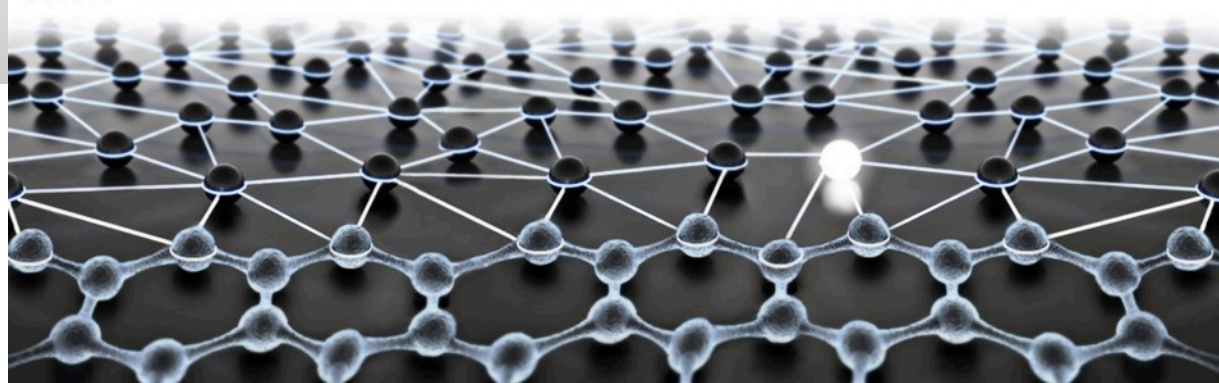




CIR Strategy

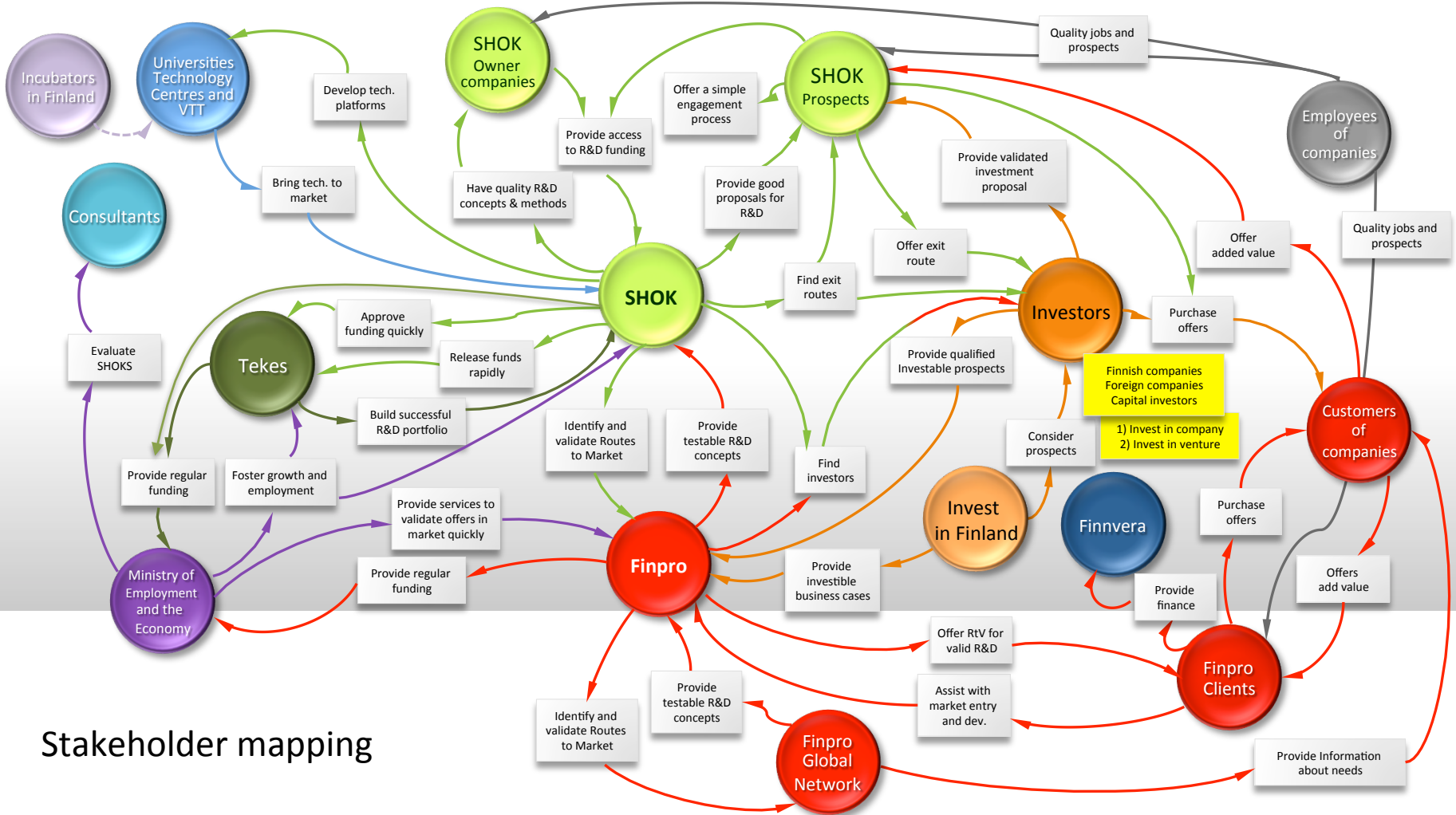
Nick Coutts



Finland

300m € per year, for 4 years, into R&D programmes for innovating products and services

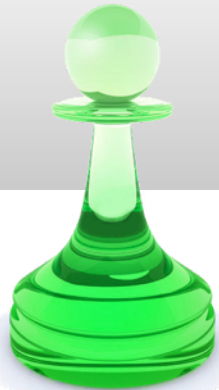
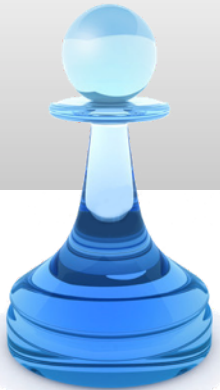
What is the return on investment?



Stakeholder mapping

Risk reduction

Process to minimise time to market and market, execution, technical and financial risks.



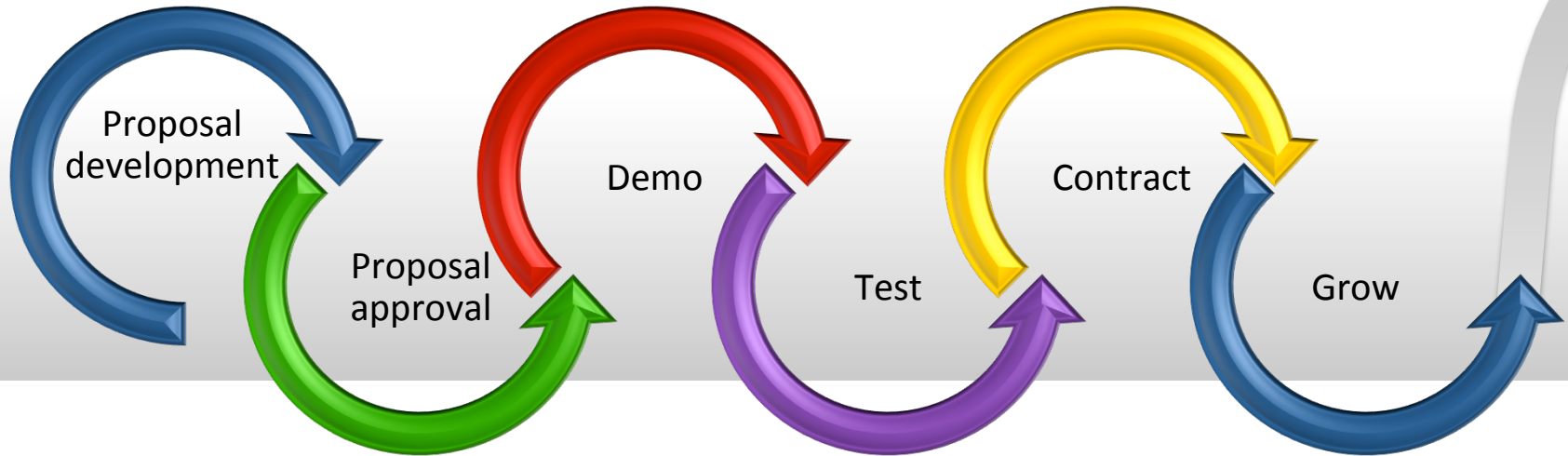


Rigorous process

CIR Strategy

Rigorous process

Mandatory market testing at each stage in the process



Market testing



Market
testing
provides
evidence

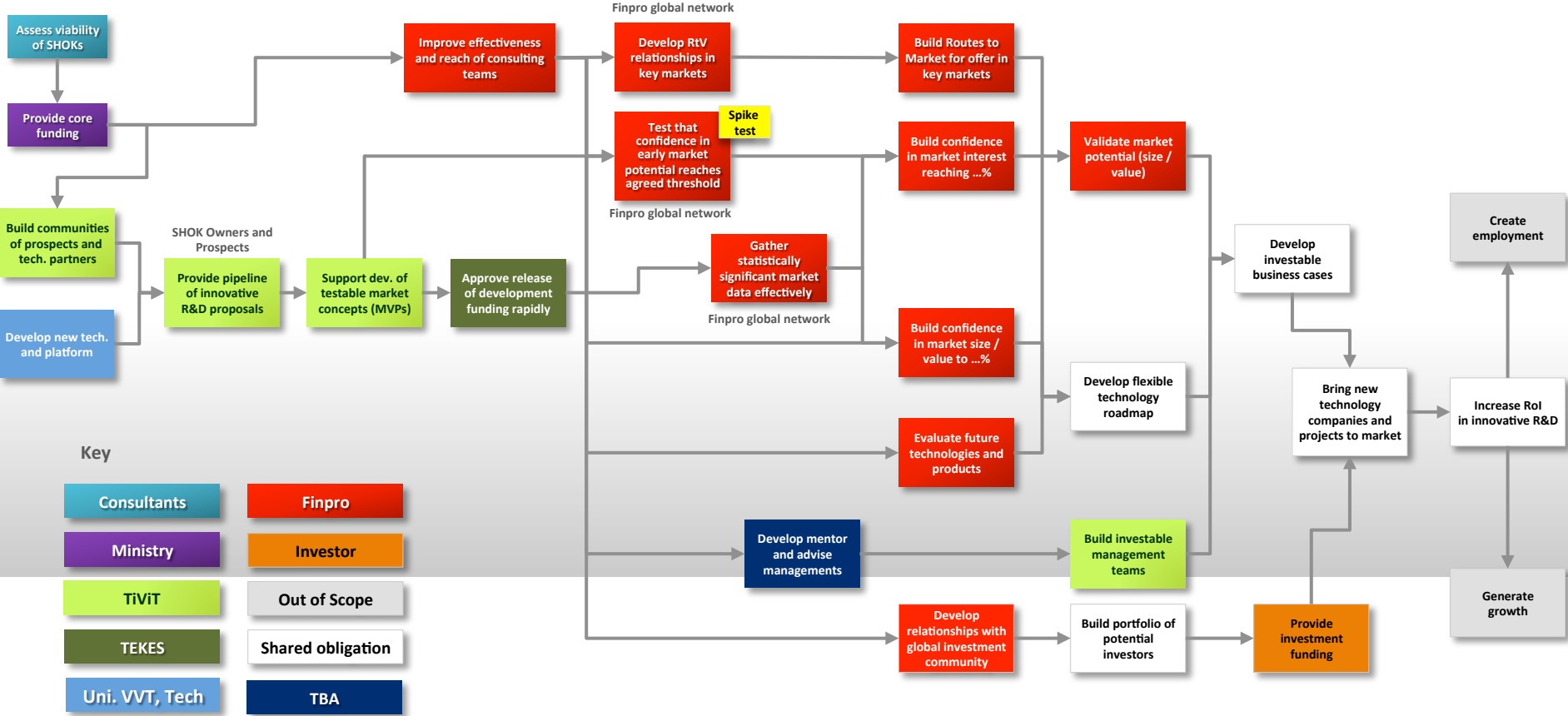


Evidence

Level of evidence
is equivalent to
Level of confidence
in time to market and
potential value



Routes to Value – a systemic approach



For example only



Rigorous process

CIR Strategy

Confidence table

Confidence score	Source of our confidence
5%	Wild guess; no credibility.
20%	I have read or heard about it but not seen it done.
30%	I know it worked somewhere.
40%	I know it worked somewhere, for someone I know.
50%	There are several instances elsewhere where I know it has worked.
55%	It is common practice elsewhere and it has been shown to work repeatedly.
60%	I have done this myself in a different problem context, elsewhere, and have reason to think it works.
65%	I have done this in a different problem context, elsewhere, and have evidence it worked.
70%	I have done this in another problem context here and have evidence it worked.
75%	I have used the idea on a similar problem here and have evidence it worked.
80%	I have used this idea on several similar problems here and elsewhere and have evidence of it working.
85%	I have done this on an identical problem and have good reason to think it worked.
90%	I have long experience with this approach on a range of identical problems and have evidence it worked.
95%	I have used the approach elsewhere in this context and in this function and measured the outcome.
100%	Complete confidence; I have credible evidence and experience with this problem in this function



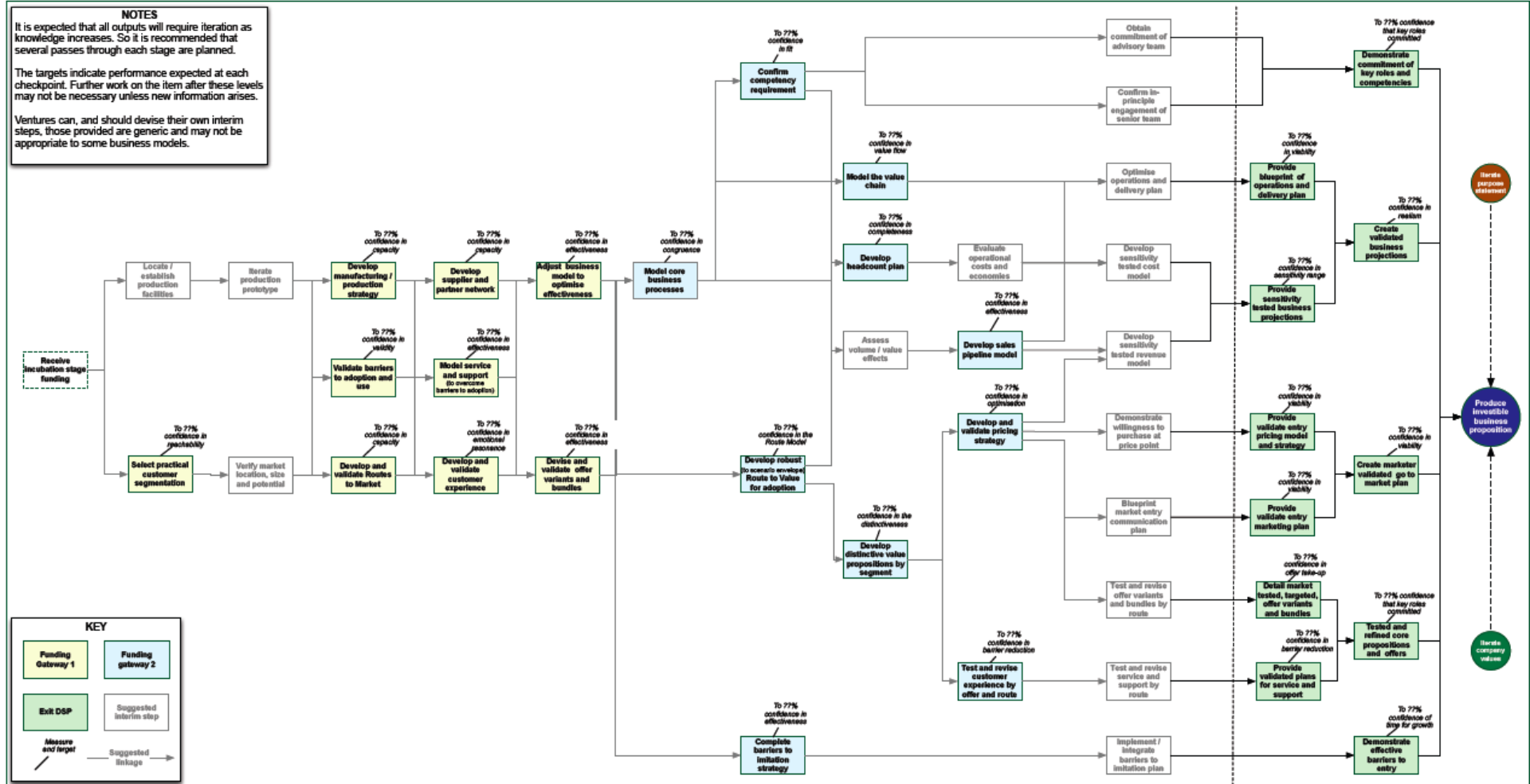
Rigorous process

CIR Strategy

Confidence table

Confidence score	Source of our confidence
5%	Wild guess; no credibility.
90%	I have long experience with this approach on a range of identical designs and have evidence it worked.

NOTES
 It is expected that all outputs will require iteration as knowledge increases. So it is recommended that several passes through each stage are planned.
 The targets indicate performance expected at each checkpoint. Further work on the item after these levels may not be necessary unless new information arises.
 Ventures can, and should devise their own interim steps, those provided are generic and may not be appropriate to some business models.

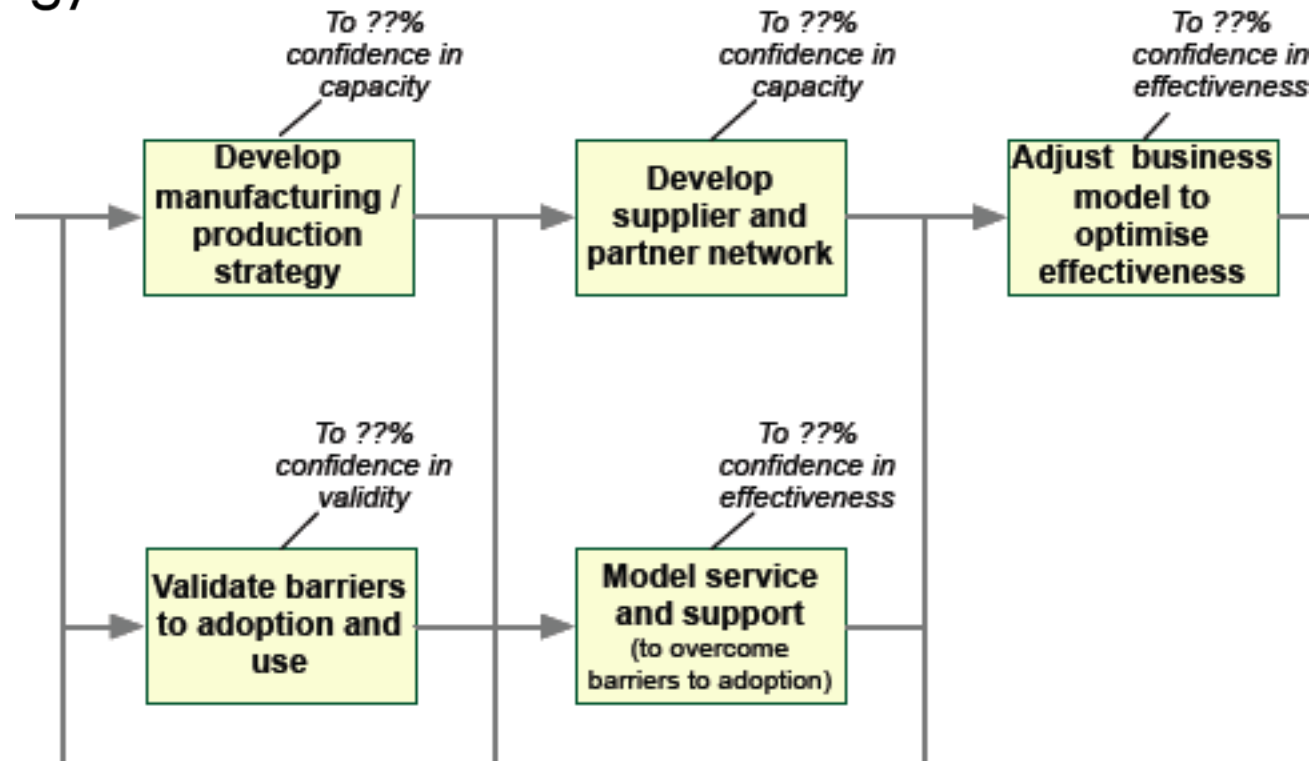


Example RtV template for innovation



Rigorous process

CIR Strategy



Example RtV template for innovation – extract

Graphene in social media

% of mentions of the term
n = 3,492

Source: Repindex.com

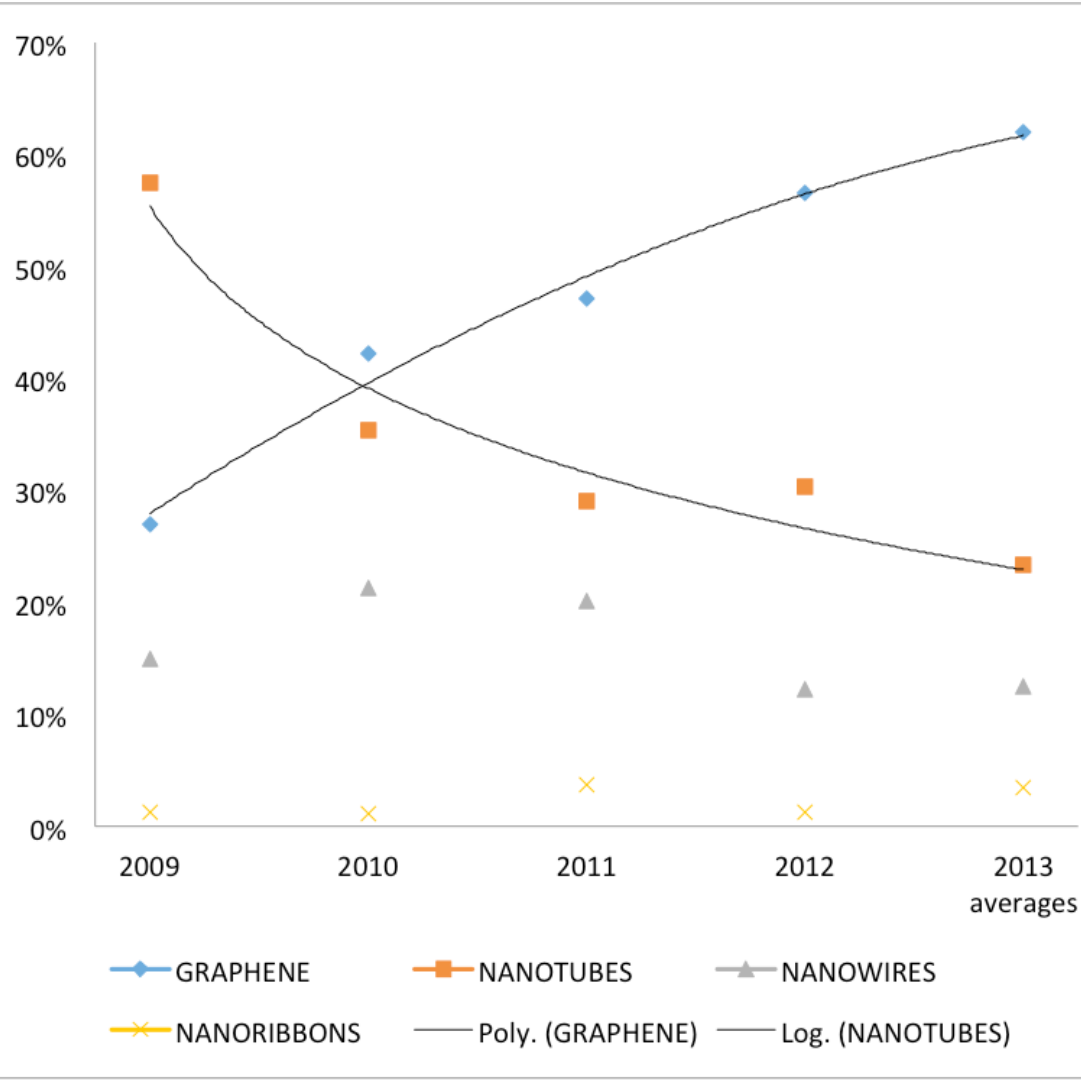
For the period July-October 2013:

Total occurrences of NANOTUBES: 1683 (average 420 per month)

Total occurrences of GRAPHENE: 3492 (average 873 per month)

Sources

The search was carried out in our source group Technology and Engineering blogs, which includes 570 significant blogs of which 50 are dedicated nanotech blogs.



“How well we engineer the innovation eco-system and manage innovation as a service will determine our return on investment in innovative R&D.”

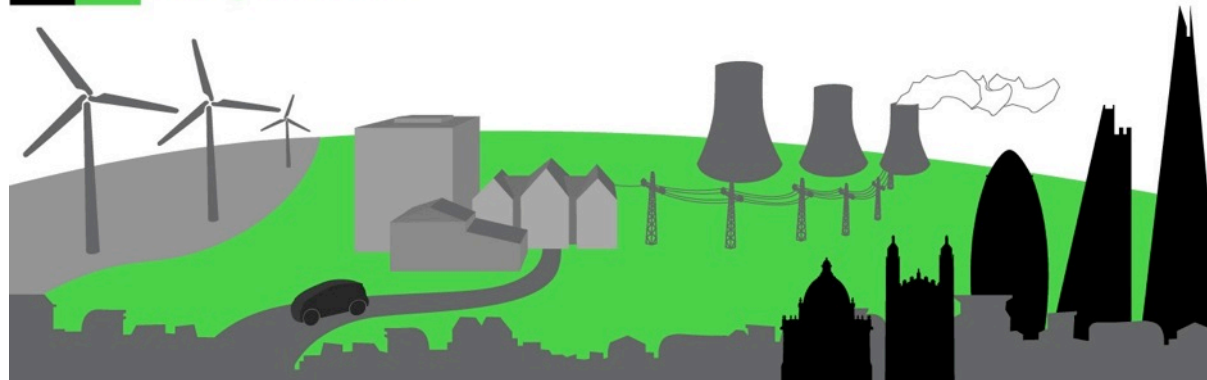


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+44 1223 303500 | cir@hvm-uk.com | hvm-uk.com

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HIGH VALUE MANUFACTURING GRAPHENE

