

Project Deliverable

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PP	Restricted to other program participants (including the Commission)	
RE	Restricted to a group defined by the consortium (including the Commission)	
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Abstract:

This document explores the deployment of regional (seminars) and European (academies) training actions by understanding the target group profile, training topics, training coaches, implementation plan and marketing & communication efforts needed to assure the best possible outcome of the project.

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1. INTRODUCTION

The main goal of Health-2-Market (H2M) is to create a set of seminars and academies that will help European health/life science researchers to envisage an entrepreneurial future.

In order to do this, it is really important for all of the partners to offer the most adequate training to the target group. For this reason, the following sections explore the target group profile of researchers that could and should participate in the different trainings. Indeed, certain trainings require more advanced levels of business and entrepreneurial experience and education.

There will be a total of three different academy and 8 different seminar trainings offered. The partner universities will host the academies (six in all) while the seminars will be organized in different EU locations, either at partners' locations or adequate venues. Academies are considered as international European events. The training will not be specific to the host nation(s) allowing for broader learning outcomes from researchers from across the EU. On the other hand, seminars are more nationally/regionally focused and will thus attract more of a national/regional audience.

The professors that will be leading the trainings are highly experienced professionals and academics in the fields of entrepreneurship and business creation. In order for the project to attract the largest amount of researchers, the partners have extensively discussed the marketing and communication efforts that will be put into play.

The following sections explain how the partners intend to implement and plan for the different training programs.

2. TARGET GROUP PROFILE

A thorough study was conducted by H2M and was reported in the training needs analysis (TNA – D1.3.). The latter concluded that three potential participant clusters (2, 3 & 5) made up the most interesting target groups to focus on as they showed the most motivation to participate in entrepreneurial training.

These clusters varied as to their degree of expertise in entrepreneurial activities ranging from novice to expert (novice, intermediate & expert).

Below is given a concise overview of the main elements on which the 3 most interesting clusters show difference – notably the organization type and affiliations, as well as experience in EU projects:

- ⇒ **Cluster 2:** predominantly individuals working in public organizations, but the environment is seen as not very supportive; people with more than two years EU project experience; above-average competence and strong market orientation - higher than average percentage of respondents who have previously started a company; half of Cluster 2 respondents have applied for a patent and more than half (55.3%) have already developed a prototype/product; a high number of respondents has previous training experience;
- ⇒ **Cluster 3:** large concentration of academics and of respondents working in public organizations, poor scores with regards to the support through their institutional environment; people with less than two years EU project experience; moderate commercial awareness - less than 10% have started a company (the least percentage in comparison to the other two clusters), they have evaluate themselves as having poor competence and they have the least respondents with previous business training (15.8%). Cluster 3 clearly lacks in all three aspects (product/prototype, patent, company creation) in comparison to clusters 2 and 5;
- ⇒ **Cluster 5:** significantly higher percentage of respondents from private organizations and from SMEs, they operate in a very supportive institutional environment; people with more than two years EU project experience; elite segment with strong competence, commercial awareness and market orientation; significantly more respondents who have started a company, they are more likely to have applied for a patent, to have initiated licensing out and/or to have produced a prototype/product. There are also more respondents with previous business training experience.

This is an important piece of information to take into account as the different seminars and academies may require a certain level of knowledge and practice (past, current or soon to be). For this reason, it is believed that the groups that attend the different academies and seminars should be divided as follows.

➤ Seminars

The seminars do not have any restriction as to the level of expertise in entrepreneurship. Any health/life science researcher interested in the idea of pursuing an entrepreneurial venture or stakeholder involved with an organization supporting entrepreneurship in life science ventures are welcome to apply for these one-/two-day trainings.

➤ Academies

Each academy has different restrictions as to the level of expertise in entrepreneurship required to attend. Indeed, this is due to the fact that certain weeklong academies require health/life science researchers to have clearly defined business ideas in order for them to take advantage of the training. Attending the training with no experience or clearly defined idea would not accomplish the desired training outcome and objectives. Here is a breakdown of the different target groups according to the three academies' subjects:

2.1. Intellectual Property, Ethics, and the Utilization of Academic Research in health/life sciences (UGOT)

This training is dedicated to researchers willing to experience the challenges related to the integration of research and utilization processes through an intense accelerated academy. This academy is able to accept researchers from any level of business and entrepreneurship understanding. It is the only academy that can accept researchers with little to no business and entrepreneurship experience and can thus benefit a wide range of attendees (clusters 2, 3 & 5 or even others that might show interest).

2.2. Entrepreneurship and Business Planning in health/life sciences (SKEMA)

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. This academy can only reasonably be opened to researchers who have a clear business idea and want to understand how to pursue an entrepreneurial path. This academy will accept health/life science researchers with decent to expert levels of business and entrepreneurship experience (cluster 2 and 5).

2.3. New Venture Creation and Marketing in health/life sciences (IE)

This highly intensive training targets health researchers, entrepreneurs, intrapreneurs, and individuals that support and coach entrepreneurial projects that wish to cultivate an entrepreneurial mindset, and the ability to read their market and adapt their business operations to it. In other words, researchers participating in this academy must have a certain business and entrepreneurship understanding to fully benefit from this education opportunity (clusters 2 & 5).

3. SELECTION CRITERIA

In order for the trainings to be suited to the level of business/entrepreneurship expertise of the potential participants, the application forms (which are currently being developed) will ask certain specific questions such as:

- Have you ever had business courses?
- Have you had business courses in the past 5 years?
- Have you ever started your own business?
- Have you ever managed your own team?
- Do you have a clear idea of the business that you want to start?
- Etc.

These will allow researchers with different business experiences to take academies and seminars more in tune with their needs. The form is currently under preparation and will be accessible via the project web portal together with the publication of all necessary preliminary information regarding the training offer (dates, venues, content, trainers, eventual prerequisites, etc.).

The project team will proceed with the selection of training candidates according to a transparent process; seats will be attributed according to required previous knowledge/expertise and concrete existence of a business/project case (where applies, e.g. it is necessary for some of the academies to have previous knowledge and to work on the participants' own cases). A first come first served attribution of seats will be applied if no specific requirements are indicated for a training course.

The Health-2-Market training offer will be free of charge regarding the attendance of courses, however, participants will take care of accommodation and eventual travel costs on their own.

4. TRAINING TOPICS

The training topics have been divided into three weeklong academies and eight one/two-day seminars. Both have been crafted to fit in the best way possible the training needs analysis (D1.3) executed earlier this year.

Hereafter are the academy and seminar descriptions along with the partner university that will be dispensing them.

4.1. ACADEMIES

4.1.1. Academy 1: Intellectual Property, Ethics & the Utilization of Academic Research in health/life sciences (UGOT)

The academy organized by the University of Gothenburg aims at conveying to participants the importance of intellectual property rights from both an ethical and a practical standpoint, especially as they apply to health sciences. Particular attention is given to analysing the norms and laws that govern the utilization of academic research in entrepreneurial ventures.

Day	Description
Monday	Integration of Research and Innovation
Tuesday	Governance of Projects on Research & Moral Considerations
Wednesday	Intellectual Asset Mapping
Thursday	Innovation Information
Friday	Academic Value Creation

Purpose

The aim of the academy is to provide the researcher with a fundamental understanding of the challenges and opportunities related to the integration of research and utilization processes.

Context and training description

Successful utilization of research is based on collaboration between various actors where value is created both for society and the research community. Research results can be utilized in many ways such as through publication, open access, collaboration, licensing and venture creation among others. Furthermore, the results of research can take on many forms, including data, instructions, and inventions that is potentially relevant for utilization across both basic and applied research. Decisions regarding utilization also have an ethical dimension - for the society at large, but also for the university, the research group and the individual researcher.

This course will take participants through the process of mapping research and research projects, from identification intellectual assets to the capture and assessment of research as intellectual assets. Central to this process is the understanding of different sources of knowledge that support and strengthen research projects, the creation of societal value through economic and non-economic means, and the ethical considerations that need to be taken into account.

Participants

This training is dedicated to researchers willing to experience the challenges related to the integration of research and utilization processes through an intense accelerated academy.

Duration

5 days of knowledge transfer and iterative practice.

Learning outcomes

After the course, the participants will be able to:

- Understand the importance of utilization for research in general and for the individual researcher
- Identify, capture, and assess intellectual assets in research projects
- Understand what can be utilized in term of knowledge and generated through the research process
- Understand the various ways to utilize research and consequences of different choices
- Evaluate potential options of value creation from research projects

Teaching methods

The training will emphasize an active participation from the researchers, as each module is built upon the previous one/s.

Action based learning will structure the training in order to leverage cross-fertilization between participants.

Continuous feedback will enable experience sharing on the researchers' work throughout the academy.

Training Schedule

Two sessions at UGOT:

10 March to 14 March 2014

9 March to 13 March 2015

Program

Monday – Day 1:

1. 9h-10.30h: Warm-up session on the entrepreneurship mindset and the academic responsibility
2. 10.30h-12h: Knowledge triangle and the role of universities to collaborate and promote utilization
3. 13h-14h: Introduction to the case
4. 14h-15h: Mapping the project and the environment (from the case)
5. 15h-16h: Identifying value created and to be created – knowledge assets (from the case)

Deliverables:

Description of the research, identified intellectual assets and mapped stakeholders and the projects of the relevant environment

Tuesday – Day 2:

1. 9h-10.30h: Models for utilization of research & Governance of Research
2. 10.30-12h: Map and evaluate the contractual relations and clarify what is background and foreground

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3. 13h-14.30h: The ideas of the university & The critical and independent researcher
4. 14.30h-16h: Pinpointing the ethical challenges

Deliverables:

Mapped and evaluated the contractual relations and clarified what is background and foreground & Mapped the ethical considerations that need to be made

Wednesday – Day 3:

1. 9h-10.30h: Intellectual assets, property and capital
2. 10.30h-12h: Intellectual asset management & Intellectual property management
3. 13h-14h: Valuation and evaluation
4. 14h-16h: Assessing the Intellectual assets (from the case)

Deliverables:

Captured and evaluated the intellectual assets

Thursday – Day 4:

1. 9h-10h: Introduction to knowledge sources
2. 10h-12h: Bibliometric information, Patent information and other sources of information
3. 13h-16h: Evaluating the knowledge markets (from the case)

Deliverables:

Evaluation of the knowledge markets

Friday morning – Day 5:

1. 9h-10h30: Value creation and welfare development
2. 10h30-12h: Academic responsibility & The roles of the researcher
3. 13h-14.30h: Evaluating the public value creation of the research (from the case)
4. 14.30h-16h: Concluding remarks

FINAL DELIVERABLE:

Evaluation of the public value creation

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4.1.2. Academy 2: Entrepreneurship and Business Planning in health/life sciences (SKEMA)

The Academy organized by SKEMA aims at providing participants the necessary tools for planning and executing on their business ideas, transforming them from mere ideas to successful ventures.

Day	Topic
Monday	Characteristics and scope of your innovation
Tuesday	Potential markets & Business Model Canvas
Wednesday	Refining the Value Proposition & Go to Market Strategy
Thursday	Entrepreneurial Finance & Financial Forecasts
Friday	Business Plan Presentation

Context and training description

Entrepreneurship is the art of recognition and exploitation of opportunities. Transforming opportunities into entrepreneurial ventures requires that individuals not only possess knowledge, but that they also have the cognitive abilities that allow them to formulate, value and exploit that knowledge. Particular focus will be put on the health/life science issues that arise when trying to create a new venture.

This course will take participants through the process of formulating the framework of the entrepreneurial venture, from innovative idea creation to early start-up activities and acquisition of the first clients for a new business. Central to this process is the iterative creation and fine-tuning of a business plan, and understanding the uses of the business plan for management of key activities and for attracting outside investors.

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

5 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:

- Use the basic principles of the ISMA 360° methodology used in analyzing the potential of innovations
- Understand the combination of skills required to launch a new venture
- Relate the importance of innovation in business models to creating value for the client and to the ultimate success of the business
- Develop and formulate a synthesized business plan for a new enterprise

- Pitch in front of peers, investors and stakeholders to provide a clear, short, and valuable understanding of their innovation.

Training methods

The training will emphasize iterative construction of the different steps of the business plan with daily pitches and feedbacks from professionals as well as peer trainees.

Action learning will structure the training in order to leverage cross-fertilization between participants.

Testimonials from entrepreneurs will also enable experience sharing on the entrepreneur's curriculum

Training schedule

Pilot Academy at SKEMA: 2 September to 6 September 2013

Two sessions at SKEMA:

16 June to 20 June 2014

8 June to 12 June 2015

Program

Monday – Day 1:

1. 8h45-11h: Warm-up session on the entrepreneur mindset
2. 11h-12h: Introduction to academy Deliverables: The pitched Business plan
3. 14h-17h: Defining the characteristics and scope of your innovation
4. 17h-18h: Pitch on your innovation scope

Deliverables: BP slides on vision/mission

Tuesday – Day 2:

1. 8h45-12h: Identifying potential markets
2. 14h-17h: Business Model Canvas
3. 17h-18h: Peer2Peer Business Model Canvas presentations

Deliverables: BP slides day 1 + opportunities + offer + value proposition + targeted markets + BM canvas

Wednesday – Day 3:

1. 8h45-10h: 1,5 min pitch with feedback (split in 2 juries)
2. 10h-12h30: Refining the Value Proposition
3. 14h-15h30: Testimonials from entrepreneurs
4. 15h30-17h: The Go to Market Strategy
5. 17h-18h: Pitch with jury (split in 2 juries)

Deliverables: BP slides day 2 + go to market strategy

Thursday – Day 4:

1. 8h45-10h: 1,5 min pitch (split in 2 juries)
2. 10h-12h: Entrepreneurial finance & introduction to financial forecasts

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3. 14h-16h: Working out your financial forecasts
4. 16h-18h: Finalizing your Business Plan

Friday morning – Day 5:

1. 8h30-10h00: Peer2Peer warm-up on BP presentations
2. 10h15-12h45: Business Plan Presentations
10 min pitch + 5 min Q/A with a jury (split in 2 juries)

Deliverable: Radar Ranking of each BP to provide suggestions on issues to be further addressed

Jury composition: Academics, Investors, Life Science Entrepreneurs

4.1.3. Academy 3: New Venture Creation and Marketing in health/life sciences (IE)

The academy organized by IE University aims at helping participants to spot market needs, analyse them in depth, and understand how they can be transformed into opportunities for entrepreneurship. At a second stage, participants will learn how to read the market and how to establish business operations in a complex environment comprised of customers, competitors, collaborators, and complex environmental influences.

Day	Topic
Monday	Introduction & Creativity Workshop
Tuesday	Commercializing Technology Workshop & Understanding Marketing Dynamics
Wednesday	Gathering Marketing Intelligence & What is YOUR Market?
Thursday	Integrated Marketing Tactics
Friday	Integrated Marketing Strategy

Context and training description

Entrepreneurship is the art of recognition and exploitation of opportunities. Recognizing opportunities and transforming them into entrepreneurial ventures requires that individuals not only possess relevant knowledge, but that they also fully understand the problem that they set out to solve and its implications for diverse sets of stakeholders.

Marketing is the core of an operating business. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. It starts with identifying and measuring consumers' needs and wants, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategies and implementation programs for offerings that satisfy consumers' needs better than the competition. Marketing is the art and science of creating value for the organization, via creating value for its customers.

This course will help participants spot market needs, analyze them in depth, and understand how they can be transformed into opportunities for entrepreneurship. Then, participants will learn how to read the market and how to establish business operations in a complex environment comprised of customers, competitors, collaborators, and complex environmental influences.

Participants

This highly intensive training targets health researchers, entrepreneurs, intrapreneurs, and individuals that support and coach entrepreneurial projects who wish to cultivate an entrepreneurial mindset, and the ability to read their market and adapt their business operations to it.

Duration

5 days.

Learning outcomes

After the course, the participants will be able to:

- Identify existing or latent customer needs, and understand whether and how these can be transformed into opportunities for entrepreneurship.
- Understand the intricacies of divergent and convergent thinking, and their role and value in the creation of entrepreneurial ventures.
- Understand different potential sources of funding for entrepreneurial ventures, and different investors' diverse goals and modus operandi.
- Develop a disciplined approach to the analysis of business problems.
- Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- Develop effective marketing strategies blending the capabilities of the company, the needs of the customers, and the demands of the environment.
- Design a strategy implementation program to maximize the chance of marketing strategy success.

Training methods

The training will focus on building an entrepreneurial mindset among participants, and offer them the tools to transform inventions and/or research results into entrepreneurial ventures. To this end, a mix of case studies and hand-on practical workshops will be used. In addition, sequential use of lectures, cases, applications adapted to each participant's individual case will ensure the consolidation and future applicability of the gained knowledge.

Training Schedule

Two sessions at IE:

- 22 April to 26 April 2014
- 20 April to 24 April 2015

Program

Day	Description
Monday	Introduction & Creativity Workshop
Tuesday	Commercializing Technology Workshop & Understanding Marketing Dynamics
Wednesday	Gathering Marketing Intelligence & What is YOUR Market?
Thursday	Integrated Marketing Tactics
Friday	Integrated Marketing Strategy

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Monday – Day 1:

1. 10h-13h: The entrepreneurial mindset: thriving under uncertainty
2. 15h-18h: Creativity Workshop: Identifying problems and why we often fail to do so

Tuesday – Day 2:

1. 10h-13h: Commercializing Technology Workshop: Understanding the need, identifying your stakeholders, and sketching a solution
2. 15h-18h: Introduction to Marketing

Deliverables: Individual Market Description

Wednesday – Day 3:

1. 10h-13h: Understanding markets and customers
2. 15h-18h: Provide superior value by selecting the right customers (STP)

Deliverables: Individual Description of target markets

Thursday – Day 4:

1. 10h-13h: Integrated Marketing Tactics – Part 1 (Product, communication)
2. 15h-18h: Integrated Marketing Tactics – Part 2 (Distribution, pricing)

Deliverables: 4P analysis

Friday morning – Day 5:

1. 10h-13h: Integrated Marketing Strategy

Deliverable: Marketing Plan

4.2. SEMINARS

4.2.1. 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

4.2.2. 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

4.2.3. 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

4.2.4. 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.

Training schedule

To be determined

4.2.5. 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.

Training schedule

To be determined

4.2.6. 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 behavioral 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 Behavioral 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.

4.2.7. 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.

4.2.8. 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.

ProgramDay 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.

Training schedule

To be determined

5. SEMINAR AND ACADEMY COACHES

The coaches that will be leading the seminars and academies are experts in the field of business creation and entrepreneurship. The business schools will be in charge of the six academies and six of the seminars while the remaining nine seminars will be distributed evenly across the other partners. All business schools have experienced high-level professors that will be in charge of the academies and seminars as internal trainers. In addition, some external innovation coaches might be invited by partners as local experts or thematic specialists if this is needed for some of the trainings.

Hereafter are INDICATED the current internal coaches that H2M will be counting on.

Michel Bernasconi, PhD (SKEMA)

Professor of Business Strategy and Entrepreneurship

Michel Bernasconi graduated from SKEMA Business School (1975). He holds a Doctorate degree in Business Strategy from the University of Aix-en-Provence (1985) and an HDR (2007), and has 25 years of experience in strategy and new business creation.

He is currently the executive director of the faculty and the director of the department “Strategy and Entrepreneurship” at SKEMA. He had previously other management positions: Associate Dean for the Master program (ESC) (1994-1999) and director of Executive Education (2003-2004).

Michel Bernasconi is one of France’s specialists in the high-tech start-up field, in which he has been working extensively in both business and engineering schools. His research has been published in books and academic reviews in France, the UK and the USA. He has been President of the French “Academy of Entrepreneurship and Innovation”, a research association (2008-2010). He developed at SKEMA a set of activities on entrepreneurship. He initiated the MSC in Entrepreneurship and Innovation, developed incubators on the French campuses, and recently launched an ambitious partnership with a Chinese Incubator (Xian Jiaotong-SKEMA) in Sushou. He was the founder and the director of the High-Tech Entrepreneurship Center who develop numerous projects in Entrepreneurship.

He has extensive experience in teaching entrepreneurship, intrapreneurship and new business creation, in particular in Executive Education. More specifically, he is in charge of the program « Coup de Pousse», a successful seminar on intrapreneurship dedicated to big companies which last from more than 10 years. He is a member of Sophia Business Angels, an investor club that invests in high-tech companies in France and in Europe.

Philippe Chereau, PhD (SKEMA)

Professor of Strategy and Entrepreneurship

Philippe CHEREAU holds a Doctorate in Management Science, is a professor of strategy and entrepreneurship, and scientific director of the MSc in Entrepreneurship and Innovation at SKEMA Business School. He has specialized in strategic management of innovation and in the governance of Local Innovation Systems. He has held positions in international business development, general management and executive consulting. As an entrepreneur, he has contributed to the launching of two ventures in the field of clinical development. He has been life science expert for the French Entrepreneurship and Innovation contest. As a scholar, he conducts research on the relationships between competitive strategy, innovation and performance in SMEs.

Magnus Eriksson, PhD (UGOT)

Deputy Director, Institute for Innovation and Social Change

Magnus Eriksson has a PhD in Technology Management and is the Deputy Director at the Institute for Innovation and Social Change at the University of Gothenburg, with focus on the academic utilization on a scientific basis in order to create value for industry, universities, and society in the emerging knowledge-based economic paradigm.

Dr. Eriksson is engaged in educational management and research focused on strategic management with specific interest in identifying and developing business models to build sustainable businesses in relation to intellectual assets, properties and capital. Dr. Eriksson is also dedicated to the Intellectual Capital Management (ICM) Master Program at Chalmers University of Technology/University of Gothenburg as well as for the Center for Intellectual Property (CIP). Dr. Eriksson has a proven record as a director in knowledge intensive business development and management, including working as strategy consultant and business developer. Dr. Eriksson has also Technology of Licentiate degree in Technology Management, as well as degrees in industrial engineering and management, technology based businesses, entrepreneurship and business development.

Dilney Gonçalves PhD (IE)

Assistant professor of Marketing

Dilney Gonçalves' research investigates the psychological mechanisms underlying consumer opinions, decision-making, and well-being. His research addresses questions such as "how do consumers make inferences about the general population based on a single opinion?", "when do purchases bring happiness and when they do not?", "why do people overbuy?", "what are the effects of visual displays on the processing of abstract versus concrete messages?", and "how can charities create more persuasive messages?" He has presented his research in several international conferences, including the Association for Consumer Research, Association Française du Marketing, and the Business Association of Latin American Studies (BALAS).

At IE Business School, Dilney is currently teaching in the PhD and in the Master in International Management programs.

Quote: "People make decisions all the time. One class of decision-making error comes from the way our minds work and it's called cognitive biases. I feel that teaching people how to improve their decision making is an important way to contribute to society and apply my research to important problems."

Aleksios Gotsopoulos, PhD (IE)

Assistant professor of Entrepreneurship

Alex's research focuses on the emergence of new industries, and on how the challenges and opportunities that entrepreneurs face evolve as industries progress from infancy to maturity. He is particularly interested in how the dynamics of legitimacy, competition, contagion, and categorization affect entrepreneurs' decision making and their ventures' performance and survival. Among others, he has studied the early automobile industry in US, the stock brokerage industry in Greece, the global smartphone industry, and university spinoffs in UK.

Alex's research has appeared in the Academy of Management Journal and the Academy of Management Best Paper Proceedings, has been featured in outlets such as the Wall Street Journal and Inc.com, and has been supported by the National Science Foundation and a number of North American and European foundations.

Quote: "I am glad to be part of the H2M project because I want to help bridge entrepreneurship theory and practice, and help projects with high growth potential incubate".

Bowman J. Heiden, PhD (UGOT)

Deputy Director, CIP – Center for Intellectual Property

Mr. Heiden is currently the Deputy Director of Center for Intellectual Property, which is a joint development center for knowledge-based business development between University of Gothenburg and Chalmers University of Technology. Previously he was Innovation Director for the Qatar Science & Technology Park, where he was responsible for driving innovation strategy and intellectual property policy. As deputy director of CIP Mr. Heiden currently manages the internationalization of the CIP platform and strategic industry relationships. His previous work at CIP involved strategic program development specifically focused on the building of collaborative innovation platforms to facilitate the creation and development of knowledge-based business. In this role Mr. Heiden has co-developed the Intellectual Capital Management Master program (ICM), which is a graduate education in knowledge-based business development and

management for business, engineering, and law students. Mr. Heiden is also co-founder of the Gothenburg International Bioscience Business School (GIBBS), a graduate education that develops real bioscience ventures in an imbedded pre-incubator, and CIP Professional Services, which provides IP and business development services to both established firms and technology start-ups. Mr. Heiden has also developed CIP FORUM, which has grown to one of the leading knowledge-based business events worldwide. Current interests include the development of next generation university innovation systems and IP-based open platforms in the telecommunication sector.

Mr. Heiden holds degrees in engineering and technology management and his PhD work is in the field of innovation and entrepreneurship with a focus on intellectual property and open innovation knowledge-based sectors. Mr. Heiden currently resides in Göteborg Sweden with his wife and two small children. Before turning his focus to the field of knowledge-based business, Bo played professional basketball in a number of European countries.

Ulf Petrusson, PhD (UGOT)

Director, Institute for Innovation and Social Change

Ulf Petrusson is a Professor of Law at the University of Gothenburg as well as the Director at the Institute for Innovation and Social Change at the School of Business, Economics and Law, University of Gothenburg. In addition, Professor Petrusson is the director for the Center for Intellectual Property (CIP) and Program Director at the Intellectual Capital Management (ICM) Master program at Chalmers University of Technology/University of Gothenburg.

Professor Petrusson is engaged in research focused on law and technology with specific interest in how technology and other knowledge can be claimed and managed as assets, property, and capital in early and open innovation projects. Professor Petrusson has experience in working as a Company Lawyer/IP consultant at Göteborgs Patentbyrå AB. He is a co-founder, senior advisor at CIP Professional Services Ltd, a development and business consultancy company. He is a member of boards including one at the Swedish Patent and Registration Office. Professor Petrusson is also active in executive training activities both in Sweden and internationally. He is also a member of international networks including The Association of University Technology Managers (AUTM), and The Swedish Network for Innovation and Technology Transfer Support (SNITTS).

Antonis Stamatogiannakis, PhD (IE)

Assistant professor of Marketing

Antonios' research is primarily interested in uncovering the psychological processes associated with two fundamental types of quests: The quest for something better (i.e., attainment goals), versus the quest for maintaining something already acquired (i.e., maintenance goals). In a secondary stream of research, Antonis investigates how visual aesthetic preference for a product is affected by the interplay between product design properties, chronic consumer characteristics, and contextual influences. He has presented his work at numerous international conferences, including the Association for Consumer Research, Society for Consumer Psychology, and the European Marketing Association (EMAC) conferences. As an IE faculty, Antonis has received funding from the European Union for conducting both research and business training activities. At IE, Antonis is teaching Consumer Behavior & Market Research, and Marketing Principles at the Master's as well as at the PhD level.

Quote: "I always have the uncertainty whether what I am researching is relevant for practice. H2M gives me a great opportunity to help other researchers in this regard: Make the jump from their research, to the business world".

Dominique Vian, PhD (SKEMA)

Associate Professor of Strategy

Dominique started his career as an information system consultant at Bull Company then PricewaterhouseCoopers. In 2001, after experimenting life as an entrepreneur during 5 years, Dominique started working for SKEMA Business School (previously CERAM Sophia Antipolis) to lead the TEEE-Inn European project. He also coached well-known successful start-ups like Seemage, Benomad and Keeneo.

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He is the inventor of the Innovation Systemic Marketing Analysis method called ISMA360®. Built on specific theoretical frameworks: Effectuation, Sciences of Design and Complexity, this is a new approach applicable to strategy when uncertainty is inherent to innovation.

External innovation coaches may be invited in particular in order to cover specific expertise fields, like venture capitalists, mentors, local IPR specialists, technology transfer experts, etc. Their role will be defined according to the needs of the specific trainings, either as full trainers or as additional experts to be consulted by the training participants.

All trainers/innovation coaches will be briefed of the training outlines, objectives and participants' needs prior to the trainings by the H2M project team.

6. IMPLEMENTATION PLAN

In order to allow the seminars and academies to be implemented as smoothly as possible, the project members have been in constant communication. Indeed, since January 2013, the business schools (UGOT, IE & SKEMA) and other involved members (INNO, EM, APRE & Q-PLAN) have partaken in several Skype conference calls as well as face-to-face meetings. This has allowed for the project to comfortably plan the implementation of the upcoming academies and seminars.

The implementation plan takes into account the findings of the Training Needs Analysis conducted by the H2M project team.

The first pilot event to take place is the pilot academy. It will be held at SKEMA Business School, Sophia-Antipolis Campus (FRANCE) from 2-6 September 2013. Partners from other organizations will join SKEMA and see the way in which the academy is undergone, gather feedback from participants and more importantly, if applies, what could be changed for the remaining 6 academies.

The second pilot event to take place is the pilot seminar. The latter will be hosted by University of Gothenburg (UGOT), Gothenburg Campus (SWEDEN) on 16 October 2013. As for the pilot academy, partners from other organizations will join UGOT and see the way in which the seminar is undergone and more importantly what might have to be adapted for the remaining seminars.

Partners have developed a tentative timetable for the remaining seminars and academies (refer to Table 1 and Table 2 below for the current version). The business schools have chosen adequate dates for the academies that they will be hosting. It was important to choose dates that took into account events related to the field of health/life sciences – both national and international – as well as holidays in order to pick the best possible dates.

After an internal meeting, it was decided that all partners have the responsibility to host at least one seminar and pick appropriate dates accordingly. The distribution of seminars was done as follows: the business schools will host two seminars each while the remaining nine will be distributed evenly across the other partners; these will be organized at partners' venues or potential other venues that seem appropriate, e.g. linked to an identified health event, in synergy with other initiatives or projects or for example in collaboration with the Health NCPs network.

The business schools will probably coach all the seminars even though there is a possibility for external innovation coaches/speakers to be chosen. The other partners will thus choose the most appropriate seminars offered by the business schools and update the timetable accordingly. The current version of the timetable only shows the academies and seminars hosted by the business schools. The other partners will add the remaining seminars (9) within the next months. Furthermore, the dates remain tentative as life/health science events may occur allowing for better suitability.

The first version of the syllabi of the academies and seminars will be available by the end of the month of April 2013. They will be finalized by July 2013. This will give the partners ample time to select the most appropriate seminars that correspond best to the needs of their national health/life science researchers. The final calendar will be published on the H2M project web portal.

Table 1		
	ACADEMIES	SEMINARS
sept-2013	EBP (2nd -6th)	
oct-2013		(16th)
nov-2013		
déc-2013		
janv-2014		
févr-2014		
mars-2014	IPR (10th-14th)	DM (3-4)
avr-2014	NVC (22nd-26th)	ISMA (10th - 11th)
mai-2014		
juin-2014	EBP (16th - 20th)	
juil-2014		
août-2014		
sept-2014		
oct-2014		
nov-2014		
déc-2014		
janv-2015		
févr-2015		
mars-2015	IPR (9th-13th)	MIP (2nd-3rd)
avr-2015	NVC (20th-24th)	ENB (23rd - 24th)
mai-2015		
juin-2015	EBP (8th - 12th)	
juil-2015		
août-2015		
sept-2015		

Table 1: preliminary calendar of academies and seminars

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Table 2		
LEGEND		
	Activity Name	Business School
ACADEMIES	IPR : Intellectual Property, Ethics, and the Utilization of Academic Research	UGOT
	EBP : Entrepreneurship and Business Planning	SKEMA
	NVC : New Venture Creation and Marketing	IE
SEMINARS	ENB : Essentials Of Negotiation Behavior	SKEMA
	ISMA : Marketing of Innovation & effectual entrepreneurship	SKEMA
	KBB : Introduction to Knowledge-Based Business	UGOT
	IAM : Intellectual Asset Management and Knowledge-Based Business Strategy	UGOT
	IPM : Intellectual Property Management and Open Innovation in Health/Life Sciences	UGOT
	DM : Cutting Edge Decision Making Tools for Entrepreneur	IE
	EOF : Identifying entrepreneurial opportunities and understanding modes of financing	IE
	MIP : Marketing for Innovative Products in Health/Life Science	IE

Table 2: Legend of academies' and seminars' titles

The trainings offered by H2M are free of charge for the participants. Furthermore, training material (PowerPoint printouts, pens, binders, etc.), lunches and coffee breaks will be provided by the hosts while the remaining costs will be covered by the participants (travel costs, accommodation costs, dinner and breakfast costs, etc.).

7. PREPARATORY WORK

7.1. Training Material

7.1.1. Academy and seminar material

Each academy and seminar will count on specifically developed PowerPoint slide sets and course material that will be given to each attendant when they arrive at the training sessions. The university partners are currently developing these and all partners will help editing them before distribution at the seminars and academies.

7.1.2. Case study creation

H2M partners will develop several case studies before the pilot academy takes place. In addition, each academy and seminar will have specific final deliverables that will be converted into best practice cases giving much valuable information as to the most efficient way for health/life science researchers to launch their new venture. Also, additional case studies will be developed based on training participants' personal cases, e.g. as "mini-cases" in order to permit the knowledge sharing among participants and potentially interested future trainees.

7.2. Timeline

After a conference meeting with the involved partners (IE, UGOT, EM, Q-PLAN, APRE, inno and SKEMA), the following steps were decided for implementation as follows for the pilot academy:

- The application form is currently being developed and should be implemented on the H2M platform by early June 2013.
- The training materials are currently under preparation and shall be ready by the end of July 2013 (general material) or August 2013 (first set of case studies)
- The e-learning training material is currently being edited and will be uploaded to the e-learning platform for the start of the pilot trainings
- The pilot academy application will be accessible by the beginning of June 2013 and will be closed by end of July 2013
- Logistics information will be available via the H2M web portal when registration opens
- The academic program will be available for participants at the same time as the registration opens
- The invitation shall be sent to a large amount of contacts/networks like the National Contact Points (NCP) networks, other collaboration initiatives/projects (e.g. Fit4Health network) as well as the contact list that was gathered during previous project activities, such as the online survey, newsletters and round tables done in Brussels.
- The pilot academy will take place from 2-6 September 2013 and involved partners will join in order to observe its implementation and seek for feedback for following academies

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The pilot academy will allow H2M partners to fine tune the other training programmed for the years to come and will thus allow for a more efficient implementation down the road.

As a summary, the timeline for the preparation of the pilot academy and seminar has been set as follows:

Task	Deadline
Application form uploaded to H2M	June 2013
Open registration	June 2013
Send email invitations	June 2013
Close registration	July 2013
Training material (general material)	July 2013
Training material (first set of case studies)	August 2013
e-learning training	Registration open; pilot training starts in September 2013
Pilot Academy	2-6 Sept 2013
Pilot Seminar	16 November 2013

7.3. Marketing and Communication

In order for the academies and seminars to successfully be implemented, it is crucial to rely on valuable marketing and communication efforts by all members. Much work has already been done to assure that the training events attract the largest amount of people possible. There is still however some effort to be done.

The project will strongly rely on all partners' active involvement when they are hosting their academy or seminar. Indeed, they will have to send out the invitations, collect the application information (from the H2M website), confirm the participation, and print out the adequate training materials.

The Business Schools (UGOT, IE & SKEMA) will prepare the syllabi. APRE will have the important responsibility to supervise the overall coordination efforts in the organization of the seminars and academies. INNO TSD will help in the formatting of the different communication, education and marketing documents. Q-Plan will prepare the public templates, folders and other promotional materials. They will also be responsible for the general dissemination and promotion of the trainings. EM will prepare the online registration interface that will appear on the H2M website.

Furthermore, partners involved in the communication and marketing efforts will investigate on other additional means as to how to promote H2M training events.

8. CONCLUSION

The H2M project relies on pertinent regional and European training in order to be successful. In order to assure the success of these trainings, much effort has been given to the implementation of these trainings. The pilot academy that will take place from 2 to 6 September 2013 and the pilot seminar that will take place on 16 October 2013 will allow the partners to grasp a better understanding as to how to have the most efficient trainings implemented in the best possible way that will allow European researchers to develop an entrepreneurial mindset.