

## TT TRAINING COURSE



*5-Day Skills Development Course for  
the Technology Transfer and  
Innovation Support Professionals*

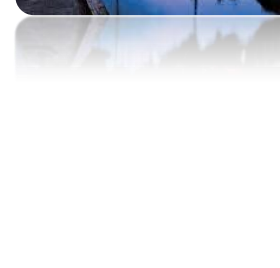
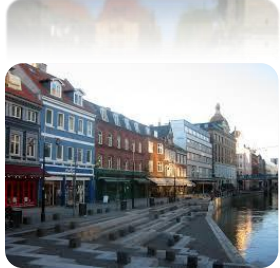
*29 Sept. – 3 October 2014  
Danish Technological  
Institute  
Aarhus, Denmark*



# SUAFRI-EPC

This Project is funded by the European Union under the 7th Framework Programme

*Organised in the framework of the SUAFRI-EPC project  
(Supporting the Uptake of Agri-food Research Results into  
Innovation with EPC Countries)*



# PROGRAMME

DAY 1 - MONDAY 29 SEPTEMBER 2014, 9.30-16.30

## The Commercialisation of Research Results

### OBJECTIVE AND BACKGROUND

The objective of the course is to take IP owners through the process of commercialisation, confronting them with the most critical decision-making elements. They will be trained to identify the commercialisation potential of the IP, how research results can be protected and how to assess and value the IP.

The training will guide the participants through the threats and opportunities of spin-off establishment and licensing out.

By the end of the course they will have an understanding of the options they have and the pitfalls they should avoid when it comes to IP management.

### CONTENT

- Publication vs. commercialisation
- Internal utilization
- Evaluation / benchmarking / audit of IP
- IP protection
- Valuation of IP
- Means of commercialisation: spin-off vs. licensing out
- Licensing out (types of license agreements)
- Establishment of spin-off

The workshop will consist of a mixture of presentations, knowledge and experience sharing, as well as group work.

### TRAINER

A laser physicist by education, **Dr. Péter Mogyorósi** has been working successfully in the innovation management consultancy business for many years. He has been running his own consultancy company for 21 years ([www.lcinnoconsult.com](http://www.lcinnoconsult.com)) focusing on assisting technology owners/researchers to commercialise their results via project funding, technology transfer, education and other routes.

Peter is an experienced lecturer and an outstanding presenter. He has been running courses and holding seminars on project management, writing project applications and innovation management at the University in Szeged, Hungary for 8 years.

Peter is frequently invited as a lecturer/ speaker at international professional events and seminars.

## Negotiation of TT and the Art of Reaching Agreement

### OBJECTIVE AND BACKGROUND

This workshop will focus on negotiation as a creative process during which new possibilities and new perspectives are created. Different negotiating types and styles will be discovered and compared, thereby compiling for participants a complete negotiator's toolbox. It will highlight a communicative approach to the negotiation process as an important skill for innovation support and technology transfer professionals who have to seek consensus among people from different backgrounds, with often differing points of view and diverging interests.

The assembled skills will be put into practice through the negotiation of a license agreement (The Licensing Game). The purpose of this exercise is not just to gain an insight into the content of a licensing agreement, but also to learn how to negotiate terms and handle different personalities and negotiating styles. Participants will be introduced to 12 different techniques or tricks (The Dirty Dozen), and will learn how to create the best conditions for negotiating as an art to reach agreement.

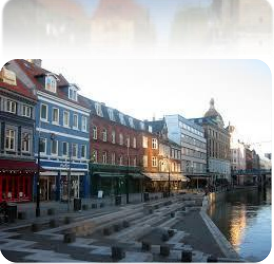
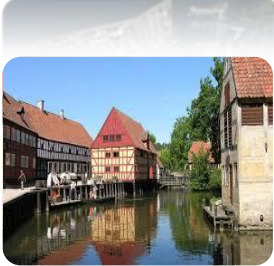
### CONTENT

- How to distinguish between negotiating and trading
- Become acquainted with different negotiating typologies and styles
- How to understand others' interests to obtain a win-win outcome
- How to use negotiation as a creative process for innovative solutions
- To be a good negotiator you have to be a good innovator
- Case study "The Licensing Game"
- The Dirty Dozen - 12 "dirty tricks" which you can use or be exposed to in negotiation
- How to carry out the ideal negotiation

The workshop presents a mixture of theory and practical case work in a dynamic and animated atmosphere. Participants will receive a copy of the trainer's book "Creative Negotiation Technique".

### TRAINER

**Henning Sejer Jakobsen** of the Danish Technological Institute in Aarhus, holds a Masters in industrial engineering and a degree in engineering and business administration (EBA) with a specialisation in innovation. Over the past 15 years he has worked with inventors and entrepreneurs helping them to commercialise their inventions and business ideas. Henning also works closely with scientists and a number of major Danish and European companies which are in the process of initiating and implementing radical innovations. Besides teaching innovation, creativity, negotiation and change management at the Business School in Aarhus, at Aalborg University and at the Danish Technological Institute, Henning works as a consultant and facilitator. He is the author of a number of books, including "Creative Negotiation Technique" (Danish 2002, English 2004, Lithuanian 2006) and "Negotiation - the art of reaching agreement" (English 2009).





DAY 3 – WEDNESDAY 1 OCTOBER 2014, 9.30-16.30

## Making the Business Case for Technology Opportunities (Practical Bridge-Building between Science and Business)

### OBJECTIVE AND BACKGROUND

Technology transfer professionals tend to be caught in a dilemma: they know little of the science/technology they wish to sell/transfer nor of the industries which work with it. Yet they have to bridge this gap to be successful. In order to succeed in the market, technology opportunities must be (made) interesting to people who speak “market language”, i.e. create the good “business case”.

Participants will learn how to create a business case for a technology opportunity and gain insights into useful methods to do so. After the training, participants will be able to build “value chains” and draw “value innovation charts” to ask the right questions and use JBEngine and other tools to get the answers. The course will be based on exercises and discussions centred around real cases.

### CONTENT

- Guidelines for making the business case for science/technology
- How to build a value chain and a value chart
- How to use JBEngine and other tools
- Case studies, exercises and discussions

Participants are invited to bring their laptops in order to experiment in real time with the web-based search tools. The classroom is equipped with wireless internet access.

### TRAINER

The workshop is facilitated by **Ernst Max Nielsen**, Managing Director of MaxInno (DK), a technology transfer and investment organisation, which facilitates the exploitation of new technology worldwide. Max has extensive experience linking industrial demand for new technology with technological offers from universities as well as with transferring university IP to industry. He has developed his “Where’s The Beef?” methodology and created a new workshop concept together with Jacob Bar, the developer of the JBEngine ([beefCAMPus.com](http://beefCAMPus.com)).

## Success Factors in Growing New Technology-Based Firms

### OBJECTIVE AND BACKGROUND

Most innovation support and technology transfer professionals are in daily contact with young start-up or spin-off companies. One problem that is often expressed – and European studies on spin-off development will back this up – concerns the difficulties of such companies to grow. At the same time, few good models exist to monitor the early development of new business ventures, thus giving reliable indicators as to the relative progress of the firm.

This workshop will focus on one of the most frequently used models in Scandinavia – the Business Platform model. The methodology is based on the premise that all business ventures which wish to grow must attain a “business platform”. To do so, the firm must obtain a balanced scorecard on a total of 8 critical factors or cornerstones which are essential to the firm’s growth and development. It provides an opportunity to check the health of the business and give concrete advice to the entrepreneur for future action. The model, which has been tested for over two decades, offers a value-added complementary approach to today’s commonly used business development tools, such as the Business Canvas and NABC models.

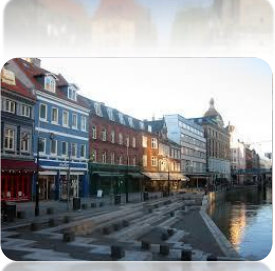
### CONTENT

- Defining a successful company – reaching the business platform of stability
- The problem of breaking out of the early development phase
- The 8 cornerstones of stability – assessing how far each is present in a business
- Case study work in groups (using real companies and entrepreneurs as examples)
- Presentations and feedback

During the workshop participants can expect to acquire a tried and tested model for evaluating the growth chances of new business start-ups and through the case study work learn to apply the model in real life scenarios. Participants will receive a copy of the third edition of Professor Klofsten’s book “The Business Platform”, which is published in English by TII.

### TRAINER

The workshop is led by Magnus Klofsten, who is Professor of Entrepreneurship and founding director of the Centre for Innovation and Entrepreneurship at Linköping University in Sweden. He has extensive experience of running entrepreneurship training programmes for young entrepreneurs and start-ups for the past 20 years.



## Partnering with Universities: Establishing Successful Short-term and Long-term Relationships

### OBJECTIVE AND BACKGROUND

A huge amount of knowledge exists within our universities, usually alongside knowledge of how to apply it to practical problems. Some comes in the form of patented processes and technology, some as new discoveries published in academic journals or obscure academic conferences. For a small company knowing about these and accessing them can be very difficult. The most successful transfer of knowledge into application often comes through the establishment of partnerships with one or more institutions and research groups, but this is often perceived as something that only large companies can resource. Yet successful partnerships, whether to solve an immediate problem or to help expand a company's product line, have been proven to bring intangible benefits as well as direct economic ones to companies and are a major factor in economic growth for a company and for regions.

Recognizing this, some universities have taken steps to encourage the creation of such partnerships with small and large companies, stimulating B2B partnerships as well as academic/company ones. The objective of this workshop is to become familiar with the tools and techniques that can be used to establish a successful partnership both from the perspective of a university or group of universities and from the perspective of a company. Using a successful case study, participants will be introduced to methods to establish successful partnerships, whether short or long term and will take home a fuller understanding of how each partnership can be created, shaped and moulded according to their needs.

### CONTENT

- Developing your objectives and the strategy to achieve them
- Some insight into the tools universities use to secure partnerships
- How to remove some of the barriers: people and constructs
- How to grow established partnerships
- How to access your partner's partners
- Examples of real-life successes, group exercises and discussion

### TRAINER

As a Director of a major Research and Enterprise unit (Heriot-Watt University, 2000-13) **Gillian McFadzean** has extensive experience leading university research, technology and knowledge transfer development and assisting others in northern and southern Europe and in Russia to develop that capability. Over a 4-year project her team brought in additional funding of >12m euros from partnerships with 390 companies, of which 340 were new partners and 270 were SMEs. These partnerships helped to grow competitive research funding at Heriot-Watt University and boost commercialization activity, in addition to establishing a core entrepreneurial development programme for all the Scottish universities – Converge Challenge. Gillian has chaired AURIL (UK) and ProTon Europe and has served on several Expert Groups for the EC. She is now a senior consultant with Helix Advisory Services Ltd.

