We focus on clean meat and plant-based alternatives to animal products—foods that are safer to eat and better for the planet than conventional counterparts. Clean meat is created by growing meat outside of an animal from a small cell sample, eliminating the need for factory farming and slaughter. The process reduces land and water costs, improves animal welfare and emits less greenhouse gases. Innovation is also underway in plant-based foods, creating delicious plant-based meats, and egg and dairy products that can be healthier and more sustainable than conventional animal products.

Innovation and entrepreneurship is central to the GFI. We are focused on using markets and food technology to transform our food system away from factory farmed animal products. We provide marketing, design, legal, business, media, and other support to early-stage companies producing clean and plant-based products. GFI’s theory of change is that enabling people to make easy choices generates more rapid and impactful behavior change than education, legislation, and demonstration. We are therefore supporting the growth of an ecosystem that provides tasty, affordable, and convenient counterparts to conventional animal-sourced foods. In this effort, GFI actively identifies “white space” or “blue ocean” areas in which there are gaps or unmet needs in the market. Analyses of these spaces help attract entrepreneurial attention ensures successful growth as well as the launch of new companies.

Problem Statement:
One of the most important opportunities in the plant-based meat industry is “clean label” products that are just as delicious as animal-sourced meats, while being cost-competitive and convenient in terms of purchase, storage, and preparation. Current plant-based meats contain ingredients that some find off-putting and contrary to the mission elements of most plant-based meat companies, particularly with regard to human health concerns. While all plant-based meat companies use ingredients recognized as safe by global regulatory bodies, there is an unmet need and potential business opportunity for “clean label” products -- products containing natural, familiar, simple ingredients that are easy to recognize, understand, and pronounce, with no artificial ingredients or synthetic chemicals. We need an assessment of the potential of such a company to build the ecosystem.

Project description and scope of work
We are looking for a team to develop a business plan for a start-up company in one of the pant based meat “white spaces.” The team will provide the following:

- Evaluate the feasibility for a company that produces a line of clean-label plant-based meat.
- A sketch of the technological approach to produce high-quality products.
- A financial analysis of the company.
- A marketing strategy for bringing the products to market effectively, including communications, pricing and channel strategies.
- GFI will provide support with access to our proprietary market research, science and technology team, and regular check-ins on progress.
- A Norwegian plant-based meat company, FlowFood, is interested in conducting this effort in a real-world scenario, as they seek to move their current product line to be more “clean label.”

Deliverables:
- Presentation of the full analysis, including technical and business plan outlines as well as financial model.
- Strategic plan for scale-up of FlowFood’s current business.
The Good Food Institute: Feasibility study and plan for advisory company

The Good Food Institute (GFI) works with scientists, investors, and entrepreneurs that create substitutes for animal-based food. We focus on clean meat and plant-based alternatives to animal products—foods that are safer to eat and better for the planet than conventional counterparts. Clean meat is created by growing meat outside of an animal from a small cell sample, eliminating the need for factory farming and slaughter. The process reduces land and water costs, improves animal welfare and emits less greenhouse gases. Innovation is also underway in plant-based foods, creating delicious plant-based meats, and egg and dairy products that can be healthier and more sustainable than conventional animal products.

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Problem Statement:
Making products that provide the full sensory experience of their conventional animal-sourced counterparts at a cost-competitive price and with familiar acquisition, storage, and preparation methods is, to say the least, challenging. For startups to be successful, they often need expert advice and consulting. For investors to feel comfortable making investments in these startups, they often need expert objective opinions on their business model and technology feasibility. GFI is uniquely positioned to coordinate a service that connects startups and investors with the global experts they need. GFI is a well-known central point of contact for global experts, startups, and investors in PBCBMED. GFI would like to create a revenue-generating service that would help connect experts to those who need them, much like the Gerson Lehrman Group (GLG) but focused exclusively on the PBCBMED space. What would such a for-profit entity within a nonprofit organization look like?

Project description and scope of work
The team will provide the following:

- An evaluation of the feasibility for GFI to start a for-profit service
- A recommendation on the structure for such a service (i.e., is it best to be a service that GFI offers as a nonprofit, or best to be a separate for-profit company).
- A financial analysis of the service, including the costs of starting and maintaining such a platform, fee structures, etc.).
- A marketing strategy for both building the network and securing customers.
- GFI will provide support with access to our team, information about our network, and regular check-ins on progress.

Deliverables:
- Presentation of the full analysis, including technical and business plan outlines as well as financial model.
- Recommendation and strategic plan for moving forward
HERE Technologies: Environmental footprint reporting and management

HERE Technologies provides mapping and location data and related services to individuals and companies. We live in a world that is increasingly powered by location data and technology, enabling people and objects to live, move and interact faster, safer and in a more efficient way than ever before. As a company of over 8000 employees with locations from Chicago to Amsterdam and Berlin, we are focused on the concept of location and the potential it has to redefine and radically improve the way we do business, the way we get around and the way we live. We are shaping the future by redefining what was formerly known as a map. And we’re looking beyond. From autonomous driving to the Internet of Things, we are building the future of location technology through strategic partnerships. The way we enable companies to use location technology is unique and has transformed how customers can access the best location data and services. We offer an open platform for location technology, maximizing the possibilities for companies to use it to advance their businesses and applications.

Project description and scope of work

Our goal is to effectively manage and reduce the environmental footprint of our office and data operations. We are looking for a team to help develop a streamlined, digital, quarterly reporting process that will enable us to understand and reduce our footprint, and to implement the process with the help of a third party software platform. The project will involve working with business managers and facilities managers who will contribute data to analyze and design processes, recommend reporting approaches and templates, and work toward operational functioning of the system. The team will work directly with the Global Corporate Responsibility manager.

Deliverables

- An overall assessment and recommendations for driving footprint reductions
- An effective quarterly KPI reporting playbook for reporting and management purposes
- Implementation path via the existing software
Mars Wrigley Confectionary: Sustainable Packaging

Mars Wrigley Confectionary: Palm Oil

*Mars Wrigley Confectionary* is the world’s leading manufacturer of chocolate, chewing gum, mints, and fruity confections. With the worldwide integration of the Mars Chocolate and Wrigley businesses, Mars Wrigley Confectionery employs over 34,000 Associates globally and has operations in approximately 70 countries. Mars Wrigley Confectionary is headquartered in Chicago, and is a division of Mars, a private, family-owned business. In 2017, Mars launched its *Sustainable in a Generation Plan*, an ambitious plan to comprehensively incorporate sustainability into all aspects of the business.

We are looking for separate teams to help us in two areas:

**Project description and deliverables: Sustainable Packaging**
Part of our Sustainable in a Generation Plan is the goal for 100% of our packaging to be recyclable by 2025. There is growing concerns about the long term effects of contaminations of soil and water with non-degradable packaging materials. We have made great progress toward our goal but the final few percent are the hardest. We would like the team to analyze pathways for identifying and implementing packaging innovations that allow us to reach our goal. This will include an analysis of how packaging sustainability can be better incorporated into our product development processes, as well as research into materials and packaging options that will be selected together with the team.

**Project description and deliverables: Palm Oil**
Small amounts of palm oil are present in many of our products. Although we use just 0.2 percent of global palm oil supplies, we are committed to protecting forests and biodiversity, minimizing the carbon footprint of our supply chain, and respecting the rights of affected communities and workers. As part of our Sustainable in a Generation Plan, we’ve set a goal maintain getting 100 percent of our palm oil from certified sustainable sources (Mars hit that milestone initially back in 2013, and we are still at 100%). We’ve also made progress toward ensuring our palm oil is produced without deforestation. In 2017, we achieved 99 percent traceability to mill, where oil is extracted. This helped us identify the areas supplying our business and evaluate the risks of forest loss. At this point, we would like understand if and how our customers and stakeholders value further efforts regarding sustainable palm oil. We would like the team to develop a marketing and communication strategy around palm oil that is effective with integrity, and to assess areas on which we should focus our future sustainability efforts regarding palm oil.

Background - Voltaic Systems is a startup company, providing small scale solar systems to power both consumer electronics and a broad range of IoT products. While we started as a consumer electronics company (we created the first solar backpack), the majority of our business is now B2B. Our solar panels, batteries and mounting systems are deployed to power asset trackers, environmental monitoring equipment, agtech tools and parking meters worldwide. Over 95% of our leads are from inbound marketing. These customers are typically hardware companies serving a specific vertical market (logistics, agriculture, etc.), engineering firms building client specific products, or NGOs targeting a unique monitoring opportunity. We believe that this category will continue to grow as cellular modems and sensors both continue to dramatically improve in price and performance.

Problem Statement
Our website and marketing materials are only minimally oriented toward our B2B customers and we perform limited outbound marketing. We would like to improve how we demonstrate our IoT product line and expertise, better use the website as a tool to generate inbound leads and engage in effective outbound marketing.

Project Scope
The team will provide the following:
- Conduct high level analysis of market size and priorities of major market verticals
- Evaluate site usability and professionalism from the perspective of an engineer and purchasing or C-level executive
- Compare Voltaic's inbound marketing, outbound marketing and sales channels vs. high performing, analogous companies
- Develop a B2B strategy that improves our inbound conversions and increases our volume of leads

Deliverables
- Detailed recommendations rated by impact and cost/effort
- Webpage mockups of suggested changes
- Mockups / designs of suggested marketing materials as needed

Background:

New Resource Solutions (NRS) has a vision to significantly grow the market for third-party owned solar systems sized 100kW – 2,000kW. It is a two-and-a-half-year-old start up, building a customized tech platform to help long-term owners and solar developers/installers more efficiently transact on one-off solar projects. Solar project financing is too bespoke, detailed, and expensive to make one-off $1,000,000 solar project interesting to the larger solar investor community. We’re here to make it simpler and easier for all parties.

The company has built a pilot tech platform and has been working to provide “proof-of-concept” transactions to bolster our value proposition for raising corporate capital. Now that NRS has multiple success stories to lean on, it plans to raise a seed round of capital in Summer ’19 to significantly expand its tech platform and firm up its position in the market place.

Problem Statement:

NRS needs both a medium-term and long-term marketing strategy prior to raising its next round of capital. The primary spend for our next capital raise will be for key personnel and to fund our technology, but we also want to strategically spend on marketing. Then, once the next phase if our technology is completed, we will want to strategically increase our marketing spend. Additionally, NRS needs to refresh its market sizing analysis to demonstrate long-term growth plans.

Project Scope:

The team will perform the following scope items:

- Develop a “grow market” marketing strategy for NRS, which will include A) a cost/benefit analysis on various marketing initiatives and B) a segmentation analysis targeted to three separate segments: 1) institutional impact investors (e.g., large foundations), 2) current solar project investors, and 3) solar developers/installers.
- Analyze the size of the commercial-scale solar market, the size of the third-party owned commercial-scale solar market, and the size of potential expansion markets (e.g., battery storage, microgrids, etc.) to support our fund raising efforts.

Deliverables:

- Presentation with analysis, recommendations and roadmap.
- Market sizing workbook, with sources and flexibility to update during the capital raise process.
- Fully documented financial model to support the marketing strategy.
Invenergy: Market Entry Strategy for Distributed Energy Market

Invenergy is the largest privately-owned renewable energy project developer in North America. Since its founding by Michael Polsky in 2003, Invenergy has developed over 22,000 MW of large-scale wind / solar farms, natural gas power plants, and battery energy storage facilities Invenergy operates many its projects through a mix of on-site technicians and remote operators in its control center in Downtown Chicago. Invenergy currently has two main revenue streams: a) maintain ownership of projects and collect revenues through the sale of energy; b) sell projects to buyers and collect revenue via a “development fee.” Invenergy has traditionally focused on development of large-scale projects, there is a growing interest to build a group to pursue smaller, “distributed energy resource” (DER) projects.

DER Market Background
DER are sited on an end-use customer’s premises (behind the meter) or within an electric utility’s customer territory (front of the meter). DERs include small-scale battery energy storage, distributed generation (e.g. rooftop solar, backup generators, fuel cells), energy load controls (e.g. Nest thermostats), and other systems to control a customer’s power usage and supply from the grid in a way that saves the customer money, increases the customer’s electricity resiliency or provides back-up power, and helps the customer achieve sustainability goals. The DER market value chain is roughly comprised of:

- Equipment suppliers – Manufacturers of DER hardware such as solar panels and battery systems
- Software suppliers that build software and analytics to manage, optimize and aggregate DE systems
- Project developers that originate customers, design/execute/operate projects, and arrange financing
- Customers / capital providers that pay for the installation (commercial, utility, 3rd party financier, etc.)
- The falling costs of distributed generation and storage and the increasing technical capabilities for data analysis and integration mean that DER implementation will grow.

Project Scope

- Create a market entry strategy for Invenergy to enter the DER market as a project developer taking into account both customers’ needs and Invenergy’s capabilities (and potentially what external capabilities should be acquired by Invenergy to enter the market).
- Invenergy will enter the market as a DER project developer, not as an equipment or software supplier
- Take into account both specific customer segments and specific electricity market structures; include ways that customers will realize value and the market structures needed for that value to be achieved. (Market structures can be retail (energy sales, customer services, etc.) or wholesale (capacity market, frequency regulation market, demand response market, etc.) Customer typically realize value via lower electricity bills, higher resiliency / up-time, sustainability target achievement.

Deliverables

- Detailed slide deck that outlines the entire strategy with relevant research in an appendix. Deck should have enough detail so that it could be understood without a presenter. Key items:
  - Recommendations on which customer segments to target in the next 1-2 years vs. 3-5 years
  - For near-term target customer segments (1-2 years), provide list of specific customers and/or geographic regions where Invenergy’s DER team should first focus to build market presence
  - List of technologies or offerings best suited to the target markets
  - In-house and external capabilities that Invenergy should utilize to target this market
  - Specific strategy on how to approach and engage key customers (may include brand strategy)
  - A list of DER developer competitors in the market along with their strengths and weaknesses and how well-positioned Invenergy is to compete with each of them
- Verbal presentation to management of the detailed slide deck
- Reports and other references used to construct the slide deck (if publicly available)
Pepsico: Sustainable Packaging - Consumer Insight and Engagement Playbook

**PepsiCo** is a global Food and Beverage leader whose products are enjoyed more than 1 Billion times a day in more than 200 countries. Offering a broad range of foods and beverages, our portfolio includes 22 brands that generate more than $1B each in estimated annual retail sales.

Central to PepsiCo’s performance is our commitment of Winning with Purpose – which is our belief that sustainability can be an even greater contributor to the success of our company. Especially in areas where we can impact and drive systemic change, including advancing sustainable agriculture practices, supporting a holistic strategy for the creation of a circular economy, striving for positive water impact, and continuing to make our products more permissible to our consumers.

Of particular interest for this project is our desire to drive a circular economy and build a world where plastics need never become waste. To do this, we are focusing our efforts in areas of Reduction, Recycling, Reinvention, and Partnerships.

**Problem Statement:**

One challenge with realizing our vision to build a world where plastics need never become waste is the existence of a “say-do” gap with our consumers. That is, consumers have indicated that they are very aware of and care about sustainable packaging yet, US recycling rates are <10% and there tension with how much consumers are willing to pay for plastic alternatives.

**Project Scope:**

Tentatively, the student team will provide the following:

- Qualitative survey of MBA and/or Undergraduate Students to understand their behaviors and attitudes that relate to plastics/sustainable packaging.
- Develop a sustainable packaging communication strategy through the lens of our key global brands

**Deliverables:**

- Presentation of qualitative survey analysis and insights
- Develop Preliminary “Playbook” for PepsiCo brands on how best to engage consumers to take part in the sustainable packaging journey. Alignment on target demographic to be agreed upon with team.

**Scope and deliverables to be further refined depending on student group skillset and interest**
Molson Coors: Building an ESG Investor Engagement Strategy

Molson Coors is one of the largest global brewers, delivering extraordinary brands that delight the world’s beer drinkers. From Coors Light, Coors Banquet, Miller Lite, Molson Canadian, Carling, Staropramen and Sharp’s Doom Bar to Leinenkugel’s Summer Shandy, Blue Moon Belgian White, Hop Valley, Creemore Springs and Crispin Cider, Molson Coors offers a beer for every beer lover.

Molson Coors operates through Molson Coors Canada, MillerCoors in the US, Molson Coors Europe and Molson Coors International. The company is not only committed to brewing extraordinary beers, but is also running a business focused on respect for its employees, communities and drinkers, which means corporate responsibility and accountability right from the start. It has been listed on the Dow Jones Sustainability Index for the past eight years. MillerCoors is headquartered in Chicago, Illinois.

Problem Statement:
We know that investors are increasingly caring about a company’s environmental, social and governance (ESG) performance and incorporating it in their investment decision-making process. At companies where ESG issues are handled well, they are often a signal of operational excellence.

More tools and frameworks are claiming to help investors sort through the clutter - TCFD, DJSI, CDP, SASB, MSCI, ISS, Sustainalytics, Bloomberg, etc. As a company with limited bandwidth for reporting, we want to prioritize the frameworks and the channels in which our top investors find our ESG information.

Project Scope:
The team will conduct exploratory research on how investors think about ESG and how they prefer to engage with companies around ESG. This process will include conducting conversations with stakeholders at financial institutions to better understand what ESG factors investors are looking at when they make investment decisions. We also want to understand the various stakeholders at institutional investment firms (i.e., analyst vs. asset manager) so we can structure our messaging, and the placement of that communication, in a way that meets the needs of each group. Lastly, we aim to understand the frameworks (DJSI, SASB, TCFD, SDGs, etc.) that investors find most valuable and the channels of communication that they prefer (investor roadshows, ISS, MSCI, Bloomberg terminals, etc.). And we aim to better understand differences and possible segmentation of investors.

Deliverables:
- Presentation with analysis and a proposed investor engagement strategy
- Documentation of stakeholder conversations with the investment community