NLR TEAMER Commercialization Capabilities

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National Laboratory of the Rockies

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NLR Commercialization Capabilities

Commercialization evaluation of Waves to Water Prize competitor designs and business strategies. Photo by Werner Slocum, NLR.

Facility Notes

- *Scheduling*: 1-2 months
- *Business types supported*: All stages of development; tailored to developer
- *Marine energy utilization*: Primarily marine energy focused, represented in Water Power Deployment and Commercialization Team

Facility Capabilities	
Business Strategy	End-user analysis, business development pathways
Regulatory Landscape	State and federal authorizations, available incentives, adaptive management
Community Engagement	Best practices, initial strategies and considerations
Storytelling	Funding opportunity review, developing a vision and outreach strategies
Financial Modeling and Planning	Project cash flow, manage financial resources, develop a fundraising strategy
VC Engagement	Approaches to identify and engage patient capital, connection with network as possible
Risk Management	From introduction to co-development of a risk register and mitigation approaches
TEDA/TPL	Evaluate techno-economic performance potential of early-stage concepts.

Business Strategy

Shelly Curtiss

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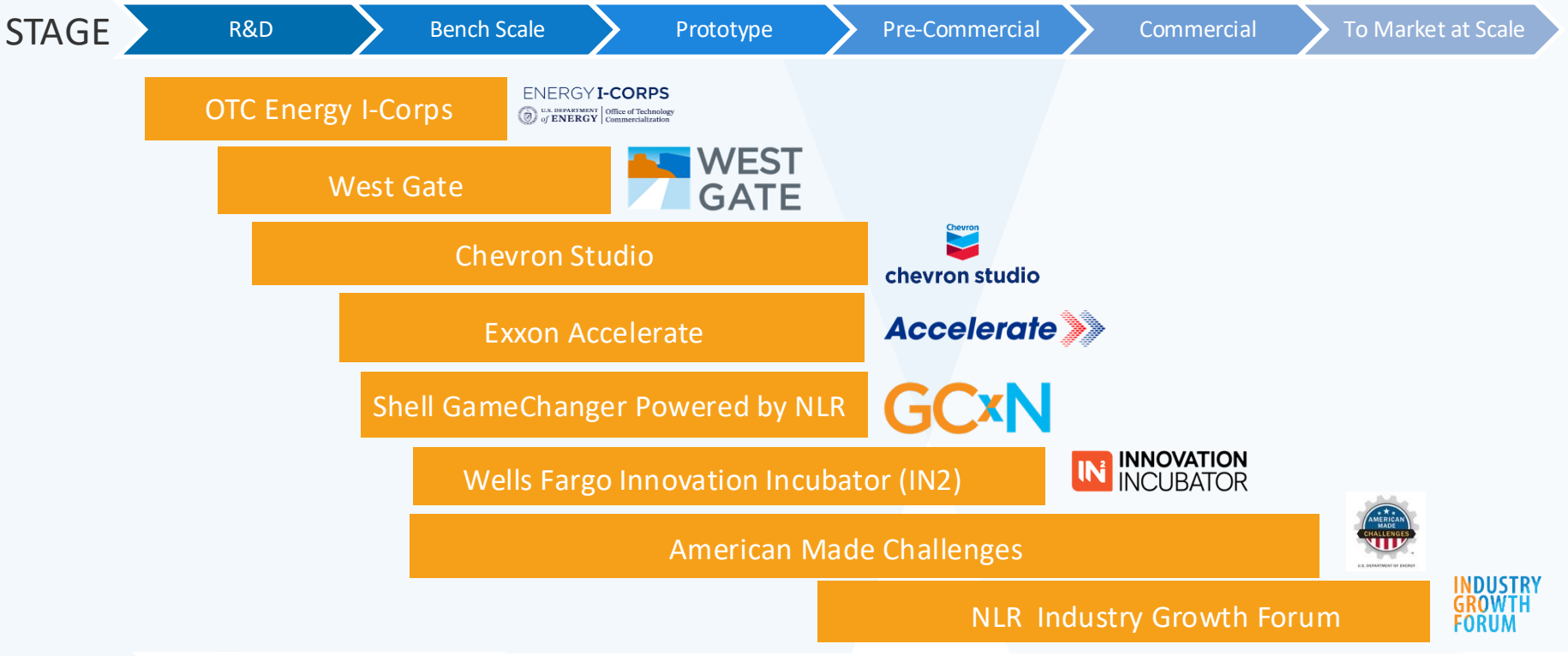
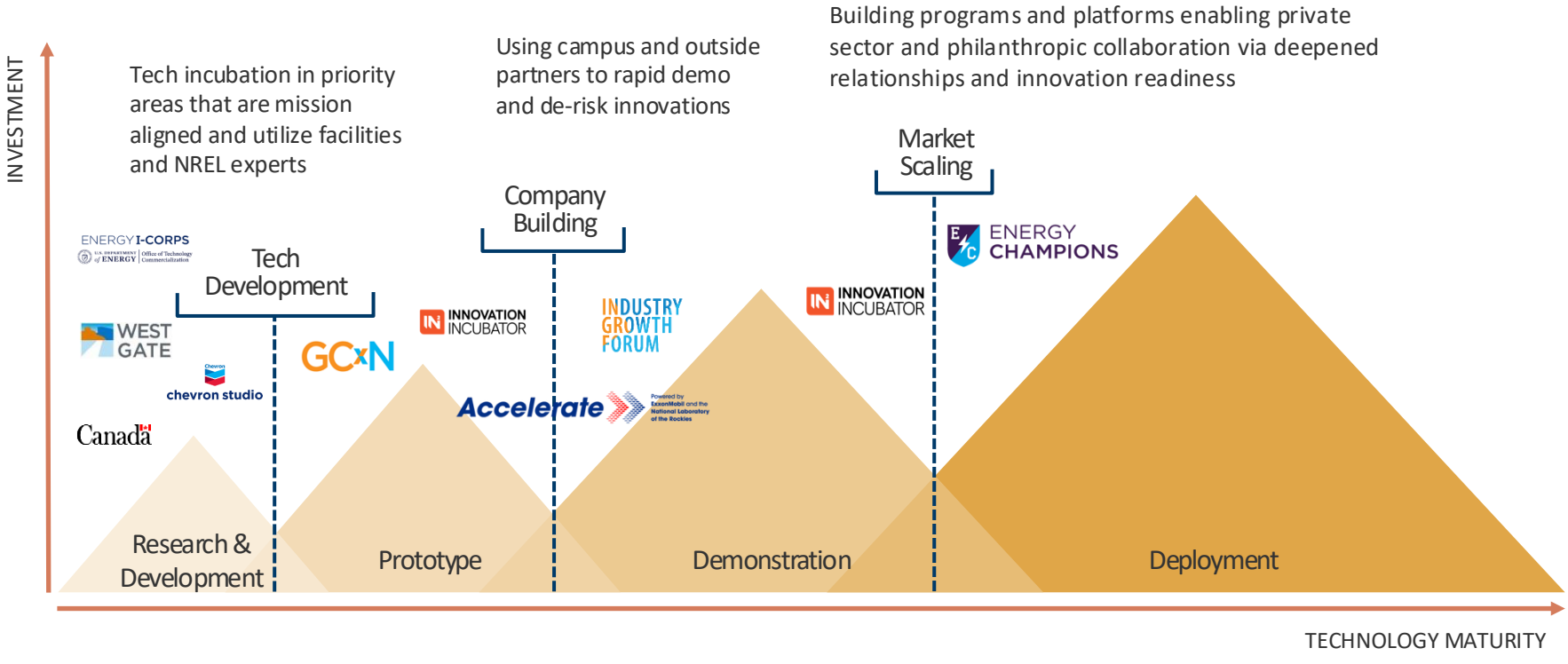
Innovation & Entrepreneurship Center

Our Mission: Leveraging NLR's expertise and facilities, the IEC serves the energy innovation marketplace by derisking technologies and connecting stakeholders.

Accelerating Tech to Market with Tech Incubation Programs



IEC Capabilities & Programs Bridge the Valleys of Death



The Power of NLR's Innovation Network

NLR has a nationwide network of startups, investors, and incubators with a global reach.

Startups

- 110+ portfolio companies in current incubation programs
- 355 unique startup applicants to Industry Growth Forum (last 2 years)
- 2000 startups receive our monthly bulletin

Investors

- 51 investor advisory board members
- 500 investors in our broader investor network

Channel Partners

58 Channel Partners

- 19 university programs
- 39 incubators/accelerators
- Represent 6000+ startups

52 University Tech Transfer partners

Business Support

- **Categories of Potential Support**
  - Go-to-market strategy and entrepreneurial training
  - Defining technology value propositions
  - Conducting stakeholder discovery interviews and defining your customer target
  - Exploring viable market pathways
  - Custom training and mentorship
  - Ecosystem development and engagement
  - Presentations and storytelling
  - Building out your team, pricing structures, getting ready for fundraising……and so on….

Chevron
chevron studio
GCxN
WEST GATE
IN2 INNOVATION INCUBATOR
ENERGY I-CORPS

Regulatory Landscape, Community Engagement, and Storytelling

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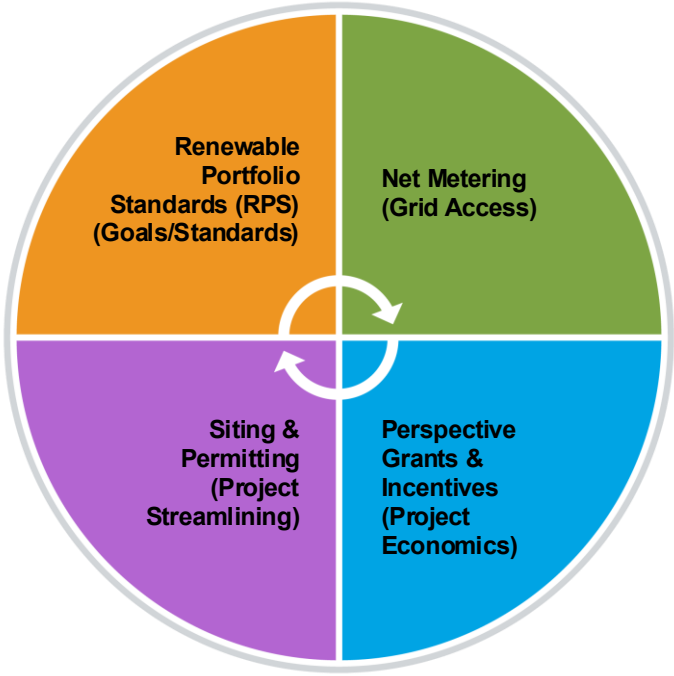
Regulatory Landscape

- **Categories of Potential Support**
  - Support in the identification of potential sites and partnerships.
  - Strategy development mapping fundraising to permitting timelines and deployment target based on a specific site(s), including agencies, timeline, and implementation strategy.
  - Analysis of market conditions that may impact the regulatory environment, including state and federal policies and incentives.
  - Adaptive management strategies and use cases to balance required ecological considerations and other best practices.
- **Regulatory and Policy Analysis Research**
  - State-Level Marine Energy Policy Case Study and Overview

    An evaluation of Maine and California's laws and incentives, and an evaluation approach that can be applied to other states
  - Marine Energy Commercialization Review: Evaluation of the Transition From Public to Private Capital

    Unique federal and state funding mechanisms that can apply to marine energy projects, and relevant public funding and private capital mechanisms



State-level policy measures to consider on the impact to marine energy deployments. Graphic by NLR.

Community Engagement

- **Categories of Potential Support**
  - Best practices and strategies for communicating early and often with community stakeholders.
  - Strategies for maintaining healthy relationships, balancing community capacity, and keeping a community informed.
  - Setting realistic technology performance expectations.
  - Finding the right project partner(s) with a shared vision which aligns the technology to community goals.
- **State, Local, and Tribal Government Support**
  - Deployment Readiness Framework: quantitative and qualitative factors that inform a community's readiness for marine energy deployments.
  - Direct deep dive technical assistance to communities, including exploration of marine energy, through programs like Energy Technology Innovation Partnership Project.
  - Supporting communities in developing their energy goals and actionable strategies for achieving them.
  - Gathering community perspectives, feedback, and needs and incorporating them into laboratory and deployment projects.

Facilitated training session on energy generation ownership models for communities. Photo by NLR.

Storytelling

- **Categories of Potential Support**
  - Review target funding opportunities and offer feedback to applications based on the funding entity.
  - Advise on strategies to develop a clear vision, goal, audience, and key messages to inform outreach.
  - Provide access to supplementary resources and entrepreneur toolkits to support outreach.
- **Water Power Deployment & Commercialization and Communications Teams**
  - Experience designing and implementing funding programs and completing reviews that inform application guidance and collaborative proposals.
  - Direct support internal and external to NLR in developing a foundation for impactful communications.

Photo by NLR.

Funding Continuity, Financial Management, and VC Engagement

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Financial Modeling, Planning & Management

Sound financial management is critical to operational survival, and strong financial models help developers project and manage plans as well as secures funding.

What we can offer

- **Financial Health & Efficiency**: Identification of key metrics and cash runway analysis to provide insight into the financial health, performance, and efficiency of a business.
- **Cash Flow & Funds Management**: Using cash flow forecasting to inform resource allocation, long-term growth, and fundraising timelines.
- **Strategic Planning**: Using financial models for scenario planning and to evaluate the financial impact of operational and strategic decisions.
- **Data-Driven Storytelling**: Leveraging a financial model to communicate business model and strategy.

Navigating Venture Capital Engagement

VC investments are driven by their own unique business models – not only the strength of a pitch. Key considerations can help developers identify and approach appropriate partners at the right time.

What we can offer:

- **Understanding the VC Model**: Understanding how VCs operate and key factors that drive investment decision-making.
- **Finding the Right Fit**: Strategies for aligning with a firm's specific investment thesis and strategic priorities.
- **Timing An Approach**: Leveraging insights on fund vintage years and closing cycles to potentially improve outreach.

Risk Management Framework

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TEAMER Facility at NLR for Risk Management

TEAMER facility at NLR for marine energy risk management:

- Background
- What capabilities are included?
- What applicants can ask for?

"*Risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more objectives. Positive risks are opportunities, while negative risks are threats.*"

—**Project Management Institute, *The Standard for Risk Management in Portfolios, Programs, and Projects*, 2019**

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Background: TEAMER facility capability based on NLR's ***Marine Energy Technology Development Risk Management Framework***

- https://docs.nlr.gov/docs/fy24osti/90212.pdf
- Published in 2024, which replaced the 2015 version.
  - Links on cover page to Risk Register
  - Links on cover page to FMECA
- David Snowberg (NLR) is lead author
- Also new work at NLR in 2026 for risk categorization and tools for marine energy risk identification.

TEAMER Facility at NLR for Risk Management

[1] NLR's ***Marine Energy Technology Development Risk Management Framework*** https://docs.nlr.gov/docs/fy24osti/90212.pdf

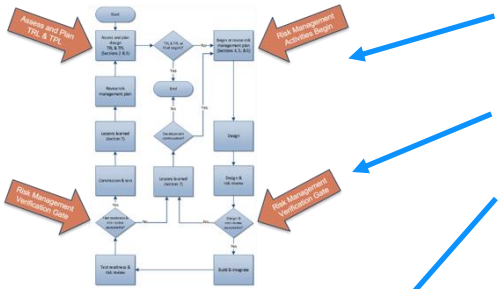


Fig 1. [1]

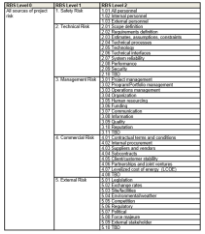


Table 4. [1]

What capabilities are included?

- Risk management planning & execution
- Supporting risk management activities throughout technology development (TRL progression)
- Design and risk reviews
- Risk identification, response planning, and tracking in a risk register
- Failure modes identification and management through detailed FMECA
- Lessons learned workshop

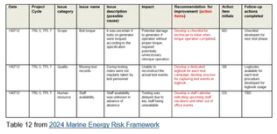


Table 12. [1]

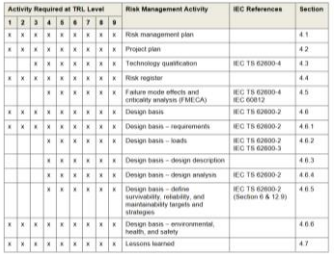
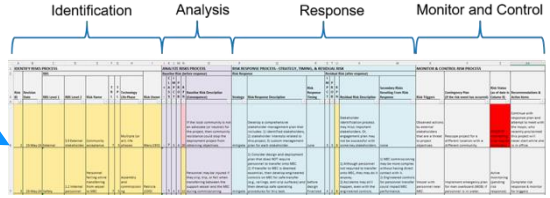
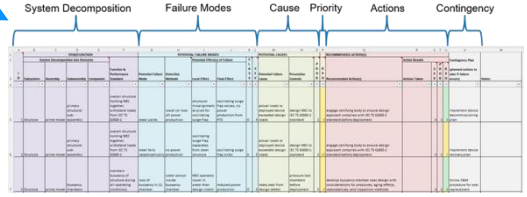


Table 4. [1]



Risk Register Template [1]



FMECA Template [1]

TEAMER Facility at NLR for Risk Management

Applicants can request:

- Support implementing risk management processes that are worthwhile to the applicant
- Customized support to effectively manage the risks that matter to the applicant's objectives
- Comprehensive identification of key risks specific to the applicant's current and future state & develop tailored response plans
- Review of existing applicant's processes and recommendations to align with NLR's Risk Management Framework
- Support preparing risk management deliverables for DOE or other sponsors

Applicants can request:

- Expert reviews (designs, risks & processes)
- Workshops led by NLR with applicant:
  - Comprehensive risk identification
  - Risk analysis and response planning
  - System failure mode mitigation (FMECA)
  - Lessons learned (successes and issues)
- Deliverables developed as collaboration:
  - Risk management plan
  - Risk register w/action items
  - FMECA w/ recommendations
  - Lessons learned w/ recommendations
- Assurance applicant's data will be treated as confidential information by NLR.

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