

# Transition: Unpacking Solution Readiness Level 3



The third level, *transition*, involves considering potential pathways to scaling up a program and bringing it to market.

The *transition* level consists of the following scaling activities:

- Solution Pathway Hypothesis
- Team, Technology, TAM, Traction (4 T's)
- Creating a pitch deck

## Solution Pathway Hypothesis

What are the potential transition pathways? The ideal pathways (or business model) for promising innovations are the formation of a new company or licensing the technology to another entity. It is challenging to be prescriptive on which path should be prioritized over another as this will depend on timing, funding availability, and the preferred pathway of the research and development team.

To consider which pathway makes sense, the team should consider the following questions, some of which will have been answered in Level 2 - Apply:

- What intellectual property (IP) is protectable?
- Is it a feature or a complete solution?
- What evidence exists regarding traction/demand for the new innovation?
- What is the size of the market and its potential for growth?
- What are the funding mechanisms available to continue the work?

If the preference is to **license** the innovation to another company, it is a good idea to begin conversations with possible target companies to gauge their interest. If there are any early indications that the innovation may be a natural licensing target for a larger company as it

augments as existing solution, possible partners should be contacted early in the development cycle to understand the requirements necessary to be integrated into an existing solution.

If the preference is to **form a new company** to provide the innovation and related technical supports, we recommend recruiting the team and identifying funding paths to support the continued development. Some researchers may want to make their innovations publicly available for free and charge only for training, coaching, local adaptations, and upgrades. To provide these services at scale and keep the free innovation resources accessible and updated still requires the development of a company.

If it does not seem feasible to license the innovation or form a new company, we recommend going back and revisiting some of the earlier activities to understand what happened. Although an innovation may not have all of the right elements to scale, the learnings are invaluable and should be shared with the wider research community.

## Team, Technology, TAM, Traction (4 T's)

We recommend using the 4 T's (Team, Technology, Total Addressable Market, and Traction) as a structured approach to the creation of a sustainable venture (Table 4).

**Table 4. Assessment of the 4 T's and the Likelihood of Sustainability**

4 T's	Questions to Consider If Not Answered Earlier:
<b>Team</b>	Does the founding team comprise members with the necessary skill sets to achieve scale? Do they have implementation experience? Are they knowledgeable about possible funding mechanisms to continue this effort?
<b>Technology</b>	Does the innovation provide measurable outcomes that address top priorities of the state or districts? What is the "secret sauce" that creates a sustainable differentiation from the competition?
<b>Total Addressable Market (TAM)/ Market Segmentation</b>	Is there evidence that the innovation comprises the minimum number of features to be a product? Is there a scalable implementation strategy? What types of resources are required by a customer for the innovation to be adopted? Is the target market accessible? How will new customers be accessed?
<b>Traction</b>	What feedback is the team receiving from users and potential customers about wanting to adopt or scale up the innovation? Is this a product that has the potential for viral growth? Are users loving it so much that they are recommending it to their peers?

## Pitch Deck

We recommend capturing all of the answers to the questions in the 4 T's table above in a Pitch Deck. This is generally a PowerPoint or Keynote presentation that captures the following information in fewer than 15 slides:

1. What is the problem being addressed, and is this a recognized need by districts, teachers, or others?
2. What is the solution, and how is it differentiated from existing innovations?
3. What is the proposed outcome, and what is the potential impact of the intervention on the outcome?
4. What is the Customer Value Proposition?
5. Who is the target customer? What are the characteristics required of the customer?
6. How is this problem being addressed today? Who is the competition? How is the innovation different from existing solutions or business as usual?
7. What is the team composition?
8. How much grant funding is required before the innovation is capable of sustainably scaling?
9. What will be achieved with this funding?
10. Is a champion identified, and why are they advocating for this solution?
11. Are there early signs of traction? Who has committed to using this solution?
12. What is the business model (transition pathway) and is there a hypothesis on how potential customers may be accessed?

**Learn more about the I-A-T scaling activities and access resources [here](#).**