

PROGRAMME

DAY 1 - 27 AUGUST 2018

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 organization, 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).

SUMMER SCHOOL

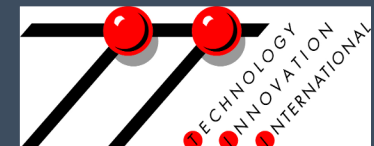
4-DAY SKILLS
DEVELOPMENT
COURSE FOR
CAPTURING AND
OPTIMIZING
RESEARCH BUSINESS
OPPORTUNITIES

27-30 AUGUST
2018

VENICE, ITALY

ORGANIZED BY

ASTPPROTON
KNOWLEDGE TRANSFER EUROPE



PROGRAMME

DAY 2 - 28 AUGUST 2018

“Opportunity Capture” – the Key to Innovation and Commercial Success

OBJECTIVE AND BACKGROUND

It's an unfortunate fact that most new products fail and that only a small number of patents ever make money. This session presents a mechanism for finding real life opportunities and a better means of evaluating them, free from the emotions that new product entrepreneurs too often bring to the table. You will learn of successes and failures and the “why”. A systematic way to think about new products, services and innovation will be presented and a simple quantitative model that allows you a first pass evaluation of an idea in minutes. You will leave this session with the tools of innovation and more importantly “Opportunity Capture”. What is an opportunity and how can you systematically search for one?

CONTENT

- Success stories and failures - understanding the reasons
- Why new ideas and initiatives often fail to get traction
- The concept of “Fast Second” as a low risk way to win
- Customer engagement and “trip assurance”, understanding markets and market risk
- The Value Proposition equation
- Consequential change and platform technologies
- The downside of Open Innovation
- Exercises in assessing opportunities and ranking the ideas, how the mind works in making business decisions and picking winners. Tools include the “Product Innovation Matrix”© and the “Opportunity Matrix”©
- Technology diffusion model
- Innovation Circles and embedding innovation in a business as a standard practice

TRAINER



Roger La Salle trains people in innovation, marketing, business management and the new emerging art of Opportunity Capture. His methodology "Matrix Thinking"™ is now licensed in 29 countries and used in countless organizations worldwide. He has been responsible for a number of successful technology start-ups and in 2004 was a regular panelist on the ABC New Inventors TV program. In 2005 he was appointed to the "Chair of Innovation" at "The Queens University" in Belfast. He is the author of four books and a Director and former CEO of the Innovation Centre of Victoria (INNOVIC) as well as several companies both in Australia and overseas.

PRACTICAL DETAILS

ORGANIZERS:

The course is organized by ASTP-Proton, Europe's leading association of knowledge transfer professionals, and the TII network of research commercialization experts to promote the uptake of tried and tested KT and commercialization methods.

DATE & VENUE:

The course will be held from **Monday 27 August, starting at 9.30, through to Thursday 30 August, ending at 16.00**. It is hosted by ARic - Settore Trasferimento di conoscenza e rapporti con le imprese of the Ca' Foscari University of Venice.

ACCOMMODATION:

A selection of reasonably priced accommodation in the city of Venice and recommended by ARic can be found on the ASTP-Proton and TII websites. Bookings should be made directly with the hotels.

COST:

The fee for the full course is €1 050 for TII and ASTP-Proton members. Non-members are charged €1 350. The fee covers tuition, course materials, refreshments and lunch on each day of the course. Alternatively, you can select to register for the days of your choice. In this case you are charged a daily rate of €350 (members) or €450 (non-members).

REGISTRATION:

Registrations for the course should be made exclusively via the web link at <https://www.astp-proton.eu/product/summer-school-2018/>

PROGRAMME

DAY 3 - 29 AUGUST 2018

Developing Commercial Start-up Companies from Research

Part 1: Developing the Commercial New Venture Strategy for a Technology

SESSION 1 – DEVELOPING A COMMERCIAL STRATEGY FOR A TECHNOLOGY

The commercialization 'journey' usually starts with a hunch – often by the student entrepreneur – that they have found a potential application for a technology. This involves a whole set of new activities that are unfamiliar to the students and can seem daunting. Where do you start? In this session we develop a methodology for taking the first step using the example of a novel materials technology to develop a 'Plan A' strategy and show how this serves as a plan of action for the team.

LEARNING OBJECTIVES

- Successful commercialization needs the idea + commercial strategy + execution.
- To know the five key elements (5-E) of a commercial strategy.
- Using a 'Plan A' commercial strategy as a springboard for action, planning.
- How the viable strategy evolves from the 'Plan A' strategy.
- The need to engage with users to test and refine ideas.

SESSION 2 – WHEN A BAD COMMERCIAL STRATEGY CAN UNDERMINE A GREAT TECHNOLOGY

The commercial strategy is as important as the underlying technology in ensuring the success of a new venture. We're going to push this point home by applying the 'commercial strategy framework (developed in the previous session) to the discuss the 'sad' case of a researcher who has put his all into commercializing a new technology (*Case study: Silverglide Surgical Technologies - LBS*) but who – after burning through his cash had sales that 'approximated to zero'. We're going to ask whether it was the technology, the market need or his commercial strategy that was to blame. We then ask whether he could have created a less elaborate and expensive 'minimum viable product', if he has created any 'value' in his business and whether he should build on these 'assets' or simply give up.

LEARNING OBJECTIVES

- Practising the 5-E frameworks in the context of Silverglide.
- Which 'risks' can be analyzed and which you can only crystallize by launching.
- The importance of identifying and working with innovators and opinion-leaders – the diffusion curve.
- The major sources of value an entrepreneur builds in a business.

TRAINER

Jeff Skinner is the Executive Director of the Deloitte Institute of Innovation and Entrepreneurship at London Business School. He also directs a variety of MBA entrepreneurship electives and co-curricular student activities at the School.



Prior to this, as Commercial Director at University College London, he conceived, built and ran UCL's Technology Transfer division - including the creation of two early-stage seed funds and separate units managing consultancy, collaborative research and new venture creation. Working alongside research students and academics, he has co-founded over thirty technology-based spinouts that have, in aggregate, raised over £30 million first round finance and returned over £20 million to UCL.

He is past President of and remains closely involved with the leading UK & European tech transfer associations, PraxisUnico & ASTP-Proton. He talks, trains and consults widely throughout Europe in the field of technology commercialization. He chairs the Professional Recognition panel for the worldwide 'Alliance of Technology Transfer Professionals' (ATTP).

Before joining UCL, he was Technical Marketing Manager at Hoechst Celanese Corporation in New Jersey and prior to that, Photonics Research Manager at General Electric. His first degree was in physics and he holds a Ph.D. in thin-film photonics (UCL) and an MBA from London Business School.

PROGRAMME

DAY 3 - 29 AUGUST 2018

Developing Commercial Start-up Companies from Research

Part 2: Humanities Impact Hub: Nurturing Knowledge Transfer with Social Sciences and Humanities

BACKGROUND AND OBJECTIVES

Knowledge transfer from Social Sciences, Humanities and the Arts (SSHA) is a topic of growing relevance, while the call for the "Third Mission" for instance is universally known. Other than in Sciences, Technology, Engineering, and Mathematics (STEM) Intellectual Property Rights play a minor role in SSHA transfer, especially patents are almost never filed. Other transfer instruments like collaborative research, contract research, and consultancy are strongly used, even start ups are of growing relevance in SSHA transfer. In this sense SSHA play a strong role in national innovation ecosystems. But: the potential is not yet sufficiently exploited. The question is: How to nurture knowledge transfer with and from SSHA?

Attendees will learn how they actively develop and manage a SSAH transfer in order to improve impact. Taking into account the perspective of a KTO and of other relevant transfer players, this session will include methodologies that are applicable, including an Impact Café.

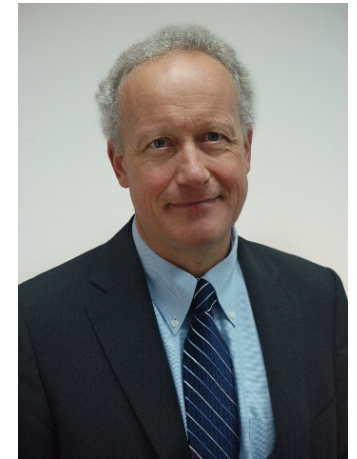
CONTENT

- How to identify SSAH projects that are suitable to be transferred?
- How to identify and structure markets for SSAH projects?
- Which business models might be applied?
- Which benefits may be achieved by SSAH?
- Which non-public sources of funding might be available?

This Humanities Impact Hub based-workshop aims to increase the understanding of specifics of SSHA knowledge transfer, including start ups; it will point out the role of SSHA impact with regard to social innovations. Based on an introductory talk we will tap into an interactive Impact Café-format that allows instant communication, learning, and orientation.

TRAINER

Christoph Köller is a co-founder and managing partner of G&K, a science consultancy company based in Germany. He especially supports research institutions and SMEs which intend to create impact from their research results in society and industry.



He has developed and applied innovation evaluation and management methodologies as well as innovation processes which find widespread use by his clients. Christoph has conducted various projects in the field of innovation management and knowledge & technology transfer with major research facilities from Fraunhofer Society, Helmholtz Association of German Research Centres, Leibniz Association, and universities. He is currently engaged in projects focusing on the impact of humanities and social sciences in Germany and Europe.

Christoph belongs to several pools of experts and evaluators on knowledge transfer from research organizations, also focusing on the transfer from humanities and social sciences at the EC and the United Nations Economic Commission for Europe (UNECE). He is a member of the advisory board of the Austrian project "Knowledge Transfer Centres" where he is in charge of improving knowledge transfer coming from SSHA. Christoph is member of ASTP-Proton (EUR), AUTM (USA), ISPIM (EUR) and TII (EUR). He recently established and leads a special interest group on social sciences and humanities valorization at ASTP-Proton.

Christoph has a Ph.D. in Business Administration and Marketing.

PROGRAMME

DAY 4 - 30 AUGUST 2018

Developing Commercial Opportunities From Research

Part 1: The Licensing Experience (Bernard Denis)

CONTENT

The morning will open with an Introduction of the anatomy of a license so as to allow for a common understanding of the mechanisms and provisions covered by a technology license. The main session will develop around a real-life case study. It will follow the licensing history of a family of technologies developed at CERN in the framework of an international collaboration. The history of a family of technologies will be explained and 4 situations will be highlighted where start-ups and industrial actors are willing to take a license. The participants will address the different licensing challenges met during the life-cycle of the technology case.

LEARNING OBJECTIVES

- Technology License concept
- Understanding key elements of terms covered in a technology licence
- Understanding the different ways in which a technology can be utilized
- Understanding the importance of adequate IP management in R&D collaborations
- Engaging with the commercial user/developer of the technology: what are the drivers?
- Where is there common ground and where are the challenging issues on reaching agreement?
- Technology life-cycle impact on the terms of a licence

Part 2: Using Proof of Concept Funds Wisely (Jeff Skinner)

CONTENT

This session continues the theme of creating commercial value from a new technology, this time taking the perspective of an ambitious academic. A 4th year PhD student has just been awarded a significant amount of funding to develop a medical device that filters malarial-infected cells from blood, promising a 'Lazarus-type' cure for malaria. He wants to develop the technology to a point where it could be bought by a major medical devices company in a couple of years (suspecting that none would be interested at this stage). He has access to a small amount of funding and needs to decide how he should 'invest' it - should he refine the technology further, start the regulatory process, strengthen the IP, hire in consultants or develop prototypes.?

Case Study: 'How to Spend it' (Jeff Skinner)

TRAINER

Bernard Denis has more than 10 years' experience in innovation, intellectual property and knowledge transfer. He joined the Technology Transfer group of CERN in 2005 as section leader with responsibilities for all technology transfer operational activities.



In 2007, Bernard was appointed deputy group Leader. He is a founding member of the High Energy Physics Technology Transfer Network (HEPTech) regrouping the TT Offices of institutes active in High Energy Physics.

In 2012, Bernard was seconded to the European Commission. He joined the Intellectual Property and Technology Transfer unit of the Joint Research Centre where he provided expert advice for the IPR strategy of the Galileo Satellite Navigation programme. In 2014, he was appointed head of the Technology Transfer sector of the JRC. He proposed a new DG JRC strategy for knowledge transfer approved by the Board of Directors and organized summer schools for young professionals of TTO in Eastern countries.

Bernard is now back at CERN and provides advice to members of the knowledge transfer group. He is a member of the Professional Development Committee of ASTP and the management board of the TTO Circle. Bernard regularly acts as an expert for WIPO in technology transfer fact-finding missions and capacity building workshops. He also acted as international evaluator of project proposals for the establishment of Technology Transfer Centres in the Czech Republic.

PROGRAMME

DAY 4 - 30 AUGUST 2018

Developing Commercial Opportunities From Research

Part 2: Using Proof of Concept Funds Wisely (Jeff Skinner)

LEARNING OBJECTIVES

- 'Valorization', 'Proof of concept' strategy
- Differentiating 'proof of concept' from 'proof of value'
- Identifying the 'customer' – whose money you need next.
- Value chain analysis – working out who your success is dependent on.
- When to start building relationships with potential partners.

Before working in the area of knowledge transfer and innovation, Bernard has been working in various positions at CERN including IT project leader for the development of the SPS and LEP accelerators control systems and deputy group leader of the unit in charge of the outsourcing policy.

He is accredited Registered Technology Transfer Professional by the Alliance of Technology Transfer Association (ATTP). He has an engineering background in electro mechanics, an MBA and an Advanced Diploma in Management Consultancy from the Henley Management College. He developed negotiation training programmes for the CERN knowledge transfer and purchasing services, for the JRC Technology Transfer unit and for the PhD symposium of HEP Tech. Bernard is also lecturing on project management at the Geneva School of Economics and Management, Geneva University.