Technology valuation and innovation brokerage

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We are
A LEADING INTEGRATED PRODUCT INNOVATION GROUP

We are
ESA Technology Transfer Network Manager

5 innovation centers
2,000 m² labs (incl. wet and cleanrooms)
1,800 m² offices
165 team members
22 m€ R&D budget (2016)
ESA BROKER NETWORK

ESA Technology Transfer Network Across 15 Countries

20 Transfers per year
320 Transfers

LEGEND
- ESA Broker
- ESA Broker Prime Contractor

Technology valuation and innovation brokerage
WIDE SCOPE OF ACTIVITIES

- MICROGRAVITY INSTRUMENTS
- SPACE EXPLORATION
- SATELLITE SENSORS
- WEARABLES
- UAV PAYLOADS
- NAVIGATION & GUIDANCE
- SMART FOOD
- SMART MOBILITY
- CONNECTED CAR
- ROAD SIDE SENSORS
- SPACE DATA
- MOBILE HEALTH
TECHNOLOGY VALUE IN THE EYES OF A BROKER
BROKERS RECOGNIZE OPPORTUNITIES WHERE TECHNOLOGY CAN ADD VALUE

Brokers link technologies, ideas and people …

My technology has totally new performance levels!

… that can be interesting for some people in my network!
VALUE OF TECHNOLOGY LIES IN THE FUTURE BUSINESS OPPORTUNITY

Brokers help to explore multiple alternatives and define the value in the context of future business

My technology has totally new performance levels!

I have ideas on it ....

What does this technology mean for my business?

How much money will I make?
WHAT IS THE VALUE - WOULD YOU BUY IT?

Bullet proof bed
www.qsleeper.com

Hmm ...
ADDED VALUE OF TECHNOLOGY IS IN THE SWEET SPOT OF INNOVATION

... we need a strong case to envision solution and demonstrate the potential of your technology for users/customers and business!
DOES IT MAKE A DIFFERENCE? VALUE OF TECHNOLOGY AS A COMPETITIVE MOVE

Can this technology help to differentiate the product from others?
Will it be an added value in the eyes of customers?
Will it offer a sustainable competitive advantage?
IT’S NOT ABOUT TECHNOLOGY, IT’S ABOUT FINDING ADDED VALUE IN THE CONTEXT OF SOLUTION

Sustainable strategy
Create new qualities

Work on unwanted effects
Disruptive strategy

For this application existing technology is good enough already.
Let’s search somewhere else …
VALUE DEPENDS ON BUSINESS SCENARIO, NOT TECHNOLOGY ALONE

How much effort, risk and investment are you ready to take?

How fast do you want to get money?

What ROI, profitability do you want to reach?

Licensing scenario

Start-up scenario

Co-development scenario

Contract-research scenario
TECHNOLOGY VALUATION TOOLS
Conflict between what technology owners can demonstrate and prove versus what technology buyers require and are ready to pay

Brokers work with a number of tools to envision, validate & prove potential value/technology

**TECHNOLOGY OWNER**

I have not researched your application specific performance of my technology...

I do not know at this point ...

**BROKER**

Let’s find a way to envision the value ...

**TECHNOLOGY BUYER**

How do I know that it will work? Does it really help my business?

Prove it!
MULTIPLE ALTERNATIVES: SPOT THE HIGHEST VALUE POTENTIAL

It is about exploring value potential of the same technology in different applications, solutions and business scenarios.

What do you need to know to envision solution & future business value?
- Concept of integrated solution - potential proposition (visualization) & added value
- Market insights (size, growth, drivers, limiters)
- Competitive positioning
- First rough estimation of business potential
- Risks and difficulties

Do it on "high level" for multiple applications. We will select the cases with the highest potential value to explore further.
TECHNOLOGY VALUATION: PITCHING BUSINESS CONCEPTS

HOW TO PITCH A VALUE?

I opportunity space
1. Trends/evolution in materials, technologies, business models, users.
2. Value drivers
3. Competitive patterns (emerging concepts, impacting forces): potential market drivers & disrupters
4. Strategic opportunity platform(s)

II envisioning future product concept
5. Value proposition
6. Visualized product concept (sketches/3D renderings)
7. Currently available material (proof of concept at this stage)

III envisioning business case
Business model
Revenue formula
Business value simulation

We need to pitch our proposition to potential technology buyers.
INCREASING VALUE WITH FEASIBILITY STUDIES & DEMONSTRATORS

How to kill resistance, raise interest?

How can we increase our power in technology valuation (de-risking)?

Feasibility of technology and business concepts to bridge the gap between technology owner and buyer

PERSONAL FLYING ROBOT
SPRINT PHILOSOPHY TO DISCOVER VALUE IN A RAPID WAY
**SPRINTS: CREATING INTEGRATED TECHNOLOGY & BUSINESS CONCEPTS**

**Insights and inspiration** are collected **before the sprint**.

**Sprint is about** integrating insights and using inspiration **to create solution**.

**Visual and tangible concepts** are created.

“Pressure cooker” weeks at Verhaert together with customers
ROLE OF A TECHNOLOGY BROKER
HOW TO WORK WITH BROKERS AND INTERMEDIARIES?

Broker: connecting ideas, technologies and players to discover technology value in multiple alternative scenarios

- no network in business world …
- not a business thinker …
- no time for tech valuation …
- need for fresh look on what else is possible …

I am constantly looking for new opportunities, new ways to do innovation …

Contact me if you have anything for me!
OPEN THE SCOPE OF VALUE EXPLORATION WITH NETWORK, TOOLS, SUPPORT & IDEAS
Verhaert is a leading integrated product innovation center, helping companies to innovate. We design products, systems and strategies for organizations looking for new ways to provide added value for their customers.
TECHXFER TOOLS & METHODS

Strategic Innovation Services FEI

New Product Development Services NPD

Pre-launch services NPI

IP STRATEGY

- Tech. Roadmaps
- Tech. Valuation
- Tech. Positioning
- Feasibility Study
- Demonstrator

- Tech. Clustering
- Promotion
- Solution Patent Analysis
- Discovery Workshop based SpaceTech
- Co-creation Workshop

IP TRANSFER

- Need determination
- Trend mapping
- Requir. Definition
- Product Design
- System engineering
- Prototyping / Fablab services
- Product Testing

- Demonstrator
- Value Proposition Development
- Application Scouting
- Diversification Studies
- Differentiation Studies
- Value Add Concepting
- NABC
- Concept Design

Need Evaluation

Market

Evaluation

Discovery & Disclosure

Technology

TECHNOLOGY

Industrialization
- Advanced Automation
- Go-to-market concepts & modelling
- Business Rationale/RTB
- ROI + target costing/pricing