When did you incorporate your startup?

13 Jan 2015

What was its legal name?

Y1 SYSTEMS LIMITED

Do you have or are you working on a startup at this time?

We'll give you an opportunity to expand on these ideas or experiences soon.

No

How many people have you managed in a team in a corporate environment?

3

How many years of post Bachelors work experience do you have in total?

8

Please add your LinkedIn profile here if you have one:

Please ensure you include https:// at the start of your link.

https://www.linkedin.com/in/jeromeminney/

Select all of the below that apply to you:

Responses Selected:

Attended a Carbon13 webinar
Spoke to a current Carbon13 founder
Heard about Carbon13 via a friend/word of mouth

Although much of the venture builder will be delivered virtually, some of Phase 1 will be delivered face to face without streaming, and attendance in Cambridge UK for this part of the programme is mandatory. Other than that, it is for you and your team to decide how and where you will work. The mandatory in person component of Phase 1 is planned to be on the below dates:

- **19-21 September**
- **4-6 October**
- **18-20 October**

In applying for Carbon13's programme, you agree that if you receive an offer, you will meet the mandatory requirement of in person attendance during the selected days listed above in Phase 1.

Responses Selected:

I agree

In order to continue with your application: please read and consent to our Terms and Conditions, Code of Conduct and Privacy Policy.

Responses Selected:

I consent

Are you applying as a team or as a solo founder?

(No response)

What Type of Founder Are You?

Application Stage - Module 2

Carbon13 exists to bring extraordinarily talented people together, to capture the spark that arises when diverse mindsets and skills are skilfully and purposefully mixed. This spark is necessary for radical, systemic innovations.

We bring four types of startup founders together:

Technical Founders (Science/Engineering) (15 places per cohort)— You are likely a scientist, an engineer, or someone with specialist technical knowledge relating to one of the CO_2e emitting sectors. You'll be highly motivated to work on the biggest problems of Net Zero, and see entrepreneurship as your chance to build something significant. You may already be working on a prototype or IP, or wish to apply your skillset to the biggest challenges in decarbonisation. In a venture, you will likely be the CTO, responsible for leading the development of the technology to at least proof of concept stage.

Technical Founders (Software, Data & ML) (15 places per cohort) — This founder type is for software developers, data scientists, and/or AI/ML specialists. You may be relatively new to the Net Zero space but now relish the challenge of using your skills to reduce emissions and save the climate. You are not expected to have an idea and may be more interested in teaming up with a commercial or hard tech founder who's bringing their own idea or expertise in a particular sector. Your age and experience are less important than your ability. In a founding team, you may take a CTO role, or a role similar to a Chief Data Officer or Chief Information Officer - leveraging the potential for data analysis, software, intelligent automation, and machine learning.

Commercial Founders (20 places per cohort)— You have eight or more years post-Bachelors experience, either as a serial entrepreneur/in startups, or if you've gained your experience in industry, it will likely be in one of our "carbon emitting sectors". You will be responsible for building the critical relationships the venture needs, and for leading the building of the

execution team.

Venture Catalyst Founders (10 places per cohort)— You have strong expertise and/or social capital in one of our target industries (energy, transport, buildings, agri/food, manufacturing) or a strong skillset in startups (sales, product management, design). We sometimes call these our "wild card founders"- if you are an extraordinary talent that doesn't fit one of the other categories, this is where you fit.

Please select one of these categories that best describes you:

Venture catalyst founder

Which of your skills and experiences are most relevant to building a startup for the climate emergency?

In my case, my whole CV has been for building the skills required to succeed in social entrepreneurship.

Some highlights include:
- Experience building startups: had 4 companies and cofounders, raised six figures of Angel/Seed and later exited (sold my stake), employed 15 people (across 2 companies), built digital product teams, and built 7 growth teams for scaleups.
- Experience coding or problem-solving with: React, Vue, Wordpress, Polymer, Drupal, HTML/CSS/JS, Sketch, Figma, User Research, Agile Roadmaps, and coaching developers.
- Experience finding product-market-fits using: Customer Development, PPC analysis, Sales Calls, and the Unkillable process (which includes the scientific process, Lean Canvas, and Explore OKRs).
- Ability to network and build relationships in most industries to find clients, distribution channels, referrals, uncover challenges, and validate solutions.
- On another note, I played football with Bangladeshi kids age 8, and marimba with Zimbabwean kids age 5, whilst mum built a fair trade supply chain supporting nearly 10,000 people's livelihoods

Please provide an example of a project you are proud to have been part of, built or created that demonstrates what you would be bringing to a startup team as a venture catalyst founder.

At Realife Tech, we hypothesised how much value could be created by stadium & team apps, recorded customer development interviews with over 50 sports teams and stadiums, tagged all recordings to surface patterns across participants, selected an unmet & lucrative need in the space, gained a pilot customer, and built a lean product.

I've done related processes with 27 stakeholders for the European Space Agency Business Applications, Ramp (crypto infrastructure), Axiom (YC-backed web RPA startup), and a 2-sided marketplace for CCU and CO2 buyers at the Odyssey.org decarbonisation hackathon.

At Carbon 13, this same approach can be applied to RE engineers, scope 1/2/3 sustainability initiatives, future energy modelling teams, and maybe even Chinese solar PV manufacturers..

Is there a second founder type which also fits in your case?

Technical founders (Science/Engineering) (15 places per cohort)—
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Technical founder (Science/Engineering)

Your Knowledge and Approach

Completed - 25 Jul 2022

Application Stage - Module 3

To what extent do you agree with the following statements:

I consider myself a climate activist.	Neither Agree nor Disagree

The reason I am passionate about launching a startup which is focused on reducing carbon emissions is that...

It will help to gain wide social support for the business.	Disagree
It will help to gain customers more quickly.	Disagree
It will help it to scale and survive in the long-term.	Neither Agree nor Disagree
It will help it to positively differentiate in the market.	Agree
It will help it to increase financial and other support from large industry players.	Agree
It satisfies a personal desire to help mitigate climate change impacts.	Strongly Agree

Should you be accepted onto the programme, in which of the following areas do you hope to make the biggest professional improvements?

Connect and form a team with other entrepreneurs who are passionate about reducing CO2 emissions.	Very Important
Connect and form a team with other entrepreneurs with different skillsets.	Important
Connect with large industry players.	Very Important
Develop my entrepreneurial venture ideas.	Neither Important nor Unimportant
Obtain resources to finance my ideas.	Neither Important nor Unimportant
Are there any other areas where you hope to make professional improvements from your involvement with Carbon13?	Develop my knowledge of all feasible (and critical) innovation ideas (and scaling needs) in the decarbonisation space.

Early stage startups have to show progress on six key dimensions in order to be investable. Carbon13 seeks to help founders build the areas in which they are weak so that their venture becomes attractive to investors.

We welcome applications from talented people who have no current venture idea at all, but if you have been working on an idea, please help us assess its current maturity on the following dimensions on a scale of 1-6:

We will be assessing your application on your talent and potential, not on your progress to date, so please be honest!

Founders:

(6 is "I have a highly experienced and investable dream team, plus excellent advisers and mentors", 1 is "at the moment, it's just me")

Current rating:	1

Customers:

(6 is "I have relationships with customers who would pre-order tomorrow", 1 is "I don't know who the customer is yet")

Current rating:	1

Problem:

(6 is "I know exactly how the customer sees the problem I want to solve", 1 is "I have some ideas for a solution, but I'm not sure who has the problem or where the problem ranks among their priorities")

Current rating:	1

Value:

(6 is "I've already tested a version of the "customer promise" out with customers and they are queuing out the door", 1 is "I have no idea what exactly I'm selling yet")

Current rating:	1

Resources and Relationships:

(6 is "I know all the key suppliers, partners and employees we will need to make this venture work, what their incentives are and how to get them excited about working with us", 1 is "I don't know yet who the key suppliers, partners and employees are")

Current rating:	1

Money:

(6 is "I'm wealthy enough, or already have backing, so that I can pursue a venture full time for the next two years without having to generate any income", 1 is "I have no reserves to speak of")

Current rating:	1

Please select the carbon emitting sectors that interest you:

Responses Selected:

Energy
Buildings and Construction
Mobility/Transport/Logistics
Manufacturing/Materials

The following questions relate to carbon emitting sectors. Please indicate your knowledge:

Consumer	Some Knowledge
Energy	Good or Expert Knowledge
Buildings and Construction	Some Knowledge
Agriculture/Food	Some Knowledge
Mobility/Transport/Logistics	Some Knowledge
Manufacturing/Materials	Some Knowledge

Feel free to comment further on your knowledge in these sectors/industries, if you wish!

> I could flesh out the feasibility, risks & assumptions, commercial model, CO2 impact, and key
> stakeholders of an energy venture at a high level in half an hour.
>
> For the other sectors, I've done at least a days' research into it and understood the business model of at
> least one founder in the space.

Is your application to Carbon13 associated with any IP you have already registered, e.g. through a patent application?

Please note that your answer to this question will not affect your application as Carbon13 is focused primarily on your talent/skills/who you are as a human and potential entrepreneur, not on what IP you have previously created. We ask this question purely so that we can explore any technical wrinkles around this issue.

If yes, please briefly explain the status, including any claim a University or other entity may have on the IP. Note that you should not disclose any details of this IP or any other IP you intend to register in your answer. If no, you can leave this blank.

> no

Your Experiences

Completed - 25 Jul 2022

Application Stage - Module 4

Tell us about a problem area (for example, a customer problem, a carbon emissions reduction opportunity, a technology and its potential, a business model) that you are passionate about exploring.

We won't hold you to this if you are admitted to the venture builder and your views change.

One-liner: Better modelling the future energy grid, by combining the strengths from all other models.

Context: To cut out 50Gt CO2e we need to decarbonise energy (~70% of emmissions), which means wind, solar, hydro, nuclear, geothermal, and other sources. But wind (supplying ~1/4 of UK energy) isn't consistent so we need to balance power using short and long-term batteries. The UK has 1.6GW of storage today, but needs 50GW of short term and 450GW of long term by 2050 in order to increase its share of renewable energy sources.

Challenge: But where should we place 500GW of storage, what capacity should each battery have, and what cost per kwhr, dimensions, discharge speed, efficiency, and safety is optimum? What R&D should we invest in, from new anode/cathodes to hydrogen round-trip efficiency? How is this impacted by weather or energy demand forecasts? What does it cost us to deploy a suboptimal investment in a predictable environment?

Opportunity/Hypothesis: UKERC's Energy Modelling Hub highlights that "energy modellers – in academia, government, and consulting – have often struggled to make their models open and accessible".
My hypothesis is that creating a single model is so complicated that anyone who's done that has not considered evaluating everyone else's model to improve theirs further.

Value: Modelling future energy services enables energy suppliers to achieve more with their renewable asset investments, governments to minimise their grid investments, and industry to secure better energy deals.

At your current or most recent company, who are/were its competitors and how does/did it differentiate itself?

The company was Unkillable, a consultancy doing OKRs and Growth for Scaleups.

Our competitors included:

- Startup Core Strengths (also teaching growth skills)

- Individual growth consultants (see https://www.growthmentor.com/)

- Founder communities (see ICE List) and mentors

- Hiring great executive talent

- Doing nothing (and launching products with lower PMF and growth rate)

Unkillable was differentiated by clearly articulating and acting on three ideas:

- Growth is beyond the funnel, it includes product, process, and positioning innovation too

- Startups aren't businesses, they're a temporary organisation designed to find the next business model. Therefore, we need to optimise a team for learning, not doing.

- Growth follows constraints, there's always one part of your operation that is the highest priority to ruthlessly focus on innovating on.

Of course, as a consultancy it was important to build a personal brand within the network to generate the word of mouth referrals that generated most business, and I believe the opinionated posts (based on the above 3 ideas) by the founder were important for getting attention.

Why would other founders want to work with you?

My model for the future of climate innovation is the gap between the way the world works today, and a future where every movement of matter (plastic, chemicals, trees, CO2) is tracked until it reaches its original form. I'm excited about innovating anywhere along this gap (whilst appreciating the commercial limitations of today).

I can get web applications built to a high quality, can design business models in conversation, am comfortable doing customer development in most industries, can solve technical challenges (or prove they're unsolvable), facilitate difficult conversations (leveraging NVC, IFS, and other relational frameworks), and lead people.

I have 8 years experience empowering other founders to achieve their visions. For example, I recently met a founder who's worked on battery resurrection for 13 years who said he was impressed by my ability to a) understand what he was doing, b) propose a valid way of skipping two years of milestones in his business, and c) do this after 8 minutes of speaking to him, where battery professors didn't understand his approach after 3 hours of discussion.

Tell us about a recent significant conflict or frustration you had at work and how you handled it?

I've recently taken a Head of Partnerships role with London Climate Connection in order to meet climate stakeholders and access their CRM of nearly 1,000 contacts, and my goal is to raise sponsorship (min. £35k, target £300k) for future events.

As we gained momentum, I noticed that the founder was late to meetings that I was travelling in for, on time. As soon as I spotted the pattern, I decided to nip it in the bud and highlight the difference in approach, and dig deeper into where this project sits in her priorities.

By surfacing that sponsorship was lower priority than we'd previously implied, and that we both value working at full productivity, we decided the best way forward is to reduce the scope of the project and commit to defending the remaining time allocated.

What do you look for in a team?

In co-founders, I'm looking for:
- Excellent communication, sound reasoning, ability to model complexity, self-confidence, and emotional intelligence
- Complementary skills, which in my case means healthy relationships at the most influential energy institutions or deep understanding of an energy-related technology.
- Motivation to build a business for grounded/secure reasons, not primarily trauma-driven reasons

In an employed team, I'm looking for:
- For fixed roles: People who have previously enjoyed doing what I'm hiring them to do (or used their brain in the same way)
- For variable roles: Curious intellectuals who aspire to found a company in the future.
- For leadership: People who've operated the next/better version of my current business
- For everyone: People who are motivated by the impact

Why is now the right time for you to start up a venture for the climate emergency?

I believe I've developed the skills and done the personal work required to scale a business, and I don't have kids yet.

What has been your favourite job to date? Tell us about it and why it worked well for you.

I loved running a software agency, because I was really good at understanding people's product goals and communicating that in the form of technical specs that gave developers the autonomy to bring their software design talent and learning goals to their work.

I also loved being fully accountable for a defined scope, and how sensitive the quality of my work was to the profit margin of each spring.

What other interests or interesting thing would you like to tell us about yourself?

I love to dance. Some of my most creative ideas arise when dancing.

I need to ideate over coffee. Talking is by far my most powerful way of building models.

I like to meditate. Meditation enables me to transform a set of incongruent experiences and make sense of them all.

I get a lot from cycling. Cycling between meetings helps me integrate a meetings' learnings and action points, and think through how to get the most out of the next meeting.

Equality, Diversity and Inclusivity

Completed - 24 Jul 2022

Application Stage - Module 5

At Carbon13 we recognise that the strongest founding teams and the strongest innovation communities are those that are diverse in thought and background. We actively welcome applicants who can build these teams and help us to collectively achieve our CO2e emissions combatting mission.

Therefore, to aid our work in diversity, please tell us which group(s) you identify with:

This will not form part of your assessed application.

White