

# Opportunity Assessment guidelines

## All dimensions except team

InnoEnergy

© Copyright InnoEnergy

The copyright in this work is vested in InnoEnergy and **the information contained herein is confidential**. This work, in whole or in part, must not be reproduced or disclosed to others or used for purposes other than that for which it is without InnoEnergy prior written permission, or any part hereof is furnished by virtue of a contract with a third party, expressly authorised under that contract.

## Table of contents

1. Introduction .....	3
2. General information.....	3
3. Other information than general information that must be included in the Opportunity Assessment .....	5
3.1 Table of other questions.....	5
3.2 SWOT .....	6
3.3 Going forward and recommendations .....	6
3.4 Product Import Form.....	6
4. Examples of a Table of contents of an Opportunity Assessment .....	7

## 1. Introduction

This document serves as guidelines for the Opportunity Assessment, for all dimensions except team, conducted in the InnoEnergy Highway. The Opportunity Assessment is a basis for the decision, made by the Opportunity Assessment Evaluation Committee, regarding whether the actual venture enters the InnoEnergy Business Creation or not.

## 2. General information

The InnoEnergy Business Creation Highway is focused on four dimensions;

- Technology,
- Market,
- Team,
- Finance.

This Opportunity Assessment should assess the venture in three out of four dimension (technology, market, finance) as InnoEnergy has an internal tool, E2Talent, to assess the Team. The assessor has the freedom to choose how to assess those three dimensions depending on what is suitable for the venture but below are some relevant issues (not exhaustive).

Furthermore the Opportunity Assessment must include other information as stated in Chapter 3. The Opportunity Assessment Report must be written in English.

Unique customer benefit:

- Understand customer segments and what benefits the proposed solution brings
- Understand the feasibility of the solution (technical or other)

Large international market:

- Who is the typical customer?
- What is the worldwide customer base? Size of market (big/small)
- Make a presentation to a potential customer – what are the reaction?
- Market growth potential

Scalable product/service:

- Is the proposed solution scalable? Do the customers have similar needs?

Competition/IPR situation/freedom to operate – novelty search:

- Are there competitors? Who are they? Competition landscape
- How about the IPR situation?
- Has the venture done a novelty search?
- Can the /technology/product be protected?

Significant contribution from:

- How mature is the venture? Has a company already been established?
- Would the case benefit a lot from the support given from InnoEnergy?

Facilitate the integration of the knowledge triangle:

- Is it possible to attract interest from industrial partners?
- Is it possible to take advantage of academic competences?

Clear ownership of the idea:

- Who is the owner of the idea and eventual patent?
- Bring owners together, communicate ownership structure – are all in agreement?

Investment needed for realization:

- Roughly, how much investment is required to bring the idea to market?

Technology evaluation:

- Technology feasibility – the technology works, technology readiness
- Technology viability – the technology is economically viable
- Patent exists? There is freedom to operate?

Commercial order

- If a company exists; has the venture already gotten a commercial order?  
The order may be very small. Please provide proof of this

### 3. Other information than general information that must be included in the Opportunity Assessment

#### 3.1 Table of other questions

This table of other questions should be filled in and added to the Opportunity Assessment.

Criteria	Comments
Unique Customer Benefits	
Technology Readiness: Freedom to operate, novelty, feasibility	
Market Impact: potential market, TAM, competitors	
Potential Growth: existence of a large international market. Scalable product/service	
Economic Impact: e.g. potential impact on unemployment etc.	
Time to market (max. 2 years)	
Impact in Innoenergy	

### 3.2 SWOT

A SWOT analysis must be included.

### 3.3 Going forward and recommendations

The Opportunity Assessment should include a section called going forward and recommendations. A part of this section should be how to address the weaknesses in the SWOT analysis. An example of one weakness, with recommendations, is stated below.

SWOT Weakness nr 1: Small/non-existing team

Recommendation: Involve the necessary competence in the team or through strategic collaboration – this could be through utilizing entrepreneurial engineering students for day-to-day work as well as finding a board member for the company having knowledge and relations to the target groups when it comes to decisions and thinking.

### 3.4 Product Import Form

The template IE EOI Product Import Form Template\_V1.1.xls must be filled in and attached as an appendix to the report. Please take this in consideration before starting to fill in the excel file:

- The data base in the excel-file is organized by product/service so if a venture has several products in its portfolio please fill in one template per product.
- Please read the comments on how to fill in the template and follow the instructions. The format is blocked in some cases, for the commercialization date please write in this format “9 February 2019”.
- Please fill in all the data, do not leave empty fields if possible. In case that the information related to the competition/price/other is sensitive, you can add comments in the database (or using the recommendations to the sales team at the end of the form) to make sure that some specific information is strictly confidential and for InnoEnergy internal use only.
- If you can provide information on competition and in order to complete the Competitive strengths and weaknesses (rows 63-69), please mark the cell with V when a competitor performs better than the start-up.
- Information related to customers: different options in line with the Energy Value Chain created by the Thematic Leaders of InnoEnergy. It can be a bit tricky to select the appropriate customer segments but please do your best, and add comments if necessary. This can/has to be agreed with Asset Owner Supporter on InnoEnergy side, so **please get back to InnoEnergy while finalizing this part of the excel file.**

## 4. Examples of a Table of contents of an Opportunity Assessment

1. Brief content description
  - Problem the product/service solve / customer need is satisfied
2. Value chain analysis
3. Market analysis
  - Market size and growth in next 5 years
  - Estimation of Total Addressable Market next 5 years
  - Who are the customers and what are their characteristics?
  - Which are the customers' needs in relation to the product/service and how are they currently covered?
  - Are there similar products in the market? Please specify the venture's competitive advantage
  - Which are the key players (competitors) in the different market segments?
  - If company exists; has the venture already gotten any commercial order?
4. Value proposition for customer
  - Why will the customer buy the venture's solution and what will he sacrifice?
5. Technology
  - General description - Technology overview
  - Current validation
  - Description of technical advantages/disadvantages
  - Specification of characteristics and attributes to be developed
  - Description of the technical challenges
  - Particular challenges regarding down- or upscaling
  - IPR protection
  - (Novelty search)
  - Conclusion
6. Initial Business Model
7. Overview of investments needed
8. Business credibility
9. SWOT
10. Going forward and recommendations
  - In general
  - How to address the weaknesses in the SWOT analysis
11. Table of other questions
12. Appendix: Product Import Form