
PROGRAM GUIDE: PRODUCT SCALEUP PROGRAM

PROGRAM OVERVIEW

Background

The development and commercialization of innovative digital technology and knowledge-based products is critical to Alberta's global competitiveness. Reducing time to market and taking a product to commercialization is an explicit priority for technology and knowledge-based research and development. Access to non-dilutive funding that de-risks digital technology or knowledge-based product development and scaling has been identified as a critical success factor.

The Product ScaleUp Program (the "**Program**") was created to assist Alberta SME's in commercializing innovative digital technologies. The Program financially supports employees with expertise in developing, commercializing, and scaling digital technology. Supported SME's must have technologies with strong product validation, proven product-market fit, and a robust commercialization strategy. The purpose is to scale digital technological solutions, support emerging technologies, and serve as a catalyst for the development and implementation of innovative technology products that can generate economic, social, and environmental benefit for Albertans.

Successful Applicants will receive access to a peer to peer networking and community platform, and to ongoing virtual product management training for the leadership team and Associate throughout the term of the program. Training may include such topics as:

1. What is a Product Associate? How do they create value?
2. Self-Assessment - Map your Gaps
3. ScaleUp Expansion Strategies
4. Vision/Strategy - Development and Evolution by Stage
5. ScaleUp Expansion Strategies
6. Financial Bootcamp for ScaleUp CPO
7. Product Operations and Data Drive Practices
8. Product/Organization Alignment
9. How to become a ScaleUp Exec Influencer
10. Your Seat at the Board Table
11. Presenting to and communicating with different Stakeholders

Training will be provided on an on-demand basis throughout the course of the program.

The Program is part of a suite of SME funding programs focused on the commercialization of technological solutions and is funded by the Government of Alberta, Ministry of Jobs, Economy and Innovation and administered by Alberta Innovates. Alberta Innovates aligns its funding programs and portfolio management to our investment focus areas, which currently are: Digital Health, Innovative Hydrocarbon Products, Smart Agriculture, and Artificial Intelligence.

Program Details

Alberta SMEs (the “**Applicant**”) may be eligible for up to \$100,000 for one-year, to subsidize employment of critical human capital (the “**Product Associate**” or “**Associate**”) on a full-time or part-time basis. An Applicant must be an Alberta-based company with an Albertan footprint, which is determined by the following: significant physical and corporate operational presence in Alberta, appropriate Alberta ownership, and discernable intent that operational benefits will flow primarily within the province of Alberta.

The amount and employment status are dependent on the qualifications of the Associate, and Alberta Innovates’ assessment of the needs of the Project.

The Product Associate utilizes product management fundamentals and practices to develop, iterate, and scale digital products. These activities include but are not limited to conducting customer interviews and user testing, feature development and prioritization, resource allocation and market identification, pricing and revenue modelling, product validation, and defining and tracking success metrics.

HOW THE PROGRAM WORKS

Applications must be submitted by November 13, 2020 and may be accessed through our [Applicant Portal](#). The support of a [Technology Development Advisor](#) (TDA) is strongly recommended, as they provide guidance throughout the application process, can recommend suitable alternative Alberta Innovates funding programs, and provide guidance for external funding opportunities.

Eligibility

(a) Applicant Eligibility Criteria - To qualify as an Applicant, an SME is required to satisfy the following criteria:

- be a for-profit SME;
- demonstrate the relationship between the Applicant and the Associate does not create a conflict of interest;
- be an Alberta-based company with an Albertan footprint, which is determined by the following: significant physical and corporate operational presence in Alberta, appropriate Alberta ownership, and discernable intent that operational benefits will flow primarily within the province of Alberta;

- meet the following definition of an SME: a company with fewer than 500 Full Time employees, and less than \$50,000,000 annual gross revenue;
- be a legal entity with up to date corporate filings*
 - incorporated in Alberta; or
 - incorporated federally or in another jurisdiction AND extra-provincially registered in Alberta; or
 - a General Partnership, Limited Partnership or Limited Liability Partnership AND registered in Alberta;
- have the financial capability to fund the required Applicant Contribution;
- be in good financial standing with Alberta Innovates and its subsidiaries InnoTech Alberta and C-Fer Technologies; and
- not currently have more than two (2) active Alberta Innovates-funded Associates.

(b) Associate Eligibility Criteria - To qualify as an Associate, the individual must meet the following criteria:

- not currently own, has no right, option or entitlement to purchase more than 15% of the issued and outstanding shares of the Applicant;
- not have been an Associate for the Applicant other than in the case of a re-application;
- not have been employed by the Applicant for more than twelve (12) months prior to the submission date of the Application;
- be in good financial standing with Alberta Innovates and its subsidiaries InnoTech Alberta and C-Fer Technologies; and
- intend to live in the Province of Alberta at least for the duration of the Investment in the Project, unless the Applicant can provide evidence that having the Associate outside of the province will support the Project.

(c) Project Eligibility Criteria

To qualify for funding all Projects must:

- be stepped with critical “go/no go” milestones;
- submit to other criteria that Alberta Innovates may develop from time to time.

Program Objectives and Performance Measurement

The Product ScaleUp Program is designed to deliver meaningful return on investment to the Province by serving as a catalyst for the commercialization and growth of innovative technology products that generate increased revenue for Alberta SMEs.

Over the life of a Project, Alberta Innovates employs an active project management philosophy, regularly monitoring performance and supporting the Applicant and Associate to reach their objectives. Funding is tied to outcomes and achievement of results and submission of progress reports.

Once Projects are completed, Alberta Innovates continues to monitor performance for five (5) years to accurately evaluate the economic, social and environmental benefits realized for the province.

All Investment Agreements outline performance indicators tracked over the course of the Project and the responsibilities of the Applicant to report on outcomes after the completion of the Project.

Alberta Innovates has a common set of performance metrics it monitors, both at the individual Project level and for the aggregate Program. These are highlighted on the next page.



Product Associate Roles

Full and Part Time Associate

Please note the role description remains the same for the Part Time Associate and Full Time Associate positions. Total funding for the Part Time Associate will be a prorated portion of annual salary based on proportion of time worked.

This is a senior role, in which the Product Associate will develop and maintain a long-term product vision, strategy, and roadmap for the Applicant company. The main functions of this role include:

- Lead the product management team, while functioning as an engaged advisor to, or member of the senior leadership team.
- Work closely and collaboratively with marketing, sales, customer success and development, and be heavily invested in their success.
- Identify and implement lean and agile product management principles and processes that engage customers, prospects, and other stakeholders.
- Set and achieve clear financial, usage, engagement, quality, and other measurable goals for the Applicant company.

Experienced Product Leader and Mentor

- Ability to guide and mentor a product team in the fundamentals of product management including a focus on market problems, product-market fit, lean and agile product management principles, product discovery, market analysis, customer segmentation, competitive intelligence, business case development, personas, user journey maps, design and user experience, requirements definition, roadmaps, prioritization, pricing and revenue models, product operations and data-driven decision-making, go-to-market strategies, product led growth, technical architecture implications, and agile development practices.

User Experience Advocate

- Ability to integrate modern user experience practices into the product development workflow to ensure superior UX is a differentiator in the company's portfolio
- Ability to recognize customer needs across a variety of personas and verticals, then ensure they are reflected in a portfolio strategy
- Drive improvement in NPS.

These descriptions are not exhaustive and Alberta Innovates will consider the needs of the Applicant.

Objectives and Performance Metrics



APPLICANT OBJECTIVES

- Access to **financial resources** to accelerate commercialization
- Access to **business expertise** to progress technology readiness level
- Access to **business expertise** to progress to commercialization

SHORT TERM



PROJECT PERFORMANCE INDICATORS

- Product Plan** and related metrics developed
- Progress** on commercialization business development and sales.
- Satisfaction rates** of the SME.



PROGRAM PERFORMANCE INDICATORS

- Net jobs created
- Revenue generated
- Exports
- Follow-on investment secured
- Technology progression & scale-up
- Economic diversification
- Socio-environmental benefits to Alberta

LONG TERM



ALBERTA OBJECTIVES

- Expansion** of highly trained personnel in the Province
- Increased industry **Business Development Activities & Outcomes**
- Globally competitive** SMEs and large-scale enterprises

How Funding Works

(a) Project Funding

This role is available on a full or part-time basis, and the Applicant is required to provide a minimum of 25% of the Associate’s salary in cash (the “**Contribution**”). For example, if the Applicant wishes to receive \$75,000 from Alberta Innovates for an Associate, the Applicant must contribute at minimum \$25,000 cash making the Eligible Salary \$100,000/year.

Alberta Innovates <i>Maximum</i> Annual Investment for the Stipend per Level (Paid in monthly installments)
Full-Time up to \$100,000
Part-Time - pro-rated portion of \$100,000

These amounts are maximums; the Applicant and the Associate may agree on a lower Eligible Salary. In addition, Alberta Innovates encourages the provision of additional cash and/or In-Kind to the Associate by the Applicant but will not provide more than the maximum amount specified in the above table. The Applicant is required to provide a 25% cash Contribution.

HOW TO APPLY



STAGE 1

Applicant and Opportunity

The Applicant should have engaged a Technology Development Advisor prior to submitting an Application.

The Applicant is required to select an Associate to perform the project work outlined in the Application prior to submission.

All Applications are evaluated for Applicant, Associate, and Project quality and potential.



Project Management

Ongoing Project Support and Oversight

For approved Applications, the Applicant and the Associate will execute an Investment Agreement with Alberta Innovates to proceed with the activities of the Project.

On-going management and progress reporting on achievement of project objectives will occur.

A TDA will be assigned to the Project if one is not already engaged.

Alberta Innovates continues to require reports from the Applicant for five years following the completion of the Project to measure long-term benefits.

EVALUATION PROCESS

Alberta Innovates leverages internal staff and external expert reviewers to evaluate Applications submitted by SMEs. Alberta Innovates evaluates promising technologies based on a variety of common business and technical factors such as: the management team, market conditions, competitive advantage and product/market fit, go to market plan, financials, technical feasibility and export potential. The program training team will provide input into the funding decision.

Alberta Innovates retains the sole right to determine the evaluation process and does not disclose the names of its external reviewers to ensure their objectivity and impartiality. All external parties are subject to both confidentiality and conflict of interest policies set by Alberta Innovates.

An Applicant whose Application is declined by Alberta Innovates may, on a one-time basis, re-apply to Alberta Innovates to address and correct any deficiencies or issues. Where a shareholder of an Applicant owns 51% of any other Applicant, as indicated by the corporate search, the Applicants will be considered one in the case of a re-application where the Project or technology is the same.

The assessment criteria and all investment decisions are at the sole discretion of Alberta Innovates.

TERMS AND CONDITIONS

This Program Guide is intended as a high-level overview of the Product ScaleUp Program. It provides interested SMEs with a roadmap of what to expect over the lifecycle of a Product ScaleUp Program Project, from the application stage, during the Project, and post-completion. Please be aware Alberta Innovates may modify this guide from time to time in keeping with any changes to the Program.

Alberta Innovates will only correspond in writing and provide copies of the Application to the person named in the application form as the one authorized to speak for the Applicant.

Once we have evaluated and approved an Application for funding, Alberta Innovates will require the Applicant to sign our standard form Investment Agreement found on our [website](#). The Investment Agreement sets out in detail the roles, responsibilities and obligations of the various Parties to ensure a successful Project. Alberta Innovates will not provide any funding until the Investment Agreement has been signed by all Parties.

Alberta Innovates will only fund Applicants who have satisfied all eligibility criteria. Meeting the eligibility criteria does not guarantee access to funding, and all funding decisions will be made by Alberta Innovates at its sole discretion. Funding decisions will be communicated verbally and in writing once

EQUITY, DIVERSITY AND INCLUSIVITY (EDI)

Alberta Innovates believes the Research and Innovation ecosystem is stronger and more sustainable when it is broadly reflective of the overall diversity of our community and therefore embraces the principles of Equity, Diversity and Inclusivity.

CONTACT INFORMATION

Ayo Aiyeleye
Director, Scaleup and Growth
TEL: 780.450.5305
Email: ayo.aiyeleye@albertainnovates.ca

To connect with a Technology Development Advisor, please visit our website at <https://connectwithus.albertainnovates.ca>.

Version 2.0 – May 2021

