Applicants interested in WE-REACH funding should follow instructions in the WE-REACH RFP (https://www.washington.edu/we-reach/funding_resources/we-reach-application/)
IMPORTANT NOTE:

PLEASE READ THIS PACKET THOROUGHLY!

This packet contains all the information necessary for applying to the Innovation Gap Fund. Our process is unique in that we require you to submit a number of deliverables throughout the application process. We also provide mentorship and opportunities to receive feedback from a number of experienced entrepreneurs and investors. These advisors can assist you with the deliverables.

Our process is administered through the “CoMotion Advisory Solutions” track of the Chronus database, an online system. We require teams to submit a Declaration of Intent, which is a completed or updated profile in the database. We use the information you post in your database profile to inform the mentor matching process. After the Innovation Investments team receives your Declaration of Intent to submit an application for the Innovation Gap Fund cycle, a Connection Plan with your team, a mentor, and your innovation development manager will be set up to assist with planning and submitting deliverables. All PDF deliverables MUST be submitted within the Connection Plan. We will not accept deliverables via email. If, at any time, you experience difficulty using the database, please contact the Innovation Investments team (cmifund@uw.edu). To avoid issues, we suggest submitting your deliverables in advance of a deadline.

Detailed instructions for all steps in the process are included in this information packet. Please keep it handy, as you will need to refer to it throughout the application process. Once you have been connected with a mentor, an electronic copy (PDF) can also be found in the “Quick Reference Guide” section within your team’s Connection Plan. Good luck!

Completing all of the required deliverables and submitting them through a connection plan in our database is mandatory. Only those teams who submit the appropriately completed deliverables on time and have followed all of the directions will be able to pitch for the Final Reviews.
FALL 2021 KEY DATES

Please hold these dates on your calendar

All Fall 2021 CoMotion Innovation Gap Fund activities will be held remotely.

**DECLARATION:** Unless otherwise indicated, all steps are mandatory and the deliverables will be used when evaluating whether or not a project should receive funding.

<table>
<thead>
<tr>
<th>Declaration of Intent: Database Profile Due</th>
<th>Monday, July 19 (5pm)</th>
</tr>
</thead>
</table>

The Declaration of Intent (DOI) is an active, updated profile in the “CoMotion Advisory Solutions” Chronus database.

If you already have a profile in the database, you will need to login and edit your profile. Select “CoMotion Advisory Solutions Programs: What specific program are you applying for?: Innovation Gap Fund, FALL 2021.”

If you do not have a profile in the database, you will need to create one at [https://uwcomotion.chronus.com/](https://uwcomotion.chronus.com/). Make sure to select “CoMotion Advisory Solutions Program: What specific program are you applying for?: Innovation Gap Fund, FALL 2021.”

**CONSIDER NOT USING YOUR UW NETID/EMAIL WHEN CREATING YOUR PROFILE.** All correspondence during the Innovation Gap Fund process will be sent to the email address associated with the team profile. This should belong to the PI or Team Lead. Some teams find it useful to set up an external email account (Gmail, Yahoo, etc...) to which all team members have access. **A team will have only one profile (account) in the database regardless of whether the PI sets up an external email or uses a UW email address. The login password can be shared so all team members can have access to the database. If your Team PI (Team Lead) is NOT eligible as a UW fiscal PI, please contact cmifund@uw.edu for instructions for completing your profile.**

Your profile in the database will be used to facilitate matching a business Mentor with your team. Your Mentor will assist you in developing a business case for your technology. **Please answer all of the profile questions as best as you can.**

**WE-REACH APPLICANTS:** WE-REACH applicants will be required to submit all of the Innovation Gap Fund deliverables and to present a pitch during the WE-REACH Final Review session. WE-REACH applicants should follow the instructions in the WE-REACH RFP (see [https://www.washington.edu/we-reach/funding_resources/we-reach-application/](https://www.washington.edu/we-reach/funding_resources/we-reach-application/))

<table>
<thead>
<tr>
<th>Customer Discovery Workshop - OPTIONAL</th>
<th>July 30 (morning)</th>
</tr>
</thead>
</table>

Your team’s PI is **strongly encouraged** to attend the Customer Discovery Workshop. Email cmifund@uw.edu to confirm attendance ASAP. Teams who have participated in the NIH I-Corps Program do not need to attend.

<table>
<thead>
<tr>
<th>Round Robin Feedback Sessions - OPTIONAL</th>
<th>Tuesday, August 2 (8:30am-11:30am)</th>
<th>Wednesday, August 11 (8:30am-11:30am)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Description</td>
<td>Due Date/Time</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>Lean Canvas Due</td>
<td>Monday, August 9 (5pm)</td>
<td></td>
</tr>
<tr>
<td>Customer Discovery Worksheet Due</td>
<td>Monday, August 23 (5pm)</td>
<td></td>
</tr>
<tr>
<td>Obtaining customer feedback is a vital part of validating the market need, identifying early adopters, and determining potential buyers. You will be required to describe the customer landscape and provide specific customer feedback as part of the application process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Survey Summary and *Revised Lean Canvas Due</td>
<td>Monday, September 20 (5pm)</td>
<td></td>
</tr>
<tr>
<td>*mark revisions to original Lean Canvas either with a new color or a changed font</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pitch Practice Sessions:</td>
<td>Tuesday, September 7 (1pm-5pm)</td>
<td></td>
</tr>
<tr>
<td>The team PI must attend a Pitch Practice Session. Email <a href="mailto:cmifund@uw.edu">cmifund@uw.edu</a> to select a 30 minute appointment time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Proposal Due</td>
<td>Monday, October 4 (5pm)</td>
<td></td>
</tr>
<tr>
<td>*Note: Dean, Chair, etc. signatures are required on the application form, please plan accordingly!</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Reviews: WE-REACH:</td>
<td>Tuesday, October 19 (9am-4pm)</td>
<td></td>
</tr>
<tr>
<td>Final Reviews: Engineering/IT/Social Impact:</td>
<td>Wednesday, October 20 (9am-4pm)</td>
<td></td>
</tr>
<tr>
<td>Final Reviews: Life Science:</td>
<td>Thursday, October 21 (9am-4pm)</td>
<td></td>
</tr>
<tr>
<td>Award Announcements:</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Kickoff Meetings Scheduled:</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>Projects Begin:</td>
<td>December 2021</td>
<td></td>
</tr>
</tbody>
</table>
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OVERVIEW

The CoMotion Innovation Gap Fund is a partnership between CoMotion and the Washington Research Foundation to provide approximately $1 million per year for applied research. Our mission is to fund and support projects that have a high chance of having an impact but are unlikely to get there without additional funding. The Innovation Gap Fund program is intended to help technologies bridge the gap between the conclusion of academic research grants and the level of development at which they can attract seed stage investment. Funding is intended to provide a proof-of-concept.

Successful projects have used funds to:
- create prototypes
- complete software coding or user interface development
- initiate Beta testing
- research customer demand
- research and validate markets

Get Funded and Get Full-scale Support from a Team of Experts
Innovation Gap Fund awards are up to $40,000 per project, with an additional $10,000 reserved for business development milestones. In addition, we will help assemble a support team of business, IP, technical, and startup experts.

Disbursement and Use of Funds
Funds are awarded to researchers for direct project costs for 12 months. Applications are accepted each year in the Spring and Fall. Following approval, funds are awarded on a milestone-based schedule worked out with your Innovation Manager, if applicable, and the Innovation Investments team. We strongly encourage you to use funds for product development and marketing purposes. No basic research will be funded. UW Principal Investigator salary charges are not typically allowed. Only in exceptional cases will this be waived. If you have any questions, please discuss your proposed budget in advance with the Innovation Investments team and/or your Innovation Manager, if applicable, to identify other non-fundable expenses. Awards constitute a no-risk, no-cost loan, future financial compensation derived from the license or transfer of any technology included in this proposal will be used to reimburse the Innovation Gap Fund up to the awarded amount.

Eligibility
- Projects must be disclosed to CoMotion.
- A proposal must have an eligible UW Principal Investigator (PI) or fiscal PI.
• If the Team Lead is not the same as the UW fiscal PI, please contact cmifund@uw.edu for instructions.
• A Team Lead may submit only one application per round.
• The Fiscal PI does not have to be the lead name in the database profile.

Evaluation Criteria
A final review committee of CoMotion and WRF staff, senior executives, and local investors will rank projects by market drivers and the likelihood that Innovation Gap Fund funding will influence the probability of success.

IMPORTANT INFORMATION REGARDING FOLLOW-ON FUNDING
If you previously received an Innovation Gap Fund award from CoMotion, you may submit an application for follow-on funding within up to 3 funding cycles of your award start date. Please contact the Innovation Investments Team (cmifund@uw.edu) prior to submitting a Declaration of Intent, as you may be eligible to bypass several steps of the standard application process.

ADDITIONAL TRACKS AVAILABLE FOR INNOVATION GAP FUND AWARD APPLICANTS
No additional tracks are available for the F2021 cycle.
APPLICATION PROCESS
PART 1

Apply for Innovation Gap Fund at a future cycle

OPTIONAL: Talk with your Innovation Manager about enrolling in an upcoming Innovation Workshop: From Idea to Plan.

OPTIONAL: Talk with your Innovation Manager about signing up for the Customer Discovery Workshop, based on the successful NSF Innovation Corps (I-Corps) methods of accelerating the translation of university engineering research to the marketplace.

OPTIONAL: Attend Fundamentals for Startups Fridays events at the CoMotion Incubator

OPTIONAL: Attend Round Robin Feedback Sessions

(Continued on next page)

Ready to apply?

Yes

Submit a completed profile in the Chronus database: (uwcomotion.chronus.com), Select “Innovation Gap Fund, FALL 2021” as the program you are applying for.

Advisors and teams will be matched and placed in a Connection Plan

Submit Lean Canvas via your team’s Connection Plan

Submit Customer Discovery List and Survey Questions via your team’s Connection Plan

Attend Pitch Practice Session

Submit Customer Surveys Summary and Revised Lean Canvas

Submit Full Proposal via your team’s Connection Plan

Hold dates for Round Robin Feedback Sessions, Pitch Practice Sessions, and Final Reviews on all team members’ calendars, and let Innovation Gap Fund team know ASAP if you anticipate any scheduling conflicts

OPTIONAL: Life Sciences Technologies are strongly encouraged to contact Terri L Butler <tlbutler@uw.edu> to set up a DDAC meeting prior to submitting full proposal. Talk with your Innovation Manager about the benefits of this group.

Initial/Final Steps

Required Task

Recommended Task

Optional Task

KEY
APPLICATION PROCESS
PART 2

Pitch to Final Review Committee

Project funded?

Yes

Schedule kickoff meeting with CoMotion Innovation Investments team. **Funds will not be released until milestones are approved.**

Funding tranche released

On schedule for milestone completion?

Yes

Request new deadline for completion of current milestone, as well as any extensions for subsequent milestones as needed.

No

Submit progress report to cmifund@uw.edu once milestone completed. Progress report must be approved by your Innovation Manager, if applicable, and the CoMotion Innovation Gap Fund team in order to release additional funds.

No

Final milestone, including Business Development, completed?

Yes

Submit final progress report AND a revised copy of your Lean Canvas to your Innovation Manager, if applicable, and cmifund@uw.edu.
Some of the processes and forms have changed. Please review the application process before submitting any documents.

Forms included in this packet are for example only. Forms can be downloaded via the “CoMotion Advisory Solutions” Chronus database (https://uwcomotion.chronus.com/) within your team’s Connection Plan. If you attend the Customer Discovery Workshop and elect to use the Innovation Within software, we will accept a PDF downloaded from the program for your Lean Canvas, Customer Discovery Worksheet, and Customer Survey Summary deliverables. However, ALL PDF deliverables must be uploaded into your team’s Connection Plan in the Chronus database in order to be considered compliant with the Innovation Gap Fund application requirements.

Declaration of Intent – Due Monday, July 19th

Lean Canvas – Due Monday, August 9th at 5pm via your team’s Connection Plan in the online database

Customer Discovery Worksheet – Due Monday, August 23rd at 5pm via your team’s Connection Plan in the online database


Customer Survey Summary and Revised Lean Canvas – Due September 20th at 5pm via your team’s Connection Plan in the online database

Full Proposal – Due Monday, October 4th at 5pm via your team’s Connection Plan in the online database

Final Pitch – Engineering/IT, October 20th; Life Sciences, October 21st
DECLARATION OF INTENT (DATABASE PROFILE)

Please note—applications for WE-REACH and Innovation Gap Fund are mutually exclusive. Please read the WE-REACH RFP, available at https://www.washington.edu/we-reach/funding_resources/we-reach-application/, thoroughly and discuss your plans with your Innovation Manager to determine if you are at the appropriate stage to apply, or contact cmifund@uw.edu for assistance.

FALL 2021 Declarations of Intent are accepted on a rolling basis until Monday, July 19th at 5pm. The required DOI is a completed profile in the “CoMotion Advisory Solutions” Chronus database (https://uwcomotion.chronus.com/).

If you already have a profile in the database, you will need to login and edit your profile and select one of the above listed options. Select “CoMotion Advisory Solutions Program: What specific program are you applying for?: Innovation Gap Fund, Fall 2021.”

If you DO NOT have a profile in the database, you will need to create one:

CONSIDER NOT USING YOUR UW NETID/EMAIL WHEN CREATING YOUR PROFILE. All correspondence during the Innovation Gap Fund process will be sent to the email address associated with the team profile. This should belong to the PI or Team Lead. Some teams find it useful to set up an external email account (gmail, yahoo, etc.) in which all team members have access. A team will have only one profile (account) in the database regardless of whether the PI sets up an external email or uses a UW email address. The login password can be shared so all team members can have access to the database. If your Team PI (Team Lead) is NOT eligible as a UW fiscal PI, please contact cmifund@uw.edu for instructions for completing your profile.

To create your profile in the database (https://uwcomotion.chronus.com/), select “Join” in the upper right corner, then select “Team.” When completing your profile, be sure you select “CoMotion Advisory Solutions Program: What specific program are you applying for?: Innovation Gap Fund, Fall 2021.” The Innovation Investments team must approve your profile before you can access the database. Please complete your profile to the best of your ability.

If you have any trouble accessing the database, or questions about this process, please contact cmifund@uw.edu.
CUSTOMER DISCOVERY WORKSHOP (OPTIONAL)

July 30, morning

In order to help with customer discovery, we will be holding a Customer Discovery workshop which we *strongly* encourage you to attend. Our workshop is based on the successful National Science Foundation Innovation Corps (I-Corps) methods of accelerating the translation of university engineering research to the marketplace. Teams who have participated in the I-Corps Site Program do not need to attend. This workshop will include instructions and access to an online suite of tools (Innovation Within) designed to help your team develop your Lean Canvas and Customer Discovery deliverables.

Registration for the workshop will be accepted on a first come, first served basis. Please contact cmifund@uw.edu to register.
ROUND ROBIN FEEDBACK SESSIONS/Orientation to Chronus Connection Plan (OPTIONAL)

The CoMotion Innovation Investments team will host 2 Round Robin Feedback Sessions following the submission of your Declaration of Intent. Your Team Lead and/or PI is strongly encouraged to attend one of these sessions.

PLEASE NOTE: There is limited space for these events, so teams will be scheduled on a first-come, first-serve basis. Teams must commit to attending for the full 3-4-hour session. These sessions will be an excellent opportunity for you and your team to meet a variety of mentors and to learn about how the Lean Canvas can prepare you for success. Even if you are already working with a business mentor, these sessions and the mentors can provide different perspectives as you fine-tune your business case.

Mentors will come from a variety of backgrounds and sector areas. They all have experience with entrepreneurship and startup companies. If you choose to participate, we expect you will get valuable feedback to assist you as you think about commercializing your technology.

The Round Robin Feedback Sessions are offered two different times to facilitate your attendance. The sessions will take place remotely. Multiple mentors will be present to work with you as you think about your Lean Canvas. You will have 20-30 minutes per mentor. Please email cmifund@uw.edu to confirm when you will be able to attend. This will help us ensure that there will be enough mentors available for all participants.

Attendees may also receive a brief introduction to the CoMotion Advisory Solutions Connection Plan, the system we use to guide you through the Innovation Gap Fund process.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, August 2</td>
<td>8:30-11:30am</td>
</tr>
<tr>
<td>Wednesday, August 1</td>
<td>8:30-11:30am</td>
</tr>
</tbody>
</table>
LEAN CANVAS

Due Monday, August 9th (5pm).

Submit by uploading to your Team’s Connection Plan via the database (see instructions for attaching a file in the database in the Resources section of this PDF). NOTE—if you are using the Innovation Within tool to assist with your Lean Canvas and Customer Discovery deliverables, you can export a PDF of your Lean Canvas and upload it to satisfy the deliverable.

For help filling out the Lean Canvas, please see the 2014 New Ventures Start-up Seminar Series YouTube channel:
https://www.youtube.com/playlist?list=PLgY5Ho7zWk2MYi9Df2-QUhD6nTi7UnN2z
“Business Model Canvas” with Zachary Rozga

Required: Problem, Solution, Unique Value Proposition, Unfair Advantage, and Customer Segments

Optional: Key Metrics, Channels, Cost Structure, Revenue Streams

For additional help with your Lean Canvas, please see the links provided in the ‘Resources’ section.
INNOVATION GAP FUND LEAN CANVAS
(Updated August 2018)

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
<th>Unique Value Proposition</th>
<th>Unfair Advantage</th>
<th>Customer Segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 3 problems</td>
<td>Top 3 features</td>
<td>Single, clear, compelling message that states why you are different and worth buying</td>
<td>Can’t be easily copied or bought</td>
<td>Target customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Metrics</th>
<th>Channels</th>
<th>Cost Structure</th>
<th>Revenue Streams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key activities you measure</td>
<td>Path to customers</td>
<td>Customer Acquisition Costs</td>
<td>Revenue Model</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Distribution Costs</td>
<td>Life Time Value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hosting</td>
<td>Revenue</td>
</tr>
<tr>
<td></td>
<td></td>
<td>People, etc.</td>
<td>Gross Margin</td>
</tr>
</tbody>
</table>

Lean Canvas is adapted from The Business Model Canvas (http://www.businessmodelgeneration.com) and is licensed under the Creative Common Attribution-Share Alike 3.0 Un-ported License.
### LEAN CANVAS--EXAMPLE:

**Medical Device (CT scanner)**

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
<th>Unique Value Proposition</th>
<th>Unfair Advantage</th>
<th>Customer Segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radiography only provides 2D images using X-rays</td>
<td>Provide 3D images using 2D X-rays</td>
<td>CT scanners create 3D images by combining many 2D scans using X-rays from a variety of angles.</td>
<td>Software to create 3D images from a collection of 2D images.</td>
<td>Hospitals</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Research institutions (industry, universities, governmental research institutions, military)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Regulatory bodies etc.</td>
</tr>
</tbody>
</table>

**Key Metrics**
- Devices sold, images processed, hours in operation, etc.

**Channels**
- Direct sales, through distributors, rentals, etc.

**Cost Structure**
- Cost per hour, cost per image (setup), cost per post-processing time

**Revenue Streams**
- Sales of devices, rental, insurance companies
CUSTOMER DISCOVERY WORKSHEET

Due Monday, August 23rd (5pm).

Obtaining customer feedback is a vital part of validating the market need, identifying early adopters, and determining potential buyers. As part of the Innovation Gap Fund application, you are required to collect customer feedback.

The Customer Discovery Worksheet deliverable is comprised of 3 parts:

a. Ecosystem Map—See example in Figure below.

b. Customer List—Provide the customer’s name, company, job title, and category. Identify no fewer than 15 potential customers you plan to contact.

c. Customer Interview Guide—Identify the customer segment, the key hypothesis you will test, and the key questions you will ask.

Submit by uploading to your Team’s Connection Plan via the database (see instructions for attaching a file in the database in the Resources section of this PDF).

1. Sample Ecosystem Map for a CT Scanner
2. **Customer List--Identify your customers. Identify 15 customers.**

   > Differentiate “User” (those who use your product) vs. “Customer” (those who pay for your product)
   >   - If different, you need to understand what’s important to each

   > Identify your target audience
   >   - Ideally target experienced users
   >   - Understand their role
   >   - Interview demographic mix
   >   - Know about the company you are talking with

   > Identify who you would want to contact—minimum of 15 names

   > Be resourceful
   >   - Use your personal network
   >   - Use LinkedIn
   >   - Use social media
   >   - Where does your target audience “gather” (electronically or real world)
   >   - Don’t worry about geography

3. **Customer Interview Guide—develop interview questions.**

   REMEMBER: Your job is not to validate your product. Your job is to validate the problem and how to best solve it.

   Your customer is a human being. Try to understand their needs, fears, frustrations, and motivations so you can craft an offering they will value.

   - Who is involved with this solution/process? How long does it take?
   - What is their state of mind when doing this task? How busy/hurried/stressed/bored/frustrated?
   - What are they doing immediately before their current solution/process?
   - How much time or money would they be willing to invest in a solution that made their lives easier?
   - How is your customer currently dealing with this task/problem?
   - What do they like about their current solution/process?
   - Is there some other solution/process they’ve tried in the past that was better or worse?
   - What do they wish they could do that currently isn’t possible or practical?
   - If they could do [answer to the above question], how would that make their lives better?
   - Develop open ended questions to engage the customer to provide insight.

<table>
<thead>
<tr>
<th>What</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• What problems have you experienced?</td>
<td></td>
</tr>
<tr>
<td>• What drives you crazy about your job (market problems)</td>
<td></td>
</tr>
<tr>
<td>• What neat products have you seen lately (technology assessment)</td>
<td></td>
</tr>
<tr>
<td>• What do you think of my company and product (distinct competitiveness)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• How do you use...?</td>
<td></td>
</tr>
<tr>
<td>• How do you prepare...?</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Why</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Why is that?</td>
<td></td>
</tr>
<tr>
<td>• Why do you do that?</td>
<td></td>
</tr>
<tr>
<td>• Why do you...?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Who do you listen to for market trends (market research)</td>
<td></td>
</tr>
<tr>
<td>• Who are my competitors and what do you think of them? (competitive analysis)</td>
<td></td>
</tr>
<tr>
<td>• Who else is affected by this?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Could</th>
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<tbody>
<tr>
<td>• Could you give me an example?</td>
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<tr>
<td>• Could you walk through...?</td>
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</tbody>
</table>

More examples:
- Tell me more about that.
- When does that happen?
- In what situation does this happen?
- Tell me about the last time you dealt with this.
- If you had a magic wand what would you do or change?

Avoid:
- Closed ended questions that prompt yes/no response
  - “Do” you think this is a problem?
  - “Are” you going to...”
  - “Can” you do this...?
- Leading questions
  - If this is done this way... will it satisfy your needs?
  - Don’t you think this is better than others?
- Biased questions
  - We are thinking about this idea, what do you think?
CUSTOMER DISCOVERY WORKSHEET
(Updated December 2018)

<table>
<thead>
<tr>
<th>PI name:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Proposal Title:</td>
<td></td>
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<tr>
<td>Innovation Manager:</td>
<td></td>
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<tr>
<td>Mentor:</td>
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</tbody>
</table>

1. **Ecosystem Map**

Provide an ecosystem map for your technology below. You may hand-draw, scan, etc. Feel free to use an additional page if the space below is insufficient.
2. Customer List:

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Job Title</th>
<th>Category (Ex.: User, Influencer, Recommender, Design Maker, Economic Buyer, Saboteur)</th>
</tr>
</thead>
<tbody>
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<td>15</td>
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</tbody>
</table>
3. Customer Interview Guide

*Provide a separate interview guide for each customer segment you plan to contact.*

a. Customer Segment:

b. Key Hypotheses to Test:

1. 

2. 

3. 

a. Key Questions to Ask:

1. 

2. 

3. 

4. 

5.
PITCH PRACTICE SESSIONS (REQUIRED)

The CoMotion Innovation Investments team will host 4 Pitch Practice Sessions. The audience will consist of various mentors and CoMotion Staff. Feedback from the audience will help you to prepare your presentations for the Final Reviews. **Your Team Lead is required to attend at least one of these sessions.**

Use the provided Pitch Template (see Resources) as a guide for preparing your presentation. Teams will have 10 minutes to pitch their projects, followed by 15 minutes of discussion and Q&A.

**PLEASE NOTE: Teams will be scheduled on a first-come, first-serve basis. Please email cmifund@uw.edu as soon as possible with your top THREE preferred slots to schedule a 30-minute timeslot for your team.**

Please email cmifund@uw.edu to schedule a 30-minute timeslot for your team.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
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<tbody>
<tr>
<td>Tuesday, September 7</td>
<td>1pm-5pm</td>
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<tr>
<td>Wednesday, September 15</td>
<td>1pm-5pm</td>
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<tr>
<td>Friday, September 24</td>
<td>8am-12pm</td>
</tr>
<tr>
<td>Wednesday, September 29</td>
<td>8:30am-12pm</td>
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</table>
CUSTOMER SURVEY SUMMARY AND REVISED LEAN CANVAS

Due Monday, September 20th, 5pm. Complete the Customer Survey Summary with responses from the customers you contacted. Submit by uploading to your Team’s Connection Plan via the database (see instructions for attaching a file in the database in the Resources section of this PDF). You MUST include feedback from at least five customers.

NOTE—if you are using the Innovation Within tool to assist with your Lean Canvas and Customer Discovery activities, you can export a PDF of your Lean Canvas and Customer Survey Summaries and upload it to satisfy the deliverable.

Customer Interview Tips:

- Don’t start out talking about your idea
- Your potential customer should do most of the talking
- The more real examples and stories you can hear about, the better
- Always ask “Why?”
- Understand how they’re currently solving their problems
- Take this opportunity to gain some market intel about how they interact with the market or buy products now
- Practice your interviews
- You can’t outsource it!
- This is not a focus group
- Founders do it best
- Design pass/fail tests to validate hypotheses
- Be assertive
- Outside the US, be aware of local cultural norms

Post interview:

- Create a format for notes and put them all together
- After a few interviews, read through the notes for patterns
- Listen carefully to the market, but don’t be discouraged by negative feedback
- It’s about trends, insights and building a network
- Send a note thanking them for their time.
- Remember, business is a 2-way street
  - If it makes sense in the context of the discussion, share something of interest with them (ex. “given our discussion, I saw this article you might find interesting”)
- Ask if you can follow up when you’ve refined concept
- Keep in touch
- Build a list of contacts, it will be your target marketing list in the future
CUSTOMER SURVEY SUMMARY - Due September 20th, 5pm

(Updated January 2020)

<table>
<thead>
<tr>
<th>Name/Company/Title</th>
<th>Category (Ex.: User, Influencer, Recommender, Design Maker, Economic Buyer, Saboteur)</th>
<th>Summary of Discussion with Interviewed Customer—Identify the key takeaways from your discussion?</th>
</tr>
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<tbody>
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<td>5</td>
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</tbody>
</table>
FULL PROPOSAL

INNOVATION GAP FUND FULL PROPOSAL

Compile your application in the following order and submit as a SINGLE PDF in your Team’s Connection Plan (see instructions for attaching a file in the database in the Resources section of this PDF)

1. APPLICATION FORM

*Note: ALL signatures (Dean, Chair, etc.) are required on the application form at the time of submission; please plan accordingly!

2. REVISED LEAN CANVAS

3. EXECUTIVE SUMMARY

4. REQUIRED SUPPLEMENTAL MATERIALS

5. CUSTOMER DISCOVERY WORKSHEET

6. CUSTOMER SURVEY SUMMARY

7. READINESS ASSESSMENT—completed by mentor

WE-REACH FULL PROPOSAL

Please refer to WE-REACH RFP
(https://www.washington.edu/we-reach/funding_resources/we-reach-application/)
for Forms and Instructions
APPLICATION FORM

UW CoMotion Innovation Gap Fund Application Form

Full Name ___________________________ Rank ___________________________

EID ___________________________ Box Number ___________________________

Department ___________________________ E-mail ___________________________

Phone ___________________________

Project Title (Please limit to 120 characters)

Abstract for Proposed Research (Please limit to space provided)

If the answer to any of the following is YES, provide a brief explanation. Where appropriate, include indications of approval.
Submission to the appropriate approval committees is not necessary until after an award is made.

YES □ NO □ 1. Has the work that is the subject of this proposal already been disclosed to UW CoMotion? If YES, please list the name of the Innovation Manager in UW CoMotion: ___________________________

YES □ NO □ 2. Is the work that is the subject of this proposal related to an existing license, industry agreement or relationship?

YES □ NO □ 3. Will the project require additional space?

YES □ NO □ 4. Will the proposed project be conducted off campus?

YES □ NO □ 5. Does the proposed research involve: radionuclides__; x-ray__; pathogenic organisms__; human or animal blood__; cell, tissues, body fluids__; recombinant DNA__; chemical carcinogens-mutagens-teratogens__; diving__?

YES □ NO □ 6. Does the proposal involve the use of human subjects?

YES □ NO □ 7. Does the proposal involve the use of animals?

YES □ NO □ 8. Is more than one department, school or college involved in the proposal?

YES □ NO □ 9. Is an interdisciplinary facility or service center involved?

YES □ NO □ 10. Are researchers or facilities at another university, government agency, or other institution involved?

YES □ NO □ 11. Will restrictions on information or security classification be required?

YES □ NO □ 12. Are any special resources required, e.g., expanded library services or materials, purchase of special services?

YES □ NO □ 13. Does the proposal represent a continuation of work previously or currently supported by other funding?

YES □ NO □ 14. Have you previously submitted a proposal to the Royalty Research Fund generally? If so, when?

YES □ NO □ 15. Have you previously submitted a proposal to the CoMotion Innovation Gap Fund specifically? If so, when?
**Budget Summary (Round to nearest dollar)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Salaries and Wages</td>
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<tr>
<td>Contract Personal Services</td>
<td>02</td>
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<tr>
<td>Other Contractual Services</td>
<td>03</td>
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<tr>
<td>Travel</td>
<td>04</td>
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<tr>
<td>Supplies and Materials</td>
<td>05</td>
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<tr>
<td>Equipment</td>
<td>06</td>
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<tr>
<td>Retirement and Benefits</td>
<td>07</td>
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<tr>
<td>Operating Fee/Tuition</td>
<td>08</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET</strong></td>
<td></td>
</tr>
</tbody>
</table>

By signing, the PI agrees to abide by all CoMotion Innovation Gap Fund policies and procedures and accepts responsibility for any budget deficits.

**Signatures** *(Submit a separate CoMotion Innovation Gap Fund Form for the PI and each co-PI)*

<table>
<thead>
<tr>
<th>Proposed by</th>
<th>Principal Investigator</th>
<th>Date</th>
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**Approved**

<table>
<thead>
<tr>
<th>Chair/Director</th>
<th>Date</th>
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**Approved**

<table>
<thead>
<tr>
<th>Dean of the College</th>
<th>Date</th>
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*By signing, the Dean confirms that the applicant holds an eligible faculty rank, or has PI status.*
EXECUTIVE SUMMARY

PLEASE LIMIT YOUR EXECUTIVE SUMMARY TO NO MORE THAN 3 PAGES, INCLUDING FIGURES AND TABLES.

A LIST OF REFERENCES WILL NOT COUNT TOWARDS THE PAGE LIMIT.

Pages in excess of the limit will be removed and not circulated to reviewers.

Formatting requirements for the Executive Summary and References:

Font: Must be 11 points or larger. Type density must be no more than 15 characters per inch. Type may be no more than six lines per inch. Use at least half-inch margins (left, and right). Do not change top and bottom margins. Fonts for figure legends must be nine points or larger, and figures MUST be legible.
EXECUTIVE SUMMARY (TEMPLATE & GUIDELINES)

Overview: Give a clear and concise overview of what your innovation is and why the reviewers should be interested in learning more.

Problem & Solution: Describe the solution that your innovation will deliver and the value that it offers to the customer. Don’t go overboard in describing the technology at the expense of adequately addressing the business opportunity.

Market:
- Describe minimal viable product.
- Describe the market you will target.
- Summarize customer feedback.

Competition & Differentiation:
- Who/what are the competitors in this space?
- What differentiates you from the rest of the companies competing against you for market share?
- How is the market fragmented and who are the big players?
- Traction

Traction:

Intellectual Property: Describe the intellectual property landscape.

Regulatory & Reimbursement (if applicable): Include a plan with a clear path to clinical approval and payment.

Management Team:
- Briefly list team members.
- Why are they the best possible team to achieve the next value-added milestone?
- Identify key hires that could complete the team.

Technical Plan: With each milestone, include an argument for how it will add value.
- Milestone 1 and associated activities
- Milestone 2 and associated activities
- Milestone 3 and associated activities

Needs/benefits of Innovation Gap Funding:
**LICENSE VS. SPIN OUT**

<table>
<thead>
<tr>
<th>Do you see this as a license to an existing company, a new UW spin out, or other? Why?</th>
</tr>
</thead>
</table>

(Updated August 2018)
## MILESTONES & TIMELINE

<table>
<thead>
<tr>
<th>MILESTONE #</th>
<th>ESTIMATED COMPLETION DATE (MM/DD/YYYY)</th>
<th>INNOVATION GAP FUNDS</th>
<th>MILESTONE, Include measurable deliverables</th>
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<tr>
<td>BUSINESS DEVELOPMENT MILESTONE</td>
<td>Determined through discussions with CoMotion Innovation Programs staff and Screening Committee</td>
<td>$10,000</td>
<td>Determined through discussions with CoMotion Innovation Programs staff and Screening Committee</td>
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<tr>
<td>MILESTONE #1</td>
<td>ESTIMATED COMPLETION DATE (MM/DD/YYYY):</td>
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<td>MILESTONE #2</td>
<td>ESTIMATED COMPLETION DATE (MM/DD/YYYY):</td>
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<tr>
<td>MILESTONE #3</td>
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<tr>
<td>TOTAL</td>
<td>12 MONTHS</td>
<td>≤ $50,000</td>
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## BUDGET WORKSHEET

<table>
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<tr>
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<th>MILESTONE #3</th>
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<td><strong>TOTAL</strong></td>
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<td><strong>$10,000</strong></td>
<td><strong>≤ $50,000</strong></td>
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## BUDGET JUSTIFICATION

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<td>OPERATING FEES/TUITION</td>
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</table>
In reverse chronological order, please list all previously funded grants that have contributed to this project. For grants that are either currently anticipated or in progress, please use the Anticipated Funding page.

<table>
<thead>
<tr>
<th>FUNDING SOURCE AND/OR MECHANISM</th>
<th>AWARD PERIOD</th>
<th>AWARD AMOUNT</th>
<th>FUNDED MILESTONES</th>
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**ANTICIPATED FUNDING**

*Please list all grants that are either currently anticipated or in progress.*

<table>
<thead>
<tr>
<th>FUNDING SOURCE AND/OR MECHANISM</th>
<th>ANTICIPATED AWARD PERIOD</th>
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</table>
READINESS ASSESSMENT FORM
(Updated August 2018—submitted by mentor)

<table>
<thead>
<tr>
<th>PI name:</th>
<th>Proposal Title:</th>
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<tbody>
<tr>
<td>Innovation Manager:</td>
<td>Mentor:</td>
</tr>
</tbody>
</table>

Technology Readiness Level (TRL 1-9): ______________________
- **TRL1**: Basic principles observed and reported.
- **TRL2**: Technology concept and/or application formulated.
- **TRL3**: Experiments/analysis on critical function and/or proof of concept.
- **TRL4**: System or subsystem component testing in laboratory environment.
- **TRL5**: System or subsystem component testing in relevant environment (model of real world environment).
- **TRL6**: Full prototype of system tested in relevant model of full operational environment (real world application).
- **TRL7**: Full prototype of system tested in operational environment (real world application).
- **TRL8**: Fully developed product, fully integrated into expected real world application, testing of system completed.
- **TRL9**: Fully tested product, fully integrated into real world application, successful market introduction.

Commercialization Readiness Level (CRL 1-9): ______________________
- **CRL1**: Knowledge of applications; use-cases & market constraints is limited and incidental; or has yet to be obtained at all.
- **CRL2**: A cursory familiarity with potential applications; markets; and existing competitive technologies/products exists. Market research is derived primarily from secondary sources. Product ideas based on the new technology may exist but are speculative and unvalidated.
- **CRL3**: A more developed understanding of potential applications; technology use-cases; market requirements; and a familiarity with competitive technologies and products allow for initial consideration of the technology as a product.
- **CRL4**: A primary product hypothesis is identified and refined through additional technology-product-market analysis and discussions with potential customers and/or end users.
- **CRL5**: A deep understanding of the target application and market is achieved; and the product is defined.
- **CRL6**: Market/customer needs and how those translate to product needs are defined and documented (e.g. in market and product requirements documents).
- **CRL7**: Product design is complete.
- **CRL8**: Customer qualifications are complete, and initial products are manufactured and sold.
- **CRL9**: Widespread deployment is achieved.

Management Readiness: Inventor has previous experience with startups. YES / NO
Management Readiness: Inventor is recognized in field. YES / NO
Management Readiness: Inventor is willing to champion technology. YES / NO
Management Readiness: Experienced management team in place. YES / NO
Management Readiness: Team has plan for follow-on funding, either dilutive or non-dilutive. YES/NO
Describe current funding strategy. _____________________________________________
FINAL REVIEWS

Audience:
CoMotion and WRF staff, senior executives, and local investors.

Review Criteria:
Projects will be ranked against others (Life Sciences or Engineering/Technology/Social Impact) based on the teams’ understanding of market drivers, competition, and how Innovation Gap Funding will influence the impact of their innovations.

Application Review Information and Confidentiality:
Innovation Gap Fund applicants will pitch their proposals to an integrated review panel composed of University of Washington Innovation Gap Fund reviewers and external reviewers. The input from the panel provide the applicant with preliminary due diligence done by the highest authorities for the proposed product development plans. The Innovation Gap Fund review panel and UW reviewers and CoMotion staff keep all applications and proposals, and comments regarding these confidential.
RESOURCES
PITCH TEMPLATE
ATTACHING A FILE IN THE DATABASE
HELPFUL LINKS
PROGRESS REPORT FORM
PITCH TEMPLATE
(Updated 8/3/20)
The following topics should be covered in your presentation although the order and time spent on each is at your discretion. Prepare for a 10-minute pitch with 15 minutes of discussion.

NO SLIDES will be allowed. You will be allowed a single-page (one-sided) handout to use to illustrate 2-3 key concepts from your presentation. Please distribute this to the audience at your presentation.

Introduction & Team (15-45 seconds)
• In a few sentences, explain your technology/innovation and introduce your team.

The Problem (30 seconds – 1 minute)
• Describe the qualitative and quantitative view of the problem. Using a story or scenario is helpful.
• Describe any disruption in market that might provide an opening for your technology

The Solution (1-2 minutes)
• Describe the product or service you envision.

Benefits (1-2 minutes)
• Describe the benefits of the solution and how it addresses the problem/opportunity you have presented.

Traction (60-90 seconds)
• Do you have a prototype? Completed solution? Describe where the technology is in its development.
• Patents filed
• Signed contracts with partners, if any. Customers if any.

Market Size (30 seconds)
• How large is the addressable market?
• How is the market segmented?

Go to Market plan (30 seconds)
• What is your strategy to engage and sell to your prospective customers?
• Who are the decision makers and influencers within your prospect customer and how will you reach them?

Competition (30-60 seconds)
• Describe direct and indirect competition
• Highlight your differential advantage

Need for and Use of Innovation Funding (30 seconds)
• What still needs to be done after this funding to get to license or to market?
• Discuss key milestones that funding will be used for
• How will spending the money advance commercialization?

Close
ATTACHING A FILE IN THE DATABASE

SUBMITTING YOUR DELIVERABLES VIA THE COMOTION ADVISORY SOLUTIONS DATABASE (CHRONUS)

1. PI/Team Lead: Log into your account at http://uwcomotion.chronus.com/

2. Visit your Connection Plan by clicking on your name/Advisor name, or by choosing “Visit Connection” from the panel at the top of your dashboard:

3. Be sure that your filter is set to “View Tasks: By Milestones, Assigned to all.”
4. Expand the Working Towards Goals milestone.

5. Locate the task to which you will be attaching your deliverable. We’ll use “Lean Canvas” as an example:

![Image of task list]

6. Click the title of the task. The description should now appear in the right sidebar. Select “Add Comment” at the bottom (you may need to scroll down if it doesn’t appear):
7. Click the paperclip to browse for your file. Add a brief comment in the text box. Submit.
8. The attachment will appear as a new comment and a dialogue bubble will appear next to the task due date.

Lean Canvas deliverable due--submit as Comment for this task

REQUIRED
Complete the following boxes of the Lean Canvas (Click here to download a Word version): Problem, Solution, Unique Value Proposition, Unfair Advantage, and Customer Segments. When complete, upload your Lean Canvas by adding it as a comment in Chronus, and mark the Lean Canvas task as complete.

Test Team
Mon, Aug 09, 2021
Working Toward Goals
Lean Canvas

Comments

JE
Lean Canvas attached

Working Toward Goals
During this stage, the mentor and mentee start working toward the overall objective of a successful Innovation Fund.

☐ IMPORTANT: ALL deliverables MUST be submitted by 5pm on the date they are due...
Jul 26

☐ OPTIONAL–Attend Customer Discovery Workshop
Jul 26

☐ Schedule a date and time for a Round Robin session
Jul 30

☐ Lean Canvas deliverable due–submit as Comment for this task
Aug 09

☐ Customer Discovery Worksheet deliverable due–submit as Comment for Aug 23 this task
9. Click the “Mark complete” checkbox in your connection plan, and you’re done!

During this stage, the mentor and mentee start working toward the overall objective of a successful Innovation Fund.

<table>
<thead>
<tr>
<th>Task</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule a date and time for a Pitch Practice session in March</td>
<td>Feb 25</td>
</tr>
<tr>
<td>Set up a meeting</td>
<td></td>
</tr>
<tr>
<td>Mid-point checkpoint - Mentoring Checkpoint Survey - Mentee</td>
<td>Feb 28</td>
</tr>
<tr>
<td>Mid-point checkpoint - Mentoring Checkpoint Survey - Mentor</td>
<td>Feb 28</td>
</tr>
<tr>
<td>Lean Canvas deliverable due</td>
<td>Mar 01</td>
</tr>
<tr>
<td>Customer Discovery Worksheet deliverable due</td>
<td>Mar 15</td>
</tr>
</tbody>
</table>
HELPFUL LINKS

Additional information on how to create your lean canvas can be found within the following link:
https://leanstack.com/LeanCanvas.pdf

Lean Canvas—Problem:
http://www.entrepreneur.com/article/25756
https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy/ar/1

Lean Canvas—Unique Value Proposition:
• http://www.forbes.com/sites/michaelskok/2013/06/14/4-steps-to-building-a-compelling-value-proposition/
• http://www.helpscout.net/blog/value-proposition/
• http://www.impactbnd.com/blog/10-value-propositions-you-wish-you-had

Lean Canvas—Customer Segments:
http://web.stanford.edu/class/msande273/video/Build_Connections.mp4
http://www.entrepreneur.com/article/225656 (article)
http://www.forbes.com/sites/rebeccabagley/2013/10/02/how-to-identify-your-market-size-up-competitors/2/

Market Databases:
Access to these databases is through the University of Washington Library System:

- IBISWorld - (Links to an external site.)- Industry market research for the U.S., China, and worldwide.
- BCC - (Links to an external site.)- Specialized market research reports covering healthcare, science, and technology sectors.
- Mintel Academic - (Links to an external site.)- Consumer demographics, lifestyle, and product trend analysis.
- Business Source Complete - (Links to an external site.)- Magazines, newspapers and journals in all business disciplines.
- CB Insights - (Links to an external site.)- Track venture capital and private equity activity by industry, geography, and company status.
- Forrester - (Links to an external site.)- Research and analysis on technology related issues and their impact on businesses and consumers. Use limited to current UW students, faculty, and staff; registration required.
- Gartner - (Links to an external site.)- Comprehensive collection of research and analysis on IT industries, including management, finance and policy issues.

Market Analysis:
- http://www.forbes.com/sites/rebeccabagley/2013/10/02/how-to-identify-your-market-size-up-competitors/
- http://www.entrepreneur.com/article/225656
• http://steveblank.com/2013/11/08/a-new-way-to-look-at-competitors/

SWOT:
• http://articles.bplans.com/how-to-perform-swot-analysis/

Telling Your Story:
• https://hbr.org/2014/07/how-to-tell-a-great-story/
• http://www.forbes.com/sites/chicceo/2013/02/05/how-to-create-an-elevator-pitch/
• http://www.forbes.com/sites/chancebarnett/2014/05/09/investor-pitch-deck-to-raise-money-for-startups/
PROGRESS REPORT FORM

Please fill out and submit the following form to cmifund@uw.edu upon completion of each milestone (as approved in your project kickoff meeting). Funding for future milestones is contingent upon 1) receipt of the completed form by the CoMotion Innovation Gap Fund team and 2) approval from both the Innovation Gap Fund team and your Innovation Manager.

If you have any questions, please contact cmifund@uw.edu or your Innovation Manager.

Principal Investigator:

Project Title:

Grant Number:

Milestone Number (if Business Development, please specify):

Milestone Description:

Milestone Progress Details (use additional pages if needed):