

**1** Use the questions on the back of the canvas to find strengths and weaknesses in your innovation.



**2** Mark yourself from 1 to 5 on how well you can answer the questions. Make a note of specific issues.  
 1 = needs work  5 = sorted

**NEEDS**  
 USER NEEDS  
 PAIN POINTS  
 CUSTOMER

**3** Use low scores to identify your top challenges; decide actions to solve them. Focus on what you need to do now and next.



**APPROACH**

- DESCRIPTION
- USER GAINS
- USP

**EXPERIENCE**

- DISCOVERY
- TRANSACTION
- USER EXPERIENCE

**IMPACT**

- ECONOMIC
- SOCIAL
- ENVIRONMENTAL

**IP**

- NEW INTELLECTUAL PROPERTY
- EXISTING IP
- LICENSING

**OFFER**



**NEEDS**

- USER NEEDS
- PAIN POINTS
- CUSTOMER

**MARKET**

- SIZE & TRENDS
- BARRIERS TO ENTRY
- COMPETITION

**RULES**

- FREEDOM TO OPERATE
- LEGISLATION
- STANDARDS

**RISK**

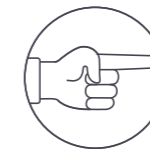
- IDENTIFY
- ASSESS
- MITIGATE

**OPPORTUNITY**



**TOP CHALLENGES:**

Review the topics where you've given yourself a low score. List specific challenges which you need to work on to move your project forward. Focus on the two or three most important.



**ACTION POINTS:**

Make a note of what you can do to address each challenge. Be realistic and give yourself deadlines for action. You may find it helpful to discuss options with a colleague or advisor.

**CAPABILITY**

**LEADERSHIP**

- CHAMPIONS
- MANAGEMENT
- STRATEGY

**FINANCE**

- COST
- FUNDING
- CASHFLOW

**R&D**

- IDEAS
- DESIGN
- TECHNOLOGY

**OPERATIONS**

- SKILLS & PEOPLE
- EQUIPMENT & MATERIALS
- COLLABORATION



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



ORGANISATION

PROJECT

CREATED BY

DATE

## How do I use the Innovation Canvas?

-  Use the questions below to find strengths and weaknesses of your innovation. Some are more important early in an innovation process, others later on. But you should work on all of them throughout.
-  **NEEDS**  
 USER NEEDS  
 PAIN POINTS  
 CUSTOMER  
Mark yourself from 1 to 5 on how well you can answer the questions. Make a note of specific issues.  
1 = needs work 5 = sorted
-  Use low scores to identify your top challenges and decide actions to solve them. Focus on what you need to do now and next.

The Canvas frames innovation as a continuing conversation between three core drivers:

-  **Opportunity**  
an end user with a specified need in an identified market
-  **Offer**  
an approach to meeting the need that delivers quantified benefits
-  **Capability**  
that enables the development and delivery of the offer



## Knowledge Transfer Network

### What is the Innovation Canvas?



The Knowledge Transfer Network (KTN) helps businesses get the best out of creativity, ideas and the latest discoveries, to strengthen the UK economy and improve people's lives through innovation.

KTN's Innovation Canvas proposes a model of innovation which is iterative and non-linear while still providing a clear and logical framework.

Use it as **creative platform** to sketch the landscape in which you are developing an innovation.

Use it as **diagnostic tool** to get a better understanding of an opportunity, to improve an offer or to strengthen your capacity to innovate.

### For guidance on using the canvas:



[www.innovationcanvas.ktn-uk.org](http://www.innovationcanvas.ktn-uk.org)  
or  
[innovationcanvas@ktn-uk.org](mailto:innovationcanvas@ktn-uk.org)

KTN is a network partner of Innovate UK.

General enquiries to KTN:  
[www.ktn-uk.co.uk/contact](http://www.ktn-uk.co.uk/contact)  
Telephone: 03333 403250

**Innovate UK**  
Knowledge Transfer Network

## OPPORTUNITY

### NEEDS

#### User Needs

What need will your innovation meet?

Who is the end user of the innovation?

#### Pain Points

What task is the user trying to accomplish?

What difficulty or frustration does your innovation overcome?

#### Customer

Who will pay for the innovation? What is their incentive?

### MARKET

#### Size & Trends

What size is your target market, now and in the future?

What realistic share can you take?

What drivers are shaping the market and how will they develop over time?

#### Barriers to Entry

What obstacles make it difficult to enter the market?

#### Competition

What competing offers meet the identified needs?

What differentiates your offer to provide superior benefits to the user?

### RULES

#### Freedom to Operate

Does the offer infringe intellectual property rights of others?

#### Legislation

What regulations apply to the target market?

#### Standards

Could standards affecting the market stimulate further innovation?

What ethical or social issues are involved in bringing the innovation to market?

### RISK

#### Identify

Have you identified possible sources of risk in the development and delivery of your innovation?

#### Assess

How will you calculate the likelihood of a specific risk occurring and its impact?

#### Mitigate

How will you reduce the chances of a risk occurring?

If it does, do you have a plan for managing it?

## OFFER

### APPROACH

#### Description

What is the innovative product, service or process?

#### User gains

How does it meet the identified need?

Are there any further opportunities for you to create new value?

#### USP

What is your offer's unique selling point (USP)?

### EXPERIENCE

#### Discovery

How will users hear about the benefits of your offer?

#### Transaction

Who pays for the offer and how? What's their incentive?

How will the offer be delivered to the user?

#### User Experience

How will users experience your offer over time?

### IMPACT

#### Economic

What are the quantifiable economic benefits of your innovation - to you and to others?

#### Social

Can you foresee any social impacts, either positive or negative?

#### Environmental

What is the potential environmental impact of your innovation?

### IP

#### New Intellectual Property

What new IP could be created through this innovation?

Can you secure any new IP? (copyright, patent, design rights, trademark)?

#### Existing IP

Do you have existing IP to exploit in this innovation?

#### Licensing

How can licensing IP from the innovation create additional value?

## CAPABILITY

### LEADERSHIP

#### Champions

Who has the passion to make this innovation happen?

#### Management

Do you have all the financial, technical and people management capability that you need?

#### Strategy

How does this innovation enhance your future development and growth?

### FINANCE

#### Costs

What will it cost to bring the offer to market?

#### Funding

What public funding could support this innovation?

What private finance could be invested in this innovation?

How will it be raised?

#### Cashflow

How will you finance every stage of the innovation process?

### RESEARCH AND DEVELOPMENT

#### Ideas

How do you generate, develop and assess new ideas?

#### Design

Is design expertise used effectively in the development process?

How will you involve users and stakeholders in the R&D process?

Are iterative prototyping and testing functions in place?

#### Technology

How will you solve scientific and technical challenges?

### OPERATIONS

#### Skills & People

Does your team have the knowhow and skills to produce the offer?

Are your teams, internal or external, working together effectively?

#### Equipment & Materials

Are the right materials/kit/plant and tools available when you need them?

#### Collaboration

What can you do in-house, what can be outsourced?

Do you have the right external partners or suppliers in place?

### Innovation Design

- Search for unmet needs and new opportunities
- Generate ideas for new products and services
- Suggest new uses for existing business capabilities
- Design innovations for commercial success

### Innovation Diagnosis

- Identify and overcome important challenges
- Spot gaps in your capacity to innovate
- Test assumptions that may be hindering progress
- Clarify areas of risk and uncertainty
- Invite and secure team buy-in

### Tools and Resources for Innovators



People use a wide range of tools and resources to develop ideas at every stage of the innovation process. Some of the most useful are:

#### 1 Risk Matrix

Risk is an inevitable part of innovation: success depends on being able to manage and respond to risks properly. A risk assessment matrix can be used to evaluate and prioritise risks based on the severity of their impact and their likelihood to occur. It helps in anticipating potential risks and planning appropriate responses for when they occur.

#### 2 Value Proposition

A value proposition is a clear, succinct statement that explains why customers will choose your offer in preference to your competition. You can use the canvas to compose a value proposition by answering 4 questions:  
What **Need** will this innovation meet?  
What compelling **Approach** does the innovation take to meeting that need?  
What are the quantifiable **Benefits** of the approach?  
How are the benefits superior to the **Competition**?

#### 3 Personas

A persona is a fictional representation of your target user, often used as part of a Human Centred Design (HCD) process, an approach to design and development that can deliver substantial economic and social benefits for users, employers and suppliers.

#### 4 Horizons

What is influencing your future markets? Horizons is a practical tool developed by Innovate UK that helps you to work out just that. Use it to develop your strategy, inform commercial decisions, and drive new innovation, taking account of the social and environmental factors that define a sustainable economy.

#### 5 KTN Guide to Writing a Successful Funding Application

The KTN Guide to Writing a Successful Funding Application is particularly aimed at grant applications to Innovate UK, who runs regular grant competitions in several sectors and thematic areas throughout the year.

The guide aims to give clear and detailed information about what to include in an application, to explain what the assessors are looking for, and to provide useful tips for developing an application.

#### 6 4Manufacturing

4Manufacturing is a diagnostic and road mapping tool to help manufacturers get started with Industry 4.0 in an easy step-by-step methodology.  
[www.4manufacturing.co.uk](http://www.4manufacturing.co.uk)