

Wednesday 18 January Business development & marketing strategies	Thursday 19 January Sales & negotiation	Friday 20 January Building long term partnership
<p style="text-align: center;">08.45 - 09.00</p> <p>Course introduction Jeff Skinner, Executive Director, Deloitte Institute of Innovation and Entrepreneurship, London Business School, United Kingdom</p> <p style="text-align: center;">09.00 - 09.30</p> <p>Success as a ‘Business Developer in academia’ The business development and marketing roles are probably the most difficult in the knowledge transfer process – lonely, ambiguous, poorly understood by colleagues & with KPIs hard to set and measure.</p> <p>In the first part of the morning we ask why it’s so difficult & explore the role from the perspective of one who develops new business and relationships & an academic with a track record in knowledge transfer. Jeff Skinner</p> <p style="text-align: center;">9.30 - 10.15</p> <p>On the front line How can we best encourage and assist researchers to develop new commercial relationships & opportunities – what are effective activities & strategies; how should you work with IP, licensing and legal colleagues. Yolande Cordeaux, Knowledge Transfer Facilitator, University of Cambridge, United Kingdom</p> <p style="text-align: center;">10.15 - 11.00</p> <p>What academics need from us What prevents researchers from engaging with business – time, expertise, contacts, funding, technology? What can we do to make it easier for them and persuade and those who are resistant (even when they have great technology). Fazilet Vardar Sukan, Director, Ege University TTO, Turkey</p>	<p style="text-align: center;">08.30 - 10.15</p> <p>The sales process Many of us (and many academics) find it hard to 'sell' to potential partners. We like to talk and present - often far too much - about what the technology is but we don't have strategies for advancing the dialogue towards an initial 'deal' of some kind.</p> <p>Successful (sales) meetings should not be pitches or presentations. Rather they should be structured conversations in which we test out value propositions and – only if there is real value for the other party – find some way of developing the relationship by finding some small way to collaborate.</p> <p>In this session, we learn and practice a useful tool (methodology) for structuring such conversations that - if used should result in 'deals'. Jeff Skinner</p>	<p style="text-align: center;">08.30 - 09.30</p> <p>Capturing the essence of an agreement Once verbal agreement has been reached on a deal the final terms need to be written down and turned into a legal agreement. You may not write that agreement but it is your responsibility to make sure that the terms are clear and workable. In this session, we attempt to disentangle an agreement negotiated by an academic - turning a vague 'wish list' into a clear memorandum of understanding. Jeff Skinner & Malcolm Bain, Lawyer, id law partners/BGMA, Spain</p> <p style="text-align: center;">09.30 - 11.00</p> <p>Building lasting relationships All universities want to build up longer term relationships with businesses – to move beyond negotiating a series of smaller projects into something altogether more 'strategic' and broader, perhaps involving a major investment in research infrastructure based on trust and mutual understanding (a framework agreement). In this 'back-casting' exercise we ask how one university achieved grew a single studentship into a major alliance over a number of years, examining the things they did right as well as the things they didn't do wrong. Jeff Skinner</p>
11.00 – 11.30 COFFEE BREAK	10.15 - 10.30 COFFEE BREAK	11.00 - 11.30 COFFEE BREAK

<p style="text-align: center;">11.30 - 13.00</p> <p>Developing commercial strategy You have a great technology based on great science. However, this is just the beginning – the next step is to work with the academics to develop a commercial strategy.</p> <p>In this session, we use a simple illustration to examine the components of a ‘Plan A’ (‘straw man’) commercial strategy and see how this helps us to advise the academic team on the next steps to commercialisation and lead to a plan of action</p> <p>We see how the creation of a strategy (really a set of structured choices) leads in a very natural way to consensus, action and a much clearer view of who we should be talking to and meeting – who are our customers, the ‘value proposition’ and the kind of ‘deal’ that we might target. Jeff Skinner</p>	<p style="text-align: center;">10.30 - 11.15</p> <p>Why don’t we like negotiating? Once we have found a commercial partner to work with we must then negotiate terms. Few of us enjoy this part of the process or feel we’re very good at it.</p> <p>This session forms the pre-ambule to the rest of the day devoted to negotiation practice – a self-confessed skill deficit common to most KT managers. We ask what it is that we dislike, find problematic and the elements of negotiation that are stressful. We also examine the major causes of ‘failed’ negotiations and ask what tactics and tools we can use to improve our performance. Jeff Skinner & Robert Marshall, Training & Coaching Professional, Robert Marshall & Associates, United Kingdom</p> <p style="text-align: center;">11.15 - 12.30</p> <p>Value creation in stressful situations Stressful environments, too many parties with too many different interests and difficult conversations are some of the aspects that can further affect the outcome of a negotiation – your mind freezes or you feel ‘pressured into a deal that you know you’ll regret’. How you behave and the tactics you use to deal with such situations are also important issues to be considered. Participants will be divided in groups of four and be faced with a succession of scenarios where the other side(s) seem to have all the power and are prepared to use it. Robert Marshall</p>	<p style="text-align: center;">11.30 - 12.30</p> <p>Overcoming barriers, internal and external We devote this final session to discussing your own cases – ones where you have identified a real opportunity or impasse to which you can apply some of the learnings and strategies covered in the course.</p> <p>Some will be ‘internal issues blocking the commercialisation. Others will be issues of finding a partner or structuring the right deal with a potential partner. Course team</p> <p style="text-align: center;">12.30 - 12.45</p> <p>Course Wrap up</p>
13:00 - 13.45 LUNCH	12.30 - 13.30 LUNCH	12.45 - 13.30 SANDWICH LUNCH
<p style="text-align: center;">13.45 - 15.00</p> <p>Knowing the right people to ‘market’ to Having figured out the action plan we need to ‘get the hell out of the building’ and start connecting, contacting and influencing potential partners and industry gurus and opinion leaders – actual people who may be part of our network and value chain. This is ‘market research’ but it’s also ‘marketing’.</p> <p>In this session, we use two or three examples to explore what is involved and the techniques we should use to identify the right companies and people, how to contact them and how to build their interest. Jeff Skinner</p>	<p style="text-align: center;">13.30 - 17.30</p> <p>Case study - Multi-party negotiations: so you think you can negotiate... When multiple parties and interests meet, deal-making becomes complex. Strategic negotiation skills can offer a solution to the problem. During this 4-hour case study, you will be immersed in a multi-party negotiation in which two different universities are entangled in a deal-making dispute with a spin-out and a multi-national company. Your job is to negotiate the best deal for your ‘party’ developing strategies and negotiating positions in real time.</p> <p style="text-align: center;">13.30 - 13.45 introduction 13.45 - 14.30 round 1 14.30 - 15.45 round 2 15.45 - 17.15 round 3 17.15 - 17.30 feedback & conclusions</p> <p>Robert Marshall & course team</p>	<p>COURSE ENDS</p>
15.00 – 15.30 COFFEE BREAK	17.30 – 17.45 BREAK	

15.30 - 17.30

Using Social Media tools to find and contact partners and investors.

Alastair Banks, Director, Optix Solutions, United Kingdom

The most difficult aspect of knowledge transfer is finding potential partners, users, champions and investors for our new technologies – both companies and right individuals within them. Used properly, social media tools can both pinpoint and provide warm leads to those we want to speak to. In this session, we learn – from a social media expert – how to use the huge diversity of tools out there, when and how to use them effectively.

17.30 - 17.45

Wrap up of the day

What did we learn today: time for afterthoughts, hands-on examples, exercises and Q&A.

Course team

17.45 - 18.45

Case presentation preparation

For this informal group session, we ask you to discuss and prepare a 'problem case' that is currently 'live' for one member of the group. We ask you to:

- Pick one case to present
- Discuss and 'bottom out' the issue
- Suggest some practical solutions
- Prepare a short (two-flipchart) presentation setting out the problem and solution
- Decide who will present (NOT the problem-owner)

Course team

19.00 NETWORKING DINNER