

Project Deliverable

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Title D4.2 Report about Regional training seminars
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PP	Restricted to other programme participants (including the Commission)	
RE	Restricted to a group defined by the consortium (including the Commission)	
CO	Confidential, only for members of the consortium (including the Commission)	

Abstract :

The present document, *Report about Regional Training Seminars*, contains the summary of the training seminars organized during the Health-2-Market project. It describes procedures and lists the seminars conducted, underlines outcomes, lessons learnt and makes recommendations for future activities.

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Summary

Deliverable D. 4.2 “**Report about Regional training seminars**” presents the overview and summary of all the seminars organized in Task 4.2 and additionally includes the outcomes of the webinar organized.

The aim of task 4.2 was to organize high quality training seminars dedicated to Health/Life science researchers from different EU countries providing them knowledge and skills for more viable management as well as to promote a better exploitation of their health research results into the market.

To this end, **1 training pilot** and **15 training seminars** were organized from **October 2013 to July 2015** by project partners in several European Countries, gathering a total of 465 participants.

The training pilot was conducted in October 2013 to firstly check and assure the level of quality and procedures provided by seminars. After that, several lesson-learnt were taken into consideration for the organization of future trainings. On this basis, a *To-do-List* was created in order to better put in place seminars, especially from the point of view of timing and dissemination and promotion. More information can be found on *Annex I: List of to-Do's: Guidelines on the organization of seminars*.

From the 8 thematic areas originally identified by the business schools (SKEMA, IE, UGOT), each partner chose the topic that better fit health researchers' needs. As a result, the offer of seminars covered the 6 following topic areas: *Intellectual Asset Management and Knowledge-Base Business Strategy* (IAM), *Intellectual Property Management and Open Innovation in Health/Life Sciences* (IPM), *Marketing of Innovation & Effectual Entrepreneurship* (ISMA), *Cutting Edge decision making tool for entrepreneurs* (DM), *Marketing of Innovative Products in Health/Life Sciences* (MIP), *Identifying entrepreneurial opportunities and understanding modes of financing* (EOF) (see seminars' description in *Annex II* for more details on the different topics).

Each project partner of the consortium had the responsibility to host one or two seminars, managing all related administrative tasks (organization, communication, dissemination, logistics and follow-up), while the business schools were responsible for agenda, content and implementation of the training. In this sense, seminars were delivered mostly by internal expert– already included in the consortium team from SKEMA, UGOT and IE- and in few cases by external experts, coming from industrial environments. In regard to the training method, seminars were characterised by a mixed approach of theory and practice that included simulations of business games and work on case studies specifically related to health cases.

Considering the distribution of the seminars, a specific geographical area of responsibility was established for each project partners on the basis of an EU regional approach and considering factors such as language, existing networks and contacts in the country. In this sense, a few seminars were co-organized thanks to external partners¹ reinforcing therefore existing networks.

¹ For these cases, a document with the *Terms of References* was created in order to better organize these seminars with non H2M consortium partners. Please see *Annex III, Terms of Reference for the joint organization of seminars with an external collaboration partner (organization that is not consortium partner in Health-2-Market project)*.

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Following that division of responsibility, the seminars were conducted in: Sweden, Spain, France, Greece, Germany, Hungary, Cyprus, Italy, United Kingdom, Portugal and Romania.

Besides the seminars performed, the method of webinar was also experimented.

Finally, the document summarizes lessons learnt and recommendations about seminars delivery. Lessons learnt from interactions between trainers and participants are analysed together with interactions that occurred during the academies and the advanced services in the deliverable D6.4 (Report on contribution to policy development and health initiatives with recommended courses of actions to reinforce the innovation dimension in health/life sciences research area).

1. Introduction

The purpose of seminars was to provide high quality, topic-specific and accessible trainings tailored to health researchers' needs. As a result, academics from the business schools of the project (SKEMA, UGOT, IE) and innovation consultants delivered the trainings covering specific topics focused on health, and directly addressed the commercial exploitation of research results.

With this approach, and differently from academies, the seminars were designed to last one to two days, providing a short but highly intensive training with a balanced mix of theory and practice based on regional and national needs and focused on specific topics.

Contents of each seminar were defined by the Business Schools on a regional basis and then adapted – case by case - to the specific national needs. The intent was to offer trainings adapted to the peculiarities of each country and able to respond in the best way to participants' needs. In this way, also a broader participation of the targeted groups was promoted.

In this sense, seminars were targeted to Health/life sciences researchers participating in EU and national research projects and to all those actors supporting R&D activities and interested in commercial exploitation of health research results (TTO, European Health research institutes, universities, SMEs, start-up).

In order to promote a larger access to trainings, a webinar course (1.5 hour) was also organized and streamed through the Health-2-Market website platform. The topic chosen focused on helping companies and other types of organizations engaged in research and innovation to gain easier access to loans, guarantees and equity finance. (*“Access to risk finance under the European Funding Programme”*).

2. List of seminars

In total 16 seminars were organised during the project from September 2013 to July 2015 in: Sweden, Spain, France, Greece, Germany, Hungary, Cyprus, Italy, United Kingdom, Portugal, Poland.

Regarding the geographical distribution of seminars, a European regional approach was chosen and five European regional areas involved (Northern Europe, Western Europe, Central Europe, Southern Europe, South-eastern Europe). Specifically, each partner hosted one or two seminars on the basis of its presence and well-established contacts/networks in the regions.

An overview of the distribution of seminars per area and the detailed list of seminars performed is represented in Graphic 1 and Table 1.1.

Graphic 1. Seminars per EU regional areas

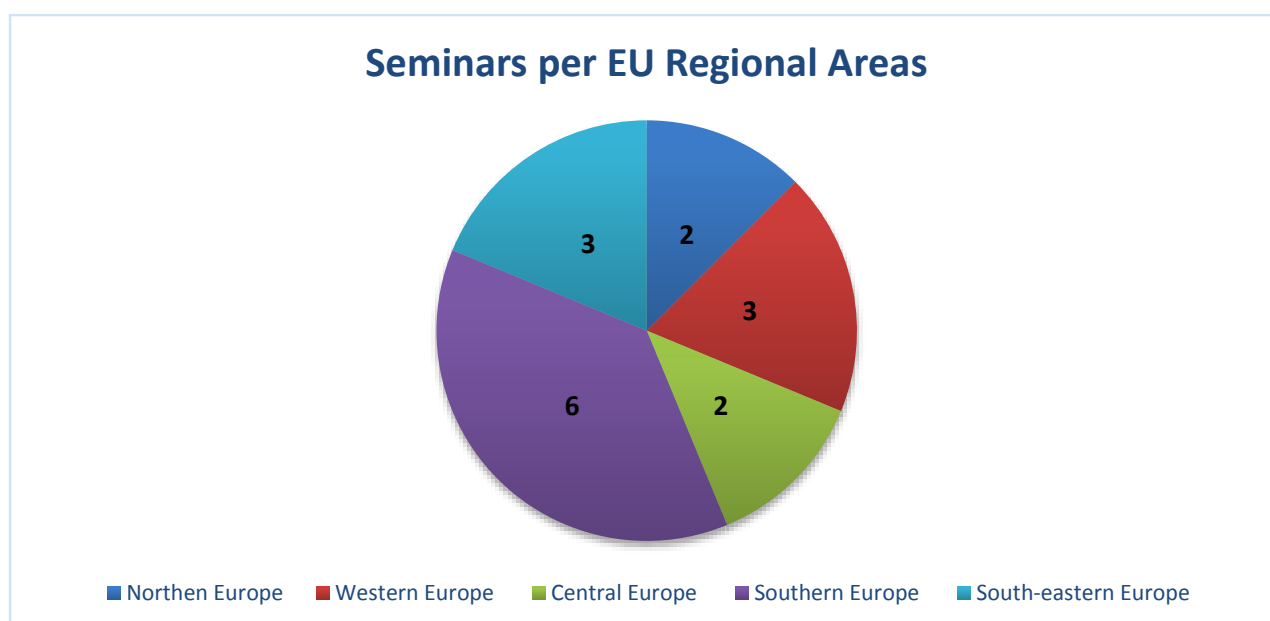


Table 1.1. Overview of seminars organized

No.	PARTNER	Date	Title of Seminar	Place	Participants	Remarks
1	UGOT	16/10/2013	IPM <i>"Intellectual Property Management and Open Innovation in Health/Life Sciences"</i>	Stockholm (Sweden)	3	PILOT Seminar
2	IE	3/03/2014	DM	Madrid (Spain)	34	

			<i>"Cutting Edge Decision Making Tools for Entrepreneur"</i>			
3	SKEMA	10-11/04/2014	ISMA <i>"Marketing of Innovation & effectual entrepreneurship"</i>	Sophia Antipolis (France)	9	
4	Q-PLAN	11-12/04/2014	MIP <i>"Marketing for Innovative Products in Health/Life Science"</i>	Thessaloniki (Greece)	29	
5	ENGAGE	15-16/05/2014	MIP <i>"Marketing for Innovative Products in Health/Life Science"</i>	Berlin (Germany)	37	Collaboration with external partner (Bayer)
6	EUROPA MEDIA	10/09/2014	EOF <i>"Identifying and evaluating entrepreneurial opportunities"</i>	Budapest (Hungary)	14	
7	INNO TSD	15-16/09/2014	IAM <i>"Intellectual Asset Management and Knowledge-based Business strategy"</i>	Nicosia (Cyprus)	39	Collaboration with external partner (The Cyprus Institute of Neurology and Genetics)
8	APRE	13-14/11/2014	ISMA <i>"Marketing of Innovation & effectual entrepreneurship"</i>	Naples (Italy)	37	
9	IE	2/03/2015	DM <i>"Cutting Edge Decision Making Tools for Entrepreneur"</i>	Madrid (Spain)	20	
10	Q-PLAN	02/04/2015	MIP " Marketing for Innovative Products in	Athens (Greece)	47	

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			Health/Life Science”			
11	UGOT	22/04/2015	IPM “Intellectual Property Management and Open Innovation in Health/Life Sciences”	Gothenburg (Sweden)	43	
12	INNO-TSD	11/05/2015	IPM “Intellectual Property Management and Open Innovation in Health/Life Sciences”	Newcastle (United Kingdom)	35	Collaboration with external partner (RTC NORTH)
13	SKEMA	11-12/06/2015	ISMA “Marketing of Innovation & effectual entrepreneurship”	Lisbon (Portugal)	35	
14	EUROPA MEDIA	22/06/2015	IPM “Intellectual Property Management and Open Innovation in Health/Life Sciences”	Braga (Portugal)	32	Collaboration with external partner(Health Cluster Portugal)
15	WHITE RESEARCH	23-24/06/2015	ISMA “Marketing of Innovation & effectual entrepreneurship”	Craiova (Romania)	23	
16	APRE	8-9/07/2015	ISMA “Marketing of Innovation & effectual entrepreneurship”	Rome (Italy)	28	
TOTAL of PARTICIPANTS in seminars					465	

Specifically 1 training pilot and 15 seminars related to these 6 thematic areas were implemented:

- 1) IPM “Intellectual Property Management and Open Innovation in Health/Life Sciences”
- 2) DM “Cutting Edge Decision Making Tools for Entrepreneur”
- 3) ISMA “Marketing of Innovation & effectual entrepreneurship”
- 4) MIP” Marketing for Innovative Products in Health/Life Science”
- 5) EOF “Identifying and evaluating entrepreneurial opportunities”
- 6) IAM “Intellectual Asset Management and Knowledge-based Business strategy”

An overview of the distribution of seminars per thematic areas and per country is shown in the below map:

Map 1: Seminars per thematic areas and per country



Additionally, 1 webinar focused on the thematic "The Access to Risk Finance under the European Funding Programme Horizon 2020" was performed in September 2014 (see Table 1.2).

Table 1.2. Overview of the webinar organized

PARTNER	DATE	TITLE OF WEBINAR	PLACE	Participants
APRE	29/09/2014	The access to Risk Finance under the European Funding Programme	Rome (Italy) Via streaming	47
TOTAL of PARTICIPANTS in webinar				47

The complete and detailed list of the seminars and the webinar conducted is reported as follows:

SEMINARS

1) Title: IPM “Intellectual Property Management and Open Innovation in Health/Life Sciences”

Thematic Area: Intellectual Property Rights/Assets

Date: 16/10/2013

Place: Stockholm (Sweden)

Organizer: UGOT



2) Title: DM “Cutting Edge Decision Making Tools for Entrepreneur”

Thematic Area: Decision Making

Date: 3/03/2014

Place: Madrid (Spain)

Organizer: IE



3) Title: ISMA “Marketing of Innovation & effectual entrepreneurship”

Thematic Area: Strategic Decision Making /Marketing

Date: 10-11/04/2014

Place: Sophia Antipolis (France)

Organizer: SKEMA



4) Title: MIP *"Marketing for Innovative Products in Health/Life Science"*

Thematic Area: Marketing

Date: 11-12/04/2014

Place: Thessaloniki (Greece)

Organizer: Q-Plan International

Business School involved: IE



5) Title: MIP *"Marketing for Innovative Products in Health/Life Science"*

Thematic Area: Marketing

Date: 15-16/05/2014

Place: Berlin (Germany)

Organizer: ENGAGE with the collaboration with external partner (Bayer)

Business School involved: IE



6) Title: EOF *"Identifying and evaluating entrepreneurial opportunities"*

Thematic Area: Decision making/Financing

Date: 10/09/2014

Place: Budapest (Hungary)

Organizer: Europa Media

Business School involved: IE (External Expert)



7) Title: IAM *“Intellectual Asset Management and Knowledge-based Business strategy”*

Thematic Area: Intellectual Asset Management

Date: 15-16/09/2014

Place: Nicosia (Cyprus)

Organizer: INNO TSD in collaboration with an external partner (*The Cyprus Institute of Neurology and Genetics*)

Business School involved: UGOT



8) Title: ISMA *“Marketing of Innovation & effectual entrepreneurship”*

Thematic Area: Strategic Decision Making /Marketing

Date: 13-14/11/2014

Place: Naples

Organizer: APRE

Business school involved: SKEMA



9) Title: DM *“Cutting Edge Decision Making Tools for Entrepreneur”*

Thematic Area: Decision Making

Date: 2/03/2015

Place: Madrid (Spain)

Organizer: IE



10) Title: MIP *“Marketing for Innovative Products in Health/Life Sciences”*

Thematic Area: Marketing

Date: 2/04/2015

Place: Thessaloniki (Greece)

Organizer: Q-Plan International

Business School involved: IE



11) Title: IPM *“Intellectual Property Management and Open Innovation in Health/Life Sciences”***Thematic Area:** Intellectual Property Rights/Assets**Date:** 22/04/2015**Place:** Gothenburg (Sweden)**Organizer:** UGOT**12) Title:** IPM *“Intellectual Property Management and Open Innovation in Health/Life Sciences”***Thematic Area:** Intellectual Property Rights/Assets**Date:** 11/05/2015**Place:** Newcastle (United Kingdom)**Organizer:** INNO TSD with collaboration of an external partner (RTC North)**13) Title:** ISMA *“Marketing of Innovation & effectual entrepreneurship”***Thematic Area:** Strategic Decision Making /Marketing**Date:** 11-12/06**Place:** Lisbon (Portugal)**Organizer:** SKEMA (external expert from Viane)



14) Title: IPM *“Intellectual Property Management and Open Innovation”*

Thematic Area: Intellectual Property Rights/ Assets

Date: 22/06/2015

Place: Braga (Portugal)

Organizer: Europa Media in collaboration with an external partner (Health Cluster Portugal)

Business School involved: UGOT



15) Title: ISMA *“Marketing of Innovation & effectual entrepreneurship”*

Thematic Area: Strategic Decision Making /Marketing

Date: 23-24/06/2015

Place: Craiova (Romania)

Organizer: White Research

Business School involved: SKEMA (external expert from Vianeo)



16) Title: Title ISMA “Marketing of Innovation & effectual entrepreneurship”

Thematic Area: Strategic Decision Making /Marketing

Date: 8-9/July/2015

Place: Rome (Italy)

Organizer: APRE

Business School involved: SKEMA



WEBINAR

1) **Title:** “Access to Risk Finance under the European Funding Programme”

Thematic Area: Funding Horizon 2020

Date: 29/09/2014

Place: Rome (Italy) - Streaming

Organizer: APRE

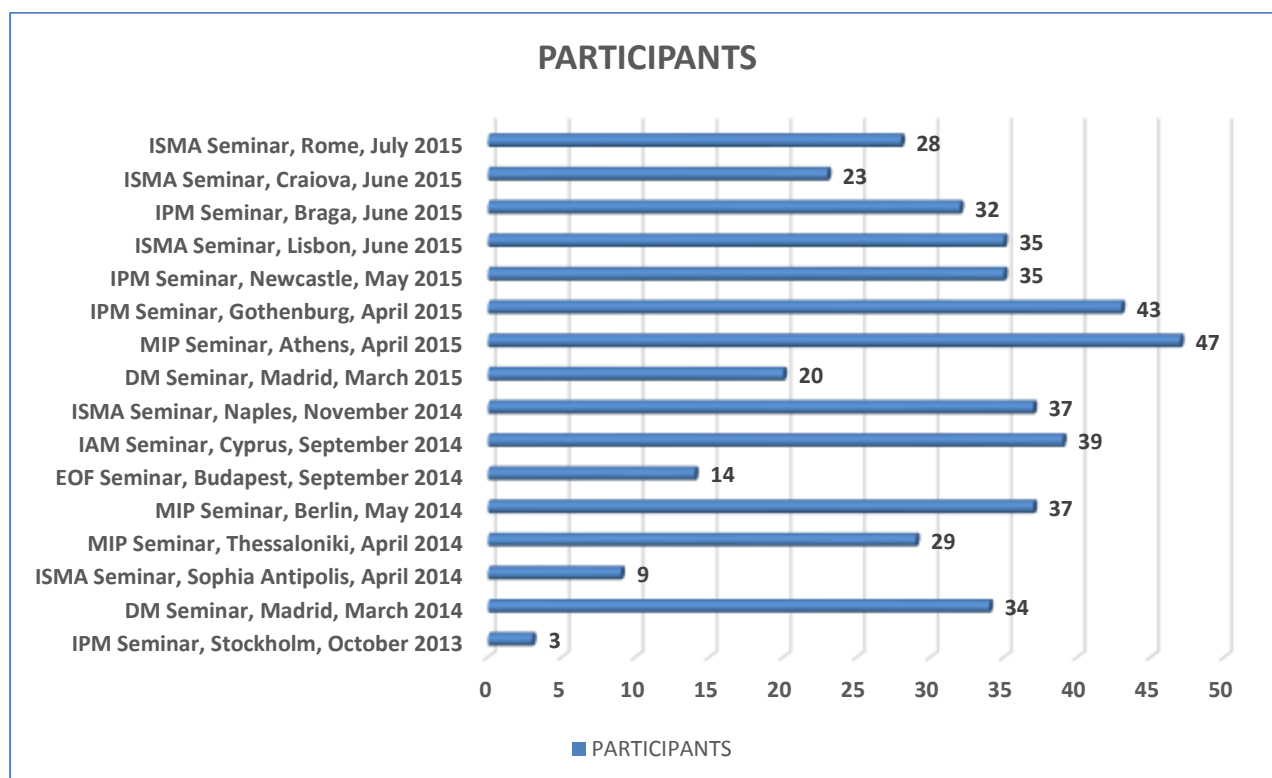


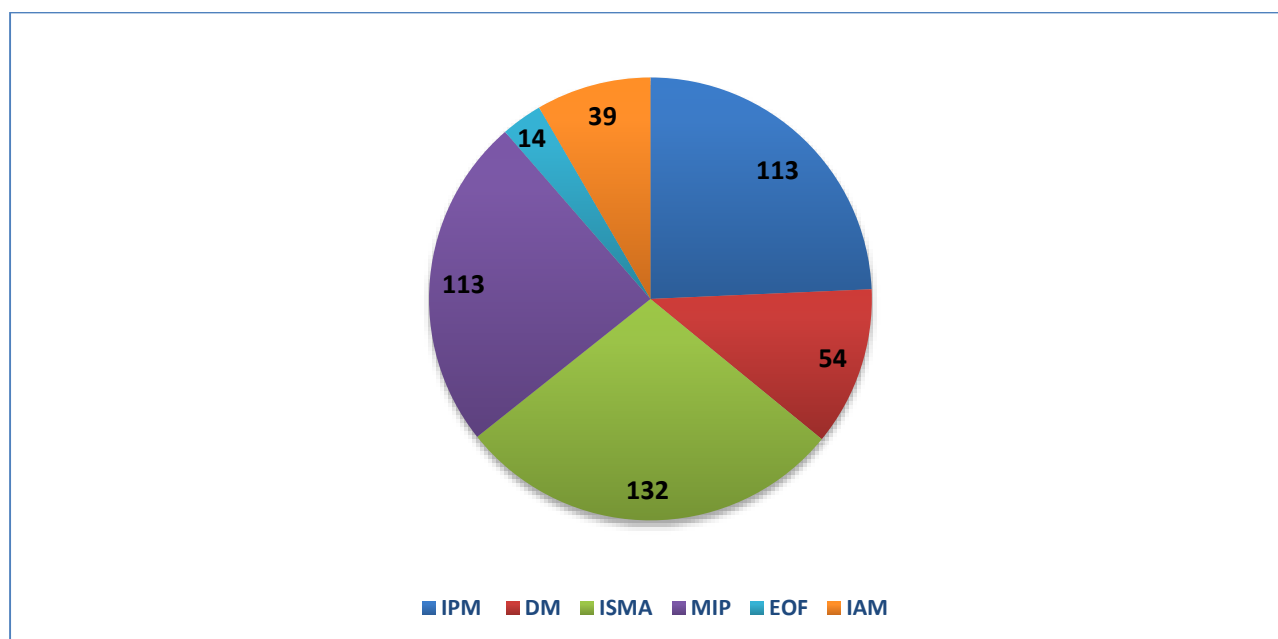
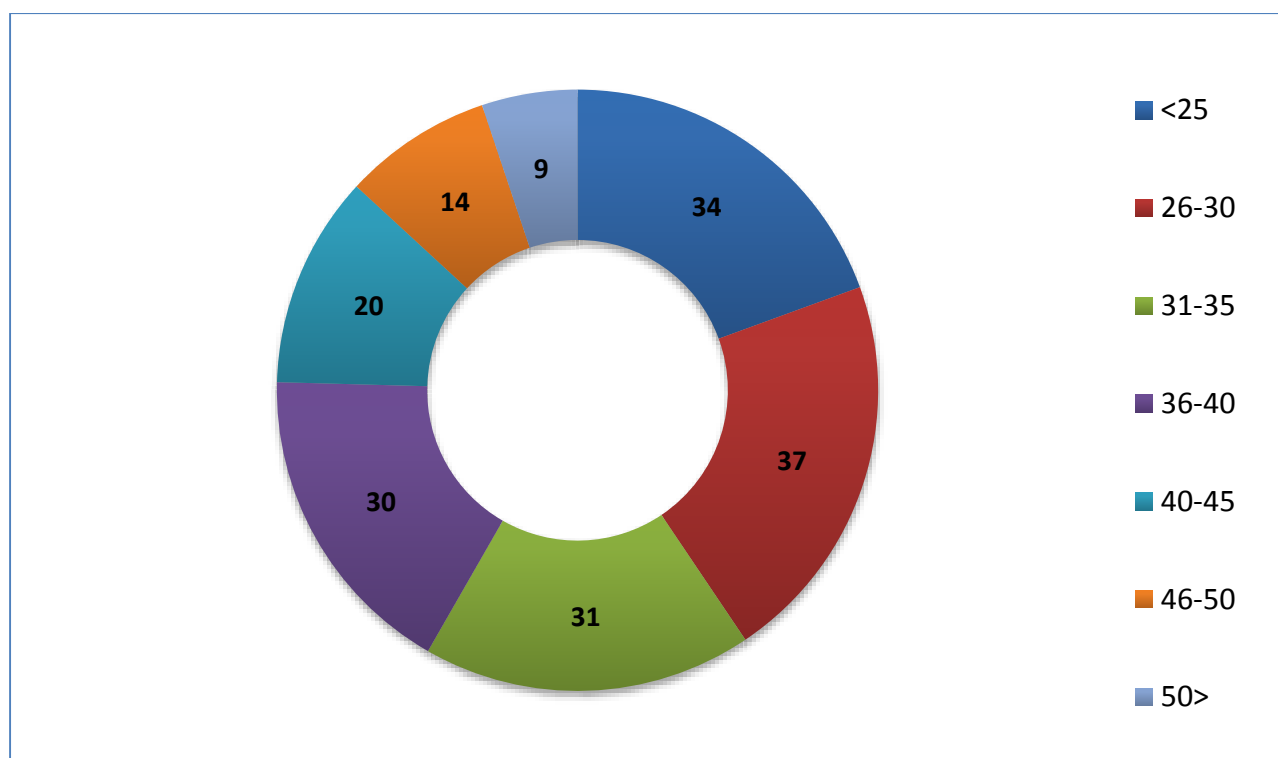
3. Seminars in figures

The seminars conducted from September 2013 to July 2015 reached 465 participants. Considering the 15 seminars performed, 31 persons attended on average each seminar. One pilot seminar was held in 2013, 7 seminars were performed in 2014 and 8 in 2015.

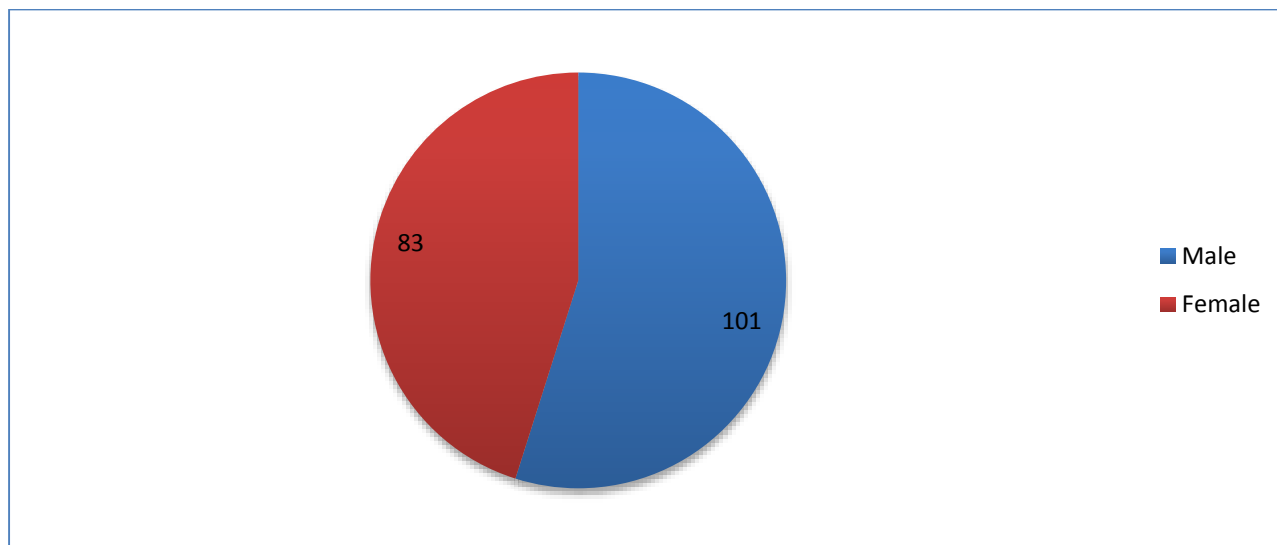
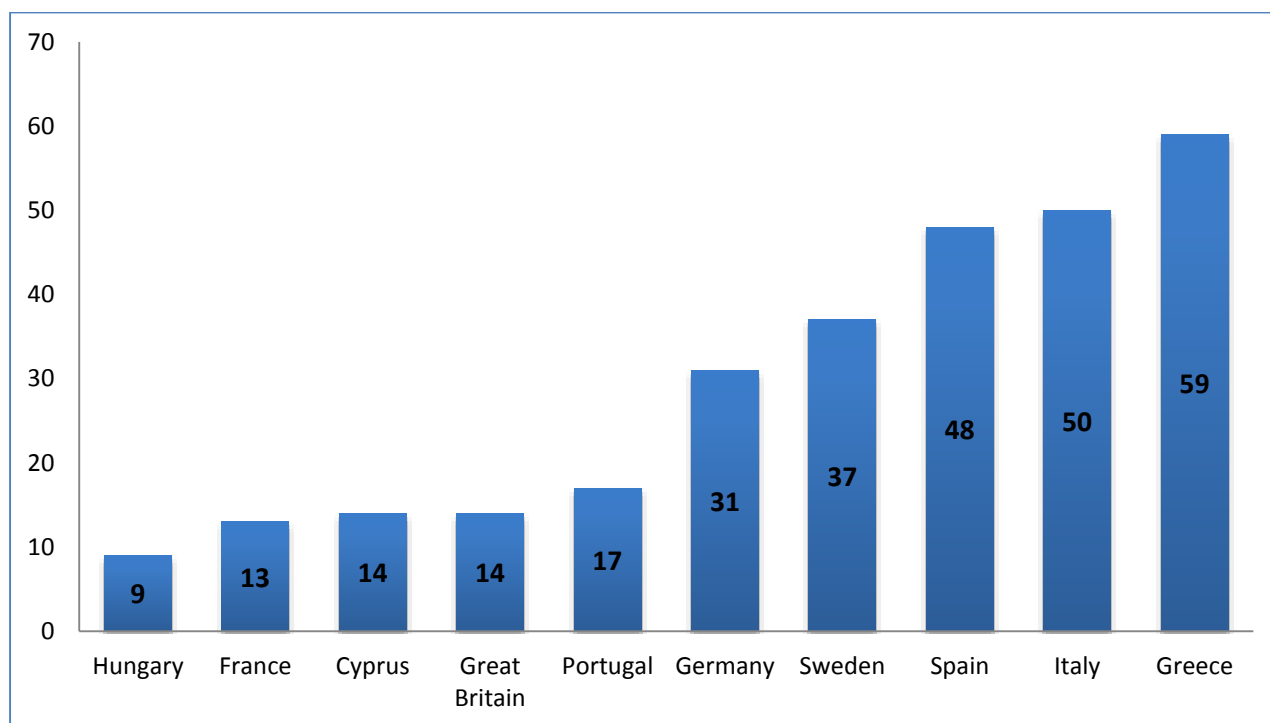
Details related to attendance in seminars and information about participants (age, gender, country of residence) are reported in Graphics 2 to 6.

Graphic 2. Participants in seminars (October 2013- July 2015)



Graphic 3. Participants per thematic**Graphic 4. Age of participants²**

² Note: the information in this section is based on the data provided by the participants through the Feedback forms that the participants handed in as hard copies after the respective training.

Graphic 5. Gender of participants³**Graphic 6. Participants' country of residence³**

³ Note: the information in this section is based on the data provided by the participants through the Feedback forms that the participants handed in as hard copies after the respective training.

4. Assessment of seminars

In regard to participation, the 16 seminars registered a good rate of attendance with 465 participants. The webinar also performed well with 47 participants.

Overall, participation in seminars (465) and in webinar (47) reached 512 persons (*See Table 1.3*) in line with the objective established in the DoW (500+ Health/life science researchers attended the seminars).

Table 1.3. Overview of participants in Seminars and Webinar

	Participants
Seminars	465
Webinar	47
TOTAL of PARTICIPANTS	512

In order to assess the quality of seminars delivered, a feedback form was also elaborated by partners and then distributed to participants at the end of each seminar. Through these questionnaires, information related to what participants appreciated or not in seminars performed were collected.

Specifically, participants gave a positive feedback on the content and methodology of the trainings delivered and relating to the high quality profile of teachers involved. Networking opportunities as well as the training method based on teamwork practical cases studies were also greatly appreciated by participants.

Some points for future improvements in seminars were also underlined such as the use of case studies during seminars more related to health topics, a major in-depth analysis on financial aspects and a longer duration of the course.

5. Conclusion: lessons learnt and recommendations about seminars delivery

On the basis of the activities performed, some important lessons were learnt by project partners on how to better organize a seminar assuring an adequate rate of participation and considering also issues such as logistics, dissemination and networking.

In this sense, a useful table including all lessons learnt is reported in table 1.4:

Table 1.4: Lessons learnt/recommendation:

Issues	Lessons for "BEING...":	Recommendation
Participation	... FOCUSED	<ul style="list-style-type: none"> Strong focus on the wished target group when choosing conferences to which seminars should be linked to
	... ATTRACTIVE	<ul style="list-style-type: none"> Attracting participants is not so easy. Perhaps including the value of the training (price that should be paid if not funded by the EU) on the invitations and website could be a good idea for attracting a higher number of participants. Indeed, this would show the value that the training has and may motivate more people to attend.
	... CAREFUL	<ul style="list-style-type: none"> Do not "trust" registrations and confirmations. A relatively high non-show percentage must be expected (possibly "overbook" by 20%). In average the 60% of the registrants finally participate
	... INTERESTING	<ul style="list-style-type: none"> Almost nobody bothers to read anything in advance (e.g. material sent to participants) Real cases are much better to discuss during seminar workshops Variety among participants (in age, level of education, professional status, business plans etc) helps to maintain interest and liveliness
Organization (Logistics)	... EASY	<ul style="list-style-type: none"> Location is very important : choose an easily and accessible venue for the majority of the participants
	... PART OF A SUCCESSFUL TEAM	<ul style="list-style-type: none"> If a seminar is organized together with a larger event, (a) be sure the larger event itself is a successful one (b) see that the seminar addresses the interests of the event participants

Dissemination	...EARLY	<ul style="list-style-type: none"> Promote the seminar as early as possible and through the right channels
	...VARIOUS	<ul style="list-style-type: none"> A great variety of dissemination channels should be used but best results come through personal contacts and contacts' network
Networking	...PART OF THE RIGHT TEAM	<ul style="list-style-type: none"> Co-organization of seminars with health / bioresearch centres may be a good choice (the researchers are actually there!)
<p>Finally, please always be prepared to: <u>MAKE CONTINGENCY PLANNING, TAKE DECISIONS AND ACT FAST</u></p>		

ANNEX I: List of to do's: Guidelines on the organization of seminars



Health-2-Market time line and to-do list for seminars

When	What	Who	Remarks
By November 2013	1. Fix the date of your event!	All the partners in charge of trainings or workshops	
By November 2013	2. Choose your topic and your speakers (locally and with business Schools)	The partner in charge of the event	
November 2013	3. Fill in template with all the workshops and send it to TASK LEADER for seminars	All the partners in charge of trainings or workshops	Task leader will send and collect the template – Seminar Breakdown
By December 2013	4. Produce a common calendar of all workshops and produce a flyer for dissemination	Dissemination responsible and Task Leader	
±5 months before the date of the workshop	5. Complete a first draft agenda and fix venue	The partner in charge of the event	
Immediately after the draft being available, Launch a Save the	6. Draft announcement of save-the-date for training or workshop to	Elaborated by the local organizer jointly with the dissemination responsible	Once fixed the date and venue.

Date via Health2market mailing list from the project and mailing list from local organizer.	<p>be sent to potential participants. (Organizer database and central database from Health2market)</p> <p>Publication of save-the-date on our website homepage.</p>	Communication responsible	
4 and 2 months before	7. Preparation of news, for those seminars organized within the semester covered by the next newsletter.	Dissemination responsible, Local organizer	To be included in the Newsletter
4 months before	8. Preparation of registration form to be filled in by participants upon registration	Communication responsible in collaboration with local host	
3 month before	9. Confirmation of invited speakers	Local organizer	
3 month before	10. Preparation of training material and logistic info; decide on dissemination material needed and be in touch	Local organizer and communication responsible	Even if it is not on the Technical Annex, we suggest to share this material with the task leader in order to have an overall impression on the completeness.

	with dissemination responsible on this matter		
3 months before	11. Publication promotional text and final agenda on website and Opening of registration on our website	Communication responsible	
3 months before	12. Mailing announcement of workshop to all contacts of all partners (also with logistic info)	Organizer and rest of the partners	Local partner for national level and the rest for international
2 months before	13. First Reminder announcement of workshop to all contacts of all partners (also with logistic info)	Organizer and rest of the partners	Local partner for national level and the rest for international
1 month before	14. Last Reminder announcement of workshop to all contacts of all partners (also with logistic info)	Organizer and rest of the partners	Local partner for national level and the rest for international
1 month before if international ;	15. Closure of registrations (Number of participants: Min. 15 / Max. 50)	Communication responsible and local partner	<i>Inform Task leader and the coordinator about the status of the final registration.</i>

3 weeks before if local. To be decided by local host			
1 month or 2 weeks	16. Confirmation of participation to applicants (with agenda and logistic info)	Local partner	<i>Asking them to inform the local partner at least one week before if they cannot attend. Inform again Task leader and the coordinator with the definitive number of participants</i>
During the whole period	17. Preparations for local host	Local partner	<ul style="list-style-type: none"> - Room and venue for the event - Catering - flip-over charts - computer, microphones for the event; spare electricity extension cords - Ask to H2M leaflets if you need to receive them by courier!! - participants list + attendance list for signature - Arranging badges - Participant folders with handouts. - Feedback forms
10 days before	18. Integration of all training materials and last discussion with trainers	Local partner	
10 days before	19. Reminder to confirmed participants to make sure they will attend	Local partner	
1 week before	20. Training materials on Xtranet for printing	Printing through local partner	
1-2 weeks after seminar	Disseminate feedback and lessons learnt to all project partners	Local partner	

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Annex II: Seminars' content and description of training

Seminar 1: Introduction to Knowledge-Based Business (Ref: KBB) (by UGOT)

Context and training description

It is commonly agreed that the economy is in a transformation from industrial to knowledge-based business, but what does this really mean? This seminar will introduce the concept of knowledge-based business and develop a substantial framework to operationalize the concept beyond its typical use as an economic buzzword.

Learning Outcomes

The participants will learn to:

- Differentiate between industrial and knowledge-based business models
- Understand the relationship between the material value chain and the intellectual value chain
- Understand the unique characteristics of intellectual assets, property, and capital and the role IPRs in knowledge-based business
- Identify the components to design a knowledge-based innovation
- Understand the importance and tools of control in developing knowledge-based business propositions
- Develop a basic understanding of intellectual assets management
- Practice their new understanding on knowledge-based business cases

Seminar 2: Intellectual Asset Management and Knowledge-Based Business Strategy (Ref: IAM) (by UGOT)

Context and training description

In order to operationalize knowledge-based business it is necessary to move upstream of the product and service and focus on the underlying intellectual assets that form the building blocks of the value proposition. This seminar will focus on the identification and assessment of intellectual assets as the main strategic resources of organizations and the key source of competitive advantage for both start-ups and corporations.

Learning Outcomes

The participants will learn to:

- Differentiate between different theories of competitive advantage
- Operationalize the key capabilities of the intellectual value chain
- Identify and assess the value of intellectual assets
- Identify and assess the control over intellectual assets
- Practice IAM in a start-up, a knowledge-based SME, and a industrial corporation

Seminar 3: Intellectual Property Management and Open Innovation in Health/Life Sciences (Ref: IPM) (by UGOT)

Context and training description

The use of the term open innovation has become in vogue in recent years, but what does it really mean to be open and what is the right amount of openness to maximize value creation and extraction? This seminar will take an intellectual property management approach to governing openness in relation to technology development and commercialization based on the strategic objectives of an organization.

Learning Outcomes

The participants will learn to:

- Identify different types of open innovation and degrees of openness
- Understand and use intellectual property as a means to govern openness
- Identify background and foreground intellectual property in collaborative technology development
- Understand the use of licensing and other contractual mechanisms to manage open innovation for development and commercialization
- Practice their new understanding on title due diligence, licensing-based business development, and open platform design

Seminar 4: Essentials of Negotiation Behavior (Ref: ENB) (by SKEMA)

Context and training description

At the core of negotiation is the art of managing interpersonal relationships. Despite numerous misconceptions, negotiation and more specifically the art of selling does not match predicted trajectories. This lack of planned itinerary is a major reason for negotiation failure when stakeholders cannot handle deviation from “what should have happened”. This training will provide participants with practical and cognitive techniques for an efficient management of interpersonal relationships and negotiation situations and help them dealing with an inherent determinant of negotiation: uncertainty.

Participants

This training is dedicated to entrepreneurs, intrapreneurs and all stakeholders willing to get comfort and efficiency in negotiation management.

Duration

2 days of transfer of best practices through action learning.

Learning outcomes

After the training, the participants will be able to:

- Understand the cognitive process underlying an efficient management of interpersonal relationships leading to a win-win negotiation
- Develop active listening, versatility with regard to different negotiation contexts, ability to generate willingness to buy and reciprocity from the other party

- Manage effectively negotiation situations both in commercial and non-commercial contexts.
- Conduct efficiently all types of negotiations in a comfortable and self-confidence mindset.

Program

Day 1

Interpersonal relationships: A new perspective

Pre-requisites for a good negotiation

Practice

Conditions for a good start

Managing body language

Practice

Day 2

Make the other work

Listen to your feelings

Practice

Negotiation techniques: Write

Negotiation techniques: The right argumentation

Negotiation techniques: Keep control

Negotiation techniques: Conclude

Practice

Teaching methods

The training will emphasize action learning, placing participants in negotiation situations related to the entrepreneur's curriculum. Self-assessment and feedback from peers will be highlighted using video recording.

Such methods emphasize participants' attitudes to be corrected while accelerating the learning process and transfer of best practices.

Seminar 5: Marketing of Innovation & Effectual Entrepreneurship (Ref: ISMA) (by SKEMA)

Context and training description

Innovations become more and more crucial, particularly when existing business models based on volume are threatened. This perspective is complex but also really exiting. However, the innovation process seems not to be understood nor really controlled / managed yet. When dealing with innovation, one of the main issue is about market creation for the novelty/invention. How can a market be created? How to design an innovation when creating new market or changing an existing market? Are existing marketing concepts applicable when market doesn't exist?

This course aims at delivering the framework to understand and to deal with innovation strategic concepts. At the end of the course, Trainees will be familiar with new concepts presented here and the specific way of thinking to deal with disruptive innovation.

Participants

This training is dedicated to entrepreneurs, intrapreneurs and individuals supporting and coaching entrepreneurial projects willing to experience the entrepreneur's mindset and toolkit through an intense accelerated academy.

Duration

2 days of knowledge transfer and iterative practice leading to a complete presentation of the business plan in front of an audience of professionals.

Learning outcomes

After the course, the participants will be able to:

- Understand the effectual logic
- Understand the need of 13 strategic variables to deal with innovation
- Use the basic principles of the ISMA 360° methodology.

Program

Day 1:

- ✓ 8h45-11h: Warm-up session on definitions related to innovation
- ✓ 11h-13h: Pillar 1: The domain of innovation defines the relevant market boundaries for the invention. It also determines the cognitive area for designing the innovation.
- ✓ 14h-16h: Pillar 2: Designing an innovation means separating the invention domain from the market domain, for their interaction is weak. Within these two domains, 13 weakly related strategic variables are taken into consideration (Simon 1969).
- ✓ 16h-18h Pillar 3: Innovation requires a particular type of logic. This part describes the « effectual » logic used by experienced entrepreneurs to cope with uncertainty. This logic defines the sequence to be followed in order to take account of the 13 variables mentioned above. (Sarasvathy, 2001 ; Sarasvathy & Simon, 2000).

Day 2:

- ✓ 8h45-12h: Pillar 4: The features of an innovative offer must both solve latent needs and embed the invention's characteristics. If this is not the case, the result can only be a copy of something that already exists, or an offer that nobody needs. This part deals with the particular posture of functional analysis that is very different from the traditional process that targets a specific goal.
- ✓ 14h-17h: Pillar 5 aims to help innovators to find the most efficient market access. Unlike in a traditional strategic approach, the job of innovator is guided by the highest potential client in the external value chain of the domain. Innovators must choose the best scenario to ensure the most rapid diffusion of their innovation. For example, an innovator who invents a method related to strategy could choose to be a simple coach, to coach the coaches or to train trainers to train coaches. The last one possibility speeds-up diffusion if those trainers are customers.

Teaching methods

The training will emphasize iterative construction of the different steps of the ISMA360 method. Real innovative projects structure the training in order to concretely understand the method.

Seminar 6: Cutting Edge Decision Making Tools for Entrepreneurs (Ref: DM) (by IE)

Context and training description

Making good decisions is an essential skill in any career, but it becomes even more important for entrepreneurs. While most people would consider themselves good decision makers, decades of research in the psychology of decision making show that people often fall prey to cognitive biases and make suboptimal decisions. This could introduce serious risks to entrepreneurs since their decisions have a much bigger impact in the success of their enterprise compared to the decisions of individuals within larger organizations. On the positive side, it is well known that being aware of these cognitive biases goes a long way in reducing them, which leads to better decisions.

This knowledge can be particularly important in health-related markets since potential customers/patients do not always make the best decisions themselves (e.g., patients who do not comply with the treatment). Understanding how patients and customers make decisions can help improve compliance and lead to better outcomes to the patients/customers themselves.

Participants

This training is appropriate for any researcher who is interested in improving their decision making skills and to understand how others make decisions (e.g., customers, managers, etc), from any position (e.g., entrepreneurial, or as a member of a larger organization)

Duration

1.5 days of transfer of best practices through action learning.

Learning outcomes

After the training, the participants will be able to:

- Understand some of the most important and ubiquitous cognitive biases in decision making.
- Learn methods to reduce the bias in their decisions.
- Learn how to apply the recently acquired behavioral decision making knowledge to improve the chances of success of their business by understanding how consumers make decisions.
- “Design” choices for others (e.g., customers, patients) that improve the outcomes for both parties.

Program

Day 1

Choice strategies and their mental shortcuts

Understanding the strategies used to make decisions and how the mind automatically interprets and frames them

Improving estimations by understanding cognitive biases

Identify cognitive biases and learn debiasing procedures

Practical case study – Applying behavioural decision making to improve patient compliance, health, and benefits to the health professional

The elusive impact of incentives

Understanding why incentives have limited effect in mental biases, motivation, and performance

Applying Behavioural Decision Making knowledge to Participants’ cases.

Day 2

Group decision making

Leverage the knowledge of the group and crowds to reduce individual biases

Presentations & Discussions of the participants' strategies.

Teaching methods

The seminar consists of three lectures in the first day that will introduce participants to Behavioral Decision Making and will expose them to the most important concepts. They will learn the predictable ways in which people make “irrational” decisions (i.e., biases) and how to overcome them. In the first day, a mini case study will be used to apply the knowledge to a common situation in healthcare. Finally, participants will be briefed on the final assignment of designing a strategy to improve the likelihood of success of their own business/case. The second day will consist of a lecture that will discuss complexities introduced by group decision-making and participants will present their final projects and the group will discuss the suggested strategies.

Seminar 7: Marketing of Innovative Products in Health/Life Sciences (Ref: MIP) (by IE)

Context and training description

Although an effective marketing plan is essential for long-term commercial success, this need is even greater for innovative products. The reason is that when a product is innovative, benchmarking and following known “success recipes” becomes problematic. This is obvious by the fact that most innovative products are registered as failures soon after they enter the market. As many health research outputs can, broadly, be considered as innovations, this training will provide participants with the necessary knowledge and skills to generate a comprehensive marketing plan to successfully launch their research outputs in the market.

Participants

This training is appropriate for any researcher who is interested in getting involved with the marketing of their research outputs, from any position (e.g., entrepreneurial, or as a member of a larger organization)

Duration

1.5 days of transfer of best practices through action learning.

Learning outcomes

After the training, the participants will be able to:

- Understand what “the marketing process” is and how it can be applied to health research.
- Identify potential customers, and propose to them an attractive value proposition.
- Handle potential complexities in the above processes that stem from the innovative nature of research
- Create and implement a marketing plan.

Program

Day 1

The Marketing Process.

Practical Case study. Implementing the Marketing Process.

Applying the marketing process to health & innovative products.

Tailoring Marketing to Participants cases.

Day 2

Presentations & Discussions of the participants marketing plans.

Teaching methods

The seminar will start with a brief lecture introducing the key concepts. Then a case study (unrelated to health research) will be discussed. This helps to consolidate the learning, without introducing complexities that may arise from particular conditions that each of the participants may face in their jobs. Next, a brief lecture will introduce how health research, and in particular innovative health research, may be compatible with the marketing approach. Finally, participants will apply what they learned to their own cases, and they will present the resulting marketing plan.

Seminar 8: Identifying entrepreneurial opportunities and understanding modes of financing (Ref: EOF) (by IE)

Context and training description

This seminar aims at analyzing the process of opportunity identification, evaluation, and exploitation. A common mistake that entrepreneurs often make is to try to promote a solution (i.e. technology or product) to a problem that they have not fully understood and to stakeholders that they have not properly identified. Using techniques of divergent and convergent thinking, this seminar helps aspiring entrepreneurs to identify and examine in detail real and important problems before venturing to solve them. At a second stage, the role of stakeholders (customers, influencers, media, the state & regulatory agencies, etc.) is analyzed in depth. This is particularly important for entrepreneurs in health sciences, where innovative products & technologies often face considerable suspicion or even opposition from various groups such as regulators, media, religious groups etc. At the third stage, and only after the problem and stakeholders have been fully identified and analyzed, strategies for devising a winning solution and successfully venturing a business are discussed.

Moreover, this seminar discusses different modes of financing that are available for startups. Different kinds of investors have different motives, bring different skills and capabilities, invest significantly different amounts of capital, and have different demands and expectations. Not all of them are of equal fit for all entrepreneurial ventures. As a result, entrepreneurs need to assess their capital needs, their time horizon, and their own motives before deciding which type of investor to target and when.

Participants

This training is appropriate for any researcher who is interested in identifying and evaluating opportunities for entrepreneurship, and understanding where and what kind of financing to seek for their venture.

Duration

1.5 days of transfer of best practices through action learning

Learning outcomes

After the training, the participants will be able to:

- Fully understand what constitutes an opportunity for entrepreneurship.
- Analyze an opportunity and its constitutive parts, as well as evaluate its attractiveness.

- Understand different modes of financing and their advantages/disadvantages for entrepreneurial ventures.

Program

Day 1

Introduction

Opportunity Workshop

Analysis of a real case opportunity in the health sector

Day 2

Starting & financing a new venture: modes of financing and their implications

Conclusion

Teaching methods

The seminar will start with a brief lecture introducing the key concepts. This will be followed by a workshop where participants will apply the introduced methodology to the identification, evaluation, and development of opportunities for entrepreneurship. The day will end with the analysis of a real-life case of a successful entrepreneur in the health sector.

Day 2 will start with a role-play that will familiarize participants with different sources of financing for startups and will help them understand their implications. This will be followed by a case discussion on the same subject.

ANNEX III: Terms of Reference for the joint organization of seminars with an external collaboration partner (organization that is not consortium partner in Health-2-Market project)

Background and Introduction

Health-2-Market (H2M) is a 3-year long project funded within the Seventh Framework Programme of the European Commission. It aims at providing Health researchers with the necessary knowledge and skills for more viable IPR management as well as market exploitation of their results through setting up of new business ventures in the health/life science sectors.

More specifically, it aims to:

- Help health/life sciences researchers to develop an entrepreneurial mentality.
- Provide high quality training in a variety of topics: IPR and asset management, entrepreneurship and business planning, launch of a successful start-up and knowledge transfer, etc. The training offer includes week-long academies on a European level, 1-2 day topic-specific seminars on a regional level and e-learning courses.
- Offer advanced services and consultation to researchers having the most promising health research outcomes in terms of commercial exploitation and new business creation.

Objective and outline of the Seminar Programme

The Health-2-Market seminars are designed to last 1 to 2 days and will be organized all over Europe. The aim is to make sure that researchers from different EU countries can have easily access to such seminar offer.

The thematic offer of the seminars will cover Intellectual Property Rights/Asset/Innovation management and knowledge transfer to Health/life science researchers who are involved in research projects in Health (see short seminars' description in Annex I for more details on the different topics). These training actions and services should be an important support to bring about the exploitation of health research results.

The training courses will be delivered by internal experts (mainly professors from the H2M Business School project partners), namely high-profile academics and successful innovation consultants. The courses will be delivered according to EMBA modules and tailored to health researchers' needs.

Training methods can include simulations of business games, work on case studies, videos/audio support, collaboration exercises and video conferencing with health entrepreneurs who provide testimonies and thus enhance the evidence-base by providing concrete motivation examples and support the learning by example.

Who can participate?

The key target groups of the Health-2-Market project are those researchers in the health and life science domain that are planning to exploit their research results in the future and all those (e.g. TTO offices) that are involved in supporting these activities.

Detailed list of Health-2-Market targeted groups / beneficiaries:

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- Health / Life Science researchers participating in EU and national research projects (FP6/FP7/Horizon 2020 projects, national R&D projects, etc.);
- European Health research institutes, centres, universities, etc.;
- Key staff of Technology Transfer Offices supporting the valorisation of Health / Life Sciences research results in major EU research organisations (universities, research institutes, etc.);
- EU industrial actors (e.g. medium-large actors as well as highly innovative SMEs) in Health-related technologies, products and services, including successful healthcare entrepreneurs (former researchers).

Health-2-Market targeted regions:

- *EU-27 and Associated Countries*



Target participation numbers per seminar:

The number of participants may vary depending on the topic and the needs of the local co-organizer. We propose a minimum number of 30 participants. As a reference, we could establish a target number per seminar of around 50 participants. If the local co-organizer is wishing to have more participants, that should be always checked with the H2M partner involved in the organization.

Duration

Seminars can last 1.5 or 2 days, depending on the topic and the needs of the local co-organizer.

Please read carefully the description of each seminar; *Annex I: Seminar description*

What is needed from an external collaboration partner

In order to optimize the seminar organization and its promotion to a national/regional network of health/life science researchers, the Health-2-Market project team aims at offering a co-organisation scheme to external partners.

Aim:

- Offer a seminar training that corresponds to the national needs, potential local (cultural, institutional, regulatory) specificities and as thus respond the best possible way to the needs of the target group.

Advantages:

- You can join your services to the H2M offer and as thus gain a broader public for your activity, as well as benefit from the promotion through our project channels.
- We can together address a larger public and adapt the offer to local needs.

What we offer:

- H2M will design the seminar, including the agenda, the training programme and material.
- H2M trainers will take care of the teaching.
- We promote the event through our project data base and dissemination channels.
- We handle registration.

What you would provide:

- You choose the topic from the seminars' list that suits best the demand in your region/country (See Annex I).
- You provide suggestions regarding the venue; if possible, you provide an adequate room (meeting room/ classroom).
- You provide comments on the agenda so we can take into consideration specific needs/suggestions.
- You promote the seminar through your network and directly address potential participants you can identify.
- If of interest, you propose additional external coaches (venture capitalists, experts, etc.) that could be invited to intervene during the training.
- You may assist with logistical matters – to be defined case by case.

Costs and reimbursement

The HEALTH-2-MARKET project will fund the travel and accommodation expenses of the internal speakers/coaches, but not from the participants.

The coverage of the expenses derived from the seminar should be defined case by case.

In principle, the catering expenses (lunch and coffee breaks) will be covered by the H2M organization partner involved, but this **should be first checked with its budget viability**.

Other costs, as for instance the rent of the room, have to be also checked.

More in particular:

➤ *H2M partner involved covers:*

- All expenses for trainers (travel, accommodation and meals).
 - Meals and coffee breaks for the participants (e.g. *for one-day-seminar*: 2 coffee breaks, 1 lunch; *for two-days-seminar*: 4 coffee breaks, 2 lunches. Structure to be defined with the external co-organizer).
- Eventual other costs on training (material printing, promotion, etc.).

➤ *The external co-organizer:*

- Provides a room – if there is a cost, the rental cost should be discussed case by case.
- Can help with additional logistical issues, but should not bear specific costs.
- If he proposed to take over the costs derived from meals and coffee breaks, it is always accepted.
- If a dinner is organized, the costs should be discussed case by case.
- If the format of the seminar is changed (e.g. to do a joint event with another initiative, etc.) the distribution of costs should be discussed case by case.

As every seminar will be different from the point of view of the costs, these conditions could vary and should be discussed.

Participation to trainings is free of charge; participants will cover their own travel and accommodation costs. Working meals and coffee breaks will be offered by the Health-2-Market project.

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Contact

<http://www.health2market.eu/seminars>

See also *Annex I: Seminar description*

Follow-up and Evaluation

At the end of each seminar, the participants will compile a feedback form, using a template provided, in order to assess the quality of the service received. The form will be gathered by each H2M organization partner involved.

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