

Foresight Science and Technology
Technology Commercialization Webinar
February 18, 2010

- I. Topic 1, Staged Commercialization
 - a. Agenda
 - i. Staged Commercialization
 - 1. Intro
 - 2. What it is
 - 3. Who can use this?
 - 4. What is the Trade offs?
 - ii. Basic Approach
 - 1. Typical Model
 - 2. Basic Components
 - 3. Review Outcomes
 - iii. Advanced Issues
 - 1. Implementation
 - 2. Gate Evaluation Tools
 - b. Staged Commercialization
 - i. The stage gate model refers to the use of funnel tools and decision making.
 - ii. “Gates” are decision points between stages
 - iii. At each gate a verity of outcomes are possible.
 - iv. Approval to pass a gate is done by a panel
 - v. It is flexible
 - 1. Adaptable to products and services
 - vi. Benefits
 - 1. Risk management
 - 2. Sr. Directors take part in plan
 - 3. Jointly review programs
 - 4. Development teams must be cross disciplinary
 - 5. Development is market focused in early stages
 - vii. Limits
 - 1. rigid exit criteria at gate reviews especially in the early stages, might stifle development.
 - viii. Typical Approach
 - 1. Basic Model
 - a. Stage 1. Concept Development Focused: Could we create a business from this technology?
 - b. Stage 2. Business Case Focus: Do we want to be in this business and can we make money?
 - c. Stage 3. Product Development: Is progress as required? Do we have the resources?
 - d. Stage 4. Scale and Validate
 - e. Stage 5. Launch

2. An integrated decision, funding, development, and deployment
 - a. Stages have a common structure and consists of 3 main elements:
 - i. 1. Achieve: Consists mainly of elements
 - ii. 2: Analyze the issues, project team
 - iii. Deliverables: Integrated analysis and form the input to upcoming gate review
 - b. Gate Discussion
 - i. Review
 - ii. Rational
 - iii. Plan how to get to the next step
 - iv. Not all products should go forward
 - v. Determine the future path of business opportunities
 - c. Deleted Case
 - i. Defined process
 1. Product life cycle phase model with defined output and success criteria
 - d. Business Model
 - i. Key decisions are made early
 - ii. Gate 1
 1. Expect continual refinement through gate 4
 - iii. Product Platform
 1. Lightly sketched in gate 1
 2. By gate 3 it should be clear
3. IP Creation, Strategy and Management
 - a. Must be a key part of the process and needs transparency and to be integrated
 - b. Recommend a simple IP audit at each stage to identify IP Integrity.
4. Product Review Board
 - a. The product review board is executive level decision body in charge of the product process at each gate review.
 - i. Upper Finance VP, Chief Tech Officer, President, Chairmen.
 - ii. Additional members as required
5. Gate Review Execution
 - a. Meeting Format
 - i. 1 hour meeting summary
 - ii. ½ hour to discuss action items
 - b. Briefing Template
 - i. Section 1 review of status action items and issues

- ii. Get rational for the discussion
 - iii. Plan forward to next gate meeting and action items and issues assignment for closer
- c. Discuss Actions
 - i. Approve with guidance
 - ii. Terminate
 - iii. Hold for specific follow-up
 - iv. Document discussion and advise
- d. Closing
 - i. The gate decision reviewers deliberates
 - ii. Success criteria becomes increasingly detailed and their scope broadens as the project progresses throughout the gate.
- e. Summery
 - i. This process will open your mind to new markets
 - ii. This process integrates the silo of decision makers
 - iii. This process aids the working process.