

SKILLS DEVELOPMENT COURSE  
FOR THE TECHNOLOGY TRANSFER  
AND INNOVATION SUPPORT PROFESSIONS

**TII SUMMER SCHOOL**



**17-21 September 2007**

Intercollege  
Larnaca, Cyprus

Organised by TII, the European Association for the Transfer of Technology, Innovation and Industrial Information, in collaboration with Cyprus Institute of Technology and the IRC Cyprus



**CYPRUS INSTITUTE OF  
TECHNOLOGY**



**Innovation Relay Center  
IRC Cyprus**

# PROGRAMME

DAY 1

**MONDAY 17 SEPTEMBER 2007**

9.30 – 17.30

## **From Idea to Business Creation – Managing the Innovation Process**

### **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 high-tech 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.

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
- 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 much more user-friendly alternative to the business plan
- Providing a systematic and rigorous coaching and evaluation process
- Drawing on the combined data for increasing efficiency and visibility of achievements

The workshop will consist of a combination of methodological presentations and case study work.

### **TRAINER**

Raphaël Cohen Ph.D. is an active CEO and business angel who brings hands-on experience to his lecturing and consulting activities by providing coaching and management services to senior executives, bankers, directors and entrepreneurs. The IpOp Model, which he has developed, helps entrepreneurs to identify, analyse and seize opportunities, thus bringing competitive advantage to their company. He trains start-up founders and innovation-support providers, such as incubators, in his IpOp Model with a view to optimising the entrepreneurial innovation process. In addition to his teaching activities, Raphaël designed and manages the University of Geneva Diploma of Executive Education in Entrepreneurship (which leads to an Executive

MBA in Entrepreneurship) as well as the management skills education programme for physicians and executives at HUG (Geneva University Hospitals). He is also the MBA Academic Programme Director of Thunderbird University Europe.

DAY 2 / DAY 3

**TUESDAY 18 / WEDNESDAY 19  
SEPTEMBER 2007**

9.30 – 17.30

## **Beef CAMPUS on the Commercial Potential of Inventions**

### **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 they are targeting; yet they have to bridge this gap to be successful. In other words, it is essential to present technological innovations in a way that interest the people who are going to take them to market.

This two-day Beef CAMPUS aims to train participants in how to create a business case for inventions or technology opportunities by introducing them to a series of state-of-the-art methods. As a result, participants will be able to build “value chains” and draw “value innovation charts” to ask the right questions and use the JBEngine and other web tools to find the answers. The workshop is based on exercises and discussions of real cases.

### **CONTENT**

#### TUESDAY 18

- Introduction to BeefCAMP
- Presentation of cases I; creativity exercise (and first version of search strategy)
- How I used Beef methodology to create the case for Luzitin (Max)
- Introduction to JBEngine, search strategy and sources in relation to cases (Jacob)
- Work on cases
- Presentation of cases II; preliminary status
- Summary, questions and comments. Plans for Day 2

#### WEDNESDAY 19

- Business Intelligence, use of search engines, Value Chain and Value Innovation
- Case-based exercises
- Work with cases, supported by experts
- Presentation of cases III (progress)
- Presentation of Beef Tools
- Exercises to create Value Chains and Value Charts for cases
- Exercises to gather business intelligence
- Case-based exercises
- Work with own cases, supported by experts
- Wrapping up cases; writing action plans

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- Discussion
- Summary, questions and comments, plans for self-learning

## TRAINERS

The workshop is run by Ernst Max Nielsen and Jacob Bar. Max is managing director of MaxInno (DK), a technology transfer and investment organisation, which facilitates the exploitation of new technology worldwide. He has extensive experience linking industrial demand for new technology with technological offers from universities as well as with transferring university IP to industry. Jacob Bar is the founder of the data gathering and analysis unit of the Israeli Centre for R&D (MATIMOP), a public, non-profit organisation devoted to the commercialisation of new technology originating from the Israeli hi-tech industry. As one of the pioneers of online industry services and the Internet in his country, he has been responsible for training hundreds of on-line researchers. Using his "Intelligence by Objective" method, Jacob assists industrial companies and other organisations in the search for solutions to R&D, production and marketing problems. He is also the father/developer of the JBEngine.

## ADDITIONAL INFORMATION

**Case-based learning:** Participants will work and continuously develop a Poster about a case given to them by Max and Jacob. The Poster will be made on flip-charts published on the walls of the workshop room. Each case/Poster may be supported by Powerpoint or similar. During presentations of any one case, all other participants will have the role of playing the "devil's advocate" and will help give input to improve the case.

**Lectures:** Max and Jacob will give lectures on the main tools and methods; preferably in modules of 0.5-1 hour. Lectures are expected to be interactive and mostly improvised based on the needs and wishes of the participants.

**Work on Cases:** Participants will work on their cases in modules of 1-2 hours. With 3-5 cases, each case will be supported by Max and Jacob. During these rounds, Max and Jacob may make short breaks to give 5 minute mini-lectures on relevant methodologies and sources.

**Materials and Documentation:** Each participant will be offered limited free access to several web sites and knowledge management platforms, including JBEngine, during the workshop and a limited time period thereafter. Each participant will receive extensive printed documentation as well. In order to obtain maximum benefit from the web search training, participants are invited to bring their own laptop. The seminar room will be equipped with a wireless Internet connection.

**Confidentiality Agreement:** Each participant will be required to sign a Multiparty Confidentiality Agreement upon arrival. The MCA will be emailed to participants before the workshop.

## DAY 4

**THURSDAY 20 SEPTEMBER 2007**

9.30 – 17.30

## Systematic Innovation Methods and the Development of New Products based on TRIZ

### OBJECTIVE AND BACKGROUND

A few decades ago a group of Russian engineers and scientists developed a methodology known as TRIZ or the Theory of Inventive Problem Solving. It consists of idea generation tools and systematic creativity and innovation techniques, previously used by the world's most successful problem solvers and inventors. Based on over 1 500 person years of research and the distillation of best practice from over 2.5 million solutions from all areas of human endeavour, this systematic innovation methodology helps to eliminate conflicts and compromises in design, and to predict the future evolution of most types of products and services. Be it to improve customer benefits or reduce costs or eliminate harmful elements, the systematic innovation methodology has been gradually adopted by several leading innovative companies around the world. Especially since it gained in reputation in the 1990's, TRIZ has proved to be capable of delivering ideas and concepts for truly disruptive innovations.

The objective of this session is to give a hands-on introduction to what can be done with the main tools in the TRIZ toolbox. Some real-life case study examples will be used to trigger participants' creativity and appreciation of the systematic approach to innovation.

### CONTENT

- Short overview of the history of the method and of the main tools
- Terminology and exercises on problem analysis
- Searching for contradictions and examples
- Discovering and using available resources and practical group exercise
- Trends and evolutionary patterns in products and services and practical group exercise
- Overview of the TRIZ principles and examples
- In search of strategies for stronger intellectual property: exercise on a participant's example

### 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, where he was responsible for research exploitation and managing the university incubator. After working as a consultant with Bekaert-Stanwick for two years specialising in innovation management systems, Guido is now operating as an independent consultant advising clients on innovative

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problem solving and technology transfer. As a part-time guest lecturer, he also teaches this methodology at both the University College of Antwerp (Masters degree in Industrial Product Design) and the University of Antwerp Management School (Masters degree in Product Innovation and Entrepreneurship).

DAY 5

**FRIDAY 21 SEPTEMBER 2007**

9.30 – 17.30

## **Quality Thinking Tools for Success in Today's Competitive Business Environment**

### **OBJECTIVE AND BACKGROUND**

Creativity and innovation are not a luxury but an absolute necessity in today's competitive world. Although everyone can be creative and have inspiration and ideas, it is believed that "serious" creativity, one that has structure, specific objectives and utilises formal thinking tools, has much more potential for success. This practical interactive one-day workshop will underline the importance of creativity and innovation, provide practical tools and methodologies for quality thinking, idea generation and evaluation and guidelines for setting up an innovation system. Participants will obtain maximum benefit by interacting with each other and participating in practical class exercises.

### **CONTENT**

- Understanding creativity and innovation
- Appreciating the need for and value of creativity and innovation

- Competition and sur/petition
- Changing the paradigm
- The power of the human brain
- The brain as a creativity system
- Techniques for utilising the potential of our brain's capabilities
- Setting up an innovation system
- Practical well-tested creativity tools
- Evaluating and exploiting ideas
- Developing an innovation strategy in our organisation
- Practical exercises and discussion

### **TRAINER**

Dr. Costas Y. Konis has been active in the areas of creativity, technology, innovation and scientific management for the last 17 years. He has held senior positions both in government and the private sector and his wide experience focuses on the use of systemic approaches to complex problem solving, the development of practical business ideas and applications through unique creativity techniques, project management, the evaluation of strategic consultancy studies, technology transfer and the introduction and implementation of new ideas and schemes. Dr. Konis holds BS and MS degrees in Engineering from Louisiana Tech University, USA and a PhD in Management from the University of Stirling (UK). His special interest is in creativity and quality thinking and he has been trained by and has cooperated with the world's top experts in the field. He is a Board Member of TII and the Cyprus Research Promotion Foundation and has played a leading role in the formulation of the New Industrial Policy of Cyprus. Costas Konis is presently the Manager of the IRC Cyprus and the CEO of the Cyprus Institute of Technology.

# PRACTICAL DETAILS

### **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 day-long 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 225 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, information and networking, technology transfer facilitation and good practice exchange and project/business development. More information can be found on the TII website at [www.tii.org](http://www.tii.org)

# PRACTICAL DETAILS

## WHO SHOULD ATTEND

The summer school has been developed with TT and innovation support intermediaries' continuous professional development in mind. The training is suitable both for both 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, 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 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 2007 summer school will be held from Monday, 17 September through to Friday 21 September, in Larnaca, Cyprus. Cyprus, located in the northeastern corner of the Mediterranean, is an island which boasts a rich and visible cultural history, natural beauty and an unspoiled environment, as well as a modern and expanding economy with strengths in tourism, shipping, telecommunications, banking and insurance. Larnaca is the island's third largest city and its second commercial port. The summer school will be held at the Larnaca campus of Intercollege ([www.intercol.edu](http://www.intercol.edu)), an independent higher education institution which offers study programmes in science, business, education and the liberal arts to students from around the world. This year's event is being organised in collaboration with the Cyprus Institute of Technology ([www.technology.org.cy](http://www.technology.org.cy)), TII's longest-standing member in Cyprus, whose mission is to promote the competitiveness and technological upgrading of the Cyprus economy.



## TRAVEL

International participants are recommended to fly to the international airport in Larnaca and take a short taxi ride to the hotel/venue.

## ACCOMMODATION

Participants will be accommodated at the Sun Hall Hotel \*\*\*\* ([www.dilos.com](http://www.dilos.com)). A room with breakfast costs 40 CPY (69 EUR) per person while half board (bed, breakfast and evening meal) costs 47 CYP (81 EUR) per person per night. The hotel is located on the harbour front, just across from the shopping/town centre and has a panoramic view to the famous Palm Trees "Phinikoudes" promenade and the Mediterranean Sea. It is five minutes walk away from the summer school venue at Intercollege. Guests have access to the hotel's outdoor swimming pool, health club and fitness centre and a variety of water sports are available on the beach across the promenade. Accommodation will be invoiced by the organizers on the basis of the number of nights and the formula 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 day(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

The fee for the full course is 1,090 EUR for TII members. Non-members are charged 1,390 EUR and a special price of 660 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 275 EUR per day. Non-members are charged 350 EUR per day and CEEC participants 165 EUR.

# REGISTRATION AND ACCOMMODATION BOOKING FORM

SKILLS DEVELOPMENT  
COURSE FOR THE TECHNOLOGY TRANSFER  
AND INNOVATION SUPPORT PROFESSIONS  
**TII SUMMER SCHOOL**  
17-21 September 2007, Intercollege, Larnaca, Cyprus

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 Title: .....

Organisation: .....

Full Address: .....

.....

Tel: ..... Fax: .....

E-mail: .....

I will attend the TII Summer School from 17 to 21 September 2006.

I wish to attend on the following dates: .....

## ACCOMMODATION

Please reserve accommodation on my behalf

Arrival date: ..... Departure date: ..... = ..... nights

Bed & breakfast (40 CYP/ 69 EUR per night)  Half board (47 CYP/ 81 EUR per night)

## PAYMENT

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

1,090 EUR for TII members

1,390 EUR for non-members

660 EUR for all participants from central and eastern European countries

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

275 EUR for TII members

350 EUR for non-members

165 EUR for CEEC participants

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 (by bank transfer or by credit card).

Cancellation Policy: A full refund less 100 euro will be made if written cancellation is received at least 15 days before the start of the course. A 50% refund will be made if cancellation is received less than 15 days before the start of the course. Substitutions may be made at any time.