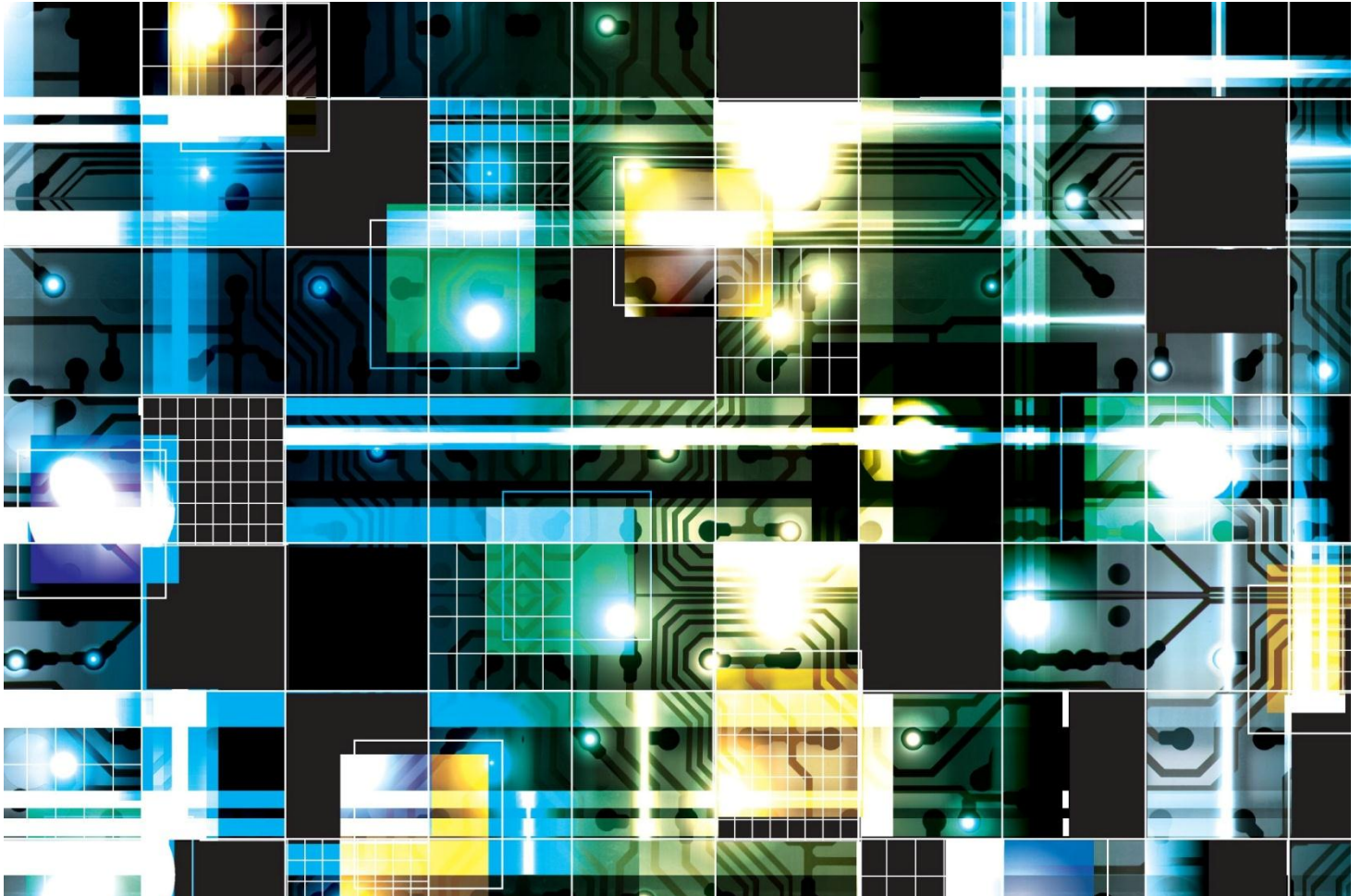


# TII SUMMER SCHOOL



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

*2-6 June 2014  
Tallinn University of  
Technology  
Tallinn, Estonia*



# PROGRAMME

DAY 1 – MONDAY 2 JUNE 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.



## Contractual Issues in the TT Process between Publically Funded Research and Private Industry

### OBJECTIVE AND BACKGROUND

More and more publicly funded intellectual property is subject to patenting and other forms of protection, both in universities and government-run research laboratories around the globe. But patenting or other forms of protection are only one step in the overall process of technology transfer to industrial application (whether in existing companies or risk capital funded new ventures) that is intended by public sponsors as a means to support the development of their economies.

What can researchers disclose to potential business partners at what time and which forms of contractual documents does one use in order to maximize effectiveness while protecting the science base sufficiently?

### CONTENT

- Negotiating technology transfer contracts, which legal/contractual steps is the process usually going through and why?
- Discussion of confidentiality agreements, term-sheets, letters of intent, options, co-operation agreements, material transfer agreements, what to do with start-ups etc., while applying a number of case studies and template contract wording
- The interaction of patent strategy and drafting contracts
- Speeding up negotiation; open innovation?

### TRAINER

**Thomas G. Gering** is a Senior Partner and Principal at the Intellectual Asset Management Corporation (IAM-Corp.) in Sarasota, USA. He also runs IAM-Corp.'s European office in Switzerland. At IAM-Corp., Thomas advises a number of clients in both Europe and the United States on issues associated with the commercialization of early-stage technology. He has over 25 years of experience in the field of innovation financing, business development and technology licensing.

Thomas has previously taught Entrepreneurship at an International Business School (including work on the valuation of intangible assets such as patents) and he has been involved in several hundred licensing and company start-up transactions in Europe, the United States, the Middle East and Japan. Thomas was formerly responsible for the licensing of the Intellectual Property (IP) portfolio of the Joint Research Center (JRC) of the European Union, and director of licensing at Fraunhofer, the now multi-national research think tank based in Germany. He also founded and served as director of a technology licensing office for state universities in Germany. Thomas has published extensively on the issue of IP and its commercial exploitation by publicly financed research organisations, including universities. He is on the advisory board of Industry & Higher Education, a renowned international technology transfer journal.



## 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, thus 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).



## 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).



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 author of *Winning Opportunities, proven tools for converting your projects into success (without a business plan)*.



# PRACTICAL DETAILS

## INTRODUCTION

The summer school has been designed by TII as a skills development course for those working to facilitate the transfer of knowledge and technology from research to industry. 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.

## SECURE-R2I

The SECURE-R2I project, which runs from October 2013 to September 2016, aims to strengthen cooperation with European Partnership Countries (EPC) on bridging the gap between research and innovation in the context of Horizon 2020 Societal Challenge "Secure Societies". The work programme comprises a number of networking, coaching, good practice exchange and capacity building initiatives for RDI organisations in the target countries (Armenia, Belarus, Georgia and Ukraine) with the support of experts from the European Union. Three summer schools will be held during the project consisting of topics selected as priority capacity building areas by the EPC partners.

## THE COURSE ORGANISER - TII

TII, as a partner in the SECURE-R2I project, is the longest-standing and broadest-based independent association representing the technology transfer and innovation-support professions in Europe. It has some 150 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 KT/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. The first 20 places are reserved for participants coming from European Partnership Countries who are involved in the SECURE-R2I project or other ENP-R2I projects. The remaining 10 places will be offered on a first-come-first-served basis to KT/TT professionals from other countries. Organisations which have sent delegates to the summer school in previous years include:

- Innovation and technology consultancies
- Technology and knowledge transfer offices and business development units of universities and research centres
- SME support organisations, both regional and national, RDAs, chamber of commerce
- 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 course will be held from Monday 2 June, starting at 9.30, through to Friday 6 June, ending at 16.00. It is hosted by Tallinn University of Technology at their Mektory building on the TUT campus located at Raja 15A, Tallinn.

(<http://www.ttu.ee/projects/mektory-eng/mektory-center/>).

## TRAVEL

There are regular flights from Europe's main airport hubs to Tallinn with, for example, Estonian Air or Air Baltic, for under €500.

## ACCOMMODATION

Tallinn is a popular destination at all times of the year and particularly in early summer. It is therefore recommended to book your accommodation without delay. There is a good selection of hotels available in central Tallinn on [www.booking.com](http://www.booking.com) but they are filling up fast! By way of example, the Park Inn by Radisson Central Tallinn offers 5 nights with breakfast (from Sunday 1 June to Friday 6 June) at the price of EUR 474. Five nights for the same period at the Radisson Blu Hotel Olümpia cost EUR 653.

You can travel to the TUT campus from the city centre either by bus or trolley bus (direct lines). It takes about 20-25 minutes by trolley and 30-35 minutes by bus (plus a 3 minute walk).

## SOCIAL ACTIVITIES

The organisers will organise a guided visit of the historical centre of Tallinn 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

Participation is free of charge for staff of the SECURE-R2I partner organisations based in the European Partnership Countries as well as other EPC organisations involved in SECURE-R2I activities or other INCO R2I projects. KT/TT professionals from TII member organisations who register for the course will be charged for catering, materials and the social programme at cost price.

## 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.

