Developing the Business of Technology

Beyond Phase II Mentor Protégé Training Week

DoD SBIR/STTR
Phase II Proposal Preparation

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DEVELOPING THE BUSINESS OF TECHNOLOGY
Topics to Cover

- Doing your homework
  - ...even during Phase I
- Consider the evaluation criteria
- The Phase II Proposal
- The Commercialization Plan

Before writing a Phase II

Do your homework**...

Access all current information about the other Phase I awardee companies
Look back at the original solicitation description of the Phase I, Phase II and Phase III objectives
Search for current information based on contents of the solicitation and your Phase I discussions with TPOC/Program Officer
Search most recent awards related to your technology
Update technical literature & market analysis data

**...and don’t wait until your Phase I is done!
Find the other Ph. I awardees

Identify other SBIR companies in your field
Research relevant companies/technologies

Use the Original Solicitation to Guide you

**APFT-080**

**TITLE: Dual Band Focal Plane Array**

**OBJECTIVE:** To develop a dual-band focal plane array (BVR, 0.4 to 2.5 microns) low-size and weight, power, and cost (SWE) camera with on-board sensor fusion.

**DESCRIPTION:** Significant advances have occurred in the development of dual band (0.4 to 2.5 microns) focal plane arrays (FPAs) in recent years. However, current technology often requires multiple FPAs overlaid onto a single sensor, in order to provide spatial correlation with a single sensor. The concept of a single sensor to perform the dual-band function has been proposed, but it is not yet demonstrated. This project will focus on developing a single sensor system that can perform the dual-band function, while maintaining the performance of the individual sensors.

**Acceptable solutions will incorporate efficient real-time on-board sensor fusion technology to help maintain the utility for off-board signal processing resources. The objective will be to develop a focal plane array size in order to employ the proposed technology while still providing typical airborne on-board analysis sizes.**

**PHASE I:** Dual Band Focal Plane Arrays (FPA) technology as current years. However, current technology often requires multiple FPAs overlaid onto a single sensor, in order to provide spatial correlation with a single sensor. The concept of a single sensor to perform the dual-band function has been proposed, but it is not yet demonstrated. This project will focus on developing a single sensor system that can perform the dual-band function, while maintaining the performance of the individual sensors.

**PHASE II:** Develop and demonstrate a compact prototype of a dual-band focal plane camera unit based on the success of Phase I. The prototype will be delivered at the end of Phase II. The approach to show and cost in quantities for small air launched munitions, cruise missile type platforms and commercial applications.

**PHASE III:** Dual Use Applications. Phase III will transition the technology to a fielded platform.
Google search: “Air Force platform dual band focal plane array”

Before writing a DoD Phase II

Discuss with your TPOC or Program Official:

- ONGOING: Network, network, network about how to secure Phase III funding
- Programs of Record for your technology
- Required deliverables
- Government use of deliverables after Phase II
- Agency/Component expected Return on Investment (ROI) and Total Ownership Cost (TOC)
- Expected tests and acceptable threshold test results
- Statement of Work (SOW) review
- Private sector commercialization review
- Required Phase II proposal components
- Phase II contract structure (deadlines, base + option, duration)
- Follow on funding opportunities & process
DoD Phase II Continuation Funding

- Phase II continuation funding is to encourage transition of SBIR research into DoD acquisition programs
- Phase II Enhancement/Phase II Plus
  - SBIR/STTR matching investment funds the company obtains from non-SBIR/non-STTR sources such as DoD acquisition programs or private sector
  - Can extend Phase II contract up to 1 yr. and match up to $500K of non-SBIR/non-STTR funds
- Sequential Phase II
  - Phase II contractor may receive up to one additional, sequential Phase II award for continued work on the project, up to $500K
- TALK TO TPOC DURING Phase II

Writing the Phase II Proposal
Goal of SBIR/STTR Programs

- a.k.a. "Come Back When"
  - Capital converts ideas into innovation
- Federally funded research creates new ideas
- No Capital
  - Innovation into commercial products

What Does SBIR/STTR Fund?

- **Product Development**
  - What is the intended product?
  - What applications will it be used for?
- **Based on Technological Innovation**
  - What technological innovation will enable the product to achieve the desired performance?
  - Is there risk of failure?
  - Will the product be revolutionary or evolutionary?
- **Credible Commercialization Strategy**
  - Is there a market identified? Competitive analysis done?
  - How will the company generate revenue?
  - What additional resources will be required to achieve commercialization? Have they been identified?
    - Strategic Partners
    - Sources of capital
DoD Phase II Evaluation Criteria

- Soundness, technical merit, and innovation of the proposed approach & incremental progress toward a solution
- Qualifications of the proposed/key investigators, supporting staff and consultants INCLUDING ability to commercialize
- Potential for commercial (Gov. or private sector) application and benefits expected to accrue from this commercialization

Additional Evaluation Criteria Considered

- Results of the Phase I effort
- Commitment for Phase III funding
- Program balance
- Budget limitations
- Potential of leading to a product of continuing interest to the agency
- If technical evaluations are essentially equal in merit
  - Cost to the Government
  - Manufacturing considerations
  - Value to the Government
DoD Phase II Proposal Package

- Volume 1: Cover Sheet
- Volume 2: Technical Proposal
- Volume 3: Cost Volume
- Volume 4: Company Commercialization Report

EACH COMPONENT HAS UNIQUE REQUIREMENTS THAT MUST BE FOLLOWED

AF Phase II Technical Proposal Outline*

1. Coversheet (not counted toward page limits)
2. Table of Contents
3. Glossary
4. Milestone Identification
5. Identification and Significance of the Problem or Opportunity
6. Phase II Technical Objectives
7. Nonproprietary Phase II Work Plan
8. Nonproprietary Proposer-prepared Statement of Work
9. Deliverables
10. Related Work
11. Commercialization Potential, Strategy & Transition Plan
12. Military Applications
13. Relationship with Future R/R&D Efforts
14. Key Personnel
15. Facilities/Equipment
16. Subcontractors/Consultants
17. Prior, Current or Pending Support
18. Cost Proposal (not counted toward page limits)

*Always subject to change
DARPA Phase II Technical Proposal Outline*

1. Significance of the Problem or Opportunity
2. Phase II Technical Objectives
3. Related Work
4. Relationship with Future R/R&D Efforts
5. Key Personnel
6. Facilities/Equipment
7. Subcontractors/Consultants
8. Prior, Current or Pending Support
9. Commercialization Strategy (5 pages, NOT counted in 40 page limit)
   • Technological Need
   • Market Analysis
   • Business Readiness

*Always subject to change

Significance & Phase I Results

- Proposed innovation
- Relevance and significance to topic needs
  - How Phase II work will lay the foundation for Phase III
  - Include "spin-off" benefits & Private sector (e.g. “Dual Use”)
- Phase I results should demonstrate “feasibility” based on agency criteria
Significance—BBC outline

- Phase I results
  - How Phase I results showed progress toward agency requirement
- Technical challenge and barriers to solution
  - What aspect of the problem are you addressing?
  - Why is your approach unique & superior to alternatives?
- What is your technological innovation?
- Significance
  - What will your technology enable that is not present now?
  - What are the end products/services and why are they important to Component? To other DoD Components? To other government agencies? To the commercial market?
  - How is it well suited for transition into an agency platform/system?
  - What are the social, economic & dual use impacts and benefits?

Phase II Technical Objectives

Pointers

- REMEMBER, “it’s all about them”
  - Their objectives are your objectives
  - Directly address milestones and objectives listed in the topic description
- Objectives should be bounded by resources company & your team can bring
- Presentation:
  - Begin by specifying objectives most clearly related to the solicitation topic and agency concerns.
  - Secondary: objectives relating to "spin-off" benefits.
- Keep objectives short, to-the-point & quantifiable
Technical Objectives—BBC outline

- List & explain the key Phase II objectives
  - Objective 1……
    - Measurable criteria for acceptance
  - Objective 2…..(repeat for all Objectives)
    - Measurable criteria for acceptance
  - Commercial implications of achieving Objectives
    - Focus on the Agency problem

Phase II Statement of Work—BBC Outline

- For each objective:
  <Objective Restated>
  i. Rationale
  ii. Experimental Design and Methods
  iii. Data Analysis and Interpretation
  iv. Potential Pitfalls/Alternative Approaches
  v. Expected Outcomes & Deliverables
Phase II Statement of Work

Project Scheduling (Gantt) Charts

- Ensure Work Plan proceeds chronologically
- Include each task to be completed, how long it should take to complete the task, who is responsible, where work will be done and completion date
- Highlight any decision points, milestones & deliverables
- Indicate which targets are key starting points for Phase II Option work (if applicable)

Gantt Chart—Include Base & Option if needed

<table>
<thead>
<tr>
<th>Technical Objective</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Technical Objective 1 PI/Chief Scientist, Ph.D. Chemist, M.S. NewCo. Labs</td>
<td>←</td>
</tr>
<tr>
<td>Technical Objective 2 PI Chief Scientist, Ph.D. NewCo. Labs</td>
<td>←</td>
</tr>
<tr>
<td>Technical Objective 3 Engineer, M.S. MidWest University</td>
<td>←</td>
</tr>
<tr>
<td>Technical Objective 4 Scientist, Ph.D. Research Co. 2</td>
<td>←</td>
</tr>
</tbody>
</table>

BASE Period

OPTION Period
Related Work

Awareness Enhances Credibility

- Describe significant activities directly related to the proposed effort
- Include discussion of relevant related R&D or publications by your firm, key project staff, consultants and subcontractors
- Establish your awareness of state-of-the-art
- Literature references to support points
- Be certain to look at ALL references provided in the original topic description

Related Work—BBC Outline

- For key work conducted by team members:
  - Short description and how relevant
  - Client for whom work was done
  - Completion date
  - References if relevant
- Describe others’ work in the field and how your proposed work advances the state-of-the-art
  - Must include references
  - Be sure to include competing Phase I awardees
Relationship with Future R&D

Research or Research and Development

- Contracting agencies want to fund work with a future!
- Synthesize material presented earlier in the proposal.
  - Begin by summarizing expected outcomes.
  - Indicate how each anticipated result will facilitate your ability to conduct Phase III R&D and transition to Phase III commercialization

Relationship with Future R&D—BBC Outline

- Anticipated results if Phase II is successful
  - Focus on objectives stated in the topic
- Significance of Phase II effort as a foundation for Phase III commercialization
- Identify any clearances, certifications, approvals needed for Phase III and outline plan for completion
- State how you will involve other parties (i.e. military users, prime contractors, dual use commercial customers)
Including Subcontractors/Consultants

Building a Team
- Keep the crucial work in-house
- Consultants and subcontractors should be used for clearly defined, support functions
  - Project review
  - Product testing
  - Specific experimental operations or data collection.
- Consider strategic subcontracting/consulting with potential prime contractors and with retired DoD personnel who know how to work with them

Ph II Commercialization Strategy
- Must show expected quantitative commercialization results including amount of additional investment and sales revenue (Required for DoD)
  - At one year after the start of Phase II
  - At the completion of Phase II, and
  - After the completion of Phase II
- Thereafter, must update Company Commercialization Reporting annually with actual results
Ph II Commercialization Strategy

- Commercial potential is evidenced by:
  - Record of commercializing SBIR/STTR or other research
  - Existence of private sector and non-SBIR/STTR funding sources
  - Existence of Phase III follow-on funding commitments
  - Strength of the firm’s commercialization strategy

SBIR/STTR Three Phase Program

Phase III

- Commercialization phase
- “Derives from, extends or logically concludes efforts performed under” prior SBIR/STTR funding agreements from any agency
- Must be funded by sources outside of SBIR/STTR (private sector and/or non-SBIR Government)
- Develop prototype into viable product/service for sale in military and/or private sector markets
- Often initial customer is prime contractor for a major system or “program of record”
Commercialization

There is no such thing as the “Build it and they will come” Business Model

Why is Commercialization Important?

SBIR/STTR Reauthorization Act of 2011

- Increased emphasis on commercialization
- New requirements
  - Company registry at SBIR.gov (commercialization database)
  - Commercialization history of Phase II awardees
  - Phase II-to-Commercialization standard
  - Phase III acquisition preference
- Increased agency flexibility
  - Eligibility of VC-owned small businesses
  - Commercialization assistance programs
  - Offer option for non-agency commercialization assistance
What's a Commercialization Plan?

<table>
<thead>
<tr>
<th>Business Plan</th>
<th>Commercialization Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Company's products &amp; services</td>
<td>Specific product or application of THIS proposal</td>
</tr>
<tr>
<td>Internal operating guide / request for funding</td>
<td>Defines a path-to-market</td>
</tr>
<tr>
<td>Strategic &amp; tactical</td>
<td>Little emphasis on operations</td>
</tr>
<tr>
<td>Extensive financials</td>
<td>Revenue model; possibly P&amp;L</td>
</tr>
</tbody>
</table>

DoD Commercialization Plan**

**Proposed layout**
- Product description/System application
- Advocacy letters
- Letters of intent or commitment
- Business models/Procurement mechanisms
- Market/Customer sets/Value proposition
- Primary & niche markets
- Market & growth trends
- Competitive assessment
- Funding requirements & plans
- Sales projections & quantitative commercialization results
- Expertise/Qualifications of team/Company readiness

**Specific requirements may vary by component**
Commercialization Strategy

Phase II MUST address five questions:

- What is the first product the technology will go into?
- Who will be the customers, and what is the estimated market size? FOCUS ON DoD!
- How much money will be needed to bring the technology to market & how will that money be raised?
- Does the company have marketing & business expertise and, if not, how will it be brought in?
- Who are the proposing firm’s competitors, and what is the price, technology and quality advantage over those competitors?

Commercialization Plan Components

- The Market Opportunity
  - Problem & its Significance
  - Customer & her Pain
  - Competition with Advantages & Shortcomings
- Product/Technology
  - The Innovation & its Disruptive Potential
  - The Value Proposition
  - Intellectual Property & the Competitive Landscape
- Financing and Revenue Model
  - Business Model
  - Operational Plan & Projections
- The Company/Team
  - Experience & Track Record
SBIR/STTR Reviewer Considerations

Market Opportunity

- Is market opportunity described succinctly?
- Does the proposal demonstrate an understanding of a typical customer profile?
- Is the product/service described and the customer need that’s being addressed?
- Can you tell where the Company is in the development cycle?

Common Issues with Commercialization Plan

- Often starts with the technology “push” rather than market “pull”
  - Too much technology detail, not enough target market information
  - Must focus on DoD NEED
- Role of collaborators not acknowledged (i.e. Primes)
- End PRODUCT not clearly articulated (focus on technology instead)
- Target markets are described too broadly
  - Focus more on your niche
- Business model to generate revenue from the innovation is unclear or not articulated
- High growth rates assumed without substantiation
- No references used to support market analysis
- Assumptions not stated
SBIR/STTR Reviewer Considerations

**Product/Competition**

- Will the product features provide a compelling value proposition to Air Force, DoD and the government?
- Does the company fully understand transition requirements?
- What market validation is there about this value proposition?
- Does the proposal demonstrate knowledge of the competitive landscape?
- **On what basis will the Company compete?**
- Does the Company understand its position in the IP landscape?

SBIR/STTR Reviewer Considerations

**Financing & Revenue Model**

- Is there an adequate understanding of the financial resources needed to take the innovation to market?
- Is there a plan to bring reasonable resources to bear to get the innovation to market?
- How and how soon will the innovation generate revenue?
  - □ How will the company survive until then?
SBIR/STTR Reviewer Considerations

The Company and Team

- How well is the team positioned to take this innovation to market? To work with key partners?
- Have they taken similar products to market?
- Do they have additional outside advisors, mentors, partners, and stakeholders?
- Is the corporate structure consistent with the Company’s stage and vision?
- Are key success milestones clearly identified?

Commercialization Plan Overview

<table>
<thead>
<tr>
<th>Activity</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Phase II R&amp;D project</td>
<td></td>
<td></td>
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<tr>
<td>Execute a joint development agreement</td>
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</tr>
<tr>
<td>Jointly complete product development</td>
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<tr>
<td>Execute a licensing agreement</td>
<td></td>
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</tr>
<tr>
<td>Identify prospective investors</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close Series A financing</td>
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<td></td>
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</tr>
<tr>
<td>Recruit marketing manager</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify contract manufacturer</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Sign up international distributors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch product internationally</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

46
Are you a “real” company?

- Do you have marketing and business expertise?
- If not, how and when will you bring it into the company

Business Model =
“How the company makes money”

- License
- Fully integrated manufacturing, marketing, distribution
- Joint development
- OEM
- Contract Manufacturing
- Prime Contractor
Define the Business Model

- What do you sell?
  - License
  - Component
  - Full product
- How much do you charge?
  - What are the costs you’ll incur?
  - How is your pricing constrained by competition?
- How do you get it to the customer?
  - Licensing partner
  - Prime contractor or Tier X supplier
  - OEM, contract manufacturer
  - Distributor or sales force
  - Fully integrated

Revenue Model

- Revenue projections for profit-and-loss (P&L) projections
- Categories of revenue streams
  - Do NOT include debt or equity as revenue
- Choose logical start and end dates
- Consistent with business model, IP strategy and commercialization strategy
- Clearly state assumptions
- Use text in your proposal to highlight the key points
Sample Revenue Model

<table>
<thead>
<tr>
<th>Item</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>One Phase I &amp; one Phase II SBIR</td>
</tr>
<tr>
<td>Licensing fees</td>
<td>$10k upfront; $5k/yr thereafter</td>
</tr>
<tr>
<td>Milestone payments</td>
<td>Pre-negotiated</td>
</tr>
<tr>
<td>Product Sales</td>
<td>Average selling price X # units</td>
</tr>
<tr>
<td>Royalties</td>
<td>5% of licensee’s net sales</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant revenue</td>
<td>115,000</td>
<td>43,000</td>
<td>677,000</td>
<td>227,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licensing fees</td>
<td>10,000</td>
<td>25,000</td>
<td>25,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Milestone payments</td>
<td>75,000</td>
<td>40,000</td>
<td>150,000</td>
<td>200,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product sales</td>
<td></td>
<td>66,000</td>
<td>225,000</td>
<td>480,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royalties</td>
<td>13,000</td>
<td>47,000</td>
<td>128,000</td>
<td>238,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$115,000</strong></td>
<td><strong>$53,000</strong></td>
<td><strong>$777,000</strong></td>
<td><strong>$305,000</strong></td>
<td><strong>$283,000</strong></td>
<td><strong>$573,000</strong></td>
</tr>
</tbody>
</table>

Common Issues with Commercialization Plan

**Finance and Revenue Model**

- Limited understanding of funding required to take technology from concept to market
- Lack of supporting letters from key collaborators (primes, federal labs, investors, etc.)
  - Inadequate time allowed to receive the letters
- Financial models don’t differentiate between revenue generation and financing
- Superficial treatment of financials (or none)
- Limited or no assumptions provided
- Appropriate considerations not made for business model
  - Role of Prime Contractor
  - License: timing, IP risk, sources of income
  - Manufacturing: Cost to set up production, cost of goods, channels of distribution, working capital requirements
  - Approvals, clearances & regulatory requirements
Intellectual Property Protection

- How will you protect IP that results from this innovation?
- What actions might you consider that will constitute at least a temporal barrier to others aiming to provide a similar solution?
- Existing IP
  - List and describe importance to THIS project
  - Clearly explain the company’s right to use the intellectual property
  - Discuss how the IP fits into the broader base of IP in the competitive landscape
- **HOW DOES YOUR IP ENABLE YOUR BUSINESS STRATEGY??**

Final Thoughts on Commercialization

- Remember why the SBIR/STTR program is funding your company!
  - Facilitate commercialization of technology
  - Create jobs
  - Encourage collaboration
  - Justify your assumptions
  - Be persuasive
  - Why is this product important to DoD?
- Be realistic
- Develop your Commercialization Plan with the same scrutiny you give your Research Plan
Technology Transition at DoD

- Transitioning fundamental scientific discovery to operational systems is the goal of SBIR/STTR
- Process from S&T to R&D to operational product is a long, non-linear process involving many government communities
- Objective is to provide the best possible technology to operational units at the earliest possible date at the lowest cost

Challenges of Technology Transition

- GAO studies show that advanced technologies:
  - Cost too much
  - Take too long to field
  - Are too expensive to sustain
- ...Primarily because immature technologies are inserted into acquisition programs
- Successful programs:
  - Mature technologies
  - Stable designs
  - Developed production processes
  - Involve agency’s S&T organizations in maturing technologies
Know Your TRLs!

- TRL (Technology Readiness Level) is a scale to describe maturity of a technology for a particular use:
  - Least mature (TRL1) to most mature (TRL 9)
- Provides
  - Common language and standard for assessing the maturity of a technology and plans for its future maturation
  - Framework for evaluating technologies which helps assess risk of inserting a technology into a new or existing program

TRL = Technology Readiness Level

- Basic Technology Research
  - TRL 1: Basic principles observed and reported

- Research to Prove Feasibility
  - TRL 2: Technology concept and/or breadboard validation in a laboratory environment
  - TRL 3: Analytical and experimental critical function and/or characteristic proof of concept

- Technology Development
  - TRL 4: Component and/or breadboard validation in relevant environment

- Technology Demonstration
  - TRL 5: Component and/or breadboard validation in relevant environment
  - TRL 6: System/subsystem model or prototype demonstration in a relevant environment (ground or space)

- System/Subsystem Development
  - TRL 7: System prototype demonstration in a space environment

- System Test, Launch and Operations
  - TRL 8: Actual system completed and “flight qualified” through test and demonstration (ground or space)
  - TRL 9: Actual system “flight proven” through successful mission operations
Step-Level Increases in Complexity

Each level increases the complexity of either:
- Technology
  - Concept -> Component -> Breadboard -> Prototype -> Actual system
- Environment
  - Lab -> Relevant Environment -> Operational Environment

DoD Ph II Proposal Letters of Support/Advocacy

Requirements vary by component

- Typically counted in the Technical Volume page limit
- Include only very strong letters of commitment from investors, prime contractors and others
  - Less important letters can be referred to as “available on request”
- Be aware that government personnel cannot provide letters; however you can provide their contact information in the body of the proposal
Succeeding with DoD

**Just getting started?**
- Research topics consistent with your business strategy
- Current and past solicitations identify agency technology needs
- Know structure of Agency and procuring services
- Submit proposals for problems you can solve
- Prepare to be innovative

**Already have a Phase I or Phase II?**
- Know your target platform/system for insertion
- Build strategic partnerships (Primes, Universities, Acquisition Program Managers-Tech Directors-Requirements Officers)
- Plan commercialization path early with TPOC

When you hear the good news…..

We want to fund your Phase II!

…. you’re not done yet!
Typical DoD Phase II JIT Questions

Must undergo a pre-award accounting system audit

SF1408: “Preaward Survey of Prospective Contractor - Accounting System”

Take Home Lessons

■ Start planning early
■ Focus on the problem
■ Validate assumptions (e.g., prospective customer, investors, partners)
■ Investigate all types of potential follow on funding
How to be Competitive in SBIR/STTR

- Understand the philosophy of the Agency
- Understand the review process
- Understand the psychology of the reviewers
- Develop and follow a strategic plan
- Follow the rules
- Complete your registrations at least 6-8 weeks ahead
- Submit Early!
- Remember Commercialization is why they’re funding you!

Remember….

A good planning process is crucial for commercial success!
COMMERCIALIZATION!

ARE YOU PREPARED?

YES!

Questions

Answers
Working with BBCetc


- Complete and submit our online Assessment Form.
- We'll set up a call to chat about your project, your SBIR/STTR eligibility and next steps.

About BBCetc

BBCetc works with technology-based entrepreneurs and companies on strategies to advance R&D efforts to commercialization. We are nationally recognized for our success in helping clients win federal funding through the SBIR/STTR programs and use it tactically to propel growth. Services include training courses and one-on-one counseling in:

- Commercialization Planning
- SBIR/STTR and Other Research Grant Assistance
- SBIR/STTR and Commercialization Training
- Grants/Contracts Management
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