



## TII SUMMER SCHOOL

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

**6 -10 September 2010**  
Hotel Artis  
Vilnius, Lithuania

Organised by  
**TII – Technology Innovation International**  
Europe's leading association of technology transfer  
and innovation support professionals

Associated partners



In collaboration with Lithuanian Innovation Centre





## PROGRAMME

DAY 1 – MONDAY 6 SEPTEMBER 2010, 9.30 – 16.30

### Negotiation Skills 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 an 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 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.

#### TRAINER

**Henning Sejer Jakobsen** from 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. For over a decade, 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 innovation. 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 "The Business Plan – for the technological pioneer company" (Danish 2001), "Creative Negotiation Technique" (Danish 2002, English 2004, Lithuanian 2006), "Idea Development with Creative Innovation" (Danish 2003, Lithuanian 2008) and "Negotiation – the art of reaching agreement" (English 2009).

DAY 2 – TUESDAY 7 SEPTEMBER 2010, 9.30 – 16.30

### Success Factors in Growing New Technology-based Firms

#### 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 third edition of Prof. 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 at Linköping University in Sweden. He is founding director of the Centre for Innovation and Entrepreneurship and has been 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 175 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.

**DAY 3 – WEDNESDAY 8 SEPTEMBER 2010, 9.30 – 16.30**

## Building Success in International Project Management

### OBJECTIVE AND 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 participants an introduction to some tools and techniques, as well as some practical tips for project management in an international context. They will take home with them a more developed awareness of signals, evolutions and 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 (a short 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 the use of self-evaluation tools.

### TRAINER

Over the years **Guido Giebens** has worked successively in industry, as a TQM consultant and a university knowledge transfer and incubator manager. Guido is currently operating as an independent consultant, in a virtual framework ([www.viisiteam.com](http://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 Artesis University College of Antwerp. During his career he has worked with people from different countries and backgrounds and has built up experience of dealing with the challenges and pitfalls of international cooperation.

## 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 they work with; 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”: the good “business case”.

The participants will learn how to create a business case for a technology opportunity and gain insights in 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 centered 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)).

## Coaching SMEs for Collaborative Business Innovation Projects

### OBJECTIVE AND BACKGROUND

Nowadays, the need for business innovation is a key challenge for SMEs. Being adaptive to opportunities in the short term, as well as developing knowledge and competence resources in the long-term are major assets. Strategic partnering lies at the very heart of this challenge – a task that few SMEs are sufficiently equipped to master alone. smE-MPOWER (resulting from a former EU funded project) provides a solution to realistically empower SMEs in the long-term to develop successful innovation ventures. It provides a conceptual framework designed for coaches to guide SMEs through a structured process, starting from the business innovation idea to strategic collaboration and finally to commercialisation. The smE-MPOWER toolkit – consisting of concepts, guidelines and simple decision support tools – enables the coach to assist the SME at each step of the process. The vision is to see SMEs take control of their own business innovation agenda rather than enter into yet another science-driven project which all too often results in disappointing results for them.

### CONTENT

- Discussing the challenge of supporting business innovation – based on the participants’ contexts and own coaching cases
- How to support the definition of business innovation priorities?
- How to support the development of strategic business partnerships and collaborative consortia?
- How to design complex projects while taking care of Intellectual Property Rights, risks, budget and project organization?
- Learning on the job: an ongoing competence development scheme for “cooperation coaches”

The workshop will consist of short presentations, mixed with case-based exercises in small groups using core smE-MPOWER tools. Participants will receive a USB stick with the discussed support tools.



## TRAINER

**Andreas Wolf** has a background in humanities and works closely with the Fraunhofer IFF in Magdeburg, Germany. He is active in international research management focused on regional innovation strategies and has developed and coordinated several EU-funded projects for research organisations and consultancies. He has specialised in coaching for organisational and personnel development, is a certified project manager (IPMA), and is active in group facilitation and management training. His special interest is in leadership of adaptive networks which he applies as network coordinator of the smE-MPOWER Community, a European learning community of SME cooperation coaches ([www.sme-mpower.eu](http://www.sme-mpower.eu)). He is also head of the international cooperation business unit of the specialised consultancy A&P solutions GmbH ([www.ap-solutions.eu](http://www.ap-solutions.eu)).



## PRACTICAL DETAILS

### INTRODUCTION

The summer school is the association'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 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 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 230 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 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. Organizations which have sent delegates to the summer school in previous years include:

- innovation and technology consultancies, including 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 2010 summer school will be held from Monday, 6 September through to Friday 10 September (lunchtime), at Hotel Artis (<http://www.centrumhotels.com/en/hotel-artis-centrum-hotels-vilnius.php>) located in the historical city centre of Vilnius, the capital of Lithuania.

### TRAVEL

There is a good offer of competitively priced flights (+/- €200) to Vilnius via the main European airport hubs.





## ACCOMMODATION

Participants may book accommodation in the Hotel Artis. A standard single room with breakfast costs €70 per night and a double room for 2 persons sharing is €85. Accommodation is invoiced on the basis of the number of nights and the formula booked on the registration form.

## SOCIAL ACTIVITIES

The organizers will offer a guided visit of the historical centre of Vilnius 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. They can make a €200 saving by subscribing to an individual membership of TII (costs €200).

A special price of €750 is offered to TII members based in Central and Eastern Europe or a developing country. Non-members in a CEEC or developing 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/developing country 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 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 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.