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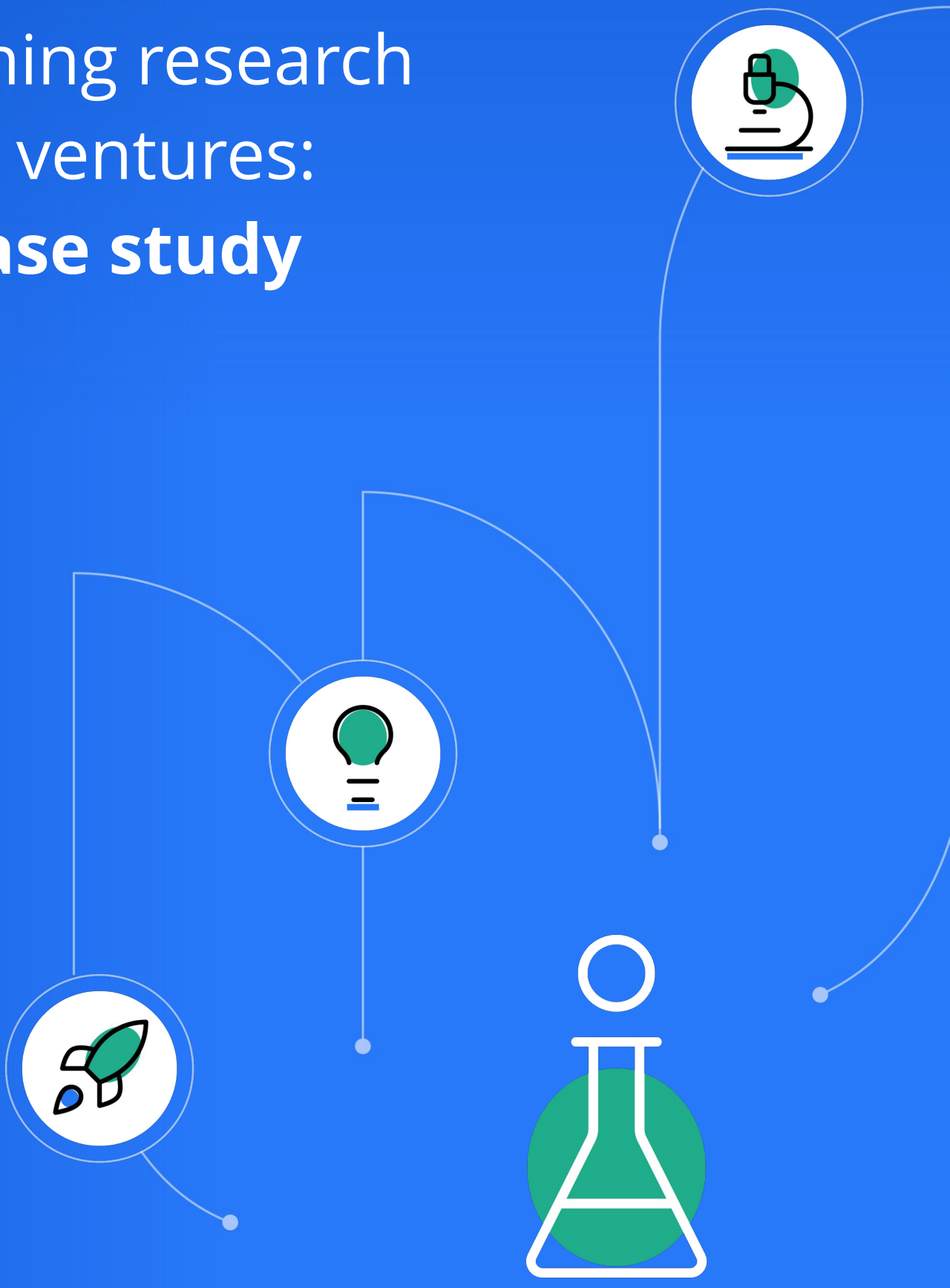
Turning research into ventures: **A case study**



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Turning innovation into application

Architecting a strategic, data- and market-driven framework for R&D commercialization

The ≈70 research institutes that form this large applied research organization push the envelope on innovation in a dizzying array of fields. From electronics to advanced materials, their combined research efforts touch the lives of millions in many different ways.

The research organization – let's call it "the Organization" – handles all patents and commercialization on behalf of the institutes and is traditionally very strong in "technology push."

It wanted to strengthen its "market pull" approach as a basis for creating business model spin-offs based on the institutes' tech – and engaged Stryber to turn innovation into application.

THE HEADLINE RESULT

A proven methodology for commercializing breakthrough R&D at scale

Project at a glance

CLIENT
Large applied research organization with ≈70 research institutes (name confidential)

INDUSTRY
Deep Tech · Applied research

PROJECT TYPE
R&D commercialization framework and venture pilots

OBJECTIVE
Strengthen "market pull" as a basis for creating business model spin-offs

PROJECT TIMELINE
Six phases, from developing the ideation process to the go/no-go decision

METHODS & TOOLS
Ideation process · Prioritization and business model design playbook · Collaboration platform for industry and investors

OUTCOME
Three new ventures launched in the pilot; two secured pre-seed funding

Our 5-step process for success

1 Identify
Identified potential fields and markets with know-how edge

2 Design
Developed a prioritization and business model design playbook with industry and investor feedback loops

3 Match
Matched R&D assets to opportunity spaces and evaluated the right to play in each one

4 Install
Installed a systematic methodology for developing scalable business models addressing market needs

5 Pilot
Successfully piloted the innovation framework, launching three new ventures

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Three major barriers to tech transfer

Despite the vast amount of research being conducted by the various institutes, the Organization found itself at a disadvantage in exploring the full range of market opportunities for these technologies – especially for R&D that lacked clear use cases, concrete applications, or paths to commercialization. Like many research organizations, the Organization was facing three challenges:

Discovery gap

With a broad research scope, the Organization needed a clear methodology for discovering R&D with the highest market demand and commercial potential. It was also struggling to narrow down the fields where it might have the edge in technological know-how.

Funding gap

The Organization needed a structured system for financially backing spin-offs. It also had no platform for direct industry and investor engagement, which is crucial for transitioning technologies from low Technology Readiness Levels to a state of investability.

Skills gap

The institutes' core competencies centered around research. The Organization did not have enough in-house entrepreneurial talent to form and drive forward spin-off projects of significant size and impact consistently.

Unlocking and accelerating technology transfer at scale

We began by analyzing the Organization's existing tools, projects, and innovation vehicle landscape. Everything that followed was tailored to the Organization's needs, resources and decision-making culture.

To tackle the discovery and funding gaps, we designed a bespoke prioritization and business model design playbook. Patents, projects and know-how were screened against clear market criteria and investment theses to select business models with the highest commercial potential.

"Graduates" of the screening process were then gated through several layers of scrutiny, including techno-economic analysis, impact assessment, technical due diligence, and go-to-market validation.

Technology transfer is not without risk. To mitigate this, we integrated market feedback loops into the process from day one via a collaboration platform for industry and investors. This ensured that market inputs – attitude, appetite, willingness to fund/pay – were continually on the radar.

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From ideation process to go/no-go decision

The framework at a glance

1 SCREEN

Patents, projects and know-how

Screened against clear market criteria and investment theses

2 GATE

Several layers of scrutiny

- Techno-economic analysis
- Impact assessment
- Technical due diligence
- Go-to-market validation

3 SELECT

Highest commercial potential

Business models selected for scalable ventures that address market needs

Market feedback loops from day one
Collaboration platform for industry and investors: attitude, appetite, willingness to fund/pay

The project timeline

1. **Developing the ideation process**

   Evolving Stryber's proven ideation process to align with the client's environment, we set out to define the evaluation criteria for ventures and began mapping technologies and fields of expertise.

2. **Implementing our shared vision**

   Based on the co-developed investment thesis, we sought to understand the market environment and corresponding competences. Analyzing existing value chains, we curated lists of relevant business ideas and evaluated business models based on defined filters.

3. **Matching R&D assets to market opportunities**

   Compiling our research findings and relevant market data, we agreed a validated path forward.

4. **Conducting technical due diligence**

   With assets specified, we began carrying out interviews with researchers and coordinating with institutes to define the IP strategy. Our teams organized interviews with experts and potential customers for further insight.

5. **Designing new business models**

   We undertook further interviews with potential customers and experts alongside competitor analysis and market sizing. From here, we produced iterative solution designs and comprehensive impact assessments.

6. **Refining business models and plan prototyping**

   The last step involved thorough market analysis and producing rough product designs for agreed ventures. Finally, we consolidated all our findings, defined the go-to-market strategy, and supported the go/no-go decision.

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Outcomes & impact: a proven methodology

A robust framework custom designed to boost technology transfer

The Organization now has the complete range of innovation vehicles and a proven methodology for commercializing breakthrough R&D at scale. The market pull framework will support the launch of new sustainable technology ventures, driving society-changing innovations with global resonance.

We piloted the new market-driven innovation approach with venture projects in the sustainability space, one in chemicals and one in building materials, among others. Both projects leveraged the institutes' unique technological assets and IP – and both easily secured pre-seed funding through the Organization's accelerator program.

3
new ventures launched in the pilot

2
pilot ventures secured pre-seed funding

5
process steps, from field identification to venture pilots

≈70
research institutes in the Organization

What the Organization gained

- ✓ Scalable and robust methodology
- ✓ Simple prioritization framework
- ✓ New venture building expertise

Pilot ventures in the sustainability space

Chemicals
Leveraged the institutes' technological assets and IP · pre-seed funding secured

Building materials
Leveraged the institutes' technological assets and IP · pre-seed funding secured

The Organization now has a comprehensive and scalable framework to turn innovation into pioneering new business ventures.

About Stryber

Stryber builds and executes high-impact programs that create credible equity stories and scalable new businesses.

Looking to turn your research investment into thriving ventures? Reach out to Stryber: www.stryber.com



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