Global Cleantech Innovation Programme (GCIP)

ACCELERATION GUIDEBOOK

LIST OF TERMS AND ABBREVIATIONS

Alumni Entrepreneurs that have completed the GCIP accelerator.

AAOV Average Annual Output Value

Adjacent Segment An identified market close to the targeted beachhead market.

Angel Investor An individual who invests in a startup in return for convertible debt or equity.

Applicant A team that applies to participate in the GCIP accelerator

B2B Business-to-Business

B2C Business-to-Consumer

Beachhead A small market where you can most readily enter and dominate.

Business Model A description of a company will create, deliver and capture value.

Business Model Canvas A template for mapping out a business model by Alexander Osterwalder.

COGS Cost Of Goods Sold

Customer Discovery The process of understanding your targeted customers and their pain.

Customer Validation Process of confirming that a product/service meets the need of the customer.

Early Adopter A customer who uses a product or technology as soon as it enters a market.

Evangelist   Someone who actively promotes a product or service.

GANTT Chart   Bar chart that illustrates a project schedule invented by Henry Gantt.

GCIP Global Forum   Annual Global Awards and Forum for GCIP.

Investor Connect   GCIP activity that connects investors to entrepreneurs via curated meetings.

Mentor   A business expert that provides ongoing guidance to assigned teams.

Milestone   An important point in the timeline of the growth of a company (e.g. first sale).

Mock Judging   A test run of judging to prepare entrepreneurs

MRL   Manufacturing Readiness Level

MVP   Minimum Viable Product

OEM   Original Equipment Manufacturer

SAM   Serviceable Available Market

SOM   Serviceable Obtainable Market

Sub-segment   A part of a larger identified market segment.

TAM   Total Addressable Market

TRL   Technology Readiness Level

VC   Venture Capital or Venture Capitalist

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Introduction

Introduction

Why do we need a guidebook?

This guidebook is intended as a tool for successful operation of the GCIP Accelerator and effective support for the participating entrepreneurs.

Unlike many other cleantech accelerators and start-up competitions, GCIP focuses on establishing a common baseline of operating procedures and methodologies to ensure a consistent and scalable approach among the acceleration services in GCIP partner countries or programmes. Importantly, the intention is not to focus on global uniformity at the expense of national needs and customization but to leverage best practices for the benefit of all.

Identifying successful technology ventures of the future is challenging. Helping technology ventures to grow is hard. Supporting early-stage cleantech ventures in emerging markets is significantly harder. A common operating platform and set of methodologies is essential to enable collaboration and knowledge transfer across the various GCIP national accelerators and their supported ventures.

This handbook initially focuses on providing proven methodologies and standardized procedures for the successful operation of the accelerator in each GCIP partner country. The second section of the handbook focuses on documenting the methodologies for effective support and acceleration of each cohort of entrepreneurs.

The GCIP methodologies and associated training curricula are not static and have evolved and will continue to do so based on the feedback from GCIP country coordinators, national partners, mentors, judges and participating entrepreneurs. Please help to refine and further evolve our unique processes and methodologies as we seek to reach many more countries and support thousands more cleantech entrepreneurs. Please send any comments and suggestions to gcip@unido.org

What are the key components of the GCIP Accelerator?

GCIP acceleration services focus on identifying, accelerating and supporting cleantech entrepreneurs in emerging and developing markets with technological and business solutions to address climate change and environmental challenges.

GCIP achieves this by bringing together three key components: GCIP Processes, GCIP Methodologies and the Project Management Unit (PMU).

Project Management Unit (PMU)

The PMU is the operational unit that drives and manages each GCIP Accelerator. It typically consists of a national project coordinator with additional operational, technical and marketing support staff. Operational support staff assist with the key operations of the accelerator such as recruitment of entrepreneurs and mentors, selection, judging and communication with all participants.

Technical support staff assist with the technical assessment and review of applicants, provide input on key technological sectors and help to build connections with mentors, key industry players and research institutions. Marketing support staff are focused on promoting the GCIP accelerator to potential applicants and raising the profile of alumni and the overall programme through social media, print, radio and television depending on the required media mix.
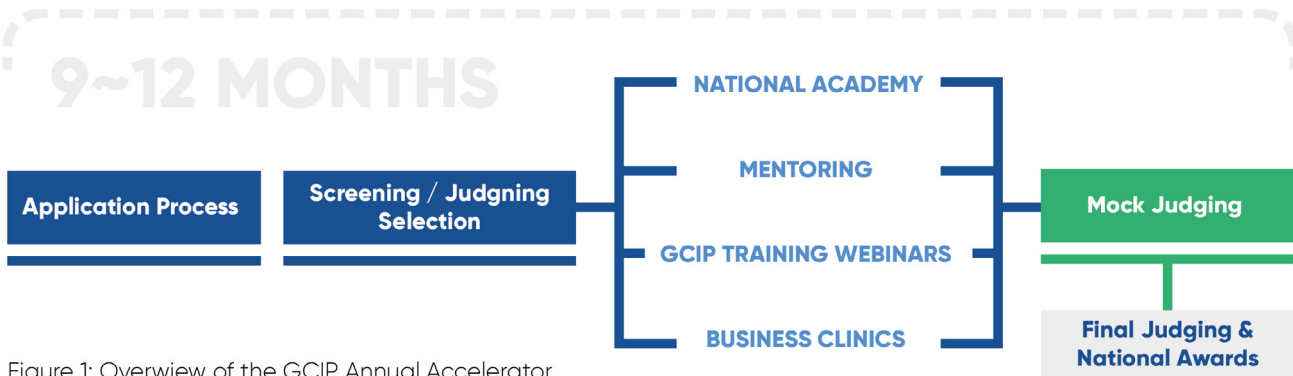
9~12 MONTHS

Application Process → Screening / Judgning Selection →

NATIONAL ACADEMY

MENTORING

GCIP TRAINING WEBINARS

BUSINESS CLINICS

→ Mock Judging

Final Judging & National Awards

Figure 1: Overwiew of the GCIP Annual Accelerator

Depending on the size of the accelerator cohort, additional staff may be needed in the PMU to specifically manage key functions such as judging or mentoring. In addition to the core staff, PMUs typically also benefit from student interns who support a variety of functions.

At a minimum the GCIP PMU should consist of the following functions:

1. **PMU Project Coordinator/Manager**
   Responsible for national project management.

2. **PMU Project Assistant**
   Responsible for logistical and scheduling support.

The above PMU team could be expanded with additional project assistants, an expert for events and dedicated technical experts for training, mentoring and judging. The following additional PMU functions are optional but strongly recommended:

1. **PMU Technical Expert**
   A domain expert in clean technology focused on supporting the training, mentoring and judging activities.

2. **PMU Communications Exper**
   tResponsible for overall visibility, communications and outreach to potential applicants and mentors, promotion of alumni success stories across multiple media channels and collection of the database of GCIP alumni.

3. **PMU Event Expert**
   Responsible for execution of the various events associated with a National GCIP Accelerator including workshops, the National Academy, the National Award Ceremony and Gala Event.

4. **PMU Mentoring Expert**
   As the size of the mentor pool increases for a GCIP Accelerator, it would be beneficial to include a PMU function focused specifically on the development and management of the community of mentors nationally and regionally. This function should include the recruitment, engagement, development and tracking of mentors.

Partners

National partners are an essential component of any successful GCIP accelerator. Partners can include:

Outreach & Network Partners

Partners with a shared interest in supporting climate solutions and technology entrepreneurs that can amplify the call for accelerator applications, recruitment of mentors and the success of the cohort.

Media & Event Partners

Partners able to promote the GCIP entrepreneurs and enterprises to readers, viewers, and event attendees.

Regional Ecosystem Partners

It is essential to build effective relationships with ecosystem partners responsible for delivering entrepreneurial support services at a regional and local level. This could include city-focused incubators, regional accelerators and university support programs.

Engaging Partners

To facilitate further engagement during the first phase of the GCIP accelerator, many roles and tasks can be effectively carried out by national partners, especially if the task falls within their current mandate or network (e.g. training of entrepreneurs by a national innovation agency etc.). Full engagement of all partners from the outset by the PMU is essential not only for efficiency but in preparation for the project being continued and expanded by a national partner. Although the day-to-day focus of the PMU is operational, another key role is preparing stakeholders to continue and expand the GCIP accelerator after UNIDO/GEF funding has ended. In this regard, it is essential that the PMU either contains staff seconded from the intended future 'home' of the accelerator or ideally, is located from the beginning in that institution. An example of this is the GCIP accelerator in South Africa where the PMU was located at the Technology Innovation Agency (TIA) from 2014-17, who then took over the programme and staff from 2018 onwards.

What are the GCIP Acceleration Processes and Methodologies?

1. GCIP Accelerator Processes

GCIP Accelerator Processes are a specific set of repeatable steps focused on key operational activities such as screening applicants, managing mentors, facilitating judging sessions or running training academies. They are repeatable activities that take place within every annual GCIP accelerator.

The GCIP processes are outlined in this handbook and additional guideline documents for each activity (e.g. managing second round judging). In addition to the GCIP PMU, GCIP processes are also documented for specific roles such as mentors, judges and volunteers (e.g. Appendix V: GCIP briefing Guidelines for Judges). GCIP processes also include detailed instructions for how the activities are carried out and related agreements for specific roles (e.g. Appendix VI: Example Judging Standards Agreement).

GCIP activities outlined in the guidebook, reference documents and GCIP PMU training sessions are:

Applicant Selection and Screening
Key steps for initial review, selection and screening of GCIP Accelerator applicants.

Mentor Recruitment and Management
Key steps for recruitment and management of GCIP mentors.

Running a GCIP National Academy (e.g. Appendix IV)
Key steps for planning and managing a GCIP National Training Academy including schedules, logistics, content and equipment.

Managing a Round Two Judging Session
Key steps for facilitating a judging session including logistics, roles, required equipment and schedules.

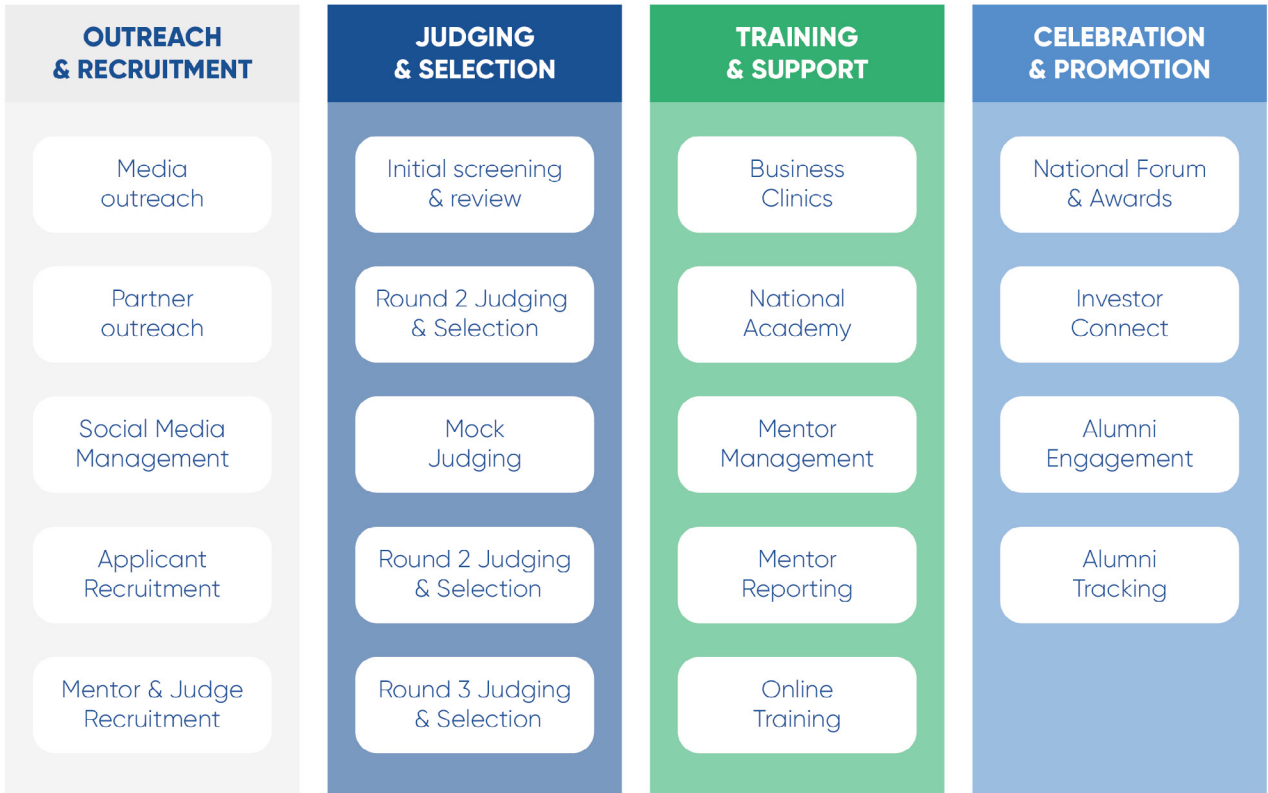| OUTREACH & RECRUITMENT	JUDGING & SELECTION	TRAINING & SUPPORT	CELEBRATION & PROMOTION
Media outreach	Initial screening & review	Business Clinics	National Forum & Awards
Partner outreach	Round 2 Judging & Selection	National Academy	Investor Connect
Social Media Management	Mock Judging	Mentor Management	Alumni Engagement
Applicant Recruitment	Round 2 Judging & Selection	Mentor Reporting	Alumni Tracking
Mentor & Judge Recruitment	Round 3 Judging & Selection	Online Training	

Figure 2: GCIP Accelerator Processes

2. GCIP Methodologies

GCIP Methodologies are defined approaches designed to achieve the goals of the GCIP accelerator for different stakeholders and include specific approaches, principles, instructions, tools and deliverables.

The GCIP methodologies are:

GCIP Acceleration Methodology

In the initial phase of GCIP this has included the combination of the GCIP Training Curriculum (specific topics and approach) combined with the 20 GCIP Business Elements (framework for business validation) and the GCIP Worksheets (a tool for applying the learning from the training sessions to the 20 Element Framework). The objective is the successful acceleration of as many participating GCIP ventures as possible with particular attention given to impact, time and resource efficiency.

GCIP Judging Methodology

A defined approach and process for each stage of judging combined with a set of requirements and scorecards. The objective is a thorough, impartial and consistent selection of the cleantech ventures with the greatest potential regardless of which GCIP country they are in.

GCIP Mentoring Methodology

A defined approach and process for how mentors support their assigned GCIP entrepreneurs. Unlike many mentoring approaches and platforms, GCIP mentors are assigned different roles and responsibilities with both specific and overarching guidelines and rules. For example, a GCIP generalist mentor is assigned to just 1 team per cohort and serves as the key guide, navigator, champion, and connector for the entrepreneur. The GCIP generalist mentor is asked to embrace a mentoring approach which is specific to their role and different to the approach prescribed to specialist mentors.

The GCIP Worksheets are a tool designed to facilitate the collection of necessary data to validate or invalidate an entrepreneur's "hypotheses" or "guesses" about most of the 20 Business Elements and the resulting business model, strategies and tactics.

By addressing the questions or issues posed in the Worksheets with interviewees, GCIP teams should arrive at validated (substantiated) conclusions about the elements of their business, especially their business model. Please note that the Worksheets cannot be successfully completed without data coming from the interviews with potential customers, distributors, partners and other entities in the value chain of the team's Business Model and without substantial Internet research.

Worksheets that are successfully completed make clear the validation data and its genesis from the interviews. There are not 20 Worksheets but the content of most of the Business Elements are addressed in one or another of the Worksheets. Therefore, completing the Worksheets with feedback from customer interviews should lead to summary substantiated conclusions for most if not all of the 20 GCIP Business Elements.
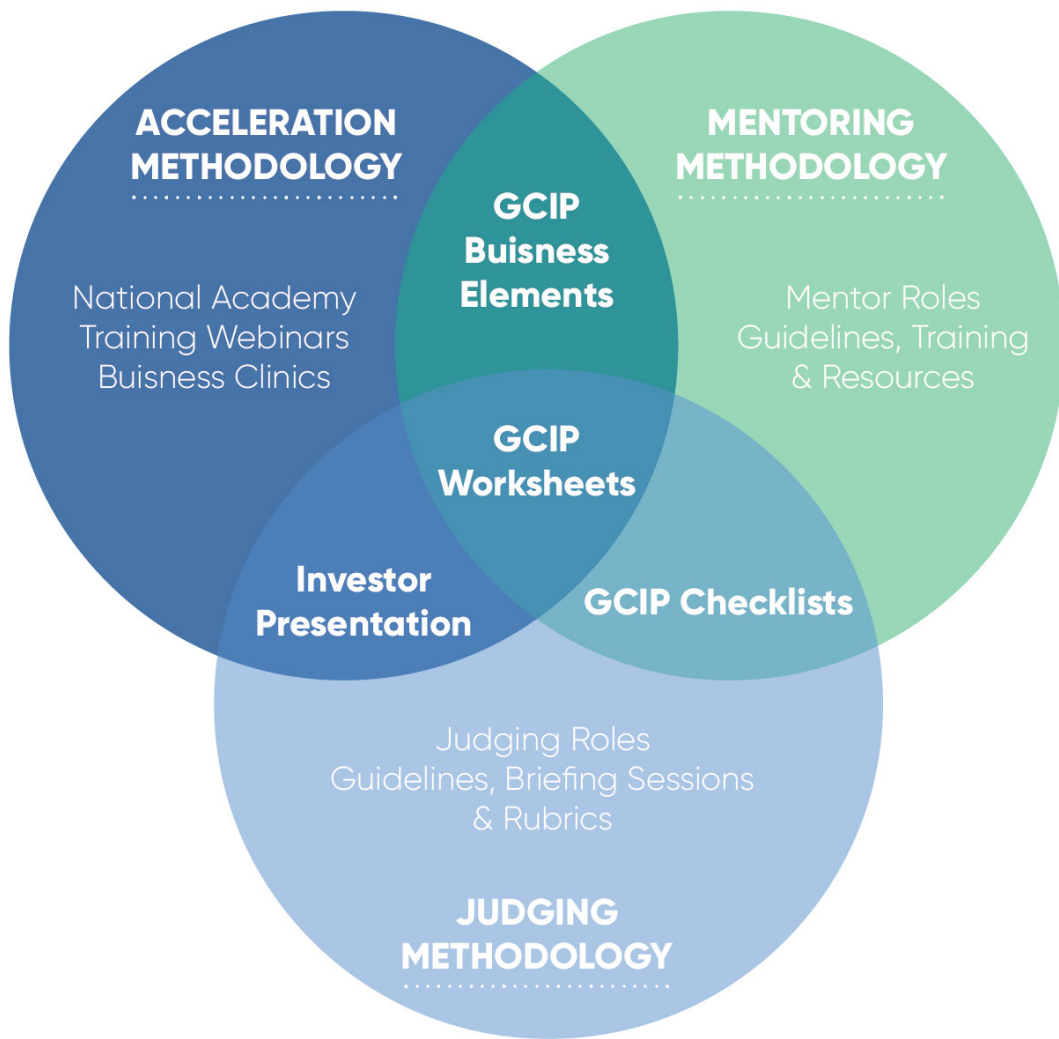
Figure 3: GCIP Accelerator Methodologies

GCIP Accelerator Operations and Management

1.1. Introduction to Operations & Management

Key Objectives

- To identify, support and celebrate entrepreneurs with innovative solutions to addressing the most pressing energy, environmental and social challenges faced nationally and globally.

- To enable the participating entrepreneurs to successfully de-risk and scale their ventures.

- To enhance the capacity of local stakeholders to successfully support innovation and entrepreneurship activities, especially the long-term growth of local cleantech ventures.

Timeline

Typically, a GCIP accelerator is held over a period of 10-12 months between the call for applicants (launch) and selection of the national winner. Accelerator activities can be held in 6 months or less in order to meet a specific timeframe or to synchronize with the global Accelerator cycle. However, such a truncated timeline is sub-optimal and leaves little to find suitable applicants and most importantly, for participating teams to successfully complete the customer discovery process.

Key Milestones

The key milestones within a GCIP accelerator are:

Month 1
Announcement of program cycle / opening of applications.

Month 3
Application Deadline.

Month 3-4
Applicant screening and selection of semifinalists (participating entrepreneurs)

Month 4-5
National Academy; Mentors assigned to participating teams (mentees)

Month 6-8

Business clinics and training webinars.

Month 8-9

Deadline: submission of accelerator deliverables; Mock judging.

Month 9-10

Round two judging (selection of finalists).

Month 10-11

National Final Judging & National Awards.

1.2. Applicant Recruitment

Applicant Recruitment Goals

- Increased quality and quantity of qualified applicants for the GCIP Accelerator. Typically, the total number of qualified applicants should be at least four times the intended cohort size. For example, if the GCIP Accelerator will accept 25 companies to participate, the target for the total number of qualified applicants should be at least 100.

- Increased participation across the GCIP Accelerator Technology Categories and target regions. This should include an increase in applicants from under-served groups such as women entrepreneurs.

- Generating interest awareness and interest in the accelerator not just for the current GCIP Accelerator but for subsequent accelerator cycles (pipeline development).

Required Preparation:

Accelerator timeline and partners confirmed.

National GCIP accelerator technology categories confirmed after alignment with the seven global GCIP technologies:

1. **Energy Efficiency**

2. **Renewable Energy**

3. **Waste Beneficiation**

4. **Water Efficiency**

5. **Green Buildings**

6. **Transportation**

7. **Advanced Materials and Chemicals**

A national GCIP accelerator may choose all seven of the global GCIP technologies or a sub-set (e.g. four out of seven). Additionally, within each sector, countries may choose to focus on sub-sectors and areas of most relevance to national priorities and country circumstances. For example, this could include focusing on e-bikes under the broader transportation category or off-grid energy access under renewable energy. When considering specific categories for a national GCIP accelerator cycle, a GCIP country coordinator should consider whether it will be possible to attract a significant number of applicants in that category leading to multiple participants in the cohort. A category that leads to only one applicant is sub-optimal.

A breakdown of each of the seven GCIP global categories is provided in appendix y. Entirely new GCIP technologies categories beyond the seven global categories may be considered pending discussion with the GCIP Global Unit at UNIDO HQ. Any additional category under consideration should:

- Not be duplicative of the existing seven GCIP global categories (which are deliberately broad)

- Complement the existing seven GCIP global categories

- Fit within the general definition of clean technology

- Yield multiple accelerator applicants (e.g. not just a single team)

- Encompass solutions that can provide a direct and quantifiable positive impact on climate change. For example, a proposed category focused on sustainability in healthcare would need to demonstrate that the targeted solutions can

demonstrate a significant positive impact on climate change as a primary impact. A new medical device that uses 0.5% less electricity than existing solutions would not provide a sufficient direct positive impact on climate change even though the medical impact may be significant.

- Localization of GCIP accelerator application forms (Appendix I) and supporting information (rules, criteria, application guidelines and any associated legal agreements etc.)

Required Documentation:

- Completed recruitment targets by group, region and technology category.

- Marketing and outreach plan completed.

- Application information 'pack' available either as a digital file or direct download from the GCIP website.

- Completed legal agreements for participating entrepreneurs, mentors and judges covering conduct, non-disclosure of confidential information and media release.

- Active social media accounts and preliminary activity.

- Completed descriptions of the technology categories for the GCIP National Accelerator.

Required Timescale:

- At least 2 months is typically required for project planning, briefing of partners and preparation, which would include some initial media activity and increasing market awareness.

- The actual recruitment window when entrepreneurs can submit an application could be as little as 4 weeks if this is a continuation of an existing GCIP accelerator with market awareness, momentum and an existing community of applicants and alumni to draw on.

- An entirely new GCIP accelerator is likely to require a 6 to 7 week application

window, especially if recruitment will require activities, a road-show to specific universities and cities or outreach to previously underrepresented groups.

- If the applicant window is very long (e.g. 10 weeks or more) there is a real risk that the process will seem 'stale' with little incentive for entrepreneurs to apply in the first few weeks.

Recruitment Tactics

Finding suitable qualified and engaged applicants for the GCIP accelerator requires careful planning, the active involvement of partners and a clear strategy. In most countries it will simply not suffice to just promote the accelerator passively on social media and hope that entrepreneurs will apply. Reaching out to suitable entrepreneurs and convincing them to apply in an increasingly crowded market requires preparation and stamina. To begin, it is important for a GCIP PMU to consider some key questions:

- **What will be the primary source of entrants for the GCIP Accelerator in your country?** Universities, other programs, partners?

- **What will a typical entrant look like?** What challenges do they need to tackle? What support will they need?

- **How many potential entrants have you spoken to/met?** What aspects of the program resonate / are confusing?

- **How many entrants are you targeting nationally/regionally?** Do you have any estimates for women entrepreneurs?

- **Are you leveraging previous entrants, alumni and mentors?** What is the biggest applicant recruitment challenge you face?

The goal of your specific recruitment strategy should be twofold:

Increase Quality of Applicants

- Transformational

- Scalable

Increase Numbers of Applicants

- Under-served regions

- Under-represented target groups (e.g. female entrepreneurs)

- Under-represented technology categories

These goals can be achieved through leveraging partners, influencers and the media.

Partners

Partner organizations can be an excellent pipeline to communities of entrepreneurs that are relevant to GCIP. This could include universities, research institutions, service providers (such as lawyers etc.), entrepreneurship associations, local incubators and other competitions or accelerators. It is important to articulate the benefit that GCIP would provide to the partner's community and the resulting benefit that the partner would derive (e.g. publicity). In most countries it is important to leverage the connection between the national GCIP accelerator, the government and the United Nations. Many partners, especially if government related, will be supportive of an initiative with such high profile and relevant stakeholders. Partners can be very effective in reaching specific priority groups or technology sectors depending on the focus of each community. It is important to provide promotional materials, pre-written emails and other resources that a partner can use to quickly disseminate information about GCIP with minimal effort.

Media

Media engagement is key to the success of the programme visibility in order to scale-up the applications reach among population groups and regions. The initial step in media engagement planning is (the preparation of) the national communication strategy, which forms the framework of programme outreach.

The array of media channels used for outreach depends on national context, media landscape and level of access/ preferences, therefore, the first step in

choosing relevant channels is to analyze target audiences and determine which tools, platforms and products are the most effective for reaching to them.

Good practice #1: determine target audiences, analyze national media landscape and usage of media channels, formulate targeted messaging and choose relevant channels, devise a timetable for each campaign.

Good practice #2: choose only essential channels in the first year and then analyze their effectiveness/modify approach. It is better to choose fewer tools/platforms/products but ensure quality outreach, especially with limited resources (financial and personnel).

GCIP countries have utilized a range of media channels to date including social media, radio, television, newspapers (online and printed), outdoor advertising and targeted campaigning through universities, technical schools, community centers and associations.

Traditional media

Traditional media channels include printed materials/publications, radio, television, outdoor advertising through posters/billboards, event outreach. Mainstream media plays a crucial role in outreach activities in areas with limited internet connection/access. Printed materials/outdoor advertising can often be cost prohibitive but some publications may be willing to provide discounted advertisement space or even free advertorials. Television advertising can also be prohibitive but local broadcasters in some countries often offer free advertising to non-profit causes, especially on local community channels.

Many GCIP countries have successfully leveraged news channels and TV chat shows to cover GCIP events (e.g. National Awards), key winners and alumni. Radio advertising has been less widespread; however, in 2011, radio adverts on 702 Talk Radio (a radio station for the Gauteng province in South Africa) were effective in reaching underserved applicants without access to the internet. Since 2011, media trends have changed significantly in many of the GCIP countries, in most of the GCIP partner countries, more than 50% of the population have access to the internet and use social media extensively. Therefore, media analysis is an essential planning step.

Leveraging social media

GCIP countries have utilized social media to reach potential accelerator applicants, especially the younger population, using mainly Twitter, Facebook and LinkedIn. Videos are another effective tool for outreach and audience engagement. The most audience-engaging content usually features beneficiary stories, interviews with programme alumni and experts sharing their vision, challenges, giving advice. For example, GCIP-India previously created a YouTube channel featuring videos of GCIP finalists and winners. Each video was a short (three minutes) profile of the company discussing the potential of their innovations and filmed on location at their factory or office. Their videos had thousands of views, e.g., the video profile of GCIP-India national winner Agnisumukh has over 4,800 views up to date.

When advertising through social media, several tools/techniques can be helpful:

- Finding **social media influencers related to the cleantech industry** in the country. These are not necessarily celebrities as the common perception goes. Social media influencers for cleantech entrepreneurship include leading voices from academia, civil society and international organizations. How to find and engage influencers: research national and regional context, start following the relevant accounts, tag people in posts/reach directly to them and discuss a possibility for collaboration.

- Reaching out to **local groups on Facebook and LinkedIn**. Facebook and LinkedIn host many groups affiliated with academia, community associations and interest groups. Contacting administrators of these groups for possible advertising is one technique to get your advertisement feature among target audiences.

- **Paid social media advertisemen**t. Facebook, Twitter, LinkedIn, Instagram have options for paid advertising that can be leveraged for targeted outreach through contextual advertisements relevant for specific groups.

- **Network of previous GCIP alumni**. If a country previously participated in the programme, GCIP alumni network is another effective tool for spreading the word about the application process. The reasons behind this: previous GCIP participants already know the programme well and can share their stories with prospective applicants; GCIP alumni are role models and reference points for the new applicants.

- **Targeted campaigning**. Each GCIP partner country has a network of associations, universities, research institutes etc. Leveraging their contacts, including through direct email communication, tagging on social media or newsletter sharing, can help with attracting quality applications.

Recruitment Tactics

Focused Events

Events can be effective at targeting under-represented groups or regions. Importantly, recruitment events can both be a means to disseminate core information about the GCIP accelerator and as a mechanism to connect entrants with other potential team members.

Engaging GCIP alumni in outreach activities is an effective way of articulating the benefits of the accelerator and why entrepreneurs should take part, especially if their ventures are gaining traction and they are able to directly attribute a significant part of their success to GCIP. Passionate and engaged GCIP alumni help to show why this is an effective accelerator, a network and a community rather than just another competition. It is important to find and collect alumni success stories relevant to your target sectors and demographic groups. Showcasing women success stories in particular can encourage more women to apply for the programme. As GCIP grows beyond the initial countries and 1,300+ alumni, increasingly there will be the potential to leverage examples from other GCIP countries. The ease of finding suitable examples will depend on a database of approved quotes, data points and photo searchable by country, category and target group etc. It is also beneficial to plan for a longer-term engagement with GCIP alumni, including their participation in GCIP-organized and related events, interviews, social media engagement.

Example Alumni Quote

"I really want to recognize the contribution that the Global Cleantech Innovation Programme (GCIP) has made, for without the structured knowledge-sharing about entrepreneurship, our ideas would still be trapped in our heads. The program helped us to understand and articulate our dreams more concretely. The fact that the judging panel got a clear picture of our idea and strategy is because we

succeeded at laying out our plans simply and effectively. It was fantastic. I am a serial entrepreneur and this is my fifth start-up. I wish I had these tools in the past."

Dave Lello, CEO, Ekasi Energy (GCIP-SA 2015 National Winner)

Applicant Recruitment Best Practices

Start Screening Early

It is important to screen applicants on a rolling basis to assess whether they meet all the eligibility requirements. By conducting screening soon after applications are submitted, the entrepreneur can be quickly alerted to any gaps and guided through the process of revising and re-submitting an application. In order to conduct screening quickly and efficiently, it is important to have a screening committee confirmed and available before the accelerator application period begins.

Screening Committee

Members of the screening committee are responsible for ensuring that applications meet all eligibility requirements for the accelerator by reviewing the submitted files including supporting documents and online links. The screening committee is established by the PMU and its members can include members of the PMU, stakeholders, or mentors. It is important that those involved in the selection and judging for a GCIP accelerator are not also involved in the initial screening. Each applicant should be reviewed by at least 2 members of the screening committee to verify that eligibility requirements are met. If opinion is divided over the suitability of an applicant, an additional member of the screening committee should review.

Screening Process

Screening takes place on a rolling basis and is intended to be an initial review to confirm that the applicant meets ALL eligibility requirements:

•   Minimum 2 people with all nationality requirements met

•   No conflict of interest

- Fit within sector and technology categories

- Fit within funding limits

- Some intellectual property (IP) or the potential to generate IP (not just a copy)

- Has a clear and direct potential impact on CHG mitigation and climate adaptation

Building a Benefits Package

To encourage applicants to apply early it can be very helpful to create a list of relevant benefits that are immediately available once an entrepreneur applies to GCIP. The benefits are an incentive for the entrepreneur to resist procrastination and commit their limited available time to complete the GCIP application today.

Incentivizing benefits could include:

- Access to mentors who are specifically engaged to help early applicants refine and improve their application.

- Access to invite-only webinars for completed applicants with additional information and tips about the GCIP accelerator and key industry sectors.

- Participation in community events such as mixers, talks etc.

- Access to software and services could be made available to applicants depending on the level of support available from partners and sponsors.

The goal of a "benefits package" is to encourage early submissions. In many GCIP accelerators, it is common for a significant number (e.g. 25-30% of applicants) to come in the last 24 hours. Encouraging entrepreneurs to apply early can improve the overall quality of submissions and lower the burden on the PMU staff and the screening committee. When planning potential benefits, consider what is relevant to key target groups and what might be the barrier to submitting and completing an application.

Regardless of the recruitment targets for a GCIP country, very early-stage entrepreneurs are likely to be a significant part of any batch of applicants. In many

cases, entrepreneurs may have developed their initial concept entirely on their own or with a minimal team. Therefore, a mixer-style event can be effective at facilitating introductions, especially when bridging two different communities (e.g. a research institution and a business school).

Customer Service

Invariably, entrepreneurs will have numerous questions about the GCIP accelerator and the application process. Make sure that the process is clearly documented with sufficient detail on the eligibility, timelines and requirements. Ensure that PMU staff are able to respond to enquiries by email, phone and social media. It is beneficial for potential GCIP Accelerator applicants to have access to a specific phone number, email address and social media contacts that can be accessed by all PMU members for a timely response to questions. A document collating frequently asked questions (FAQ) can be shared internally to ensure consistency in responses. Additionally, appropriate aspects of the FAQ document can be shared online via the GCIP Accelerator website or social media.

Since the launch of GCIP, many country coordinators have gone above and beyond to support applicants who may not have access to the Internet or may need additional help with the submission process. During the application period (typically two months or more), it is important to check the number of applications on a daily basis. Acknowledge any inquiries right away and convert pending incomplete applications to complete as early as possible. Acknowledge all applications immediately and notify the entrepreneurs as early as possible if they fail to meet the criteria for the GCIP accelerator.

# 1.3. Applicant Screening and Selection (Round One Judging)

Required Preparation:

- Before screening and selection begins, the GCIP accelerator must recruit separate groups to focus on screening (due- diligence on an applicant's eligibility) and judging (selection for the accelerator). Screening takes place on a rolling basis after each application is submitted. In contrast, judging takes place only after the final application closing date and includes only the applications that have passed initial screening.

- All eligibility requirements and judging criteria, including any specific national priorities (e.g. include at least 50% female entrepreneurs, 10% students etc.) should be finalized.

- PMU staff, partners and volunteers must be confirmed who can conduct due diligence on all applicants to ensure that they meet the national and global requirements of the program. Only those applicants that meet the eligibility requirements should be forwarded to judges for review and scoring.

- Teams of judges must be confirmed who can score and provide feedback. Details of how to recruit and brief judges is included in the subsequent section: "Recruiting Judges for Round One". Round one judging can occur remotely or as a group in a jury format where judges will collectively review multiple teams. Every applicant should be reviewed by at least 3 or 4 judges.

- Following the judging and initial selection, a team focused on interviews (ideally PMU members) should be confirmed who would be available to contact via email or telephone, shortlisted applicants to ascertain whether they are 'coachable', will make the necessary time commitment to participate in GCIP and have suitable expectations.

Required Documentation

- Judging score sheets and complete list of eligibility requirements and judging criteria.

- Example questions (script) to add the screening interview with shortlisted applicants.

- Draft acceptance and rejection letters (or emails) to be sent out by the PMU.

Figure 6: Round One Judging Process and Timeline
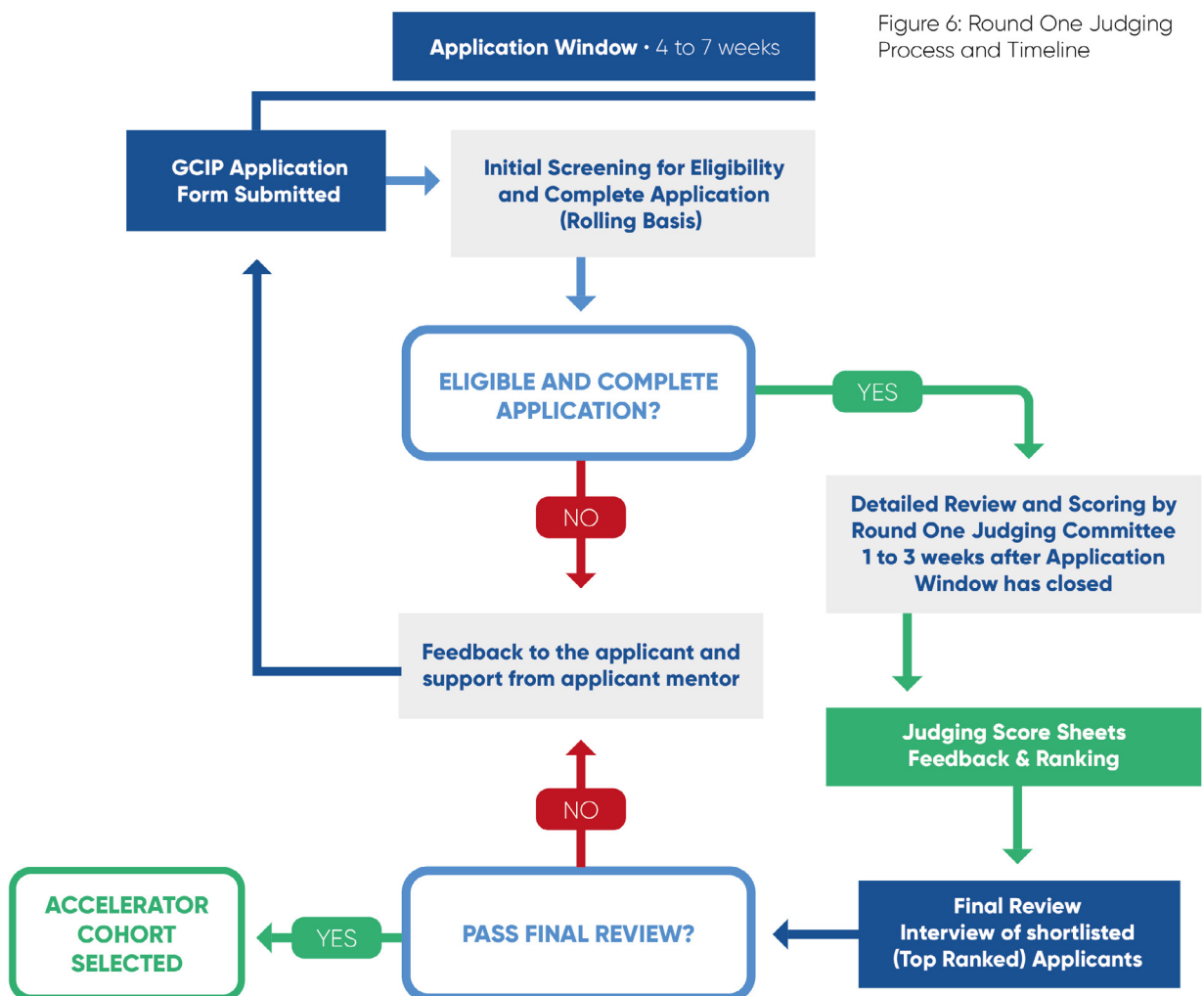
Recruiting Round One Judges

When recruiting round one judges it is important to include individuals that are knowledgeable on key aspects of building a business and can assess the quality of the team, technology, product and market. It is also essential to have judges that are knowledgeable on the industry sectors and technology areas under review. As with every judging round in the GCIP Accelerator, providing clear and effective feedback is critical. Therefore, judges must understand the importance of this and be willing to provide written feedback to the applicant on areas to improve, in

addition to numerical scores. It is important to cast a wide net when recruiting judges as a Round One judge should not be a judge in a Rounds Two or Three. This separation is to ensure that all judges review all entrepreneurs for the first time without any prior knowledge of the application or pitch deck. Intermixing judges between rounds would lead to some entrepreneurs becoming familiar to the judges and could create inconsistencies and unconscious bias.

Briefing Round One Judges

Once volunteer round one judges are confirmed, they should participate in a briefing session, which could be a live in-person session, a virtual live webinar or a pre-recorded briefing. A live session whether virtual or in-person is always preferable as it provides an opportunity for judges to ask questions. The briefing session explains the overall GCIP accelerator timeline, technology categories, the eligibility criteria and the criteria for selection. The judging process and guidelines are explained including the scoring rubric and importance of providing feedback. Participation in the briefing session is a requirement for all round one judges, including those that were judges in previous GCIP cycles. It is important that even experienced judges participate in the briefing sessions as the judging criteria, instructions and guidance may change from year to year and it is vital that everyone is aware of the current guidelines. It is always beneficial to have experienced judges in the briefing sessions, as those new to the GCIP judging process benefit from their insights and experience. As judges are volunteers and typically very busy, the briefing session should be no more than 45 to 60 minutes. Additionally, the judging instructions, selection criteria and judging rubric should be made available digitally prior to the briefing session.

Required Timescale – 1 to 3 weeks

- Validating that applicants meet all the eligibility requirements can occur on a rolling basis after application not just after the closing deadline. It is preferable to start the due-diligence process early as some applicants may have simply made incomplete applications or incorrectly described their IP (Intellectual Property). Highlighting issues regarding eligibility to applicants before the closing deadline provides an opportunity for them to resolve any issues.

- Judges should be given sufficient time to review, score and importantly provide written feedback to each applicant.

- Time should be allocated for PMU representatives to spend 10 to 15 minutes to contact each shortlisted applicant (ideally by telephone) to verify their 'coachability', commitment and expectations.

Applicant Screening

After an entrepreneur has applied to the GCIP accelerator, the initial focus should be on determining whether their application is complete and meets the criteria of the accelerator. This validation can be done on a rolling basis before the application deadline. Initially, PMU staff (or volunteers) must check that the application form and all other requested information is complete. If any aspect of the application form is incomplete, the applicant must be contacted and asked to provide the missing information. Once complete, the application must next be screened for eligibility. Although eligibility can vary between annual cycles of the accelerator and between GCIP countries due to national priorities, the core focus remains the same:

I. Technology Category

The team or company must fit within the defined technology categories for the GCIP accelerator in their country. Currently, the seven global GCIP technologies categories are:

1. Energy Efficiency

2. Renewable Energy

3. Waste Beneficiation

4. Water Efficiency

5. Green Buildings

6. Transportation

7. Advanced Materials and Chemicals

A national GCIP accelerator may choose all seven of the global GCIP technologies or a sub-set. Additionally, within each sector, countries may choose to focus on sub-sectors and areas of most relevance to national priorities and country circumstances. For example, this could include focusing on e-bikes under the broader transportation category or off-grid energy access under renewable energy. A breakdown of each of the seven GCIP global categories is provided in Appendix XII.

II. Stage of Development

The team or company must fit within the age and size limits for the accelerator. For example, GCIP-South Africa has a requirement for applicants to be a start-up company, typically less than 3 years in existence but not yet profitable OR an established SMME as defined by the Small Business Act (No. 102, 1996).

The standardized GCIP application form requires applicants to indicate the stage of development they are at. Therefore, for clarity it is helpful to provide a diagram outlining the various stages of development and milestones specific to that GCIP accelerator. The most widely used measure of technology development is the Technology Readiness Levels (TRLs), a scale for gauging the maturity of a technology that was originally developed by NASA in the 1970s.

Typically, a GCIP accelerator is searching for suitable entrepreneurs that have at least developed a proof of concept at the bench scale (TRL 3) but have not progressed beyond a prototype demonstration of the technology (TRL 6). An example diagram highlighting the Technology Readiness can be found online at: https://web.archive.org/web/20051206035043/http://as.nasa.gov/aboutus/trl-introduction.html

III. Intellectual Property

As GCIP is focused on technological innovation all countries ask applicants to demonstrate exclusive ownership of or exclusive access to the relevant intellectual

property. This could include patents, trademarks, copyrights and trade secrets.

IV. Team

As individuals are unable to participate in the GCIP accelerator, every country seeks applicants to have a team of at least two people. At least one member of the team must be a resident, citizen or legal alien in that country.

V. Location of Participants and Operations

The team must have a physical address in the GCIP country, activities, such as sales, marketing, research and development, or administration, in the country. Teams may not participate in a GCIP accelerator in more than one country during the same year.

VI. Legal Entity

Although teams can apply, in order to receive any prize money or in-kind services, a legal entity (e.g. Limited Corporation) must be formed. It is important that the accelerator awards any prize money or in-kind services to a legal entity (e.g. a registered company) rather than an individual member of a team to avoid potential conflict. As an example, if a GCIP accelerator awarded prize money to the team leader as an individual, there would be no recourse if this person subsequently decided to quit the team entirely and keep the prize money for themselves. Any awards from the GCIP accelerator are intended to recognize the venture as a whole and therefore must be made to a legal entity not an individual.

VII. Conflicts of Interest

There must be no conflicts of interest in relation to the team, its intellectual property, and partners. For example, if a team member was connected in some way to the GCIP PMU staff organizing the accelerator, it could be seen as a conflict of interest. Alternatively, if a co-inventor of the technology or co-founder of the company disputes the right of the company to access the IP, it could be a conflict of interest. If a potential conflict of interest is found, the accelerator applicant should be reviewed by a committee comprising members of the PMU and key stakeholders.

Additional expertise may be required from a legal expert and a technology expert familiar with the company's sector. It is important that the entrepreneur or team that may have a conflict of interest is given every opportunity to respond in writing and provide their perspective. If a conflict of interest is not found or can easily be remedied, the applicant should progress to further judging and review. If the conflict of interest is substantiated, the applicant should be rejected and informed clearly in writing of the reasons why.

Post-Screening

Once the application has been successfully checked, it can then be forwarded to round one judges after the final application deadline. Ideally each application should be reviewed by a panel of three or more judges from the academic, research, business and venture communities, including experienced professors, engineers, entrepreneurs, angel and venture investors, environmental experts and legal professionals. In order to keep the workload manageable for volunteer judges, only the applications that have been successfully screened should be forwarded. Entrepreneurs that failed to submit complete or eligible applications should be informed as soon as possible before the deadline date in order that they may re-submit.

Selection (Round One Judging)

Round one judges can either review their allocated applications virtually online or together in-person depending on their availability and time constraints. In the first round we are looking for:

• Product companies with an exciting technology that could disrupt an industry

• Product or service companies with an innovative business model that could give them a sustainable competitive advantage

• Technologies that work, or look as if they could work; it's often hard to discern at this early stage, but you should clearly disqualify a product or service that demonstrably breaks the laws of physics

• Teams that show promise: at least a person or two whose credibility could pull

in other talented people to help them crack a given market

Importantly at this first early stage of the accelerator we are NOT looking for:

- A fully rounded go-to-market strategy, correct identification of who will buy their product and why, a superbly-crafted financial projection or a deep understanding of funding strategy; these are exactly the areas in which GCIP is intended to provide help.

- Spelling and grammar mistakes do not count against an applicant at this stage of the process, unless they make the application incomprehensible.

The key judging criteria in round one for screen applicants is focused on four key areas:

1) Team

Is the current team credible? Does it have:

- Relevant product development and customer development skills

- At least 2 members that between them will commit at least the time of one full time founder

2) Technology

Is the technology wholly new or applied in an innovative fashion?

- Does the team have the freedom to operate (access) the technology--and to commercialize it?

- Does the team own IP that is protectable in the GCIP country?

- If yes, how feasible are the team's plans to protect their IP?

- If the team does not own their IP, do they have a clear path to access, own and commercialize the IP?

- The initial review and screening of applicants should have omitted any teams that have technology that can't be protected. However, any concern from the judges that the IP cannot be easily assessed or protected should be highlighted.

- It is important that before rejecting any applicants specifically due to concerns about the intellectual property, that they are given an opportunity to clarify their IP situation. It is not uncommon for some entrepreneurs to fail to articulate that they have additional patentable innovations in existence or under development.

3) Product

Does the product:

- Address a key national need or addresses a key developing/emerging nation need?

- Have huge potential to address greenhouse gas emissions or will provide other significant environmental benefits (air quality, water, forests etc.)

- Address at least one of the United Nations Sustainable Development Goals (SDGs) in a significant way?

4) Market

Could this venture scale to:

- Contribute significantly to national GNP

- Create a significant number of new jobs

- Generate $10m+ in revenue within 5 years (or some other nationally defined target for scalability)

- Enter global markets

Round One Scoring & Feedback

For each criterion above, judges will be asked to score each applicant on a scale of 1 (lowest) to 5 (highest) as below:

5 – **Keep doing what you're doing**. Focus on other areas

4 – **Almost there**. Could be better if [......]

3 – **Mixed**. Key areas for improvement include [......]

2 – **Work needed in this area**. You should focus on [......]

1 – **Significant work needed here**, particularly [......]

In addition to the numerical score for each criterion, judges are asked to provide extensive feedback on what teams should do to improve. The judging grades are deliberately phrased to prompt judges into writing a response (e.g. "Key areas for improvement include..."). Judges are asked to write detailed feedback as to specifically where and how they think the team needs to improve.

Judges are also asked to indicate what they like about their application, as well as the areas for improvement. Feedback is of vital importance to all applicants, not least to those who are not accepted into the GCIP accelerator. Judges are asked to provide as thoughtful a response as they can to each of these criteria.

Invariably, due to time constraints, judges may feel under pressure to limit the written feedback in order to review teams more quickly. It is important that every effort is made to avoid this. Feedback from judges is consistently ranked by entrepreneurs as one of the most important elements of GCIP and therefore should be provided at every opportunity.

Judging Criteria and Weighting

In Round 1 judging each criterion has the same numerical weighting. However, we do request that judges pay particular attention to the quality of the team, including demonstrated product development and customer development skills and key gaps.

Final Review

Before submitting their final scores, judges are asked to review all the applications they have scored and to normalize the scoring for consistency. Once all scores have been collated from judges (at least three judges per team), it should be possible to rank all applicants in order of their total score.

Either as a group or through a judging chair, this final ranking should then be reviewed for consistency between judges and coverage of all the technology categories and target groups (e.g. women-led ventures).

A final review is done after the team has been shortlisted as a semifinalist following Round One Judging and consists of an interview to determine the suitability of the applicant. This interview should take at least 20-30 minutes and be conducted by at least three representatives from the PMU actively engaged in applicant recruitment, of which one should be the GCIP Country Coordinator. The interview process is important to answer some key questions that may not be resolved through the application forms and supporting information alone:

- Is the team "coachable"?

- Will they fully participate?

- Do they recognize required time and resource commitment?

- Will they benefit from the accelerator?

- Are their expectations reasonable? For example, an expectation that GCIP will automatically connect each team to billionaire investors would be unrealistic.

Any teams that are deemed unsuitable and are removed from the shortlist should be informed as quickly as possible, ideally though a phone call and in writing. If after a final review interview, it is impossible to reach consensus on whether a team should be admitted or not, it is generally advisable to admit the team if there are no pressing resource constraints.

Selection of teams to participate as semifinalists should be based on a combination of merit and resources. Typically, GCIP accelerators accept from 15 to 20% of qualified applicants with approximately 20 to 80 teams selected for each country cohort.

1.4. Mentor Recruitment & Engagement

Required Preparation:

• Accelerator timeline, mentor roles and technology categories confirmed.

• Localization of mentor guidelines, training materials and supporting information (rules, criteria, application guidelines and any associated legal agreements etc.) by the PMU.

Required Documentation:

• Completed mentor recruitment targets by group, region and technology category with any specific requirements for under-represented groups (e.g. female mentors) or sectors.

• Completed legal agreements for participating mentors covering conduct, non-disclosure of confidential information and media release.

• Completed mentor registration forms (ideally online) in the local language.

Required Timescale: At least 2 months

• Although the exact need for the mentor group will not be known until the entrepreneur cohort is selected, initial outreach to potential mentors should begin at least a month before the application period for the accelerator begins.

• If a GCIP accelerator is in its second, third or fourth year of operation etc., some form of re-commitment from the previous cycle's mentors should be sought prior to the application period commencing. Having a significant number of committed and experienced GCIP mentors pledge their involvement for another year early in the cycle helps to validate the target for entrepreneurs participating in the accelerator. For an accelerator with only 2 re-committed mentors from the outset it may be difficult to expand the size of the cohort from 25 to 50 teams.

• Outreach to potential mentors and conducting due diligence should take place on a rolling basis. The majority of the mentor pool (e.g. 60-70%) should be

recruited prior to the final selection of the participating entrepreneurs.

- Recruiting the final 30-40% of the mentor group should ideally take place prior to the National Academy where key GCIP training and mentor-mentee interactions take place.

- Depending on the needs of the entrepreneurs, diversity of the cohort and complexity of the targeted markets, it is very likely that additional specialist mentors will still need to be recruited before and after the National Academy.

Introduction

As previously outlined for applicant recruitment, a well-designed strategy and tactical plan is needed to efficiently recruit mentors. Although the complete requirements for mentors will not be known until each cohort has been selected, it is important to begin outreach to potential mentors as soon as the applicant recruitment begins for a number of reasons:

- Many of the channels and partners utilized for applicant recruitment could be an excellent source of potential mentors. For example, universities, incubators, venture competitors and other accelerators are often a good source of applicants for a GCIP accelerator

- It is important to build a sufficiently large pool of mentors rather than attempt to recruit the majority of the mentors after the applicants have been accepted.

- As the target is to recruit mentors (ideally) that would work on a pro bono basis, it is essential to provide as much advance notice of the commitment and dates as required. As one might expect, volunteer mentors typically are less sympathetic when asked to contribute significant time with minimal notice.

Why would one mentor?

It is important to understand the many reasons why an experienced businessperson, serial entrepreneur, investor or technical expert would commit a substantial amount of their time to support GCIP entrepreneurs on a pro-bono basis. It is incorrect to

assume that all mentors are engaged for the same reason or even just one reason. It is important to recognize that mentors may be engaged for a number of reasons, which could even change over time. This may include:

A Sense of Impact

Helping GCIP entrepreneurs enables the mentor to feel that they have made an impact by assisting a United Nations program focused on addressing key energy and environmental issues.

Personal Learning

Participation as a GCIP mentor enables additional knowledge of a key sector, an introduction to a new industry area or increased awareness of clean technologies.

Future Opportunities

GCIP mentors working on a pro-bono are forbidden from soliciting paid positions with the startups they are mentoring. However, participating as a GCIP mentor could lead to future opportunities with the startup following their graduation from the accelerator or with other companies in the sector.

Networking and Connections

The ability to connect with other business and cleantech experts is often given as a significant reason for participating. The GCIP accelerator enables mentors to build connections with a diverse range of mentors covering multiple disciplines and areas of the country. Furthermore, it is much easier to recommend a contact after you have worked with them and therefore the GCIP accelerators provide a means not to just make new contacts but to demonstrate one's abilities.

Incentivizing and Engaging Mentors

As GCIP mentors are being asked to provide a significant amount of their time on a pro-bono basis, it is important to highlight incentives that align with the initial drivers for mentor's participation. This could include:

- Mentor only networking events regionally and nationally

- Access to a mentor-only directory of peer contacts

- Ongoing mentor training sessions, workshops and webinars on mentoring best practices and new insights on industry trends and technological breakthroughs.

- Facilitated connections and introductions with GCIP alumni for potential engagement as a consultant, advisor, board member or employee.

Securing continual engagement from the best GCIP mentors is essential in order to grow the accelerator and its capacity. An accelerator that fails to retain its best mentors must continually recruit and train new mentors each year which places a greater resource burden on PMU staff and reduces the potential for improvement. In contrast to some of the initial incentives for mentor participation, securing continual engagement requires different benefits, which could include:

Recognition

Experience to date in numerous GCIP accelerators has confirmed that recognition of the best performing mentors, either through peer review or mentee feedback, can be compelling. For example, in January 2016, the top mentors from each GCIP accelerator were recognized at the Global Forum in California and also at many National Events. Feedback from some of the celebrated mentors did confirm such awards at a major event with press coverage and peer recognition cemented their desire to participate as a GCIP mentor for another year. Other forms of recognition that could include all mentors could be certificates of appreciation from the United Nations or a letter of thanks from a Minister.

Role Progression

The most engaged GCIP mentors in many countries have often expressed their desire to participate more extensively in a new role. Depending on the needs and capacity in each GCIP accelerator this could include the selection of the best mentors as trainers or as a new type of mentor for more advanced startups or GCIP accelerators in neighboring countries.

Experience with GCIP accelerators in Turkey and South Africa has confirmed that the most able and engaged mentors appreciate the opportunity to take a new role as a trainer of other mentors or the entrepreneur cohort more broadly, especially if the new role also includes some form of honorarium. As GCIP expands to new countries, sectors and stages of ventures (e.g. later stage companies), it is likely that there will be new opportunities for the very best mentors to engage with the programme more deeply.

Finding and Recruiting Mentors

Unlike recruitment of applicants (entrepreneurs), which may involve a broad mix of channels (including social media), mentor recruitment is best achieved through referrals and alumni.

Referrals

Mentors and accelerator partners (e.g. an associated competition, incubator or investor) are typically a good source of qualified potential mentors. It is essential to find potential GCIP mentors that have already demonstrated their ability to assist startups, even if it was not part of a formal mentoring programme or purely in the cleantech sector. In addition, it is necessary to find potential mentors that are clearly experts in a specific technology area or successful serial entrepreneurs and investors.

Gauging whether a potential mentor is truly a domain expert or a successful serial entrepreneur is much easier when the individual has been referred by someone who is known to the GCIP accelerator and understands the key requirements of the programme. GCIP PMU staff should also be open to requests from potential

mentors that are made without a referral but significant time will need to be taken to correctly review the contact and their suitability.

Alumni

As some GCIP accelerators progress to their second phase of operation (e.g Turkey, South Africa etc.), there is likely to be growing opportunities for mentor referrals via alumni and for alumni themselves to be GCIP mentors. Typically, a GCIP alumnus may not have time to participate as a mentor until their management team has grown and their startup has gained substantial momentum or even been sold.

Also, the experience the alumnus has gained growing their company post-GCIP is particularly valuable in their role as a mentor. It may only be 3-4 years at least after graduating GCIP that an alumnus may have sufficient capacity and experience to participate as mentor. However, GCIP alumni could be an excellent source of mentor referrals at any time, as they will have a good understanding of the GCIP accelerator and a growing network of their own to draw on.

Assessing Potential Mentors

When reviewing potential mentors, the following questions should be considered:

- Is this individual a demonstrated expert in their field?

- Have they been successful as a serial entrepreneur, investor or corporate executive?

- Have they already shown an aptitude for mentoring early-stage entrepreneurs?

- Do they understand the key aspects of the GCIP accelerator and how engagement as a GCIP mentor may be different to other mentoring programs that they may have participated in?

- Have they indicated an interest in learning about the GCIP process, methodologies and mentoring best practices? Or are they likely to want to 'fly solo' and mentor according to their own rules and preferences?

- Are they likely to have any conflicts of interest?

- Has a GCIP mentor, judge, alumnus, partner or other stakeholder recommended them?

Mentor Recruitment and Gender/Ethnic Diversity

When considering strategies to increase the level of ethnic and gender diversity among applicants (entrepreneurs), it is essential to also consider how diversity can be increased among mentors.

For example, if the level of gender diversity is increased among applicants but the mentor community remains mostly or totally male, opportunities for connections, support and role models will be lost. Finding a suitable diverse range of mentors may require additional research to find people of a specific under-represented group who could then refer potential mentors or participate in the program themselves.

1.5. Mentor Roles, Training and Management

Types of Mentors

Every team is assigned generalist mentors and has access to a bank of specialist mentors.

Generalist Mentors

Experienced professionals with proven records of success in either relevant cleantech industries or innovation-driven startups who become key assets for the applicant teams. In the context of the competition, Generalist Mentors become an internal part of the team coaching and leading the entrepreneurs to build comprehensive pitches and plans on which they will be judged. Outside the competition, successful Generalist Mentors often become trusted advisors for their teams, often introducing them to potential investors, partners and customers.

A Generalist Mentor will

- Coach teams through business model development,

- Provide feedback on all aspects of the business,

- Attend education and training events along with team (i.e. GCIP National Academy),

- Act as task-master to ensure teams hit deadlines,

- Work with Specialist Mentors to provide specialist coaching to each applicant team as needed.

Required Skills

- Proven experience in high-growth (scalable) early-state entrepreneurship,

- Ability to quickly become a useful, trusted adviser to applicant teams,

- Willingness to roll up sleeves, participate, help out, debate, with applicant teams.

If multiple Generalist Mentors are assigned to a team, one mentor should be selected as "primary mentor." This mentor will take the lead on such roles as compiling mentor feedback, organizing meetings and acting as the mentor contact to the Mentor Chair and staff. Mentors are committed to at least one hour per week of assistance and mentoring. They should attend the GCIP National Academy, the Business Clinics and be present during Mock Judging. Due to space limitations, only one mentor per team will be allowed to sit in on the final judging session.

Assignment of Generalist Mentors

TWO generalist mentors per company is ideal. If a sufficient pool of mentors exists in a GCIP program, teams may be assigned a third generalist mentor. When assigning multiple generalist mentors to the same team, it is important that one mentor takes a lead role in managing the mentor-mentee relationship and encapsulating the feedback and advice from all assigned mentors. Without a lead mentor, a team assigned two or more generalist mentors might suffer from an abundance of conflicting advice

Student Mentors

Through partnerships with local business schools and universities, post-graduate students (e.g. MBA students) can be assigned as additional mentors in a supporting role to assist the generalist mentors. Key tasks could include assisting the GCIP teams with market analysis, sales models, revenue estimates, fundraising plans and use of various management and entrepreneurship models. It is likely that a student mentor would be more engaged in actual tasks (e.g. helping to create a financial model or a presentation) than a typical generalist or specialist mentor. However, increasingly many business schools offer executive MBA programs that include experienced corporate managers and executives with 20+ years of business experience. Students from such executive MBA programs may often have very useful business experience and specialist skills that could be very relevant to the GCIP team. Teams benefit from having an additional mentor who is more engaged with supporting specific tasks and could be a future team member. The student mentor benefits from directly working with a startup as a real-life business case, increasing their knowledge of the cleantech sector and building contacts that could help them find a job or launch their own venture.

Specialist Mentors

Specialist Mentors are subject matter experts who act as resources for all the teams in the competition. Typical Specialist Mentors are Director or VP-level executives at companies large and small who are recognized leaders in their discipline. Specialist Mentors will staff Business Clinics, giving one-on-one feedback to applicants on key aspects of their business.

Specialist Mentor

- Facilitate training and workshop sessions during the GCIP National Academy,

- Lead Business Clinics where teams present functional aspects of their businesses for feedback,

- Work with Generalist Mentors to provide functional coaching to applicant team as needed

- Provide deep expertise in key functional areas including:

- Finance (finance modeling, P&L development, financial performance benchmarking)

  - Marketing (positioning statement, pricing, value prop. development, marketing, product launch, strategic partnering)

  - Engineering (product development, architecture, innovative designs, design for manufacturability)

  - Venture fund-raising

Mentor Training

The level of training required for mentors will vary by country and by role. It is not uncommon for some experienced mentors to raise some concern over required training sessions as they feel that mentoring skills are universal. Although there is some truth in this, it is vitally important for consistency and effectiveness, that mentors in each GCIP accelerator are familiar with the key aspects of the national program, the timeline, the key deliverables requested from entrepreneurs and their specific role as mentors on a weekly basis.

It is also important that mentors have an in-depth understanding of various GCIP frameworks such as the GCIP business elements, how they are applied and any current changes. It is very problematic if a new mentor enters the GCIP accelerator with the misunderstanding they are assisting teams with the development of a business plan and with no appreciation of the timeline or mentor roles. It is important therefore that new mentors are only accepted into the GCIP accelerator once they have completed some training (typically via online webinar and in-person) with some form of follow-up and review with their assigned mentees and GCIP PMU staff.

Summary of Mentor Training

Online versus In-Person

Online Webinar Presentation	In-Person Group Training Interactive Webinar
• Overview of the GCIP Accelerator • Timeline • Key deliverables / tasks for participants • Mentor Roles • Mentor Rules and Guidelines • Business Plan vs Business Model Development • Introduction to the 20 GCIP Business Elements • Key mentor tasks • Working with GCIP teams • Next steps	• Introduction to GCIP partners and staff. • Detailed breakdown of mentor roles and expectations. • Detailed breakdown of the 20 GCIP Business Elements. • Interactive session with GCIP alumni using the 20 GCIP Elements as a mentoring framework. • Feedback from experienced GCIP mentors and alumni. • Breakdown of key GCIP deliverables, activities and deadlines by week. • Open Q&A on any aspect of the mentoring program. • Introductions to the current cohort of GCIP teams.

Mentor Rules and Guidelines

The mentor's role is to respond to the mentee's needs. The mentor must not impose his/her own agenda.

- You are neither running, nor an employee of the mentee's company. Your role is one of encouragement and help, not one of controlling or dictating what the mentee must do. Your mentee is free to accept or reject your suggestions.

- Your role is that of counselor: you should advise on but not complete the worksheets or write the investor pitch for your mentees.

- GCIP does not sign NDAs, and you may not sign an NDA on the organization's behalf – but it is perfectly appropriate that you should sign an NDA on your own behalf should your mentee team be sharing confidential information with you.

- Whether or not you sign a confidentiality agreement, much of what you discuss should be treated as confidential. Never share confidential information or your opinions about your mentee with third parties, including other mentors or volunteers, except with the company's express permission.

Until after the competition winners have been announced at the National Awards

- Mentors may NOT speak with any of the judges concerning any aspect of any competitor or their competition entry,

- Mentor may NOT acquire any form of commercial interest in mentee's team, or formally become part of mentee's team, or become employed by them,

- Mentors may NOT contact any teams they are not mentoring concerning their entry, or discuss joining their team or investment opportunities,

- Generalist Mentors may NOT mentor more than one team in any single category.

Mentee Rules and Guidelines

- Your mentor is giving you time, confidence and experience. Respect this and prepare thoroughly before you meet or contact your mentor.

- Optimize the use of your mentor's time. Mentors are not editors or assistants – they're not there to write or rewrite plans or to perform menial functions! Use your mentor for high-level advice, contacts or help.

- Set up times when your mentor agrees to receive your calls or meet with you,

and an acceptable frequency of contact. Do not phone outside those agreed times, and keep the frequency of your calls and meetings well within the limits you have agreed. Your mentor sets the limits here at his/her own discretion – your mentor's availability is not by 'mutual agreement'.

- For the duration of the competition you must not contact or ask your mentor to contact any of the competition judges.

-

1.6. National Academies

Invitation List

Sponsors

Invite your existing supporters and potential sponsors - particularly to receptions or mixers. Also invite your existing and prospective sponsors to say a few words at the beginning and end of each break.

Mentors

All your generalist mentors should attend the Academy. They should also watch the full set of curriculum videos (not the internal training sessions) before attending.

It's also ideal to bring in specialists in each of the topic areas from the curriculum – particularly experts in the fields of marketing, PR, legal, finance: these are the people you want to have on hand to present for those sessions and to help answer questions during the workshops following a presentation.

Event Flow

Promote Variety

Add more voices by recruiting a good number (at least five) expert speakers in addition to the presenter, and change up the format as much as possible. Many of your sessions will be presentations from experts, but avoid having presentation after presentation after presentation and include other format sessions, such as:

- An interview or 'fireside chat' (interviewer plus expert)

- A panel (moderator plus up to four experts)

- A debate (moderator plus two or four experts)

- A 'game' or sketch (role play)

- A pitch session (with judges from previous years)

- Plenty of opportunity for networking

- Sign up for Business Clinics and other activities

Incorporate workshops after each presentation or panel where your teams relate the material just presented to work on their business. Workshops and breakout sessions help break up the content and make the concepts presented easier to learn and remember. Allow plenty of time for your attendees to keep up and catch up, and for workshops and networking sessions – one of the major comments we frequently hear is the need for more time to network, so don't try to cram in too much content each day. If possible (and if your entrepreneurs can take the time away from their businesses) give your Academy three full days, starting with an evening welcome reception for all participants to get to know each other.

Video

You should capture the full event, if possible: a record of all the presentations is useful for online archives that we'll make available to your entrepreneurs and mentors after the Academy, and (with your permission) to GCIP participants in other countries.

Video will also help you, and us, identify speakers who should be invited back next year, or invited to participate in GCIP webinars and events. The more you share, and the more all GCIP participating countries share, the greater the benefits of being part of this network. You will also want to use video capture testimonials. Ask those in the room to share their experiences of the Academy on camera during breaks.

Music

Music helps build and maintain energy, and can help make an event both more enjoyable and more professional. Among other things, use music to keep up momentum when there's silence between presentations.

Mixers and Receptions

A key benefit of attending an event in person is the opportunity to get to know the others on the same course. Our suggested approach is a reception on the first evening where all participants can connect, including entrepreneurs, speakers, mentors, volunteers and other supporters.

On the evening of the second day, encourage smaller groups to gather. If you don't hold breakout sessions, then groups who've connected well might want to meet informally over dinner.

Brief your presenters

- Make sure your presenters are well-briefed about their role(s) – including:

- The importance of making their talks relevant to early-stage entrepreneurs

- The need to provide their materials (slide decks, videos, etc) in advance so you can prepare

- Handouts

Divide up your team

Have team members dedicated to specific tasks. Two of the most important roles are registration/welcome and A/V (audio-visual). See the list of recommended A/V equipment below, and make sure that you have someone who's adept at using it.

Does everyone attending speak English? Do you need an interpreter to provide simultaneous translation? Do any of the materials (including slides) need translating?

Social Media

Will you provide some means for participants to connect with each other online? Will there be a way to communicate their experiences outside the room via social media?

Handouts

What handouts will you make available? Will you print or provide materials online?

On the day

On the day, we've noted that a handful of things help make an event go more smoothly:

1. Test all equipment, including microphones, well before the event starts, so that problems can be resolved without keeping everyone waiting.

2. Check your speakers' slides in advance to make sure that fonts and animations are working properly on the computer that's being used for presentations.

3. Assign someone to keep the event on time. A timekeeper knows exactly how long each session is intended to last and either runs a large-display clock or holds up cards showing speakers how many minutes each has left, starting with a countdown from 10 minutes.

Academy Agenda

The Academy agenda follows the steps of the GCIP curriculum.

Topic	Description
Mentor Workshop	**Invite your mentors** to a half-day mentor workshop in advance of the Academy. This is particularly important for your generalist mentors and will concentrate on some of the unique approaches of the GCIP curriculum, and the characteristics of working with cleantech startups.
0. Introduction	Set the scene. GCIP overview video (from the GCIP Resources Site) **Invite an inspirational speaker** to launch the Academy – particularly someone who's done well in cleantech: a business leader, an entrepreneur or an investor. Outline some of the major opportunities.
1. Business Model Innovation	Business model canvas and business model validation
2. Product/ Market Fit	Customer discovery process, interviews and the pivot

3. Markets and Getting to Them	Developing a go-to-market strategy, adjacent markets, sizing markets, competition matrix and sales mode.
	Invite speakers to talk about the special circumstances of your local market(s) including important export markets. Very useful if you can include alumni who've been successful in your domestic market and, where relevant, those who've found success doing business in adjacent territories or further afield e.g. in the US/Asia/Europe.
4. Product Technology Validation	Technology & product validation, certification.
4. Product Technology Validation	Technology & product validation, certification.

5. Finances and Funding

Financial projections, financing strategy

Invite an accountant with good stage presence and deep knowledge of local practices to talk about accounting fundamentals, building a credible financial projection, cash flow and the characteristics of projections that local financial institutions will want to fund (debt financing, venture funding et al). **Invite investors who invest in startups** who can explain clearly what they're looking for, and why: angel investors, strategic (corporate) investors.

Invite alumni who have been successful in raising capital – and those who can explain how they've survived and grown without third-party investment.

6. Legal

Corporate structure, intellectual property protection, policy

Invite legal experts who can talk about these three topics i.e.

(a) the advantages and disadvantages of different types of corporation

(b) researching and protecting intellectual property

(c) how policy and help or hinder cleantech startups in your market(s)

7. Team

Management team, advisors and boards

8. Sustainability

Sustainability principles, product & process, materiality and externalities.

Invite sustainability experts including alumni who have successfully improved their top and bottom lines through sustainable business practices. Note: the emphasis should always include practical benefits to the business and its customers, not purely environmental impact.

9. Executive Summary

Structure, content and usage

10. Investor Presentation

Structure, content and delivery

Invite investors or previous judges to participate in a live investor pitch or judging session

Invite alumni to pitch: what's worked and what hasn't – including different types of funding

Throughout

Elevator pitches, workshops:

Invite experts who can help fashion elevator pitches and help the teams during workshops on all the topics listed above.

Elevator pitches (throw in slides with advice on format)

| **Other** | Judging Criteria and the judging process. |
| | How to get the most out of the GCIP materials and network |

1.7. Training Webinars

Introduction to the webinars

The online webinars typically begin after the National Academies are held and are not intended to duplicate the content of the Academies but to discuss the key topics in more depth and cover new areas such as various funds of venture finance, legal issues, corporate partnerships and sales. The webinars are held for all participating GCIP countries over a period of 3 to 4 months. Each session lasts approximately one hour and participants connect via their computer or mobile device using third party software (e.g. Zoom.us or GoToWebinar.com).

During the webinar session, participants may access the audio through their computer or connect via telephone if Internet access is problematic. Via their web browser, participants can see the session slides and post questions and comments to the group, speakers and organizers. The webinars take place 2 to 3 times per week depending on national holidays and the preferences of the participating countries. If there is a significant range of time zones, sessions can be repeated in order that entrepreneurs in Asia, Europe, Africa and the Americas can attend sessions appropriate for their time zones.

Webinar Participation

Typically, the team lead attends each webinar session but increasingly many or all team members may participate (e.g. 3-4 people per team). It is important that each GCIP country PMU tracks the participation of its cohort, specifically that teams are

joining the lessons, are attentive and are asking questions. Assessing the level of participation is important to gauge whether teams are really participating in the program, are applying what they are learning to their own business and whether the training is deemed useful.

After each session a report is produced from the webinar system for each country PMU listing which team members participated in the session, for how long, their estimated level of attentiveness and whether they asked any questions or made comments. Teams that are unable to join a webinar can access a video recording of the session online usually within 24 hours of the session concluding. The viewers of the recordings are also tracked and team details provided to the country PMU. It is beneficial that teams that do not join the webinars or view the recording are contacted by the PMU to verify their continued level of participation and commitment. Some GCIP countries have allocated a percentage of the overall competition score for each team based on their level of webinar participation.

Entrepreneurs should be encouraged at every opportunity to provide feedback and comments on the webinar training in order that it can be improved and more effectively tailored to their needs. Increasingly, webinar participations request more opportunity to learn about their fellow entrepreneurs that are participating in the webinar session from their own country and around the world. Often entrepreneurs are keen to respond and answer to questions posed during the webinar by teams from other countries.

Session	Date / Time	Title	Type
1	Mon 9 July 2018	Buisness Model Innovation	Presentation
2	Mon 16 July 2018	Buisness Model Validation	Presentation
3	Wed 18 July 2018	Product/Market Fit	Presentation
4	Mon 23 July 2018	Market(s) and Getting to Them	Presentation
5	Wed 1 August 2018	Product/Technology Validation	Presentation
6	Mon 6 August 2018	Finance	Presentation
7	Mon 13 August 2018	Funding	Presentation

8	Wed 15 August 2018	Legal Issues	Presentation
9	Mon 27 August 2018	The Team & The Board	Presentation
10	Tues 4 September 2018	IP Protection & The Strategy	Presentation
11	Wed 29 August 2018	Sustainability: an Introduction	Presentation
12	Tues 4 September 2018	Tracking and Monetizing Impact	Presentation
13	Wed 5 September 2018	Executive Summary & Investor Presentation	Presentation
14	Wed 5 September 2018	Investor Pitch Interactive Session	Interactive Session
15	Wed 5 September 2018	Customer Discovery & Development Review	Interactive Session
16	Wed 5 September 2018	Corporate Partnerships	Presentation
17	Mon 10 September 2018	Government Relations, Regulations and Funding	Presentation
18	Mon 10 September 2018	Project Finance	Presentation
19	Mon 17 September 2018	Angel Investment & Venture Capital	Presentation
20	Mon 17 September 2018	Crowd Funding	Presentation
21	Wed 19 September 2018	Going Global	Presentation
22	Wed 19 September 2018	Next Steps / Path to success	Interactive Session

Global Versus National Webinars

In addition to the global webinars above which are focused on covering core topics for multiple countries at the same time, individual GCIP countries may elect to have additional webinar training sessions tailored specifically to the needs of their national cohort. This could include sessions held in another language (e.g. French) or sessions focused on key legal, IP, financing or operational issues specific to that country. Recent examples have included "IP in South Africa" and "Crowd

Funding in Morocco".

Some key lessons learnt from hundreds of hours of global and national GCIP training webinars include:

- When webinar sessions are held at multiple times to allow for various time zones, allow entrepreneurs to choose the time that is best for them rather than the time normally associated with their country. For example some entrepreneurs may prefer to join a webinar at 23:00 rather than a session at 17:00 due to their work and home schedules.

- Internet connectivity and familiarity with online webinar platforms can vary greatly within GCIP country programs. Always provide a local dial-in number for audio only participation as a back-up and request that all entrepreneurs join a pre-training webinar to test access.

- Include GCIP alumni and guest speakers as much as possible to provide case studies and interaction.

- Allow some additional time at the end of each webinar to respond to general questions about the accelerator, timeline and deliverables rather than attempt to respond to all questions during the session. The sessions need to be focused on the specific designated topic and answering as many relevant questions as possible.

- Constantly gauge with the participating entrepreneurs and alumni exactly which aspects of the webinar curriculum need to be expanded or revised.

1.8. Business Clinics

Business clinics are one-to-one sessions between a GCIP entrepreneur and a business expert with the aim of addressing their specific questions and needs relating to a relevant GCIP business element (or elements) and the associated worksheet. Each session lasts 30-60 minutes and multiple sessions are held sequentially, enabling an entrepreneur to meet multiple business experts in a day or an afternoon. Multiple sessions can be held concurrently allowing a significant number of entrepreneurs to be seen in the course of a full-day or half-day session. Ideally, the sessions are held in private meeting rooms allowing for privacy during

the consultations but with careful planning, a more open setting can also be used if noise pollution is not a problem. Entrepreneurs should have completed the relevant section of the checklist, the relevant worksheets and addressed the associated business element. For example, before participating in a business clinic session with an intellectual property expert, the GCIP entrepreneur should complete worksheet 6 (Legal), the key questions associated with business element 6 (Technology & IP) and the relevant section of the checklist.

Clinic 1: Business Model

Overview For Entrepreneurs: Describe how you will create, deliver, and capture value the whole length of the value chain from sourcing components, through the channel to the end user. The business model defines the manner by which you either reduce costs or increase value to your customers and how that value flows through to end users, entices customers to pay for value, and converts that value to profit. Can you quantify the entire value chain at scale?

Entrepreneurs should arrive at this business clinic with complete:

- Product-Market Fit Worksheet,

- Business Model Worksheet.

Ideal Clinic Mentor: Professor of Entrepreneurship; or serial CEO entrepreneur.

Clinic 2: Product/Technology Validation

Overview: Have you received validation from R&D Labs or the technical evaluation groups of large corporate customers/partners? Has the product been "certified" by a certification lab? What are the competitive or alternative products? How will you be getting third party industry/expert testimonials?

It's crucial to establish that your product doesn't break the laws of physics, can work in theory (if you don't have a prototype yet) and can be built to scale. What are the principles behind your technology (without giving away your secret sauce) and what stories can you tell to illustrate

Entrepreneurs should arrive at this business clinic with completed:

- Product-Market Fit Worksheet,

- Product/Technology Validation Worksheet.

Ideal Clinic Mentor: VP of Business Development for large partner/acquirer of clean technologies; or VP of Product Management for energy related startups. Should have participation of sponsoring law firm's IP specialist.

Clinic 3: The Market and Getting to It

Overview: Show that you understand the market overall and that you are clear on how you plan to address the segment identified in your product-market fit. Entrepreneurs should arrive at this Business Clinic with completed:

- Product-Market Fit Worksheet

- Market Worksheet

Ideal Clinic Mentor: VP of Marketing for several startups, ideally cleantech.

Clinic 4: Finances and Modeling the Finances

Overview: Accounting basics on Income Statement, Balance Sheet and Cash flow statements. Is your financial model investor worthy? Entrepreneurs should arrive at this Business Clinic with completed:

- Finance Worksheet

Ideal Clinic Mentor: Sponsoring Accounting professional with extensive early-stage company experience.

Clinic 5: Financing Strategy

Overview: Are you ready for venture financing? Would government grants be more appropriate at your stage? Or angel investment? Strategic investment? Or should your goal be to be acquired? Entrepreneurs should arrive at this business clinic with completed:

- Finance Strategy Worksheet

Ideal Clinic Mentor: Cleantech "boutique" investment banker or VC with strategic investment and grants background.

Clinic 6: Legal – IP and Corporate Strategy

Overview - IP: What is your IP to date: How will you protect your IP? Should you file a patent?Entrepreneurs should arrive at this business clinic with completed:

•   Legal – IP Worksheet

Ideal Clinic Mentor: Sponsoring law firm patent attorney.

Overview - Structure: What are the benefits of incorporation, and which corporate structure would best suit your needs? What other legal issues do you need help with at this stage, and what can your legal clinic mentor tell you that could help you avoid common pitfalls?

Entrepreneurs should arrive at this business clinic with completed:

•   Legal – Corporate Worksheet

Ideal Clinic Mentor: Sponsoring law firm early-stage expert corporate attorney.

Clinic 7: The Team to Execute

Overview: What are your Key Gating Factors over the next 18-months? What team skills are you missing to execute on those milestones? How will you fill those skill gaps? Entrepreneurs should arrive at this business clinic with completed:

•   Team Worksheet

Ideal Clinic Mentor: Recruiting professional with extensive experience identifying and filling skill gaps for early-stage companies.

Clinic 8: Sustainability

Overview: A key objective of GCIP is to foster companies that are focused on environmental and social as well as financial returns ("the Triple Bottom Line"). GCIP

companies need to demonstrate that they are not only commercially successful but also supporting environmental stewardship by producing products that reduce environmental impact and minimize the use of non-renewable natural resources. GCIP companies should also generate a positive socio-economic impact through job creation, gender mainstreaming or enhancing the community. It is also vital that GCIP companies embody business ethics that promote honesty, fair trade and integrity.

It is essential that GCIP companies are able to demonstrate that they are sustainable in all aspects of their operations including product design, use of materials, manufacturing, distribution, product usage and disposal. Consequently, GCIP companies will need to calculate the full-lifecycle environmental impact of all aspects of their businesses and to understand how this could be lessened. During the GCIP accelerator participating teams will learn about full-lifecycle environmental impact during the global webinar series and will need to bring initial calculations to the sustainability business clinic (either virtual or in-person). A final calculation for full-lifecycle environmental impact and additional impact estimates will form part of the deliverables submitted prior to national judging.

Importantly, teams participating in the accelerator need to understand how reducing environmental impact in all stages of their businesses could drive profitability, market acceptance and sales. In addition to looking internally at their operations, manufacturing and distribution, GCIP companies must also calculate the environmental, social and economic impact of their technology, product or service.

Due to the breadth of this topic and related questions posed by GCIP entrepreneurs, multiple sustainability workshop sessions will be needed in most cases. Multiple sustainability workshops could be conducted by the same or different GCIP sustainability experts and national specialist mentors.

Sustainability Session 1

- Calculating the projected full-life cycle environmental impact of the GCIP business.

- Benchmarking against other companies, market standards and regulations.

Sustainability Session 2

- Calculating the projected environmental and social benefits from the product or service.

- Quantifying the impact on one or more SDGs. Benchmarking the projected impact against other technologies and products in the market.

Sustainability Session 3

- Review of how the projected full-life cycle environmental impact of business operations can be lessened and the environmental/social benefit increased.

- Analysis of how different choices regarding product design, materials, manufacturing, distribution, usage and disposal could impact environmental impact and drive market adoption, profitability and investment.

- Review of how to scale up impact and avoid many of the pitfalls that new ventures often face.

It is likely that the three sustainability workshop sessions would occur on different days due to the need for the participating entrepreneur to conduct research and complete calculations. Session 3 will undoubtedly touch on many operational and strategic decisions facing the company and would therefore benefit from being held on a day alongside specific business clinics focused on finance, product technology validation etc.

Sustainability Worksheet

You must be prepared to address the specific questions from the Judging Criteria demonstrating that you understand the sustainability problem and that you plan environmental stewardship and social responsibility programs that are measurable. Entrepreneurs should arrive at this business clinic with completed:

- Sustainability Worksheet

Ideal Clinic Mentor: Sustainability professionals including consultants, analysts,

impact investors and VPs of Sustainability experienced with calculating environmental and social impact, including benchmarking.

1.9. Mock Judging

An Introduction to Mock Judging

Mock Judging is an important opportunity for entrepreneurs to pitch a panel of judges and receive in-depth constructive feedback. Each entrepreneur will have 10 minutes to pitch. The goal is to match the format of Second Round Judging exactly and therefore presenters should be stopped at TEN (10) minutes. Consequently, it is imperative that entrepreneurs practice the timing of their presentation thoroughly. We recommend that presentations are no more than 8 minutes to allow plenty of time for questions. At the discretion of the judging chair, extra minutes are likely to be added to the time allocated to questions, which can often be useful – the goal of the entrepreneurs is to convince the panel of mock judges, and the more time they have to answer questions, the more likely they will be able to have them feeling fully convinced and 'comfortable' with the proposed offering.

Following each pitch, the judging panel will ask questions for 10 minutes then provide feedback for 5 to 10 minutes (or more if time is available). Mock judges will also score the pitch using the judging criteria. Although these scores will not count in determining the regional or national winners, detailed feedback is invaluable in helping entrepreneurs fine-tune their pitch in advance of the regional or national finals. Where possible, regional judging chairs should record a video of each Mock Pitch and the mock judges' feedback, which should be made privately available for each team to review. Entrepreneurs are also encouraged to bring their own video cameras as long as the equipment can be set up quickly – valuable minutes of presentation time will be lost if each presentation does not start on time.

Mock Judging Logistics

Since timing is always very tight during pitch days, we recommend that semifinalists do not pitch using a personal laptop. Teams should email presentations for the

mock judging session in advance. These files can then be loaded onto a laptop in the judging room in advance. No substitutions or presentation changes should be allowed.

Save some trees: Please discourage the use of hard copies of the slides to distribute to the judges.

Teams are strongly encouraged to bring a back-up copy of the presentation on a USB drive. The room setup should feature tables, chairs, laptop, projector and screen. There will generally be no microphone or podium. Typically, the laptop used for the presentation will be at one end of a boardroom-style table at the same end of the room at the projection screen.

Entrepreneurs should plan to arrive at least 30 minutes early and be prepared to stay 30 minutes after the scheduled time, in case the schedule needs to be re-arranged. There is no dress code for pitching. However, teams are encouraged to dress in sharp business casual or business formal attire. Bottom line on dressing for pitching: entrepreneurs should wear something that makes them feel successful and comfortable.

Please note that mock judges should be selected from within the program management team, round one judges and especially the mentor community. Round two or three judges may not participate as a mock judge.

1.10. Round Two and Three Judging

The objective of round two and three judging is to assess which of the participating teams (semifinalists) have the greatest potential should be selected for either the semi-final or final judging. The number of judging rounds will be directly linked to the size of the accelerator cohort and the geographic spread. For example, a large GCIP accelerator with various regions might choose to have various regional finals or a national semi-final before holding the final judging round. Ideally, the final judging round should consist of 10 or less teams. If the final judging session takes place at a National Gala Event where time is limited, it may be necessary to reduce the number of finalists further. GCIP countries have also addressed this by simply holding the final judging on a day prior to the National Gala Event where the overall winners are announced. Members of the GCIP PMU will be involved in

managing the judging process and should be present for every judging session. Importantly the judges selected for round two or three judging should not have participated as judges in an earlier round that year to avoid prior-knowledge of any of the selected teams.

Note: the outline below is not mandatory content for each pitch. Treat the below as "food for thought" as entrepreneurs develop a slide deck.

Presentation Overview

The substantiated conclusions from the GCIP Worksheets and the GCIP 20 Business Elements should then be folded into a 10-slide PowerPoint Presentation that distinctly, sequentially and logically addresses each of the 20 Elements. Please note: keeping the timing of your presentation to under 10 minutes is more important than keeping it to 10 slides. The 10-minute PowerPoint presentation should demonstrate that:

- You have identified and articulated a repeatable, profitable Business Model.

- You have pro-actively validated all the Elements of that Model by talking to multiple parties in your business' value chain (e.g. customers, distributors, partners, etc.) and that your business model is substantiated and your startup is therefore "de-risked" and "investment ready".

- That you are able to present that readiness to investors in a slide deck in which each of the 20 Elements is addressed and in which each slide leads clearly and logically into the next thereby making an "airtight", unassailable case for investment.

Investor Presentation

Creating Your Investor Presentation

We trust you have all understood by now that your Business Model is made up of multiple Elements, not only your paying customers or your Revenue Model and Pricing. The 20 Business Model Elements are the heart of the Business Model Validation Methodology. As you have no doubt noted already some of the names and many, perhaps all, of the underlying concepts are the same as you may have

heard in other Accelerators or in readings of books by Steve Blank, Alex Osterwalder, etc.

The important difference in this Methodology is: 1) the specificity, or greater precision, with which the Elements are named and enumerated (see attached comparison to the Osterwalder Business Model Canvas) and 2) the rigorous (you might say slavish!) logical linkage between the Elements that you must strive for in your validation of all the Elements over the next several weeks—and in your ultimate Investor PowerPoint presentation.   It is this linkage and the sequential logic of your slides that the judges and investors will look and listen for in your presentations. Every slide must make sense in keeping with the preceding and subsequent slides.

In your PowerPoint presentation, you may address more than one element on a single slide but it is absolutely essential that you do address each element distinctly and separately on the slide and in the sequence in which they are listed (elements 1 to 20). To reduce your 20 slides to 10 slides, you may want to draw on your high school or college education in logical thinking to decide which of the elements most naturally fit together on a single slide. Please make sure you address each of the elements you put on a single slide distinctly in your presentation and make sure that the resulting slide is not too 'busy.' We suggest no more than 5 or 6 lines per slide.

In your presentation, you may use the most effective combination of words and graphics on each slide, maximizing graphics and minimizing words. The slides should graphically and pictorially support the words that you deliver, which means that neither you nor the audience should be reading from the slides. Instead, you should have the text committed to memory or be so familiar with it that you are able to deliver it in an animated and engaging fashion, the way good actors deliver their lines.

Please remember generality is your enemy. Specificity is absolutely essential. With startups (and life!) everything you think, say or do must be "taken down" to specifics or it will be a waste of breath and time. Every one of the 20 Elements of the Business Model must be made specific to be useful and actionable. You cannot validate or sell to a generality. You validate specific sub-segments, specific pains, specific revenue models, specific pricing, specific sources of funding and of course you can only sell to specific customers. Also, please note that arriving at validated, substantiated answers to these questions is what the months-long

process of validating your Business Model is all about. Please give this the attention it deserves. Your success depends upon it.

Below you will find guidance on understanding and addressing in your PowerPoint slides the 20 Elements of the Business Model. The examples provided are intended to be illustrative, not perfect or definitive and the wording is illustrative of delivery text, not slide text. The questions are aimed at helping you articulate the conclusions you reached from your validation interviews for each of the 20 Elements.

You need to only address the questions that are relevant to your validated Business Model and the words of your answers should be for the most part in your delivery text, not on the slide. Finally, for each Element you must indicate whether your validation is complete or whether there is more to be done.

Addressing your 20 elements in 10 to 13 Slides

It is important to take your initial 20 slide presentation (one slide per element) and carefully condense it to approximately 10 slides whilst ensuring that you address each element distinctly and separately on the slide. Please remember it is more important to keep your presentation to no more than 10 minutes in length than to keep your presentation to exactly 10 slides. Please note that for the 2016 judging process, we will advise all judging chairs to immediately halt each presentation after exactly 10 minutes even if the presenting semi-finalist has not finished. Judging chairs will use discretion as to the number of slides they will accept but we recommend a maximum of 15 slides in total, which can be broken down as:

- 10 slide presentation plus 5 additional slides in the appendix for use in the Q&A section.

- 13 slide presentation plus 2 additional slides in the appendix for use in the Q&A section.

- 15 slide presentation with no additional slides for use in the Q&A section.

Below is an example on how the 20 elements can be reduced to 13 slides. Please consider this only as an example and use your own judgement when deciding how to combine and represent all 20 elements of your business model. An overview of all 20 GCIP elements is provided in section 2.2 of this guidebook.

Slide 1:

Business Description / Title Slide

- What are the key activities (e.g. development, manufacturing, sales, service) of your business?

Side 2:

The Pain or the Problem

- Quantify the "big" pain that your product addresses.

Slide 3:

Product & Technology

- What does the Product do? How does it address the Pain?

- How does the Technology enable the Product to address the Pain better than alternative solutions? Is the IP patentable? How do you know it is?

- Is the Product prototyped to customer's satisfaction? Ready to Pilot?

Slide 4:

Customer Segmentation

- What are the most likely customer segments/sub-segments that have the Pain and will buy your product?

Slide 5:

Beachhead Segment & Adjacent Segments

- What is the "low hanging fruit" sub-segment most likely to buy your product soonest?

- What are the second and third adjacent segments that you can penetrate relatively easily after the Beachhead?

Slide 6:

Competitors & Purchase Decision Drivers

- Who provides alternative solutions and why will the beachhead segment buy your product instead of the alternatives?

Slide 7:

Revenue Model & Pricing

- How will you charge (e.g. direct sale? license? financed? subscription?) and what will you charge?

Slide 8:

Market Opportunity (TAM)

- How big is the market opportunity? Total Potential--not your forecast--Sales (Price x Units) from Beachhead and Adjacent Segments.

Slide 9: Go-To-Market Tactics, Channels of Distribution, Strategic Partners

- How will you build sales from 1 to 5 to 50 to 500?

- What possible partners can take you international? Global?

Slide 10: Critical Milestones, Funding Needs & Strategy

- What are your most critical milestones?

- What funds will they require? Where will you get the funds?

Slide 11: 3-year P&L

- What are your forecast revenues from your Beachhead Segment? From Adjacent Segments? Production costs? Gross Margin? Marketing & Sales costs? Net Margin? Cash Position?

- Who are the team members that will ensure you achieve the major milestones?

- What skills are you missing?

Slide 13: Social/Environmental Impact & Role of Government Regulation & Certification

Judging Criteria

The 9 Categories

The Judging Criteria are grouped into 9 categories designed to guide Judges in assessing teams on the degree to which they have addressed most if not all of the 20 Elements in their validation interviews and captured their validated conclusions in their Investors Presentation.

1. Business Description

a. Do they know what all the required functional activities are of their proposed business?

2. Customer Discovery

a. Has the team clearly validated (substantiated) with convincing customer discovery interviews: 1) a specific quantified, "big" pain or problem they solve? 2) for a specific beachhead customer segment? and 3) with a Minimum customer-required Feature Set?

b. Have they contracted with one or two pilot customers in the target beachhead segment?

c. Does that segment represent their likely first $1 million in revenues?

d. What adjacent segments have they validated?

e. What is their proposed pricing and the total market opportunity (beachhead plus adjacent segments?)

3. Product/Technology Validation

a. Has the technology (the physics) been third-party validated to demonstrate that it works?

b. Does the technology give their product a clear competitive advantage?

c. Do they have a clear roadmap for completing the prototype(s)? the first commercial product?

d. Have they validated that the product can be profitably manufactured and scaled?

4. Go-To-Market Tactics / Sales Model

a. Do they have a clear, specific, customer-validated model for growing sales from initial pilots to dominant market share in the beachhead segment?

b. Do they have a channel and/or strategic partner strategy for penetrating adjacent segments?

5. Finances & Funding

a. How credible and well-validated are the revenue and all cost projections?

b. Do they have a clear, specific and logical strategy for the sources and uses of the funds they are trying to raise?

6. Legal

a. Is the team's IP their own, patentable and defensible?

b. Is their corporate and cap structure free of issues?

7. Team

a. Is the current team credible, with relevant skills and appropriate connections to achieve the critical Product and Market 18-month milestones?

b. Do they know what their skill gaps are and how they will fill them?

8. Sustainability

a. How well does the team describe, quantify and validate the net environmental, economic and social benefits/impacts of their cleantech application.

b. How well does the team describe and quantify the environmental, economic, and social responsibility and impacts of their operations in manufacturing and providing their technology or service?

c. How significant is the net environmental and social benefits of this venture? How do the benefits compare with the status quo and other competing new solutions? Do the benefits significantly scale over time? Do the benefits address specific Sustainable Development Goals (SDGs) in a meaningful way?

d. Is there a link between the environmental and social impact of this venture and its customers, partners and investors? Does the environmental and social impact drive profitability and a competitive advantage in securing customers, partners and investors?

9. Executive Summary & Investor Presentation

a. How clear was i) their presentation and ii) responses during the Q&A session? Were you ever, or often, confused by the presentation and their responses during the Q&A session?

b. How complete was their presentation? Did they address all 20 Elements of the Business Model? Did their validation work significantly "de-risk" the investment opportunity?

c. How convincing was their presentation? How compelling did they make the investment opportunity?

Scoring and Feedback Scale

Using the following scale you should score each startup on each of the 9 categories by "aggregating" a total category score based on how well each team addressed the lettered questions in each category. Note that your feedback comments that follow each of the lettered questions represent the most important aspect of your role.

5 – **Keep doing what you're doing.** Focus on other areas

4 – **Almost there**. Could be better if [......]

3 – **Mixed.** Key areas for improvement include [......]

2 – **Work needed in this area.** You should focus on [......]

1 – **Significant work needed here**, particularly [......]

Managing Second Round Judging

Preparations for running round-two judging include the following (noting that this list does not include logistics such as room booking, refreshments, greeting and coordinating arriving entrepreneurs ...)

1. Make sure your teams understand the judging format, timing and process. Do this as early as possible – ideally, cover these details clearly at the national academy, and provide regular reminders thereafter in your interactions with the teams and via your mentors:

- Distribute the **judging criteria** and scoring/feedback matrix so they're clear on what, specifically, the judges are looking for and exactly how they will be assessed.

- Make sure they are aware they are entitled to bring a video camera if they wish to record their own presentation for future review.

- Clarify the timing, as follows:

a. 1 minute to set up; the entrepreneurs into their presentation time if they take longer. The slides should be loaded and carefully checked by a member of your team in advance onto the presentation computer in the judging room; teams should not arrive expecting to connect their own laptop to the projector.

b. 10 minutes to present*

c. 10 minutes for Q&A*

d. 1 minute no-rebuttal feedback from one of the judges

*Any minutes not used in the presentation are automatically added to the Q&A time. Teams are recommended to allow more time for questions – judges who don't get their key questions answered are less likely to feel 'comfortable' with the team and technology.

2. Prepare your equipment: you will need **a computer with PowerPoint and the presentations pre-loaded, a projector, and a video camera and audio recorde**r in each judging room.

3. Recruit **a judging team** for each judging room. If you have a large number of semifinalists in your GCIP program you'll either need to (a) split judging by technology category (one room for energy generation, another for energy to waste – this approach adds complexity), or (b) run judging with one panel from early till late, or over multiple days. For each judging room you will invite:

• Judges with a range of experience, skills and backgrounds, but all with expertise in early-stage entrepreneurship and cleantech. When selecting your panel …

  • start by analyzing the industry sectors of the companies who will be judged – you'll need to have at least one expert on the panel for each industry represented. See the notes below on conflict of interest – start judge recruitment early and be prepared to call up the reserves if your first candidates are unavailable or conflicted.

  • include representatives from throughout the innovation ecosystem: academia; corporations; finance institutions; angel, venture and strategic investors; government; research labs, etc.

- Sustainability judges, with the expertise needed to judge the sustainability of each business and its technologies.

- A judging chair or 'senior judge' who will lead the session, provide guidance to judges and teams, lead deliberations on scoring and feedback and provide the casting vote where needed. Your judging chair is a judge along with the rest, will control the proceedings, and could be you or a senior member of your organization. The chair must be familiar with the judging session procedures in this document, and able to retain control of the room (including moving things along if one of the other judges has too much to say).

- A timekeeper focused on ensuring each session runs on time. The timekeeper also needs to be suitably firm (to ensure that no presentation or Q&A session runs over the allotted time) and fair (that all presenting startups receive the same time and treatment over curtailing their presentation). Your timekeeper will need a large countdown clock or signs he/she can hold up for three minutes and one minute – and is clearly briefed to stop the presentation and Q&A sessions at the end of the allotted time, not after the presenter finishes a sentence.

- A scribe who will keep notes on all key aspects of the deliberations and decisions (important, in case there's any confusion after the fact about what was said by whom, or the decisions reached). The scribe can be called on by the chair at any time to recap parts of the conversation.

- The scribe is also responsible for ensuring that all presentations are videotaped, with the timekeeper as a backup. Of course, if you can dedicate a team member to the video camera, so much the better.

4. Distribute the **judging guideline pape**r to all judges/sustainability judges and **both the judging guideline and this guideline paper** to the judging chair, scribe and timekeeper.

5. Distribute the teams' executive summaries and worksheets to every member of the judging team (judges, sustainability judges, judging chair, scribe, timekeeper) as soon as possible after the deadline for submission, and a good two weeks before live judging.

6. Contact the judges to confirm they've received the materials and to make sure they know:

- that all materials written by the teams are confidential

- who is a 'designated expert' for one or more of the companies (best to distribute as a list, in writing, to avoid any confusion)

- whether any has any conflict of interest with any of the presenting companies (e.g. an investment or other interest in a competitor). Any judge with any conflict should recuse him/herself from that judging session – adding a major challenge if the judge in question is your 'expert' for the company. Don't let this be an issue this late in the game: when you start your judge recruiting, check for conflict of interest with any of the companies, and have a good list of backup judges.

- they are committed to read the materials and to carry out background research; your judges are no doubt busy people, but they owe it to the teams to prepare thoroughly – confirm this commitment and don't accept judges who won't prepare.

- that research should not include contacting other judges, or the teams

On the Day

It's a very good idea to have the teams verify that the PowerPoint you've pre-loaded for them on the presentation computer is (a) the right version and (b) working as it should – correct fonts etc. Do this the day before, if possible, or in each of the breaks before each group of companies presents.

Your judges and sustainability judges should arrive at least an hour before live judging starts. Set up the equipment (computer with presentations pre-loaded, project video camera and audio recorder) in every judging room. Train the video camera on the area from where the presentations will be made, including the screen, and make sure that one of the team is fully responsible for checking at the beginning of each session that the camera is recording.

Invite all chairs, judges, scribes, timekeepers, and other team members such as videographers, to a briefing session where the GCIP coordinator or judging chair will reiterate key points and answer questions.

Judge Briefing

Suggested agenda:

- Welcome

- Questions, observations about the materials received

- Final discussion of any conflict of interest questions or concerns, and confirmation of the judges who will recuse themselves from any of the presentations

- Judging procedure for each session (10 minutes pitch /10 minute Q &A / 1 minute feedback)

- The role of each person in the room (chair, scribe, timekeeper, judges, experts)

- The schedule of one-minute feedback provided by the designated expert for each company

- How decisions will be reached (every judge has a vote, judging chair has casting vote*)

- What we're looking for (see 'what to consider' in the judging guidelines)

- Any questions?

* It is the judging chair's prerogative whether or not to use his/her casting vote. Note that some judging chairs prefer to have a unanimous, or near-unanimous vote on the winning team(s): this may not be necessary or possible in all cases.

Detailed Judging Session Format

As each team enters the room:

- a member of the team (scribe or timekeeper or a dedicated person) works with them to remind them that they have a maximum of one minute to set up and to locate their pre-loaded presentation

- another team member verifies that the camera is recording.

As soon as they're ready, the judging chair greets them:

0. Judging Chair's welcome (max 30 seconds)

- words of welcome/encouragement

- reminder of time limits (10 min presentation; 10 min Q&A – shorter pres = more time for Q&A) and asks the judges to introduce themselves very briefly:

1. Introductions: 1 minute

It's good practice for all the judges to introduce themselves at the beginning to each new team that enters the room. Each judge, please keep your introduction down to three or four seconds at most – that really means your name and firm, perhaps your specialization.

2. Presentation: 10 minutes

Each semifinalist team has up to 10 minutes to make the presentation. Any team that chooses to take time from those 10 minutes to ask questions of the judges or to upload another copy of their presentation or in any way vary from simply delivering their presentation should be warned that they are using up precious minutes. They must be curtailed at exactly 10 minutes, and the timekeeper should give them warning when they have three minutes and one minute left.

3. Q&A: 10 minutes

The presentation is followed by a further 10 minutes for questions – and possibly a little more, if the team used less than their full 10-minute presentation time.

4. Verbal Feedback: 1 minute

One judge will have one minute to provide brief verbal feedback. The judging chair should identify the appropriate judge 'expert' for this company; the selected judge summarizes the main questions raised/points made by the other judges plus responses from the team, and gives his/her view of how the materials and presentation came across.

5. Scoring and feedback: 5 minutes

Each judge captures notes for each startup on each of the judging criteria, and should use the time between teams, including time while the next team is setting up, to assign a numerical score and to record feedback against each of the judging criteria.

Once all judging is finished for all teams ...

After all teams have presented, each judge must hand to the scribe the single sheet that shows his/her rank order of the teams you have evaluated; the scribe will enter all judges rankings into a spreadsheet in order to identify the average rank for each team and the rank order of all teams that have presented.

Reaching Your Decision

The judging chair then leads the group in a discussion about which teams should progress. Every judge should be given the opportunity to express a view on every presenting startup. The selected 'expert' should be asked to engage more proactively in the discussion on his/her assigned company.

The scribe's role is particularly important here – at this stage, the scribe must capture key comments and scores – particularly any changes in scoring that result from the deliberations. To avoid any confusion after the event, the judging chair shouldn't try to remember everyone's scores and comments but should refer to the scribe to summarize.

1.11. GCIP Accelerator Recap Test

The multiple-choice questions below are intended to be a means to check what you remember from this section of the guidebook. Additional test questions are available online.

Q1) What are the four key areas to consider when initially reviewing applications for the accelerator?

A. Age

B. Gender

C. Skills

D. Team

E. Sales experience

F. Technology

G. Product

H. Location

I. Market

Q2) What are the different types of GCIP mentors?

A. Trainee mentor

B. Senior Mentor

C. Generalist Mentor

D. Industry Mentor

E. Specialist Mentor

F. Student Mentor

Q3) How many elements in the GCIP Business Elements?

A. 10

B. 20

C. 30

D. It varies

Q4) Which of the descriptions below are GCIP business elements?

A. Technology Demonstration

B. The Pain & the Problem

C. Product & Value Proposition

D. Customers

E. Sales Pipeline

F. Business Description

GCIP Entrepreneur Support

2.1. Introduction

Within the context of the GCIP accelerator, support is provided to entrepreneurs through the alignment of mentoring and intensive training with specific deliverables (such as the worksheets, investor presentation etc.) and a sequential validation of the key components of the teams' business model (the GCIP 20 elements). The emphasis is on practical, applied guidance that GCIP teams can immediately put to use in their business rather than a theoretical approach. All GCIP support for entrepreneurs is especially focused on resource and time efficiency. Time, in particular, along with money, is something that a GCIP entrepreneur possesses in very limited supply. The alignment of the mentoring and training activities with deliverables, a focused timeline and a specific validation framework is intended to dramatically reduce the time taken to produce a final pitch deck that can secure customers, raise investment and convince partners.

2.2. The GCIP Business Elements

The GCIP Business elements serve as a framework for early stage cleantech ventures to systematically validate the assumptions on their product, market, customers and business model. It is a sequential methodology for entrepreneurs to focus on specific elements each week that will systematically enable them to define their intended product, validate the market fit and develop a suitable business model, team and funding strategy in order to execute.

The GCIP Business Elements represent specific aspects of their venture that entrepreneurs must test, validate and communicate in order to succeed. The elements integrate with the GCIP training curriculum (Global Webinars etc.) and draw on lessons learnt from GCIP since its inception and best practices in entrepreneurial education such as the Business Model Canvas (Alexander Osterwalder), Customer Development Methodology (Steve Blank) and Lean Startup Model (Eric Reis).

Importantly, the 20 GCIP Business Elements are not intended to be static and the framework has and will evolve based on the needs of participating entrepreneurs

and the scope of the ventures supported. For example, a GCIP accelerator with more developed ventures or a very specific sector focus may require additional or alternative elements. The evolution of the elements is meant to be collaborative with GCIP coordinators, partners, mentors, alumni and entrepreneurs all playing an active role.

Every one of the 20 Business Elements must be made specific to be useful and actionable. Entrepreneurs cannot validate or sell to a generality. Entrepreneurs validate specific sub-segments, specific pains, specific revenue models, specific pricing, specific sources of funding and of course can only sell to specific customers. Also, please note that arriving at validated, substantiated answers to these questions is what the months-long process during the GCIP accelerator is all about. Entrepreneurs must give this the attention it deserves as their success depends upon it.

The examples provided are intended to be illustrative, not perfect or definitive and the wording is illustrative of delivery text, not slide text. The questions are aimed at helping entrepreneurs articulate the conclusions they have reached from their validation interviews for each of the 20 Elements. They need to only address the questions that are relevant to your validated Business Model and the words of their answers should be for the most part in your delivery text, not on the slide. Finally, for each Element entrepreneurs must indicate whether their validation is complete or whether there is more to be done.

1 Business Description	2 The Pain or The Problem	3 Product & Value Proposition	4 Technology: Advantage & IP	5 Customer Segmentation
6 Beachead & Pilot Customer	7 Adjacent Segments	8 Competition & Competitors	9 Revenue Model & Pricing	10 TAM
11 Go to Market Tactics / Sales	12 Distribution Channels	13 Strategic Partners	14 Critical Milestones	15 Funding
16 Team	17 3-Year P&L	18 Government Regulations	19 Sustainability & Impact	20 Scaling Up & Going Global

WORKSHEETS **JURY PITCH** **INVESTOR PITCH** **EXECUTIVE SUMMARY**

The GCIP Business Elements: A sequential process for validating a business model and the resulting venture.

The 20 GCIP Business Elements

1. Business Description.

What does your business DO? This first slide should graphically/pictorially, clearly, and factually depict—without pitching—the "key activities" of your business along the entire value chain, like: "XYZ startup develops and manufactures(?) sensors that measure (map?) soil moisture remotely and sells those sensors to (equipment y manufacturers?) or farmers to retrofit on their "big" tractors and other heavy machinery to enable measuring of soil moisture real time while seeding/irrigating.

Another example: KleanStor will develop, manufacture and sell a flexible heat-and-electricity storage solution to rural farmers who are not connected to the natural gas grid and instead use expensive and polluting fuel to meet their required heat and electricity needs?

2. Pain (or the Problem)

What is the pain or problem your product addresses and how "big" or costly is it? Be specific and quantify the pain to your target customers.

(Example: Currently dairy farmers in South Africa that need large amounts of hot water in addition to their electricity are paying 6x more for their energy than they need to.) Or (the pain is the high cost of building materials, specifically bricks, putting the cost of housing in settlements out of the reach of low income South Africans, Pakistanis, Indians, Turks, etc. We have begun to validate this pain and the cost it contributes to the overall construction costs and we are testing the perception of the cost savings of our bricks by talking to ____ and we will continue the validation by talking to_____ .) **What remaining validation is required?**

3. Product & Its Value Proposition

What is your product? Pictorially show us what it does? What is the quantified benefit? And to whom? How specifically does it address the pain (above) better than competitive or alternative?

(Example: KleanStor is the only energy storage solution providing both electricity and free heat using an innovative heat management system which doubles the efficiency of our hydrogen-based technology and provides farmers and other SMEs not connected to urban natural gas grids with all their energy needs at 1/xth of the cost.)

4. Technology, Its Competitive Advantage & IP Defensibility

Graphically show us what your technology is. What competitive advantage does the technology give to your product? Have you completed a technology Proof of Concept and validated with reputable technical third parties? Have you completed a Product Prototype that leverages your technology and that has been validated by third parties (notably customers)? What is left to be completed in relation to Product Development? Is your IP defensible/patentable?

(Example: Our storage solution combines three existing technology components—hydrogen storage, electrolyzer and fuel cell—with an innovative heat management system that captures waste heat and enables the delivery of BOTH efficient electricity and hot water at 60 degrees Celsius with an overall efficiency exceeding 80%. We have designed and manufactured the electrolyzer and the heat management system and are collaborating on the fuel cell, hydrogen storage and the algorithm "brain" of the heat management control system respectively with a major fuel cell manufacturer, a leading Hydrogen Center and the machine learning department of Northwestern University. Our IP strategy

5. Customer Segmentation

What do you guess/hypothesize are the 6 or 7 most likely specific addressable (sellable) customer segments? (NB: an addressable customer segment is made up of a distinct set of like-minded customers who share the same "big" pain, the same buying habits and processes, who live/work near each other, talk to each other in the same language and in the same functional language (e.g. dairy farming versus vegetable farming) and buy products similar or complementary to yours from the same sources and have the same buying "power"? It is useful to think in terms of very well defined, homogeneous sub-segments in which you can gain large market share rapidly.

(Example: a startup with a microwave-based product that improves heat management in the food industry recognized that the "food industry" is too general to be addressable and that in fact the relevant sub-segments were baked goods. Within those, even there were distinct relevant sub-segments e.g. pastry products and bread that have different requirements of their microwave equipment and are in fact distinct customer sub-segments—just as there are different baking processes in different regions of their country.) **What are the next Validation Steps?**

6. Beachhead Segment & Pilot Customer(s)

What customer sub-segment have you talked to and have learned that they are the "low hanging fruit" that they have the pain and will buy your solution before any other segment? What specifically have you learned about that segment that tells you it is your first paying customer segment? What potential pilot customers in that

segment have you identified? Who is your first Pilot Customer? What features have they told you they desire in the pilot?

(Example: Our most likely customer segments are rural farms that have high energy costs, including high heating costs due to not being connected to the natural gas infrastructure and have renewable energy systems already installed. Our beachhead segment or the low hanging fruit that we have validated that will buy first are dairy farms that have high use of hot water, particularly those in Wales where we have a champion in National Trust that acts as energy advisor to 9000 farmers in Wales.

We have talked to 10 customers in our beachhead segment to validate the desired features and we are building those features into our second prototype and XYZ dairy farm in Western Turkey will be our first pilot and we will actually be installing in Autumn, 2016.) **What are the Next Validation Steps?**

7. Adjacent Segments

What are the likely, natural target 2nd and 3rd segments that will be readily available to you after you deeply penetrate the Beachhead segment? And why? What other customer segments in your country—or other countries-- have you identified that have the pain and will buy after they talk to your happy customers in the beachhead? **What are the Next Validation Steps?**

8. Competitors & Basis of Competition

Who are your direct competitors? Who are your indirect competitors who offer alternative solutions for addressing the customer's pain? What 4 or 5 criteria other than price will drive the customer's purchase decision? (Example: For soil moisture remote sensors, the criteria might be accuracy, speed, remote capability, customizability, technical sales team, and brand.) Complete a ranking matrix of

competitors (both direct and indirect) against criteria driving the purchase of your product. **What are the Next Validation Steps?**

9. Revenue Model, Pricing, Margin & Initial Revenues

What is your revenue model for that Beachhead Segment? What revenue model is likely to get targeted customers in the Beachhead segment to buy? Are you able to increase purchases by offering a rental or pay-as-you-go option?

Are you going to license this product to another company (name please) that will manufacture it and take it to market and pay you a licensing fee or a royalty? Or are you going to get financing sufficient to manufacture it yourselves and take it to market? What have you learned from end users that indicates what the right price is?

If you license or charge a royalty, what will your price be? If you contract manufacture or manufacture it yourself and sell directly to end users, what will your price be? And if you sell through distributors? What will your gross profit margin be? **What are the Next Validation Steps?**

10. Total Addressable Market (TAM)

How big is the Beachhead segment? (TAM = revenues per unit, times total number of reachable customers in the segment) How big are each of the 2nd, 3rd, 4th Adjacent Markets? When combined, how big is the market opportunity they add up to? **What are the Next Validation Steps?**

11. Go-To-Market Tactics/Sales Model

What are the specific tactics that you will use to create demand amongst customers in your Beachhead Segment? What specific tactics will you use to grow from initial first (Pilot) customer to 2nd and 3rd customers to 50, 500 or 5000 customers? What are you learning in your customer validation conversations/interviews about potential customers' buying habits and processes that are informing you as to how to reach many customers and grow your customer base after the first few customers? What major Influencers on your potential customers have you identified? How do you

reach and influence these major influencers? **What are the Next Validation Steps?**

12. Channels of Distribution

What possible distribution channel(s) have you identified that might distribute your Product; in your beachhead and in your adjacent segments? Explain how you validated them. What are the cost implications of using your selected distribution channel? **What are the Next Validation Steps?**

13. Strategic Partners

What company or companies have you identified that could help you in R&D and/or Development, Customers Segment penetration, branding, manufacture, scaling, etc. and have a strategic interest in your product or in your technology? Have you started validating conversations with them? **What are the Next Validation Steps?**

14. Critical Milestones

Create a GANTT Chart that lists every critical Milestone (including every Validation step) that you need to accomplish in the next 18 months. The chart should focus on the milestones that will demonstrate to investors and partners that you have real momentum and are successfully de-risking your business.

Group those milestones in the following categories: 1) Prototype/Product Development; 2) Customer Validation; 3) Sales (getting Pilot Customer, Team – missing skills; and 4) Production/Manufacturing. Where possible, state the funding requirements for each milestone.

15. Funding

What specific sources of funding – public or private – have you identified? What funding sources targeted for your start-up, your product, your stage, your

beachhead/adjacent segments, etc. have you validated? Does the criteria and availability for the funding match your company and needs, including your timeline? What are your Next Validation Steps?

16. Team

What team skills are you missing to achieve your critical milestones? How will you find those skills? Do you have an advisory board? What role will your board play? What are your Next Validation Steps?

17. 3-Year P&L – Revenues & Total Cost Structure

This slide should be a high level P&L Statement that legibly highlights the projected revenues from Beachhead and Adjacent segments; 2 or 3 key elements of your total Cost Structure; your Net Profit (or Loss); any guaranteed injections of funds and your Net Cash position for 2022, 2023 and 2024.

> What are your key operating and overhead costs? What are your current and projected monthly burn rates?

18. Government Regulation, Certification

This slide should call out any Regulation or Product Certification requirements your product is facing and how your Beachhead Segment or Adjacent Segments are affected. Are there any new regulations that create barriers to entry for your competitors or increase the need for your product? **What are your Next Validation Steps?**

19. Sustainability (environmental and social impact)

In this slide, please quantify the environmental impacts (CO_2, water etc.) of your product development, manufacturing and distribution. Estimate the social impact

of your venture from job creation, improving livelihoods etc. Highlight how any of the environmental and social impacts align with the United Nations 17 Sustainable Development Goals (https://sustainabledevelopment.un.org/sdgs). **What are your Next Validation Steps?**

20. Scaling Up and Going Global

Tell us if, and why, you think your product has global potential. Clearly highlight the market validation you have that supports global expansion and list the countries where you have sales or market development activities already. How will you scale up your team, manufacturing, distribution and operations successfully? **What are your Next Validation Steps?**

2.3. The GCIP Checklist

To help GCIP entrepreneurs prepare more effectively for the business clinics and the mock/final judging in particular, a checklist is used to verify that all key GCIP elements have been addressed. The intention is that the checklist is not only used as a point of reference by the GCIP team and their assigned mentor but as a means to report progress to the GCIP PMU. The team and their assigned mentor are requested to tick or initial each box associated with a required topic and submit updated checklists to the GCIP PMU at specific intervals.

Instructions for GCIP Teams: First version of your checklist.

For this first iteration you are not expected to have completed everything; you should focus your attention on the shaded roads, with major emphasis on the concepts in bold.

#	Topic	Complete the shaded rows before the business clinics, paying particular attention to the **text in bold**. The non-shaded rows should be completed before final judging.	You	Mentor
1	**Business Description**	It is clear from the first slide what this company does. There is a bold claim that clearly explains its differentiation (e.g. the first, only, best, fastest …? – in most cases). There is a simple quantification of advantages or benefits (x% faster, saves $y annually).		
2	**Pain**	The pain expressed is relevant to the target customer. The pain is quantified (economic impact, inconvenience, etc). The team has validated that the customer cares (early prospects understand they are in pain and have told the team they need a solution).		
3	**Product**	It is clear what the product does. And how it solves the pain. There's a picture of the product so we know what it looks like.		
4	**Technology**	The technology is described in a clear, compelling, non-confusing way (a simple, understandable diagram). It is clear that there's some secret sauce/ an exciting innovation. There's a story describing how the technology was invented. And there is good evidence that the technology actually works.		

5	**Beachhead**	The beachhead is a precise and identifiable small/NICHE market with a clear regional geography and demographics and an identifiable number of individuals or households (B2C) or companies (B2B). e.g. "Our beachhead is the 49 clothing manufacturers with 25-50 employees in the Port Elizabeth region") This market is non-conservative (i.e. early adopters). There is evidence that the startup understands how to build traction in this market, and that it's reasonable to expect that they could sell to ~40% of this segment within two years.
6	**Adjacent Markets**	The first series of adjacent markets are geographically or logically close to the beachhead.
7	**Competition**	The company has identified and validated the decision-making process and purchasing criteria for customers in its early markets. It is clear that the company understands its strengths and weaknesses vs the competition. There is a slide that shows two or more validated purchasing criteria relevant to early markets (particularly the beachhead) where the company is strong against competitors – either (1) BCG matrix or (2) feature list (Harvey balls).

8	**Revenue Model & Pricing**	It is clear what price the company will charge and how it will collect revenue (sell, lease, rent, subscription, etc.) from customers. It is clear whether they will make or license. The team has defined all important sources of revenue (installation, service, upsells, etc.) The revenue model makes sense within the context of the COCA, first-year value and lifetime value of each customer. Pricing, revenue model, COCA, first-year value and lifetime value have all been validated.
9	**SOM, SAM, TAM**	The company has numbers to show there's a large TAM, but more importantly it has calculated its SOM by multiplying annual revenue per customer (average annual value of orders) by the total number of customers in its early markets – a bottom-up calculation.
10	**Go-to-Market**	The company has demonstrated that it has developed or is in the process of developing a repeatable model for (1) finding (2) engaging (3) closing (4) keeping customers in its early markets over the coming 2-3 years.
11	**Partnerships**	It is clear what partnerships are in place and planned along with the impacts of each partnership (e.g. in extra revenue, reduced costs or time, or faster scaling).
12	**Critical Milestones**	The key milestones are clear and logical.

13	**Funding**	The funding strategy is clear and logical and tied to milestones. It is clear how much investment is needed to achieve each milestone and the estimates make sense.
14	**Team**	There are photos of key team members (it helps to show the humans involved!) with clarity as to what each person does, with credentials (education and experience) and why he/she is relevant to the success of the company. It is clear what gaps there are.
15	**Projection**	The projection is easy to understand, and it is sensible and justifiable (calculated from bottom up). It is clear how much investment capital the company will need to meet its milestones (see timeline above), when the company will break even, and the reasonable return an investor could expect.
16	**Government Regulations**	The company understands the legal/ regulatory opportunities and hurdles and has demonstrated it knows whether there are current laws/ regulations in South Africa or elsewhere that this company could use to its advantage or which could hinder its progress.

17	**Sustainability**	It is easy to understand the environmental and social impact this company could have at scale. The team has quantified the impacts (e.g. an equivalent number of cars off the road, power plants not built, or swimming pools of water saved/ cleaned). The company has (if relevant) indicated that its products could have a significant impact on achieving one of the United Nation's Sustainable Development Goals (SDGs).
18	**Going Global**	This is ultimately an exciting global opportunity with quantifiable opportunities in multiple overseas markets. The team has demonstrated a good understanding of how to validate and how to execute.

2.4. GCIP Worksheets

GCIP Worksheet 1 - [Interactive PDF]

BUSINESS MODEL CANVAS

Action - Create a PDF of the completed business model canvas

- Get out and test your theories: vigorously hunt down exactly the right individuals and companies in your proposed 'value chain'. You can hypothesize, but only your customers and partners and vendors can validate.

- Refer to these materials frequently as you complete and revise your hypotheses on the Business Model Canvas.

- You are done with Worksheet 1 when you've imported a 'final' Business Model Canvas pdf with all ten hypotheses tested and validated.

- Use the customer relationships section to record the potential size of your initial market subsegment, the 'tenth' section of the Business Model Canvas.

Judging Criteria

- How clearly understood and articulated is the business model?

- Are there aspects of the business model that are novel and innovative?

- Has the team interviewed enough and all types of players in their entire value chain to convincingly demonstrate that they have thoroughly validated and de-risked their business model?

CUSTOMER DISCOVERY RESEARCH

In preparation for Worksheet 2 (Product/Market Fit), make a list of the key reasons people buy your type of product, then correlate to a description of the person or business that has that reason. This will help define your market.

GCIP Worksheet 2 – [Interactive PDF]

PRODUCT/MARKET FIT

Action - Respond to the worksheet questions in less than 5,000 characters

- For this and all worksheets:

  - Refer to these materials frequently as you progress.

  - Make sure you've read and fully understand the questions below; go through them with your mentor(s) as early as possible, and make sure all your questions have been fully answered.

  - Start by drafting your answers to the questions below in a Word document, noting that there's a character limit and you need to be concise – the goal here is not to write an essay or a business plan.

  - Brainstorm several possible customer segments or industries including the "long shots" with potential customers in those segments. Test those segments to see if they have the problem your product/technology addresses. Ideally, you're looking for your first million dollars in revenue from a customer segment with a very strong need.

- You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment.

  - Specify the validated market subsegment you have identified, in which the customers buy similar products, have a similar sales cycle, look for a similar value proposition and reference each other.

  - Identify specifically the pain your technology addresses/problem it solves: a monetizable, "shark bite", "hair on fire" pain or problem validated by your interviews.

  - In your value proposition, describe your product briefly and how it addresses that pain or problem, excites the customer, taps an urgent need and will have a big impact on their business. Quantify the impact, if possible. (This value proposition should get prospective customers to return your cold call).

- Describe the minimum feature set that your customer has clearly indicated in interviews they want more than other features. What will they pay for this Minimum Viable Product as the first release?

- What's your revenue model? Will you (a) sell a product or service or lease or (b) sell subscriptions or (c) license the technology or product.

- How will you price the product? Does your pricing model take into account competitive pricing, manufacturing costs, product value and "how much the market will bear"?

- Are you creating a new market, or have you found a niche in an existing market that you can dominate? If you're in a well-established market, what is your competitive advantage in your subsegment that drives a customer's purchase decision and against entrenched competitors or suppliers of an alternative solution?

- Estimate the size of your target customer subsegment (NOT THE TAM OR SAM) and calculate the $ size of that segment, using your validated revenue model and pricing structure.

- Provide some evidence or insights that show whether or not your target subsegment represents your first million-dollar market within a year?

- If you win this subsegment, describe how you can leverage it to enter adjacent markets with only slight modification to the product or your sales strategy.

- Show you thoroughly understand your customer end users, their persona, how they will use your product.

- In the target segment, have you sold to "early evangelists" who have bought into your vision and can provide references/testimonials, or pilot customers who will collaborate with you to define the Minimum Viable Product (MVP)?

Judging Criteria

- Has the team clearly validated with convincing customer discovery interviews: (1) a specific "pain" or problem they solve; (2) for a specific customer segment; (3)

with a Minimum Viable Product/Minimum Feature Set?

- Have they identified one or two early evangelists or pilot customers in the target customer segment?

- Does that segment represent their likely first $1 Million in revenues?

- Is the team clear on the additional validation steps required to complete Product/Market Fit?

GCIP Worksheet 3 – [Interactive PDF]

MARKETS AND GETTING TO THEM

Action – Respond to the worksheet questions in less than 4,000 characters

- Develop your theoretical answers to the questions, then test them with your validated subsegment. Don't get too deeply into this process until you have a validated subsegment. You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment:

- What is your go-to-market strategy? Apply what have you learned about your validated customer subsegment's buying process – how they will learn about your product, how they will assess your product, their purchasing cycle, all the people involved in the purchase decision and all the leverage points in that process in which you can affect their purchase decision.

- How does your product or solution compare with competitors in your initial subsegment and adjacent markets? Why would customers be compelled to purchase from you rather than a more established competitor?

- After your initial sales (which you will make directly), describe which channels you will use to reach other customers in the subsegment? Direct sales? Independent

sales reps? Systems Integrators? Wholesalers or distributors? Dealers or resellers? Original Equipment Manufacturers (OEMs)? Does your customer segment already buy other product through channels you could leverage?

- Show that you have validated the chosen channel by talking to key people. Show that the partners you have approached represent a profitable and willing route to the end user.

- Explain whether you have also investigated partnering with companies that currently sell related products to the same customer..

- Specify the second, third, (and fourth) most promising subsegments that are adjacent to – share some characteristics with –your target segment such that you can sell to them with only moderate tailoring of your go-to-market strategy. These segments together should represent your SAM.

- Do you know how you will keep and grow customers? Do you know what your customer acquisition cost will be? What resources (financial or otherwise) will you have to allocate to acquire additional customers?

    1. During the sales process how will you:

    2. Demonstrate credibility?

    3. Provide supporting materials and collateral?

    4. Reverse the risk and sales barriers?

Judging Criteria

- Is the sales model to get to the first $1 million in revenues and then to $5 million+ clear, specific and validated by customer interviews? Has the team considered and validated how they will grow revenue?

- Has the team credibly positioned their solution against the competition?

- Is their channel and partnering strategy well-thought-out and validated?

GCIP Worksheet 4 - [Interactive PDF]
PRODUCT/TECHNOLOGY VALIDATION

Action - Respond to the worksheet questions in less than 2,000 characters and prepare a technology-related testimonial (PDF format).

- You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment, and submitted a testimonial pdf, if you have technology-related testimonials to share. Note that you only need answer the relevant questions (for example, skip questions related to manufacture if irrelevant).

- State clearly where in the development cycle the product is?

   1. Use DOD/DOE TRLs/MRLs to designate the stage of development.

   2. Tell us whether an initial prototype or full-scale prototype has been successfully developed?

   3. Do you have any initial users/field installations?

   4. Is the product ready for manufacture?

- Has the product (as distinct from the technology) been validated by any third parties (e.g. national labs, universities, research institutions or certification organizations)? If so, and if relevant, provide written technology-related testimonials and concise evidence from credible sources that your product design can work. Please submit a pdf with any technology testimonials (one to three pages maximum)

- If you're ready, or nearly ready, for manufacture at scale, provide clear evidence or an industry third-party testimonial that there are no residual technical issues to be resolved and that you have credibly costed the manufacture.

Judging Criteria

- Does the technology (the physics) work and has that been credibly validated?

- Does the team have a clear roadmap to complete product development?

- Is the technology and product unique and innovative compared to the

competitors' products?

- Will the product scale? Profitably? Is this credibly validated?

GCIP Worksheet 5 - [Interactive PDF]

FINANCES AND FUNDING

Action - Respond to the worksheet questions in less than 5,000 characters and prepare your 3-year projections (PDF format).

- Start your first draft projections early, but don't get too deeply into this process until you have a validated subsegment.

  - You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment, and submitted your financial projection spreadsheet in pdf format. Note that you only need answer the relevant questions.

  - Interview professionals familiar with the manufactured or final cost of the product/technology, or products similar to yours and record a validated Cost of Goods Sold (COGS) for your product, according to volume, as necessary. Make sure you capture all hidden costs in your selected channel.

  - Describe the milestones you must hit in the next 18 months and estimate the funds you will require to reach them. Try using TRLs and MRLs to define your development milestones.

  - Tell us where you will most likely be able to raise such funds. (Government grants? Friends and Family? Angel investors? Seed investors? Venture Capital investors?)

  - For your financial projection, use the work you've completed above and in previous worksheets:

    1. Use your work in Worksheet 2 (Product Market Fit) to project first-year revenues for your validated targeted subsegment. Subsequent years might reflect second and third target subsegment revenues, if you have sufficiently penetrated the first subsegment by then. Make sure your assumptions are credibly based on your validation interviews.

    2. Use your customer acquisition cost in Worksheet 3 (Markets and Getting to Them) to project marketing and sales costs in the P&L.

- Create a 3-year financial projection based on the worksheet template or a

similar one of your own (with formulae, not fixed values) that you bring to the finances and funding session in your Business Clinics. You should develop your best guess scenario, with assumptions.

Additional Notes

To create a single pdf from Google Worksheets you have just to go to File > Print. A PDF file will be saved in your download directory.

Judging Criteria

- How credible and well-validated are the revenue and cost projections?

- Does the team understand how much funding they will need? Have explained how their funding needs aligns with key milestones?

- Do they have a clear, specific and logical strategy for the sources and uses of the funds they are trying to raise?

GCIP Worksheet 6 - [Interactive PDF]

LEGAL

Action - Respond to the worksheet questions in less than 3,000 characters.

- You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment.

- What is your legal (corporate) structure (e.g. C Corp, S Corp, LLC)?

  - Are you aware of any corporate or equity structural issues that could be a problem down the road? How will you address them?

  - Are you fully aware of any legal and regulatory requirements applicable to your target market subsegment and adjacent segments? Will the legal and regulatory requirements change within the next 2 years? How will you fulfill all legal and regulatory requirements?

  - Is your IP owned by you? If not, do you have a license for your IP? Is it exclusive?

  - Is your IP defensible?

  - What patent landscape analysis or prior art search have you done or had done?

  - What patents, if any, have you applied for?

  - Does your IP help give you a sustainable competitive advantage, such as higher prices, ability to capture market share rapidly or lower costs or all, of the above?

  - What is your IP strategy going forward?

Judging Criteria

- Is the team's IP their own and defensible?

- Do they have an IP Strategy?

- Is the corporate and cap structure free of issues?

- Is the team aware of, and able to fulfill, all legal and regulatory requirements in their target market?

GCIP Worksheet 7 - [Interactive PDF]
TEAM

Action – Respond to the worksheet questions in less than 3,000 characters.

- Although there are only a few questions below, they require that you consider carefully what you need to accomplish in the near future in every company function, exactly what skills you will need to accomplish those tasks, and how you will find them.

- Develop your theoretical answers to the questions, then test them with your validated subsegment. Don't get too deeply into this process until you have a validated subsegment.

- You have completed this worksheet once you have concisely and completely answered the questions below, within the character limits, for your validated subsegment.

  - Briefly describe the background and skill sets of each team member and why those skills are critical to the company's success in the next 18 months.

  - What skills are missing from your current team to achieve your 18-month milestones successfully?

  - How will you fill those gaps? Advisors? Consultants? New employees?

  - Do you have (or will you have soon) an advisory board? If so, what role will it play?

  - If you have, or plan to have, an advisory board, how will your need for specific advisors change over the next 18 months? – e.g. technical, Business, Customer, Industry, Sales, Policy, International

  - Have you defined role descriptions and required qualifications for advisory board members?

  - How will you find advisors? Please name at least 3 potential new advisory board members (e.g. include LinkedIn profiles)

Judging Criteria

- Is the current team credible, with relevant skills and appropriate connections for the product and its market(s)?

- Does the team have an appropriate group of advisors? Are the current advisors able to help the company over the next 18 months? Is the team clear on additional advisors they need to recruit and how they will find them?

- Does the team know the key skill gaps that need to be addressed to reach key milestones over the next 18 months? Is it clear how they will attract the right people to fill these gaps, cost-effectively?

GCIP Worksheet 8 -]

SUSTAINABILITY

Action - Respond to the worksheet questions in less than 7,500 characters. You have also the option of submitting a PDF file, up to 3 pages, to support your calculation of social and environmental impact. Creating such a PDF file is recommended.

1A. YOUR PRODUCTS AND THEIR ENVIRONMENTAL IMPACTS

- Describe and quantify the environmental impacts/benefits of your product/ technology (e.g. what environmental problem your technology solves, energy and/or resource conservation, reduced emissions, reduced waste, material recycled etc.)

- Compare the sustainability impacts of your technology to the status quo, competition and/or alternative product or process. Ideally, this is a summary of product sustainability-related points already made throughout your other worksheets.

- If you aren't yet in an operational phase of your business, please give a good faith intent and projection.

1B. YOUR PRODUCTS AND THEIR SOCIAL IMPACTS

- Describe and quantify the social impacts/benefits of your product/technology (e.g. what social issue your technology addresses; access to decent work, gender equality, protection of human health, access to clean water, access to education, economic parity or improved return etc.)

- Compare the social impacts of your technology to the status quo, competition and/or alternative product or process. Ideally, this is a summary of product social sustainability-related points already made throughout your other worksheets.

- If you aren't yet in an operational phase of your business, please give a good faith intent and projection.

2. YOUR COMPANY AND ITS IMPACTS ON OPERATIONAL ENVIRONMENTAL RESPONSABILITY

- Describe and quantify the environmental and social impacts/benefits of how your product/technology will be manufactured (if relevant), provided and/ or operated. In creating your approach and impacts, consider the following in product development and delivery. You should ignore questions relating to manufacture if you are not developing a physical product. If you are planning to license or outsource manufacture, relate your answers to your manufacturing partners:

- Product Design: Identification of materials used in your technology:

  - Can your product be made from environmental and socially responsible sources? Can they be recycled or disposed of properly and economically, and how? Does manufacture involve conflict mineral usage (tin, tungsten, tantalum and gold)? Can you avoid this?

  - Packaging Design. How will you minimize both primary and secondary packaging materials to end-users?

- Product Design: Identification of materials used in your technology:

  - What is the economic and environmental cost of getting your product from the manufacturer to your end-user consumer.

  - What level of water and energy use and intensity are required to make and operate the technology?

  - How will you optimize end-of-life disposal/minimal landfill contribution?

  - How can you minimize cost and maximize performance of materials used?

  - Have you considered or implemented sustainability and operational assessments/certifications that will further your credibility and competitive advantage (ISO, GRI, BCorp, LEED, Energy Star, etc.)? If so, what?

  - Where you have not yet implemented such practices, please indicate your timeline or intent to do so in the future.

PLEASE ALSO REMEMBER TO

- Highlight how your environmental and social impacts align with the United Nation's 17 Sustainable Development Goals

- Benchmark your environmental and social impacts with i) norms in your target markets and ii) competing solutions.

- Include the assumptions you made when calculating your social and environmental impacts.

- Show your workings for the calculated projections and show results from different scenarios. For example, does your environmental impact change if your sales and manufacturing increases substantially? How does your impact change as the company scales?

Judging Criteria

- How well does the team describe, quantify and validate the net environmental, economic and social benefits/impacts of their cleantech application.

- How well does the team describe and quantify the environmental, economic, and social responsibility and impacts of their operations in manufacturing and providing their technology or service?

- How significant is the net environmental and social benefits of this venture? How do the benefits compare with the status quo and other competing new solutions? Do the benefits significantly scale over time? Do the benefits address specific Sustainable Development Goals (SDGs) in a meaningful way?

- Is there a link between the environmental and social impact of this venture and its customers, partners and investors? Does the environmental and social impact drive profitability and a competitive advantage in securing customers, partners and investors?

2.5. Alumni Support

Effective support for GCIP alumni is essential to ensure that the objectives of the program are fulfilled. Most ventures supported by GCIP will not reach their full potential for some time (e.g. 2+ years) after they have graduated from the annual accelerator. Alumni are much more than just a source of success stories. They are effective volunteers, champions, sources of connections and new ideas. Engaging alumni after graduation is essential to the short term and long-term success of the GCIP accelerator.

However, supporting alumni is challenging especially with limited resources and very diverse levels of engagement and needs from alumni. It is vital to track, understand and respond to alumni metrics and communications. Yet securing accurate data and regular updates from alumni can be challenging. Without the time constraints and impetus of the competition, it is easy for alumni to be preoccupied with their day-to-day business challenges and GCIP requests for updates disappear from view. It is essential therefore that value is provided to alumni in order to keep them engaged and incentivize their commitment to regular updates.

Delivering Value to Alumni

- Growing importance of being a connector to:

- Sources of investment, grants, loans etc.

- Potential customers and partners

- Interns, consultants, staff, advisors and board members

- Additional highly focused mentoring

- Peer-to-peer support

Growing importance of being a curator of:

- Relevant networking, industry & international events (e.g. VEF, COP)

- Educational opportunities (new regulations, tech applications etc.)

- Funding opportunities (database AND facilitated support)

Alumni needs vary greatly by country, region, sector and stage of development:

- Connections to capital / referral to investors

- Connections to other programs/incubators

- Connections to government programs/ decision makers

- Introductions to board members / new hires

- Access to services (e.g. workspace) & providers (e.g. law firms)

- Technology validation / input (technology assessment)

- Promotional activities (events, media etc.)

- Peer networking

- Additional / Advanced mentoring

- Support with international expansion

Alumni Support – Where to Begin

In order to begin developing services for alumni it is essential to understand their needs. Therefore, it is important to begin some initial activities

Alumni Groups

Since the launch of GCIP, participating entrepreneurs in every country have consistently indicated that they strongly benefited from connections with their peers during the GCIP Academy, Business Clinics, Judging and Award Events. Creating a cleantech venture can be a challenging and isolating experience for any entrepreneur, especially for those in emerging markets with limited support infrastructure. Opportunities to network and connect either in person or online

can be very beneficial for building a sense of community and connection. This could take the form of a monthly GCIP Alumni Night in specific cities for local GCIP entrepreneurs to socialize. Already GCIP countries such as India and South Africa has developed lively online groups using WhatsApp for each cohort enabling entrepreneurs to share contacts and news regarding their venture. For example most recently Hari Rao from Agnisumkh in India used the GCIP-India 2015 WhatsApp group to announce to his peers that his product had been recently recognized by the Solar Impulse Foundation as one of their 1,000 efficient solutions to protect the environment.

Alumni Peer Support

A more structured form of alumni support than an online group or regular event is a regular peer support group. This is a facilitated in-person or online group focused on GCIP alumni with a specific challenge (e.g. securing Series A venture capital investment) or a very specific market sector (e.g. industrial energy efficient cooling solutions). The focus of each group is defined by the specific needs and experiences of the group with a GCIP PMU staff member, mentor or international trainer acting as the facilitator. Over the course of each session the group attempts to address a specific need of one of the participants or a more general need impacting every member of the group. Some limited alumni peer-to-peer sessions have already successfully taken place in Turkey and South Africa.

Alumni Mentoring

Many alumni face very similar challenges, which can be explored effectively in a peer-to-peer session. However, some complex issues require much more detailed information to be shared and an even greater focus on confidentiality. Therefore one-to-one mentoring sessions for an alumnus over a period of weeks or months is the only solution.

Mentoring alumni is likely to require additional skills and availability that may not be readily available within the general GCIP mentor pool in a country. Therefore, specific recruitment of mentors for alumni will be required and ideally some form of financial compensation in recognition of the significant time commitment.

Troubleshooting

3.1. Recruitment Challenges & Solutions

Recruitment Challenge #1

Problem: A low number of submissions have been made, far below the target and the application deadline is fast approaching.

Solutions: Try reaching out to additional partners, which could include incubators, venture competitions, trade associations, service providers, universities etc. and ask them to promote the GCIP accelerator to their network. If your partners have already sent details of the accelerator to their network, think of a strong incentive for them to re-engage their network. You could consider hosting an event or a webinar with one of more of your partners, which could provide sufficient reason for them to reach out to their network again.

Recruitment Challenge #2

Problem: The quality of submitted applications is poor with many submitting incomplete applications or with a poorly communicated business concept.

Solutions: The most effective solution could result from matching applicants requiring additional help with mentors able to provide guidance remotely ("applicant mentors") to entrepreneurs that may not have completed such an application before. Additionally, clearer application guidelines with examples and set-by-step instructions may help, which could include "how to" video guides and webinars. Longer term, a pre-accelerator program may provide much needed guidance to nascent entrepreneurs that are too early to apply for the GCIP accelerator through structured training on defining a business concept, validating assumptions and creating initial project documents.

Recruitment Challenge #3

Problem: Applications from female entrepreneurs, young entrepreneurs or other specific target groups are very low.

Solutions: It is important that outreach activities are focused to ensure that all targeted groups are contacted and that a diverse cohort of suitable entrepreneurs is found. Firstly, it is important to map all the pipeline partners, influencers and channels for targeted groups such as female entrepreneurs. Develop a simple statement, 1-page brochure or graphic that partners can forward to their members and networks.

Consider working with partners to hold focused webinars or in-person recruitment events or even roadshows. Established GCIP accelerators should utilize GCIP alumni, especially those that match the targeted groups (e.g. young entrepreneurs), to act as evangelists. Consider the potential for additional GCIP accelerator awards or prizes to encourage more submissions from these underrepresented target groups (e.g. female entrepreneur of the year).

Review the results from this targeted outreach frequently and adjust engagement with partners and activities in order to meet the desired targets. Don't forget to include your national GCIP mentors and judges in outreach as they may have specific contacts within your target groups.

3.2. Judging Challenges & Solutions

Judging Challenge #1

Problem: It is hard to recruit judges.

Solutions: Firstly, it is important to define why there is an issue with recruitment. Is it problematic to find judges with the required skills or simply to find enough judges willing to volunteer their time? Any gaps in skills and experience can be resolved through training and by working with partners to find potential volunteers already skilled at reviewing and assessing startup ventures. This could include startup investors, serial entrepreneurs, service providers to startups etc. If the level of time required is a barrier for some potential judges, consider reducing the number of teams for each judge to review or consider how more of the judging process could take place virtually rather in-person to reduce the time constraints.

Judging Challenge #2

Problem: The scoring and feedback from judges varies greatly.

Solutions: Firstly, feedback that varies should be expected if both teams and judges are diverse. However, all feedback should be helpful, courteous and professional. In order to avoid inconsistent scoring both between judges and through a judges own scoring, it is important to emphasize some key GCIP judging procedures.

Firstly, all judges that are new to GCIP should attend some initial training that would include a detailed explanation of the GCIP judging process and rubric. This would include an emphasis on judges reviewing all of their scores and the relative ranking of each team at the end of the entire judging session. Additionally, all judges would be asked to share their scores with their fellow judges and where appropriate, share their reasoning and ranking during an interactive session.

To ensure scoring consistency it is often very helpful to ask all judges to participate in a baseline scoring session during the judging training session where they will score an example company and compare results. The aim of the baseline exercise is to help judges understand the need for consistency within judging, the importance of helpful feedback and to focus on scoring within their allocated teams rather than comparing each team to every other venture they have ever seen.

Judging Challenge #3

Problem: A Judge has evaluated a startup in another competition and has a negative opinion about its business model or the individuals on the team.

Solution: Upon sharing the list of teams with the judges, request and confirm that all judges disclose any previous knowledge or judging experience with any of the teams. Ensure that the judge is not assigned to the group evaluating that team and request that s/he not share his/her opinion about the team with any of the other judges so as to not influence their evaluation of said team.

3.3. Training Challenges & Solutions

Training Challenge #1

Problem: A participating team is not attending training sessions on a consistent basis.

Solutions: Firstly, establish whether the entire team is not attending the sessions or just the team leader. Enquire as to whether additional team members could provide support. Track whether the team is still viewing recordings of any virtual training sessions (webinars) they have missed and submitting the required deliverables (e.g. worksheets etc.) in advance of each deadline.

If the team is consistently missing both training sessions and deadlines, it is important to provide them with a means to explain their absence. Entrepreneurs are participating in GCIP whilst running their businesses and may also have full-time jobs and other demands on their time. It is important to have a discussion with the team regarding their continued absence, to explore the reasons why this has occurred and discuss potential solutions, which could include additional team members with more available time or extra mentors.

If a team fails to explain their continued absence even after a written warning, they should be removed from the GCIP program at the earliest opportunity and an opportunity to participate extended to another team.

Training Challenge #2

Problem: During training sessions such as webinars, entrepreneurs fail to ask any questions and actively participate.

Solution: Validate that this lack of participation is not symptomatic of a total disinterest in the programme or project and that they did not just join with the intent to participate in the final judging using a previous winning deck to win a prize without really adapting to the programme.

Do confirm with the entrepreneurs' mentors that they are indeed progressing in their validation process and meeting the milestones of the programme. Have

conversation with the entrepreneurs to try and pinpoint the reason for their lack of participation, whether it is a language, comprehension, shyness, or other issue. Ask their mentors to spend more time with them to ensure they fully understand the information provided during the webinar sessions and also help them express themselves when appropriate.

Training Challenge #3

Problem: A team has multiple members who take turns attending the National Academy days and webinars and thus lose the training thread

Solution: Remind the team that their selection to participate in the GCIP Programme is a valuable opportunity and that they need to have the same two people, preferably the leaders of the team, participate regularly so they learn and benefit from the total experience. If they are not willing to do so due to other activities, ensure that they assign the same two team members to attend and participate regularly or advise that they will be replaced by another team who will take this opportunity seriously.

3.4. Mentor Challenges & Solutions

Mentor Challenge #1

Problem: Recruiting sufficient numbers of GCIP mentors is problematic and/or recruiting mentors in all subject/topic areas is challenging.

Solution: Finding experienced, competent mentors can indeed be a challenge. Choice is often affected by whether or not the mentors are compensated for their time which depends on the participating country. Even with compensation, expertise and quality can be missing. It is important to look at various sources to find qualified mentors.

These include local accelerators, incubators, universities that have entrepreneurial programs, chambers of commerce, consulting firms, retired business people, clean technology companies who have CRE programs and past GCIP entrepreneurs

who want to share their experience and expertise and give back. It is important to disclose to potential mentors the full extent of their expected participation so they understand the full commitment they need to make.

Generalist mentors need to have deep general business experience and knowledge. Specialty mentors can be recruited for the Business Clinics for input in finance, operations, marketing, IP, legal and sales/partnerships.

Mentor Challenge #2

Problem: Mentors and mentees fail to connect and/or provide feedback on how the relationship is progressing.

Solution: Since most mentors usually are assigned to work with 2-3 teams, it is important to determine if the lack of communication between the parties comes from the team or the mentor. If the former, you need to connect with the team to understand why they are not actively reaching out to the mentor for direction and feedback and resolve the issue.

If the latter and the mentor is not connecting with a team, determine if s/he is treating all teams the same way or just one. Mentors cannot show preferential treatment to certain teams. They need to provide the same level of support to all those assigned and must be reminded of their obligation. If it is a matchmaking issue, see the next challenge.

Mentor Challenge #3

Problem: A mentor and/or mentee have expressed their dissatisfaction with their match and wish to change.

Solution: This situation does occur sometimes as not everyone "clicks" and it is important that the mentee-mentor match works to ensure success. It is important to talk to both parties separately to assess what the issue is so as to act accordingly. If it is a personality match issue, the team can be assigned to another mentor and another team moved to the first mentor.

If it is an issue related to the mentor's lack of expertise or understanding of the cleantech sector the team is in, again a swap can be made with another team/

mentor. If it is due to a lack of performance on either the mentor's or team's part (not attending meetings, not doing the homework, etc.), both need to be dealt with and potentially removed from the programme. You should always have a mentor or two potentially available in reverse in the same way you can add teams that were not picked in the first selection.

Mentor Challenge #4

Problem: A mentor wishes to be more actively involved in a GCIP team beyond their mentor role, which could include participating as an active team member and receiving some form of compensation.

Solution: Upon enrolling mentors into the programme, it is important to clearly disclose the mentors roles and responsibilities and explain that during the term of the programme, mentors are not allowed to become part of one of the teams they are mentoring nor require any compensation for their contribution.

At the end of the programme, after the laureates have been selected, if the team and mentor wish to engage in a partnership or employer/employee relationship, they can do so. During the programme, the mentor must remain engaged equally with all the team assigned to him/her and not show preferential treatment to one he or she plans to engage with later. That is very important. Otherwise, he or she will need to be assigned to other teams.

Mentor Challenge #5

Problem: A mentor is very actively engaged with their assigned GCIP team to the point where they have taken on many tasks related to the team's participation in the accelerator such as preparation of all worksheets, presentations and other deliverables.

Solution: Although we should always commend mentors for their active engagement and dedication, it is important that they stay focused on their role as advisors and resist the urge to be unpaid consultants or surrogate employees. It is essential that the participating entrepreneurs use the accelerator experience as a valuable learning experience and they, not the mentors, must be responsible for all associated

presentations and deliverables. Mentors should remember that they must focus on the role of the advisor and encourage the participating team members to execute the accelerator related deliverables.

Mentor Challenge #6

Problem: Multiple generalist mentors have been assigned to each participating team in the accelerator. Some entrepreneurs struggle to manage the diverse and often contradictory advice from the group of assigned mentors.

Solution: If multiple mentors are assigned to a participating team, the specific roles must be clear and skills complementary rather than duplicative. Mentors must always remember to avoid overlapping the entrepreneur with excessive and contradictory advice. Any diverse opinions must be discussed prior to meeting with the entrepreneurs so that the advice and actions are clear.

3.5. Event Challenges & Solutions

Event Challenge #1

Problem: Difficulty recruiting various experts business clinic on a specific date.

Solution: To minimize scheduling conflicts, it is important to plan ahead of time, at least 2-3 months, to schedule the clinics on a specific date and obtain the commitments of various business topic experts to participate and have backup experts or even 2 in each category to prepare for last minute defections due to illness or other emergency. Identifying ahead of time the types of expertise and the potential individuals that meet the requirements is an important part of the planning process.

Event Challenge #2

Problem: Difficulty scheduling the Business Clinics and getting business experts and teams in one location on the same day

Solution: If budgets only allow for one Business Clinic location and some experts and teams are unable to travel to one central location, consider scheduling meetings on a virtual platform such as Skype, Zoom or Gotomeeting so everyone could take advantage of the expertise made available. Virtual meetings can be very effective if well planned and limit costs in transportation, hotels etc. for all parties involved if in-person meetings are not possible for all.

Event Challenge #3

Problem: Difficulty recruiting judges for mock judging and teams can't come to a central location

Solution: If judge choices are limited, you can set up mock judging using your mentor pool to act as judges for teams they did not mentor so they can provide a fresh perspective. Mock judging can also be done via virtual channels and scheduled over a couple of days using not only shared screens but also video so the judges can see the presenters.

Event Challenge #4

Problem: Potential attendance at a GCIP national launch or awards event could be low.

Solution: Generating a large number of attendees (200-400+) at a GCIP can require a lot of planning and effort. Consider if co-locating your event at or near an existing high-profile industry event would help to drive attendance. For example, GCIP-Malaysia held a number of GCIP related events during a major green industry conference in Kuala Lumpur with thousands of attendees.

3.6. COVID-19 Related Challenges & Solutions

COVID-19 Challenge #1

Problem: Holding initial in-person GCIP launch events may prove challenging due to COVID-19 restrictions.

Solutions: It is essential to respond to the recommendations and laws relating to COVID-19 restrictions in your country. Restrictions on movement may severely restrict your ability to hold an in-person event but consider the extent to which a launch event or seminar series could be held online. Judging sessions can be held safely and successfully with careful planning and sufficient social distancing and use of personal protective equipment.

The biggest impact may be on large GCIP events such as the Academy and National Awards that typically draw over 100 attendees. Carefully consider how these events could be converted to an online experience that may require splitting some sessions over multiple days.

COVID-19 Challenge #2

Problem: Due to COVID-19, all national academy training is taking place online but some entrepreneurs are experiencing considerable challenges finding a reliable Internet connection.

Solutions: It is not feasible for entrepreneurs to access high speed internet from their home or office, investigate whether mobile Internet devices could be made available/ Alternatively, consider whether entrepreneurs could come to a central location (such as a GCIP PMU office) to access a high-speed Internet connection, subject to social distancing measures being in place.

COVID-19 Challenge #3

Problem: During COVID-19 some entrepreneurs and mentors are unable to

participate in GCIP due to their roles as healthcare professionals, first responders or suppliers.

Solutions: Investigate whether they will be unable to participate temporarily or for the entire duration of GCIP. Work with the impact entrepreneur or mentor to investigate whether another team member or mentor could take their place in the short or long term.

COVID-19 Challenge #4

Problem: Due to COVID-19 restrictions, entrepreneurs are unable to "get out of the building" and conduct customer discovery interviews.

Solutions: Although entrepreneurs may be temporarily unable to visit a potential customer or partner, in most countries these same contacts may be contactable online and able to be interviewed via Zoom or Skype. It is important that entrepreneurs work closely with their mentors to find alternative ways to contact and interview the identified target customers, partners and influencers.

Appendices

Appendix I - Links

- **GCIP Website**

- **GCIP Application Form**

- **GCIP Application Criteria**

Appendix II - Example Applicant Agreement

Liability Release Statement and Declaration of Individual Eligibility

ANYONE WHO INTENDS TO PARTICIPATE IN THE COMPETITION MUST AGREE TO THESE TERMS, TEAM MEMBERS AS WELL AS TEAM LEADERS. PLEASE READ THIS AGREEMENT CAREFULLY BEFORE SUBMITTING YOUR BUSINESS PROPOSAL. BY SUBMITTING YOUR BUSINESS PROPOSAL, YOU ARE AGREEING TO BE BOUND BY THE TERMS OF THIS AGREEMENT. IF YOU DO NOT AGREE TO THESE TERMS, DO NOT SUBMIT YOUR BUSINESS PROPOSAL.

You attest that you have read and understand the GCIP Accelerator and Competition ("GCIP") Eligibility and Rules document. You attest that either (i) you are at least 18 years of age, or (ii) at least 1 member of your team is at least 18 years of age. You attest that to the best of your knowledge you are in compliance with all personal eligibility requirements, and you understand that if it is later determined that you are not eligible for any reason you may be disqualified from the competition.

You acknowledge that GCIP intends to carry out a fair and open competition in which you are participating ("Competition") with no expectation of incurring liability by virtue of such participation. As such, by entering the Competition, you agree and acknowledge that the activities of the Competition and all decisions made in the Competition are within the sole discretion and determination of the Competition Organizers and you hereby release and hold harmless all Competition Organizers from any claims, liabilities, damages, demands or actions, of any kind or nature, by you or your team arising out of any of the activities of the competition, including, without limitation, (i) decisions on Competition winners and disqualifications, regardless of whether such actions are willful or negligent, and (ii) any other injury, loss, cost, harm, liability or damage sustained by you or your team as a result of any participation in the Competition, regardless of whether such injury, loss, cost, harm,

liability or damage results from negligence or willful misconduct of the Competition Organizers.

You acknowledge that the Competition Organizers are not going to enter into a non-disclosure agreement with respect to any documents or information of any kind or nature that you or your team submits to the Competition ("Disclosed Information"). All Disclosed Information is expressly agreed to be not confidential, with no restrictions on the use or disclosure of the Disclosed Information.

The Competition Organizers will not be held to different terms, even if advised of the possibility that you regard information as confidential and even if you mark Disclosed Information as confidential or with a restrictive legend. You therefore agree not to share any information that you deem confidential. You will not at any time institute legal action (and you hereby waive any cause of action) on the basis that Disclosed Information was in any way confidential, subject to trade secret, patent or other protection, or that the Competition Organizers had any duty of care with respect to the Disclosed Information. You further acknowledge that the Disclosed Information is at risk of public disclosure and hereby agree to release and hold harmless the Competition Organizers from any claim arising out of any disclosure of information provided by you or your team. You also agree and acknowledge that the Competition Organizers will have the right to copy and distribute information provided by you or your team.

You acknowledge that the prizes advertised by the Competition depend upon the contributions of third parties and expenses of the Competition and as a result, you release and hold harmless the Competition Organizers from any and all liabilities, costs, expenses or damages in the event the prize awarded is less than that advertised by the Competition. You also acknowledge that all entrance/application fees for the Competition are not refundable under any circumstances.

You understand that you will become fully eligible to participate on a team when this agreement is received by Competition Organizers for the Competition in which you are to participate. The terms of this agreement shall be effective during and shall survive the completion of any given Competition for which you have submitted a business proposal, notwithstanding your early withdrawal from or failure to win any prizes for such Competition.

THIS AGREEMENT IS GOVERNED BY AND WILL BE CONSTRUED IN ACCORDANCE WITH THE LAWS OF \<state /country\>, WITHOUT REGARD TO CHOICE OF LAW PROVISIONS.

Appendix III – Example Mentor Agreement

It is the intent of the Global Cleantech Innovation Programme (GCIP), (the "Competition") be professionally, honestly and fairly undertaken in order to enhance the credibility of the Competition, to reward the participation of our contestants, sponsors, mentors and judges and to insure the longevity of Competition. In that regard, GCIP has created following standards and rules that are to be followed by all mentors in the Competition ("Mentoring Standards"). By participating as a mentor or coach, you agree to adhere to the Mentoring Standards.

1. Duty of Honesty and Integrity — You will provide mentoring assistance to one or more contestants (the "Contestant(s)"). Each mentor agrees to review each Contestant's submissions carefully and to fully and assist in improving them through advice and guidance. While the Competition is requiring each contestant to sign agreements releasing mentors from liability for their decisions and other aspects of each mentor's participation in the Competition, it is expected that all mentors will act with the utmost integrity in the mentoring process. It is also expected that mentors will be respectful of the other mentors and contestants.

2. Confidentiality of Contestant Submissions — While no non-disclosure agreements have or will be entered into with any contestants and no other confidentiality agreements have been made with any contestants, we expect all mentors to keep each Contestants' submissions confidential along with any documentation, concepts or conversations deemed confidential by a Contestant. Mentors agree to return to GCIP or destroy all Competition submissions upon completion of each year's competition.

3. Conflicts of Interest — Each mentor must disclose to the Contestants and GCIP staff a potential conflict of interest with a Contestant or submission ("Conflict of Interest"). As a general rule, any competitive relationship between a mentor and any Contestant may be a Conflict of Interest as well as any situation where the mentor has an investment or other interest in the technology promoted in a submission or in a competing technology. The mentor disclosing the Conflict of Interest may either recuse himself or herself from mentoring a Contestant or may request a ruling from a Contestant and GCIP as to whether a Conflict of Interest requiring recusal exists. The following example is by no means an exhaustive list of potential Conflicts of Interest:

- The mentor has a relationship with a competing company, or an investment in a competing technology of that proposed in the submission, that would be adversely impacted by the success of a Contestant's technology.

4. Time Commitment — We expect that by agreeing to be a mentor for the Competition, each mentor will commit the time necessary to meet each Contestant at regular intervals (ideally for at least one hour per week until the final judging is completed for the Competition year) and otherwise be reasonably available for consultation on the business plans and presentations by the Contestant.

5. Term / Miscellaneous — Each mentor shall be bound by the Mentoring Standards during the Competition year for which this agreement was executed, and for all future Competition years in which such person participates in the Competition as a mentor (without any requirement to re-execute this agreement), unless or until terminated or amended by GCIP.

6. GCIP deeply appreciates the investment of time and energy its mentors are committing to the Competition and the effort mentors are making to help promote the development of environmentally beneficial technologies.

Appendix IV Academy Equipment and Presentation Logistics

The ideal equipment for your Academy includes the following, in approximate order of priority. Don't worry if this list is too long – but unless you have a very small group, the first two items will always be required:

Equipment	Description
Computer I and projector – presentation	A laptop on a podium on stage that can be controlled by the presenters, connected to a projector
Wired microphone and sound system	At least one wired microphone on the podium connected to a sound system (it's a good idea to have a wired mic, even if you're also using wireless – wired microphones tend to produce higher-quality sound, and they're more likely to work.
Sound mixer	If you have multiple sound sources (such as more than one microphone), you'll need a sound mixer,
Additional microphones	Additional microphones, ideally wireless, if you plan to hold one or more panel discussions or ask for audience participation
Audio connection I	An audio connection from the laptop on the podium to the mixer so your audience can hear the sound if any of your presenters have videos to show
Video cameras	One or more video cameras to record the event and for iMag*
Audio connection II	A connection from the sound system to at least one video camera so that the sound that's recorded is direct from the microphones

Computer II – presentation	A second computer at the back of the room, also connected to the projector and, ideally, connected to the sound system – show videos from the back of the room – someone who knows what he/she is doing
Computer III – music	A third computer at the back of the room for backup and for music - this one must be connected to your sound system – music important because – someone who knows what he/she is doing
Video Switcher	If you have multiple video sources (two or more computers) you'll need a video switcher**

*iMag: a magnified image of the presenter on screen (interlaced, as appropriate with slides or video)

** A video switcher allows the operator to switch between multiple image sources.

Appendix IV – GCIP Briefing: Guidelines for Judges

Welcome.

Thank you for joining us as a judge in the world's largest accelerator for cleantech startups. The companies you will select represent some of the most credible, investment-worthy and impactful businesses that embody the economic, social and environmental mission of the Global Cleantech Innovation Programme. Judging is a core activity in GCIP, and carries both prestige and responsibility: Your experience and expertise will help identify the most promising companies and technologies.

Even more important is the feedback you will provide all the participating companies. Our goal isn't simply to "select the best" (which is hard, if not impossible) but to accelerate the progress of all the startups in the program.

They need to know not only what you think of them, but why.

Summary of Steps

In the weeks before judging:

1. Accept the invitation to become a judge.

2. Download and read the companies' worksheets, executive summaries and exhibits as soon as they become available.

3. Identify and inform the judging coordinator of any potential **conflicts of interest** however slight

4. Assess and score the worksheets.

On the day:

1. Arrive early at the venue, attend the judging orientation, then go to the assigned judging room.

2. Listen to each live presentation and note your scores and feedback.

3. Deliberate with the judging chair, scribe and the other judges in order to

determine the startups that will go on to the GCIP Global Final.

Once you have completed these steps, you have fulfilled your judging commitment.

Preparing For the Judging Session

Every judging panel represents a cross section of (a) representatives from the innovation ecosystem (investors, corporations, etc) and (b) experts with a background in one or more of the sectors represented by the presenting startups. Please confirm with the judging coordinator whether or not you have been selected to focus your attention on any specific companies, and as you prepare be sure to pay particular attention to those companies.

Your participation has two parts – an assessment of the companies' written materials and an assessment of the companies' live presentations. You will receive the written materials (worksheets and executive summary) in advance of the judging session and can evaluate them any time from the comfort of your own home or office. The evaluations of the live presentations will occur on the day of judging.

A ten-minute presentation is not enough to make a proper determination of a company's worth or its technology or team, or the level to which they've properly validated their solution and business model. Unlike the period of due diligence available to an investor, you won't have the luxury of time after the presentations verify any claims. For this reason, the live presentation should be the last step in reaching a decision, not the first; you must be able to commit to judging both the written materials and the live presentations in order to become a judge.

As soon as you receive them, please:

1. Read the company materials (worksheets and executive summary) carefully, noting that you must treat all materials received as confidential

2. Let the judging coordinator know if you have a conflict of interest (e.g. an investment or other interest in any of the startups or in a competitor)

3. Take some time to do some background research on the startups you will meet and the field in which each operates. Without revealing any confidential information, please reach out to anyone you believe can add expertise, market intelligence or colour as you assess each of the companies and their technologies.

4. Take a few minutes to familiarize yourself with the:

   a. GCIP 20 Business Elements; this is the curriculum followed by the startups the months prior to the judging session.

   b. Judging Criteria; these are designed to match the ten steps and to provide a structure for the judging process.

   c. Scoring & Feedback Scale; you will score each company against each criterion in the judging criteria and provide feedback for each.

Please don't contact the other judges or share your views with them; you will have plenty of time to debate your opinions of each team after each presentation on the day.

On The Day

Please arrive at least an hour before the beginning of the event, and make sure the judging coordinator knows you're there. You will attend a brief orientation/briefing session before the judging starts.

Every judging room has:

- A judging chair who will lead the session, provide guidance to judges and teams, lead deliberations on scoring and feedback, and provide the casting vote where needed

- A timekeeper focused on ensuring each session runs on time

- A scribe who will keep notes on the deliberations and decisions (important, in case there's any confusion after the fact about the discussion or a decision made)

All judging sessions will also be videotaped by the judging coordinator, and the presenting teams may also choose to record/video their presentations for later viewing. Your judging chair will remind the teams of the presentation and Q&A time each has.

Judging Session Format

1. Introductions: 1 minute

Welcome from the judging chair and a very brief (five second) introduction from each judge: that really means your name, firm, any specialization.

2. Presentation: 10 minutes

Each semifinalist team has up to 10 minutes to make the presentation. Teams that finish their presentations in less than ten minutes may have more time for Q&A – often a good idea to allow the judges to become as comfortable as possible with the company, its technology and business model.

3. Q&A: 10 minutes

A further 10 minutes are allocated for questions – and possibly more, if the team used less than their full 10-minute presentation time (unused presentation minutes are Q&A minutes).

4. Verbal Feedback: 1 minute

One judge (the 'expert' in the area relating to the company that's just presented) will have one minute to provide brief verbal feedback. The judging chair should select a different judge before each team presents.

5. Scoring and feedback: 5-8 minutes

Be sure to and to capture your notes for each startup on each of the judging criteria.

Please use the time between teams, including time while the next team is setting up, to assign a numerical score and to record your feedback against each of the judging criteria.

Once all judging is finished for all teams ...

After all teams have presented, hand in the single sheet that shows your rank order of the teams you have evaluated to the scribe; the scribe will enter all judges rankings into a spreadsheet in order to identify the average rank for each team and the rank order of all teams that have presented. Based on your scoring and further deliberation with the other judges guided by the judging chair, you and the other judges will identify the companies that will advance to the Global Final.

Score and provide feedback for each team for each criterion on the simple scoring and feedback scale (1 to 5). In other words for the first criterion ("How clearly understood and articulated is the business model?") you will give a score of one to five then add feedback on where you think improvements are required. It's this feedback that really matters - knowing that the team is weak in an area is only helpful if the judge is clear on what needs to be addressed.

What To Consider

Ultimately, your judging recommendations will be based on your view of each company "as a whole" – your experience and understanding of what it takes to build a sector-dominating company: what each company is doing, how they're doing it, how they compare with competitors, how credible they are and how well they present themselves.

You should therefore avoid getting too focused on any individual element. The criteria provide a common language for the judges and allow an initial ranking - however, decisions aren't made on the criteria alone. You should not try to weight the worksheets over the presentation, or vice versa, or let the judging criteria overwhelm your sense of what's both exciting and credible (you're looking for both characteristics). Consider what would get you to invest your own money.

Nevertheless, the judging criteria were not all born equal, and these guidelines are here to give you clarity on the kinds of companies that should make it through to final judging, based on our experience of what makes a successful company

that could have a big economic and environmental impact. Please consider the following criteria particularly carefully:

- Team

- Technology

- Market

Looking for great companies often starts by answering the questions: Is this a great team? Is the technology likely to dominate its sector? Is there an exciting market with a huge pain waiting for this solution?

In summary, you're looking for those Goldilocks companies that:

a. can make a huge difference and build a massive business, and

b. have a first-class team that has taken solid steps to mitigate the risks; that means you should avoid companies where there's a high likelihood they'll flame out in the next year.

Appendix V - Judging Standard Agreement

It is the intent of the Global Cleantech Innovation Programme, a programme of United Nations Industrial Development Organization ("UNIDO ") and each of its regional GCIP Programmes (the "Accelerator Programmess"), that in order to enhance their credibility, insure their longevity, and reward the participation of their participants, sponsors, mentors, judges and other volunteers, the Accelerator Programmes must be professionally, honestly and fairly undertaken.

In that regard, GCIP has created following standards and rules that are to be followed by all judges in the Accelerator Programmes ("Judging Standards"). By participating as a judge, you agree to adhere to the Judging Standards.

Duty of Honesty and Integrity

Each judge agrees to review the submissions carefully and to fully and fairly evaluate them. While the Accelerator Program is requiring each Participant to sign agreements releasing judges from liability for their decisions and other aspects of each judge's participation in the Accelerator Program, it is expected that all judges will act with the utmost integrity in the judging process. It is also expected that judges will be respectful of the other judges and participants.

Confidentiality of Participant Submissions

While no non-disclosure agreements have or will be entered into with any Participants and no other confidentiality agreements have been made with any Participants, we expect all judges to keep each Participant's submissions confidential. However, judges are permitted to disclose to judges on other Accelerator Program judging panels and to third parties only such submission information as such judge deems necessary to fully evaluate the submission. Judges agree to return to the GCIP or destroy all Participant submissions upon completion of each year's Accelerator Program.

Third Party Confidentiality

GCIP expects all participants and volunteers in the Accelerator Programme and subsequent UNIDO programmes to acknowledge and agree to abide by the terms of all Confidentiality Agreements signed by GCIP, or its regional subsidiaries, with its headquarters location at < insert location >, and any other third party partners and resources.

Return of Materials

You hereby acknowledge and agree to return all documents and other tangible objects containing or representing Confidential Information prepared by you, participants, mentors, judges, other volunteers, sponsors and GCIP staff members or coming into your possession by virtue of your volunteer period by GCIP and all copies thereof which are in your possession shall be and will remain the property of GCIP. No later than the Separation Date, you shall return to GCIP all such items in your possession, as well as all other property in your possession, including without limitation, computer hardware and software, database information and lists, mailing lists, and data.

Conflicts of Interest

Each judge must disclose to the other judges on the panel and to GCIP any conflict of interest or potential conflict of interest with a Participant or submission. Failure to make such disclosure may result in the removal of the judge from the assigned round. 'Conflict of Interest' shall be defined as any known activity, transaction, relationship, service engaged in or consideration received by the judge, the judge's immediate family (to include spouse, parents, siblings and children) or someone in the judge's immediate household, which may cause an objective person reasonable concern that the judge could not or may not be able to perform his or her responsibilities and duties to GCIP in an impartial manner.

Conflicts of Interest include, but are not limited to:

- Direct financial or close personal interests in the Participant which could be affected by a decision of GCIP or

- Acceptance of a valuable gift, entertainment, services, loans or promises of future benefits including offers of employment, or compensation or the promise of compensation for consulting or other type of engagement.

By way of example it can include any of the following:

- The judge is a personal friend, co-worker or relative of the Participant

- The judge has connections to the same organization as the Participant (such as where the judge is a professor at a university attended by the Participant)

- The judge has an interest in the technology involved in the submission (such as where the judge is from the research institute that generated the technology for the submission or where the judge has previously evaluated the same technology for the purpose of making an investment)

- The judge has investment in, or has considered investing in other projects of, the Participant

- The Participant is a current or former client of the judge or the judge's firm, company or organization

- The judge has an investment in a competing technology of that proposed in the submission that would be adversely impacted by the success of the Participant's technology.

There is a need to recognize it may be impossible or impracticable to eliminate all Conflicts of Interest; provided, however, when a judge has knowledge of a conflict or apparent conflict as of the date of acknowledgement of this agreement, that judge shall provide written disclosure of the conflict or apparent **conflict below and shall also be required to provide additional disclosure as Conflicts of Interest arise to GCIP and the judging panels the judge participates in during the course of the judge's participation in the GCIP accelerator**.

If there are no current conflicts of interest, check the NO box below. If there is a conflict, check the YES box and include a short description of the potential conflict. Also check "yes" in the box indicating that you understand your continuing obligation under this Section to disclose conflicts as they arise.

Time Commitment

We expect that by agreeing to be a judge for the Accelerator Program, each judge will commit the time necessary to fully evaluate the submissions and will be present at the judging meetings or conference calls to make determinations on the winners of each round and the final awards.

Term / Miscellaneous

Each judge shall be bound by the Judging Standards during the Accelerator Program year for which this agreement was executed, and for all future Accelerator Program years in which such person participates in the Accelerator Program as a judge (without any requirement to re-execute this agreement), unless or until terminated or amended by GCIP. The Global Cleantech Innovation Programme, as defined herein, shall be deemed to include all of GCIP 's successors and assigns, including but not limited to GCIP (Insert Country), and each of its regional Accelerator Programmes.

GCIP deeply appreciates the investment of time and energy its judges are committing to the Accelerator Programme and the effort judges are making to help promote the development of environmentally beneficial technologies.

THIS AGREEMENT IS GOVERNED BY AND WILL BE CONSTRUED IN ACCORDANCE WITH THE LAWS OF (To be Confirmed), WITHOUT REGARD TO CHOICE OF LAW PROVISIONS.

Acknowledgement I have read the foregoing and understand its terms and stipulations and agree to all of them:

Name ....

CONFLICTS OF INTEREST

No ( )

Yes ( )

Please list any conflicts of interest:

....

....

....

....

I hereby acknowledge in my continuing obligation to disclose Conflicts of Interest as they arise to both the GCIP and the judging panels I participate in during the course of my participation in the Global Cleantech Innovation Programme as a judge.

Signed ………………………………………………… Date …………………………………………………………

Appendix VII – GCIP Briefing: Short Technology Presentations

(A Guide for Entrepreneurs)

"I didn't have time to write a short letter, so I wrote a long one instead."

This lament has been variously attributed to Blaise Pascal, Mark Twain and others. It's thoroughly apt:

Making a short presentation takes thought and preparation. Hence, this briefing document, designed to step you through the process, with some thoughts on using a short amount of time crisply, with maximum impact:

- **Format**

- **Content**

- **Style**

It may seem daunting to include all the thinking in this document in a short presentation. The goal isn't to include everything here. Read the whole document first, then consider what's most useful to you. There is of course considerably more time to cover all the ground in a 2–3 minute pitch presentation than in a short 20–30 second video.

Most of all, consider what is going to make your appearance stand out. Short presentations are your opportunity to sizzle!

What you should cover

Focus on the following key points (depending on the time you have, you may not be able to cover everything):

- What problem does your technology solve? This is crucial

- What does your product/technology do? Be crystal clear

- Why is it special? Talk about the 'secret sauce' that differentiates it   from everything else

- How will it impact the planet? Explain the environmental, socio-conomic benefits

There' s more detail in the sections below.

Unlike your investor presentation, you can and should talk mainly about the technology, and why it's cool. Underscore the cool factor – get your audience excited about supporting you. Unlike your investor presentation, don't spend time on who will buy this and why, or delve into your go-to-market strategy, or present financials.

Like a good elevator pitch, make your short presentation crystal clear, and avoid mumbo jumbo – no jargon, "nothing that your mother couldn't understand". As you'll see, an elevator pitch is only the starting point for a short presentation.

Format: AIDA

One key to using a short amount of time well is to think of your short technology presentation not as a speech but a short 'commercial'. You can't possibly cover every detail; what you can do, with a little planning, is more important and more useful: you can grab your audience's attention, capture their imagination, and drive at least some of them to action.

In basic marketing, the steps involved are often described using the acronym '**AIDA**':

- **Attention**

- **Interest**

- **Desire**

- **Action**

This format is most commonly referred to as the structure for copywriting, web design and other written materials.

But AIDA is relevant to all forms of marketing, including sales 101, where it's more commonly referenced as:

- **Attention**

- **Interest**

- **Decision**

- **Action**

This is a simple, proven and highly effective way of guiding an individual or a group to a 'purchase' (conceptual or actual). It's the format we recommend for a 1-3 minute pitch, and maybe for a shorter presentation. Here's some material on AIDA:

- **AIDA for Business Results**

- **AIDA: Make Your Words Sell**

- **AIDA in sales (Attention Interest Decision Action)**

- **Alec Baldwin in Glengarry Glen Ross on AIDA**

Style: AH YES!

AIDA provides useful structure – but to create a real impact – both on the day and in your audience's memory – there are additional elements that will 'supercharge' your pitch, and which you should weave in throughout. My approach is to summarize those key pieces as 'AH YES!'

- **Activity**

- **Humor**

- **You**

- **Emotion**

- **Senses**

Activity

Bring your presentation to life through movement – tell stories and anecdotes, use active verbs (and cut the abstract nouns)

Humor

Even a light dusting of humor magnifies impact and helps embed your presentation in the memories of your audience.

"You"

Make the presentation relevant to "you," the audience member (not just about us, our project)

Emotion

Appeal to your audience's emotions: emotion is key to both sympathetic and empathetic engagement (we can cover more of this when we work with you individually)

Senses

Appeal to all the senses, particularly the visual cortex; use concrete, highly visual language (using props can be very impactful here)

Attention

First, as they say, you need a strong opening. If you were writing an article or a display ad, this is your headline. **You should spend 10-20% of your time to grab attention!**

Goals and techniques

- Grab your audience!

- Make a bold statement*

- Reveal disturbing data

- Role play

- Use in medias res

*You can "exaggerate for effect" – as long as the exaggeration is obvious or humorous, and never, of course, in a way that's misleading.

Attention: Some key questions to answer

As part of grabbing attention, you're most likely to make strong statements, using strong, visual language (and images) about the problem ("pain point") you address:

- What's the problem you solve?

- Why is the problem important to address?

- Who's (worst) affected?

Interest

Second, build interest. This is the meat of your presentation – spend up to half your time building interest.

Goals and techniques

This is where you'll deliver the key details about your project and organization. How do you make this stand out?

- Tell a story – be anecdotal

- Role play

- Use concrete, visual language – avoid talking in the abstract

Interest: Some key questions to answer

If you package this section carefully, you can cover at least some of the following in less than two minutes. But pace yourself – it's more important to tell an emotive, compelling story than to cram in detail:

- How do you solve the problem?

- What's the "secret sauce" behind your solution?

- Why is your company important in solving it?

- How do you solve it better than anyone else?

Desire

Create Desire ("I want to do this!") and drive relevant members of your audience to a Decision ("and I will do this!"). Not everyone's going to be in a position to make a genuine 'decision' – but speak to them as if they all do.

Spend up to 25% of your time on this part of your presentation.

Goals and techniques

The key here is to pull your audience in personally – make your pitch relevant – talk directly to the individuals. Not every pitch has to appeal to everyone – but every pitch must be relevant to at least some of those present:

- Use "You" language throughout here – this part isn't about your project, it's about the audience.

- Invite your audience to a future where they realize or see the benefits of your technology.

- Use active, visual language, and paint a full-sensory picture of a better future resulting from your work.

Desire: Some key questions to answer

Put yourself in the shoes of an individual audience member when you ask and answer the following:

- Why is this relevant to me?

- Do I care?

- Do I feel personally connected, and compelled to support this?

(this leads naturally into the final segment: Action)

Action

Finally, create a call to action. How will your audience engage? Why should they vote for you in the People's Choice? Where will they find you immediately afterwards, or next week, if they're interested in finding out more?

This section can typically be covered in the final 10% of your time.

Goals and techniques

Make it clear if there are specific opportunities (although you can't solicit funding).

Action: Some key questions to answer

Assuming your technology is directly relevant to at least some members of the audience, put yourself in the shoes of those individual audience members when you ask and answer the following:

- What specifically could I do if I want to get involved?

- How would I find out more, quickly and easily?

- Is there a way to engage that matches my interest, availability and commitment?

Resources

Articles

- **AIDA Overview**

- **AIDA for Business Results**

- **AIDA: Make Your Words Sell**

AIDA Videos

- **AIDA in sales (Attention Interest Decision Action)**

- **Alec Baldwin in Glengarry Glen Ross on AIDA**

Elevator Pitch

- **Perfecting the Elevator Pitch**

Appendix VIII - Example Judging Score sheet

Please note that this sheet is formatted for easy viewing in this handbook. A score sheet is normally printed A4 or A3 horizontally to enable sufficient space for feedback.

You should record your score for each startup on each criterion on the following scale. Note that your feedback comments that follow the dots represent the most important aspect of your role:

5 – Keep doing what you're doing. Focus on other areas

4 – Almost there. Could be better if [......]

3 – Mixed. Key areas for improvement include [......]

2 – Work needed in this area. You should focus on [......]

1 **– Significant work needed here,** particularly [......]

ROOM _____ JUDGE NAME _____

TEAM NAME _____ CATEGORY _____

Topic	Description	Score	Feedback
1. Business Description	A. Do they know what all the required functional activities are of their proposed business?		

2. Customer Discovery	A. Has the team clearly validated (substantiated) with convincing customer discovery interviews: 1) a specific quantified, "big" pain or problem they solve? 2) for a specific beachhead customer segment? and 3) with a Minimum customer-required Feature Set?		
	B. Have they contracted with one or two pilot customers in the target beachhead segment?		
	C. Does that segment represent their likely first $1 million in revenues?		
	D. What adjacent segments have they validated?		
	E. What is their proposed pricing and the total market opportunity (beachhead plus adjacent segments?)		
3. Product/ Technology Validation	A. Has the technology (the physics) been third-party validated to demonstrate that it works?		
	B. Does the technology give their product a clear competitive advantage?		
	C. Do they have a clear roadmap for completing the prototype(s)? the first commercial product?		
	D. Have they validated that the product can be profitably manufactured and scaled?		

4. Go-To-Market Tactics / Sales Model	A. Do they have a clear, specific, customer-validated model for growing sales from initial pilots to dominant market share in the beachhead segment? B. Do they have a channel and/or strategic partner strategy for penetrating adjacent segments?		
5. Finances and Funding	A. How credible and well-validated are the revenue and all cost projections? B. Do they have a clear, specific and logical strategy for the sources and uses of the funds they are trying to raise?		
6. Legal	A. Is the team's IP their own, patentable and defensible? B. Is their corporate and cap structure free of issues?		
7. Team	A. Is the current team credible, with relevant skills and appropriate connections to achieve the critical Product Market 18-month milestones? B. Do they know what their skill gaps are and how they will fill them?		

8. Sustainability	A. How well does the team describe, quantify and validate the net environmental, economic and social benefits/impacts of their cleantech application.		
	B. How well does the team describe and quantify the environmental, economic, and social responsibility and impacts of their operations in manufacturing and providing their technology or service?		
	C. How significant is the net environmental and social benefits of this venture? How do the benefits compare with the status quo and other competing new solutions? Do the benefits significantly scale over time? Do the benefits address specific Sustainable Development Goals (SDGs) in a meaningful way?		
	D. Is there a link between the environmental and social impact of this venture and its customers, partners and investors? Does the environmental and social impact drive profitability and a competitive advantage in securing investors?		

9. Presentation	A. How clear was i) their presentation and ii) responses during the Q&A session? Were you ever, or often, confused by the presentation and their responses during the Q&A session?		
	B. How complete was their presentation? Did they address all elements of the Business Model? Did their validation work significantly "de-risk" the investment opportunity?		
	C. How convincing was their presentation? How compelling did they make the investment opportunity?		
Overall Comments			

Appendix IX - Example GCIP Mentee Feedback Form

In order to improve the GCIP mentoring program, we would appreciate your feedback. Please note all feedback is conditional and has no impact on your participation in the accelerator or scoring.

Name: _____ Team Name: _____

1) How often have you communicated with your mentor since the Academy?

How easy has it been to contact your mentor? Have you met in person? What plans / schedule do you have for communication over the next few weeks?

2) How has your mentor guided and assisted you with the completion of the GCIP Worksheets, creation of an effective Executive Summary and a draft investor presentation? My mentor has helped me complete the GCIP worksheets by:

3**) My mentor has helped me to create an executive summary by:**

4) My mentor has helped me create an investor presentation by:

5) On a scale of 1 to 10 (with 10 being excellent and 1 being poor) how would you the quality of the match between you and your assigned mentor? Does your mentor have the appropriate skills and experience that you need?

6) On a scale of 1 to 10 (with 10 being excellent and 1 being poor) how would you rate the level of support and guidance that you have received from your GCIP

mentor? If possible, please explain why you gave your mentor this specific score.

7) What help and support do you need from your GCIP mentor over the next 2-3 weeks?

8) Do you need additional help and support from other GCIP mentors? YES / NO

If YES, please state the specific areas in which you require help?

9) Please provide any comments and suggestions on how we could improve the mentor program

Thank you for your feedback, which is entirely confidential and will be used to improve the GCIP mentor program.

Appendix X – GCIP National Academy Questionnaire

Name / Role (Entrepreneur, Mentor etc.): _____

Team: _____

Thank you for the completing this questionnaire. Your answers will help us drive improvements in future training, events and activities.

1. Did the National Academy fulfill your expectations? Please give reasons.

2. Were the training sessions directly beneficial to you? Please elaborate why.

3. Were all the training topics covered in sufficient detail? Please elaborate why.

4. Did you meet your mentor (or mentee) and was the interaction beneficial? Please elaborate why.

5. Did you have sufficient opportunities to meet with fellow entrepreneurs and mentors?

6. Did you identify opportunities to connect and partner with other entrepreneurs participating in GCIP <Specify Country & Year>? If so, please tell us about them.

7. Did the opportunity to pitch and receive feedback help you to improve your presentation skills and business validation? Please elaborate.

8. Which specific session(s) or topic(s) from the two days of training were most beneficial to you?

9. Which topic(s) would you like to have covered in more detail?

10. Which topics were missing from the National Academy that you feel should have been covered?

11. How could we improve the National Academy next year?

12. How would you rate your satisfaction with the National Academy on a scale of 1 to 10 (with 10 being the highest)?

13. Please provide any further comments or suggestions in the space below.

Appendix XI – Investor Connect Checklist

Introduction

Investor Connect is an event for GCIP accelerator teams and alumni that is focused on making connections to appropriate investors and sources of capital. Since the earliest cycles of GCIP, various Investor Connect events have been used to both educate entrepreneur on the range of investors and to facilitate introductions to sources of capital that fit the stage of development, capital needs and sector focus of the GCIP company. Investor Connect systems typically take place as in-person events but with sufficient preparation can take place virtually.

When planning an Investor Connect session is it imperative to remember that the expectations amongst entrepreneurs and investors should be set correctly. In many cases, the GCIP ventures may be too early for many sources of equity investment and therefore the focus should be on developing relationships and contacts that can be maximized as the company reaches key milestones. Entrepreneurs should not expect to leave the Investor Connect event with an investment term sheet or cheque but with a series of contacts and insights that can be leveraged. Similarly, investors should not be under the misconception that all the GCIP entrepreneurs they will meet will be shipping product, generating revenue and focused on scaling.

The matching between entrepreneurs and investors can be made more directly relevant by ensuring that the entrepreneurs in attendance match the sector interest, risk profile and investment stage of the investors in attendance. Typically, for an Investor Connect session comprising largely of current GCIP accelerator participants this may mean ensuring that additional angel investors are attending. For a session with successful GCIP alumni (1 to 3 years since graduation), connections to venture capital investors may be more appropriate.

Investor Connect Activities

An investor connect session can last from a few hours to an entire day. The difference in duration impacts the number of meetings (or rounds) that can be curated between participating entrepreneurs and investors. Regardless of the duration, an Investor Connect session typically comprises of the following 3 segments:

1. Introductions

The investors in attendance briefly introduce themselves (3-4 minutes per investor) to outline thier investment focus (e.g. technology sector, stage of development etc.), preferred deal size and recent activity (e.g. recent investments, portfolio companies etc.).

2. Curated 1:1 Meetings

Following an explanation of the format and logistics, a series of short (7 to 10 minutes) 1:1 meetings are held between participating investors and GCIP entrepreneurs. Each meeting is curated by the GCIP Accelerator PMU with the entrepreneurs moving between investors at specific times. The investors sit or stand at individually numbered tables, whilst the entrepreneurs move between them according to their meeting schedule (referred to as the "dance card"). The entrepreneurs are reminded to spend no more than 2 to 3 minutes outlining their venture and focus instead on listening to the investors for feedback and potential contacts. Ideally each participating entrepreneur should have the opportunity through Investor Connect to meet at least 5 or 6 investors. An investor in attendance would typically expect to meet 8 or more entrepreneurs.

3. Follow-up Meetings

Following the curated meetings between investors and entrepreneurs, it is important to allow some time for informal follow-up meetings. Where the initial short discussion sparked interest on both sides, it is helpful to be able to meet the same day to discuss the entrepreneur's pitch day or other information in more detail.

Investor Connect Planning Checklist

2-3 Months in Advance

- I dentify a suitable location (if in person), date and time for the Investor Connect session. When considering locations, verify that the event space

can accommodate a large number of individual tables (e.g. 20 or more) with sufficient room for easy flow between tables and networking.

- Once a suitable location and date has been identified send a "save a date" email to potential attendees.

- Consider which GCIP companies will be invited to the Investor Connect session and conduct a thorough analysis of the investment needs of the group.

- Collect responses via email questionnaires and direct calls.

- Stratify the resulting responses based on the amount of investment required, the type of investment needed and related key milestones.

- Based on the collated responses from entrepreneurs, identify the type of investors that need to be invited to the Investor Connect session based on sector focus, stage of investment, risk profile and typical round size.

2 Months in Advance

- Based on the identified funding needs and required investors, map out the local investors and capital sources within the network of the GCIP PMU, stakeholders and partners.

- Remember to include not only equity investors but sources of debt capital and alternative funding sources such as philanthropic capital and corporate investors.

- Create a list of investors to be invited to the Investor Connect event.

- PMU staff, partners and stakeholders should now actively invite investors to attend.

- Simultaneously, invite entrepreneurs interested in attending to submit a 1-page executive summary and a brief overview of their current investment needs.

1 Month in Advance

- Gauge the level of interest and attendance confirmations from investors and other capital providers. Follow-up individually by email and telephone when required.

- Define the most suitable GCIP entrepreneurs to attend and confirm their attendance.

- Liaise with the confirmed entrepreneurs to create a short compelling introductory paragraph for each venture to be used in an overview document for the event.

- Also work with the selected entrepreneurs to revise any executive summaries that need improvement and prepare 4 to 5 slides that could be referred during the Investor Connect 1:1 meetings.

1 Week in Advance

- Re-confirm the attendance of all entrepreneurs and that the executive summaries and short slide deck are up to date and appropriate.

- Confirm the attendance of as many investors as possible. Follow-up via email and telephone with investors and other capital providers that have yet to confirm.

- Begin matching investors that have confirmed with entrepreneurs. Follow-up with any investors where their investment preferences and focus are unknown or unclear.

3 Days in Advance

- Update the investor and entrepreneur matches based on the latest investors to confirm.

1 Day in Advance

- Finalize the investor and entrepreneur matches based on the latest attendance confirmations and preference information.

- Send investors 1-page executive summaries via email of the entrepreneurs they are scheduled to meet the following day.

Appendix XII - GCIP Global Technology Categories

Energy Efficiency

The Energy Efficiency category includes technologies that enable us to save energy in industrial processes, commercial applications as well as at home. Saving energy reduces greenhouse gas emissions and has also a positive impact on expenditures on energy. Examples include advanced light sources and controls, smart/ user-friendly energy management systems, energy-efficient water heaters and other appliances, high-efficiency industrial process systems, energy efficient technologies for construction, motors, pumps, and advanced heat sensor and cooling systems.

Renewable Energy

The Renewable Energy category is open for energy generation technologies utilizing renewable resources such as solar, hydro, wind, wave and biomass. The application of technologies that will remove reliance on fossil-based energy. By applying the technologies, it will reduce consumption of fossil, reduce energy bills, and create societal benefits where energy is available to all. Examples include solar powered appliances, mini-hydro, hybrid solar and wind energy capture and heat energy recovery.

Waste Beneficiation

Waste Beneficiation focuses on novel cradle-to-cradle approaches to the reduction, reuse and recycling technologies, as well as innovative business models and approaches to materials usage. Waste beneficiation technology examples include: waste management equipment; sorting; resource recovery processes including e-waste; pollution prevention, control, and treatment technologies; as well as waste reduction through innovative recycling processes and new recyclable materials.

Technologies include:

Waste clean-up and remediation, Combined heat and power (CHP) and Reprocessing technologies for: municipal waste, waste plastic, waste tyres, organic waste and electronic waste.

Specific Products include:

Products with toxic constituents that may become a problem at the end of life. Examples include: batteries, electronics, used oil, pharmaceuticals, paint and paint products (latex oil-based paints and thinners), pesticides, radioactive materials, products containing mercury and cadmium including thermometers, thermostats, electrical switches (including automotive), and fluorescent lamps.Large products that are not easily and conveniently thrown out as waste. Examples include: carpets, building materials, TVs, computers, appliances, tyres, propane tanks and gas canisters.Products with multiple material types that make them difficult to recover in traditional recycling systems. Examples include: packaging, electronics, and vehicles

Water Efficiency

The Water Efficiency category includes technologies which address drinking water distribution, usage or treatment, recycling & reuse of industrial and household water and in-sludge management, exploitation of alternative resources for production of clean water and the attempt to integrate both waste and water management. Solutions can include purification, water saving devices, rain-harvesting systems and water monitoring systems for efficient water consumption.

Green Buildings

The Green Buildings category focuses on reducing the environmental impact of construction by producing innovative, energy- and material efficient building materials. This category also encompasses improved design or construction practices. Examples include improved site planning, water management systems, reduction of hazardous materials in building construction or operation, use of new environmentally friendly or recycled materials, systems to improve

indoor environmental quality and systems for improved waste reduction or disposal. Examples include Insulation materials, Cement alternatives, Cement production techniques, Building integrated PV (BIPV), Indoor air filtration systems, Modular housing, Architectural Designs for thermal management, Office environment, Low VOC carpeting and flooring, HVAC, Water saving toilets, showers, plumbing, Residential heat pumps, Recycled materials for use in building material, Design improvements to commercial environment, Carbon neutral housing, Wood modification technologies, Bio-based materials (like corn and soybean laminates), Production of lightweight and curved concrete structures, and Novel construction materials with controllable optical characteristics.

Transportation

The Transportation category covers innovative technology that not only improve our means and ways of mobility, but also reduces environmental impact of mobility markets. Start-ups that are focused on electric vehicles, motorbikes, aviation, trains and fleet logistics should choose this category. Green Transportation encompasses transportation and mobile technology applications that improve fuel efficiency, produce biofuels for transportation, reduce air pollution, reduce oil consumption or reduce vehicle travel (not limited to automobiles). Technologies are applied directly to transportation systems or vehicles. Examples include new vehicles and new types of transport services and infrastructure, efficient and portable batteries, fuel cells and bio-based transportation fuels and use of information technologies.

Advanced Materials & Chemicals

The advanced materials & chemicals category is focused on the design of chemicals, materials and processes that reduce or eliminate the generation of hazardous substances, increase energy-efficiency, and reduce waste. The innovations in this category can relate to nanomaterials, fibers, plastics, polymers, composites, coatings, thin films, enzymes and green chemicals. Previous GCIP winners in this category have included the development of bio-plastics for bio-degradable food packaging and an organic nano-technology-based anti-fouling coating for large commercial ships.

Global Cleantech Innovation Programme
Email: gcip@unido.org
Internet: www.gcip.tech
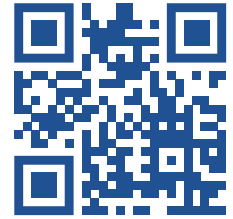
UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna International Centre, P.O. Box 300, 1400 Vienna, Austria
Telephone: (+43-1) 26026-0 Email: unido@unido.org
Internet: www.unido.org