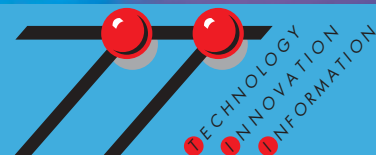


SKILLS DEVELOPMENT COURSE FOR THE TECHNOLOGY
TRANSFER AND INNOVATION SUPPORT PROFESSIONS

TII SUMMER SCHOOL



12-16 September 2005

University of Bologna
Bologna, Italy

Organised by TII, the European Association for the Transfer of
Technology, Innovation and Industrial Information, in collaboration
with the ILO "UETP ALMA MATER", Università di Bologna



Subject: Creative Negotiation Technique – the problem-solving approach

Background: This workshop will focus on negotiation as a creative process during which new proposals, 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 innovation process under the motto of "How to work together to achieve more together, and how a diversity of communication styles can be both a problem but also an exciting source of new ideas". The assembled skills will be put into practice through the negotiation of a license agreement (The Licensing Game) between a researcher and an SME. The purpose of this exercise is not just to gain an insight into the content of a licensing agreement, but also how to negotiate terms and handle different personalities and ideas. Participants will be introduced to 12 different techniques or tricks (the Dirty Dozen), which form a basis for creative negotiation, and will learn how to create the best conditions for negotiating a deal.

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 tactics" which you can use or be exposed to in negotiations
- How to carry out the ideal negotiation

The workshop presents a mixture of theory and practical case work in a dynamic and animated atmosphere. A copy of Henning's book "Creative Negotiation Technique" will be offered as part of the course materials.

Trainer: Henning Sejer Jakobsen from the Danish Technological Institute in Aarhus (DK), holds a Masters in industrial engineering and a degree in engineering and business administration (EBA). He has worked with inventions and their commercialisation for over a decade, with a special emphasis on the innovation process and change management related to radical innovation. He works closely with scientists and a number of major Danish and European companies, which are in the process of initiating and implementing radical innovation. Henning also teaches innovation management, creativity and innovation, creative negotiating and chaos management at the business school and technical university in Aarhus. He is the author of a number of books, including "The Business Plan – for the technological pioneer company" (Danish 2001), "Creative Negotiation Technique" (Danish 2002, English 2004) and "Idea Development with Creative Innovation" (Danish 2003).

Subject: Analysing the Early Development of High-Tech Start-ups

Background: Most innovation support and technology transfer professionals are in contact daily 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.



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
- 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 second edition of Prof. Klofsten's book "The Business Platform", which is published in English by IIL.

Trainer: The workshop is led by Prof. Magnus Klofsten of Linköping University in Sweden. He is Director of the Centre for Innovation and Entrepreneurship and is responsible for managing the ENP entrepreneurship programme for students and researchers. The ENP is now run simultaneously in 11 university sites around Sweden, employing a training and mentoring staff of 90 and leading to the annual creation of some 100 new firms. Magnus is author of "The Business Platform", which has won critical international acclaim among business support practitioners as a reliable method for evaluating the critical success factors of early-stage high-tech firms.

Subject: Assessing Commercial Potential in Early-Stage Technologies

Background: One of the most important parts of the skills set of an innovation support and technology transfer practitioner is the ability to review new ideas for commercial potential and to explore new markets for existing technologies. This workshop focuses on proven methodologies that can be used to triage new technology ideas or to expand existing products into new markets.

The methodologies have been used for many years in the NASA technology commercialization network in the United States and are the basis for the foundation course in the IC2 Institute's Masters in Science and Technology Commercialization Program based at the University of Texas. The techniques have been refined through the experience of triaging thousands of technologies for government labs, universities, and private companies. Similar training has been delivered to large US research companies and the Consejo Nacional de Ciencia y Tecnología (CONACYT) in Mexico.



Content:

- Assess the commercialization potential of an early-stage technology
- Define how and when to use the Quicklook technology assessment
- Position technology assessment in the technology commercialization process
- Utilize a variety of methods to gather market data via secondary research
- Utilize a variety of methods to gather market data via primary research
- Understand qualitative primary market research methods
- Compare the strengths and weaknesses of primary versus secondary research
- Describe how and when to use the In-Depth technology assessment process

The training is practical in its delivery and will provide tools that participants can use afterwards to evaluate early stage technologies for commercial potential.

Trainer: Brett Cornwell is Commercialization Services Manager for the Texas A&M University System and is a regular guest instructor for the University of Texas IC2 Master's in Science and Technology Commercialisation teaching "Converting Technology to Wealth". Previously, he was deputy director of the NASA Mid-Continent Technology Transfer Center (MCTTC). At MCTTC, his experience and knowledge was used to write marketing studies for new technologies, outreach to companies, and define market opportunities and barriers for potential licensees. Brett has eleven years experience in technology transfer and two years experience with small companies as sales and marketing manager. He has designed major portions of the US Federal Laboratory Consortium's Technology Assessment process for SBIR technologies. Brett holds an MBA from Texas A&M University and a BBA in marketing from Baylor University.

Subject: Building Success in International Project Management

Background: With the internationalisation of the economy and science world, and with the availability of almost endless possibilities of telecommunication, more and more opportunities and new business models are seeing the light of day. Knowledge nowadays can be sourced and shared from anywhere at any time, but in order to use the knowledge to produce tangible benefits the work has to be done by humans, wherever they are, and whatever priorities and values they have. The paradigm of permanent working relationships has shifted towards more project-oriented cooperation: temporary cooperation schemes of big and small industries, science institutions, individuals.

Managing or participating in projects in an international (even worldwide) context requires new skills and abilities in order to meet the deadlines set by the project owner, and to meet the quality and quantity objectives defined for the deliverables. The objective of this workshop is to give the attendants an introduction to some tools and techniques, as well as some practical hints for project management in an international context. They will take home with them a more developed awareness of signals, evolutions, behaviours that may occur in the course of projects, and a better understanding of how the success or failure of international project work can be influenced.

Content:

- Input from the participants on their own experience of international or inter-company projects

- The process of project management: some aspects of project management methodology, tools and techniques (an overview)
- Project charter, stakeholders' analysis
- Mobilising people in and around projects
- Roles of participants in projects
- Intercultural competence in projects: reading cultural differences and dealing with them
- Communication in and around projects
- Working with dispersed teams (efficient and effective use of modern communication tools, organising work with dispersed teams, ...)

The workshop will consist of short presentations, mixed with practical exercises in small groups and use of self-evaluation tools.

Trainer: Guido Giebens has had a very broad-ranging career to date, having worked in industry with the multinational Eastman Kodak in the 1970s and 1980s, then later as a Total Quality Management consultant before moving to the University of Antwerp (B), where he was responsible for research exploitation and managing the university incubator. After working as a consultant with Bekaert-Stanwick for three years specialising in innovation management systems, Guido is now operating as an independent consultant, in a virtual framework (www.viisiteam.com) advising clients on innovative problem-solving, and process improvement. He is also a part-time lecturer at the Design Sciences Department of the "Hogeschool Antwerpen". During his career he has worked with many different people from European countries and from the US, and he has built up experience in dealing with the challenges and pitfalls of cooperation in international projects.

Subject: Creating Value from Multi-Partner Research Collaborations

Background: This workshop will explore the opportunities for creating value from multi-partner research collaborations, in particular the EU's 6th Framework Programme. Now that collaborative research is an established and growing part of the research environment, it is therefore essential that all those concerned in a collaboration should feel they are getting a fair return for their contribution; in other words that collaboration is creating value for them. At the moment this is too often not the case. The aims of the workshop are to promote mutual understanding, to improve the processes of collaboration, and to develop a broader understanding of what constitutes value in a collaboration and how to extract it. Within that broad context, the workshop will go on to examine some specific issues that have been the source of difficulties in the past.

Content:

- The Team (skill sets for successful collaboration; setting goals and priorities; effective negotiation)
- The Collaboration (identifying value; extracting value)
- Stakeholders and Managing Relationships (researchers, institutions, partners, funders)
- Project Preparation (negotiation of the consortium agreement; establishing an initial position; IPR conditions and options; limiting exposure of background; securing rights for further research)
- Consortium Management (governance and decision-making; financial management; defaulting contractors; liabilities; use of sub-projects)
- Working with Partners (managing confidentiality; managing publications; managing access rights)

Trainer: Richard Tomlin is founder and managing director of Bluebell Research Ltd based in Newcastle (UK). Bluebell provides training and consultancy support to research organisations in the UK and across Europe linked to the demands of successful participation in EU projects. His work concentrates on the management of research consortia and the resulting IPR as well as wider questions of legal and financial management. Prior to taking early retirement, Richard was Director of Research Services at the University of Newcastle with a wide remit covering all aspects of research policy and management, including negotiation of external contracts and technology transfer.



Introduction:

The summer school is the association's major activity in the field of training and is held each year in the third week 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 a truly international team of trainers, who have amassed many years of experience in their specialized field and, in doing so, have gained an undisputed reputation among peers. Each of the five days comprises a self-contained workshop incorporating a mix of theory, practical exercises and case studies, taught in a relaxed, informal, multi-cultural training environment.

In 2005, the Quality Net subgroup of TII will run its own two-day workshop in parallel.

TII in brief:

TII is one of the longest-standing and broadest-based independent associations representing the technology transfer and innovation-support professions in Europe. It has some 250 members in over 30 countries, and in 2004 it celebrated its 20th anniversary. Its members 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. The association provides its members with services in four main areas: professional development and training, technology transfer facilitation, networking and partner search and assistance with EC bidding opportunities. More information can be found on the TII website at www.tii.org

Who should attend?

The summer school has been developed with TT and innovation support intermediaries' continuous professional development in mind. The training is suitable for both newcomers to the profession and professionals who wish to acquire new skills. Participants may register for the complete course, or choose any combination of workshops. 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, including IRCs
- 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
- R&D departments of companies and research centres

Language:

The course will be 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 2005 summer school will be held from Monday, 12 September through to Friday 16 September in Bologna, Italy. The city is the capital of the region of Emilia-Romagna, and is well-known for its architecture, culture and rich gastronomy. Our host on this occasion is the University of Bologna, recognised as the oldest university in the western world, where many famous scientists and humanists taught. More than 100 000 students are currently enrolled at the University, throughout its 23 faculties. The venue of the summer school will be the Aula Magna of the Facoltà di Economia, Università di Bologna, Piazza Scaravilli 2.

Bologna is readily accessible by air, train and road and its airport has good connections with many European cities. The regional airports of Forlì (only 1 hour by train from Bologna) and Venice (2 hours by train) are served by low-budget airlines. The city is also well-connected to other cities, such as Florence, Rimini, Rome, Pisa, Ravenna and Venice. More information on how to reach the city and the venue of the summer school and how to arrange your visit to nearby cities will be available on our host's website at <http://ilo.unibo.it/summerschool>.

Accommodation:

Participants will be accommodated in small hotels in the university area (Via Zamboni), which is located in Bologna city centre, within walking distance of the summer school venue. The room price with breakfast is 75 EUR per night and will be invoiced on the basis of the number of nights booked on the registration form.

Registration:

Registrations for the course should be made using the attached booking form and returned to TII. You may register for the complete course or the workshop(s) of your choice. Please also mark your arrival and departure date so that we can book hotel accommodation for you. Following receipt of your registration form, TII will confirm all the necessary arrangements and send you an invoice corresponding to the course option/accommodation that you choose.

Cost:

Until 16 August, the fee for the full course is 990 EUR for TII members. Non-members are charged 1,250 EUR and a special price of 550 EUR is offered to participants from Central and Eastern Europe. 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 250 EUR per day. Non-members are charged 310 EUR per day. After 16 August the price is increased by 200 EUR for those registering for a full module and by 40 EUR for the daily rate.



TII SUMMER SCHOOL
12-16 SEPTEMBER 2005, BOLOGNA, ITALY

Please return to:

TII (Technology, Innovation, Information)
3, rue Aldringen, L – 1118 Luxembourg
Fax: +352-46 21 85 (Tel. +352-46 30 35-1)

Surname:Title: Dr. Mr Mrs Ms

First Name:

Job Function:

Organisation:

Full Address:

.....

Tel:

Fax:

E-mail:

I will attend the TII Summer School from 12 to 16 September 2005.

I wish to attend on the following dates:

ACCOMMODATION

Please reserve accommodation on my behalf (75 EUR per night for B+B)

Arrival date:Departure date: =nights

I require a double room (30 EUR extra per night). This item will be invoiced separately.

PAYMENT

Option 1: 5-day course fee (accommodation extra - see above)

990 EUR for TII members until 16 August, 1,190 EUR thereafter

1,250 EUR for non-members until 16 August, 1,450 EUR thereafter

550 EUR for participants from CEEC until 16 August, 750 EUR thereafter

Option 2: course fee per day (accommodation extra – see above)

250 EUR for TII members until 16 August, 290 EUR thereafter

310 EUR for non-members until 16 August, 350 EUR thereafter

Upon receipt of this form, TII will invoice you for Option 1 or Option 2, as well as for accommodation for the nights you book. Payment details are provided on the invoice.