



## 22<sup>nd</sup> NREL Industry Growth Forum: Application Instructions

### General Guidelines:

- Due by July 31<sup>st</sup>, 2009 at 11:59 pm MST
- Submit a document of no more than **3 pages total** (2 pages of content + this characterization page) at <http://www.cleanenergyforum.com/apply.php>
- Document must be **10 pt font**, with **1" margins** utilizing the **entire application template**
- Submit as a .pdf file titled **"company name\_22ndIGF.pdf"**
- Parts 1-8 must be contained on a **maximum of 2 pages!**
- Please do not include any proprietary information on your application as this form may be reviewed by all members of the selection committee.

*Submissions outside of above guidelines will not be accepted.*

### Contact

**Company name:**

**Contact:** (name and position)

**E-mail:**

**Phone number:**

**Website:**

### Basic Information

**1) Anticipated Financing Round:** (highlight one of the following)

- Seed
- First Venture Round
- Second Venture Round
- Third Venture Round
- Fourth Venture Round
- Bridge Financing
- Project Financing

**2) What dollar amount (\$ US) are you seeking in this upcoming financing round?**

**3) Technology:** (highlight all that are applicable)

- |   |   |
|---|---|
| <input type="checkbox"/> Biofuel              | <input type="checkbox"/> Fuel Cell, Hydrogen      |
| <input type="checkbox"/> Bioenergy Technology | <input type="checkbox"/> Energy Efficiency        |
| <input type="checkbox"/> Geothermal           | <input type="checkbox"/> Smartgrid                |
| <input type="checkbox"/> Wave, Tidal, Hydro   | <input type="checkbox"/> Energy Software          |
| <input type="checkbox"/> Solar: Photovoltaic  | <input type="checkbox"/> Energy Storage           |
| <input type="checkbox"/> Solar: Thermal       | <input type="checkbox"/> Vehicles, Transportation |
| <input type="checkbox"/> Wind                 | <input type="checkbox"/> Other                    |

## Part 1: Opportunity

**Elevator pitch:** Write a compelling pitch to prospective investors that entices them to hear more. What is your product or service? Describe the novel aspects of your technology and what it enables. What is the intended product, use, or service based on the technology? What is the specific customer pain/desire that your service addresses? What is the company's key value proposition (e.g. low cost producer, highest reliability)? (3-4 sentences)

## Part 2: Target Market

**Customers:** Who are the *specific* customers that you are pursuing or will pursue? Who will pay and how much? Do you have any letters of intent to purchase? How are you reaching your customers and growing your customer base?

**Market and Industry:** What markets and market segments are you pursuing? How big is this market and how can you sustainably capture it? With what sources of information have you validated that these markets really exist? (Remember that while investors like public sector investors to provide R&D support, and possibly initial markets, they don't like to see long term markets that are too dependent on government or utility markets). Analyze both the micro and macro industry and market spaces where your technology resides.

**Competition:** Who/what is your competition? How are you and your partners going to deal with them?

**Barriers:** What are the key market barriers (both competitive and regulatory) that could impede your success? How do you plan to overcome them?

## Part 3: Business and Resources

**Inception:** When and where was your company created?

**Current Structure:** What is the current structure and ownership? If you represent a part of a larger company, explain how you function in relation to the larger entity and answer the remaining questions from the perspective of the division you represent.

**Management Team:** Investors often make their biggest bets on people. What can you say to convince investors that the key members of your management team will be able to steer the venture to commercial success? What is your team's experience with start-ups and with your current stage of venture and growth (e.g. do they have experience forming and working with strategic partnerships)? What are your plans for further developing your management team as you expand your business rapidly?

**Intellectual Property:** Is the investment protected with patents /know-how? Describe the ownership of public and private sector IP for your technology.

**Tangible Assets:** Do you have any tangible assets (i.e. plants or prototypes) directly related to this technology that you would like to disclose to the panel of investors reviewing your application?

## Part 4: Product

**Function and Benefit:** Investors want to be sure that people will buy your product and they want to know the pressing business and/or other customer need(s) that it solves. What are the key benefits to the customer (other than technical)? Define and quantify key benefits to customers in terms of both technical and non-technical aspects, cost, etc.

**Development Stage:** Where is the product in its evolution (e.g. fully tested prototype; in initial production and markets; etc.).

**Future Needs:** Does your product stand alone? Do you offer a "whole product" solution to the customer needs that you are targeting? If not, what are the other customer needs? What are your current or future dependencies (i.e. distributors, partners, etc.)

## Part 5: Path-to-Market Strategy

**Market Strategy:** What is your go-to-market strategy (e.g. early adopting markets)? What are your current markets and anticipated market segments that will give you a sustainable advantage? As you grow your company, will these markets be available? What is your basic strategy for developing and reaching those markets? How are these market assumptions consistent with financial assumptions?

**Supplier and Distributor Relationships:** Address any supply and/or distribution issues that may arise.

**Deployment method and partners:** What is your anticipated deployment strategy? Describe any likely needed strategic partner(s) as well as the expected roles of these partners. Where are you in the process of securing such partnership(s)? Explain what is being done to position the technology and the current partners for the additional needed down stream partners. If private sector partners already exist, describe their level and stage of commitment to go beyond R&D and deploy the technology in the marketplace.

**Key Milestones on the Path to Deployment:** Provide an anticipated schedule of deployment and a brief description of the key milestones that must be reached to take the next major step towards deployment with existing and/or new strategic partners. Detail the major strategies that are being used to accomplish these goals. Describe anticipated funding needed and likelihood of reaching these milestones.

**Achievements:** Describe the growth milestones achieved to date. What key achievements indicate to investors that you have progressed in measurable terms and that your company is on track in creating a viable business? What are your next major near term planned achievements/goals and what are the barriers to achieving those goals. How you are addressing these barriers?

## Part 6: Sustainable Advantage

**Business Model:** Describe the mechanism through which your business makes money and how it will insure steady profits for the future.

**Competitive Advantage:** What strategy gives you an advantage over the competition? What makes this competitive position sustainable? How sustainable is your competition's model?

**Cost / margin benefits:** Provide an early estimate of cost / margin benefits relative to the competition.

**Incubator Affiliation:** Which, if any incubators have you been affiliated with in the past? Currently?

## Part 7: Financials

**Sales and Gross Profits:** Are you currently selling product? If yes, what are your current sales? What do the current returns look like? Anticipated for three years out? If no, when will product enter the market? What are the key imbedded assumptions? What financials/pro-formas can you share (you will want to privately share a range of information including margins, free cash flow, debt service ratios, etc. if investors show interest). Fill out and include the following table and then delineate any assumptions employed in deriving your projections.

Year	2008	2009	2010	2011	2012
Revenues					
EBITDA					

**Funding Needs:** From the above, let us assume that investors will be convinced that you are rapidly moving towards a viable and very profitable business. How much are you asking for? How will the money be spent? What financing avenues have you been pursuing?

**Exit Strategy:** What will investors get out of the deal? How do they cash out (exit)? Explain how the debt and equity portion of the financing will be repaid.

## Part 8: Key Risks and Future Needs

**Risks:** What are the key risks that investors will face (e.g. off-take agreements, market for product, distribution, etc.) How are you addressing these? How are the investors going to maximize their return?

**Needs:** What else do you want/need from the panel (advice on strategy, contacts for management team, etc.)?