


Understanding project output readiness

It is hardly ever business as usual!



WHY DO YOU INNOVATE?



A decorative graphic in the top right corner consisting of a cluster of hexagons. Some are solid colors (blue and orange), while others are white with thin outlines. The pattern tapers off towards the right.

After so much investment,
what came out of it?

How have you stimulated new players in
this space?

Pierre Chastanet, Head of unit E2, DG CNECT

A decorative graphic in the bottom left corner consisting of a cluster of hexagons. Some are solid colors (blue and orange), while others are white with thin outlines. The pattern tapers off towards the left.


A decorative graphic in the top right corner consisting of a cluster of hexagons. Some hexagons are solid blue, some are solid orange, and some are white with a thin yellow outline. The pattern is arranged in a roughly triangular shape pointing downwards.

The question is not, *can we do it.*

It rather is, *SHOULD* we do it?

Frank Bennett, Deputy Chairman Cloud Industry Forum

A decorative graphic in the bottom left corner consisting of a cluster of hexagons. Some hexagons are solid blue, some are solid orange, and some are white with a thin yellow outline. The pattern is arranged in a roughly triangular shape pointing upwards.



Innovation for the sake of it is useless.
It needs to go to market.

Dr. James Mitchell, Founder and CEO Strategic Blue





A simple case against one-dimensional progress tracking

TRLS ARE NOT ENOUGH



Everything is beautiful with TRLs only



... OOOPS!












YOU



Thinking to be done

The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

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strategyzer.com

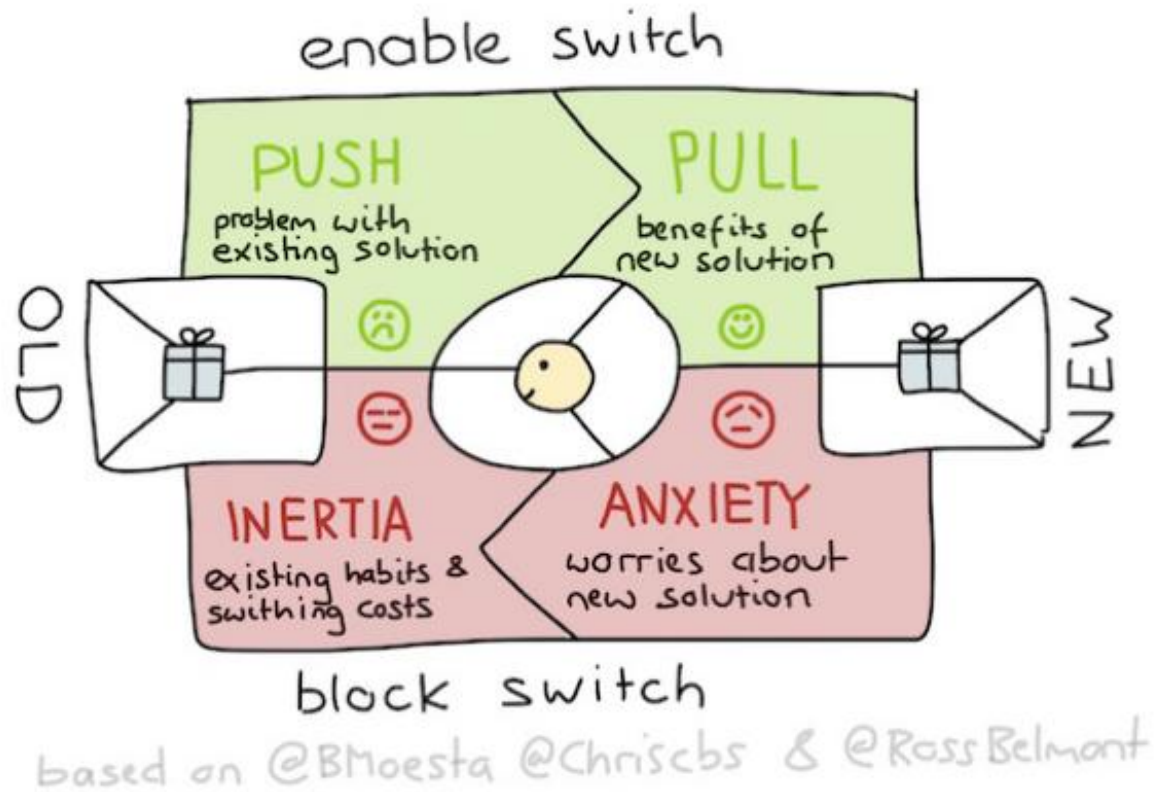
WHO
WHAT
HOW
WHEN



Act 'AS IF' from Day 1

From Project to Product to Customer

... and don't forget this!



Your Value Proposition!



ARE YOU MARKET READY?

Revisiting TRLs

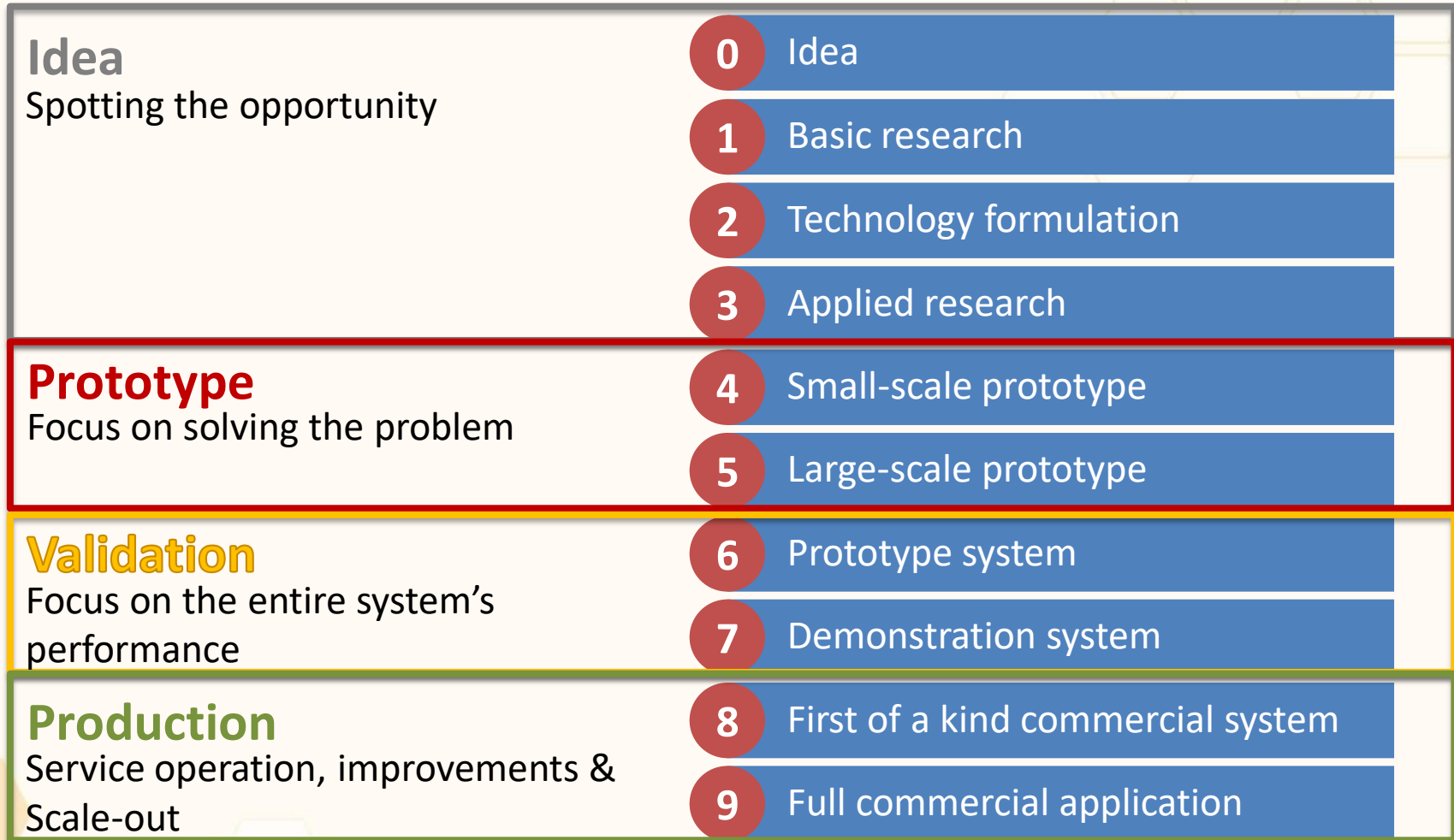
- 1 Basic principles observed
- 2 Technology concept formulated
- 3 Experimental Proof of Concept
- 4 Validated in lab
- 5 Validated in relevant environment
- 6 Demonstrated in rel. environment
- 7 Prototype in operational env.
- 8 System complete and qualified
- 9 Actual system proven in ops

EC H2020 Appendix G

- 0 Idea
- 1 Basic research
- 2 Technology formulation
- 3 Applied research
- 4 Small-scale prototype
- 5 Large-scale prototype
- 6 Prototype system
- 7 Demonstration system
- 8 First of a kind commercial system
- 9 Full commercial application

Cloudwatch2 revised definition

Revisiting TRLs



Cloudwatch2 revised definition

A second dimension: Market readiness levels

Ideation

Would it work?

Is there an appetite for it?

0 Hunch

1 Basic research

2 Needs formulation

3 Needs validation

Testing (the market)

Do customers sign-up and use it?

4 Small-scale stakeholder campaign

5 Large-scale early adopter campaign

Traction

Happy, paying customers

6 Proof of traction

7 Proof of satisfaction

Scaling

Stable sales pipeline &
Predictable growth

8 Proof of scalability

9 Proof of stability

Conjoin technology innovation with market preparation

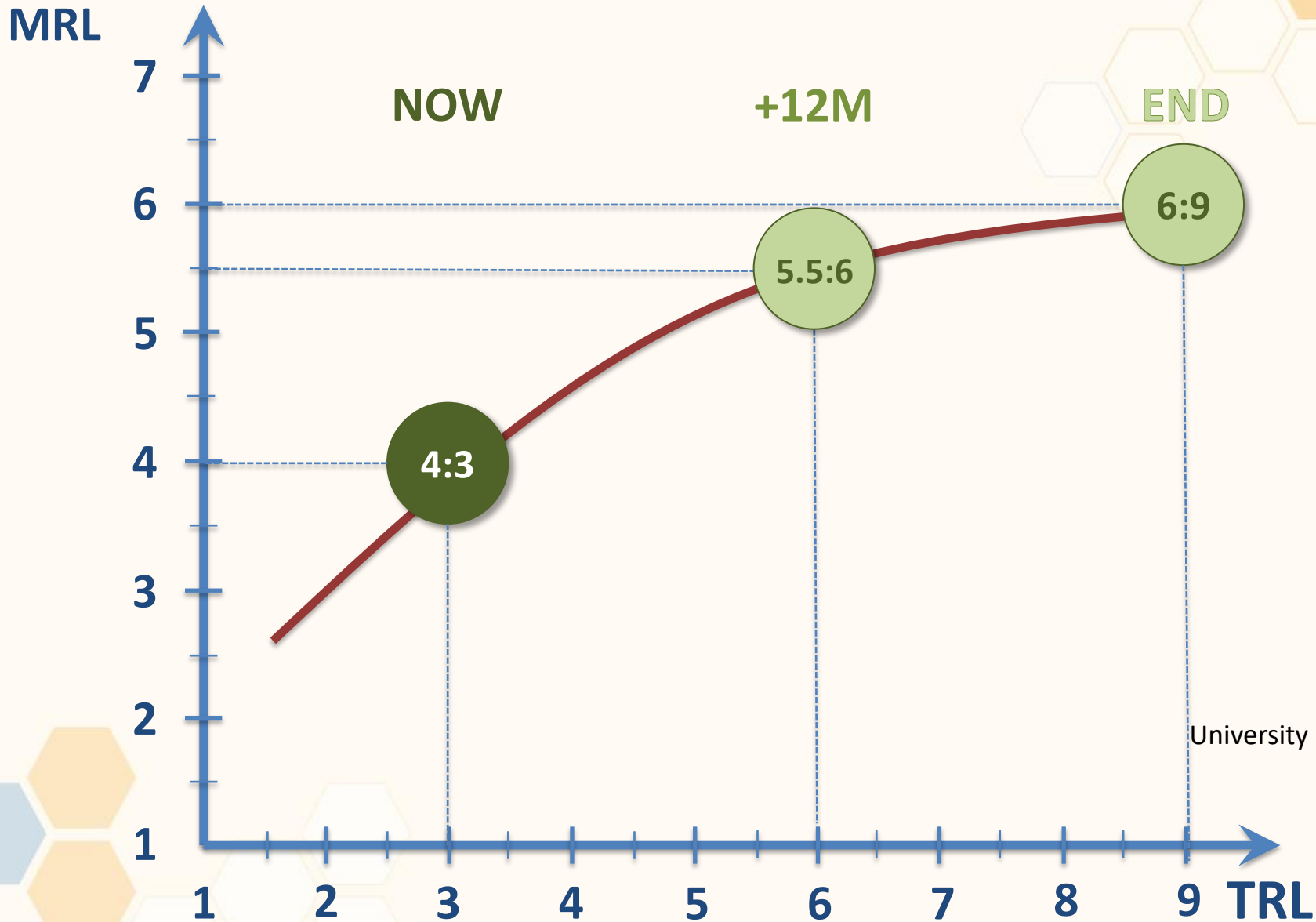
TECHNOLOGY READINESS LEVELS



MARKET READINESS LEVELS



MTRL as a project planning tool



Examples

Projects nearing market entry

(Nov '16 – May '17)

D2.4 Mapping of EU cloud services,
solutions and providers



Think Cloud Services for Government,
Business & Research

CloudTeams (6.5:8)

Clarus (4:6)

Big Sea (4:5)

(MRL:TRL)

Examples

Early stage projects

(Nov '16 – May '17)

D2.4 Mapping of EU cloud services,
solutions and providers



Think Cloud Services for Government,
Business & Research

WaziUp

(4:5)

COLA

(1:3.5)

(MRL:TRL)