



# TII SUMMER SCHOOL



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

**10-14 September 2012  
Cracow, Poland**

Organised by

**TII – Technology Innovation International**

Europe's leading association of technology transfer and  
innovation support professionals

In collaboration with

**Cracow University of Economics**



**CRACOW  
UNIVERSITY  
OF ECONOMICS**



# PROGRAMME

DAY 1 – MONDAY 10 SEPTEMBER 2012, 9.00 – 16.15

## From Idea to Business Creation – Evaluating the Real Potential

### OBJECTIVE AND BACKGROUND

One of the top challenges of innovation-support organisations, be they innovation consultants, regional business support agencies, incubators, innovation centres or university knowledge transfer offices, is to carry out an early-stage assessment of new projects or start-ups and to identify those with the potential to become successful performers. In the process they need to manage the optimal allocation of resources to support their portfolio of innovators, who are often at different stages of development. Another concern is to maximise the chances of success of the start-ups and at the same time increase the business awareness of innovators. In addition innovators must learn how to convince decision-makers to give them the resources they need to implement their project.

The IpOp Model, which will be presented during this one-day workshop, provides a structured process for

- innovators to mature and validate their business idea, while reducing the workload of coaches and support organisations
- writing a business plan or, even better, a compelling Business Case
- innovation support providers to streamline the management of their portfolio of projects and fine-tune the criteria to be used for decision-making.

### CONTENT

- Developing a model for validating any kind of innovation (service/product)
- Producing a standardised Business Case report, as a faster and much more user-friendly alternative to the traditional business plan
- Providing a systematic and rigorous coaching and evaluation process
- Drawing on the combined data for increasing efficiency and visibility of achievements

An open mind and a good sense of humour are required for this thought-provoking workshop that combines the teaching of concrete tools and their application to a real project.

### TRAINER

**Prof Dr Raphaël Cohen** is a serial entrepreneur, an active CEO and a business angel who brings hands-on experience to his lecturing and consulting activities by providing mentoring and management services to senior executives, bankers, directors and entrepreneurs. The IpOp Model, which he has developed, optimises the entrepreneurial innovation process. It thus helps entrepreneurs and coaches to identify, analyse and seize opportunities. In addition to his teaching activities, Raphaël designed and manages the entrepreneurship & business development specialization of the MBA of University of Geneva as well as several executive education programs for large corporations and the first entrepreneurship program at EPFL (Swiss Federal Institute of Technology). He is also the author of "*Winning Opportunities, proven tools for converting your projects into success (without a business plan)*".



## New 2.0 Approaches for International Collaboration and Technology Transfer

### OBJECTIVE AND BACKGROUND

As the knowledge economy gives way to the social and creative economy, in which the value is not in acquiring knowledge but in connecting it with the knowledge of others, the technology transfer ecosystem needs to be revisited with a new approach. The time when Technology Transfer Offices at universities and R&D/innovation departments of companies provided a centralized coordination role for their stakeholders has simply gone. With the advent of a new social paradigm in which the Competitive Advantage is substituted by a powerful and professionalized Collaborative Advantage, intermediaries are minimized and coordination is by-passed.

Market conditions are now more volatile, loyalties are less durable, and even the business models designed to enforce the protection of proprietary technologies change faster than the abilities of companies to implement them. In this context, a new model of management for the Innovation and Technology Transfer process needs to be deployed. It is based more on (a) spontaneous and project-oriented relationships than on long-lasting agreements and (b) the power of communities as a combination of talented individuals than on the institutional hierarchies of traditional organisations.

Fortunately, there are already tools available to cope with this emerging phenomenon; namely Internet-based 2.0 collaboration tools are a good way to radically change the way Innovation and Technology Transfer are exploited. Through a 2.0 approach we can gain a better understanding of the new skills and competencies needed to overcome these changes. The objective of this workshop is to map out a practical route for accessing the most appropriate collaborative tools needed to implement an effective Innovation and TT methodology in your company.

### CONTENT

- Decentralized Research and Development
- Open Innovation & Open Business Models
- Crowd-ideation
- Co-creation
- Mass-customization

The session consists of a series of case studies and a variety of practical 2.0 tools to be used both individually, in pairs, and in groups of four people.

### TRAINER

**Salvador Pastor** has an MSc. in Industrial Engineering, with a specialization in Organizational Management from the Universidad Polit cnica de Catalunya and a BSc. in Electrical & Electronic Engineering from the Universidad Polit cnica de Valencia and the University of Nottingham. He has more than 15 years' experience in managerial positions in manufacturing companies ranging from automotive to travel equipment and textile products, mainly as Chief Operations Officer or Chief Logistics Officer. He was in charge of an Innovation and Projects Unit at a Business Innovation Centre for more than 5 years and since 2005 he leads Facilmente ([www.facilmente.es](http://www.facilmente.es)), a consultancy company specialised in the implementation of IT systems & 2.0 collaborative tools, the creation of innovative start-ups, and the delivery of consulting for services in the logistics sector. He is a lecturer on Open Innovation methodologies, innovative business modelling, Enterprise 2.0 & mass collaboration approaches, and Internet-based 2.0 collaborative tools at several business schools, universities, chambers of commerce and other related institutions.



DAY 3 – WEDNESDAY 12 SEPTEMBER 2012, 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)).

DAY 4 – THURSDAY 13 SEPTEMBER 2012, 9.30 – 16.30

## Business Models for Commercialising IPR

### OBJECTIVE AND BACKGROUND

An Intellectual Property Right be it a patent, a design, software code, a trademark or know how is one of the most valuable items within a university; treated well it will grow and return value for many years. As a knowledge exchange practitioner your decision to either license the IP or to use it within a new spinout company is not to be taken lightly and can have long term implications for the academic staff, the university and your office.

This makes evaluating the IPR and choosing the right type of business model for commercialization of IPR critical to the success (and reputation) of any knowledge exchange office. The objective of the day is for participants to develop an understanding of the main issues surrounding commercialization of new technology through either a licensing or spinout route.





## CONTENT

- The value of IPR
- Building a value proposition
- When & Why should we License?
- When & Why should you Spinout?
- Closing the deal
- What to do if it goes wrong...

The day will consist of a mixture of presentations, case study activity, discussion and knowledge sharing.



## TRAINER

**Robert Goodfellow** leads Heriot-Watt University's technology transfer team for all licensing and spinout activity and is a strong believer in "best practice" methods and knowledge sharing. An alumni of Heriot-Watt University, he returned in 2005 from industry after a career focused on new product development in thin film coatings & inks, transfer films and holographic security & packaging solutions. His interest in knowledge exchange developed when filing company patents for RFID and inkjet printing. An all-round knowledge exchange practitioner, his experience includes mentoring academic research groups toward spinout, securing seed/ development funding, negotiating/ closing license deals and evaluating & marketing early stage technologies. His team has delivered seminars / bespoke training courses on knowledge exchange and he was recently invited as guest speaker in the Photonics Technology Transfer Showcase (San José, Calif.) to promote university-technology, a collaborative venture of all 19 Scottish universities.



**DAY 5 – FRIDAY 14 SEPTEMBER 2012, 9.30 – 16.30**

## Open Innovation/Innovation Management

### OBJECTIVE AND BACKGROUND

Why should companies innovate? When products on the market reach the end of their product life cycle, new product introductions are necessary to keep the cash flow going. That is why every company should fill their pipeline with new developments. Needless to say, a company should only develop products and processes that have a high chance of commercial success. Therefore, it is important to always keep an eye out for changing market conditions. Furthermore, there should be products in all stages of the development process, so that the company is prepared for declines in current products' sales at all times. The better you attend to a well-balanced, promising pipeline, the higher your Return on Innovation Investment will be.

This workshop will provide a hands-on introduction to managing the innovation process through the MIDAS innovation game. The participants take a seat in the management team of a hypothetical company and are each given an innovation budget to invest. The game board represents visually the stages of the pipeline: idea, concept, prototype, and product. Throughout the game a development moves along the pipeline, but only if all four members of the management team choose to invest from their personal innovation budget.

As soon as a new product enters the market place, it starts to generate cash flow. The cash flow is determined by the product life cycle. In the first three steps of play the product will generate a growing amount of turnover. Therefore, its contribution to the innovation budget will increase. After the product has reached maturity, the contribution to the innovation budget decreases until the product reaches the end of its life cycle. The challenge for the participants is to balance their investments with the profits made from the new business ideas. After a few rounds the concept of





Open Innovation is introduced. The participants are able to buy and sell promising developments and knowledge from the bank or competing teams. Although these developments are often more expensive than new ideas, their time to market is much shorter. Again the challenge is to spot the valuable ideas which have been developed by others.

### CONTENT

- Innovation management and technology transfer
- Introduction to the MIDAS: Innovation Management Game
- MIDAS: Innovation Management Game
- Open innovation



### TRAINER

**Arjan de Bruin** is a consultant with Van der Meer & van Tilburg, an independent Dutch innovation consultancy firm. Van der Meer & van Tilburg help SMEs to innovate and grow by assisting entrepreneurs to bring their ideas to life and to use the latest technologies, thereby stimulating knowledge transfer and open innovation. Van der Meer & van Tilburg perform studies, facilitate networking/find industrial partners and help with funding. A distinguishing characteristic of Van der Meer & van Tilburg is their combination of skills in strategy, technology, marketing and organisation. Van der Meer & van Tilburg use these skills to coach governments, branch organisations, regional development organisations, small and medium sized enterprises, big companies and knowledge institutions to achieve their mission. Their main services include consultancy, projects, research, education & training, and management.





# PRACTICAL DETAILS

## INTRODUCTION

The summer school is TII's major activity in the field of training and is held each year in the first half of September. Its distinctive feature is that it offers training by practitioners for practitioners, with the aim of providing ready-to-use, practical methodologies which can be applied immediately in the TT and innovation support intermediary's everyday work assignments. Another unique characteristic of the summer school programme is its delivery by an international team of trainers, who have amassed many years of experience in their specialised field, and, in doing so, have gained an undisputed reputation among peers. Each of the five stand-alone sessions incorporates a mix of theory, practical exercises and case studies, taught in a relaxed, informal, multi-cultural training environment.



## TII IN BRIEF

TII is the longest-standing and broadest-based independent association representing the technology transfer and innovation-support professions in Europe. It has some 200 members in 40 countries, who come from both the private and public sectors and are active in R&D exploitation, business incubation, IP negotiation, technology brokerage and licensing, prototype and new product development, technology audits and innovation management, company spin-off and start-up support, as well as innovation policy advice and development. The association provides its members with services in four main areas: professional development and training, information and networking, good practice exchange and project/business development. More information may be found on the TII website at [www.tii.org](http://www.tii.org)



## WHO SHOULD ATTEND?

The summer school has been developed with the continuous professional development needs of TT and innovation support intermediaries in mind. The training is suitable both for newcomers to the profession and for professionals who wish to acquire new skills. Participants may register for the complete course or choose any combination of sessions. The opportunities for international networking are an additional intangible benefit. Organisations which have sent delegates to the summer school in previous years include:

- Innovation and technology consultancies
- EEN hosting organisations
- Technology and knowledge transfer offices and business development units of universities and research centres
- SME support organisations, both regional and national
- New product/process development units of companies
- Technology/licensing brokerages
- Business incubation support structures, science parks and innovation centres
- R&D departments of companies and research centres



## LANGUAGE

The course is delivered in English. A good working knowledge of English is therefore required in order to draw maximum benefit from the tuition and group exercises.

## DATE AND VENUE

The 2012 summer school will be held from Monday 10 September, starting at 9.00, through to Friday 14 September, ending at 16.30. It is hosted by TII member Cracow University of Economics at its campus in the centre of the city.

## TRAVEL

Cracow is well served by low-cost airlines such as Ryanair and Easyjet and a good selection of scheduled flights through hubs such as Warsaw, Vienna and Frankfurt.





## ACCOMMODATION

The organisers have taken a block booking of rooms at the recently opened Ibis Stare Miasto (Cracow Old Town) hotel which is close to the railway station and historic centre and within short walking distance of the summer school venue (600m). A single room costs PLN 331 (€78) which includes breakfast and taxes. A double room costs PLN 32 (€7.50) extra. As September is a busy month for cultural and other activities in Cracow, participants are recommended to book their accommodation before 31 July.

## SOCIAL ACTIVITIES

The organisers will offer a guided visit of the historical centre of Cracow after class at the beginning of the week, as well as an excursion to a local cultural/tourist attraction (followed by dinner) in the middle of the week.



## COST

The fee for the full course is €990 for TII members. Non-members are charged €1 390. A special price of €750 is offered to TII members based in Central and Eastern Europe and MEDA countries. Non-members in a CEEC or MEDA country are charged €990. The fee covers tuition, course materials, refreshments and lunch on each day of the course. TII members wishing to register for fewer than 5 days are charged €330 per day. Non-members are charged €460 per day. CEEC/MEDA participants pay €250 per day if they are a member of TII and €330 if they are non-members.



## REGISTRATION

Registrations for the course should be made exclusively via the web link at [www.tii.org](http://www.tii.org)

You may register for the complete course or the day(s) of your choice. Please also mark your arrival and departure date and your choice of single or double occupancy so that we can book hotel accommodation for you. Following receipt of your registration, TII will confirm all the necessary arrangements and send you an invoice corresponding to the course option/accommodation that you choose.



## CANCELLATION POLICY

A cancellation fee of €100 will be charged if written cancellation is received more than 15 days before the start of the course. 50% of the fees will be charged if cancellation is received less than 15 days before the start of the course. Substitutions may be made at any time.

