

Sample Past BEI Independent Projects

- **1366 Technologies Commercial Plant Site Selection Project**

1366 Technologies is a solar wafer manufacturer based in Lexington, MA. The company has developed a manufacturing process that enables the production of silicon wafers at under 50% of the cost of current methods. 1366 Technologies is a grant recipient in the DOE's ARPA-E program, and has secured private funding from North Bridge Venture Partners, Polaris Venture Partners, Hanwha Chemical, and Ventizz Capital Fund. The HBS BGB team is developing an evaluation methodology to help the company assess potential locations for its proposed commercial-scale manufacturing facility. This methodology takes into account key cost drivers (e.g. labor, energy, raw materials, and logistics), as well as tax rates and governmental incentive programs.

- **Chevrolet Tahoe Hybrid SUV Go-to-Market Plan**

General Motors designed a new hybrid engine for the Chevrolet Tahoe in 2007 for introduction in model year 2008. Acceptability of the hybrid engine has been low since introduction, hovering around 1% of Chevrolet Tahoe production. The key questions this project seeks to answer are (1) what are specific marketing actions that will improve the acceptability of the hybrid engine to the target market?, and (2) what communications methods and messages will resonate with customers in the target market?

- **Enequipo**

Enequipo is a potential demand response (DR) venture that would, through agreements with local electricity users in Argentina, help lower the demand for electricity in periods of peak demand. This would have benefits for utilities and large electricity users, as well as the broader Argentinean economy and environment. Our goal is to understand the opportunity for such a company in Argentina as well as understand what lessons can be learned in how to appropriately assess DR opportunities and risks in other countries.

- **Fisker Automotive**

Fisker Automotive is an American premium plug-in hybrid electric vehicle manufacturer with a mission to redefine the luxury automobile with an unwavering dedication to sustainability. Founded in 2007 and headquartered in Anaheim, CA, the company is led by industry veteran Henrik Fisker, who is most widely recognized for his role in designing the BMW Z8 Roadster and Aston Martin DB9. The company has raised over \$1 B in public and private funding since its inception and began production of its Karma plug-in hybrid sedan in Finland earlier this year.

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- **Hara**

Hara is a rapidly growing cleantech start-up that provides enterprise energy and environment management software. Their solutions enable enterprise clients to easily monitor energy consumption and identify energy efficiency opportunities through data analysis, and help them establish reduction initiatives. Hara's customers include Fortune 500 companies such as News Corp and eBay as well as local governments such as City of Las Vegas and City of Philadelphia. Hara recently signed a deal with Abu Dhabi Water and Electricity Authority (ADWEA) to provide comprehensive energy management software and services. The HBS BGB team is investigating energy efficiency needs in the Middle Eastern region that may lead to potential business opportunities for Hara.

- **Modular Carpet Recycling (MCR)**

The team developed a market analysis, identified key risks, valued, and recommended a new organizational structure to facilitate growth and mitigate risks for a nylon recycling company.

- **Pellion Technologies**

Pellion Technologies is a Boston based early-stage company developing next-generation batteries with the potential to deliver substantially higher energy density and lower cost than current lithium ion cells. Pellion was founded in 2009 by leading scientists from MIT and is backed by top-tier venture capital and the U.S. Department of Energy ARPA-E. The HBS BGB team is investigating potential strategic partnerships to support rapid commercialization.

- **The Solar Model**

The Solar Model is a SaaS solar project evaluation tool designed to provide a detailed estimate of financial and electrical output for new solar projects. Our software enables customers to evaluate the complex drivers of solar projects in a simple and intuitive way, optimizing solar project financing and providing an effective means for new technology evaluation. Our BGB team is simultaneously developing the core technology while evaluating potential business models and partnerships to help bring the technology to market.

- **WWF Commodities Financing Project**

This project is looking at the capital structures of firms that work producing at least one of the World Wildlife Fund's target commodities. This involves examining the equity structure and holders as well as identifying the lenders and debt-holders for these firms. The end goal is to use this information towards determining the role of the finance community in promoting sustainable mandates within target commodity firms.