



## TT TRAINING COURSE



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

*29 Sept. – 3 October 2014  
Danish Technological  
Institute  
Aarhus, Denmark*



# SUAFRI-EPC

This Project is funded by the European Union under the 7th Framework Programme

*Organised in the framework of the SUAFRI-EPC project  
(Supporting the Uptake of Agri-food Research Results into  
Innovation with EPC Countries)*



# PROGRAMME

DAY 1 - MONDAY 29 SEPTEMBER 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.

## 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, thereby 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).



DAY 3 – WEDNESDAY 1 OCTOBER 2014, 9.30-16.30

## 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](http://beefCAMPus.com)).



## Success Factors in Growing New Technology-Based Firms

### OBJECTIVE AND BACKGROUND

Most innovation support and technology transfer professionals are in daily contact 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. It provides an opportunity to check the health of the business and give concrete advice to the entrepreneur for future action. The model, which has been tested for over two decades, offers a value-added complementary approach to today’s commonly used business development tools, such as the Business Canvas and NABC models.

### 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 (using real companies and entrepreneurs as examples)
- 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 Professor 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 and founding director of the Centre for Innovation and Entrepreneurship at Linköping University in Sweden. He has extensive experience of running entrepreneurship training programmes for young entrepreneurs and start-ups for the past 20 years.



## Partnering with Universities: Establishing Successful Short-term and Long-term Relationships

### OBJECTIVE AND BACKGROUND

A huge amount of knowledge exists within our universities, usually alongside knowledge of how to apply it to practical problems. Some comes in the form of patented processes and technology, some as new discoveries published in academic journals or obscure academic conferences. For a small company knowing about these and accessing them can be very difficult. The most successful transfer of knowledge into application often comes through the establishment of partnerships with one or more institutions and research groups, but this is often perceived as something that only large companies can resource. Yet successful partnerships, whether to solve an immediate problem or to help expand a company's product line, have been proven to bring intangible benefits as well as direct economic ones to companies and are a major factor in economic growth for a company and for regions.

Recognizing this, some universities have taken steps to encourage the creation of such partnerships with small and large companies, stimulating B2B partnerships as well as academic/company ones. The objective of this workshop is to become familiar with the tools and techniques that can be used to establish a successful partnership both from the perspective of a university or group of universities and from the perspective of a company. Using a successful case study, participants will be introduced to methods to establish successful partnerships, whether short or long term and will take home a fuller understanding of how each partnership can be created, shaped and moulded according to their needs.

### CONTENT

- Developing your objectives and the strategy to achieve them
- Some insight into the tools universities use to secure partnerships
- How to remove some of the barriers: people and constructs
- How to grow established partnerships
- How to access your partner's partners
- Examples of real-life successes, group exercises and discussion

### TRAINER

As a Director of a major Research and Enterprise unit (Heriot-Watt University, 2000-13) **Gillian McFadzean** has extensive experience leading university research, technology and knowledge transfer development and assisting others in northern and southern Europe and in Russia to develop that capability. Over a 4-year project her team brought in additional funding of >12m euros from partnerships with 390 companies, of which 340 were new partners and 270 were SMEs. These partnerships helped to grow competitive research funding at Heriot-Watt University and boost commercialization activity, in addition to establishing a core entrepreneurial development programme for all the Scottish universities – Converge Challenge. Gillian has chaired AURIL (UK) and ProTon Europe and has served on several Expert Groups for the EC. She is now a senior consultant with Helix Advisory Services Ltd.





# PRACTICAL DETAILS

## INTRODUCTION

The training 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 is delivered 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 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.



## SUAFRI-EPC

The SUAFRI-EPC project, funded under the European Commission's FP7 INCO programme, aims to strengthen cooperation with European Partnership Countries (EPC) on bridging the gap between research and innovation in the area of agri-food. 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 training courses 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 SUAFRI-EPC 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 training has been developed with the continuous professional development needs of KT/TT and innovation support intermediaries in mind. It 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 SUAFRI-EPC 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 similar training courses 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 29 September, starting at 9.30, through to Friday 3 October, ending at 16.00. It is hosted by Danish Technological Institute in their conference centre located at Teknologiparken, Kongsvang Allé 29, DK - 8000 Aarhus C. A guided tour of some of DTI's labs/departments will be offered to participants after class on one day during the week <http://www.dti.dk/about>

### **TRAVEL**

There are regular flights to Aarhus, in most cases via Copenhagen airport. SUA-FRI-EPC participants may find more flexibility in the timetable and more attractive prices by flying from their home airport to Copenhagen and then taking a train to Aarhus (travel time less than 3 hours for Intercity trains).

### **ACCOMMODATION**

As Denmark's second city, Aarhus is a popular destination and you are recommended to book your accommodation early. There is a good selection of hotels available in central Aarhus by consulting sites such as [www.booking.com](http://www.booking.com), but they are filling up fast! It is a 5-minute bus ride and 5-minute walk to the venue from the city centre. The most reasonable hotel rates are offered by the Zleep Hotel Aarhus (located 2 bus stops and a 5-minute walk away from the venue) <http://www.zleephotels.com/en/zleep-hotel-aarhus>

### **SOCIAL ACTIVITIES**

The organisers will offer a guided visit of the historical centre of Aarhus 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 SUA-FRI-EPC partner organisations based in the European Partnership Countries as well as other EPC organisations invited by SUA-FRI-EPC partners 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 (€350).

### **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.

