



Финансирано от
Европейския съюз
NextGenerationEU



BiOrgaMST
Биоактивни органични и неорганични
авангардни материали и чисти технологии



МИНИСТЕРСТВО
НА ОБРАЗОВАНИЕТО
И НАУКАТА

THE EDGE

Технологичен трансфер и комерсиализация на технологии

Петко Русков, 14 октомври 2023 г.

10/16/2023

PR TT&TC 20231014





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Смяна на плана?

Повече практическа работа?

1. История и динамика на развитие на технологиите и промените им. Научни изследвания. От теория към практика. Развиващите се пазари. Предимствата на глобализацията.
2. Технологии – стандарти, референтни модели и технологична документация, Body Of Knowledge, Управление на технологиите Европейски политики.



Рамка на занятията

Теория

- Стратегии и бизнес
- Бизнес План (BP&VMS)
- Idea Resume
- ...
- Въпроси и отговори

С какво ще си тръгна след дискусията?



Практика

- Дискусия
- Упражнения
 - Работа в екипи
 - use cases
- Рефлексия



Съдържанието днес:

THE EDGE

Тема

Продължителност мин.

- Актуализация на занятието от 12.2023
- Въпроси и отговори
- Стратегии
- Бизнес модел и канава (Value Proposition Canvas)
- Резюме на бизнес идея
- **Кафе пауза и разговори**
- Практическа работа по екипи
- Представяне и коментиране на бизнес идеите
- Заключение, рефлексия. Въпроси и Отговори

10/16/2023

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5



People only see what they
are prepared to see.

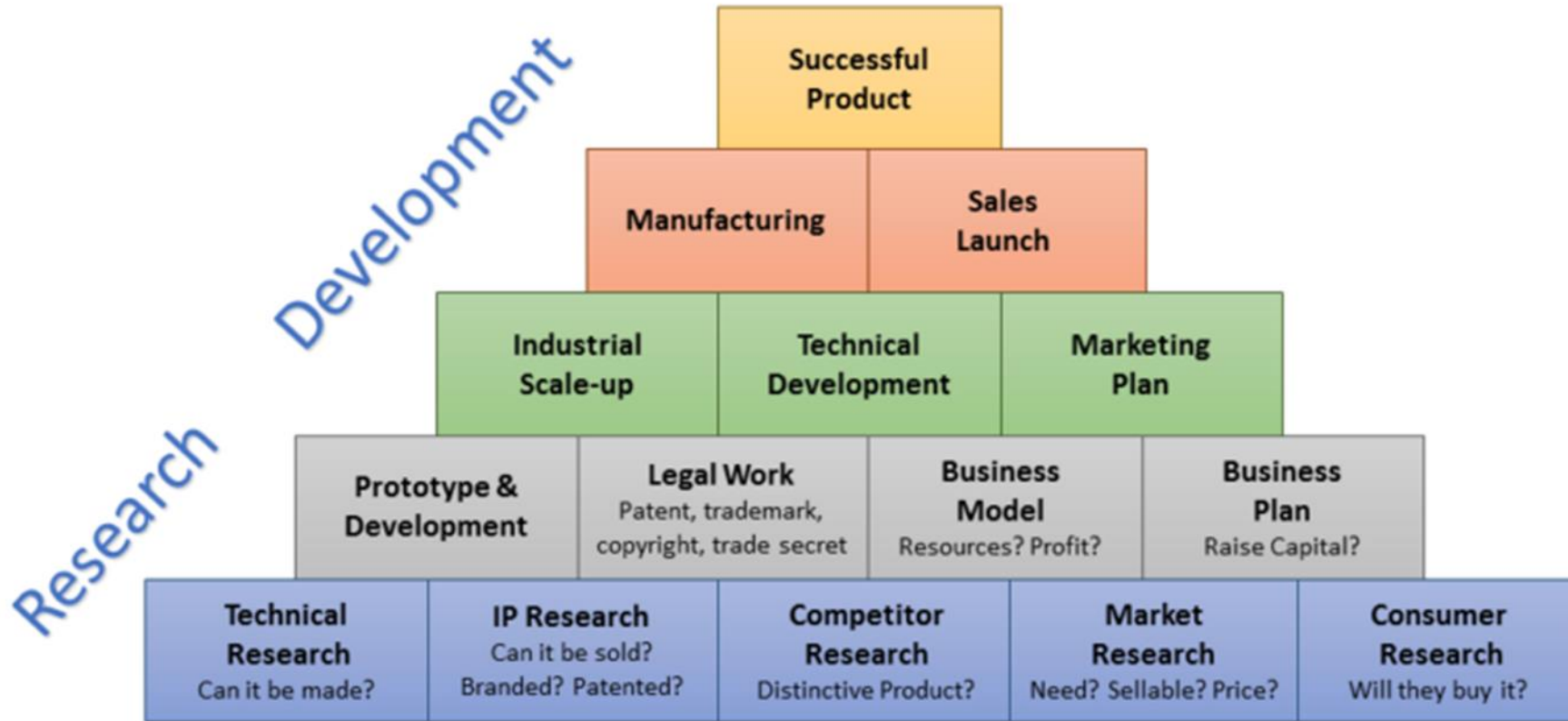
- Ralph Waldo Emerson



024



Success = R & D



Key Question: Can you make money from this product?

2023

2024



OPERATING PROCESSES



MANAGEMENT AND SUPPORT PROCESSES



AEROSPACE AND DEFENSE PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.1



OPERATING PROCESSES



MANAGEMENT AND SUPPORT SERVICES



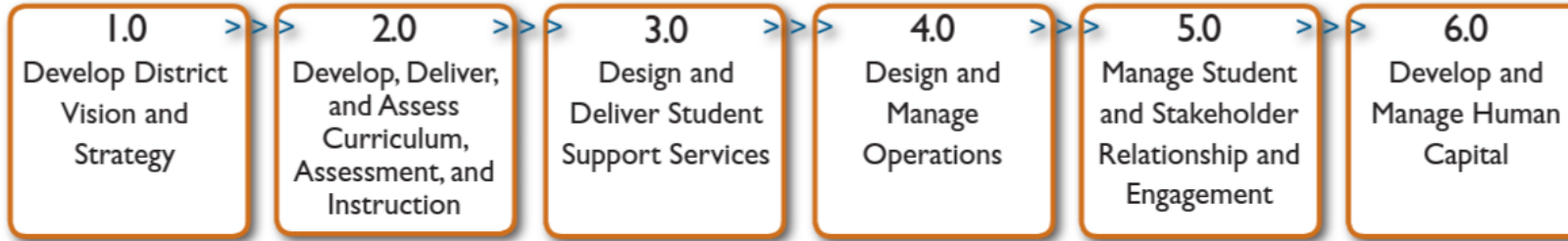
10/16/2023

LIFE SCIENCES PROCESS CLASSIFICATION FRAMEWORKSM (PCF)

Version 6.1.0



OPERATING PROCESSES



MANAGEMENT AND SUPPORT SERVICES



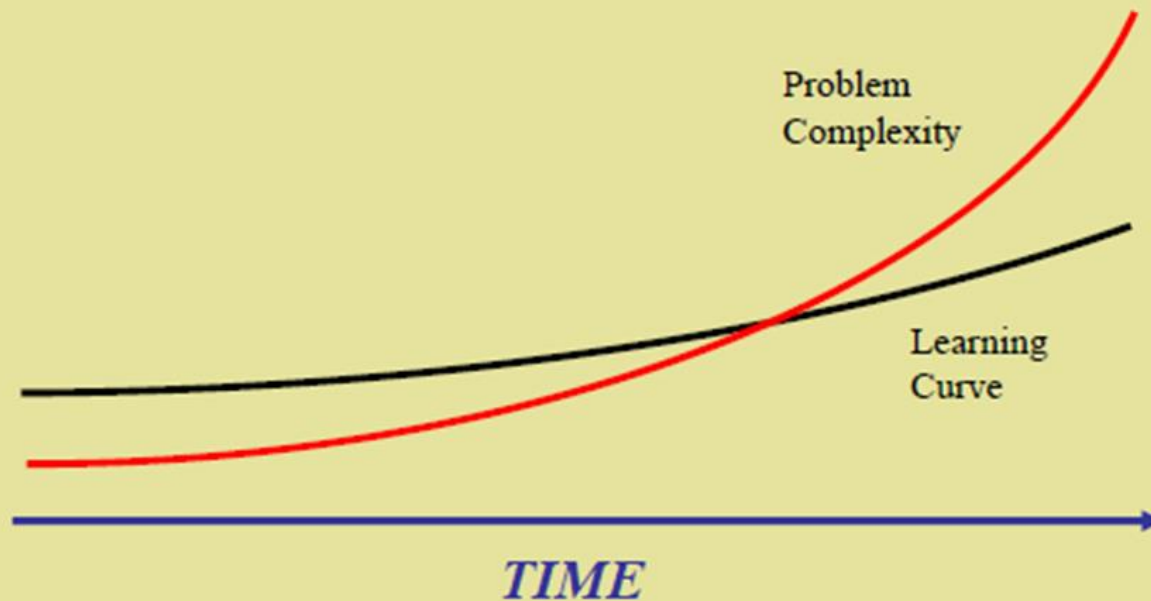
EDUCATION PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.1



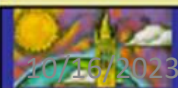
The Professional Entrepreneur

Fast growing firm



2024

2023





"A ship in harbor is safe, but that is not what ships are built for."

- John A. Shedd



Search

Selection

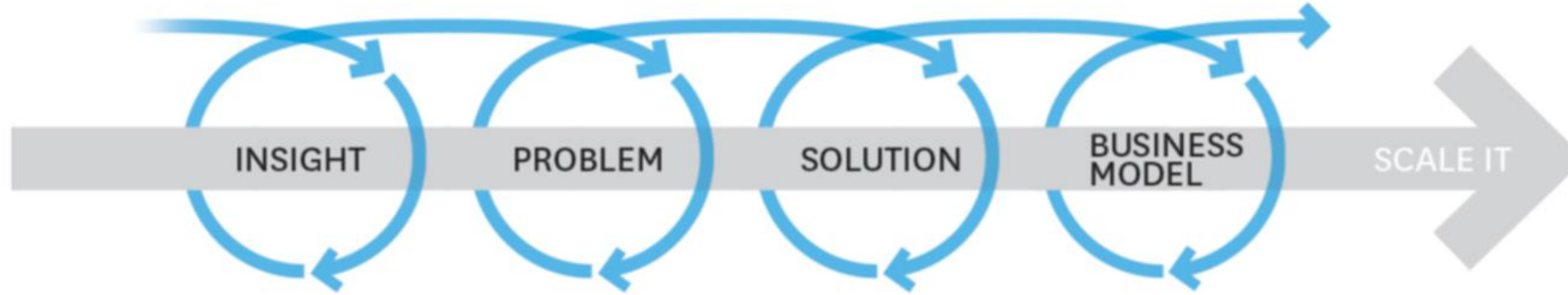
Implementation

Capture Value

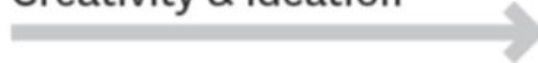


Fuzzy Front End

Figure 1. The Innovator's Method



Creativity & ideation



Open innovation



Design thinking



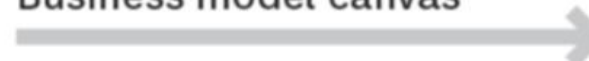
Agile software



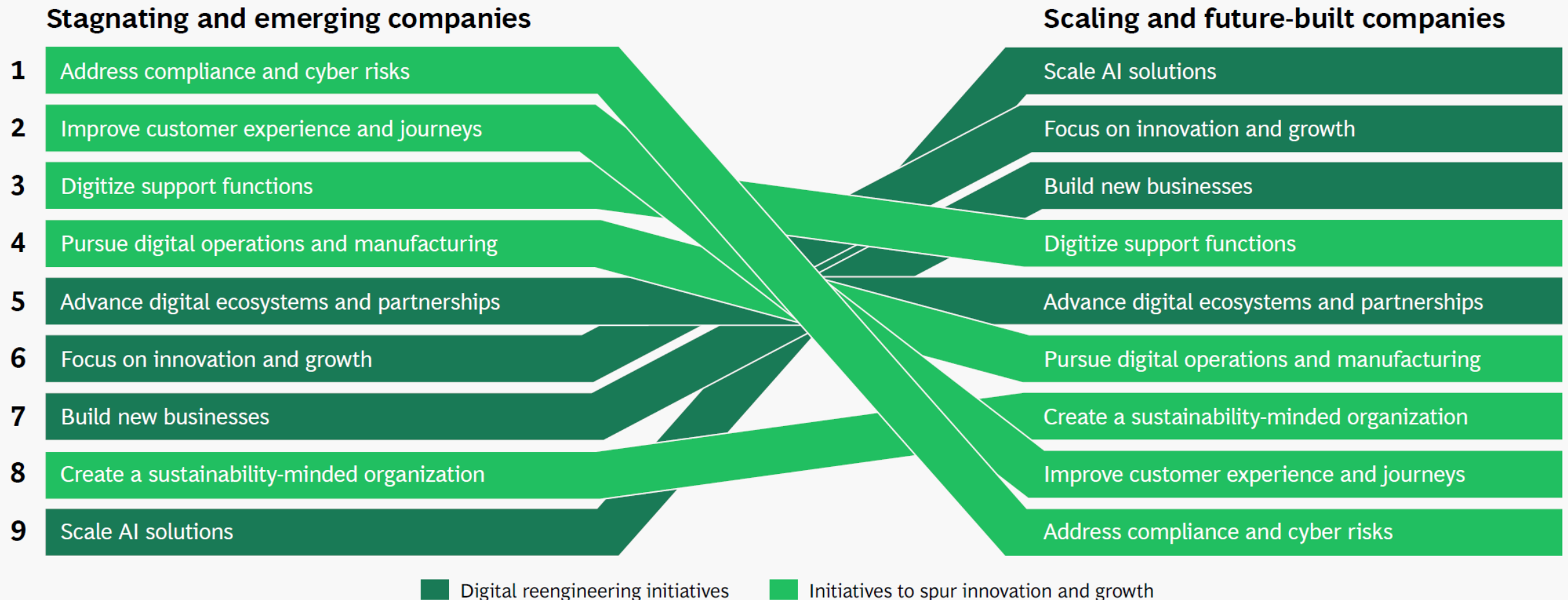
Lean startup



Business model canvas



Prioritizing growth from innovation elevates scaling and future-built companies above stagnating and emerging ones



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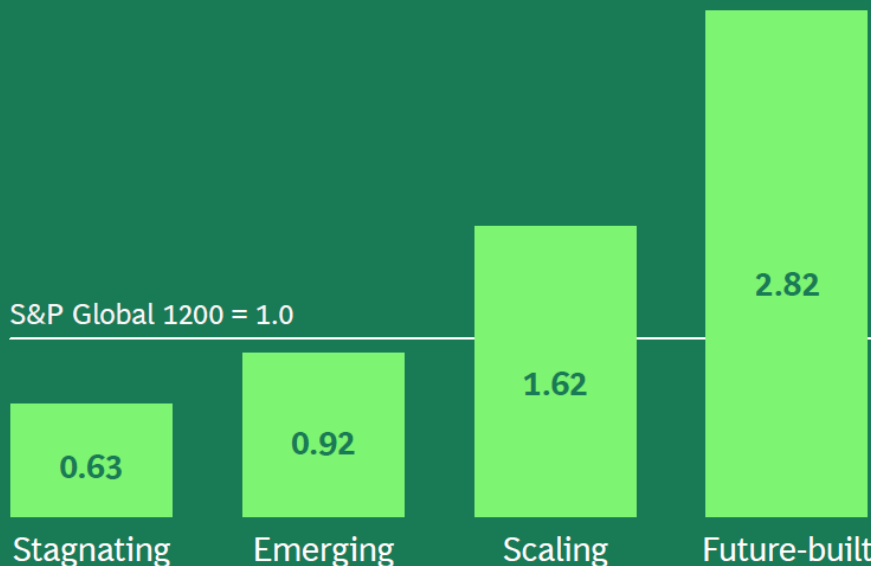
Source: BCG Company of the Future Survey, 2022.

Note: n = 724.

Innovation is key to the 70% of value creation that future-built companies get from revenue growth

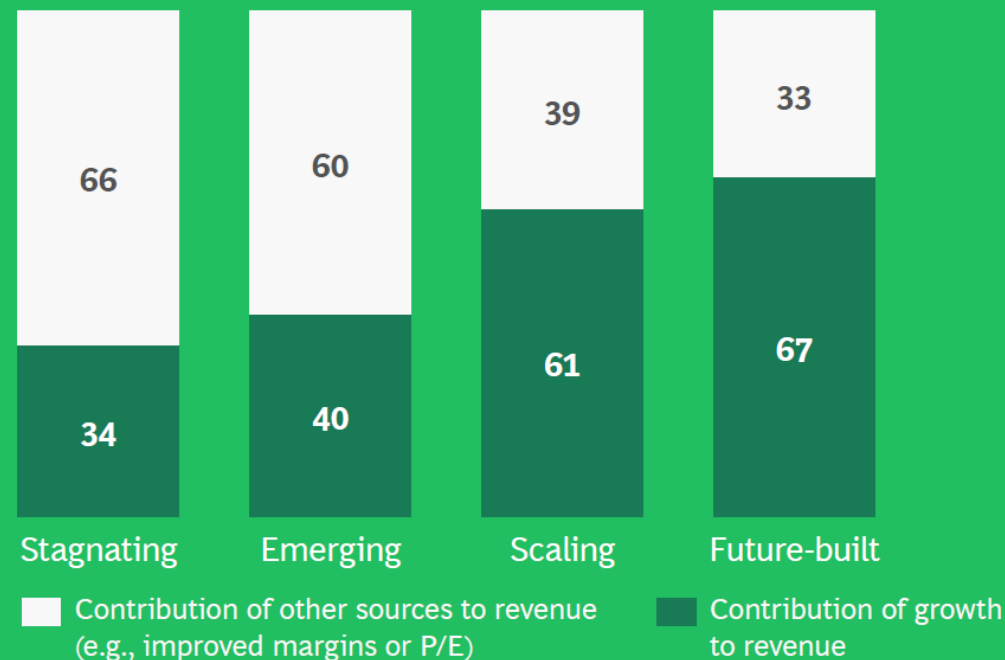
Future-built companies outperform others...

FIVE-YEAR RELATIVE TSR INDEXED TO S&P GLOBAL 1200 INDEX



... and demonstrate stronger potential for future growth from innovation

CONTRIBUTION OF GROWTH TO FIVE-YEAR TSR (%)



Source: BCG analysis.

Note: P/E = private equity; TSR = total shareholder return.

Leaders deploy innovation in a range of customer use cases, partnerships, and new business ventures

USE CASE

INNOVATION IN SELECT INDUSTRIES (%)



Growth and innovation



Digital ecosystems and partnerships



New businesses

Retail

67

Collaboration platforms for sharing information across internal and external teams

33

Partnerships that enhance value propositions (e.g., teaming up with car-sharing services to offer deliveries)

33

Advanced recommendation engines

Software

42

Next-generation integrated design and product engineering services

57

Growing and managing platform-based ecosystems

14

New digital capabilities and revenue streams through startup incubators, new ventures, strategic partnerships, M&As

Insurance

50

Product optimization through pruning AI predictions

100

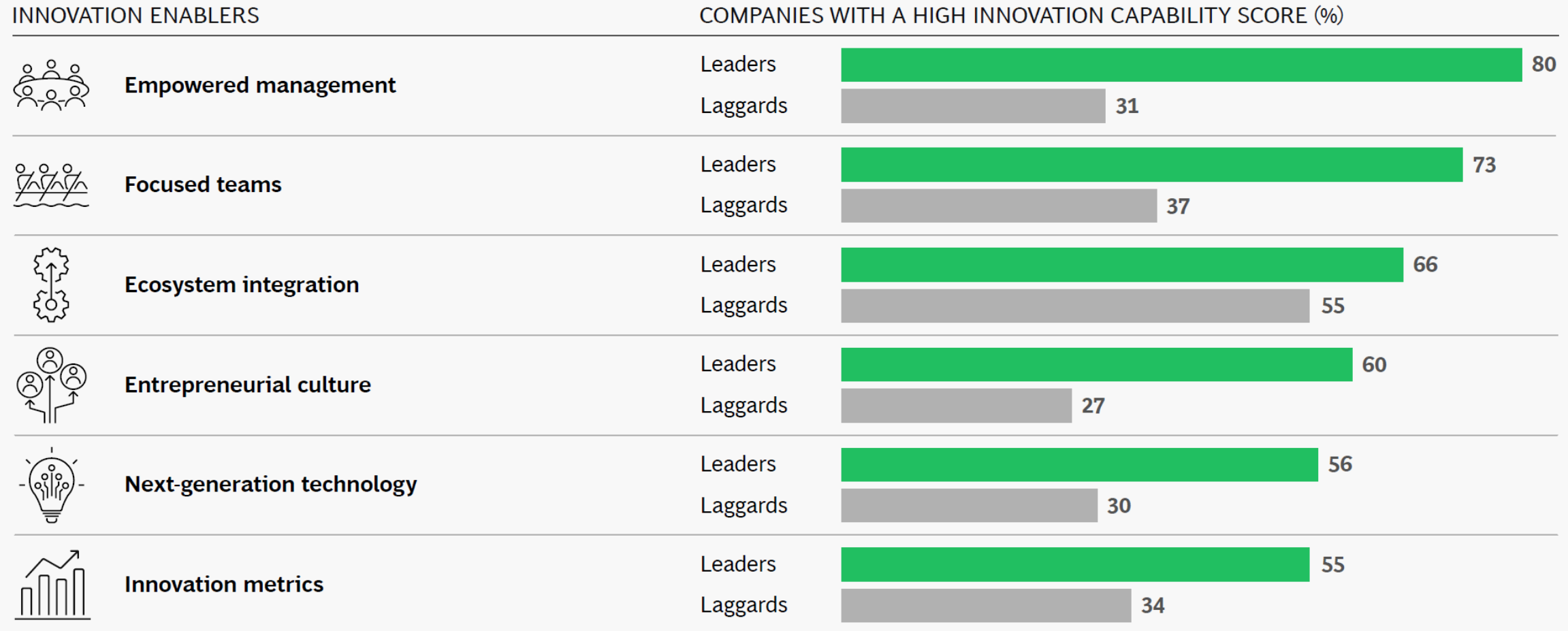
Sharing data with third parties to enhance decision making

100

Creating and monetizing proprietary data sets

Source: BCG Company of the Future Survey, 2022.

Leaders are likelier than others to use enablers to power innovation capabilities



Source: BCG analysis.

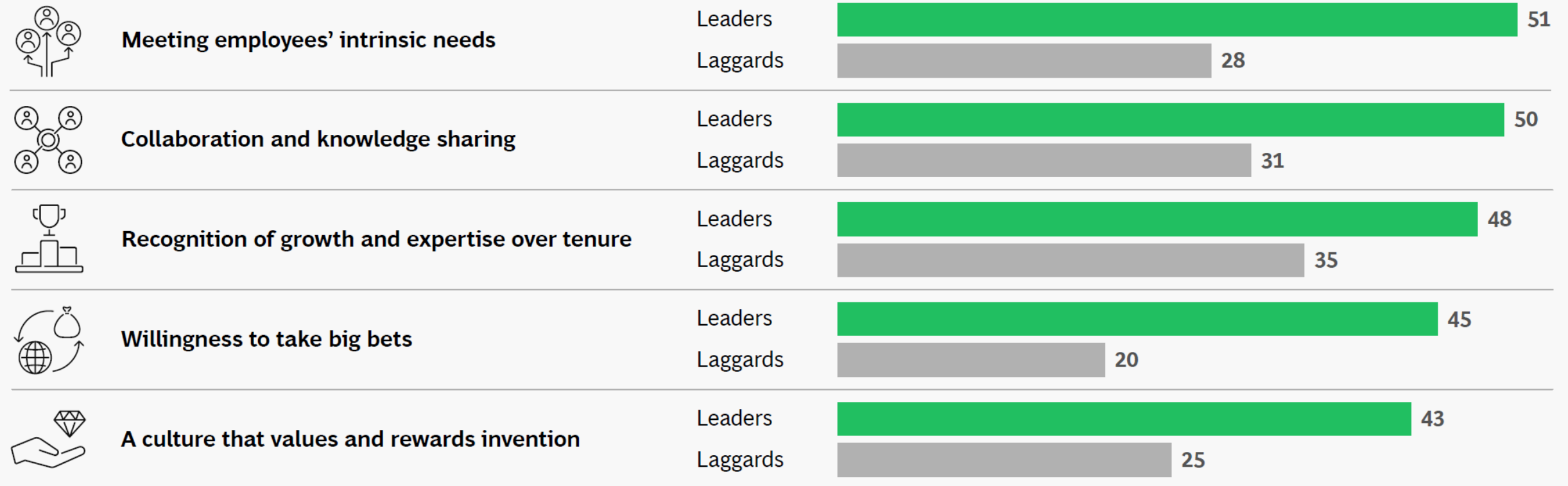
Note: Innovation capability is calculated on a scale of 1 to 10, with 8+ considered a high score. "Leaders" consist of scaling and future-built companies. "Laggards" consist of stagnating and emerging companies.

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Innovation enablers extend to people, collaboration, risk taking, and invention

INNOVATION ENABLERS

COMPANIES WITH A HIGH INNOVATION CAPABILITY SCORE (%)



Source: BCG analysis.

Note: Innovation Capability Score calculated on a scale of 1 to 10, with 8+ considered a high score. "Leaders" consist of scaling and future-built companies. "Laggards" consist of stagnating and emerging companies.

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To innovate successfully, companies must strategize, create and scale, and accelerate



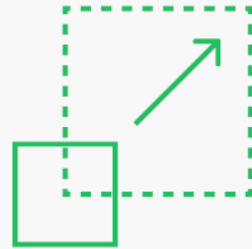
Strategize

Set out a bold vision of success

- Link measurable innovation goals to corporate strategy
- Prioritize opportunities on the basis of expertise, market advantage, and business climate
- Take a portfolio investment approach and allocate resources by risk

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Source: BCG analysis.



Create and scale

Build an ecosystem to scale ideas into businesses

- Tailor R&D processes to requirements for innovating within or beyond current products and markets
- Launch businesses from minimum viable products, and scale them to their full potential
- Create an innovation ecosystem with options for building, partnering, or making acquisitions



Accelerate

Implement capabilities and ways of working that maximize ROI

- Use AI and next-generation tools to make smarter decisions faster
- Empower expert teams to work collaboratively
- Establish clear roles, responsibilities, and metrics to reinforce desired behaviors

Strategize: Set out a bold vision for success

Ambition

Develop a clear ambition with measurable growth targets from innovation:

- Determine whether the expected innovation pipeline value is substantial enough to deliver on the quantified ambition

Domains

Focus and prioritize innovation efforts in areas relevant to commercial and customer success, taking multiple variables into consideration:

- Market size
- Commercial relevance
- Real business use cases
- Ability to deliver on previously identified innovation growth ambitions

Portfolio

Define and continuously manage resource allocation across the core and beyond:

- Consider core, adjacent, and new frontiers
- Calibrate the target portfolio accordingly
- Align with Innovation ambition and domains

Create and scale: Build an ecosystem to scale ideas into businesses

Research

- Develop a portfolio of ideas that deliver business value and align with domains, on the basis of an analysis of customer or product data and human-led research
- Validate ideas by rapidly testing new concepts in the market
- Gather direct feedback and data

Incubation

- Design, build, and test new products to rule out technical, customer, and market risk
- Develop proofs of concept, and test minimum viable products
- Pivot and iterate to improve user experience, functionality, and product-market fit

Scale

- Use purpose-led top talent to launch, operate, and expand products
- Prove and test the scalability of winning ideas
- Launch new innovative experiences, products, and features to increase end-user engagement

Accelerate: Implement capabilities and ways of working that maximize ROI

Technology

Use AI and next-generation tools to make smarter decisions faster

For example:

- Group similar search queries—“semantic clustering”—to improve strategic decision making, intellectual property development, and customer preferences
- Apply machine learning to accelerate data-driven prototypes and feedback loops during product development

People

Empower expert teams to work collaboratively

For example:

- Adopt cross-functional perspectives to set strategy and make portfolio decisions
- Encourage teams to adopt a shared ethos and growth mindset

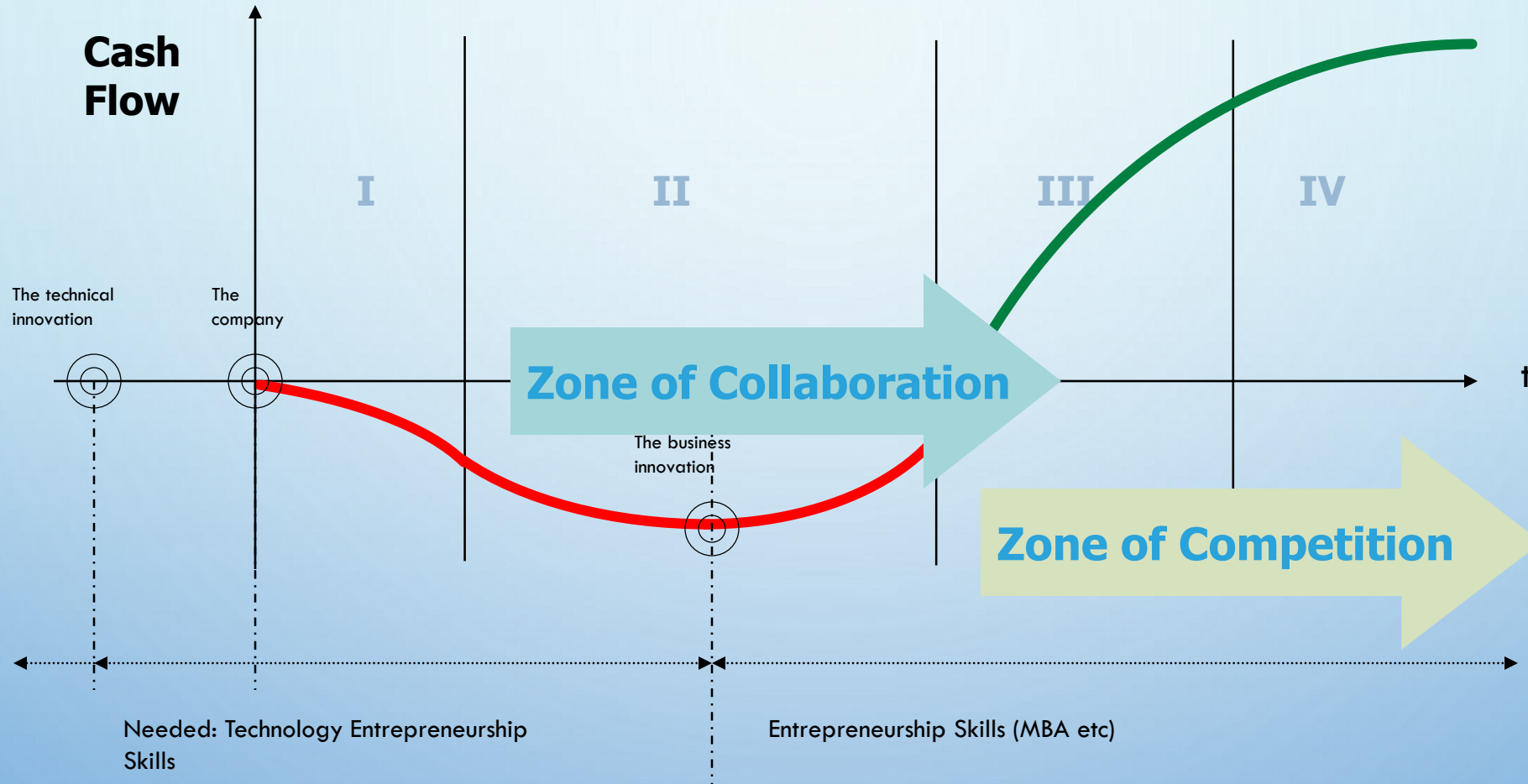
Governance

Establish clear roles, responsibilities and metrics to reinforce desired behaviors

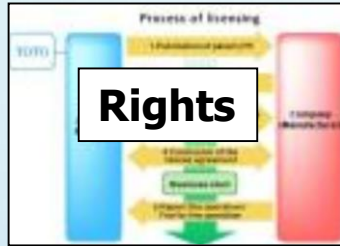
For example:

- Translate ambitions and decisions about resources into measurable KPIs
- Use well-defined ownership, roles, and responsibilities to avoid bureaucracy and distractions across the organization

THE PROFESSIONAL ENTREPRENEUR



... on your way to "The Deal"



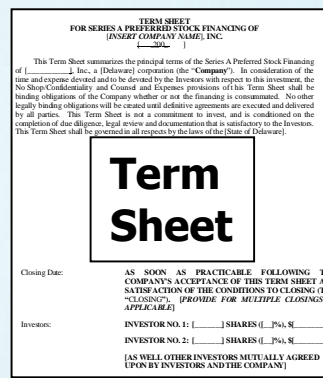
- IP: patents, licenses, copyrights, trademarks
- Name registrations



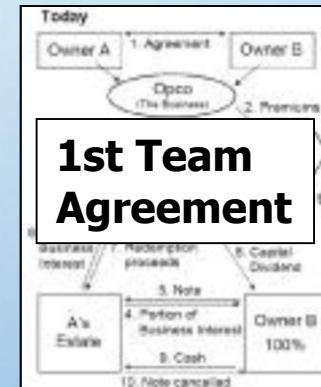
- Leases
- Vendor contracts
- Banking
- Employment/HR
- Etc.



- Entity
- Governance
- Etc.



- Valuation
- Shareholder rights
- Board representation
- Major transaction approvals
- Governance
- Other

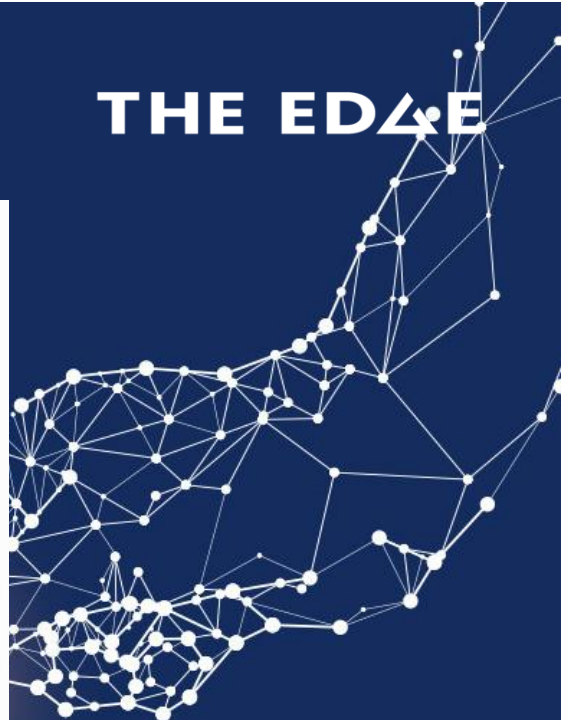


- Dividing the pie
- Founders' Rights
- Buy-Sell
- Employment agreements
- Other



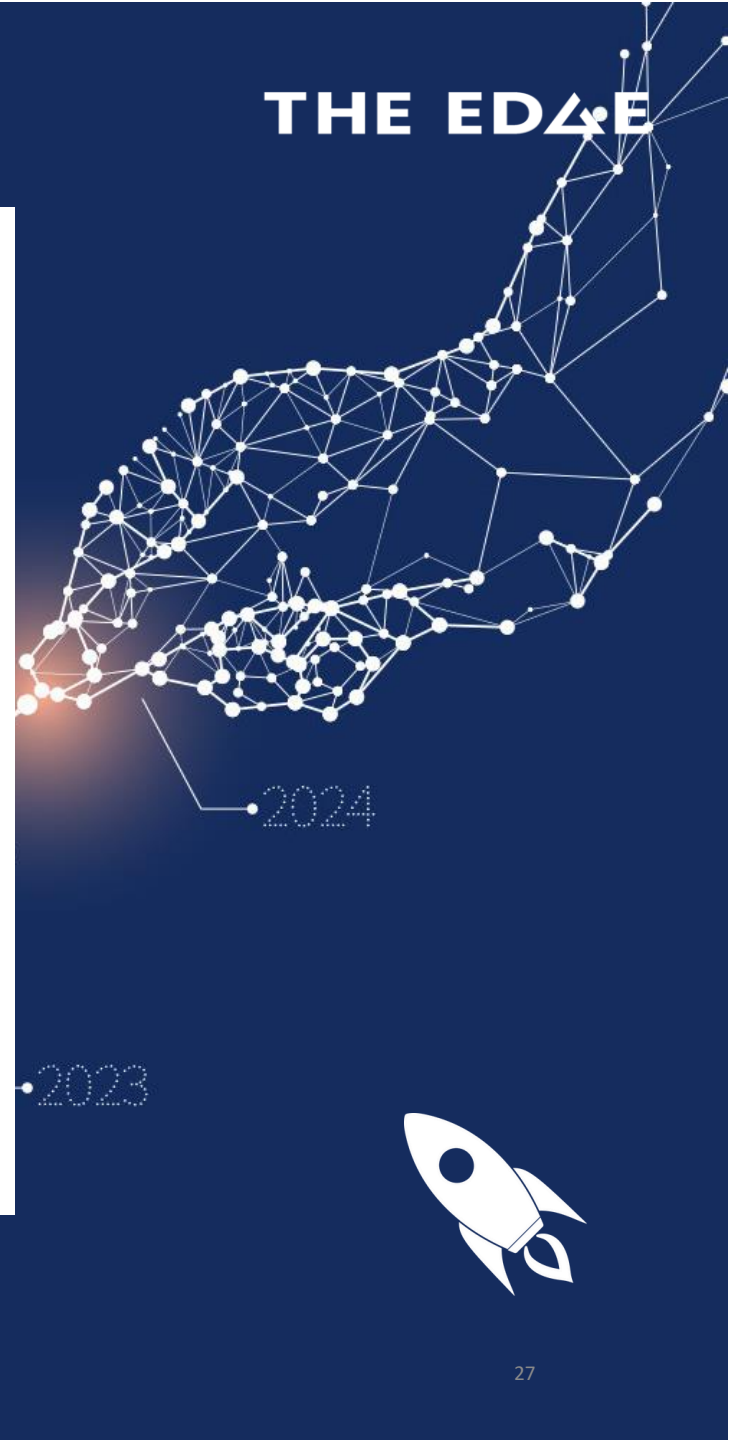
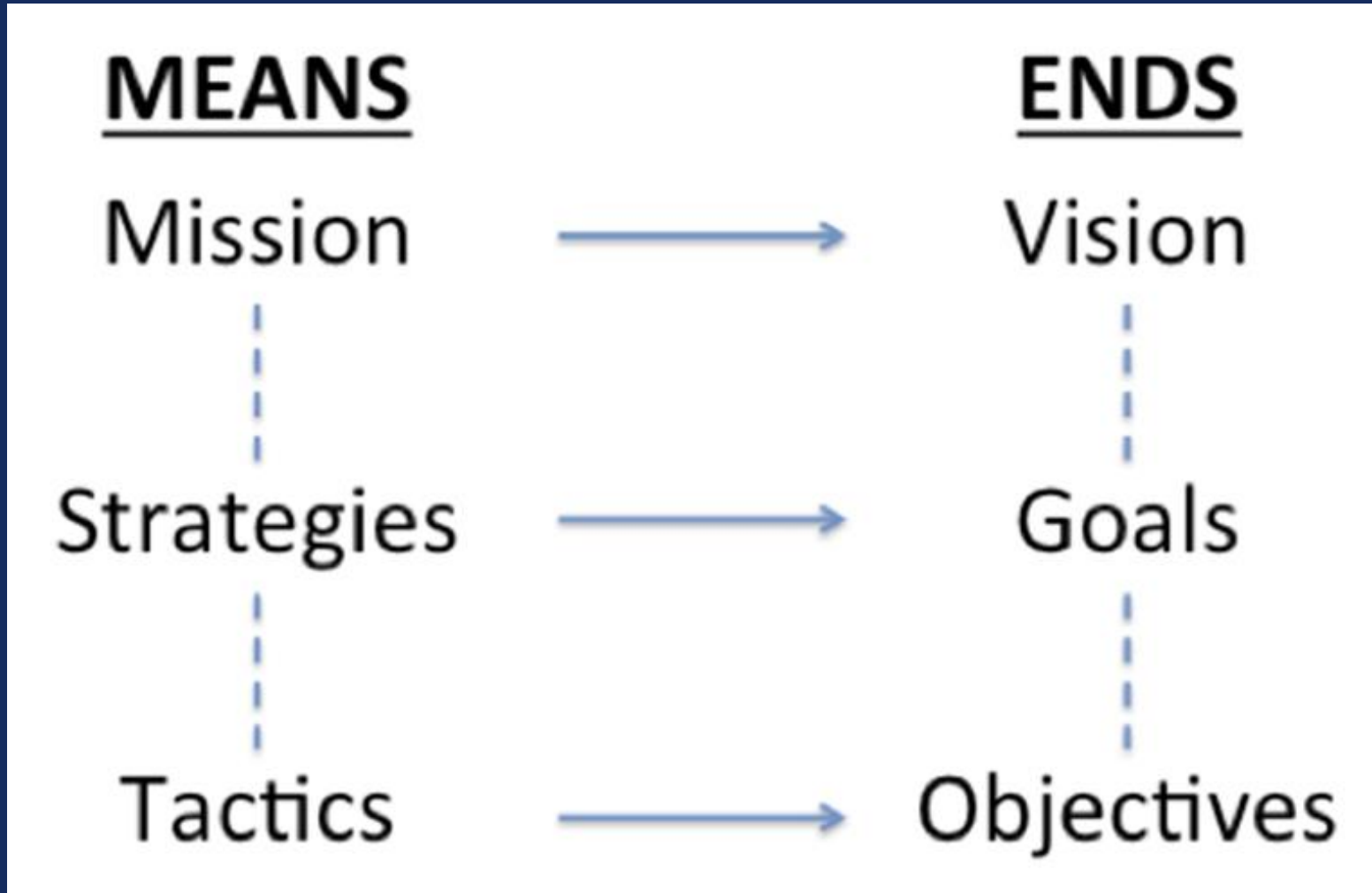


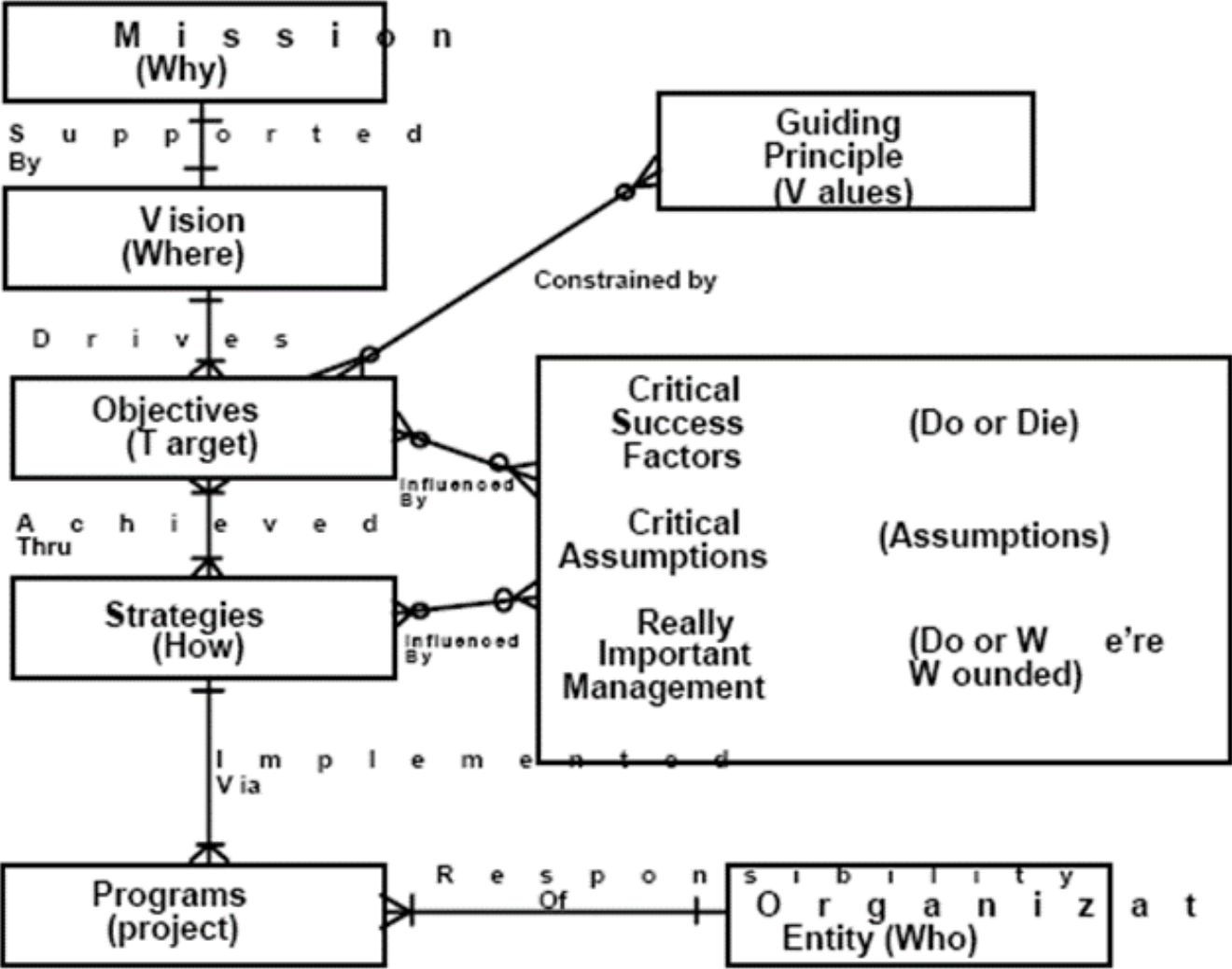
**COMMUNICATING
PURPOSE TO
STAKEHOLDERS**



2024







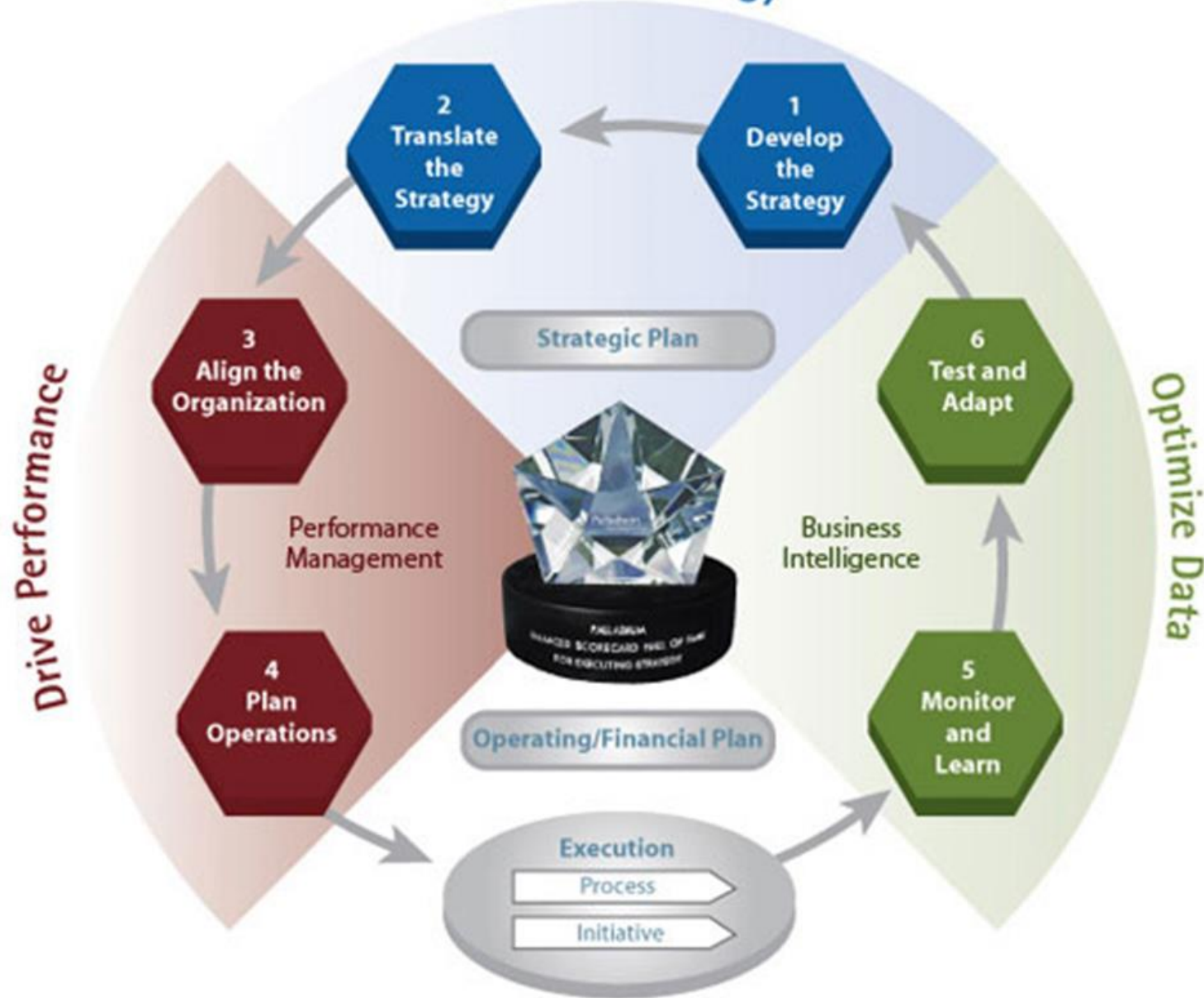
- Legend :**
- +— One and only one
 - K— One or many
 - X— Zero, one, or many

Read the model Top-Down, Left-to-Right

2024



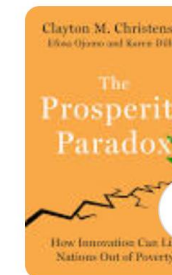
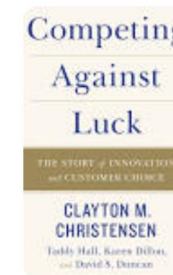
Clarify Strategy



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Books >



The Innovator's...
2003

The Innovator's...
2011

Competing Against Luc...
2016

The Prosperity Paradox: Ho...
2019

World's Top Management Thinker



World's leading center for business research & education



A research initiative funded by Harvard Business School



A nonprofit, nonpartisan think tank dedicated to improving the world through disruptive innovation.



Strategy and innovation consulting firm



An investment firm focused on disruptive innovation

The theory of Jobs to Be Done

It is a framework for better understanding customer behavior. While conventional marketing focuses on market demographics or product attributes, Jobs Theory goes beyond superficial categories to **expose the functional, social, and emotional dimensions that explain why customers make the choices they do.** People don't simply buy products or services; they pull them into their lives to make progress. We call this progress the "job" they are trying to get done, and understanding this opens a world of innovation possibilities.

People don't simply buy products or services, they 'hire' them to make progress in specific circumstances.
#JobsToBeDone





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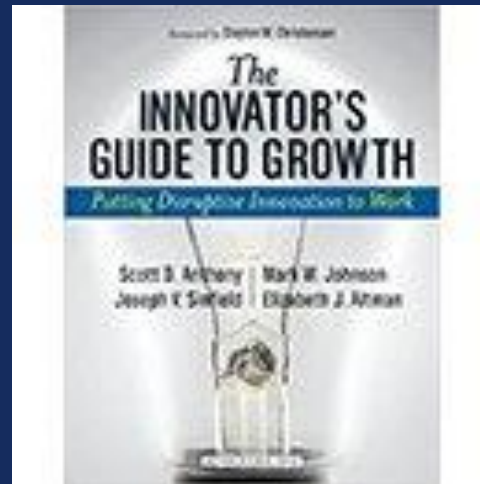
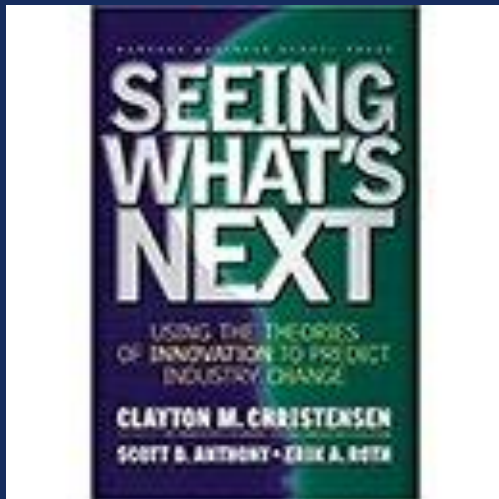
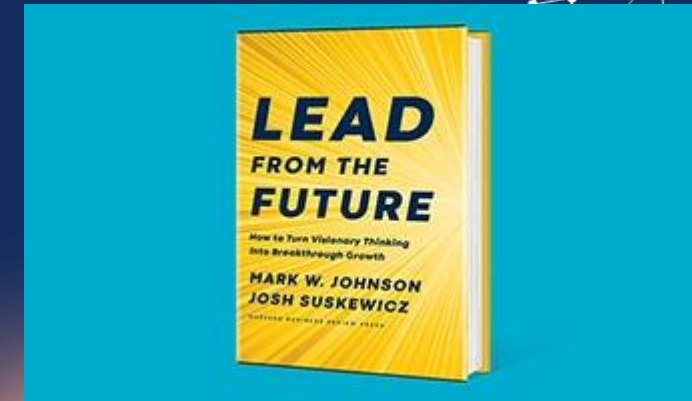


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Understanding the Idea Resume





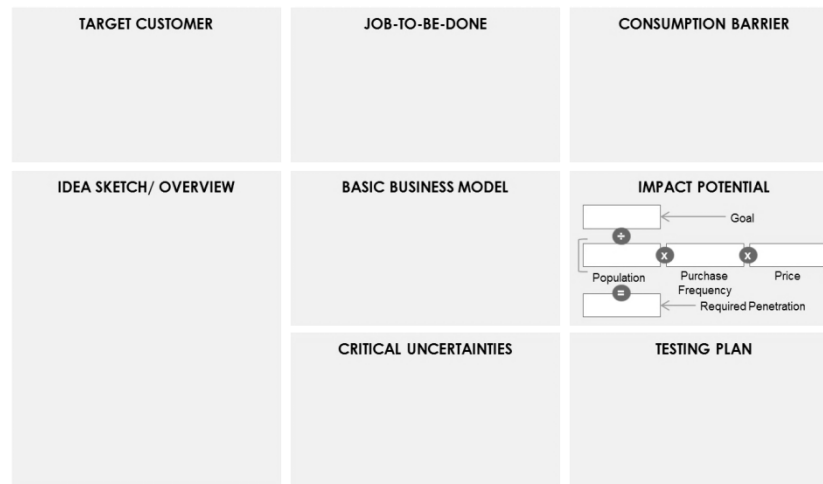
2024
23



Understanding the Idea Resume

An Idea Resume captures all of the **salient components of an idea on a single page**. Fitting an idea on a page means **making choices about which elements to include**. Ideally, an Idea Resume should also have a **visual depiction of the idea**; this helps solidify the idea and make it feel real.

Idea Resume Template



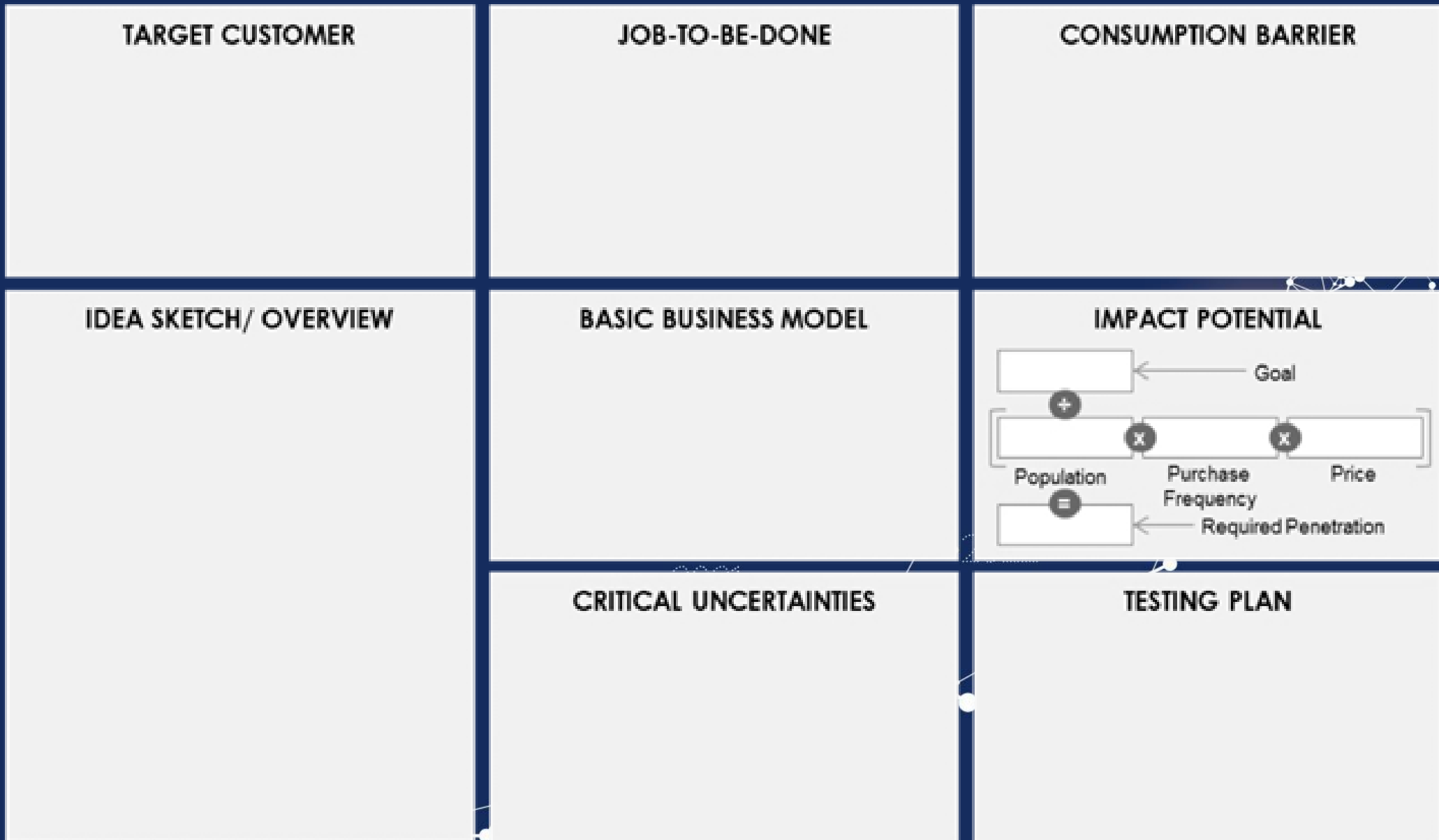
An idea resume forces innovators to capture the key elements of the idea's business model in a precise and succinct manner. It also helps decision-makers quickly understand the idea and how it will work.

An idea resume should detail:

- **The Target Customer**
Detail the attributes of your foothold customer
- **The Key Job-To-Be-Done**
The job and circumstance you are solving for
- **Consumption Barrier(s)**
What prevents use? Wealth? Skills? Access?
- **The Basic Business Model**
Elements such as channels and access point
- **The Impact Potential**
Determine feasibility of getting desired revenue
- **The Critical Uncertainties**
Risks/assumptions that must be true to succeed
- **Visual Depiction of the Idea**
Sketch, graphic mockup, video, etc. of the idea
- **The Testing Plan**
How you will quickly and cheaply test risks



2024



Individual Innovation Initiatives

Predictable Failure Modes

1

Develop an Innovation Strategy

Misalignment between enterprise strategy and innovation strategy leads to a portfolio of ideas that are never prioritized for meaningful investment and scaling.

2

Run a Hackathon

No appropriate governance to oversee decision making and resource allocation means great ideas have nowhere to go or are inconsistent with strategic priorities.

3

Create an Innovation Fund

Leaders put pressure on funds to be reallocated toward core initiatives with clearer short-term return on investment (ROI).

4

Build an Innovation Team

Flawed interaction model between the innovation team and the core business results in the team getting sucked into incrementalism or pursuing opportunities that are ultimately rejected by the business.

5

Implement Lean Startup Sprints

No mechanisms to transition the post-sprint projects into business units.

6

Build a Culture of Innovation

Underlying beliefs about what it takes to be successful create resistance to behavior change, leading to increasing cynicism about the organization's ability to innovate.

7

Appoint a Chief Innovation Officer

Organizational confusion and frustration are created when the new role isn't clearly integrated into strategy and resource allocation decisions.

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STEVE BLANK

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Entrepreneurship is a Calling



Leaving Government for the Private Sector – Part 1

Posted on **October 10, 2023** by steve blank

[Laura Thomas](#) is a former [CIA operations](#) officer. Reading how she moved in 2021 from CIA ops into a quantum technology company offered insightful career transition advice for those leaving her agency. Most of her lessons were applicable to any government employee venturing out to the private sector. Below is the first of her three-part series.

At least a few times a month, people looking to jump ask about my transition, which has led to me consolidating my answers below. To be up front, some of what I write will be controversial and all of it is biased. Due to length, I've broken it up into a three-part series.

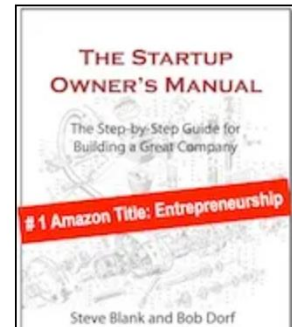
Is it really a big jump to the private sector? It wasn't a big jump. At [the Agency](#), 85% of my time was spent navigating bureaucracy and equities, arguing for resources and permission for operations, and dealing with the bottom rung of employees, all while making decisions with little data or data overload. Only 15% of my time was doing the more exciting [operations](#). Though that 15% – along with the camaraderie of some of my colleagues – made the work deeply meaningful.

Industry is similar. Human nature is human nature, and I deal with many of the same

contact: info@kandsranch.com



@sgblank



THE EDGE
 Steve Blank:
most startups fail because they don't understand their customers.

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Бизнес модел и канава



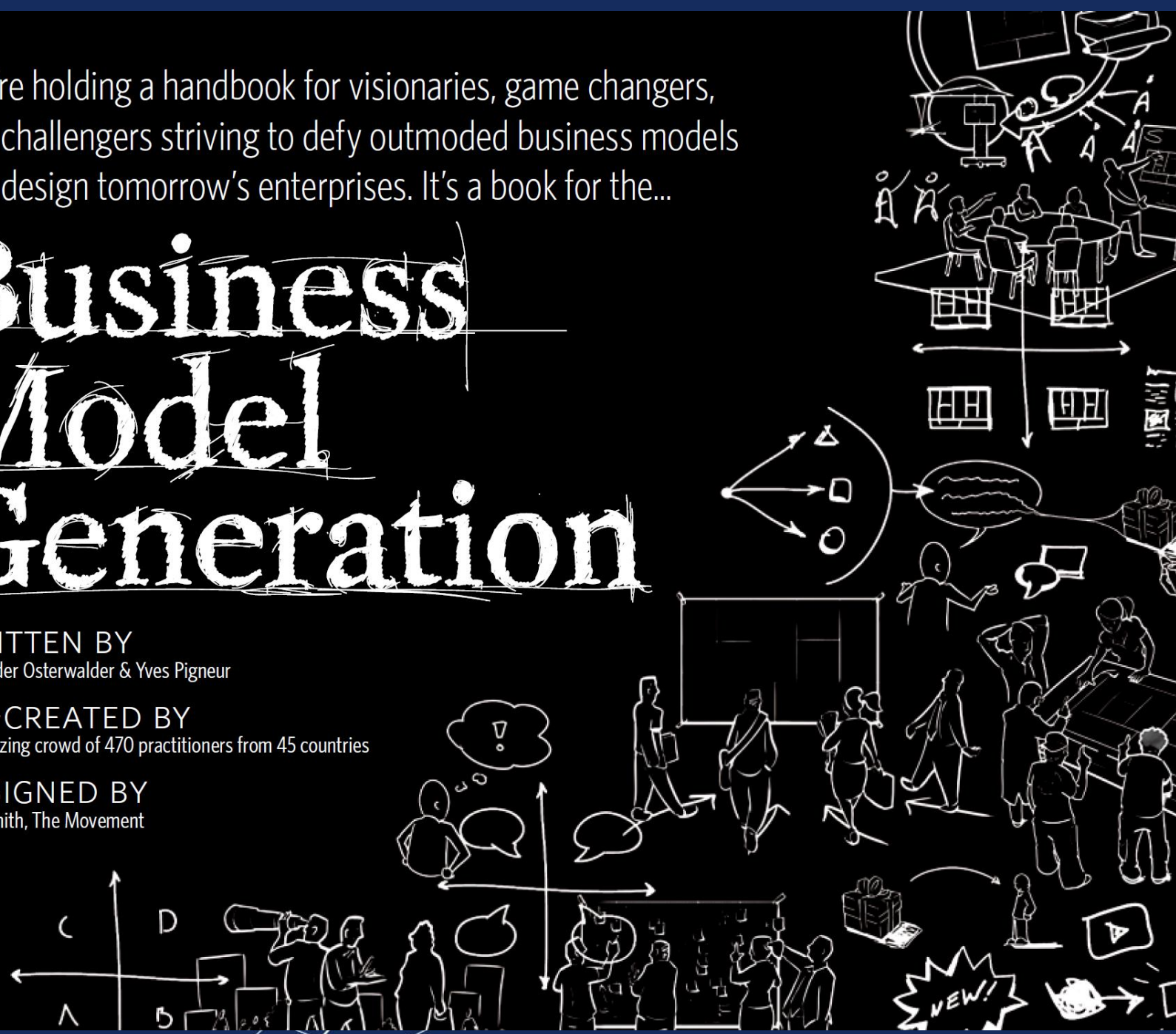
You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries

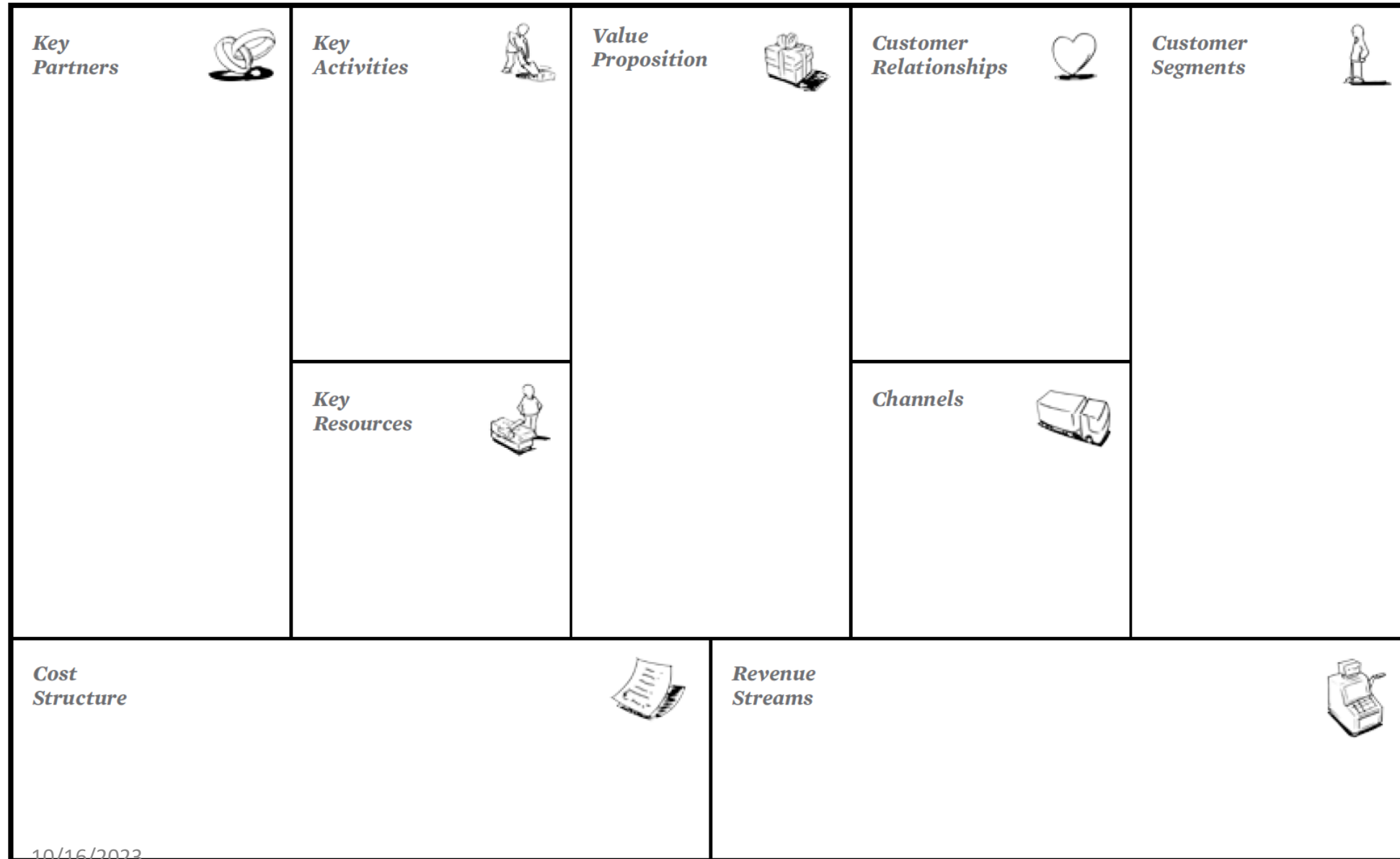
DESIGNED BY
Alan Smith, The Movement



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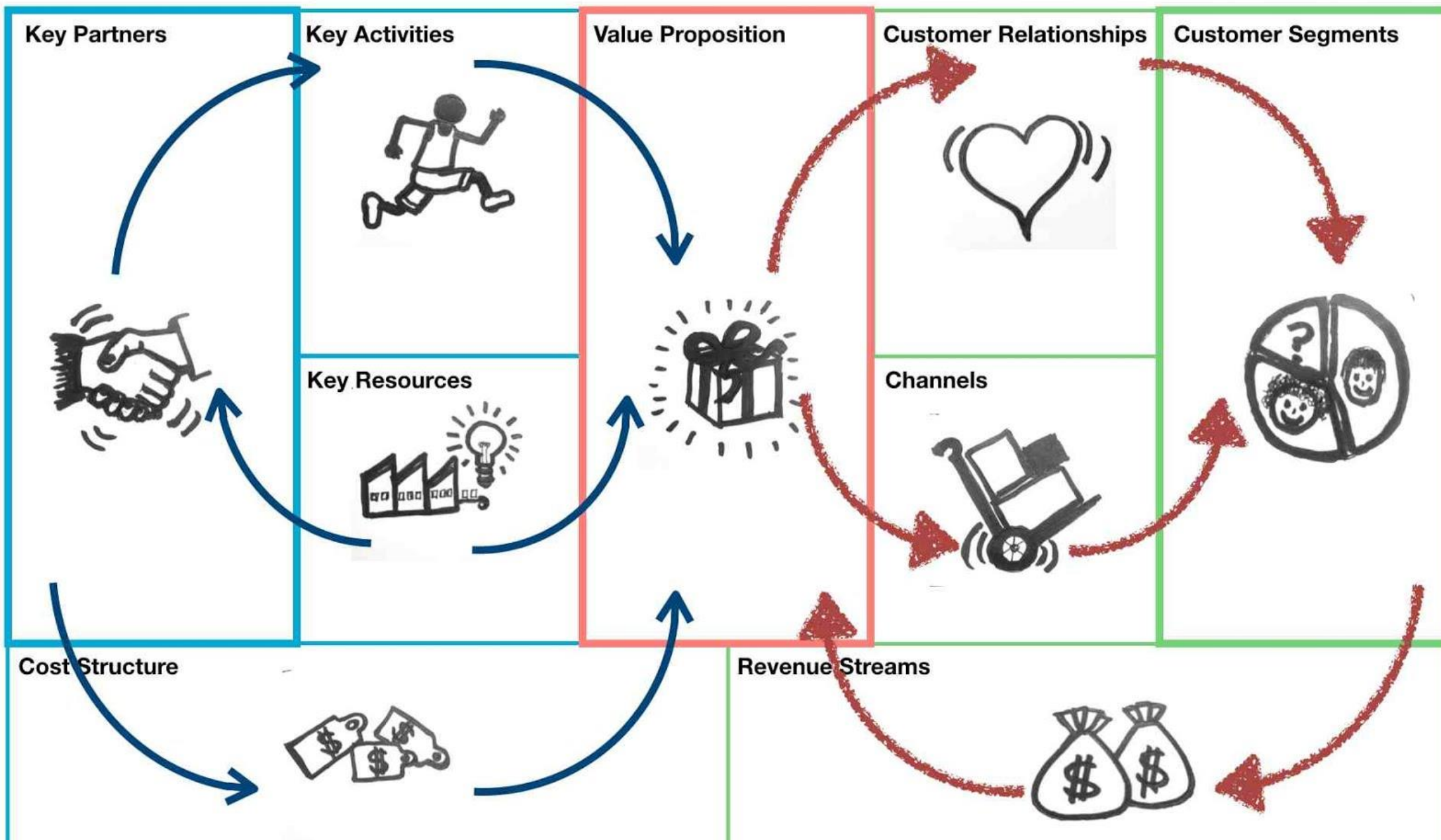
The Business Model Canvas

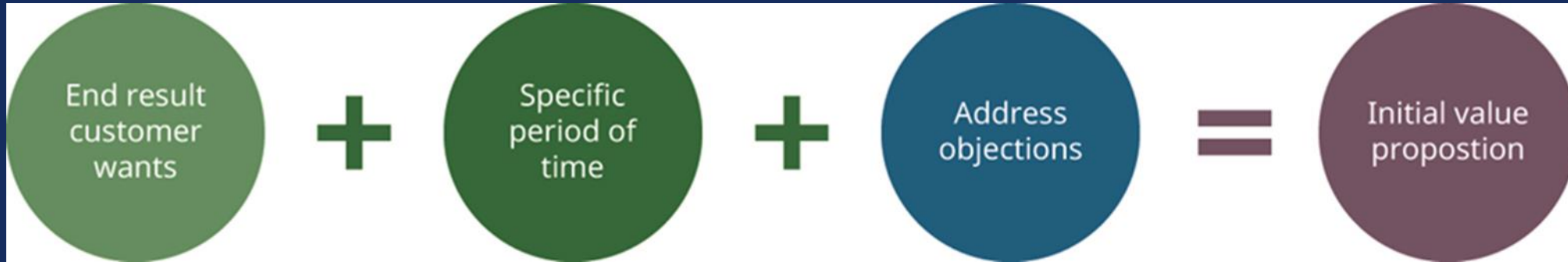


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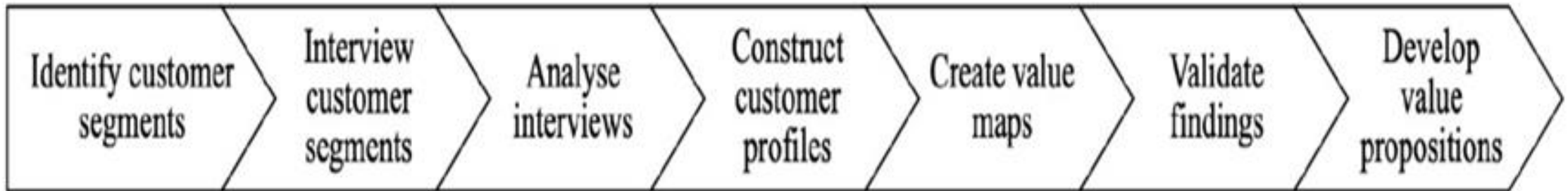
24

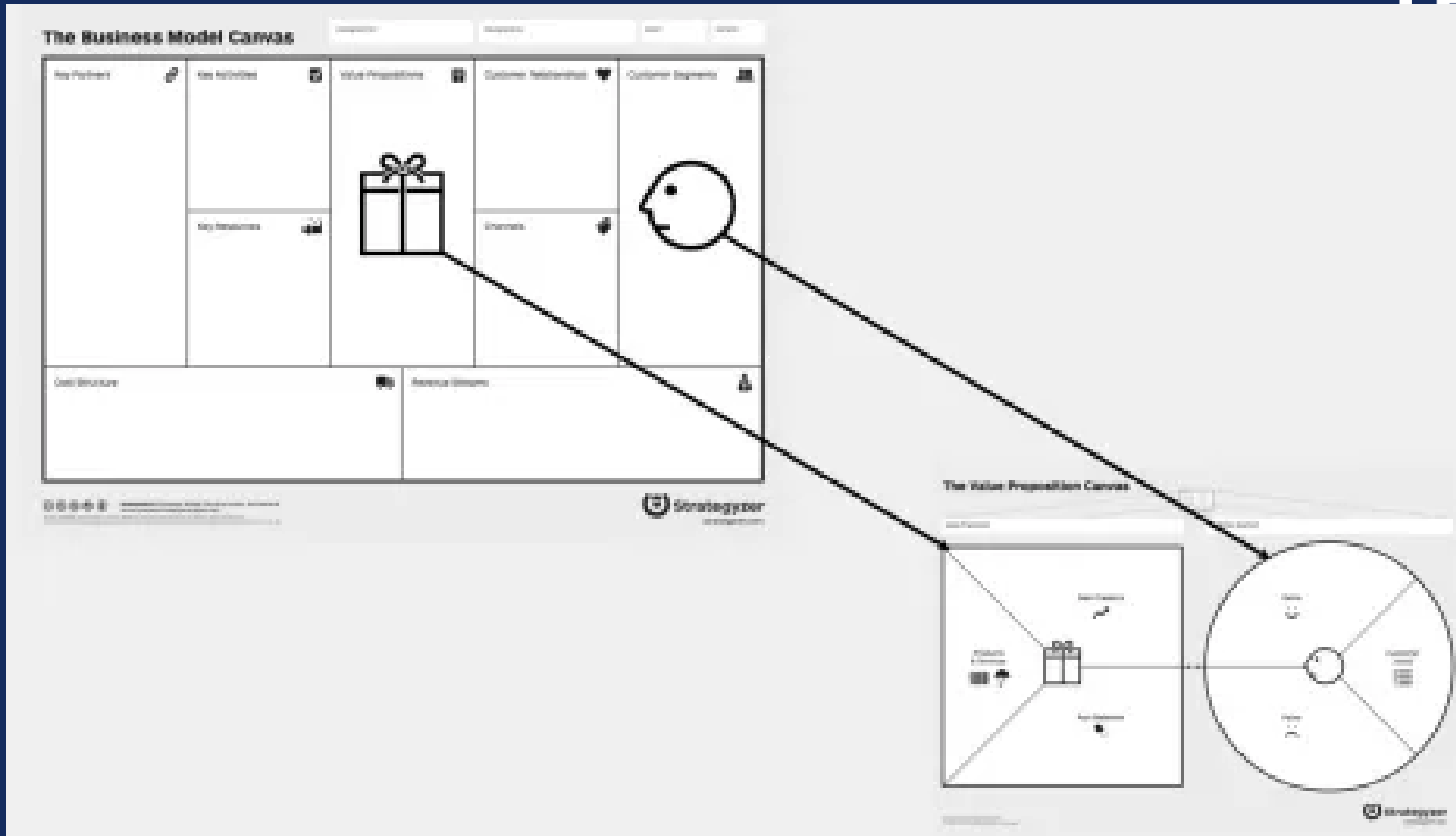






Value Proposition Design Process





24



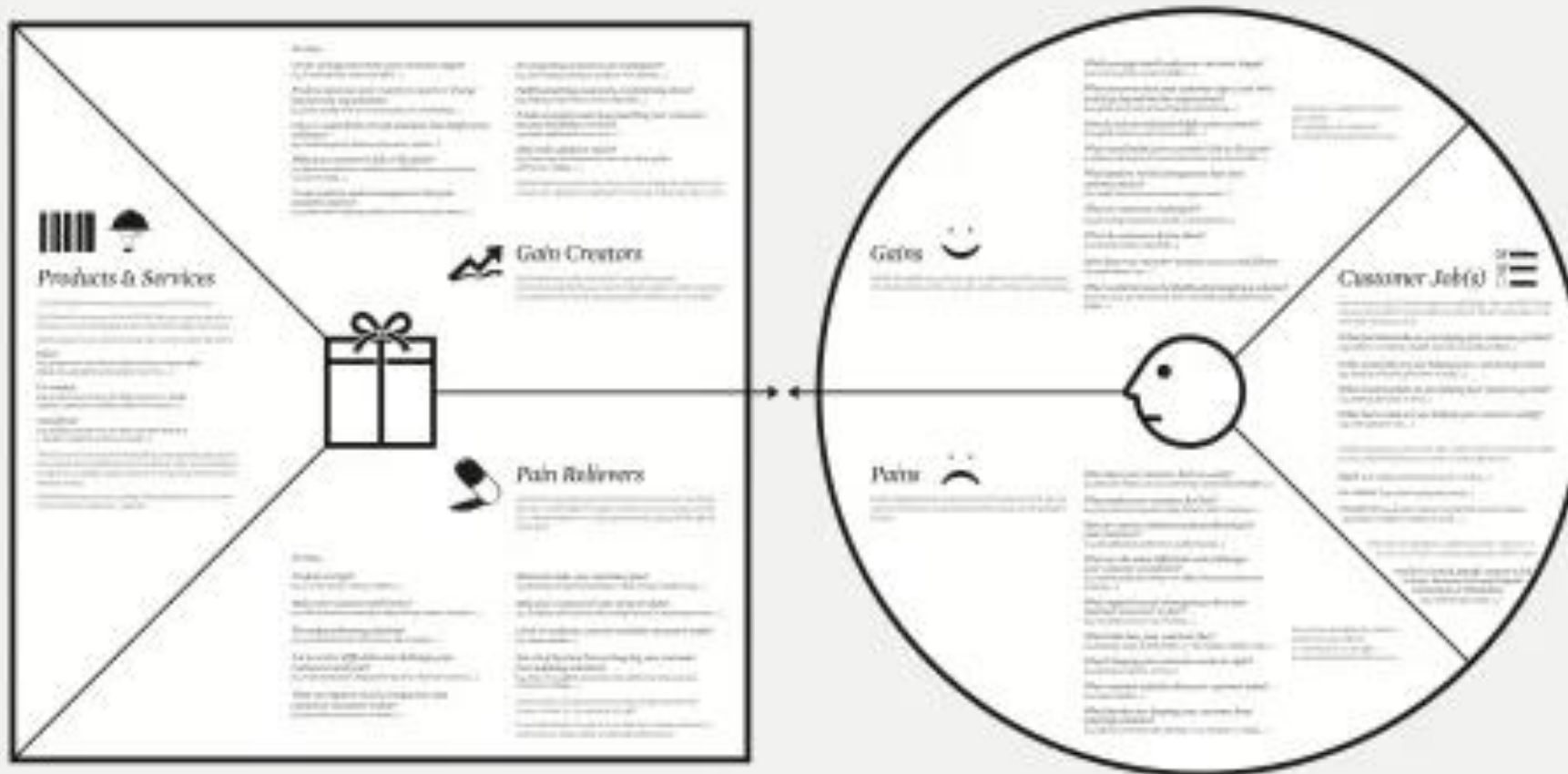
The Value Proposition Canvas

Designed for:

Designed by:

Date:

Name:



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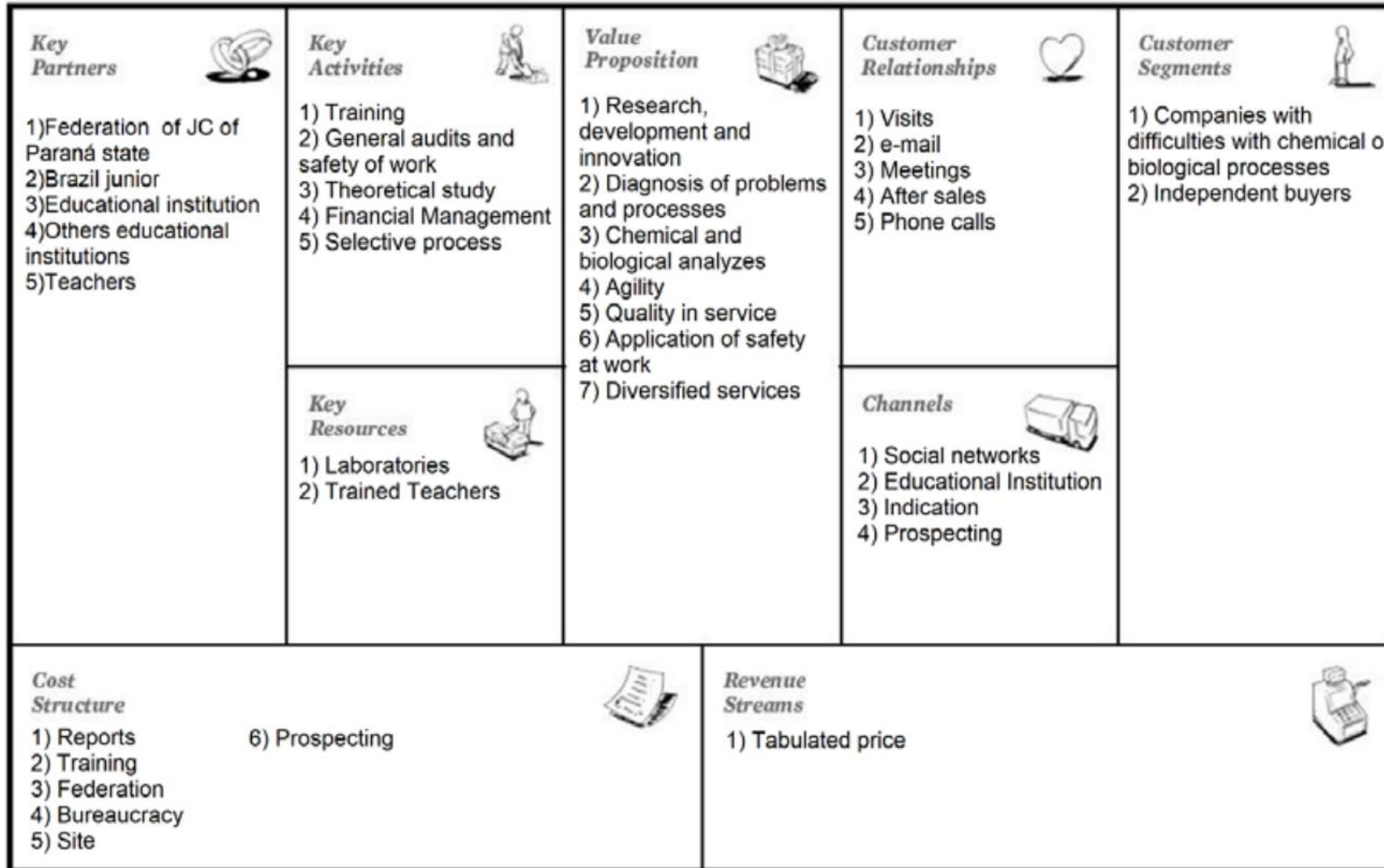


Figure 5: The Junior Company's Business Model Canvas



INDUSTRIAL CHEMICAL MANUFACTURING

BUSINESS MODEL CANVAS

| | | | | |
|--|---|--|--|--|
| Key Partnerships <ol style="list-style-type: none"> Local business owners to promote services Health and fitness vendors to promote products and services Retreat venues to host off-site retreats and workshops | Key Activities <ol style="list-style-type: none"> Teaching a variety of yoga styles Offering yoga-related merchandise for sale Creating a community atmosphere that is conducive to learning and growth Hosting special events, workshops and retreats | Value Propositions <ol style="list-style-type: none"> Knowledgeable and accessible instruction A variety of classes catering to each individual's personal needs and interests Access to top-of-the-line yoga props and mats Exclusive workshops and retreats | Customer Relationships <ol style="list-style-type: none"> In-person instructions and classes Off-site instructions and classes Ongoing customer care and customer satisfaction | Customer Segments <ol style="list-style-type: none"> Yoga beginners Intermediate and advanced yoga enthusiasts Yoga enthusiasts Families with children interested in yoga |
| Key Resources <ol style="list-style-type: none"> Premium yoga props and mats Highly-qualified instructors Spacious location Yoga-related apparel and merchandise | | Channels <ol style="list-style-type: none"> Word of mouth Social media Flyers and other advertising materials Business partners | | |
| Cost Structure <ol style="list-style-type: none"> Rent for space Yoga equipment and props Marketing materials such as flyers and online ads Salaries for instructors | | Revenue Streams <ol style="list-style-type: none"> Class fees Membership fees Workshop and retreat fees Yoga apparel and merchandise sales | | |





| | | | | |
|--|--|--|---|--|
| Key Partnerships <ol style="list-style-type: none">1. Suppliers of raw materials and equipment2. Chemical industry associations for networking and industry updates3. Distribution partners for reaching out to customers in different regions | Key Activities <ol style="list-style-type: none">1. Research and development of new chemical formulations2. Manufacturing of chemicals in bulk quantities3. Quality control and testing4. Custom formulation and toll manufacturing services5. Supply chain management and logistics | Value Propositions <ol style="list-style-type: none">1. High-quality and reliable chemical formulations2. Custom formulation and toll manufacturing services3. Strong emphasis on quality control and testing4. Efficient supply chain management and logistics5. Excellent customer service and support | Customer Relationships <ol style="list-style-type: none">1. Establishing long-term contracts with customers2. Regular communication with customers for repeat orders3. Providing custom formulation and toll manufacturing services4. Offering technical support and assistance5. Building strong relationships through trust and reliability | Customer Segments <ol style="list-style-type: none">1. Pharmaceutical industry2. Agriculture industry3. Construction industry4. Chemical industry5. Other industries requiring chemical formulations |
| | Key Resources <ol style="list-style-type: none">1. Chemical manufacturing plants and equipment2. Experienced chemists and technicians3. Raw materials and chemical ingredients4. Quality control and testing facilities5. Customer service and support teams | | Channels <ol style="list-style-type: none">1. Direct sales to customers via sales teams2. Online sales platforms and e-commerce websites3. Distribution partners for reaching out to customers in different regions4. Industry associations and events for networking and marketing | |
| Cost Structure <ol style="list-style-type: none">1. Raw materials and chemical ingredients2. Manufacturing and production costs3. Quality control and testing costs4. Supply chain management and logistics costs5. Employee salaries and benefits | | | Revenue Streams <ol style="list-style-type: none">1. Sales of bulk chemicals to customers2. Custom formulation and toll manufacturing services3. Volume discounts for larger orders4. Sales through distribution partners5. Online sales and e-commerce platforms | |

Customer Segments

Our industrial chemical manufacturing business serves a diverse range of customer segments with a wide variety of needs. We have identified the following customer segments:

- **Pharmaceutical industry:** This segment requires precise chemical formulations to produce drugs and medicines. Our high-quality chemicals provide a crucial ingredient in ensuring the integrity and efficacy of their products.
- **Agriculture industry:** Farmers and agriculture companies need chemical products for crop protection and fertilizer production. Our chemicals play an essential role in sustaining the world's food supply by improving crop yields and reducing damage to crops from pests and disease.
- **Construction industry:** Our products are used extensively in the construction industry as concrete admixtures, coatings, and sealants. Our customers in this segment benefit from our expertise in providing the ideal chemical formulations to achieve optimal results in construction processes.
- **Chemical industry:** Other chemical manufacturers require our products to develop and produce their own products. They rely on our consistent quality and on-time delivery to ensure their operations run smoothly and efficiently.
- **Other industries requiring chemical formulations:** Our business serves a diverse range of other industries, such as electronics, textiles, and cosmetics. Those industries need specialized chemical formulations to produce their products, and our expertise in this field enables us to provide custom solutions for their unique production requirements.

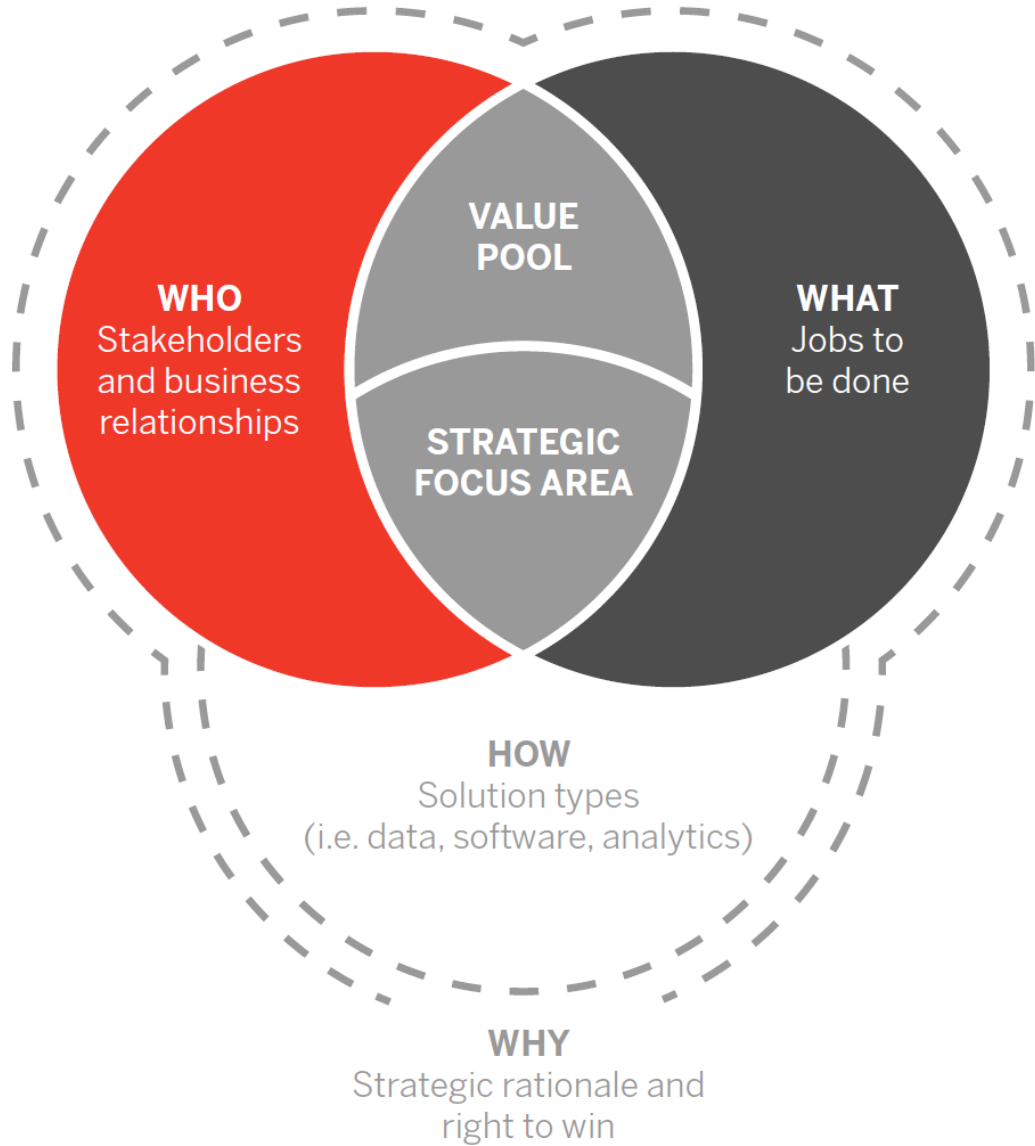
Each of these segments has its unique needs, and we pride ourselves on being able to provide customized solutions to meet the precise needs of each customer. Our team of experts is always working to stay ahead of the latest developments in the industry to provide cutting-edge solutions to our customers.

Strengthen Your Innovation Capabilities to Drive Performance

By David S. Duncan and Alasdair Trotter



Figure 4. Innosight's Strategic Focus Area Framework



THE EDGE

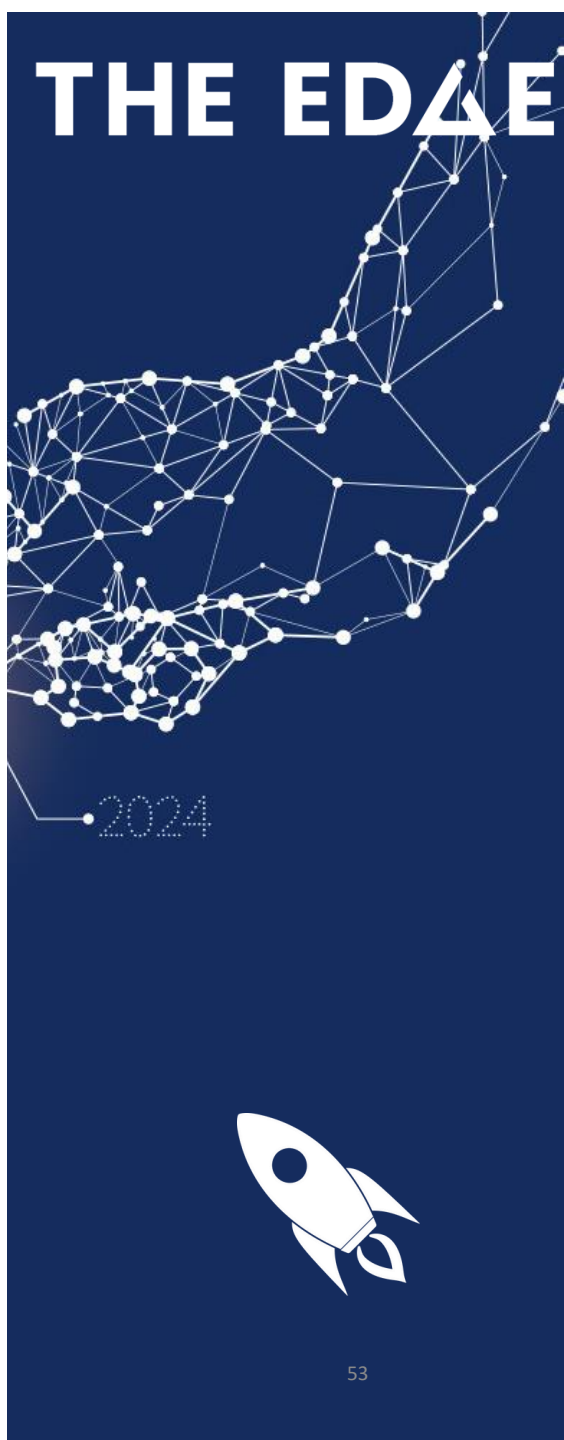


Figure 6. A Defined Innovation Pathway for New Business Model Innovation

| | Spot Opportunities | Design Solutions | Test, Learn and Adjust | | Scale | |
|---|--|--|---|---|---|--|
| | | | Test and Learn | Pilot | Growth | Efficiency |
| OBJECTIVES | Identify a customer problem worth solving | Detail solution that best solves the problem | De-risk assumptions with select customer(s) | De-risk assumptions across foothold market | Scale solution for growth | Drive efficiency at scale |
| KEY ACTIVITIES | <ul style="list-style-type: none"> Ecosystem analysis Customer jobs interviews Quick-hit financial and strategic analysis | <ul style="list-style-type: none"> Design thinking ideation sessions Business model and use case development Concept testing Assumption prioritization | <ul style="list-style-type: none"> Test design and execution MVP development, testing and pivoting Synthesis of test learnings | <ul style="list-style-type: none"> Pilot with expanded customer group in foothold Business case development Scaling plan development | <ul style="list-style-type: none"> Market expansion Develop go-to-market capabilities Operating model design and decision rights | <ul style="list-style-type: none"> Identification of major cost drivers Optimization and/or redesign of processes and structures |
| METRICS TO TRACK | <ul style="list-style-type: none"> Priority job to be done Market size and potential Strategic value | <ul style="list-style-type: none"> Complete business model design Customer feedback on concept Business model assumptions | <ul style="list-style-type: none"> Customer validation that solution addresses priority job Solution feasibility | <ul style="list-style-type: none"> Customer adoption Technical issues for growth resolved Business case profitability | <ul style="list-style-type: none"> Revenue (growth) Sales pipeline value | <ul style="list-style-type: none"> Margin improvement Earnings before interest and taxes (EBIT) growth |
| STAGE GATE EXIT CRITERIA 10/16/2023 | Priority job to be done identified with high value for the company | Business model with assumptions identified | Deal-killer assumptions de-risked and/or business model pivoted | Growing adoption of business model in foothold with conceivable profitability at scale | Line of sight to revenue targets at scale | Line of sight to margin targets at scale |

Figure 9. A Summary of an Innovation Performance Diagnostic

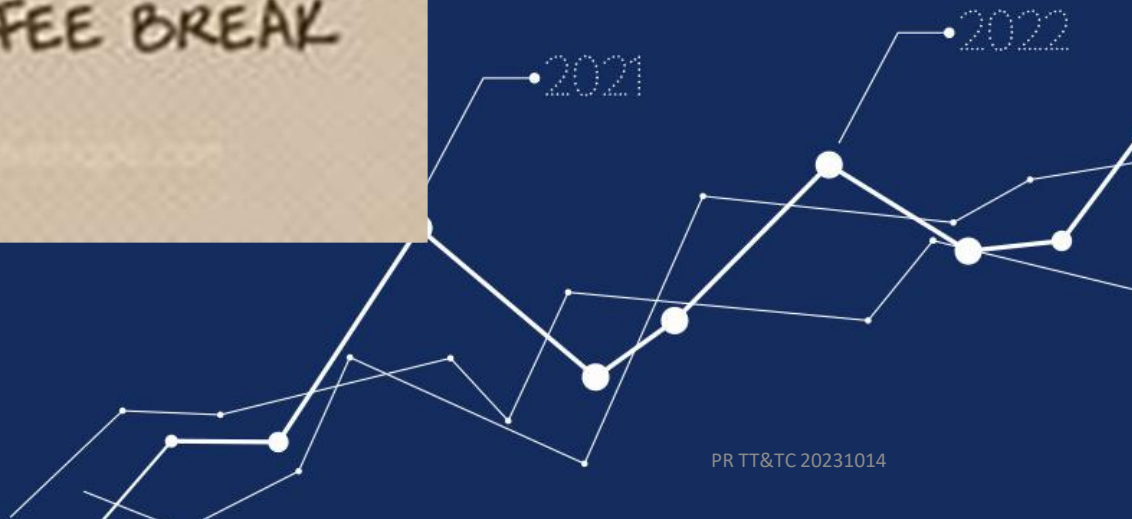
| SYSTEM COMPONENTS | | MATURITY (1=INITIAL; 5=OPTIMIZED) | ISSUES IDENTIFIED (ILLUSTRATIVE) |
|-------------------------------|---------------------------------|-----------------------------------|---|
| INNOVATION PERFORMANCE | DESIRED PERFORMANCE OUTCOMES | ●—● 1 2 3 4 5 | No goals for innovation defined at enterprise or business unit levels. Growth goals are defined but widely regarded as financially driven, and the role of innovation is undefined. |
| | LEADING SYSTEM INDICATORS | ●—● 1 2 3 4 5 | Pulse surveys capture general sentiments on innovation, but there is no tracking mechanism for progress toward goals as they haven't been defined. |
| CLEAR INNOVATION PRIORITIES | COMMON INNOVATION LANGUAGE | ●—● 1 2 3 4 5 | There are many different terms for innovation used similarly across the organization, leading to significant ambiguity. Specifically, the term "disruptive innovation" is often misused. |
| | STRATEGIC FOCUS AREAS | ●—● 1 2 3 4 5 | Focus areas are developed via a predominantly present-forward lens and aren't revisited and refreshed frequently enough, and cross-BU connections at this stage are weak. |
| | CLEAR INNOVATION BOUNDARIES | ●—● 1 2 3 4 5 | BUs are hesitant to set innovation goals, such as by innovation type, and there is limited accountability for innovation targets; BUs do not define goals and bounds for innovation. |
| | DYNAMIC PRIORITY MANAGEMENT | ●—● 1 2 3 4 5 | Most BUs do not focus on alignment of strategic goals to specific innovation projects and overall portfolio management. |
| EFFECTIVE INNOVATION PATHWAYS | EXPLICIT PATHWAY ARCHITECTURE | ●—● 1 2 3 4 5 | The official process for disruptive innovation is defined but is not utilized by all BUs; some view the process as complicated, which hinders overall adoption. |
| | OPTIMIZED PATHWAY OPERATIONS | ●—● 1 2 3 4 5 | Best practices exist, but most stages of the innovation process require additional refinement, including opportunity areas, idea generation, and assumption identification and prioritization. |
| | CONSTRUCTIVE PATHWAY GOVERNANCE | ●—● 1 2 3 4 5 | Active management of projects through the funnel is evident, but alignment with strategy and portfolio management is weak, with suboptimal resource allocation and distribution. |
| MANAGED INNOVATION PORTFOLIOS | STRATEGIC PORTFOLIO PLANS | ●—● 1 2 3 4 5 | BUs acknowledge the need for innovation, but portfolio allocation between "core" and "more" is often informal with limited accountability, metrics and tracking. |
| | ACTIONABLE PORTFOLIO INSIGHTS | ●—● 1 2 3 4 5 | Portfolio analysis is limited due to the lack of rigorous portfolio design and inconsistent application of portfolio metrics; cross-BU analysis and visibility is also limited. |
| | INTEGRATED PORTFOLIO MANAGEMENT | ●—● 1 2 3 4 5 | The portfolio management process varies significantly across BUs that often struggle to determine what to invest in, leading to a mix of underinvestment in promising projects and continued investment in zombie projects. |
| EMPOWERED INNOVATION PEOPLE | EFFECTIVE INNOVATION TALENT | ●—● 1 2 3 4 5 | The organization has defined competencies for founders but can push further in identifying and matching the right talent; innovation skills must be embedded across BUs. |
| | INSPIRING INNOVATION LEADERS | ●—● 1 2 3 4 5 | Senior management and individuals on the ground celebrate processes; however, the most prominent gaps exist in the band 4s and 5s. Senior leaders share their goals for disruptive innovation. |
| | SUPPORTIVE INNOVATION CULTURE | ●—● 1 2 3 4 5 | The company has made great progress shifting from being technology-first to consumer-first; there is still work to be done to reinforce priorities, encourage effective pathways and ensure healthy portfolios. |





2024





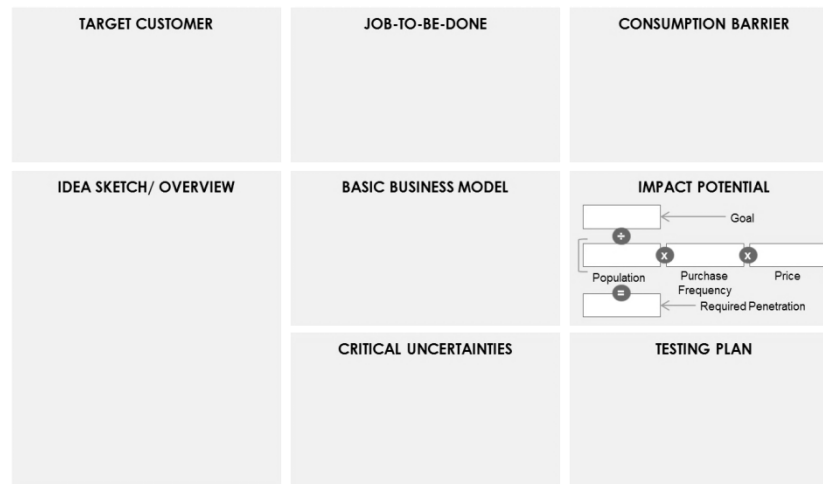
Работа в екипи



Understanding the Idea Resume

An Idea Resume captures all of the **salient components of an idea on a single page**. Fitting an idea on a page means **making choices about which elements to include**. Ideally, an Idea Resume should also have a **visual depiction of the idea**; this helps solidify the idea and make it feel real.

Idea Resume Template



An idea resume forces innovators to capture the key elements of the idea's business model in a precise and succinct manner. It also helps decision-makers quickly understand the idea and how it will work.

An idea resume should detail:

- **The Target Customer**
Detail the attributes of your foothold customer
- **The Key Job-To-Be-Done**
The job and circumstance you are solving for
- **Consumption Barrier(s)**
What prevents use? Wealth? Skills? Access?
- **The Basic Business Model**
Elements such as channels and access point
- **The Impact Potential**
Determine feasibility of getting desired revenue
- **The Critical Uncertainties**
Risks/assumptions that must be true to succeed
- **Visual Depiction of the Idea**
Sketch, graphic mockup, video, etc. of the idea
- **The Testing Plan**
How you will quickly and cheaply test risks



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| | | |
|------------------------------|-------------------------------|--|
| TARGET CUSTOMER | JOB-TO-BE-DONE | CONSUMPTION BARRIER |
| IDEA SKETCH/ OVERVIEW | BASIC BUSINESS MODEL | IMPACT POTENTIAL <pre>graph TD; Goal[Goal] --- P1(+); subgraph Box; P1 --- P2(+); P2 --- P3(x); P3 --- P4(x); end; Box --- RQ[Required Penetration];</pre> |
| | CRITICAL UNCERTAINTIES | TESTING PLAN |

THE EDGE





Tools for Patent Search (Free Databases)

| Free Databases | Web link | Scope of search |
|------------------------|---|--|
| Google | www.google.com | General search engine; Not suitable for Patent Search |
| Google's Patent Search | http://www.google.com/patents | US patents only |
| USPTO | http://patft.uspto.gov/ | US Patents only |
| EPO | http://ep.espacenet.com/?locale=en_EP | - EP Patents - WIPO patents - World wide patents |
| Patent Scope (WIPO) | http://www.wipo.int/pctdb/en/ | WIPO Patents |
| Free Patents Online | http://www.freepatentsonline.com/ | -US Patents -EP Patents -JP Patents -WIPO Patents |

Paid Databases

| | | |
|-------------|---|--------------------|
| Micropatent | http://www.micropatent.com | World wide patents |
| Derwent | http://www.thomsonreuters.com/products_services/scientific/DWPI | World wide patents |
| Aureka | http://www.thomsonreuters.com/products_services/scientific/Aureka | World wide patents |
| Delphion | http://www.delphion.com/ | World wide patents |
| LexisNexis | http://www.lexisnexis.com/patentservices/priorart/ | World wide patents |



Free Platforms to Support SME's IP Strategies

The top platforms we can find in this category are:

- [Google Patents](#)
- [Espacenet patent search from EPO](#)
- [European Patent Register Viewer from EPO](#)
- [USPTO Patent search](#)
- [Patentscope from WIPO](#)
- [Global Brand Database from WIPO](#)
- [The EUIPO's database access](#)

National Academies Press

The National Academies Press (NAP) publishes the publications of the National Academies of Sciences, Engineering, and Medicine. NAP publishes more than 200 publications per year on a wide range of topics in science, engineering, and medicine, providing authoritative, independently researched information on important matters in science and health policy.

**Emergency Preparedness
Collection**

Таблица 1. Брой на наличните публикации и патенти за *blockchain* и *energy* в най-често използваните цифрови бази от данни

| <i>Source/ keywords</i> | <i>„big data“, blockchain, energy</i> | <i>blockchain, energy</i> | <i>blockchain, “smart energy”</i> |
|--------------------------------------|---|--|---------------------------------------|
| Google | About 16,700,000 results (0.32 seconds) | About 103,000,000 results (0.36 seconds) | About 451,000 results (0.30 seconds) |
| Google Scholar | About 87,000 results (0.10 sec) | About 245,000 results (0.07 sec) | About 11,300 results (0.08 sec) |
| ACM Digital Library | 571,415 Results | 116,481 Results | 6,403 Results |
| IEEE Xplore | 191 results | 2,505 results | 1,305 results |
| Elsevier/Science Direct | All Results 20,389 | All Results 8,145 | All Results 9,185 |
| Espacenet (over 130 million patents) | 4 066 results found | 18 704 results | 13 215 results found |



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