



04

Your turn

On the pages that follow, you can find printable templates for three canvases that make mission-driven innovation a followable step-by-step process.

We encourage you to download them and try the process for yourself, following the instructions in this guide.

Try the IRLs with your innovation collaboration using our three canvases

Inspired by
The Business Model Canvas
concept developed by [Strategyzer](https://www.strategyzer.com/).

Mission Canvas

Innovation Canvas

Project Canvas

Grand Challenge		Pathway	
Innovation: What is the goal?			
Mission Landscape		Action Capacity	
Public Value	Aspiration	Aspiration	Aspiration
Level	Effect of Scale	Policy	Policy
Business	Place of Change	Business	Business
Implementation	What opportunity exists?	Technology	Technology
What is the Mission Landscape current state?		What is the Action Capacity status and potential?	

Identifies priorities for



Mission	Pathway	Summary of Current Readiness
Readiness Assessment		
Macro	<ul style="list-style-type: none"> Government readiness Academic readiness Industry readiness Investor readiness Entrepreneurial readiness Departmental readiness University readiness Community readiness Capital readiness Supplier readiness 	<p>Remaining Challenges:</p> <p>Innovation Priorities:</p>

Set objectives for



Project Title	Owner	Date
Approach	Implication	Scale
Innovation Priorities		Target Results
Innovation Actions		
Resources	Partners & Stakeholders	Timeline

Changes the status of



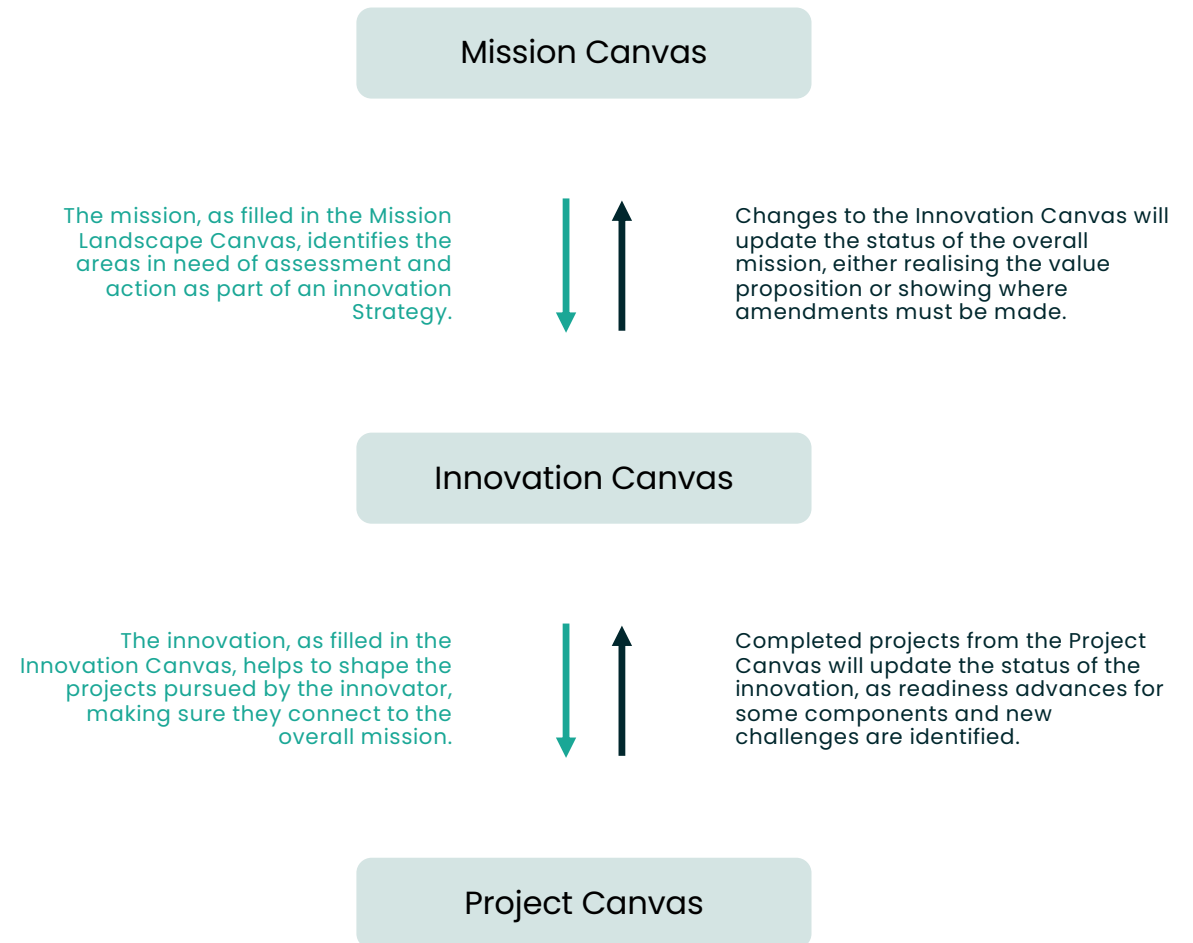
Updates the assessment in



How it fits together

On the pages that follow, you can find printable templates for the three readiness level canvases.

We encourage you to download them and try the process for yourself, following the instructions in this guide.



1. The Mission Canvas

Defining the mission

1

It starts with the mission statement. This is a bold but achievable, time-limited goal you have for your city, organisation or community.

Defining the landscape

2

The next step is determining the mission landscape. What does the path to reaching your mission look like?

Grand Challenge		Pathway		
Innovation What is the idea?				
Mission Landscape		Action Capacity		
Public Value How does the new market structure structurally generate system efficiency gains or value at societal level (why is it going)?	Appraisal How or potentially impactful is the idea? Quantify where possible. Effects at Scale What are the potential effects of processes of change at scale at Local, National and European level Pace of Change What are expected results on short (<5 years), medium (5-10) and long term Risk-opportunity analysis What is the cost-benefit analysis of sustained investment in experiments versus potential public value	Players Who are the main institutional players for this challenge that support actions? Policy: Economy: Social: Technology:	Consortium Innovation Roles Describe the division of labourable scope of work of consortium partners for your targeted action to determine what roles are external (given) and internal (actionable) Policy: Economy: Social: Technology:	Expectations Set the realistic expectations and boundary conditions for your consortium. What are your individual and collective... Collective Desired result Available investment Capacity Time to expected results Individual Desired result Available investment Capacity Time to expected results
What is the Mission Landscape current need? Describe the State of the Art of the mission landscape across PEST domains, readiness levels and the Actions that are actively supported		What is the Action Capacity status and potential? Describe the State of the Art of the action landscape across PEST domains, readiness levels and the Actions that are actively supported		

Deciding what your collaboration can really achieve

3

Finally, a consortium considers what can realistically be achieved with the resources and timeframe available.

1. The Mission Canvas

Grand Challenge			Pathway	
Innovation What is the idea?				
Mission Landscape			Action Capacity	
<p>Public Value How does the new market-shape structurally generate systemic efficiency gains or value at societal level (why is it good)</p> <p>Social</p> <p>Economic</p> <p>Environmental</p>	<p>Appraisal How big or potentially impactful is the idea? Quantify where possible.</p> <p>Effects at Scale What are the potential effects of processes of change at scale at Local, National and European level</p> <p>Pace of Change What are expected results on short (<5 years), medium (5-10) and long term</p> <p>Risk-opportunity analysis What is the cost-benefit analysis of sustained investment in experiments versus potential public value</p>	<p>Players Who are the main institutional players for this challenge that support actions?</p> <p>Policy:</p> <p>Economy:</p> <p>Social:</p> <p>Technology:</p>	<p>Consortium Innovation Roles Describe the realistic and tangible scope of work of consortium partners for your targeted action to determine what roles are external (given) and internal (actionable)</p> <p>Policy:</p> <p>Economy:</p> <p>Social:</p> <p>Technology:</p>	<p>Expectations Set the realistic expectations and boundary conditions for your consortium. What are your individual and collective...</p> <p>Collective</p> <p><i>Desired result</i></p> <p><i>Available Investment Capacity</i></p> <p><i>Time to expected results</i></p> <p>Individual</p> <p><i>Desired result</i></p> <p><i>Available Investment Capacity</i></p> <p><i>Time to expected results</i></p>
What is the Mission Landscape current need? Describe the State of the Art of the mission landscape across PEST domains, readiness levels and the Actions that are actively supported			What is the Action Capacity status and potential? Describe the State of the Art of the action landscape across PEST domains, readiness levels and the Actions that are actively supported	

2. The Innovation Canvas

1 Defining the environment
 It's first important to define the different scale levels relevant to your innovation. What are the macro/meso/micro environments in which your innovation operates?

Mission: Write your mission here		Pathway: Write brief description of your action pathway here		Summary of Current Readiness: What is the current state of innovation? Which components are advanced? Which need attention?					
Readiness Assessment Fill in objectives and assessments per component									
Macro	P European directives	Name of relevant policy here							
	E Broad economic conditions	Name of relevant market here							
	S Government structures	Name of relevant structure here							
	T Technology innovation	Name of technology here							
Meso	P National regulations	Name of relevant policy here							
	E Business models	Name of relevant market here							
	S Organisational capacity	Name of relevant structure here							
	T Integration in workable solutions	Name of technology here							
Micro	P Planning and investments	Name of relevant policy here							
	E Business case	Name of relevant market here							
	S Individual awareness	Name of relevant structure here							
	T Supplier availability	Name of technology here							
				Remaining Challenges: What are 1-3 specific challenges that require a specific innovation action?					
				Innovation Priorities: What should innovation action focus on? What RLs does the program target?					

4 Summarising readiness
 A description of the current readiness is agreed upon by the collaboration and written here.

2 Defining relevant component
 Next, it's necessary to define the relevant PEST factors. Here you write the name of a specific policy, market conditions or technology being assessed.

3 Assessing readiness
 Readiness level is then assessed, using the readiness level criteria on the page before.

5 Preparing for action
 Once innovation readiness is assessed, the collaboration summarises the current state of readiness, the challenges that remain and the priorities for action.



The Innovation Readiness Levels[©] scale in full

For reference when filling out the Innovation Canvas below

Phase		Level	Description
Develop	1	Challenge observed	A challenge is observed in multiple geographies and conditions. Agreement articulated amongst industry practitioners and expert
	2	Idea described	A solution concept is described by technical experts in sufficient detail to set a clear plan to validate the solution's viability is articulated.
	3	Concept articulated	A solution articulated as a proof of concept, validated with key stakeholders within immediate network.
Demonstrate	4	Concept validated	A proof of concept passes testing in a theoretical (non-operational) setting. Solution validated with non-technical experts within the wider innovation ecosystem, including end users.
	5	Prototype tested	A prototype is shown to be technically competent (but not yet commercially or politically viable) when tested in conditions that resemble the real-world application. Conditions may be highly controlled and interaction without outside stakeholders is not anticipated.
	6	Prototype demonstrated	A first of a kind project supported with public funds that tests a small-scale version of a scalable technology in a controlled environment. Policy or business environment conditions may be artificially controlled to enable testing.
Deliver	7	Solution demonstrated	Repeated pilot demonstrations show buy-in from key stakeholders and a track record of positive user engagement, technical efficiency and financial health. Public subsidy may still be used at this stage.
	8	Solution scaled	Widespread deployment across multiple geographies, replicated by partners and funding instruments beyond the project scope.
	9	Solution standardised	Solution is mature and treated as part of standard operating practice. Where equity is needed, solution is considered bankable by mainstream finance institutions.

2. The Innovation Canvas

Mission:

Write your mission here

Pathway:

Write brief description of your action pathway here

Summary of Current Readiness:

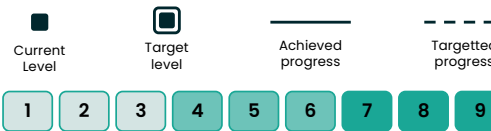
What is the current state of innovation?

Which components are advanced?

Which need attention?

Readiness Assessment

Fill in objectives and assessments per component



Macro

		1	2	3	4	5	6	7	8	9
P	European directives	Energy sharing legislation								
E	Broad economic conditions	Local energy at grid parity								
S	Governance structures	Transnational agreements								
T	Technology Innovation	Energy system integration								

Meso

P	National regulations	Grid tariff legislation								
E	Business models	Bankable business model								
S	Organisational capacity	Energy sector support structures								
T	Integrated solutions	PED technology integration								

Micro

P	Planning and investments	Local public guarantee								
E	Business case	Positive local business case								
S	Local providers	Service provider preparedness								
T	Supplier availability	Technology availability								

Remaining Challenges:

What are 1-3 specific challenges that require a specific innovation action?

Innovation Priorities:

What should innovation action focus on?
What RIs does the program target?

3. The Project Canvas

Outlining the action

1 The first step defined the approach, identifies the importance of the project, and sets the scale of the initiative.

Setting priorities

2 Next, priorities and actions are identified using analysis from the Innovation Canvas.

Planning operations

3 Operational factors are assessed, considering the resources, partners, and stakeholders needed and a realistic timeline with defined milestones.

Project Title:	Owner:	Date:
Approach What will this project do?	Importance Why is this project important? What will it help you achieve?	Scale How many people will be involved? Is this project local, regional, national or international?
Innovation Priorities Following your IRL assessment, what aspects of the innovation need most work?		Target Results By the end of your project, what will you have achieved? How will readiness levels change?
Innovation Actions How will you advance the readiness level of your chosen innovation priorities?		
Resources What budget do you have? What equipment do you need? How much time do you have to deliver	Partners & Stakeholders Who is the team and what will they do? Which stakeholders have a say in this innovation? How should they be involved?	Timeline What are the milestones for this project?

3. The Project Canvas

Project Title:	Owner:	Date:
Approach What will this project do?	Importance Why is this project important? What will it help you achieve?	Scale How many people will be involved? Is this project local, regional, national or international?
Innovation Priorities Following your IRL assessment, what aspects of the innovation need most work?		Target Results By the end of your project, what will you have achieved? How will readiness levels change?
Innovation Actions How will you advance the readiness level of your chosen innovation priorities?		
Resources What budget do you have? What equipment do you need? How much time do you have to deliver?	Partners & Stakeholders Who is the team and what will they do? Which stakeholders have a say in this innovation? How should they be involved?	Timeline What are the milestones for this project?