

## INDUSTRY ASSOCIATES PROGRAM

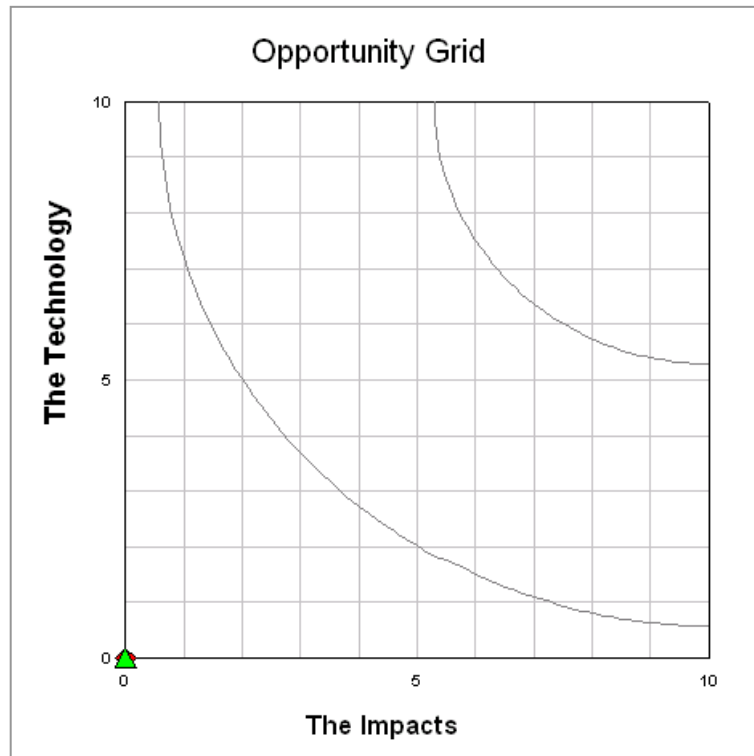
### COMMERCIALIZATION ASSOCIATES PROGRID® EVALUATION TOOL

#### >Commercialization Associates Evaluation Matrix™

**Commercialization Associates** is a program component of the Alberta Ingenuity Industry Associates program. The Evaluation Matrix™ for **Commercialization Associates** mirrors that of the **r&D Associates** program component with the evaluation criteria names modified to fit the **Commercialization Associates** program component. *The Technology* is the input to the evaluation, *The Impact* is the output/outcome and *The Candidate* is the enabler that allows *The Technology* to achieve *The Impact*. The resulting Evaluation Matrix™ is shown below.

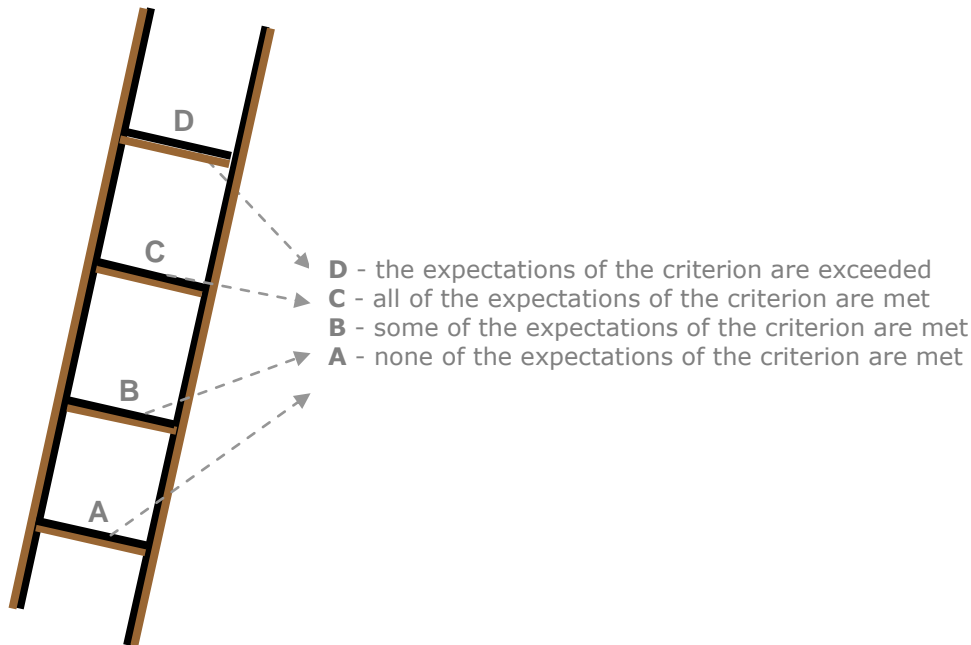
The Technology	The Candidate	The Impact
The Project	Business Experience	Company growth
Technical Capability	Suitability	Economic Impact
Technology Vision	Letters of Reference	Financial Considerations
Business Acumen Gap		

The two overarching objectives for the **Commercialization Associates** ProGrid® Evaluation System are: “*The Technology*” and “*The Impact*”. These will form the axis of the **Commercialization Associates** Opportunity Grid as shown below.



## The Language Ladder™

The term “Language Ladder™” is a good visual representation of the metrics used to evaluate intangibles in the ProGrid® Process. The ladder has four steps starting with A at the first rung and progressing upward to D at the top. Short statements with key words are used to express the intent of each step in this ladder - a generic set of statements that indicates the intent of each statement is shown beside the ladder below. The words used to describe the rungs in the ladder should represent meaningful separations between rungs on the ladder and be understandable by the evaluators. The statements are constructed to fit the criteria at hand. It is frequently asked why the ladder starts at A and ends at D - the reverse of the terminology used in academia for grading purposes. Starting a journey at A is a logical starting point, and permits the journey to be extended beyond D. Extending the reach of the ladder beyond D has been found to be a useful concept in some application, e.g. personnel evaluations involving promotions.



Strong applications typically meet Ingenuity's excellence expectations as defined by the 'C' statements. Outstanding applications will have exceeded the expectations as defined by the 'D' statements. Very good to good applications either meets some or does not meet the expectations as defined by 'B' and 'A' statements. The following describes the statement sets.

### A. The Technology

#### A1 - The Project

*The project is what the candidate will be working on for the duration of the award and includes the status of the technology to be commercialized. The technology should be ready to go within a reasonable period of time based on the sector. Please specify this timeframe and provide justification below. Milestones should be indicated. If D is selected, customers should be named.*

- A** Prospective customers, partners or investors have not been contacted/prototype or comparable technology embodiment does not exist.
- B** The prototype has gone to several potential customers, partners or investors with mixed reviews.
- C** Potential customers, partners or investors have shown interest in the prototype but have not committed to purchase.
- D** Firm orders have been received from several customers.

## A2 - Technical Capability

*Technical capability refers to the r&D capacity/technical portfolio of the company, its people and facilities. If C or D are selected, the products should be named.*

The company:

- A has the innovative capacity to develop a technology product.
- B has developed a technology product...
- C ... AND has brought a technology product to market.
- D has demonstrated the sustainable delivery of other technology product(s) to the market.

## A3 - Technology Vision

*The technology vision is where the company sees the technology going into the market place, the market sector and the plan to commercialize.*

The company:

- A has not developed a commercialization plan.
- B has a preliminary commercialization plan.
- C has a clear vision for the technology product and the market segment and size ...
- D ... AND a viable commercialization/business plan to deliver the technology product to the market.

## A4 - Business Acumen

*Business acumen refers to the company's business gaps and business strengths and weaknesses, including management capacity, marketing, sales, business development, risk management, communications, customer relations, global connectivity and market entry capacity.*

The company:

- A has a successful track record of bringing technology product(s) to market.
- B has demonstrated gap in one of the above attributes.
- C has a significant gap in more than one of the above attributes.
- D does not have staff with a business track record.

## B. The Candidate

### B1 - Business Experience

*Business experience refers to taking a company to the next level, sales experience, producing business results, a capacity for the soft skills necessary in the business world, marketing talent, management acumen, technical savvy and an entrepreneurial nature.*

The candidate:

- A Has completed an accredited university degree program and 3 years relevant business experience.
- B has demonstrable business skills, but limited marketing and commercialization experience and meets the minimum formal education required
- C has demonstrable business skills and has successfully taken another similar technology company to the next level and meets the minimum formal education required...
- D ... AND has a formal university level business education (BComm, MBA), AND significant business experience.

## B2 – Suitability

*Suitability refers to the fit of the candidate to fill the business capability/management gap in the company as well as the potential to mentor the company beyond the two year period by the candidate's growing role in the company.*

The candidate:

- A has the required business background for the proposed project.
- B has shown that s/he has the required skills and knowledge to have an impact on the proposed project.
- C has demonstrated that s/he has the required business and interpersonal skills and knowledge to have a significant impact on the proposed project ...
- D ... AND the candidate's role within the company is expected to grow as the project proceeds.

## B3 - Letters of Reference

*Referees must be independent and free from any relationship with the application submitted. Personal characteristics refer to interpersonal skills, team player, intellectual and motivational capacity.*

The candidate's referees:

- A provide brief/minimal information about the candidate's personal characteristics, business and commercialization strengths.
- B provide credible support about the candidate's business and commercialization strengths/capabilities and personal characteristics. However, the information tends to be general rather than specific.
- C are predominantly positive and provide specific examples of the candidate's potential business and commercialization strengths/capabilities and personal characteristics.
- D are unanimously glowing and highly supportive of the candidate and provide detailed assessments of the candidate's recognized or potential business and commercialization strengths/capabilities and personal characteristics.

## C. The Impact

### C1 - Company Growth

*Company growth includes increased sales and revenue, increased shareholder value, good customer relations, technology commercialization, partnerships, market share/leadership, diversified product offering and new investors.*

The project's technology/product:

- A will be commercialized.
- B will be commercialized and will add to the company's market share and leadership position in the industrial sector.
- C will be commercialized and will add significantly to the company's market share and leadership position in the industry sector ...
- D ... AND will include significant international sales after one year.

### C2 - Economic Impact

*Economic impact includes new and retained jobs, increased sales, new investments in Alberta, industry product diversification, increased R&D expenditures, and facility expansion.*

The project's technology/product:

- A is unlikely to provide significant growth in any of the impact areas.
- B could have significant economic benefits for Alberta in one of the impact areas.
- C is expected to contribute significant economic benefits for Alberta in two impact areas.
- D Is certain to provide tangible economic benefits to Alberta in all of the impact areas.



### C3 – Financial Considerations

*Please check the statement that best describes the company's understanding of its current financial position relevant to its ability to complete the project.*

The company:

- A** Is expected to have adequate financial resources to complete the project.
- B** ...AND is seeking further financial resources at the time of application.
- C** Has adequate financial resources to complete the project.
- D** ...AND has completed the detailed financial forecasts for at least the next two years.