

## OCE Market Readiness and Embedded Executive Program Application Package Instructions - please read carefully before starting



The following form is provided to present your proposal to the OCE Commercialization Investment Committee for funding.

### General Information

- Please work with an OCE Business Development (BD) Manager in the preparation of this proposal.
- Write this proposal as a continuous flowing document. Avoid repetition, ambiguous, unverified or non-factual information and motherhood statements. All market intelligence and other data should be properly referenced. Information should be evidence-based.
- Be clear and concise and limit your proposal to 8 pages of written 10pt font text (exclusive of pictures, tables, graphs, etc.). Additional supporting materials can be attached in an appendix. You may resize the text boxes or eliminate them altogether if this allows you to create a more cohesive document.
- The latest revision of the Budget spreadsheet should always accompany your written proposal.
- To the best of your ability, provide content in each section. Suggested content is provided for guidance only. Content bullets should be deleted in the final application.
- Commercialization of Research funding is highly flexible and may be used to support any reasonable activity that will help you commercialize your technology, provided a compelling and credible business case is presented.

### Eligibility

- To be eligible for funding under the Market Readiness program, the Intellectual property must have been developed at an Ontario college, university or research hospital.
- To be eligible for funding under the Embedded Executive program, the applicant must be an Incorporated Canadian Corporation having unique proprietary technology with defensible IP, an addressable market, and a preliminary Business Plan. The company must be able to provide matching compensation to the candidate. See additional instructions in the "Team" section of this application.

### Supporting Material

- Tables, pictures, graphs, videos, etc. may be inserted directly into the body of this document
- Supporting materials can be attached as separate files and may include: business plan, résumés, market study, expert opinions, testimonials, letters of endorsement, emails, patent filings, field trial results, journal and business articles, quotations, sales orders, or any other material you deem important to support your proposal.

### Reviewers

- For Market Readiness applications, please provide contact information for at least 4 external reviewers – 2 from a related Industry to validate the technology and 2 from the business / financial sector to validate the business case. These should be entered in the on-line portion of this application. Please note that OCE and external reviewers are required to respect the confidentiality of all proposals.

### Project Information

**Project Title:**

**Applicant Name / Position:**

**Department / Faculty / Institution:**

**Start-up Name or Supporting Industry (if applicable):**

**Date:**

### Abstract - The Pitch

In ONE sentence only for each bullet, describe as concisely as possible the following:

- *What is the Technology*
- *Who is the Customer*
- *What Pain does it address/solve*
- *How do you make money*
- *What is the current IP position*
- *How much funding/resources are you looking for and how it/they be used*
- *What are the expected outcomes*

## The Technology

Address all applicable items:

- *Briefly Describe the Technology*
- *Describe the "wow" factor*
- *Clearly indicate the Academic connection to the Technology (this is an eligibility criterion for Market Readiness funding)*
- *Describe the project background or genesis (include prior OCE involvement, projects, funding and outcomes)*
- *Explain the "job" your technology does*
- *Describe how your technology brings the Solution to the Problem*
- *Is the Technology Disruptive, Neutralizing or Incremental*
- *Clearly describe the primary Differentiators - key advantages of your technology compared to the market leaders*
- *Indicate if this a Platform Technology or a specific technology solution*
- *Do you have or are you planning to have a Technology Pipeline which will provide a sustainable revenue opportunity*
- *What are the Competitive Technologies – briefly Benchmark your technology against them*
- *Include any other pertinent information related to your technology*

## The Market Opportunity

Address all applicable items:

- Define who your Customer is (What is the Target Market / Audience)
- Explain what Need your technology fills, Pain it addresses or Problem it solves (The "Opportunity")
- Describe the Value Proposition to the customer (faster, cheaper, better, etc.)
- Indicate if there is Customer Pull (Is there anyone asking for your solution and is prepared to give you money for it) or if this is a Technology Push (fill an as yet unrealized need)
- What is the Benefit to Ontario (economic, human capital development, societal) (This is an eligibility criterion for Market Readiness funding)
- What is the Benefit to Canada (economic, human capital development, societal) (This is an eligibility criterion for Embedded Executive funding)
- Indicate which model(s) your technology solution falls into (Niche Market, Complex Custom Solution or a Mass Volume Commoditization model)
- Indicate the Total Addressable Market size (Include \$ from all sources local/regional/global and provide references)
- What is the Immediate Addressable Market size (estimate who, where, \$ size, when and provide validation)
- Describe the First Market Segment you will go after / serve (your "Beachhead")
- Indicate the other Market Segments you can tap in to.
- List your Competitors, and indicate how they are positioned in your market (price point, market segment, customer profile, etc. a comparison table may be useful here)
- Include any other pertinent information regarding your market and opportunity

**The Commercialization Plan - Path to Market**Address all applicable items:

- *Indicate if this is a Start-up or a License opportunity to an Ontario receptor (this is an eligibility criterion for Market Readiness funding)*
- *Indicate if this is an incorporated company and date of incorporation (this is an eligibility criterion for Embedded Executive funding)*
- *Describe your Commercialization Strategy (strategy to exploit your technology to make a profit)*
- *What is your Marketing Strategy (how will you promote and sell your products or services including market research and advertising – your go-to-market strategy)*
- *What is your Communications Strategy (describe your audience, message, action items)*
- *Describe the Customer Engagement model*
- *Indicate who the Potential Channel Partners and/or Receptors for the Technology are*
- *Map out your Strategic Partners from supply to distribution to sales*
- *Describe any Commercialization Agreements (customers, partners, distributors, etc.) that are currently in place*
- *Are you using or planning to use professional industrial design expertise, branding and/or trademarks to build awareness in your product/technology and enhance brand/corporate equity? If so, describe.*
- *Describe your business Ecosystem (the major players in your market segment - product champions, industry leaders, key corporations, dominant competitors, strategic partners, etc.)*
- *Provide a brief summary of any marketing research you or others have conducted*
- *Include any other pertinent information regarding your commercialization plan*

**The Commercialization Plan - Business Case**Address all applicable items:

- Describe how you will make money (license, royalties, services, sales of devices – include rates, price points, cost of goods, selling price, etc.)
- Provide a brief table of your expenses, costs and revenues demonstrating when and how you will be profitable (pro-forma profit and loss statement up to the point at which you are profitable)
- What is your immediate revenue model
- What is your plan to get you to First Revenue and when do you expect to achieve it
- What is your Sustainable Revenue Model
- Describe any Recurring Revenue associated with your business or license
- Indicate the total \$ investment in the business to date from all sources (private, VC, Angel, Gov., etc)
- What is your current cash "burn rate"
- Estimate funding required to achieve First Revenue
- Provide a Cash Flow Projection up to cash neutral and indicate when you expect to be cash neutral
- Describe any credit facilities you have access to
- Describe your "Funding Roadmap" - Indicate how much money you need, when you need it and where it will come from during each applicable stage of your business development (Bootstrap, Pre-Seed, Seed, Private Equity VC Rounds ABC, Mezzanine, IPO, Acquisition, etc.) Only provide information you can reasonably estimate or can derive from industry norms.
- OR/ As best as possible, describe the on-going funding / investment requirements at the various stages of evolution of your business and describe your plan to raise these funds
- What other OCE Centres or Government / Institutional funders are involved in this project (who, how much, terms and conditions)
- Include any other pertinent information regarding your business case

**The Team**Address all applicable items:

- *If this is an application for an **Embedded Executive**, include the following information in this section: Position Summary, major responsibilities, key reports, key near-term priorities, candidate's experience, critical competencies, networks, and personal attributes that will lead to successful achievement of the established priorities and milestones as set out in the project plan section. Include proposed compensation, weekly time commitment, project duration, expected outcomes and expectations of the individual's on-going role in the business. Applications for an embedded require that the applicant be a legally incorporated (Canadian) company (this is an eligibility criterion) and must be accompanied by a preliminary business plan and the candidate's curriculum vitae.*
- *Describe your motivation in undertaking the project / business*
- *Provide summary profiles of your key team members - technical, business, academic, relevant experience, sector expertise, etc.*
- *Indicate if your team is well rounded and highlight any deficiencies and / or needs*
- *Who makes up the Technology team*
- *Who makes up the Commercialization team*
- *Who makes up the Business team*
- *Who makes up the Executive Management team*
- *Who are your Advisors or Mentors*
- *Who is on your Board of Directors*
- *Who are the Investors and Owners of the current business incl. relative amounts (founders, family, friends, angel, OCIF, etc.)*
- *Do you have any Employees and do you plan on having adding any - if so when*
- *Which team members have previously applied for or have been involved in OCE Projects*
- *Include any other pertinent information regarding your team*

**The Intellectual Property (IP) Position and Risk**Address all applicable items:

- Describe where you are in the Technology / Product Life-cycle – conceptual, virtual model, proof of principle, prototype, pre-commercial beta, etc..
- Describe any Technical Uncertainty
- Identify any Market Barriers
- Describe the Buying Constraints of your customers
- Explain any Regulatory or Certification requirements
- Indicate how much Runway the proposed funding will provide you (time in months before you run out of money without additional funding)
- Describe your IP Strategy and internal IP Policy
- Indicate the kind of IP you have i.e. patent, know-how, trade secret, source code, copyright, trademark, moral right, mask work, industrial design, public domain). Indicate if you have freedom to operate / right to use
- Explain who currently owns the IP rights, what if any are your institution's rights, and if it needs to be licensed in or out in your proposed business model
- Indicate the current legal position of your IP - (has it been registered or filed, defended, granted, etc.)
- Describe your IP Positioning: defensive, offensive, co-operative, is there any prior art, is there room for expansion of claims, etc.
- Is there any additional IP you require to bundle with yours to make it economically viable or attractive
- Indicate the current Status of any Patents: Provisional Filing, PCT, National Phase, National Registration, Maintenance, etc.
- Identify the Jurisdiction(s) your IP is or should be protected / registered in
- Include any other pertinent information regarding risk assessment

**The Project Plan Details**Address all applicable items:

- Describe / list the tasks, milestones, deliverables, timing in each phase of this project. A Gantt chart (a bar chart that illustrates a project schedule including start and finish dates of the terminal elements and summary elements of a project) can be an effective way of illustrating this.
- Describe the Key Resources required for each milestone (people, financial, reports, technology, materials and supplies, etc.)
- Describe and justify the Use of Funds including documentation to substantiate your request (provide estimates, quotations, etc. as attachments)
- Indicate the Critical Path for your proposed project
- Identify key Go / No-go points (i.e. phases / gates / decision points)
- Clearly articulate the Expected Outcomes (what does success "look like")
- Include any other pertinent information regarding your project plan

Project #:

Centre:

Date Recd: DD MM YYYY

BD:

**Appendices:**

Attach any additional supporting materials that you deem important to support your proposal. (ex. Business plan, résumés, market study, expert opinions, testimonials, letters of endorsement, emails, patent filings, field trial results, journal and business articles, quotations, sales orders, etc.)