

Lens of the MarketSM Stage 3

Market2Scale-Up was developed by ecosVC with the knowledge that **researchers must have the skills and ability to translate market based value propositions into a business model that delivers value and a business plan that delivers scale capability through a defined company value stream.**

Market2Scale-Up is based on the premise that a validated value proposition and market gap analysis are the basis of a winning business model, and that a business model is the heart of any business plan and company value stream – the means by which companies deliver against their value propositions.

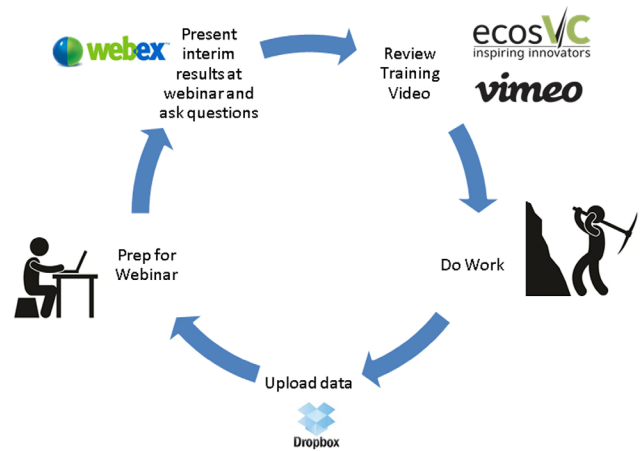
Market2Scale-Up provides proto-venture teams with tools, templates, skills and a facilitated step-by-step process over a period of at least 3 months to develop, test and present a business model and the foundation for a business plan to achieve market required success.

Market2Scale-Up uses tested and effective tools to develop a business model based on three key components—the revenue model, sales channel model and pricing model. The business model gives rise to a value stream analysis and a business plan to deliver against validated value proposition and innovation differentiators developed in Innovation2Market.

Core to **Market2Scale-Up** is a process of business model development based on a validated value proposition and market differentiators which act as the basis for re-defining technical feasibility, building an aligned R&D plan, defining a value stream and building a business plan.

Market2Scale-Up consists of three components.

Component 1: The Kick-off. A 1-2 day intensive workshop designed to set the stage, reinforce team roles and cohesion, practice the behavior of data acquisition, team interaction and report back. The workshop is designed for continuous interactive work and presentations by the participating teams and is built upon cycles of rapid fire information sharing followed by breakouts as teams and work preparation. It includes rapid “stand and deliver” techniques that allow all team members to hone presentation and confidence building skills.



Component 2: Business Model and Business Plan Development – the foundation of a successful business grounded in a validated gap analysis and value proposition. The intervening work of **Market2Scale-Up** is a continuing cycle (Figure 1) consisting of customized Webex-based video training for each module followed by updated work by teams. The work products are loaded to a secure central data site (selected and provided by the teams) and are reviewed by instructors, prepared for a webinar presentation by the teams, and reported back at the webinar which includes all teams and facilitators to maximize learning and interaction. All training videos and the webinar-based report back are recorded and made available only to teams (password protected). The cycle repeats for each of the modules and, as such, can be multiple times/month depending on duration of **Market2Scale-Up**

The key training modules for **Market2Scale-Up** include:

- What is a Business Model;
- Key Business model element 1: Revenue Model;
- Key Business model element 2: Sales Channels;
- Key Business model element 3: Pricing Model;
- Sections of the Business Plan:
 - Sales Plan;
 - Marketing Plan;
 - Operations Plan: including manufacturing and pilot options and a refined R&D plan;
 - Team and HR Plan including a discussion of options for business structures;
 - Financials;
 - Financing Plan; and,
- Presenting your findings to stakeholders and potential investors.

Component 3: Business Model, Business Plan and Go-Forward Plans – Stand and Deliver. 1 day of presentations by all teams to a select audience of program and business leaders.

Market2Scale-Up outcomes:

- A business model based on market validated revenue model, sales channel plan and pricing model;
- Elements of a business plan as defined above;
- Refined market gap analysis and aligned value proposition and differentiators;
- Refined R&D plans coupled to value proposition and differentiators;
- A set of business mentors who can go forward into other roles, as defined by the team; and,
- Skills for participants in developing a business model and business plans.

Market2Scale-Up consists of approximately 175 hours of facilitator contact time with 250 hours of facilitator preparation and a lot more (FUN) work time for the teams! Up to three teams can be accommodated in a standard format of the workshop. Other options are available, if required. PLEASE NOTE: A team can be as few as 2 people but fees are based on work *per team*, not per person. It is expected that each team will solicit mentors to aid in the work.

It is expected that teams have the ability to connect regularly via Webex, attend all sessions, view all videos, conduct interim work and upload information in a timely and professional manner. Included in the workshop:

- All components prepared and delivered by two facilitators, both available for the entire timeframe of the workshop.
- Tailored, copyrighted materials printed material for each participant in Component 1; all materials available in electronic form are password protected. *All materials developed by the teams as work product during the workshop are the sole property of the teams.*
- Pre-work preparation by facilitators for all components including tailoring materials as required and familiarization with the participating team's areas of research to commercialization intent. (Information to be provided by team.)

- All templates, tools, videos provided which are password protected for use only by workshop participants.
- Opportunity for continuous feedback to the facilitators plus an online, tailored satisfaction and improvement survey available twice during the course of the workshop.
- Webex for use during Component 2 for up to 25 participants.
- Password accessible website for all training materials but *not for team data storage*.
- Travel for two facilitators to the location for Component 1. Additional travel will be an extra charge.

Market2Scale-Up participating teams can be from academia, government labs, companies, accelerators, incubators – the key is that they are scientists and engineers with the desire to gain skills in defining how their research can become innovations which are solutions to market requirements. No prior skill at market/research alignment is required, and what is learned acts as a basis for both individual career choices and building innovations that are needed by the market.



At ecosVC® we believe effective translation of research to market solutions requires the direct involvement of the innovators—the scientists and engineers—who have created and will continue to improve the technology.

ecosVC developed the **Lens of the Market** series to build value for both Innovations—from Research to Innovation to Scale-Up—and for Innovators—from a Researcher to an Innovator. The stages respect what is core to a scientist or engineer—scientific ideas or research, not generic business concepts—and interweave the contexts of research and the market throughout the series.

Information on Lens of the Market and all ecosVC offerings: www.ecosvc.com. For more information please contact ecosVC at info@ecosvc.com.